



Conor McElhinney

POSITION	Partner	AUCKLAND OFFICE
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Qualifications & Memberships

- Licensed Insolvency Practitioner, CA ANZ
- Member, CA ANZ
- Member, RITANZ
- Master of Management Studies (First Class Honours), University of Waikato
- Bachelor of Management Studies (First Class Honours), University of Waikato

Conor has extensive experience in advisory, transactions, and restructuring across businesses in New Zealand, the United Kingdom and the Middle East.

An expert in business turnaround and restructuring, Conor has advised corporations internationally across a broad range of industries and sizes. Conor's business improvement review of a small New Zealand manufacturer improved EBITDA by \$2m on a turnover of just \$10m, and subsequent sell-side assistance resulted in shareholders receiving a return 50% higher than targeted. He also played an instrumental role on the coordinating committee in the capital restructuring of Thomas Cook Plc, Europe's second largest travel operator with a turnover of £9bn and 35,000 employees, including negotiating a sustainable capital structure and associated covenant package, and obtaining the support of the banking syndicate.

Conor has a particular passion for retail and has acted on many high profile retail insolvencies – including Pumpkin Patch, Topshop, Valleygirl/TEMT and Andrea Moore – and used his extensive retail analytics tools and experience to provide turnaround advice to many other retailers.

Engagement Experience

- Acting on some of the highest profile retail insolvencies, including Top Shop, Pumpkin Patch, Wild Pair, and Valleygirl and providing turnaround advice to many other retailers.
- Advisor to the lender and subsequent voluntary administrator of NZX/ASX listed Intueri Education, delivering a successful sale of the business to Pacific Equity Partners.
- Receiver of multiple bars and restaurants, successfully selling business and/or repaying the appointer.
- Introducing Australian PE firm Allegro to their first investment in New Zealand, Carpet Court.
- Buy-side due diligence of Fletcher Aluminium for a significant trade purchaser.
- Independent review of a large New Zealand FMCG manufacturer and wholesaler, including managing the exit for the incumbent lender through a restructuring of the facilities and introducing new lenders.
- Business improvement review of a SME New Zealand manufacturer, improving EBITDA by \$2m on turnover of just \$10m, and providing subsequent sell-side assistance, resulting in a sale value 50% higher than required by the shareholders.
- Capital restructuring of Thomas Cook Plc, Europe's second largest travel operator with turnover of GBP 9bn and 35,000 employees, including negotiating a sustainable capital structure and associated covenant package and obtaining the support of the syndicate.



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Partner

- Independent appraisal and options analysis for the lender to a listed insulation manufacturer and negotiating the subsequent capital restructuring, which included a rescue rights issue.
- Forensic investigation into The International Banking Corporation, a Bahraini investment bank with USD 4bn of reported assets and USD 3bn owed to the international banking community, supporting extensive litigation against the shareholders for fraud (Bahrain).