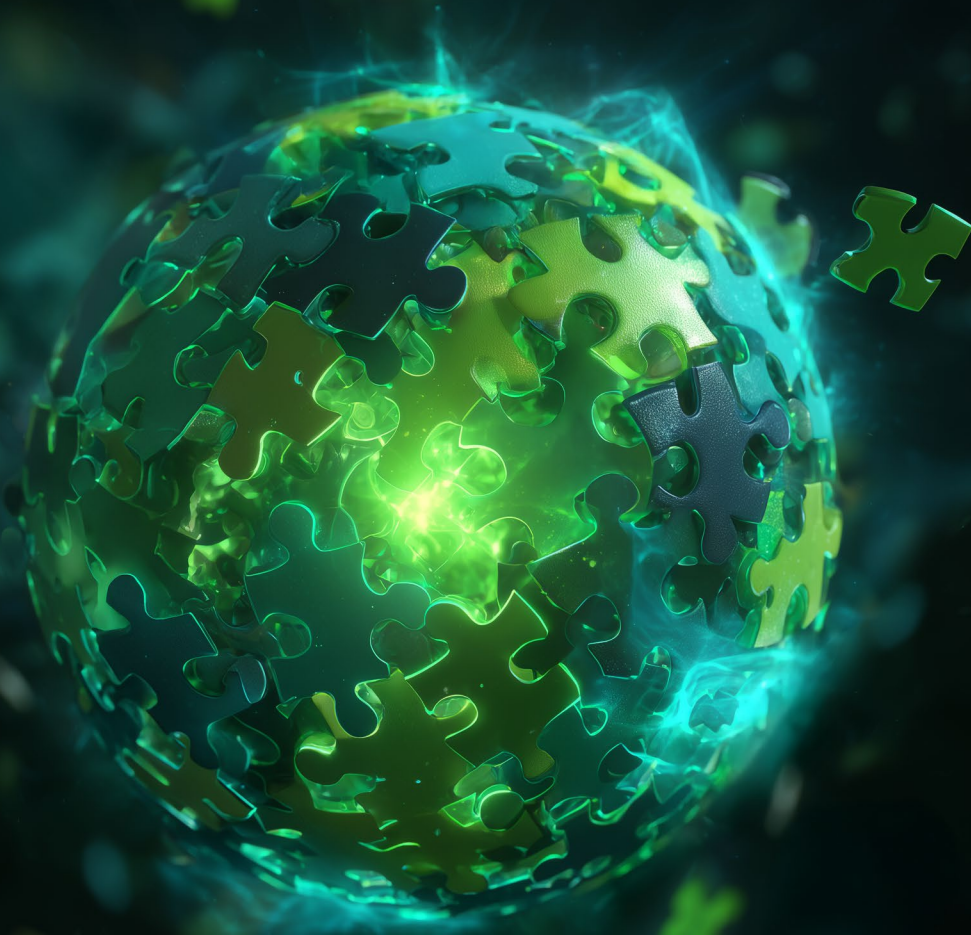


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Together makes progress



M&A Activity of Swiss SMEs **Deloitte study 2026**

The pieces of the puzzle finally come together to drive the long-awaited M&A recovery

February 2026

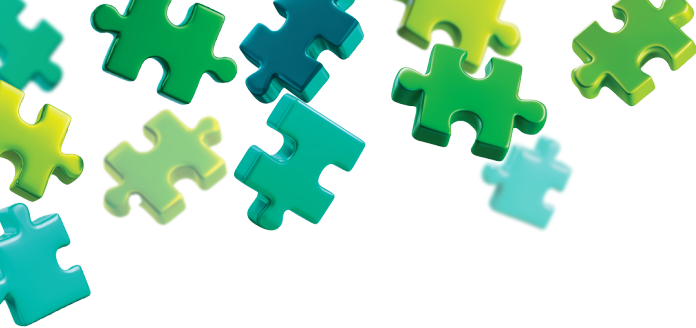
About this report

This is the 20th edition of the Deloitte study on M&A activity of SMEs in Switzerland. It uses various sources of information to identify transactions involving Swiss SMEs. For more information on the methodology of this study, please refer to page 16.

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Introduction

We are pleased to present the latest edition of our review of mergers and acquisitions (M&A) activity, covering sales and acquisitions of small and medium-sized enterprises (SMEs) in Switzerland in 2025.

Globally, M&A activity increased markedly in 2025, with approximately 41,000 deals completed, a 4% increase year-on-year, and a resurgence in mega-deals, bringing the aggregate value of all deals to CHF 3.7 trillion, close to 2021 levels. This momentum was also mirrored in Swiss SME M&A activity, which rose by 16% in volume compared to 2024, reaching 208 deals¹ and reversing the downward trend that began in 2023.

IT services and software transactions were the primary growth driver, representing 90% of the volume increase and underscoring the strategic importance and ongoing consolidation of this sector. Inbound transactions surged by 65% to a record 104 deals, helped by the stability of Switzerland's economy amid global volatility. Domestic M&A transactions increased slightly (+10%), reflecting consistent dealmaker confidence in the local market. However, outbound transactions declined by 25% to 51 deals as Swiss companies adopted a cautious approach amid tariff uncertainty and focused on core activities.

Private equity (PE) activity continued as a major driver, with deals involving private equity firms rising by 45% to 116 transactions, accounting for 56% of the total of 208 transactions. This growth was mainly driven by a 156% leap in inbound private equity deals targeting Swiss companies for bolt-on acquisitions, as sponsor-backed companies drive consolidation.

The US administration's April 2025 tariff announcement sparked global uncertainty. Despite this, Swiss CFOs who were interviewed in September 2025 remained optimistic about their companies' outlook, with both revenue growth and margin improvement expectations remaining positive.²

Following the recovery in 2025, M&A activity is expected to accelerate further in 2026 as private equity still has abundant dry powder, interest rates should be cut further, and Switzerland's macroeconomic environment should remain resilient. However, persistent valuation gaps, geopolitical tensions, and trade uncertainties will continue to pose challenges for dealmakers.

We would like to thank Christophe Utelli, CEO of Cité Gestion SA, who was interviewed for this study.

We hope you enjoy reading this report.

Jean-François Lagassé
Vice-Chairman & Partner,
Strategy, Risk and Transactions

Kristina Faddoul
Managing Partner,
Strategy, Risk and Transactions

Increase of

16%

in Swiss transactions

There were 208 M&A transactions involving Swiss SMEs in 2025 (179 in 2024)

Inbound transactions jumped by

65%

The number of inbound M&A transactions strongly increased to 104 in 2025 (63 in 2024)

Predominance of IT services & software deals

Swiss IT services & software companies were the most sought-after targets (31% total inbound and 21% of domestic transactions)

10.7x
EV/EBITDA

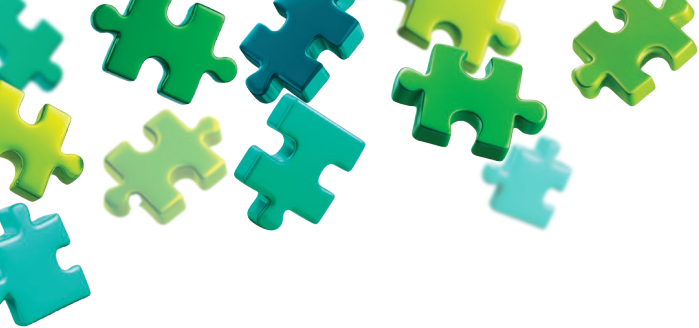
The Deloitte Small & Mid Cap index increased during 2025 from 9.2x (Q1) to reach 10.7x at the year end, the highest level since Q4 2022

