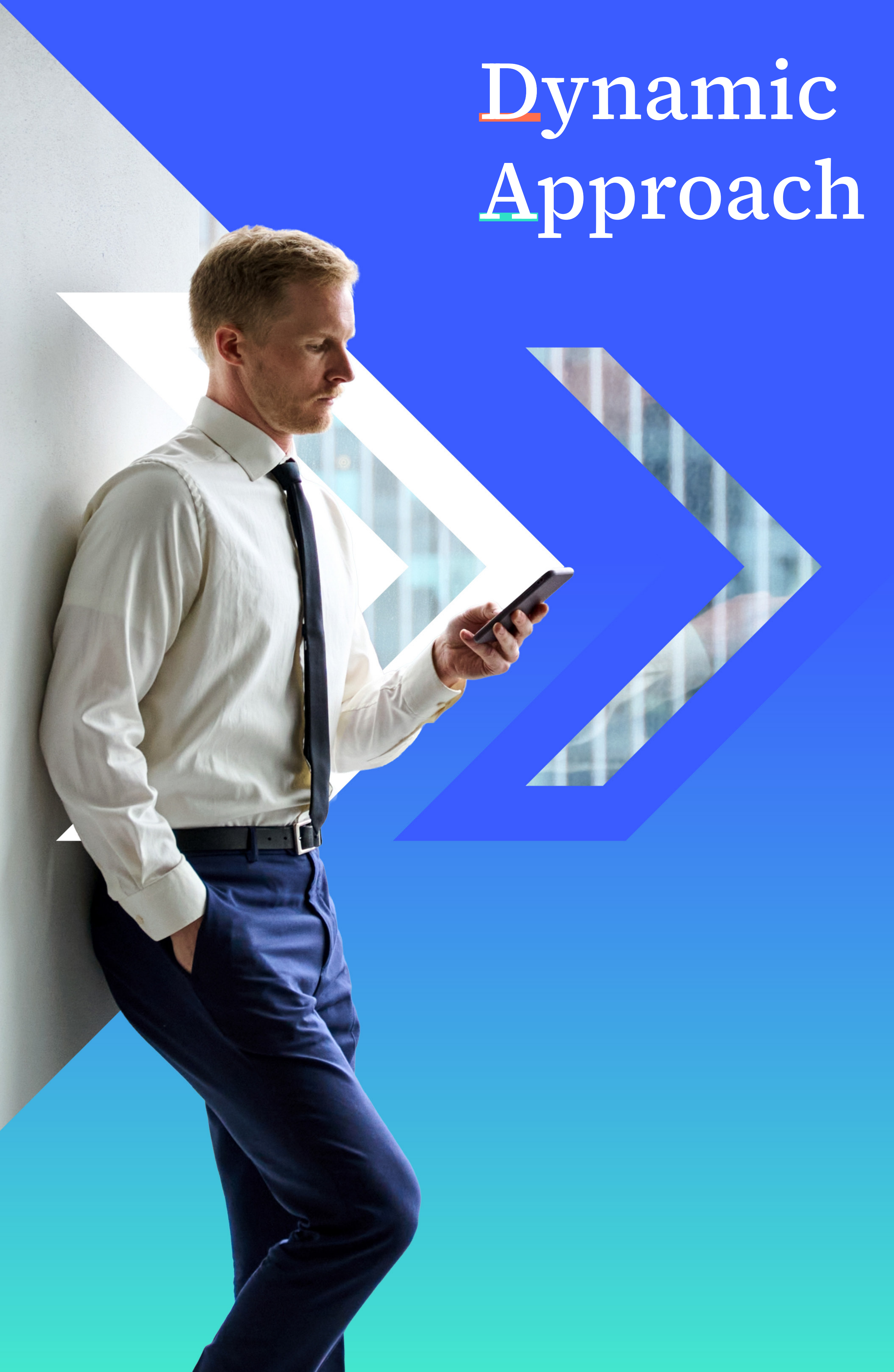
K3 DEAL ADVISORY

Buyer Identification, Analysis & Matching

K3dealadvisory.com

Dynamic Approach



Distinguished Advisers finding the right buyer, investor or partner for your business

Realising exceptional value depends on more than finding a buyer. It depends on connecting with the right buyer – the one who other advisers would probably miss. The one who truly understands the value of your business, recognises its future potential and is motivated to act.

