



TRUSTED BUYER FOR IBERIAN SME'S

*An Operationally Led Investment
Platform Focused on Generational
Transitions in Spain & Portugal*

February 2026



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An Investment Platform to **Acquire** and **Operate** an **Iberian Family-Owned** Business.

1 Looking for an Iberian family-owned business...



Space **largely underserved**, with structural capital & management mismatch.

- **SMEs dominate Iberian economies:** 99.8% of firms in Spain, 99.9% in Portugal;
- **Massive demographic shift:** 1/3 of SME owners aged 60+, few with succession plans;
- 80% of family businesses intend to pass the firm to the next generation; **only ~15% have a succession plan;**

2 ...to acquire the company and take management leadership



- **Open to acquire up to 100%** of a family-owned business;
- Will **assume leadership from day 1** and establish a **transition period** to ensure smooth continuity of the business;
- Backed by **sophisticated investors** with deep **local roots**.

Long-term investment horizon to promote the business legacy.

3 ...leveraging my professional background.



Luís Bessa Mendes

- 45yo;
- Husband;
- Father of 9yo & 5yo.
- 20+ years work experience;
- Investment and management career focused on the Iberian low mid-market;
- Several board and chairmanship mandates;
- International experience, including as an expat in Poland.

Mission

Acquire and Operate an Iberian Family-Owned SME, ensuring continuity and a long-term vision

Investment Capacity

- Seestem Operators is backed by a **large** and highly **reputable investors' base**.
- Out investors comprise **HNWI, family offices, business owners, funds of funds** and other **institutional** investors.
- Looking to invest **from €5m up to €50m**, depending on the size and profitability of the business.

Selected sample of investors:



Investment Criteria Focused on **Essential** and **AI-Shielded Businesses** in the Lower Mid-Market.**'Hard' Criteria****Track Record**

- Long standing business, typically >10years
- Historical growth rate at least similar to sector's growth.

