

ALEX G. SMITH

Highlights of Mr. Smith's experience include:

- **Financial Advisor** to a 7-bank syndicate with approximately \$190 million in loan facilities to a \$300+ million co-op/processor of agricultural products. Mr. Smith and his team assisted the bank syndicate with a comprehensive assessment of the operations and a restructuring of all loan facilities.
- **(Court-Approved) Chief Restructuring Officer and Investment Banker** to **Ajubeo, LLC**, a privately owned, Colorado-based provider of cloud-based Infrastructure-as-a-Service ("IAAS"). Mr. Smith led the company through a successful Chapter 11 process, which included in a successful 363 sale.
- **(Court-Approved) Trustee/Assignee** to **Door to Door Organics**, whose assets were placed in a trust under an Assignment for the Benefit of Creditors ("ABC") in the Court of Chancery of the State of Delaware. Mr. Smith led the successful sale of all assets as well as the claims resolution process with the company's creditors.
- **Chief Restructuring Officer and Investment Banker** to an aerospace and defense manufacturer with three primary operating units located throughout the United States. With Mr. Smith's leadership, the company was able to negotiate out-of-court settlements with various classes of creditors, paving the way for a successful out-of-court sale of assets to a private equity firm. For his efforts in this matter, Mr. Smith was awarded Transaction of the Year by the Upper Midwest Chapter of the Turnaround Management Association.
- **(Court-Approved) Investment Banker and Financial Advisor** to **Fresh Produce Holdings**, a privately owned, U.S. based retailer and wholesaler of women's clothing. Mr. Smith assisted the company through a successful Chapter 11 Bankruptcy filing in the District of Colorado. The company was sold through the Chapter 11 363 sale process. The company was able to continue to operate in multiple locations throughout the United States. Mr. Smith served as lead advisor and investment banker.
- **Court-Appointed Receiver** to **One on One Marketing, LLC and related entities**, a digital marketing company focused on generating and converting leads for customers in the education industry. Through diligent cash management and an expedited sale process, Mr. Smith was able to successfully lead the company to a sale of assets in a single transaction, maximizing value for the stakeholders and preserving jobs. The receivership action was initiated in Utah County in the state of Utah.
- **(Court-Approved) Investment Banker and Financial Advisor** to **HEI, Inc.**, a publicly-traded company with three operating divisions: a microelectronic assembly and testing business targeting several industries including the aerospace and defense industries, a printed circuit board manufacturer targeting the medical, aerospace and defense industries, and a contract design, manufacturing and depot service provider targeting the medical industry. A successful Chapter 11 Bankruptcy filing and 363 sale of assets were completed in the District

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of Minnesota. For its work with this company, Alliance Management received the Transaction of the Year Award from the Turnaround Management Association.

- **Court-Appointed Receiver to Pipeline Industries, Inc.**, a company providing water and sewer line replacement and repair services to residential and commercial customers. Value was maximized through various receiver sale transactions in Colorado and Washington. The receivership action was initiated in Denver County in the state of Colorado.
- **(Court-Approved) Investment Banker and Financial Advisor to Carl's Patio, Inc.**, a private equity owned, U.S. based retailer of outdoor, garden and patio furniture. Mr. Smith assisted the Company through a successful Chapter 11 Bankruptcy filing in the District of Delaware. Prior to the filing, Mr. Smith assisted the company in restructuring its operations, positioning Carl's for a success sale through the Chapter 11 363 sale process. The company was able to continue to operate in multiple locations on the east and west coasts of Florida. Mr. Smith served as lead advisor and investment banker.
- **Court-Appointed Receiver to RP Holdings Group, LLC and related entities**, a company in the business of processing loan foreclosures and related services for its law firm clients. The company's assets were successfully sold through a UCC foreclosure sale and a Receiver's sale, resulting in a 100% recovery to the senior lender. The receivership action was initiated in Denver County in the state of Colorado.
- **(Court-Approved) Investment Banker and Chief Restructuring Officer** to Mountain City Meat Company, a \$200 million processor of ground beef and portion-controlled steaks. Through diligent sales and cash management and an aggressive sale effort, a Section 363 auction sale was successfully completed under the United States Bankruptcy Court for the District of Colorado.
- **Restructuring Advisor** to a large contractor and subcontractor whose services include earthmoving, underground utility and heavy highway construction. Also facing one of the largest construction downturns in recent history in both the private and public market sectors, the company was able to develop a new business plan and restructure its debt, avoiding a bankruptcy and distressed sale.
- **Interim Chief Executive Officer** to a fuel distributor and mechanical contractor targeting the railroad and utility industries. While CEO, Mr. Smith replaced key members of the management team and board of directors, developed a new business plan and positioned the company for a successful sale.
- **Investment Banker and Financial Advisor** to a co-manufacturer of ready-to-eat foods and ingredients. Through diligent cash management and an expedited sale process, a successful transaction was consummated out of court. Mr. Smith served as lead investment banker.
- **(Court-Approved) Investment Banker and Restructuring Advisor to Professional Veterinary Products, Ltd.**, a \$330 million wholesaler of animal health care products. Through diligent cash management and an aggressive sale effort, a Section 363 auction sale

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was successfully completed under the United States Bankruptcy Court for the District of Nebraska. Mr. Smith served as lead advisor and investment banker.

