Alantra's Activity Review

Reaching New Heights

SEPTEMBER 2021



Introduction



The strong momentum of global M&A activity has not let up this summer, with more than €500bn transacted in July and August alone, raising the total figure to more than €3tn so far this year. The record activity level evidenced the asymmetric recovery of economies worldwide, the strong appetite from financial sponsors and strategic players, and the abundant availability of capital from traditional and alternative lenders.

In this context, companies need customized solutions to accelerate their business transformation, consolidate their market position or even stabilize their balance sheet. It is increasingly relevant to find partners who have an independent judgment, expert capabilities, and truly global reach. This high conviction approach has yielded strong results for our clients and investors across all our businesses.

As we approach the year's final months, we believe that the conditions driving this gradual, yet asymmetric, recovery will continue.

Investment Banking

Alantra advised on 109 transactions worth c. €10bn year to date, a firm record, and continued to strengthen its specialized and diverse practice with the appointment of six senior professionals.

109 c. €10bn

#1

#3

DEALS ADVISED IN 2021 YTD (+47.3% YOY) TRANSACTED IN M&A
IN 2021 YTD
(+17.2% YOY)

INDEPENDENT ADVISOR
TO PE HOUSES IN EUROPE*

INDEPENDENT ADVISOR
IN EUROPE*

Noteworthy Transactions Advised in 2021























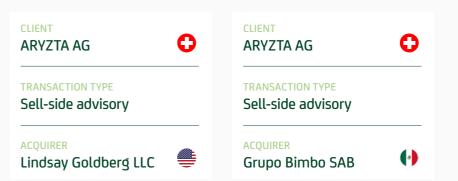


*Source: Mergermarket league table. The ranking includes only independent advisory firms.



Case study

Focusing ARYZTA by selling its North American and Latam operations



Client description

ARYZTA is a global food business with a leadership position in convenience bakery. Based in Switzerland, it has operations in Europe, Asia, Australia and New Zealand. ARYZTA is listed on the SIX Swiss Exchange. For the nine months ended 1 May 2021, Aryzta reported revenues of c EUR 1.9bn.

Deal description

As part of its acquisition strategy, ARYZTA became heavily indebted over the last few years. In order to reduce the complexity of the business and reduce the leverage, the board of directors decided in the autumn of 2020 to streamline the business announcing the intention to sell its North American and Latin American businesses. Alantra was engaged to support ARYZTA in the disposals in two separate processes.

In March 2021, ARYZTA announced the successful sale of its North American operations for USD 850 million to the private equity firm Lindsay Goldberg.

In August 2021, ARYZTA further announced the successful sale of its Latin American operations to Grupo Bimbo, a world market leader in bakery goods (pending closing).

A successful outcome

- For the North American business, Alantra structured a competitive auction for strategic and financial buyers. Given strong interest in the business, the transaction completed quickly, taking only two months from NBO to Signing
- The purchase price of USD 850 million and the speed of execution were well received within the investor community and exceeded expectations. This was reflected in a strong price increase in ARYZTA's shares after the announcement of over 25%
- The sale of the Latin American business to Grupo Bimbo followed in August.
 The acquisition enables Grupo Bimbo to complement its current offering with ARYZTA's leading QSR access in the region.
 Also, ARYZTA was in the process of finalising the construction of a fifth factory in Brazil, hence providing additional capacity which Grupo Bimbo was keen to secure
- Given the experienced local team on the ground, Alantra was able to provide valuable advice with regards to the structuring and negotiation of the transaction.



URS JORDI CHAIRMAN AND INTERIM CEO I ARYZTA



We are glad to have trusted Alantra once again, as their international scope, industry expertise, and deep knowledge of our business objectives have been key in the successful sale of our American businesses. ARYZTA's disposal program has delivered significant debt reduction and balance sheet strength, which will accelerate the Group's journey to financial stability. In addition, the disposals allow the group to focus on its core business and regions to rebuild its leadership in bakery in Europe and Asia.

