

Chuck has over 20 years of international senior executive experience in mining, clean tech and information technology. He has had extensive turnaround experience with two mining companies where he acted as CEO of two mining companies in 2004-2006 and 2011-2014. He was brought in to both companies to takeover full responsibility for leadership and directing all aspects of strategy, growth, and expansion of the businesses. Both companies were struggling with a weak sense of direction. With one, he quickly identified a strategic opportunity to acquire additional assets to access new markets and take advantage of internal synergies and economic efficiencies resulting in an increase in revenue of 60%. As CEO of the second mining company, he identified and executed a related acquisition valued at US\$160 million, completed dual listings on JSE and NSX, and monetized Canadian mining properties through a reverse takeover transaction. Chuck was also CEO of an international renewable energy service businesses primarily focusing on wind and solar energy, where he was responsible for leading the strategy, growth, and international expansion of the company's business operations in North America and Europe. He executed a strategic recovery plan which ultimately resulted in increasing revenues by 1700% from 2007-2010. During this time, he executed 7 acquisitions and raised over \$10MM in equity and debt capital within challenging economic conditions.

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John is an accomplished senior leader with extensive experience in the security and defence technology industry. As VP Global Operations of an international defense/personnel protective equipment company which had a structural cost base which could support \$300+ million in revenues but in 2010/11 on had \$100 million, he proposed an action plan to the board of directors to reduce the UK operations head count and focus engineering services on profitable product lines. He also engaged a third party to broker the sale of several non-core product lines, consolidated USA properties/offices and restructured US operations to focus on selling intelligence reports and information gathering tools, ultimately resulting in substantial savings in each year. From 2007-2011 John was hired as COO of a company primarily focused on selling analog products into the US broadcast market. At the time, the company had no marketing and no quality systems. John ultimately transitioned the customer base from 4-letter Broadcast to 3-letter Government agency. Business backlog grew 100%, and revenues doubled in 2012/2013. Company staffing increased from 15 to 45+. He also established sales and marketing, a company web site, a program management office, and ISO 9001-2008 certification.

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Ross has spent a significant portion of his business career in turnaround or liquidation situations in the real estate and manufacturing sectors. Ross was retained in the early 90's by a parent company to act as President of one of its subsidiaries operating in the real estate sector which was in liquidation. Reporting to the court, Ross was charged with the management and orderly liquidation of 30 limited partnerships that owned properties across Ontario. 3,000 investors owned these partnerships. Additionally, this company held a number of real estate projects in various stages of completion, and Ross was responsible for restructuring the financing,

completing and selling these projects. Ross also served as President /General Partner of a chain of 64 hotels, reporting to an elected Advisory Board and 5,000 investors. His mandate was to restructure the financing and management and to provide an orderly liquidation of these investments. Ross is currently restructuring and reorganizing a non-profit school for autistic children, with two campuses, and a related Foundation, as a volunteer acting President. He is President of a subsidiary of a California private investment bank which made a series of equity investments in illiquid residential real estate, most of which have since been liquidated.

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Ashok is a telecom/IT business executive with a significant international experience including assignments in India, Vietnam, and Brazil. While VP engineering at Group Telecom, he created a network/technology vision, and developed and executed tactical plans. He transformed the engineering group into a market driven development team resulting in increased market share and significantly enhanced the competitive position of the company by becoming a market leader in a short time frame. He used innovative approaches (success based investment, demand driven deployment), technologies and operational tactics to successfully compete with incumbent telecommunication companies ultimately contributing to an increase of revenue 400% in two years. While acting as senior consultant for a large international telecom Brazilian subsidiary, he developed and implemented strategic network/technology/operations vision for a new telco network designed & built in less than 6 months (using partnership/team approach), achieved competitive 'time to market' and cost advantages. He selected technology, vendors/subcontractors, and negotiated attractive vendor financing terms and gained market share by offering new services and by adopting a customer focused approach.

For over 25 years, Chris has been leading large and small high-tech companies operating in 8 broad sectors, including aerospace/defense, life sciences, telecommunications, transportation, software and clean-tech. A specialist in software/IT disciplines, he is also highly skilled in change management and project management. He has acted as strategic advisor to Canadian and US companies and conducted multiple turnarounds and restructuring engagements.

