



Financial Restructuring & Operational Turnarounds
CRO, CFO Services / Profitability Improvement
M&A / Transaction Support / Quality of Earnings
Financial Forensics, Fraud & Corporate Investigations
Expert Witness – Testifying & Consulting
Distressed / Special Situations

Avant-Edge™ - When Quality Information, Experience and Technical Expertise are Integral Parts of the Solution

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Who We Are

Avant Advisory Group sets the bar as a premier, operationally focused financial advisory and management consulting firm. We are client-focused and committed to providing the highest quality solutions and leveraging the utmost trust of our clients to help preserve and create value.

The “Avant-Edge™” represents our continuing efforts to be at the leading edge of our profession both in technical capabilities and in formulating the best solutions. The Avant-Edge™ can be critically valuable during challenging financial and operational transitions to identify value opportunities and implement improvements in cash flow and profitability.

Our senior consultants are seasoned executives, having served as CEOs, CROs, CFOs, COOs, and as members of boards of directors. Our leadership team is comprised of former Big Four CPA firm partners and senior managers who are experienced in supporting and complementing management teams of our clients.

For middle-market private and public companies, we can provide an interim or part-time CFO, CRO, CRA, or other C-suite executives as the most practical economic solution to a company’s needs.



We Are:

Experienced, Credentialed & Trustworthy

We are comprised of highly proficient strategic, operating, and financial executives. The firm's senior team alone possesses decades of combined business, executive, and consulting experience. Our skills have been honed at some of the most prestigious CPA and consulting firms and companies.

We maintain proven expertise through our credentialing, certifications, and memberships in various professional organizations and associations. Certifications held by our professionals include Certified Turnaround Professional, Certified Insolvency & Restructuring Advisor, Chartered Global Management Accountant, Certified Public Accountant with Financial Forensics specialization credential, Certified Fraud Examiner, Certified Merger & Acquisition Advisor, Certified Corporate Director, and Six Sigma Black Belt. All these ensure our clients optimize value through unparalleled service and the highest-quality results with minimal startup time.

Core Services



Special Situations & Crisis Management

- Operational Turnarounds & Restructuring
- Lender Communications & Negotiations
- Chief Restructuring Officer
- Chapter 11 Case Management
- Interim Management
- Preference Analysis
- Wind-downs & Liquidations
- Examiner / Monitor
- Receiverships
- Financial / Debt Restructuring
- Cash Flow / Working Capital Management



Financial Advisory, M&A & Corporate Governance

- Capital Sourcing / Refinancing
- Financial Reporting, SEC Compliance & Internal Controls
- Corporate Governance
- Quality of Earnings / Financial Diligence
- Litigation Support & Expert Witness
- Fraud, Financial Forensics, Corporate Investigations
- Bankruptcy Litigation
- Valuations
- Merger, Acquisition & Capital Transaction Support



Profitability & Performance Improvement

- Performance Improvement – Tying improvement initiatives to profit and working capital management
- Supply Chain Management
- Lean and Process Improvement
- CFO Support Services
- Business / Operational Assessments
- Revenue & Gross Profit Growth
- Post-Acquisition Integration
- Information Technology
- Project Management
- C-Suite Management Support

Distressed & Special Situations



RELIABILITY

- Corporate Turnarounds & Restructuring
- Crisis Management
- Financial Restructuring Services
- Chief Restructuring Officer/Advisor
- Reorganization thru Chapter 11 Proceeding

Distressed & Special Situations

Avant provides large firm quality with unparalleled boutique firm efficiency, service levels and cost efficiency. Whether advising a company in crisis, a bank group, the creditors' committee, an investor group, or insolvency counsel, Avant is the partner you can trust.

Avant professionals are well suited to perform situation assessments, viability analyses, operational turnarounds, crisis management, financial & business reorganizations, bankruptcy case management, and insolvency analysis. Our scope of services include the following capabilities:

- Chief Restructuring Officer / Advisory Services
- Financial Advisory, including capital sourcing, debt & creditor restructuring & pre-diligence preparation
- Operational Turnarounds
- Performance & Profitability Improvement
- CFO Services focused on improved quality of reporting
- Interim Management (CRO, CEO, COO, CFO & CIO)

- Distressed Mergers, Acquisitions & Divestitures (§ 363, UCC-9, ABC)
- Business Assessments on behalf of lenders / investors
- Pre- and Post-Chapter 11 Preparation and Bankruptcy Case Management
- Expert Witness in Chapter 11 Proceedings
- Forensic, Fraud & Corporate Investigations
- Receivership Services

Avant Advisory's managing directors are recognized experts as Certified Turnaround Professionals and Certified Insolvency & Restructuring Advisors. Our professionals have experience in financial and operational management, and governance backgrounds dealing with both underperforming and insolvent companies.

