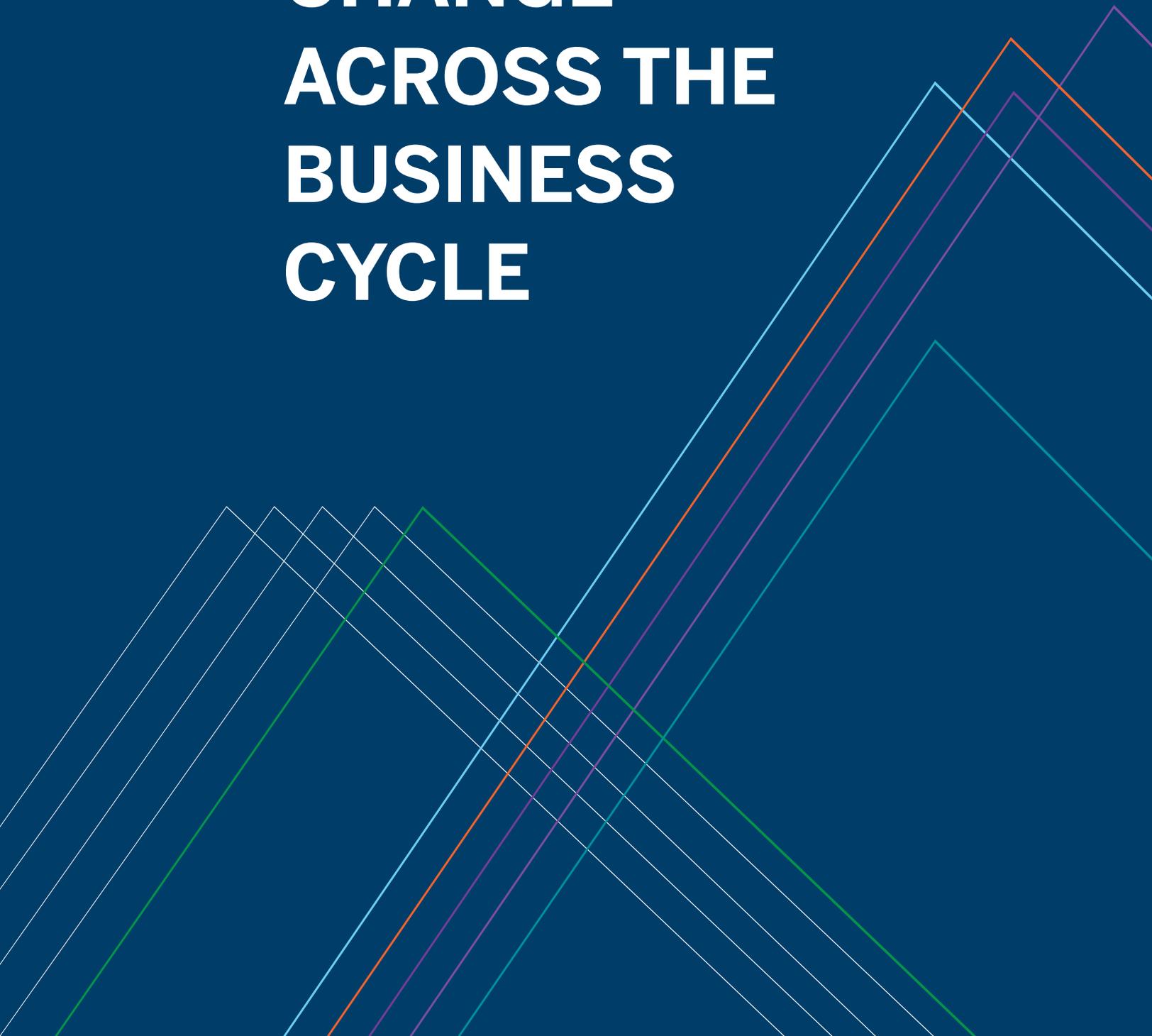




OFFICE OF THE CFO SOLUTIONS

EXPERTS WITH IMPACT™

IMPACTING CHANGE ACROSS THE BUSINESS CYCLE



About FTI Consulting

FTI Consulting is an independent global advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes.



