

LOOKING BELOW THE SURFACE



# WATERMILL GROUP

is a U.S. based private investing firm with experience investing across the industrial landscape in North America and Western Europe. We seek out businesses at a crossroads and inject them with the strategic capital and entrepreneurial vision required to reach their full potential.

## INVESTMENT CRITERIA

### SIZE

£40 to £250 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

Cross-border transactions  
Opportunities for strategic revitalization  
Out of favor industries  
Complex transactions  
Distressed, turnaround & special situations  
Family business exits & corporate carve-outs

**40+** **100+** **20+** **3+**

YEAR TRACK RECORD OF  
EXCEPTIONAL RETURNS

TRANSACTIONS

INDUSTRIES

CONTINENTS

GLOBAL PERSPECTIVE | STRATEGIC INSIGHT | OPERATING EXCELLENCE

## 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 general management 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

**Anabelle Skalleberg** Principal  
10+ years of private debt and equity investing and corporate finance  
Pontificia Universidad Catolica Madre Y Maestra, BA ;  
F.W. Olin Graduate School of Business at Babson College, MBA

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

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

**Olga Levin** Director of Finance  
5+ years of accounting and finance experience  
Darla Moore School of Business, University of South Carolina, BS

**Richard Hall** Analyst  
1.5+ years of pipeline management and diligence experience  
Tufts University, BA

**Anabelle Skalleberg**  
PRINCIPAL  
T 781.398.9425  
ASKALLEBERG@WATERMILL.COM

**Benjamin Procter**  
SENIOR PARTNER  
T 781.398.9464  
BPROCTER@WATERMILL.COM  
WATERMILL.COM

## PORTFOLIO COMPANIES



**2021**  
Distributor and remanufacturer of softwood and hardwood lumber and specialty panel products



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



**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



**2018**  
Cross-Border Deal of the Year:  
Cooper & Turner



**2018**  
Industrials Deal of the Year:  
Cooper & Turner



**2017**  
Industrials Deal of the Year,  
\$50MM-\$100MM: Experi-Metal Inc.



**2015**  
Private Equity Firm of the Year

