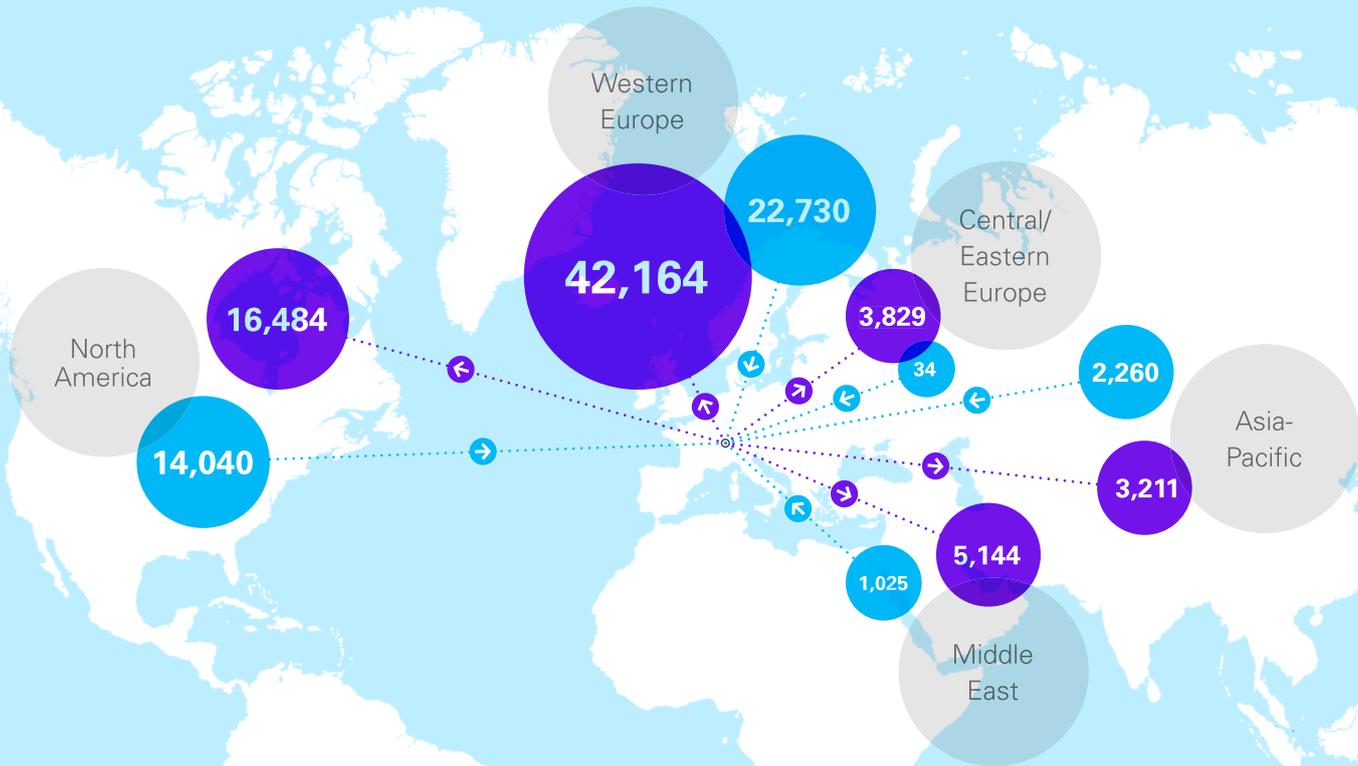


# Clarity on Mergers & Acquisitions

Your annual Swiss M&A recap and outlook

# Cross-border Deal Flows



**Legend**

- Bidder Switzerland
- Target Switzerland

**Remarks**

- Values in USD million
- Value of domestic deal flows in Switzerland USD 3,445 million
- Data shown on bidder and target Switzerland on the next page reflect the largest cross-border deal flows and are not intended to be comprehensive

The cross-border deal mix remained stable between 2021 and 2022 in terms of domestic, outbound and inbound deals. All categories saw a slight increase, which reflects an overall higher number of transactions.

In terms of outbound activity from Switzerland, the number of deals in North America and Asia-Pacific both fell considerably last year, as they did also in South America and Central & Eastern Europe. By contrast, investment in the Middle East rose tenfold.

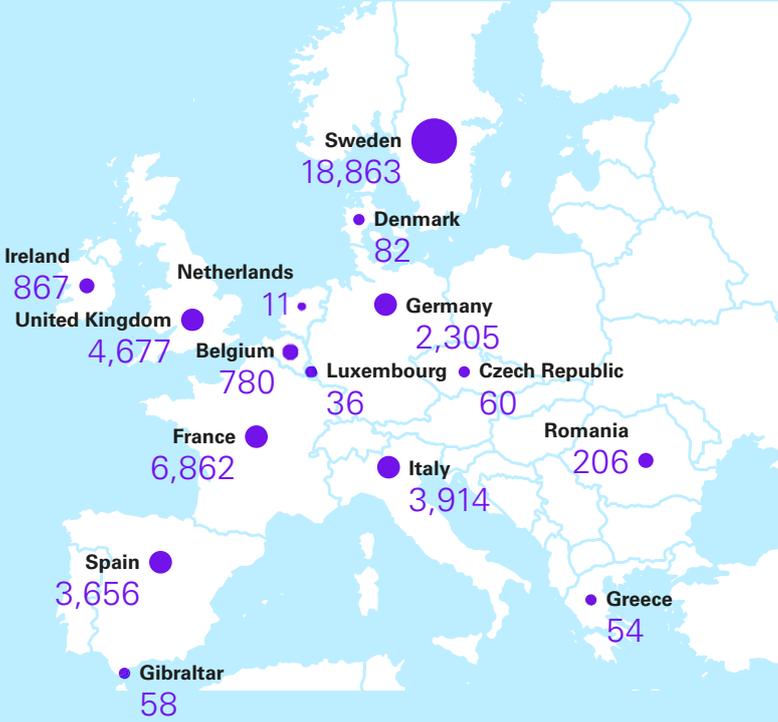
Western Europe remained Switzerland’s biggest M&A partner, with a slight increase in the number of outbound deals from Switzerland. This increase masks significant variances, however, including a significant fall

in the number of transactions in the UK, which dropped to second place behind Sweden as Switzerland’s largest investment destination. Other notable falls included France, Germany, Belgium and the Netherlands. There was a considerable rise in Swiss-led deals in Italy.

For inbound deals, there was a large drop-off in deals from Asia, from USD 12.5bn to USD 2.3bn. North American investment in Switzerland rose slightly, and there was a huge increase in investment from Western Europe – from USD 8.9bn to USD 22.7bn. Within this Western Europe figure, the biggest investor was the Netherlands which represented USD 21.1bn of the USD 22.7bn. Germany may surprise many by seeing a significant drop.

# Cross-border Deal Flows

## Bidder Switzerland in USDm



## Target Switzerland in USDm

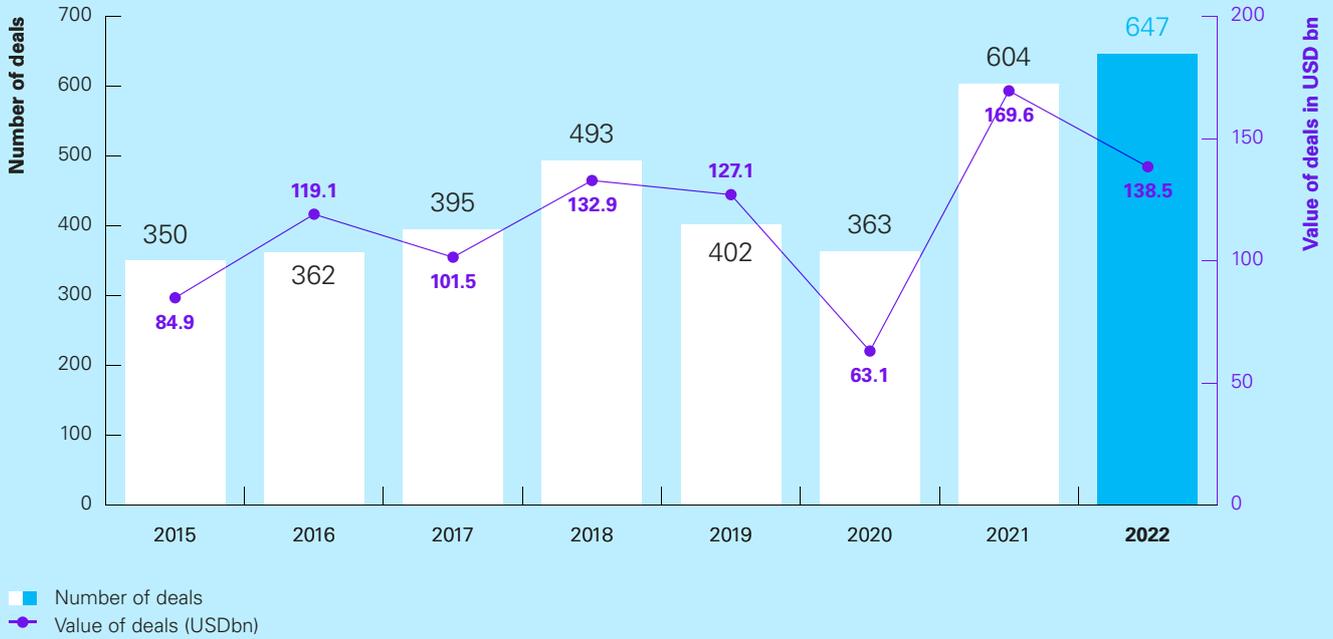


# Top 10 Swiss M&A deals 22

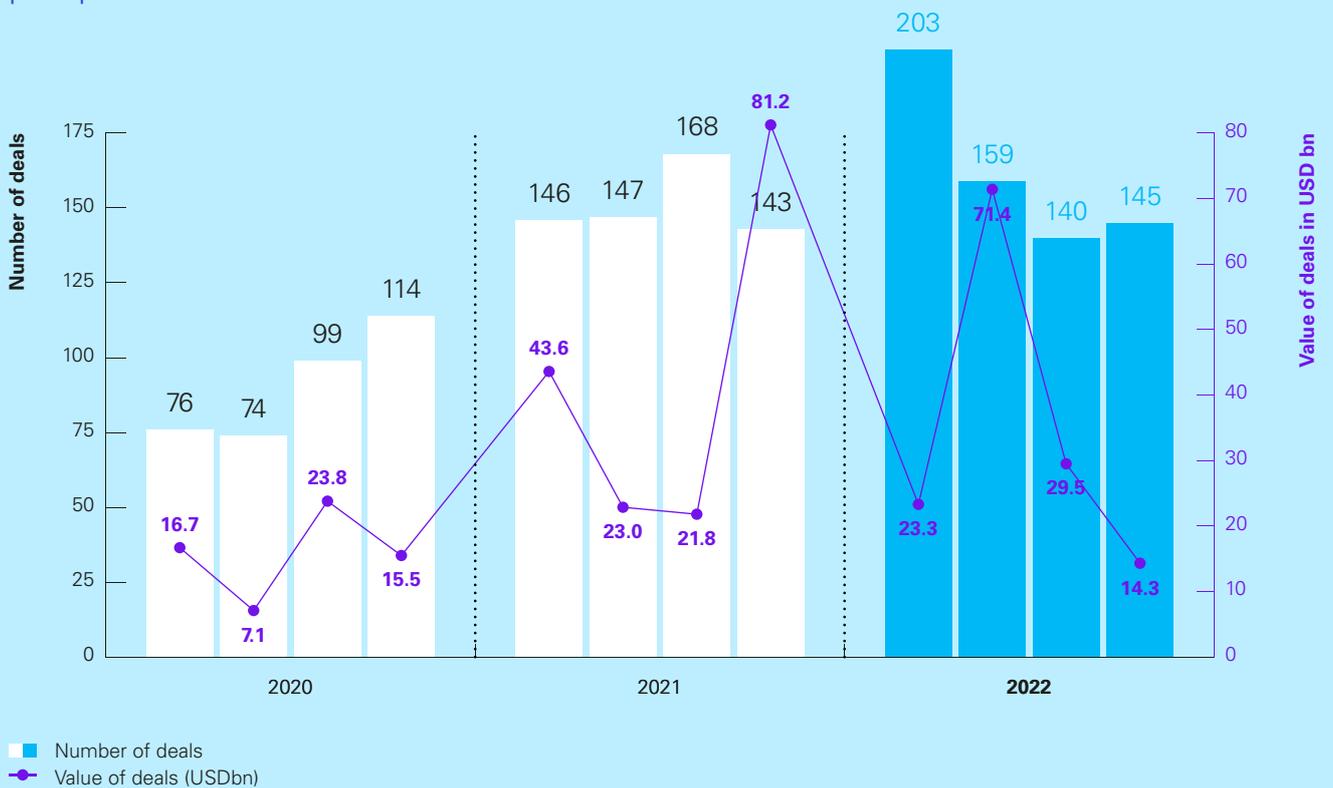
Announced date	Target	Stake %	Target country	Bidder	Bidder country	Seller	Seller country	Value USDm
May 2022	<b>Firmenich SA</b>	100	Switzerland	Royal DSM NV	Netherlands	–	–	20,722
May 2022	<b>Swedish Match AB</b>	100	Sweden	Philip Morris International Inc	Switzerland, USA			18,863
Jan 2022	<b>SAZKA Entertainment AG</b>	100	Switzerland	CSR Acquisition Corp	USA	KKCG Group	Czech Republic	8,967
May 2022	<b>Ambuja Cements Ltd</b>	89	India	Adani Enterprises Ltd	India	Holcim AG	Switzerland	8,788
Jul 2022	<b>Manufacturing alliance</b> (JV of STM and GF)	100	France	STMicroelectronics; GF Inc.	Switzerland; USA			5,700
Jun 2022	<b>Mediclinic International Plc</b>	55	United Arab Emirates	MSC Mediterranean Shipping Company SA; Remgro Ltd; SAS Shipping Agencies Services Sarl	Switzerland; South Africa; France			5,144
Jul 2022	<b>Autogrill S.p.A.</b>	100	Italy	Dufry AG	Switzerland	Edizione Srl	Italy	3,903
Dec 2022	<b>Vostok Oil</b>	5	Russia	Fossil Trading, FZCO	Switzerland	Vitol Group; Mercantile & Maritime Energy	Switzerland, United Kingdom, Netherlands; United Kingdom, Myanmar, Russia, Singapore, Turkey	3,563
May 2022	<b>Chelsea Football Club</b>	100	United Kingdom	Clearlake Capital Group LP; Hansjoerg Wyss (Private investor); Todd Boehly (Private Investor); Mark Walter (Private Investor)	USA; Switzerland			3,082
Aug 2022	<b>Foundation Risk Partners</b>	*	USA	Partners Group AG	Switzerland	Warburg Pincus LLC	USA	2,800

