



Year in Review

May 2021



BainCapital
DOUBLE IMPACT



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BainCapital
DOUBLE IMPACT

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Active Partnership for Lasting Impact

Our Mission

We leverage deep industry experience and an active, value-added approach to build great mission-driven companies that deliver both competitive financial returns and measurable social and environmental impact.

Our Philosophy

We are **active owners**. Our focus on **operational additionality** enables us to drive impact results alongside financial returns by scaling and transforming companies.

Scale mission-aligned companies



Accelerate transformational impact

*We seek to **profitably scale impact aligned companies** that have impact at the core of their product or service.*

*We identify companies in sectors that can **create transformational change** by helping them reach their full social and/or environmental potential.*

We invest and engage in business to drive positive and lasting impact for companies, employees, communities and the environment.

OUR VALUES

We develop exceptional partnerships

We are personally invested in each others' success. We know that great outcomes come from diverse teams.

We challenge conventional thinking

We think differently. We nurture a culture of deeply objective inquiry and seek the full potential in every opportunity. We respect the power of facts.

We work with tenacity

We roll up our sleeves, dig in, and come to work every day searching for better outcomes. We relentlessly tackle tough problems. We see things through.

We believe character matters

We embrace personal integrity, humility and citizenship. We act with empathy and conviction.

Progress through the Pandemic

As the country and the world continue to combat the challenges of COVID-19 and the ongoing effects of climate change, the importance of impact investing and the work of our companies have never been more critical.

In many ways, the pandemic has amplified the needs and opportunities across our impact themes. It is clear that improving access to quality healthcare, reducing the achievement gap to increase economic mobility, as well as scaling sustainable solutions that help combat climate change will be global imperatives for many years to come.

Active Partnership during Challenging Times

The events of this year also reinforced the benefit of our active partnership approach and ability to access knowledge and resources across the Bain Capital platform. Throughout 2020, we partnered closely with our management teams to protect the health and safety of employees and communities, and minimize financial and operational risks associated with the pandemic. We leveraged our broader Bain Capital network to offer our companies legal, regulatory, HR, medical and procurement solutions, including centralized efforts to procure and distribute PPE.

At the same time, we partnered with management teams to ensure our companies are strategically well positioned for long term growth, strong financial performance and enduring social and environmental impact. Despite the headwinds of 2020, most of our actively managed companies met or exceeded their financial budgets, while advancing their impact agendas. In 2020, actively managed portfolio companies with over a year of ownership¹ increased their B Impact Assessment score by 29%. We believe these results speak to the importance and differentiation of our active partnership approach, as well as the resilience of our

companies and management teams.

We are delighted to highlight some important milestones achieved this year.

Portfolio

In 2020 we invested in three new companies: PresenceLearning, TeachTown and Multi-Specialty Healthcare. PresenceLearning and TeachTown provide technology-enabled solutions for students with special education needs. Multi-Specialty HealthCare provides multidisciplinary rehabilitation care with a patient-centric focus for those with auto and workplace injuries. Recently in March 2021, we also acquired Hand in Hand, a fast-growing purpose-driven personal care brand known for its clean, palm-oil free ingredients, infinitely recyclable aluminum packaging, and robust Give Back program. All four investments align with identified impact themes and are supported by macro market trends.

Exits

BCDI successfully completed its second exit with the sale of Penn Foster, a leading digital learning platform focused exclusively on training the middle skilled workforce. During our ownership we led a substantial transformation of the business – both to improve its financial performance and to allow the company to create lasting social impact. This included setting a strategic focus and new branding on key vertical trade areas, including healthcare; augmenting strate-

gic capabilities, including adding leadership in critical areas of People, Marketing, and IT; and leveraging the platform by acquiring Ashworth College through a proprietary process in early 2019. Collectively these efforts significantly improved Penn Foster's financial performance with Adjusted EBITDA more than doubling during our ownership. We also built enduring impact by launching an Impact Advisory Council and tying management's compensation to achievement of impact metrics. Through these initiatives, under our ownership, Penn Foster grew program completions 35%, expanded access to education by enrolling a record 64,000 sponsored-learners through its B2B channel in 2019, and both commenced and improved its B Impact Score b 17% to 119. Furthermore, we expect Penn Foster's impact focus to continue beyond our ownership through agreed upon covenants with the buyers. We believe this investment is another strong example of our ability to accelerate commercial and impact performance through our active partnership approach.

Impact Approach

We also continue to improve the rigor and sophistication of our approach to impact management and measurement. As an example, we engaged BlueMark, a Tideline company, to provide an independent impact verification against the IFC Operating Principles for Impact Management. We are pleased that we scored 'Advanced', the highest score available, across all 8 Principles, one of only two funds globally to have received this mark. In addition, we are proud to share that Bain Capital Double Impact was named Impact Investing Firm of the Year by Private Equity International. We remain committed to innovating, leading the impact field and elevating the market standards in this space.

Team

We continue to grow and strengthen our investment team, ensuring we remain well positioned as a premier partner to scale mission-driven organizations. In 2020, we added six new investment and portfolio team members; four Associates and two new Vice Presidents, bringing our BCDI

dedicated team total to 19 individuals.

Fund II

We successfully raised \$727 M for BCDI Fund II, more than doubling our prior fund size despite the challenging global environment. We believe this underscores our distinctive and successful approach to delivering competitive financial returns and measurable social and environmental impact.

We are energized by the results and progress achieved in 2020 and excited to continue the positive momentum in 2021. This Year in Review provides a glimpse of the overarching impact of Bain Capital Double Impact as well as our learnings and partnerships. We are grateful for the opportunity to share our story with you and thankful for your continued trust and support.

The Managing Directors of Bain Capital Double Impact

¹ Arosa, Broadstep, Healthdrive, Rodeo Dental, Living Earth, RSI

Still Working “Together”



The Year in Numbers

In 2020, we achieved meaningful growth within our team, across our portfolio, through our investments, and most importantly, through our impact.

13

Portfolio Companies

As of April 2021

1

Newly Certified B Corp
(Rodeo Dental)



50%

of investment professionals are from underrepresented groups



~12K

Medical Devices Delivered



19

Investment professionals

6

Actively managed portfolio companies with B Impact Scores above 80

(threshold score to become B Corp)

78%

Of Portfolio companies have >50% female employee diversity

~231K

Patients served (MSHC, HealthDrive, Rodeo Dental, Arosa, Broadstep)



86%

of our Management teams have at least 2 members from underrepresented groups

* Avg of 6 direct reports to CEO

- Transactions
- Company Achievements
- Our People
- Benchmarked Against Standards

1

New Exit (Penn Foster) in 2020



8

Advanced ratings across all 8 IFC Operating Principles as verified by Bluemark

BCDI diversity: we keep ourselves accountable

26% Women

16% Asian

11% Black or African American

11% LGBTQ+

~4,800

Directed jobs supported in actively managed companies



4

New investments (Hand in Hand, Presence Learning, MSHC, and Teachtown)

Owned for <1 year

~510K

Total Customers served for actively managed companies



100%

of actively managed portfolio companies have tied mgmt compensation to impact metrics

86%

of our Boards have at least 1 member from underrepresented groups

* Avg of 6 Board members

29%

average improvement in B Impact Assessment score in actively managed portfolio companies

19

Add-ons completed since initial investment

As of April 2021

100%

of our Management teams have at least 1 member from an underrepresented group

* Average of 6 direct reports to CEO

Note: Metrics reflect data as of December 31, 2020. Growth metrics reflect '19-'20 growth, unless otherwise stated.

