



Best Practices in Drafting and Negotiating Contracts and Agreements

11th Annual Mergers and Acquisitions
Insight Conference
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Calgary, Alberta

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Overview

- Avoiding uncertainty in deal terms
- Trends in M&A deal terms

Avoiding Uncertainty

- Six sources of uncertainty in deal terms (K. Adams)
 - Ambiguity
 - Undue generality
 - Inconsistency
 - Redundancy
 - Conflict
 - Vagueness

Avoiding Uncertainty – cont'd.

- “Gaps” also are a common source of ambiguity
 - Missing details
 - Change in circumstances
 - Agreements to agree
- It’s all about the words
 - Important to review carefully
 - More eyes are better

Trends in M&A Deal Terms

- ABA 2012 Canadian Private Target M&A Deal Points Study
 - Sourced agreements from SEDAR
 - ❑ Deals closed in 2010 and 2011
 - 350+ deals identified
 - Removed agreements for deals involving public targets, deals with purchase price <\$5 million and “non-traditional” deals
 - ❑ Bankruptcy, non-arm's length, governing law not Canadian
 - Resulting pool:
 - ❑ 64 deals having value ranging from \$5 million to \$2.25 billion

Trends in M&A Deal Terms – cont'd.

- Study Methodology
 - Agreements reviewed in detail
 - ❑ 9 principal areas of review
 - ❑ Divided amongst six working groups
 - ❑ Completed worksheet for each issue, each agreement
 - modeled on US forms
 - QC check of worksheets
 - “Issue group leaders”
 - ❑ Collated data
 - ❑ Further QC
 - Checked data used to complete study

Trends in M&A Deal Terms – cont'd.

- Study Results
 - 100+ substantive slides
 - Study reports on
 - ❑ Statistic (frequency of use of certain terms)
 - ❑ Comparisons to ABA model agreement provisions
 - ❑ Comparisons to 2008 and 2010 Canadian Studies
 - ❑ Comparisons to US Private Target Studies

Available at:

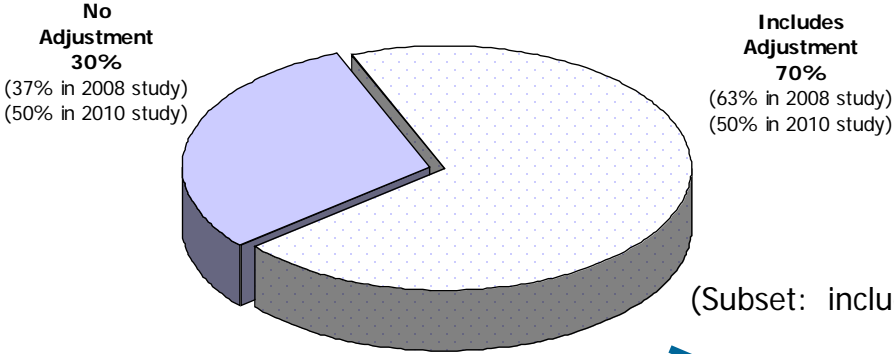
<https://apps.americanbar.org/dch/committee.cfm?com=CL560003>

