creditrisk monitor[®]

PIER 1 IMPORTS, INC. BANKRUPTCY CASE STUDY FILED ON 02/17/2020



CreditRiskMonitor's warning of Pier 1 Import's ("Pier 1") bankruptcy risk was determined by a combination of factors:

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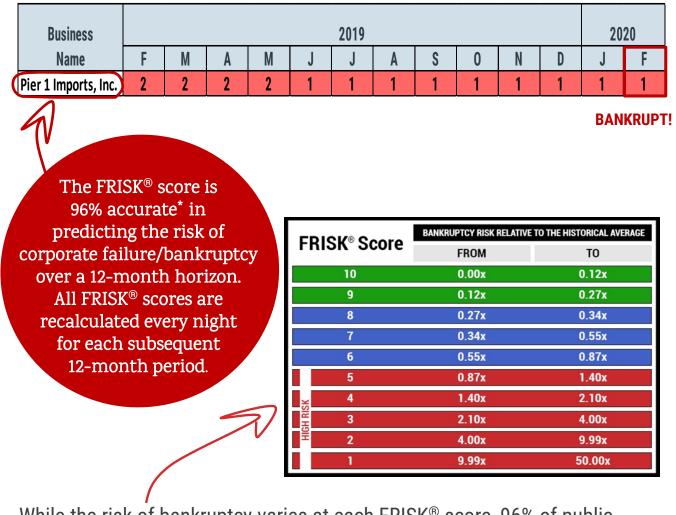
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MONTHLY AVERAGE FRISK[®] SCORE

CreditRiskMonitor's FRISK[®] score had been warning of financial stress at Pier 1 Imports, Inc. (OTC: PIRRQ) for more than a year.

We issued a special High Risk Report, dated April 25, 2019, as conditions continued to deteriorate and become more troubling. We also spotlighted the Company in a retail industry blog we published on May 8, 2019.

The company ultimately filed for bankruptcy on February 17, 2020



While the 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.

* 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:



Crowdsourced CreditRiskMonitor® Usage Data

<u>Crowdsourcing</u> has enhanced 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.

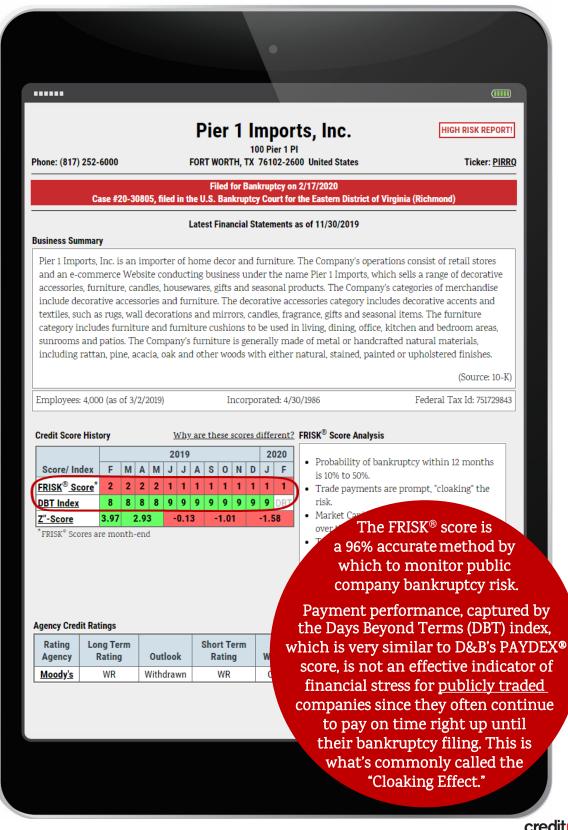
The crowdsourcing advantage is even more powerful in our FRISK[®] score since many of the professionals who use our service are credit managers:

- 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 nondisclosed 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

<u>Read more in Credit Research Foundation's quarterly journal article, "Assessing Public</u> <u>Company Financial Risk by Crowdsourcing the Research of Credit Professionals"</u>



