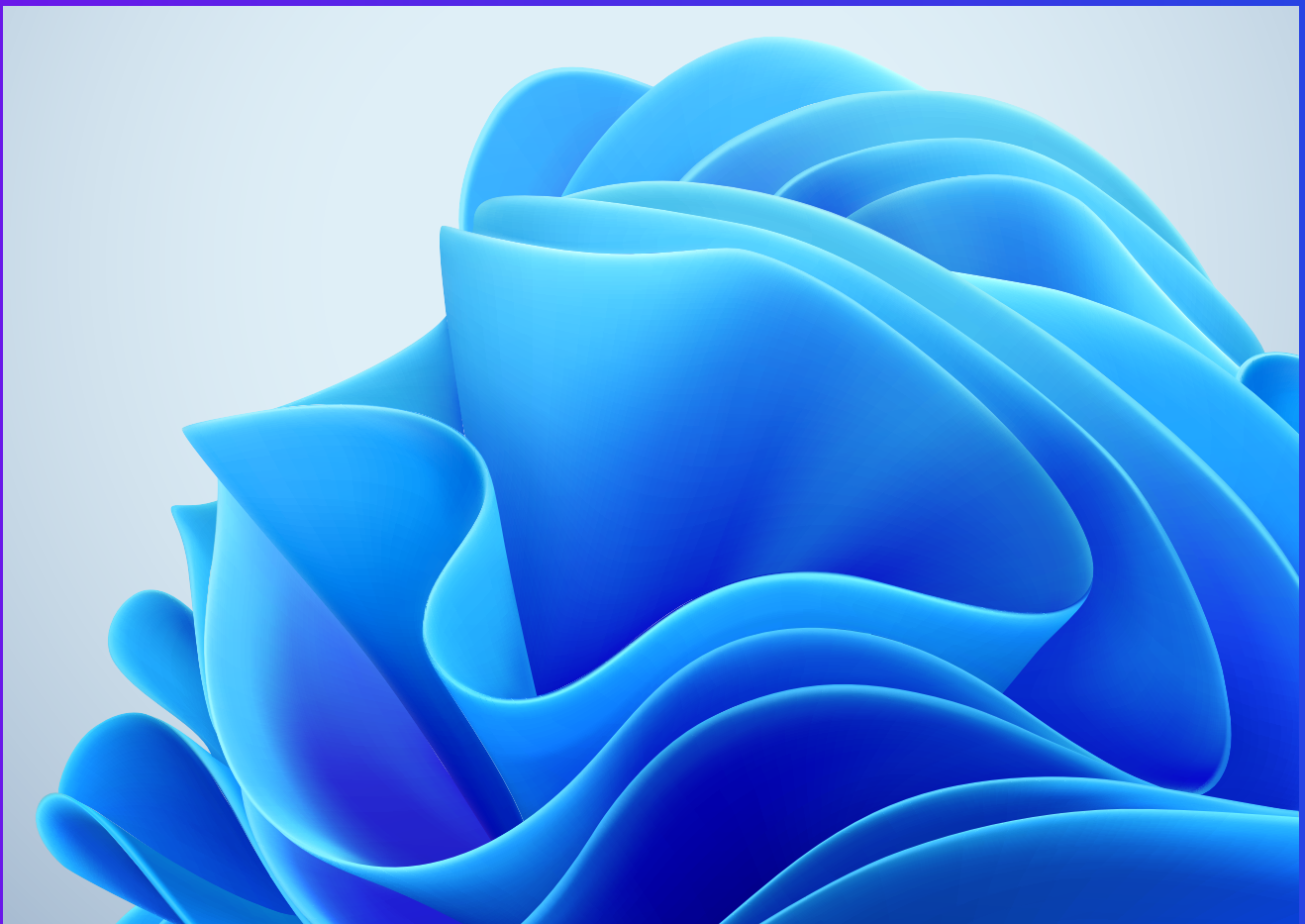




Restructuring

2023

kpmg.ch/restructuring



Helping you create resilient and agile companies that can successfully weather high-pressure events.

Our multidisciplinary team of restructuring professionals delivers result-oriented measures to protect, create and maximize value throughout all stages of a corporate crisis from concept development to implementation and monitoring.

