

## MERGERS & ACQUISITIONS

### HIGHLIGHTS OF RELEVANT TRANSACTIONS

- KIO Networks in the sale of its telecommunications and fiber optics division to American Tower Corporation for US\$500m
- DuPont in its US\$1.3b sale of crop protection assets to FMC in exchange of the transfer of FMC's health nutrition business
- Macquarie Capital (the corporate advisory, capital markets and principal investment arm of Macquarie Group) and Techint, as sponsors, in the highly complex multimillion dollar acquisition, development and project financing of the landmark 907 MW Norte III power plant in Mexico, which will generate electricity for the Mexican Federal Electricity Commission pursuant to a 25-year PPA
- Schlumberger in the full acquisition of onshore oil field Pánuco, located in the coast of the Gulf of Mexico, from its former contract partner Petrofac (British oil and gas service provider)
- 5M2 Holding, in the acquisition of Grupo Expansión, a leader in Mexico in business' journalism, through the purchase of an equity interest from Southern Cross Group
- Take Two Interactive Software, Inc. (NASDAQ) in the acquisition of all rights of the videogame Kerbal Space Program, ranked #11 on PC Gamer's "Top 100 PC Games of All-Time"
- Alsis Funds in the Pesos \$120m acquisition of Deutsche Bank subsidiaries in Mexico
- Koch Industries, Inc. in the US\$18m acquisition of a Newell Brand group company
- Marak Capital in its sell-down of 25% of the outstanding stock of Lumex Holding (a joint venture of OAO LUKOIL and Marak Capital) to Renaissance Oil Corp., a Canadian oil company
- Mabucapa I, an Alsis Funds SPV, in the Pesos \$252m acquisition of certain mortgaged loans portfolios from Promecap
- InvestaBank in the multimillion-dollar acquisition of Deutsche Bank's banking and securities businesses in Mexico
- Infraestructura Energética Nova, in the US\$852m acquisition of the largest wind farm projects in Mexico, Ventika I and Ventika II, from Fisterra Energy, a Blackstone company (NYSE:BX)
- IFM Investors in the Pesos \$8,644m add-on transaction with OHL México, for an additional acquisition of 24.01% of the equity of Organización de Proyectos de Infraestructura (which owns the Circuito Exterior Mexiquense 110 km toll-road in the State of Mexico)
- Cision in its US\$841m acquisition from UBM of PRNewswire (a premier global provider of multimedia platforms)
- Globalvía Infraestructuras and its Mexican subsidiaries, in their EUR€170m acquisition by USS Nero Limited, OPT Trust Infrastructure Europe I and Stitching Depository PGGM Infrastructure Funds
- Modine Manufacturing Company in the US\$422m acquisition of the Heat Transfer Solutions division of Luvata Oy
- Grupo Rotoplas in the acquisition of an 80% stake in Sytesa, a Mexican company dedicated to designing, operating and maintaining water treatment plants
- Olympus Partners (private equity and venture capital firm) in the US\$415m acquisition of AmSpec Holding Corp., a leading company in the inspection and testing of crude oil, petrochemicals and biofuels sector
- Robertshaw US Holding Corp. in the acquisition of 100% of Aterian Burner Systems International (a full-service global supplier of components and custom solutions for gas appliance manufacturers)

