

SKILLS OVERVIEW

- Able to design and review operational and financial models across various industries with a specific focus on companies in distress where limited financial and operational information is available
- Able to undertake independent business reviews to identify areas for improvements in various industries and geographies
- Able to develop solutions for providing additional financing to companies in distress including designing suitable security packages, debt covenants and funding structures with experience in structures with offshore Special Purpose Vehicles
- Extensive experience in the monitoring and management of day to day operations of distressed companies to ensure business continuity
- Able to manage implementation of a debt restructuring plans including experience in the formal insolvency regimes of Indonesia, Vietnam and Singapore

PROFESSIONAL EXPERIENCE



Senior Manager, Restructuring (August 2020 – present)

PwC, Kuala Lumpur, Malaysia

Projects undertaken

Key results / Skills acquired

Corporate restructuring involving operational carve out for a local electronics manufacturer

- Undertaking assessment of proposed carve out to determine feasibility of proposed actions and identifying potential pitfalls
- Providing options to implement restructuring to enable management to meet their corporate objectives

Assessment of Non-Performing Loan ("NPL") market in Malaysia

- Undertaken extensive research into the current NPL landscape in Malaysia and understanding how banks may respond to rising NPLs
- Exploring ways in which banks may utilise sale of NPLs to manage NPLs (including understanding the relevant regulatory guidelines applicable)

KordaMentha

Director, Restructuring (January 2016 – July 2020)

KordaMentha, Singapore

Projects undertaken

Key results / Skills acquired

Financial advisor to the steering committee of bondholders in a USD 1.5 billion restructuring in Indonesia

- Took charge of restructuring negotiations on behalf of the steering committee of bondholders – was able to negotiate more favourable terms to bondholders than what was initially offered
- Critically evaluate company's restructuring plan including reasonableness of projection and if the plan offered was equitable to creditors
- Coordination with legal counsel to ensure all votes from bondholders located in various countries were appropriately filed and counted for the purpose of the restructuring

Independent business reviews of both state and privately owned entities in Papua New Guinea operating in the construction, telecommunication and the airport management industries

- Understand and analyse the business process of the company and identify areas for operational improvement and developing metrics to monitor performance
- Liaising with industry experts to understand various industries and mapping out the financial impact of the operations of a company
- Preparing financial models to determine future viability of operations and monthly management reporting templates to enable continuous monitoring
- Communicating findings and recommendations to various stakeholders including lenders, shareholders and management

Financial advisor to institutional bondholders and representing their interest in a company led restructuring in Singapore

- Exploring restructuring options for clients involving enforcement and legal proceedings across multiple jurisdictions including assessing the viability of a Chapter 11 process and proceedings under the 2017 Singapore Companies Act
- Undertaking assessment of the position of other creditors and designing potential restructuring plans for each class of creditor (taking into consideration requirements of different classes and stakeholders)
- Working with the company advisor to develop a holistic restructuring plan
- Developing strategies to inject additional funding into the business and analysing means to maximise returns to clients

Receiver and manager of a fin-tech company in Singapore with subsidiaries in Singapore, Indonesia and the UAE

- Undertaking formal enforcement proceedings in Singapore and taking possession of secured assets
- Undertaking a sale of business process in Singapore, Indonesia and the UAE. This included developing marketing plans, approaching and managing potential buyers, setting up a data room, managing the due diligence process and finalising sale documents

BORRELLI Assistant Manager, Restructuring (August 2014 – December 2015)
WALSH 保華 **Borrelli Walsh, Singapore**

Projects undertaken	Key results / Skills acquired
Independent financial advisor to the main bank of a coal producer in Indonesia with over USD 1.3 billion in debt	<ul style="list-style-type: none">• Undertook a preliminary financial analysis of the company to determine viability of the business and ascertain the emergency funding requirement• Preparation of funding proposal presented to the secured lenders• Preparation of detailed 13-week, 12-month and 5-year cash flow forecast for the purpose of designing a restructuring proposal and to facilitate the short term cash management of the business• Day to day monitoring of operations including cash management, human resource and creditor management as well as preparation of monthly reporting documents to the board and to lenders• Designing, implementing and monitoring cost cutting strategies. This included implementing a severance program for employees and renegotiation of supplier contracts
Members' Voluntary Liquidation, Creditors' Voluntary Liquidation and Compulsory Winding-Up	<ul style="list-style-type: none">• Undertaking statutory duties of a liquidator as required by the Companies Act• Reviewing validity of creditor claims• Undertaking preliminary investigations on potential misconduct by directors



Financial Analyst, Pricing (December 2013 – July 2014)

IBM, Kuala Lumpur, Malaysia

- Assist the sales team in pricing deals to maximise the gross profit of the company across various product offerings including software, hardware and services



Senior Associate, Assurance (December 2010 – November 2013)

PwC, Kuala Lumpur, Malaysia

- Performed various statutory audits of oil and gas companies in Malaysia
- Undertook a review of the internal control processes of a multi-national shared service centre in Malaysia and designed procedures to test its effectiveness and recommended improvements as required

EDUCATION (2006 – 2010)

Sheffield Hallam University, United Kingdom

B.A. (Honours) in Accounting and Finance

1st Class Honours

Professional Affiliations

Association of Chartered Certified Accountants

Fellow

OTHER PERSONAL INFORMATION

Language proficiency

English, Malay/Bahasa Indonesia

Extracurricular highlights

President – Tunku Abdul Rahman College Financial Accounting Society

Participant in various national level debate and public speaking competitions