

# BDA Partners

## 20 Years of crossborder M&A involving Asia

## Leading independent Asian investment banking firm

2016 marked 20 years of providing high quality M&A and transaction advice

### Dedicated to Asia, with global reach

We deliver true global coverage for our clients from BDA's own platform



### Core values align with clients' interests

#### Experience

- ✓ BDA is owned and managed by its Partners, who have an average tenure of over fifteen years
- ✓ Senior, experienced bankers actively manage transactions, and lead the advice we provide

#### Excellence

- ✓ Name brand credibility and reputation
- ✓ Proven global access and M&A execution excellence
- ✓ High volume repeat business from blue chip clients

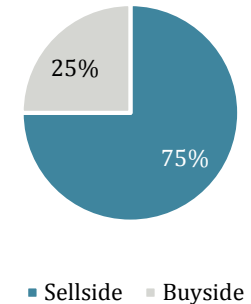
#### Independence

- ✓ We only provide advice and execution capabilities and can therefore focus on the strategic goals of our clients free from conflicts of interest

### Pure advisory, boutique attention

#### Advisory services

- Financial sponsor portfolio company exits
- Corporate divestments
- Founder exits
- Corporate acquisitions
- Buyside M&A
- Capital raising
- Debt advisory



### Active across major sectors



Industrials



Automotive



Consumer & Luxury



Chemicals



Technology



Services



Healthcare



Agriculture & Agribusiness

## Long-established Asian presence

29 Asia-related transactions in the last 24 months

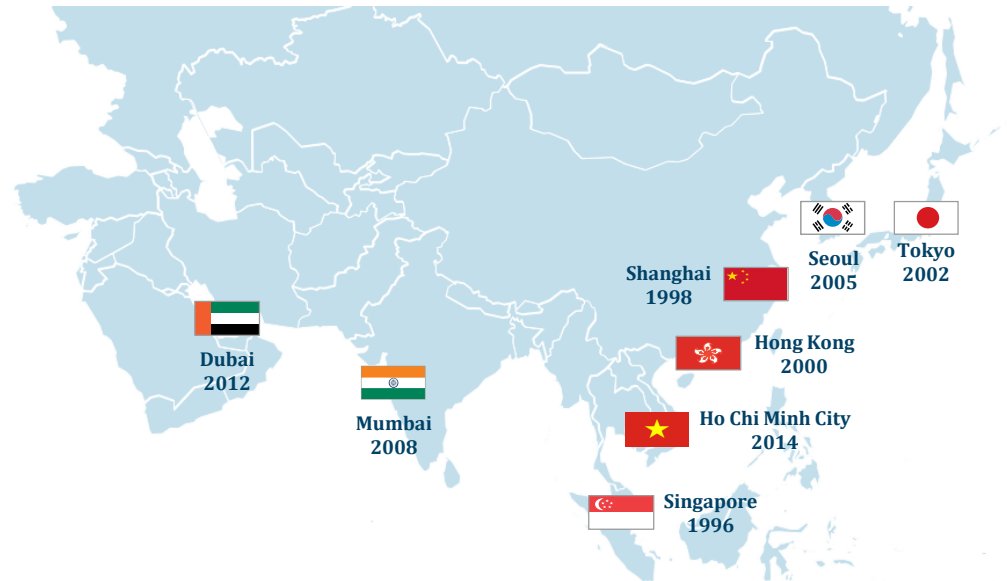
### Active in Asia since 1996

#### Coverage across Asia

- 60+ bankers
- 7 countries
- 20 years of relationship building

#### We reach Asian buyers

- 80+ assets sold to Asian buyers
- 10,000+ calls made to Asian buyers
- 500+ transactions with Asian participation



### Experts in getting deals done in Asia

 <p>Raised growth capital from <b>Standard Chartered Private Equity</b></p> <p>2016</p> 	 <p>Divested King Koil China to <b>Advent International</b> GLOBAL PRIVATE EQUITY</p> <p>2016</p> 	 <p>Divested Titan X to <b>TATA</b></p> <p>2016</p> 	 <p>Acquired shares in <b>Graphic Controls</b></p> <p>2016</p> 	 <p>Divested Asian operations to <b>GE Power</b></p> <p>2016</p> 	 <p>Divested thermal/AIDC product line to <b>TSC</b></p> <p>2016</p> 
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## A recognized global M&A platform

### Crossborder excellence

#### Experts in crossborder M&A

 <p>Divested UK compact construction equipment business to</p>  <p>2017</p>	 <p>Divested Theodore Alexander to</p> <p>Creative Home Furniture</p> <p>2016</p>	 <p>Raised growth capital from</p> <p>Standard Chartered Private Equity</p> <p>2016</p>
 <p>Divested Façade Access Holdings</p>  <p>2016</p>	 <p>Divested King Koil China to</p>  <p>2016</p>	 <p>Divested AFE Solutions to</p>  <p>2016</p>
 <p>Divested equity stake in Xinbang Logistics to</p>  <p>2016</p>	 <p>Divested Adweek to</p>  <p>2016</p>	 <p>Divested Titan X to</p>  <p>2016</p>

#### Regularly honoured as a top investment bank

2017		Consumer Discretionary Deal of the Year for the Sale of AnaJet to Ricoh
2016		Cross Border Deal of the Year for the sale of Doosan E&C to GE Power
		Private Equity Deal of the Year for the sale of Adweek to Beringer Capital
		Dealmaker of the Year
2015		Consumer & Retail Products Turnaround Deal of the Year
		Technology Deal of the Year Under US\$100m
		Investment Bank of the Year – Boutique
		Investment Bank of the Year - USA
		Crossborder M&A Deal of the Year Under US\$100m
		Technology, Media, Telecom deal of the Year Under US\$100m
		Crossborder Investment Banking Firm of the Year – USA
2014		M&A Deal of the Year: US\$50m to US\$75m

