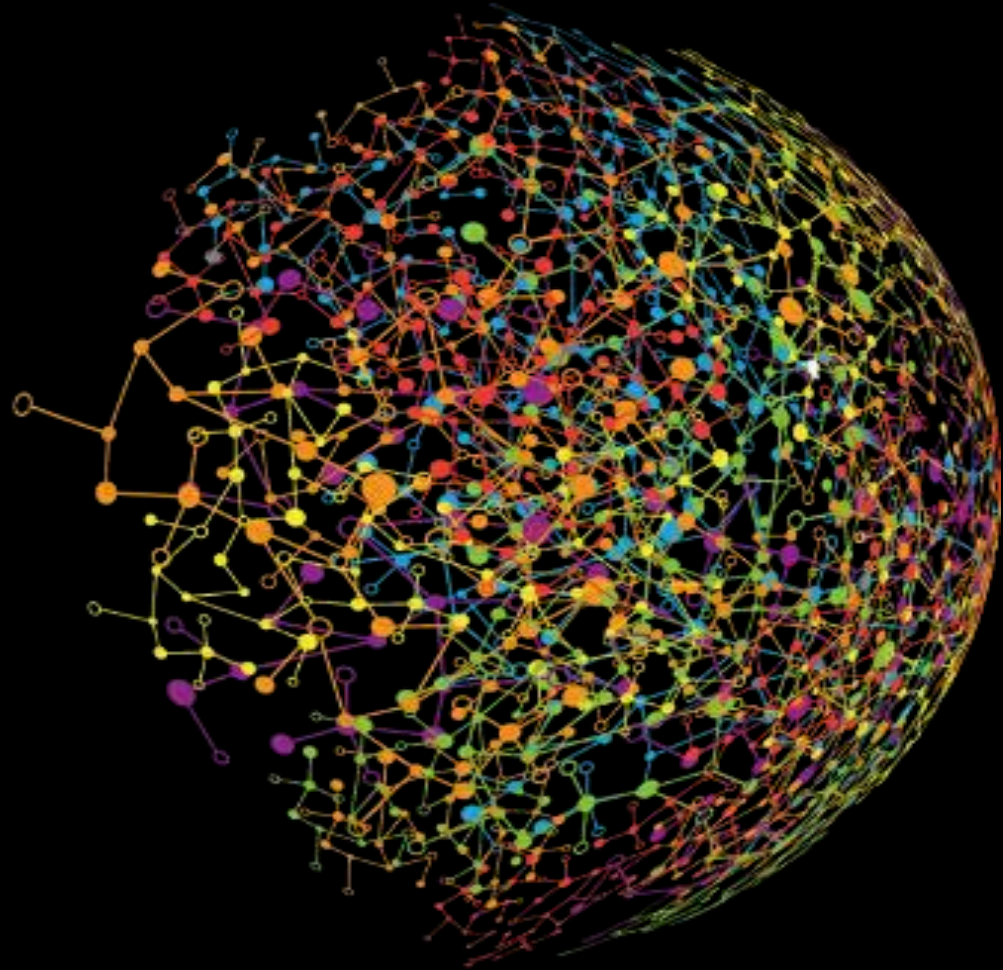


**Deloitte.**

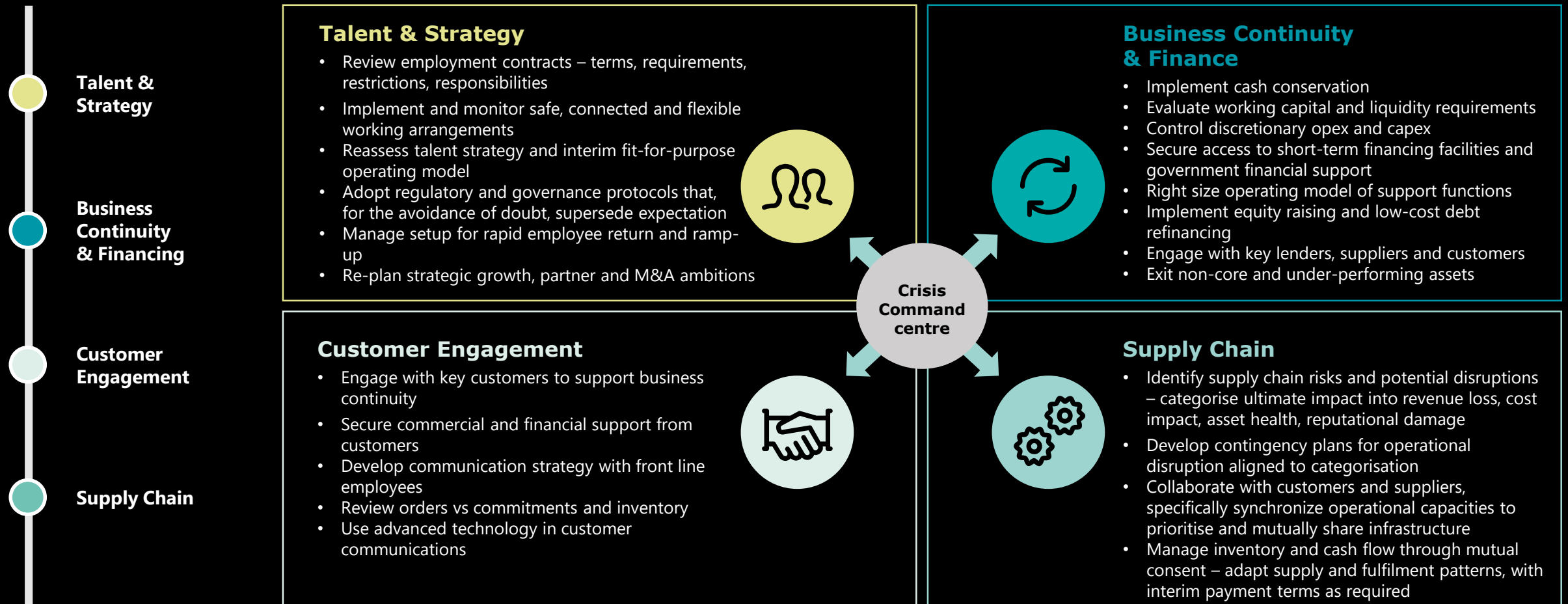


Respond and Recover | Crisis management in unprecedented times

March | April 2020

# Rapid respond & recover approach

