

UK CASE STUDY: BRIAR



Situation

- Site was part of Bayer's divestment strategy
- But: Bayer needed to secure product supply from the Norwich site

Complication

- No stand-alone capabilities (functions, IT, HR/pensions)
- No legal entity / Cost Centre: No annual accounts, no balance sheet, revenues unknown, no profit
- 99% of revenues with Bayer
- Site was heavily contaminated

Solution

- Bayer approached AURELIUS for divestment
- Business Plan and Supply Agreement were jointly developed
- Supply agreement with decreasing commitment from Bayer over time, enabling site to build-up external customers



AURELIUS Success Factors

- Operational approach / Carve-out experience
 - 7 months IT- and pension carve-out between Signing and Closing
 - Build-up of missing functions after Closing
 - Know-How to create a Contract Manufacturer out of Cost Centre
- Long-term investment focus
 - Customer concentration can be mitigated over time
 - Contamination was not viewed to be a problem for long-term investor