



SUMMIT PARTNERS

Boston

Menlo Park

London

Summit Partners

April 2018



Our Mission

We seek to invest in the best growth companies worldwide, to be a valued and trusted partner to entrepreneurs and executives, and to deliver superior returns to our investors.

“Fortune Favors the Bold” –Virgil



Agenda

- I. **Summit Partners Overview**
- II. The PE Ops Landscape and Summit Peak Performance Group
- III. Case Studies

Summit Partners at a Glance

Summit is a global alternative investment firm. We seek to proactively identify and invest in best-in-class growth companies, and deliver post-investment services to increase value.



33+ Years of Growth Investing

Sector expertise across technology, healthcare and growth industries

475+ investments

190+ strategic sales or mergers

140+ public offerings

Proven history of creating value for our portfolio companies



Large and Experienced Global Investment Team

100+ investment professionals

Offices in Boston, Menlo Park and London

Focus on proprietary deal sourcing and post-deal value creation

Organized to source companies and add value post-investment



\$21 Billion Raised Since 1984

15 growth equity funds

6 fixed income funds

2 public equity hedge funds

\$14B+ active capital under management

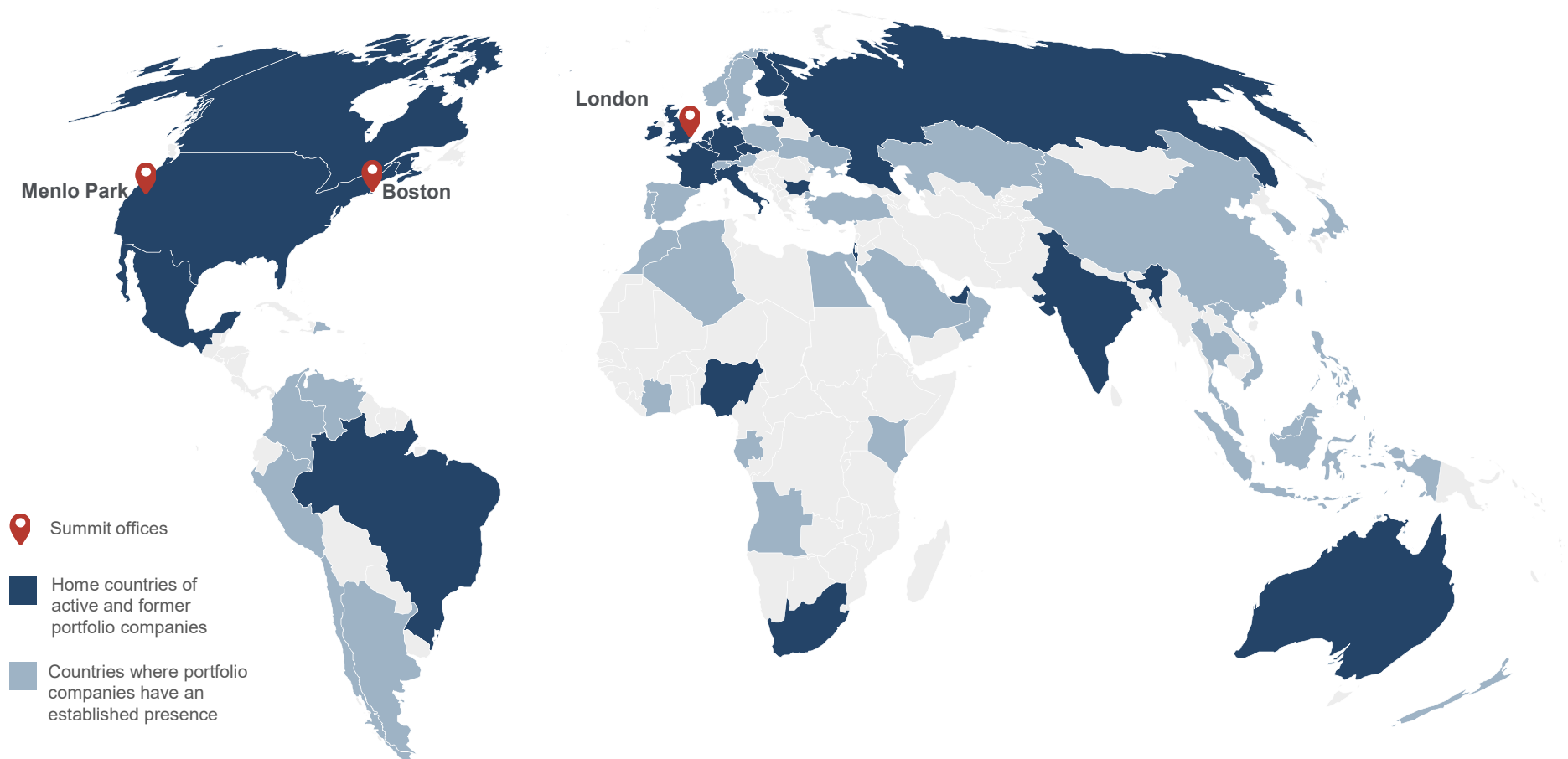
Broad, global institutional investor base



