

GRAHAM PARTNERS Sustainability Report



2020

Published June 2021

Letter From the **Director of Sustainability**

We are pleased to share our 2020 Sustainability Report, which highlights achievements and case studies from across our portfolio.

I recently re-watched the documentary *March of the Penguins* that gave me new appreciation for animals' ability to adapt to their environments. The film highlights emperor penguins, who endure some of the most difficult conditions on earth—70 degrees below zero and 100 mile per hour winds. These animals are incredibly resilient and have adapted over thousands of years to be able to survive the Antarctic tundra. A key to their survival is banding together as a colony, often involving hundreds of penguins, for body heat during the harsh winters. Like many of you, I am amazed at how we as individuals have been able to adapt to increasingly difficult conditions. From virtual doctor's appointments, to connecting with family and loved ones in new ways, to sharing home schooling duties with a partner, there is no doubt that all of us have had to shift in unthinkable ways over the past year. While we have been apart physically, it is amazing to see how people have been able to come together to achieve amazing things at all scales—developing vaccines at record speed, helping an elderly neighbor get groceries, or participating in protests for a cause.

Our firm is no exception; we have been able to come together to accomplish great things, all while our employees worked entirely remotely. We acquired two new platform investments and two add-on investments, and we closed out our Graham V fundraise with \$937MM in commitments. Across our portfolio, our companies have banded together to prove that we can adapt and succeed. Each of our portfolio companies has proven that building resilience, adapting to the environment, and innovating are keys to sustained success. Our focus on investments in sectors like food, healthcare, and industrial technology meant that every one of our businesses was classified as "essential" and continued to operate throughout the pandemic.



Sustainability took on a new meaning this year. With any challenge comes new perspective and growth, and we have learned a great deal from 2020. We are excited to share stories in this report of how our portfolio of companies exhibited resilience and innovation to continue to make an impact during a year unlike any before.

Wishing you continued health and safety.

Sarah B. Kolansky

Sarah Kolansky Director of Sustainability



Q&A with **Bob Isaman**

Perspectives from our new Chief Operating Partner

Bob Isaman joined Graham Partners in 2020 to lead portfolio operations. He works closely with the Investment Team, Operations Team, external industry experts, and portfolio company management teams to drive financial, operational, and product development performance at portfolio companies.

8

Operating Partner

years at Kohlberg & Company as an

years at Stolle Machinery (GSO / Blackstone Portfolio Company) as CEO 22

years at United Technologies Corporation years in the U.S. Army Special Forces (active & reserve)

China "Foreign Expert" by China's State Administration of Foreign Experts Affairs (SAFEA)

Sarah Kolansky, Graham's Director of Sustainability, sat down with Bob Isaman to discuss his vision for Graham's sustainability program moving forward.

WHAT DOES A TYPICAL WEEK AT GRAHAM LOOK LIKE FOR YOU?

Due to COVID-19, my travel schedule has been unusually light since I joined Graham, and I look forward to meeting more of our management teams and portfolio company employees out in the field soon. From my home office, I'm an early riser and usually start work by 6 a.m. Each weekday, I typically have a scheduled morning call with one of my direct reports to catch up on the progress in their functional area and ensure we have alignment on major work streams. The rest of the workday is spent with members of our Investment and Operations Teams, along with our management teams and outside advisors, engaging on portfolio company and human capital matters. My top priorities right now are to implement processes that accelerate and track our value creation progress and ensure our resources are deployed effectively and efficiently. When I'm not traveling, my wife and I enjoy having dinner, going for a walk together, and connecting with our three grown daughters.

HOW CAN GRAHAM SUPPORT YOUR OVERALL VISION FOR THE OPERATIONS TEAM AND ADVANCE OUR ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PROGRAM FROM WHERE IT STANDS TODAY, AND WHAT DO YOU SEE AS THE NEXT STEPS FOR US ON THE ESG FRONT?

To move any new initiative forward, you need senior executive sponsorship and enough time, talent, and treasure to not only get the initiative moving, but also to keep it moving. Graham Partners certainly has this support structure. Key near-term ESG objectives are to build sustainability into technology envelopes and product development initiatives, while continuing to drive and monitor facility metrics around energy, water, and safety. We are on the road collecting ESG data by facility, and we are working to embed ESG-particularly sustainability-into our standard work, technology roadmaps, and new product development processes. This progress will accelerate engraining sustainability into our culture through our people and processes. This work becomes a cohesive lens through which we will advance our companies' efforts today to contribute to building a better world for tomorrow.