Select Study Slides

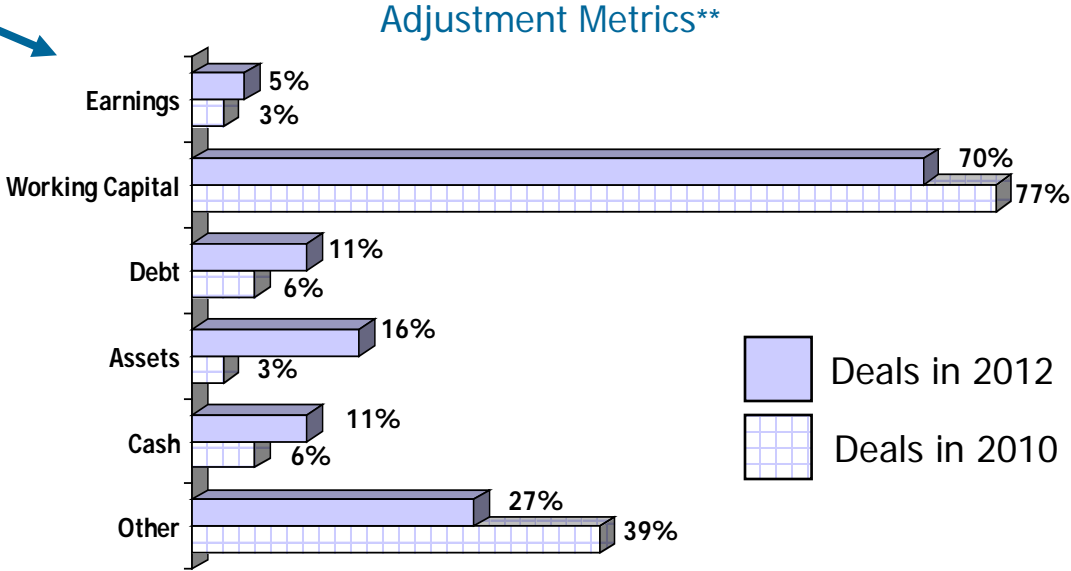
Contents

I.	Financial Provisions	Slide 11
A.	Post-Closing Purchase Price Adjustments.....	Slide 12
B.	Earnouts.....	Slide 19
C.	North American Comparisons.....	Slide 22
II.	Pervasive Qualifiers	Slide 23
A.	Definition of "Material Adverse Effect"	Slide 24
B.	Knowledge.....	Slide 38
C.	North American Comparisons.....	Slide 41
III.	Target's Representations, Warranties and Covenants	Slide 42
A.	Financial Statements.....	Slide 43
B.	"No Undisclosed Liabilities"	Slide 45
C.	Compliance with Law.....	Slide 47
D.	Full Disclosure	Slide 50
E.	North American Comparisons.....	Slide 52
F.	Covenants.....	Slide 53
G.	North American Comparisons.....	Slide 57
IV.	Conditions to Closing	Slide 58
A.	Accuracy of Target's Representations.....	Slide 59
B.	Buyer's MAC Condition.....	Slide 65
C.	No Legal Proceedings Challenging the Transaction	Slide 67
D.	Legal Opinions (Non-Tax) of Target's Counsel.....	Slide 70
E.	North American Comparisons.....	Slide 71
V.	Indemnification	Slide 72
A.	Sandbagging.....	Slide 73
B.	"No Other Representations and Warranties"/Non-Reliance.....	Slide 77
C.	Non-Reliance and "Sandbagging" – Correlation.....	Slide 80
D.	Non-Reliance and Full Disclosure Representation – Correlation.....	Slide 81
E.	"Sandbagging" and Full Disclosure Representation – Correlation.....	Slide 82
F.	North American Comparisons.....	Slide 83
G.	Survival/Time to Assert Claims.....	Slide 84
H.	Types of Damages/Losses Covered.....	Slide 87
I.	Baskets.....	Slide 89
J.	Eligible Claim Threshold.....	Slide 95
K.	"Double Materiality" Scrape.....	Slide 97
L.	Caps.....	Slide 99
M.	Indemnification as Exclusive Remedy.....	Slide 103
N.	Escrow/Holdback.....	Slide 105
O.	Reductions Against Buyer's Indemnification Claims.....	Slide 108
P.	North American Comparisons.....	Slide 109
VI.	Dispute Resolution	Slide 116
A.	Governing Law.....	Slide 117
B.	Alternative Dispute Resolution.....	Slide 118
C.	North American Comparisons.....	Slide 120

Post-Closing Purchase Price Adjustments*





(Subset: includes adjustment)



* Excludes one deal where information was redacted.

** 22.5% of the post-closing purchase price adjustments were based on more than one metric.

Private Target M&A Deals North American Comparisons

	US 2011 Deal Points Study 	Canadian 2012 Deal Points Study 
Deals with Post-Closing Adjustments	82% (68% in 2007 US study*) (79% in 2009 US study*)	70% (63% in 2008 study) (50% in 2010 study)
Working Capital as Adjustment Metric	79% (69% in 2007 US study) (77% in 2009 US study)	70% (55% in 2008 study) (77% in 2010 study)
Buyer Prepares First Draft of Closing Balance Sheet	86% (79% in 2007 US study) (83% in 2009 US study)	52% (36% in 2008 study) (29% in 2010 study)
Methodology – GAAP consistent with past practice	42% (72% in 2007 US study) (39% in 2009 US study)	41% (48% in 2008 study) (19% in 2010 study)
Deals with Earnouts	38% (19% in 2007 US study) (29% in 2009 US study)	21% (10% in 2008 study) (3% in 2010 study)

