

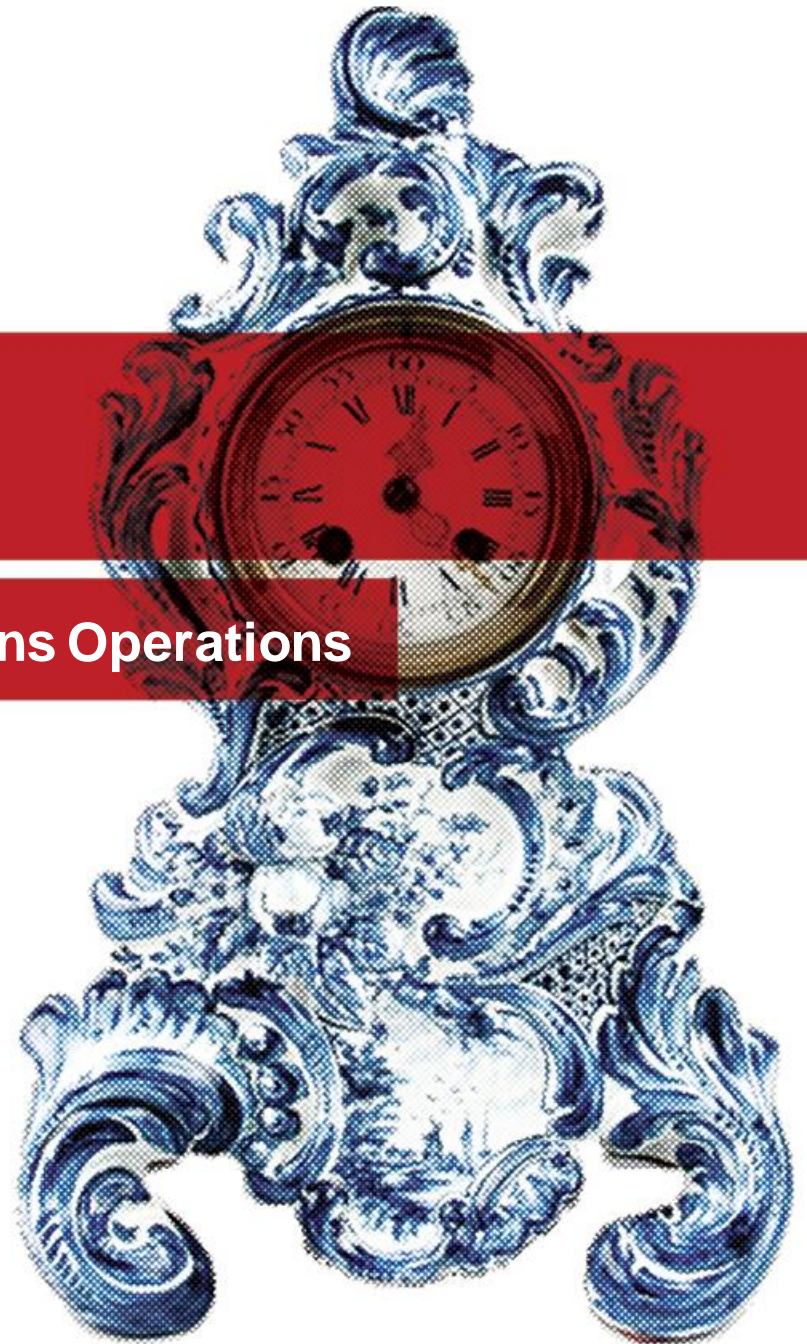
Master in Finance

Financing Mergers and Acquisitions Operations

Telmo Francisco Vieira



Lisbon School
of Economics
& Management
Universidade de Lisboa





Telmo Francisco Vieira

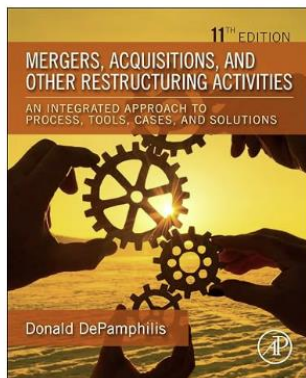
(CPA and Statutory Auditor)

tfv@iseg.ulisboa.pt

Telmo.vieira@premivalor.com

Ways of Financing the deal

Chapter 13 - DePhamphilis, Donald M., (24 Nov 2021), *Mergers, Acquisitions, and Other Restructuring Activities*, Academic Press, 11th edition.



Roll over image to zoom in

Read sample

Integrated Approach to Process, Tools, Cases, and Solutions 11th Edition

by Donald DePamphilis (Author)

4.6 ★★★★★ 9 ratings

[See all formats and editions](#)

Kindle
\$38.98 - \$79.80

Paperback
\$84.00

Read with Our **Free App**

6 Used from \$79.09
10 New from \$84.00

Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions, Eleventh Edition presents the most current and comprehensive M&A information available. Organized according to the context in which topics normally occur in the M&A process, the book covers M&A environments, M&A processes, M&A valuation and modeling, deal structuring and financing strategies, and alternative business and restructuring strategies. Covering industries worldwide, this new edition illustrates the most germane strategies and tactics in today's marketplace. It includes substantially more ancillary materials than previous editions, including an extensive test bank, chapter summaries, and instructor and

