

# **Grey Mountain Partners, LLC**

## **Form ADV Part 2A**

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**March 31, 2021**

This brochure (this “**Brochure**”) provides information about the qualifications and business practices of Grey Mountain Partners, LLC (“**Grey Mountain**”). If you have any questions about the contents of this brochure, please contact us at 303-449-5692 or via email at [rwright@greymountain.com](mailto:rwright@greymountain.com). The information in this brochure has not been approved or verified by the United States Securities and Exchange Commission (“**SEC**”) or by any state securities authority. Grey Mountain is registered with the SEC, pursuant to the Investment Advisers Act of 1940, as an investment adviser.

Additional information about Grey Mountain also is available on the SEC’s website at <http://www.adviserinfo.sec.gov>.

Registration with the SEC as an investment adviser does not imply that Grey Mountain or any Principals or Employees of Grey Mountain possess a particular level of skill or training in the investment advisory or any other business.

### **Material Changes**

This Item of the Brochure will discuss only specific changes that are made to the Brochure and provide clients with a summary of such changes. The last update of our Brochure was March 30, 2020. There have been no material changes to Grey Mountain's business since the date of the last update.

We will further provide you with a new Brochure as necessary based on changes or new information, at any time, without charge.

### **Brochure Available**

Whenever you would like to receive a complete copy of our Brochure, please contact us by telephone at: 303-449-5692 or via email at [rwright@greymountain.com](mailto:rwright@greymountain.com).

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#### **Item 4 - Advisory Business**

Grey Mountain Partners, LLC (“Grey Mountain”), a Delaware limited liability company, is a private equity firm that specializes in middle market private companies. Grey Mountain was founded in 2003. The principal owners of Grey Mountain are William Robert Wright II and Jeffrey Kuo.

Grey Mountain’s investment advisory business is principally focused on private equity buyout investments in North American-based, lower-middle market private companies in basic industries (e.g., niche manufacturing, industrial services and business services). Grey Mountain primarily seeks investment opportunities in companies where it can partner with management teams to create value by improving operations.

Grey Mountain’s investment activity is primarily focused on majority investments in lower - middle market companies with enterprise values from \$30 million to \$150 million in basic industries (e.g., niche manufacturing, industrial services and business services) that have manageable competitive dynamics and risk factors that may be mitigated through planning and execution.

Grey Mountain provides the services described above to its advisory clients, including Grey Mountain Partners Fund II, L.P. (“Fund II”), Grey Mountain Partners Fund III, L.P. (“Fund III”), and Grey Mountain Partners Affiliates Fund III, L.P. (“Affiliates Fund III”) which are private investment funds (each referred to as a “Fund,” and together as the “Funds”). A related person of Grey Mountain acts as the general partner of the Funds, and Grey Mountain serves as investment adviser to the Funds. References to Grey Mountain in this Brochure include, as the context requires, affiliates through which Grey Mountain provides investment advisory services or that act in any capacity referenced in the previous sentence.

Grey Mountain has tailored its advisory services to the specific investment objectives and restrictions of the Funds, as set forth in the respective Fund’s limited partnership agreement and management agreement. Investors and prospective investors of the Funds should refer to the confidential private placement memorandum, limited partnership agreement, management agreement and/or other governing documents (collectively, the “Governing Documents”) of each Fund for complete information on the investment objectives and investment restrictions with respect to that Fund. There is no assurance that any of a Fund’s investment objectives will be achieved.

In accordance with common industry practice, the Funds and/or its general partner may enter into “side letters” or similar agreements with certain investors pursuant to which the general partner grants the investor specific rights, benefits, or privileges that are not made available to investors generally.

As of December 31, 2020, Grey Mountain managed approximately \$249 million in assets on a discretionary basis.

## **Item 5 - Fees and Compensation**

### *Compensation and Fee Schedule*

Grey Mountain is compensated via management fees based on the aggregate committed capital of all investors (other than the general partner) of the Funds as well as a carried interest subject to a preferred return. All investors should review the Governing Documents for each Fund in conjunction with this Brochure for more complete information on the fees and compensation payable with respect to each Fund.

The Funds will pay the management fees and will bear the expenses related to each Fund's respective operations. Such fees will reduce the actual returns to investors. Fees and expenses will be paid regardless of whether a Fund produces positive investment returns. If a Fund does not produce significant positive investment returns, these fees and expenses could reduce the amount of the investment recovered by an investor to an amount less than the amount invested in the Fund by such investor.

In certain circumstances, the advisory fees payable to Grey Mountain by individual clients or investors in the Funds may be negotiable. Investors and prospective investors in the Funds should refer to the Governing Documents of the Funds for more complete information on the advisory fees charged by Grey Mountain.

Investors and prospective investors in the Funds should note that similar advisory services may (or may not) be available from other investment advisers for similar or lower fees.

### *Deduction of Fees*

As a general matter, Grey Mountain will charge and deduct advisory fees directly from the Funds pursuant to the terms of the Governing Documents.

Payment of advisory fees are generally made quarterly in advance and in accordance with the terms of the Governing Documents. Please refer to the Governing Documents of each Fund for complete information on the timing of advisory fee payments.

