



Outcome-Led Client Mandates



BM&T pursues a consensual turnaround whenever possible, because that route best protects going-concern value.

Preventive restructuring in the UK and Europe is moving decisively toward earlier intervention, enterprise preservation and court-supported rescue tools. While a company remains solvent, directors owe fiduciary duties primarily to shareholders, balanced by a duty of care to other stakeholders. As the business moves into the zone of insolvency, creditor interests take precedence and statutory duties apply.

When volatile trading conditions, covenant pressure or litigation make consensus impossible and liquidity recedes, we recognise that insolvency is not turnaround; strict legal processes must be followed. Working seamlessly with leading insolvency practitioners, we have delivered court-sanctioned restructuring plans, schemes of arrangement, pre-pack administrations and CVAs—each selected because it preserved value, protected stakeholders and achieved an orderly outcome superior to liquidation.

This document sets out a curated selection of representative mandates.

Each summary highlights three factors you may wish to weigh when engaging us: scope (sector and geography), execution route (consensual or in-court) and the outcome achieved. The summaries are intentionally concise.

Further details are available at www.bmandt.com →

Delivery and collaboration. The mandates summarised here have been delivered through BM&T (including its holding company, Salus) and, where appropriate, in collaboration with directors and shareholders, lenders, legal advisers, and fellow turnaround and restructuring practitioners.

Group structure. Salus is the group holding company and legacy operating entity through which advisory and operating work was historically delivered, prior to BM&T European Restructuring Solutions becoming the primary delivery brand from July 2024. Salus remains the holding structure today.

UK | Europe | Cross-border expertise

The BM&T logo is displayed in a white square in the top right corner of the page. The background of the entire page is a blurred image of a modern office building at night, with lights glowing from the windows and a landscaped area with trees in the foreground.

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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

Honest John

Pre-insolvency advisory. The majority shareholders pre-packed the business as part of a strategic sale to a larger competitor.

- Sector:** Communications / PR
- Geography:** Global (online)
- Route:** Pre-Pack Administration
- Role:** Advisor

Outcome:
Honest John was structured and sold through an insolvency framework to a larger competitor, preserving value through an orderly transaction.

WeedingTech

Multi-round capital support from HNW to institutional funding.

- Sector:** Environmental / Cleantech
- Geography:** UK | France
- Route:** Fundraise | Market Development
- Role:** Interim CEO

Outcome:
The business recently closed its second institutional funding round, continuing its successful growth trajectory with strong stakeholder alignment and investor belief.

Nene Overland (Independent Land Rover Specialist)

Operational restructuring and pre-pack administration preserving a viable automotive business.

- Sector:** Automotive
- Geography:** UK
- Route:** Pre-Pack Administration
- Role:** CRO

Outcome:
The business was restructured through a pre-pack administration and continues to trade profitably as a viable ongoing operation.

Tally Genicom

Cross-border operational turnaround delivering \$14m EBITDA uplift.

- Sector:** Manufacturing
- Geography:** UK | Germany | France | Italy | Austria
- Route:** Turnaround (consensual)
- Role:** CRO

Outcome:
Implemented operational levers and stabilisation actions that delivered a \$14m EBITDA uplift and restored performance across jurisdictions.

WL West & Sons (5th Generation Timber Business)

Stabilisation, moratorium culminating in a CVA to preserve a viable business.

- Sector:** Sawmill / Timber / Manufacturing
- Geography:** UK
- Route:** CIGA (2020) Moratorium | CVA
- Role:** Advisor

Outcome [In Progress]:
The business was stabilised, implemented a CVA that seeks to repay secured creditors in full and unsecured creditors >50p/£, preserving viable operations, and providing a platform for continued trading.

Arbil 4x4 (Automotive 4x4 Accessory Specialist)

Strategic advisory supporting growth following a major Australian distribution win.

- Sector:** Automotive
- Geography:** UK
- Route:** Transformation
- Role:** Non-Executive

Outcome:
A new commercial strategy was developed following the successful award of a global manufacturing distribution agreement for the UK, positioning the business for growth.

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



TSL Group

From fragmentation and cash crisis to commercial clarity and growth readiness.



Sector:
Data Centre / Industrial & Logistics Construction



Geography:
UK | USA



Route:
Turnaround (consensual)



Role:
Turnaround Manager

Outcome:

Avoided insolvency, improved EBITDA, and reset the operating model and commercial strategy to a financeable, scalable footing. Advised and supported U.S. acquisition.



Woodard Corporation

Unlocking asset-backed liquidity to stabilise a heritage education group.



Sector:
Education



Geography:
UK



Route:
Advisory (consensual)



Role:
Advisor

Outcome:

Delivered an asset-led plan across three estates, prioritising liquidity and investability while preserving the long-term strategic roadmap.



Severn Trent Water

Strategic restructuring of international investment portfolio assessment and diagnosis.



Sector:
Utilities



Geography:
Italy



Route:
Advisory (consensual)



Role:
Advisor

Outcome:

Delivered an independent diagnostic and options assessment of the international investment portfolio, providing a decision-ready path for risk, value, and stakeholder management.



Cambridge Lee

Cross-border exit and cash repatriation across three countries.



Sector:
Manufacturing



Geography:
UK | France | Netherlands



Route:
Managed Exit



Role:
Exit Lead

Outcome:

Executed a cross-border exit and cash repatriation across three jurisdictions, delivering an orderly close-out and value realisation through an MBO of the French operation.



Interfas

Rebuilding strategy and capital to enable growth and repatriation.



Sector:
Technology / Printing



Geography:
France



Route:
Turnaround (consensual)



Role:
Turnaround Manager

Outcome:

BM&T supported the growth and MBO. It prepared the information memorandum for its successful sale.



