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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, 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	Energy	Healthcare/Pharmaceuticals	Logistics/Transportation
 <p>CROSS BORDER XPRESS The Tijuana Airport Terminal in San Diego</p> <p>Binational airport terminal linking San Diego to the Tijuana Airport</p> <p>PREVIOUSLY HELD</p>	 <p>ALPINE ENERGY CAPITAL</p> <p>Oil & gas operating company and investment management platform</p>	 <p>ArdentSM HEALTH SERVICES</p> <p>Acute-care hospital company</p> <p>PREVIOUSLY HELD</p>	 <p>EAST COAST WAREHOUSE & DISTRIBUTION CORPORATION</p> <p>Temperature-controlled logistics services to the food and beverage industry</p>
 <p>Powering Today. Protecting Tomorrow.</p> <p>Owner and operator of energy-from-waste assets</p>	 <p>EAGLERIDGE ENERGY</p> <p>Low-cost natural gas producer</p>	 <p>ADAMS RESPIRATORY THERAPEUTICSTM</p> <p>Pharmaceutical development company (Mucinex)</p>	 <p>Able Freight Transporting Freshness</p> <p>Airfreight forwarder focused on time-sensitive perishable goods</p>
 <p>welcome to a cleaner world!</p> <p>Solid waste management company</p>	 <p>EXTERANTM</p> <p>Systems and processes company for oil, gas, water and power</p>	 <p>ElessentTM CLEAN TECHNOLOGIES</p> <p>Global leader in clean process technologies</p>	 <p>LanterTM DELIVERY SYSTEMS.TM</p> <p>Asset-light dedicated delivery service provider</p>
 <p>Equity Commonwealth</p> <p>Office REIT</p>	 <p>Par Pacific</p> <p>Operates energy assets along with related infrastructure and retail business</p>	 <p>EDAC</p> <p>A special purpose acquisition company</p>	 <p>PASHATM</p> <p>Provider of ocean transportation and logistics services</p>
 <p>Equity LifeStyle Properties</p> <p>Manufactured home and resort community REIT</p>	 <p>VentanaTM EXPLORATION AND PRODUCTION</p> <p>Acquirer/developer of oil & gas and mineral interests</p>	 <p>Veridiam</p> <p>Specialty build-to-print alloy manufacturer</p>	 <p>PTITM PAPER TRANSPORT</p> <p>For-hire truckload carrier offering regional truckload, dedicated truckload, intermodal and logistics services</p>
 <p>Equity Residential Apartment REIT</p> <p>PREVIOUSLY HELD</p>	 <p>Dairy Farms NZ LIMITED</p> <p>Dairy farming investment vehicle</p>	 <p>FALCON BUILDING PRODUCTS</p> <p>Manufacturer and distributor of construction products</p>	 <p>RAILUSATM</p> <p>Owner/operator of railroads and rail services in North America</p>
 <p>Office REIT</p>	 <p>LPC Conservation LLC</p> <p>Conservation bank</p>	 <p>PREVIOUSLY HELD</p>	 <p>American Commercial Lines</p> <p>Commercial barge company</p>
 <p>Drug store chain</p>	 <p>Penford</p> <p>Food processing company</p>	 <p>GREY CASTLE</p> <p>Reinsurance company</p>	 <p>ANIXERTM</p> <p>Global communications product company</p>
 <p>Sports product company</p>	 <p>Vigoro</p> <p>Fertilizer manufacturer</p>	 <p>CNA SURETY</p> <p>Surety company</p>	 <p>SIRVATM Worldwide Relocation & Moving</p> <p>Moving and relocation company</p>
<p>PREVIOUSLY HELD</p>	<p>PREVIOUSLY HELD</p>	<p>PREVIOUSLY HELD</p>	<p>Media/Communications</p>
			 <p>Jacor</p> <p>National broadcasting company</p>
			 <p>101.1 moreFMTM WBEB-FM-PHILADELPHIA</p> <p>Local radio station company</p>

Equity Group Investments

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