Global Portfolio by the Numbers

Summit's portfolio reflects our global scale and significant reach

90+ Active Portfolio Companies	\$19.3B Total 2016 Revenues	\$2.2B Total 2016 EBITDA	76,894 Total 2016 Employees
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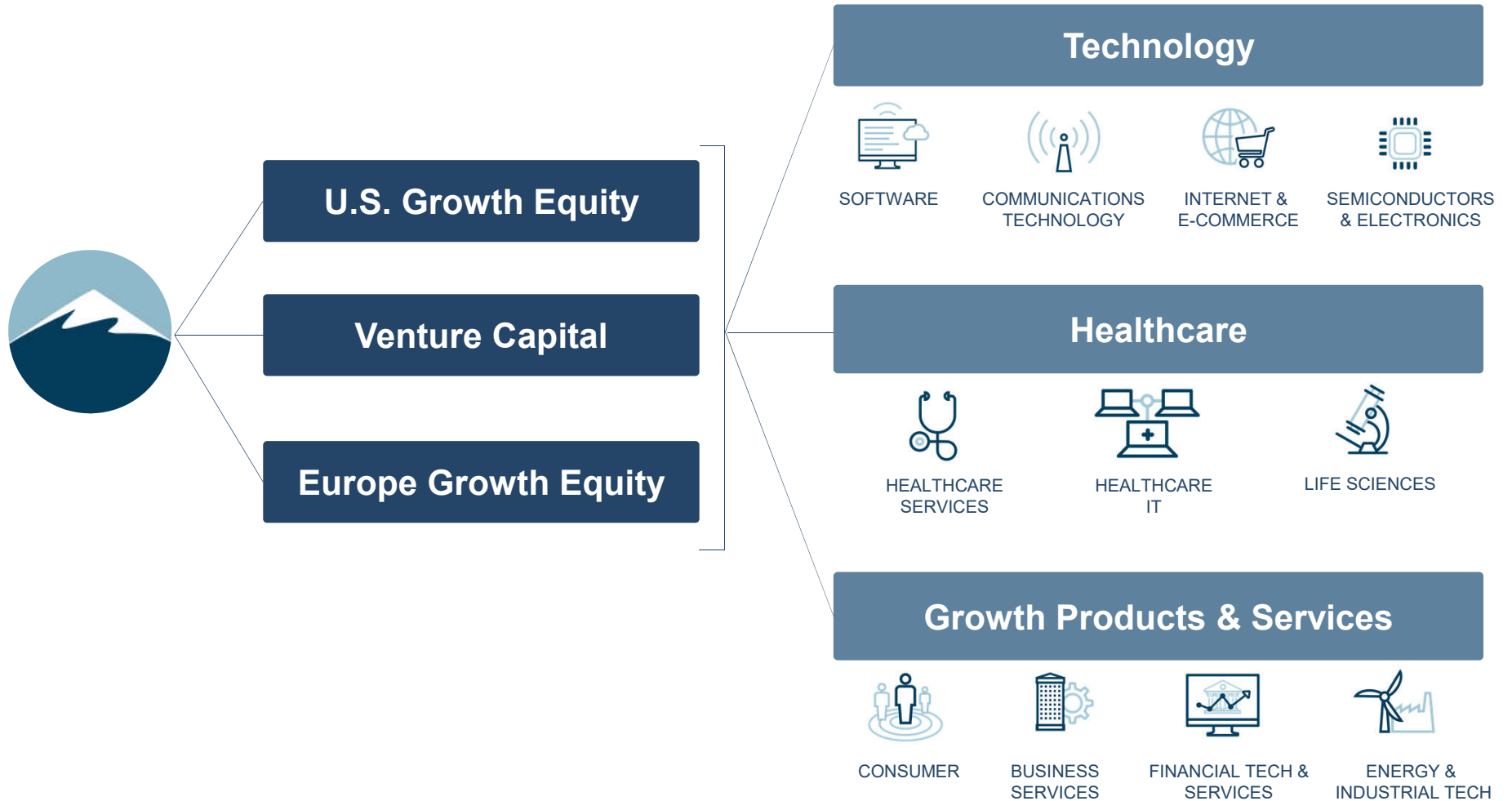
Growth Equity Defined

