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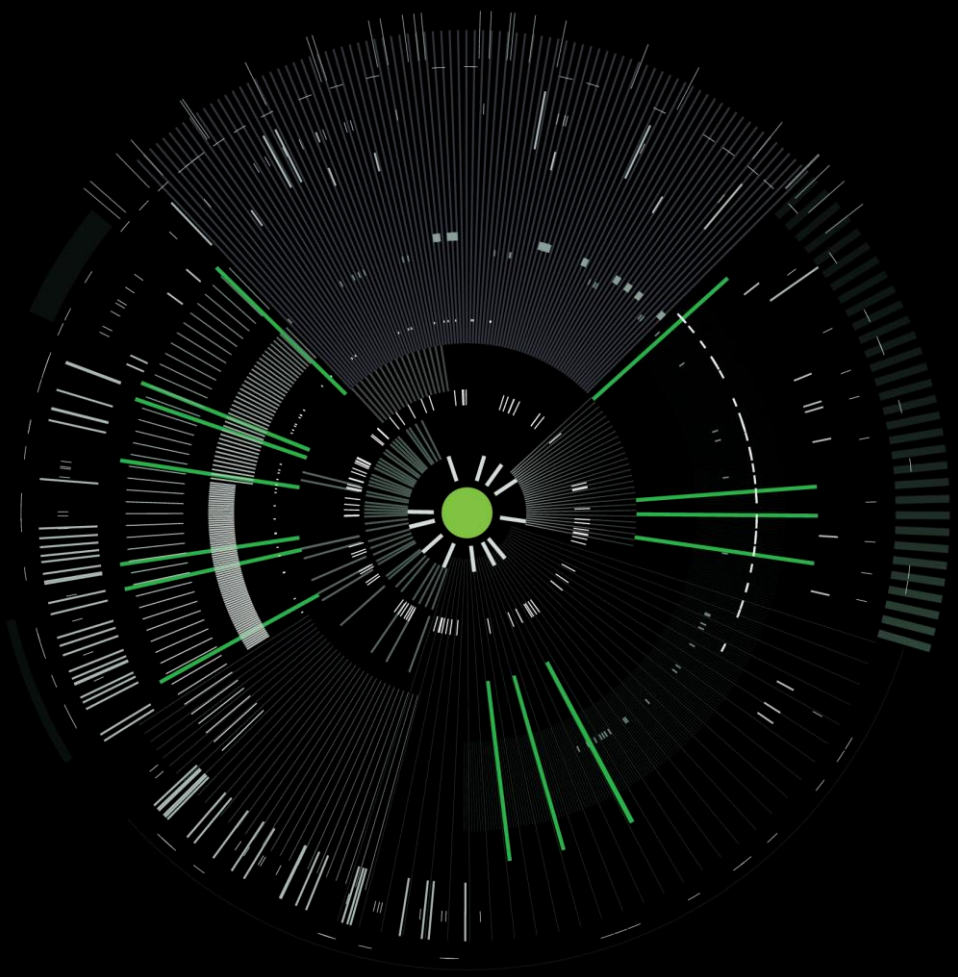


Recovering lost ground

European Equity Capital Markets update

Financial Advisory

SUMMER 2021

This European Equity Capital Markets update contains commentary on recent European and Spanish stock markets performance; levels of European equity market issuance and macroeconomic considerations; and current hot topics in ECM

Contents

About this report: This report contains data sourced from Deloitte's Spring 2021 European CFO survey, Bloomberg, Refinitiv, FactSet, Dealogic, company admission documents and press releases. ECM issuance data is as at 27 May 2021 and additional market data is as at 31 May 2021. All commentary is provided by Deloitte ECM Partners and Directors.

Deloitte's 10th European Equity Capital Markets update

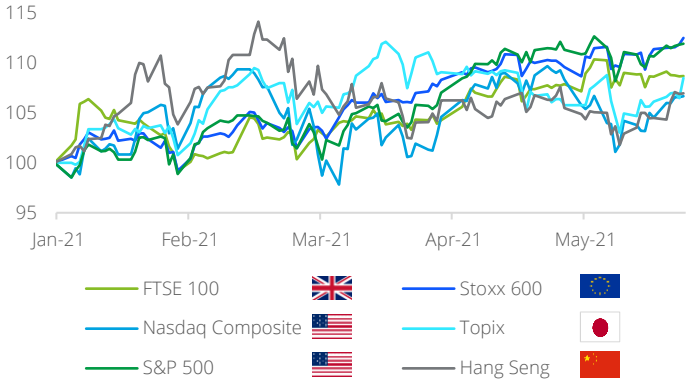
A stock market rally and a relatively steady volatility are driving an impressive surge in ECM issuance in 2021, particularly European IPOs

This ECM update includes the equity market performance and the drivers behind their outstanding performance ytd, a summary of European equity issuance in 2021, the results of our latest European CFO survey, and our two Hot Topics analyzing the current European SPAC market and the importance of early investor interaction in an IPO process.

The current estimate on the world's economic growth, c. 6% in 2021, is the highest growth pace since the 1970s. Europe's recovery is slower but is improving gradually. Meanwhile, in 2021 equity markets rallied with most of them nearing record highs. A speculative mood and fear of a bubble surrounding investments in volatile assets such as cryptocurrencies have occasionally transferred to more general markets. However, thanks to successful progress of the vaccines and the solid corporate results, investors remain optimistic regarding the economic recovery.

