

Overview

Grey Mountain Partners acquires majority interests in North American-based businesses and is focused on the following ownership structures / transaction types: management buyouts, corporate carve-outs, family-held businesses, growth-oriented recapitalizations, take-privates, financial restructurings, operational turnarounds, 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 which are frequently below \$5 million in EBITDA.

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:

Value-add distribution	Light Manufacturing	Specialized Services
B2B, B2C (including food)	B2B, B2C (including food)	Healthcare Services Business and Industrial Services Consumer Services

Affiliate Companies

FUND III

MANN LAKE

INVESTMENT YEAR: 2018

Mann Lake, based in Hackensack, MN, is a market leader in the beekeeping and poultry supply markets selling wood products, plastic products, feeds, tools, medications, and apparel, among many other products, throughout the U.S. Since 1983, the Company has partnered with beekeepers to develop innovative products that protect and support bee populations. In addition to Hackensack, MN, the Company has facilities in Woodland, CA, Marshall, TX, Wilkes-Barre, PA, Clarkson, KY and Winter Haven, FL. Mann Lake also owns and operates Shastina Millwork, a leading beekeeping wood product manufacturer, and D&I Pure Sweeteners, a leading processor and distributor of sugar.

WEBSITE: www.mannlakeltd.com



INVESTMENT YEAR: 2014-2016

Gulf Coast Specialty Energy Services is an environmental remediation, marine construction, and energy infrastructure services platform focused on providing specialized technical capabilities and equipment to customers across the Southeastern U.S. The Company's operating divisions include Frogco Amphibious Services, Marlin Services, M&C Oilfield Services, and Specialized Environmental Resources (SER). Each of these divisions allow the Company to offer a holistic and unified suite of services to customers in the coastal wetlands, inland marine, utility, and midstream energy sectors.

WEBSITE: www.gcseservices.com



INVESTMENT YEAR: 2013

Headquartered in Marietta, Ohio, Dimex is a vertically integrated manufacturer of consumer and commercial products made from recycled plastics serving diverse markets, including landscaping, matting, and marine products.

WEBSITE: www.dimexcorp.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
Consolidated Glass Holdings (CGH)	Glass Manufacturing	2011-2016
ATS	Machine Tool Accessories Manufacturing	2013
Honsador	Building Products Distribution	2013
Sunbelt Transformer	Electrical Equipment & Services	2014
Fleetwood	Displays Manufacturing	2014
Kronos Foods	Protein Manufacturer	2016
48forty Solutions	Wood Pallet Recycler	2018

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

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

-Thomas Alva Edison

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