

# 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 over 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 deal we do.

## 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 on strategy and get them 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.

### • 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.

### • 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.

### • 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.

### • 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



**CROSS BORDER XPRESS**  
The Tijuana Airport Terminal in San Diego

Binational airport terminal linking San Diego to the Tijuana Airport



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



Private investment firm focused on emerging markets



Equity LifeStyle Properties

Manufactured home and resort community REIT



Apartment REIT

PREVIOUSLY HELD



Office REIT

## Energy



Oil & gas operating company and investment management platform



Low-cost natural gas producer



Natural gas, water and power systems and processes company



Owner/operator of energy and infrastructure business



Acquirer/developer of oil & gas and mineral interests

## Financial



Reinsurance company

PREVIOUSLY HELD



Surety company



Dining rewards company

## Logistics/Transportation



Global communications product company



Dedicated Quality. Shared Value.

Asset-light dedicated delivery service provider



Provider of ocean transportation and logistics services



Owner/operator of railroads and rail services in North America

PREVIOUSLY HELD



Commercial barge company



Worldwide Relocation & Moving  
Moving and relocation company

## Media/Communications

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Local radio station company



National broadcasting company

## Agribusiness

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Food processing company



Fertilizer manufacturer

## Healthcare/Pharmaceuticals



Acute-care hospital company

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Pharmaceutical development company (Mucinex)

## Manufacturing



Specialty build-to-print alloy manufacturer

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## FALCON BUILDING PRODUCTS

Manufacturer and distributor of construction products

## Consumer/Retail

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Drug store chain



Sports product company

Equity Group Investments  
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