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Managing liquidity lifelines

Advice tailored to optimise
key stakeholder value drivers –
funding access, headroom
and costs

Advice at the core of liquidity

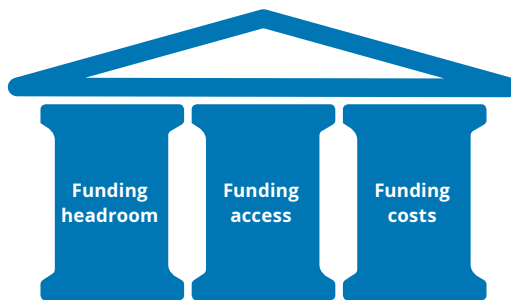
The Swiss Debt & Rating Advisory team is uniquely positioned to advise you throughout the funding life cycle of your company.

Liquidity is the lifeline of every company originating from cash flow, debt or equity. While banks often are the largest funding providers – especially for SMEs – disintermediation is changing the landscape, pathing the way for new funding opportunities.





Viable funding alternatives have to be identified and evaluated by CFOs and Group Treasurers to cover their ongoing financing and refinancing requirements on their quest of continued stakeholder value generation.

On the back of these developments, alternative funding options are developing rapidly but require thorough insights and experience to find the optimal funding solutions.

Our Debt Advisory service is tailored to advise and support CFOs and Group Treasurers of public and private companies, by closely cooperating and providing them with independent advice and execute on all aspects of debt financing, thereby addressing the three key pillars:



We offer a range of tailored debt and capital advice on:

|  (Re-)financing |  Acquisition, Disposals, Mergers |  Restructuring/ Renegotiation |  Treasury |
|--|--|---|---|
| <ul style="list-style-type: none">• Maturing debt facilities• Rapid growth and expansion• Accessing new debt markets• Recapitalisations facilitating payments to shareholders• Asset based finance to release value from balance sheet• Off balance sheet finance• Assessing multiple proposals from lenders | <ul style="list-style-type: none">• Strategic acquisitions• Staple debt packages to maximise sale proceeds• Additional finance required as a result of a change in the strategy• FX impacts needing reflection in the covenant definitions• Foreign currency denominated debt or operations in multiple currencies | <ul style="list-style-type: none">• New funds requirements• Real or potential breach of covenants• Short term liquidity pressure• Deterioration of credit quality• Transfer of debt from existing lenders to an alternative lender group• Derivatives in place and / or banks hedging requirements to be met | <ul style="list-style-type: none">• Operations in multiple jurisdictions and currencies creating FX exposure• Develop FX, interest rate and commodity risk management strategies• Cash in multiple companies, accounts, countries and currencies• Implementation of hedging strategies |

