



WEXTEDadvisors
SPECIALISED | CORPORATE | STRUCTURING

Andrew McCabe

Partner



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Qualifications and Memberships

Registered Liquidator

Member,
Chartered Accountants
Australia and New Zealand

Member,
Australian Restructuring,
Insolvency and Turnaround
Association

Masters of Applied Finance

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Andrew is a Partner of Wexted Advisors, a boutique firm providing independent and specialised structuring advisory services to clients facing or exposed to business challenges, or confronting complex transactions or situations.

He has over 20 years' experience in the sector, including McGrathNicol and Ferrier Hodgson, and held various corporate roles before joining Wexted Advisors in May 2018.

Summary

Andrew has significant experience in trading on complex insolvency engagements across a range of industries in Australia and the UK. He provides both formal and informal restructuring advice, and works closely with management, boards, lenders, owners, accountants and lawyers to resolve matters in a commercial manner.

Through his corporate experience and interim management roles, Andrew has an understanding of the day to day challenges management face.

Andrew has significant expertise across of range of industries, including property, construction, energy and infrastructure, mining, technology, biotech, finance and debenture funds.

Wexted Advisors

Our specialised services include:

- Safe harbour: working with directors seeking Safe Harbour Protection, including development of Better Outcome Plans
- Insolvency services: we provide a full range of insolvency services, with experience in a range of industries
- Special situations: we provide a flexible and adaptive approach to litigation management, governance reviews, expert opinions and dispute resolution
- Transaction and structuring support: we have extensive experience managing competing objectives, resolving stakeholder disagreements, preparing for and working on challenging and complex transactions for both performing and distressed companies
- Business evaluations: we work with key stakeholders to understand operational or financial problems, to deliver commercial and practical solutions to complex problems
- Interim management roles: utilising our corporate advisory experience and business acumen we provide interim management roles (CEO, CFO, etc) to assist businesses to fill short term vacancies, to stabilise operations, or to restructure businesses, as required

Safe Harbour

A key area of Andrew's expertise is in assisting the restructuring of companies seeking Safe Harbour Protection pursuant to Section 588GA of the Corporations Act. These appointments typically involve helping Boards to:

- Ensure the company meets the eligibility criteria
- Consider the courses of action available and the likely impact of those strategies on financial position
- Assist with stakeholder negotiations forming part of restructuring
- Consolidate courses of action into a restructuring plan
- Compare forecast outcomes under the plan against a liquidation scenario
- Determine whether the restructuring plan is a better outcome

Recent Safe Harbour advisory engagements

Project Bourke: Safe Harbour Advisor to a private mining company facing short-term liquidity issues. We assisted the company, and their capital advisors, to understand the timing and quantum of short-term cash requirements, the key risks to cashflow and potential improvements to working capital. Our advice provided the Board with an independent summary of the cash requirements, both the quantum and timing, to enable the Board to make informed decisions on the capital structure. We provided the Board with options to consider raising debt or equity on competitive terms over a structured timetable. This resulted in preserving the equity value for existing shareholders.

Project Newton: An independent oil and gas production company negatively impacted by a regulator enforced production shutdown. We assisted the Board to consider a range of options including debt restructure, cost saving reductions, longer term IPO and negotiations with the secured creditor.

Project George: Safe Harbour Advisor to a significant private company operating in the civil engineering construction sector, providing professional services on projects. We assisted the company negotiate with its lenders and operating partners, to facilitate a restructure enabling stable project completion that would allow for the repayment of lenders and creditors, and preserve equity.

Project Craig: Safe Harbour Advisor to a large private corporate operating with the Victorian Government to develop transportation infrastructure. We are assisting the Board on a restructuring plan, which will allow projects to be completed. We worked with advisors to assess cashflow forecasting, and the better outcome for key stakeholders.

Project Salford: Safe Harbour Advisor to a large private transportation company negatively impacted by the ongoing drought in Australia. We assisted the Board to consider a range of options including capital raise, cost saving reductions and divestment of assets and business units. This resulted in maximising the return to stakeholders.

Project Oxley: Safe Harbour Advisor to a start-up telecommunications company facing liquidity issues. We assisted the Board in providing a stable environment to implement courses of action to raise capital, reduce operating costs and divest a business unit, maximising the return to creditors.

Project Fitzroy: Safe Harbour Advisor to a financial services company facing liquidity issues as a result of the Royal Commission into misconduct of the Banking, Superannuation and Financial Services Industry. We assisted in working with key stakeholders to consider options, implement the options, and facilitate a structured and stable solvent wind down of the business. This resulted in preserving equity for existing shareholders.

Project Kent: Safe Harbour Advisor to a publicly listed global medical technologies company facing liquidity issues. We assisted the company stabilise operations, refinance secured debt, obtain a placement of capital, issue a rights issue, embark on an operational restructure and replace directors. Significant value has been created as part of the better outcome restructuring process.

Project Rose: Safe Harbour Advisor to a publicly listed global financial services company operating in the mobile banking and payments processing business. Assisting the company understand its current position, sell a significant business enterprise, stabilise the remaining business, obtain convertible note capital, and announce an underwritten rights issue, to properly exploit its technology.

Project Pitt: Safe Harbour Advisor to an unlisted public company, which owns patents and overseas research and development of alternative power technology. We assist the company renegotiate the terms of its secured noteholder debt and consider a restructure of its arrangements with shareholders.

