

Green Landers Limited

Management Consultants
Restructuring and Turn Around Management
Licensed Insolvency Trustee

ROSS D. LANDERS CPA, CA, CIRP, LIT PRESIDENT



Professional Qualifications

Licensed Insolvency Trustee – 1986

Chartered Insolvency and Restructuring
Professional (CIRP) – 1984

CPA, Chartered Accountant – 1976

BBA – 1973, Acadia University

Professional Memberships

NS Association of Insolvency and Restructuring
Professionals

Canadian Institute of Chartered Accountants

Canadian Association of Insolvency and
Restructuring Professionals

NS Institute of Chartered Accountants

Market Coverage

All Four Atlantic Provinces

Community Involvement

Past -Treasurer

Canadian Breast Cancer Foundation
Atlantic Chapter

Past-President

NS Association of Insolvency and Restructuring
Professionals

Professional Skills / Experience

Corporate restructuring and insolvency services

- Operating receiverships / liquidations
- Debtor workout plans / Creditor look sees
- Corporate proposals under BIA & CCAA
- Divestitures

Expert insolvency / forensic accounting court
testimony

- Supreme Court of Nova Scotia
- New Brunswick Court of Queens Bench

Turnaround / Crisis management

- Chief Restructuring Officer (CRO)
- Interim CEO / CFO roles

Business Advisory / Accounting

- Proven / effective consulting advice
- Skilled in valuations, mergers & acquisitions

Diverse industry exposure

- Forestry - pulp mills / lumber
- Seafood - traditional / aquaculture
- Manufacturing
- Transportation
- Distribution
- Construction / Services

ROSS D. LANDERS, CA, CIRP, TIB

EDUCATION

- Licensed Trustee in Bankruptcy (TIB) -- March 1986
 - Chartered Insolvency and Restructuring Professional (CIRP) -- September 1984
 - Chartered Accountant (CA) -- December 1976
 - Bachelor of Business Administration, Acadia University -- May 1973
 - University Medal for highest marks in Business Administration
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EXPERIENCE / ACHIEVEMENTS

GREEN LANDERS LIMITED, Halifax NS

Oct 2012- Present

- Consulting Firm

- Consulting and Insolvency services division of Green Landers Chartered Accountants Incorporated.

President

- Independent and locally owned professional services firm founded in October 2012 to provide management consulting, insolvency and restructuring services to corporations, secured lenders and other creditors.

LANDERS LIMITED, Halifax NS

2000-Oct. 2012

- Public Accounting and Insolvency Consulting Firm

- affiliated with an Atlantic Canada midmarket insolvency / restructuring firm (2000 to 2011)

President

- Successfully sourced, managed and completed on time many of the largest East Coast insolvency and corporate restructurings files in the last 10 years such as:
 - St. Anne Nackawic Pulp Company – a \$150M international company. Significant bankruptcy / receivership with total creditor debt of \$110M / secured debt \$38M
 - Rocan Forestry - operating receivership with Canada wide / international scope in the recovery of \$30M in bank debt - 300+ pieces of equipment sold vs. auction
 - E.S.D. Fisheries - \$40M company with \$10M in secured creditor debt. Recovery included asset liquidation and collection of receivables in the USA, Europe, Japan
- Chief Restructuring Officer / Executive VP of Atcon Group - a \$250M complex construction, mine / oilfield services, environmental and fabrication company with operations in Atlantic Canada, Alberta and Sweden. Secured creditor debt \$160M.

GRANT THORNTON, Halifax, NS

1997-2000

- International Public Accounting Firm

Partner, Financial Services

- Successfully managed and completed many large insolvency assignments such as:
 - Mentor Networks – Operated this software company in receivership and sold as a going concern to a venture capitalist from Washington DC. Employment levels maintained consistent with the secured creditor’s (Province of NS) mandate.
 - Brookville Transport - a \$100M company acted as advisor and agent to the secured lender in the sale of the assets on a “going concern” basis to a new buyer
- Improved the insolvency department procedures eliminating unnecessary overhead
- Streamlined client reporting processes via computerized trust accounting records

ERNST & YOUNG, Halifax NS

1974-1996

- International public accounting firm

Partner, Insolvency Services

Senior Vice President and

Practice Director, Atlantic Canada

1986-1996

- Successfully lead a 3 office insolvency practice in Atlantic Canada in a growth period
- Spearheaded new regional business development whereby practice revenues increased steadily from a base of \$400,000 in 1986 to \$2,500,000 in 1992, a 500 % increase
- Developed an effective staff whereby multiple large files were in progress at anytime
- Lead teams in the receivership of several high profile assignments with tight timelines

Insolvency Manager

1974-1986

- Managed large files directing support staff overseeing bankruptcy / receivership files pertaining to diverse companies in the \$10M to \$300M sales range such as:
 - Green Gables - \$50M convenience store chain with 66 locations. Managed the overall operation, closing unprofitable stores and assets liquidated by auction
 - Fishery Products Ltd. - a \$325M Newfoundland based international seafood company with 20 processing plants, 10,000 employees and a \$200M credit line.
- Promoted to Partner / Senior Vice President and Practice Director Atlantic Canada

MAJOR FOODS LIMITED, Dartmouth NS

1980-1981

- a \$20M vending / food services company with operations throughout Nova Scotia

Chief Financial Officer

- Reported to the President / Owner during an operations / financial restructuring period
- Restructured the accounting and administrative functions leading overhead reductions
- Improved financial reporting timelines / quality regaining respect with secured lenders
- Negotiated compromise and extended payment terms with secured and trade creditors
- Facilitated a sale to a large public food service company based in Toronto.