Growing importance of private equity activity

The number of deals involving private equity increased by 45% to 116 in 2025

¹ Eligible transactions listed on Mergermarket at 2 January 2026

² Deloitte CFO Survey Switzerland, October 2025



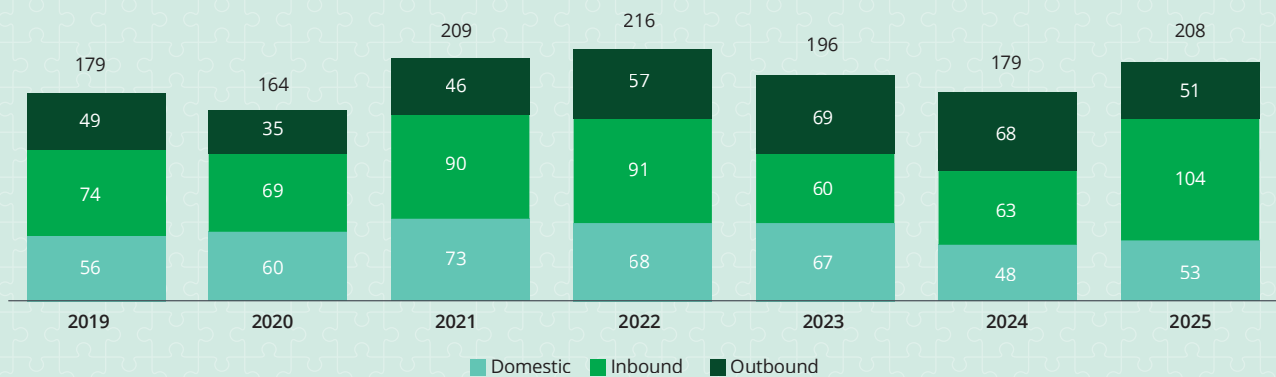
M&A activity overview

Increased number of transactions despite market volatility

Global M&A market

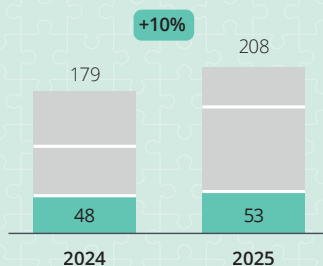
Although geopolitical tensions and economic uncertainty persist, experienced dealmakers have successfully navigated market volatility to drive a rebound in M&A activity. Supported by substantial availability of capital, the aggregate value and number of global M&A deals grew in 2025. Globally 41,362 deals were completed (with an aggregate value of CHF 3.7 trillion) compared to 39,644 in 2024 (aggregate value, CHF 2.9 trillion), representing a 28% increase in deal value. European companies were involved in 19,175 deals (value, CHF 1.3 trillion), either as a buyer or a seller, and US companies were involved in 14,475 deals (value, CHF 2.3 trillion).³

M&A transactions involving Swiss SMEs since 2019 (by number)



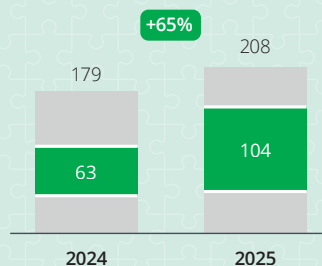
In 2025, a total of 208 transactions involving Swiss SMEs were recorded, reflecting a 16% increase from 179 in 2024 and aligning with levels seen in the post-Covid boom of 2021. This growth was largely driven by a 65% rise in inbound transactions, which also contributed significantly to a 70% year-on-year surge in aggregate deal value across the entire Swiss M&A market. As a result, Switzerland positioned itself among Europe's strongest M&A markets, with international buyers targeting Swiss companies' innovation capabilities and niche market position to generate substantial value.

Increase in domestic transactions



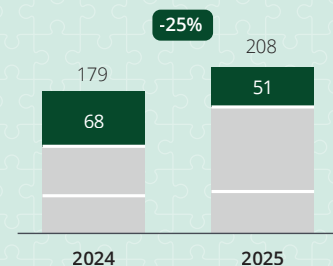
Domestic confidence remained strong, with many companies pursuing local acquisitions to expand market share and diversify offerings.

Increase in inbound transactions



Despite the strong Swiss Franc, Switzerland's openness to foreign investment, stable economic environment and robust innovation ecosystem have made it an attractive haven for foreign investors amid global uncertainty.

Decrease in outbound transactions



Significant decrease in outbound transactions as Swiss companies focused on core competencies in the context of macroeconomic caution and tariff uncertainty.

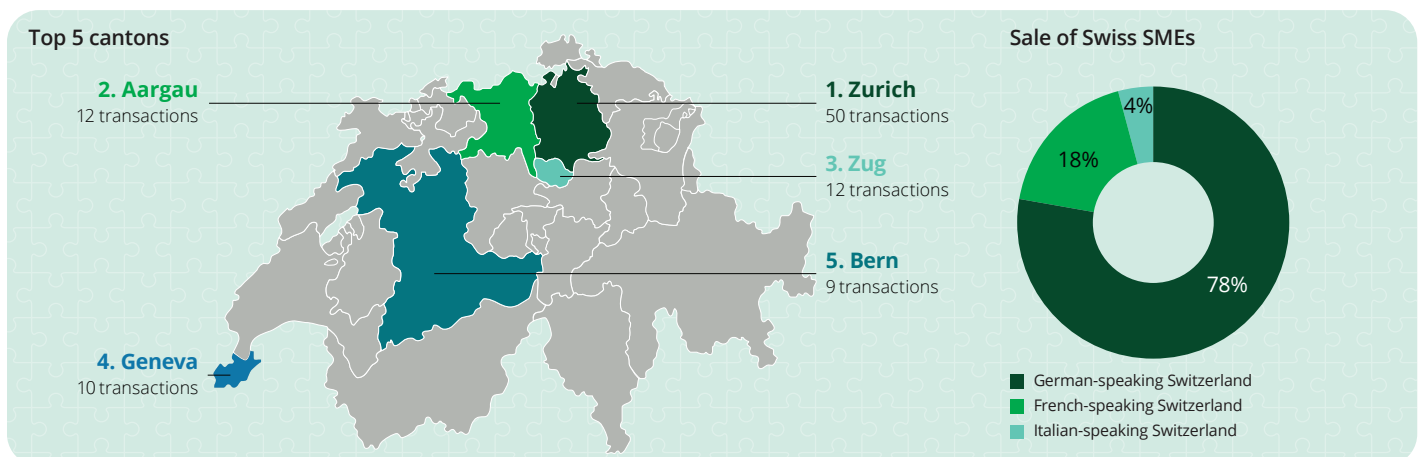
³ Source: Mergermarket, as at 14 January 2025 for 2024 transactions and 14 January 2026 for 2025 transactions



Transactions in Switzerland

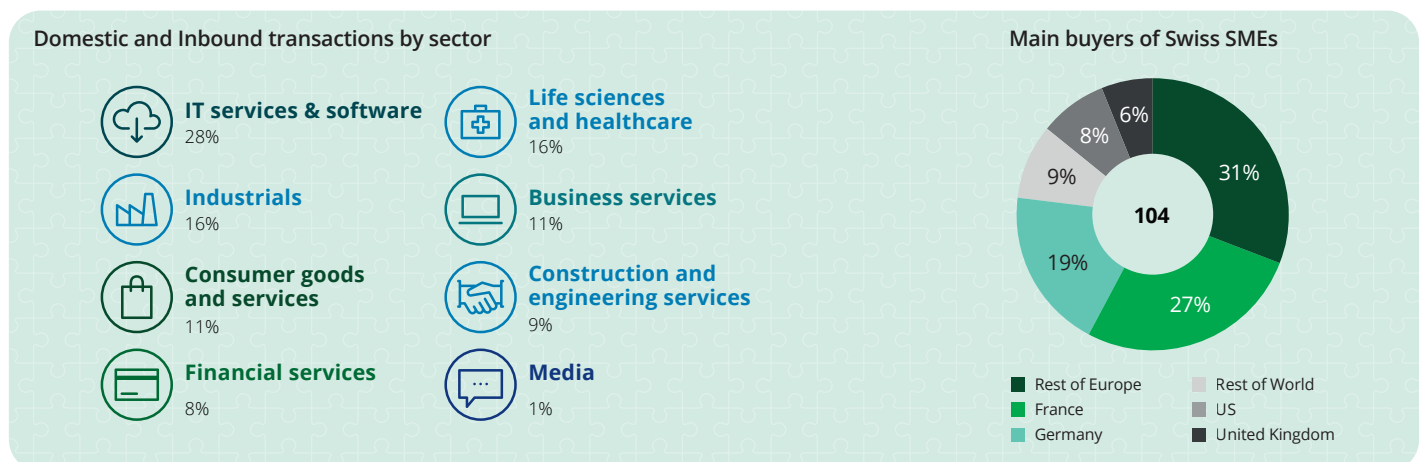
(Domestic and inbound M&A transactions, excluding outbound deals)

Transactions involving the sale of Swiss SMEs rose by 41% from 2024 to 2025, driven mainly by the growth in inbound deals



Swiss SMEs transactions in 2025

2025 marked a turnaround for the sale of Swiss SMEs, with 157 transactions completed. This reversed the downward trend that saw activity fall from 163 transactions in 2021 to 111 in 2024. Inbound transactions rose by 65% to 104 deals, predominantly driven by consolidation in the IT services and software sector, which accounted for 56% of total inbound growth. Domestic acquisitions grew slightly from 48 to 53 deals, with consumer services and goods standing out as the strongest growth area, rising to 13 deals (9 in 2024).



