

PEI 300 Highlights: The top 50

Rise of the operators

It's prime time for Clayton Dubilier & Rice

Private equity limited partners are now more likely than ever to say they want real operating talent in their private equity firms, in addition to “financial engineering”. This marriage of skill sets has been in place at Clayton Dubilier & Rice since 1978. No doubt Clayton Dubilier’s recent track record of success together with its sought-after firm structure enabled the firm, in the middle of the worst fundraising market in a generation, to collect \$5 billion for its eight buyout fund last year.

The firm sits at number 18 on PEI’s list of the top 300 private equity firms, having raised around \$11.7 billion over the past five years. Clayton Dubilier is one of only several private equity firms to have risen for three consecutive years up the PEI 300 rankings.

CD&R kept busy on the deal front last year, inking a £390 million (€443 million; \$597 million) buyout of London-based used car dealership BCA from Montagu Private Equity. During the course of the year, the firm also invested in JohnsonDiversey, a provider of cleaning products, and NCI Building Systems, a maker of metal products for the building industry.

In April, the firm hired Alan Lafley, former CEO, president and chairman of Procter & Gamble as a special partner to provide advice to the firm’s full-time operating partners. Lafley joins a roster of special partners that includes Jack Welch, who



Gogel: dealmaking in a down cycle

once headed General Electric, and Edward Liddy, former CEO of Allstate who also worked for as time as interim head of American International Group during its restructuring.

Donald Gogel is the president and chief executive officer of the firm, while Joseph Rice remains chairman.