IOM
Advisory GmbH

REACH

NEWSLETTER

October 2024

M&A Trends in the Automotive Supplier Market

Insights from 15 Years of Deal Statistics

REACH

CONTENTS

After years of dealing with COVID-related supply chain disruptions and key commodity shortages (e.g., semiconductors), the global automotive market is demonstrating signs of recovery and an openness to pursue mergers and acquisitions both domestically and internationally. The analysis studies the Global Automotive Suppliers Market and merger and acquisition activity in the space for the last 15 years.

This report covers:

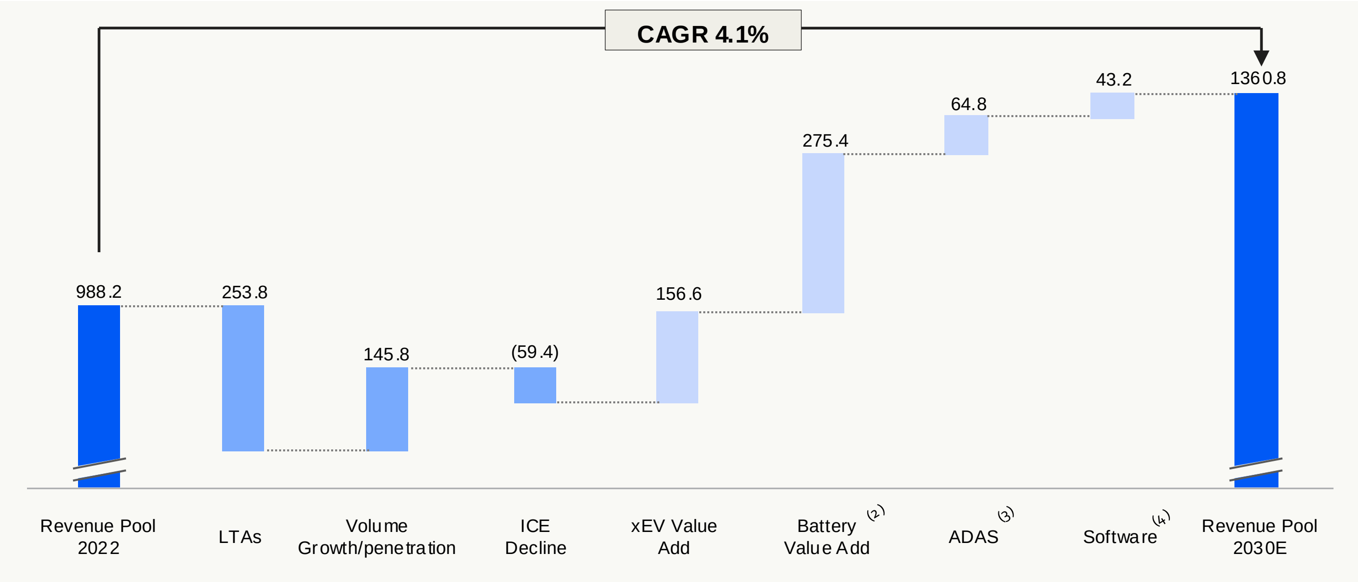
- Growth of the Global Automotive Supplier Market
- M&A Deals Trends
- Global M&A Market
- Key Participants and Major Suppliers
- M&A Deals & Public Comparable Analysis within the Sector

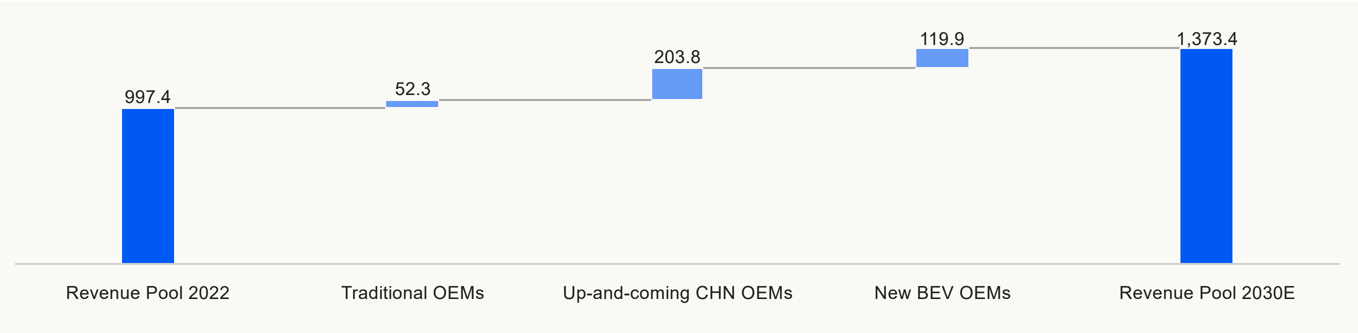
An acceleration of the M&A market for the automotive industry will impact local economies around the world.

