



Private Equity

Hudson Pacific Goals

- **Primary firm goal:** as transaction principals establish and grow private equity platforms— i) specialty manufacturer of niche commercial and consumer products, and ii) business services provider
- **Additional firm goal:** participate in transactions in roles ranging from key deal team members to origination; and provide post-transaction oversight and advisory services

Target Industries

Manufacturing

- Automotive Parts
- CleanTech
- Consumer Goods
- Industrial Goods

Information Technology

- Business / Defense Intelligence
- Data Analysis
- Data / Device / Network Security
- Outsourcing
- Software
- Systems and Information Management

Services

- Banks / Financial Institutions
- Business to Business
- Business to Government
- CleanTech
- Government Contracting
- Healthcare

Maritime

- Ship Construction & Repair
- Marine Operations and equipment

Capabilities

Pre-Transaction

- Origination
- Negotiating Confidentiality Agreement
- Analyzing Key Points / Investment Rationale
- Advising on Strategy, Operations and Finance
- Preparing Executive Summary
- Complex Financial Modeling
- Identifying and Negotiating with Equity Investors
- Preparing and Negotiating Letter of Intent
- Performing and Coordinating Due Diligence
- Sourcing and Negotiating Mezzanine and Senior Debt

- Recruiting Management Team
- Negotiating Purchase and Sale Agreement
- Coordinating Legal, Tax and Accounting Matters
- Coordinating Closing

Post-Transaction

- Monitoring the Company
- Recruiting / Providing Board Members
- Interim Management / Consulting
- Platform Build-out / Corporate Development Support
- Exit Strategy Planning / Execution

Representative Experience

- **Doubled the size of a private equity platform manufacturing company** through three add-on acquisitions within one year. Follow-on acquisition integration, restructuring and financing transactions.
- **Created pure play NYSE industrial company** through 14 acquisitions and divestitures over a four year period. Led related acquisition integration, restructuring activities and financing transactions.
- **Spun-off manufacturing company from multinational energy company through IPO.** Achieved 30% return for investors through sale of company to another public company two years later.
- **Restructured and sold \$800M Development Company** involved in the construction, operations and tenant management of five military housing privatization projects.

In roles ranging from principals to deal team members, Hudson Pacific works with investors, lenders, companies and advisors to enable successful private equity transactions and ensure investment success.

Representative Experience (cont.)

- **Restructured \$300M marine PE platform company to create world class US East / Gulf Coasts shipyard network** with global private and public clientele. Sold to strategic buyer resulting in attractive ROI.
- **Worked in partnership with two PE firms to acquire specialty industrial fluid and lubricant recycler** auctioned by multi-\$ billion multinational energy company. High growth potential for assisting companies seeking “green” solutions.
- **Achieved vertical integration footprint of a niche manufacturing firm** owned by private equity funds, by acquiring a key supplier. Synergies and operating improvements produced a payback of investment in less than 18 months.

Hudson Pacific Team

Gary M. Banks: Over 30 years as an Information Technology Change Agent, including in Private Equity, facilitating operational turnarounds through Business Process Redesign enabled by IT. MS Operations Research, Columbia Graduate School of Engineering; MA Mathematics, University of Pennsylvania; BS Mathematics, Tulane University.

Danny L. Crawford: Retired Colonel US Army. Over 35 years US Army command and staff experience and executing and managing Government contracts in private industry. MA Business Personnel Management, Central Michigan University; BS Engineering, US Military Academy. Executive Management Program, Penn State University, Graduate U.S. Army War College and Armed Forces Staff College.

Todd Drake: Over 20 years experience in business and defense intelligence, security, health care, homeland security, crime and fraud prevention. US Navy Officer. BS Management Information Systems, University of Maryland. Member International Association of Intelligence Analysts and Association of Certified Fraud Examiners.

Dan G. Dobbins: More than 30 years experience in marketing, program management and business operations. BA Business and Economics, North Carolina State University. Management Development Program, Michigan State University.

Lawrence Loughlin: Over 30 years corporate experience: Human Resources, Labor and Risk Management, Government and Public Relations. Officer US Army. MA Public Administration and BA History, University of Florida.

