

## M&amp;A AND FINANCIAL MARKET STATISTICS IN THE AUTOMOTIVE INDUSTRY

### Summary

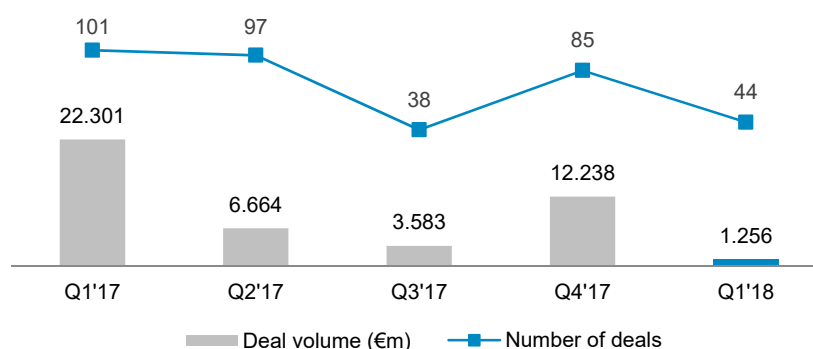
In Q1 2018, M&A activity decreased in terms of aggregated deal value of completed deals as well as in terms of absolute deal numbers of completed deals compared to Q4 2017.

The automotive market is still seeing consolidation which is primarily dominated by the megatrends of connectivity, autonomous driving, sharing & services and e-mobility (CASE).

Transaction activity in the automotive sector is expected to increase from Q2 2018, backed by some large transactions which have already been announced (including GKN). Corporates are also having to evaluate their business models to stay competitive in the rapidly changing market which should lead to increased M&A.

Furthermore, the continued low interest rate environment works as a catalyst for global M&A activity.

### M&A Activity: Quarterly Comparison Q1 2017 – Q1 2018



### Top M&A Deals Q1 2018

- Melrose plc, a UK-based investment company focusing on manufacturing and industrial related sectors, submitted a bid in January 2018 to acquire GKN plc, the UK-based engineering group engaged in the provision of services to automotive and aerospace industries, (EV: €9,890m). After a bidding contest with Dana Incorporated, the US-based designer and manufacturer of cars, automotive components and technologies, more than 50% of GKN investors accepted Melrose's offer on March 29th.
- Shiloh Industries Inc., US-based company engaged in designing, engineering, manufacturing and supplying welded and stamped components and modular systems for the automotive and heavy truck industries, acquired two plants in Italy and the Netherlands from Brabant Alucast International B.V., the Netherlands-based company engaged in manufacturing high pressure die cast aluminium and magnesium components.
- Advent International Corporation, US-based venture capital and private equity firm, acquired Laird plc, a UK-based company engaged in the design, manufacture and supply of electronic products and services.

### Selected Recent Global Automotive Bond Issuances Q1 2018

Company	Date of Issuance	Amount (in €m)	Coupon	Yield (Latest)	Price (Latest)	Maturity Date
AA&M, Inc.	04.01.2018	580	6.250%	5.895%	101.50	01.04.2025
Nemak	11.01.2018	415	4.750%	4.880%	99.25	23.01.2025
Exor N.V.	18.01.2018	500	1.750%	1.873%	98.91	18.01.2028
Geely	25.01.2018	240	3.625%	4.156%	97.72	25.01.2023
Toyota	12.03.2018	406	3.235%	3.428%	99.14	16.03.2023
Peugeot	20.03.2018	650	2.000%	1.955%	100.22	20.03.2025

