

# Team Biographies & Experience

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build™

**Re.**group inc

## Our offering

We are a unique firm offering services that range from advisory roles, to acting as Chief Restructuring Officer, to a C-suite management team. In other words, we provide action oriented restructuring services built around financial, operational and strategy development and implementation.

We have a seasoned team that uses common sense, commercial awareness and strong leadership to develop strategies, plan and ultimately execute. Our work style, product and execution are creative and, in some cases, non-traditional. They have one thing in common - exceptional results.

We are creative and flexible when it comes to fees. Our typical model is to work for a fee plus a bonus or success fee which is aligned with specific targets related to value creation and/or achievement of stakeholder objectives.

We pride ourselves on taking ownership of the problems we inherit and providing long term viable solutions.

## Jonathan Solursh

- Jonathan is the founding and managing Principal of R.e.I. group inc. He is a chartered accountant and restructuring professional with financial, operational and strategic management experience spanning almost two decades working with a large multi-national firm. Jonathan has acted as the accountable manager in a multitude of situations, including C-Suite roles, managing complex employee groups, stakeholders and commercial operations. His specialized knowledge and hands-on interim management experience have been developed working on client matters throughout North America as well as in the Caribbean, Central America, Europe, Africa, Asia and Russia.
- Jonathan has experience in restructuring, management and balance sheet transactions in diverse industries including airlines and support industries, manufacturing, creative and branded products, distribution, trucking, construction, telecommunications and retail. This experience contributes to his innovative approach to restructuring and interim management, and has allowed Jonathan to work with highly complex and sensitive multi-jurisdictional matters.
- Jonathan is the past President and Chairman of the Board of The Canadian Shaare Zedek Hospital Foundation and previously sat on the International Board of Governors of the Shaare Zedek Hospital. He is a licensed pilot who enjoys flying, trekking in the mountains and skiing when he is not spending time with his family.

# Albert Chappell

- Albert is a Principal at R.e.I. group inc. He has over three decades of hands-on experience in both operational and strategic capacities in various corporate roles including C-suite positions. He has served as President and COO of an international carrier as well as a Canadian regional airline. Previously he was a senior executive with Canadian Airlines International where he held a variety of positions.
- Albert has acted for clients throughout Canada, the U.S. and the Caribbean and has also acted on engagements in the United Kingdom, Africa and Eurasia.
- Albert's in-depth understanding of the operational and financial aspects of business restructurings earned him a reputation for providing grounded experience on advisory or interim management mandates. His direct, applied approach builds confidence in working in complex distressed financial situations, guiding management and commercial negotiations and partnership alliances and preparing operational analysis from product positioning to technology.
- Albert's passion for life and new experiences has resulted in many travel adventures for him along with his wife and two daughters. They currently reside in Halifax, Nova Scotia where Albert swims regularly, enjoys sailing and, of course, storytelling.

# Heather Brodie

- Heather is a Principal at R.e.I. group inc. She is a chartered accountant and restructuring professional with many years of experience in the field. She has provided advisory services and acted as engagement lead or accountable principal with a focus on interim management, asset management, strategy and cash management (crisis and routine) and operational improvement to clients across a broad range of industries throughout Canada and the United States.
- Heather has industry experience in manufacturing, transportation, aviation, not for profit, real estate and retail/wholesale. She is skilled at leading negotiations, creating alliances, and building and leading teams. Her technical, industry and coaching skills add a unique dimension to what Heather contributes to organizations, projects and people.
- Heather is an active volunteer in various charities and enjoys traveling, cooking for family and friends, and spending time with her family.

# Jeff Gollob

- Jeff is a Principal at R.e.I. group inc. He began his professional career in the practice of law and concluded that chapter in 2008 as a senior partner and co-chair of the restructuring practice at a major Canadian business law firm. With recognized expertise in corporate restructuring, experience in financing, dispute resolution and corporate governance and a reputation for providing pragmatic business guidance as well as legal advice, Jeff was the type of lawyer that people wanted on their side.
- As Rel's resident *consigliere*, Jeff has taken his experience and insight out of the legal frying pan to the commercial side of the restructuring fire, bringing a dynamic approach few can offer. He is an accomplished strategist, with experience in a broad variety of industries including aviation, automotive, real estate, telecom and natural resources to name a few, as well as expertise in Canada/U.S. cross-border restructurings and financing.
- Jeff is a member of the Insolvency Institute of Canada, whose membership includes many of Canada's leading restructuring professionals. His career and business restructuring success have been recognized with recommendations in various domestic and international professional directories as well as a listing in Canadian Who's Who.
- Jeff is a director and past Board Chair of the Haliburton Highlands Health Services Corporation. He enjoys spending time with family at the cottage, and is active in sports and philanthropy.

# Rick Greene

- Rick has unique commercial expertise that focuses on balance sheet and capital markets restructuring, including strategy and risk management expertise, developed over close to three decades working in a variety of positions including both a large multi-national accounting firm and a major Canadian Bank. Like his colleagues at R.e.I., Rick combines his area of focus with practical operations expertise and a hands-on approach to deliver a unique, commercially driven perspective.
- Rick has considerable experience leading investment teams, guiding management of portfolio companies, developing and implementing strategies to turn around under-performing businesses and acting as lead on divestiture and sale mandates. He has advised secured and unsecured lenders, investors, boards of directors and other stakeholders in businesses experiencing financial and operational challenges, including strategic reviews, crisis management, development and implementation of restructuring plans.
- Most recently, Rick had overall responsibility for managing the Bank's exit from its private equity business, including internal and external reporting, reviewing and assessing adequacy and effectiveness of internal controls, annual planning, regulatory compliance and negotiating complex agreements to effect the spin-out of the Bank's portfolio businesses.
- Rick holds both a law degree and an M.B.A., neither of which get in the way of his keen commercial judgment and practical solutions based approach to problems. Rick is an active volunteer in several charities and enjoys spending time with his family, traveling, road bike riding and skiing.