Investment Banking



Case study

Sale of a leading European provider of prefabricated houses to Goldman Sachs

CLIEN1

Equistone / Oikos



TRANSACTION TYPE

Sell-side advisory (M&A and debt)

ACQUIRER

Goldman Sachs



Client description

Oikos Group, which combines the brands Hanse Haus, Bien-Zenker and Living Haus, is one of the leading B2C providers of single and two-family houses with a focus on creating future-oriented, sustainable living spaces. The multibrand strategy provides the group with an excellent position in the market for prefabricated houses and enables it to serve a wide variety of customer groups. From shell construction to turnkey-ready housing solutions, Oikos Group offers its customers houses across all completion stages in accordance with the highest quality and sustainability standards. The group – which, beyond its core market of Germany, is active in Austria, Switzerland, and the UK – currently employs around 1,300 people and increased its turnover to more than €400m in 2020.

Deal description

Alantra advised funds advised by Equistone Partners Europe and the management team on the sale of Oikos Group to West Street Capital Partners VIII, a fund managed by Goldman Sachs.

A successful outcome

- The Alantra deal team structured a competitive auction process and approached international strategic and financial acquirers
- The team conducted virtual pre-marketing meetings with interested parties to convey the equity story, which was followed-up by virtual coffee chats with highly interested parties held by the CEO
- An extensive banking exercise was conducted by Alantra's debt advisory team, resulting in attractive bank and private debt packages
- Competition was maintained throughout the entire process, resulting in a significant number of binding offers
- Achieved a value-maximizing exit for our client in combination with finding the right partner for management to continue Oikos' growth strategy.



STEFAN MASER
PARTNER I EOUISTONE



In the past three years, Oikos has achieved an outstanding development. We thank the Alantra team for their excellent support in positioning Oikos to the investor community and achieving an excellent outcome for management and us.



MARCO HAMMER CEO I OIKOS



Together with Equistone, we have been able to strengthen our leading position across Europe, targeting important areas such as digitalization as well as expanding our competence in ESG and a sustainable marketing strategy. We made the right choice in mandating Alantra to assist us once again in this important project given their enthusiasm and understanding of our business.

Investment Banking



Case study

Sale of a leading independent video game developer and publisher

Aspyr Media



TRANSACTION TYPE
Sell-side advisory

ACQUIRER

Embracer Group



Client description

Founded in 1996, Aspyr Media is an independent developer and publisher with more than 24 years' experience in connecting established IPs with new audiences on all platforms. Aspyr has worked with 2K Games since 2006 and has ported over 20 of 2K's games and expansion packs to various devices and consoles including the Borderlands franchise and Sid Meier's Civilization series, among others.

Headquartered in Austin, Texas, Aspyr boasts a team of 140 seasoned developers led by its original founding team. In 2020, Aspyr posted revenues of \$40.6 million and \$11.4 million of Operational EBIT.

Deal description

Alantra advised Aspyr Media, an independent video game developer and publisher, on its sale to Embracer Group AB for up to \$450m

A successful outcome

- Alantra completed fast but thorough preparation to best position the company for bilateral negotiation with Embracer Group: a world-class independent video game publisher / developer with long track-record of consistent, profitable growth, and huge potential future upside brought by the commercialization of unique tent-pole IPs that the Company recently acquired
- Alantra established a competitive deal structure with a highly attractive upfront and earnout consideration structure which rewards seller for the steadily growing base publishing business and guarantees upside for the potential commercial success of pipeline titles
- The deal team operated under a highly compressed timeline: less than three months from project kick-off to the signing of definitive documents
- The deal team anticipated and resolved highly complex due diligence and transaction issues and negotiated a highly optimal tax structure and preferential cash/ stock mix for the sellers.





MICHAEL ROGERS
CO-FOUNDER | ASPY

TED STALOCH

R CO-FOUNDER | ASPY



Our situation was unique as we had a financing option on the table when the guys at Alantra reached out to us. Understanding the timing sensitivity, Alantra pushed extremely hard and got the deal with Embracer signed in only 75 days! They worked around the clock, across multiple time zones - early mornings, late nights, weekends – they did it all. I'm not sure we've ever had a partner that was as committed to the success of our relationship as Alantra. These guys are top notch... I would recommend them any day.

Investment Banking



Case study

Sale of Europe's leading provider of haircare services and products

CLIENT

Provalliance



TRANSACTION TYPE

Sell-side advisory

ACQUIRER

Core Equity Holdings



Client description

Founded in 1975 by Franck Provost, Provalliance is Europe's leading provider of haircare services and products and is the second largest hairdressing company worldwide. The company has a global network of over 3,200 salons operating under 17 separate, leading brands, including Franck Provost and Jean-Louis David. It also operates Bleu Libellule, a fast-growing omnichannel distributor of professional haircare products. Provalliance generates revenues under its brands of approximately €1.5bn. The group employs nearly 7,000 people.