ARE THERE OTHER RECENT INITIATIVES YOU ARE EXCITED ABOUT?

Graham Partners has been investing in tech-enabled manufacturing businesses for many years. The pandemic has pushed down the throttle on the rate of technology adoption, which gives Graham tremendous opportunity as an investor with its specialization in advanced manufacturing and industrial technology. However, this increased pace also brings potential risks because demand and markets can shift more rapidly. To ensure we are arming ourselves with the latest technology insights and expertise, we recently formed a Technology and Innovation Council. The individuals on this Council will work with us across our entire investment processbuilding technology-focused investment theses, identifying attractive target companies, coaching our portfolio companies on how they can better implement technology on the plant floor and into their product solutions, and building new growth opportunities that we can "sell" to the potential next buyers of our businesses. This Council will also help us identify and advance tech-enabled sustainability initiatives across our portfolio, unlocking tremendous ESG potential.

SUSTAINABILITY IS MUCH MORE COMPLICATED THAN SIMPLY RECYCLING OR REDUCING NET ENERGY USE. HOW HAVE YOUR PAST EXPERIENCES INFORMED YOUR VIEWS AROUND SUSTAINABILITY?

I believe Sustainability and ESG will follow a path of evolutionary change similar to our journey with Total Quality Management (TQM) about 25 years ago. The quality journey was evolutionary, not revolutionarynot because anyone doubted the importance of the topic, but because of the time it took to embed the training, metrics, feedback loops, and output metrics into a firm's DNA and then see the beneficial results. Back then, change moved from the factory floor to the facility level, and then into new products, processes, and "best practices." Today, we have similarly experienced strong ESG results from many of our early pilots, and have begun to integrate ESG across our standardized processes. This year, spearheaded by you [Sarah Kolansky] and Tracy Burzycki [Senior Operating] Partner], we will pilot a new Technology Roadmap Framework and Methodology Program with embedded ESG and sustainability modules. A full rollout will likely begin in Q4 2021.



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Graham at a Glance

Highlights Across the Portfolio

Over the past five years, we have expanded how we fundamentally approach sustainability across our portfolio, while remaining focused on creating real value for investors.

WE CRITICALLY ASSESS HOW SUSTAINABILITY PROVIDES TOP LINE AND BOTTOM LINE BENEFITS FOR OUR COMPANIES TO DRIVE GROWTH AND TANGIBLE SAVINGS.

END MARKETS TOUCHED:

	CONSUMER / FOOD TECH
A	PACKAGING
Ð	HEALTHCARE
+ [≜] +	SPECIALTY DISTRIBUTION
(\mathfrak{F})	POWER MANAGEMENT
hhh	ADVANCED BUILDING MATERIALS
\$X	AEROSPACE / TRANSPORTATION
ß	INDUSTRIAL TECHNOLOGY

15 PORTFOLIO COMPANIES

FULL-TIME GRAHAM PARTNERS EMPLOYEES

4,800+

EMPLOYEES AROUND THE WORLD

OPERATIONS EXECUTIVES IN GRAHAM NETWORK

NOTES: Full-time employee count includes full-time equivalent employees as of 12/31/2020. The Director of Sustainability, Chief Operating Partner, and Senior Operating Partners are members o the Operations Team and employed by Graham Partners Operating Company, LLC ("GPOC"). The Operations Team provides consulting services to the portfolio companies of the Funds and, in certa instances, to the Funds themselves. The Operations Team is comprised of certain full-time employees of GPOC as well as various operations executives who operate as third-party contractors. For further information, see Part 2A of Graham Partners, Inc.'s Form ADV, available on the Investment Adviser Public Disclosure website.

