



**FRONTIER
MANAGEMENT
INC.**

Announcement of Capital & Business Alliance with Athema, an M&A advisory firm in France

July 14, 2023

FRONTIER MANAGEMENT INC.

Overview of Athema

Company Profile

Company Name	Athema (registered trade name: AT Conseil)
Businesses	Provides M&A advisory services with industry focus in the industrials, software & IT services, business services, food & beverage & agribusiness, consumer goods & retail, energy, environment & natural resources, real estate & construction, healthcare & life sciences and aerospace & defense sectors.
Establishment	2001
Representative	Antema SAS (Antema SAS representative: Jean-Marc Teurquetil)
Address	Paris, France
Number of employees	19 employees

Jean-Marc Teurquetil's background

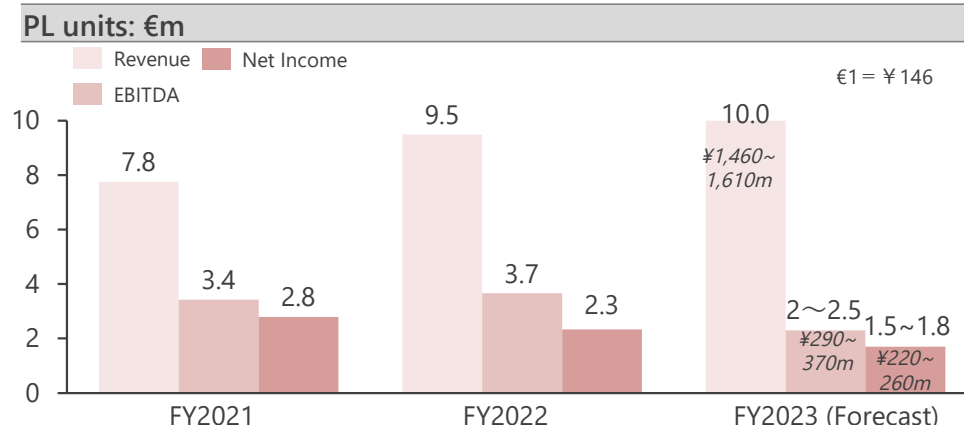
- Has expertise in advisory services for the aviation, logistics, food & beverages and PE funds.
- Engaged in derivatives business at Credit Lyonnais for 7 years.
- Became general manager of BNP Finance.
- Appointed as president of independent brokerage firm Aurel Leven in 1996 and sold to Cantor Fitzgerald in 2006.
- Established Athema and currently engaged in M&A advisory services.



Source: Company website

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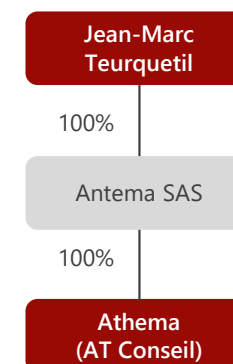
Key financials (in French GAAP)



※There are some accounting processes that differ between French GAAP and IFRS. After the capital and business alliance (for both equity-method and consolidation) Athema's financials will be converted to IFRS.

BS units: €m	FY2020	FY2021	FY2022
Net assets	(0.5)	2.2	3.4
<i>Net assets ratio</i>	<i>(18.7%)</i>	<i>37.7%</i>	<i>52.7%</i>
Total assets	2.7	6.0	6.5

Current Shareholding Structure



Outline of Athema (AT Conseil) ~Key Coverage Sectors

- In addition to Jean-Marc Teurquetil, 6 directors with industry expertise and 6 senior advisors with strong client network (as of July 2023) collaborate to provide sector coverage.
- Approximately 10 focused sectors include food & beverage & agribusiness, automotive, retail & consumer goods, software & IT services, energy, environment & natural resources and healthcare & life sciences.



Food &
beverage &
agribusiness



Automotive



Retail &
consumer goods

Jean-Marc Teurquetil,
6 directors with industry insights and
6 senior advisors with a strong
customer network



