

Overview

Grey Mountain Partners acquires majority interests in North American-based businesses and is focused on the following ownership structures and transaction types: family-held businesses, entrepreneur-backed companies, growth-oriented recapitalizations, corporate carve-outs, management buyouts, financial restructurings, operational turnarounds, take-privates and other difficult or challenged situations, even those involving management transitions.

The firm invests in lower middle-market companies across a wide range of industries and in transactions with enterprise values between \$30 million and \$150 million. Grey Mountain is currently investing from its third fund, a \$425 million 2013 vintage fund.

Approach

In an industry populated by financial executives and firms with a stock-picking mentality, Grey Mountain Partners stands apart as a private equity firm founded and organized around a single guiding principle: helping portfolio companies achieve operational excellence.

As investors of private capital, we believe that consistent and superior returns can only be achieved by creating value through improved operations. We do not make large bets on a sector and then hope for the best; nor do we craft complex balance sheet structures and extract gains through mere financial reshuffling. Instead, we focus on building value by helping each of our portfolio companies execute one simple overall strategy: surpass their competitors and better serve more customers.

Investment Criteria

Each opportunity is unique in the middle market, and while we typically look to acquire businesses with greater than \$4 million of EBITDA, we will also invest in companies that are below that EBITDA threshold, even if the company is currently experiencing strategic and/or financial headwinds. We encourage active dialogue with our investment professionals in order to determine whether or not an investment opportunity is one where Grey Mountain can add value. Additionally, most of our Affiliate Companies are seeking add-on acquisitions.

Investment Philosophy

THE MAGIC BULLET

Many investors in private companies are looking for the magic bullet to improve their returns: the industry roll-up, the brilliant financial structure, the celebrity executive, the ex-Fortune 500 CEO now a miracle-performing “operational advisor.” At Grey Mountain, we do not believe in magic bullets. Success in business, as in most endeavors, is about hard work: careful planning and zealous execution. We focus all our efforts on creating an environment where planning and execution are done consistently and intelligently using proven methods.

MEANING WHAT YOU SAY

“Operational Excellence” is a phrase used commonly in today’s private equity world, and most private equity firms hold their portfolio companies to much higher standards than they themselves are capable of achieving. At Grey Mountain, we put our money where our mouth is. We have engineered our business to be efficient and lean in what we view as the low value areas in order to allocate the lion’s share of our resources to helping our portfolio companies achieve operational excellence. This means more straightforward deal structuring, less haggling over purchase contracts, less tinkering with capital structures, and more resources to help our managers succeed on the front lines of their businesses.

We are currently interested in making new investments in the following sectors:

Building Products & Materials	Consumer Staples	Diversified Manufacturing	Education
Environmental Services	Facilities Services	Financial Services	Food & Beverage
Health & Wellness	Industrial Technology	Infrastructure Services	Packaging
Professional Services	Specialty Chemicals	Transportation & Logistics	Wholesale & Distribution

Affiliate Companies

FUND III

The logo for Mann Lake, featuring the words "MANN LAKE" in white, uppercase letters on a black rectangular background.

INVESTMENT YEAR: 2018

Mann Lake, based in Hackensack, MN, is the market leader in the beekeeping supply market, selling hive components, beekeeping kits, products for hive and colony maintenance, feeds, tools, medications, and apparel, among many other products. Since 1983, the Company has partnered with beekeepers to develop innovative products that protect and support bee populations. Mann Lake also owns and operates D&I Pure Sweeteners, a leading processor and distributor of sugar.

WEBSITE: www.mannlakeltd.com



INVESTMENT YEAR: 2018

48forty Solutions is the largest whitewood pallet recycler in the North America, recycling over 90 million pallets per year. Through its pallet recycling and pallet management solutions offering, the company serves manufacturers, distributors and retailers in the distribution and logistics, food and beverage, packaging, durables, and non-durables industries.

WEBSITE: www.48forty.com

The logo for Fleetwood, featuring the word "Fleetwood" in a bold, black, sans-serif font.

INVESTMENT YEAR: 2014

Founded in 1968, Fleetwood Fixtures, based in Leesport, PA and Longmont, CO, designs and creates custom furnishings and displays for leading retailers and hospitality providers.

WEBSITE: www.fleetwoodfixtures.com



INVESTMENT YEAR: 2014-2016

Gulf Coast Specialty Energy Services is a Lafayette, LA-based environmental remediation and energy services platform focused on providing specialized technical capabilities and equipment to customers in the Gulf Coast region. Current affiliates include Frogco Amphibious Services, Marlin Services, M&C Oilfield Services, and Specialized Environmental Resources (SER).

WEBSITE: www.gcseservices.com



INVESTMENT YEAR: 2013

Dimex is an innovative plastic recycler and manufacturer based in Marietta, OH. The company manufactures products for a variety of end markets, including industrial matting, landscaping, marine, masonry construction, and commercial interiors.

WEBSITE: www.dimexcorp.com

INVESTMENT YEAR: 2011-2016

Consolidated Glass Holdings (CGH) is a fabricator and distributor of impact-resistant glass, architectural glass, metals, and specialty products to the commercial and residential building maintenance, renovation and construction markets. CGH is a combination of companies strategically selected for their complementary product lines and geographic reach. The CGH platform is comprised of the following acquisitions: J.E. Berkowitz, Columbia Commercial Building Products, Solar Seal Company, North American Specialty Glass, Global Security Glazing, and Dlubak.

WEBSITE: www.cghinc.com

FORMER AFFILIATES

	Industry	Investment Year
UTEX Industries	Fluid Sealing Solutions Manufacturing	2005
AQS	Insurance Policy Management Services	2005
Distribution International	Industrial Products Distribution	2006
Robbins	Rubber Compound Manufacturing	2007
Herr-Voss Stamco	Metal Coil Processing Equipment Manufacturing	2007
Bolttech Mannings	Energy/Industrial Services	2009
Triton Diving Services	Offshore Commercial Diving Services	2010
Binswanger Glass	Commercial Glass Services	2011
Stratix	IT Services	2011
ATS	Machine Tool Accessories Manufacturing	2013
Honsador	Building Products Distribution	2013
Sunbelt Transformer	Electrical Equipment & Services	2014
Kronos Foods	Protein Manufacturer	2016

Executive Sponsorship Program

The Grey Mountain Partners Executive Sponsorship Program (“ES Program”) involves working in tandem with high potential, C-level leaders in order to acquire businesses that together we believe have the potential for long-term value creation. For nearly a decade, we have been supporting executives in the ES Program with professional and financial resources and, in turn, these relationships generate a significant number of closed platform investments and current transaction opportunities. To learn more about the program, discuss an investment opportunity or introduce a potential ES Program candidate, please email us at es@greymountain.com.



Executive
Sponsorship
Program

Current Executive Sponsorship Program Areas of Interest

- | | |
|--|--|
| <ul style="list-style-type: none">- Education- Environmental and Infrastructure Services- Food/Beverage/Consumer Staples | <ul style="list-style-type: none">- Outsourced Business Services (Professional and Facilities)- Packaging- Private Pay Health and Wellness |
|--|--|

“Opportunity is missed by most people because it is dressed in overalls and looks like work.”

-Thomas Alva Edison

Main Office

1470 Walnut Street, Suite 400
Boulder, CO 80302
t 303.449.5692
f 303.449.3194
sourcing@greymountain.com
www.greymountain.com