

SUSTAINABLE VALUE CREATION REPORT 2019

Creating value with purpose

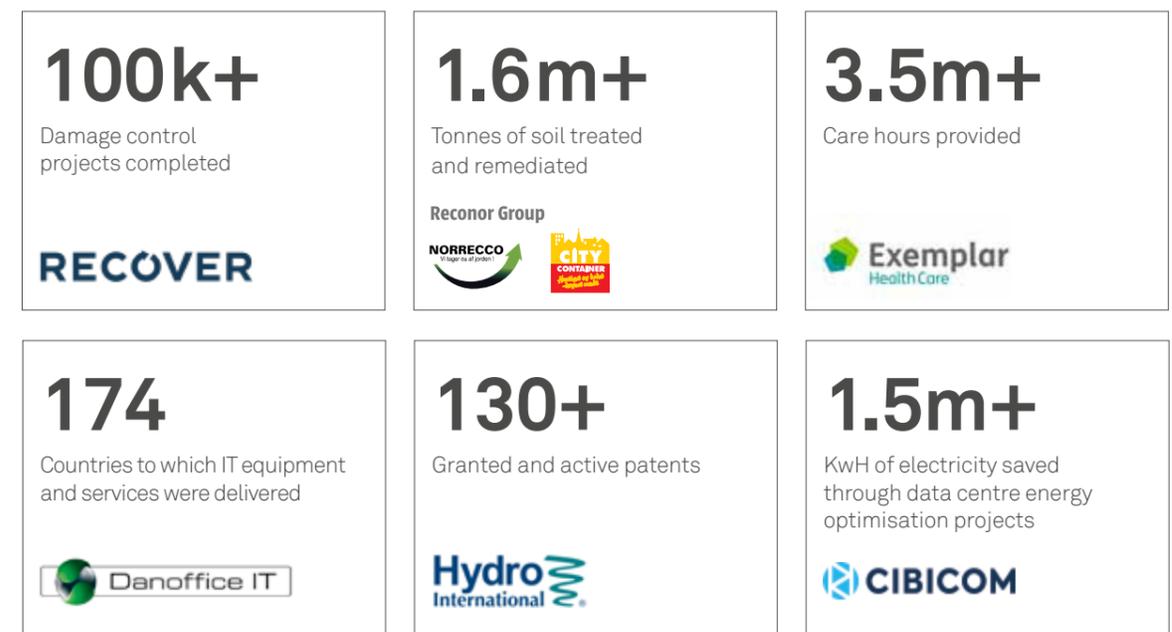


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2019 highlights

The portfolio companies that we back continued to experience significant growth in 2019 and to make a positive environmental and social impact in a responsible and sustainable manner.



¹ Figures include Recover Nordic (sale agreed in December 2019, closed in March 2020)
² Anti-bribery and corruption, whistleblower & cybersecurity policies

Welcome from Ludovic de Montille, Chair of the Responsible Investment Committee

I am proud to introduce our second annual Sustainable Value Creation Report.

Our 2018 Report detailed how investing responsibly and sustainably is part of Agilitas's DNA, backing businesses where positive purpose is aligned with shareholder value.

Over the last 12 months, we have continued our efforts to further develop and report on our responsible and sustainable investment approach, within both our firm and our portfolio companies. We have also been active at an industry level, regularly commenting in the press and debating at industry conference panels the positive societal role that private equity can play.

Our approach has been recognised by the private equity industry at the 2019 Private Equity Exchange Awards, in the category for Best ESG Private Equity Firm, and with our recent nomination in the Real Deals Private Equity Awards' ESG category.

In the extraordinary environment in which we find ourselves today, Agilitas's commitment in this area - driven forward by its Responsible Investment Committee, which I am proud to chair - continues to distinguish us as a market leader in sustainable value creation.

AGILITAS'S STRATEGY

Sustainability is core to Agilitas's strategy and to our culture. It is our belief that - through a tight focus on our responsible investment principles and ethical framework - the companies that we back can not only have a positive impact on society and the environment, but also drive superior performance for our investors.

For us, sustainable investing is a fundamental part of creating value. In Agilitas's investments, there is no trade-off between an ethical focus and strong returns. Backing mission-critical businesses, where positive purpose is aligned with shareholder value, allows Agilitas to ensure that positive impact and extraordinary returns go hand in hand.

AGILITAS'S PORTFOLIO

Agilitas's distinctive strategy focuses on businesses which address fundamental needs. When evaluating an investment opportunity, we look for a strong alignment between the company's potential for enhancing society and the planet, and the opportunities for operational and strategic value creation.

Agilitas backs management teams of companies with multiple opportunities for step changes in performance. Alongside this upside potential, the



common characteristics of an Agilitas portfolio company - mission-critical products or services, stable and positive regulatory dynamics or non-cyclical sectors, to name a few - also offer strong downside protection.

As I write this letter, we are all operating in an extraordinary environment amid the global outbreak of COVID-19. Whilst the Agilitas portfolio benefits from defensive characteristics that should help mitigate the impact of the virus on operations, our commitment to the highest governance standards within each of the companies we back ensures a strong platform from which to help management teams navigate the current situation and to continue to drive performance.

AGILITAS'S CULTURE

A crucial strand of Agilitas's DNA is its commitment to ensuring high ethical standards across the team. This ethical framework governs how we manage internal processes and how we act as responsible stewards of investors' capital; it underpins our relationships with the management teams we back.

Our diverse team spans seven nationalities; we speak eleven languages between us and we represent a range of ethnicities, religious ideologies, and varied backgrounds. Our team includes former engineers, military officers, restructuring professionals, operating

line managers, consultants, investment bankers and accountants. We are proud to sustain gender diversity levels above the industry average, with women comprising 23% of the non-administrative staff, 31% of the total firm and 48% of portfolio company employees.

We firmly believe that diverse ideas and methodologies inform a well-rounded investment strategy and help to deliver strong sustainable value creation. This is aided by a firm-wide understanding and appreciation of responsible investing and of the 17 Global Goals set out by the United Nations in 2015, with all Agilitas team members having been enrolled in UN PRI training.

On behalf of the Responsible Investment Committee, I hope you enjoy Agilitas's second Sustainable Value Creation Report. I look forward to continuing to demonstrate our distinctive approach in action across the portfolio.

Ludovic de Montille
Chair of the Responsible Investment Committee

Why sustainability is important to us

Investing responsibly and sustainably has been part of Agilitas’s DNA since our inception and is a fundamental part of our approach, aiding the defensibility of the portfolio and acting as a powerful value creation tool.

By focusing on investments where positive societal and/or planetary purpose aligns with investor returns, we ensure that delivering a positive impact and high levels of shareholder value creation are also fundamentally aligned. This means that improving the performance of a company benefits not only investors, but wider society too.

Agilitas places considerable emphasis on ESG and responsible investment factors in all areas of its operations, and views this as fundamental to the long-term success of the firm, its investors and its portfolio companies. The Agilitas Investment Committee turned down eight investment opportunities for ESG-related reasons in 2019.

deliver profound changes by aligning the interests of investors, of management teams, of employees and of society as a whole.

We regularly write op-eds in industry publications and participate in ESG-related panel discussions on how industry practices can be improved. We hope that the private equity industry embraces the opportunity to generate a real social impact and we are committed to taking an active role in promoting and developing the part private equity can play in sustainable value creation.

Agilitas backs only those companies that can create social or environmental value. We walk away from transactions where there is no alignment between shareholder value and the fundamental purpose of the company, or where ESG risks or concerns are identified during the investment process.

We are signatories of the UN Principles of Responsible Investment (UN PRI) and all staff members are enrolled in UN PRI training. As a signatory, we are committed to supporting the six Principles for Responsible Investing. We believe that private equity’s control and governance structures are ideally placed to

PROMOTING SUSTAINABLE VALUE CREATION



Martin Calderbank, at the Real Deals Mid-Market Conference.