\* majority stake

## Number and value of deals per year

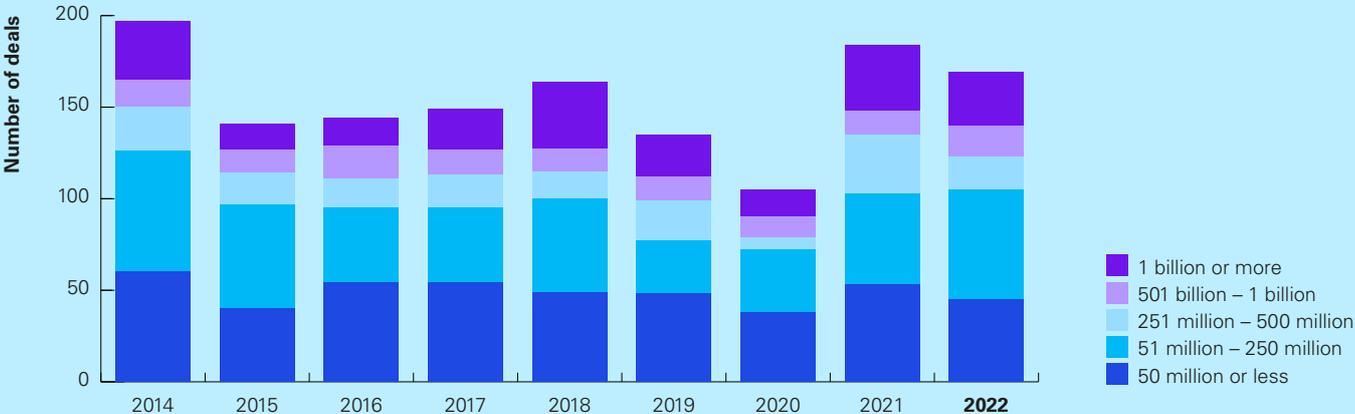


## Number and value of deals per quarter



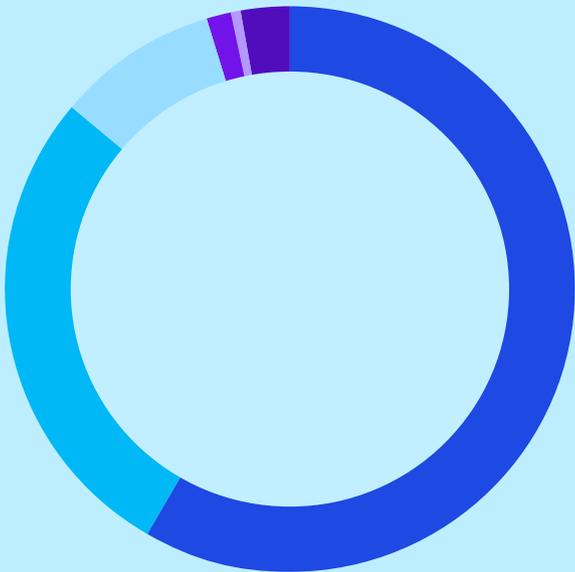
### Number of deals

by deal size 2022 (in USD)



### Foreign acquirers of Swiss targets

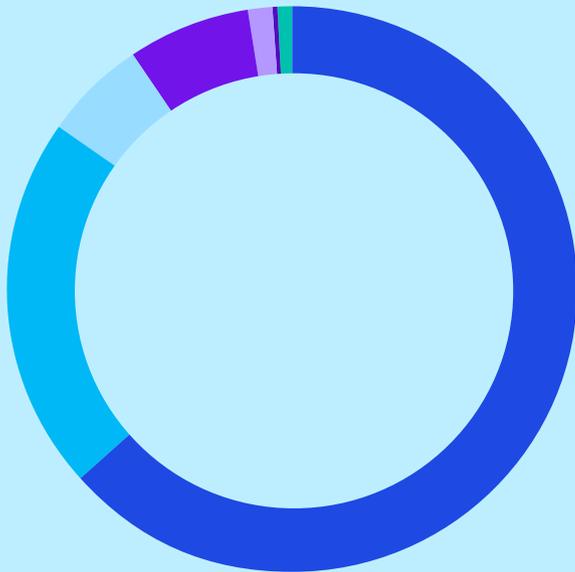
by region 2022\*



- Western Europe **58%**
- North America **28%**
- Asia-Pacific **9%**
- Middle East **1%**
- Central/Eastern Europe **1%**
- Undisclosed **3%**

### Foreign targets of Swiss acquirers

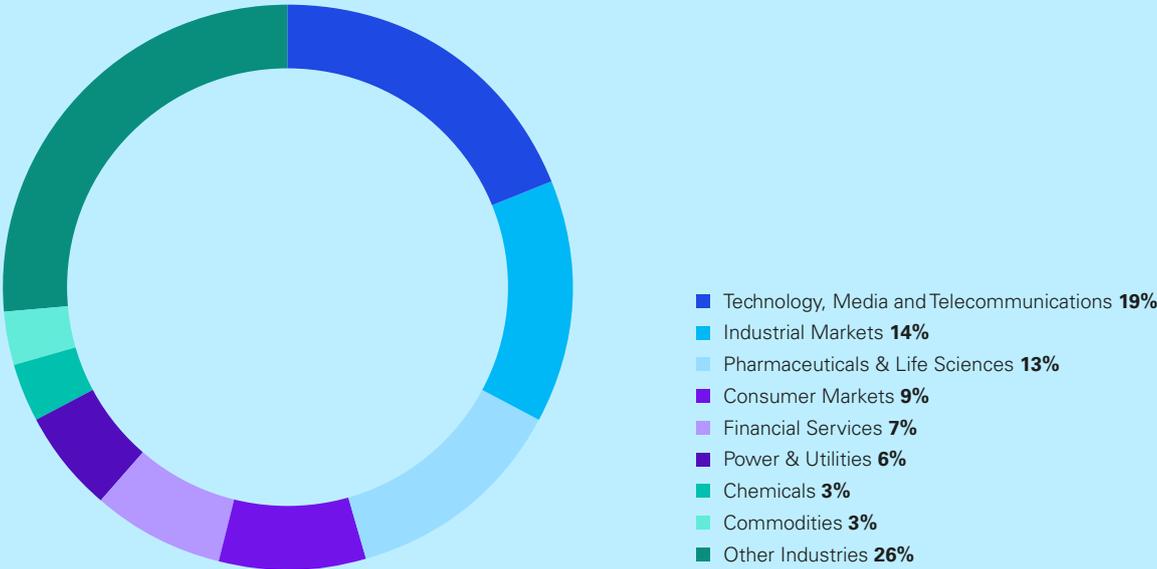
by region 2022\*



- Western Europe **63%**
- North America **21%**
- Asia-Pacific **6%**
- Central/Eastern Europe **7%**
- South America **1%**
- Africa **1%**
- Middle East **1%**

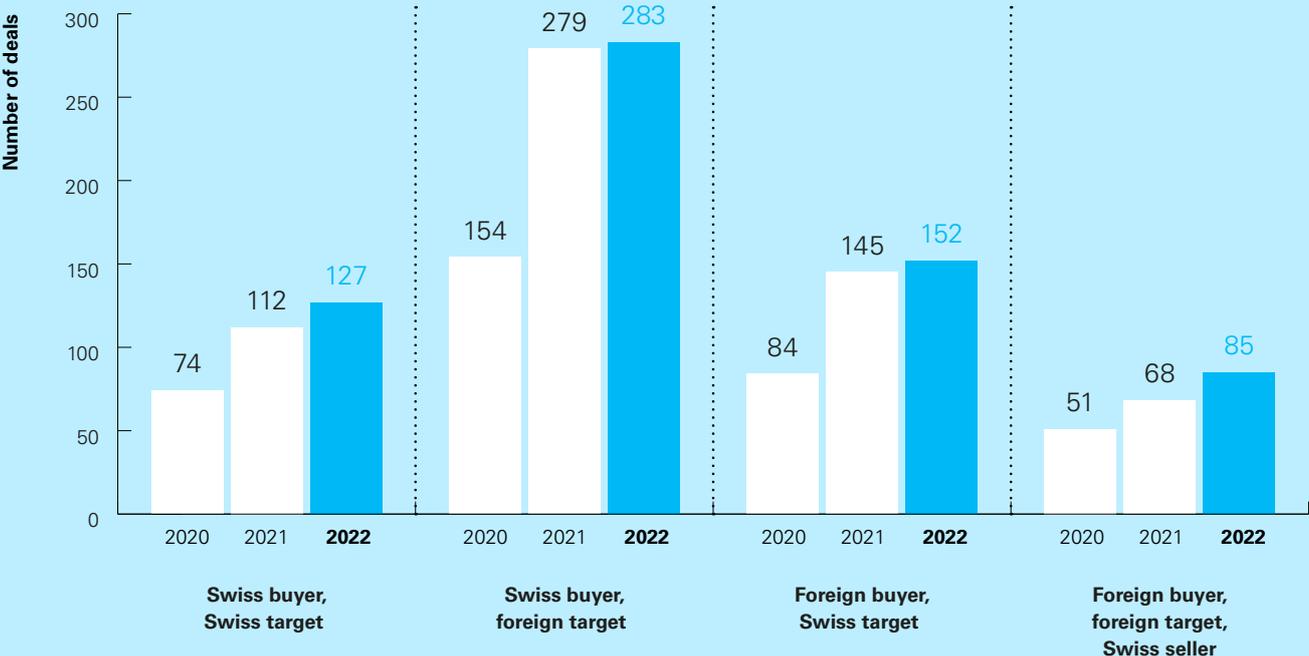
\* Calculation based on the number of deals

### Number of deals by industry sector 2022\*



\* Calculation based on the number of deals

### Split of deals by target/buyer/seller 2020 to 2022



# Sector Reports

## **Clarity on Mergers & Acquisitions**

The Swiss M&A landscape:  
recap and outlook

# Sector Overview

Click on a sector box to jump to the respective report.

## Chemicals



**2022 review** The number of transactions returned to previous years' levels following a peak in 2021

**2023 outlook** Activity will remain strong, with ongoing uncertainty leading to the divestment of non-core businesses and consolidation as firms focus on reducing costs and bundling resources

## Consumer Markets



**2022 review** Deal volumes and values declined sharply as the sector was hit hard by inflationary pressures, rising interest rates and supply chain issues

**2023 outlook** Uncertainty will continue but activity will stabilize as the need to actively manage portfolios remains strong

## Commodities



**2022 review** Volatile commodity prices and geopolitical uncertainty led to a significant fall in the number of deals

**2023 outlook** Energy and metals assets should come to market as a result of market volatility, but buyers and valuations will remain cautious

## Financial Services



**2022 review** Deal activity rose in banking and investment management while slowing in insurance. Total deal value was boosted by UBS' sale of its Japanese real estate joint venture, and Partners Group's acquisition of Foundation Risk Partners

**2023 outlook** We expect further consolidation among small private banking players; ongoing interest from insurers in hospitals, outpatient clinics and specialists; and regulations to drive deals involving independent asset managers and trust businesses

## Industrial Markets



**2022 review** Portfolio reviews and bolt-on acquisitions were the mainstay of activity last year, alongside some (de)listings on the stock market

**2023 outlook** Healthy warchests and the need to maintain technological advantage will drive deal activity, though not at the cost of good strategic fit or reasonable valuations

## Pharmaceuticals & Life Sciences



**2022 review** Following an extremely active 2021, activity in 2022 returned to more regular levels, though total deal value fell significantly due to the absence of any mega-deals

**2023 outlook** The global biotech bear market may yield some transactions, with further deals resulting from ongoing vertical integration in healthcare

## Power & Utilities



**2022 review** A significant change in deal mix saw most of the sizeable transactions being investments in renewable energy production, particularly wind and photovoltaic

**2023 outlook** War in Ukraine and the pursuit of decarbonization mean a continued focus on renewable energy assets

## Private Equity



**2022 review** Inflation, interest rates and geopolitical developments combined to fuel uncertainty and increase deal costs, while the use of continuation funds rose to prolong holding periods

**2023 outlook** Further increases in deal costs may impact activity in early 2023. If the economic situation eases during the year, activity may revive and we should see the return of larger deals

## Real Estate



**2022 review** Negative sentiment around the economic outlook and real estate prices emerged during 2022, in a period when listed real estate funds and companies fared badly

**2023 outlook** Prices are expected to slump for commercial and office space, especially in secondary centers and peripheral locations. Inflation and a lack of supply will see residential rents continue to rise

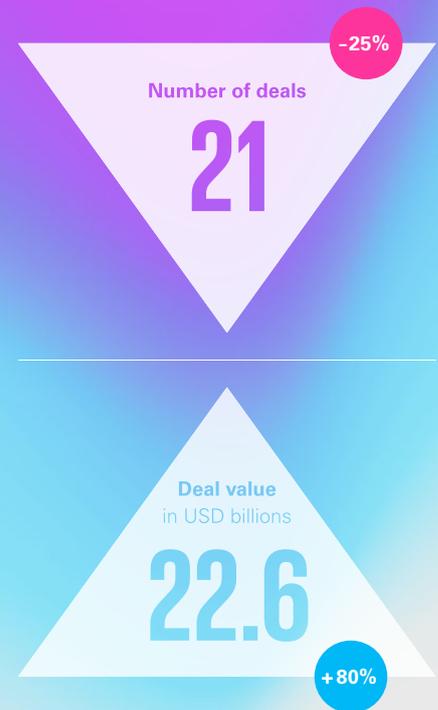
## Technology, Media & Telecommunications



**2022 review** Technology deals were fueled by ongoing pressure for digital transformation, while reshuffling in domestic Media advanced, and Telecoms activity returned to rather low levels

**2023 outlook** As economic foundations continue to shift to a digital footing, software and cybersecurity will see further tailwinds while digital is key to growth in traditional Media

# Chemicals



The number of M&A deals last year fell by one-quarter to 21 following the upswing in 2021. One transaction stood out from the crowd and boosted total deal values, however, being the USD 20bn merger of Firmenich and Royal DSM.

Royal DSM sealed its merger with Firmenich last year at a value exceeding USD 20bn. The deal brings together the publicly traded Dutch chemicals company with the privately held Swiss fragrance and flavor producer. Together, they form a giant in the sector. The collaboration will allow them to leverage each other's strengths and know-how to produce novel products, with a focus on nutrition, beauty and wellbeing. The transaction is expected to close in the first quarter of 2023 with a dual-headquarters structure in Switzerland and the Netherlands being planned.

Archroma Management meanwhile acquired Huntsman's Textile Effects business for a total value of USD 718m. A global leader in sustainable specialty chemicals

and solutions, Archroma is held by private investment company SK Capital Partners, which acquired the company from Clariant in 2013. Combining forces helps Archroma continue to lead in sustainable and innovative solutions in the textile industry.

