B. RILEY ADVISORY SERVICES: FOCUS ON RESTRUCTURING & TURNAROUND MANAGEMENT

B. RILEY Advisory Services

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08/01/2022
B. Riley Financial, Inc. [“B. Riley”] provides collaborative solutions tailored to fit the capital raising and business advisory needs of its clients and partners. B. Riley operates through several subsidiaries that offer a diverse range of complementary end-to-end capabilities spanning investment banking and institutional brokerage, private wealth and investment management, financial consulting, corporate restructuring, operations management, risk and compliance, due diligence, forensic accounting, litigation support, appraisal and valuation, auction and liquidation services. B. Riley is headquartered in Los Angeles with offices across the U.S. as well as an international presence.

**B. RILEY CAPABILITIES:**
- Advisory Services
- Investment Banking & Capital Markets
- Principal Investments
- Real Estate Solutions
- Retail Solutions
- Venture Capital
- Wealth Management

**OVERVIEW**
- Founded in 1997 and headquartered in Los Angeles, CA
- Long-standing executive management and leadership team
- Strong investment acumen
- Steady businesses provide recurring cash flow while episodic, higher margin businesses offer upside
- Over 20 years of continued growth

**ANNUAL REVENUES**

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Revenue</th>
<th>Investment Gains</th>
<th>Total Revenue</th>
<th>Operating Adj. EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2018</td>
<td>$431M</td>
<td>$98M</td>
<td>$546M</td>
<td>$423M</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$652M</td>
<td>$114M</td>
<td>$799M</td>
<td>$652M</td>
</tr>
<tr>
<td>FY 2020</td>
<td>$903M</td>
<td>$312M</td>
<td>$1.4B</td>
<td>$903M</td>
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<tr>
<td>FY 2021</td>
<td>$1.7B</td>
<td>$422M</td>
<td>$1.3B</td>
<td>$1.7B</td>
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<tr>
<td>LTM Jun 2022</td>
<td>$366M</td>
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<td>$366M</td>
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[www.brileyfin.com] [NASDAQ:RILY]
B. Riley Advisory Services provides specialty financial advisory services and solutions to complex business problems and board-level agenda items. Our advisory platform is comprised of an unprecedented assemblage of capabilities and an experienced team with the deep industry knowledge and specialization to serve as a trusted partner at any stage of a company’s business life cycle.

<table>
<thead>
<tr>
<th>SOLUTIONS</th>
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</thead>
<tbody>
<tr>
<td><strong>Restructuring &amp; Turnaround Management</strong></td>
</tr>
<tr>
<td>- Chapter 11 &amp; 7 Trustee</td>
</tr>
<tr>
<td>- Chief Restructuring Officer</td>
</tr>
<tr>
<td>- Fiduciary Services</td>
</tr>
<tr>
<td>- Financial Advisor to Creditors Committees</td>
</tr>
<tr>
<td>- Financial Advisor to Debtors</td>
</tr>
<tr>
<td>- Financial &amp; Operational Restructuring</td>
</tr>
<tr>
<td>- Lender Representation</td>
</tr>
<tr>
<td>- Liquidating Agent/Plan Administrator</td>
</tr>
<tr>
<td>- Out-of-Court Debt Restructurings</td>
</tr>
<tr>
<td>- Receiverships/Assignment for the Benefit of Creditors</td>
</tr>
<tr>
<td>- Turnaround &amp; Interim Management</td>
</tr>
<tr>
<td><strong>Forensic Accounting &amp; Litigation Support</strong></td>
</tr>
<tr>
<td>- Bankruptcy Litigation &amp; Avoidance Actions</td>
</tr>
<tr>
<td>- Complex Commercial Litigation</td>
</tr>
<tr>
<td>- Contract Disputes</td>
</tr>
<tr>
<td>- Data Analytics</td>
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<tr>
<td>- Expert Witness Testimony</td>
</tr>
<tr>
<td>- Forensic Technology Services</td>
</tr>
<tr>
<td>- Franchise Disputes</td>
</tr>
<tr>
<td>- Fraud &amp; Forensic Investigations</td>
</tr>
<tr>
<td>- IP Litigation</td>
</tr>
<tr>
<td>- Lost Profits &amp; Financial Damages</td>
</tr>
<tr>
<td><strong>Appraisal &amp; Valuation Services</strong></td>
</tr>
<tr>
<td>- Business Securities</td>
</tr>
<tr>
<td>- Fixed Asset Advisory Services</td>
</tr>
<tr>
<td>- Intangible Assets</td>
</tr>
<tr>
<td>- Inventory</td>
</tr>
<tr>
<td>- Machinery &amp; Equipment</td>
</tr>
<tr>
<td>- Real Estate</td>
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<tr>
<td>- Tax</td>
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<tr>
<td><strong>Operations Management Services</strong></td>
</tr>
<tr>
<td>- Operational Due Diligence for Acquisitions</td>
</tr>
<tr>
<td>- Organizational Development</td>
</tr>
<tr>
<td>- Operational Turnaround &amp; Interim Management</td>
</tr>
<tr>
<td>- Supply Chain Development &amp; Consolidation</td>
</tr>
<tr>
<td>- Manufacturing Efficiency, Improvement, &amp; Cost Reduction Implementation</td>
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<tr>
<td>- Product Launches</td>
</tr>
<tr>
<td><strong>Compliance, Risk &amp; Resilience</strong></td>
</tr>
<tr>
<td>- Cybersecurity Compliance and Risk Management</td>
</tr>
<tr>
<td>- Cybersecurity Maturity Model Certification (CMMC) &amp; Defense Federal Acquisition Regulation Supplement (DFARS)</td>
</tr>
<tr>
<td>- Enterprise Risk Management (ERM)</td>
</tr>
<tr>
<td>- Operational Continuity &amp; Resilience</td>
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<tr>
<td><strong>Transaction Support</strong></td>
</tr>
<tr>
<td>- Due Diligence</td>
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<tr>
<td>- Quality of Earnings and Cash Flow</td>
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<tr>
<td>- Fairness Opinions</td>
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<tr>
<td>- Solvency Opinions</td>
</tr>
<tr>
<td>- Purchase Price Allocations</td>
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RECENTLY RECOGNIZED