Software &
IT services

















Healthcare &
life sciences



Energy, environment
& natural resources

Outline of Athema (AT Conseil) ~ Selected M&A Advisory Track Records

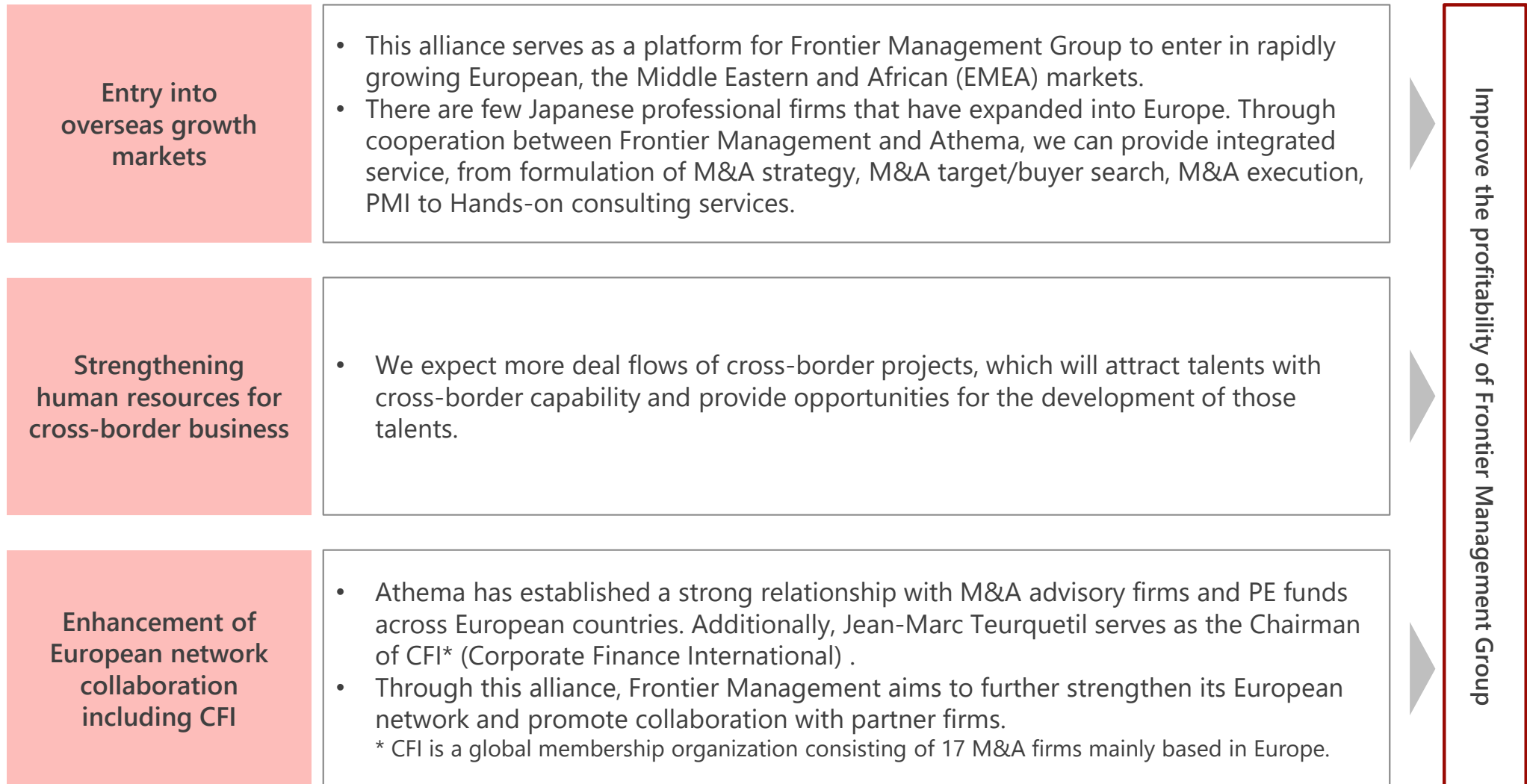
- Selected deals are as follows.

						Athema as advisor
Sector	Consumer goods & retail (Food-related)	Consumer goods & retail	Consumer goods & retail	Energy, environment & natural resources	Transport & logistics	
Buyer	Butler Industries 	Superga Beauty 	L'Occitane International SA  	Ocean Infinity  	Temis Luxury 	
Seller / Target	Pierre Hermé 	L'Oreal Group subsidiary Cosmeurop 	Elemis 	iXblue SAS subsidiary iXblue Pty Ltd   	DHL Subsidiary Veron Grauer 	
Deal Summary	Sale of Pierre Hermé held by LOG Investment to Butler Industries	Acquisition of Cosmeurop, a subsidiary of the L'Oreal Group, by Superga Beauty.	Acquisition of Elemis by L'Occitane International	Sale of iXblue Pty Ltd, a subsidiary of iXblue SAS to Ocean Infinity	Acquisition of Veron Grauer by Temis Luxury	
Year	2021	2021	2019	2022	2022	

