



Together, We Create Value.

Value Creation at LLR Partners.

LLR believes that companies choose growth partners not only for the value of their capital, but for the value that they can create together.

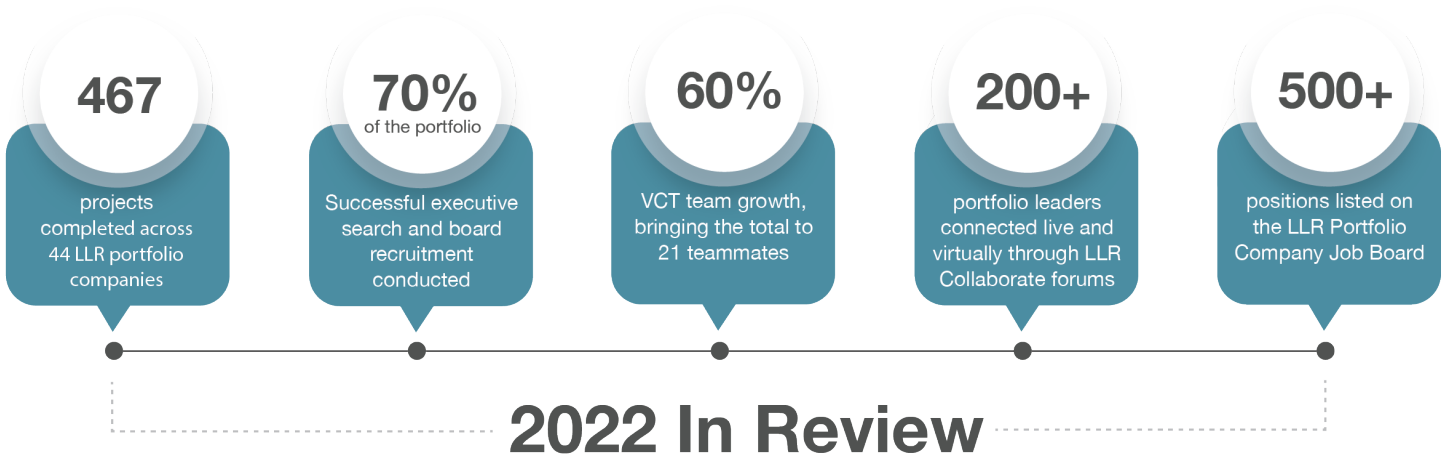
Time and again during more than two decades of investing in technology and healthcare and leading critical functions at growth-stage companies, LLR has found that growth, at its core, is driven by fundamental principles like **focus**, **maturity** and **scale**. And that by surrounding companies with a cross-functional support system centered on these areas, LLR can partner with them to gain a unique competitive advantage in their respective markets and the opportunity to reach their highest potential.

To deliver on this goal, LLR invested in and continues to build a team with deep functional and operating expertise, a multi-touch and collaborative approach, and a set of data-driven advisory services that span the lifecycle of our investment period — often a time of unprecedented company growth.

The **LLR Value Creation Team (VCT)** aligns various stakeholder groups with a shared vision of success at the outset. Value creation plans are then developed in partnership with leadership teams and tailored to address company-specific opportunities and needs. It's a non-prescriptive approach that helps enable LLR portfolio companies to achieve or exceed their growth aspirations over the life of the investment. In the stories that follow, you'll learn how LLR's Value Creation, investment and portfolio company management teams work in partnership to create value.

LLR'S VALUE CREATION MISSION:

To accelerate the value of the LLR portfolio through partnership and by serving as trusted advisors who bring deep functional expertise to our portfolio companies and our investment professionals. Together, we grow companies every day.



Meet the LLR Value Creation Team and read their growth insights at <https://www.llrpartners.com/grow/create-value>.

Magaya

Finding Focus at the Forefront of a Digital Renaissance in Freight.

Magaya's modern, data-driven logistics software platform helps freight forwarders, 3PLs and other logistics service providers optimize every step of their operations from origin to destination.

LLR invested in Magaya in April 2019, when the company's reach extended to more than 1,600 customers of all sizes operating global shipping routes across more than 75 countries. Magaya's founders recognized that the supply chain market was on the verge of extraordinary digital advances, but the company wasn't growing fast enough to capitalize on it. The tactics they had relied on in the past weren't positioning Magaya to become a dominant player in the future. To evolve operationally and take steps to expand the breadth and depth of its solutions, the company needed to make its first acquisitions.

Magaya and LLR dove deep into strategic planning, comparing the time and budget spent by management, R&D and sales to the actual sources of revenue. Together, they discovered untapped opportunities that would change the company's future, giving them the data, clarity and vision needed to bring its growth to the next level.

All parties aligned on a renewed focus around digital freight forwarding. This in turn, guided the LLR Value Creation Team to support transformational change in critical areas of the business, including product roadmaps, pricing, sales target identification and leadership team expansion. With a data-driven strategy, Magaya could also confidently make tough decisions to discontinue less impactful projects and pull back from less strategic markets.

