

global trusted advisor

We are one of the largest M&A teams in the Americas

We always seek the best possible transaction for our clients, based on a clear and unique positioning: we act only on the sell-side, avoiding any conflict of interest

28

| Years of expertise in building qualified access to international investors and buyers

+500

| Transactions concluded
Always on the sell-side

+200

| People, we are one of the largest teams in the market

Why igc is a differentiated option for your company?

| We provide long-term M&A advisory services to businesses that don't need to sell their companies right now. We are not valuation providers, or brokers.

| We are partners to companies for the long-term. We add value, and by bringing buyers from all over the world, we find the best price and structure for our clients.

| A deal is a consequence, and not a goal. We have maximized valuations for our clients, by focusing on adding value.

Our Global Team

Global Execution Team



Rafael Bologna



John Andrade



Andre Pereira



Flavia Silveira



Brendan Keating



Edward Arnold



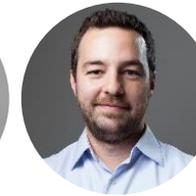
Evan Sepe



Jack Renton



Fernando Abdon



Bruno Sbano



Rafael Frugis

IGC Approach

- ✓ Synergistic team with unmatched sell-side M&A experience
- ✓ Specialized sector approach with a clear understanding of how to position businesses to maximize value
- ✓ Unique methodology to drive superior results
- ✓ Constant and dedicated support, attention, and collaboration with owners and management

Last Month Transactions

Aoop has been acquired by **NTT Data**

Sense has been acquired by **TE Connectivity**

A. Azevedo Óleos sold a majority stake to **Oleon**, a Groupe Avril subsidiary

Plastlabor has been acquired by **Solabia**, a **TA Associates** portfolio company

We are known for maximizing value for our clients



We bring value to your deal

01

For 28 years, we have successfully led more than 500 business owners to achieve the best possible deal for their companies

02

Through a proven work methodology that enhances value: unique and active preparation, tailored roadshow strategy, and decades of negotiation skills

03

Bringing our global expertise and strong relationships with the right serious acquirers from the U.S. and around the world

04

And always focusing on the owner's goals, timing, and motivations, in order to preserve the company's legacy

Global Player

+5000

proprietary data on
buyers across sectors
and sizes

+500

direct access to
investment funds
and independent
financial sponsors

+1000

roadshows
across the globe

Our Offices

USA | Florida

Latin America | São Paulo

We know how to negotiate
with the most different buyer
profiles with constant access
to the main American and
international serial buyers.



Global Leader, Specialized Expertise

We are a global player in the M&A industry,
leveraging our sectorial expertise and global
relationships

We are **specialized** in working with families, funds, and
entrepreneurs, and we are committed to be your **trusted partners**
in the **preparation** and **maximization of your company's value**, so,
at the right timing, we are ready and able to successfully reach
the best deal together

| +500

Transactions
completed across all
sectors

| +35

Global partners, 100%
focused on the
business owner

| +200

Professionals. We are
one of the largest
teams in the world

We operate only on the *sell-side*, never for buyers

The global M&A market is traditionally dominated by banks: igc changed that, eliminating any conflict of interest entrenched in the sector

Banks

- × They work on **both the buyer's and the seller's side**
- × Focused on serving **corporations**
- × They are **capital providers**
- × M&A is **negligible** in the bank's result



We work **only for sellers, always**

We are the **entrepreneur's home**

We **do not** provide capital

M&A accounts for **100% of our result**

Long term approach – value in partnership

There is considerable value to hiring an advisor well ahead of the process launch. IGC is ready to prepare our clients and management team **now** for every step of a sale to ensure smooth execution and maximum value

✓ **Strategic Advice**

- ❑ Identify the most value accretive strategies to increase attractiveness for different buyer groups

✓ **Educate the Market**

- ❑ Facilitate discussions with the right people at the key relevant buyers

✓ **Market positioning**

- ❑ Working with client to develop the most compelling investment thesis

✓ **Company-specific Analyses**

- ❑ Create key analyses upfront for buyer diligence

✓ **Ability to Move Fast**

- ❑ Be ready for a process at any time and move assertively

Example of an 18-month preparation



Targeted process and long preparation period allowed the company to find the right partner and maximize valuation

During this period, GR and igc worked together to **build value** for the company while preparing for the market and a potential liquidity event

Preparation



- Phase of **understanding and preparing** the company
- Understanding and **providing solutions to the sensitive issues** that could affect a potential transaction
- igc **prepares the materials** and **maps out potential investors** that align with GR's strategy

Contract Signed

18-months

Start of Roadshow

Valuation Philosophy and Negotiation Expertise

We provide our clients with candid valuation guidance and intend to advise the owners on the Company's most likely value in today's market

Generating optionality and seeking high value deals

We strive to determine a value range at which reasonably aggressive investors will likely "cluster" in their determination of value.

