capitalmind
CORPORATE FINANCE ADVISORY

SMART ADVICE | BY YOUR SIDE | WORLDWIDE

Divesting non-core businesses
How to optimise value creation

Key takeaways

Create value

Research shows that businesses that engage in regular divestitures create significant shareholder value down the road. Actively pruning the business portfolio reduces complexity, sharpens the operational focus and generates cash for the next phase of growth. Also note that a pure play is easier for investors to understand.

Transformation

Most businesses are set up to buy assets, not sell them, which means decisions to sell are often made at the wrong time or in the wrong manner. The key is to avoid ad-hoc or reactive decisions, and to carefully manage and prepare the planned divestiture so that it supports the company's core strategy. Don't let emotions get in the way. View divesting as a strategic tool.

Plan & prepare

We are seeing higher valuation multiples and faster closings for assets that have been properly prepared – ie. made attractive to potential acquirers. This means setting up a control centre so the process is run professionally and systematically. Communicate clearly, promptly, and frequently: inform shareholders and employees about the divestiture early on, and keep them informed as it progresses.

Target the right buyers

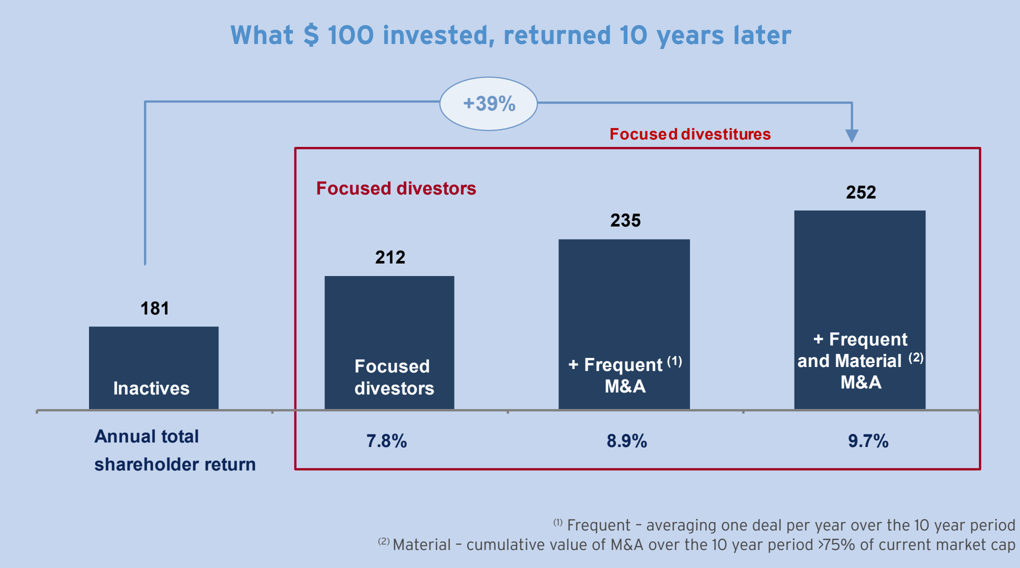
Identifying buyers usually means hiring the right advisors with exposure to the best-owner universe - serious, credible and with genuine sector expertise. Tell a clear and compelling business story. Explain the growth opportunity, the assets' capabilities, and tailor the potential synergies for investors.

Sell at the right time

Work out what drives the industry cycle, and time the divestiture to optimize the valuation. For companies, now is an ideal time to consider a sale because valuation multiples are at historically high levels in the mid-market and buyers are acquisitive and sitting on large war chests of cash. Also, the decision to divest needs to be proactive rather than reactive. Executives often hesitate to sell assets, which is leaving a lot of value on the table.

Add value

Companies that engaged in focused divestitures and repeatable M&A outperformed inactive players.



Based on a study of 2,100 listed companies across the globe between 2005 and 2015. Source: Bain & Company

Why do inactives underperform?

By holding on to non-core assets in a portfolio, you tie up valuable management time and capital. You are not playing to win.

Why do sellers outperform?

Active sellers free up the time and capital required to invest in areas where they are best positioned to grow and lead.

Sellers that divested to focus on their core business saw their market caps rise significantly. Companies that divest to raise cash to pay back debt increased their market caps only slightly.

Common pitfalls

An engaged approach to divestitures offers the chance to build superior shareholder value.

Many business owners and managers favour acquisitions to grow their company, but often refrain from systematic portfolio reviews that may lead to divestitures. As a result, non-core assets remain in their portfolio and are not adequately taken care of. For some, the prospect of selling a business triggers a sense of dread, as though it were a tacit admission of failure or poor management. However this is leaving a lot of shareholder value on the table.

