

PARTNERS, LLP

accelerating value through operational excellence

2021 HIGHLIGHTS

2021 Year In Summary

2021 emerged as a highly productive year for Sun, as we expanded our partnership, intensified our focus on industries in line with the economy of today and tomorrow, and made significant investments in our people and processes. In all, it was a landmark year for our Firm and our most active in terms of transactions in more than a decade.

As part of our evolution, and to provide a strong leadership foundation well into the future, we added new partners for the first time in 26 years. In 2021, M. Steven Liff, Bruce Roberson and Tim Stubbs joined the general partnership, alongside our co-founders Marc J. Leder and Rodger R. Krouse. These appointments will allow us to continue to grow and maintain a strong and stable organisation.

2021 was the second highest year of capital invested AND of capital returned in our history, with nine platform acquisitions representing the greatest number of transactions in over a decade, in addition to 31 add-ons and six exits. Throughout this high level of deal activity, we maintained our turnaround, underperformer to performer and good to great strategies, identifying businesses that we can grow sales and earnings through the application of the Sun Transformation System ("tool kit"). We also benefited from our extremely close-knit team, who were able to perform at a very high-level despite the uncertain environment.

In addition, we continued to grow our platform in a measured fashion. Our core verticals – Business Services, Consumer, Healthcare and Industrial – were strong and stable, while we formalised another highly attractive sector where we see substantial opportunity: Technology. The Technology practice rapidly completed two platform deals, as well as two add-on acquisitions. This focused approach gives Sun the advantages of specialised relationships and sector knowledge while ensuring an expansive opportunity set.

Finally, as businesses around the world grappled with talent challenges, we took a number of steps to increase investment in our people and the resources to support them. We made approximately 40 new hires across all four offices and teams and believe we have never had greater depth of expertise across the Firm than we do today.

It is truly inspiring to see Sun continuing to evolve and flourish after 26 years. We are proud that we were able to grow during a very challenging time, and we truly appreciate the continued partnership with our portfolio company teams, limited partners, intermediaries, lenders and colleagues.

2021 HIGHLIGHTS INCLUDE:

- Invested \$972.5 Million, including nine new platform acquisitions and thirty one add-ons.
- Generated \$1.41 Billion in proceeds by exiting six companies and numerous dividends.
- Completed \$1.55 Billion in financings.
- Added senior level professionals, including:
- Operations team: Susan Clark, Managing Director and Sami Abbasi, Managing Director.
- > Transactions team: Mark Braganza, Managing Director at Sun European Partners, LLP.
- > Infrastructure team: Kelli Turner, Managing Director and Chief Financial Officer, Howard Eisen, Principal on the Investor Relations team, Jennifer Wildroudt, Vice President of Environmental, Social, Governance (ESG) and Scott Berger as Senior Controller.
- Donated more than \$2.47 million through the Sun Capital Foundation to national and local charities.



Marc J. Leder
Co-Founder and Co-CEO



Rodger R. Krouse
Co-Founder and Co-CEO



M. Steven Liff Head of PE North America Senior Partner



Bruce RobersonHead of US Operations Team
Partner



Tim StubbsHead of EU Operations Team
Partner

Signatory of:



SUN BECOMES SIGNATORY TO THE UNITED NATIONS-SUPPORTED PRINCIPLES FOR THE RESPONSIBLE INVESTMENT

By signing the PRI, Sun has pledged to incorporate the network's six Principles for Responsible Investment into its investment, due diligence, and portfolio management practices with the goal of fostering a more informed and sustainable investing environment and global economy.

The principals encompass:

- Incorporating ESG issues into investment analysis and decision-making processes
- Being active owners and incorporating ESG issues into ownership policies and practices
- Seeking appropriate ESG disclosures from the entities in which Sun invests
- Promoting acceptance and implementation of ESG principles within the investment industry
- Working together to enhance ESG effectiveness
- Reporting on ESG activities and progress

Partners as a PRI signatory. The private equity industry has a critical role to play in advancing sustainability on a global basis, and can play an important leadership role in considering ESG factors in their investment and ownership decisions. We look forward to working with the Sun Capital team."

