

York Street Partners

Corporate Profile

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■ Introduction

- YSP Service Offering and Capabilities
- The YSP Team
- Why YSP?

Introduction

- York Street Partners (“YSP”) is an independent, specialist Financial Advisory and Investment Banking firm based in Colombo, Sri Lanka
- YSP aims to be the leading provider of financial advisory services such as Mergers & Acquisitions (“M&A”), Private Placements, Equity Capital Markets (“ECM”), Debt Capital Markets (“DCM”) and other related services with a focus on Sri Lanka (*see page 5 for additional details on the service offering*)
- The team behind YSP consists of Sri Lankans who have had extensive experience at leading global Financial Advisory and Investment Banking organisations such as Goldman Sachs, Deutsche Bank, McKinsey & Company and the Asian Development Bank (*see page 9-11 for additional details on the YSP team*)
- This international experience from world-class organisations coupled with extensive local knowledge and relationships with Corporates, SMEs, Government and High Net Worth Individuals (HNIs) makes YSP uniquely positioned to be the leading Financial Advisory and Investment Banking firm in Sri Lanka
- This document is intended to give you an overview of YSP’s service offering and capabilities, an introduction to the YSP team and why YSP is best positioned to assist you in your Financial Advisory and Investment Banking requirements in Sri Lanka

Bridging the Gap Between Investors and Sri Lanka

International Capital

Sophisticated Investments

Require structured products that Sri Lankan issuers are typically not familiar with

Due Diligence Gap

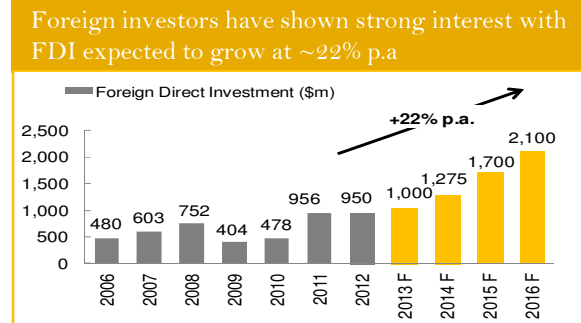
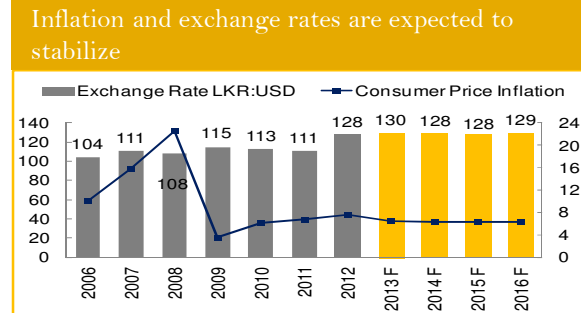
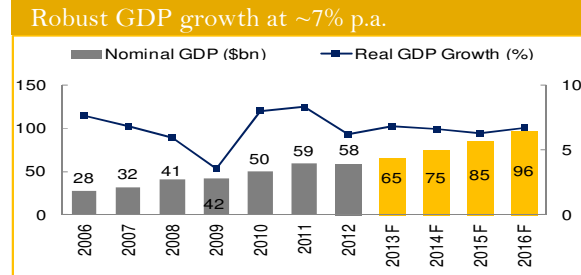
Unable to conduct due diligence directly on Sri Lankan opportunities

Process Knowledge Gap

Perceived complexity in investment and repatriation process as well as lack of international benchmarks for Sri Lankan issuers



Sri Lanka: A Prime Investment Destination



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YSP's Service Offerings and Capabilities

<i>M&A</i>	<ul style="list-style-type: none">▪ M&A advisory - Sell-side and Buy-side▪ Due diligence▪ Fairness opinions
<i>Private Placements</i>	<ul style="list-style-type: none">▪ Cross-border and local private placement solutions▪ Private Investments In Public Entities (PIPEs)▪ Private Equity & Mezzanine investments
<i>Equity / Debt Capital Markets</i>	<ul style="list-style-type: none">▪ ECM & DCM: Pricing, book running and placement▪ Capital for private / listed companies, sovereigns and state owned enterprises▪ Market-making and Brokerage
<i>Alternative Investments</i>	<ul style="list-style-type: none">▪ Real Estate investments across various asset classes▪ Venture Capital (VC)/Private Equity (PE) investments▪ Infrastructure & Project Finance
<i>Asset Management</i>	<ul style="list-style-type: none">▪ YSP PE fund▪ YSP Real Estate Fund (by 2013)▪ YSP Fixed Income Fund (by 2H 2014)
<i>Strategic Advisory</i>	<ul style="list-style-type: none">▪ Management and strategy consulting▪ Operational and asset improvements▪ Strategic partner selection▪ Family succession planning

