



Deal Analytics & Technology

Board Level Insights



July 2021

The Purpose

Uncertainty is a major challenge that senior leadership has to face on a day-to-day basis, not only due to the current COVID-19 pandemic, but also increasingly complex processes and higher speeds of information. A proven measure to reduce uncertainty is data and information gathering. However, even companies with significant data at their disposal are struggling to derive suitable business actions.

With Board Level Insights, PwC translates crucial information into data-driven insights, enabling leadership to make meaningful business decisions.

The Approach

PwC combines meaningful internal and external data sources with PwC’s industry and market expertise into one solution called Board Level Insights.

Home page
Click at the icons available for detailed analysis

Public situation	Macroeconomic environment	Individual business analysis
<p>COVID-19</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  General statistics </div> <div style="text-align: center;">  Geographical analysis </div> </div> <p>Demographics</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Age </div> <div style="text-align: center;">  Hospitals </div> </div> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Doctors & health workers </div> <div style="text-align: center;">  </div> </div>	<p>Macro KPIs</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  GDP </div> <div style="text-align: center;">  Stock market </div> <div style="text-align: center;">  Labour market industry </div> </div> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Bankruptcies </div> <div style="text-align: center;">  Government support </div> <div style="text-align: center;">  Labour market Federal State </div> </div> <p>Trend Indicators</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Sentiments </div> <div style="text-align: center;">  Transportation index </div> <div style="text-align: center;">  Airline flights </div> </div> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Car Market </div> <div style="text-align: center;">  Construction </div> <div style="text-align: center;">  Electricity use </div> </div> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Handicraft </div> <div style="text-align: center;">  Technology </div> <div style="text-align: center;">  M&A market </div> </div>	<p>Sales</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Sales by region </div> <div style="text-align: center;">  Product group </div> <div style="text-align: center;">  Customer </div> </div> <p>Supply Chain</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Supplier scoring </div> <div style="text-align: center;">  Production facilities </div> <div style="text-align: center;">  After-market </div> </div> <p>Financials</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  P&L </div> <div style="text-align: center;">  Working Capital </div> <div style="text-align: center;">  Balance Sheet </div> </div> <p>Other</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  HR analytics </div> <div style="text-align: center;">  </div> <div style="text-align: center;">  </div> </div>

The Dashboard on the previous page shows a sample Board Level Insights hub. The hub is customised to specific clients' and partners' needs. Each icon opens an individual use case designed to facilitate decision making in line with strategic priorities and concrete needs.

Global COVID-19

Global series Jan - Jun 2020

1 Select start date

Select end date

Select country

4 Overall cases

6,632,985
2,869,963
391,136

of confirmed cases # of recoveries # of deaths

as of 04/06/2020

COVID-19 accumulated cases

Status ■ Confirmed ■ Deaths ■ Recovered

COVID-19 deaths by country

© 2021 Mapbox © OpenStreetMap

Deaths 0 10,000

2 Disclaimer

General
Global COVID-19 dashboard shows the number of confirmed, recovered and death cases due to the COVID-19 outbreak. Breakdown is by country and date. This dashboard and the comments by PwC experts are not intended to serve as medical advice or guidance.

Data source
Data originates from COVID-19 Data Repository on GitHub by the Center for Systems Science and Engineering (CSSE) at Johns Hopkins University. This data set relies upon publicly available data from multiple sources that do not always agree. The completeness and correctness cannot be ensured.

3

"The number of cases has grown exponentially right after the outbreak but has flattened due to the lock-down. We observe that regions without suitable governmental actions are hit worse in terms of COVID-19 cases."

Dr. David Alich, Director, Advanced Analytics & Technology

Board Level Insights
Strictly private and confidential - Draft
Date: 30/06/2020

Legend:

1 Filter section

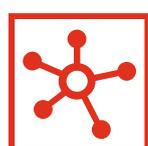
2 Disclaimers and additional information

3 PwC opinion

4 Content sections (based on **public data and PwC analysis**)

Board Level Insights is specifically tailored to the needs of private equity firms, corporate board members as well as senior leaders. From macroeconomic and industry specific trends to detailed financial and business figures including information about customers and competitors, Board Level Insights provides a general overview as well as deep insights to derive appropriate business actions and thereby serves as guidance to mitigate risks and steer through unforeseen situations.