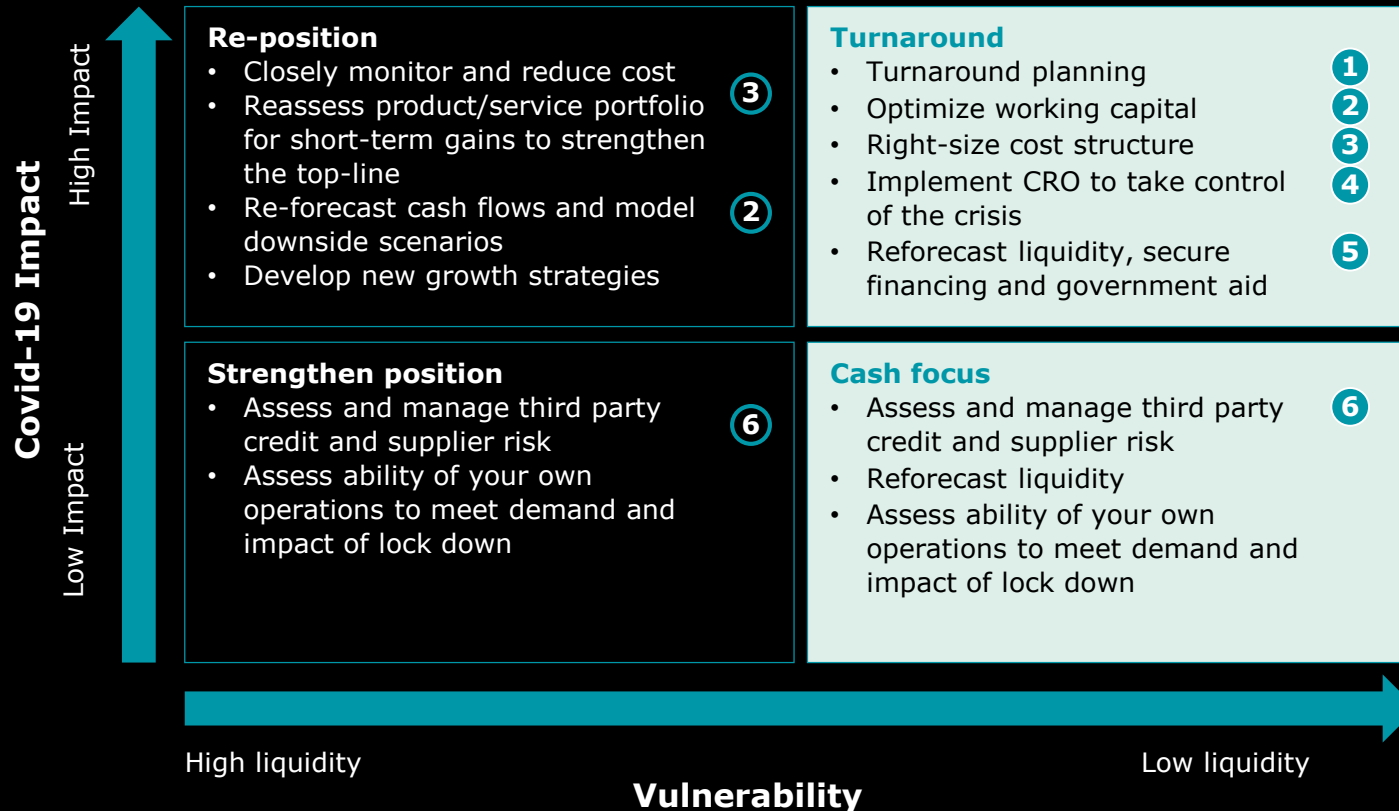
Actions for crisis mitigation can be divided into four specific taskforces that are mandated and coordinated by a central Crisis Command Centre



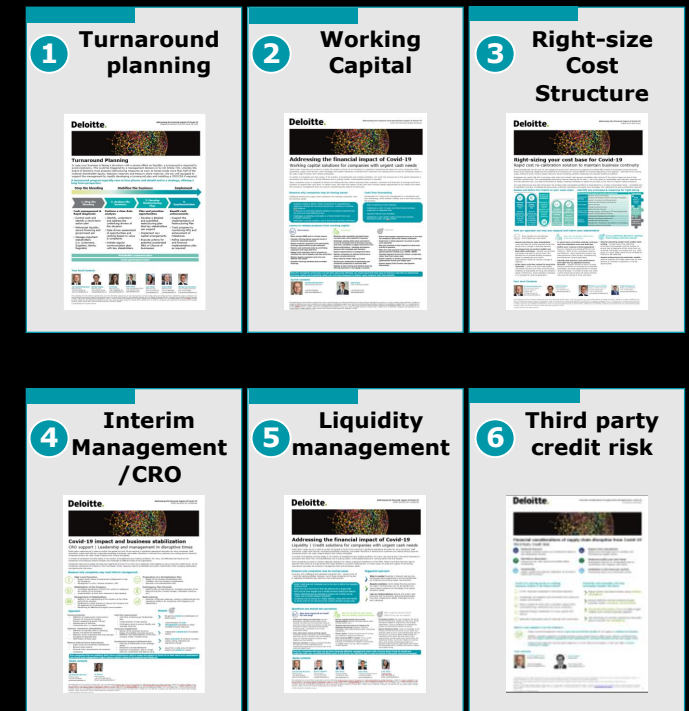
# Business Continuity & Finance

The evolving Covid-19 crisis is polarising businesses between magnitude of impact and balance sheet resilience

Immediate focus areas are turnaround and cash – evolving as the situation progresses



