
Institutional
Presentation

2019

Who we are

History

Since 1991, focused on performance improvement for medium and big companies

Team

Over 70 professionals. Seniority and experience as executives. Managers with consultants tools and methodologies.

Culture

Pragmatism > more than reports / recommendations we deliver concrete results.
Hands-on > assertive planning and execution to deliver results as quick as possible

What we do

We implement actions that can make your business more competitive and profitable

We deliver results by lining up strategy, people and actions

Diagnosis

Consultants do business analysis with co-participation of key managers in each focus area of the company.

Improvement Committees

The committees are composed of a facilitator manager Galeazzi , a client manager and leading consultants and analysts of both companies.

Collaboration between teams

Galeazzi brings its knowledge and skills in problem analysis and implementation of results -based management models, which joins the knowledge and skills of customers in their industries.

Change running time

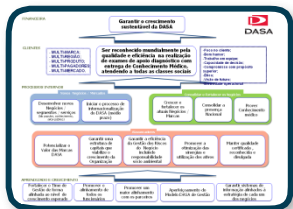
The partnership between the consultants and the business areas have the benefit of the sum of skills focused on solving problems , and facilitate constructive cultural change and the implementation of new management models.

Over 200 projects, in different segments

- Medical diagnostic laboratories
- Health insurance companies
- Finance services
- Energy distribution and generation
- Banks
- Media
- Telecom
- Education companies
- Food retail
- Eletronics retail
- Wholesales
- Consumers goods industry
- Dairy industry
- Beer and soft drinks industry
- Trailers and semi-trailers manufacture
- Others

We believe that the combination of a clear and pragmatic strategy, organizational design and defined roles and responsibilities, metrics of performance and a culture of discipline in implementation the action plans are key ingredients to increase the profitability and competitiveness of enterprises.

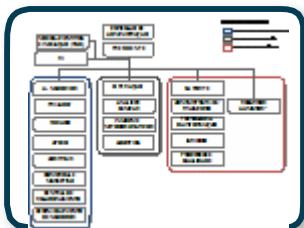
STRATEGY



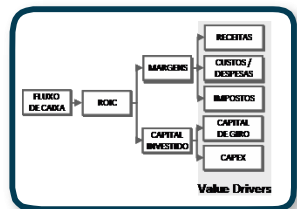
**+
5 YEAR PLAN**

**+
MACRO ACTIONS PLANS**

ORGANIZATIONAL STRUCTURE



VBM

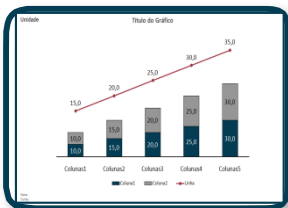


KPIs

| ESTRUTURA | LIQUID. ECONÔMICO | ROIC | ENTRADA | MARGEM CONTRIBUÍD. | MARGEM BRUTA* | VALOR DIVERS. OPERACIONAIS |
|-------------------|-------------------|------|---------|--------------------|---------------|----------------------------|
| PRESENCIA/IPS | ● | ● | ● | ● | ● | ● |
| DIRETIVOS | ● | ● | ● | ● | ● | ● |
| GESTÃO REG./CANAL | ● | ● | ● | ● | ● | ● |
| GESTÃO UNIDADE | ● | ● | ● | ● | ● | ● |
| FUNÇÃO/ÁREAS | ● | ● | ● | ● | ● | ● |

BUDGET

CHECK AND CONTROL



DETAIL PLANS AND EXECUTION

ACTIONS PLANS - DISCIPLINED EXECUTION

Standard Project Phases

Understanding the issue

- No charge to the Prospect.
- Analysis of basics company information.
- Top executives interviews.

Proposal

- Project proposal presentation:
- tailor made according the situation;
- diagnosis focus on Key areas.

Strategic and Operational Diagnostic

- Identify opportunities and quantify results
- Quick Wins
- Actions Plans
- Strategic Architecture
- Financial modeling.