Anne-Marie Laing, at the Women in Private Equity Forum.



Debojit Mukherjee, at the Invest Europe CFO/COO Forum.

Supporting human and planetary flourishing

Agilitas backs high-quality businesses in defensible sectors addressing human or planetary needs. We believe that proactively improving businesses where the fundamental purpose addresses human or planetary needs not only benefits investors by driving performance, but also leads to sustainable social and environmental value creation and supports human and planetary flourishing.

FUNDAMENTAL PURPOSE ADDRESSING FUNDAMENTAL NEEDS

	FUNDAMENTAL PURPOSE	HUMAN NEEDS	PLANETARY NEEDS
	Emergency damage control and environmental services - Help mitigate the impact of flooding, fire or other unwanted incidents - Improve the prevention of, and reduce the costs of, damage from extreme weather conditions - Make cities and human settlements safer by maintaining mission-critical infrastructure	✓	✓
	Environmental services - Remediate soil and improve water quality - Collect, sort and recycle waste material - Reduce waste generation through the prevention, reduction and reuse of material - Reduce the use of natural resources through circular economy principles	✓	✓
	Specialist acute care homes - Improve the lives of acute care service users - Provide customised person-centred nursing care for service users with complex needs - Facilitate therapeutic engagement - Succeed where other care providers have failed	✓	
	IT hardware, software and solutions provider - Provide flexible and reliable IT solutions to international organisations and businesses operating worldwide and into remote parts of the world - Support the work of inter-governmental organisations, non-governmental organisations and charities in developing countries	✓	
	Wastewater and stormwater technologies provider - Protect the environment from water pollution - Provide best-in-class technological solutions for the management of wastewater and stormwater - Mitigate the impact of water-related weather incidents through flood prevention	✓	✓
	Critical communication and infrastructure provider - Operate critical national infrastructure including 34 high transmission towers - Maintain near 100% transmission availability of digital terrestrial TV and radio services - Manage and operate emergency communication networks used by the Department of Defence, police, fire brigade and coastguard - Provide Internet of Things and datacentre solutions	✓	

Spotlight on Exemplar Health Care

Euan Craig and John Whitehead, members of Exemplar Health Care's senior management team, discuss sustainable value creation, the importance of quality to Exemplar Health Care, and the positive impact it is having on society.

What does sustainable value creation mean to you, and why is it important within Exemplar?

EC: At Exemplar, sustainable value creation is epitomised by the prioritisation of care quality. Without quality care delivery, there is no business case and no room in the healthcare economy for Exemplar or any other operator. Quality directly correlates with many metrics, including service user and staff satisfaction, staff retention, and ultimately profitability.

As a leading specialist care provider, we strive to make every day better for our over 700 service users, for over 3,000 staff, for their families, and for the wider community. As a business, we focus rigorously on quality because through this we can ensure our future and our growth.

JW: Effective integration with the wider community is also vital to creating sustainable value, as is using sustainable construction methods in our new homes. We encourage volunteer work, creating the opportunity to exchange skills and demonstrating a genuine commitment to helping local society, and at the same time increasing job satisfaction and improving recruitment and retention.



Exemplar currently supports the UN Sustainable Development Goal – 'Good Health and Well-Being'. Can you tell me a little about how you do this and the importance to the business of supporting the Global Goals?

EC: Our mission is to make every day better for those in our care and for their loved ones, and in this we believe Exemplar succeeds where others have failed. Every new home opened allows 30 people to move to a purpose-built facility where Exemplar will dramatically improve their quality of life, and in doing so have a positive impact on their health and well-being.

JW: We also know that looking after our colleagues, who in turn look after our service users, is a strategic imperative to delivering the best

quality of care. Our professionally qualified counselling partners, Care First, offer a colleague assistance programme, providing support for dealing with stress and for promoting financial well-being. We have also trained over 35 Mental Health First Aiders, providing support amongst colleagues and promoting mental well-being.

How does Exemplar measure and track increases in the levels of quality and safety?

EC: The well-being and security of our service users is of the utmost importance. We have a robust framework of responsibility and accountability which continuously measures, monitors and improves the quality and safety of all services. Our CQC ratings testify to the success of our framework.

We use a meticulous, forward-looking risk matrix to regularly assess whether a new service user is suited to a particular home, to other services users and to staff, allowing us to maintain quality and pre-empt potential issues. Rather than maximising occupancy, Exemplar focuses on building a cohesive community with a long-term view, without sacrificing quality of care.



Can you give some examples of the areas Exemplar has focused on to drive sustainable value creation for society and for service users since Agilitas started backing the company?

EC: I have cared about delivering a high quality of care since I got involved with Exemplar back in 2002. From the start of our partnership with Agilitas there has been a joint pursuit of even higher quality, which was a key part to the attraction of partnering with Agilitas as a shareholder. Together, we introduced new KPIs to identify any homes which might be at risk of quality lapses, and brought in ex-CQC consultants to ensure our homes focused on those areas most requiring attention in order to deliver the highest quality in service.

Quality of care has always come first, and in a very practical way. For example, this meant being prepared for occupancy to go down in order to ensure long-term quality of care and therefore sustainable value creation. When Agilitas first came on board, only 13 out of 25 homes were rated Good or Outstanding. After the first year, this was dramatically improved to 22 out of 25, and by the end of 2019 it was at 25 out of 26.

This approach to the pursuit of quality is one that continues to underpin everything we do at Exemplar, and the contribution of Agilitas institutionalising quality is

continuing. For example, in the last year we developed our People Plan – a formalised framework outlining our principles of ensuring the highest care quality and a stable and engaged workforce. The plan assimilates our work to support colleagues to feel engaged, safe, and appreciated, and will help us to establish key processes, standards, and consistency across all Exemplar homes. We made sure our staff were 100% committed to care quality, and were capable of delivering it. I called this "the ruthless pursuit of quality".

What are the issues that you must consider when growing a business such as Exemplar?

JW: There is a huge marketplace for Exemplar and significant growth potential. But we will ensure that we grow without sacrificing quality and the well-being of our service users and staff.

Following in-depth analysis of varying growth models, we recruited a team of experts - who share our long-term view - to lead our business growth. This allows us to explore new expansion opportunities while our core operations and fundamental care quality in our existing homes continue uninterrupted.

What initiative are you most proud of having delivered during 2019?

EC: We saw continued success with our 'Journey to Excellence' programme. Led by our Chief Transformation Officer, the programme re-engineered several existing operational and recruitment processes, and introduced new systems to ensure activities were scalable. These improvements have driven a 96% 'Good' or above CQC rating, with three homes now in 2020 rated 'Outstanding', helping to cement our reputation with Clinical Commissioning Groups and Local Authority funders.

JW: The MyExemplar smartphone app and website has continued to prove a useful tool for staff (www.myexemplar.co.uk). This has included the latest Exemplar news, an option for staff to upload their own stories and photos and idea sharing via the 'Staff Talk' section. This has been vital in communicating critical information regarding COVID-19.

Looking ahead, what are your priorities for 2020 at Exemplar with sustainable value creation in mind?

JW: Our priorities are to continue expanding the business sustainably and constantly improve our quality of care. We're proud to have already achieved our target of establishing more homes with an 'Outstanding' CQC rating – two homes in Rotherham qualified in January.

EC: But we also need to manage the challenges created by the COVID-19 pandemic. We took a prudent, pre-emptive view to stocking PPE and to halting visits ahead of UK government advice. We have also been running several initiatives for staff to ensure they feel supported in terms of well-being and safety.

As with all other aspects of our business, we have built our response around doing the right thing, for the right people, at the right time. This approach will ensure we continue to grow as a sustainable business, delivering high-quality care in 2020 and beyond.



Sustainable Development Goals

The United Nations Sustainable Development Goals (UN SDGs, often named the Global Goals)¹ are a universal call to action to end poverty, to protect the planet, and to ensure that all people enjoy peace and prosperity.



