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COURT FILE NUMBER

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COURT

COURT OF QUEEN'S BENCH
OF ALBERTA

JUDICIAL CENTRE OF

CALGARY

IN THE MATTER OF THE COMPANIES'
CREDITORS ARRANGEMENT ACT, R.S.C.
1985, c. C-36, as amended

\$250.00
COM
Aug 8 2022

AND IN THE MATTER OF A PLAN OF
COMPROMISE OR ARRANGEMENT OF
NORTH AMERICAN LAMB COMPANY LTD.,
CANADA SHEEP AND LAMB FARMS LTD.,
CANADA SHEEP HOLDINGS LTD., LAMB
CLUB MARKETING LIMITED, CANADA LAMB
GROWERS LTD., CANADA LAMB
PROCESSORS LTD. and CANINE FARE LTD.

DOCUMENT

ORIGINATING APPLICATION

ADDRESS FOR SERVICE AND
CONTACT INFORMATION OF
PARTY FILING THIS DOCUMENT:

MLT AIKINS LLP

Barristers and Solicitors
2100, 222 – 3rd Avenue S.W.
Calgary, Alberta T2P 0B4
Telephone: 306.975.7136/403.693.5420
Fax No.: 403.508.4349
Attention: Jeffrey M. Lee, Q.C./Ryan Zahara
File No.: 0055722.00014

Entered

NOTICE TO RESPONDENTS:

This application is made against you. You are a respondent.

You have the right to state your side of this matter before the judge.

To do so, you must be in Court when the application is heard as shown below:

Date:	Monday, August 8, 2022
Time:	10:00 am
Where:	Calgary Courts Centre – VIA WEBEX (Courtroom 60) https://albertacourts.webex.com/meet/virtual.courtroom60
Before:	The Honourable Justice K.M. Horner

Go to the end of this document to see what you can do and when you must do it.

Remedy claimed or sought:

1. Fresh Canada Meats Ltd. ("**FCM**") seeks an Initial Order under the *Companies' Creditors Arrangement Act*, RSC 1985, c C-36 ("**CCAA**"), substantially in the form attached hereto as **Schedule "A"**, granting the following relief:
 - (a) declaring that North American Lamb Company Ltd. ("**NALCO**") and its subsidiaries, Canada Sheep and Lamb Farms Ltd., Canada Sheep Holdings Ltd., Lamb Club Marketing Limited, Canada Lamb Growers Ltd., Canada Lamb Processors Ltd., and Canine Fare Ltd. (collectively, the "**Subsidiaries**" and together with NALCO, the "**NALCO Group**") are companies to which the CCAA applies;
 - (b) authorizing the NALCO Group to carry on business in a manner consistent with the preservation of its business and property;
 - (c) authorizing the NALCO Group to pay the reasonable expenses incurred by the NALCO Group in carrying on its business in the ordinary course, including certain expenses incurred prior to the date of the Initial Order;
 - (d) staying all proceedings, rights and remedies against or in respect of the NALCO Group or its business or property, or the Monitor, except as otherwise set forth in the Initial Order;
 - (e) appointing Ernst & Young Inc. ("**EYI**") as the monitor (the "**Monitor**") of the NALCO Group in these proceedings;
 - (f) granting the Monitor the enhanced powers necessary to enable it to manage the NALCO Group in the face of the resignation of all directors from the boards of directors of NALCO and the Subsidiaries;
 - (g) authorizing and directing the NALCO Group to pay the reasonable professional fees and disbursements of the Monitor and its legal counsel, and the reasonable professional fees and disbursements of legal counsel to the Applicant, FCM, with the payment of such reasonable professional fees and disbursements to be secured by a court-ordered charge on the assets of the NALCO Group (the "**Administration Charge**"); and

- (h) approving a Key Employee Incentive Plan (“**KEIP**”) to provide incentives to certain key employees of the NALCO Group to continue to provide services to the NALCO Group during these CCAA proceedings, secured by a court-ordered charge on the assets of the NALCO Group (the “**KEIP Charge**”);
- (i) approving the Interim Financing of up to \$1,500,000 to be provided by BNS and/or FCC to the NALCO Group to finance the NALCO Group’s operations during these proceedings, with the payment of such interim financing to be secured by a court-ordered charge on the assets of the NALCO Group (the “**Interim Lender’s Charge**”);
- (j) approving and granting priority to the Administration Charge, the Interim Lender’s Charge, and the KEIP Charge; and
- (k) such further and other relief as this Honourable Court may deem just.

Grounds for making this application:

Background

- 2. The NALCO Group was formed in the summer of 2018 by the transfer of the shares of the holding companies of two established lamb production and marketing groups, FCM and 2079467 Alberta Ltd. (“**207 AB Ltd.**”), to NALCO. FCM owns 58.6% of the shares in NALCO and 207 AB Ltd. owns 41.4% of the shares in NALCO.
- 3. FCM is owed \$10,136,353.00 by the NALCO Group and is the largest unsecured creditor of the NALCO Group. Accordingly, FCM is a person interested in the matter of NALCO Group’s insolvency and has standing to bring this Originating Application for an Initial Order.
- 4. The NALCO Group is the largest lamb producer and processor in Canada, with approximately 25,000 breeding ewes capable of producing more than 70,000 lambs per year.
- 5. The NALCO Group’s lamb production and processing operations are fully vertically integrated. The NALCO Group’s lamb production process is as follows:

- (a) the lambs are born and weaned at eight weeks of age at NALCO Group's four sheep breeding facilities in Lundar, Manitoba; Sarto, Manitoba; Rockwood, Manitoba and Iron Springs, Alberta;
 - (b) the Manitoba produced lambs are transported to NALCO Group's feeding and lamb growing facility at Stony Mountain, Manitoba where they are grown for six weeks. The Alberta born lambs are weaned directly into the growing phase of the facility at Iron Springs, Alberta;
 - (c) after completion of the six-week growing phase, all Manitoba lambs not selected as replacement ewes are transported from the Stony Mountain lamb growing facility to the NALCO Group's feedlot located in Iron Springs, Alberta (the "**Iron Springs Finishing Unit**"). The Iron Springs Finishing Unit has a capacity to finish to slaughter specification approximately 80,000 lambs annually;
 - (d) when the lambs at the Iron Springs Finishing Unit reach the critical weight and specification, they are transported to the NALCO Group's meat processing facility in Innisfail, Alberta (the "**Innisfail Plant**"). The lambs are slaughtered, cut and packaged for delivery to customers from the Innisfail Plant.
6. In addition to raising and processing its own lamb flock, the NALCO Group processes a significant portion of the lambs produced in Western Canada by independent lamb producers throughout Western Canada at the Innisfail Plant. The Innisfail Plant is the largest federally inspected lamb processing facility in Canada and the only federal lamb processor west of Ontario. Federal certification allows the sale of lamb product to customers in any province as well as the ability to export products to customers outside of Canada.
7. The NALCO Group employs approximately 160 employees and is a primary supplier of lamb products to a number of Canada's largest grocery retailers including, among others, Sobeys, Save on Foods, Safeway, Co-op, and Metro.

NALCO Group's Insolvency

8. The NALCO Group meets the statutory requirements to be eligible for relief under the CCAA, as the NALCO Group is insolvent and owes more than \$5,000,000.00 to its creditors.

9. As at August 1, 2022, NALCO Group had total liabilities of approximately \$53,703,853, comprising secured debt of approximately \$38,594,873 and unsecured debt of approximately \$15,108,980.
10. NALCO Group is undergoing a severe liquidity crisis, primarily due to depressed lamb prices, escalating costs of production, and significant levels of secured and unsecured debt.
11. On July 22, 2022, NALCO Group's senior secured creditors, The Bank of Nova Scotia ("**BNS**") and Farm Credit Canada ("**FCC**"), served the NALCO Group with demands for repayment, which demands included Notices of Intent by Secured Creditor under section 21 of the *Farm Debt Mediation Act*, SC 1997, c 21 and Notices of Intention to Enforce Security under section 244 of the *Bankruptcy and Insolvency Act*, RSC 1985, c B-3.

NALCO Group's Need for CCAA Proceedings

12. NALCO Group requires the stability of the proposed CCAA proceedings in order to develop and implement a plan for sale, restructuring and/or orderly liquidation of the NALCO Group's assets, including its flock of over 56,000 head of livestock (the "**Restructuring**"). Particularly, the NALCO Group requires the cash flow relief and stability of the proposed CCAA proceedings in order to ensure:
 - (a) that the NALCO Group's sheep and lamb flocks are properly fed, cared for and maintained;
 - (b) that the independent Western Canadian lamb producers whose lambs are processed by the NALCO Group at the Innisfail Plant are able to process their lambs at marketable age, so as to avoid widespread negative impacts to the Canadian lamb market;
 - (c) that the grocery retailers supplied by the NALCO Group are provided with adequate time and opportunity to obtain alternative suppliers of lamb products; and
 - (d) that management and oversight of the business and financial affairs of the NALCO Group is not negatively impacted by the resignation of the directors of NALCO and the Subsidiaries.

Enhanced Monitor's Powers

13. All but one of the directors of NALCO and the Subsidiaries have resigned. Alan Haronga (**"Mr. Haronga"**) is the sole remaining director of NALCO and the Subsidiaries. Mr. Haronga has expressed his intention to resign as director in the very near future.
14. An Order granting enhanced powers to the Monitor is necessary in order to ensure that the oversight and management of the business and financial affairs of the NALCO Group is not negatively impacted by the resignation of the directors of NALCO and the Subsidiaries. Further, an Order granting enhanced powers to the Monitor will maximize the prospects for these CCAA proceedings to achieve a successful outcome, whereby the value of the assets of the NALCO Group is preserved and enhanced for the benefit of all of its stakeholders.

The KEIP and Sealing Order

15. In consultation with management of the NALCO Group and EYI (the proposed monitor), FCM (as interim manager of the NALCO Group) has prepared a proposed KEIP to provide incentives to key management and personnel that have been identified as critical to the continued operation of the NALCO Group during the restructuring and orderly winding down of the NALCO Group (the **"Key Employees"**).
16. The continued employment of the Key Employees is necessary in order to ensure that the health of NALCO Group's sheep and lamb flock is maintained, and that the NALCO Group is able to develop and implement a plan to preserve and enhance the value of its assets for the benefit of all of its stakeholders.
17. The KEIP provides for the maximum aggregate payment of up to \$500,000 to the Key Employees.
18. The KEIP, which is attached as Confidential Exhibit "A" to the Affidavit of Gary Alexander, contains personal, confidential and commercially sensitive information regarding the identity and compensation of the Key Employees, the disclosure of which could prejudice the employees or any sales process that may be commenced by the Monitor for a sale of the assets as a going concern. A sealing order is necessary to ensure that the confidential and sensitive information in the KEIP is protected.

Interim Financing

19. The NALCO Group requires interim financing of up to \$1,500,000 in order to fund the payment of insurance premiums for its business operations, to provide sufficient liquidity to address contingencies and to fund the payment of professional fees associated with these proposed proceedings under the CCAA and to ensure that its operations are not interrupted during these CCAA proceedings.
20. It is anticipated that BNS and/or FCC will agree to provide interim financing up to a maximum aggregate amount of \$1,500,000 (the “**Interim Financing**”) to fund the NALCO Group’s operations during the Restructuring. The Interim Financing is limited to what is reasonably necessary to fund NALCO Group’s operations during the Restructuring.

Charges

21. Certain charges are necessary to ensure that the Restructuring is successful, with priority among the charges as follows:
 - (a) First – Administration Charge in the amount of \$700,000 to secure the payment of the reasonable professional fees and disbursements of the Monitor, legal counsel to the Monitor and legal counsel to the Applicant, FCM;
 - (b) Second – Interim Lender’s Charge in the amount of up to \$1,500,000 in order to secure the repayment of funds advanced to the NALCO Group pursuant to the Interim Financing; and
 - (c) Third – KEIP Charge in the amount of up to \$500,000 in order to secure payment of the payments that become due to the Key Employees under the KEIP.

Conclusion

22. The NALCO Group’s senior secured lenders, BNS and FCC, have been provided with advance notice of this Originating Application for an Initial Order and support the granting of the relief sought herein.
23. Ernst & Young Inc. has consented to its appointment as Monitor of the NALCO Group.

