

Our sector experience

February 2014

- Icknield has been working with under performing private and public companies on an international basis since 1995 principally during stabilisation and restructuring phases of turnaround projects
- Principal services provided are:
 - Cash management
 - Interim management
 - Restructuring & Turnaround
- We are engaged by and have a duty of care to the company but work very closely with the company's key stakeholders
- The Icknield team are hands on and work as part of the management team for the duration of the project as well as assuming executive responsibilities as part of the project
- Board appointments are taken where appropriate

Who are we ?

Ickniel

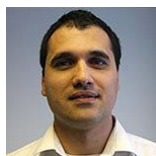
London based with offices in Hatton Garden



Steve Smith formed Ickniel in 1995 after an earlier career involving treasury and finance director positions in listed groups and now principally takes CRO and board roles. Steve is a member of CIMA, ACT, IFT and R3.



Shahin Gulamali has been with Ickniel for 7 years in interim FD and cash management projects. Shahin qualified at PWC and is a member of ACA and IFT.



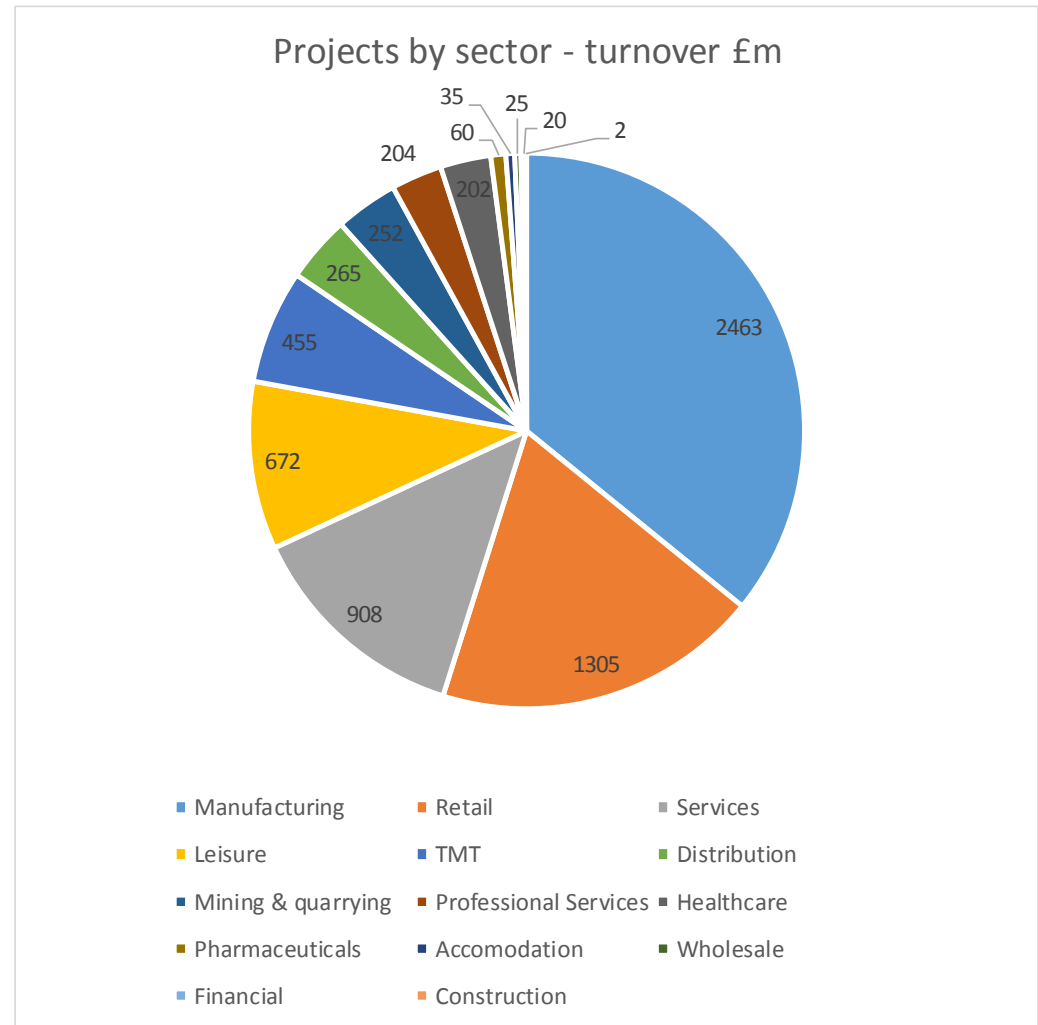
Ran Oren has been with Ickniel for 5 years and takes on interim FD and CRO, cash management and restructuring roles. Ran qualified with Deloitte in Israel and is a member of the IFT.

