

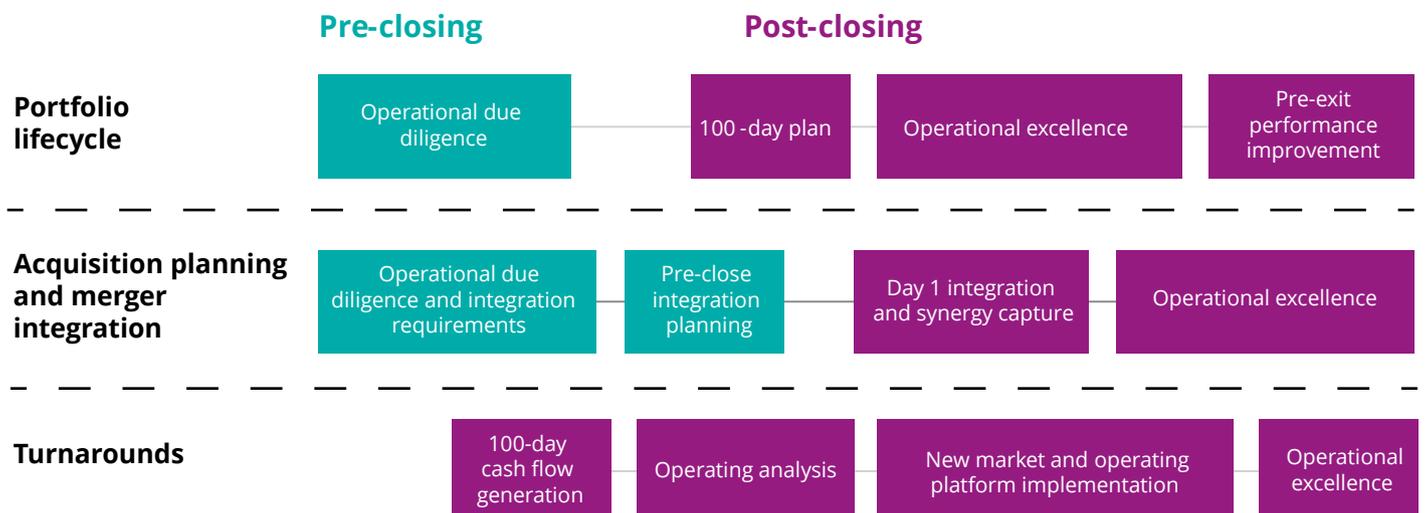
Private Equity



Accelerated, realized, and sustained Value Creation

Tangible results	<p>We work with management teams of portfolio companies to help them:</p> <ul style="list-style-type: none"> manage their businesses more effectively achieve their operational and financial objectives deliver significant improvements in profit and cash
Acceleration	Typically, these benefits are delivered within 6 – 8 months
Scale	<ul style="list-style-type: none"> We achieve an increase in enterprise value in the region of 15 – 30 times our fees Assuming an exit at 8 x earning before interest and taxes, this represents a ROI of 16 – 24 : 1

Our services



Our Clients

50+ Projects Worldwide

Case Studies

Manufacturing



Supplies films for pharmaceutical, medical devices, food, electronics and general packaging

The Blackstone Group

Objectives and vision	Actions	Results
<p>Efficiency and production improvement involving 6 plants focusing on throughput and OEE, yield, margin profitability of orders, headcount reduction, procurement and continuous process improvement</p>	<ul style="list-style-type: none"> Developed and installed tools, controls, reporting and review meetings Delivered increase in line-speeds, yield and productivity on all lines Installed more flexible working across lines / departments Reduced the complexity of recipes reducing costs and inventories Project managed site relocation and related reorg. of personnel Overhauled procurement practices Introduced a 'negative margin' sales order approval process Designed a revised client order process 	<ul style="list-style-type: none"> Total benefits of €55m during the 12- month project Yield - €6m Throughput - €2m Purchasing - €9m Site closure - €24m Margin - €3m Other - €12m 3% uptime improvement 6% increase in output