We have advised management teams, boards of directors, lenders, legal counsel, and investor groups on company viability, operating strategies, and restructuring alternatives. Furthermore, as former executives and interim management of troubled companies, we are adept at analyzing profitability, reducing costs & expenses, maximizing cash, reducing working capital, and improving return on assets.



- Interim CFO Capabilities
- Financial Reporting
- Controllershship Services
- SEC Compliance
- Internal Audit Support

In today's environment, a recurring issue is that some companies are unable to maintain the level of financial reporting required by lenders and financial sponsors. In these difficult economic times, management can lose control of the business and profitability without timely and accurate reporting.

Avant Advisory provides CFO support and forensic accounting services to help company management, and to provide credibility when needed. Avant Advisory specializes in providing interim CFO, Controllershship, and Financial Reporting support to help provide reliable, accurate and timely reporting. We are deeply experienced in meeting needs of middle-market companies and their financial sponsors. We also have proven expertise and certifications in financial forensics, fraud and corporate investigations. These core services are part of our overall capabilities that support operational turnarounds, financial restructurings, mergers and acquisitions, and profitability improvement engagements.

The complexities involved in the role of chief financial officer or chief accounting officer / controller have continually increased along with technical issues associated with compliance reporting. All too frequently, the ability to maintain accurate and timely reporting is set aside as management focuses on the day-to-day needs of cash management, regulatory

compliance, FP&A, and information technology. In many instances, the reporting requirements are increased by the financial sponsor or lender and can be an additional burden that is difficult to meet.

Whether it is an urgent or a long-term need that entails complex issues in finance or operations, we can help. We know how to move quickly, objectively and thoroughly. And we immediately integrate into company management teams to assess challenges and pursue opportunities, mobilizing the right resources to solve problems and achieve results.

Our managing directors have served private equity sponsors, hedge funds, lenders, as well as large private and public companies in various capacities. Our team leaders have provided interim CFO and financial reporting services, implemented internal controls, conducted corporate investigations, and served as chief restructuring officer or financial advisor. In addition, we have served various capital providers in delivering quick and cost-effective assessments, due diligence and transactional support, fraud investigations, restructuring, and turnaround management.

Avant-Edge™ Profitability/ Performance Improvement



QUALITY

- Revenue & Gross Profit Growth
- Cost Optimization, Spend Management & Sourcing
- Lean & Process Improvement
- Supply Chain Management
- Post-Acquisition Integration
- Information Technology

In delivering Profitability Improvement services, the Avant-Edge™ Profitability Optimizer combined with our experience in operational improvement, results in increased cash flows, working capital, profitability and EBITDA.

Whether the objective is to transform an under-performing business, increase cash from operations, or enhance the value of a healthy company, Avant Advisory is uniquely positioned to deliver Profitability & Performance Improvement. We work directly with management through our senior level team who are highly experienced and credentialed consultants. Most have been senior level executives and served in crucial operating roles, in addition to being skilled consultants and leading experts in their fields. Our Performance & Profitability Improvement services include:

- **Cash & Working Capital Management**
- **Gross Profit Enhancement**
- **Cost Optimization, Spend Management & Sourcing**
- **Lean and Process Improvement**
- **Operational Due Diligence / Post-Acquisition Integration**
- **Information Technology – Assessment & Implementation**

Our client-focused firm provides the highest expertise, matching and even exceeding that of many larger firms. We offer direct client involvement by the firm's most senior level consultants and managing directors. We have served as senior level executives in crucial operating roles.

OUR APPROACH

We bring a sense of urgency, teamwork and pragmatism to producing results that are rapid, quantifiable and sustainable. We generally apply a three-phased approach:

- **Opportunity Assessment** to scope out significant issues and quantify the cost / benefit impact.
- **Analysis and Program Design** to identify and realize "Quick Wins," quantify opportunities, determine program & process requirements, and deliver a detailed implementation plan.
- **Implementation, Program Management, and Sustainability:** Working with client staff in joint teams, we lead program / project implementation and help deliver measurable results, incorporating measures to ensure long-term sustainability. This is often self-funded.

