



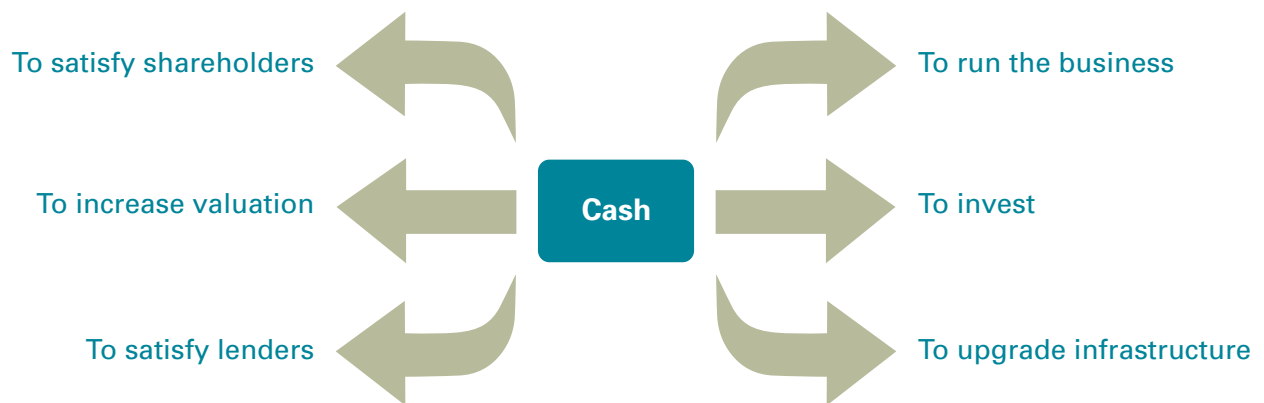
# Total Cash and Working Capital

Getting the most out of cash  
and working capital

ADVISORY

# Today's environment

Cash is key to the survival and growth of a business



## To survive or to improve performance

We can help our clients with two issues:

- 1 Improving visibility and controls of cash flows – this involves introducing robust cash flow forecasting, improving cash reporting, including KPIs and changing policies and incentivisation bringing cash to the heart of decision making across a business.
- 2 Identifying and delivering sustainable cash flow improvements from working capital and other areas of the business including treasury, tax, property, and other assets.

We have bespoke approaches which can address the specific needs of clients depending on their circumstances: Private Equity houses and portfolio companies, corporates and stressed and distressed situations.

There are many factors in today's economy which trigger the need to focus on cash

### Growth

- Growth without raising additional funds
- Heavy CAPEX
- Working capital growth > business growth
- Growth plus rising input costs
- Funding acquisitions