3 Investment Themes



Iain Ware
Managing Director
Boston



EDUCATION & WORKFORCE DEVELOPMENT
Reduce gaps in skills and achievement and improve economic mobility by providing training and education and catalyzing economic growth in distressed communities.

We need to reimagine the future of education, both in schools and in the workplace, and challenge conventional models that place the financial burden of learning onto consumers. In a year that highlighted the significant disparities in opportunity that exist in many communities, we believe there is an imperative to create smoother pathways for students and workers to gain the education and skills they need.



Peter Spring
Managing Director
Boston



HEALTH & WELLNESS
Improve health outcomes by expanding access to high quality, affordable healthcare for underserved patient communities, promoting better quality and more sustainable food systems, and developing products and services that promote healthy lifestyles.

Our healthcare system is under tremendous strain, resulting in unequal distribution of benefits. We want to ensure that we innovate and scale more effective solutions, especially for vulnerable populations. Further, by finding products and services that promote healthier lifestyles we can help lessen the burden on the healthcare system altogether.



Todd Cook
Managing Director
Boston



SUSTAINABILITY
Reduce environmental impact and greenhouse gas emissions through ecologically beneficial water, energy, agricultural and other sustainable products, services and business operations.

The effects of climate change can be devastating, not just to the environment, but to broader ecosystems and communities around the world. Responsible environmental and stakeholder stewardship through more sustainable, efficient, and transparent supply chains will deliver better ESG and business results.

Our Blueprints

Strong Foundations Build Lasting Companies

Through our Strong Start process, our portfolio companies follow a disciplined approach to driving value creation and impact.



We founded BCDI on the belief that our active ownership with our portfolio companies could be highly additive to Impact Investing. We have seen this operational and impact additionality help make BCDI a partner of choice for mission-driven companies. In addition to our value creation playbooks, we work hard to continue to pioneer impact management and measurement approaches.



Cecilia Chao
Managing Director
Boston

100 DAY PLAN

Hit the ground running

- Governance and compliance
- Quick wins
- Metrics and reporting

BUSINESS BLUEPRINT

Roadmap for strategy & long-term value creation

- Strategic growth opportunities
- Financial & operating capabilities
- Cybersecurity
- Technology & Infrastructure

TALENT BLUEPRINT

How we build High Performance Organizations

- Strong Leadership
- Talent management & incentives
- Employee engagement
- Culture
- Diversity, equity, & inclusion

IMPACT BLUEPRINT

Accelerating ESG & Impact Potential

- Mission statement
- Impact drivers and metrics
- B Impact score

CASE EXAMPLES

- Launched searches to expand the leadership team to augment expertise and capacity to scale the business
- Engaged third party providers to help deepen capabilities and infrastructure in key functional areas (e.g., sales & marketing and technology)
- Executed Bain Capital preferred rates with vendors and procurement diagnostic to identify cost savings and redeploy into marketing and other growth investments
- Brought in interim CFO to assist with creating robust budget, monthly financial reporting package, KPIs and process



- Engaged external experts to support MSHC in 1) prioritizing a new state expansion strategy with target MSAs, and 2) developing a service line strategy
- Partnering with management to accelerate topline growth through strategic partnerships, service lines expansion, better Revenue Cycle Management, and other improvements
- Improve physician recruitment strategy by using 3rd party data to identify and prioritize ideal physician candidates
- Supported MSHC in instituting and expanding formal processes around budgeting, financial and operational reviews



- Early in investment expanded leadership team, including Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Compliance Officer, and VP Talent, among others
- Conduct annual High Performance Organization survey to assess employee sentiment on Strategy, Culture, Leadership, Performance, and Diversity, Equity & Inclusion, among other topics
- Consistent with Talent Blueprint, systemically conduct CEO 360 to ensure continued accountability and development
- Help deploy employee best practices, including policies and practices to support diversity, health & wellness, internal promotions and much more



- Established impact metrics and initiatives to support RD's mission of providing quality access to dental care regardless of means
- Established goal with Rodeo Dental to become a Certified B Corp; businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose
- Rodeo Dental improved its score from 82 to 108 and became the first DSO in the US to become a Certified B Corp



Our Impact Management & Measurement Process

BCDI is committed to ensuring best practices and pushing the industry forward.



Use of standard frameworks and tools to assess impact fit or potential.

Impact Screening Tool

ESG Due Diligence Questionnaire

Stakeholder Assessment

Impact Thesis & Theory of Change

Drive impact through active management.

Management incentives tied to Impact

B-Impact Assessment

Impact Metrics Tracking & Forecast

Stakeholder Toolkits

HPO Surveys

DEI Initiatives

Conduct exits, considering effect on sustained impact.

Governance mechanisms to sustain impact practices in sale process and purchase agreement

Verify acquirer’s impact track record and commitment to preserving impact created

Coupling bespoke measurement with cross portfolio activities to drive outcomes for our companies and their stakeholders.

Verified as Advanced

Consistent with its leadership aspirations, BCDI demonstrates advanced practices across all Operating Principles for Impact Management.

Bluemark’s Verified Results as of April 2021 (30 assessments)



PEI recognized BCDI for our impact investing leadership, awarding us ‘Impact Investment Firm of the Year’.

Visit our website for the detailed Disclosure Statement, and third party verification report.

SDG Alignment

We reviewed the 17 SDGs and their 169 targets, mapping all portfolio companies and their impact metrics, as well as cross portfolio initiatives and toolkit indicators.

Cross Portfolio

Fund level ambitions that BCDI actively contributes to through its active ownership and impact blueprint process



Core Thematic

SDGs directly addressed by current BCDI companies today



Visit our website for the ‘how to’ guide to tie impact metrics to SDG indicators.

BAIN CAPITAL ESG COMMITMENTS				
Active Governance & Stewardship	Sustainable Growth & Reducing Climate Impact	Fair Employment, Engagement & Well-being	Diversity, Equity & Inclusion	Community Engagement

SDG 2, 7: Not currently invested in these sectors, but are target areas for investment

SDG 13: Consistent with our methodology, we choose not to include SDG 13. Though our active ownership model and toolkit drives environmental improvements, the activities outlined by SDG 13 refer to national planning, policy development and resiliency efforts. Although BCDI does not contribute directly to SDG 13’s targets, combatting climate change on a local scale remains core to our impact philosophy and investment thesis.