Ickniel also has a number of Associates who work on Ickniel projects as required both in finance and operational roles.

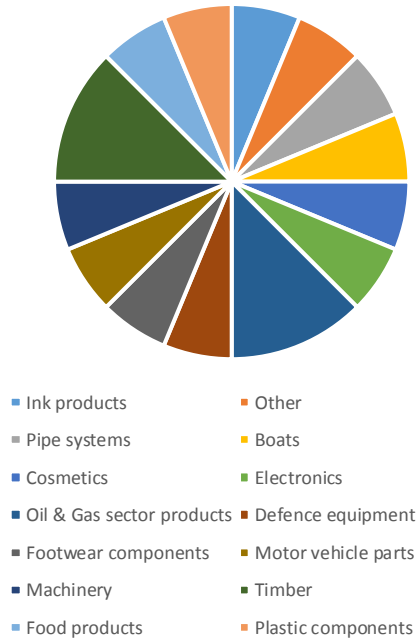
- Ickniel has worked with businesses in a variety of sectors with aggregate turnover of c £7 billion
- Our skill sets and experience are applicable to all under performing/distressed businesses regardless of sector but having relevant sector experience in the Ickniel team increases the added value from our services. Where detailed operational sector experience is needed the Ickniel Network is used to identify a suitable candidate.
- The largest sector we have worked with is manufacturing involving 23% of projects and c £2.5 billion of aggregate turnover
- Our experience covers all types and sizes of company from £2m to over £0.5bn turnover in owner-managed businesses (including unincorporated), private equity backed and listed companies
- We have worked with businesses based in the UK and Continental Europe with some of the larger projects also involving operations in North America and Asia
- The breadth of our experience enables the Ickniel team to react quickly to new projects and deliver rapid results

Sector experience - summary

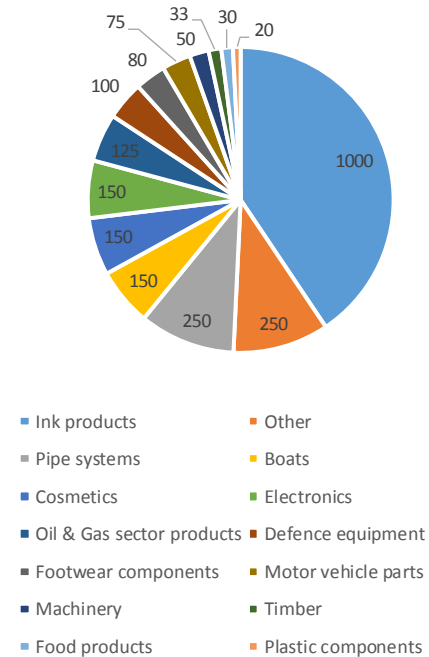
- Approximately two-thirds of Icknield's projects have been in manufacturing, services, retail or leisure
- Measured by turnover those sectors represent around 80% of all projects



