







# 50 Years of Altman Z-Score: what have we learned and the applications in financial and managerial markets

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**#LSEAltman** 

# 50 Years of Altman Z-Score: What Have We Learned & the Applications in Financial & Managerial Markets

Dr. Edward Altman

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LSE Credit Seminar London School of Economics October 16, 2019



### **Scoring Systems**

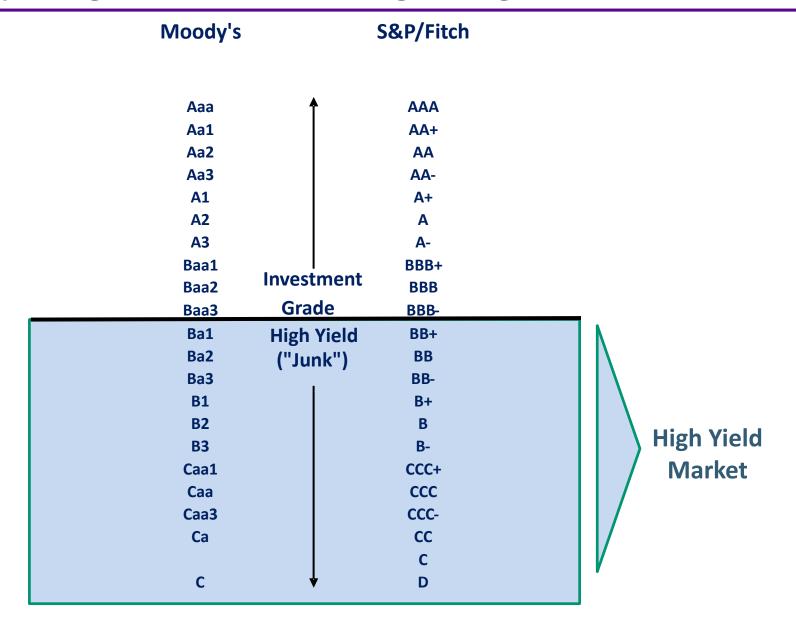
- Qualitative (Subjective) 1800s
- Univariate (Accounting/Market Measures)
  - Rating Agency (e.g. Moody's (1909), S&P Global Ratings (1916) and Corporate (e.g., DuPont) Systems (early 1900s)
- Multivariate (Accounting/Market Measures) 1968 (Z-Score) → Present
  - Discriminant, Logit, Probit Models (Linear, Quadratic)
  - Non-Linear and "Black-Box" Models (e.g., Recursive Partitioning, Neural Networks, 1990s), Machine Learning, Hybrid
- Discriminant and Logit Models in Use for
  - Consumer Models Fair Isaacs (FICO Scores)
  - Manufacturing Firms (1968) Z-Scores
  - Extensions and Innovations for Specific Industries and Countries (1970s Present)
  - ZETA Score Industrials (1977)
  - Private Firm Models (e.g., Z'-Score (1983), Z"-Score (1995))
  - EM Score Emerging Markets (1995)
  - Bank Specialized Systems (1990s)
  - SMEs (e.g. Edmister (1972), Altman & Sabato (2007) & Wiserfunding (2016))
- Option/Contingent Claims Models (1970s Present)
  - Risk of Ruin (Wilcox, 1973)
  - KMVs Credit Monitor Model (1993) Extensions of Merton (1974) Structural Framework

### **Scoring Systems**

#### (continued)

- Artificial Intelligence Systems (1990s Present)
  - Expert Systems
  - Neural Networks
  - Machine Learning
- Blended Ratio/Market Value/Macro/Governance/Invoice Data Models
  - Altman Z-Score (Fundamental Ratios and Market Values) 1968
  - Bond Score (*Credit Sights*, 2000; RiskCalc *Moody's*, 2000)
  - Hazard (Shumway), 2001)
  - Kamakura's Reduced Form, Term Structure Model (2002)
  - Z-Metrics (Altman, et al, *Risk Metrics*<sup>©</sup>, 2010)
- Re-introduction of Qualitative Factors/FinTech
  - Stand-alone Metrics, e.g., Invoices, Payment History
  - Multiple Factors Data Mining (Big Data Payments, Governance, time spent on individual firm reports [e.g., *CreditRiskMonitor's* revised FRISK Scores, 2017], etc.)

#### **Major Agencies Bond Rating Categories**

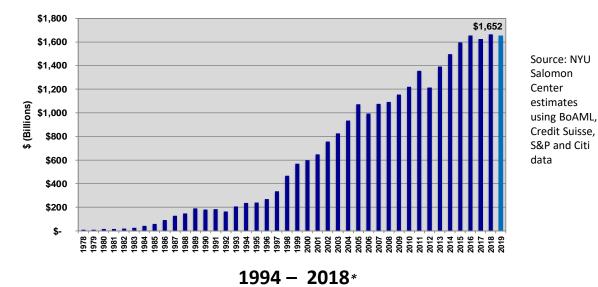


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#### **Size Of High-Yield Bond Market**

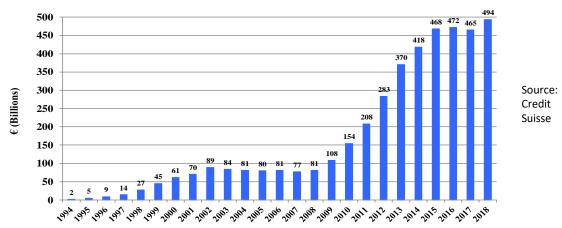
**1978 – 2019** (Mid-year US\$ billions)





Western Europe Market





<sup>\*</sup>Includes non-investment grade straight corporate debt of issuers with assets located in or revenues derived from Western Europe, or the bond is denominated in a Western European currency. Floating-rate and convertible bonds and preferred stock are not included.