Source: Prepared by Frontier Management referring to CFI (Corporate Finance International) track records

Strategic significance of this deal for Frontier Management

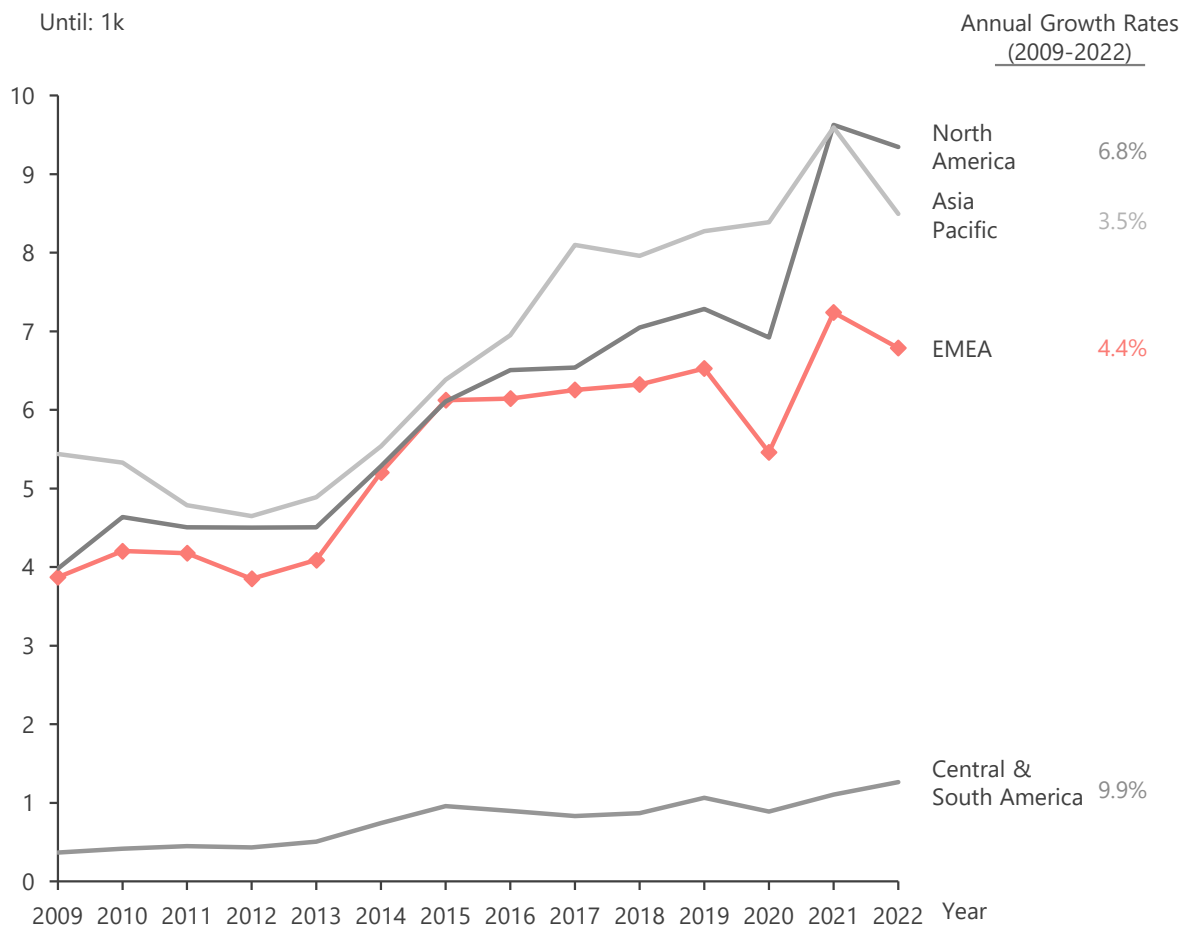
- This alliance will allow Frontier Management to ① expand to growing overseas markets, ② strengthen its human resources for cross-border business and ③ enhance the network for cooperation with business partners including CFI. With those initiatives, we expect improvement of our overall profitability.



