



J. SCOTT VICTOR

CURRENT POSITION

Founding Partner and Managing Director
SSG Capital Advisors, LLC

300 Barr Harbor Drive, Suite 420
West Conshohocken, PA 19428

Tel: (610) 940-5802

Fax: (610) 940-4719

Email: jsvictor@ssgca.com

EDUCATION

- University of Miami School of Law, J.D. (1983)
- University of Pennsylvania, B.A. (1980)

PROFESSIONAL CAREER

- Founding Partner and Managing Director, SSG Capital Advisors, LLC (2009-Present)
- Senior Managing Director, Co-Head Special Situations Group/SSG (2006-09); Managing Director, SSG Capital Advisors, L.P. (2001-06)
- Berwind Financial, L.P. (2000 – 01)
- Partner, Saul Ewing LLP (1992–00)
- Shareholder, Shaiman, Phelan, Victor & Maschmeyer, P.C. (1990–91)
- Partner, Lashner, Victor & Maschmeyer (1986–90)
- Attorney, Melvin Lashner Associates (1983–86)

LICENSES

Series 24, 7 and 63

BAR ADMISSIONS

- Supreme Court of the United States (2019)
- Western District of Pennsylvania (1994)
- Middle District of Pennsylvania (1993)
- Third Circuit Court of Appeals (1984)
- Eastern District of Pennsylvania (1983)
- Commonwealth of Pennsylvania (1983)



AFFILIATIONS

- American College of Bankruptcy: Fellow, Class 15, (2004); Foundation Board of Directors (2017-); Chair, Visibility Committee (2019-); Third Circuit Nominating Committee (2018-); Finance Committee (2022-)
- Turnaround Management Association (1992-): Immediate Past Global Chairman (2017); Global Chairman (2016); Global President (2015); Board of Trustees (2013-17); Annual Conference Co-Chair (2013); International Executive Board (2010-12); Distressed Investing Conference, Chair (2012); International Board of Directors (2005-12); Vice President, Chapter Relations (2009-11); Conferences (2006-07); Executive Committee (2005-09); President, Philadelphia Chapter (2005-06); Chair, Philadelphia Chapter (2007-08)
- American Bankruptcy Institute (1987-): Board of Directors (2009-15); Finance Committee (2009-15); NY City Conference (2014-); Audit Committee (2009-15), Chair (2012-15); Co-Chair, Investment Banking Committee (2006-10); Advisory Board, Complex Financial Restructuring Conference (2006-13), MidAtlantic Regional Conference (2006-14) and VALCON, Co-Chair (2011)
- M&A Advisor: Co-Chair, Turnaround Distressed Investing Conference (2010 and 2011)
- Association of Corporate Growth (2002-)
- Association of Insolvency and Restructuring Advisors (2004-)
- Eastern District of Pennsylvania Bankruptcy Conference (1990-): Steering Committee (1998-00; 2005-06)
- Consumer Bankruptcy Assistance Project: President (1998-99); Board of Directors (1993-14); Executive Committee (1994-14)
- Philadelphia Bar Association (1983-): Andrew Hamilton Circle (2000-14); Board of Trustees (2000-02); Advisory Board (2003-10);
- New York Institute of Credit (2005-): Board of Directors (2013-)
- Association of Corporate Growth (2002-)

PUBLICATIONS

- "PPP and Distressed Going Concerns Sales: The Law of Unintended Consequences," Norton Journal of Bankruptcy Law, Vol. 30 No. 4 (Aug 2021)
- "Building a Brand," *TMA Journal of Corporate Renewal* (Oct 2016)
- "Focus on the Future: Planning for the TMA of Tomorrow," *TMA Journal of Corporate Renewal* (Jun 2016)
- "The Next Distressed Cycle is Now," *TMA Journal of Corporate Renewal* (Mar 2016)
- "Corporate Restructuring: Will the Force Awaken," *TMA Journal of Corporate Renewal* (Nov - Dec 2015)
- Family Christian - "Cautionary Tale of Best Practices," *American Bankruptcy Institute Journal* (Oct 2015)
- "The Pursuit of Knowledge," *TMA Journal of Corporate Renewal* (Jun 2015)
- "A Busy Year Ahead," *TMA Journal of Corporate Renewal* (Jan - Feb 2015)
- "Transparency is Everything," *WSJ-The Examiners* (Nov 2015)
- "Practical Impairment Leads to Chapter 11," *WSJ-The Examiners* (Oct 2015)
- "Expanding Underneath the TMA Tent: Ensuring the Relevance and Value of Restructuring," *ABI Journal* (Oct 2015)
- "Universities' Sweet Student Loan Deal Must End," *WSJ-The Examiners* (May 2015)
- "Venue Reform is a Solution in Search of a Problem," *WSJ-The Examiners* (Mar 2015)