▼ Read more

ISBN-10



012819782X

ISBN-13



978-0128197820

Edition



11th

Publisher



Academic Press

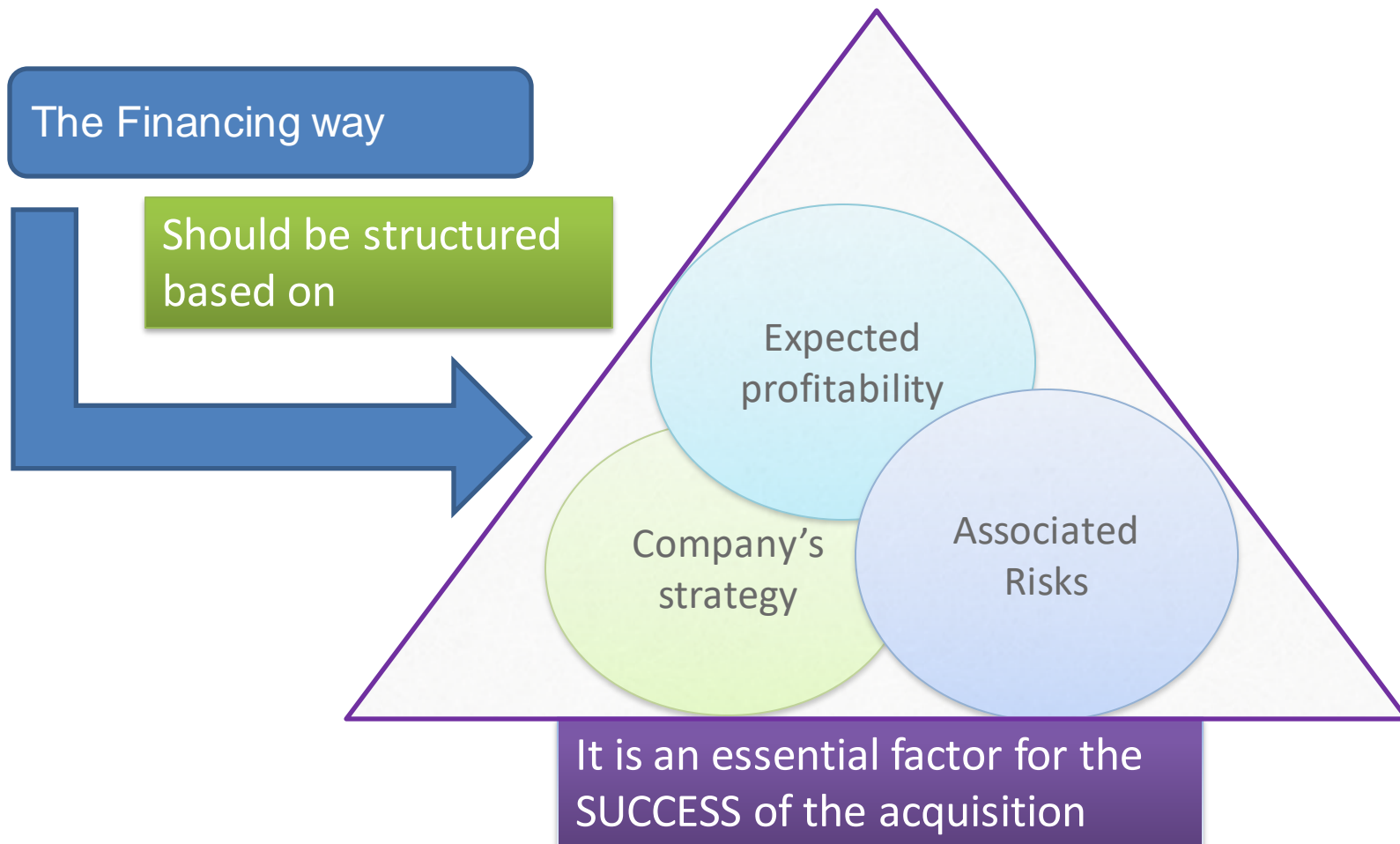
Publication date



November 24,
2021



Ways of Financing the deal



Ways of Financing the deal

In order to choose the most suitable **financing sources** for the needs of the company, the next steps should be followed:

- 1) Analyzing the initial situation of the acquiring company;
- 2) Perform the *Due Diligence*;
- 3) A management planning for the target company;
- 4) Analyses of the Financing options:
 - Own Resources
 - Deferred payments to the seller
 - Bank loans with or without real guarantee
 - Hybrid Financial Instruments
 - Strip Financing

Ways of Financing the deal

1) Analyze the initial situation of the acquiring company

- The **acquiring company** must be aware of its financial capacities and for this reason, it is necessary to analyze:
 - a) The financial position
 - b) The profitability
 - c) The leverage capacity
- The financial analysis must contribute with robust information so that the managers of the acquiring company understand if the acquiring process is possible to do or not.

Ways of Financing the deal

1) Analyze the initial situation of the acquiring company

→ A good financial position of the acquiring company helps to take the control of the target company due to:

- ✓ borrowing capacity;
- ✓ the target company has preference for being acquired by a company that can pay a fair price and make investments towards its modernization and growing.

Ways of Financing the deal

2) Perform the *Due Diligence*

- Procedure for systematic analysis of documents and information of a company, with the objective of assessing the potential and the effective risks;
- When it is used in a careful and in a comprehensive way, it can be one of the keys for the success of the operation;
- It is a major tool to fine tune the acquisition proposal in relation to the target company.

3) Management Planning of the target company

- **1st Step:** Analysis of each company on a stand-alone basis;
- **2nd Step:** Definition of the strategy and the management planning of the target company:
 - Preparation of the financial statements of both companies working as one;
- **3rd Step:** Considering the necessary investments for putting both companies working together, as well as to make an estimation of the **costs savings** and the expected **operational synergies**.

Exercise 1

What **potential synergies** could emerge from a **prospective acquisition** as Vodafone considers acquiring its competitor, Altice?

Additionally, how might these **estimated synergies** impact the **financing process**?

Exercise 2

Search for financing alternatives that were implemented in some transaction processes.

Try to identify 2 or 3 cases across different industries.

4) Analysis of the Financing options

It must be considered different sources of financing:

- 4.1) Equity
- 4.2) Deferred payments to the seller
- 4.3) Bank loans with or without real guarantee
- 4.4) Hybrid Financial Instruments
- 4.5) Strip Financing

4.1) Equity

It should be always the first option of the companies regarding the financing of the acquisition process since, in this way, the company is less dependent of third parties.

However, there is always a risk for personal equity, as well as a financing risk if it is insufficient.

Example: Ordinary shares; Preference shares; Venture Capital

4.1.1) Ordinary shares

- Securities representing the capital of a corporation;
- Assign to their owners (shareholders) a portion of the company and the right to vote in the General Assembly;
- Shareholders are remunerated through the dividends (depending on the profits obtained by the company and according to the dividends policy) and when they obtain capital earnings;
- In case of the company's liquidation, all creditors, bondholders and holders of preferential shares have priority above the holders of ordinary shares.

4.1.2) Preference shares

- It is a class of shares that remunerates with a pre-defined rate of dividends;
- In case of the company's liquidation, the shareholders receive its portion of the assets respectively, before the shareholders with ordinary shares;
- The preferential dividend is **cumulative** → if for any reason there would not be payment, it should be added to the dividend of the next exercise;
- They do not usually give the right to vote.

4.1.2) Ordinary shares vs Preference shares – additional aspects

Ordinary shares

Ordinary shares carry the full risk and reward of investing in a company. If a company does well, its ordinary shareholders should do well. As the shareholders of the company, it is the ordinary shareholders who vote 'yes' or 'no' to each resolution put forward by the company directors at company meetings. For example, an offer to take over a company may be made and the directors may propose that it is accepted but this will be subject to a vote by shareholders. If the shareholders vote 'no', then the directors will have to think again.