Global M&A Network’s Turnaround Atlas Awards
The Turnaround Atlas Awards exclusively honor excellence from the restructuring, distressed investing, insolvency, special situations M&A transactions, and turnaround communities.

- Energy Restructuring of the Year – Limetree Bay Refining [2022]
- Healthcare Restructuring of the Year – Buckingham Senior Living Community [2022]
- Cross-Border Special Situation M&A Deal of the Year [Mid-Market] – Gold’s Gym [2021]
- e-Commerce M&A Deal of the Year – RTW Retailwinds [2021]
- Complex Liquidation of the Year – Rochester Drug Cooperative [2021]
- Corporate Turnaround of the Year [Mid-Market] – Carbo Ceramics [2021]
- Corporate Turnaround of the Year [Small Mid-Market] – Rubio’s Restaurants [2021]
- Special Situation M&A Deal of the Year [Large] – JC Penney [2021]
- Middle Market Turnaround Consulting Firm of the Year [2020]

The Daily Report — “Best of 2022” Issue
The Daily Report’s annual “Best Of” edition showcases businesses providing excellence for today’s legal market. Winners are voted by licensed attorneys and firm administrators in metro Atlanta. In addition to being named to the top of the following categories, 2022 marks the firm’s seventh consecutive year ranking in the “Best Of” edition, earning B. Riley (previously GlassRatner) its prestigious Hall of Fame recognition.

- Litigation Valuation [RANKED #1]
- Overall Expert Witness [RANKED #2]
- Forensic Accounting Firm [RANKED #2]
- Individual Expert Witness – Economic: Michael Issa [RANKED #2]

The M&A Advisor’s 16th Annual Turnaround Awards
M&A Advisor’s Annual Turnaround Awards represents a benchmark for restructuring excellence and recognizes the leading distressed merger and acquisition transactions, restructuring, refinancing, firms and professionals.

- Distressed M&A Deal of the Year [Between $25MM and $50MM]: Receivership of The Momentum Auto Group [2022]

The National Law Journal — “Best of 2018” Issue
The National Law Journal’s annual “Best Of” edition recognizes the country’s best providers of services and goods to the legal profession. Nearly 7,500 readers cast their votes to determine the winners.

- Forensic Accounting Provider [RANKED #1] Litigation
- Valuation Provider [RANKED #1] End to End Litigation
- Consulting [RANKED #2] Expert Witness Provider
- Litigation Dispute Advisory Services Consultant [RANKED #2]

Corporate Counsel Magazine — “Best of 2018” Issue
Corporate Counsel Magazine’s annual “Best Of” edition recognizes the vendors that lawyers and firm administrators turn to first to keep their lives on track, inside and outside of the office.