During the last 6 years, operating as an independent consultant/advisor, Chris has provided management consulting services supporting M&A activity for small-to-medium cap companies. He has specialized in high-tech engagements requiring due-diligence assessments and fast turnaround leadership expertise, taking companies through restructuring, refinancing and ultimately to exit. Some examples of companies for which he took the role of interim CEO include an Alberta solar energy company, an Alberta software company offering a SaaS product to the oil and gas industry, a BC-based digital rights software company and a Denver company producing a financial SaaS product – all of which had experienced slow growth for many years and for which the mandate was to quickly restructure and reposition the company for exit. Chris has also acted a business advisor for an array of different industry sectors including biotech, aerospace, materials science, energy, telecoms, cleantech, IT, etc.

For over 20 years Gary has been in various senior management and executive roles for both private and public small and medium cap corporations operating in the retail sector. His career includes executive and senior management finance and operations positions with large well-known brand names in the consumer retail industry. Throughout Gary's career, he has been involved in very complex turnarounds due to the extremely competitive nature of the consumer retail industry. The fundamental problems these companies were facing included shrinking margins, eroding profit levels, lack of clear brand position and obsolete technology. Gary's approach to the problems included changing business models, refocused operations on areas with significantly higher profit margins, reduced cost structure and drove efficiencies. His actions have resulted in operational efficiencies and business wide improvements ultimately resulting in stronger financials.

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Henry is a Canadian qualified accountant who is drawn to enterprises overwhelmed by complex and diverse challenges. He has been involved in a number of turnarounds throughout his career. He previously purchased a small unprofitable travel agency with gross revenue of \$500,000. The company specialized in providing the corporate traveler with complete services. He joined a network of agencies and became the only agency, to date, to reach \$1 million in revenue. He expanded through both natural growth and acquisitions. The company's entry and success in the incentive travel market caught the attention of a company that purchased the agency, and three years later, the agency was selling over \$3,000,000 in corporate and incentive travel. In 2007 Henry was hired to replace a Controller of a Danish owned manufacturer of leather furniture which at the time was operating at a loss. Henry's turnaround approach resulted in positive cash flows in 2009, the first time in 5 years. One accomplishment contributing to this was a reduction in inventory to \$1.5 million from \$3.2 million which generated \$200,000 in cash flow.

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Don has over 30 years of turnaround experience dealing with companies operating in the manufacturing, agriculture, furniture, and transportation sectors. A large portion of his career has involved being hired by receivers, board of directors, shareholders and as a court appointed trustee specifically to turnaround businesses who are either in default or in chapter 11. As an example, a manufacturer of structures and equipment for the horticulture industry defaulted on its operating line and a receiver was appointed. Don was appointed by the receiver to turnaround the business. He liquidated two completely unrelated divisions, sublet 50% of the facility to reduce attendant overheads, eliminated senior management, ensured that sales orders were profitable, and streamlined the quoting process for dealers. His approach resulted

in the company becoming cash flow positive within nine weeks, and sold out of receivership within six months. He continued to operate and grow the business as its President and a shareholder for the next ten years. In a similar situation, Don was hired as CEO by the controlling shareholder of a company which was in chapter 11. He invoked inventory and WIP controls in manufacturing, resulting in an extraordinary cash flow improvement of \$750,000 within six months. He also replaced the plant manager and structured the plan of reorganization to bring the company out of Chapter 11.

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Robert has been in senior leadership roles for over 30 years and is recognised for building trust among stakeholders with differing objectives during adverse conditions. Previously he was VP and CFO of a high-tech company working in an unfavourable economic environment. Fundamental problems included insufficient reporting systems, unsatisfactory lending relationships and weak board and stakeholder relations. He turned around this situation by sourcing fresh venture capital, added an asset-based lender, advised and analysed merger and acquisition targets, reduced rent costs by \$200,000 per annum, discovered deficiencies in the accounting system of a Fortune 500 supplier, and re-negotiated this vendor's demand of \$1.3 million to less than \$0.3 million under favourable terms. He also improved board, investor, customer and other relationships through pro-active involvement in understanding their operations, determining objectives, communicating recommendations, and implementing action plans.

