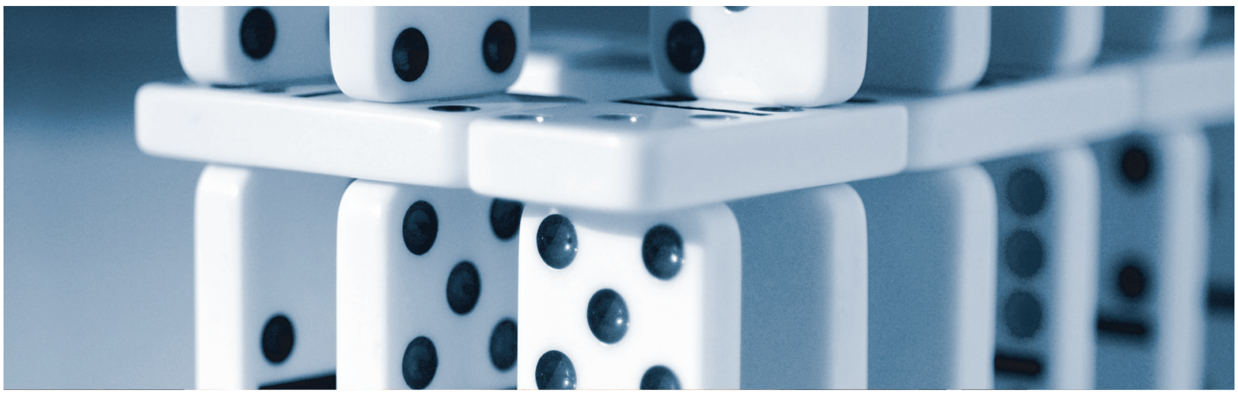
Deloitte.

Reorganisation Services
Corporate Restructuring



Our team specialises in providing prompt and tailored advice to companies and their stakeholders; identifying the underlying issues and developing and implementing solutions.

Key to this is returning value to stakeholders of local, regional, and international businesses, which can benefit from some form of restructuring.

Who we are

Our dedicated team of chartered accountants, chartered valuers, certified fraud examiners and qualified insolvency practitioners have been involved in a number of high-profile independent business reviews and turnaround and disposal engagements. We have significant experience in providing services in consulting, due diligence, insolvency, financial investigation, asset tracing and recovery and valuation, as well as an enviable track record of cost-effectively managing insolvency, investigative and restructuring assignments across multiple jurisdictions.

- Independent Business Reviews

  An independent business review, as the name suggests, is a review by independent experts of a business that is suffering from some kind of economic problem, be it long term underperformance, a sudden catastrophic event, or a combination of the two, often resulting in operational and cash flow difficulties.

  The purpose of the review is to rapidly understand the issues, options and consequences of what are often fast moving and unexpected circumstances for both the business and the lender.

  The output of this process is typically delivered in a short report that gives financial, operational and strategic analysis, guidance and recommendations. This report will focus on the recent and forecast results, cash generation and uses of cash, a comprehensive balance sheet review and asset security assessment and a review of the business strategy. This report is always tailored to the specific needs of the user.

Our independent business review gives the user the knowledge to enable them to make informed strategic decisions for the business and is often the first step or catalyst for promoting wider organisational change.

- Accelerated Mergers and Acquisitions
  This mechanism is effective in realising underlying value when introduced to a business that for a number of reasons is underperforming or unable to convert a sound business into a sustainable model and may therefore be in financial distress.

  The reasons for the financial problems may include:
  - inability of shareholders to procure further capital;
  - lack of lender appetite to advance further funds;
  - lack of management depth and/or strategy;
  - short term cash flow difficulties;
  - other threats to the business model, e.g. technological changes

  If a sale of the business is the agreed option, our team will conduct a structured accelerated sale. Typically, depending on the sector and business(es) being sold, from engagement to completion of a sale can take as little as one month. This delivers a better outcome, typically avoiding an invasive, public and uncertain insolvency.

  The process is designed to encourage competition among potential purchasers and to identify interested parties (including access to Deloitte contacts). The sale process is based on a confidential information memorandum designed to protect goodwill and asset values.

  Deloitte will also assist in conducting negotiations, holding meetings, setting up data rooms when necessary and provide oversight to the entire sale process.

- Cash Flow Monitoring
  Cash management is an essential part of operating any business, but is often absent from the financial controls of businesses that are seeking emergency finance. Distressed businesses will often lack robust short term cash planning and in many businesses this discipline does not form part of their day-to-day internal controls. Accurate cash planning is imperative to maintaining lender and stakeholder confidence and keeping operational control of the business.

  Short term, medium and long term cash flow forecasting is essential to any business. The short term cash flow forecast allows management to plan expenditure within available facilities. Our team can assist in the production of this model by testing its integrity, validating assumptions and providing sensitivity tests. The model can then be maintained by the incumbent management team or regularly assessed by our team who will provide continued guidance, as requested.

- Insolvency
  Where a distressed business has little or no underlying value as a trading entity or where the lender or shareholders are unable or unwilling to continue support in order to preserve the remaining value of the assets, the only remaining option may be to consider a formal insolvency procedure. Typically a liquidator or a receiver will realise assets in an orderly manner and distribute the proceeds in accordance with statutory priorities.

  Deloitte has significant experience in acting as liquidators, receivers and controllers, with a strong track record of dealing with these difficult situations.

Deloitte Cayman

Operating in the Cayman Islands since 1973, the local practice of Deloitte draws from the resources of 10 partners and over 150 staff members. We are also able to draw from the deep intellectual capital of the 165,000 professionals within the Deloitte Touche Tohmatsu member firms and their affiliates worldwide. Access to this broad base of knowledge enables our professionals to address a wide range of issues involving people, processes, and technology. Our services are scalable and can be tailored to your circumstances and specific needs. For more information about our organisation and its structure, please see www.deloitte.com.

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