

Andlinger & Company

private investment and management since 1976

New York | Brussels | Vienna | Florida

Andlinger & Company

“We are in the business of building enduring profitability for the businesses we acquire.”

- *Gerhard Andlinger, Founder & Chairman*

Andlinger & Company

Milestones

- First acquisition in 1976
- Latest acquisition 2010
- Most recent divestiture September 2011
- Approximately 85 acquisitions:
 - *Europe = 55*
 - *North America = 30*
- 1976 - Andlinger & Company Inc. founded in Tarrytown NY, USA
- 1987 - Brussels office founded
- 1996 - Vienna office founded

Andlinger & Company

People

- Gerhard Andlinger, Founder
- 17 Partners worldwide
- “Operating guys”
- Multi-national, multilingual
- Diverse Professional Background:
 - *Investment banking, corporate finance, manufacturing, legal, operations, production, sales/marketing, finance/accounting, general management...*
- Brussels Affiliate Office is functionally specialised
 - *Operations, general admin, finance, legal, sales/marketing, general management*



Andlinger & Company

Defining Characteristics

Why work with us?

- Speed
- Flexibility
- Experience
- Commitment
- Independence
- Trustworthiness
- Management Style

Andlinger & Company

Fast, Binding Decisions

Speed

Each office is autonomous
All decisions are made locally
No credit committees
Fast Deal Execution (record = 2 weeks)

Clarity

Immediate Decision in Principle

Andlinger & Company

Flexibility

Andlinger Fund XYZ

- | | | |
|--|------------|------------|
| • Investment committees? | No | Yes |
| • Requirements Checklist? | No | Yes |
| – <i>Management Investment <u>Obligatory</u></i> | <i>no</i> | <i>yes</i> |
| – <i>Complete Management Team required?</i> | <i>no</i> | <i>yes</i> |
| – <i>All management tools & structures required?</i> | <i>no</i> | <i>yes</i> |
| – <i>Organisational Weaknesses accepted?</i> | <i>yes</i> | <i>no</i> |
| • Closed End/limited lifetime Fund? | No | Yes |
| • Turnarounds? | Yes | ?? |

Andlinger & Company

Experience

- Well-practised team:
 - *Average 16+ years M&A experience*
 - *Average 12+ years with Andlinger*

- Partners have extensive Top-level Operating Experience:
 - *General Management*
 - *Finance, accounting*
 - *Production/supply chain*
 - *Sales/marketing/business development*
 - *Legal/Corporate Governance*

Andlinger & Company

Management Style

Informal:

NO Management by Committee
Hands-on portfolio management style

Supportive:

Strategic decisions agreed by management and partner
Collegial and collaborative: frequent management discussions
Resolve problems **with** management
Deal teams actively assist companies' development
If needed, assume functional responsibilities

Andlinger & Company

Acquisition Parameters (Europe)

- LBO investments: exclusively acquisitions
- 100% ownership preferred: (minimum 51%)
- Origin: Private or corporate
- Enterprise value: up to €200 million
- Revenues: €25-250 million+ for new platform
add-ons can be smaller
- Turn-arounds, Restructuring: yes.

Andlinger & Company

Industries of Interest - Some Examples

Agriculture
Aviation/Aerospace
Biofuels
Converting
Drilling
Environmental
Food processing
Information Systems
Laminates/Laminating
Material handling
Mechanical Engineering
Packaging
Power Generation
Process Technology
Shipping
Testing Equipment
Waste Management

Acquaculture
Avionics
Chemicals
Data communications Electronics
Distribution & Logistics Energy
Extrusion/moulding
General Manufacturing
Infrastructure
Life sciences
Material Processing
Measurement Instrumentation
Pharmaceutical
Power Transmission
Renewable Energy
Storage Systems
Textiles
Water Treatment

Automotive
Biomedical
Communications
Electrical Engineering
Healthcare
Instrumentation
Lubricants
Medical Equipment
Oil & Gas
Plastics
Precision Engineering
Safety & Maintenance
Telecommunications
Transportation
Utilities