

ERIK D. RAGATZ, Lead Independent Director



Age: 51

Director Since: Oct. 2014

Lead Independent Director Since: Jan. 2023

Former Chairman: Oct. 2014 to Dec. 2022

Committees

- Compensation (*since Nov 2014*)
- Nominating and Corporate Governance (*Chair, June 2019 – Feb 2023; Member, since June 2019*)

Career Highlights

Since Sept. 2001, served various positions at **Hellman & Friedman LLC**, a global private equity firm focused on investing in high-quality, growth-oriented business, including as Senior Advisor (*since Feb. 2023*), Partner (*Jan. 2008 to Feb. 2023*), and Director/Principal (*Sept. 2001 to Dec. 2007*).

Prior, served in various positions at **Bain Capital, LP**, a global private equity firm, and **Bain & Company**, a global management consultancy.

Public Company Boards

Current

Snap One Holdings Corp. (*since Aug. 2017*), a leading omnichannel supplier of connected home products and solutions to home integrators. *Nasdaq: SNPO (since July 2021)*

- Chairman (*since Aug. 2017*)
- Nomination and Governance Committee Chairman (*since July 2021*)
- Compensation Committee Chairman (*Aug. 2017 – July 2021*), Member (*since July 2021*)

Prior

LPL Financial Holdings, Inc. (*2009 to 2012*), a leading provider of brokerage and investment advisory services. *Nasdaq: LPLA*

Other Information

Mr. Ragatz also serves on several boards and board committees of other companies:

- **Since July 2021, At Home Group, Inc.**, a leading omnichannel home décor value retailer, including serving as Executive Chairman (*since Nov. 2023*) and a member of the Compensation Committee (*since July 2021*), and previously as Lead Independent Director (*July 2021 to Nov. 2023*).
- **Since Oct. 2023, The New Leaf Company BV (dba Superplum)**, an early-stage agri-tech business, including serving as Chairman.
- **Since Feb. 2024, And Go Concepts, LLC (dba Salad & GO)**, a disruptive quick service restaurant on a mission to make fresh, nutritious food convenient and affordable to all.

He previously served on additional private company boards of H&F, including board leadership roles, in the following industries: auto collision repair (*2014 to 2023*), building products manufacturing and distribution (*2010 to 2020*), HVAC manufacturing and distribution (*2008 to 2012*), healthcare services (*2007 to 2011*), and energy generation (*2004 to 2005*).

He received a Bachelor of Arts in Economics from Stanford University, and a Master of Business Administration from Stanford University Graduate School of Business.

Skills and Qualifications Relevant to Service on our Board

- Developed significant strategic and operations expertise for **retail, supply chain and logistics matters** through leading H&F's efforts to invest in high-growth global companies in the consumer, retail and industrial sectors, and taking leadership roles on the boards and board committees of the relevant portfolio companies for over 20 years.
- Strong other **public company director experience** through his board and board committee service at Snap One and LPL Financial, and together with his significant private company director experience, he has a unique expertise in corporate governance. His significant leadership roles on boards outside of our Board include serving as Chairman or Lead Independent Director of six companies (including one public company), Chair of the Compensation Committee of three companies, Chair of the Audit Committee of three companies (including one public company) and Chair of the Nominating and Corporate Governance Committee of one public company. This breadth of experience and expertise leading boards and board committees enables him to provide critical insights in overseeing and partnering with management of high-growth companies.
- Through serving as Chairman or a member of numerous Audit Committees of public and private companies, being a senior leader on H&F's investment team and leading H&F's macro-economic research and forecasting, he has significant **finance, accounting and financial reporting expertise**, including for retail and high-growth companies.
- His knowledge and expertise regarding **enterprise risk oversight for high-growth companies** was developed through his public and private company board roles, as well as having responsibility for the full lifecycle of the investing process at H&F, including sourcing ideas, negotiating transactions, raising capital, establishing governance procedures, partnering with executives to grow their businesses and ultimately selling the investments.