



Value Matters™

THE COMPLIMENTARY NEWSLETTER FOR ATTORNEYS AND OTHER PROFESSIONAL ADVISORS TO BUSINESSES

Volume 2006-07 » July 28, 2006
www.mercercapital.com
mcm@mercercapital.com

The Estate of Charlotte Dean Temple

The Estate of Charlotte Dean Temple in United States District Court (No. 9:03 CV 165(TH)) was adjudicated on March 10, 2006. This was a civil action for recovery of federal gift taxes and related interest. Plaintiff Arthur Temple (“Temple”) individually and as executor of the estate of his wife, Charlotte Dean Temple paid gift taxes on various gifts during the period 1997 – 1998 which upon audit were deemed to be undervalued. Temple paid the assessments and filed claims for a refund.

There were four entities at issue in this case: Ladera Land, Ltd (“Ladera Land”); Boggy Slough West, LLC (“Boggy Slough”); Temple Investments, LP; and Temple Partners, LP (collectively the “Temple Partnerships”). All four entities were asset holding entities: one LLC and three partnerships, all appropriately valued based on the underlying net asset value approach. As the Court saw it, “A critical factor in this case is determining the appropriate diminution in value between a hypothetical willing buyer and a hypothetical willing seller.” In other words, the key analytical factors in dispute were the prospects for a minority interest discount and a marketability discount.

Ladera Land

For an analysis of the appropriate discounts for Ladera Land, Temple engaged the services of appraiser Nancy M. Czaplinski. Net asset values do not appear to have been in dispute. Czaplinski utilized the net asset value approach to this entity, although the Court chided her for discussing the appraisal only with Temple’s attorney, and not with any principals of the entity.

Minority Interest Discount

Czaplinski selected a 25% minority interest discount, based on “the inverse of the premium for control”, which in turn was derived from Mergerstat data. Czaplinski testified in court that the Mergerstat data is a study of operating companies but that she classified Ladera Land as a holding company.

Marketability Discount

Czaplinski utilized the Quantitative Marketability Discount Model (QMDM) to assess the lack of marketability discount for Ladera Land. She assumed the following input items to implement the QMDM: 1) the holding period of a Ladera Land partnership interest is between 10 and 15 years; 2) the minority investor requires a holding period return on investment of 18-20%; 3) Ladera Land’s distribution yield is 5%; and 4) the expected appreciation of Ladera Land’s real property is 3%. These parameters provide a range of marketability discounts from 47% to 61%, as shown in Table 1.

INSIDE

PAGE SEVEN

Order your copy of the Quantifying Marketability Discounts E-Book and QMD Companion

PAGE EIGHT

Mercer Capital’s Newest Book - *Buy-Sell Agreements: Ticking Time Bomb or Reasonable Resolution* - Reserve Your Copy at the Special Pre-Publication Rate (publication date October 2006)

PAGE NINE

Mercer Capital On the Road

The Key Assumptions of the QMDM Relative to the Subject Interest		
1	Base Value (Marketable Minority Interest)	\$1.00
2	Expected Growth Rate of Value	3.0%
3	Expected Dividend/Distribution Yield	5.0%
4	Expected Growth Rate of Dividends	3.0%
5a	Mid-Point Required Holding Period Return	19.0%
5b	Estimated Minimum Expected Holding Period	10
	Estimated Maximum Expected Holding Period	15

QMDM Modeling Assumptions		
A	Dividends at End of Year ("E") or Mid-Year ("M")	M
B	Adjustment to Marketable Minority Value at Exit	0.0%

Required Holding Period Return (Annual %)	Assumed Holding Periods in Years													
	1	2	3	4	5	6	7	8	9	10	15	20	25	30
	Implied Marketability Discounts													
15.0%	6%	11%	16%	20%	23%	27%	30%	32%	35%	37%	45%	49%	52%	53%
16.0%	7%	12%	18%	22%	26%	30%	33%	36%	38%	41%	49%	53%	56%	57%
17.0%	7%	14%	19%	25%	29%	33%	36%	39%	42%	44%	52%	57%	59%	60%
18.0%	8%	15%	21%	27%	31%	36%	39%	42%	45%	47%	55%	60%	62%	63%
19.0%	9%	17%	23%	29%	34%	38%	42%	45%	48%	50%	58%	62%	64%	65%
20.0%	10%	18%	25%	31%	36%	41%	45%	48%	51%	53%	61%	65%	66%	67%
21.0%	10%	19%	27%	33%	38%	43%	47%	50%	53%	56%	63%	67%	68%	69%
22.0%	11%	20%	28%	35%	41%	45%	49%	53%	55%	58%	65%	69%	70%	70%
23.0%	12%	22%	30%	37%	43%	47%	51%	55%	58%	60%	67%	70%	71%	72%

