

The Vardis logo is positioned in the upper left quadrant of the page. It consists of the word "Vardis" in a white, sans-serif font. A thin, diagonal yellow line starts from the top right of the letter 'i' and extends upwards and to the right, crossing the top edge of the page.

Vardis

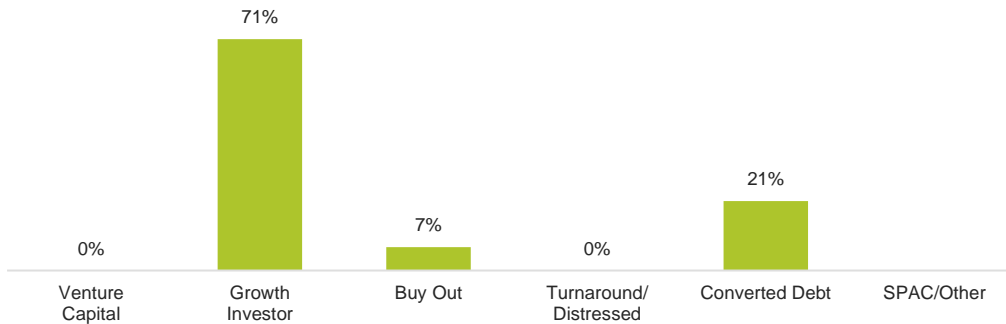
The background of the entire page is a grayscale photograph of a large industrial warehouse. The image shows a complex network of metal beams, conveyor belts, and various pieces of machinery. In the foreground, there are several metal wire mesh cages, some containing boxes. The lighting is somewhat dim, creating a sense of depth and scale.

/ PRIVATE EQUITY COO REPORT

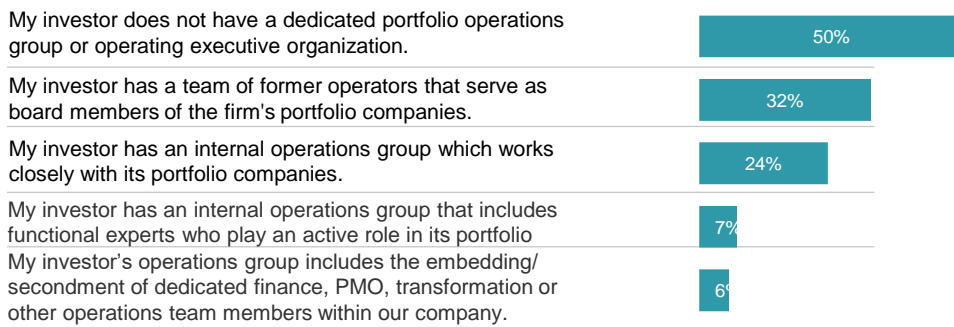
2022

- Overview:** We are pleased to share with you our third annual PE COO Report. As in our previous years, we asked about PE COOs for their perspective on compensation, governance, the relationship with their investors, and the differences in the role under PE ownership. We have also asked our participants to gaze into their crystal balls and provide their outlook on the likelihood and potential impact on their companies of macroeconomic events and trends.
- Methodology:** Between April 14 and May 13, 2022, **Vardis** contacted the COOs of more than 375 Private Equity Portfolio companies. . During this time, Russian forces pressed their attacks on Ukraine, COVID drove a shutdown of Shanghai, the S&P fell by 9.4%, and the US Federal Reserve raised interest rates by 50 basis points in the face of annualized inflation tipping the scales at more than 8%. We asked questions about compensation, board communication, their roles, and their outlook for 2022 and beyond. The COO title and role are more commonly in use in North America than in other parts of the world. Despite this, the talent market is efficient and global. Where the title exists, the data were consistent.
- About Vardis:** Vardis is an international executive search firm focused strictly on portfolio company recruitment on behalf of Private Equity investors in North America, Europe and Asia (CEO, CFO, Board Directors, etc.) and in Pre-Deal situations through the introduction of Advisors, potential Board Members and Operating Executives.
- Questions & further information:** Should you have questions or want further information on this or Vardis' other surveys, including its annual Leadership surveys (conducted in conjunction with AlixPartners), please feel free to contact a Vardis consultant in any of our offices at www.vardis.com.