- **(Court-Approved) Investment Banker and Financial Advisor to Bachrach Clothing, Inc.**, an equity-sponsored, U.S. based retailer of men's clothing. Mr. Smith assisted the company through a successful Chapter 11 Bankruptcy Filing in the Northern District of Illinois. The company was sold through the Chapter 11 363 sale process. The company was able to continue to operate in multiple locations throughout the United States. Mr. Smith served as co-lead investment banker.
- **Operational Advisor** to a private equity sponsor's portfolio of companies in the plastics industry. Due to resin price increases and general macroeconomic issues, the sponsor's investments in plastic injection molding and rotational molding were severely impacted. Mr. Smith performed a business assessment of the two companies and provided recommendations with respect to restructuring opportunities and overall strategic options.
- **Investment Banker and Financial Advisor** to an equity-sponsored, plastics manufacturer. On an expedited basis, an Article 9 asset sale was completed, avoiding the potentially excessive administrative costs of bankruptcy and, thereby, providing a maximum recovery for the stakeholders. Mr. Smith served as co-lead investment banker.
- **Financial Advisor** to a Retail Asset Based Lending Syndicate, with a \$55 million credit facility to a distressed multi store merchandising operation located in the Midwest U.S. While the loan was severely impaired, the company was successfully sold, and the lending syndicate was repaid in full.
- **Financial Advisor** to a community bank that had been issued a Cease and Desist order from the OCC. Advisory services included loan workout, bank practices and procedures review, responses to Prompt Correction Actions and development of a Capital Restoration Plan, all of which contributed to a successful sale of the bank.
- **Financial Advisor** to a senior creditor to a paper mill. Through an analysis of management's plan and a detailed valuation and recovery analysis, a sale of the senior creditor's note was successfully negotiated and consummated.
- **Financial Advisor** to a Midwest specialty food ingredients manufacturer. Facing an imminent maturity of its senior credit facility, Mr. Smith was able to assist in financial and operational due diligence and a successful refinancing of a new \$30 million senior credit facility amidst tight deadlines.
- **Financial Advisor and Trustee** to a Liquidating Trust created as part of a Plan of Reorganization in the bankruptcy of a building products supplier. Certain assets were conveyed to the Trust and liquidated for the benefit of the senior secured lender.
- **Financial Advisor** to a California based jewelry store chain. Following a business assessment and complete financial review, the company was able to obtain a waiver of default and revised loan covenants from its senior lender.

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- **Financial Advisor** to financial services company specializing in payment solutions. With large exposures in its network of agents around the country, the company engaged Mr. Smith to assess the agents' operations and provide recommendations with respect to debt repayment and restructuring.
- **Turnaround Advisor** to a steel and building products supplier targeting the residential and commercial construction market. After a thorough operational assessment, a Plan of Reorganization was developed and executed upon with Alliance's assistance. The company was able to return to profitability and positive cash flow within 12 months.
- **Turnaround Advisor** to a manufacturer of commercial lawn mowers. After a detailed assessment of operations, a Plan of Reorganization was implemented that, in addition to a rightsizing of the operations, included a new sales and marketing strategy that restructured the distribution network and focused on partnering with dealers at the local level in creating targeted, market-specific advertising and promotion initiatives.
- **Turnaround Advisor** to a manufacturer of woodworking machinery. After a detailed operational assessment, a Plan of Reorganization, which included restructuring activities in all key areas of the company, was completed and successfully executed. As a result, the company was able to return to profitability and positive cash flow. For its work with this company, Alliance Management received the Turnaround of the Year Award from the Turnaround Management Association.
- **Operational Advisor** to a co-op owned, corn processor. The company was able to manage through severe liquidity issues and completed a successful sale and recapitalization, which provided greater liquidity and operational stability.
- **Operational Advisor** to a family-owned distributor and processor of food and animal grade ingredients. Mr. Smith provided an assessment of an unprofitable business unit and provided recommendations for its reorganization and restructuring. The company was able to implement many of the recommendations and reduce its cash burn.