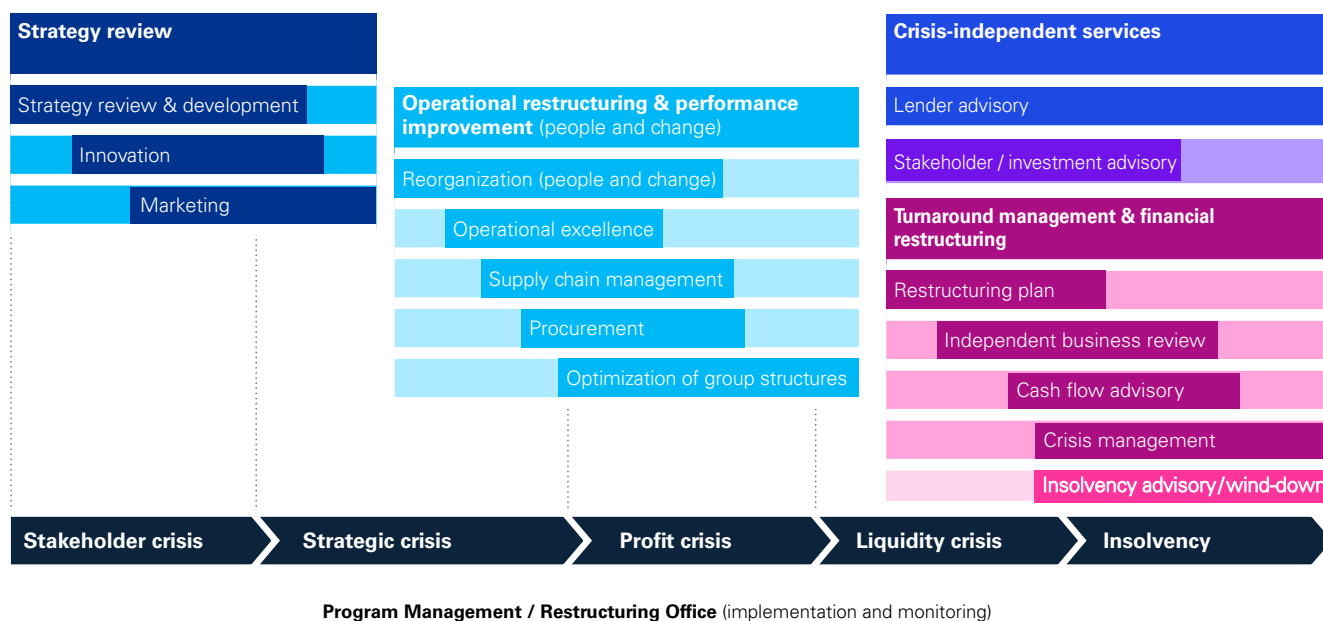
Content

04	Our services at a glance
05	Our core services
06	Who we are
08	Strategy review
09	Operational restructuring & performance improvement
10	Turnaround management
11	Financial restructuring
12	Lender advisory
13	Stakeholder/investment advisory
14	Business closure & insolvency services
15	We thank all our clients for their trust

Our services at a glance

KPMG Restructuring is a leading advisor of companies and their stakeholders (such as lenders, shareholders or suppliers) in special situations. We have extensive experience acting as lead advisor for distressed buy-side or sell-side M&A transactions, as well as during pre-pack transactions. We offer our clients holistic and interdisciplinary advice that is tailored to their situations.

Our services along the phases of a company crisis



We have a proven track record helping companies master situations such as dealing with troubled strategic suppliers or acquiring distressed assets. We also have in-depth experience advising financial investors on the management of non-performing loans or investments.

