

# The global investment banking advisor for Asia

June 2019



# Leading independent Asian investment banking firm

2019 marks 23 years of providing high-quality M&A advice

## Where we are

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



## Our services

We provide M&A advisory services for:

Divestitures	Acquisitions	Capital raisings
Debt advisory & restructuring transactions		Valuations

## Key facts

- #1** Cross-border Asian sellside M&A advisor
- 1996** Founded and led since then by the same team
- 100** Bankers across three continents
- 9** Offices globally
- 2** Strategic partners

## How we are organized



Chemicals



Consumer & Retail



Healthcare



Industrials



Services













Technology

## BDA Partners is #1 for Asian cross-border private sellside M&A

*No other firm has built the same scale, focus, connectivity and deal flow in Asia*

### Private, cross-border Asian sellside transactions up to US\$1bn enterprise value, 2015-2018<sup>(1)</sup>

Rank	Advisor	# of Deals
1		27
2		26
3		25
4		20
5		19
6		18
7		16
8		14
8		14
10		13

### 2018 highlights

- 88% of M&A transactions were cross-border
- 88% of M&A transactions with BDA as sellside advisor
- 100% of transactions involved either the sale/acquisition of an Asian asset, an Asian buyer or an Asian seller
- 11 transactions in Japan in 2018

### Long-established Asian presence

#### Coverage across Asia

- 60+ bankers in Asia
- 7 countries
- 23 years of relationship-building



#### We reach Asian buyers

- 120+ assets sold to Asian buyers
- 20,000+ calls made to Asian buyers
- 600+ transactions with Asian participation

## A recognized global M&A platform

Cross-border excellence

### Experts in cross-border M&A

<p><b>HWASUNG COSMETICS</b></p> <p>Agreed to divest a 70% stake to</p> <p><b>Standard Chartered</b></p> <p>2019</p>	<p><b>quasar</b> medical device manufacturer</p> <p>Divested majority stake to</p> <p><b>THE LONGREACH GROUP</b></p> <p>2019</p>	<p><b>北京京城机电控股有限责任公司</b> BEIJING JINGCHENG MACHINERY ELECTRIC HOLDING CO.,LTD.</p> <p>Divested Nagano Industry to</p> <p><b>JAFCO</b></p> <p>2019</p>
<p><b>NORDIAN</b> CAPITAL PARTNERS</p> <p>Divested Chrysal International to</p> <p><b>OAT Agrio Co., Ltd.</b></p> <p>2019</p>	<p><b>NAVIS</b></p> <p>Agreed to divest Alliance Cosmetics Group to Mandom Corporation</p> <p><b>mandom</b></p> <p>2018</p>	<p><b>WENDEL</b></p> <p>Divested Nippon Oil Pump to</p> <p><b>CITIC CAPITAL</b> 中信資本</p> <p>2018</p>
<p><b>NORDholding</b></p> <p>Divested Parador to</p> <p><b>HIL</b> CK BIRLA GROUP</p> <p>2018</p>	<p><b>Laird</b> CRESCENDO</p> <p>Divested Model Solution to</p> <p><b>HANKOOK</b></p> <p>2018</p>	<p><b>SSTI Sansei Technologies</b></p> <p>Acquired roller coaster manufacturer, Vekoma Rides</p> <p><b>VEKOMA</b></p> <p>2018</p>

### Regularly honored as a top investment banking advisor

2018



Divestiture Deal of the Year (>US\$100m)



Telecommunications Services Deal of the Year



Cross-Border Deal of the Year (US\$10m-US\$25m)



Cross-Border Boutique M&A Investment Banker Firm Award

2017



Investment Bank of the Year



Investment Bank of the Year



Transaction of the Year (£100m-£500m)



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



## 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



**Alex Ditchfield**  
Director



**Charles Maynard**  
Senior Managing Director



**Jonathan Aiken**  
Director



**Andrew Huntley**  
Senior Managing Director



**Paul DiGiacomo**  
Senior Managing Director

#### Europe

#### China



**Jeffrey Wang**  
Managing Director



**Mark Webster**  
Managing Director



**Anthony Siu**  
Managing Director



**Dorothy Cai**  
Director



**Jason Song**  
Director



**Kevin Song**  
Director



**Simon Kavanagh**  
Managing Director



**Karen Cheung**  
Managing Director

#### Japan



**Jeff Acton**  
Managing Director



**Hideyuki Tozawa**  
Managing Director



**Koichiro Yasuda**  
Chairman



**Toshiaki Yokohara**  
Director



**Shinya Kimura**  
Director



**Matthew Doull**  
Managing Director



**Rica Wirianata**  
Director

#### Korea

#### India



**Howard Lee**  
Managing Director



**Ryan Jung**  
Director



**Han Kim**  
Director



**Kumar Mahtani**  
Managing Director



**Abhishek Agarwal**  
Vice President



**Huong Trinh**  
Director



**Anindita Das**  
Director

## We are committed to six sectors

### Deep industry knowledge



#### Chemicals

- Coatings
- Electronic Materials
- Petrochemicals
- Plastics
- Specialty & fine chemicals



#### Consumer & Retail

- Apparel & accessories
- Cosmetics
- Food & beverage
- Food chains
- Food services
- Jewelry
- Luxury goods



#### Health

- Biotech
- Medical tech
- Pharma
- Services



#### Industrials

- Aftermarket
- Auto components
- Building materials
- Electronics
- Flow control
- Machinery
- Packaging
- Printing



#### Services

- Facility management
- Professional services
- Recycling & waste management
- Testing, inspection & certification
- Transportation & logistics



#### Technology

- Digital media
- Information
- Software
- Systems integrators & BPO<sup>(1)</sup>

## Expertise on the sellside

*We are among the most active sellside advisors 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 led 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

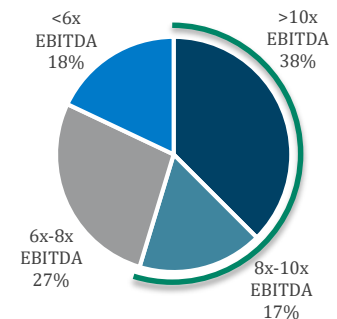
- Senior bankers drive buyer identification outreach
- Our reach clears the market globally for our clients

