

# Private Equity A New Reality

PRIVATE EQUITY NEWSLETTER, THE NETHERLANDS | Q4 2022

## **M&A UPDATE (pg.2)**

Despite a steep drop in the second half of the year, overall M&A activity in the Netherlands in 2022 remained relatively strong in a challenging dealmaking environment.

## **DEBT UPDATE (pg.7)**

Lenders seem to act cautious while awaiting how deep the downturn will be.

## **SECTOR IN THE SPOTLIGHT: IT SERVICES (pg.11)**

M&A continues to drive consolidation in the fast-moving Dutch IT services market. This sector spotlight highlights various strategic options for general and specialized PE-backed IT services platforms.

## **OAKLINS UPDATE (pg.17)**

Our newly published market intelligence reports give you insights into sectors of interest.

“Despite the tremendous turmoil in Europe early 2022, M&A activity in the Netherlands remained strong until the summer holiday period. This changed dramatically in the second half of the year, with especially PEs becoming less active, both in acquiring new portfolio companies as well as in initiating exits. At the same time, valuations dropped significantly after a record-breaking 2021. A large driver for this was the changing debt market.

Based on current market conditions, we expect the M&A market to remain relatively slow during the first half of 2023. However, as individuals, organizations and global markets become accustomed to the new reality, we expect to see an increase in M&A activity in the second half of 2023, especially because there is still an enormous rationale for consolidation, strategic moves as well as a drive to realize returns.”

**FRANK DE HEK**

PRIVATE EQUITY SPECIALIST  
OAKLINS



# M&A update

## M&A ACTIVITY IN THE NETHERLANDS

Despite a steep drop in the second half of the year, overall M&A activity in the Netherlands in 2022 remained relatively strong in a challenging dealmaking environment.

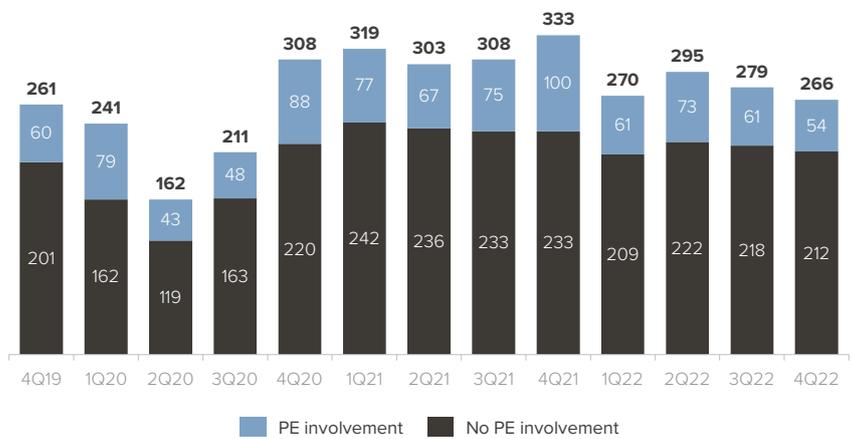
After a record-breaking 2021, M&A activity declined with 12% as a result of challenging dealmaking conditions. Despite being lower, with 1,110 deals, 2022 was still well-above historical average, indicating a strong M&A year. In the Netherlands however, particularly in the last two consecutive quarters, 15% lower M&A activity was reported versus the second half of 2021, highlighting the deteriorating dealmaking conditions.

Looking more specifically at Q4 2022, the data shows that the number of deals completed by private equity firms is the lowest it has been in the past three years, with the exception of two quarters impacted by the pandemic in 2020. In fact, the number of deals completed by private equity firms in the last quarter was almost cut in half compared to Q4 2021. This aligns with our observations in the field, where we have seen private equity firms dropping out of transactions more quickly and exhibiting greater hesitation to close deals compared to strategic buyers. This is driven by a long-term vision of strategies that looks beyond a (possible) short-term dip, the lack of bank financing for new platform deals as well as PEs being occupied with challenges within their portfolio.

When examining M&A activity per deal size, Q4 2022 shows relatively fewer <€5m deals, significantly more lower and mid-sized deals (€5m-€50m), whereas deals north of €100m showed a very steep drop of 40% compared to the previous quarter. This is in line with what we observe in practice with relatively strong dealflow in the lower end of the market, which is typically less impacted by the current turmoil.

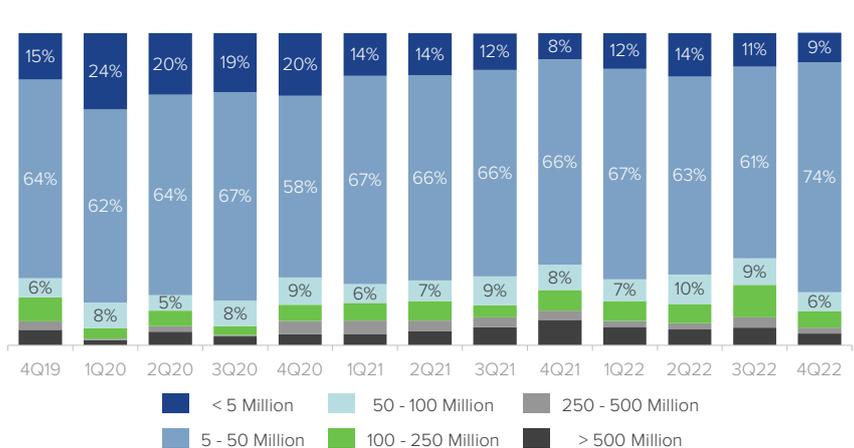
The Q4 2022 LTM distribution of deals by sector changed slightly compared to the previous quarter. The TMT sector saw the largest increase in share, highlighting the sector's resilient position in the M&A market. This is something Oaklins Netherlands' TMT team can relate to, having closed 8 deals in 2022.

Number of deals in the Netherlands



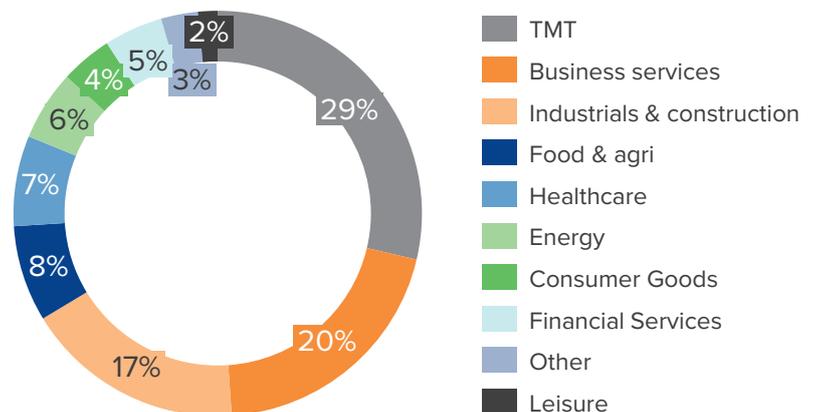
Source: S&P Global Market Intelligence, Mergermarket, Alex van Groningen, Oaklins research

Deals per size category in the Netherlands



Source: S&P Global Market Intelligence, Mergermarket, Alex van Groningen, Oaklins research

Deal breakdown per industry in the Netherlands (LTM)



Source: S&P Global Market Intelligence, Mergermarket, Alex van Groningen, Oaklins research

## VALUATION PARAMETERS OF EUROPEAN DEALS

**Valuation multiples of European transactions continue to decrease as buyers adjust to current market conditions and more expensive debt.**

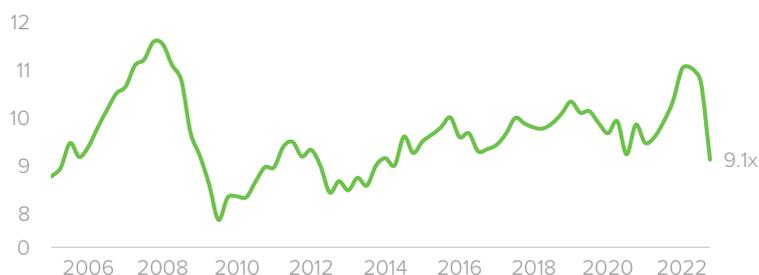
The median LTM EBITDA transaction multiples for Q4 2022 showed a significant decrease compared to the previous quarter, dropping with 1.6x from 10.8x to 9.1x, the largest QoQ decrease since the beginning of 2020. After double-digit transaction multiples at the start of 2022, markets have converged to pre-Covid multiples level, as current market conditions and uncertainty are priced in by acquirors.