IT services and software dominated with 28% of domestic and inbound deals (14% in 2024), offsetting declines of 4% in both industrials and consumer services sectors.

Life sciences and healthcare remained stable at 16% overall, though inbound transactions rose by 110% while domestic transactions declined by 43%, reflecting a shift in ownership toward foreign investors.

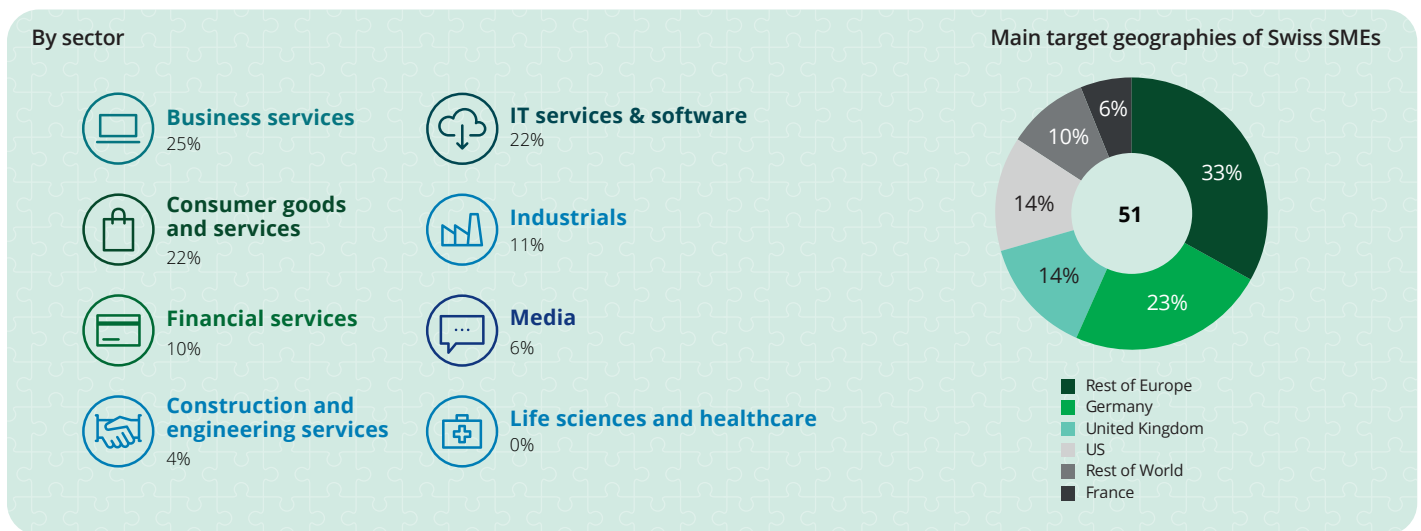
The share of French buyers increased dramatically to 27% of the total (from 11% in 2024), becoming the largest source of inbound

acquisitions, ahead of Germany (19%). Nordic investors emerged as an important force, rising to 13% of the total, from 3% in 2024, driven by their strategic emphasis on technology and AI, and reflecting their abundant available capital.

Meanwhile, there was a sharp reduction in acquisitions by US buyers, who accounted for just 8% in 2025 (17% in 2024). This may be attributable to the strong Swiss Franc which appreciated by approximately 15% against the US Dollar over the course of 2025, and the high level of tariffs imposed on Swiss companies for a large part of 2025.

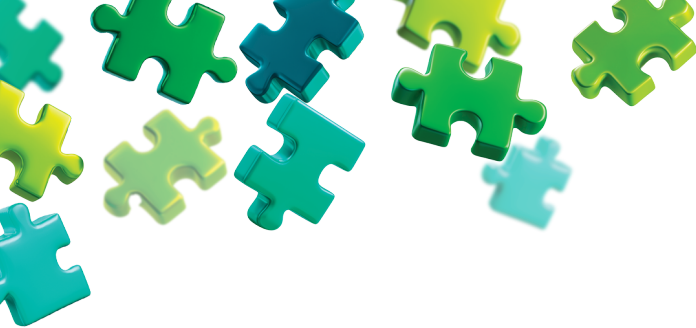
Outbound transactions

Lower level of Swiss SME acquisitions abroad



In contrast with the rising inbound trend, outbound M&A from Switzerland declined significantly, with the deal volume dropping by 25% to 51 transactions in 2025, from 68 in 2024. This contraction was probably driven by economic uncertainty in the face of global shockwaves and caution on capital investment, with Swiss companies facing a more challenging tariff environment. Life sciences acquisitions were hardest hit, falling to zero in 2025, from 6 in 2024, while industrials experienced a 50% decline to 6 deals, from 12 in 2024. Consumer goods and services emerged as the only growth area, rising by 22% to 11 deals, from 9 in 2024, driven by well-capitalised, often private-equity-backed companies seizing strategic bolt-ons.

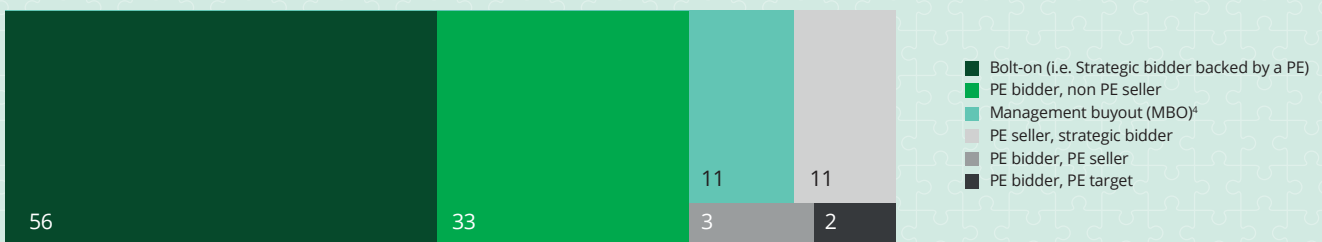
Geographically, Germany remains the largest market despite declining to 12 deals from 14, while France maintained a stable level of activity at 3 deals. Overall, Swiss companies became more selective, pausing investment in tariff-exposed and non-core sectors while maintaining their presence in established markets.