Another danger is that businesses make divestitures at the last minute and end up paying the valuation penalties. For example, a business might react to an interested buyer rather than thinking about who would be the best acquirer, or considering all (including international) acquirers. A smooth and efficient sales process means communicating value to buyers, and ultimately implementing a low-risk carve-out program that aims to minimize execution costs and future stranded costs.

Like acquisitions, divestitures require specialized skills and many business owners are reluctant to invest scarce resources into something they plan to sell. However failing to prepare a business for sale makes it less appealing to buyers. Corporates that continue to create value in a business targeted for divestment are more likely to receive a higher than expected price and experience a higher than expected valuation multiple post-sale.

Companies are also far more likely to improve the value of a business if their divestment decisions are aligned with their core business objectives and are not opportunistic in nature.

It's not enough to achieve a good sales price and close the deal quickly. Rather, sellers need to align their disposals with a longer-term strategic roadmap.

Top sellers

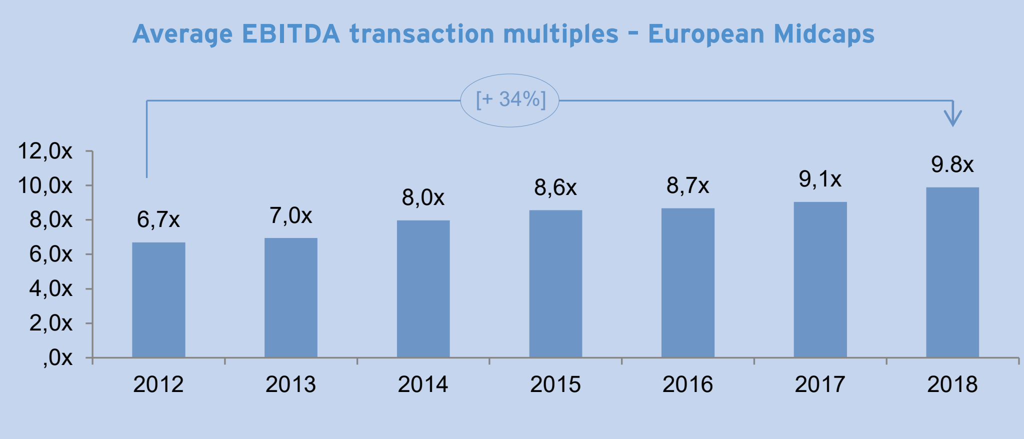
European corporates are successfully using divestitures to grow their revenues, focus on their core businesses and increase shareholder value.

Company	Country	Number of Divestitures	Number of Acquisitions	Total number of transactions	Strategic comments
Shell	Netherlands	74	28	102	Arbitration due to Oil & Gas crisis: €30bn asset divestment plan ongoing. Focus on upstream oil production where the company has leading market positions.
Siemens	Germany	67	56	123	Strategic plan to strengthen the product portfolio through acquisitions & divestments by sharpening business focus in high-growth fields such as electrification, automation and digitalization. And in core markets: in 2017, Siemens merged with Gamesa to create the world's biggest wind-turbine manufacturer. Expand global footprint by getting closer to customers & key markets, so that >30% of division and business unit is outside Germany.
Total	France	57	74	131	Arbitration due to Oil & Gas crisis: €10bn asset divestment plan in 2014. Strategicpivot & development towards renewable energies.
Daimler	Germany	53	50	103	Balanced strategy between acquisitions and divestitures. Sale of non-core holdings (Tesla, EADS, etc.): 5% sales CAGR between 2006 and 2016 despite the automotive crisis.
Ørsted	Denmark	51	26	77	Strategic plan to divest oil, gas and power distribution businesses. Focus on the Green energy transition and especially off-shore wind.
Philips	Netherlands	35	55	90	Shifted from being a diversified conglomerate to a more focused and profitable corporate: EBITDA margins have doubled in 10 years. Listing of Philips Lighting subsidiary (€7bn of sales).
A.P. Møller - Mærsk	Denmark	29	13	42	The strategy is to divest non-core business areas (Oil, retail etc.) and focus on core activities, being transport, logistics and digitalizing the supply chain.
Sanofi	France	28	39	67	Divesting large businesses (Animal Health, notably) to fuel growth in its core business units (cancer treatments, etc.), and to fund acquisitions in Biotech and OTC, and also internal R&D.
Orkla	Norway	27	7	34	Divestment of non-core assets (Sapa, Elkem etc.). Focus is on strenghtening their position as a leading branded consumer goods company in current markets (Nordics, Baltics and other selected).
Schibsted	Norway	25	32	57	Divestment of non-core assets (hitta.se, Sandrew Metronome). Aiming to be Nordic market leader in online media industry. Focus is to grow through early-stage digital and online media acquisitions (Finn, Blocket, Lendo etc.)
ABB	Switzerland	15	38	53	Posted 6% sales CAGR over 10 years, and made some large-size divestitures (especially Meyer Steel Structure, Cable Business) to re-focus on technology acquisitions which leverage its core business.
Air Liquide	France	12	28	40	Divestiture of non-core assets (Air Liquide Welding, Anios, Aqualung, etc.) to finance large acquisitions (Airgas, LVL Medicall,Gasmedi): 5% sales CAGR over 10 years with stable profitability.
LVMH	France	9	37	46	Sales increasedby 2.5x over last 10 years, driven by price increases and acquisitions. Divestiture of non-core and less profitable assets. Brokers expectdisposalsto ramp upin the coming years.
Electrolux	Sweden	9	13	22	Focus on its most profitable products, and divesting under-performing products and brands (Sanitaire, BEAM etc.) to fuel acquisitions of innovative products and services.