- Forensic Accounting Provider [RANKED #1]
- Litigation Valuation Provider [RANKED #1]
- End to End Litigation Consulting Firm [RANKED #1]
- Expert Witness Provider [RANKED #1]
- Litigation Dispute Advisory Services Consultant [RANKED #2]
B. Riley Advisory Services has been involved in matters spanning every type of business and industry, including:

- Aerospace
- Automotive
- Building Products & Construction
- Chemicals & Plastics
- Consumer Products
- Energy & Oilfield Services
- Food, Beverage & Agribusiness
- Financial Institutions
- Government Services
- Gaming / Casino
- Healthcare & Biotechnology
- Heavy Mobile Equipment
- Hotels & Resorts
- International
- Logistics & Wholesale
- Manufacturing & Fabrication
- Media
- Metals & Mining
- Real Estate
- Retail & Restaurants
- Telecom & Technology
- Textiles
- Transportation
- Wine & Spirits
B. Riley Advisory Services is a founding member of BTG Global Advisory (BTG GA), which is one of the world’s largest, specialist independent financial advisory alliances.

BTG GA covers all continents, as well as multiple offshore centers, and is a trusted advisor to many leading banks, law firms, private equity and other funds, bankruptcy debtors and creditor committees, operating companies, and other parties affected by distress.

BTG GA is multidisciplinary, offering a broad range of professional services necessary to provide solutions to business problems. Its members include restructuring advisors and insolvency specialists; turnaround directors, workout and profit improvement consultants; forensics investigators and other litigation support professionals; and investment banking/M&A transaction advisors, amongst other specialists.

Our members are leading players in their markets and have an international outlook, which reflects the increasingly global nature of business.

**CORE MEMBERS**

Our specialists work seamlessly to provide clients with true multidisciplinary advice across multiple geographies. The expertise of our alliance members, combined with their detailed knowledge of local legislation, business practices and cultures provides our clients with access to relevant advice tailored to local market conditions.

**Our core members who manage key assignments include:**

- B. Riley Financial - United States, Mexico
- Begbies Traynor Group - UK, Ireland
- Farber Financial Group - Canada
- Integrated Capital Services Limited - India
- Matuson & Associates - South Africa
- PLUTA Rechtsanwalts GmbH - Germany, Italy, Poland, Spain
- Rodgers Reidy - Australia, Hong Kong, Malaysia, Singapore, New Zealand
- ftt partners - Russia
- Zalis SAS - France
- TCP Partners - Brazil

**WHY WORK WITH BTG GA?**

- Genuine partner led advice
- A focus on Insolvency & Restructuring advisory
- In-depth sector knowledge
- Global coverage combined with local knowledge
- Trusted and approved by the World’s leading financial institutions and law firms
- Many of our alliance firms are market leaders within their regions
RESTRUCTURING AT A GLANCE

We are active along the entire bankruptcy-restructuring continuum, including turnaround management, out-of-court restructuring and formal bankruptcy court proceedings. We represent either debtors or creditors and often act as court-appointed fiduciaries and trustees. The firm is fully immersed in the restructuring industry and mobilizes teams of professionals on every type of assignment in all regions of the U.S. and internationally. Our firm’s acknowledged reputation as a leading bankruptcy and restructuring advisor was built on the foundation of sophisticated financial analysis, senior-level experienced practitioners, reliable expert reports and strong in-court presence.

OUR SERVICES INCLUDE

- Chief Restructuring Officer (CRO) Services [pg.8]
- Financial & Operational Restructuring [pg.9]
- Turnaround & Interim Management [pg.10]
- Fiduciary & Receivership Services [pg.11]

B. RILEY ADVISORY SERVICES IS RECOGNIZED AS A LEADING RESTRUCTURING ADVISER IN THE DEAL POWER RANKINGS:

<table>
<thead>
<tr>
<th>B. Riley Advisory Services</th>
<th>#10 (of 54) Restructuring Adviser</th>
<th>#4 (of 44) Restructuring Adviser to Distressed Companies</th>
<th>#6 (of 43) Restructuring Adviser to Distressed Companies</th>
<th>#5 (of 37) Restructuring Adviser to Distressed Companies</th>
<th>#6 (of 36) Restructuring Adviser</th>
<th>#4 (of 33) Restructuring Adviser to Distressed Companies</th>
<th>#9 (of 40) Restructuring Adviser</th>
<th>#4 (of 39) Restructuring Adviser to Distressed Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3 2021</td>
<td>Bankruptcy</td>
<td>Out-of-Court</td>
<td>Bankruptcy</td>
<td>Out-of-Court</td>
<td>Bankruptcy</td>
<td>Out-of-Court</td>
<td>Bankruptcy</td>
<td>Out-of-Court</td>
</tr>
<tr>
<td>Q4 2021</td>
<td></td>
<td></td>
<td>Q1 2022</td>
<td></td>
<td>Q2 2022</td>
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</tbody>
</table>

B. Riley offers leading capital structure and restructuring advice for companies, creditors, shareholders and financial sponsors.
CHIEF RESTRUCTURING OFFICER (CRO) SERVICES

Providing strategic and operational advisory and interim management services to companies that are experiencing financial or operational difficulty or are involved in a bank workout situation.