### BDA exits

 Divested majority stake to <b>Longreach</b> 2019	 Divested Nagano Industry to <b>JAFCO</b> 2018	 Agreed to divest Alliance Cosmetics Group to <b>Mandom Corporation</b> 2018	 Divested Nippon Oil Pump to <b>CITIC Capital</b> 2018	 Divested plant health business in Japan to <b>Nisso</b> 2018	 Divested shares of Taiheiyō Seiki Holding to <b>TKY Corporation</b> 2017
 Agreed to divest Kingstar to <b>Zhongping Capital</b> 2017	 Divested The Ritedose Company to <b>AGIC and Humanwell</b> 2017	 Divested its 48% equity stake in Netas to <b>ZTE</b> 2017	 Divested China foodservice business to <b>Huhtamaki</b> 2017	 Divested VNPT ePay to <b>UTC Investment</b> 2017	 Divested Harrys of London to <b>Charles Cohen</b> 2017

### High-multiple outcomes

55% of transactions in excess of 8.0x



## Dedication to buyside M&A

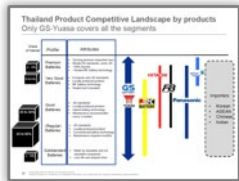
*We assist our clients to identify and conclude cross-border transactions efficiently and on optimal terms*

### 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 clients' 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

**SSTI Sansei Technologies**

Acquired roller coaster manufacturer, Vekoma Rides

2018

**HYSTER-YALE**

Agreed to acquire 75% of

2017

**KERRY**

Acquired Chinese food ingredients company

**Tianning Flavours**

2017

**NISEHA**

Acquired

2016

**SUN EUROPEAN PARTNERS, LLP**

Acquired

2015

**CRISTAL**

Acquired













2015



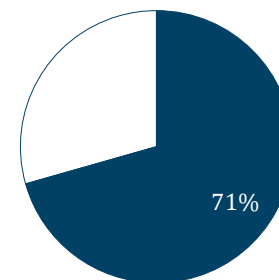
## A valuable resource for financial sponsors

*Dedicated coverage team generating proprietary deal flow and exits*

### Financial sponsor portfolio company exits

 Agreed to divest Alliance Cosmetics Group to Mandom Corporation 2018	 Divested Nippon Oil Pump to CITIC Capital 2018	 Divested MFS Technology to DCP Capital 2018	 Divested Gourmet Noodle House to GreenTree Inn 2018	 Agreed to divest Apple World to ZIGExN 2018	 Divested shares of Taiheiyu Seiki Holding to TKY Corporation 2017
 Divested The Ritedose Company to AGIC and Humanwell 2017	 Divested its 48% equity stake in Netas to ZTE 2017	 Divested Harrys of London to Charles Cohen 2017	 Divested Theodore Alexander to Creative Home Furniture 2017	 Divested Facade Access Holdings to Alimak Group 2016	 Divested King Koil China to Advent International 2016

*The majority of BDA deals have financial sponsor involvement*



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

 Divested Nagano Industried to JAFCO 2018	 Raised growth capital from Crescent Point 2018	 Raised growth capital 2017	 Majority recapitalized by Galen Partners 2017	 Merged with Fitness First Asia 2017	 Sold controlling stake to Palamon 2017
 Divested Adweek to Beringer Capital 2016	 Divested Kolon Water & Energy to Standard Chartered Private Equity 2016	 Acquired by Flexitech Holding 2015	 Divested Kosan Crisplant to Al-Ayuni Investment 2015	 Divested stake in electronics business to Standard Chartered Private Equity 2015	 Divested automotive aftermarket company to Wellspring Capital 2015

**Deals since 2016 with financial sponsors as client and/or buyer/investor**

## 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 relationships with blue-chip clients

#### Corporate clients



#### Private equity clients



### Repeat clients

#### 9 deals with Navis<sup>(1)</sup>

 Agreed to divest Alliance Cosmetics Group to  2018	 Divested MFS Technology to  2018	 Merged with   2017
 Divested Theodore Alexander to  2016	 Divested Hui Lau Shan to  2016	 Divested Oriental Containers to  2015

#### 7 deals with CITIC Capital<sup>(1)</sup>

 Divested King Koil China to  2016	 Divested Tri-Wall Holdings to   2016	 Divested DeltaTech Controls to  2014
 Divested animal vaccine business to   2010		

#### 5 deals with SCPE<sup>(1)</sup>

 Raised growth capital from  2016	 Divested Kolon Water & Energy to  2016	 Divested 36% in AGPP to  2014
 Raised capital from  2015		

#### 4 deals with Actis

 Divested Anthelio Healthcare to  2016	 Divested Integreon to  2016
 Divested Halonix to  2016	 Divested Teknikast to Asian Investment Firm 2014