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David has substantial turnaround experience with companies in many different industries including mail order, electrical & communications, manufacturing, furniture, energy, utilities, retail, and healthcare. While working for a mail order company, he negotiated settlement with a bank for a \$4,000,000 write off, eliminated another \$1,500,000 in unsecured debt, and arranged new financing by leveraging inventory and credit card future receipts. While working for a cabling service business he negotiated settlement with bank for a \$2,000,000 write off, sold off a division, eliminated \$2,500,000 in debt including a fleet of 75 vehicles along with \$100,000 in gas consumption, and found a new partner that provided working capital and took on a new position reporting to the President. He was also involved with a public company that was restructured by converting unsecured and secured debt into shares of the company, which allowed the company to make a synergistic acquisition of a US group of companies by arranging two financing groups that would not provide the capital until the restructuring was finalized. These are only but a few examples among David's long list of turnaround experiences.

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Ron has extensive turnaround experience in the healthcare and biomedical technology industries. Previously, he was Executive Vice President of the Canadian subsidiary of a fortune

500 company. In this role, he led the development and execution of a strategic plan which resulted in a 16% CAGR, decreased CPOD by 60%, and increased market share from 20-58% over a 10 year period. Ron was also President of a large international healthcare corporation where his accomplishments include the merger of the operations of 5 separate organizations, 12% revenue growth YOY, and decreased combined operational budget by \$1.5 million. He also signed one of the largest single source healthcare deal in Canada. His accomplishments while Executive Vice President at another healthcare company include winning a large competitive \$30 million deal, grew 2005 revenues by 30%, grew employee value index by 24% YOY and developed and signed a strategic partnership with the Ontario Pharmacists` Association.

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Saul is an experienced business operator who has operated businesses with a wide range of revenue levels reaching multimillion dollars. He has finance, treasury, operations, risk management, capital markets and corporate governance experiences, both internationally and within Canada. During Saul's career, he has successfully restructured businesses and helped facilitate change, leading to an improved and more robust financial and operational environment, twice undertaken senior roles in, and successfully helped manage, corporate crisis situations, managed bank portfolios (conventional and special loans), corporate treasury and supplier relationships during times of cash flow problems and led numerous contract and deal negotiations, achieving superior operational results and saving millions of dollars. He has also structured, negotiated and closed almost \$80 million of various types of debt, quasi-equity, fixed asset purchase and disposition transactions and other specialized contracts for SME's over a wide range of industries, been an integral part of a team that negotiated and structured billions of dollars of capital, market and structured product transactions for large international entities, and profitably managed bank proprietary trading portfolios (including during times of extreme market volatility).

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Goetz has significant international experience in various management positions with large multi-national companies as well as with smaller privately owned businesses, several with private equity involvement. He previously worked for a large German multinational engineering and electronics company where he developed a successful turnaround plan for the electric motor division, including the integration of strategic acquisitions in the Czech Republic (3 manufacturing sites). He delivered a comprehensive evaluation of manufacturing locations in the NAFTA market, resulting in the closure of 2 facilities and introduced more efficient planning, reporting and controlling processes including related production facilities inside and outside of Germany. While VP of the Canadian subsidiary, he successfully restructured and realigned the controlling department, introduced Lean-Principles to re-engineer supply chain processes achieving a cost reduction of 30%, and initiated new processes for supply chain and controlling, increasing cost efficiency by 10%. He also Optimized EBIT-Asset position by 50%, restructured

and optimized sales, marketing and support departments, and integrated three manufacturing operation. Goetz was also involved in turning around a glass manufacturer who had continuous loses. Through his approach, within two years the company was generating a \$4 million profit which was an improvement of \$10 million YOY.

