

# *Curriculum Vitae*



***Caydion E. O. Campbell – Business Advisor & Licensed Trustee  
FCA, FCCA, MBA, BSc (Hons.)***

Caydion is the founder of Phoenix Restructuring, Advisory & Insolvency Services Enterprise where he serves as Principal Business Advisor and Insolvency Trustee (Licensed under the Insolvency Act by the Supervisor of Insolvency).

He is a career insolvency practitioner and business advisor with over 25 years' experience in Optimised Exits, Corporate Recoveries, Turnaround Management, Receiverships and Liquidations. He has managed or assisted in the management of operations in a wide cross of industry sectors including: Agriculture, Agro-Processing, Financial Services, Government, Hospitality & Leisure, Information & Communication Technology, Manufacturing and Retail & Distribution.

Caydion is a former Senior Manager in the Deals practice of PricewaterhouseCoopers Tax and Advisory Services Limited (PwC) in Jamaica where his primary areas of focus were Crisis Management and Business Recovery Services (BRS). He also served as the BRS Co-ordinator for the South Cluster of PwC firms in the Caribbean covering the Bahamas, East Caribbean (Barbados and the Eastern Caribbean Islands) and Jamaica (with oversight for Belize).

He also has extensive experience in providing professional services in the areas of financial analysis, due diligence, independent business review, business reorganization and dispute analysis & investigations. He also advises on privatisations and divestments, mergers and acquisitions and Public Private Partnership (PPP) initiatives.

In addition to Jamaica, Caydion has conducted engagements in Anguilla, Antigua, Barbados, the Cayman Islands, Commonwealth of Dominica, Guyana, Montserrat, St. Kitts and Nevis, Trinidad and Tobago, and Turks and Caicos Islands.

Caydion is a Fellow of the Institute of Chartered Accountants of Jamaica (ICAJ) and serves as Deputy Chairman on its Future of the Profession Committee. He led submissions on behalf of the ICAJ and PwC to a Joint Select Committee of Jamaica's Parliament that deliberated on the Bankruptcy and Insolvency Bill which later passed as the Insolvency Act 2014. Caydion is also a member of the ICT Committee of the ICAJ.

He is a leading commentator in areas of corporate insolvency and restructuring and has presented at several seminars, written newspaper articles and contributed to radio and television programmes.

He is a co-author of the Jamaica chapter of The Americas Restructuring and Insolvency Guide 2008/2009 published by Globe White Page.

## Qualifications:

### *Professional affiliations*

- Member of Turnaround Management Association (International Chapter) - 2018
- Fellow of The Institute of Chartered Accountants of Jamaica - 2013
- Fellow of the Association of Certified Chartered Accountants, United Kingdom - 2004

### *Education*

- Insolvency Practitioners Qualification Course – Norman Manley Law School - 2018
- Certificate – Mergers, Acquisition and Privatisation -Jamaica Stock Exchange e-Campus - 2013
- MBA, The University of Manchester - Manchester Business School (UK) - 2006
- BSc (Hons) Management Studies, University of the West Indies, Mona - 1991

## Professional History

<i>Year</i>	<i>Position</i>	<i>Organisation</i>
Dec. 2017 - Present	Principal Business Advisor and Insolvency Trustee	Phoenix Restructuring, Advisory & Insolvency Services Enterprise
1996 – 2017	Consultant to Senior Manager – Advisory	PricewaterhouseCoopers, Jamaica
1995 – 1996	Staff Accountant to Audit Senior	Price Waterhouse, Jamaica
1991 – 1994	Trainee to Junior Consultant – Management Consultancy Services	Price Waterhouse, Jamaica

