MD Strategy Group

Strategy, Business Development and M&A advisory

AGENDA

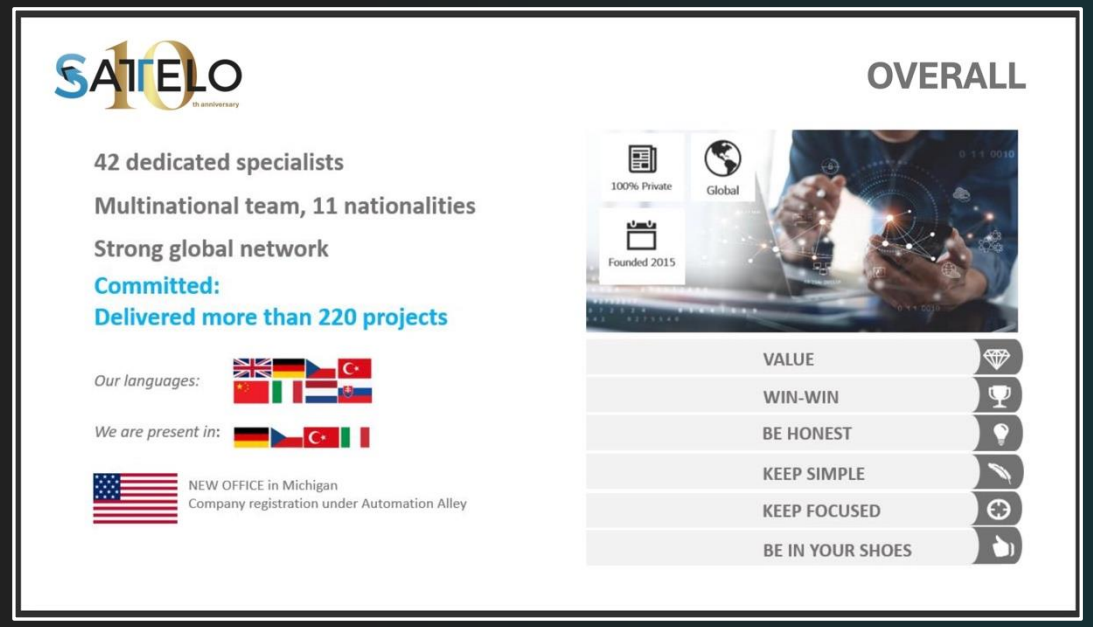
MD Strategy Group
Strategy and M&A advisory

- The Eco-System
- Who is behind MD Strategy
- MDSG Offering
  - Strategy
  - Business Development
  - M&A advisory
- Reference projects

MD Strategy Group and SATTELO are sister companies with complementary roles

MD Strategy Group
Strategy and M&A advisory

- **MD Strategy Group** is an Austria-based strategic advisory and M&A boutique with extensive global network in thermal management, focused on strategy development and complex cross-border transactions in the automotive sectors.
- **Sattelo** is a Czech Republic–based company specializing in thermal management solutions, with a strong focus on innovation, engineering and industrialization support for automotive applications.
- **Sattelo and MD Strategy Group are partner companies** by combining Sattelo's thermal management and engineering expertise with MDSG's strategic and transactional capabilities to deliver integrated solutions the global automotive industry.



The Eco-System

MD Strategy Group
Strategy and M&A advisory

Aurata (UK)
Energy management and thermal system

Automation Alley
(Michigan, US)
Industry & tech association

PT Teknik
(Denmark)
Thermal Manikin

TACR / CzechTrade
(Czech)
Innovation & trade agencies

SynErgy
(Germany)
Thermal Simulation

Sattelo s.r.o
(Czech)
Thermal management Engineering

SOLVHEAT
(France)
Thermal Management Consulting

MD Strategy Group
(Austria)
Strategy, BD, M&A

EVDO
(Switzerland)
Financial Service & Inventory Management

Sattelo Holding (Czech)

JOSA (China & SEA)
Strategic Sourcing

Navist (Turkey)
Engineering & simulation services

JJ Simple Support (Czech)
Advertising and digital agency

Nexia One
Corporate Finance
(Czech)
M&A process & legal

Peter Drage – Managing Partner

Peter Drage is an Austrian executive, founder, and entrepreneur with a people-first mindset and a strong track record in automotive and e-mobility.

