momentum
FINANCIAL & CORPORATE ADVISORY

ILLUSTRATIVE COMPANY REVIEW

Illustrative Company Review and Board Assessment

Financial performance. Cash. Operations.
Organisation. SWOT. Action plan.

Where can we create value for your company?

This report shows the scope and tangible outputs of a company review. We examine financial records, commercial relationships, operating processes and decision rights together. We then present the financial implications and practical recommendations to the board.

From evidence to board decision

01 Understand the business and reconcile the records

02 Test financial and commercial findings

03 Quantify opportunities, risks and funding needs

04 Synthesize SWOT and propose board decisions

05 Implement agreed priorities with the company teams

ABC Manufacturing S.A. and every figure, relationship and finding in this document are fictional. This is an illustration, not a client result or audit opinion.

ILLUSTRATIVE BOARD ASSESSMENT **FICTIONAL EXAMPLE**

Dear Board Members,

ABC Manufacturing S.A.’s illustrative 2024–2025 figures show that sales growth has not produced comparable earnings or cash. Revenue rose from TRY 120m to TRY 150m; EBITDA stayed at TRY 18m, while net profit fell from TRY 6m to TRY 3.75m.

We consider more than the financing request. Receivables and inventory absorbed additional funds; customer concentration, delayed cost information and the debt maturity profile compound the effect. The way growth is funded merits a joint operational and financial review.

The fictional company has ten years of manufacturing experience. Repeat buyers account for 70% of sales and exports for 20%. These are foundations on which to build a stronger cash and profit profile.

We recommend launching a customer collection plan, inventory and product profitability review, and a rolling 13-week cash forecast in one timetable. The amount, maturity, purpose and repayment source of any financing request should follow this analysis.

Illustrative targets indicate a possible TRY 6.42m one-off release of cash from receivables and inventory. A one-point gross-margin improvement at unchanged sales would add TRY 1.50m of annual gross profit. Neither benefit is verified; feasibility, timing and implementation cost require assessment.

The following pages connect evidence, management implications and interventions. SWOT comes after the underlying review. The aim is to support board choices and carry agreed decisions into the business.

M.Emre Doğu

Founder | Momentum Advisory

EBITDA is earnings before interest, tax, depreciation and amortisation; it is not cash.

WORKING METHOD

What happens before SWOT?

The review combines management interviews, document testing and observation of how work is carried out.

01 Define the decision and scope

Discuss objectives, bottlenecks and decisions with the board and department heads.

Scope, priorities, data request and timetable.

02 Reconcile the financial base

Compare trial balance, statements, bank records and sub-ledgers; explain differences.

Reconciled analysis set and open-data list.

03 Examine relationships and commitments

Review customers, suppliers, inventory, credit, security and contracts at transaction level.

Findings showing where profit, cash and risk arise.

04 Assess people, controls and systems

Map responsibilities, approvals, ERP/CRM flows and reporting.

Accountability, control and information gaps.

05 Model options and financial effects

Compare cash, margin and financing scenarios with their timing and cost.

Financial model and supported recommendations.

06 Decide, implement and report

Synthesize SWOT, agree board priorities and assign owners.

Board paper and trackable action plan.

In a real engagement, each finding links to a record or interview. Verified facts, management statements and assumptions are distinguished.

FICTIONAL EXAMPLE

What did growth earn?

Records reviewed: trial balance, monthly P&L;, product costs and sales breakdown.

TRY million	2024	2025
Net sales	120.00	150.00
Cost of sales	78.00	102.00
Gross profit	42.00	48.00
Gross margin	35.0%	32.0%
Operating expenses	24.00	30.00
EBITDA	18.00	18.00
Depreciation	4.00	5.00
Net finance expense	6.00	8.00
Tax expense	2.00	1.25
Net profit	6.00	3.75

Finding and interpretation

Sales increased 25%, while cost of sales rose 30.8%. The TRY 6m increase in gross profit was offset by the same increase in operating expenses. Flat EBITDA, higher depreciation and finance costs reduced net profit.

What we would do

Separate the effects of pricing, volume, product mix, discounts and input costs. Assess the contribution of each product and customer before revising pricing and order decisions.

