



THE KEYSTONE GROUP

Keystone wins the 2007 Mid-size Company Turnaround of the Year – Honorable Mention for their work with Kuntz Electroplating

The International Turnaround Management Association (TMA) has awarded The Keystone Group Honorable Mention in the **Mid-size Company Turnaround of the Year** competition. The award was presented based upon the results of Keystone's work at Kuntz Electroplating, a supplier of plating to OEMs of automotive and motorcycle components. This was one of six awards given internationally for work in this field.

At the time Keystone began its involvement, Kuntz was a \$90M company, struggling to break-even, in violation of loan covenants and within 60 days of running out of cash. Keystone was able to raise funding in order to buy time to implement the organizational, operational and strategic changes required to keep Kuntz viable. As a result of the changes, Kuntz is now a \$95M company with substantial Operating Income and has reduced their debt load by over 20%.

Along with the financial outcomes, the turnaround effort allowed the Kuntz family to retain the business for a third generation and nearly 650 people in the Toronto area retained their jobs at a viable company. The Kuntz story illustrates how Keystone's ability to effectively integrate financial, strategic and operational changes delivers results, even amidst all of the problems that exist in today's North American auto industry.

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