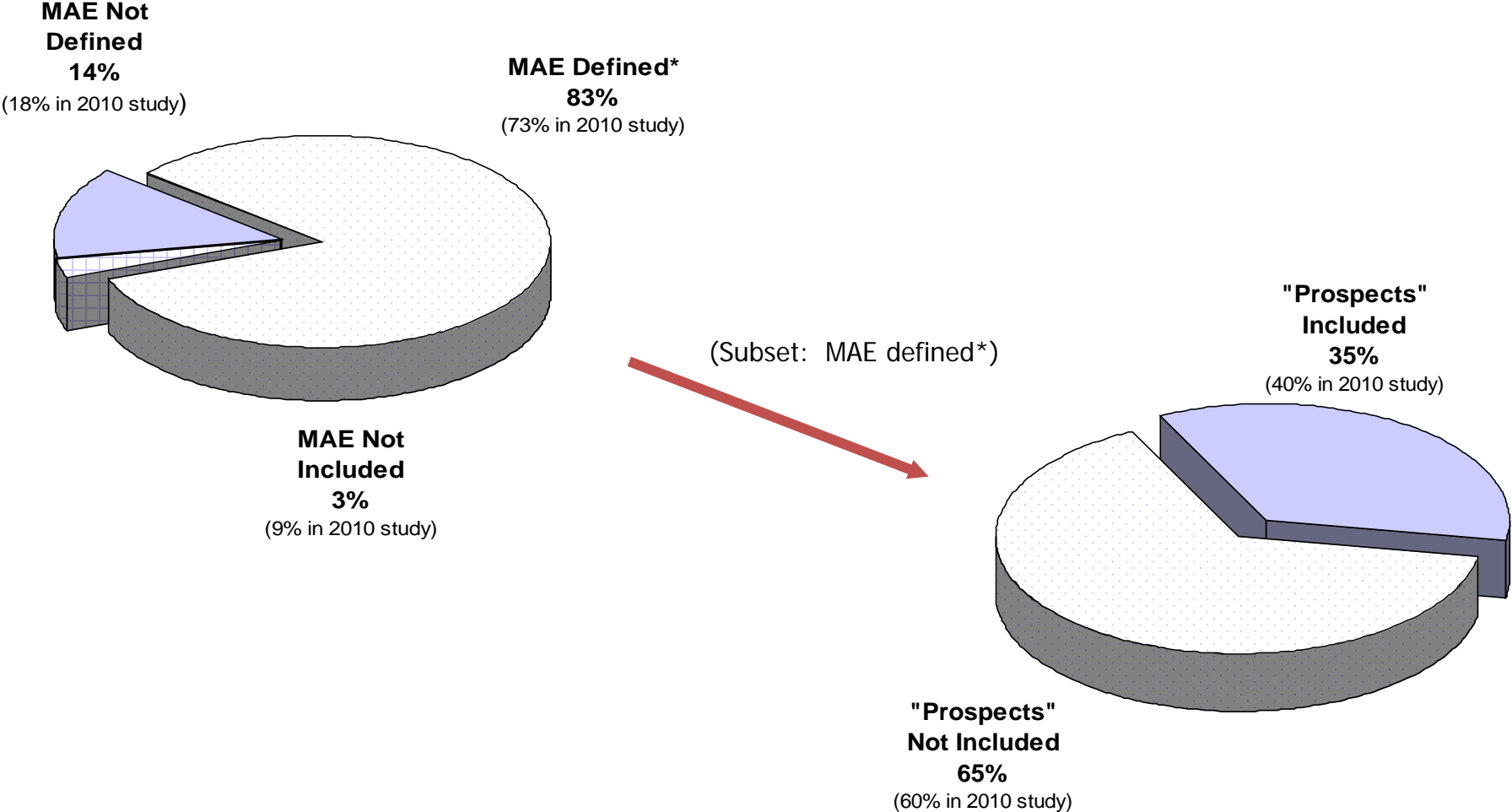
* The “2007 US study” refers to the 2007 Private Target Mergers & Acquisitions Deal Points Study released by the ABA Mergers & Acquisitions Committee on October 8, 2008. The “2009 US study” refers to the 2009 Private Target Mergers & Acquisitions Deal Points Study released by the ABA Mergers & Acquisitions Committee on December 13, 2009.

Definition of "Material Adverse Effect"

"Material Adverse Effect" means any result, occurrence, fact, change, event or effect that has a materially adverse effect on the business, assets, liabilities, capitalization, condition (financial or other), results of operations or prospects of Target.

