

## Deleveraging Post-M&A: Implications in the Case of a Credit Downturn

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**We evaluate the risks to deleveraging plans in the event of a shock to the macro credit environment for issuers involved in the largest recently announced M&A transactions. Using the past two recessions as guides for how a macro shock might affect leverage for recent mergers, we find that while there is increased risk to acquirers in the event of a downturn, the largest should fare no worse than the index overall.**

Although total M&A remains down from recent peaks (Figure 1), a steady stream of large companies continued to merge in 2017, with many either issuing or planning to issue significant amounts of debt to fund acquisitions. And given our expectation that M&A volumes will rise in 2018 (see [M&A Looks Ready to Rebound in 2018](#)), we expect more large deals in the near future. In general, we think that M&A is credit neutral at the index level, but many investors have expressed concerns about a perceived trend toward deal-financing decisions that rely on future balance sheet improvements to maintain ratings. At the moment, it appears that rating agencies and investors have become more comfortable with deleveraging following acquisitions – ratings and spreads often appear more appropriate for what these merged companies are expected to look like after 2-3 years of planned deleveraging than their actual immediate post-acquisition or pro forma financials.

**FIGURE 1**  
**Recent M&A Volumes Remain off Peaks, but We Expect M&A to Rise in 2018**



Source: Factset, Barclays Research

These deleveraging goals, although realistic, tend to rely on a relatively stable or even robust macroeconomic backdrop. Although we remain constructive on 2018 and expect BBB credit to outperform, as discussed in [Global Credit Outlook 2018: High and tight](#), there is still potential for credit markets and the macro environment to deteriorate. All else equal, this risk is greatest for companies with longer deleveraging timeframes whose ratings and spreads are unrepresentative of a higher leveraged entities.

But after evaluating some of the largest M&A transactions, we see limited downside risk. The largest acquirers usually have low leverage, so their transactions do not tend to result in the highest leveraged pro forma companies. In addition, sector- or even index-wide risks appear limited even if the transactions are unable to meet their leverage targets and the spreads of the acquirers subsequently widen.

## Methodology

Given the risk that companies might be unable to deleverage as planned (and as apparently priced into bonds), we evaluated some of the larger acquisitions in the investment grade universe from 2017 to understand:

1. The potential downside for each transaction if there is a market downturn. To do that, we used the past two recessions (2000-01 and 2008-09) as guides for how much a macro shock might interrupt (or reverse) the deleveraging plans for recent mergers, especially those that are not expected to reach their target levels for 2-3 years.
2. The larger implications for sectors and the US Credit Index as a whole if a change in the macro backdrop hinders deleveraging.

Figure 2 summarizes the methods of funding, stated leverage targets (of either the companies or the rating agencies), and timelines to reach targeted leverage ratios of 2017's biggest deals.

FIGURE 2

### Select Large Recent M&A Transactions

Acquirer Name	Target Name	Announce Date	Announced Total Value (mil.)	Deal Status	Expected Completion Date	Pro Forma Leverage	Target Leverage	Target Leverage Date
Anheuser-Busch InBev	SABMiller	10/13/2015	122,966	Completed	10/10/2016	6.25x	2.4x	2020
AT&T	Time Warner	10/22/2016	107,131	Pending		2.66x	2.50x	End of first year post closing
British American Tobacco	Reynolds American	1/17/2017	58,736	Completed	7/25/2017	4.00x	3.00x	2019
United Technologies Corp	Rockwell Collins Inc	9/5/2017	30,174	Pending	9/30/2018	4.30x	3.50x	beyond 2020
Johnson & Johnson	Actelion Ltd	1/26/2017	29,762	Completed	11/7/2017	1.25x		all cash funded
Becton Dickinson and Co	CR Bard Inc	4/23/2017	24,196	Pending	12/31/2017	4.70x	3.00x	3 years of closing
Reckitt Benckiser Group PLC	Mead Johnson Nutrition Co	2/10/2017	17,810	Completed	6/15/2017	5.30x	3.00x	2019
Discovery Communications Inc	Scripps Networks Interactive Inc	7/31/2017	14,686	Pending	3/31/2018	4.92x	3.50x	2 years post closing
Intel Corp	Mobileye NV	3/13/2017	14,132	Completed	8/22/2017	1.00x		all cash funded
Amazon.com Inc	Whole Foods Market Inc	6/16/2017	13,605	Completed	8/29/2017	2.55x	N/A	N/A
Cenovus Energy Inc	COP's western Canada assets	3/29/2017	13,196	Completed	5/17/2017	3.80x	2.40x	2019
Sherwin-Williams	Valspar	3/20/2016	11,206	Completed	6/1/2017	4.50x	2.0-2.5x	2019
Kite Pharma Inc	Gilead Sciences Inc	8/28/2017	10,105	Completed	10/4/2017	2.70x	2.50x	2019

