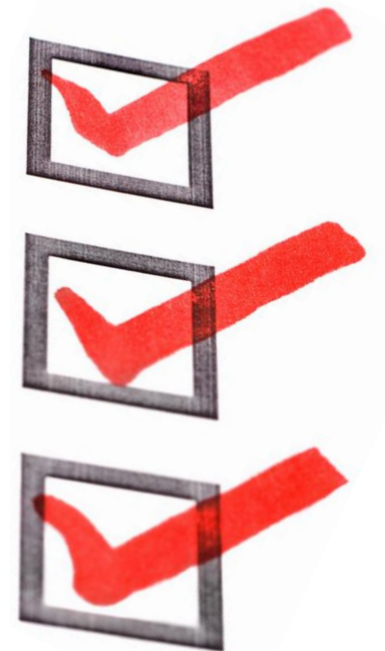




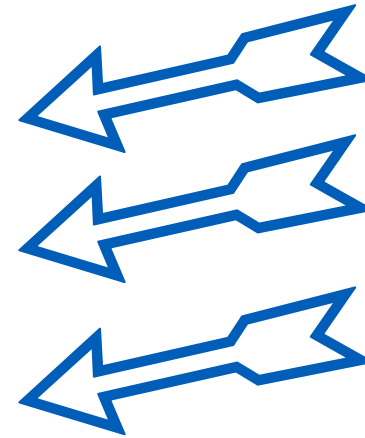
# Strategic issues to consider

22 March, 2017



# What is your ambition?









**Define your goal before making decisions**



**Depending on your ambition, there are different strategic factors you need to consider**

# Geographical / product expansion

**Ability to manage and integrate your target remains your key to success**

Date	Acquirer	Target	Failed transactions
Apr 2014	 Microsoft		
Mar 2015			
Sep 2015			
Mar 2016			

— **Fast to scale up** your business, but you need to ensure there are:

- **Capabilities to manage** expanded geographical and function coverage
- **Careful integration planning** for smooth transition

# Technology advancement

## Detail assessment on technology to avoid regulatory and integration risks

Date	Acquirer	Target	Failed transactions
May 2016	 宏芯基金 GRAND CHIP FUND		
Jun 2016		 GE APPLIANCES	
Jul 2016			
Rumours	 吉利汽车 GEELY AUTO		

- Provides immediate assess to new technologies, but it requires:
- **Assessment on regulation**, to clear potential blockage
  - **Understanding on IPs**, and their **applications** to your business

# Diversifying your business

## Due diligence on the business drivers to ensure “true” diversification

Date	Acquirer	Target
Feb 2015	<b>FOSUN</b> 复星	<b>Club Med</b> 
Aug 2015	 <b>万达集团</b> WANDA GROUP	<b>IRONMAN</b> 
Jun 2016	<b>Suning</b> 苏宁	
Dec 2016	<b>HNA</b> 	 <b>KTL JEWELLERY</b>

— Adds diversity to your current business, but it requires:

- In-depth analysis on commercial drivers
- Clear view on asset's operating and financing requirements

# How to get it right?

## Planned execution and your contribution for successful transactions



**Every steps are crucial to your investment**



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