

Deloitte.



Restructuring services

Meaningful Change. Measurable results.™

Create value for companies in stressed and distressed situations

Throughout our work in a wide range of industries, we understand what lies behind numbers and we can quickly identify key business issues.

Deloitte's restructuring team supports organisations to turnaround in periods of difficulties.

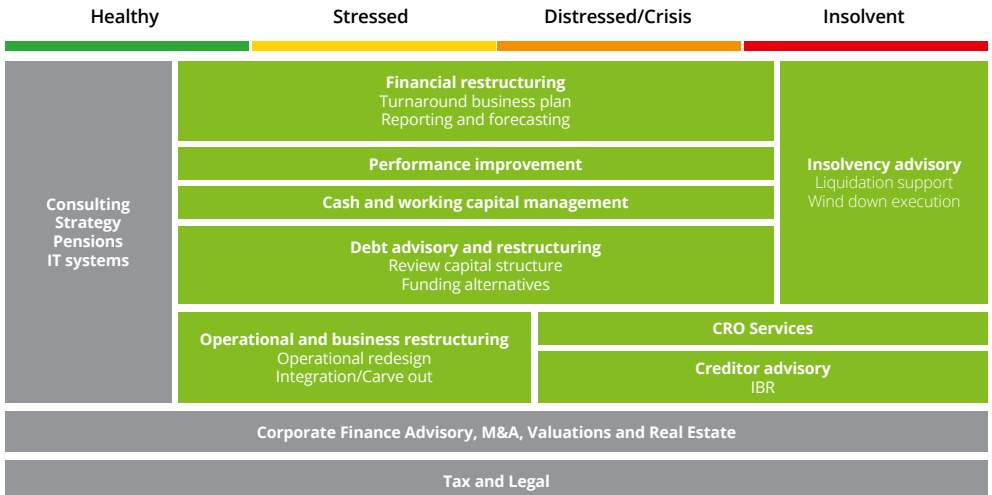
As part of Deloitte's financial advisory team our experienced restructuring team is able to act swiftly to stabilise and find the most appropriate solution for your challenges.

Having led large multinational organisations and mid-market companies through periods of difficulties, we apply our experience to achieve successful outcomes for our clients, the creditors and shareholders.

Whether the goal is to enhance performance or guide stakeholders through complex reorganisations, our team works closely with our clients to quickly understand the business, identify the most pressing issues and provide hands on support on how to move ahead with confidence.

We create substantial value for all stakeholders in a stressed or distressed environment. In case of underperforming activities, we are not only recommending ways to improve the situation, but we also take ownership alongside management for the required actions.

We turn your challenges into opportunities, if needed with the assistance of our M&A, valuation, tax and legal teams or our broad international restructuring network.



Financial restructuring

Together with management, we prepare and review your turnaround business plans, highlight its sensitivities and determine the cash needs. We assist you in the preparation of rolling forward forecasts and set-up comprehensive reporting that allows to assess cash generation of your activities and sectors.

Performance improvement

Deloitte analyses your business performance against your market competitors, we identify profit improvements and synergy potential in your businesses and translate your cost cutting plans into action

Cash and working capital management

We install daily cash reporting, assist in implementation of cash pool structures and support in the preparation of adequate short and long term cash flow forecasts. We are experts in the identification of working capital improvements - both from a financial and operational viewpoint - and after a quick scan design, implement and monitor the optimisation process.

Debt advisory and restructuring

We prepare debt restructuring plans and advice on optimal capital structures for your business. We assess serviceable debt and covenants setting. We support you to negotiate with financing parties and to obtain new debt funding or optimise capex.

Creditor advisory

We support banks and lenders with interests in distressed companies to maximise recovery. Our professionals advise credit committees. We prepare Independent Business reviews (IBR) to assess complex situations and advise all stakeholders on key issues and opportunities.

Operational and business restructuring

We drive potential gains in operating performance, execute strategic reviews, perform operational due diligences and highlight growth drivers across the value chain. We prepare blueprints and lead the program management of carve-outs and business integrations, allowing you to realise the planned benefits.

CRO

We take the role of Chief Restructuring Officer (CRO), support senior management and board of directors in implementation of restructuring actions including cost rationalisations, corporate simplifications and integration projects. In cases of crisis, our team restores confidence and ensures business continuity.

Insolvency advisory

We analyse with you the alternatives under continuity (WCO) laws, support in wind down and insolvency execution of failed activities. Our experience allows us to define roles, responsibilities and timelines in these circumstances.

We have an experienced team of restructuring professionals

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Kris is Partner at Deloitte's Restructuring department, specialised in financial restructuring, debt and recovery advisory, CRO services and distressed M&A support.

Kris has 25 years of experience as CFO and CEO in complex corporate restructurings of large international groups in various sectors including logistics, airport activities, construction and retail.

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Eric is a Partner at Deloitte's restructuring and Consulting practice in matters of strategy and growth, operational turnaround as well as cost optimisation.

Eric held several international management positions in Roland Berger Strategy Consultants, IBM Business Services, PwC Consulting and Cargill.

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