The transaction multiples seem to showcase the expected decline after buyers are being caught up by reality and its corresponding deteriorating macroeconomic circumstances. Moreover, banks play an important role in the downward pressure on the level of the transaction multiples shown. As interest rates rise, financing deals has become more expensive for potential buyers. Next to the increased interest rates, banks are also more hesitant to provide financing due to difficulties in reselling underwritten acquisition financing.

Although the downfall in transaction multiples is evident for both buyer groups, private equity (backed) buyers' multiples show a relatively stronger decrease of 1.7x from 14.9x to 13.2x. On the other hand, strategic buyers multiples decreased with 1.3x from 10.1x to 8.9x in Q4 2022. The valuation gap between PE and strategic buyers (4.3x) continued to decrease slightly but remained robust and persistent throughout 2022. We expect that the valuation gap will converge in 2023 at the expense of PE, as the PE median from the data seems higher compared to what we see in practice.

Looking at the median LTM EV/EBITDA multiples in further detail reveals lower transaction values across all size categories, particularly for the €50m-€500m segment decreasing with 1.8x from 12.1x to 10.3x. The same downward trend is observed when examining the differences by sector, where all sectors show lower transaction multiples for Q4 2022 compared to Q3 2022. This suggests that companies of all sizes and across all sectors are feeling the impact of the current economic downturn and lower consumer confidence.

### European EV/EBITDA multiples (LTM medians)



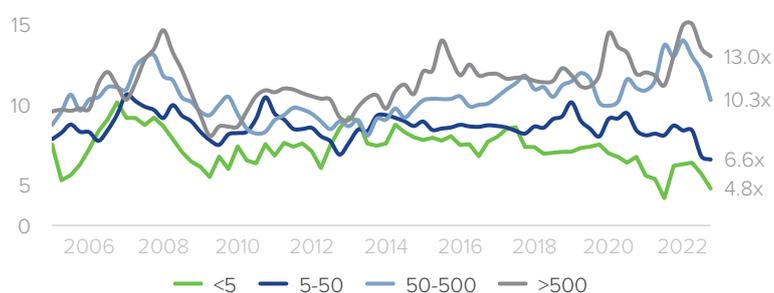
Source: S&P Global - Capital IQ; Oaklins research

### European EV/EBITDA multiples per buyer category (LTM medians)



Source: S&P Global - Capital IQ, Oaklins research

### European EV/EBITDA multiples per size category (LTM medians)



Source: S&P Global - Capital IQ, Oaklins research

### European EV/EBITDA multiples per sector (LTM medians)

Sector	1Q22	2Q22	3Q22	4Q22
Healthcare	13.9	11.1	12.9	11.7
Food	10.8	9.6	9.7	n.m. <sup>1</sup>
IT	11.3	11.3	11.1	9.5
Communication Services	10.0	11.0	11.9	11.3
Industrials	7.1	8.3	7.4	7.3
Consumer goods	10.0	9.5	9.3	8.1
Materials	6.7	n.m.	7.8	6.1
Energy	n.m.	n.m.	6.8	6.5

Source: S&P Global - Capital IQ, Oaklins research

Note 1: 'not meaningful'

## PRIVATE EQUITY ACTIVITY IN THE NETHERLANDS

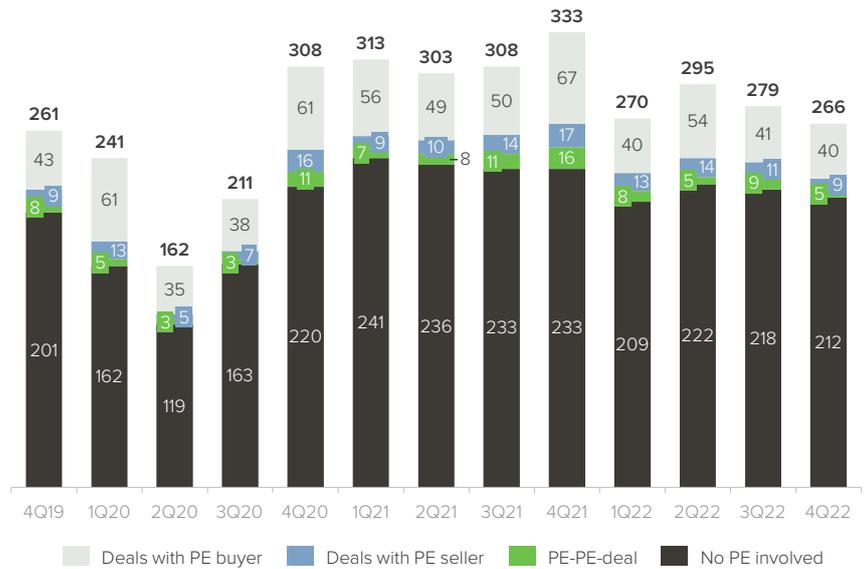
PE involvement represented 22% of M&A activity in the Netherlands in Q4 2022, which is in stark contrast with 25% in Q4 2021.

The M&A market for private equity has seen a downturn in 2022, with a lower number of deals involving private equity compared to the previous year. In 2022, private equity was involved in 249 deals, accounting for 22% of the total, compared to 314 deals (25% of the total) in 2021. In absolute levels the number of PE deals in Q4 2022 (54 deals) was almost cut in half compared to Q4 2021 (100 deals). The market has also seen a decline in the number of deals involving private equity in the last two quarters in 2022, indicating ongoing challenges in the market.

Upon closer examination, we have observed a 27% decline in the number of exits for private equity investments. This suggests that private equity investors believe there is currently too much uncertainty in the market to divest. In addition, the acquisition of new targets by private equity firms is also declining. One potential reason for this decline is difficulty in obtaining acquisition financing. As private equity buyers often rely heavily on external debt financing to fund their deals, they are more heavily impacted by these challenges than strategic buyers. This presents a significant challenge for private equity firms, many of which still have a significant amount of dry powder that they are eager to deploy. Potential acquirers will need to adapt to the new reality and the associated cost of debt.

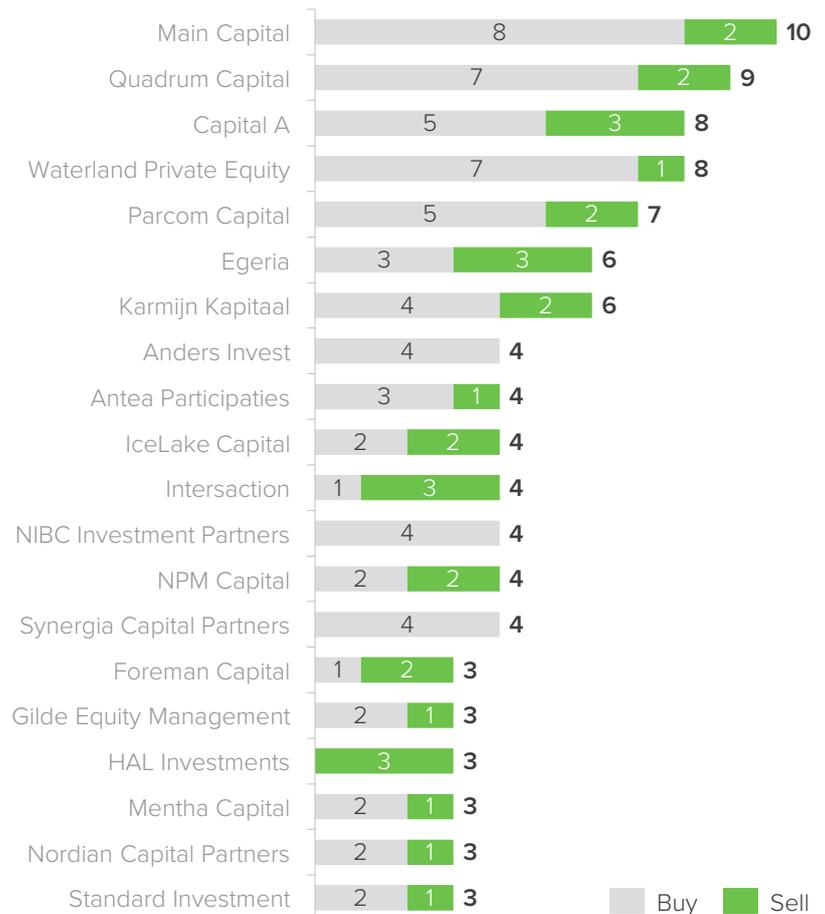
In the beginning of the year, both Main Capital and Quadrum Capital raised large new funds at the beginning of the year (€1.2bn and €400m, respectively), and have subsequently been active in putting those funds to work. Consequently, over the last 12 months, Main Capital was the most active private equity firm in the Netherlands with 10 deals. Quadrum Capital follows closely behind with 9 deals, while the top 3 position is shared by Capital A and Waterland Private Equity with 8 deals. Other notably active private equity firms over the last 12 months include Parcom Capital with 7 deals and Egeria and Karmijn Kapitaal with 6 deals.