As growth equity investors, Summit invests in rapidly growing, proven companies led by strong entrepreneurs and management teams








Industry Focus Areas

Summit's growth equity and venture capital investment teams are organized by fund strategy and by sector







Recent Activity by Sector


Technology

 <p>SaaS-based work management and automation platform</p>	 <p>Cloud-based unified communications platform</p>	 <p>Acquired by General Atlantic</p> <p>Merchandising, business intelligence and store operations software</p>	 <p>\$2,410,000,000 NASDAQ: MTSI</p> <p>RF semiconductors and components</p>	 <p>\$5,020,000,000 NASDAQ: UBNT</p> <p>Broadband wireless network solutions</p>
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Healthcare

 <p>Consumer health information website</p>	 <p>Acquired by Leonard Green & Partners</p> <p>Personalized healthcare network</p>	 <p>Acquired by Anthem</p> <p>Integrated healthcare delivery network</p>	<p>DuPage Medical Group</p> <p>\$1,450,000,000 Acquired by Ares</p> <p>Multi-specialty physician practice management company</p>	 <p>Acquired by Mars Petcare</p> <p>Specialty and emergency medicine for pets</p>
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Growth Products & Services

 <p>Data and RFID solutions for the retail supply chain</p>	 <p>SaaS-based unified wealth management platform</p>	 <p>\$500,000,000 Acquired by Winnebago</p> <p>Manufacturer of towable recreational vehicles</p>	 <p>\$2,000,000,000 Acquired KKR and Stone Point Capital</p> <p>Wealth management, benefit and consulting services</p>	 <p>\$700,000,000 Acquired by Aaron's</p> <p>Web-based lease-to-own financing programs for retailers</p>
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Portfolio Company Resources

Summit offers flexible, on-demand resources in areas vital to a company's growth





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Industry Model Perspective 1*

None

- No operational commitment in the partnership
- BOD seats; portco mgmt. recruiting, evaluation & comp, etc. all done by deal professionals
- Value creation managed by portco mgmt. directly or through 3rd party advisors

Carlyle

Retired Executive / Board Member Model “Jack Welch”

- Provides strategic guidance to portco mgmt.
- Evaluates mgmt. from board view
- Develops incentives (\$, equity) to align mgmt. to sponsor goals
- Taps executive network to augment/replace portco mgmt.
- Typically multi-company focus

CD&R

Leveraged Partner Model “The Consultant”

- Identify and sell value creation opportunities to portco mgmt.
- Value creation managed primarily through 3rd party advisors or portco mgmt.
- Interface with mgmt. like an Exec Chairman or Consulting Partner
- Typically multi-company focus (three or more)