Belgian company that provides aircraft ground handling services at 32 airports



Objectives and vision	Actions	Results
<p>One of the largest airport handlers across Europe had been on the brink of bankruptcy. Operational improvements had secured its future but the earning before interest and taxes achieved by its operations varied from the negative to the positive. The CEO needed his operations to deliver a consistent 8% right across the board.</p> <p>The project's objective was to improve productivity, quality of service and increase non-core revenues.</p>	<ul style="list-style-type: none"> ▪ Enhanced management tools were introduced to better manage and control resources and drive improved customer service ▪ A common planning tool was established to improve forecasting and staffing and operating standards were overhauled across ramp, passenger and traffic operations to eliminate efficiencies ▪ In spite of the highly unionized environment, Proudfoot's approach secured employee engagement behind the need to change and act differently ▪ Skills training showed the workforce ▪ and management how to do this 	<ul style="list-style-type: none"> ▪ Best practice and world class operating standards established across all parts of operations ▪ Non-core revenues increased and net earnings stabilized at 8% ▪ Training and coaching of the workforce and management ▪ Secured change in highly unionized environment during peak summer season ▪ Pilot tested in 3 airports initially ▪ Proudfoot devised a robust bespoke roll out kit, which was used to support the installation across these additional 24 airports

“One of our private equity backers introduced me to Proudfoot. It’s not an overstatement to say we were incredulous when Proudfoot told us we could expect as much as a 15-20% productivity improvement in some areas and an overall cost reduction of 5% of our operating expenses and in just over four months.

Five months later our business is transformed and we are now much better positioned for growth. All it took was a willingness to be open to new ideas and new ways of doing things and the collective courage to strive for higher performance. ”

Chief Executive Officer



Vedici is a private company based in France which owns and operates hospitals



Objectives and vision	Actions	Results
<p>The company had enjoyed 10 years of rapid expansion and buoyant profitability. It specialized in private acute care. With a turnover of € 350m and 5,000 staff, the business grew to a sizeable 4,000 beds across 29 care facilities.</p> <p>Majority-owned by a leading private equity house, the founder and Chief Executive Officer was under pressure from his shareholding partners to realize the organization's full potential by delivering a higher EBITDAR by clinic through improving performance and establishing best practices in the areas of revenue growth, resource productivity and medical product usage.</p>	<ul style="list-style-type: none"> ▪ A detailed assessment revealed several opportunities for improvement, and in particular the ability for the sale of added value services to be increased ▪ Planning was poor with significant variations between clinics ▪ Operating and staffing standards existed but were not entirely "fit for purpose," nor rigorously applied ▪ As management lacked the tools to plan, schedule and roster staff effectively, staffing levels were not balanced. Productivity was affected by overstaffing and frequent last minute personnel changes ▪ A fire fighting culture left recurring problems unresolved, impacting productivity ▪ Inadequate training left nursing supervisors lacking critical skills required to manage their teams 	<ul style="list-style-type: none"> ▪ Productivity increased 10% across the clinics ▪ Revenue increased 5% as a direct result of greater accuracy in patient invoicing ▪ Staff embraced the change program delivering significant improved resource usage ▪ The rosters, especially when combined with longer surgery opening hours eliminated the inefficiencies of the past ▪ The end result was a proven approach that could subsequently be rolled out clinic-wide



Canada's oldest and largest manufacturer and distributor of natural vitamins, minerals, concentrated food supplements, herbs and botanical medicines