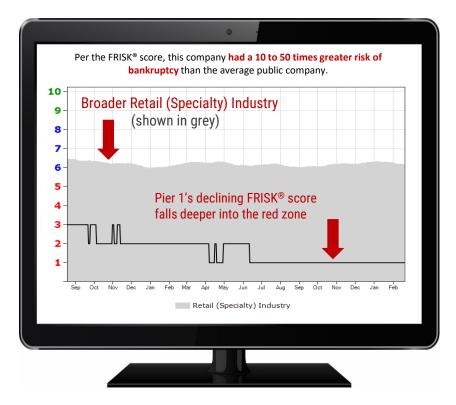
COMPANY REPORT DETAIL



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FRISK[®] DEEP DIVE



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

MAKING IMMEDIATE ATTENTION REQUIRED.

ADJUSTED MARKET CAP VOLATILITY

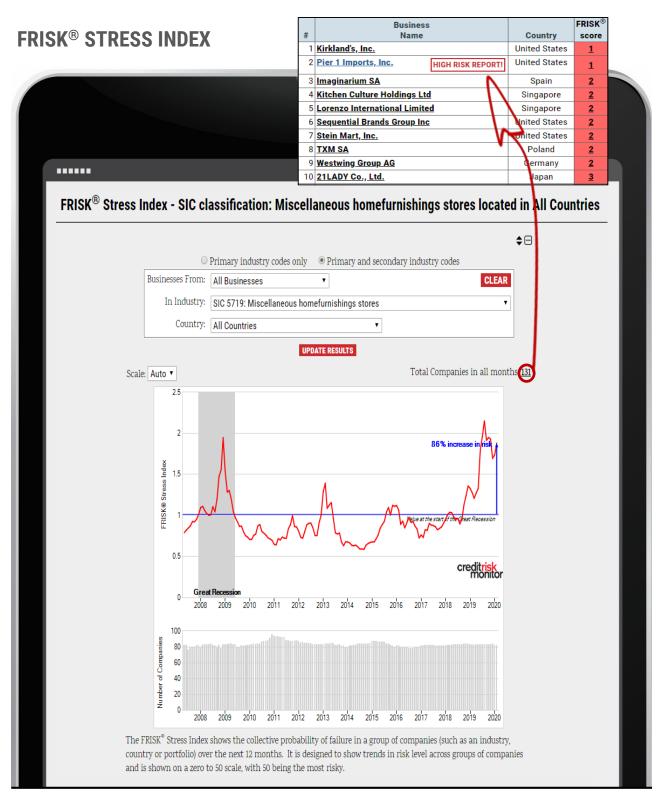


One of the inputs of the FRISK[®] score is a company's market cap volatility, adjusted for dividends, over the course of a year. Incorporating this information allows us to capture the "wisdom of markets" on a daily basis. This ensures our subscribers are getting the most up to date view of the risks they face since stocks tend to be more liquid and faster moving than bond prices and ratings.



| 5

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The average probability of failure for SIC code 5719 (Miscellaneous home furnishings stores) has increased 86% since 2007. Pier 1 was among the weakest names in the industry as evidenced by its FRISK[®] score of 1.



