



CALLISTA

PRIVATE EQUITY

Turnarounds – professional and sustainable

COMPANY PRESENTATION

October 10, 2023

Founding Partners



Olaf Meier
CEO & Founding Partner

- Head of M&A team
- Fully qualified lawyer
- > 17 years of experience in leading roles, such as legal counsel & CFO
- Leading roles in PE and software companies



Marc Zube
COO & Founding Partner

- Head of Operations team
- Lead in carve-out & restructuring
- Master of Automation Engineering
- Master of Industrial Engineering & BA
- > 12 years in international management consulting
- > 10 years CEO / COO / CIO roles in several industries

M&A Team



Christopher Irion
Chief Investment Officer

- LL.M. in Business Law and M&A
- B.A. in Business Psychology
- > 9 years of experience in Finance and HR in family business, PE and recruiting companies
- Joined Callista in 2015: Evaluation & structuring of transactions, deal flow, support in operational, carve-out & financing measures



Luca Bleil
Senior Associate

- B.A. in International Management
- > 6 years of experience in Consulting and M&A
- Joined Callista in 2018: Support in transaction process and operational, carve-out & financing measures



Michael Strobl, CFA
Associate

- M.Sc. in Business Administration
- B.Sc. in Business Administration
- Apprenticed Banker
- > 5 years experience in Banking & Finance
- Joined Callista in 2019: Support in transaction process and operational, carve-out & financing measures

Operations Team



Martin Blaumoser
Director Operations

- Diploma in Business & Engineering
- Diploma in Civil Engineering
- > 18 years experience in Portfolio Management & Restructuring
- Joined Callista in 2023: Responsible for portfolio management and optimization measures



Florian Vesper
Group Controller

- M.A. in Market-oriented Management
- B.A. in Business Administration
- > 9 years experience in (Group) Controlling, Finance & Consulting
- Joined Callista in 2020: Responsible for Controlling of portfolio companies



Aleksandar Popov
Accounting & Administration

- Joined Callista in 2015: Responsible for Callista Group accounting
- Office management and administration

Management Summary

Investment Focus

Majority Stakes

Callista Private Equity solely acquires **majority stakes** to gain the operational control over a company.

Company Size & Region

We focus on **European and American** companies with revenues between **€ 10m and € 250m** (also lower for add-on transactions), whereas our sweet spot is between € 20m and € 100m.

Special Situations

Callista focuses on the optimization and improvement of **underperforming** companies or business units, typically **distressed or non-core** group assets of large corporations.

Carve-Out

Our core competency is **complex carve-out situations**, in which the Target has to be separated from the current owner's group structure. We establish the company as a **standalone entity** in the market.

At a glance:



Solely majority stakes



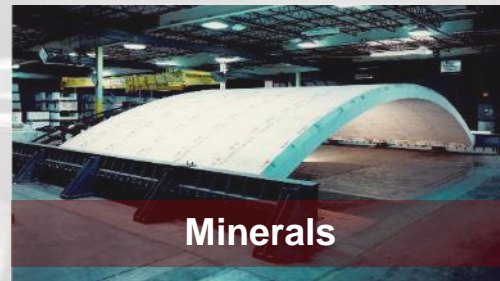
Revenues
€ 10 - 250m



Complex
carve-outs

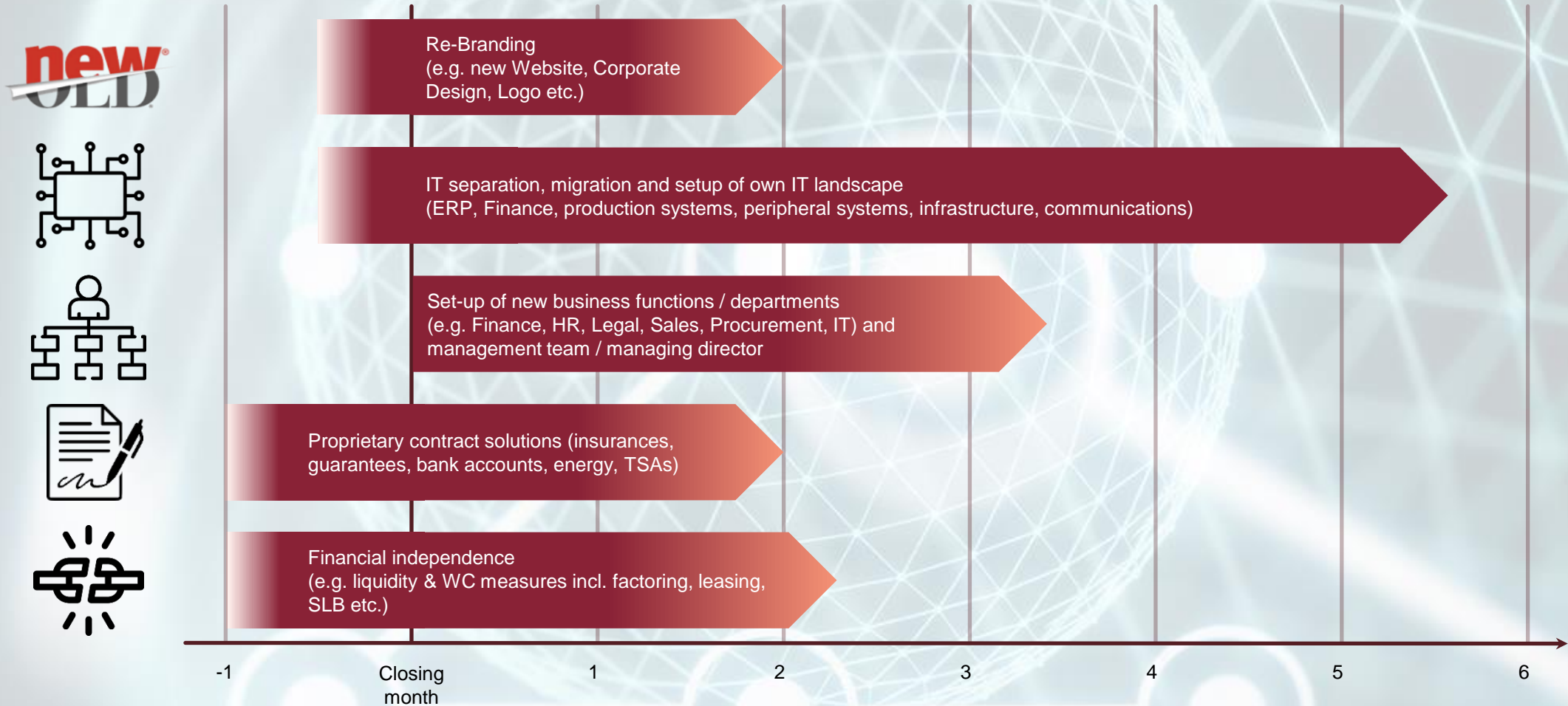
Management Summary

Sector Focus



We are largely **industry** agnostic in the **B2B** sector. However, we do not consider sectors like real estate, retail, fashion, tourism, pharmaceuticals or biotech.

Carve-Out Process



References



RHI MAGNESITA





Callista Portfolio Today

9
Companies

€ 260.0m
Revenues*

1,500
Employees

Portfolio Companies 
Callista Headquarter 



Cluster Metals

Cluster Plastics

Cluster Automotive



Globus Gummiwerke GmbH



Globus Gummiwerke GmbH (formerly Poppe Ahrensböck) was acquired in 2016 from Poppe Veritas Group, a German multinational automotive supplier with over € 650.0m in revenues. Globus is a producer of elastomer products, such as sealings and gaskets for the automotive, aerosol and industrial market.



Located in Ahrensböck, Schleswig-Holstein, Germany, Globus was a heavily underperforming non-core affiliate. Continuous improvements and restructuring measures have led the company from a net loss of € 1.8m in the year of acquisition to a positive net result of € 1.5m in 2021 despite the COVID-19 pandemic.



Main restructuring & carve-out topics:

- Re-Branding
- Investments into automation and process optimization
- Introduction of flexible shift model
- Replacement of first and second level management
- Insourcing of services formerly provided by the Seller
- IT Carve-Out



At a glance:



Revenues
€ 29.1m*



Employees
182



Founded
1906

Globus Thermoplast GmbH



Globus Thermoplast GmbH was acquired in March 2021 from the plastics segment of the Pleiger Group, a family-owned industry holding. Globus Thermoplast machines and trades extruded semi-finished products made of high-quality thermoplastics like POM and PA.



Based in Schwentinental, Germany, Globus Thermoplast's product portfolio includes sheets, solid rods and hollow rods as well as finished parts, which are individually cut to customer specifications and processed on the company's own CNC machines.