## 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
		2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	
<b>Chassis/Underbody</b>														
Aisin Seiki	12,913.9	0.5x	0.4x	3.7x	3.4x	7.0x	6.5x	14.3%	14.3%	12.1%	12.5%	6.4%	6.6%	0.3x
American Axle	4,361.4	0.9x	0.8x	5.2x	4.4x	8.0x	7.6x	18.3%	17.3%	16.7%	17.6%	10.8%	10.2%	2.9x
Dana	4,201.8	0.7x	0.7x	6.6x	5.3x	9.4x	7.5x	14.9%	15.0%	10.9%	12.3%	7.7%	8.7%	1.4x
Georg Fischer	4,527.8	1.3x	1.2x	11.2x	10.0x	15.8x	13.8x	38.7%	52.8%	11.6%	12.0%	8.2%	8.7%	0.3x
GKN	10,503.2	0.9x	0.9x	10.5x	8.5x	19.4x	11.2x	54.9%	44.0%	9.0%	10.4%	4.9%	7.9%	0.8x
JOST Werke AG	644.2	0.9x	0.9x	5.5x	6.6x	8.5x	7.9x	27.6%	27.8%	16.8%	13.2%	10.8%	11.1%	1.1x
NHK Spring	1,859.3	0.4x	0.4x	4.1x	3.9x	6.8x	6.5x	n/a	n/a	9.4%	9.5%	5.6%	5.6%	(0.6x)
NSK	6,673.4	0.9x	0.8x	6.7x	5.9x	10.1x	8.4x	22.7%	23.1%	13.2%	14.4%	8.8%	10.0%	0.9x
Showa	746.7	0.4x	0.3x	3.5x	2.6x	5.5x	3.3x	21.7%	22.2%	10.0%	13.3%	6.4%	10.5%	(0.8x)
<b>Median</b>		<b>0.9x</b>	<b>0.8x</b>	<b>5.5x</b>	<b>5.3x</b>	<b>8.5x</b>	<b>7.6x</b>	<b>22.2%</b>	<b>22.6%</b>	<b>11.6%</b>	<b>12.5%</b>	<b>7.7%</b>	<b>8.7%</b>	<b>0.8x</b>
<b>Controls/Electronics</b>														
Gentherm	1,110.8	1.4x	1.3x	9.6x	8.6x	14.0x	12.5x	31.6%	31.1%	14.5%	15.0%	10.0%	10.3%	0.3x
AutoIiv	11,056.3	1.3x	1.2x	10.7x	9.3x	15.8x	13.1x	20.7%	21.1%	12.3%	12.7%	8.3%	9.0%	0.3x
Koito Manufacturing	7,469.1	1.2x	1.2x	7.4x	7.0x	9.8x	9.1x	18.4%	19.4%	15.7%	17.0%	11.9%	13.1%	(1.4x)
Kongsberg Automotive	625.7	0.6x	0.6x	9.1x	4.9x	25.3x	7.8x	55.5%	n/a	6.5%	11.4%	2.3%	7.1%	1.7x
Hella	6,250.0	0.9x	0.9x	6.7x	5.9x	11.9x	10.4x	27.8%	27.9%	13.7%	14.5%	7.7%	8.3%	0.2x
Leoni	2,176.4	0.4x	0.4x	6.6x	5.5x	12.0x	9.3x	16.7%	17.2%	6.7%	7.7%	3.7%	4.6%	1.0x
Tenneco	3,083.9	0.4x	0.4x	5.4x	4.1x	7.6x	5.6x	16.2%	16.5%	7.7%	9.4%	5.4%	6.9%	1.2x
Melexis	3,540.1	6.9x	6.1x	22.4x	19.3x	27.1x	24.1x	46.0%	45.7%	30.9%	31.5%	25.5%	25.3%	(0.3x)
Stanley Electric	4,031.1	1.3x	1.2x	6.4x	5.7x	10.7x	9.4x	22.3%	23.1%	19.7%	20.5%	11.7%	12.5%	(1.2x)
Tokai Rika	1,101.2	0.3x	0.3x	2.8x	2.7x	4.7x	4.5x	14.1%	14.1%	10.8%	11.0%	6.5%	6.7%	(1.0x)