We help companies develop and execute a turnaround strategy and focus on fundamental business practices that may have been deferred or ignored. We assist management in:

- Reducing losses
- Controlling expenses
- Increasing liquidity
- Improving business processes
- Divesting non-core businesses
- Coordinating communications between lenders and creditors
- Acting as a sounding board for management
- Taking on interim management level responsibilities, including Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Treasurer and Chief Restructuring Officer

FILLING A VOID

We are regularly engaged to fill a void in a management team following a change of control in ownership, departure of a key employee, or during an acquisition, sale or divestiture of a business. When a client is looking for situational expertise or specialized skills to guide it through a restructuring or to restore credibility with key stakeholders, we provide the temporary leadership and independent voice required until a permanent replacement can be found. Our leadership skills and fair and even approach is unmatched in the industry and a key to our long-term success.

We have successfully managed and completed turnaround management assignments lasting from several months to over a year. Our presence serves as a catalyst for change and facilitates the actions needed to address difficult choices and building consensus for going-forward business plans.
FINANCIAL & OPERATIONAL RESTRUCTURING

A leading resource in both out-of-court and court restructuring. Many out-of-court restructurings include raising additional capital and arranging workouts with lenders and creditors, selling non-core assets, and a variety of other options. The goal of restructuring is to develop a capital structure for the business that is supported by its operating ability and asset mix. We also ensure that the financial structure supports the future goals of management and other stakeholders.

OUR APPROACH

We approach every restructuring opportunity by applying our practical experience and conducting a sophisticated financial analysis. We also recommend and execute specific procedures that will reduce risks for creditors and support the success of restructuring plans. Additionally, our numerous debtor clients are always well-served by our cooperative approach with lenders. Typical steps employed while advising borrowers and lenders in out-of-court restructuring assignments include:

- Analyzing the borrower’s business plan
- Reviewing historical financial and operational information
- Analyzing the borrower’s cash flow projections
- Developing required financial reporting tools
- Monitoring results daily, weekly and monthly
- Comparing results to prior performance
- Comparing results to projections
- Investigating and assessing the value of critical collateral and other assets
- Preparing detailed financial analysis reports
- Preparing proposed restructuring plans
- Negotiating and executing restructured agreements with lenders
- Raising additional capital as required
- Selling non-core assets

We apply the same detailed and sophisticated financial analysis in our restructuring assignments as applied in our expert opinions and court reports. Our goals are to restore management’s credibility, develop attainable targets and deliver measurable results to all parties.

LEADER IN ADVISING VARIOUS PARTIES DURING THE BANKRUPTCY PROCESS

Over the years, we have compiled an impressive track record of debtor and creditor advisory assignments—working for both individual creditors and creditor committees in formal bankruptcy proceedings.
TURNAROUND & INTERIM MANAGEMENT
Seasoned professionals helping companies in the time of crisis. We are a leading provider of Turnaround and Interim Management Advisory Services. Regardless if constraints arise from revenue growth, revenue decline, global competition, or disintermediation, we help troubled companies stabilize their operations, identify and implement performance improvements, and re-position the business for short- and long-term competitiveness.

Whether retained as a financial advisor to support existing management or stepping into a management void through interim management/CRO roles, we help distressed companies in times of crisis to build transparency and trust with internal constituents, key stakeholders and other parties of interest.

Our seasoned professionals can bring leadership and timely decision making to organizations that have become paralyzed from distress.

LIQUIDITY STABILIZATION
Liquidity management is imperative in distressed situations. In conjunction with management, we will quickly develop bottoms up liquidity projections and work with the company to identify short- and long-term working capital enhancements, as well as help the company to develop core cash management disciplines and best practices. Sound liquidity management and related projections are critical in engaging with lenders and negotiating forbearances and over-advances.

STRATEGIC ASSESSMENT/DIAGNOSIS
In parallel to stabilizing the liquidity, we will work with the company to assess the underlying strategic, financial, and operational issues confronting the business. Through a collaborative assessment, we will help management develop monthly, multi-year integrated financial projections and assess the strategic alternatives available under the specific circumstances. Such options may include a robust turnaround implementation, which may include non-core asset divestures, sale scenarios, and court proceeding options.

ENGAGEMENT AND IMPLEMENTATION
Our team works with management to engage with the board, lenders, employees and other key stakeholders to review the strategic options of the business and to develop stakeholder consensus in identifying the value-maximizing path (in many circumstances pursuing dual paths in parallel makes the most sense due to uncertainty and protecting varied stakeholder interests). We will develop detailed short- and long-term execution plans and related dashboards to drive implementation, as well as provide timely updates and reporting to key constituents. Communication is critical in setting expectations across the stakeholder spectrum.

