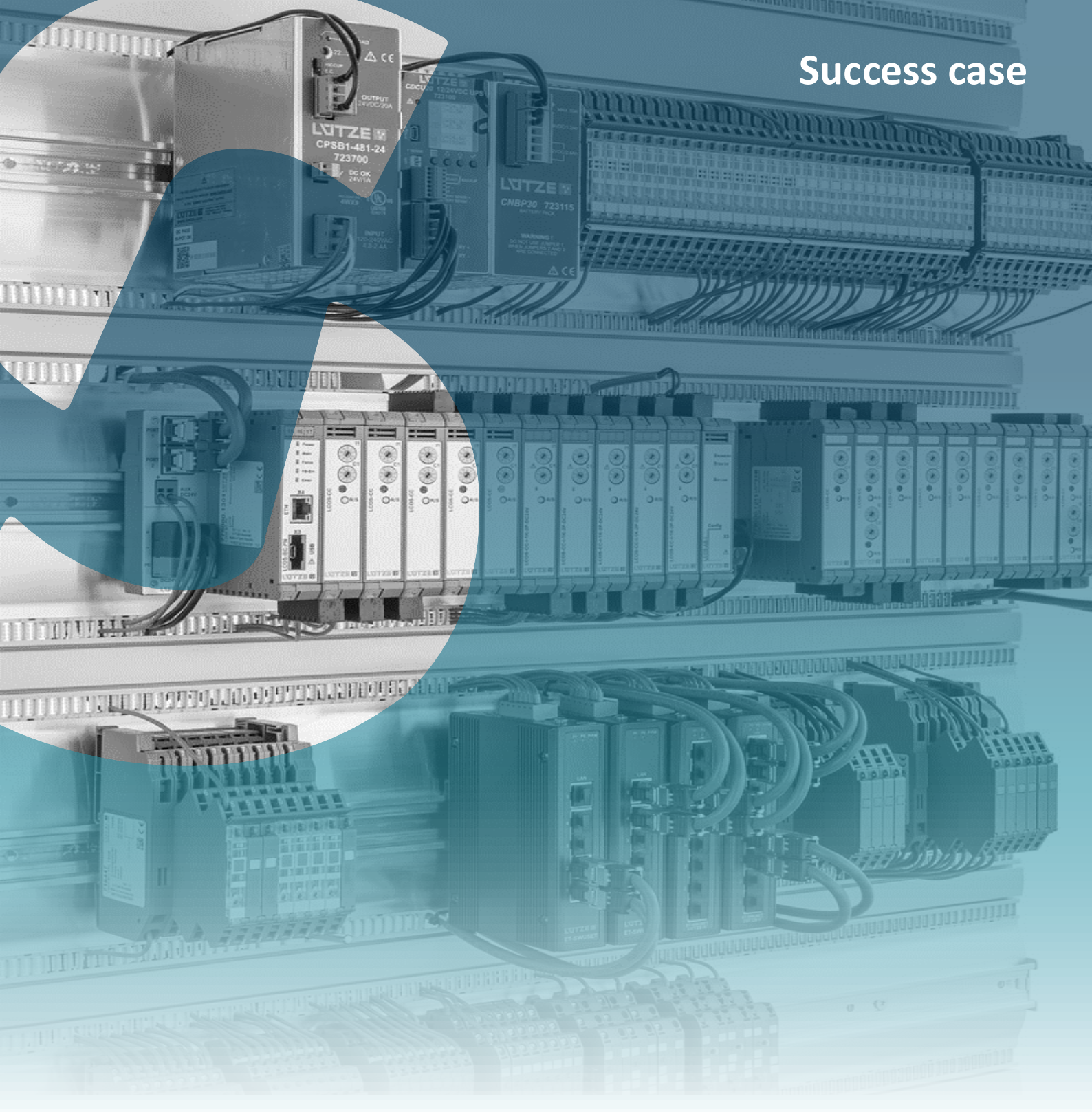


Success case



Successful company succession:

Sale of a leading manufacturer of automation components for industrial and railroad applications



As part of a structured succession process, the Lütze Group (Weinstadt, Germany; Charlotte, USA) has sold 100% of its shares in the company to Amphenol Corporation (Wallingford, USA). Steinbeis M&A Partners' partners Oliver Gaess (Lead) and Georg Steimel fully advised the seller on the transaction.

