



Regulations M&A Awards 2017



**M&A Awards, showcasing excellence in M&A,
corporate finance and private equity.**

**Overnames.nl
MenA.nl**



Welcome

Amstelveen, the Netherlands, September 2017

Dear colleague,

On Thursday 14 December 2017, the 18th edition of the annual M&A Awards will be held in the magnificent Beurs van Berlage in Amsterdam. The M&A Awards is the annual landmark event for professionals working in M&A, corporate finance and private equity. Over 1,000 rainmakers come together to celebrate the best deals and dealmakers of 2017.

2017 turned out to be an extremely profitable and successful year

The worldwide economic growth is back on track. As a result, there has been a sharp rise in M&A activity. This is further fueled by globalisation, hostile takeovers, cheap funding and lots of assets in the market. This year saw many high profile deals, like Heineken acquiring Brasil Kirin for 662 million euro, Philips acquiring Spectranetics for 1.9 billion euro and Refresco acquiring Cott's bottling activities for 1.1 billion euro. In the context of this positive market sentiment, we also saw successful IPOs from companies like Avantium and VolkerWessels, which gave them access to 75 million euro to invest in their future.

Investors are queuing up

The private equity industry is in extremely good health. Investors are queuing up for their place in the sun. Private equity investors such as CVC Capital, Waterland, Main Capital filled their war chests with no less than 15 billion euro in the first half of 2017, growing three-fold compared to last year. Waterland even raised a record amount of 2 billion euro in two months. The challenges remain the same: to find promising gems and unicorns, to avoid bidding wars, and to maintain the hurdle rates.

Are clouds forming at the horizon?

There is no doubt that 2018 will be another very interesting year for M&A. Will we keep growing or are there clouds on the horizon? What will be the impact be of Brexit negotiations and the growing tension between the nuclear powers? Will the attempts of the Dutch government to 'put a stop to' hostile foreign takeovers put a break on M&A activities? Whatever the answers and whatever the economic climate, there will be plenty of opportunities for the best dealmakers to close valuable deals. The winners of the M&A Awards 2017 are living proof of that.

We are looking forward to seeing you at the M&A Awards.

With kind regards,

A handwritten signature in black ink, appearing to be 'Ezri'.

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Regulations

The following regulations are applicable to the 2017 survey for the M&A Awards.

Definitions

- A. Regulations: this document which defines the establishment of the nominations and the determination of the winners.
- B. Organisation: Alex van Groningen BV, initiator and organiser of the M&A Awards.
- C. Top segment: Deals with a value of > 150 million euros.
- D. Midmarket: Deals with a value of 20 – 150 million euros.
- E. Small Cap: Deals with a value of < 20 million euros.
- F. Experts: people working in M&A, corporate finance and/or private equity for many years in a senior positions such as partner or managing director.
- G. Professionals: Bankers, lawyers, advisors, tax specialists, private equity managers and general partners working in the fields of M&A, corporate finance and/or private equity, who qualify for a nomination and/or a M&A Award.
- H. Corporate M&A professionals: M&A Directors, CFOs and General Counsel of the largest (often listed) Dutch companies with M&A, Corporate Finance and legal in their portfolio. This also concerns managers of enterprises who regularly make use of services in the area of M&A, corporate finance and/or private equity.
- I. Deal: a transaction between multiple companies in which shares are bought and sold and/or funding is being provided.
- J. ECM Deal: Completed equity capital markets transaction on Euronext Amsterdam which include among others an initial public offering (IPO), a follow on offering, a convertible bond offering or a delisting.
- K. Pitch: completed questionnaire for the categories Best Small Cap Deal and Best Young Talent, including a motivation describing which deal or talent is being nominated for an award.

Award categories

The M&A Awards are presented in three main categories. One series of categories for deals, one for professionals and one for firms.

Categories for deals

- 1. Best Deal**
- 2. Best ECM Deal** (equity capital markets)
- 3. Best Deal Midmarket**
- 4. Best Smallcap Deal**

The best deals are characterized by specialty, complexity of the transaction, innovative funding, a fought bid battle, a competitive purchase price and/or an excellent strategy behind the transaction.

Categories for Financial Advisors (granted to a person)

5. Best M&A Advisor and 6. Best M&A Advisor Midmarket

The Best M&A Advisor is foremost a rainmaker. He or she comes up with and sees deals before the others, knows how to keep the overview during a deal and protects a deal from going astray. The top advisor has a track record of complex and cross border transactions. Of course there is a team behind all successes. The leader of the team, the deal maker, receives the award. Good M&A advisors know how to attract foreign buyers to Dutch companies and have an extensive network.

7. Best Transaction Support Advisor and 8. Best Transaction Support Advisor Midmarket

The Best Transaction Support Advisor has a strong analytical ability and is a good project manager. To the best advisor, the data room serves as an ammunition chamber for the M&A negotiations. The best advisor gets all skeletons out of the closet and contributes to negotiations for the best price and conditions for his or her client. The Best Transaction Support Advisor works efficiently, accurately and makes sure all M&A team members have the appropriate data for the best deal.