However, we do not try to predict the highest possible offer for the Company, but instead believes our engagement strategy maximizes the probability of a spike bid



Negotiation Expertise Example

With over 27 years of negotiation expertise across sectors and buyer profiles, we understand the key points negotiated and how to unlock value



Pillars of Action

We do M&A differently: the igc method is unique and customized for each project

NEGOTIATIONS

Skills and expertise

We know how to negotiate with different strategic profiles and funds, with **experience with all of them**

SPEED

That the client and the moment demands

Unparalleled experience in the M&A process allows us to execute in a unique way, guaranteeing the conclusion of deals at the right time

We give pace to the process, but we don't confuse speed with haste

MAXIMIZING

Price and Value



How do we work?

Methodology & Process

Triple Track Strategy

Long-Term
Approach

Short-Term
Market Reading

Global
Expertise by
Sector

Our aim is to gather **insights** to look for **distortions** that can improve our strategy



We look for the **best moment to maximize value**

We only work with companies that **don't need** to do a deal

- | Transactions can take from **9 months to 10 years**, depending on the client's goals and timing
- | We bring **private market insights** and **sectorial expertise** to our clients, helping them to grow and **improve** during the entire transaction span
- | Since we work with companies that are not in a hurry, we are able to **add value** through all steps of the deal, and reach the **best price and structure**, as well as maintaining the company's **traditions**

Preparation

Analysis, Improvement and Active Positioning

1. Probing and company **understanding**
 2. Investment Thesis
 3. Presentation of the **company's valuation study**
- ✓ We become partners with the owners, making recommendations and creating a process that drives valuation upwards.

Roadshow

Competition Increases Value

With IGC, **your company takes control** of the process.

We create a **tailored strategy** and approach the **right targets**.

We then leverage our transactional and negotiation experience to **increase the value** and improve the structure of the proposals.

Due Diligence & Contracts

Negotiation Track-Record and Proprietary Data

With **broad expertise** and market **track-record**, our team will negotiate the Purchase and Sale Contracts as well as the Shareholder's agreements and any other **legal contracts** at the end of the **due diligence**.

We **always** make sure that the **transaction fits the company's goals** and requirements.

During the Due Diligence we **support in hiring the law firm** that will assist in conjunction with our team.

Global coverage

We know how to negotiate with a wide range of buyer profiles with constant access to the main international serial buyers

| 28 years

of expertise in building qualified access to international investors and buyers

We know how to negotiate with the most diverse profiles of buyers, both in **Americas and abroad**, with constant access to the main international serial buyers



| +65%

of our transactions are cross-border

| +1000

We have gone to the market +1k times

Global reach, with sector expertise

Americas



Europe



Africa



Asia



Global network

We know how to negotiate with a wide range of buyer profiles with constant access to the main international serial buyers

| North America

+2.500 buyers

A collection of logos for major North American buyers, including Nutrien, Henry Schein, Ecolab, Mosaic, Paine & Wharlick Partners, Advent International, FMC, Univar Solutions, BC Partners, Accenture, H.I.G. Capital, Shell, Sonoco, Brookfield, and Catterton.



| EMEA +1.600 buyers

A collection of logos for major EMEA buyers, including Brenntag, Caldic, Manuchar, Huhtamaki, Loxam, Bunzl, Azelis, IMCD, BASF, Barentz, and Actis.

| Latin America

+200 buyers

A collection of logos for major Latin American buyers, including Aqua Capital, LAVORO, Globant, Agro Galaxy, Braskem, BOA SAFRA, WEG, Coca-Cola FEMSA, JBS, Hortifruti, and Lwart.

| Asia & Oceania

+800 buyers

A collection of logos for major Asia & Oceania buyers, including Indorama, Mitsubishi Corporation, Mitsui & Co., UPL, Sumitomo Chemical, GIC, Ihara, and Marubeni.

Global Private Equity Relationships

| +1000

access to investment firms across the globe

| +60

advised companies on sponsors transactions

We know how important are your **company's values and employees**. We always negotiate intangible values with private equities to **keep your legacy and traditions**





Colin Butterfield

“

I know that any client that will engage with them will be extremely satisfied given the level of engagement and professionalism and how proactive they are, anytime they do any M&A engagement.



Marco Quirino

“

My perception is that after all that, I always had a very consistent perception and perspective from my side of a very professional team, very focused team, and very respectful team.