CUMULATIVE ANNUALIZED SAVINGS ACHIEVED TO DATE





Graham at a Glance (continued)

ENERGY EFFICIENCY

Implementing capital and maintenance projects that have energy efficiency benefits like motor efficiency, heating or cooling improvements

LIGHTING RETROFITS

Upgrading lighting to more energy efficient systems that provide ancillary benefits like safety and productivity

WASTE REDUCTION

Reducing waste or upcycling (i.e., finding higher value end uses) scrap materials

WATER EFFICIENCY

Implementing maintenance or capital projects that reduce water consumption

DEMAND RESPONSE

Agreeing to voluntarily curb electricity for a short period of time to alleviate stress on the grid in exchange for payment

ENERGY SUPPLY

Ensuring energy supply is aligned with portfolio company needs and driving efficiencies in energy procurement

NEW PRODUCT DEVELOPMENT

Optimizing design of new and existing products to minimize material usage without compromising functionality

Managing in the COVID-19 World

Graham's Operational Response to the Pandemic

AT GRAHAM PARTNERS, WE CONTINUE TO FOCUS ON PROTECTING THE WELLBEING OF OUR EMPLOYEES ON THE FRONT LINES EACH DAY.

Our hands-on model and existing operations framework, including our established Employee Health and Safety (EHS) program, provided a strong foundation to ensure we could help our companies rapidly adapt and continue to grow during the COVID-19 pandemic.

PRIORITIZING HEALTH & SAFETY

Our EHS program provided a network for communicating with our companies throughout the pandemic about important response measures, such as following OSHA, CDC, state and local guidelines.

Our resources were also able to help our portfolio companies with new and uncharted challenges, ranging from identifying best practices for installing plexiglass in a break room for social distancing to developing maskwearing protocols that met state and federal regulations. Additionally, Graham established a COVID-19 Task Force which met weekly to track and respond to the changing needs of our companies and leverage our industry and functional experts to provide valuable input on a realtime basis.



PIVOTING OPERATIONS RESOURCES

Beyond health and safety, Graham's resources quickly pivoted to ensure our portfolio companies were prepared for the pandemic. Our commercial operations resources armed our companies' sales teams with virtual sales training tools as a successful alternative to in-person meetings. On the marketing front, our resources ensured our companies were focusing on digital strategies, leveraging the surge in online browsing.

Concurrently, financial operating resources closely monitored the financial stability of each company and developed detailed projections for the short and long-term impacts of COVID-19 on each business.

Additionally, <u>our external resources were deployed to</u> <u>achieve value creation initiatives</u> to help our portfolio companies with new challenges. In 2020, Graham's parttime external resources and industry experts focused on specific projects, including warehouse and inventory optimization, customer experience, and preventative maintenance plan development.

Managing in the COVID-19 World

(continued)

CREATIVE REMOTE CUSTOMER ENGAGEMENTS

As a result of COVID-19 travel restrictions, our portfolio company sales teams had to pivot their customer meetings from in-person to virtual and find creative ways to engage with prospects about their brands. As one example, Giraffe Foods, a private label manufacturer of sauces, dips and dressings held virtual 'tele-tastings.' Sauce samples were sent to prospective customers and then tasted and reviewed during a video meeting. This method enabled more core team members to join the reviews than would be able to attend a typical in-person meeting, so Giraffe's sales and R&D leaders could answer questions and provide recommendations on the spot. For one new customer, the Giraffe team is now holding monthly tele-tastings with the customer's development team. Each tasting involves 4-5 samples and targets a new product, such as sweet soy glaze or green salsa. This engagement has resulted in eight newly commercialized items, delivering an annualized run rate of \$6.6 million in revenue.



ENSURING FULL ACCESS TO CRITICAL HEALTH & SAFETY EQUIPMENT

Graham's hands-on operations model and established relationships with portfolio company leaders enabled a quick and effective response to ensure our employees had the right protection.

Early April 2020

CDC advises all Americans to wear masks in public, causing a surge in demand for masks and face coverings.

Graham's portfolio companies indicated that they were unable to procure KN95 masks for their employees unless they purchased in large quantities.

April 3, 2020

Dan Soroka, one of Graham's Senior Operating Partners with supply chain expertise, rapidly mobilized to identify the supply needs across the portfolio.

Suppliers across the globe were quickly contacted and Dan was able to secure a pallet of 10,000 KN95 masks.

April 16, 2020

Once the order was in process, Graham's Operation Team coordinated with portfolio company leadership to procure the appropriate supply of masks for their employees.

May 8, 2020

Myers EPS' shipping and receiving department served as the staging area and 6,000 KN95 masks were quickly shipped across the country to support portfolio company needs.