1.1 Introduction – Global Automotive Supplier Market

The global automotive supplier market was valued at **$997.4Bn** in 2022 and is estimated to reach **$1,373.4Bn** in 2030, growing at a CAGR of **~4.1%** from 2022 to 2030, demonstrating consistent expansion. Future growth of the market is expected to be driven by new components and increasing higher-priced content with a shift toward software, electronics, and battery technology, fulfilled by a diverse set of industry participants. Suppliers have maintained operations and found growth opportunities despite constant challenges, facing increasing pressure to innovate as manufacturers push the responsibility for new technologies back through the value chain.

Global Automotive Supplier Market Size by Component and Customer 2022–2030E [(1)] (in $Bn)





Source: Roland Berger/Lazard

The global automotive market is projecting substantial growth as the vehicle buyer pool increases and additional people enter the global 'middle class' and aspire to own a vehicle. For example, in 2024, Chinese domestic OEMs are expected to produce over 50% of vehicles in China, with companies such as BYD Auto leading the continuous expansion.

Note: The above chart is based following (1) Assuming constant material prices, (2) Incl. cells, (3) Incl. autonomous driving, (4) Incl. E/E Architecture LTAs, ICE, and ADAS: refer to Long-term agreements, Internal combustion engines, and Advanced driver-assistance systems. The values in the charts have been converted from Euros to Dollars as of July 4, 2024.

Sources: Roland Berger/Lazard, Statista, Towards Automotive

1.2 Global Automotive Market Challenges

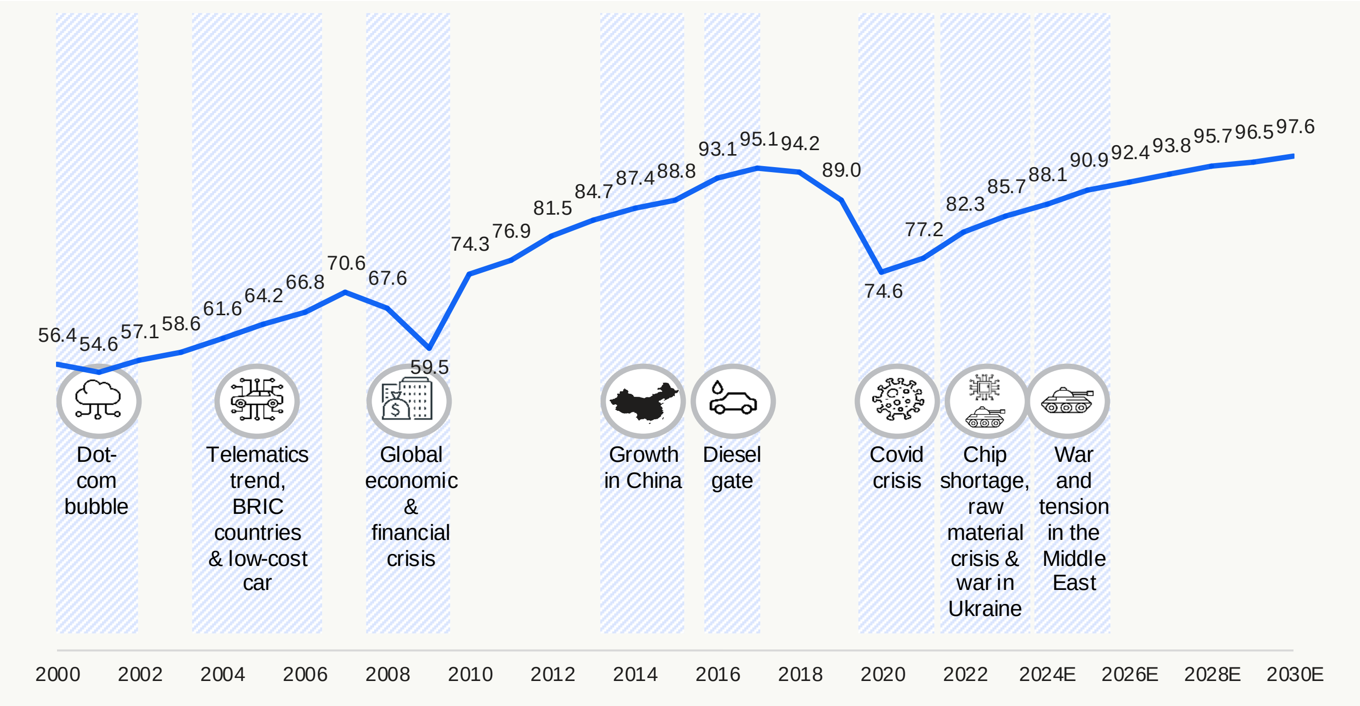
The automotive industry faces a dynamic array of challenges, driven by technological advancements, regulatory changes, and evolving consumer preferences. However, the market is experiencing modest growth, with significant shifts in patterns. Global production volume growth is stabilizing at levels consistent with pre-COVID levels.