77 Offices in 77 cities around the globe	48 48 of Global 100 corporations are clients	FCN Publicly traded	 Ranked in the Top 7% of America's Best Management Consulting Firms
460+ Senior Managing Directors	3,600+ Professionals	\$1.6 Billion NYSE listed market capitalization*	

*Number of total shares outstanding as of October 19, 2017, times the closing share price as of October 27, 2017.

GLOBAL REACH

With professionals and offices in 28 countries, our breadth and depth extend across every major social, political and economic hub across the globe.

INDUSTRY EXPERIENCE

We are a trusted advisor with diverse expertise and exceptional credentials serving clients globally.

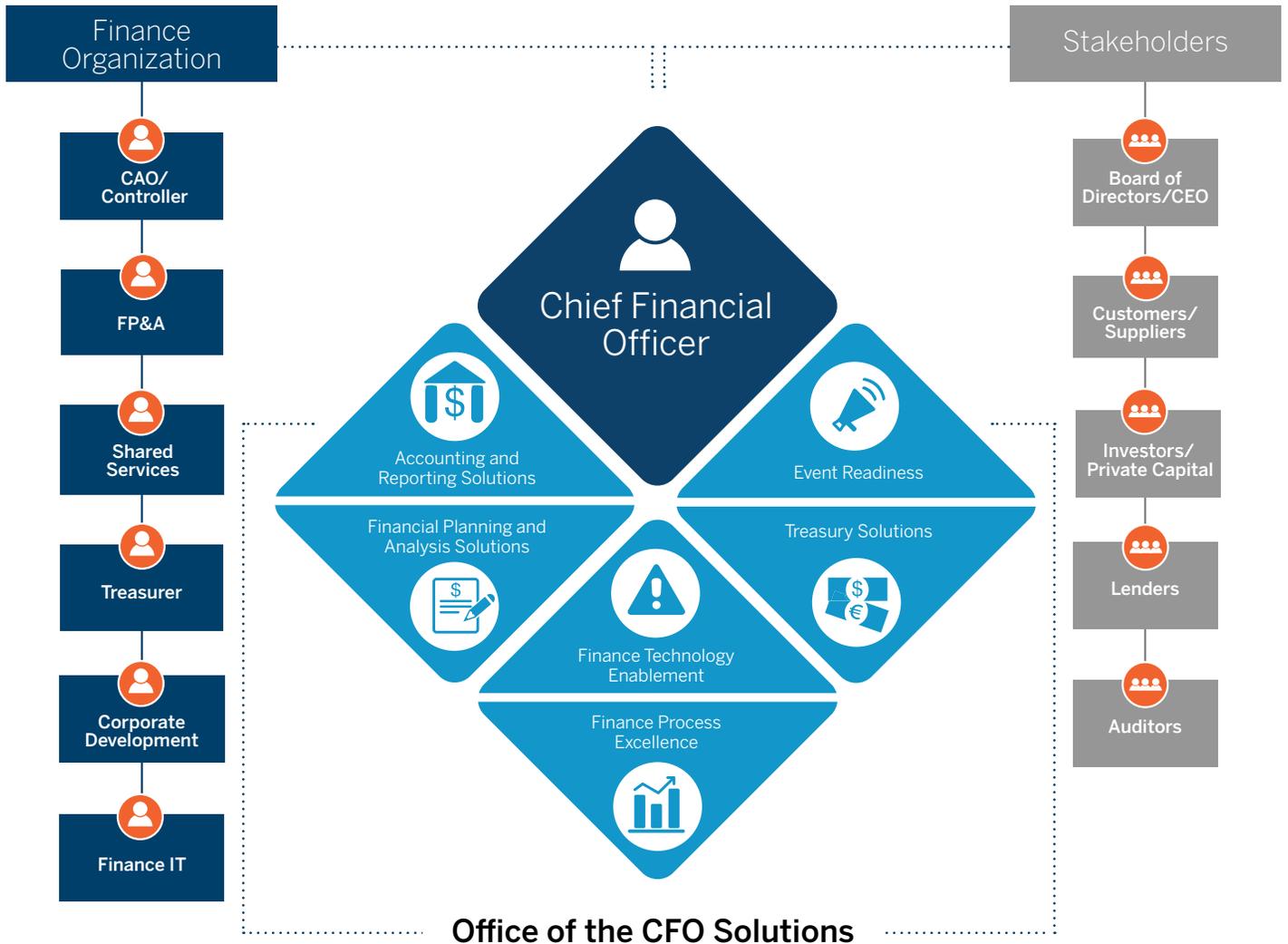
DEFINITIVE EXPERTISE

We combine unparalleled expertise and industry knowledge to address critical challenges in both event-driven and long-term scenarios.