We believe that private equity's control and governance structures are ideally placed to deliver profound changes by aligning the interests of investors, of management teams, of employees and of society as a whole; as such, we are in a unique position to invest in, and to influence companies, in a way that accelerates positive fundamental impact.

We are committed to supporting the UN SDGs, which define global sustainable development priorities and seek to address the global challenges that we all face. We believe that we all have a role in addressing these global challenges and we are committed to playing our part.

We have aligned our portfolio companies with the UN SDGs, showing how each company makes a contribution. In some of the companies with which we partner there is already a strong strategic link; in others there will be a contribution towards a Global Goal.

Where possible, we look to strengthen these connections and ensure we maximise the potential for each portfolio company to make a contribution towards achieving the Global Goals. KPI reporting and our interactions with portfolio companies help to focus efforts in support of the Global Goals.

¹ Please visit: <https://www.un.org/sustainabledevelopment/sustainable-development-goals> for more details on the UN Sustainable Development Goals

Our commitment to the Global Goals

ACROSS ALL PORTFOLIO COMPANIES



REALISED PORTFOLIO COMPANIES

Impetus (SDG 7, 9, 11, 12)

IONISOS (SDG 3)

CURRENT PORTFOLIO COMPANIES - SALE AGREED

RECOVER¹ (SDG 9, 11, 12, 13)

CURRENT PORTFOLIO COMPANIES

Reconor Group (SDG 6, 9, 11, 12)

NORRECCO (SDG 9, 10, 17)

Exemplar Health Care (SDG 3)

Danoffice IT (SDG 9, 10, 17)

Hydro International (SDG 6, 11)

CIBICOM (SDG 9)

¹ The sale of Recover Nordic was agreed in December 2019 and closed in March 2020

Our approach

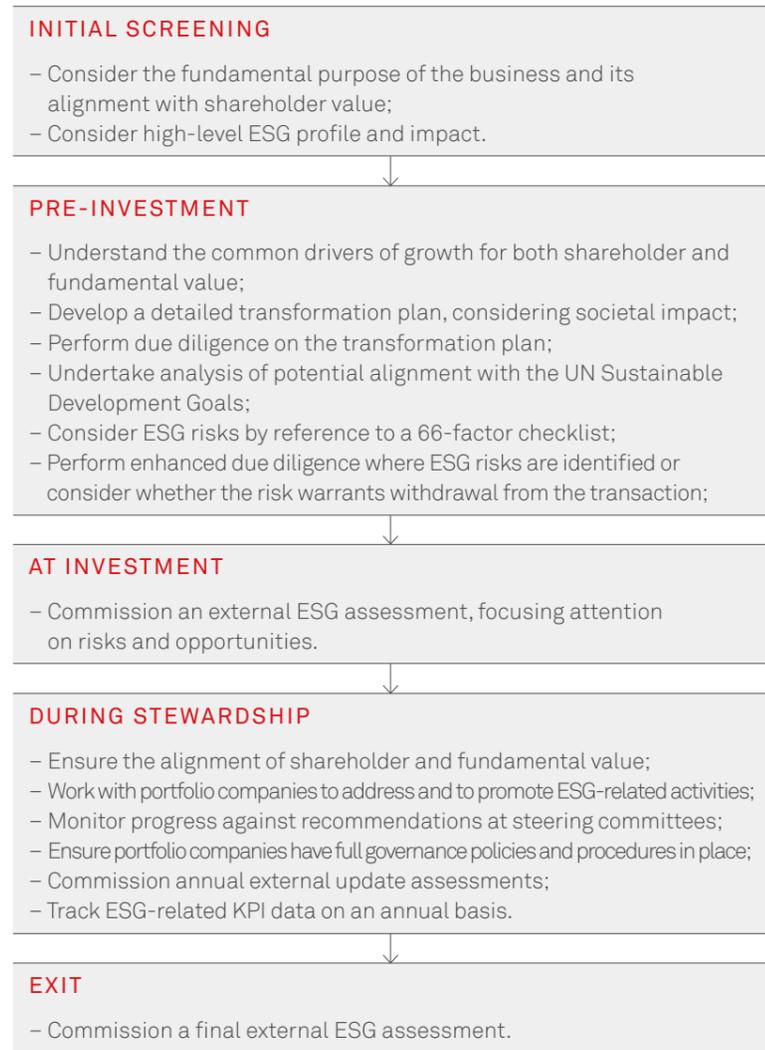
At Agilitas, Environmental, Social & Governance (ESG) factors and responsible investment practices are not viewed independently of the wider business strategy, or as “hygiene factors”, but rather as a fundamental part of how we work to create value.

The consideration of ESG factors is part of our DNA and is integrated throughout Agilitas's due diligence process, from our first one-pager to our final memo. Given that responsible investment is core to Agilitas's investment strategy, the whole Agilitas team – apart from support professionals - is involved with evaluating ESG-related matters when reviewing opportunities at Investment Committee meetings.

The heart of our strategy is based on the alignment of shareholder value and fundamental purpose of the business. Therefore, one of the key objectives of our due diligence process is to understand the common drivers for growth for both shareholder and societal and planetary value. We involve the management team in this process. Agilitas has a longer than typical due diligence process due to the rigorous investigative process we undertake prior to investment; this includes conducting extensive due diligence on the business and developing a detailed and actionable value-creating transformation plan, which is also put through due diligence.

The transformation plan aims to deliver dramatic improvements in quality and performance to unlock

ESG AND IMPACT IN THE INVESTMENT PROCESS - TIMELINE



100%

Agilitas considers the alignment of the fundamental purpose of the business with shareholder value for every potential investment during initial screening. This alignment, as well as consideration of ESG factors, is integral throughout the Agilitas investment process and the subsequent stewardship of Agilitas's portfolio companies.

remarkable levels of growth which, due to the nature of the companies we back, not only creates significant value for investors, but also benefits society.

Post-investment, one of our main stewardship tasks is to ensure the continued alignment of shareholder and fundamental value.

THE RESPONSIBLE INVESTMENT COMMITTEE

Our approach to sustainable value creation is overseen by our Responsible Investment Committee. The Committee, chaired by Ludovic de Montille, one of the firm's senior advisors, and attended by Martin Calderbank (Managing Partner), Debojit Mukherjee (COO) and Anne-Claire de Pompignan (Head of Investor Relations), meets quarterly and aims to maintain and continue the development of an appropriate and sustainable ESG culture at all times. It is responsible for setting up the criteria for Responsible Investment and ESG-related due diligence processes; to implement the ESG-related reporting framework for both Agilitas and for the portfolio companies; and to monitor ESG development within the portfolio companies.

OUR PRINCIPLES

AGILITAS WILL:

- Only back companies where there is an alignment of fundamental purpose and shareholder value;
- Not back companies that fall within the exclusions list;
- Incorporate ESG considerations into our investment and decision-making processes;
- Ensure that our employees are educated on key aspects of responsible investing and ESG management;
- Maintain strict governance policies, including anti-bribery and corruption, anti-money laundering, anti-discrimination and whistleblowing policies;
- Manage and minimise our own direct environmental impact;
- Behave in an ethical manner;
- Report on our progress in sustainable value creation;
- Seek to promote and develop the role that private equity can play in sustainable growth.

OUR PORTFOLIO COMPANIES WILL:

- Create shareholder value in alignment with fundamental purpose;
- Adopt effective corporate governance structures to ensure sufficient levels of oversight;
- Work to incorporate ESG considerations into their policies, standards and practices;
- Maintain strict governance policies including anti-bribery and corruption, anti-money laundering, anti-discrimination and whistleblowing policies;
- Seek appropriate disclosure on ESG issues.