PEER ANALYSIS ON ALTERNATE SUPPLIERS AND CUSTOMERS

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

alternate suppliers						
or new customers					_	
Calendar	r Year/Qua	rter: 2019	9.3 🔻			
	Ranking	Number				
	Within	Of		Peer Grou	In Dange	
Businesses in Peer Group: 249	Peer	Peers	Company			
	Group	Ranked	Value	Low	Median	High
	Credit Ra					
Z-Score	48		-1.01	-25.01	2.07	13.98
-	Performanc		004500	400	0.40.000	07.000.000
Net Sales (Thousands of U.S. Dollars) Gross Margin % Of Sales	10 56		304,590 16.69		340,023	27,223,000
Gross Margin % Of Sales	56		Rank		ny Name	Country
SGA % Of Sales	46				ly Nallie	
SGA % Of Sales TTM	47	62	1 Ethan A	len Interiors Inc.		United States
Operating Margin % Of Sales	64		2 NuZee Ir			United States
Operating Margin % Of Sales TTM	63	67				
EBITDA Margin Of Sales	34		TJX Com	<u>npanies Inc</u>		United States
EBITDA Margin Of Sales TTM	35		4 Williams	-Sonoma, Inc.		United States
Net Profit Margin % Of Sales	64	65				
Net Profit Margin % Of Sales TTM	63	<u>67</u>	5 YOONG	ONN CORPORATION	BERHAD	Malaysia
Pre-tax Income % Of Sales	64		-32.17		3.81	245.75
Effective Tax Rate	6		-2.63		24.73	469.00
Depreciation % Of Prop/Plant/Equipment	20	/	7.23		12.16	110.33
Capital Expense % Of Prop/Plant/Equipment			1.85		10.03	169.31
Interest Coverage	33		-15.39		5.39	2,513.00
Interest Coverage TTM	35		-11.11	-2,232.29	4.39	196.70
Cash Ratio	Liquidity 64					
Ouick Ratio	56		Rank	Compan	y Name	Country
Current Ratio	56		1 Shenzh	en Weiye Decoratio	in Grown Co I td	China
	Efficientcy					
Accounts Receivable Turnover	10		2 Lewis G	Group Limited		South Africa
Days Sales Outstanding	18		3 NuZee	Inc		United States
% of Inventory Financed by Vendors	31	55	\mathcal{N}			
% of Inventory Financed by Vendors TTM	33	55	4 <u>SYF Re</u>	sources Bhd		Malaysia
Inventory Turnover	36		5 Smiths	City Group Ltd		New Zealand
Inventory Turnover TTM	37	<u>66</u>	0.00		0.14	22.20
Days Sales in Inventory	36		117.92		111.26	534.18
Inventory to Working Capital	55		-4.37		0.95	
Accounts Payable Turnover	25		7.60		6.50	
Accounts Payable Turnover TTM	26		7.25	0.00	6.37	23.35
Total Debt to Equity Ratio	erage & del	ot coverag 61	e.	0.00	0.69	9,90
Debt to Tangible Equity Ratio		54		0.00	0.09	10.39
Total Debt to Assets Ratio	34		0.27		0.26	0.73
Short-Term Debt % of Total Debt	18		18.16		27.75	100.00
Short-Term Debt % of Working Capital	57	60	-76.37		19.36	2,388.96
Liabilities to Net Worth Ratio		54		0.15	1.88	
Total Liabilities to Equity Ratio		61		0.15	1.70	25.31
TTM EBITDA to Total Debt	35	38	-0.65		0.25	63.94
Net Debt to TTM EBITDA		<u>30</u>		-1.48	2.35	
			d in Upper			
			he Middle 1	-		
	Red		in Lower C	-	Peer Gro	up
TTM = trailing 12 months			range - Co			
N/A = Not Available		Grey	/ - Data is N	ot Availab	le	

Pier 1 Imports, Inc. demonstrates bottom quartile ranking in key financial ratios (shown in red) versus its industry peers.