David Atkin, CEO of PRI

> READ PRESS RELEASE





Jennifer Wildroudt, Vice President Environmental, Social, Governance Sun Capital



We are excited to welcome

Jennifer Wildroudt as Vice President

of ESG to Sun Capital Partners, Inc.

critical role in investment decisions

With ESG playing an increasingly

of both Sun Capital Partners, Inc.

and its Limited Partners, Jennifer's

deep expertise will help us to further

accelerate Sun's initiatives in this area."

Sun Capital Partners, Inc., Executive Committee

Sun European is an affiliate of Sun Capital



*Includes donations made by affiliated foundations.

The Sun Capital Partners Foundation has given back ~\$16 Million of cumulative donations to more than 700 organizations in meaningful and compassionate pursuits. The Foundation's mission remains closely tied to Sun's culture of integrity, fairness, commitment and passion. To reinforce this connection, charitable contributions by Sun employees are amplified through a 3x matching gift program.

SELECT 2021 CHARITY DONATIONS



Donation: \$100,000



Donation: \$75,000



Donation: \$75,000



Donation: \$50,000

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2021 YEAR IN SUMMARY

TOTAL CAPITAL INVESTED

>> \$972.5 Million >>

9 Platforms
31 Add-Ons

REALIZED GROSS PROCEEDS

>> \$1.41 Billion

6 Exits
10 Dividends

FINANCINGS >> \$1.55 Billion

SUN'S DEAL SWEET SPOT

Defensible businesses in growing markets with tangible performance improvement opportunities

VERTICALS -











GEOGRAPHIC FOCUS -



NORTH AMERICA AND EUROPE

· INVESTMENT FOCUS -

DEAL SWEET

SPOT

ACCELERATING VALUE CREATION

Sun collaborates with outstanding management teams to accelerate value creation through operational excellence

TRANSACTION TYPE

Corporate Carve-Out Founder-Owned Sponsor-to-Sponsor

REVENUE

Platform: €50 Million-€1.0 Billion

Add-On: Any amount

EQUITY INVESTMENT

No Minimum

Maximum: €400 Million

CONTROL BUYOUTS

With flexibility around seller and management participation, and non-control equity investments



2021 PLATFORM ACQUISITIONS **TECHNOLOGY**





Exadel builds critical enterprise-wide products and platforms with a focus on accelerating digital transformation for blue chip customers around the world.

Exadel completed first add-on acquisition of Coppei



Industry: Technology



Transaction Type:

Founder-Owned

Headquarters:

Walnut Creek, California

Seeking Add-Ons?

Yes

loanlogics

LoanLogics is a digital mortgage solutions provider creating the premier investor network ecosystem for digital loan commerce.

LoanLogics completed first add-on acquisition of Loanbeam

Loanbeam.

Industry: Technology



Transaction Type:

Sponsor to Sponsor

Headquarters:Jacksonville. Florida

Seeking Add-Ons? Yes

> READ PRESS RELEASE

> READ PRESS RELEASE



2021 PLATFORM ACQUISITIONS BUSINESS SERVICES





Bellrock is a tech-enabled provider of specialist risk focused workplace & property management solutions in the UK.

> READ PRESS RELEASE

Industry:

Business Services (Facilities Management)



Transaction Type:

Sponsor to Sponsor

Headquarters:

Leicester, United Kingdom

Seeking Add-Ons?

Yes



SUPPLY CHAINS IN SYNC

Century Distribution Systems is a global digital logistics provider offering supply chain management and freight forwarding services.

> READ PRESS RELEASE

Industry:

Business Services (Transportation & Logistics)



Transaction Type:

Corporate Carve-Out

Headquarters:

Glen Allen, Virginia

Seeking Add-Ons?

Yes



2021 PLATFORM ACQUISITIONS BUSINESS SERVICES





Fletchers is a consumer law firm, specialising in claimant representation for predominantly medical negligence and personal injury cases.

> READ PRESS RELEASE

Industry:

Business Services (Legal Services)



Transaction Type:

Founder-Owned

Headquarters:

Merseyside, United Kingdom

Seeking Add-Ons?

Yes





Total Transportation Services is a leading, national provider of drayage transportation services to marine terminals and rail yards across the United States.

> READ PRESS RELEASE

Industry:

Business Services (Transportation & Logistics)



Transaction Type:

Sponsor to Sponsor

Headquarters:

Rancho Dominguez, CA

Seeking Add-Ons?

Yes



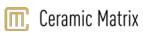
2021 PLATFORM ACQUISITIONS INDUSTRIAL





Architectural Surfaces is a pure play distributor of slabs for counter tops and related tile products.