Jan Luzak

“

Not only this knowledge of the sector but also knowledge of the owners, knowledge of problems that these companies face was quite unparalleled based on various meetings that I had with different advisors during these firsts months.



Sebastian Popik

“

From my experience, igc stands out among the very best of the M&A sector. And this is a combination of a very unique business model. As well as a very engaging, fascinating and different organizational culture.



We are recognized for our expertise

What **global buyers** say about igc?



Jorge Squier

“

I was very impressed with igc’s steam professionalism and willingness to wait for the best possible deal for their client.



Patrick Ledoux

“

By far, igc has been the most active business partner we have in Private Equity.



Juan Pablo Zucchini

“

They know their business very well, they’re very well structured and the pool of talent is remarkable.



Martin Escobari

“

We find them to be serious, ethical, effective, great partners to their clients and great facilitators of the Private Equity ecosystem.



—

We are recognized for our expertise

What **global buyers** say about igc?

It's not just about the value
of your company,

| Value of your **employees**

| Value of your **legacy**

| Value of your company's **traditions**

In conclusion...

Why igc?

IGC is a **leading advisor** in sell-side M&A transactions globally.

Higher pricing

We think long-term, seeking the deal that will **add the most value to the company**.

No conflict of interest

100% focused on sell-side operations, excluding any type of conflict of interest.

We are unique

The only M&A firm that can combine **quality with scale**, always protecting the company's value and legacy.

Global coverage

Access to American and **global buyers**, both strategic as well as financial.

igc

Our work methodology



Steps of the process

The steps are sequential and will be validated by the client throughout the process

01

| Preparation

- Diagnosis
- Preparation of the Investment Thesis
- Business Plan and Valuation
- Definition of Transaction Options
- Structuring the Target List
- Probing the Targets
- Defining the Approach Strategy

02

| Roadshow and negotiations

- Initial calls
- NDAs signing
- Investment Thesis Presentation
- Management Presentation
- Formulation of the Process Letter
- Receipt of Q&A's
- Screening of targets
- Receipt and analysis of NBOs
- Preparing the Data Room

03

| Due diligence and contracts

- Selecting lawyers for the contract negotiation stage
- Diligence follow-up
- Discussion of findings
- Negotiating final contracts

Long-term Value Creation

Proven Methodology igc

| I. Preparation : We're in no hurry

*A comprehensive **360° diagnostic** analysis carried out in the preparation phase results in a **significant increase in valuation***

- **Maximizing Value and Areas for Improvement:** Diagnosis and list of improvements to increase the company's value, with regular follow-up
- **Valuation:** Presentation of the company's valuation using DCF, Trading Comps and Transaction Multiples
- **Target List:** Definition of potential buyers and investors based on the transaction profile
- **Investment Thesis:** Development of material focused on the client's strengths and market analysis
- **Sounding:** Determining the right time to start preliminary talks with investors
- **Approach strategy :** Definition of the approach strategy for each target, validated with the client

Long-term Value Creation

Proven Methodology igc

| **II. Roadshow:** Rhythm & Competition

*The **Roadshow is confidential**, and serious buyers and/or investors are rigorously selected to participate in the process*

- **Presentation of the Investment Thesis:** Confidential process with confidentiality agreement
- **Site visit:** Rigorous selection of buyers for site visits
- **Process letter:** Guide sent to buyers with deadlines for the Non-Binding Offer (NBO)
- **Questions and Answers (Q&As):** Receiving questions while maintaining confidentiality
- **Dataroom:** Uploading information for due diligence
- **Non-binding offers (NBOs):** Receiving and analyzing offers to maximize competition