(ABA Model Stock Purchase Agreement, Second Edition)

Definition of "Material Adverse Effect"

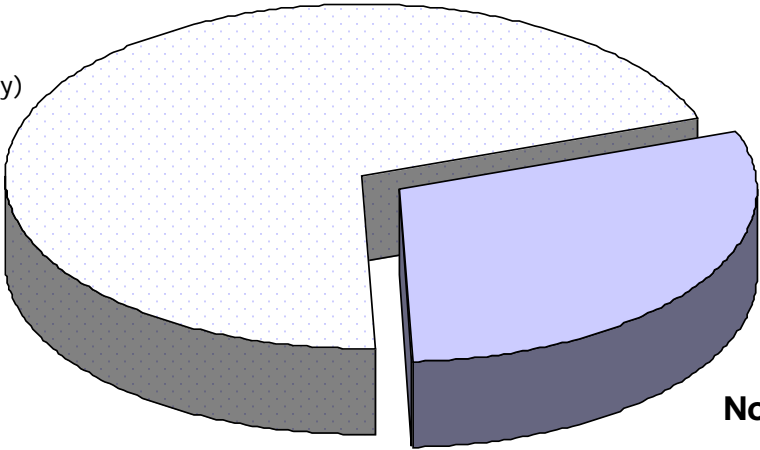


*Excludes two deals where information was redacted.

Definition of "Material Adverse Effect" – Carve Outs

(Subset: deals with MAE definition)

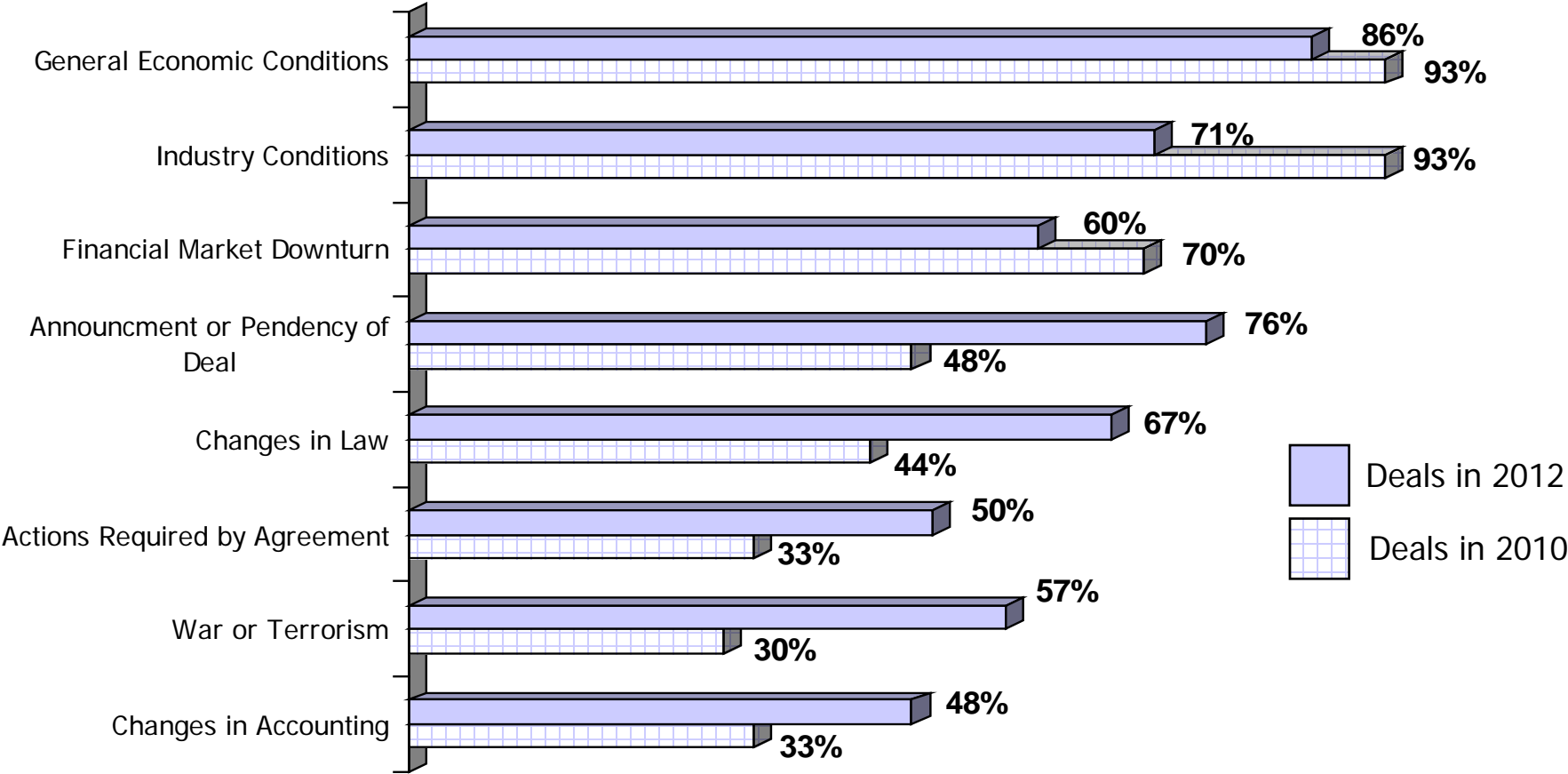
**Definition
Includes Carve
Outs
70%**
(60% in 2010 study)



