

We see opportunities others don't and invest like others can't

The private investment firm of Sam Zell.

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UNRESTRICTED COMMITTED CAPITAL

Equity Group Investments (EGI) is backed by private capital, which enables us to be highly flexible in where, when and how we invest.

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.

Founded as an investment firm more than 50 years ago, EGI has originated, rescued, and grown multi-billion-dollar companies across numerous industries.

OPEN INVESTMENT MANDATE

- » Any industry or geography
- » Public or private companies
- » Controlling or non-controlling interests
- » Debt or equity
- » Short- or long-term
- » Any point in the economic cycle

A PARTNER WHO SHARES THE RISK

Sam – and every one of our senior investment professionals – commits their own capital to every one of our deals.

BUILDING BUSINESSES

Investments may come to us with an immediate need, but in general, we turn them into growth platforms by providing *more than just capital*. We partner with management to develop strategy and deliver the resources needed for growth. This includes everything from turning boards into high-performing consultancies for the business; to mining our network for pipeline opportunities; to helping management redirect a company division; and everything else in between.

- **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.
- **Operational Turnarounds**
We apply deep operational expertise from in-house and in-network resources to turn poor-performing companies around. We work with management teams to set the most effective strategy, prioritize which initiatives will efficiently achieve our aligned goals, and ensure the resources are available to get them done.
- **Need for 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.
- **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 - (E.g. NOLS, MLPS).
- **Active Public Company Ownership**
In partnership with management, we accelerate change within a company to unlock value. We apply a well-earned reputation for strong governance and often guide course corrections to head off crises.

Building Businesses

Infrastructure/Waste

CBX

CROSS BORDER XPRESS
The Tijuana Airport Terminal - In San Diego

Binational airport terminal linking San Diego to the Tijuana Airport

COVANTA

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

els

Equity LifeStyle Properties

Manufactured home and resort community REIT



Equity Residential
Apartment REIT

PREVIOUSLY HELD



Equity Office

Office REIT

Energy



ALPINE ENERGY CAPITAL

Oil & gas operating company and investment management platform



EAGLERIDGE ENERGY

Low-cost natural gas producer



EXTERRAN™
Natural gas, water and power systems and processes company



Par Pacific

Owner/operator of energy and infrastructure business



Ventana
EXPLORATION AND PRODUCTION
Acquirer/developer of oil & gas and mineral interests

Financial

PREVIOUSLY HELD



GREY CASTLE
Reinsurance company

CNA SURETY

Surety company



REWARDS NETWORK.

Dining rewards company

Healthcare/Pharmaceuticals

Ardent™
HEALTH SERVICES

Acute-care hospital company

PREVIOUSLY HELD



Pharmaceutical development company (Mucinex)

Manufacturing



Specialty build-to-print alloy manufacturer

PREVIOUSLY HELD

FALCON BUILDING PRODUCTS

Manufacturer and distributor of construction products

Media/Communications

PREVIOUSLY HELD

101.1 moreFM

WBEB-FM-PHILADELPHIA

Local radio station company

Jacor

National broadcasting company

Consumer/Retail

PREVIOUSLY HELD



Drug store chain



SCOTT

Sports product company

Logistics/Transportation

Lanter
DELIVERY SYSTEMS

Dedicated Quality. Shared Value.

Asset-light dedicated delivery service provider



Provider of ocean transportation and logistics services



RAILUSA

Owner/operator of railroads and rail services in North America

PREVIOUSLY HELD



American Commercial Lines

Commercial barge company

ANIXER

Global communications product company

SIRVA

Worldwide Relocation & Moving

Moving and relocation company

Agribusiness



DAIRY FARMS NZ LIMITED

Dairy farming investment vehicle

LPC Conservation LLC

Conservation bank

PREVIOUSLY HELD



Penford

Food processing company

vigoro

Fertilizer manufacturer

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EQUITY GROUP INVESTMENTS

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