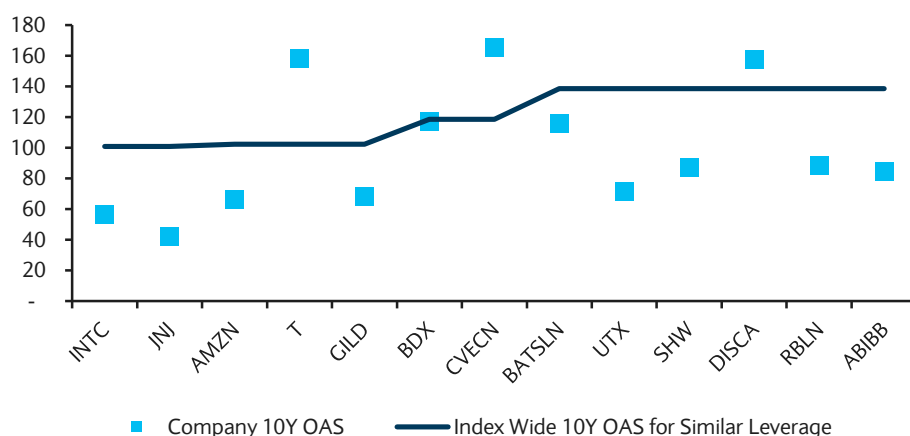
Source: Bloomberg, Barclays Research, Moody's, S&P

Notes: 1) The pending CVS/Aetna merger has been omitted due to Barclays' *role*. 2) Pro forma leverage, target leverage, and target leverage data are sourced from Barclays Research and company filings when available and rating agencies for remaining.

Of the 14 largest transactions either announced or pending in 2017, two do not have debt issuance or expected issuance. In addition, many of the larger acquisitions (AT&T/TWX, JNJ/Actelion, AMZN/WFM, Intel/Mobileye) involved very large acquirers with low pre-transaction leverage, implying that the acquisition will not shift leverage dramatically. In these instances, we expect ratings and spread changes to be relatively muted. Importantly, these are transactions that would have limited downside relative to much higher leveraged acquisitions in the case of a macro shock to markets. In addition to the two non-leveraging transactions, two transactions provided no timeline for deleveraging. Of those providing a timeline, one company expects to achieve target leverage within one year of deal close, four within two years, and five in more than two years.

Credit markets, similar to ratings agencies, have often given companies the benefit of the doubt on deleveraging. As seen in Figure 3, nine of the thirteen transactions we evaluated are trading tight and one is in line with similarly leveraged credits across the index (based on 10y bond OAS).

FIGURE 3

**Most of the Companies That We Evaluated Trade Tighter Than Implied by Leverage**

Source: Bloomberg Barclays Live, Barclays Research

**Implications of Recession through the Lenses of 2000 and 2008**

Using historical sector-wide data from the past two recessions (2000 and 2008), we model leverage if there is a macro shock to the companies. We apply the sector-level revenue growth/declines and EBITDA margin contractions during those periods to the deleveraging predictions for the transactions we have selected. For example, consumer cyclical sector revenue increased 5% in 2008 and decreased 2% in 2009, while EBITDA margins compressed 85bp and 113bp, respectively, over the same period.

We narrowed the list of transactions in Figure 2 down to those in Figures 4 and 5 by including transactions that 1) caused leverage to increase at least 1.0x and 2) are expected to take two or more years to reach target leverage. Our fundamental analysts then provided estimates on leverage for the “economic stress” scenarios.

