





## *INTRODUCTION*

What is the problem?

Maturity

Performance Covenant

Monetary (Payment)

Non-Monetary(Obligation)

Financial Covenants

What are the possible solutions?

Is the borrower, guarantor or capital sponsor the proper person to effect such solutions?

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## HISTORY OF WORKOUTS

- It is helpful to understand the history of workouts so as to properly identify the issues and risks for the current workout experience.
  - Workouts in the 80's and early 90's
  - The Roaring 90's
  - 911 Realignment 2001-2004
  - Post 911 Resurgence
  - 2008-2010 Recession
  - 2010-Recovery and Expansion
  - 2020-COVID
  - 2023-2024-Inflation and Rising Interest Rates

## WORKOUTS IN THE 80'S AND EARLY 90'S

- The workouts in the 80's and 90's were an unpredictable acrimonious environment.
- This was the result of many factors.
- The loans were generally full recourse for the borrower and the individual principal of the borrower.

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## *THE ROARING 90'S*

- For the greater part of 90's and the beginning of the 21st century, the capital and lending departments evolved dramatically.
- The interest rates dramatically lowered and the economy grew to an extent that the real estate industry enjoyed rising values due to actual economic parameters and not artificial tax structures.
- The CMBS market was created and produced the most efficient capital delivery system in the history of commercial real estate industry.





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Also available as part of the eCourse 2024 William W. Gibson, Jr. Mortgage Lending and Servicing eConference

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