Private equity

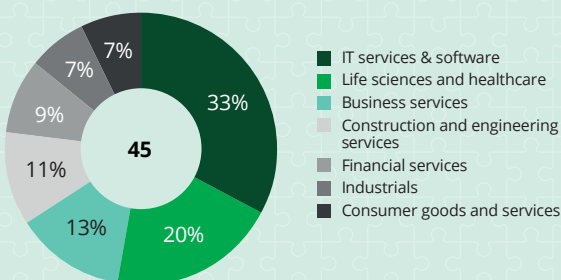
Majority of 2025 deals involved private equity, largely driven by bolt-on acquisitions

PE deals breakdown

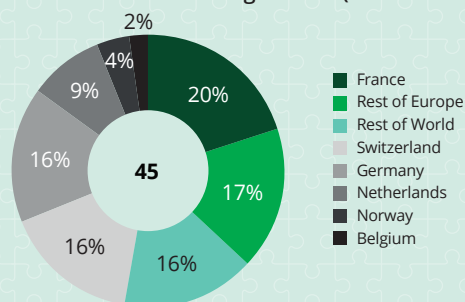


In 2025, Swiss deals involving private equity firms increased by 45% to 116 deals, from 80 in 2024, and represented 56% of total M&A activity. This increase reflects the growing number of international funds seeking to invest in Swiss companies, the continued private equity interest in the stable and relatively unconsolidated Swiss market, and the need to deploy capital. The growth was predominantly fuelled by inbound private equity activity, which rose by 156% to 59 deals, from 23 in 2024, as foreign private equity backed companies sought Swiss targets for bolt-on acquisitions (45 deals in 2025 vs. 9 in 2024). IT services and software was the preferred sector, with neighbouring German and French private equity buyers dominating inbound activity. While outbound private equity activity declined by 24% (29 deals in 2025 vs. 38 in 2024), domestic private equity activity increased by 47% (28 deals in 2025 vs. 19 in 2024), exactly offsetting the decline, reflecting caution on international expansion and preference for local investments where domestic revenue bases provided natural buffers against trade frictions and disruptions in the global trade cycle. Overall, private equity has become increasingly central to Swiss M&A, signalling momentum towards private equity-led consolidation amid substantial capital availability.

Sectors of Swiss targets (bolt-on deals)



Countries of PE backing bidders (bolt-on deals)



+107% increase in Swiss companies acquired or sold by a PE firm (87 in 2025 vs 42 in 2024)



23 Swiss SMEs were acquired by a PE fund, of which about 30% were by a Swiss PE, consistent with 2024 levels



31 Swiss PE funds directly acquired an SME, slightly below 2024 levels (35)



Germany remains the largest active country for Swiss deals involving PE firms (23 cross-border deals vs. 22 in 2024)

⁴ We assume that MBO transactions involve private equity funds in support of management

Interview with Christophe Utelli

CEO of Cité Gestion SA



Cité Gestion is a boutique private bank and external asset manager that has established itself as one of Switzerland's fastest-growing independent wealth management firms. In 2025 the bank created a strategic partnership with EFG International by selling its share capital, a move that reflects broader consolidation trends in Swiss private banking. Christophe Utelli, Chief Executive Officer of Cité Gestion, shares insights on the industry dynamics driving M&A activity, the decision-making process behind the transaction, and lessons learned from navigating a complex integration while maintaining the bank's distinctive and independent positioning in the market.

What industry trends and challenges prompted Cité Gestion to explore strategic alternatives?

2025 was a fantastic year for Cité Gestion. Yet, from an industry perspective, the story is more nuanced. The Swiss private banking industry is undergoing a structural transformation that will make it increasingly difficult for independent pure-play private banks to thrive.

The interest rate environment has been volatile. After more than six or seven years of near-zero or negative interest rates in Switzerland, rates have risen—which was positive—but they're now trending downward again. This creates headwinds for traditional banking margins.

Second, regulatory and IT requirements in Switzerland have increased substantially and apply uniformly across all banks, regardless of size. This creates a disproportionate administrative burden for smaller institutions, making compliance costs and operational complexity existential challenges for boutique firms.

Finally, smaller banks face a challenge offering the breadth of solutions needed as clients increasingly expect seamless access to global products, services, and capabilities, particularly with regards

to financing. For Cité Gestion, despite exceptional growth over eight years, quadrupling in size, the question became clear: how could we continue accelerating growth and serving clients at the level they expect without the scale and resources of a larger institution? The answer pointed towards a strategic partnership rather than going it alone.

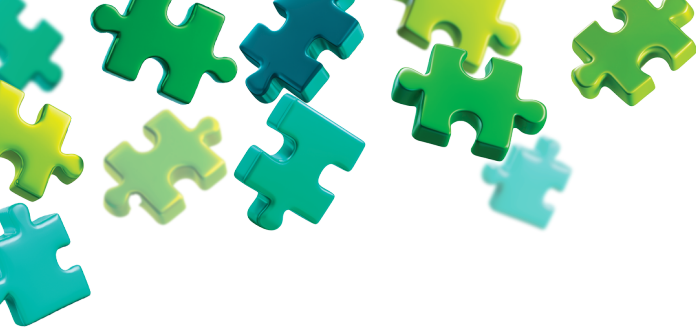
What criteria guided your selection of EFG, and what differentiated them from other potential partners?

We were very selective. We looked at several potential partners, but most didn't align with our strategic vision. EFG stood out because they had a clear strategic commercial plan for how to position Cité Gestion within their broader group.

They understood that Cité Gestion's value—both for our clients and for EFG—depends on our ability to maintain our distinctive external asset manager positioning and operate as an independent boutique within their group. With our unique multi-custody capability, we can serve as a value creator not just for ourselves, but for the entire EFG ecosystem.

EFG also recognised that we can play a consolidation role in the external asset manager market and help them build a platform





for acquiring and integrating other boutique asset managers, something that wouldn't be possible if we were fully integrated into a traditional bank.

Finally, what truly differentiated EFG was their willingness to listen and accommodate our needs despite being vastly larger. The complementarity of our businesses, combined with EFG's respectful and collaborative approach, made them the clear choice.

What were the biggest challenges during the transaction, and how did you navigate them?

Managing a complex M&A process as a small organisation of approximately 150 employees created a significant challenge when engaging with EFG, a much larger group with around 3,000 specialised professionals. Confidentiality was essential to avoid disrupting day-to-day operations, which meant only a very small number of people could be involved in the early stages. This created a lot of pressure on those managing the process internally.

The second challenge was the intensity of the due diligence process. Given our rapid growth, there was natural scepticism about whether this expansion was driven by lower-quality clients or riskier deals. EFG conducted a detailed review of our client portfolio, credit decisions and risk management. In some ways they knew us as well as we knew ourselves by the end of the process. But that scrutiny was appropriate, and it ultimately validated our business model.

Finally, maintaining momentum was something we had to focus on. During a transaction, there's always a risk that you lose sight of your core business. Our team was anxious about the future and uncertain about what the deal meant for their roles, and it would have been easy to become distracted by the process itself. We had to keep people engaged and focused on serving clients while managing their concerns about the transaction.

External advisors were highly beneficial throughout the process. They offered strategic guidance at every stage, managed the logistical complexities of conducting a transaction within a small organisation, and provided expert advice on critical commercial and regulatory decisions.

How are you managing the alignment with EFG while maintaining employee engagement and preserving Cité Gestion's distinctive culture?

Post-acquisition integration is presenting both challenges and opportunities, but we had a clear plan with EFG's top management, and we are executing it together.

The positive impact is already substantial. Clients are responding very favourably, and we are gaining new clients. Before the acquisition, Cité Gestion was relatively unknown internationally, making it a challenge to establish trust in markets like Mexico, Hong Kong, and Singapore. Now, as part of a larger, publicly listed group, our credibility and recognition has increased substantially. This enhanced reputation is helping our bankers attract more clients and strengthen existing relationships.

The primary challenge has been managing employee expectations. We explained the strategic rationale behind the deal, and we outlined what would change and what would stay the same. We acknowledged people's concerns and answered their questions honestly. Every week, as the integration progressed, people saw that we were keeping our promises. EFG was supporting us. Our independence was being respected. Our capabilities were being expanded, not constrained. Over time, that built trust.

We are now actively recruiting new bankers who are happy to join us under the new structure. Transparent leadership demonstrated the commitment from EFG's top management, and this, combined with early alignment successes, is creating momentum that reassures both existing and new team members about the partnership's viability. We are confident that the strategic rationale is sound, and the partnership is positioning us to grow stronger and serve our clients at a level that would have been impossible to achieve on our own.