Source: Capital IQ - M&A activity 2009-2019
Continental Europe excluding Banks, Insurance, & Real Estate businesses

Sellers' market

Corporates are taking advantage of the fact that it is currently a sellers' market. Midcap transaction valuation multiples have reached historic highs in Europe, as vast amounts of cash compete for acquisitions. Also, buyers (especially private equity) have become flexible in structuring deals in order to accommodate shareholders' preferences and objectives.



Source: ARGOS mid-market index. European transactions with equity values from €15m-150m)

Objectives

A well prepared divestiture achieves the following objectives, and is usually prioritized in the same order.

1. Closes on time, or ahead of timing expectations
2. Generates a sale price that meets, or is above expectations
3. Usually has a positive impact on the valuation multiple of the remaining company as it becomes more of a pure player
4. Saves management time at parent company by refocusing management resources and motivation on the core business

Challenges for sellers

A divestiture requires optimizing the sales process but also preparing the remaining company for the then streamlined operations.

Short-term

Sellers bear execution costs, which can get inflated when a company doesn't run an organized process and distracts employees for too long. That's why the best companies identify and allocate the right people, tools and processes to the asset to be divested, defining an approach for timely separation that will not distract the base business. A distracted base business is typically much more expensive than any transaction fees.

Long-term

Companies can get stuck with stranded costs (IT systems to back-office functions, to the physical infrastructure built up to support scale) after the business is sold. To minimize these longer-term costs, the most successful divesting companies proactively establish a plan to optimize their supply chain, route to market and general and administrative expenses for a more focused company. This can even create a 'forcing function' for a broader company-wide transformation.

Plan to succeed

There are three key steps to executing a successful divestiture, in order to build superior and sustainable shareholder value.

I - Proactively manage the portfolio

Companies tend to wait too long to divest, usually when the parent has a suffocating debt burden, or when the business unit for sale has become a burden on the parent. To avoid this, it's crucial to understand how all of the portfolio businesses contribute to the core, and to regularly assess them for good fit. In other words, are there other companies that would be a better fit to the parent, where synergies could be better exploited - or alternatively, is there a better owner for one of the parents' portfolio companies? This means being attuned to divestiture candidates, and regularly evaluating the portfolio from the outside in, anticipating disruption and redefinition opportunities.

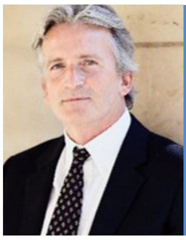
II - Thoroughly plan and prepare

Never race to sell a non-core business or underperforming asset. First, create a blueprint to make it attractive to buyers, and then start to implement the initiatives at least 6 months before the planned sale, to improve the value of the business and highlight its further potential. It's important to identify the links between the carve-out entity and the remaining operations, and to create a plan for cutting those ties. This requires meticulous planning: crucial issues typically include customer & supplier relationships, manufacturing, IT, R&D and intellectual property (eg. brands & trade names); and shared services such as accounting, financing, marketing and HR, which are often provided by the parent and will therefore need to be either split up (carved-out), or the acquirer will need to supply them. With all this in mind, the perimeter of the business for sale needs to be defined in a way that makes it attractive to potential acquirers, while also supporting the parent's strategic objectives. Flexibility is key to effectively meet buyers' needs.

III - Focus on value creation for buyer

Taking shortcuts risks leaving money on the table, such as failing to map out the right potential buyers, to confidentially pre-sound these buyers to confirm their strategic priorities and their ability to acquire, or failing to prepare bespoke documentation including vendor due diligence. Companies with a strong divestment track-record take a considered approach: they decide which buyers could create the most value and make a well informed short-list of those that have the most to gain by leveraging their existing capabilities. A seller can then identify, communicate and value potential synergies for each potential buyer, presenting them with their own tailored synergy opportunity. Buyers originate from all geographies: cross-border deals are sharply on the rise.

Point of view



Tristan de Massé
General Manager of Integration & Divestments, Rio Tinto

We talk to Tristan de Massé from the giant metals & mining corporation Rio Tinto (rev 2018: $42 billion) about how to prepare a business for sale. Since 2009, Tristan has worked on 66+ divestments (carve-outs) at Rio Tinto, disposals that were worth a collective c. $30 billion.

