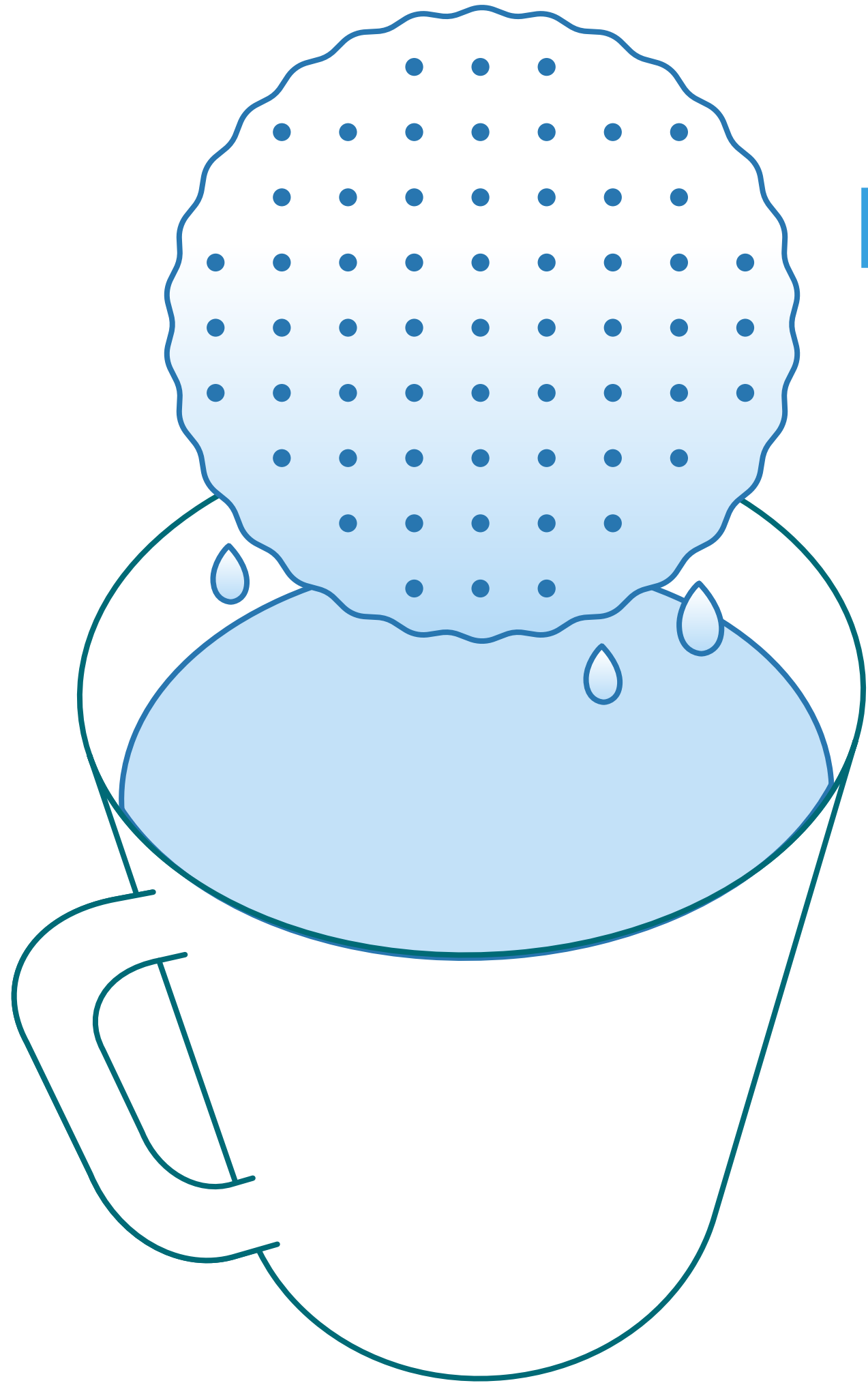


Is it time for a break?

