

	Geography	Size	Transaction Types	Industry Focus	Risk	Involvement	Characteristics	Hold Period
Medical Real Estate	Nationwide, Major MSA's	Min. 40,000SF	Acquisitions	Outpatient	Core plus, value add, Opportunistic, Build-to-suit	Development control, Repositioning control, Asset and property management	Multi-tenant, Prominent locations, New or stalled developments, Unstabilized/High vacancy	3-10 Years
Hotels	Southern California, Central Coast	Min. 100 keys	Acquisitions	Extended Stay, luxury, Business	Value-add, Opportunistic, Distressed, Unstabilized/High vacancy	Development control, Repositioning control	Deferred maintenance, Aged design, Vacant, Prominent locations	Min. 3 years
Other Real Estate	Southern California	Min. \$2M	Acquisitions, Joint ventures, Hard money loans, Note purchases	Senior living, Industrial, Multifamily, Self-storage	Value-add, Opportunistic, Distressed, New construction	Development control, Repositioning control, Asset and property management	Prominent locations, New or stalled developments, Unstabilized/High vacancy	Min. 3 years
Growth Companies	Pacific NW (OR, WA, ID)	Seller discretionary cash flow or EBITDA range of \$500k to \$10M, Enterprise value range of \$500k to \$20M, Lower Middle Market and Small Businesses*	Partial Cash, Installments, Rollovers, Revenue participation, Earnouts	Preference for: Corporate divestitures/ spin-offs, Education, Real estate and facilities services, Professional services	Value add, Growth, Platforms, Asset-lite	Day-to-day executive leadership, Controlling interest, Board of director member	Corporate Divestitures, Experienced employees and executives, Active seller retiring, No succession plan, Consistent cash flow, Minimal liabilities, History of strong customer relationships	Indefinite
Corporate Turnarounds and Restructures	Pacific NW (OR, WA, ID)	Min. \$5M revenue, no min. EBITDA, Lower middle market, Small businesses	Liability assumption, Asset purchases, Installments, Rollovers, Revenue participation, Capital infusions	Industry agnostic	Distressed, opportunistic, Declining revenues, Declining profitability	Day-to-day operational management, Controlling interest	Corporate divestitures, Underperforming, Operationally challenged, Previous strong customer relationships	Indefinite

* No minimums for add-ons to existing platform companies