9. Best Equity Capital Markets Banker

The ECM banker exactly knows the capital requirements of a client and has the right knowledge, contacts and drive to raise the financial resources via the capital markets to turn the IPOs, share issues and private placements into a success. The banker has the appropriate hard and soft skills to, under great pressure of time, take the responsibility for the execution of the billion dollar deals.

10. Best Valuator

The Best Valuator has a keen sense for the market value of a company. In addition to a command of the valuation methods, the valuator has a strong strategical insight and 'smells' synergy advantages. The Best Valuator has excellent technical skills and is someone with authority. He or she impacts the decision-makers: board, commissioners and shareholders.

11. Best Debt Advisor

The Best Debt Advisor operates independently of the banks, has great knowledge of the funding markets and a proven track record varying from acquisition finance to refinancing and restructuring. Debt advisory is more than a term sheet negotiating and wider than M&A transactions. Integrated process management and cooperation with financial due diligence teams, legal counsels and financiers is a must. Additional must haves: knowledge of the right persons and the right window within the different banks and a good credibility among those banks.

12. Best Restructuring Advisor

The Best Restructuring Advisor is involved in the largest and most complex restructuring programs and has an eye for the business as well as the human aspects of a restructuring program. He or she works closely together with the intensive management departments of the banks and delivers undeniable value for all stakeholders. The advisor has strong stamina, is able to work under high pressure and is a champion in all-nighters.

Categories for Legal Advisors (granted to a person)

13. Best M&A Lawyer and 14. Best M&A Lawyer Midmarket

The Best M&A Lawyer as lead counsel gives advice during a number of large and complex deals and plays a determining role in closing these deals. He/she is a lawyer who excels in project management, has tactical insight, experience in managing large (international) teams and maintains excellence in soft skills. Knowledge and expertise are crucial: not only of company law, but also of the financial aspects and developments in the industry. Deals in the midmarket segment are not necessarily less complex than the large deals, on the contrary. Relations with clients are very important. The Best M&A Lawyer Midmarket keeps the overview, has extensive deal experience and has the soft skills to successfully close the deal.

15. Best Banking and Finance lawyer

The Best Banking and Finance lawyer understands the legal implications of corporate finance. In addition to having excellent legal knowledge the best banking lawyer is pragmatic, efficient and able to formulate straightforward advice. A banking lawyer should be able to adapt fast to the changing banking environment and have experience with complex funding instruments. Characteristics are: excellent lawyer, teamplayer, commercial and efficient.

16. Best Equity Capital Markets Lawyer

The Best Equity Capital Markets Lawyer is a lawyer who is involved in the large and complex capital market deals. He or she has the right knowledge of the business law and the capital markets to draw up the guarantees and agreements in the proper legal form to make a success of the cooperation between companies, banks and investors during capital market transactions such as IPOs.

Categories for finance providers (granted to a person)

17. Best Limited Partner

The Best Limited Partner is an investment manager at an institutional investor with the vision, knowledge and the network to select the right private equity funds to invest in. This way, the investment manager creates optimal and sustainable returns.

18. Best Private Equity Manager and 19. Best Private Equity Manager Midmarket

The Best Private Equity Manager is a partner of the organisation. He or she optimizes the growth of companies and adds value to all stakeholders involved. The Best Private Equity Manager has a strong network amongst institutional investors and family offices for fundraising. He or she receives the best ideas from corporate finance advisors and knows exactly which companies need funding.

20. Best Investment Manager Family Office

The Best Investment Manager Family Office is an investment manager at a family office with the vision, knowledge and the network to make the right investments. He or she selects the best private equity funds and chooses the best companies for direct holdings. This way, the Investment Manager Family Office creates optimal and sustainable returns for the prosperous family.

21. Best Venture Capital Manager

The Best Venture Capital Manager selects the best entrepreneurs and helps companies to grow with knowledge, network and capital. The Best Venture Capital Manager has a track record of successful investments. He or she is often associated with family offices or angel investors and raises millions for the growth of talented entrepreneurs. The venture capital manager realizes superior returns for investors, entrepreneurs and management.

22. Best Acquisition Finance Banker

The Best Acquisition Finance Banker looks ahead, anticipates, knows what the 'appetite' in the market is and knows how to price a deal on the right terms. Features include: a dedicated banker, product technically very competent, a networker, strong initiating/origination skills to win a deal and all-round knowledge to lead the implementation. In addition, there should be a good balance between the interests of the client and that of the bank.

Categories corporate dealmakers (granted to a person)

23. Best M&A Director

The Best M&A Director is a strong strategical thinker and an internal process coordinator. He/she has excellent knowledge of the industry, keeps an eye on opportunities and is immune to 'deal fever'. The M&A director brings out the best in his advisors. The Best M&A director is involved in one or multiple prestigious deals.