Stoneridge	718.3	1.1x	1.1x	9.3x	8.2x	13.1x	11.2x	30.3%	31.2%	11.6%	12.7%	8.2%	9.4%	0.6x
Sumitomo Electric	12,597.1	0.6x	0.5x	5.4x	5.0x	10.0x	8.9x	18.9%	19.2%	10.3%	10.8%	5.6%	6.0%	1.1x
<b>Median</b>		<b>1.0x</b>	<b>1.0x</b>	<b>7.1x</b>	<b>5.8x</b>	<b>11.9x</b>	<b>9.4x</b>	<b>21.5%</b>	<b>21.1%</b>	<b>12.0%</b>	<b>12.7%</b>	<b>7.9%</b>	<b>8.6%</b>	<b>0.3x</b>
<b>Diversified Suppliers</b>														
CIE Automotive	4,395.5	1.2x	1.1x	8.2x	7.5x	11.4x	10.2x	40.9%	46.9%	14.4%	14.8%	10.3%	10.8%	0.9x
Continental	45,669.8	1.0x	1.0x	7.5x	6.4x	11.2x	9.1x	25.8%	26.3%	13.8%	15.6%	9.2%	10.8%	0.3x
Denso	31,848.5	0.9x	0.8x	6.6x	6.1x	10.9x	10.1x	16.7%	16.8%	13.1%	13.0%	7.8%	7.9%	(0.5x)
Johnson Controls	35,412.6	1.4x	1.4x	9.5x	9.0x	12.7x	11.5x	30.8%	30.7%	15.3%	15.7%	11.4%	12.2%	2.4x
Magna	19,616.5	0.6x	0.6x	5.8x	5.7x	8.5x	8.4x	14.6%	14.9%	10.7%	10.4%	7.3%	7.1%	0.7x
Ningbo Joyson	4,780.2	1.4x	1.2x	10.2x	10.1x	24.1x	17.2x	18.0%	18.3%	13.7%	11.8%	5.8%	6.9%	2.2x
Sogefi	650.7	0.4x	0.4x	4.0x	3.8x	5.6x	6.8x	19.2%	28.6%	9.7%	10.0%	7.0%	5.6%	1.6x
Toyoda Gosei	2,574.9	0.4x	0.4x	4.1x	3.8x	8.5x	7.6x	12.6%	12.8%	10.5%	11.0%	5.1%	5.5%	0.1x
Visteon	2,650.1	1.0x	1.0x	11.2x	8.6x	15.3x	11.4x	13.9%	15.6%	9.3%	11.7%	6.8%	8.8%	(0.8x)
Valeo	14,963.5	0.8x	0.7x	7.3x	5.7x	10.4x	9.4x	18.7%	18.8%	11.1%	13.1%	7.7%	7.9%	0.7x
<b>Median</b>		<b>0.9x</b>	<b>0.9x</b>	<b>7.4x</b>	<b>6.2x</b>	<b>11.1x</b>	<b>9.8x</b>	<b>18.4%</b>	<b>18.5%</b>	<b>12.1%</b>	<b>12.4%</b>	<b>7.5%</b>	<b>7.9%</b>	<b>0.7x</b>
<b>Engine/Under-the-Hood</b>														
BorgWarner	10,503.8	1.3x	1.2x	8.0x	7.2x	10.6x	9.6x	21.6%	21.8%	16.6%	16.9%	12.5%	12.6%	0.9x
EirongKlinger	1,557.0	0.9x	0.9x	7.1x	6.1x	12.4x	10.4x	24.5%	25.4%	13.1%	15.1%	7.5%	8.8%	2.5x
Xedy	1,269.8	0.6x	0.6x	4.1x	3.9x	7.1x	6.6x	21.5%	21.4%	14.5%	14.8%	8.5%	8.7%	(0.1x)
JTEKT	5,408.9	0.5x	0.5x	5.2x	5.0x	9.1x	8.5x	16.5%	16.6%	9.9%	9.9%	5.7%	5.7%	1.0x
Linamar	3,604.6	0.9x	0.7x	5.4x	4.5x	7.7x	6.4x	16.5%	19.4%	15.9%	16.5%	11.1%	11.6%	0.7x
Martinrea	1,247.0	0.5x	0.5x	5.0x	4.5x	8.3x	7.3x	16.9%	14.6%	10.5%	12.2%	6.4%	7.4%	1.3x
