Carve-Out

Across several groups operating in the petrochemical and pharmaceutical sectors, preparing carve-out operations represented a major challenge: separating a business unit while preserving operational continuity, regulatory compliance, and team stability. One of the most significant projects involved a large mid-sized company with more than 300 employees, which needed to become operationally, financially, and organizationally autonomous.

The challenges were numerous: legal structuring, adaptation of financial models, valuation of activities, preservation of key competencies, and compliance with international standards.

To secure this transformation, we worked in close synergy with the Finance, HR, Business, and Legal teams. This involved creating and structuring new entities, adapting analytical and budgetary accounting frameworks, implementing transfer-pricing mechanisms, performing precise activity valuations, and safeguarding critical teams.

Our support covered the entire value chain — research, production, and logistics — to ensure a smooth and operationally viable separation.

Thanks to a rigorous, collaborative, and results-oriented approach, the operation was a success for both sellers and buyers: controlled financial autonomy, ensured operational continuity, respected international compliance, and stabilized teams.

Our contribution was to secure a complex transformation while creating the conditions for sustainable and balanced development for all stakeholders.

This enabled the activities to be transferred at their optimal valuation.