

A photograph of three business professionals in an office setting. Two men and one woman are gathered around a desk, looking at a laptop screen. The man on the left is wearing a dark suit and tie, the man in the middle is wearing a dark suit and glasses, and the woman on the right is wearing a grey blazer. They are all smiling and appear to be in a collaborative meeting. The background shows a modern office with large windows.

## Corporate Recovery & Restructuring Professionals

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## About MNP

MNP LTD is one of the largest corporate insolvency practices in Canada. For more than 50 years, our respected team of Licensed Insolvency Trustees have been working with creditors to protect their interests and with businesses to help them recover and regain control of their finances during times of economic distress.

MNP LTD's parent firm is MNP LLP, the fifth largest and fastest growing national accounting and consulting firm in Canada. With more than 5,000 team members from Victoria to St. John's — including over 800 Partners — MNP brings decades of experience in helping businesses excel and has been recognized as one of Canada's Best Employers for more than 10 consecutive years.

We integrate, where necessary, specialized expertise in key service areas provided by MNP LLP, including Assurance, Consulting, Tax, Corporate Finance, Valuation, Forensics and Litigation Support, Succession and Enterprise Risk. By taking the time to thoroughly understand your industry and needs, we provide a multi-disciplined approach to help you obtain the best possible results.

Our experienced Licensed Insolvency Trustees work in more than 80 key urban and rural centres, with offices coast-to-coast. Living and working in these communities, we have the insight into local markets to deliver personalized solutions for corporate financial challenges. Multi-location businesses have the advantage of working with a national firm that has operations in the same communities they do.

### International Capabilities

MNP is a member of Praxity, an international alliance of independent accounting firms made up of leading firms across a wide range of industrial and business sectors that we can draw upon for cross-border and international assignments. Praxity is the largest alliance of independent accounting firms, with a presence in 70 countries around the world.





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# Helping Businesses Regain Financial Health

If a business is dealing with more debt than it can manage or if a creditor requires assistance in protecting its position, professional restructuring assistance may be required. When a business falters, understanding the alternatives and choosing the best course of action can be a challenge. Should it be restructuring? Receivership? Liquidation? At MNP Ltd., our Corporate Recovery and Restructuring team assists executives and business owners in building effective strategies to meet the needs of all stakeholders.

## Our Services

Here are just a few ways MNP Ltd. can help stakeholders in insolvency proceedings:

### Business Reviews (viability assessments)

We provide in-depth viability studies to enhance decision-making processes and options.

### Business Restructuring and Reorganization

We assess the business and assist in making key changes that realign business models with the needs of the business.

### Proposal to Creditors

We develop proposals that bridge the gap between business owners, financial institutions and other creditors.

### Monitoring

We serve as a private or court-appointed monitor.

### Formal Appointments

We act as a court-appointed Receiver, Interim Receiver, Licensed Insolvency Trustee and other related appointments.

## MNP LLP Services

### Assurance

- Audits
- Reviews
- Compilations
- IFRS

### Taxation

- Corporate Tax (Canadian and U.S.)
- Personal Tax (Canadian and U.S.)
- Indirect Tax (GST, PST, HST)
- International Tax
- SR&ED

### Enterprise Risk

- Regulatory Compliance
- Internal Audit
- Security
- Technology Risk
- Business Resilience
- Risk Management

### Valuations and Litigation Support

- Business Valuations
- Intangible Assets
- Property Tax Recovery
- Appraisals

### Corporate Finance

- Capital Markets
- Mergers, Acquisitions and Divestitures
- Transaction Services and Due Diligence

### Forensics

- Fraud
- Computer Analysis
- Employee Misconduct
- FINTRAC Compliance

### Consulting

- Supply Chain Management
- Performance Improvement
- Human Resources
- Farm Management
- Technology
- Economics and Research

### Technology Solutions Services

- Applications
- Business Intelligence and Data
- Cyber Security
- People and Resources
- Project and Portfolio Management
- Security and Risk Management
- Service Planning and Architecture
- Strategy and Governance