M&A Transaction Support / Quality of Earnings



- Preparing Companies for Investment / Sale
- M&A & Capital Sourcing
- Quality of Earnings
- Operations, IT, Tax & Financial Diligence
- Valuations

We provide support in preparing the business for a capital raise, refinancing, or sale process. We have worked with numerous companies and through court proceedings to maximize the enterprise value by repositioning the business operations and improving timely access to reliable data.

We maintain relationships with alternative capital sources to support deal execution, including refinancing and finding viable buyers of operating assets and / or entire enterprises. When this occurs, we know how to best maximize the value of the parties-in-interest.

Our transaction advisory services entail independent, objective, and expert assessment of a potential investment — its viability, capabilities, strengths, challenges and contingencies. We quickly identify the transaction's value drivers and deal breakers, risks, issues, and opportunities to help investors, lenders, and dealmakers formulate better-informed investment and business decisions. In performing quality of earnings engagements and assessments of portfolio companies, we have identified questionable

and even fraudulent accounting and reporting issues.

A successful merger, acquisition, or capital transaction requires proper synergy assessment and valuation, effective due diligence to identify risks, contingencies, and quality of earnings, and successful post-merger implementation. Our professionals include Certified Merger & Acquisition Advisors, Certified Public Accountants, Certified Fraud Examiners, Certified Accountants in Financial Forensics, and Certified Corporate Directors. We also bring a wealth of deep professional experience in assessing strategy, performing due diligence, and post-integration.

In addition, our firm and individual professional clients have included capital providers such as Onex Falcon Investments, Balmoral Advisors, Industrial Growth Partners, Caymus Capital, Fulcrum Capital, Nogales Investors, Levine Leichtman Capital Partners, Five Crown Capital, & TA Associates; plus, financing sources such as Bank of America, GE Capital, Wells Capital Finance, PNC, Prudential Capital, CIT Commercial Finance, Z Capital, and Victory Park Capital.

Financial Forensics, Fraud & Corporate Investigations



KNOWLEDGE

- Forensic Accounting
- Fraud & Corporate Investigations
- Working Capital Disputes
- Litigation Support
- Expert Witness – Testifying & Consulting

Sometimes, “the numbers just don’t add up.” It can be an isolated incident, or the cash balances may not match with reported profitability. Expenses can be inappropriately capitalized into inventory, other asset accounts, or disguised as capital expenditures. Reported sales can be intentionally manipulated, or amounts can be inappropriately transferred into non-core business entities. In today’s economy, the challenges are great and the pressures to meet targeted numbers are even greater.

Perhaps, a judgment is made on how to report numbers in the current period, which is expected to be caught up some time in future. Regardless of the source of discrepancy, the accounting needs to be corrected and results viewed in proper perspective.

As former Big Four accounting firm partners and senior managers, we have obtained deep and broad experience over many years. Our experience is supplemented by extensive forensic, fraud and corporate examinations performed on behalf of banks,

corporate boards of directors, private equity firms, hedge funds, law firms, shareholders, and business partners.

We are uniquely equipped with deep technical knowledge and the practical skills necessary to perform cost-efficient forensic, fraud, and corporate investigations. This makes Avant Advisory effective in contributing to strong dispute resolution strategies. This forensic expertise provides our consultants with perspective beyond those experienced in performing only traditional financial audits or due diligence.

Sometimes there is no other option than pursuing litigation for purposes of recovering value. When this is the only option remaining, Avant can provide the needed forensic accounting expertise and asset recovery support.