Office of the CFO Overview

Definitive Expertise

We take a hands-on approach, collaborating with the CFO to optimize resources and deliver maximum value throughout the organization. Our six solutions are aligned to empower finance leaders with knowledge and resources to effectively engage with all levels of internal and external stakeholders.



Our Call to Action

A Culture That Delivers

We help our clients solve complex business issues by assessing the current state of operations and creating a highly customized solution that is best suited to the organization.

Top Concerns for CFOs

Can we confidently report our financial statements on a timely basis?

Are the right people in the right job, and are there capability gaps?

Can we sustainably perform finance functions? How can finance be a business partner?

Do we have a well functioning FP&A department with the analytics to enable decision making?

How do we best manage cash to drive value? Is our treasury function effective and efficient?

How OCFO Can Help

● Accounting and Reporting Solutions and Close Transformation

● Finance Organization Structure and Interim and Surge Resources

● Finance Process Excellence

● FP&A Effectiveness

● Working Capital/Cost Optimization
● Treasury Function Optimization

How We Make the Critical Difference

Today's finance leaders face increasing challenges and demands from the board of directors, stakeholders and other external sources. This expanding role requires balancing traditional responsibilities with strategy, performance and operations, talent and stakeholder management. We make the critical difference for our clients by:

Our Team

Streamlined, cross-functional, senior teams of effective and experienced professionals

Our Resources

Ability to provide transitional management and staff augmentation, filling in potential gaps in expertise and/or experience

Our Culture

Results-oriented approach rooted in facts, data and analysis

Our Client Focus

Trusted advisor that puts your interests first and works seamlessly with your teams and your valued partners

Our Decisiveness

Practical, actionable advice on how to create and maintain value and mitigate risks from people who have actually done it before

Our Efficiency

Minimal project ramp-up time with a focus on quickly identifying, prioritizing and addressing gating issues and gaps

Spotlight Awards

Association of Management Consulting Firms
(2015-2016)

9 of Top 10

Private Equity
International 300
are clients

Best Economics Firm in the World

*Global Competition Review's
Economics 21*

20 Most Promising Data Visualization Solution Providers

CIOReview
(2016)

Finance and Operational Services

A comprehensive array of services to partner as a business advisor to the CFO by providing a breadth of holistic, practical, value-enhancing solutions to address people, process and technology gaps.

ALM Vanguard Status™ Achieved for Transaction Services

ALM Intelligence
(2016)

#1 Restructuring Adviser for 10 Consecutive Years

The Deal
(2007-2017)

Global Turnaround Consulting Firm of the Year

Turnaround Atlas Awards
(2015-2017)

Comprehensive Services

We assist finance leaders by providing the objectivity, structure and creativity to design sustainable business solutions and plans of action that deliver value. We have deep expertise in each of our six solutions.



Accounting and Reporting Solutions

Our team partners with finance and accounting executives to advise on complex accounting issues, risk and regulatory challenges and accounting productivity. We support companies to improve the productivity and efficiency of people and processes to resolve critical gaps in close processes and financial reporting.



Financial Planning and Analysis Solutions

Our team has functional and technical experts across all levels of the corporate finance function, enabling us to leverage relevant experience and to provide the CFO with meaningful insights. With our breadth of experience, our deep expertise ranges from budgeting and forecasting to financial modeling and data visualization. We have the skills and the knowledge to empower finance organizations to provide superior business insights that drive tangible results.



Event Readiness

We create value for our clients by managing the path to an event across all critical areas. We work alongside the CFO to form a sustainable foundation for operational success on Day 1 and beyond, whether the organization is operating as a public company or as a standalone entity.



