

## Investment Summary

<b>Investment Date:</b>	September 1, 2017	<b>Invested Capital:</b>	\$35.3 M
<b>Deal Type:</b>	Private Seller	<b>Realized Value:</b>	\$0.0 M
		<b>Remaining Unrealized Value:</b>	\$30.0 M
		<b>Total Value:</b>	\$30.0 M

## Company Description

**Business Summary** Hufcor is a global leader in the design, manufacturing and installation of movable partitions. Its product line includes operable, vertical lift and glass partitions, accordion doors and other space management products. The company serves end markets including hospitality, commercial, education, convention center, and government. Hufcor is headquartered in Janesville, Wisconsin and has six manufacturing facilities on four continents (USA, Australia, New Zealand, Germany, Malaysia and China).

**Headquarters** Janesville, Wisconsin – USA  
**Employees** 580  
**Management** Scott Dobak – CEO

## Recent Developments

- Rebuilding (people, global processes, global capacity) continues and began to drive financial benefit
- Major additions to the team completed including the hiring of Domestic VP of Operations, Corporate Controller and VP of HR
- Q42019 EBITDA: +1,518 (+4.1% of Rev) vs. PY Q4 \$2,292 (6.1% of Rev), \$774K below prior year
- YTD EBITDA: +\$8,477 (5.7% of Rev) vs. PY YTD \$6,797 (4.9% of Rev)
  - Variable cost improvement of 1.3% of revenue vs 2018
  - PF OPEX spend increased 0.5% of revenue to support business
  - Financial Note: 2019 EBITDA PF for hires required to support long-term growth in the business
- 12 month rolling backlog remains at manageable level just under \$80 million - in line with current capacity and does not account for expectations for increased commercial opportunities in 2020
- Janesville lead time and quality initiatives underway to improve metrics to commercially viable levels
- Staffing A&D sellers, ramping capacity in Texas & Southwest Domestic markets; investing in Midwest
- International operations receiving increased focus with executive visits in conjunction with hire of new VP of International Plans in place to install new team and focus the operations to capitalize on revamped global manufacturing strategy and commercial expansion
- Rebuilding finance functional team to ensure scalability

## Financial Summary (\$ in millions) (EBITDA excludes one-time transaction and deal fees)

	LTM	Quarter Ended			At
	12/31/19	12/31/18	12/31/19		12/31/19
<b>Revenue (net):</b>	\$149.3	\$37.3	\$36.7	<b>Cash &amp; Equivalents:</b>	\$3.1
<b>Gross Profit:</b>	38.7	9.2	10.1	<b>Debt:</b>	37.7
<b>EBITDA:</b>	8.5	2.3	1.5		

## 2019 Financial Performance and Net Debt Trends (in USD)