Industry-Related Experience & Expertise



Technology

- Biotechnology
- Clean Tech
- E-Commerce
- Microchip
- Medical Device
- Pharmaceutical
- Research & Development
- Software
- Space & Science
- Telecommunications
- Wireless



Manufacturing / Food Processing

- Agribusiness
- Aerospace & Defense
- Building Materials
- Consumer Products
- Chemicals
- Energy – Oil & Gas, Mining, Green
- Food Processing & Packaging
- Industrial & Assembly
- Equipment
- Semiconductor & Electronics



Service Industries

- Consumer
- Transportation / Logistics
- Retail
- Wholesale Distribution
- Professional
- Financial & Insurance
- Contracting & Maintenance
- Real Estate & Construction
- Restaurants & Franchise Operations
- Healthcare
- Leisure, Hospitality & Entertainment

Selected Avant Bios



TEAM WORK

Experienced, Credentialed & Trustworthy

Avant Advisory Group's team is comprised of former operating & financial executives, and Big Four accounting, audit, and consulting partners and senior managers. They have served as CEOs, CROs, CFOs, COOs, Corporate Controllers, Chief Accounting Officers, Chief Information / Technology Officers, and in other high-level executive and board of director roles.

When a client has an urgent need or one with complex issues in the strategic, operating, or finance areas, we can help. Our professionals are seasoned strategic, financial, and operating C-Suite executives, certified public accountants, certified Six Sigma Black Belts, and other specialty credentialed consultants who have done the job before.

We know how to move quickly, objectively, and thoroughly in even the most difficult situations. We immediately work on integrating into management teams to assess challenges, pursue opportunities, and mobilize the right resources to solve problems and achieve results.

The following are selected team members with pertinent experience and capabilities to support our engagement with you. Our focus is on senior level personnel with solid experience and credentials. We do not leverage projects with junior staff but instead focus on delivering cost-effective resources and solutions.

Selected food industry, agribusiness, & consumer products related clients include, Unified Grocers, Farmer Bros, EuroChem, COSCO, Farmland Industries (i.e., foods, transportation & fuel/chemicals), Olson Industries/Farms, Monrovia Growers, National Beef, Diamond Star, Teleflora, Gallo, Korbell, Sun Valley Farms, and several others, many of which are multi-billion revenue companies.

See following slides for a more comprehensive list of clients.

Our Team



James F. Davidson

CM&AA, CM&AP, CPA, CFF, CFE,
CGMA, CIRA, CTP, CBA

► Financial Restructuring

► Operational Turnarounds

► CFO, CRO & C-Suite
Services

► Financial Forensics, Fraud &
Corporate Investigations

► Agribusiness, Food
Processing, Consumer
Products, Retail/Wholesale

► M&A Diligence – Q of E,
Operations, Tax & IT

Jim is expert in **Financial Restructuring, Operational Turnarounds, CRO, CFO & C-Suite Services**, Financial Forensics, Fraud & Corporate Investigations and related matters. He has earned the following credentials:

Certified Insolvency &
Restructuring Advisor by
the Association of
Insolvency & Restructuring
Advisors

Certified Turnaround
Professional by the
Turnaround Management
Association

Chartered Global
Management Accountant
by the American Institute
of Certified Public
Accountants

Certified Merger &
Acquisitions Advisor and
Certified Merger &
Acquisitions Professional

Certified in Financial
Forensics by the American
Institute of Certified Public
Accountants

Certified Board Advisor by
the Center for Strategic
Business Integrity

Jim has been an investor, partner, shareholder, operating and financial executive, and member of boards of directors of more than 30 companies, and directly involved in leading, advising and negotiating in countless distressed transactions.

Jim has also written or been quoted in multiple publications, including the following:

1. **The Los Angeles Business Journal, Los Angeles & Orange County Times and Journal, "Most Influential Private Equity Advisors"**
2. Corporate Live Wire 2019, "Mergers & Acquisitions Roundtable"
3. **Corporate Live Wire, "Bankruptcy & Restructuring Roundtable"**
4. Linked-in Blog, "Three Ways to Avoid 'Messy' Merger & Acquisition Transactions"
5. The Virtual Round Table, "Mergers & Acquisitions"

Our Team



John Oliver, CPA

► **Financial Restructuring**

► **Operational Turnarounds**

► **Mergers & Acquisitions –
Due Diligence**

► **Carve-outs & Integrations**

► **CFO Services/Interim
Management**

► **Agribusiness & Food,
Wholesale & Retail**

► **Retail – Omni-channel &
E-Commerce**

John has 30 years of operations, management consulting, finance and accounting experience, working for public, private, and international companies ranging in size from entrepreneur to multi-billion in revenues. He has specialized experience in industries such as consumer products, including retail – specialty, omni-channel & e-commerce; wholesale distribution, sourcing & logistics; manufacturing; aerospace & defense; and technology. John has served major companies such as Basic Fun, Amazon, Hasbro, Action Products International – Thomas Trains & Jay-Jay/Specialty Toys, Sky Caddie/Specialty Golf, Best Buy, United Parcel Service, Brinks Company, Pacer International, Farmland Industries, and National Beef .