Main restructuring & carve-out topics:

- Re-Branding
- IT Carve-out
- Replacement of shared services previously provided by the Seller Group, incl. CEO
- Investments to decrease inefficiencies and increase capacities
- Optimization of processes and value chain
- Acquisition of new customers



At a glance:



Revenues
€ 8.2m*



Employees
38



Founded
1957

MainTech Systems GmbH



MainTech Systems GmbH was acquired in 2018 from Mainsite GmbH & Co. KG, the service provider and owner of the Industrial Center Obernburg (ICO). Following the decision to focus on its core business as a sole service provider, the Seller decided to divest MainTech.



Located within the ICO, Obernburg, Bavaria, Germany, MainTech's core competencies include plant engineering and construction for the chemical sector as well as maintenance and industrial services.



Main restructuring & carve-out topics:

- Re-Branding
- Acquisition of customers outside the ICO
- New Managing Director
- Insourcing of Finance department
- New guarantee lines



At a glance:



Revenues
€ 21.7m*



Employees
160

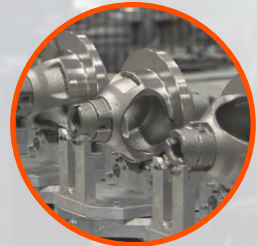


Founded
1924

Fonderie de Bretagne SAS



Fonderie de Bretagne SAS (FDB) was acquired in November 2022 from Renault Group. Despite heavy investments of more than € 100m during the last 10 years, FDB was not able to return to sustainable profitability due to a strong commercial dependence on the Seller as well as a lack of focus.



FDB is located in Caudan, Brittany, France, and focused on the mass production of (safety) components for the automotive industry. The main product groups are suspension arms, knuckles and differential cases, and made of spheroidal graphite cast iron due to the high quality requirements of these parts.



Main restructuring & carve-out topics:

- IT Carve-out
- Hiring of new plant manager & managing director
- Optimization of energy consumption (switch from low- to middle-frequency furnaces)
- Acquisition of new customers outside the Seller Group with a new and dedicated sales team
- Identifying new markets and extension of product offering apart from automotive
- Incorporation of provided shared services
- Implementation of external financing



At a glance:



Revenues
€ 70.0m*



Employees
275



Founded
1965

Schäfer Group



Schäfer Group, is a leading full-service designer and model builder and was acquired in August 2023 from Indus Holding AG. Following a strategic realignment in which the Target was considered non-core, the Seller has decided to divest 100% of its shares to Callista Private Equity.



With three operating sites in Germany, which are located in Osnabrück, Mühlhausen, Munich and one operating entity in Shanghai, China, the Group has unique proprietary design and modelling know-how and provides premium solutions for clients across a range of industries, including automotive, luxury, consumer goods and entertainment.



Main restructuring & carve-out topics:

- Optimization of the product mix by focusing on non-automotive segments
- Increase sales and marketing activities
- Rightsizing of cost structure
- Optimize energy consumption
- Acquisition of new customers



At a glance:



Revenues
€ 23.8m*



Employees
163



Founded
1901

MTC Group



MTC Group, is the largest player in the German car modelling market with a highly integrated value chain. The Company was acquired from AC Industrials in August 2023, as a result of a strategic realignment in which the Target was considered non-core within the Seller Group.



Headquartered in Ingolstadt, Germany, MTC Group operates a total of 8 sites in Germany and offers its clients services in engineering, design & modelling, tooling, serial production, and special machinery solutions. By doing so, the company positions itself as a one-stop-shop in the market.



Main restructuring & carve-out topics:

- Strategic realignment & consolidation of locations
- Optimization of the product mix by focusing on non-automotive segments
- Improvement of group-wide reporting
- Rightsizing of cost structure
- Optimization of material flow
- Acquisition of new customers



At a glance:



Revenues
€ 40.8m*



Employees
320

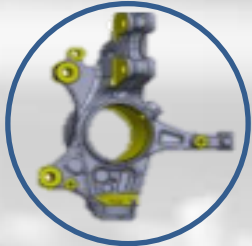


Founded
1869

Usinage de Compiègne



Usinage de Compiègne SAS, is a French component supplier to the global mobility industry, and a trusted partner of blue-chip OEM customers. The Company was acquired from Aludyne in August 2023, due to a strategic realignment of the seller, in which the business has been considered non-core.