1 Your investor's investment style can best be described as:



2 Which of these best describes your investor's operations model?

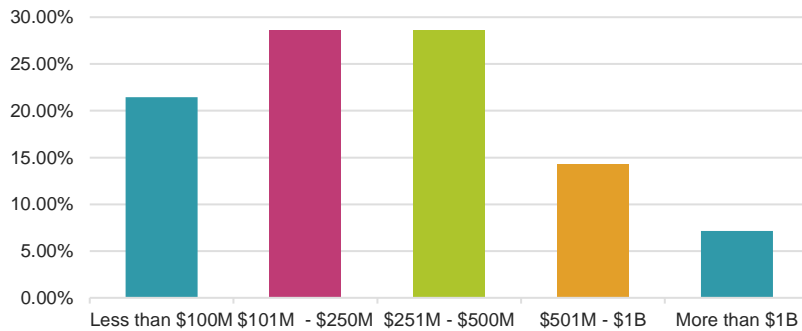


3 How long has your investor owned the Company?



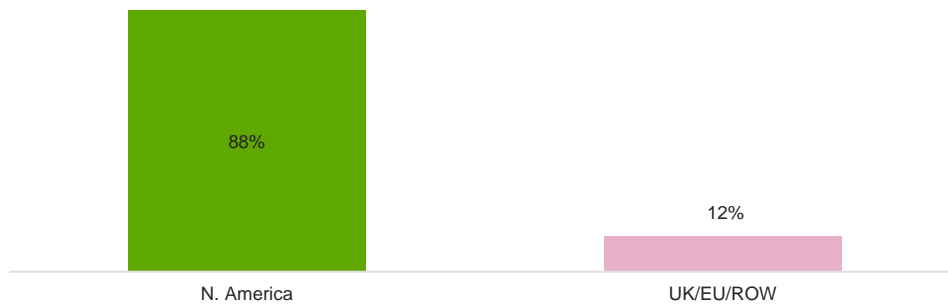
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What is your Company's annual revenue/turnover?



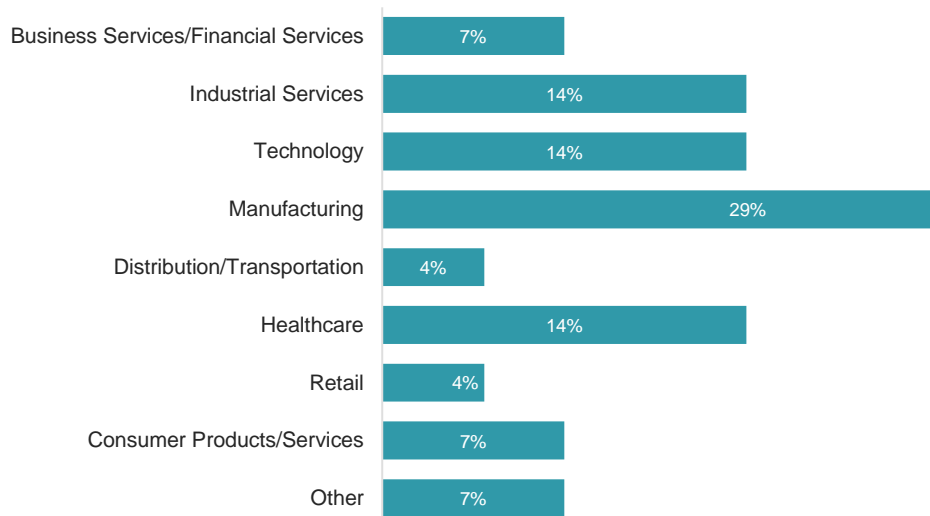
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Where are Company Headquarters?