## Major Current and Recent Assignments:

- Bankruptcy Trustee – Benlar Foods Limited (June 2022 – present)
- Proposal Trustee – X Ceutical Limited (May 2022 – present)
- Bankruptcy Trustee – Island Ice & Beverage Company Limited (May 2022 – present)
- Bankruptcy Trustee – Greenfield Investments Limited (April 2022 – present)
- Proposal Trustee – MikiAyana Company Limited (October 2021 – present)
- Trustee – Epping Oil Company Limited and Epping Retail Limited on behalf of TotalEnergies Marketing Jamaica Limited (May 2021 to January 2023)
- Bankruptcy Trustee – Mystic Mountain Limited – (February 2022 to March 2022)
- Proposal Trustee – Mystic Mountain Limited – (February 2021 to February 2022)
- Bankruptcy Trustee – Windows Limited March (2021 to present)
- Trustee – Trelawny Estates Limited and wholly owned subsidiary Myers Rum Company (Jamaica) Limited - on behalf of Diageo North America LLC and Diageo (IH) Limited (UK) (Sept. 2020 to Dec. 2022)
- Bankruptcy Trustee – The Marketing Counselors Limited (September 2020 to present)
- Bankruptcy Trustee – TMC Mindshare Limited (September 2020 to present)
- Liquidator – H.H.D. Limited – Industrial & Provident Society (Feb 2019 to present)
- Trustee – Diageo Jamaica Limited – Members’ Voluntary Winding-Up (March 2019 to present)
- Proposal Trustee – Global Outsourcing Solutions Limited – Business Process Outsourcing company (October 2019 to present)
- Proposal Trustee – S.N. Kraft Limited – manufacturer & distributor of craft and souvenir items (April 2019 to present)
- Bankruptcy Trustee – Wynlee Distributors Limited (October 2018 to present)
- Bankruptcy Trustee – Today’s Home Centre Limited (September 2018 to present)
- Bankruptcy Trustee – Paper Unlimited Limited (July 2018 to present)
- Proposal Trustee – Benlar Foods Limited – farming and agro-processing enterprise (April 2018 to June 2022)
- Proposal Trustee – Craslyn Benjamin – Principal of Benlar Foods Limited (April 2018 to present)
- Bankruptcy Trustee - Tripple C Manufacturing & Commodities Distribution Limited - agro processing entity, with core product being canned ackee (April 2018 to Present)
- Bankruptcy Trustee – Colin Jackson, Principal of Tripple C Manufacturing & Commodities Distribution Limited (April 2018 to Present)
- Bankruptcy Trustee – Cuddy’z Franchise One Limited – sports bar and restaurant (September 2018 to present)
- Bankruptcy Trustee – Courjon Investments Limited – property investment company (September 2018 to present)
- Joint Trustee – Jamaica Beverages Limited – manufacturer and distributor of non-alcoholic beverages. (May 2017 to present)
- Joint Trustee – Barings & Seals Limited – distributor and retailer for bearings, seals and associated products for machinery and motor vehicles (June 2017 to present)
- Joint Receiver-Manager of Morgan’s Harbour Limited owner of a boutique hotel in the historic town of Port Royal, Jamaica. (September 2015 to present)
- Liquidator’s Agent for Hagley Park Holdings Limited – Contracted to PwC (March 2017 to present)

## **Asset Quality Review:**

- Technical Lead for Asset Quality Review (AQR) of 15 national banks in the 8 territories of the Eastern Caribbean Currency Union (ECCU) with special responsibility for Antigua (4 banks), Anguilla (2 banks), St. Kitts and Nevis (2 banks) and Montserrat (1 bank). October 2014 to July 2015.

The objective of the AQR was to review the carrying value of loans and advances and investment securities assets on the various banks' balance sheets as at 30 September 2014.

Activities performed:

- Conducted Asset Quality Review on the loan portfolios throughout the ECCU and facilitated valuation of the non-performing loan portfolios.
- Conducted high level review and evaluation of policies and procedures particularly related on credit, loans and lending activities, investments and risk management.
- Review and valuation of investment portfolios.
- Assessed the impact of the results of the AQR on the capital adequacy and calculation of risk weighted assets of the banks.
- Identified matters for consideration arising from the review including contagion risks and cross-exposures, shortfalls in key framework and supporting systems for portfolio monitoring and credit risk.

## **Selected Insolvency Assignments:**

Conducted various Receivership, Temporary Management, Special Management and Liquidation assignments - Performed the following duties as an Agent on behalf of Receiver/Manager, Temporary Manger or Liquidator as appropriate:

- Development and implementation of business turnaround strategies
- Preparation of Information Memorandum
- Negotiations for sale of assets, business or operations
- Manage the operation of the entities
- Perform treasury management and human resource management functions and prepare cash flow projections for the entities
- Supervision of the cheque/cash disbursement and accounts payable functions and ensuring that all payments are properly approved and authorised
- Supervision of the maintenance of financial records and producing associated financial statements