Christophe Utelli
Chief Executive Officer,
Cité Gestion SA

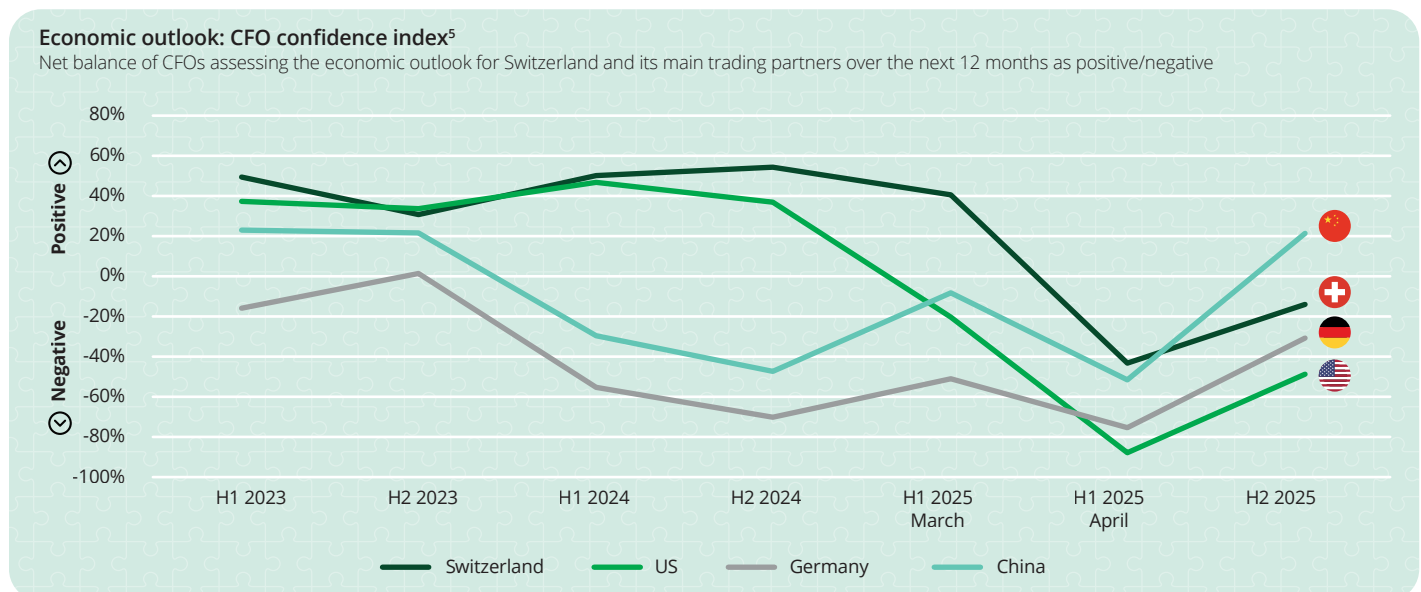
Economic environment in Switzerland

Resilience amid global turbulence

Optimism despite defensive repositioning

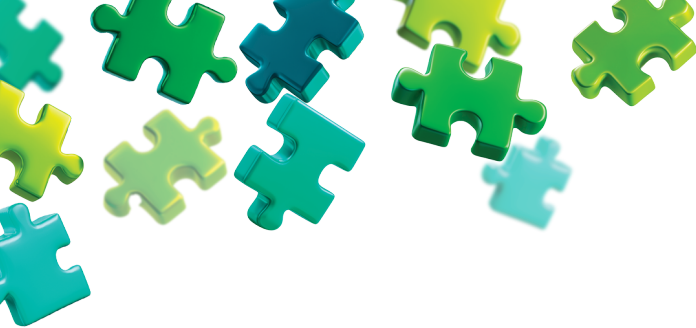
According to the most recent Deloitte CFO Survey,⁵ Swiss CFOs remain optimistic about their own companies' prospects despite a weakened economic outlook for Switzerland. Although tariff shocks and geopolitical uncertainty have affected the broader economy, modest revenue and profitability growth is expected. International risks are CFOs' greatest concern, with geopolitical tensions, trade conflicts, and currency volatility topping the agenda. In response to these challenges, companies are taking a more cautious approach, adjusting pricing strategies, implementing cost reductions, and accelerating investments in automation and technology.

Caution is also evident in CFOs' economic expectations across key markets, as illustrated by the CFO confidence index on the economic outlook. While the severe initial tariff shock has been overcome, uncertainty persists. CFOs' economic expectations for Switzerland remain slightly negative, though improving from the depths of the April tariff announcement. The outlook diverges significantly across Switzerland's key trading partners: expectations for the US are deeply negative, Germany's outlook is improving but remains cautious, while China has rebounded markedly to predominantly positive sentiment for the first time since late 2023. Despite these regional variations, Swiss companies are actively implementing countermeasures to mitigate the impacts of the international turmoil, though the increasingly challenging operating environment continues to pressure businesses.



While the Swiss Franc has appreciated significantly against the US dollar over the last year (while remaining relatively stable against the Euro), CFOs expect exchange rate pressures to intensify. The US dollar is expected to rival the Euro as a key currency exposure: 28% of CFOs expect greater US dollar importance for their business within three years (compared to 35% for the Euro), making currency management a strategic factor in controlling margins.

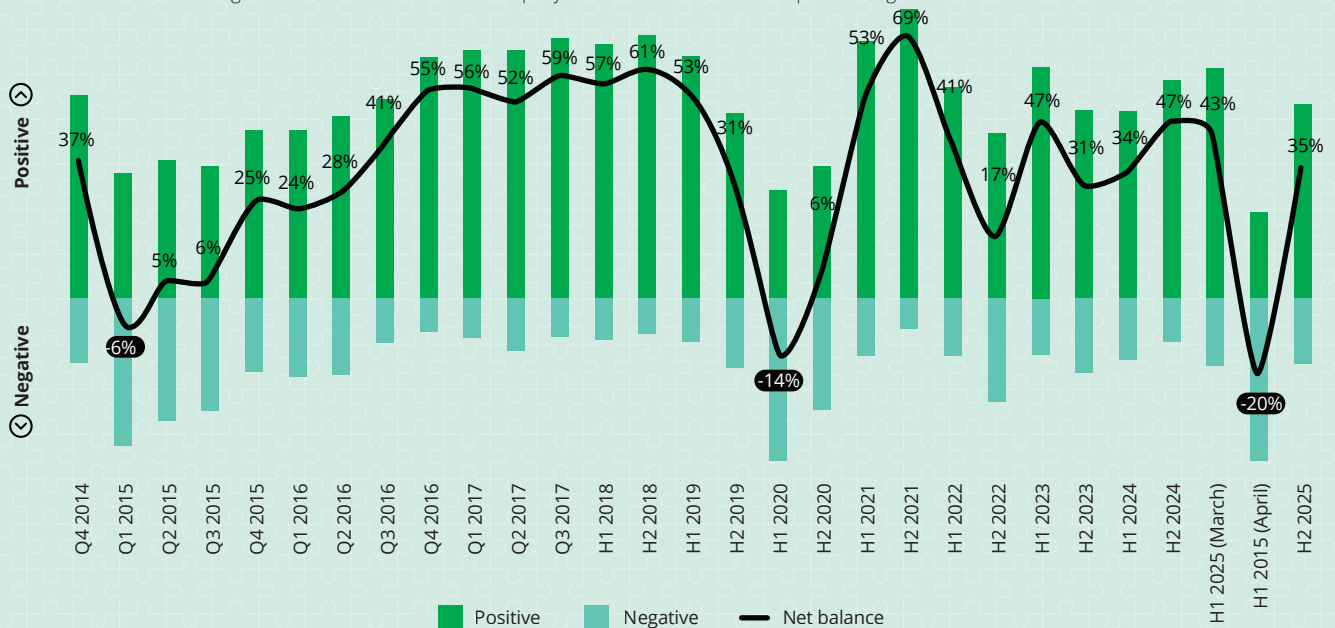
⁵ The Deloitte CFO Survey Switzerland, October 2025,
www.deloitte.com/ch/en/services/executives-and-board-programme/cfo-programme/cfo-survey.html



Notably, CFOs' assessments of their own companies' prospects diverge sharply from their economic outlook for Switzerland. Despite the negative macroeconomic environment, company expectations remain predominantly optimistic, with 52% of CFOs viewing their financial outlook positively over the next 12 months – a significant recovery from the 23% recorded in April following the tariff shock. Revenue growth expectations remain clearly in positive territory, and margin expectations are still slightly positive despite pricing adjustments. The 48-percentage point gap between corporate and economic outlooks represents the widest disparity since these metrics were first tracked in late 2014.