Deal description

Alantra advised the shareholders of Provalliance, Europe's leading provider of haircare services and products, on the sale of a majority stake to private equity investor Core Equity Holdings.

A successful outcome

- Despite the current context, with most of its salons and POS closed for six months during 2020, the qualities of its brands and its retail network raised some interest towards Provalliance at the beginning of September 2020. Alantra managed to organize a limited but intense competition for this unique asset and negotiated a transaction preserving the development capacity of the Group while satisfying the patrimonial interests of the Provost family and the managers associated with the capital
- This transaction is the outcome of a long term relationship with Provalliance and its shareholders, which Alantra's team members have supported over the last ten
- This transaction also demonstrates the benefits of Alantra's full service offering to clients, including M&A, financing, and MIP advisory.



MARC AUBLET



With Franck Provost and his family, we have been building a strong European group in the hairdressing services and professional haircare product distribution since the 90's. We have been very satisfied by Alantra's involvement along our side over the last decade. Alantra has always been supportive in our development and expansion abroad and committed to our success. The latest operation, the acquisition of a majority stake in Provalliance by Core Equity Holding, is a major milestone in the Group's history.

Case study

Investment in leading product strategy advisor to pharma and biotech industries



ACQUIRER Bridgepoint

Client description

Founded in 2007, Prescient is headquartered in London and has offices in the US, India and China. The business provides product strategy services to help its clients make better clinical and commercial decisions, resulting in enhanced outcomes for patients. Prescient works with many of the leading multinational pharmaceutical companies, as well as a growing number of emerging biotech and specialty pharmaceutical organizations.

Deal description

Alantra advised Prescient Healthcare Group on investment from Bridgepoint Development Capital

A successful outcome

- Alantra's Healthcare team have known Prescient for many years. They were appointed due to their significant experience of working with pharma services businesses and record of identifying strategic partners and delivering investment solutions
- Their role encompassed advising the shareholders on the options available to support the next stage of Prescient's growth, designing the deal process, identifying and educating potential partners and supporting the team to enable an efficient process through to completion
- Prescient has formed a partnership with Bridgepoint to support the continued scaling of its talent platform, client value proposition and global infrastructure.



JAMIE DENISON-PENDER
CEO I PRESCIENT HEALTHCARE GROUP



We are thrilled to be partnering with Bridgepoint, which has an impressive track record supporting the scaling of people-based businesses. Bridgepoint buys into our mission of becoming the biopharma strategy partner most respected for its people, expertise and impact. I'm excited by the collaborative approach and hunger for excellence that Bridgepoint will bring to the boardroom and look forward to our partnership as we continue to invest in our passion for helping our amazing clients develop and commercialize innovative treatments that bring such hope and relief to patients globally.

Credit Portfolio Advisory

The Credit Portfolio Advisory division advised on 27 deals for a total value of more than €30bn, including two of the largest NPE securitizations ever completed in Europe, Project Galaxy (€10.8bn) and Project Sunrise (€7.5bn).

27

€30bn

120 +

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DEALS ADVISED IN H1 2021 (+125% YOY) TRANSACTED VALUE IN H1 2021 (+160% YOY)

PROFESSIONALS

COUNTRIES

Noteworthy transactions advised in 2021

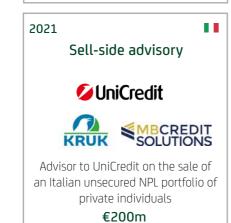












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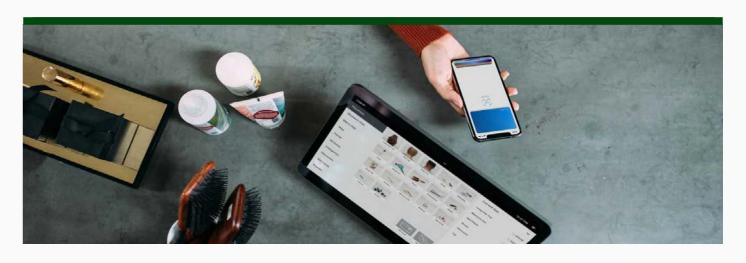