Another major acquisition last year was INEOS's purchase of Mitsui Phenols Singapore from Mitsui Chemicals for USD 330m. This transaction will enable INEOS to boost its production and supply capacity, as well as expand its global presence into the Asian market. This complementary fit allows them to strengthen their competitiveness, alongside INEOS's existing businesses in the USA, Belgium and Germany.

## Top Chemicals deal 2022

20.7

USD billions

Target: **Firmenich SA**Buyer: **Royal DSM NV**

## Top 5 Swiss Chemicals deals 2022

Announced date	Target	Stake %	Target country	Bidder	Bidder country	Seller	Seller country	Value USDm
May 2022	Firmenich SA	100	Switzerland	Royal DSM NV	Netherlands	–	–	20,722
Aug 2022	Huntsman Corporation (Textile Effects business)	–	USA	Archroma Management GmbH	Switzerland	Huntsman Corporation	USA	718
Aug 2022	Mitsui Phenols Singapore Pte Ltd	100	Singapore	INEOS Europe AG	Switzerland	Mitsui Chemicals, Inc.	Japan	330
Sep 2022	Terra Firma	80	USA	DKSH Holding AG	Switzerland	–	–	288
Jan 2022	Promat Comimpex s.r.l.; Agroind Cauaceu S.A.	30	Romania	Ameropa AG	Switzerland	–	–	206

## 2022 review

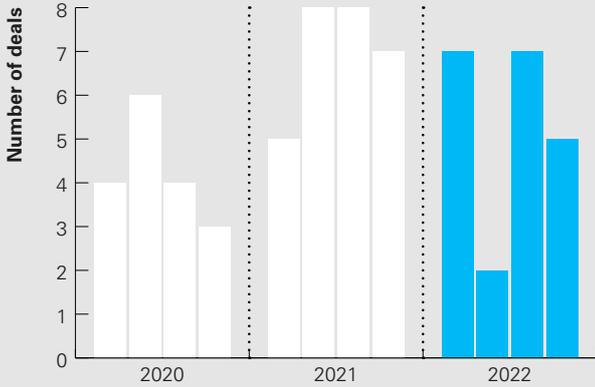
The number of transactions returned to previous years' levels following a peak in 2021.

## 2023 outlook

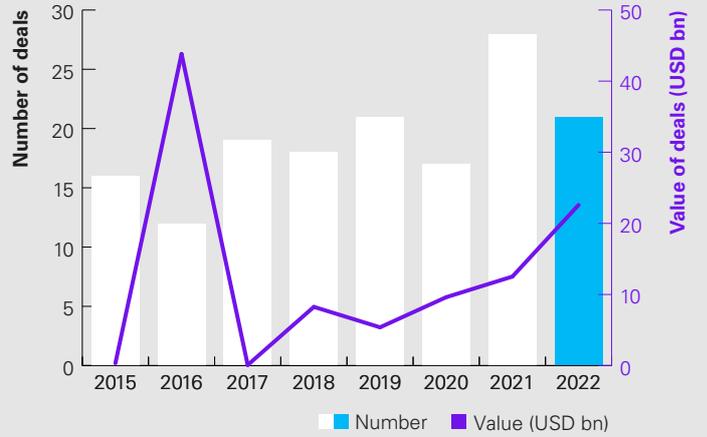
Due to the unsure nature of the worldwide economy, we anticipate M&A activity continuing at roughly the same level. The chemicals industry is compelled to combine resources and improve effectiveness due in part to the instability of energy prices.

We expect upcoming deals to focus on core businesses and the divestment of non-core activities. This may be deals that complement a transformation of business models as firms prepare for a volatile future.

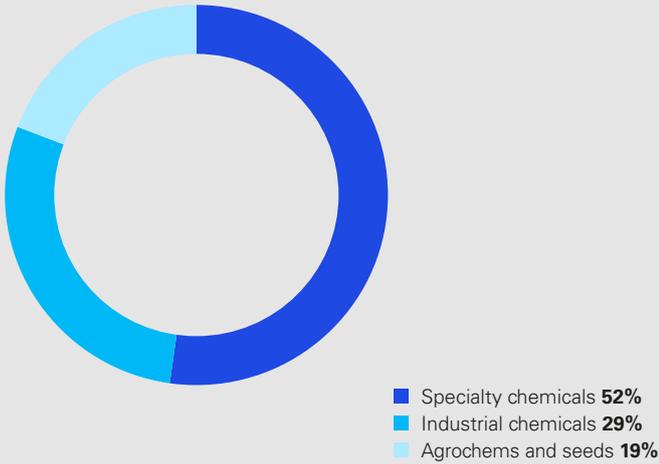
Number of deals per quarter



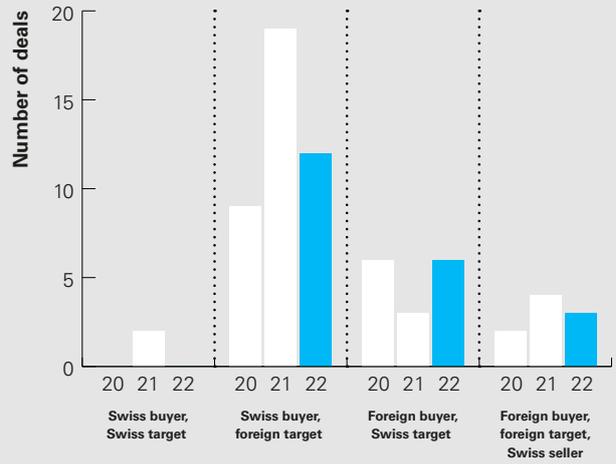
Number and value of deals per year



Number of deals per industry sub-sector 2022



Split of deals by target/buyer/seller 2020 to 2022



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# Commodities

Russia's invasion of Ukraine shocked commodity markets. It led to severe disruptions in the production and trade of commodities of which Russia and Ukraine are key exporters. Prices rose sharply as a result, before beginning to decline later in the year due to a slowdown in global growth and concerns about a potential global recession.

Volatile commodity prices, geopolitical uncertainty and the consequent lack of certainty over asset valuations were key drivers of the decline in the number of transactions last year.

The war in Ukraine disrupted **energy** exports from Russia, compounding the pressure that had built following the pandemic. This caused energy prices to rise significantly by mid-2022. Prices then declined in the third quarter though gas and coal remain at an elevated level. The invasion led to sanctions against Russia, forcing commodity traders to review their portfolios and investments in the country. Large international players disposed of their Russian assets: Shell sold its Russian retail business to Lukoil, and Equinor sold its main assets to Rosneft. Commodity traders in Switzerland also divested, with Trafigura and Vitol selling their stake in Vostok Oil, an Arctic oil project.

A resurgent interest in renewable energy also shaped the M&A landscape last year. Following its purchase of Big Sky Wind in 2021, Vitol continued its focus on green energy by buying wind farms in Pennsylvania from BlackRock in 2022. MET Group acquired solar projects in Italy, Poland and Spain.

Over the past three years, the pandemic, war in Ukraine, and concerns about an impending global recession caused large swings in the prices of aluminum and copper. Record rebounds from low prices in April 2020 were driven by economic recovery, followed by renewed steep declines starting in Q2 2022 driven by imminent economic recession, especially for copper. **Metal** prices are likely to remain volatile as the transition to green energy unfolds and global demand for commodities shifts from fossil fuels to renewables, which are metal intensive.

Several metals such as aluminum, copper and nickel could benefit in the long term from electric vehicle applications such as batteries and charging infrastructure, and from solar energy and wind turbines. In this context, we saw several deals in 2022, including Mercuria's investment in Nth Cyle, an innovative metal processing and recycling technology company that developed an environmentally friendly process to recover critical minerals from discarded batteries. Trafigura meanwhile invested in Green Lithium to help develop one of the first centralized commercial lithium refineries in Europe – to supply European electric vehicle and battery manufacturers with battery-grade lithium chemicals.

**Agricultural** commodity prices continued to rise in 2022, driven by higher energy costs, supply shortages including from the effects of adverse weather conditions, supply chain disruptions caused by the war in Ukraine, and trade restrictions such as India banning the export of wheat and Indonesia stopping the export of palm oil. Going forward, prices will be driven by inflationary pressure on the costs of labor, transport, storage, and production inputs, especially energy and fertilizer.

Although M&A in the sector slowed considerably last year, these higher costs and margin pressures are encouraging firms to diversify offerings, reinforce supply chains, and expand manufacturing capacity. Viterra's acquisition of Gavilon aims to enhance Viterra's supply chain, for instance, by using Gavilon's presence in every major exporting region and to grow Viterra's origination business. LDC's acquisition of Australia's Emerald Grain is another deal that aims to strengthen the buyer's supply chain as LDC seeks to take advantage of Emerald Grain's network of grain storage, receipt sites and grain export terminal.



**Remark** The deal number and value deviations in percent refer to the change between 2021 and 2022.

## Top Commodities deal 2022

3.6

USD billions

Target: **Vostok Oil**Buyer: **Fossil Trading, FZCO**

## Top 5 Swiss Commodities deals 2022

Announced date	Target	Stake %	Target country	Bidder	Bidder country	Seller	Seller country	Value USDm
Dec 2022	Vostok Oil	5	Russia	Fossil Trading, FZCO	Switzerland	Vitol SA; Mercantile & Maritime Energy	Switzerland; United Kingdom, Myanmar, Russia, Singapore, Turkey	3,563
Dec 2022	QNI Metals Pty Ltd; QNI Resources Pty Ltd	100	Australia	Zero Carbon Investek	Switzerland	Clive Palmer (Private Investor); Queensland Nickel Pty Ltd	Australia	1,338
Jan 2022	Gavilon Agriculture Holdings Co	100	USA	Viterra Inc	Canada, Switzerland	Marubeni Corporation	Japan	1,125
Mar 2022	Glencore plc (CSA copper mine)	–	Australia	Metals Acquisition Corp	USA	Glencore plc	Switzerland	1,100
Sep 2022	Fluxys SA	20	Belgium	Energy Infrastructure Partners AG	Switzerland	Caisse de Depot et Placement du Quebec	Canada	780

## 2022 review

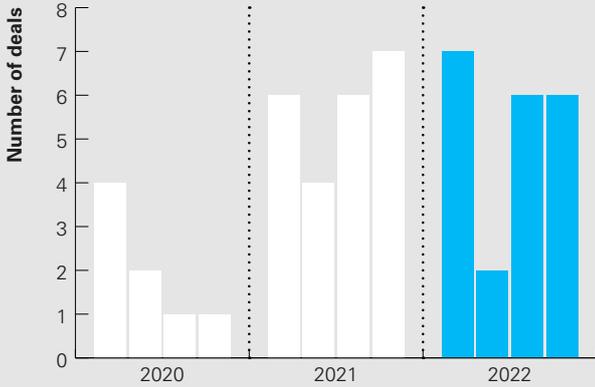
Volatile commodity prices and geopolitical uncertainty led to a significant fall in the number of deals.

## 2023 outlook

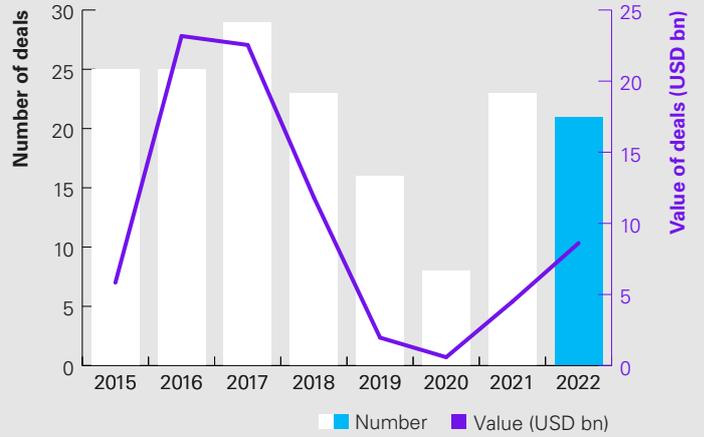
Metal prices are expected to fall in 2023, with the price outlook depending largely on developments in China, which dominates the consumption of most metals. Demand for metals should continue to rise amid many countries' move to greener energy, becoming a key driver of M&A in the metals commodities market. Ongoing market volatility in **energy and metals** may increase the supply of assets coming to market, but will also cause prospective purchasers to remain cautious.

In **Agriculture**, we expect firms to continue their quest to diversify given persistent pressure on margins, strengthening their supply chain and vertical integration.

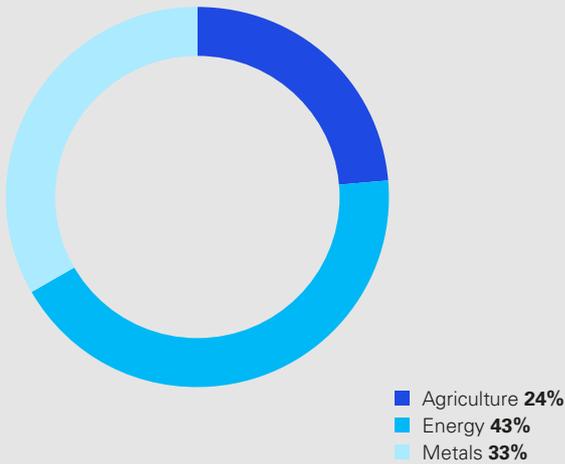
Number of deals per quarter



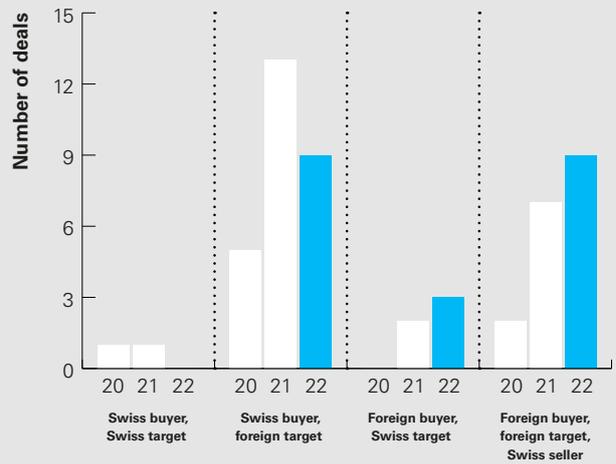
Number and value of deals per year



Number of deals per industry sub-sector 2022



Split of deals by target/buyer/seller 2020 to 2022



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# Consumer Markets

Uncertainty and inflation hit the sector particularly hard, with the emergence from the pandemic resulting in further shifts in channel mix as high street retail re-opened. Inflationary pressures combine with supply chain disruptions to impact different parts of the industry in different ways, but generally throwing up new challenges for all and making the assessment of business plans and valuations even trickier than normal. Against this backdrop, deal volumes fell by 12 percent.

