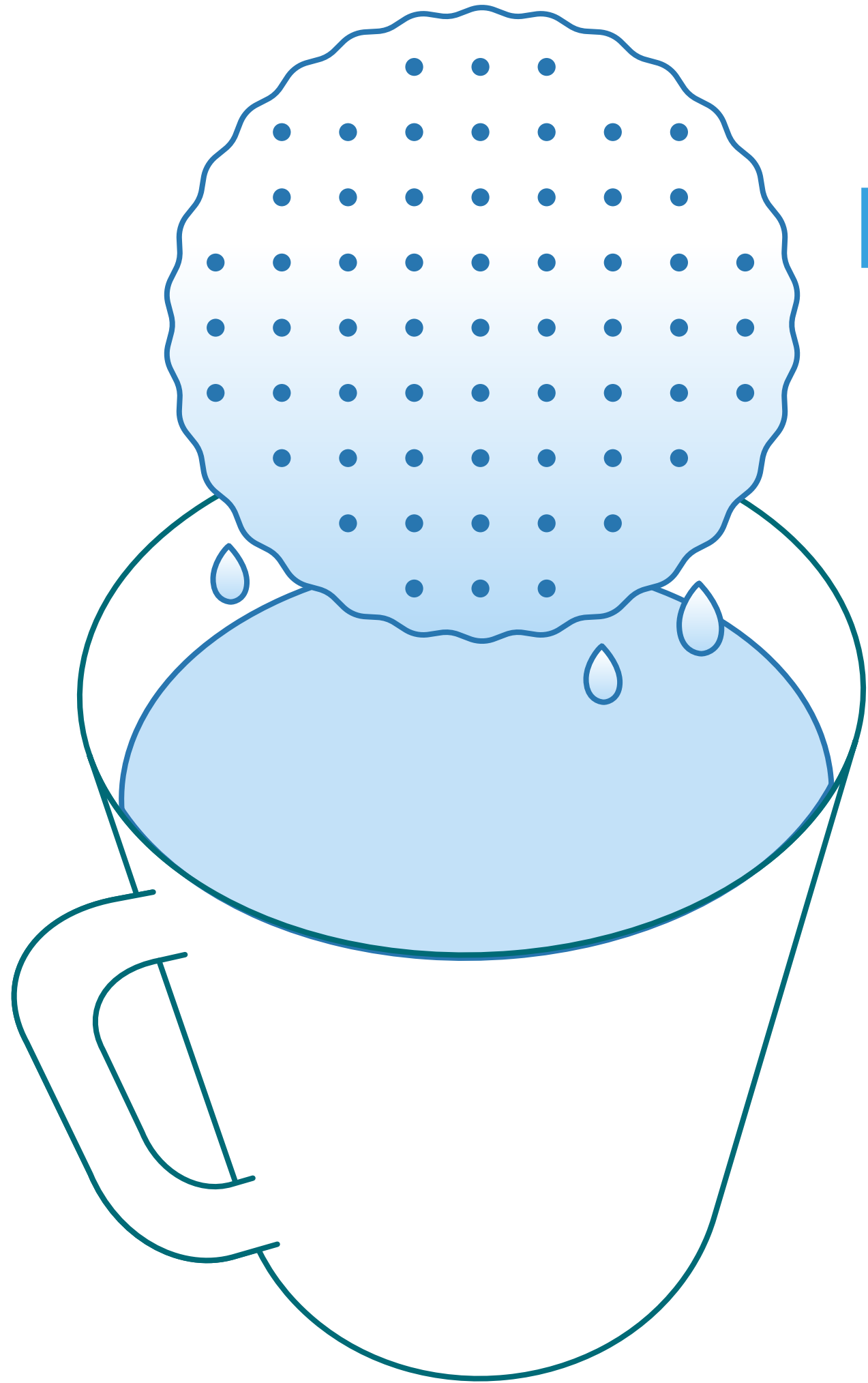


## Is it time for a break?

The Global Divestment Survey 2017

Divestment deal activity remains robust despite uncertain market conditions



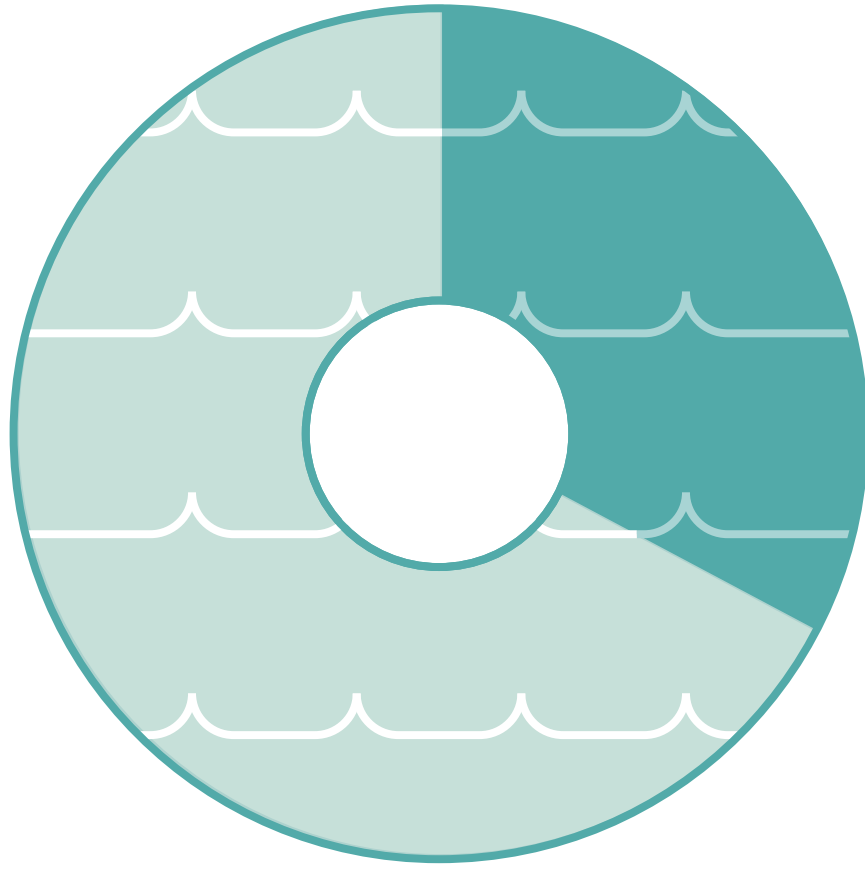
**2/3 of respondents have completed more than one deal in the last 