Helping you take that leap
Fulfilling our promise
Global network of firms with local presence

208,000 people

Advisory Services

Assurance Services

Tax Services

PwC

157 countries

756 locations

network of firms

committed professionals
Content

1  Our Point of View

2  Our Capabilities

i  Business Recovery Services

ii  Capital Projects and Infrastructure

iii  Corporate Finance

iv  Finance and Accounting

v  Forensic Services

vi  Operations

vii  People and Organisation

viii  Strategy

ix  Sustainability and Climate Change

x  Technology

xi  Transaction Services

3  Contact Us
Africa is booming!

Africa is one of the fastest growth regions on the planet.

“Africa Rising” presents unparalleled opportunities for both local and international players. Substantial in-country and transnational opportunities exist for innovation, expansions and value creating transactions. Businesses are growing at unprecedented rates in the African environment. However, the environment is not without risks and challenges.

Credible advice is at the heart of informed growth / investment decision making.

In today’s market, it is important to ensure decisions are based on objective and stress-tested analysis, coupled with local knowledge and deep industry insights. It is imperative that organisations with West Africa operations have an advisory partner who understands their unique geography, industry and business challenges.

PwC is focused on helping our clients innovate, grow, improve quality, minimise costs and leverage talent.

We do this with global expertise, delivered locally, working in partnership with you.

You win...we win!

Uyi Akpata
West Market and Nigeria Leader
Tailoring unique industry and client specific solutions

- Financial services
- Power and utilities
- Consumer and retail
- Information and communication technology
- Energy and mining
- Healthcare
- Hospitality and leisure
- Chemicals
- Industrial manufacturing
- Mining and metals
- Public sector
- Infrastructure
- Media and entertainment
- Private equity
- Transportation and logistics
- Consumer and retail
- Information and communication technology
- Energy and mining
Building the #1 West African professional services firm
Our Point of View

West Africa is THE destination!
West Africa is increasingly identified as the destination of choice for growth-oriented investors across all economic sectors. Its growing population of over 300 million and abundant natural resources continue to drive steady economic growth. Improving governance and political stability, institutional reforms, declining trade barriers, technology, as well as an increasingly empowered and mobile workforce are amongst variables that continue to contribute to the pace of development.

PwC West Africa Advisory is your preferred partner for growth!
PwC is well established in the West African region, rendering professional services for over 60 years. We have over 200 Advisory professionals in the region and operate primarily out of 4 Anglophone countries: Nigeria, Ghana, Sierra Leone and Liberia. Our broad experience, in-depth industry knowledge and specialist capabilities ensure we deliver tailored ingenious solutions to address our clients’ needs.

West Africa’s current level of investment opportunity fueled by abundant natural resources, enabling institutional reform and inflow of talent, is unprecedented.

PwC Advisory is poised to help you navigate through this highly-charged landscape.

Paul Cleal
West Market Advisory Leader
Helping you work smarter and grow faster

Advisory Services

- Viability Assessments
- Expansion Strategy
- Market Penetration
- Vertical Integration
- M&A / Disposals
- Business Reviews / Restructuring
- Tax Efficient Capitalisation
- Investment / Fund Raising
- Risk Management / Controls
- Regulatory Compliance
- Organisation Structuring
- Technology Enhancement
- Human Capital Development
- Change Management
- Profitability Enhancement
- Process Optimisation
Tailoring our capabilities to your needs
Several internal and external factors can plunge a company into financial distress. These include rapid market changes, new competition, disruptive technologies and strategic errors. If left unaddressed, they adversely affect performance (declining earnings, liquidity and cash-flow blockages etc.) and ultimately threaten corporate survival.

Our team specialises in providing services to troubled and under-performing businesses, stakeholders and lenders.

### Business Recovery Services

**...finding, restoring and preserving value in challenged situations**

<table>
<thead>
<tr>
<th>Providing corporate analysis and independent business reviews</th>
<th>Identifying and divesting non-core operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helping with insolvency - administrations, liquidations and receiverships</td>
<td>Designing and executing controlled exits - country or industry withdrawals</td>
</tr>
<tr>
<td>Aligning corporate structures and business objectives</td>
<td>Maximising value through working capital benchmarking</td>
</tr>
<tr>
<td>Delivering financial and operational restructuring solutions</td>
<td>Managing debt advisory and creditor negotiations</td>
</tr>
</tbody>
</table>
The complex nature of capital intensive and infrastructure projects present unique risks due to their size considerations, multiple stakeholder involvement, financing requirements and diverse expertise required for a successful execution. It is critical to partner with a credible professional services firm that provides the right mix of skills and expertise to your project.

We partner with our public and private sector clients across the entire project lifecycle.

...helping you successfully deliver capital intensive projects

- Developing institutional policy frameworks
- Providing options analyses, feasibility / viability assessments and business cases
- Advising on buy- or sell-side transactions to project companies and public institutions
- Managing projects or programmes to ensure quality is delivered on time and on budget
- Facilitating public private partnerships
- Sourcing the right partners and aligning overall interests
- Financing equity and debt tax-efficiently
- Optimising project / asset performance to deliver required returns
In today’s high growth market, corporates, institutional / financial investors and governments who are seeking to buy or sell businesses, raise funding or restructure their balance sheets require credible independent financial advice.