Upon termination of any investment management agreement, any prepaid, unearned fees will be promptly refunded (determined on a pro rata basis based on the number of days elapsed in the applicable payment period), and any earned, unpaid fees will be due and payable.

### *Other Compensation*

In addition to management fees discussed above, Grey Mountain may receive remuneration directly from portfolio companies in which the Funds have investments. Typically, such fees are related to advisory services provided to portfolio companies as well as transaction fees related to securing, structuring and negotiating acquisition of portfolio companies. Furthermore, employees of Grey Mountain may assume officer and/or directorship positions within portfolio companies following acquisition, and may be compensated for

such positions. With respect to Fund II, eighty percent (80%) of any such additional compensation will be treated as an offset against future management fees. Notwithstanding the foregoing, any such compensation paid (i) in connection with the provision of operational services to a portfolio company, the amount and terms of which are no less favorable to such portfolio company or its subsidiaries than would be obtained on an arms-length basis or (ii) that has been approved by Fund II's Advisory Board, shall not be considered fees subject to offset. For Fund III, one hundred percent (100%) of such additional compensation is subject to the same offset provisions as Fund II.

Notwithstanding the partial or total offset provisions discussed above, Fund investors should understand that the receipt of any such additional compensation creates a potential conflict of interest for Grey Mountain. Grey Mountain seeks to mitigate these potential conflicts of interest by placing Fund investor interests ahead of the firm's interests or the personal interests of the firm's employees by considering the time involved for serving in such capacity or the overall offset that could be realized. In general, when a conflict (or potential conflict) of interest exists between a Fund and Grey Mountain, the firm seeks to consider the interests of the parties involved, taken as a whole, in any such conflict of interest and will use its best judgment to balance such interests in resolving such conflicts of interest.

#### *Other Fees and Expenses*

In addition to the fees payable to Grey Mountain and its affiliated entities, the Funds (and therefore, indirectly, the limited partners of the Funds) may incur certain charges imposed by third parties and other expenses as set forth in the Governing Documents attributable to the Funds. Such expenses may include (but are not limited to) all costs and expenses incurred in investigating, developing, negotiating, structuring, acquiring, closing, holding, monitoring and disposing of the Funds' investments and other assets (whether or not consummated), including, without limitation, travel expenses in connection therewith; commissions or brokerage fees or similar charges incurred in connection with the purchase or sale (or proposed purchase or sale) of securities and other instruments (whether or not any such purchase or sale is consummated); expenses attributable to normal and extraordinary investment banking, commercial banking, accounting, auditing, appraisal, legal, consulting, custodial and registration services provided to the Funds, including in each case services with respect to the proposed purchase or sale of securities by the Funds that are not reimbursed by the issuer of such securities (whether or not any such purchase or sale is consummated); premiums for liability insurance in connection with the activities of the Fund; indemnification obligations; interest and other expenses for borrowed money; any sales taxes or other taxes of any kind, fees or government charges that may be assessed against the Funds; all expenses relating to litigation and threatened litigation involving the Fund, including indemnification expenses; any extraordinary expense of the Fund, including fees and expenses associated with any tax or other audit, investigation, settlement or review of the Fund; liquidation expenses of the Funds; expenses of members of the advisory board of the Funds; fees and expenses for consulting services; the costs and expenses (including travel-related expenses) of hosting annual or special meetings of the Funds, or otherwise holding meetings or conferences with investors, whether individually or in a group; and costs and expenses associated with preparation of a Fund's financial statements and tax returns and a Fund's reports to the partners of the Fund.

The section titled “Brokerage Practices” describes the factors Grey Mountain considers in selecting or recommending broker-dealers and determining the reasonableness of their compensation.

#### *Timing of Payments*

Please refer to the subsection entitled “*Deduction of Fees*” described above.

#### *Transaction-Based Compensation*

Grey Mountain does not receive any compensation as broker or agent for the sale of securities or other investment products to the Funds. Please refer to the subsection titled “*Economic Benefits Received from Third Parties*” below for information on other types of compensation that Grey Mountain may receive with respect to investments by the Funds.

### **Item 6 - Performance-Based Fees and Side-by-Side Management**

#### *Performance-Based Fees*

A related entity of Grey Mountain, as general partner of the Funds, will typically receive certain allocations calculated and charged based on a share of capital gains on or capital appreciation of the assets of the Funds. Such “carried interest” allocation arrangements comply with Rule 205-3 under the Investment Advisers Act of 1940. Any share of profits allocated or distributed to the general partner or affiliate of the Fund is separate and distinct from the advisory fees charged by Grey Mountain to the Fund for advisory services.

Arrangements regarding performance-based allocations received by related persons of the Funds may create an incentive for Grey Mountain to recommend investments that may be riskier or more speculative than those that would be recommended under a different fee arrangement.

#### *Side-by-Side Management*

To the extent Grey Mountain manages assets for the Funds alongside assets in other accounts that have lower or no performance-based fee, a potential conflict of interest may exist because Grey Mountain would have an incentive to favor the Funds over the other accounts with less favorable fee structures. Grey Mountain currently does not manage any accounts other than the Funds. Subject to certain limitations more fully described in the Governing Documents, during the period of time prior to the date that the Funds are fully invested, any investment opportunity appropriate for the Funds that comes to the attention of Grey Mountain will first be offered to the Funds. Investors and prospective investors in the Funds should refer to the Governing Documents of the Funds for more complete information.

