

Credit management services

Because a sale is
a gift until it is paid



Introduction

In times of crisis, working capital and cash are high on the agenda. They are key to ensuring your business runs smoothly and generates growth. Having a clear picture of your working capital and cash flow position can help you foresee any financial difficulties that may arise.

The main driver for both of these assets is credit management. In the past, credit management was viewed as something that needed to be done and not as a crucial element in every business. This has changed and we find that more and more organisations recognise the value and advantages of having an efficient credit management system within their organisation.

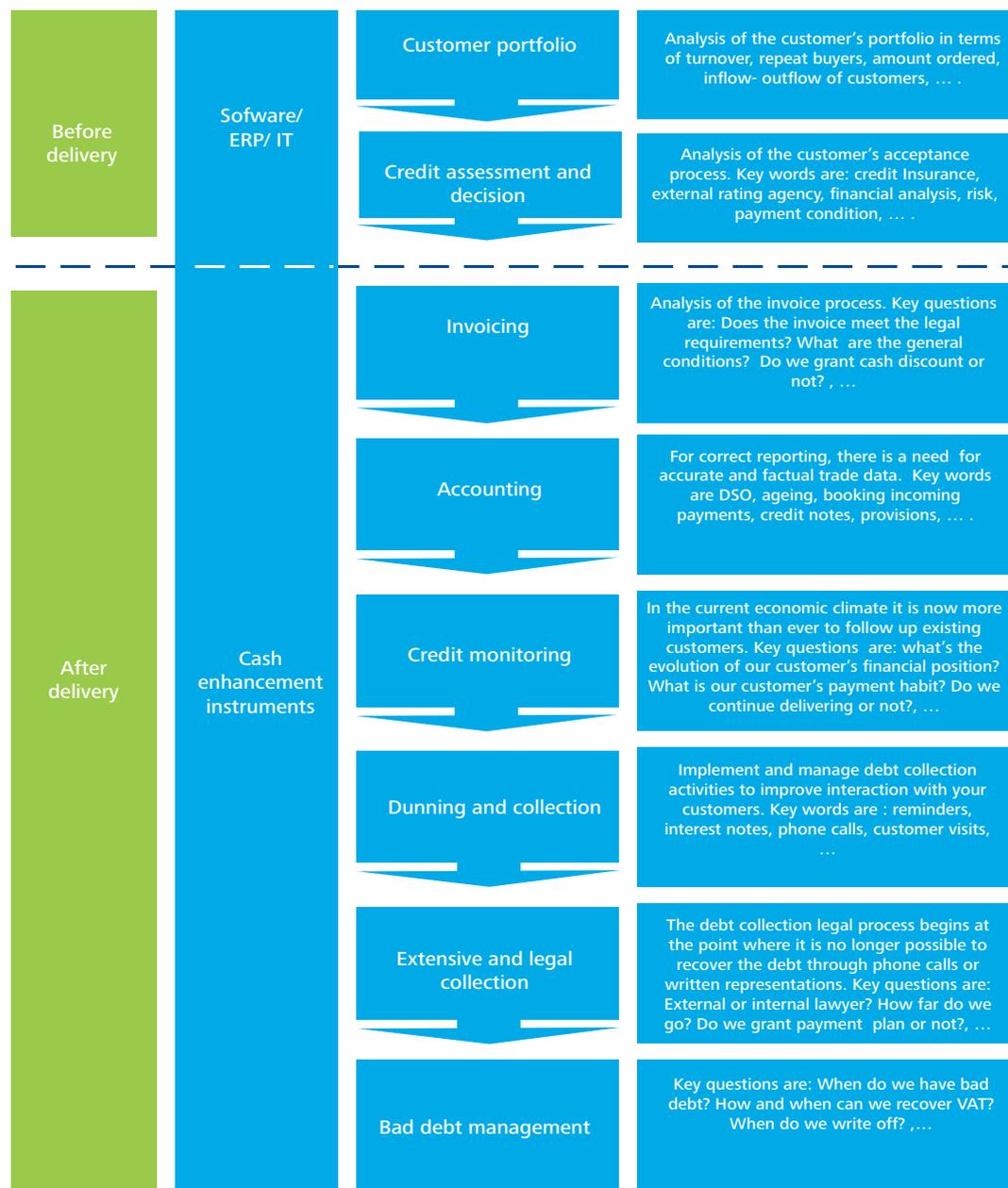
Deloitte offers tailored services for the different modules of the order-to-cash process that will help you manage your working capital and cash flow and enable you to optimise your business operations.