Our core services

Strategy review

- Reviewing key industry trends and market developments
- Assessing business portfolios (products, clients, markets, etc.)
- Developing key scenarios and future trajectories

Operational restructuring & performance improvement

- Developing, implementing and reviewing operational restructuring and re-organization plans
- Establishing revenue growth opportunities (clients, products optimization, pricing, etc.)
- Assessing and implementing cost reduction measures (SG&A, overhead, etc.)
- Delivering net working capital reduction

Turnaround management & financial restructuring

- Analyzing the strategic options in special situations
- Preparing and reviewing short-term rolling liquidity planning tools (13 weeks) as well as defining and implementing measures to increase liquidity
- Developing and reviewing integrated turnaround / business plans, including the analysis of funding requirements, capital structure, debt capacity and key financial ratios
- Acting as lead advisor in the context of financial restructurings («out-of-court» and «in-court»)
- Debt advisory, including assistance in negotiations with lenders and the evaluation, structuring and implementation of alternative financing solutions
- Advising on buy-side and sell-side M&A transactions in special situations and pre-pack transactions

Stakeholder advisory services

- Conducting stakeholder-specific business analyses
- Preparing expert opinions

Lender advisory services

- Supporting the development and implementation of recovery strategies
- Preparing independent business reviews (IBRs) and IDW S6 expert restructuring opinions
- Monitoring the restructuring progress and covenants as well as periodic reportings

Insolvency advisory / wind-down

- Working out a controlled liquidation (wind-down)
- Supporting insolvency administrators and bankruptcy offices

Who we are

KPMG Restructuring is part of the Advisory practice with over 350 professionals in Switzerland. Our multidisciplinary team delivers result-oriented measures to protect, create and maximize value throughout all stages of a corporate crisis from concept development to implementation and monitoring measures. We work closely with KPMG's restructuring teams in Europe to provide seamless coverage of cross-border restructuring cases and a one-team approach with the right mix of industry experts.

KPMG Restructuring Switzerland



Peter Dauwalder
Partner
Head of Restructuring
Head of Markets



Jan-Philipp Weber, CFA
Senior Manager



Florian Bloch, CFA
Manager



Niklaus Rey
Assistant Manager



Manuel Herrmann
Assistant Manager



Andrin Schulthess
Senior Consultant



Stefan Oster
Consultant



Vincent Oschwald
Consultant

KPMG Restructuring Europe (excerpt)



Baréma Bocoum
Partner
Head of Restructuring
EMA,
KPMG France



Gonzalo Montes
Partner
Head of Restructuring,
KPMG Spain



Federico Bonanni
Partner
Head of Restructuring,
KPMG Italy



Florian Rieser
Partner
Head of Restructuring,
KPMG Germany



Michael Nayer
Partner
Head of Restructuring,
KPMG Austria



Mark Collins
Partner
Head of Restructuring,
KPMG Ireland



David Fletcher
Partner
Head of Restructuring,
KPMG UK

Strategy review

Our approach to strategy review starts with setting the financial ambition for the company including growth, cost efficiency, profitability, return on investment (ROI) and risk appetite, while considering each element's impact on the business and operating model.

Business model

The business model delivers revenues. Current and potential market, proposition and brand, as well as other strategic dimensions are evaluated for strategic fit, competitiveness and materiality of contribution. Most organizations fail to achieve their financial aspirations because of misalignment between their business and operating models.

Business processes

Core business processes are the lynchpins between the business model and operating model. They include product