Company outlook: CFO confidence index

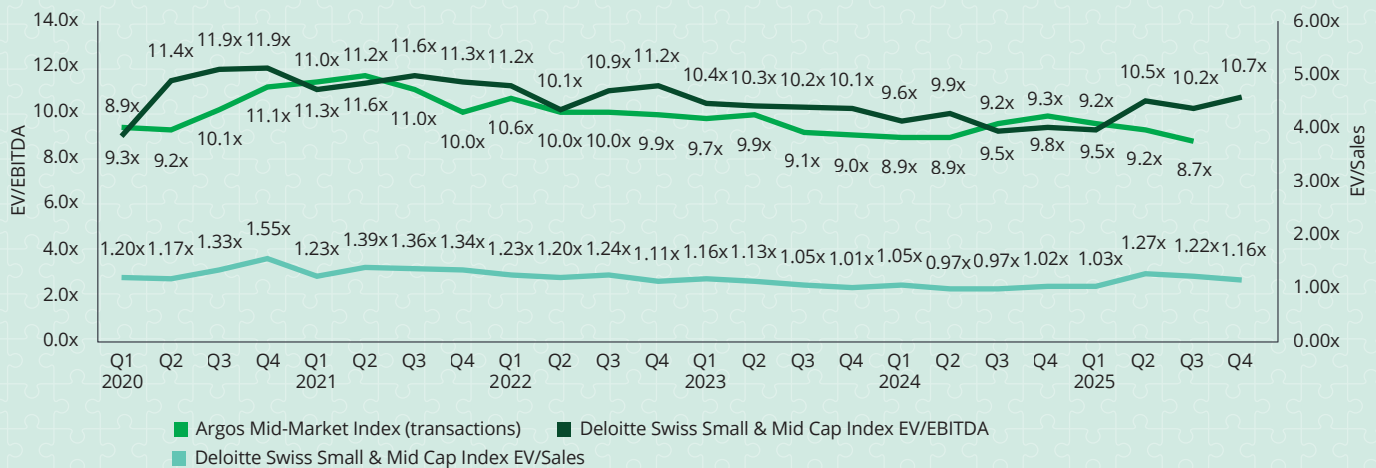
Net balance of CFOs assessing the financial outlook for their company over the next 12 months as positive/negative



Deloitte Swiss Small & Mid Cap index

A market-to-transaction valuation gap emerges in 2025

The Deloitte Swiss Small & Mid Cap index and Argos Mid-Market index (2020 – 2025)⁶



Note: These indices represent medians. The multiples for individual companies can vary greatly depending on the sector and the position of a company. The Deloitte Swiss Small & Mid Cap index, for example, shows a median of 10.7x EV/EBITDA in Q4 2025, with the first quartile at 8.3x and the third quartile at 14.4x.

Deloitte Swiss Small & Midcap Index - trading multiples

The Deloitte Swiss Small & Mid Cap index is based on the valuation of a sample of Swiss listed companies (so-called trading multiples) and is expressed as a median EV/EBITDA⁷ and an EV/Sales ratio. After subdued valuations in 2024, EV/EBITDA multiples increased throughout 2025, rising from 9.2x in Q1 to 10.7x in Q4.

This trend reflects renewed investor confidence in the fundamental quality and resilience of Swiss equities, particularly among mid-cap companies which often have less international exposure. Despite persistent macroeconomic and geopolitical uncertainties, investor confidence was rewarded as many Swiss SMEs' demonstrated superior returns and strong margins, leading to higher valuations from Q2 onwards.

Argos Mid-Market index⁸ - transaction multiples

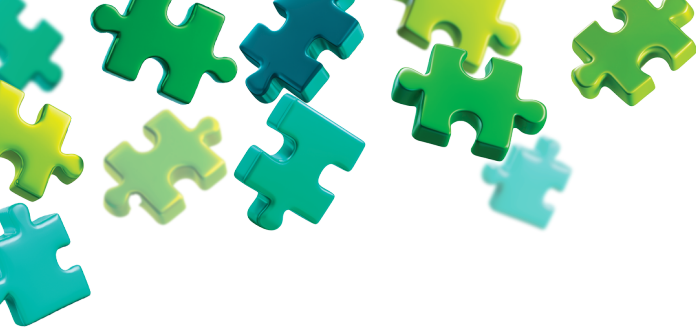
The Argos Mid-Market index measures Eurozone private mid-market company valuations based on transactions (so-called transaction multiples) and is expressed as a median EV/EBITDA ratio. The index fell to 8.7x in Q3 2025, its lowest level since Q1 2017, marking a clear reversal of the recovery during 2024.

Valuations have been constrained by higher long-term rates, despite European Central Bank (ECB) rate cuts, doubts about growth sustainability, the longer-term impact and uncertainty regarding US trade policy, and ongoing geopolitical tensions. The decline in the Argos Mid-Market index was also a driver in the recovery in M&A activity throughout 2025, as the gap between sellers' valuation expectations and buyers' willingness to pay starts to reduce, becoming more aligned with current economic and geopolitical realities.

⁶ Capital IQ

⁷ Enterprise value to earnings before interest, taxes, depreciation, and amortisation

⁸ Argos Mid-Market index, Argos Wityu



2026 outlook

While the M&A market achieved a meaningful recovery in 2025, the rebound was tempered by unforeseen macroeconomic developments, most notably tariff announcements from the US administration, which introduced fresh uncertainty into the global trade landscape. Despite that, Switzerland experienced a notable increase in M&A activity, characterised by substantial inbound transactions and a pronounced spike in private equity activity through bolt-on deals.

For 2026, there are positive signs that the Swiss economy is well positioned to support the increased level of dealmaking activity, with GDP growth projected at 1.1% for 2026 and inflation expected to remain low at 0.2%.⁹ The Swiss National Bank's measured approach to monetary policy, coupled with expected further easing from the ECB, should allow favourable financing conditions that will continue to facilitate M&A transactions. Although SMEs continue to face financing constraints, the increasing presence of alternative lenders in Switzerland is expected to persist, providing more options for ambitious expansion.

The supply side of the M&A market will be fuelled by pent-up succession cases and corporate portfolio rationalisation as companies refocus on core activities and divest non-core assets, and by private equity divestments as funds face mounting pressure to return capital to investors. Simultaneously, strategic and financial buyers are targeting undervalued assets and turnaround opportunities, while supply-chain security concerns and the relentless drive towards digitalisation continue to motivate acquisitions of critical capabilities and technologies.

Private equity firms who have sat on substantial dry powder are likely to continue 2025's momentum, helped by improved exit opportunities through secondary sales at attractive multiples and increasingly favourable debt markets. Buy-and-build strategies remain core to value creation, enabling rapid expansion and the integration of critical technologies. It seems likely that Swiss companies will expand outbound activity, especially in the US, to mitigate geopolitical risks, facilitate geographic diversification, and strengthen supply-chain resilience.







Certain sectors are expected to drive activity in 2026, with continued momentum in IT services and software consolidation as M&A is used as a strategic lever for rapid capability acquisition. The luxury goods and watch sectors are expected to experience renewed activity after a period of subdued deal-making, with well-capitalised buyers taking advantage of attractive valuations and positioning themselves for recovering consumer demand. Life sciences and healthcare is expected to remain appealing to foreign investors seeking access to Switzerland's innovation ecosystem, and assuming that the more stable tariff environment can be maintained, should see renewed investor confidence following a slower 2025. In contrast, traditional industrials and tariff-exposed sectors may see only a selective recovery, contingent on an easing of trade tensions, as supply-chain disruptions and margin pressures continue to weigh on valuations. Nevertheless, material challenges remain. The ongoing geopolitical uncertainty can create hesitation among both buyers and sellers and complicate deal structures and timelines. Additionally, while the macroeconomic environment remains supportive, risks persist. If inflation rises again or central banks are forced to delay or reverse course on rate cuts, financing conditions could tighten, potentially dampening deal momentum.