At **K3 Deal Advisory**, we connect, advise and deliver, completing deals with commitment and care. We treat every deal as our own, leveraging our ecosystem of buyers alongside years of experience to unlock opportunities and maximise value.

Our proven deal judgement and long-established relationships with acquirers and investors, combined with extensive market intelligence and proprietary research tools, enables us to identify, analyse and approach the most relevant strategic partners for your business.

Our objective is simple: to Deliver Ambition by creating a competitive, well-managed process that gives shareholders choice, confidence and the strongest possible outcome.

Why buyer identification matters

A successful transaction starts with knowing where value is most likely to come from.

For some businesses, the strongest buyer may be a private equity investor, providing the shareholders with the opportunity to phase their exit by releasing value on day one while remaining involved in the next stage of growth.

For others, it could be a trade acquirer operating in the same sector, an international group seeking UK expansion, or an alternative structure such as a management buyout, employee ownership trust or hybrid deal.

The strongest outcome is rarely achieved by taking a narrow view of the market. That's why our process is designed to explore every credible route before determining the right strategy.

Through detailed buyer identification, analysis and matching, we help shareholders understand:

- Which investors have active appetite in the sector
- Which buyer groups are most likely to value the business highly
- Where strategic synergies may exist
- Whether international buyers could drive stronger value
- What alternative exit routes may be available
- How to create competitive tension while protecting confidentiality

This is not about sending information widely and hoping for interest. It's about building a carefully researched, intelligently targeted buyer universe around your business and your objectives.

Our approach: Reach with precision

K3 Deal Advisory connects business owners to a broad ecosystem of buyers, investors and funders, both in the UK and internationally.

We conduct Deep Analysis, looking at what the data tells us and what it doesn't. But we know that only goes so far. More significantly, we engage directly with a wide range of proactive private equity investors, which enables us to identify those with the capability, appetite and strategic rationale to pursue your opportunity. These strong connections are the bedrock of our success.

Each potential buyer or investor is assessed not only on who they are, but why they may be interested.

We consider:

- Previous acquisitions and investment history
- Financial capacity
- Sector appetite
- Cultural and strategic alignment
- Likely motivation to pay a premium
- Their existing market position
- Geographic expansion plans
- Product or service gaps
- Customer or supply chain synergies

The result is a focused, evidence-led approach that prioritises quality of interest, not just quantity of names.

Matching your business to the right route

Every shareholder has different objectives. Some want a full exit. Others want to de-risk while staying involved. Some are focused on maximising value today, while others want to protect legacy, culture and continuity.

Our role is to understand those objectives and match the opportunity to the most appropriate buyer or investor universe.

Private equity and investment partners

Private equity and investment firms can be a strong option for business owners who want to realise value while supporting the next phase of growth.

This route may suit shareholders who are not ready for a full exit, or who want to bring in an investment partner to help scale the business before a future sale. It can also be relevant where the management team is ambitious, the business has clear growth potential, or there is an opportunity to consolidate a fragmented market.

Private equity investors are typically looking for businesses with strong fundamentals, credible management, growth potential and a clear value creation plan.

Our role is to identify the investors whose strategy, sector appetite and investment criteria align with your business.

Among the investor types with whom we have long-standing relationships are a number of family offices who invest their own capital, allowing them to take a more flexible and patient approach to partnerships and deal structures.

