# monitor<sup>®</sup>

# creditrisk REITMANS (CANADA) LIMITED BANKRUPTCY<sup>1</sup> CASE STUDY

FILED ON 05/19/2020



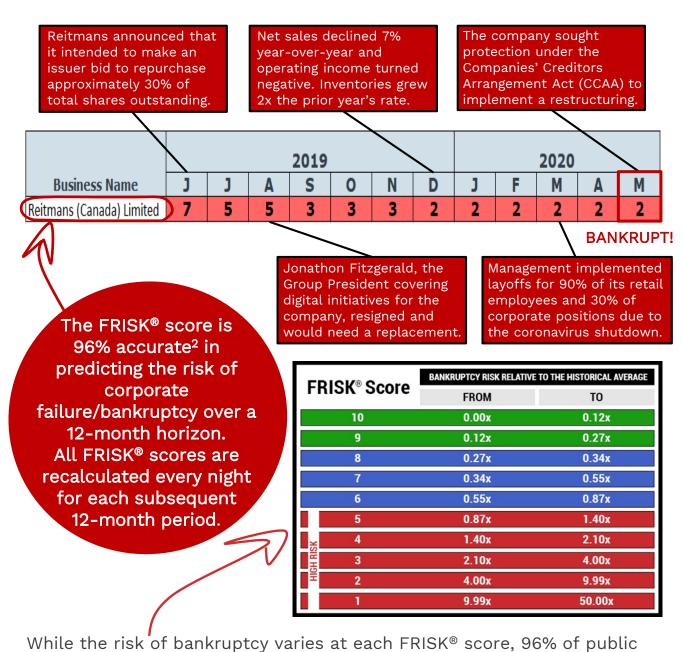
CreditRiskMonitor's warning of Reitmans (Canada) Limited's ("Reitmans") bankruptcy risk was determined by a combination of factors:

Monthly Average FRISK® Score	Page 2
The FRISK® Score Components	3
Company Report Detail	4
FRISK® Deep Dive	5
FRISK® Stress Index	
Peer Analysis on Alternate Suppliers and Customers	7
Quarterly Performance Ratios	8
Quarterly Leverage Ratios	9
Quarterly Liquidity Ratios and Rates of Return	10
Annual Statement of Cash Flows	11
News Alerts: A Timeline of Concerning News Items	12
About This Report/Contact CreditRiskMonitor®	13

<sup>1.</sup> Bankruptcy throughout this case study refers to a proceeding in Canada called "Companies' Creditors Arrangement Act," 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 Reitmans (TSE: RET.A) for nearly a year. The company ultimately filed for bankruptcy on 05/19/2020.



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

to filing. A FRISK® score of 5 or less is an important warning sign.

companies that eventually go bankrupt enter the FRISK® "red zone" prior

#### 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

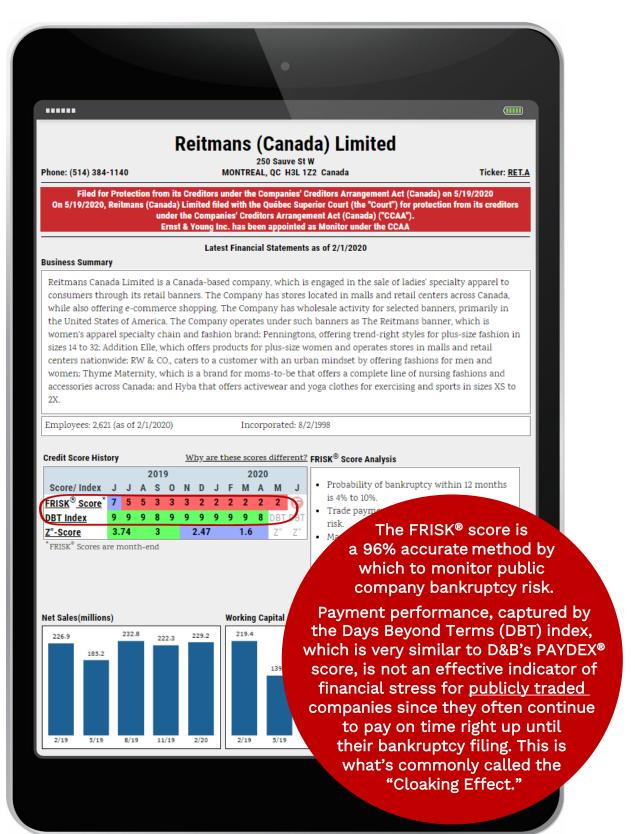
<u>Crowdsourcing</u> has enhanced the accuracy and timeliness of the FRISK® score. We collect and analyze data patterns from thousands of CreditRiskMonitor® subscribers, including professionals from more than 35% of the Fortune 1000 and other large corporations worldwide.

