



ENSURING YOUR COMPANY'S LONG-TERM EXISTENCE THROUGH RESTRUCTURING

Diagnosis. Conception. Management-Support.

Best Consultants
2016 – 2023



TMC – THE ESSENCE OF OUR CRISIS MANAGEMENT



WHY TMC?

- We manage and shape the outcome of precarious situations upheaval in companies for company owners.
- We make our clients future proof.
- We are based in Germany and act internationally.
- We are one of the leading restructuring consulting companies on our sector.
- We and our longstanding partners inhouse, external and cross disciplinary embody all specialized knowledge (technology, IT (emphasis on digitalization), processes, taxes, legalities, etc.).
- We offer an attractive and career-oriented work environment.
- Our organic growth is based on professional business structures.
- Our company is run by partners and will remain independent.



TMC – OUR PHILOSOPHY



THE CRISIS MANAGER – HANDS-ON, MAKE IT REAL, GET IT DONE

We are your specialized advisers when times are especially challenging. Wherever and whenever upheaval befalls your business, we are the experts to guide you safely through the battlefield. We direct our entire energies toward our clients' turnaround, while making new business outlooks possible. Synergetic, with our minds on the unthought-of options, we triumph over precarious situations using our profound professional aptitude. We don't waste your time sugar-coating problems, we buckle down and take responsibility.

Rising to business recovery challenges, we bring over 23 years of experience with more than 700 clients in a myriad of industrial and service-providing trades. We know precisely how to extract the strengths of varying business cultures, cultivating their potential power. Proficiently and passionately, we support you during this demanding process.

Our professional network comprises more than 300 specialists throughout Germany and internationally.

TMC – OVERVIEW I



WHAT YOU GET

- Solution-oriented crisis analysis
- Strategic vision
- Individually tailored recovery
- Business Recovery Facilitation Law (ESUG) – sections 270a and 270b German Insolvency Statute (InsO)
- Fair, reliable and independent
- Leadership and management proficiency
- Extensive experience
- Nationally and internationally active



Awards: brand eins best consultants 2022 and previous years since 2017, Focus Top consultants 2021 and TOP Consultants 2021

FACTS TMC

- Founded in 1997
- 3 locations – Dortmund, Berlin and Wuppertal
- 7 partners
- Over 700 clients

M&A TRANSACTIONS

Our Subsidiary CVM offers the realization of M&A transactions and corporate finance advisory services. For further information please visit the company's homepage at:

www.cvm-gmbh.de

CVM

OUR NETWORK

We have access to a broad network of contacts and advisors in crucial industries and sectors. This guarantees us an excellent proximity to the market and knowledge of current best practices.

As managers, we have a wealth of experience in specialized knowledge. In cooperation with our restructuring-experienced network partners (Technology, production, IT, digitization, process and quality management, taxes, law...) we are able to offer interdisciplinary competences and solutions for all restructuring-related questions, individually tailored for the specific needs of our clients.

PUBLICATIONS



Bankstrategien für Unternehmenssanierungen

2nd edition

Lützenrath, Peppmeier, Schuppener

Successful concepts for the early detection and overcoming of crisis situations.



Praxishandbuch Kostensenkungspläne

Lützenrath, (Co-author), Vater, Reinhard (Ed.)

The book covers all relevant knowledge required by managers and controllers for the design, implementation, tracking and performance measuring of cost reduction plans.



TIG Turnaround & Investment Guide

3rd edition

Peppmeier (Co-Author); Concentro Mgmt. AG (Ed.)

The Turnaround & Investment Guide provides an extensive source of guidance and reference for corporate financing in crisis situations.

OUR SERVICES



CONSULTING IN PRECARIOUS SITUATIONS

RESTRUCTURING / RECOVERY

- Consulting and restructuring in precarious situations
- Brief analysis
- Recovery concept
- Guiding and executing recovery measures
- Interim Management (CRO)
- Recapitalization by asset transfer
- Recapitalization out of insolvency



FINANCING

- Corporate finance in special and turnaround situations
- Restructuring of liabilities
- Special financing
- Equity and debt funding
- Acquisition financing



MERGERS & ACQUISITIONS

- Corporate transactions in special and transitional situations
- Succession arrangement
- Sales in a corporate crisis
- Asset sale due to insolvency
- Company and asset valuation



