

19 Nineteen Messine

NEWSLETTER
APRIL 2018

Serial Buyers Story

by Philippe Delecourt
Managing Partner, LINKERS

CONTENTS

Edito p.1
Serial Buyers Story
P. Delecourt, LINKERS

In our Element... p.2
Completed Missions
Securitas
Wedia
Lithopress
EMN
Onibi
Tork Engineering / PH Group
Equator
Syllabs
Mappa-Spontex / You®

Captain's Log p.3
An entrepreneur's viewpoint
Johann Moulin, CEO of EMN
Missions in progress
On board with...
Sophie Vasilescu, FirmFunding

Over the Seas... p.4
Notice of race
Deals in Sweden, in Mauritius
M&A WW Forum in Amsterdam
Cross-border Missions
International Network
Our Crew

Headquarters:

19, avenue de Messine
75008 Paris, France
www.linkers.fr

Companies in France (and elsewhere) are now relying more and more on external opportunities for their development strategies.

Domestic economic growth is insufficient and foreign competition is fierce. Consequently, they have to seek market share at home and elsewhere. Timing is good: low interest rates mean favourable financing conditions.

Some companies have become veritable "Serial Buyers", aligning successful acquisitions in rapid succession. LINKERS, moreover, has become specialized in advising entrepreneurs seeking to expand. In effect, LINKERS was the advisor for 26 transactions in 2017, of which 11 were acquisitions:

- 3 for B Live Group (making 6 successful LINKERS-advised acquisitions for the provider of event technology for the film industry, audio-visual media and performing arts);
- 4 for EMN, cleaning services group (totalling 6 EMN acquisitions advised by LINKERS);
- 1 for ANETT, family-owned industrial laundry services group (2nd operation with LINKERS as advisor);
- 1 for WEDIA, digital marketing specialist, quoted on Alternext (the 3rd finalised by LINKERS).

Anecdotally, LINKERS' all-time record is with NOVETUDE SANTE; they advised on 16 out of the 18 acquisitions that have made it the leading private preparatory group in health sciences.

In terms of domestic growth, external

growth strategies are crucial. The French economy lags far behind Germany as regards the number of mid-cap companies (ETI-Entreprises de Taille Intermédiaire). Regular and sustained external growth of French SMEs is most certainly the best way to attain mid-cap status and close the gap between us and our German neighbours.

Furthermore, business leaders who deploy this type of external growth strategy have several objectives. The most obvious is to acquire additional turnover, diversified or not, and also to reap the benefits of the acquired companies' synergy. In addition, they seek new competencies (which, when acquired through in-house training, take time and present an element of risk) and can benefit from supplementary organic growth if the target is also in expansion mode.

The ability to compete internationally is also vital !

The M & A Worldwide network, to which LINKERS belongs, is very aware of the importance of external cross border growth for its clients and partners and to facilitate the process, they organize a twice-yearly Rainmaker BUY & BUILD Summit. The next one will take place in Amsterdam on April 12. Dozens of industrialists will visit the 42 mergers and acquisitions boutiques belonging to the M & A Worldwide network to discuss their aspirations or projects for achieving external growth. Diversified teams are created to carry out the projects that are

presented to them. Consultants from the country of the acquirer and the countries of targeted companies are on each task force.

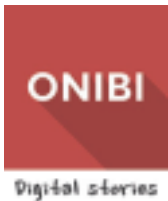
As a group, members of the teams combine in-depth knowledge of both the acquirer and the acquirer's strategy with considerable expertise in cross-border transactions and total immersion in the local business context, in addition, for each target designated for approach and negotiation, there are consultants with the same cultural background.

Thus, with the assistance of M & A boutiques members of the M & A Worldwide network and from the countries in which the target companies are situated, LINKERS has been able to complete several acquisitions in Europe for one of its longstanding French clients.

Consequently, the client, advised by LINKERS, has now acquired 8 companies: yet another Serial Buyer story!



Completed Missions:



Electronic Security Acquisition

With nearly 335,000 employees and a turnover of over 8.8 billion €, the Swedish group **SECURITAS AB** is number 1 in private security services world-wide. In France, their turnover is €700m. The highly synergetic acquisition of **AUTOMATIC ALARM**, one of the leaders in electronic security in France with €40m in turnover and 300 employees, has enabled the group to include this technology in their offer and reinforces their position as leaders in France.