M&A in the sector is going through a tough time as the number of deals fell by almost two percent and the total value of deals by 12 percent last year. Even the 12 percent drop in deal values would have been greater if not for PMI's USD 18.8bn acquisition of almost all of Swedish Match. Completed in late 2022, the deal subsequently saw PMI announce a compulsory redemption of the remaining ten percent of shares that remain public. More broadly, the largest transactions in 2022 all reflected expansion into new markets and segments by strategic buyers who continued to pursue if the synergy opportunity and strategic rationale were strong.

While individual market segments are being impacted to different degrees, the downward trend in dealmaking is primarily driven by uncertainty due to rocketing inflation, rising interest rates, and supply chain disruptions – exacerbated by the invasion of Ukraine. The **food and drink** industry has resolved many of the supply chain challenges it faced in the pandemic, but is now suffering from significant raw material cost increases and commodity shortages, made worse by the war. Agri-food commodity prices continue to rise, fueled also by unfavorable weather, rising input costs and a wave of export restrictions arising from domestic food security concerns. Passing these price rises on to retailers and end customers remains a significant challenge for the sector.

The slowdown in **retail and consumer products** M&A reflects growing uncertainty and the uneven impact of inflation on target businesses. Assessing the impacts of these factors on business plans and valuations is extremely difficult. In addition, the need for both companies and consumers to consider ESG matters continues to rise – one result is that we see M&A teams increasingly conducting ESG due diligence as part of their assessment of any transaction, and that targets with strong sustainability stories enjoy price premiums.

Certain segments that boomed during the pandemic are now going through a period of adjustment or rebalancing. Significant investment has taken place in **e-commerce/ direct to consumer** businesses since early 2020, for instance. Yet, uncertainty now prevails over how to value these assets as the bounce they enjoyed from COVID-19 falls away, growth rates decline, and the cost of new customer acquisition rises. Sellers who presided over rapidly expanding businesses can struggle to accept lower valuations now. It may be some time before buyers and sellers' expectations converge.

Private Equity activity in 2022 was muted compared to 2021. New investments by Private Equity into the consumer sector were limited, with a sizeable proportion of deals focused on the divestment of portfolio investments to strategic investors. Nestlé was notable by expanding its Health Science business through acquisitions of PE-backed businesses during the year.



## Top Consumer Markets deal 2022

**18.9**

USD billions

Target: **Swedish Match AB**Buyer: **Philip Morris International Inc**

## Top 5 Swiss Consumer Markets deals 2022

Announced date	Target	Stake %	Target country	Bidder	Bidder country	Seller	Seller country	Value USDm
May 2022	Swedish Match AB	100	Sweden	Philip Morris International Inc	Switzerland, USA			<b>18,863</b>
Jul 2022	Autogrill S.p.A.	100	Italy	Dufry AG	Switzerland	Edizione Srl	Italy	<b>3,903</b>
Jul 2022	Valora Holding AG	100	Switzerland	Fomento Economico Mexicano SAB. de C.V.	Mexico			<b>2,523</b>
Aug 2022	YOOX Net-A-Porter Group (YNAP)	51	Italy	Farfetch UK Ltd; Alabbar Enterprises	United Kingdom; United Arab Emirates	Compagnie Financiere Richemont SA	Switzerland	<b>690</b>
Dec 2022	Dairy Partners Americas Brasil Ltda	100	Brazil	Groupe Lactalis SA	France	Nestle SA; Fonterra Co-operative Group Ltd	Switzerland; New Zealand	<b>132</b>

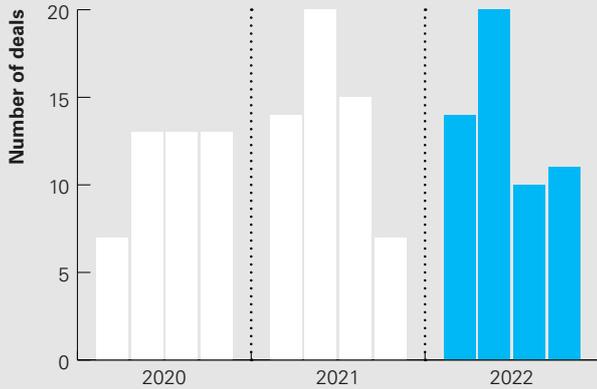
## 2022 review

Deal volumes and values declined as the sector was hit hard by inflationary pressures, rising interest rates and supply chain issues.

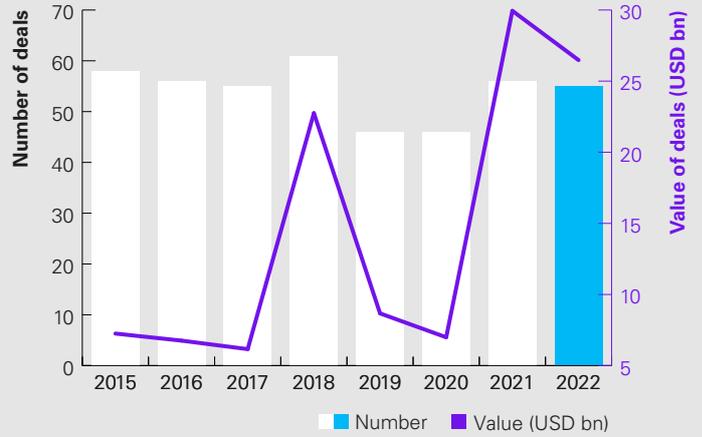
## 2023 outlook

Uncertainties will most likely persist in 2023. While inflation may stabilize and buyers become more confident in their valuations of individual targets, a challenge may remain over how quickly sellers' expectations may adjust regarding pricing. We continue to see an imperative for the sector to actively manage portfolios, with margin pressure only likely to lead to greater scrutiny on margin-dilutors and the need to expand into new areas of profitable growth.

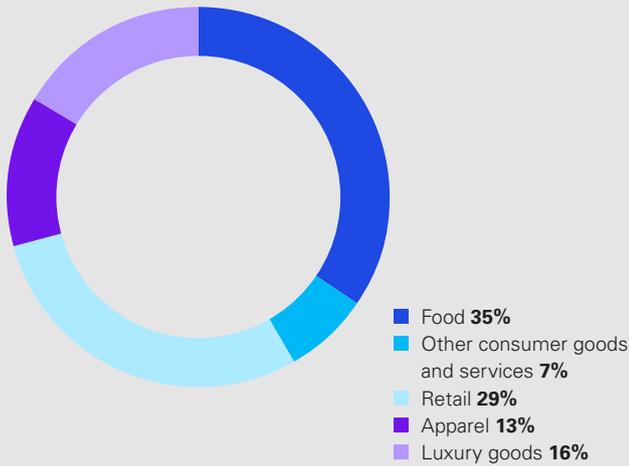
Number of deals per quarter



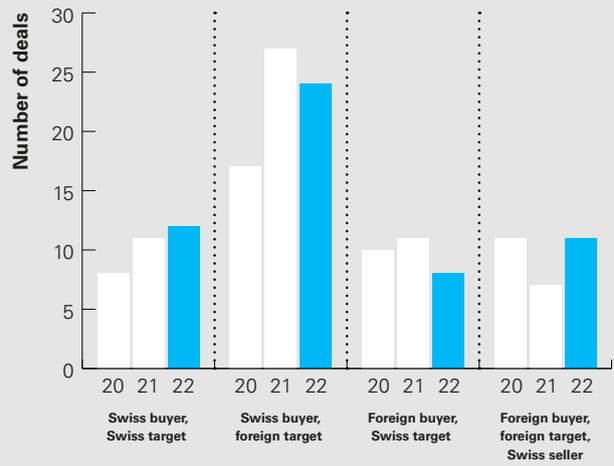
Number and value of deals per year



Number of deals per industry sub-sector 2022



Split of deals by target/buyer/seller 2020 to 2022



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# Financial Services

A record number of deals marked the first quarter of 2022, largely driven by smaller transactions involving wealth and asset managers. Activity fell sharply in subsequent quarters, however, due to the rapid deterioration of economic and political conditions. There was an uptick in Banking deals following a slow 2021.

Credit Suisse disposals boosted **Banking** M&A as the group focused on fewer core business lines and simplifying its footprint. It divested its securitized products group to a consortium of Apollo and Pimco, and sold its minority stake in Allfunds. It also divested its Mexican onshore clients to Actinver; agreed a referral deal with Barclays for clients in nine Sub-Saharan countries; sold its trust businesses to The Bank of N.T. Butterfield & Son and Gasser Partner; and sold a minority stake in Energy Infrastructure Partners. 2022 also saw several Swiss banks being bought, including Kaleido Privatbank by Trusted Novus Bank, Banque Degroof Petercam's Swiss subsidiary by Gonet & Cie, and Gonet & Cie's subsequent sale of a majority stake to Arab Bank (Switzerland). Martin Ebner sold BZ Bank to Graubündner Kantonalbank, J. Safra Sarasin acquired the remaining shares of Bank Zweiplus, and Geneva's m3 Groupe acquired the Swiss subsidiary of Russia's Sberbank. Abroad, Swissquote acquired Luxembourg-based Keytrade Bank, and several Swiss investors took a majority stake in Armenian commercial bank Armbusinessbank.

Activity in **Insurance** was limited compared to previous years. Zurich Insurance Group sold its legacy life back book in Germany to Viridium and its Italian life and pensions back book to Portugal's GNB Seguros. Helvetia increased its stake in Spanish insurer Caser Seguros to hold 80 percent after acquiring 70 percent in 2020. Domestically, Helvetia acquired TX Group's minority stake in Swiss mortgage broker Moneypark.

Other domestic transactions include Visana's acquisition of minority stakes in Hôpital du Jura Bernois and Liberty Vorsorge, and Vaudoise Assurances's purchase of pet insurer Epona.

**Investment Management** was again responsible for the highest number of deals. Many were small, however, failing the inclusion criteria for our list. The largest was UBS Asset Management's sale of its Japanese real estate joint venture to KKR for USD 1.9bn. Credit Suisse took a further 49 percent in its Chinese securities joint venture, following the trend of other global banking groups such as UBS, JP Morgan and Goldman Sachs in acquiring majority stakes in their Chinese investment management arms. Swiss micro-finance asset manager responsibility Investments found a new majority owner in UK asset manager M&G. Julius Baer sold several investment management firms, including a majority stake in Mexican NSC Asesores to Stratos Wealth Partners, and two wealth managers, Fransad Gestion and Wergen Partners, in management buy-outs. A large number of deals involved independent asset managers, with many being acquired by private equity-backed consolidators, or mergers between larger independent asset managers to gain volume.

In **other areas**, Partners Group bought US insurance broker Foundation Risk Partners for USD 2.8bn, and Cembra Money Bank grew its 'buy now pay later' footprint by acquiring Intrum Finance Services and Byjuno from Sweden's Intrum.



## Top Financial Services deal 2022

2.8

USD billions

Target: **Foundation Risk Partners**Buyer: **Partners Group AG**

## Top 5 Swiss Financial Services deals 2022

Announced date	Target	Stake %	Target country	Bidder	Bidder country	Seller	Seller country	Value USDm
Aug 2022	Foundation Risk Partners	*	USA	Partners Group AG	Switzerland	Warburg Pincus LLC	USA	2,800
Mar 2022	Mitsubishi Corp. – UBS Realty Inc.	100	Japan	KKR & Co. Inc; 76 Co Ltd	USA; Japan	UBS AG; Mitsubishi Corporation	Switzerland; Japan	1,906
Oct 2022	Allfunds Group PLC	9	United Kingdom	Institutional investors	Unknown	Credit Suisse Group AG	Switzerland	327
Sep 22	Credit Suisse Founder Securities Ltd	49	China	Credit Suisse AG	Switzerland	Founder Securities Co. Ltd	China	164
Jan 2022	Zurich Insurance Group Ltd (Italian life and pensions back book)	–	Italy	GNB - Companhia de Seguros Vida	Portugal	Zurich Insurance Group Ltd	Switzerland	145

\* Majority stake

## 2022 review

Deal activity rose in banking and investment management while slowing in insurance. Total deal value was boosted by UBS' sale of its Japanese real estate joint venture, and Partners Group's acquisition of Foundation Risk Partners.

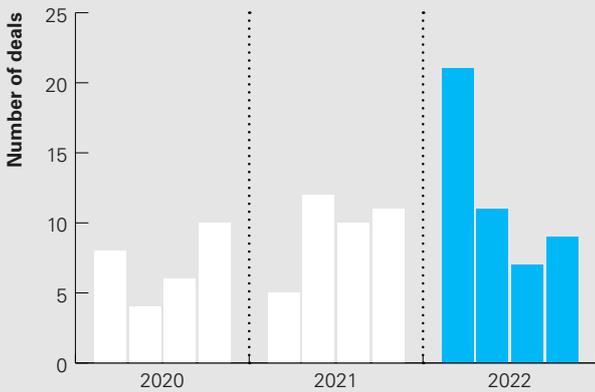
## 2023 outlook

Challenges will persist for poorer performing **Private Banks** due to higher interest rates and lower equity markets. Growing pressure on assets under management will expose weaknesses and lead to deals. Organic growth will be more challenging for stronger players too, putting the emphasis on M&A to achieve growth.

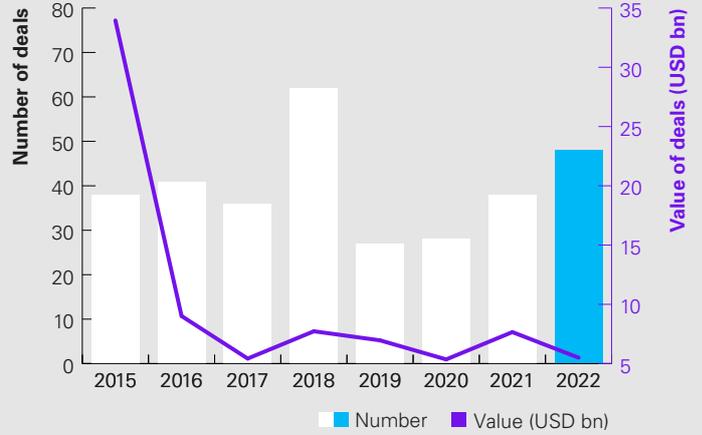
**Insurance** will continue to see investments in ecosystems, selected Insurtechs, and portfolio adjustments. This will extend beyond large scale or Switzerland-based international insurers to include, among others, health insurers to provide a more holistic approach to healthcare.

**Investment Management** will likely remain a hotbed for transactions. We expect a second consolidation wave in the independent asset manager space after the FINMA deadline for license applications at the end of 2022. We also expect larger banks to further streamline global operations which will lead to divesting local operations.

