

Fingeste »»

Corporate Finance | Mergers & Acquisitions
Restructuring | Financing

39 MAWW Convention and Roadshow with investors

Budapest, April 23

Agenda

1 – Introduction to Fingeste

2 – Track record

3 – Contacts

1 – Introduction to Fingeste | Who We Are

We are...

- an **independent, partner-managed M&A advisory firm**
- specialized in **supporting and executing midcap transactions, fundraising, turnaround, transaction-related services, and Portuguese market entry to investors with customized services**
- **comprehensive** in advising throughout the entire transaction process
- dedicated to our **clients' success**, acting with **agility** and **customer driven**, with **hands-on approach**

Our Approach...

- **Competent execution with in-depth industry Experience**
- **Internationally focused**
- **Project lead at partner level**
- **Individual approaches and optimized solution**

Why...

“We want to make the difference in game changing projects of Midcaps and Growth companies”

1 – Introduction to Fingeste | Team

Investment Bankers with experience as former senior executives managing companies, leading senior teams, with responsible for the bottom line. Previous experience in Private Equity, Finance, Consulting Services, Banking and Operation in several sectors



Carlos Carvalho

- Managing Partner
- Former CEO / CFO
- 20 years in Investment Banking
- Former Director Grp Precision, Entrepосто
- Former Consultant and board member
- MBA, INSEAD Alumni



Rui Madeira

- Partner,
- Former banks board member
- +15 years M&A, Telecom, Negotiations
- ISEG, INSEAD, AESE Business School



Nuno Madeira

- Partner, Former Executive Siemens Ericsson
- +15 years M&A, Telecom, Negotiations
- MBA ISCTE, UNOVA,



Miguel Lopes

- Partner, Former Executive Director of several Companies
- + 35 years in Board Level roles, MBA UCP, NOVA



José Neves de Almeida

- Associate, Former Managing Partner at Haitong Bank
- + 35 years in M&A and Private Equity



Eunice Marques

- Manager & Marketing Officer
- Former Executive at Restruturar
- ISEG

1 – Introduction to Fingeste | Expertise

Buy Side Advising Services to Buyers & Investors



Fingeste has broad industry expertise

We advise both **strategic and financial buyers** on their (inter)national M&A activities in various industries.

Examples:

1 – Introduction to Fingeste | Why

- The reasons Why Companies and Investors need us are many and varied
- We are flexible and designed for the long term relationship addressing several scenarios in Client life cycle
- For the companies normally is one time challenge – for us it is our activity – Best practices, Know-How & Advising Skills



1 – Introduction to Fingeste | Why

- We assist companies with succession arrangements, partial sales
- and the implementation of growth strategies.

	Succession	Partial sale	Growth
Reason	<ul style="list-style-type: none"> • Succession arrangements for family businesses • Reorganization of shareholder structures 	<ul style="list-style-type: none"> • Partial realization of the shareholders' assets • Reorganization of shareholder structures 	<ul style="list-style-type: none"> • Financing growth – organic and inorganic
Method	<ul style="list-style-type: none"> • Financing with equity and bank funds • Share acquisition with management involvement (MBO / MBI) • Flexible re-investment options for existing shareholders 	<ul style="list-style-type: none"> • Financing with equity and bank funds • Share acquisition • Re-investment and investment by managers • Also possible in several stages 	<ul style="list-style-type: none"> • Equity financing • Capital increase • Silent partnership / mezzanine capital (with conversion option) • Buy-back of the investment by the company is possible
Type of investment	<ul style="list-style-type: none"> • Majority shareholdings 	<ul style="list-style-type: none"> • Both majority and minority shareholdings 	<ul style="list-style-type: none"> • Minority shareholdings • Silent partner

1 – Introduction to Fingeste | Why

- For the implementation of a buy and build strategy, for spin-offs
- and in special situations, we are an experienced partner.

	Buy and Build	Spin-off	Special situations
Reason	<ul style="list-style-type: none">• Growth through acquisitions• Development of new business fields• Geographical expansion	<ul style="list-style-type: none">• Divestment of business units• Strategic realignment of corporate groups	<ul style="list-style-type: none">• Corporate reorganization• Insolvency scenarios• Restructuring of liabilities
Method	<ul style="list-style-type: none">• Equity financing• Capital increase• Silent partnership / mezzanine capital (with conversion option)	<ul style="list-style-type: none">• Financing through equity and bank funds• Share acquisition• Investment by managers	<ul style="list-style-type: none">• Share purchase• Equity financing• Capital increase• Silent partnership / mezzanine capital (with conversion option)
Type of investment	<ul style="list-style-type: none">• Both majority and minority shareholdings• Silent partner	<ul style="list-style-type: none">• Majority shareholdings	<ul style="list-style-type: none">• Both majority and minority shareholdings• Silent partner

1 – Introduction to Fingeste | Global Alliance

FINGESTE is a long-standing member of the international network M&A Worldwide

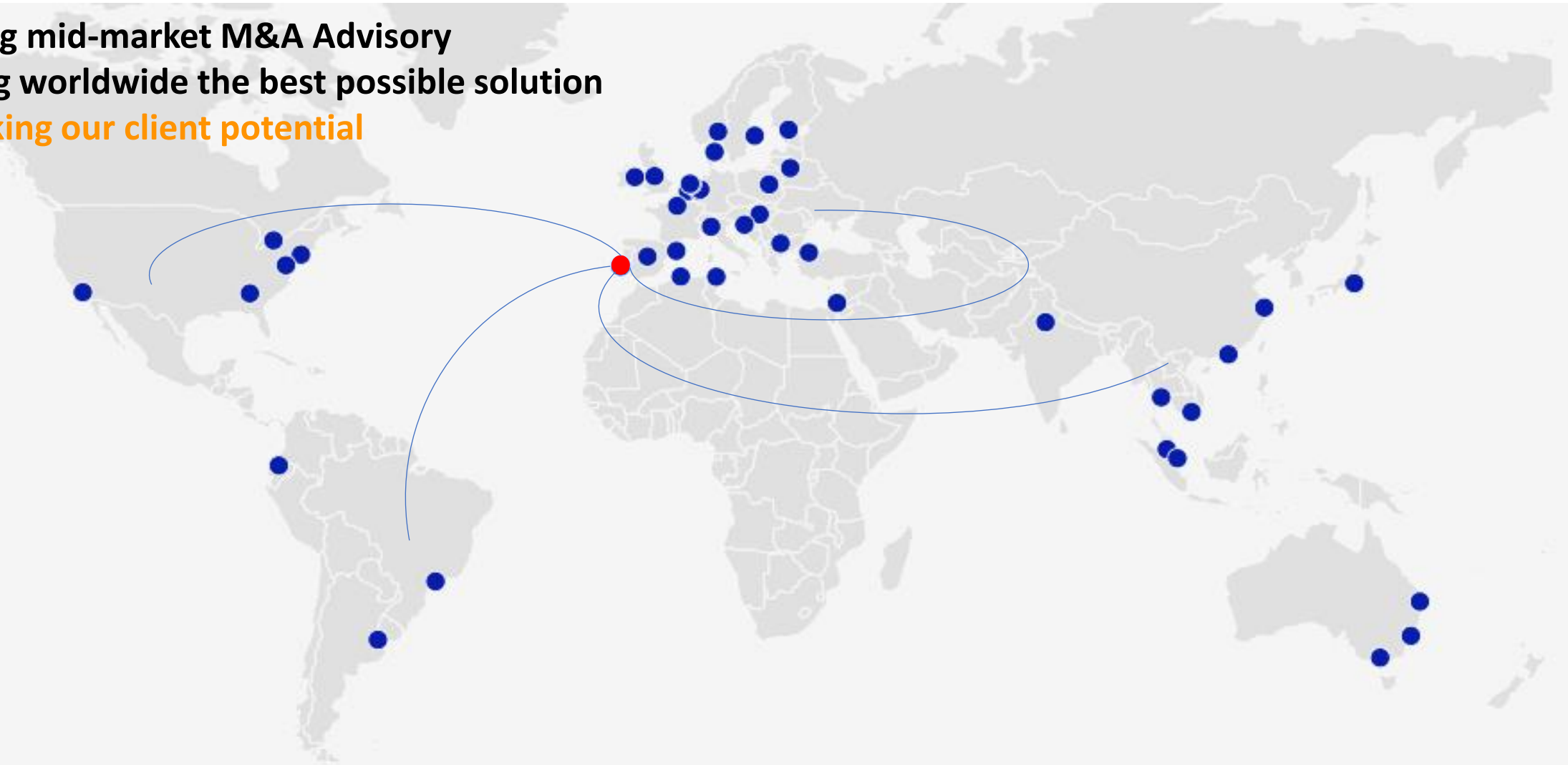


M&W Worldwide

- M&A Worldwide is a leading global network of mid-market M&A advisory firms
- M&A Worldwide provides professional and cross-border M&A services to clients around the world
- FINGESTE has been a partner of M&A Worldwide since 2015 and is one of the most active members
- FINGESTE uses its international partner companies on an individual project base
- Through M&A Worldwide, FINGESTE reaches a higher number of possible buyers or candidates for takeovers

9.6B€ Transactions in 2021

- Leading mid-market M&A Advisory
- Finding worldwide the best possible solution
- **Unlocking our client potential**



Agenda

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2 – Track record

3 – Contacts

2 – Track record | Transactions

current deals (examples) - more than 50 transactions & fundraising successfully closed. **Buy and Sell Side**