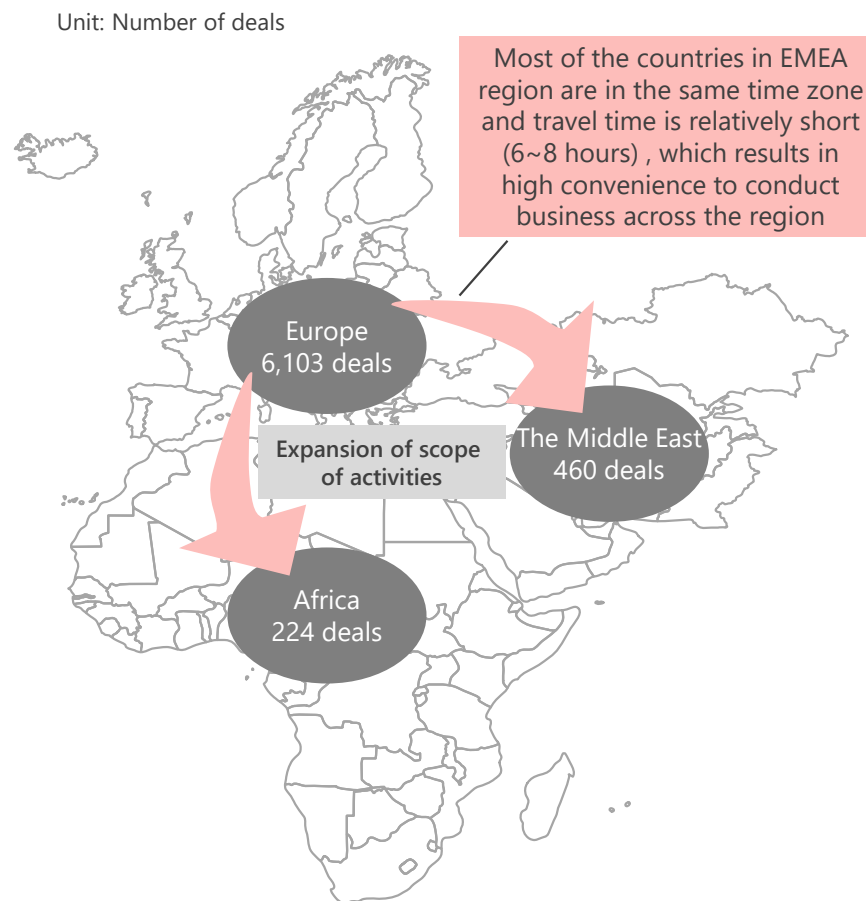
Entry into overseas growth markets ~ European M&A market

- The number of deals in Europe, the Middle East and Africa is on par with that in North America and Asia.
- With a focus on business operations in France and the broader European region, we can expand the scope of activities to the Middle Eastern and African regions.

Trends in number of M&A deals by region (including cross-border & domestic deals)



Number of deals in Europe, the Middle East and Africa (2022)