Treasury Solutions

We work collaboratively with our clients to simplify cash management operations, improve cash flow and liquidity, augment short- and long-term cash flow forecasting, optimize capital allocation, strengthen controls and mitigate risk.



Finance Technology Enablement

Our team provides the CFO with meaningful insights and shares relevant experience to support finance technology (“FinTech”) initiatives. Our team has the skills and expertise to serve as a trusted advisor on technology-led business transformations that enable workforces to transition from a transaction-based processing focus to a decision-support and oversight model.



Finance Process Excellence

Our focus on agile, rapid improvement delivers meaningful and sustainable change in short timeframes. Using a dynamic workshop approach, our experienced facilitators will lead the company in forming a consensus view of workflows, highlight gaps and opportunities and reach agreement on achievable targets. Working collaboratively with the company, we help instill a sense of urgency and commitment while driving change across business functions.

Accounting and Reporting Solutions

Our team partners with finance and accounting executives to advise on complex accounting issues, risk and regulatory challenges and accounting productivity. We support companies to improve the productivity and efficiency of people and processes to resolve critical gaps in close processes and financial reporting. Our professionals have proven experience working with management, auditors, audit committees and directly with the regulators to resolve accounting and reporting issues.



Complex Transaction and Technical Accounting Support

Our team includes former auditors and advisors along with U.S. Securities and Exchange Commission (“SEC”) and Public Company Accounting Oversight Board (“PCAOB”) staff. We have extensive experience across numerous industries, providing U.S. Generally Accepted Accounting Principles guidance and hands on assistance during an organization’s time of transition or transaction.

Accounting Productivity and Efficiency

Our team supports organizations in improving process efficiency, aligning financial, operational and strategic processes and measuring staff productivity.

Interim Expertise Support

We have accounting experts who can serve in interim roles to support a company’s SEC reporting, provide technical and regulatory guidance and sign officer certification letters.

On Demand Customized Support

We regularly provide customized support to chief accounting officers, corporate controllers and other key stakeholders to address issues and demands for restatements, technology enablement and internal controls.

Client Success Stories

- Prepared impact analyses of the restructuring steps for a major worldwide hospitality company’s international and domestic legal entities and branches; developed robust accounting policies and memorandums for key areas such as joint venture accounting, revenue recognition, equity method accounting and lease accounting; and reviewed existing intercompany loan and foreign currency exchange accounting practices.
- Led a close transformation project for a public clean coal technology company to assess and diagnose accounting close performance gaps, assess finance accounting function operating model and develop transformation road map with prioritized improvement initiatives.
- Served as interim corporate controller for a global foodservice company to oversee SEC filing and provide technical and regulatory guidance on complex accounting issues.
- Assisted a major worldwide hospitality company in creating entity and account hierarchies in the target financial reporting system, conducted account/data mapping between source and target financial systems and designed a technical solution to reconcile data variances.
- Developed robust accounting policies and memorandums for key areas such as revenue recognition, equity method accounting and lease accounting for a hotel chain.

Financial Planning and Analysis Solutions

Our team has functional and technical experts across all levels of the corporate finance function, enabling us to leverage relevant experience and to provide the CFO with meaningful insights. With our breadth of experience, our deep expertise ranges from budgeting and forecasting to financial modeling and data visualization. We have the skills and the knowledge to empower finance organizations to provide superior business insights that drive tangible results.



Robust Data-Driven Financial Modeling

Leverage performance management tools and optimize processes to create more effective financial models.

Improved Management Reporting

Integrate real-time, historical and forecast data, providing enhanced data visualization of results. This allows for higher-quality strategic and tactical decision making.

Actionable Data Analytics

Validate the quality of raw data and build easily manageable databases and processes, which provide meaningful, visually impactful information along with actionable financial and operational analyses.