## **Item 7 - Types of Clients**

### *Types of Clients*

Grey Mountain provides advice to pooled investment vehicles offered on a private placement basis. The limited partners of the Funds may include high net worth individuals, corporations, funds of funds, financial institutions, endowments, foundations, trusts, estates, sovereign wealth funds, and public and private pension and profit sharing plans.

Grey Mountain and/or its affiliates may establish certain alternative investment vehicles, parallel funds and/or special purpose vehicles (collectively, “AIVs”) for the purpose of addressing tax, regulatory and/or structural issues, and/or facilitating certain investments by the Funds and/or investors. Prospective investors are requested to refer to the Governing Documents of the Funds for complete details on any AIV that may be established by the Funds and each Fund’s ability to make investments through AIVs. Currently no AIVs have been established by Grey Mountain and/or its affiliates.

### *Minimum Investment Requirements*

The Funds are generally offered to accredited investors pursuant to Section 3(c)(1) of the Investment Company Act of 1940, as amended (the “Company Act”), and are therefore not required to register as an investment company under the Company Act in reliance upon certain exemptions available to Funds whose securities are not publicly offered.

In general, the minimum investment commitment required of a limited partner to participate in a Fund is as follows: Fund II is \$5,000,000, Fund III is \$1,000,000, and Affiliates Fund III is \$50,000. However, the general partner of each Fund has discretion to increase or reduce the minimum investment commitment. Investors are requested to refer to the Governing Documents of the Funds for complete information on minimum investment requirements for participation in the Funds.

### *Co-Investments*

Grey Mountain may also offer the right to participate, directly or indirectly, in investment opportunities of the Funds to one or more (but not necessarily all) investors, and to other private investors, groups, partnerships or other entities, to the extent available and appropriate, but is under no obligation to do so. Grey Mountain typically structures each such investment opportunity via a private fund structure in which a Grey Mountain affiliate acts as General Partner (a “Co-Investment Fund”). Prospective investors are requested to refer to the Governing Documents of each Fund for a complete discussion of co-investment opportunities.



## **Item 8 - Methods of Analysis, Investment Strategies and Risk of Loss**

### *Investment Strategies*

As discussed in Item 4 above, Grey Mountain's investment advisory business is principally focused on private equity buyout investments in North American-based, lower-middle market companies in basic industries (e.g., niche manufacturing, industrial services and business services). Grey Mountain primarily seeks investment opportunities in companies where it can partner with management teams to create value by improving operations. Grey Mountain generally targets companies with deficiencies in three basic areas of management, information and discipline. Grey Mountain believes that shortcomings in these areas are often the cause of under-performance, particularly in companies in the smaller middle market, despite strong business potential and seeks opportunities to create value by addressing these organizational deficiencies.

### *Methods of Analysis*

Investments, and potential investments, are analyzed by Grey Mountain based upon (i) the target portfolio company's potential for value creation and (ii) the target portfolio company's competitive positioning within its industry and its economic prospects. Grey Mountain also considers additional economic characteristics of potential investments, including but not limited to the ability to develop a sustainable competitive advantage, the potential for recurring revenue, attractive cash flow generation characteristics, barriers to entry, the potential to create operating leverage, long-term customer relationships, and operational, environmental, technological and regulatory-related risk factors. Each member of the Grey Mountain team, through his or her functional role, is involved in each investment. Each team member is responsible for certain core processes – sourcing, screening, acquisition, ownership and exit – and for coordinating those processes with other team members.

Grey Mountain's principal sources of information in identifying investments include networks of executives and deal intermediaries including business brokers, boutique advisers, lending institutions, accountants and lawyers. Grey Mountain targets and develops relationships through tools such as coded databases, targeted marketing programs and programmed tracking schedules, aimed at productive sourcing of investment opportunities. Sourcing metrics are tracked and the process adapted as market conditions evolve. Grey Mountain also employs an executive sponsor program to identify executives in transition and to work with them to find transactions in their industries. Grey Mountain compensates such executive to incentivize such executives to stay within the program.

Upon identifying a target portfolio company investment, Grey Mountain engages in a due diligence process that includes business, legal, accounting and environmental reviews, as well as a detailed organizational assessment. Potential investments are explored and investment hypotheses are developed and tested. The risks involved in any potential investment are evaluated carefully through due diligence. As investments are screened, the process of gathering information, evaluating and prioritizing risks and rejecting, reformulating or modifying the investment thesis is repeated.

At the acquisition stage, Grey Mountain professionals lead parallel processes for due diligence and negotiating legal documentation, in an effort to reduce the possibility that deal negotiations will influence the depth or quality of due diligence performed.

### *Material Risks*

The task of identifying investment opportunities and managing such investments is difficult. There can be no assurance that Grey Mountain will be able to choose, and the Funds will be able to make and/or realize any particular investment or that the Funds will be able to generate returns for their investors. In addition, there can be no assurance that any investor will receive any distribution from the Funds. Investing in the Funds involves a risk of loss that investors should be prepared to bear. Investors in the Funds should carefully consider, among other factors, the following material risks involved with Grey Mountain's investment strategies. Investors in the Funds are requested to refer to the Governing Documents of the Funds for more complete information on investment strategies employed by the Funds and the corresponding risks associated with such investment strategies.

