




CORPORATE DOC

BEYOND BORDERS



CONTEXT AND OBJECTIVES OF THE DOCUMENT

- This document outlines the **mission, methodology, and unique value proposition** of Beyond Border, a structure dedicated to supporting businesses in expanding to emerging markets. Through detailed analysis and innovative tools, we empower organizations to unlock opportunities while mitigating risks in high-growth, complex environments.
- Emerging markets represent **unparalleled growth opportunities** with expanding populations and increasing consumer demand. However, they also come with significant challenges such as regulatory complexities, political instability, and infrastructure gaps, requiring expert guidance for successful entry.
- This document aims to present our structure, detail the unique scoring methodology we employ to evaluate opportunities and risks, outline the solutions we offer, and demonstrate how our approach drives **success for businesses entering emerging markets.**

Emerging markets offer unmatched growth, profitability, and opportunities

Unmatched growth and profitability

Emerging markets are poised for dynamic growth, projected to contribute approximately 65% of global economic expansion by 2035.

This growth is driven by a youthful, rapidly expanding workforce, with 85% of the global population under 30 residing in these regions. The urban population in emerging markets is increasing by 65 million people annually, generating rising demand for infrastructure, consumer goods, and services. Additionally, companies operating in these regions often see profit margins up to three times higher than in developed markets due to lower operating costs and less market saturation.

Digital growth and investment opportunities

Africa's digital economy is also accelerating, with the mobile sector alone expected to reach \$180 billion by 2025, boosting sectors like e-commerce, fintech, and digital services. Beyond technological advances, these markets possess 50-60% of the world's natural resources, positioning them as crucial players in global supply chains.

In addition, many African and MENA countries are enacting investment-friendly policies, such as 100% foreign ownership in key sectors and the establishment of special economic zones (SEZs), to attract foreign direct investment. These factors highlight the substantial growth and profitability potential for businesses venturing into these high-opportunity regions.

EMERGING MARKETS

In datas

65%

of Global Economic Growth by 2035

85%

of the global middle-class growth occurring in emerging markets.

10%

increase in internet penetration rates in emerging economies

30 T\$

Of consumer spending in emerging markets

1 Billion

Of new consumers in emerging markets by 2030

Leading multinational companies across industries such as technology, food & beverage, cosmetics and many more have established a robust presence in emerging markets like West and North Africa, with these regions now contributing up to 20-30% of their global revenues in some cases. Here are few examples of companies which are actively expanding on these markets.



Similarly, SMEs from Western countries are increasingly targeting these high-growth regions, where consumer spending is constantly increasing, highlighting the immense potential for businesses to expand and capitalize on growing demand.

Emerging markets present specific risks spanning multiple areas that companies must carefully evaluate

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Emerging markets like North Africa, the Middle East, and West Africa pose unique challenges that differ significantly from those in Western markets. These challenges, rooted in **political, economic, and structural complexities, can deter businesses from entering these regions or lead to serious setbacks if not properly anticipated.** The distinct nature of these risks requires a proactive and well-informed approach to avoid financial and operational disruptions.

To succeed in these markets, companies must **go beyond surface-level assessments and invest in a thorough understanding of the local landscape.** This includes not only identifying potential risks but also leveraging the right strategies and partnerships to mitigate them. A well-prepared approach ensures that businesses can unlock the immense opportunities these markets offer while minimizing the impact of their inherent challenges.

Graph Representing for CEOs the Highest Levels of Incidence and Specificity for Each Risk Globally and in Emerging Markets



Highest Emerging Markets Specific Risks According to CEOs

1

Exchange Rate Volatility

Frequent fluctuations in currency values can significantly increase the costs of imports and exports, erode profit margins, and deter foreign investment.

2

Political Unrest

Instability caused by protests, conflicts, or governmental changes disrupts supply chains, reduces consumer demand, and increases operational risks.

3

Weak Infrastructure

Inadequate transport, energy, and communication systems hinder efficient operations, leading to higher logistics costs and delays.

4

Informal Economy

A large informal sector undermines fair competition as unregulated businesses often avoid taxes and compliance costs.

Unlocking opportunities in emerging markets requires four essential steps to achieve sustainable success



Mitigate High Risks

Political instability, regulatory unpredictability, and currency volatility are major challenges in emerging markets. Companies need to anticipate these risks to maintain operational stability and avoid significant disruptions.



