



Restructuring & Insolvency

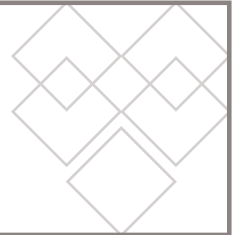
2023



PROFILED:

TERESA C. KOHL

SSG Capital Advisors, LLC





Restructuring &
Insolvency



TERESA C. KOHL

Managing Director

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PERSONAL BIOGRAPHY

Teresa Kohl is a respected leader in the restructuring industry with more than 25 years' experience. She has completed over 150 restructuring matters including refinancing and sale transactions for middle market companies in bankruptcy proceedings and out-of-court workouts. Prior to her transition to investment banking, she led financial and operational restructuring engagements. She is a fellow of the American College of Bankruptcy and a contributing author to the Norton Journal of Bankruptcy Law and Practice. She has received the M&A Advisor Distressed M&A Dealmaker of the Year award twice and was named a USA Top Women Dealmaker by the Global M&A Network.



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Q&A WITH TERESA C. KOHL

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

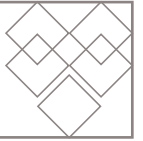
◆ I have spent over 25 years in the restructuring industry, first as a financial adviser focused on operational turnarounds, and since 2011 as an investment banker for special situation transactions. As a result, I approach each engagement with a balance of cautious optimism, healthy scepticism and a sense of humour. Client situations are often volatile, so being able to roll with the punches without losing focus is critical. The chaotic hunt for a solution and the accompanying adrenaline rush presents a challenge that motivates me to find the best outcome. A successful special situation deal is one that leaves all stakeholders equally unhappy, and my approach is to be mindful of all expectations and focus on the result that maximises value and preserves jobs.

In what ways do you endeavour to support the career development of your colleagues rising through the ranks?

◆ I have always been focused on increasing the number of women in the restructuring industry, especially in special situation investment banking. I have led affinity groups within professional associations and championed young women practitioners to help develop their networks, establish connections, and provide support and a sounding board. I serve as a mentor for a diversity and equity initiative within the American Bankruptcy Institute and co-founded the Turnaround Management Association's Network of Women (TMA NOW). Within my firm, I work closely with our junior professionals to provide them with opportunities to further develop their skills and interact directly with clients and referral sources. I also encourage career development by recommending colleagues for board

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positions at industry associations and speaking roles at conferences to raise their individual profile beyond client engagements.

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

◆ We are known for being calm, credible, knowledgeable and fair, while demonstrating empathy and the utmost professionalism. Our clients typically do not want to engage us; they come to us when they need to accomplish a difficult transaction in challenging circumstances. We often see business owners and management teams at their lowest point and it is essential for us to be effective and honest communicators who can appreciate their personal trials while coaxing their best performance. We become very close to our client teams and fellow deal professionals, so it is critical that we build trust early and deliver on our shared objectives in a respectful and responsible manner. Transaction values can sometimes be disappointing, but we strive to ensure that our process is conducted professionally, efficiently and transparently so that all stakeholders are engaged in the outcome. ■



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REPRESENTATIVE ENGAGEMENTS

- ◆ Advising H2 Brands Group in a Chapter 11 asset sale to US financial buyers Gordon Brothers Commercial & Industrial and Nations Capital.
- ◆ Advising U.S. Tobacco Cooperative, Inc. in a Chapter 11 exit financing provided by PNC Business Credit.
- ◆ Advising NITROcrete in a Chapter 11 asset sale to US strategic buyer Cryogenic Industrial Solutions.
- ◆ Advising Tri-Wire Engineering Solutions, Inc. in a Chapter 11 asset sale to US strategic buyer ITG Communications.
- ◆ Advising Avadim Health, Inc. in a Chapter 11 asset sale to UK financial buyer Hayfin Capital Management.
- ◆ Advising Paper Source in a Chapter 11 asset sale to US/UK financial buyer Elliott Investment Management.
- ◆ Advising New Hampshire Plastics in an asset sale to US strategic buyer Grimco.