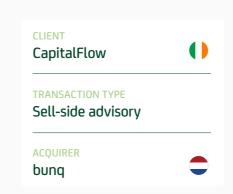
Advisor to Abanca on the placement of a performing and reperforming mortgages portfolio to CarVal Investors

€258m



Case study

Merger of a Non-Bank Financial Institution and a Fintech Bank



Client description

Capitalflow, owned by Pollen Street
Capital, is one of Ireland's most prominent
Non-Bank Financial Institutions offering
loans to Irish SMEs across Commercial
Real Estate, Asset Finance and Invoice
Discounting. Capitalflow has advanced
over €650m in loans to Irish SMEs since
2016.

Counterparty description

bunq is a fintech bank with a full Dutch banking licence offering accounts across Europe and competes with the likes of N26 and Revolut. It offers customers a market leading mobile banking experience and transparent commitment to socially responsible banking.

bunq has over €1bn in deposits mainly in The Netherlands, Germany and France, and is currently available in 30 European markets.

Deal description

Alantra acted as lead sell-side advisor to Capitalflow and their majority shareholder Pollen Street Capital, on the sale of Capitalflow to Dutch neo-bank, bung. The transaction is subject to approval by De Nederlandsche Bank (DNB).

Over a nine-month period, Alantra conducted initial market sounding and valuation, process management including due diligence oversight, combined model build, regulatory capital analysis, and commercial contract negotiations.

A successful outcome

- The merger creates a highly profitable neo-bank with unique strengths in liability gathering and high-yield asset origination
- It combines bunq's rapidly growing mobile bank and consumer brand with Capitalflow's SME lending capabilities
- The deal creates a platform for further expansion across the Euro area, to capitalize on opportunities from the Banking Union
- Combine bunq's best-in-class technology with Capitalflow's expanding fintech offering to SMEs.

Regulatory perspective and exit potential

- bunq will continue to be regulated by DNB for its activities in The Netherlands and beyond
- The transaction acts as a stepping-stone to further expansion for the combined entity
- The deal could also pave the path to an IPO or merger of bung with a SPAC.



JAMES SCOTT
PARTNER | POLLEN STREET CAPITAL



The input from the Alantra team on many aspects of Capitalflow's funding arrangements has been invaluable over a long period of time. Specifically on this transaction the team demonstrated really strong banking expertise together with an ability to provide practical commercial advice, detailed modelling analysis and excellent project management.



RONAN HORGAN CEO I CAPITALFLOW



Alantra has a great team who go the extra mile, we have found the team super helpful to work with on this project and look forward to working with them again in the future.

Credit Portfolio Advisory



Case study

Second largest rated NPE securitization in Europe

Alpha Bank



TRANSACTION TYPE

Securitization

ACQUIRER

Davidson Kempner



Client description

The Alpha Bank Group is one of the leading Groups in the financial sector in Greece. The Group offers a wide range of high-quality financial products and services, including retail banking, SMEs and corporate banking, asset management and private banking, the distribution in the financial insurance products, investment banking, brokerage and real estate management. The parent company and main bank of the Group is Alpha Bank, which was founded in 1879 by J.F. Costopoulos.

Alpha Bank constitutes a consistent point of reference in the Greek banking system with one of the highest capital adequacy ratios in Europe, and today it operates in Greece, Cyprus, Romania, Albania, Luxembourg and the UK. It employs more than 10,500 employees internationally.

Deal description

Project Galaxy, the second largest rated NPE securitization in Europe, with a total GBV of €10.8bn comprises non-performing multi-asset loans at varying stages of restructuring and enforcement processes. This is also the first securitization for Alpha Bank that is enrolled to the Hellenic Asset Protection Scheme ("Hercules").

A successful outcome

- The Galaxy SPVs issued three classes of Notes' notional amounts as per following: Senior Notes of €3.8 billion, Mezzanine and Junior Notes of €7 billion, with Alpha Bank retaining 100% of the Senior securitization notes
- 51% of the Mezzanine and Junior securitization notes will be sold to an entity managed and advised by Davidson Kempner for a consideration payable in cash, at an aggregate valuation for 100% of those notes of €40 million. The total proceeds for Alpha Bank including the Senior notes and the sale price of the Mezzanine and Junior notes correspond to c.35% of the total gross book value of the portfolio sold
- Alpha Bank will retain 5% of the Mezzanine and Junior securitization notes to comply with risk retention rules and intends to distribute 44% of the remaining notes to shareholders.

