

M&A AND FINANCIAL MARKET STATISTICS IN THE AUTOMOTIVE INDUSTRY

Summary

In 2016, M&A activity increased by 8% in terms of aggregated deal value and by 17% in terms of absolute deal numbers compared to 2015.

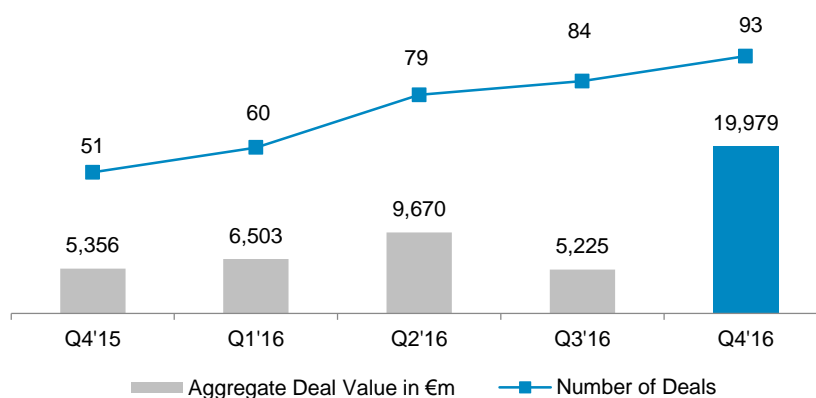
On a quarterly basis, aggregate deal count increased by 11% in Q4 2016, while deal values were four times higher compared to the previous quarter.

In comparison to Q3 2016, average automotive sector valuation levels increased significantly: EV/Sales: plus 7.8%, EV/EBITDA: plus 13.5%, EV/EBIT: plus 13.4%.

The highest valuation levels can be observed in the Engineering and Controls/Electronics sub-segments.

The M&A market in 2016 was mainly fueled by I) a continued consolidation in the area of traditional drivetrain technologies (e.g. sale of Schaeffler Motorenelemente to Weber Schraubautomaten GmbH), II) a continuous investment of Tier I suppliers into autonomous driving related engineering competence and technology (e.g. acquisition of ITK Engineering AG by Bosch) and electrification (e.g. acquisition of Compact Dynamics GmbH by Schaeffler).

M&A Activity – Quarterly Comparison Q4 2015 - Q4 2016



Top M&A Deals Q4 2016

- Kohlberg Kravis Roberts & Co., the US based global investment firm, has acquired Calsonic Kansei Corporation, which manufactures traditional auto parts, including interiors, electronics, air conditioning units and compressors, backed by Nissan. (EV: €4,031m)
- American Axle & Manufacturing Holdings Inc. has agreed to acquire Metaldyne Performance Group Inc., a US-based listed company engaged in the design, engineering, testing and manufacturing of driveline, drivetrain and chassis systems. (EV: €2,853m)
- Polaris Industries Inc. has agreed to acquire Transamerican Auto Parts, a US-based company headquartered in Compton, California, which is a manufacturer retailer and distributor of specialty aftermarket parts and accessories for light trucks, jeeps, sport utility vehicles and other four-wheel drive vehicles. (EV: €603m)

Selected Recent Global Automotive Bond Issuances Q4 2016

Company	Date of Issuance	Amount (in €m)	Coupon	Yield (Latest)	Price (Latest)	Maturity Date
Scania	05/10/2016	239	0.400%	0.227%	100.44	05/04/2019
Yokohama	09/12/2016	74	0.001%	0.045%	99.87	09/12/2019
Daimler	20/12/2016	298	1.000%	1.015%	99.96	20/12/2019
Continental	05/12/2016	600	0.000%	0.169%	99.49	05/02/2020
Volvo	07/12/2016	51	2.500%	2.501%	99.93	03/03/2022
Ford	05/12/2016	1,399	4.346%	4.159%	101.52	05/12/2026