24. Best General Counsel

The Best General Counsel is a strategic process manager who tightly manages his/her team and the external legal advisors, from due diligence to signing. He/she knows the best lawyers and purchases legal advice at a competitive price. He/she makes sure to always have all legal information available, so the company is always one step ahead in the readmission negotiations. The Best General Counsel strongly focusses on risks and legal pitfalls. He or she is an expert in compliance, litigation and project management.

25. Best Buy Out Manager

Courage and perseverance are demanded when moving from manager to owner with a management buy-out. Timing is essential. We can speak of a successful, excellent performing buy-out manager when there is a demonstrable and substantial recovery or growth of the enterprise; growth in profitability, continuity and in value. A good buy-out manager sells his or her ideas well and represents the interests of all stakeholders. He or she proves that the enterprise will generate more value in a stand-alone-scenario than as part of a bigger company.

Categories other (granted to a person)

26. Best Young Talent

The Best Young Talent is a talented young M&A, corporate finance or private equity professional (to 35 years) who makes a strong contribution to the team, reacts quickly and cooperates well with the senior M&A professionals. He/she is eager to learn, is driven by talent and ambition, delivers superior performance and is regarded as a talent in the field by his or her colleagues.

27. Best M&A Tax Advisor

The Best M&A Tax Advisor cooperates with investors, lawyers, accountants, corporate finance departments and banks. He/she knows the latest changes of the tax system. The title Best M&A Tax Advisor is therefore meant for the tax professional who has excellent tax expertise and is fully informed of the legal, commercial and financial aspects of the transaction. The Best M&A Advisor presents his or her advice in comprehensible language. The best tax advisor saves millions for his or her clients.

28. Best PR Consultant

A good PR consultant creates support amongst all stakeholders. This is essential for a successful transaction. Communication with stakeholders forms an important part of the reputation of the organisation and is essential for a successful M&A deal. The Best PR consultant is in control of the representation in the media, amongst analysts and investors.

Categories for Firms:

29. Best Dutch M&A House

The Best Dutch M&A House ranks high in the MenA.nl league tables. The financial advisor has been involved in multiple deals of more than 100 million euros. The Best Dutch M&A House has a consistent team, looks ahead, anticipates, understands where the appetite in the market lies, has strong cross border abilities and knows how to negotiate a deal. Furthermore the balance between the interests of the client and those of the bank needs to be right.

30. Best Dutch Advisory Boutique

The Best Dutch Advisory Boutique is a small (<100 employees) and independent advisory firm and distinguishes among others by not providing debt for deals. The Best Dutch Advisory Boutique looks ahead, anticipates and understands where the appetite in the market lies. It often has a strong focus on a specific sector and/or practice area. It offers the same (or even better) quality of advice as the larger M&A houses and has a direct relationship with the client.

31. Best Dutch M&A Law Firm

The Best Dutch Law Firm ranks high in the MenA.nl league tables. The Best Dutch M&A Law Firm has advised multiple deals of more than 100 million euros. It has a consistent team, looks ahead, anticipates, understands where the appetite in the market lies, has strong cross border abilities and knows how to negotiate a deal. Furthermore the balance between the interests of the client and those of the firm needs to be right. It has a track record of complex and cross border transactions.

32. Best Dutch Law Boutique M&A

The Best Dutch Law Boutique M&A has advised multiple deals. It has shown to meet the needs of their clients by offering the same and even better quality of advice as the larger law firms. The partners and juniors of the best law boutique are very outward looking, focusing on clients only. Lawyers of a boutique go back to the core of their profession, ambition and personal skills, and create value by delivering specialized advice based on experience.

Framework

- 1) Annually, the organisation draws up a list of approximately 250 leading companies in M&A, corporate finance and/or private equity. Experts working in these companies as well as corporate M&A professionals are invited to take part in the M&A Awards survey to nominate professionals, deals and companies.
- 2) In the month of October, the organisation conducts the M&A Awards survey. Experts are granted free access to the M&A Database (www.mena.nl) to lookup deals and dealmakers.
- 3) The determination of the nominees and the winners of the M&A Awards is supervised by a civil law notary.
- 4) The M&A Awards are evaluated annually. Subjects of evaluation are amongst others the experts, the regulations and the categories.