24. FCM further relies on the grounds set out in the Affidavit of Gary Alexander sworn on August 4, 2022, the provisions of the CCAA, and the equitable jurisdiction of this Court.
25. Such further and other grounds as counsel for FCM may advise and this Honourable Court may permit.

Material or evidence to be relied on:

26. This Originating Application;
27. The Affidavit of Gary Alexander sworn on August 4, 2022;
28. Draft Initial Order;
29. Brief of Law on Behalf of FCM;
30. The Pre-filing Report of the Proposed Monitor, Ernst & Young Inc.;
31. The Consent of Ernst & Young Inc. to act as Monitor of the NALCO Group;
32. Such further and other materials as counsel for the Applicant may advise and this Honourable Court may permit.

Applicable rules:

33. Part 6, Division 1 of the Alberta *Rules of Court*, Alta Reg 124/2010.

Applicable Acts and regulations:

34. The *Companies' Creditors Arrangement Act*, RSC 1985, c C-36; and
35. Such further and other Acts or regulations as counsel may advise and this Honourable Court may permit.

Any irregularity complained of or objection relied on:

36. None.

How the application is proposed to be heard or considered:

37. By hearing conducted through WebEx video conference.

WARNING

If you do not come to Court either in person or by your lawyer, the Court may give the applicant what they want in your absence. You will be bound by any order that the Court makes. If you want to take part in this application, you or your lawyer must attend in Court on the date and at the time shown at the beginning of the form. If you intend to give evidence in response to the application, you must reply by filing an affidavit or other evidence with the Court and serving a copy of that affidavit or other evidence on the applicant a reasonable time before the application is to be heard or considered.

SCHEDULE "A"

COURT FILE NUMBER

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OF ALBERTA

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IN THE MATTER OF THE *COMPANIES'*
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DOCUMENT

INITIAL ORDER

ADDRESS FOR SERVICE AND
CONTACT INFORMATION OF
PARTY FILING THIS DOCUMENT:

MLT AIKINS LLP
Barristers and Solicitors
2100, 222 – 3rd Avenue S.W.
Calgary, Alberta T2P 0B4
Telephone: 306.975.7136/403.693.5420
Fax No.: 403.508.4349
Attention: Jeffrey M. Lee, Q.C./Ryan Zahara
File No.: 0055722.00014

DATE ON WHICH ORDER WAS PRONOUNCED: AUGUST 8, 2022

LOCATION OF HEARING OR TRIAL: CALGARY, ALBERTA

NAME OF JUSTICE WHO MADE THIS ORDER: HONOURABLE JUSTICE K.M. HORNER

UPON the application of Fresh Canada Meats Ltd. (the “**Applicant**”) in respect of the debtor companies, North American Lamb Company Ltd., Canada Sheep and Lamb Farms Ltd., Canada Sheep Holdings Ltd., Lamb Club Marketing Limited, Canada Lamb Growers Ltd., Canada Lamb Processors Ltd. and Canine Fare Ltd. (collectively, the “**Debtor Companies**”); **AND UPON** having read the Originating Application, the Affidavit of Gary Alexander sworn on August 2, 2022 (the “**Alexander Affidavit**”), the Affidavit of Service of Joy Mutuku sworn August

2, 2022, the consent of Ernst & Young Inc. (the “**Monitor**”) to act as Monitor, the Pre-filing Report of the Proposed Monitor, and the Brief of Law on behalf of the Applicant, all filed; **AND UPON** being advised that the secured creditors who are likely to be affected by the charges created herein have been provided notice of this application; **AND UPON** hearing counsel for the Applicant, counsel for the Debtor Companies, and any other interested parties appearing at the application; **IT IS HEREBY ORDERED AND DECLARED THAT:**

APPLICATION

1. The Debtor Companies are companies to which the *Companies’ Creditors Arrangement Act*, RSC 1985, c C-36 (the “**CCAA**”) applies.

PLAN OF ARRANGEMENT

2. The Applicant and/or the Debtor Companies shall have the authority to file and may, subject to further order of this Court, file with this Court plans of compromise or arrangements (the “**Plan**”).

POSSESSION OF PROPERTY AND OPERATIONS

3. The Debtor Companies shall:
 - (a) remain in possession and control of their current and future assets, undertakings and properties of every nature and kind whatsoever, and wherever situate including all proceeds thereof (the “**Property**”);
 - (b) subject to further order of this Court, continue to carry on business in a manner consistent with the preservation of their business (the “**Business**”) and Property;
 - (c) be authorized and empowered to continue to retain and employ the employees, consultants, agents, experts, accountants, counsel and such other persons (collectively “**Assistants**”) currently retained or employed by them, with liberty to retain such further Assistants as they deem reasonably necessary or desirable in the ordinary course of business or for the carrying out of the terms of this Order; and
 - (d) be entitled to continue to utilize the central cash management system currently in place as described in the Alexander Affidavit or replace it with another

substantially similar central cash management system (the “**Cash Management System**”) and that any present or future bank providing the Cash Management System shall not be under any obligation whatsoever to inquire into the propriety, validity or legality of any transfer, payment, collection or other action taken under the Cash Management System, or as to the use or application by the Debtor Companies of funds transferred, paid, collected or otherwise dealt with in the Cash Management System, shall be entitled to provide the Cash Management System without any liability in respect thereof to any Person (as hereinafter defined) other than the Debtor Companies, pursuant to the terms of the documentation applicable to the Cash Management System, and shall be, in its capacity as provider of the Cash Management System, an unaffected creditor under the Plan with regard to any claims or expenses it may suffer or incur in connection with the provision of the Cash Management System.