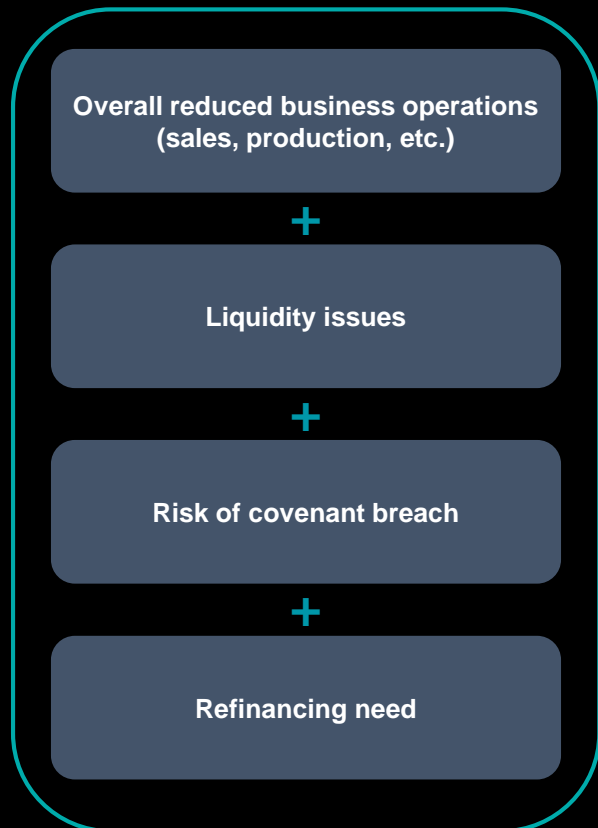
Our offerings to address your situation



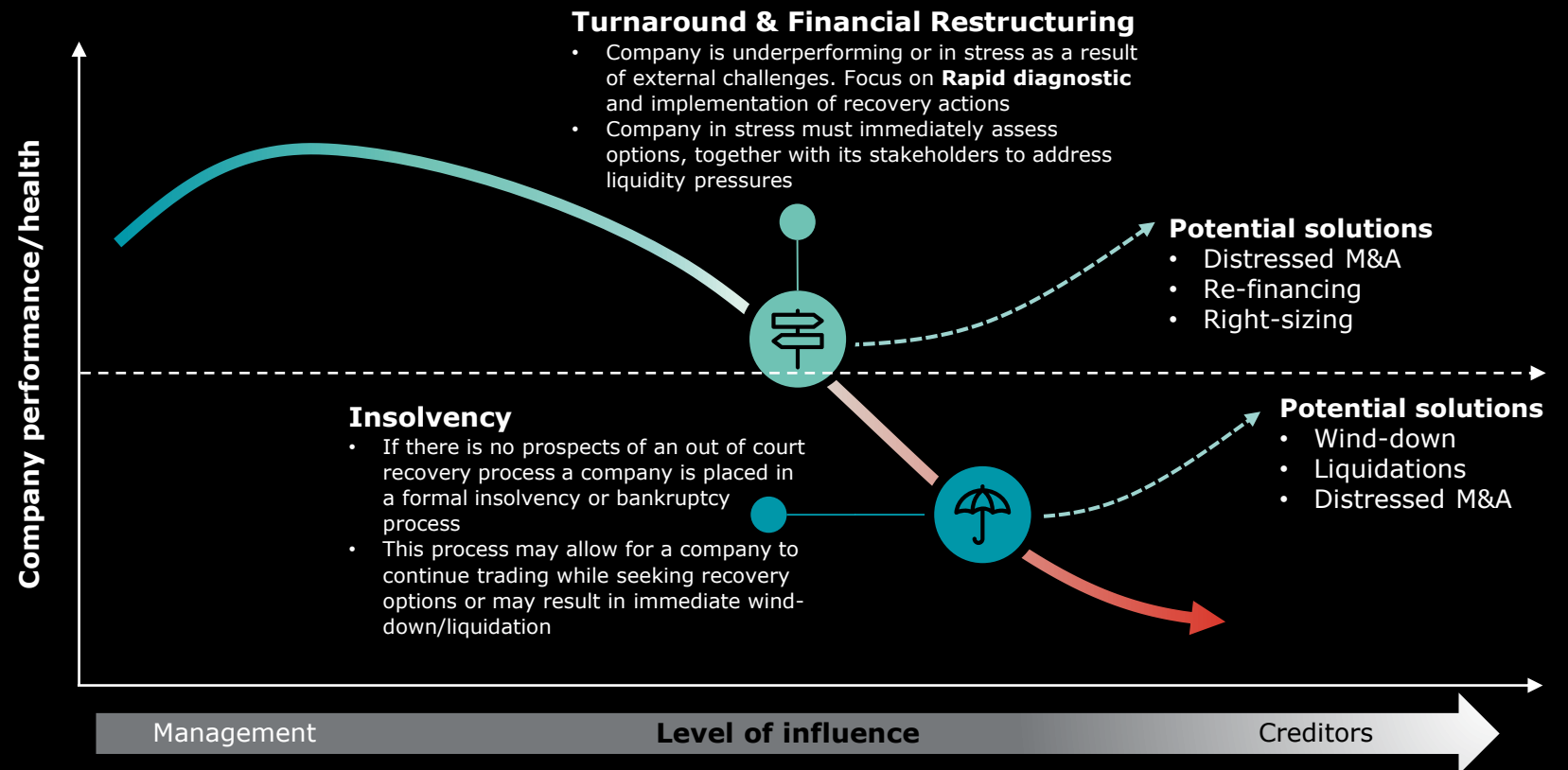
# Business Continuity & Finance | Crisis favours those reacting rapidly