Illiquidity of Limited Partner Interests. The limited partner interests of the Funds are highly illiquid, have no public market and are not transferable except with the prior consent of the general partner of the Funds, which may be granted, rejected or conditioned. Voluntary withdrawals of limited partner interests are not permitted, except in limited instances when necessary to comply with laws or regulations applicable to an investor.

Difficulty of Locating Suitable Investments. Although Grey Mountain has been successful in identifying suitable investments historically, the Funds may be unable to find a sufficient number of attractive opportunities to meet its investment objective in the future.

Reliance on the General Partner and the Principals. The Funds will be dependent upon the activities of its principals. The loss of these individuals could have a significant, adverse impact on the business of the Funds.

Nature of Investments. A substantial portion of each Fund's investments will be in equity or equity-related investments that by their nature involve business, financial, market and/or legal risks. While such investments offer the opportunity for significant capital gains, they also involve a high degree of risk that may result in substantial losses. There can be no assurance that the Funds will correctly evaluate the nature and magnitude of the various factors that could affect the value of such investments. Prices of the investments may be volatile, and a variety of other factors that are inherently difficult to predict, such as domestic or international economic and political developments, may significantly affect the results of the Funds' activities. As a result, each Fund's performance over a particular period may not necessarily be indicative of the results that may be expected in future periods.

Middle Market Companies. A component of the Funds' investment strategy is to invest in lower- middle market companies. While investments in lower-middle market companies may present greater opportunities for growth, such investments may also entail larger risks than are customarily associated with investments in larger companies. Companies in the

lower-middle market may have more limited product lines, markets and financial resources, and may be dependent on a smaller management group. As a result, such companies may be more vulnerable to general economic trends and to specific changes in markets, technology or personnel. In addition, future growth may be dependent on additional financing, which may not be available on acceptable terms when required. Further, there is ordinarily a more limited marketplace for the sale of interests in smaller, private companies, which may make realizations of gains more difficult, by requiring sales to other private investors. In addition, the relative illiquidity of private equity investments generally, and the somewhat greater illiquidity of private investments in small-to-medium-sized companies, could make it difficult for the Funds to react quickly to negative economic or political developments.

Limited Number of Investments. Grey Mountain intends for the Funds to participate in a limited number of investments and, as a consequence, the aggregate return of the Funds may be adversely affected by the unfavorable performance of even a single investment. Although Grey Mountain intends to diversify each Fund's portfolio to the extent possible within the confines of the Fund's investment strategy, the inability of Grey Mountain to achieve this objective could adversely affect the performance of the Funds.

Leverage. Portfolio companies in which the Funds invest will typically have leveraged capital structures. Use of leverage may increase the exposure to adverse economic factors such as significantly rising interest rates, downturns in the economy or deterioration in the condition of any given portfolio company or its industry. In the event a portfolio company is unable to meet principal and interest payments on its third-party indebtedness, the value of a Fund's investment in such entity could be significantly reduced or even eliminated.

Reliance on Other Management. The day-to-day operations of each portfolio company in which the Funds invest will be the responsibility of such portfolio company's management team. Although it is the intent of Grey Mountain to invest in entities with strong and stable management, there can be no assurance that the existing management team, or any new one, will be able to operate such entity successfully. Furthermore, although Grey Mountain will monitor the performance of investments and generally intends to invest in portfolio companies operated by strong and stable management, there can be no assurance that the existing management team or any successor will be able to operate any such portfolio company in accordance with Grey Mountain's expectations.

Bridge Loans. From time to time, the Funds may lend to portfolio companies on a short-term, unsecured basis or otherwise invest on an interim basis in portfolio companies in anticipation of a future issuance of equity or long-term debt securities or other refinancing or syndication. Such loans may be convertible into a more permanent, long-term security; however, for reasons not always in Grey Mountain's control, such long-term securities issuance or other refinancing or syndication may not occur and such loans and interim investment may remain outstanding. In such event, the interest rate on such loans may not adequately reflect the risk associated with the unsecured position taken by the Funds.

Follow-On Investments. The Funds may be called upon to provide follow-on funding for their respective portfolio companies or have the opportunity to increase investment in portfolio companies. There can be no assurance that the Funds will have sufficient capital

to do so. Any decision not to make follow-on investments or the inability to make them may have a substantial negative impact on a portfolio company in need of such an investment or may diminish a Fund's proportionate ownership in such portfolio company and thus its ability to influence such portfolio company's future development.

Economic and Market Risk. General economic conditions may affect Grey Mountain's activities. Interest rates, general levels of economic activity, the price of securities and participation by other investors in the financial markets may affect the value and number of investments made by the Fund or considered for prospective investment.