4. To the extent permitted by law, the Debtor Companies shall be entitled but not required to make the following advances or payments of the following expenses, incurred prior to or after this Order:
 - (a) all outstanding and future wages, salaries, employee and pension benefits, vacation pay and expenses payable on or after the date of this Order, in each case incurred in the ordinary course of business and consistent with existing compensation policies and arrangements;
 - (b) the reasonable fees and disbursements of any Assistants retained or employed by the Debtor Companies in respect of these proceedings, at their standard rates and charges, including for periods prior to the date of this Order; and
 - (c) in accordance with the Cash Flow Forecast, for goods and services supplied to the Debtor Companies, including for periods prior to the date of this Order if, in the opinion of the Monitor, the supplier or vendor of such goods or services is necessary for the operation or preservation of the Business or the Property.
5. Except as otherwise provided to the contrary herein, the Debtor Companies shall be entitled but not required to pay all reasonable expenses incurred by the Debtor Companies in carrying on the Business in the ordinary course after this Order, and in carrying out the provisions of this Order, which expenses shall include, without limitation:

- (a) all expenses and capital expenditures reasonably necessary for the preservation of the Property or the Business including, without limitation, payments on account of insurance (including directors and officers insurance), maintenance and security services; and
 - (b) payment for goods or services actually supplied to the Debtor Companies following the date of this Order.
- 6. The Debtor Companies shall remit, in accordance with legal requirements, or pay:
 - (a) any statutory deemed trust amounts in favour of the Crown in Right of Canada or of any Province thereof or any other taxation authority that are required to be deducted from employees' wages, including, without limitation, amounts in respect of:
 - (i) employment insurance,
 - (ii) Canada Pension Plan, and
 - (iii) income taxes,but only where such statutory deemed trust amounts arise after the date of this Order, or are not required to be remitted until after the date of this Order, unless otherwise ordered by the Court;
 - (b) all goods and services or other applicable sales taxes (collectively, "**Sales Taxes**") required to be remitted by the Debtor Companies in connection with the sale of goods and services by the Debtor Companies, but only where such Sales Taxes are accrued or collected after the date of this Order, or where such Sales Taxes were accrued or collected prior to the date of this Order but not required to be remitted until on or after the date of this Order; and
 - (c) any amount payable to the Crown in Right of Canada or of any Province thereof or any political subdivision thereof or any other taxation authority in respect of municipal realty, municipal business or other taxes, assessments or levies of any nature or kind which are entitled at law to be paid in priority to claims of secured creditors and that are attributable to or in respect of the carrying on of the Business by the Debtor Companies, that become due or assessed after the date of the granting of the within Order.

7. Until such time as a real property lease is disclaimed or resiliated in accordance with the CCAA, the Debtor Companies may pay all amounts constituting rent or payable as rent under real property leases (including, for greater certainty, common area maintenance charges, utilities and realty taxes and any other amounts payable as rent to the landlord under the lease) based on the terms of existing lease arrangements or as otherwise may be negotiated by the Debtor Companies from time to time for the period commencing from and including the date of this Order ("**Rent**"), but shall not pay any rent in arrears.
8. Except as specifically permitted in this Order, the Debtor Companies are hereby directed, until further order of this Court:
 - (a) to make no payments of principal, interest thereon or otherwise on account of amounts owing by the Debtor Companies to any of their creditors as of the date of this Order;
 - (b) to grant no security interests, trust, liens, charges or encumbrances upon or in respect of any of their Property; and
 - (c) not to grant credit or incur liabilities except in the ordinary course of the Business.

RESTRUCTURING

9. The Debtor Companies shall, subject to such requirements as are imposed by the CCAA and such covenants as may be contained in the Definitive Documents (as hereinafter defined in paragraph 33), have the right to:
 - (a) permanently or temporarily cease, downsize or shut down any portion of their business or operations and to dispose of redundant or non-material assets not exceeding \$100,000 in any one transaction or \$250,000 in the aggregate, provided that any sale that is either (i) in excess of the above thresholds, or (ii) in favour of a person related to the Debtor Companies (within the meaning of section 36(5) of the CCAA), shall require authorization by this Court in accordance with section 36 of the CCAA;
 - (b) terminate the employment of such of their employees or temporarily lay off such of their employees as it deems appropriate, whether by agreement or otherwise, and to deal with any consequences thereof in the Plan;

- (c) disclaim or resiliate, in whole or in part, their arrangements or agreements of any nature whatsoever with whomsoever, whether oral or written, as the Monitor deems appropriate, in accordance with section 32 of the CCAA; and
- (d) pursue all avenues of refinancing or restructuring of their Business or Property, in whole or part, subject to prior approval of this Court being obtained before any material refinancing or restructuring,

all of the foregoing to permit the Debtor Companies to proceed with an orderly restructuring of the Business (the "**Restructuring**").

10. The Debtor Companies shall provide each of the relevant landlords with notice of the Debtor Companies' intention to remove any fixtures from any leased premises at least seven (7) days prior to the date of the intended removal. The relevant landlord shall be entitled to have a representative present in the leased premises to observe such removal. If the landlord disputes the Debtor Companies' entitlement to remove any such fixture under the provisions of the lease, such fixture shall remain on the premises and shall be dealt with as agreed between any applicable secured creditors, such landlord and the Debtor Companies, or by further order of this Court upon application by the Debtor Companies on at least two (2) days' notice to such landlord and any such secured creditors. If the Debtor Companies disclaims or resiliates the lease governing such leased premises in accordance with section 32 of the CCAA, it shall not be required to pay Rent under such lease pending resolution of any such dispute other than Rent payable for the notice period provided for in section 32(5) of the CCAA, and the disclaimer or resiliation of the lease shall be without prejudice to the Debtor Companies' claim to the fixtures in dispute.
11. If a notice of disclaimer or resiliation is delivered pursuant to section 32 of the CCAA, then:
 - (a) during the notice period prior to the effective time of the disclaimer or resiliation, the landlord may show the affected leased premises to prospective tenants during normal business hours, on giving the effected Debtor Companies and the Monitor five (5) business days prior written notice; and
 - (b) at the effective time of the disclaimer or resiliation, the relevant landlord shall be entitled to take possession of any such leased premises without waiver of or prejudice to any claims or rights such landlord may have against the Debtor

Companies in respect of such lease or leased premises and such landlord shall be entitled to notify the effected Debtor Companies and the Monitor of the basis on which it is taking possession and to gain possession of and re-lease such leased premises to any third party or parties on such terms as such landlord considers advisable, provided that nothing herein shall relieve such landlord of its obligation to mitigate any damages claimed in connection therewith.