**No Carve Outs
Included
30%**
(40% in 2010 study)

Definition of "Material Adverse Effect" – Carve Outs*

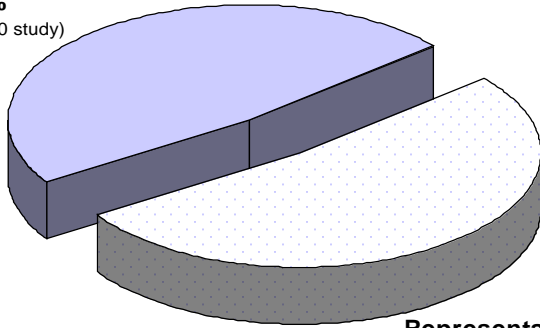
(Subset: deals with MAE definition with carve-outs)



*Definitions may include more than one carve out.

Full Disclosure Representation

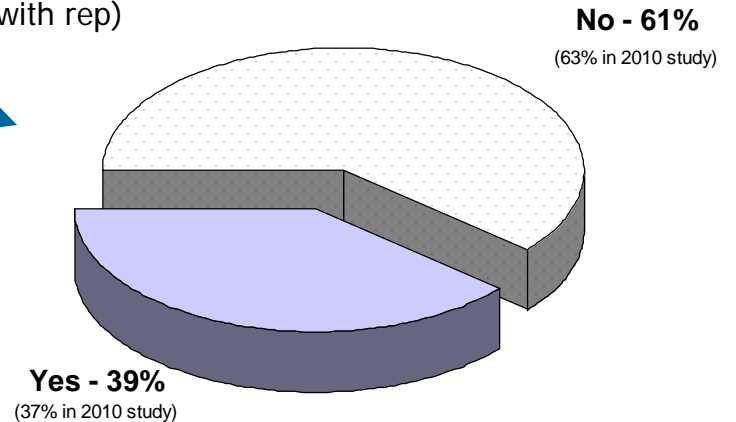
**Representation
Not Included**
48%
(44% in 2010 study)