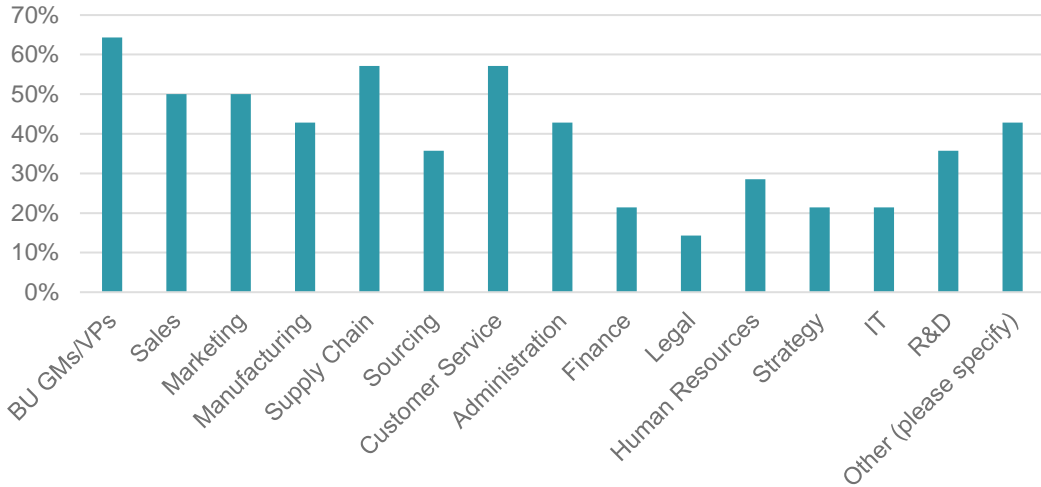


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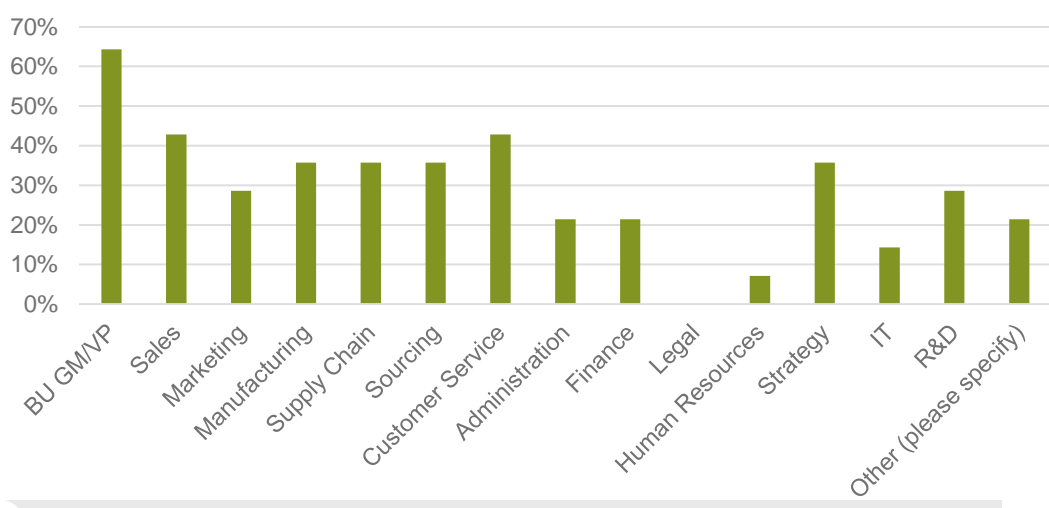
What industry best describes your Company?