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Robert has over 15 years of experience helping businesses and entrepreneurs identify and capitalize on their business' strategic advantages to grow sales, profitability and market share. From 2012-2014, he refocused a publicly traded Canadian merchant bank's business and operations on its capital investment and bridge finance business leading to its return to profitability in 2014 causing its stock price to rise from a low of \$0.07/share to a high of \$0.59/share over the same period. He restructured a financial services company's investment fund management business and operations from 2010 to 2012 to simplify its management, allowing it to double assets under management which enabled it to be sold for \$15 million. Robert also implemented a number of market share growth/retention projects for one of the big 5 commercial banks from 2005 to 2010 and recovered over \$1 billion in high profit assets previously draining to competitor products. While working for the bank he restructured a subsidiaries' wealth brokerage team to improve its financial performance and profitability. In 2004/2005, he optimized the operations to improve customer service and increased sales by over 20% (from \$2.5 Million to \$3.0 Million) and tripled sales from 2000 to 2003(from \$400 Thousand to \$1.2 Million). In 2004 Robert was hired by a media company and was responsible for upgrading the financial systems and record keeping for the group of companies. He upgraded the controls and cash flow management to allow the companies to capitalize on their growth opportunities ultimately resulting in sales increasing 25% YOY.

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Keith has been involved in turnarounds with companies of various sizes primarily in the agricultural sector. From 1978-1990 he worked for a global agricultural equipment manufacturer which was in financial difficulty at the time he was hired. His first role was in marketing and product planning, where he was responsible for streamlining the product range, outsourcing unprofitable or obsolete implements, and developing the product definition for a new range of tractors to fill a gap in the critical mid horse power range. He was then appointed Director, Business Planning and subsequently VP, Corporate Comptroller and Planning and, for the next 6 years, was intimately involved in the financial restructuring and strategic planning. He also was involved in the creation of a virtual inventory system that allowed the company to substantially reduce worldwide parts inventory, particularly of obsolete parts that they were required to provide for 20 years. This enabled the company to reduce the space in the central warehouse by almost 50%. Keith also was involved in the turnaround of two trucking businesses who were both losing significant amounts of money. While working for the first trucking company, his role was to stem the losses and search for a disposal strategy. In the 3 years he was there, he helped reduced the losses to essentially breakeven. When he joined the

second company, it was trying to be acquired but no buyer was on the horizon. Keith's approach resulted in the company returning to profitability on slightly lower sales, having paid out bonuses to all the staff in lieu of wage and salary increases, based on measurable performance metrics. The owner was then able to sell the business at a realistic value.

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For over 35 years, Larry has been in various senior management and executive roles. His turnaround experience is in the fabrication, health and beauty, and consumer retail industries. As CFO of a metal fabricator, one of the subsidiaries was a specialty fabricator winning high-profile contracts and generating revenue of about \$10,000,000 per annum, but losing money. Larry's primary change was in the way overhead was applied in estimating the cost of production. The result was a price increase in quotations, losing some high-profile bids but winning lower profile, but higher priced bids. The result was a significant increase in gross profit and a break even bottom line. As COO and CFO of companies operating in the health and beauty industry, Larry was successful in pulling the companies out of special loans, cleaning them up and priming them for sale. The companies extruded and filled containers for the health and beauty care industry but ran into trouble when the controlling shareholder passed away. Changes to the method and timing of purchases and a streamlining of the invoicing and collection processes were sufficient to improve the cash flow and security position and to re-establish a positive banking relationship. As the acting CFO of a technology company, interim successful projects included a total restructuring of the corporate group into two distinct operating divisions for sharper focus and clearer implementation of business strategies with the intention of a future spin off opportunity. Larry has also been involved in many other turnarounds while in interim executive roles.

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John has turnaround experience in both large multi-national corporations and smaller private enterprises, as well as with entrepreneurial start-ups in the agriculture, information technology, real estate and manufacturing sectors. He has demonstrated success in analyzing under-performing companies, implementing appropriate corrective actions, prudently managing turnaround situations, and leading companies through transition while achieving superior financial performance. He has realized tremendous turnaround success in the agriculture industry. While CEO of the largest fresh-water fish capture/processing company in the world, he doubled sales revenue to \$30 million. While President of a high-tech aquaculture company, he transformed start-up losses into \$35 million EBITDA, generating 15% ROI. John was hired by a lumber company who was on the verge of bankruptcy. The business was a wood trim/moulding manufacturing company sourcing exotic lumber from all over the world to supply the Ontario residential building/renovation market. John revamped the manufacturing process to reduce change-over down time and eliminate production overrun waste, consolidated orders to increase output, secured purchase volume discounts, sold off surplus inventory, and implemented a new "fully-burdened" cost estimate program to cover all overheads and provide

a reasonable profit margin. John has also been involved in turning around a real estate developer and an info tech company.