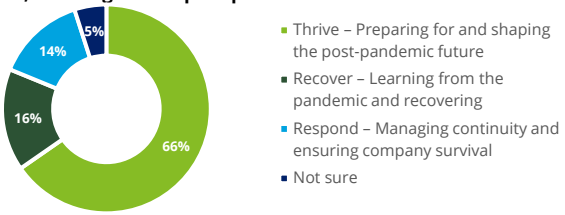
Interest rates remain extremely low, and central banks have not expressed their intention to raise them, despite signs of inflation. Furthermore, the massive fiscal stimulus packages that major economies have approved should continue to fuel the recovery. The inflation trend and the ability of central banks to react in this context will be key in the coming months.

Figure 1: Global stock market indices performance (YTD)



Source: Refinitiv Eikon (31/05/2021)

Figure 2: The majority of European companies are already in the Thrive phase, focusing on the post-pandemic future



Source: Deloitte European CFO Survey, Spring 2021

Volatility levels have remained relatively stable, although fears regarding inflation may change this. However, this peace period in volatility levels combined with robust equity markets performance has prompted an impressive rally in ECM issuance, particularly for IPOs, which had their best start of the year since 2007.

SPACs are slowly but surely reaching the European continent, with more sponsors looking to launch their vehicles. As the European SPAC trend starts, many European regulators are looking to implement the necessary changes to their rules to make their markets more attractive to this type of vehicle issuance and therefore be able to ride the SPAC wave. ECM's activity remains scarce in Spain, with only one IPO pricing and one direct listing in the Main Market (Ecoener and Linea Directa), despite starting the year with a robust pipeline in the renewable sector.

We hope you find the ECM Update a helpful resource. Our team is at your disposal for any issues that you may wish to discuss.

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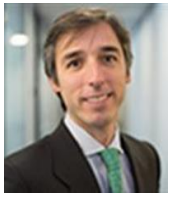

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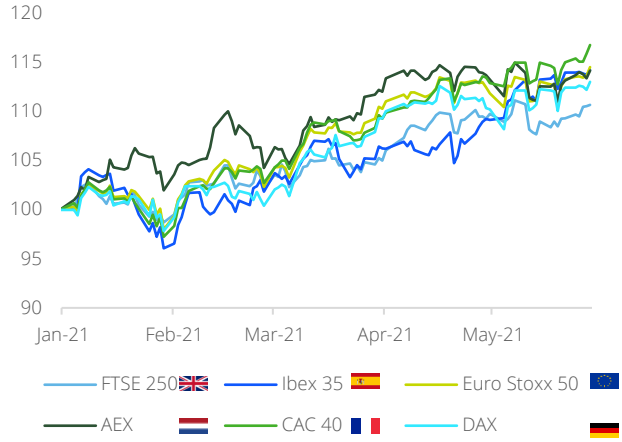
Market performance

Vaccination rollout and the reopening of economies is driving European growth forecasts and impacting equity markets

Figure 3: European indices performance



Source: Refinitiv Eikon (31/05/2021)

Figure 4: Volatility index - VIX

Source: Eurostat, Refinitiv Eikon (31/05/2021)

After a volatile start of the year, **the prospects for a sustained reopening of economies through the second half of 2021 appears promising**. According to estimates, **c.60-70% of the population in most developed countries should have some immunity by the beginning of the third quarter of 2021**. This, added to the large US fiscal stimulus, has shifted investors from worrying that growth will be too slow to now fearing that growth will be too fast and put more upward pressure on interest rates.

Following the recovery of retail and industrial activity, the loosening of anti- COVID-19 measures and thanks to the cheap capital available, we have seen how several of the main market indices reached recent record highs. Currently with the S&P500 up by +11.9% YTD, the Stoxx 600 up by +12.0% YTD, the CAC 40 up by +16.1% YTD, the DAX up by +12.4% YTD, the FTSE 100 up by +8.7% YTD. The Ibex 35 is still well behind its historical maximum, but it has gone up by 13.3% YTD. All indices have well surpassed pre-pandemic levels.

IMF estimates the world's economy to grow by 6% in 2021, the highest pace since the 1970s, with the US set to expand by 6.4%. The EU economy is forecast to grow by 4.2% in 2021 and strengthen to c.4.4% in 2022 (European Commission). Expectations for such spectacular economic growth deviate from the contraction of the Eurozone's economy of 0.6% during the first three months of the year. Still, the situation could turn around as the reopening of economies has lifted developed market economic data. **The weaker EU data may be a consequence of the less aggressive stimulus in Europe than the US and the difficulties certain European countries encountered to secure vaccines,** resulting in many major economies keeping certain restrictions for longer.

However, concerns about inflation remain on the horizon. The general read is that an increase in inflation may be transitory. However, commodity prices are up to pre-COVID-19 levels, increasing price pressures. Oil prices have recovered and surpassed pre-pandemic levels. Brent was at $69.46 per barrel on 31 May. Another factor increasing inflation is the **intense government stimulus** that most developed economies are deploying to combat the economic effects of the COVID-19 crisis. In the US, fiscal stimulus amounts to almost 30% of last year's US GDP. Central banks have downplayed inflation so far. Christine Lagarde recently dismissed inflation pressure as temporary during a news conference after a Eurogroup meeting in Lisbon on 21 May. Similarly, the Fed issued a statement on 28 April explaining that inflation had raised, reflecting the effect of transitory factors.