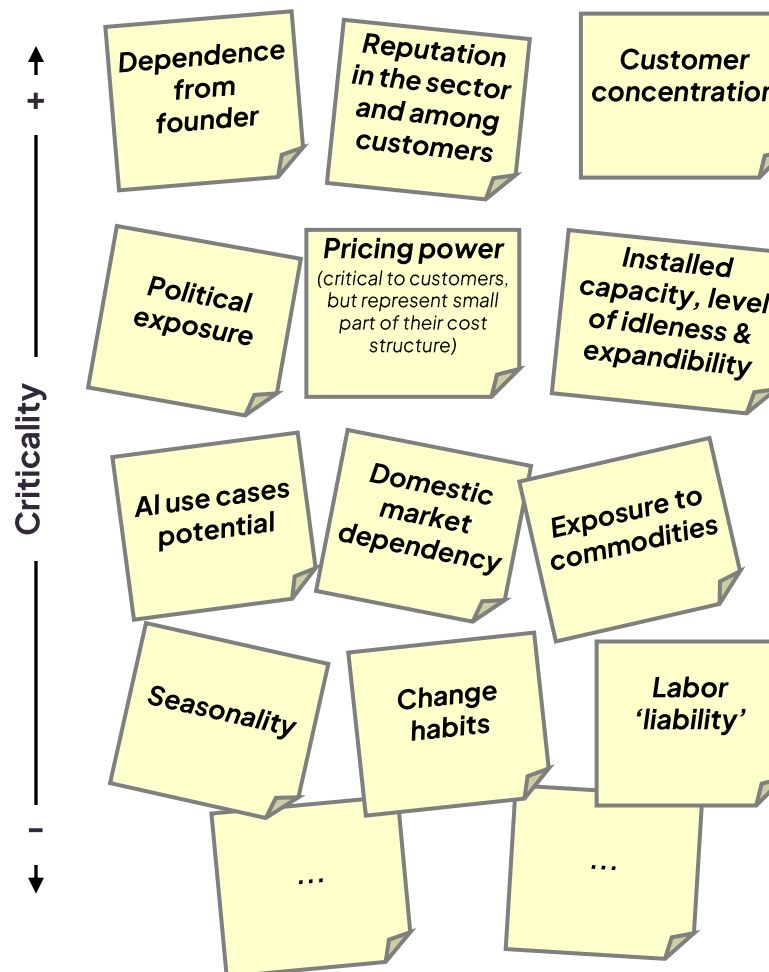
Size

- Turnover:]€10m - €100m[
- Employees: >25

Profitability

- EBITDA:]€1m - €6m[
(preferably >€5m, EBITDA margin >10%)
- FCFF:]€1m - €5m[
(preferably >€3m)

These are **indicative criteria**, that constitute the preferential characteristics of Target companies.
However, **we may consider investment opportunities that do not meet such criteria.**

'Soft' Criteria**Sector Focus****Sector Agnostic**

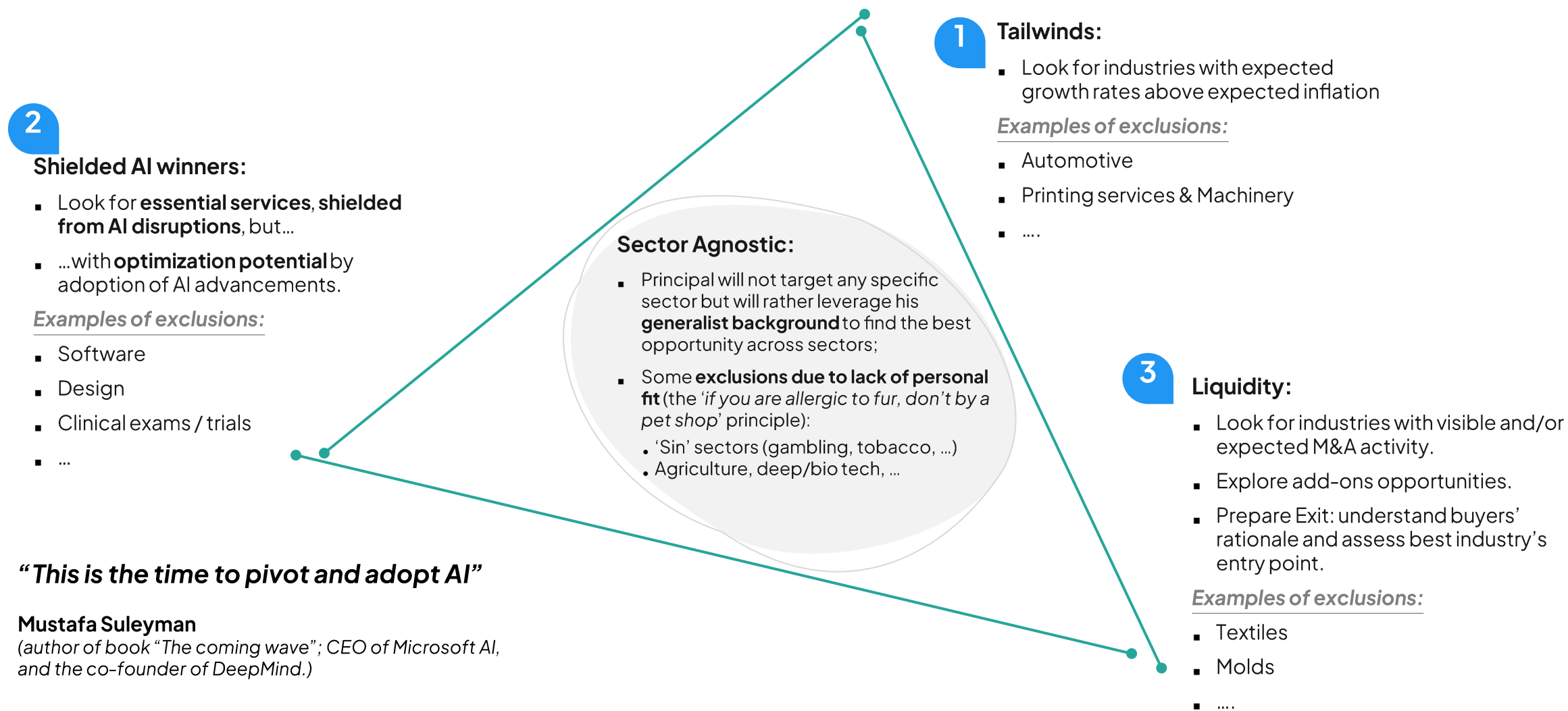
though with preference for:

- Essential B2B services,
- Niche manufacturing,
- Regulated or compliance-driven sectors,
-

Exclusions

- 'Sin' Sectors;
- Financial services;
- Agriculture.

Industry **Agnostic**, Though **Selective** Search.



Founder's **Snapshot.****Family-anchored professional:**

- 45yo;
- Husband;
- Father of 9yo & 5yo.

Proven investment track record:

- Originated, structured and executed multiple deals;
- Led portfolio company oversight through active board mandates.

Iberian low mid-market expert:

- Led Vallis entry in Spain;
- Drove portfolio companies' expansion across the Iberian borders.

**20+ years career:**

- Vallis Capital Partners, PE focused on the Iberian low mid-market;
- Mota-Engil, listed conglomerate active in >20 countries.

International experience:

- Expat in Poland for 2y;
- Liaison with multiple international and sophisticated stakeholders.

Strong academic background:

- Degree in Economics;
- Several executive programs;
- Constantly learning, recently keen on AI advancements.

Seestem Operators **Values** are the **Foundational Code** by which it Operates, Grows, and Leads.

Our Values

Integrity



What It Means

1. We act with honesty.
2. We do what we say we do, even when no one is watching.

How We Live It

- Integrity is our **baseline**, a non-negotiable foundation that **creates trust**, ensures transparency, and **aligns intent with execution**;
- Integrity goes beyond honesty. Integrity means **upholding promises**.

Curiosity



1. We challenge what we (think we) know.
2. We lead change.

- Curiosity is the force that **keeps us sharp, adaptive**, and **one step ahead** in a world where yesterday's truths often become tomorrow's traps;
- Curiosity assumes intellectual humility and the courage to **change what there is**.

Care



1. We take care of each other.
2. We ensure our clients' success.

- We believe in the strength of mutual **trust** and **solidarity** among team members who know they can rely on one another;
- We take **care of our customers**, with an obsession for **making our clients win**.


Perseverance



1. We remove and overcome obstacles.
2. We build solutions.


- Perseverance is what turns ambition into reality;
- **We expect friction**, volatility, and complexity. **We don't flinch**. We engineer through adversity, **keeping our eyes on the outcome and our hands on the levers**.

Design a **Vision** and **Build It** with Disciplined Systems.



SEE:

- symbolizes vision, forward-thinking, and the rare ability to anticipate future potential.
- conveys perceptiveness, strategic clarity, and a commitment to identifying long-term value creation opportunities.



SYSTEM:

- reflects structure, method, and the disciplined implementation necessary to convert insight into tangible results.
- signals operational excellence, frameworks for scale, and methodical transformation.

SEESTEM: conceptual fusion of words *SEE* and *SYSTEM*, embodying the dual essence of visionary foresight and rigorous execution.



OPERATORS:

- further defines the brand’s core identity rooted in management execution **rather than mere financial engineering**.

Logomark:

- geometric and symmetrical design composed of two interlocking, open-ended shapes **resembling the figure of an eye**, an intentional nod to the brand's emphasis on vision and foresight.

Want to Talk?

Luis Bessa Mendes

Luis.bm@seestem.eu

ES: +34 657 457 033

PT: +351 91 605 3202