The following two factors should be noted that affect the overall industry growth rates:

- Volume growth is shifting eastward to Asia.
- The price of new cars continues to escalate, stressing the buying power of many potential new car buyers.

Economic Cycles of the Automotive Industry and Global Production Volume of Passenger Cars[(1)] (in million units)

Automotive vehicle production volumes have rebounded since the COVID-19 pandemic



Source: IHS, Roland Berger/Lazard

While local automotive markets exhibit cyclicality, the global automotive market is incredibly resilient. Over the last 25 years, there were only two periods of contraction: 1) the global financial crisis of 2008-09, and 2) the COVID-19 pandemic, which saw mandated closures of automotive assembly plants worldwide.

Supplier profitability in the automotive industry is notoriously challenging due to powerful OEM customers and a host of market factors such as volatile market volumes, challenges like high inflation faced by OEMs, and the transition to electrification and digitalization that causes market participants to invest in these new technologies while at the same time investing to maintain their legacy business. Additionally, suppliers are expected to bear more risks independently.

Note: (1) Incl. Light Commercial Vehicle (LCV); excl. Commonwealth of Independent States (CIS)

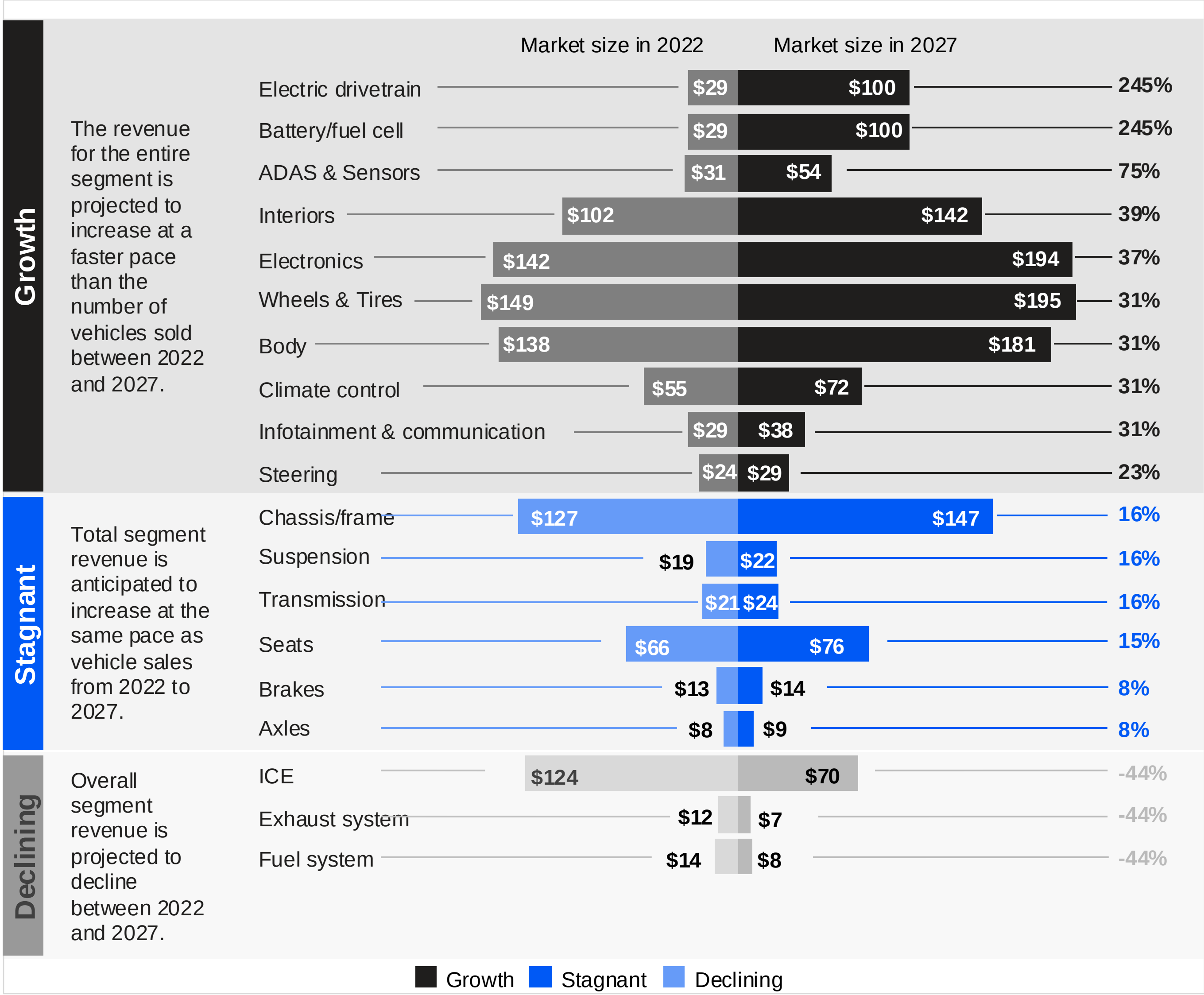
Sources: Roland Berger, Consensus, Company Information, Roland Berger/ Lazard Supplier Database