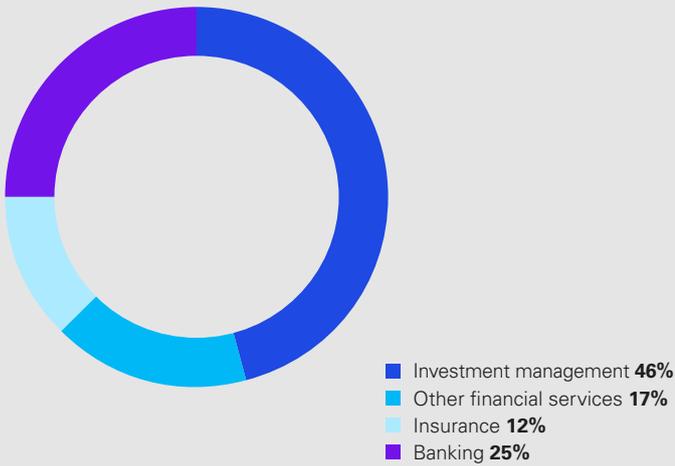
### Number of deals per quarter



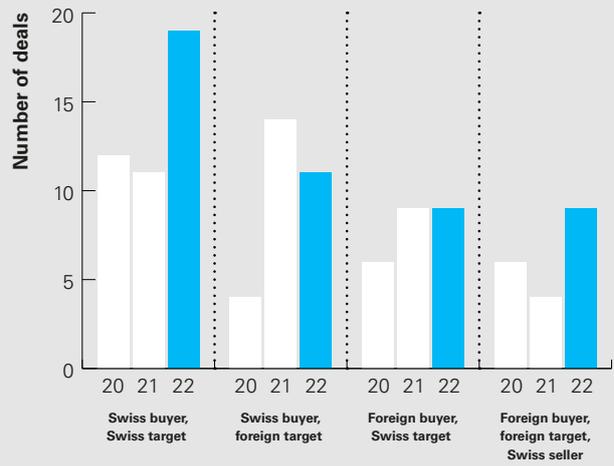
### Number and value of deals per year



### Number of deals per industry sub-sector 2022



### Split of deals by target/buyer/seller 2020 to 2022



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# Industrial Markets



Larger players continued to focus on portfolio reviews and targeted bolt-on acquisitions. Transformational transactions were rare in 2022 following a complete absence of such deals in 2021. Private Equity again featured prominently among this year's dealmakers.

Mega-deals were once again missing from the Industrial Markets landscape, with only two transactions exceeding USD 1bn in value. This does not mean a scarcity of interesting transactions, with a number of deals standing out, including of listed entities.

A portfolio review led ABB to spin off its Turbocharging business – Accelleron Industries – by listing it on the SIX Swiss Exchange. ABB had also planned an IPO for its E-mobility business in the second quarter of 2022, but postponed it due to challenging market conditions.

Bobst Group's largest shareholder, JBF Finance, meanwhile announced a public tender offer for all the group's publicly held shares. JBF Finance intends to take the group private by delisting its shares from the SIX Swiss Exchange.

The Schleuniger Group – Metall Zug's wire processing business that it acquired in 2008 – merged with the

Komax Group at the end of August 2022, with Metall Zug taking a 25 percent stake in Komax Holding in return.

On the acquisition side, SIG Combibloc completed two large bolt-on transactions. Its acquisition of Pactiv Evergreen's chilled carton operations in Asia Pacific gives SIG new growth opportunities in Asia on the back of Pactiv Evergreen's position as the leading supplier in mainland China and its strong presence in South Korea and Taiwan. SIG Combibloc also bought bag-in-box maker Scholle IPN for EUR 1.5bn to strengthen its position in sustainable packaging. The deal is expected to particularly benefit SIG in the US, which makes up 55 percent of Scholle's sales. Scholle's products should benefit from SIG's strong positions in Latin America and Asia.

Dätwyler acquired US-based Quality Synthetic Rubber in a deal that the CEO of Dätwyler stated would make the group the world's leading supplier of sealing solutions for electrical connectors.

## Top Industrial Markets deal 2022

1.8

USD billions

Target: **Accelleron Industries AG**Buyer: **Existing shareholders**

## Top 5 Swiss Industrial Markets deals 2022

Announced date	Target	Stake %	Target country	Bidder	Bidder country	Seller	Seller country	Value USDm
Jul 2022	Accelleron Industries AG	100	Switzerland	Existing shareholders	Switzerland	ABB Ltd	Switzerland	1,763
Feb 2022	Scholle IPN Corporation	100	USA	SIG Combibloc Group AG	Switzerland			1,530
Jul 2022	Bobst SA	47	Switzerland	JBF Finance SA	Switzerland			632
Apr 2022	Quality Synthetic Rubber Inc.	100	USA	Datwyler Schweiz AG	Switzerland	Q Holdings	USA	625
Mar 2022	RUAG Ammotec GmbH	100	Switzerland	Beretta Holding SpA	Italy	RUAG Holding AG	Switzerland	431

## 2022 review

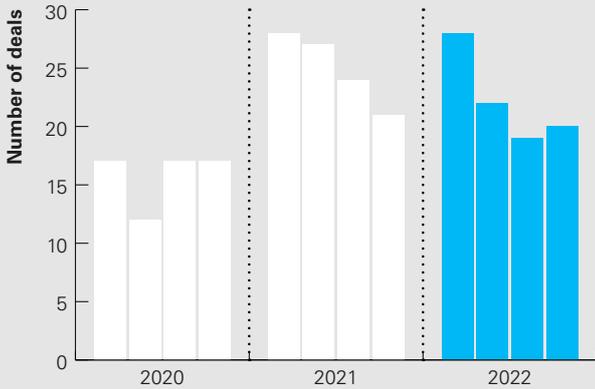
Portfolio reviews and bolt-on acquisitions were the mainstay of activity last year, alongside some (de)listings on the stock market.

## 2023 outlook

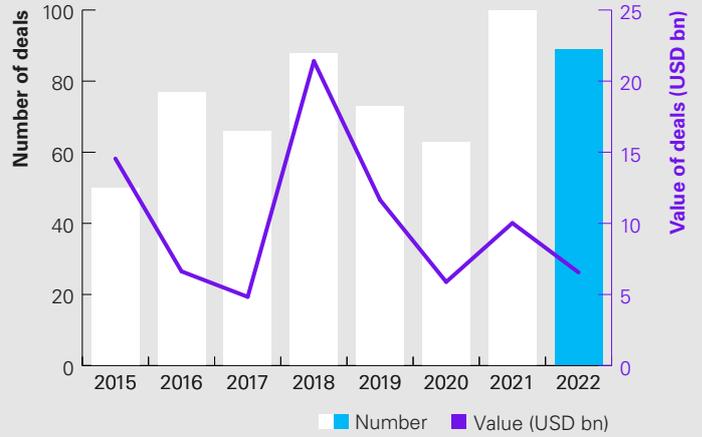
Despite the challenging economic environment, Switzerland's industrial businesses will continue looking for ways to utilize their cash reserves and maintain their technology advantages. We expect them to maintain strict discipline with regard to strategic fit and valuation considerations. Hence, we anticipate the focus to remain on bolt-on acquisitions that acquire new capabilities and select geographic add-ons to stay ahead of competitors. Overall, we expect the number of deals in 2023 to be in line with last year.

Private Equity's focus is likely to remain on the mid-market. Fresh opportunities will continue to arise in family-managed businesses in particular as the baby boomer generation retires.

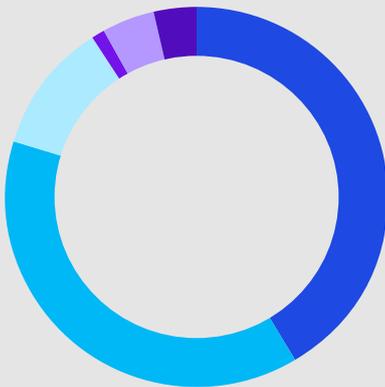
### Number of deals per quarter



### Number and value of deals per year

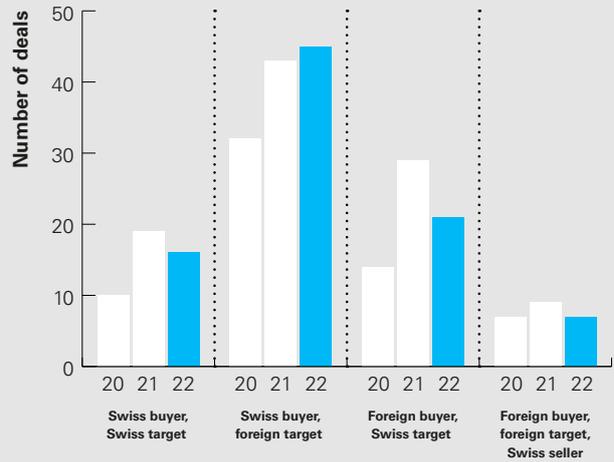


### Number of deals per industry sub-sector 2022



- Industrial products & services **42%**
- Manufacturing & machinery **38%**
- Electronics **11%**
- Other industrial products **1%**
- Automotives **5%**
- Automation **3%**

### Split of deals by target/buyer/seller 2020 to 2022



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# Pharmaceuticals & Life Sciences



A record 2021 in terms of the number of deals was followed by a return to more usual deal volumes in 2022 thanks in part to significant uncertainties in the macroeconomic and political environment. With very few transactions exceeding USD 1bn last year, the total value of deals fell significantly.

In the healthcare sector, most (31) deals involved healthcare institutions or clinics. More than half focused on specialty assets, including three deals in ophthalmology and two each in psychiatry, orthopedics, audiology, and dentistry. M&A by major device manufacturers Sonova and Straumann centered on vertical integration and the acquisition of service provider clinic networks. A number of Swiss acquirers were active abroad, such as Ameos, Rehaneo and Medgate buying healthcare operations in Germany, and Responsible Capital taking an interest in Italian healthcare institutions.

Novartis was notable for a lack of big-ticket deals last year though it divested a number of non-core assets and plants. Roche meanwhile undertook three acquisitions in 2022: one involved the purchase of a preclinical PD-1 regulated IL-2 asset; and two were in the diagnostic/biomarker space, being the acquisition of imaging analysis company Healthmyne and a USD 290m investment in liquid biopsy venture Freenome.

Alcon remained on the acquisition trail by buying Aerie Pharmaceuticals for USD 906m in a deal that Alcon notes as adding key R&D capabilities and driving growth of its Rocklatan and Rhopressa products. Alcon also bought Kala Pharmaceuticals' commercial portfolio, including EYSUVIS and Inveltys.

Swiss biotech company Oculis merged with European Biotech Acquisition Corp to form Oculis Holding which is listed on NASDAQ.

Three other Swiss Life Sciences companies went public in 2022, all through reverse mergers. This reflects the difficulty of securing finance last year compared to 2021 which saw a record number of IPOs in this sector.

Contract Development and Manufacturing Organizations (CDMOs) were also active last year, with Staad-based Biosynth announcing three deals to strengthen their peptide and immunology portfolio. One of the deals was to buy Pepscan from KKR Health Care Growth fund.

Six Swiss medtech/instrument companies were acquired in 2022, including innovative instrument manufacturers Creoptix and QUAD systems, and US-based Cordis' USD 1.1bn acquisition of Switzerland's MedAlliance.

## Top Pharmaceuticals &amp; Life Sciences deal 2022

**5.1**

USD billions

Target: **Mediclinic International Plc**  
 Buyer: **MSC Mediterranean Shipping Company SA; Remgro Ltd; SAS Shipping Agencies Services Sarl**

## Top 5 Swiss Pharmaceuticals &amp; Life Sciences deals 2022

Announced date	Target	Stake %	Target country	Bidder	Bidder country	Seller	Seller country	Value USDm
Jun 2022	Mediclinic International Plc	55	United Arab Emirates	MSC Mediterranean Shipping Company SA; Remgro Ltd; SAS Shipping Agencies Services Sarl	Switzerland; South Africa; France			<b>5,144</b>
Oct 2022	M.A. Med Alliance Sa	100	Switzerland	Cordis	USA	Trustar Capital	Hong Kong	<b>1,135</b>
Apr 2022	Affidea BV	100	Netherlands	Groupe Bruxelles Lambert SA	Belgium	B-FLEXION Group Holdings SA	Switzerland	<b>1,079</b>
Aug 2022	Aerie Pharmaceuticals Inc.	100	USA	Alcon AG	Switzerland			<b>906</b>
Apr 2022	Sanoptis AG	100	Switzerland	Groupe Bruxelles Lambert SA; Existing Management	Belgium	Telemos Capital Ltd	United Kingdom	<b>812</b>

## 2022 review

Following an extremely active 2021, activity in 2022 returned to more regular levels, though total deal value fell significantly due to the absence of any mega-deals.

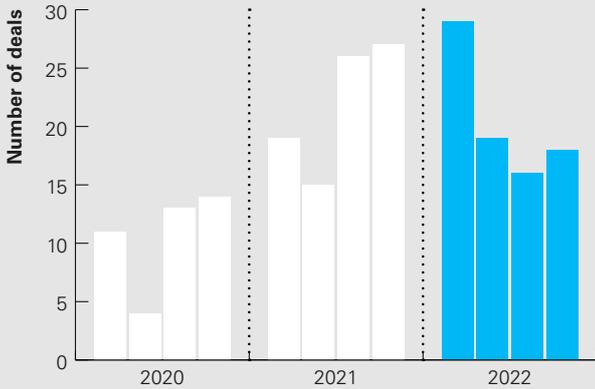
## 2023 outlook

If the global biotechnology bear market continues, new acquisition opportunities may arise in the pharmaceutical and medtech space that would lead to an uptick in the number of deals. We also anticipate ongoing consolidation in healthcare and related fields, particularly vertical integration in dentistry, implants and hearing aids.

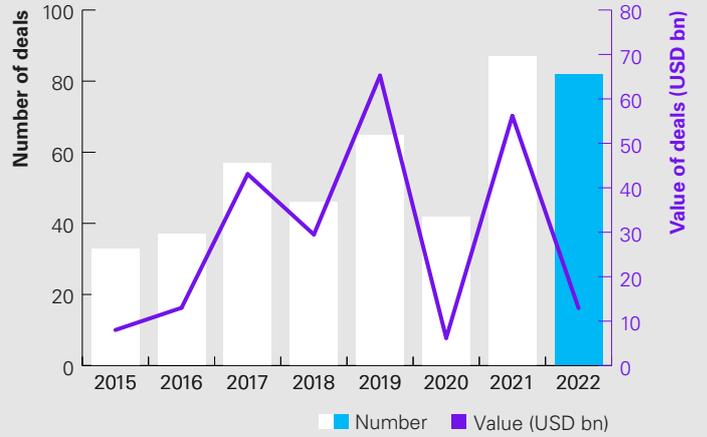
In terms of larger deals, Novartis has announced its intention to spin off its generics business, Sandoz, through a capital market transaction in the second half of 2023, as well as its Ophthalmology and Respiratory portfolios, which will yield sizeable transactions this year.

