

Financial Continuity Advisory – COVID 19

The Current Environment is Highly Dynamic and in a Constant State of Change

DNA can assist you in the establishment and execution of a *Financial Business Continuity Plan* to help your business navigate through the COVID-19 crisis; we will facilitate the assessment of the options available to maximize your business's chances of survival and position it for an eventual economic recovery

Financial Continuity Plan: Support Offered to Entrepreneurs

- Complete and detailed assessment of the situation, and company valuation (before and after the crisis)
- Preparation of decision-making tools
 - Weekly cash flow analysis for the short and medium-term outlook (3-6 months)
 - Identifying the CF deficit (financial needs and timing thereof)
- Preparation of a financial plan supported by a detailed financial model
 - Identification et modélisation des mesures correctives proactives (par exemple, un plan de réduction des coûts)
 - Prepare scenario and sensitivity analyses (stress-test the impact and needs)
 - Preparation of a revised financing plan on the basis of the above measures
- Assist in assessing and accessing the various governmental aid programs (Federal, Provincial, and others)
- Management and coordination of communication channels with the company's various financial partners (investors, bankers, etc.)
- If desired, identification of optimal sources of available external capital (equity/equity, debt, hybrid securities, etc.)
- Create, compile and organize the required information to execute the plan with 3rd-party capital providers
- If necessary, negotiation with creditors in order to obtain capital at optimal conditions
- If required, ad-hoc support from a *Chief Restructuring Officer (CRO)* with strong expertise in business turnarounds

> **DNA/MPA's involvement can be all-encompassing and cover all the services listed above, or it can be limited to certain targeted actions (preparation of the financial model, for example) on a limited number of points, depending on the company's needs.**

Developing a Plan to Operate in a "New" World

Our National Team of Experienced Advisors are Available to Help You During Such Times of Crisis

How We Can Help: DNA Capital / MPA's Business Continuity Planning Expertise

Experience

- Experienced financial advisors with extensive experience in helping businesses facing financial difficulties
 - Support for companies that are performing well but whose balance sheets have been weakened and/or who are facing unforeseen challenges due to events and/or market developments
- The DNA / MPA team includes a number of senior members who have experienced financial challenges as business owners or CFOs, and who have executed turnarounds, restructurings or refinancings as entrepreneurs, CFOs and advisors

Creativity

- Focused on pragmatic and proactive solutions to ensure business continuity; creative solutions developed to ensure the collaboration of the company's various financial partners and to accelerate the stabilization and improvement of the financial situation

Access to Capital

- Active coverage of, relationships with, and access to, numerous non-bank lenders (Ontario, Quebec and US); intimate knowledge of specific lenders' approach and priorities
- Access to *Private Equity* and *Family Office* equity capital to shore up balance sheets and marry entrepreneurial capital with entrepreneurial companies

Complementary Collaborators

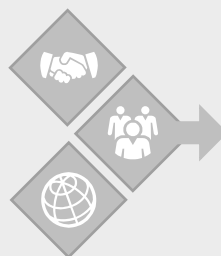
- If necessary as a last resort, DNA/MPA have close relationships with third-party restructuring experts who can assume various roles depending on the circumstances and specific needs
 - Advisors/Consultants with operational expertise and/or CROs on a part-time or full-time basis

DNA Capital and MPA Merger

Maximizing Client Value-Add

DNA and MPA as One Firm

- 1 Builds on longstanding relationships between DNA and MPA partners
- 2 Combined team of 25 professionals in Montreal and Toronto
- 3 Deep relationships and roots in Canada's two main financial markets and global reach through partnerships



A truly national,
partner-owned and
entrepreneurial
Investment Bank



- Montreal-based
- Founded in 2009
- Team of 11 employees, including 4 Partners
- Senior backgrounds from Scotiabank, Rothschild, Lazard, RBC
- Strong cross-border M&A and equity private placement capabilities
- TMT, Health & Wellness, Real Estate / Leisure, Manufacturing



- Toronto-based
- Founded in 2006
- Team of 14 employees, including 11 Partners
- Senior Scotiabank Investment Bankers
- Strong financial advisory, M&A, restructuring and debt capabilities
- TMT, Health, Utilities, Infrastructure

What it Means for Our Clients

- Greater breadth and depth of transactional experience and expertise
- Significantly expanded network in Canadian industry and financial community
- Boots on the ground in Canada's two largest markets
- Broader sector and product coverage
- Senior-led, seamless execution
- Flexibility and agility focused around customer needs

Our objective is to provide the best independent, unbiased advice for superior results

How We Can Help



DNA/MPA's Key Skills and Expertise

1 Our depth and breadth of knowledge is unprecedented

In the current economic environment, business owners need experienced and creative financial advice more than ever. **Survival of their business is at stake.**

2 We have a strong expertise in financial business continuity planning and turnarounds

The merger between DNA Capital and MPA (Morrison Park Advisors) has created an independent national financial advisory firm with over 20 financial professionals in Montreal and Toronto, some of whom are former entrepreneurs, CFOs and board members with extensive business experience.

3 We work quickly and diligently to get you two steps ahead of the competition

Businesses must put in place significant measures, going beyond government aid measures, to establish a healthy long-term capital structure that will ensure their survival and de-risk their growth plans.

4 We are flexible and creative in the way we are compensated, offering a tailored approach per case

DNA and MPA understand that this is a financially critical time for your business; we work with your financial position in mind

5 We know and work with a vast network of private sources of funds

Beyond banks and government programs, there are private sources of funding (family offices, private investors, specialized funds in Canada and in the USA) which can be solicited as a complement to support a financial business continuity plan