

Resume of James C. Ebbert Pre-Restructuring Career

February 1988 to January 1990

ROUSE & ASSOCIATES, Malvern, PA.

Developed internal investment banking function responsible for initiating, developing and coordinating this privately held, \$2 billion real estate firm's direct relationships with the institutional investment community. Consummated property sales and mortgage financings. Member of firm's Finance Committee.

October 1978 to January 1988

CAWSL Corp., Wynnewood, PA.

Positions with two subsidiaries of this privately-held holding company for a large number of manufacturing and financial services firms.

GREENWICH CAPITAL MARKETS, INC., Greenwich, CT., (4/87 to 1/88).

Co-Founder of the mortgage backed securities structured finance department of this privately held primary dealer of U.S. Government securities. Brought to public market Greenwich CMO Trust I, a four-tranche (plus residual) \$60 million CMO. CGMI was purchased by The Long Term Credit Bank of Japan in 1988.

LEASE FINANCING CORPORATION ("LFC"), Radnor, PA., (10/78 to 3/87).

Vice President of this privately-held transaction oriented investment firm engaged in leveraged leasing, operating leasing (vendor programs) and project financing typically involving higher than average risk and non-standard structures. (Assets: \$680 million; Net Worth: \$150 million). Had responsibility for all phases of a transaction: marketing, structuring, bidding, credit analysis, pricing, raising debt and equity (including committing LFC's funds) and negotiating documents.

April 1976 to October 1978

EXCELSIOR TRUCK LEASING COMPANY, INC. ("ETL"), Conshohocken, PA.

Treasurer of this full service lessor and fabricator of light, medium and heavy duty trucks having assets of \$76 million and a net worth of \$30 million. ETL was an affiliate of Penn Central Transportation Co., Inc. (See below). Responsible for all institutional investor relationships. Obtained and negotiated working capital lines for manufacturing shops; funded company's fleet of several thousand vehicles by negotiating single investor and leveraged lease equipment financings. Oversaw cash management, customer pricing model, customer credit, various accounting functions and risk management. Served on Executive and Salary Administration Committees; managed line staff of four with ultimate responsibility for forty people.

October 1975 to April 1976

TRUSTEES OF THE ESTATE OF THE PENN CENTRAL TRANSPORTATION CO., Philadelphia, PA.

Corporate Planning Associate for the country's largest corporate bankruptcy to date and former owner of ETL; responsible for special projects involving financial analysis and planning. Promoted to Treasurer of ETL in 4/76.

May 1974 to October 1975

GIRARD BANK, Philadelphia, PA.

Administrative Officer in the Bank Investments Department, responsible for various projects involving trading, money markets and correspondent banking.

July 1972 to May 1974

KIDDER PEABODY & CO., INC., NEW YORK, NY.

Assistant to the Vice President of the New York Region, responsible for assisting the trading, corporate finance, syndication and sales departments with the distribution of securities to institutional and individual investors.

September 1970 to June 1972

CORNELL UNIVERSITY GRADUATE SCHOOL OF BUSINESS, Ithaca, NY.

Graduated, with Distinction, from the Graduate School of Business with MBA in Finance. Recipient of Wall Street Journal Award by vote of faculty.

September 1966 to June 1970

BUCKNELL UNIVERSITY, Lewisburg, PA.

Graduated *magna cum laude* with BSBA in Business Administration. Memberships in Delta Mu Delta Business Honorary Society and Theta Delta Chi Fraternity.

PUBLISHED ARTICLES, TEACHING AND PANELS

A Casebook on Corporate Renewal, Crane Manufacturing Company, case involving lender liability

Choosing a Turnaround Management Firm, Institutional Investor's Turnaround Management (Spring 2004)

What Banking Institutions Must Know About DCF Valuation Analysis, Real Estate Finance (Winter 1991)

Lecturer for Managerial Finance Emersion Program, Cornell University's Graduate School of Business

Member of various panels at American Bankruptcy Institute Northeast Conferences

MEMBERSHIPS

Association of Certified Turnaround Professionals

Association for Corporate Growth

Turnaround Management Association

American Bankruptcy Institute

ACCREDITATION

Certified Turnaround Professional (May 1, 1995)

COMMUNITY ACTIVITIES

Past Director of the Association of Certified Turnaround Professionals

Past Co-Chair Programming Committee of Portland, ME Chapter, Turnaround Management Association

Past Co-President of Chesapeake Chapter, Turnaround Management Association

Past Director, Secretary & Treasurer, Camden Technology Conference (PopTech), Camden, ME

St. Thomas' Episcopal Church, Camden, ME, Former Vestry Member, Chairman of 2000 Stewardship

Committee, Head Usher, Soup Kitchen Volunteer

University of Maine Corporate Affiliate Program—Writing Skills for Students

Former host of "Artistry in Rhythm & Blues", a weekly two-hour jazz show on WRFR FM, Rockland, ME