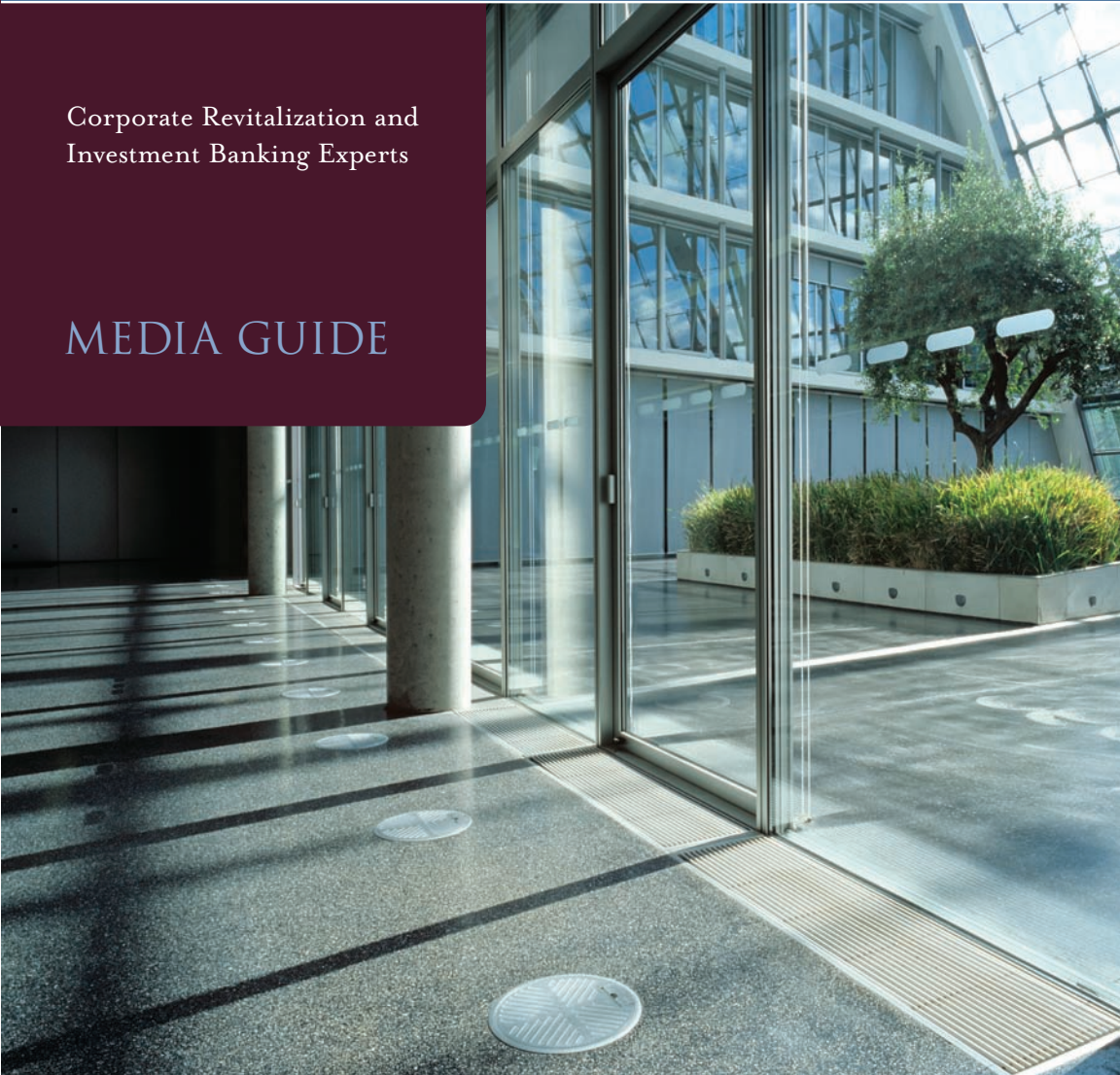


CARL MARKS

CARL MARKS ADVISORY GROUP LLC

Corporate Revitalization and
Investment Banking Experts

MEDIA GUIDE





AT-A-GLANCE

Background:

Since 1991, Carl Marks Advisory Group LLC (CMAG) has delivered exceptional results to businesses by effectively managing change and strengthening organizations to position them for success. A leading corporate revitalization and investment banking firm, CMAG is a division of Carl Marks, a middle-market merchant bank founded in 1925.

Headquarters:

900 Third Avenue | New York, NY

Regional Offices:

336 Main Street | Bedminster, NJ
212 South Tryon Street | Charlotte, NC

Corporate Officers:

Mark L. Cluster
Partner and President of Carl Marks

F. Duffield Meyercord

Managing Partner

Client Profile:

CMAG's clients are middle-market companies with annual sales ranging between \$10 million to \$1 billion. Clients are successful enterprises wanting to strengthen their competitive position or are distressed businesses seeking to restore stability.