Execution of Strategic and Operations Initiatives

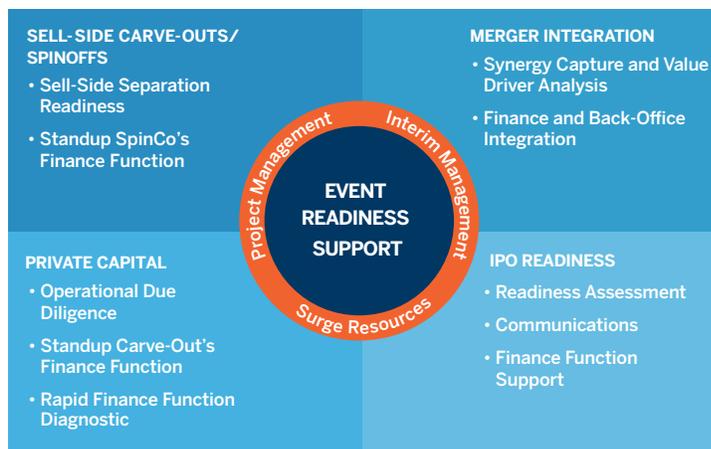
Provide CFOs and business development teams with cross-functional transactional and finance experience across a variety of transaction types and scenarios, including IPO, carve-out divestiture, joint venture, debt financing and merger and acquisition.

Client Success Stories

- Created an integrated three statement budget model for a multibillion dollar global contractor. The model then was linked to the treasury cash forecast, and outputs were used to support capital allocation and cash management decisions for senior leadership while also monitoring the company's backlog, operating cash flow and debt-reduction requirements in order to maintain covenant compliance.
- Partnered with a Fortune 500 travel and leisure company to leverage existing general ledger and financial systems, creating automated, customizable executive-level dashboards, as well as actionable "store level" operational key performance indicators ("KPIs"), metrics and benchmark analysis.
- Enriched data sets in an easily manageable structured query language database for a large supplier to industrial and oil and gas companies, creating customizable dashboards with actionable intelligence such as headcount and asset efficiency. Performed price, volume, mix analysis and contribution margin analytics.
- Enhanced financial planning and analysis solutions ("FP&A") capabilities through a comprehensive business transformation for a worldwide hospitality company in order to execute a successful IPO transaction. This included developing a multi-year business plan, pressure testing financial projections, enhancing financial controls and providing technical accounting expertise.

Event Readiness

Our team creates value for clients by managing the path to an event across all critical areas. We work alongside the CFO to form a sustainable foundation for operational success starting on Day 1 and beyond, whether the organization is operating as a public company or as a standalone entity.



Sell-Side Carve-outs/Spinoffs

Our team combines divestiture expertise with industry-specific, financial and operational experience to provide integrated and comprehensive carve-out services for companies and their investors:

- Sell-side separation readiness. We equip a prospective seller with the buyer's view of the carve-out while providing an early and transparent view on potential separation complexities and stranded costs.
- Standing up SpinCo's finance function. We provide interim management and surge resources to position the company for success from Day 1.

Merger Integration

We offer solutions to executives and their teams in combining two distinct finance/accounting groups, systems and cultures into one cohesive unit that is ready to operate from Day 1.

IPO Readiness

We identify and assess operational gaps and provide guidance and support to bridge those gaps to form a sustainable foundation for operational success following the IPO.

Private Capital

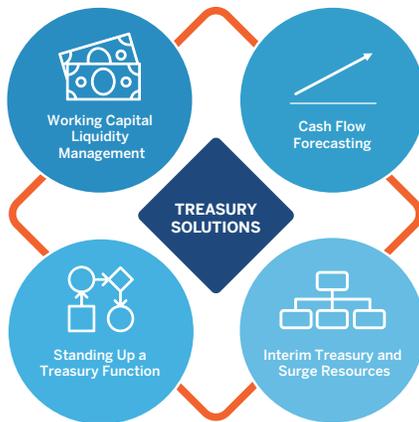
Our team works with PC firms and their portfolio companies at various deal stages to support decision making, identify and prioritize improvement needs and establish a successful stand-alone company.

Client Success Stories

- Performed IPO assessment for a national hospitality company, identifying key operational gaps and resources required to become a public company. Acted as interim management in FP&A and improved the five-year financial model in advance of the IPO.
- Retained by the private capital ("PC") sponsor as interim treasurer, controller and FP&A leader for a newly acquired \$5 billion subsidiary from a \$50 billion chemical company. The PC sponsor and company were able to undertake a \$600 million leveraged recapitalization on top of the existing \$800 million of funded debt within eight months.
- Identified \$380 million in working capital savings opportunities for a \$6 billion carve-out from a chemicals conglomerate and developed a series of cash boards that were deployed across the business to provide the organization with a common view of KPIs.
- Facilitated the execution of a large carve-out transaction in the rental industry, including preparing the Form 10-K, carve-out financials and amendments and five-year financial projections for both the parent and SpinCo. Identified sensitivities for key risks and opportunities discussed with rating agencies, potential lenders and investors.