Nominal amounts. Inflation and price-volume effects require separate review. In this model, depreciation is presented separately from cost of sales and operating expenses.

02 / BALANCE SHEET AND CASH

FICTIONAL EXAMPLE

Why did profit not become cash?

Records reviewed: balance-sheet ledgers, bank statements, investments and equity movements.

TRY million	2024	2025
Cash	8.00	5.00
Trade receivables	24.00	35.00
Inventory	18.00	26.00
Other current assets	5.00	6.00
Net fixed assets	65.00	73.00
Total assets	120.00	145.00
Current liabilities	50.00	67.00
Long-term bank debt	30.00	31.00
Equity	40.00	47.00
Total funding	120.00	145.00

Reconciliation of 2025 cash flow

TRY 3.75m net profit + TRY 5.00m depreciation − TRY 11.00m increase in operating working capital = TRY −2.25m operating cash flow. Capital expenditure was TRY 13m; net new bank debt TRY 9m and equity injected TRY 3.25m. Cash fell from TRY 8m to TRY 5m.

Board implication

A new loan request must be considered alongside cash tied up in operations and the investment programme. A rolling 13-week forecast shows when and how much funding is needed.

The illustration assumes cash interest and tax equal the expense; no FX, disposal or other non-cash movements. These items would be reconciled in a real review.

03 / CUSTOMERS AND COLLECTIONS

FICTIONAL EXAMPLE

The risk behind sales.

Records reviewed: invoices, customer ageing, terms, limits, disputes and security.

Customer concentration (TRY m)

Customer	Sales / %
Customer A	52.5 / 35%
Customer B	19.5 / 13%
Customer C	15.0 / 10%
Other	63.0 / 42%
Total	150 / 100%

Receivables ageing (TRY m)

Due status	Amount
Not yet due	22.0
1–30 days overdue	7.0
31–60 days overdue	3.5
61–90 days overdue	1.5
Over 90 days	1.0
Total	35.0

Finding

TRY 13m of receivables (37.1%) is past due; TRY 2.5m is over 60 days late. The top three customers represent 58% of sales. Past due does not itself mean an expected loss.

Intervention

Separate disputed invoices, returns and security. Give sales and finance one customer view. Track each overdue balance by owner, date and next action each week.

Potential effect

Moving the year-end receivables/sales indicator from 85.2 to 75 days could release about TRY 4.18m at the same sales level. The TRY 13m overdue balance must not be added again.

Indicator: closing receivables / annual sales × 365, not invoice-level average days to collect. All ageing and customer splits are fictional.

04 / SUPPLIERS AND INVENTORY

FICTIONAL EXAMPLE

Inventory and cash.

Records reviewed: stock movements, order forecasts, purchase terms and supplier ageing.

Indicator	2024	2025
Inventory (TRY m)	18.0	26.0
Indicative inventory days	84.2	93.0
Trade payables (TRY m)	20.0	28.0
Indicative payable days	93.6	100.2

TRY 5.2m seasonal inventory

Two seasonal product groups account for 20% of inventory. This is not automatically surplus stock. We would test confirmed orders, stock age and demand forecasts to distinguish stock to protect from stock that can be reduced.

40% imported inputs

Currency, lead times and order sizes must be considered together. The share of imports in purchases cannot simply be applied to cost of sales to calculate an FX gap. Dated cash inflows and outflows are required.

Recommended action

Bring sales forecasts, production and purchasing into one plan. Check whether longer supplier payment times are agreed terms or late payments. An inventory target of 85 days suggests about TRY 2.25m of potential cash release.

Days use closing balance / annual cost of sales × 365. Payable days use cost of sales as a proxy for purchases; they are not contractual terms or evidence of arrears.

05 / BANKS AND FACILITIES

FICTIONAL EXAMPLE

Does debt match the operating cycle?

Records reviewed: facilities, maturities, debt service, security and covenants.

Illustrative bank	Short-term	Long-term	Total
Bank A	12.0	13.0	25.0
Bank B	10.0	10.0	20.0
Bank C	6.0	8.0	14.0
Total (TRY m)	28.0	31.0	59.0

Present position

Short-term bank debt is 47.5% of the total. Net bank debt/EBITDA moved from 2.33x to 3.00x, while EBITDA/finance expense fell from 3.00x to 2.25x. These ratios alone do not establish credit capacity.