Our professionals have decades of experience helping companies in transition to implement organizational changes that lead to lasting financial and operational improvement.
FIDUCIARY & RECEIVERSHIP SERVICES

Maximizing the return on the debtor’s estate or assets as receiver, trustee or responsible party.

In our capacity as fiduciary, we leverage the range of our firms’ resources to effectively and efficiently resolve the issues unique to each estate. All of our primary service lines can be brought to bear in an integrated and seamless fashion for the benefit of the estate. We are regularly appointed by the Court as Receiver, Trustee, Liquidating Agent, Plan Administrator or in some other fiduciary capacity. In other situations, we are often retained by a court-appointed trustee to execute specific tasks, such as liquidating real estate holdings, handling forensic accounting services or providing litigation support services. Outside of court, we serve as Assignees in Assignments for the Benefit of Creditors (ABCs).

MAXIMIZING THE RETURN

Our overriding goal, while acting independently for the parties involved on behalf of the court, is to marshal funds and develop and execute a strategic plan to maximize the return on the debtor’s or estate’s assets. As fiduciary, we are often charged with:

- Assessing the value of assets
- Developing reorganization or liquidation plans
- Winding down business affairs
- Selling orphan assets
- Negotiating with claim holders, such as taxing authorities
- Investigating actions of prior management
- Monitoring long-standing litigation
- Pursuing litigation and causes of action
- Pursuing recovery activities and resolving claims
- Arranging for distributions
- Preparing financial reports and tax information for the estate

Our role as a fiduciary has always been a cornerstone of our business. We have sold unusual and difficult-to-liquidate assets, such as pollution credits, collected on foreign receivables and disassembled plants for sale in Asia.

IN-DEPTH & NATIONAL EXPERIENCE WHEN IT COMES TO RECEIVERSHIP SERVICES

A receiver is a person or company appointed to act as a neutral third party to preserve, protect and, if possible, enhance an entity’s tangible and intangible assets when there is a dispute between parties. Receivers are commonly used for real estate, which often is the collateral for a defaulted loan, however, receivers can also be appointed for operating businesses and, in some cases, both [e.g. hotels]. We have been Receivers for a wide variety of real estate assets and businesses. The receiver can be appointed by a government regulator, a court or can be agreed to privately.

Once the receiver has been appointed, the receiver typically takes control of the underlying asset and steps into the proverbial shoes of the owner[s] as it relates to operating the asset[s]. The receiver typically performs the necessary inspections to identify critical physical, environmental, legal and economic issues and liabilities. The receiver will determine the most appropriate management, leasing structure, accounting and reporting platform and, in some cases, the disposition strategy to maximize collateral value.

REAL ESTATE RECEIVERSHIPS

We have managed in excess of $5 billion of real estate; over 40,000 multifamily units nationwide; assets in 34 states; and in excess of 5 million square feet of retail, office, and industrial space.
Our Restructuring professionals work hand in hand with our investment bankers at B. Riley Securities and other professionals from B. Riley Real Estate and B. Riley Retail Solutions to ensure that all of the required resources are available to our clients in an integrated and seamless fashion. This integration and access to top professionals with intense restructuring experience across the advisory continuum is our competitive advantage.
RECENT REPRESENTATIVE TRANSACTIONS

**May 2022**

**MILLENIUM PRODUCTS GROUP**

Chief Restructuring Officer - Tier 1 Automotive, Aerospace and DOD Supplier

**April 2022**

**TREKKER GROUP**

Financial Advisor to Company - Construction Equipment Rental and Sales

**January 2022**

**CJ AUTOMOTIVE**

Financial and Operations Advisor - Tier 1 Automotive Supplier

**December 2021**

**TREKKER GROUP**

Chief Restructuring Officer - Equipment Sales and Rental

**December 2021**

**CREATIVE**

Chief Liquidating Officer - Tier 2 Automotive Supplier

**October 2021**

**QUALITY BLOCK CO., INC.**

Financial Advisor to the Company in Connection with a Sale to Quikrete, Inc. - Leading Manufacturer of Concrete Blocks and Masonry Supplies in the Southwest

**October 2021**

**TAHOE JOE’S**

Chief Restructuring Officer - Sale of Tahoe Joe’s Steak Houses

**October 2021**

**EXPRESS GRAIN TERMINALS LLC**

Financial Advisor to Senior Secured Creditor - Multi-Site Grain Elevator with Soybean Crush

