



Robert H. Pritchard, Jr.
Candidate presentation for the position of
Chief Financial Officer
Elysium Management LLC

Prepared by:
Jeff Constable

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Assignment 63238-001

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PERSONAL INFORMATION

Rob Pritchard

[REDACTED]
[REDACTED]

Email:

[REDACTED]

Mobile:

[REDACTED]

COMPENSATION (as provided by the Candidate)

- \$775,000 base salary
- Annual bonus in \$200,000 to \$250,000 range

EDUCATION

Harvard Law School, Cambridge, MA

J.D., Law, *cum laude*, 1995 (verified)

University of Delaware, Newark, DE

B.S.A., Accounting, *summa cum laude*, 1992 (verified)

PROFESSIONAL QUALIFICATIONS

New York State Bar

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SUMMARY OF EXPERIENCE

2011-Present	G&J JOHNSON FAMILY OFFICE. LLC New York, NY; Hobe Sound, FL President
2000-2010	GRIFFIN GROUP Beverly Hills, CA; New York, NY 2007-2009 President and Senior Executive Officer 2001-2007 Vice President and General Counsel 2000-2001 Associate General Counsel
1995-2000	GIBSON, DUNN & CRUTCHER LLP New York, NY Corporate Associate

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CANDIDATE ASSESSMENT

SUMMARY

Rob Pritchard brings strong experience as a leader with two large family offices (Jim & Gretchen Johnson and Merv Griffin). He has substantial technical skills coupled with family communications and people management strengths. We believe that his intellect, collaboration/partnership abilities and high energy could make him a good fit for the Elysium role.

AREAS OF STRENGTH AGAINST POSITION SPECIFICATION

Broad Operational Expertise

Today, in his role as president of the G&J Johnson Family Office, Rob is responsible for managing the financial and operational activities for the personal lives of Jim and Gretchen Johnson (ages 69 and 71) and their six children (ages 34 to 50). (Jim Johnson and Woody Johnson are cousins; Jim's grandfather was one of the founders of Johnson & Johnson.) Rob oversees finance and accounting (has an internal team but also works with an outside accounting firm); investments (works with advisors such as Hall Capital and also looks after some direct private equity investments); houses, boat, plane; personal concierge/travel services; trust and estate activities (works with an outside attorney); special real estate projects (renovations, etc.), the art collection; insurance; reporting for the family's foundation; and household staff across three homes (New Jersey farm, Hobe Sound, Easthampton).

Rob has substantial financial acumen; he studied accounting in college and worked as a corporate attorney, where he was involved in numerous business deals that required an understanding of financial data. At Griffin Group, he worked closely with CFO/Controller functions and leveraged financial data to counsel Merv Griffin on numerous business decisions. He engineered many deals for Griffin Group, but an example of one particularly large deal handled by Rob was the sale of the \$130 million Beverly Hilton hotel.

At Griffin Group, Rob was responsible for overseeing the day-to-day infrastructure for the organization. This involved everything from human resources issues to facilities management to technology purchases and vendor management. Since he was also dealing with all of Merv's operating companies, he got involved as an advisor on their operational issues as well. Rob was also the individual responsible for synthesizing all financial performance information for Merv Griffin to help him stay abreast of his personal financial situation. He was the main interface to all Merv Griffin's personal financial providers (for banking and investments) – including JP Morgan, Wells Fargo and Merrill Lynch.

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People Management

At the Johnson family office, Rob oversees 15 people in total, including a controller and accounting staff (five people, all based in Florida), operations/HR and administrative staff (four people in New Jersey) and household staff spread across three homes (six). Some of these people he hired, in the process of improving the family office operation and upgrading its capabilities, and some he inherited when he joined the family (people who have been with the Johnsons for many years). When Rob joined the family, he recognized many opportunities for improvement; staff members were performing activities for which they were ill-suited, and so he made changes to optimize the allocation of responsibility. He also moved certain activities to be outsourced, where it made sense from a cost perspective. Rob has worked hard to bring real discipline and efficiency to the work of his team members. He has also joined the boards of some of the companies in which the Johnson family invests, in order to bring improved governance.

As president of the Griffin Group, Rob managed a team of approximately 10 people (head of HR/benefits, controller and his accounting staff, VP of operations, various administrative assistants). He also oversaw the 10 or so executives of the different businesses owned by Griffin Group. As noted above, towards the end, these businesses employed approximately 350 employees in total, all of whom fell under the umbrella of Griffin Group. As the principal (Merv Griffin) developed different interests and the holdings of Griffin Group changed over time, and as the business environment evolved, Rob had to adapt and come up with creative solutions for managing the group's infrastructure and activities. Rob would not have survived as a leader within this environment if he had not exercised a collaborative and collegial approach to leadership.