1.3 Global Automotive Supplier Segmentation

Electric drivetrain and battery/fuel cell segments are set to surge from **$29Bn** each in 2022 to **$100Bn** each by 2027, signaling a strong shift toward electric vehicles.

- Electronics, ADAS & sensors, and infotainment & communication sectors are growing significantly, reflecting increased vehicle technology adoption.
- Key segments such as interiors, wheels & tires, and climate control are experiencing steady growth, highlighting continuous investment in vehicle comfort and performance.
- Despite a projected decline, the market for ICE vehicles and components remains significant. Suppliers can still find substantial opportunities in new and replacement parts for various fossil-fueled vehicles that will continue to be sold and driven.

Automotive Component Segment Size and Growth 2022 Vs. 2027 (in $Bn)



Source: Deloitte

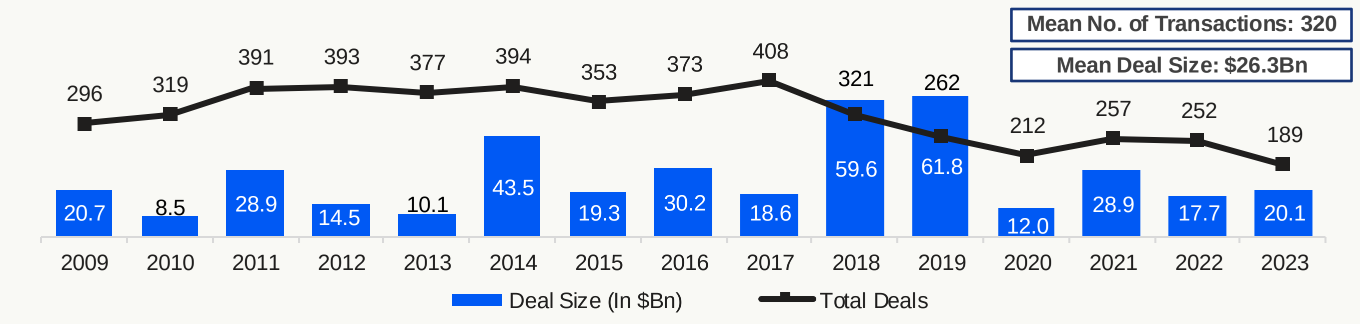
Note: The chart is based on shareholder value performance data derived from a study of nearly 300 leading global automotive suppliers

