



## Nathan Baird

POSITION	Partner	SYDNEY OFFICE
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### Qualifications & Memberships

- Member, CA ANZ
- Graduate Certificate in Computing, University of NSW
- Bachelor of Business, University of Technology, Sydney

[Experienced M&A advisor specialising in due diligence, deal execution, and transaction advice.](#)

Nathan provides thorough, clear and practical advice to clients on preparing for and executing mergers, acquisitions, divestments, capital raisings, separations, integrations, and business improvement strategies.

He is highly skilled at turning data into valuable information and actionable advice, and is experienced in developing high quality analytical tools and dashboards for deals involving large datasets and complex analysis.

Nathan has extensive experience in both aged care and financial services, across deals, advisory, and business improvement, and has advised on public and private deals covering child care, construction and engineering, consumer goods, health, mining and resources, professional services, retail, and technology media and telecommunications.

Nathan's recent experience includes advising on the sale of Corrosion Control Engineering, advising Prescare on the separation and sale of its Home Care and Community Division, advising on the sale of Oxley Home Care, advising BUMA on its acquisition of Downer Limited's 'Open Cut East' mining services division, financial due diligence in respect of the merger between Hunter Hall Limited (ASX:HHL) and Pengana Capital (ASX:PCG), and advising voluntary administrators on the carve-up and sale of RCR Tomlinson Limited, an ASX-listed multi-disciplined infrastructure, resource and engineering company with a national footprint and revenues exceeding A\$2bn.

### Engagement Experience

#### [Due diligence and vendor assistance](#)

- Amaysim: financial due diligence on acquisitions Ovo Mobile and Jeenee Mobile.
- Aura Funds Management: financial due diligence on acquisition of Telstra Phonewords.
- Axle Equity Partners: various financial due diligence and advisory engagements, including with respect to the acquisition of Star Carwash Group.
- Enrich Living: various financial due diligence and advisory engagements.
- Financial due diligence advisory with respect to a significant wealth advisory merger involving multiple merger parties.
- Financial due diligence advisory with respect to an optometry consolidation, including multiple capital raisings and acquisitions.
- Five V: financial due diligence in respect of multiple acquisition targets.
- Future Super Group: financial due diligence in respect of the acquisition of smartMonday from Aon.
- Hunter Hall (ASX:HHL): financial due diligence on merger with Pengana Capital (ASX:PCG).



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- i-Med: financial due diligence on acquisition of Regional Radiology Group.
- Project Andre: financial due diligence on a national healthcare group.
- Project Concept: vendor assistance in respect of an infrastructure advisory business.
- Project Golden Syrup: acquisition due diligence on an Australian logistics provider.
- Project Keanu: vendor due diligence for a leading provider of corporate trustee, responsible entity, and fund administration services.
- Project Modum: vendor due diligence on a men's fashion retailer with a national footprint and rapidly growing e-commerce platform.
- Project Platinum: financial due diligence on the acquisition of an in-home aged care provider.
- Project Sidecar: vendor assistance in respect of an in-home aged care business.
- Project Torque: vendor assistance in respect of an automotive aftermarket manufacturer and distributor.
- Project United: vendor due diligence on a global consumer goods business.
- Quintet Yorkway: acquisition due diligence on Talent International.
- TeamInvest Private: acquisition due diligence on a national electronic goods distribution business and a franchise management business.
- WH Soul Pattinson: various financial due diligence and advisory engagements, including on acquisition of Ironbark Asset Management. WhistleOut: vendor due diligence on sale to Sykes Enterprises (NasdaqGS:SYKE).

### Corporate advisory

- RCR Tomlinson Limited: Lead sale advisor to the voluntary administrators in respect of the carve-up and sale of ASX-listed RCR Tomlinson Limited, which at the time was one of Australia's largest multi-disciplined infrastructure, resource and engineering companies with a national footprint and revenues exceeding A\$2bn. Included sales to John Holland Group, CIMIC/UGL, NRW Limited, Environmental Group Limited, Unique Metals Group, and AvidSys.
- Oxley Home Care: Lead sale advisor on the sale of Oxley Home Care, a premium home care business in Sydney, to MyHomeCare. Our work included advice on non-binding offers, management of the due diligence process, and negotiation of key commercial terms for inclusion in the sale and purchase agreement.
- PresCare: Lead sale advisor to PresCare on the sale of its Queensland aged care assets, including the sale of its in-home care business to MyHomecare, residential aged care facilities, and adjacent businesses.
- BUMA: Lead buy-side advisor in respect of BUMA's acquisition of Downer Limited's 'Open Cut East' mining services business.
- CCE: Lead sale advisor on the sale of Corrosion Control Engineering, Australia and New Zealand's leading corrosion prevention specialist, to Eptec Group. Our work included advice on non-binding offers, management of the due diligence process, and negotiation of key commercial terms for inclusion in the sale and purchase agreement.
- BHP: Lead buy-side advisor in respect of BHP's sale of its Mount Arthur thermal coal mine in NSW, and its Poitrel and South Walker Creek metallurgical coal mines in QLD.

### Integration and Separation



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- Prescare: separation planning and implementation in respect of Prescare's Home Care and Community Division, a large QLD-based in-home care provider with over 2.5k care recipients, including preparation of transition plans, oversight of the program, and management of stakeholders including senior executives, staff, and government representatives.
- BUMA: integration planning in respect of BUMA's acquisition of Downer Limited's 'Open Cut East' mining services business, including assessment and negotiation of transitional services required.
- RCR Tomlinson: planning and execution of the carve-up of one of Australia's largest multi-disciplined infrastructure, resource and engineering companies, including the planning and negotiation of transitional services with multiple acquirers.
- Nikko AM: post-acquisition separation of Tyndall Investments from Suncorp and integration into Nikko Asset Management.
- Ellerston Capital: separation from Consolidated Press Holdings.

### Business improvement

- Nathan has advised some of Australia's leading financial services businesses on establishing highly effective finance functions, including the assessment, design and implementation of systems, processes and controls, improving quality of reporting and analytics, and advising on financial accounting and taxation, and AFSL financial requirements.
- Nikko AM: redesign and implement finance systems, processes and controls of Tyndall Investments post-acquisition from Suncorp, including development of new reporting and billing tools.
- Ellerston Capital: design and implement new finance processes and controls as part of the separation from Consolidated Press Holdings, including development of new reporting and forecasting tools.
- Vinva Investment Management: establishment of finance systems, processes and controls from inception of business, including reporting, billing, and forecasting tools, overseeing financial operations including management reporting, financial reporting and audit, taxation advisory and compliance, and AFSL financial requirements.
- Koda Capital: establishment of finance systems, processes and controls from inception of business, including reporting, billing, and forecasting tools, overseeing financial operations including management reporting, financial reporting and audit, taxation advisory and compliance, and AFSL financial requirements.
- Pepper Money: Advising on AFSL financial requirements and development of improved forecasting tools.

### Data analytics, financial modelling and analysis

- Development of analytical tools for deals and management reporting in manufacturing, distribution, retail, franchising, financial services, and aged care.
- Development of financial models for investments, raisings, project financing, operational planning and financial forecasting, and options analysis.
- Financial model reviews, including factual findings review of financial model underpinning a tender for the ACT Streetlights Project, a 10 year government contract for the upgrade and maintenance of circa 79,000 streetlights, and due



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diligence review of Centennial Property Group's investment model with respect to its investment in the Edge Early Learning portfolio of childcare centres.