



Annexure "A"

The Ruhe Group – Firm Overview

1. Introduction

The Ruhe Group is a boutique Australian insolvency, restructuring, and advisory firm founded on the principle that financial distress should be addressed with both commercial pragmatism and a deeply human, responsive approach.

The firm supports individuals, businesses, creditors, and professional stakeholders navigating financial difficulty, insolvency risk, or complex commercial challenges. Its focus is to bring clarity to complexity and structure to uncertainty, delivering outcomes that are legally robust, commercially sound, and practically achievable.

2. Firm Philosophy and Approach

The Ruhe Group's work is guided by a clear and consistent philosophy rooted in:

- Clarity and transparency in communication
- Independence and integrity in decision-making
- Commercially grounded, practical solutions
- Balanced outcomes across all stakeholder groups

The firm regularly engages with creditors, directors, lenders, employees, and other stakeholders in environments where competing interests often arise. Its approach prioritises fairness, transparency, and outcomes that withstand legal and commercial scrutiny.

The Ruhe Group recognises that financial distress impacts not only financial outcomes, but also businesses, individuals, and livelihoods more broadly.

3. Founders and Leadership

The Ruhe Group was established by co-founders Alice Ruhe and Steven Ruhe, who bring significant combined experience across personal and corporate insolvency, restructuring, and advisory disciplines.

Alice Ruhe

- Registered Trustee in Bankruptcy and Registered Liquidator
- Over two decades of experience in personal and corporate insolvency
- Extensive experience managing complex, high-value and high-risk appointments
- Known for analytical rigour, strategic thinking, and clear stakeholder communication

Steven Ruhe

- Chartered Accountant with longstanding experience in insolvency and corporate recovery
- Practised since 1994, advising directors, financiers, and stakeholders
- Focuses on commercially effective outcomes and enterprise value preservation

Together, the founders combine deep technical capability with commercial insight to deliver structured, practical and compliant solutions.

4. Services

The Ruhe Group provides a comprehensive range of services across the lifecycle of financial distress, including:

Personal Insolvency

- Bankruptcy administration
- Personal insolvency agreements
- Informal financial restructuring

Corporate Insolvency

- Voluntary administrations
- Liquidations (all forms)
- Receiverships and secured creditor engagements

Advisory and Turnaround

- Solvency reviews and financial assessments
- Informal and formal restructuring strategies
- Small Business Restructuring (SBR)
- Pre-enforcement advisory for lenders

Forensic and Litigation Support

- Insolvency investigations
- Expert reports and opinions
- Asset tracing and recovery
- Dispute and litigation support

These services are designed to provide end-to-end support from early-stage distress through to formal insolvency processes.

5. Clients and Stakeholders

The Ruhe Group works with a diverse client base, including:

- Small and medium-sized businesses
- Company directors and business owners
- Secured and unsecured creditors
- Financial institutions and private lenders
- Legal and accounting advisors
- Individuals experiencing financial distress

The firm's experience across both creditor-led and debtor-initiated matters enables it to maintain a balanced and informed perspective when managing complex engagements.

6. Market Position and Capability

The Ruhe Group operates as a national boutique practice, combining:

- Deep technical insolvency expertise
- Agile and responsive service delivery
- A personalised, relationship-driven approach

The firm is well positioned to manage complex and time-sensitive matters, delivering outcomes that are aligned with regulatory requirements while remaining commercially practical.

A key focus of the firm is early engagement, recognising that proactive intervention can significantly improve outcomes for all stakeholders involved.

7. Commitment to Outcomes

The Ruhe Group is committed to:

- Supporting individuals and businesses through financial distress
- Preserving enterprise value where viable
- Delivering fair, transparent, and structured outcomes
- Ensuring decisions are both commercially and legally sound

The firm acts as a trusted advisor during periods of uncertainty, assisting stakeholders to move from complexity to clarity and from risk to informed decision-making.

Annexure Statement

This Annexure "A" is provided to give further context regarding the expertise, approach, and market role of The Ruhe Group in relation to insolvency, restructuring, and financial distress advisory services.