Portfolio Companies Rise to the Occasion

Essential Businesses Provide Innovative Goods and Services during the Pandemic

Graham is honored to work with its portfolio of essential businesses—here are just some of the ways our companies delivered life-sustaining goods and services on the front lines in 2020.

provided packaging for essential foods as consumers stocked up



CRYOGENICSimproved hospital oxygen delivery systems and supported the buildout of new mobile hospitalsABX, a provider of innovative packaging solutions, provided packaging to a company donating
ready-to-eat, microwavable meals to charities





easy pak smart. secure. sustainable.



ACME, a provider of products and field services for cryogenic liquids and industrial gases,

VPET, a provider of plastic containers primarily used to package food and beverage products,



BRIGHTPET, a premium and super-premium pet food and treat producer, donated more than 50,000 pounds of By Nature® Pet Food to those who were financially affected by COVID-19 so that they could keep their pets fed





MYERS EPS, a designer and manufacturer of engineered emergency lighting power solutions, installed emergency lighting at mission critical venues, including pop-up hospitals

OPTCONNECT, a provider of managed wireless connectivity solutions for unattended equipment, enabled connection without physical interaction; think: touchless payment devices at local businesses

*Graham Partners divested from BrightPet in September 2020

DM-800G

Medbio, a precision manufacturer of medical and biotechnology device components, stepped up to meet customer needs in the fight against COVID-19. During the shortage of ventilators throughout the country, Medbio rapidly manufactured innovative ventilator splitters, which allowed one ventilator to be used for multiple patients. The company also supplied critical parts for several types of COVID-19 testing kits, leveraging its quick turnaround capabilities to meet demand. Click here to see a video with more detail.

Spring 2020: Medbio employees worked tirelessly to manufacture molds for ventilator components with a 74-hour turnaround time from design to shipment.







Making More with Less

Investing in Sustainable Improvements

Giraffe Foods is a specialty sauce and marinade manufacturer located in Toronto, Canada. During the diligence process, Graham identified that a significant amount of Giraffe's final product was going down the drain during the cleaning of the feeding and filling pipes between batches, which ultimately led to lower yields and higher wastewater charges.

With Graham's support and a new VP of Operations in place at Giraffe, the company underwent a major operational upgrade in 2020. The improvements included a new air push system to improve yields, along with investments in non-slip surfaces and LED lighting throughout the facility. Through these investments of time and capital, Giraffe <u>cut its average loss rate in half from</u> <u>2019 to 2020</u>. This will lead to at least <u>\$180k in annualized</u> <u>savings</u>, as well as other productivity and safety benefits. The project will also allow Giraffe to meet growing customer demands without investing additional capital.

KEY 2020 OPERATIONAL IMPROVEMENTS



New air push system installed to reduce the amount of finished goods sent down the drain – \$129K/year in avoided ingredient purchases.



Installed LED lighting throughout the facility – \$51K/year in energy savings.



Non-slip floor installed throughout the production floor to reduce risk of injuries.

Water and wastewater charges are expected to decrease 25% – a \$9K/ year reduction in operational costs.



Improvements in yield led to an estimated

44,062 gallons/ year

of finished product diverted from wastewater into finished goods

&



in avoided ingredients purchases

10

Understanding Our Global Reach

Mapping Supply Chain and the Impacts of 2020

The year 2020 was marked with unforeseen challenges regarding the movement of goods around the world. Our supply chain operations resources worked directly with leaders at all portfolio companies to monitor inventory and availability of supply and identify additional sources as needed. As a result, the supply chains of our portfolio companies have become more diversified and therefore more resilient to future disruption events—whether from climate, conflict, or pandemic.

One example is the tightening of the supply chain for recycled PET (rPET) plastics driven by changes in Asian recycling import policies in recent years, exacerbated by consumer packaged goods companies and retailers setting recycled content goals across many food and consumer product categories. While mandated higher recycled content is something Graham is a big proponent of, two of our portfolio companies, EasyPak and VPET, source rPET as a key raw material used in producing their sustainable packaging solutions. To broaden the networks of suppliers for EasyPak and VPET, Graham employed a tool called Panjiva to provide insights into import and export activity of rPET. As a result of this analysis, we identified alternate rPET suppliers to build redundancy in EasyPak and VPET's supply chains.