Note: (1) Lists the latest deals with the client

# Transactions



# BDA transactions

<p><b>HWASUNG COSMETICS</b></p> <p>Agreed to divest a 70% stake to</p> <p><b>Standard Chartered</b></p> <p>2019</p>	<p><b>quasar</b> medical device manufacturer</p> <p>Divested majority stake to</p> <p><b>THE LONGREACH GROUP</b></p> <p>2019</p>	<p><b>II</b></p> <p>Raised growth capital from</p> <p><b>Crescent Point</b></p> <p>2019</p>	<p><b>北京京城机电控股有限责任公司</b> BEIJING JINGCHENG MACHINERY ELECTRIC HOLDING CO.,LTD.</p> <p>Divested Nagano Industry to</p> <p><b>JAFCO</b></p> <p>2019</p>	<p><b>NORDIAN</b> CAPITAL PARTNERS</p> <p>Divested Chrysal International to</p> <p><b>OAT Agrio Co., Ltd.</b></p> <p>2019</p>	<p><b>NAVIS</b></p> <p>Agreed to divest Alliance Cosmetics Group to Mandom Corporation</p> <p><b>mandom</b></p> <p>2018</p>
<p><b>WENDEL</b></p> <p>Divested Nippon Oil Pump to</p> <p><b>CITIC CAPITAL</b> 中信資本</p> <p>2018</p>	<p><b>INVESTCORP</b></p> <p>Investcorp invested up to \$250m in</p> <p><b>China Everbright Limited New Economy Fund</b></p> <p>2018</p>	<p><b>zoetis</b></p> <p>Divested plant health business in Japan to</p> <p><b>Nisso</b></p> <p>2018</p>	<p><b>乐友孕婴童</b> Babies to Kids</p> <p>Divested Leyou to</p> <p><b>WARBURG PINCUS</b></p> <p>2018</p>	<p><b>NORDholding</b></p> <p>Divested Parador to</p> <p><b>HIL</b> CK BIRLA GROUP</p> <p>2018</p>	<p><b>sojitz</b></p> <p>Agreed to divest its 49% stake in Mitsubishi Motors Philippines to</p> <p><b>mitsubishi MOTORS</b></p> <p>2018</p>
<p><b>Etam</b></p> <p>Divested RTW business in China to a</p> <p><b>Hong Kong-based investor</b></p> <p>2018</p>	<p><b>Laird</b> <b>CRESCENDO</b></p> <p>Divested Model Solution to</p> <p><b>HANKOOK</b></p> <p>2018</p>	<p><b>SSTI</b> <b>Sansei Technologies</b></p> <p>Acquired roller coaster manufacturer, Vekoma Rides</p> <p><b>VEKOMA</b></p> <p>2018</p>	<p><b>Unitas Capital</b></p> <p>Divested Gourmet Noodle House to</p> <p><b>GreenTree Inn</b> 格林豪泰酒店</p> <p>2018</p>	<p><b>NAVIS</b> <b>MFS</b></p> <p>Divested MFS Technology to</p> <p><b>DCP Capital</b></p> <p>2018</p>	<p><b>ANT CAPITAL PARTNERS</b></p> <p>Agreed to divest Apple World to</p> <p><b>じげん</b> ZIGEN</p> <p>2018</p>
<p><b>HYSTER-YALE</b></p> <p>Agreed to acquire 75% of</p> <p><b>maximal</b></p> <p>2018</p>	<p><b>J-STAR</b></p> <p>Divested shares of Taiheiyō Seiki Holding to</p> <p><b>TKY Corporation</b></p> <p>2017</p>	<p><b>FIS</b></p> <p>Agreed to divest Kingstar to Zhongping Capital</p> <p><b>中華證券</b> CHONGPING CAPITAL</p> <p>2017</p>	<p><b>Chope</b></p> <p>Raised growth capital</p> <p>2017</p>	<p><b>OLYMPUS PARTNERS</b></p> <p>Divested The Ritedose Company to</p> <p><b>AGIC</b> <b>人福医药</b> HUMANWELL</p> <p>2017</p>	<p><b>LQM</b></p> <p>Issued equity to</p> <p><b>CSPTC</b></p> <p>2018</p>

## BDA transactions (cont'd)

<p><b>One Equity Partners</b></p> <p>Divested its 48% equity stake in Netas to</p> <p><b>ZTE</b></p> <p>2017</p>	<p><b>CDx<sup>®</sup> Diagnostics</b></p> <p>Majority recapitalized by</p> <p><b>GALEN PARTNERS</b></p> <p>2017</p>	<p><b>INTERNATIONAL PAPER</b></p> <p>Divested China foodservice business to</p> <p><b>Huhtamaki</b></p> <p>2017</p>	<p><b>VMS MEDIA GROUP</b> <b>OPAY</b> a VNPT Company</p> <p>Divested VNPT ePay to</p> <p><b>UTC</b> <small>Union of Technology &amp; Capital</small></p> <p>2017</p>	<p><b>PALLADIN</b> <b>HARRYS</b> COMMERCIAL PARTNERS LONDON</p> <p>Divested Harrys of London to</p> <p><b>Charles Cohen</b></p> <p>2017</p>	<p><b>KERRY</b></p> <p>Acquired Chinese food ingredients company</p> <p><b>Tianning Flavours</b></p> <p>2017</p>
<p><b>TEREX</b></p> <p>Divested Indian compact construction equipment business to</p> <p><b>MANITOU</b></p> <p>2017</p>	<p><b>CELEBRITY</b> and <b>Firstclass</b></p> <p>Merged with</p> <p><b>F Fitness First</b></p> <p>2017</p>	<p><b>finally</b> Love your light</p> <p>Raised growth capital</p> <p>2017</p>	<p><b>CMC biologics</b></p> <p>Divested CMC Biologics to</p> <p><b>AGC</b></p> <p>2017</p>	<p><b>Happy Socks</b></p> <p>Sold controlling stake to</p> <p><b>Palamon</b> Capital Partners</p> <p>2017</p>	<p><b>MACLEAN-FOGG</b> <b>PWV</b> AUTOMOTIVE</p> <p>Divested Presswerk Krefeld to</p> <p><b>HANNOVER Finanz</b> Ihr Eigenkapital-Partner</p> <p>2017</p>
<p><b>NAVIS</b> <b>TA</b></p> <p>Divested Theodore Alexander to</p> <p><b>创意家居</b> CREATIVE HOME FURNITURE</p> <p>2016</p>	<p><b>U</b> <b>TAN WOODS</b></p> <p>Raised growth capital from</p> <p><b>Standard Chartered</b></p> <p>2016</p>	<p><b>WOLSELEY</b> <b>PRIVATE EQUITY</b></p> <p>Divested Facade Access Holdings to</p> <p><b>ALIMAK GROUP</b></p> <p>2016</p>	<p><b>CITIC CAPITAL</b> <b>KING KOIL</b> 中信資本 美商金可儿</p> <p>Divested King Koil China to</p> <p><b>Advent International</b> GLOBAL PRIVATE EQUITY</p> <p>2016</p>	<p><b>THOMSON REUTERS</b> <b>SYSTEM</b> 道森路透 精誠資訊</p> <p>Divested AFE Solutions to</p> <p><b>N2N CONNECT</b></p> <p>2016</p>	<p><b>MOUNT KELLETT CAPITAL</b></p> <p>Divested equity stake in Xinbang Logistics to</p> <p><b>HCT LOGISTICS</b> 新竹物流</p> <p>2016</p>
<p><b>mediabistro</b> <b>ADWEEK</b></p> <p>Divested Adweek to</p> <p><b>BERINGER CAPITAL</b></p> <p>2016</p>	<p><b>IEQT</b> <b>TITANX</b></p> <p>Divested TitanX to</p> <p><b>TATA</b></p> <p>2016</p>	<p><b>NISSEHA</b></p> <p>Acquired</p> <p><b>Graphic Controls</b></p> <p>2016</p>	<p><b>KOLON</b></p> <p>Divested Kolon Water &amp; Energy to</p> <p><b>Standard Chartered</b></p> <p>2016</p>	<p><b>LQM</b></p> <p>China expansion and agreement to issue shares to</p> <p><b>HYBRID KINETIC GROUP LIMITED</b> 正海集團有限公司</p> <p>2016</p>	<p><b>TEREX</b></p> <p>Divested German compact construction equipment business to</p> <p><b>YANMAR</b></p> <p>2016</p>