Source: Bloomberg

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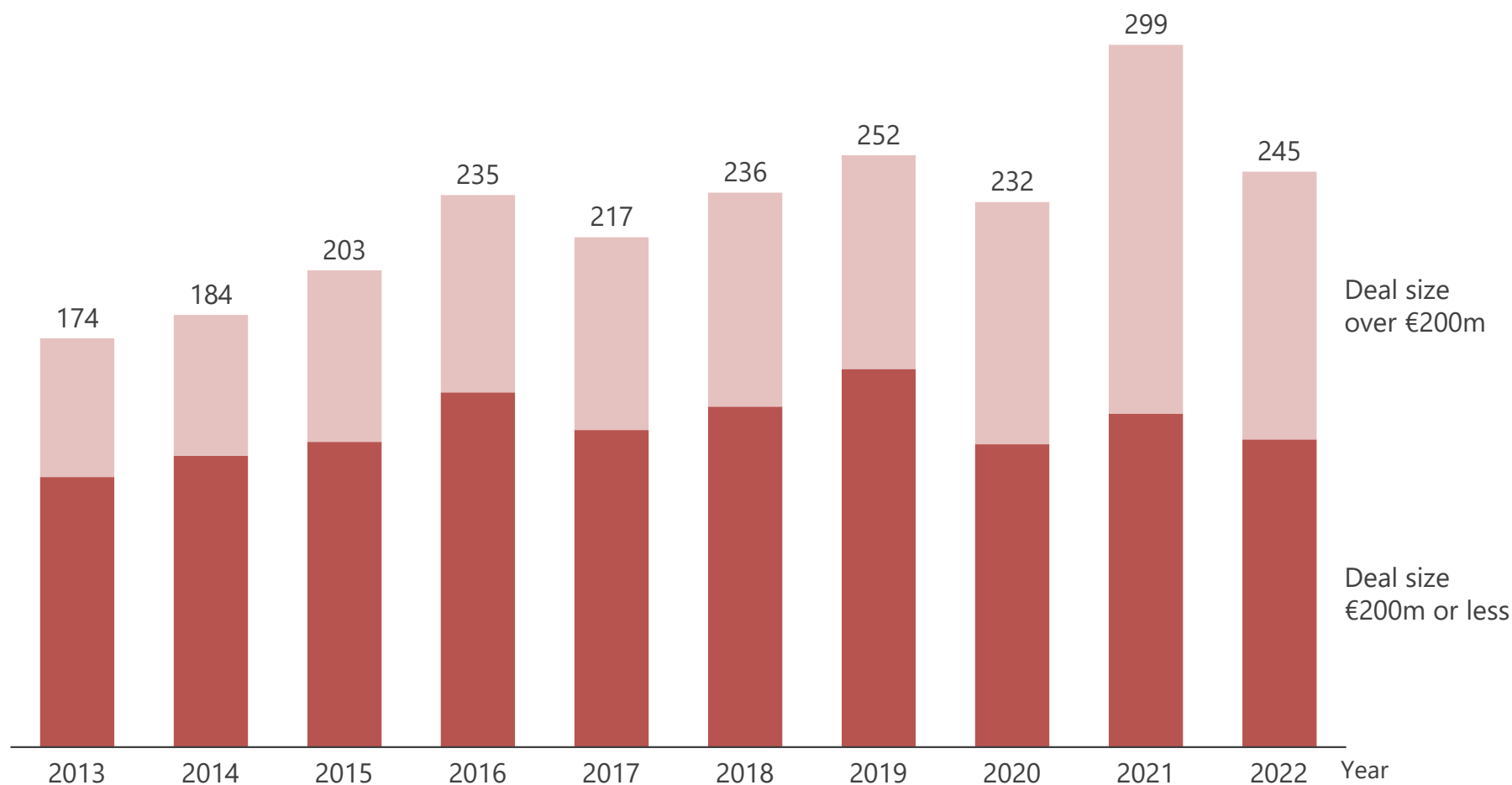
Entry into overseas growth markets

~M&A deals in Europe by Japanese companies

- M&A deals by Japanese companies in Europe are on the rise.

Number of M&A deals in Europe by Japanese companies (totals of sell-side and buy-side deals)

Unit: Number of deals



Source: Bloomberg

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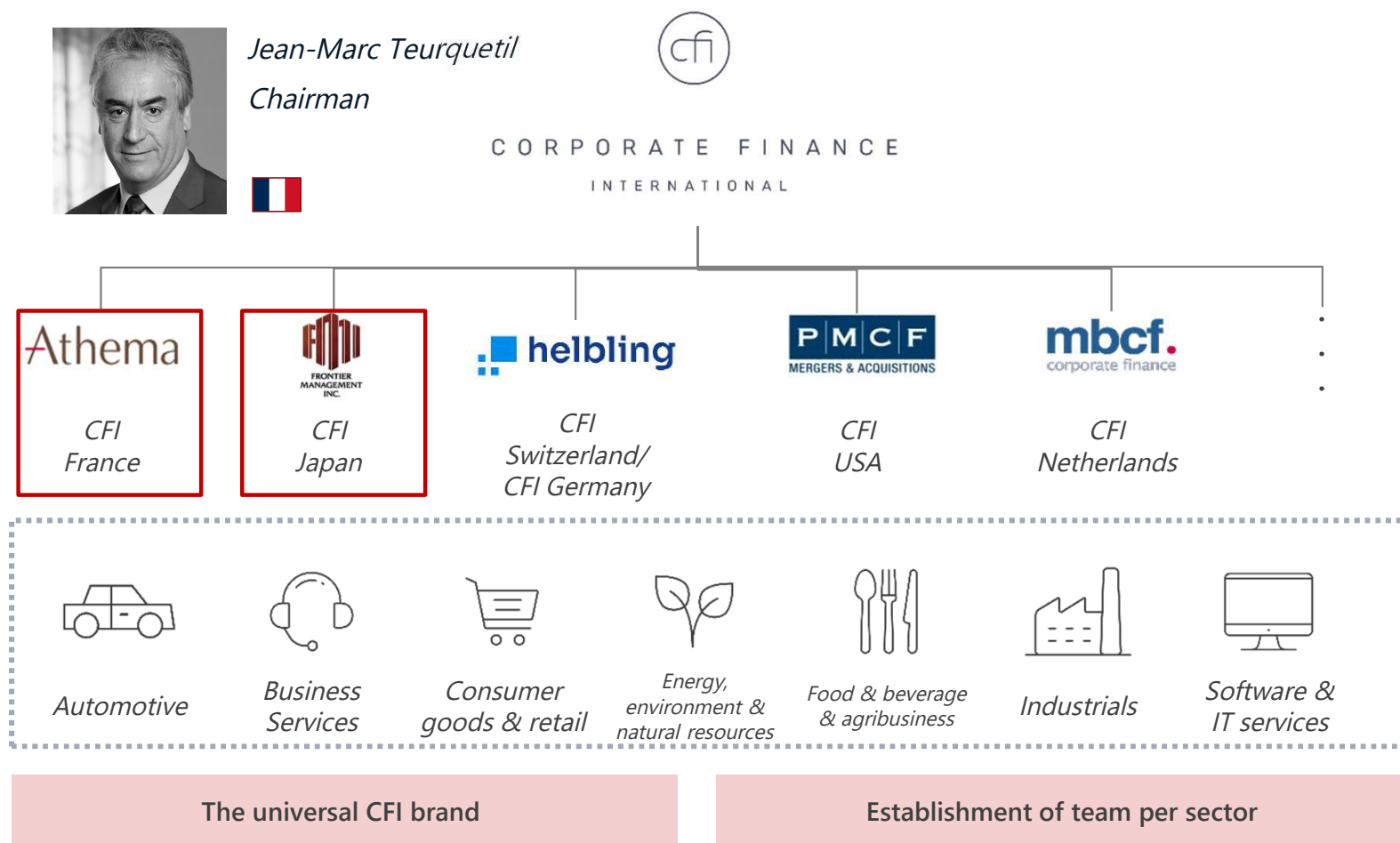
Enhancement of European network collaboration (1/4)

