# M&A Suite Value Creation - Alternative



Date of report: 17/12/2022

## Active VC-A leads - Blind report

Buy-Side Pro	ojects										^
Project ID	Project description	Sector	Location	€Min	€Max	Fee Types	L/M	Status	Status Date	Doc	Start Date
Sell-side Mandates of Software Companies	We have set up a buyers' League of Software companies. The League comprises half a dozen serial buyers and is rapidly growing. Buyers are typically interested in software companies generating a positive cash flow, but most importantly, they need to own the intellectual property (IP) of the software. We shall be paid by the buyer on success but cannot share that fee. This opportunity is interesting to 1) owners who do not want to pay a sell-side advisor, and 2) M&A advisors, who have already secured a sell-side mandate with their client.	Software	Africa, Asie, Europe, North America, Oceania, South America	1m	100m	No Fee Agreement	Lead	Green light to pitch or make proposal	17/12/2022		17/12/2022
Distressed European investments	Looking for distressed businesses across Europe with enterprise values from \$100 million to over \$1 billion. Preferred sectors: energy, power, aviation, shipping, industrial manufacturing, real estate and other hard-asset businesses	All Sectors		27m	178m	No Fee Agreement	Lead	Brainstorming	25/08/2022		11/03/2019
Software and IT	USA based investor seeking opportunities in Software and IT Services, IT Solutions, consumer software, e-commerce platforms, healthcare software. Also interested in business services and industrial services. EBITDA range: US\$ 4-50 million	Business Software, Medical Software, Integrated software, Telecom software, e- commerce (B2C), e-commerce (B2B), Databases, IT Services	Europe, North America	2m	45m	No Fee Agreement	Lead	Brainstorming	25/08/2022		20/05/2019
Software company B2B	Enterprise software Solution providing company looking for 100% stake in any software B2B companies in Canada, the US, Asia (Excluding China), Europe (preferably West Europe), and Australia.	Business Software, e-commerce (B2B)	Asie, Europe, Canada, United States, Australia	896k	179m	No Fee Agreement	Lead	Brainstorming	25/08/2022		29/05/2019
Hungary    Pharmaceuticals (formerly Pharma companies)	Hungarian based Pharma company looking to acquire companies having new therapeutic systems including cardiovascular, Central nervous system, Gastroenterology, dermatology and gynecology (OTC & RX), Oncology, Bio-similar drugs(autoimmune, oncology and oncohematology). Preferably With 10% and above EBITDA.	Pharmaceuticals	Vietnam, Europe, Albania, Austria, Switzerland, Germany, United Kingdom, Poland, Portugal	9m	450m	No Fee Agreement	Lead	Brainstorming	25/08/2022		17/10/2019
Crop-Pro, Nutri   Animal, Pet care Formu (formerly Singapore Fund)	Seeking targets in Packaged food & goods (including noodle manufacturers), packaged beverages, home care (including cleaning products), personal care (including oral care / toothpaste), baby care, pharmaceuticals, spirits/alcohol	Household Goods, Personal Goods, Beverages, Distilled Spirits & Liqueurs, Wine Merchants, Food Producers, Personal Products, Pharmaceuticals	Africa, Asie, Europe	2m	89m	No Fee Agreement	Lead	Brainstorming	25/08/2022		02/04/2019
Enterprise B2B Vertical Software	Looking for software companies with their own IP, with recurring and stable contracts with clients and operating margins from 10% to +20%.	Business Software	Africa, Asie, Europe, North America, Oceania, South America	4m	88m	No Fee Agreement	Lead	Brainstorming	25/08/2022		23/11/2018
Spain & Portugal	PE with \$800M of AuM would like to invest \$20m - \$40m in Spain and Portugal for a simple majority stake. Does NOT invest in Sectors such as Real Estate, Banks, Weaponry, Pornography, "GMO" (Genetically Modified Organisms), Tobacco, Gambling or startups.	Energy and Basic Resources, Chemicals, Construction & Building Materials, Agricultural Sector, Metals, Industrial Goods, Electrical / Electronic Equipment, Transport Equipment & Manufacturers, Personal & Household Goods,	Spain, Portugal	20m	40m	No Fee Agreement	Lead	Brainstorming	25/08/2022		25/08/2022