NO PROCEEDINGS AGAINST THE DEBTOR COMPANIES OR THE PROPERTY

12. Until and including 10 days after the date of this Order or such later date as this Court may order (the "**Stay Period**"), no proceeding or enforcement process in any court (each, a "**Proceeding**") shall be commenced or continued against or in respect of the Debtor Companies or the Monitor, or affecting the Business or the Property, except with leave of this Court, and any and all Proceedings currently under way against or in respect of the Debtor Companies or affecting the Business or the Property are hereby stayed and suspended pending further order of this Court.

NO EXERCISE OF RIGHTS OR REMEDIES

13. During the Stay Period, all rights and remedies of any individual, firm, corporation, governmental body or agency, or any other entities (all of the foregoing, collectively being "**Persons**" and each being a "**Person**"), whether judicial or extra-judicial, statutory or non-statutory against or in respect of the Debtor Companies or the Monitor, or affecting the Business or the Property, are hereby stayed and suspended and shall not be commenced, proceeded with or continued except with leave of this Court, provided that nothing in this Order shall:
 - (a) empower the Debtor Companies to carry on any business that the Debtor Companies are not lawfully entitled to carry on;
 - (b) affect such investigations, actions, suits or proceedings by a regulatory body as are permitted by section 11.1 of the CCAA;
 - (c) prevent the filing of any registration to preserve or perfect a security interest;
 - (d) prevent the registration of a claim for lien; or
 - (e) exempt the Debtor Companies from compliance with statutory or regulatory provisions relating to health, safety or the environment.

14. Nothing in this Order shall prevent any party from taking an action against the Debtor Companies where such an action must be taken in order to comply with statutory time limitations in order to preserve their rights at law, provided that no further steps shall be taken by such party except in accordance with the other provisions of this Order, and notice in writing of such action be given to the Monitor at the first available opportunity.

NO INTERFERENCE WITH RIGHTS

15. During the Stay Period, no person shall accelerate, suspend, discontinue, fail to honour, alter, interfere with, repudiate, terminate or cease to perform any right, renewal right, contract, agreement, licence or permit in favour of or held by the Debtor Companies, except with the written consent of the Monitor, or leave of this Court.

CONTINUATION OF SERVICES

16. During the Stay Period, all persons having:
 - (a) statutory or regulatory mandates for the supply of goods and/or services; or
 - (b) oral or written agreements or arrangements with the Applicant, including without limitation, oral or written agreements pertaining to all computer software, communication and other data services, centralized banking services, payroll services, insurance services, transportation services, veterinarian services, livestock health or animal welfare services, feed supply agreements, grain supply agreements, silage supply agreements, utility services or other services to the Business or the Debtor Companies,

are hereby restrained until further order of this Court from discontinuing, altering, interfering with, suspending or terminating the supply of such goods or services as may be required by the Debtor Companies or exercising any other remedy provided under such agreements or arrangements. The Debtor Companies shall be entitled to the continued use of their current premises, telephone numbers, facsimile numbers, internet addresses and domain names, provided in each case that the usual prices or charges for all such goods or services received after the date of this Order are paid by the Debtor Companies in accordance with the payment practices of the Debtor Companies or such other practices as may be agreed upon by the supplier or service provider and the Monitor, or as may be ordered by this Court.

NON-DEROGATION OF RIGHTS

17. Nothing in this Order has the effect of prohibiting a person from requiring immediate payment for goods, services, use of leased or licensed property or other valuable consideration provided on or after the date of this Order, nor shall any person, other than the Interim Lender (as hereinafter defined) where applicable, be under any obligation on or after the date of this Order to advance or re-advance any monies or otherwise extend any credit to the Debtor Companies.

PROCEEDINGS AGAINST DIRECTORS AND OFFICERS

18. During the Stay Period, and except as permitted by subsection 11.03(2) of the CCAA and paragraph 14 of this Order, no Proceeding may be commenced or continued against any of the former, current or future directors or officers of the Debtor Companies with respect to any claim against the directors or officers that arose before the date of this Order and that relates to any obligations of the Debtor Companies whereby the directors or officers are alleged under any law to be liable in their capacity as directors or officers for the payment or performance of such obligations, until a compromise or arrangement in respect of the Debtor Companies, if one is filed, is sanctioned by this Court or is refused by the creditors of the Debtor Companies or this Court.

APPOINTMENT OF MONITOR AND ENHANCED POWERS

19. Ernst & Young Inc. is hereby appointed pursuant to the CCAA as the Monitor, an officer of this Court, to monitor the Property, Business, and financial affairs of the Debtor Companies with the powers and obligations set out in the CCAA or set forth herein and that the Debtor Companies and their shareholders, officers, directors, and Assistants shall advise the Monitor of all material steps taken by the Debtor Companies pursuant to this Order, and shall co-operate fully with the Monitor in the exercise of its powers and discharge of its obligations and provide the Monitor with the assistance that is necessary to enable the Monitor to adequately carry out the Monitor's functions.
20. The Monitor, in addition to its prescribed rights and obligations under the CCAA, is hereby directed and empowered to:
 - (a) monitor the Debtor Companies' receipts and disbursements, Business and dealings with the Property;

- (b) report to this Court at such times and intervals as the Monitor may deem appropriate with respect to matters relating to the Property, the Business, and such other matters as may be relevant to the proceedings herein and immediately report to the Court if in the opinion of the Monitor there is a material adverse change in the financial circumstances of the Debtor Companies;
- (c) assist the Debtor Companies, to the extent required by the Debtor Companies, in their dissemination to the Interim Lender and its counsel on a weekly basis of financial and other information as agreed to between the Debtor Companies and the Interim Lender which may be used in these proceedings, including reporting on a basis as reasonably required by the Interim Lender;
- (d) advise the Debtor Companies in their preparation of the Debtor Companies' cash flow statements and reporting required by the Interim Lender, which information shall be reviewed with the Monitor and delivered to the Interim Lender and its counsel on a periodic basis, but not less than weekly, or as otherwise agreed to by the Interim Lender;
- (e) advise the Applicant and/or the Debtor Companies in their development of the Plan and any amendments to the Plan;
- (f) assist the Applicant and/or the Debtor Companies, to the extent required by the Applicant and/or the Debtor Companies, with the holding and administering of creditors' or shareholders' meetings for voting on the Plan;
- (g) have full and complete access to the Property, including the premises, books, records, data, including data in electronic form and other financial documents of the Debtor Companies to the extent that is necessary to adequately assess the Property, Business, and financial affairs of the Debtor Companies or to perform their duties arising under this Order;
- (h) be at liberty to engage independent legal counsel or such other persons as the Monitor deems necessary or advisable respecting the exercise of its powers and performance of its obligations under this Order;
- (i) hold funds in trust or in escrow, to the extent required, to facilitate settlements between the Debtor Companies and any other Person; and