AUTOMOTIVE SUPPLIER COMPOSITE – EQUITY MARKET PERFORMANCE METRICS BY SEGMENT

Company	EV	EV/Sales		EV/EBITDA		EV/EBIT		Gross Margin		EBITDA Margin		EBIT Margin		Net Debt/ EBITDA
		2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	
Chassis/Underbody														
Aisin Seiki	12,674.5	0.5x	0.4x	4.0x	3.7x	8.0x	7.4x	13.9%	14.3%	11.4%	11.7%	5.7%	5.9%	0.3x
American Axle	2,317.5	0.6x	0.6x	4.0x	4.0x	6.1x	6.3x	17.8%	17.4%	15.5%	14.8%	10.1%	9.5%	1.8x
Dana	3,355.1	0.6x	0.6x	5.4x	5.2x	7.7x	7.4x	14.5%	14.4%	11.3%	11.4%	8.0%	8.0%	1.3x
Georg Fischer	3,549.6	1.0x	1.0x	8.7x	8.3x	12.2x	11.6x	53.3%	53.1%	11.7%	11.8%	8.3%	8.4%	1.0x
GKN	7,522.1	0.7x	0.7x	6.5x	5.8x	8.6x	7.8x	48.4%	48.4%	11.0%	11.7%	8.4%	8.8%	0.9x
NHK Spring	1,973.0	0.4x	0.4x	4.1x	4.0x	7.0x	6.6x	n/a	n/a	9.4%	9.4%	5.6%	5.7%	(0.5x)
NSK	4,562.4	0.6x	0.6x	5.0x	4.8x	7.9x	7.5x	21.5%	21.4%	12.1%	12.5%	7.6%	7.9%	(1.2x)
Showa	364.8	0.2x	0.2x	12.0x	2.4x	n/m	5.0x	15.5%	17.4%	1.5%	7.7%	(2.3%)	3.6%	(1.0x)
Median		0.6x	0.6x	5.2x	4.4x	7.9x	7.4x	17.8%	17.4%	11.4%	11.7%	7.8%	7.9%	0.6x
Controls/Electronics														
Gentherm	1,179.0	1.4x	1.3x	8.5x	7.9x	11.5x	10.4x	31.9%	32.0%	15.9%	16.0%	11.8%	12.2%	0.1x
Autoliv	9,800.3	1.0x	1.0x	8.2x	7.8x	11.7x	11.0x	20.4%	20.6%	12.4%	12.5%	8.7%	8.9%	0.3x
Koito Manufacturing	6,942.4	1.1x	1.0x	7.2x	6.7x	10.0x	9.4x	17.4%	17.8%	14.7%	15.4%	10.6%	11.0%	(1.3x)
Kongsberg Automotive	468.4	0.5x	0.5x	6.3x	5.8x	14.5x	13.7x	33.0%	33.0%	7.5%	8.0%	3.3%	3.4%	2.2x
Hella	4,223.3	0.6x	0.6x	4.9x	4.4x	9.0x	7.9x	27.0%	26.9%	13.1%	13.8%	7.2%	7.7%	0.4x
Leoni	1,605.3	0.4x	0.4x	6.9x	4.9x	22.0x	9.6x	16.7%	17.0%	5.2%	7.2%	1.7%	3.7%	1.7x
Tenneco	4,308.7	0.5x	0.5x	5.4x	5.0x	7.1x	6.7x	17.6%	17.8%	9.9%	10.3%	7.5%	7.6%	1.4x
Melexis	2,455.4	5.4x	4.9x	17.5x	15.7x	21.6x	19.5x	45.3%	46.4%	30.8%	31.4%	25.1%	25.2%	(0.7x)