Relationship Management and Communication Skills

Rob spends most of his time interacting with Jim and Gretchen, reporting to them on finances, updating them on the work of his teams, keeping them abreast of various projects, and responding to their requests and inquiries. He meets once or twice a week with Jim, Gretchen and two of their children, who make up the "Principals Committee."

Rob also spends time with each of the Johnsons' six children who are engaged in different entrepreneurial ventures and philanthropy. He also works actively with the trustees associated with the family.

Rob strikes us as a very strong communicator; he is extremely conscientious in managing the flow of information, very detail-oriented, and personally organized, disciplined and precise.

POTENTIAL GAPS VERSUS SPECIFICATION

We view Rob as the "full package." He has served as a family office leader for two major families, and he has helped build improved infrastructure and capabilities for both of those

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families. Despite not having a traditional CFO background, he has a good mix of technical (finance *and* legal), interpersonal, and managerial skills and he demonstrates the high degree of flexibility required to work with a sophisticated principal/family with evolving interests and complexity.

INSIGHT ON CAREER TRANSITIONS

Rob grew up in Rehoboth, Delaware, where his parents owned a seasonal hotel and his father also had an accounting business. He went on to the University of Delaware (his parents' alma mater) where he studied accounting, graduating *summa cum laude*. He had a strong interest in the business world and felt that a law degree would help him in thinking about important business decisions – so he went on to Harvard Law School immediately following graduation. Rob spent his second summer of law school with Morgan Lewis & Bockius in Philadelphia; when he realized that most of the “action” in corporate law ultimately flowed to the New York offices of the major firms, he chose to join a New York office upon graduation. In 1995, he started with Gibson Dunn & Crutcher where he worked in the general corporate practice for more than five years. While there he served a wide variety of corporate clients including Investcorp (private equity), Oryx Capital (private equity), Hertz (transportation), Novazen (software), and the Griffin Group (Merv Griffin's management company).

During his last couple of years at Gibson, he worked closely with Kim Sinatra, a fellow Gibson attorney who had previously been the General Counsel for Griffin Group, the management company for all of Merv Griffin's real estate and entertainment businesses. Together they performed all of the Griffin Group legal work. When Kim left Gibson to become the Griffin Group in-house general counsel again, she leaned on Rob to continue to manage a lot of the legal work. In 2000, when Kim decided to leave Griffin Group to pursue another opportunity, she recommended Rob as her successor.

Rob joined Griffin Group in 2000 as the associate general counsel, was named general counsel in 2001, and was named president of the entire enterprise in 2007. Though his initial titles imply a legal focus, in fact Rob served as a chief business counselor and operational leader throughout his time with Griffin Group. As an entity, the Griffin Group oversaw the family office for Merv Griffin as well as all of his real estate and entertainment business entities. The group was 100% owned by the Merv Griffin Living Trust, which in turn owned 100% of the stock in all of the companies. As such, the executives of Griffin Group ultimately oversaw the activities and employees of all the businesses in addition to managing the personal finances and affairs of Merv Griffin and family.

Approximately nine months after Rob was named president, Merv Griffin died. When that occurred, the Griffin Group essentially reported to the Merv Griffin Living Trust, whose trustees included Rob and two others. Rob spent the next period unwinding and restructuring many of the businesses, streamlining the family office and managing all of the estate matters. In 2009, Rob asked to step down as president of Griffin Group but

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remained a trustee of the Trust. In June 2010, he replaced himself with JP Morgan as trustee.

In the Fall of 2011, Rob joined the J&G Johnson Family Office as the president. The family had employed a family office leader who did not work out, and so their family office was lacking leadership and direction. There was little order or efficiency. Rob was recruited to clean things up, raise the standards and manage the operations in a more efficient, cost-effective way.

RECRUITMENT CONSIDERATIONS

MOTIVATION

Rob is not actively seeking a new position. Having joined the Johnson family in 2011, he would not normally think about making a change. However, he has realized in working with the Johnson family that he is better suited to play a senior role in a family office that is serving a first generation wealth creator as opposed to the later generations. Rob has also felt like he would do well in a role where there is a key leader running the organization other than the family member/principal. Rob's ideal FO structure would be for there to be a CEO or President running the family office, and underneath that individual would be a Chief Investment person as a peer to Rob, who would manage all non-investing activities. The other point of interest for Rob in Elysium is the fact that this role is centered in New York and would relieve him of the constant back-and-forth that he now has, between New York/New Jersey and Florida.

TIMING AND RELOCATION

Rob currently splits his time between Hobe Sound, Easthampton and New York/New Jersey, because he effectively moves with the family wherever they go. He and his partner (who is the president of Tishman Hotels) have homes in New York, the Hamptons and Florida, in part so that he can work alongside the family. Rob would be very interested in centering his work more fully in the New York area.

