



AUDIT • ADVISORY • TAX

Elevating **people**.  
Elevating **business**.  
Elevating **society**.

A modern office interior with a long wooden conference table, several black office chairs, and three large, dark, conical pendant lights hanging from the ceiling. A large window in the background shows a city skyline. A small potted plant sits on the table.

# Keeping Businesses Afloat

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Business Restructuring

## Clear advice from ethical, independent and quality-driven experts, throughout the country and around the world.

1700 people providing clarity in audit, tax, advisory, and business outsourcing to companies across numerous industries. Seven offices in South Africa and 91 054 people in 167 countries around the globe.

We offer industry-specific practices, world-class resources, and an unparalleled commitment to meeting our clients' needs with 75% of our clients recommending us. We serve more than 49 JSE-listed domestic clients and over 158 international clients, who are clear on why they chose BDO:

- ▶ Quality, independence and a high ethical standard across all services
- ▶ Unparalleled partner-involvement (10:1 staff to partner ratio, globally)
- ▶ Deep industry knowledge and participation
- ▶ Geographic coverage across South Africa and Africa
- ▶ Cohesive global network
- ▶ Level 2 BEE Contributor
- ▶ Focused capabilities across over 20 disciplines
- ▶ Culture defined by values and purpose

Being ethical and quality driven is a given for us, and to show exactly how this is a part of our DNA, we have developed the BDO Clarity Charter. This is our commitment as individuals and as a firm. It underpins all we say and do, from how we live our values to how we engage with you, our clients and all our stakeholders.

As economic and market conditions continue to pose both short- and long-term risks for even the most well-run of businesses, having a team of specialists to help you manage unanticipated threats at financially challenging times can be the best decision you make to keep your business afloat.

Our corporate restructuring and recovery team has revived many financially distressed businesses, guiding them through their financial crises with understanding, integrity and professionalism. Placing a strong emphasis on delivering the best results for you and your business, at BDO, we focus on communication; understanding your needs; people; value and commitment. This unyielding focus helps us deliver the best solution for you.

At BDO what matters to you and your business matters to us, which means our work is always focused on positive impact for your greatest asset, your business.

### What we are known for

- ▶ Leaders in business rescue solutions. Having finalised some of the most prominent corporate rescues, we are confident that we can handle a matter of any magnitude.
- ▶ Going the extra mile for our clients by exploring every option available, adopting a mind-set that is focused on saving your business.
- ▶ A holistic approach to rescuing businesses in multiple industries such as: mining, retail, petroleum, food & beverages, hospitality, logistics, heavy engineering, conservation & wild life, resource management and property (syndications and golf estates).
- ▶ The collective skills and expert experience of 150 years spanning multiple jurisdictions.

*Our professional team has extensive experience in reviewing and critiquing a company, operationally and financially, to establish an appropriate strategy and implement the necessary changes.*



## Our Ambition

To be the most trusted professional services advisers in all spheres of business restructuring

### Reputation



That is associated with excellence, professionalism and integrity

### Quality service & innovation



By providing the highest quality, market leading service through digitally enabled professionals striving to be the advisers of the future by meeting the ever-changing needs of our evolving client base

### Expertise



Within our chosen speciality, building a business restructuring firm that is financially stable and growing

### Holistic service offering with a national reach



Providing diversified services across South Africa, fully integrated within the BDO network

## Restructuring and recovery services

Navigating a business through a restructure or financial crisis is challenging and stressful. We provide peace of mind by focusing on the critical areas of your business processes that matter most. Our expert team offers comprehensive support in business rescue, insolvency, legal and corporate recovery interventions.

## Why you should choose our restructuring services

### ► Our experienced team

Our team consists of insightful practitioners and a national network of professional staff with a collective experience of over 80 years. You can rest assured that your business is in the most capable hands.

### ► Our proven success

We have a track record of helping financially distressed businesses through restructuring and recovery strategies. We guide businesses through their financial crises with understanding, integrity, and professionalism.

### ► Our comprehensive approach

Whether your business is aiming to redress underperformance, enhance stakeholder value, resolve a crisis or counter a looming one, we adopt a proactive, innovative and entrepreneurial approach to problem solving. Our goal is to provide positive and commercial solutions to business owners and other stakeholders. We strive to understand each client's perspective and requirements, always providing an independent and objective approach towards achieving the best outcome for your business.

### ► Our cross-border expertise

With extensive experience in cross-border corporate recovery assignments, our team is well-equipped to operate overseas. We have acted for international funders and stakeholders and have hands-on experience in executing restructuring and reorganisation activities across multiple jurisdictions.

### ► Our global reach

Leveraging our international network, we provide seamless support across borders, addressing both local and global challenges.

