

Firm Background and Investment Approach

Equity Group Investments (EGI) is the private investment firm founded by Sam Zell in 1968. Backed by private capital, EGI is flexible and opportunistic with a focus on control investments in middle-market operating businesses. EGI actively partners with portfolio company management to execute strategic planning, implement operational efficiencies, and scale businesses. EGI has grown companies across numerous industries into multi-billion-dollar businesses throughout economic cycles.

To our portfolio companies, we offer more than just capital. We are trusted partners, providing the expertise and support to unlock their full potential.

Our Team

Mark Sotir, President

- Leads and oversees all aspects of EGI's strategy and operations
- 20+ years of board and CEO experience, including former President of Budget Group, Inc. (*Budget Rent A Car and Ryder Truck Rental*)

50+ Professionals

- Our team includes professionals with experience across banking, consulting, private equity, private credit, and operations.

Sam Zell Milestones



- Named by Forbes as One of the 100 Greatest Investment Minds
- Chairman of five NYSE companies spanning three industries
- Sponsor of 13 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

Investment Criteria

EQUITY INVESTMENT	EBITDA	GEOGRAPHY	GOVERNANCE	SELLER ALIGNMENT
\$40MM to \$500MM	\$15MM to \$100MM	North America	Control Equity Investments	Prefer Reinvestment Alongside EGI

Why We're Different

FLEXIBLE AND OPPORTUNISTIC MANDATE

PROVEN TRACK RECORD

PRINCIPAL CAPITAL AND OWNERSHIP MINDSET

HIGH CONVICTION INVESTING

FOCUS ON OUTSIZED GROWTH/SCALE POTENTIAL

PRINCIPLED PARTNERSHIP APPROACH

ONE-OF-A-KIND DEALS

EXTENSIVE NETWORK AND RESOURCES

Select Past and Current Investments

- Current Investments
- Past Investments

AGRIBUSINESS

Baja Aqua Farms

Bluefin tuna fishing and ranching

Penford Corp.

Industrial starch and specialty food ingredients manufacturer

Vigoro

Fertilizer manufacturer

TRANSPORTATION &
LOGISTICS**East Coast Warehouse**

Port-centric 3PL provider

Paper Transport

For-hire, dedicated truckload carrier

Lanter Delivery Systems

Dedicated, overnight delivery of auto parts

Pasha

Jones Act shipping

Sirva

Moving and relocation services

HEALTHCARE/PHARMA

Ardent Health (NYSE: ARDT)

Provider of hospital and healthcare services

**Adams Respiratory
Therapeutics**

Pharmaceutical company
(Mucinex)

INFRASTRUCTURE

Cross Border Express (CBX)

Binational airport terminal

Covanta

Development of waste-to-energy assets

Waste Industries

Solid waste management

RailUSA

Short-line railroad

ENERGY

Ventana

Owner of non-operated oil and gas interests in Oklahoma

Exterran/Enerflex

Oil, gas, and water company

Par Pacific

Provider of renewable and conventional fuels

TECHNOLOGY, MEDIA &
TELECOMMUNICATIONS**Government Contractor**

Provider of mission-critical IT systems, solutions, and services

Kharon

Global risk analytics platform

Jacor

National broadcasting company

101.1 More FM

Local radio station company

INDUSTRIALS

John Deere Dealer

Agricultural equipment dealer

CIT Trucks

Commercial truck dealer representing Kenworth, Volvo, Mack and Izuzu

CraneWorks

Crane equipment dealer

Essent Clean Technologies

Clean process technologies

Wesco

Electrical distribution and services

Falcon Building Products

Construction materials manufacturer

Anixter

Distributor of network and electronic solutions

FINANCIALS

GreyCastle Holdings

Life reinsurance business

Rewards Network

Dining rewards company

Contact us for more information

www.egizell.comJENNY FLANDINA
STRATEGIC PARTNERSHIPS
jflandina@egii.comGARRETT MORELAND
VP BUSINESS DEVELOPMENT
gmoreland@egii.com