
Callista Private Equity GmbH



Company Presentation

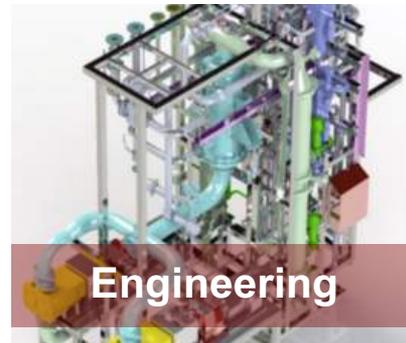
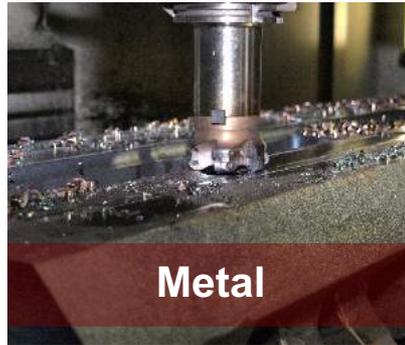
Management Summary

Investment Focus

<p>Majority stakes</p>	<p>Callista Private Equity focuses on the acquisition of majority stakes in companies, business units or non-core group assets facing special situations.</p>
<p>Size & region</p>	<p>We are targeting companies with sales between EUR 10.0m and EUR 200.0m, whereas our sweet spot lies between EUR 20.0m and EUR 60.0m. Our regional focus is Europe and the United States.</p>
<p>Underperforming business</p>	<p>Callista Private Equity focuses on distressed companies or business units, typically loss-making or otherwise in special situation like underperforming subsidiaries or non-core group assets with negative to slightly positive EBIT-margin acting in a difficult market environment.</p>
<p>Carve-out</p>	<p>Furthermore our focus encompasses complex carve-out situations, in which we see a high upside potential when operating on a standalone basis focusing on the carve-out and restructuring process, targeting sustainably improving profitability via a repositioning or increased focus on new growth perspectives.</p>
<p>Operational upside</p>	<p>We target companies that are undermanaged or show a significant upside in another way.</p>
<p>Transformation into standalone business</p>	<p>Our success is based on adding value through improving operational and financial structures and implementing a consequent focus on sustainable growth of mismanaged companies on a standalone basis.</p>

Management Summary

Industrial Sector Focus



We are largely **industry** agnostic. However, we do not consider capital or research intensive sectors like real estate, pharmaceuticals and biotech.

References

<p>January 2014</p> <p>Callista Private Equity GmbH & Co.KG acquired</p> <p>MSD Holding GmbH</p>  <p>REEDEREI PETER DEILMANN www.deilmann.de</p> <p>from</p>  <p>AURELIUS</p>	<p>April 2014</p> <p>Callista Private Equity GmbH & Co.KG acquired</p>  <p>from</p>  <p>Georgsmarienhütte GmbH · seit 1856 · Edelstahl</p>	<p>July 2014</p> <p>Callista Private Equity GmbH & Co.KG has sold</p>  <p>to</p>  <p>EUROTECH aluminiumcastings.nl</p>	<p>February 2015</p> <p>Callista Private Equity GmbH & Co.KG acquired</p>  <p>from</p> <p>an</p> <p>entrepreneurial family</p>	<p>July 2015</p> <p>Callista Private Equity GmbH & Co.KG acquired</p>  <p>from</p>  <p>zehnder group</p>
<p>April 2016</p> <p>Callista Private Equity GmbH & Co.KG acquired</p>  <p>from</p>  <p>Poppe</p>	<p>June 2016</p> <p>Callista Holdings GmbH & Co.KG acquired</p>  <p>from</p>  <p>RHI</p>	<p>November 2018</p> <p>Callista Holdings GmbH & Co.KG acquired</p>  <p>MAINTeCH SYSTEMS</p> <p>from</p>  <p>Mainsite</p>	<p>February 2019</p> <p>Callista Holdings GmbH & Co.KG acquired</p>  <p>VULCAST</p> <p>from</p>  <p>MAGOTTEAUX</p>	<p>August 2019</p> <p>Callista Holdings GmbH & Co.KG acquired</p>  <p>AST</p> <p>from</p>  <p>Air Liquide HEALTHCARE</p>

Our Team

Having a long business experience together for more than five years only at Callista with a track record of 10 transaction, the founders complement each other perfectly. The founders have been working together for more than a decade. The team has long-term commitment.