**September 2021**

**MAP MOLDED ACOUSTICAL PRODUCTS**

Financial Advisor to the Customer Group - Tier 1 Automotive Supplier

**July 2021**

**LIMETREE BAY REFINING, L.L.C.**

Chief Restructuring Officer - Owner Operator of a St. Croix-Based Oil Refinery

**June 2021**

**The Buckingham**

Financial Advisor to the Debtor - 495 Unit Houston-Based Continuing Care Retirement Community

**May 2021**

**C**

Financial Advisor to the Customer Group - Tier 1 / Tier 2 Automotive Supplier
Recent Representative Transactions

**April 2021**

Financial Advisor to the Customer Group - Tier 1 / Tier 2 Commercial Vehicle Supplier

**April 2021**

Financial Advisor to the Debtor - Operator of Full-Service Steakhouses and Buffet-Style Restaurants

**February 2021**

Financial Advisors to Official Committee of Unsecured Creditors - Cattle Ranch Chapter 11 Caused by $280 Million Cattle Fraud Against Tyson Fresh Meats

**February 2021**

Chief Restructuring Officer - Non-Profit Owner Operator of Multi-Campus, 735 Bed Senior Living Community

**January 2021**

Chief Restructuring Officer - Entertainment Industry

**January 2021**

Chief Restructuring Officer - Tier 1 Automotive Supplier

**December 2020**

Financial Advisor to Customer Group - Vehicle Acoustic and Water Deflection Systems

**October 2020**

Financial Advisor to the Debtor - Large distributor of Oil and Gas Pipe and Accessories

**October 2020**

Chief Restructuring Officer – Global Automotive Supplier of Precision Engineered Seating Components

**September 2020**

Financial Advisor to the Company - Out of Court – Poultry Processor

**July 2020**

Real Estate Advisor to the Company - 1,300-Acre Athletics Venue
# Recent Representative Transactions

<table>
<thead>
<tr>
<th>Month</th>
<th>Company</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 2020</td>
<td>APEX Linen</td>
<td>Chief Restructuring Officer - Laundry/Linen Services Provider to the Hospitality Industry</td>
</tr>
<tr>
<td>June 2020</td>
<td>Sam's Beachcomber RV Resort</td>
<td>Court Appointed Receiver - RV Resort</td>
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<tr>
<td>June 2020</td>
<td>Petersen Dean</td>
<td>Financial Advisor to the Official Committee of Unsecured Creditors - Roofing and Solar Installer</td>
</tr>
<tr>
<td>June 2020</td>
<td>Goalz Restaurant Group, LLC</td>
<td>Receiver - Operator of 10 Quick Serve Restaurants</td>
</tr>
<tr>
<td>May 2020</td>
<td>Americore Health</td>
<td>Chapter 11 Trustee - 190-Bed Psychiatric and Acute Care, Safety Net Hospital</td>
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<tr>
<td>May 2020</td>
<td>Gold's Gym</td>
<td>Financial Advisor to the Debtor - Global Operator of Fitness Clubs</td>
</tr>
<tr>
<td>May 2020</td>
<td>Galileo</td>
<td>Financial Advisor to the Official Committee of Unsecured Creditors - Multi-State Operator of Summer Camps and Learning Experiences</td>
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<tr>
<td>May 2020</td>
<td>Rudy's Barbershop</td>
<td>Financial Advisor to the Debtors - Nationwide Chain of Specialty Barbershops and Hair Salons</td>
</tr>
<tr>
<td>April 2020</td>
<td>Carbo</td>
<td>CONFIDENTIAL Financial Advisor to the Company - Out of Court - Auto Parts Supplier</td>
</tr>
<tr>
<td>April 2020</td>
<td>Coastal International</td>
<td>Financial Advisor to the Official Committee of Unsecured Creditors - Producer and Distributor of Sand, Resin Coated and Ceramic Proppants to Oil and Gas Companies</td>
</tr>
<tr>
<td>April 2020</td>
<td>Discovery Asset Management</td>
<td>Financial Advisor to the Company - Out of Court - Participant in a Direct Lending Fund</td>
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<table>
<thead>
<tr>
<th>Month</th>
<th>Company/Advisor</th>
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<tbody>
<tr>
<td>March 2020</td>
<td>Aliera Healthcare</td>
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<td>March 2020</td>
<td>RDC</td>
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<td>February 2020</td>
<td>GenCanna</td>
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<td>February 2020</td>
<td>Citadel</td>
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<td>January 2020</td>
<td>IFS Securities</td>
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<td>December 2019</td>
<td>Workshop Cafe</td>
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<tr>
<td>November 2019</td>
<td>Eastman Healthcare &amp; Rehab</td>
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<td>October 2019</td>
<td>Agera Energy</td>
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<td>September 2019</td>
<td>GoDigital</td>
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<td>EC Companies</td>
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RECENT REPRESENTATIVE TRANSACTIONS