Understand Local Dynamics

Success in emerging markets requires more than surface-level knowledge; it demands a deep understanding of cultural nuances and consumer behavior. Tailored strategies that align with local expectations are crucial to building trust and driving market engagement.



Leverage Local Partnerships

Local stakeholders play a critical role in navigating bureaucratic barriers and ensuring smooth market entry. Strong partnerships can also provide access to key resources and enhance credibility within the region.



Focus on High-Return Opportunities

Emerging markets present immense opportunities, but identifying the most profitable avenues requires strategic prioritization. Allocating resources effectively ensures long-term growth and avoids unnecessary expenditures.

Navigating emerging markets without the right expertise is a gamble that can result in wasted resources, missed opportunities, and heightened risks. Expert support equips businesses with the insights, connections, and strategies they need to operate confidently and effectively. From mitigating risks to leveraging local opportunities, tailored guidance is essential for turning ambition into success in these high-potential regions.

Empowering Your Success in Emerging Markets

Emerging markets offer immense potential but navigating their complexities requires expertise, precision, and adaptability.

This section introduces our organization, our mission, and the methodology that sets us apart. From understanding local dynamics to mitigating risks, we provide tailored solutions to help businesses unlock opportunities and achieve sustainable growth in high-potential regions.



Guiding Companies in Emerging Markets to Create Impact for Businesses and Local Communities

We provide the strategic expertise, local partnerships, and actionable insights needed to navigate complex markets and drive sustainable growth, unlocking high-impact opportunities for our clients.



Mission

Empower businesses to unlock their potential in lesser-known markets. We strengthen their positioning and attractiveness within these regions to drive long-term growth and development.



Vision

To become the trusted partner for companies seeking sustainable success in high-potential yet complex markets, leveraging innovation, local insights, and a focus on meaningful impact.



Values

- Integrity
- Cultural Intelligence
- Impact-Driven Solutions
- Agility



Originally from France, Martin Roy has spent over a decade living in North America, between the United States and Canada, and has also lived in Morocco. Through a diverse professional and academic journey, he has gained key insights into emerging markets, particularly across the MENA region and West Africa.

Guided by a personal vocation to connect cultures and create meaningful bridges between regions, Martin Roy is dedicated to helping businesses unlock their full potential in high-growth markets and fostering impactful global partnerships.



A Strategic 3-Step Process for Success

Our three-step process ensures success in emerging markets by combining analysis, decision-making, and execution.

We start with an in-depth assessment of the company and market, providing clear insights into local dynamics and opportunities.

This leads to a rigorous risk and opportunity evaluation, culminating in a Go/No-Go decision that prioritizes high-potential markets.

Finally, we facilitate implementation by securing key local partners and managing projects, ensuring strategies are executed effectively for sustainable impact.

Cheminement de l'exercice de planification stratégique de xx



xx Navigating Emerging Markets with Trusted Insights

1

We offer tailored market research to help businesses successfully navigate emerging markets. Our integrated offerings combine quantitative and qualitative methodologies to provide in-depth and actionable analysis. Here's an overview of our services:

☐ Demand and Trend Analysis

Identify specific consumer needs, high-growth market segments, and emerging trends to align products and services with local expectations.

☐ Surveys and Perception Studies

Design and implement surveys targeting consumers or local stakeholders to gather insights on behaviors, preferences, and perceptions.

☐ Competitive Analysis

Conduct detailed evaluations of local and international competitors, including their strengths, weaknesses, pricing strategies, and market positioning.

☐ Regulatory and Cultural Assessment

Analyze regulatory requirements and cultural nuances to anticipate barriers and adapt market entry strategies.

☐ Opportunity Mapping

Perform geographic and sectoral analyses to pinpoint high-potential regions or industries and prioritize investment opportunities.

☐ Focus Groups

Organize qualitative panels to deeply explore the needs and expectations of local consumers or partners.



Our data integrates analyses from trusted sources, ensuring accurate, comprehensive, and reliable market research.



A Collaborative Approach to assess Key Success Factors

2

Benchmarking Against Industry Standards and Competitors

- Using insights gathered during the evaluation and market research phase, we compare the client's positioning to competitors operating in similar markets.
- This includes analyzing best practices, identifying performance gaps, and understanding the success factors or challenges faced by others.
- Benchmarking provides actionable context, ensuring the strategies we propose are both practical and competitive, tailored to help the client thrive in the target market.