Key benefits of Board Level Insights



Central, easily accessible hub for relevant information and PwC's point of view



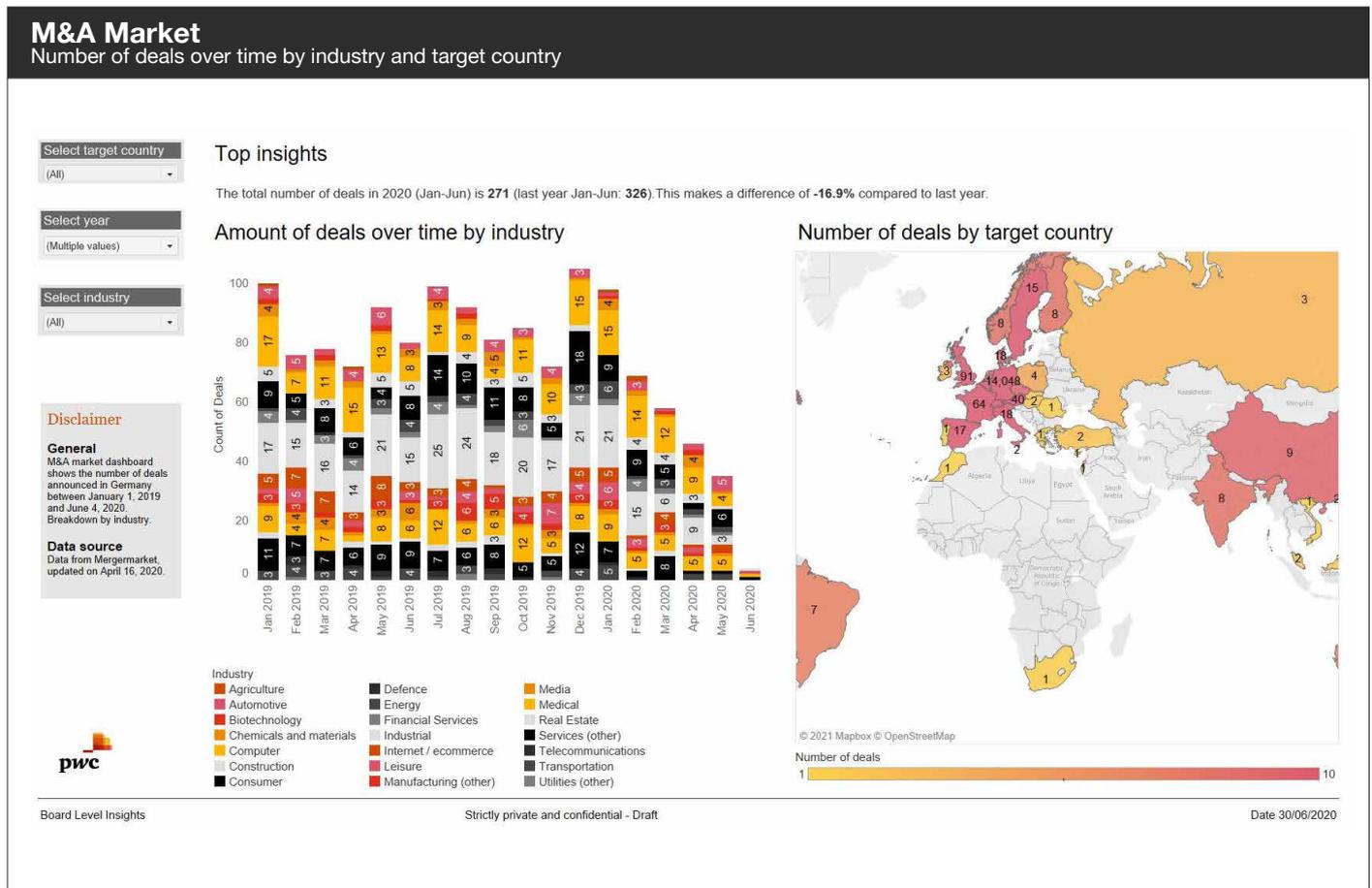
Rapid identification of trends and challenges