## Active VC-A blind leads

		Food & Beverage Industry, Health; Pharmaceuticals & Biotechnology, Retail and Wholesale ('R&W'), Transports, Hotels Restaurants and Bars, Media - Communication, Business Services, Consumer Services, Software, Internet, IT Services, Telecommunication Services, Technology Hardware & Electronic Equipment, Environment and Climate Change								
Digital Infrastructures 34220810- INF104	€2.6B growth capital fund is looking to invest €30M or more in digital infrastructure projects in Europe: FTTH, Backbone fibre, 5G, data centres) and smart city projects.	Telecom infrastructure Softwares	Europe	30m		No Fee Agreement	Lead	Brainstorming	10/08/2022	10/08/2022
Renewable Energy	Investor wants to build the projects. From Greenfield to Ready-to-Build. Solar +5MW, Wind +10MW and Hydro up to 50MW.	Hydroelectricity, Solar Energy, Wind Energy	Japan, Spain, Italy, Portugal, Canada, Mexico, United States, Australia, Brazil, Chile, Colombia, Panamá, Uruguay	5m		No Fee Agreement	Lead	Brainstorming	12/07/2022	05/06/2018
Funding Source	Our investor can provide unsecured debt for up to 70% of the value of the company and up to 100% if the acquiring company can provide some sort of corporate guarantee. UK-USA. Most sectors. Up to GBP150million (industrial companies, etc) but sweet spot is €5m-€10m. Interest rate around 11%.	All Sectors	United Kingdom, United States	350k	150m	No Fee Agreement	Lead	Green light to pitch or make proposal	07/06/2022	04/04/2018
Agricultural Machinery	An Italian manufacturer of agricultural machinery is looking to make buys in North America and Europe. The company would be looking for combinations with companies already active in these markets. The buyer closed 2020 with a turnover of around EUR 300m.	Agricultural & Construction Equipment	Europe, North America	10m		Shared	Lead	Brainstorming	04/05/2022	25/11/2021
Alibaba 1211209IT-103	US-based IT company listed on Nasdaq specialised in cybersecurity solutions powered by blockchain is looking for partners to sell its IP in Europe through share swap agreements. Ideal partnership companies would serve data-dependant clients in industries like financial services, insurance companies, e-commerce, logistics etc Revenue from €10M to €100M.	Security Software, Databases, Blockchain, System Integration	Europe	5m	50m	Shared	Lead	Timing wrong	21/04/2022	09/12/2021
Industry Agnostic	Private Equity seeking to add to their portfolio, companies with EBITDA $\pounds 1 \text{M+}$ , turnover $\pounds 15 \text{M+}$ in multiple sectors.	Chemicals, Construction & Building Materials, Industrial Goods, Health; Pharmaceuticals & Biotechnology, Media - Communication, Business Services, Financial Services, Software, Internet, IT Services, Telecommunication Services, Technology Hardware & Electronic Equipment	Europe, United Kingdom	12m	121m	No Fee Agreement	Lead	Brainstorming	21/04/2022	21/04/2022
Animal Feed	Dutch provider is looking to acquire animal feed companies located in Europe with a turnover > €10M. Interested in horse, organic, beef, pork and chicken feed; Also interested in Asia & Africa for beef, pork and chicken feed;	Animal Feed	Africa, Asie, Europe	10k	100k	Shared	Lead	Brainstorming	06/07/2021	06/07/2021
B2B Software Companies with IP	German PE firm focuses on investments in B2B software companies with proprietary IP. Sub-Sectors for add-ons: Energy (Europe only), Customer Experience, Clinical Research. New sub-sectors: DACH countries only.	Software, Internet, IT Services	Africa, Asie, Europe, North America, Oceania, South America	3m	50m	No Fee Agreement	Lead	Brainstorming	08/06/2021	19/08/2017
Alternative Funding	Alternative funding via direct lenders. Minimum ticket c.a. €3M. Terms: 5 to 7 years. Interest rate around 7%. PIK. Grace period.	All Sectors	Europe, North America	3m		Shared	Lead	Green light to pitch or make proposal	27/05/2021	27/05/2021

34210527 - FIG104										
Wheels - 1210526 - IND104	Provider of intelligent, anti-theft solutions offering to retailers (for whom a brick and mortar presence is vital) innovative, smart cart technologies that minimize loss and reduce asset and labour expenditures; is looking for add-on with an EBITDA > \$5M.	Material Handling Equipment	Europe	33m	49m	Shared	Lead	Green light to pitch or make proposal	26/05/2021	26/05/2021
Good Vibration 1210526 - IND103	Advanced materials science company focused on engineered aerospace vibration and noise control applications serving commercial, business jet, defence, and space platforms is looking for add-ons with an EBITDA > \$5M.	Aerospace	Europe	33m	49m	Shared	Lead	Green light to pitch or make proposal	26/05/2021	26/05/2021
Packaging Film - 1210526 - IND102	Co-extruder of multi-layer high barrier, flexible packaging films for food and medical applications is looking for add-ons with an EBITDA > \$5M	Plastic Packaging Manufacturers	Europe	33m	49m	Shared	Lead	Green light to pitch or make proposal	26/05/2021	26/05/2021
Moulding 1210526 - IND101	Manufacturer specializing in clean room injection molding, precision machining, and assembly capabilities serving the healthcare industry is looking for add-ons with an EBITDA > \$5M.	Medical Equipment	Europe	33m	49m	Shared	Lead	Green light to pitch or make proposal	26/05/2021	26/05/2021
Dried Foods	USD900M+ fund is looking to acquire other freeze dried food manufacturers and dry ingredient companies for its portfolio company, a freeze-dried foods manufacturer based in the USA. Looking to expand internationally.	Food Producers	Africa, Asie, Europe, North America, Oceania, South America	40m	60m	Shared	Lead	Green light to pitch or make proposal	26/05/2021	02/04/2019
Biotech Manufacturing	USD550M fund is looking to acquire contract manufacturers of medical devices and products for its portfolio company, a medical and biotechnology manufacturer based in the USA. Looking to expand internationally.	Plastic Packaging Manufacturers, Biotechnology, Medical Implants or Prostheses Manufacturers	Africa, Asie, Europe, North America, Oceania, South America	40m	60m	Shared	Lead	Green light to pitch or make proposal	26/05/2021	02/04/2019
ICT Specialists	French consulting services company is looking to acquire companies in both the public and private sector offering system integration, infrastructure management and business processes services. Non-UK European countries.	IT Consulting & Services	Europe	25m	100m	Shared	Lead	Brainstorming	20/04/2021	10/03/2021
Niche companies	Listed industrial group looking to acquire niche companies in Northern Europe. EBIT > 18%, €2M. ROCE > 50%. They keep the management team in place.	Building Materials & Fixtures, Material Handling Equipment, Medical Implants or Prostheses Manufacturers, Medical Software, Clean Tech	Andorra, Austria, Belgium, Switzerland, Germany, Denmark, Estonia, Finland, France, United Kingdom, Ireland, Luxembourg, Latvia, Monaco, Netherlands, Norway	10m	100m	No Fee Agreement	Lead	Brainstorming	20/04/2021	20/04/2021
Wastewater Treatment & Storage Solutions	Canadian provider of wastewater treatment solutions is looking to acquire similar businesses in the UK, Ireland, France, Spain and Italy. Any size.	Waste & Disposal Services	Spain, France, United Kingdom, Northern Ireland, Italy	10m	100m	Shared	Lead	Brainstorming	20/04/2021	28/01/2021
Al, Big Data & Cyber Security Software	Providers of AI, big data and cyber security embedded software; Keen focus on DevOps; Other services including project management support, digital factories and IT infrastructure; Located in Europe, primarily Germany, Spain and Portugal; Turnover between €9m-€100m.	Security Software, Artificial Intelligence, Databases, IT Consulting & Services	Europe, Germany, Spain, Portugal	10m	200m	Shared	Lead	Brainstorming	19/04/2021	14/04/2021
Business Services	Looking for add-ons for business services companies that operate in the Business or Consumer Services Sector in the United Kingdom or	Business Services	Europe, United Kingdom	9m		No Fee Agreement	Lead	Brainstorming	08/02/2021	02/12/2020

