

Mergers & Acquisition

KLEEMANN GROUP

Lift manufacturer

2021 results

- Revenue: 190m euro
- EBITDA: 12,8m euro

- 4 factories (Greece 2, China, Serbia)
- Trading companies (UK, Germany, Romania, USA, Australia, France, Cyprus, Turkey)
- Sales in more than 100 countries

Acquisitions so far

- UK
 - ✓ 4 companies
 - ✓ 30m euro annual revenue
- Greece
 - ✓ 3 companies
 - ✓ 2,5m euro annual revenue
- Australia
 - ✓ 1 company
 - ✓ 20m euro annual revenue
- USA
 - ✓ 1 company
 - ✓ 8m euros annual revenue

Why M&A ?

- Why should you focus on M&A in the current landscape?
 - ✓ Sector consolidation
 - ✓ Size matters
 - ✓ Synergies & economies of scale
 - ✓ Funds availability
- How can acquisitions in new territories bring you success?
 - ✓ Faster growth
 - ✓ Acquire territory knowledge

M&A - basic principles

- Make sense
 - ✓ Top & bottom-line growth
 - ✓ Synergies
 - ✓ Diversification
 - ✓ Technology
- Part of a long-term business plan
- Financing
 - ✓ Debt (banking relationships)
 - ✓ Equity (cash, share exchange)
- Exit strategy
 - ✓ Buyout options

M&A - steps

The acquisition process



M&A - important issues - What are the pitfalls and how can you avoid them?

- Culture
 - ✓ Share vision, make people feel comfortable
- Valuation
 - ✓ DCF, multiples, equity, achievable synergies
- Due diligence
 - ✓ Financial, tax, legal, commercial etc.
- Conditions precedent
 - ✓ Contracts, loans, dividends

M&A - important issues - What are the pitfalls and how can you avoid them?

- Payment agreement
 - ✓ Installments, conditions (upwards and downwards), cash-free debt-free
- Psychology of the seller
 - ✓ Manage expectations, solicitors.
- Post acquisition integration
 - ✓ HR, Finance, Operations

M&A - questions

Thank you