Stanley Electric	3,794.3	1.2x	1.2x	6.5x	5.8x	11.5x	10.3x	20.9%	21.7%	18.6%	20.0%	10.4%	11.2%	(1.0x)
Tokai Rika	1,265.5	0.3x	0.3x	3.1x	3.1x	5.0x	5.0x	14.8%	15.1%	11.2%	11.0%	6.8%	6.8%	(1.1x)
Stoneridge	518.3	0.8x	0.8x	8.0x	7.1x	11.9x	10.6x	28.4%	28.9%	9.8%	10.5%	6.6%	7.1%	1.1x
Sumitomo Electric	13,249.2	0.6x	0.6x	6.0x	5.6x	12.1x	10.6x	18.7%	19.5%	9.6%	10.1%	4.7%	5.3%	1.2x
Median		0.7x	0.7x	6.7x	5.8x	11.6x	10.4x	20.6%	21.1%	11.8%	11.7%	7.3%	7.7%	0.4x
Diversified Suppliers														
CIE Automotive	3,017.1	1.0x	0.9x	7.2x	6.0x	10.4x	8.6x	n/a	n/a	14.4%	15.2%	10.1%	10.7%	1.6x
Continental	39,620.3	1.0x	0.9x	6.6x	5.8x	9.3x	8.1x	26.5%	26.6%	14.9%	16.1%	10.5%	11.6%	0.5x
Denso	29,839.1	0.8x	0.8x	6.8x	6.4x	12.1x	11.3x	16.6%	16.9%	12.2%	12.6%	6.8%	7.1%	(0.6x)
Johnson Controls	51,357.6	1.5x	1.8x	14.2x	11.0x	19.2x	14.6x	22.3%	33.3%	10.7%	16.2%	7.9%	12.2%	4.7x
Magna	18,525.9	0.5x	0.5x	5.1x	4.8x	7.3x	6.8x	14.6%	14.9%	10.6%	10.8%	7.4%	7.5%	0.9x
Takata	658.4	0.1x	0.1x	n/a	n/a	2.1x	2.1x	18.5%	19.2%	n/a	n/a	6.0%	6.1%	0.2x
Sogefi	608.5	0.4x	0.4x	4.0x	3.7x	7.1x	6.3x	28.8%	28.9%	9.6%	10.0%	5.5%	5.9%	2.4x
Toyoda Gosei	2,745.8	0.5x	0.5x	4.1x	4.0x	8.7x	8.3x	13.0%	13.4%	11.2%	11.4%	5.3%	5.5%	(0.2x)
Visteon	2,134.8	0.7x	0.7x	6.9x	6.5x	9.4x	8.8x	14.6%	14.5%	10.5%	11.0%	7.7%	8.0%	(1.8x)
Valeo	13,581.3	0.8x	0.7x	6.4x	5.7x	10.7x	9.5x	18.3%	18.5%	12.9%	13.1%	7.8%	7.9%	0.4x
Median		0.8x	0.7x	6.6x	5.8x	9.4x	8.4x	18.3%	18.5%	11.2%	12.6%	7.5%	7.7%	0.5x
Engine/Under-the-Hood														
BorgWarner	9,943.8	1.2x	1.1x	7.0x	6.8x	9.4x	9.0x	21.1%	21.6%	16.4%	16.5%	12.2%	12.4%	1.5x
ErlingKlinger	1,530.8	1.0x	0.9x	6.8x	6.1x	11.4x	9.9x	24.8%	26.1%	14.6%	15.4%	8.6%	9.5%	2.5x
Exedy	1,312.7	0.6x	0.6x	4.2x	4.0x	7.5x	7.3x	20.5%	20.3%	14.7%	15.1%	8.1%	8.2%	0.1x
Federal Mogul	4,285.4	0.6x	0.6x	6.2x	5.8x	n/a	n/a	n/a	n/a	9.9%	10.2%	n/a	n/a	4.8x