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

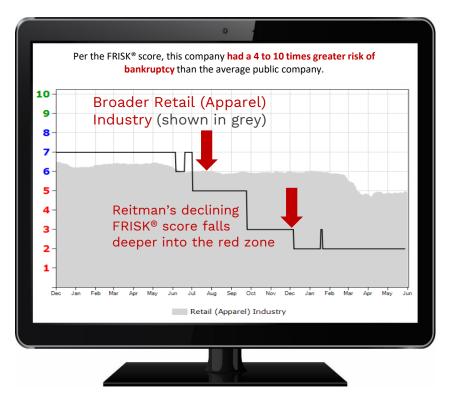
- Credit managers control one of the largest sources of working capital going into a company
- They are not held to the same "Fair Disclosure" restrictions that prevent non-disclosed information sharing on public companies
- Credit managers use a variety of non-public information sources such as their 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"

#### COMPANY REPORT DETAIL



#### FRISK® DEEP DIVE



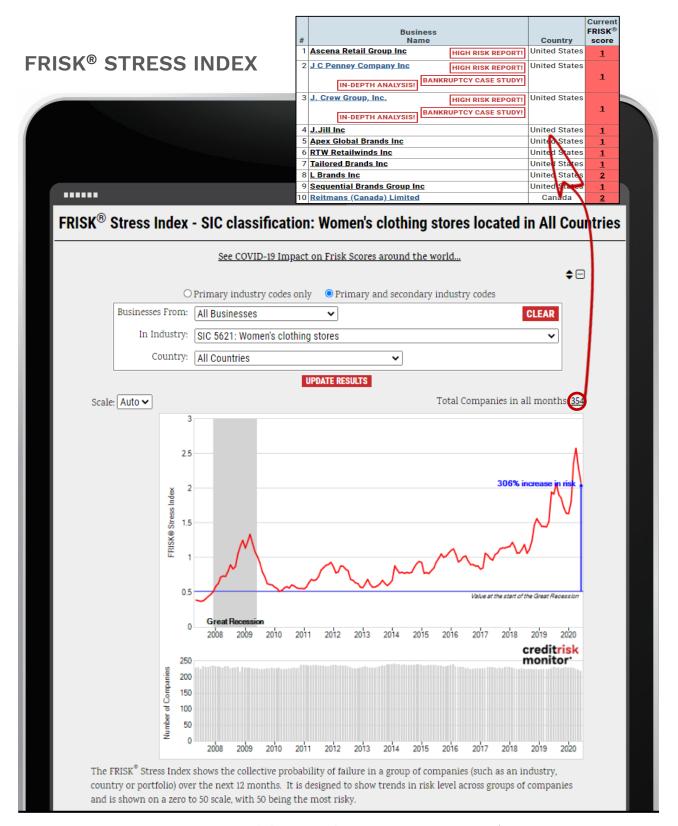
The FRISK® score relative to the broader Retail (Apparel) industry raised an additional red flag signaling heightened risk relative to peers, as well...

MAKING IMMEDIATE ATTENTION REQUIRED.

One of the component inputs to the FRISK® score is subscriber crowdsourcing, which integrates the aggregated research behavior of credit and other risk professionals on the CreditRiskMonitor web-service. Beginning in early December 2019, numerous subscribers began exhibiting click patterns that reflected concern about the financial viability of Reitmans. Some of those patterns, for example, included exhaustive research and detailed financial analysis of cash flow and liquidity spreads, among other actions, which have been proven to be predictive of bankruptcy risk.