ALAINAFFLELOU
Paris, France

has acquired 35% of

optivis̃o

Portuguese optical retail chain leader with +280 stores

Amount: Undisclosed

The transaction was, on behalf of the **buyer**, and advised by

Fingeste »»

Sector: Retail
Service: M&A

VETERINITY
Lyon, France

has acquired 100% of

PerPETuate

Portuguese PET Crematory leader with +20 stores

Amount: Undisclosed

The transaction was, on behalf of the **buyer**, and advised by

Fingeste »»

Sector: Retail
Service: M&A

total specific solutions
Nieuwegein, Holland

has acquired 70% of

eduBox

Portuguese IT Company leader in Digital Education

Amount: Undisclosed

The transaction was, on behalf of the **buyer**, and advised by

Fingeste »»

Sector: IT
Service: M&A

CJA
London, UK

has acquired 90% of

ROBCORK

Portuguese IT Company producing Cork materials for isolation

Amount: Undisclosed

The transaction was, on behalf of the **buyer**, and advised by

Fingeste »»

Sector: Industry
Service: M&A

Precision Tune Auto Care
Leesburg, USA

Expands to Iberian Market becoming the market leader in Portugal on 5 years with a Buy & Build and Organic strategy

Amount: Undisclosed

The transaction was, on behalf of the **buyer**, and advised by

Fingeste »»

Sector: Automobile, Mobility, Retail
Service: M&A, Equity, Debt

REPÚBLICA PORTUGUESA

Organize a Tender of Assets Operation

AIRPORT

Amount: Undisclosed

The process was, on behalf of the **seller**, and advised by

Fingeste »»

Sector: Aerospace, logistics
Service: M&A

camp
Porto, Portugal

Fundraising with Equity and Hybrid instruments to support international expansion and new plant production. Minority Stake

Growth Partners Capital

Amount: Undisclosed

The transaction was, on behalf of the **seller**, and advised by

Fingeste »»

Sector: Agrifood Industry
Service: Equity

electrofer grupo
Leiria, Portugal

Fundraising with Equity to conclude a Turnaround operation. Majority Stake

CORE Capital

Amount: Undisclosed

The transaction was, on behalf of the **seller**, and advised by

Fingeste »»

Sector: Metal-mechanic and Automobile Industry
Service: Equity

Farmácia
Leiria, Portugal

Expansion with acquisition in the centre of Portugal

HOLON

Amount: Undisclosed

The transaction was, on behalf of the **seller**, and advised by

Fingeste »»

Sector: Health & Retail
Service: M&A

GOLDEN TRAM 242
Lisbon, Portugal

Debt Fundraising

BPI Grupo CaixaBank Caixa Geral de Depósitos
Montepio Millennium IGP

Amount: Undisclosed

The transaction was, on behalf of the **seller**, and advised by

Fingeste »»

Sector: Hotel & Hospitality
Service: Debt

SET LININGS
Montijo, Portugal

Worldwide leader operating with 11 branches across 4 continents, delivering multi-million-euro projects in more than 50 countries.

Santander

Amount: Undisclosed

The transaction was, on behalf of the **seller**, and advised by

Fingeste »»

Sector: Industry
Service: Debt Fundraising

Excellent optica
Lisbon, Portugal

Share deal to the international player

ALAINAFFLELOU

Amount: Undisclosed

The transaction was, on behalf of the **seller**, and advised by

Fingeste »»