Strong interest from Asian companies to expand into Europe may lead to acquisitions in 2023.

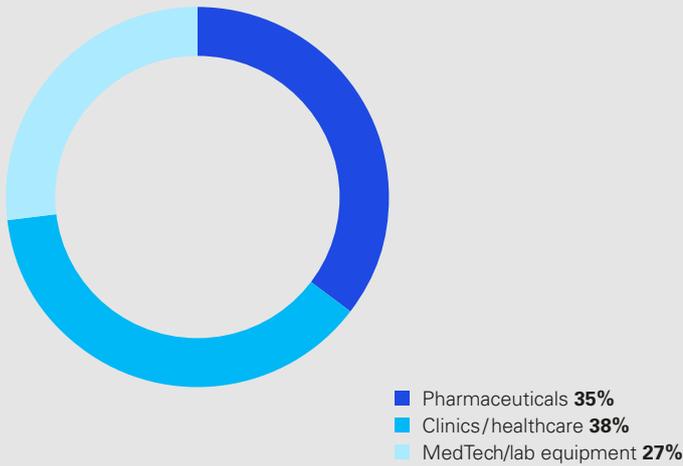
### Number of deals per quarter



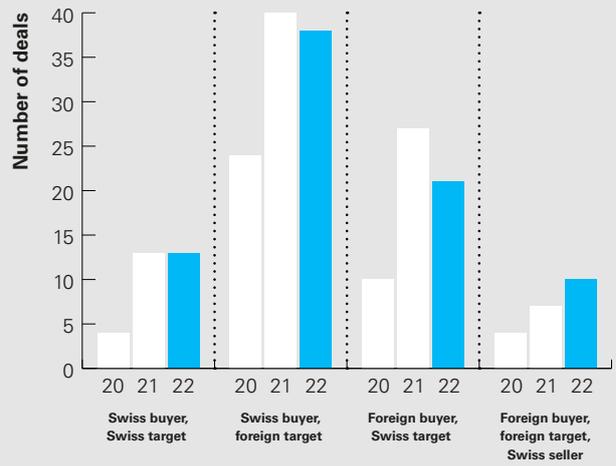
### Number and value of deals per year



### Number of deals per industry sub-sector 2022



### Split of deals by target/buyer/seller 2020 to 2022



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# Power & Utilities



Except for the year's second largest transaction, the most sizeable deals in 2022 reflected investments in renewable energy. Three were undertaken by Energy Infrastructure Partners across wind, solar and hydropower assets.

Last year's largest deal saw Partners Group sell its 100 percent stake in the Australia-based CWP Renewables to Squadron Energy.

Last year's second largest deal saw ABB sell its remaining 19.9 percent stake in its Hitachi Energy joint venture to Hitachi which now owns 100 percent. Hitachi Energy was formed from ABB's Power Grids business in 2020.

Energy Infrastructure Partners (EIP) closed three significant deals, being the year's third, fifth and sixth largest deals. At USD 1 billion, the largest was a joint investment with Credit Agricole to acquire 25 percent of Repsol Renovables. The investee has a renewable generation base of 1.6 gigawatt (GW) that comprises wind farms, solar assets and hydropower plants in Spain, Chile and the US. Repsol Renovables' strategy sees it looking to increase its total installed capacity to 20 GW by 2030.

EIP also took a 49 percent stake in the Iberdrola's Wikingier offshore wind farm that has 350 megawatts of capacity in the Baltic Sea. Wikingier operates under Germany's feed-in tariff regime, which the country launched to spur clean energy investments.

A further deal saw EIP acquire 30 percent of one of France's largest renewables operations. Under an agreement with Canadian utility firm Boralex, an early mover in the global renewable energy industry, the stake held by EIP-managed funds will support its growth as a leader in the French market. The deal covers more than 70 wind and solar plants. Boralex's French platform also includes an extensive 1.5 GW development pipeline to construct new wind and solar projects across France and upgrade existing sites with best-in-class technology.

Capital Dynamics, the Swiss venture capital and private equity firm, sold its 97.3 MW UK onshore wind portfolio to Tenaga Nasional, a Malaysian utility provider that focuses on the electricity sector. Tenaga acquired the Onshore Wind Portfolio through its subsidiary Vantage RE.

## Top Power &amp; Utilities deal 2022

2.7

USD billions

Target: **CWP Renewables**Buyer: **Squadron Energy Pty Ltd**

## Top 5 Swiss Power &amp; Utilities deals 2022

Announced date	Target	Stake %	Target country	Bidder	Bidder country	Seller	Seller country	Value USDm
Dec 2022	CWP Renewables	100%	Australia	Squadron Energy Pty Ltd	Australia	Partners Group AG	Switzerland	2,682
Sep 2022	Hitachi Energy Ltd	20%	Switzerland	Hitachi Ltd	Japan	ABB Ltd	Switzerland, Sweden	1,679
Jun 2022	Repsol Renovables SLU	25%	Spain	Credit Agricole Assurances SA; Energy Infrastructure Partners AG	France; Switzerland	Repsol SA	Spain	967
Dec 2022	Tailwind Energy Ltd	100%	United Kingdom	Serica Energy plc	Canada, United Kingdom, Indonesia	Mercuria Energy Group Ltd	Switzerland, Cyprus	782
Sep 2022	Iberdrola SA (Wikingen offshore wind farm)	49%	Germany	Energy Infrastructure Partners AG	Switzerland	Iberdrola SA	Spain	699

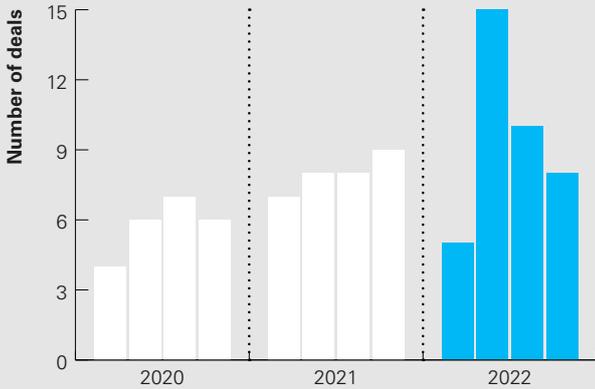
## 2022 review

A significant change in deal mix saw most of the sizeable transactions being investments in renewable energy production, particularly wind and photovoltaic.

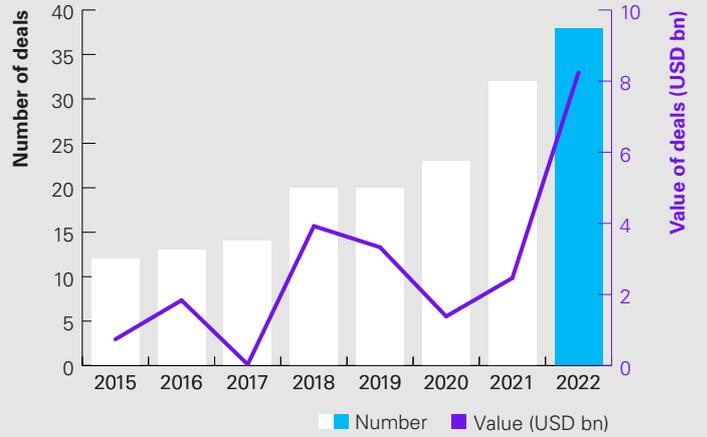
## 2023 outlook

There is a need to build additional renewable electricity capacity, heightened by the energy crisis caused by the war in Ukraine. This may yield a number of transactions over the coming years as efforts to decarbonize step up a gear.

Number of deals per quarter



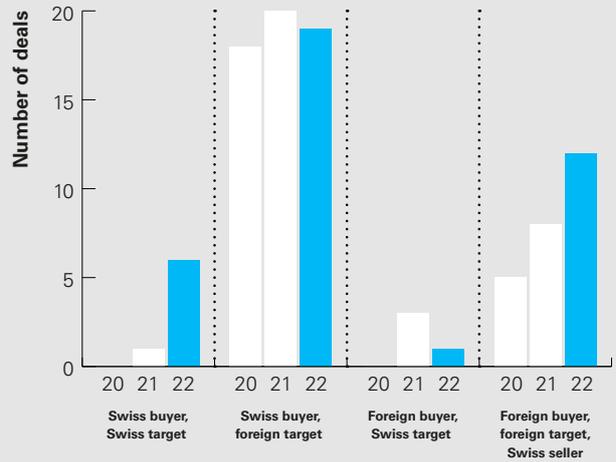
Number and value of deals per year



Remark

Sub-sector data and figures are not available for this sector.

Split of deals by target/buyer/seller 2020 to 2022



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# Private Equity

Significant levels of dry powder were enhanced by solid fundraising in 2021, contributing to Private Equity houses posting strong M&A performances last year. There was almost the same record-high number of deals in 2022 as in 2021, though significantly lower overall deal value. Looking ahead, digitalization and sustainability will be high on the agenda when considering future acquisitions.

2022 presented considerable macroeconomic and geopolitical challenges. Private Equity managed to prosper despite the market difficulties, however. This is largely due to very high levels of dry powder creating an imperative to invest; financing costs being significantly below historical average; and attractive multiples on the back of strong competition for high quality assets – though this also emphasizes the need for deals to create value. All these factors came together to deliver a solid year for Private Equity deals – a record high alongside 2021.

Partners Group was again the leading large-cap player in Switzerland, with acquisitions including a majority stake in US-based Foundation Risk Partners for USD 2.8bn, and software services provider Forterro for USD 1.1bn. The group's other transactions ranged across Europe, including Norway and Ireland, while it divested of a number of holdings in Australia, the UK and US.

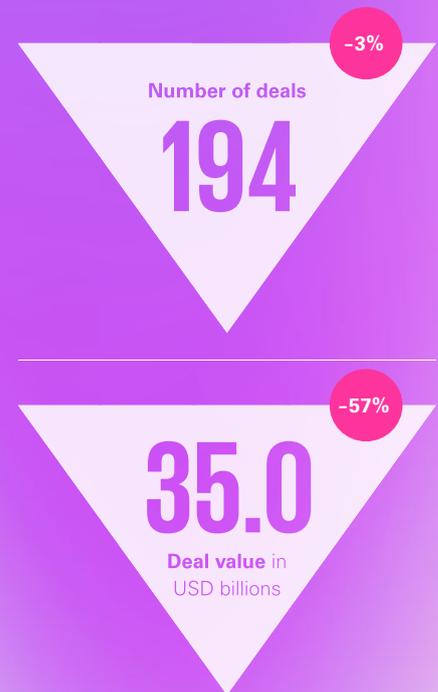
The mid-market also continued to be extremely active last year, with a number of notable deals. These included investments by Ufenau Capital in aTmos Group, EinzelNet, DATALOGUE, and Dr. Niedermaier Pharma, as well as a number of acquisitions by its portfolio companies. Ufenau VII closed successfully at its hard cap of EUR 1bn.

Capvis invested in Hamburg-based AdEx Partners, which focuses on digital transformation and IT strategy consulting. Invision meanwhile acquired Austria's

eduPRO, Invision's Cygna Labs bought Diamond IP to fuel its growth strategy and the Invision VII fund which launched in early 2022 purchased its first company, Careanesth. Afinum acquired GS Swiss PCB and disposed of Gschwend and Cotta Collection.

Helvetica Capital became the majority shareholder in Schulthess Maschinen with a 65 percent holding. It sold Sphinx Tools to Sweden's Sandvik and Studer Cables to Germany's HARTING Technology Group. Equistone took a majority stake in SF Filter, with the remaining stake being acquired by an MBO. The Swiss fund also sold ORS, the Organisation for Refugee Services, which it had acquired in 2013, to Serco. EGS Beteiligungen and Patrimonium's Fund SCSp together took a majority stake in gardening and landscaping business Bächler + Güttinger. Gilde Buy Out Partners meanwhile rebranded itself as Rivean Capital. One of its first transactions under the new brand was to invest in MBK Fincom alongside the group's founders and management.

A particular feature of 2022 was the use of continuation funds. Used in the past by houses including Capvis and Invision, continuation funds have become an attractive platform to hold particular assets for a longer period. Among others, Invision created a CHF 145m continuation fund to further develop Schneider Group; Verium did so for Toradex and MiT; and Deutsche Private Equity closed a EUR 708m continuation fund for two assets including Swiss IT consulting firm Eraneos.



## Top Private Equity deal 2022

9.0

USD billions

Target: **SAZKA Entertainment AG**Buyer: **CSR Acquisition Corp**

## Top 5 Swiss Private Equity deals 2022

Announced date	Target	Stake %	Target country	Bidder	Bidder country	Seller	Seller country	Value USDm
Jan 2022	SAZKA Entertainment AG	100	Switzerland	CSR Acquisition Corp	USA	KKCG Group	Czech Republic	8,967
Aug 2022	Foundation Risk Partners	*	USA	Partners Group AG	Switzerland	Warburg Pincus LLC	USA	2,800
Dec 2022	CWP Renewables	100	Australia	Squadron Energy Pty Ltd	Australia	Partners Group AG	Switzerland	2,682
May 2022	Lyntia Networks	100	Spain	AXA SA; Swiss Life Holding AG	France; Switzerland	Antin Infrastructure Partners SAS	France	2,100
Aug 2022	United States Infrastructure Corp	50	USA	Kohlberg & Company LLC.	USA	Partners Group AG	Switzerland	2,050

\* Majority stake

## 2022 review

Inflation, interest rates and geopolitical developments combined to fuel uncertainty and increase deal costs, while the use of continuation funds rose to prolong holding periods.

## 2023 outlook

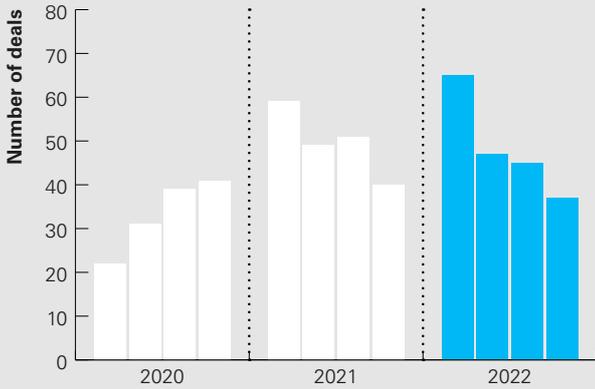
Increased deal costs driven by high interest rates and economic uncertainty will continue to impact dealmaking in early 2023.

Fears of recession may dampen activity, with transactions being postponed in anticipation of an improved market environment.