## Glenn Marshall

- Glenn is a Director at R.e.I. group inc. He is a practical, hands-on member of the R.e.I. team who focuses on analytics, due diligence and in-depth support for complex transactions.
- Glenn's experience includes stints at large multi-national accounting firms in Canada and Australia where he worked in the M&A advisory and restructuring practices. In addition, Glenn has been an entrepreneur in a start up venture and has held various in-house financial roles in a range of industries.
- His combination of advisory and hands-on corporate experience facilitates a practical approach to solving business challenges. Glenn joined R.e.I. group in 2012.
- Glenn enjoys all sports, particularly golf and baseball, and has travelled extensively. He also has memorable work experiences including his work on the Penske file.



## Individual team members - selective experience

The collective experience of Rel's Principals includes significant mandates advising corporations, government entities and other stakeholders including directors, senior lenders and other creditors across a broad spectrum of industries covering the manufacturing, retail and hospitality, real estate, automotive, construction, airline, aviation, natural resources and technology sectors. Some examples:

- Engaged as CRO of a \$700 million dollar aviation maintenance business with over 2.5 million square feet of production facilities, 3,000 employees and total debt of approximately \$750 million. Reporting to the Court in a CCAA proceeding, Rel developed and implemented a process that resulted in the restart of two of the three divisions following a sudden and catastrophic unplanned cessation of operations. We negotiated significant transactions with various stakeholders and managed the successful resolution of complex litigation. Stakeholders included trade unions, customers, suppliers, regulators and a syndicate of secured creditors, to name a few;
- Engaged as interim CFO of a \$500 million electrical and mechanical service provider, with locations in Canada and the US;
- Advisor to a large (\$100 million) civil construction company, assisting with strategy, profit improvements and balance sheet restructuring;
- Chief Restructuring Officer and interim management of a privately held airline in Northwestern Ontario, reporting to the Board, with executive responsibility for oversight and managing its turnaround including reforms to operations, commercial direction, creditor negotiations, governance and return to profitability;

## Individual team members - selective experience (cont' d)

- Acted as CRO/interim CEO of a \$70 million dollar design, manufacturing and distribution company reporting to the Board with executive responsibility for a financial, operational and commercial restructuring that included rebranding, new product development and balancing stakeholder relationships. Our team took over the functions of the executive management on an interim basis including CEO, COO and EVP treasury and legal;
- Mandate for a \$35 million sub debt investor (investment in the aviation support business), providing advice and assistance with respect to its position, the company's performance and strategic advice with respect to go forward strategies.
- Commercial, operational and restructuring guidance for a major Korean bank;
- Cash management and financial restructuring advice for a major international pharmaceutical manufacturer (\$1B in sales);
- Advised a government entity on the securitization and sale of a statutory revenue stream;
- Asset sales and advice on insolvency issues for a Caribbean air carrier;
- Managed and oversaw the sale of a multi-million dollar portfolio of residential and commercial real estate;
- Managed 6 US companies in the design/build industry through a restructuring process, including strategy and maximization of recoveries, protection of viable entities;
- Acted as CRO, including refinancing and restructuring, of a textile design and manufacturer;
- Advised lessors in the Air Canada restructuring including management and operation of transport category aircraft as well as the sale of claims and distressed debt;
- Interim management of a national retail chain with 260 locations across Canada;
- Interim management and wind-down of a major national LTL carrier;
- Operated a road construction company in Atlantic Canada on behalf of the lenders, completing all contracts in progress while managing stakeholder and operational matters;

## Individual team members - selective experience (cont' d)

- Engaged as strategic advisor to the Board of a high profile not for profit corporation working through a pivotal restructuring of its commercial strategy, operations and balance sheet;
- Acted as strategic advisor to the executive of Aeroflot Airlines on commercial matters related to a new business venture;
- Acted as Expert Witness in a complex restructuring litigation matter;
- President, acting CEO of Air Jamaica;
- Assisted in developing high-level restructuring strategy and options for certain divisions of a major Korean conglomerate; and
- Executed a financial and operational restructuring for a multinational equipment manufacturer with operations in four countries.

# group experience

## Industries

- airline
- aviation
- automotive
- consumer products
- construction
- financial services
- food services
- hospitality
- manufacturing & industrial
- media & entertainment
- paper & packaging
- real estate
- retail
- leasing
- technology
- telecommunications
- transportation & logistics
- textile & apparel
- wholesale distribution

## type of engagement

- chief restructuring officer
- turnaround strategy
- financial advisor
- chief executive officer
- chief operating officer
- receivership, bankruptcies and proposals
- merger integration advisor
- strategic advisor
- governance/board advisor
- litigation management/strategy

## jurisdictions

- North America
  - Canada
  - United States
  - Mexico
- South & Central America
  - Trinidad and others
- Caribbean
  - Jamaica
  - Dominica
  - Others
- Europe
  - Netherlands
  - Germany
  - Russia
  - Serbia
- Asia
  - Korea
  - China/Hong Kong
- Africa
  - Ghana

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