As seen below, a downturn in the macro environment similar to that in 2000 or 2008 could significantly affect the deleveraging plans of Anheuser-Busch InBev (ABIBB), British American Tobacco (BATSLN), Reckitt Benckiser (RBLN), and Cenovus (CVECN). At the other end of the

FIGURE 4

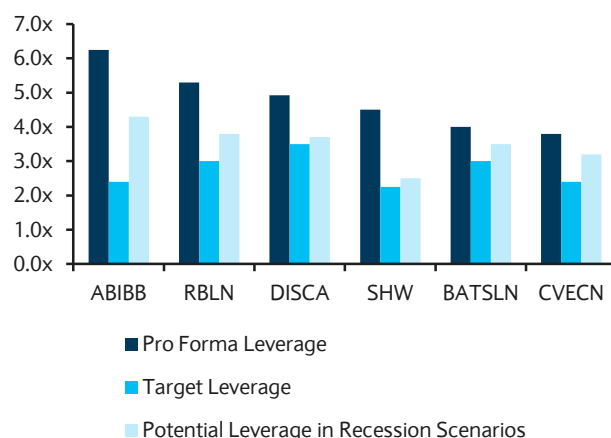
**Select M&A Transaction Targets and Recession Scenarios**

Acquirer Name	Pro Forma Leverage	Target Leverage	Potential Leverage in Recession Scenarios
ABIBB	6.3x	2.4x*	4.3x
RBLN	5.3x	3.0x	3.8x
DISCA	4.9x	3.5x	3.7x
SHW	4.5x	2.3x	2.5x
BATSLN	4.0x	3.0x	3.5x
CVECN	3.8x	2.4x	3.2x

Source: Company filings, Moody's, Barclays Research

\*ABIBB target is net leverage of 2.0x; our estimate includes a 0.4x cash cushion

FIGURE 5

**Select M&A Transaction Targets and Recession Scenarios**

Source: Company filings, Moody's, Barclays Research

spectrum, Discovery Communications (DISCA) and Sherwin-Williams (SHW) would likely still be close to their planned leverage targets because of their significant cash flows, which could be used to pay down debt instead of returning cash to shareholders through dividends or repurchases in the case of lower-than-expected EBITDA due to a recession.

Note that our assumptions imply immediate effects from a recession. Obviously, an economic downturn is possible at any time during a company's deleveraging plan. We use these companies as examples of the effects that a macro shock could have on deleveraging plans and as a barometer for shocks that could occur in the future and affect different companies that may have recently completed large acquisitions.

## Comments on Select Transactions

### *AB/BB*

Anheuser-Busch expects EBITDA growth to help fuel deleveraging. Currently, the company thinks that revenue growth in the mid-single digits, EBITDA margin expansion, and debt paydown will allow it to reach its targeted leverage. Our recession scenarios project flat revenue and an EBITDA margin contraction of 100bp per year. The company used asset sale proceeds to repay some borrowings, including \$8bn in term loans, 2017 maturities, and \$2.4bn in early redemptions on 2018 maturities. In the event of recession, we think that the company could use the flexibility provided by its dividend to support its low-A ratings if needed.

### *BATSLN*

Consensus estimates for BAT International indicate revenue growth and EBITDA expansion. Our downside scenario assumes flat revenue growth and an EBITDA contraction of 100bp per year. Under recession scenarios, both could be adversely affected, resulting in leverage above the company's target. The company expects further deleveraging after achieving targeted net leverage of 3.0x by F2019, given its historical net leverage of 1.5-2.5x. In a recession, it is possible that a return to that range could take longer than expected.

### *CVECN*

Cenovus's leverage relies on commodity prices as a driver of EBITDA margins given the fixed-cost nature of the business. The company does have some assets that it could sell if necessary, although amounts have not been specifically identified.

### *DISCA*

For a recession, we assumed that EBITDA and free cash flow would decline 5% in the first year and 3% in the second, remain flat in the third, and then rise 5% in the fourth. This constitutes a rather large recession, but we believe that Discovery would still be on the verge of being able to meet its leverage target. In our base case, we think that the company could easily reach its 3.5x leverage target by the end of 2019, but if the business cycle turns, it could take a bit longer, depending on the magnitude of the recession.

### *RBLN*

Reckitt Benckiser would also be adversely affected by a recession scenario of flat revenue and EBITDA margin contraction, potentially causing the company to miss its leverage target by 0.5-1.0x. As noted by equity analyst Alex Smith in [Reckitt Benckiser - In the mix for Pfizer consumer health \(at a price\)](#), Reckitt is potentially interested in M&A, which could further erode balance sheet metrics and flexibility.

