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2022



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How did you end up in this line of work?

My restructuring career began around the time of the 2008 financial crisis. I was a practicing litigator at the time, but I always gravitated towards the corporate side of the law.

After a few experiences with companies that were going through a restructuring, I decided to pursue my LLM in Bankruptcy at St John's University School of Law, where I also interned for the Judge Allan Gropper in the Southern District of New York. This supplemental education and experience opened the door for me to pursue a career in restructuring law.

What skillset is necessary to be a successful cross-border restructuring and insolvency practitioner?

It is important to ways keep an open mind and be flexible in your thinking. This is particularly significant where insolvency is perceived differently by another country where you are attempting to achieve a cross-border restructuring.

Restructuring a company in the United States is oftentimes complex and fraught with challenges. Adding in an extra layer of challenge by introducing an international component can make the task that much more difficult. It is important for advisers to understand how non-US countries approach insolvency in order to better understand how to maximise value for the enterprise globally.

What is the most valuable piece of advice you've received in your career?

One practical piece of advice has been to habitually engage in self-reflection and think about my past experiences in depth. I conduct this this type of introspection often and I take the time to collect my thoughts to analyse where I have been, and where I am going in the upcoming year.

What are the hot topics or disruptive events that are likely to shape the work you're doing?

The global economy has remained somewhat resilient over the last few years despite unprecedented volatility and extraordinary events.

The most significant factor contributing to an increased level of deal flow has been the availability of private capital. I expect that if such capital continues to exist, transactional deal flow will endure regardless of volatility or current events.

What is the most unusual restructuring or insolvency matter that you have worked on?

The cross-border restructuring of pharmaceutical manufacturer Mallinckrodt was extremely complex and at the intersection of mass tort, antitrust, and bankruptcy law. This US\$5.3 billion cross-border restructuring required filing for both US Chapter 11 as well as Irish insolvency proceedings in 2020 and 2021.

We advised the company through its Chapter 11 case, which contemplated the reinstatement of US\$495 million in secured financing, the equitisation of approximately US\$1.6 billion in senior unsecured notes, as well as the settlement of outstanding opioid litigations claims, including the establishment of an opioid litigation trust with consideration including up front (and post-reorganisation) cash contributions, warrants for 19.99% of post-reorganised equity and various causes of action.

How do you try to maintain a work-life balance?

Boundaries are important. I find it useful to reflect on the day every morning and establish personal and professional boundaries in an effort to achieve my goals. Once I have the day mapped out, and there is some structure between my personal and work goals, I try my best to preserve those boundaries. This also helps with being efficient with the allotted time I have for a particular task or set of tasks.