# A global senior team, interacting seamlessly with our clients and each other

As an M&A-focused boutique, senior bankers globally work as one team

## Regional senior bankers speaking with local buyers and targets

### North America



**Euan Rellie**  
Senior Managing Director



**Justine Mannering**  
Managing Director

### Japan



**Jeff Acton**  
Managing Director



**Koichiro Yasuda**  
Chairman

### China



**Jeffrey Wang**  
Managing Director



**Mark Webster**  
Managing Director



**Anthony Siu**  
Managing Director

### India



**Kumar Mahtani**  
Managing Director



**Abhishek Agarwal**  
Vice President

### Europe



**Andrew Huntley**  
Senior Managing Director



**Charles Maynard**  
Senior Managing Director

### Korea



**Howard Lee**  
Managing Director



**Ryan Jung**  
Director

### Southeast Asia



**Paul DiGiacomo**  
Managing Director



**Simon Kavanagh**  
Managing Director



**Matthew Doull**  
Managing Director



**Karen Cheung**  
Managing Director



**Rica Wirianata**  
Director

## Local relationships, local languages

### Languages Spoken



### Multi-language deal marketing materials

#### English



#### Chinese











#### Japanese



# BDA is committed to eight sectors

## Deep industry knowledge

 <b>Industrials</b>	 <b>Automotive</b>	 <b>Technology</b>	 <b>Chemicals</b>	 <b>Agriculture &amp; Agribusiness</b>	 <b>Consumer &amp; Luxury</b>	 <b>Healthcare</b>	 <b>Services</b>
<ul style="list-style-type: none"> <li>• Building Materials</li> <li>• Electronics</li> <li>• Flow Control</li> <li>• Machinery</li> <li>• Packaging</li> <li>• Printing</li> </ul>	<ul style="list-style-type: none"> <li>• Aftermarket</li> <li>• Components</li> <li>• Distribution</li> <li>• Services</li> </ul>	<ul style="list-style-type: none"> <li>• Software</li> <li>• Equipment</li> <li>• Systems integrators / BPO</li> <li>• Information &amp; Media</li> </ul>	<ul style="list-style-type: none"> <li>• Coatings</li> <li>• Electronic Materials</li> <li>• Petrochemicals</li> <li>• Plastics</li> <li>• Specialty &amp; Fine Chemicals</li> </ul>	<ul style="list-style-type: none"> <li>• Agriscience</li> <li>• Animal Healthcare</li> <li>• Animal Nutrition</li> <li>• Livestock &amp; Crop Production</li> <li>• Soil &amp; Seed Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Apparel &amp; Accessories</li> <li>• Food &amp; Beverage</li> <li>• Food Chain</li> <li>• Food Services</li> <li>• Luxury Goods</li> </ul>	<ul style="list-style-type: none"> <li>• Biotech</li> <li>• Medical Tech</li> <li>• Pharma</li> <li>• Services</li> </ul>	<ul style="list-style-type: none"> <li>• Distribution</li> <li>• Education</li> <li>• Facilities Management</li> <li>• Logistics</li> <li>• Travel &amp; Leisure</li> </ul>



## Expertise on the sellside

*We are among the most active sellside advisers in Asia. We draw on that experience to drive sellside processes that maximize value and certainty*

### Processes that clear the market globally

#### Positioning for value maximization

- Positioning businesses for sale and spike valuation
- Positioning lead by senior sector bankers from process initiation, supported by our proprietary insight into private market M&A valuations in Asia and worldwide

#### Thoughtfully designed, and well run processes

- Tailored, creative and thoughtfully-constructed processes
- Best in class transaction execution
- Customized to industry and asset

#### Global buyer outreach

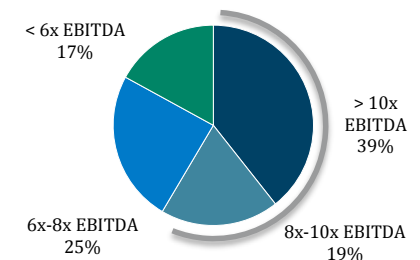
- Senior bankers drive buyer identification outreach
- Our reach clears the market globally for our clients

### BDA exits

 Sold to 	 Sold subsidiary to 	 Sold to Asian Investment Firm	  Sold to 	  Divested dessert chain to  	  Divested Oriental Containers to
 Sold to Japanese Chemicals & Life Science Company	 Sold to DENNIS BASSO	 Raised capital from 	 Sold to INVESTCORP	  Sold to	 Sold to 

### High-multiple outcomes

57% of transactions in excess of 8.0x



## Dedication to buyside M&A

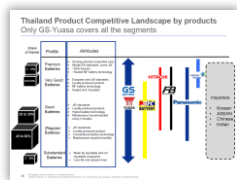
*We assist our clients to identify and conclude crossborder transactions efficiently and on optimal terms*

### Target qualification

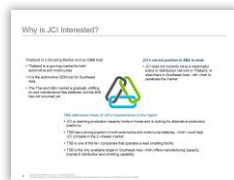
- Persistent and persuasive in our pursuit of potential sellers for our clients

### Acquisition execution

- Highly experienced in assessing, structuring and negotiating transactions



Identifying targets based on client's criteria



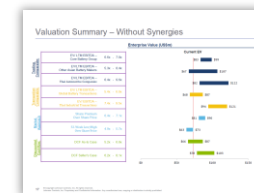
Engaging with targets and building deal interest



Positioning our client



Thorough due diligence and process management



Valuation and pro-forma synergy analysis



Price and SPA negotiation

### BDA buyside engagements

 Acquired  2016	 Acquired  2015	 Acquired  2015	 Acquired  2014	 Acquired the organic pigment business of  2013	 Acquired  Adval Tech Medical (Suzhou) and Omni Manufacturing (Mexico) 2013	 Acquired  JIANG BIAN CHENG WAI Beijing Riverside & Courtyard 2012
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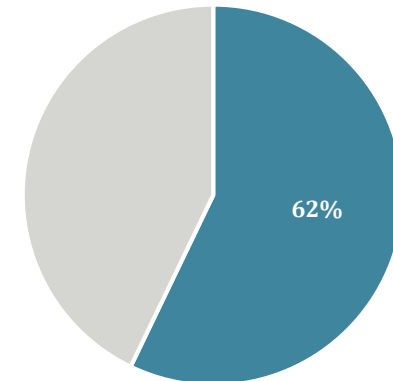
## A valuable resource for financial sponsors

*Dedicated coverage team generating proprietary deal flow and exits*

### Financial sponsor portfolio company exits

 Divested Titan X to  2016	 Divested Tri-Wall to  2016	 Sold to  2016	 Sold to  2016	 Divested to  2016	 Sold to  2016
 Sold to Asian Investment Firm 2015	 Divested majority stake to  2015	 Sold to  2015	 Sold to  2014	 Sold to  2014	 Sold to  2013

### The majority of BDA deals have financial sponsor involvement































■ Financial sponsor involvement

### High-volume, high-quality deal flow

 Sold to  2016	 Sold to  2016	 Sold to  2016	 Raised capital from  2015	 Sold subsidiary to  2014	 Sold to  2014
 Sold to  2014	 Advised owners of BIS on the investment by  2014	 Sold 36% to  2014	 Divested fiberglass yarn business to  2013	 Sold to  2012	 Sold 40% to  2012

## Financial sponsor coverage

### Recent transactions involving financial sponsors









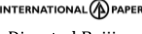
Date	Transaction	Buyside sponsor	Sellside sponsor	Transaction
Jan 2017	 Happy Socks	 Palamon Capital Partners		Acquired Swedish sock designer
Dec 2016	 Clark's Botanicals	 WARBURG PINCUS		Acquired premium skincare brand
Oct 2016	 KING KOIL	 Advent International ACQUISITION EQUITY	 CITIC CAPITAL 中信資本	Divested premium mattress manufacturer and retailer
Sep 2016	 ADWEEK	 BERINGER CAPITAL		Acquired news source for marketing professionals
Aug 2016	 TITANX ALUMINUM CASTING		 IEQT	Divested supplier of powertrain cooling solutions
Aug 2016	 KOLON Water & Energy	 Standard Chartered		Divested wastewater treatment service provider
May 2016	 Tri-Well		 CITIC CAPITAL 中信資本	Divested provider of heavy-duty corrugated package solutions
Mar 2016	 HALONIX		 actis	Divested manufacture of energy efficient lighting products
Jan 2016	 HUI LAU SHAN		 NAVIS	Divested a dessert restaurant chain to a strategic buyer
Jan 2016	 AnoJet®		 cgp Chicago Growth Partners	Divested direct to garment printer company
Oct 2015	 Flexitech Products. People. Drive.	 SUN EUROPEAN PARTNERS, LLP		Acquired a hydraulic brake hoses supplier company
Sep 2015	 SUNGARD		 SILVERLAKE	Divested Singapore-based software provider for retail banking
Sep 2015	J. MENDEL		 THE GORES GROUP	Divested majority stake in top luxury brand
May 2015	 TT INTERNATIONAL	 Standard Chartered		Divested Indonesia's second largest electronics retailer

## Corporate and strategic investor M&A

*We have strong corporate relationships globally; more than two thirds of our sellside mandates are sold to strategic buyers*

### Corporate divestments and carve-outs

- Experienced with managing carve-outs

 Sold subsidiary to  2016	 Sold thermal/AIDC product line to  2016	 Sold subsidiary to  2015	Performance  Fibers Sold Asian operations to  2015	 Divested Beijing Subsidiary to Shihezi Ronghui 2015
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### High-quality deal flow to corporates