Key question is: "how fast can companies resolve the impacts of COVID-19"?

## COVID-19 impacts business continuity



## Different solutions to handle all intensities of crisis impact



# Business Continuity & Finance | Crisis response approach

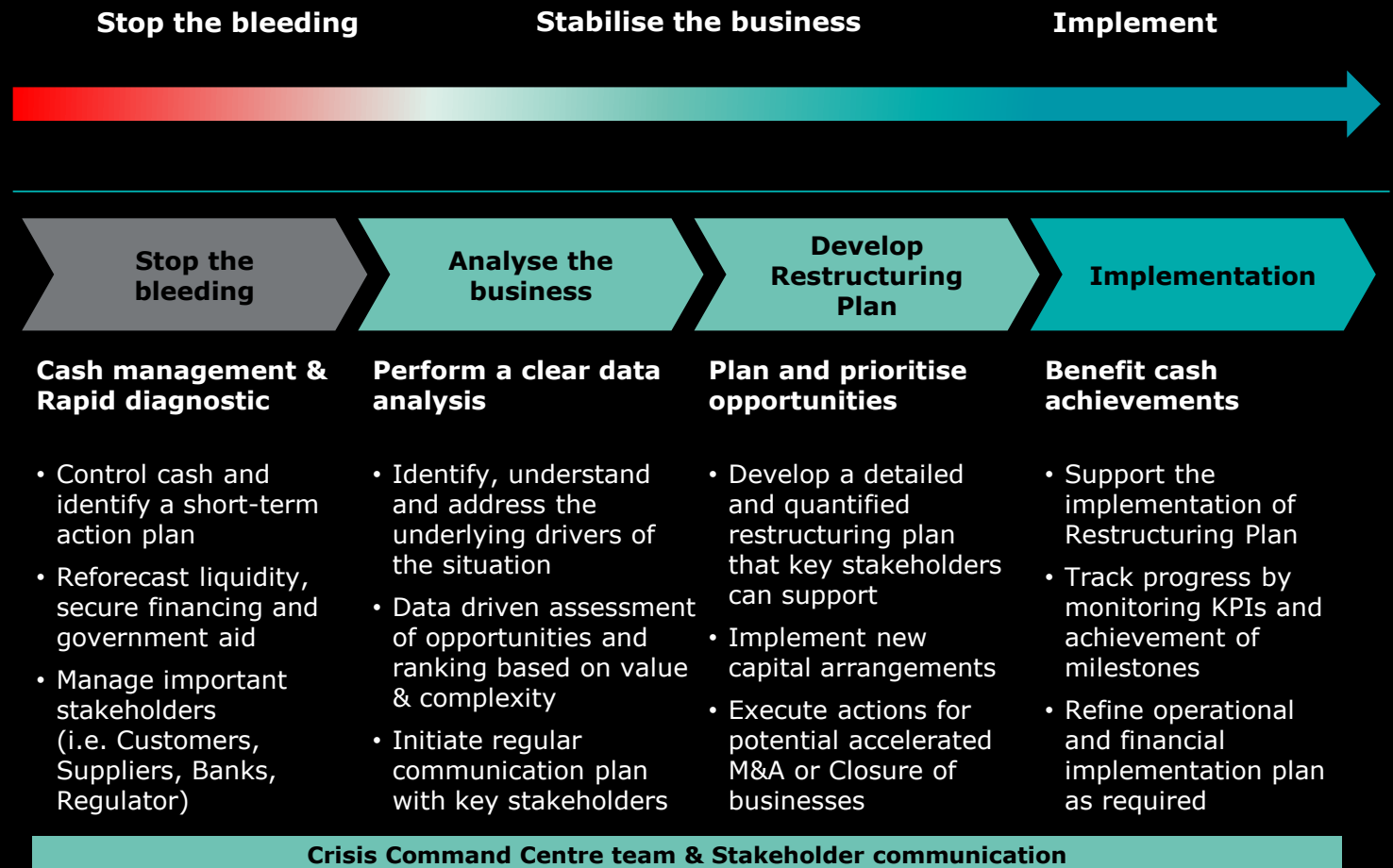
A turnaround program typically runs in four phases and should first deliver tactical actions, and in parallel formulate a strategy outlining a longer-term perspective