Modine	1,203.7	0.8x	0.7x	8.5x	6.9x	15.4x	11.1x	17.5%	19.1%	9.1%	10.1%	5.0%	6.3%	n/a
<b>Median</b>		<b>0.8x</b>	<b>0.7x</b>	<b>5.4x</b>	<b>5.0x</b>	<b>9.1x</b>	<b>8.5x</b>	<b>17.5%</b>	<b>19.4%</b>	<b>13.1%</b>	<b>14.8%</b>	<b>7.5%</b>	<b>8.7%</b>	<b>1.0x</b>
<b>Interior/Exteriors</b>														
Toyota Boshoku	2,692.4	0.3x	0.3x	3.4x	3.3x	5.2x	5.1x	10.9%	11.2%	7.6%	7.6%	4.9%	5.0%	(0.8x)
Faurecia	9,756.9	0.5x	0.5x	6.1x	4.8x	8.4x	7.6x	10.5%	12.8%	7.9%	11.5%	5.8%	7.2%	0.2x
Grammer	747.6	0.4x	0.4x	6.3x	5.4x	10.5x	8.4x	12.0%	12.7%	6.6%	7.5%	4.0%	4.8%	0.7x
Plastic Omnium	6,652.4	1.0x	1.0x	8.6x	6.7x	11.6x	9.9x	16.3%	16.9%	11.4%	14.3%	8.5%	9.7%	0.7x
Polytec	420.0	0.6x	0.6x	4.9x	4.9x	7.1x	7.4x	50.8%	52.1%	12.8%	12.6%	8.7%	8.3%	1.0x
Rieter	614.6	0.8x	0.7x	6.3x	5.3x	8.9x	6.9x	53.0%	54.0%	12.5%	14.0%	8.9%	10.6%	(0.9x)
TS Tech	1,417.3	0.4x	0.4x	3.5x	3.3x	4.4x	4.1x	16.7%	17.3%	11.4%	11.6%	9.2%	9.3%	(2.0x)
<b>Median</b>		<b>0.5x</b>	<b>0.5x</b>	<b>6.1x</b>	<b>4.9x</b>	<b>8.4x</b>	<b>7.4x</b>	<b>16.3%</b>	<b>16.9%</b>	<b>11.4%</b>	<b>11.6%</b>	<b>8.5%</b>	<b>8.3%</b>	<b>0.2x</b>
<b>Engineering</b>														
Akka	1,040.6	0.8x	0.7x	9.8x	7.6x	11.7x	9.3x	100.0%	n/a	7.9%	9.7%	6.7%	7.9%	0.0x
Altran	3,669.1	1.6x	1.3x	14.1x	8.8x	15.2x	10.1x	28.0%	12.4%	11.4%	14.5%	10.6%	12.6%	0.8x
Bertrandt	979.4	1.0x	0.9x	9.8x	8.0x	14.9x	11.5x	36.9%	89.5%	10.0%	11.6%	6.5%	8.1%	0.5x
EDAG	506.1	0.7x	0.7x	11.2x	7.1x	21.6x	11.8x	84.0%	86.4%	6.3%	9.6%	3.3%	5.7%	1.4x
Ricardo	646.2	1.5x	1.4x	10.9x	9.7x	14.1x	12.5x	37.9%	38.0%	14.1%	14.8%	10.9%	11.4%	0.5x
<b>Median</b>		<b>1.0x</b>	<b>0.9x</b>	<b>10.9x</b>	<b>8.0x</b>	<b>14.9x</b>	<b>11.5x</b>	<b>37.9%</b>	<b>62.2%</b>	<b>10.0%</b>	<b>11.6%</b>	<b>6.7%</b>	<b>8.1%</b>	<b>0.5x</b>
<b>Median</b>		<b>0.8x</b>	<b>0.7x</b>	<b>6.6x</b>	<b>5.8x</b>	<b>10.6x</b>	<b>9.1x</b>	<b>20.7%</b>	<b>19.4%</b>	<b>11.4%</b>	<b>12.5%</b>	<b>7.7%</b>	<b>8.5%</b>	
<b>Mean</b>		<b>0.9x</b>	<b>0.9x</b>	<b>7.4x</b>	<b>6.3x</b>	<b>11.5x</b>	<b>9.3x</b>	<b>27.2%</b>	<b>26.7%</b>	<b>12.0%</b>	<b>13.0%</b>	<b>8.0%</b>	<b>8.9%</b>	