Sector: Retail
Service: M&A

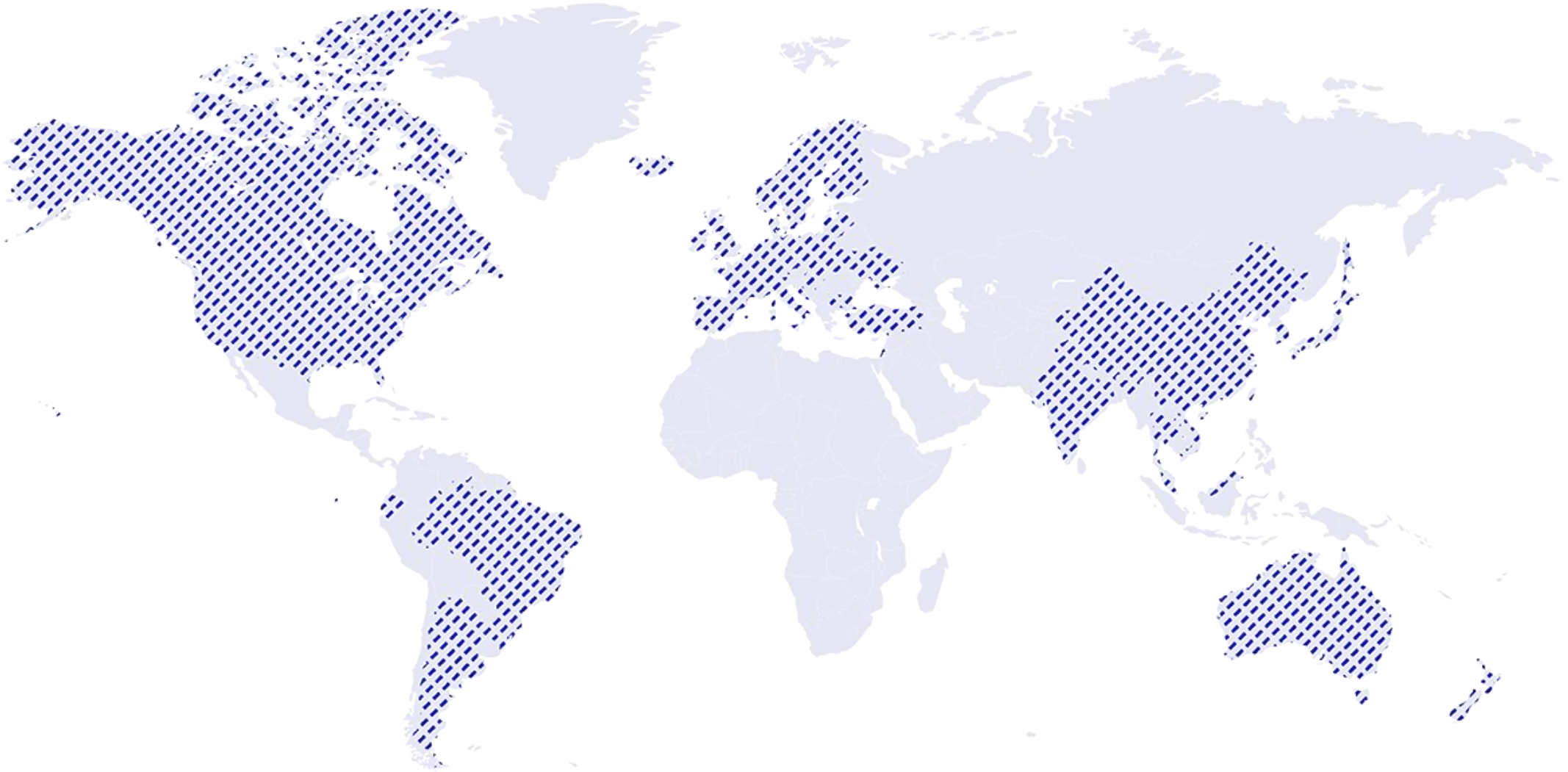


Convention and Roadshow with investors

Peter Feher
Hungary

IM&A
International Mergers & Acquisition

M&A Worldwide

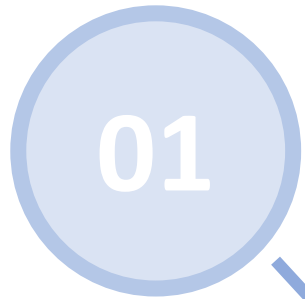


39TH M&A WORLDWIDE CONVENTION BEST PRACTICES FOR M&A ADVISORS AND CLIENTS

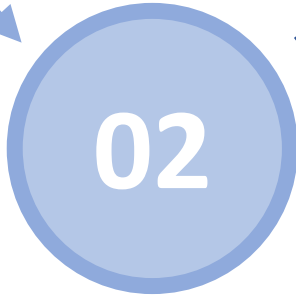


Phases of the M&A Process

Signing the Mandate



Preparation & Planning



Intelligence



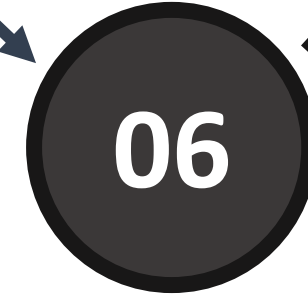
Qualification & Refinement



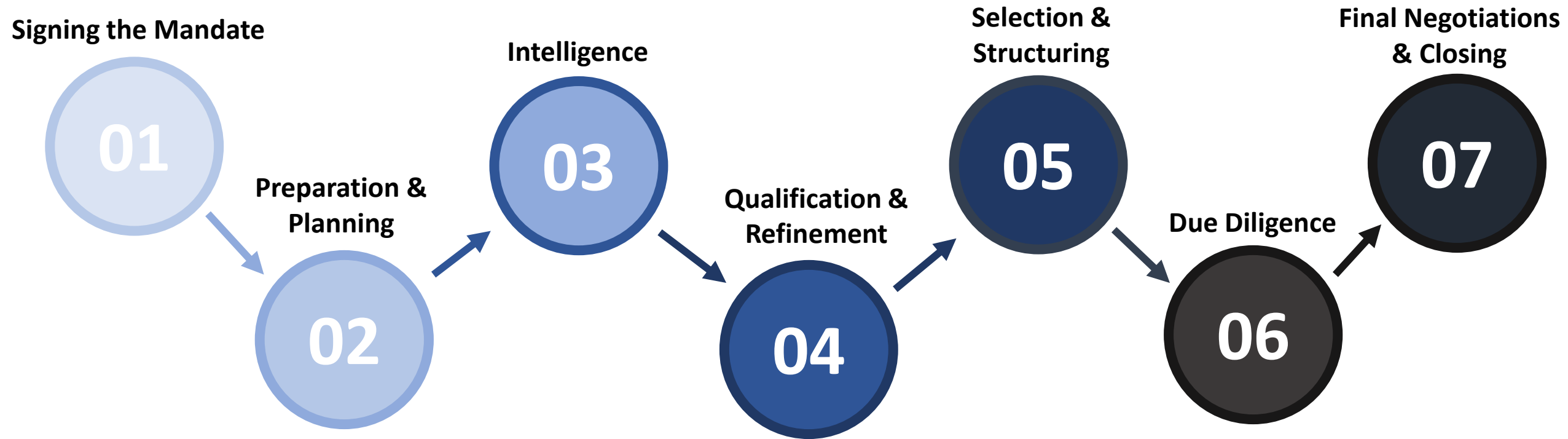
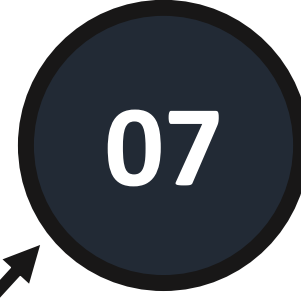
Selection & Structuring



Due Diligence



Final Negotiations & Closing





Negotiations by a Distress Fund Manager





A true win-win situation

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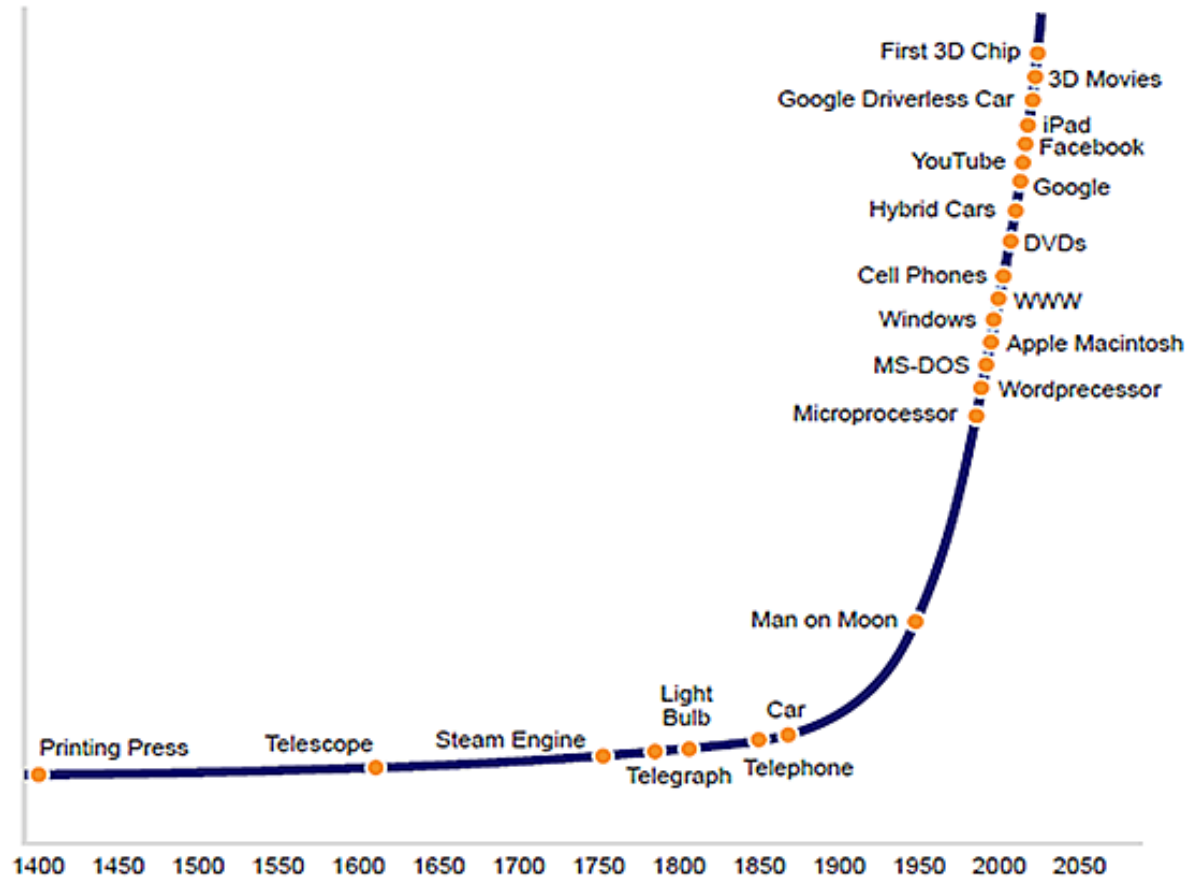


Major change between 1955 and 1985

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M&A Worldwide

Accelerating Growth in Technology





Dangers of M&A Activities

IM&A
International Mergers & Acquisition



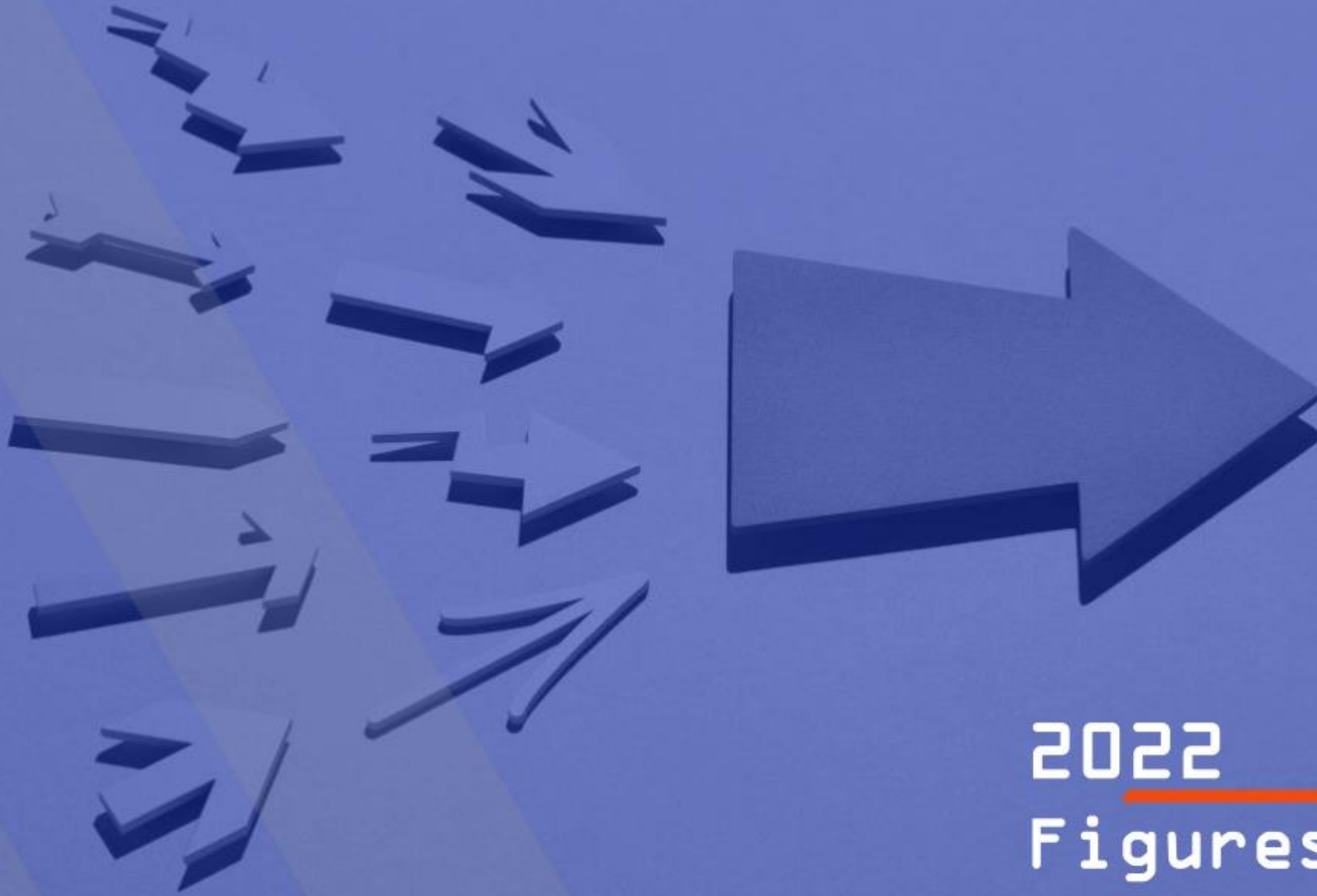
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Budapest, 2023