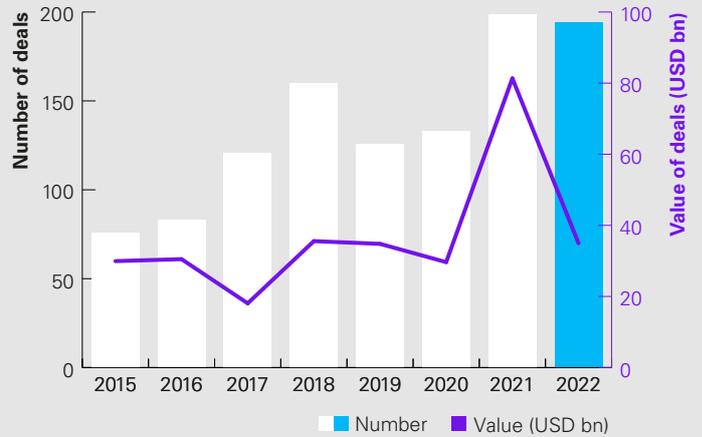
New investment opportunities may arise from capital needs related to the green energy megatrend pushed by policy makers after Russia's invasion of the Ukraine, as well as managers facing increasing pressure to incorporate ESG policies into their portfolios. Digitalization and sustainability will continue to rise up the agenda generally, being a growing focus area for Private Equity investments.

Private Equity

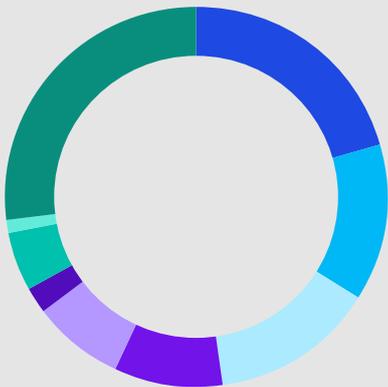
Number of deals per quarter



Number and value of deals per year

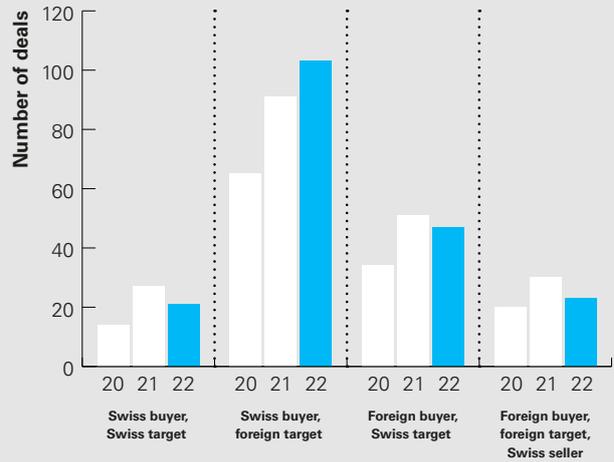


Number of deals per industry sub-sector 2022



- Technology, Media & Telecommunication **21%**
- Pharmaceuticals & Life Sciences **13%**
- Industrial Markets **14%**
- Consumer Markets **9%**
- Power & Utilities **8%**
- Chemicals **2%**
- Financial Services **5%**
- Commodities **1%**
- Other Industries **27%**

Split of deals by target/buyer/seller 2020 to 2022



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# Real Estate

As the economy slows down, rapidly increasing inflation and rising interest rates are weighing on investment sentiment. For the first time in more than ten years, prices of real estate investments are expected to decline. Also on the cards are negative price developments for retail, commercial and office space in all major areas except Zurich.

The lifting of COVID restrictions led to a healthy recovery in economic activity and consequent uptick in inflation. This positive start to the year halted abruptly with the outbreak of war in Ukraine. The Swiss economy continued to post solid growth, however, at +2.5 percent annually until mid-year; driven by 4.3 percent higher consumer spending among other factors. The labor market also expanded, with employment rising sharply and resulting in very low unemployment. The Swiss National Bank (SNB) surprised the market with a turn-around on its interest rate policy, raising rates by 50bp to -0.25 percent, in part to combat accelerating inflation that hit 3.3 percent in June. This was followed by another interest rate step of 75bp in September, heralding the end of negative interest rates in Switzerland.

The SNB's policy change triggered sudden corrections in indirect real estate investments, which have since suffered strong price losses. The performance of listed real estate funds and companies was -5.6 percent and -8.5 percent respectively. With the prospect of further interest rate hikes, the outlook for annual performance remains moderate. We assume that the altered market environment will continue to impact companies' capital raised and will dampen the direct real estate market in the medium term. Annual issuances were much lower than expected and the IPO of the CHF 3.2bn CS 1a Immo PK real estate fund expected in July 2022 was postponed.

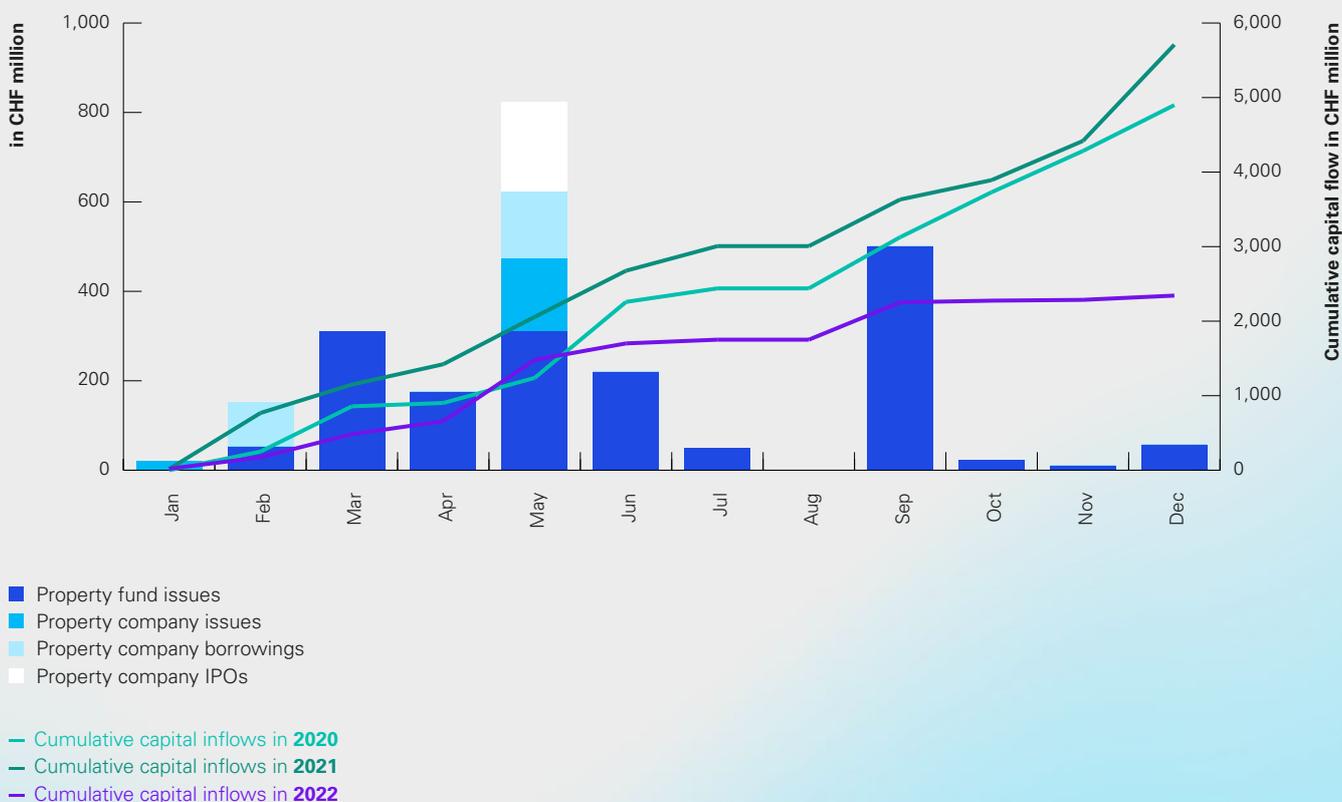
## **Declining sentiment among real estate investors**

Professional and institutional market participants such as pension and real estate funds have adopted a more negative outlook on economic development and real estate prices for late 2022 and 2023. This is reflected in the Swiss Real Estate Sentiment Index (sresi), which reflects the expectations of investors, developers and appraisers and is a leading indicator on sentiment in the Swiss real estate investment market. The index has plunged from its record high of +63.7 points to an all-time low of -32.5 points.

## **Residential prices expected to rise while retail, commercial and office fall**

The Swiss real estate market has become more challenging, with yield expectations trending slightly upwards and construction and operating costs increasing. Forty percent of sresi's survey participants expect the coming year to bring declining prices. This is especially true for retail spaces, which elicited the most frequent negative responses. Market participants also expect prices to slump for commercial spaces and office properties, especially in secondary centers and peripheral locations. Prices are expected to continue rising slightly only in the residential segment as the supply of adequate investment opportunities is still considered extremely meager. Increasing regulation is addressing this trend. The city of Basel introduced a permit requirement and rent control to prevent luxury renovations and evictions or significant price increases for existing tenants, for instance.

## Flow of capital into listed property investments in Switzerland 2022



Prospects have reversed regionally too. Expected price reductions are especially high in Ticino, Eastern Switzerland and the “Mittelland” region; Central Switzerland and Lake Geneva are considered stable; and moderate price increases are expected in the greater Zurich region.

Cities voted on major infrastructure projects to achieve 2050 net zero energy plans earlier. The city of Basel declared the most ambitious aim of being carbon neutral by 2037. Other large cities like Zurich or Geneva will focus on district heating and the concept of society consuming no more than 2000W of energy each, without nuclear being part of the long-term vision.

### An active market, but urgency to invest has diminished

Poor stock market performance means institutional multi-asset investors are overly-invested in real estate, with the number of investors interested in buying real estate falling. Larger transactions such as Swiss Prime Site’s acquisition of Akara Group in February with CHF 2.3bn assets under management were an exception.

Increasing yield expectations cannot be ruled out and may produce a moderate downward market trend, though inflation will drive up rents and could balance out the rise in interest rates. With a high population density, the construction of new buildings in Switzerland is becoming more complex and time-consuming. A lack of supply is anticipated in residential properties and eco-friendly commercial real estate.

## 2022

Negative sentiment around the economic outlook and real estate prices emerged during 2022, in a period when listed real estate funds and companies fared badly.

## 2023 outlook

Prices are expected to slump for commercial and office space, especially in secondary centers and peripheral locations. Inflation and a lack of supply will see residential rents continue to rise.

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**Want to get more information on the Swiss real estate investment market?  
Visit [www.sresi.ch](http://www.sresi.ch) for the most important findings of the 2022 study.**

The KPMG Swiss Real Estate Sentiment Index (sresi®) is a measure of the expectations of market players for developments over the next twelve months and is generated on the basis of the economic developments and the movement of prices on the real estate investment market.

The respondents represent an investment and appraised volume in excess of CHF 300 billion. Since it was launched in 2012, the sresi has established itself as a leading qualitative indicator of forthcoming developments in the Swiss real estate investment market.

# Technology, Media & Telecommunications

The rise of the digital economy continues to drive deals. Customer preferences are changing business models and growing the need for technology infrastructure, while increasing exposure to cyberattacks. As a result, Software remains the major source of deals, while digital infrastructure boosts deal ticket sizes and attracts institutional investors. ESG is an increasingly important source of transactions.



The largest **Technology** deal was STMicroelectronics and GlobalFoundries joining forces in a USD 5.7bn semiconductor manufacturing venture in France. Cicolor meanwhile furthered its growth strategy by acquiring Germany's SMT Elektronik. Backed by Bridgepoint, Infinigate made a series of acquisitions last year, including peer StarLink in the UAE. Partners Group continued to invest in digital transformation, acquiring Forterro for USD 1.1bn, Version 1 for USD 0.9bn, and made a series of other deals such as Cloudflight, Precisely and VelocityEHS. Other deals in this space were Ricoh's acquisition of Swiss Axon Ivy to foster its process automation capabilities; GENUI's acquisition of digital experience platform and CMS provider Magnolia International; and Sumeru EP's investment in beqom. Meanwhile VINCI Energies bought a major portion of Kontron's IT services business.

Datacenter and hosting produced activity such as the sale of EdgeCore for USD 1.2bn, NorthC acquiring Netrics, IPI Partners acquiring Safe Host, and Swiss Life's USD 1.2bn investment in DataBank Holdings. In FinTech and InsureTech the UK's FNZ bought New Access, Finnova acquired Viseca's Contovista, and Swiss Re swapped its investment in Granular Insurance for a stake in Alphabet's life sciences and healthcare subsidiary Verily. Swiss unicorns continued to rise as SonarSource secured more than USD 400m; Swiss carbon reduction technology company Climeworks raised USD 650m from investors; Acronis raised another USD 250m; MindMaze secured USD 105m; and Scandit raised USD 150m. We also saw former medtech startup Ava Women acquired by US-based FemTec Health.

AZ Medien acquired 15 percent of **Media** group CH Media from joint venture partner NZZ to take a 65 percent majority. CH Media entered a strategic partnership with Sunrise UPC which took a 20 percent share of CH Media TV; consolidated Swiss radio stations Central, Sunshine, and Eviva; and now fully owns Radio32. Ringier Sports Media Group took a minority investment in LiveScore Group to help fuel the expansion of LiveScore's industry disrupting business. TX Group made a significant step to strengthen its Out-of-Home business by acquiring Clear Channel Switzerland and sold its stake in mortgage and real estate platform MoneyPark to Helvetia.

Asendia-owned ESW agreed to acquire Los Angeles-based Scalefast, an end-to-end ecommerce-as-a-service solution provider. Fast-growing e-commerce player MBK Fincom received an investment from Gilde Buy Out Partners to support its growth. US AdTech TripleLift acquired Swiss 1plusX, a first-party data activation platform providing a privacy-friendly alternative to cookie and app ID-based systems.

In **Telecoms**, Mobilezone took over MVNO and IoT provider Digital Republic; Sunrise agreed to acquire EBL's telecoms business; and UK-based 42com merged its voice business with Swiss-based Switchover. Outside Switzerland, AXA and Swiss Life acquired Spanish fiber business Iyntia Networks for USD 2.1bn. And ATP acquired Swiss-headquartered BTS Towers with operations in Latin America.

