



Restructuring & Insolvency

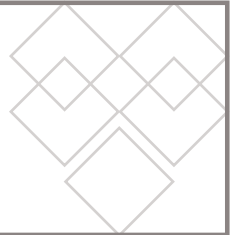
2022



PROFILED:

LIAM HEALEY

Ankura





Restructuring & Insolvency



LIAM HEALEY

Senior Managing Director

Ankura

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PERSONAL BIOGRAPHY

Liam Healey is a restructuring and corporate finance professional with more than 19 years of experience in advisory, restructuring and insolvency matters. He serves a diverse range of clients, providing services, including acting as a safe harbour adviser, providing strategic turnaround and restructuring advice, as well as independent business and pre-lending reviews. He also has extensive formal restructuring and insolvency experience (receiverships, voluntary administrations and liquidations) including the trading and sale of distressed businesses and real estate assets. He has been engaged by clients across the mining and mining services, energy and renewables, real estate, retail, hospitality and technology industries.



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Q&A WITH LIAM HEALEY



Could you provide an insight into how you approach your work? What drives and motivates you?

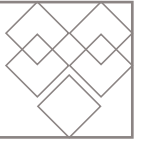
◆ We are approached by clients facing serious challenges in times of change and disruption. We are being relied upon by our clients to provide creative, practical and commercial solutions to these challenges. The trust that clients place in us to obtain the best possible outcome in their situation is a strong motivating factor. I am also strongly motivated by the opportunity to build and develop a high-performing team to service clients effectively. To deliver quality work and outcomes for clients, it is essential that we are committed to technical excellence and the development of a strong team culture of collaboration and continual improvement. I am also motivated by the opportunity to work collaboratively with my colleagues across geographies and business lines within the firm.

Are you active in any programmes or initiatives within your organisation? To what extent have you found this work rewarding and fulfilling?

◆ I have been working on establishing staff engagement committees for our employees in the Asia Pacific (APAC), Europe, and Middle East and Africa (EMEA) regions. These committees have traditionally operated in the US and have provided the opportunity for two-way communication between global management and staff at all levels. Given the growth of the Ankura business in the APAC and EMEA regions, the need for this initiative was identified to enable greater collaboration and to provide feedback globally. We hope that this initiative will allow key areas for firm improvement to be identified and to establish common goals for the development of the firm. This has also been a great opportunity to meet a diverse range of people across the globe and to note the similarities and differences in work culture in different countries and offices.

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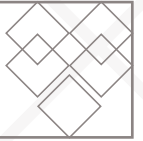
**What strengths and characteristics do you, your team and your firm strive to demonstrate to clients?**

◆ We strive to be appreciated by clients for the quality of our client service and the overall value that we provide. This means providing clients with practical commercial solutions to the challenges that they face and ensuring it is done in a timely and collaborative manner. As a team, we strive to be recognised for our cohesive approach to complex matters and our focus on client needs. Our commitment to continual improvement, innovation and technical excellence is ingrained in our culture. Finally, we aspire to approach our work with empathy and to ensure that we communicate with all stakeholders as effectively as possible. ■

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REPRESENTATIVE ENGAGEMENTS

- ◆ Safe harbour and restructuring adviser to an ASX-listed company with operations in Europe and the US.
- ◆ Voluntary administrator and deed administrator in the restructuring of the largest youth adventure tourism and backpacker hostel operator in Australia and New Zealand, Tourism Adventure Group, which collapsed due to the global coronavirus (COVID-19) pandemic.
- ◆ Voluntary administrator and deed administrator of an Australian stationery retailer, Kikki.K, which included a sale of the business to Brand Bank Group resulting in a substantial outcome for all stakeholders.
- ◆ Receiver and manager of a debtor book relating to disbursement funding to legal firms.
- ◆ Acting as a receiver of real estate assets, including facilitating the sale of over AU\$300m of distressed property for secured lenders.
- ◆ Acting as a safe harbour and restructuring adviser to a range of clients from start-up businesses to ASX-listed companies, and advising clients on turnaround and restructuring options and contingency planning.