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FRANCESCO DISSERA, HEAD OF SECURITIZATION | ALANTRA



This transaction confirms Alantra's unique position as the leading advisor in supporting European issuers and investors in structured NPL trades, including securitizations. It is also a great testament to the benefit of having APS support schemes in place to deleverage European NPEs, and the continued interest of global investors in these exposures.

Case study

Sale of an unsecured NPL portfolio of private individuals

UniCredit

TRANSACTION TYPE Sell-side advisory

ACQUIRER

Kruk/MB Credit Solutions

Client description

UniCredit is a pan-European commercial bank with a unique franchise in Italy, Germany, Central Europe and Eastern Europe and global corporate and investment banking and wealth Management businesses.

The Company's "One Bank" model is based on central support and local excellence, providing unparalleled access to market leading products and services in 13 core markets through its European banking network. In addition, through its international network of representative offices and branches, UniCredit serves 16m clients in another 16 countries worldwide as of 2019.

UniCredit's strategic position in Western and Eastern Europe gives the group one of the continent's highest market shares.

Deal description

Alantra acted as financial advisor of UniCredit, a leading Italian bank, on the sale of an Italian unsecured NPL portfolio of private individuals for a total value of €200m. The portfolio was successfully sold to two important NPL players in the Italian market, Kruk and MB Credit Solutions.

A successful outcome

- Project Colorado represents the first step in UniCredit's NPL deleveraging program in 2021, which will culminate with the disposal of NPL portfolios by the bank
- The portfolio was divided in three tranches, which were sold to Kruk, a leading debt collection company with more than 20 years of experience, with which UniCredit has also signed a forward flow agreement with a face value of €250Mn for a duration of one year, and to MB Credit Solution, the Mediobanca Group company active in the acquisition and management of NPL portfolios and in credit management for leading Italian and international companies operating in Italy
- The transaction led to a good result for UniCredit, both in terms of economic results and in terms of strengthened relationships with commercial partners, confirming its role of trusted originator in the market.



RENATO LIMUTI. MANAGING DIRECTOR & HEAD OF CPA ITALY I ALANTRA



We are glad to continue our enduring partnership with UniCredit and to help them in meeting their NPL deleveraging objectives, notwithstanding the impact of the Covid-19 pandemic. We believe this represents an important transaction not only for our client, but also for Alantra, as it demonstrates our enhanced credentials and capabilities as a trusted and leading advisor for more sophisticated NPL transactions for primary Italian banks.

Alternative Asset Management

Alantra and its strategic partners raised fee earning assets under management to €14bn, of which €2.3bn were from its consolidated businesses and €11.7bn from the partnerships in which Alantra holds a significant stake.

The accomplishments of the first half of the year reflect Alantra's commitment to delivering superior returns to its investors, while at the same time driving positive impacts to our society. We are particularly proud of the first close of two new vehicles aimed at tackling climate change: Energy Transition and Solar Energy.

Launch of new strategies



Energy
Transition
Fund First
Closing raising
€80.5m



Solar Energy Fund First Closing raising €40m



Real Estate Debt Fund reaches €121m AuM



Alantra Global Technology Fund reaches €30m AuM

Strong performance of EQMC & QMC strategies



EQMC

BLENDED PERFORMANCE H1 2021: 23.2%
ANNUALIZED GROWTH SINCE INCEPTION: 15.5%



QMC

PERFORMANCE H1 2021: 9.6%

ANNUALIZED GROWTH SINCE INCEPTION: 14.7%

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Key milestone

Energy Transition Fund

Fund description

Alantra's energy transition fund, Klima, supports management teams of late stage venture and early growth companies. Klima intends to back breakthrough innovations in the energy transition sectors aimed towards slowing down the pace of climate change. Klima's cornerstone investor is Enagas, the Spanish gas grid operator, also a partner to Alantra Energy Transition.