### **Key Industrial Financial Ratios**

#### (U.S. Industrial Long-term Debt)

Medians of Three- Year (2009-2011) Averages	AAA	AA	A	BBB	BB	В	CCC*
EBITDA margin (%)	27.9	27.6	20.4	19.7	17.6	16.6	
Return on Capital (%)	30.6	23.6	20.7	13.2	10.9	7.8	2.7
EBIT Interest Coverage(x)	33.4	14.2	11.6	5.9	3.0	1.3	0.4
EBITDA Interest Coverage (x)	38.1	19.6	15.3	8.2	4.8	2.3	1.1
Funds from Operations/Total Debt (%)	252.6	64.7	52.6	33.7	24.9	11.7	2.5
Free Operating Cash Flow/Total Debt (%)	208.2	51.3	35.7	19.0	11.1	3.9	(3.6)
Disc. Cash Flow/Debt (%)	142.8	32.0	26.1	13.9	8.8	3.1	
Total Debt/EBITDA (x)	0.4	1.2	1.5	2.3	3.2	5.5	8.6
Total Debt/Total Debt + Equity (%)	14.7	29.2	33.8	43.5	52.2	75.2	98.9
No. of Companies	4	14	93	227	260	287	

<sup>\* 2005-2007</sup> 

Source: Standard & Poor's, CreditStats: 2011 Industrial Comparative Ratio Analysis, Long-Term Debt – US (RatingsDirect, August 2012).

#### Key Industrial Financial Ratios (Europe, Middle East & Africa Industrial Long-term Debt)

Medians of Three- Year (2008-2010) Averages	AA	A	BBB	BB	В
EBITDA margin (%)	24.9	16.6	15.5	17.6	16.3
Return on Capital (%)	20.0	15.3	11.2	9.3	6.7
EBIT Interest Coverage(x)	15.7	7.0	3.9	3.1	1.0
EBITDA Interest Coverage (x)	18.5	9.5	5.7	4.6	2.0
Funds from Operations/Total Debt (%)	83.4	45.7	32.3	22.7	10.5
Free Operating Cash Flow/Total Debt (%)	57.8	23.2	16.0	7.1	1.3
Disc. Cash Flow/Debt (%)	30.5	12.5	8.0	3.4	0.8
Total Debt/EBITDA (x)	0.9	1.6	2.6	3.2	5.8
Total Debt/Total Debt + Equity (%)	25.7	33.8	44.4	51.9	75.8
No. of Companies	8	55	104	58	55

Source: Standard & Poor's, CreditStats: 2010 Adjusted Key US & European Industrial and Utility Financial Ratios (RatingsDirect, August 2011).

#### **Z-Score Component Definitions and Weightings**

Variable	Definition	Weighting Factor
X <sub>1</sub>	Working Capital	1.2
	Total Assets	
X <sub>2</sub>	Retained Earnings	1.4
	Total Assets	
X <sub>3</sub>	EBIT	3.3
	Total Assets	
$X_4$ — — —	Market Value of Equity	0.6
	Book Value of Total Liabilit	ies
$X_5$ — — —	Sales	1.0
	Total Assets	

### Zones of Discrimination: Original Z - Score Model (1968)

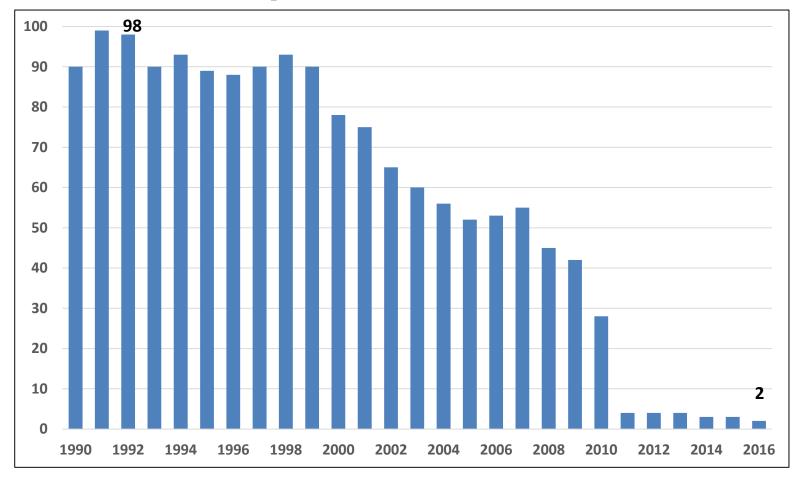
# Time Series Impact On Corporate Z-Scores

- Credit Risk Migration
  - Greater Use of Leverage
  - Impact of HY Bond & LL Markets
  - Global Competition
  - More and Larger Bankruptcies
  - Near Extinction of U.S. AAA Firms

Increased Type II Error

#### The Near Extinction of the U.S. AAA Rated Company

Number of AAA Rated Groups in the U.S.



