



CreditRiskMonitor’s warning of Debenhams plc’s (“Debenhams”) bankruptcy risk was determined by a combination of factors:

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1. Bankruptcy throughout this case study refers to a proceeding in in the United Kingdom called “Administration,” which has several similarities to the U.S. Bankruptcy code.

## MONTHLY AVERAGE FRISK® SCORE

CreditRiskMonitor's FRISK® score had been warning of financial stress at Debenhams plc for more than a year.

The company ultimately filed for bankruptcy on April 9, 2019.

Business Name	2018	2018	2018	2018	2018	2018	2018	2018	2018	2019	2019	2019	2019
	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
Debenhams Plc	2	2	2	2	2	2	1	1	1	1	1	1	1

**BANKRUPT!**

The FRISK® score is 96% accurate<sup>2</sup> in predicting the risk of corporate failure/bankruptcy over a 12-month horizon. All FRISK® scores are recalculated every night for each subsequent 12-month period.

Probability of bankruptcy within 12 months			
	FRISK®	From	To
Best	10	0.00%	0.12%
	9	0.12%	0.27%
	8	0.27%	0.34%
	7	0.34%	0.55%
	6	0.55%	0.87%
Worst	5	0.87%	1.40%
	4	1.40%	2.10%
	3	2.10%	4.00%
	2	4.00%	9.99%
	1	9.99%	50.00%

While the percentage risk of bankruptcy varies at each FRISK® score, 96% of public companies that eventually go bankrupt enter the FRISK® "red zone" prior to filing. A FRISK® score of 5 or less is an important warning sign.

2. FRISK® score accuracy of 96% is based on backtesting of U.S. public companies; results may vary by country.

## THE FRISK® SCORE COMPONENTS

At the core of the CreditRiskMonitor process is our 96% accurate FRISK® score, which indicates a company's level of financial stress on a scale of 1 to 10, based on the probability of bankruptcy over a 12-month horizon. When available, the FRISK® score incorporates a number of powerful risk indicators including:

A “Merton” type model using stock market capitalization and volatility

Financial ratios, including those used in the Altman Z”-Score Model

Bond agency ratings from Moody's, Fitch, DBRS, & Morningstar

## Crowdsourced CreditRiskMonitor Usage Data

**Crowdsourcing** has enhanced<sup>3</sup> the accuracy and timeliness of the FRISK® score . We collect and analyze data patterns from thousands of CreditRiskMonitor subscribers, including professionals from more than 35% of the Fortune 1000 and other large corporations worldwide.

**The crowdsourcing advantage is even more powerful in our FRISK® score since many of the professionals who use our service are credit managers:**

- Credit managers control one of the largest sources of working capital going into a company
- They are not held to the same “Fair Disclosure” restrictions that prevent non-disclosed information sharing on public companies
- Credit managers use a variety of non-public information sources such as their own company’s management and sales representatives to be alerted to concerns in a public company’s performance
- It is commonly known credit managers confidentially share information with other credit managers, thus collectively, their behavior helps to provide advanced insight to financial problems in public companies

[Read more in Credit Research Foundation’s quarterly journal article, “Assessing Public Company Financial Risk by Crowdsourcing the Research of Credit Professionals”](#)

3. The enhancement only impacts the scores of U.S. businesses that are of interest to a significant fraction of our subscribers.

# COMPANY REPORT DETAIL

## Debenhams Plc

Regent's Place, 10 Brock Street  
London, NW1 3FG United Kingdom

Phone: +44 2074084444

### Filed for Bankruptcy on 4/9/2019

On 4/9/2019, Debenhams Plc entered Administration. Chad Griffin, Simon Kirkhope and Andrew Johnson of FTI Consulting LLP were appointed as Joint Administrators. The appointment was made by the Company's qualifying floating charge holder under the provisions of Paragraph 14(1) of Schedule B1 to the Insolvency Act 1986. The Company's operating companies, including Debenhams Retail Ltd and Magasin Du Nord, are not in Administration and continue to trade as normal. Immediately following their appointment, the Joint Administrators sold the Company's shares in the Group, to Celine Newco Limited, an entity owned by certain of the Company's secured lenders. This company is no longer actively traded on any major stock exchange.