IM&A
International Mergers & Acquisition

Jacques Jetten





2022
Figures

2022 ANNUAL FIGURES

Number of Deals

510

▼ -10%

13B€

▲ +36%

Total Deal Value

Number of Professionals

462

▼ -3%

26M€

▲ +52%

Average Size Deal

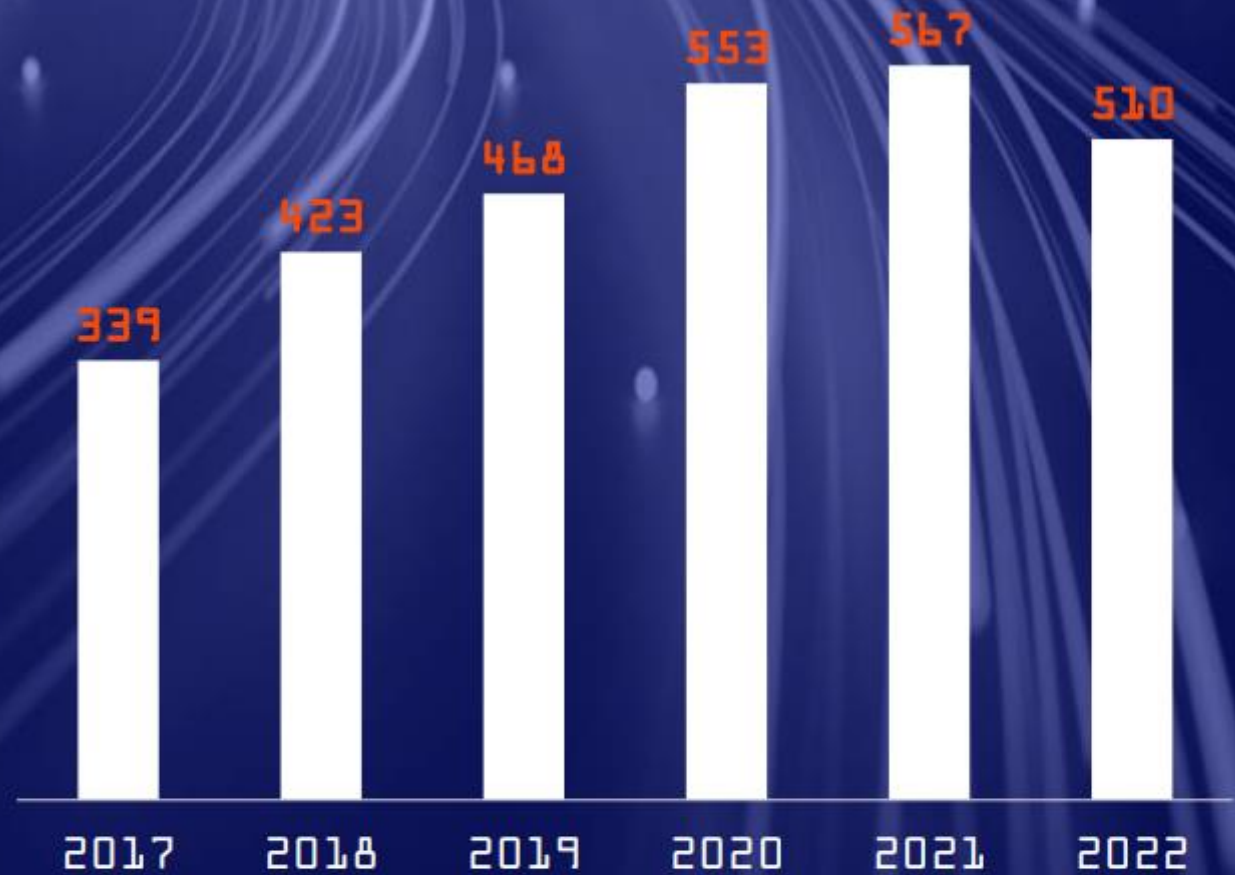
2860

Deals over
last 5 years

Average Deal Size



Annual Number of Total Done Deals

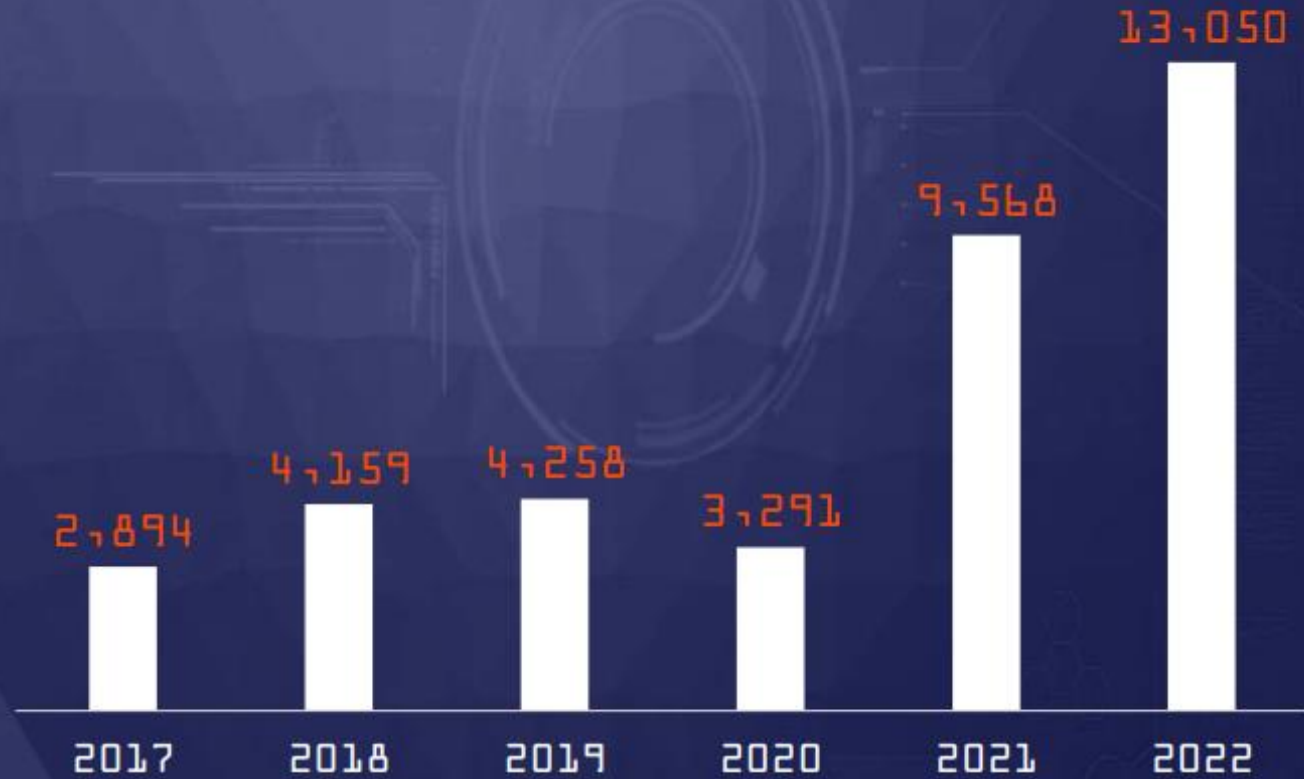




Total Transaction Value Per Member (average)



Total Deal Value (M€)





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International Mergers & Acquisition










Creating Value with M&A

Panel Discussion

Moderated by Peter Feher



1. Wolfgang Steuernagel, from Germany 
2. Doug Robbins, from Canada 
3. Carlos Carvalho, from Portugal 
4. Maurice Koopmans, from the Netherlands 
5. Piotr Kucharczyk, from Poland 
6. Isabella Zuo, from China 
7. Arthur Keleti, from Bangkok 



Wolfgang Steuernagel



Doug Robbins



Carlos Carvalho



Maurice Koopmans



Piotr Kucharczyk



Isabella Zuo

Will buy or sell side mandates increase
in the next five years?



Arthur Keleti



Wolfgang Steuernagel



Doug Robbins



Carlos Carvalho



Maurice Koopmans



Piotr Kucharczyk



Isabella Zuo

What industries are likely to see the most M&A activities in the near future?



Arthur Keleti



Wolfgang Steuernagel



Doug Robbins



Carlos Carvalho



Maurice Koopmans



Piotr Kucharczyk



Isabella Zuo

What part does AI currently play in your daily work?



Arthur Keleti



Wolfgang Steuernagel



Doug Robbins



Carlos Carvalho



Maurice Koopmans



Piotr Kucharczyk



Isabella Zuo

Will there be more consolidation due to the automation of target searches?



Arthur Keleti



Wolfgang Steuernagel



Doug Robbins



Carlos Carvalho



Maurice Koopmans



Piotr Kucharczyk



Isabella Zuo

Will new technologies improve Due diligence procedures?



Arthur Keleti



Wolfgang Steuernagel



Doug Robbins



Carlos Carvalho



Maurice Koopmans



Piotr Kucharczyk



Isabella Zuo

Will potential buyers have to take additional risk when M&A processes are automated?



Arthur Keleti



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IS BANKING REALLY IT?