Failure to Fund Commitments; Consequence of Default. A Fund's investments in portfolio companies will require capital calls on limited partners of the Funds over an extended period of time. If such limited partners fail to fund their commitment obligations when due, a Fund's ability to complete its investment program or otherwise continue operations may be substantially impaired. A default by a substantial number of limited partners or by one or more limited partners who have made substantial commitments would limit opportunities for investment diversification and likely would reduce returns to the Funds. In the event that a limited partner defaults, such limited partner may be subject to various penalties, including forfeiture of a portion of its interest.

Distributions In-Kind. Grey Mountain may distribute the proceeds of certain of each Fund's investments in securities or other non-cash property. Significant sales of securities by the partners of a Fund following such distribution in kind could create downward pressure on the trading price of those securities.

Inside Information. From time to time, Grey Mountain and its affiliates may come into possession of material, non-public information concerning a portfolio company in which a Fund has invested or proposes to invest, and the possession of such information may limit the ability of a Fund to buy or sell securities of such company or to distribute such securities to the limited partners of a Fund.

Contingent Liabilities on Disposition of Investments. In connection with the disposition of an investment, a Fund may be required to make representations typical of those made in connection with the sale of a business. A Fund may be required to indemnify the purchasers of such investment to the extent that any such representations are inaccurate. These arrangements may result in the incurrence of contingent liabilities for which Grey Mountain may establish reserves and escrows. In that regard, distributions may be delayed or withheld until such reserves are no longer needed.

Limited Recourse and Indemnification. The Funds' Governing Documents limit the circumstances under which Grey Mountain and its affiliates ("Covered Persons") can be held liable to the Funds. As a result, investors may have a more limited right of action in certain cases than they would have in the absence of such a limitation. In addition, a Fund's Governing Documents provides for indemnification of Covered Persons regarding activities undertaken by them on the Fund's behalf. Any indemnification claim may be paid out of Fund assets, and limited partners of the Fund may be required to return distributions in satisfaction of such a claim.

Control Liability. The Funds may own a significant or controlling percentage of the common equity of its portfolio companies. The Funds will generally appoint one or more representatives to the board of directors of the companies in which it invests. Significant or controlling ownership and serving on the board of directors of a portfolio company exposes a Fund's representatives, and ultimately a Fund, to potential liability because a Fund or its representatives may in certain cases be thought to control, participate in the management of or influence the conduct of such portfolio company.

Non-Controlling Investments. The Funds may invest in minority positions in portfolio companies and may have a limited ability to exert significant influence or protect its position. Accordingly, the Funds may have a limited ability to protect its interests in such portfolio companies and to influence such portfolio companies' management. In such cases, the Funds will be significantly reliant on the other equity participants in the portfolio companies and on the existing management and board of directors of such portfolio companies, which may include representation of other financial investors with whom a Fund is not affiliated and whose interests may conflict with the interests of the Funds.

Litigation Risks. The Funds will be subject to a variety of litigation risks, particularly if one or more of its portfolio companies face financial or other difficulties during the term of the Funds. Legal disputes, involving the Funds, its affiliates, or its portfolio companies, may arise from the Fund's activities and investments and could have a significant adverse effect on the Funds.

Changes in Environment. A Fund's investment program is intended to extend over a period of years, during which the business, economic, political, regulatory, and technology environment within which a Fund operates may undergo substantial changes, some of which may be adverse to a Fund. A drawn-out recession, downturns in the economy, deteriorations in the condition of an industry sector in which a Fund has invested or adverse developments in the securities or credit markets may have an adverse impact on some or all of a Fund's investments. A sustained period of inactivity and/or low valuations in the public equity markets could result in substantially lower liquidation values and substantially longer periods before liquidity is achieved in comparison with historical values, which would reduce the returns that could be achieved by a Fund. In addition, factors specific to a portfolio company may have an adverse effect on a Fund's investment in such company. The economic environment for all companies may remain challenging. All portfolio companies may face intense competition, changing business and economic conditions, risks of technological acceptance and obsolescence or other developments that may adversely affect their performance. The investment sourcing, selection, management and liquidation strategies and procedures exercised by Grey Mountain in the past may not be successful, or even practicable, during a Fund's term.

Valuation. While Grey Mountain's valuations of unrealized Fund investments are based on assumptions that Grey Mountain believes are reasonable under the circumstances, the actual realized returns on unrealized investments will depend on, among other factors, future operating results, the value of the assets and market conditions at the time of disposition, any related transaction costs and the timing and manner of the sale. Accordingly, the actual realized returns on unrealized investments may differ materially and adversely from Grey Mountain's valuations.

COVID-19 and Other Epidemic Risks. The COVID-19 coronavirus pandemic has resulted travel restrictions, quarantines, cancellations, disruptions to supply chains and customer activity, as well as general concern and uncertainty. The impact of this coronavirus, and other epidemics and pandemics that may arise in the future, will affect the economy, individual companies, their securities (including equity and debt) and operations, and the market in general in ways that cannot necessarily be foreseen at the present time. The impact of the current or any future outbreak may be short term or may last for an extended period of time.