## What we do

In crisis situations, we provide senior, hands-on support to Executive Management and Shareholders to deliver successful business turnarounds and enhance profitability and liquidity

In case of insolvency, we drive the complex negotiation of consensual restructuring solutions, in conjunction with "Plan B" Contingency Planning for corporates & management, private equity, creditors & investors and other stakeholders

## How we do it



# Appendix

## Our service offerings and key contacts of the Swiss Restructuring team

### Relevant Service Offerings

#### Turnaround plan

**Deloitte**

**Turnaround Planning**

To save your business in facing a downturn with a severe effect on liquidity, a turnaround is required to avoid insolvency. This is often supported by a financial recovery plan (FRP) which is a key element of the turnaround strategy. Deloitte's turnaround experts have extensive experience in helping companies to develop a turnaround strategy, identify the key areas for improvement and implement a turnaround plan. We are well equipped to support the management in rapidly developing a turnaround plan and creating a COVID-19 Recovery & Turnaround program typically over a four-phase and should end in a strategy, offering a long-term perspective.

**Stop the bleeding**    **Stabilize the business**    **Implement**

1. Stop the bleeding  
2. Analyze the situation  
3. Develop a turnaround plan  
4. Implement the plan

**Key objectives:**

- Stop the bleeding
- Identify a plan to turn around the business
- Identify the key areas for improvement
- Develop a turnaround plan
- Implement the plan

**Your Small Contacts:**

#### CRO support

**Deloitte**

**Covid-19 impact and business stabilization CRO support | Leadership and management in disruptive times**

As a result of the Covid-19 pandemic, companies are facing significant challenges. Deloitte's experts have extensive experience in helping companies to develop a CRO strategy, identify the key areas for improvement and implement a CRO plan. We are well equipped to support the management in rapidly developing a CRO plan and creating a COVID-19 Recovery & Turnaround program typically over a four-phase and should end in a strategy, offering a long-term perspective.

**Reasons why companies may need CRO support:**

- 1. High level of uncertainty
- 2. Rapidly changing market conditions
- 3. Limited liquidity
- 4. High level of debt
- 5. High level of competition
- 6. High level of customer concentration
- 7. High level of operational complexity
- 8. High level of regulatory complexity
- 9. High level of financial complexity
- 10. High level of legal complexity

**Approach:**

- 1. Analyze the situation
- 2. Develop a CRO strategy
- 3. Implement the CRO plan
- 4. Monitor and adjust the CRO plan

**Your Small Contacts:**

#### Right-size cost structure

**Deloitte**

**Right-sizing your cost base for Covid-19**

Rapid cost re-calibration solution to maintain business continuity

As a result of the Covid-19 pandemic, companies are facing significant challenges. Deloitte's experts have extensive experience in helping companies to develop a right-sizing strategy, identify the key areas for improvement and implement a right-sizing plan. We are well equipped to support the management in rapidly developing a right-sizing plan and creating a COVID-19 Recovery & Turnaround program typically over a four-phase and should end in a strategy, offering a long-term perspective.