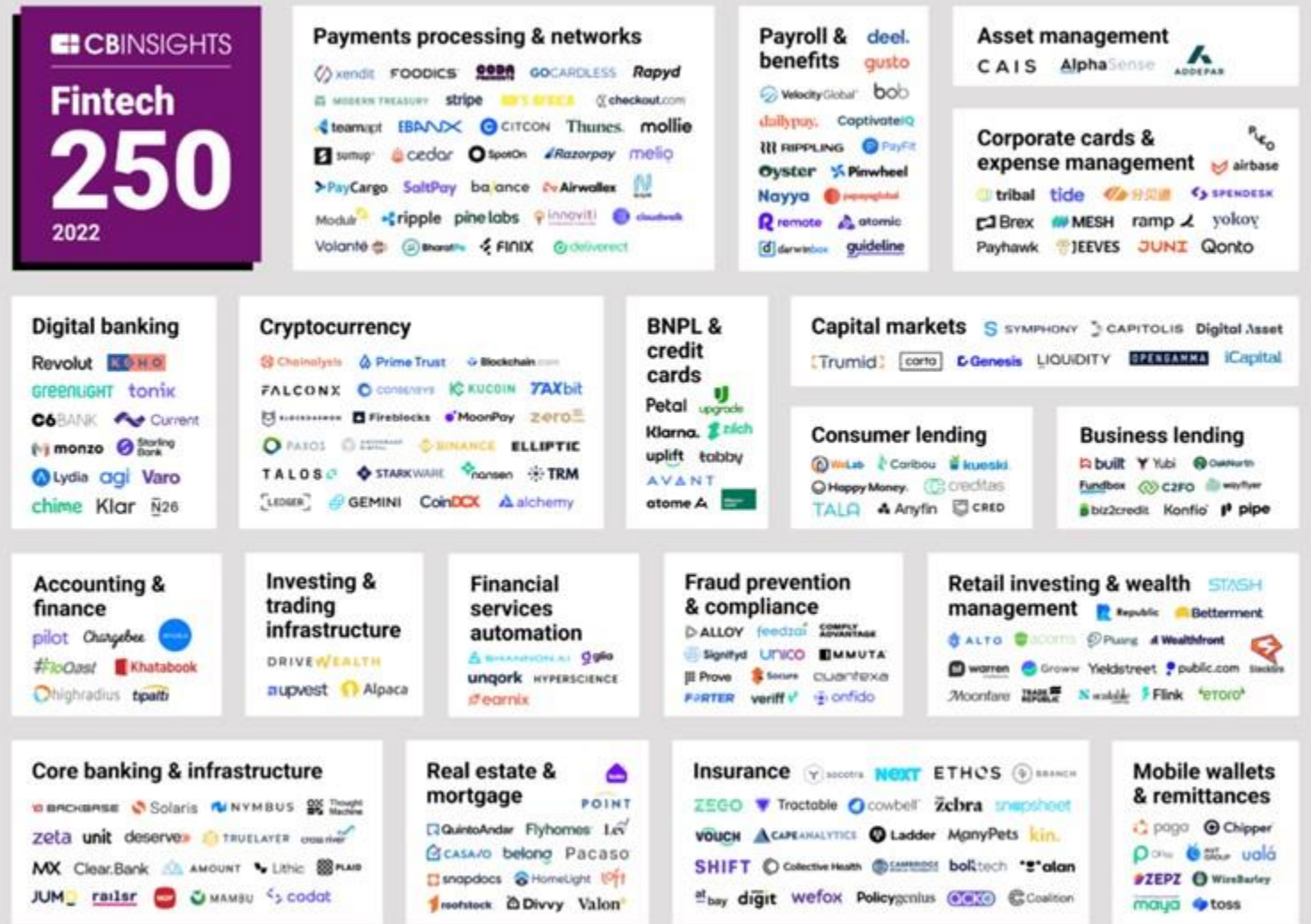
AND SHOULD IT BE?

Ode to The Banker ...

MACRO ALM BACK OFFICE REGULATORY
MARKETS PRODUCT MIX TREASURY LIQUIDITY COMPETITORS
CUSTOMERS PORTFOLIOS CAPITAL ADEQUACY PROFITABILITY COMPLIANCE
BRANCHES FINTECH
EMBEDDED APIS AI AND ML CLOUD SKILLS
MICROSERVICES STACK APPLICATIONS ON PREM PEOPLE
COMPOSABLE ARCHITECTURES BLOCKCHAIN FRONT-END BACKEND
IT SEC TECHNOLOGY LEGACY MIDDLEWARE

... Making Money Out of IT

The landscape is promising ... but not getting any easier



Note: Companies are private as of 9/12/22. FTX was removed after declaring bankruptcy on 11/11/2022.

Market Movers Abound

TRADITIONAL BANKS



BUSINESS NEEDS

A legacy bank with a full-service model which wants to reap as much of the functionality of a holistic core banking product as possible - including product processing, internal workflows and digital front-end.

ABLEMENTS SOLUTION

Oracle Banking's 30+ product modules covers all universal banking needs

Customization of your existing product set-up is easy and fast

Our well-tested migration methodology is safe from failure

SLAs and our combined forces guarantee your safe operation

NEOBANKS



BUSINESS NEEDS

Launched as a new entity or a digital spin-off of a legacy bank, the aim is to have all customers, and user-facing systems developed internally while having peace of mind regarding the core system.

ABLEMENTS SOLUTION

The scalability of ABLEMENTS allows you to start small and then grow exponentially

TCO of the project is forecasted precisely for sound planning

Integration layers to cloud based services are available

You can use ABLEMENTS as the foundation of your whole architecture

FINTECHS



BUSINESS NEEDS

From digital wallets, to payment providers, as well as a host of other solutions, serving niche markets with niche products that require a simple but customized solution to provide fast and unique customer service.

ABLEMENTS SOLUTION

Special requirements can be implemented within ABLEMENTS

Innovation stream always gives you the latest technologies

Oracle Banking's modularity means that only the required software components are used

PSD2 and API integration makes it easy to connect to any of your or third-party services

EMIs



BUSINESS NEEDS

Electronic Money Institutions (EMIs) start from scratch with a disruptive business model but aim for the stars. Low upfront cost and quick start are essential, achieved by using most of the built-in functionality of a core system.

ABLEMENTS SOLUTION

Industry standard products ready to go within weeks

Payment integration is already done in major markets

Predictable costs that grow as you grow the business

Service levels shifted on the fly to meet your needs as you scale

“ No matter what markets you want to approach, ABLEMENTS has the solution for you. ”

The Core Banking Solution Dilemma

Nimble Next Gens with Distributed Complexity or
Traditional Tool Sets with In-Built Complexity

TRADITIONAL CORE BANKING SYSTEMS

- Developed over decades
- Wide functionality covering the entire range of banking services – a toolset for everything that you need
- Robust systems with stable, reliable operative history

- Too complex to operate and use
- Too many features that you don't need
- Lack of composability and modules
- Slower time to market
- Costly to operate and build expertise

NEXT-GEN CLOUD-BASED CORE BANKING SYSTEMS

- Cloud native
- Lightweight systems
- Answers composability
- Native microservices build

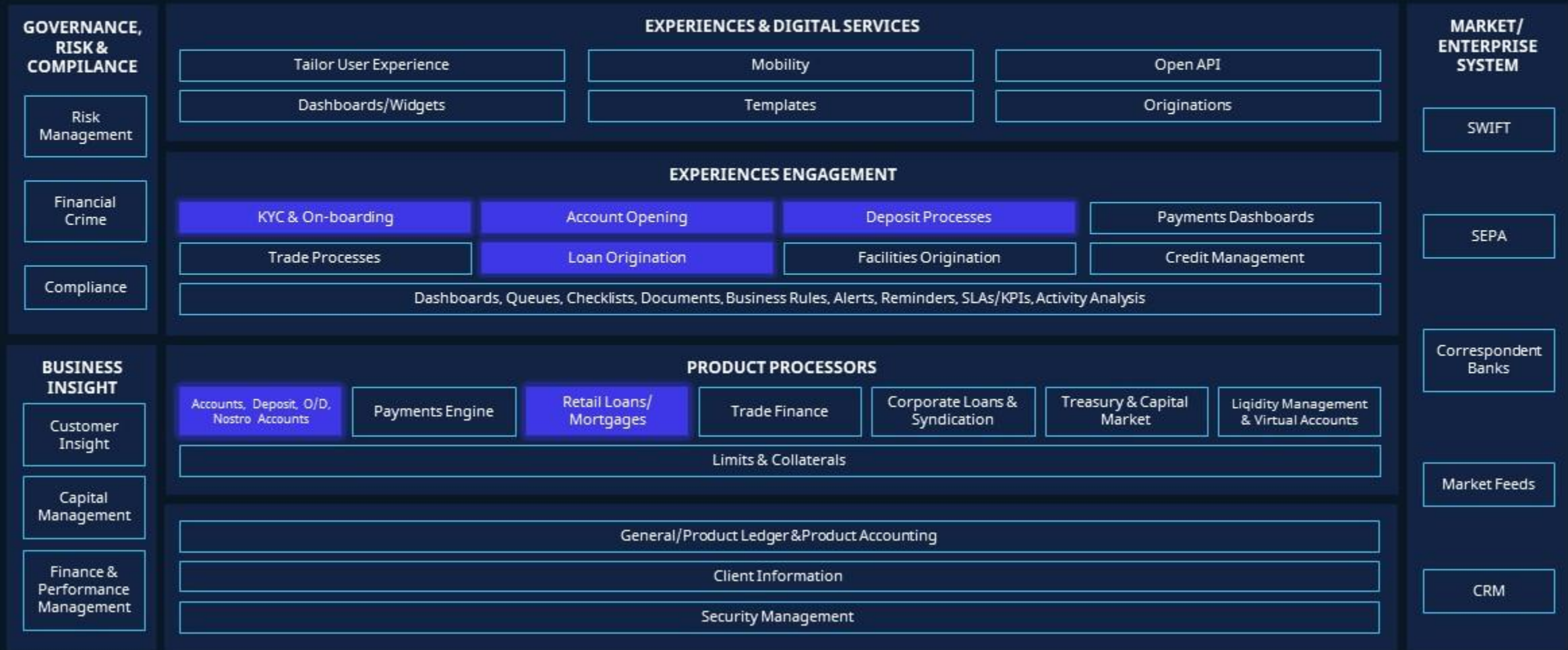
- Limited functionality
- Questionable operative history and scale
- Requires orchestration layers
- Entirely new banking skill set need required to build



Oracle Banking Foundations

Digital First Product Philosophy - Componentized Digital Experience, Digital Engagement and Product Processor Layer Processor Layer

At all three layers of the architecture, Oracle Banking allows you to build your product and service portfolio by picking and choosing the components that you need.



