



Financial Restructuring and Business Turnaround

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We specialise in dealing with distressed assets with focus on business turnaround



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About our team

Restructuring and turnaround are part of Deloitte's Financial Advisory service line, which has experts in independent business reviews (IBR), independent financial advisors (IFA), capital restructuring, corporate simplification, distressed M&As, business valuation and forensic investigations.

Our team helps companies in distressed financial situations. We have been working in restructuring and business turnaround for over 25 years – during this time we have successfully executed a number of large engagements across all sectors in Mauritius.

We help stakeholders gain an understanding of what is really going on with distressed assets, select suitable restructuring option and then draw up a clear strategy. Our clients include financial institutions dealing with non-payment from their borrowers, and borrowers experiencing cash deficits and aiming to re-negotiate better financing terms or raise additional funds. We also work towards an orderly exit for administration/insolvency cases and undertake distressed deals in view of preserving value of the distressed assets.

Why Deloitte?

Vast technical expertise and network

We always engage a qualified multiple ability team from different backgrounds including Human Capital and trusted third-party specialists when conducting an independent analysis of distressed assets or developing a recovery plan. We also leverage the unique network of our business-start up service line to seek potential investors.

We know lenders

We understand the internal decision-making process of banks and other lenders. We know both the formal requirements of various financial institutions and their real expectations. The lenders appreciate our professionalism and trust our independent outlook.

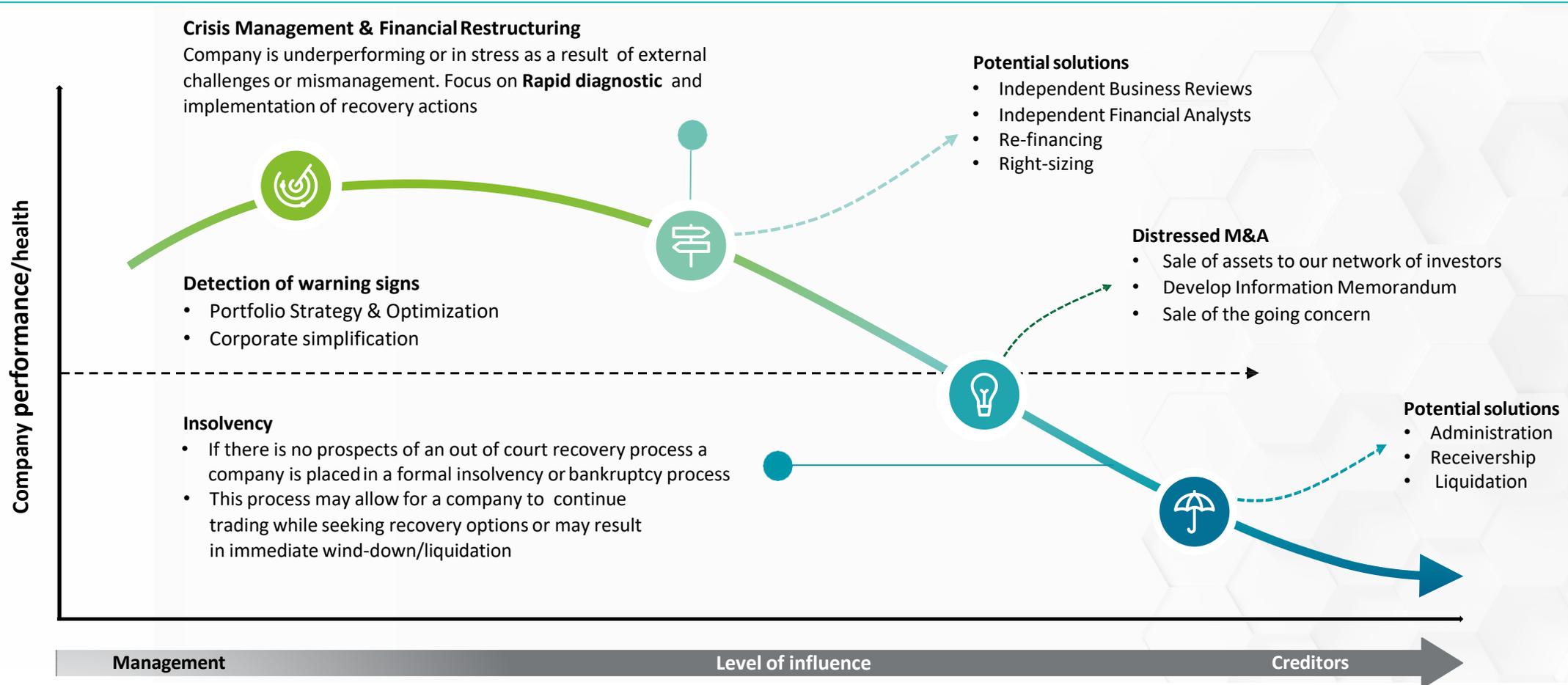
End-to-end assistance

Services we offer include:

- Independent Business Review (IBR)
- Red flag IBR
- Independent Financial Advisory (IFA)
- Distressed Mergers & Acquisition & deals
- Corporate Simplification
- Business Plan preparation
- Capital Restructuring
- Raising finance with financial institutions
- Negotiator
- Insolvency services in form of Administration, Receivership and liquidation

We help companies drive value across the entire spectrum of corporate restructuring

Different solutions to handle all intensities of crisis impact



We offer a comprehensive suite of Restructuring Services combining Deloitte's business-start up capabilities and network within in-depth industry expertise

PERFORMANCE MANAGEMENT

We help businesses **form a fact-based view of performance, design target business portfolios and implement strategic restructuring.**

Moreover, we provide **tailored strategic analyses** to support turnaround, M&A and financial restructuring. Our services include:

- Business portfolio assessment and options
- Identify profit improvement and synergy potential, and translate cost cutting plans into action
- Business scope restructuring
- Divestitures, carve-outs and managed exits
- Corporate simplification
- Perform operational due diligence and highlight growth drivers across value chain

DISTRESSED M&A

We support distressed businesses **form an independent view of asset quality, identify M&A options, and undertake accelerated M&A** along with advising holders, buyers and sellers of debt on **loan portfolio transactions and deleveraging.** Our services include:

- Asset Quality Reviews
- Deleveraging advisory
- Vendor due diligence
- Valuation (special situations)
- Sale of assets

FINANCIAL RESTRUCTURING

We help underperforming businesses that are unable to meet their near-term financial targets **identify and capture opportunities impacting costs, EBITDA and cash flow.** Moreover, we help plan and manage turnaround programs. Our services include:

- Performance review and opportunity assessment
- Cost reduction and working capital improvement
- Cash management and weekly cash flow forecasting
- Turnaround planning
- Independent Business Reviews
- Crisis management and Chief Restructuring Officer (CRO) or IFA services

INSOLVENCY & LIQUIDATION

We have expert knowledge of formal enforcement procedures and help distressed/crisis companies and their banks **prepare for plan B solutions under consensual or enforcement scenarios.** Our services include:

- Contingency planning
- Insolvency proceedings advisory
- Administration
- Receivership
- Liquidation



Our COVID-19 Solution | The Diagnosis

1. Where are we?

- Poor business performance due to COVID-19
- Baseline financials
- Performance 'gap' (EBITDA, Capital, Targets)

2. What is the impact of COVID-19?

- Operational disruption of the company
- Financial uncertainty
- Liquidity crisis
- Staff quarantine
- Supply chain failures
- Orphaned and/or unavailable inventories
- Sudden reductions in demand from customers

3. What is needed?

- **Expert financial analysts** and focused teams experienced in driving liquidity/cost-out initiatives and working capital improvements
- General diagnosis of the business model and assessment of the financial health of the company



6. How can value be preserved?

- **Appointment of an Independent Financial Analyst (IFA)** to implement IBR recommendations, monitor business performance and verify use of funds
- M&A dimension through Information Memorandum, Business Valuation
- Raising of Finance with financial institutions
- Corporate simplification towards a lean process to reduce costs

5. Lean on trusted financial analysts

- **Obtain assurance on whether the company has been impacted or may be impacted by COVID-19**
- **Obtain assurance of the extent to which the company has been impacted or may be impacted by COVID-19**
- Conduct financial due diligence/ independent business review (IBR) report to identify red flags for a rapid diagnosis and mitigation measures to combat effects of COVID-19 and protect interest of banks

4. Bespoke solutions

- COVID-related **financing solutions** are urgent
- The financings may not be standard. They require expert guidance and knowledge of the special situations market and collaboration with state fund providers



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