% of manufacturing projects by sub-sector

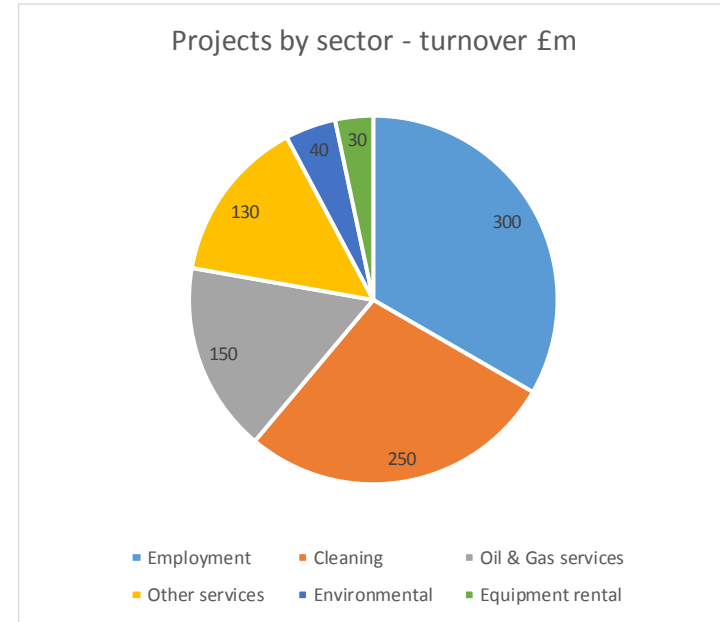
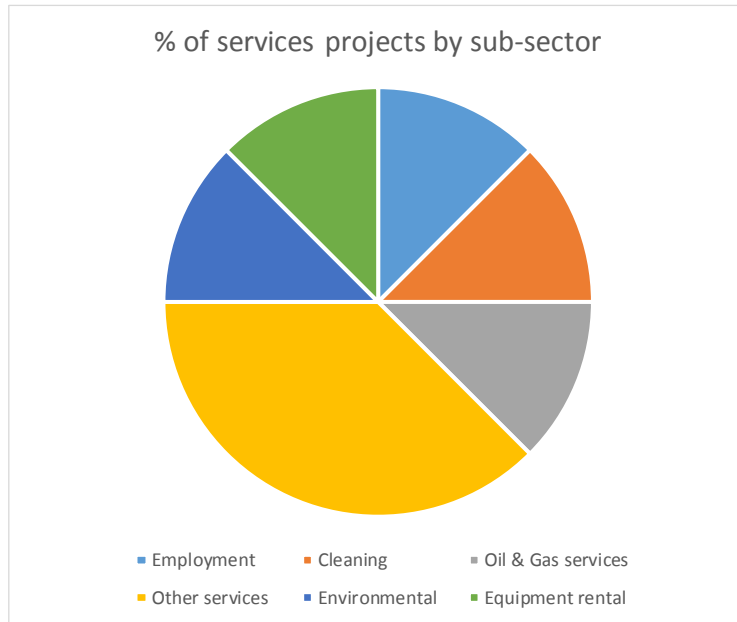


Projects by sector - turnover £m



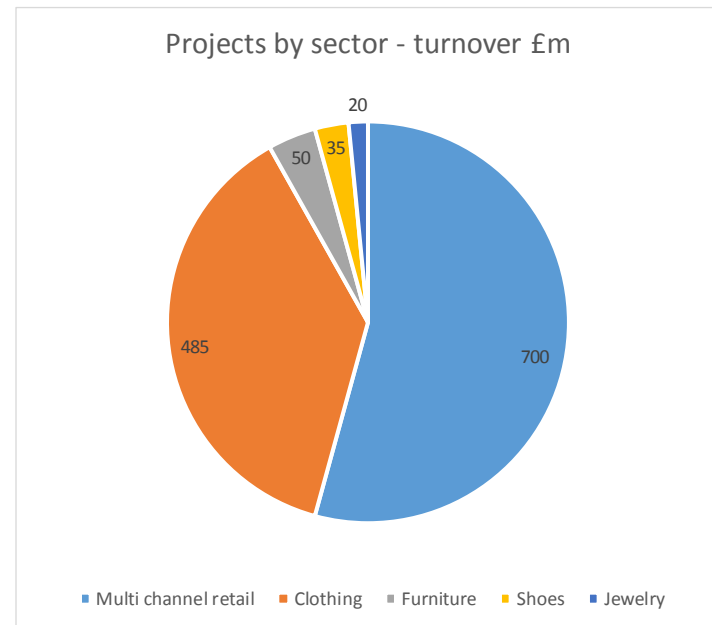
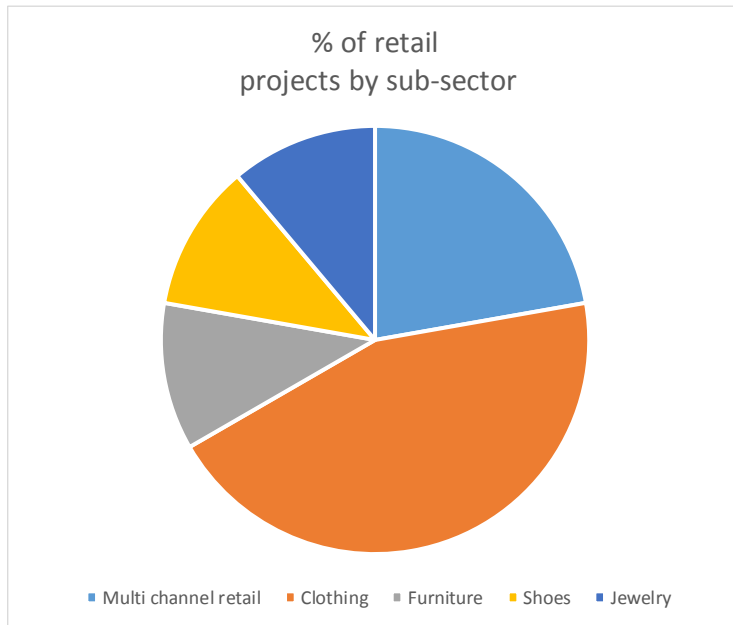
Ickniel has been successful in helping clients in the manufacturing sector to rapidly improve their financial position in a number of ways including