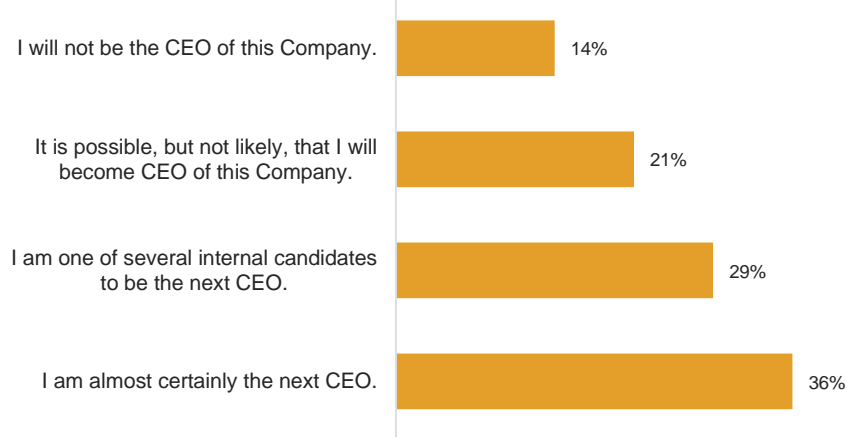
7 What functions report to you? (Check all that apply).



8 In what areas/functions have you previously worked?

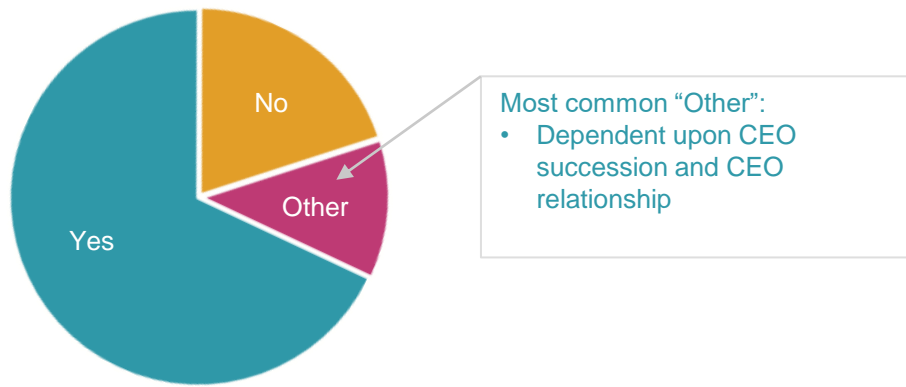


9 What is the likelihood you are the successor to the current CEO?



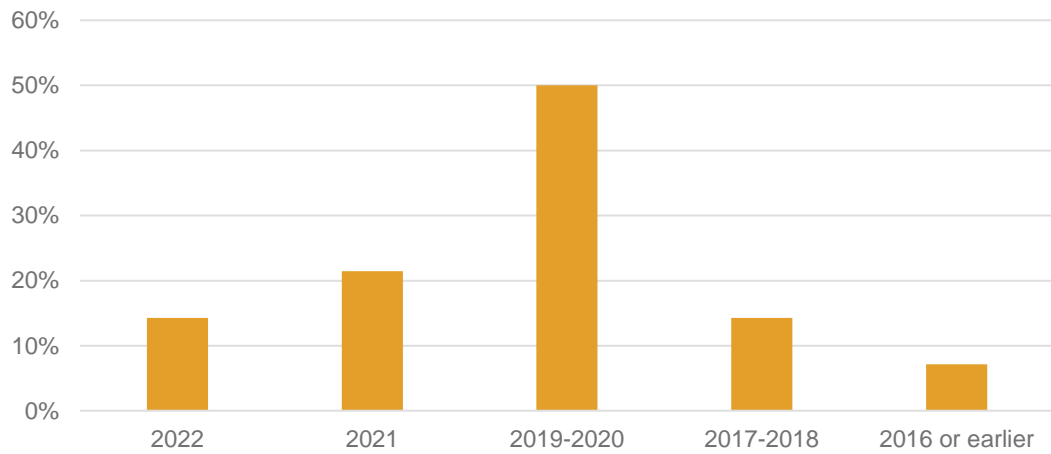
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Do you expect to remain with the Company through exit?