Our approach in action: Recover Nordic

DATE OF INVESTMENT
AUGUST 2013

FUND
2013 FUND

LOCATION
NORDICS

DATE OF EXIT
SALE AGREED DEC 2019
COMPLETED MAR 2020

SECTOR
DAMAGE CONTROL &
ENVIRONMENTAL SERVICES

UN SDG ALIGNMENT



DELIVERING POSITIVE IMPACT

Under Agilitas's stewardship, Recover Nordic grew to become the leading Nordic emergency damage control provider. Recover Nordic's mission is to enable people to return to everyday life as quickly as possible after an incident; the growth of the business means that it can help more people do just that. The business provides 24-hour response, 365 days a year, from its 92 branches across the Nordic region (compared to 52 branches when Agilitas invested).

Recover Nordic provides emergency property remediation services to mitigate the effects of water and fire damage, to reduce or prevent the costs associated with extreme weather conditions, and to make cities safer by maintaining mission-critical infrastructure. The company completes thousands of fire and water damage restoration projects every year, delivering positive societal impact every day.

With Agilitas's support, the company expanded into the environmental services sector; this includes providing waste removal, sludge management, industrial



cleaning and a wide range of adjacent services to a diverse customer base, including public sector, industrial and construction companies.

Recover Nordic's expertise in damage control and environmental services also means that it is well placed to understand the impact of climate change and extreme weather events. The company has developed a strong sustainability agenda, aligning itself with the UN SDGs.

POSITIVE IMPACT IN NUMBERS

100k+

damage control projects completed in 2019

104%

increase in full time employees under Agilitas's stewardship

FUNDAMENTAL PURPOSE

Emergency damage control and environmental services

- Help mitigate the impact of flooding, fire or other unwanted incidents
- Improve the prevention of, and reduce the costs of, damage from extreme weather conditions
- Make cities and human settlements safer by maintaining mission-critical infrastructure

ALIGNMENT TO THE UN SDGs

Making cities and human settlements inclusive, safe, resilient and sustainable

VALUE CREATION

Agilitas backed the management buyout of ISS Damage Control, three non-core divisions of the ISS Group, in August 2013. At the time of the original investment, Recover Nordic was a provider of emergency response, damage control and reconstruction services to commercial and residential buildings following fire or water damage. Headquartered in Norway, the company also had operations in Denmark and Finland, operating from 54 local branches.

Today, Recover Nordic provides national coverage across Sweden, Norway, Denmark and Finland. It has over 2,100 employees, more than

double the number in 2013 (1,029), operating from 92 local branches.

Agilitas built a new group management team, with a new CEO, a new CFO, a new Executive Chairman and upgrades in all Country Manager positions (except Denmark). Agilitas worked with management to transform the business into the undisputed Nordic market leader.

Recover Nordic's transformation was achieved through the implementation of a variety of operational and strategic initiatives, including branch management optimisation and the introduction of KPIs to drive branch efficiency; significant investments in IT and the redesign of workflow processes; sales and marketing to target new customer segments; and expansion into scheduled environmental services to diversify revenues and optimise staff idle time between emergency calls.

The company's impressive organic growth, which averaged 10% per year during Agilitas's ownership, was accelerated by a selective buy and build strategy. Recover Nordic successfully integrated 17 add-on acquisitions since 2013, expanding into Sweden and the environmental

services segment and further strengthening its pan-Nordic position by acquiring the market leader in Finland, allowing it to secure long-term contracts with local insurance companies who sought to consolidate around the quality leader. The company also developed a 'partnership model', taking over the administration work of a claim from their customers, something which, once established, is difficult to reverse.

Agilitas entered into an agreement to sell Recover Nordic in December 2019, with the transaction closing in March 2020. During Agilitas's stewardship, the company more than quadrupled its profits.

VALUE CREATION IN NUMBERS

4.5x

increase in EBITDA under Agilitas's stewardship

10%

organic sales growth per annum under Agilitas's stewardship



Current Portfolio Companies





FUNDAMENTAL PURPOSE

Environmental services

- Remediate soil and improve water quality
- Collect, sort and recycle waste material
- Reduce waste generation through the prevention, reduction and reuse of material
- Reduce the use of natural resources through circular economy principles

ALIGNMENT TO THE UN SDGs

Reducing the adverse environmental impact of cities through sustainable waste policies and by reducing waste generation through recycling and reuse

Reconor

The Reconor Group (Reconor), consisting of Norrecco and City Container, is a leading environmental services group in Denmark, treating and remediating over 1.6 million tonnes of soil per year and handling over 0.6 million tonnes of waste. The majority of this waste is recycled for reuse in secondary markets. Reconor's expertise helps Danish industrial and construction groups meet the country's high standards of responsible and environmentally safe recycling.

KPI HIGHLIGHTS

1.6m+	17%	500k
Tonnes of soil treated and remediated in 2019 (an annual increase of over 30%)	Increase in full-time employees in 2019	Tonnes of waste recycled, reused or reutilised in 2019 (an annual increase of 23%)

Reconor Group



DATE OF INVESTMENT

JUNE 2015

SECTOR

ENVIRONMENTAL SERVICES

FUND

2013 FUND

LOCATION

DENMARK

NO. EMPLOYEES

482

UN SDG ALIGNMENT



VALUE CREATION

When Agilias backed the business in 2015, Reconor had ten strategically located recycling and remediation sites in and around Copenhagen, operating primarily in soil remediation and in the collection, sorting, treatment and recycling of waste. It has expanded to become Denmark's leading national provider of environmental services operating across the waste management value chain.

The Group has expanded across Denmark through the development of five new recycling and remediation sites and has started to process and to remediate waste and soil for clients outside Denmark.

The Group has undergone professionalisation and institutionalisation, including the appointments of a new Chairman,

a new CEO and a new CFO; and by the end of 2019 it had completed four add-on acquisitions.

SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS

Reconor supports four of the UN SDGs. This includes improving water quality through reducing pollution from waste materials (UN SDG 6), upgrading waste management infrastructure, increasing resource-use efficiency and adoption of clean and environmentally sound technologies (UN SDG 9), reducing the adverse environmental impact of cities through sustainable practices (UN SDG 11), and ensuring sustainable consumption and production patterns by reducing waste generation through prevention, reduction, recycling and reuse, and by reducing the use of natural resources (UN SDG 12).

Reconor

A 2019 Snapshot: Delivering Impact and ESG Enhancements

CONTRIBUTING TOWARDS AN INNOVATIVE ENERGY-TO-WASTE PLANT

Reconor was part of a consortium that developed Copenhill, Copenhagen's new skiing hill and recreational area. Copenhill is built atop a waste incinerator 5km from downtown Copenhagen. Reconor provided the roof garden mulch used as growth medium for the recreational area; this improved water absorption, retention and drainage.

Reconor entered into a collaboration with Unicon, ARC and the Copenhagen Municipality on the use of waste concrete from the old chimney at the waste incinerator. The project group shredded concrete from the redundant chimney. This recycled

concrete was then used to create the new Sydhavn Recycling Centre; 40% of the recycling centre was built with recycled concrete, which obviated the need to use virgin aggregates imported from Norway. The project won the Sustainable Concrete Award from Dansk Beton, the body representing the Danish concrete industry, and was praised for pushing the boundaries of sustainable and circular construction.

HELPING COPENHAGEN UNIVERSITY TO MEET ITS SUSTAINABILITY GOALS

As a business partner to the University of Copenhagen, Reconor has advised the University in choosing the most sustainable waste collection methods. This will help the University to achieve its

ambitious target to recycle 50% of its waste, including a reduction of total waste volumes by 20% and a 65% reduction of CO2 emissions from transport.

Reconor quickly established a robust sustainability infrastructure for the University, with monthly environmental reports (fuel consumption, waste data) for the University's green accounts. This yielded better and more widespread biowaste and plastics recycling handling, and waste management data was improved. The cooperation resulted in a new waste solution system in Krystalgade and in Njalsgade, and in a proposed optimisation project for 'Kommunehospitalet', the University's largest site, where Reconor will be the consultant.