RESUME (as provided by the Candidate August 2010)

Robert H. Pritchard, Jr.



Overview

Results-driven senior executive with a broad and diverse background offering experience and expertise in both legal and business roles. Strengths include: concise and creative decision-making; a focus on strategic approaches to complex challenges; attention to detail; managing expectations and achieving positive results through team efforts and consensus building; day-to-day financial oversight and long-term planning.

Career History

The Griffin Group of Companies Beverly Hills, California

June, 2000 through June, 2010

From March, 2007 through July, 2009, served as President and Senior Executive Officer of Merv Griffin's enterprise, having previously acted as Vice President & General Counsel and sole in-house attorney for the group (2001 – 2007). From 2000 until 2001, Associate General Counsel for the organization.

Primary responsibilities included overseeing and executing all operational, strategic, legal and compliance matters for the organization's entertainment, real estate, hospitality and video entities, as well as the management, finance and operation of each of the companies within the corporate structure and managing and carrying out financial and personal management for the enterprise's founder and namesake.

In addition, since August, 2007, as Co-Trustee of The Merv Griffin Living Trust (owner of 100% of the Griffin assets and businesses), overseeing and executing all estate matters and effecting the continuity and re-establishment of the Merv Griffin enterprise following the death of Merv Griffin. Functions include the marketing/sale of extensive personal assets; the marshalling, valuation and deployment of business assets; coordinating communication with, and handling accountability to, multiple estate beneficiaries; preparing and filing estate tax returns and financing estate tax payments; and overseeing day-to-day management and settling of a complex trust estate.

Representative accomplishments at The Griffin Group include the following:

- **Business Affairs (Entertainment):** structuring and negotiating rights, talent and distribution deals for feature film and television properties, including the production and exploitation of feature film ("*Shade*"; "*My One & Only*") and original television properties ("*Merv Griffin's Crosswords*"; "*Dance Fever*"; "*Lisa Williams: Life Among the Dead*" and "*Lisa Williams: Voices from the Other Side*");
- **Corporate Litigation:** working with outside counsel to analyze, negotiate and resolve litigation matters arising with respect to Merv Griffin and the companies' hotel properties, entertainment projects and other businesses, including judicial and arbitrated resolutions;
- **Labor Relations:** facilitating resolution of employment and labor relations issues in unionized (hotel) and non-union environments, including serving as the primary corporate contact for labor organizations and corporate employees;

- **Intellectual Property:** managing and overseeing valuable intellectual property and music rights to preserve rights and identify opportunities to expand uses and revenue streams;
- **Real Estate:** coordinating the acquisition and disposition of residential and commercial real estate; negotiating and coordinating commercial leases in the organization's hospitality properties; negotiating office leases for operations within the organization's business units; strategizing and implementing the formation, execution and ultimately wind-up of a residential real estate brokerage firm in Beverly Hills.
- **Corporate Opportunities:** analyzing, structuring, negotiating and implementing acquisitions and divestitures of business assets and real estate (including the \$140 million sale of The Beverly Hilton in 2003; the \$43 million sale of the Hilton Scottsdale in July, 2006 and the ongoing sale/structuring of a master planned community in LaQuinta, California); and
- **Personal/Wealth Management:** managing personal assets and handling non-corporate transactions for Merv Griffin (primarily real estate, marine, equine and aviation); monitoring and coordinating the investment and deployment of discretionary capital with private bank advisors; and overseeing logistics and personal staffing needs.

Gibson, Dunn & Crutcher LLP, New York, New York

1995 through 2000

Corporate Associate

Broad-based practice, focused on overall client service in a multitude of corporate practice areas, in addition to overseeing and executing a broad range of transactional matters.

Specific functions included:

- mergers and acquisitions, structured and general bank finance;
- corporate formation and general corporate counseling (including corporate compliance, negotiation and drafting of employment agreements, and stock option plans and agreements), joint venture and partnership structuring (including negotiation and drafting of subscription agreements, tradename licensing agreements, and partnership and limited liability company operating agreements);
- real estate finance;
- real property acquisition, disposition and deal/partnership structuring;
- documentation, designing, structuring and creation of off-shore corporate structures to obtain favorable tax treatment of United States investment activities; and
- representation of major retail tenant in lease negotiations throughout the United States

Education

The Harvard Law School
Juris Doctorate, *Cum Laude*, 1995

Cambridge, Massachusetts

University of Delaware, College of Business & Economics
Bachelor of Science (Accounting), *Summa Cum Laude*, 1992

Newark, Delaware

Bar Admission

New York State