Olaf Meier
Chief Executive Officer

- Chief Financial Officer of intl. Private Equity firm
- 17 years of relevant experience in management functions
- Leading role in restructuring team of software company
- Lawyer and owner of German law firm focusing on M&A



Marc Zube
Chief Operations Officer

- CEO / COO / CIO roles at ITC, SW, Services companies (>10 y experience in Europe & US)
- 12 years of relevant experience in intl. management consulting
- Responsible manager for several restructuring and PMI projects



Christopher Irion
Investment Manager

- Fresenius University of Applied Sciences Munich, Berkeley College NYC and Pace University NYC (Finance & Leadership); FOM Munich, LL.M. in business law with M&A focus
- Financial modeling and business valuation
- Investment research
- Deal structuring



Luca Bleil
Analyst

- International Management with focus on Financial Management and Marketing at International School of Management Hamburg and Dublin Business School
- Experience in Consulting and M&A
- Financial modeling and business valuation

Our Team

Our operating team has a profound know-how in conducting special situation transactions. One of many strengths is the ability to identify outstanding projects with high growth potential and promising ROI. Complemented by the back-office personnel Callista provides a comprehensive and well organized team having all major task inhouse.



Armin Makki
Analyst

- B.Sc. in Economics from Ludwig-Maximilians-University Munich, M.Sc. in Business Administration from Fresenius University of Applied Sciences Munich
- Experience in Consulting and M&A
- Financial modeling and business valuation
- Commercial & financial due diligence



Aleksandar Popov
Finance & Administration

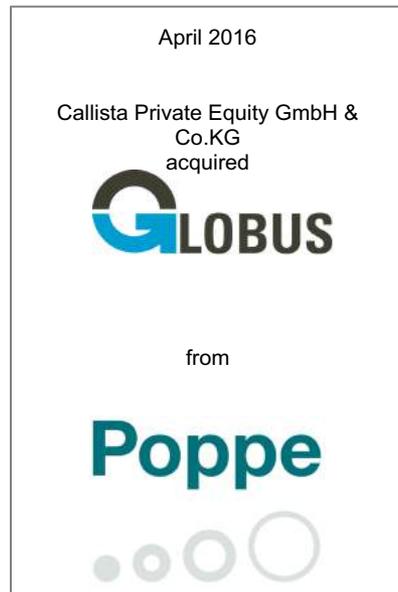
- Finance
- Administration
- Office-Management



Somaly Kim
Accountant

- Bookkeeping & Accounting
- Finance
- Administration

Case Study – Globus Gummiwerke



- Callista acquired the **German company Globus Gummiwerke GmbH**, formerly Poppe Ahrensboeck, **in March 2016**. Globus Gummiwerke was declared as non-core by its former owner **Poppe-Veritas Group**, an international corporation based in Germany.
- At the date of the acquisition, Globus Gummiwerke was **integrated into Veritas AG's and Poppe GmbH's group structures**, which were the main suppliers of Poppe and covered R&D, Finance, Sales and Management.
- Globus Gummiwerke **produces elastomer products**, like gaskets and sealings mainly for the **aerosole and automotive industry**. The company generated **revenues** of approx. **EUR 29.0m** with **260 FTEs in 2016**.
- Callista has managed the **carve-out** from the former shareholder and implemented measures such as business development, replacement of former shared services, installation of a dedicated own sales force and strong process improvement in order to guide the unit to **sustainable profitability** on a **standalone basis**.
- **The carve-out was concluded by February 2017**. Customer relationships have been strengthened, revenues have been increased and **new potentials are identified and implemented into growth strategy**.