The takeover sets the course for the continuation of the Lütze Group's successful growth story and creates access to new target industries and international markets as well as new development opportunities for employees and the management team.

The professional management of this complex global sales process on two continents by Steinbeis M&A Partners enabled a smooth and highly satisfactory transaction for all parties.

15

Months Total term

38.000

Document pages in virtual data room (VDR)

100%

Confidentiality towards customers & employees



**Lütze Consulting & Services GmbH & Co KG (DE)
Lutze Inc (US)**

Founded in 1958, the Lütze International Group is a global automation technology company headquartered in Weinstadt, Germany. With locations in Europe, America and Asia, it offers solutions in the areas of wires, cables, interfaces, current monitoring and control cabinet wiring. In recent years, the company has also developed new products for railroad technology and significantly expanded its market share in this area.



Amphenol Corporation (NYSE: APH)

Amphenol Corporation is one of the world's largest designers, manufacturers and marketers of electrical, electronic and fiber optic connectors and interconnect systems, antennas, sensors and sensor-based products and coaxial and high-speed specialty cable. Amphenol designs, manufactures and assembles its products at facilities in approximately 40 countries around the world and sells its products through its own global sales force, independent representatives and a global network of electronics distributors.

165 M€
Turnover



12.100 M€
Turnover

500
Employees



95.000
Employees

9
Countries



40
Countries

Objective

① New owner to secure the success of the company

The transaction was aimed at continuing the growth achieved in recent years by partnering with a global player, opening up new markets and exploiting synergy potential. A strong focus was the joint search for the best future owner to give the company access to new target industries and further international markets.

② Long-term prospects for management and employees

One of the owners' main concerns was to support the existing management and workforce and offer them extensive development opportunities. For this reason, particular emphasis was placed on the joint future strategy and cultural fit when selecting the potential buyer.

③ Sale of entities in the US & Europe

The transaction concerned the operating units in Europe and the USA, which are separate entities under company law. Accordingly, 2 separate processes were set up. In addition to a joint sale to one buyer, there was also the option of a separate sale to different buyers.

④ Confidentiality

The preparation and implementation of the sales process was led by a small group of selected individuals on the seller side. This made it possible to maintain confidentiality both internally and externally for the entire duration of the project and to develop a strong relationship of trust between the project teams on both sides.

Success factors



Convincing value enhancement strategy - Preparation and support for the client started years before the actual process began. During the preparatory phase, Steinbeis M&A developed a growth strategy together with the client and, thanks to its excellent industry know-how, created a convincing value enhancement strategy.



Optimal global buyer universe with competition to the end - Steinbeis M&A's deep understanding of the industry, a comprehensive analysis of the business model and the identification of value drivers led to the identification of the optimal buyer universe.



Fast and efficient global end-to-end process management - The centralized global process management of two parallel transaction processes by Steinbeis M&A enabled an efficient and positive process for all parties involved.



Buyer-friendly, comprehensive data preparation - Detailed factbooks (financial, tax, legal) were created as part of the preparation. These enabled the prospective buyers to carry out a preliminary evaluation of the target company. At the same time, this laid the foundation for professional data room management.

S | Securing the future of the company

The Lütze Group will be significantly more globally positioned as a result of the transaction. This will give Lütze access to new international markets that were previously closed and at the same time further diversify its target industries.

S | New perspectives for management & employees

Being part of the Amphenol family opens up a wide range of development opportunities for employees. The management can also continue to drive forward the digitalization and growth strategy with operational and financial support from the Group.

S | Best possible sales proceeds

Steinbeis M&A provided the sellers with the best possible support in realizing their purchase price expectations. Both financial and tax factors were taken into account when structuring the transaction.

S | The Steinbeis approach

- » Development of a convincing value enhancement strategy (Fit4Transaction)
- » Global approach to a strictly selected buyer universe
- » Maintaining a competitive situation between the bidders until the end
- » Efficient global end-to-end process management
- » Professional documentation, data preparation and leadership of the management team

"Steinbeis M&A significantly exceeded my high expectations. I am extremely satisfied with the comprehensive and professional project management and the result achieved. The in-depth industry expertise enabled the development of a convincing value creation strategy and a targeted approach of the most suitable prospective buyers. In addition, the cooperation with my management team and me throughout the entire process was efficient, very trusting and pleasant. I can recommend Steinbeis M&A without reservation."