August 2019
LOLLI & POPS
Chief Restructuring Officer - Specialty Retailer

August 2019
Financial Advisor to the Debtor - Non-Profit Advocacy Organization Dedicated to Natural Products Industry

August 2019
alliance health
Liquidating Trustee - Online Pharmaceutical Distributor

July 2019
SHALE SUPPORT
Financial Advisor to the Official Committee of Unsecured Creditors - Provider of Frac-Sands and Logistical Solutions to Oil and Gas Market

July 2019
TRUE HEALTH DIAGNOSTICS
Financial Advisor to the Official Committee of Unsecured Creditors - Laboratory Provider of Diagnostic and Disease-Management Solutions

July 2019
PINE CREEK MEDICAL CENTER
Chief Restructuring Officer - Physician-Owned Surgical Hospital

July 2019
Court Appointed Receiver - Portfolio of RV Parks and Resorts

July 2019
HURLEY
Financial Advisor to the Company - Designer, Manufacturer and Retailer of Surf Apparel

May 2019
BRISTOW
Financial Advisor to the Ad Hoc Equity Committee - Global Provider of Industrial Aviation Services

April 2019
ACETO
Financial Advisor to the Official Committee of Unsecured Creditors - Global Marketing, Sale and Distribution of Human Health Products and Pharmaceutical Ingredients

April 2019
Chapter 11 Trustee - Operator of Freestanding Emergency Room Centers

April 2019
HILLSBORO COMMUNITY HOSPITAL
Financial Advisor to the Debtor - Critical Access Hospital
RECENT REPRESENTATIVE TRANSACTIONS

April 2019
IMERYS Talc
Financial Advisor to the Official Committee of Tort Claimants – Producer and Processor of Industrial Minerals

March 2019
Fenton Motor Group
Receiver - Auto Dealership Group

March 2019
DC Solar
Financial Advisor to the Chapter 7 Trustee - Solar Power Supplier Company

February 2019
Point360
Chief Restructuring Officer - Audio and Video Post-Production Studio

February 2019
Great Eastern Energy
Financial Advisor to the Debtor - Retail Energy Reseller

February 2019
Orianna Health Systems
Liquidating Trustee - Operator of 40 Skilled Nursing Facilities

January 2019
DC Solar
Chief Restructuring Officer & Financial Advisor to the Debtor - Solar Power Supplier Company

January 2019
Momentum Autogroup.com
Receiver - Multi-Franchise Auto Dealer

December 2018
Fandor
Assignee in Assignment for the Benefit of Creditors - Subscription Based Movie Streaming Platform

December 2018
Klean Treatment Centers
Receiver - Substance Abuse Treatment and Rehabilitation Center

December 2018
Asbury Inverness Village
Chief Restructuring Officer - 55-Acre Continuous Care Retirement Community
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2018</td>
<td>Financial Advisor to the Debtor - Poultry Producer</td>
</tr>
<tr>
<td>October 2018</td>
<td>Liquidating Trustee - Six Rural Hospital System</td>
</tr>
<tr>
<td>August 2018</td>
<td>Financial Advisor to the Debtor - Not-for-Profit Hospital System</td>
</tr>
<tr>
<td>July 2018</td>
<td>Financial Advisor to the Official Committee of Unsecured Creditors</td>
</tr>
<tr>
<td>June 2018</td>
<td>Financial Advisor to the Secured Lender - 1,300-Acre Athletics Venue</td>
</tr>
</tbody>
</table>
UNSURPASSED BANKING SOLUTIONS.

Our B. Riley securities colleagues have specialized industry relationships and transaction experience to provide an array of investment banking services, such as equity and debt financing, mergers and acquisitions (M&A) advisory, and recapitalization and restructuring. They take a hands-on approach to traditional investment banking, which allows them to better understand a clients’ business objectives and efficiently execute strategic alternatives to meet their needs by allocating a dedicated team to each industry sector we cover so that clients get a highly specialized experience with a professional who understands the unique characteristics of their respective industry.

ADVISING COMPANIES ON COMPLEX AND TRANSFORMATIVE TRANSACTIONS.

Our colleagues are considered trusted advisors in providing strategic advice to clients in recapitalizations, restructuring and Chapter 11 bankruptcies. As an originator of creative solutions, they specialize in allocating capital and responding quickly to ensure that clients receive the best possible outcome.