Source:

<https://www.londonstockexchange.com/personal-investing/what-differences-between-ordinary-and-preference-shares-CISI>

4.1.2) Ordinary shares vs Preference shares – additional aspects

Preference Shares

Some companies have preference shares as well as ordinary shares. The company's internal rules (its Articles of Association) set out the specific ways in which the preference shares differ from the ordinary shares.

Preference shares are a hybrid security with elements of both debt and equity. Although they are technically a form of equity investment, they also have characteristics of debt, particularly in that they pay a fixed income. Preference shareholders have legal priority (known as seniority) over ordinary shareholders in respect of earnings and, in the event of bankruptcy, in respect of assets. Normally, preference shares:

- are non-voting, except in certain special circumstances, such as when their dividends have not been paid*
- pay a fixed dividend each year, the amount being set when they are first issued, and which has to be paid before dividends on ordinary shares can be paid*
- rank ahead of ordinary shares in terms of being paid back if the company is wound up.*

Source:

<https://www.londonstockexchange.com/personal-investing/what-differences-between-ordinary-and-preference-shares-CISI>

4.1.3) Venture Capital

- Investment used for the beginning of an activity with a high potential of growth;
- Normally, it is provided by a specialized external company and usually takes place when the **company starts** its activity;
- Ways of venture capital: **Venture Capital society** or **Business Angels**;
- It does not require dividends;
- It seeks the capital gains on the **exit moment**;
- It intends to realize the capital gains in **5-7 years** (maximum).

4.2) Deferred payments to the seller

- It is one of the less expensive financing alternatives;
- It is a payment done in different time periods previously agreed with the seller.

4.3) Bank loans

1. With collateral;
2. Without collateral.

4.3) Bank loans

1. With Collateral:

- The debtor indicates a **specific item** that will guarantee the reimbursement to the lender in case of default by the debtor;
- In the event of a default by the debtor, the creditor may sell the asset given as collateral, paying the debt with the obtained amount and, if there is a difference, returns to the debtor.

4.3) Bank loans

1. With Collateral:

- For the validity of the guarantee, it is necessary that the contract clearly states:
 - the debt amount
 - the applied costs/**commissions**
 - the term and form of payment
 - identification of the guarantee asset of the operation.

- It is also necessary to register formally the contract;

- Example with collateral: **Mortgage** - gives the lender the right to be paid for the value of the property belonging to the debtor, with a preference over other creditors.

4.3) Bank loans

2. Without collateral:

- Loan made to a client who works with the bank for a long period of time, creating therefore a trust relationship;
- Knowledge of "someone" inside:
 - in this case there is a possibility that guarantees may not be necessary;
 - it is necessary a lot of confidence in the company / person.

4.4) Hybrid Financial Instruments

- They are very attractive alternative to the investor if the company presents a good growth potential;
- It is a mixture of financial instruments:
 - Warrants bonds

4.4) Hybrid Financial Instruments

Warrants bonds

- At the emission date **bonds** are associated with a **warrant**;
- This warrant entitles its holder the **right to purchase** a specific number of **shares** of the issuer at a **predetermined price** until a certain date and is detachable from the **bond** and, therefore, **separately tradable**;
- The **bondholder**, by exercising the right ("warrant") acquires the right to be also a **shareholder**;
- From this moment shall have two relationships with the issuing company: bondholder (**creditor**) and shareholder (**owner**).

4.5) Strip Financing

- It consists in creating a package with several financial instruments;
- It aims to reduce conflicts of interest among different stakeholders.
- **Strip financing** is the repackaging of different types of obligations—debt, preferred stock, common stock etc.—into one security. The idea is to ease conflicts of interest and agency costs between the holders of the initial components, bond and stockholders.

→ Financial Institutions – How do they evaluate transactions ?

Aspects to consider:

Business:

Experience in financing many industries



Knowledge of the business risks of each industry

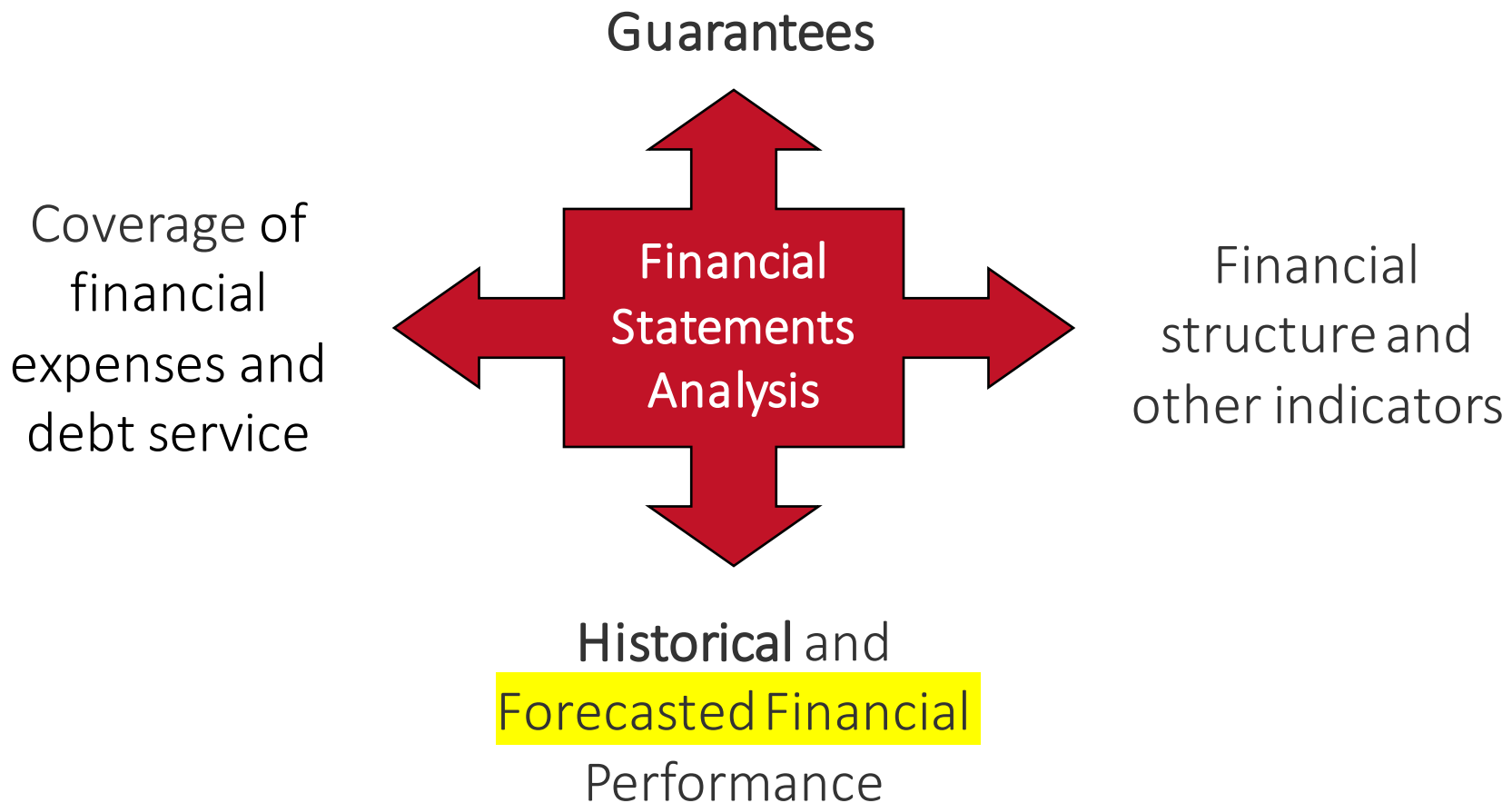
- Businessman Experience

- Credibility / Reputation

Financial statements analysis

Ex. **Sergio Marchionne** is an Italian-Canadian manager widely known for his turnaround of the Italian automotive group Fiat.

- Financial Institutions
 - How do they evaluate transactions ?



Exercise 1



Structure of financing of M&A operations

Exercise 1



1. In June 2015 Altice acquired [Portugal Telecom](#) and sold [Cabovisão](#) to [Apax France](#).
2. On 17 September 2015, it was announced that Altice would acquire [Cablevision](#), a [Long Island, New York](#) based cable provider for US\$17.7 billion, including debt.

Search available information of **what was the financing structure** adopted by ALTICE in the indicated M&A operations.

The particular case of Buyouts financing



❖ Leveraged Buyouts as Financing Strategies

LBOs refer to a commonly used financing strategy often employed by **private equity firms** to acquire companies using a substantial amount of debt to pay for the cost of the acquisition.

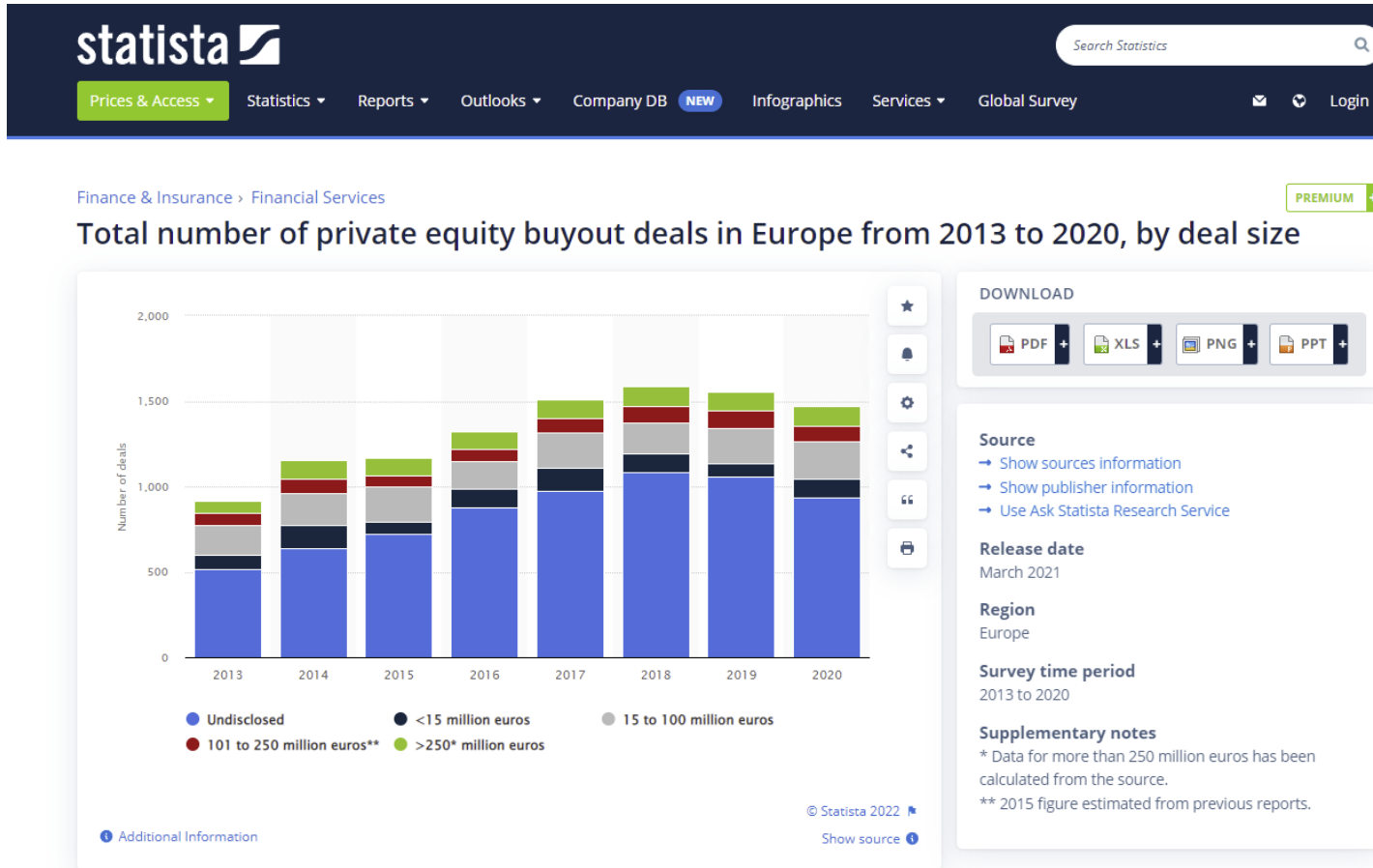
In a typical LBO transaction the tangible assets of the firm to be acquired are used as collateral for the loans.

A **buyout** is the acquisition of a controlling interest in a company and is used synonymously with the term acquisition.

If the stake is bought by the **firm's management**, it is known as a **management buyout**, while **if high levels of debt** are used to fund the buyout, it is called a **leveraged buyout**.