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Distinctive Experience



The YSP Leadership Team



Romesh Abhayaratne, *Managing Director*

- Over 20 years of experience working with Goldman Sachs, Deutsche Bank Alex Brown, and the World Bank (IBRD) in the US, Europe and Asia
- Managed a substantial discretionary portfolio of private wealth of Fortune 500 corporate management and high net-worth individuals
- Instrumental in completing significant investment banking deals including IPO's, secondary issues, private equity, mezzanine and bridge financing
- Educated at the University of Texas (Austin) (MBA and MPA Hons) and Royal College (Sri Lanka). Passed the CPA examination early in his career in Texas



Hiran Embuldeniya, *Managing Director*

- 10 years of experience working with Goldman Sachs and McKinsey & Co
- Advised CEOs of the leading banks and industrial companies in Europe and the Middle East on their important strategic decisions and transactions
- Involved in several billion dollars of M&A transactions with European Industrials
- Helped define corporate strategy for several of the largest banks in the Middle East
- Educated at Harvard Business School (USA) (MBA) and University of Oxford (UK) (MEng Hons) and Colombo International School (Sri Lanka)



Sujendra Mather, *Managing Director*

- 10 years of experience in corporate finance with Houlihan Lokey, Deloitte and John Keells Holdings in the US, Singapore and Sri Lanka respectively
- Structured, negotiated and executed several M&A transactions for leading corporations in the USA and South East Asia
- Project leader for several of the largest strategic transactions at JKH
- Educated at Claremont McKenna College (USA) (BA) and Colombo International School (Sri Lanka)



Sharini Kulasinghe, *Vice President*

- Over 5 years of experience in working with MicroVest Capital Management – a leading US-based impact investor
- Sourced, structured and negotiated debt and equity investments in financial institutions across Africa, South Asia and the Caucasus
- Team leader for several of MicroVest's largest transactions
- Educated at New School University (USA) (MSC.), Bard College (USA) (BA) and Ladies College (Sri Lanka)



Nayana Mawilmada, *Managing Director*

- Over 14 years of experience planning, facilitating, and managing large scale real estate development and infrastructure projects across 15 countries
- Diverse experience ranges from planning new town developments and tourism projects in Korea and China to advising the Parliament of East Timor on infrastructure investments
- Developed and managed numerous investments for the Asian Development Bank
- Educated at Harvard Business School (USA) (MBA), MIT (USA) (MCP - Master of City Planning), Hampton University (USA) (Bachelor of Architecture) and Trinity College (Sri Lanka)



Jayamin Pelpola, *Managing Director*

- 10 years of experience working with Goldman Sachs, Amba Research and MAS Holdings in the UK, USA and Sri Lanka respectively
- Invested and traded in proprietary positions for Goldman Sachs Principal Strategies (London)
- Structured, negotiated, priced and executed M&A and Leveraged Finance deals for leading US companies
- An advisor by invitation, to Harvard University finance faculty, Colombo Stock Exchange and Nomura Research
- Educated at Harvard Business School (USA) (MBA) and Nalanda College (Sri Lanka). CFA charter-holder. Also became an Associate member of CIMA (UK), early in his career

The YSP Advisory Board



Eric Rajendra, *Board Member*

- Over 30 years of experience as a senior advisor to leading international financial organizations, finance ministries and central banks
- Supervisory board director in several emerging market banks over the past decade
- Represented the World Bank Group's IFC in selected equity investments in Asia and Eastern Europe
- Directly advised the Icelandic government and international bond and bank debt holders in defining an optimal path for the restructuring of Kaupthing Bank
- Former partner at McKinsey & Company (NY, Brussels, Hong Kong, Bangkok); the Head of International Strategic Planning at American Express (NYC); leader of the financial sector practice at two leading technology firms, EDS (Plano) and Capgemini (Paris)
- Ranked among the *Global Top 25 Most Influential Consultants* by *Consulting Magazine*
- Named by *Euromoney* to their *FS Consultants Index: A Guide to the World's Leading Financial Services Consultants and Advisors*
- A published and quoted author of books and articles on global financial services; also served as an Adjunct Professor of Strategy at INSEAD (France)
- Educated at The Fletcher School (M.A.L.D., Tufts, in cooperation with Harvard University, USA) and Brandeis University (B.A., USA); post-graduate fellow at INSEAD (France); graduate of the Australian Institute of Company Directors