Inflation fears could also affect volatility levels, as seen in May, when the VIX climbed almost 70% in a week. Despite this peak, volatility seems now controlled, as it reached a low of 16.25 points in 2021, -80% down from the 82.69 points in March 2020.

So far in 2021, almost all Stoxx 600 sectors show positive performance, with banks and auto leading the recovery wave

Despite the uncertainty of to which will be the full extent of the recovery of the global economy from the pandemic's effect, almost all Stoxx 600 sectors had a positive performance YTD.

Banking stocks, which were severely impacted by COVID-19, show new signs of recovery in 2021 and outperformed the rest of the sectors. Higher interest rates expectations and stronger investor confidence in the global economic recovery have fueled banking stocks during the year (Stoxx 600 Banks +29% ytd).

Automobiles & Parts have also seen a very good performance YTD. The sector saw how its operations halted during the pandemic and is now benefiting from an increased demand, a progressively more open economy and less restrictions for movements between countries. These reasons also explain the good performance ytd of sectors such as Construction & Materials and Retail.

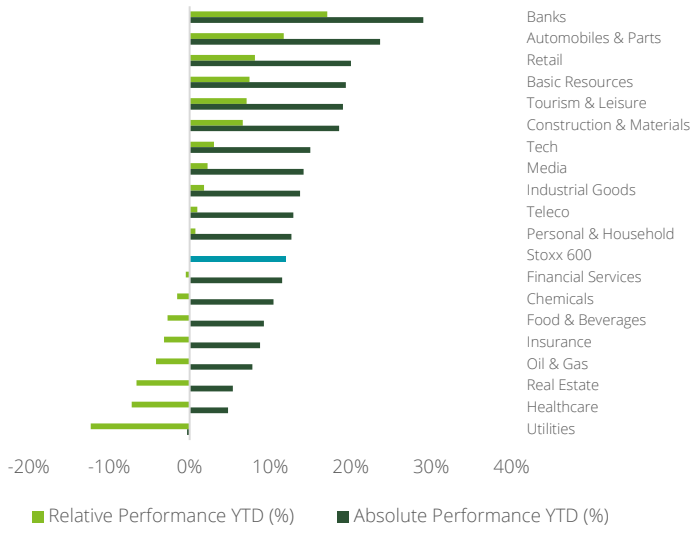
Despite the recovery of oil prices to levels of $69.46/barrel on 31 May, compared to $51.8/barrel recorded on the 31 December 2020, Oil & Gas has seen a relatively poor performance when compared to other sectors.

Real Estate's performance has been a mix this year. On the one hand, certain assets have benefitted from an increasingly open economy. On the other hand, the pace at which other assets, particularly those exposed to the retail sector, will fully recover from the pandemic's effects remains uncertain.

Utility stocks are amongst the lagging sectors of the Stoxx 600. After several years of investors favouring the renewable energy sector, rising bond yields and the market rotation towards value stocks have positioned the utility sector as the weakest sector of Stoxx 600 YTD.

Healthcare has only seen a moderate progress this year as equity investors are moving away from the sector following the continued progress in the vaccination programmes, which put stocks that benefit from an economic reopening under the spotlight.

Figure 5: Stoxx 600 sector performance



Source: Bloomberg, Refinitiv Eikon (31/05/2021)

The Spanish market was boosted by the progress made in vaccinations and the reopening of business activity, on which many Spanish companies depend on. The Spanish market is largely enhanced by the tourism sector, which represents a significant percentage of Spanish GDP.

In addition to tourism, banking has played a prominent role. The financial results of Spanish banking have illustrated how the recovery from the health crisis is impacting to the country's overall economy.

The Spanish economy shrank 11% in 2020 (INE) and started 2021 with Ibex 35 far from its historical maximum. The high weight of the construction, banking and hospitality sectors have contributed to a positive start in 2021 for Ibex 35. The Ibex 35 has increased by 13.3% YTD, surpassing Stoxx 600, up by 12.0%, and the S&P 500, up by 11.9%.

Equity issuance

ECM volumes increased significantly in the first five months of 2021 driven by supportive market conditions as the vaccination process gives a glimpse of hope

European ECM bankers have been very busy for the first five months of the year, as it has been **a record start for IPO issuance while Follow-Ons continue to increase in this period of ECM frenzy**.

When looking at **ECM issuance** (excluding convertibles), the **most active sectors** have been **financial,** technology-related companies, and consumer cyclical businesses. **The UK has remained the most active listing venue** for ECM issuance in the European continent, despite Brexit.

