



FIT FOR 2030

ATREUS AUTOMOTIVE

RESTRUCTURING IN THE AUTOMOTIVE INDUSTRY

- In addition to already high personnel costs, accompanied by a shortage of personnel, there are persistently high energy costs and administrative hurdles.
- Supply and sales markets have become unpredictable. The order volumes of manufacturers (OEMs) are significantly more volatile.
- Planned profit margins are at risk, and planned investments need to be reconsidered.
- Production must be streamlined. Digital aspects need to be incorporated into all areas and processes to reduce costs.

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Atreus – Your partner in restructuring



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“The return to economic normality (pre-COVID) is still not in sight. Therefore, many companies have to restructure to secure their survival. This can mean, among other things: Optimizing or closing locations, relocating plants, reducing staff, streamlining organization, and increasing digitalization. This applies both to Germany and internationally.”



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Atreus supports you in redefining your business

Most companies are currently focusing on restructuring their business in order to prepare themselves for the years up to 2030. In more than **300 successful projects per year**, Atreus accompanies German and international companies in transformation situations. With our **efficient network of 15,000 experienced interim managers**, we support you especially in difficult restructuring and turnaround situations with tailor-made Chief Restructuring Officers (CROs).

The motto is: **“FIX IT, SELL IT OR CLOSE IT”**



CRO FOR COMPANIES

The **Atreus CRO is an interim manager** with sustainable experience in optimizing / restructuring companies, i.e., a **senior manager with C-level experience** who has successfully restructured (multiple times) in relevant companies and similar scale. His/her task is to support you and your management in redefining / optimizing / restructuring. Depending on the requirements, he/she can have a stronger commercial or technical orientation.

CRO FOR CORETOPIC

In this case, the **Atreus CRO** is an **experienced restructuring expert** in a core theme. Core themes include, for example, procurement, logistics, development, production, sales, marketing, human resources, controlling, finance, treasury, IT, shareholder management, exit/carve-out, etc.

CRO WITH TEAM

If necessary, a team can even be formed around the Atreus CRO, i.e., additional restructuring experts from the areas of procurement, logistics, development, production, sales, marketing, HR, controlling, finance, treasury, IT, shareholder management, exit/carve-out, etc. provide support.

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2030

Sustainable success through efficient organization and smart decisions

01

02

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BUSINESS PLANNING AND DEVELOPMENT

FOOTPRINT

CRISIS MANAGEMENT OF NON-PERFORMING BUSINESS UNITS / SUBSIDIARIES

- Planning of further business development until 2030: Products, revenue, costs, cash planning, financing, etc.
- CO₂-neutral production
- Separation of non-core activities
- Cooperations, outsourcing, etc.

- Review of all locations and plants
- Capacity planning
- Site closure and relocation
- Reduction of excess capacities
- Consolidation of productions and plants
- Adjustment of the supply chain

- Active cost management
- Reduction of the product portfolio
- Reduction in the number of employees
- Review of pricing
- Business planning

04

05

06

HR RESTRUCTURING

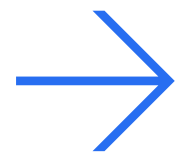
RISK MANAGEMENT SUPPLY CHAIN

CASH MANAGEMENT

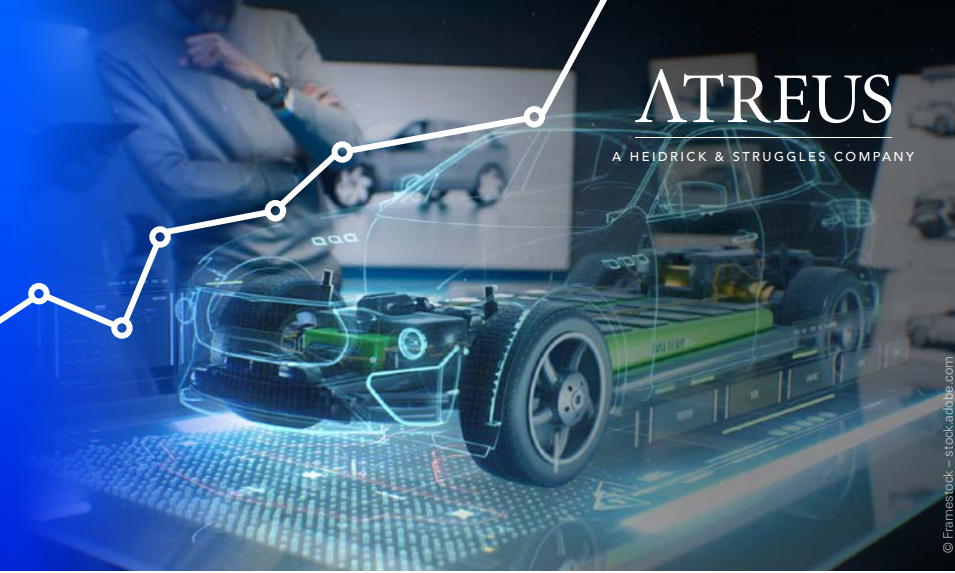
- Location analysis
- Development of downsizing scenarios
- Strategy in dealing with the works council
- Conducting negotiations with works council / trade unions
- Integration of transfer companies
- Ensuring legal certainty

- Review of the supply chain
- Risk analysis
- Ensuring supply
- Initiating supplier turnaround
- Establishing escalation levels
- Conducting prevention