Rio Tinto has made a large number of divestitures in recent years, which you are managing through a dedicated internal team at corporate level. Why?

We now run divestments (and acquisitions) at a corporate level because it's important to think strategically about all transactions - to establish best-in-class deal-making capabilities and results. Divestments require strategic thinking and specialized transaction skills. Also, a transaction team provides a single reporting point, one with experience and expertise, meaning it is better at articulating the best way to achieve the corporate mandate and to report on key learnings. Our team manages 5 to 6 divestitures a year - for different businesses and different product groups.

How were divestitures managed at Rio Tinto at the time of the major acquisition of Alcan in 2007?

Each Product Group (Iron Ore, Aluminium, Copper, Diamonds & Minerals, Energy) managed its own M&A before the financial crisis, however things changed after the company acquired the Canadian aluminium business Alcan for $38 billion. It was not acquired at the best time, or at the best price, and it had many businesses in very different product groups, including a downstream aluminium business, a packaging business, etc. Soon after, the decision was taken to divest most of Alcan's assets (80%), and there was suddenly a need for a centralized team able to support that massive job - it took 5 years to divest the assets, for a total value of c. $20 billion.

There was virtually no convergence, and there were no common tools before that time. Product Groups do not have the same exposure to the best-owner universe, compared to a centralized, dedicated and experienced team. Nor are they equipped for the intense and complex work of negotiating and completing a transaction.

What are the main advantages of having a corporate-level transaction team?

There are many, because a centralized transaction team brings together expertise, experience, professionalism and objectivity, avoiding 'deal fever' and the risk of selling at any price just to get it done. A transaction team offers more credible reporting and accountability, which leads to better decisions. It is better able to read the market and to manage a pool of advisers. Direct access to PEs, large trading houses and/or companies helps to gather precise intelligence about buyers, their track-record, credibility, and execution risk. A single point of contact for financial advisors, lawyers and other consultants also helps manage deal-flow, increases productivity and combines best intelligence and best practices to get the best services at the best rates. And a transaction team is better able to absorb the peaks and troughs of deal activity.

What's the rationale for putting an asset up for sale?

The rationale is well understood - lack of strategic relevance based on ROIC or size - however these strategic criteria must be rigorously reviewed. It's important to think objectively without emotion or attachment to the business for sale. Oftentimes there is a better owner for the assets.

What constitutes a successful sale from your point of view?

The end-game is to sell a business that is viable on a standalone basis. Also, being part of a large international group with the many shared services and functions there is a great deal of separation work to be done. To achieve this there must be a clear focus on objectives, which is a combination of maximizing value, executing a clean break and lowering execution risks. Rio has developed a systematic process that directs us in preparing a business for sale, constructing a sales process from signing to closing, limiting post-divestment engagement and risks, as well as competitive tension or decision points.

Meticulous preparation and planning is therefore vital?

Absolutely. You need a 'relevant best process' and separation plan, especially in large and/or complex carve-outs - dedicated COFs and Transition Teams who understand the complications of transition and separation. You will also need to draw on a large amount of internal resources and expertise, in particular for legal and tax. And you will need to know how the transaction will affect internal resources and management of other functions.

Rio Tinto has made a large number of divestitures, in part because of the disastrous Alcan deal, and also because it decided to exit the coal business. Is there anything left to sell?

Always. The strategic M&A target is it to divest 'a tail' of Rio's portfolio assets (or revenues) each year, on a rolling basis. To keep things moving forward. Also, crucially, the Alcan story taught us how to recycle assets, to have a regular turnover. This is a good thing from a portfolio management point of view, however it also means Rio has a giant mountain of cash, and with very few acquisition opportunities in our markets to compensate for this. Since 2009, we have divested 66 businesses and acquired less than 12.

What are some of the biggest challenges you face during one of these carve-outs?

Firstly, convincing the Product Group managers that the deal is for the best, as managers tend to be quite emotionally attached to their assets, and sometimes they quit. Cooperation is important because if you want to execute fast, you need a very strong commitment from the team. Another major challenge is coordination of the different functional leads within the business: having the many stakeholders agreeing on the separation plan and understanding what they will have to do. For example IT Services is always a big issue for Rio Tinto, because the group uses a single IT system that serves all businesses, so as soon as you take a piece out of that architecture it creates rigidity, which triggers costs and time.

How do Transaction Service Agreements (TSAs) support these challenging missions?

TSAs are extremely important as they act as a safety net and a support mechanism for buyers. It takes time to carve out a business: when we separate the business we isolate it first, rather than separate it completely, because different buyers will have different needs. After the sale, we support that isolated environment using TSAs, as the buyer will not usually be ready to provide all services at this stage. TSAs therefore ensure flexibility and control, especially in terms of cyber security and data protection while the buyer is integrating the business into their own structure. We try to limit this time period for obvious reasons, because we are not in the business of outsourcing - 6 months is the ideal target. It's also worth noting that the cost of TSAs is quite high, and can represent a large volume of cash on top of the sale price for the buyer.