Determination nominees and winners

1. The organisation verifies if all votes and nominations meet the requirements as stipulated in these regulations. The organisation also verifies if all pitches in the categories Best Young Talent and Best Small Cap Deal are of a high standard. If needed, votes, nominations and pitches are declared invalid.
2. If the organisation decides that a category has not received enough votes, the organisation will cancel the category.
3. In all categories, except the categories Best Small Cap Deal and Best Young Talent, the nominees and winners are determined by the number of votes of the experts.
4. Votes of experts who work for the ten largest Dutch dealmakers (legal advisors and M&A advisors), sorted by value and amount of deals according to the MenA.nl league tables and votes cast by M&A directors, Private Equity managers, CFOs and general counsel, are counted twice.
5. In the categories Best M&A Lawyer, Best M&A Advisor, Best Transaction Support Advisor, Best Dutch M&A Law Firm and Best Dutch M&A House the score is a combination of the number of votes from experts and the company's or professional's position in the league tables of MenA.nl. Each weighing 50%. With regards to the league tables the number of deals on the one hand and the value of the deals on the other hand are taken into account. *For example: M&A Advisor X has received the most votes from experts and holds position 1 based on the number of votes. The score is $10 - 1 = 9$. He holds position 1 in the league tables based on numbers and position 3 based on value. His score in the league tables is $((10 - 1) + (10 - 3)) * 0.5 = 8$. His total score amounts to $(9 + 8) * 0.5 = 8.5$.*
6. In the categories Best M&A Lawyer Midmarket, Best M&A Advisor Midmarket and Best Transaction Support Advisor Midmarket the score is a combination of the number of votes from experts and the professional's position in the league tables of MenA.nl. Each weighing 50%. With regards to the league tables only the number of deals is taken into account. *For example: M&A Advisor X has received the most votes from experts and holds position 1 based on the number of votes. The score is $10 - 1 = 9$. He holds position 1 in the league tables based on numbers. His score in the league tables is $(10 - 1) = 9$. His total score amounts to $(9 + 9) * 0.5 = 9$.*
7. If multiple persons, deals and/or companies receive the same amount of votes, the organisation decides who to nominate and/ or who will win.
8. The winners in the categories Best Small Cap Deal and Best Young Talent are chosen based on the submitted pitch forms. Every pitch receives a score from the editorial office of MenA.nl. The score is determined for 50% by the votes of the visitors of MenA.nl and for 50% by the rating of the organisation. The submitted pitches are published on MenA.nl.

Regulations for experts

1. The judgement of only one expert per company will be taken into account in the survey, unless it is a large company which offers multiple disciplines and services, such as acquisition advice, transaction support, tax advice and/or debt advisory.
2. If multiple experts in the same discipline and from the same company participate in the survey, only the rating of the expert with the most completed questionnaire will be taken into account. If two experts have filled in the questionnaire equally, only the rating of the most senior expert will be taken into account.
3. An expert is allowed to nominate multiple professionals or deals in one category.
4. If experts vote for themselves, those votes are invalid. Experts may vote for a colleague.
5. In case an expert casts a vote in a category for professionals and he/she only mentions the name of a company, the vote will be given to the professional of that company who has the most votes.
6. An expert is not allowed to nominate a professional or deal or firm in multiple categories. In this case the vote in the category with the fewest votes is cancelled.

Regulations for nominations

1. Deals must at least have one Dutch component. The buyer, seller, target, advisor and/or financier must be Dutch. Deals need to be announced or closed between 1 November 2016 and 1 November 2017. A deal can only be nominated for the M&A Awards once.
2. Professionals must have been actively involved in prestigious deals between 1 November 2016 and 1 November 2017. Foreign professionals can also be nominated, on condition that they are active in the Dutch market.
3. A deal and/or professional and/or firm cannot be nominated in multiple categories. In that case the nomination in the category with the most votes will count and the nomination in the other category will be cancelled. The votes will not be lost, but will be added to the score of this deal/professional/firm.
4. The pitch forms for the categories M&A Awards Best Small Cap Deal and Best Young Talent must contain a minimum of 500 and a maximum of 1500 words. The pitch forms must be submitted via www.overnames.nl. Only forms received before 1 November 2017 24:00 hours are valid. By submitting the form, the organisation is given permission to publish the pitch forms on, amongst others, MenA.nl.

Announcement of the results

1. Nominees receive a confirmation of their nomination by e-mail, via a statement on several websites such as Overnames.nl, MenA.nl and FM.nl, as well as via media such as the Dutch FD newspaper, M&A Magazine and CFO Magazine.
2. A description is made of nominated deals, companies and professionals. This description will be used in various publications. Nominees are asked to submit the requested information with regards to the deal (particulars, size, etc.). These descriptions will be revised and then published on MenA.nl. If the organisation does not receive a description, it will draft up a text at its sole discretion.
3. All nominees and winners receive a media kit containing the logo of the M&A Awards, which they can use in their communication.

Voters

Professional experts

Managing directors and senior partners (experts in M&A, corporate finance and / or private equity) of the companies below vote for the M&A Awards. Also M&A Directors , CFOs and General Counsel of the largest (often listed) Dutch companies with M&A in their portfolio receive the voting questionnaire.