3.1%

Reconor increased its fuel efficiency by 3.1% in 2019 through the introduction of driver training programmes to improve driving techniques and increase fuel efficiency as well as safety, and through improved data collection.

RECONOR JOINS THE GREEN BUILDING COUNCIL OF DENMARK

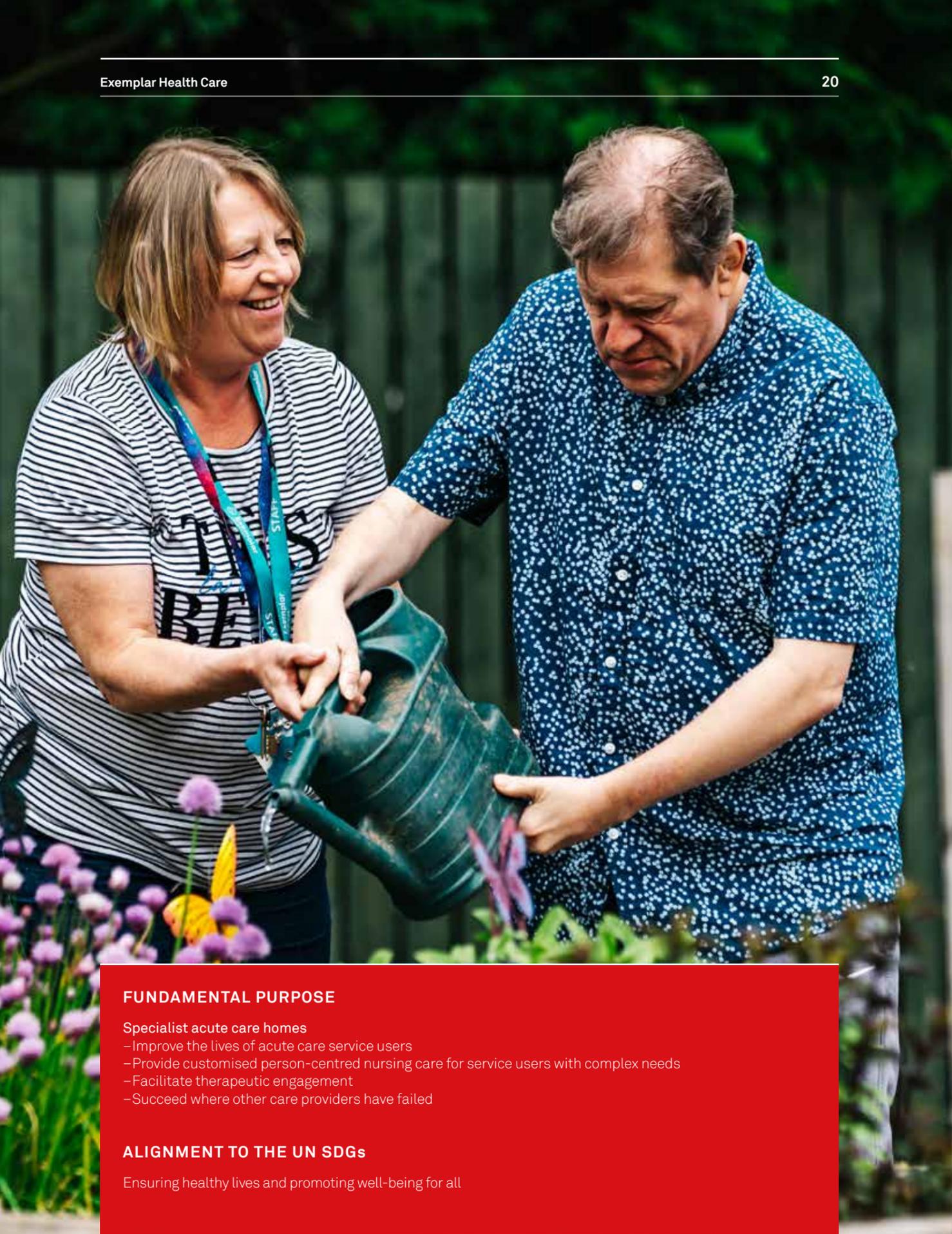
Reconor has joined the Green Building Council of Denmark (DK-GBC), a body established to promote increased sustainability in the construction industry in Denmark. The DK-GBC is partnered with the German Sustainable Building Council (DGNB), a certification body for sustainable construction which has become increasingly prominent in Denmark. The DGNB certification considers the environmental, social, and economic sustainability of a building. Membership places Reconor closer to customers, helping them to manage their waste for easier recycling and reprocessing, reducing disposal costs, and assisting them in obtaining the DK-GNB certification.



PROMOTING INCLUSION

Reconor has strengthened inclusion across its workforce. This means using innovative solutions to enable work for all; for example, the business uses digital solutions for route-finding - this helped one truck driver with a hearing impairment meet her daily schedules. A further focus of

inclusion is supporting those in wider society. This may include former employees no longer able to perform a physical role, or those with mental or social challenges who are trying to find a new purpose in life. Through collaboration with the municipalities, Reconor has been able to offer positions in the company to help re-build confidence and develop new skills.



FUNDAMENTAL PURPOSE

Specialist acute care homes

- Improve the lives of acute care service users
- Provide customised person-centred nursing care for service users with complex needs
- Facilitate therapeutic engagement
- Succeed where other care providers have failed

ALIGNMENT TO THE UN SDGs

Ensuring healthy lives and promoting well-being for all

Exemplar Health Care

Exemplar Health Care provides person-centred, specialist nursing care, offering support to individuals living with complex physical and mental health needs. The group's 30 homes care for adults living with mental health conditions, neuro-disabilities, complex dementia, autism and learning disabilities, as well as those recovering from brain injury, spinal injury and stroke.

KPI HIGHLIGHTS

96%

Homes rated Good or above vs. 59% industry average¹

3.5m+

Hours of care provided in 2019 (an annual increase of 20%)

21%

Increase in full-time employees in 2019



DATE OF INVESTMENT
JULY 2016

SECTOR
HEALTH CARE SERVICES

FUND
2015 FUND

LOCATION
UK

NO. EMPLOYEES
3,040

UN SDG ALIGNMENT



VALUE CREATION

Since Agilitas backed the management buyout in 2016, Exemplar has focused on improving the quality of care within its homes. It has brought about a step change in this area through a strict prioritisation of care quality and staff development. A monthly quality assurance committee was established and made accountable for quality improvements across the homes. Independent home-by-home reviews and risk mitigation systems were implemented.

The focus on quality has led to the company successfully increasing the number of homes with a Good or Outstanding Care Quality Commission rating from 13 out of 25 at the point of Agilitas's investment, to 25 out of 26 of those homes that have been rated at the end of 2019.

The increase in consistent quality of the homes and the consequently reduced risk profile have led to direct benefits for both existing and new service users. The increased quality of care has enabled homes to support higher-acuity service users, resulting in a 36% increase in the complexity of new admissions.

By the end of 2019, Exemplar had expanded the capacity of its existing sites by opening 37 step-in and step-out facilities, for service users with a higher degree of independence, and had opened five new homes. A strong pipeline of further home openings is planned.

SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS

The company's mission is to make every day better for those in its care and for their loved ones. Exemplar supports UN SDG 3, by ensuring healthy lives and promoting well-being.

¹ 25 out of 26 rated homes. For-profit nursing average 59%, CQC and LaingBuisson.

Exemplar Health Care

A 2019 Snapshot: Delivering Impact and ESG Enhancements

CHALLENGING PERCEPTIONS AND CHANGING ATTITUDES

Exemplar celebrates many individual successes that flow from its person-centred approach. For example, two service users at Greenside Court (Rotherham) gained paid employment from JustDifferent. Their new roles allow both to access local schools to talk about their disabilities and how they are able to enjoy their life at Greenside Court. One of these service users has now rehabilitated to a point that he can live at home with his wife and has continued employment. Greenside Court also has a service user who is commencing a photography course, which she enrolled onto through the local library. She also completes voluntary work at both the British Heart Foundation and the local



theatre. Many other highlights include the continuing work of The Platform, a resident-run café, which staged an international food festival (Quarryfields) and which launched one service-user into volunteering at a local community Brunch Club.