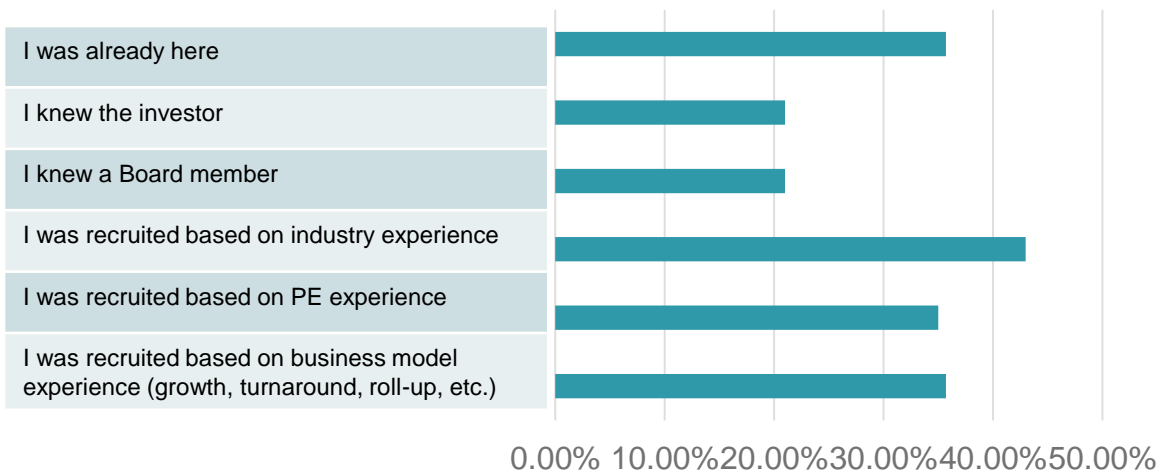
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When did you assume your current role?



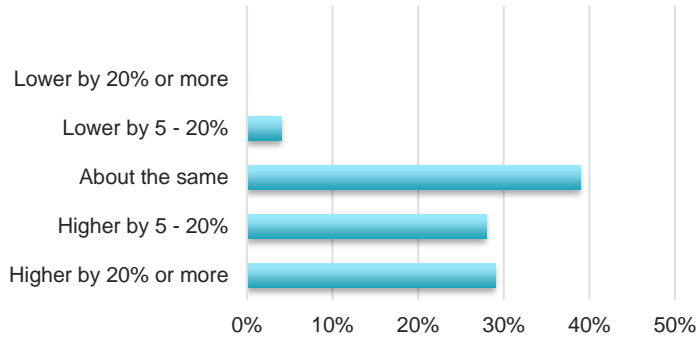
12

What were the key factors in your hiring? (check all that apply)



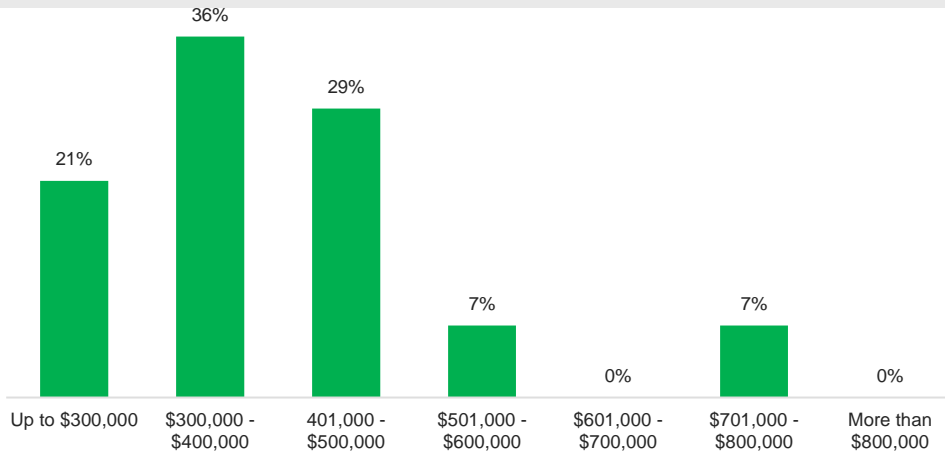
13

How does your current annual cash compensation (base & target bonus) compare to your last role?