# Estimating Probability of Default (PD) and Probability of Loss Given Defaults (LGD)

#### Method #1

- Credit scores on new or existing debt
- Bond rating equivalents on new issues (Mortality) or existing issues (Rating Agency Cumulative Defaults)
- Utilizing mortality or cumulative default rates to estimate marginal and cumulative defaults
- Estimating Default Recoveries and Probability of Loss

or

#### Method #2

- Credit scores on new or existing debt
- Direct estimation of the probability of default
- Based on PDs, assign a rating



# Median Z-Score by S&P Bond Rating for U.S. Manufacturing Firms: 1992 - 2017

Rating	2017 (No.)	2013 (No.)	2004-2010	1996-2001	1992-1995
AAA/AA	4.20 (14)	4.13 (15)	4.18	6.20*	4.80*
A	3.85 (55)	4.00 (64)	3.71	4.22	3.87
BBB	3.10 (137)	3.01 (131)	3.26	3.74	2.75
BB	2.45 (173)	2.69 (119)	2.48	2.81	2.25
В	1.65 (94)	1.66 (80)	1.74	1.80	1.87
CCC/CC	0.73 (4)	0.23 (3)	0.46	0.33	0.40
D	<b>-0.10</b> (6) <sup>1</sup>	0.01 (33)2	-0.04	-0.20	0.05

Sources: S&P Global Market Intelligence's *Compustat* Database, mainly S&P 500 firms, compilation by NYU Salomon Center, Stern School of Business.

<sup>\*</sup>AAA Only.

<sup>&</sup>lt;sup>1</sup> From 1/2014-11/2017, <sup>2</sup>From 1/2011-12/2013.

## Marginal and Cumulative Mortality Rate Actuarial Approach

$$\mathbf{MMR}_{(\mathbf{r},\mathbf{t})} \quad \frac{total\ value\ of\ defaulting\ debt\ from\ rating\ (r)\ in\ year\ (t)}{total\ value\ of\ the\ population\ at\ the\ start\ of\ the\ year\ (t)}$$
 
$$\overline{\mathbf{M}}\mathbf{MR} = \mathbf{Marginal\ Mortality\ Rate}$$

One can measure the cumulative mortality rate (CMR) over a specific time period (1,2,..., T years) by subtracting the product of the surviving populations of each of the previous years from one (1.0), that is,

$$CMR_{(r,t)} = 1 - \prod SR_{(r,t)},$$
  
 $t = 1 \rightarrow N$   
 $r = AAA \rightarrow CCC$ 

here  $CMR_{(r,t)} = Cumulative Mortality Rate of (r) in (t),$   $SR_{(r,t)} = Survival Rate in_{(r,t)}, 1 - MMR_{(r,t)}$ 

#### **Mortality Rates by Original Rating**

### All Rated Corporate Bonds\* 1971-2018

#### Years After Issuance

		1	2	3	4	5	6	7	8	9	10
AAA	Marginal	0.00%	0.00%	0.00%	0.00%	0.01%	0.02%	0.01%	0.00%	0.00%	0.00%
	Cumulative	0.00%	0.00%	0.00%	0.00%	0.01%	0.03%	0.04%	0.04%	0.04%	0.04%
AA	Marginal	0.00%	0.00%	0.18%	0.05%	0.02%	0.01%	0.03%	0.04%	0.03%	0.04%
	Cumulative	0.00%	0.00%	0.18%	0.23%	0.25%	0.26%	0.29%	0.33%	0.36%	0.40%
A	Marginal	0.01%	0.02%	0.09%	0.10%	0.07%	0.04%	0.02%	0.22%	0.05%	0.03%
	Cumulative	0.01%	0.03%	0.12%	0.22%	0.29%	0.33%	0.35%	0.57%	0.62%	0.65%
BBB	Marginal	0.29%	2.26%	1.20%	0.95%	0.46%	0.20%	0.21%	0.15%	0.15%	0.31%
	Cumulative	0.29%	2.54%	3.71%	4.63%	5.07%	5.26%	5.46%	5.60%	5.74%	6.03%
BB	Marginal	0.89%	2.01%	3.79%	1.95%	2.38%	1.52%	1.41%	1.07%	1.38%	3.07%
	Cumulative	0.89%	2.88%	6.56%	8.38%	10.57%	11.92%	13.17%	14.10%	15.28%	17.88%
В	Marginal	2.84%	7.62%	7.71%	7.73%	5.71%	4.44%	3.58%	2.03%	1.70%	0.71%
	Cumulative	2.84%	10.24%	17.16%	23.57%	27.93%	31.13%	33.60%	34.94%	36.05%	36.50%
CCC	Marginal	8.05%	12.36%	17.66%	16.21%	4.87%	11.58%	5.38%	4.76%	0.61%	4.21%
	Cumulative	8.05%	19.42%	33.65%	44.40%	47.11%	53.23%	55.75%	57.86%	58.11%	59.88%

<sup>\*</sup>Rated by S&P at Issuance Based on 3,454 issues

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#### **Mortality Losses by Original Rating**