- Cash analysis and cash planning
- Discussions with banks, banking groups, and stakeholders
- Analysis and implementation of government assistance and funding programs
- Accounts receivable management



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Sustainable success through efficient organization and smart decisions

07

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09

ORGANIZATIONAL AND DECISION-MAKING PROCESSES

- Organizational review: Size and composition of the Executive Management Committees, number of hierarchies, central vs. decentralized, P&L responsibility
- Review of entrepreneurial complexity: Leaner, faster, more local entrepreneurial responsibility

PROCESSES AND WORKFLOWS

- Analysis of organization and processes/workflows in each business unit/area
- Development and implementation of optimization measures focusing on cost, quality, time, and digital implementation capability

SHARE HOLDERS / INVESTORS

- Shareholder management (ensuring factual and regular communication)
- Market analysis with regard to potential shareholders and investors
- Facilitating discussions involving all relevant decision-makers

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EXIT / CARVE-OUT

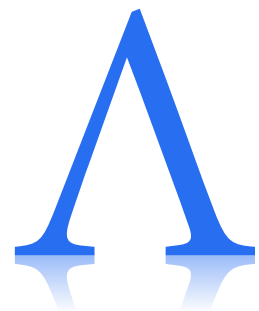
- Preparation for the sale of non-core assets
- Market analysis regarding interested parties
- Implementation of a profitability enhancement program
- Handling the M&A process
- Carve-out

DIGITALIZATION

- Digitalization or automation of internal processes
- Digitalization of services: Further development of digital business models
- Better understanding of customer processes and utilization of Big Data
- Improvement of lead generation

IT INFRASTRUCTURE

- IT strategy and transformation
- Reduction of the ERP systems used
- Hybrid vs. cloud approach
- IT carve-in/out
- Data management, analytics
- IT and cyber security



**WE
CREATE
SUCCESS**

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Examples of Atreus restructuring mandates

PLANT CLOSURE

Tier 1 | Supplier

- Closure of a production plant (down to zero)
- Negotiation/conclusion of agreements with trade union, works council and individual contracts
- Project management

STAFF REDUCTION

Tier 1 | Suppliers

- Selection/reduction of employees in a production plant (partial reduction)
- Negotiating/concluding agreements with the works council and individual contracts with employees
- Project management

PLANT RELOCATION

Tier 1 | Supplier

- Preparation of the receiving plant (Brown Field project)
- Relocation of all production activities to Eastern Europe
- Project management

REDUCTION SCENARIO

Tier 1 | Supplier

- Location analysis D
- Development of HR reduction scenarios and strategies for dealing with employee representatives for submission to senior management
- Project management

EXIT / CARVE-OUT

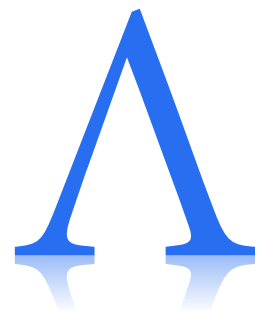
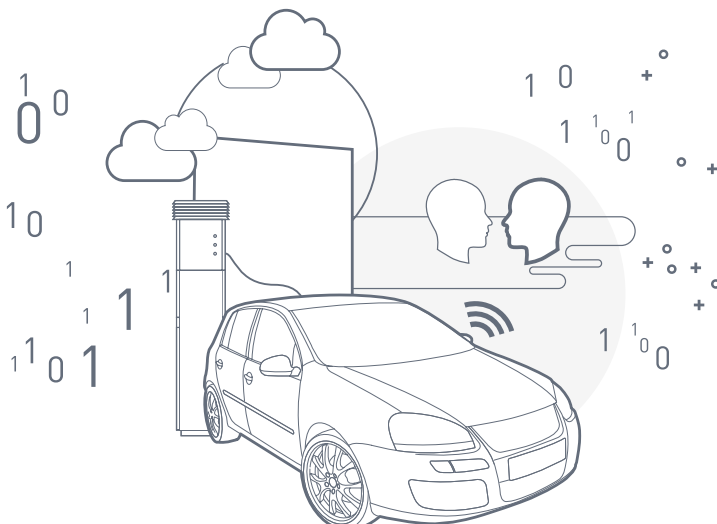
Tier 1 | Supplier

- Preparation of the sale of defined non-core assets; market analysis with regard to interested parties
- Profitability enhancement program; handling of the M&A process
- Project management

PROCESS OPTIMIZATION

Tier 1 | Supplier

- Analysis of processes in a business area
- Process optimization (e.g. through digitalization), cost optimization, personnel optimization
- Project management



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ATREUS AUTOMOTIVE RECEIVES MULTIPLE AWARDS

WE ARE DELIGHTED WITH THE RENEWED AND SPECIAL RECOGNITION OF OUR EXPERTISE IN 2023/2024:

Everything new, everything different - the automotive industry is in the midst of a shockwave of change. Those who do not adapt now will be slowed down. As a top consultancy, Atreus supports you with temporary automotive experience!

Atreus is among the top consultancies in 2023 for restructuring and for the automotive industry in Germany.



Automotive, Change Management,
Chemicals & Pharmaceuticals, **Digitalization,**
Retail incl. e-commerce, Human Resources,
IT Consulting & IT Implementation,
Interim Management, Consumer Goods, Life
Science, Mechanical and Plant Engineering,
**Operations Management, Performance
Improvement, HR Consulting, Restructuring**

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