QUARTERLY PERFORMANCE RATIOS

Operating and net losses in each

of the last five

fiscal quarters

Insufficient interest coverage ratio & negative free cash flow

Perform	- Thousands of		al Quarter	s	
	3 mos	3 mos	3 mos	3 mos	3 mos
Period Ended	11/30/2019	8/31/2019	6/1/2019	3/2/2019	12/1/2018
Net Sales \$	\$358,416	\$304,590	\$314,324	\$412,506	\$413,232
% change	17.67%	-3.10%	-23.80%	-0.18%	16.29%
Gross Margin \$	\$110,270	\$50,838	\$78,820	\$106,766	\$130,492
% change	116.90%	-35.50%	-26.18% 25.08%	-18.18% 25.88%	39.55%
% of sales	30.77%	16.69%			31.58% 63.88%
change as % of incremental sales SG&A \$	110.42%	n/m	n/m	n/m	
% change	\$151,405 14.81%	\$131,872 -7.77%	\$142,982 -9.91%	\$158,718 7.96%	\$147,012 2.70%
™ change % of sales	42.24%	43.29%	-9.91% 45.49%	7.90% 38.48%	2.70%
% of sales change as % of incremental sales					
	36.29%	n/m	n/m	n/m	6.67%
Operating margin \$ % change	(\$53,311) 42.71%	(\$93,055) -21.54%	(\$76,565) -17.19%	(\$65,335) -125.74%	(\$28,943) 53.67%
% of sales	-14.87%	-30,55%	-24.36%	-125.74%	-7.00%
change as % of incremental sales	-14.87%	-30.33% n/m	-24.30% n/m	-15.84% n/m	57.90%
EBITDA \$	(\$39,344)	(\$79,240)	(\$62,250)	(\$49,933)	(\$14,583)
% change	50.35%	-27,29%	-24.67%	-242.41%	69.36%
% of sales	-10.98%	-26.02%	-19.80%	-12.10%	-3.53%
change as % of incremental sales	74.12%	20.02% n/m	n/m	n/m	57.03%
EBIT \$	(\$53,311)	(\$93,055)	(\$76,565)	(\$65,335)	(\$28,943)
% change	42.71%	-21.54%	-17.19%	-125.74%	53.67%
% of sales	-14.87%	-30.55%	-24.36%	-15.84%	-7.00%
change as % of incremental sales	73.84%	n/m		n/m	57.90%
Pre-tax income \$	(\$58,706)	(\$97,978)	(\$81,581)	(\$69,026)	(\$32,565)
% change	40.08%	-20.10%	-18.19%	-111.96%	50.06%
% of sales	-16.38%	-32.17%	-25.95%	-16.73%	-7.88%
change as % of incremental sales	72.96%	n/m	n/m	n/m	56.39%
Net income (loss) \$	(\$58,956)	(\$100,551)	(\$81,713)	(\$68,801)	(\$50,441)
% change	41.37%	-23.05%	-18.77%	-36.40%	1.27%
% of sales	-16.45%	-33.01%	-26.00%	-16.68%	-12.21%
change as % of incremental sales	77.28%	n/m	n/m	n/m	1.12%
Tax expense \$	\$250	\$2,573	\$132	\$167	\$17,876
Effective tax rate	-0.43%	-2.63%	-0.16%	-0.24%	-54.89%
Depreciation expense \$	\$13,967	\$13,815	\$14,315	\$15,402	\$14,360
% of sales	3.90%	4.54%	4.55%	3.73%	3.48%
% of capital expenses	375.36%	391.03%	510.16%	309.40%	246.61%
% of PP&E, net (annualized)	6.55%	7.23%	12.29%	39.87%	35.05%
Capital expenditures \$	\$3,721	\$3,533	\$2,806	\$4,978	\$5,823
% change	5.32%	25.91%	-43.63%	-14.51%	-56.82%
% of PP&E, net (annualized)	1.74%	1.85%	2.41%	12.89%	14.21%
% of working capital (annualized)	-16.32%	-31.81%	11.79%	9.50%	10.35%
Interest coverage ratio	(7.04)	(15.39)	(12.09)	(10.80)	(4.03)
% change	54.22%	-27.22%	-12.00%	-168.21%	69.60%
Free cash flow \$	(\$40,338)	(\$70,036)	(\$45,543)	(\$65,429)	(\$48,675)
% change	42.40%	-53.78%	30.39%	-34.42%	-15.30%
Source:	10-Q	10-Q	10-Q	10-K	10-Q
	1/6/2020	10/9/2019	7/10/2019	4/29/2019	1/9/2019