36 months**

and that level of activity is anticipated to continue

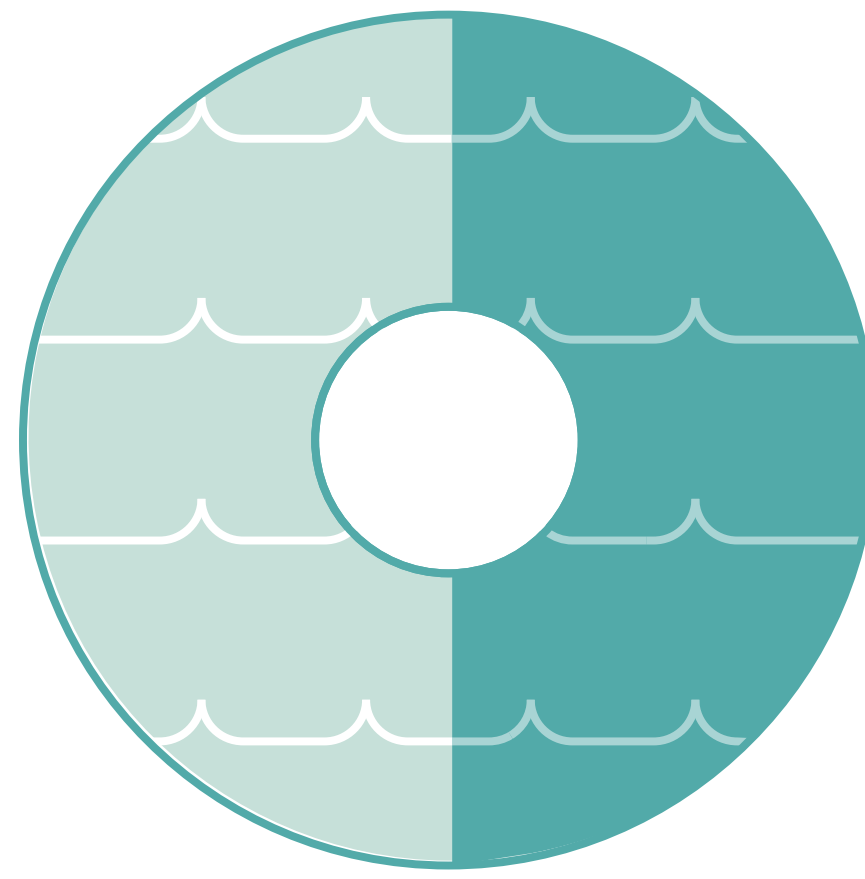
However, uncertainty is making it **difficult to complete deals with 54%** of respondents stating that uncertainty was the primary reason why deals are proving more difficult to do