Udo Lütze
- Owner Lütze Group





Oliver G. Gaess
Lead-Partner

*"This transaction is an outstanding example of our ability to **efficiently structure complex deals and successfully close transactions with the best result for the client.**"*

Oliver Gaess has already successfully completed numerous M&A and strategy transactions. He has extensive knowledge and a strong network in the industrial automation, sensor technology, electronics, mechanical engineering, IoT, venture capital and real estate sectors.

Highlights:

- » Board member in portfolio companies of Capvis and Hannover Finanz
- » Own investments in Industrial Tech
- » Several managing director positions
- » Head of Strategy, M&A and Business Development at TE Connectivity, Belden and Lufthansa
- » Managing Director and Head of Integration of a carve-out in the three-digit million range
- » Strategy Consultant at Roland Berger



Georg R. Steimel
Partner

*"At Steinbeis M&A, we support entrepreneurs in succession solutions and the transformation of SMEs with **comprehensive expertise and entrepreneurial spirit.**"*

Georg Steimel has decades of experience as a consultant and specializes in strategy, M&A and corporate finance. He has outstanding expertise and a strong network in the ICT, services & distribution and automotive sectors.

Highlights:

- » Own investments in mechanical engineering, software and IT
- » Co-founder of various start-ups
- » Support for two IPOs in the media and software/IT sectors
- » Many years of experience as CFO at companies in the media, software/IT and services sectors

Presentation

Steinbeis M&A Partners

"Holistic transaction consulting
from entrepreneurs for
entrepreneurs"



Experienced and entrepreneurial, with a focus on SMEs and broad industry expertise

Tailor-made, senior and holistic transaction advice from entrepreneurs for entrepreneurs

- Company sale
 - Company acquisition
 - Transaction strategy
 - Capital structuring
- *15 partners*
 - *9 locations*
 - *International network*



Well over **200 transactions** by the partners in recent years

Many years of experience in **systematic process and project management** across all Business cycles

*Core competence in **SMEs** with a focus on **owner-managed companies***

Comprehensive know-how in **negotiation management and psychology**

Personal contacts with decision-makers at all levels



Experienced team with extensive industry and product expertise

Steinbeis stands for trust and offers broad technological know-how



Active cooperation with lawyers, banks, consultants, auditors, tax advisors and investors

One of Europe's leading service groups for “Consulting, technology and knowledge transfer with headquarters in Stuttgart”



Progressive thinking, a pioneering and innovative spirit and entrepreneurship have shaped the Steinbeis generation for over 150 years



1,107 Steinbeis companies worldwide (mostly non-profit organizations) with approx. 5,500 employees (including 689 professors)



156 million € turnover of the profit-oriented companies



Problem-solving services as diverse as the customers challenges



Ferdinand von Steinbeis,
Economic politician

Steinbeis M&A Partners

Company sale

- » Sale
- » Succession planning
- » Spin-off / carve-out
- » Companies in crisis
- » Management buy-out / buy-in

Company acquisition

- » Expansion of German companies
- » Expansion of foreign companies
- » Acquisition projects with a special industry focus / market region
- » Buy and build strategies

Transaction strategy

- » Equity and debt capital
- » Growth capital
- » Recapitalization
- » Working capital structuring
- » Loan brokerage

Capital structuring

- » Fit for Transaction (F4T)
- » Strategic corporate development
- » Company valuation
- » Family and succession advice





Main Tower
Neue Mainzer Str. 52-58
60311 Frankfurt am Main
Germany



www.steinbeis-finance.de



info@steinbeis-finance.de



+49 69 1707 5761 0



Oliver G. Gaess

Partner

+49 176 21707998

gaess@steinbeis-finance.de



Georg R. Steimel

Partner

+49 173 521 5755

steimel@steinbeis-finance.de



Jonas Tönnies

Associate

+49 172 88 30 748

toennies@steinbeis-finance.de