### *SHW*

Sherwin Williams' strong cash flow generation should give it the ability to pay down debt even in a recession scenario (flat revenue and EBITDA contraction of 100bp per year for 2018-20), ultimately arriving at leverage slightly above 2020's target.

## Broader Effect on Sectors and Index

1. Broadening our view to the industry level, few of these transactions have the potential to be a significant drag on their sectors. As seen in Figure 6, only two have expected issuance that would significantly increase their sizes in their respective sectors. Excluding 144A debt, the largest change would be for British American Tobacco, which went from 0% of the tobacco sector to 27% following the purchase of Reynolds American.
2. Amazon, which went from 14% of the consumer cyclical services sector to 34% following the purchase of Whole Foods.

From this analysis, it appears that sector- or even index-wide risks are limited if these transactions are unable to meet their leverage target and the spreads of the acquirers subsequently widen. In addition, as noted above, given the large scale and low leverage of many of the acquirers, the largest transactions tend not to result in the highest leveraged pro forma companies.

In fact, the most significant risk is likely from smaller companies that push leverage substantially higher in order to pursue transformative M&A. For example, McCormick Foods recently purchased Reckitt Benckiser's food division, pushing leverage to around 5x and leading to downgrades (S&P moved McCormick from A- to BBB). Although these smaller transactions lead to much higher leverage than transactions done by larger peers, the acquirers are even less likely to have the scope to drag sector spreads wide if deleveraging targets are not met.

Ultimately, we see scale as one of the largest benefits of transformative M&A: companies with the scale to take on large M&A are likely to be lower leveraged and have sufficient cash flows to pay down debt quickly. Conversely, companies that increase leverage (and often have their ratings lowered as a result) may be at the most risk of not meeting deleveraging targets but do not have the size to have a material effect on the index or even their specific sectors.

While there is increased risk from shifting macro factors in regard to large scale M&A (which requires multiple years to return to target leverage), we believe that these risks are confined to the acquiring companies and do not pose an outsized risk to the broader credit markets.

FIGURE 6

### Sector Implications of M&A Issuance

Acquirer Name	Ticker	Sector	Index	Percent of Sector Prior to Issuance	Percent of Sector Following Issuance <sup>1</sup>	Percent Change
Reckitt Benckiser Group PLC	RBLN	Consumer Products	144A	24%	80%	56%
British American Tobacco	BATSLN	Tobacco	US Credit	0%	27%	27%
Amazon.com Inc	AMZN	Consumer Cyclical Services	US Credit	14%	34%	19%
Cenovus Energy Inc	CVECN	Integrated	144A	0%	16%	16%
Anheuser-Busch InBev	ABIBB	Food & Beverage	US Credit	18%	34%	15%
United Technologies Corp	UTX	Diversified Manufacturing	US Credit	18%	27%	9%
Sherwin-Williams	SHW	Chemicals	US Credit	2%	8%	6%
Becton Dickinson and Co	BDX	Healthcare	US Credit	5%	10%	6%
AT&T INC	T	Wirelines	US Credit	41%	47%	5%
Discovery Communications Inc	DISCA	Media & Entertainment	US Credit	6%	10%	5%
Johnson & Johnson	JNJ	Pharmaceuticals	US Credit	6%	8%	3%
Intel Corp	INTC	Technology	US Credit	5%	6%	1%
Gilead Sciences Inc	GILD	Pharmaceuticals	US Credit	10%	9%	0%

1) Percent calculated at time of funding issuance or using funding expected.

Source: Bloomberg Barclays Live, Barclays Research

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##### ANHEUSER-BUSCH INBEV SA/NV, Overweight, A/CD/CE/D/E/J/K/L/M/N

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**Valuation Methodology:** We maintain an Overweight rating on ABIBB, as we view the name as cheap relative to its rating. The company continues to progress along its deleveraging path following the merger. Given the size and score of the company, ABIBB is able to diversify risk across geographies and products. Although the name is A-, it trades at BBB levels – which we think helps provide investors with cheap levels.