The Global Divestment Survey 2017

Divestment deal activity remains robust despite uncertain market conditions



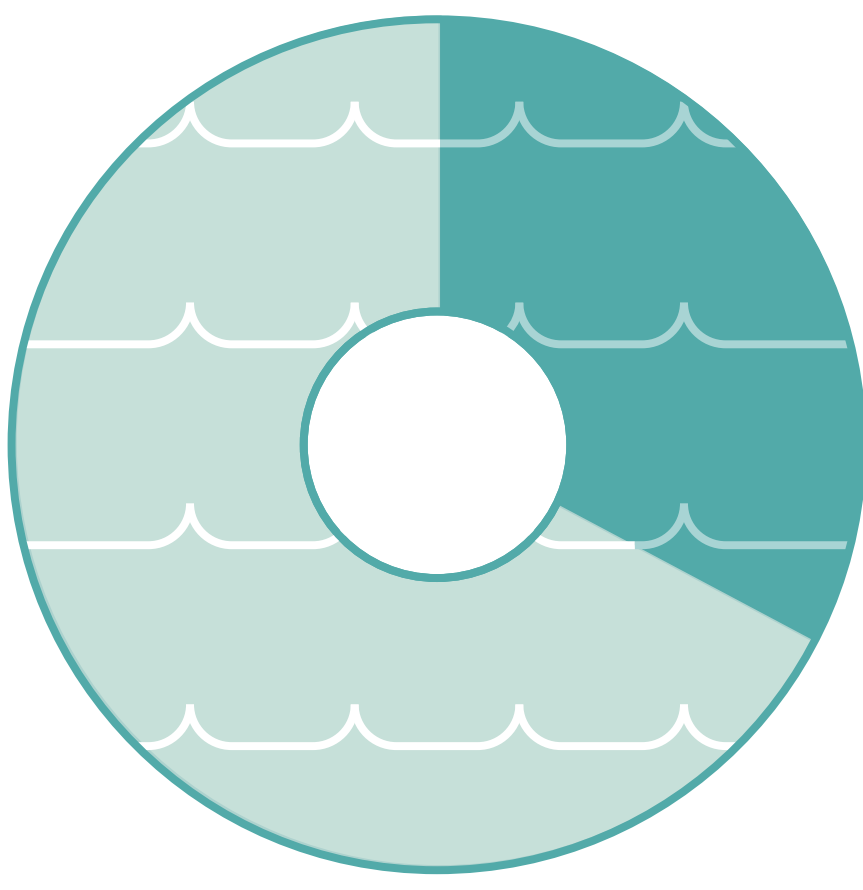
2/3 of respondents have completed more than one deal in the last 36 months

and that level of activity is anticipated to continue

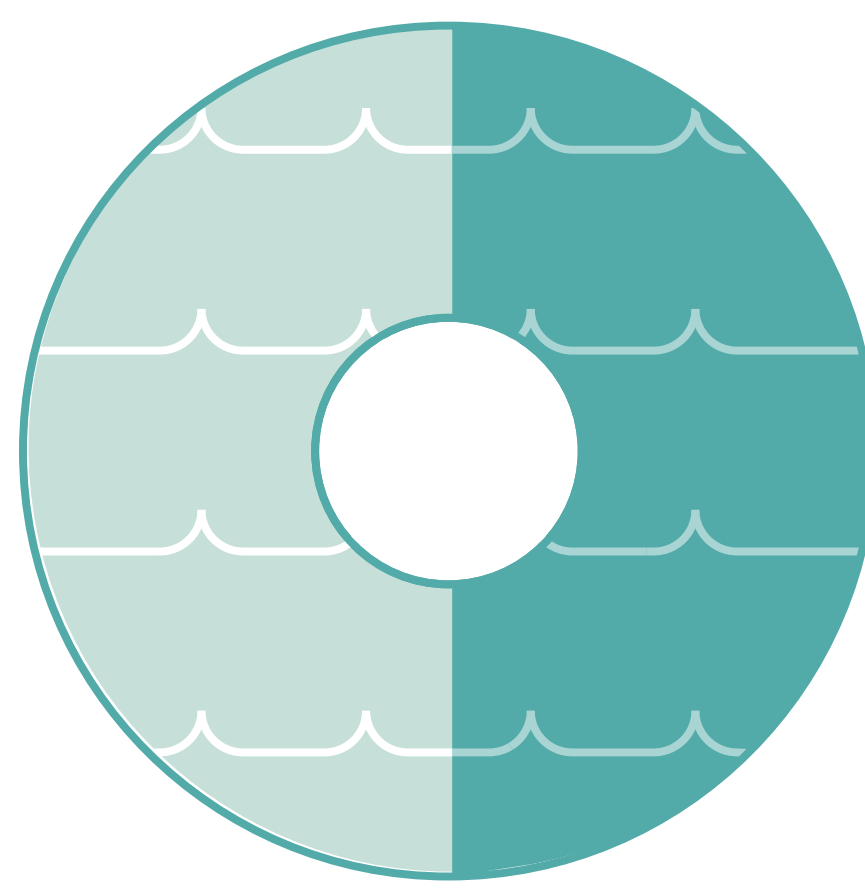
However, uncertainty is making it **difficult to complete deals with 54%** of respondents stating that uncertainty was the primary reason why deals are proving more difficult to do