### All Rated Corporate Bonds\* 1971-2018

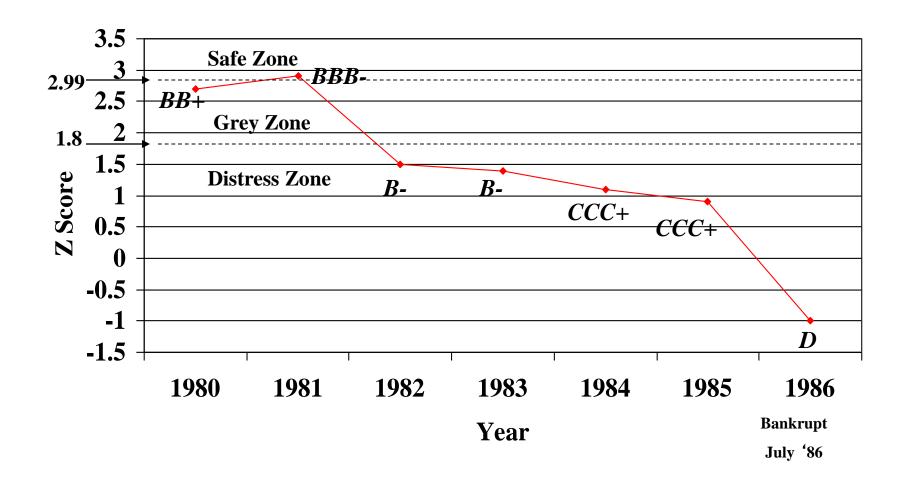
#### Years After Issuance

		1	2	3	4	5	6	7	8	9	10
AAA	Marginal	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.01%	0.00%	0.00%	0.00%
	Cumulative	0.00%	0.00%	0.00%	0.00%	0.01%	0.02%	0.03%	0.03%	0.03%	0.03%
AA	Marginal	0.00%	0.00%	0.01%	0.02%	0.01%	0.01%	0.00%	0.01%	0.01%	0.01%
	Cumulative	0.00%	0.00%	0.01%	0.03%	0.04%	0.05%	0.05%	0.06%	0.07%	0.08%
A	Marginal	0.00%	0.01%	0.03%	0.03%	0.04%	0.04%	0.02%	0.01%	0.04%	0.02%
	Cumulative	0.00%	0.01%	0.04%	0.07%	0.11%	0.15%	0.17%	0.18%	0.22%	0.24%
BBB	Marginal	0.20%	1.47%	0.68%	0.56%	0.24%	0.14%	0.07%	0.08%	0.08%	0.16%
	Cumulative	0.20%	1.67%	2.34%	2.88%	3.12%	3.25%	3.32%	3.40%	3.47%	3.63%
BB	Marginal	0.53%	1.14%	2.26%	1.09%	1.35%	0.74%	0.79%	0.49%	0.70%	1.05%
	Cumulative	0.53%	1.66%	3.89%	4.93%	6.22%	6.91%	7.65%	8.10%	8.74%	9.70%
В	Marginal	1.88%	5.33%	5.30%	5.18%	3.76%	2.41%	2.33%	1.12%	0.88%	0.50%
	Cumulative	1.88%	7.11%	12.03%	16.59%	19.73%	21.66%	23.49%	24.34%	25.01%	25.38%
CCC	Marginal	5.33%	8.65%	12.45%	11.43%	3.39%	8.58%	2.28%	3.30%	0.37%	2.66%
	Cumulative	5.33%	13.52%	24.29%	32.94%	35.21%	40.77%	42.12%	44.03%	44.24%	45.72%

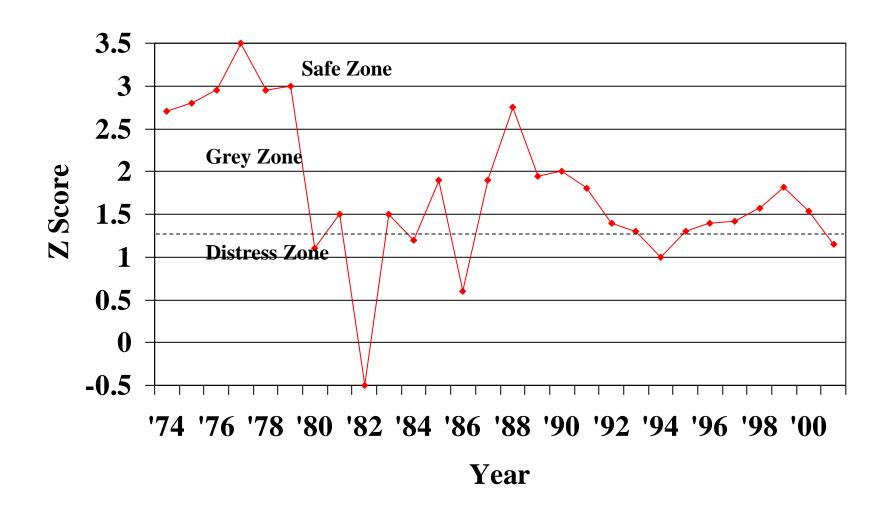
<sup>\*</sup>Rated by S&P at Issuance Based on 2,894 issues

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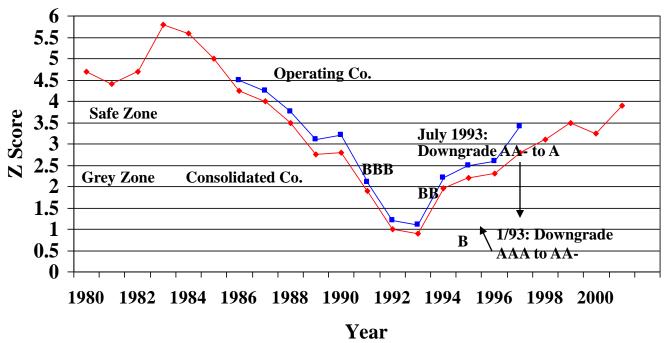
#### **Z Score Trend - LTV Corp.**