Modular Inkjet Technology

Transforming trajectory through strategic redirection and operational reset.



Sector:
Business Services / Other



Geography:
Sweden



Route:
Turnaround (consensual)




Role:
CRO | Deal Lead

Outcome:

Once stable, BM&T worked with the U.S. parent to prepare and execute a successful divestiture of the subsidiary to a UK strategic acquirer, restoring value and protecting jobs, IP, and future potential.





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



BM&T / K2 Business Partners

Verditek plc

Board-level options review and advisory to support a value-protective decision under constraint.

-  **Sector:**
Manufacturing / Renewable Energy
-  **Geography:**
UK | Europe | Asia
-  **Route:**
Advisory (consensual)
-  **Role:**
Advisor


Outcome:
Delivered a structured options assessment (risk, value, feasibility) enabling the Board to select a preferred path and proceed with an evidence-led decision under time and stakeholder constraints.

The London Tavern

Preserving a business amidst legal, financial and structural chaos.

-  **Sector:**
Hospitality
-  **Geography:**
UK
-  **Route:**
Turnaround (consensual)
-  **Role:**
Crisis | Turnaround Manager


Outcome:
Stabilised trading, unlocked a stalled real-estate transaction, and avoided a value-destructive insolvency filing through multi-party stakeholder negotiation.



BM&T / K2 Business Partners

Prunus Estate Management (21-unit residential estate)

Managed exit and stakeholder-led completion, handover, and dissolution of estate SPVs.

-  **Sector:**
Real Estate / Estate Management
-  **Geography:**
UK
-  **Route:**
Managed Exit
-  **Role:**
Exit Lead

Outcome:
Completed build and snagging across 21 properties, delivered sale and handover to management companies, and dissolved estate entities through coordinated stakeholder management.



Golf Course and Leisure Business

Strategic advisory, preparing a leisure asset for private sale and repositioning.





-  **Sector:**
Leisure / Hospitality / Real Estate
-  **Geography:**
UK
-  **Route:**
M&A
-  **Role:**
Advisor

Outcome:
The business was prepared for private sale to a local competitor, while the golf course and lodge offering was developed and repositioned to enhance its appeal within the UK staycation and holiday market.

CAMPBELL HOOPER & CO
Limited Liability Partnership

Campbell Hooper

Stabilising and returning the firm to profitability.

-  **Sector:**
Business Services
-  **Geography:**
UK
-  **Route:**
Turnaround (consensual)
-  **Role:**
Turnaround Manager

Outcome:
Losses stabilised, and the firm returned to profitability for the first time in two years. Costs were reduced by 19%, and the business achieved a successful strategic exit through acquisition by a larger firm.



BM&T / K2 Business Partners

LWS Interior Kitchens

Pre-CVA advisory protecting value in a distressed house-building supply chain business

-  **Sector:**
Housebuilding / Construction / Kitchens
-  **Geography:**
UK
-  **Route:**
CVA
-  **Role:**
Turnaround Manager

Outcome:
The business entered a CVA, with the viable operations ultimately supported and traded by the majority creditor, preserving continuity and recoverable value.

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

LSP Leadership (Learning & Development Specialist)

Transformational and Group Value Advisory of a learning and development business.

- Sector:**
HR / Learning & Development
- Geography:**
USA | S. America | UK | Europe | Asia
- Route:**
Transformation
- Role:**
Advisor

Outcome:
Advised on strategic direction and optionality. Strengthened governance (CE/CA), decision rights and operating rhythm to improve predictability, cash conversion and delivery, creating the conditions for sustainable growth.

BM&T / K2 Business Partners

AC Landscapes

Consensual turnaround management, stabilisation, and preparation for pre-pack sale.

- Sector:**
Arboriculture / Infrastructure Services
- Geography:**
UK
- Route:**
Pre-Pack Administration
- Role:**
Turnaround Manager

Outcome:
The viable business was stabilised, prepared for transaction, and ultimately sold via a pre-pack to a competitor.

Accuride

Cross-border advisory on European acquisition, integration and optimisation.

- Sector:**
Automotive / Mobility
- Geography:**
Italy | Germany | Russia | Turkey | China
- Route:**
Advisory (retained)
- Role:**
Advisor

Outcome:
Delivered a post-acquisition integration and optimisation plan grounded in operational diligence, improving visibility on performance levers and execution priorities.

Fabco

Managing post-sale performance and wind-down in Austria.

- Sector:**
Automotive
- Geography:**
Austria
- Route:**
Managed Wind-down | Liquidation
- Role:**
Exit Lead

Outcome:
Delivered an orderly Austrian wind-down and liquidation post-sale, managing cash, tax close, and statutory steps to completion.

Amanda Online

Cross-border shareholder, lender, and funder dispute resolved through negotiated settlement

- Sector:**
Online Accountancy / Technology
- Geography:**
USA | Europe | UK
- Route:**
Advisory (consensual)
- Role:**
Negotiator

Outcome:
A complex multi-party dispute involving shareholders, lenders, and private equity stakeholders across the USA, Switzerland, and the UK was successfully resolved through negotiation and settlement.

RPC/Promens

FTSE 250 rigid plastic container manufacturer following the acquisition of Promens, a pan-European packaging group with 40+ global locations.

- Sector:**
Manufacturing
- Geography:**
Europe
- Route:**
Advisory (consensual)
- Role:**
Advisor

Outcome:
Supported post-acquisition integration across a multi-jurisdictional footprint and 90 operating units, aligning operating plans and financial discipline to stabilise performance and execution of the closure of two French units.

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

Operator-led turnaround and restructuring across the UK and Europe

Let's start a conversation

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