



CORPORATE FINANCE & RESTRUCTURING

CORPORATE ADVISORY SERVICES

EXPERTS WITH **IMPACT**



CORPORATE FINANCE & RESTRUCTURING



We live in a time of **continuous disruption**, in a world that is **information rich, technologically advanced, increasingly more complex** and with so little time.

Boards and executive teams are under increasing pressure to deliver – whether it is growth initiatives, earnings targets, customer management programs, supply chain efficiencies, staff satisfaction surveys and the like.

What is apparent is that the best and more progressive enterprises recognise they require assistance from time to time, through the use of **trusted professionals** in various capacities to **assist them to deliver** on their corporate objectives.

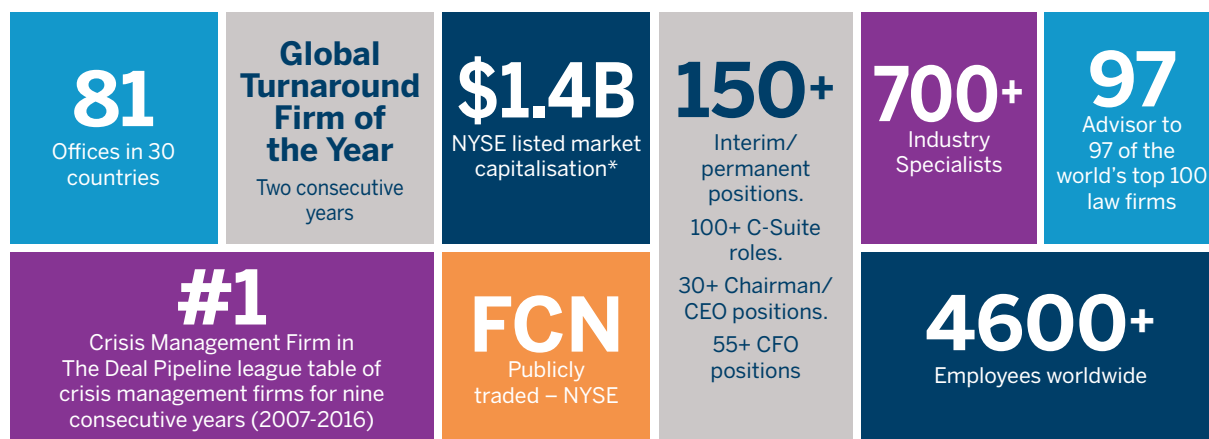
About FTI Consulting

FTI Consulting combines deep financial, forensic, economic, technology and communications experience with extensive industry expertise throughout the world.

● FTI Consulting offices



FTI Consulting Global **Fast Facts**



*Total Shares outstanding times the closing share price as of July 20, 2017.

Corporate Advisory Services Overview

Prospering in the midst of continuing and often disruptive forces takes insight and acumen. Our global experience and expertise enables us to implement strategies to deliver sustainable solutions and transformational change.



Global Reach

With 4,600+ professionals (440+ Senior Managing Directors) and offices in 29 countries on six continents, our breadth and depth extends across every major social, political, and economic hub across the globe.



Interim Board & Executive Appointments

We are independent, trusted advisors who take public and private interim Board appointments and executive roles to promote and effect change.



Deep Expertise

We combine unparalleled expertise and industry knowledge to address critical challenges, in both event-driven and long-term scenarios.

Current Trends and Emerging Challenges



Global **political uncertainty** and **reforms**



Role, function and utility of **information technology**



Increased **stakeholder complexity**



Value destruction through inaction and indecision



Global **market volatility**

Why FTI Consulting?

- As a listed enterprise we have a unique single global platform and reach
- We adopt a collaborative approach and advocate “best practice”
- We “cut through” complex issues quickly
- We address any temporary management “capacity” and “skills/competence” shortages
- We keep it simple and tell it like it is
- We utilise a lean project structure and process
- We have a dedicated senior team of professionals, who have “hands-on” experience in companies throughout the business lifecycle
- Incentivised outcome oriented alignment of interest with respect to flexible fee structures

Our Services

At FTI Consulting we provide practical assistance to Boards and executives throughout the business lifecycle, often in situations of disruption and circumstance driven events.

Our key services include:

Business Improvement & Growth

Productivity Improvement

Revenue Enhancement Strategies

Supply Chain Optimisation

Transaction Advisory Services

Strategic & Business Reviews

Financial Due Diligence

Merger & Acquisition Integration

Liquidity Management

Working Capital Management

Cash Flow Forecasting

Reporting Tools & Performance Dashboards

Interim Management

Non-Executive/Executive Director Roles

C-Suite Roles

Transformation Roles

Operational Restructuring

Strategic Evaluation & Programs

Turnaround Execution & Implementation

Crisis Management

Financial Restructuring

CRO & Stakeholder Management

Recapitalisation Planning & Execution (both Debt & Equity)

Covenant Waivers & Amendments

Our Team

Our Corporate Advisory Services team have largely been in executive roles and capacities, thereby bringing genuine insights and practical perspectives to situations. Our team have delivered accretive outcomes time and time again for a range of clients across an array of industry sectors, specialising in challenging and complex situations.



Mike McCreadie
Senior Managing Director

Mike has had more than 20 years of experience assisting companies through mergers and acquisitions processes, advising boards through turnarounds or as a Finance Director, CRO or CEO in Asia, Australia, Western and Eastern Europe, and the U.S.

Mike has extensive experience representing debtors and creditors in and outside of formal bankruptcy proceedings and supporting buyers and sellers through corporate transactions across a wide range of industries.



Mark Dewar
Senior Managing Director

Mark has more than 18 years of experience working in turnaround restructuring in both Australia and Europe. Mark has extensive experience advising stakeholders including senior finance providers, corporates, private equity investors and junior debt providers.