### Private equity deal involvement in the Netherlands



Source: S&P Global Market Intelligence; Mergermarket; Alex van Groningen; Oaklins research

### Most active private equity funds in the Netherlands (LTM)



Source: S&P Global Market Intelligence; Mergermarket; Alex van Groningen; Oaklins research

Selection criteria: Investments into companies headquartered in the Netherlands or their add-ons

Note: Add-on acquisitions for an existing platform are only included if the respective private equity firm is listed as buyer

## FUNDRAISING ACTIVITY IN THE NETHERLANDS

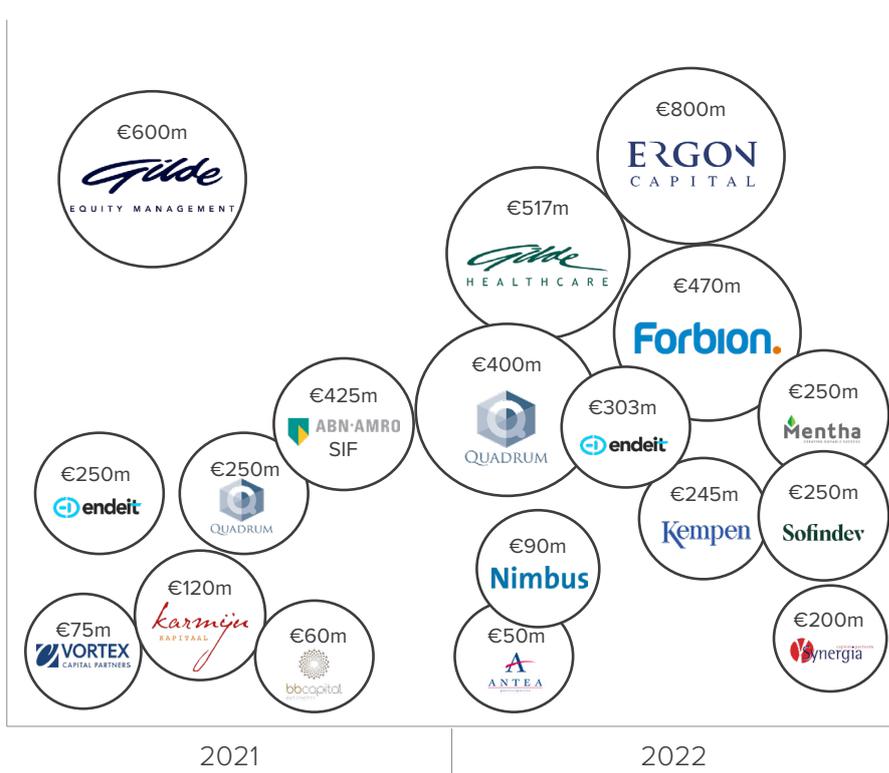
Despite unfavorable macroeconomic conditions, 2022 proved to be a challenging but rather strong PE fundraising year.

Despite turbulent market conditions, Dutch PEs managed to successfully raise an aggregative fund volume of €3.6bn throughout 2022, a sharp increase versus €3bn in 2021. Following the turning point last quarter, Dutch PE fundraising activity has slightly slowed down in the second half of the year. This is mainly driven by several fundamental factors including the macro-economic environment and general consumer confidence in the Dutch economy hitting a record breaking low in November 2022, combined with the fact that private equity funds are potentially crowded out by alternative options for LPs. Classical investors in private equity, including insurance companies, asset managers and pension funds, are attracted by both bonds, due to higher interest rates, and by 'normal' stocks which are also worth a consideration again after its cooling down of pricing levels. Additionally, limited partners may be hesitant to allocate more funds to private equity due to potential overexposure in their investment mix, as the value of private equity assets tends to decline at a slower rate than other asset classes.

Despite negative market sentiment, several new funds were raised in the Netherlands in Q4 2022 with Mentha Capital raising over €260m for its 7th buy-out fund targeting companies in the Benelux, Denmark and Germany, while Synergia Capital Partners successfully raised €200m for its 6th fund targeting Dutch niche companies. In addition, Sofindev Equity Partners raised €250m to target companies in the Benelux. Internationally, notable new funds were raised by renowned PEs.

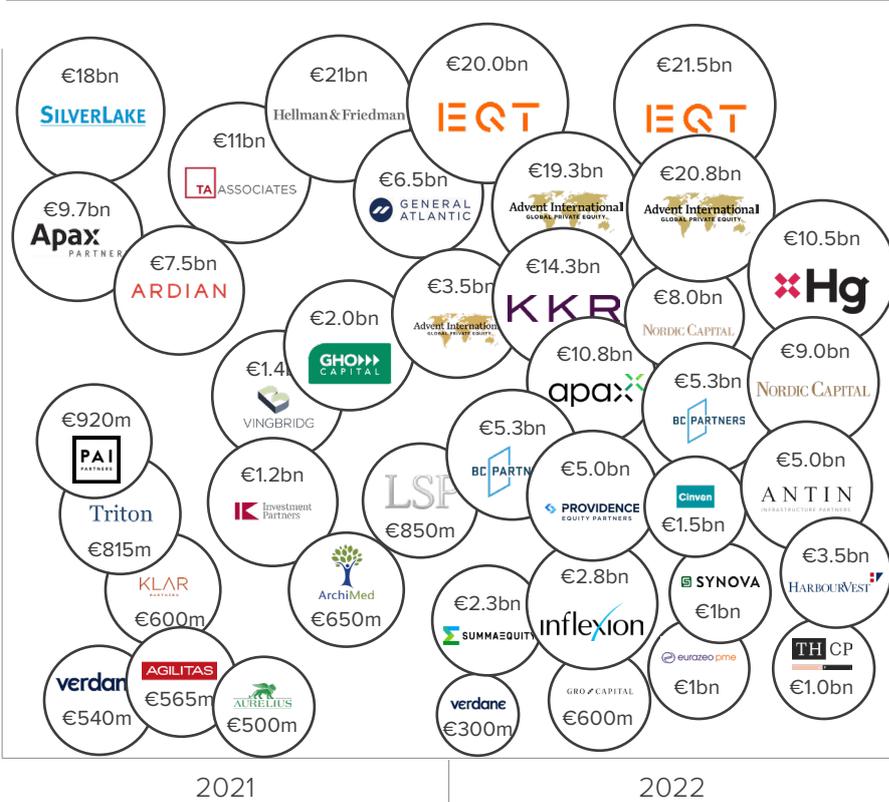
Although some funds were able to surpass its initials fundraising targets, in general global PE fundraising activity has continued to lose momentum in 2022. For 2023, we expect a relatively difficult first 6 months for PE fundraising, as it will be waiting for general sentiment to change and the financing market to recover.