Regionally, Klima's main focus is on Europe (including UK and Israel), but it also covers North America. The fund invests in the following verticals: (i) low carbon and green gas solutions (eg hydrogen, biogas, carbon capture), (ii) incremental technologies for renewable generation, (iii) smart grids, energy storage and power markets, (iv) mobility and transportation through the energy lens, with two crossing topics: energy efficiency and digital solutions.

First Investment | Mainspring

Mainspring is a US-based company that has developed a new category of onsite power generation called the linear generator. Mainspring delivers resilient onsite power which is low cost, low carbon, and generates near-zero NOx and particles. It brings additional benefits such as full integration with solar panels, and the ability to switch between fuels, including 100% renewables: biogas and hydrogen. Mainspring targets commercial and industrial customers with power needs of +200kW (eg supermarkets, distribution centers, data centers, etc.), and utility-scale customers that require flexibility and resiliency.



ESG Highlights



Low CO2 emissions



Near zero NOx and particles



Faster deployment of solar panels



Fuel flexible



JACOBO LLANZA, MANAGING PARTNER & CEO OF ASSET MANAGEMENT | ALANTRA



Klima's first closing is a testament to the strong interest of investors for highly specialized and value-added products that can contribute to tackling climate change. The addition of the Klima investment team, which has a proven investment track record in the energy sector, puts us in a privileged position to take advantage of the numerous opportunities we are identifying in this segment.

Strategic Partnerships

Alantra's Strategic Partnerships — Alternative Asset Management businesses in which Alantra holds a strategic stake — delivered a strong performance in the year's first half, raising its fee-earning assets under management to €11.7bn.



ACCESS CAPITAL PARTNERS

FUND OF FUNDS, CO-INVESTMENT AND SECONDARIES

- +€600m raised in H1 2021
- Successful closing of 4 fund/mandates including:
 Final closing of Fund VIII Buy-out (€814m)
 First closing of ACIF Infra II (€143m)



MCH INVESTMENT STRATEGIES

INDEPENDENT INVESTMENT PRODUCTS FIRM

- +€600m growth in AuM in H1 2021
- 1st Private Equity fund, in partnership with Alpinvest, ranked among the top 3 performers worldwide with an IRR of +20%, according to Prequin



INDIGO CAPITAL

EUROPEAN PRIVATE DEBT MANAGER

- New senior hire in Italy to internationalize the business and locally cover the Italian market
- Completion of its first divestment in Italy (+30% IRR)



ASABYS

VC FIRM INVESTING IN HUMAN HEALTHCARE

- Final closing of the fund at €87m (vs. €75m target)
- 12 investments executed so far



Key milestone

Strategic Partnership with MCH Investment Strategies

Fund description

Alantra and MCH Investment Strategies reached an agreement whereby Alantra acquired a 40% stake in MCH Investment Strategies and became its strategic partner to support its growth plans. Through this transaction, the partners of MCH Private Equity exited the company's shareholding structure after 12 years as minority shareholders.

Founded in 2008, MCH Investment Strategies is an independent product specialist, managing or advising €3bn AuM, that selects best-in-class international asset management firms and structures alternative investment funds for distribution to Spanish, Italian, and Portuguese investors.

Thanks to the partnership, MCH Investment Strategies will accelerate its growth plan by expanding its geographical reach across Europe, growing its investor base through access to a wider pool of institutional investors and increasing its product offering by reaching new alternative asset managers.

Illiquid strategies

Structuring efficient vehicles for investors in partnership with renowned global alternative asset managers.







Liquid strategies

Exclusive distribution of UCITS funds from selected best-in-class asset management firms. Existing partnerships with:



















SANTIAGO EGUIDAZU, EXECUTIVE CHAIRMAN I ALANTRA



MCH Investment Strategies is in a privileged position to scale its business in the coming years: a great management team that shares our entrepreneurial culture, a high-quality product offering and exclusive agreements with leading international alternative asset managers. We are very pleased with the agreement reached and look forward to working with Tasio, Alejandro and the entire MCH Investment Strategies team to help them achieve their growth plans

About Alantra



Alantra is a global alternative asset management, investment banking, and credit portfolio advisory firm providing high value-added services to companies, families, and investors operating in the mid-market segment.

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GLOBAL OFFICES

35+

520+
PROFESSIONALS ACROSS THE AMERICAS, EUROPE & ASIA

Global Presence