He has extensive expertise in:

- Interim and turnaround management
- Financial advisory / restructuring, operations, M&A advisory
- Carve-outs / TSA management
- Technical accounting and reporting (GAAP / IFRS / ASC 606), cost & managerial accounting
- Business analytics, board package presentations, budgeting & forecasting
- ERP & internal controls implementation, multi-site manufacturing & supply chain optimization (i.e., procurement, inventory rationalization, and labor management)

John is a CPA and a former senior manager at Ernst & Young. He holds a Bachelor of Science Degree in Accounting from Connecticut State University, and Master's in Business Administration Degree from the University of Southern California.

Our Team



Joe Alouf, CPA

▶ Distressed – Financial
Restructuring and
Operational Turnarounds

▶ CRO/CFO/COO C-Suite
Interim Management

▶ Financial & Operational
Diligence

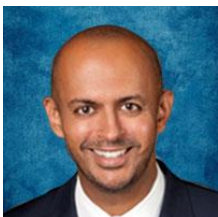
Joe has over 30 years' experience in corporate finance, operations, investment management, and **restructuring of public, private, and international companies ranging from entrepreneurial to billion-dollar + revenues** across multiple industries, including agribusiness, wholesale distribution, retail – specialty, omni-channel & e-commerce, technology (hardware, SaaS), branded consumer products, and aerospace, among others.

Joe has served as an executive or in board of director roles at prestigious companies. He has also chaired notable Creditors' Committees. He has been involved in agribusinesses such as Diamond Star, Teleflora, Gallo, Korbell, and Sun Valley Farms.

Before transitioning to operational role, Joe developed specialized expertise over many years, working in the **distressed loans department of a major bank, managing non-performing loans for a Texas commercial bank, and as Group Head of Prudential Capital's Restructuring Group, overseeing over \$3B of distressed debt** and underperforming equity investments.

Joe is a veteran of the IDF (Airforce Intelligence) and currently serves on the Boards of the Catalight Foundation (Easter Seals) and the Behavioral Health Provider Network. He holds an active California CPA with a Master's in Business Administration Degree from New York University and a Bachelor Degree in Economics and Mathematics from Queens College.

Our Team



Ramesh Swamy, CPA

▶ Turnarounds & Restructuring

▶ CFO & C-Suite Interim Management

▶ Mergers & Acquisitions

▶ CRO / CRA / Financial Advisor

▶ Retail / Wholesale,, Consumer Products Expert

Ramesh, a highly experienced senior financial and operating executive, has advised some of the world's largest and most prominent companies, an operator of middle-market privately held companies, and a private equity investor. As the US Retail & Distribution leader at one of the Big Four CPA firms, Ramesh served **as lead advisor in performance improvement, restructuring, M&A** for private equity & large corporates and CFO services mandates. As Executive Vice President, Operations & Strategy of Curacao, a billion dollar+ Hispanic consumer finance and retail company, he reported to the founder and CEO and drove bottom-line profitability. In addition, he served as COO at one of the largest, vertically integrated cannabis companies in California.

Ramesh is a nationally recognized business leader and a widely sought-after conference keynote speaker, author and media spokesperson. Ramesh currently serves on the Board of an international foundation. Previously, he served on the Boards of Directors of the Legal Aid Foundation of Los Angeles and the Association for Corporate Growth Los Angeles, where he held leadership roles in various sub-committees.

Ramesh holds a Bachelor of Commerce Degree; is an MBA, CPA (California), and CPA (Canada); and obtained the Series 79 & 63 licenses (inactive). He has obtained executive education in Project Management, Retail Strategy & Management and Leadership.

Our Team



Keith Bjelajac, CPA

▶ CPA – CFO Services

▶ Food Industry Specialist

▶ Distressed – Operational
Turnarounds & Financial
Restructuring

▶ Mergers & Acquisitions

Keith has over 35 years of senior management experience, performing financial and operational management for high growth, financially distressed and multi-billion-dollar public companies. He has been **CFO for both large public and private companies with revenues ranging from \$100M to over \$15B.**

He has extensive experience in **workout / restructuring and turnaround situations, repositioning, and profitability improvement** across industries such as **consumer goods and services – food processing, packaging, and distribution;** restaurants and retail omni-channel and e-commerce; media and entertainment; manufacturing; construction; critical power systems; clean energy; service and maintenance; route-based industries; and real estate.