Architectural Surfaces completed first add-on acquisition of Ceramic Matrix



> READ PRESS RELEASE

Industry:

Building Products



Transaction Type:

Public to Private

Headquarters:

Austin, Texas

Seeking Add-Ons?

Yes





EIS is a leading provider of missioncritical environmental and infrastructure services, including abatement, decontamination and remediation.

Industry: **Industrial Services**



Transaction Type: Sponsor to Sponsor

Headquarters: Forth Worth, Texas

Seeking Add-Ons? Yes

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2021 PLATFORM ACQUISITIONS INDUSTRIAL



sports & leisure GROUP

Sports & Leisure Group is a leading manufacturer of artificial turf systems serving both the Sports & Leisure and Landscaping markets.

> READ PRESS RELEASE

Industry:

General Industrial



Transaction Type:

Sponsor to Sponsor

Headquarters:

Sint-Niklaas, Belgium

Seeking Add-Ons?

Yes

COMPLETED
31
ADD-ONS
IN 2021















Palma and Nardozza Dental Services, PC





Baldwinsville, Boonsboro, Boss, Deme, Middletown, Mountainville, Olin, Palma & Nardozza, Steven L. Ratner

> **INDUSTRY: Healthcare Services**

ACQUIRED BY: Simply Beautiful Smiles



5 **Jet Aire AMGS**

Flotech/

Oneline

AMGS, Jet Aire, Flotech, Oneline

INDUSTRY: **Business Services**

ACQUIRED BY: Adler & Allan



Full Circle Restoration, **ACT, TARGET**

INDUSTRY: Business Services

ACQUIRED BY: Cotton Holdings



SoCal Dermatology, Dermatology & Laser of Del Mar, Laser Skin Care Center

> **INDUSTRY**: **Healthcare Services**

ACQUIRED BY: West Dermatology







Ceramic Matrix

INDUSTRY: **Building Products**

ACQUIRED BY: Architectural Surfaces



EIS Electronics

INDUSTRY: **General Industrial**

ACQUIRED BY: С&К



FL Family Primary Care Centers

INDUSTRY: Healthcare Services

ACQUIRED BY: Clinical Care Medical Centers



ACQUIRED BY:

Coveris

Coppei

INDUSTRY: **Technology**

ACQUIRED BY: Exadel



Bigot-fleurs

INDUSTRY: **General Industrial**

ACQUIRED BY: Flamingo



Brake Hose Production

INDUSTRY: Automotive

ACQUIRED BY: Flexitech



LoanBeam

INDUSTRY: **Technology**

ACQUIRED BY: Loanlogics



Suizhong Minghui Industrial Technology Co.

> **INDUSTRY**: **General Industrial**

ACQUIRED BY: VRG



PW Defence

INDUSTRY: **General Industrial**

ACQUIRED BY: WesCom Signal and Rescue

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2021 EXITS





Archbold, OH

Type of Buyer: Strategic

Sector: Building Products | Sponsor to Sponsor

Transaction Type:

Exit date: Sept 2021

Business Description: Arrow Tru-Line is the leading North American manufacturer and distributor of structurally critical hardware components inside a garage door.

66 Sun proved to be a tremendous partner, working closely with us to identify areas of opportunity and execute on our strategic plan. Arrow has now recorded over 10 years of consecutive volume growth and is better positioned than ever to evolve and meet our customers' needs"

Thomas Brockley, Chief Executive Officer of Arrow

Value Creation: Under Sun's ownership, EBITDA nearly doubled via purely organic value-creation initiatives.

Transformed Team and Culture: Sun worked to ensure the Company's team was not only aligned in its performance objectives but also had the requisite expertise to execute on the value creation plan. As a result, certain positions were enhanced including hiring a new CEO who was more growth oriented, and a new CFO capable of executing the plan. Further, a supply chain manager was added to help with procurement and other direct cost optimisation, as well as a VP of Operations to increase automation and drive productivity.

Improved Salesforce Efficiency: Despite being the market leader, Arrow was under-penetrated in the higher-margin Dealer/Distributor market where margins are ~3x higher than the OEM market. Sun helped the Company design a go-to-market strategy that specifically targeted growth in this segment.

