

M&A

REGION CARVE-OUT and DIVESTMENT



→ Business Divestiture

ORGANISATION

Global Fire protection company (NYSE Fortune -500)- \$10b, 69000FTEs, in 50 countries
- region EMEA \$250m



SCOPE

carve out of the non-key businesses to be able focus on key markets



GEOGRAPHY

EUROPE

Sweden, Norway, Finland, Denmark, Poland, Czech, Hungary, Greece, France, Spain, Benelux

FINDINGS

- 12 Legal Entities in different countries, to be disposed,
- poor knowledge about the divestment process
- not completed turnaround project

CHALLENGES

- 12 Legal Entities in different countries
- Management disoriented
- Employee Impact
- tax complexity
- Time Pressure
- Negotiation complexity
- Not good time for divesting
- not completed turnaround

ACTIONS

- assets and Business Units identification to operate independently.
- future Legal Entities structure prep.
- future P&L and CF assessment
- real separation & assets transfer
- assistance after completion
- finding investors/data room
- restructuring/increase attractiveness
- actual transaction
- assisting entities until transition completion



DELIVERABLES

1. All legal entities separated and disposed

All legal entities have been sold to the investors (mainly Private Equities or local management -MBO) while keeping sales revenue level and market share.

EXPERTISE applied



Finance & accounting

- Strategic Fin. Planning, Execution
- Budgets/Forecasts/Actual P&L/BCF
- FP&A, Statutory, Group Reporting
- Financial and reporting discipline

Risk management

- risk identification and evaluation
- promoting risk approach culture

Change management

- addressing staff concerns,
- facilitating cultural alignment
- operational processes streamlining

Project management

- proper process planning
- roadmaps preparation and execution
- efficient resources allocation

Ethics & integrity

- Promoting a Culture of Integrity

IT systems

- HYPERION, SAP,

Internal controls and compliance