EXEMPLAR PEOPLE PLAN AND JOURNEY TO EXCELLENCE

Exemplar's People Plan was created to provide the organisation with a point of difference, a strategy for every element of people management and leadership. The plan covers six areas of development: supporting staff to feel engaged, safe, well, appreciated, developed and more confident in their roles. This works alongside the Journey to Excellence initiative and the new MyExemplar App, which support wider



professionalisation and HR processes. These system improvements have driven a 97% 'Good' or above CQC rating, with three homes now rated 'Outstanding' across Exemplar's homes, securing Exemplar's reputation with Clinical Commissioning Groups and Local Authority funders.

AWARDS & ACCREDITATIONS

Awards

Exemplar received High Commendations from The Care Home Awards (Care Home Management) for innovation and excellence across care homes in the UK. The awards recognise the very best achievements in the care industry. Dearnevale, awarded High Commendation for 'Best for Specialist Care', provides specialist



87%

of current Exemplar patients come from multiple previously failed placements with other providers. Put simply, Exemplar succeeds where others have failed.

nursing care for those living with neuro-disabilities, brain injuries, mental health conditions and progressive conditions such as Huntington's disease, and was rated Outstanding by the CQC in March 2018.

Accreditation by the Huntington's Disease Association
Fairburn Mews, home to 20 adults with complex needs - including Huntington's disease - received the UK's first certificate of quality assurance by the Huntington Disease Association (HDA, a UK charity). The certification follows a rigorous accreditation scheme from the HDA. The accreditation placed HDA officials and an independent assessor at the home; families and service users were also interviewed.



New Home Quality Standard

Every new home Exemplar opens allows 30 people to move to a purpose-built facility where Exemplar will improve their quality of life as well as creating up to 120 new jobs in the local community. Ribble View, one of the new-build

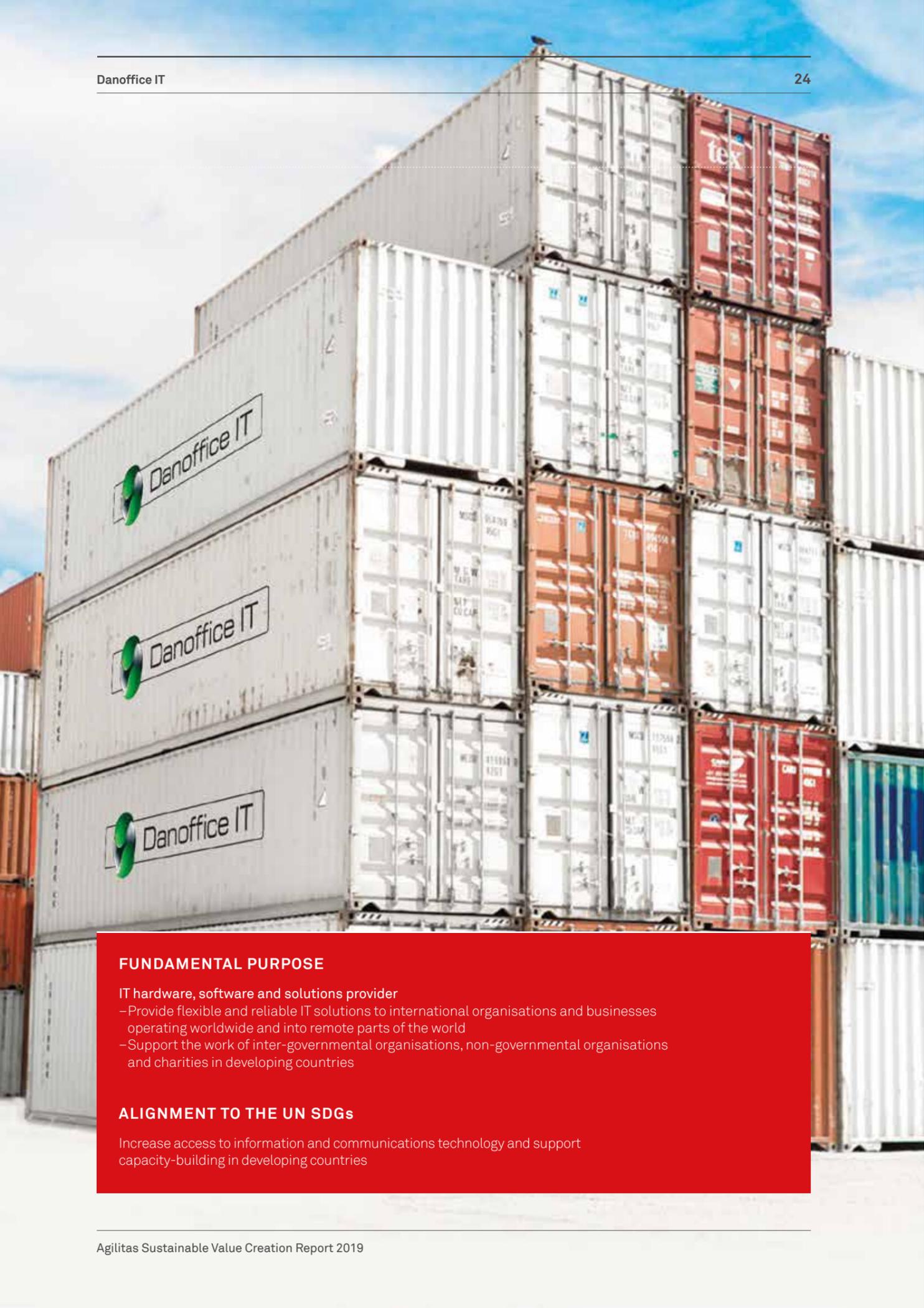


care homes located in Preston, achieved the BREEAM quality standard of Very Good. The BREEAM standard requires the developer to score against mandatory targets, and covers: Governance to promote community involvement in the design, construction and operation of the development; Social & Economic wellbeing to create a healthy economy, to ensure community cohesion, and to minimise the impacts of environmental conditions on the health and wellbeing of occupants; Resource & Energy, to address the sustainable use of natural resources and the reduction of carbon emissions; and Transport &

Movement to encourage the use of sustainable modes of transport.

PROMOTING HEALTH AND WELL-BEING

As well as digital support, which works well on-the-go, all colleagues at Exemplar have access to free counselling services 24 hours a day, 365 days a year. Mental Health First Aiders, based at all of Exemplar's homes, provide face-to-face help and support to employees who may be struggling with difficult cases. Protecting the emotional and psychological wellbeing of Exemplar's staff enables them to better support the service users.



FUNDAMENTAL PURPOSE

IT hardware, software and solutions provider

- Provide flexible and reliable IT solutions to international organisations and businesses operating worldwide and into remote parts of the world
- Support the work of inter-governmental organisations, non-governmental organisations and charities in developing countries

ALIGNMENT TO THE UN SDGs

Increase access to information and communications technology and support capacity-building in developing countries

Danoffice IT

Danoffice IT is a global reseller of information technology and systems to international organisations and businesses operating worldwide. Danoffice IT supports inter-governmental organisations (“IGOs”), non-governmental organisations (“NGOs”) and charities involved in peacekeeping and humanitarian projects across borders. Danoffice IT delivers high-value, mission-critical IT equipment to unpredictable and unstable environments, often in the most remote corners of the globe.