PUBLICATIONS (continued)

- “Strengthen Law to Encourage 363 Sales,” *WSJ-The Examiners* (Dec 2014)
- “PREPA Restructuring Depends on Energy Alternatives,” *WSJ-The Examiners* (Oct 2014)
- “Men’s Role in Bridging the Gender Gap,” *WSJ-The Examiners* (Sep 2014)
- “Argentina and Distressed Investors,” *WSJ-The Examiners* (Jul 2014)
- “Municipal Distress,” *WSJ-The Examiners* (Jun 2014)
- “GM’s Liability,” *WSJ-The Examiners* (May 2014)
- “Rural/Metro Ruling,” *WSJ-The Examiners* (May 2014)
- “Outlook for Corporate Restructuring,” *WSJ-The Examiners* (Mar 2014)
- “Market Outlook 2010,” *Financier Worldwide* (Jan 2010)
- “From Burst Bubble to Severe Recession: The Capital Market for 2009,” *TMA Journal of Corporate Renewal* (Feb 2009)
- “The Bubble Has Burst, The Downturn Is Here,” *TMA Journal of Corporate Renewal* (Feb 2008)
- “The State of the Restructuring and Insolvency Industry for 2007,” *Philadelphia Business Journal* (May 2007)
- “Chapter 11 Pay Plans Surviving Increased Scrutiny-Incentive Plans are Replacing KERPS Under BAPCPA,” *TMA Journal of Corporate Renewal* (Feb 2007)
- “2007 Forecast For Restructuring and Insolvency,” *Financier Worldwide* (Dec 2006)
- “The Art of Distressed M&A: Five Keys for a Successful Transaction,” *TMA Journal of Corporate Renewal* (Jan 2006)
- “The Anatomy of Distressed M&A: Five Keys for a Successful Transaction,” *Financier Worldwide-Global Restructuring and Insolvency Review* (Nov 2005)
- “Distressed Focus,” *Loan Market Week* (Mar 2005)
- “Knowing When to Hold, When to Fold,” *TMA Journal of Corporate Renewal* (Oct 2004)
- “Creating Value From Chaos-An Advisor’s Perspective,” *Financier Worldwide* (Jan 2004)
- “Creating Value From Distress-An Advisor’s Perspective,” *Philadelphia Business Journal* (May 2004).
- “Strategic Solution-Selling Non-Core Assets to Create Liquidity,” *Financier Worldwide-Global Restructuring and Insolvency Review* (Nov 2004)
- “A Sale May Be the Best Available Solution for a Distressed Company,” *Philadelphia Business Journal* (Sep 2002)

EXPERT TESTIMONY

Qualified as an expert in multiple bankruptcy courts around the country since 2000 for:

- Valuation
- Mergers and Acquisitions
- Capital Markets
- Financing
- Restructuring
- Chapter 11 Plans



AWARDS

- Catholic Charities Appeal Project Magis Award (2022)
- The Philadelphia Inquirer Influencer on Finance (2019)
- TMA Turnaround, Restructuring and Distressed Investing Hall of Fame (2018)
- New York Institute of Credit Leadership Award (2017)
- Global M&A Top 100 Restructuring Advisors (2013, 2014, 2015, 2016, 2017 and 2018)
- M&A Advisor Hall of Fame (2015)
- M&A Advisor Leadership Award (2015)
- TMA Global Outstanding Individual Contribution Award (2013)
- Global M&A Turnaround Atlas Awards, Restructuring Investment Banker of the Year, Boutique Firm (2010 and 2011)
- Philadelphia Magazine Pennsylvania Super Lawyer (2006-07)



REPRESENTATIVE CHAPTER 11 CASES

2022

- **Electric Last Mile Solutions** – District of Delaware
- **Retrotope** – District of Delaware
- **Path Medical** – Southern District of Florida
- **NitroCrete** – District of Colorado

2021

- **Tri-Wire Engineering Solutions** – District of Massachusetts
- **Avadim Health** – District of Delaware
- **Connections Community Support Programs** – District of Delaware
- **Vascular Access Centers** – Eastern District of Pennsylvania
- **Paper Source** – Eastern District of Virginia
- **Punch Bowl Social** – District of Delaware

2020

- **Metal Partners** – District of Nevada
- **Paper Store** – District of Massachusetts
- **Talalay Global** – District of Connecticut
- **Le Pain Quotidien** – District of Delaware
- **Bamboo Sushi** – District of Delaware
- **Superior Air** – District of Delaware
- **Rubie's Costumes** – Eastern District of New York
- **Vascular Access Center** – Eastern District of Pennsylvania