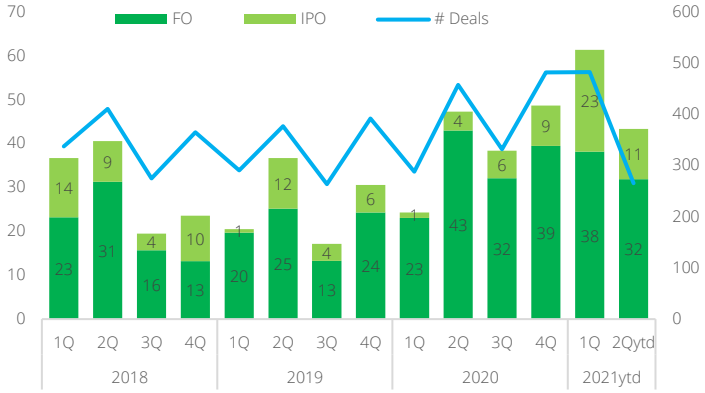
Listed companies in Europe raised almost €70bn via Follow-Ons up to the end of May – similar numbers when compared to the same period last year, which already had increased this type of issuance as a result of corporates needing to shore up balance sheets to weather the COVID-19 storm. **Most Follow-Ons (c.80%)** issued this year had a **primary element** to them, meaning **companies clearly saw capital markets as a viable way to access the capital they needed** for their businesses.

So far this year, we have seen **several *mega* rights issues**, such as the c.**€7bn** offering by Spanish Telecom **Cellnex** or the almost **€5bn** raised by Scandinavian insurance company **Tryg**, where in both cases 100% of the funds were raised from the issue of new shares. Meanwhile, other companies tested investor appetite with massive overnight placements in the form of **Accelerated Bookbuild processes**, such was the case of Germany Healthcare giant **Siemens Healthineers** which raised c. **€2.3bn** to finance a US acquisition, while the Portuguese renewable company, **EDP Renovaveis**, successfully raised **€1.5bn in a block trade**.

Spain's ECM activity levels continue to be scarce despite reportedly having built an extensive pipeline for 2021. However, **only eight transactions** have successfully carried out **in the Spanish Main Market.**

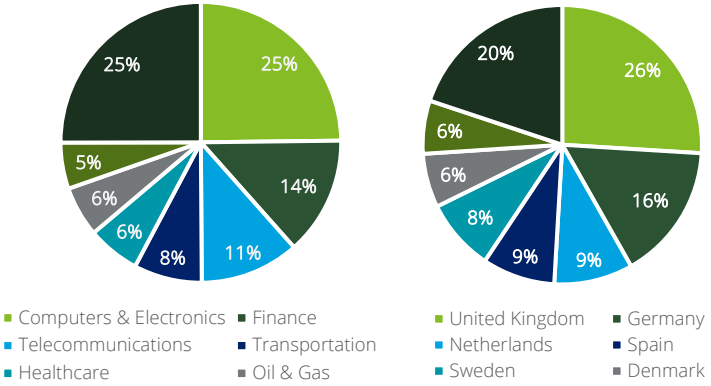
Despite the difference in issuance levels in Europe, the combined levels show the clear existence of the liquidity/capital ready to be invested in attractive businesses. If the number of ECM transactions continue to rise - particularly similar offerings - and if volatility raises due to inflation concerns, this may make investors more risk-averse and therefore be more demanding and more price-sensitive for future transactions – highlighting the importance of the companies' unique positioning in the market.

Figure 6: European equity issuances since 2018



Source: Dealogic (27/05/2021)

Figure 7: 2021 YTD equity issuances by sector and equity issuances by country



Source: Dealogic (27/05/2021)

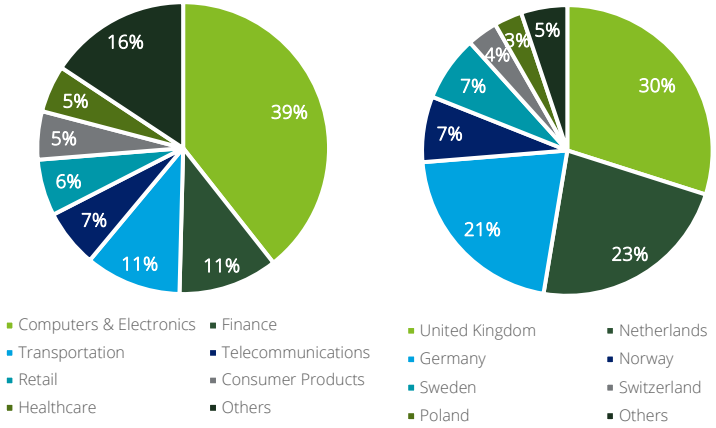
What a phenomenal start to the year for IPOs - the best since 2007 and already exceeding 2020 issuance volumes

The start of 2021 has been the best first five months of the year regarding European IPO issuance since 2007. **Through 175 IPOs, companies have managed to raise over €35bn** this year. This amount clearly exceeds the c.4bn which were raised by end of May 2020 or the €21bn which were raised in all 2020. These figures were **driven by an encouraging macroeconomic environment, steady volatility, supportive central bank programs, attractive valuations and the progress of the vaccination process in Europe.**

Seven IPOs have raised over €1,000m from different sectors, with the largest being Polish logistics company Inpost (+2.4% since IPO), which raised €3.2bn in its Euronext Amsterdam IPO followed by German telecommunication towers' firm Vantage Towers (+12.6% since IPO), which raised c. €2bn in its Frankfurt IPO.

