



CORPORATE PERFORMANCE IMPROVEMENT

CFO SERVICES

EMPOWERING THE FINANCE ORGANIZATION TO
STRATEGICALLY SUPPORT THE BUSINESS

ALVAREZ & MARSAL
LEADERSHIP. ACTION. RESULTS.™

CFO SERVICES

Today's finance executives strike a difficult balance. Contending with recent shifts in the economic environment, an ever-evolving finance function and increased market forces, they must deliver against expectations for improved growth and shareholder value while managing costs, risks, quality of earnings and compliance.

Maneuvering critical situations and leading large-scale transformations can be challenging and unpredictable. In this complex and intensely competitive market, Alvarez & Marsal (A&M) helps C-Suite executives translate strategic objectives into practical solutions that deliver tangible value.

CLIENTS CALL US WHEN:

- They believe their valuation is misunderstood by key stakeholders and need an unbiased opinion on how to enhance their message in the market.
- Their current business intelligence and reporting solutions do not provide real-time insights to inform strategic business decisions.
- They need to scale the finance organization and improve upon largely manual finance processes.
- They are undergoing a Chapter 11 bankruptcy, a complex corporate transaction or an IPO.
- They are experiencing high turnover or a change in the C-Suite.
- They don't know if they have sufficient cash on hand to support capital commitments and strategic business objectives.

HOW WE HELP YOU SUCCEED



MANEUVER CRITICAL SOLUTIONS

- Accounting Remediation
- Interim Management
- Bankruptcy Reporting
- Corporate Transactions
- IPO Readiness



IMPROVE LIQUIDITY & CASH FLOW

- Working Capital Improvement
- Cash Flow Forecasting
- Treasury Management



DRIVE ENTERPRISE VALUE

- Capital Market Perception
- Cost Takeout
- Growth Strategies
- Stakeholder Communications



UNLOCK INSIGHTS FROM TRUSTED DATA

- Financial Consolidations
- Analytics & Reporting
- Budgeting & Forecasting
- Measure Performance
- Improve Decision Making



DELIVER OPERATIONAL EXCELLENCE

- Process Improvement
- Digital Enablement
- Operating Model Optimization
- Tax Optimization

SUCCESS STORIES

DELIVER OPERATIONAL EXCELLENCE

After years of trying to centralize Finance Operations (and spending hundreds of millions of dollars in the process), a Fortune 100 company had only converted a fraction of its 100+ subsidiaries to a centralized platform. A&M was engaged to develop an achievable roadmap to get the Finance organization back on track.

Over the course of 12 weeks, A&M worked with the client's senior leadership team to develop a finance strategy that aligned with their business goals of reducing SG&A costs and improving Finance operations.

This strategy was focused on three key pillars to achieve savings:

- 1. Process and Policy Improvements (20% of savings):**
Built standard Finance processes and centralized core Finance activities across business units.
- 2. Technology Strategy to Enable Rapid Results (30% of savings):** Implemented a cloud-based engagement layer and core financial technologies to enable improved workflow and reporting.
- 3. RPA, AI and Global Workforce (50% of savings):**
Established an organizational engagement platform to better leverage global resources and support centralization of transactional Finance activities. Identified and executed against opportunities for process automation and machine learning.

By implementing these three strategic objectives, the company was able to capture ~\$30 million in annual savings. A&M developed an implementation roadmap that allowed the client to realize over 80% of these savings in just 13 months.

MANEUVER CRITICAL SITUATIONS

A large E&P company was forced to file for bankruptcy following a significant decline in commodity prices during the early stages of COVID-19. The Chief Accounting Officer engaged A&M to assist with the reporting complexities of a Chapter 11 bankruptcy.

A&M brought in senior leadership to provide the following hands-on technical expertise and implementation support throughout the bankruptcy:

- Coordinated financial and payable cut-off activities immediately upon filing.
- Prepared and managed court-required reporting and assisted with weekly budget and covenant updates to debtors.
- Advised on the adoption of fresh start accounting, including footnote disclosures and accounting adjustments for 36 legal entities.
- Provided guidance on systems changes required to facilitate fresh start and bankruptcy reporting.

In just nine months, the company was able to successfully reorganize and emerge from bankruptcy. They were also able to file a timely 10Q following the implementation of fresh start accounting. Under new ownership and with a realistic plan in place, the organization was poised for long term growth in a competitive market.

WHY CHOOSE A&M?

OBJECTIVE AND INDEPENDENT.

Without the potential conflicts of public accounting firms, A&M offers objective, credible advice you can trust to be in your best interest, not our own.

SOLVING COMPLEX PROBLEMS IS IN OUR DNA.

After 30 years of resolving some of the most urgent challenges in business history, we've honed critical expertise that clients at all levels of maturity can use to achieve rapid results.

SENIOR-LEVEL EXPERTISE AND LEADERSHIP.

Our seasoned executives and operators, many of whom are former CFOs, CAOs, and Controllers, bring independent perspectives and practical solutions based on real industry experience.

URGENCY FOR ACTION AND RESULTS.

Clients frequently comment that we drive change and results at a scale and pace that our competitors cannot match.



"The A&M team brought a real depth of experience that served us well as they worked closely with corporate and the operating units. As a result of the vision and strategy work we now clearly understand our current challenges and more importantly, we have a roadmap to address them."

— Corporate Controller

"Good results are obviously important, but they don't matter if you can't report them properly. The A&M team got our financial processes and reporting to the stage that lenders representing half a billion dollars could only say 'congratulations'."

— Private Equity Firm Advisor



CFO SERVICES PRACTICE LEADERS



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ABOUT ALVAREZ & MARSAL

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) for leadership, action and results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services. When conventional approaches are not enough to create transformation and drive change, clients seek our deep expertise and ability to deliver practical solutions to their unique problems.

With over 9,000 people providing services across six continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, leverage A&M's restructuring heritage to help companies act decisively, catapult growth and accelerate results. We are experienced operators, world-class consultants, former regulators and industry authorities with a shared commitment to telling clients what's really needed for turning change into a strategic business asset, managing risk and unlocking value at every stage of growth.

To learn more, visit: [AlvarezandMarsal.com](https://www.alvarezandmarsal.com)

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