- The aim of the **ANALYSIS** is to identify the strengths and weaknesses of the company in a short period of time. Especially the significant risks of corporate development as well as the greatest Turnaround-potentials and the opportunities for action are evaluated.
- The **TURNAROUND-CONCEPT** provides in combination with a comprehensive analysis of the company as a whole an implementation-oriented catalogue of measures. The realization of the developed measures leads to a sustainable increase in the company's economic efficiency and competitiveness.
- Only in the case of consequent **IMPLEMENTATION** of the previously and cooperatively developed catalogue of measures, a sustainable improvement of the company's economical situation can be achieved:
 - If required, TMC is able to initiate all required measures during the phase of analysis in cooperation with the management board.
 - The extensive management experience of TMC supports the successful realization of the whole concept.

ANALYSIS

TURNAROUND-CONCEPT

IMPLEMENTATION

Brief diagnosis, plausibility check, SWOT-analysis, short report

- The analysis not only targets a business recognizing the initial signs of a crisis, but also the debt-providers involved. Investors often request a plausibility check or a business model validation/trial balance on which they can base their decision to (possibly) provide capital, to extend credit or to examine the conditions of such.
- The analysis identifies essential risks to the company's development as well as external crisis-invoking factors. The primary objective of the analysis is to promptly gain an overview of the company's fiscal condition, providing a basis for eliciting initial potentialities and options for action.
- Drawing on the analysis results and our conversations, we set up a SWOT structure that rates business aspects according to their Strengths, Weaknesses, Opportunities and Threats. Strengths and weaknesses reflect the company's current inhouse condition, while opportunities and threats refer to the essential outer influences.
- The analysis, as partial performance can culminate in a short assessment: Review of turnover, earnings and liquidity planning, Inspection of financial structure and interest payments capacity, Business model check, Quick check of recovery potential/options.

RECOVERY CONSULTING II



ANALYSIS

TURNAROUND-CONCEPT

IMPLEMENTATION

IDW S6 recovery assessment, Independent business review (IBR), Continuation concept/ continuation prognoses, Recovery strategies/ development strategies, Integrated business planning

- In the first step we verify the continuation concepts and forecasts and accordingly define goals. These include product and market concepts as well as processes and organizational structures.
- We prepare restructuring and development concepts for the strategic realignment of the company.
- We envision and create integrated business plans.
- TMC delivers restructuring reports in accordance with IDW S6 and
- Independent business reviews (IBR).

ANALYSIS

TURNAROUND-CONCEPT

IMPLEMENTATION

Crisis-management and ad-hoc measures / negotiations with investors / other stakeholders, operational restructuring, interim management, restructuring controlling / restructuring reporting, distressed M&A

- We take your crisis management into our responsible hands, especially initiating emergency measures on the spot.
- Negotiations with investors and other stakeholders are part of our responsibility.
- When requested or required, we take on CRO, CEO, CFO or executive responsibilities to build up stakeholder confidence or to protect the management from risk.
- We assume project management for executing rightsizing procedures.
- We support your management during roll out. Leave your recovery controlling and reporting to us.
- We work closely with you and our subsidiary, CVM GmbH, to design, guide and coordinate the entire M&A process within the mutually developed rightsizing concept.

CONSULTING ON THE BRINK OF INSOLVENCY



Insolvency proceedings plan, Pre-Packaged plan, Certification according to § 270 b German Insolvency Code (InsO), Creditors' Protection Proceedings (Schutzschirmverfahren), Self-Administration

Every business crisis has a unique origin, calling for a unique course of action. Recovery management demands customised solutions, interdependent on a how far a crisis has progressed. Analyzing the distressed company, detecting the causes of the crisis as well as developing and successfully implementing a restructuring plan are phased into logical, successive stages. TMC provides support through out the entire restructuring process.

- We review and compile Pre-packaged plans and insolvency proceedings plans, pre and post insolvency. We develop the Pre-packaged plan in cooperation with the creditors, so it can be handed in at court, when the company files for insolvency proceedings.
- We possess the necessary requirements for the provision of the certification in accordance with § 270b InsO.
- We support our clients in the preparation and creation of the required proposals as well as restructuring plans in the case of creditors' protection proceedings or self-administration. Subsequently we accompany our clients through the restructuring process.
- We then guide our clients through the course of the rehabilitation.