Source: Capital IQ as of 19/04/2018

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
		2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	
<b>Europe</b>														
Akka	1,040.6	0.8x	0.7x	9.8x	7.6x	11.7x	9.3x	100.0%	n/a	7.9%	9.7%	6.7%	7.9%	0.0x
Altran	3,669.1	1.6x	1.3x	14.1x	8.8x	15.2x	10.1x	28.0%	12.4%	11.4%	14.5%	10.6%	12.6%	0.8x
Autooliv	11,056.3	1.3x	1.2x	10.7x	9.3x	15.8x	13.1x	20.7%	21.1%	12.3%	12.7%	8.3%	9.0%	0.3x
Bertrandt	979.4	1.0x	0.9x	9.8x	8.0x	14.9x	11.5x	36.9%	89.5%	10.0%	11.6%	6.5%	8.1%	0.5x
CIE Automotive	4,395.5	1.2x	1.1x	8.2x	7.5x	11.4x	10.2x	40.9%	46.9%	14.4%	14.8%	10.3%	10.8%	0.9x
Continental	45,669.8	1.0x	1.0x	7.5x	6.4x	11.2x	9.1x	25.8%	26.3%	13.8%	15.6%	9.2%	10.8%	0.3x
EDAG	506.1	0.7x	0.7x	11.2x	7.1x	21.6x	11.8x	84.0%	86.4%	6.3%	9.6%	3.3%	5.7%	1.4x
EiringKlinger	1,557.0	0.9x	0.9x	7.1x	6.1x	12.4x	10.4x	24.5%	25.4%	13.1%	15.1%	7.5%	8.8%	2.5x
Faurecia	9,756.9	0.5x	0.5x	6.1x	4.8x	8.4x	7.6x	10.5%	12.8%	7.9%	11.5%	5.8%	7.2%	0.2x
Georg Fischer	4,527.8	1.3x	1.2x	11.2x	10.0x	15.8x	13.8x	38.7%	52.8%	11.6%	12.0%	8.2%	8.7%	0.3x
GKN	10,503.2	0.9x	0.9x	10.5x	8.5x	19.4x	11.2x	54.9%	44.0%	9.0%	10.4%	4.9%	7.9%	0.8x
Grammer	747.6	0.4x	0.4x	6.3x	5.4x	10.5x	8.4x	12.0%	12.7%	6.6%	7.5%	4.0%	4.8%	0.7x
Hella	6,250.0	0.9x	0.9x	6.7x	5.9x	11.9x	10.4x	27.8%	27.9%	13.7%	14.5%	7.7%	8.3%	0.2x
JOST Werke AG	644.2	0.9x	0.9x	5.5x	6.6x	8.5x	7.9x	27.6%	27.8%	16.8%	13.2%	10.8%	11.1%	1.1x
Kongsberg Automotive	625.7	0.6x	0.6x	9.1x	4.9x	25.3x	7.8x	55.5%	n/a	6.5%	11.4%	2.3%	7.1%	1.7x
Leoni	2,176.4	0.4x	0.4x	6.6x	5.5x	12.0x	9.3x	16.7%	17.2%	6.7%	7.7%	3.7%	4.6%	1.0x
Melexis	3,540.1	6.9x	6.1x	22.4x	19.3x	27.1x	24.1x	46.0%	45.7%	30.9%	31.5%	25.5%	25.3%	(0.3x)
Plastic Omnium	6,652.4	1.0x	1.0x	8.6x	6.7x	11.6x	9.9x	16.3%	16.9%	11.4%	14.3%	8.5%	9.7%	0.7x
Polytec	420.0	0.6x	0.6x	4.9x	4.9x	7.1x	7.4x	50.8%	52.1%	12.8%	12.6%	8.7%	8.3%	1.0x
Ricardo	646.2	1.5x	1.4x	10.9x	9.7x	14.1x	12.5x	37.9%	38.0%	14.1%	14.8%	10.9%	11.4%	0.5x
Rieter	614.6	0.8x	0.7x	6.3x	5.3x	8.9x	6.9x	53.0%	54.0%	12.5%	14.0%	8.9%	10.6%	(0.9x)
Sogefi	650.7	0.4x	0.4x	4.0x	3.8x	5.6x	6.8x	19.2%	28.6%	9.7%	10.0%	7.0%	5.6%	1.6x
Valeo	14,963.5	0.8x	0.7x	7.3x	5.7x	10.4x	9.4x	18.7%	18.8%	11.1%	13.1%	7.7%	7.9%	0.7x
<b>Median</b>		<b>0.9x</b>	<b>0.9x</b>	<b>8.2x</b>	<b>6.6x</b>	<b>11.9x</b>	<b>9.9x</b>	<b>28.0%</b>	<b>27.9%</b>	<b>11.4%</b>	<b>12.7%</b>	<b>7.7%</b>	<b>8.3%</b>	<b>0.7x</b>
<b>North America</b>														
American Axle	4,361.4	0.9x	0.8x	5.2x	4.4x	8.0x	7.6x	18.3%	17.3%	16.7%	17.6%	10.8%	10.2%	2.9x
Gentherm	1,110.8	1.4x	1.3x	9.6x	8.6x	14.0x	12.5x	31.6%	31.1%	14.5%	15.0%	10.0%	10.3%	0.3x
BorgWarner	10,503.8	1.3x	1.2x	8.0x	7.2x	10.6x	9.6x	21.6%	21.8%	16.6%	16.9%	12.5%	12.6%	0.9x
Dana	4,201.8	0.7x	0.7x	6.6x	5.3x	9.4x	7.5x	14.9%	15.0%	10.9%	12.3%	7.7%	8.7%	1.4x