**Risks that May Impede Achievement of the Rating:** -Potential for further M&A activity that could cause ABIBB to leverage up

-Macro headwinds, specifically in areas such as Brazil

-Changing consumer tastes away from beer

Representative Bond: ABIBB 2.7 03/31/26 (EUR 112.70, 24-Jan-2018)

##### BAT INTERNATIONAL FINANCE PLC, Market Weight, CD/D/J/K/L/M/N

**Valuation Methodology:** Although we are positive on BAT's operating momentum, we maintain our Market Weight rating on the back of valuations and current elevated leverage following the Reynolds acquisition. Although we are confident management will achieve their deleverage targets, currently Moody's adjusted leverage on a PF basis is estimated to be 4.5x and they estimate this to fall to 3.9x by 2019. They expect most of the deleveraging to come from the contribution of Reynold's EBITDA. An upgrade would be viable if BAT's Moody's adjusted leverage falls to 3.5x. We expect BATSLN EUR bonds to trade 15-20bp wider than Heineken given the higher leverage and one notch difference in credit ratings, which is in line with current spread differentials for the intermediate maturity bonds.

**Risks that May Impede Achievement of the Rating:** Global macro trends negatively affecting EBITDA and cash flows. Unexpected increase in litigation. Increased regulatory burden.

Representative Bond: BATSLN 0 7/8 10/13/23 (EUR 100.29, 24-Jan-2018)

##### CENOVUS ENERGY INC, Market Weight, A/CD/CE/D/J/K/L/M/R

**Valuation Methodology:** We rate CVECN versus the integrated sub-sector, spread per unit of leverage.

**Risks that May Impede Achievement of the Rating:** If oil drops or rises significantly, CVECN has outsize leverage to commodity price moves. Execution risk relating to the company's asset sale program remains.

Representative Bond: CVECN 3.8 09/15/23 (USD 101.00, 24-Jan-2018)

**DISCOVERY COMMUNICATIONS INC.**, Overweight, A/CD/CE/D/J/K/L/M/N

**Valuation Methodology:** Leverage and deleveraging potential, free cash flow, international exposure.

**Risks that May Impede Achievement of the Rating:** Deleveraging takes longer than expected, company does more M&A sooner than expected, S&P changes rating thresholds, media sector fundamentals decline faster than expected, historical lack of commitment to leverage targets.

Representative Bond: DISCA 4 7/8 04/01/43 (USD 97.55, 24-Jan-2018)

**RECKITT BENCKISER TREASURY SERVICES PLC**, CD/J

**SHERWIN-WILLIAMS CO/THE**, Market Weight, CD/CE/J

**Valuation Methodology:** We have a Market Weight rating. We have a constructive view on Sherwin's market position within an industry experiencing organic growth, but our sentiment is tempered by the company's highly leveraged balance sheet relative to mid-BBB peers. We expect SHW to deleverage through cash flow over the next 18 months, but think that secondary levels already reflect this anticipated credit improvement.

**Risks that May Impede Achievement of the Rating:** Material rating risks include the volatility global housing markets, changes to capital allocation or financial policies.

Representative Bond: SHW 4 1/2 06/01/47 (USD 106.48, 24-Jan-2018)

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For all High Grade issuers covered in the US, Europe or Asia, and for all issuers in Latin America and EEMEA (excluding South Africa), the credit rating system is based on the analyst's view of the expected excess return over a six-month period of the issuer's index-eligible corporate debt securities\* relative to the expected excess return of the relevant sector, as specified on the report.

**Overweight (OW):** The analyst expects the six-month excess return of the issuer's index-eligible corporate debt securities to exceed the six-month expected excess return of the relevant sector.

**Market Weight (MW):** The analyst expects the six-month excess return of the issuer's index-eligible corporate debt securities to be in line with the six-month expected excess return of the relevant sector.

**Underweight (UW):** The analyst expects the six-month excess return of the issuer's index-eligible corporate debt securities to be less than the six-month expected excess return of the relevant sector.

**Rating Suspended (RS):** The rating has been suspended temporarily due to market events that make coverage impracticable or to comply with applicable regulations and/or firm policies in certain circumstances including where the Investment Bank of Barclays Bank PLC is acting in an advisory capacity in a merger or strategic transaction involving the company.