- Reducing working capital through stock reduction programmes
- Establishing product profitability and eliminating loss making products
- Outsourcing production to enhance profitability



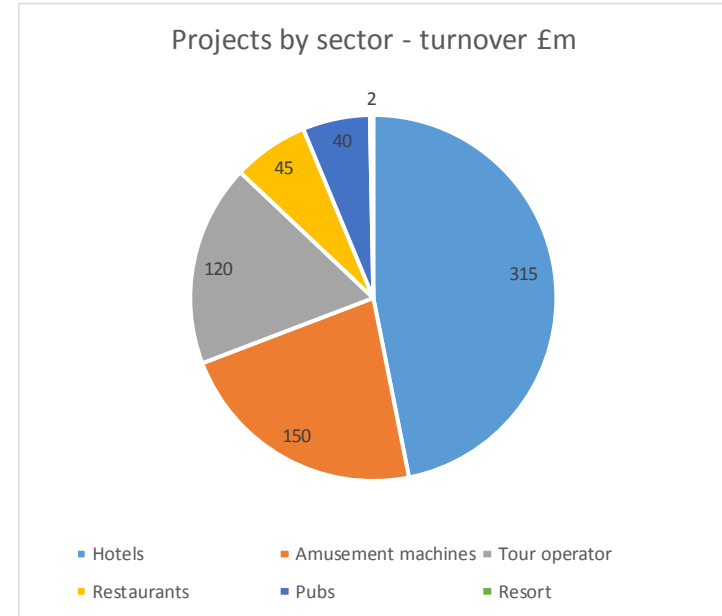
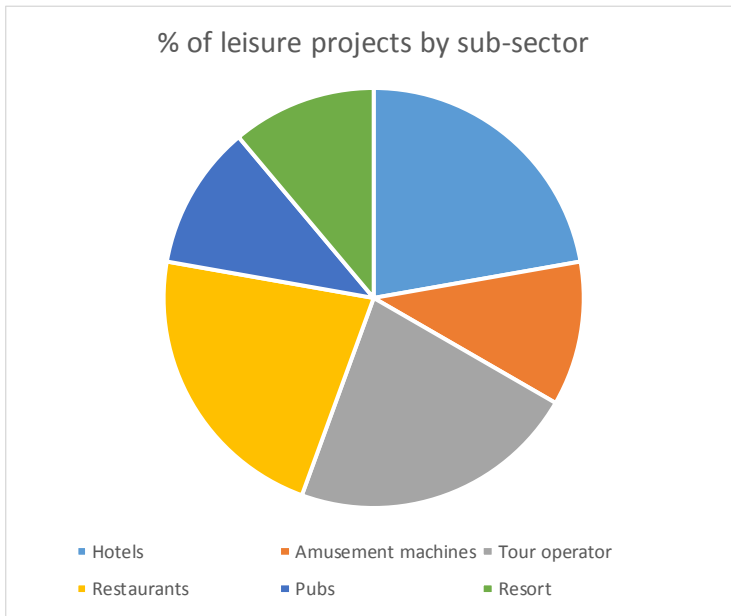
Our Services sector projects include:

- A working capital improvement role in an oil & gas services business where we were successful in releasing £m's from locked up cash thereby significantly reducing the company's borrowings
- Interim FD in a listed services business
- Interim financial management roles in an under performing employment services business



Icknield's retail experience has covered a variety of high street chains and includes:

- Supporting management teams through liquidity issues and restructuring
- Interim FD and cash management roles in a clothing retailer creating a turnaround and restructuring plan
- Restructuring a loss-making jewellery business to create a smaller viable retail chain



The Icknield team has considerable experience of working on both single and multiple site leisure sector projects including hotels, restaurants and tour operators

Leisure groups we have worked with have needed to restore profitability through turning around under performing locations and in some cases restructuring the groups to achieve a viable operational and financial platform

Contact details

Ickniel

- For further details or for a confidential discussion regarding a company which needs help please contact us.

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