- (j) perform such other duties as are required by this Order or by this Court from time to time.
21. In addition to, and without limiting in any way, the powers and duties of the Monitor set out in this Order, the Monitor is also authorized and empowered, but not required to:
- (a) exercise such rights, powers and obligations of the Debtor Companies as the Monitor deems necessary or advisable, including, but not limited to the powers set out under the following paragraphs of this Order: 3, 4, 5, 6, 7, 8, 9, 10, 32, 33, 34, 37, 38, 40, 43, 48, 54 and 55;
 - (b) exercise any power which may be properly exercised by an officer or the board of directors of the Debtor Companies
 - (c) take any steps in order to direct or cause the Debtor Companies to exercise any rights or fulfill any of their duties under this Order;
 - (d) take any and all steps in order to direct or cause the Debtor Companies to manage the Business, including the powers to enter into any agreements, incur any obligations in the ordinary course of business, cease to carry on all or any part of the Business, cease to perform any contracts of the Debtor Companies and/or disclaim any leases on behalf of the Debtor Companies;
 - (e) take any and all steps in order to direct or cause the Debtor Companies to administer the Property or to perform such other functions or duties as the Monitor considers necessary or desirable to deal with the Property;
 - (f) execute, assign, issue, and endorse documents of whatever nature in respect of the Property and/or the Business in the name and on behalf of the Debtor Companies;
 - (g) subject to the requirement for Court approval set forth in section 36 of the CCAA, negotiate, enter into, direct or cause the Debtor Companies to complete one of more expedited transactions for the sale of all or any part of the Business, or the Property (including for the sale of livestock), or any part thereof, and conduct, supervise, and recommend to the Court any procedure regarding the allocation and/or distribution of proceeds of any sales;
 - (h) cause the Debtor Companies to retain the service of any person as an employee, consultant, or other similar capacity;

- (i) prepare, negotiate, and file with this Court a Plan in respect of the Debtor Companies, provided the Debtor Companies shall be deemed to have formulated such plan, and any distributions made thereunder shall be deemed to have been made by the Debtor Companies and not the Monitor; and
- (j) to take any steps reasonably incidental to the exercise of Monitor's powers in this Order or the performance of any statutory obligation on behalf of the Debtor Companies,

and in each case where the Monitor takes any such actions or steps, it shall be exclusively authorized and empowered to do so, to the exclusion of all other Persons, including the past or present directors and officers of the Debtor Companies, and without interference from any other Person.

22. Notwithstanding anything contained in this Order, the Monitor is not and shall not be deemed:

- (a) a principal, director, officer, or employee of the Debtor Companies;
- (b) an employer, successor employer, or related employer of the employees of the Debtor Companies or any employee caused to be hired by the Debtor Companies by the Monitor within the meaning of any relevant legislation, regulation, common law, or rule of law or equity governing employment, pensions, or labour standards for any purpose whatsoever or expose the Monitor to any liability to any individual arising from or relating to their employment or previous employment by the Debtor Companies; and
- (c) the receiver, assignee, liquidator, administrator, receiver-manager, agent of the creditors or legal representative of the Debtor Companies within the meaning of any relevant legislation, regulation, common law, or rule of law or equity.

23. The Debtor Companies shall cooperate fully with the Monitor and any directions it may provide pursuant to this Order and shall provide such assistance as the Monitor may reasonably request from time to time to enable the Monitor to carry out its duties and powers as set out in this Order, any other Order of this Court under the CCAA or applicable law generally.

24. The power and authority granted to the Monitor by virtue of this Order shall, if exercised in any case, be paramount to the power and authority of the Debtor Companies with respect to such matters.
25. The Monitor shall not take possession of the Property and shall not, by fulfilling its obligations hereunder, or by inadvertence in relation to the due exercise of powers or performance of duties under this Order, be deemed to have taken or maintain possession or control of the Property, or any part thereof. Nothing in this Order shall require the Monitor to occupy or to take control, care, charge, possession or management of any of the Property that might be environmentally contaminated, or might cause or contribute to a spill, discharge, release or deposit of a substance contrary to any federal, provincial or other law respecting the protection, conservation, enhancement, remediation or rehabilitation of the environment or relating to the disposal or waste or other contamination, provided however that this Order does not exempt the Monitor from any duty to report or make disclosure imposed by applicable environmental legislation or regulation. The Monitor shall not, as a result of this Order or anything done in pursuance of the Monitor's duties and powers under this Order be deemed to be in possession of any of the Property within the meaning of any federal or provincial environmental legislation.
26. The Monitor shall provide any creditor of the Debtor Companies and the Interim Lender, with information required to be provided by the Debtor Companies in response to reasonable requests for information made in writing by such creditor addressed to the Monitor. The Monitor shall not have any responsibility or liability with respect to the information disseminated by it pursuant to this paragraph. In the case of information that the Monitor has been advised by the Debtor Companies is confidential, the Monitor shall not provide such information to creditors unless otherwise directed by this Court or on such terms as the Monitor may determine.
27. In addition to the rights and protections afforded the Monitor under the CCAA or as an Officer of this Court, the Monitor shall incur no liability or obligation as a result of its appointment or the carrying out of the provisions of this Order, save and except for any gross negligence or wilful misconduct on its part. Nothing in this Order shall derogate from the protections afforded the Monitor by the CCAA or any applicable legislation.

