

Retail & Hospitality Solutions



Moorfields Advisory is built on passion and pride. Our foundations are focused on good people, providing exceptional service.

Founded in 2008

Boutique advisory firm fully focused on providing restructuring and turnaround services to clients

Partner led strategies

Broad client base including banks, asset based lenders, private equity, lawyers and accountants

Specialists in retail, wholesale and hospitality

Cost effective solutions

Transparent fee structures

- Founded in 2008
- Partner-led strategies
- 70% of cases charged on fixed, capped or percentage of realisations
- Reputation supported by the fact we sit on the panel of 25 lenders
- 78% of staff have relevant professional qualification

**HAWKIN'S
BAZAAR**

BLOCKBUSTER

Tobar

TOYS R US

**Green
Green**

B|A|S|L|E|R



Debt Advisory



Our debt advisory team advises borrowers, owners, sponsors and lenders with raising, refinancing and restructuring of debt. We can also assist with sourcing equity either in addition to debt or as a standalone capital raise.

We typically work with mid-market corporates and SMEs and have access to a wide variety of banks, asset based lenders, debt funds, private equity, VC and other finance providers eager to lend.

Our success is based on supporting our clients throughout the financing process. We look to gain a comprehensive understanding of their business, understand their strategic ambitions and analyse information in order to identify the best financing solution.

By targeting only the most suitable lenders and helping clients present information in the right way as well as providing ongoing guidance throughout the financing process, we achieve faster and better results.

We can assist retail and hospitality clients with obtaining one or more of the following products:

- Receivables finance
- Inventory finance
- Trade finance
- Revolving credit facilities
- Cash flow loans and term debt
- Coronavirus Business Interruption Loan Scheme



Premium coffee retail and wholesale business

Up to £3m invoice discounting facility



Automotive parts retailer and wholesaler

Annual Turnover £22m across nearly 20 locations

Up to £5m facilities including invoice discounting, stock finance and term debt



Essential oil & aromatherapy business

Secured nearly £3m of facilities including new ID facility plus stock finance and term debt

Turnaround Management



Retail and hospitality is a challenging environment at the best of times and no business is immune to a reversal of fortune. Often it requires an outside perspective or simply additional resource and support to quickly identify issues, propose solutions and implement change.

Whether it's financial analysis, operational advice or a holistic review of a core business model, our advisory team possesses a wealth of expertise in the retail and hospitality arena. We work closely with management teams and/or key stakeholders to navigate times of difficulty and effect sustainable turnaround.

We are not afraid to challenge the status-quo. We always give clear and decisive opinions and recommendations for improvement, together with support during the implementation period.

Our services include:

- **Financial Modelling** – We both prepare and analyse bespoke forecast models to ensure a business possesses appropriate, accurate projections on which to base decisions.
- **Working Capital Management** – Analyse, improve and monitor liquidity e.g. cash flow, credit control, supplier terms, inventory management and debt servicing.
- **Business Reviews** – Tailored reviews of core business areas or a comprehensive report on the whole business from a financial, commercial and operational perspective.
- **Operational Advice** – Our in-house expertise, alongside external partnerships with retail and hospitality specialists, mean we can assess, challenge and improve all aspects of performance.
- **Interim Management** – If your business requires longer term support, we have access to a network of experienced turnaround management and finance professionals with retail and hospitality credentials.



Drinks Retailer and Wholesaler

Liquidity review and ongoing cash flow monitoring following recent underperformance.

Identified areas of improvement in forecasting and working capital management.

Secured relaxation of restrictions on its £30m working capital facilities and obtained £10m additional equity funding.



Michelin Star Restaurant

Undertook comprehensive review of financials and business model for struggling London based restaurant group.

Advised on turnaround around strategy and assisted in enabling the group to raise further capital.

Restructuring

Sometimes circumstances dictate that no matter what steps a business takes to effect a turnaround, it is simply not worthwhile without more substantial and immediate changes to its debt burden, cost base or infrastructure.

There are various restructuring measures available to accelerate a turnaround, strengthen the balance sheet and improve underlying profitability. The vast majority of these do not involve a formal process. **Moorfields has guided hundreds of businesses, many within retail and hospitality, through one of more of these processes.**

Organisational Restructure

- Efficiency savings, e.g. head office headcount reduction
- Contribution analysis and rationalisation of premises portfolios to exit non profitable locations
- Sales of non-core assets to release capital and improve liquidity
- Divestment of divisions or certain parts of the business can ensure focus on the core business and generate cash

Financial Restructure

- Senior debt renegotiation where the underlying asset base and serviceability has been eroded
- Refinancing by way of debt or equity, often combined with some form of debt renegotiation
- Creditor negotiation, e.g. renegotiating leases, HMRC time to pay deferment, key supplier terms improvement or debt forgiveness

Formal Restructure

- **Company Voluntary Arrangement** – Can be a great way of securing a compromise of all or specific liabilities, such as lease costs, which is binding on the majority creditors.
- **Administration** – A transfer of business and assets through an Administration process compromises all liabilities whilst preserving the business as a going concern.

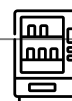


Pretty Green

Fashion brand with more than 10 stores and 30 concessions nationally.

£3m sale of brand, stock and certain stores to JD Sports.

Repaid senior and second senior debt holders in full.



Vended Products Retailer

Undertook review of financial projections and secured debt serviceability.

Contingency planning for different restructuring options.

Successfully negotiated £6m reduction in mezzanine debt.



Hawkins Bazaar & Tobar Group

£8m restructure of toy wholesale business

Closure of retail arm with more than 20 sites over a two week period

Closure / Exit Strategy

The retail and hospitality industries continue to change at a rapid rate and inevitably some businesses cannot continue to compete effectively. Unfortunately there may be situations where orderly turnaround and restructuring plans are insufficient to rectify underperformance and address all liabilities.

Our insolvency specialists have proven expertise, amassed from years of working alongside retailers, wholesalers, hoteliers, restaurateurs and other similar businesses in distress. We can assist with all manner of orderly exits, partial closures as part of a wider restructuring and business and asset sales, having dealt with some of the UK's most high profile insolvencies including Blockbuster and Toys R Us.

We devise and execute bespoke, cost effective exit strategies focussed on maximising returns to stakeholders and preserving the business and jobs whilst maximising value in the brand, inventory and other key assets as far as possible.

Options include:

Orderly wind down and solvent exit by way of a Members' Voluntary Liquidation. All liabilities are settled and value is returned to shareholders.

Trading a business in Administration in order to preserve value in the brand and other assets, whilst pursuing a sale of part or all of the business.

Sale of business and assets out of Administration, often following an accelerated M&A process undertaken prior to appointment.

Cessation of trade and liquidation of a company's assets.



Blockbuster Video

Administration of DVD and games retailer and rental business

More than 250 stores and 2,000 employees

Traded for 6 weeks generating sales of nearly £10m



Toys R Us

Administration of Toy retailer

Over 100 stores and 3,000 employees

Traded for 8 weeks with sales of more than £50m



Leading Restaurant Chain

Closure of 5 restaurants across the Greater London area

Orderly wind-down including disposal of stock, fixtures and fittings and leasehold properties

Retail and Hospitality Specialists



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35 years' experience. Secured advisory deals worth £50m+ in 2019



Simon Thomas

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37 years' experience including Blockbuster, Toys R Us and multiple restaurants and hoteliers



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More than 12 years' experience including Pretty Green, Basler and Hawkins Bazaar

Built on passion and pride our foundations are focused on good people providing exceptional service

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If you would like advice on how Moorfields can assist you please contact us for a free of charge consultation

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