Funds raised by Dutch PE (L24m)



Source: ARX Corporate Finance; Oaklins research

Selection of foreign funds raised investing in the Netherlands (L24m)



Source: ARX Corporate Finance; Oaklins research



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# Debt advisory services

An update on the European and Dutch leveraged buyout market and lender landscape

## EUROPEAN LEVERAGED FINANCE MARKET

### 2022: Record low loan volumes

The year 2022 ended up with the lowest recorded volumes of new issued leveraged loans in the last ten years, and lowest volume of high-yield bonds in the last fourteen years, being the result of the war in Ukraine, drastically increasing inflation and rising interest rates.

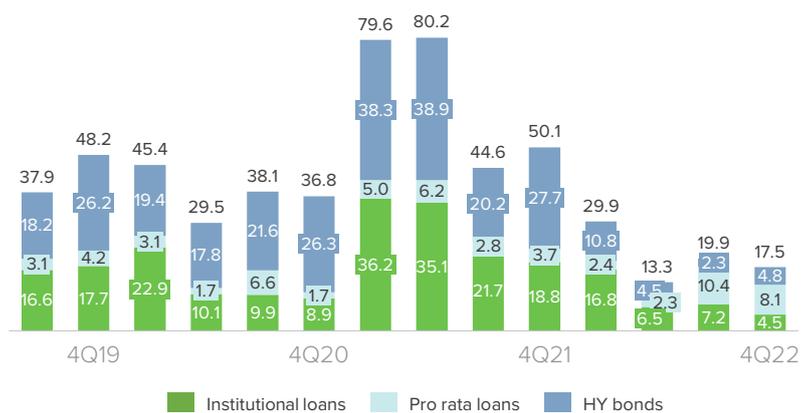
Market players seem to await how deep the downturn will be before entering into new sizeable underwritten loans. As highlighted later in this newsletter, lenders are hesitant to initiate such loans as they recently lost large amounts, as a result of having to sell off new underwritten debt at large discounts to spread their risk.

In line with the above, in our daily debt advisory practice we can see that new primary issuances are getting less traction from private debt funds, as some of them are increasingly targeting secondaries at high discounts and therefore high potential returns.

The decline in new primary issuances is also reflected by the new pipeline of forward loans, which are announced but unlaunched transactions. Private equity parties are for a significant part the drivers of such loans, but they seem to slow down their investment pace as they await target valuations to come down. Therefore, issuance volumes will likely remain low for a while with only high-quality assets coming to the market.

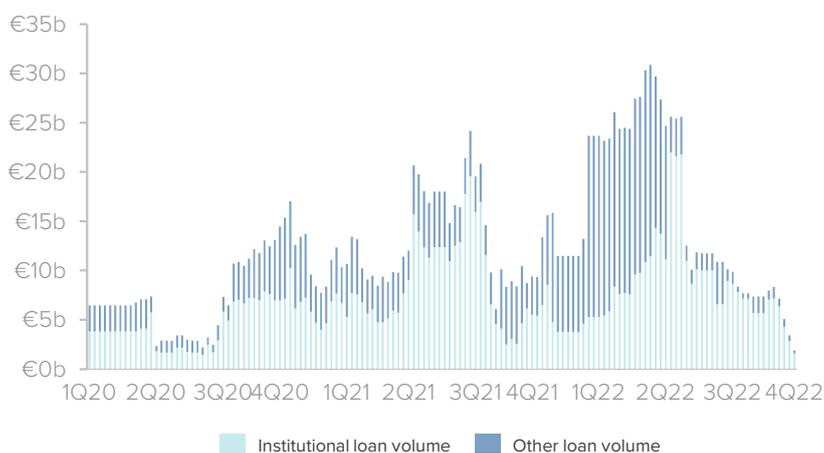
The uncertain situation has caused the average TLB spread in the public debt markets to increase significantly from ca. E+410 bps in Q1 to ca. E+470 bps in Q4 2022. The yield-to-maturity reached a level of above 8% in Q4 2022, reflecting the large discounts currently required in the market.

### Newly issued leveraged loans in EURbn – Europe



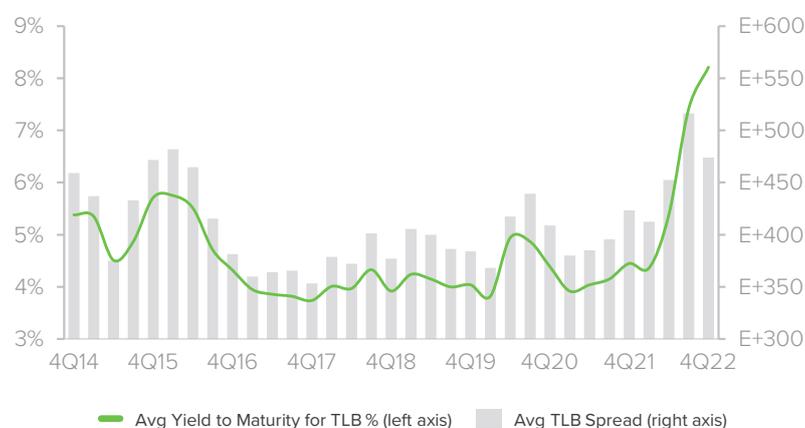
Source: S&P Global Market Intelligence; LCD, an offering of S&P Global Market Intelligence

### Forward loan volumes in EURbn – Europe



Source: S&P Global Market Intelligence; LCD, an offering of S&P Global Market Intelligence

### Average TLB Primary Spread and YTM – Europe



Source: S&P Global Market Intelligence; LCD, an offering of S&P Global Market Intelligence

When looking at the trends in leverage levels over the past years, we observe that until 2020, the number of transactions with leverage levels above 5.0x has been increasing (i.e. the green stacks). On the contrary, in 2021 and 2022 it is clear that this trend is reversing and the number of deals with a leverage below 5.0x is increasing again (i.e. the blue stacks).

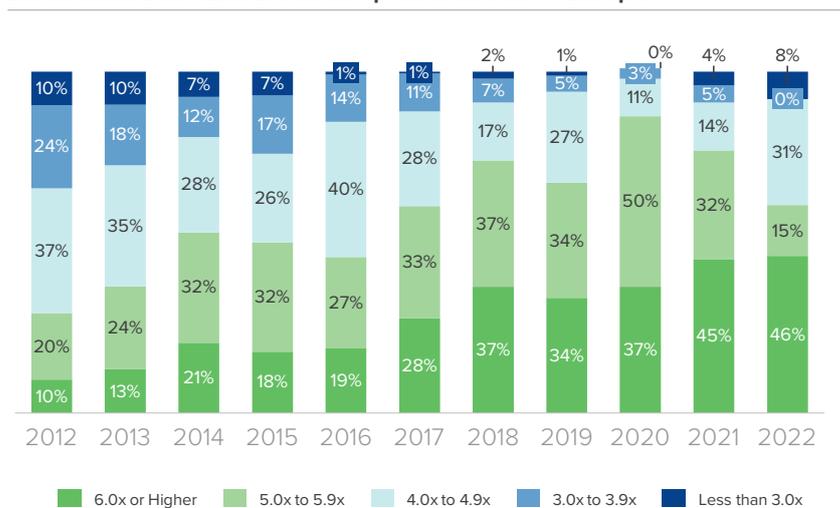
However, it is notable that the amount of deals with a leverage level above 6.0x has been increasing over the analysed period, indicating that lenders are increasingly willing to provide higher amounts of leverage for high quality assets.

The purchase prices paid for leveraged buyouts are decreasing since 2021. In 2022, the average EBITDA multiple was 10.7x, coming down from 12.3x in 2020. It is notable that the debt levels did not decrease and hence the average required equity contribution decreased.

Despite the turbulence in the market since COVID-19 and the war in Ukraine, the number of defaults and restructurings in the European large cap segment still has been very low in the past two years.

In the Netherlands, we have recently seen a pick-up in default rates in the mid-market segment, including the examples of Otravo (an online travel organization owned by Waterland) and InnoGenerics (a generic medicine producer). However, the numbers still remain historically low. As companies have started to repay their postponed corporate income taxes since October 2022, it is assumed that more defaults and restructurings will follow going forward.