- Dedicated industry teams and global banker reach facilitates ongoing dialogue with leading global players

 Sold to  2016	 Formed JV with Chongqing Xingqiaorui Automotive 2015	 Sold subsidiary to  2014	 Sold subsidiary to  2014	 Sold subsidiary  2014
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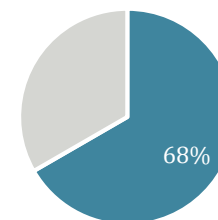
### Assisting with strategic acquisitions

- Well-practiced in supporting corporate review and approval processes

 Acquired  2015	 Acquired  2014	 Acquired organic pigment business  2013	 Acquired Zuzhou and Mexico-based assets of  2013	 Acquired Changzhou Pulanna Coating 2012
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### Deep insights into corporate strategy

- The majority of our transactions involved a strategic investor as an acquirer, supported by our global corporate coverage efforts



■ Strategic Buyer

## Trusted by industry leaders, again and again

We have earned the trust of blue chip corporate and financial clients, and been rewarded with long term, repeat client engagements

### Strong relationship with blue-chip clients

#### Corporate clients



#### Private equity clients



### Repeat clients

#### 3 deals with Ardian

 Divested Aixam Mega to  2013	 Divested Eliokem to  2010
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#### 3 deals with CITIC Capital

 Divested King Kiol China to  2016	 Divested Tri-Wall Holdings to  2016
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#### 3 deals with Henkel

 Divested Korean building materials business to  2011	 Divested Lucky Silicone brand to  2010
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#### 5 deals with Navis

 Divested Hui Lau Shan to  2016	 Divested Oriental Containers to  2016
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#### 4 deals with SCPE

 Raised growth capital from  2016	 Divested Kolon Water & Energy to  2016
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 Acquired  2006
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 Divested DeltaTech Controls to  2014
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 Divested animal vaccine business to  2010
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 Divested Japan construction sealants business to  2010
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 Sold to  2014
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 Divested KFC franchise to  2013
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 Raised capital from  2015
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 Divested 36% in AGPP to  2014
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# BDA transactions

 <p>Merged with</p>  <p>2017</p>	 <p>Love your light</p> <p>Raised growth capital</p> <p>2017</p>	 <p>Divested CMC Biologic to</p>  <p>2017</p>	 <p>Divested Presswerk Krefeld to</p>  <p>2017</p>	 <p>Sold controlling stake to</p>  <p>2017</p>	 <p>Divested Theodore Alexander to</p> <p>Creative Home Furniture</p> <p>2016</p>
 <p>Divested UK compact construction equipment business to</p>  <p>2016</p>	 <p>Clark's Botanicals</p> <p>Divested Clark's Botanicals to</p>  <p>2016</p>	  <p>Raised growth capital from</p>  <p>2016</p>	 <p>Divested Façade Access Holdings</p>  <p>2016</p>	 <p>Divested King Koil China to</p>  <p>2016</p>	 <p>Divested AFE Solutions to</p>  <p>2016</p>
 <p>Divested equity stake in Xinbang Logistics to</p>  <p>2016</p>	 <p>Agreed to divest Adweek to</p>  <p>2016</p>	 <p>Divested Titan X to</p>  <p>2016</p>	 <p>Divested Kolon Water &amp; Energy to</p>  <p>2016</p>	 <p>Acquired shares in</p>  <p>2016</p>	 <p>China Expansion and agreement to issue US\$48m shares to</p>  <p>2016</p>
 <p>Divested German CE business to</p>  <p>2016</p>	 <p>Divested 60% stake in Guizhou Jonyang Kinetics to</p> <p>GICAM</p> <p>2016</p>	  <p>Divested Tri-Wall Holdings to</p>  <p>2016</p>	 <p>Divested Doosan E&amp;C HRSR to</p>  <p>2016</p>	 <p>Divested Ningbo Protein segment to</p>  <p>2016</p>	 <p>Divested Halonix to</p>  <p>2016</p>

## BDA transactions

 <p>Divested Indian emulsion polymer business to</p>  <p>2016</p>	 <p>Divested thermal/AIDC product line to</p>  <p>2016</p>	 <p>Divested Anajet to</p>  <p>2016</p>	 <p>Divested dessert restaurant chain to</p>  <p>2016</p>	 <p>Diagnostic biotech media company, sold to</p> <p>Japanese chemicals &amp; life science company</p> <p>2015</p>	 <p>Acquired</p>  <p>2015</p>
 <p>Divested software applications for retail banking business to</p>  <p>2015</p>	 <p>Divested majority stake in J. Mendel to</p> <p>DENNIS BASSO</p> <p>2015</p>	 <p>Divested Kosan Crisplant to</p>  <p>2015</p>	 <p>Divested Oriental Containers to</p>  <p>2015</p>	 <p>Raised capital for electronic business from</p>  <p>2015</p>	 <p>Formed a JV with</p> <p>Chongqing Xingqiaorui Automotive</p> <p>2015</p>
<p>Performance Fibers</p> <p>Divested Asian operations to</p>  <p>2015</p>	 <p>Divested Beijing subsidiary to</p> <p>Shihezi Ronghui Equity Investment Co.</p> <p>2015</p>	 <p>Divested Teknicast to</p> <p>Asian Investment Firm</p> <p>2015</p>	 <p>Acquired</p>  <p>2015</p>	 <p>Divested automotive aftermarket company to</p>  <p>2014</p>	 <p>Divested Trio Engineered Products to</p>  <p>2014</p>
 <p>Divested 36% in An Giang Plant Protection to</p>  <p>2014</p>	 <p>Divested DeltaTech Controls to</p>  <p>2014</p>	 <p>Divested Vinh Hoan Feed subsidiary to</p>  <p>2014</p>	 <p>Divested Singapore oil &amp; gas parts business to</p>  <p>2014</p>	 <p>Divested SPG Prints Group to</p> <p>INVESTCORP</p> <p>2014</p>	 <p>Acquired a controlling stake in</p>  <p>2014</p>