Managing the key to funding

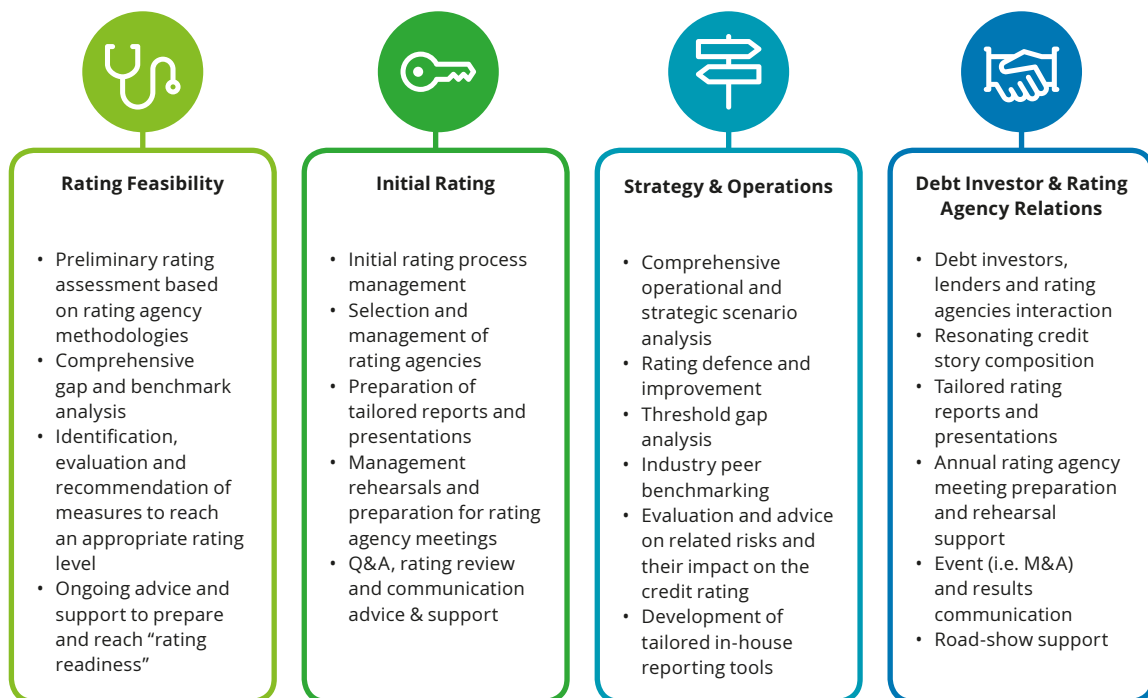
Credit ratings are key to companies proactively managing their funding headroom, access and costs. They are a quality stamp indicating the credit risk related to the ability and willingness of a borrower to service its financial obligations.

The value of ratings is very comprehensive and key to companies as they offer: 1) Wider, deeper & facilitated funding access 2) Tangible* financing benefits 3) Increased market and investor stability in times of market distress 4) Facilitated internal planning, budgeting & benchmarking 5) Increased bargaining power towards banks, landlords, suppliers and counterparties 6) A quality stamp covering both the debt and equity side.

Companies often consider ratings as a burden and are not able to extract value from them due to a lack of required expertise and experience. As a result, operational and strategic decisions taken by the Executive Management or Board of Directors very often do not consider the rating impact and its further reaching implications and potential risks on their quest of continued stakeholder value generation.

Our independent Rating Advisory services enable you to obtain appropriate initial ratings serving as keys to funding and take bold and value enhancing decisions. We have strong and long-standing relationships with the major rating providers and thoroughly understand their methodologies, processes and views.

We offer a range of comprehensive Rating Advisory services:



* According to research from FBR & Co. and Shumway Capital rated debt offers savings of between 30 bps to 150 bps whereas rating costs amount to only around 6 bps / According to Moody's the average issuance size of rated transactions was around 3x that of an unrated transaction

What makes us unique?

For us debt & rating advice is not a one-size fits all; we combine market insight, independent evaluation and global network to provide ideas and solutions tailored to the core of our clients' interest.

- 1 Truly independent advice** – our objectives are fully aligned with yours
- 2 Expertise & Experience** – we offer comprehensive and proven advice to you
- 3 Local senior team** – we are a fully dedicated, seasoned and hands-on local team
- 4 Relationships** – we are in on-going dialogue with various lenders and rating agencies
- 5 Scope** – we advise SMEs to large cap companies and offer a strong sector coverage
- 6 Global reach** – we have a leading team of 140 professionals across 30 countries
- 7 One point of contact** – we are able to source complementary services for you, anywhere

Contacts



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John is the Head of Deloitte's Swiss Debt & Rating Advisory and has more than 17 years experience in corporate banking, corporate finance, rating advisory and investor relations gained from working both as an external and internal advisor. John has expertise with companies across different sectors undertaking (re-)financings, acquisitions and disposals. He is also a seasoned professional in comprehensive rating advisory covering first-time ratings and rating feasibilities, transformative rating projects, and focused debt investor & rating agency relations. John received an MBA from the University of St. Gallen and holds the CFA charter



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Marco is a Director in the Financial Services Audit and Advisory Competency. He has over 13 years of audit and consulting experience in audit, investment banking and treasury topics. He has gained extensive executive and management experience as a CFO of a foreign company in Switzerland. Marco holds a Master in Economics from the University of Basel (lic.rer.pol.) and a Swiss CPA.

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