Headquartered in Southfield, USA, Aludyne operates a variety of plants in the US, Mexico, Europe and Asia, acting as a one-stop-shop for Automotive Metal products to its customers. The plant in Compiègne, France is focused on the production of Wheel Flanges as well as front- and rear Knuckles, profiting from high levels of automatization in the production process.



Main restructuring & carve-out topics:

- Strategic realignment
- Implementation of various business functions, such as Sales & Purchasing and IT
- Rightsizing of cost structure
- Acquisition of new customers



At a glance:



Revenues
€ 17.1m*



Employees
50



Founded
2004

Speedline S.r.l.



Speedline S.r.l., operates in the development and production of light alloy wheels for passenger cars. The Company was acquired in 2023 from Ronal AG in order to facilitate the re-organization of the group and is situated in Santa Maria di Sala, Italy.



The Company produces alloy wheels for most prestigious luxury brands for OEM clients. Speedline has 228 employees and offers a unique selection of high-quality wheels manufactured using low-pressure die casting, featuring flow-forming technology, lightweight construction and innovative design.



Main restructuring & carve-out topics:

- Rightsizing of cost structure
- Reorganization & optimization of production flow
- Optimization of energy consumption and efficiency
- Build-up of sales function and technical office as well as minor support functions
- Build-up of new dealership network to approach the (European) aftermarket
- Re-establishment and active marketing of the Speedline brand

speedline

At a glance:



Revenues
€ 35.6m



Employees
228



Founded
1976

Monofrax LLC



Monofrax LLC was acquired in 2016 from RHI AG (now RHI Magnesita, 2018 revenues ca. € 3.1bn), the global leader in refractory products. Monfrax is a producer of specialty fused-cast refractories, with a high content of alumina, zirconia and chrome.



Located in Falconer, New York, United States, Monofrax was a heavily underperforming non-core affiliate depending on the group's shared services from several locations (Finance Canada, IT Mexico, Sales Germany, Management Austria). In 2019, Monofrax was able to achieve a positive net result of \$ 1.3m for the first time since years, coming from a net loss of \$ 7.9m the year before the acquisition.



Main restructuring & carve-out topics:

- Shift from commodities to specialty products
- Replacement of first and second level management
- Insourcing of services formerly provided by the seller (Finance, IT, Sales)
- Implementation of new financing
- IT Carve-Out
- Product research & development



At a glance:



Revenues
€ 14.3m*

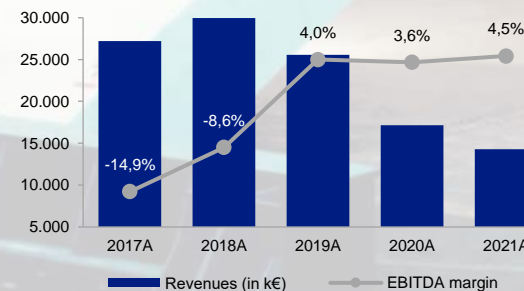


Employees
117*



Founded
1949

Financial Development



CCM GmbH - Exit in 05/2023 to Atakul Group



CCM – Compressor & Components Manufacturing GmbH was acquired in September 2020 from Japanese Nabtesco Automotive Group (€ 2.3bn revenues in 2021). Cultural differences and integration issues led to several problems. Thus, CCM was never fully part of Nabtesco Group and could not benefit from synergies.



In Chemnitz, Saxony, CCM produces crankshafts, cylinders and other compressor components and furthermore assembles compressors in Zschopau, Saxony, mainly for the commercial vehicle and cooling industry.



Main restructuring & carve-out topics:

- Acquisition of new customers
- Re-arranging the plant & production layout to improve productivity
- Implementation of new shift model
- Hiring a new plant manager & managing director
- Re-Branding
- Offering R&D activities to external customers outside the group
- Identification of new markets



At a glance:



Revenues
€ 10.5m*

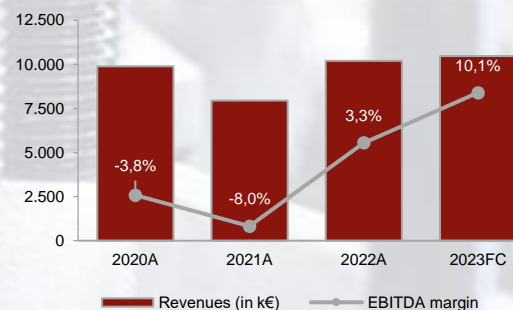


Employees
86



Founded
1906

Financial Development



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**Thank you
very much for your
interest in Callista
Private Equity**