### Succession Planning

- ExitSMART™
- TransitionSMART™


## Our Experience

| BUSINESS TYPE                                     | MNP'S ROLE                                                                         | HIGHLIGHTS                                                                                                                                                                   |
|---------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Paving Company                                    | Licensed Insolvency Trustee                                                        | <ul style="list-style-type: none"> <li>MNP substituted original Licensed Insolvency Trustee</li> </ul>                                                                       |
| Fishing Camp                                      | Receiver                                                                           | <ul style="list-style-type: none"> <li>Disposal of shares</li> </ul>                                                                                                         |
| Summer and Winter Power Tool Distributor          | Licensed Insolvency Trustee and Receiver                                           | <ul style="list-style-type: none"> <li>Continued operations</li> <li>Sold assets to strategic buyer</li> </ul>                                                               |
| Software Development                              | Viability assessment<br>Court-Appointed Receiver and Manager                       | <ul style="list-style-type: none"> <li>Conducted sale process</li> <li>Sold as going concern</li> <li>Significant recovery to private equity funders</li> </ul>              |
| Chain of Pharmacy / Grocery Stores                | Court-Appointed Receiver                                                           | <ul style="list-style-type: none"> <li>Sold as going concern</li> <li>Secured debt in excess of \$20 million</li> </ul>                                                      |
| Boat Manufacturer                                 | Viability Assessment                                                               | <ul style="list-style-type: none"> <li>Viability assessment, determining security position</li> </ul>                                                                        |
| Office Furniture Distributor                      | Receiver and Manager and Licensed Insolvency Trustee                               | <ul style="list-style-type: none"> <li>100 percent recovery to the financial institution</li> </ul>                                                                          |
| Steel Plate Manufacturing for Automotive Industry | Court-Appointed Receiver and Manager                                               | <ul style="list-style-type: none"> <li>Completed production of sales for customers</li> <li>Recovered majority of \$2.5 million secured loan</li> </ul>                      |
| National Importer and Distributor                 | Court-Appointed Receiver                                                           | <ul style="list-style-type: none"> <li>Stalking horse bid</li> <li>Successful sale</li> <li>100 percent recovery to secured creditor</li> </ul>                              |
| National Chain of Giftware Stores                 | Advisor to a trade association and credit management group through CCAA proceeding | <ul style="list-style-type: none"> <li>Facilitated settlement for the benefit of unsecured creditors</li> <li>Recovery to trade creditors not otherwise available</li> </ul> |
| Music and Entertainment                           | Special Investigative Receiver                                                     | <ul style="list-style-type: none"> <li>Led the investigation and assessment of sensitive computer records</li> </ul>                                                         |
| Hog Operation                                     | Court-Appointed Receiver                                                           | <ul style="list-style-type: none"> <li>Harvested crops</li> <li>Depopulated barns</li> <li>Sold barns and farm land</li> </ul>                                               |
| Oilfield Services                                 | Viability Assessment                                                               | <ul style="list-style-type: none"> <li>Reviewed security positions</li> </ul>                                                                                                |
| Manufacturing                                     | Viability Assessment                                                               | <ul style="list-style-type: none"> <li>Monitored under forbearance</li> </ul>                                                                                                |
| Construction Contractor (Mining)                  | Licensed Insolvency Trustee                                                        | <ul style="list-style-type: none"> <li>Full recovery to secured and priority creditors with significant dividends to unsecured creditors</li> </ul>                          |
| National Women's Clothing Retail Chains           | Multiple Appointments as Licensed Insolvency Trustees                              | <ul style="list-style-type: none"> <li>Conducted retail sale and sold a key premise lease</li> <li>Recovered in excess of 90 percent of secured loan</li> </ul>              |



As one of the  
fastest growing firms in  
the country, MNP brings  
decades of experience  
in helping  
businesses excel.



A close-up, shallow depth-of-field photograph of a person's hand holding a black pen over a document. The person is wearing a silver-toned wristwatch with a black leather strap. The document features various charts, including a pie chart and a bar chart. In the foreground, a portion of a laptop keyboard is visible. The background is blurred, showing another person's hand and a glass of water.

We provide a  
multi-disciplined  
approach to help you  
obtain the best  
possible results.