Work still required

Map each facility’s currency, maturity, payments, interest and fees; limits, collateral, cross obligations and financial covenants. Track documentary credits, guarantees and other non-funded exposures separately.

Board recommendation

Match principal and interest payments to the cash forecast. Compare renewal, restructuring, investment debt and equity by all-in cost, maturity and security.

The bank allocation is fictional. Interest cover is not DSCR; the latter requires cash available for debt service and principal plus interest for the same period.

Who makes each decision?

Illustrative structure: Board → CEO → Finance and Accounting / Sales / Production and Purchasing. We review duties and information flows between them.

01 Authority limits are not documented

Routine purchasing and discount decisions escalate to senior management. Similar transactions can receive different terms. Set approval limits by amount and risk.

Authority matrix and exception approvals within 30 days.

02 Departments plan separately

Sales, production and finance lack a single planning owner. Sales goals are not considered with inventory and cash needs at the same table.

Joint planning calendar, process owners and justified team plan within 60 days.

03 Payments depend on one role

The same role prepares and transmits payment files; evidence of a second check is inconsistent. Separate preparation, review and approval.

Payment checklist and an operating review within 90 days.

How we help

We clarify responsibilities, approvals and controls first. Hiring and development needs follow a review of workload and skills, with a reasoned proposal to the board.

07 / ERP, CRM AND REPORTING

FICTIONAL EXAMPLE

Turn information into decisions.

Records reviewed: data sources, production and sales records, report definitions and system flows.

01 Product cost arrives late

Accounting and production rely on separate files; costs are refreshed quarterly. Pricing may use old costs. Align product codes and cost components.

Monthly product cost and stock-production-ledger reconciliation.

02 The customer picture is fragmented

CRM use is limited; quotations, discounts, terms and collections sit apart. Sales return and customer risk cannot be viewed together.

Common customer view, sales stages and sales-finance report.

03 No forward cash visibility

There is no rolling 13-week cash forecast updated weekly. Sources and owners for reports are not consistently defined. A funding shortfall may be identified late.

Weekly cash model and management pack tested over two closes.

How to choose a system

Assess whether the current system can meet the need first. If not, compare integrations, cloud and on-premises options, providers, total cost, benefit and timing.

Will the plan withstand a setback?

Illustrative 2026 scenarios. Actual assumptions would be tied to budgets, contracts and orders.

TRY million, except ratio	Base	Downside
Sales	165.00	150.00
EBITDA	21.45	13.50
Working-capital increase/(decrease)	−2.12	5.40
Operating cash flow	13.96	0.47
Cash available for debt service	15.96	2.47
Interest + principal	13.50	13.50
Debt service cover	1.18x	0.18x
Closing cash before new funding	7.46	−6.03

Assumptions driving the result

Base: sales 165, gross margin 33%, receivables 75 days, inventory 85 days. Downside: sales 150, margin 31%, receivables 90 days, inventory 100 days. Both: operating expense 33, payables 95 days, interest 7.5, principal 6, maintenance capex and depreciation 5.5 (TRY m).

Board assessment

Even the base case has limited debt service headroom. The downside indicates an unmet funding need of about TRY 6.03m before new funding. Prepare a finance request alongside collection, stock and investment schedules and the downside case.

Tax at 25% is solely a model assumption. Cash available for debt service = EBITDA − cash tax − change in working capital − maintenance capex. Cover = this cash / (interest + principal). No new debt, equity or dividend; other operating balances fixed.

09 / VALUE OF INTERVENTION

FICTIONAL EXAMPLE

What might each change deliver?

We assess the possible benefit alongside timing, cost and accountability.

TRY 6.42m

One-off potential cash release

Receivables to 75 days and inventory to 85 days at 2025 sales and cost levels. The components are about TRY 4.18m and TRY 2.25m; the total is computed before rounding. Commercial feasibility must be tested.

TRY 1.50m / year

Gross-profit potential from one margin point

At unchanged TRY 150m sales. Before implementation cost and tax. This annual gross-profit contribution is not added to the one-off cash release.

