



Emergence Alliance

Paris – Bangalore – Shanghai – Krakow

Strategic Consulting and M&A in the Emerging Markets





FOREWORD

The EMERGENCE ALLIANCE was born to help businesses benefit from the development of emerging economies.

- *CHINA, INDIA, CENTRAL EUROPE* are among the new heavyweights of the global economy.
- *Growth of emerging countries creates a new balance of power.*
- *They are writing a new story: New markets, new business models, new types of cooperation,...*
- *There is a huge opportunity for European Businesses to grow and build partnerships*

The EMERGENCE ALLIANCE founders are all specialists of their region.

- *François Montrelay has been working with companies in INDIA for many years;*
- *Serge le Tourneur and Pascal Dognin created new businesses in CENTRAL EUROPE;*
- *Charles Ab-der-Halden was an early pioneer in CHINA.*

For many years, each of them has been developing the appropriate network and a keen knowledge in his area.

Through regional specialization and local presence, we offer clients the most effective and relevant approach.



Strategic Consulting and M&A in the Emerging Markets

Focus on Central Europe, China and India



- ◉ What we do
 - A human size advisory alliance.
 - Specialized in Strategy, Corporate Finance, M&A.
 - Working with CEOs who want to make decisions and take action.
- ◉ Local Presence
 - Offices in Paris, Lyon, Bangalore, Shanghai, Krakow.
 - Additional activity in Hungary, Czech Republic, Romania.
 - Unlike many companies, we directly operate in covered count.
- ◉ History
 - Created in 2009 to help clients develop in the emerging markets.
 - India started in 2005, China in 2005, Central Europe in 1993.
 - Bangalore office opened 2008, Shanghai 2005, Warsaw 1996.



Extensive Offer in Emerging Markets

Feasibility, Execution, On-the-ground Support

○ Feasibility



- Market entry strategy,
- Partner search and selection,
- Deal preparation,
- Business intelligence and market watch.

○ Deal Execution

- Technical and commercial due diligence,
- Deal negotiation and execution.

○ On-the-ground Support



- Project Management Office,
- Ongoing company representation
- Trouble shooting.

○ Cross-cultural Understanding and Management



Founding Partners

Four Partners with Extensive Experience



Francois Montrelay: Europe - India

Based in Paris, France - Started his career in India, working in Andhra villages. 7 years in management positions with P&L accountability at US Engineering Louis Berger Inc., USA. 5 years at ACCOR Marketing; 6 years Senior Vice-President at ABN AMRO Bank. Founding Partner of P2P Consultants in 2003. Teaches Strategy at ESTP Paris and at the Business Administration Institute of Aix-en-Provence.



Charles Ab Der Halden: Europe - China

Based in Aix-en-Provence, France - Began as an engineer for a petroleum company. Then, he was in charge of a Business Unit (450 people) at an electrical manufacturer. Then he was CEO of an industrial group in the BtoB services. He took over 2 companies specialized in industrial services and sold them. Founding Partner of PSF Conseil in 1992, he has been working as a consultant (strategy, partnering, M&A), specially with Asia. He is a lecturer and professor at famous Universities, before audiences of businessmen, in the field of international business or cross border M&A.



Serge le Tourneur: Western & Central Europe

Based in Lyon, France – 8 years in Real Estate advisory positions at BNP Paribas. 15 years as an entrepreneur and business manager: Co-founder of a European Group in the Telecom Infrastructure sector. Co-founder of Cour Carrée Mergers & Acquisitions between France and Central Europe in 2006. Director of the World Trade Center in Lyon.



Pascal Dognin: Western & Central Europe

Based in Lyon, France. CEO of a Polish company in the Telecom Infrastructure sector since 1996. Co-founder of Cour Carrée Mergers & Acquisitions between France and Central Europe in 2006. Has been working in Central Europe since 1993, managing companies in Romania, Slovakia, Czech Rep., Hungary, Poland. Local specialist in management, recruitment and marketing.



Regional Partners



S. Devarajan

Based in Bangalore, India

Managing Director of Cisco Systems in India till 2007 where he created a 2,500 persons organization.

