



Melissa Smith

POSITION	Director	BRISBANE OFFICE
PHONE	+61 7 3333 9811	
MOBILE	+61 417 307 097	Level 15
EMAIL	mjsmith@mcgrathnicol.com	175 Eagle Street
WEBSITE	mcgrathnicol.com	Brisbane QLD 4000

Qualifications & Memberships

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

Melissa has extensive experience on restructuring and advisory matters, having worked on a number of complex engagements.

She is experienced in conducting engagements for both private and public sector clients.

Melissa's experience covers a broad range of industries, including retail, resources and mining, agribusiness, transport and logistics, hospitality and property. She has also undertaken secondments at financial institutions assisting in their asset management divisions.

Engagement Experience

Examples include:

- **Government infrastructure transaction:** We were engaged by a state government entity as the external advisory partner to support the planning and assessment of a transaction for a major infrastructure asset. Through structured and regular engagement, we have worked closely with the project management office and workstreams. We have undertaken an assessment of a gap analysis between the current state to future state, critical path item road maps to achieve future state, risks, transitional services requirements, resourcing requirements and a delivery model for project.
- **New Wilkie Energy Group:** Interim CFO of a resources group, throughout a period of establishing operations. The Group holds the Wilkie Creek coal mine, the Corvus Coal metallurgical coal project and the Horse Creek EPCs. It also holds interests in a large renewable development project to be constructed in association with mining activities at the Wilkie Creek coal mine.
- **Department of Health and Aged Care:** Financial viability assessments in relation to a broad range of aged care providers, including not for profit entities. The work includes financial analysis, key ratio analysis based on industry comparative data, and preparation of cashflow forecasts.
- **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. The review included an analysis of whether the agreements were commercial, provided alternative options available to the Council and assisted the Council negotiate the termination of the agreement and the prepare a more commercial agreement.
- **Ipswich City Council:** Oversaw the transition of assets and operations from Council's controlled entity to Council. Working closely with Council staff, we



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prepared and monitored implementation of the project plan. We also assisted with the novation of supplier contracts, transfer of freehold and leasehold property (including crown leases) and stamp duty exemption applications.

- 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.
- **McAleese Group**: The group provided specialised transport and logistic solutions with operations across Australia. We successfully planned and implemented the restructure of the McAleese Group's complex multi-unit business across a large geographic region with a debt exposure of \$190m.
- **RCR Laser**: A self-sufficient subsidiary of formerly ASX-listed RCR Tomlinson, with approximately 200 employees and turnover of approximately \$450m. Melissa's responsibilities included overseeing ongoing operations, PPSR claim adjudication, assisting with the sale process and overseeing the successful transition of the business to the purchaser.