I

II

Added Value

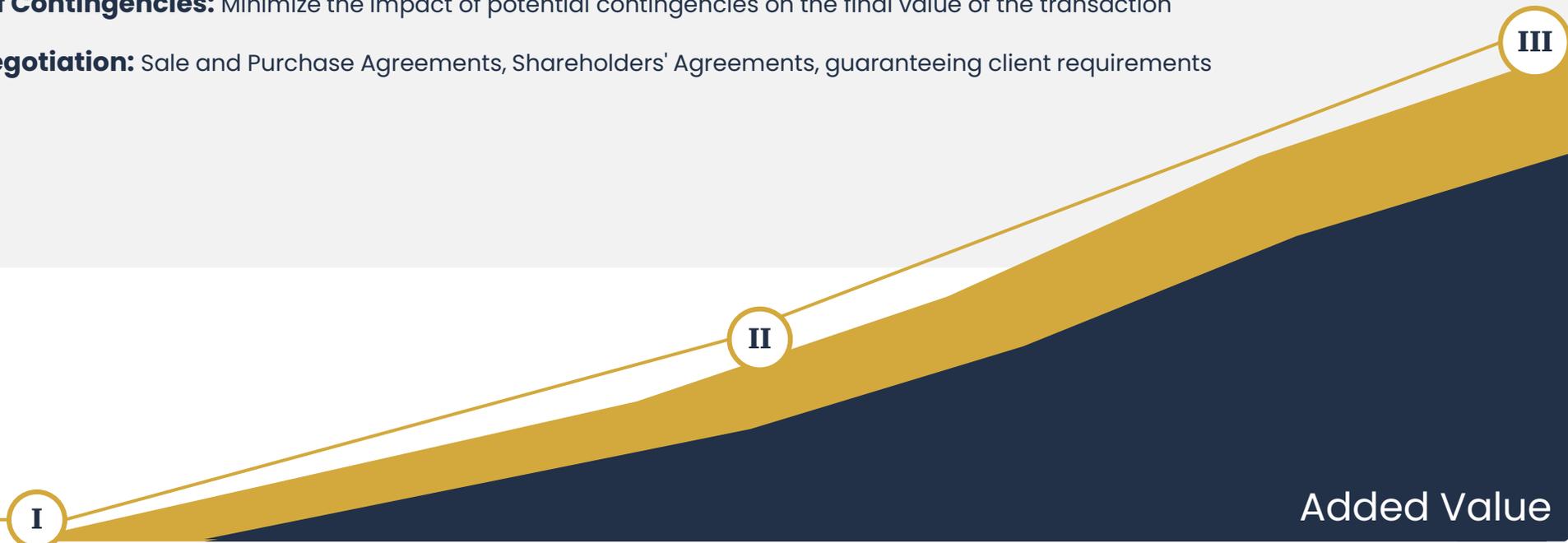
Long-term Value Creation

Proven Methodology igc

| III. Due Diligence & Contract: Expertise, Track Record and Organization

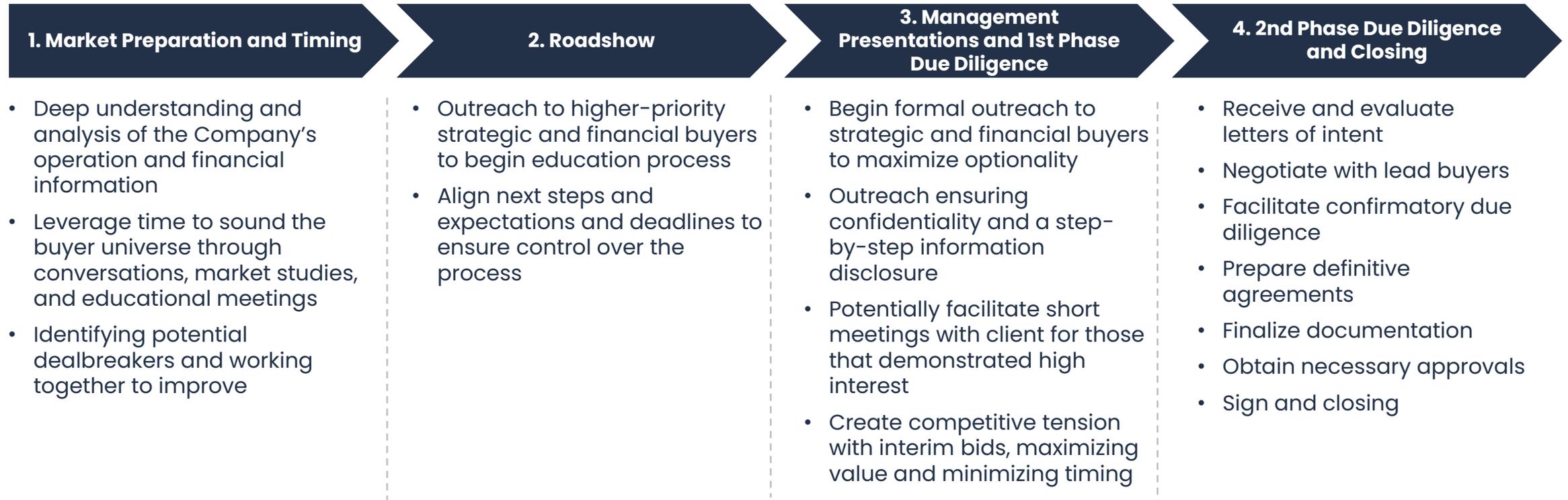
Organized and controlled due diligence with expert negotiation to maximize the value of the transaction