The particular case of Buyouts financing

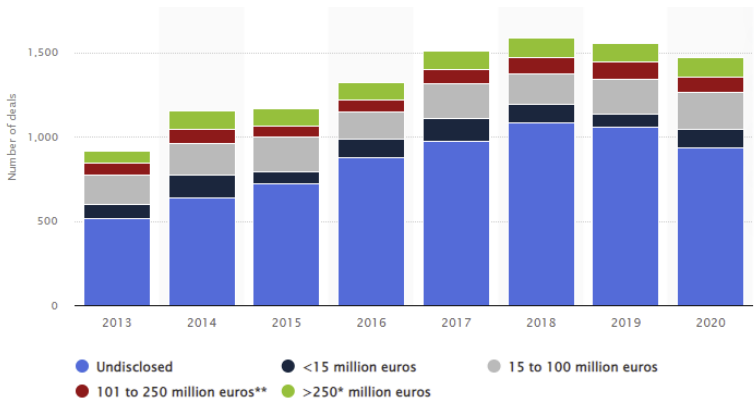
The development of the market for Buyouts



Source: Statista 2022

The particular case of Buyouts financing

The development of the market for Buyouts



The total number of **private equity buyout** deals in Europe with an undisclosed value **increased** year-on-year from 2013 to 2018, before dropping in the following two years.

In 2020, a total of 937 private equity deals had undisclosed values, a significant drop from the previous year. In terms of buyout deals with disclosed values, a total of **115 private equity deals** amounted to a value of over **250 million U.S. dollars**.

In total, there were **1,473 private equity buyout deals** in Europe in 2020.

What factors are critical to successful LBO's?

pp. 485

Target selection

Traditionally, firms that represent **good candidates** for an **LBO** are those that have:

- Substantial unused borrowing capacity
- Tangible assets
- Predictable positive operating cash flows
- Assets that are not critical to the continuing operation of the business.
- Competent and highly motivated management is always crucial to the success of an LBO
- Firms in certain types of industries (ex. Technology)

Key Elements in the Determination of a Leverage Buyout

- Management quality and their expertise;
- Commitment of management and other investors;
- Quality of the Business Plan / **Business case** / **Business Model**, robustness and sustainability of its profile to generate **cash flows**;
- **Market** where the company is operating and its development perspectives;
- Quality of the **due-diligence**;
- Transaction size;
- Comparable market / constraints of placing the operation (**syndication**).

What factors are critical to successful LBO's?

pp. 485

- Firms with **unused borrowing capacity** and redundant assets
- Firms that are poorly performing with **potential to generate cash flow**
- Firms with significant **agency problems**
- Firms whose **management is competent and motivated**
- Firms in **attractive industries**
- Firms that are large-company operating divisions
The best candidates for MBOs often are underperforming divisions of large companies, in which the division is no longer considered critical to the parent firm's strategy.
- Firms without change of control covenants

What factors are critical to successful LBO's?

pp. 485

Target selection

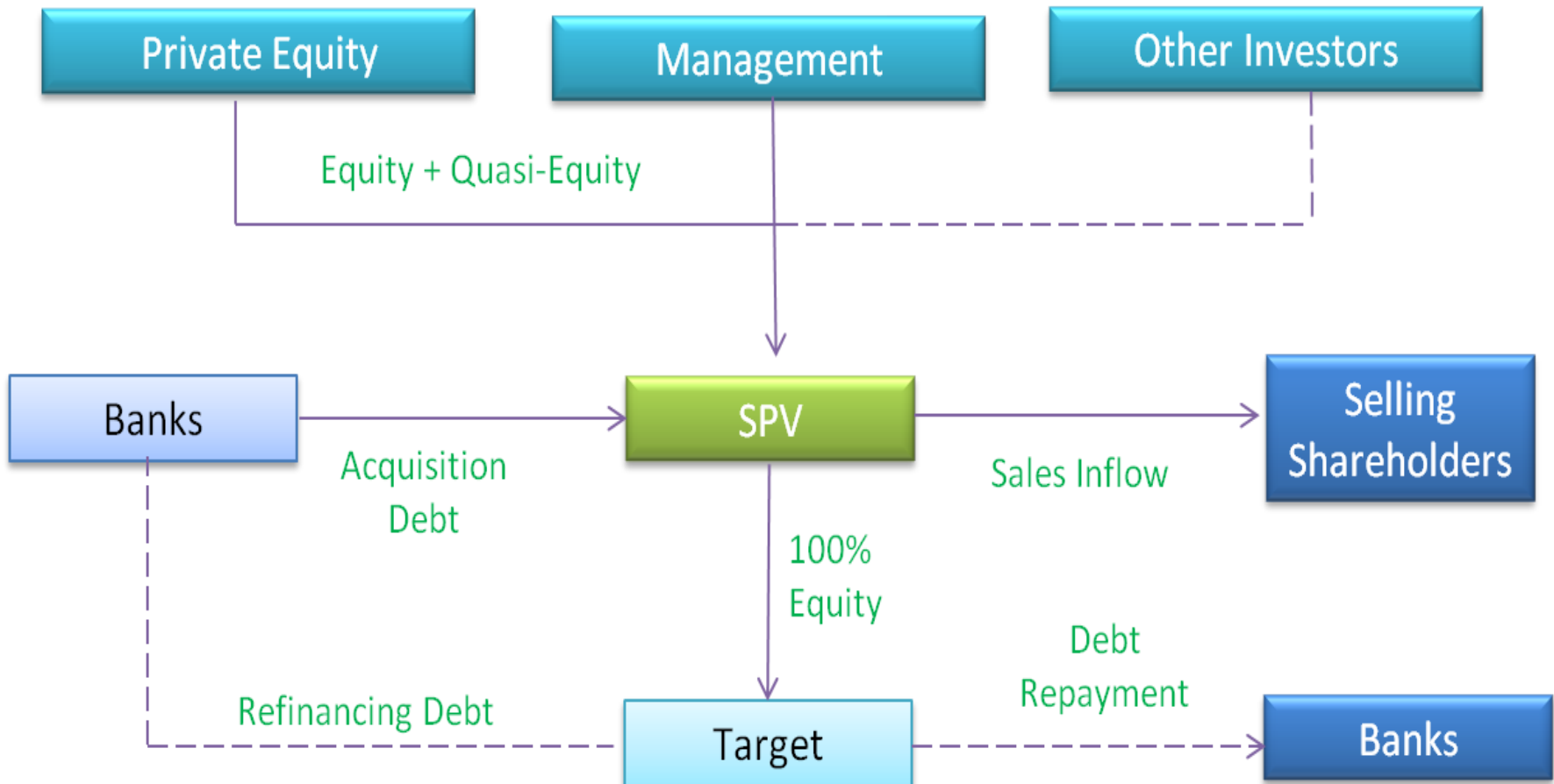
The process for selecting the target is exhausting.



For every **100 opportunities** considered, the average Private Equity Firm investigates in detail about 15, signs a purchase agreement with 8, and actually **closes on 4***.