Amplifying our Impact

Impact Advisory Council

The Impact Advisory Council is comprised of industry thought leaders in the fields of Healthcare, Education and Workforce Development, and Impact Management. These talented advisors have dedicated their careers to improving healthcare affordability and access, addressing gaps in education and economic mobility, and advancing ESG and impact investing. Given their in depth experiences innovating solutions in their respective fields, we expect this external advisory council to help bring best-in-class, leading solutions and challenge our approach to better advance our mission and outcomes across our portfolio companies and within our fund more broadly.



Gerald Chertavian
Founder & CEO
Year Up



Cathy Clark
Faculty Director
Center for the Advancement
of Social Entrepreneurship
(CASE)



Deval Patrick
Former Governor of the Com-
monwealth of Massachusetts
& Founding Partner of Bain
Capital Double Impact



Jeff Rideout
President & CEO
Integrated Healthcare
Association (IHA)

2020 challenged all of us to amplify our impact to help those in need

As of April 2020, the size of the impact-investing market stood at \$715 billion, in comparison to the \$502 billion in April of 2019, a 42.4% increase that reflects both asset growth and an increase in the number of organizations that GIIN includes in its annual estimate.

At BCDI, we strive to continuously raise the bar on impact, moving with intentionality, integrity, and authenticity. We aspire to learn from peer investors, sector experts, and leading academics to develop new governance, operational, and economic approaches to maximize financial, social, and environmental results.

As we continue to make advancements in our impact measurement methodology and metric selection process orienting towards outcomes measurement, our Impact Advisory Council will be an indispensable thought partner and resource as we source, diligence, and eventually partner with Management teams to help them create lasting value across a variety of stakeholders. Each has distinguished themselves in their respective careers as leading voices on how the Impact ethos helps make businesses better, and we’re pleased to incorporate their contribution across the entire BCDI portfolio.



Greg Shell
Managing Director
Boston

Source: <https://www.cnbc.com/2021/02/11/sustainable-investment-funds-more-than-doubled-in-2020-.html>

Sustaining Impact at Exit



35%

Program completions growth

17%

B Impact Score improvement, up to 119

85^k

Sponsored learners enrolled through B2B channel in 2020

26%

Revenue CAGR

Exit

In November 2020, exited Penn Foster resulting in a highly successful impact and financial return. Notably, the exit included innovative impact covenants in the sale agreement, which mandates Penn Foster sustain its impact commitment moving forward.

Value Creation

Executed Strong Start: Led management strategy sessions to evaluate and prioritize value creation opportunities. Insights drove company reorganization around industry verticals to accelerate product development and commercial focus.

Scaled Employer-Sponsored Model: Expanded B2B/employer-sponsored model with a strategic focus on the healthcare vertical. This included new courseware development and, in 2020, Penn Foster launched the Penn Foster Healthcare Careers Institute, showcasing its digital training offerings for frontline healthcare workers.

Recruited Complementary Additions to the Executive Team & Board: Played a key role in recruiting Chief People Officer, Chief Marketing Officer and Chief Technology Officer. We also recruited a world-class independent Board Member with a deep education, operations and policy background.

Launched Impact Advisory Council: Helped launch an Impact Advisory Council,

bringing together employees from across the organization to establish and monitor core impact metrics, and identify and execute specific initiatives to further those goals. During BCDI's ownership we tied management's compensation to the achievement of impact metrics that promoted learner access and educational outcomes, thereby further integrating mission into the foundation of the company.

Completed Transformative Acquisition: In January 2019, helped acquire Ashworth College, an accredited online institution offering degree and certificate programs. This acquisition unlocked significant economic value and strengthened Penn Foster's competitive positioning among a growing industry of skills development and education companies.

Drove Operational Enhancements: Leveraged Bain Capital's value-added approach and global network to improve the company's underlying capital structure and operating capabilities. We invested in a new brand strategy, built strategic partnerships, and drove cost efficiencies.

Deal Making

In April 2018 BCDI led a syndicate of impact-aligned investors to acquire a controlling interest in Penn Foster. Penn Foster was seeking a partner aligned to its vision and mission, with the capabilities to help support its strategic plan for growth.

"An increasingly dynamic labor market is creating unprecedented complexity for both job-seekers and incumbent workers. Bain Capital Double Impact understands both the strategic and social imperatives that inform our work – together, we're on a mission to empower individuals with the knowledge, skills and confidence to improve their employability and earning potential." - Frank Britt, Penn Foster CEO, May 2018.

Diligence

Bain Capital Double Impact's ("BCDI") thematic focus on education and workforce development identified Penn Foster, the nation's leading skills development company with roots dating back to 1890. The values of improving access to affordable education, enhancing economic mobility and preparing learners for in-demand professions are foundational to BCDI's and to Penn Foster's innovative models.

Sourcing

Education and Workforce Development

Skilled labor shortages are challenging companies and their abilities to meet customer demands. Furthermore, investments in training and development enhance employee career opportunities while also improving productivity and retention. Lastly, there is an increasing emphasis on skills, not degrees, with widening acceptance of remote and work-based training as education delivery models.

Pandemic Response

Working together to fight COVID-19 and help our communities.



Rural Sourcing colleagues found creative ways to help others during this time of need – including raising \$12,000 to secure critical PPEs for local healthcare organizations , organizing the donation of food supplies and blood, contributing to a church-based senior citizen support network and fostering in-danger animals. By sharing these stories, highlighted as #MomentsOfGratitude on its social media channels, Rural Sourcing thanks its colleagues for giving back, while also honoring dedicated frontline workers.



