

A BRIEF GLIMPSE OF A LIFE LIVED UNDER THE BIG "G's's's"

- * **GOD** (Jesus and the Holy Spirit—Faith)
- * The **GRAY** Family: Clarissa and Leil Gray
 - Russel/Babe Gray (Jean Gray, John/Jan Gray)
 - Roland "Rol"/June Gray (Gale/Don Fjeistad)
- * The **GRAY** Brother's Auto Service Business
- * **GRACO**—The "Big G"—GGG, Stock Exchange



THE **PARALLEL** TIMELINE OF BABS, DAVE AND GRACO, WITH GOD AT THE HELM

- The First Ten Years
Babs: 1930-1940
- The Excelsior Years
Babs: 1940-1944
- The Wayzata Years
Babs: 1944-1956
- The Koch Years
Babs & Dave: 1956-2010
- Babs/Dave 2010-Present
Family Foundation
- The Gray Brothers
Beginnings: 1926-1940
- The Gray Company
Growth: 1940-1944
- Graco
Expands: 1944-1956
- David Koch and Graco, Inc.
Change & Growth: 1956-2010
- David Retires Graco: 2001
Pat McHale CEO:
2007-Present
- ● The Presence of God Throughout Our Lives

The Presence and

THE FIRST TEN YEARS BABS: 1930-1940



- My Birth in 1930
- My Birth Family Background
- The Unsettled Years: 1933-1940
- My Early Experiences
- Learning to live and bloom where you are planted

MEANWHILE

The brothers Leil and Russel Gray were working in a garage on 10th and Marquette in Minneapolis, four years before I was born.

Provision of God,

THE GRAY BROTHERS BEGINNINGS: 1926-1940

FOUNDING: GRAY COMPANY

- Russell Gray invented the first grease gun operated by air pressure—it was a huge success!
- Gray Company established as a Corporation in 1926, with investors Harry Murphy, Sr. and Greer Wheaton.
- Officially, Leil Gray became the President & Finance Chairman, Russell the genius inventor. Together, marketing their business.
- Their corporate philosophy was to find better ways to solve fluid handling problems with quality engineered products.
- By 1928 other products were introduced carrying the Graco label: grease gun, air powered pumping unit, overhead reel.
- This innovative product line brought more users/distributors from throughout the United States.
- Graco's first branch office opened in New York City using special trailers to display working models of the automotive product line.



shown through the

THE EXCELSIOR YEARS

BABS: 1940-1944

- My sister and I were adopted in 1940 by Leil and Clarissa Gray. Mother Gray was 39 and Dad Gray was 43. Clarissa Gray was known as "Chris", and Leil was often called "LL", for Leil Lafayette Gray.
- A little insight into Mother Gray.
- Life at the Gray's
- Meeting members of the extended family.
- Coming into a very busy household –everyone had to pitch in, in every area of life.
- Graco Distributors were revolving guests at the Gray home.
- We attended 4th, 5th and 6th grades Excelsior.
- Church was important to Mother/Dad Gray. She would take us to Mass every Sunday. Dad, who was a Baptist, took us to his church once a year at Easter.

MEANWHILE

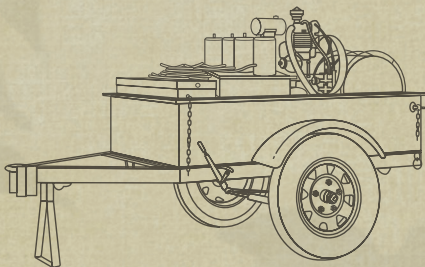
During these first years of our new life with the Grays, the Gray Company had entered a new and broadened scope of industrial items after World War II.

Golden Thread of

THE GRAY COMPANY GROWTH: 1940-1944

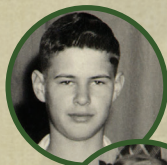
GRACO

- Graco moved into a larger manufacturing facility at 60 - 11th Avenue Northeast, Minneapolis.
- With World War II, the Gray Company turned its productive capacity to supporting the defense effort. They designed a new lubrication rig called "Graco Convoy Luber"—a self contained field lubricating system, that pulled behind the tanks.
- After the War, the Company entered a new era, and broadened their scope of industrial items.
- Leil Gray received for Graco two awards, considered the highest honor from the Defense Department, when they received two big "E" Awards for their assistance with the war efforts.
- It was Graco employees, and new products developed, that helped make the Company grow and prosper.