# Partnerships

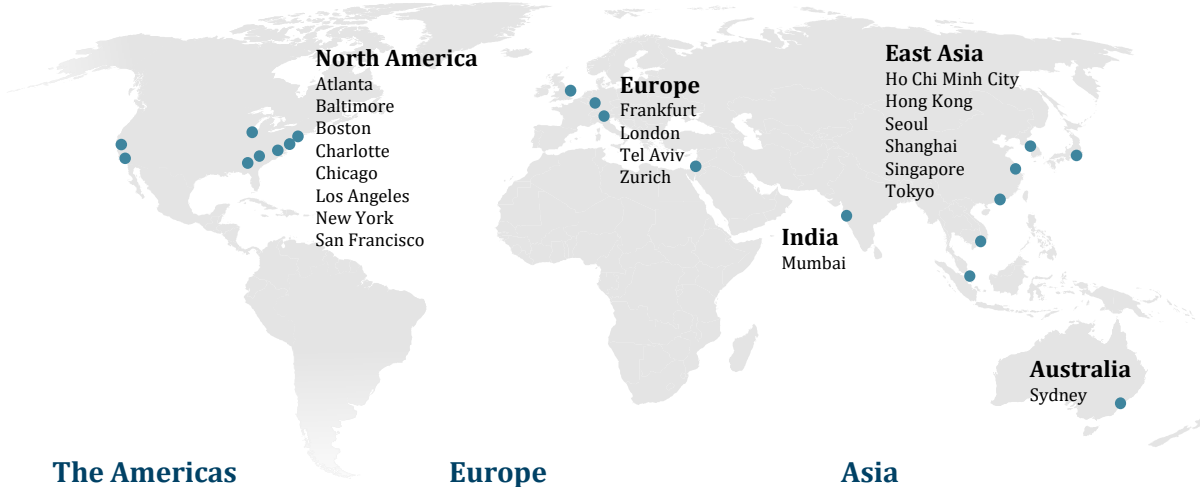




# Partnership with William Blair gives added global reach in the global middle market

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

**US\$175+** billion in aggregate M&A transaction value since 2013

**US\$401** million average M&A transaction since 2013

**2018** *M&A Magazine* Investment Bank of the Year

### Europe

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

**€26+** billion in aggregate M&A transaction value since 2013

**€187** million average M&A transaction since 2013

**89%** of M&A volume sellside since 2013

### Asia

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

**55+** Asian transactions since 2011

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

**390+** transactions with Asian participation

## Cross-border transactions

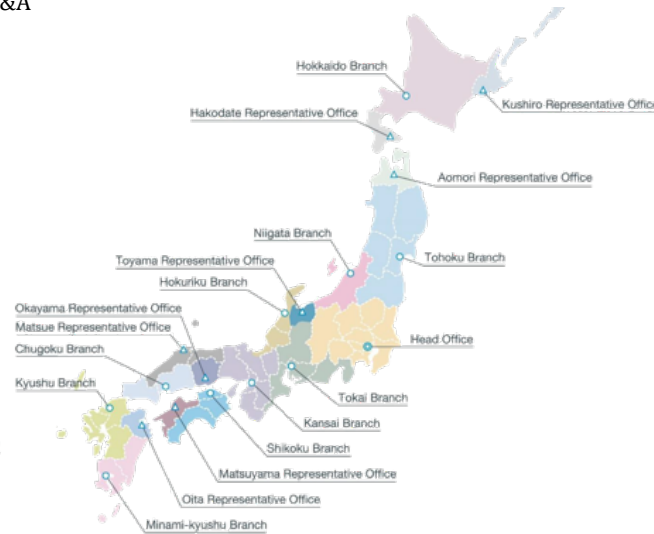


# Partnership with DBJ furthers global reach and access to capital

*Our reach into Japan is extended by our shareholder and partner, DBJ*

## Development bank of Japan is a 100% government-owned bank

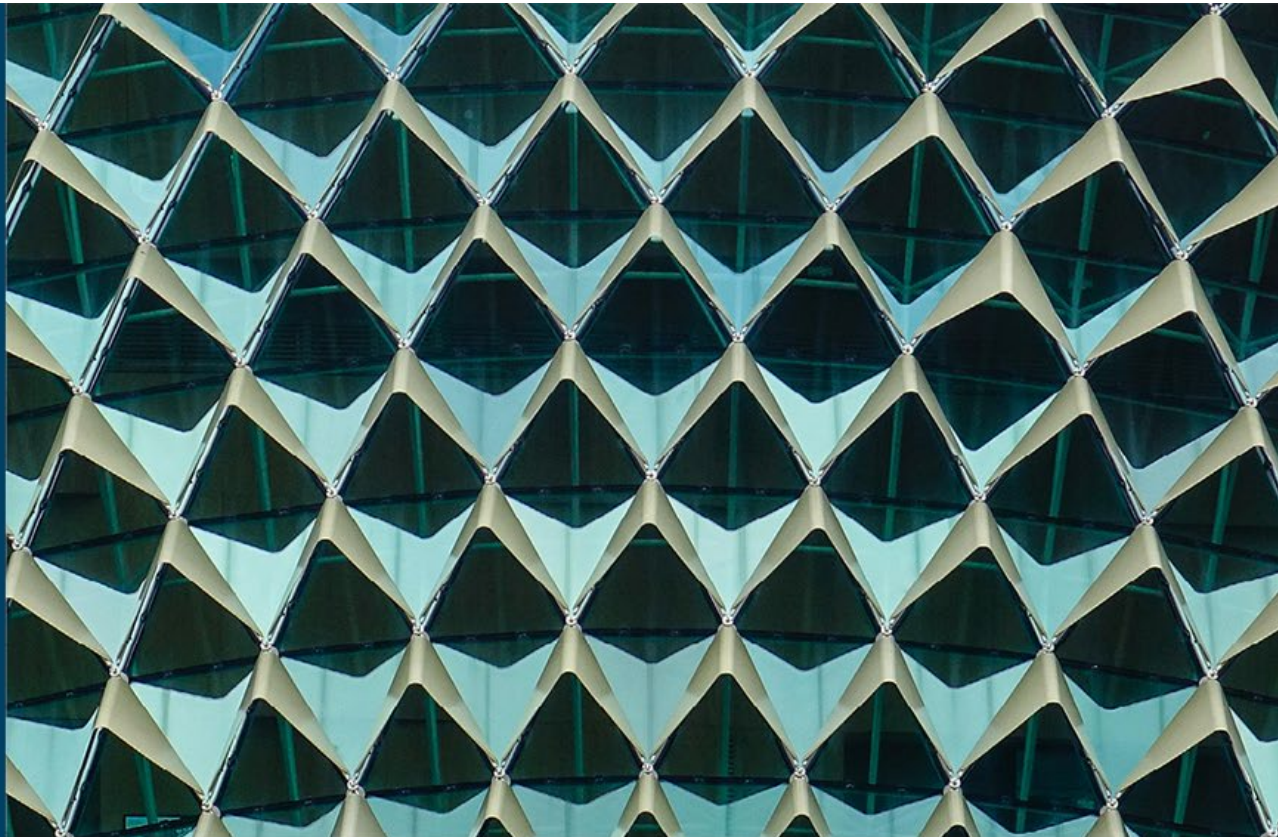
- US\$150bn-balance sheet government bank
- Deep well of capital available to support M&A
- Access to Japanese blue-chip CEOs
- High-quality establishment
- 1,000+ bankers across 19 offices in Japan
- 100+ bankers across six offices in Asia