Understanding the Company's Resilience

- Through a deep analysis of the client's resources, processes, and past performance, we assess the company's capacity to address the identified risks and leverage opportunities.
- This ensures that our evaluation reflects both external market realities and internal capabilities, offering a balanced perspective to guide strategic decisions.

Collaborative Evaluation of Factors and Weighting

- We are working closely with the client to identify and agree on the critical factors that will be assessed.
- Factors are customized to reflect market-specific challenges (e.g., infrastructure, regulations, cultural alignment) and company-specific attributes (e.g., financial capacity, operational readiness).
- Each factor is assigned a weighted coefficient to reflect its relative impact on the company's ability to succeed in the target market.

This detailed evaluation process provides the basis for our scoring system, which quantifies risks and opportunities with precision

2

WORA METHODOLOGY : A Comprehensive Tool to Evaluate Risk and Opportunity

The **WORA (Weighted Opportunity and Risk Assessment) methodology** provides an overall score out of 100%, which is calculated as a weighted average of multiple factors and sub-factors. This scoring framework ensures a detailed and comprehensive evaluation of both current risk and current opportunity, tailored to the client’s context and the specific market being analyzed

Factors and Sub-Factors:

Markets are evaluated using key factors (e.g., regulatory environment, market size), each broken down into sub-factors for detailed analysis (e.g., stability of laws, time for permits).

Weighting System:

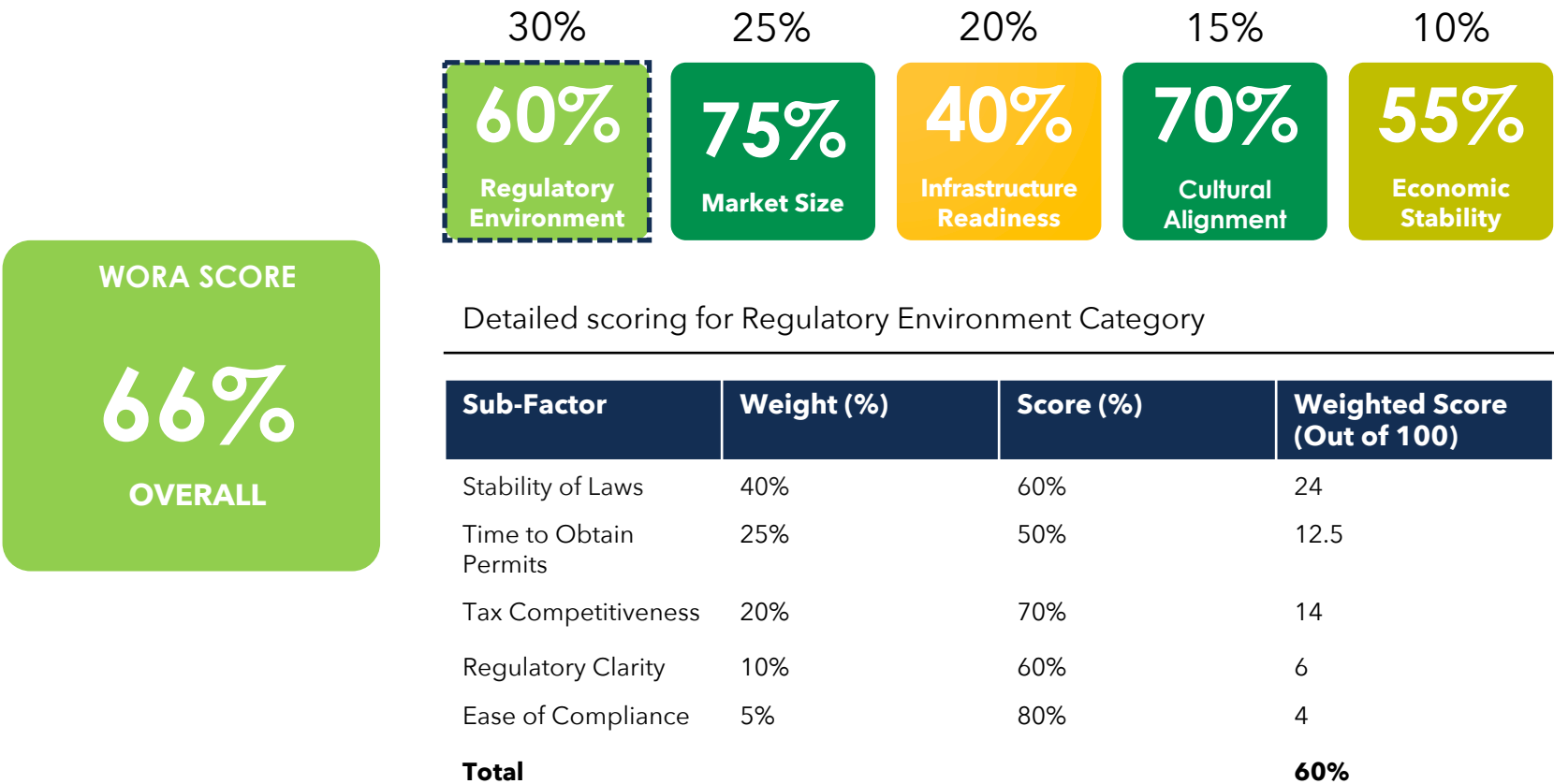
Each factor and sub-factor is assigned a weight reflecting its importance, with all weights summing to 100% for balanced scoring.