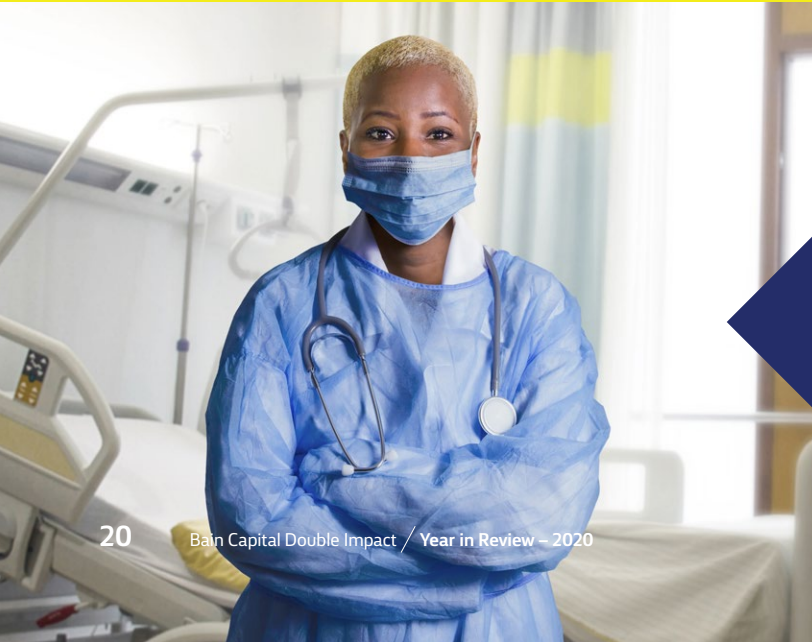
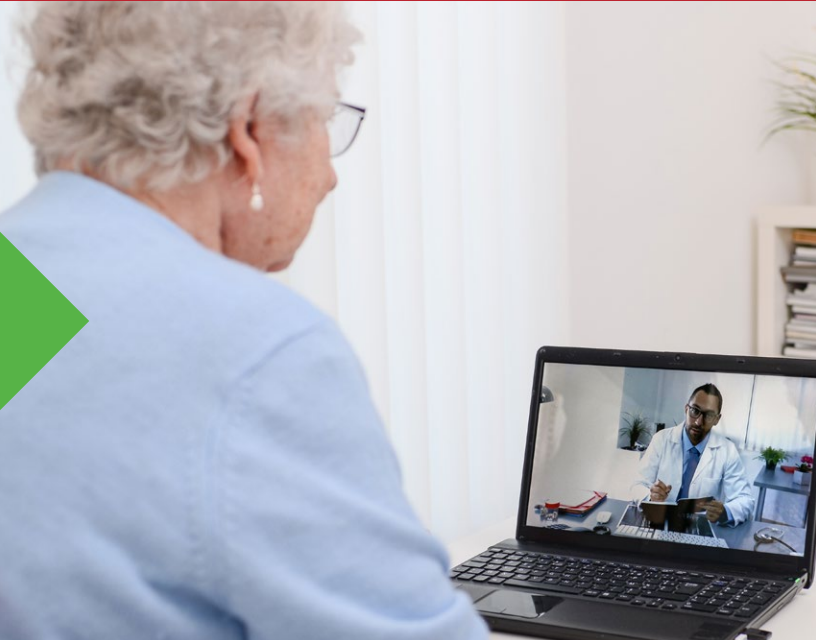
Donated PPE to frontline teams in their communities

In Laredo, Rodeo Dental stepped up and handed out Level-1 surgical and KN-95 masks to the underserved community, elderly, and high risk folks that don't have the means or access to a high-quality masks. There were hundreds of cars lined up for hours, and it was a huge success for our team and community.



Behavioral Health: **implemented a telehealth program** in less than 2 weeks. **Volunteered to provide telehealth therapy services** to HD's providers, staff of affiliated entities, and many of HD's corporate nursing home partners and front line staff.

Audiologists: **respond to emergencies** and personally **deliver hearing aid orders**. Critical during pandemic as residents can only communicate with family and loved ones via phone calls and video conferencing.



Launched a **free training course on COVID-19 testing**, in partnership with SNHU and Guild Education.

Launched an **Employee Resource Center** for affected employees.



In late April launched Arosa Grant Circle, an **emergency fund** for Arosa+LivHome caregivers and staff.

Enables employees facing financial hardship to submit an anonymous request for a **no-strings-attached grant**, usually in the range of **\$500 to \$1,000**.



Arosa Grant Circle - Employee Relief Fund

In conversation with Ari Medoff, CEO of Arosa

Why did Arosa launch the Canary Employee Relief Fund as a response to COVID-19?

Small grants delivered at times of acute need make a big difference in our teammates’ lives. I felt very strongly about our commitment to help one another through the toughest situations; a couple hundred or a thousand dollars can meaningfully change the emotional and physical wellbeing of our employees and their families.

When Arosa was just starting, I would receive requests that detailed the hardships that employees were facing. These struggles would cause tremendous stress and instability for our employees and their families. As we work tirelessly towards a future with greater economic stability for all of our teammates, we recognized the need to help now. Helping one another through emergencies is a powerful statement about the culture we are building.

Know the signs that someone is going through a hard time by building relationships with your employees. Offer a fund like the Grant Circle that they won’t have to pay back. Be a beacon of support for your employees, not just financially, but emotionally as well.



Cynthia Glotzbach
Director of Talent Development
Arosa

For years, I mapped the landscape of employee relief fund providers, urgently trying to find a partner of appropriate size, scale, and unit economics to serve the needs of Arosa’s employees.

In March 2020, when COVID-19 shut down operations, we fast tracked our launch with the Canary team. It came together quickly through a combination of timing, access and efficiency.

The Canary Employee Relief Fund is efficient and transparent in distribution of funds, but most importantly, they work with compassion and dignity.

Although we recognize the greater underlying and systemic problem faced by millions of Americans, we do hope that this small gesture on behalf of Arosa signals and conveys the gratitude to our workforce that we know our patients share.

What is it and how does it work?

Through the Arosa Grant Circle, employees, management, investors, clients and others can donate to the grant fund. In times of need, Arosa staff can apply for emergency funds. The grants are available to workers who are experiencing unexpected events that make it difficult to cover basic expenses, whether that is a result of COVID-19, a death in the family, damage to their home or other causes. These funds do not need to be repaid; rather, they are a donation that shines a light towards a brighter day. The money solves an immediate problem while letting our teammate know that their Arosa teammates care deeply about them.



46%

Grantee respondents would not have been able to afford hardship expense(s) without grant

My light would have been cut off and for sure I would have needed to take time off from work to accommodate my family, for them to attend online school and other essentials needed while they are at home.”

62%

Grantee respondents avoided a late fee due to the grant

I do appreciate my employer for caring for their staff in such a way. I received the grant at the right time which I will never forget. To me the amount was not my main focus but me being considered for such a relief. It was not enough but it closed a very big gap for me which forbids a lot of negatives from happening. Once more I say thank you to my employer and the entire team.”

47%

Contributions under \$10

I love that this is available for colleagues I employees. It is an amazing way to give back ... we understand that we all can fall into unforeseen circumstances and this program can be a blessing to so many.”

Focus on the Portfolio

2021

26 Hand in Hand

2020

28 MSHC

30 TeachTown

32 PresenceLearning

2019

34 Broadstep

36 Rodeo Dental

38 Rural Sourcing

2018

HealthDrive

Arosa

Penn Foster (Exited)

SRG

Vegan Fast Casual*

2017

SpringWorks (IPO, NASDAQ: SWTX)

Living Earth

2016

Impact Fitness (Exited)

Note: With the exception of Hand in Hand that was acquired in March, 2021 all content in this section reflects company data as of December 31, 2020. Metrics reflect annual data, unless otherwise stated.

* Previously by CHLOE.



