



Protecting value today, realizing value tomorrow

17 April 2020

KPMG in Thailand

COVID 19 - Overview

Confirmed Cases

Country	1 MAR 20	3 APR 20	17 APR 20
China	79,826	82,456	83,428
South Korea	3,736	10,062	10,635
Italy	1,128	115,242	168,491
Iran	978	50,468	77,995
Japan	946	2,617	9,231
USA	71	245,540	671,151
Thailand	42	1,978	2,672
Total	87,589	1,016,128	2,158,033

Source: Johns Hopkins

Coronavirus distancing may need to continue until 2022, say experts

Scientists say one-time lockdown will not bring pandemic under control

Source: Guardian



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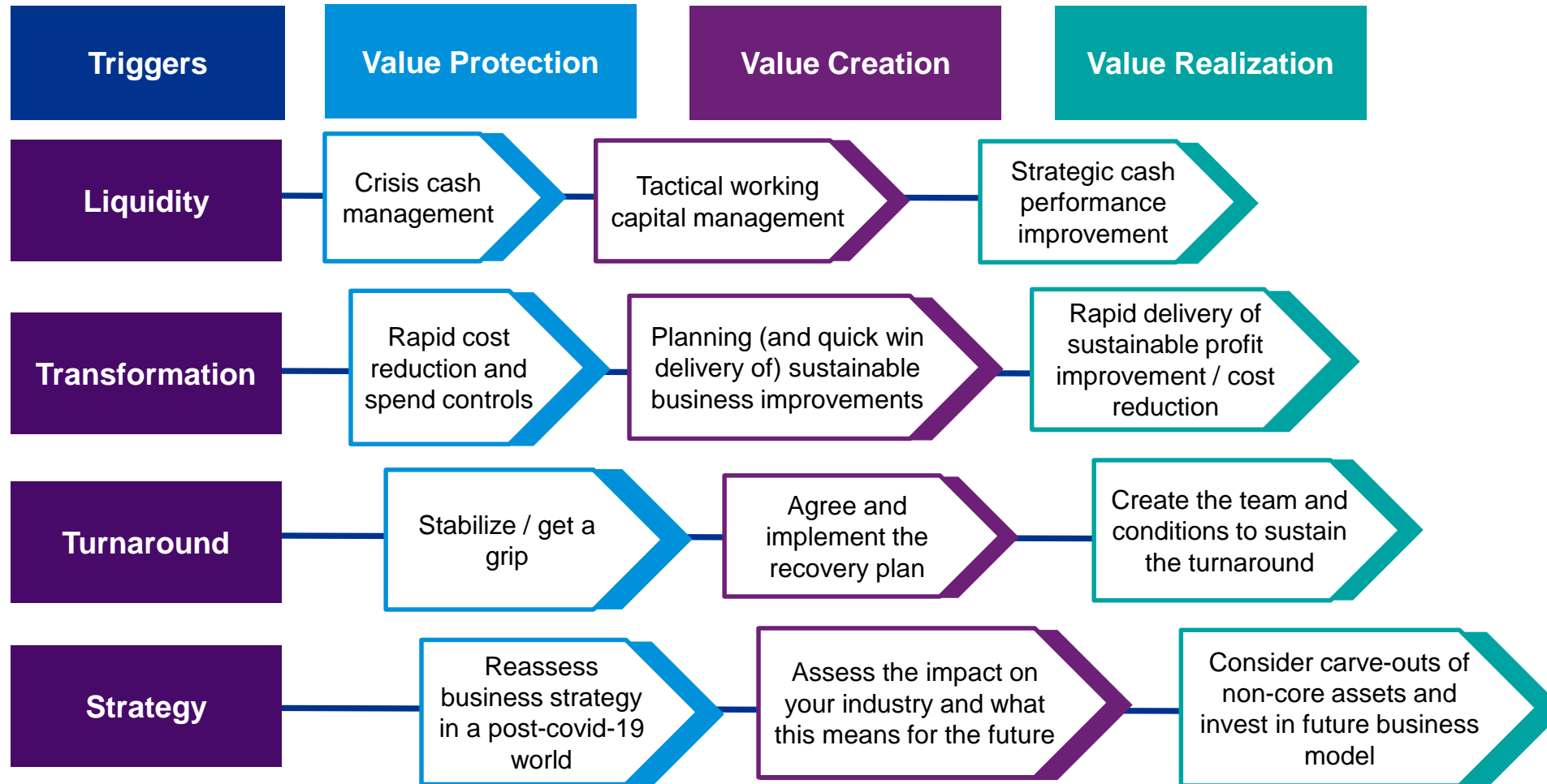
ASIA Real GDP