**Representation
Included**
52%
(56% in 2010 study)

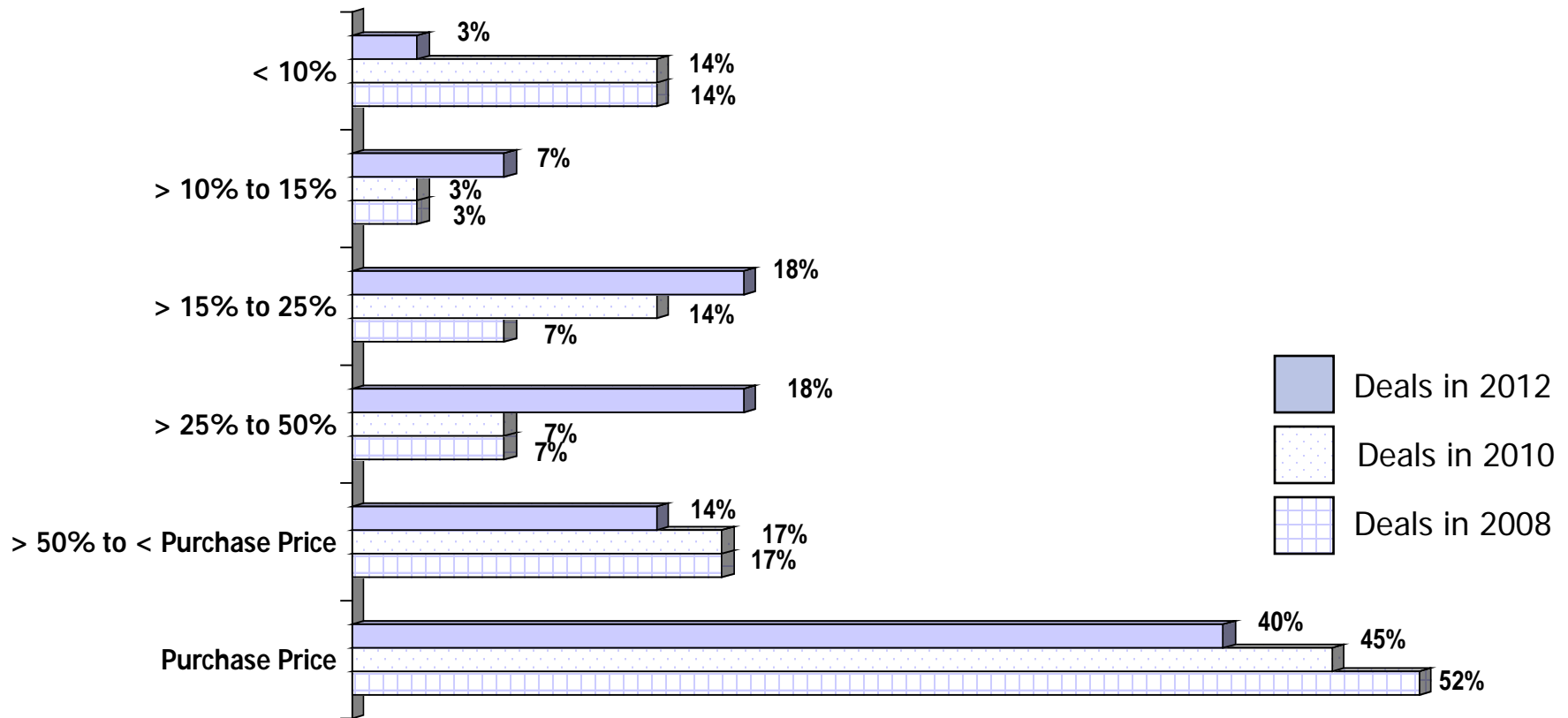
(Subset: deals with rep)

Qualified by Knowledge



Cap Amounts as % of Transaction Value*

(Subset: deals with expressly stated cap)

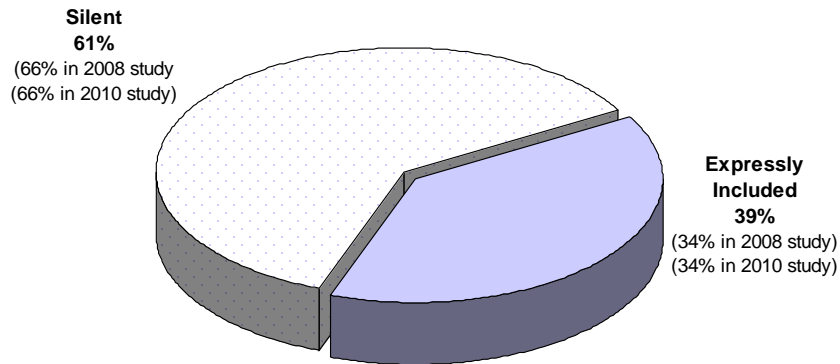


* Excludes 18 deals where cap amount is all or partially redacted or final purchase price is not determinable.

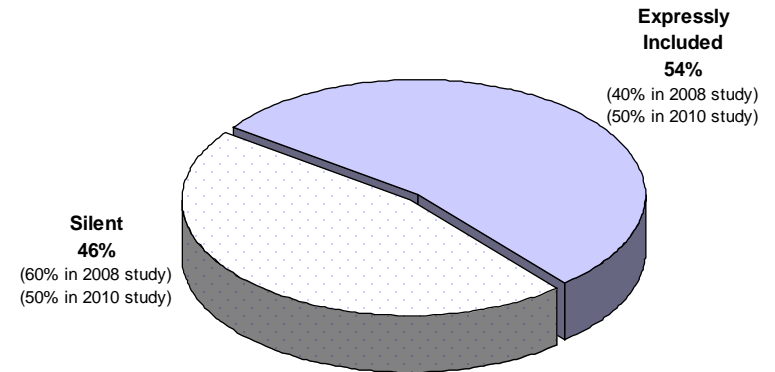
Reductions Against Buyer's Indemnification Claims

(Subset: deals with survival provisions)