# Partnership with William Blair gives added global reach in the middle market

Our reach into the US and Europe is extended by our shareholder, William Blair

## Dedicated to Asia, with global reach



### The Americas

**205** bankers across **8** offices

**\$70+** billion in aggregate transaction value since 2012

**\$285** million average M&A transaction since 2012

**2014** M&A Atlas North American Investment Bank of the Year

### Europe

**40** bankers across **4** offices

**€11+** billion in aggregate transaction value since 2012

**€200** million average M&A transaction since 2012

**95%** of M&A volume sellside since 2012

### Asia

**85** bankers across **8** offices

**55+** Asian transactions since 2011

**7,500+** calls made to Asian strategic buyers

**390+** transactions with Asian participation

## Crossborder transactions

<p>Not Disclosed</p> <p>QUOTIENT BIORESEARCH</p> <p>has been acquired by</p> <p><b>Pharmaron</b></p> <p>2016</p> <p> </p>	<p>\$700,000,000</p> <p><b>acano</b></p> <p>has been acquired by</p> <p><b>Cisco Systems, Inc.</b></p> <p>2016</p> <p> </p>	<p>€382,000,000</p> <p><b>mps</b></p> <p>meat processing systems</p> <p>has been acquired by</p> <p><b>Marel hf</b></p> <p>2016</p> <p> </p>
<p>Not Disclosed</p> <p><b>INVESTCORP</b></p> <p>has acquired</p> <p><b>SecureLink Group</b></p> <p>2015</p> <p> </p>	<p>€180,000,000</p> <p><b>PAY-ON</b></p> <p>has been acquired by</p> <p><b>ACI Worldwide</b></p> <p>2015</p> <p> </p>	<p>€505,000,000</p> <p><b>DÜMMEN ORANGE</b></p> <p>has been acquired by</p> <p><b>BC Partners</b></p> <p>2015</p> <p> </p>
<p>€86,900,000</p> <p><b>sartoriusintec</b></p> <p>has been acquired by</p> <p><b>Minebea Co., Ltd.</b></p> <p>2015</p> <p> </p>	<p>Not Disclosed</p> <p><b>CAMSTAR</b></p> <p>has been acquired by</p> <p><b>Siemens AG</b></p> <p>2014</p> <p> </p>	<p>\$150,000,000</p> <p><b>Car Outlet</b></p> <p>has been acquired by</p> <p><b>Marubeni</b></p> <p>2014</p> <p> </p>
<p>\$56,750,000</p> <p><b>WILSON ASSOCIATES</b></p> <p>has been acquired by</p> <p><b>East China Architectural Design &amp; Research Institute Co., Ltd.</b></p> <p>2014</p> <p> </p>	<p>\$175,000,000</p> <p><b>ALTHEA</b></p> <p>has been acquired by</p> <p><b>Ajinomoto Co, Inc.</b></p> <p>2013</p> <p> </p>	<p>Not Disclosed</p> <p>Kienle Spiess</p> <p>has been acquired by</p> <p><b>Sumitomo Corporation</b></p> <p>2013</p> <p> </p>

## Management



**Euan Rellie**  
Senior Managing Director  
New York

Euan Rellie is co-founder and Senior Managing Director, based in New York. He is also President of BDA Advisors Inc., the firm's registered broker-dealer. Since founding BDA in 1996, he has lived in Singapore, New York and London, and worked in China, Taiwan, Korea, Japan, India and the Middle East. From 1990-1996, he worked for Schroders, the UK investment bank now part of Citigroup, in New York, London and Singapore. He was Head of SE Asia Execution for Schroders Asia-Pacific Regional Advisory Group. His clients include AgFeed, Axa, C. R. Bard, Dainippon Ink & Chemical, DuPont, Ecolab, Hanjin, ICI, ICICI, Intel, Kraft Foods, Life Technologies, Lubrizol, Materion, Nalco, Pfizer, Philip Morris, Platinum Equity, Sara Lee, Tenneco, Thomson Reuters, and Wockhardt. He was educated at Eton and Trinity College, Cambridge. He was named 2014 North American Investment Banker of the Year and one of the Top 50 Global M&A Dealmakers (by The Global M&A Network), and 2012 Dealmaker of the Year (by The M&A Advisor).



**Charles Maynard**  
Senior Managing Director  
London

Charles Maynard is co-founder and Senior Managing Director. Since founding BDA in 1996, Mr. Maynard has been based in Singapore, Tokyo, New York, Beijing, and now London. Mr. Maynard was based in Tokyo from 2002 to 2005 and established BDA's office there and in Seoul. He has advised on a number of successful transactions throughout the region. Mr. Maynard advised Navis Capital in China's largest control exit in 2014 by a private equity group, the sale of Trio to Weir plc. In 2015 he has advised Cosma (a Magna International subsidiary) on its acquisition of Chongqing Xingqiao and Cristal on its acquisition of Jiangxi Tikon. Prior to BDA, he worked for the Jardine Matheson Group in Hong Kong and Singapore. In 2011, he was named by M&A Advisor as one of their "40 Under 40" global M&A professionals. Mr. Maynard was educated at Oxford University (MA Hons, Geography).



**Andrew Huntley**  
Senior Managing Director  
London

Andrew Huntley is a Senior Managing Director of BDA and is based in London. Having joined in 1998, he has managed BDA's Asian offices from Singapore and co-managed BDA's New York office. Mr. Huntley has led projects and advised clients on transactions in many sectors and East Asian countries. Before BDA, Mr. Huntley worked for the Jardine Matheson Group in HK, China, Taiwan and Vietnam. He acted as the Group Representative in Vietnam and had executive responsibility for Group businesses there and in Taiwan. Mr. Huntley was educated at Oxford University (MA Hons, Chinese). Mr. Huntley is fluent in spoken and written Mandarin and conversant in Vietnamese.



**Jeff Acton**  
Managing Director  
Tokyo

Jeff Acton is a Managing Director based in Tokyo. Mr. Acton has a solid track record in originating and executing acquisitions and divestments for corporate clients and financial sponsors in Japan, China, Korea and Singapore, with a focus on the advanced manufacturing, automotive, consumer and specialty chemicals sectors. Clients for whom he has advised on transactions in Asia include Clariant, Cookson Group, Henkel, J-Will Partners and Kennametal among others. He started his career as an aerospace engineer with Pratt & Whitney in Canada. Mr. Acton has an MBA from INSEAD in France, and an MSc/BSc from Queen's University in Canada (with a year at Kyoto University). Mr. Acton is fluent in spoken and written Japanese and conversant in French.



**Paul DiGiacomo**  
Managing Director  
SE Asia

Paul DiGiacomo is a Managing Director. He joined BDA in 1997, and has lived in Asia since 2000. Mr DiGiacomo founded and heads our SE Asia practice. Transactions he has advised on in Asia include Prudential's exit of its private equity investment in Proconco in Vietnam, the sale of Nova Capital Partners' portfolio company DTL, the sale of Arkema's specialty minerals subsidiary in China, exits by Navis Capital Partners of multiple portfolio companies in China and Hong Kong, the sale of Jade Travel by the Jardine Matheson group, the divestment of Cookson plc's global EMC business to Panasonic, Rexel's divestment of HCL Asia to DKSH, and Thomson Education's sale of a 50% stake in Universitas21 Global to Manipal Universal. Mr. DiGiacomo was educated at Trinity College (BA Hons, Political Science).



**Howard Lee**  
Managing Director  
Seoul

Howard Lee is a Managing Director based in Seoul. He joined BDA in 2015 as head of the BDA Seoul office. Before joining BDA, he led the M&A division of Samsung Securities, Korea's leading domestic investment banking firm, for four years. He was responsible for sourcing and executing domestic and cross-border M&A transactions for Korean corporates, private equity firms, and Government-related companies. His clients include several Samsung Group entities, Affinity, Carlyle, CVC, Goldman Sachs, Hyundai, Kolon, Korea Telecom, KTB, LG, Lotte, MBK, POSCO, SK, Standard Chartered and Visteon. Between 2004 and 2011, Mr. Lee worked as an Associate Director at Macquarie Securities' M&A group in Seoul. Mr. Lee holds a BA, International Economics from Seoul National University. He is fluent in Korean and English.



## Management (cont'd)



**Jeffrey Wang**  
Managing Director  
Shanghai

Jeffrey Wang is a Managing Director and the co-head of BDA's Shanghai office. He joined BDA in 2001. From 1995 to 2001, Mr. Wang worked in the Investment Banking Division of Salomon Smith Barney, and its predecessor, Schroders PLC, based in Shanghai and Hong Kong. There, he advised multinational companies on a number of acquisitions, JVs and other direct investments in China, as well as IPOs and private placements for Chinese companies. From 1988 to 1995, he worked as correspondent banking officer in the International Division of the Bank of Communications, one of the largest commercial banks in China. Mr. Wang speaks fluent Mandarin and English and was educated at Beijing University (BA, Economics).