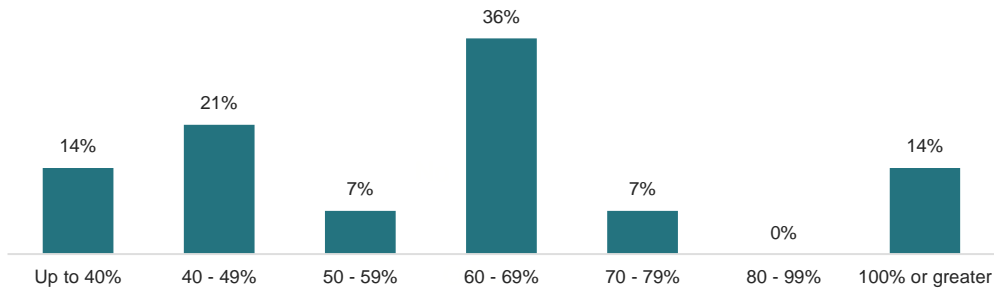
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What is your current base salary?

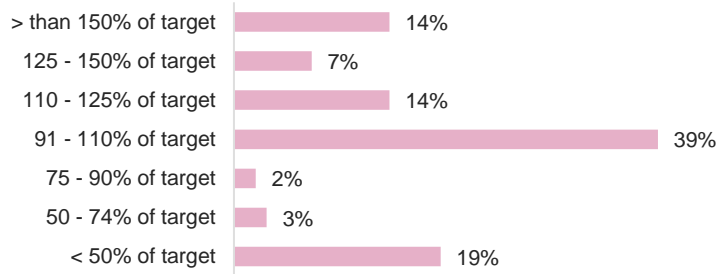


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What is your current annual target bonus (as a percentage of base salary)?



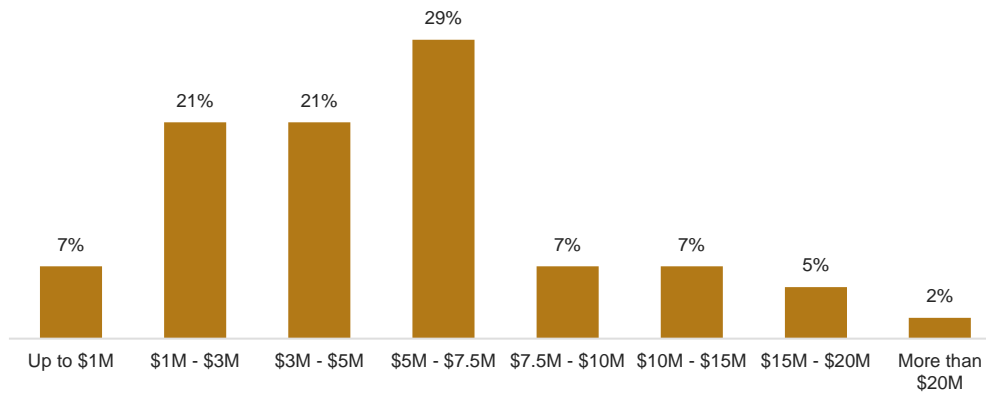
16 What was your actual bonus paid this year (as a percentage of target bonus)?