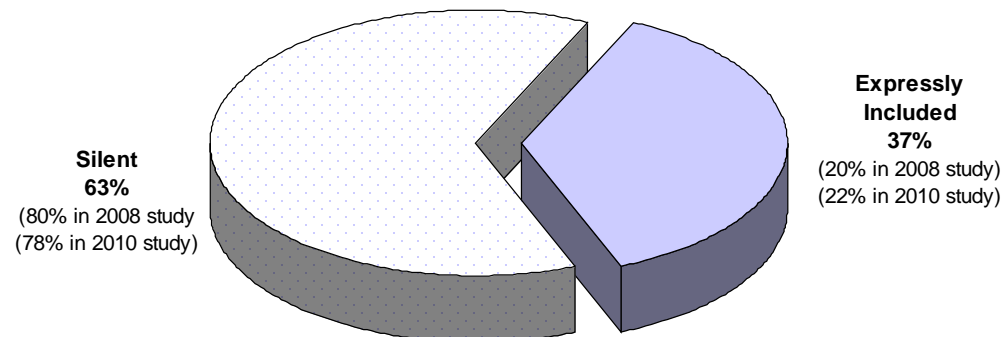
Reductions for Tax Benefits



Reductions for Insurance Benefits



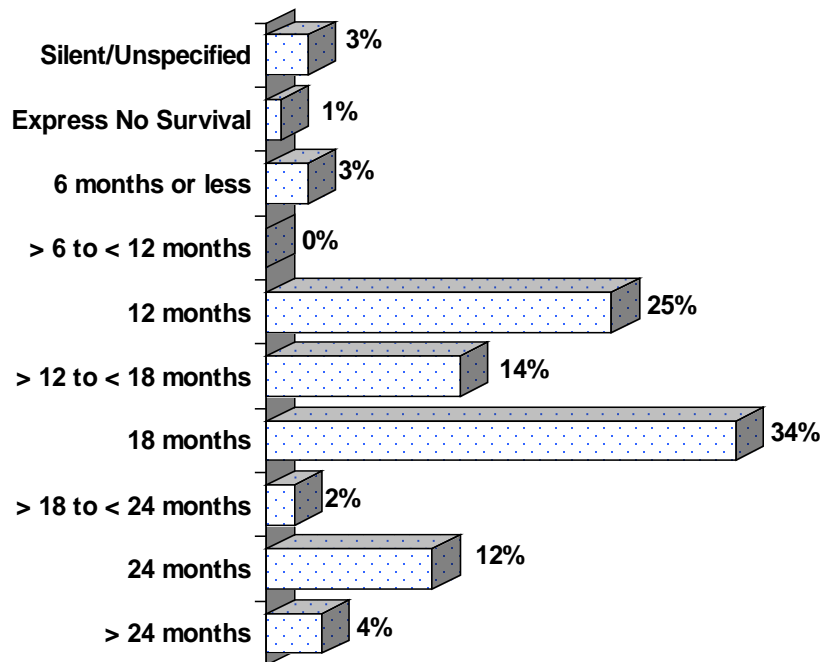
Requirement that Buyer Mitigate Losses



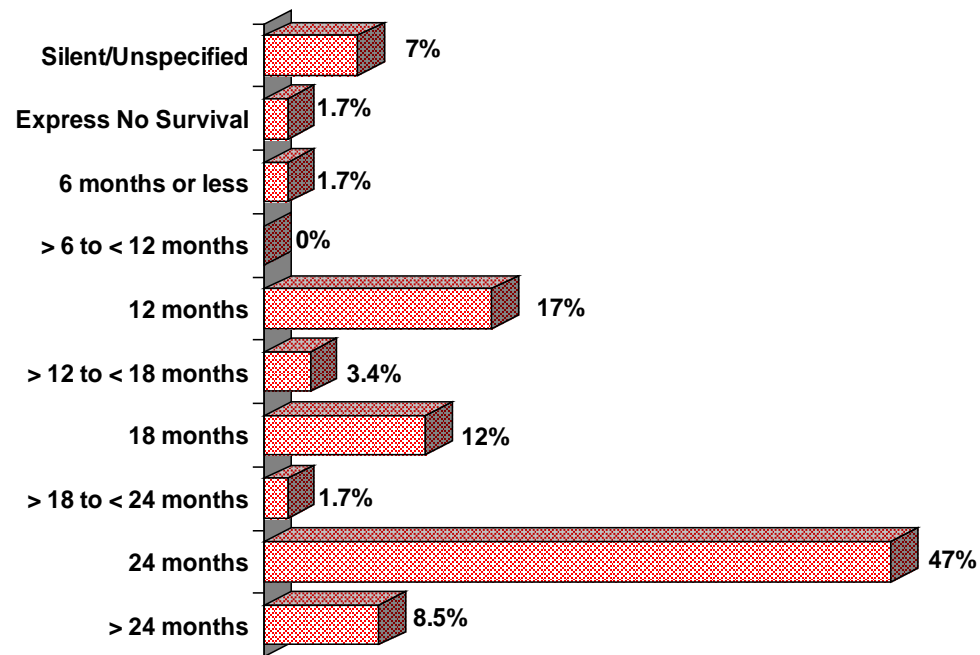
Private Target M&A Deals North American Comparisons