His career spans working in out-of-court as well as in-court financial restructurings involving bankruptcy / insolvency, including taking Sizzler through Chapter 11 and Power Plus through an Assignment for the Benefit of Creditors.

Keith is a Certified Public Accountant and earned his Bachelor's Degree in Business Administration with emphasis in Finance from the University of North Dakota.

Our Team



Klaus Steinhauser
CAC, Six Sigma, Lean
Managing Director, Brazil

► CRO, CFO C-Suite Services

► Distressed – Financial
Restructuring and
Operational Turnarounds

► International, Multi-plant
Companies

► Automotive & Industrial
Manufacturing; Food
Processing & Packaging

Klaus Steinhauser has nearly 40 years' C-Suite experience in multi-plant manufacturing operations in multiple industries that include automotive, consumer products, food processing & packaging, retail, industrial manufacturing - chemical, plastics, metal.

He has served in various operationally focused management & consulting capacities for such global companies as:

- TRW Automotive – ZF
- Rassini – NHK Automotive
- Thyssen Automotive
- Volkswagen
- Mercedes Benz
- BMW
- Audi
- Trans Technology
- Valeo Thermal Systems
- CRW Engineering Group
- Protev International
- Aryzta Foods Group

Klaus is Certified in Lean Manufacturing and Six Sigma, Kaizen, and is a Certified Advisory Counsellor in Brazil. He has served as Chief Restructuring Officer for private equity, Brazilian Partners. He advised Aryzta Group, an international food & retail company, in which he managed 6 plants focused on cost reduction as CRO:

Klaus holds degrees, including advanced degrees in Mechanical and Industrial Engineering; Automotive Engineering; General Administration and an MBA in Business Management.

Selected Clients

Bank of America

BalmoralFunds

FIVE CROWNS CAPITAL
PRIVATE EQUITY

FALCON
FALCON INVESTMENT ADVISORS, LLC

5.11⁺
TACTICAL SERIES

Reborn[®]
HOME SOLUTIONS

akerman

Ravn
ALASKA

VENABLE LLP

ALLERGAN

AMERICAN
CHANGER CORP.

ARCO

ARMOR HOLDINGS

AFS
TURNKEY AFS WORKLOADING & SAW SYSTEMS

AURORA
RESURGENCE

WORLD OIL

avioserv

AVITAT
BOCA RATON

VESTA
MODULAR

VERREX
Global Conferencing & Communication Solutions

ALETHEIA
RESEARCH AND MANAGEMENT, INC.

76

SCREENPLAY

Basic
Fun!

BRYAN
CAVE
LEIGHTON
PAISNER LLP

Bee
INTERNATIONAL

BI
Nutraceuticals

Bayway Refining
Company
Acquisition by
Tosco Corporation

AJ
INDUSTRIES LTD.

Q
WISMARQ

Selected Clients



Selected Clients

FL**AT**



FOLEY
FOLEY & LARDNER LLP

VINTAGE
CAPITAL MANAGEMENT



AIT



F | S | G
LAWYERS



XALOY



HUESTON HENNIGAN LLP



HOMEBASE
Make a house a home



VedderPrice



FLATIRON FINANCIAL
SERVICES INC.

INDUSTRIAL GROWTH PARTNERS®

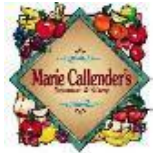
International
IOR Rectifier

Selected Clients

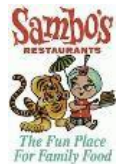
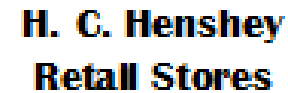
MÖDERE.



KIRKLAND & ELLIS
A LAW FIRM SERVING GLOBAL CLIENTS



Selected Clients



Wells Fargo
Capital Finance

Selected Clients



Selected Clients



Selected Clients



SECURING VALUE

Please contact us!

Thank You !

AvantAdvisory.com

Los Angeles

Newport Beach

Sacramento

Miami

New York City

We honor God first and then our clients with the highest integrity and dedication possible!