Deals speed

Exemplary Board Level Insights Use Cases

M&A Market Dashboard



Board Level Insights' M&A Market Dashboard leverages "Mergermarket" M&A intelligence. It is dynamically adjustable and provides information on the number of deals by industry. The integrated map provides a color-indexed overview of the geographic distribution of deals.

Market Sales Dashboard

Project Turbo - Market Sales (constant currency)

Show sales destinations figures by year and country

Select year

- LTM Jun 20
- 2019
- 2018
- 2017

External sales by market

China €924.9m	Germany €203.7m	France
	Hungary €185.8m	Spain €84.6m

PwC opinion

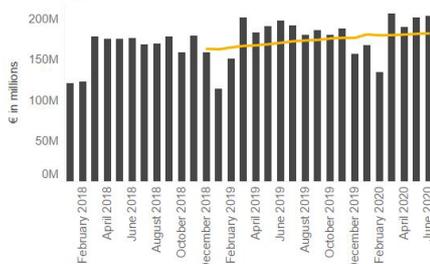
We observe a slight increase in market sales. Chinese market sales remain strong, accounting for over half of total sales. Certain regions in Europe such as Switzerland and Finland are growing strongly.

Disclaimer

General
Market sales dashboard shows sales destinations. Analyses range from the previous three years to the current position. Sales evolution is broken down by month and region.

Data source
Data from AAT anonymized data sets based on a recent deals project.

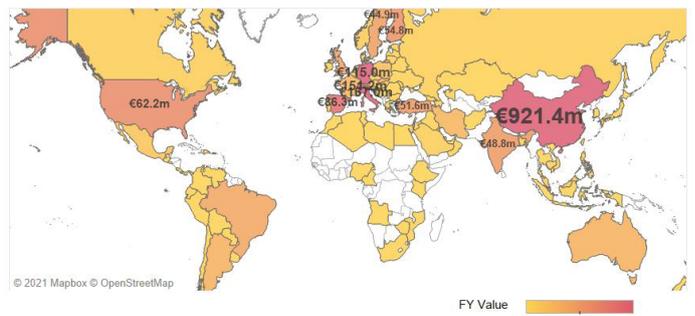
Monthly sales



Note: No monthly data available for FY17
Source: Management Information, PwC Analysis

Top 10 destinations

€ in millions	FY17	FY18	FY19	LTM	%FY17-18	%FY18-19	%FY19-LTM
China	959.2	921.4	878.2	945.2	(7.1)%	4.9%	4.1%
Italy	170.8	167.0	163.9	164.6	(0.4)%	1.9%	2.3%
Germany	118.3	115.0	100.2	95.6	4.8%	14.8%	2.9%
Spain	59.7	86.3	180.4	99.1	82.0%	(52.2)%	(30.8)%
Switzerland	176.1	151.2	31.8	36.3	(12.4)%	>100.0%	16.5%
Turkey	49.6	51.6	36.2	34.8	3.9%	42.7%	(3.9)%
Finland	59.6	54.8	51.5	47.5	8.5%	6.4%	8.8%
United States	63.6	62.2	58.4	15.7	>100.0%	6.5%	2.2%
India	52.8	48.8	44.1	34.2	29.2%	10.7%	8.2%
Sweden	44.4	44.9	44.9	39.7	13.0%	(0.1)%	(0.9)%
Other Markets	386.1	377.2	426.1	427.1	(2.3)%	13.0%	0.2%
Total Sales	1,898.7	1,966.7	2,129.2	2,181.3	3.6%	8.3%	2.4%



The company's sales by market are the focus of the Market Sales Dashboard. A map supports the identification of key market sales and corresponding trends. Additional visualisations support in understanding sales trends and deriving business actions. Typically, a PwC expert opinion is added, pointing out striking findings of the market sales analyses.

