

Turnaround?

Walk away?

Do you need to decide whether to fix or exit a business? EY Turnaround & Restructuring Strategy can help you execute better decisions and transform the outcome.

Transforming Outcomes



The better the question. The better the answer.
The better the world works.





Alan Hudson

Head of UK&I Turnaround & Restructuring Strategy

The challenge of organisational disruption is not new, but it is changing. As financial complexity and innovation are accelerating, the impact is shifting the way organisations need to respond.

We have been helping organisations deal with disruptive challenges for over 40 years. These threats come in many different forms and they often arrive at the same time.

The current wave of restructurings are complex and require a broader range of skills in order to protect value. Who you choose as your partner will be critical to the success of the restructuring.

EY-Parthenon - Turnaround and Restructuring Strategy delivers solutions at pace. Whether our clients are companies, government organisations, investors, or financial stakeholders and whether they are on the brink of a crisis or seeking to build resilience in their business, we work closely alongside them to deliver the financial and organisational outcomes that enable them to adapt and succeed.

We transform outcomes.

A handwritten signature in black ink, appearing to read 'Alan Hudson', with a large, stylized loop at the end.

Our services

1. Liquidity and working capital improvement

- ▶ Working capital advisory services
- ▶ Cash flow forecasting advisory
- ▶ Cash analytics support
- ▶ Treasury management

2. Leading the Restructuring

- ▶ Board support and leadership (inc Chief Restructuring Officer and Chief Transformation Officer)
- ▶ Stabilisation to gain control
- ▶ Turnaround
- ▶ Creating and maintaining momentum to transform the outcome

3. Rapid performance improvement

- ▶ Operational restructuring
- ▶ Addressing market forces
- ▶ Stakeholder management
- ▶ Rapid cost out

4. Addressing your pension challenges

- ▶ Trustee advisory
- ▶ Corporate advisory

5. Raising capital and refinancing

- ▶ Financing advisory
- ▶ Credit rating advisory
- ▶ Hedging risk advisory



6. Simplifying your corporate structure

- ▶ Strategic exit and closure management
- ▶ Programme set up
- ▶ Group complexity analysis
- ▶ Entity eliminations
- ▶ Programme management
- ▶ Due diligence and issue resolution

7. Preserving stakeholder value

- ▶ Capital event advisory
- ▶ Critical appraisal of a company's ongoing viability
- ▶ Stakeholder intermediation
- ▶ Entity priority analysis (EPA)

8. Contingency planning and insolvency options

- ▶ Consensual restructurings through development of a credible 'Plan B'
- ▶ Business rescue
- ▶ Recovery of value, stabilising critical services and protecting jobs
- ▶ Controlled exit

EY-Parthenon - Turnaround and Restructuring Strategy

EY-Parthenon - Turnaround and Restructuring Strategy provides leadership in difficult and complex situations to rapidly solve, execute and ultimately transform the outcome. Delivered globally – connected locally, fully digitally enabled and built on deep sector experience.

The on-going impact of the COVID-19 pandemic and the challenge of Brexit have amplified pre-existing stresses.

Supply chain risks

Stress is moving through and weakening global supply chains, creating additional vulnerability. Ethical issues in supply chains also pose a significant and increasing reputational risk.

Margin squeeze

The rising costs of transformation and COVID-19 compliance, combined with lower capacity, is putting pressure on already stretched margins and stressed supply chains.



Drivers of Disruption

1

Global recession

Global headwinds and geopolitical tensions have been exacerbated by COVID-19. Government stimulus easing - with Brexit further complicating the domestic outlook.

2

Rapid change

COVID-19 has accelerated existing disruptive trends and created new norms. Companies need to flex and transform their operations at speed to avoid irrelevancy as behaviours change.

3

Tighter capital

Credit markets have become more discriminating, with new lending very hard to find in stressed sectors. Interest and repayments due on government loans from 2021.

4

5

Transforming outcomes

Delivered globally – connected locally, fully digitally enabled and built on deep sector experience.

Over the past 40 years, EY-Parthenon - Turnaround and Restructuring Strategy has helped to create legacies for some of the largest private and public sector organisations. And our story goes on. We have helped to build a better working world and we are proud to make a difference.

Client testimony

Our clients tell us that EY-Parthenon - Turnaround and Restructuring Strategy ...

- ▶ ... is experienced in helping businesses deal with **disruption**
- ▶ ... is a **well-connected, global business**
- ▶ ... is smart in the way it identifies issues, connects with stakeholders and **originates solutions**
- ▶ ... delivers deep **sector insights**
- ▶ ... partners are trusted to take board level appointments – as a **CRO/CTO**
- ▶ ... is a market leader in advising on **complex cross-border restructurings**
- ▶ ... is innovative in accessing fresh capital to **fund restructurings**



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About EY-Parthenon

EY-Parthenon teams work with clients to navigate complexity by helping them to reimagine their ecosystems, reshape their portfolios and reinvent themselves for a better future. With global connectivity and scale, EY-Parthenon teams focus on Strategy Realized – helping CEOs design and deliver strategies to better manage challenges while maximizing opportunities as they look to transform their businesses. From idea to implementation, EY-Parthenon teams help organizations to build a better working world by fostering long-term value. EY-Parthenon is a brand under which a number of EY member firms across the globe provide strategy consulting services. For more information, please visit ey.com/parthenon.

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