

# MICHAEL POYNOR

## SPECIALIST ADVISOR

### NON-EXECUTIVE DIRECTOR : SPECIALIST ADVISOR

Visionary retail strategist and board advisor with many decades of experience as a retailer, wholesaler, consultant and NED for world-class brands and businesses across the globe. Extensive knowledge of retail markets throughout Europe and across the Americas, North and South. Additional focus in Europe and across the Americas, North and South.

Highly effective partner and advisor to decision makers of major retail corporates and finance firms, on a wealth of strategic and operational matters; establishes exceptional relationships at Board and C-level.

Defines and executes successful strategies for new market entry, M&A, and major account acquisition, leveraging an extensive global network of prime movers and industry influencers in the retail and consumer space.

Identifies and cultivates commercial alliances and partnerships, applying a finely-tuned understanding of corporate and consumer culture / behaviour across international markets.

## COMPANY

### Retail Expertise – Founder / Managing Director

Established a UK-based retail advisory business ([www.retailexpertise.com](http://www.retailexpertise.com)) in 1993 to offer strategic and operational expertise to banks, corporates, private equity funds and financial advisors across global markets. Services include large and small M&A deals, commercial due diligence, business recovery work, marketing analysis and detailed shop floor assignments across a broad range of retail companies and brands, from discount formats to luxury goods.

## CURRENT APPOINTMENTS

### Royal Bank of Canada Capital Markets, London: Senior Advisor – Consumer, Retail & Leisure. EMEA

**October 2016 - Present**

Retained by the head of RBC's specialist investment banking team focused primarily on large-scale transactions in the retail and consumer sectors in Europe. This appointment succeeds a similar position at Nomura International from April 2015 through September 2016

### AlixPartners, London:

#### Senior Advisor - Consumer, Retail & Leisure. EMEA

**October 2018 - Present**

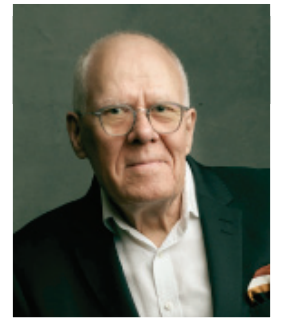
Working with specialist teams to help companies launch or enhance strategic & operational initiatives. Focused on optimising performance, and restructuring / transforming businesses to deal with new challenges or embrace new opportunities. Advisory role extends from UK base across Europe: assignments initiated in Ireland, Spain, the UK, Italy and The Netherlands

### A4B Group, Valencia, Spain

#### Senior Advisor - joint commercial & corporate capacity

**October 2019 – Present**

Advising the co-founder/owners of the company on business development / joint venture opportunities for both core business entities (BigBuy and InnovaGoods) leveraging the group's key technological assets, and product sourcing / distribution expertise, to open new revenue streams, and engage investor interest, across mainland Europe and Ireland, as well as LatAm



*"Michael Poynor has been one of the best connected observers of the international retail scene for the last three decades. He is a fount of knowledge, wisdom and insight for anyone seeking new ideas, acquisitions or ventures in the industry".*

**Archie Norman,**  
Chairman Marks & Spencer & Lazard UK

*"Michael is an astute businessman who has assisted in the international expansion of Primark Limited – a very useful venture for the company."*

**Arthur Ryan**  
Founder, former President/CEO, Primark

*"Michael is a rare creature; a global expert on trends and formats who also understands the detail of a particular market or retailer. His wealth of experience is highly valuable for investors & operators."*

**Gareth Whiley, Managing Partner**  
Silverfleet Capital

*"Michael has a vast and relevant experience to draw upon. He is exceptionally thoughtful and capable of generating views, ideas and analysis that may not occur to others.*

*He is very skilled in applying these insights & relationships, for the benefit of his clients."*

**Ed Boyce, Managing Director, Royal Bank of Canada Capital Markets, Investment Banking**

*"Michael is a unique executive. A fantastic networker with tremendous attention to detail. This combination has helped AlixPartners develop strong relationships with retail executives and allowed us to build our practice and grow our reach."*

**Dan Coen, Managing Director.**  
AlixPartners, London

*"For Michael to contribute his proactive support, creative thinking and business understanding, as part of the Board, is a real honour for a young company like ours. His impressive contacts and depth of knowledge make us very happy that he's part of the BigBuy Family."*

**Victor Perez, Co-founder/owner/CEO**  
A4B Group

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### Retail Expertise, Latin America

#### Delivering expansion opportunities with local partners across LatAm May 2013 - Present

Formal joint venture with JC Aramburo (Protein World) in México City, building on a long-established network of strategic partners in Bogotá, Medellín, Lima, Panamá City, Santiago and São Paulo to advise international retail & consumer brands on Latin American expansion strategies. Current/previous clients include A4B Group, Aspinal, BBase, Chilli Beans, Costa Coffee, Debenhams, 8 Greens, Kurt Geiger, Missguided, Protein World, RKW, Sephora, Ted Baker, The Fragrance Shop, Thomas Pink, and Ultimate Products.

*"Fifteen years ago, Michael told me he had faith in me and said he knew that Chilli Beans would make it big one day. Back then I only had 30 stores. Now I have 600. Michael stays young and enthusiastic and maintains just as much foresight as ever"*  
**Caito Maia, Founder Presidente, Chilli Beans Ltda Brazil.**

## PROFESSIONAL EXPERIENCE

#### PwC: Chief UK Retail Advisor (01-09) | Global Retail & Consumer Advisor (10-12) | Special Advisor Spain (13-15) 2001 - 2015

Advised PwC's Strategy Group, Transaction Services, Corporate Finance and Business Recovery on consulting projects, and pitches for/execution of mandates and due diligence assignments.