2020 BY THE NUMBERS:

HOW THE YEAR IMPACTED PORTFOLIO COMPANY SUPPLY CHAINS

Numbers are in aggregate across all non-U.S. suppliers of all U.S.-based Graham portfolio companies.



Overall shipments by weight from overseas suppliers to Graham portfolio companies went up 10% from 2019 to 2020 as most companies grew in revenue.

Shipments to portfolio companies from Chinese suppliers decreased by 3%.

Shipments from the top three countries of supplier origin decreased from 62% in 2019 to 55% in 2020, resulting in reduced supplier concentration.

GRAHAM'S 2020 SUPPLY CHAIN MAP BY TOTAL SHIPMENTS

According to

a <u>survey</u> of 200 global manufacturers by Bain & Company, 41% of global manufacturers cited increasing resilience as a supply chain investment goal for the next three years, up from 14% in the three years prior.

1

Reducing Footprints

Meeting Customer Needs in Sustainable Ways

Myers Emergency Power Systems (Myers EPS), based in Bethlehem, PA, manufactures emergency lighting inverters and battery backup systems, serving life safety applications across a broad array of growing and resilient industry segments, including data centers, warehouse & distribution centers, education, healthcare, and others. In recent years, customer demand has shifted to smaller backup systems. During diligence, Graham identified a conversion opportunity involving smaller battery backup systems that would take up less square footage in the utility closet. The company's engineering team designed a new product line, the Nova series, with a smaller physical footprint. The redesign achieved an average 40% footprint reduction compared to the legacy product, without compromising functionality. By optimizing the design, Myers EPS was able to reduce sheet metal, battery size, paint, and cable wiring. As a result, the redesigned solution weighs less, reducing shipping costs and raw material usage. Additionally, the

new product will require less in the form of backup battery storage power, which will result in less energy needed to charge the battery during the product's life.

The company anticipates that this redesign could result in up to ~\$67K in aggregated annual savings for Myers EPS in 2021, with the potential for more savings as they expand market share in this product line. There is additional opportunity for Myers EPS to incorporate lessons in product light-weighting and sustainable innovation to other existing product lines, providing financial and environmental benefits for both Myers EPS and future customers. Graham is also working with other portfolio companies to include dematerialization and other sustainability considerations into new product development processes.

BENEFITS OF MYERS EPS REDESIGN

\$55-58K

in material savings annually from the footprint reduction, including avoiding the use of 1,100 lbs. of metal and 300 feet of cable wiring, and applying 3% less paint.

\$8K

annual reduction in shipping charges.

5%

less energy required to keep the batteries charged, which will benefit customers over the life of the product.

REDUCING PRODUCT FOOTPRINTS



Putting People First

Recognizing Employees' Contributions

At Graham Partners, we value our employees who work every day to provide essential products and services for their customers. Whether it is the field service technician who is repairing the industrial gas pipes at a hospital, the quality manager ensuring that company standards are met, or the HR leader interviewing new employees to join our teams, each one is valued for their contribution to the business.

4.818

28.7%

44.2%

\$217,494

\$ 5,061,102

KEY PORTFOLIO HR METRICS¹

Total employees globally²

Total contributed towards continuous education in 2020

401k matching dollars towards retirement benefits in 2020

Total percent of U.S. workforce that is female

Total percent of U.S. workforce that is non-white or is Hispanic

1 Values include all portfolio companies as of 12/31/20, including minority investments. Benefits include those provided by Graham portfolio companies which were in the portfolio as of 12/31/20 but does not include those that were exited during the year. This includes benefits provided throughout the whole year and may include some benefits provided before the company was owned by Graham Partners.





GRAHAM PARTNERS PORTFOLIO COMPANIES PROVIDE MEDICAL BENEFITS TO EMPLOYEES AND THEIR FAMILIES ACROSS THE U.S.

Total full-time employees in the U.S.

3,932

Total on employer-sponsored health plans in U.S. (including families)

4,247

Putting People First (continued)

IMPACT AWARDS

In 2016, Graham launched its Impact Award program to highlight the achievements of portfolio company employees who went above and beyond to help their company achieve key strategic initiatives. This year, three finalists were recognized for their hard work and dedication to their company's mission. We thank these three, and all of our employees, for their work each day toward projects that make a difference.