While 2026 is expected to see a sustained recovery in M&A activity, this will require a continued ability to navigate a complex landscape of macroeconomic and geopolitical challenges. The Swiss market, buoyed by its robust base of economic resilience, stable political environment, attractive regulatory framework, and openness to foreign investment, combined with supportive monetary policy from both the SNB and ECB, is well positioned, and companies who can access financing will be well placed to make strategic moves through M&A.

⁹ Swiss State Secretariat for Economic Affairs (SECO)

Terminology and methodology

In this study, the transactions analysed are segmented using the following terminology:

Transactions		Purchasers	Targets
Domestic	Covers all acquisitions of SMEs in Switzerland	 Swiss of all sizes	 Swiss SMEs ¹⁰
Inbound		 International of all sizes	 Swiss SMEs
Outbound	Illustrates the appetite of Swiss SMEs for international acquisitions	 Swiss SMEs	 International SMEs

Scope of the study

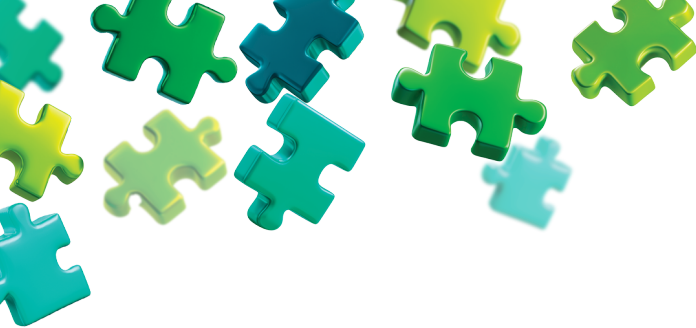
- The study exclusively concerns Swiss small and medium-sized enterprises (SMEs).
- The analysis is based on transactions that were completed between 01/01/2025 and 31/12/2025.
- To fit within the SME segment according to Deloitte, a company must meet 3 criteria: a turnover greater than CHF 10m, less than 250 employees and capitalisation (transaction value) between CHF 5m and CHF 500m.
- The geographic location and industry are determined by the location and dominant industry of the target company (unless otherwise stated).

Sources and databases used in the study

- The Mergermarket database reprocessed by Deloitte
- Proprietary Deloitte databases (Deloitte M&A Databases)
- Swiss economic press
- Capital IQ¹¹ and SIX Swiss Exchange

¹⁰ The term "Swiss SMEs" is defined to also include small and mid-sized private equity firms.

¹¹ Important notice regarding information from capital iq: this document may contain information obtained from third parties, including data from rating agencies such as standard & poor's. The reproduction and distribution of third party content in any form whatsoever is prohibited without the prior written consent of the third party concerned. Third party content providers do not guarantee the accuracy, completeness, up-to-date or availability of any information, including ratings, and are not responsible for any errors or omissions (negligence or otherwise), whatever the cause, or for the results obtained from the use of such content. Any third party content provider makes no express or implied warranties, including, but not limited to, any warranties of merchantability or fitness for a particular purpose or use. Third party content providers are not liable for any direct, indirect, ancillary, exemplary, compensatory, punitive, special or consequential damages, expenses, legal costs or losses (including lost profit or revenue and expenses or losses of opportunity caused by negligence) in connection with the use of their content, including ratings. Credit ratings are statements of opinion and are not facts or recommendations to buy, hold or sell securities. They do not discuss the suitability of the securities or the suitability of the securities for investment purposes and should not be used as investment advice.



Transactions used for the study

- If the financial information is public: majority transactions with a transaction price between CHF 5m and CHF 500m and for which the turnover is greater than CHF 10m.
- If the financial information is not public: majority transactions for which the value of the target company has an estimated value between CHF 5m and CHF 500m, and whose turnover is estimated to be greater than CHF 10m.
- Transactions not used: joint ventures for which the only contributed asset is cash; real estate properties and transactions limited to land, buildings, portfolios or sale and lease-backs; equity carve-outs; acquisitions of options or warrants; acquisitions of trademarks, rights and/or licenses; acquisitions of individual assets and/or portfolios of assets; on-sales/subsequent sales/back-to-back transactions which are inter-conditional; share buybacks; equity investments, where the interests of shareholders remain the same and internal restructurings where the change of control does not satisfy the inclusion criteria.

Deloitte Mid & Small Caps index

- Index developed by Deloitte (Mid & Small Capitalisation companies listed on the Swiss Exchange SIX and part of the SPI Extra index as of the end of each year) measuring the evolution of valuations of SMEs listed in Switzerland.
- Measures the multiples of enterprise value over sales (EV/Sales) and against its gross operating surplus (EV/EBITDA).

- Excluded from the index are financial companies, biotechnology companies and companies with only financial holdings.
- The EV/Sales and EV/EBITDA multiples are based on the results of the companies over the last available 12 months (source: Capital IQ).

Transactions conducted by private equity actors

The category of so-called private equity transactions refers to all majority transactions conducted by investment funds resulting in a change of control of the target company.

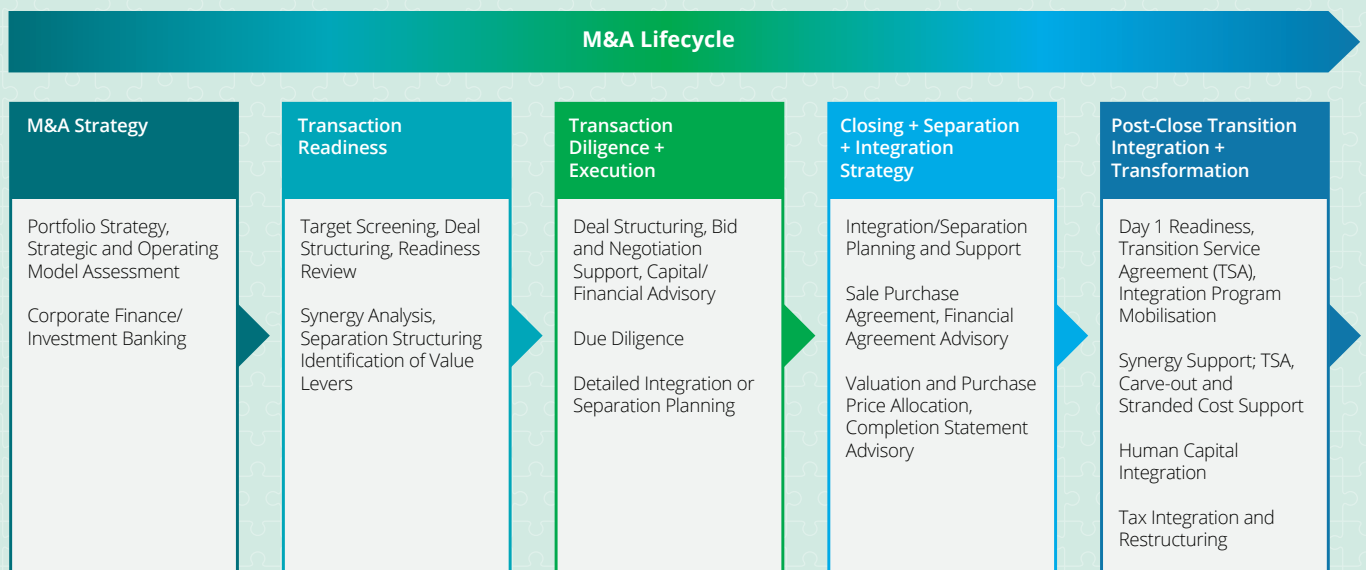
Additional remarks

- Due to more flexible legislation than in other Western countries, unlisted Swiss companies disclose little information about their financial statements.
- The M&A market in the Swiss SME sector stands out in comparison to other European markets by the low amount of information available regarding transactions: the size of acquisition, sales multiples or company EBITDA target, etc.
- Statistically, for 70% of transactions over the period studied, data on the price or transaction multiples are not available, illustrating the lack of public information in this sector.
- In addition, the Swiss Mid & Small Capitalisation sector receives little coverage from financial analysts.