**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.

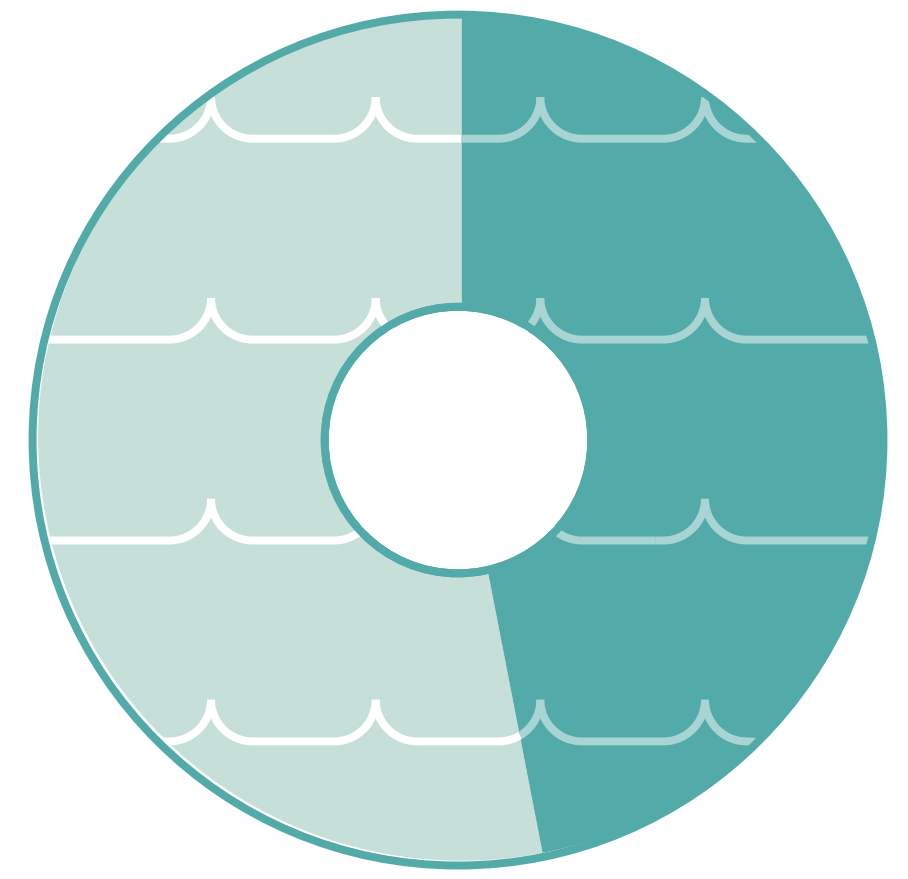
Getting value from divestments is challenging