Survival Periods

US 2011 Deal Points Study



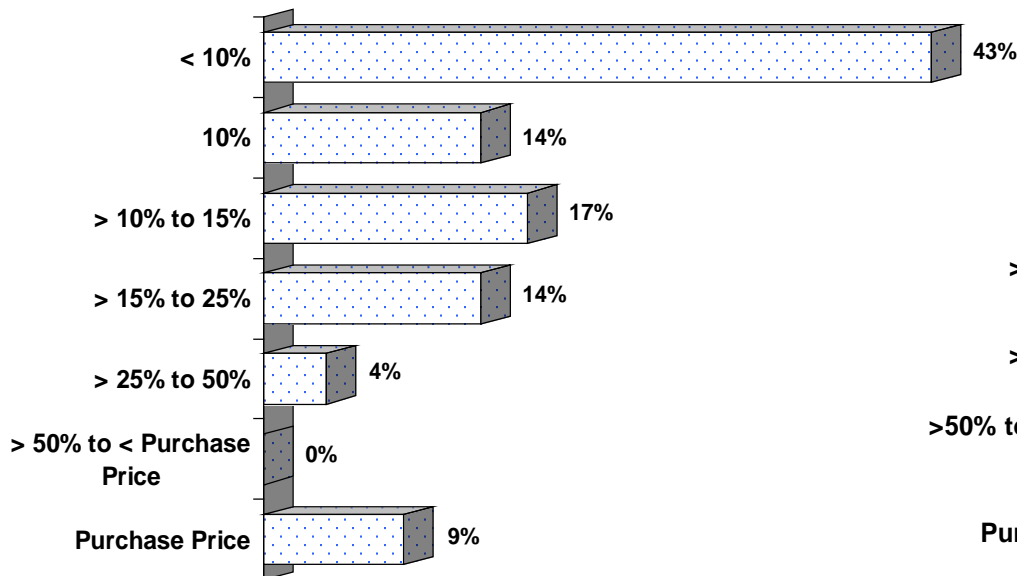
Canadian 2012 Deal Points Study



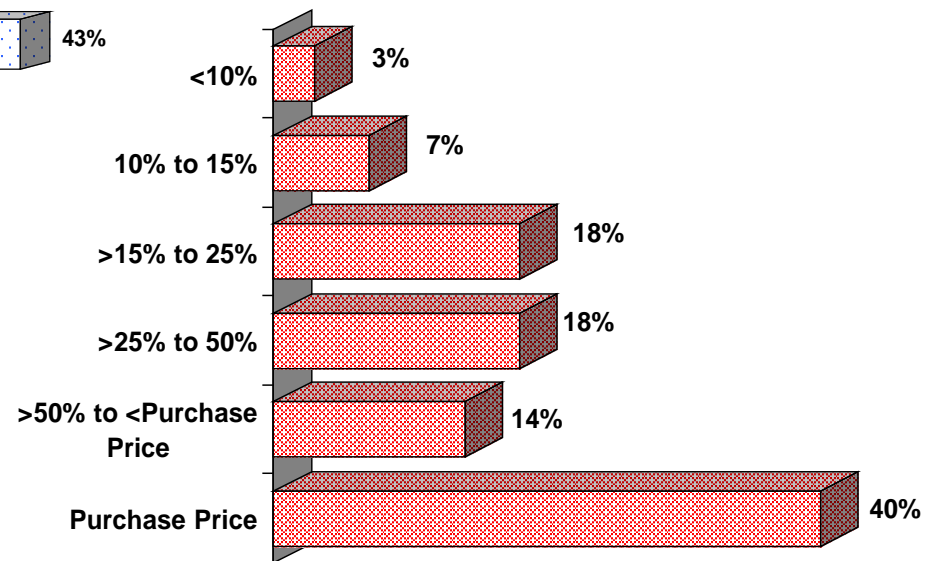
Private Target M&A Deals North American Comparisons

Cap Amounts as % of Transaction Value

US 2011 Deal Points Study



Canadian 2012 Deal Points Study





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