Ron J. McAlear: Over 35 years experience as Maritime Operating Executive. BS Marine and Electrical Engineering, MIT; BS Naval Architecture and Marine Engineering, University of Michigan; MS Naval Architecture and Marine Engineering, MIT.

James “Steve” McKenzie: More than 35 years in manufacturing management in domestic and multinational environments, with heavy restructuring and operational integration responsibilities. MBA, Knightsbridge University, London, England; Associate of Arts degree, Southwest Texas University, Del Rio.

James “Chip” Moore III: Over 29 years corporate/executive level experience: Civil and Environmental Engineering, Real Property Management. MS and BS Civil Engineering, Virginia Polytechnic Institute.

Morgan G. Roseborough, Jr.: Retired Colonel US Army. Over 35 years US Army command and staff positions and in non-profit management, higher education administration, corporate contingency planning, security and training. Certified Business Continuity Professional; MEd, Duke University; Graduate U.S. Army Command and General Staff College; BS Engineering, US Military Academy.

Graham Tompson: More than 35 years experience in automotive manufacturing, development, engineering and sales. Executive management positions in strategy development, product cost down initiatives and material science. HNC Polymer Chemistry (Distinction) Hatfield University; Polymer Engineering Degree, South Bank University, London.

The Hudson Pacific team is comprised of experienced senior executives with hands-on operational, functional and transaction management expertise and deep industry knowledge



Private Equity

Hudson Pacific Team (cont.)

George Sigler: Over 30 years serving as Chief Financial Officer for privately held businesses. Specialist in Financial Accounting and Internal Control, Financial and Operational Leadership. MBA California State University; BA Accounting Indiana University; Graduate, Executive Management Program, University of Virginia Darden School.

Mary E. Sigler, CFA, LEED AP: Over 20 years corporate experience: Investment and Asset Management and Policy, Green Policy. MBA, Anderson Graduate School of Management, UCLA; BA, Michigan State University.

J.M. Stepp: Over 30 years corporate/executive level experience: Financial Management and Control, Restructuring, Mergers / Acquisitions. Officer US Army. MBA Finance, Stanford University Graduate School of Business; BS Engineering, US Military Academy.

Thomas E. Swain: Retired Brigadier General US Army. Over 35 years command and staff positions US Army and corporate/executive level experience: Management and Operations,

Strategic and Tactical Planning. MS Mathematics and MS Operations Research and Statistics, Rensselaer Polytechnic Institute; MBA, CW Post College, Long Island University; MA National Security and Strategic Studies, US Naval War College: BS, Engineering, US Military Academy.

Eugene A White, CPA: Over 30 years corporate/executive level experience: Financial and Tax Management and Planning, Mergers/Acquisitions, Restructuring. MBA and BS Accounting, University of South Carolina.

Reed A. White: More than 35 years of general manufacturing management. In depth experience in machining, stamping, welding, painting and fabric and carpet manufacturing processes. Western Michigan University.

Charles J. Williams: Retired Colonel US Army. Over 35 years command and staff positions US Army and corporate experience: General, Staff and Human Resources Management. MA Business Personnel Management, Central Michigan University; BS Engineering, US Military Academy.

Competitive and Negotiable Compensation

Transaction Principal Role:	Success Fee; Equity Share; Monitoring Fee
Origination Only:	Success Fee; Equity Share
Unbundled Advisory Role:	Competitive and Negotiable Advisory Fees.
Out of Pocket Expenses:	Retainer or Reimbursement at Closing - Negotiable

Hudson Pacific Values

Jobs: Hudson Pacific is committed to creating and maintaining meaningful, fulfilling and fairly compensated jobs for American workers.

Technology and Industry: Hudson Pacific works with investors, managers and communities to promote American technology and industry.

Wounded Warriors: Hudson Pacific proudly supports the Wounded Warrior Project, and contributes to the Project for each new "Like" on Hudson Pacific's Facebook site, and each new "Follower" of Hudson Pacific on LinkedIn or Twitter.

Links

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Hudson Pacific team members have participated in transactions with an aggregate value of nearly \$10 billion in conjunction with leading Private Equity Groups and investment banks