Services

Armed with expert knowledge from real-world experience, the professionals at Carl Marks Advisory Group provide the following services:

Business Assessment

- Operational Plan Review • Strategic Assessment and Industry Analysis • Business Model Feasibility • Due Diligence • Cash Planning and Control • Liquidity Analysis and Planning

Performance Improvement

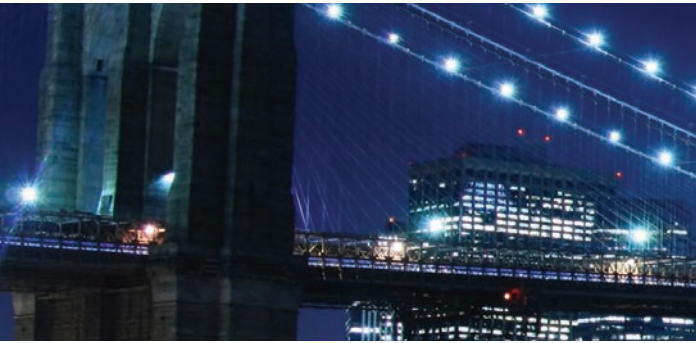
- Business Plan Execution • Organizational Alignment • Interim Management • Rationalization and Profit Improvement • Change Management

Reorganization Services

- Crisis Management • Bankruptcy Planning and Execution • Operational Restructuring • Creditor and Lender Negotiation

Investment Banking

- Mergers, Acquisitions and Divestitures • Debt and Equity Sourcing • Balance Sheet Restructuring



ABOUT CMAG

Carl Marks Advisory Group (CMAG) is a corporate revitalization and investment banking firm and an affiliate of Carl Marks, a premier middle-market merchant bank headquartered in New York City. CMAG works with middle-market companies to improve performance and create value. Many of CMAG's clients are successful companies that aim to further strengthen their balance sheets or secure investments and growth opportunities to enhance their bottom line. Other clients, distressed companies fighting to survive, look to CMAG to effectively turn their businesses around.

CMAG's professionals are knowledgeable advisors with a wealth of operating experience. They provide leadership and take a hands-on approach to every engagement, often serving as interim managers and guiding clients in restoring or increasing profitability, enhancing company performance, and attaining strategic business goals.

CARL MARKS— CREATING VALUE™

CARL MARKS ADVISORY GROUP
WORKS WITH A BROAD RANGE
OF INDUSTRIES, INCLUDING
MANUFACTURING, TECHNOLOGY,
SOFTWARE, ENERGY, RETAIL,
LAND DEVELOPMENT, SHIPPING,
TEXTILES, FINANCIAL SERVICES,
LEASING, APPAREL, RESTAURANT,
AND SPECIALTY FOODS.

CMAG provides a wide array of investment banking and advisory services, including:

- Conducting strategic business assessments
- Developing and executing improvement plans
- Assisting with merger and acquisitions
- Providing access to debt and equity capital
- Assisting in developing and executing financial restructuring plans

The company serves a broad range of industries, including manufacturing, technology, software, energy, retail, land development, shipping, textiles, financial services, leasing, apparel, restaurant, and specialty foods.

For more information, visit carlmarks.com



ABOUT CARL MARKS

Founded in 1925 by its namesake, Carl Marks began as a dealer of foreign securities in the United States. The company has diversified into a multi-faceted investment and advisory services firm offering a range of specialized services.

Synonymous with integrity, Carl Marks has long maintained its reputation for operating by the highest ethical standards. Today's skilled professionals carry on that tradition through hard work, astute judgment, integrity and a value-oriented approach to investing and advisory services.

Carl Marks has invested in more than 400 businesses and real estate properties and has completed more than 300 consulting and financial advisory engagements.

CARL MARKS

Carl Marks specializes in:

- **Corporate Revitalization and Investment Banking**
- **Distressed Securities**
- **Private Equity**
- **Real Estate**
- **Asset Management**

CARL MARKS ADVISORY GROUP LLC

Corporate Revitalization and Investment Banking Experts

When an expert source is needed to provide clarity or background on the intricacies of corporate revitalization or investment banking issues, Carl Marks Advisory Group's (CMAG) seasoned professionals are ready to respond. CMAG's advisors have diverse, real-world operating experience and can provide expert analysis and commentary when you're looking for well-informed perspectives.

This media guidebook is provided to help you locate expert sources who can offer commentary, guidance, background and analysis on a wide range of current topics and trends impacting national business. The professionals at CMAG have expertise in numerous areas, including bankruptcy, mergers and acquisitions, due diligence, financial restructuring, business valuation and assessment, debt and equity sourcing, and buy- and sell-side advisory.

To get in touch with a CMAG expert, call:

Robert Falls & Co. Public Relations | 216-696-0229

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