28. The Monitor, counsel to the Monitor, counsel to the Applicant, and counsel to the Debtor Companies shall be paid their reasonable fees and disbursements (including any pre-filing fees and disbursements related to these CCAA proceedings), in each case at their standard rates and charges, by the Debtor Companies as part of the costs of these proceedings. The Debtor Companies are hereby authorized and directed to pay the accounts of the Monitor, counsel for the Monitor, counsel for the Applicant, and counsel for the Debtor Companies in accordance with such parties' retainer agreements.
29. The Monitor and its legal counsel shall pass their accounts from time to time.
30. The Monitor, counsel to the Monitor, counsel to the Applicant and the Debtor Companies' counsel, as security for the professional fees and disbursements incurred both before and after the granting of this Order, shall be entitled to the benefits of and are hereby granted a charge (the "**Administration Charge**") on the Property, which charge shall not exceed an aggregate amount of \$700,000 as security for their professional fees and disbursements incurred at the normal rates and charges of the Monitor and such counsel, both before and after the making of this Order in respect of these proceedings. The Administration Charge shall have the priority set out in paragraphs 42 and 44 hereof.
31. The Debtor Companies are hereby authorized and empowered to obtain and borrow under a credit facility from The Bank of Nova Scotia (the "**Interim Lender**") in order to finance the Debtor Companies' working capital requirements and other general corporate purposes and capital expenditures, provided that borrowings under such credit facility (the "**Interim Lender Facility**") shall not exceed \$1,500,000, plus interest and fees, unless permitted by further order of this Court.
32. The Interim Lender Facility shall be on the terms and subject to the conditions set forth in the interim financing facility term sheet provided by the Interim Lender dated as of August 5, 2022 (the "**Interim Financing Term Sheet**").
33. The Debtor Companies are hereby authorized and empowered to execute and deliver such credit agreements, mortgages, charges, hypothecs, and security documents, guarantees and other definitive documents (collectively, including the Interim Financing Term Sheet, the "**Definitive Documents**"), as contemplated by the Interim Financing Term Sheet or as may be reasonably required by the Interim Lender pursuant to the terms thereof, and the Debtor Companies are hereby authorized and directed to pay and perform

all of their indebtedness, interest, fees, liabilities, and obligations to the Interim Lender under and pursuant to the Definitive Documents as and when the same become due and are to be performed, notwithstanding any other provision of this Order.

34. The Interim Lender shall be entitled to the benefits of and is hereby granted a charge (the **"Interim Lender's Charge"**) on the Property to secure all obligations under the Definitive Documents incurred on or after the date of this Order which charge shall not exceed the aggregate amount advanced on or after the date of this Order under the Definitive Documents. The Interim Lender's Charge shall not secure any obligation existing before the date this Order is made. The Interim Lender's Charge shall have the priority set out in paragraphs 42 and 44, hereof.
35. Notwithstanding any other provision of this Order:
- (a) the Interim Lender may take such steps from time to time as it may deem necessary or appropriate to file, register, record or perfect the Interim Lender's Charge or any of the Definitive Documents;
 - (b) upon the occurrence of an event of default under the Definitive Documents or the Interim Lender's Charge, the Interim Lender may, subject to the provisions of the Definitive Documents with respect to the giving of notice, and in accordance with the Definitive Documents and the Interim Lender's Charge, as applicable, exercise any and all of its rights and remedies against the Debtor Companies or the Property under or pursuant to the Definitive Documents, and the Interim Lender's Charge, including without limitation, to cease making advances to the Debtor Companies and set off and/or consolidate any amounts owing by the Interim Lender to the Debtor Companies against the obligations of the Debtor Companies to the Interim Lender under the Definitive Documents or the Interim Lender's Charge, to make demand, accelerate payment, and give other notices, or to apply to this Court for the appointment of a receiver, receiver and manager or interim receiver, or for a bankruptcy order against the Debtor Companies and for the appointment of a trustee in bankruptcy of the Debtor Companies; and
 - (c) the foregoing rights and remedies of the Interim Lender shall be enforceable against any trustee in bankruptcy, interim receiver, receiver or receiver and manager of the Debtor Companies or the Property.

36. The Interim Lender shall be treated as unaffected in any plan of arrangement or compromise filed under the CCAA, or any proposal filed under the *Bankruptcy and Insolvency Act* of Canada (the "**BIA**"), with respect to any advances made under the Definitive Documents.

KEY EMPLOYEE INCENTIVE PLAN

37. The Key Employee Incentive Plan ("**KEIP**"), which is exhibited as Confidential Exhibit "A" to the Alexander Affidavit (filed under Sealing Order of this Court), is hereby approved, and the Debtor Companies are authorized and directed to make the payments contemplated under the KEIP should any applicable employees become entitled to any such payments in accordance with the terms and conditions of the KEIP.
38. Each of the beneficiaries of the KEIP shall be entitled to the benefit of and are hereby granted a charge on the Property (the "**KEIP Charge**"), which KEIP Charge shall not exceed an aggregate amount of \$500,000, to secure the amounts payable under the KEIP.

VALIDITY AND PRIORITY OF CHARGES

39. The priorities of the Administration Charge, the Interim Lender's Charge and the KEIP Charge, as among them, shall be as follows:
- First – Administration Charge (to the maximum amount of \$700,000);
- Second – Interim Lender's Charge (to the maximum amount of \$1,500,000); and
- Third – KEIP Charge (to the maximum amount of \$500,000).
40. The filing, registration or perfection of the Administration Charge, the Interim Lender's Charge and the KEIP Charge (collectively, the "**Charges**") shall not be required, and the Charges shall be valid and enforceable for all purposes, including as against any right, title or interest filed, registered, recorded or perfected subsequent to the Charges coming into existence, notwithstanding any such failure to file, register, record or perfect.
41. Each of the Charges (all as constituted and defined herein) shall constitute a charge on the Property and subject always to section 34(11) of the CCAA such Charges shall rank in priority to all other security interests, trusts, liens, charges and encumbrances, and claims of secured creditors, statutory or otherwise (collectively, "**Encumbrances**") in favour of any Person.