### Distribution Debt/EBITDA levels sponsored deals – Europe<sup>1</sup>



Source: S&P Global Market Intelligence; LCD, an offering of S&P Global Market Intelligence

Note 1: Based upon transaction count

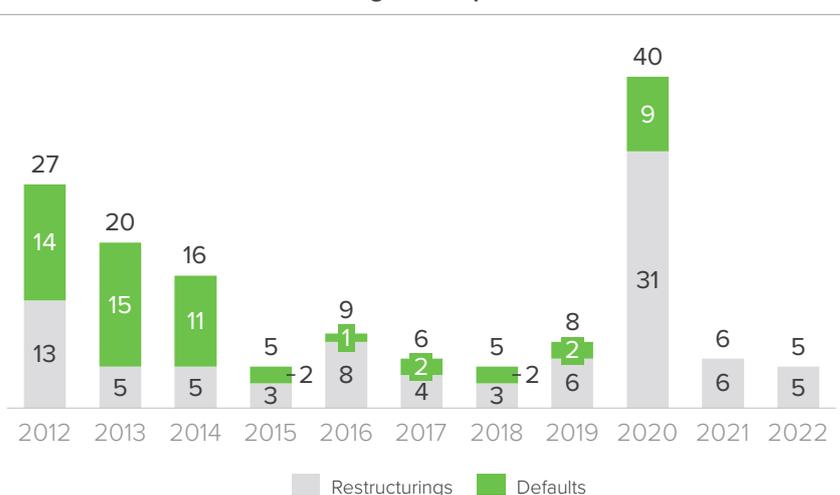
### Leveraged buyout purchase price multiples – Europe<sup>2</sup>



Source: S&P Global Market Intelligence; LCD, an offering of S&P Global Market Intelligence

Note 2: Purchase price multiple based on Pro Forma Trailing EBITDA

### Number of defaults vs restructurings – Europe



Source: S&P Global Market Intelligence; LCD, an offering of S&P Global Market Intelligence

## BANKS AROUND THE GLOBE STRUGGLING WITH RESELLING UNDERWRITTEN LOANS

### Effects of a changing volatile market

In major take-overs, it is common for banks to finance the acquisition, then sell the debt provided to other investors to get it off the books. Due to rising interest rates, the fear of recession and a volatile market, many have lost their appetite for these leveraged loans in the secondary debt market. This leaves banks with a difficult choice, either to resell the debt with firm losses or leave it on their books with the risk of further losses. A recent example is the heavy losses incurred by Morgan Stanley, Bank of America and Barclays in financing Elon Musk's acquisition of Twitter.

To acquire Twitter, Elon Musk paid the majority of the \$44bn enterprise value out of his own pockets, and by leaning on equity financing from large investors. Additionally, to complete the financing, banks committed to provide \$12.5bn in debt financing. The debt package, which was underwritten when interest rates were expected to remain stable, consisted of \$6.5bn in leveraged loans, \$3bn in secured bonds and \$3bn in unsecured bonds. A few months later, the macroeconomic developments caused interest rates to increase sharply.

As a result, the pre-committed interest rates provided by bank syndicates as with Twitter, were no longer attractive to other investors. This caused the value of underwritten loans to fall dramatically and resulted in losses of billions for the banks engaged in the Twitter deal. Another example of strongly depreciated underwritten debt is the buyout of software producer Citrix, in which a bank syndicate of Goldman Sachs, Bank of America and Credit Suisse incurred a \$600m loss. Appetite was so low that the senior banks ended up selling secured bonds for 83 cent on the dollar and loans for 91 cent on the dollar.

Apart from these losses, various international banks' balance sheets still contain depreciating debt from debt packages that supported the leveraged buyouts of television group Nielsen, TV broadcaster Tegna and car parts producer Tenneco.

Problems of international banks and US corporates may seem irrelevant to the Dutch market, but here, too, we see similar problems emerging. The banks, including JPMorgan and ING, that issued €272m of debt for the acquisition of Hunkemöller, ended up taking ca. €40m in losses due to the deteriorating market conditions. Apart from the lending banks, Hunkemöller acquirers Parcom and Opportunity Partners were also heavily affected, as they must pay an interest rate of 9% on the financing package, where initially the margin was expected to be around 7%.

Now that it is clear what consequences the rising interest rates and current volatile market can have for underwritten deals, banks are less eager to provide acquisition financing. As a result, private equity buyers in the middle market start to turn to (more expensive) alternative lenders. Another repercussion of the changing financing environment is the acceleration of refinancing and restructuring within the portfolio of private equity. As interest rates are expected to increase even further, some of the private equity firms are already having conversations with their debt providers to amend & extend the existing debt package. Also, it is expected that a lack of attractive financing options will result in less acquisition activity and that the acquisitions that will persist will require a larger part of equity compared to what private equity is used to in recent years.