Actions Plans Implementation (Execution)

- Action Plans Implementation , KPI monitoring and corrective actions.

 No charge to the Client

 Project

Performance Improvement Services – macro steps and services

- Corporate diagnostic (Analysis of the Situation)
- Strategic architecture
- Organizational structure
- People motivation and engagement
- Identify and quantify opportunities for improvement
- Prepare an action plan that is consistent with what the company needs
- Implementation Plan monitored together with Performance Improvement Committees
- Careful results monitoring

ZBB - ZERO BASED
BUDGETING
BY TOWER

BB - ZERO BASED
BUDGETING
INDICATORS

OPERATIONAL
PERFORMANCE
IMPROVEMENT RETAIL

OPERATIONAL
PERFORMANCE
IMPROVEMENT
MANUF. IND.

STRATEGIC
ARCHITETURE

ORGANIZACIONAL
STRUCTURE

POST MERGER
INTEGRATION
(PMI)

SUPPLY CHAIN

FINANCIAL
MANAGEMENT
IMPROVEMENT AND
CONTROL

SUPPORT FOR
MERGERS &
AQUISITIONS
(M&A)

MARKET STRATEGY
(GMT)

Operational and Financial Restructuring – macro steps and services

OPERATIONS:

- Focus on cash generation
- Create a cash management committee
- Reduce working capital
- Sell assets
- Adjust the organizational structure
- Reduce expenses and costs
- Optimize commercial management

RESTRUCTURE DEBT:

- Analyze the capital structure
- Financial modeling
- Support debt negotiations in the extra-judicial or JR spheres

CREDITOR SUPPORT:

- Financial advisory to creditors in the process of renegotiating credits

TURNAROUND

CASH COMMITTEE

REVIEW STRUCTURAL
SPENDING BY
ACTIVITY

RESTRUCTURE DEBT

CREDITOR SUPPORT

Performance Improvement Services impact in the companies profitability

First Level Generic Value Drivers

Second Level Specific Value Drivers

Third Level Operational Value Drivers

ROIC ¹

NOPAT ²

X

EBIT ³

Inc. Tax
(1-34%)

Invested
Capital

+

Working
Capital

Others A/L
Oper. ⁴

Operational
Fixed Assets

Net Revenue

- Price
- Volume

Costs

- Fixed
- Variables

Expenses

- SG&A
- Overhead

Deprec./Amort.

Accounts
receivable

- Average receiving
term

Inventories

- Average inventory
turnover and term

Suppliers

- Average payment
term

- Products, Category, etc
- Clients, Regions, etc

- Productivity (ex.: labor expenses)
- Price X Volume ratio

- SG&A Scalability
- "Span of Control"/ compensation

- Delayed collections ratio
- Average collection term per client

- Product turnover
- Product assortment

- Average payment term per supplier

1 Return on Invested Capital
2 Net Operating Profit After Taxes

3 Earns Before Interest and Taxes
4 Others operational Assets and Liabilities

Operational and Financial Restructuring services impact in the companies profitability

First Level Generic Value Drivers

Second Level Specific Value Drivers

Third Level Operational Value Drivers

ROIC ¹

NOPAT ²

X

EBIT ³

Inc. Tax
(1-34%)

Net Revenue

- Preço
- Volume

Costs

- Fixos
- Variáveis

Expenses

- SG&A
- Overhead

Deprec./Amort.

- Prioritize itens with higher turnover and less need for cash

- Review production units

- Cash and expenses committees to reduce fixed and variable costs

Employed Capital

+

Net finance. debt

Others
NOP A/P ⁴

Net Equity

Loans and Financing.

- Due Date, fees and guarantees.

Cash and Cash Equiv.

- Minimum operating cash

- Negotiating with creditors

- Dealing with customers and suppliers to optimize receiving clients and payment terms

1 Return on Invested Capital)
2 Net Operating Profit After Taxes

3 Earns Before Interest and Taxes
4 Others non operational Assets and Liabilities

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