

FRD
center

FRD Center

Market entry services. M&A advisory.

Bucharest, Romania.

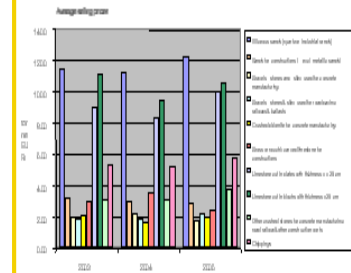


FRD Center - general info

- privately owned market entry and M&A advisory firm, operating since 2000
- based in Bucharest, Romania
- trusted partners / agents in all administrative regions in Romania, as well as in all CE and SE European markets
- operates with a team of 4 core senior consultants specialised in market research, business matchmaking and market entry strategy
- pool of over 10 experienced sector-specialists cover fields of interest at a particular time
- provides customised market entry services, business intelligence and market support for foreign companies interested to enter the Romanian and regional markets as investors, exporters or joint-ventures
- provides tailor-made assistance to foreign companies interested to partner with, or acquire a local company through an M&A transaction and to foreign investors interested to invest in, or buy, Romanian companies
- since 2000 - trade consultant for the Irish Government Agency, Enterprise Ireland as well as partner of a number of other governmental export and investment agencies from Finland, Spain, USA, Canada etc.



- market research and reports, sector studies, market briefs, market intelligence
- market opportunity and market barriers identification and assessment
- best routes to the market - strategic recommendations
- identification, selection and/or profiling of:
 - suppliers
 - importers / distributors
 - potential clients, direct buyers
 - competitors
- follow up services
- trade missions, business itineraries, inward buyer missions
- company set-up, legal formalities, business relocation, recruiting*
(* non-core services - covered through partners)



BUY-SIDE

- upon-demand lead generation and target identification for foreign companies interested to buy or to invest into small and mid-cap Romanian companies
- market scan, identification, selection, profiling of M&A / investment targets according to specific Buyer requirements and criteria
- background and reputation checks, commercial due diligence of local targets
- selected targets direct contact at owner level, negotiations and pursuit
- industry analysis and market research, economic and legal environment, SWOT analysis of the sector, risk assessment etc.
- pre-M&A business support including accompany Buyer during visits, pre-M&A local representation
- assistance and advisory to the Buyer and pursuit of the deal to closure
- post-M&A consultancy and representation if required including acting as the Buyer's trusted representative in the board, progress monitoring etc.



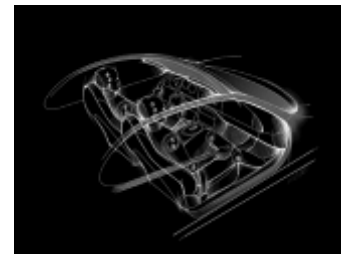
SELL-SIDE

- assistance to and representing local companies based on sell-side mandates (selective portfolio of Romanian companies for sale – currently over 10 projects)
- direct and pro-active identification, selection, profiling of M&A / investment targets – small and mid-cap Romanian companies interested in sale or equity raise (sell-mandates)
- network of local agents in all geographical areas of Romania (lead generators)
- company valuation advisory
- targets detailed profiles
- preparations for sale
- investor search and selection
- pre-due-diligence phase facilitation between seller and potential buyer
- participation and advisory during the negotiation and due diligence phases



Track record to date - M&A

- 15 M&A advisory and support projects in sectors such as
 - LPG
 - automotive
 - construction materials / mining
 - architecture
 - plastic processing
 - educational publishing
 - BPO, contact centers
- comprehensive involvement in a large wind farm multi-purchase M&A project with an Irish developer
- development of a network of “targets diggers” in areas of Romania
- over 10 currently active sell-side mandates or leads
- buy-side mandates from foreign companies and investment funds



- Since 2009, FRD Center is the exclusive member in Romania of M&A WORLDWIDE, one of the largest and best performing global networks of M&A advisory firms, currently comprised of 43 members in 45 countries.
- M&A WORLDWIDE members are high-quality advisory firms with proven skills and track record in both domestic and cross-border M&A transactions.
- Through this global network, the FRD Center team has access to a wide range of strategic buyers, acquisition and merger candidates as well as corporate finance partners that ensure successful transaction
- In 2017 reporting members of M&A Worldwide completed 339 deals (156 sell-side, 61 buy-side, 55 financing and 67 other) with a value of €2.9 Billion (\$3.6 B).