2019

- **True Health Corporation** – District of Delaware
- **Center City Healthcare** – District of Delaware
- **Great Eastern Energy** – District of Delaware
- **Mairec Industries** – District of South Carolina
- **Cherry Bros.** – Eastern District of Pennsylvania
- **Argos Therapeutics** – District of Delaware
- **Robert Allen Duralee Group** – Eastern District of New York
- **St. Christopher's Hospital for Children** – District of Delaware

2018

- **National Wholesale Liquidators, Inc.** – District of Delaware
- **Pachanga, Inc.** – Southern District of New York
- **Samuels Jewelers, Inc.** – District of Delaware
- **ABT Molecular Imaging, Inc.** – District of Delaware
- **Nighthawk Energy plc** – District of Delaware
- **A'GACI** – Western District of Texas
- **Vitamin World** – District of Delaware



REPRESENTATIVE CHAPTER 11 CASES

2017

- **North Philadelphia Heath System** – Eastern District of Pennsylvania
 - **Peekay Boutiques** – District of Delaware
 - **Verengo, Inc.** – District of Delaware
 - **Searchmetrics** – District of Delaware
 - **Unilife** – District of Delaware
 - **Short Bark Industries** – District of Delaware
-

2016

- **Canal Asphalt** – Southern District of New York
 - **Horsehead Holdings** – District of Delaware
 - **Mid-States Supply** – Western District of Missouri
 - **Restore Health** – Western District of Wisconsin
 - **The Picture People** – Northern District of Texas
 - **Stone Panels** – Northern District of Texas
-

2015

- **AWE, Inc.** – Eastern District of Pennsylvania
 - **Corporate Resource Services** – Southern District of New York
 - **Edgmont Country Club** – Eastern District of Pennsylvania
 - **KiOR, Inc.** – District of Delaware
 - **Saladworks, LLC** – District of Delaware
 - **Seegrid International Inc.** – District of Delaware
 - **Signal International** – District of Delaware
-

2014

- **Color Star Growers** – Eastern District of Texas
 - **Cooper Booth Wholesale** – Eastern District of Pennsylvania
 - **Skinny Water** – Eastern District of Pennsylvania
 - **U. S. Bentonite** – District of Wyoming
 - **Variant** – District of Delaware
-

2013

- **Anderson News** – District of Delaware
- **Cylex** – District of Delaware
- **DNL Industries** – Southern District of New York
- **FriendFinder Networks** – District of Delaware
- **Journal Register Company** – Southern District of New York
- **MSD** – District of Delaware
- **Sno Mountain** – Eastern District of Pennsylvania
- **Stacy's Greenhouses** – District of South Carolina
- **Woodcrest Country Club** – District of New Jersey



REPRESENTATIVE CHAPTER 11 CASES (Continued)

2012

- **American Laser Centers** – District of Delaware
 - **Blitz, USA** – District of Delaware
 - **BroadSign** – District of Delaware
 - **Lower Bucks Hospital** – Eastern District of Pennsylvania
 - **Pure Beauty** – District of Delaware
 - **Ritz Camera** – District of Delaware
 - **TCIM** – District of Delaware
 - **Wisp Resort** – District of Maryland
-

2011

- **BNA Subsidiaries** – District of Delaware
 - **Frank Parsons** – District of Maryland
 - **Hussey Copper** – District of Delaware
 - **Townsend's** – District of Delaware
 - **Wolverine Tube** – District of Delaware
-

2010

- **Jackson & Perkins** – District of South Carolina
 - **Lehigh Coal** – Middle District of Pennsylvania
 - **PCAA** District of Delaware
 - **Philadelphia Media** – Eastern District of Pennsylvania
 - **Prestige Window Fashions** – District of New Jersey
 - **Ronson Aviation** – District of New Jersey
 - **Trade Secret** – District of Maryland
-

2009

- **Big 10 Tires** – District of Delaware
 - **Bruno's Foodworld** – Northern District of Alabama
 - **Congoleum** – District of New Jersey
 - **EnviroSolutions Inc.** – Southern District of New York
 - **Innovative Stone** – Eastern District of New York
 - **Philadelphia News** – Eastern District of Pennsylvania
 - **Ritz Camera** – District of Delaware
-

2008

- **Arch America** – District of New Jersey
- **Boscov's** – District of Delaware
- **Diamond Glass** – District of Delaware
- **Global Vision Products** – Southern District of New York
- **Marcal Paper** – District of New Jersey
- **Reading Broadcasting** – Eastern District of Pennsylvania
- **Zestra** – District of Delaware