



Making turnaround work. No drama.

KPMG. Make the Difference.

Our Service Offerings



We find the clarity, stability, and control our clients need to chart a new direction, helping businesses navigate liquidity, working capital and performance issues, and supporting management in taking urgent and decisive action.

With our experience and expertise, dramatic change is more of an opportunity and less of a drama. We utilise our skills across Working Capital, Operational Turnaround and Financial Restructuring to help businesses create a stable platform upon which to transform.

One of our key differentiators is that we do not offer insolvency services and we are committed to finding solvent solutions that align to the goals of sponsors, management teams and other stakeholders.

What issues might you be facing that would benefit from turnaround and restructuring advice and our expertise?

Value erosion can be driven by a variety of managerial, operating and market factors. Early identification is critical to manage an issue, obtain support, and implement a solution.

4 key examples of issues we commonly see include:

- 01** A focus on revenue and margin can often result in ineffective working capital management, leading to liquidity issues.
- 02** Operating challenges can translate into EBITDA erosion and liquidity pressures, with cost bases requiring rationalisation.
- 03** Deteriorating profitability can lead to increased pressure from stakeholders, reduced liquidity headroom or shortfalls, requiring crisis cash and stakeholder management.
- 04** Overleveraged balance sheets, covenant proximity or breach, default, an inability to refinance or a new money requirement, leading to a balance sheet restructuring.

Key steps to mitigate business challenges

When experiencing uncertainty or underperformance, it's important to:

- Engage early.
- Involve the right people, ensure robust governance and reporting processes.
- Get a clear understanding of cash flow, including key risks and available levers.
- Map the stakeholder landscape, understand what support is required and when.
- Diagnose the issue(s), impact on performance and the requirements to mitigate.
- Assess the options available, prepare and plan for all eventualities.
- Continually review the situation.





Questions you may be asking...

- Are we or our customers experiencing increasing pressures in our trading environment? Does our performance translate to profitability or do we need to consider taking urgent action?
- Do we have good enough visibility on our trading and cash forecasts? Are we confident that the quality of our forecasting is providing us with information to assess our funding needs?
- Does our available liquidity support our current financial position and meet our growth requirements? Is our liquidity allocated correctly to serve our priority business needs? Do we understand and manage our working capital cycle effectively?
- Does our balance sheet and capital structure support our current or future operating model? Are we leveraged appropriately and can we meet the terms and covenants of our facilities? Are we prepared for any impending debt maturity events or should we be considering refinancing or new money options?
- Is our operating model suitable for our current trading environment or do we need to adjust? Are we experiencing disruption in our supply chain and are we confident in our suppliers?
- Are trading pressures and business performance creating concerns for our stakeholders?

Our approach

- Our immediate focus is offering to understand and critically assess the “now”, reviewing the cash flow to assess low points requiring mitigation and/or the runway available to implement a solution prior to a cash shortfall.
- Our engagements then develop to include wider operational and financial reviews, working capital diagnostics, recommending options, building credible and executable plans, coordinating stakeholders to obtain support and execution or implementation.
- We provide the full range of transaction capabilities, whether it be utilising a mechanism to restructure a balance sheet, negotiate a new money requirement, consolidate operational facilities or businesses, or facilitate an accelerated disposal of an asset or business.



Immediately understanding and critically assessing the now



Recommending measures to create a stable platform on which to take affirmative action



Putting forward credible and executable plans



Coordinating and managing stakeholders to obtain required support

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