

Advanced Solutions

EXECUTIVE SUMMIT

The Art of M&A

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What Are Companies Looking to Acquire



Managed Services



Recurring Revenue



**Talent
(Sales & Technical)**



**New Capabilities
& Domain Expertise**



New Customer Segments



Access to New Markets

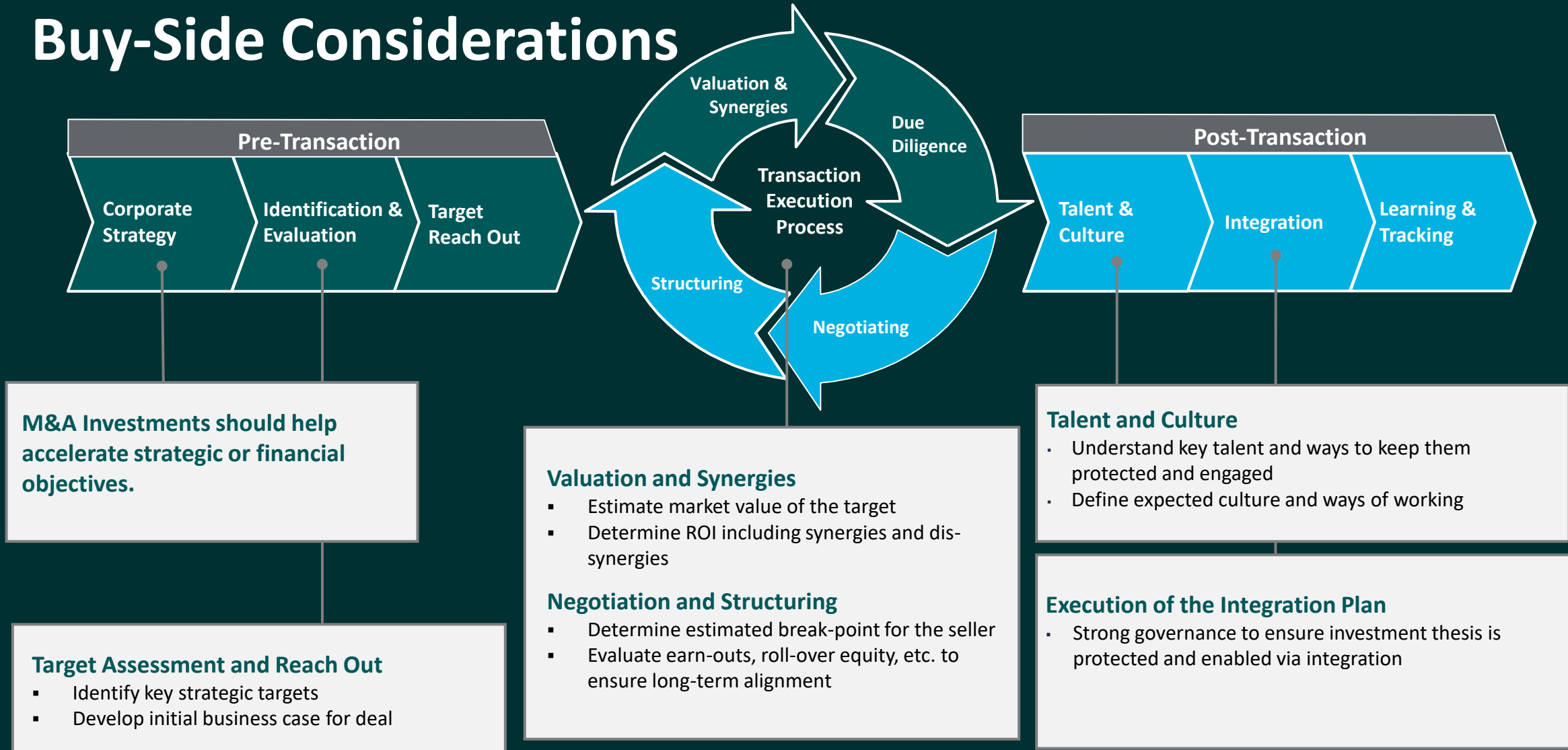


Services



Scale

Buy-Side Considerations



Investment Cycle for a Company Looking to Sell



Properly segment the business to align with strategy and value creation.



Actively market the business for sale.



Maximize Profit

Strategy & Execution

Prepare to Sell

Solicit Bids

Monetize

Focus on immediate actions to optimize profitability and cash flow.



Begin to build out exit strategy -> What is the story for the next owner?



Sell the business and aid in ownership transition.