Given Reitman's ongoing financially distressed position, the coronavirus pandemic only exacerbated the company's deterioration in credit quality. Subscribers maintained an unfavorable view throughout the course of 2020, leading all the way up until its bankruptcy filing on May 19.

Subscriber crowdsourcing consistently provides unique, real-time insight for credit assessments on public companies.



The average probability of failure for SIC code 5621 (Women's clothing stores) has increased 306% since 2007. Reitmans was among the weakest names in the industry as evidenced by its FRISK® score of 2.

## PEER ANALYSIS ON ALTERNATE SUPPLIERS AND CUSTOMERS



Reitmans demonstrated bottom quartile ranking in key financial ratios (shown in red) versus its industry peers.

# **QUARTERLY PERFORMANCE RATIOS**

Cumulative operating losses and recurring net losses in the last five quarters

Unstable interest coverage ratio and limited free cash flow

# Performance Ratios - Sequential Quarters (Thousands of Canadian Dollars)

	(Thousands of Canadian Donars)				
Period Ended	13 weeks 2/1/2020	13 weeks 11/2/2019	13 weeks 8/3/2019	13 weeks 5/4/2019	13 weeks 2/2/2019
Net Sales \$	\$229,188	\$222,336	\$232,779	\$185,194	\$226,887
% change	3.08%	-4.49%	25.69%	-18.38%	-5.35%
Gross Margin \$	\$104,031	\$115,892	\$122,657	\$101,811	\$119,118
% change	-10.23%	-5.52%	20.48%	-14.53%	-12.70%
% of sales	45.39%	52.12%	52.69%	54.98%	52.50%
change as % of incremental sales	-173.10%	n/m	43.81%	n/m	n/m
SG&A \$	\$125,096	\$122,267	\$119,954	\$113,425	\$120,912
% change	2.31%	1.93%	5.76%	-6.19%	-1.17%
% of sales	54.58%	54.99%	51.53%	61.25%	53.29%
change as % of incremental sales	41.29%	n/m	13.72%	n/m	n/m
Operating margin \$	(\$21,065)	(\$19,175)	\$1,899	(\$13,098)	(\$1,794)
% change	-9.86%	-1,109.74%	114.50%	-630.10%	-112.73%
% of sales	-9.19%	-8.62%	0.82%	-7.07%	-0.79%
change as % of incremental sales	-27.58%	n/m	31.52%	n/m	n/m
EBITDA \$	\$3,501	\$6,753	\$27,763	\$13,513	\$7,341
% change	-48.16%	-75.68%	105.45%	84.08%	-67.44%
% of sales	1.53%	3.04%	11.93%	7.30%	3.24%
change as % of incremental sales	-47.46%	n/m	29.95%	n/m	n/m
EBIT \$	(\$21,065)	(\$19,175)	\$1,899	(\$13,098)	(\$1,794)
% change	-9.86%	-1,109.74%	114.50%	-630.10%	-112.73%
% of sales	-9.19%	-8.62%	0.82%	-7.07%	-0.79%
change as % of incremental sales	-27.58%	n/m	31.52%	n/m	n/m
Pre-tax income \$	(\$22,433)	(\$24,883)	(\$1,134)	(\$16,034)	(\$9,225)
% change	9.85%	-2,094.27%	92.93%	-73.81%	-174.43%
% of sales	-9.79%	-11.19%	-0.49%	-8.66%	-4.07%
change as % of incremental sales	35.76%	n/m	31.31%	n/m	n/m
Net income (loss) \$	(\$51,660)	(\$23,097)	(\$55)	(\$12,614)	(\$8,927)
% change	-123.67%	-41,894.55%	99.56%	-41.30%	-200.61%
% of sales	-22.54%	-10.39%	-0.02%	-6.81%	-3.93%
change as % of incremental sales	-416.86%	n/m	26.39%	n/m	n/m
Tax expense \$	\$29,227	(\$1,786)	(\$1,079)	(\$3,420)	(\$298)
Effective tax rate	-130.29%	7.18%	95.15%	21.33%	3.23%
Depreciation expense \$	\$21,242	\$25,928	\$25,864	\$25,127	\$7,831
% of sales	9.27%	11.66%	11.11%	13.57%	3.45%
% of CRSE not (appualized)	349.49%	493.30%	433.23%	407.18%	103.20%
% of PP&E, net (annualized)	29.84%	35.88%	34.15%	49.40%	32.10%
Capital expenditures \$ % change	\$6,078	\$5,256	\$ <b>5,970</b> -3,26%	\$6,171	<b>\$7,588</b> 4.95%
3	15.64%	-11.96%	-3.26% 7.88%	-18.67%	
% of PP&E, net (annualized)	8.54% 33.41%	7.27% 24.12%	7.88% 20.60%	12.13%	31.11% 13.37%
% of working capital (annualized) Interest coverage ratio	33.41% <b>1.96</b>	1.18	9.15	13.78% <b>4.60</b>	0.99
% change	65,96%	-87.08%	98.88%	365.89%	-92.53%
Free cash flow \$	\$35,364	(\$2,475)	\$39,636	(\$18,824)	(\$12,774)
% change		-106.24%	310.56%	-47.36%	-228.39%
9	1,528.85%				
Source:	ARS 5/1/2020	Interim Report 12/4/2019	Interim Report 9/3/2019	Interim Report 6/3/2019	ARS 4/3/2019
	0/1/2020	12/7/2019	2/0/2013	0/0/2019	4/0/2019