KPI HIGHLIGHTS

<h1>174</h1> <p>Countries to which IT equipment and services were delivered in 2019</p>	<h1>81%</h1> <p>Increase in full-time employees in 2019</p>	<h1>63%¹</h1> <p>Revenues relate to projects in developing and emerging markets</p>
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DATE OF INVESTMENT
NOVEMBER 2017

SECTOR
IT SERVICES

FUND
2015 FUND

LOCATION
DENMARK

NO. EMPLOYEES
1 27

UN SDG ALIGNMENT



VALUE CREATION

Following Agilias’s investment, the company has expanded its product offering and increased its geographical reach, most notably in South America. Danoffice IT has successfully served charities, NGOs and corporate clients to build on its existing client base. These include IGOs, such as the United Nations and other humanitarian organisations, that work in developing countries. Specific projects are focused on food security, health, education, peacekeeping, conservation, refugee resettlement and aid to deal with natural disasters. The company has completed the acquisition of Datacon, accelerating the growth of its corporate platform.

The Danoffice IT management team has been strengthened by

the appointments of a new Chairman, a new CEO and a new CFO. In addition, improved governance and operational and financial reporting have been established.

SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS

The business is especially proud of supplying IT infrastructure to IGOs, NGOs and charities in high-risk regions and areas that can be challenging to reach, thereby supporting efforts to reduce inequality. This work is aligned with UN SDG 10. Danoffice IT supports other Global Goals by providing access to information and communications technology (UN SDG 9) and supporting the building of IT capacity in developing countries (UN SDG 17).

¹ Figure includes Datacon post-acquisition revenues. Excluding Datacon, 81% of Danoffice IT’s revenues relate to projects in developing and emerging markets.

Danoffice IT

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DANOFFICE IT DELIVERS MISSION-CRITICAL COMMUNICATIONS TO UN PEACEKEEPERS

Danoffice IT partnered with Ericsson to install the first United Nations private Long-Term Evolution (LTE) network in the Central African Republic. The partnership will supply LTE networks to UN peacekeeping missions around the globe, providing mission-critical communications capabilities. The LTE networks significantly improve existing communications infrastructure by providing secure, future-proof mobile broadband services for peacekeeping troops – currently over 100,000 in 14 operations – frequently in tough terrain and conditions.



BUILDING EDUCATION CONNECTIVITY IN ARGENTINA

Danoffice IT delivered 4,000 computers in 1,000 schools in Buenos Aires through a programme with the United Nations Office for Project Services (UNOPS), bringing digital innovation and enabling teachers to get the right tools as part of a plan to develop educational capabilities and quality for equal opportunities for every student in the city.

For the University of Buenos Aires, Danoffice IT linked 330,000 students and 30,000 staff with wireless networks in 50 University buildings, enabling the University to share content digitally across 9,000 access points and over wi-fi

networks. This hi-tech connectivity in campus is a main pillar of the University's teaching and learning strategy.

ESTABLISHING DISASTER PLANS IN BRAZIL



Danoffice IT has improved the operational capabilities at the United Nations World Meteorological Organization to mitigate natural disasters in Brazil. The country has suffered natural disasters that cause grave societal impact. The Danoffice IT project improves the operational capabilities to produce and deliver hydrological, meteorological and climate services with respect to early warning, with an emphasis on flood-related risks and agriculture and food security. Further capabilities are being developed in data management and analysis, sustaining observing networks, monitoring and forecasting, and warning.

7.1k

Danoffice IT recycled over 7.1k toner cartridges in 2019. Since 2009, the company has recycled over 50k cartridges through its “Mother Earth” programme with the UN.

SUPPORTING UN INTERNATIONAL RESIDUAL MECHANISM FOR CRIMINAL TRIBUNALS (UN-IRMCT)

Danoffice IT helped upgrade the UN-IRMCT hardware at The Hague, The Netherlands, and Arusha, Tanzania; enabling the UN-IRMCT to process and store over 70,000 hours of video for library access. The UN-IRMCT is now able to better serve staff and visitors with an up-to-date infrastructure. Staff will have faster and more secure access to their extensive drives and logs. Visitors, mainly law students, will have faster search capabilities and access to specific case studies, especially their related video archives relating to the UN-IRMCT caseload in the Former Yugoslavia and in Rwanda.



HELPING PROVIDE QUALITY EDUCATION IN NEPAL

Danoffice IT partnered with La Châtaigneraie International School of Geneva Ecolint to support a humanitarian project at orphanages in Kathmandu, Nepal. The orphanages, Sagarmantha and Punarbal, received computers to support their education requirements.

STAFF INITIATIVES & RUN FOR PURPOSE

Danoffice IT has implemented several initiatives to help staff stay both mentally and physically fit. This includes the implementation of a healthy diet programme, with natural foods, organic foods, whole foods and vegetarian foods provided to staff daily in the head office canteen. Throughout the year employees ‘RUN for purpose’

once or twice a week with work colleagues. The business provides running equipment to all employees to support an active lifestyle and donates a fixed amount per km run, with the donation then passed to chosen projects. During 2019, 700 ‘RUN for purpose’ activities were completed.



FUNDAMENTAL PURPOSE

Wastewater and stormwater technologies provider

- Protect the environment from water pollution
- Provide best-in-class technological solutions for the management of wastewater and stormwater
- Mitigate the impact of water-related weather incidents through flood prevention

ALIGNMENT TO THE UN SDGs

Increasing water efficiency, improving water treatment and safeguarding against water pollution

Hydro International

Hydro International is a leading global provider of advanced products, services and expertise to municipalities and businesses. Its products and services reduce flood risk, improve water treatment and protect the environment from water pollution.

KPI HIGHLIGHTS

22

new patents were granted in 2019. The company has 130+ granted and active patents

57%

Increase in full-time employees in 2019

1,310

Remote monitoring sites across the UK, including 950 flood warning sites



DATE OF INVESTMENT

FEBRUARY 2018

SECTOR

ENVIRONMENTAL TECHNOLOGIES

FUND

2015 FUND

LOCATION

GLOBAL

NO. EMPLOYEES

350

UN SDG ALIGNMENT



VALUE CREATION

The company provides mission-critical products and services to wastewater treatment plants and products and services for the control, storage and quality management of stormwater run-off. The company helps municipalities and businesses improve their water management processes, enhance their operational performance, and reduce any adverse impact on the environment. It uses industry-leading technology in all its specialist areas.

Since Agilitas backed the business, Hydro International has developed strategic trading relationships in the US, France and China, and has continued to expand its global reach. The company won strategic contracts across the infrastructure, stormwater and wastewater sectors. Hydro has made two strategic add-ons to boost its water consulting and service

offerings, thus making the company the UK's leading provider of headworks solutions.

The management team has been strengthened with a new CEO and Chairman and a new steering committee has been established with improved governance and operational and financial reporting.

SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS

Hydro International's activities support two of the Global Goals. It ensures availability and sustainable management of water by providing products and services to improve water treatment processes (UN SDG 6). It makes cities and human settlements safe, resilient and sustainable by reducing flood risk, by improving water treatment and by safeguarding against water pollution (UN SDG 11).

Hydro International

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TRANSFORMING COMMUNITIES THROUGH FLOOD MANAGEMENT PROJECTS

Hydro International's consulting team, Hydro-Logic@ Services, has won three catchment-scale natural flood management (NFM) projects with three UK councils, covering eleven catchments in total. The projects place natural flood measures near the source and upper parts of the catchments to help store flood water upstream, which then release the water in a controlled manner. The team will collect data and provide insights into water levels, flow rates and climate conditions in order to refine flood mitigation models. These flood management projects are transformative for communities in the three councils, providing reliable real-world data which they can use to deliver effective flood protection for years to come.



DELIVERING A CUSTOMER SOLUTION TO REUSE SCREENED EFFLUENT WATER

Hydro runs numerous international projects. For example, working for a South Carolina packaging producer, Hydro International demonstrated the efficacy of its Hydro MicroScreen sedimentation and clarification solution. The plant needed to extend the time between expensive dredging operations, whilst allowing for them to reuse screened effluent water. Results showed the Hydro MircoScreen removed 441% more solids (Total Suspended Solids). This approach is expected to reduce the frequency of lagoon dredging and to enable the plant to reuse effluent water at many locations throughout the mill.