# Our Experience

| BUSINESS TYPE                                  | MNP'S ROLE                                                    | HIGHLIGHTS                                                                                                                                                                                       |
|------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Multi-Location Redi Mix Concrete Distribution  | Viability Assessment<br>Court-Appointed Receiver              | <ul style="list-style-type: none"> <li>Operated business</li> <li>Sold as a going concern</li> <li>Full recovery of \$10 million to secured lender</li> </ul>                                    |
| Tool and Die Maker in the Automotive Industry  | Receiver and Manager                                          | <ul style="list-style-type: none"> <li>Liquidated assets</li> <li>Secured debt of approximately \$13 million</li> </ul>                                                                          |
| Vinyl Profile Manufacturer                     | Receiver and Manager                                          | <ul style="list-style-type: none"> <li>Sold company as a going concern</li> <li>100 percent recovery to financial institution</li> </ul>                                                         |
| Real Estate                                    | Multiple Appointments as Private and Court-Appointed Receiver | <ul style="list-style-type: none"> <li>Constructed properties</li> <li>Maintained properties</li> <li>Conducted sale process</li> </ul>                                                          |
| Car and RV Dealerships                         | Multiple Appointments as Private and Court-Appointed Receiver | <ul style="list-style-type: none"> <li>Orderly wind-up of operations and / or completed sale of dealership</li> <li>Full recovery to secured lenders and continuation of the business</li> </ul> |
| Manufacturer and Distributor of Store Fixtures | Court-Appointed Interim Receiver                              | <ul style="list-style-type: none"> <li>Secured debt of over \$30 million</li> </ul>                                                                                                              |
| National Automotive Repair-Chain               | Court-Appointed Receiver                                      | <ul style="list-style-type: none"> <li>Sold chain, including franchise system, real estate and operations, as concern</li> </ul>                                                                 |
| Retail Home and Garden Centre Chain            | Proposal Trustee / Licensed Insolvency Trustee / Receiver     | <ul style="list-style-type: none"> <li>Conducted three-month liquidation sale from 20 locations</li> </ul>                                                                                       |
| Retail Jewelry Chain                           | Proposal Trustee / Licensed Insolvency Trustee and Receiver   | <ul style="list-style-type: none"> <li>Conducted retail sale from 20 locations</li> <li>Sold \$1 million of retail premise leases</li> </ul>                                                     |
| Retirement Homes                               | Court-Appointed Receiver                                      | <ul style="list-style-type: none"> <li>Three facilities with secured debt of approximately \$17 million</li> </ul>                                                                               |
| Housing Co-operative                           | Court-Appointed Receiver                                      | <ul style="list-style-type: none"> <li>131 detached homes in Essex, Ontario</li> </ul>                                                                                                           |
| Hotels                                         | Receiver and Manager                                          | <ul style="list-style-type: none"> <li>Improved operations at franchise hotel during marketing process</li> </ul>                                                                                |
| Gold Mine                                      | Proposal Trustee / Licensed Insolvency Trustee                | <ul style="list-style-type: none"> <li>Monitoring operations</li> </ul>                                                                                                                          |

# Client Groups

National in scope and local in focus, MNP Ltd., through our parent firm, MNP LLP, has an extensive network of specialists serving clients in numerous industry and specialty groups, including: Aboriginal, Agriculture, Credit Unions, Forestry, Manufacturing, Mining, Oilfield Services, Private Enterprise, Professionals, Public Companies and Real Estate & Construction. Working together, our Licensed Insolvency Trustees and corporate recovery specialists provide insight into these and other sectors to help our clients overcome financial challenges and seize opportunities. From comprehensive financial state analyses and business plans to liquidation scenarios and more, we can help with all aspects of financial recovery and restructuring.

In addition to the sectors listed below, our corporate professionals also bring in-depth experience in a range of other sectors, including Exploration & Production (E&P), Transportation and Technology.

## INDIGENOUS

Our teams have extensive experience in assisting First Nations, Inuit and Métis communities with everything from gaming and government negotiations to financial management and economic development.