Cybersecurity Risk. As the use of technology has become more prevalent in the ordinary course of business, companies have generally become potentially more susceptible to operational and other risks through breaches in cybersecurity. Cybersecurity attacks or incidents can result from intentional and unintentional acts or events that cause misappropriation of assets or sensitive information, corruption of data, or operational disruption. Such acts or events could cause Grey Mountain, a Fund, or a portfolio company to incur regulatory penalties, reputational damage, additional compliance costs associated with corrective measures, and/or financial loss. Cybersecurity breaches may involve unauthorized access to digital information systems or inadvertent or intentional release of confidential or proprietary information stored on our systems. In addition, cybersecurity breaches of third-party service providers (such as administrators, transfer agents, and custodians) can also subject Grey Mountain, a Fund, or a portfolio company to many of the same risks associated with direct cybersecurity breaches. There is no guarantee that cybersecurity acts or events, or the resulting harm, can be fully avoided or prevented.

### **Item 9 - Disciplinary Information**

Grey Mountain and its principals have not been the subject of any material legal proceeding required to be disclosed in response to this item.

### **Item 10 - Other Financial Industry Activities and Affiliations**

Grey Mountain is affiliated with the following entities:

- Grey Mountain Partners Holdings, LP – Grey Mountain’s parent company
- Grey Mountain Partners Holdings, LLC – the General Partner of Grey Mountain Partners Holdings, LP
- Grey Mountain Partners Fund II GP, L.P. – the General Partner of Fund II
- Grey Mountain Partners Fund III GP, L.P. – the General Partner of Fund III and Affiliates Fund III

#### *Registered Broker-Dealers*

None of Grey Mountain or its management persons are registered as a broker-dealer or a registered representative of a broker-dealer. In addition, Grey Mountain and its management persons are not affiliated with any broker-dealer, bank or other financial services firm.

### *Registered Futures Commission Merchants, Commodity Pool Operators and Commodity Trading Advisors*

None of Grey Mountain or any of its management persons are registered as a registered futures commission merchant, commodity pool operator or commodity trading advisor.

### *Relationships with Related Persons*

As discussed in the section titled “Participation or Interest in Client Transactions; Personal Trading,” Grey Mountain and its related persons are, directly or indirectly, the general partner, limited partners and/or managing members/general partners of the general partner of the Fund. Grey Mountain and its related persons may spend substantially all of their business time on the Funds as required pursuant to the terms of a Funds’ respective Governing Documents. Investors are requested to refer to the Governing Documents of each Fund for more complete information on the requisite time commitments of Grey Mountain and its related persons to a Fund.

Employees of Grey Mountain and its affiliates may serve as officers, advisers, directors or in comparable management functions for portfolio companies in which a Fund invests, or provide other services to portfolio companies, and may receive compensation in connection therewith. Employees of Grey Mountain may also from time to time serve on the board of directors or a creditors committee of a portfolio company, or be given access for other reasons to confidential information relating to companies in which a Fund invests. As a result, a Fund may, under certain circumstances, be prohibited for a period of time from engaging in transactions with respect to the debt or securities of such a portfolio company, which prohibition may have an adverse effect on a Fund.

### *Selection or Recommendation of Other Advisers*

Grey Mountain does not recommend or select other investment advisers for its clients and does not receive compensation from such advisers in a manner that would create a material conflict of interest. Grey Mountain does not have other business relationships with other advisers that create a material conflict of interest.

## **Item 11 - Code of Ethics, Participation or Interest in Client Transactions and Personal Trading**

### *Code of Ethics*

Grey Mountain has adopted a Code of Ethics under Rule 204A-1 of the Advisers Act expressing Grey Mountain’s commitment to ethical conduct. Grey Mountain’s Code of Ethics describes its fiduciary duties and responsibilities to its clients, and sets forth Grey Mountain’s (i) policies on receipt of gifts by employees and political contributions and (ii) practice of monitoring the personal securities transactions of supervised persons with access to client investment recommendations. Under Grey Mountain’s Code of Ethics, all supervised personnel have a duty to act only in the best interests of a Fund and all potential conflicts and violations of the Code of Ethics must be promptly reported to Grey

Mountain's Chief Compliance Officer ("CCO"). All supervised personnel must acknowledge the terms of the Code of Ethics annually, or as amended. It is the policy of Grey Mountain that no person employed by Grey Mountain shall prefer his or her own interest to that of an advisory client or make personal investment decisions based on the investment decisions of advisory clients.

To supervise compliance with its Code of Ethics, Grey Mountain requires that anyone associated with its advisory practices with access to advisory recommendations provide annual securities holdings reports and quarterly transaction reports to the firm's CCO. Grey Mountain requires such "access persons" to also receive approval from the CCO prior to investing in any initial public offerings or private placements.

In an effort to prevent inappropriate securities transactions by Grey Mountain's personnel, the CCO will maintain and make available a list of restricted securities. The restricted securities list will be updated periodically and will include public securities: (i) held by a Fund with respect to a portfolio investment; (ii) under active investment consideration by Grey Mountain; (iii) held by a Fund as a result of a distribution from a portfolio investment or which Grey Mountain knows or believes will be so distributed to a Fund; and (iv) about which any access person is in possession of, or knows, material non-public information. Access persons are strictly prohibited from trading on their own behalf in restricted securities, or from investing in securities issued in an IPO or private placement, without obtaining the prior written approval of the CCO.