How long does it usually take to execute a divestiture?

In general, once we are clear about what we want to sell, the average time is 4 to 5 months. To design the separation plan and then to execute it. This is a relatively short timeline, which was not the case before 2009. It used to take a lot longer and was much less efficient. We now have the methodology, tools, people and experience.

Practically, how do you manage the process?

We implement a lean governance structure based on a weekly meeting. The separation manager organises this kick-off with each functional representative, who will be performing these duties on top of their usual day-to-day duties. We ask the representatives to write brief charters, information about their duties, challenges, potential intersections with other sections, etc. A game plan, essentially. By structuring a kick-off like this, which is not very complex, you have the template and a timeline. Everyone is on the same page.

How do your divested businesses perform post-separation?

Actually they perform very well, because Rio is not actually the best owner of these businesses. Also, we put a lot of effort into ensuring the selected bidder is the right acquirer, and that they have the ability to run the business well. This is important because it also impacts on Rio's reputation, and affects the employees. Also, the right buyer affects valuation - the right bidder is more likely to pay a higher multiple. So to your point, almost all of the businesses we have sold since 2009 are performing very well.

Divestitures accelerate

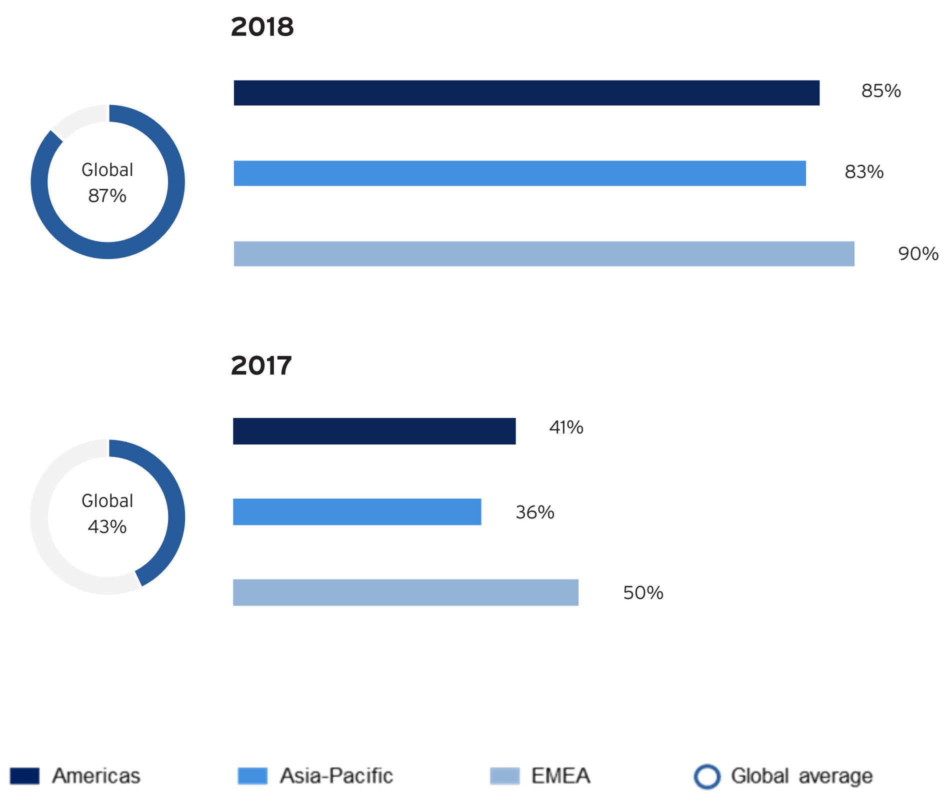
According to a new EY survey, a record 87% of companies are planning to divest non-core assets within the next two years, compared to just 43% in 2017. Technology innovation is a major driver, as is market consolidation.

Companies across most industry groups are under pressure to evolve their business and operating models due to technological and digital disruption. Technologies such as cloud computing, mobile, social media, artificial intelligence, 3D printing, big data, IoT and automation are all profoundly changing the way we do business. The capital raised from these disposals are increasingly being used to invest in new technologies and 'digital fitness'.

Another important divestiture driver is sector convergence trends, which widen the pool of potential buyers, but also create more competitive tension among sellers – according to EY, 65% of companies expect to see divestments related to industry consolidation over the next 12 months.

Note: macroeconomic and geopolitical factors are also driving divestitures (eg. Brexit).

Companies that expect to initiate their next divestment within the next two years



Private Equity

Private equity has become a hot buyer in the divestitures market.