Potential benefits of private equity or investment:

- Opportunity to realise partial value now
- Continued involvement for shareholders or management
- Access to capital for growth
- Strategic support and acquisition expertise
- Potential for further value creation over time

Trade buyers

Trade buyers operate in the same, adjacent or complementary markets. They may be looking to expand geographically, acquire new customers, access specialist capability, strengthen their supply chain or accelerate growth through acquisition.

A trade sale can be particularly attractive where there are strong strategic synergies. These might include operational efficiencies, cross-selling opportunities, technology, intellectual property, management capability or access to new markets.

Because trade buyers often understand the sector, they may also be able to move with pace and recognise strategic value beyond the standalone financial performance of the business.

Potential benefits of a trade sale:

- Strong strategic fit
- Opportunity for premium value through synergies
- Potentially faster decision-making
- Continuity for customers, employees and operations
- Access to greater resources, infrastructure and market reach

Cross-border buyers

The strongest buyer for a UK business may not be based in the UK.

International acquirers often seek UK companies to access new markets, specialist skills, customers, technology or operational capability. In some cases, overseas buyers may attribute greater strategic value to a business than domestic acquirers, particularly where the company provides a route into the UK or Europe.

K3 Deal Advisory's international reach enables us to identify overseas buyers and investors with relevant sector appetite and strategic intent. We look beyond obvious domestic buyers to understand where global demand could create additional value.

Potential benefits of international buyer interest:

- Access to a broader buyer universe
- Opportunity to generate stronger competitive tension
- Potential for higher strategic value
- Expansion into new geographies
- Access to international infrastructure, customers and capital

Alternative exit routes

Not every exit needs to follow a traditional trade sale or private equity route. For some business owners, legacy, continuity, culture and succession are just as important as immediate value.

Alternative structures can provide flexibility, particularly where shareholders want to step back gradually, reward the management team, protect employees or retain a level of influence during a transition period.

These routes may include:

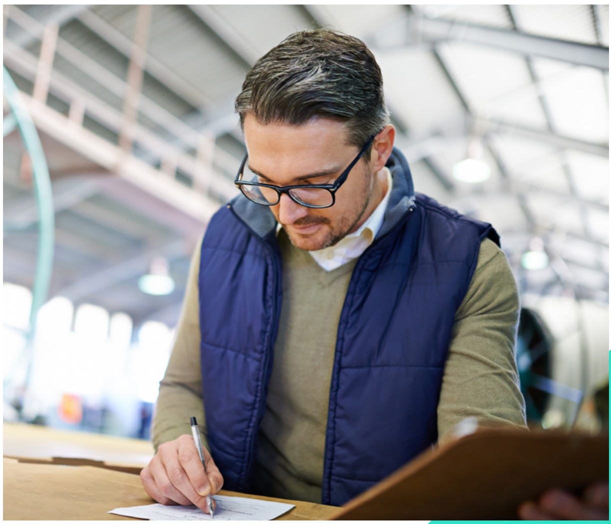
Management Buyouts: An MBO allows the existing leadership team to acquire the business, often supported by external funding or private equity. This can provide continuity, protect culture and give shareholders confidence that the business is moving into trusted hands.

Employee Ownership Trusts: An EOT can allow shareholders to transfer ownership to employees through a trust. This route may support succession, culture and employee engagement, while also offering potential tax advantages for the exiting shareholder.

Hybrid structures: Hybrid deals can blend elements of trade, investment and management participation. They can allow shareholders to release value while retaining equity, influence or involvement for a defined period.

Potential benefits of alternative routes:

- Greater flexibility around timing and transition
- Continuity for employees and customers
- Ability to protect culture and legacy
- Potential tax and succession planning advantages
- Opportunity to balance value today with future upside



How we build the buyer universe

Our buyer identification process is detailed, structured and tailored to each business.

We start by understanding the company's strengths, market position, financial performance, growth opportunities and shareholder objectives.

From there, we develop a clear view of who is most likely to value the business and why.

Analysis: Understanding motivation and fit

Identifying a potential buyer is only the first step. The real value lies in understanding motivation. A buyer may be large, acquisitive and active in the market, but that does not automatically make them the right fit. We analyse each potential acquirer or investor to understand how the opportunity could align with their strategy.

