

LOOKING BELOW THE SURFACE 



# WE LEAD WITH STRATEGY

**Our passion lies in helping companies achieve their full potential through strategic transformation. We seek out businesses at a crossroads and inject them with the strategic capital and entrepreneurial vision required to realize their full potential.**

**40+**      **100+**      **20+**

YEAR TRACK RECORD OF EXCEPTIONAL RETURNS

TRANSACTIONS

INDUSTRIES

CREATIVITY | STRATEGIC INSIGHT | OPERATING EXCELLENCE | FAST ACTING

## INVESTMENT CRITERIA

### SIZE

\$35 to \$400 million in revenues  
Strategic acquisitions for our portfolio companies

### INDUSTRY EXPERIENCE

Metals & fabrication  
Rubber & plastics  
Packaging  
Aerospace & defense  
Chemicals  
Building products & services

### BUSINESS TYPES

Manufacturing  
Value-added distribution  
Business services

### WE SPECIALIZE IN

Opportunities for strategic revitalization  
Out of favor industries  
Complex transactions  
Distressed, turnaround & special situations

## OUR TEAM

**Steven Karol** Managing Partner & Founder  
30+ years of investing and general management experience  
Tufts University, BS ; Harvard Business School, PPL

**Julia Karol** President & COO  
15+ years of investing, strategy and fundraising experience  
Tufts University, BA ; Stanford University, MA

**Dale Okonow** Senior Partner  
30+ years of investing, operating and financing experience  
Cornell University, BS, JD, MBA

**Benjamin Procter** Senior Partner  
30+ years of general management and transaction experience  
Trinity College (CT), BA ; Northeastern, MS, CPA

**Robert Ackerman** Senior Partner  
30+ years of general management and transaction experience  
Yale University, BS ; Harvard Business School, MBA, DBA

**Tracy Streckenbach** Partner  
25+ years of hyper-growth and turnaround experience  
University of South Carolina, BS

**Peter d'Entremont** Director of Research  
25+ years of engineering and strategy experience  
University of Virginia, BS ; Dartmouth College,  
Tuck School of Business, MBA

**Cristina Rubbo** Director of Finance  
10+ years of finance and accounting experience  
Bentley College, BS, MS

**Scott Oudheusden** Principal  
6+ years legal and investing experience  
Northwestern University, BA ; University of Virginia, JD

**Matthew Caple** Senior Associate  
8+ years of financial services and startup experience  
Tufts University, BA ; MIT, Sloan School of Management, MBA

**Julia Karol**  
PRESIDENT & COO

T 781.398.9463  
JKAROL@WATERMILL.COM

**Benjamin Procter**  
SENIOR PARTNER

T 781.398.9464  
BPROCTER@WATERMILL.COM

WATERMILL.COM

## PORTFOLIO COMPANIES



**2019**  
Manufacturer of high-performance precision rollers, insulation and sealing technologies



**2019**  
Roller manufacturer specializing in remanufacturing and advanced welding



**2019**  
European manufacturer and distributor of fully certified, high-security fasteners and bolting components



**2017**  
UK based manufacturer and distributor of high-strength industrial fasteners



**2015 & 2016**  
Advanced prototype, low-to-medium volume production and factory assist services



**2012**  
Advanced metal & plastic component engineering, prototyping & fabrication

## RECENT AWARDS



Industrials Deal of the Year:  
Cooper & Turner



Industrials Deal of the Year,  
\$50MM-\$100MM: Experi-Metal Inc.



Private Equity Firm of the Year



**Watermill Group**  
SINCE 1978 • FORTY YEARS