**28%**  
of divestments fail



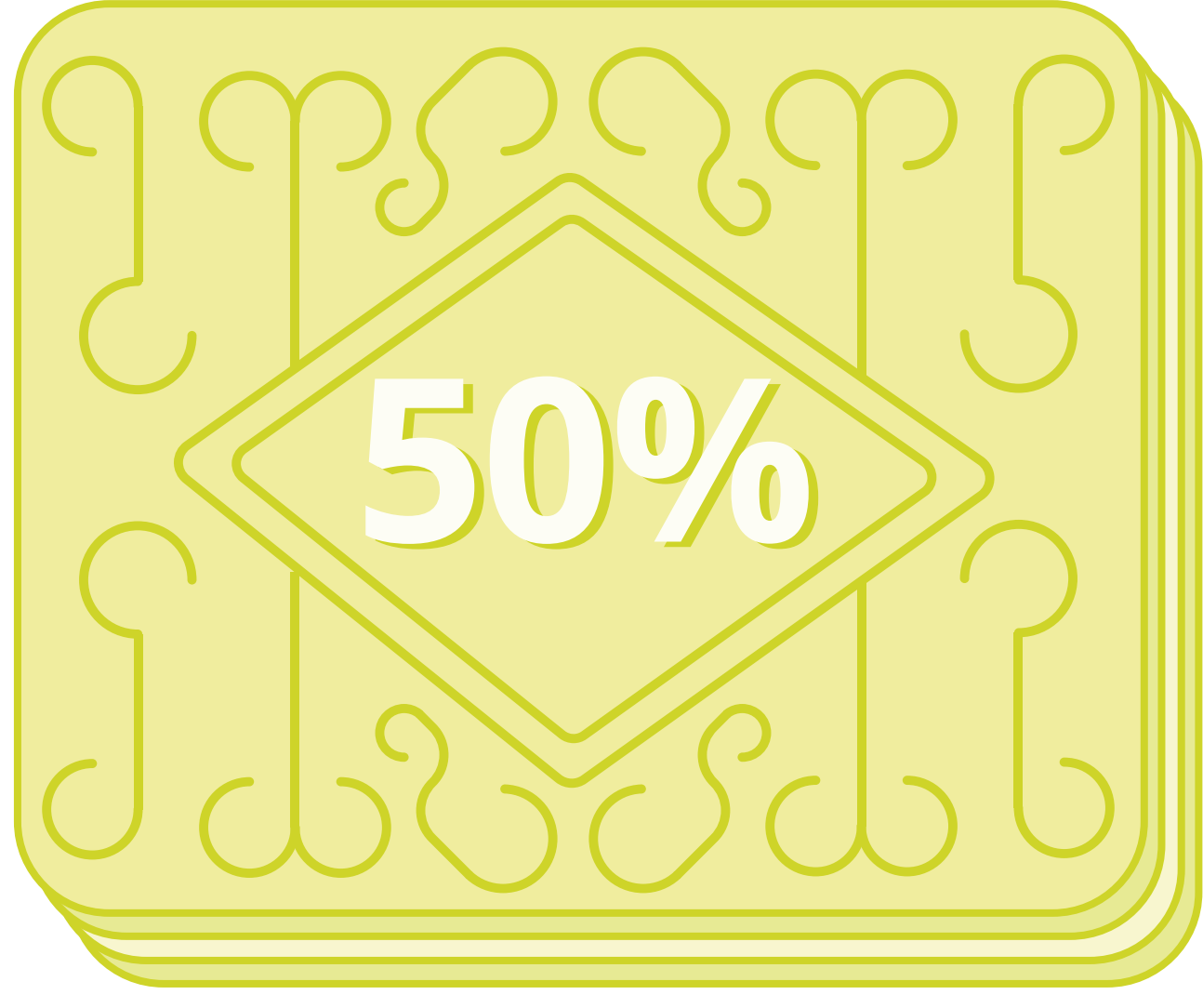
**50%**  
take longer than anticipated



**47%**  
of organisations claim that **this fail rate is attributable