

## Executive Sounding Board Associates LLC

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300 East Lombard Street  
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Baltimore, MD 21202  
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## Firm Facts

ESBA is a multi-disciplinary financial advisory and consulting firm. ESBA helps companies – either in distress or just looking to improve – with advisory services that re-establish value and profitability; that provide a path to recovery, improvement, or exit; and that drive results. Offering an unbiased point of view, innovative solutions, and fast response, they serve as a sounding board to help companies grow and improve in good times and bad, seeing opportunities where others see only challenges.

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## Fast Facts

- Founded in 1977 by Martin I. Katz
  - Has helped over a thousand companies around the globe find their path to success.
  - 12 professionals
  - A diverse array of experience and credentials – CTP, CPA, MBA, MHA, MS, MT, JD, PhD, CVA, CICA, CIRA, CrFA, CFE, ABV.
  - Offices in Philadelphia, PA and New York City
  - Go-to firm for companies in distress, transition or looking to improve
  - Work with middle market and large cap companies, privately owned, publicly traded and family-owned businesses
  - Specializing in Turnaround Management and Restructuring; Performance Improvement; Bankruptcy Advisory; Financial Advisory;
  - Fiduciary Services; Litigation Support
  - Brings crucial third-party perspective to difficult situations
  - Industry generalists with specialty practice areas focused on consumer products, healthcare companies, government contractors, performing arts and cultural institutions, and not-for-profit organizations
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## Awards/Recognition

We are pleased to be named one of the top turnaround firms in the United States, recognized by The Turnaround Management Association; The Beard Group, publisher of Turnarounds and Workouts Magazine; the M&A Advisor organization; the Global M&A Network; and The Deal bankruptcy league tables.

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## Robert D. Katz

### CURRENT POSITION

Robert leads companies through crises and turnarounds with the vision and insight earned from more than 25 years on the front lines. He's the one hundreds of companies have relied on in high pressure situations to create and execute the strategy needed to restructure or improve operating performance. He works with in public and private middle-market companies, both in and out of bankruptcy, who are facing operational or financial challenges.

In a leadership capacity, Robert acts as Interim President, Chief Financial Officer, Chief Operating Officer, Chief Restructuring Officer or Treasurer, helping companies improve operating performance and generate additional cash flow. He acts as plan administrator, distribution trustee and receiver. He also serves as advisor to U.S. trustees, creditor committees, company management, lenders and private equity funds.

In addition, he pursues substantial litigation claims and avoidance actions on behalf of his clients and their stakeholders as well as served as an expert witness.

Through detail preparations and in a managerial capacity, he leads clients through the bankruptcy process and proceedings both as an interim officer and as a financial advisor. He prepares statements and schedules, forecasts and projections, and negotiates with secured and unsecured creditors. He assists companies planning for, going through and emerging from a 363 sales process.

He has turned around, operated, and improved the performance of companies in the pharmaceutical, healthcare, manufacturing, wholesale distribution, high tech, retail, hotel/casino, publishing, printing, service industries and not for profit sectors. He assists companies in raising capital, including refinancing debt, securing debtor-in-possession financing and adding lines of credit and term loans. He has also guided clients through strategic acquisitions, raising equity capital, and divestitures.

Robert is currently an Adjunct Professor at Temple University where he designed and teaches courses in the Management and Finance departments on growth, declines, turnarounds, bankruptcy, corporate finance and strategic management. He is also the author of many insightful articles for trade publications and is frequently called on by the media for his expert opinion on financial and business matters.

### PROFESSIONAL EXPERIENCE

Previously, while at the Franklin Mint he was responsible for monthly accounting consolidations of over 20 international entities representing over \$500 million in revenue. Also, while at the Golden Nugget, he was a support member of the team involved in the sale and subsequent transition of the company to Bally's Park.



President

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### EDUCATION AND PROFESSIONAL CREDENTIALS

- Wharton School of Business at the University of Pennsylvania, BSE in Accounting and Management
- Temple University, MBA
- Certified Public Accountant (CPA)
- Certified Turnaround Professional (CTP) certification

### EMPLOYMENT

- Executive Sounding Board Associates LLC // Managing Director
- Temple University // Adjunct Professor
- Franklin Mint // Financial Reporting Manager
- Bally's Park Place/Golden Nugget Hotel & Casino // Financial Analyst
- BDO Seidman // Senior Accountant

### PROFESSIONAL ASSOCIATIONS & AWARDS

- M&A Advisor's Turnaround Consultant of the Year
- Turnaround Management Association (TMA) – Outstanding Individual Contributor
- Strategic Planning Committee and Board Member – Abramson Center for Senior Living
- Board Member – Brighthurst Funeral Home
- Served as Consultant to the Boards for Kimmel Center for the Performing Arts, Philadelphia Orchestra, and Jewish Community Centers
- Past Executive Committee and Board Member – TMA
- Member – Pennsylvania Institute of Certified Public Accountants
- Member – American Institute of Certified Public Accountants
- Member – American Bankruptcy Institute
- Board Member – Philadelphia Chapter TMA
- Member – Commercial Finance Association-Advisory Committee Member – Make-A-Wish Foundation
- 2008 Member Leadership Class – MS Society

## Robert D. Katz

### REPRESENTATIVE TRANSACTIONS

Robert has been instrumental in a number of prominent, complex transactions with varied responsibilities, including:

- Served as Financial Advisor and Corporate Finance Advisor to Classic Brands, a manufacturer and distributor of bedroom furnishings
- Served as Chief Restructuring Officer, including management of the sale and restructuring of We The People, a legal services provider
- Served as Financial Advisor to Lower Bucks Hospital; assisted this \$100 million organization in a Chapter 11 restructuring and emergence from bankruptcy
- Served as Financial Advisor and profit improvement consultant to a minority-owned asphalt paving company which was vertically integrated with its own quarry located in the mid-atlantic United States
- Served as Distribution Trustee for Oldco M. Corporation f/k/a Metaldyne, a \$1 billion and second-tier auto part supplier purchased through a Section 363 sale by The Carlyle Group. Maximized recoveries for creditor beneficiaries by more than 250% from what was originally forecast
- Served as witness, performed forensic investigation and prepared testimony for a prominent restaurant chain; assisted in structuring their obligation to the IRS and preparing the business plan to raise capital to fund the obligation
- Served as Financial Advisor and profit improvement consultant to not-for-profit clients include: Jewish Community Centers of Staten Island and Philadelphia; The Philadelphia Orchestra, the Kimmel Center; National Museum of American Jewish History
- Served as Advisor to the Unsecured Creditors Committee and Trustee for S.A.M Graphics, Inc., assisted the Committee in maximizing their returns and pursuing avoidance actions and fraudulent transfers
- Served as Advisor to a Secured Creditor, advised public bank in maximizing value during its disposition and sale of a credit facility. Results were so successful that it moved the bank's stock value by over five percent