Different modules of the Order-to-cash financial process

The first step in developing services tailored to your needs is analysing your current credit management system. We divide the order-to-cash financial process into two parts: before delivery and after delivery. The first part concerns the processes related to your actions before delivery of the goods or services. This involves a thorough analysis of your portfolio and your current acceptance process, which enables us to gain a

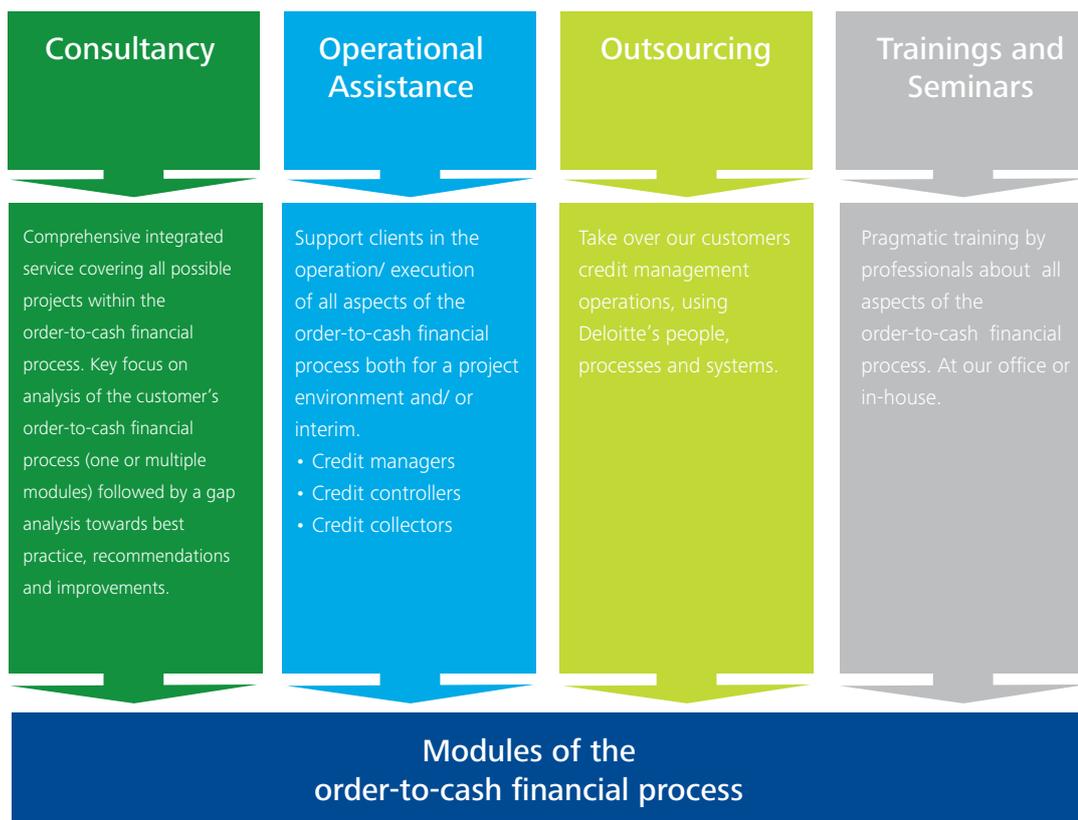
complete view of your customer's preferences and your procedures.

In the second part, we examine your actions after delivery. We delve into your invoicing and accounting procedures and examine how you follow-up on the evolution of your customer's financial position. We also analyse your methods of debt collection and management of bad debt.



Providing tailored services for one or multiple modules of the order-to-cash financial process

We offer a range of services tailored to assist you in maximising the efficiency of your credit management process. We provide comprehensive consultancy services aimed at providing recommendations and improvements for projects related to the order-to-cash financial process. We support our clients with operational assistance on an interim and/or project basis. We can help you outsource your credit management operations by providing Deloitte people, processes and systems to manage the procedures. We also offer pragmatic training by Deloitte professionals, at our office or your premises, in the order-to-cash process.



Credit management matrix

The credit management matrix combines the services offered by Deloitte and the respective cash-to-order modules to illustrate how we can assist you in the credit management process.

| Consultancy | Operational Assistance | Outsourcing | Training and Seminars |
|---|--------------------------------|--------------------------------|------------------------|
| Software/ ERP/ IT Cash Enhancement Instruments | Customer Portfolio | Credit Assessment and Decision | Invoicing |
| | Accounting | Credit Monitoring | Dunning and Collection |
| | Extensive and Legal Collection | Bad Debt Management | |

Our added value

Added Value

The credit management process plays an integral part in the success of your business. Opening your doors to external expertise can help you optimise your processes and gain immeasurable advantages, such as:

- Inflow of expertise into the organisation
- Flexible staffing
- Optimisation of working capital and cash management
- Reduced DSO
- Optimisation of risk position
- Satisfied stakeholders

Why choose Deloitte?

Deloitte offers a broad network of experienced financial experts. Our methodology has been developed with the expertise of our people and takes into account your particular circumstances to deliver quality assignments. We pride ourselves in an extensive knowledge of the finance industry and proven project management skills.



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