### Latest Financial Statements as of 9/1/2018

#### Business Summary

Debenhams plc is a United Kingdom-based company, which is engaged in multi-channel business. The Company's brand trades through approximately 240 stores in 27 countries. The Company's segments are UK and International. The UK segment consists of stores in the United Kingdom and online sales to the United Kingdom addresses. The International segment consists of international franchise stores, the Company-owned stores in Denmark and the Republic of Ireland, and online sales to addresses outside the United Kingdom. The Company's stores trade under the name of Debenhams other than the Danish stores, which operate under the Magasin du Nord banner. Its stores offer customers a range of services, including restaurants and cafes, personal shopping assistance, hairdressing and beauty treatments, nail bars and wedding or celebration gift services. Its Debenhams Direct (www.debenhams.com) offers a range of products and services for online customers.

Employees: 7,895 (as of 9/1/2018)

Incorporated: 5/10/2005

#### Credit Score History

Why are these scores different?

#### Auditor Information

Score/ Index	2018												2019				
	A	M	J	J	A	S	O	N	D	J	F	M	A	J	F	M	A
FRISK® Score*	2	2	2	2	2	2	1	1	1	1	1	1	1	1	1	1	1
DBT Index	9	9	9	9	9	9	9	8	9	8	8	8	9	DBT			
Z"-Score	0.3						-2.55						Z"	Z"			