For a divestment to succeed in this environment, speed and certainty become crucial. When choosing a buyer, 1/3 said speed and certainty to close was a key determinant.

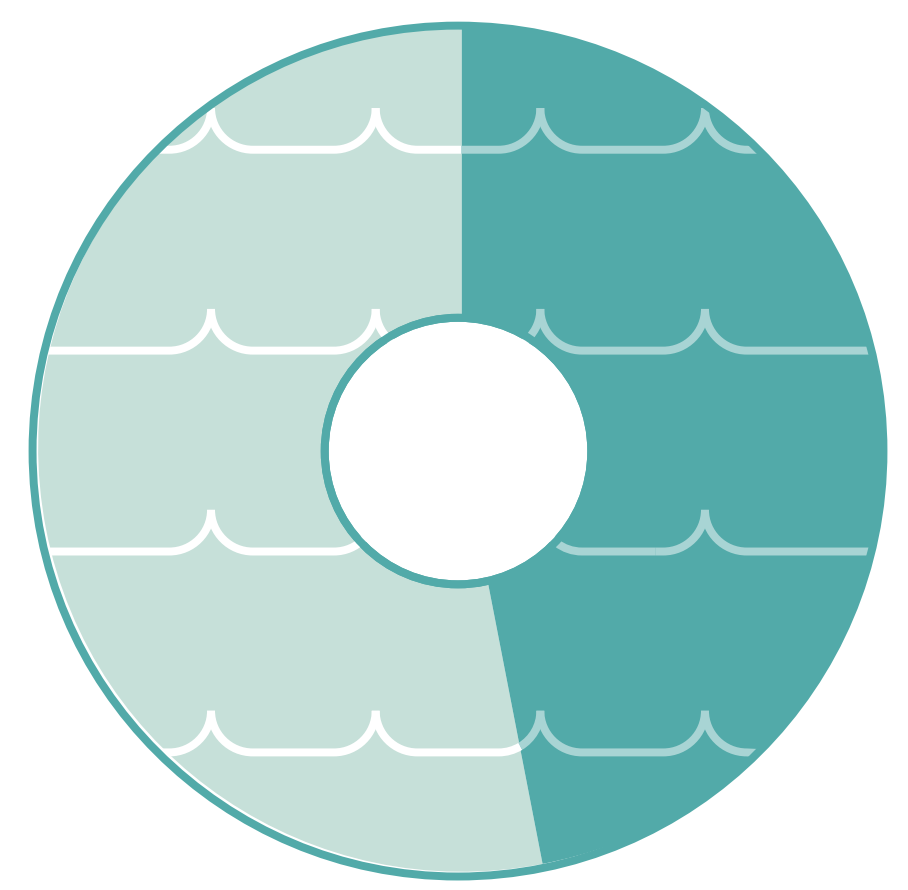
Getting value from divestments is challenging