As co-founder and CEO of AVL qpunkt, he played a key role in shaping global thermal management solutions, driving sustainable mobility innovation and international partnerships across Europe. Overall – Peter co-founded six tech companies.

Peter combines strategic clarity with operational excellence — leading international teams, scaling innovations from idea to launch, and navigating complex intercultural environments. Peter holds a master in mechanical engineering and psychology and strives to align strategy, leadership, and cultural transformation. His work supports organizations in translating vision into action and guiding companies across engineering-driven businesses.

- Business Development, Company Culture and Strategy expert
- Co-Founder of:
  - AVL qpunkt & AVL qpunkt Deutschland
  - Wind2Power
  - Advanced Thermal Technologies
  - Creators Lodge
- MSc for Mechanical Engineering – Thermal Management / E-Mobility
- MSc from Sigmund Freud University for Org Development / Psychology

MD Strategy Group
Strategy and M&A advisory

Tomas Mrkvica – Managing Partner

Tomas Mrkvica is a Czech engineering and strategy leader, founder, and managing director with deep roots in the automotive and mobility industries.

Specializing in thermal management systems and advanced engineering solutions, he has led cross-functional teams across Europe, delivering innovation from concept to industrialization. His career spans roles in both technical execution and commercial development, with a strong focus on integrating product, process, and partnership.

As the founder of SATTELO, Tomas supports clients through strategy-driven engineering services, technical due diligence, and an incredible network. His ability to connect deep technical understanding with strategic thinking makes him a trusted partner in complex transformation.

- Business Development , Innovation-Technology, Global Network and Strategy Expert
- CEO, owner and founder of SATTELO and SATTELO HOLDING
- Board Member of PT Teknik
- Business Lead Central Europe of Ventac
- Global experience in a variety of high management positions across automotive industry and its supply chain,
- MSc, Automotive Engineering Technology

What We Do
Our Offering at a Glance

MD Strategy Group
Strategy and M&A advisory

Strategy – always the starting point

We help define what the client truly needs to grow – grounded in market, technology and economics.

- Corporate & growth strategy
- Technology & product strategy (e.g. reports, roadmaps, make-or-buy)
- Cost-down & sourcing strategies (supported by our industrial partner network)
- Product ideas, development & industrialization concepts (with engineering partners where needed)
- Strategy requires Leadership – Leadership = Culture

Business Development - from strategy to revenue

We actively open markets and create customer access.

- Market entry & expansion (OEM, Tier-1, international)
- Value proposition & offering definition
- Sales materials & customer positioning
- Direct customer access via our global network of decision-makers, incl. first reference projects

M&A Advisory - if growth requires acquisition

If M&A is the right answer, we make the deal – and stay on to make it work.

- M&A strategy & target definition
- Target screening & business fit assessment (leveraging our international network)
- Transaction execution with trusted legal, finance & process partners
- Post-merger integration, interim management & value creation

Strategy
What to do, How to Grow and How to Execute

MD Strategy Group
Strategy and M&A advisory

Background: Technology-driven companies facing market disruption, electrification, cost pressure or regulatory change. High technical complexity combined with organizational and leadership challenges

Problem & Project Objective

- Unclear growth path (build, buy, partner, relocate, integrate)
- Missing transparency on markets, technology and competition
- **Objective**: define a strategy that is technically valid, economically viable and executable by the organization