Member of

M&A WORLDWIDE
THE NETWORK FOR MERGERS & ACQUISITIONS



Track record to date

- over 200 market reports and sector studies
- over 40 market briefs and presentations
- over 10 large trade missions
- over 50 market opportunities assessment projects
- over 180 projects of partners and providers identification, selection and profiling
- over 80 business itineraries in the target territory
- over 20 inward buyer missions to Ireland, Finland and Spain
- over 10 marketing and brand strategy projects
- over 10 multi-country market entry and development projects
- over 20 target origination and in-depth target research and profiling projects
- 15 M&A advisory and support projects



Some of the sectors covered to date are:

- building and construction - services, materials, equipment, machinery
- FMCGs, retail
- furniture
- industrial manufacturing, tooling
- waste water treatment, waste management
- green energy, bio-fuels
- automotive, transportation
- agricultural machinery, agrotechnology
- oil & gas, paints & varnishes, lubricants
- laboratory equipment and substances
- agribusiness, green houses, fertirigation
- medical devices, private health services
- human and veterinary pharmaceuticals
- foods, alcoholic drinks
- software, telecom, IT&C
- textiles, knitwear
- banking, non-banking financial services
- insurance
- training, education services
- printing, book publication
- energy efficiency, renewable energies
- electronics, tools, equipment
- medical and dental devices, equipment
- plastics, chemicals, raw materials



Clients - examples

Long-term FRD Center clients include:

Enterprise Ireland - the Irish Agency for Trade and Technology, PMR Consulting Ltd., IMD Lausanne, Business Finland / Finpro, Instituto de Fomento Region de Murcia (Spain).

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|-------------------------------------|--|------------------------------|
| ▪ General Motors | ▪ CKE Franchise Inc. | ▪ Faessler AG |
| ▪ John Sisk & Son | ▪ Innovation Norway | ▪ Dansk Industri |
| ▪ DCC Corporate Finance | ▪ I & JL Brown UK | ▪ Shenick Network Systems |
| ▪ Norkom Technologies | ▪ Yuvalon Ltd. Israel | ▪ Two-Ten Health |
| ▪ FloGas Ireland | ▪ Medentech Ireland | ▪ Asavie |
| ▪ Macalla Software | ▪ Hanson plc. | ▪ Treatment Systems |
| ▪ Clore Automotive USA | ▪ U.S. Department of Commerce – International Trade Administration | ▪ SAP Group |
| ▪ Fair Isaac Inc. | ▪ IONA Technologies | ▪ Jennings O'Donovan |
| ▪ The Royal Netherlands Embassy | ▪ Titan Eko | ▪ Monex Financial Services |
| ▪ BCG - The Boston Consulting Group | ▪ ChangingWorlds | ▪ Bimeda Veterinary Products |
| ▪ ProfVet Norway | ▪ Zarion Ireland | ▪ Hydro International |
| ▪ AMR International | ▪ Canadian Embassy | ▪ Alatto Technologies |
| ▪ Dromone Engineering | ▪ E-Spatial | ▪ Netsure |
| ▪ Xiam Software | ▪ KleenFlo Canada | ▪ WSI Canada |
| ▪ Bioverda GmbH | ▪ RAEF | ▪ Openmind Networks |
| ▪ Cape Technologies | ▪ Combilift Ltd. | ▪ Openet Telecom |
| | | ▪ TaxBack International |



Example of sell mandates and M&A leads currently held by FRD Center

- **top publisher of school books, accessories and general literature**
(sale of up to 100% shares for ~6 mill EUR)
- **biomass-to-electricity power plant (green energy)**
(capital infusion of some 10 mEUR sought for growth, against majority of shares)
- **wrap-around labels and flexible plastic packaging manufacturer for F&B industry**
(sale of up to 100% shares for ~2 mEUR)
- **project (greenfield): wellness, rejuvenation and aging slow-down spa**
(85 % ownership of the vehicle company against 25 million capital infusion)
- **high-tech physics and optoelectronics R&D&M company**
(equity raise against participation)
- **meat processing company**
(equity raise against participation)
- **profitable upscale four-star hotel and luxury spa**
(sale as an asset)
- **manufacturer of PE bags, foils and PE pipes**
(sale of up to 100% shares)
- **e-commerce platform for auto parts**
(equity raise of some 15 mEUR, for growth, against majority of shares)



- Should you be interested to acquire a local player in Romania and / or the neighboring countries in CE and SE Europe, feel free to contact the FRD Center M&A advisors with your specific requirements
- Based on your RfP, the FRD Center M&A advisors will prepare a Formal Offer
- In line with the industry standards used at international level, the FRD Center M&A services are provided on a combination of quite reasonable professional fee – paid up-front or on a milestone basis - plus success fee, percentage resulting from the Transaction.
- The first step is to deeply understand your business, you strategy for the future, what level of investment / acquisition you are looking at and in what sector of activity, the ideal target profile, in detail, and your expectations for the outcome of the transaction, in the medium and long term



Market Entry projects, Market Research and other inquiries:

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