

Consumer / Media / Industrial

YEAR	TARGET (PARENT)	ACQUIROR (PARENT)	SIZE (MM)	COMMENTS
2009	OCZ Technology	--	Undisc.	Fundraising advisory for high performance memory and solid state storage company.
2007	Pure Digital	--	Undisc.	Fundraising advisory for consumer oriented digital media company backed by Sequoia Capital, Benchmark Capital, VPVP and others.
2005	Tollgate Ventures	--	\$35	Assisted in a \$35 million financing used to develop a hotel and casino.
2005	--	Paramount Entertainment Int'l	\$30-\$150	Strategic review and planning regarding Asian expansion.
2005	--	InfoSpace	Undisc.	Strategic opportunities in new media markets.
2004	Deutsche Bank	--	Undisc.	Strategic review of monetization options for a trading platform.
2004	Porsche Design/Enterbrands	--	Undisc.	Assisted in arranging financing from Sumitomo and formulation of licensing strategy.
2004	Jamba!	Verisign	\$275	Cross-border sale of German new-media start-up with Summit Partners as lead investor. Cash and stock.
2004	Conxtech	--	Undisc.	Strategic business plan development and exploration of strategic and financial alternatives for this construction equipment manufacturer.
2003	Avinon	BlackPearl	Undisc.	Private-private transaction in the business process management space. Microsoft was the lead investor in this web services company.
2002	Clickability	--	\$10	Assisted with business strategy. Convergence Partners is the lead investor in this content management software company.
2002	L3i	--	\$15	Series A financing for this educational software company.
2001	United Defense Industries	--	\$400	Solicitation of interest in IPO investments.
2001	Rockwell Collins	--	\$750	Solicitation of interest in IPO investments.
2000	Wink	OpenTV	\$101	Public-public transaction for stock to build a stronger satellite television set-top box software company. "Revlon" stock merger.
2000	Spyglass	OpenTV	\$2,500	Transaction to build a stronger cable set-top software company. "Revlon" stock merger.
1999	Infoseek	--	NM	Shareholder rights plan installation.
1999	Infoseek	Disney Internet Group	\$2,000	Follow-up to original minority investment. Tracking stock merger, highly complicated valuation issues and unwinding of prior relationships.
1999	Excite	@Home Networks	\$6,700	Attempt by @home to add content and ad revenues to access and subscription revenues, respectively. "Revlon" stock merger.
1998	Infoseek	Disney	\$900	Attempt by Disney to secure internet distribution for its content. Purchase of minority stake, warrants, standstill agreements, advertising consideration, two JVs, and complex governance arrangement.
1997	Verio	--	\$100	Co-manager on this SMB ISP IPO.
1996	Rockwell Aerospace & Defense	Boeing	\$3,000	Included space shuttle and GPS business; Morris Trust; pension plan issues; debt tender.
1996	McDonnell Douglas	Boeing	\$15,000	Transaction to build premiere airframe company with \$50Bn of revenues; Public-public stock merger; Anti-trust issues; Pooling cure.
1995	Hasbro	Mattel	\$2,000	Attempted hostile acquisition for stock of the second largest US toy manufacturer; Terminated.
1994	Alden Press	KKR	\$300	Addition of a color printing business by KKR, mainly for advertising insert business. Sale of public company for cash.
1992	IBJ Schroeder (ESI Securities)	Management	\$20	M&A and fundraising advisory to enable MBO of small-order broker/dealer in a leveraged buyout. Agented senior and subordinated debt and syndicated private equity.
1991	G&H unit of Penn Central	Investor Group	\$20	Cash sale to an investor group as part of Penn Central's asset pruning program.
1989	Virgin Music Group	Fujisankei Communications	\$200	Acquisition of 25% minority interest.
1988	Universal Fasteners	YKK	\$100	Acquisition of privately held fastener business.
1988	Varian Inc.	Tosoh Corporation	\$40	Acquisition of special metals division.
1988	Gould Electronics	Nippon Mining Company	\$1,300	Acquisition of the world's largest producer of copper foil.

Bold denotes client **Green denotes cross border transaction** **Red denotes hostile defense**