RESTRUCTURING & RECAPITALIZATIONS

Our colleagues prides ourselves in offering leading capital structure and restructuring advice and services in both out-of-court and in-court scenarios for companies, creditors, shareholders and financial sponsors. They are distinguished by their ability to facilitate consensual transactions and develop visionary solutions that maximize value for clients. Our highly collaborative team’s execution in contested and/or litigated situations is unparalleled, with a track record of effective and favorable results on behalf of clients. Services include:

- Out-of-court restructurings
- Pre-packaged/pre-arranged chapter 11 plan
- Traditional chapter 11 restructuring
- Business plan reviews
- Cash flow and liquidity analysis
- Expert valuation and testimony services
- DIP and exit financing
- Rescue financing
- Rights offerings
- Distressed M&A
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
</table>
| September 2021 | Christopher & Banks sold its eCommerce business & related IP through a chapter 11 363 sale to: 
 | Investment Banker
| March 2021     | abc carpet & home                                                                |
| March 2021     | Chapter 11 Financial Advisor to Acquirer                                           |
| December 2020  | Gorham Paper & Tissue, LLC & White Mountain, LLC assets through a Chapter 11 363 Sale To: |
| November 2020  | Handil Holdings has acquired                                                        |
| November 2020  | Congoleum                                                                         |
| November 2020  | Investment Banker to the Debtor                                                    |
| October 2020   | abc carpet & home                                                                |
| October 2020   | Debt Financing Financial Advisor                                                   |
| October 2020   | Lion Equity Partners has acquired                                                  |
| October 2020   | TY Group & Harbor Linen                                                           |
| July 2020      | ShopRite                                                                          |
| July 2020      | Goodrich Quality Theaters                                                         |
| July 2020      | Advisor to Indenture Trustee                                                      |
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SENIOR MANAGING DIRECTORS

Alan Barbee
abarbee@brileyfin.com
(561) 657-4891

Sam Hewitt
shewitt@brileyfin.com
(470) 346-6848

Gaston Mauvezin
gmauvezin@brileyfin.com
+52 55 2728 5215

Mark Shapiro
m Shapiro@brileyfin.com
(972) 794-1056

Dan Berman
dberman@brileyfin.com
(470) 346-6819

Jim Howard
jhoward@brileyfin.com
(239) 404-3339

Antonio Pereira
apereira@brileyfin.com
(305) 420-5194

Marc Spizirri
mspizirri@brileyfin.com
(949) 561-3752

Tom Buck
tbuck@brileyfin.com
(212) 457-3322

J. Michael Issa
missa@brileyfin.com
(949) 407-6620

Richard Peil
rpeil@brileyfin.com
(602) 567-2541

Jeffrey R. Truitt
jtruitt@brileyfin.com
(424) 367-5723

Carol Fox
cfox@brileyfin.com
(954) 859-5075

Alicia Masse
amasse@brileyfin.com
(248) 728-2507

Tom Santoro
tsantoro@brileyfin.com
(954) 859-5074

Wayne Weitz
wweitz@brileyfin.com
(212) 457-3308

MANAGING DIRECTORS

Todd Beresen
tberesen@brileyfin.com
(470) 346-6866

Jason Bernstein
jbernstein@brileyfin.com
(646) 885-5452

Steven Braithwaite
sbraithwaite@brileyfin.com
(248) 728-2508

Clay Busker
chbusker@brileyfin.com
(470) 346-6818

Nancy Colah
ncolah@brileyfin.com
(248) 728-2506

Greg Coppola
gcoppola@brileyfin.com
(248) 728-2509

George Demos
gdemos@brileyfin.com
(611) 665-2010

Seth R. Freeman
sfreeman@brileyfin.com
(415) 839-9280

Michael Fuqua
m Fuqua@brileyfin.com
(470) 346-6843

Marshall Glade
mglade@brileyfin.com
(470) 346-6842

Coral Hansen
chansen@brileyfin.com
(213) 409-6234

Ted Hirshfield
B. Riley Securities
thirshfield@brileyfin.com
(646) 367-2406

Bill Hughes
b Hughes@brileyfin.com
(602) 567-2543

Eric Lee
elle@brileyfin.com
(602) 567-2546

Teresa Licamara
tlicamara@brileyfin.com
(561) 657-4899

Piotr Luc
pluc@brileyfin.com
(212) 271-4502

Joe Pegnia
j Pegnia@brileyfin.com
(470) 346-6833

Adam Rosen
B. Riley Securities
aro sen@brileyfin.com
(646) 367-2412

Brad Smith
bsmith@brileyfin.com
(213) 409-6231

Susan Smith
s Ssmith@brileyfin.com
(813) 440-6341

Michael Thatcher
m Thatcher@brileyfin.com
(972) 794-1058

Scott Van Meter
svanmeter@brileyfin.com
(713) 403-3986

Jonathan Wernick
j Wernick@brileyfin.com
(213) 409-6237

* Unless noted, professionals are a part of B. Riley Advisory Services.