1. 3i
2. 5Square
3. AAC Capital Partners
4. ABN AMRO - M&A Advisory
5. ABN AMRO - ECM
6. ABN AMRO - Acquisition Finance
7. ABN AMRO - Escrow & Settlement
8. ABN AMRO Participaties
9. Accuracy
10. Active Capital
11. Advent International
12. AKD Advocaten & Notarissen - Notarissen
13. AKD Advocaten & Notarissen - Banking & Finance
14. AKD Advocaten & Notarissen - M&A
15. AKD Advocaten & Notarissen - Tax
16. Alantra
17. Allen & Overy - Banking & Finance
18. Allen & Overy - ECM
19. Allen & Overy - M&A
20. Allen & Overy - Tax
21. AlpInvest Partners
22. Alvarez & Marsal
23. Antea Participaties
24. Ansarada
25. AON
26. Apax Partners
27. Aperghis & Co
28. Atlas Fiscalisten
29. Auxilium Capital
30. Avaxa
31. Avedon Capital Partners
32. Baker & McKenzie - Banking & Finance
33. Baker & McKenzie - ECM
34. Baker & McKenzie - M&A
35. Baker & McKenzie - Tax
36. Baker Tilly Berk
37. Bank of America Merrill Lynch
38. Banning Advocaten
39. Barclays Capital
40. BarentsKrans - M&A

41. BarentsKrans - Banking & Finance
42. BB Capital
43. BDO - M&A Advisory
44. BDO - Transaction Services
45. BDO - Debt Advisory
46. BDO - Tax Advisory
47. Bencis Capital Partners
48. Biesheuvel Jansen advocaten
49. BNP Paribas - M&A
50. BNP Paribas - ECM
51. Dentons Boekel
52. Boer & Croon Corporate Finance
53. Boston Consulting Group
54. Capitalmind
55. Chestnut Advisors
56. Cinven
57. Citigate First Financial
58. Citigroup
59. CitySavvy
60. Clifford Chance - Banking & Finance
61. Clifford Chance - ECM
62. Clifford Chance - M&A
63. Clifford Chance - Tax
64. CMS - Tax
65. CMS - M&A
66. CMS - Tax
67. CMS - Banking & Finance
68. Common Wealth
69. Convent Capital
70. CORP.
71. CorporateWise
72. Credit Suisse
73. CVC Capital Partners
74. Dasym Investment
75. DB&S
76. De Brauw Blackstone Westbroek - Banking & Finance
77. De Brauw Blackstone Westbroek - ECM
78. De Brauw Blackstone Westbroek - M&A
79. De Brauw Blackstone Westbroek - Tax
80. De Breij Evers Boon
81. De Hoge Dennen Capital
82. Deloitte - M&A Advisory
83. Deloitte - Transaction Services
84. Deloitte - Debt Advisory
85. Deloitte - Tax Advisory
86. Deloitte - Legal Advisory
87. Deutsche Bank - M&A Corporate Finance
88. Deutsche Bank - Acquisition Finance
89. Dijkstra Voermans
90. DLA Piper - Banking & Finance
91. DLA Piper - M&A

92. DLA Piper - Tax
93. DM Equity Partners
94. Dolfin Capital
95. Duff & Phelps
96. Dutch Mezzanine
97. Ecart Invest
98. Egeria
99. Emendo Capital
100. Endeit Capital
101. EQT
102. Eversheds - M&A
103. Eversheds - Banking & Finance
104. EY - M&A Advisory
105. EY - Transaction Services
106. EY - Debt Advisory
107. EY - Tax Advisory
108. F. van Lanschot Bankiers
109. Florin Finance
110. Foreman Capital
111. Freshfields Bruckhaus Deringer - Banking & Finance
112. Freshfields Bruckhaus Deringer - ECM
113. Freshfields Bruckhaus Deringer - M&A
114. Freshfields Bruckhaus Deringer - Tax
115. Gilde Buyout Partners
116. Gilde Equity Management
117. Gilde Healthcare
118. GIMV
119. Goldman Sachs
120. Grant Thornton - M&A
121. Greenfield Capital Partners
122. H2 Equity Partners
123. HAL Investments
124. Hartenlust Group
125. HB Capital
126. Hemmingway Corporate Finance
127. Henq
128. HG Capital
129. Hill+Knowlton Strategies
130. Hogan Lovells Amsterdam
131. HVG Law
132. Oaklins Netherlands - M&A Advisory
133. Oaklins Netherlands - Transaction Services
134. Oaklins Netherlands - Debt Advisory
135. Oaklins Netherlands - ECM Advisory
136. Haagstate Advocaten
137. Holland Private Equity
138. Holland Van Gijzen
139. Holland Venture
140. Houthoff Buruma - Banking & Finance
141. Houthoff Buruma - ECM
142. Houthoff Buruma - M&A