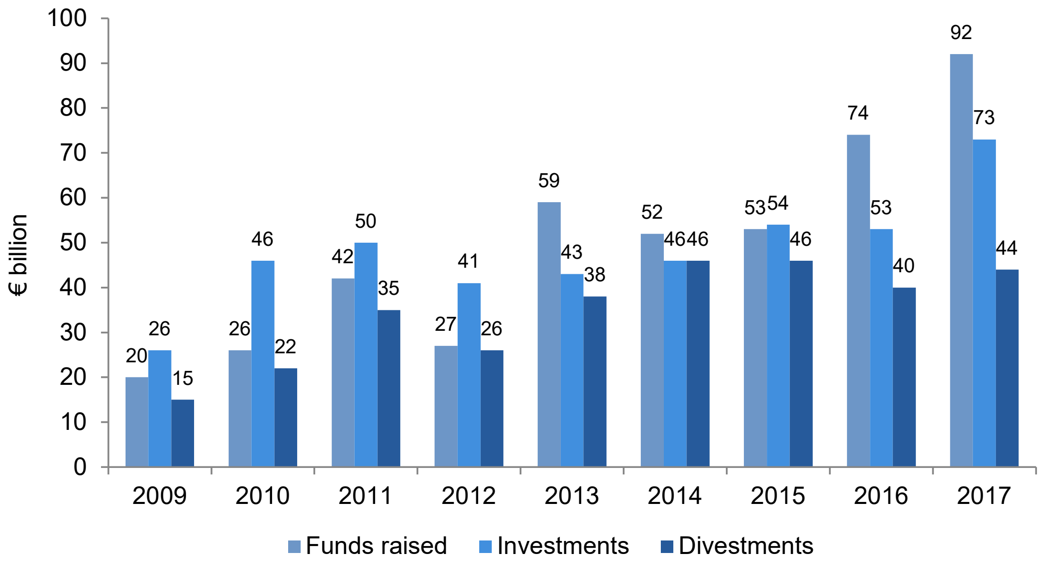
Private equity firms have become particularly keen acquirers of non-core businesses (assets) from large corporates, often via Management Buy-Outs (MBOs). These savvy financial investors excel at aligning the interests of management teams with their own funds, make speedy and well-informed decisions, have more agility when dealing with complex divestitures (eg. when the core asset remains part of a group), and, perhaps most importantly, view these businesses as 'core', meaning they are able to provide them with the resources and attention they require.

Growth potential is the most prioritized financial factor for private equity investors, followed by the potential EBITDA multiple. It is therefore incumbent upon sellers to employ tools such as data analytics, as well as traditional commercial diligence, to help these financial investors understand the potential of the business for sale.

Source: Private Equity Growth Capital Council Performance Update Report (2015)

Private equity activity has more than doubled since 2009 – these financial investors continue to attract investments and grow their funds. They are especially fond of primary buy-outs for buy & build strategies, which is presenting opportunities for large corporates to divest their non-core assets at attractive valuation multiples.

Private equity fund raising and transaction activity



Source: Invest Europe data (2017)

Case studies

Deutsche Telekom sells T-Systems to DACP Group

Client: Deutsche Telekom (one of the world's leading integrated telecommunications groups), listed group

Business sold: ICT systems for global corporations

Deal: Deutsche Telekom sold the System Integration business of T-Systems France (representing some two-thirds of T-Systems 900 headcount in France) to DACP Group

Lead Partners: Michel Degryck & Jean-Arthur Dattée

"The outstanding performance and experience of Capitalmind teams in the French IT market helped us to sell this asset in time and under acceptable conditions. The team was willing to go the extra mile at important key moments, and helped us to focus on the right topics. It was a pleasure to work with them."

Jürgen Kohr
T-Systems Group

What we did

Capitalmind teams organized a complex carve-out, prepared for sale an underperforming asset and designed a process that was tailor-made for trade buyers:

- Provided a detailed review of the asset for sale and designed a saleable blueprint that was meaningful to potential buyers.
- Organized an efficient and highly competitive auction process within a very short timeframe.
- Supported in the execution of a complex carve-out - eg. employee contract issues; operations spread over 5 regions needed untangling.

Why we did it

- The business was non-core for T-Systems, missing critical mass and mainly addressing local clients - contributing just €60m of sales while T-Systems was generating more than €9 billion globally.
- We focused our work on building the information and demonstrating to potential buyers how to create synergies and value.
- We acted as PMO for organizing the carve out, enabling a fast and well anticipated carve-out process
- We advised our client on specific French social and tax issues and recommended the right advisors, which was essential in closing the deal.