MDSG Approach + Solution

- Market, customer and competition analysis incl. technical benchmarks and reports
- Cost-down, sourcing, make-or-buy and footprint strategies in industrial reality
- Product ideas, development and industrialization concepts (with engineering partners)
- Assessment of leadership, decision-making, culture and execution readiness
- To execute the strategy, leadership is key – implementation through organization development & 1:1 executive coaching

Implementation + Results

- Clear strategic positioning and prioritized roadmap
- Strategy translated into concrete initiatives (BD, product, sourcing, M&A)
- Leadership alignment, clarified decision rights, and improved execution speed
- Management equipped through coaching and sparring to lead transformation

Business development

From strategy to revenue through our global network

MD Strategy Group
Strategy and M&A advisory

Background: Technology companies with strong capabilities, products, or services but often limited to domestic markets or existing customer bases. High entry barriers to OEMs, Tier-1s or new industries despite technical fit

Problem & Project Objective

- Limited access to decision-makers and new clients / new markets
- Sales organizations optimized for execution, not market entry
- New markets and customers require trust, references and positioning
- **Objective**: initiate concrete business opportunities and long-term customer relationships

MDSG Approach + Solution

- **Joint growth planning:** we collect input from the client, add our strategic and market view and define a clear business development plan
- **Deal initiation via our network:** MDSG opens doors to relevant decision-makers (OEMs, Tier-1s, partners) and initiates concrete business opportunities
- **Client leads sales, MDSG supports:** the client owns and executes the sales process, supported by MDSG

Implementation + Results

- Direct initiation of customer discussions and concrete project opportunities
- First reference projects enabling long-term framework agreements
- Market expansion across countries, industries and value-chain positions
- Revenue growth directly attributable to MDSG-initiated deals

M&A Advisory
Accelerating strategy through transactions

MD Strategy Group
Strategy and M&A advisory

Background: Technology-driven companies reaching limits of organic growth. Strategic gaps in technology, capabilities, market access or scale. High complexity and risk in executing transactions without prior strategic clarity and post-deal integration plan.

Problem & Project Objective

- Limited internal resources /or network for target identification and deal execution
- High risk of value loss through integration or cultural mismatch
- **Objective:** use M&A selectively to accelerate strategy and create sustainable value

MDSG Approach + Solution

- M&A as a consequence of Strategy and Business Development, not a standalone activity
- Definition of acquisition process, target profiles and value-creation logic
- Identification and qualification of targets via MDSG's network and market knowledge
- Transaction execution with trusted legal and M&A process partners where required

Implementation + Results

- Clear go/no-go decisions based on strategic and operational fit
- Structured deal execution from screening to closing (with partners)
- Post-merger integration led by MDSG, incl. organization, culture and execution
- Interim management support to stabilize operations and realize synergies possible

Selected references

Strategy, Business Development and M&A advisory

Process Relocation to Central Europe for a German Automotive Supplier
Client: Confidential (Automotive Tier 2)

MD Strategy Group
Strategy and M&A advisory

Background: German automotive SME manufacturing aluminium extrusion profiles, facing high-cost pressure and limited market access as a Tier-2 supplier in a challenging European market environment.

Problem & Project Objective

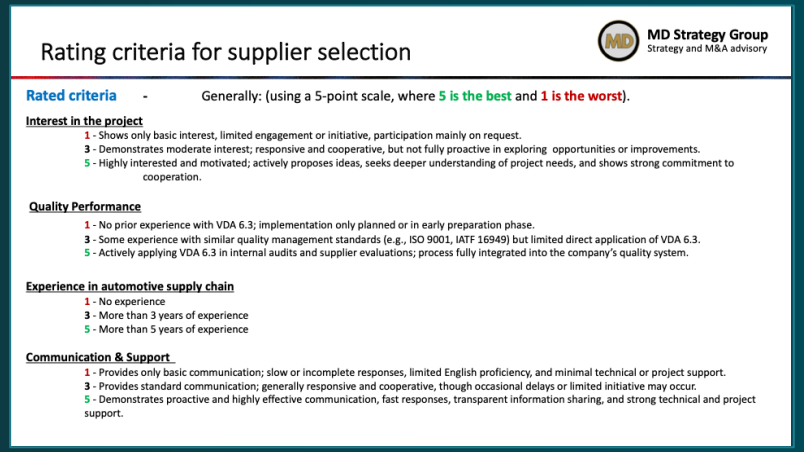
- Declining competitiveness due to high manufacturing costs in Germany
- Strategic decision to relocate cutting operations to a lower-cost country
- Limited existing supplier network and market knowledge in Eastern Europe
- **Objective:** secure a reliable, cost-efficient production setup without supply risk in Eastern Europe best-cost location