**Mark Webster**  
Managing Director  
Shanghai

Mark Webster is a Managing Director and the co-head of BDA's Shanghai office. He joined BDA in 2005. He previously worked for Standard Chartered Bank - Shanghai Branch as a Vice President in the Multi-National Corporates division assisting clients such as BP, Syngenta and UPS with strategic, funding and operational matters. Prior to that he worked at JPMorgan's London office (earlier Robert Fleming Investment Bank) as an Associate in their Mergers and Acquisitions department. From 1995 to 1998 he worked for Arthur Andersen in London where he qualified as a Chartered Accountant (ACA). Mr. Webster graduated from Oxford University with an MA in Modern History and Economics and speaks Mandarin Chinese and French.



**Koichiro Yasuda**  
Chairman - Japan  
Tokyo

Koichiro Yasuda is Chairman and Managing Director based in Tokyo. He joined BDA in 2015. Before BDA, Koichiro Yasuda worked at Deutsche Securities Japan as Head of Investment Banking, Managing Director, and Vice Chairman. Before that, he was Head of Advisory and Managing Director at Merrill Lynch Japan, Co-Head of Advisory at Nikko Citigroup, and Head of M&A at UBS Warburg (Japan). Mr. Yasuda began his career in 1981 at Long Term Credit Bank of Japan, where he went on to be Head of M&A. Mr. Yasuda has closed more than 100 transactions across multiple industries. He holds a BA in Economics from Keio University, a MPA from The Kennedy School at Harvard University, and a MA in Economics from Yale University.



**Karen Cheung**  
Managing Director  
Hong Kong

Karen Cheung is a Managing Director based in Hong Kong. She joined BDA in 2012 covering Greater China and SE Asia. She has advised on cross-border sell-side, buy-side and capital raising for both private equity and corporate clients across a number of industries including retail and consumer, food & beverage, healthcare, industrial and chemicals. Transactions she has advised on include the sale of Navis Capital's portfolio KFC franchise in HK and Macau, the sale of Navis Capital's investment in Hui Lau Shan dessert chain in Greater China and SE Asia, the capital raising for N Kid Corporation in Vietnam from Standard Chartered Private Equity and SunGard's divestment of its Singapore-based retail banking business to Silverlake Axis Ltd. Previously Ms. Cheung has worked in PwC Transactions Services and Ernst & Young in both Hong Kong and Canada. She qualified as a Chartered Accountant with the Canadian Institute of Chartered Accountants and has a BA in Commerce from the University of Toronto. Ms. Cheung is fluent in English, Mandarin and Cantonese.



**Matthew Doull**  
Managing Director  
Hong Kong

Matthew Doull is a Managing Director and the Head of Internet & Digital Media based in Hong Kong. He was a Senior Advisor to BDA for two years before joining the firm full time. He was previously an owner/operator of Prometheus Global Media, the parent company of The Hollywood Reporter, Adweek & Billboard. He and his partners acquired the Prometheus assets from Nielsen Media in 2009, and sold to Guggenheim Partners in 2013. Before that, he was responsible for global consumer/TMT investing at SAC Capital, a \$12bn hedge fund. Earlier, he was Portfolio Manager at Pequot Capital Management. He served 1998-2000 as Chairman of Trip.com, an online travel business sold to Galileo. He started his career as a financial journalist at The Daily Telegraph in London, covering TMT. He has served since 2002 as a Director of News Communications Inc, publisher of The Hill and Marquis Who's Who. He holds a BA from Brown University. He has South African, US and UK citizenship.



**Simon Kavanagh**  
Managing Director  
Hong Kong

Simon Kavanagh is a Managing Director based in Hong Kong. He joined BDA in 2013 and has 15 years' M&A experience. Before joining BDA, he ran his own M&A boutique, and before that spent nine years with JPMorgan's M&A team in London, Hong Kong, and Sydney. His sector experience covers agriculture, chemicals, consumer & retail, healthcare, industrial, oil & gas, and real estate. His clients have included Asia Pulp & Paper, Cemex, Glanbia, Lee Chang Yung, UBM, and Wistron. He has worked on IPOs, capital raisings, private and public M&A transactions, and material transactions on the Hong Kong and London Stock Exchanges. Mr. Kavanagh has a degree in Economics from the University of Stirling in Scotland, a Masters in International Business from University College Dublin in Ireland, and he studied Mandarin at Xiamen University in China.

## Management (cont'd)



**Kumar Mahtani**  
Managing Director  
Mumbai

Kumar Mahtani is a Managing Director based in Mumbai. He joined BDA in 2011. Before that, Mr. Mahtani was an Associate Director at KPMG India, responsible for structuring transactions for investments by global private equity firms in India, mergers / demergers and restructuring of Indian Corporates and MNCs, and outbound acquisitions by Indian groups. Mr. Mahtani is a qualified Chartered Accountant (CA), and has a Bachelor's degree from the University of Mumbai (H.R. College of Commerce & Economics). He is fluent in English and Hindi, and speaks basic Sindhi.



**Justine Mannering, CFA**  
Managing Director  
New York

Justine Mannering is a Managing Director of both BDA and of BDA Advisors Inc, the firm's registered broker-dealer, based in New York. Ms. Mannering joined BDA in 2011. She was previously in the Financial Sponsor Group at DC Advisory Partners, formerly Close Brothers Corporate Finance in London, where she worked from 2004-2011. She has advised on buy-side, sell-side, debt restructurings and IPOs for private equity and corporate clients. Ms. Mannering was assigned to the Boston office of Harris Williams from 2006-2007. She has experience in agriculture, retail and consumer, healthcare, industrial, financial services, support services, and technology. She qualified as a Chartered Accountant (South Africa) with KPMG and is a CFA Charterholder. Ms. Mannering is an Australian citizen, and graduated from Rhodes University in South Africa with a B Commerce in Accounting and Commercial Law.



**Anthony Siu**  
Managing Director  
Shanghai

Anthony Siu is Managing Director of BDA based in Shanghai. He joined BDA in 2016. Before joining BDA, he led the Greater China investment banking team at Robert W. Baird for 8 years, focusing on cross-border M&A between USA/Europe and Greater China. Before that, he was a Director at the Corporate Advisory division of Standard Chartered, responsible for public and private M&A. Earlier, he worked at Daiwa Securities and Schroders where he managed a variety of M&A and equity capital markets transactions. He has advised Asian corporate clients such as China Life, CLP, Hopewell, Kerry, New World, Ping An, Sinochem and Wheelock, as well as financial sponsors CDH, CITIC Capital, EQT and Hony. Anthony received an Executive MBA from the Kellogg School of Management at Northwestern University and HKUST and holds a BA from Pomona College, USA. He worked in the audit department of KPMG after graduation and qualified as a CPA in California. He is fluent in English, Mandarin and Cantonese.



**Jonathan Aiken, CFA**  
Director  
London

Jonathan Aiken is an Director based in London. He joined BDA in 2007. Mr. Aiken has transaction experience in specialty chemicals, industrials, automotive and technology, including the sale of Tata Motors' lithium ion battery technologies subsidiary and Sofipa's sale of Kiian SpA, a manufacturer of specialty inks. His clients include MacLean-Fogg, EQT, Tata Group, Actis and LDC. Before joining BDA, Mr. Aiken worked for Taylor-DeJongh on global project finance in the energy and infrastructure sectors. Mr. Aiken works across Europe, with a focus on Scandinavia. He holds an MBA and a Masters in International Affairs from the George Washington University. He is fluent in English and French and proficient in Mandarin.