JTEKT	6,181.8	0.6x	0.6x	5.8x	5.6x	10.4x	10.3x	16.1%	16.4%	10.0%	10.5%	5.6%	5.7%	0.9x
Linamar	3,514.2	0.8x	0.8x	4.8x	4.6x	7.1x	6.9x	19.5%	19.2%	17.2%	16.9%	11.5%	11.3%	1.4x
Martinrea	1,003.9	0.4x	0.4x	4.1x	3.8x	7.2x	6.2x	14.0%	14.7%	8.8%	9.6%	5.0%	5.9%	2.2x
Modine	776.7	0.6x	0.5x	6.7x	4.8x	12.1x	8.0x	17.8%	19.3%	8.3%	9.4%	4.6%	5.6%	n/a
Median		0.6x	0.6x	6.0x	5.2x	9.4x	8.0x	19.5%	19.3%	12.3%	12.8%	8.1%	8.2%	1.5x
Interior/Exteriors														
Calsonic Kansei	3,698.9	0.4x	0.4x	7.1x	6.9x	11.6x	11.0x	8.9%	9.2%	6.4%	6.4%	3.9%	4.0%	(0.4x)
Faurecia	5,996.5	0.3x	0.3x	3.7x	3.5x	6.1x	5.8x	9.7%	10.2%	8.5%	8.6%	5.2%	5.3%	0.8x
Grammer	554.6	0.3x	0.3x	4.9x	4.3x	8.5x	6.6x	12.0%	12.7%	6.7%	7.3%	3.9%	4.8%	0.4x
Plastic Omnium	4,861.9	0.8x	0.7x	6.3x	5.3x	9.1x	8.0x	16.1%	16.3%	13.2%	13.3%	9.1%	8.8%	0.7x
Polytec	329.6	0.5x	0.5x	4.5x	4.9x	7.4x	7.6x	51.5%	51.8%	11.4%	10.1%	6.9%	6.5%	1.8x
Rieter	564.3	0.6x	n/a	4.3x	n/a	5.7x	7.5x	54.0%	n/a	14.0%	n/a	10.6%	n/a	(1.7x)
TS Tech	995.2	0.3x	0.3x	2.7x	2.6x	3.5x	3.4x	17.0%	17.3%	10.8%	11.1%	8.3%	8.5%	(1.7x)
Median		0.4x	0.4x	4.5x	4.6x	7.4x	7.5x	16.1%	14.5%	10.8%	9.4%	6.9%	5.9%	0.4x
Engineering														
Akka	822.1	0.7x	0.7x	8.7x	7.4x	10.7x	9.0x	n/a	n/a	8.4%	9.4%	6.8%	7.7%	1.8x
Altran	2,620.9	1.2x	1.1x	11.0x	9.9x	12.3x	11.2x	9.4%	10.0%	11.3%	11.4%	10.0%	10.0%	1.1x
Bertrandt	1,015.0	1.0x	1.0x	8.2x	7.6x	11.0x	10.2x	38.3%	90.3%	12.2%	12.6%	9.2%	9.3%	0.4x
EDAG	520.7	0.7x	0.7x	8.1x	6.7x	13.8x	10.1x	86.6%	86.8%	8.8%	10.3%	5.2%	6.8%	1.7x
Ricardo	638.7	1.6x	1.5x	11.0x	10.1x	14.4x	13.6x	n/a	n/a	14.4%	14.8%	11.0%	11.0%	0.9x
Median		1.0x	1.0x	8.7x	7.6x	12.3x	10.2x	38.3%	86.8%	11.3%	11.4%	9.2%	9.3%	1.1x
Median		0.6x	0.6x	6.4x	5.7x	9.4x	8.3x	18.5%	19.2%	11.3%	11.4%	7.6%	7.8%	
Mean		0.8x	0.8x	6.6x	5.9x	10.0x	8.8x	24.2%	25.3%	11.8%	12.3%	7.7%	8.2%	