Last Audit: 9/1/2018

Auditors: PricewaterhouseCoopers LLP

Opinion: Unqualified

\*FRISK® Scores are month-end

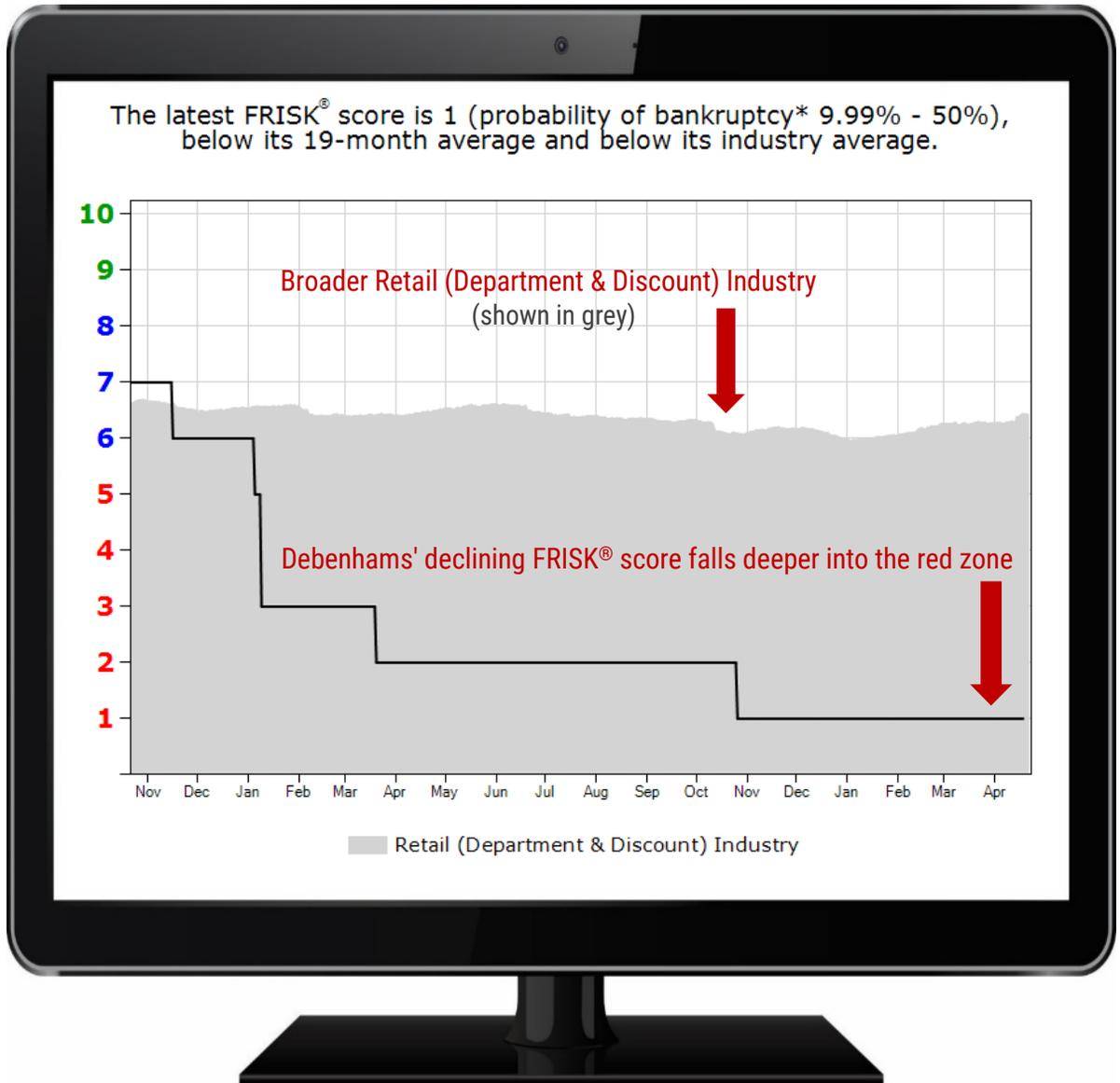
#### Agency Credit Ratings

Rating Agency	Long Term Rating	Outlook	Short Term Rating
Moody's	Ca	Negative	

The FRISK® score is a 96% accurate method by which to monitor public company bankruptcy risk.

Payment performance, captured by the Days Beyond Terms (DBT) index, which is very similar to D&B's PAYDEX® score, is not an effective indicator of financial stress for publicly traded companies since they often continue to pay on time right up until their bankruptcy filing. This is what's commonly called the "Cloaking Effect."

# FRISK® DEEP DIVE



The FRISK® score relative to the broader Retail (Department & Discount) industry raised an additional red flag signaling heightened risk relative to peers, as well...

**MAKING IMMEDIATE ATTENTION REQUIRED.**

# FRISK® STRESS INDEX

#	Business Name	Country	FRISK® score
1	<a href="#">Debenhams Plc</a>	United Kingdom	1
2	<a href="#">Grupo Famsa SAB de CV</a>	Mexico	1
3	<a href="#">J C Penney Company Inc</a>	United States	1
4	<a href="#">Neiman Marcus Group LTD LLC</a>	United States	1
5	<a href="#">Compagnie des Magasins Populaires Ltee</a>	Mauritius	2
6	<a href="#">iBuyNew Group Ltd</a>	Costa Rica	2
7	<a href="#">Izutsuya Co Ltd</a>	Japan	2
8	<a href="#">Parkson Retail Asia Pte Ltd</a>	Singapore	2
9	<a href="#">Saikaya Department Store Co Ltd</a>	Japan	2
10	<a href="#">Societe Nouvelle Maison de Ville Tunis</a>	Tunisia	2

## FRISK® Stress Index - SIC classification: Department stores

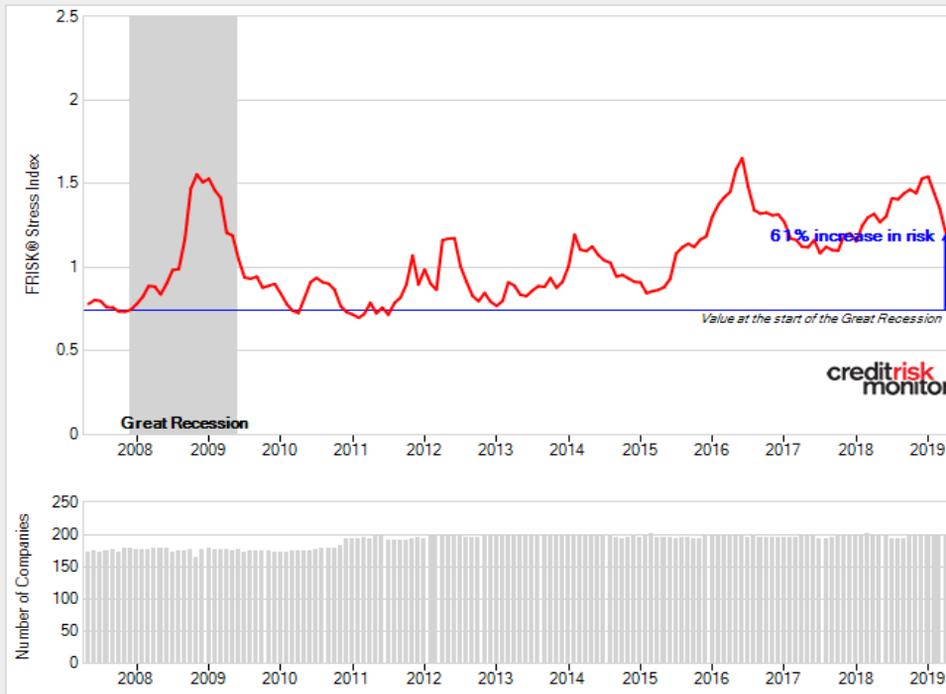
Primary industry codes only
  Primary and secondary industry codes