Note: This exhibit relies upon the methodology of the Quantitative Marketability Discount Model as published in Mercer, Z. Christopher, *Valuing Shareholder Cash Flows: Quantifying Marketability Discounts: 2005 E-Book* (Memphis, TN: Peabody Publishing, LP, 2005, 2001, 1997).

© 2006 Mercer Capital

TABLE 1

The Court was unconvinced on several assumptions, but not on the applicability of the model. The 5% yield assumption was made without talking to anyone at Ladera Land, and the entity was not making distributions (although the assumption of a 5% yield would tend to reduce, rather than increase, the marketability discount). The expected property appreciation at 3% was based on conversations at Czaplinski's own firm, not based on real estate appraisals. The Court did not understand the concept of the prospective holding period, saying "...the Court finds that it is inappropriate to assume a particular holding period for the hypothetical buyer" since there is no holding period requirement for the partnership interest.

It is on this last point that the Court missed the mark. As securities analysts, we make investment decisions in the marketplace every day, based on prospective holding periods. Life insurance policies are priced based on actuarial tables which clearly imply a holding period; corporate bonds are often priced at "yield-to-maturity" which thereby captures the current distribution yield as well as the implicit gain from a discount from par to maturity at par value. If you don't hold it until maturity, you don't get that full yield. Tax law recognizes holding period distinctions in the segregation of short-term gains from long-term gains. Common stock investors manage stock portfolios according to business, product cycle or interest rate cycle moves, with an investment time horizon in mind that dictates the relative mix of the portfolio.

In the case of closely held common stock, the analyst must make a reasonable assumption with regard to a prospective holding period; i.e., not necessarily until the termination of the partnership, but until that future date when some liquidity event occurs that may feasibly convert a security interest into cash. During that interim period, the investment has a security interest growing at some internal growth rate and possibly distributing some cash along the way. But a longer time horizon (holding period) implies a larger marketability discount, other things being equal.

The Court's Conclusion

Lacking specific testimony at the valuation date with regard to alternative minority interest discounts, the Court did not specify a minority discount. Rather, it combined the minority and marketability discounts into a single 33% discount for the limited partnership interests, and combined that with an “additional incremental marketability discount because of their status as private and non-registered interests.” It is unclear how private and unregistered interests are distinguished from those impacted by the 33% marketability discount. Clearly, the Court was getting beyond its grasp in the application of this separate, ill-defined discount. The overall result is shown in Table 2.

Ladera Land, Ltd		
Valuation date: February 24, 1997		
	<u>Appraiser Conclusion</u>	<u>Court Conclusion</u>
MARKET VALUE BALANCE SHEET	<u>Market Value</u>	<u>Market Value</u>
Assets		
Cash & Equivalents	\$13,709	\$13,709
Tractors	42,355	42,355
Temple Ranch	3,600,000	3,600,000
Total Market Value of Assets	\$3,656,064	\$3,656,064
Liabilities		
Note Payable	\$73,000	\$73,000
Total Market Value of Liabilities	\$73,000	\$73,000
Net Assets	\$3,583,064	\$3,583,064
Less: Value Attributable to General Partners	1.0%	1.0%
Initial Indication of Total Value - Limited Partners	\$3,547,233	\$3,547,233
Minority Interest Discount	25.0%	Combined with Marketability Discount
Marketability Discount	45.0%	33.0%
Additional incremental marketability discount because of their status as private and non- registered interests	na	7.5%
Conclusion of Value	\$1,463,234	\$2,198,398
Impact of combined discounts:	58.75%	38.00%

© 2006 Mercer Capital

TABLE 2

RESOURCES

For other articles of interest,
visit Mercer Capital's
Library of Articles at
www.mercercapital.com.

Boggy Slough West, LLC

For an analysis of the appropriate discounts for Boggy Slough, Temple also employed Czaplinski, who utilized the same assumptions as in Ladera Land, also without discussing the appraisal with management. She concluded a 25% minority interest discount and a 45% marketability discount, again utilizing the QMDM. The Court echoed its concern over the assumptions in the QMDM, but had additional testimony from another expert, William J. Lyon, who testified about the difficulties in partitioning the underlying properties. Based on this additional input, the Court concluded that "Lyon's valuations support Czaplinski's calculations", at least in the gift of larger interest. For four smaller gifts to grandchildren, the Court defaulted to its 38% overall discount as shown in Table 3.