28%
of divestments fail



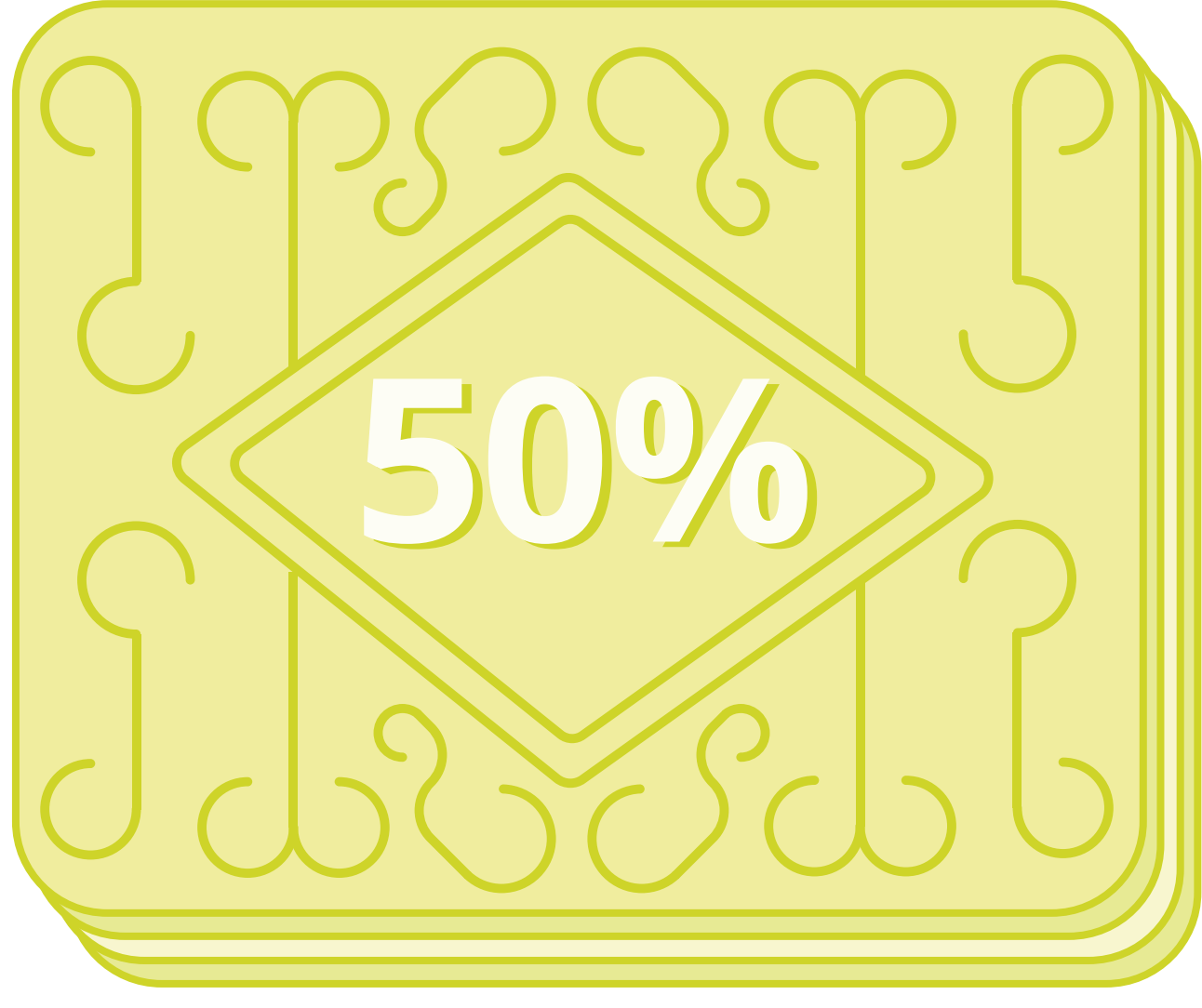
50%
take longer than anticipated



of organisations claim that **this fail rate is attributable to being unable to get acceptable value**