**Jinho Choi**  
Director  
Seoul

Jinho Choi is a Director based in Seoul. Before joining BDA in 2017, Mr. Choi was Executive Director at Dominus Investment, a leading Korean private equity firm, where he originated and executed private equity investments and managed portfolio companies. Prior to Dominus Investment, Mr. Choi worked at Standard Chartered, Citigroup Global Markets and Morgan Stanley for 10 years, where he covered corporate clients and financial sponsors and executed M&A and capital markets transactions. Mr. Choi has transaction experience in automotive, industrial, chemical, shipping, shipbuilding, consumer, hospitality and financial services sector. He holds a BS degree in Computer Engineering from Seoul National University. He is fluent in English and Korean.



**Ryan Jung**  
Director  
Seoul

Ryan Jung is a Director based in Seoul. He joined BDA in 2015. Before joining BDA, he was Vice President of the investment banking division in Macquarie Capital Korea, performing various due diligence, valuation, business analysis and M&A advisory services for seven years. He was responsible for sourcing and executing domestic and crossborder M&A and private placement transactions for Korean corporate and private equity firms. He has transaction experience in consumer retail, car rental, online service, education, food production, logistics, technology, media and industrial. He holds a MS degree in Finance from INSEAD and a BS degree in Electronic Engineering (minor in Economics) from Seoul National University. He is fluent in English and Korean.

## Management (cont'd)



**Kent Ng, CFA**  
Director  
Shanghai

Kent Ng is a Director based in Shanghai. He joined BDA in 2010 and has over 10 years of crossborder M&A experience. His sector focuses are advanced manufacturing, agriculture, automotive, consumer goods, healthcare and technology. Transactions he has advised on include the sale of Agfeed China to Ningbo Tech-Bank in a US Chapter 11 bankruptcy process, BWI consortium's acquisition of Delphi's global brake & suspension assets, and the sale of General Bearing to SKF. Before joining BDA, he held a senior role at Tempo Group, an industrial investment group based in Hong Kong, overseeing M&A projects in China, North America and Europe. Earlier in his career, he helped establish the project financing divisions for Compaq and EMC in the Greater China region. Mr. Ng graduated Cum Laude with an MBA from the University of Southern California, and received a BBA from University of Texas at Austin. Mr. Ng is fluent in English, Mandarin and Cantonese.



**Jason Song**  
Director  
Shanghai

Jason Song is a Vice President based in Shanghai. Mr. Song was previously based in BDA's New York and Tokyo offices and has experience originating and executing advisory mandates in the United States, China, Japan and Korea. Before joining BDA, Mr. Song worked at the Carbon Disclosure Project in London, where he undertook research on electrical utilities for leading US pension funds. Prior to that, he worked in the office of Phil Willis, MP in the House of Commons of the United Kingdom, where he conducted economic analysis on UK education policy. Mr. Song was educated at the University of Wisconsin (BA, Economics), the University of Paris (Maîtrise, Political Science) and the London School of Economics and Political Science (Master, Philosophy and Public Policy). He speaks English, Chinese and French.



**Rica Wirianata**  
Director  
Singapore

Rica Wirianata is a Director based in Singapore, covering the Indonesian and Singapore markets for BDA. She has significant capital markets experience with the institutional sales teams of Credit Agricole-Indosuez, ABN Amro, CLSA and Deutsche Bank servicing sovereign wealth funds and leading institutional investors. Her main coverage areas were ASEAN markets with special focus on Singapore and Indonesia. She subsequently spent five years serving as a financial advisor for a privately held company in the business services sector in Indonesia, driving M&A execution and organic expansion. She most recently worked for a global non-profit organization in Singapore before joining BDA. Ms Wirianata graduated from Case Western Reserve University with a B.Sc. in Management (Finance) and holds an MBA from the Weatherhead School of Management. She is fluent in Bahasa Indonesia and Mandarin Chinese.



**Toshiaki Yokohara**  
Director  
Tokyo

Toshiaki Yokohara is a Vice President based in Tokyo. He worked at BDA from 2006 to 2011. He left BDA in 2011, to join the reorganization / financial advisory team of Deloitte Tohmatsu Financial Advisory, before returning to BDA in 2013. Mr. Yokohara has seven years of M&A experience and has advised on domestic and crossborder M&A transactions in Japan in the automotive, advanced manufacturing, chemical and personal care industries. Before 2006, Mr. Yokohara worked in the Accounting Division at American International Group (AIG) K.K. in Tokyo, where he conducted financial analysis and prepared financial statements for AIG subsidiaries in Japan. Mr. Yokohara holds a Bachelor degree in Business Administration from Meiji University. He also holds Master of Accountancy from Golden Gate University. He is fluent in English and Japanese.



**Abhishek Agarwal**  
Vice President  
Mumbai

Abhishek Agarwal is a Vice President based in Mumbai. Before joining BDA, he worked with Edelweiss Financial Services for six years. He has transaction experience in industrials, agrochemicals, logistics and financial services. Mr. Agarwal graduated from IIT Kharagpur with a B. Tech in Industrial Engineering and Management and holds an MBA from IIM Ahmedabad. He speaks English and Hindi.



**Dorothy Cai**  
Vice President  
Shanghai

Dorothy Cai is a Vice President based in Shanghai. Before joining BDA, Ms. Cai worked as an Equity Research Analyst for China International Capital Corporation (CICC), one of the leading Chinese investment banks. Ms. Cai covered listed companies in Shanghai and Hong Kong with a focus on the Steel sector. She conducted in-depth industrial research and prepared investment reports based on market intelligence and quantitative modeling. Prior to that, Ms. Cai worked in Assurance and Advisory Business Service Department of Ernst & Young Shanghai, where she provided auditing and internal control evaluation services for MNCs and SOEs. Ms. Cai holds a MBA from China Europe International Business School and a Bachelor degree in Economics from Peking University. She is fluent in Mandarin and English.

## Management (cont'd)



### Alexander Ditchfield

Vice President  
New York

Alexander Ditchfield is a Vice President based in New York. Before joining BDA, he worked on policy for the European Union's SWITCH-Asia and Asia Invest projects, promoting sustainable development, trade and investment flow between EU and Asia, at the EU Project Incubation (EUPIC) Centre in Chengdu, China. He graduated with a BSc in Economics from Cardiff University in the UK. He speaks Mandarin and English.



### Jonathan Fein

Vice President  
Singapore

Jonathan Fein is a Vice President based in Singapore. Mr. Fein previously worked in Rothschild's investment banking team in Singapore, where he focused on transport and infrastructure transactions, advising clients including Changi Airport, Mitsui, Garuda Indonesia, Blue Bird Group and Indonesia Port Corporation. While at Rothschild, he was seconded to Shanghai to join a newly formed PE fund invested by Jardines, Rothschild and Exor. In Shanghai, he sourced and executed investments in Chinese industrial and consumer companies. Mr. Fein graduated from Georgetown University with a B.Sc. in International Business. He has spent significant time in Asia and speaks Mandarin Chinese and conversational Bahasa Indonesia.



### Vincent Kan

Vice President  
Hong Kong

Vincent Kan is a Vice President based in Hong Kong. Before joining BDA, Mr. Kan worked at KPMG Corporate Finance in Hong Kong focusing on M&A advisory in China and SE Asia. He graduated with a BSc in Commerce (Finance & Accounting) from McIntire School of Commerce at the University of Virginia. Mr. Kan is from Hong Kong, and is fluent in English, Cantonese and Mandarin.



### Kevin Song

Vice President  
Shanghai

Kevin Song is a Vice President based in Shanghai. Prior to joining BDA, he was an Investment Analyst at Global Market Trading Group in New York, providing PE investment assessment, due diligence, research, and target valuation advice in North American and Asian markets. He holds an MSc degree from the School of Engineering and Applied Science in Columbia University, an MSc degree from the School of Mathematics of Georgia Institute of Technology and a Bachelor's degree in Mechatronics from Shanghai Jiao Tong University in China. He speaks Mandarin Chinese and English.