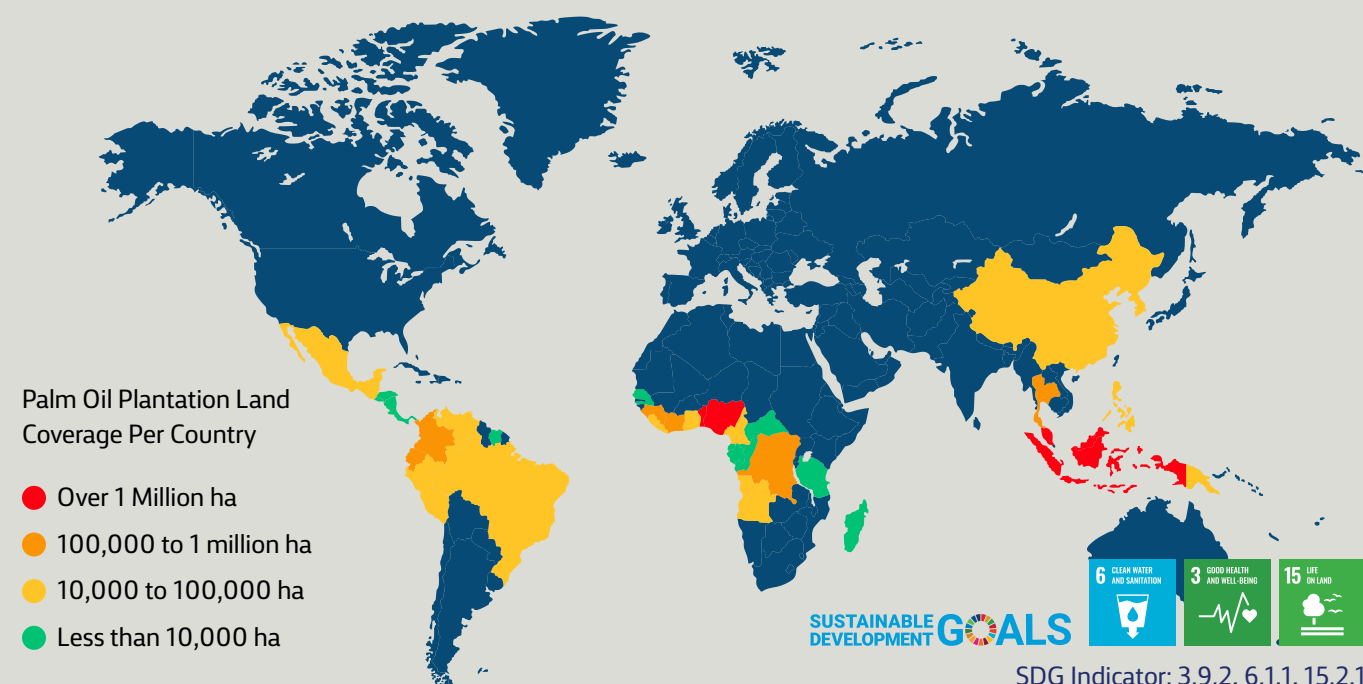
MISSION STATEMENT

Hand in Hand exists to harness business as a force for good in the world by creating beautiful, accessible, better-for-you personal care products that sustain both people and planet through a relentless commitment to environmental protection and community building around the globe

SUSTAINABLE SUDS



ENVIRONMENTAL STEWARDSHIP: PALM OIL FREE PRODUCTS



CASE STUDY

A Personal Stake in Sustainability

The personal care and beauty industries are saturated with products full of consumer trade-offs. Enticing products with compelling consumer claims are often delivered through supply chains that harm ecosystems and communities around the world, in packaging that damages the environment, and formulated with ingredients that are harmful to consumers.

Hand in Hand (HIH) was founded in 2011 on the belief that there was a better way of doing business. Conscious of the detrimental impact that mass-produced products had on communities and individuals, Hand in Hand crafted soap and other personal care products using only clean ingredients and eco-friendly packaging, thus helping to create accessible alternatives for environmentally and socially conscious consumers.

HIH continues to push the boundaries by considering the consequences of the production and consumption of its products. The company's product offerings are environmentally friendly, made of infinitely recyclable aluminum packaging, vegan, cruelty and palm oil -free. As communities across the globe continue to suffer from the impact of mass-produced personal care and beauty products, HIH is offering consumers a personal stake and opportunity to drive positive, social change with a robust Give Back program that aims to save lives through access to good hygiene and clean water for each bar of soap purchased.

Palm Oil is a leading ingredient in many products, including food, personal care, detergents, and more. It is a prevalent ingredient that can be produced with little cost, and yet has destructive environmental and social consequences.

Malaysia and Indonesia currently produce 85% of the world's supply of palm oil which destroys large swaths of rainforests, displaces indigenous peoples, employs indentured labor, releases significant carbon dioxide by disturbing carbon sinks and reduces biodiversity by driving animal species, like orangutans, towards extinction. As a consequence, HIH does not use palm oil across its portfolio of products and is committed to educating consumers on the devastating environmental and human rights abuses in the palm oil industry.

HIH understood that considering the entirety of its impact on the environment is key, including its packaging. Some 8 million tons of plastic pour into oceans annually, according to Plastic Oceans International. HIH is one of the first to package its liquid hand soap products in colorful, beautiful, infinitely recyclable aluminum packaging, with plans to expand this highly sustainable packaging into other categories.

Since inception, HIH has further outlined its commitment to driving positive social change by offering a robust Give Back program that aims to save lives through access to good hygiene and clean water. For every product purchased, Hand in Hand donates a bar of soap and clean water to a child in need. Over the past 10 years, the Company has donated over 13 million bars of soap and provided thousands with access to clean water.

HIH is at the forefront of environmental and social stewardship, formulating clean products that are both better-for-you and more environmentally sustainable. The company's leading impact credentials in natural personal care present a compelling opportunity to drive significant social and environmental impact as the Company scales.

80%

of Indonesia's CO2 emissions caused by deforestation, making the tropical nation the world's third largest emitter of greenhouse gases

8

million tons of plastic pour into oceans annually

~50%

of the goods we use everyday in the United States contain palm oil.



MISSION STATEMENT

Be the premier, national, rehabilitation provider with a focus on post-traumatic injuries, offering a full continuum of multidisciplinary care in a cost-efficient, outcome-oriented approach



OPPORTUNITY

For the underinsured injured in auto accidents or the workplace, ensure access to affordable, high quality care.

SOLUTION

Provide fully integrated healthcare to those suffering from post-traumatic injuries, regardless of health insurance status.

26.3^k

Patients served (Total)

53.9%

PRN* / Total Cases

*PRN = 'pro re nata' Completed recommended treatment, to return as needed

67%

% of scheduled patients seen



SDG Indicator: 3.4.1, 3.4.2, 3.8.1

CASE STUDY

Putting the Patient First

In the moments after an automobile collision or workplace accident, the first thought for many Americans is “Can I afford the care I need?” These concerns are only compounded for underinsured patients. According to Dynata, individuals without auto insurance are **70% less likely** to receive adequate treatment than insured individuals. These patients are often stabilized in an emergency care setting without needed direction on the trauma or physical therapy care needed and where they can receive that care. Underinsured victims may even choose to postpone treatment until settlement is reached.

“We founded Multi-Specialty HealthCare (MSHC) out of a belief that a patient-centered, multi-disciplinary approach was the best model for our patients to recover from their injuries.” – Dr. Chuck Thorne, one of the company’s four co-founders.

Built By Doctors

MSHC pioneered the patient-centered care approach to help low-income, underinsured victims of auto or workplace accidents to receive immediate care and navigate the complex claim reimbursement ecosystem. This approach brought the best of medical care and alternative care like chiropractic or osteopathic treatment under one roof enabling more holistic patient service in a more time and cost-efficient manner.