**Blackstone
Welsh Carson**

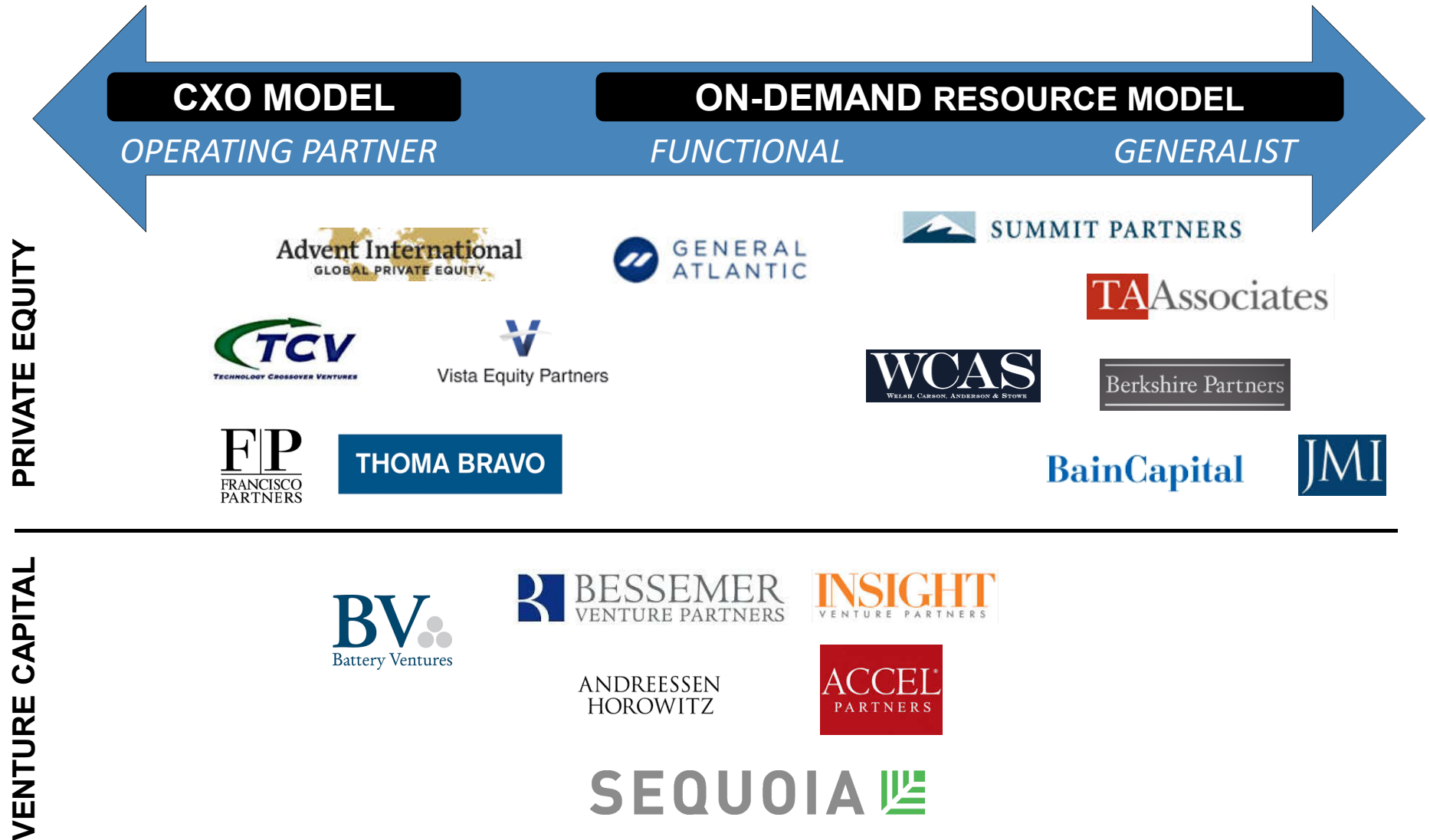
In the Trenches Model “The Operators”