~CFI Overview

- Athema, along with Frontier Management, is a member of CFI.
- Jean-Marc Teurquetil is the Chairman of CFI.

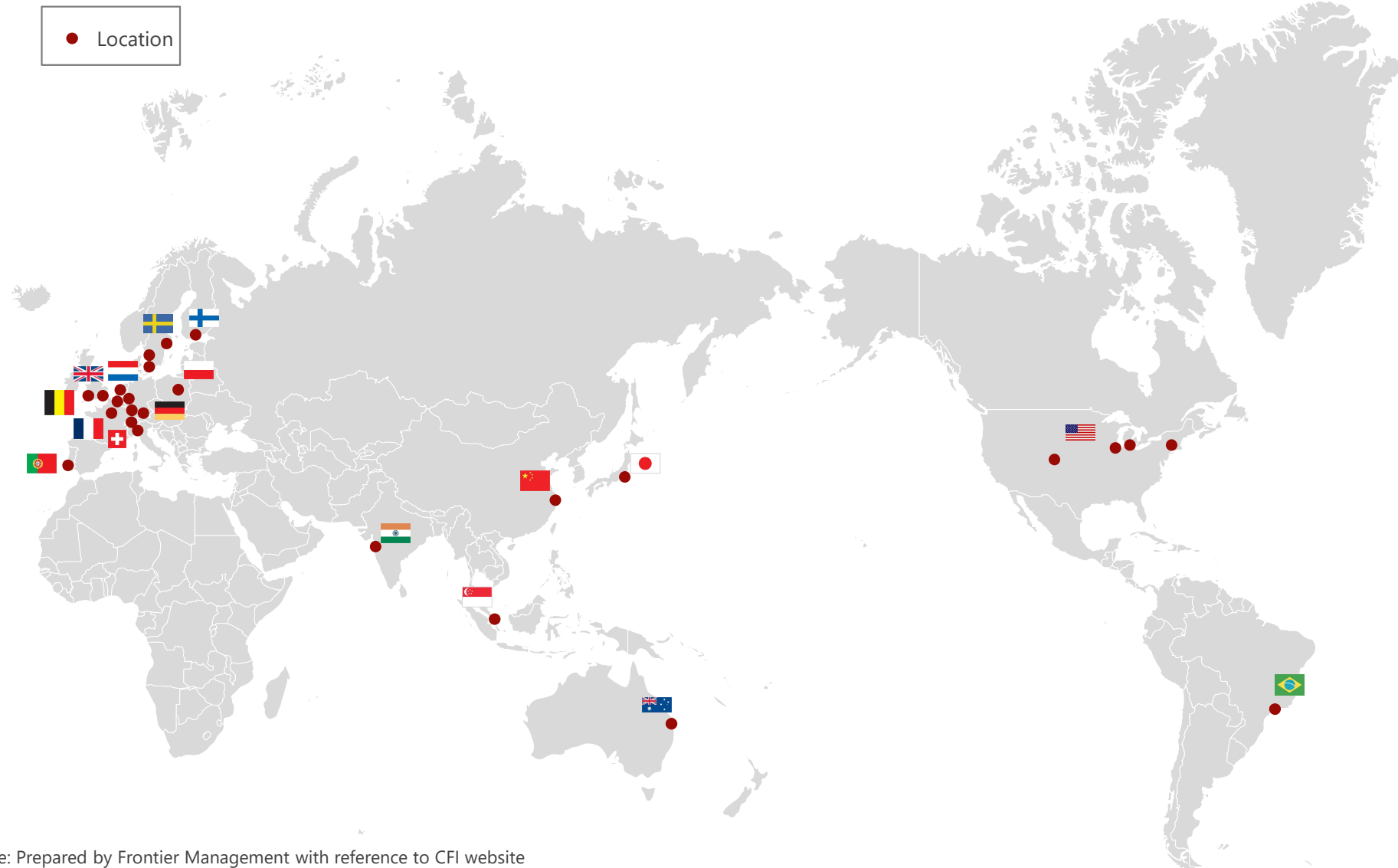
What is CFI?