Boggy Slough West, LLC			
Valuation date: February 7, 1997			
	<u>Appraiser Conclusion</u>	<u>Court Conclusion for 76% Gift</u>	<u>Court Conclusion for four, 1.6% Gifts (6.4%)</u>
<u>MARKET VALUE BALANCE SHEET</u>	<u>Market Value</u>	<u>Market Value</u>	<u>Market Value</u>
<u>Assets</u>			
Cash & Equivalents	\$34,500	\$34,500	\$34,500
Boggy Slough Ranch	2,160,000	2,160,000	2,160,000
Total Market Value of Assets	\$2,194,500	\$2,194,500	\$2,194,500
<u>Liabilities</u>			
Stated Liabilities	\$4,919	\$4,919	\$4,919
Total Market Value of Liabilities	\$4,919	\$4,919	\$4,919
Net Assets	\$2,189,581	\$2,189,581	\$2,189,581
Initial Indication of Total Value - All Members	\$2,189,581	\$2,189,581	\$2,189,581
Size of Gift in Percentage	83.0%	76.6%	6.4%
Size of Gift Before Discounts	\$1,817,352	\$1,677,219	\$140,133
Minority Interest Discount	25.0%	Combined with Marketability Discount	Combined with Marketability Discount
Marketability Discount	45.0%	60.0%	33.0%
Additional incremental marketability discount because of their status as private and non- registered interests	na	0.0%	7.5%
<u>Conclusion of Value</u>	\$749,658	\$670,888	\$86,848
Impact of combined discounts:	58.75%	60.00%	38.00%

© 2006 Mercer Capital

TABLE 3

Temple Partnerships

The Temple Partnerships include Temple Investments, LP and Temple Partners, LP, both asset holding partnerships owning marketable securities in public companies. For the assessment of appropriate discounts for these entities, Temple engaged Mr. Charles Elliott, and the government expert was Mr. Frances Burns. Details in the case write-up are sketchy with regard to the minority and marketability discounts, however, the Court favored the Burns approach.

Minority Discount

Burns relied on a published weekly list of closed end funds, which showed discounts or premiums to net asset value. He did not exclude any funds, and calculated the mean discount at the three valuation dates, showing that the discount varied by date: 7.5%, 10.1% and 3.3%. Elliott had excluded some funds without explanation. The Court concluded that “Burns properly examined transactions involving closed end funds” and the minority interests corresponded to the published mean discounts to net asset value. “This method was used by the Tax Court in *Peracchio v. Commissioner*, 86 T.C.M. (CCH) 412 (2003). The Court observed that this was ‘an approach we have previously followed in the context of investment partnerships ... and we shall do so again here.’ “

Marketability Discount

The QMDM was not utilized for the Temple Partnerships by either appraiser. In the determination of the marketability discount, Burns considered and relied upon seven factors: 1) restricted stock studies; 2) academic research; 3) the costs of going public; 4) secondary market transactions; 5) asset liquidity; 6) partnership interest transferability; and 7) whether distributions were made. By contrast, Elliott used restricted stock sales but did not analyze them as fully as Burns. Rather than taking restricted stock sales and explaining its relation to the gifted interests, Elliott simply listed the studies and picked a discount based on the range of numbers in the studies. The Court concluded: “The better method is to analyze the data from the restricted stock studies and relate it to the gifted interests in some manner, as Burns did.” The Court accepted the 12.5% marketability discount derived by Burns. The summary results are shown in Table 4.