- **Team Due Diligence:** Support in hiring lawyers in conjunction with our legal team
- **Support Due Diligence:** Review of legal, financial, accounting and operational aspects, identifying risks and opportunities
- **Discussion of Contingencies:** Minimize the impact of potential contingencies on the final value of the transaction
- **Contracts Negotiation:** Sale and Purchase Agreements, Shareholders' Agreements, guaranteeing client requirements



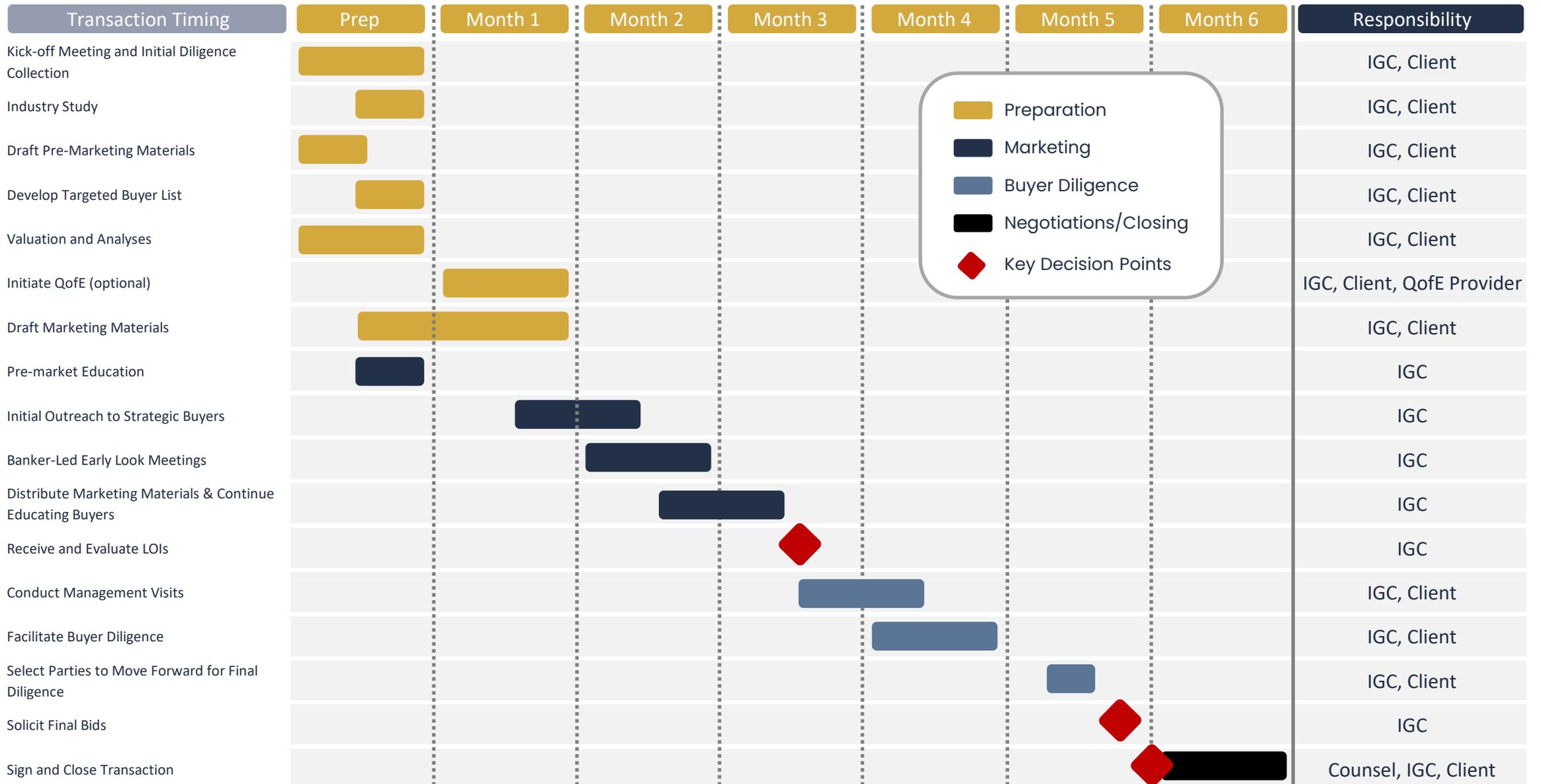
Illustrative Engagement Strategy

High-touch engagement strategy that creates competitive tension while preserving optionality



