

## Representative Legal Matters

Tim Gee

### Consumer

- Unilever on (a) acquisitions in the build out of its Prestige division, as part of its drive up the value chain and into e-commerce distribution channels; (b) brand disposals, as part of the successful management of its portfolio to concentrate on fewer, bigger brands; and (c) on entry into complex new markets, such as its recent investment into Myanmar.
- LVMH on its takeover of the Belmond Group for an EV of USD 3.2 billion, strengthening LVMH's position in the luxury hospitality sector.
- Oriflame Cosmetics on its listing in London, a private placement to fund the development of its new markets business, the reverse takeover of the company and subsequent sell down of an interest to private equity.
- Carlsberg on its overseas investment strategy, including the USD 1.2 billion takeover offer for Baltika in Russia and its on-going investment in Habeco in Vietnam.
- BAT on the expansion of its business into new markets, including Russia, Poland, Hungary and, most recently, in Bulgaria through the acquisition of Bulgartabac.
- Pepsi on its growth strategy in its snacks business, including the acquisition of Walkers Crisps in the UK and Chipsy in Egypt.
- Nike on the GBP 280 million takeover of Umbro plc.
- Armani on its buy-out from the Ong family of their interest in the Armani Exchange brand, so as to bring control of the brand back into the Armani Group.
- Kuoni on its USD 720 million acquisition of Gulliver's Travel Associates.

### Industrials

- LafargeHolcim on the post-merger rationalisation of its investment portfolio, including the sale of its 65% stake in LafargeHolcim Vietnam to Siam City Cement (EV CHF 564 million), the sale of a 54.3% controlling stake in its listed affiliate in Chile, Cemento Polpaico (EV CHF 270 million), the sale of Holcim Lanka (EV CHF 400 million), the sale of its 80.6% interest in PT Holcim Indonesia (EV CHF 1.75 billion), and the disposal of its interests in two businesses in Turkey.
- FedEx on the strategy for the development of its European express business, through the intervention to disrupt UPS' takeover offer for TNT Express and then leading FedEx's successful follow on USD 4.8 billion takeover offer for TNT Express.
- BP on the USD 1 billion acquisition of Solvay's 50% interest in the BP / Solvay worldwide HDPE joint ventures and the subsequent split out of USD 12 billion of assets from the wider business to form the Innovene business acquired by Ineos.
- Rio Tinto on its joint venture with BP to form Hydrogen Energy International, formed to develop decarbonised energy projects around the world.
- Cargill on its two largest transactions to date, its USD 2.1 billion acquisition of global animal

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feed business, Provemi, from Permira and its USD 1.35 billion acquisition of global fish food provider, EWOS, from Bain Capital and Altor.

- EQT on the restructuring of EUR 965 million of senior and second lien debt and follow on reinvestment to reacquire control of leading bathroom furniture manufacturer, Sanitec.
- Macquarie European Infrastructure Plc on its USD 800 million acquisition of toll road operator, Cintra, and associated USD 850 million Australian and international equity capital raising: Macquarie Bank Limited and the other members of its consortium in its GBP 1.5 billion hostile leveraged takeover offer for London Stock Exchange plc.