Dutch Heijmans divests Leadbitter to Bouygues (France)

Client: Heijmans (one of the largest Dutch construction companies), listed group

Business sold: Leadbitter (non-core UK subsidiary of Heijmans Group, a British construction firm active in both the public and private sector. Leadbitter develops and realises residential properties in the social rental sector, and public properties such as schools, hospitals and leisure facilities)

Deal: Capitalmind advised Heijmans on the sale of Leadbitter to Bouygues (France)

Lead Partner: Bart Jonkman

What we did

- Quick scan of the company and identified value drivers
- Selected most likely buyers and buy out partners from all over the world
- Ran and coordinated extensive negotiations with the Dutch parent company
- Knew the CEO/management of Heijmans, also based in 's-Hertogenbosch, the Netherlands like Capitalmind

Why we did it

- Heijmans was in a process of restructuring and divesting the Leadbitter business being non-core
- For Leadbitter on the other hand, the deal with Bouygues provided additional capacity to strengthen its position on value added projects
- Even more so, Leadbitter benefited from numerous synergies with other Buyugues Group subsidiaries already operating in the UK: Bouygues UK, Warings, ETDE and its specialist subsidiaries (David Webster, ETDE Contracting and Icel)

Case studies

"Capitalmind was a fantastic asset in completing this divestiture on time and in the best conditions. Their experience in this type of transaction, the ease of working with their teams and their presence at key moments made it enjoyable and highly effective. We particularly appreciated their professionalism and in-depth knowledge of potential partners."

Pierre Teszner
Schneider Electric

Schneider Electric disposes of Controlli, one of its Italian subsidiaries

Client: Schneider Electric (one the global leaders in energy management, with solutions for power and control, critical power, energy efficiency, automation and renewable energy), listed group

Business sold: Controlli SpA (HVAC control devices)

Deal: Schneider Electric disposed of its Italian subsidiary Controlli through an MBO backed by B Group

Lead Partner: Nicolas Balon

What we did

- Stepped into the project very promptly to (i) help Schneider Electric decide on the scope of the deal, (ii) prepare marketing material (iii) set up a short list of Italian Private Equity funds capable to complete such a transaction in a short time frame.
- Ran a swift auction process to complete the deal within six months, including due diligence organization and finding solutions for key DD findings.
- Assisted Seller's teams (operational, legal, M&A) in drafting and negotiating the legal documentation.

Why we did it

- Schneider Electric had inherited the Controlli business as part of a larger acquisition, and after integration decided that it was not adding enough value to its 'Building Business', except for specific product ranges that it wanted to retain after the Controlli sale.
- To enable Schneider Electric to make a timely divestment of Controlli through a workable deal for the buyer, extracting a fair market value, sold via a bespoke auction process. To ensure that ownership of the strategic product range owned by Controlli was returned to a Schneider Electric plant post-deal.

Deutsche Post disposes All You Need Fresh to Delticom AG

Client: Deutsche Post (one of the world's leading postal and courier services company), listed group

Business sold: All You Need Fresh, one of the Top-5 online food retailers in Germany

Deal: Deutsche Post AG sold Allyouneed Fresh, one of Germany's leading online food retailers to Delticom AG

Lead Partner: Juergen Schwarz

What we did

- Conducted an international sale process with focus on relevant strategic buyers
- Prepared all necessary process documentation and presentations
- Identified specific strategic synergies for each potential buyer
- Provided support with coordination and communication throughout the process
- Supported negotiations until completion of the transaction