The Infrastructure Dilemma

Who drives?

In either case, you need to build expertise – with on-prem, fundamental technological and operative expertise is needed as well as control, with cloud at least control expertise is needed

The fundamental question is how able and willing you are to build levels of expertise – keeping in mind that a financial institution need not be an expert at everything

While keeping costs down...

With on prem your costs are capped, uncontrolled with cloud and the sky is the limit

Time to realize that you need strong technical and control skills for both on prem and cloud

1 | The On-Prem solution

- Control, ownership and safe relations with regulators all in your hands
- Scalability and keeping ahead of the curve happens in larger steps, with larger investments
- Skills sets must be hired or bought on market, with related issues and orchestration to handle
- Need to think about the full stack yourself, including infra, availability, security, network, etc.

2 | The Cloud Solution

- Scalable, ahead of the curve and safe from an SLA, availability, security and network perspective
- Operated for you so you do not need to build your own expertise, especially at various levels of the stack
- May be more difficult for regulators to swallow
- If you do not control the cloud, your expenses will go out of control as well

“ ABLEMENTS – Bringing You Technical, Architectural, Operative and Control Expertise for Peace of Mind ”



Complete Cloud Infrastructure Capabilities

30 + COMMERCIAL REGIONS / GOV REGIONS / CLOUD@COSTUMER



The Service Dilemma

Choosing Your Battles

At the end of the day, businesses should build capabilities and armies if need be wherever they want to win the competitive battle. For banks this could be finance and product driven, customer experience driven, or IT driven. We argue that core banking is not a core competence – other battle grounds should be chosen for winning.

The Ideal Partner

Your ideal partner would provide you with deeper expertise that you can reach on the market, all leveraged and packaged in ways that are accessible to your – in terms of time, service level and cost. Leveraging off their market experiences, these services should be best in class, without the usual supplier lock-in issues.

1 | Building Your Own Market Expertise

- In house control and security without third party reliance
- Potential advantage if deep resources are built in market movement
- May not be most efficient and cheap, coming with a host of agency issues
- Expertise level may be lower for a long time than for a deeply involved supplier

2 | Relying On Others

- Common solution to outsource for efficiency and cost
- Deeper and wider knowledge by supplier allows freeing of resources for other strategical areas
- Outside reliance can bring a host of supplier management issues
- Supplier changes and lock-in can be costly on the organization

“Accept no compromise – banking nativity packaged for your consumption.”



A Banking Native Solution



Scalable



From 1 USD / account



R34DY in 24 hours



Full service

Solutions

- Oracle Banking suite application family with over 30 modules
- Architecture is modular and built on microservices
- ABLEMENTS optimizes the whole solution for you

Technology

- Leverage the advantages of Oracle Cloud
- ABLEMENTS fully services the whole cloud stack
- We maximize benefits, with no investment need from your side

Expertise

- We provide you all one-off services to onboard our solution
- ABLEMENTS includes all recurring services to keep your core running
- We bring you deep skill sets for efficiency and faster time to market.

ABLEMENTS bundles a full-scale, top-tech core banking system with the leading enterprise cloud infrastructure platform, along with skills to implement, upgrade and drive your entire stack.

“Our banking solution is so smooth, we like to call it banking native.”



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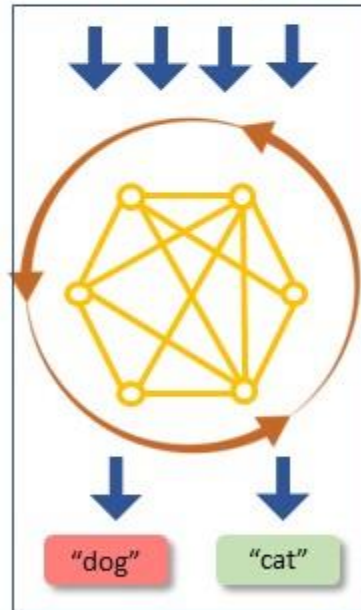
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International Mergers & Acquisition

Michael Klawon



From trained model to inference

Model training
with existing data



Input:

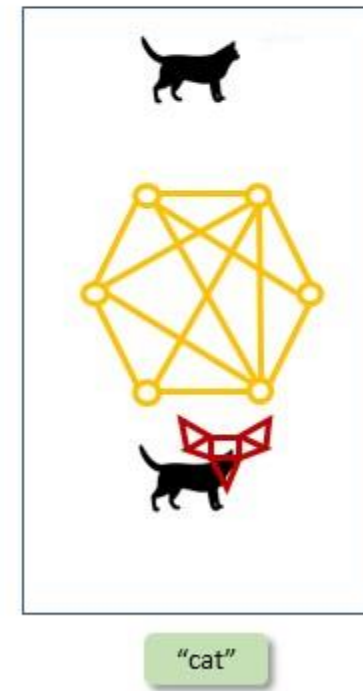
- Existing data
- Pattern
- Target variable

Learning:

- Feature extraction
- Classification



Inference
to new data



Machine learning vs. deep learning

1.000.000.000 (10^9) = 1 GB

1.000.000.000.000.000 (10^{15}) = 200 Petabytes: all printed material

Amount of Data and data type

Machine learning

Small to large amount of data
structured data
Required standard hardware / data base



Deep learning



- Big data
- Structured data and unstructured data
- Required neural networks / big data bases

Algorithm

- Mathematical logic, statistic, stochastic
- Logic known and trained by humans
- Humans can understand classification
- Human can interpret the results
- Runtime from minutes to hours



- Neuronal networks (like human brains)
- Feature extraction and classification black box
- Human may not be able to understand logic
- Runtime weeks to month

Use cases

- recommendations
- predictions
- visualizations



- Image recognition
- Speech recognition
- Autonomous driving



Imprima: The AI based data room

The screenshot displays the Imprima AI interface. At the top, the navigation bar includes 'imprima', a search bar, and menu items: 'IMPRIMA AI', 'DATA TREE', 'PERMISSIONS', 'USERS', 'Q&A', 'REPORTS', and 'SETTINGS'. The main window is titled '03.01.03 Lease Agreement F' and shows a document titled 'Lease Agreement' with revision 'Rev: 133250E'. The document content includes:

Lessor: Blue Sky Rentals
Lessee: ABC Industrials Co., Ltd.
Address: c unit, 4th floor
Vancouverstraße 215
Hamburg Industrial Park
Postal code: 206173
Tel: +49(0)40 36 47 26 31

In accordance with related laws and regulations, both parties have reached agreement on the following:

1. The premises to be leased
The lessor leases a leasehold with a total area of about 30,165 square meters to the lessee, including a three-story building of mik powder and milk tablet workshops with an area of 13,365 square meters, a two-story building of liquid milk workshop, and a three-story building of warehouses.

2. Lease term
The lease term is 5 years, starting from September 1, 2019 until August 31, 2024. The rental price is €30,000 per calendar month. Twelve months before the end of the term, with the lessee's proposal and the lessor's consent, both parties will sign a new lease contract about the leasehold. Only after the lessor has corrected its action according to the construction standard stated in the attachment of the contract, can the construction be resumed. The loss brought by the delay should be undertaken by the lessor. Party A should strictly follow the charts provided by party B to construct. The charts will be an

On the right side, a metadata panel lists key fields with AI-extracted values:

- Lessor: AI Blue Sky Rentals
- Lessee: AI ABC Industrials Co., Ltd.
- Start Date: AI September 1, 2019
- End Date: AI August 31, 2024
- Address: AI C unit, 4th Floor, Vancouverstraße 215, Hamburg Industrial Park 206173
- Telephone No.: AI +49(0)40 36 47 26 31
- Area: AI 30,165 Sq Metres
- Price: AI €30,000 PCM

The interface also features a left sidebar with a file list of PDF documents and a bottom status bar with 'Lease Agreement M' and 'Lease Agreement'.

SEALK: Deal sourcing supported by AI

The screenshot displays the SEALK dashboard interface. The top navigation bar includes the SEALK logo, a search bar, and user information (hugo | SEALK-PRIVATE). The left sidebar contains navigation options: DASHBOARD, RECOMMENDATIONS, and MY SEALK. The main content area is titled 'TARGET & BIDDER LIST' and includes a sub-header: 'Build your list of potential targets or buyers after having selected a company or a topic along with a transaction scenario.'

The interface features three main sections:

- 1 Select a company or topic:** A search bar with a refresh icon.
- 2 Transaction scenario:** Buttons for 'As Acquirer', 'As Target', 'Strategic', and 'Financial'.
- 3 Target type:** A card for 'DEEZER' (France) with associated metrics: Reliability (100%), MEA Likelihood (33%), and MEA Momentum (0%).

Below these sections is a 'FILTERS' row with dropdown menus for: Public / Private, Funding stage, Deal signals, Maturity stage, Topic, Zone, Country, Size, and Revenue.