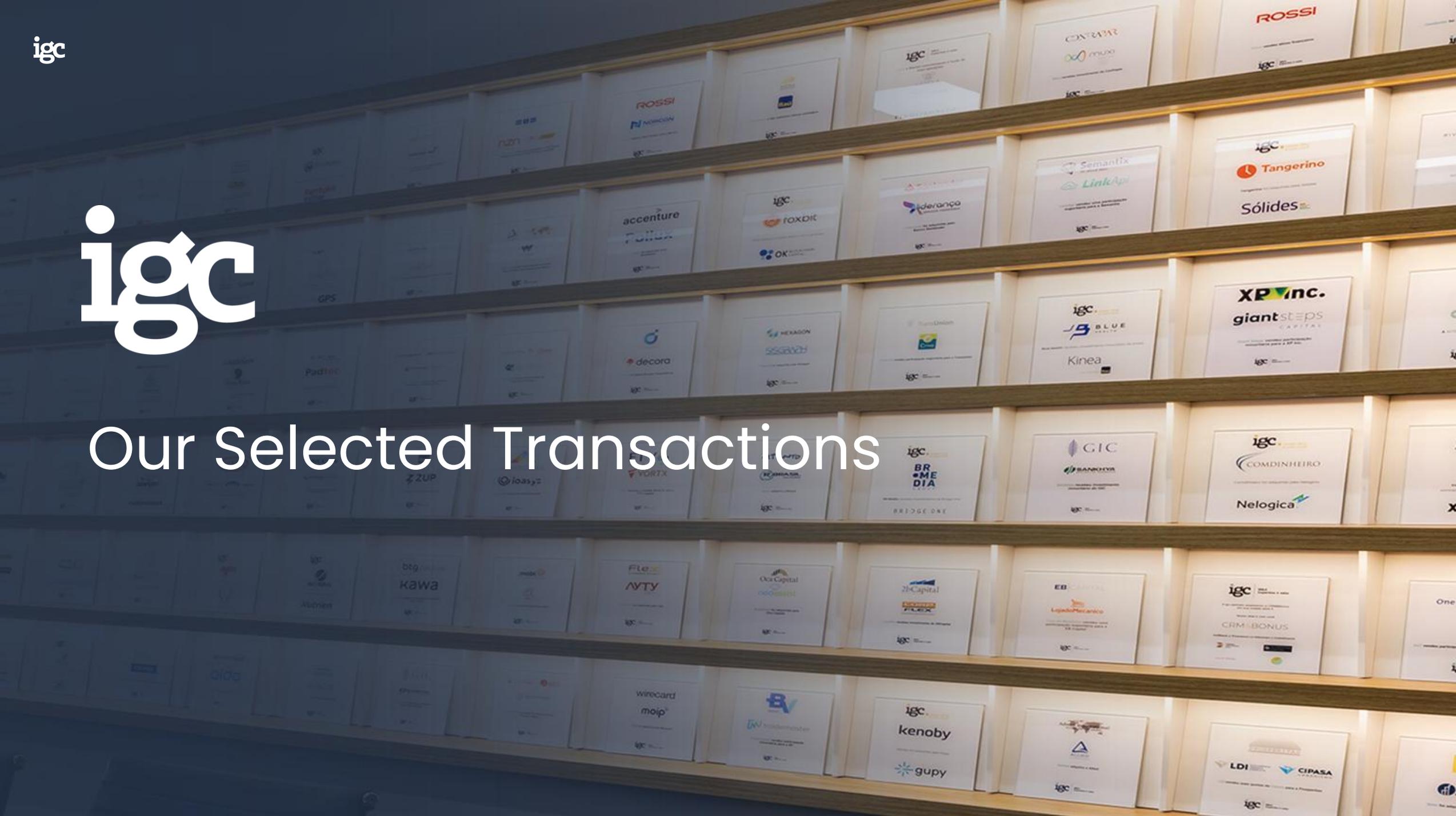
We recommend beginning preparation work immediately and reaching out to buyers when the business is ready

Illustrative Engagement Timeline



igc

Our Selected Transactions



  PRIMEENERGY Shell acquired a full equity stake in energy group Prime Energy	  ADFERT Indorama/Oxiteno acquired Adfert , a manufacturer of specialty fertilizers	 Prisma Pack Prisma Pack , a hygienic films manufacturer, was acquired by Huhtamaki	  Fortgreen Origin acquired Fortgreen , a crop nutrition and specialty inputs company	  inapel Graffo Paranaense , of Sonoco Group, acquires 100% of Inapel Embalagens	  Ecotec Ecotec , a global phytosanitary treatment company, was acquired by Rentokil Initial	  Iteris Iteris was acquired by Globant	  CTGROUP Bunzl and CT Group formed a strategic alliance
  LANLIMP Bunzl acquires stake in Lanlimp Group	  A GERADORA A Geradora was acquired by Loxam	  monitora Monitora was acquired by Marlabs	  CLAMPER Igc Partners advised the transaction between Clamper & Legrand	  MARCA Marca Agro Mercantil was acquired by Nutrien	  Passfolio Passfolio was acquired by Santander	  Terra Nova Terra Nova was acquired by Nutrien	  DIBAN Diban sold an equity stake to Marubeni
  BIO RURAL Bio Rural was acquired by Nutrien	    SC TEC , Campo Total and Agro Seiva were acquired by Ihara	  VAULT Vault was acquired by Assa Abloy	  VitalForce VitalForce was acquired by Grupo Lwart	  terra Terra was acquired by Ihara	  FGS BRASIL FGS was acquired by Georg Fischer	  GRUPO AGROSEMA Agrosema was acquired by Nutrien	  ADUBOS REAL Adubos Real sold an equity stake to Marubeni