### Udi Wickrema

Vice President  
London

Udi Wickrema is a Vice President based in London. Before joining BDA, Mr. Wickrema was an Analyst at Ondra Partners. Prior to that, he worked at Lloyds Banking Group in its newly formed corporate finance advisory team focusing on debt advisory transactions for FTSE 100 companies. Preceding that, he worked as an Analyst in the mergers & acquisitions group at UBS Investment Bank in New York. Mr. Wickrema has transactional experience in a diverse range of sectors, including solar energy, video games, industrials and healthcare, both in the U.S and in Europe. Mr. Wickrema holds an MSc in Finance from the Imperial College Business School in London and BA in Economics with a Minor in Mathematics from the University of Pennsylvania. He is a Sri Lankan national and is fluent in English and Sinhala.

## M&A case study: Sale of Doosan E&C's HRSG business

*Global sale process for a Korean asset to global strategic investor*



### Sale of Doosan E&C's HRSG business to a global leading strategic investor

- BDA served as the exclusive sellside financial advisor to Doosan E&C, a leading Korean construction company, on its sale of heat recovery steam generator business ("HRSG Business"), the world's second largest HRSG player, to GE Power (a subsidiary of GE) the world's leader in power generation
- With over 40 years in business, Doosan E&C has been a leading HRSG player in the industry and has successfully installed and operated HRSGs for combined cycle power plants around the world, including Europe, Asia and Africa. It has also been a long term supplier to GE and other industry leaders
- As a part of Doosan E&C's restructuring plan, BDA contributed to the improvement of its financial stability and reducing the debt ratio of Doosan E&C by successfully divesting the HRSG Business to GE Power. The acquisition of Doosan's HRSG Business allowed GE Power to become one of the largest HRSG manufacturers, with vertically integrated manufacturing facilities
- A dedicated, global sale process was conducted by engaging with over +70 strategic buyers and financial sponsor counterparties from the Americas, Europe and Asia
- BDA's global industrial sector relationships and expertise attracted multiple western strategic buyers with significant interest in the opportunity who have presence in global combined cycle power plant market, including GE Power
- Competitive tension among multiple buyers was effectively maintained throughout the process until key terms had been negotiated and agreed. BDA was especially effective in managing progressive discussions with multiple buyers to bring maximized value to Doosan E&C
- BDA's experienced M&A transaction team coordinated a complicated deal structure, involving execution of two business transfer agreements and one stock purchase agreement for three legal entities located in Korea and Vietnam, along with the efficient merger filings in multiple countries
- BDA's hands-on, tailored approach allowed seamless communication between a Korea-based client and US-based buyer, resulting in efficient execution of a crossborder transaction

#### Buyer



#### Seller



#### Asset



## M&A case study: Nissha Printing



**Buyer**



**Seller**



**Asset**



### Japanese strategic buyer acquires leading U.S. medical devices / consumables player

- BDA acted as exclusive financial advisor to Nissha Printing Co., Ltd. (TSE:7915) with respect to its acquisition of Graphic Controls Holdings, a medical devices manufacturer and industrial printing products company headquartered in Buffalo, New York
- BDA unlocked the transaction and negotiated exclusivity for Nissha. We also advised on valuation, process and transaction structure to meet requirements of both our client and the seller
- The transaction was particularly complex because the target was in the final stages of a bolt-on acquisition of a Dominican Republic-based medical contract manufacturer, which closed in the middle of due diligence
- Furthermore, BDA successfully managed both target and advisory teams across sites in Japan, the United States and Europe
- BDA is proud to have facilitated a positive outcome for the buyer as well as the target's existing management, who are invested in and will remain with Graphic Controls
- Sam Heleba, current President and CEO of Graphic Controls, commented "I am thrilled about the strategic global partnership we will acquire being part of Nissha. Our shared vision on how we treat our customers and employees will establish a solid foundation for our shared desire for growth."
- Junya Suzuki, President, CEO and Chairman of the Board of Nissha added, "I am excited to partner with my colleagues at Graphic Controls. We are looking forward to expanding our business frontiers with them. This will be a powerful combination."
- The acquisition of Graphic Controls provides Nissha with a broad product portfolio of medical devices and consumables, industrial printing capabilities, manufacturing capabilities for medical devices, and global sales channels to expand into new businesses for industrial printing products, medical devices and consumables, and medical device contract manufacturing

## M&A case study: Sale of TitanX to Tata AutoComp Systems Ltd (“TACO”)

*TACO acquires the leading provider of powertrain cooling solutions for the global commercial vehicle industry*



### A transformative cross-border transaction to a leading Indian champion

- BDA acted as financial advisor to EQT and Fouriertransform on the sale of TitanX Engine Cooling (“TitanX”) to TACO, promoted by the Tata Group
- TitanX is a world leading supplier of powertrain cooling solutions for CVs. The company serves most of the Western world’s OEMs, including Volvo Trucks, Scania, Daimler and Iveco.
- TitanX is distinguished by a high technology offering and close relationships with the leading Western OEMs, both of which were recognized as strategically attractive characteristics for a number of Asian industrial buyers looking to expand their offering from a geography, customer and technology point of view. BDA was able to leverage its strong pan-Asian presence and automotive sector expertise to run a process that found TitanX the right partner
- BDA was entrusted with the challenging task of managing an M&A process targeted at potential Asian buyers, while coordinating with the Nordic banker teams running a parallel IPO track for TitanX, to create concrete strategic alternatives for the sellers
- BDA managed a complex and non-standard marketing and execution timeline to ensure the Asian MA& track remained on course without compromising the other exit options in the face of evolving IPO market conditions, varying speeds of movement of potential buyers from different Asian geographies, and additional inbound interest from potential Western buyers
- The Asian M&A process was adapted, in close cooperation with the legal advisors, TitanX management and the sellers to utilise marketing and due diligence materials that were primarily designed for an IPO track
- BDA helped to manage the bridge between the divergent business, transactional and risk cultures of a Nordic financial sponsor seller and an Indian corporate buyer, working closely with the buyer’s M&A advisors, as well as legal, insurance and other diligence and transactional participants on both sides
- Magnus Hillestad, Director at EQT Partners said: “BDA’s strong cross-border M&A experience proved critical in the successful completion of the transaction. We were highly impressed by the team’s local Asian knowledge in combination with strong Western presence, their commitment, professional judgement and the ability to manage a complex transaction focused on the best outcome for their client”

## M&A case study: CITIC Capital Partners Divestment of King Koil China

*Leading Chinese private equity fund exiting a domestic consumer retail business in a milestone secondary transaction*



**Buyer**



**Seller**



**Asset**



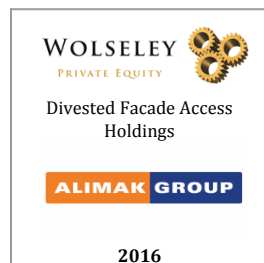
### Sale of premium consumer and B2B brand in the mattress and sleep products space

- Based in Shanghai, King Koil China is a manufacturer and retailer of premium mattresses, being the exclusive licensee of several international brands such as “King Koil”, “Aireloom”, and “Life Balance”. The company is also the leading player in supplying premium sleep products to luxury hotels in China
- CITIC Capital Partners acquired a control stake in King Koil China in June 2014. It then focused on growing the Company’s business through expansion of its retail coverage, strengthening its brand recognition, streamlining operational systems and establishing stronger alliances with leading retailers and shopping mall developers by leveraging CITIC Capital’s resources
- BDA managed a tightly-controlled, focused sale process that targeted a limited number of sophisticated international and domestic financial investors. The result was a successful exit by CITIC Capital Partners to Advent International, a global fund with a track record in the mattress sector overseas
- Timeline from engagement to closing was six months
- BDA acted as exclusive financial advisor to CITIC Capital Partners
- Throughout the process, BDA worked closely with CITIC Capital and King Koil to strategize marketing, communication, valuation, material preparations, selection of bidders, structuring and negotiation, arriving at an excellent result to selling shareholders