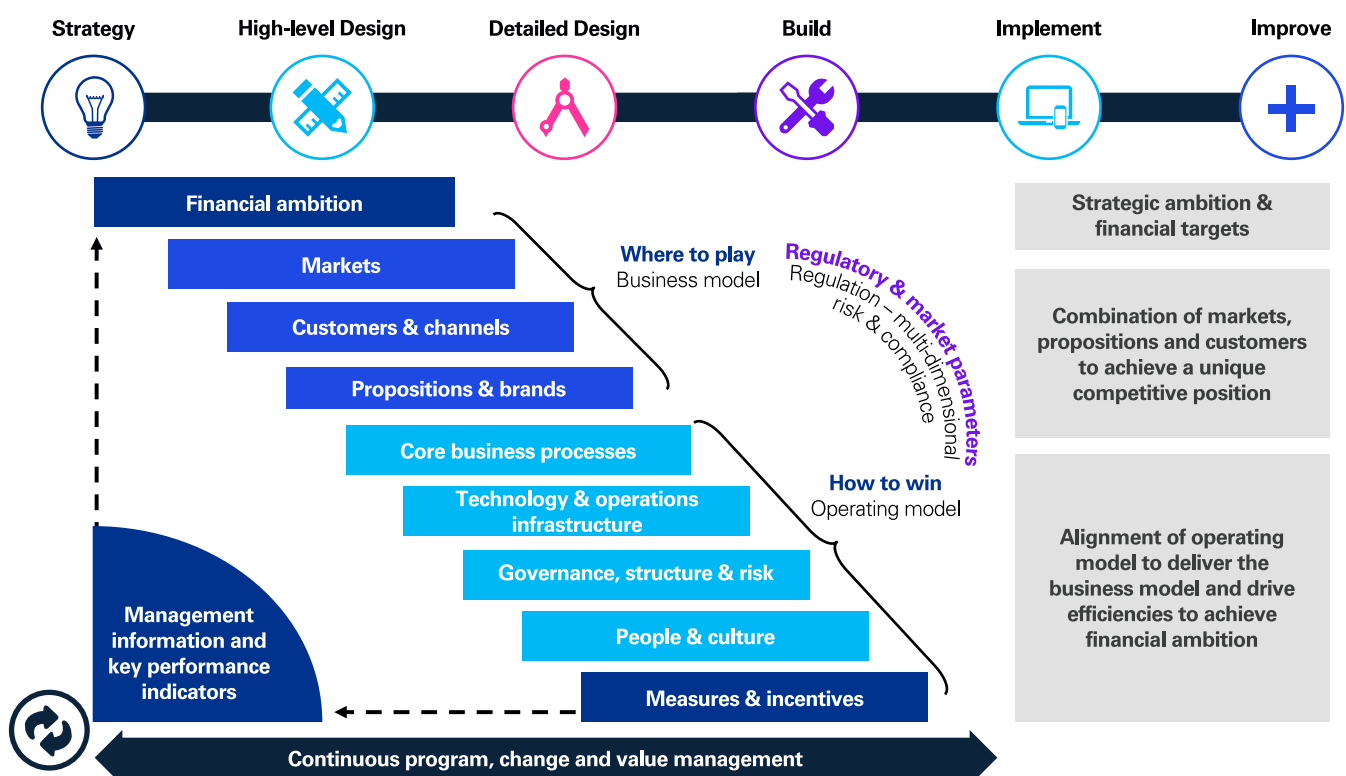
development and management, business development, client service models, communication and operational processes.

Operating model

The operating model is critical to the cost-effective delivery of propositions and client management through core business processes. It includes operational and technology infrastructure, organizational structure and governance, as well as people and culture. Platform and system decisions are key to driving long-term cost efficiencies and operational effectiveness.

Our approach: KPMG 9-Levers of Value

The process begins with an articulation of financial performance targets and parameters (appetite for investment and risk, etc.) given their fundamental impact on strategy.



Operational restructuring & performance improvement

Our operational restructuring services focus on the development and implementation of new business architectures, very often in the context of turnaround cases and change management.

We start an operational restructuring program with a quick as-is assessment to obtain the required clarity at the very beginning of a project. A swift strategy check-up ensures that the operational restructuring steps are fully aligned with the business strategy. Based on clear strategic objectives,

our multidisciplinary teams identify the most relevant performance issues, define improvement projects, and consequently plan and implement them. Robust project management continuously monitors progress achieved and initiates corrective actions in the event of issues or risks.

Our approach



Turnaround management

We understand that critical company situations require rapid, hands-on advice and implementation support to stabilize the situation. This first step is followed by analysis, design, implementation and monitoring.

Stabilization

Get control by forecasting and monitoring cash; gain time by negotiating with borrowers and suppliers; elaborate and implement cash generating measures; and manage the company, board of directors and management's legal risks.

operating model, process and organizational design and financial measures.