"Temple Partnerships"
Including: Temple Investments, LP and Temple Partners, LP
Valuation Dates: April 11, 1997; June 5, 1997; January 9, 1998

	Appraiser Conclusion	Appraiser Conclusion	Court Conclusion	Court Conclusion
	Market Value Temple Investments, LP	Market Value Temple Partners, LP	Market Value Temple Investments, LP	Market Value Temple Partners, LP
MARKET VALUE BALANCE SHEET				
Assets				
Cash & marketable securities Including: Temple-Inland, Inc. Time Warner, Inc.				
Total Market Value of Assets	\$17,622,470	\$17,704,956	\$17,622,470	\$17,704,956
Liabilities				
None	\$0	\$0	\$0	\$0
Total Market Value of Liabilities	\$0	\$0	\$0	\$0
Net Assets	\$17,622,470	\$17,704,956	\$17,622,470	\$17,704,956
Less: Value Attributable to General Partners	1.0%	1.0%	1.0%	1.0%
Initial Indication of Total Value - Limited Partners	\$17,446,245	\$17,527,906	\$17,446,245	\$17,527,906
Minority Interest Discount (Varies by Date for Court Conclusion)	na	na	7.5%; 10.1%; 3.3%	7.5%; 10.1%; 3.3%
Marketability Discount	na	na	12.5%	12.5%
Conclusion of Value	\$4,254,000	\$4,254,000	Varies by date	Varies by date
Impact of combined discounts:	46.00%	46.00%	Varies by Date, but clearly lower than 46%	Varies by Date, but clearly lower than 46%

© 2006 Mercer Capital

TABLE 4

DID YOU KNOW?

The five most popular downloads from Mercer Capital's website for the first 6 months of 2006 are:

1. Sample Spreads 1,569
2. Southeast Bank Group 1,219
3. Purchase Price Allocation .. 1,141
4. Mercer Capital Investment
Banking Qualifications 679
5. Mercer Capital Corporate
Qualifications 271

Summary Comments

Minority Interest Discount

The Court here and with reference to prior cases has concluded that minority interest discounts (for investment companies) based on transactions involving closed end funds is an acceptable method. They focused on the mean as the statistical measure of central tendency. The median can also be useful, since it is not as distorted by extreme data at either end of the spectrum. The concept on both data bases is identical.

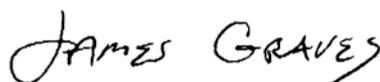
Marketability Discount

The Court is still struggling with this issue, and as jurists, cannot be expected to have a complete grasp of investment analysis. In the *Temple* case, they defaulted to the restricted stock studies, although concluding that the better approach was to "analyze the data" from the restricted stock studies to ensure applicability to the subject case. The Court appeared to be moving away from restricted stock studies in *Peracchio*, although it is clear overall that the Court is seeking more relevant analysis that it can apply directly to the facts and circumstances of a particular case.

At Mercer Capital, we have carefully reviewed the restricted stock studies and concluded that the dissection of academic studies into homogeneous sub-groups that can be applied with confidence to a particular case is not a helpful approach. The determination of a marketability discount is an investment decision, not an academic one, and it is necessarily based on investment facts and assumptions. These facts and assumptions include: competing rates of return for alternative investments; the growth rate of the underlying asset during the holding period; the expected dividend yield; the growth rate of the dividend; and yes, an expected holding period until some prospective liquidity event. As appraisers, we must deal with incomplete information all the time and base our analysis on the facts as we know them and on assumptions that are reasonable and defensible.

The QMDM fulfills the Court's demand for analysis, and provides a framework for making a reasonable investment decision that can be applied to the facts and circumstances of a particular case. Facts are a key part of this, but so are the assumptions, some of which can be based on relevant market data and some of which must be based on a discussion with management. Again, in the end, it's an investment decision, not an academic one. In the *Temple* case, the Court did not dismiss the QMDM, it just had a problem with the appraiser's assumptions; and it missed the important perspective of the holding period as a necessary component of any investment decision.

At Mercer Capital, we have used the QMDM to assess the prospects for a marketability discount for over 10 years. It forces us as securities analysts to consider the facts and circumstances of an individual case and make an informed investment decision. Please give us a call if we may help you in your investment decision process.



James E. Graves, ASA, CFA
gravesj@mercercapital.com

Valuing Shareholder Cash Flows: Quantifying Marketability Discount (2005 E-Book)

\$95

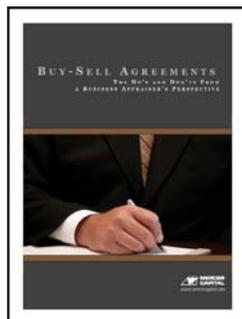
***Includes the latest edition of the
Quantitative Marketability
Discount Model
in spreadsheet format***

This rate-of-return based model, the QMDM, provides the appraiser with a tool to relate the marketability discount to the specific facts and circumstances of the subject company. The QMDM provides a consistent and tractable framework within which appraisal preparers and users can discuss, debate, and stipulate to the economic factors that define the value of illiquid minority interests. The QMDM is a shareholder-level DCF, and is consistent with basic financial theory .