Treasury Solutions

Our team works collaboratively with clients to simplify cash management operations, improve cash flow and liquidity, enhance short- and long-term cash flow forecasting, optimize capital allocation, strengthen controls and manage risk.



Working Capital and Liquidity Management

We drive more visibility into liquidity by augmenting the existing cash flow model or developing a new model to be used as an ongoing business management tool.

Cash Flow Forecasting

We design or optimize 13-week or five-day cash models along with other cash forecast models, procedures and tools. Further, we implement tactical improvements to the upstream data collection and analysis processes.

Standing Up a Treasury Function

Our team assists to bridge gaps between treasury's liquidity forecasts and FP&A's operating cash flow forecasts:

- Debt financing support
- Treasury policies, procedures and processes
- Banking/account structure design

Interim Treasury and Surge Resources

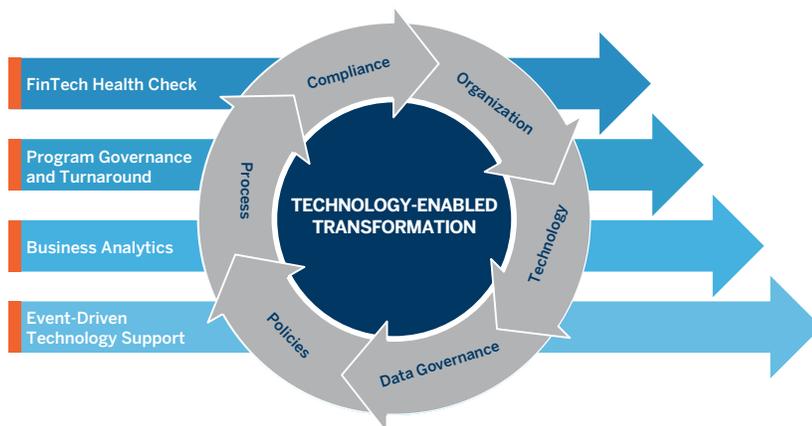
We fill interim treasury roles to assist in managing the day-over-day cash balance changes, weekly liquidity forecast, investment forecast, global cash investment analysis, monthly investment benchmark reporting, restricted and inaccessible cash reporting and various ad hoc tasks.

Client Success Stories

- Identified and executed \$270 million to \$380 million working capital savings opportunities and developed an analytical model tied to enterprise resource planning ("ERP") systems to track performance data for a \$6 billion carve-out company.
- Built a global treasury function and managed cash activities for a \$5 billion carve-out acquisition of an international chemicals company.
- Assisted the treasury organization of a \$10 billion equipment and transportation company to assess the liquidity, leverage and ratings impact of various strategic actions, including a spinoff and other asset monetization and capital allocation decisions.
- Redesigned cash forecasting processes, led liquidity enhancement initiatives and implemented a new bank account management system and flow of funds with more than 5,000 bank accounts for a global residential mortgage company.
- Assumed interim treasurer role, transferred cash management operations, financed requirements and improved efficiencies for a \$1 billion direct-to-market apparel retailer.
- Designed and implemented a comprehensive liquidity forecasting and reporting process within the treasury organization of a regulated banking institution.

Finance Technology Enablement

Our team provides the CFO with meaningful insights and shares relevant experience to support FinTech initiatives. Our team has the skills and expertise to serve as a trusted advisor on technology-led business transformations that enable workforces to transition from a transaction-based processing focus to a decision-support and oversight model.



FinTech Health Check

Assess the state and architecture of business systems to determine maturity levels and provide tactical advice and recommendations.

FinTech Program Governance and Turnaround

Provide program management, governance, scope management and communications cadence services to unlock the full potential of finance IT projects.

Business Analytics

Deliver business solutions that require in-depth analysis of large, disparate sets of finance, operational and transactional data.