INSOLVENCY ADMINISTRATOR SERVICES



- Quick Check of your company's continuation capacity
 - Generating and validating the continuation plan
 - Assessment to determine insolvency / excessive over-indebtedness according to IDW S11
 - Liquidity planning and monitoring during insolvency proceedings
 - Controlling and reporting
 - Order and release process management
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- Drawing up and reviewing insolvency plans
 - Designing and reviewing restructuring concepts
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- Operational management during insolvency / interim management
 - Assets optimization via professional distressed M&A procedures
 - Equity participation and workforce initiatives

OUR REFERENCES



SELECTED PROJECTS

zurbrüggen



Reformhaus **Bacher**
...natürlich gesund leben!



THIELENHAUS
MICROFINISH

WARENDORF
DIE KÜCHE

MOOSE KNUCKLES



BLEI STAHL

kusch|co

olsen



die **thiel** gruppe.

MCXX



KNAUF INTERFER GRUPPE



OUR PARTNERS I



**Kai
Peppmeier**

*Diploma in Business
Administration*

Kai Peppmeier takes on numerous interim mandates as CFO or CRO at TMC.

He is an expert in interim management, restructuring consulting, turnaround management, and continuation in insolvency. Furthermore, he successfully accompanies M&A processes.

Mr. Peppmeier has been active in supervisory and advisory boards in the automotive and service industries for several years.

Before his partnership at TMC, he worked for many years as a CFO / CRO and Managing Director at a German construction company and formerly eight years in the Corporate Finance department at Deutsche Bank AG.



**Christian
Lützenrath**

Graduate Economist / LL.M.

Christian Lützenrath has been involved in numerous restructurings and turnarounds.

He is active as a turnaround manager in many interim mandates with national and international companies.

He also specializes in management support and plan implementation during insolvency proceedings.

In addition to his professional activities, Mr. Lützenrath has published numerous specialist articles and has also contributed as editor / author / co-author to various specialist books.



**Andreas
Knaup**

*Diploma in Business
Administration*

Andreas Knaup has specialized in crisis management in recent years.

He leads numerous companies with operational and / or strategic problems through turnaround as CRO and interim CFO.

In addition, he is involved M&A transactions of companies in renewable Energies, IT, Automotive, and Healthcare, as well as in the Food and Feed sector.

Before this, he gained many years of experience in top management positions as a board member and managing director in international groups in IT services, outsourcing, and automotive.

OUR PARTNERS II



**Claus
Keller**

*Diploma in Business
Administration /
Graduate Lawyer*

Claus Keller is an expert when it comes to corporate management / controlling and corporate analyses / expert opinions.

During his many years of work for TMC, he accompanied numerous restructurings and reorganizations. .

Mr. Keller published several professional articles as author and co-author, among others on the topics "Bank strategies in corporate restructurings", "Minimum requirements for restructuring concepts (MaS)" as well as "MaInsO - Minimum requirements for insolvency resolution".



**Jörg
Schuppener**

*Diploma in Business
Administration*

Jörg Schuppener is an experienced consultant and manager proven in turnaround management, strategic corporate development, interim management and (distressed) M&A processes.

Mr. Schuppener managed more than 200 consulting- and over 20 M&A-mandates. Mr. Schuppener has published numerous journal articles and contributed as an editor / author to several professional books.

With over 30 years of experience as a restructuring manager and many years of experience in credit, corporate clients, and special financing at a reputable German bank, He is an expert for upheaval situations.

OUR PARTNERS III



**Markus
Bennemann**

*Diploma in Business
Administration*

Markus Bennemann specializes in special situations in restructuring phases and distressed M&A processes.

With his many years of experience in commercial and operational management functions, he regularly assumes responsibility as interim manager in various positions.

Markus Bennemann has extensive industry expertise in the energy, logistics, automotive, food and plant engineering sectors.



**Steffen
Leininger**

*M.Sc. in Business
Administration*

Steffen Leininger is a finance and controlling allrounder for restructuring- and M&A processes. In addition, he glances with his expertise as an interim manager.

He is an expert in industry sectors such as automotive, metal processing, food, and renewable energies and led many companies through a successful turnaround process. He publishes a variety of econ-journal articles about restructuring-controlling and alternate finance.

After Mr. Leininger graduated from the University of Cologne, he exclusively worked in the restructuring business and successfully stepped up the corporate ladder at TMC from consultant to partner.

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