

# Rob Smith

## Partner in Melbourne

+61 3 9038 3166 / +61 414 998 477

rbsmith@mcgrathnicol.com



Rob has over 20 years professional experience advising corporates, lenders and investors across Australia, the US and Asia. Rob specialises in working with companies with financial and strategic challenges, as well as assisting healthy businesses to grow or perform better.

Rob has led numerous complex restructuring engagements, business improvement and transformation assignments, independent business reviews, strategy implementations, complex insolvencies, safe harbour engagements and held a number of senior interim executive positions. Rob was a board member of ASX listed Boart Longyear Ltd for four years, the largest drilling company in the world.

Rob is a Registered Liquidator and has extensive experience delivering services in financial services, retail, mining and mining services, construction, energy, gaming, consumer goods, start ups, infrastructure and manufacturing.

## Engagement Experience —

### Restructuring and Insolvency

- Receiver of Openpay Group Limited (ASX: OPY), a buy now pay later business.
- Adviser to Keppel Infrastructure Trust, in respect of the Voluntary Administration and Receivership of Basslink Pty Ltd.
- Voluntary Administrator and liquidator of various start ups, including Data Republic Ltd, IRExchange Ltd, Unlockd Ltd and YBF Pty Ltd.
- Voluntary Administrator of various manufacturing businesses, including Mackay Consolidated Industries and Pacific HVAC Engineering Pty Ltd.
- Receiver of Australian Road Express and Rivet Mining Services East, transport and mining services businesses respectively.
- External administrator of insolvencies of other trading businesses in the property, retail, manufacturing, automotive, food and technology industries.
- Safe harbour advisor to various businesses, including in manufacturing, distribution, infrastructure and retail.
- Adviser to the banking syndicate and monitoring of McAleese Limited.
- Adviser to US noteholders and the local syndicate of a large listed construction business.
- Adviser and independent business reviews for boards and lenders of more than 25 distressed companies in various industries.

## Qualifications & Memberships —

- Member, CA ANZ
- Member, AICD
- Registered Liquidator
- Member, ARITA
- Graduate Diploma of Applied Finance and Investment
- Bachelor of Commerce, University of Melbourne

## Board Roles —

- Non-Executive Director, Boart Longyear Limited (ASX: BLY), from 2017 to 2021



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### Transactions, Strategy and Business Improvement

- Buy side operational due diligence on Global Express for Allegro's successful acquisition of the business.
- Project manager and adviser to Harrolds retailer, leading various performance improvement projects and refinancing over a two year period.
- Lead adviser to Mountain Goat in its preparation and ultimate sale to Asahi Beverages.
- As part of a large transformation program led a team at EnergyAustralia in supporting the PMO and providing bespoke consulting, modelling, reporting and secondment services over 18 months.
- Strategy advisor to a listed wealth management business, including project management of planning through to implementation of key strategic initiatives using the Valkryie project management system.
- Strategy adviser to a large not for profit education provider, which operated early learning to secondary school services across Australia. Led a bottom up strategic and cultural review of the organisation.
- Strategy adviser to City West Water and Greater Western Water in relation to their merger and integration in 2021.
- Financial buy side due diligence of entities in the online gaming industry.
- Project management of the consolidation of Autodom Limited's three manufacturing plants into one in South Australia, as part of a receivership.
- Buy and sell side due diligence assignments for more than 30 transactions, including clients in private equity and corporates.

### Governance and Assurance

- Non-Executive Director of ASX listed Boart Longyear Ltd from September 2017 to November 2021, including being a member of the Restructuring Committee (overseeing a scheme of arrangement restructure) and Audit, Risk and Safety Committee.
- Led more than 20 independent business reviews and regular monitoring of company performance for up to three years on behalf of secured lenders.
- Audit and assurance services from 2000 to 2007 with EY.