#### International Harvester (Navistar) Z Score (1974 – 2001)



## **IBM Corporation Z Score** (1980 – 2001, update 2015-2017)



Recent Z-Scores & BREs							
Year -End	Z- Score	Actual S&P Rating					
2015	3.63	<b>A</b> -					
2016	3.58	<b>A</b> -					
2017	3.27	BBB+	<b>A</b> +				

### **Z-Score Model Applied to General Motors (Consolidated Data):** Bond Rating Equivalents and Scores from 2005 – 2017

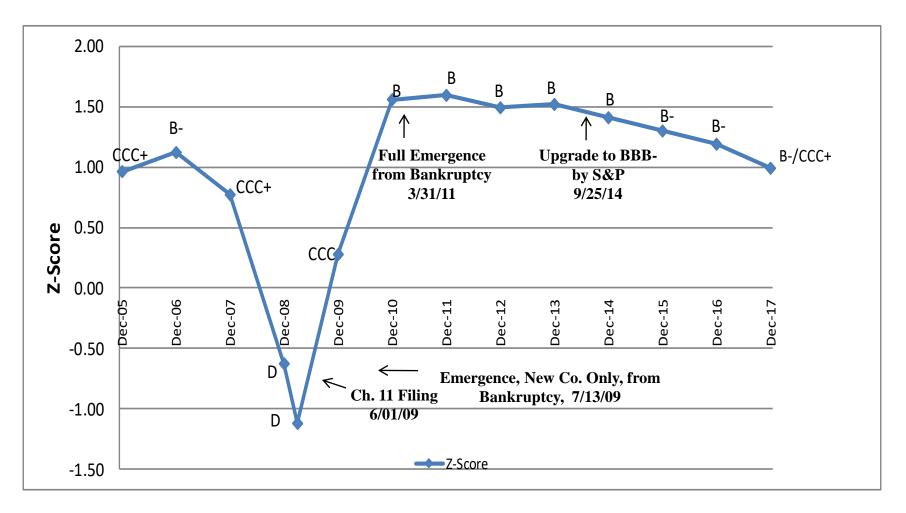
	Z-Scores	BRE
12/31/17	0.99	B-/CCC+
12/31/16	1.19	В-
12/31/15	1.30	В-
12/31/14	1.41	В
12/31/13	1.52	В
12/31/12	1.49	В
12/31/11	1.59	В
12/31/10	1.56	В
12/31/09	0.28	CCC
03/31/09	(1.12)	D
12/31/08	(0.63)	D
12/31/07	0.77	CCC+
12/31/06	1.12	В-
12/31/05	0.96	CCC+

Note: Consolidated Annual Results. Data Source: S&P Global Market Intelligence's S&P Capital IQ platform, Bloomberg., Edgar



### **Z-Score Model Applied to GM (Consolidated Data):**Bond Rating Equivalents and Scores from 2005 – 2017

**Z-Score: General Motors Co.** 



#### **Additional Altman Z-Score Models:**

**Private Firm Model (1968)** 

Non-U.S., Emerging Markets Models for Non Financial Industrial Firms (1995)

e.g. Latin America (1977, 1995), China (2010), etc.

Sovereign Risk Bottom-Up Model (2011)

SME Models for the U.S. (2007) & Europe e.g. Italian Minibonds (2016), U.K. (2017), Spain (2018)

# An Example of A European SME Model The Italian SME & Mini-Bond Markets

Our Work with the U.S. H.Y. Bond Market and SMEs Globally (WiserFunding Ltd.)

Italy - Classis Capital, Italian Borsa, Wiserfunding and Minibond Advising, Issuance and Trading

Providing a Credit Market Discipline (Credit Culture) to the Italian Mini-bond Market and SMEs Globally

### **Z"** Score Model for Manufacturers, Non-Manufacturer Industrials; Developed and Emerging Market Credits (1995)

$$Z'' = 3.25 + 6.56X_1 + 3.26X_2 + 6.72X_3 + 1.05X_4$$
 $X_1 = Current Assets - Current Liabilities$ 