## Top Technology, Media &amp; Telecommunications deal 2022

5.7

USD billions

Target: **Manufacturing alliance**Buyer: **STMicroelectronics; GF Inc.**

## Top 5 Swiss Technology, Media &amp; Telecommunications deals 2022

Announced date	Target	Stake %	Target country	Bidder	Bidder country	Seller	Seller country	Value USDm
Jul 2022	Manufacturing alliance (JV of STM and GF)	100	France	STMicroelectronics; GF Inc.	Switzerland; USA	–	–	5,700
May 2022	Lyntia Networks	100	Spain	AXA SA; Swiss Life Holding AG	France; Switzerland	Antin Infrastructure Partners SAS.	France	2,100
Jun 2022	DataBank Holdings Ltd	27	USA	Swiss Life Holding AG; Swiss Life Asset Management AG; EDF Invest	Switzerland; France	Digital Bridge Holdings LLC	USA	1,200
Nov 2022	EdgeCore Internet Real Estate 1 LLC	100	USA	Partners Group AG	Switzerland	–	–	1,200
Mar 2022	Forterro	100	USA	Partners Group AG	Switzerland	Battery Ventures LP	USA	1,117

## 2022 review

Technology deals were fueled by ongoing pressure for digital transformation, while reshuffling in domestic Media advanced, and Telecoms activity returned to rather low levels.

## 2023 outlook

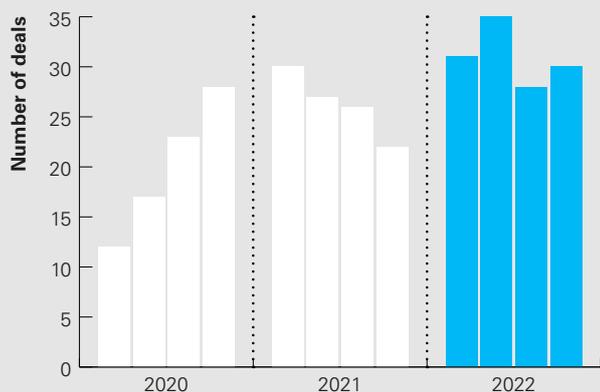
Software will remain the most active area of Technology, especially around digitalization and cybersecurity. ESG will play an even more important role in the coming years amid greater stakeholder demand for ESG reporting and the complexity of decarbonizing supply chains.

Major portfolio streamlining activities in domestic Media have been completed or are well advanced. After the formation of the Swiss Marketplace Group in 2021 and followed a post-merger reorganization, the group might see more M&A activity. The development of digital verticals will remain a key topic for large Swiss media houses, though acquisitions will likely focus on international growth.

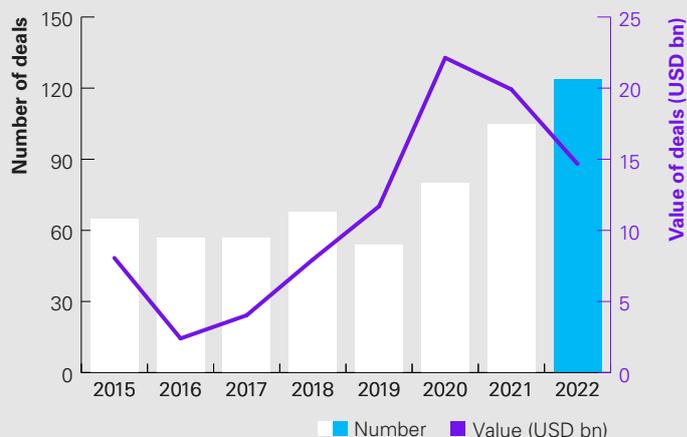
We do not expect a surge of deals in Telecoms, though streaming and 5G will be a likely source of deals in 2023 in addition to selected acquisitions by incumbents.

Digitalization and sustainability will continue to rise up the agenda generally, being a growing focus area for Private Equity investments.

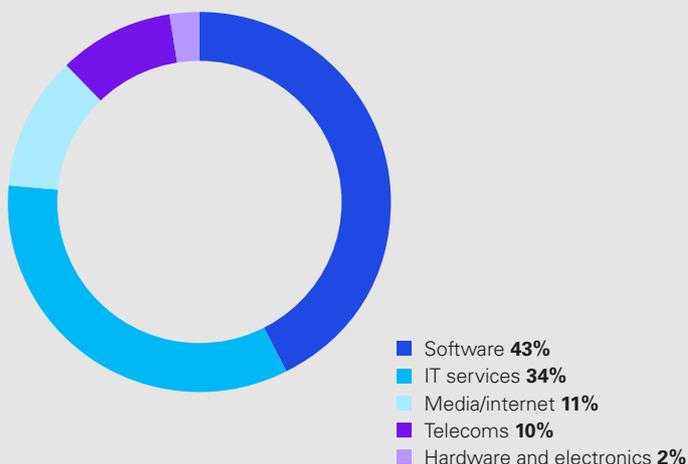
### Number of deals per quarter



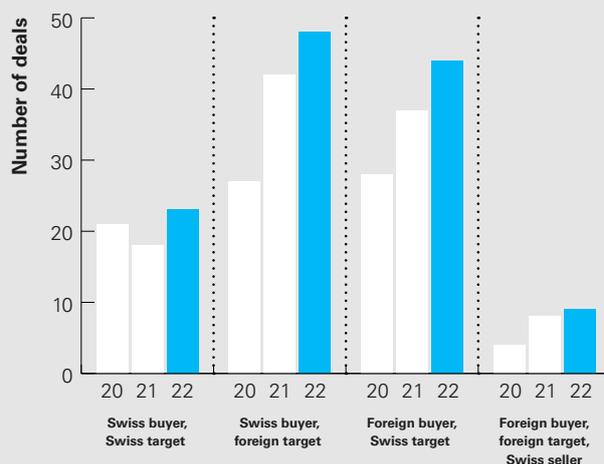
### Number and value of deals per year



### Number of deals per industry sub-sector 2022



### Split of deals by target/buyer/seller 2020 to 2022



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# We thank all our clients for their trust



## Beretta Holding S.A.

KPMG Deal Advisory provided Beretta Holding S.A. with financial, tax, pension and IT due diligence and accounting advisory services in connection with their acquisition of the Ammotec business of RUAG International Holding AG

January 2022



## TexTrace AG

KPMG Deal Advisory acted as sole M&A lead advisor to the shareholders of TexTrace AG on the divestment of the company to Avery Dennison

January 2022



## Calida

KPMG Deal Advisory acted as sole M&A lead advisor and financial and tax due diligence provider to Calida Group on the acquisition of erlich textil

February 2022



## Sauter

KPMG Deal Advisory in Switzerland and the UK provided buy-side financial, tax and commercial DD services to Sauter in the context of their acquisition of a majority stake in Emtec Group in the UK

February 2022



## SoftwareONE AG

KPMG Deal Advisory provided SoftwareONE AG with financial and tax due diligence support in connection with their acquisition of Predica

February 2022



## Utopia Music AG

KPMG Deal Advisory advised Utopia Music AG on their acquisition of UK-based Sentric Music Group Limited with financial and tax due diligence

February 2022



### Affidea B.V.

KPMG Deal Advisory  
advised Affidea B.V. with financial, tax and pension due diligence services in connection with their acquisition of Brust-Zentrum AG

April 2022



### Bruker Corporation

KPMG Deal Advisory  
supported Bruker on their acquisition of Optimal Industrial Automation and Technologies, with project management support during due diligence and post-merger integration planning

April 2022



### Nestlé

KPMG Deal Advisory  
provided Nestlé with financial and tax due diligence support in connection with their acquisition of Ankerkraut GmbH

April 2022



### SonarSource SA

KPMG Deal Advisory  
advised SonarSource SA with financial vendor assistance support on their investment received from Advent International and General Catalyst

April 2022



### Zehnder Group

KPMG Deal Advisory  
acted as sole M&A lead advisor and financial and tax due diligence provider to Zehnder Group on its acquisition of European air filter manufacturer Filtech

April 2022



### Actemium Schweiz AG

KPMG Deal Advisory  
advised Actemium Schweiz AG on their acquisition of Si-Tec GmbH with financial and tax due diligence

May 2022



### Calida

KPMG Deal Advisory  
acted as sole M&A lead advisor and financial and tax due diligence provider to Calida Group on the acquisition of Cosabella

May 2022



### Ochsner Sport AG

KPMG Deal Advisory  
provided buy-side financial and tax due diligence services to Ochsner Sport AG in the context of their acquisition of e-Framer

May 2022



### Argo-Hytos Group AG

KPMG Deal Advisory  
assisted Argo-Hytos Group AG with financial, tax and pensions vendor assistance services in connection with their sale to Voith Group

June 2022

# NZZ

## Neue Zürcher Zeitung (NZZ)

KPMG Deal Advisory  
advised NZZ on the sale of a  
15 percent share package in  
CH Media to its joint venture  
partner AZ Medien

June 2022

# SULZER

## Sulzer

KPMG Deal Advisory  
acted as sole M&A lead advisor and  
vendor assistance provider to  
Sulzer on the carve-out divestment  
of its Tower Field Service business  
in Brazil to Grupo GPS

June 2022



# PICTET

## Banque Pictet & Cie SA

KPMG Deal Advisory  
acted as financial advisor to Banque  
Pictet et Cie SA on the sale of  
its shares in Euroclear Holding SA

July 2022

# FEMSA

## FEMSA

KPMG Deal Advisory  
advised Fomento Económico Mexicano,  
S.A.B. de C.V. on their public offer to  
acquire Valora Holding AG with financial,  
tax, pensions and labour due diligence

July 2022

# SGS

## SGS

KPMG Deal Advisory  
advised SGS on their acquisition  
of proderm GmbH with financial  
and tax due diligence, as well as  
SPA assistance

July 2022



# amcor

## Amcor

KPMG Deal Advisory  
advised Amcor on their acquisition  
of DGPack s.r.o. with financial and  
tax due diligence services

August 2022

# EQUISTONE ORS

## ORS

KPMG Deal Advisory  
acted as sole M&A lead advisor to  
funds advised by Equistone on  
the sale of their portfolio company  
ORS to Serco Ltd.

August 2022



# ARCADIS

## Arcadis Schweiz AG

KPMG Deal Advisory  
acted as sole M&A lead advisor  
to Arcadis on the sale of Arcadis  
Schweiz AG to its management  
and vpv partners

September 2022



# BOBST

## Bobst Group SA

KPMG Deal Advisory  
issued a Fairness Opinion for the  
board of directors of Bobst Group SA  
to assess the financial adequacy  
of JBF Finance SA's public offer to  
acquire the remaining publicly held  
shares of Bobst Group

September 2022



### FUJIFILM Europe B.V.

#### KPMG Deal Advisory

provided FUJIFILM Europe B.V. with financial and tax due diligence support in connection with their acquisition of a Europe-based manufacturing company

September 2022



### Pilatus Aircraft

#### KPMG Deal Advisory

advised Pilatus Aircraft on their acquisition of Skytech Inc. with financial and tax due diligence, as well as valuation and SPA support

September 2022



### Riskmethods GmbH

#### KPMG Deal Advisory

provided financial and business modeling vendor assistance services to riskmethods GmbH on their disposal to Sphera Solutions Inc

September 2022



### Verium AG

#### KPMG Deal Advisory

provided Verium with financial vendor assistance on Toradex Group in the context of their fundraising through a continuation fund

September 2022



### Verium AG

#### KPMG Deal Advisory

provided Verium with financial vendor assistance on Mobile in Time Group in the context of their fundraising through a continuation fund

September 2022



### Voigt Holding AG

#### KPMG Deal Advisory

performed financial, separation and operational due diligence services, as well as a pre-synergy assessment, and supported the negotiation of the planned joint venture of the Voigt Holding AG and Phoenix Pharma Switzerland

September 2022



### Visana Services AG

#### KPMG Deal Advisory

provided financial, operational and tax due diligence as well as valuation and real estate valuation services for Visana on a potential acquisition of a minority stake in a Swiss hospital

October 2022



### Arab Bank (Switzerland) Ltd.

#### KPMG Deal Advisory

provided financial advise as well as financial, regulatory, tax, and pension due diligence to Arab Bank (Switzerland) Ltd. on its strategic partnership with Gonet & Cie SA

November 2022



### BCM Europe AG

#### KPMG Deal Advisory

advised BCM Europe AG on their acquisition of Vaximm AG and its subsidiary with financial and tax due diligence services

November 2022



### Bouygues E&S

#### KPMG Deal Advisory

acted as sole M&A lead advisor and financial VA and tax services provider to Bouygues E&S on the sale of its business unit Helion to AMAG Group

November 2022



### Fundamenta Group Holding AG

#### KPMG Deal Advisory

provided financial due diligence services to Fundamenta Group Holding AG in connection with their acquisition of Belvédère Asset Management AG

November 2022



### Philip Morris International

#### KPMG Deal Advisory

provided pre-close integration planning and integration management office support to Philip Morris International in connection with its acquisition of Swedish Match AB

November 2022



### Digital Republic

#### KPMG Deal Advisory

acted as sole M&A Lead Advisor to the shareholders of Digital Republic on the sale to Mobilezone

December 2022



### Rieter Management AG

#### KPMG Deal Advisory

provided operational and financial carve-out and integration support as well as IFRS Purchase Price Allocation support in connection with Rieter's acquisition of the Schlafhorst automatic winder business, Accotex and Temco from Saurer

2022



### Swissport International AG

#### KPMG Deal Advisory

provided financial assistance in connection with Swissport's refinancing of its term loan

2022



# Methodology

**This study is based on the Mergermarket, Capital IQ, Refinitiv Eikon and KPMG databases, focusing on deals announced in 2022 but also providing historical data drawn from previous editions of Clarity on Mergers & Acquisitions (formerly M&A Yearbook).**

The consideration of individual transactions and their allocation to specific industry segments are based on our judgment and are thus subjective. We have not been able to extensively verify all data and cannot be held responsible for the absolute accuracy and completeness thereof. Analysis of different data sources and data sets may yield deviating results. Historical data may differ from earlier editions of this Clarity on Mergers & Acquisitions as databases are updated retroactively for lapsed deals or for transactions that were not made public at that given time; we have also aligned some of the selection parameters and industry segmentation more closely to those applied by the above mentioned databases, which can also lead to differences in historical data representation. The following notes pertain to data contained in this publication.

[www.kpmg.ch/ma](http://www.kpmg.ch/ma)

1

Deals are included where the deal value is equal to or greater than the equivalent of USD 7 million

2

Value data provided in the various charts represent the aggregate value of the deals for which a value was stated. Please note that values are disclosed for approximately 50 percent of all deals

3

Where no deal value was disclosed, deals are included if the turnover of the target is equal to or greater than the equivalent of USD 14 million

4

Deals are included where a stake of 30 percent or more has been acquired in the target. If the stake acquired is less than 30 percent, the deal is included if the value is equal to or exceeds the equivalent of USD 140 million

5

Deals are included in their respective industry sector based on the industry of the target business

6

All deals included have been announced but may not necessarily have closed

7

Activities excluded from the data include restructurings where ultimate shareholders' interests are not affected

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