Grey Mountain requires that all employees act in accordance with all applicable federal and state regulations governing investment advisory practices. Grey Mountain's Code of Ethics also includes the firm's policy prohibiting the misuse of material non-public information. Any individual not in observance of the above may be subject to discipline or termination.

Grey Mountain will provide a complete copy of its Code of Ethics to any person upon request.

#### *Participation or Interest in Client Transactions; Personal Trading*

As general partner or limited partner of the general partner of the Funds, Grey Mountain and its related persons have indirect beneficial interests in the securities owned by a Fund and will share in any profits and losses generated by a Fund's investments. Moreover, in certain situations, related persons of Grey Mountain may purchase interests in the same portfolio investments held by a Fund. All such transactions are subject to compliance with Grey Mountain's Code of Ethics as described above. Any access person who has or acquires ownership of an issuer through a private placement (excluding any indirect investment in an issuer via a direct or indirect interest in a Fund) must affirmatively disclose that interest to the CCO if such access person is involved in considering or determining any subsequent investment decision regarding an investment by a Fund in any security of that issuer or an affiliate.

Grey Mountain and/or certain related persons of Grey Mountain may, on rare occasions, directly or through one or more entities, sell securities in which they have a direct or



indirect ownership interest to the Fund in connection with certain “warehousing” transactions, provided that the sale is consistent with Grey Mountain’s fiduciary obligations to a Fund. Such transactions will be fully disclosed and the written consent of a Fund (which, in certain circumstances, may be provided by a Fund’s advisory committee) will be obtained prior to the consummation of any such transactions in accordance with Section 206(3) of the Advisers Act to the extent that such transactions constitute “principal transactions” under Section 206(3).

Moreover, Grey Mountain may cause a Fund to engage in “cross transactions” via the purchase or acquisition of a security from, or the sale or transfer of a security to, another successor Grey Mountain fund, provided that the transfer is consistent with Grey Mountain’s fiduciary obligations to each Grey Mountain fund participating in the cross transaction.

While Grey Mountain endeavors at all times to act in the best interests of the Funds, investors should be aware that such transactions create a potential conflict of interest. Grey Mountain has adopted policies and procedures which seek to mitigate such potential conflicts of interest.

## **Item 12 - Brokerage Practices**

Subject to the investment objectives, policies and restrictions of a Fund as set forth in the Fund’s Governing Documents, Grey Mountain has discretionary authority to determine the type, amount, and price of securities and investments to be bought and sold on behalf of the Fund, including the selection of, and commissions paid to, brokers.

Although Grey Mountain typically does not utilize broker-dealers to effect portfolio investments, shares of certain companies may be received by a Fund as part of a general distribution. Grey Mountain may sell the securities received in share distributions such that the proceeds can be distributed to a Fund’s limited partners.

In selecting broker-dealers to effect securities transactions, Grey Mountain seeks to obtain best execution by considering factors including, but not limited to, execution quality, price, the level of service offered, reliability, experience in liquidating distributions from private equity funds and such other factors as Grey Mountain considers relevant and beneficial to a Fund. Subject to its requirement to achieve best execution on Fund transactions, Grey Mountain may consider referrals of Fund investors in determining its selection of brokers.

### *Brokerage for Client Referrals*

Subject to Grey Mountain’s obligation to seek best execution of all transactions for its clients, Grey Mountain may consider referrals of investors in determining its selection of broker-dealers. Grey Mountain may have an incentive to select or recommend a broker-dealer based on its interest in receiving investor referrals, rather than on its clients’ interest in receiving the most favorable execution. Any such determinations will be made in accordance with Grey Mountain’s fiduciary obligations to the Funds and Grey Mountain’s compliance policies and procedures.

### *Research and Other Soft Dollar Benefits*

Grey Mountain does not engage in soft dollar arrangements with respect to securities transactions for the Funds.

### **Item 13 - Review of Accounts**

#### *Review of Client Accounts*

Grey Mountain continuously monitors portfolio investments on behalf of the Funds. Investments are reviewed in the context of each Fund's (i) adherence to the investment objectives and guidelines as set forth in the Governing Documents; (ii) a Fund's investment performance. Members of Grey Mountain's Investment Committee meet regularly to determine and review overall investment objectives, risk tolerance and other information relevant to the Funds.

#### *Reports to Clients*

The general partner of each Fund distributes quarterly and annually written reports to its limited partners. Annual reports generally contain an individual capital account statement as of the end of such fiscal year, a listing of investments held by the Funds and the audited financial statements of the Funds. The quarterly reports generally are substantially similar with the exception that the financial statements of the Funds for the fiscal quarter are unaudited.

Investors are requested to refer to the applicable Governing Documents of the Funds for further information on the reports provided by each Fund to its investors.

### **Item 14 - Client Referrals and Other Compensation**

#### *Economic Benefits Received from Third Parties*

As also disclosed under Item 6, from time to time, in connection with investments made by the Funds, Grey Mountain or its affiliates or supervised persons may receive directors, consulting, monitoring, investment banking, transaction, break-up and/or similar fees or other remuneration paid in cash or in kind from portfolio companies in which the Funds may invest or propose to invest. The potential for Grey Mountain and its related persons to receive such economic benefits creates a conflict of interest as Grey Mountain and its related persons may have an economic incentive to invest in portfolio investments that provide such benefits. Nevertheless, to alleviate potential conflicts, a percentage (generally, 80%-100%) of any such benefits received by Grey Mountain or its related persons in connection with its advisory services for the Funds will be used to offset the management fees payable by the Funds.