P&L Dashboard

Project Turbo - P&L (pro-forma adjusted)
Shows Profit and Loss for the periods FY17 - LTM20

Select country

- Group
- Group (constant currency)
- China
- China (local currency)
- China (constant currency)
- Germany
- Hungary
- France
- Spain

EUR in millions	FY17	FY18	FY19	LTM Jun 20	%17-18	%18-19	%19-LTM
Net Sales	1752.1	1681.1	1827.7	1833.0	4.1%	8.7%	0.3%
COGS	(1128.5)	(1043.3)	(1171.3)	(1169.8)	7.5%	12.3%	0.1%
Other COGS	(109.4)	(111.6)	(126.4)	(127.3)	1.9%	13.3%	0.7%
Gross Profit	514.2	526.2	530.0	535.9	2.3%	0.7%	1.1%
Selling and Distribution	(85.5)	(74.0)	(70.0)	(73.0)	13.4%	5.4%	4.3%
Research and Development	(25.3)	(24.4)	(17.8)	(15.3)	3.6%	27.1%	14.1%
General and Administration	(129.3)	(130.3)	(129.3)	(132.0)	0.7%	0.8%	2.1%
Other Income / Expenses	46.8	(7.2)	(7.1)	9.7	>100%	1.7%	>100%
Exchange gains and losses	0.3	6.1	3.7	2.3	>100%	38.6%	39.5%
Other Taxes	(8.0)	(8.7)	(8.0)	(8.2)	9.0%	7.8%	2.2%
Bank fees	(1.1)	(1.5)	(1.4)	(1.4)	33.0%	4.3%	2.0%
Pro-forma adj. EBITDA	312.1	286.2	300.2	318.0	8.3%	4.9%	5.9%
Depreciation tangible assets	11.1	(11.0)	(11.5)	(11.7)	5.9%	10.0%	4.7%

as % of net sales		%17-18	%18-19	%19-LTM
Gross profit	29.3%	31.3%	29.0%	29.2%
Selling and distribution	4.9%	4.4%	3.8%	4.0%
Research and Development	1.4%	1.5%	1.0%	0.8%
General and administration	7.4%	7.7%	7.1%	7.2%
Other income /expenses	2.7%	0.4%	0.4%	0.5%
Exchange gains and losses	0.0%	0.4%	0.2%	0.1%
Other taxes	0.5%	0.5%	0.4%	0.4%
Bank fees	0.1%	0.1%	0.1%	0.1%
Pro-forma adj. EBITDA	17.8%	17.0%	16.4%	17.4%

EBITDA (reported currency)

Please select an item in order to update the graph

Disclaimer

General
P&L dashboard shows analyses for Gross Profit and EBITDA from the 2 years to the current position. CAGR of EBITDA versus % of Net Sales is also displayed.

Data source
Data from AAT anonymized data sets based on a recent deals project.

Source: Management Information, PwC Analysis

Development by month

Board Level Insights

Strictly private and confidential - Draft

Date 30/06/2020

P&L Dashboard shows the entity’s P&L at hand and is flexibly adjustable to the market and granularity of interest. Bubble and stacked bar charts provide supporting overviews and essential insights, such as market developments over time. The key performance indicators and corresponding growth rates complement the analysis around the client’s P&L.

How are valuable insights that support decision making generated?

PwC Board Level Insights consists of three essential steps to turn data sources into tailored value-adding analyses and resulting insights that facilitate data-driven decision making. The solution uses the latest technologies for data analysis and visualisation in combination with expert knowledge to identify trends and derive critical insights.