- Companies included: Alliance Boots, Asda, Baccarat, Barney's, B&M, Burberry, C&A, Card Factory, DAA, Dixons, Dunnes, El Corte Inglés, García Carrión, Grupo Cortefiel, Hema, Hugo Boss, John Lewis, J Sainsbury, Mango, Mars, Musgrave, Poundland, Prada, Primark, Sandro-Maje, Superquinn, Tesco, Tous, Toys R Us, Tumi, Valentino, Vilebrequin & WHSmith.

*"The intelligence and insight that Michael is able to share, with us and with our prospective clients, has proven extremely valuable in converting ideas into opportunities and opportunities into large PwC assignments."*  
**Tony Lomas, Former Chairman - UK Business Recovery, PwC**

#### Financo Europe: Non Executive Director | Senior Advisor Jan 2013 - Oct 2014

Appointed as NED and Senior Advisor to this New York based, retail-focused investment bank.

Instrumental in the launch of the London office, and establishing credentials with leading European private equity firms, including 3i, Bridgepoint, LDC, Change Capital, Investcorp, Primary Capital, Silverfleet, Warburg Pincus, and with corporates, including Cherokee, Cortefiel and Swarovski.

- Advised Financo New York on a number of deals, including the acquisition of Eveden by Wacoal America.

*"The scope and detailed knowledge of the global retail industry that Michael brings to the table is exceptional. He has a particularly expansive understanding of Europe, North America and South America across almost every format type and sub-sector. He is both an astute operational executive and a strategic thinker who brings a wealth of experience and an intellectual curiosity to help solve clients' future challenges and achieve their objectives."*  
**Colin S. A. Welch, former President & COO Financo and CEO Financo Europe**

#### U.P. Global Sourcing: Non-Executive Director / Strategic Advisor 2005 - 2014

Actively acquired major new international clients for this UK / China General Merchandise product design and sourcing business.

- New approaches were secured with Coles, Kmart and Target (Australia); Pão de Açúcar, Falabella & Liverpool (LatAm); and El Corte Inglés, Karstadt and Carrefour (Europe) - with the latter's initial order exceeding €3m.

*"Michael's advised the Board for 9 years & helped develop our business significantly using a fantastic network of connections to unlock major opportunities & excellent language skills to break down barriers."*  
**Simon Showman, CEO/Founder, U.P. Global Sourcing**

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### **COBA: Retail Director**

**1994 - 2000**

Independently contracted by this multi-sector strategy consulting group; clients included Carrefour, Hewlett Packard, Kodak, Lloyds TSB, Nike, Thompson, Walmart and numerous investment banks / private equity firms.

- Advisor to SSSB (now Citi) team to help win the mandate for flotation of Inditex in Madrid; personally acknowledged by client as crucial to success.

### **ASDA: International Business Development Controller**

**1986 - 1993**

Partnered the Board on a number of major strategic initiatives to drive the company's expansion at home and abroad.

- Member of the two-man team that recruited George and Liz Davies to launch the George brand, now a multi-billion-pound business and the UK's second largest clothing retailer.
- Led the successful negotiation for a joint venture and proposed equity swap with Carrefour and Metro, and the creation of a cross-border buying group.
- Key advisor to the Board on assessment of major US acquisition opportunities, and for potential entry into Spain.

### **London Institute: Principal Lecturer | Syracuse University: Adjunct Professor**

**1982 - 1986**

Handpicked to launch international fashion retail courses, including design of lectures and tutorials focused on the differences between North American and European markets. Created and delivered graduate training courses in Retailing & Marketing for Harrods, Jaeger, House of Fraser and The Co-op.

- Key industry influencer, who contributed to the global change in the perception of retailing as a sophisticated discipline and the driving force of marketing.

### **Stuncroft Ltd, London: Managing Director (Clubclass Ltd)**

**1979 - 1982**

Managing Director of a major wholesale brand, manufacturing tailored menswear in Eastern Europe, North Africa and South America to supply retailers in the UK and Western European markets. Recruited with a remit to embed retailing perspectives into the wholesale company's value proposition.

- Overhauled product offering, including launch of a new higher end brand, which transformed quality recognition in British and European multiple retail groups.
- Sourced and activated new manufacturing capacities in Poland, Hungary, Turkey, Tunisia, Morocco, Uruguay and Brazil, from previous sole source in Romania.

### **Bond St. Agencies/Rex Trueform, London: Executive**

**1978 - 1979**

Imported high end menswear ranges into the UK from S. Africa, Israel and Switzerland. Made key transition from mass market buying & merchandising to upscale wholesale distribution to broaden skills and experience in the clothing sector.

### **C&A Europe, UK & The Netherlands: Executive**

**1969 - 1978**

Recruited into the graduate training scheme and rose through company ranks through merchandising, marketing, buying and store management functions in the UK and Netherlands, with a focus on merging British and wider European retail perspectives.

- Head of UK within the European Fashion team, instrumental in the industry's earliest democratisation of high fashion trends into commercial high street reality; interpreted catwalk trends to create new brands and ranges across Europe.
- Pioneered new markets and categories, including successful launch of ski wear from Finland.
- Retained by Brenninkmeijer family more than two decades later, in 2001, to conduct post-mortem into the decision to exit the UK market.

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### **Writer & Speaker:**

Columnist for publications such as Retail Week. And presenter at industry events.

### **World Retail Congress:**

Specialist advisor, expert judge and panel chairman every year since 2007.

### **Languages:**

English native speaker; French – excellent command; Dutch - good command; German, Italian & Spanish – basic communication skills.

### **UK registered company;**

Operating through main base in London and from branches in Barcelona & Dublin. Personal residence in France.