MDSG Approach + Solution

- Clarified requirements and defined technical, commercial and cultural criteria
- Conducted market screening with longlist, shortlist, site visits and audits
- Structured RFQ process, offer comparison and decision support
- Designed end-to-end relocation and supplier ramp-up concept

Implementation (work in progress)

- Cutting operations successfully relocated and fully operational in Czech Republic
- Stable supplier relationship established with aligned processes and standards
- Cultural and language alignment ensured between German and Czech teams
- Additional potential identified for product expansion and further cost optimization



Rating criteria for supplier selection

MD Strategy Group
Strategy and M&A advisory

Rated criteria - Generally: (using a 5-point scale, where **5 is the best** and **1 is the worst**).

Interest in the project
- **1** - Shows only basic interest, limited engagement or initiative, participation mainly on request.
- **3** - Demonstrates moderate interest; responsive and cooperative, but not fully proactive in exploring opportunities or improvements.
- **5** - Highly interested and motivated; actively proposes ideas, seeks deeper understanding of project needs, and shows strong commitment to cooperation.

Quality Performance
- **1** - No prior experience with VDA 6.3; implementation only planned or in early preparation phase.
- **3** - Some experience with similar quality management standards (e.g., ISO 9001, IATF 16949) but limited direct application of VDA 6.3.
- **5** - Actively applying VDA 6.3 in internal audits and supplier evaluations; process fully integrated into the company's quality system.

Experience in automotive supply chain
- **1** - No experience
- **3** - More than 3 years of experience
- **5** - More than 5 years of experience

Communication & Support
- **1** - Provides only basic communication; slow or incomplete responses, limited English proficiency, and minimal technical or project support.
- **3** - Provides standard communication; generally responsive and cooperative, though occasional delays or limited initiative may occur.
- **5** - Demonstrates proactive and highly effective communication, fast responses, transparent information sharing, and strong technical and project support.

Battery Technology, Market & Strategy Assessment for Cold Plate Systems
Client: OEM (Battery Thermal Management and others)

MD Strategy Group
Strategy and M&A advisory

Background: Tier-2 battery cold plate manufacturer facing rapid technology evolution, increasing competition and rising OEM expectations as battery thermal management becomes a strategic differentiator in xEV markets.

Problem & Project Objective

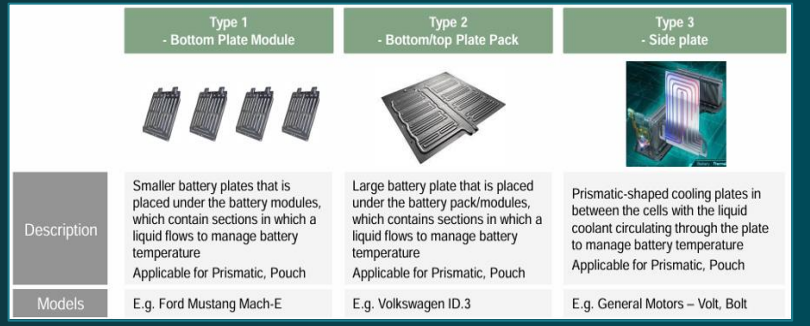
- Rapidly evolving battery technologies (fast charging, new chemistries, solid-state)
- Increasing competitive pressure and risk of cold plate commoditization
- Limited transparency on competitor capabilities, OEM pain points, and future requirements
- **Objective:** build a fact-based view on technology, market and competition and define a robust growth strategy