Key Levers to Drive Outsized Returns

**Business Mix
(ROIC)**

Compensation

**Pricing &
Cost Savings**

**Non-Core
Assets**

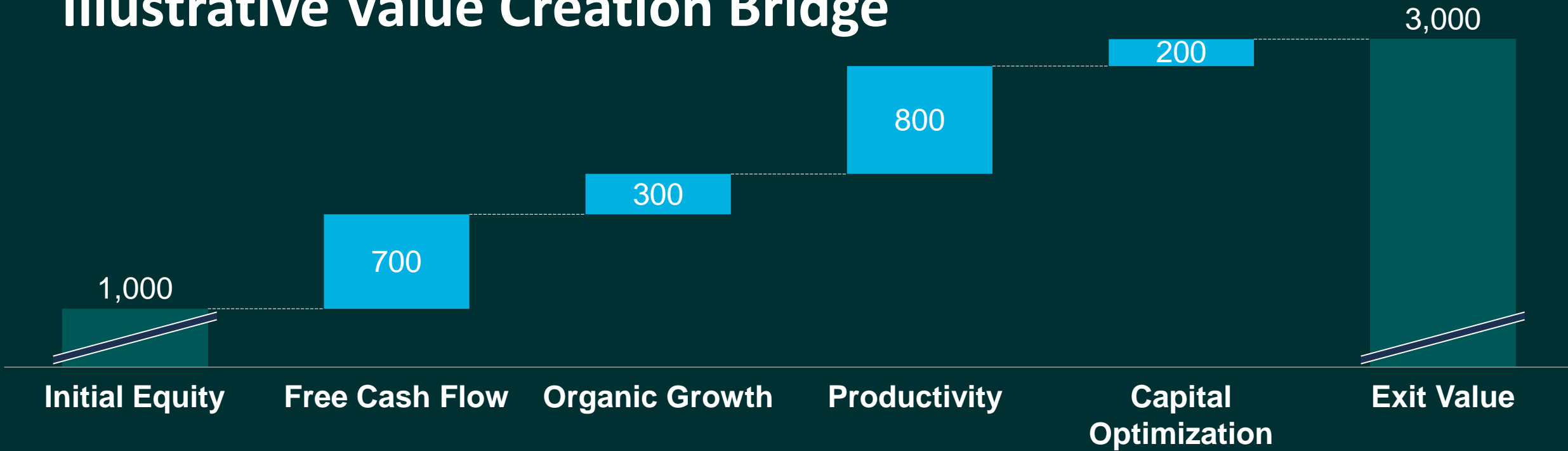
**Accretive
M&A**

**Financial
Engineering**

**Non-Trade
Procurement**

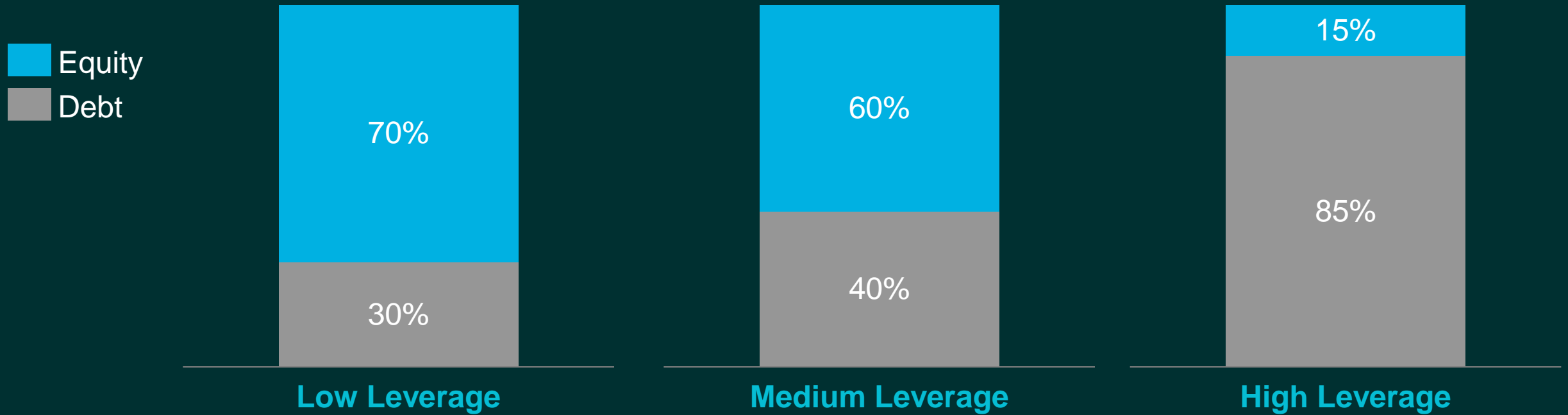
**Working Capital
Optimization**

Illustrative Value Creation Bridge



Cash on Cash Return (MOIC)					
1.0x	0.7x	0.3x	0.8x	0.2x	3.0x

Capital Structure – Using Debt to Maximize Equity Returns



Net Debt/EBITDA	2x	4x	6x
Internal Rate of Return (IRR)	13%	19%	39%

Key Considerations to Help Maximize Value Creation

Sell-side focus areas

Buy-side focus areas



**Business
Segmentation**



Story for the Next Owner



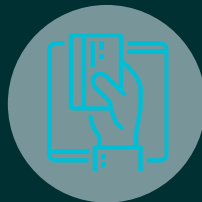
**Diligence
(Strategy & Financial)**



Are You a Better Owner?



**Consistent Financial
Performance**



Buy-Side ROI



Integration



Sell-Side ROI

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Thank You!