Johnson Controls	35,412.6	1.4x	1.4x	9.5x	9.0x	12.7x	11.5x	30.8%	30.7%	15.3%	15.7%	11.4%	12.2%	2.4x
Linamar	3,604.6	0.9x	0.7x	5.4x	4.5x	7.7x	6.4x	16.5%	19.4%	15.9%	16.5%	11.1%	11.6%	0.7x
Magna	19,616.5	0.6x	0.6x	5.8x	5.7x	8.5x	8.4x	14.6%	14.9%	10.7%	10.4%	7.3%	7.1%	0.7x
Martinrea	1,247.0	0.5x	0.5x	5.0x	4.5x	8.3x	7.3x	16.9%	14.6%	10.5%	12.2%	6.4%	7.4%	1.3x
Modin	1,203.7	0.8x	0.7x	8.5x	6.9x	15.4x	11.1x	17.5%	19.1%	9.1%	10.1%	5.0%	6.3%	n/a
Stoneridge	718.3	1.1x	1.1x	9.3x	8.2x	13.1x	11.2x	30.3%	31.2%	11.6%	12.7%	8.2%	9.4%	0.6x
Tenneco	3,083.9	0.4x	0.4x	5.4x	4.1x	7.6x	5.6x	16.2%	16.5%	7.7%	9.4%	5.4%	6.9%	1.2x
Visteon	2,650.1	1.0x	1.0x	11.2x	8.6x	15.3x	11.4x	13.9%	15.6%	9.3%	11.7%	6.8%	8.8%	(0.8x)
<b>Median</b>		<b>0.9x</b>	<b>0.8x</b>	<b>7.3x</b>	<b>6.3x</b>	<b>10.0x</b>	<b>9.0x</b>	<b>17.2%</b>	<b>18.2%</b>	<b>11.3%</b>	<b>12.5%</b>	<b>8.0%</b>	<b>9.1%</b>	<b>0.9x</b>
<b>Asia</b>														
Aisin Seiki	12,913.9	0.5x	0.4x	3.7x	3.4x	7.0x	6.5x	14.3%	14.3%	12.1%	12.5%	6.4%	6.6%	0.3x
Toyota Boshoku	2,692.4	0.3x	0.3x	3.4x	3.3x	5.2x	5.1x	10.9%	11.2%	7.6%	7.6%	4.9%	5.0%	(0.8x)
Denso	31,848.5	0.9x	0.8x	6.6x	6.1x	10.9x	10.1x	16.7%	16.8%	13.1%	13.0%	7.8%	7.9%	(0.5x)
Exedy	1,269.8	0.6x	0.6x	4.1x	3.9x	7.1x	6.6x	21.5%	21.4%	14.5%	14.8%	8.5%	8.7%	(0.1x)
JTEKT	5,408.9	0.5x	0.5x	5.2x	5.0x	9.1x	8.5x	16.5%	16.6%	9.9%	9.9%	5.7%	5.7%	1.0x
Koito Manufacturing	7,469.1	1.2x	1.2x	7.4x	7.0x	9.8x	9.1x	18.4%	19.4%	15.7%	17.0%	11.9%	13.1%	(1.4x)
NHK Spring	1,859.3	0.4x	0.4x	4.1x	3.9x	6.8x	6.5x	n/a	n/a	9.4%	9.5%	5.6%	5.6%	(0.6x)
NSK	6,673.4	0.9x	0.8x	6.7x	5.9x	10.1x	8.4x	22.7%	23.1%	13.2%	14.4%	8.8%	10.0%	0.9x
Showa	746.7	0.4x	0.3x	3.5x	2.6x	5.5x	3.3x	21.7%	22.2%	10.0%	13.3%	6.4%	10.5%	(0.8x)
Stanley Electric	4,031.1	1.3x	1.2x	6.4x	5.7x	10.7x	9.4x	22.3%	23.1%	19.7%	20.5%	11.7%	12.5%	(1.2x)
Sumitomo Electric	12,597.1	0.6x	0.5x	5.4x	5.0x	10.0x	8.9x	18.9%	19.2%	10.3%	10.8%	5.6%	6.0%	1.1x
Ningbo Joyson	4,780.2	1.4x	1.2x	10.2x	10.1x	24.1x	17.2x	18.0%	18.3%	13.7%	11.8%	5.8%	6.9%	2.2x
Tokai Rika	1,101.2	0.3x	0.3x	2.8x	2.7x	4.7x	4.5x	14.1%	14.1%	10.8%	11.0%	6.5%	6.7%	(1.0x)
Toyoda Gosei	2,574.9	0.4x	0.4x	4.1x	3.8x	8.5x	7.6x	12.6%	12.8%	10.5%	11.0%	5.1%	5.5%	0.1x
TS Tech	1,417.3	0.4x	0.4x	3.5x	3.3x	4.4x	4.1x	16.7%	17.3%	11.4%	11.6%	9.2%	9.3%	(2.0x)
<b>Median</b>		<b>0.5x</b>	<b>0.5x</b>	<b>4.1x</b>	<b>3.9x</b>	<b>8.5x</b>	<b>7.6x</b>	<b>17.3%</b>	<b>17.8%</b>	<b>11.4%</b>	<b>11.8%</b>	<b>6.4%</b>	<b>6.9%</b>	<b>(0.5x)</b>
<b>Median</b>		<b>0.8x</b>	<b>0.7x</b>	<b>6.6x</b>	<b>5.8x</b>	<b>10.6x</b>	<b>9.1x</b>	<b>20.7%</b>	<b>19.4%</b>	<b>11.4%</b>	<b>12.5%</b>	<b>7.7%</b>	<b>8.5%</b>	
<b>Mean</b>		<b>0.9x</b>	<b>0.9x</b>	<b>7.4x</b>	<b>6.3x</b>	<b>11.5x</b>	<b>9.3x</b>	<b>27.2%</b>	<b>26.7%</b>	<b>12.0%</b>	<b>13.0%</b>	<b>8.0%</b>	<b>8.9%</b>	