42. Except as otherwise expressly provided for herein, or as may be approved by this Court, the Debtor Companies shall not grant any Encumbrances over any Property that rank in priority to, or *pari passu* with, any of the Charges unless the Debtor Companies also obtain the prior written consent of the Monitor, the Interim Lender, and the beneficiaries of Charges, or further order of this Court.
43. The Charges shall not be rendered invalid or unenforceable and the rights and remedies of the chargees entitled to the benefit of the Charges (collectively, the "**Chargees**") and the Interim Lender thereunder shall not otherwise be limited or impaired in any way by:
- (a) the pendency of these proceedings and the declarations of insolvency made in this Order;
 - (b) any application(s) for bankruptcy order(s) issued pursuant to BIA, or any bankruptcy order made pursuant to such applications;
 - (c) the filing of any assignments for the general benefit of creditors made pursuant to the BIA;
 - (d) the provisions of any federal or provincial statutes; or
 - (e) any negative covenants, prohibitions or other similar provisions with respect to borrowings, incurring debt or the creation of Encumbrances, contained in any existing loan documents, lease, sublease, offer to lease or other agreement (collectively, an "**Agreement**") that binds the Debtor Companies, and notwithstanding any provision to the contrary in any Agreement:
 - (i) neither the creation of the Charges nor the execution, delivery, perfection, registration or performance of any documents in respect thereof, including the Interim Financing Term Sheet or the Definitive Documents, shall create or be deemed to constitute a new breach by the Debtor Companies of any Agreement to which they are a party;
 - (ii) none of the Chargees shall have any liability to any Person whatsoever as a result of any breach of any Agreement caused by or resulting from the creation of the Charges, the Debtor Companies entering into the Interim Financing Term Sheet, or the execution, delivery or performance of the Definitive Documents; and

- (iii) the payments made by the Debtor Companies pursuant to this Order, including the Interim Financing Term Sheet or the Definitive Documents, and the granting of the Charges do not and will not constitute preferences, fraudulent conveyances, transfers at undervalue, oppressive conduct or other challengeable or voidable transactions under any applicable law.

ALLOCATION

- 44. Any interested Person may apply to this Court on notice to any other party likely to be affected for an order to allocate the Charges amongst the various assets comprising the Property.

SERVICE AND NOTICE

- 45. The Monitor shall (i) without delay, publish in the *Calgary Herald* and the *Winnipeg Free Press* a notice containing the information prescribed under the CCAA; (ii) within five (5) days after the date of this Order (A) make this Order publicly available in the manner prescribed under the CCAA, (B) send, in the prescribed manner, a notice to every known creditor who has a claim against the Debtor Companies of more than \$1,000 and (C) prepare a list showing the names and addresses of those creditors and the estimated amounts of those claims, and make it publicly available in the prescribed manner, all in accordance with section 23(1)(a) of the CCAA and the regulations made thereunder.
- 46. The Monitor shall establish a case website in respect of the within proceedings at www.ey.com/ca/NALCO (the "**Monitor's Website**").
- 47. The Applicant and the Monitor are at liberty to serve this Order, any other materials and orders in these proceedings, any notices or other correspondence, by forwarding true copies thereof by prepaid ordinary mail, recorded mail, courier, personal delivery or electronic transmission to the Debtor Companies' creditors or other interested parties at their respective addresses as last shown on the records of the Debtor Companies and that any such service or notice by courier, personal delivery or electronic transmission shall be deemed to be received on the next business day following the date of forwarding thereof, or if sent by ordinary mail or recorded mail, on the seventh day after mailing. Any person that wishes to be served with any application and other materials in these proceedings must deliver to the Applicant or the Monitor by way of ordinary mail, courier,

or electronic transmission, a request to be added to the service list (the "**Service List**") to be maintained by the Monitor.

48. Any party to these proceedings may serve any court materials in these proceedings by emailing a PDF or other electronic copy of such materials to counsel's email addresses as recorded on the Service List from time to time, and the Monitor shall post a copy of all prescribed materials on the Monitor's website.
49. The Applicant, the Debtor Companies, and, where applicable, the Monitor are at liberty to serve this Order, any other materials and orders in these proceedings, any notices or other correspondence, by sending true copies thereof by prepaid ordinary mail, record mail, courier, personal delivery or electronic transmission to the Debtor Companies' creditors or other interested parties at their respective addresses last shown on the records of the Debtor Companies, or as otherwise updated on the Service List.

GENERAL

50. The Monitor may from time to time apply to this Court for advice and directions in the discharge of its powers and duties hereunder.
51. Notwithstanding Rule 6.11 of the *Alberta Rules of Court*, unless otherwise ordered by this Court, the Monitor will report to the Court from time to time, which reporting is not required to be in affidavit form and shall be considered by this Court as evidence. The Monitor's reports shall be filed by the Court Clerk notwithstanding that they do not include an original signature.
52. Nothing in this Order shall prevent the Monitor from acting as an interim receiver, a receiver, a receiver and manager or a trustee in bankruptcy of the Debtor Companies, the Business or the Property.
53. This Court hereby requests the aid and recognition of any court, tribunal, regulatory or administrative body having jurisdiction in Canada or in any foreign jurisdiction, to give effect to this Order and to assist the Applicant, the Debtor Companies and the Monitor and their respective agents in carrying out the terms of this Order. All courts, tribunals, regulatory and administrative bodies are hereby respectfully requested to make such orders and to provide such assistance to the Applicant, the Debtor Companies, and to the Monitor, as an officer of this Court, as may be necessary or desirable to give effect to this

Order, to grant representative status to the Monitor in any foreign proceeding, or to assist the Applicant, the Debtor Companies and the Monitor and their respective agents in carrying out the terms of this Order.

54. The Applicant, the Debtor Companies and the Monitor be at liberty and are hereby authorized and empowered to apply to any court, tribunal, regulatory or administrative body, wherever located, for the recognition of this Order and for assistance in carrying out the terms of this Order and that the Monitor is authorized and empowered to act as a representative in respect of the within proceeding for the purpose of having these proceedings recognized in a jurisdiction outside Canada.
55. Any interested party (including the Applicant and the Monitor) may apply to this Court to vary or amend this Order on not less than seven (7) days' notice to any other party or parties likely to be affected by the order sought or upon such other notice, if any, as this Court may order.
56. This Order and all of its provisions are effective as of 12:01a.m. Mountain Standard Time on the date of this Order.

Justice of the Court of Queen's Bench of Alberta