Individual Scores:

Sub-factors are scored with weighted scores aggregated to calculate the factor’s overall score.

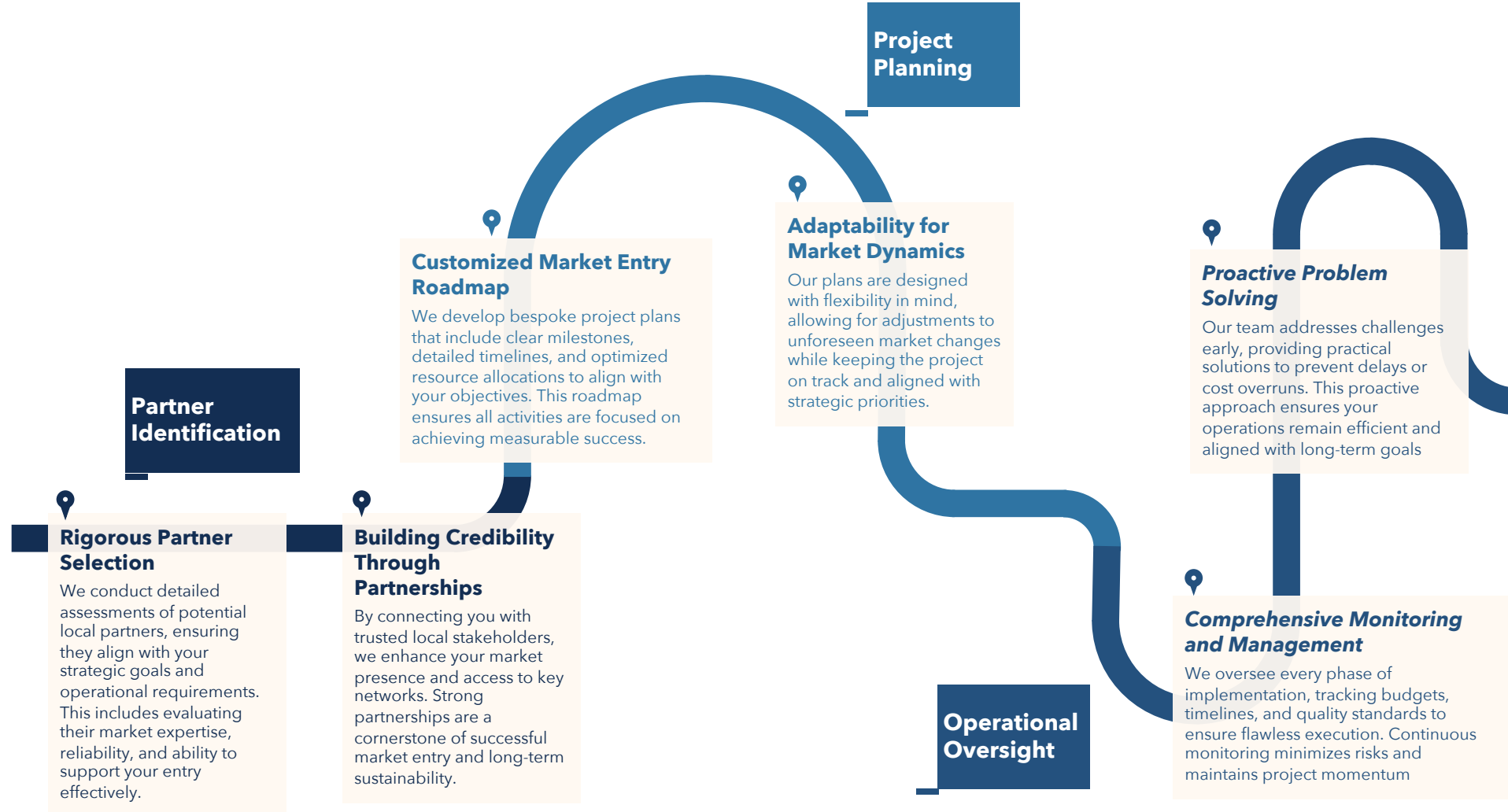
Overall Score:

The total score for current risk and opportunity is derived from all weighted factor scores, providing a clear, actionable metric with detailed breakdowns.



From Strategic Partnerships to Project Management, we ensure Seamless Market Entry and Long-Term Success

3



Three Strategic Markets for High-Impact FDI

These regions offer strategic locations, abundant resources, and investment-friendly policies, making them prime destinations for FDI



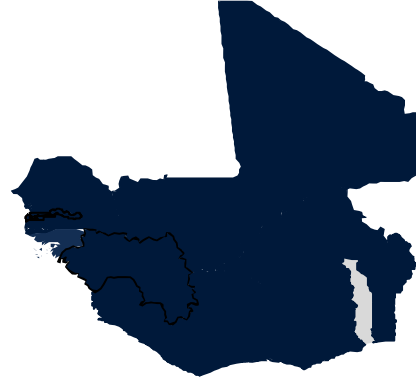
NORTH AFRICA

At the crossroads of Europe and Africa, North Africa serves as a critical logistics hub. For instance, Tangier Med Port in Morocco links over 180 global ports, handling more than 53 million tons of cargo annually.

With exports surpassing \$12 billion in phosphates and related goods in 2022, the maritime sector significantly bolsters regional GDP.

Countries like Morocco and Egypt offer special economic zones and incentives, including tax benefits and streamlined regulatory frameworks, attracting diverse foreign investments.

North Africa provides proximity to both the European Union and Sub-Saharan markets, enabling businesses to efficiently serve multiple regions.



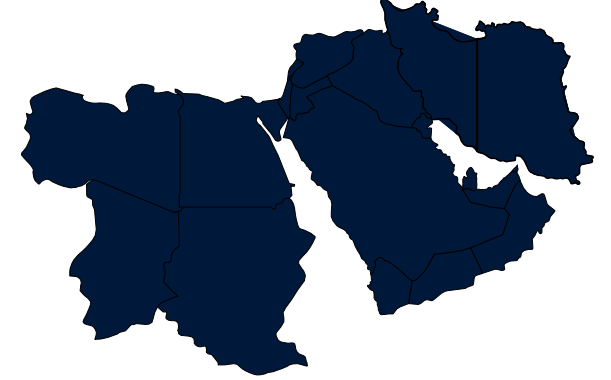
WEST AFRICA

West Africa boasts one of the youngest and fastest-growing populations globally, driving demand for infrastructure, consumer goods, and services.

The region is rich in natural resources like oil, gas, gold, and cocoa, offering significant investment opportunities in extraction and processing industries.

Initiatives like the African Continental Free Trade Area (AfCFTA) aim to boost intra-African trade, with West Africa playing a pivotal role due to its size and economic influence.

FDI in industries like telecommunications, renewable energy, and agriculture often yields returns higher than global averages, attracting investors seeking long-term growth.



MIDDLE EAST

The Middle East accounts for over 30% of global oil production, providing extensive opportunities in energy-related sectors, including renewable energy and technology.

Many countries, such as the UAE and Saudi Arabia, are investing heavily in diversifying their economies through initiatives like Saudi Vision 2030, creating opportunities in sectors like tourism, tech, and logistics.

The region's location bridges Asia, Europe, and Africa, making it a vital corridor for global trade and supply chains.

Investment-friendly policies, such as 100% foreign ownership in specific sectors and free zones in countries like the UAE, attract multinational corporations seeking business expansion.