- Identify and sell value creation opportunities to portco mgmt.
- “Parachute in” and own deliverables on site both for PE firm and the portco mgmt. team
- Take interim or augmenting roles with mgmt.
- Value creation managed by the operator through a mix of 3rd party advisors and portco mgmt.
- Typically one or two company focus at a time for value creation

**TPG, KKR,
Bain Capital**



Industry Model Perspective 2



Peak Performance Group Roles

PPG team members work directly with portfolio company management teams; involvement often begins before investment and continues on an on-demand basis throughout the partnership. The PPG works across funds, industries and geographies.



Peak Performance Group

● Pre-Investment

The PPG works transparently with management teams as part of a collaborative diligence effort to identify growth acceleration and process improvement opportunities, define priorities, determine KPIs and map an execution plan via the 180-day plan process

● Post-Close

The PPG provides on-demand, flexible support to execute high-priority strategic and operational initiatives identified during the diligence process. We measure the success and efficacy of each engagement against KPIs and transfer capabilities to functional teams for ongoing success.

● On-going

Throughout Summit's investment, portfolio companies can access the PPG as a free, on-demand resource to help optimize additional functional areas of the business. Engagements are customized to fit the scope and complexity of initiatives, with the PPG providing the level of involvement needed – from strategic guidance to on-the-ground execution.



Peak Performance Group: Overview of Capabilities

The PPG has experience helping companies achieve the next level of growth. In some instances, our work is augmented by third-party specialists.

	Functional Area	Capabilities
REVENUE ENHANCEMENT	Sales force effectiveness	<ul style="list-style-type: none"> • Sales force scalability (organization, infrastructure, channel partners and referral networks) • Compensation and incentive alignment • Sales process improvement (productivity, forecasting, pricing, pipeline management)
	Marketing	<ul style="list-style-type: none"> • Strategy (new market and product research, customer and market segmentation) • Marketing spend effectiveness (ROI assessment, resource allocation) • Digital marketing (SEO, SEM optimization)
	Customer retention	<ul style="list-style-type: none"> • Predictive analytics to assess likelihood of customer churn, optimizing customer success spend • Process improvement to improve customer and revenue retention
OPERATIONS	Process efficiency	<ul style="list-style-type: none"> • Business process improvement, including Lean & Six Sigma, in transactional environments • Scaling and enhancing manufacturing and supply chain capabilities • Outsourced capability management (software development, contract manufacturing)
	Mergers and acquisitions	<ul style="list-style-type: none"> • Acquisition engine development (sourcing, planning and execution) • Post-merger integration (execution support and “playbook” development – for acquisitive models – to quickly realize revenue and organizational synergies)
	Recruiting engine	<ul style="list-style-type: none"> • Development and optimization of candidate sourcing funnel • Includes documentation of cost-to-acquire, funnel and churn metrics to ensure hiring plans are met
INFRASTRUCTURE	Technology	<ul style="list-style-type: none"> • Technology infrastructure, security, scalability and organizational strategy • Business analytics review and compliance assessment (SOX, HIPAA, PCI) • Enterprise systems evaluation, vendor selection and implementation assistance
	Strategy development & execution	<ul style="list-style-type: none"> • Post-investment value creation planning • Key Performance Indicators (KPIs) and CEO dashboard development





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Parts Town



Distributor of restaurant equipment parts and technical service

Addison, Illinois

Founded in 1987

Invested in 2013

“To a person, Summit has demonstrated integrity from beginning to end. They share our ambition for the business and bring tremendous resources to help make that vision a reality.”

“Through our work with the PPG team, we were able to focus the right resources on the right opportunities – to do a better job of managing data and the information we had and bringing that to our customer base. As a result, we’ve accelerated our growth in a meaningful way.”



Steve Snower
CEO

Opportunity

Founders and management team sought a financial partner with experience in technology-enabled services and distribution to support Parts Town’s continued growth and help the company achieve its full potential. Summit’s **Growth Products and Services Team** led a majority recapitalization in 2013.