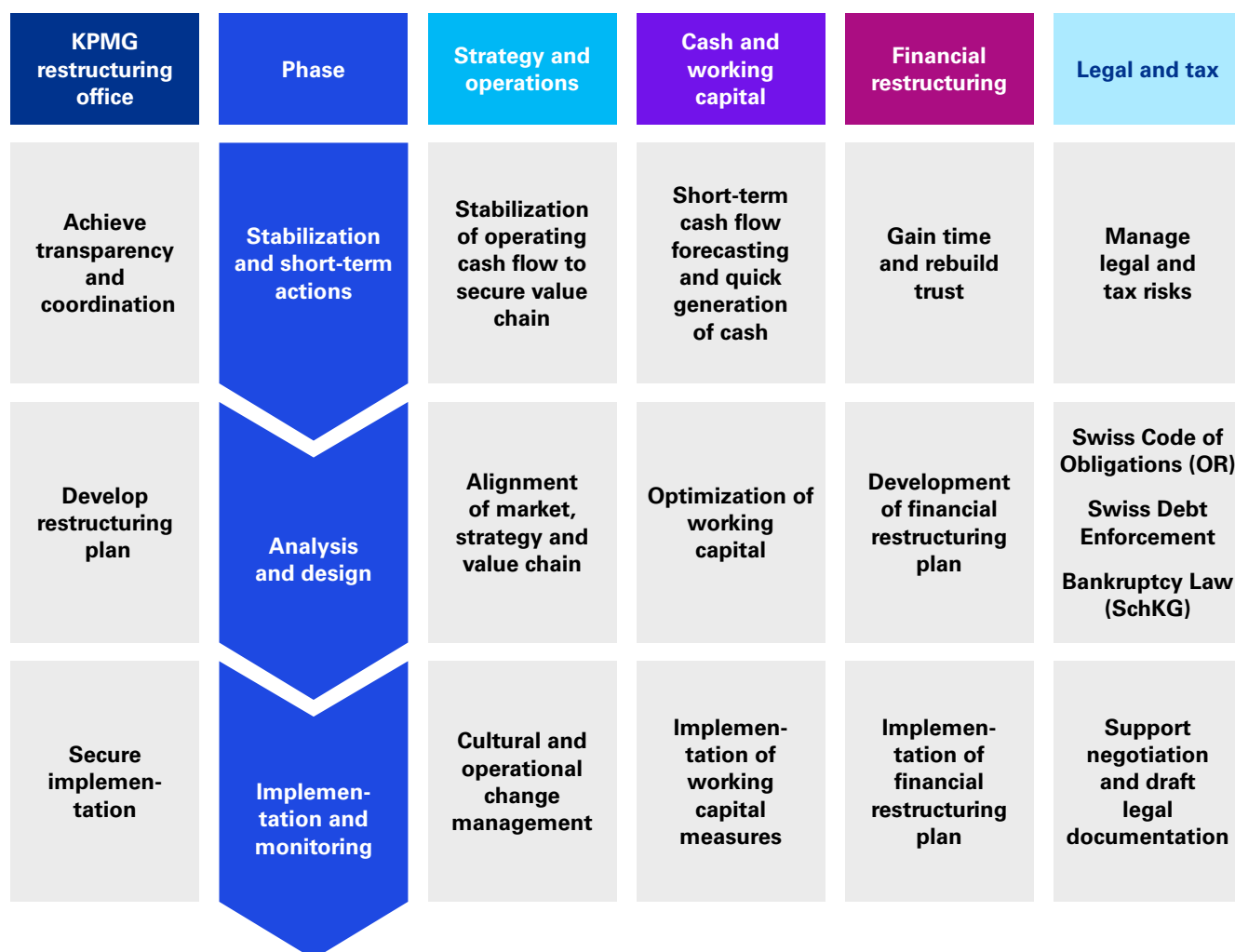
Analysis and design

Analyze the current situation and identify the causes of the crisis. Guide management through the process of a strategy review and appraisal as the basis for designing a comprehensive restructuring plan that includes a target

Implementation and monitoring

We stay on board with management until implementation is completed. We provide progress reports to all stakeholders.

Our approach



Financial restructuring

Our approach helps management regain control and trust from lenders and investors. It also provides transparency to stakeholders and supports the required negotiations.

Cash flow Advisory*

In distressed situations, the first step for a company is to perform a quick but thorough assessment of the short-term cash situation and forecast (typically 13 or 17 weeks). On this basis, and the analysis of stakeholders' positions, consensus on next steps is reached. We also assist in the preparation of cash-generating measures.