The medical side manages the case, and typically refers over to the chiropractic side to evaluate and treat as indicated. The idea is to get that patient the best possible outcome and patient experience they can get by joining those two worlds.”



Dr. Chuck Thorne

President
MSHC

Based on 25 years of experience and independent research, MSHC believes patient outcomes are maximized when patients have access to guidance to help navigate the complex system to obtain and pay for medical costs. To drive system effectiveness, MSHC aggregates patient progress and supporting documents on a secure, HIPAA-compliant platform, streamlining collection of evidence and materials used to ensure a fair case resolution.

Insurance compensation for injury claims can often be a hard negotiation – 32% of auto insurance claims have disputes and 39% of accident and health insurance claims result in complaints against the payer. Layer this complex system on top of financial insecurity – 40% of Americans don’t have \$400 in case of an emergency – and the issues facing the under and uninsured become stark. Overall MSHC’s collaborative and integrated, multidisciplinary approach results in these victims attaining a full recovery, and returning back to work more quickly.

Alleviating the Financial and Emotional Burden

The mental and emotional stress can sometimes be even greater than the financial stress for automobile collision or workplace accident victims. MSHC’s patient-centric approach extends beyond addressing the physical rehabilitation, but also offering peace of mind through shared experiences and expertise navigating the healthcare ecosystem:

We are able to take our patients through a period of time that emotionally is very unsettling. Victims are worried about their transportation, their job, how they will be perceived by family, a spouse, kids and friends. It can be a total disruption, but we seek to bring them to a level of understanding that it’s going to be okay.” – Dr. Chuck Thorne

MISSION STATEMENT

Improve the academic, behavioral, and adaptive functioning of students with disabilities proven tools and strategies that can help them meet educational goals



48.7^k

Total Students served

(Excludes Meta Play and Social Skills; includes private schools and schools in Canada)



OPPORTUNITY

Improve learning outcomes for children with autism and special needs in the US by broadening access to specifically developed educational materials and techniques.

SOLUTION

Leading provider of K-12, evidence-based special education software curriculum for students with autism spectrum disorder, intellectual disabilities or developmental delays, and emotional and behavior disorders.

3.5

Average skills per hour

(Includes students who have mastered at least one lesson)



SDG Indicator: 4.4.1

CASE STUDY

Rooted in Science

Since the 1950s, the research-derived principles of Applied Behavior Analysis (ABA) have served as the basis of treatments for autism and other developmental disabilities. TeachTown, takes those principles seriously; its enCORE product is the only adaptive core curriculum suite for students with special needs that is built upon these proven principles.

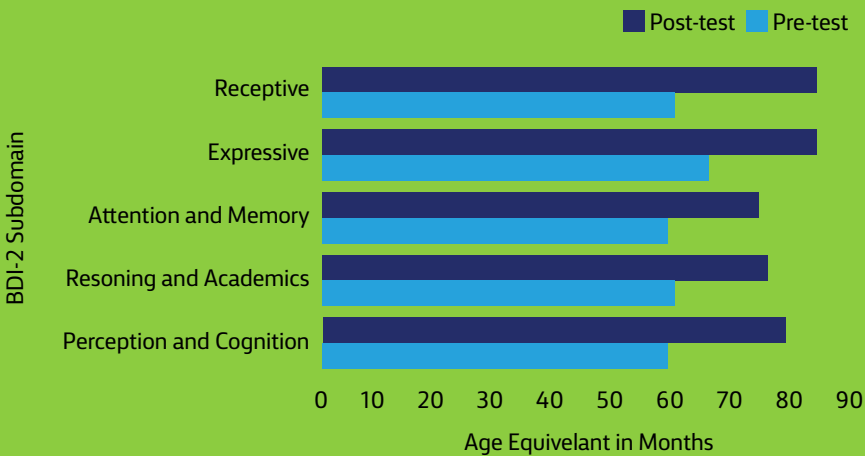
TeachTown not only incorporates scientific principles into its product development, it also demonstrates efficacy in practice. To that end, the company participates in independent third party studies to seek to verify and showcase the improvements that its students see.

Case 1 – Supplemental Basics (published in Autism – The International Journal of Research and Practice)

This study examined the impact of TeachTown’s supplemental Basics product on a treatment group of students in the Los Angeles Unified School District. With just 20 minutes a day of these supplemental lessons over a three-month period, the treatment group exhibited statistically significant larger age-equivalent gains in all skills areas assessed – representing an average 2.75-month advantage over the control group resulting from the 3-month study period.

Case 2 - Supporting the Entire Student Ecosystem

While ABA is most known as Autism Spectrum Disorder (ASD) treatment,



TeachTown has made it a mission to support all students with moderate-to-severe disabilities, regardless of type. Through this experience, TeachTown has discovered that its curriculum suite can benefit students in at-risk populations who do not fall into traditional categories under the Individuals with Disabilities Education Act (IDEA).

In the districts of Killeen, TX and Anson, NC, a range of students who identified as at-risk populations participated in a TeachTown study. By virtue of both Brigance IED scores for students with disabilities and the Battelle Developmental Inventory for students without, the use of TeachTown’s Basics product resulted in statistically significant gains.



We stick to the science. ABA goes back to the 1950s as the treatment protocol with the most credible evidence of efficacy for these student populations; this is still true to this day. enCORE showcases who we are as a company. If ABA works, why don’t we use in every domain? ABA is part of the DNA of TeachTown.”



Dave Cappellucci
CEO
TeachTown

MISSION STATEMENT

Ensure that all students in the public education system who require support get the services they need



OPPORTUNITY

Chronic shortages of speech language pathologists and mental health clinicians result in student needs going unmet

SOLUTION

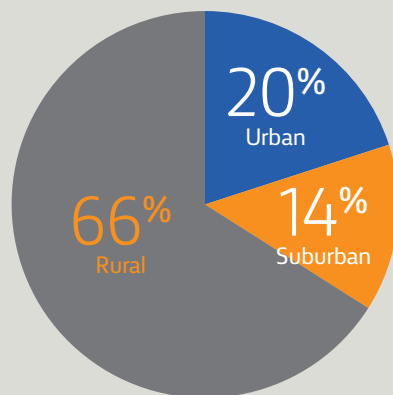
PresenceLearning leverages teletherapy to provide students with remote speech-language pathology and psychoeducational therapies

Schools served by Title I eligibility

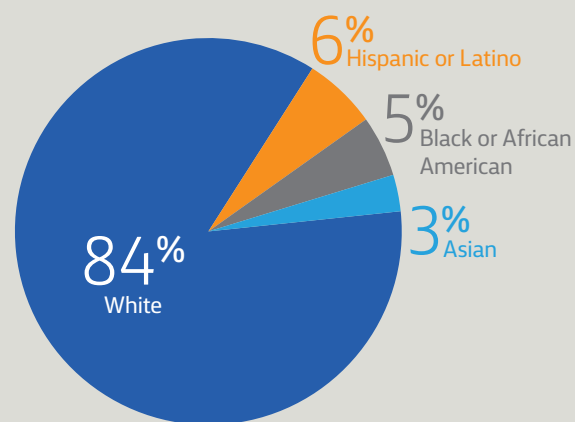
70%

of PL schools have 50% or more students eligible for FRL

Metro Status of PL Schools



Clinician Diversity



SDG Indicator: 4.3.1, 4.4.1, 10.2.1

CASE STUDY

Driving Clinician Diversity

In the U.S. today, over 20% of students speak a language other than English in the home. Yet 92% of all speech-language pathologists in the United States are white. Recognizing the benefit of clinician diversity, PresenceLearning quickly recognized the need to develop a diverse talent pipeline, driving towards a base of clinicians as diverse and multilingual as the students they serve.