## M&A case study: Facade Access Investment Holdings

*Maximizing value for the shareholders of a global leader in permanent access solutions*



Buyer



Seller



Asset



### Global business with multi-regional operations sold to a Nordic strategic

- BDA acted as the financial advisor to Wolseley Private Equity, an Australian private equity group, on the sale of Facade Access Investment Holdings (“FAIH”) to Alimak Group, a Swedish publicly listed supplier of vertical access solutions for A\$120m
- FAIH is the global market leader in permanent access solutions (building maintenance units) operating under the brand names *Cox Gomyl* and *Manntech*. FAIH has designed and installed permanent access solutions for some of the most iconic and tallest buildings in the world such as the Burj Khalifa (Dubai), Shanghai Tower (China), and The Shard (London)
- BDA leveraged its international network to run a global yet focused marketing process, targeting both strategic and financial sponsor buyers in the US, Europe and Asia.
- It was a challenging transaction with significant obstacles to overcome including:
  - The recent acquisition of a sizeable business (*Manntech*) had not been properly integrated into the business when the sale process was initiated. BDA had to work with management to pull together financials from the two separate businesses to prepare the business plan for the combined group
  - FAIH had a project based business model which made forecasting the business plan and achieving budget targets difficult
  - FAIH served a global market with a complex business footprint, with overlap between distributors and owned offices in certain markets, owing primarily due to the fact that the *Manntech* acquisition had not yet been fully integrated into the group. BDA had to ensure that potential buyers understood the business, despite the complexity, and recognised the existing areas of overlap as opportunities for improvement to be addressed through the integration of *Manntech*
  - It was a complex due diligence process with many challenges to overcome including: discovery of a potentially catastrophic product quality issue, concerns over the potential impact of Brexit, environmental investigations and the restructuring of one of FAIH’s German subsidiaries
- The transaction is expected to be value accretive, generating significant synergies through procurement and the expansion of overall business opportunity including the further development of aftermarket offering and by maintaining competitive pressure on Alimak from early on in the process, BDA was able to ensure that these synergies were appropriately reflected in the transaction value
- The market reacted positively; Alimak’s share pricing rose 10% on the day of the announcement of the transaction

# M&A Case Study: N Kid Group

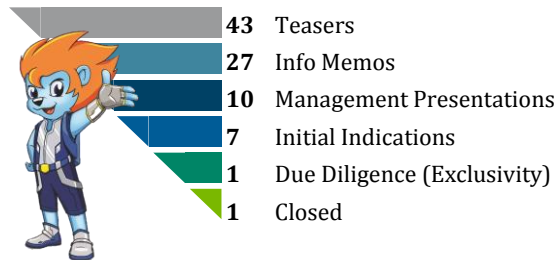
*Fundraising for the leading children lifestyle platform in Vietnam*



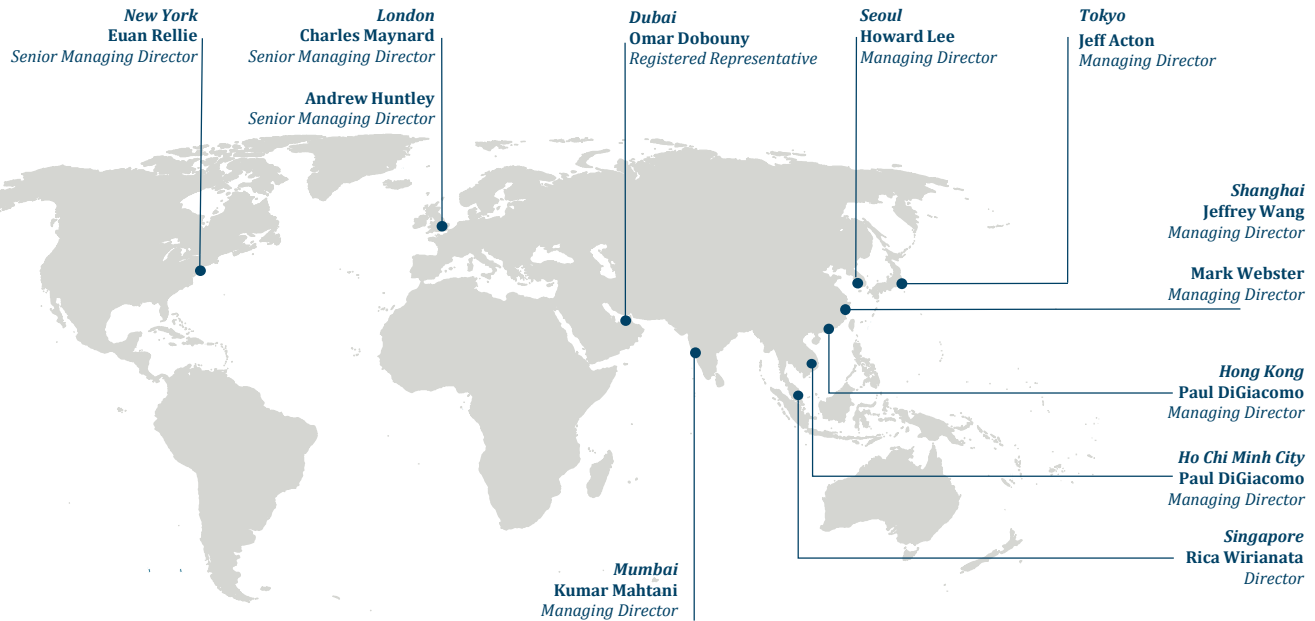
## Fundraising for a Leading Integrated Children Lifestyle Platform in Vietnam

- BDA served as the exclusive financial advisor to N Kid Corporation (“N Kid”) on its US\$40m growth capital raise from Standard Chartered Private Equity (“SCPE”). SCPE will hold a significant minority stake in N Kid post transaction
- N Kid is the only integrated children lifestyle platform in Vietnam and is a market leader in each of its operating segments. It currently operates approximately 30 family entertainment centers for children and teenagers under the brands *tiNiWorld* and *T CLB*, as well as distribution networks and retail stores for toys and mom & baby products under the brand names *Phuong Nga Toys*, *Toyland* and *Babyland*
- BDA’s offices in Hong Kong and Ho Chi Minh City jointly managed a competitive process targeted at financial sponsors active in Southeast Asia. The business generated significant interest from both global and regional sponsors. The founders eventually granted exclusivity to and selected SCPE as their preferred partner based on transaction terms and shared vision for the business
- Proceeds from the transaction will be used as expansion capital to support the further roll-out of family entertainment centers and retail outlets across Vietnam, expansion of its distribution channels and the development of new adjacent businesses, such as media and licensing. Part of the proceeds will also be used to deleverage the company’s capital structure and buy out certain existing shareholders
- In addition to capital, SCPE will also leverage its network and experience in the consumer retail space in Vietnam and internationally to support the future growth of the company
- This was the first fundraising exercise for the founders of the company, and BDA was closely involved in every step, including marketing materials preparation, financial modeling, buyer outreach, due diligence management, fund flow analysis, negotiation of various transaction documentation and fulfilment of completion requirements, with a goal to achieve the best possible outcome for the founders. The transaction was closed six months after initiation of marketing

Buyer	Seller	Asset



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