Independent Business Review

We close the gaps between available and required information by preparing business reviews for lenders and

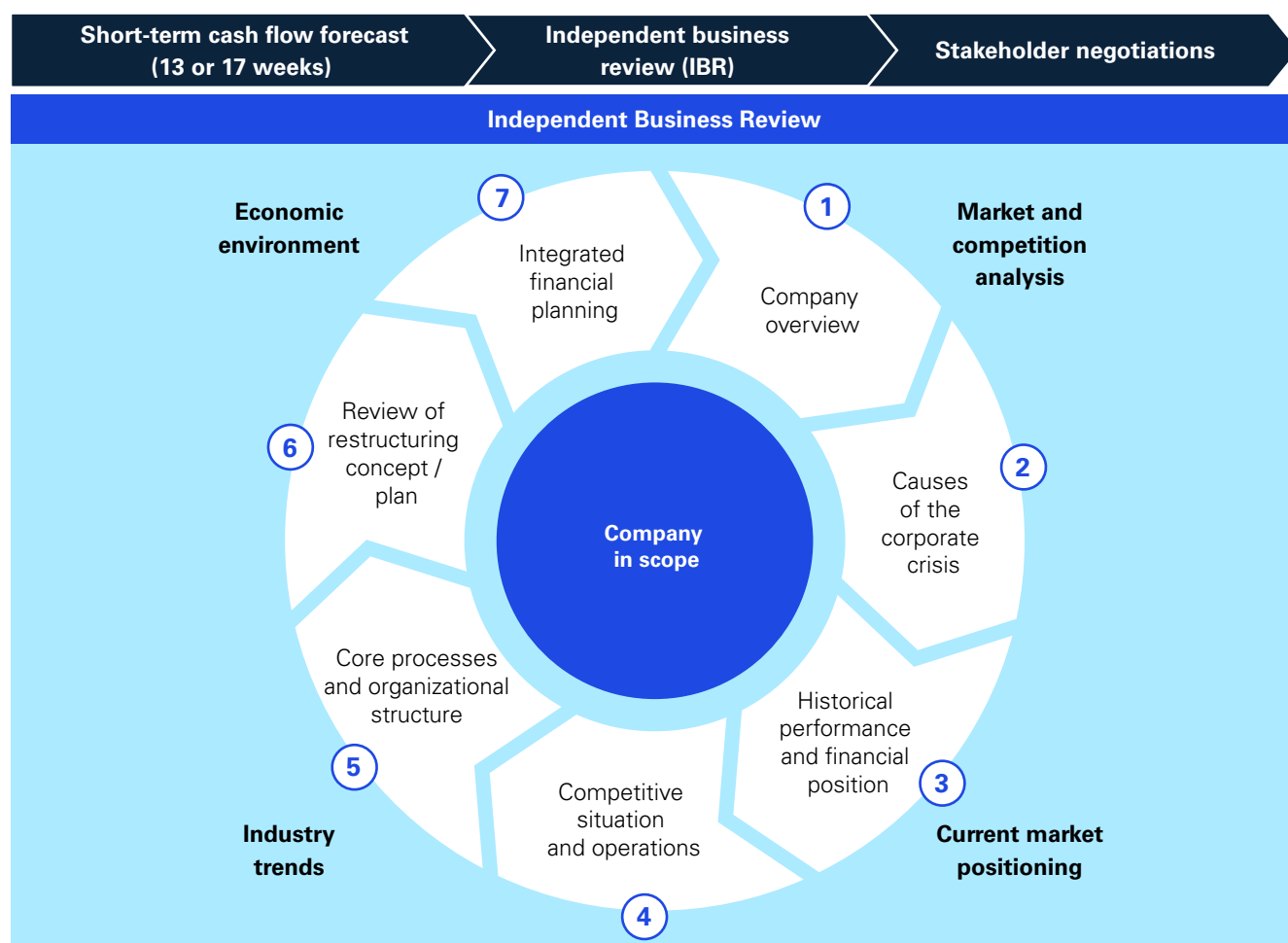
investors. The scope of work is defined by standards (i.e. IDW S6) or customized depending on the individual situation and can include strategy review, management evaluation, analysis of past financial performance and position, business plan review, assessment of restructuring options and measures, etc.

Financial restructuring*

We support management's negotiations with existing lenders and other stakeholders and advise on raising new debt financing or refinancing.

* Cash flow Advisory and financial restructuring are modules of our turnaround management services.