Source: Capital IQ as of 19/04/2018

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 Q1 2018**

Date	Target	Country	Target Description	Buyer	Seller	EV (€m)
02/04/2018	Comstar Automotive Technologies Pvt. Ltd	India	Company engaged in the design and manufacture of starting and charging systems for passenger cars and commercial vehicles	Blackstone Group LP	Argyle Street Mgmt; Chandaria Industries; Comstar Mauritius	105
01/02/2018	Safe Fleet Holdings LLC	US	Holding company engaged in providing safety and productivity oriented components for vehicles	Oak Hill Capital Partners LP	The Sterling Group L.P	n/a
12/01/2018	Lance Camper Manufacturing Corporation	US	Manufacturer and distributor of recreational vehicles	REV Group, Inc.	Lance Camper Manufacturing Corporation	48
16/01/2018	Beinbauer Automotive GmbH & Co. KG	Germany	Designer and manufacturer of auto parts and components	H.I.G. Capital, LLC	Orlando Management AG	n/a
01/01/2018	Geissler Praezisions-erzeugnisse GmbH	Germany	Manufacturer of electro-mechanical components for the automotive industry	Hirschmann Automotive GmbH	Geissler Praezisions-erzeugnisse GmbH	n/a
18/01/2018	Beneparts bvba	Belgium	Parts supplier for trucks, trailers, buses and vans	Wijlhuizen B.V	Beneparts bvba	n/a
21/01/2018	Egston a Pulse Electronics Company	Austria	European magnetics and cable assembly provider to the electric vehicles (EV), automotive, industrial, and power magnetics markets	Pulse Electronics Corporation	Egston a Pulse Electronics Company	n/a
24/01/2018	Federal-Mogul Corporation (Interior Lighting Business)	US	Federal-Mogul's US-based interior lighting business which supplies light vehicle OEMs and Tier I suppliers.	Chongqing Boao Industrial Co	Federal-Mogul LLC	n/a
24/01/2018	Strojmetal Aluminium Forging, s.r.o. (55% Stake)	Czech Republic	Company engaged in the manufacturing of aluminium forgings	MTX Group a.s.	Strojmetal Aluminium Forging, s.r.o. (55% Stake)	39
31/01/2018	Flybrid Automotive Limited	UK	Company engaged in design and manufacturing of flywheels for use in moving vehicles	Punch Motive International NV	Flybrid Automotive Limited	n/a
01/02/2018	BFC Fahrzeugteile GmbH	Germany	Company engaged in the manufacturing of automotive components	Triton Partners	ii invest Holding GmbH; Daisho GmbH	n/a
31/01/2018	Precision Hydraulic Cylinders Inc.	US	Manufacturer of engineered hydraulic cylinders primarily for the materials handling market	Leggett & Platt, Incorporated	Owner Resource Group	68
05/02/2018	Budweg Caliper A/S (55% Stake)	Denmark	Company engaged in developing and remanufacturing brake calipers	Capidea Management ApS	Jan Uwe Larsen & Thomas Egon Larsen (Private Investors)	n/a
06/02/2018	ATC Drivetrain, Inc.	US	Company that provides manufacturing, remanufacturing, and logistics services for drivetrain products	Crestview Partners, LP	Marlin Equity Partners, LLC	n/a
01/03/2018	Brabant Alucast, Verres Site	Italy	Italy-based plant of Brabant Alucast International B.V.	Shiloh Industries Inc.	Brabant Alucast International B.V.	n/a

