

A wide-angle photograph of a long cable-stayed bridge stretching across a body of water at sunset. The sky is a mix of blue, orange, and pink, with the bridge's lights reflecting on the calm water. The bridge has a prominent central pylon and a series of smaller piers along its length.

Stabilising businesses Unlocking value Enabling sustainable transformation

Operator-led turnaround and restructuring across the UK and Europe

Stabilise. Turnaround. Transform

Trusted in crisis Proven in turnaround

BM&T deploys senior, hands-on operators into high-stakes situations—restoring control, stabilising performance and protecting value.

We work alongside boards, lenders, shareholders, investors and legal advisers to steer businesses through crisis, restructuring and deliver sustainable transformation. Where an in-court preventative restructuring or rescue process provides a better outcome than the relevant alternative in an insolvency scenario, we work seamlessly with insolvency practitioners and other professionals to achieve the right outcome.

£750m

largest single engagement

£2.2bn

enterprise value preserved, recovered or unlocked

75%+

institutional referrals or repeat engagements from lenders and law firms

UK | Europe | Cross-border expertise



Alan Tilley
Chair, Founder



BM&T European Restructuring Solutions Ltd, founded in 2008, is one of the most respected names in middle market corporate turnaround and restructuring.

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When to engage BM&T

BM&T is engaged when:

What we do	When to engage	Why it matters
Stabilise	<ul style="list-style-type: none"> ■ Cash runway in weeks; covenants at risk ■ Operating in the zone of insolvency ■ Unsure on options; consensual or in-court preventative restructuring/rescue route? ■ External crisis/risk threatening value, operations and reputation ■ Control weakening; board exposed 	<ul style="list-style-type: none"> ■ Risk of lenders withdrawing support ■ Risk of directors breaching their duties in the zone of insolvency ■ BM&T's cash-management expertise buys time, protecting going-concern value and rebuilding trust ■ Choosing the wrong procedural route leaks value faster than the burn-rate ■ Early action keeps strategic options open
Turnaround	<ul style="list-style-type: none"> ■ Credibility and/or expertise gap in C-suite ■ Performance slide: EBITDA, KPI miss, controls ■ Over-expansion or leverage strain ■ Exit or closure of entity/geography ■ Stakeholder conflict or governance gridlock 	<ul style="list-style-type: none"> ■ Installing BM&T as interim CEO/CRO restores market and lender confidence ■ Early operational triage preserves options and reduces ultimate restructuring cost ■ Controlled exits protect value and stakeholders; they avoid unnecessary loss ■ A neutral CRO unfreezes decisions and ends value-destroying stalemate
Transform	<ul style="list-style-type: none"> ■ Shareholders, investors require strategic repositioning or value-creation e.g. M&A or carve out ■ Cross-border or multi-jurisdictional complexity ■ Regulatory or public-interest pressure (pension deficit, FCA, media) 	<ul style="list-style-type: none"> ■ Repositioning drives growth and multiple expansion; delay erodes value ■ Divergent legal regimes demand regional expertise and coordination ■ Statutory and reputational exposure compress negotiation runway



What we do

BM&T provides operator-led leadership through the phases of crisis, recovery, and value restoration.

Stabilise

Control. Clarity. Survival.

When businesses enter a crisis, the immediate priority is restoring control. BM&T works with boards and stakeholders to establish viability, protect liquidity and stabilise operations. The objective is immediate stability and decision-making clarity.

- Interim CFO and financial leadership
- Liquidity and cash control
- Financial and operational control
- Crisis and risk management
- Stakeholder stabilisation
- Executive intelligence and situation support

Turnaround

Restoring performance. Protecting value.

Once stabilised, the focus shifts to unlocking and preserving value. BM&T deploys senior operators to work alongside management to lead restructuring and operational recovery.

- Chief Restructuring Officer (CRO)
- Interim CEO and COO leadership
- Operational turnaround
- Rescue, restructuring and special situations (in-court/formal processes)
- Stakeholder negotiations and restructuring strategy
- Managed exits and wind-downs

Transform

Repositioning for long-term success.

BM&T supports organisations as they move from recovery to sustainable performance and long-term value creation. The objective is to reposition the business for lasting success.

- Business model repositioning
- Strategic realignment
- M&A integration and carve-outs
- Private equity value creation initiatives

Who we work with

BM&T works alongside the decision-makers, capital providers and professional advisers who shape outcomes in complex, high-stakes situations — bringing operator-led leadership, independent judgment and hands-on execution when clarity, control and value protection matter most.



Boards, directors and shareholders

When leadership is under pressure and decisions carry significant consequence, BM&T brings experienced, independent support to restore control, create clarity and steer the right outcome.



Lenders and creditors

When visibility is limited and value is at risk, BM&T provides calm, operator-led leadership to improve control, liquidity management and stabilise the situation protecting stakeholder interests.



Legal advisers, insolvency practitioners and accountants

When a situation is complex, under pressure, or entering a formal process, BM&T works alongside professional advisers to bring operational grip, execution support, and coordinated leadership to deliver value-protective outcomes.



Private equity and investors

When performance is off track, value is leaking, or transition is required, BM&T restores momentum, strengthens leadership, and unlocks the next phase of value creation.



Owners and entrepreneurs

When a business faces a crisis, transition or difficult change, BM&T brings independent leadership, practical judgment and hands-on support to help stabilise operations and move forward with clarity.

Our People

BM&T deploys senior operators into complex, high-stakes situations where leadership, execution and stakeholder confidence matter most.