Companies	Europe. Advertising or Marketing Agencies, Accountancy Practices, Staffing and Recruitment Agencies, Outsourcing Agencies, IT support and consultancies, HR and Payroll Services, Administration Support Services, Health and Care Services, Property Services, Security and Safety Agencies, Certification, inspection and testing services.									
Scientific or Medical Company	Looking for a company that operates in the Scientific or Medical equipment sectors in the United Kingdom & Europe. Medical Instruments and Devices, Scientific Instruments, Life Sciences, Testing, Measurement and Tracing, Laboratories	Equipement for Test & Measuring, Medical Equipment, Laboratories	Europe, United Kingdom	2m	56m	No Fee Agreement	Lead	Brainstorming	08/02/2021	27/01/2021
Bed & Mattress	Looking to acquire manufacturers of beds, mattresses and bed accessories globally.	Furnishings	Africa, Asie, Europe, North America, Oceania, South America	11m	112m	Shared	Lead	Brainstorming	13/01/2021	13/01/2021
Health and Beauty	Buyer is backing a buy and build in the consumer branded sector in personal care, health and beauty Looking to acquire a portfolio of 15-20 brands over a 4 year period, individual brands have sales from £0.5m up to £20m	Specialist Care, Personal Products, Pharmaceuticals, Cosmetics & Perfumes, Drugs Retailers	Europe	5m	100m	No Fee Agreement	Lead	Green light to pitch or make proposal	03/12/2020	20/08/2017
Skin/Hair care	UK company looking to acquire brands in the skin care and hair care sector serving end users, NOT salons.	Personal Products	Europe			Shared	Lead	Green light to pitch or make proposal	13/11/2020	13/11/2020
Chocolates and biscuits	German company looking for acquire producers of chocolates and/or biscuits under their own brand.	Confectionery	Europe	20m	100m	Shared	Lead	Green light to pitch or make proposal	13/11/2020	13/11/2020
Food ingredients	US holding looking to acquire producers of food ingredients.	Food Producers	Europe	20m	100m	Shared	Lead	Brainstorming	10/11/2020	10/11/2020
Food supplements, medical devices, cosmetics	Producers of : Probiotic food supplements for specific therapeutic areas Nutraceutical products Medical devices in formulations for topical use and for oral administration Foods for special medical purposes Cosmetics for skin problems	Food Complements, Personal Products, Pharmaceuticals				Shared	Lead	Timing wrong	23/10/2020	12/10/2020
Cables & wireless	Companies in the Cables & Wireless sector (budget up to \$200m), any country work as long as it is a developing country (all Europe, Vietnam, Middle East, etc.).	Cable / Fixe Line Telecom, Mobile & Wireless Telecom Services	Asie, Europe	170m	170m	Shared	Lead	Brainstorming	12/10/2020	12/10/2020
Work safety products	Listed European holding company interested in acquiring work safety products such as PPE, workwear, gloves, footwear and hi-vis;		Africa, Asie, Europe, North America, Oceania, South America	11m	223m	No Fee Agreement	Lead	Brainstorming	11/06/2020	11/06/2020
Chemical Distributor	Dutch PE-owned manufacturer of speciality chemicals is looking to acquire distributors of chemicals worldwide. Products include speciality chemicals, food ingredients/oils, chemicals for pharmaceutical applications and chemicals for use in personal care; Turnover in the range of £1m-£50m.	Specialty Chemicals, Transportation Services	Africa, Asie, Europe, North America, Oceania, South America	1m	117m	No Fee Agreement	Lead	Brainstorming	26/11/2019	21/11/2019
Software Developers	Vertical market sofware developer is looking to acquire other market software developers in Europe. Turnover > GBP2.5m.	Software	Europe	3m		No Fee Agreement	Lead	Brainstorming	23/10/2019	21/06/2019
FMCG Spain	Large conglomerate is looking to acquire FMCG companies in Spain to increase its product portfolio in Africa.	Food & Beverage Industry, Home Care, Care Home, Pharmaceuticals & Cosmetics, Food & Drink R&W, Pharmaceuticals & Cosmetics R&W, Flowers & Plants (retail)	Spain	20m	100m	No Fee Agreement	Lead	Green light to pitch or make proposal	24/06/2019	07/06/2019
Dental Manufacturing & Distribution	Dental manufacturing or distribution businesses; Family companies who are keen to retain management, current location, and develop the business further are of particular interest; EBITDA in the range of £1m-£20m; Willing to look globally.	Medical Implants or Prostheses Manufacturers, Medical Supplies	Europe, Germany, Denmark, Estonia, Finland,	12m	117m	No Fee Agreement	Lead	Brainstorming	21/05/2019	15/03/2019