The UK remains the most active listing venue for IPOs in Europe, closely followed by the Netherlands, which despite having a more reduced number of IPOs, those priced were much more sizeable than in the UK (average size this year c. €1,100m vs €250m in the UK).

Figure 8: 2021 YTD IPOs by sector and equity issuances by country



Source: Dealogic (27/05/2021)

Figure 9: European IPOs since 2018

Source: Dealogic (27/05/2021)

Technology has been the leader this year regarding the most active sectors in IPO issuance, followed by consumer cyclicals and industrials.

One trend that definitely started in 2021 in Europe is the issuance of SPAC IPOs; as we touch upon our "Hot Topic" later in this issue - the SPAC frenzy may not reach US levels but seems to be here to stay.

Over a quarter of the IPOs year today had firm investor commitments (i.e., cornerstone investors), which when announced early in the marketing process, **can help to drive bookbuilding momentum and ensure a successful pricing**. This **de-risk maneuvers** and the supportive market momentum help explain the IPO frenzy in 2021.

Following a reduction of its initial deal value, **renewable company Econener priced its IPO in 2021** (-11.9% since IPO), which raised **€100m** in the Spanish Main Market back in April. Econener went to market amid a potential wave of Spanish renewable companies IPOs, which vanished at the end – Opdenergy cancelled its IPO at the end of the bookbuilding process, and other transactions were put on hold (i.e. Capital Energy). Additionally, **Linea Directa opted for a direct listing in the Spanish Main Market (up by +29.3% since Listing).**

European CFO Survey

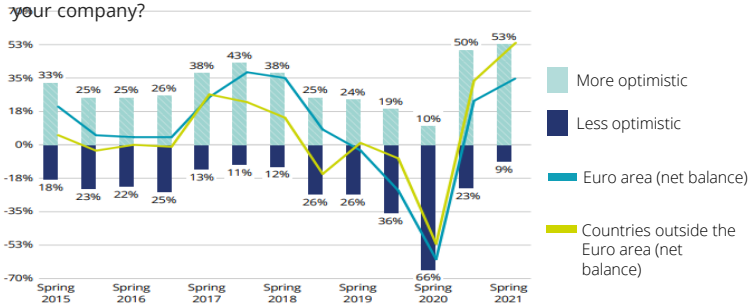
Deloitte European CFO Spring Survey: a new wave – of optimism

There are broader signs that many European companies have turned the page on the pandemic and are fully focusing on the emerging business environment

The latest Deloitte European CFO survey reveals great levels of optimism across the region. In all the countries surveyed CFOs who feel more optimistic about their company's financial prospects outnumber those who are less optimistic, so that the net balance of sentiment is positive everywhere.

The improvement in business confidence is evident too when looking at the results across different industries. Even in sectors hit hard by the pandemic, such as tourism and travel, and still much affected by the restrictions in place, a vast majority of CFOs feel more optimistic than three months ago and view the future confidently.

Figure 10: Business confidence is at its highest since the beginning of the series. - Compared to three months ago, how do you feel about the financial prospects for your company?



Source: Deloitte European CFO Survey, Spring 2015 – Spring 2021

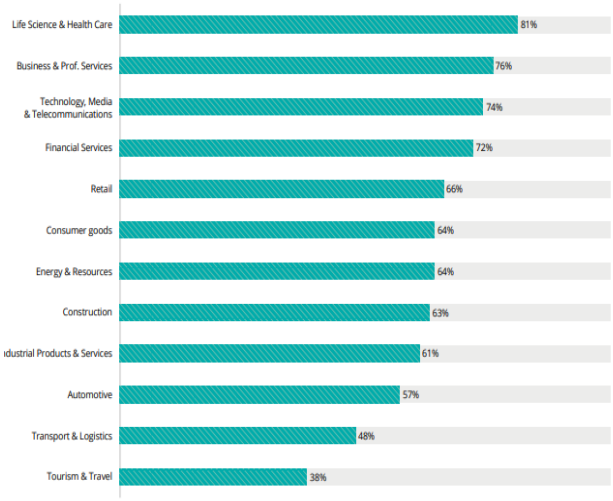
Europe's CFOs also have high hopes when looking at the next 12 months. Seventy-seven percent of CFOs expect the revenues of their companies to increase – 25 percentage points more than in September. Only 11 per cent expect them to fall.

This steep rebound in sentiment might, however, we considered almost a natural reaction. The dive suffered as the global pandemic hit was extremely deep. And despite proceeding at a slower pace than in other advanced economies, the vaccination campaign is advancing and indeed accelerating in all European countries, bringing closer the prospect that restrictions will be lifted in coming months.

Particularly in those industries operating at rock-bottom levels even cautious reopening represents an improvement. It is also the case that companies have adapted to the new environment and found new ways to do business, thus becoming less hampered by restrictive measures.

Although the positive mood is widespread the data do reveal substantial differences across industries. For example, more than 80 per cent of CFOs in life sciences and health care (LS&HC) consider their organisation to be already in the Thrive phase but only 38 per cent in tourism and travel, where more than half the CFOs say they are still battling to ensure their company's survival

Figure 11: The share of companies in the "Thrive" phase varies substantially across industries. - What phase of the COVID-19 crisis is your organisation in? (% "Preparing for and shaping the post-pandemic future") for your company?



