

## Firm Background and Investment Approach

Equity Group Investments (EGI) is a private investment firm founded more than 50 years ago by Sam Zell. Backed by private capital, we are highly flexible and opportunistic. Our primary focus is direct private investments, but we have the in-house expertise to invest across the capital structure. EGI actively partners with portfolio company executives to optimize strategic development, implement operational efficiencies, and scale businesses. Over the decades, EGI has grown multi-billion-dollar companies across numerous industries.

To our portfolio companies, we offer more than just capital. We are trusted partners, providing substantial capital and human resources, deep operational expertise, and strategic planning capabilities. Given our capital base and flexibility, we have staying power, are partners for the long-term, and can withstand various cycles.

### EGI Investment Team

**MARK SOTIR, PRESIDENT**

- 20 years of board and CEO experience, including former President of Budget Group
- Works closely with portfolio companies to develop sustainable growth
- Oversees all aspects of EGI business

**40-person team**

Our team includes a 15-person deal team comprised of individuals with banking, consulting, private equity, buy-side debt and operational experience

## Sam Zell Milestones



- Named by Forbes as One of the 100 Greatest Investment Minds
- Chairman of six NYSE companies over the past seven years
- Sponsor of 12 IPOs
- Leader in NOL and complex structure investing

- Consolidated various industries starting in the 1980s
- Pioneered U.S. investing in emerging markets in 1990s
- One of the earliest distressed investors
- Sold Equity Office in 2007 for \$39B, the largest LBO at the time

## By the Numbers

### INVESTMENTS

**20**

significant and active portfolio companies

### INTERNAL CAPITAL

**Vast Majority**

of each deal is funded by EGI, including from Sam and EGI's senior investment professionals

### INVESTMENT SIZE

**\$40m – \$500m+**

Equity check ranges.  
Minimum EBITDA ~\$12m

## Why We're Different

### TRULY OPPORTUNISTIC APPROACH

Expertise across capital structures and industries

### UNMATCHED NETWORK AND RESOURCES

Built and developed over 60 years

### NO PRESSURE TO DEPLOY CAPITAL

Highly selective standards

### STAYING POWER

Ability to withstand economic cycles and make the right decisions for our companies

### OUTSIZED SCALE AND RETURN POTENTIAL

Invest only in opportunities we believe can move the needle

### COMPLEXITY

Experience with turnarounds, financial restructurings, distressed investing, and NOLs.

### REACH

One-of-a-kind deals

### ALIGNMENT

Aligned interests, tailored approaches, and transparent communications across stakeholders.

## Investment Criteria

Industry agnostic. Current focus areas include agri-business, healthcare, industrials, transportation / logistics

Global scope, but preponderance of investments in North America

Typically controlling, majority or minority, governance is key

Active owners who seek to build durable businesses and create strong partner alignment, implementing operational initiatives with management

## What We Avoid

Crowds and competition

Early stage / development

Businesses only looking for capital and not an actively engaged partner

## Select Past and Current Investments

■ **Current Investments**  
■ **Past Investments**

### AGRIBUSINESS

#### Ag Equipment Dealer

**Dairy Farming NZ Ltd**  
NZ dairy farm assets

#### Penford Corp.

Industrial starch and specialty food ingredients manufacturer

#### Vigoro

Fertilizer manufacturer

### HEALTHCARE/PHARMA

#### Ardent Health Services

Healthcare and hospital platform

#### Adams Respiratory Therapeutics

Pharmaceutical company (Mucinex)

### PUBLIC REAL ESTATE

#### Equity Commonwealth (EQC)

Office REIT

#### Equity LifeStyle Properties (ELS)

Manufactured home and resort community REIT

#### Equity Residential (EQR)

Apartment REIT

### INFRASTRUCTURE

#### CBX

Binational airport terminal

#### Covanta

Development of waste-to-energy assets

#### Waste Industries

Solid waste management company

#### RailUSA

Short line railroad

### CONSUMER/RETAIL

#### Entertainment Earth

Distributor of collectible toys

#### Revco

Drug store chain

#### Scott

Sports product company

### FINANCIALS

#### GreyCastle Holdings

Life reinsurance business

#### Rewards Network

Dining rewards company

### TRANSPORTATION & LOGISTICS

#### Able Freight

Airfreight forwarder of perishables

#### East Coast Warehouse

3PL provider

#### Paper Transport

For-hire truckload carrier

#### Pasha

Jones Act shipping

#### Lanter Delivery Systems

Dedicated, overnight delivery of auto parts

#### Sirva

Moving and relocation company

### COMMUNICATIONS

#### Jacor

National broadcasting company

#### 101.1 More FM

Local radio station company

### INDUSTRIALS

#### Ellesent Clean Technologies

Global leader in clean process technologies

#### Wesco

Electrical distribution and services

#### Falcon Building Products

Construction materials manufacturer

#### Anixter

Distributor of network and electronic solutions

### ENERGY

#### Exterran/Enerflex

Oil, gas, and water company

#### Par Pacific

Energy assets

#### Ventana

Oil and gas owner in OK

## Contact us for more information

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