143. Houthoff Buruma - Tax
144. HPE Growth
145. Iepenstaete
146. IK Investment Partners
147. Improved Corporate Finance
148. Independent Capital Partners
149. ING - M&A / Corporate Finance
150. ING - ECM Advisory
151. ING - Debt Advisory
152. InKef Capital
153. Investec
154. JBR - Corporate Finance
155. J.P.Morgan
156. JanssenBroekhuysen advocaten
157. Jones Day - Banking & Finance
158. Jones Day - M&A
159. Jones Day - Tax
160. JSA Tax Consultancy
161. Karmijn Kapitaal
162. Keen Venture Partners
163. Kempen & Co
164. KKR
165. KPMG - M&A Advisory
166. KPMG - Transaction Services
167. KPMG - Debt Advisory
168. Meijburg & Co Belastingadviseurs
169. KröllerBoom
170. Lazard
171. Legadex
172. Leonardo & Co. (in association with Houlihan Lokey)
173. Levine Leichtman Capital Partners
174. Lexence - M&A
175. Life Sciences Partners (LSP)
176. Lincoln International
177. Linklaters - Banking & Finance
178. Linklaters - ECM
179. Linklaters - M&A
180. Linklaters - Tax
181. Lion Capital
182. Loyens & Loeff - Banking & Finance
183. Loyens & Loeff - M&A
184. Loyens & Loeff Tax
185. LSP (Life Science Partners)
186. Luminous
187. Mahler Corporate Finance
188. Main Capital Partners
189. Mazars Financial Advisory Services
190. MBCF
191. Mentha Capital
192. Montagu
193. Morgan Stanley

194. NautaDutilh - ECM
195. NautaDutilh - Banking & Finance
196. NautaDutilh - M&A
197. NautaDutilh - Tax
198. Newion Investments
199. NIBC Bank
200. Nielen Schuman - M&A
201. Nielen Schuman - Debt Advisory
202. Nimbus
203. Nomura Nederland
204. NoorderHuys Participaties
205. Nordian Capital Partners
206. Norton Rose Fulbright - M&A
207. Norton Rose Fulbright - Tax
208. NPM Capital
209. O2 Capital
210. Oyens & Van Eeghen
211. Parcom Capital
212. Permira
213. PhiDelphi Corporate Finance
214. Ploum Lodder Princen
215. Prime Ventures
216. PwC - M&A Advisory
217. PwC - Transaction Services
218. PwC - Debt Advisory
219. PwC - Tax Advisory
220. PwC - Legal Advisory
221. QAT Investments
222. Quore Capital
223. Rabobank - M&A Corporate Finance
224. Rabobank - ECM
225. Rabobank - Acquisition Finance
226. Rabobank Participaties
227. Reggeborgh
228. Rothschild
229. RSM - M&A Advisory
230. RSM - Transaction Services
231. RSM - Debt Advisory
232. RSM - Tax Advisory
233. Sequoia
234. Simmons & Simmons - Banking & Finance
235. Simmons & Simmons - Tax
236. Simmons & Simmons - M&A
237. Simmons & Simmons - ECM
238. SINCERIUS Transaction Services
239. Smile Invest
240. Stampa Communications
241. Standard Investment
242. STEK
243. Stibbe - Banking & Finance
244. Stibbe - Tax

245. Stibbe - ECM
246. Stibbe - M&A
247. Synergia Capital Partners
248. Taxand
249. TaylorWessing - Banking & Finance
250. TaylorWessing - Tax
251. TaylorWessing - M&A
252. TC & Partners
253. The Carlyle Group
254. TIIN Capital
255. TorqX Capital
256. TPG Capital
257. Van Campen Liem
258. Van den Ende & Deitmers
259. Van Doorne - Banking & Finance
260. Van Doorne - Tax
261. Van Doorne - M&A
262. Van Doorne - ECM
263. Van Oers Corporate Finance
264. Varova Investments
265. Victus participations
266. Vondel Finance
267. Vriman – Vriesendorp Mees Ankum
268. Waterland Private Equity
269. William Blair
270. Wintertaling

Corporate experts

M&A Directors, CFOs and General Counsel of the following largest (often listed) Dutch companies with M&A, Corporate Finance and legal in their portfolio working at the following companies will vote for the M&A Awards:

1. Aalberts
2. ABN AMRO
3. Aegon
4. Ahold Delhaize
5. AkzoNobel
6. Alliander
7. AMG
8. Aperam
9. Arcadis
10. ASMI
11. ASML
12. Avantium
13. BAM Groep
14. Binck
15. Blokker
16. Boskalis
17. Brunel
18. Crucell
19. Delta Energie

20. DSM
21. Endemol
22. Eneco
23. Enexis
24. Eureka
25. Eyeworks
26. Flow Traders
27. Fugro
28. Gasunie
29. GrandVision
30. Heijmans
31. Heineken
32. Hema
33. Hes Beheer
34. IMCD
35. ING
36. J.A. Benckiser (JAB)
37. Jumbo
38. Kema
39. Kiadis Pharma
40. Kiwa
41. Klépierre
42. KPN
43. Leaseplan
44. Logica
45. Lucas Bols
46. Corbion
47. Mediq
48. Nederlandse Gasunie
49. NN Group
50. NS
51. Nuon
52. Nutreco
53. NXP
54. Océ
55. Orangefield Group
56. Ordina
57. De Persgroep
58. Pharming
59. Philips
60. Pon Holdings
61. PostNL
62. Provimi Holding
63. Rabobank Corporate Development
64. Randstad
65. Refresco Gerber
66. Relx Group
67. Royal FrieslandCampina
68. RTL
69. SBM Offshore
70. Schiphol Group

71. Shell
72. SHV Holdings
73. SNS Reaal
74. Stork
75. Talpa
76. Takeaway
77. Telegraaf Media Groep
78. TenCate
79. TenneT
80. TNT Express
81. TomTom
82. Unibail Rodamco
83. Unilever
84. Unit4
85. USG
86. VolkersWessels
87. Vopak
88. Wavin
89. Wessanen
90. Wolters Kluwer
91. Ziggo

Do you have any suggestions about who is missing or may not belong in the lists? Let us know: Ezri Joy Blaauw, eblaauw@alexvangroningen.nl , tel 06 46 384782.

