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| **To:** | Anna |
| **From:** | Kiriti Aajad |
| **Subject:** | Potential M&A Targets for Carlos - Summary and Recommendations |
| Dear Sir,  [You may find it useful to format your email using the following table – we have given an example for one of the companies below]   |  |  |  |  | | --- | --- | --- | --- | | **Company** | **Description** | **Relevance to WorldWide Brewing** | **Recommendation** | | **HappyHour Co.** | HappyHour Co. is the largest player in Singapore and Malaysia, in the segments of beer, spirits and non-alcoholic beverages. Its operations include manufacturing facilities, distribution and direct sales and it has demonstrated strong growth in EBITDA in FY2020 which was up 20% pcp and amounted to US$300mm. | It has similar operations to WorldWide Brewing across the same segments and is the leading player in Singapore and Malaysia, suggesting the potential for strategic benefits and synergies. It has solid financial results and an ownership structure that is owned by 3 families, rendering a potential acquisition relatively simple and feasible. HappyHour Co. would be appropriate to share. | **Recommend** | | **Spirit Bay** | The #1 player in Indonesia and #2 in Singapore and Malaysia with US$400mm EBITDA for FY2020 (40% YoY growth). However, it is 60% owned by a Global Sponsor and undergoing aggressive cost-cutting, which may limit operational flexibility. | Relevant due to its market dominance in Indonesia and attractive growth metrics. However, the involvement of a Global Sponsor and cost-cutting measures may complicate integration with WorldWide Brewing’s operations. | **Recommend** | | **Hipsters’ Ale** | A Malaysian company operating in multiple regions with US$200mm EBITDA for FY2020 (15% YoY growth). The ownership structure, comprising 30 independent breweries, could complicate the acquisition process. | Moderately relevant given its regional presence and steady growth, but the complex ownership structure of 30 independent breweries could present significant integration challenges. | **Recomend** | | **Brew Co.** | Malaysia’s #1 alcohol manufacturing player with US$800mm EBITDA for FY2020 (5% YoY decline). While it offers scale, its non-integrated operations and public listing on Bursa Malaysia may not align with WorldWide Brewing’s preference for end-to-end production and distribution capabilities. | Limited relevance due to its non-integrated operations and declining EBITDA. While it offers scale as Malaysia’s #1 alcohol manufacturer, its public listing adds complexity to acquisition feasibility. | **Recomend** |   Kiriti Aajad  Kiriti.aajad@gmail.com | |