## SELECTION OF NOTABLE DEBT ADVISORY TRANSACTIONS IN 2022



**avantium**

has raised €90m of financing

provided by



**DEBT ADVISORY**

Renewable chemistry



has raised financing for the acquisition of



provided by



**DEBT ADVISORY**

Private Equity / TMT



HOME OF PREMIUM BRANDS

has raised financing for the acquisition of



provided by



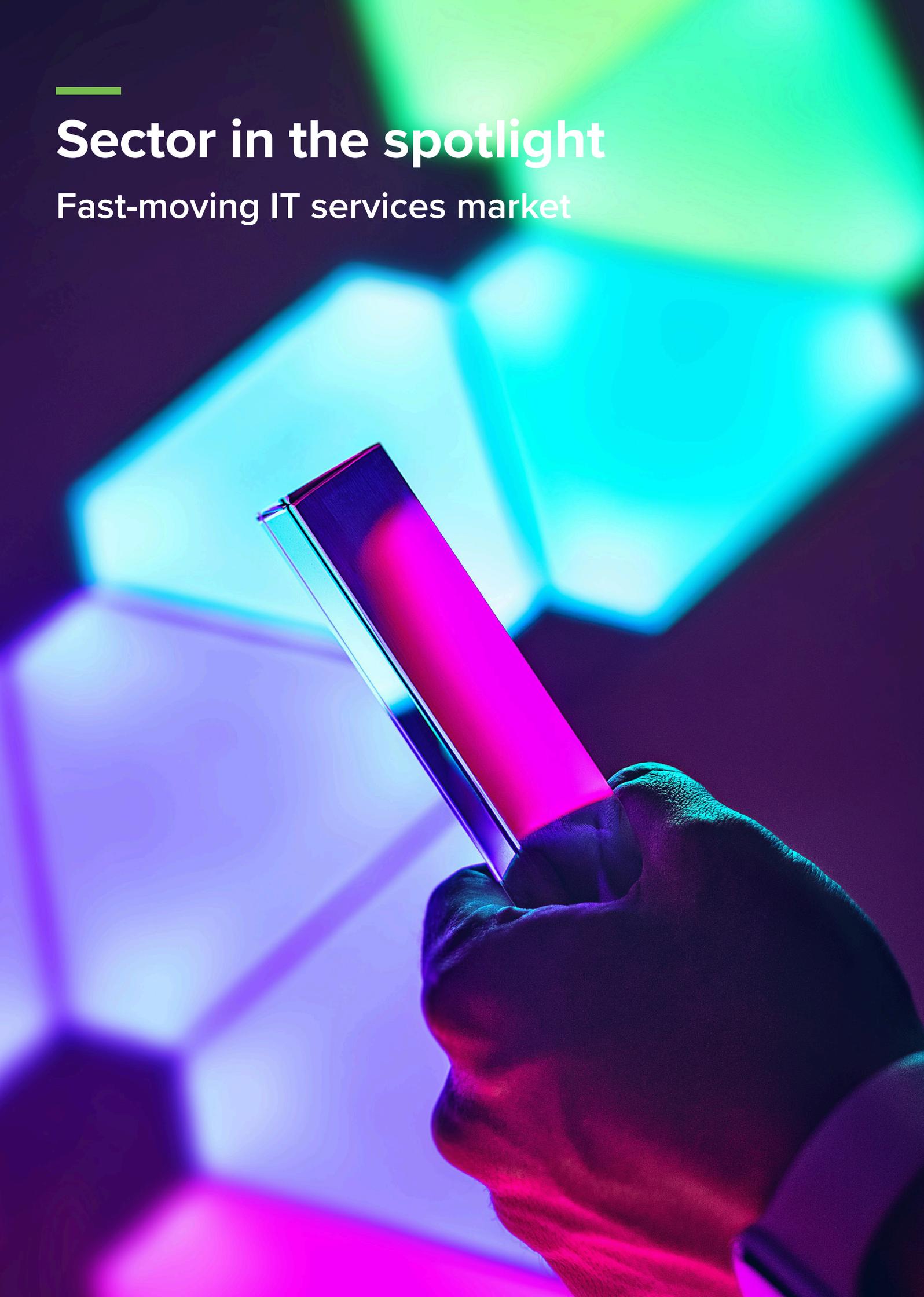
**DEBT ADVISORY**

Consumer & Retail

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# Sector in the spotlight

Fast-moving IT services market



# Sector in the spotlight

## M&A dynamics within the fast-moving IT services sector

### CONSOLIDATION IN THE DUTCH IT SERVICES MARKET

This sector spotlight elaborates on the underlying M&A dynamics in the Dutch IT services market and highlights the strategic options for general and specialized IT services platforms. In addition, a selection of Oaklins' recent and notable TMT transactions in 2022 are presented, underlying our strong TMT track record in Europe illustrated by our support in co-building a new platform together with private equity firm M80.

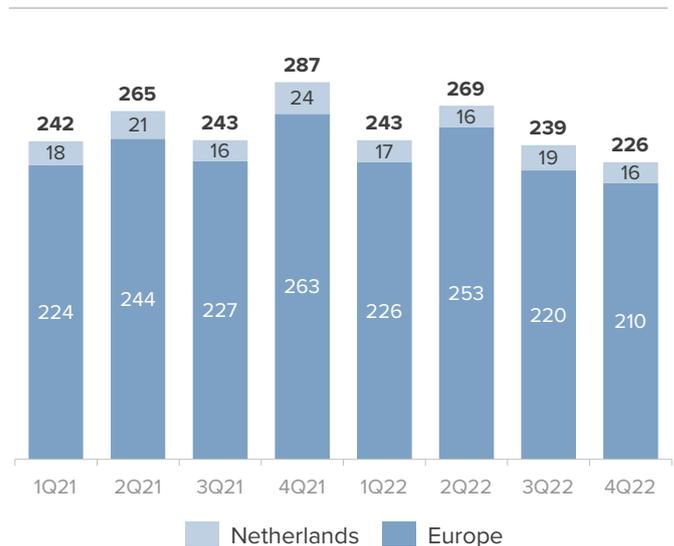
Overall, European M&A activity within IT services remained strong in 2022 registering 977 deals (of which 68 in the Netherlands), slightly lower than 2021 with 1,037 announced IT services deals. After a record-breaking 2021, deal activity in 2022 remained strong but dealmaking continued at a slightly lower pace as corresponding valuation of tech-related assets decreased.

As technologies continue to evolve, they are also driving consolidation. With further digital transformations, buyers are also focusing on high-quality assets with winning business characteristics. Companies need to acquire specialized tech-capabilities and skills that can keep up with the evolving technologies.

In general, the Dutch IT and managed services market is fragmented, offering an opportunity for consolidation. At the same time, the market is competitive with a high number of different platforms that are actively hunting for acquisition opportunities, backed by financial sponsors. Consequently, everyone is looking at the same targets, including strategic buyers, with only a limited number of (smaller) quality assets available, resulting in rapidly increasing valuations and fierce competition.

As a result, to realize envisaged growth through a buy-and-build strategy, the average acquisition size increases. Furthermore, as buy-and-build becomes more difficult, companies have to focus on autonomous growth, as such, platforms will have to invest in intrinsic tech capabilities development. Strongly positioned companies with winning business characteristics are able to profit in this changing market.

European IT services M&A activity (in # of deals)



Source: S&P Capital IQ

### WINNING BUSINESS CHARACTERISTICS

- One-stop-shop for IT services and consultancy
- Digital transformation partner for cloud transition
- Low code/no code modular cloud-based Infrastructure-as-a-Service offering
- Subscription-based recurring business model

## A WAVE OF MERGERS MAY ARRIVE

We believe underlying market fundamentals in the Dutch IT and managed services remain highly attractive. However, both directions (organic and buy-and-build) in the growth strategy of platforms require significant investments, while it may not fit with the investment period and/or maximum equity tickets current financial sponsors supporting the platforms can deploy. Not acting now, financial sponsors are getting worried their platforms will be stuck-in-the-middle, ultimately resulting in lower exit-multiples.

Therefore, we believe a wave of mergers may occur with current financial sponsors rolling-over their investments, the mergers may go hand-in-hand with current financial sponsors realizing a partial exit and looking for a new lead investor with deeper pockets and the latter will often be realized in smaller or one-one processes.

An increasing number of mid-sized IT service providers are already considering mergers as a next step. As most mergers are effectively one party acquiring the other and the exit window is still good, platforms will be brought to the market. Acquirers should keep in mind the growth primarily driven by (smaller) add-on acquisitions is becoming more difficult and the autonomous growth potential should be carefully assessed. Autonomous growth and top-quartile tech-capabilities become increasingly important drivers of value creation and should be carefully addressed, as buy-and-build strategies are becoming harder to execute due to limited availability of high-quality assets in the market.

The latter provides interesting opportunities for the creation and establishment of new platforms in the lower end of the market, targeting smaller add-on acquisitions, which are less scarce in comparison to mid- and larger-sized add-ons.

## DUTCH IT SERVICES MARKET

Fragmented market

High number of different platforms

Number of high-quality assets is becoming scarce

## HOT TMT SECTORS IN 2023



AI



Cybersecurity



PropTech/MedTech /AdTech



Embedded systems



“From practice we observe that for the right platforms – with established autonomous growth and strong tech capabilities – appetite remains strong, especially for interesting niche segments including AI, embedded systems, cybersecurity and niche verticals focused on resilient industries such as healthcare, the public sector and housing.

For 2023, we expect strong PE involvement in TMT, both in terms of PE exits, as well as platform investments and add-on acquisitions as high-quality assets have proven to be resilient and perform well under any given circumstance and thus we expect no slowdown of these trends in the near future.”

**FREDERIK VAN DER SCHOOT**  
TMT SPECIALIST  
AMSTERDAM, THE NETHERLANDS

# Building a platform in the fast-moving IT services sector

## BELGIAN PRIVATE EQUITY FUND M80 HAS ACQUIRED A MAJORITY STAKE IN BPSOLUTIONS AND LUMINIS

M80 is a Belgian private equity fund investing in companies in Belgium, the Netherlands, France and Luxembourg.

M80 aims to build a portfolio of best-in-class specialists in digital transformation: from digital strategy to IT infrastructure management and maintenance services.

In September 2022, M80 acquired a majority stake in Luminis, a Dutch software and cloud services company, becoming part of a platform that also includes XPLUS, a Belgian expert in enterprise IT architecture.

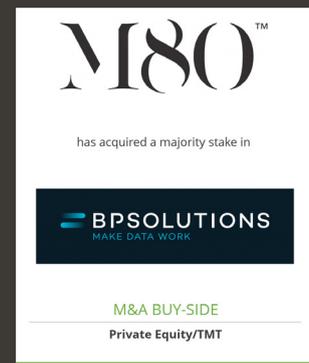
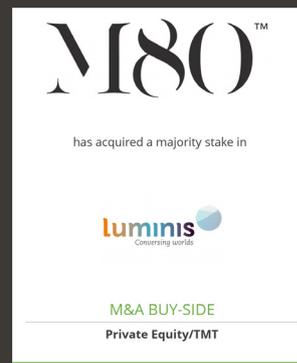
In December 2022, M80 acquired a majority stake in BPSOLUTIONS, a Dutch provider of mission critical IT services and top scorer in Gartner's IT Xperience monitor.