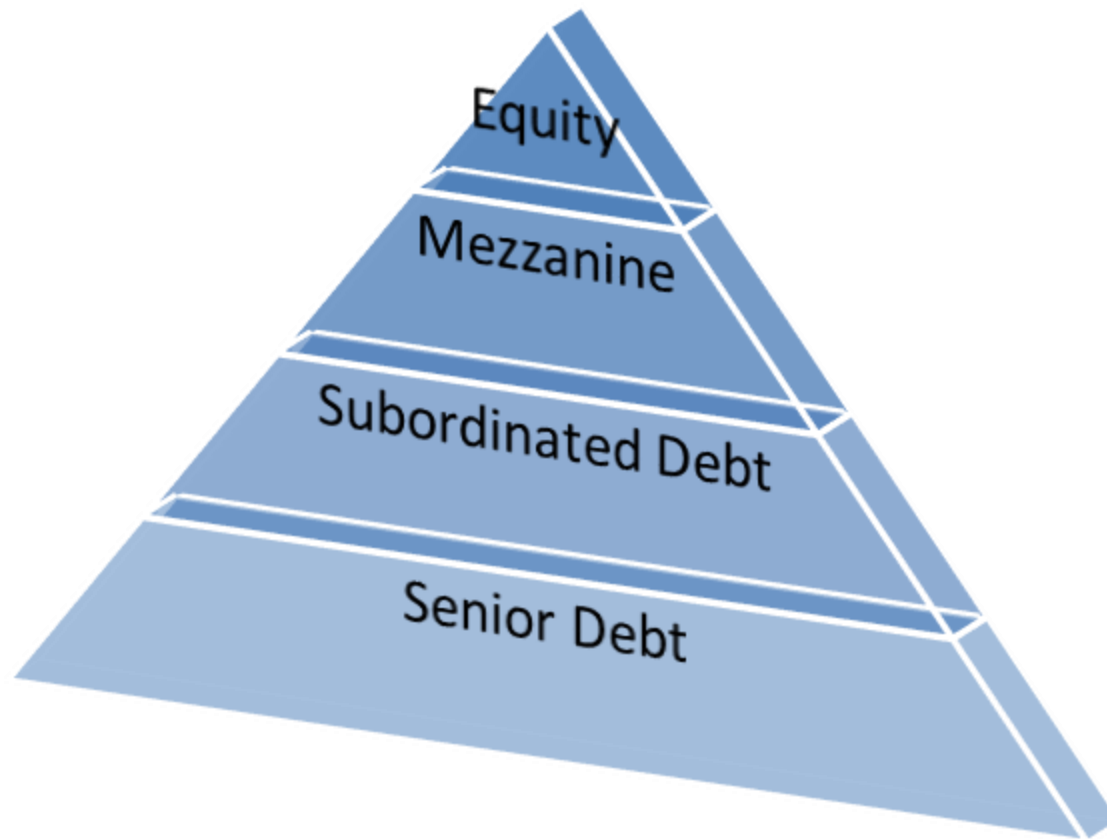
* *Gompers et al (2016, p. 463)*

The particular case of Buyouts financing



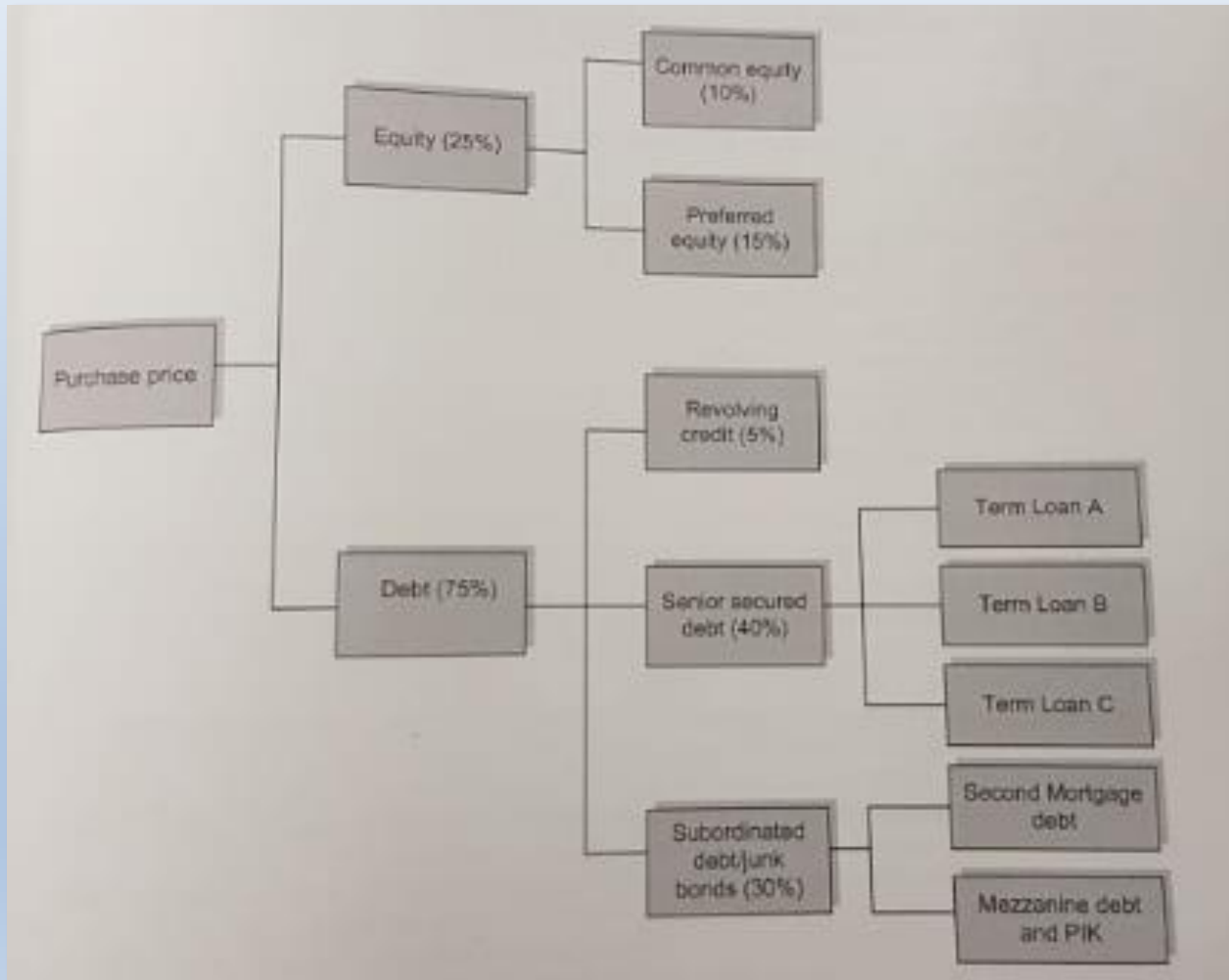
The particular case of Buyouts financing

Financing sources of a Buyout



The particular case of Buy-Outs financing

Financing sources of a Buyout – **typical LBO** capital structure



Financing sources

Equity, available from:

1. Private equity

- It is the entity that provides most of the **equity** necessary to the transaction;
- Although there is not a uniform rule, usually they have the majority of the voting rights;
- Sometimes operations are done by a set of private equities, associated to a given operation.