**Reasons why companies may need right-sizing support:**

- 1. High level of uncertainty
- 2. Rapidly changing market conditions
- 3. Limited liquidity
- 4. High level of debt
- 5. High level of competition
- 6. High level of customer concentration
- 7. High level of operational complexity
- 8. High level of regulatory complexity
- 9. High level of financial complexity
- 10. High level of legal complexity

**Approach:**

- 1. Analyze the situation
- 2. Develop a right-sizing strategy
- 3. Implement the right-sizing plan
- 4. Monitor and adjust the right-sizing plan

**Your Small Contacts:**

#### Working Capital support

**Deloitte**

**Addressing the financial impact of Covid-19**

Working capital solutions for companies with urgent cash needs

As a result of the Covid-19 pandemic, companies are facing significant challenges. Deloitte's experts have extensive experience in helping companies to develop a working capital strategy, identify the key areas for improvement and implement a working capital plan. We are well equipped to support the management in rapidly developing a working capital plan and creating a COVID-19 Recovery & Turnaround program typically over a four-phase and should end in a strategy, offering a long-term perspective.

**Reasons why companies may need working capital support:**

- 1. High level of uncertainty
- 2. Rapidly changing market conditions
- 3. Limited liquidity
- 4. High level of debt
- 5. High level of competition
- 6. High level of customer concentration
- 7. High level of operational complexity
- 8. High level of regulatory complexity
- 9. High level of financial complexity
- 10. High level of legal complexity

**Approach:**

- 1. Analyze the situation
- 2. Develop a working capital strategy
- 3. Implement the working capital plan
- 4. Monitor and adjust the working capital plan

**Your Small Contacts:**

#### Liquidity Management

**Deloitte**

**Addressing the financial impact of Covid-19**

Liquidity | Credit solutions for companies with urgent cash needs

As a result of the Covid-19 pandemic, companies are facing significant challenges. Deloitte's experts have extensive experience in helping companies to develop a liquidity management strategy, identify the key areas for improvement and implement a liquidity management plan. We are well equipped to support the management in rapidly developing a liquidity management plan and creating a COVID-19 Recovery & Turnaround program typically over a four-phase and should end in a strategy, offering a long-term perspective.

**Reasons why companies may need liquidity management support:**

- 1. High level of uncertainty
- 2. Rapidly changing market conditions
- 3. Limited liquidity
- 4. High level of debt
- 5. High level of competition
- 6. High level of customer concentration
- 7. High level of operational complexity
- 8. High level of regulatory complexity
- 9. High level of financial complexity
- 10. High level of legal complexity

**Approach:**

- 1. Analyze the situation
- 2. Develop a liquidity management strategy
- 3. Implement the liquidity management plan
- 4. Monitor and adjust the liquidity management plan

**Your Small Contacts:**

#### Supplier Risk Management

**Deloitte**

**Financial considerations of supply chain disruption**

Third Party Credit Risk

As a result of the Covid-19 pandemic, companies are facing significant challenges. Deloitte's experts have extensive experience in helping companies to develop a supplier risk management strategy, identify the key areas for improvement and implement a supplier risk management plan. We are well equipped to support the management in rapidly developing a supplier risk management plan and creating a COVID-19 Recovery & Turnaround program typically over a four-phase and should end in a strategy, offering a long-term perspective.

**Reasons why companies may need supplier risk management support:**

- 1. High level of uncertainty
- 2. Rapidly changing market conditions
- 3. Limited liquidity
- 4. High level of debt
- 5. High level of competition
- 6. High level of customer concentration
- 7. High level of operational complexity
- 8. High level of regulatory complexity
- 9. High level of financial complexity
- 10. High level of legal complexity

**Approach:**

- 1. Analyze the situation
- 2. Develop a supplier risk management strategy
- 3. Implement the supplier risk management plan
- 4. Monitor and adjust the supplier risk management plan

**Your Small Contacts:**

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