INNOVATION THROUGH RESEARCH AND DEVELOPMENT

Hydro is continuously seeking to innovate products and services and has over 130 granted and active patents and 30 more applications pending. In 2019 the company applied for and was granted 22 new patents (covering eight families/inventions). Hydro International's patent portfolio continues to grow with over 25 distinct patent families (inventions) that cover four main technology platforms (flow control, vortex sedimentation, filtration & screening).

4.5k+

Hydro International installed flow control, stormwater treatment and storage systems across over 4,500 projects in 2019, helping improve the way water is processed, treated and managed across the world.

WASTEWATER TREATMENT PLANT HEADWORKS (WITH M&N)

In July 2019, Hydro International acquired M&N Electrical and Mechanical Services Ltd (M&N). The acquisition combines Hydro's wastewater grit removal and screening technological expertise and M&N's customer support capabilities to create the UK's leading provider of solutions for the wastewater treatment plant headworks. The business will offer a wider range of maintenance and support services to more of its wastewater customers. This will allow its customers to fulfil their critical water treatment obligations, to extend the lifespan of their plant and assets, and to reduce costs.



MENTAL HEALTH AND WELL-BEING

In 2019 Hydro undertook the important initiative of promoting mental health and well-being across its workforce in the UK. Two team members were trained as mental health first aiders and have shared their knowledge by running awareness training sessions across

the company's offices, inviting those outside these offices to join remotely. The company wanted to help address the stigma often associated with mental health. These sessions proved a great success, and Hydro's mental health first aiders are supporting employees regularly through blogs and by encouraging employees to take time to check on their colleagues.



FUNDAMENTAL PURPOSE

Critical communication and infrastructure provider

- Operate critical national infrastructure including 34 high transmission towers
- Maintain near 100% transmission availability of digital terrestrial TV and radio services
- Manage and operate emergency communication networks used by the Department of Defence, police, fire brigade and coastguard
- Provide Internet of Things and datacentre solutions

ALIGNMENT TO THE UN SDGs

Developing quality, reliable, sustainable and resilient infrastructure to support economic development and human well-being

Cibicom (formerly Teracom Danmark)

Cibicom is the owner and operator of the nationwide digital TV and radio broadcasting tower infrastructure network in Denmark. It manages and operates mission-critical communication networks used by the Danish Department of Defence, the police, the fire brigade and the coastguard. The Company is the only independent tower operator providing mobile network operators with nationwide colocation coverage and offers service and maintenance of nationwide infrastructure for telecom and mobile networks. It also provides Internet of Things (“IoT”) and datacentre solutions.

KPI HIGHLIGHTS

99.99%

Uptime of mission-critical service networks vs. a target of 99.7%

1.5m

KWh of electricity saved through data centre energy optimisation projects, equating to the carbon absorption of 28k+ trees

100%

Green power (wind and hydro power) used in data centres



VALUE CREATION

CCibicom owns and operates critical national infrastructure including 34 high towers (>100 metres), equipment across 170 sites, and 3,500 km of fibre connections. These unique, strategic assets present a number of transformational opportunities for growth, including the expansion of the company’s presence in datacentres and Internet of Things (IoT). The IoT has many potential applications. These include remotely monitoring power consumption, reducing customers’ carbon footprint, and helping farmers to monitor the climate, thereby increasing agricultural efficiency.

continued the expansion of its IoT and data centre network. Cibicom’s unique market position has brought the company new customers requiring mission-critical communications solutions, and opportunities in the 5G network roll-out.

The management team has been strengthened with the appointments of a new Chairman, a new CFO and a new COO, and a new steering committee established, with improved governance and operational and financial reporting.

SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS

The business supports UN SDG 9 by providing infrastructure to help boost the positive economic, social and environmental links between urban, peri-urban and rural areas.

DATE OF INVESTMENT
NOVEMBER 2018

SECTOR
TELECOMMUNICATIONS

FUND
2015 FUND

LOCATION
DENMARK

NO. EMPLOYEES
76

UN SDG ALIGNMENT



Since Agilias backed the company in 2018, Cibicom has acquired Relacom Denmark. The acquisition has augmented the company’s service offering and enabled it to launch a towers-as-a-service model. It has also

Cibicom

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MISSION-CRITICAL COMMUNICATION NETWORKS

Cibicom strengthened its position in mission-critical communication networks and IoT through the acquisition of Relacom's Danish subsidiary. This has allowed Cibicom to gain additional competence and resources in the design, installation and service of community-critical networks and IoT technology. This enabled the company to utilise Relacom's (now Cibicom Services) many years of experience in the design and installation of mobile and emergency preparedness networks, radio links and fibre networks.

Cibicom Services, in partnership with Ramboll, developed a new modern and flexible tower concept, cutting the time taken to establish a mobile tower. The new slim towers have less of an environmental impact while being more economical for the telecom operators. The company finalised and sold the turn-key solution on 26 masts in 2019.

MISSION-CRITICAL SERVICES

Cibicom provides and operates mission-critical services for the Danish Coastguard. The company runs the digitised coastal radio

system for the Danish energy agency and the Danish Maritime Authority, covering more than 7,000 km of coastline. The system is used for all national and international maritime communication in the Danish territories.

Cibicom operates and monitors the nationwide radio network for Falck; the network forms the backbone of Falck's paging system, which is used to summon volunteer firefighters in emergency situations. The network is central to Falck being able to carry out its mission, and reliability is vital, not just for Falck, but for the whole of society.



98%+

Geographical coverage across Denmark for digital TV and radio broadcast.



CREATING INTELLIGENT URBAN SPACES

A strategic cooperation between Cibicom and SEAS-NVE is helping to accelerate the potential of the Internet of Things (IoT) in creating intelligent urban spaces, making cities more sustainable through intelligent street lighting management, waste management and meter readings. The backbone of intelligent urban spaces is the network that provides all wireless communication, and Cibicom provides this IoT infrastructure. The partnership with SEAS-NVE will accelerate Smart City solutions, helping to support low-carbon urban spaces and the digitisation of society. The first of such projects

involved the installation of intelligent street lighting, with a five-month pilot project showing that the intelligent lighting produced a 74% saving in energy use compared to traditional lighting.

REDUCING CIBICOM'S CARBON FOOTPRINT



Cibicom completed an energy optimisation project within the data centres it operates, resulting in an annual saving of 1.5 million kWh (or, 326 tonnes of carbon, which equates to the annual carbon absorption of 28,806 trees). This has been verified externally through an 'A' energy efficiency rating, and covers the optimisation of IT servers, storage, network, UPS and cooling infrastructure. All data centres exclusively use wind and hydro power.

SUPPORTING THE FIGHT AGAINST CANCER

Cibicom has been recognised by The Danish Society for Fight Cancer (Kræftens Bekæmpelse A/S) for supporting the 'Fight Cancer-movement' in Denmark. This includes a financial donation to support the Society's research efforts and patient support. This initiative has also helped to support employee wellbeing, with a team of cyclists entering a 24-hour cycling event (October 2020) to raise money for Cycling4Cancer.



FEEDBACK

We hope that you enjoyed our 2019 Sustainable Value Creation report.

To ensure we continue to meet our key stakeholder needs and interests, we welcome feedback on how we can improve our future efforts.

Email: ESG@agilitaspe.com



2019 Private Equity Exchange & Awards
Recognised in the category of
“Best ESG Private Equity Firm”



2020 The Private Equity Awards
Nominated in the “Special Awards - Environmental, Social
and Governance” category (awards to take place in 2020)



The FSC 100% label means that the wood within the product comes completely from FSC-certified well-managed forests.



At Agilitas, we offset the carbon emissions that we generated in 2019 through a verified carbon reduction project, planting trees in the Great Rift Valley, Kenya.

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