**GLOBAL AUTOMOTIVE SUPPLIER INDUSTRY – SELECTED M&A TRANSACTIONS IN Q1 2018**

Date	Target	Country	Target Description	Buyer	Seller	EV (€m)
01/03/2018	Brabant Alucast, Oss B.V. Site	Netherlands	Netherlands-based plant of Brabant Alucast International B.V.	Shiloh Industries Inc.	Brabant Alucast International B.V.	n/a
05/04/2018	Faster S.p.A.	Italy	Manufacturer of quick release couplings for automobiles and hydraulic power systems	Sun Hydraulics Corporation	Capvis Equity Partners AG	430
26/02/2018	copperING GmbH	Germany	Producer of rotors and stators for electrified vehicles	Gehring Technologies GmbH	copperING GmbH	n/a
27/02/2018	AutoAnything, Inc.	US	Online retailer of automotive accessories for cars, sport utility vehicles and trucks	Kingswood Capital Management, LLC	AutoZone Inc.	n/a
01/03/2018	Egil Verne AS	Norway	Supplier of automotive electronic products	Axel Johnson International AB	Arno Berg (Private Investor)	n/a
01/03/2018	Uni Gasket S.r.l.	Italy	Manufacturer of PTFE, rubber and silicone pipes and gaskets	Palladio Finanziaria S.p.A.	Danilo Calissi (Private Investor)	50
07/03/2018	Lagoutte SAS	France	Automobile dealer	Jean-Pierre Pothier (Private Investor)	Groupe Meignan	n/a
04/04/2018	WESO-Aurorahuette GmbH	Germany	Grey cast iron products specialist	Serafin Unternehmensgruppe GmbH	Viessmann Werke GmbH & Co. KG	n/a
09/03/2018	Autovahinkokeskus Oy	Finland	Salvage auto auction company	Copart Inc.	Autovahinkokeskus Oy	n/a
09/04/2018	V.Orlandi S.p.A (70% Stake)	Italy	Manufacturer of coupling systems for trucks, trailers, semi-trailers and agricultural vehicles	SAF Holland SA	V.Orlandi S.p.A (70% Stake)	39
20/03/2018	Peugeot Japy Industries	France	Manufacturer of bars, tubes and forgings for the automotive and heavy truck industry	Farinia Group	Peugeot Japy Industries	n/a
22/03/2018	Pichler & Strobl GmbH	Austria	Manufacturer of high-tech components	Hoer Technologie GmbH	Franz Pichler (Private Investor)	n/a
22/03/2018	Beijing Chehejia Information Technology Co., Ltd.	China	Smart electric vehicles manufacturer and automotive Internet service provider	Investor group led by Matrix Partners China and Shougang Fund	Beijing Chehejia Information Technology Co., Ltd.	386
24/03/2018	MFT Motoren und Fahrzeugtechnik GmbH (76% Stake)	Germany	Manufacturer of camshafts, balance shafts and prismatic components	Precision Camshafts Limited	Guido Gliniski (Private Investor)	n/a
27/03/2018	Equipe Tyre & Autocare Limited	UK	Tyre and autocare specialists	Formula One Auto centres Ltd	Equipe Tyre & Autocare Limited	n/a

## RECENT TRANSACTIONS OF OUR GLOBAL AUTOMOTIVE SECTOR TEAM

 <b>BENTELER</b> Global automotive component supplier  Clearwater International advised BENTELER on the sale of the Norwegian aluminium die casting business to Chassis, Inc.	 <b>FAURECIA</b> Automotive equipment supplier  Clearwater International advised Faurecia on the acquisition of Chinese in-car infotainment and technology company Jiangxi Coagent Electronics	 <b>ORLANDO MANAGEMENT</b> Private equity firm  Clearwater International advised Orlando Management AG on the sale of Beinbauer Group to H.I.G. Capital	 <b>BUCHBINDER</b> Car rental company  Clearwater International advised the shareholders of Buchbinder on the sale of the company to Europcar Group	<b>ALANTRA</b> Private equity firm  Clearwater International advised Alantra Private Equity on the cross-border acquisition of MD Moldes, an automotive lighting mould manufacturer, based in Portugal
 <b>JOYSON</b> Leading global automotive supplier  Clearwater International advised Ningbo Joyson Electronic Corporation on its acquisition of Key Safety Systems	 <b>FINOBA AUTOMOTIVE</b> Lightweight component processing & machining  Clearwater International advised the shareholder of Finoba Automotive on the disposal of its shares to China National Machinery Industry Corporation	 <b>TRUCK-LITE EUROPE</b> Manufacturer of automotive lighting components  Clearwater International advised Truck-Lite Co., LLC on the sale of the Truck-Lite Europe business to the China-based Boao Group	 <b>BROSE INTERNATIONAL</b> Automotive component manufacturer  Clearwater International advised Brose International, on the establishment of a JV with Dongfeng Motor Parts and Components Group	 <b>STARCO</b> Aftermarket supplier of tires and wheels  Clearwater International advised Starco A/S on the sale of its aftermarket operations to Bohnenkamp AG

## ABOUT CLEARWATER INTERNATIONAL'S AUTOMOTIVE SECTOR TEAM



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+261	<b>Completed automotive deals</b>	+30	<b>Dedicated automotive sector team members worldwide</b>
€12.4bn	<b>Aggregate deal value</b>	+20	<b>Completed deals with Asian buyers or targets within the last 5 years</b>
+€50m	<b>Average deal size</b>	10	<b>High-profile senior advisers, all former top tier executives</b>



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