The 'RECOMMENDED COMPANIES (38)' section includes a search bar, a 'Deal signals' toggle, and 'Save list (2)' and 'Export' buttons. The table below lists companies with their details and deal likelihood/match percentages:

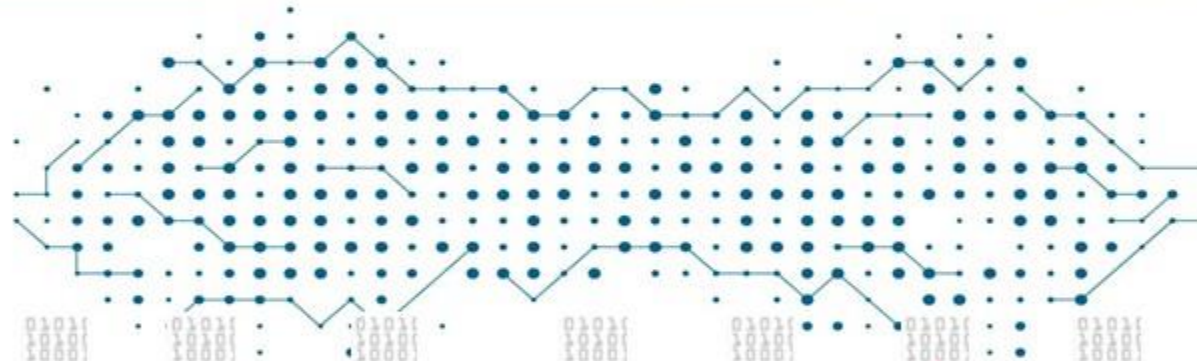
NAME	BRIEF	TOPIC	DEAL LIKELIHOOD	MATCH	Actions
TENCENT HOLDINGS TENCENT HOLDINGS LTD China	Tencent is an internet service portal offering value-added internet, mobile, telecom, and...	software, instant messaging, mobile app, online advertising	95%	70%	View details, Skip, Added
PANDORA LIBERTY MEDIA CORP United States	Pandora provides internet radio and recommendation services.	music	80%	65%	View details, Skip, Added
SONY SONY CORP Japan	Sony Corporation is a Japanese multinational conglomerate corporation headquartered in...	television set, software, computer hardware, video game console, mobile phone	95%	65%	View details, Skip, Add

M&A 4.0 Platform

smart M&A Apps



smart M&A platform



Secure connect



Parties / Data



What is digitalization and what is it not?



Digitizing

The conversion of products to digital format and the concomitant inventions that ensue.

Digitalization

The innovation of business models and processes that exploit digital (business) opportunities, e.g. through digital platforms providing value creating ecosystems based on data-driven services.



Digital Transformation

The fundamental change of economies, institutions and societies through digital diffusion application of digital technologies and disruptive business models.

digitalization

<https://sloanreview.mit.edu/article/digital-transformation-on-purpose/>



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Budapest, 2023

IM&A
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fordata

Peter Miszczyk

Senior Business
Development Specialist

39th M&A Worldwide Convention

13.04.2023

www.fordatagroup.com



No.1 European Virtual Data Room Provider



14 years experience combined with local European expertise

1200 + completed transactions

120 000 + users worldwide

100 + countries around the world served (Europe, Asia, South America, USA)

Selected clients



Recognized by customers and the industry





CEE Expert Report

- the edition with experts from the CEE market
- analysis of market activities and conditions under one – each time different – umbrella topic that best grasps what is going on in the local economies

#M&AIndexPoland Report

- the dynamics of the Polish M&A market
- description of the most interesting transactions
- the frequency of using the Virtual Data Room tool in M&A transactions in Poland



Game plan:

01. „Beyond M&A“, alternative use cases for VDR
02. VDR in Cybersecurity industry
03. Compliance - GDPR and other regulations
04. AI in VDR, for a long and good time?
05. What's next?



01.

Beyond M&A

- Fundraising
- Life Science
- Real Estate
- Audit
- Board meetings
- Government & Infrastructure
- Secure document repository
- Wherever secure file sharing is needed



02.

Cybersecurity

According to a report by Cybersecurity Ventures, global cybersecurity spending exceeded \$1 trillion between 2017 and 2021.

The battle between attackers and defenders is asymmetric, and the defenders need to win every time, while the attackers only need to win once. As a result, the cybersecurity industry will always be in a state of constant evolution and adaptation.



Statistics

\$4.35 million

The global average total cost of a data breach in 2022

\$10.10 million

The healthcare industry experiencing the highest average total cost per breach

22 billion

This is how many records have been exposed as a result of over 4,100 publicly disclosed data breaches in 2021

Source:

„Cost of a data breach 2022“, Report IBM; 2021 Year End Report: Data Breach QuickView

The increased investment in cybersecurity has driven businesses and advisers to adopt more secure solutions for managing their sensitive information, with Virtual Data Rooms playing a critical role in this trend.



03.

Compliance

- General Data Protection Regulation (GDPR)
- Financial Supervision Authority
- MIFID, MAR
- other regulations



04.

AI - for a long and good time?

- AI powered Redaction tool
- AI Powered contract analysis - spot red flags
- Smart summaries of legal documents
- Document indexing and search
- Language translation
[The market for AI-powered language translation is expected to grow from \$1.5 billion in 2018 to \$9.7 billion by 2024]
- Data analysis and insights
- Security and fraud prevention



04.

AI – threats:

- Discrimination
- Autonomy
- Global security



05.

What's next?

- Affective AI
- Chat GPT
[Global customer service AI market is expected to grow at a compound annual growth rate of 34.7% from 2020 to 2027, reaching a market size of \$24.6 billion by 2027.]
- Cloud technology

"Artificial intelligence (AI) is whatever hasn't been done yet"

[Larry Tesler, computer scientist]



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Gabor Budai Tuske



WORKFORCE COGNITION STRUGGLES TO KEEP UP

- VR eases it up -

*„68% of employed Americans face challenges with their workplace software technology” **

TOO MANY TOOLS INCREASE THE NOISE LEVEL

Thousands of software call for attention and action

IoT and industry 4.0 increase the digital overload



WORFORCE COGNITION STUGGLES, BLOCKING EXECUTION

Context changes and noise level blocks comprehension

The last mile of execution is wasted in the struggle



COMPLEXITY INCREASES THE SKILL LEVELS REQUIRED

Supervisory tasks still require on presence resources

Complexity of contexts requires higher skilled labor



SOLUTIONS ARE ADDRESSING ONLY PART OF THE PROBLEM

Digital twin solutions address standalone problems

Enterprise 3D struggles to find the ROI



*„More than 1 in 3 employed Americans say too many software are among the biggest challenges they face” **

3D VR IN VALUATION:

IT technology capability can impact company valuation in several ways

Competitive Advantage: Companies with strong 3D VR technology capabilities may have a competitive advantage over their peers. They can leverage technology to streamline operations, automate processes, and gain insights from data analytics, among other things.

Market Opportunity: 3D VR technology has the potential to disrupt various industries, such as logistics, manufacturing, military industry and education, by using immersive and interactive technologies.

Scalability and Flexibility: IT technology capabilities can also influence a company's ability to scale its operations and adapt to changing business needs.

Cost Efficiency: Effective IT technology capabilities can lead to cost savings through automation, process optimization, and improved resource allocation.

Customer Engagement and Experience: 3D VR technology can offer unique and immersive experiences to customers, leading to increased engagement and satisfaction.

Innovation and Growth: VR also enables companies to innovate and develop new operation models, driving revenue growth. Those Companies are better positioned to adapt to changing market dynamics and capitalize on emerging trends.



FOCUSING ON THE ENTERPRISE DIGITAL TWIN AND XR MARKETS

1500
BILLION USD

TOTAL AVAILABLE MARKET

Global XR market by 2030

Within the global XR market the digital twin segment's size will witness 50%+ CAGR between 2020 and 2030

SERVICEABLE AVAILABLE MARKET

B2B XR solutions

B2B solutions will include training, simulation, product development and process improvements.