## Notable transactions

 Acquired minority membership interest in <b>Cricket Valley Energy Center</b> 2018 	 Acquired minority membership interest in <b>South Field Energy</b> 2018 	 Divested share of Sunamachi Ascon to <b>Maeda Road Construction</b> 2018 
 Acquired share of <b>Effissimo Capital Management Pte Ltd</b> 2017 	 Underwriting of third-party allocation shares to <b>Power Buy Company</b> 2017 	 Acquired <b>PT Panja Raya Alamindo</b> 2017 
 Acquired <b>RYB Engineering Pte Ltd</b> 2017 	Capital Structure advisory <b>RYB Engineering</b> 2017 	 Acquired <b>Petrovietnam Gas Distribution</b> 2017 
 Acquired <b>Dry Cell and Storage Battery Joint Stock Company</b> 2017 	 Acquired <b>Kit Loong Tayaria</b> 2016 	 Acquired 8.8% shares <b>Vietnam Airlines JSC</b> 2016 

# Management



## 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  
Asia / Europe

Andrew Huntley is a Senior Managing Director. Joining the founders in 1998, he established and oversaw BDA's early Asian offices in Singapore, Shanghai and Hong Kong, co-managed BDA's New York office from 2002, and managed its London office from 2005 to 2018. He now has a pan-Asian role travelling widely in Asia and Europe from his base in HCMC and also oversees BDA's global Healthcare sector. He has advised on transactions across Asia, Europe and the US for blue chip corporates such as Arkema, Celestica, Clariant, Henkel, Johnson Matthey, Pfizer, Rexel, Sumitomo Chemical, SunGard, Tata and Weir Group and financial sponsors such as Actis, Ardian, Ares, EQT, LDC, Investcorp, Prudential, Segulah and STIC. Before BDA, he worked for the Jardine Matheson Group in Greater China and Vietnam. He was the Group Representative in Vietnam with responsibility for investments and businesses there. Mr. Huntley was educated at Oxford University (MA Hons, Chinese). He is fluent in Mandarin and conversant in Vietnamese.



**Paul DiGiacomo**  
Senior Managing Director  
SE Asia

Paul DiGiacomo is a Senior Managing Director. He joined BDA in 1997, and has lived in Asia since 2000. Mr. DiGiacomo founded and heads BDA's SE Asia practice, and oversees the teams in Hong Kong, Ho Chi Minh City, and Singapore. Mr. DiGiacomo has advised clients on transactions in most Asian markets. He has advised both blue chip corporate clients such as Arkema, Celestica, Ecolab, Jardine Matheson, Minor Group, Molex, Rexel, ST Technologies, Thomson Education, and Thomson Reuters, and financial sponsors such as Actis, EQT, Fortress, LDC, Mekong Capital, Navis Capital, Prudential, Standard Chartered PE and VinaCapital. Mr. DiGiacomo was educated at Trinity College (BA Hons, Political Science).



**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.



**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 Partner and Managing Director based in Shanghai. He joined BDA in 2005, then he has advised on a range of successful sellside and buy-side transactions for both private equity and corporate clients such as CITIC Capital, Kerry Group plc and Sherwin-Williams Inc. Previously Mr. Webster worked for Standard Chartered Bank in Shanghai as a Vice President assisting companies such as BP, Syngenta and UPS with strategic and operational funding. Prior to that he worked at JPMorgan's London office (earlier Robert Fleming Investment Bank) as a Mergers and Acquisitions Associate. From 1995 to 1998 he trained at Arthur Andersen in London, qualifying as a Chartered Accountant (ACA). Mr. Webster graduated from Oxford University (MA Hons, Modern History and Economics) and speaks Mandarin Chinese and French.



**Hideyuki Tozawa**  
Managing Director  
Tokyo

Hideyuki Tozawa is Managing Director and Co-Head of BDA's Tokyo office. Before joining BDA, Mr. Tozawa worked at Deloitte Tohmatsu Financial Advisory, where he was a partner and Head of Telecommunications, Media & Entertainment in Japan and primarily focused on advising leading Japanese corporations on cross-border M&A. Prior to that, he was Head of Telecommunication, Media, Entertainment and Technology in Investment Banking in Macquarie Capital Japan. Mr. Tozawa began his career in 1993 at Mitsui & Co., Ltd., and then established core Technology, Media and Telecom experience at NTT. He has also developed extensive experience in Private Equity and Venture Capital at The Carlyle Group, Intel Capital and Shinsei Bank. He holds a Master of Science in Electronical Engineering from Keio University. He is fluent in English and native in Japanese.



**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.

## Management (Cont'd)



**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.



**Kumar Mahtani**  
Managing Director  
Mumbai

Kumar Mahtani is a Managing Director and head of BDA's Mumbai office. He joined BDA in 2011. Before joining BDA, 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. He has transaction experience in industrials, healthcare, chemicals and consumer sector and his clients include Blue Star, ICICI Venture, Larsen & Toubro, Navis Capital Partners, Omnova Solutions, Terex Corporation, and Wockhardt. Mr. Mahtani is a 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.



**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 a Director based in London. He joined BDA in 2007. Mr. Aiken has transaction experience in industrials, automotive, specialty chemicals and technology, including the sale of TitanX to the Tata group and JCC Advanced Lighting to Leviton Manufacturing. 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.



**Dorothy Cai**  
Director  
Shanghai

Dorothy Cai is a Director 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.