$$Total Assets$$
 $X_2 = Retained Earnings$ 

$$Total Assets$$

$$X_3 = Earnings Before Interest and Taxes$$

$$Total Assets$$

$$X_4 = Book Value of Equity$$

$$Total Liabilities$$

#### **US Bond Rating Equivalents Based on Z"-Score Model**

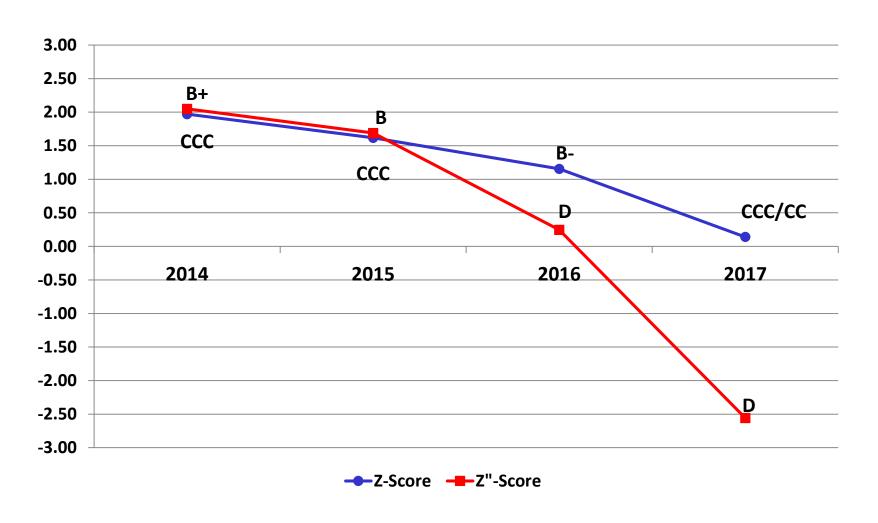
Z"=3.25+6.56 $X_1$ +3.26 $X_2$ +6.72 $X_3$ +1.05 $X_4$ 

Rating	Median 1996 Z"-Score	Median 2006 Z"-Score <sup>a</sup>	Median 2013 Z"-Score
AAA/AA+	8.15 (8)	7.51 (14)	8.80 (15)
AA/AA-	7.16 (33)	7.78 (20)	8.40 (17)
A+	6.85 (24)	7.76 (26)	8.22 (23)
А	6.65 (42)	7.53 (61)	6.94 (48)
A-	6.40 (38)	7.10 (65)	6.12 (52)
BBB+	6.25 (38)	6.47 (74)	5.80 (70)
BBB	5.85 (59)	6.41 (99)	5.75 (127)
BBB-	5.65 (52)	6.36 (76)	5.70 (96)
BB+	5.25 (34)	6.25 (68)	5.65 (71)
ВВ	4.95 (25)	6.17 (114)	5.52 (100)
BB-	4.75 (65)	5.65 (173)	5.07 (121)
B+	4.50 (78)	5.05 (164)	4.81 (93)
В	4.15 (115)	4.29 (139)	4.03 (100)
B-	3.75 (95)	3.68 (62)	3.74 (37)
CCC+	3.20 (23)	2.98 (16)	2.84 (13)
CCC	2.50 (10)	2.20 (8)	2.57(3)
CCC-	1.75 (6)	1.62 (-) <sup>b</sup>	1.72 (-) <sup>b</sup>
CC/D	0 (14)	0.84 (120)	0.05 (94) <sup>c</sup>

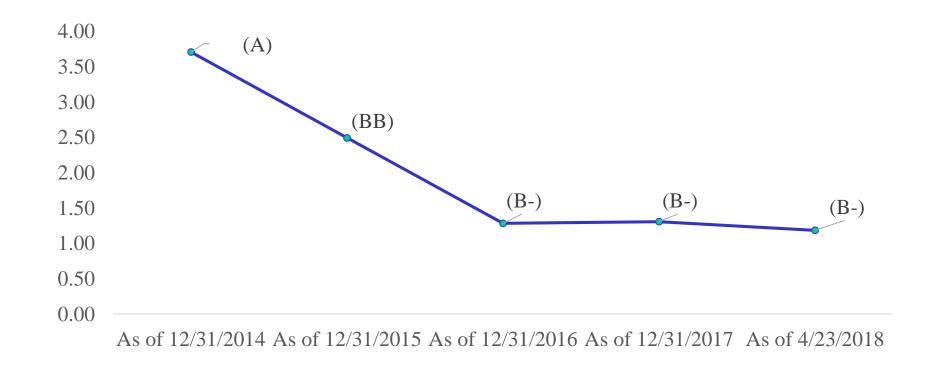
<sup>&</sup>lt;sup>a</sup>Sample Size in Parantheses. <sup>b</sup>Interpolated between CCC and CC/D. <sup>c</sup>Based on 94 Chapter 11 bankruptcy filings, 2010-2013. Sources: Compustat, Company Filings and S&P.

#### Z and Z"-Score Models Applied to Sears, Roebuck & Co.: Bond Rating Equivalents and Scores from 2014 – 2017

Z and Z"- Score: Sears, Roebuck & Co.



#### Tesla Z Scores and BREs (2014 – April 2018)



#### Financial Distress (Z-Score) Prediction Applications

#### **External (To The Firm) Analytics**

- Lenders (e.g., Pricing, Basel Capital Allocation)
- Bond Investors (e.g., Quality Junk Portfolio
- Long/Short Investment Strategy on Stocks (e.g. Baskets of Strong Balance Sheet Companies & Indexes, e.g. STOXX, Goldman, Nomura)
- Security Analysts & Rating Agencies
- Regulators & Government Agencies
- Auditors (Audit Risk Model) Going Concern
- Advisors (e.g., Assessing Client's Health)
- M&A (e.g., Bottom Fishing)

#### **Internal (To The Firm) & Research Analytics**

- To File or Not (e.g., General Motors)
- Comparative Risk Profiles Over Time
- Industrial Sector Assessment (e.g., Energy)
- Sovereign Default Risk Assessment
- Procurement Officer, Suppliers Assessment
- Accounts Receivables Management
- Researchers Scholarly Studies
- Chapter 22 Assessment
- Managers Managing a Financial Turnaround

# Comparative Health of High-Yield Firms (2007 vs. 2017)

# Comparing Financial Strength of High-Yield Bond Issuers in 2007& 2012/2014/2017

Number of Firms					
	Z-Score	Z"-Score			
2007	294	378			
2012	396	486			
2014	577	741			
2017	529	583			