Source: Capital IQ as of 31/12/2016

Note: All financials calendarised to December year end

EV= Enterprise Value (i.e., market capitalisation + net debt); Net debt= Interest-bearing liabilities - cash

AUTOMOTIVE SUPPLIER COMPOSITE – EQUITY MARKET PERFORMANCE METRICS BY REGION

Company	EV	EV/Sales		EV/EBITDA		EV/EBIT		Gross Margin		EBITDA Margin		EBIT Margin		Net Debt/ EBITDA
		2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	
Europe														
Akka	822.1	0.7x	0.7x	8.7x	7.4x	10.7x	9.0x	n/a	n/a	8.4%	9.4%	6.8%	7.7%	1.8x
Altran	2,620.9	1.2x	1.1x	11.0x	9.9x	12.3x	11.2x	9.4%	10.0%	11.3%	11.4%	10.0%	10.0%	1.1x
Autoliv	9,800.3	1.0x	1.0x	8.2x	7.8x	11.7x	11.0x	20.4%	20.6%	12.4%	12.5%	8.7%	8.9%	0.3x
Bertrandt	1,015.0	1.0x	1.0x	8.2x	7.6x	11.0x	10.2x	38.3%	90.3%	12.2%	12.6%	9.2%	9.3%	0.4x
CIE Automotive	3,017.1	1.0x	0.9x	7.2x	6.0x	10.4x	8.6x	n/a	n/a	14.4%	15.2%	10.1%	10.7%	1.6x
Continental	39,620.3	1.0x	0.9x	6.6x	5.8x	9.3x	8.1x	26.5%	26.6%	14.9%	16.1%	10.5%	11.6%	0.5x
EDAG	520.7	0.7x	0.7x	8.1x	6.7x	13.8x	10.1x	86.6%	86.8%	8.8%	10.3%	5.2%	6.8%	1.7x
EirongKlinger	1,530.8	1.0x	0.9x	6.8x	6.1x	11.4x	9.9x	24.8%	26.1%	14.6%	15.4%	8.6%	9.5%	2.5x
Faurecia	5,996.5	0.3x	0.3x	3.7x	3.5x	6.1x	5.8x	9.7%	10.2%	8.5%	8.6%	5.2%	5.3%	0.8x
Georg Fischer	3,549.6	1.0x	1.0x	8.7x	8.3x	12.2x	11.6x	53.3%	53.1%	11.7%	11.8%	8.3%	8.4%	1.0x
GKN	7,522.1	0.7x	0.7x	6.5x	5.8x	8.6x	7.8x	48.4%	48.4%	11.0%	11.7%	8.4%	8.8%	0.9x
Grammer	554.6	0.3x	0.3x	4.9x	4.3x	8.5x	6.6x	12.0%	12.7%	6.7%	7.3%	3.9%	4.8%	0.4x
Hella	4,223.3	0.6x	0.6x	4.9x	4.4x	9.0x	7.9x	27.0%	26.9%	13.1%	13.8%	7.2%	7.7%	0.4x
Kongsberg Automotive	468.4	0.5x	0.5x	6.3x	5.8x	14.5x	13.7x	33.0%	33.0%	7.5%	8.0%	3.3%	3.4%	2.2x
Leonis	1,605.3	0.4x	0.4x	6.9x	4.9x	22.0x	9.6x	16.7%	17.0%	5.2%	7.2%	1.7%	3.7%	1.7x
Melexis	2,455.4	5.4x	4.9x	17.5x	15.7x	21.6x	19.5x	45.3%	46.4%	30.8%	31.4%	25.1%	25.2%	(0.7x)
Plastic Omnium	4,861.9	0.8x	0.7x	6.3x	5.3x	9.1x	8.0x	16.1%	16.3%	13.2%	13.3%	9.1%	8.8%	0.7x
Polytec	329.6	0.5x	0.5x	4.5x	4.9x	7.4x	7.6x	51.5%	51.8%	11.4%	10.1%	6.9%	6.5%	1.8x
Ricardo	638.7	1.6x	1.5x	11.0x	10.1x	14.4x	13.6x	n/a	n/a	14.4%	14.8%	11.0%	11.0%	0.9x
Rieter	564.3	0.6x	n/a	4.3x	n/a	5.7x	7.5x	54.0%	n/a	14.0%	n/a	10.6%	n/a	(1.7x)
Sogefi	608.5	0.4x	0.4x	4.0x	3.7x	7.1x	6.3x	28.8%	28.9%	9.6%	10.0%	5.5%	5.9%	2.4x
Valeo	13,581.3	0.8x	0.7x	6.4x	5.7x	10.7x	9.5x	18.3%	18.5%	12.9%	13.1%	7.8%	7.9%	0.4x
Median		0.8x	0.7x	6.7x	5.8x	10.7x	9.3x	27.0%	26.8%	12.0%	11.8%	8.3%	8.4%	0.9x
North America														
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Gentherm	1,179.0	1.4x	1.3x	8.5x	7.9x	11.5x	10.4x	31.9%	32.0%	15.9%	16.0%	11.8%	12.2%	0.1x