### *Third Party Compensation for Client Referrals*

Grey Mountain and related persons of Grey Mountain may enter into cash compensation arrangements with unaffiliated placement agents or third parties for introducing investors to a Fund. Any sales charge associated therewith will ultimately be payable by Grey Mountain or its related persons, either directly or through an offset of the management fee payable by a Fund to Grey Mountain. An investor will not be charged any additional amount or bear any additional charges as a result of an introduction through a placement agent or other unaffiliated third party. Moreover, as described above, Grey Mountain may consider referrals of investors to a Fund in determining its selection of broker-dealers for securities transactions.

Grey Mountain endeavors at all times to put the interests of the Funds first as part of Grey Mountain's fiduciary duty. Nevertheless, the receipt of compensation by the placement agents and the potential receipt of brokerage commissions by broker-dealers creates a potential conflict of interest, and may affect the judgment of placement agents and broker-dealers when making referrals to Grey Mountain and the Funds. Moreover, a potential conflict of interest may arise between the interests of Fund investors in obtaining best price and execution and Grey Mountain's interest in receiving future referrals to a Fund. Grey Mountain will address this conflict of interest by seeking to obtain best execution by considering factors including, but not limited to, execution quality, price, the level of service offered, reliability, experience in liquidating privately placed securities and such other factors as Grey Mountain deems relevant and beneficial to the Funds.

### **Item 15 – Custody**

Grey Mountain will not have physical custody of any client assets (other than certain privately offered securities to the extent permitted by the Advisers Act). Due to the nature of the private funds, Grey Mountain is deemed to have custody of the assets of the Funds and the Co-Investment Funds as a result of the authority of its affiliated general partner entities.

It is Grey Mountain's policy to cause the Funds to be audited annually and distribute audited financial statements, prepared in accordance with U.S. generally accepted accounting principles ("GAAP"), to investors no later than 120 days after the end of each fiscal year. In addition, upon the final liquidation of the Funds, Grey Mountain will obtain a final audit and distribute audited financial statements prepared in accordance with GAAP with respect to a Fund to all investors promptly after completion of the audit.

### **Item 16 - Investment Discretion**

Subject to the investment objectives, policies and restrictions of the Funds as set forth in the applicable Governing Documents, Grey Mountain has discretionary authority to determine the type, amount and price of securities and investments to be bought and sold on behalf of the Funds, including the selection of, and commissions paid to, broker-dealers.

### **Item 17 - Voting Client Securities**

Because Grey Mountain has, or will accept, authority to vote securities held by the Funds, it has adopted policies and procedures (the “Proxy Voting Policies and Procedures”) that have been designed to ensure that Grey Mountain complies with the requirements of the Advisers Act and reflect Grey Mountain’s commitment to vote all client securities for which it exercises voting authority in a manner consistent with the best interest of the Funds.

When exercising its voting authority over client securities, Grey Mountain considers all relevant information, evaluates other issues that could have an impact on the value of the security and votes with a view toward maximizing overall value. Grey Mountain votes all proxies in a prudent manner, considering the prevailing circumstances at such time and in a manner consistent with the Proxy Voting Policies and Procedures and Grey Mountain’s fiduciary duties to the Funds.

Grey Mountain reviews each proposal submitted for a vote on a case-by-case basis to determine whether it is in the best interest of the Funds. In some instances, Grey Mountain may determine that it is in a Fund’s best interest for Grey Mountain to “abstain” from voting or not to vote at all, and will do so accordingly.

Prior to exercising its voting authority, Grey Mountain, in consultation with the CCO and outside counsel, as appropriate, reviews the relevant facts and determines whether or not a material conflict of interest may arise due to business, personal or family relationships of Grey Mountain, its owners, its employees or its related persons, with persons having an interest in the outcome of the vote. If a material conflict exists, Grey Mountain takes steps to ensure that its voting decision is based on the best interests of the Fund and is not a product of the conflict. In such case, Grey Mountain will, at its discretion, (i) seek the advice of the advisory committee of a Fund in voting such security; (ii) disclose the conflict of interest to the limited partners of a Fund and defer to the Fund’s voting recommendation; (iii) defer to the voting recommendation of an independent third party provider of proxy voting services; and/or (iv) take such other action in good faith (in consultation with Grey Mountain’s outside counsel) which would serve the best interest of the Funds. Depending on the particular circumstances involved, the appropriate resolution of one conflict of interest may differ from the resolution of another conflict of interest, even though the general facts underlying both conflicts may be similar (or identical).

Grey Mountain will deliver to each limited partner of a Fund, upon written request, a complete copy of its Proxy Voting Policies and Procedures and/or information on how it voted proxies for that Fund.

### **Item 18 - Financial Information**

Grey Mountain has no financial commitment that impairs its ability to meet contractual and fiduciary commitments to clients, and has not been the subject of a bankruptcy proceeding.