Businesses From: All Businesses CLEAR  
 In Industry: SIC 5311: Department stores  
 Country: All Countries

**UPDATE RESULTS**

Scale: Auto

Total Companies in all months 272



The FRISK® Stress Index shows the collective probability of failure in a group of companies (such as an industry, country or portfolio) over the next 12 months. It is designed to show trends in risk level across groups of companies and is shown on a zero to 50 scale, with 50 being the most risky.

**The average probability of failure for SIC code 5311 (Department stores) has increased 61% since 2007.** Debenhams was among the weakest names in the industry as evidenced by its FRISK® score of 1.

# PEER ANALYSIS ON ALTERNATE SUPPLIERS AND CUSTOMERS

Debenhams plc demonstrated bottom quartile ranking in key financial ratios (shown in red) vs. its industry peers.

The Peer Analysis expands to provide a ranking of a company's competitors, which can help provide options for alternate suppliers or new customers.

**Peer Analysis**

Year/Quarter: 2018.3  
 Peer / Peer Group: SIC 5311: Department stores  
 [REFRESH]  
 [SIC: 5311] [Calendar Year/Quarter: 2018.3]

Businesses in Peer Group: 739	Ranking Within Peer Group	Number Of Peers Ranked	Company Value	Peer Group Range		
				Low	Median	High
<b>Credit Ratings</b>						
ZScore	246	253	-2.55	-5.55	2.00	48.77
<b>Performance ratios:</b>						
Net Sales (Thousands of U.S. Dollars)	N/A	23	N/A	131,714	1,640,958	124,894,000
Gross Margin % Of Sales	250	251	-12.06	-75.20	28.48	99.29
Gross Margin % Of Sales -- TTM	255	259	0.65	-276.92	28.75	99.16
SG&A % Of Sales	214	252	40.0			
SG&A % Of Sales -- TTM	140	260	21.8			
Operating Margin % Of Sales	256	260	-52.7			
Operating Margin % Of Sales TTM	260	268	-21.7			
EBITDA Margin Of Sales	118	121	-46.0			
EBITDA Margin Of Sales -- TTM	134	138	-15.9			
Net Profit Margin % Of Sales	256	260	-49.2			
Net Profit Margin % Of Sales - TTM	257	268	-20.3			
Pre-tax Income % Of Sales	256	260	-52.7			
Effective Tax Rate	44	256	6.63	-134.35	25.61	8,536.54
Depreciation % Of Prop/Plant/Equipment	155	190	18.47	0.97	8.60	87.68
Capital Expense % Of Prop/Plant/Equipment	157	215	24.40	0.02	11.17	249.05
Interest Coverage	109	110	-62.08	-126.53	6.34	1,858.09
Interest Coverage -- TTM	127	127	-29.11	-29.11	7.84	4,653.07
<b>Liquidity ratios:</b>						
Cash Ratio	240	265	0.05	0.00	0.26	211.74
Quick Ratio	226	253	0.15	0.03	0.45	7.87
Current Ratio	215	265	0.65	0.11	1.15	333.38
<b>Efficiency ratios:</b>						
Accounts Receivable Turnover	126	256	23.0			
Days Sales Outstanding	138	260	15.8			
% of Inventory Financed by Vendors	N/A	237	N/A			
% of Inventory Financed by Vendors -- TTM	N/A	239	N/A			
Inventory Turnover	112	262	6.0			
Inventory Turnover TTM	117	262	6.2			
Days Sales in Inventory	112	246	60.7			
Inventory to Working Capital	182	260	-1.4			
Accounts Payable Turnover	N/A	244	N/A			
Accounts Payable Turnover -- TTM	N/A	248	N/A			
<b>Leverage &amp; debt coverage:</b>						
Total Debt to Equity Ratio	153	251	0.74	0.00	0.55	20.43
Debt to Tangible Equity Ratio	N/A	238	N/A	0.00	0.58	9.55
Total Debt to Assets Ratio	97	251	0.19	0.00	0.24	1.26
Short-Term Debt % of Total Debt	137	240	45.49	0.00	38.28	100.00
Short-Term Debt % of Working Capital	211	249	-59.38	-13,396.53	0.64	1,945.96
Liabilities to Net Worth Ratio	N/A	250	N/A	0.02	1.51	32.32
Total Liabilities to Equity Ratio	223	263	3.02	0.02	1.38	32.17
TTM EBITDA Over Total Debt	126	127	-1.00	-1.52	0.35	586.48
Net Debt Over TTM EBITDA	N/A	120	N/A	-9.43	1.68	76.30

