

SENIOR EXECUTIVE

CFO | President | CEO

Driving Organizational Change, Success, and Rapid Growth

VALUE CREATOR ~ BUSINESS ENABLER

Business Turnaround | Board Influence & Decision | Revenue & Profit Growth | Strategic Direction

Dedicated leader with a record of mastering tremendous growth and crisis challenges, leveraging a rich mix of operational and financial expertise in both publicly-traded and private equity-owned organizations. Drives improvements, advancements, and best practices to reach aggressive goals. Builds business models and teams based on sound strategy and vision, boosting motivation and customer satisfaction. Highly ethical and articulate communicator and trusted advisor to a network of stakeholders.

Executive Leadership & Financial Highlights

- ☑ Grew sales by \$210M in 6 years.
- ☑ Increased enterprise value by 102% in 8 months.
- ☑ Captured 76% market share from competitors in 6 months.
- ☑ Championed 16 acquisitions to add \$155M in sales.
- ☑ Spearheaded \$95M initial public offering on TSX.
- ☑ Slashed \$8.6M in costs with financial and operational improvements.
- ☑ Refinanced \$585M in syndicated debt facilities with U.S. and Canadian lenders.

Valued Expert in:

Organizational Leadership
Performance Management
Business & Market Development
Financial Planning & Analysis
Productivity Initiatives
Mergers, Acquisitions & Integrations
Investor Relations
Crisis Management

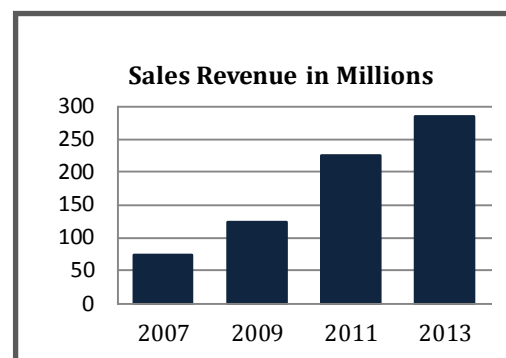
LEADERSHIP EVOLUTION

Salt Solutions, Toronto, Ontario, Canada | 2007 - 2014

North America's second largest manufacturer, marketer, and distributor of packaged salt.

Recruited to take financial reins and lead recapitalization and restructuring. Turned around underperforming financials and struggling lender relations, rapidly expanded revenues, and created strategic and tactical blueprints for continued success and growth. Promoted to CEO, helping organization during period of financial crisis and eventual company sale in 2013.

PRESIDENT & CEO, 2009 - 2014
EXECUTIVE VP & CFO, 2008 - 2009
CFO, 2007 - 2008



8 Direct Reports | 2,500 Employees | \$285M Peak Sales | 75 Manufacturing Plants in North America

LEADERSHIP EVOLUTION continued...

FINANCIAL SAVVY

- **Painstakingly re-built lender relationships** within first 8 months and coordinated 3-prong recapitalization:
 - Converted to income trust, completed successful \$95M IPO on TSX in 2007, and established more flexible credit facilities with new lenders.
 - **Magnified enterprise value by 102% and stock prices by 160%.**
- **Drove 4 successful equity offerings**, raising \$250M in capital. Oversaw all investment and prospectus activities.
- Orchestrated **5 refinancing deals totalling \$380M**. Coordinated syndication of revolving, term, and mezzanine debt facilities with U.S. and Canadian lenders to improve liquidity and secure growth capital.
- **Raised profitability** and reduced capital invested by \$5M. Led divestitures of 4 non-strategic business operations in Canada and U.S.
- **Recapitalized company** to stave off financial challenges during legal investigation. Coordinated successful company sale to maximize shareholder value:
 - Divested to private equity investment fund for \$285M in 2013, **increasing enterprise value by \$75M over prior year.**

STRATEGIC LEADERSHIP & IMPROVEMENT

- Sourced, recruited, and integrated senior executive and management staff to support execution of business plans and initiatives, using **valued input to achieve buy-in and preserve retention.**
- **Delivered \$8.6M in annual savings** from operational efficiencies, productivity improvements, lower input costs, and 6% headcount reduction. Implemented company-wide restructuring plan after sale.
- Updated and **streamlined outdated accounting and reporting systems and processes:**
 - Centralized 12 systems, reducing month-end closing from 60+ days to 8 days.
 - Revised operating and capital budget process and pioneered multi-year business plans, financial projections, and capital plans.

BUSINESS EXPANSION & DEVELOPMENT

- **Acquired 16 companies, adding \$155M in sales.** Coordinated \$185M investment and corporate growth strategy, including valuation, due diligence, implementation, and integration.
 - Architected integration process to ensure full business assimilation within 30 days of deal close.
 - Generated annual sales **revenue increase from \$75M to \$285M.**
- **Captured \$5.5M in revenue and 76% market share** from competitors within 6 months. Facilitated rapid and aggressive launch into new geographic market.
- **Attained 30%+ sales growth in 12 months** with one major customer. Approved exclusive new product strategy that accounted for 45% of sales in one year.
- Reacquired lost customer, **representing a win of \$6.2M in annual sales.** Accelerated R&D efforts to bring proprietary technology solution to market. Delivered first-class customer service.

LEADERSHIP EVOLUTION continued...

COMMUNICATIONS & CRISIS MANAGEMENT

- **Guided company** through legal investigation and associated financial challenges:
 - Minimized impact to employees and management, overseeing all stakeholder communications to **retain all customers**, preserve morale, and achieve **virtually no turnover**.
- **Cultivated relationships** and formulated strategies with executive team, Board of Directors, staff, committees, lenders, investment bankers, analysts, investors, and legal representatives.
- **Strengthened investor relations** as company spokesperson. Authored 7 annual reports, 23 quarterly reports, and a wealth of communications and presentations.

Canadian Meat Distributor, Toronto, Ontario, Canada | **2002 – 2007**

Global business marketing Canadian meat products to over 70 countries around the world.

Promoted to direct all financial administration and reporting. Managed financial controls, reporting, planning and budgeting. Reported to executive staff and board and communicated with a variety of external stakeholders.

VP, ACCOUNTING & CORPORATE CONTROLLER, 2003 – 2007

CORPORATE CONTROLLER, 2002 – 2003

15 Direct Reports | 1,200 Employees | \$3B Annual Sales | \$6B in Assets and Investments

- **Improved clarity and compliance** of public company reporting. Revised financial disclosures and introduced Management Discussion & Analysis of Operating Results (MD&A) reporting.
- Spearheaded introduction of **first integrated accounting system**. Finalized multi-million dollar, multi-year ERP implementation ahead of schedule and 15% under budget.
- Re-engineered numerous financial and business processes. Secured annual interest savings of \$850K, **increasing working capital by \$8M** and reducing staffing by 18%.
- **Charged with restructuring \$25M IT division**. Chaired task force review, improved strategic focus, increased responsiveness, and secured 28% savings in IT costs.

EDUCATION & MEMBERSHIPS

Master of Business Administration, Finance – McMaster University
Bachelor of Commerce, Accounting (Honors) – McMaster University
Chartered Accountant – The Institute of Chartered Accountants of Ontario

The Institute of Chartered Accountants of Ontario, Member, 1995 – Present
Association of Financial Executives, Member 1999 – Present; Chair 2008 – 2010