### ***Receivership assignments, on behalf of Debenture Holders (Secured Creditors):***

- Morgan's Harbour Limited – 61 room boutique hotel (September 2015 to present)
- Runaway Bay Developments Limited – 225 room hotel (February 2011 to August 2013)
- Cajaro Limited – Hardware Merchant
- Jamaica Citrus Growers Limited – Manufacturer of chilled juices
- Pastryanna Limited – Pastry manufacturer
- Mavis Bank Central Factory Ltd and Jablum Jamaica Ltd. (and 7 associated entities) – Major Blue Mountain Coffee processor and exporter of green beans and roasted coffee products (1997 to 2004)
- Dr. Ian Sangster and Company Limited – Manufacturer of Rum Creams & Liqueurs (1998)
- Netserv Limited – Call Centre Operator
- Pathway Technologies Limited – Call Centre Operator
- Teleservices Jamaica Limited – Call Centre Operator
- Tropicana Sugar Estates Limited & Tropicana Sugar Processing Limited
- Caribbean Casting and Engineering Limited -

- Budget Supplies Limited – Hardware Merchant and Retailer
- Intek Jamaica Limited – Hardware Merchant and Retailer (June to December 2000)
- CEK Jamaica Limited – Manufacturer and Distributor of Industrial and Household Chemicals (May 1993 to December 2004)
- Henderson Group of Companies (9 member Conglomerate) – Hardware Merchant, Distribution and Retail, Motor Vehicle Dealership, Automotive Parts Distributor, Video Production, Construction and Engineering, Real Estate Development (October 1991 to December 1994)

***Court Appointed Interim Receiverships:***

- National Fuels & Lubricants – Petroleum Haulage and Petrol Station Operator (February 2005 to August 2006)
- Cash Plus Limited and its affiliates and subsidiaries\* (April 2008 to December 2009)

\*Served as Agent for the Co-Interim Receiver and Project Manager following the collapse of this major unregulated financial organization; responsible for monitoring the day-to-day activities of the various companies in the group, and overseeing the following activities in conjunction with the Co-Interim Receivers and the PricewaterhouseCoopers team:

- Identification of subsidiaries and affiliates
- Identification of operating locations, domestic and international
- Identification of and taking custody of assets
- Identification of liabilities
- Forensic investigations
- Conducting interviews with current and former employees
- Conducting interviews with Cash Plus' attorneys
- Meetings with Cash Plus' Joint Venture partners, other Counterparties and their attorneys
- Meetings with Government and Regulatory Agencies
- Performing public records research on individuals and corporations
- Reviewing e-mail communications
- General legal reviews
- Review of acquisitions whether completed, pending, aborted or in default
- Reviewing operations and human resources requirements
- Reducing overhead and unnecessary costs
- Development of communications plan
- Communications with Stakeholders and Media

***Temporary Management assignments on behalf Ministry of Finance or Bank of Jamaica:***

- Century National Bank Limited, Century National Merchant Bank Limited & Century National Building Society (July 1996 to December 1997)
- Tower Merchant Bank Limited (1995 to 1996)
- First Metropolitan Building Society (1995)

***Special Management assignment of behalf of Trustee in Bankruptcy:***

- Dyoll Insurance Company Limited (January 2005 to August 2005)

***Compulsory (Court Appointed) Liquidations:***

- Dyoll Insurance Company Limited – appointment by creditors and confirmed by Supreme Court (August 2005 to September 2014)
- Olint TCI Corporation Limited (June 2009 to December 2012) – appointed by the Supreme Court of the Turks and Caicos Islands - Served as Agent for the Liquidator and Project Manager following the collapse of this major unregulated financial organization conducting the following:
  - General liquidation administration including preparation of reports for the Court, Committee of Inspection and claimants
  - Court applications & appearances, and meetings & discussions with legal counsel and law enforcement officials
  - Identification, Tracing and Pursuit of (Contingent) Assets Recoveries
  - Corresponding with banks & financial institutions
  - Corresponding with foreign exchange trading institutions
  - Reconstruction of pre-liquidation accounts
  - Claims processing & verification and communicating with potential claimants
  - General forensic investigations into the causes of failure of Olint TCI

***Creditors' Voluntary Liquidations:***

- Carib Metal (Successors) Limited (July 2011 to December 2013)
- C.E.L. Investments Limited (August 2000 to March 2001)
- Challenge Enterprises Limited (August 2000 to March 2001)
- The Road Runner Limited (August 2000 to March 2001)
- Shazamm Limited (August 2000 to March 2001)
- International Merchandise Mart Limited (August 2000 to March 2001)

**Scheme of Arrangement -Business Reorganisation:**

- Barbados Agricultural Credit Trust and Barbados Agricultural Management Co. Limited (October 2015 to November 2017)
- National Commercial Bank Jamaica Limited and NCB Group Limited - client Financial Sector Adjustment Company (1998)