- CFI is a global M&A membership with 17 countries, mainly in Europe, with strengths in cross-border M&A deals.
- Jean-Marc Teurquetil was appointed as Chairman of CFI in 2017, promoting collaboration among member firms from various countries.



Enhancement of European network collaboration (2/4) ~CFI's global network

- CFI has established a network of M&A firms mainly in Europe, North America and Asia.



Source: Prepared by Frontier Management with reference to CFI website

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Enhancement of European network collaboration (3/4)

~CFI European League Table

- In the 1st quarter of 2023, CFI ranked 13th in the European M&A league table (based on number of deals, deal value €200m or less) .The ranking has greatly improved from 2021 to 2023.

EUROPE Q1 2023 UP TO € 200 MILLION				
Rank	Financial Advisor	# of Deals	Ranking Q1 2022	Ranking Q1 2021
1	K3 Capital Group	86	4*	2
2	PricewaterhouseCoopers	58	1	1
3	KPMG	44	2	3
4	Grant Thornton	30	7	10
5*	Clearwater International	29	8	8
5*	Deloitte	29	6	4
7*	Ernst & Young LLP	28	11	12*
7*	Houlihan Lokey	28	10	15
9	Oaklins	26	8	7
10	Rothschild & Co	25	4*	11
11	BDO	23	3	6
12	IMAP	20	14	18
13	CFI	16	25*	23
14*	Clairfield International	15	13	20
14*	Globalscope	15	40*	NA
16	Translink Corporate Finance	14	17*	17
17*	GCG	13	16	12*
17*	Lincoln International	13	20*	15*
19*	Benchmark International	12	17*	21
19*	Edmond de Rothschild Hldg SA	12	NA	NA
21*	Baker Tilly International	10	12	14
21*	Cooperatieve Rabobank UA	10	31*	35*
21*	Natixis	10	30	37*
24*	Carlsquare GmbH	9	40*	49*
24*	Daiwa Securities Group Inc	9	31*	49*








EUROPE Q1 2023 UP TO €500 MILLION				
Rank	Financial Advisor	# of Deals	Ranking Q1 2022	Ranking Q1 2021
1	K3 Capital Group	86	5	3
2	PricewaterhouseCoopers	61	1	1
3	KPMG	45	2	2
4	Grant Thornton	30	7	9*
5*	Clearwater International	29	10	15*
5*	Deloitte	29	6	4
5*	Houlihan Lokey	29	9	8
8	Ernst & Young LLP	28	8	7
9	Oaklins	26	11	12*
10	Rothschild & Co	25	3	6
11	BDO	23	4	11
12	IMAP	20	15	19
13	CFI	16	23*	26*
14*	Clairfield International	15	14	20
14*	Globalscope	15	41*	NA
16	Translink Corporate Finance	14	18*	17
17*	GCG	13	16	12*
17*	Lincoln International	13	21*	15*
19*	Benchmark International	12	18*	21
19*	Edmond de Rothschild Hldg SA	12	NA	NA
21*	Baker Tilly International	10	12	14
21*	Cooperatieve Rabobank UA	10	34*	37*
21*	Lazard	10	13	22*
21*	Natixis	10	32*	42*
25*	BNP Paribas SA	9	17	25

Source: Prepared by CFI from Bloomberg, etc.