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Our specialists and experience provide insights across the entire M&A lifecycle



Strategy

Our advisors help define an M&A strategy that evaluates the changing landscape of your industry to identify opportunities and targets for growth, while aligning to your enterprise's corporate strategy.



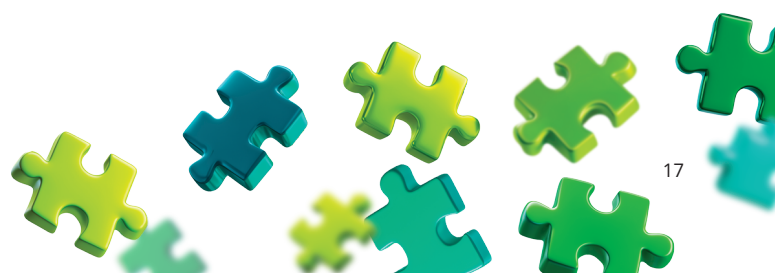
Execution

From financial, tax, commercial and operational, HR/benefits and IT due diligence to structuring advice and financing options, our dedicated advisors bring experience and knowledge to help navigate through the complex closing process.



Integration

Integrating or divesting involves an additional set of challenges - costs, timelines and disruption to business as usual, to name a few. We have leading specialists for your Day 1 and end-state planning and integration needs.



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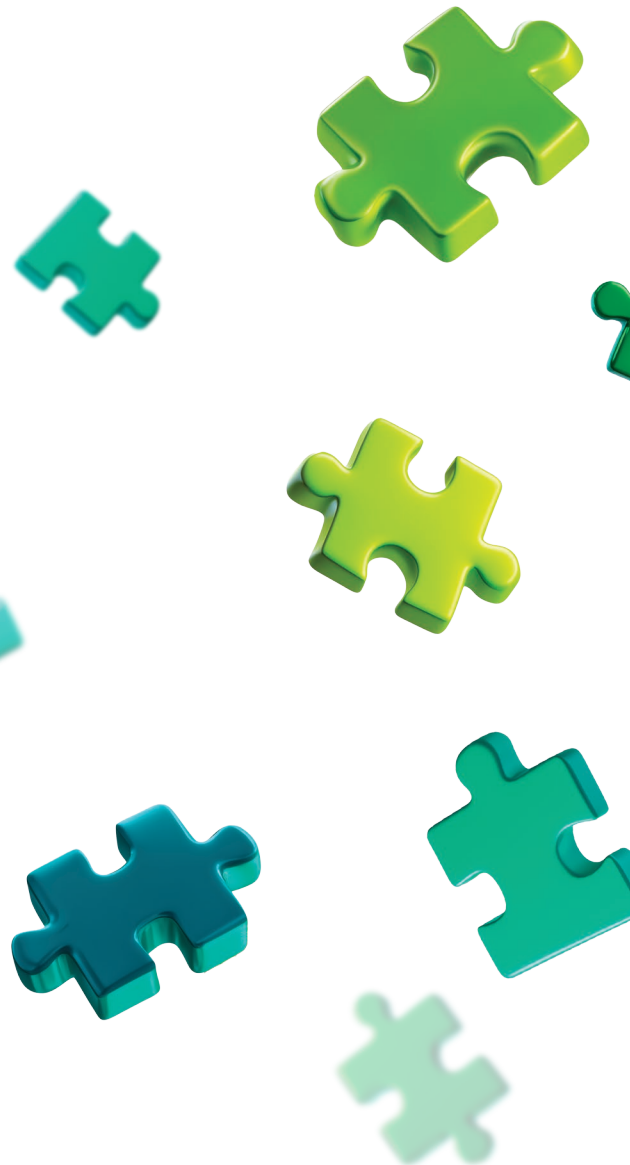


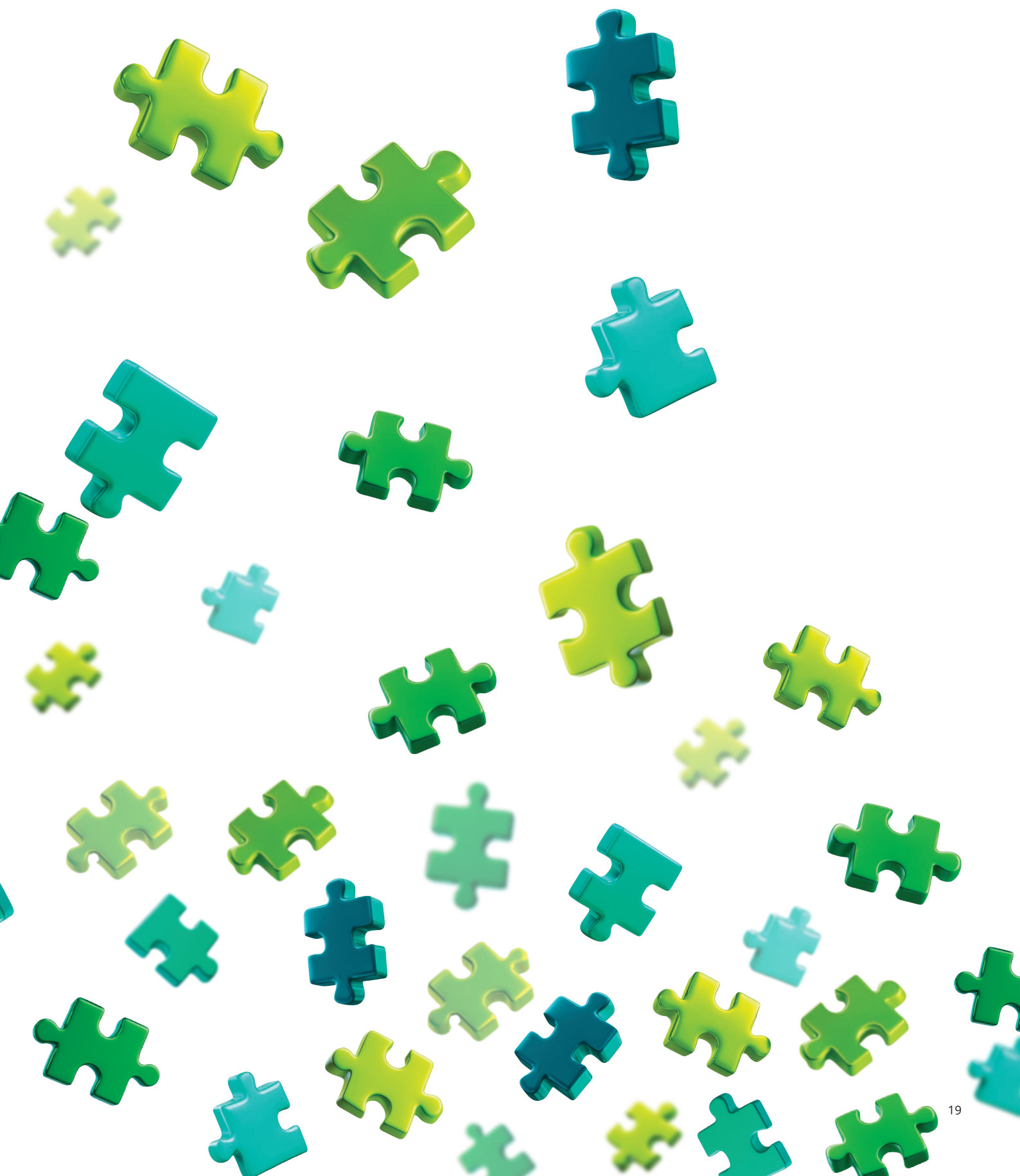
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