QUARTERLY LEVERAGE RATIOS

Tangible net worth turned negative indicating heightened risk Inadequate liquidity to meet increase in shortterm liabilities

incigited tox					
Leverage	e Ratios - Sec (Thousands of U.		uarters		
Period Ended	11/30/2019	8/31/2019	6/1/2019	3/2/2019	12/1/2018
Total debt \$	\$624,129	\$316,338	\$267,304	\$247,624	\$199,011
% change	97.30%	18.34%	7.95%	24.43%	-0.15%
Stockholders' equity \$	(\$147,698)	(\$89,676)	\$9,223		\$157,186
% change	-64.70%	-1,072.31%	-89.70%	-43.04%	-24.13%
Total debt to equity ratio	n/a	n/a	28.98	2.77	1.27
% change	n/a	n/a	947.84%	118.46%	31.60%
Tangible net worth \$	(\$147,698)	(\$89,676)	\$9,223	\$89,529	\$157,186
% change	-64.70%	-1,072.31%	-89.70%	-43.04%	-24.13%
Total debt to tangible net worth	n/a	n/a	28.98	2.77	1.27
% change	n/a	n/a	947.84%	118.46%	31.60%
Total assets \$	\$1,150,239	\$1,190,399	\$1,238,939	\$656,290	\$745,292
% change	-3.37%	-3.92%	88.78%	-11.94%	-7.42%
Total debt to assets ratio	0.54	0.27	0.22	0.38	0.27
% change	104.22%	23.12%	-42.80%	41.31%	7.84%
Tangible assets \$	\$1,150,239	\$1,190,399	\$1,238,939	\$656,290	\$745,292
% change	-3.37%	-3.92%	88.78%	-11.94%	-7.42%
Short-term debt \$	\$182,875	\$57,438	\$22,000	\$2,000	\$2,000
% change	218.39%	161.08%	1,000.00%	0.00%	0.00%
Short-term debt % of total debt	29.30%	18.16%	8.23%	0.81%	1.01%
% change	61.37%	120.61%	918.98%	-19.63%	0.15%
Short-term debt % of working capital	-170.60%	-76.37%	-161.23%	0.98%	0.93%
% change	-123.38%	52.63%	-16,550.48%	5.51%	9.06%
Total liabilities \$	\$1,297,937	\$1,280,075	\$1,229,716	\$566,761	\$588,106
% change	1.40%	4.10%	116.97%	-3.63%	-1.63%
Total liabilities to equity ratio	n/a	n/a	133.33	6.33	3.74
% change	n/a	n/a	2,006.18%	69.20%	29.66%
Total liabilities to tangible net worth ratio		n/a	133.33	6.33	3.74
% change		n/a	2,006.18%	69.20%	29.66%
Source:	Creditors'	degree	10-Q	10-K	10-Q
	of protectio	U	7/10/2019	4/29/2019	1/9/2019
-	loss decline				