Rank	Company Name
1	F&F Co., Ltd
2	Southern Airports Services JSC
3	The Eslite Spectrum Corp
4	Poya Co Ltd
5	Ben Thanh Trading & Service JSC

Rank	Company Name
1	Baida Group Co., Ltd.
2	Ben Thanh Trading & Service JSC
3	Bol'shoy Gostinyi Dvor OAO (P)
4	Dollar Tree, Inc.
5	El Puerto de Liverpool SAB de CV

Green - Ranked in Upper Quartile of Peer Group
White - Ranked in the Middle Two Quartiles of Peer Group
Red - Ranked in Lower Quartile of Peer Group
Orange - Confidential
Grey - Data is Not Available

TTM = trailing 12 months  
 N/A = Not Available

# QUARTERLY PERFORMANCE RATIOS

Pronounced declines in operating & net income in H2 2018 vs. H1 2018 due to non-cash impairment charges

## Performance Ratios - Sequential Quarters

(Thousands of British Pounds)

Period Ended	26 weeks 9/1/2018	26 weeks 3/3/2018	26 weeks 9/2/2017	26 weeks 3/4/2017	27 weeks 9/3/2016
<b>Net Sales £</b>	<b>£957,800</b>	<b>£1,319,200</b>	<b>£983,900</b>	<b>£1,351,100</b>	<b>£1,014,500</b>
% change	-27.40%	34.08%	-27.18%	33.18%	-23.56%
<b>Gross Margin £</b>	<b>(£115,500)</b>	<b>£130,600</b>	<b>£72,200</b>	<b>£192,600</b>	<b>£101,000</b>
% change	-188.44%	80.89%	-62.51%	90.69%	-47.51%
% of sales	-12.06%	9.90%	7.34%	14.26%	9.96%
change as % of incremental sales	n/m	17.42%	n/m	27.21%	n/m
<b>SG&amp;A £</b>	<b>£383,600</b>	<b>£112,800</b>	<b>£94,800</b>	<b>£98,700</b>	<b>£82,000</b>
% change	240.07%	18.99%	-3.95%	20.37%	-11.64%
% of sales	40.05%	8.55%	9.64%	7.31%	8.08%
change as % of incremental sales	n/m	5.37%	n/m	4.96%	n/m
<b>Operating margin £</b>	<b>(£499,100)</b>	<b>£17,800</b>	<b>(£22,600)</b>	<b>£93,900</b>	<b>£19,000</b>
% change	-2,903.93%	178.76%	-124.07%	394.21%	-80.92%
% of sales	-52.11%	1.35%	-2.30%	6.95%	1.87%
change as % of incremental sales	n/m	12.05%	n/m	22.25%	n/m
<b>EBITDA £</b>	<b>(£440,800)</b>	<b>£76,900</b>	<b>£31,900</b>	<b>£148,900</b>	<b>£75,100</b>
% change	-673.21%	141.07%	-78.58%	98.27%	-50.98%
% of sales	-46.02%	5.83%	3.24%	11.02%	7.40%
change as % of incremental sales	n/m	13.42%	n/m	21.93%	n/m
<b>EBIT £</b>	<b>(£498,100)</b>	<b>£18,800</b>	<b>(£22,600)</b>	<b>£93,900</b>	<b>£19,800</b>
% change	-2,749.47%	183.19%	-124.07%	374.24%	-80.18%
% of sales	-52.00%	1.43%	-2.30%	6.95%	1.95%
change as % of incremental sales	n/m	12.35%	n/m	22.01%	n/m
<b>Pre-tax income £</b>	<b>(£505,000)</b>	<b>£13,500</b>	<b>(£28,800)</b>	<b>£87,800</b>	<b>£12,000</b>
% change	-3,840.74%	146.88%	-132.80%	631.67%	-87.21%
% of sales	-52.73%	1.02%	-2.93%	6.50%	1.18%
change as % of incremental sales	n/m	12.62%	n/m	22.52%	n/m
<b>Net income (loss) £</b>	<b>(£471,500)</b>	<b>£11,300</b>	<b>(£22,800)</b>	<b>£71,600</b>	<b>£9,500</b>
% change	-4,272.57%	149.56%	-131.84%	653.68%	-87.57%
% of sales	-49.23%	0.86%	-2.32%	5.30%	0.94%
change as % of incremental sales	n/m	10.17%	n/m	18.45%	n/m
<b>Tax expense £</b>	<b>(£33,500)</b>	<b>£2,200</b>	<b>(£6,000)</b>	<b>£16,200</b>	<b>£2,500</b>
Effective tax rate	6.63%	16.30%	20.83%	18.45%	20.83%
<b>Depreciation expense £</b>	<b>£57,300</b>	<b>£58,100</b>	<b>£54,500</b>	<b>£55,000</b>	<b>£55,300</b>
% of sales	5.98%	4.40%	5.54%	4.08%	5.48%
% of capital expenses	75.69%	96.35%	70.50%	71.10%	71.10%
% of PP&E, net (annualized)	18.47%	17.98%	16.75%	16.75%	16.75%
<b>Capital expenditures £</b>	<b>£75,700</b>	<b>£60,300</b>	<b>£77,300</b>		
% change	25.54%	-21.99%	62.74%		
% of PP&E, net (annualized)	24.40%	18.66%	23.76%		
% of working capital (annualized)	-57.86%	-51.25%	-81.80%		
<b>Interest coverage ratio</b>	<b>(62.08)</b>	<b>14.24</b>	<b>5.15</b>		
% change	-535.97%	176.78%	-78.92%		
<b>Free cash flow £</b>	<b>(£73,500)</b>	<b>£65,300</b>	<b>(£45,100)</b>		
% change	-212.56%	244.79%	-148.34%		
Source:	ARS 12/5/2018	Interim Report 4/19/2018	ARS 12/8/2017	Interim Report 4/20/2017	ARS 12/3/2016

