

# The Deva Deal

From **NUTRICIA** to **deva**  
**DEVA** nutrition

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# Agenda

1. **Business Description**
2. **Transaction Overview**
3. **Why Deva?**
4. **Business Plan**
5. **Current Progress**



# 1. Business Description

Key Metrics	
Location	2 hour drive east from Prague
Turnover	€ 26 million
Employees	110 average

- Former Danone-owned high-quality facility producing baby fruit desserts and fruit drinks in glass jars and glass bottles
- High-capacity (14,000 tons annually) production with significant free capacity for expansion
- Strong fresh fruit processing competencies
- Holder of multiple bio and organic certifications
- Exporting over 90% of production to 11 European countries under different Danone Group brands



## 2. Transaction Overview

- **Seller:** Danone Early Life Nutrition Segment
- **Source:** Cold email origination
- **Deal structure:** 100% buyout
- **Financing structure:** 100% equity (leverage headroom for expansion capex and potential add-ons)
- **Manufacturing agreement:** Multi-year, high-volume contract with Danone
- **Transition period:** 6 months

## 3. Why Deva?

- **Opportunity to acquire a well-invested company with significant free capacity:** limited capex needs
- **Premium-quality, former multinational business:** strong fruit processing know-how; automated manufacturing process; bio and organic production certifications
- **Partnering with experienced MBI CEO with strong credentials:** successful track record in acquiring FMCG orphan assets; experience in working with PE
- **Specific transaction dynamics leading to attractive valuation:** creative origination combined with Danone's desired acquirer's ability to develop business and provide continuity to employees
- **Potential consolidation platform:** scope for food sector add-ons

## 4. Business Plan

- **Capitalize on Danone contract to develop sizable private label business:** offer high-quality private label products to major retailers
- **Develop Deva brand and introduce new product range and packaging formats:** PET bottles, plastic pouches and/or Tetra Pak
- **Utilize fresh fruit processing core competencies:** expand into high-margin chilled juice drink segment



## 5. Current Progress

- **Smooth carve-out process:** all key operating functions transferred to Deva; initial 120-day value creation plan completed
- **New management:** creation of non-existing functions such as sales, marketing, IT; drive culture change to increase dynamism
- **New brand and product range:** company name changed to Deva Nutrition; revitalized Deva brand; developed new product range
- **Danone relationship:** all contract KPIs met
- **New customers:** advancing discussions with retailers for private label baby food products
- **New pouch line:** growing demand for products packaged in pouches; new pouch line investment progressing according to plan; new line should be operational in Q2 2018
- **Potential add-ons:** owners engaged in early discussions related to potential add-on acquisitions in Czech Republic and Slovakia