**Anindita Das**  
Director  
Singapore

Anindita Das is a Director based in Singapore. Ms. Das advises private equity funds, entrepreneurs, and corporates on divestments and capital raises. Ms. Das has more than twelve years of M&A and private equity experience across South/South East Asia. Before joining BDA, she was an Executive Director at TC Capital in Singapore where she executed transactions across SEA in consumer, industrials, ecommerce, real estate and chemicals. Prior to TC Capital, Ms. Das worked with Blue River Capital Advisors in Mumbai where she completed investments in the auto components, textiles and construction sectors. Ms. Das holds an MBA in International Finance from Brandeis International Business School in Massachusetts. She is fluent in English and Hindi and is a native Bengali speaker.



## Management (Cont'd)



**Alex Ditchfield**  
Director  
New York

Alexander Ditchfield is a Director based in New York. Prior to moving to New York in 2016, he worked in BDA's Shanghai and Hong Kong offices for seven years. Clients for whom he has advised on transactions include CHS, CITIC Capital, Kerry, Littlejohn, MacLean-Fogg, Molex, and Pfizer, among others. 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.



**Shinsuke Hashimoto**  
Director  
Tokyo

Shinsuke Hashimoto is a Director, based in Tokyo. Before joining BDA, he worked at GCA Corporation (previously known as GCA Savvian) for 13 years, focusing on cross-border M&A transactions between USA, Europe and Japan in several sectors, notably Industrials, Chemicals, Technology, and Healthcare. He worked in GCA's Tokyo and San Francisco offices. Before that, he was an investment banker at Goldman Sachs and Nikko Citigroup (now known as Citi). He holds a BA in Policy Management from Keio University, and MSc in Foreign Service from Georgetown University. He is fluent in English and Japanese.



**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 cross-border 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.



**Han Kim**  
Director  
Seoul

Han Kim is a Director based in Seoul. Before joining BDA in 2017, Mr. Kim was a Director at The Colony Co, a privately owned Korean real estate developer, where he was responsible for project development while also acting as head of retail leasing for multiple commercial real estate properties. Prior to real estate development, Mr. Kim worked at UBS Investment Bank for ten years, based in both Seoul and Hong Kong. As a member of the UBS Korea country team, Mr. Kim was responsible for both the coverage of Korean corporate clients and financial sponsors, as well as the execution of capital markets and M&A transactions with a focus on cross-border transactions. Mr. Kim transferred to the UBS M&A Asia team in 2007, where he was dedicated to the execution of cross-border M&A transactions across multiple jurisdictions in Asia. Mr. Kim's transaction experience spans the financial institutions, consumer & retail, technology, and industrials sectors. He holds a B.A. in Business Administration from Seoul National University, and is fluent in both Korean and English.



**Jason Song**  
Director  
Shanghai

Jason Song is a Director based in Shanghai, before which he was a member of BDA's New York and Tokyo offices. Mr. Song advised Navis Capital in China's largest control exit in 2014 by a private equity group, the sale of Trio to Weir plc; other clients include leading global multinationals such as BASF, CR Bard, Henkel, International Paper, Magna and Mars. 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 for the Liberal Democrats in the House of Commons of the United Kingdom conducting economic analysis on 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, Mandarin and French.



**Kevin Song, CFA**  
Director  
Shanghai

Kevin Song is a Director 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.

## Management (Cont'd)



**Huong Trinh**  
Director  
Ho Chi Minh City

Huong Trinh is a Director based in Ho Chi Minh City, Vietnam. Before joining BDA in 2018, she worked at PwC (Vietnam) for over 10 years with a focus on corporate finance, due diligence services, valuations and market entry services. Over the past 6 years, Ms. Trinh has been a buy and sell-side lead advisor on various sectors including the logistics, pharmaceuticals, industrials and consumables sectors. She has supported transactions such as Nichirei's acquisition of a minority stake in Cholimex Food, Mayr Melnhof Corporation's acquisition of a control stake in VIDON, a group of foreign investors in their acquisition of significant minority stake into Trapharco, Asahi Glass Corporation & Mitsubishi Corporation's joint acquisition of a controlling stake in Phu My Plastics and Chemicals and Hop Nhat Corporation in their divestment to Vingroup. Ms. Trinh holds a Masters Degree (Distinction) in International Business from the University of Dundee, UK and a Bachelor's Degree (First Class) from the Foreign Trade University of Vietnam. She is fluent in Vietnamese and English.



**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 Director 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 10+ years of M&A experience and has advised on domestic and cross-border 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.

## Our case studies



## M&A case study: Zoetis' plant health business in Japan



**Buyer**



**Seller**



**Asset**



### Divestment of Zoetis' plant health business in Japan to Nisso

- BDA served as exclusive financial advisor to Zoetis Inc. on the divestment of its Plant Health business in Japan to Nippon Soda Co., Ltd.
- Zoetis is an animal medicine manufacturer that was established from the spinoff of Pfizer's Animal Health Business. Its plant health business is centered on greenguard agent and agrimycin agent which have earning high trust in the market from the characteristics of the product and technical services
- Nippon Soda Co., Ltd. develops, produces, and commercializes chemicals, agrochemicals, and other products in Japan and internationally
- Through this acquisition, Nisso will hold top market share in Japan for manufacturing pine protection agents. Nisso will contribute to the conservation of the natural environment and scenery by strengthening its environmental business, focused on protection of the precious pine
- BDA also acted as an informal channel of communication to resolve difficult issues during negotiations between the two companies

## M&A case study: Leyou



### Divestment of Carlyle and CDIB's mother & baby business to Warburg Pincus

- Leyou is a leading specialty retailer of Mother & Baby (M&B) products in China. The Company offers a broad range of M&B goods, including apparel, nursing and feeding items, infant milk formula, diapers, and washing products
- BDA was engaged by the shareholder group including Carlyle, CDIB, and other financial investors (combined 70% stake), and the founder (30%). Financial investors wanted to exit; while the founder preferred to continue operating and retain an equity stake
- BDA managed a global auction process for the control sale of Leyou, targeting financial sponsors as well as selected strategic buyers
- Throughout the process, BDA worked closely with shareholders and management on marketing strategy, buyer communications, valuation analysis, and other material preparation
- Received five indicative offers from both strategics and FSGs, and sold the controlling interest to Warburg Pincus, a global buyout fund that has investments in complementary M&B businesses
- We successfully introduced a strong financial partner to Leyou, which can benefit from Warburg Pincus' extensive global financial and operational resources and network