17 Did you invest your own capital in the Company?

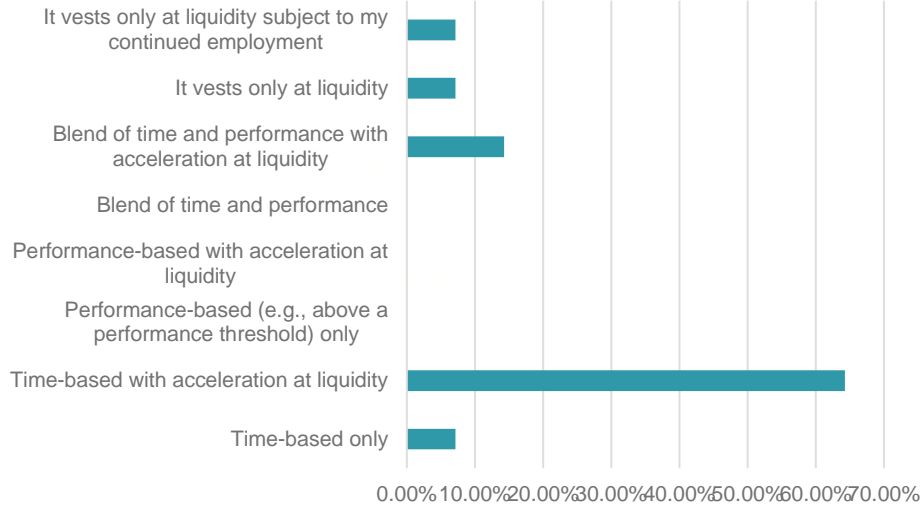


18 What was your expected "base case" equity payout at exit when you took the role?



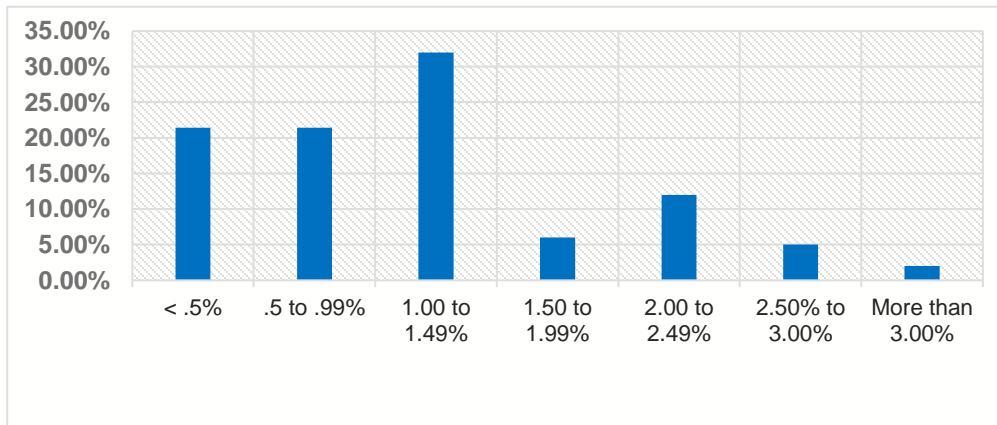
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How does your equity vest?



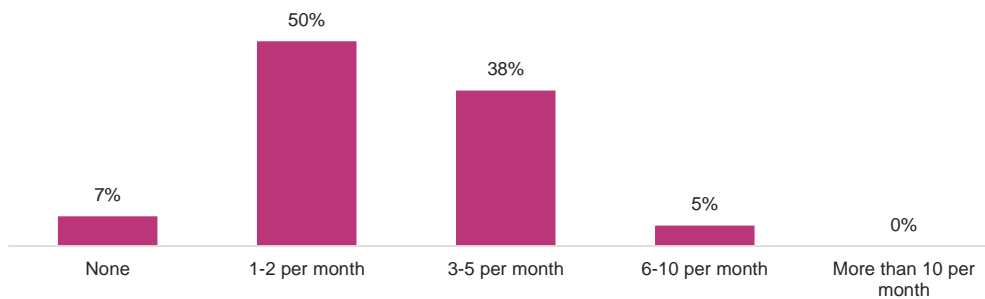
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What percentage of the Company's fully diluted shares (not the percentage of the pool) does your equity participation represent?



26

How many new CEO job opportunities are presented to you by investors or recruiters in the average month (whether or not you “take the call”)?



As you consider the current business environment, how are the following elements likely to impact your Company's value over the next 18 months?