Sources: Deloitte

2.1 Overview of the Global M&A Activity

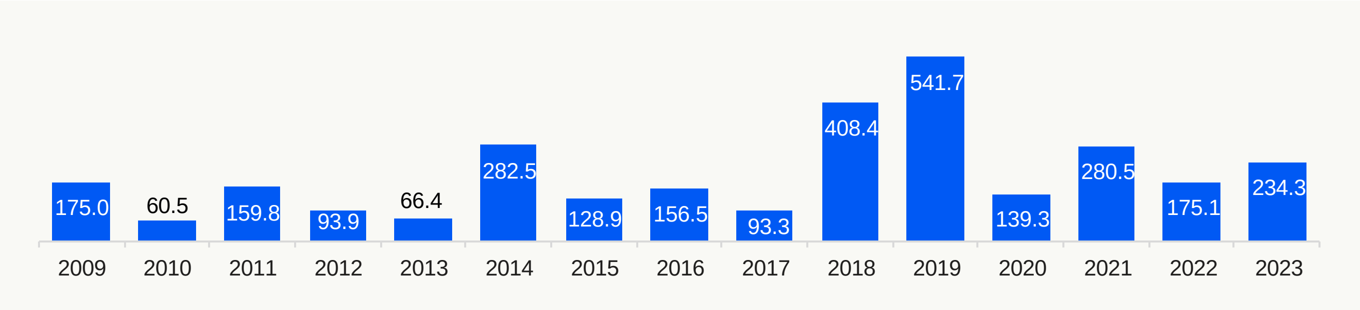
The following section compares global automotive deal size and deal count over the last 15 years across buyer type, deal type, and geography.

Global Automotive Deal Size & Count



Source: Capital IQ

Global Automotive Average Deal Size (In $M)



Source: Capital IQ

An average of 320 deals were completed per year across various sectors in the automotive supplier market including aftermarket, interiors, powertrains, safety and electric, and automotive components. In both the pre-and post-COVID periods, average deal sizes were solidly middle market, with multiple “platform” sized investments being made.

Key Observations

- Deal size peaked in 2019 at $61.8Bn and hit a low in 2010 at $8.5Bn. A significant contributor to the 2019 spike was Stellantis’s acquisition of Fiat Chrysler Automobiles for $45.3Bn. Given the propensity for episodic major mergers like the Stellantis Fiat transaction, average deal size tends to fluctuate year over year.
- In contrast, 2010 witnessed a high number of lower middle market deals (value less than $100M), totaling 296 transactions, indicating consolidation that year. This was a result of acquirers showing caution coming out of the global financial crisis.
- In 2020, the transaction count fell to 212, marking a 15-year low. During this period, ~72% of the transactions were strategic, primarily reflecting consolidations, while the remaining 28% were financial. This reflected caution exhibited by financial acquirers tied to the relatively tight access to debt to support buyouts.
- Deal activity was muted in 2020 and 2023 because of the continued uncertain macroeconomic and geopolitical environment, with transactions dropping by ~19% and ~25%, respectively.

Sources: Clearwater International, Bain, Proprietary Database

Deals Averages — Global

Larger average transactions occurred through 2016, with a pull back in 2017 as concerns about the length of the bull market took hold. In 2017 a dip in deal size occurred, that was again seen in 2020 during the heart of the global pandemic.

01 2018 and 2019 were standout years, featuring the highest average deal sizes observed, with 13 transactions classified as Mega Deals (values over $1Bn) and 17 as Large Cap Deals (values between $500M and $1Bn), highlighting the scale and strategic intent of market participants.

02 58 mega deals and 69 large cap deals throughout the timeframe reflect a strategic focus on scaling operations and expanding market share. Companies in this bracket are seeking to consolidate their position in the industry.

03 314 deals in the ~$100–500M range indicate that companies seek to diversify their product and service offerings. These transactions allow firms to integrate complementary businesses, enhance their product portfolios, and better serve their customer base.

04 Various transactions, especially in the lower middle market (1,660) with values less than $100M, strive to realize cost savings and operational efficiencies through streamlined processes, shared resources, and consolidations.

05 2,780 undisclosed deals indicate many private transactions, often involving strategic maneuvers such as bolt-on acquisitions, talent acquisition, and niche market entries.