As Managing Director of Tata Elxsi, he was one of the youngest Directors in the Tata Board.

Founder and President of Transmation Consulting in 2005. Member of the Executive Council of Confederation of Indian Industries (CII).



Sanjeev Rao






French and Indian nationalities, bilingual, based in Bangalore.

9 years operational experience with Alstom T&D in India, UK and France (International Project Management, Technology Transfers, Business Development). 3 years at Boston Consulting Group, Paris.

Founder of G2i Ventures in 2005



Sector Experience

Sector					
Telecom Infrastructure	✓	✓		✓	✓
Electronics / Hardware	✓	✓			✓
Software	✓	✓			✓
Design Engineering	✓	✓			
Automotive		✓	✓		
Industrial Goods	✓	✓	✓	✓	
Consumer Goods	✓	✓	✓	✓	
Retail	✓	✓	✓	✓	
Financial Services	✓				✓
B2B Services	✓	✓	✓	✓	✓



Some Significant Achievements

Sector	Client	Level	Location	Services
Telecom infrastructure	Family-owned, US\$50m	Board		International development strategy, Acquisition of French Technology company. Fund raising.
Telecom Infrastructure	PE owned, € 2,5m	CEO		Full company sale
Metal industry	French SME	President		Take over by a Chinese group
Metal industry	US\$200m Indus. Group	Chairman		International growth strategy New activity set up
Building materials	French SME	President		Take over by a Chinese investor (insolvency case)
Cosmetics Retail	PE owned, € 0,15m	CEO		Full company sale
Semi-conductors	PE-owned, € 15m Global leader	Board		Business model transformation. US\$42m fund raising. Interim CMO for 18 months
Mechanical industry	Italian SME	President		Investment by a Chinese group (partnership)



Some Significant Achievements

Sector	Client	Level	Location	Services
Chemical industry	Swiss Group	CEO		Investment by a Chinese group (partnership)
Semi-conductors	US, PE-owned tech co, € 20m	CEO		R&D and Sales Partnership in India.
B2B Services	Subsidiary of CAC 40 Company	CEO		Merger, post merger integration (3 companies). Alignment of 3 business models, new product launches, CEO counseling.
Software	PE-owned € 5m tech co	CEO		Strategic Partnership in India.
Cosmetics Retail	PE owned, € 0,5m	CEO		Full company sale
Cosmetics Retail	PE owned, € 0,25m	CEO		Full company sale
B2B Services	CAC 40 Subsidiaries	CEO 7 countries		Price war exit strategy and execution.
Automotive components	Privately Owned (Indian)	CEO		Strategic partnership.
Freight	PE owned, € 18,5 m	CEO		Company valuation



Some Significant Achievements

Sector	Client	Level	Location	Services
Translation Agency	PE owned, € 0,22m	CEO		Target identification and negotiation
Building Materials	European Industry Assoc.	President		Marketing & Communications Strategy
Building Materials	PE owned, € 9m	CEO		Full company sale
Ceramics	Family-owned, € 72m	Board		Entry Strategy, France.
Equipment Rental	PE owned, € 1 m	CEO		Target identification
Frozen foods	Subsidiary of listed Company	CEO Marketing dpt		Market assessment



Why we Are Different

We Team up With Clients to Deliver Tangible Results

○ How we work



- Seniors only: We provide experience and advice; no junior teams.
- The relationship with a CEO is the cornerstone of our activity.
- This leads to a 100% tailor-made approach to our profession.

○ We add value where most consulting companies stop working

- Action-orientation: We make things happen and get our hands dirty.
- Exposure: Team members have practical and cultural experience of both worlds.
- Proximity: Local presence in India, China, and Central Europe.
- Connections: We provide access to Senior Management and Board Members of a large number of Companies.





Our Network of Partners

Entry Strategies, Partnerships, M&As



- CEOs and Board Members
- Banks, Institutional Investors, VCs
- Tax & Legal Advisors
- Management Consultants
- Head Hunters
- Market Research Companies
- And many others....



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