Objectives and vision	Actions	Results
<p>The CEO was deeply concerned with the organization's forecasting, as well as an imbalance of supply to demand. Both of these factors were responsible for a recent trend of excess inventory in the company's supply chain.</p> <p>He wanted to develop a set of resources that would allow greater transparency and better decision making throughout the organization.</p>	<ul style="list-style-type: none"> ▪ Various operational systems and tools featuring robust planning, scheduling, short interval control, and reporting capabilities were implemented across the various departments to improve operational productivity ▪ A formal sales and operations planning (S&OP) process would define specific processes and responsibilities to reinforce accountability in the workplace ▪ Supervisors and employees received live one-on-one coaching and support to align their behavior with the new performance expectations 	<ul style="list-style-type: none"> ▪ Improvements in processes and systems increased productivity by 15- 20% in manufacturing and distribution ▪ New S&OP policies resulted in greater forecast accuracy, a higher quality of product mix, and a 30% reduction in inventory ▪ These policies gave the client the ability to effectively balance supply with demand



Long Term Care Group, Inc. is a provider of outsourced services to the long term care insurance industry. They offer services such as claims processing, care management, administration, underwriting and clinical assessments



Objectives and vision	Actions	Results
<p>Our client wanted to cut costs, increase margins and achieve growth at a 10% rate.</p> <p>There was conflict between the company and Advent regarding the timeline and speed to implement these changes..</p> <p>Advent saw us as a way to make it happen a year earlier and presented management with an increase in price scenario that drew their attention and achieved alignment.</p>	<ul style="list-style-type: none"> ▪ Developed and installed a new management operating system with tools, controls, reporting and planning as well as with effective review meetings for all project areas ▪ Designed and conducted management training, coaching and activity cross training ▪ Developed PMO best practice and process changes 	<ul style="list-style-type: none"> ▪ Improved productivity by 25% ▪ Project management changes in IT resulted in a 28% expense reduction ▪ 30% increase in throughput of underwriting and with a higher quality. This was critical as underwriting was a major road block to attaining new customers ▪ Improved systems and leadership skills finally removed the "laissez-faire" culture reigning the organization

One of our greatest challenges was cultural – how to convince understandably skeptical managers and supervisors that the project would achieve its aims without a negative impact on service levels and our clients. The whole experience has been a humbling reminder that high-leverage solutions don't need to be complex and that good people are powerfully motivated by tools that help them do their job better."



Supplies products, systems and services for onshore and offshore drilling and production. It operates as a subsidiary of GE Infrastructure Oil & Gas