Our award winning corporate finance platform provides leading independent deal advice, independent of the source of finance. We differentiate ourselves through our global network and intellectual support. These factors, together with our deep sector knowledge, combine to make deals great.

...helping you do the right deal...right!

- Providing sell-side advisory and divestiture support to corporates
- Advising private equity firms on portfolio investment exit options
- Providing buy-side acquisition support to corporates
- Raising equity capital for growth, recapitalisations and expansions
- Providing debt advisory services for refinancing and new capital raises
- Preparing and listing Initial Public Offerings (IPOs)
- Valuing companies for regulatory reporting and deal-related purposes
- Financially modeling businesses to enable strategic and investment decision making
CFOs require help in identifying, designing and implementing programmes that transform their finance function to meet today’s demanding requirements.

We help companies develop high performing finance functions by streamlining and standardising processes. We focus on adding insight to the business, continually increasing control and efficiency while minimising costs. We broadly cover three service areas: Finance Strategy, Finance and Accounting Operations and Enterprise Performance Management.

...providing insight into financial performance to drive improved decision making

- Creating standardised, streamlined financial processes
- Benchmarking financial performance metrics and processes
- Optimising and improving visibility into critical cost drivers
- Consolidating low-value finance and commercial processes
- Establishing integrated and automated internal control environment
- Enhancing cash flow / liquidity via improved working capital processes
- Consolidating financial results for external reporting
- Delivering cost and profitability analysis
Anticipating challenges, finding solutions
Every organisation is vulnerable! Organisations are increasingly exposed to risks that they are not prepared to deal with, as a result of fraud, abuse and errors / differences in understanding. These challenges are more complex with dealing across borders e.g. customers, joint venture partners and foreign governments. When localised, different business cultures / legal systems and unfamiliar regulatory / accounting requirements may prove challenging.

We help clients prevent, confront and remediate regulatory, legal and commercial challenges as a result of unplanned events.

...identifying and fighting significant threats to your brand and bottom line

- Performing investigations and dispute analysis
- Mitigating corruption risk
- Managing money laundering and terrorism financing (ML / TF) risk
- Responding to cybercrime and data breach

- Conducting forensic accounting reviews
- Managing information risk
- Responding to fraud
- Managing third party risk
As market conditions change and competitive pressures intensify, organisations strive to adopt new strategies to remain relevant. With the increasing influence of customers, organisations need to be innovative in the reaction and delivery of value to stakeholders.

We recognise that each organisation will travel the path of change differently, and as such, we tailor our solutions to support you in bridging the gap between your strategic goals and actions required to actualise your vision.

We enable you to achieve your operational efficiency and effectiveness goals, manage cost, and enhance customer experience to ensure that you stay ahead of the change curve.

---

**...supporting the journey to actualise your vision**

- Developing customer-centric operating models and processes
- Transforming sourcing and procurement functions
- Unlocking value in the supply chain
- Reviewing costing models and methodologies
- Assessing and optimising shared and outsourced services
- Optimising return on fixed asset investment
- Evaluating performance with a view to challenging the status quo and anticipating disruptive events
- Implementing strategic initiatives to realise cost saving goals
Accessing talent, developing the right organisational architecture and gauging employees readiness / ability to change are crucial in driving competitive advantage and long term sustainability.

We support clients by aligning their HR strategy to their key business drivers. Our services address the needs of companies right across the life cycle; from start ups seeking support for best practice HR platforms to mature organisations requiring rejuvenation.

...creating substantial value for your business through people

Designing and restructuring organisations
Evaluating existing and designing HR strategies, policies and functions
Creating the ideal culture, communicating and managing change
Acquiring and implementing a management framework for talent

Deploying workforce planning and performance management frameworks
Structuring and managing compensation including rewards and benefits
Evaluating staff performance capacity / needs (skills and competencies) and optimising job fit / matching
Building staff capacity and trainings
The dynamic and competitive nature of the business environment presents challenges in terms of articulating and achieving business goals.

We take great care to understand your issues, challenges and the industry forces affecting you in order to create the value you desire. We appreciate each peculiar circumstance and partner with you to find the right path for the organisation’s journey and provide support in bridging the gap between where you are and where you want to be.

...enabling you realise your potential by translating business strategy into reality

- Assessing and identifying potential business and market opportunities
- Providing market, competitive and customer insights through market studies
- Defining corporate and business unit strategies
- Defining and adopting operating models for breakthrough innovation and growth
- Articulating practical market entry strategies
- Developing business plans and financial models
- Providing execution and implementation support
- Developing actionable strategic planning capabilities
Creating value that matters
As sustainability moves up the boardroom agenda, it is increasingly being integrated into corporate level strategic planning. Management now need to balance increased regulation, protecting the brand and ensuring stable supply chains with seeking opportunity for enhanced performance and using the sustainability agenda for strategic advantage.