Winners 2016 -2000

Professionals and deals. Exemplifying excellence in M&A, corporate finance and private equity.

- **Best Deal:** Qualcomm - NXO (2016), Ahold - Delhaize (2015), Ziggo - Liberty Global (2014), JAB - D.E. Master Blenders (2013), ASML - Intel, Samsung, TSMC (2012), 3i - Action (2011), Bencis - Catalpa (2010), Jumbo Supermarkten - Super de Boer (2009), Nederlandse Staat - Fortis (2008), AkzoNobel - ICI (2007), F. van Lanschot bankiers - Kempen & Co (2006), ABN AMRO - Antonveneta (2005), Heineken - BBAG (2003), Aalberts Industries - Yorkshire Fittings (2002), Buhrmann - Samas Groep Office Division (2001), Numico - Rexall Sundown (2000)
- **Best Deal Midmarket:** Parcom Capital - Simpel (2016), Egeria - Imtech Traffic & Infra (2015), Flamco - Aalberts Industries (2014), IK Investment Partners - Ampelmann (2013), AAC Capital Partners - Salad Signature (2012), NPM & Management - Kiwa (2011)
- **Best ECM Deal:** Takeaway.com (2016), Grandvision (2015), IMCD IPO (2014)
- **Best Small Cap Deal:** Orange - Login Consultants (2016), Scheybeeck Investments - S-P-S (2015), Salarisprofs - Manpower (2014)
- **Best Buy Out Manager:** René Moos, Basic-Fit (2016), David de Buck, CEO Intertrust (2015), José Duarte - UNIT4 (2014), Jan van der Tempel - Ampelmann (2013), Erik Bras, Salad Signature (2012), Matthijs van der Lely, Selexyz (2010), Daniël Ropers, Bol.com (2009), Maria van der Sluijs-Plantz, TMF (2008), Ronald van Zetten, HEMA (2007), Huub van Doorne, Lucas Bols (2006), Marc Staal, Borstlap (2005), Ed Hamming, Vendex-KBB (2004), Theo Willemsen, Raet (2003)
- **Best M&A Advisor:** Bastiaan Vaandrager - Rothschild (2016, 2013, 2010), Maurits Duynstee, ING (2015, 2012, 2009), Hugo Peek - ABN AMRO (2014), Rob Oudman, Leonardo & Co (2011), Wouter Han, Lazard (2008), Rob Oudman, BNP Paribas (2007), Bob Elfring, Lehman Brothers (2006), Maarten Wolleswinkel, Holland Corporate Finance (2005), Paul Nielen, Nielen van Schaik (2004)
- **Best M&A Advisor Midmarket:** Eric Wijs, Lincoln International (2016), Robert Specken, ING Bank (2015), Jorn van Etten - ABN AMRO (2014), Onno Sloterdijk, KPMG (2013, 2012, 2009, 2008, 2007), Rob van der Laan, Boer & Croon (2011), Maarten Wolleswinkel, Holland Corporate Finance (2010), Yme van der Wal, Phidelpi (2006)
- **Best M&A Lawyer:** Arne Grimme, De Brauw Blackstone Westbroek (2016, 2015, 2014, 2013), Jan Louis Burggraaf, Allen & Overy (2012, 2011, 2010, 2009, 2007, 2006, 2005 and 2004), Karine Kodde, Allen & Overy (2008)
- **Best M&A Lawyer Midmarket:** Luc Habets, Lexence (2016), Karine Kodde, Allen & Overy (2015), Herman Kaemingk, Loyens & Loeff (2014, 2013, 2012, 2011, 2010, 2009, 2007, 2006), Femke Bierman, Allen & Overy (2008)
- **Best Private Equity Manager:** Pieter de Jong, 3i (2016, 2015), Bram Grimmelt - Advent International (2014), Hugo van Berckel, CVC Capital Partners (2013, 2012, 2011, 2010, 2007), Lex Douze, Waterland Private Equity (2009), Joost Verbeek, Rabo Private Equity (2008), Rob Thielen, Waterland (2006), Boudewijn Molenaar, Gilde (2005), Alexander van Wassenaer, AlpInvest (2004)
- **Best Private Equity Manager Midmarket:** Bas Glas, Gilde Equity Management (2016), Perry Bos - Nordian Capital Partners (2015, 2014), Remko Hilhorst - IK