With these acquisitions, M80 has taken significant steps in the development of a full-service provider in the field of digital transformation in Europe, in combination with the acquisition of XPLUS. Together, the group now has a turnover of US\$50 million and employs 300 people.

Oaklins' team in the Netherlands initiated and sourced both deals, acting as the exclusive M&A buy-side advisor to M80 in the Netherlands.

“Oaklins’ deep IT expertise played a fundamental role in the identification of BPSOLUTIONS and Luminis as the perfect pillars in building this powerful high-end platform. We could fully leverage their know-how throughout the full acquisition process. We look forward to taking further steps to strengthen our group in the near future.”

**CARL ANNICQ**  
PARTNER, M80



## A selection of our recent and notable European TMT transactions in 2022

Microsoft IT services partner

Full-service digital agency

Cybersecurity services and solutions

Specialized IT consultancy

Advanced embedded systems development

Provider of web hosting for SMEs

Project management SaaS

Automotive SaaS

Laundry and textile rental SaaS

Customer engagement SaaS

AI-powered optimization solutions

ERP software for leisure vehicles

# About Oaklins

Complete corporate finance service offering for PE supporting you in every investment phase



## Lead generation:

- 500+ live mandates at any one time
- Delivery of significant, tailor-made and high-quality contact network and dedicated sector experts around the globe



## Acquisition process:

- Full buy-side services that can build on our strong track record, dedicated sector expertise and strong contact network
- Unbiased debt advisory services to optimize complex acquisition financing arrangements



## Holding period:

- Identification and introduction to the most strategic add-on targets
- Recapitalization, growth equity, restructuring and other financing solutions
- Access to proprietary market intelligence on recent market trends, dynamics and developments based on our 500+ live mandates at any one time
- Exit planning and positioning to maximize exit value



## Exit:

- Full sell-side services built on our proven track record, dedicated sector expertise and strong contact network
- (Pre-)IPO advisory

# Deep local roots, global commitment

Oaklins brings you opportunities from across the world and we meet you with our expertise wherever you are



- 60+ offices in more than 45 countries
- Track record of over 6,500 successfully closed deals
- Dedicated industry teams
- Extensive sector expertise by 850+ professionals in 15 sector groups
- Independent mid-market focus
- Entrepreneurial spirit and problem-solving mentality

Oaklins is the world's most experienced mid-market M&A advisor, with over 850 professionals globally and dedicated industry teams in more than 45 countries. We have closed 1,700 transactions in the past five years.

## RECENT OAKLINS DEALS IN THE NETHERLANDS

 <p>HOME OF PREMIUM BRANDS</p> <p>has raised debt to acquire Naish</p>  <p>provided by</p>  <p>FUNDING, DEBT ADVISORY &amp; ECM Consumer &amp; Retail</p>	 <p>HOME OF PREMIUM BRANDS</p> <p>has acquired</p>  <p>M&amp;A BUY-SIDE Consumer &amp; Retail</p>	 <p>BROOKDALE TREELAND NURSERIES LIMITED</p> <p>has sold a majority stake to</p>  <p>M&amp;A SELL-SIDE Agriculture/Private Equity</p>	 <p>has acquired a majority stake in</p>  <p>M&amp;A BUY-SIDE Private Equity/TMT</p>	 <p>has acquired a majority stake in</p>  <p>M&amp;A BUY-SIDE Private Equity/TMT</p>
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“Having supported IJssel for around 20 years in which the company achieved significant growth and a strong market position, we are now looking forward to accelerating this growth together with Argos Wityu as our new partner. Throughout the entire process, the experience of the Oaklins team in the industrial services sector, together with its pragmatic approach, has helped us to find the best possible partner to realize the next step in IJssel’s growth.”

**RENÉ WOLFKAMP**  
DIRECTOR, WADINKO



has been acquired by



M&A SELL-SIDE  
Business Support Services/Private Equity

<p>The Digital Transformation Consortium, a portfolio company of</p>  <p>has raised financing for the acquisition of</p>  <p>provided by</p>  <p>FUNDING, DEBT ADVISORY &amp; ECM Private Equity/TMT</p>	 <p>has sold</p>  <p>to</p>  <p>M&amp;A SELL-SIDE Business Support Services/Private Equity</p>	 <p>has made a strategic growth investment in</p>  <p>M&amp;A BUY-SIDE Private Equity/TMT</p>	 <p>has been acquired by</p>  <p>M&amp;A SELL-SIDE Business Support Services/Private Equity</p>	 <p>has been acquired by</p>  <p>M&amp;A SELL-SIDE Private Equity/TMT</p>
 <p>vertical software</p> <p>has acquired</p>  <p>M&amp;A BUY-SIDE TMT</p>	 <p>has been acquired by</p>  <p>M&amp;A SELL-SIDE Business Support Services/Private Equity</p>	 <p>has been acquired by</p>  <p>M&amp;A SELL-SIDE Business Support Services/Private Equity</p>	 <p>has raised US\$48.7m via a public offering</p> <p>US\$48.7m FUNDING, DEBT ADVISORY &amp; ECM Other Industries</p>	 <p>has been acquired by</p>  <p>M&amp;A SELL-SIDE Private Equity/TMT</p>
 <p>has been acquired by</p>  <p>US\$38.9m M&amp;A SELL-SIDE Energy</p>	 <p>has raised €90m financing from a consortium of lenders</p> <p>FUNDING, DEBT ADVISORY &amp; ECM Other Industries</p>	 <p>has been acquired by</p>  <p>M&amp;A SELL-SIDE Business Support Services/TMT</p>	 <p>has sold the remaining shares to</p>  <p>M&amp;A SELL-SIDE Logistics</p>	 <p>has been acquired by</p>  <p>M&amp;A SELL-SIDE Consumer &amp; Retail</p>

# DISCOVER OUR OTHER PUBLICATIONS

Oaklins' dedicated sector experts have recently published market intelligence reports in various sectors, of which a selection can be found below. Please visit our [website](#) to download the full reports.

**M&A activity in the floriculture sector stabilizes after long period of continuous growth**

SPOT ON | FLORICULTURE | H2 2022

**WHAT'S BEEN HAPPENING AND WHAT COMES NEXT**

Following a period in which the consolidation phase among floriculture companies reached new heights, current market circumstances have maintained the pace of consolidation. Due to increasing energy prices, supply chain problems, low consumer confidence, a decline in available funding for M&A transactions and uncertainty with respect to the decisions regarding corporate exits, floriculture companies have been reluctant to engage in M&A and present market conditions remain challenging. However, floriculture companies have continued to forge strategic partnerships with their industry peers as well as investors.

Considering these dynamics, we have identified 49 transactions in the floriculture sector during the second half of 2022, which is lower compared to the 58 observed during the first half of the year but not considerably higher compared to the 43 observed during the second half of 2021.

Based on current market conditions, we expect the M&A market to remain volatile and during the first half of 2023. However, as subsidies, appropriations and government incentives are expected to increase in the new fiscal year, we expect to see an increase in M&A activity in the second half of 2023.

**WHAT'S BEEN HAPPENING AND WHAT COMES NEXT**

"While the floriculture industry has been more affected by supply chain issues than other sectors, M&A activity remained relatively stable, showing that the consolidation trends in the sector are not about. Therefore, we expect to see a continuation in the consolidation of M&A activity in the near future."

**PAUL DE VEE**  
MANAGING DIRECTOR, THE OAKLINS INVESTMENT GROUP

JANUARY 2023  
**Horticulture**

**PE interest in the global TIC sector fuels M&A activity**

SPOT ON | TESTING, INSPECTION & CERTIFICATION | NOVEMBER 2022

**MARKET SUMMARY**

**State of play**

We look at the current status of the global TIC sector - which is going up with M&A activity and valuation levels, and consider the key role of digitalization.

**MARKET TRENDS**

"In H2, 2022 can be regarded as the year that initiated renewed buying - more rapidly and in higher levels than many expected. The reasons include supply chain issues in Q3 and Q4 2022, high energy prices and, of course, the conflict in Ukraine, but also further operational/financially pressures. Despite this, investment did not stop. It is expected that M&A activity in the TIC sector will benefit from continued high until September. Recent events in the European energy market seem to have put a dent in economic forecasts and, consequently, in demand for M&A activity, providing for low volatility in deal activity for the rest of 2022 year."