total debt to assets ratio worsened



QUARTERLY LIQUIDITY RATIOS AND RATES OF RETURN

Working capital drastically decreased; turned negative	Liquidity Ratio	s - Sequent ands of U.S. Dolla		cur	Meager sh, quick, & rent ratios
Period Ended	11/30/2019	8/31/2019	6/1/2019	3/2/2019	12/1/2018
Current assets \$	\$426,585	\$414,757	\$424,712	\$473,527	\$552,323
% change	2.85%	-2.34%	-10.31%	-14.27%	-4.68%
% of short-term debt	233.27%	722.10%	1,930.51%	23,676.35%	27,616.15%
Current liabilities \$	\$533,779	\$489,963	\$438,357	\$269,465	\$337,008
% change	8.94%	11.77%	62.68%	-20.04%	-2.21%
Working capital \$	(\$107,194)	(\$75,206)	(\$13,645)	\$204,062	\$215,315
% change	-42.53%	-451.16%	-106.69%	-5.23%	-8.30%
% of sales (annualized)	-7.48%	-6.17%	-1.09%	12.37%	13.03%
Cash \$	\$11,077	\$10,007	\$30,496	\$54,878	\$71,109
% change	10.69%	-67.19%	-44.43%	-22.83%	-39.10%
% of short-term debt	6.06%	17.42%	138.62%	2,743.90%	3,555.45%
Cash ratio	0.02	0.02	0.07	0.20	0.21
% change	1.96%	-70.69%	-65.83%	-3.46%	-37.72%
Quick assets \$	\$47,566	\$35,616	\$49,012	\$76,067	\$107,392
% change	33.55%	-27.33%	-35.57%	-29.17%	-23.81%
% of short-term debt	26.01%	62.01%	222.78%	3,803.35%	5,369.60%
Quick ratio	0.09	0.07	0.11	0.28	0.32
% change	22.56%	-34.97%	-60.40%	-11.42%	-22.08%
Current ratio	0.80	0.85	0.97	1.76	1.64
% change	-5.59%	-12.63%	-44.86%	7.22%	-2.52%
Source:	10-Q 1/6/2020	10-Q 10/9/2019	10-Q 7/10/2019	10-K 4/29/2019	10-Q 1/9/2019

Unable to generate any positive returns

Rate of Return - Sequential Quarters (Thousands of U.S. Dollars)

	,	· · · · · · · · · · · · · · · · · · ·			
Period Ended	3 mos 11/30/2019	3 mos 8/31/2019	3 mos 6/1/2019	3 mos 3/2/2019	3 mos 12/1/2018
Return on equity	n/a	-1,090.22%	-91.27%	-43.77%	-24.35%
% change	n/a	-1,094.50%	-108.52%	-79.77%	-22.38%
Return on net tangible equity	n/a	-1,090.22%	-91.27%	-43.77%	-24.35%
% change	n/a	-1,094.50%	-108.52%	-79.77%	-22.38%
Return on total assets	-5.04%	-8.28%	-8.62%	-9.82%	-6.51%
% change	39.15%	4.00%	12.17%	-50.87%	-0.51%
Return on tangible assets	-5.04%	-8.28%	-8.62%	-9.82%	-6.51%
% change	39.15%	4.00%	12.17%	-50.87%	-0.51%
Source:	10-Q 1/6/2020	10-Q 10/9/2019	10-Q 7/10/2019	10-K 4/29/2019	10-Q 1/9/2019

YEAR-OVER-YEAR STATEMENT OF CASH FLOWS

Negative cash from operating activities

Statement of Cash Flows - Year-over-Year - Standardized - Year to Date

	(Thousands o	f U.S. Dollars)			
Period Ended	9 mos 11/30/2019	9 mos 12/1/2018	9 mos 11/25/2017	9 mos 11/26/2016	9 mos 11/28/2015
Cash Flows from Operating Activities:					
Net income	(\$241,220)	(\$130,032)	(\$3,428)	\$3,488	\$20,959
Depreciation/depletion	42,097	44,121	45,934	45,250	41,416
Deferred taxes	2,337	(1,361)	5,663	(5,694)	2,033
Non-cash Items	28,816	5,817	7,195	16,610	7,742
Changes in working capital	22,113	43,108	(62,402)	(54,581)	(30,286)
Total cash from operating activities	(145,857)	(38,347)	(7,038)	5,073	41,864
Cash Flows from Investing Activities:					
Capital expenditures	(10,060)	(31,466)	(41,057)	(32,019)	(39,559)
Other investing cash flow items, total	2,808	6,363	1,757	1,081	102
Total cash from investing activities	(7,252)	(25,103)	(39,300)	(30,938)	(39,457)
Cash Flows from Financing Activities:					
Financing cash flow items	14,246	0	(1,261)	0	585
Total cash dividends paid	n/a	0	(16,753)	(16,871)	(17,992)
Issuance/retirement of stock, net	554	1,104	(8,374)	(9,778)	(69,999)
Issuance/retirement of debt, net	94,500	(1,500)	(1,500)	23,500	33,500
Total cash from financing activities	109,300	(396)	(27,888)	(3,149)	(53,906)
Foreign exchange effects	8	(424)	n/a	n/a	n/a
Net change in cash	(43,801)	(64,270)	(74,226)	(29,014)	(51,499)
Net cash-beginning balance	54,878	135,379	154,460	115,221	100,064
Net cash-ending balance	\$11,077	\$71,109	\$80,234	\$86,207	\$48,565
Source:	10-Q	10-Q	10-Q	10-Q	10-Q
	1/6/2020	1/9/2019	1/3/2018	1/4/2017	1/6/2016