Event-Driven Technology Support

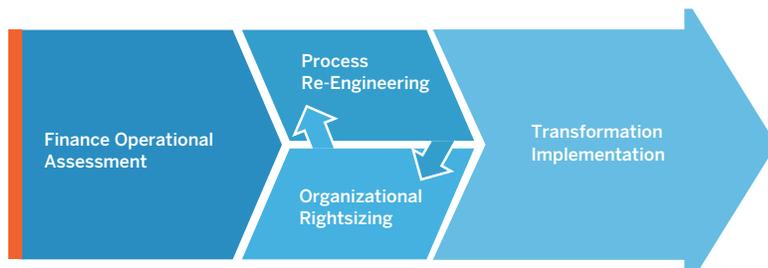
Lead information technology due diligence in support of merger/acquisition and advise on transactions, including systems and carve-out stabilization.

Client Success Stories

- Supported a large residential and commercial mortgage servicing company embarking on a technology modernization program to transition from a transaction-based processing focus to a decision-support and oversight model.
- Bridged the gap between business and technology for a large lending company and migrated ERP financial architecture and human capital management platform to the cloud facilitating a single source of truth. Work was completed on time and on budget.
- Assessed the health of a data warehouse implementation for a large global financial services organization to understand the lack of return on investment realization. Provided a short-term course correction action plan built on recommendations that are specific, measurable, attainable, relevant and time bound.
- Collaborated with executive stakeholders to develop long-term business intelligence strategy for a leading insurance company. Delivered a tactical road map focused on leveraging existing investments and emerging technologies to move the organization from hindsight to insight and, ultimately, foresight.

Finance Process Excellence

Our focus on agile, rapid improvement delivers meaningful and sustainable change in short timeframes. Using a dynamic workshop approach, our experienced facilitators will lead the company in forming a consensus view of workflows, highlight gaps and opportunities and reach agreement on achievable targets. Working collaboratively with the company, we help instill a sense of urgency and commitment while driving change across business functions.



Our Comprehensive Finance Process Excellence Approach

- **Finance Operational Assessment:** We review and segment key finance deliverables to refocus resources on higher value deliverables.
- **Organizational Rightsizing:** We resize the finance and accounting organization to maximize productivity and implement performance management structures to eliminate silos and prioritize customer value.
- **Process Reengineering:** We assess gaps in current performance and target objectives against customer requirements.
- **Transformation Implementation:** We lead finance and accounting pilot programs, roll-outs and transition of responsibilities to enable continuous improvement across the organization.

Proven Results

- **Rapid Delivery:** Our proven approach redesigns processes and focuses on rapid implementation in 30-, 60- and 90-day increments.
- **Quality at the Source:** We replace redundant reviews and costly rework with simplified processes, effective controls and prevention, and the expectation of first-time quality.
- **Cost Optimization:** Our team focuses the company's resources on higher-value work by driving operational efficiency, improving quality and breaking through functional silos.
- **Aligned Operating Model:** We maximize value delivery with the optimal configuration of local, shared services, onshore, offshore and outsourced functions.

Client Success Stories

- Improved efficiencies and reduced back-office costs for a \$5 billion specialty chemical manufacturer. Streamlined the order-to-cash processes and identified savings through cost-to-serve metrics while optimizing the operating model.
- Recommended reservation-to-cash and selling, general and administrative ("SG&A") improvements for a leading chauffeured limousine company, resulting in \$3 million-\$5 million short-term and \$20 million-\$25 million long-term savings.
- Centralized back-office services for a \$1 billion chemical products manufacturer to reduce SG&A by more than \$5 million without additional investment.
- Redesigned and centralized accounts receivable ("AR") and accounts payable ("AP") processes for a mobile connectivity and entertainment provider, consolidating more than 20 redundant functions into two regional shared services centers while improving service levels.
- Defined target operating model and improved AR and AP processes for a leading full-service digital media solution provider. Consolidated three legacy order management systems into a single platform with enhanced capability.



EXPERTS WITH IMPACT™

FTI Consulting would like to bring its deep expertise, tenacious culture, breadth of services and practical industry experience to your organization to have a meaningful impact on the issues you face across the globe.

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EXPERTS WITH IMPACT™

About FTI Consulting

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.

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