MIKE CARROLL

Mike implemented daily management routines with his team at Myers EPS to improve operations efficiency by 12% in the alternating current modular department. Mike was the first leader at the company to implement this new system, and did so with unmatched energy, positivity, leadership, and team building.





ALLIE STRELBISKY

Allie was recently promoted to Materials Replenishment Manager at Giraffe Foods, after implementing a new scheduling system that <u>significantly improved</u> operational efficiency in production. Under her management, many aspects of procurement have drastically improved, including delivery times, inventory capacity, and transporting goods.





HENRY HSIEH

Henry manages the installation of equipment and infrastructure at all VPET facilities. Henry led the installation of VPET's automation systems across multiple plants, ultimately saving the company <u>over \$2MM in 2020</u>.



Valuing Diverse Perspectives

Making Strides to Expand Diversity Across all Levels

At Graham, we recognize and uphold the objective of furthering diversity across our workforce and network. We developed a diversity statement in 2018 and since then have introduced initiatives to increase diversity at the manager level (Graham Partners), the portfolio company level (leadership teams and directors), and at the operations level (across our operating team).

In particular, by increasing diversity at the C-level within our companies, we hope to bring a broader range of perspectives to enhance performance and offer role models to their organizations. SINCE 2019, WE HAVE RECRUITED THREE FEMALE CFOS TO JOIN OUR PORTFOLIO COMPANY MANAGEMENT TEAMS, INCREASING THE PERCENTAGE OF FEMALE CFOS TO

20% **

OUR DIVERSITY STATEMENT:

At Graham Partners, we recognize that our people are our greatest asset at all levels of our organization. We also recognize that having perspectives from diverse backgrounds and experiences should enable us to create greater value for our investors and attract and retain top talent. That is why we are committed to developing a culture rich in different backgrounds and perspectives in all aspects of our business.

THOUGHTS FROM OUR LEADERS



Christie Kent

CFO, OptConnect When I speak to women in the beginning of their career, I tell them to never let their fear keep them from taking on more responsibility. Volunteer for every opportunity available at the company. Every new task you take on provides a learning opportunity and forces you to problem solve. When I was younger, I thought I needed to know exactly how to do a job before I could do a job. But once you learn so much of success is about finding and using resources and solving problems, you realize you can take on bigger and harder responsibilities.



Dana Goodman

CFO, Mercer Foods The best advice I've ever been given is to be yourself and listen to others. I think great leaders are genuine and show compassion towards people, and I have been fortunate to have had good mentors to help me learn that.



Bernadette Legareta

CFO, Medbio An organization is stronger because of differences in experiences rather than similarities. Diversity allows those differences to be amplified.

With **Gratitude** for Our Essential Employees



The video above includes investments that were divested in 2020





VALUING VOLUNTEERING

We have created a valued partnership with a local elementary school over the past 10 years. Graham Partners has worked with the teachers and students of Gotwals Elementary School in Norristown, PA, a school which is historically lacking in resources, to complete various service projects over the years. Past projects have included re-organizing the school's library, painting fences outside the building, and painting murals in the hallways.

In 2020, in lieu of an in person activity, Graham Partners supplied books from the school's summer reading list and delivered them to the school.

These images were taken in 2019





About Graham Partners

Graham Partners is a private investment firm focused on investing in technology-driven companies that are spurring innovation in advanced manufacturing, resulting in product substitutions, raw materials conversions, and disruptions to traditional end markets. Graham Partners targets companies with EBITDA between \$5 million and \$50 million, and will invest in smaller companies to the extent they complement one or more of its other holdings. Since the firm's founding in 1988 by Steven Graham, Graham Partners has closed over 130 acquisitions, joint ventures, financings, and divestitures. The committed capital raised since inception through the Graham Partners funds together with Graham led coinvestments totals approximately \$3.4 billion, which differs from Regulatory Assets Under Management. Investors include university endowments, charitable foundations, financial institutions, and private investors. Based in suburban Philadelphia, the firm has access to extensive operating resources and industrial expertise and is a member of The Graham Group, an alliance of independent operating businesses, investment firms and philanthropic entities, which all share in the common legacy of entrepreneur Donald C. Graham, and among which include Graham Partners and the Graham Partners funds it manages.