How Summit Helped

- Worked closely with CEO to add an experienced CFO, who had previously served as CFO at a prior Summit company. Summit’s **Talent & Recruiting Team** helped fill key roles in sales and marketing.
- Collaborated with management to formulate an acquisition strategy to accelerate growth. Assisted in sourcing, diligencing and financing three acquisitions – including the acquisition of Whaley Foodservice Repairs – to expand Parts Town’s geographic reach and enhance its customer service capabilities.
- Engaged Summit’s **Peak Performance Group** to help optimize Parts Town’s value proposition, sales force and customer success teams, identifying opportunities to segment the team to improve productivity and implement standardized processes and pricing
- Utilized Summit’s **Capital Markets** team to help structure, negotiate and execute multiple credit facilities to help fund the company’s acquisition strategy

Results

Parts Town is the fastest-growing distributor of genuine OEM repair and maintenance parts for the foodservice industry and provides locally-focused field service and technical support

Tripled revenues within three years of Summit’s initial investment

Completed three acquisitions to expand geographic reach and capabilities

Nearly doubled customer base to serve more than 100,000 customers across the United States

Completed a majority recapitalization with Berkshire Partners in 2016, with Summit remaining as a significant shareholder and board member



Solutionreach



SaaS-based patient engagement and communication

Lehi, Utah

Founded in 2000

Majority investment in 2012

“Solutionreach was growing well before the investment, but Summit gave our sales engine another gear that it didn’t have before.”



Jim Higgins
Founder and CEO

Opportunity

Solutionreach is dedicated to eliminating the communication gaps between healthcare providers and their patients. The company began as a provider of email and text based patient messaging. Already growing quickly, Solutionreach sought an experienced healthcare investor to help accelerate sales and diversify into new market segments. Summit’s **Healthcare Team** led a majority investment in 2012.

How Summit Helped

- Summit’s **Peak Performance Group** worked closely with management to optimize the sales infrastructure, scale the sales team and improve sales force effectiveness. In addition, PPG developed and helped implement a predictive analytics model to improve customer retention.
- Assisted Solutionreach in securing a line of credit to fund growth initiatives
- Recruited an independent board director with experience leading high-growth SaaS businesses
- Engaged Summit’s **Talent & Recruiting Team** to help fill VP-level roles in Sales and Marketing
- Collaborated closely with management to help expand into new segments of the medical market
- Josh Weiner – a former VP on Summit’s PPG Team – joined the company as Chief Growth Officer and now serves as Chief Operating Officer

Results

Solutionreach has evolved from patient reminders to a full, cloud-based platform of robust and effective tools that engage patients all along the care delivery stream

Grew revenues more than 6x during Summit’s investment

Added more than 15,000 new customers

Increased headcount to 600+ employees





CASE STUDY

Ubiquiti Networks

Broadband wireless network solutions

San Jose, California

Founded in 2005

Invested in 2010



John Ritchie
Former CFO

Opportunity

Founder sought a partner to make a minority investment to provide shareholder liquidity and assist with positioning the company for an IPO or strategic sale. Summit's **Technology Team** provided a minority investment in 2010.

How Summit Helped

- Recruited a former Summit portfolio company executive to the role of CFO and added several independent board members, including two from prior Summit portfolio companies
- Engaged Summit's **Peak Performance Group** to help optimize the company's international supply chain to satisfy growing demand for its AirMax wireless broadband product line
- Identified and helped recruit key industry executives to open a Chicago-based R&D office
- Utilized Summit's **Capital Markets Team** to assist with the closing of a cross-border credit facility
- Helped company prepare for a successful IPO in 2011 (NASDAQ: UBNT), led by UBS Securities, Deutsche Bank Securities, and Raymond James & Associates

Results

Ubiquiti is closing the digital divide by building network communications platforms for everyone and everywhere, with more than 70 million devices deployed in over 200 countries

More than tripled revenues during Summit's investment

Completed an initial public offering in 2011 and a secondary public offering in 2013



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