As a bonus, when you purchase this e-book, you will receive the QMDM Companion, or the latest edition of the Quantitative Marketability Discount Model in spreadsheet format. We plan to continually add content to this e-book and as an extra added bonus, you will receive this added content free-of-charge when it becomes available.

VISIT WWW.MERCERCAPITAL.COM TO ORDER YOUR COPY TODAY

RESERVE YOUR COPY OF MERCER CAPITAL'S NEWEST BOOK



BUY - SELL AGREEMENTS

TICKING TIME BOMB OR REASONABLE RESOLUTION?

Coming October 2006

A PRE-PUBLICATION DISCOUNT OF 25%

\$59

**Does your or your clients' buy-sell agreement say what you think it says?
You might be surprised.**

In this book, we speak from our own experiences valuing hundreds of buy-sell agreements. You will gain insight into the folly of fixed-price or formula pricing, the different appraisal mechanisms, common misunderstandings that can end up as big money issues, and the pitfalls of buy-sell templates. This information can save you or your clients thousands, if not hundreds of thousands, of dollars and years of frustration dealing with buy-sell agreements that, in the end, don't say what you think they say! If you are an attorney, CPA, insurance provider, business owner, or a business appraiser, you have to have this book.

**To reserve your copy at the pre-publication discount
visit our pre-publication website,
www.mercercapital.com/products/buysellbook.htm
And enter the reservation code VM0706**

Note: Shortly before the book is published, you will receive an invoice with the special pre-publication discount. You are under no obligation to purchase. Upon publication, the book will be sent to you. If you are not satisfied with the book, return it for a 100% refund.

ANNOUNCING MERCER CAPITAL'S E-BOOK LIBRARY

Title	Description	Investment	Release Date
Valuing Shareholder Cash Flows: Quantifying Marketability Discounts	<i>Quantifying Marketability Discounts</i> has been updated and is now offered as an e-book. Titled <i>Verifying Shareholder Cash Flows: Quantifying Marketability Discounts - 2005 E-Book</i> , this edition provides a brand new chapter which discusses each of the five assumptions of the QMDM in depth. As a bonus, when you purchase the e-book, you will also receive the <i>QMDM Companion</i> , the latest edition of the Quantitative Marketability Discount Model in spreadsheet format. We plan to continually add content to this e-book, and as a purchaser, you will receive this content free-of-charge when it becomes available.	\$95.00	<i>Currently Available</i>
Valuing Financial Institutions	We are responding to requests to put this book back into print and we are doing so as an e-book	\$65.00	<i>Currently Available</i>
Valuation for Impairment Testing	The first SFAS 142 valuation resource for CFOs and auditors. Also available in printed form at www.mercercapital.com	\$45.00	<i>Currently Available</i>
Are S Corporations Worth More Than C Corporations?	An e-booklet that adds to the S Corp vs. C Corp. debate	Complimentary	<i>Currently Available</i>
Embedded Capital Gains	An examination of the Embedded Capital Gains issue through 2005	\$19.95	<i>Currently Available</i>
Rate & Flow: An Alternative Approach to Determining Active/Passive Appreciation in Marital Dissolutions	In this e-book, we present an alternative model for determining active / passive appreciation in a marital dissolution. In states where an owner/spouse's active management of a business does not preclude the consideration of passive appreciation we offer a fresh approach based on rate and flow analysis	Complimentary	<i>Currently Available</i>

Visit our website at www.mercercapital.com for more information or to download an e-book.

August 18, 2006

"Buy - Sell Agreements: Ticking Time-Bomb or Reasonable Resolution?"

Valuation Study Group

Jackson Hole, WY

Z. Christopher Mercer, ASA, CFA

August 21, 2006

CPA Associates

Philadelphia, Pennsylvania

"Buy - Sell Agreements: Ticking Time-Bomb or Reasonable Resolution?"

Matthew R. Crow, ASA, CFA

"FASB 141 Issues"

Travis W. Harms, CPA/ABV, CFA

September 12, 2006

FCG University

Phoenix, Arizona

"DLOMs: IPO Studies v. Restricted Stock Studies v. QMDM - What's an Analyst To Do?"

Travis W. Harms, CPA/ABV, CFA

September 18, 2006

"Buy - Sell Agreements: Ticking Time-Bomb or Reasonable Resolution?"