to being unable to get acceptable value**

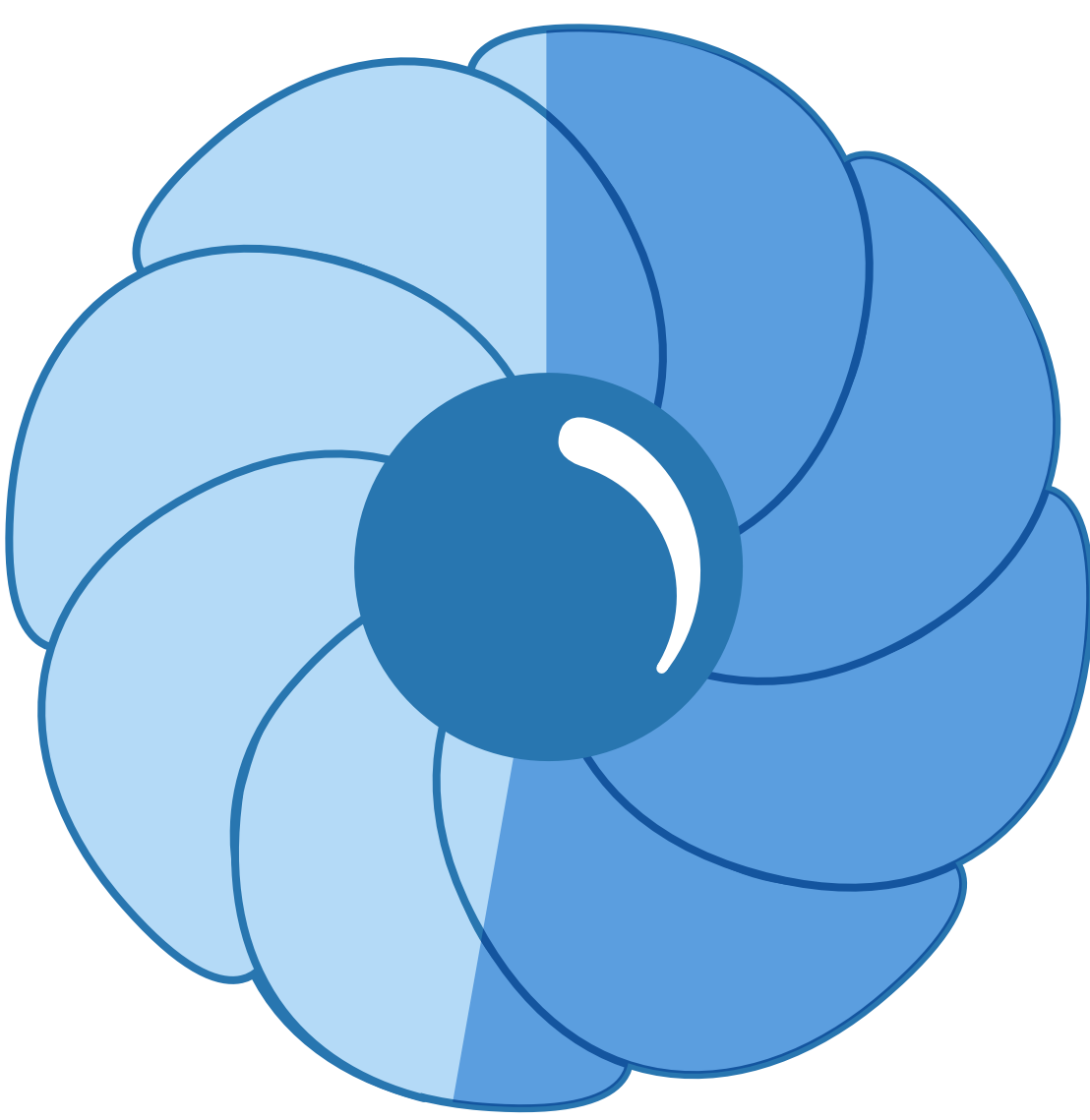
Data analytics in a divestment process

**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?**