NEWS ALERTS: A TIMELINE OF CONCERNING NEWS ITEMS

8/8/2019	Business Wire	Pier 1 Imports, Inc. Addresses NYSE Continued Listing Criteria
		ier 1 reported significant sales, operating, net income, and working capital comparable period amounts.
27/2019	CRMZ News Service	Pier 1 Imports Inc updated financials available
	· · · · · · · · · · · · · · · · · · ·	rm that refers to a company's ability to make enough money to stay afloat or
oncern. Noid ban	· · · · · · · · · · · · · · · · · · ·	rm that refers to a company's ability to make enough money to stay afloat or
/6/2020	I kruptcy. CRMZ News Service	Pier 1 to close stores and cut jobs, raises going concern doubts
void ban /6/2020 /loody's d	Ikruptcy. CRMZ News Service downgrades Pier 1's cre	
void ban /6/2020 Moody's d company'	Ikruptcy. CRMZ News Service downgrades Pier 1's cre	Pier 1 to close stores and cut jobs, raises going concern doubts edit ratings due to the high likelihood of near-term default as a result of the
Avoid ban /6/2020 Moody's d company's /9/2020 New CEO	kruptcy. CRMZ News Service downgrades Pier 1's cre 's approaching April 20 Moody's Investors Service Robert Riesbeck's prev	Pier 1 to close stores and cut jobs, raises going concern doubts edit ratings due to the high likelihood of near-term default as a result of the 21 term loan maturity, ongoing EBITDA losses, and weak liquidity.



MANAGEMENT DISCUSSION AND ANALYSIS

One key feature of the CreditRiskMonitor[®] service is the ability to quickly access a Company's Management Discussion and Analysis (MD&A) history.

The MD&A represents the thoughts and opinions of management, and provides a forecast of future operations, and therefore these statements can't typically be falsified. According to the Financial Accounting Standards Board (FASB), "MD&A should provide a balanced presentation that includes both positive and negative information about the topics discussed."

	Sarbanes-Oxley subjects CEOs and CFOs to jail and monetary penaltie for certifying
	misleading or
Report	fraudulent reports
Overview	, Pier 1 Imports, Inc.
Company News	100 Pier 1 Pl Phone: (817) 252-8000 FORT WORTH, TX 76102-2600 United States Ticker: PIR
Risk Ratings	Filed for Bankruptcy on 2/17/2020
Important Information	Case #20-30805, filed in the U.S. Bankruptcy Court for the Eastern District of Virginia (Richmond)
Annual Financials	Management Discussion and Analysis
Year/Year Interim	► For the period ended 11/30/2019
Sequential Quarters	For the period ended 11/30/2019
Liquidity (MD&A)	
SEC Filings	Given the Company's current cash position, expected operating cash flows and
Peer Analysis	borrowings available under the Revolving Credit Facility, the Company has
Payments	substantial doubt regarding its ability to have sufficient liquidity to fund its obligations and working capital needs through the next 12 months.
Public Filings	· ·
General Info	If the Company's independent registered public accounting firm includes a qualification or exception regarding the Company's ability to continue as a
Access History	going concern in its audit report and opinion regarding the Company's annual
Update Portfolio	consolidated financial statements, without an amendment from its lenders, an
Print/Save Report	event of default under existing debt agreements would be triggered.
Currency Converter	
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