PresenceLearning works with key organizations to make this a reality. Acknowledging that there is still much work to be done, PresenceLearning is building partnerships to kick start this process. The company commits to reporting back each year as it works towards this goal.

“One of the greatest value-adds of partnering with BCDI has been giving us structure and pushing us to define impact in a metrics-driven way. Now it’s in every board meeting and consistent from meeting to meeting, tracking on an ongoing basis.” – Kate Eberle Walker, CEO

Empowering Working Parents

The option of flexible work is critical for ensuring workforce participation among women. As a teletherapy company, PresenceLearning has always taken the stance that flexible work is both important and effective. Its clinicians are able to manage their own schedules, and 80% of them are working parents.

“In a year when over 5 million women across the U.S. left the workforce due to COVID-related childcare pressures, PresenceLearning expanded income opportunities for women by adding more than 1,300 women to our clinician network in 2020.” – Kate Eberle Walker, CEO

Sources:

<https://academy.pubs.asha.org/2017/05/supporting-slp-work-multilingual-children/>
<https://www.asha.org/siteassets/uploadedfiles/2020-schools-slp-summary.pdf>
<https://www.asha.org/siteassets/uploadedFiles/2019-Member-Counts.pdf>

The New Normal

PL developed a proprietary technology platform with built-in tools to help deliver teletherapy effectively remotely. In 2020, it started licensing this platform as a standalone product to enable districts to manage hybrid learning and work environments, as well as better optimize their own clinical staff across buildings. PL will continue to offer its platform to enable districts to manage hybrid learning and work environments, as well as better optimize their clinical staff across buildings. Through this offering, PL enabled 7,433 school-based clinicians to continue business-as-usual with minimal disruption.

PresenceLearning will continue to allow districts to leverage its platform as a standalone product for as long as these needs continue to exist, whether tied directly to COVID-19, or simply as part of the “new normal” learning environment.

Since COVID first triggered school closures over a year ago, over 2 million therapy sessions have been delivered on the PresenceLearning platform, making a real difference in ensuring that students get continuous support whether in school or at home.” – Kate Eberle Walker, CEO

Enabling Access

Speech therapy services are federally mandated for eligible students under IDEA, but many school districts struggle to provide adequate services given the critical shortage of clinicians. These shortages are particularly acute in many rural areas and inner city urban communities. PresenceLearning helps bridge that gap and enables access to these critical services in chronically underserved areas through its remote teletherapy platform and national network of over 1,500 clinicians.

Corporate Team Statistics

30%

are People of Color

77%

are Women

69%

Work Remotely

Clinicians Statistics

97%

Are Women

80%

Are Working Parents

100%

Work Remotely



MISSION STATEMENT

Provide first class behavioral health and supportive living services by being the nation's best employer, provider and community partner



OPPORTUNITY

Limited supply of high-quality residential homes and day programs for individuals with intellectual and developmental disabilities (IDD)

SOLUTION

Improve access to care and quality of care by becoming a scaled IDD treatment provider with integrated service offerings, while ensuring Direct Support Professionals (DSP) have meaningful career opportunities and community engagement

30%

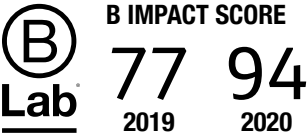
Reduction in client incidents

98%

Individuals whose personalized care plan Broadstep adhered to

9%

reduction in turnover



CASE STUDY

Bringing the Broadstep Family Together

Broadstep has an unwavering commitment to provide first class behavioral health and supportive living services, rooted in the care and empathy that its direct support professionals (DSPs) offer to all Broadstep individuals. A strong base of support for the company's tremendous workforce enables its DSPs to better care for individuals with intellectual, developmental or behavioral disabilities. This support encompasses organization-wide educational and physical activities and also major recognitions that unite its workforce around a common purpose and build morale.

We Listen to and Support our Employees

In February 2020, Lynn Mason, CEO of Broadstep, attended a Go Red for Women campaign hosted by the American Heart Association. Lynn was moved by what she learned, and quickly took action in her own community.

The partnership with AHA really brought to life and quantified how environmental and life-related stressors, combined with poor health choices affect all of us and lead to absenteeism, turnover, declining productivity, fatigue-related mistakes and chronic illnesses. At Broadstep, 70% of our workforce is female and 80% currently smoke. Knowing these facts to be true, I felt compelled to act – educating, addressing and supporting healthier, happier lifestyles will without a doubt lead to better outcomes for our Broadstep family – both financial and social”



Lynn Mason
CEO
Broadstep

Monthly colleague-led webinars and meditation workshops have generated incredible engagement; by addressing key challenges that intensified in a COVID reality, the Broadstep team is working together toward personal goals. The program's first webinar addressed strategies for smoking

cessation, a significant issue impeding the health of around 80% of the company's workforce. The second session focused on nutrition, financial planning, and the importance of physical activity. A number of Broadstep facilities are located in food deserts, resulting in lack of healthy options at an accessible price point and often driving employees to choose less expensive, quick but unhealthy food choices. Coupled with physical inactivity, the lack of nutritional foods can be detrimental to employee health and morale.

In recognition of Lynn's commitment, we are proud to share that Lynn was elected Chairperson of the American Heart Association (North Carolina) in 2021.

Celebrating our Employees

Recognizing the incredible efforts of DSPs goes hand-in-hand with better engagement and workforce morale, which, in turn, boost the care that DSPs are able to provide. We worked to better celebrate DSPs by offering more consistent and positive feedback, and by promoting their efforts. In 2020, we nominated twelve caregivers for ANCOR's Direct Support Professional of the Year Awards. This award assesses DSPs across six key components. ANCOR confirms they receive "hundreds of applications each year" and only award 55.

For over 14 years, Ms. Harriet Brown, a DSP in Kingstree, South Carolina has offered high-quality care and guidance to non-verbal individuals, ensuring that they achieve and maintain progress through their customized person-centered care plans. In the past year, Broadstep has seen her efforts produce results – individuals under her care are, for the first time, learning simple words and phrases to help them communicate. We're proud to announce that Ms. Brown was recognized as ANCOR's Direct Support Professional of the Year for South Carolina.

And what energizes Ms. Brown?

"The services that we provide to the individuals. I am supported in going above and beyond to make sure the individuals are served to the best of our ability. Not just me – all of us."



MISSION STATEMENT

Provide every family access to high-end dental care regardless of means, status, or location



OPPORTUNITY

Offer greater access to high quality dental care. This is one of the nation's greatest unmet children's health needs, especially in low-income, minority, and rural communities.