Source: Deloitte European CFO Survey, Spring 2021

HOT TOPIC 1

European SPACs are picking up the pace

Europe is improving the pace in SPACs' trend

Europe has been slow to join the SPAC trend, but this may change from 2021 onwards. A SPAC "boom" in Europe may not be the same as in the US, but the number of listings are expected to increase

SPACs

European exchanges are not entirely new to SPACs (blank-check companies whose only objective is to raise capital in an IPO to acquire one or more operating companies through a business combination within a set timeframe). However, the number of SPAC's IPOs and the amount raised in Europe are dwarfed compared to the same metrics in the US.

In 2021 only 12 SPAC IPOs worth $3.8bn have entered the European market (vs 331 SPAC IPOs worth $98.5bn in the US). However, what may seem insignificant when looking at global data, these numbers show an impressive growth when comparing the European SPAC issuance in 2021 vs 2020. The number of deals have tripled while the volume raised in these transactions have multiplied by almost 8x ($3.8bn in 2021 vs $496m in 2020). Throughout the years, we have seen positive trend regarding the European SPAC IPO deal size. In 2019, the average size of these transactions was c.$68m, in 2020, it increased to c. $100m, and now in 2021, this average size has escalated to c.$270m. This remarkable improvement is partially due to the investor appetite for this vehicle structure and the enhanced sponsor quality of the newly formed SPACs.

Amsterdam and Frankfurt have been the most active listing venues in SPAC issuance this year, and rumors hint that several Amsterdam SPACs are yet to come to market.

The Dutch regulations and the international aspect of the Euronext market may be the leading causes driving this boom of SPACs in the Netherlands. Regarding the sectors of these SPACs and their respective sponsors looking to invest - a clear answer comes to mind: Innovative/Tech/Fintech related companies and environmental businesses.

The arrival of SPACs to Europe has been a gradual process rather than a sudden switch and is reaching European countries differently. Europe is not likely to reach the same frenzy as the US with the issuance of this type of vehicles. Numerous factors could partially explain the difference in the booming pace:

- The depth of the capital markets in the two regions - SPACs have been part of the US capital market for decades.
- Regulation –(i) More laxed European listing regulations vs SEC listing requirements; and (ii) a lack of supportive regulations for SPACs (i.e., does not allow easily for SPAC investors to leave the vehicle and obtain their cash back if they do not approve the target identified for the business combination) –*Many European regulators are revisiting such laws to accommodate SPAC issuance*

Source: Refinitiv (31/05/2021)

We see several factors driving the popularity of SPACs in Europe, including the **abundance of capital in a low-interest rate environment** where investors chase higher returns and the **rapid growth of Europe's technology sector**. Such popularity and expectations of what may come from this type of vehicle issuance are reflected in the number of European ECM investment bank teams that have created their own SPAC teams. Besides the European SPAC IPOs, it is also likely that many European companies may be targeted by the numerous US SPACs that have been listed recently.

We see specific sectors that find it more challenging to go through a traditional IPO, such as **Tech and Biotech**, **looking at the SPAC option as it allows the company to share forecasts with investors** – which in the case of an IPO is prohibited. Sharing projections may enable them to obtain a greater valuation while having the option to raise the necessary capital in the future via public markets.

The attraction behind SPACs

SPACs may bring numerous benefits for all parties involved, particularly for companies accessing liquidity via the public market and looking to fast-track the IPO process. Although it is innovative in Europe, this path of listing and raising capital will not suit everyone as it may present some challenges when compared to traditional IPOs

Traditionally, SPACs were most suitable for small and medium-sized companies that otherwise would not have access to public markets. In the **recent SPAC boom** in the US and as shown in the SPACs recently listed in Europe, these new vehicles are **led by top sponsors**, allowing SPACs to **raise more money** and therefore having **access to greater and more mature companies**. This presents a **new way to go public** for these companies, although a SPAC merger is **not for everyone**, such as the case of European fintech Klarna, where the CEO has publicly dismissed this option despite having SPAC merger request daily. Other European companies may be going through the same. It is **key for companies to assess the pros and cons of the SPAC process** and see which way of accessing public markets best suits them.

The clear advantage of a SPAC for companies is accessing public markets without the hassle of a traditional IPO. However, this **does not exclude companies from the requirement of being compliant with all the same regulations** European companies need to meet following their IPO, in this case, **following the De-SPAC process.** Although with a SPAC merger there is a **degree of flexibility to negotiate certain terms, particularly valuation** with the SPAC sponsors. These valuations should **not be far from what public markets are willing to pay** for the stock. If valuations are perceived as too high, once the company's shares are traded publicly following the de-SPAC process, it is likely that stock will underperform (as many de-SPAC companies have done in the past).