Financing sources

Equity, available from:

2. Management

- In the case of an **MBO** will be the management of the acquired company to participate in the capital, alongside with the private equity;
- In an **MBI**, will be a team of managers from outside the acquired company that will invest;
- There are also some hybrid solutions, of a mixed team, including some new board members.

Financing sources

Equity, available from:

3. Seller

- Sometimes the seller participates in the operation by **reinvesting** a part of the sale amount (typically **5% to 10%**);
- These are situations where he/she assumes a minority position.

Financing sources

Debt, available from:

1. Banks

- It is the entity that typically provides the majority of the debt associated to the operation;
- There is a bank that structures and takes firm the operation, putting it in the market through syndication.

Financing sources

Debt, available from:

2. Institutional Investors

Traditionally remitted to the role of investor in mezzanine tranches of debt (subordinate), appears today as one of the major participants in **senior debt** operations, taking positions in **syndicated loans**.

Financing sources

Debt, available from:

3. Seller

Sometimes the seller takes part of the risk of the operation through loans (subordinated) granted to the company ("vendor loan").

Financing sources

Debt: Products and Characteristics

Financial Products

The importance of subordination

The debt in a buy-out operation can take two types according to their subordination:

Senior debt and **subordinated debt**:

- The **subordination** is reflected in the degree of request of the credits: subordinated debt will only be **reimbursed** and paid after the senior has been, incorporating a distinct risk and **much more significant**.

The particular case of Buy-Outs financing

Financing sources

Debt: Products and Characteristics

Financial Products

Senior Debt

It is bank debt, with tranches for different purposes (to finance the acquisition, **refinancing debt** of the acquired company ("target") and its **working capital needs**).

Financing sources

Debt: Products and Characteristics

Financial Products

Subordinated Debt

Its purpose is to finance the acquisition, and within this category the most popular products are:

- **Mezzanine** – Traditionally with warrants, warrantless today, have variable pay and have no associated guarantees (or they are 2nd degree);
- **PIK*** – Characterized by not having any remuneration until the end of term (interest is capitalized);
- **High yield** – This is an operation of issuing **bonds** to investors in the marketplace, also with no guarantees or guarantees of 2nd degree.

* **PIK**, or **payment-in-kind**, interest is the option to pay interest on debt instruments and preferred securities in kind, instead of in cash.

Financing sources

Debt: Products and Characteristics

Financial Products

Subordinated Debt

Vendor Loan

The loans provided by the sellers are typically subordinated loans without collateral (or guarantees of 2nd degree).

The particular case of Buy-Outs financing

Debt: Product and Characteristics

	Tranche A	Tranche B/C	Tranche WC	Tranche Capex	Mezzanine
Type	Senior Debt				Subordinated Debt
Term	Up to 7 years (amortizing)	Up to 8/9 years (bullet)	Aligned with TA (revolving)	Up to 8 years (amortizing)	Up to 8/9 years (bullet)
Purpose	Finance the Aquisition Refinance the existing Debt		Finance the Cash Requirements	Finance the Fixed Assets Investments	Finance the Aquisition
Remuneration	E + (200/250)bp	E + (250/350)bp	E + (200/250)bp	E + (225/275)bp	E + (350/450)bp (*) Total: E + 10/12% (min)
Guarantees	1st Degree				2nd Degree or nonexisting
Covenants	Set from the base case				Fixed on seniors with some additional clearance
Borrowers	Banks	Banks and Investors	Banks		Investors
Repayment	Possible, without penalty or penalty with little relevance				Penalty within the first three years of the operation

(*) to which is added the warrants

How is determined the *Leverage* of a Transaction?

The role of the financial *covenants*

The **covenants** are prudential ratios, **minimum limits** for defining the performance of the business model

– The market comparables also assume the form of a ratio

Covenants commonly used

- Leverage (**Debt/EBITDA** and Senior Debt/EBITDA);
- **Debt Service Coverage** (**Cash-Flow/Debt Service**);
- Coverage Financial Charges (EBITDA/Financial Charges).

How is determined the *Leverage* of a Transaction?

1) *Base Case Vs Sensitivity Analysis*

- The risks associated with the operation are reflected on the decision model on the structure to be adopted for financing through **sensitivity analysis**;
- The **variables of the business model** perceived as may containing **more risk** are subject to change (negative) in order to test the "strength" of the business model to those adverse effects;
- In the event of **breach of financial covenants** in this sensitivity analysis, this could lead to a reformulation of the financing package of the operation (reduction of the amount, changing deadlines, changing profile of repayment, etc.).

How is determined the *Leverage* of a Transaction?

1) *Base Case Vs Sensitivity Analysis*

→ The process repeats, leading to sensitivity analysis about the model that now incorporates the new financing solution.



This procedure only ends when it reaches a satisfactory solution of **no breach of covenants** or defaults in which such an expression is limited

How is determined the *Leverage* of a Transaction?

2) Market Comparables

- The acceptability of the market structure should also be one of the criteria to be considered when making the decision;
- The evaluation of this criterion is based on comparables, the most common among them is the ratio **Debt / EBITDA**.

The financing of an M&A operation



Financing structure

Exercise 3

The accounts in the following pages refers to a company operating in the **IT Consulting** and software development area. It develops software namely for the municipal utilities systems (water and sanitation and waste management). It also provides software solutions for private entities in the previous mentioned sectors.

Its head office is located in Portugal, but its software is sold in more than 20 countries, namely Spain, France, Germany, UK, Poland and Brazil. **External markets represented more than 60% of total sales in 2018.**

Based on the company's accounts propose a financing structure for a possible **acquisition** of 100% of the shares by a **group of managers** from other company (an **MBI operation**).