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			Iceland, Italy, Norway, Sweden, Slovenia, Slovakia							
Food & Beverage Manufacturer	Manufacturer and distributor of consumer packaged food products; Product range includes instant noodles, pasta, edible oils, snacks, cereals, and dairy; Interested in food, beverages, alcohol, personal care and home care products; Would also consider health, lifestyle or fitness products;	Food & Beverage Industry, Beverages, Distilled Spirits & Liqueurs, Wine Merchants, Food Producers, Canned; Frozen and Cooked Food, Pasta Manufacturers, Dairy Products & Ice Creams, Home Care, Food & Drink R&W	Africa, Europe, Spain	9m		No Fee Agreement	Lead	Brainstorming	20/05/2019	31/10/2018
Meat Industry	Large Spanish group is looking to acquire in Europe or Asia a complete meat processing cycle, from fodder to point of sale.	Meat processing	Asie, Europe	20m	30m	Shared	Lead	Active	15/03/2019	15/03/2019
Scientific instrument	Scientific instrument manufacturing with IP of own products	Electrical / Electronic Equipment, Technology Hardware & Electronic Equipment	Europe			No Fee Agreement	Lead	Brainstorming	05/12/2018	05/12/2018
Swedish Conglomorate	Ideal buyer of family companies: keen to retain management, current location and develop the business further; Sector Agnostic; Must generate high net margin; Strong continuing management; EBITDA in excess of £3m; Anywhere in Europe, with UK of particular interest.	All Sectors	Europe, United Kingdom	6m		No Fee Agreement	Lead	Brainstorming	04/12/2018	17/04/2018
Consumer segments	Food and Beverage, Retail and Restaurants, Beauty and Wellness, Fashion and Accessories, Consumer Products and Services, Consumer Health, and Media and Marketing Services, as well as real estate projects anchored by luxury retail.	Food & Beverage Industry, Food & Drink R&W, Home Improvement R&W, Electrical Product (retail), Consumer Electronics (retail), Books; Music and Entertainment Retail, Flowers & Plants (retail), Heating Equipment (retail), Home Appliance (retail), IT & Telecom Products (retail), Music Instruments (retail), Office Furniture (retail), Toys & Gifts (retail), Hotels Restaurants and Bars	Asie, Europe, Canada, United States, Netherlands Antilles, Argentina, Bolivia, Brazil, Bahamas, Belize, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, French Guyana, Guadeloupe, Guatemala, Guyana, Honduras, Haiti, Jamaica, Cayman Islands, Martinique, Nicaragua, Panamá, Peru, Puerto Rico, Paraguay, Salvador, Uruguay, Venezuela, British Virgin Islands, American Virgin Islands	5m	500m	No Fee Agreement	Lead	Brainstorming	11/10/2018	17/08/2017
Agricultural Products	Manufacturers, formulators, distributors, importers, wholesalers and proprietary licence owners in livestock, crops and related businesses including: o Livestock nutrition and protection; o Crop nutrition and protection;	Agricultural Sector	Europe	3m	50m	No Fee Agreement	Lead	Brainstorming	17/09/2018	17/09/2018

## Active VC-A blind leads

Automotive Interiors and Castings	Manufacturers of automotive interior products, such as cargo management and trim solutions; Casting and extrusion businesses - aluminum focussed tooling for automotive powertrain and structural solutions; Potential for vertical synergies; from design through engineering to manufacturing; Revenue range from US\$15m-US\$220m, however open to smaller casting and extrusion opportunities; Any global location could be of potential interest.	Interior Parts	Africa, Asie, Europe, North America, Oceania, South America	9m	86m	No Fee Agreement	Lead	Brainstorming	31/07/2018	19/07/2018
Plastic Components Manufacturer	Precision plastics components manufacturer serving Tier 1/OEMs in automotive, medical or consumer industries; Must have plastic injection moulding operations, preferebly with tooling capabiliities; Strong engineering focus; Ideal revenue range from €25m-€65m, however open to smaller opportunities;	Plastics Engineering	Europe, United States	10m	100m	No Fee Agreement	Lead	Brainstorming	28/07/2018	22/05/2018
Retail	2 Buyers: BUYER 1: Retail/online businesses with pressing funding requirements; BUYER 2: Established retail or online businesses or consumer product brands; Either reselling branded products or retailing an established own brand;	Retail and Wholesale ('R&W'), e-commerce (B2C), e-commerce (B2B), e-services (B2C)	Europe	5m	50m	No Fee Agreement	Lead	Brainstorming	23/07/2018	12/09/2017
Family businesses	High Margin £3m Plus EBITDA Businesses. Family companies: keen to retain management, current location and develop the business further.	All Sectors	Europe	10m	400m	No Fee Agreement	Lead	Brainstorming	03/05/2018	25/01/2018
Call Center	Looking to acquire established European call centre businesses; Inbound focus;	Call Centres	Europe	500k	20m	No Fee Agreement	Lead	Brainstorming	23/03/2018	23/03/2018
Spanish Search Fund	• A newly set up Spanish Search Fund; • Received backing from 20 HNWIs, Entrepreneurs, and Investment Firms; Sector agnostic.		Spain			No Fee Agreement	Lead	Brainstorming	12/03/2018	09/03/2018
Private Equity Focussing on Distressed Situations	UK based private equity investor focussing principally on distressed situations; • Generalist investors but not interested in retail or construction.	Utilities	United Kingdom			No Fee Agreement	Lead	Brainstorming	09/03/2018	09/03/2018
UK-Based Private Equity Group	ACQUIRER: • Specialises in acquiring owner-managed private businesses; Business activities focus on Management Consultancy, where the group partners with industry experts to help businesses reduce costs and improve efficiency.		United Kingdom			No Fee Agreement	Lead	Brainstorming	09/03/2018	09/03/2018
Vertical Market Software	Vertical market software company active in one or two niches; Significant amount of recurring revenue; Single digit growth; Anywhere in Europe	Business Software	Europe	2m		No Fee Agreement	Lead	Brainstorming	09/03/2018	07/02/2018
OTC Healthcare Brand	Established over the counter (OTC) healthcare brand; Key target market of the ageing population; Particularly interested in: o Cardiovascular; o Dermatology; o GI; o Gynaecology; o Neurology; o Metabolism; o Sleep.	Health; Pharmaceuticals & Biotechnology	Africa, Asie, Europe, North America, Oceania, South America	8m	15m	No Fee Agreement	Lead	Brainstorming	05/03/2018	14/02/2018
Medical Testing	Seeking manufacturers of Medical Testing, Analyzing, and Diagnostic Equipment which is typically used in 1) hospital clinical labs, 2) pharmaceutical or biotech R&D, 3) dairy processing/food safety markets and 4) reference labs	Medical Equipment	Europe, Canada, United States, Netherlands Antilles, Bolivia, Brazil, Bahamas, Belize, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, Honduras, Martinique, Nicaragua, Panamá, Peru,	5m	250m	No Fee Agreement	Lead	Brainstorming	16/02/2018	17/08/2017