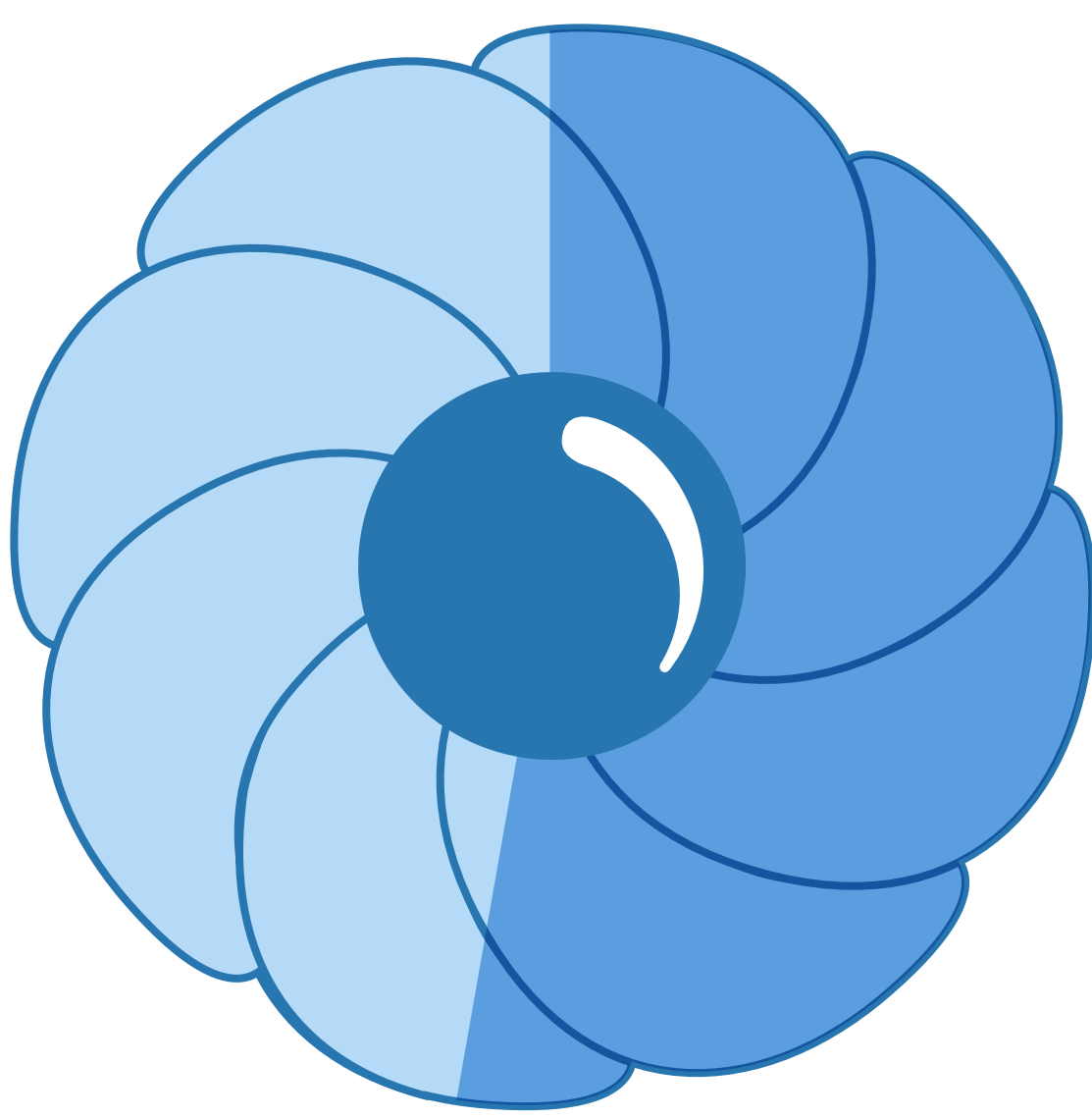
Data analytics in a divestment process

Respondents are already using analytics in divestiture activity, yet



of respondents had a **need for more in-depth and raw data sources to support their buy side due diligence**

Portfolio assessment in times of uncertainty



53%

of respondents assess **their portfolio only** when there are performance or strategic issues, and most **evaluate solely using financial metrics**

Given uncertain and fast moving market conditions, is this the right approach?