His Grace woven

THE WAYZATA YEARS BABS: 1944-1956



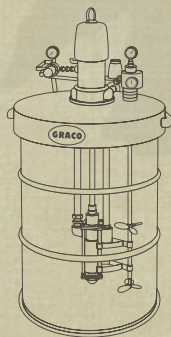
- The family moved to Wayzata and lived in our Ferndale home for 12 years. Went to Widsten School for 7th, 8th and 9th, grade. Graduated Northrup Collegiate in 1948.
- I met David in 7th grade when the teacher placed me in alphabetical order in front to David. We were friends from that day forward.
- Our family life at home continued to have full engagement with the Graco distributors, and friends of the Company from out of town, staying with us. Our "bed and board" type of home continued.
- Distributors enjoyed work in the morning and coming to our Wayzata home to enjoy the lake activities.
- I attended Pine Manor College in Boston and then Carleton College in Northfield, graduating with a Bachelor of Arts degree. Then went to Minneapolis Business College to be a medical secretary.
- I worked in Minneapolis for 3-4 years and married Dave in 1956, 13-14 years after we met in 7th Grade.

throughout the ...

GRACO EXPANDS: 1944-1956



- After the Depression and World War II, American Industry was transformed, and Gray Company established the Industrial Equipment Division—expanding its own manufacturing horizons
- During the 1950's they started their own Graco Company Foundation for charitable giving back to the Community.
- Graco became an industry leader in airless spray technology, i.e.
 - Air powered pumping systems.
 - Electrically powered airless spray units.
 - "Pumporation" products.
 - Automated system for fluid dispensing from bulk storage tanks to smaller units.
 - Introduces "The Paintmaster."
 - Mogul 20:1 Hydra-Spray— Gray Company's first airless paint sprayer introduced.
 - The Fast-Flo pump was developed and used for de-icing operations at airports.
 - ... to name a few.



Tapestry of our lives,

THE KOCH YEARS BABS & DAVE: 1956-2010

- David's family background and history.
- Went to college at Notre Dame and graduated from University of St. Thomas. After college Dave joined the Air Force.
- Dave work at Dain for a few years and then went to work for Graco as an Industrial Sales Rep.
- Dave and I married in 1956 and began a new era together.
- Dad Gray died in 1958, and Mother Gray in 1964.



and made from the n

DAVID KOCH & GRACO, INC. CHANGE & GROWTH: 1956-2010

- Following the death of Leil Gray in 1958, Harry Murphy was made President, when Harry retired in 1962, David became President.
- Top priorities was developing a new precision machine plant, with the latest tooling, and work that ensured the production of high quality products.
- 1969 the Gray Company became a publicly held company and changed its name to Graco, Inc.
- Graco continued to strengthen its position in the international arena with customer service being an important selling feature.
- Company was working on and concerned for improving the environment and conserving energy.
- Graco Robotics introduces computer controlled, paint spraying robots.
- 1983 the new Technical Center was christened and dedicate Russel J. Gray.
- Manufacturing/Distribution facility built in Rogers, MN.
- 1993 Graco first in its industry to earn the ISO classification in all its sites.
- 2004 The original Graco building was razed, full of fond memories of the tall smokestacks.



many colored threads

BABS/DAVE 2010-PRESENT



- David's last years: Alzheimer's diagnosis.
- Living in memory care.
- David's passing on January 1, 2015

WHAT BRINGS US HERE TODAY?

- Leil Gray, before his death, left David the responsibility of managing their shares of the company stock.
- When the shares were sold back to the Company in 2003 the proceeds became the beginning of the Greycoach Family Foundation.
- Minnesota requires Foundations to state their mission statement, what the foundations stands for and what it will fund.
- From our own personal resources, and from our Foundation, not only did our family benefit, but also other families, individuals and organization.
- The joy of philanthropy and sharing with others is a real privilege and comes with a deep humbleness that is had to duplicate.



of family, friends

DAVID RETIRES GRACO: 2001 PAT MCHALE CEO: 2007-PRESENT

- 2001-Dave retires after 45 year with Graco, and George Aristides becomes CEO.
- David, with other business leaders, signed an ethics pledge to restore integrity and confidence in the practices of US Corporations.
- Within Graco, David created a unique culture of loyalty, pride and community service.
- A book about David, "Lessons in Life and Business", was written from dialogue from interviews with seven MBA senior students at the University of St. Thomas. One readers response to the book... "A great story about how hard work, intelligence, dedication, and strong leadership and ethics can take you far in corporate America."

- Pat McHale took a supervisory job at Graco in 1989— 18 years later, in 2007, Pat McHale was named CEO.
- Pat McHale expanded the business, secured the future for Graco with his strong leadership.

**WE KNOW GRACO IS IN GOOD HANDS
GOING FORWARD.**

Work and Play

THE PRESENCE OF GOD THROUGHOUT OUR LIVES

- Both David and I shared a common faith coming into our marriage.
- A blessing for us to have Associates and Partners guiding us.
- David's favorite quote: *"I can do all things through Christ, who strengthens me."* ~Philippians
- For Babs, the words: *"The View from Above"* was the lens for her life.
- Our bedtime prayer—King David's Prayer: *"Give to our sons and daughters a whole hearted desire to keep your commandments, precepts, and statutes, that they may carry out all these plans and build a castle for which we have begun some of the preparations."*
- We learned *"The human heart plans the way, but the Lord directs the steps."* ~Proverbs