How we would verify value

Action	Evidence	Owner
Collection plan	Customer terms, disputes and security	Finance + sales
Inventory reduction	Orders, seasonality and delivery risk	Operations + purchasing
Margin improvement	Product cost, price and volume	Finance + sales

A benefit tracker would record the baseline, target, actual, cost, owner and date. Advisory and implementation fees belong in the assessment too.

10 / SWOT SYNTHESIS

FICTIONAL EXAMPLE

A connected view of the findings.

SWOT follows the financial, commercial and organisational review above.

Strengths

Repeat customers account for 70% of sales.

Ten years of manufacturing experience; exports at 20% of sales.

Use the customer and production base to pursue profitable orders.

Weaknesses

EBITDA is flat; operating cash is negative as receivables and stock grow (pp. 4–7).

Authority is undocumented and cost and cash information arrives late (pp. 9–10).

Prioritise collections, product costs and integrated planning.

Opportunities

Explore new export customer segments through the existing channel.

Assess funding and equity alternatives suited to the operating cycle.

Demand and funder conditions still require validation.

Threats

The largest customer accounts for 35% of sales (p. 6).

Imported inputs and short-term debt expose currency and refinancing risk (pp. 7–8).

The downside scenario shows an unmet funding need (p. 11).

Management completes this synthesis. We consider the combined operational and financial effects, not isolated bullet points.

11 / BOARD DECISION PAPER

FICTIONAL EXAMPLE

Decisions, owners and timing.

Meeting purpose: approve priority interventions and responsibility.

Overall assessment

ABC should make the cash absorbed by growth and product-level earnings visible. Funding discussions should advance with that evidence.

01 Start the collection and inventory programme

Finance, sales, operations and purchasing present a customer and product plan within 30 days. Confirm commercial terms and delivery risks before setting final targets.

Owner: finance director. Weekly tracking, monthly impact review.

02 Prepare the cash plan and funding file

Align the rolling 13-week forecast with debt service. Present the funding amount, alternatives and offer comparison for management approval.

Owner: finance + Momentum coordination. First review in 30 days.

03 Set authority and reporting standards

Implement an authority matrix and monthly management pack. Complete requirements and current-system review before ERP/CRM decisions.

Owner: CEO + department heads. Review on days 60 and 90.

12 / DELIVERABLES AND IMPLEMENTATION

A system your team retains.

We deliver a report, editable models and implementation tracking.

Deliverable	Contents	Format
Board paper	Assessment, findings, options and decisions	PDF / slides
Financial analysis and model	Reconciled statements, ratios, assumptions and scenarios	Excel
Commercial trackers	Receivables, customer risk, stock and supplier plan	Excel / system
Funding file	Use of funds, projections, debt service and data room	Model + records
Organisation and systems	Authority, team needs and ERP/CRM requirements	Roadmap
Implementation tracker	Owner, deadline, benefit achieved and open decisions	Monthly report

Illustrative timetable

First 2–4 weeks: data gathering, reconciliations, interviews and initial board review. First 90 days: implementation with your teams, weekly tracking and monthly management report. If needed, 6–12 months: team, budgeting and systems set-up, handover and ongoing board advice.

Timetable and outputs are agreed at the outset based on access to information, company size and the selected scope.

WORKING WITH MOMENTUM

How would this apply to your business?

M.Emre Doğu

Senior banking, CFO and management experience

Corporate banking experience at QNB Finansbank, Banque du Bosphore and Société Générale spans credit, restructuring and trade finance. CFO and commercial management roles complement investment, valuation and M&A; experience.

Senior representation and execution coordination

We assemble specialists around the need and work with the company team. Bank and investor discussions, financial preparation and operational priorities follow one plan. The assignment may be external advice or a defined interim management role.

Select the scope together

The review can stand alone or accompany funding, outsourced CFO support, team development or systems implementation. M&A;, investor search and international investment are scoped separately.

> **What you receive after the first meeting**
>
> A written proposal aligned with your priorities: scope, deliverables, team, timetable and fee. Responsibilities and conditions are explicit.

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This illustrative report is neither an audit opinion nor a funding commitment. Legal, tax and technical opinions are produced by relevant specialists within the agreed scope.