Andrew Bantock
Senior Managing Director

Andrew has over 20 years of experience providing strategic leadership for a range of international, ASX, TSX, and NZSE listed, private and government businesses. With deep operational finance experience in the mining industry, Andrew has led finance and turnaround teams in employing and executing a range of corporate recovery, transaction and performance enhancement strategies to deliver value for company stakeholders.

Industry Specialists



Ben Waters
Senior Managing Director & Head of Agribusiness Asia Pacific



Andrew Bantock
Senior Managing Director, Mining & Mining Services



Kate Warwick
Senior Managing Director and Head of Retail Australia



Nathan Landrey
Senior Managing Director, Technology, Media & Telecommunications

Managing Directors & Directors




Michael Bates
Managing Director



Brendan Shalders
Managing Director



Matthew Chivers
Senior Director

An aerial night photograph of a city skyline. In the foreground, a large, modern skyscraper with a grid-like facade is illuminated. To its right, a complex highway interchange with multiple overpasses is visible, with light trails from cars creating a sense of motion. In the background, numerous other skyscrapers are lit up, creating a dense urban landscape. A semi-transparent blue box with a grid pattern is overlaid on the right side of the image, containing white text.

A key point of differentiation from our competitors is the team composition, with access, input and direct interaction with highly experienced advisors and interim managers.

Case Studies

Industry	Location	Company Situation	Our Role
Agriculture	Australia	<ul style="list-style-type: none"> Longstanding global branded soft commodity processor and marketing entity AU\$100m loss primarily due to adverse price volatility 	<ul style="list-style-type: none"> Restructured the business into discreet processing and marketing divisions Worked with Executive team to position the business for profit and cash generation and deliver a breakeven position within 12 months Recapitalised the group via a strategic investor and refinanced the debt and trade finance funding lines (AU\$350m) Significant stakeholder engagement and communication strategies to tell/sell the journey
Consulting	Global	<ul style="list-style-type: none"> Significant liquidity issues following years of under performance Group turnover USD\$500m+ and over 2000 staff globally 	<ul style="list-style-type: none"> Appointed as CRO and interim CFO
Energy	Australia	<ul style="list-style-type: none"> Board had limited visibility of large swings in cash within its largest business unit +/-AU\$200m each month Group turnover \$AU11Bn+ 	<ul style="list-style-type: none"> Undertook a short-term secondment as a Board Advisor Delivered a reporting model which was integrated into the IT system to help identify drivers of cash movements each month
Financial Services	Australia	<ul style="list-style-type: none"> ASX Listed – significant drag on share price and ability to raise capital Bank identified AU\$14Bn worth of loans that were considered non-core to the operations going forward 	<ul style="list-style-type: none"> Appointed as Senior Advisor to the Management team and Board As a result of our recommendations, the bank set up a non-core unit with AU\$16Bn non-core loans Recommendations well received in market, share price doubled in 6 months following split
Health	Global	<ul style="list-style-type: none"> Facilitated a complex reverse public to private takeover of a UK plc in the IT Health sector (3,500 employees in over 35 countries supporting 13,000 IT customers) 	<ul style="list-style-type: none"> Undertook interim Board and integration sub-committee roles to drive change Merger integration of the combined Group (AU\$492m revenue) completed on time and on budget within 6 months of acquisition
Mining	US & Australia	<ul style="list-style-type: none"> Chapter 11 process for global mining company Entities in Australia remained solvent Debt USD\$6Bn+ 	<ul style="list-style-type: none"> Restructuring Advisor to the company's Board in Australia Developed a restructure plan, implemented a more robust cash management process and regular communication with lenders
Resources	North & South America	<ul style="list-style-type: none"> ASX listed global Copper SX-EW producer, with solvency concerns Existing underperforming and prospective projects and mining tenements in the Americas 	<ul style="list-style-type: none"> Appointed as CRO and principal's Investment Manager representative Ultimately resulted in sale and privatisation of the Group for AU\$526m EV (unleveraged)
Retail	Malaysia	<ul style="list-style-type: none"> Start up with significant financial pressure (150 staff, three stores), liquidity concerns and pressure from creditors 	<ul style="list-style-type: none"> Appointed as interim CEO After 12 months business stabilised and returned to being profitable Assisted in hiring new CEO
Telecommunications, Media and Technology	US	<ul style="list-style-type: none"> Fibre-optic telecommunications build and operate project – USD\$250m (debt + equity) Poor governance, limited management capability and loss making 	<ul style="list-style-type: none"> Appointed as CRO Reduced monthly cash burn to USD\$2m (from USD\$4m) Business sold to its largest Alaskan competitor



We respond to circumstance driven client needs, with practical, outcome oriented solutions. Early intervention promotes increased optionality.



Corporate Finance & Restructuring Corporate Advisory Services

BUSINESS IMPROVEMENT & GROWTH

- Productivity Improvement
- Revenue Enhancement Strategies
- Supply Chain Optimisation

TRANSACTION ADVISORY SERVICES

- Strategic & Business Reviews
- Financial Due Diligence
- Merger & Acquisition Integration

LIQUIDITY MANAGEMENT

- Working Capital Management
- Cashflow Forecasting
- Reporting Tools & Performance Dashboards

INTERIM MANAGEMENT

- Non-Executive/Executive Director Roles
- C-Suite Roles
- Transformation Roles

OPERATIONAL RESTRUCTURING

- Strategic Evaluation
- Turnaround Execution & Implementation
- Crisis Management

FINANCIAL RESTRUCTURING

- CRO & Stakeholder Management
- Recapitalisation Planning & Execution (both Debt & Equity)
- Covenant Waivers & Amendments



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FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centres throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.