Benefits that SPACs may bring to the different players of the process

Companies
- Speed of listing
- Valuation certainty
- Strategic partnership

Banks
- Greater deal flow (take public earlier stage companies)
- Greater fee pot
- SPAC IPO / De-SPAC M&A process

Investors
- Redemption option
- Additional profit opportunities & warrants
- Retail investor

Sponsor
- Easy access to capital
- Significant upside (typically end up with 20% of the amount raised in the SPAC IPO)

	Traditional IPO	Reverse Merger with a SPAC
Pros	✓ Increased **analyst coverage** ✓ Direct interaction with future **shareholders** ✓ **Continuity of management team** post-IPO ✓ **Control of the IPO process** ✓ **IPO valuation** recognized by market and institutional investors	✓ **Valuation certainty** ✓ Allows to show **future projections** – *potential upside in valuation for growth companies* ✓ **Speed of process** (3-4 months vs. 6-8+ months) ✓ **Bargaining power for soon-to-expire SPACs** - applies specifically for US SPACs ✓ **Easier access for non - mature companies**
Cons	× **No projections -** Requires to prove track record and recent success × **Higher cost and timing** of execution × **No valuation certainty** until pricing of the IPO	× **New shareholder with decision power** (i.e., Sponsors) × Potentially **less analyst coverage** × **Less specialized investors in the sector at IPO** × **Requires the same level of preparation** to comply with market requirements

HOT TOPIC 2

Investor interaction in an IPO

Early investors' interactions are key to success

With more volatile markets, it is imperative to identify investors that believe in the story and are willing to commit to the IPO early on. In order to gain such an investor *"fan club"*, quality early interactions are essential

One or more rounds of the so-called **Early Look meeting** in an IPO process **have become the norm**, particularly for companies with a difficult story for markets to grasp. The idea behind this is to obtain **greater visibility on the IPO feasibility, investor's appetite** for the story and in rare cases, a valuation approach.

The question remains - **when is the right time to meet investors for the first time to ensure building your *"fan club"*?** The answer is not straightforward, as it will **depend on the complexity and uniqueness of the story and how ready and determined the company is for the IPO process**. For more complex cases, having meetings with investors one year before the IPO could be required, although more typically approaching investors 6+ months prior to pricing - by that time, companies would normally be already en route to IPO and would have worked on a "bulletproof" equity story with their advisors.

Following such early interaction, it is **key to keep in touch with investors that have shown interest,** to prove to them how the company is meeting their objectives and therefore building a reliable track record. Ideally, from these meetings, companies may create their *"fan club"* and **convert interest into demand early on**, in the form of **cornerstone investors** (firm commitment before price range is being set up and IPO prospectus published), **or in the form of anchor investors**, entering a demand request within the first few hours/days of the bookbuilding process.

Investor interactions in an IPO

Early look / Pilot fishing

- Series of investor meetings to **test the appetite for the business and the proposed IPO structure**
- **Management presentation** introducing business, management and key drivers (light in financials)
- **Build track record**

Pre-marketing

- The goal is to **obtain detailed investor feedback** to establish the IPO price range. Such **range** should be **realistic enough to place a minimum where a significant number of investors can feel comfortable with**
- **Finalize cornerstone investments** and identify potential anchor investors

Roadshow

- Management to meet investors one last time to ease any concerns they may have and **"seal the deal"**
- Pricing decided at the end of bookbuilding **based on the level of subscription and quality of the book**
- **Possibility to offer a discount** vs listed peers depending on the market

COVID-19 Impact
An expedite remote investor interaction

As with many other aspects of life, **COVID-19 has dramatically impacted on how companies and investors are interacting**. All investor interactions and the entire IPO process has become virtual. The remote process has clear benefits but can also present certain challenges:

- ✓ The possibility of shortening pre-pandemic roadshow timings considerably *(usually 2 weeks)*
- ✓ The ability to prioritize investors based on interest rather than location
- ✓ Reduced costs and no Management travelling
- × More effort required to build a relationship with investors – due to the lack of in-person interactions

Only time will tell if going forward, these types of interactions may become permanent in some way, shape or form

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Selected IPO Credentials

MusicMagpie Tech	**SATS** Fitness	**Helios Towers** Telecommunications	**Addiko Bank** Financial Services	**Airtel Africa** Telecommunications
Feb 2021 £100m	October 2019 €133m	October 2019 €331m	July 2019 €172m	June 2019 €604m
Traton Group Automotive	**US Solar Fund** Renewable Energy	**DWF Group** Professional Services	**AJ Bell** Financial Services	**Credit Income** Investment Trust
June 2019 €1,387m	April 2019 €177m	March 2019 €111m	December 2018 €194m	November 2018 €115m
Smaller Companies Investment Trust	**Piovan** Industrial Products	**Funding Circle** Financial Services	**Carel** Industrial Products	**Energean** Non-Renewables
October 2018 €934m	October 2018 €156m	September 2018 €494m	June 2018 €252m	March 2018 €373m
Sabre Insurance Insurance	**Bakkavor Group** Food Services	**Charter Court** Financial Services	**AEDAS Homes** Real Estate	**Allied Irish Bank** Financial Services
December 2017 €359m	November 2017 €295m	September 2017 €288m	October 2017 €667m	June 2017 €3,434m

ECM service offerings

Independent IPO Adviser

- Truly independent advice throughout the IPO process
- Offer and transaction structuring advice
- Assistance with adviser selection and monitoring their performance throughout the IPO execution phase
- Input into equity story
- Project and syndicate management
- Advice on pricing and allocation

