

Jeffrey Williams & Co. LLC

Principals

Jeffrey P. Williams

Jeffrey Williams is President of Jeffrey Williams & Co. He has more than 20 years of investment banking, private equity and corporate management experience. Mr. Williams has served in key strategic positions throughout his career, both as a financial advisor to the world's largest corporations and as a senior executive at a leading media and publishing company. Mr. Williams has advised corporations at the forefront of technological innovation in his various positions and has orchestrated industry changing corporate restructurings.

Immediately prior to founding his firm, Mr. Williams was a Partner at Greenhill & Co. and was a lead advisor in the Media, Technology and Telecommunications industries. He served as the principal financial advisor on transactions valued in excess of \$5.2 billion for a number of leading technology and media-focused clients including Compaq Computer Corporation, Alta Vista Company, Opus360 Corporation and Chancellor Media Corporation.

Prior to joining Greenhill & Co., Mr. Williams served as Executive Vice President, Strategic Development and Global Markets for the McGraw-Hill Companies, Inc. McGraw-Hill is a global multimedia publishing and information company that operates in the finance, education, construction, medical and health, aerospace, and defense markets. While at McGraw-Hill, Mr. Williams was responsible for leading the strategy development for all businesses at the company. Mr. Williams was personally responsible for the successful development of McGraw-Hill's first comprehensive framework for international expansion.

Prior to joining McGraw-Hill, Mr. Williams had a 17-year career at Morgan Stanley & Co. in the Mergers and Acquisitions and Corporate Finance Departments. Mr. Williams was a Managing Director at Morgan Stanley for nine years and served as the head of the company's Telecommunications and Media Group from 1984 to 1996. While at Morgan Stanley, he advised clients throughout North America, Europe and South East Asia, serving as principal financial advisor on transactions valued in excess of \$200 billion. In 1995 and 1996, he was directly responsible for guiding the separation of AT&T into its five constituent parts, including the initial public offering of Lucent Technologies. Mr. Williams' transaction experience spans a variety of deal structures that includes mergers, acquisitions, divestitures, recapitalizations, equity and debt financings.

Mr. Williams was born in Columbus, Ohio and spent all of his childhood in Cincinnati. In 1975 he received a Bachelor of Architecture from the University of Cincinnati and worked in the construction and commercial real estate industries

for two years. He earned his M.B.A. from Harvard Business School (with distinction) in 1979. He serves as a Trustee and Co-Chairman of the University of Cincinnati Foundation, Trustee of the New York-based International Center of Photography and as a member of the President's Council at Environmental Defense.

Matthew Michaelis

Matt Michaelis is a Vice President of Jeffrey Williams & Co.

Prior to joining the firm, Mr. Michaelis was an Associate at Greenhill & Co. focusing on mergers and acquisitions. While there, Mr. Michaelis worked with clients in a variety of industries including telecommunications, media, technology and financial services and managed the successful execution of numerous transactions.

Prior to joining Greenhill & Co., Mr. Michaelis was an Analyst at Salomon Brothers Inc. in the Financial Institutions Group. He was actively involved in executing a wide variety of transactions, including mergers, acquisitions, equity offerings, debt issuance, private placements and the issuance of proprietary capital markets products, for commercial banks, insurance companies and finance companies.

Mr. Michaelis graduated from the University of Kansas (with highest distinction) in 1994 with a Bachelor of Business Administration.