Year	Average Z-Score/ (BRE)*	Median Z-Score/ (BRE)*	Average Z"-Score/ (BRE)*	Median Z"-Score/ (BRE)*
2007	1.95 (B+)	1.84 (B+)	4.68 (B+)	4.82 (B+)
2012	1.76 (B)	1.73 (B)	4.54 (B)	4.63 (B)
2014	2.03 (B+)	1.85 (B+)	4.66 (B+)	4.74 (B+)
2017	2.08 (B+)	1.98 (B+)	5.08 (BB-)	5.09 (BB-)



<sup>\*</sup>Bond Rating Equivalent

Source: Authors' calculations, data from Altman and Hotchkiss (2006) and S&P Global Market Intelligence's S&P *Capital IQ platform/Compustat database*.

### AN EMERGING MARKET CORPORATE MODEL: A MODIFIED Z"-SCORE MODEL

# MANAGING A FINANCIAL TURNAROUND: THE GTI CASE

# CAVEATS FOR A SUCCESSFUL TURNAROUND

# The Development of Alternative Financing Sources for SMEs & the Assessment of SME Credit Risk

Dr. Edward Altman

NYU Stern School of Business





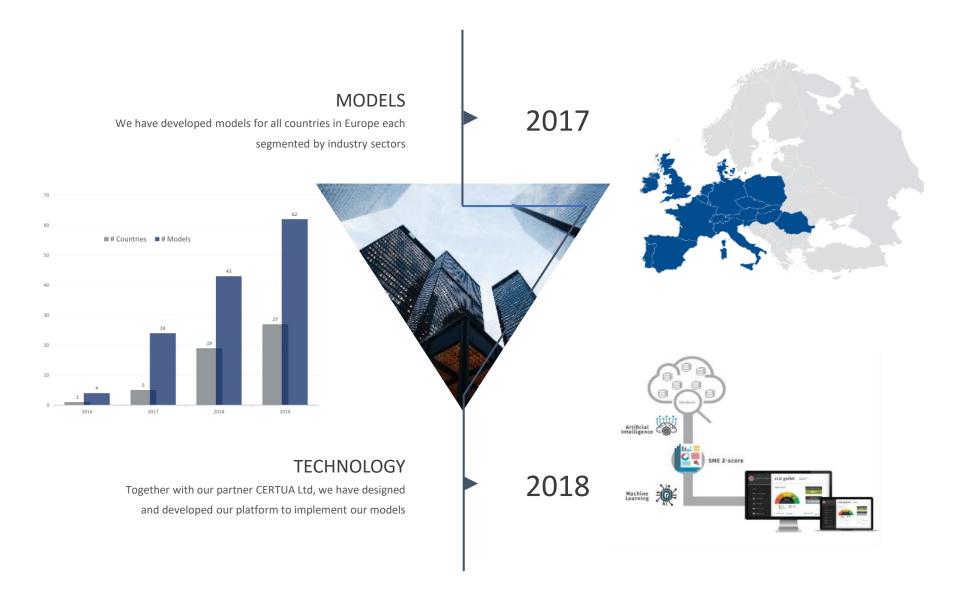
2016



**START** 

We incorporated in April 2016 in UK and in July 2016 in Italy and became partner of the Italian stock exchange in August.









## BECOME THE MARKET STANDARD TO ASSESS THE CREDIT RISK OF SMEs

We are now ready to bring our innovations to U.S. and Asia to facilitate SME lending by providing the most advanced and predictive tools to assess their credit risk



## WHY IS A CREDIBLE AND SOUND RISK MODEL FOR SMEs INCREASINGLY RELEVANT?

the Ne

the Epicenter of the Next Financial Crisis

Bank of England

Bank of England raises

Several signs seem to suggest that the longest benign cycle in the history may be coming to an end soon. What impact would that have on the outstanding debt towards SME?



The Economist

The next recession





What are the components of our models?



## Step 1 Financial variables

We use 8 to 14 financial ratios specific to SMEs covering leverage, liquidity, profitability and coverage

### Step 2 Corporate governance

We collect a vast amount of structured and unstructured data on directors and the company sourcing from several databases



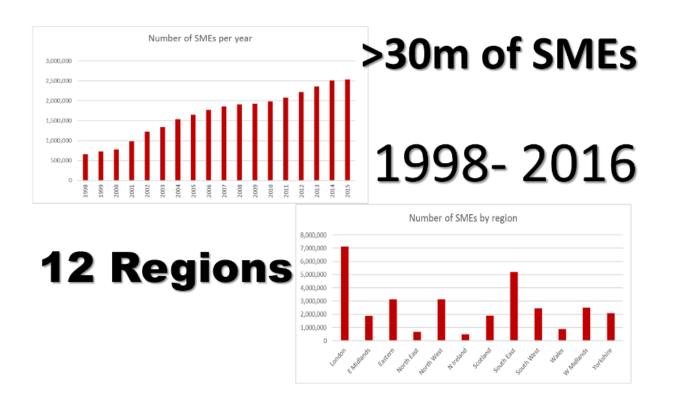
#### Step 3 Macroeconomic

#### variables

To ensure the stability of the model across time, we use industry specific macroeconomic data to help predicting the market outlook