### ► Explore our specialised service offerings

Please click on the menu items on the right to learn more about our services. Our suite of services will provide the strategic direction you need to ensure your business returns to full force.



## Business rescue

When financial distress strikes, swift and decisive action is crucial. We specialise in business rescue services, whether through restructuring or by leveraging the provisions of the Companies Act 71 of 2008. Our experienced professionals and support staff are dedicated to helping you navigate the challenging waters of liquidation or restructuring your business' financial affairs with efficiency and professionalism.

Business rescue is a process that facilitates the rehabilitation of a financially distressed company. This involves the temporary supervision of the company and its management, the development and implementation of a business rescue plan and the potential restructuring of the company's affairs, business, property, debt and other liabilities. Our goal is to restore the company to solvency and profitability, ensuring its long-term survival and success.

### ► Assessment and planning

- Conducting a thorough assessment of your company's financial health and identifying the root causes of distress
- Developing a detailed business rescue plan that outlines strategic actions to restore financial stability and operational efficiency.

### ► Stakeholder management

- Engaging with key stakeholders, including creditors, employee and shareholders, to gain their support and cooperation
- Negotiating with creditors to restructure existing debts and secure more favourable terms

### ► Implementation and monitoring

- Implementing the business rescue plan with precision, ensuring all measures are executed effectively
- Continuously monitoring progress and making necessary adjustments to stay on track with recovery goals.

### ► Legal and regulatory compliance

- Ensuring full compliance with the Companies Act 71 of 2008 and other relevant regulations
- Providing expert guidance through the legal complexities of business rescue and liquidation processes.

Our team has a wealth of experience and expertise in business rescue, offering a proactive and solution-oriented approach. With a deep understanding of the legal and financial landscapes, we are well equipped to handle complex situations and deliver successful outcomes. Our professionals are committed to working closely with you, providing clear communication and ensuring transparency throughout the process.

Time is of the essence when dealing with financial distress. Our team is prepared to act quickly and decisively, implementing solutions that minimise disruption and maximise the chances of recovery. Whether your situation requires a comprehensive restructuring or the initiation of formal business rescue proceedings, we are here to support you, every step of the way.

## Independent business review

Our specialists are dedicated to conducting thorough reviews to evaluate the viability of companies. We identify and analyse financial, strategic and operational issues that are crucial to various stakeholders, including management, lenders and investors. Our comprehensive review process includes the following steps:

### Financial analysis

- ▶ Assessing the company's financial health through detailed examination of financial statements
- ▶ Identifying liquidity issues, cash flow constraints and solvency concerns
- ▶ Evaluating the sustainability of current debt levels and financial obligations.

### Strategic review

- ▶ Analysing the company's market position and competitive landscape
- ▶ Reviewing business models and strategic plans for alignment with market opportunities and threats
- ▶ Identifying growth opportunities and potential risks.

### Operational assessment

- ▶ Evaluating the efficiency of operations, including supply chain management, production processes and cost structures
- ▶ Assessing management practices and organisational effectiveness
- ▶ Identifying areas for operational improvements and cost reductions.

Our primary aim is to develop practical and appropriate commercial solutions and recommendations that benefit all stakeholders. These solutions may include:

### Injection of funds

- ▶ Facilitating capital infusions from existing stakeholders or securing new funding sources
- ▶ Structuring financial support to ensure stability and support growth initiatives.

### Turnaround plan development

- ▶ Creating actionable turnaround strategies to address identified issues
- ▶ Implementing short-term actions to stabilise the company and long-term plans for sustainable growth
- ▶ Monitoring progress and adjusting the plan as necessary to achieve desired outcomes.

### Company restructuring

- ▶ Designing and executing restructuring plans to improve financial performance and operational efficiency
- ▶ Negotiating with creditors to restructure debt and improve liquidity
- ▶ Streamlining operations and realigning resources to better support strategic objectives.



## Liquidations and insolvencies

In some cases, formal liquidation or personal insolvency may be the most beneficial outcome for all stakeholders involved. Our team of experienced insolvency practitioners is equipped to handle any matter, regardless of its size or complexity. We are also adept at transforming a formal liquidation process into a subsequent restructuring under the Companies Act 71 of 2008, providing a pathway to recovery and future stability.

When a company or individual faces insurmountable financial challenges, formal liquidation or personal insolvency can offer a structured and legally compliant solution.

Our services include:

### Formal liquidation

- ▶ Assessing the financial situation and determining the necessity of liquidation
- ▶ Managing the entire liquidation process, from the initial decision to the final dissolution of the company
- ▶ Ensuring fair and equitable distribution of assets to creditors and stakeholders.

### Personal insolvency

- ▶ Providing guidance and support to individuals facing severe financial distress
- ▶ Assisting with the preparation and submission of necessary documentation for personal insolvency proceedings
- ▶ Helping individuals navigate the legal requirements and obligations during the insolvency process.