Interest coverage ratio & free cash flow turned drastically negative in H2 2018

# QUARTERLY LEVERAGE RATIOS

Negative tangible net worth suggested that the company had exhausted all of its loanable collateral

## Leverage Ratios - Sequential Quarters

(Thousands of British Pounds)

Period Ended	9/1/2018	3/3/2018	9/2/2017	3/4/2017	9/3/2016
<b>Total debt £</b>	<b>£364,000</b>	<b>£287,300</b>	<b>£315,900</b>	<b>£256,900</b>	<b>£335,300</b>
% change	26.70%	-9.05%	22.97%	-23.38%	28.96%
<b>Stockholders' equity £</b>	<b>£489,400</b>	<b>£890,400</b>	<b>£917,600</b>	<b>£957,100</b>	<b>£883,900</b>
% change	-45.04%	-2.96%	-4.13%	8.28%	-6.04%
<b>Total debt to equity ratio</b>	<b>0.74</b>	<b>0.32</b>	<b>0.34</b>	<b>0.27</b>	<b>0.38</b>
% change	130.49%	-6.27%	28.28%	-29.24%	37.23%
<b>Tangible net worth £</b>	<b>(£130,000)</b>	<b>(£104,900)</b>	<b>(£74,300)</b>	<b>(£21,200)</b>	<b>(£78,200)</b>
% change	-23.93%	-41.18%	-250.47%	72.89%	-39,200.00%
<b>Total assets £</b>	<b>£1,967,900</b>	<b>£2,212,200</b>	<b>£2,265,800</b>	<b>£2,194,100</b>	<b>£2,191,000</b>
% change	-11.04%	-2.37%	3.27%		
<b>Total debt to assets ratio</b>	<b>0.19</b>	<b>0.13</b>	<b>0.14</b>		
% change	42.42%	-6.81%	19.04%		
<b>Tangible assets £</b>	<b>£1,348,500</b>	<b>£1,216,900</b>	<b>£1,273,900</b>		
% change	10.81%	-4.47%	4.78%		
<b>Short-term debt £</b>	<b>£165,600</b>	<b>£88,300</b>	<b>£116,400</b>		
% change	87.54%	-24.14%	103.50%		
<b>Short-term debt % of total debt</b>	<b>45.49%</b>	<b>30.73%</b>	<b>36.85%</b>		
% change	48.02%	-16.59%	65.49%		
<b>Short-term debt % of working capital</b>	<b>-59.38%</b>	<b>-36.13%</b>	<b>-51.46%</b>	<b>-37.68%</b>	<b>-73.14%</b>
% change	-64.34%	29.79%	-36.56%	48.48%	-78.55%
<b>Total liabilities £</b>	<b>£1,478,500</b>	<b>£1,321,800</b>	<b>£1,348,200</b>	<b>£1,237,000</b>	<b>£1,307,100</b>
% change	11.86%	-1.96%	8.99%	-5.36%	5.76%
<b>Total liabilities to equity ratio</b>	<b>3.02</b>	<b>1.48</b>	<b>1.47</b>	<b>1.29</b>	<b>1.48</b>
% change	103.50%	1.03%	13.69%	-12.60%	12.56%
<b>Total debt to EBITDA</b>	<b>n/a</b>	<b>1.87</b>	<b>4.95</b>	<b>0.86</b>	<b>2.23</b>
% change	n/a	-62.27%	473.94%	-61.36%	163.07%
Source:	ARS	Interim Report	ARS	Interim Report	ARS
	12/5/2018	4/19/2018	12/5/2018	4/20/2017	11/21/2016

