



Attractive product presentation: Mold & Robotics Group and A + F Automation + Fördertechnik are ahead of the pack with their packaging solutions.

Full steam ahead

Despite the ominous vagaries of today's geopolitical climate, business is booming and the future looks bright. Taken as a whole, the environment is promising for companies catering to industrial niche markets with technologies of the future.

In this issue of CGS Update, we would like to share with you the stories of four industrial pearls that will serve as the foundations of globally leading industrial groups in their sectors: InnoLas Solutions, schoen + sandt machinery, Stürtz Maschinenbau, and A + F Automation + Fördertechnik.

Mold & Robotics Group has already made it farther down this path. In just over one year, we have worked with our industry partners to turn the group into an international market leader that is now fully present in the North American market as well.

The only way to keep up this impressive pace is with the right team of seasoned professionals and young talents.

I am pleased to provide this issue for your perusal.



Dr. Rolf Lanz,
Managing Partner

>>> CGS ACQUISITIONS

FOUR INDUSTRIAL PEARLS



Thomas Anderegg,
Managing Partner

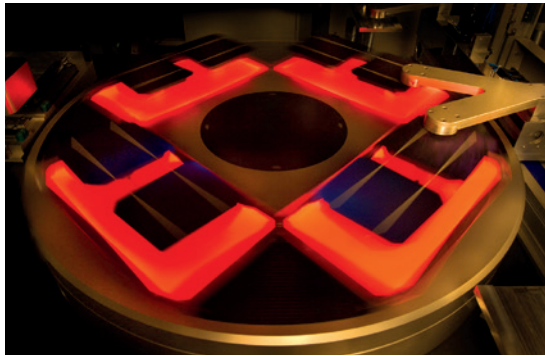
Over the last few months, CGS has laid the groundwork for highly promising industrial groups. It has taken on a majority stake in four industrial pearls: InnoLas Solutions, schoen + sandt machinery, Stürtz Maschinenbau, and A + F Automation + Fördertechnik. All of these companies have carved out market niches with their pioneering technological prowess, making them perfect candidates for add-on growth to form industrial heavyweights.

The industrial cluster-building specialist CGS has the expertise, industrial experience, network, and financial strength to enable the four enterprises's development and internationalization process.

In each company, the current owners will stay on board with a minority stake. Together with them and the existing management teams, CGS will work to develop and pursue a well-defined and customized Buy & Build strategy for each company. Targeted add-on acquisitions will catalyze these companies's growth into solid and technologically leading industrial groups doing business around the world. Each group's owners will be aiming for above-average growth in the coming years. Internally generated sales growth and acquisitions are to play a role here.

INNOLAS SOLUTIONS – HIGH-PRECISION LASER TECHNOLOGY

InnoLas Solutions is specialized in laser systems for high-precision materials processing for micro applications and will be at the heart of a new industrial group for laser technology. Their machines manufacture solar panels for photovoltaic systems, produce ceramic components of anti-lock braking systems in the automobile industry, and much more. InnoLas Solutions enjoys a reputation as an innovative partner with top-class technical expertise, providing a broad, flexible spectrum of products and expert advice.



InnoLas Solutions's futuristic rotating laser machines produce solar panels and help form our energy future.

Innovation, growth, and new markets

InnoLas Solutions will invest more heavily in innovation and the constant further development of machine platforms. The photovoltaic business is to exploit its potential and continue to see strong growth due to the technological advances in crystalline solar cells and thin-film technology. The enterprise will cross-use existing skills more and more, applying them within the electronics and printer circuit board divisions as well.

see www.innolas-solutions.de for more information

Thomas Anderegg,
Managing Partner at CGS:
 "Industrial Buy & Build is part of our DNA. We have been demonstrating how sustainable corporate development works with our industry partners for 20 years: The magic formula is technical niche expertise combined with international industrial experience and the necessary financial strength. InnoLas Solutions, schoen + sandt machinery, Stürtz Maschinenbau, and A + F Automation + Förder-technik, are four more 'hidden champions' embarking on a path towards a promising future."

SCHOEN + SANDT – FLEXIBLE CUTTING SOLUTIONS

schoen + sandt machinery is a specialized manufacturer of die-cutting machines for non-metallic materials and a market leader in flooring die cutting. The machines boast a highly diverse range of applications in industries ranging from automobiles to plastics, packaging, abrasives, and textiles.

Comprehensive cutting solutions provider

schoen + sandt is to provide the foundations for a leading, internationally active group that can offer cutting solutions for the full range of non-metallic materials with comprehensive service. Die cutting is the method of choice for large production quantities. Yet other methods are more suitable for certain materials or volumes. This is why other technologies such as knife and laser cutting and abrasive jet machining are to be added. The market for die-cutting machines is highly fragmented and offers advantageous conditions for strategic add-on acquisitions.

see www.schoen-sandt.com for more information

STÜRTZ – AUTOMATED PVC WINDOW MANUFACTURING

Stürtz Maschinenbau is an innovative provider of fully automated production sites for plastic window manufacturing. Its core expertise is meeting clients' needs with individually customized plants at varying levels of

automation. The company's close cooperation with clients on-site and its comprehensive service accelerate development processes. Its portfolio of clients includes large international companies as well as small, local window manufacturers. Stürtz's most recently launched project is the development of a new production line for Bayerwald, one of Germany's largest window manufacturers.

Technological leadership

Demand for PVC windows is skyrocketing and with it the market for automated manufacturing solutions. At the same time, the challenge to stay at the head of the pack is growing greater. Stürtz has obtained CGS as a powerful partner to strengthen its innovative capacities and to stride confidently towards its future as an internationally operating and technologically leading PVC window producing industrial group.

see www.stuertz.com for more information



Stürtz Maschinenbau – single-source PVC window manufacturing, from planning to operational launches of production lines.

