

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

The private investment firm of Sam Zell.

**CHAIRMAN**  
SAM ZELL

**PRESIDENT**  
MARK SOTIR  
msotir@egii.com

**MANAGING DIRECTORS**  
SHALLENE GROSS  
sgross@egii.com

EVAN HARWOOD  
eharwood@egii.com

ELLEN HAVDALA  
ehavdala@egii.com

MICHAEL LEAHY  
mleahy@egii.com

RAHUL SEN  
rsen@egii.com

**DIRECTOR**  
KATHLEEN STEELE  
ksteele@egii.com

**VICE PRESIDENT**  
TYLER GOLDSTEIN  
tgoldstein@egii.com

**SENIOR ASSOCIATE**  
FAIZAN KABIR  
fkabir@egii.com

**ASSOCIATES**  
STEPHANIE HANDLEY  
shandley@egii.com

MICHAEL MATTEI  
mmattei@egii.com

AARON ZELL  
azell@egii.com

## 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

EGI provides *more than just capital*. Investments may come to us with an immediate need, but in general, we partner with management teams to build their businesses, usually over the long-term. We offer our portfolio companies decades of investing, strategic planning and operating expertise, and we deliver the resources needed for growth -- 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.

- **Growth Platforms**  
We exponentially scale businesses. We find companies with great foundations and we help them develop the infrastructure and capabilities to grow to the next level.
- **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

PREVIOUSLY HELD

**COVANTA**

Powering Today. Protecting Tomorrow.

Owner and operator of energy-from-waste assets



**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

## Consumer/Retail

PREVIOUSLY HELD

**REVCO**

Drug store chain

**SCOTT**

Sports product company

## Energy

**ALPINE ENERGY CAPITAL**

Oil & gas operating company and investment management platform



**EAGLERIDGE ENERGY**

Low-cost natural gas producer

**EXTERRAN™**

Systems and processes company for oil, gas, water and power



**Par Pacific**

Operates energy assets along with related infrastructure and retail business



Acquirer/developer of oil & gas and mineral interests

## Financial

PREVIOUSLY HELD



**GREY CASTLE**

Reinsurance company

**CNA SURETY**

Surety company



Dining rewards company

## Healthcare/Pharmaceuticals

**Ardent™**  
HEALTH SERVICES

Acute-care hospital company

PREVIOUSLY HELD



Pharmaceutical development company (Mucinex)

## Industrials/Manufacturing

**EDAC**

A special purpose acquisition company



Specialty build-to-print alloy manufacturer

PREVIOUSLY HELD

**FALCON BUILDING PRODUCTS**

Manufacturer and distributor of construction products

## Agribusiness



Dairy farming investment vehicle

**LPC Conservation LLC**

Conservation bank

PREVIOUSLY HELD



Food processing company



Fertilizer manufacturer

## Logistics/Transportation



Airfreight forwarder focused on time-sensitive perishable goods



Asset-light dedicated delivery service provider



Provider of ocean transportation and logistics services



For-hire truckload carrier offering regional truckload, dedicated truckload, intermodal and logistics services



Owner/operator of railroads and rail services in North America

PREVIOUSLY HELD



Commercial barge company

**ANIXER**

Global communications product company

**SIRVA** Worldwide Relocation & Moving

Moving and relocation company

## Media/Communications

PREVIOUSLY HELD

**Jacor**

National broadcasting company

**101.1 moreFM**

Local radio station company

## Equity Group Investments

Two North Riverside Plaza, Suite 600, Chicago, Illinois 60606



EGI is providing the information contained herein, solely as an overview of EGI's investment activities for the purposes related only to the sourcing of investment opportunities. No portion of the document may be reproduced or distributed without express written approval of EGI. This document does not constitute an offer to sell or a solicitation of an offer to buy a security in any investment vehicle, nor is it intended to recommend any investment described herein. Statements herein are made as of July 2021. For the purposes of these materials, EGI refers to (a) the Equity Group Investments division of Chai Trust Company, LLC, which currently employs the EGI investment professionals, and (b) Equity Group Investments, LLC, which employed such EGI professionals prior to January 1, 2012.