BorgWarner	9,943.8	1.2x	1.1x	7.0x	6.8x	9.4x	9.0x	21.1%	21.6%	16.4%	16.5%	12.2%	12.4%	1.5x
Dana	3,355.1	0.6x	0.6x	5.4x	5.2x	7.7x	7.4x	14.5%	14.4%	11.3%	11.4%	8.0%	8.0%	1.3x
Federal Mogul	4,285.4	0.6x	0.6x	6.2x	5.8x	n/a	n/a	n/a	n/a	9.9%	10.2%	n/a	n/a	4.8x
Johnson Controls	51,357.6	1.5x	1.8x	14.2x	11.0x	19.2x	14.6x	22.3%	33.3%	10.7%	16.2%	7.9%	12.2%	4.7x
Linamar	3,514.2	0.8x	0.8x	4.8x	4.6x	7.1x	6.9x	19.5%	19.2%	17.2%	16.9%	11.5%	11.3%	1.4x
Magna	18,525.9	0.5x	0.5x	5.1x	4.8x	7.3x	6.8x	14.6%	14.9%	10.6%	10.8%	7.4%	7.5%	0.9x
Martinrea	1,003.9	0.4x	0.4x	4.1x	3.8x	7.2x	6.2x	14.0%	14.7%	8.8%	9.6%	5.0%	5.9%	2.2x
Modine	776.7	0.6x	0.5x	6.7x	4.8x	12.1x	8.0x	17.8%	19.3%	8.3%	9.4%	4.6%	5.6%	n/a
Stoneridge	518.3	0.8x	0.8x	8.0x	7.1x	11.9x	10.6x	28.4%	28.9%	9.8%	10.5%	6.6%	7.1%	1.1x
Tenneco	4,308.7	0.5x	0.5x	5.4x	5.0x	7.1x	6.7x	17.6%	17.8%	9.9%	10.3%	7.5%	7.6%	1.4x
Visteon	2,134.8	0.7x	0.7x	6.9x	6.5x	9.4x	8.8x	14.6%	14.5%	10.5%	11.0%	7.7%	8.0%	(1.8x)
Median		0.6x	0.6x	6.2x	5.2x	8.5x	7.7x	17.8%	18.5%	10.6%	11.0%	7.8%	8.0%	1.4x
Asia														
Aisin Seiki	12,674.5	0.5x	0.4x	4.0x	3.7x	8.0x	7.4x	13.9%	14.3%	11.4%	11.7%	5.7%	5.9%	0.3x
Calsonic Kansei	3,698.9	0.4x	0.4x	7.1x	6.9x	11.6x	11.0x	8.9%	9.2%	6.4%	6.4%	3.9%	4.0%	(0.4x)
Denso	29,839.1	0.8x	0.8x	6.8x	6.4x	12.1x	11.3x	16.6%	16.9%	12.2%	12.6%	6.8%	7.1%	(0.6x)
Xedy	1,312.7	0.6x	0.6x	4.2x	4.0x	7.5x	7.3x	20.5%	20.3%	14.7%	15.1%	8.1%	8.2%	0.1x
JTEKT	6,181.8	0.6x	0.6x	5.8x	5.6x	10.4x	10.3x	16.1%	16.4%	10.0%	10.5%	5.6%	5.7%	0.9x
Koito Manufacturing	6,942.4	1.1x	1.0x	7.2x	6.7x	10.0x	9.4x	17.4%	17.8%	14.7%	15.4%	10.6%	11.0%	(1.3x)
NHK Spring	1,973.0	0.4x	0.4x	4.1x	4.0x	7.0x	6.6x	n/a	n/a	9.4%	9.4%	5.6%	5.7%	(0.5x)
NSK	4,562.4	0.6x	0.6x	5.0x	4.8x	7.9x	7.5x	21.5%	21.4%	12.1%	12.5%	7.6%	7.9%	(1.2x)
Showa	364.8	0.2x	0.2x	12.0x	2.4x	n/m	5.0x	15.5%	17.4%	1.5%	7.7%	(2.3%)	3.6%	(1.0x)
Stanley Electric	3,794.3	1.2x	1.2x	6.5x	5.8x	11.5x	10.3x	20.9%	21.7%	18.6%	20.0%	10.4%	11.2%	(1.0x)
Sumitomo Electric	13,249.2	0.6x	0.6x	6.0x	5.6x	12.1x	10.6x	18.7%	19.5%	9.6%	10.1%	4.7%	5.3%	1.2x
Takata	658.4	0.1x	0.1x	n/a	n/a	2.1x	2.1x	18.5%	19.2%	n/a	n/a	6.0%	6.1%	0.2x
Tokai Rika	1,265.5	0.3x	0.3x	3.1x	3.1x	5.0x	5.0x	14.8%	15.1%	11.2%	11.0%	6.8%	6.8%	(1.1x)
Toyota Gosei	2,745.8	0.5x	0.5x	4.1x	4.0x	8.7x	8.3x	13.0%	13.4%	11.2%	11.4%	5.3%	5.5%	(0.2x)
TS Tech	995.2	0.3x	0.3x	2.7x	2.6x	3.5x	3.4x	17.0%	17.3%	10.8%	11.1%	8.3%	8.5%	(1.7x)
Median		0.5x	0.5x	5.4x	4.4x	8.4x	7.5x	16.8%	17.4%	11.2%	11.3%	6.0%	6.1%	(0.5x)
Median		0.6x	0.6x	6.4x	5.7x	9.4x	8.3x	18.5%	19.2%	11.3%	11.4%	7.6%	7.8%	
Mean		0.8x	0.8x	6.6x	5.9x	10.0x	8.8x	24.2%	25.3%	11.8%	12.3%	7.7%	8.2%	