GENERAL ATLANTIC
asset management

LIVE MODE

LiveMode raised a funding round with **General Atlantic** and XP Private Equity

DURA SOFTWARE

Publicações Online

PROMAD

Dura Software acquired Publicações Online and PROMAD

busbud

buson

Buson and **Busbud** merged their operations

BOND VALOR

CRM&BONUS

Bond and **Valor** invested in CRM&BONUS

IK Partners

innovad. CREATE TRUST

Oligo basics

Oligo Basics was acquired by Innovad Group

accenture
Accenture Song dro50

Soko

Soko, of FLAGCX, was acquired by Accenture

COLUMBIA CAPITAL

indicium

Indicium received an investment from Columbia Capital

monashees+

LIVANCE

Livance received investment from **Monashees**

BRENNTAG

QUIMISA

QUIMILOG

Quimisa and Quimilog, were acquired by **Brenntag**

Manuchar

PLURY

Plury Química was acquired by **Manuchar**

CALDIC

Caif
Naturally Sourced Solutions

Caldic acquired Caif, a supplier of premium naturally sourced ingredient solutions

Univar Solutions

sweetmix

SweetMix was acquired by **Univar Solutions**

IMCD

Selectchemie

Selectchemie was acquired by **IMCD**

Univar Solutions

ARINOS

Univar Solutions acquired Arinos

Univar Solutions

D'Altomare

Univar Solutions acquired D'Altomare, a distributor of specialty chemicals and ingredients

GEF CAPITAL PARTNERS

SIGNAL CAPITAL

GR

The private equity funds **GEF** and **Signal** acquired a minority stake in GR

HENRY SCHEIN®

Confidential

Confidential Client was acquired by **Henry Schein**

LEFT LANE

CLOUD9 CAPITAL

onfly

Onfly completed its Series A round with **Left Lane** and Cloud9 Capital

BERTELSMANN

Afferolab

bmi. BLUE MANAGEMENT INSTITUTE

Bertelsmann Group sold Afferolab to Bossa.etc, a content-tech company from the (BMI)

btgpactual

kawa

Kawa sold an equity stake to BTG Pactual

FTV CAPITAL

VORTX

Vórtx sold an equity stake to FTV Capital

SoftBank

RIVERWOOD CAPITAL

CRM&BONUS

FGS was acquired by Georg Fischer

Advent International GLOBAL PRIVATE EQUITY

Fortbras

Grupo União

Grupo União and Fortbras merged their operations

COMOLATTI

Pellegrino

Comolatti acquired Pellegrino

 <p>Ferrari Zagatto sold an equity stake to Origin</p>	 <p>Gente, Saúde e Bem-estar.</p> <p>Onofre was acquired by RaiaDrogasil</p>	 <p>ACS was acquired by Engie</p>	 <p>Ferrari Zagatto sold a majority stake to Agrogalaxy</p>	 <p>Padtec sold its OTN-Switch Platform to Ekinops</p>	 <p>Abase sold an equity stake to Henry Schein</p>	 <p>Terco and Ernst & Young merged their operations to form Ernst & Young Terco</p>	 <p>Vita IT was acquired by Telefonica</p>
 <p>Nativa Agronegócios was acquired by Agro Amazônia/Sumitomo</p>	 <p>Therézópolis was acquired by Coca-Cola FEMSA and Coca-Cola Andina</p>	 <p>Liderança was acquired by Santander</p>	 <p>Incentivale was acquired by InComm Payments</p>	 <p>Raccoon was acquired by S4 Capital</p>	 <p>Pollux was acquired by Accenture</p>	 <p>Wolpac was acquired by FAAC</p>	 <p>BSN Medical sold assets of the Neve operation to a group of investors</p>
 <p>Padtec sold 100% of its Submarine Equipment division to IPG Photonics</p>	 <p>Decora was acquired by CreativeDrive</p>	 <p>A family company at work for a better world</p> <p>Laboratoire Osler, manufacturer of Expositis®, was acquired by SC Johnson</p>	 <p>CPQ's shareholders sold a majority stake to Standard Bank</p>	 <p>Moip was acquired by Wirecard</p>	 <p>PlayPen was acquired by Cognita</p>	 <p>Sisgraph was acquired by Hexagon</p>	 <p>Lupatech sold Steelinject to Forjas Taurus</p>