Advisors to the Buyer
Jérôme Luis
Sidney Serval

Industrial cleaning Services Acquisition

EMN Group has just completed its 6th LINKERS-assisted external growth operation in 3 years with the acquisition of **LA COLOMBE NETTOYAGE** from the founder. The family-owned business employs over 100 staff on behalf of property managers and the service industry in Paris and the Paris region.

This transaction completes their presence in Ile-de-France following the 2015 acquisition of the group Le Nettoyage (Boulogne-Billancourt).

Advisors to the Buyer
Philippe Laurent
Florent Coudray

Sport Events Sale

EQUATOR provides Corporate Hospitality services and transport management for mechanical sport, racing stables, media and sponsors of Formula 1 and other world championships such as Formula E, MotoGP™, The 24 Hours of Le Mans etc..

Its subsidiary, Stadium, provides similar services for 12 other sports such as rugby, football, handball etc.

Its founder and president, Etienne Frétault and Entrepreneur Venture have sold their holdings in Equator to **GALIENA CAPITAL**.

Advisor to the Vendor
Jérôme Luis

Software Publisher Acquisition

WEDIA provides a Marketing Resource Management SaaS platform which enables its clients (AXA, Décathlon...) to centralise photos, videos and content and to create communication media in print, web, email and mobile format.

WEDIA has acquired **DAMDY**, a video management and streaming software provider and subsidiary of Brainsonic.

This acquisition reinforces WEDIA's technological offer and is the 5th advised by LINKERS.



Advisor to the Buyer
Jérôme Luis

Digital Agency Sale

ONIBI (€3m turnover) is a reference in the world of e-commerce. It is fully integrated and one of the foremost specialists in the creation, development and management of e-commerce sites (Bourjois, Ada, Perrier Jouët...) in France.

ONIBI has now become part of **INSIGN**, a communication group held by the fund EVOLEM, in order to provide a global response to the strategic and operational challenges inherent in the digital transformation of brands and businesses.



Advisor to the Vendor
Jérôme Luis

Artificial Intelligence Fundraising

SYLLABS has raised €2 million with **WEST WEB VALLEY** and **BNP PARIBAS Développement** and the media group **SIPA OUEST-FRANCE**.

SYLLABS is the first provider of automatic content production for French medias.

The company develops copywriting engines for a growing number of major web operators in all sectors: e-commerce, web marketing, real-estate, tourism...

The company is an example of French technological excellence and has all the resources needed to become a world reference in Artificial Intelligence.



Advisor to the Company
Nicolas du Rivau

Printing & Labelling Sale

LITHOPRESS (€6.8m turnover in 2016, 55% growth in 3 years) is a printing company created in 1971 at Luzy (58) and specializes in white and colour adhesive labels. Thanks to this acquisition, **GRAPHILYS** initially a distributing group in the printing and labelling industry, passes the €20 million turnover mark for its 15th anniversary. The previous business relationship of the two groups has now been transformed into a control of capital, enabling GRAPHILYS to retain its own production facilities and specific expertise in multi-leaf labels.

Advisors to the Vendor
Michèle Fine
Sidney Serval

Automotive Sale

LINKERS advised the group **POCLAIN HYDRAULICS** (a global leader in hydraulic systems with €350m in turnover) on the sale of their non core-business subsidiary **TORK ENGINEERING**.

Specializing in the conception and construction of complete cars (competition and concept cars, innovative prototypes such as flying cars...) the company was sold to **ONROAK AUTOMOTIVE**, founded by former pilot Jacques Nicolet, dedicated to the construction of competition vehicles for various championships (Endurance, F4, Fia FF...).

Advisors to the Vendor
Philippe Delecourt
Sidney Serval

Cleaning products Sale

MAPA, the household cleaning products specialist (€140m turnover) has sold its biodegradable cleaning products business **YOU**® to the **SWANIA** group.

SWANIA is a French cleaning products SME whose majority shareholder is MILESTONE Investisseurs.

This acquisition allows SWANIA group to complete its environmentally friendly detergents product range.

Advisors to the Vendor
Philippe Laurent
Florent Coudray



Captain's Log

An entrepreneur's viewpoint:

Johann Moulin, CEO of EMN, an industrial cleaning company

"I took over my parents' Cherbourg cleaning company in 2006 after graduating from the ESC. Turnover was less than 1 million euros. I wanted to give it a regional dimension and expand activity throughout the Grand Ouest. After opening in Caen in 2010, then buying several commercial properties in Normandy, I acquired a much larger Brest company in 2014. By then, EMN was generating a turnover of about € 12 million.

