

Melissa Smith

Partner in Brisbane

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Melissa is a highly skilled restructuring and turnaround specialist with more than 20 years of experience. Melissa helps clients improve operational and financial performance, most often during times of challenge or change, by advising on strategy and then helping implement it.

Melissa is experienced in conducting engagements for both private and public sector clients. This experience covers a broad range of industries, including retail, health and aged care, resources and mining, agribusiness, transport and logistics, hospitality and property. She has also undertaken secondments at financial institutions assisting in their asset management divisions.

Melissa co-leads McGrathNicol's health and aged care industry focus group.

Engagement Experience —

Government Advisory

- Department of Health and Aged Care: Led financial viability assessments of a broad range of aged care providers, including not-for-profit entities.
- Ipswich City Council: Independent Business Review of development agreement entered into by a council-controlled entity with a developer regarding the funding and transaction structure for council's new administration building.
- Ipswich City Council: Oversaw the transition of assets and operations from council's controlled entity to council. Worked closely with council staff to prepare and monitor implementation of the project plan.
- Government infrastructure transaction: A key team member of the external advisory partner to a Queensland State Government entity to support the planning and assessment of a transaction for a major infrastructure asset. Worked closely with the project management office and subject matter experts to undertake an assessment of a gap analysis between the current state to future state, critical path item roadmaps to achieve future state, risks, transitional services requirements, resourcing requirements and a delivery model for project.
- Queensland Health: Development of a community-based capital framework to deal with requests for capital infrastructure funding being received from community-based organisations delivering health related services in Queensland.

Advisory

- Resources Group: Interim CFO of a coal mine resources group throughout a period of establishing operations.

Qualifications & Memberships —

- Member, CA ANZ
- Member, TMA
- Member, ARITA
- Bachelor of Business, Queensland University of Technology
- Registered Liquidator



McGrathNicol

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- Detailed involvement in an independent expert's report dealing with the solvency of a WA based construction company as part of a preference recovery action against the Australian Taxation Office.
- Interim CFO of a coal mine resources group throughout a period of establishing operations.
- The Star Entertainment Group: Advising the lenders to Star in relation to its restructuring.

Administrations, Deeds of Company Arrangement and Liquidations

- Samgris Resources: Managed the liquidation of the company following application by a shareholder on just and equitable grounds.
- RCR Laser: Managed the administration of a self-sufficient subsidiary of formerly ASX-listed RCR Tomlinson, with approximately 200 employees and turnover of approximately \$450m.
- Qenos: Managed creditor and employee workstreams for a voluntary administration and deed of company arrangement of a large plastics and petrochemicals manufacturer.

Receiverships

- Viking Industries Ltd: Managed the receivership of a group of companies with a 40 hectare industrial land development site at Hemmant, Queensland, which also operated a material ship lifting and marine industrial leasing business.
- Sargent Truck Rentals: Managed the receivership of a national 4WD hire and maintenance business with approximately 150 employees, a fleet of over 2,000 vehicles, operating from 14 locations across Australia.
- Catapult Property Group: Receivership for the Office of Fair Trading of a trust account formerly associated with a management and letting rights business.