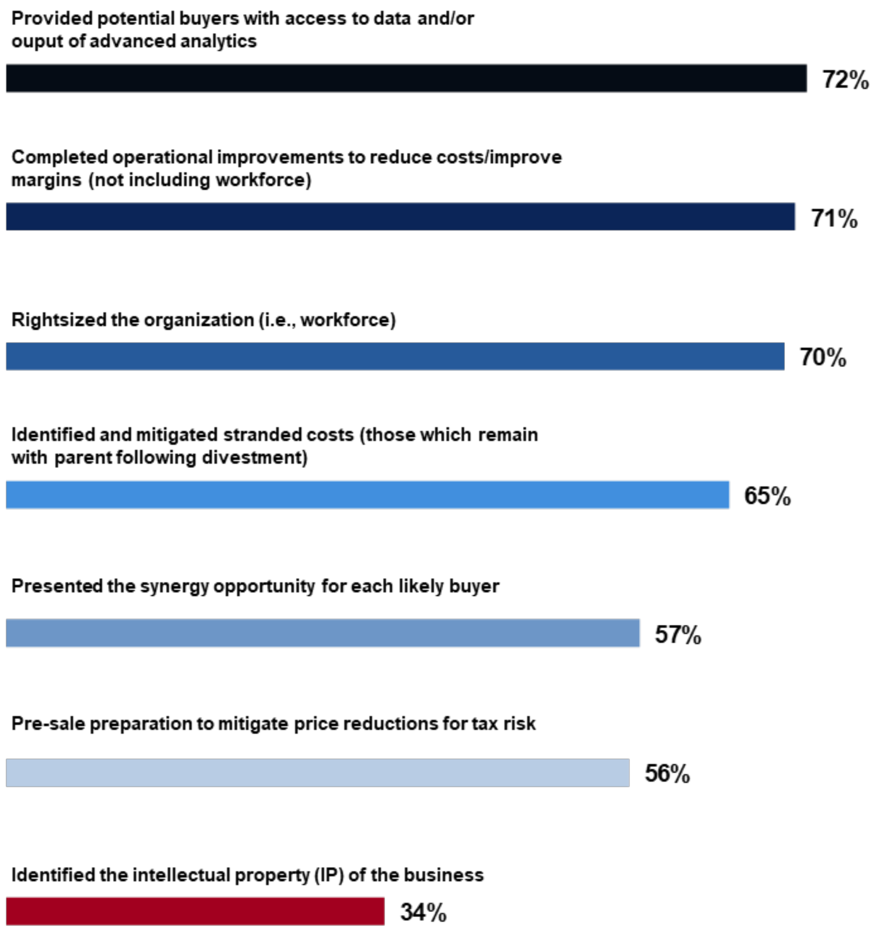
Why we did it

- The grocery B2C business is dominated by large retailers and their high purchase volume with the F&B manufacturing conglomerates. Smaller players with little purchase power are not able to reach decent gross margins and are therefore often loss-making, irrespective of whether they follow a brick&mortar or online business model.
- Our client Deutsche Post AG assessed this trend and the respective market consolidation as increasingly threatening for their Allyouneed fresh business on a stand-alone basis.

Final word

EY's global survey reveals where businesses are failing to optimize shareholder value when they make divestitures.

Question: which of the following steps did you undertake before putting the business up for sale? Select all that apply:



71 %

of companies who completed a carve-out created a stand-alone operating model to reflect the buyer pool.

47 %

provided an estimate of one-time separation costs.

capitalmind
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Selling non-core businesses
How to optimize value creation

Selected corporate divestitures advised by our teams

T-Systems sold its French "Systems Integration" activity to **NOVIA**
IT systems integration

Schneider Electric sold **CONTROLLI 1938** to its management with the support of **B.**
Valves & Actuators for HVAC

econocom sold **Econocom Managed Services** to **TECHNOGROUP IT-SERVICE**
Managed services business

BUDELPACK was sold to **McBride**
Contract filling & packaging for the FMCG industry

Avril sold **SOPRAL** through a MBO supported by **PARQUEST CAPITAL**
Pet food and equine nutrition

DECATHLON sold **PECHEUR.com** to **Groupe Centre France**
Online retailer of fishing goods

TERRENA / **AXEREAL** sold 90 stores **Gamm vert** to **inVivo**
Garden centers

heijmans sold **Leadbitter Group** to **Bouygues Bâtiment International**
Construction

AIR LIQUIDE sold **Cryotherm**
Vacuum super insulated containers

oleon / **NOVANCE** sold its alkyd resins business to **WORLÉE seit 1851**
Alkyd resins

intercity technology Sold **Intercity Mobile Communications** to **Within Reach Group**
TMT

Gascogne sold the Swiss operations of **Gascogne Laminates** to **UPM RAFLATAC**
Laminates

Deutsche Post sold **Allyouneed Fresh SUPERMARKT** to **DELTICOM**
E-Commerce

AREVA T&D sold Areva Parafoudres to **TRIDELTA**
Surge arresters

VOLVO TRUCKS sold **Texelis** to **REEL**
Axles for railways, metros, military vehicles

ENIM / **bertin technologies** sold the pharmaceutical development activities of **bertin pharma** to **AMATSI GROUP**
Pharmaceutical CDMO

BUREAU VERITAS sold **CEP Industrie** to **ENDEL engie**
Non-destructive testing

greencore sold its European chilled convenience food activities via an MBO backed by **parcom capital**
Food & ingredients

Avril sold **SOGEVAL** to **Ceva**
Veterinary pharma

Groupe Gorgé sold **FTS**
Welding guns and grippers

Sava sold **Savatech** to **CGS**
Industrial rubber

MERSEN sold its mixer operations to **RPA Process** / **HASLER**
Industrial mixers

HG HELIOS Group was sold to **RIH** supported by **FRANKLIN TEMPLETON INVESTMENTS** / **GSO CAPITAL PARTNERS**
Paint coatings

AIR LIQUIDE sold **ETS** to **Intertek**
Oil testing and inspection service

Contact us

Capitalmind has extensive experience in divesting non-core businesses on behalf of large corporates & mid-market groups.

Our technical skills in preparing assets for sale (divestitures) combined with our deep sector expertise - including connections to (international) buyers and financial investors - optimizes transaction conditions for our clients.

BENELUX

Bart Jonkman
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