**TOBY VAN DER WOUDE**  
HUMAN RESOURCES EUROPE, PROJECTS, OAKLINS

**INTERVIEW**

**Inside word**

We had a look at the Chairman of PE-backed provider Moment Group about the HR services market in the Nordic and the company's growth ambitions with Acas, a Danish private equity group.

**VALUATIONS AND M&A**

**Summing up**

Take a look at recent M&A activity, which has remained strong this year, and valuation trends in the European TIC sector.

**RECENT TRANSACTIONS**

Numerous transactions were completed in the global TIC sector between June and 4 October 2022 - find out which companies were involved.

**CASE STUDY**

**In the spotlight**

CAG Group has been acquired by SOCTEC Inc - Oaklins acted as the exclusive sell-side advisor.

**JAN VAN KOTTRELL**  
TECHNOLOGY ANALYST

NOVEMBER 2022  
**TIC**

**European HR services see high M&A deal volume in 2022**

SPOT ON | HUMAN RESOURCE MANAGEMENT EUROPE | NOVEMBER 2022

**MARKET TRENDS**

**Working through**

An overview of the latest macroeconomic developments in the European labor market, and future expectations.

**INTERVIEW**

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We had a look at the Chairman of PE-backed provider Moment Group about the HR services market in the Nordic and the company's growth ambitions with Acas, a Danish private equity group.

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TECHNOLOGY ANALYST

NOVEMBER 2022  
**HR Services**

**Robotics report**

An update on the M&A market

NOVEMBER 2022

NOVEMBER 2022  
**Robotics**

**Exploring the value of SaaS businesses**

SPOT ON | ENTERPRISE SaaS | NOVEMBER 2022

**SECTOR OVERVIEW**

**The essentials of SaaS**

Get to grips with the web-enabling business with low fixed operating costs, and their metrics and terminology.

**VALUATION TRENDS**

**What's happening in the market**

Take a look at how valuations for SaaS businesses have developed in recent times for both public and cash-cooperate companies.

**LOOKING FORWARD**

**What comes next?**

Discover what the crucial factors for the future of the SaaS market could be, and key factors to compare to achieve value creation.

**MARKET TRENDS**

"The acquisition of SaaS Traffic Systems by Intermetra for c. \$150m million has highlighted the relevance of interest of Things (IoT) solutions, and their importance for both better quality of life and more environmental awareness in other using new technologies. With this transaction, it is signalling by private in modern infrastructure, based on the long-term prospects of investments in smart cities, the impact of environmental, social and governance (ESG) and the predictable revenue and cash flow in the sector."

**MARKET TRENDS**

**Signs of intelligence**

Over the last few years, the use of IoT can create smart solutions, which can improve the quality of life of city residents and reduce resource consumption.

**CASE STUDY**

**Investing for the future**

Over the last few years, we are seeing a trend towards investing in cloud computing and IoT.

**VALUATION TRENDS**

**Uncertain times**

Over the last few years, we are seeing a trend towards investing in cloud computing and IoT.

**JAN VAN KOTTRELL**  
TECHNOLOGY ANALYST

NOVEMBER 2022  
**Enterprise SaaS**

**IoT improves quality of life and sustainability in cities**

SPOT ON | IOT | OCTOBER 2022

**MARKET TRENDS**

**Signs of intelligence**

Over the last few years, the use of IoT can create smart solutions, which can improve the quality of life of city residents and reduce resource consumption.

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**JAN VAN KOTTRELL**  
TECHNOLOGY ANALYST

OCTOBER 2022  
**IoT**

**Building value with green construction**

SPOT ON | BUILDING MATERIALS | SEPTEMBER 2022

**AN OAKLINS REVIEW OF INVESTMENT TRENDS AND OPPORTUNITIES IN THE BUILDING MATERIALS SECTOR**

One of the central issues of green building is how to create smart solutions, which can improve the quality of life of city residents and reduce resource consumption.

**MARKET TRENDS**

"Sustainability remains within the built environment sector have changed from being seen as an add-on to regulatory bodies to being seen for companies' strategies within the sector. This development has been accompanied by a rapidly accelerating technology uptake across the building materials value chain, but before these emerging trends are driving M&A activity, increasing the number of buyers and attracting materially higher valuations."

**REVEN LINDSTROM**  
BUILDING MATERIALS, PROJECTS, OAKLINS

**RECENT TRANSACTIONS**

The global green building materials market is expected to reach US\$423 billion by 2024.

**VALUATIONS AND M&A**

Green construction is creating a full investment thesis as a result of the environmental, social and governance (ESG) considerations, green construction offers an at least one more positive impact on the planet and enhance the business. The resulting green buildings are not healthy and safe but also have become essential from social and responsible sources.

**JAN VAN KOTTRELL**  
TECHNOLOGY ANALYST

OCTOBER 2022  
**Building Materials**

**Energy transition-related TIC market set to consolidate**

SPOT ON | TESTING, INSPECTION & CERTIFICATION | JULY 2022

**MARKET SUMMARY**

**State of play**

An assessment of the latest events and trends in the global TIC market, and the outlook going forward.

**KEY TRANSACTIONS**

**Success stories**

We look at recent TIC-related deals closed in a range of sectors around the world.

**MULTIPLES AND VALUATIONS**

**Need to know**

A roundup of current trading multiples for listed TIC companies and financial valuations.

**ALAN MASTERS**  
TECHNOLOGY ANALYST

JULY 2022  
**TIC**

**E-Commerce Report**

Thrusting retail into the future

2022

**MARKET TRENDS**

"Global trends are difficult to assess, but one thing is completely certain - both the glass industry and the production of finished glass units have high potential. I have never seen windows get smaller in the history, they always get bigger to accommodate customer preferences for natural light."

**MARKET TRENDS**

**High prices take toll on glass**

The glass industry is experiencing price pressures and uncertainty regarding the availability of raw materials and energy, which will affect the value and profitability of glass valuations and profit margins."

**DEAL IN THE SPOTLIGHT**

**Saint-Gobain moves on with latest strategy**

The French construction company has developed a drive to improve strategic plan, which includes a strategic shift with Estimote Beam Bot.

**RECENT TRANSACTIONS**

**Five deals in Q1 2022**

PE and PE-backed entities have closed three of the transactions in the glass industry in Q1 2022, and deal activity looks set to remain high.

**REVEN LINDSTROM**  
BUILDING MATERIALS, PROJECTS, OAKLINS

JULY 2021  
**E-Commerce**

**Home run: AI takes HVAC to a new level**

SPOT ON | HVAC | MAY 2022

**MARKET OBSERVATIONS**

**Moving forward**

Market factors, including climate change, such as drought and COVID-19, are driving key changes across the HVAC industry.

**M&A ACTIVITY**

**Smart moves**

We provide an overview of recent transactions completed in HVAC, highlighting the sector's buoyancy and potential for future growth.

**CASE STUDY**

**Challenge accepted**

With the support of Oaklins, SET S.p.A. has successfully closed its cross-border.

**PHILIP BRUNER**  
HVAC OPERATIONS, OAKLINS

MAY 2022  
**HVAC**

**Rising raw material prices impact glass processors**

SPOT ON | GLASS PROCESSING & FINISHING | APRIL 2022

**MARKET TRENDS**

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**REVEN LINDSTROM**  
BUILDING MATERIALS, PROJECTS, OAKLINS

APRIL 2022  
**Glass Processing & Finishing**

**Evaluating US workforce management**

SPOT ON | HUMAN RESOURCE MANAGEMENT | APRIL 2022

**MARKET TRENDS**

**Behind the scenes**

An overview of the latest events and trends in the global HR services market, and the outlook going forward.

**KEY TRANSACTIONS**

**Success stories**

We look at recent HR-related deals closed in a range of sectors around the world.

**MULTIPLES AND VALUATIONS**

**Need to know**

A roundup of current trading multiples for listed HR companies and financial valuations.

**ALAN MASTERS**  
TECHNOLOGY ANALYST

MARCH 2022  
**HR**

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HEALTHY FOOD





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