Country	2020	2021
Thailand	-6.7	6.1
Singapore	-3.5	3.0
Cambodia	-1.5	6.1
Indonesia	0.5	8.2
Philippines	0.6	7.6
Lao	0.7	5.6
China	1.2	9.2
Brunei	1.3	3.5
India	1.9	7.4
Vietnam	2.7	7.0

Source: IMF World Economic Outlook April 2020

Protect, create and realize value

Three key areas we see as a priority for companies to consider today:



Typical value creation drivers for business turnaround

Turnaround should focus on the key value drivers of your business, and where you can make the most impact to EBITDA or cash flow

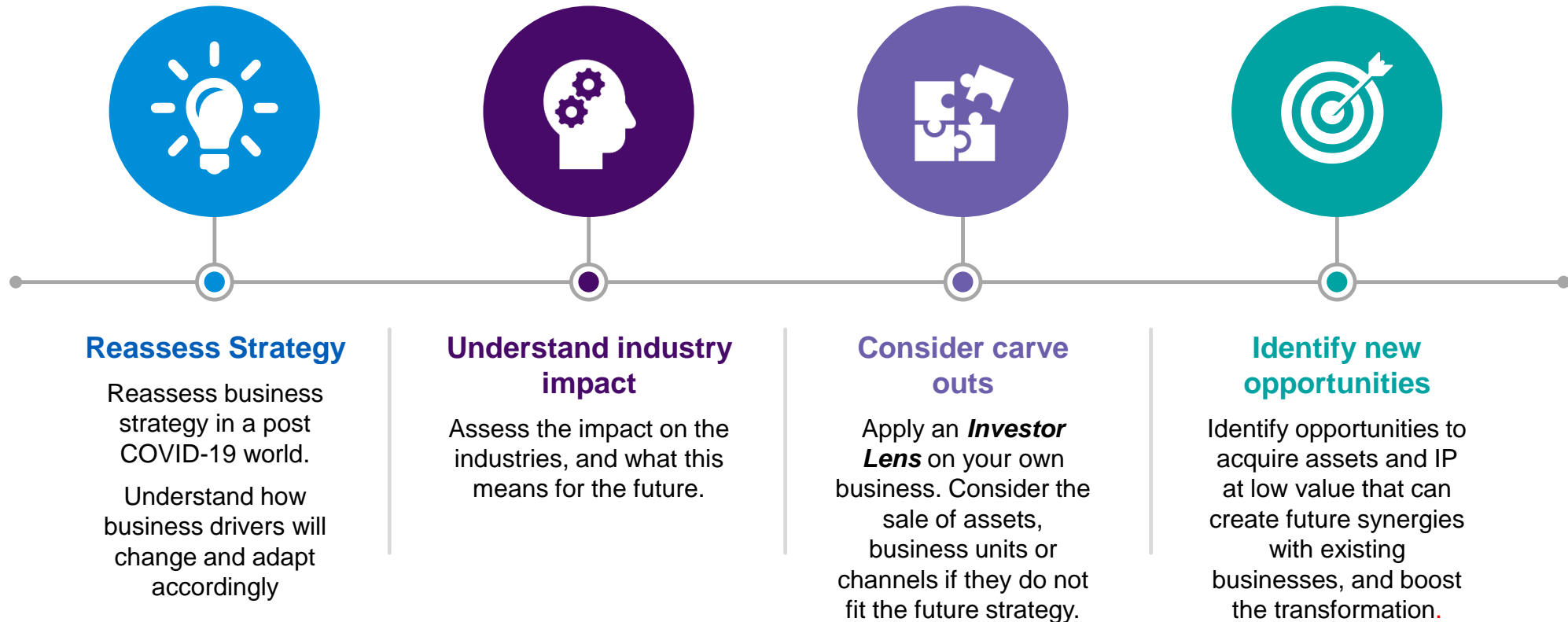


Example levers to investigate

- Identify and renegotiate loss making/low margin contracts
- Renegotiate prices for low margin products
- Undertake product rationalization review
- Ensure fully flexed direct and indirect workforce
- Undertake full cost-to-serve analysis across product portfolio
- Review corporate fixed overheads (rent, facilities etc.)
- Identify and dispose of slow moving stock, or spare parts
- Optimise internal billing, collections and payment processes
- Review asset replacement and maintenance cycle

Prepare for the worst, plan for the best

Following cash protection and creation activities, there is a need to reassess the broader business strategy, ready for the 'new normal'.





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