These efforts also enabled Magaya and the LLR team to narrow their aperture for M&A, focusing on solutions that further the company's goal of being a flexible, integrated, and modular logistics software leader. Within two years, Magaya strategically identified and acquired companies in the areas of U.S. customs compliance, rate management and digital forwarding. This delivered transformational growth that included doubling in scale, tripling its employee base, and serving more than 2,300 customers in 104 countries.

FOCUS DRIVES ALIGNMENT AND ACCOUNTABILITY.

LLR value creation support includes:

- » Strategic planning
- » Goal setting with KPIs or OKRs
- » Operational discipline
- » Product roadmaps
- » Sales team optimization
- » Scorecards for key roles
- » M&A strategy



The value that LLR has brought to Magaya extends far beyond its capital investment. The experience, leadership, and knowledge the LLR team brings to the table are truly priceless. LLR has been instrumental in setting Magaya on our current course as a true leader in the digital transformation of the logistics industry.

Gary Nemmers, CEO of Magaya



Maturing to Align with Industry Tailwinds.

Health Recovery Solutions (HRS) provides telehealth and remote patient monitoring (RPM) solutions to help healthcare providers and payers reduce readmissions, optimize clinician workflow and improve patient satisfaction. LLR invested in HRS in April 2021, recognizing that the company's founders had built a strong product and experienced dramatic growth following the massive tailwinds of telehealth and RPM.

Initial strategy sessions with LLR's Value Creation Team (VCT) revealed that while HRS was a leader in its space, the company needed to build out significant infrastructure to establish a more mature foundation for future growth. The VCT partnered with HRS across nearly every critical function of the business, applying a coordinated approach from strategic planning to leadership coaching to hiring.

A highlight of this partnership was the transformation of HRS' go-to-market (GTM) and product organizations. The initial strategy work, followed by a deep-dive GTM assessment, revealed opportunities to realign the GTM function with the product roadmap, bring marketing's pipeline contributions in line with headcount and budget, and redesign sales and marketing operations.

To begin, LLR ran workshops with the HRS executive team to define its product management strategy and structure, shift from reactive development to roadmap discipline and establish a process for enabling customer success. Following the hiring of a new CTO, they were also able to retire significant technical debt and merge multiple code branches, positioning the company to scale its customer base efficiently and integrate M&A.

A pricing growth initiative also focused on achieving uplift through packaging, tiering based on customer segments and needs, and list price increases based on competitive advantages.

At the same time, LLR and HRS worked together to hire a CMO and deliver on projects to increase inbound quality and velocity, and assign specializations within the marketing organization. As a result, HRS experienced a 50% increase in average quarterly pipeline generated from marketing, a 79% increase in MQLs, and 120% increase in demo requests. With additional reorganization of its sales organization to a regional/end market coverage model and improved forecasting and reporting, HRS bookings increased 94% over the previous year.

MATURITY REQUIRES THE ELEVATION OF KNOWLEDGE, SKILLS AND PROCESSES.

To create value, LLR helps:

- » Coach existing leaders
- » Augment existing management teams
- » Recruit independent board directors
- » Introduce new training and development opportunities
- » Optimize internal reporting capabilities
- » Enhance use of data
- » Assess and optimize GTM, including demand gen, sales ops and customer success
- » Introduce product management and pricing best practices
- » Improve and **scale** cyber security programs

HRS also took advantage of LLR's Growth Accelerator Program (GAP), which recruits and places high-potential recent MBA graduates to help drive impact against a portfolio company's growth strategy. Through LLR GAP, HRS hired a Vice President of Strategy & Operations, who, in her first year, helped to establish critical operational metrics and the company's annual operating plan.

Overall, the collaborative efforts in the first 18 months of partnership between LLR and HRS helped increased gross margins from 61% to 68%, and HRS found itself cashflow positive for the first time in Q2 2022.



It takes time, effort and resources to source the best and brightest talent, but most growth-stage companies don't have those to spare. The great thing about the LLR Growth Accelerator Program is it gives us leverage and access to candidates in top MBA programs who are ready to roll up their sleeves and help companies attack their biggest opportunities.

Jason Comer, CFO at Health Recovery Solutions

Value Creation Team leaders at LLR Collaborate 2022.





Leah Shlyakhov, Chief Revenue Officer, and Leigh Wager, SVP of Strategic Solutions (both from MedBridge) at LLR Collaborate



As a company grows, challenges naturally arise and the LLR Value Creation Team has been instrumental in supporting us. Beyond the tactical and strategic help, they provided substantial morale boosting and professional development for each MedBridge team member. The people on the VCT are amazing, talented and, frankly, just great to work with. Kudos to you and the whole team for building this important asset that helps us grow and have an even bigger impact on the lives of more patients and providers.

Justin Kowalchuk, Founder and CEO, MedBridge