

# We see opportunities others don't – and invest like others can't.

## The private investment firm of Sam Zell

### UNRESTRICTED COMMITTED CAPITAL

Equity Group Investments (EGI) is backed by private capital, so we work outside the constraints of typical funds. We often pursue long-term investments because we have no predetermined time horizons. We are highly selective because we are under no pressure to deploy capital. When times get tough, we have staying power. We believe that every investment we make has the potential for outsized returns.

### OPEN INVESTMENT MANDATE

We can invest in any industry or geography, in public or private companies, with controlling or non-controlling interests, in debt or equity, short- or long-term, at any point in the economic cycle.

### A PARTNER WHO SHARES THE RISK

Sam – and every one of our senior investment professionals – commits his/her own capital to every deal we do. We have skin in the game, so we are highly engaged owners. We get involved, partnering with company management to maximize opportunity, potential and performance by:

- Serving as a catalyst for change
- Identifying and mitigating risk
- Promoting strong corporate governance
- Improving business strategy
- Optimizing capital structures
- Generating new business leads

We often invite co-investors to partner with us on opportunities, expanding our overall investment size threshold well into the hundreds of millions. When we do, our fiduciary responsibility is paramount.

### SPEED AND CERTAINTY

Unlimited access to our principal, Sam, and a bureaucratic-free structure enable us to move quickly. Moreover, we have a reputation for doing what we say we'll do.

### FOCUS ON COMPLEXITY:

#### • Operational Turnarounds

We buy companies that are burning cash. We are that confident in our operational expertise. We help management teams set the most effective strategy, prioritize which initiatives will achieve our aligned goals most efficiently, and ensure the resources are available to get them done.

#### • Financial Restructurings

We unravel complexity, identify optimal solutions, and serve as a stabilizing force for management during transitions. We also have a long track record of maximizing tax-efficient assets so troubled companies can become growth vehicles - from net operating loss carry forwards (NOLs) to master limited partnerships (MLPs).

#### • Growth Platforms

Our best investments are usually follow-on investments in a company we know, when we have a deep understanding of the business and the risks. Pivotal elements are a great management team, a solid IT platform and strong knowledge of the industry.

#### • Dislocations

We can invest in capital-constrained environments, and we often secure a first-mover advantage. Usually counter-intuitive, dislocations are the hallmark of contrarian investments that built EGI.

#### • Active Public Company Ownership

In partnership with management, we accelerate change within a company to unlock value. With decades of experience as board stewards, we often guide course corrections to head off crises.

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# Investing across a broad range of industries

## Infrastructure/Waste



CROSS BORDER XPRESS  
The Tijuana Airport Terminal - In San Diego

Binational airport terminal that spans the U.S./Mexico border to connect directly into Tijuana Airport



Powering Today, Protecting Tomorrow.

Owner and operator of energy-from-waste assets

PREVIOUSLY HELD



**WASTE INDUSTRIES**  
welcome to a cleaner world!

Solid waste management company

## Real Estate



Equity Commonwealth

Office REIT



equity international

Private investment firm focused on emerging markets



Equity LifeStyle Properties

Manufactured home and resort community REIT



Equity Residential

Apartment REIT

PREVIOUSLY HELD



Office REIT

## Energy



EAGLERIDGE ENERGY

Low-cost natural gas producer



Natural gas, water and power systems and processes company



Par Pacific

Owner and operator of energy and infrastructure business



Company focused on acquiring leasehold and mineral interests

## Financial



GREY CASTLE

Reinsurance company

PREVIOUSLY HELD



Surety company



Dining rewards company

## Logistics/Transportation



Global communications product company



DELIVERY SYSTEMS

Dedicated Quality. Shared Value.

Asset-light dedicated delivery service provider



Provider of ocean transportation and logistics services



Owner/operator of railroads and rail services in North America

PREVIOUSLY HELD



Commercial barge company



Moving and relocation company

## Healthcare/Pharmaceuticals



Acute-care hospital company

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Pharmaceutical development company (Mucinex)

## Media/Communications

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Local radio station company



National broadcasting company

## Agribusiness



Originator, processor and exporter of pulse crops

PREVIOUSLY HELD



Food processing company



Fertilizer manufacturer

## Manufacturing



Specialty build-to-print alloy manufacturer

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Manufacturer and distributor of construction products

## Consumer/Retail

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Drug store chain



Sports product company

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