## **QUARTERLY LEVERAGE RATIOS**

Steady deterioration in total debt relative to equity in the last four quarters

30% of total debt labeled as current reflected potential funding issues

# Leverage Ratios - Sequential Quarters (Thousands of Canadian Dollars)

(Thousands of Canadian Dollars)							
nod Ended	2/1/2020	11/2/2019	8/3/2019	5/4/2019	2/2/2019		
Total debt \$	\$213,869	\$203,213	\$212,488	\$225,796	n/a		
% change	5.24%	-4.37%	-5.89%	n/a	n/a		
Stockholders' equity \$	\$193,817	\$251,901	\$277,673	\$326,525	\$339,597		
% change	-23.06%	-9.28%	-14.96%	-3.85%	-4.33%		
Total debt to equity ratio	1.10	0.81	0.77	0.69	n/a		
% change	36.79%	5.42%	10.66%	n/a	n/a		
Tangible net worth \$	\$173,550	\$232,355	\$245,391	\$293,397	\$306,115		
% change	-25.31%	-5.31%	-16.36%	-4.15%	-5.41%		
Total debt to tangible net worth	1.23	0.87	0.87	0.77	n/a		
% change	40.90%	1.00%	12.51%	n/a	n/a		
Total assets \$	\$560,170	\$599,204	\$640,021	\$679,034	\$492,817		
% change	-6.51%	-6.38%	-5.75%	37.79%	-4.97%		
Total debt to assets ratio	0.38	0.34	0.33	0.33	n/a		
% change	12.59%	2.14%	-0.15%	n/a	n/a		
Tangible assets \$	\$539,903	\$579,658	\$607,739	\$645,906	\$459,335		
% change	-6.86%	-4.62%	-5.91%	40.62%	-5.73%		
Short-term debt \$	\$61,618	\$61,509	\$63,539	\$65,193	n/a		
% change	0.18%	-3.19%	-2.54%	n/a	n/a		
Short-term debt % of total debt	28.81%	30.27%	29.90%	28.87%	n/a		
% change	-4.81%	1.22%	3.57%	n/a	n/a		
Short-term debt % of working capital	96.25%	75.45%	68.45%	46.90%	n/a		
% change	27.57%	10.22%	45.95%	n/a	n/a		
Total liabilities \$	\$366,353	\$347,303	\$362,348	\$352,509	\$153,220		
% change	5.49%	-4.15%	2.79%	130.07%	-6.37%		
Total liabilities to equity ratio	1.89	1.38	1.30	1.08	0.45		
% change	37.10%	5.66%	20.87%	139.27%	-2.13%		
Total liabilities to tangible net worth ratio	2.11	1.49	1.48	1.20	0.50		
% change	41.23%	1.23%	22.90%	140.06%	-1.01%		
Total debt to EBITDA ratio (annualized)	15.27	7.52	1.91	4.18	n/a		
% change	103,000	293.18%	-54.20%	n/a	n/a		
Source:		4	Interim Report	Interim Report	ARS		
	Short-t	erm debt`	9/3/2019	6/3/2019	4/3/2019		

relative to working capital primarily expanded given the erosion in cash balances

