

Special purpose acquisition company seeking industrial sector acquisitions where our public markets expertise, growth orientation, and history of deploying technological advancements and solutions will add material value

Founders

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Sam Zell

Founder & Chairman, Equity Group Investments

- Self-made billionaire, investor, entrepreneur
- 50-year track record of building public and private businesses
- Founded numerous multi-billion-dollar companies
 - Sponsored 11 IPOs and has successfully fundraised across sectors and markets throughout economic cycles
- Pioneer of \$1 trillion REIT industry
- Recognized for strong corporate governance
 - Chairman of five NYSE companies: EQR, ELS, EQC, CVA, and EQD.U
 - Former Chairman of Anixter International, among others

Bill Galvin

Former President & CEO, and Director, Anixter International

- 35+ years industrial sector experience
- Led strategy development / expansion and drove operational efficiencies
- History of leading strategic acquisitions and successful integrations, focused on growth and driving value
- Proven ability to consistently grow gross margin through technology and innovation
- Led Anixter through ~\$4.5 billion merger with WESCO (NYSE: WCC)

Proven Partnership

Sam's and Bill's Leadership: 1+1=3

- Sam chaired Anixter for 37 years, providing strategic vision and working closely with management
- During Bill's tenure as CEO of Anixter, the company drove gross margin expansion for six consecutive quarters before its sale to WESCO

2020 Sale to WESCO

- Enterprise value of approximately \$4.5 billion, implying an EV / EBITDA multiple of approximately 10x
- WESCO paid a 55% premium to where Anixter's share price traded prior to Bill Galvin's appointment as CEO

Backed by the deep resources and broad expertise of Equity Group Investments (EGI)

Long-term investor

Vast public company experience

A partner who shares the risk

Family-owned business

Speed & certainty



Annualized total return
17.4% for 10 years⁽¹⁾
(1997–2007)

Annualized total return
16.9% for 27 years⁽²⁾
(1993–1H 2020)

Annualized total return
12.9% for 27 years⁽²⁾
(1993–1H 2020)

Grew sales from \$2bn in
2015 to \$4.4bn in 2019
(2015–Present)

Grew EBITDA from
**breakeven to double
digits**
(2007–2018)

Grew sales from \$14m to
\$332m; sold for \$2.3bn;
15x ROIC
(1997–2007)

Sold for \$4.4bn;
13x ROIC
(1992–1999)

(1) IPO to sale.
(2) IPO to 1H 2020.

Equity Distribution is the optimal partner to create long-term value and drive growth within the industrial ecosystem

Potential Target Markets

Automotive

Electronics

Flow Control

Pipes / Valves / Fittings

Aerospace

Building Products

JanSan

Power Transmission

Industry Trends

- Analytics-driven solutions
- E-commerce and digital channels
- Integrated supply chain management
- Strategic, real-time insights across global customers
- Just-in-time delivery of packaged solutions



Niche Manufacturers

- Increasing **automation and software** to reduce costs and increase productivity
- **Highly integrated, connected** and optimized global footprints delivering value
- AI and IoT driving **predictive maintenance capabilities**



Value-Add Distributors

- Customers requiring **integrated and value-add solutions** beyond fulfillment and logistics
- **Data-driven and digitally connected** supply chain management
- **E-commerce and digital interfacing**



Services and Solutions Providers

- Enhance people-driven business models with **software-based solutions**
- Customers discover and **interface with strategic vendors and partners digitally**
- **Robust data** drives performance evaluation and optimization

Opportunities

- Improve financial performance
- Increase value-add of services
- Ingrain digital-first thinking and approach
- **Strategically invest in tech for sustainable growth**
- Improve breadth and depth of capabilities and services