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Stan has a tremendous amount of experience in technology and telecommunications. Stan was hired to turnaround a publicly traded company selling software billing solutions to local governments and utilities throughout North America, for both electrical and water billing. The company was based in eastern Canada which caused it to have high operational costs and it was also facing a number of other operational problems. When Stan was hired, he took decisive action to reduce the headcount and relocate to Toronto, streamlined processes and procedures, and standardized portions of the software solution. Stan found two suitable acquisition targets, helped raise \$25 million and completed the acquisition. Upon completion of the deal, Stan had taken a bankrupt \$3 million company and turned it into a \$60 million profitable business, with 400 employees. He then spun off the business, selling it to the employees as a privately held corporation.

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Pete has been involved in turnarounds for over 30 years primarily in the aviation, airline and machining industries. He worked for a charter airline who ran out of cash and had recently lost their largest customer. To keep them from declaring insolvency, he helped stretch payables, renegotiated the long term debt with the debt holders, got the bank to stand still, and sold some underutilized assets. By the following summer, the airline was in positive cash flow with all back debts current. He was hired by an aviation weather provider who's recently fired management had been destroying accounting records to drive the company into bankruptcy so there could be an MBO from the owner. Pete recreated the books of the company for the missing 3 years, created projections and helped negotiate the sale of the company to a public company in the flight planning software business. Pete was also involved in the turnaround of a small machining business and a holding company in the machining industry.

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Bill's first turnaround was a lenders monitor in a public electronics company where he liaised between management and lenders/government. Major issues were over-capacity and management shortcomings. Following this was as CEO of Canada's largest information technology company where the problems to be solved were deficiencies in properly commercializing abundant technology. He re-organized operations and sold the company to one of the world's largest information companies. His next project was operation of a specialty rubber and plastics firm located in an obsolete plant with an adversarial union. He led the company through creditor protection and sold off the divisions. On behalf of the secured creditors sold owners hotels and reorganized major brand hotel franchisor and manager. Subsequently merged with another corporation and led the establishment of a public company.

In addition, he successively operated two public software companies in California, Quebec and Ontario, reversed the losses through promotion of appropriate products and elimination of superfluous costs. Shortly after the official opening, he assumed the role of executive chairman and CEO of a casino resort in Vietnam for almost a year prior to hiring permanent management. During his 30+ year career, Terry has successfully led turnaround and performance improvement initiatives at a number of private equity backed and public companies in manufacturing, information technology, business services and global logistics/transportation. Prior to 2012, Mr. Clarke was the CFO / COO of Teknicast Sdn, Bhd in Kuala Lumpur, Malaysia; the Managing Director of Kester Components Pte. Ltd. in Singapore; Chief Financial Officer of Kester, Inc. in Chicago; Senior Vice President of Corporate Finance of CCC Information Services Group; Vice President and Treasurer of Geologistics Corporation; Assistant Treasurer of M.A. Hanna Company; and Chief Financial Officer/Director of B.F. Goodrich Water Systems. Since 2012, he has completed two turnarounds in North America, in imaging technology and manufacturing, as well as successfully led fund raising efforts to support technology companies preparing for high growth.

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Terry's accomplishments include a successful turnaround of a publicly listed NASDAQ company within two quarters; building a strong global finance team and installing financial systems for a middle market manufacturer that led to an increase in the value of the company upon its divestiture; designing and executing a successful turnaround of a middle market Asian-based electronics components manufacturer; and leading the successful turnaround of a Malaysian-based Aluminum Die-Cast / Precision Machining manufacturer serving large, sophisticated global customers and preparing the company for high-value growth.