# QUARTERLY LIQUIDITY RATIOS AND RATES OF RETURN

Severe drop in working capital position		latios - Seque	ential Quarters	qui	eager ck ratio
Period Ended	2/1/2020	11/2/2019	8/3/2019	5/4/2019	2/2/2019
Current assets \$	\$253,716	\$265,816	\$284,659	\$309,260	\$338,585
% change	-4.55%	-6.62%	-7.95%	-8.66%	-6.96%
% of short-term debt	411.76%	432.16%	448.01%	474.38%	n/a
Current liabilities \$	\$189,694	\$184,288	\$191,831	\$170,253	\$119,218
% change	2.93%	-3.93%	12.67%	42.81%	-7.65%
Working capital \$	\$64,022	\$81,528	\$92,828	\$139,007	\$219,367
% change	-21.47%	-12.17%	-33.22%	-36.63%	-6.58%
% of sales (annualized)	6.98%	9.17%	9.97%	18.77%	24.17%
Cash \$	\$89,410	\$67,346	\$95,396	\$122,280	\$162,208
% change	32.76%	-29.40%	-21.99%	-24.62%	-11.33%
% of short-term debt	145.10%	109.49%	150.14%	187.57%	n/a
Cash ratio	0.47	0.37	0.50	0.72	1.36
% change	28.98%	-26.52%	-30.76%	-47.21%	-3.99%
Quick assets \$	\$95,723	\$75,147	\$102,155	\$130,961	\$170,105
% change	27.38%	-26.44%	-22.00%	-23.01%	-9.97%
% of short-term debt	155.35%	122.17%	160.78%	200.88%	n/a
Quick ratio	0.50	0.41	0.53	0.77	1.43
% change	23.74%	-23.42%	-30.77%	-46.09%	-2.52%
Current ratio	1.34	1.44	1.48	1.82	2.84
% change	-7.27%	-2.80%	-18.31%	-36.04%	0.75%
Source:	ARS 5/1/2020	Interim Report 12/4/2019	Interim Report 9/3/2019	Interim Report 6/3/2019	ARS 4/3/2019

Inable to					
generate ny positive	Rate of Return - Sequential Quarters (Thousands of Canadian Dollars)				
returns Period Ended	13 weeks 2/1/2020	13 weeks 11/2/2019	13 weeks 8/3/2019	13 weeks 5/4/2019	13 weeks 2/2/2019
Return on equity	-20.51%	-8.32%	-0.02%	-3.71%	-2.51%
% change	-146.55%	-49,412.50%	99.55%	-47.70%	-199.12%
Return on net tangible equity	-22.23%	-9.41%	-0.02%	-4.12%	-2.76%
% change	-136.21%	-50,233.16%	99.55%	-49.39%	-199.05%
Return on total assets	-8.91%	-3.73%	-0.01%	-2.15%	-1.77%
% change	-139.07%	-44,812.05%	99.61%	-21.96%	-202.11%
Return on tangible assets	-9.23%	-3.89%	-0.01%	-2.28%	-1.89%
% change	-137.21%	-44,109.09%	99.61%	-21.02%	-202.46%
Source:	ARS 5/1/2020	Interim Report 12/4/2019	Interim Report 9/3/2019	Interim Report 6/3/2019	ARS 4/3/2019