### Internal

- Pending refinancing
- Declining EBIT/cash conversion ratio
- Complexity growth

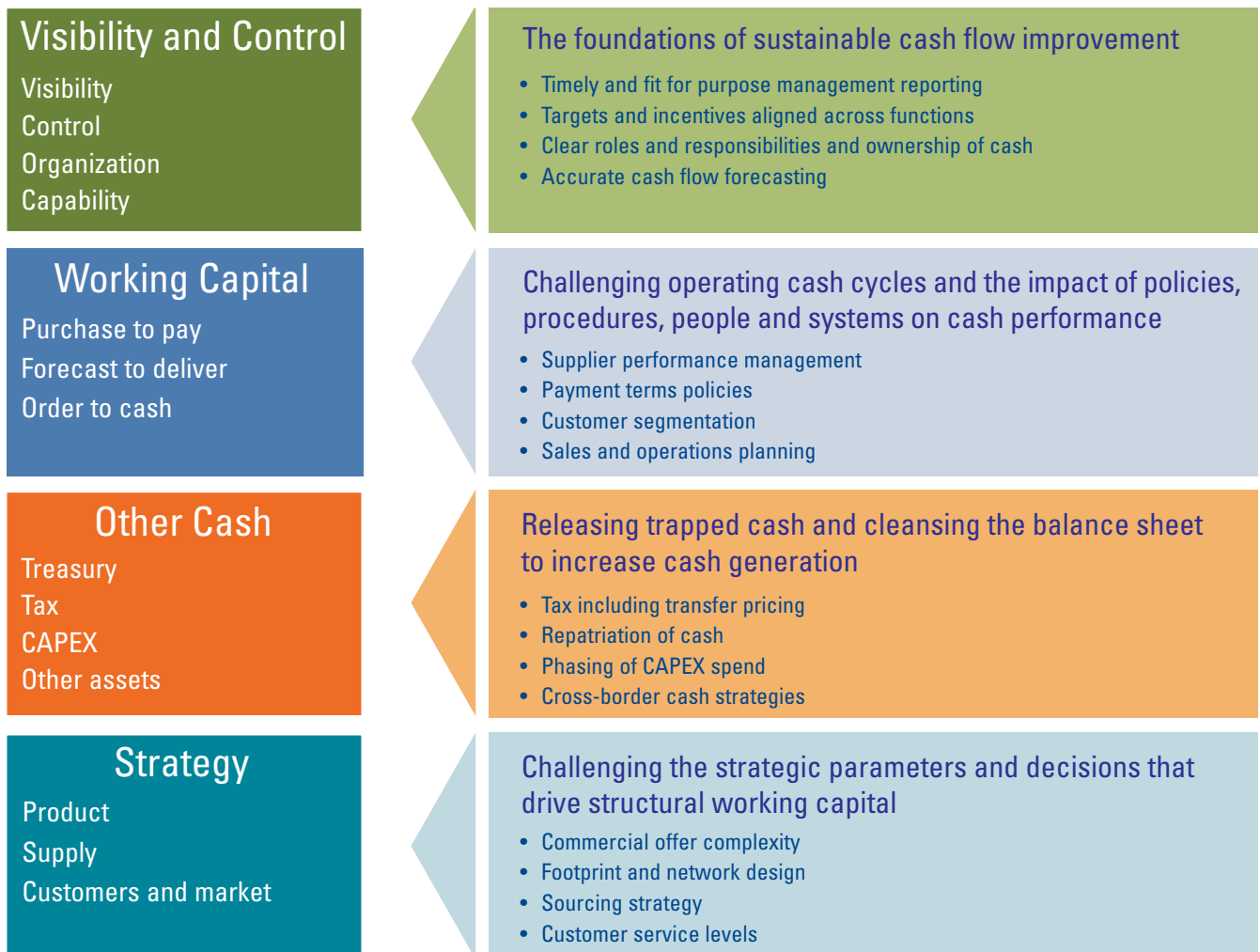
### Performance

- Stagnant top line
- Rising costs
- Cash consuming operations

### External

- Rating agency downgrade
- Analyst commentary
- Rising cost of capital
- Bank concerns
- Investor pressure
- Market developments

# KPMG's Total Cash and Working Capital framework addresses multiple areas of the business that impact cash performance



## Why KPMG?

- Extensive experience in helping companies improve cash and working capital management
- A team of over 500 people globally focused on helping companies improve their operational performance
- Proven cash flow forecasting methodology that has been implemented in more than 100 companies
- We specialize in the implementation of change to deliver quantifiable results that we are willing to link to our fees
- We focus on sustainable results through hands-on operational involvement leveraging joint teams to create ownership and buy-in within your business

# KPMG's credentials

## HK Manufacturing Company

### KPMG

#### *Cash Management Support*

Assisted when company encountered severe cash flow and working capital difficulties

Working capital savings US\$35m

## Chinese State Owned Enterprise

### KPMG Restructuring

#### *Cash Management Diagnostic*

Undertook a review of cash operations to provide recommendations on more efficient cash management

Interest savings US\$13m + pa

Cash flow improvements of US\$50m

## Asian Ship Builder

### KPMG

#### *Cash Management*

Assistance to design and implement core cash controls to provide management with visibility and control of cash

## Asian Oil & Gas Multinational

### KPMG

#### *Cutting edge Treasury design and liquidity management*

Designed cutting edge treasury and liquidity management techniques

Interest savings over US\$100m pa

## Asia Pacific Specialty Metals Company

### KPMG

#### *Turnaround planning & working capital review*

Increase cash through working capital initiatives

Working capital savings over US\$56m

## Asia Pacific General Trading and Retail Co

### KPMG

#### *Cash management and working capital review*

Assistance to identify trapped cash in working capital and debtor management

Working capital savings over US\$33m



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