			Puerto Rico, Paraguay, Uruguay, Venezuela							
Distribution companies	Manufacturing, Distribution and Consumer Products companies with Revenues over \$100mm and EBITDA over \$12mm (both in U.S. Dollars).	Industrial Goods, Retail and Wholesale ('R&W')	Andorra, Austria, Belgium, Switzerland, Czech Republic, Germany, Spain, Finland, France, United Kingdom, Ireland, Iceland, Italy, Liechtenstein, Luxembourg, Monaco, Netherlands, Norway, Poland, Portugal, Sweden, Vatican, Canada, United States	40m 1	100m N	No Fee Agreement	Lead	Brainstorming	16/02/2018	22/08/2017
PBO Services	BPO companies in data capture and processing, financial accounts processing, claims processing and sales fulfillmen	Business Process Outsourcing (BPO)	Africa, Asie, Europe, North America, Oceania, South America	3m		No Fee Agreement	Lead	Brainstorming	15/02/2018	09/08/2017

Sell-Side F	Projects									^
Project ID	Project description	Sector	Location	€	Fee Types	L/M	Status	Status Date	Doc	Start Date
Software 34201109- SOF100	IT consulting firm for sale. Company is growing aggressively and has got an EBITDA c.a. €3M.	IT Consulting & Services	Madrid; Comunidad de	22m	Shared	M'dt	Deal broke	29/09/2022		11/11/2020
Africa International Shipment	Based in Europe, the company is an International Freight Forwarder with a revenue of USD 44 Million and an EBITDA of USD 3 Million. They focus on shipments to and from Africa, East Asia and Europe. They specialise in sea shipments and developing air shipments.	Transportation & Logistics Services	Italy	25k	Shared	Lead	Green light to pitch or make proposal	08/03/2022	ß	20/09/201
Evolving Logistics	Land Freight Transportation and Logistics. Sale of 100% of a family owned provider of land transportation, logistic and warehousing services in the North of Italy. Revenue = €18m. EBITDA= 13%. 180 staff.	Transportation & Logistics Services	Italy	20m	Shared	M'dt	Active	08/03/2022		25/07/201
SOCCER 33210909- SP03	French football club with a proven track of 65 seasons played in League 1 for sale.	Sports team	France	60m	Shared	M'dt	Active	07/10/2021	ß	09/09/202
Clinic Cyprus 30210921 - INF101	Clinic for sale in Cyprus. The clinic has been recently renovated and is fully equipped to provide a full range of diagnostic services and a wide spectrum of procedures and operations, including ultrasounds, blood tests, colposcopy, hysteroscopy, laparoscopy, as well as first screening for ovarian cancer. The Clinic houses two operating theatres, a delivery room, babies' nursery, and other ancillary service rooms together with their patient surgeries, reception and waiting room on the ground floor.	Clinics and hospitals	Cyprus	13m	Exclusivity, Shared	M'dt	Green light to pitch or make proposal	21/09/2021		21/09/202
Basketball 30210920- SP04	Greek basketball team playing in the Euroleague for sale. Dataroom available upon submission of an EOI. The new buyer will gain access to the Greek and European markets, with thousands in attendance and millions watching at home.	Sports team	Greece	25m	Exclusivity, Shared	M'dt	Green light to pitch or make proposal	20/09/2021		20/09/202
Air Treatment	The Company manufactures Air Treatment Units and Air Heat Generators for residential, commercial and	Industrial	Italy	20m	Shared	M'dt	Deal closed	27/07/2021		10/10/201