MDSG Approach + Solution

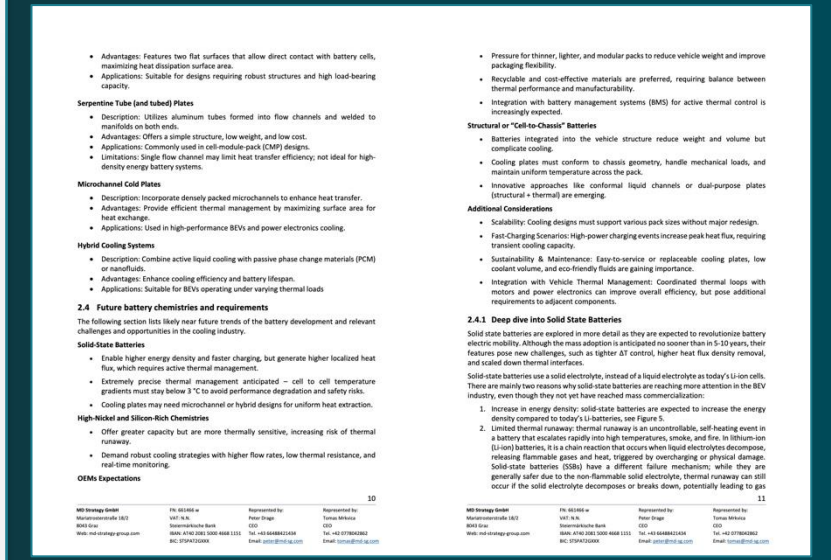
- Deep technical analysis of battery thermal technologies with focus on cold plates
- Comprehensive supplier, competitor and benchmark assessment across OEM segments
- Translation of OEM pain points and regulatory trends into technical requirements
- Derivation of strategic positioning options and concrete roadmap for AKG

Implementation + Results

- Clear understanding of future-relevant cold plate technologies and design architectures
- Market positioning defined from component supplier to strategic development partner
- Strategic roadmap covering technology, portfolio, partnerships and target customers
- Foundation created for diversification and sustainable growth



	Type 1 - Bottom Plate Module	Type 2 - Bottom/top Plate Pack	Type 3 - Side plate
Description	Smaller battery plates that is placed under the battery modules, which contain sections in which a liquid flows to manage battery temperature Applicable for Prismatic, Pouch	Large battery plate that is placed under the battery pack/modules, which contains sections in which a liquid flows to manage battery temperature Applicable for Prismatic, Pouch	Prismatic-shaped cooling plates in between the cells with the liquid coolant circulating through the plate to manage battery temperature Applicable for Prismatic, Pouch
Models	E.g. Ford Mustang Mach-E	E.g. Volkswagen ID.3	E.g. General Motors – Volt, Bolt



- Advantages: Features two flat surfaces that allow direct contact with battery cells, maximizing heat dissipation surface area.
- Applications: Suitable for designs requiring robust structures and high load-bearing capacity.

Serpentine Tube (and tubed) Plates

- Description: Utilizes aluminum tubes formed into flow channels and welded to manifolds on both ends.
- Advantages: Offers a simple structure, low weight, and low cost.
- Applications: Commonly used in cell-module-pack (CMP) designs.
- Limitations: Single flow channel may limit heat transfer efficiency; not ideal for high-density energy battery systems.

Microchannel Cold Plates

- Description: Incorporate densely packed microchannels to enhance heat transfer.
- Advantages: Provide efficient thermal management by maximizing surface area for heat exchange.
- Applications: Used in high-performance BEVs and power electronics cooling.