Our approach



Lender advisory

We help lenders perform a swift and reliable situation assessment to develop their recovery strategy and “Plan B”. Furthermore, we provide comprehensive support in the negotiation and the implementation phase of the recovery strategy:

- / Support during the analysis and elaboration of the recovery strategy as well as analysis of the borrower’s submitted restructuring concept
- / Proposal of immediate actions and assessment of recovery strategies to cap potential losses
- / Implementation of the recovery strategy

Our approach



Stakeholder/ investment advisory

We have a strong track record in helping strategic or financial investors to assess potential (distressed) investment opportunities and to advice companies in managing their supplier risks through:

- / Executing swift analyses of suppliers' financial and operational situations
- / Developing and assessing options to reduce financial and supply chain risks
- / Supporting the implementation of the resultant plan

Our scope of work and extent of reporting are tailored to our client's particular needs and situation.

Our approach



Business closure & insolvency services

We help assess a client's situation and advice in developing a roadmap to discontinue operations, dispose of assets and repay liabilities by:

- / Identifying and assessing the company's legal risks and the board of directors' and management's personal liability risks
- / Advising the board of directors and management on their legal duties and personal liability risks
- / Determining viable options to dissolve the business and liquidate the entity, including operational wind-down scenarios and assessment of potential results from asset disposals

Our approach



We thank all our clients for their trust

Company in the fashion industry (I)

Financial Advisor

KPMG Deal Advisory acted as sole financial advisor in the financial restructuring of the company, assisting management and board of directors in negotiations with its group of lenders and other stakeholders. KPMG also assisted the company in the development of financial models for liquidity and business planning.

Ongoing project

Private equity fund

Financial Advisor

KPMG Deal Advisory acted as sole financial advisor to a private equity fund in a special situation and assisted in the analysis and evaluation of the strategic options and in the negotiations between the stakeholders involved.

Ongoing project

Company in the hospitality industry

Turnaround Advisor

KPMG Deal Advisory acted as sole financial advisor in the financial restructuring of the company, assisting management in negotiations with the company's key stakeholders. KPMG also assisted the company in the development of financial models for liquidity and business planning.

Ongoing project

Family-owned food processing company

Turnaround Advisor

KPMG Deal Advisory acted as financial advisor to the company with severe liquidity issues in securing liquidity, in overall stabilization as well as the elaboration, implementation and monitoring of a comprehensive restructuring program.

Ongoing project

Company in the fashion industry (II)

Financial Advisor

KPMG Deal Advisory acted as sole financial advisor in exploring potential restructuring options and supporting in the design and implementation of a controlled wind-down of business activities as part of the composition proceedings.

2023

Company in the food and beverage industry

Financial Advisor

KPMG Deal Advisory provided business modeling services in connection with the planned carve-out of a business as part of a portfolio restructuring, including the preparation of a projected consolidated adjusted income statement as well as a summary report on the business plan that was presented to potential buyers.

2022

Company in the hospitality industry

Financial Advisor

KPMG Deal Advisory acted as financial advisor to the company in the analysis and evaluation of strategic options with regard to a possible carve-out of a business unit as part of the portfolio restructuring, including the development of stand-alone carve-out financials for the identified transaction perimeter.

2021–2022



Financial Advisor

KPMG Deal Advisory acted as financial advisor and provided tax and pensions due diligence services to Feintool International Holding AG on its acquisition of component specialist Kienle+Spiess.

2021–2022

Company in the aviation industry

Financial and Legal Advisor

KPMG Deal Advisory acted as sole financial and legal advisor to the company in connection with the preparation and execution of the equity increase and refinancing of its financial liabilities. KPMG assessed and evaluated various financing options and assisted the company in the development of a financial model.

2021–2022

Contacts

If you have additional questions do not hesitate to contact your KPMG contact or reach out to our specialists:

KPMG AG

Badenerstrasse 172
P.O. Box
8036 Zurich

Peter Dauwalder

Partner
Head of Restructuring
+41 58 249 41 80
pdauwalder@kpmg.com



→ kpmg.ch/restructuring

kpmg.ch/restructuring

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received, or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation. The scope of any potential collaboration with audit clients is defined by regulatory requirements governing auditor independence. If you would like to know more about how KPMG AG processes personal data, please read our Privacy Policy, which you can find on our homepage at www.kpmg.ch.

© 2022 KPMG AG, a Swiss corporation, is a subsidiary of KPMG Holding AG, which is a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