Short-term debt as a percentage of working capital was negative in the last 5 semi-annual periods

Total liabilities to equity ratio signaled heightened risk in the last 5 semi-annual periods

# QUARTERLY LIQUIDITY RATIOS AND RATES OF RETURN

Negative working capital in each of the last 5 semi-annual periods

Meager cash, quick, & current quick ratios

## Liquidity Ratios - Sequential Quarters

(Thousands of British Pounds)

Period Ended	9/1/2018	3/3/2018	9/2/2017	3/4/2017	9/3/2016
<b>Current assets £</b>	<b>£528,100</b>	<b>£444,400</b>	<b>£501,800</b>	<b>£477,200</b>	<b>£502,800</b>
% change	18.83%	-11.44%	5.16%	-5.09%	6.05%
% of short-term debt	318.90%	503.28%	431.10%	834.27%	370.80%
<b>Current liabilities £</b>	<b>£807,000</b>	<b>£688,800</b>	<b>£728,000</b>	<b>£629,000</b>	<b>£688,200</b>
% change	17.16%	-5.38%	15.74%	-8.60%	9.60%
<b>Working capital £</b>	<b>(£278,900)</b>	<b>(£244,400)</b>	<b>(£226,200)</b>	<b>(£151,800)</b>	<b>(£185,400)</b>
% change	-14.12%	-8.05%	-49.01%	18.12%	-20.55%
% of sales (annualized)	-14.56%	-9.26%	-11.50%	-5.62%	-9.14%
<b>Cash £</b>	<b>£42,700</b>	<b>£39,100</b>	<b>£40,000</b>	<b>£40,000</b>	<b>£56,300</b>
% change	9.21%	-2.25%	0.00%	-28.95%	57.26%
% of short-term debt	25.79%	44.28%	34.36%	69.93%	41.52%
<b>Cash ratio</b>	<b>0.05</b>	<b>0.06</b>	<b>0.05</b>	<b>0.06</b>	<b>0.08</b>
% change	-6.87%	3.46%	-13.68%	-22.25%	43.51%
<b>Quick assets £</b>	<b>£124,000</b>	<b>£123,800</b>	<b>£122,900</b>	<b>£118,400</b>	<b>£137,400</b>
% change	0.16%	0.73%	3.80%	-13.83%	23.34%
% of short-term debt	74.88%	140.20%	105.58%	206.99%	101.33%
<b>Quick ratio</b>	<b>0.15</b>	<b>0.18</b>	<b>0.17</b>	<b>0.19</b>	<b>0.20</b>
% change	-14.47%	6.46%	-10.31%	-5.76%	12.57%
<b>Current ratio</b>	<b>0.65</b>	<b>0.65</b>	<b>0.69</b>	<b>0.76</b>	<b>0.73</b>
% change	1.43%	-6.40%	-9.15%	3.85%	-3.24%
Source:	ARS 12/5/2018	Interim Report 4/19/2018	ARS 12/5/2018	Interim Report 4/20/2017	ARS 11/21/2016

Returns turned drastically negative in H2 2018

## Rate of Return - Sequential Quarters

(Thousands of British Pounds)