Reduced Costs via Procurement Optimization: Arrow's largest material cost input is steel. Through a focus on product cost and negotiations with suppliers, the Company was able to reduce procurement costs and increase EBITDA.

Increased Investment in Automation and Productivity: Sun helped to identify high ROI capital expenditure projects that automated multiple production lines which reduced labor costs and increased productivity.

OTHER EXITS



Our partnership with Sun allowed us to accelerate growth at AMES and facilitated our ability to capitalise on market opportunities. AMES is now strongly positioned to continue building on our success and ready for the next phase of growth."

Jay Davisson, President and CEO of AMES



Our partnership with the Sun European team has been a great success, and today we are extremely proud that Dreams is the UK's most recommended, specialist bed retailer. Our shared values and focus on delivering a customer-first strategy, combined with Sun European's operational knowledge and our deep retail expertise, enabled the transformation of the business"

Mike Logue, CEO of Dreams



Our partnership with the Sun European team has been a great success. We are extremely proud that, today, Sharps is the number one market player in the bespoke fitted bedroom furniture market."

Kevin Smith, CEO of Sharps



Sun has been a great partner, not just in building StonePoint as a standalone business, but also in accelerating our growth over the past three years. The expansion of our footprint and the healthy pipeline of projects we have developed made us a very attractive acquisition target for strategic buyers."

Colin Oerton, CEO of StonePoint

2021 FINANCINGS



Adler

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: £20,000,000



Century

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: \$85,000,000



ESIM

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: €91,600,000



LoanLogics

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: \$123,000,000



TTSI

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: \$97,000,000



Architectural Surfaces Group

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: \$245,000,000



Coveris

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: €18,000,000



Exadel

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: \$96,000,000



Mancini's Sleepworld

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: \$35,000,000

WINDSOr

Windsor

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: \$80,000,000



Bellrock

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: £120,000,000



EIS

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: \$108,000,000



Fletchers Solicitors

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: £23,500,000



Sports & Leisure Group

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: €170,000,000



Vince

FINANCING TYPE: Senior Secured

AMOUNT FINANCED: \$35,000,000

TEAM & CULTURE

OUR PROMISE TO OUR PORTFOLIO COMPANIES



Support and empower your leadership team to foster the growth of your company.



Share the experience and operational capabilities of Sun European, along with the right tools and proven processes, to enhance the value of your company.



Respect your time, respect your leadership teams, and respect your job to run your company.



Live our values of teamwork, integrity, mutual accountability and transparency.



Create value the right way: relentlessly focus resources, plans, and attention on serving customers, employees, and communities far better than competitors.



Integrity and fairness always
Honor and respect everyone
Demonstrate commitment and passion
No ego or arrogance
Be decisive and accountable
Embrace teamwork
Have fun and lighten up

ASSETS UNDER MANAGEMENT
\$6.5 Billion

YEARS INVESTING 26+

ACQUISITIONS SINCE INCEPTION 465+

~40
New Hires in 2021
130+

EMPLOYEES

INTERESTED IN JOINING SUN CAPITAL, SUN EUROPEAN OR AN AFFILIATED PORTFOLIO COMPANY? CONTACT US



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FIRM OVERVIEW

Sun European Partners, LLP is a leading private investment advisory firm, focused on partnering with outstanding management teams to accelerate value creation. Sun European Partners is a trusted partner that is recognised for its investment and operational experience, including particular expertise in business services, healthcare, industrial and technology sectors. Since 1995, affiliates of Sun European Partners have invested in more than 465 companies worldwide across a broad range of industries and transaction structures with turnover of approximately €40 billion.
Sun European Partners has offices in London and affiliates with offices in Boca Raton, Los Angeles, and New York.



accelerating value through operational excellence

This 2021 Year End Highlights contains information regarding a subset of investments made by affiliates of Sun European Partners, LLP. and does not represent all investments or exits made by such affiliates. The information presented on page 4 represents all private equity investments, and exits made by affiliates of Sun European Partners, LLP. during 2021. It should not be assumed that any investments discussed herein were or will be profitable, or that any other investments will have similar characteristics. Past performance is not necessarily indicative of future results. Portfolio companies identified herein may not be representative of the entire portfolio and results may vary. The views expressed herein reflect the opinions of Sun European Partners, LLP. as of December 2021 and are subject to change. Nothing herein constitutes an offer or solicitation of an offer to buy any securities.

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