### Subsequent restructuring

- ▶ Utilising the provisions of the Companies Act 71 of 2008 to convert formal liquidation into a restructuring opportunity
- ▶ Developing a detailed restructuring plan to revive the business post liquidation
- ▶ Engaging with creditors and stakeholders to gain support for the restructuring process and secure more favourable terms.

Our team of insolvency practitioners has a wealth of experience and expertise. We handle matters with the utmost professionalism, ensuring compliance with all legal requirements and maintaining transparency throughout the process. Our practitioners are skilled in managing both small and large-scale insolvencies, providing tailored solutions that address the unique needs of each client. From initial assessment to final resolution, we provide continuous support and guidance, helping you navigate the complexities of insolvency with confidence.

We understand that insolvency and liquidation can be daunting. Our goal is to provide a structured and supportive pathway through these challenging times, ensuring the best possible outcomes for all stakeholders involved. By leveraging our expertise and strategic approach, we aim to transform financial distress into an opportunity for recovery and renewed stability.





## Restructuring and business recovery

We specialise in comprehensive restructuring and business recovery services, tailored to meet the needs of all stakeholders. Our services include: When a company or individual faces insurmountable financial challenges, formal liquidation or personal insolvency can offer a structured and legally compliant solution.

### Business restructuring

- ▶ Strategic reorganisation of business structures to improve operational efficiency
- ▶ Realignment of business processes to better support strategic objectives and enhance overall performance
- ▶ Facilitating organisational changes to adapt to market demands and opportunities.

### Debt restructuring

- ▶ Negotiating with creditors to restructure existing debt and improve the company's financial stability
- ▶ Developing debt repayment plans that are sustainable and aligned with the company's cash flow
- ▶ Exploring refinancing options to reduce financial burdens and extend debt maturities.

### Business turnaround

- ▶ Creating and implementing turnaround strategies to address critical issues and stabilise operations
- ▶ Identifying and executing cost-saving measures to enhance profitability
- ▶ Revitalising business models and strategies to drive growth and improve market positioning.

### Business rescue

- ▶ Providing urgent intervention to prevent business failure and restore stability
- ▶ Implementing immediate actions to manage cash flow, reduce costs and preserve value
- ▶ Working closely with stakeholders to develop and execute rescue plans that secure the future of the business.

### Insolvency advice and services

- ▶ Offering expert advice on insolvency processes and options available
- ▶ Guiding businesses through formal insolvency procedures when necessary, including liquidation and administration
- ▶ Ensuring compliance with legal requirements and protecting the interests of all stakeholders during insolvency.

Our team of experienced professionals and support staff is equipped to deliver these services efficiently and effectively. We leverage our internationally established network of relationships to operate seamlessly across borders, providing our clients with:

- ▶ Access to global resources and expertise
- ▶ Coordination with international stakeholders, including banks, private equity and government organisations
- ▶ Comprehensive solutions that take into account cross-border considerations and regulations.

We are committed to helping businesses navigate challenging times, recover from setbacks and emerge stronger and more resilient. Whether you are facing financial distress, operational challenges or strategic hurdles, our restructuring and business recovery services are designed to deliver the best possible outcomes for your organisation.

## Turnaround management

Our professional team excels in turnaround management, leveraging extensive experience in both operational and financial reviews to revitalise struggling companies. Our comprehensive approach includes:

### Operational and financial review

- ▶ Conducting in-depth assessments of the company's operational efficiency and financial health
- ▶ Identifying key areas of concern, including inefficiencies, cost overruns and revenue shortfalls
- ▶ Analysing business processes, organisational structures and market positioning to uncover root causes of underperformance.

### Strategy development

- ▶ Collaborating with company leadership to establish a clear, actionable turnaround strategy
- ▶ Setting realistic goals and milestones to track progress and ensure accountability
- ▶ Prioritising initiatives that will have the most significant impact on improving performance and stabilising the business.

### Implementation of changes

- ▶ Executing the developed strategy with precision and agility
- ▶ Implementing operational improvements such as process optimisation, cost reduction measures and resource reallocation
- ▶ Enhancing financial management practices, including cash flow management, budgeting and financial forecasting.

### Continuous monitoring and adjustment

- ▶ Regularly monitoring the effectiveness of implemented changes and making necessary adjustments
- ▶ Providing ongoing support and guidance to ensure sustained improvements and long-term success
- ▶ Using performance metrics and feedback to refine strategies and address emerging challenges.

Our turnaround management services are designed to restore confidence among stakeholders, improve operational efficiency and enhance financial stability. We work closely with all involved parties, including management, employees, creditors and investors to ensure a collaborative and transparent process.







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**For a clear perspective  
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