- Papa John's International in its participation in the multimillion-dollar acquisition by Orquest of Dinesa Pizzas and affiliates, the developers and exclusive franchisors for Papa John's Pizza in Mexico City
- Olympus Partners in its US\$300m acquisition from the Sterling Group of Liqui-Box (a leading global supplier of liquid packaging systems across numerous end markets, including dairy, beverage, food and wine)
- Association of Promecap and Tecnitasa for the multimillion acquisition of Avamex
- Taylor Corp. in the US\$307m acquisition of all the assets of Standard Register Co.
- Grupo Fertinal (the largest fertilizer producer in Mexico and Latin America) and its shareholders, in the US\$680m sale of 100% of the equity to newly created PEMEX subsidiary, Pemex Fertilizantes
- P.M.I. Holdings, a wholly-owned subsidiary of PEMEX, in the US\$900m transaction for the sale to BlackRock and First Reserve of its 45% equity participation in TAG Pipelines Sur and TAG Pipelines Norte, developers of the Los Ramones II Sur and Los Ramones II Norte pipeline projects
- IFM Investors in the Pesos \$8,777m acquisition of an initial 24.99% stake in Organización de Proyectos de Infraestructura, a wholly-owned subsidiary of OHL México, which owns the Circuito Exterior Mexiquense 110 km toll-road in the State of Mexico
- Lumex Holding (a joint venture of OAO LUKOIL and Marak Capital) in the acquisition of Petrolera de Amatitlán, and the migration of its Amatitlan area Hydrocarbons Exploration and Production Services Agreement (CIEP) with Pemex-Exploración y Producción, into a new E&P Agreement with the National Hydrocarbons Commission of Mexico
- SixSigma Networks México (KIO Networks) in the US\$450m acquisition of 100% of the capital stock of MetroNet, positioning KIO Networks as the preeminent IT service provider in Mexico
- Coveris Holding Corp., an affiliated portfolio company of Sun Capital Partners, in the US\$114m acquisition of McNeel International Corp., an international agricultural plastics manufacturing group
- DIRECTV in the regulatory approval of its US\$67b merger with AT&T, and the implications arising from its 41% ownership of SKY Mexico, the largest DTH satellite Pay-TV provider in Mexico
- Cartesian Capital Group and Digital Realty, Inc. in the US\$450m sale to KIO Networks of MetroNet, a Mexican telecom concessionaire and operator of data and IT centers
- Grupo GICSA as a majority partner in its association with Grupo Adelac, for the Pesos \$5,000m development, construction and management of 3 large scale retail shopping centers in Mexico City
- Pharma Equity Global Fund and One Global Equity Fund in the acquisition of Casa Saba, the third largest pharmaceutical distributor in Latin America
- WSP – Parsons Brinckerhoff, as buyer, in the acquisition of 100% of the capital stock of Diseño Integral y Tecnología Aplicada, a Mexican engineering and design company
- SoloAutos Group, a Mexican corporation in the automotive classifieds business, in the acquisition of a 65% stake thereof by CarSales.com
- Euler Hermes and Mapfre in their strategic alliance involving the combination of their credit insurance businesses in Argentina, Chile, Colombia, Mexico and Spain, as well as the merger of the regulated Mexican insurance companies
- Bain Capital in its EUR€1.3b acquisition of Atento Group from Telefonica
- A group of Mexican investors in the management buy-out of RBS Mexico Bank and Brokerage House, and the start-up of the new Banco Inventa and Inventa Casa de Bolsa
- KIO in the acquisition of a majority position in its IT and data center services competitor MASnegocio
- DuPont in the sale of its Performance Coatings Division to the Carlyle Group for US\$5b
- Telefónica Mexico in different sale/leaseback transactions with American Tower and Global Towers (Macquarie), for an aggregate of US\$740m, comprising 3,500 telecomm towers in Mexico

- Bunzl PLC, a FTSE listed company, in two separate acquisitions for approximately US\$200m, to purchase 100% of the equity of Mexican companies Espomega and ProEpta
- Cartesian Capital Group and Digital Realty, Inc. in the US\$80m acquisition of a significant equity position in Metro- Net, a Mexican telecomm concessionaire and operator of data and IT services
- Crédito Real, a leading consumer finance company in Mexico, in separate acquisitions of more than US\$180m for significant stock positions in Kondinero, Credifiel and Crédito Maestro, respectively
- Prologis Property Mexico and Corporación Actinver in the sale to Alta Growth Capital Mexico Fund of 100% of their equity in Operadora Central de Estacionamientos (formerly Central Parking Systems Mexico)
- Avista Capital Partners in the US\$780m global acquisition of The Clorox Company's auto care business (including the Armor All® product line)
- Bradesco in the acquisition of Mexican assets under the US\$1b acquisition of IBI
- Sentinel Capital Partners in its US\$200m merger buyout of Engineered Controls International
- Pardus Capital Management and other private equity investors, in the reorganization and spin-off of certain businesses of Delphi in México, arising from the US\$2.55b Chapter 11 reorganization of Delphi Corporation
- Votorantim Metais in its participation in a private offer for a major steel industrial plant in Mexico for an amount of approximately US\$990m
- Mexican investors in the acquisition of a 70% stake in Structura Capital Management, a preeminent financial services company in Mexico
- Resuelve tu Deuda, a Mexican financial restructuring and credit repair business, in the Pesos \$266m acquisition of a 55% stake thereof by Crédito Real
- Mexican investors and ZetraSoft, in a co-investment in Enómina a Mexican company in the software licensing business