Enhancement of European network collaboration (4/4)

~ Selected M&A Advisory Track Records of CFI

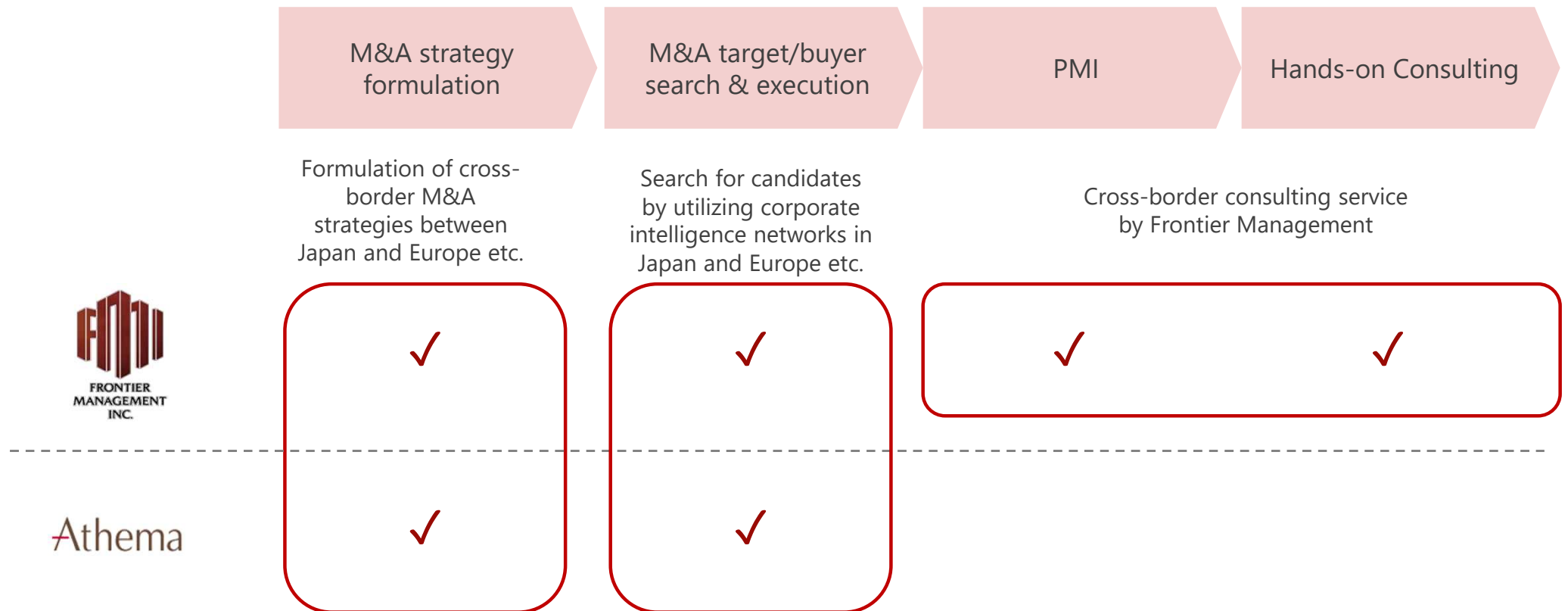
- CFI has an extensive experience in cross-border M&A deals.

					CFI as advisor
Sector	Business services	Industrials	Software & IT services	Automotive	Industrials
Buyer	Johnson Controls	Flow Control Group (a portfolio Company of KKR)	Seamless Distribution Systems AB	Weber Holding GmbH	Carel Industries S.p.A.
Seller / Target	 CDS Security Systems	 Instrumart, LLC	 Riaktr Of  Endeit Capital,  Fortino Capital Partners, GIMV	 Schweizer Group Global GmbH	 Klingenburg Group
Deal Summary	Sale of CDS Security Systems to Johnson Controls	Sale of Instrumart to Flow Control Group	Sale of Riaktr held by Endeit Capital, Fortino Capital Partners and GIMV	Acquisition of Schweizer Group by Weber Holding	Sale of Klingenburg Group to Carel Industries
Year	2022	2022	2021	2021	2022

Source: Prepared by Frontier Management referring to CFI track records

Collaboration between Frontier Management and Athema

- Frontier Management and Athema will collaborate to provide services leveraging the strong industry expertise and corporate intelligence networks in Japan, Europe, and other regions.





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