BM&T's team includes experienced Chief Restructuring Officers, interim CEOs, CFOs and COOs, operational turnaround specialists and restructuring and special situations leaders. We work shoulder-to-shoulder with boards, lenders, shareholders, investors and advisers to restore control, stabilise performance and support the right outcome.

- **Chief Restructuring Officers (CROs)** — leadership in restructuring situations where pace, control and stakeholder confidence are critical
- **Interim CEOs, CFOs and COOs** — hands-on executive leadership when businesses need decisive direction and operational grip
- **Operational turnaround specialists** — recovery, execution discipline and performance improvement in pressured environments
- **Restructuring and special situations leaders** — support for complex stakeholder situations, transition planning and value-protective outcomes



BM&T partners with European Restructuring Solutions (ERS) to deliver seamless cross-border mandates requiring multi-jurisdictional expertise, increasing BM&T's reach and effectiveness across the UK and the wider European restructuring landscape.

















Where formal insolvency or court-supervised processes are required, BM&T works alongside insolvency practitioners and other professional advisers, combining operational leadership with the legal and statutory expertise needed to support the right outcome.



Sectors we serve

BM&T is deployed across sectors where operational complexity, stakeholder pressure and strategic change require experienced, operator-led leadership.

-  Aerospace components
-  Automotive industry
-  Business services
-  Chemicals and plastics
-  Education and research
-  Healthcare and life sciences
-  Hospitality and leisure
-  IT and professional services
-  Laboratory equipment
-  Manufacturing and supply chain
-  Printing supplies and equipment
-  Property and real estate
-  Public sector
-  Sport and performance



Purpose-led. Beyond profit.

At BM&T, we strive to lead by example, applying the same principles to our own firm that we encourage in others: to operate ethically, transparently, and with respect.

We work in high-stakes situations where financial outcomes matter deeply — but so do people, trust, stewardship and the long-term consequences of leadership decisions. BM&T supports outcomes that are commercially sound, ethically grounded and more sustainable over time.

That means acting with integrity, fairness and accountability; respecting the interests of stakeholders across the wider ecosystem; and helping businesses navigate recovery, restructuring and transition in ways that protect value while recognising their wider social and environmental responsibilities.

- **People and dignity** — leading with respect, fairness and care in situations that often carry significant human consequence
- **Responsible leadership** — acting transparently, ethically and with accountability to boards, lenders, investors, advisers and other stakeholders
- **Long-term value** — supporting recoveries and transitions that are commercially robust, operationally credible and better aligned with long-term sustainability
- **Environmental commitment** — 1% of annual revenue committed through 1% for the Planet

BM&T generates less than 1% of annual revenue from direct involvement in excluded sectors such as fossil fuels, gambling, pornography, prisons, tobacco and weapons.



BM&T



“We lead with integrity, fairness and responsibility — because how we do business matters as much as what we achieve.”

Anton de Leeuw

Anton de Leeuw
Chief Executive Officer

Selected client mandates





LA SEDA DE BARCELONA

La Seda de Barcelona

Pan-European debt restructuring and a landmark English scheme of arrangement.

-  **Sector:**
Chemical and Plastic Injection Moulding
-  **Geography:**
Europe
-  **Route:**
Scheme of Arrangement
-  **Role:**
CRO | Turnaround Management





Outcome:
La Seda emerged restructured, refinanced, and relisted - a European precedent for cross-border restructuring execution.



BM&T supporting
K2 Business Partners

DSTBTD

Collaborative delivery of a landmark small business restructuring plan (RP).

-  **Sector:**
HR Tech / Talent Tech
-  **Geography:**
UK
-  **Route:**
Restructuring Plan (Part 26A)
-  **Role:**
Turnaround Manager

Outcome:
The restructuring plan was sanctioned by the Court, delivering a landmark solution for a small business and demonstrating the availability of the UK restructuring plan beyond larger corporates.




ENEV (FEMCO)

Post-acquisition advisory driving global commercial alignment and route-to-market renegotiation.





-  **Sector:**
Manufacturing
-  **Geography:**
USA | UK | Europe | Asia | Australia
-  **Route:**
Transformation
-  **Role:**
Negotiator | Non-Executive

Outcome:
Distributor and supplier arrangements were aligned globally, with agreements renegotiated and routes to market strengthened to support post-acquisition performance.



Kier

Pre-deal diagnostics and risk-led acquisition halt.

-  **Sector:**
Construction / Infrastructure
-  **Geography:**
UK
-  **Route:**
Advisory
-  **Role:**
Advisor | Deal Lead

Outcome:
Significant risks were identified. The acquisition was halted. Shareholder value protected. Reputational risk avoided.



Clark Material Handling

CRO-led stabilisation and turnaround of European operations.



-  **Sector:**
Industrial Manufacturing / Materials Handling Equipment
-  **Geography:**
Europe | USA | Korea
-  **Route:**
Turnaround (consensual)
-  **Role:**
CRO

Outcome:
Within a quarter, EBITDA turned positive. German operating costs were significantly reduced, and European continuity was preserved, enabling a successful US sales process to a Korean entity.



BioTek

Crisis leadership and cross-border recovery following vendor insolvency.

-  **Sector:**
Life Sciences
-  **Geography:**
Europe
-  **Route:**
Turnaround (consensual)
-  **Role:**
Crisis | Turnaround Manager

Outcome:
BM&T restored operational stability and returned the company to profitability while managing complex cross-border legal issues alongside advisors, navigating both parent and seller insolvency dynamics.

Our Role:  Advisor  Deal Lead  Turnaround Manager  Negotiator  Non-Executive  CRO  Crisis Manager  Exit Lead  Interim CEO

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Let's start a conversation

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