Recent engagement experience

JB Financial Group Pty Limited (Receivership): Receiver of an investment holding company in Brisbane. Key activities include liaising with the directors

of the subsidiaries, trading on headco, managing cashflow, refinancing the secured creditor in full within 30 days, assisting the incoming financier with a DOCA, and overseeing the transition of two entities in the Group to the incoming financier.

Object Consulting Group (Voluntary Administration / Liquidation):

Administrator of IT Consulting business with +90 staff based in Sydney and Melbourne. Key activities were trading on the business, conducting a sale campaign, completing a sale to DWS Limited (ASX:DWS) and transfer of +35 employees, investigations and distributions to creditors.

Stylerunner (Receivership): Receiver of a women's online retail brand with 17 staff located in Sydney. Key activities include trading on the business, conducting a sale campaign, completing a sale to Accent Group Limited (ASX:AX1) and transfer of 16 employees, and distributions to the secured creditor.

Country Rugby League (Members Voluntary Liquidation): Liquidator of the solvent winding up of the CRL. Key activities include overseeing the transfer of employees and assets to the NSWRL,

PIC Royal Investments Pty Limited (Receivership): Receivers of properties known as The Albion Hotel, Parramatta NSW. Key activities involved working with the Company, the Company's advisors, the tenant, agents and key stakeholders to facilitate a seamless refinance in a timely and commercial manner.

The Fulcrum Group (Liquidation): The parent entity of Australian and New Zealand operating companies, who operated an IT marketing platform for institutional clients. Key activities included investigating the application of the c.\$20M raised from investors, examination of the directors, the ownership rights of the technology and the divestment of the hub to a third party.

Biogreen Energy Pty Limited (Voluntary Administration / DOCA):

Biogreen owned the Redbank Power Station, a coal powered 151MW power station located at Hunter Valley, NSW. Key activities were to investigate the source and application of funds, the sale process, and assist the purchaser and DOCA, secured contracts and recommission the plant in due course.

Nudie Juice Group (Liquidation): Liquidator of certain Nudie Juice Group entities. Investigating the company's affairs and reporting to stakeholders.

Other engagement experience

Nexus Energy Limited (Voluntary Administration): sale and successful completion of the Nexus Energy Limited (ASX: NXS) Deed of Company Arrangement returning +\$180 million to stakeholders and retaining employment for all staff.

Banksia Securities Limited (Receivership): a debenture fund with more than \$600 million of investments, and 16,000 retail investors. A major collapse in the context of regional Victoria, the Receivers liaised closely with government, developed communication strategies, took over a large asset management business, maintained intra-group structures, and arranged for the sale or recovery of over 1,000 loans in several portfolios, and ultimately repaid investors (80 cents in the dollar to date). Oversaw the realisation of the impaired loan book +\$110m, spread across +100 loans, with secured property across Australia.

LM Investments (Receivership): managing the impaired loan book of a debenture fund on the Gold Coast. Realising property assets and repaying the secured creditor in full.

City Hotel (Receivership): Trading and selling the City Hotel, one of largest footprint hotels in Sydney CBD – repaying the secured creditors principle in full.

Hastie Services Limited (Receivership): Overseeing operations, stabilising the business and assisting with the sale of Hastie Services, a national air-conditioning service provider and construction company with over 400 staff across Australia.

Rocky Point Power Project (Receivership): managing the receivership and sale of the Rocky Point Power Project, a 30MW biomass power plant south of Brisbane.

Ancyra Healthcare Group (Administration): managing a group of 20 retirement homes across the United Kingdom. Overseeing the trading operations and preparing the business for sale for the secured lender.

Allco Finance (Administration): a global financial services business, involving restructuring to permit the sale of assets, settling of significant claims, running the class action defence and ultimate mediation and settlement of complex proceedings.

Lift Capital (Administration): a significant margin lending business, involving the determination and closure of complex financial positions, making and settlement of claims and repayment of over \$700 million of securities to investors.

Feltex Carpets (Receivership): Managing the operations and assisting with the sale of Feltex Carpets. Involved daily cash monitoring, managing working capital through tightening control of purchase orders, supplier payments and debtor collections, bank reporting on trading, cash and the sale process.

Airport Link Company (Receivership): Receiver and Manager of a 30-year concession to operate the Airport Link train from Sydney city to the airport, including running the business, making and settling significant claims and renegotiating and selling the concession.

Property receiverships: many entities involving the marketing and sale of commercial, industrial and retail property and development sites.

Reviews: numerous confidential independent business reviews for secured lenders, assessing the financial position of borrowers and determining strategies to restructure or reduce debt.

Other significant engagements including: One Tel, ION, Gowings Retail, Delifrance, Aircraft Leasing Pty Limited (Ansett aircrafts), Barrington Estate Winery Group, Sons of Gwalia.

Other advisory engagement experience

Interim CEO Role: a higher education provider with +1,000 students. Provided interim CEO services including, but not limited to: stabilising the business; undertaking an organisational review; developing a FY19 budget, reporting to the board and day to day management tasks.

Interim CFO Role: a wholesaler and distributor with +1,000 products. Provided interim CFO services including, but not limited to managing relationship with financiers, sourcing working capital, assisting with the role out of the Bunnings contract, preparing financial budgets, FX hedging program and monthly CFO reports.