Period Ended	26 weeks 9/1/2018	26 weeks 3/3/2018	26 weeks 9/2/2017	26 weeks 3/4/2017	27 weeks 9/3/2016
<b>Return on equity</b>	<b>-52.95%</b>	<b>1.23%</b>	<b>-2.38%</b>	<b>8.10%</b>	<b>1.01%</b>
% change	-4,399.94%	151.70%	-129.41%	702.11%	-88.72%
<b>Return on net tangible equity</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>4,750.00%</b>
<b>Return on total assets</b>	<b>-22.56%</b>	<b>0.50%</b>	<b>-1.02%</b>	<b>3.27%</b>	<b>0.44%</b>
% change	-4,569.84%	149.36%	-131.31%	650.71%	-87.70%
<b>Return on tangible assets</b>	<b>-36.76%</b>	<b>0.91%</b>	<b>-1.83%</b>	<b>5.86%</b>	<b>0.77%</b>
% change	-4,151.41%	149.54%	-131.27%	659.94%	-87.66%
Source:	ARS 12/5/2018	Interim Report 4/19/2018	ARS 12/8/2017	Interim Report 4/20/2017	ARS 11/21/2016

## NEWS ALERTS: A TIMELINE OF CONCERNING NEWS ITEMS

<b>Debenhams' CFO informed the Company's board of his intention to resign.</b>		
4/19/2018	Reuters	Debenhams Says CFO Matt Smith To Quit Firm
<b>Net income for the 6 month period ending 3/3/18 decreased 84% to £11.3 million compared with net income of £71.6 million for the same period last year.</b>		
4/20/2018	CRMZ News Service	Debenhams Plc -- updated financials available
<b>Moody's downgraded Debenhams ratings to B2; reflecting its weaker-than-expected profitability and resultant deterioration in credit metrics to levels inconsistent with the B1 rating.</b>		
8/1/2018	CRMZ News Service	Debenhams Plc -- updated Moody's rating available
<b>Debenhams plc expected to cut between 80 to 90 jobs in its fashion-and-home business unit as part of its continuing restructuring. Earlier in the year Debenhams cut 320 store-management jobs to reduce costs.</b>		
8/16/2018	CRMZ News Service	Debenhams To Cut Up To 90 Jobs As Part Of Restructuring
<b>Debenhams said it was mulling 'long term options' that could include asset sales; oftentimes a red flag action, amid reports it was bringing in advisers to assess restructure plans.</b>		
9/10/2018	Stock Market Wire	Debenhams mulls asset sales; sees 'more positive trends'
<b>Faced with tough decisions on stores vulnerable to weaker financial performance, Debenhams said it would cut dividends; close up to 50 stores over 3-to-5 years, compared with the 10 previously identified.</b>		
10/25/2018	Stock Market Wire	Debenhams scraps dividend, plans store closures after £500m loss
<b>Net loss for the 6 month period ending 9/1/18 increased 1,968% to £471.5 million versus net loss of £22.8 million for the same period last year. Net income for the year-to-date period decreased 1,043% to negative £460.2 million versus net income of £48.8 million for the equivalent period last year.</b>		
10/26/2018	CRMZ News Service	Debenhams Plc -- updated financials available
<b>Moody's downgraded Debenhams ratings to Caa1; reflecting the challenges it faced to improve its credit quality during 2019 in order to achieve a timely and cost effective refinancing of its current debt facilities.</b>		
11/2/2018	CRMZ News Service	Debenhams Plc -- updated Moody's rating available
<b>The Company's sales fell by 3% during a typically seasonally strong period for department store retailers.</b>		
1/10/2019	Stock Market Wire	Debenhams' sales fall over Christmas period as high street gloom continues
<b>Moody's changed Debenhams' outlook to negative from stable citing there was a risk that refinancing negotiations may not result in a timely and cost effective solution thereby culminating in losses for creditors.</b>		
1/16/2019	CRMZ News Service	Debenhams Plc -- updated Moody's rating available
<b>Debenhams had issued a string of profit warnings and lost 90 percent of its market value in the past year. They also rebuffed an attempt by its largest shareholder, Sports Direct, to take control of the business.</b>		
3/25/2019	CRMZ News Service	Debenhams Shareholders May Face Wipeout In Restructuring
<b>Moody's downgraded Debenhams ratings to Ca; negative outlook stating that a balance sheet restructuring involving losses for financial creditors looks inevitable.</b>		
4/4/2019	CRMZ News Service	Debenhams Plc -- updated Moody's rating available
<b>Debenhams entered Administration.</b>		
4/9/2019	CRMZ News Service	Debenhams Falls Into Administration, Lenders Take Control

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