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	industrial environments. Revenue of €15mln. Ebitda €2,5mln. Cash positive. Northeast Italy.	Machinery, CleanTech - Air Quality								
PreIPO 34170915 - EX	Flexport, Rubrik (Shares owned directly), Kraken (Shares owned directly), BitPay (Shares in an SPV), Eat Just (Shares owned in an SPV), Udemy (Shares owned directly)		Seoul Teugbyeolsi, Bermuda	100k	Shared	M'dt	Active	02/07/2021	OTC or through our Trading Platform	17/09/2017
Electric Plant 387200625- INF101	Coal and Hydroelectric plants in Eastern Countries. €1.1B project. Looking for an equity investor to 1) acquire coal mines and existing facilities valued at €150M for €100M and 2) inject €120M to build new plants. The rest of the project can be financed through an import-export agency. EPC in place, PPA for 30% of the future production already secured.	Mining, Utilities, Engineering and Technical Services, Business and Management Consultancy, Renewable Energy	China, Europe, Poland	220m	Shared	M'dt	Brainstorming	25/06/2021		25/06/2021
Tube	Manufacturer of tubular solutions for the automotive industry (ERW precision tubes). Spin-off from a top steel manufacturer. Succession. The owner of the company is looking to divest the business and looking to establish himself in other country and seeking for Minority to 100% stake sale.		India	10m	Shared	Lead	Green light to pitch or make proposal	28/02/2021		30/06/2017
Diginacria 49201027- FIG103	A well established and popular German Fintech company is looking to raise up to EUR 7.5m in expansion capital to become the largest Fintech bank based in Europe's single currency area with a truly global reach. The first call of EUR 4.5m will be used for regulatory capital, licensing costs and marketing. The second call of EUR 3m will be used for business development and additional marketing.	Banks	Germany	8m	Shared	Lead	Green light to pitch or make proposal	25/11/2020		25/11/2020
Platform 34170228 - CON	Looking for contacts at mid-sized banks to sell a B-to-B platform where banks' clients can post their M&A and Export-Export deals	e-commerce (B2B), Online Financial Services, e- Marketplace	Barcelona	2m	VC-A Exclusive, Shared	M'dt	Green light to pitch or make proposal	25/11/2020		28/03/2017
Girona 34180313- HSP101	4-star beach hotel, 141 rooms, located in Girona, Spain in bankruptcy. Valuation is €8.2m. Ask price is €4.5 million.	Hotels	Girona [Gerona]	5m	Shared	Lead	Green light to pitch or make proposal	13/11/2020		13/03/2018
Airbus Aircrafts	Second hand Airbus A320-214 and Airbus A350-900 aircrafts for sale.	Aerospace	Haute- Garonne	45m	Shared	Lead	Timing wrong	20/10/2020		19/12/2019
SOCCER 34170717- SP02	First league Spanish soccer club for sale	Sports & Leisure	Spain	170m	Shared	Lead	Active	20/10/2020	B	23/08/2017
Lego Constructions	Company specialised in the construction of turnkey building for sale.	Commercial Building Construction	Italy	27m	Shared	M'dt	Green light to pitch or make proposal	13/10/2020		08/03/2019
TRADING: Food (various)	Oil - Refined, Corn Oil - Crude, Soybean Oil - Refined, Soybean Oil - Crude, Coconut Oil Refined, Coconut Oil Crude, Rapessed Oil - Refined, Rapseed Oil - Crude, Rapessed Oil - Crude Degummed, Palm Cooking Oil Cp8, Palm Cooking Oil Cp10, Palm Oil - Refined, Palm Oil - Crude, Palm Acid Oil, Red Olein, Palm Kernel Oil - Crude, Olive Oil (Bulk), Peanut Oil, Vegetable Ghee And Fats, Vegetable Ghee/Vanaspati, Vegetable Ghee, Vegetable Fats, Dough Fats, Frying Shortening, Margarine, Palm Fatty Acid Distillate, Animal Meal, Palm Kernel Seed, Palm Kernel Meal, Palm Kernel Expeller, Palm Kernel Cake, Bagasse Pulp, Bagasse Animal Fooder, Bio Diesel And Bio Fuels, Palm Methyl Ester (Bio Diesel And Bio Fuels), Refined Sunflower Oil, Crude Sunflower Oil, Crude Corn Oil.	Agricultural Sector	Africa, Asie, Europe, North America, Oceania, South America		Shared	Lead	Green light to pitch or make proposal	23/07/2018		07/05/2018