## AGRICULTURE

Our Agriculture team has been proud to help farmers and processors remain competitive and profitable since 1945. With many of our advisors still having ties to their family farms, we've worked closely within the agri-food, livestock and primary producer (e.g., crops) industries, as well as with Hutterite Brethren communities. We also have a highly experienced team managing various Farm Income programs, such as AgriStability.

## CREDIT UNIONS

We have helped more than 100 credit unions across Canada excel within the financial services sector. Our role is to strengthen board leadership and member offerings while growing our clients' bottom line and ensuring compliance with new regulations.

## FORESTRY

Success within the forestry industry depends on how well you're able to manage constant operational, trade and regulatory changes. Our Forestry team helps clients more effectively respond to these issues, from performance improvement to supply chain management.

## MANUFACTURING

The Canadian manufacturing industry is continually evolving. Our expertise within the manufacturing sector allows owners to efficiently resolve challenges related to operations, trade and regulatory shifts, while remaining competitive and restoring profitability.

## MINING

As the mining industry rapidly grows within Canada, so does our track record in positioning these organizations to expand and prosper, all while navigating a complex regulatory environment.

## OILFIELD SERVICES

Canada's oilfields are a strong contributor to the national economy, yet it's also an industry fraught with fluctuating market conditions and strict regulations. We help oilfield services companies optimize internal structures and processes to have a positive impact on the bottom line, regardless of industry shifts.





#### **PRIVATE ENTERPRISE**

Through straightforward business advice, our team provides assistance in tax, succession planning, assurance, corporate finance, enterprise risk management, consulting and more.

#### **PROFESSIONALS**

Serving professionals such as doctors, dentists and lawyers for more than 20 years, our team of specialists help professional practice owners and leaders realize their goals; whether they want to lead their own practice, increase profitability of an existing business or develop an exit strategy.

#### **PUBLIC COMPANIES**

Our team helps public companies comply with complex regulatory requirements, manage information security and privacy challenges, meet shareholder expectations and conduct investor relations.

#### **REAL ESTATE & CONSTRUCTION**

Our Real Estate and Construction industry specialists provide the solutions to keep business one step ahead of the competition while boosting the bottom line. We combine our diverse breadth of experience with a range of targeted services to serve and grow any real estate or construction business.

#### **TECHNOLOGY MEDIA AND TELECOMMUNICATIONS**

Our team has decades of experience supporting technology companies through all stages of their lifecycles – from helping secure grants or government incentives, going public or going across the border, corporate finance and tax planning for growth or exit strategies.

#### **CHINA SERVICES**

MNP's dedicated China Services team is the largest contingent bilingual accountants and consultants in Canada, with more than 75 employees fluent in Mandarin or Cantonese. We are experienced in and understand the nuances of conducting business, public and private, in Canada and China and provide the industry expertise and market insight.

# Meet MNP's Corporate Recovery and Restructuring Team Leaders

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#### **ABOUT MNP LTD.**

MNP Ltd. is one of Canada's leading firms in corporate recovery and restructuring. For more than 50 years, we have served and responded to the needs of numerous businesses and their creditors. Through a diverse range of services, our team of insolvency and restructuring professionals have the experience and expertise to develop recovery and restructuring strategies that meet the needs of all stakeholders.

**To find out what we can do for you, contact the MNP office of a Corporate Recovery leader near you or Grant Bazian, President, LIT, MNP Ltd. at 778.374.2108 or [grant.bazian@mnp.ca](mailto:grant.bazian@mnp.ca)**

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**KINCENTRIC**  
**Best Employer**

CANADA 2019



Praxity AISBL is a global alliance of independent firms. Organised as an international not-for-profit entity under Belgium law, Praxity has its executive office in Epsom. Praxity – Global Alliance Limited is a not-for-profit company registered in England and Wales, limited by guarantee, and has its registered office in England. As an Alliance, Praxity does not practice the profession of public accountancy or provide audit, tax, consulting or other professional services of any type to third parties. The Alliance does not constitute a joint venture, partnership or network between participating firms. Because the Alliance firms are independent, Praxity does not guarantee the services or the quality of services provided by participating firms.