

# What do we do?

## Success stories in TURNAROUND PLAN and OPERATIONAL DUE DILIGENCE

Challenge

Turning a company around losses by improving sales through operations

B2B - Chemical Industry (Plastics)  
€25M Revenue and -€0.4M EBITDA

- ✓ Company in losses urgent cost reduction
- ✓ Integration of 3 companies (2 factories) with different technologies and product segments
- ✓ Loss of profitability per product due to decreased sales efficiency

### Turnaround Plan (90 days)

- +Streamlined pre-sales process (24 to 10 days)
- Improved service (from 14 to 7 days)
- Industrial strategy: specialization
- production lines by product segment
- New pricing policy (batch and lead times)
- Reduced unit costs through increased productivity (improved reliability and maintenance)
- Outsourcing of non-core areas



€0.4M savings in P&L

EBITDA after 1 year of €1.06M

\* 25% increase in sales

\* Business Connection Operations

Increase profitability through the use of industrial assets

B2B - Cardboard Industry  
€45M revenue and €4.0M EBITDA

- ✓ Year-on-year loss of unit profitability
- ✓ Market shifting to another product segment with risk of revenue loss
- ✓ Need to connect Sales and Operations

### Turnaround Plan (90 days)

- Product portfolio management linked to productivity and unit profitability (increased product weight)
- 12% increase in machine speed
- 60% reduction in waste
- 20% improvement in productivity (221 tons/day → 267 tons/day)



+€0.7M savings in P&L

EBITDA after 1 year of €4.7M

\* 20% increase in sales

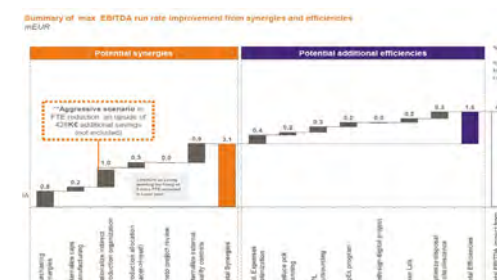
\* Business Connection Operations

Integration of OTC business into a pharmaceutical company

B2B - OTC Pharmaceutical Industry  
€85M Revenue and EBITDA +€31M

### Operational Due Diligence

- Align capacity with sales and resize structure (standardize)
- Internalize pre-production processes to reduce outsourcing costs
- Internalize QA controls in external labs to reduce costs
- Redesign the supply chain: specialize products by technology to increase volume
- Outsource logistics operations to a 3PL
- Lean Lab: improve productivity by 25%
- Improve obsolete inventory management



Business plan with a P&L impact of +€4.8M in EBITDA

- Potential synergies identified: €3.1M
- Potential additional efficiencies: €1.6M

Company in bankruptcy proceedings being sold to be revived

B2B - Chemical Industry (Glass)  
€25M revenue and -€0.4M EBITDA

### Operational Due Diligence

- Aligning capacity with sales and restructuring
- Focus on profitability per product: reviewing the product portfolio to maximize the industrial asset (oven) based on net margin per product and sales seasonality.
- Planning: adjusting production batches to a make-to-stock strategy for cost reduction.
- 5-10 year CAPEX plan (divestment in underutilized assets and automation of quality controls).



Business plan with a P&L impact of +€4M in EBITDA

\* Committee and workers assessed the proposal as the best operations plan despite affecting the departure of 28% of the staff.

Scope

Result