A + F – HIGH-END PACKAGING SOLUTIONS

A + F Automation + Förder-technik is a leading manufacturer of high-grade end-of-line packaging machines and systems intended primarily for the dairy and food industries. The company has an excellent reputation thanks to its expertise in the development and production of manufacturing lines and systems for high-quality packages. All the significant businesses in these industries are A + F clients.

Next growth phase

After a successful turnaround to strong growth, A + F is now embarking on the next step to expand its operations. The company will build on its strong market position in Germany, Europe's largest dairy product market, to go global. The very nature of the packaging market is undergoing transformations such as trends towards sustainability and new packaging designs. The packaging machine industry stands to benefit enormously from these developments. ■

see www.af-gmbh.de for more information

>>> CGS BUY & BUILD

MOLD & ROBOTICS GROUP – RAPID DEVELOPMENT



Sandro Wiesendanger,
Investment Director

It is an ambitious vision: to build the first globally present market leader in injection molding tools and automation systems focusing on thin-walled plastic packaging containers and in-mold labeling. To get there, CGS – as the new majority shareholder of H. Müller, Fabrique de Moules – is partnering with Udo Gröber, CEO and former sole owner. Just over one year into the partnership, they have taken major steps towards this vision: Mold & Robotics Group now encompasses three companies and is solidly anchored in Europe and North America.

Packages manufactured by Mold & Robotics Group machines are part of consumers' daily lives worldwide. They package a vast array of goods including yogurt, butter, cheese spread, ice cream, baby food, and hygiene products. Companies with well-known brands of consumer goods rely on the group's packaging systems, its expertise, and its next-door approach to customer service.

Attractive market with promising prospects

The in-mold labeling method inserts labels during injection molding, making the packaging process more efficient and cutting its total cost. The market for thin-walled packaging is constantly growing by an average of 5–6% annually. The US represents a particularly high-potential market and promises the highest growth rates because market penetration is expanding quickly.

System expertise is a decisive competitive advantage in this market that is still far from consolidation. As a single-source supplier of molds as well as automation, Mold & Robotics Group helps customers integrate its products into their production methods and cut their total operational costs sustainably.

The heart of Mold & Robotics Group

H. Müller, Fabrique de Moules (Müller) forms the core of Mold & Robotics Group. It is specialized in top-quality complete systems and known as a pioneer for in-mold labeling applications. Its services range from packaging development and optimization to construction of top-performance production lines and customer support throughout the equipment's entire service life. Müller's

Udo Gröber, CEO of H. Müller, Fabrique de Moules:

"Partnering with CGS is fortuitous for Müller as well as for me personally.

By combining our technical expertise with the financial strength of CGS and its know-how in building internationally leading corporate groups, we can open up opportunities for development that we never would have had alone. Mold & Robotics Group and with it Müller have a highly promising future. I can now start mentoring my successor calmly, step by step."



Daily delights! Top brands packaged by Mold & Robotics Group machines.

CGS is an independent, experienced industry partner based in Pfäffikon, Switzerland. CGS is specialized in building medium-sized companies into international groups and expanding their business. Since 1999, CGS funds have been investing in platform companies in German-speaking countries and making add-on acquisitions worldwide.

outstanding track record has made the company a global leader in this specialized sector.

Targeted Buy & Build strategy

One year after the acquisition of Müller, the group can now boast three specialized companies with fully complementary operations. After sifting through the North American market with a fine-toothed comb, the selected candidates CBW Automation and Dollins Tool joined Mold & Robotics Group. CBW is specialized in robots and automatization solutions while Dollins manufactures molds for thin-walled plastic containers.

Mold & Robotics Group’s presence in Europe and North America brings it closer to its customers, improves and accelerates development processes, and boosts reactivity when urgent support is required. It is now time to integrate the three companies before tackling further market penetration in Europe and the US as well as embarking on expansion to Asia. ■

see www.moldandrobotics.com and www.muller-impl.com for more information

>>> CGS

CGS TEAM BOLSTERED BY A BROAD BASE



Dr. Rolf Lanz,
Managing Partner

Our logo calls us “the business builders” and that truly says it all: CGS is specialized in forming industrial clusters, with Buy & Build anchored in our DNA. Owners of niche providers can build on the foundation of our dynamic and very diverse team that unlocks the door leading to their companies’s next development stage and offers long-term opportunities.

Successful industrial Buy & Build strategies have to meet various criteria: technical expertise in the niche business, broad industrial and management experience, a network spanning the globe, and the requisite financial strength are the most important ones. Further prerequisites are the strategic and analytical skills needed to find the right companies harboring potential and the expertise in successfully tackling and operationally implementing internationalization.

Partner level broadened

Yet a genuine partnership of equals fostered by a climate of open dialog must undergird any Buy & Build strategy. Together with its industry partners, CGS has been demonstrating for 20 years how this kind of sustainable corporate development works. To keep things this way, CGS has broadened its partner level, promoting three of its seasoned experts to managing partners: Thomas Anderegg, Antonio Cives, and Giorgio Vannotti. And the team itself has grown, bolstered by the arrival of two young talents: Jonas Bumbacher and Marc Trippel.

Responsibility at all levels

CGS is committed to actively supporting its junior professionals, focusing on their development at all levels. Mentored by managing partners, junior team members learn by doing and take on responsibility at an early stage until they can assume operational functions themselves. ■



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The three new managing partners: Thomas Anderegg, Antonio Cives, and Giorgio Vannotti.