<p>SKALA</p> <p>Advent acquired majority stake in Skala</p>	<p>A group of investors formed by 3i, Neuberger Berman and Siguler Guff, acquired Oticas Carol</p>	<p>One Equity Partners</p> <p>cless</p> <p>Cless sold an equity stake to One Equity Partners</p>	<p>CEL^o LEP was acquired by HIG Capital</p>	<p>One Equity Partners</p> <p>AAT sold an equity stake to One Equity Partners</p>	<p>Brookfield</p> <p>Aldo Solar was acquired by Brookfield</p>	<p>Agro 100 sold a majority stake to Aqua Capital</p>	<p>VIENA</p> <p>Viena was acquired by Advent</p>
<p>Frango Assado was acquired by IMC</p>	<p>Fototica was acquired by Hal Investments</p>	<p>Ourolac sold an equity stake to 2bCapital and Siguler Guff</p>	<p>Grão de Ouro sold a majority stake to Aqua Capital</p>	<p>Yes sold an equity stake to Aqua Capital</p>	<p>Advent acquired Allied</p>	<p>CBL sold an equity stake to Arlon</p>	<p>Cataratas do Iguaçu SA sold an equity stake to Advent</p>
<p>actis</p> <p>Genesis Group sold an equity stake to Actis</p>	<p>Femme Laboratório da Mulher sold an equity stake to L Catterton</p>	<p>Automalógica received investment from GEF</p>	<p>Creme Mel sold an equity stake to HIG Capital</p>	<p>LG Sistemas sold an equity stake to HIG Capital</p>	<p>Casa da Vaca sold an equity stake to Aqua Capital</p>	<p>Sankhya sold an equity stake to GIC</p>	<p>Mandic was acquired by Riverwood</p>

<p>NTT DATA</p>  <p>Aoop has been acquired by NTT Data</p>	<p>TE connectivity</p> <p>SENSE Sensors & Instruments</p> <p>Sense has been acquired by TE Connectivity</p>	<p>oleon a natural chemistry</p> <p>Avril GROUP</p> <p>ÓLEOS VEGETAIS A. Azevedo Investimentos e Comércio de Grãos Ltda.</p> <p>A. Azevedo Óleos sold a majority stake to Oleon, a Groupe Avril subsidiary</p>	<p>TA ASSOCIATES</p> <p>Solabia group</p> <p>plastlabor</p> <p>Plastlabor has been acquired by Solabia, a TA Associates portfolio company</p>	<p>PACKING GROUP</p> <p>Soft Film</p> <p>Soft Film was acquired by Packing Group</p>	<p>WEG</p> <p>REIVAX</p> <p>Reivax was acquired by WEG</p>	<p>Avalara</p> <p>obj</p> <p>Oobj was acquired by Avalara</p>	<p>oleoplan</p> <p>GREEN VENTURES FIAGRIL FIAGRIL</p> <p>Green Ventures, a subsidiary of Fiagril, was acquired by Oleoplan</p>
<p>greenyellow SHIFT TO PROFITABLE ENERGY!</p> <p>Athon energia</p> <p>GreenYellow has sold 23 SPVs to Athon Energia</p>	<p>PUBLICIS GROUPE</p> <p>BR MEDIA GROUP</p> <p>BR Media Group was acquired by Publicis Groupe</p>	<p>Prinova NAGASE Group</p> <p>APLINOVA</p> <p>Aplinova was acquired by Prinova, a subsidiary of the Japanese group Nagase</p>	<p>bip.</p> <p>BITKA ANALYTICS</p> <p>BITKA Analytics was acquired by BIP</p>	<p>SKALA • Advent</p> <p>lola FROM RIO</p> <p>Lola From Rio and Skala announce merger with support from Advent International</p>	<p>confience STG</p> <p>LABSOFT</p> <p>Labsoft was acquired by Confience</p>	<p>Pending 2025</p>	<p>Pending 2025</p>
<p>Pending 2025</p>	<p>Pending 2025</p>	<p>Pending 2025</p>	<p>Pending 2025</p>	<p>Pending 2025</p>	<p>Pending 2025</p>	<p>Pending 2025</p>	<p>Pending 2025</p>



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