1 | Connection of various information sources

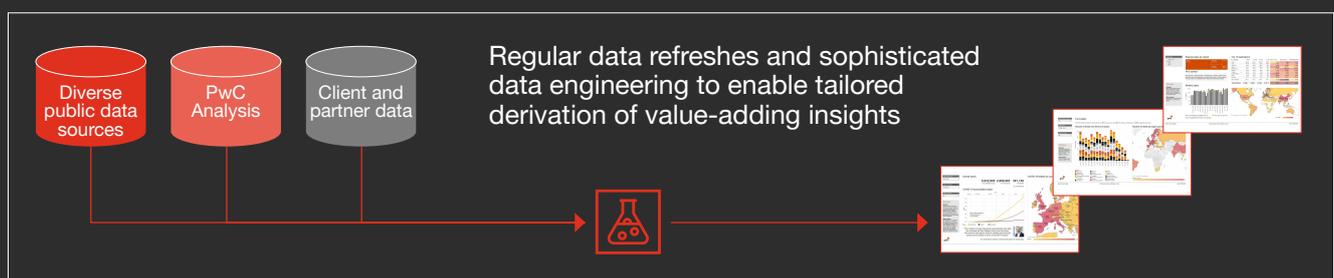
Publicly available and proprietary data sources give an in-depth overview of general economic KPIs, demographic statistics and industry trend indicators. To tailor the dashboards to the specific business challenges, internal client and partner data examining financial and commercial aspects are integrated. Through our long-standing cross-industry project experience, PwC adds a broad range of analyses, delivering further value-adding insights.

2 | Advanced data engineering

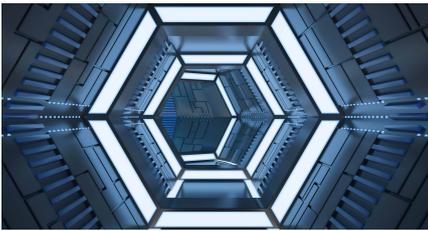
The application of advanced data engineering both systematically integrates data sources and ensures that data quality meets management and industry requirements. The data is subsequently enriched with new data sources and analyses. Regular data refreshes ensure the required data actuality and precision.

3 | Visualisation and in-depth analysis

PwC Board Level Insights aggregates the results into interactive dashboards that allow the analyses to be viewed from different angles and levels of granularity. The dashboards consist of standardised individual analyses on general economic and industry-specific issues, as well as of customised analyses tailored to client needs.



When to choose Board Level Insights and how to derive the most valuable insights?



1 | Visualised in-depth analyses

PwC Board Level Insights uses a customisable approach to connect various external and internal data sources and PwC analyses, identify trends and derive critical insights. Through interactive dashboards created in close alignment with clients and partners, leadership is able to examine the results at any granular level while considering the individual requirements.

2 | Modular data enrichment

A variety of public and internal data sources can be integrated into Board Level Insights through a modular and standardised approach.

3 | PwC expertise and analyses

Through our extensive cross-sector experience in projects at all stages of the deal cycle, PwC is able to conduct in-depth analysis and effectively present the findings in dashboards.

Summary & Conclusion

Board Level Insights is a tailored solution for those who need to make important decisions in a rapidly changing environment full of unforeseen events.

The solution provides critical information at Deals speed and is modified to fulfill pressing and individual requirements. It will thus enable leadership to assess macroeconomic and microeconomic KPIs as well as general developments quickly. Appropriate decisions can be made accordingly based on the corresponding information advantage.

Contacts

Neil Siri

Partner, Deals
Deal Analytics & Technology Leader
Advanced Analytics & Technology
neil.siri@pwc.com

Dr. David Alich

Director, Deals
Advanced Analytics & Technology
david.alich@pwc.com

Matthias Schröer

Senior Manager, Deals
Advanced Analytics & Technology
matthias.schroerer@pwc.com

www.pwc.de

© 2021 PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft. All rights reserved. In this document, "PwC" refers to PricewaterhouseCoopers GmbH Wirtschaftsprüfungsgesellschaft, which is a member firm of PricewaterhouseCoopers International Limited (PwCIL). Each member firm of PwCIL is a separate and independent legal entity.