#### Buyer



#### Seller



#### Asset



## M&A case study: Etam Group’s ready-to-wear (“RTW”) business in China



Buyer



Seller



Asset



### Divestment of Etam’s RTW business in China to a Hong Kong-based investor

- BDA acted as the exclusive financial advisor to Etam Group (“Etam”) on the divestment of its China ready-to-wear (“RTW”) operations for four dedicated PRC-based brands: *Etam Paris*, *Etam Weekend*, *ES*, and *E&Joy*
- Among the longest-established and most-recognized foreign operations in China’s womenswear market, Etam built a nationwide, omnichannel retail operation spanning 2,000 points of sale and generating over RMB2bn of sales in 2017, but struggling in the face of strategic headwinds and increased local competition
- Following a strategic decision by Etam to focus on its global lingerie business, BDA was hired to identify and engage with global strategic and financial buyers with the scale, retail expertise and financial capacity to execute a turnaround of a sizeable, nationwide retail operation
- Throughout all stages of the process, BDA worked closely with the Group in order to optimally position the business and articulate a clear, cohesive strategic transition plan, helping to maintain competitive tension amidst declining results
- In particular, BDA added significant value by re-engaging with one of China’s largest apparel producers – which had initially passed on the opportunity – whose strong interest in the business was then leveraged to obtain a quicker exit on more attractive terms from the ultimate purchaser
- BDA’s hands-on, tailored approach allowed for seamless communication between a Paris-based client, the Shanghai-based management team and an Asia-centric buyer universe to conclude the sale in under nine months



## Capital raise case study: CDx Diagnostics



Buyer



Seller



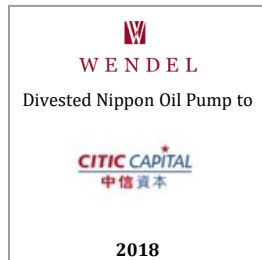
Asset



### Majority recapitalization of cancer diagnostics company by Galen Partners

- BDA Partners (“BDA”) acted as exclusive financial advisor to CDx Diagnostics (“CDx”), a diagnostics company specializing in the detection and prevention of cancers of the esophagus, oral cavity, pharynx and larynx, on a highly complex asset sale to leading healthcare-focused PE firm Galen Partners (“Galen”)
- CDx provides clinicians with tools to enhance their detection of precancerous change through complete epithelial sampling combined with computer-assisted molecular analysis
- The deal team was led by BDA’s New York office, working together with BDA’s global team of Healthcare sector bankers. BDA carefully managed the sale process, with overseeing and organizing due diligence, management meetings and negotiations between the sellers, targeted buyers and creditors, to ensure that valuation and terms would protect the interests of all parties
- BDA also conducted a broader sale process to explore other strategic options for the company, preparing a select list of global potential buyers and approaching each one discreetly. Senior Healthcare bankers in Japan, Korea, China and Europe engaged with potential investors globally to gauge interest with key M&A decision-makers
- The transaction consideration was a combination of cash, equity and debt, with Galen injecting US\$40m of new equity, plus US\$20m of new debt provided by third party credit provider White Oak, and issuance of a subordinated note of US\$5m to allow for indemnity claims
- With BDA’s active participation in negotiation, the outcome was positive for all parties, as creditors were paid outstanding debts with limited forgiveness, Galen acquired the IP of a leading diagnostics company, and the Company received cash proceeds to repay debt, shares in a newly formed company (“Newco”), and performance warrants
- The successful deal demonstrates the value delivered to stakeholders by BDA’s combination of transactional expertise and Healthcare sector insight

## M&A case study: Nippon Oil Pump



### Divestment of Wendel's pump and hydraulic motor business to CITIC Capital

- BDA Partners was the exclusive financial advisor to Wendel and shareholders on the transaction
- NOP is the Japanese market leader for the design, development and manufacture of trochoid pumps, filter pumps and hydraulic motors. NOP trochoid pumps are primarily used to circulate oil in machine tools for lubrication and cooling applications, where NOP enjoys a leading position worldwide
- Wendel is one of Europe's leading listed investment firms. The Group invests in Europe, North America and Africa in companies which are leaders in their field, such as Bureau Veritas, Saint-Gobain, Cromology, Stahl, IHS, Constantia Flexibles and Allied Universal. Wendel plays an active role as a controlling or lead shareholder in these companies. Wendel implements long-term development strategies, which involve boosting growth and margins of companies so as to enhance their leading market positions. Through Oranje-Nassau Développement, which brings together opportunities for investment in growth, diversification and innovation, Wendel is also a shareholder of PlaYce and Tsebo in Africa

Buyer



Seller



Asset



## M&A case study: Model Solution



### Buyer



### Seller



### Asset



### Divestment of Laird & Crescendo's prototype business to Hankook Tire

- BDA Partners (“BDA”) acted as the exclusive financial advisor to Laird PLC (“Laird”) and Crescendo Equity Partners (“Crescendo”) (the “Sellers”) in connection with their divestment of a 75% equity stake in Model Solution Co., Ltd (“Model Solution”) to Hankook Tire Co. Ltd. for KRW68.6bn (equivalent to US\$63.7m)
- Laird divested its entire 51% stake, while Crescendo divested a 24% stake in this transaction. Crescendo will retain a 25% stake and remain as a partner to Model Solution & Hankook Tire, assisting the integration process while also capitalizing on the future growth of Model Solution under Hankook Tire’s ownership
- Model Solution, with operations in both Seoul and Silicon Valley, designs and manufactures prototypes, with market leading expertise in precision prototyping, design support, tooling, low volume manufacturing and 3D printing. Model Solution services an extensive range of industries including aerospace, automotive, consumer, medical and industrial, with a diverse blue chip customer base
- Amidst a backdrop of evolving cross-industrial themes (shorter product development cycles, emergence of Internet of Things, and commercial adoption of 3D printing), BDA leveraged its deep industrial sector expertise to (i) identify the strategic value of Model Solution as a “one-of-a-kind” total solution provider to both global manufacturing giants and tech startups, and (ii) connect this value with the aspirations of strategics seeking to expand beyond their “traditional” industrial domain. BDA ultimately recommended that the Sellers broaden the strategic buyer pool to include not only peers and participants within Model Solution’s value chain, but also strategics seeking new, sector-agnostic growth engines. BDA approached 143 potential strategic and financial buyers globally, ensuring “no stone was left unturned”. BDA played a leadership role in the due diligence and negotiation processes, maintaining competitive tension
- BDA delivered a successful outcome for the Sellers, balancing up-front value maximization for Laird with additional future upside for Crescendo, and crafting a transaction structure that optimized risk through the adoption of mechanisms such as buy-side Warranty & Indemnity insurance
- The outcome reflects BDA’s firm track record and proven expertise in delivering successful cross-border corporate divestments for its clients on a global basis