SOLUTION

Provide high quality, integrated dental services to underserved populations regardless of means.

IMPROVE ACCESS TO CARE

126^k

Unique patients served

17.6^k

Number of completed pediatric speciality visits

3

New offices opened in 2020

IMPROVE ACCESS TO DENTAL EDUCATION

144^k

Preventative services by DQA leading standards

8.7^k

Oral Hygiene Instruction



B IMPACT SCORE

82

2019

108

2020

* Visits are down as a result of COVID -19



SUSTAINABLE DEVELOPMENT GOALS



SDG Indicator: 3.4.1, 3.8.2, 3.8.1

CASE STUDY

Why Rodeo Dental Became B Corp Certified: Alignment, Action, and Improvement

Serving those in need has always been Rodeo Dental's mission. So when BCDI introduced the B-Impact Assessment (BIA) to help measure and track social and environmental performance, the Rodeo Dental management team set a goal to become a Certified B Corp, a designation which is given to companies meeting the highest standards of stewardship, transparency, and accountability to balance profit and purpose.

"As first time entrepreneurs, founders, and healthcare providers, and our first experience with having a private equity partner, the importance of the Double Impact piece is the most important piece by far. There is an incredible alignment with our leaders and the BCDI team; every decision we make as an organization has the greatest accountability, transparency, and impact in mind." CEO, Saam Zarrabi

With the BIA and management incentives tied to impact, Rodeo Dental's management team is aligned and held accountable. The team sets goals, tracks progress against them, and reviews impact at each Board meeting.

From the start, Rodeo Dental's culture and values have centered on its mission, but the impact tools that BCDI has shared, like the BIA and B-Corp certification, have enabled the company to convey to employees, customers and community that Rodeo Dental is committed to these promises. To highlight some of their greatest achievements and initiatives over the past year:

Governance

- Aligned executive compensation impact outcomes to include:
 - D&I goals
 - BIA score improvement,
 - Successful achievement of Impact metrics targets
- COVID-19 protocols – Launched pulse surveys and held weekly town halls to communicate safety protocols, remote work and return to work considerations, vaccine education, and much more. As a result, staff infection rate maintained at ~12x less than the local area.

Sources:

<https://www.pewtrusts.org/en/research-and-analysis/articles/2016/02/16/childrens-dental-health-disparities>
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3402215/>

Customers

- Almost 3,000 4+ star reviews

Employees

- Strong culture with Net Promoter Score of 58
- 89% of respondents would recommend RD to a family member
- >75% paid living wage; compensation rigorously analyzed and monitored to ensure fair and equitable practices

Community

LEAP Youth Leadership Program, UCLA: Since its inception, Rodeo Dental has championed the power of the LEAP leadership development program. Historically, the company sponsored 30 academically curious students from Brownsville to participate. Brownsville is cited as having the highest percentage of residents in the nation below the federal poverty level, and high unemployment rates.

The LEAP Foundation provides leadership development training for high school and college students. Our annual event, LEAP Week, brings together youth for a life-changing immersive leadership program, with inspirational speakers, leadership training activities, networking opportunities, and more.



Dentists who care: Provide free dental services to individuals that have no insurance or Medicaid. Serving ~1,000 individuals each year annually (outside of COVID)

Environment

- Switched to waterless machinery** Rodeo Dental switched to a dry vac system in 2019; this system not only reduces water and sewage consumption, but also runs a low RPM making it more energy efficient



MISSION STATEMENT

Create high quality jobs in places where they would not otherwise exist and create positive change in the communities in which it operates



OPPORTUNITY

Catalyze technology-led economic growth and job development in small to mid-size cities to address the offshoring of IT jobs and concentration of employment in major metro areas.

SOLUTION

Create high quality IT jobs and help nurture tech ecosystems in rural / “mid-size metro” markets.

38

Software jobs created in small and mid-sized metro areas

511

Total Developers Employed

92%

Employee Satisfaction

\$3.9M

Colleague upskilling and training investment



B IMPACT SCORE

53

2019

95

2020



SDG Indicator: 4.4.1, 8.2.1, 8.3.1, 9.1.1

CASE STUDY

Equal access to opportunities

Rural Sourcing (RSI) began to discuss what Equity, Inclusion and Diversity (EI&D) meant to the organization many years ago as a grassroots effort. RSI's EI&D ambition is to have a workforce representative of the cities in which it operates and to have an inclusive workforce that employees speak highly of. These goals led to the formation of the EI&D Council – a group that solicits engagement across the company, sets the EI&D framework, metrics and goals, and develops initiatives to achieve progress - internally, within local communities, and within the technology industry at-large.

industry, as well as level of service it offers to clients.

“If we have a more diverse team, we have a more diverse approach to software development. At Rural Sourcing, it is critical that we bring multiple perspectives to a software development project. Ultimately, we believe that different backgrounds, and different experiences improve the quality of the product. And it’s hugely important in the mission because our clients will benefit.” -Anne Lucero

Scaling our Partnerships – What’s Next?

Many of RSI's locations’ partner with local organizations that focus on empowering underserved individuals to gain access to STEM topics. In Albuquerque, RSI partners with

We believe EI&D is everybody’s responsibility

We believe if you can do the job, you should get the job.

We believe putting the I (Inclusion) back in the team creates a stronger solution.

We believe equal access affords everyone the opportunity to do and be more

We believe investing in our communities is our responsibility

We believe our colleagues are the cornerstone of our company

We believe our colleagues are better when they bring their full creative unique self and experiences

– Rural Sourcing Guiding Principles

Elevating & Empowering Micro Communities

RSI encourages informal workplace communities where employees can come together for open and honest dialogue. Over the past year, the company has formalized those communities into Colleague Resource Groups (CRG). To date, RSI has established CRGs for: Rainbow, Women and Friends, Black Voices, Marines, and Remote Veterans. The CRGs offer direct input on local and company-wide EI&D initiatives, such as organizing Pride celebrations, identifying diverse talent management and recruitment platforms and developing partnerships with nonprofits focused on driving diverse candidates into STEM. As an example of the influence and impact of its CRGs and its EI&D council, RSI helped organize a Juneteenth celebration, virtually bringing together 80% of RSI colleagues to celebrate black culture with poetry, music and speakers.

CodeClubs.org - a non-profit organization that works with local schools to bring coding classes to kids ages 11-18. In Augusta, we partner with Brown Girls Who Code. As we look forward, the company hopes to scale these local partnerships nationwide.

“Rural Sourcing has acted with intention in formalizing the link between our mission of supporting local communities and our role in driving progress on the key issue of gender and racial talent gaps in the technology industry. The goal of our strategic investment is to put dollars in the right places and to make sure that we’re putting them to use to help grow our local communities.”



Ingrid Curtis

COO
Rural Sourcing

Sources: <https://fullscale.io/blog/talent-shortage-software-developers/#:~:text=According%20to%20Code.org%2C%20there,positions%20in%20the%20United%20States.>

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