Matching: Creating the right story for the right audience

Different buyers value different things.

A private equity investor may focus on growth potential, margins, management depth and scalability. A trade acquirer may focus on synergies, customers, market share or complementary services. An international buyer may be driven by geographic expansion, UK market access or specialist capability. That's why the way a business is positioned matters.

K3 Deal Advisory helps shape the transaction narrative so that the opportunity is presented in a way that speaks directly to the motivations of each buyer group.

We identify the value drivers most likely to resonate and ensure the business is positioned clearly, credibly and compellingly.

This may include highlighting:

- Recurring revenue or customer retention
- Sector specialism
- Growth potential
- Operational resilience
- Margin profile
- Management strength
- Technology or intellectual property
- Geographic reach
- Acquisition opportunities
- Strategic synergies.

The aim is to help buyers and investors understand not only what the business is today, but what it could become under the right ownership or investment structure.

Confidentiality and control

Approaching the market must be handled carefully.

A poorly managed process can create unnecessary risk, distract management, unsettle employees or weaken negotiating position. Our approach is designed to protect confidentiality while generating meaningful buyer interest.

We manage buyer engagement in a controlled and discreet way, ensuring information is shared only at the appropriate stage and with suitable safeguards in place.

This gives shareholders confidence that the process is structured, professional and aligned with their objectives from the outset.

Creating competitive tension

A strong buyer identification and matching process can help create competitive tension — one of the most important drivers of value in a transaction.

By identifying multiple credible buyers or investors, positioning the opportunity effectively and managing interest with discipline, we help shareholders avoid dependency on a single party.

Competitive tension can support:

- Stronger valuation
- Improved deal terms
- Greater choice for shareholders
- More leverage in negotiations
- Better alignment with personal and commercial objectives.

The objective is not simply to generate interest. It is to generate the right kind of interest from parties who are capable, motivated and strategically aligned.

The K3 Deal Advisory difference

K3 Deal Advisory combines deal experience, buyer intelligence and access to a broad advisory ecosystem encompassing every aspect of a successful transaction process.

We bring together the reach of a connected buyer network with the judgement of advisers who understand exactly what a deal of such magnitude means to a business owner.

We know a deal is not just a financial event. It's often the result of years of ambition, risk and hard work. That's why our Deal Architecture, through the wider K3 Advisory Group ecosystem, is designed around both the business and the shareholder, ensuring you have access to a full range of services which also comprises tax planning, legal advice and transaction documentation, and post-exit wealth management advice.

Our approach is:

Connected

We access a wide ecosystem of buyers, investors, funders and advisors.

Insight-led

We use market intelligence, buyer data and transaction experience to guide the strategy.

Tailored

We shape the process around the shareholder's goals, timeline and preferred outcome.

Proactive

We do not wait for interest to appear. We identify, analyse and create it.

Committed

We manage the process with care, discretion and focus from first conversation to final signature.

Holistic

We provide access to every business service a shareholder would need throughout a deal.