Source: Capital IQ as of 31/12/2016

Note: All financials calendarised to December year end

EV= Enterprise Value (i.e., market capitalisation + net debt); Net debt= Interest-bearing liabilities - cash

GLOBAL AUTOMOTIVE SUPPLIER INDUSTRY – SELECTED M&A TRANSACTIONS IN Q4 2016

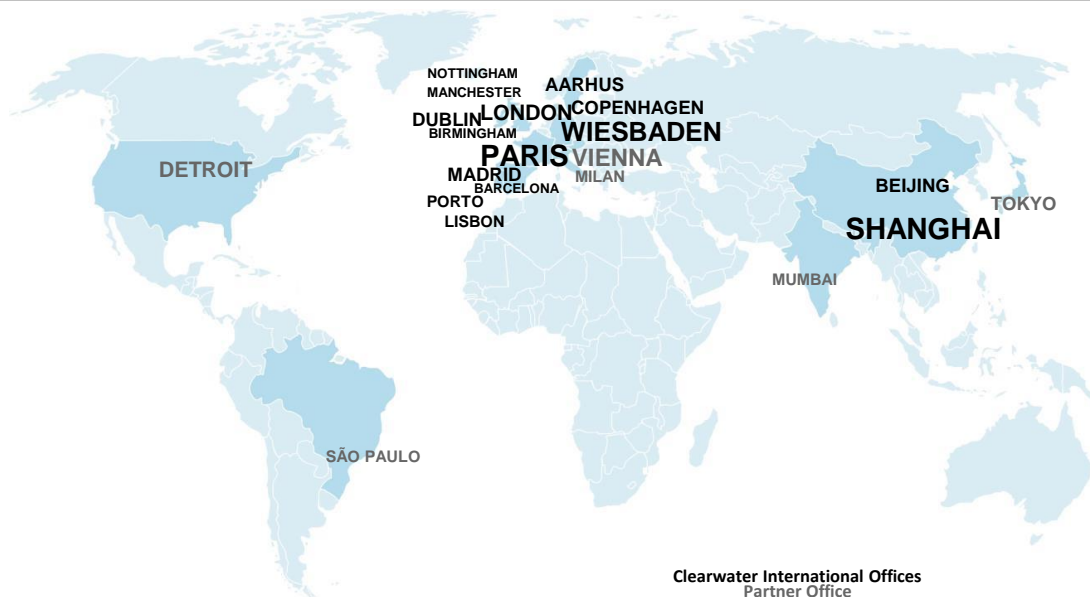
Date	Target	Country	Target Description	Buyer	Seller	EV (€m)
03/10/2016	Remy International, Inc. (Light vehicle aftermarket business)	US	Light vehicle aftermarket business of Remy International, a wholly owned subsidiary of BorgWarner	Torque Capital Group LLC	Remy International, Inc.	71
04/10/2016	Hoosier Racing Tire Corp.	US	Company designing and manufacturing racing and street tires	Continental Aktiengesellschaft	Newton family	n/a
07/10/2016	Weber Automotive GmbH	Germany	The company is one of the major independent manufacturers of drive components for passenger, commercial and recreational vehicles sector	Management, Ardian LBO Fund VI	Family / Management	n/a
10/10/2016	Key Plastics L.L.C.	US	Company engaged in designing, manufacturing and assembling of high value add automotive interior, exterior and under-the-hood plastic components	Mecaplast Group	Wayzata Investment Partners LLC	n/a
11/10/2016	BMAC Limited	United Kingdom	Company engaged in designing, manufacturing, and distribution of lighting and electrical products for all types of vehicles	Grakon, LLC	Family / Management	n/a
12/10/2016	Transamerican Auto Parts Company, LLC	US	Retailer, distributor and manufacturer of specialty aftermarket parts and accessories for light trucks, jeeps, sport utility vehicles and other four-wheel drive vehicles	Polaris Industries Inc.	ORIX Funds Corp.	603
12/10/2016	ITK Engineering AG	Germany	Service provider in the field of model-based system and software development, specializing in the automotive engineering industries	Robert Bosch GmbH	Family / Management	n/a
12/10/2016	Sifco SA (Driveline production assets)	Brazil	Business assets engaged in manufacturing commercial vehicle steer axle systems and its related forged components business	Dana Incorporated	Family / Management	78
13/10/2016	SPAW Engineering Ltd.	United Kingdom	Manufacturer of turbo charger components for the automotive industry	Shield Group	Family / Management	n/a
14/10/2016	Shenyang Lear Car Seat Interior Systems Limited (40% Stake)	China	Company engaged in car seat and accessories manufacturing	Lear Corporation (Mauritius) Limited	Shanghai Shenhua Holdings Co., Ltd.	30
18/10/2016	Kristronics GmbH	Germany	Developer and manufacturer of electronic and mechatronic systems and modules	Marquardt GmbH	Family / Management	n/a
24/10/2016	China Auto Electronics Group Limited	China	Company engaged in the research, manufacturing, development and selling of automotive electrical and electronics distribution systems	THB Auto Electronics Limited	Family / Management	194
25/10/2016	Swell, spol. s r.o.	Czech Republic	Company engaged in providing engineering services	Altran Technologies S.A.	Genesis Capital s.r.o.	n/a
03/11/2016	Metaldyne Performance Group Inc	Turkey	Manufacturer and seller of components for use in power train and safety-critical platforms for the automotive industry	American Axle & Manufacturing Holdings Inc	Family / Management	2,853
07/11/2016	Zhiche Youxing Technology (Beijing) Co., Ltd.	United Kingdom	Company specialized in the development and manufacturing of intelligent vehicles	Undisclosed bidder	Family / Management	542