## M&A case study: Mitsubishi Motors Philippines



### Divestment of Sojitz's vehicle business in the Philippines to Mitsubishi Motors

- BDA served as exclusive financial advisor to Sojitz with respect to its divestment of its 49% stake in Mitsubishi Motors Philippines ("MMPC") to Mitsubishi Motors ("MMC")
- MMPC manufactures and markets passenger cars and commercial vehicles in the Philippines. It offers cars, SUVs and other utility vehicles, as well as trucks and buses. The company sells its products through dealers in several key Philippine cities, including Luzon, Metro Manila, Visayas, and Mindanao. The company was founded in 1963 and is based in Santa Rosa, Philippines
- MMC is a global automobile manufacturer headquartered in Japan. Before the transaction, MMC held a 51% stake in MMPC; post-transaction, MMC will own 100% of MMPC. BDA advised on valuation, structure and advised Hercules on navigating the complex Chinese specialty chemicals marketplace

Buyer



Seller



Asset



## M&A case study: Xinbang Logistics



**Buyer**



**Seller**



**Asset**



### Divestment of Fortress' minority stake in Chinese logistics company to HCT Logistics

- BDA acted as exclusive financial advisor to the private equity investor Fortress Investment Group on the exit of its minority stake in Xinbang Logistics to a Taiwanese consortium led by HCT Logistics, a leading logistics service provider based in Taiwan
- Xinbang Logistics is an integrated supply chain solutions provider focusing on domestic less-than-truckload logistics ("LTL"). The Company maintained a Top 6 rank in the LTL segment in China with a wide network of over 550 branches and annual revenues of well over RMB1bn
- BDA's logistics expertise and relationships with strategic and financial buyers generated global interest in the opportunity, allowing us to select investors whose strategic vision was closely aligned with the management while maximizing the value for our client
- BDA conducted a comprehensive global sale process, engaging with both strategic players (~60) and private equity sponsors (~80), ensuring competitive tension was maintained through out the entire process
- BDA proactively addressed multiple transaction issues such as investor concern re intensity of competition and the large on-going investments required to fund its growth plan. This enabled us to build confidence and maintain momentum with interested parties
- Under the terms of the final agreement, the investment consortium led by HCT Logistics acquired Fortress's 25% stake and also paid off shareholder loans provided by Fortress
- Meanwhile a follow-on equity investment by the HCT consortium and a syndicate financing arrangement has further enabled Xinbang to accelerate its growth plan and expand its nationwide cargo network

## M&A case study: Apple World



Buyer



Seller



Asset

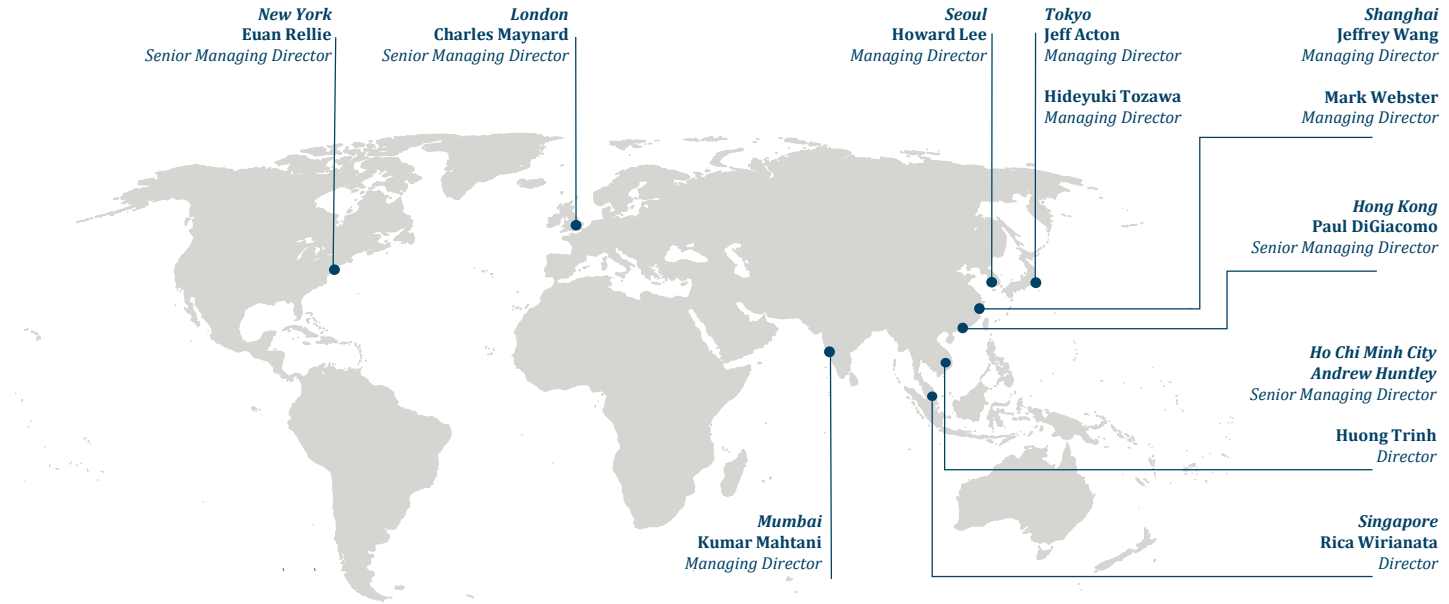


### Divestment of Ant Capital’s online hotel booking business to ZIGExN

- BDA Partners was the exclusive financial advisor to Ant Capital
- Apple World operates one of Japan’s largest online hotel booking services. Apple World access to 110,000 hotels in 150 countries around the world through its B2B “Apple World” and B2C “hotelista.jp” platforms. Apple World customers comprise over 3,000 primarily Japanese travel agencies, affiliated companies, and individual travelers.
- Ant Capital Partners is a private equity firm specializing in private equity and secondary investments. In private equity, the firm participates in buyout, business succession, carve-out, and capital restructuring related investment opportunities. In secondary investments, the firm seeks to acquire minority share securities of unlisted Japanese SMEs (Secondary Direct Investments) and interest in private equity funds held by institutional investors and businesses (Secondary LP Interest Investments). It invests primarily in the internet business (mobile and content), consumer retail, light manufacturing, business services, the electronic business (semiconductors and communications), the bio-healthcare business (new drug development), and the new service business (financial and environmental services) sectors. The firm invests mainly in companies based in Japan, China, and other East Asian countries, and seeks to carry out small-cap buyouts of mature companies between \$50m and \$150m with enterprise values between \$20m and \$250m



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