Exercise 3

1. Balance sheet

Accounts	Account Code	2016	2017	2018	2019
ASSETS					
Non-Current Assets		40.264	5.245	122.039	107.810
Tangible Fixed Assets - Raw Value	43	38.451	40.967	42.492	43.793
...Land and natural resources	431	0	0	0	0
...Buildings and other constructions	432	680	680	680	701
...Furnitures and Fixtures	433	28.496	28.704	29.640	30.547
...Transportation Equipments	434	0	0	0	0
...Office Equipment	435	7.234	9.367	9.957	10.261
...Biological Equipment	436	0	0	0	0
...Others Tangible Fixed Assets	437	2.041	2.216	2.216	2.284
Tangible Fixed Assets -Accumulated Amortizations	438	-32.824	-35.722	-38.508	-42.182
...Land and natural resources		0	0	0	0
...Buildings and other constructions		-680	-680	-680	-682
...Furnitures and Fixtures		-28.496	-28.496	-28.782	-29.869
...Transportation Equipments		0	0	0	0
...Office Equipment		-3.180	-5.564	-7.724	-9.839
...Biological Equipment		0	0	0	0
...Others Tangible Fixed Assets		-468	-982	-1.321	-1.792
Investment Properties	42	0	0	0	0
Goodwill		0	0	0	0
Inangible Fixed Assets - Raw Value	44	0	0	133.055	137.126
...Ongoing Projects	442	0	0	0	0
...Computer Software	443	0	0	0	0
...Intellectual Property	444	0	0	0	0
...Others Intangible Assets	446	0	0	133.055	137.126
Inangible Fixed Assets - Accrued/Accumulated Amort	448	0	0	-15.000	-30.927
...Ongoing Projects		0	0	0	0
...Computer Software		0	0	0	0
...Intellectual Property		0	0	0	0
...Others Intangible Assets		0	0	-15.000	-30.927
Biological Assets	37	0	0	0	0
Partners/Shareholders	26	34.637	0	0	0
Other Financial Assets	414+415	0	0	0	0
Diferred Tax Assets	2741	0	0	0	0

Exercise 3

1. Balance sheet

Current Assets		41.112	63.973	33.046	71.303
Inventory		0	0	0	0
...Raw Materials	33	0	0	0	0
...Finished goods, Interm. and in Process	34	0	0	0	0
...Merchandise	32	0	0	0	0
...Others	35	0	0	0	0
Clients	21	50.801	10.167	22.886	67.384
Prepaid Expenses	228	0	0	0	0
State and other public entities	24	643	865	1.715	0
Shareholders	26	0	0	0	0
Other Current Receivables	27	0	0	250	0
Deffered Assets	28	0	0	0	0
Other Financial Assets	143	0	70.521	0	0
Cash and cash equivalents	11+12+13	-10.332	-17.581	8.195	3.919
...Minumum Cash		0	0	8.195	3.919
...Excess Cash		0	0	0	0
TOTAL ASSETS		81.376	69.218	155.086	179.113

Exercise 3

1. Balance sheet

EQUITY and LIABILITIES		0	0	0	0
EQUITY		0	0	0	0
Share Capital	51	5.000	5.000	50.000	50.000
Own Shares	52	0	0	0	0
Other Equity Instruments	53	29.475	36.360	34.941	34.941
Legal Reserves	551	2.245	2.245	2.245	2.245
Other Reserves	552+56	0	0	0	-4.381
Revaluation Surpluses	58	0	0	0	0
Other Equity Variations	59	0	0	0	0
Net Income of the year	818	8.460	2.130	-4.381	11.410
Total Equity		45.181	45.735	82.805	94.216
LIABILITIES		0	0	0	0
Non-Current Liabilities		27.085	0	14.540	24.708
Provisions for Liabilities and Costs	29	4.132	0	0	0
Interest-bearing liabilities	25	798	0	14.540	24.708
Pensions and other post-employment benefits	273	0	0	0	0
Deferred tax liabilities	2742	0	0	0	0
Other Non-Current Payables	27	22.155	0	0	0
Current Liabilities		9.111	23.484	57.740	60.189
Suppliers	22	308	0	0	0
Prepaid Sales	218	0	0	0	0
Liabilities to the State/government	24	4.981	20.741	10.402	4.663
Liabilities owed to equity holders	26	0	0	0	0
Financial Debt	25	0	0	0	41.439
...financing		0	0	0	0
...automatic		0	0	0	41.439
Other Payables	27	0	0	47.338	14.087
...Fixed Asset Suppliers	271	0	0	0	0
...Other Payables	278	0	0	0	14.087
Deferrals/Deferments	28	0	0	0	0
Other Financial Liabilities	1432	3.822	2.743	0	0
Total Liabilities		36.195	23.484	72.280	84.897
TOTAL EQUITY AND LIABILITIES		81.376	69.218	155.086	179.113

Exercise 3

2. Income Statement

		2016	2017	2018	2019
Accounts	Account Code				
Sales of Products and Services	0	191.746	146.774	264.766	286.081
Merchandise	711	0	0	0	0
Finished goods, Interm. and in Process	712	0	0	0	0
Biological Assets	714	0	0	0	0
Sales Returns	717	0	0	0	0
Services supplied (subject to VAT)	72	191.746	146.774	264.766	286.081
Operating subsidies	75	0	0	0	0
Gains / (losses) of subsidiaries, associates and joint ventures	785	0	0	0	0
Change in Inventories Production	73	0	0	0	0
Own work capitalised	74	0	0	0	0
Cost of Goods Sold and Consumed	61	0	0	0	0
Cost o raw materials and consumables used	61	0	0	0	0
Supplies and Services	62	-95.854	-76.126	-151.527	-130.661
Payroll Costs	63	-78.014	-77.792	-85.084	-110.432
Provisions (increases / decreases)	67/763	-13.414	4.132	0	0
Non depreciating/amortizing investments impairment	65	0	9.282	0	0
Increases / Decreases in the Fair Value	66/77	0	0	0	0
Other Operating Income	78	19.293	3.372	1.225	1.324
Other Operating Expenses	68	-8.098	-3.462	-7.344	-7.935
EBITDA	0	15.657	6.180	22.037	38.377
Depreciation and amortization expenses	64/761	-4.962	-2.898	-17.786	-19.601
Impairment of depreciable / amortisable investments (expenses / reversa	65/762	0	0	0	0
EBIT	0	10.695	3.282	4.251	18.776
Financial Income	79	0	0	0	0
Financial Expenses	69	-2.234	-1.152	-1.623	-3.252
Profit before Income Tax	0	8.460	2.130	2.628	15.524
Income Tax Expense	812	0	0	-7.008	-4.114
Net Profit of the year	0	8.460	2.130	-4.381	11.410

Examples of financing of an M&A operation



Exercise 4

Based on public information please search some examples of financing of M&A operations in **Europe** and **USA**.

Can you see some differences? If yes please **characterize** them.

Exercise 5

What are the primary ways in which an LBO is financed?

Telmo Francisco Vieira

tfv@iseg.ulisboa.pt
telmo.fv@gmail.com

+ 351 917 820 650 (WhatsApp)