Fundraising Projects		^	

Project ID	Project description	Sector	Location	€ Fee Types	L/M	Status	Status Date	Doc	Start Date
BEACONS PreIPO 01130720 - IoT	The company is deploying a universal payment platform to offer a full range of financial services around payment and is looking to raise up to \$100m to deploy Bluethoot beacons to enable mobile payment through wireless connections.	Software as a Service (SAAS), Banking software / payment system, Financial Markets software, Artificial Intelligence, Databases	United States	Retainer, Shared	M'dt	Closed	17/12/2022		10/07/2020
Axion Blue - Commodities	We are looking for investors and commodity traders to set up commodity Funds on our Axion Blue Platform. We are interested in gold and other types of commodities.	Trading		VC-A Exclusive, Shared	Lead	Green light to pitch or make proposal	17/12/2022	ß	17/12/2022
Axion Blue - Debt	We are looking for anchor investors and debt managers to set up Debt Funds on our Axion Blue Platform. We are interested in loans, mortgages and other debt instruments. For bad debt, please refer to project reference "Axion Blue - NPL Spain".	Asset Management	Malta	VC-A Exclusive, Shared	Lead	Preliminary target/ investor contacts	17/12/2022	Ø	17/12/2022
Axion Blue - Real Estate	We are looking for managers and owners of real estate portfolios interested in setting up a regulated fund to channel additional investments from authorised investors. The portfolio shall be valued at fair market value and transferred into a professional investors' fund as an anchor investment. We shall create separate funds for each asset class: hotels, residential, commercial, land etc For more information about the strategy, please visit: https://vc-alternative.com/how-to-set-up-a-regulated-fund-with-a-limited-amount-of-cash/	Real Estate	Europe	VC-A Exclusive, Shared	Lead	Preliminary target/ investor contacts	17/12/2022	B	17/12/2022
Axion Blue - Artworks	We are looking for artwork investors to invest in an existing artwork fund targeting the top-100 artists still alive, or to set up their own fund with other investment criteria.	Art Dealers	Africa, Asie, Europe, North America, Oceania, South America	VC-A Exclusive, Shared	Lead	Green light to pitch or make proposal	17/12/2022	ß	17/12/2022
Axion Blue - Luxury Goods	We are looking for sophisticated investors to invest in trading contracts of Luxury Goods. Minimum investment is €100k.	Personal Goods	Europe	VC-A Exclusive, Shared	Lead	Preliminary target/ investor contacts	17/12/2022	ß	17/12/2022
Axion Blue - Financial Investments and Derivatives	We are looking for authorised investors to set up professional investors funds - or invest into our existing Funds which in turn are invested in derivatives and financial instruments. Minimum investment is €100k.	Asset Management	Malta	VC-A Exclusive, Shared	Lead	Green light to pitch or make proposal	17/12/2022	ß	17/12/2022
Phosfan	Phosfan wants to enter the European Market			No Fee Agreemen		Closed	17/12/2022		27/07/2017
Axion Blue - NPL Spain	We are looking for anchor investors to setup NPL Funds on our Axion Blue Platform. We are interested in bad consumer debt, mortgages and distressed assets. That project can eventually be combined with or other initiations referenced "NPL Consumers 34201222-FS314" and "NPL Platform 34140120-FS312"	Asset Management	Spain	VC-A Exclusive, Shared	Lead	Preliminary target/ investor contacts	17/12/2022	ß	17/12/2022
Axion Blue - Tech startups	We are looking for managers and owners of a portfolio of tech. startup companies interested in setting up a regulated fund to channel additional investments from authorised investors. The portfolio of companies shall be valued at fair market value and transferred into a professional investors' fund as an anchor investment. For more information about the strategy, please visit: https://vc-alternative.com/how-to-set-up-a-regulated-fund-with-a-limited-amount-of-cash/	Software, Internet	Europe	VC-A Exclusive, Shared	Lead	Preliminary target/ investor contacts	17/12/2022	B	17/12/2022
Axion Blue - Software Companies	We have identified a proven Solution that increases Software companies' value by 48% on average. We are looking for Investors to set up a fund to invest a minority stake in Software companies in exchange of their commitment to implement our Solution. The minimum investment is €100k.	Software	Europe, Malta	VC-A Exclusive, Shared	Lead	Preliminary target/ investor contacts	16/12/2022	ß	16/12/2022
Axion Blue - Fund Managers	Looking for investments from would-be Fund Managers to set up their own funds, eventually with our support if they are not able or qualified to act as such.			VC-A Exclusive, Shared	Lead	Green light to pitch or make proposal	13/12/2022	B	13/12/2022
Gold Mine	Open pit mining of quartz veins containing gold, silver, copper, lead and zinc in Argentina is	Mining	Argentina	No Fee	Lead	Brainstorming	10/08/2022		10/08/2022

54220810- INF103	looking to raise funding to start exploitation. Current reserves are valued at \$2.5B			Agreement				
INSUREDATA 34220608- FIG101	Looking for an insurance company to replicate US Big Data company's model in Europe.	Insurance	Europe	VC-A Exclusive, Shared	M'dt	Pitch made or proposal sent	08/06/2022	08/06/2022
Non-Liquid Asset Monetisation	We have designed a financial vehicle to generate an additional revenue stream from non-liquid assets such as: - Pieces of art: paintings, collection vehicles - Commodities: hallmarked gold bullions, cut diamonds, silver We can generate an additional annual income of 20%+ of the value of the assets.		Switzerland, Luxembourg	Shared	Lead	Green light to pitch or make proposal	07/06/2022	26/04/2021
CTIP Hospital Senegal 221210505 - INF100	300 beds private hospital with a focus on Obstetrics & Gynecology and Pediatrics Surgery to be built in Dakar Senegal. Gross floor area of the hospital building is 28,091 sq. meters. Cost is ca. USD200 million. ROI == 12.5%. IRR == 23.5%. Looking to raise \$15M in equity.	Commercial Building Construction	Senegal	Shared	Lead	Green light to pitch or make proposal	07/06/2022	06/05/2021
VC-A NFTs 34051122- FIG100	Looking for sponsors, early-stage investors, to tokenise VC-A's projects	Business Angel, Software	Barcelona	Exclusivity, Shared	Lead	Preliminary discussions	21/05/2022	19/05/2022
Search Fund 33220207- IT104	Mr. Christophe Schwoertzig is looking for a Sponsor to lead a build-up programme. Sponsor must be interested in expanding his business in Europe in general, and in France in particular, through a series of mergers and acquisitions of synergetic companies.	Financial Services, Software, Internet, IT Services, Telecommunication Services	Europe	No Fee Agreement	Lead	Green light to pitch or make proposal	07/02/2022	01/02/2022
STO in France	We offer a turn-key solution to set up a tool to raise funding through tokenisation. We can nearly guarantee a full subscription of the first issuance if our conditions are met. From €5M up by tranches.	All Sectors	France	Retainer, Shared	Lead	Green light to pitch or make proposal	14/01/2022	14/01/2022
Saudi Arabia Manufacturing	Funds available to establish manufacturing plants in Saudi Arabia. 10 years tax-free. Investor shall keep a majority of equity but finance the entire project. Limited up-front fees, no investment required. For proven business models only (no startups). All sectors.	Construction, Construction Finishings, Doors & Windows Manufacturers, Transport Equipment & Manufacturers, Soft Drinks, Food Producers, Medical Implants or Prostheses Manufacturers	Saudi Arabia	No Fee Agreement	M'dt	Timing wrong	25/06/2021	22/02/2021
StreetLight 34190504 - IND100	Helping streelight manufacturing company develop its business through PPP, fundraising and alliance management.	Heavy / Civil Construction, Measurement & Test Equipment	Barcelona	VC-A Exclusive, Shared	Lead	On hold	15/06/2021	04/05/2019
UK Family Office	We're a family office based in London, in the finance sector. We're looking to take minority positions between 1% and 12,5% in companies with good management teams with good track record. We don't take active management. We add value by becoming a strategic finance partner and bringing sophisticated finance particularly for Acquisition Growth as well as Organic Growth. Management will need to be ambitious and have aggressive growth plans.	All Sectors	Africa, Asie, Europe, United Kingdom, North America, Oceania, South America	Shared	Lead	Active	12/04/2021	12/04/2021
Trade Finance Fund	Looking to raise up to €250m to invest in a regulated fund investing in trade finance. Fixed income returns up to 8% p.a. Euro denominated. Managed by an FCA regulated entity with historical references.	Trading, Asset Management	Greater London, Malta	Shared	Lead	Brainstorming	06/03/2021	06/03/2021
VC-A M&A Suite	We are looking for Strategic Partners and Investors to help us develop VC-A Solutions through JV and alliances.	Business and Management Consultancy, Asset Management	Africa, Asie, Europe, North America, Oceania, South America	VC-A Exclusive, Shared	M'dt	Active	23/02/2021	23/02/2021
FX and Trade Finance	Structured finance solutions for international trades involving currency exchange and supplier credits.	All Sectors, Trade Association	United Arab Emirates, Europe		M'dt	Active	22/02/2021	22/02/2021
NPL Consumers 34201222- FS314	Established €12M bad consumer debt Fund is looking for additional funding / new investors to acquire new NPL portfolios in Spain. Fund was created 3 years ago and investment is already paid back. Future collections are benefits only.	Financial Services	Spain		Lead	Brainstorming	22/12/2020	22/12/2020