Virginia Society of CPA's 7th Annual Business Valuation, Fraud and Litigation Services Conference

Richmond, Virginia

Z. Christopher Mercer, ASA, CFA

October 19-20, 2006

"Today's Word on Lack of Marketability"

CICBV/ASA Annual Conference

Toronto, Canada

Z. Christopher Mercer, ASA, CFA

November 6, 2006

"Marketing with the Newest Technology Tools"

IGAF Conference

Las Vegas, Nevada

Barbara Walters Price

December 3, 2006

"Buy - Sell Agreements: Ticking Time-Bomb or Reasonable Resolution?"

AICPA Business Valuation Conference

Austin, Texas

Z. Christopher Mercer, ASA, CFA

December 4, 2006

"Business Valuation Experts Panel"

AICPA Business Valuation Conference

Austin, Texas

Z. Christopher Mercer, ASA, CFA

The professionals of Mercer Capital have a great deal of experience speaking to industry and professional groups across the nation on topics such as:

- » Buy-Sell Agreements
- » The Integrated Theory of Business Valuation
- » Is Your Business Ready for Sale?TM
- » Purchase Price Allocation
- » Valuation of Employee Stock Options
- » Litigation Support and Expert Testimony
- » Valuation of Privately Held Businesses, Partnerships, or LLCs
- » Financial Institution Valuation
- » ESOP Valuation

To book a Mercer Capital professional as a speaker at your next conference or CLE/CPE meeting, please contact Barbara Walters Price at priceb@mercercapital.com.

A GENTLE PLUG FOR OUR FIRM

MERCER CAPITAL is a business valuation and investment banking firm serving a national and international clientele. Our reputation for excellence is based on an ability to solve complex financial problems expeditiously. We convert over 20 years of experience, including thousands of assignments, into solutions for the issues of today.

Corporate Valuation. Mercer Capital provides a broad range of independent valuation and financial advisory services, including:

- » Dispute Analysis Services and Expert Testimony
- » Valuation for Corporate Tax Matters
- » Valuation for Corporate Income Tax Issues
- » Valuation for ESOPs
- » Purchase Price Allocations
- » Valuation of Employee Options
- » Goodwill Impairment Testing
- » Valuation of Intangible Assets
- » Fairness Opinions

Investment Banking. Mercer Capital's investment banking division specializes in providing merger and acquisition services to sellers or buyers of private businesses or public companies divesting divisions and subsidiaries. In addition, we assist clients in industry consolidations, roll ups, and refinancings.

INTERNET COMMERCE: OBTAIN PROPOSALS TO VALUE YOUR COMPANY, BANK, FLP OR LLC VIA OUR WEBSITE

The cost of your time and delays in obtaining proposals has just gone down. Use one of the PROPOSAL REQUEST FORMS on our website.

Many of your colleagues have already used our PROPOSAL REQUEST FORMS and are impressed by the decrease in transactional overhead and the increased ease in obtaining actionable proposals for their clients. We are pleased to be doing business with them. Try it yourself. Visit our website and provide us with the pertinent information via this form, and we'll prepare a proposal and deliver it to you via e-mail, fax or USPS. Complete confidentiality is assured.

UNSUBSCRIBE

We will continue to send the newsletter as published at no cost unless you notify us that you wish to be removed from the distribution list. To REMOVE yourself from this list, send an e-mail to: mercercapital.com and type the words "Unsubscribe – Value Matters" in the subject line (without the quotation marks).



Business Valuation • Investment Banking

Headquarters:
5860 Ridgeway Center Parkway, Suite 400
Memphis, Tennessee 38120
901.685.2120 » Fax 901.685.2199

Louisville Office:
511 South 5th Street, Suite 206
Louisville, Kentucky 40202
502.585.6340 » Fax 502.585.6345

www.mercercapital.com

DISCLAIMER. This publication does not constitute legal, valuation, tax, or financial consulting advice. It is offered as an information service to our clients and friends. Those interested in specific guidance for legal and accounting matters should seek competent professional advice. Inquiries to discuss specific valuation or corporate finance matters are welcomed. Permission is specifically granted to send copies of this Value Matters™ to others who might have an interest in its contents. Permission is also granted to quote portions of this newsletter with proper attribution.

Copyright © 2006 by Mercer Capital Management, Inc., all rights reserved. Text, graphics, and HTML code are protected by US and International Copyright Laws, and may not be copied, reprinted, published, translated, hosted, or otherwise distributed by any means without explicit permission.