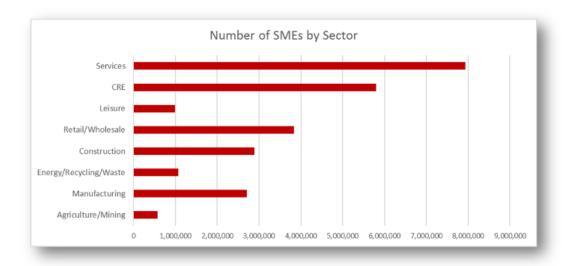


#### The UK SME Z-Score models





#### The UK SME Z-Score models



8 Sector models + 1 generic for abridged accounts

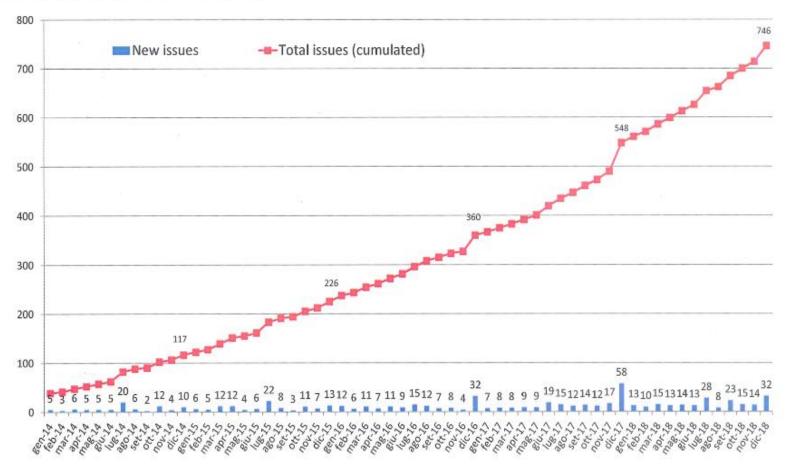




Assessing the Credit Worthiness of Italian SMEs and Mini-bond Issuers

Dr. Edward I. Altman, Professor of Finance, NYU Stern & Co-founder, Wiserfunding Ltd., London, England

#### Minibond # flow (amount up to € 500 million)





#### The Dataset

- Initially, financial data of 15,362 active and 1,000 non-active companies were extracted from AIDA (BvD) covering the years 2004 to 2014 (1).
- > Few companies (1,852) had to be dropped due to missing financial information.
- > The shape and size of the final development sample is reported below

	Number	Percentage
Non -defaulted firms	13,990	96.4 %
Defaulted firms	520	3.6 %
Total	1 4 ,510	100%

(1): We thank CLASSIS Capital and ASSOLOMBARDA for supporting this research by providing Italian SMEs data



#### The Results

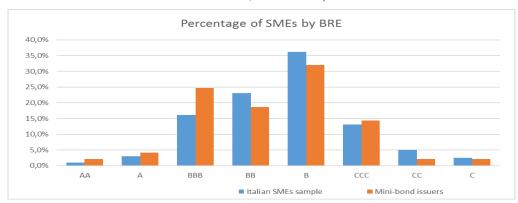
	Type I error rate	Type II error rate	1- Average Error Rate	Accuracy ratio
Manufacturing Model	6.92%	26.57%	83.26%	93.08%
	(8.23%)	(27.64%)	(82.07%)	(92.21%)
Retail Model	16.77%	27.78%	77.73%	83.23%
	(18.54%)	(28.89%)	(76.29%)	(81.76%)
Services Model	12.05%	24.54%	81.70%	87.94%
	(14.88%)	(26.43%)	(79.35%)	(84.12%)
Constructions and Real	8.89%	26.02%	82.55%	91.11%
Estate	(10.12%)	(28.24%)	(80.82%)	(89.86%)



#### Risk Profile of Mini-bond issuers (2015)

<b>Bond Rating Equivalent</b>	# SMEs	% SMEs	Avg. Coupon Yield
AA	2	2%	0,057
Α	4	4%	0,062
BBB	24	25%	0,065
ВВ	18	19%	0,055
В	31	32%	0,059
CCC	14	14%	0,065
CC	2	2%	0,030
С	2	2%	0,060

Source: Firms listed on Borsa Italiana Extra MOT, calculations by the authors



Source: Firms listed on Borsa Italiana Extra MOT, calculations by the authors

Applying our SME Z<sub>I</sub>-Score on the mini-bond issuers as of 2015, we find that:

- Risk profile of SMEs doesn't seem to influence the bond pricing;
- Majority of existing mini-bond issuers classified as non-investment grade;
- The risk profile of the mini-bond issuers is better (i.e. less risky) than total SME sample.



#### Wiserfunding Ltd.: Helping Italian SMEs to Succeed

- ➤ Mission is to support small business growth by reducing information asymmetry by providing a common set of information to all market participants.
- ➤ The SME Z<sub>I</sub>-Score should not to be used in isolation. Other factor (e.g. debt capacity, cash flow, recovery profile, market outlook, directors' experience) are assessed when evaluating SMEs' financial strength.
- ➤ We believe that by providing lenders/investors and small businesses with the same set of information, we can help them speak the same language.
- ➤ We are working with Classis Capital, Borsa Italiana, Confindustria, several PMI organizations and SMEs to apply our model effectively.











# 50 Years of Altman Z-Score: what have we learned and the applications in financial and managerial markets

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