375
BILLION USD

30
BILLION USD

OBTAINABLE MARKET

Digital Twin and Industrial XR market

Industrial / digital twin



Real-time data



Remote monitoring



Actionable information



See your whole operations at once

23

Different systems
integrated

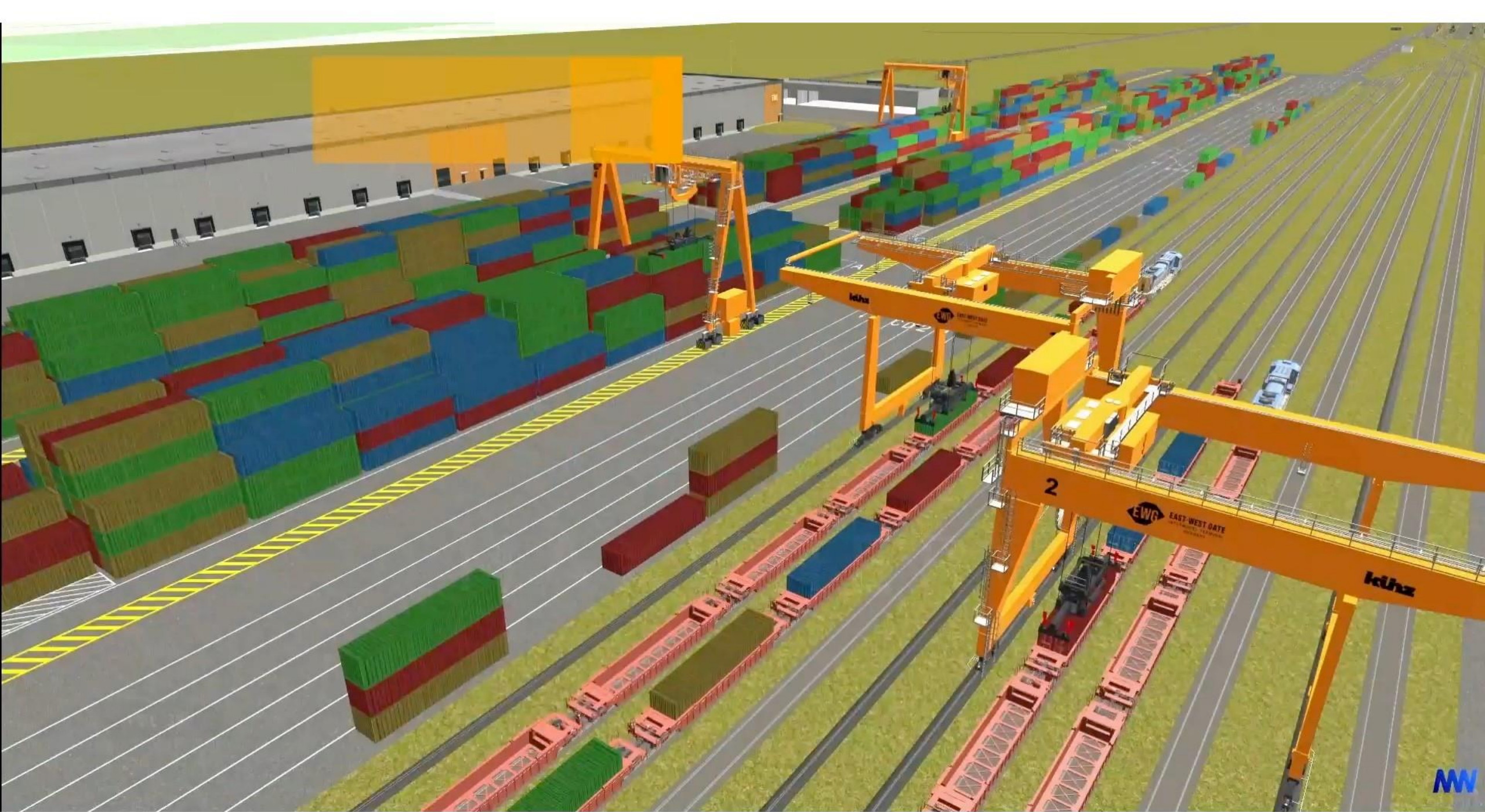
2791

Dynamic entities handled

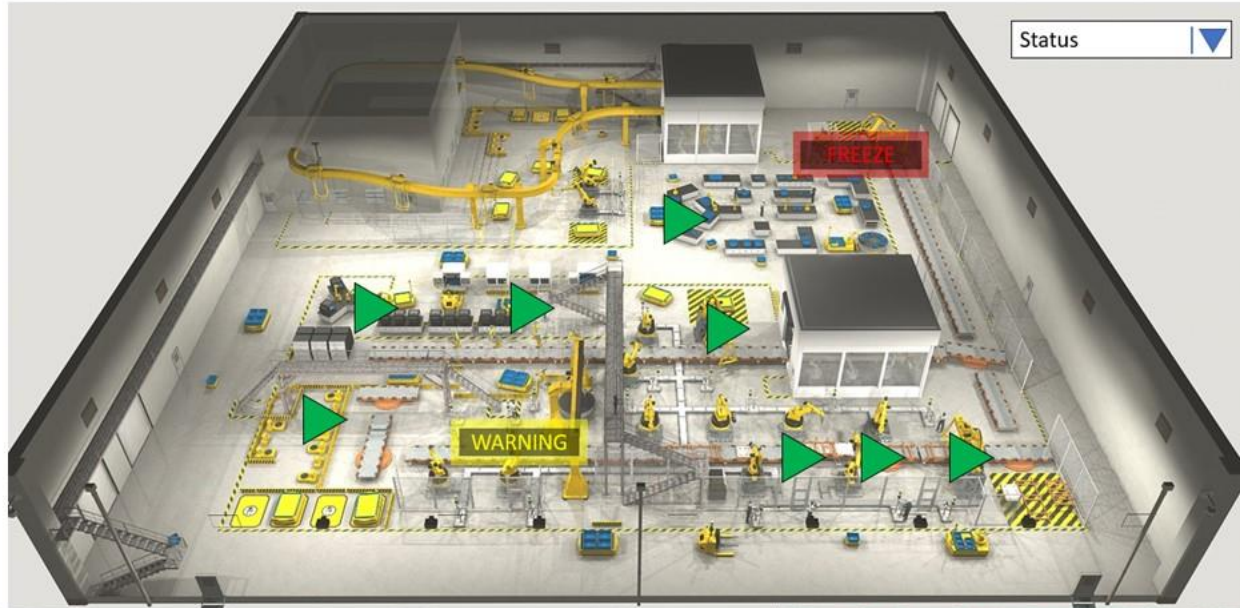
161

IoT message/second





MANUFACTURING DIGITAL TWIN SOLUTIONS





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Doug Robbins





Accepting Offers

Instead of Selling Businesses

Using Communications Effectively

An Intermediary

A good Intermediary doesn't sell,
they position themselves to just
ACCEPT orders from **qualified &**
educated clients!



27

What does *Life After Business* really mean for the seller and his family?

Business Fundamentals

**8
Fundamental
needs that
must be
aligned**



Case Study # 1

Industrial Service Company

- Revenue 3,750,000
- Profit - zip
- Dumb question why would a 54 year old want to sell.....



Case Study # 2

Foundry

- Revenue \$6M
- Profit - zip

• Quick Question

Why do you need a valuation? –

“You don’t need to know”



Case Study # 3

Father/Son
Farm Implement Distributor

- Decided to Sell
- Simple question ...
why don't you turn it
over to your son?



Case Study # 4

Garment Manufacturer (85 Employees)

- Revenue \$10M (lost \$250,000)
- Wanted to turn over to daughters
Ages 19 and 21
Simple question why?.....



Case Study # 5

A Small Conglomerate of 6 Different Dealerships

- Wanted just one valued
- Why not all the dealerships?





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Maxim Lippov



Tenet is a recently established advisory firm set up by ex-KPMG CIS partners with extensive experience



EXCEPTIONAL EXPERTISE

Tenet was established by ex-KPMG CIS partners following the exit of KPMG International from Russia and CIS in mid 2022.

With partners and staff with significant experience in CIS market and other emerging markets Tenet companies are able to provide an extensive services similar to typical Big-4 suite of services and more.



FOCUS ON INTERNATIONAL CLIENTS

Tenet companies provide services to clients outside of Russia. Client base is focused on International companies and on non-Russian situations.


Tenet is able to serve the clients in any jurisdiction, there are no any significant geographical restrictions.



UNIQUE OPPORTUNITIES

Tenet experts have unique understanding of all Russia related issues, including regulatory, while based outside of Russia

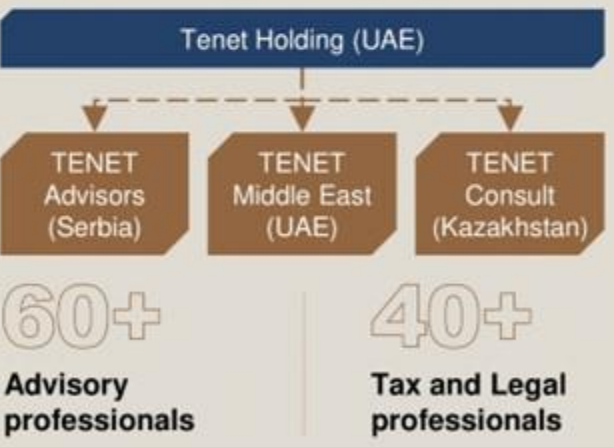
Tenet has an agreement for cooperation with Kept Russia (ex-KPMG CIS), and is able to work in alliance with Kept when and if needed.



TEAM IS BASED OUTSIDE OF RUSSIA

Tenet companies are registered, operate, have offices and bank accounts outside of Russia – in UAE, Serbia and Kazakhstan.

Tenet client facing teams are based in those locations where Tenet offices are. Currently Tenet employs about 100 staff.



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graph TD; TH[Tenet Holding (UAE)] --> TA[TENET Advisors (Serbia)]; TH --> TME[TENET Middle East (UAE)]; TH --> TC[TENET Consult (Kazakhstan)];
```

60+ Advisory professionals

40+ Tax and Legal professionals





Overview of Tenet services

FULL SCOPE OF SERVICES

Tenet provides a full suite of financial advisory services typical for large offices of Big 4 companies.

Contrary to Big 4, Tenet, being a truly independent advisory house, and having no audit arm, has much less potential conflicts of interests and regulatory restrictions and is able to engage into much wider range of situations, across the World.

 Mergers and acquisitions (M&A)	 Financial, Tax, Legal due diligence	 Equity / debt fund raising
 Valuation	 Deal Strategy	 Debt restructuring
 Financial modelling	 Integration and separation	 Turnaround
 IP & data protection	 Legal services	 Technology and digital consulting
 Transfer pricing	 Forensic	 Tax structuring



International exits from Russia