I was aware that there were a number of acquisition opportunities out there and wanted to pick up the pace using a much more systemic approach to our external growth process but couldn't do it on my own. Venture capital from EMN provided the required resources and, in late 2014, I gave an exclusive acquisition mandate to Philippe Laurent and Florent Coudray. Philippe convinced me to extend my project beyond the Grand Ouest and consider other regions, among which was the Parisian region.

Philippe and Florent identified the companies that corresponded to our criteria and initiated a considerable number of contacts and projects. Together, we examined dozens of companies using a methodical approach that was both rigorous and efficient. Having finalized the 6th acquisition, EMN's annual turnover is now 28 million euros. Our experience illustrates the kind of external growth that a well-organised midcap can attain with the help of professional, dynamic, high quality advisors."



C. Pires (CEO, La Colombe Nettoyage)
J. Moulin (CEO) and J. Marie (COO)
EMN Group

LINKERS closes 26 deals in 2017

For the 8th year in a row, LINKERS was on the M&A Independent Boutiques podium for the number of deals advised, and was ranked first among Independent Investment Bankers by CFNEWS for the number of "M&A Corporate" type operations.

(Source: CFNEWS "Activité des Banquiers d'Affaires en 2017", ranking published in January 2018).



Missions in progress:

Ref.	Buy-side Mandates	Ref.	Buy-side Mandates
A255	Undergraduate Training	A773	Industrial cleaning services
A272	White goods for Hypers & Supermarkets	A976	Wealth management advisory services
A274	Industrial measurement instruments	A977	Insurance brokerage
A279	Specialist veterinary products manufacturer: food supplements, medication	A978	Energy / Oil & Gas
		A979	Precision machining / Aeronautics

LINKERS deals mainly in sell-side opportunities. For reasons of confidentiality no information on these transactions is divulged before they are finalised.

On board with:

Setting the sails for light winds (banking) - FirmFunding - Florence Vasilescu

Created by Florence Vasilescu (after a career in auditing, mergers and acquisitions and with the AMF), **FirmFunding** is a financing platform for SMEs and Mid-Caps that can only be accessed through advisors- otherwise applications cannot be submitted. In addition, the lenders are always qualified investors and are independent of the platform. From the point of view of the Financial Markets Authority, FirmFunding is simply an agent and provides neither advice nor investment services.

FirmFunding makes it possible to issue 5 to 7-year debenture loans from €1m upward to finance external

and internal growth, and capital restructuring. Minimum turnover of a typical issuer is €1m but can reach several hundred million euros, and at least 3 years of positive EBITDA is required. On average, the loans are around €4m for 4 to 6 years, with a 7-year maximum and the possibility of either extending or making total repayment in fine. Rates are from 5% to 8%. The debenture issue does not give access to equity.

This product supplements crowd-funding platforms which finance smaller amounts for less mature businesses and where lenders are usually non-professional investors.

In addition to the technical platform, which services the loan until it is completely reimbursed, FirmFunding also provides KYC (Know Your Customer) analysis.

FirmFunding complements traditional bank loans and benefits from more the more flexible regulation that applies to alternative financing at a time when banks, on the contrary, are subject to more stringent regulation and are obliged to limit their risk - the S & P estimates that European banks can only cover 50% of this type of borrowing need.



Florence Vasilescu
CEO
FirmFunding



Notice of Race: LINKERS - National Open de France

This year, the **LINKERS Open International at Deauville** has been re-baptised **LINKERS-National Open de France** because it has been chosen by the French Dragon Boat Racing Association for their Championship. It will take place from July 14 to 17 in waters just off the shores of Deauville-Trouville, with the participation of about 35 Dragon Boats helmed by prestigious sailors like Philippe Presti (who trains ORACLE's Americas Cup team which has won twice) and Pascal Rambaud, twice Star-champion. Make sure you come to admire these stream-lined yachts as they tack round buoys in sight of the celebrated Deauville Planches!

Mergers in Sweden and in Mauritius

SECLUDIT edits SaaS vulnerability management and audit solutions based on proprietary technology (cloning, automation...) which has enabled it to become one of the pioneers of Cloud infrastructure security. **SECLUDIT** has joined forces with the Swedish company **Outpost 24**, a world leader in the field of vulnerability management. By uniting Outpost24's cyber security risk evaluation platform with SecludIT's Cloud and virtual infrastructure security audit technology, this acquisition has created one of the most complete platforms on the market.