GLOBAL AUTOMOTIVE SUPPLIER INDUSTRY – SELECTED M&A TRANSACTIONS IN Q4 2016

Date	Target	Country	Target Description	Buyer	Seller	EV (€m)
09/11/2016	Schaidt Innovations GmbH & Co. KG	Germany	Company engaged in the manufacturing of automotive infotainment components	Webasto AG	Family / Management	n/a
11/11/2016	Mobile Climate Control Group Holding AB	Sweden	Designer and manufacturer of vehicle heating, ventilation and air conditioning systems	VBG Group AB	Ratos AB	181
18/11/2016	C.M.D Costruzioni Motori Diesel S.P.A. (67% Stake)	Italy	Company engaged in diesel engine manufacturing	Loncin Motor Co Ltd	Family / Management	41
18/11/2016	Treves S.A.	France	Manufacturer and supplier of products in the interior and textiles apce, for the automotive industry	Oyat Invest AG; Fern Acquisitions LLC	Fonds Avenir Automobile	n/a
21/11/2016	Icer Rail S.L. (50% Stake)	Spain	Manufacturer of friction materials for rail vehicles	Knorr-Bremse AG	Berkelium Group	n/a
22/11/2016	Calsonic Kansei Corporation	Japan	Manufacturer engaged in the design and manufacturing of air conditioning systems and heat exchange related components, cockpit modules and electronics	Kohlberg Kravis Roberts & Co. L.P.	Family / Management	4,031
22/11/2016	Ichikoh Industries, Ltd. (23.51% Stake)	Japan	Company engaged in the automotive lighting segment with focus on products like mirrors and lamps	Valeo SA	Family / Management	212
23/11/2016	TriStone Flowtech	Germany	Company engaged in manufacturing components such as hoses for engine-cooling and air-supply solutions	Anhui Zhongding Sealing Parts Co Ltd	Bavaria Industriekapital AG	170
29/11/2016	C-MAC Automotive Holding Limited	United Kingdom	Provider of engineered customised electronic components, modules and sub-systems for mission critical, high reliability applications	Zobel Values AG	Family / Management	n/a
08/12/2016	Dieter Braun GmbH	Germany	Company engaged in the development, production and supply of cable assembly and lighting products to automotive industry	Deutsche Beteiligungs AG	Seafort Advisors GmbH	n/a
19/12/2016	Automotive Testing Technologies GmbH	Germany	Company developing and marketing testing equipment for trucks and passenger cars	CWM Beteiligungs-gesellschaft mbH	Otto Nussbaum GmbH & Co. KG	n/a
20/12/2016	Compact Dynamics GmbH (51% Stake)	Germany	Developer of innovative electric power concepts focussing on high performance motors and integrated light weight construction in small series and for motor sport applications	Schaeffler AG	Semikron Elektronik GmbH & Co. KG	n/a
21/12/2016	Int. Automotive Components Group (soft trim & acoustics) (70% Stake)	France	Business unit focusing on the manufacturing of soft trim and acoustics components	Shanghai Shenda Co Ltd	International Automotive Components Group SA	299
22/12/2016	Pricol Technologies Limited	India	Provider of engineering solutions	Altran Technologies S.A.	Pricol Limited	n/a
22/12/2016	Schaeffler Motorenelemente AG & Co. KG	Germany	Company specializing in the mechanical processing of cylinder heads and other complex housings for the automotive industry	WEBER Schraubautomaten GmbH	Schaeffler AG	n/a

ANOTHER SUCCESSFUL YEAR FOR CLEARWATER INTERNATIONAL'S GLOBAL AUTOMOTIVE TEAM

2016 marks another outstanding year for Clearwater International's Global Automotive Sector Team. Our Automotive Sector Team completed **11 deals in 2016**, leading our track record to **242** completed Automotive & Truck related transactions with an aggregate deal value of approx. **EUR 12 billion**. Of the transactions in 2016, **4** were completed with **Chinese acquirers**, including Ningbo Joyson's acquisition of Key Safety Systems (KSS) in the US, the sale of a leading German lightweight components machining specialist to SINOMACH Group in a succession solution, the sale of US-based ConForm Group to Wuxi Gissing Auto Parts, as well as the sale of Phillips Service Industries to Ningbo Joyson owned Preh IMA Automation, demonstrating our deal execution capabilities in China supported by our 25 people strong M&A team in Beijing and Shanghai.

ABOUT CLEARWATER INTERNATIONAL


- Coordinating as a single team, our 200 experienced professionals have been responsible for the successful completion of over 1,291 deals worth in excess of €49.8bn. Working alongside directors, shareholders and investors we advise on all aspects of corporate finance from mergers and acquisitions (M&A) through to management buy-outs (MBOs) and capital raising transactions (debt and equity).
- Our independence from any larger financial institution or consulting firm ensures that we can give truly objective advice. All projects are partner-led, offering high levels of personal service, and laying the groundwork for lasting relationships. Many of our clients, including highly renowned international Tier 1 suppliers, return to us for advice on multiple occasions.
- With 15 offices in 9 countries around the world and deals completed in 31 countries, our team makes us a natural choice for transactions requiring knowledge of, and access to, global markets. We have longstanding relationships around the globe, all over Europe, in the US, China, India and Japan, helping us to provide clients with a unique insight into international opportunities.

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