Hybrid Cooling Systems

- Description: Combine active liquid cooling with passive phase change materials (PCM) or nanofluids.
- Advantages: Enhance cooling efficiency and battery lifespan.
- Applications: Suitable for BEVs operating under varying thermal loads

2.4 Future battery chemistries and requirements

The following section lists likely near future trends of the battery development and relevant challenges and opportunities in the cooling industry.

Solid-State Batteries

- Enable higher energy density and faster charging, but generate higher localized heat flux, which requires active thermal management.
- Extremely precise thermal management anticipated – cell to cell temperature gradients must stay below 3 °C to avoid performance degradation and safety risks.
- Cooling plates may need microchannel or hybrid designs for uniform heat extraction.

High-Nickel and Silicon-Rich Chemistries

- Offer greater capacity but are more thermally sensitive, increasing risk of thermal runaway.
- Demand robust cooling strategies with higher flow rates, low thermal resistance, and real-time monitoring.

OEMs Expectations

10

- Pressure for thinner, lighter, and modular packs to reduce vehicle weight and improve packaging flexibility.
- Recyclable and cost-effective materials are preferred, requiring balance between thermal performance and manufacturability.
- Integration with battery management systems (BMS) for active thermal control is increasingly expected.

Structural or "Cell-to-Chassis" Batteries

- Batteries integrated into the vehicle structure reduce weight and volume but complicate cooling.
- Cooling plates must conform to chassis geometry, handle mechanical loads, and maintain uniform temperature across the pack.
- Innovative approaches like conformal liquid channels or dual-purpose plates (structural + thermal) are emerging.

Additional Considerations

- Scalability: Cooling designs must support various pack sizes without major redesign.
- Fast-Charging Scenarios: High-power charging events increase peak heat flux, requiring transient cooling capacity.
- Sustainability & Maintenance: Easy-to-service or replaceable cooling plates, low coolant volume, and eco-friendly fluids are gaining importance.
- Integration with Vehicle Thermal Management: Coordinated thermal loops with motors and power electronics can improve overall efficiency, but pose additional requirements to adjacent components.

2.4.1 Deep dive into Solid State Batteries

Solid state batteries are explored in more detail as they are expected to revolutionize battery electric mobility. Although the mass adoption is anticipated no sooner than in 5-10 years, their features pose new challenges, such as tighter ΔT control, higher heat flux density removal, and scaled down thermal interfaces.

Solid-state batteries use a solid electrolyte, instead of a liquid electrolyte as today's Li-ion cells. There are mainly two reasons why solid-state batteries are reaching more attention in the BEV industry, even though they not yet have reached mass commercialization:

1. Increase in energy density: solid-state batteries are expected to increase the energy density compared to today's Li-batteries, see Figure 5.
2. Limited thermal runaway: thermal runaway is an uncontrollable, self-heating event in a battery that escalates rapidly into high temperatures, smoke, and fire. In lithium-ion (Li-ion) batteries, it is a chain reaction that occurs when liquid electrolytes decompose, releasing flammable gases and heat, triggered by overcharging or physical damage. Solid-state batteries (SSBs) have a different failure mechanism; while they are generally safer due to the non-flammable solid electrolyte, thermal runaway can still occur if the solid electrolyte decomposes or breaks down, potentially leading to gas

11

Business Development & Market Entry for E-Mobility Test Lab (Peter Drage pre-founding of MDSG)
Client: Confidential (E-Mobility Test Lab)

MD Strategy Group
Strategy and M&A advisory

Background: E-mobility testing company with strong technical capabilities, historically focused on the domestic market, aiming to enter the German-speaking OEM and Tier-1 market.

