

Deloitte.



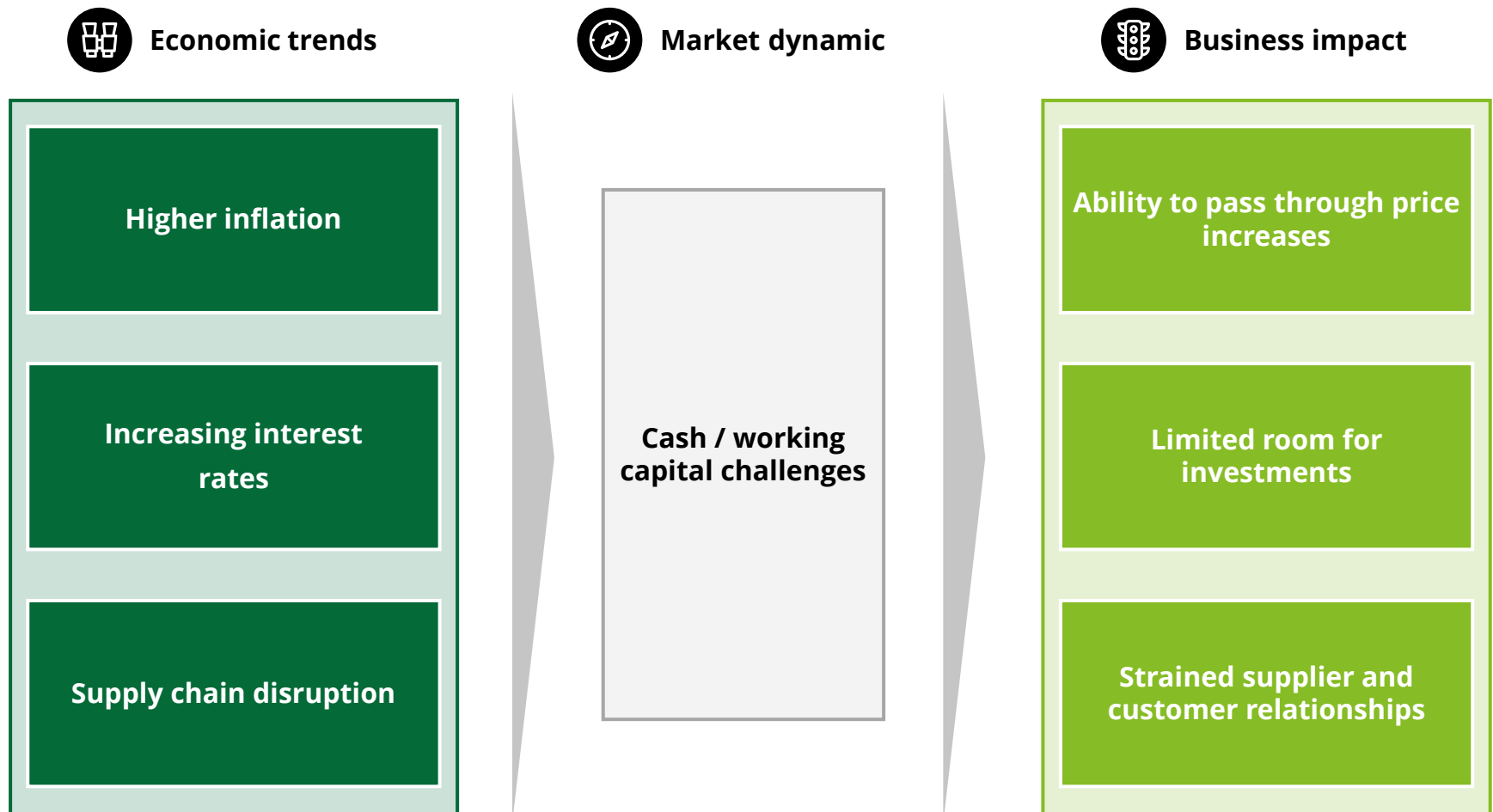
Cash and working capital services

Value Creation Services

Value found | Value delivered

Why care about Cash right now?

Businesses are facing the triple threat of higher inflation, increasing interest rates and supply chain disruptions



Our approach

Our approach to cash and working capital improvement projects is quick, fact based and aims to address the root cause of the issue with a sustainable solution

What makes us unique?

- Able to process **high volume data** environment and connect with **advanced analytical** skills
- No longer necessary to look at top 10 lists, able to **understand the whole data set**
- **Three lenses** approach (Strategy, Operations and Financial) in all activities we do
- **Rapid** assessment capabilities
- **Collaborate and learn** with our clients, tackling the challenges together
- **Stakeholder sensitivity**, from accounts clerk to CFO
- Focused on facts but recognize **company and sector dynamics**

Deloitte approach

- **'Hypothesis based approach'** focusing on key opportunities as quickly as possible and getting **straight to the point**
- Information gathering conducted primarily through **data analysis** (using data analytics tools) **reducing** the amount of **management time required**
- **Speed to insight** with results achieved rapidly
- Project typically completed over a **4-to-6-week period**
- Conclusions based on **objective evidence** and linked to an **implementation approach** ensuring improvements are sustained
- **Facts to insights to solution**

Our credentials

€40m of benefits delivered in six weeks as part of a recent working capital and cash improvement project

Project Gear



Context

- 6-week project to deliver **rapid cash and working capital improvements** for a global business
- **Quickly established a weekly process** to convert input from 220,000 invoices, €1.5bn in purchase orders and 285 bank accounts into a database format



Value Found

- **Established a cash-flow gap of €100-130m** based on analysis of the database
- Set up bottom-up **13-week cash flow forecast within 2 weeks** to allow proper cash committee governance and payment run allocation



Value Delivered

- **Defined €70+m of initiatives** of which **€40+m were realised within 6 weeks** of initiative implementation

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