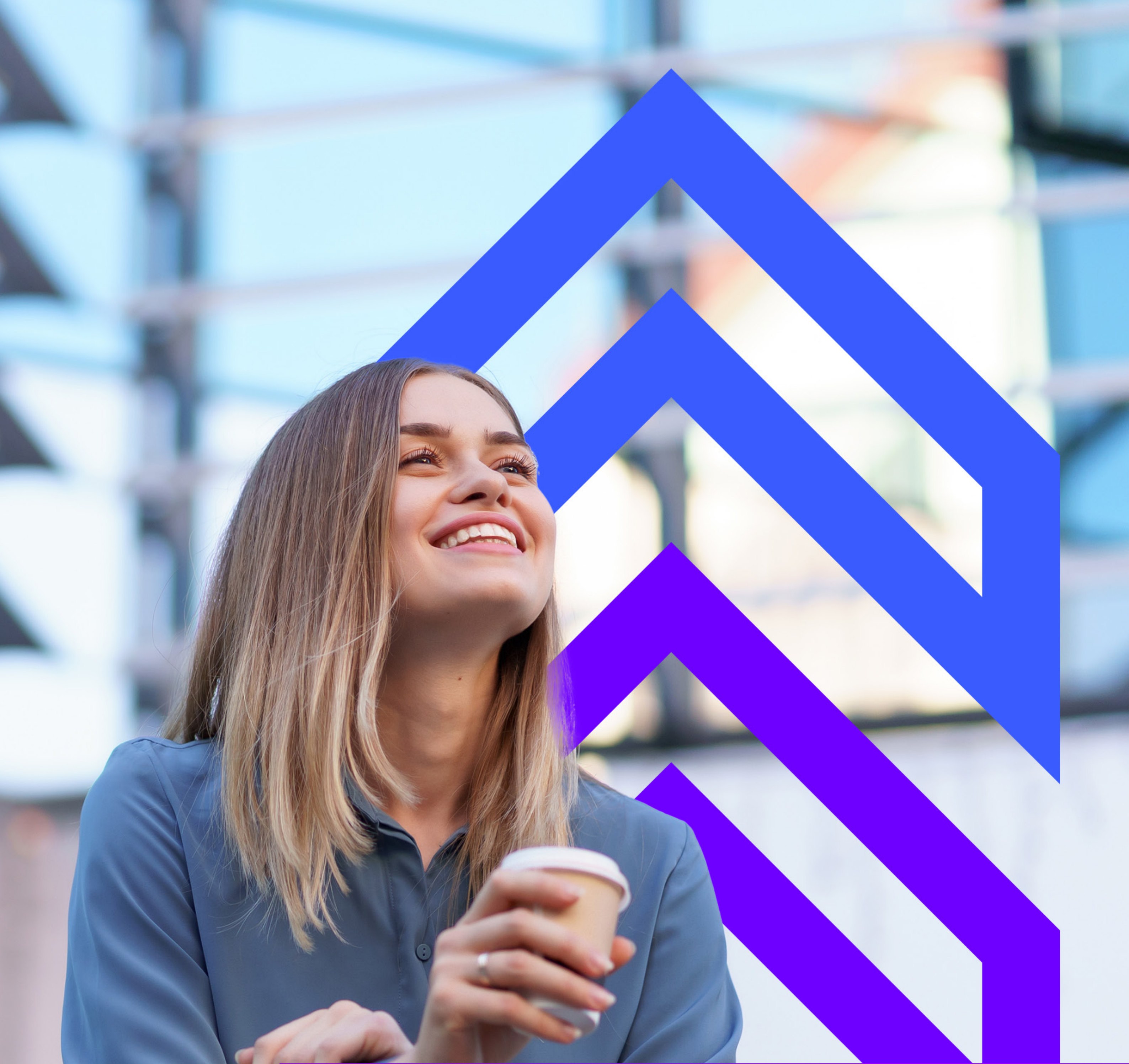
Choosing the right buyer means the right deal

The best buyer is not always the most obvious one, and making the correct choice from the options we will present is vital for the future of both you and your business.

It may be a private equity investor with a clear growth plan, a strategic acquirer in an adjacent sector, an international group looking for UK capability, or a management team ready to lead the next chapter.

The right answer depends on the business, the market and your ambitions. Our role is to do everything we can to support you when the time comes for that Decisive Action — selecting the right answer.

K3 Deal Advisory helps you explore the full buyer universe, understand all your options and choose the route that delivers the strongest outcome — commercially, personally and strategically.



Speak to K3 Deal Advisory

Whether you are considering a partial exit, exploring investment, planning succession or simply want to understand whether private equity could work for your business, we can help.

Start your exit conversation with K3 Deal Advisory.

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K3 House
5 Springfield Court
Bolton
BL3 2NT

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