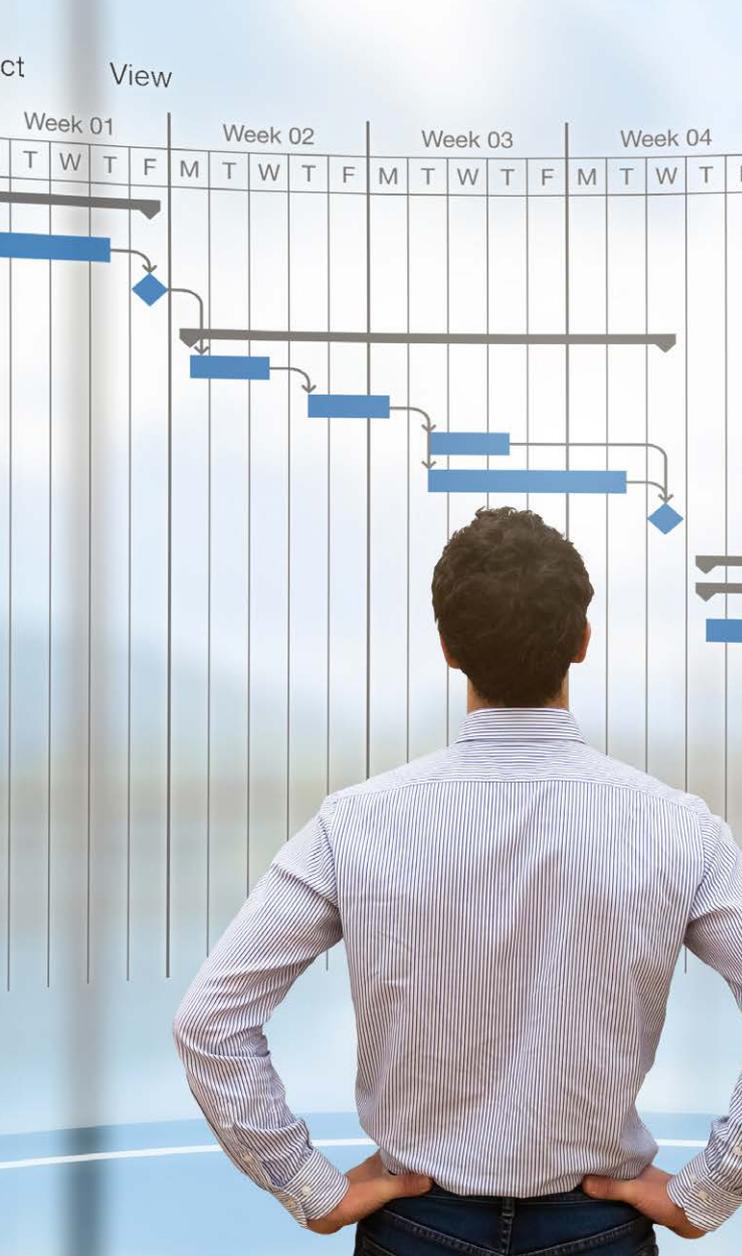
Objectives and vision	Actions	Results
<p>Company had been losing market share but had excellent reputation for engineering excellence while service levels were falling and costs rising.</p> <p>PE-owning group wanted to improve customer service and cut costs to boost profitability.</p> <p>Internally, engineering department was viewed as the be-all and end-all. But, it's inflexible attitude was damaging. "It's obvious that changes have to be made, but we had to be careful not to lose our great technical expertise," SVP</p> <p>An employee survey revealed low confidence in management's ability to implement the necessary changes.</p>	<ul style="list-style-type: none"> ▪ End-to-end overhaul of existing processes to increase structure and discipline. Impact was increased capability of achieving targets set ▪ Provided management with enhanced tools and reporting to better manage business. Team updated management operations system with emphasis on short interval control to drive project adherence ▪ Culture shifted positively from a laissez-faire driven organization to an objective-driven organization 	<ul style="list-style-type: none"> ▪ Annualized savings of \$9.7m ▪ Readjusted procurement and manufacturing lead times allowing to launch a more accurate pre-provisioning methodology ▪ Improved forecasting process to enhance internal and external supply-chain capacity ▪ Supply chain management: Defined the at-risk supply items along 4 categories and rolled out action plans to reduce this risk ▪ Delivered significant reduction in unpegged inventory

"Proudfoot really engaged my team and I have no doubt that we would never have got to where we are now without them. They have successfully driven the concepts right down throughout the entire organization"

CEO

"I've been hugely impressed by Proudfoot's work. The level and depth of analysis they did during the business review was quite extraordinary. I think they bring a skill set you're not going to find at any other consultancy; not just intellectual but pragmatic skills – the kind of experience you only get from working in lots of companies across many industries."

Managing Director, Advent North America



“ I felt the Proudfoot guys really engaged my team and I have no doubt that we would never have got to where we are now without them. Even though we already had the will and knowledge within the company, they have successfully driven the concepts right down throughout the entire organization.”

REGIONAL VICE PRESIDENT

Proudfoot

With Proudfoot, you can

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About Proudfoot

To our very core, we understand the people element of transformation. We introduce new capabilities and we employ the power of your people to create performance multipliers and an engaged culture. Recognized for our speed and the magnitude of benefits we generate for our clients, we have been doing it — not just planning it — for more than 8 decades.

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People Solutions
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Aerospace Defense & Marine
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Agribusiness
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Automotive
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Building Materials
- 
Chemicals
- 
Construction & Infrastructure
- 
Consumer Packaged Goods
- 
Energy & Utilities
- 
Engineering
- 
ESG
- 
Food & Beverage
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Healthcare
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Industrial Products
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Insurance
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Logistics & Distribution
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Mining & Metals
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Oil & Gas
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Private Equity
- 
Transportation