Mohan Chandramohan, *Board Member*

- Former Chairman and Chief Executive Officer of American Reprographics Company (ARC), a publicly traded entity listed on the New York Stock Exchange. Successfully grew the company from \$9m turnover to over \$800m to be the global leader in reprographics.
- ARC was ranked 2nd (only to Google Inc.) in best post IPO performance over a three year period.
- Served as the COO and CFO of U-Save Auto Parts Stores Inc., an automotive aftermarket retail chain headquartered in Los Angeles, California
- Specialized in International Banking with the Overseas Trust Bank Ltd which was acquired by HSBC.
- Serves on the boards of a number of organizations – both non-profit and for-profit entities – most notably, Pitzer College (Claremont Colleges), Greater Los Angeles Zoo Association (GLAZA), Flintridge Preparatory School and the Pasadena Independent Schools Foundation (PISF)
- Investment Member, Serendip Investment Group LLC, AZ-U.S.A.
- Holds a Master of Science degree in Management from Hautes Etudes Commerciales (HEC)
- Completed post-graduate diplomas in Management at the University of California in Los Angeles and the University of Oxford in England

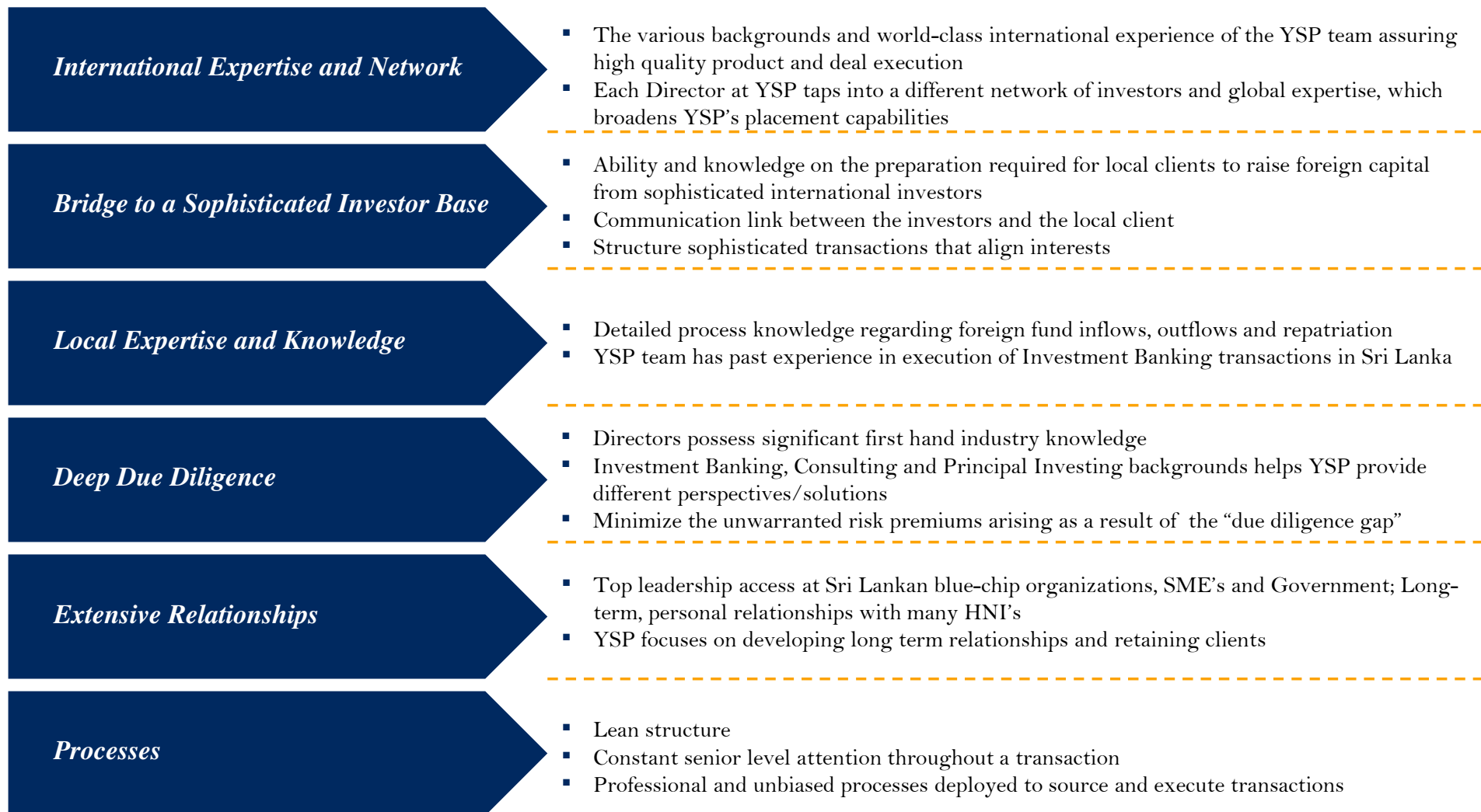
The YSP Advisory Board (cont'd)