### ANNUAL STATEMENT OF CASH FLOWS

Issuer bid Limited iettisoned investment in desperately physical store needed capital locations Statement of Cash Flows - Annual - Standardized (Thousands of Canadian Dollars) 52 weeks 52 weeks 53 weeks 52 weeks 52 weeks Period Ended 2/2/2019 2/1/2020 2/3/2018 1/28/2017 1/30/2016 Reclassified 2/2/2019 Cash Flows from Operating Activities: Net income (\$87,426) \$6,765 (\$15,974) \$10,932 (\$24,703)Depreciation/depletion 102,969 37,920 44,940 44,249 45,534 Non-cash Items 45,372 4,028 22,278 (3,719)18,859 Changes in working capital (6,708)(4,920)16,261 (19,893)2.435 Total cash from operating activities 77,176 42,005 31,351 53,897 34,770 Cash Flows from Investing Activities: Capital expenditures (23,475) (26.122)(26.998)(34,370)(33,354)Other investing cash flow items, total 41,425 108 0 416 (2,881)Total cash from investing activities 17,950 (26,014)(26,998)(33,954)(36,235)Cash Flows from Financing Activities: Total cash dividends paid (8,776)(12,666)(12,666)(12,666)(12,782)Issuance/retirement of stock, net (43,711) n/a n/a (6,911)Issuance/retirement of debt, net (69,296)(1,655)(1,896)(1,780)Total cash from financing activities (121,783) (12,666)(14,321)(14,562)(21,473)Foreign exchange effects 3,549 4,537 (3,711)1,620 (5,641)Net change in cash 7,862 (21,318)(23,108)(15,609)1,670 Net cash-beginning balance 139,913 112,518 104,656 120,265 118,595 Net cash-ending balance \$89,410 \$112,518 \$104,656 \$120,265 \$118,595 Supplemental Disclosures: Cash interest paid n/a 170 286 Cash taxes paid, supplemental \$664 \$3,447 (\$2.887) (\$1.004) (\$2.073) Auditor/Opinion: KPMG LLP KPMG LLP KPMG LLP KPMG LLP KPMG LLP Unqualified Unqualified Unqualified Unqualified Unqualified Source: ARS ARS ARS ARS ARS 5/1/2020 4/3/2019 4/3/2019 3/29/2017 3/30/2016

# **NEWS ALERTS: A TIMELINE OF CONCERNING NEWS ITEMS**

	erly net sales declined by 14 tain operating and net losse	1% versus the prior comparable period last year, and the company es.
04/10/2019	CRMZ News Service	Reitmans (Canada) Limited – updated financials available
million from the		gh the Substantial Issuer Bid, which pulled out approximately \$43.4 uced the cushion of unsecured creditors. During that period, trade vendo ble financing.
07/29/2019	Canada Newswire	Reitmans (Canada) Limited Announces Preliminary Results of Substantial Issuer Bid
2Q filing – Quarte substantially wide		6.4% year-over-year, operating income dropped by 81.5%, and net losse
09/12/2019	CRMZ News Service	Reitmans (Canada) Limited – updated financials available
		ew presidents for brands Addition Elle and Penningtons, and RW & CO. It changes during periods of financial stress are a common red flag.
10/04/2019	Canada Newswire	Reitmans (Canada) Limited Announces Leadership Changes
and corporate sta		implement layoffs throughout the company, including retail employees company stated that it would no longer be operating as a going concernom its counterparty bank.
03/26/2020	Canada Newswire	Reitmans (Canada) Limited Announces Important Measures Affecting its Employees Amid COVID-19 Crisis
		nerated to negative \$21.1 million and net losses widened to \$51.7 million. .4 million versus a net profit of \$6.8 million in the prior annual period.
05/05/2020	CRMZ News Service	Reitmans (Canada) Limited – updated financials available
Arrangement Act	("CCAA"). This procedure w	Reitmans would seek protection under the Companies' Creditors rould allow the company to restructuring its business from both an uncing had yet to be determined.
05/19/2020	Canada Newswire	Reitmans (Canada) Limited Announces Its Intention to Restructure it Operations under the Companies' Creditors Arrangement Act

### ABOUT THIS REPORT/CONTACT CREDITRISKMONITOR®



CreditRiskMonitor® is a financial risk analysis and news service that helps credit, supply chain and financial professionals stay ahead of and manage risk quickly, accurately and cost effectively. More than 35% of the Fortune 1000, plus over a thousand other large corporations worldwide, rely on our financial risk coverage of over 57,000 global public companies.

CreditRiskMonitor® Bankruptcy Case Studies
provide post-filing analyses of public company
bankruptcies. Our case studies educate subscribers
about methods they can apply to assess bankruptcy
risk using CreditRiskMonitor's proprietary FRISK® score,
robust financial database and timely news alerts.

Request a Personalized Demo and Risk Assessment

Read more Bankruptcy Case Studies, High Risk Reports and other resources

Contact us at: 845.230.3000 creditriskmonitor.com/contact-us