

At a glance

Acquisitions during downturns

SARS OUTBREAK (2003)			GLOBAL FINANCIAL CRISIS (2008)		
ACQUISITION TARGET	% ACQUIRED	DEAL SIZE (\$M)	ACQUISITION TARGET	% ACQUIRED	DEAL SIZE (\$M)
DBS					
DBS Diamond Holdings	28.3	2,730	Bowa Commercial Bank Co's assets	100.0	1,940
DBS TD Waterhouse Holdings	23.0	3.5			
DBS Vickers	40.5	238.4			
UOB					
UOB Investment Consultancy Beijing	50.0	0.2	Hengfeng Bank (China Evergrowing Bank)	15.4	155.2
			Southern Commercial Joint Stock Bank	5.0	23.0
			Bank UOB Indonesia	38.9	626.4
SATS					
Evergreen Air Cargo Services Corporation	5.0	3.1	SATS Institutional Catering	33.0	5.8
			Menzies Aviation Hong Kong	100.0	3.5
			Singapore Food Industries	30.3	145.7
ComfortDelGro					
Delgro Corp	100.0	798.6	Computer Cab Liverpool	100.0	2.1
Comfort Group	100.0	642.7	Kefford Group	100.0	147.9
SBS Guangzhou	5.0	0.1	Chongqing ComfortDelGro Driver Traning Co	10.0	1.4
Pantas Rent-A-Car	24.0	0.1	Jia Run Taxi Co	100.0	16.1
Dairy Farm International			Thai Beverage Public Company		
22 Kayo Supermarkets	100.0	Undisclosed	Wrangyer Beverage 2008 Co	100.0	18.9
Shop N Save	49.0	44.3	Oishi Group	43.9	129.4
Shop N Save	51.0	44.9	Oishi Group	46.0	117.1
Tops Retail	100.0	Undisclosed			