Deshamanya Mahesh Amalean, *Board Member*

- Founder and Chairman of MAS Holdings, a Sri Lanka-based apparel manufacturer and exporter with over USD 1 billion revenues and a global presence across North America, Europe, Far East and South Asia employing ~60,000 people
- Chairman of SLINTEC (the National Nanotechnology initiative of Sri Lanka); Executive Committee member of the Joint Apparel Association Forum; Former Chairman of the Sri Lanka Apparel Exporters Association; Former Director of the National Council for Economic Development of Sri Lanka; Former Director TAFREN - Task Force for Rebuilding the Nation
- One of 5 global business leaders recognized with a UN Award at the WEP's inaugural Leadership Awards presentation; received the award for Cultural Change for Empowerment
- Awarded the titular National Honor of "Deshamanya" - In recognition for the contribution and achievements in his specialized field of business and distinguished and meritorious service to the nation
- Awarded the CNBC-IIFA Global Leadership Award, Business people of the Year award by LMD, Communication and Leadership award by Toast Masters International, The Distinguished Alumnus Award by National Institute of Technology (India) and ranked among the Top 20 Progressive Asian Leaders by the World Business Magazine
- Completed executive education program on Strategic Leadership by Columbia University in New York (USA)
- Holds a Bachelor of Technology degree in Chemical Engineering from University of Madras (India)

Why YSP?



Selected Prior Transaction Experience

Mergers & Acquisitions

Our leadership team has been involved in several important transactions including:

Global M&A Experience

Sector	Description	Role	Transaction Size (Approx)
Medical	Acquisition of a medical device manufacturer by a leading US pharmaceutical manufacturer, and a simultaneous debt recapitalization.	Sell-Side Advisor	USD 8.5 bn
Metals & Mining	Acquisition of the largest independent global steel distributor	Buy-Side Advisor	EUR 1.1 bn
Aerospace	Acquisition of the world's second largest airline catering business by a leading PE firm	Buy-Side Advisor	USD 900 mn
Metals & Mining	Acquisition of a national mining company in India by the world's largest mining company	Buy-Side Advisor	USD 700 mn
Automotive	Divestiture of European automotive component manufacturing facilities of leading US automotive OEM	Buy-Side Advisor	USD 200 mn
Industrials	Anti-raid mandate for one of the largest industrial conglomerates in Europe	Advisor	USD 20 bn
Packaging	Sale of flexible packaging business of a mid-market US PE firm	Sell-Side Advisor	USD 105 mn

Asian M&A Experience

Sector	Description	Role	Transaction Size (Approx)
Packaging	Sale of Malaysian Pepsi bottling subsidiary	Sell-Side Advisor	USD 500 mn
Packaging	Sale of glass packaging business of leading SE Asian conglomerate	Sell-Side Advisor	USD 45 mn
Personal Care	Sale of leading Asian personal care & cosmetics company	Sell-Side Advisor	USD 200 mn
Food & Beverage	Investment into the 2 nd largest Indonesian F&B company by a leading PE firm	Buy-Side Advisor	USD 100 mn
Metals & Mining	Investment into ASX-listed company by leading Korean mining operator	Buy-Side Advisor	USD 80 mn
Food & Beverage	Sale of 100% of a leading listed Vietnamese F&B company	Sell-Side Advisor	USD 60 mn
FMCG	Sale of Vietnam's leading local FMCG company	Sell-Side Advisor	USD 45 mn

Selected Prior Transaction Experience (cont'd)

Mergers & Acquisitions (cont'd)

Our leadership team has been involved in several important transactions including:

Sri Lankan M&A Experience

Sector	Description	Role	Transaction Size (Approx)
Telecommunications	Acquisition of a leading phone operator	Buy-Side Advisor	USD 110 mn
Shipping	Acquisition of a minority interest stake in a private container terminal operator	Buy-Side Advisor	USD 35 mn
Hotel & Leisure	Acquisition of two 5-star resort hotels in the Maldives	Buy-Side Advisor	USD 34 mn
Manufacturing	Sale of manufacturing facility of leading industrial manufacturer	Sell-Side Advisor	USD 20 mn
Automotive	Acquisition of a minority stake in a listed, leading automobile dealer and tyre manufacturer	Buy-Side Advisor	USD 7 mn

Selected Prior Transaction Experience (cont'd)

Real Estate & Infrastructure (cont'd)

Our leadership team has been involved in several important transactions including:

Sector	Description	Role	Project/ Transaction Size (Approx)
Real Estate/Infrastructure	Advisor to leading European PE firm in financing commercial real estate assets	Sell-Side Advisor	USD 2 bn
Real Estate/Infrastructure	Mixed use urban development in Puerto Rico	Consultant	USD 1.3 bn
Real Estate/Infrastructure	Investment in urban water supply improvement in Bangladesh	Advisor	USD 200 mn
Real Estate/Infrastructure	Real estate development proposal for Colombo city	Principal Investor	USD 150 mn
Real Estate/Infrastructure	Industrial estate development for mixed manufacturing in Bhutan	Advisor	USD 110 mn
Real Estate/Infrastructure	Planning/Development of the first ever retirement community in Beijing for 20,000 residents	Consultant	USD 150 mn
Real Estate/Infrastructure	Water supply sector investment in Sri Lanka	Consultant	USD 300 mn
Real Estate/Infrastructure	Tourism infrastructure investment in Nepal	Advisor	USD 30 mn
Real Estate/Infrastructure	Integrated infrastructure investment in Maldives	Advisor	USD 20 mn
Real Estate/Infrastructure	Master planning for a new city expansion of 50 hectare in Korea	Consultant	n/a

Selected Prior Transaction Experience (cont'd)

Fixed Income

Our leadership team has been involved in several important transactions including:

Sector	Description	Role	Transaction Size (Approx)
Financial Services	Advisor to a leading US asset manager in swapping sovereign debt	Advisor	USD 2 bn
Consumer Services	Debt financing into a leading US consumer service company	Advisor	USD 430 mn
Power	Mezzanine financing for mid-stream petroleum assets in the USA	Advisor	USD 350 mn
Consumer Services	Mezzanine financing into a leading US consumer service company	Advisor	USD 85 mn

Equity Offerings

Our leadership team has been involved in several important transactions including:

Sector	Description	Transaction Type	Role	Transaction Size (Approx)
Hotel & Leisure	Sale of an equity stake of a leading global hotel & resort company	Private Placement	Principal Investor	USD 1.6 bn
IT	Equity offering for a leading European technology manufacturer	Secondary Offering	Lead Manager	GBP 500 mn
Manufacturing	Placement of a leading US steel pipe and plate manufacturer	Private Placement	Lead Manager	USD 100 mn
Consumer Services	Placement into a leading US consumer service company	Private Placement	Principal Investor	USD 100 mn
Garment	Investment into the largest Sri Lankan Weft Knitted fabric manufacturer	Private Placement	Principal Investor	USD 10 mn

Selected Prior Transaction Experience (cont'd)

Corporate Strategy

Our leadership team has been involved in several important transactions including:

Sector	Description	Role
Banking & Finance	Assisting the Chairman of the Board of a Top 5 bank in the Middle East to review the corporate strategy and redesign the organisation structure of the bank.	Consultant
Banking & Finance	Helping the new CEO of a leading bank in the UAE define the 5 year growth strategy for the bank. Analysis included a detailed review of the retail and corporate banking units along with a new customer segmentation model.	Consultant
Policy Development	Working with the Planning Commission and a global multi-lateral agency in developing the national business development plan of a country – developed sector strategies for boosting the national GDP and improving the balance of payments of the country.	Consultant
Manufacturing	Defining and implementing a transformation program for a large private company in Sri Lanka to help it emerge as a global competitor. Work focused on two areas: (i) operational improvements, and (ii) purchasing and supply chain management.	Consultant
FMCG	Performing a detailed strategic review for the shareholders of a top 3 Indonesian FMCG group including recommendations for growth (organic and in-organic), divestment and partnerships.	Consultant
Real Estate & Development	Lead consultant to CEO of leading private property company in the UK on a resort, commercial and residential city development in Bahari Beach, Tanzania.	Consultant



YORK STREET

P A R T N E R S

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