**Coverage Suspended (CS):** Coverage of this issuer has been temporarily suspended.

**Not Covered (NC):** Barclays' fundamental credit research team does not provide formal, continuous coverage of this issuer and has not assigned a rating to the issuer or its debt securities. Any analysis, opinion or trade recommendation provided on a Not Covered issuer or its debt securities is valid only as of the publication date of this report and there should be no expectation that additional reports relating to the Not Covered issuer or its debt securities will be published thereafter.



For all High Yield issuers (excluding those covered in EEMEA or Latin America), the credit rating system is based on the analyst's view of the expected total returns over a six-month period of the rated debt security relative to the expected total return of the relevant sector, as specified on the report.

**Overweight (OW):** The analyst expects the six-month total return of the debt security subject to this rating to exceed the six-month expected total return of the relevant sector.

**Market Weight (MW):** The analyst expects the six-month total return of the debt security subject to this rating to be in line with the six-month expected total return of the relevant sector.

**Underweight (UW):** The analyst expects the six-month total return of the rated debt security subject to this rating to be less than the six-month expected total return of the relevant sector.

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Where a recommendation is made at the issuer level, it does not apply to any sanctioned securities, where trading in such securities would be prohibited under applicable law, including sanctions laws and regulations.

\*In EEMEA and Latin America (and in certain other limited instances in other regions), analysts may occasionally rate issuers that are not part of the Bloomberg Barclays U.S. Credit Index, the Bloomberg Barclays Pan-European Credit Index, the Bloomberg Barclays EM Asia USD High Grade Credit Index or Bloomberg Barclays EM USD Corporate and Quasi Sovereign Index. In such cases the rating will reflect the analyst's view of the expected excess return over a six-month period of the issuer's corporate debt securities relative to the expected excess return of the relevant sector, as specified on the report.

#### **Distribution of ratings assigned by Barclays Corporate Credit Research at the issuer level:**

24% have been assigned an Overweight rating which, for purposes of mandatory regulatory disclosures, is classified as a Buy rating; 68% of issuers with this rating category are investment banking clients of the Firm; 78% of the issuers with this rating have received financial services from the Firm.

52% have been assigned Market Weight rating which, for purposes of mandatory regulatory disclosures, is classified as a Hold rating; 68% of issuers with this rating category are investment banking clients of the Firm; 84% of the issuers with this rating have received financial services from the Firm.

24% have been assigned an Underweight rating which, for purposes of mandatory regulatory disclosures, is classified as a Sell rating; 69% of issuers with this rating category are investment banking clients of the Firm; 80% of the issuers with this rating have received financial services from the Firm.

#### **Explanation of the Barclays EM Sovereign Credit Issuer Rating System**

##### **Overweight (OW):**

The analyst expects the three-month excess return of the country's index eligible bonds to exceed the three-month excess return of the Bloomberg Barclays EM USD Sovereign Index.

##### **Market Weight (MW):**

The analyst expects the three-month excess return of the country's index eligible bonds to be in line with the three-month excess return of the Bloomberg Barclays EM USD Sovereign Index.

##### **Underweight (UW):**

The analyst expects the three-month excess return of the country's index eligible bonds to be less than the three-month excess return of the Bloomberg Barclays EM USD Sovereign Index.

##### **Rating Suspended (RS):**

The rating has been suspended temporarily due to market events that make coverage impracticable or to comply with applicable regulations and/or firm policies in certain circumstances including where the Investment Bank of Barclays Bank PLC is acting in an advisory capacity.

#### **Distribution of ratings assigned by Barclays Emerging Markets Sovereign Research at the issuer level:**

32% have been assigned an Overweight rating which, for purposes of mandatory regulatory disclosures, is classified as a Buy rating; 17% of issuers with this rating category are investment banking clients of the Firm; 58% of the issuers with this rating have received financial services from the Firm.

41% have been assigned Market Weight rating which, for purposes of mandatory regulatory disclosures, is classified as a Hold rating; 53% of issuers with this rating category are investment banking clients of the Firm; 93% of the issuers with this rating have received financial services from the Firm.

27% have been assigned an Underweight rating which, for purposes of mandatory regulatory disclosures, is classified as a Sell rating; 50% of issuers with this rating category are investment banking clients of the Firm; 90% of the issuers with this rating have received financial services from the Firm.

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