Case Study – MainTech Systems



- Callista acquired the **German company MainTech Systems GmbH**, formerly Mainsite Technologies GmbH, **in November 2018**. Mainsite GmbH & Co. KG, former shareholder, decided to divest MainTech Systems as it has been declared as a non-core asset. Mainsite is operating Europe's biggest chemistry park and wants to focus on its strength again.
- MainTech Systems **designs, engineers and constructs special plants** predominantly for the **chemicals industry**, e.g. fiber production, solvent adsorption and water treatment facilities. Moreover, MainTech Systems offers special as well as general maintenance services to its customers. The company generated **revenues of EUR 24.0m** with approx. **200 FTEs** in 2018.
- As being part of a chemistry park and formerly integrated into Mainsite, MainTech relied on several **shared services** such as IT, finance, accounting and procurement. As the Seller provides these services to several companies within the industrial park, also MainTech remains a customer for these services.
- Since acquisition, Callista managed the **carve-out** from parts of the former shared services with a strong focus on **financial management**. In addition, a strong expansion of **sales and marketing efforts** is targeted.

Case Study – Monofrax

The Situation

Callista acquired **Monofrax LLC**, an **American company** located in Falconer, NY in **June 2016**. Monofrax was owned by **RHI AG**, a globally operating supplier of refractory products, systems and services, based in Austria, which declared the target as a non-core activity.



Monofrax is the only fused-cast refractory supplier that is **truly independent**, not belonging to a glass manufacturer. Monofrax represents high quality, reliability, premium customer service, process innovation and performance.

June 2016



Monofrax was closely linked to other RHI group companies for various functions and strongly **embedded into RHI's group structure**. The company was in a **distressed situation** resulting from a limited scope of action and group orders with negative margins. Furthermore, Monofrax suffered through high market pressure. The company reached a **revenue** level of about **USD 31.0m in 2016**.



Our investment thesis of the transaction was that a **turnaround at Monofrax** can be achieved by re-gaining its independency and an accompanying growth of sales and personnel.

Case Study – Monofrax

The Carve-Out

The **carve-out program** started right after acquisition in June 2016 and addressed the following components:

- **Strategy** – focus on customers / market orientation
- **Management** – new setup of key management, focus on entrepreneurial thinking & decision making processes apart from the group
- **IT system** – migration of integrated ERP system from RHI group's SAP solution to more suitable AS400
- **Sales** – establishment of own sales department and sales reps, entry & diversification into new markets (e.g. steel)
- **Marketing** – setup of new Corporate Identity & Corporate Design, logo, name apart from RHI
- **Finance & Accounting** – establishment of new department, reporting and cash management
- **Insurances** – completely new and independent policies
- **HR** – complete new setup of agreements



Callista achieved the carve-out measures in order to allow local management concentrating on daily business.



All major operational carve-out measures were finalized within the first **three months post acquisition**, even the IT carve-out was completed after one additional month by October 2016.

Case Study – Monofrax

Post Carve-Out

- Monofrax was established as an **independent market player** with proprietary network of sales & distribution partners and re-gained its financial independency through the carve-out from the group
- Monofrax has re-focused on its strengths: products and customer orientation
- The organization is renewed and complete, further extension of sales network to promote global distribution has been fostered



- Customer relationships have been (re-)established, and new clients have been identified, whereas former clients were regained
- New pricing, according to available capabilities established
- Order book well-stocked at existing product mix
- The headcount is growing due to increasing revenues
- Monofrax is generating profits on self acquired orders already achieved in 2017 and is over-performing sales in 2018
- Growth path will be followed further, capacities of production plant are optimized with higher occupancy
- Product mix adaption for better utilization of production capacities with existing equipment will be addressed soon

Case Study – MWK

The Situation

Callista Private Equity acquired the aluminum foundry business of Georgsmarienhütte in April 2014, two plants in Southern Germany with a total annual revenue of approx. EUR 60.0m.



**April
2014**



The aluminum foundries – named MWK - are specialized in die casting - LPDC and gravity – as well as sand casting with automated molding lines.

The majority of customers are European automotive OEMs in the prime manufacturer segment. The foundries are handling small to medium batch sizes of rather complex designs.



Case Study – MWK

Our Approach

Callista immediately executed the carve out from Georgsmarienhütte and setup the foundries as independent standalone companies.



The major projects were the IT carve out and system migration, separation of entities and personnel, operational performance, setting up a proper sales team and product strategy for both foundries.

Divestment



Callista has successfully restructured the aluminum foundries, increased sales within new strategy setup and among several initiatives and sold off the sand casting business to a European leader in this segment.

Exit

Contact Details

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

Contact information

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