Investment Partners (2013), Zoran van Gessel, Bencis Capital Partners (2012, 2010 and 2008), Bob Kramer, ABN AMRO Participaties (2011), Menno van der Meer, Bencis Capital Partners (2009), Gerhard Nordemann, Gilde Investment Management (2007)

- **Best Limited Partner:** Eric-Jan Vink, PGGM (2016), Ruulke Bagijn, PGGM (2015), Eric-Jan Vink, PGGM (2014)
- **Best Investment Manager Family Office:** Stef Koning, HB Capital (2016), Jaap van Wiechen, HAL Investments (2015), Stef Koning – HB Capital Partners (2014)
- **Best Venture Capital Manager:** Sake Bosch, Prime Ventures (2016, 2015, 2014, 2013, 2012 and 2011)
- **Best Acquisition Finance Banker:** Laetitia Thate, ING Bank (2016), Laetitia Thate, ING Bank (2015), Marin Boon, Rabobank (2014, 2013, 2012, 2011), Diederik Kolfshoten, Deutsche Bank (2010), Mark Milders, ING (2009), Riëlla van de Vondervoort, Bank of Scotland (2008, 2007), Erwin de Jong, ABN AMRO (2006, 2004)
- **Best Acquisition Finance Banker Midmarket:** Twan Geurts, Rabobank (2008 and 2007), Alexander Olgers, F. van Lanschot Bankiers (2006)
- **Best Debt Advisor:** Daan Bouwman, Nielen Schuman (2016), Daan Bouwman, Nielen Schuman (2015, 2014, 2013 and 2012), Paul Nielen, Nielen Schuman (2011), Robert Schuman, Nielen Schuman (2010)
- **Best M&A Director:** Stewart McCrone, Philips (2016), Marc Koster - Heineken (2015, 2014), Ivo Lurvink, ING Groep (2013 and 2012), James Nolan, Philips (2011)
- **Best M&A Tax Advisor:** Rowdy Schouten, JSA Tax (2016, 2015), Rowdy Schouten, JSA Tax (2014, 2013, 2011), Oscar Janssen, JSA Tax (2012), Arthur Goedkoop, Deloitte (2010), Guido Derckx, Loyens & Loeff (2009, 2004), Remko Franssen, Deloitte (2008), Oscar Kinders, PwC (2007 and 2006), Olaf van er Donk, Allen & Overy (2005)
- **Best Post Merger Integration Advisor:** Harold de Bruijn - KPMG (2014), Jasper Knol Bruins, Deloitte (2013 and 2012)
- **Best PR Consultant:** Frans van der Grint, Hill+Knowlton (2016, 2015, 2014, 2013, 2012), Ingo Heijnen, Hill & Knowlton (2011, 2010), José Tijssen, Citigate First Financial (2009, 2008)
- **Best Restructuring Advisor:** Stefaan Vansteenkiste, Alvarez & Marsal (2016), Peter Wolterman - PwC (2015, 2014, 2013)
- **Best Transaction Support Advisor Midmarket:** Remco van Daal, PwC (2016), Arnoud Oltmans – Deloitte (2015, 2014), Niek Kolkman - KPMG (2013)
- **Best Transaction Support Advisor:** Ad Veken, Deloitte (2016, 2015, 2014, 2010, 2008), Ewald van Hamersveld, KPMG (2013, 2012 and 2011), Maurice Dercks, Deloitte (2009), Cornelis Smaal, PwC (2007), Peter van Mierlo, PwC (2006, 2005)
- **Best Valuator:** Wim Holterman, PwC (2016, 2015, 2014, 2012, 2011, 2010), Jeroen Weimer, KPMG (2013 and 2008), Henk Oosterhout, Duff & Phelps (2009)
- **Best Equity Capital Markets Banker:** Chris van Schuppen, ABN AMRO (2016, 2015), Willem-Jan Meijer, ING (2014)
- **Best Equity Capital Markets Lawyer:** Pieter Schütte, Stibbe (2016, 2015), Jan Willem Hoevers, De Brauw Blackstone Westbroek (2014)
- **Best Banking and Finance Lawyer:** Femke Bierman, Allen & Overy (2016, 2015)
- **Best General Counsel:** Corneel Ryde, Intertrust Group (2016, 2015), Jan Pieter Witsen Elias, Ziggo (2014)

- **Best Young Talent:** Peter de Kluijver, Rabobank (2016), Sabine Schoute, Loyens & Loeff (2015), Remco Goes, Deloitte (2014), Laura de Jong, AKD (2013)
- **Best M&A House Dutch Market:** ING Bank (2016 and 2015)
- **Best Dutch M&A Boutique:** Nielen Schuman (2016), Leonardo & Co (2015)
- **Best Dutch M&A Law Firm:** Allen & Overy (2016), De Brauw Blackstone Westbroek (2015)
- **Best Dutch M&A Law Boutique:** Vriman (2016), De Breij Evers Boon (2015)