EDITIEL LINKERS was the advisor for the sale of **EDITIEL** to **GL Events**. **EDITIEL** is a Mauritian company specializing in the organisation of international medical conventions such as the Indian Ocean Medical Convention, the French-speaking Pharmacists Convention and the Indian Ocean ORL and Pneumology Convention. **EDITIEL** reinforces **GL Events'** Medical Education business.

Cross-border Missions:

SALES: CEMM THOME to AMPHENOL (US); AGIS-Di Pasto to TER BEKE (Belgium); FRANCE HYBRIDES to HENDRIX Genetics (NL); CORIANCO to A2A (Italy); LA CELLIOSE to CIN (Portugal); AXYS to META 4 (Spain); ECONOCOM CH to LEASE-IT (Germany); TISYS to ULTRA Electronics (GB); ÉLYSEES WEST to HOTUSA Hotels (Spain); FILEC to AMPHENOL (US); EBOUITO to MAUS (Switzerland); GENETEL to ANITE (GB); PACKINOX to ALFA LAVAL (Sweden); CLIMPACT-METNEXT to WEATHERNEWS (Japan); SVD to EXERTIS (Ireland); CAMPING&CO to ROCKET Internet (Germany); SecludIT to OUTPOST24 (Sweden); EDITIEL (Mauritius) to GL EVENTS...

ACQUISITIONS: IBRAMS (Germany) and BRAND PROJECT (Sweden) by WEDIA; PC GARANT (Germany), CITYMAIN (GB) and CAP PROTECTION (Belgium) by SPB; FRÖHLICH und WALTER (Germany) by CUC; PRATIKS (Germany) by PRATIQUE; PAUL BUDDÉ Communication (Australia) by UBIQUICK...

Upcoming M&A Worldwide Forum in **AMSTERDAM** : 12-13 April 2018...

International Network:

- **Algeria / Tunisia:** Emergence
- **Argentina:** Finanzaz & Gestión
- **Australia:** Johnsons Corporate
- **Belgium:** Omnicap
- **Brazil:** Cypress Associates
- **Bulgaria:** Innimmo Advisers
- **Canada:** Robbinex
- **China:** Morgen Evan Advisory
- **Czech Republic:** Sauter Rentsch
- **Denmark:** Gigno
- **Egypt:** FinCorp Investment
- **Finland:** Armatori Corp. Finance
- **France:** LINKERS; MBA Capital
- **Germany:** Active M&A Experts; S&P
- **Hong Kong:** SCS Global
- **Hungary:** International M&A
- **India:** Corporate Catalyst India
- **Israel:** M&A Team
- **Italy:** Avvalor Corp. Solutions; Bridge Kennedy International
- **Japan:** SCS Global Consulting KK
- **Luxembourg:** T&T M&A
- **Malaysia/Singapore:** SCS Global
- **Mexico:** Corp. Finance Services
- **Morocco:** Actipar
- **Netherlands:** Aeternus ; T&T M&A
- **Norway:** DHT Corporate Services
- **Poland:** JP Weber Investments
- **Portugal:** Fingeste Business
- **Romania:** FRD Center
- **Saudi Arabia:** Amwal
- **South Africa:** IBN Solutions
- **Spain:** ARS Corporate
- **Sweden:** Stockholm Corp. Finance
- **Switzerland:** Adbodmer Capital
- **Thailand:** PYI Capital
- **Turkey:** Crossborder Corporate
- **UK:** Bluebox Corporate Finance; Rickitt Mitchell & Partners
- **Ukraine:** America 2030 LLC
- **USA:** Focus LLC
- **Vietnam:** PYI Capital

Our Crew:



N. du Rivau P. Laurent J. Luis S. Serval M. Belbéoc'h D. Busquet
P. Delecourt M. Fine G. Sangiovanni B. Le Guillou F. Coudray



www.m-a-worldwide.com



LINKERS draws on the experience of its partners to assist companies from all sectors and offers them personal advises concerning:

- Valuation
- Financial Engineering
- Disposals, Acquisitions, Transmission
- Fundraisings, OBO's, MBO's, MBI's



19, avenue de Messine
75008 Paris, France
Tel. +33 1 53 53 59 30
www.linkers.fr