Problem & Project Objective

- Strong dependency on domestic customers limiting growth potential
- No access to DACH OEMs and Tier-1s despite relevant test capabilities
- Missing experience with German customer expectations, culture and processes
- **Objective:** establish sustainable OEM/Tier-1 customer relationships and framework agreements in DACH

MDSG Approach + Solution

- Sharpened service offering and value proposition for DACH OEMs and Tier-1s
- Creation of tailored sales materials and prioritized target customer list
- Direct customer access via MDSG network incl. meetings and portfolio presentations
- Internal enablement on German customer culture in sales and project execution

Implementation + Results

- Multiple German-speaking OEM and Tier-1 customers successfully established
- Long-term framework agreements securing stable revenue base
- Expansion from pure testing towards development-related services
- Client positioned as trusted cross-border partner despite market downturn

GASTKOMMENTAR

Peter Drage
ist Business Development Manager bei Reinova in Reggio nell'Emilia (Italien).

Cloud-Based-Testing in der E-Mobilität

In den jüngsten Jahren haben sich die Verfahren zur Prüfung, Validierung und Zulassung von Hochvolt-Batterien und anderen Komponenten des elektrischen Antriebsstrangs erheblich weiterentwickelt. Angesichts des intensiven globalen Wettbewerbs um die Spitzenposition im Bereich nachhaltiger Mobilität besteht ein dringender Bedarf, erhebliche Investitionen in die Optimierung von Testverfahren voranzutreiben, um Durchlaufzeiten, Kosten und Flexibilität zu verbessern.

Was hat das mit Cloud-Based-Testing zu tun? Ziel ist es, die Mobilität der Zukunft und die damit verbundenen Prüfanforderungen neu zu denken. Cloud-Based-Testing im Bereich des elektrischen Antriebsstrangs bedeutet ganz klar nicht, dass auf Hardware wie Klimakammern, Kühlmittel-Konditionierungen oder Batterie-Cycler verzichtet werden kann. Ganz im Gegenteil: diese sind nach wie vor unabdingbar, um die Testumgebung realitätsnah zu emulieren. Zur effizienteren Nutzung dieser Ressourcen bieten sich Cloud-Lösungen an.

Ein wesentlicher Vorteil dabei ist die Vermeidung lokaler Datenspeicher – und damit oftmals chaotischer Datenfriedhöfe. Beim Cloud-Based-Testing werden die generierten Messdaten in der Cloud gespeichert, mitunter mehrere Terabytes pro Monat, und bieten somit die Basis, um mittels Big-Data- und KI-Methoden weiterverarbeitet zu werden. Die zentrale Datenablage sollte jedoch nicht auf die bloße Anwendung von Werkzeugen beschränkt sein, sondern eine umfassende Methodik umfassen. Damit ist die Voraussetzung hin zur Implementierung prädiktiver Testmethoden gegeben, damit können Testzeiten verkürzt, Ausfallwahrscheinlichkeiten bestimmt und letztlich die Time-to-Market reduziert werden.

Cloud-Based-Testing erweist sich ebenso als Schlüsselkomponente für Remote-Testing. Das traditionelle Bild der Prüfstandspersonals, das vor Ort am Bedienpult sitzt, gehört der Vergangenheit an. Heute kann das Personal den Prüfstand von jedem beliebigen Ort auf der Welt über Web-Applikationen steuern, jederzeit auf Messdaten zugreifen – und diese werden in Echtzeit über sicherheitskritische Ereignisse mittels Gruppenbenachrichtigungen oder Videostreams aus der Prüfkammer informiert. Da auf die zentrale Infrastruktur der Anbieter zugegriffen werden kann, lassen sich bei geschickter Implementierung und effizientem Personaleinsatz auch die Kosten für Tests reduzieren, beziehungsweise ergibt sich dadurch eine bessere Skalierbarkeit – die perfekte Basis für globales Wachstum.

Mit dem speziell entwickelten Tool ALPS (Advanced Laboratory Planning System) implementiert Reinova all diese Vorteile – und forciert so das Cloud-basierte, effiziente und sichere Testen elektrischer Antriebskomponenten.

50

Get in touch with us

MD Strategy Group
Strategy and M&A advisory

Contact

MD Strategy GmbH

Mariatrosterstrasse 18/2

8043 Graz, AUSTRIA

www.md-strategy-group.com

Follow us on LinkedIn