**Scheme of Arrangement /Reorganisation and Consequential Liquidations:**

- West Indies Synthetics Limited, Wisynco Trading Limited, Jamaica Drink Company Limited, Wisynco Holdings Limited and Gator Limited – appointed by Wisynco Group Limited (2005)
- West Indies Nutritional Corporation Limited – appointment by Jamaica Broilers Group Limited (2005)
- Versair In-Flite Services Limited and Industrial Catering Services Limited – appointed by GraceKennedy Limited (2006)

## **Members' Voluntary (Solvent) Liquidations:**

- Trelawny Estates Limited – appointment by Diageo Holdings Netherlands B.V. (Netherlands) (December 2020 – May 2022)
- Grace Foods International Limited – appointment by GraceKennedy Limited (Jan to June 2020)
- Diageo Jamaica Limited – appointment by Diageo Latin America & Caribbean LLC (United States of America) and Diageo Holdings Netherlands B.V. (Netherlands) (2019 – ongoing)
- Security Administrators Specialist Services Limited - appointment by Kingston Wharves Limited (March 2018 to April 2019)
- Greif Jamaica Limited – appointment by Greif International Holdings B.V. (Netherlands) (April 2018 to March 2019)
- Hagley Park Holdings Limited – appointment by the members (2018 to ongoing)
- Hewlett-Packard of Jamaica Limited – appointment by Hewlett-Packard B.V. (Netherlands) (2018)
- Forest Industries Development Company Limited – appointment by Ministry of Agriculture (1999 to 2017)
- Caribbean Bottlers Jamaica Ltd. – appointment by Coca-Cola Interamericas (Costa Rica) and The Coca-Cola Co. (USA) (November 2002 to September 2005)
- Hapag-Lloyd Jamaica Limited – appointment by Hapag Lloyd AG (Germany) (March 2007 to February 2011)
- Cifuentes Y Cia Limited – appointment by General Cigar Holdings (United States of America) (2006 - 2007)
- JK Investment Limited – appointment by individual shareholders based in Jamaica and United States of America (2010 To March 2011)
- Caribbean Asbestos Products Limited – appointment by Jamaica Broilers Group Limited (March 2005 to March 2006)
- Caribbean Industrial Equipment Limited – appointment by Jamaica Broilers Group Limited (March 2005 to March 2006)
- Telecommunications Alliance Limited – appointment by GraceKennedy Limited and IDT Jamaica Telecom (United States of America) (27 August 2007 to April 2009)
- Premium Beverages Limited – appointment by Heineken International B.V. (Netherlands) (November 2007 to 2008)
- Red Stripe Brewing Company Limited appointment by Red Stripe (Jamaica) and Diageo plc (United Kingdom). (June 2011 to October 2012)
- D&G Wines Limited appointment by Red Stripe (Jamaica) and Diageo plc (United Kingdom). (June 2011 to October 2012)
- Foods of Jamaica (Export) Limited appointment by Red Stripe (Jamaica) and Diageo plc (United Kingdom) (June 2011 to October 2012)
- Alpart Mining Venture appointment by Alumina Partners of Jamaica and JAMALCO (2006)

## **Independent Business Reviews:**

- Project Lumber (Hardware Merchant) -Client First Caribbean International Bank
- Easter Caribbean Indigenous Bank (Anguilla) – Special Procedures Review mandated by the Eastern Caribbean Central Bank (October 2010 to January 2011)
- Easter Caribbean Indigenous Bank (Antigua) – Special Procedures Review mandated by the Eastern Caribbean Central Bank (October 2010 to January 2011)
- Easter Caribbean Indigenous Bank (St. Kitts & Nevis) – Special Procedures Review mandated by the Eastern Caribbean Central Bank (October 2010 to January 2011)

## **Dispute Analysis and Investigations**

- J. Astaphan & Company Limited - assisted major conglomerate in the Commonwealth of Dominica, with fire and loss of profit claim and providing litigation support for Expert Witness. (August 2008 to July 2012)
- Project Castle II – confidential forensic investigations of Jamaican subsidiary of UK based multinational
- Moo Young/Butler – valuation for Court re partnership dissolution

## **Crisis Management assignments:**

- Laqtel Limited – Trinidadian telecommunication start-up (February to May 2007)
- Tikal Limited – Jamaica supermarket chain (March to July 2009)