Crypto PIF	Looking for a partner investor to setup a professional investment fund (PIF) in Malta to raise money through tokenisation.	Asset Management, Investment Holding	Malta	VC-A Exclusive, Shared	Lead	Active	13/10/2020	12/07/2019
NPL Platform 34140120- FS312	Setting up an NPL platform to acquire toxic assets in Spain and manage them. Consumer loans, mortgages and corporate loans. Looking for investors.	Banks, Asset Management	Barcelona	Shared	Lead	Preliminary target/ investor contacts	27/01/2020	27/01/2020
SME Loans	Loans from €30k to €3.5m to stable and profitable SME. From 3 to 84 months. Interest rate from 3% to 9.9%. Net Debt / EBITDA < 5. Revenue > €250k. Net Debt / Own Funds < 3. Operating for +2 years.	Industrial Goods, Hotels Restaurants and Bars, Consumer Services	Spain, France, Italy	Success Fees	M'dt	Active	06/06/2018	06/06/2018
Alondra Fund	Looking to raise €50m+ for a UCITS managed fund investing in listed companies worldwide	Financial Services	Europe, Spain, North America	VC-A Exclusive, Success Fees	Lead	Follow up to pitch or proposal	29/01/2018	25/07/2017
Hakisa	Help community management platform (smart home/ silver economy) raise funding and/or identify clients the like of Hager.	e-commerce (B2C), e-commerce (B2B), e-services (B2C), Social Networking, Peer to Peer	Germany, France	No Fee Agreement	Lead	Exploring other options	18/04/2017	25/12/2016

#### General Comment

This list is not exhaustive. The list contains only leads pre-selected by VC-A Partners.

To become a VC-A Partner, VC-A Agents can submit a formal request to compliance@vc-alternative.com with a copy of their curriculum vitae.

They will then be taken through our compliance and on-boarding process to be promoted to Associate Director and start operating under the VC-A brand. Only Associate Directors can become VC-A Partners.

LEGEND Status		Fee types					
<u>Status</u>		✓ No Fee Agreement	Fee sharing with project owner / broker need to be discussed				
✓ Brainstorming	Opportunity sent by a VC-A Member for consideration. Usuallly no fee sharing	✓ Success Fees	Project leader has got an exclusive agreement with the owner of the project				
	agreement in place. Can be used for marketing purposes.	✓ Success Fees > Shared	Project leader is happy to his agreed fees with VC-A Members and other				
✓ Green light to pitch or make propos	Agreement with opportunity owner to start looking for counter-part. A fee	Success rees > Shared	brokers				
Green light to piton of make propos	sharing agreement has generally been verbally agreed.	✓ Exclusivity	Broker has got an exclusive agreement with the owner of the project				
✓ Active	The project is on-going.	✓ Exclusivity > VC-A Exclusive	The exclusivity agreement has been executed under the VC-A brand				

#### REMINDER

VC-A Members are rewarded based on their contribution to the development of VC-A Network. Each project is negotiated individually but as a starting point, Members shall get 10% of VC-A success fees for an introduction, 25% of the success fees if they actively contribute to the closing, 50% of the profit if they join VC-A team and up to 80% of the total fees if they manage and deliver their project under the VC-A brand. Active Members take precedence over non-active Members to join VC-A teams and/or be invited to take part in a transaction. Non-active Members shall ultimately be deleted from VC-A database.

Value Creation — Alternative (VC-A) is a Strategy and Investment Advisory firm. We help companies develop their business through acquisitions, organic growth and digitalization. We accompany our clients throughout the entire life cycle of their corporate development programme: strategy definition, target search, due-diligence, negotiation, transformation map, change management and digitalization.

We are a worldwide network of more than 1,000 seasoned professionals with more than 45,000 contacts and have collectively advised M&A and fundraising projects worth nearly US\$100B.

We support complex strategic and operational business decisions with deep analysis and robust processes.

Our methodology is a combination of desk research, interviews and application of our internal know how.

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