IPO Readiness

- Help companies prepare for an IPO
- Readiness assessment with a key findings report identifying deficiencies that may delay or prohibit an IPO
- Scope covers financial, commercial and organizational areas
- Design remediation plan to address shortcomings prior to IPO kick-off
- Categorization of findings into necessary for listing, best practices, effort required to implement the finding as well as IPO timing to be executed (pre/post or during the IPO execution)

IPO Assist

- Support and advice where and when needed including:
  - Acting as Project management office of the IPO, which includes coordinating all parties, ensuring resources are in place to execute all tasks in a timely manner, avoid distraction of management on their day-to-day activities, anticipating risk and tracking of IPO costs
  - Offering a seconding staff when needed
  - Building models for IPO
  - Working as an integrated part of the company's team

Tax and Remuneration Advice

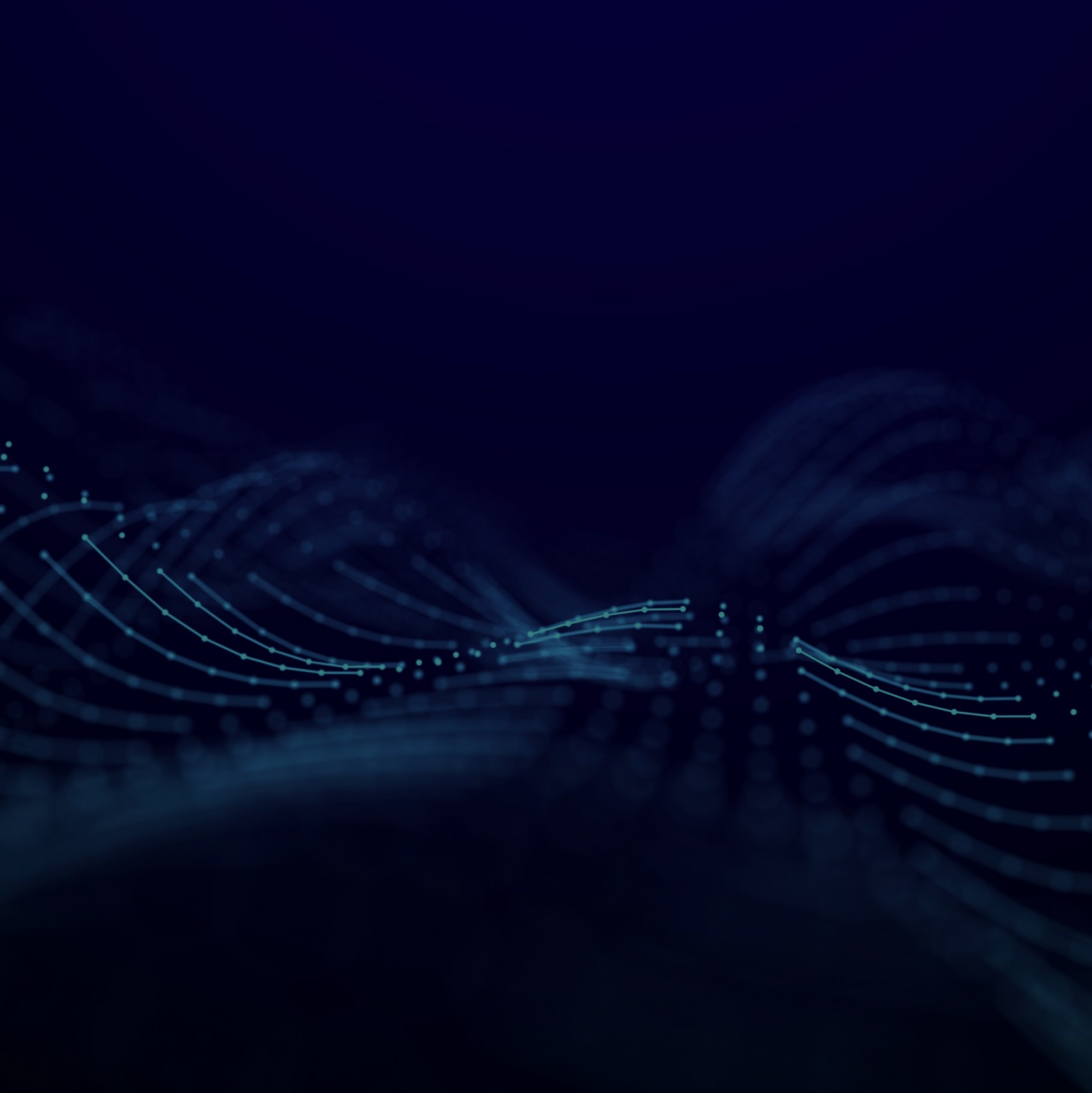
- Tax structuring, including domicile of Topco
- Advice on arranging executive and employee remuneration plans
- Implementation and documentation of remuneration plans
- Benchmarking remuneration structures against S.A norms

Post-IPO Support

- Help management handle the transition and ensuring compliance with post-IPO regulations
- Assist with preparation of first set of public financials, audit of financial statements, ongoing analyst liaison and results announcements
- Ongoing corporate governance advice and support

Public Company M&A

- P2Ps, public offers, hostile takeovers
- Act as lead adviser on either the buy-side (Offeror Adviser) or sell-side of the transaction
- Advice on corporate restructurings and demergers
- Support and advice on preparing bid defence procedures



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