Developing and integrating a detailed sustainability vision into your long-term strategic plan in a way that creates lasting value whilst also building public trust is a common challenge for all types of organisations.

---

**helping businesses create the right impact and value**

- Integrating sustainability into corporate level strategic planning
- Advising businesses, policy makers and multilateral organisations
- Ensuring accurate assurance and reporting
- Identifying and assessing the relevant requirements for all stakeholders
- Helping you clearly understand the impact of environmental taxes and regulations
- Establishing governance around sustainability to manage risk and ensure compliance
- Ensuring your supply chain is responsible while achieving financial and sustainability metrics
- Redesigning global supply chain to be cost efficient
Technology

Technology is a key lever of success in today’s business world. Companies that effectively use technology differentiate themselves in the increasingly competitive marketplace. Companies which ignore technology tend to fall behind competition, then wither and die.

We offer a wide range of services to make your organisation more efficient and effective. Our services cut across technology advisory, information management, sourcing, security and enterprise applications.

...utilising technology as a driver of business transformation

<table>
<thead>
<tr>
<th>Improving IT efficiency, effectiveness and alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designing fit-for-purpose technology solutions</td>
</tr>
<tr>
<td>Sourcing and implementing the right technology platform and / or vendors</td>
</tr>
<tr>
<td>Enabling technology to deliver your strategic projects on-time, on budget and to established standards</td>
</tr>
<tr>
<td>Developing analytical and technical tools to unlock the value of information</td>
</tr>
<tr>
<td>Deploying business intelligence solutions to drive real-time decision making</td>
</tr>
<tr>
<td>Enabling secure management of information access</td>
</tr>
<tr>
<td>Facilitating ‘cloud’ adoption strategies safely, securely and cost effectively</td>
</tr>
</tbody>
</table>
Doing deals is challenging. The large majority of deals fail to achieve their original financial or strategic objectives. Many companies are ill-prepared for the speed and intensity of the deal process. This challenging deal landscape makes the experience and expertise we can offer through all stages of the deal continuity all the more critical.

We help companies make acquisitions, divestitures and strategic alliances. We help our clients maximise the return on their deals and manage associated risks. We bring a unique combination of financial, commercial and operational insight to every deal.

...identifying, quantifying and delivering value in your transactions

- Understanding target businesses to ensure “no surprises”
- Identifying and understanding upside potential and risks
- Protecting potential buyers against value erosion
- Assisting part or full disposal of businesses
- Analysing commercial and market issues underpinning the deal
- Ensuring seamless transition post transaction
- Assessing the impact of stand-alone issues, post deal
- Achieving financial and strategic deal objectives
Do you want to know more?
Our Leadership

Paul Cleal
Partner
West Market Advisory Leader
dl: +234 1 271 1700
m: +234 814 957 3795
e: paul.cleal@ng.pwc.com

Bert Odiaka
Partner
Nigeria Advisory Leader
dl: +234 9 291 9302-4
m: +234 803 471 8674
e: bert.i.odiaka@ng.pwc.com

Vish Ashiagbor
Partner
Ghana Country Leader
dl: +233 302 761 465
m: +233 208 151 534
e: vish.ashiagbor@gh.pwc.com

Andrew S Nevin
Partner
dl: +234 1 271 1700
m: +234 806 059 3528
e: andrew.x.nevin@ng.pwc.com

Cyril Azobu
Partner
Nigeria Consulting Leader
dl: +234 1 271 1700
m: +234 805 802 1565
e: cyril.azobu@ng.pwc.com

Ian Aruofor
Partner
Nigeria Deals Leader
dl: +234 1 271 1700
m: +234 805 609 9667
e: ian.aruofor@ng.pwc.com
Our Leadership

**Eric Nipah**  
Partner  
Ghana Deals Leader

dl: +233 302 761 629  
m: +233 277 511 111  
e: eric.nipah@gh.pwc.com

**Mary Iwelumo**  
Partner

dl: +234 1 271 1700  
m: +234 803 301 3035  
e: mary.iwelumo@ng.pwc.com

**Kwabena Asante-Poku**  
Partner

dl: +234 1 271 1700  
m: +234 805 500 1647  
e: kwabena.asante-poku@ng.pwc.com

**Andrei Ugarov**  
Partner

dl: +234 1 271 1700  
m: +234 815 839 0798  
e: andrei.ugarov@ng.pwc.com
At PwC, our purpose is to build trust in society and solve important problems. We’re a network of firms in 157 countries with more than 208,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more by visiting us at www.pwc.com

This publication has been prepared for general guidance on matters of interest only, and does not constitute professional advice. You should not act upon the information contained in this publication without obtaining specific professional advice. No representation or warranty (express or implied) is given as to the accuracy or completeness of the information contained in this publication, and, to the extent permitted by law, PricewaterhouseCoopers Limited does not accept or assume any liability, responsibility or duty of care for any consequences of you or anyone else acting, or refraining to act, in reliance on the information contained in this publication or for any decision based on it.

© 2016 PwC. All rights reserved. PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.