Challenges and Outlook

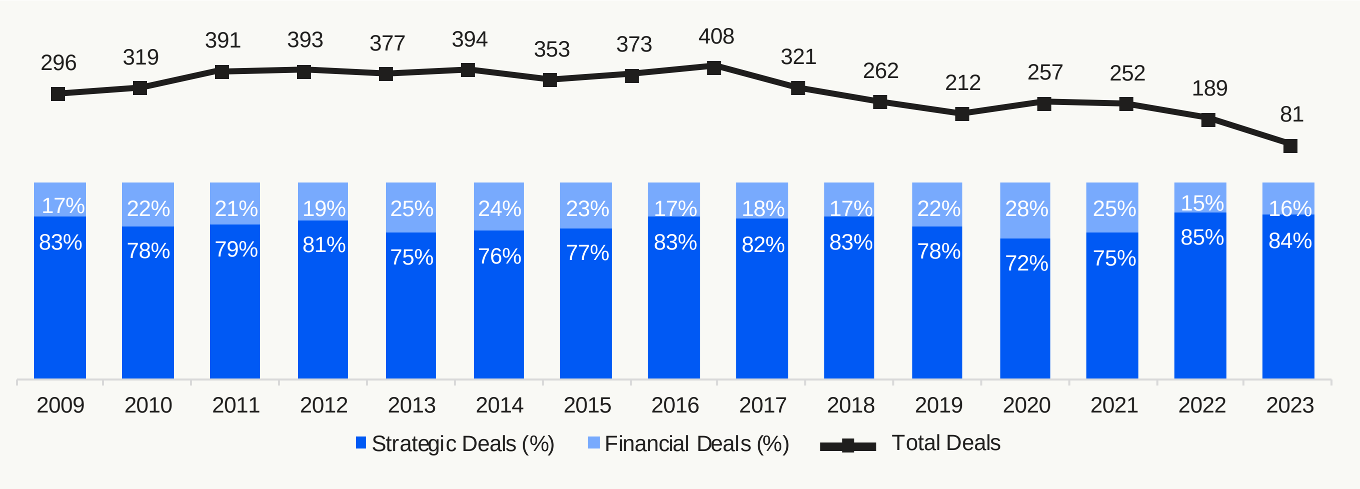
The macroeconomic challenges and major events such as the COVID-19 pandemic have introduced additional challenges for the automotive M&A market.

- Post-pandemic M&A and disposal activity increased due to necessary sector consolidation. Companies focused on rapid strategy execution, utilize M&A to accelerate new capability capture and maintain or improve their market positions.
- In 2023, global M&A activity normalized to pre-pandemic levels, though partially impacted by elevated interest rates, continued higher-than-normal inflation, and overall macroeconomic uncertainty. Middle-market deals and large-cap deals, where enterprise values are less than $1Bn, continue to dominate the supplier market activity and are expected to drive deal volume moving forward.

Sources: Clearwater International, Bain, Proprietary Database

2.2 Trends and Shifts – Buyer Composition

Strategic vs. Financial Buyer — Global

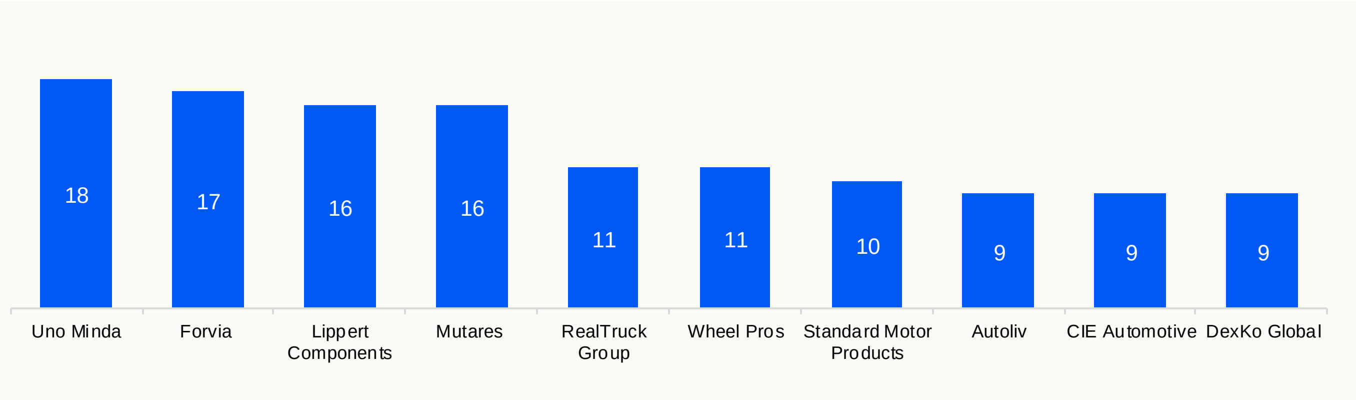


Source: Capital IQ

The automotive market remains strategically driven, with over 80% of historical transactions involving strategic acquirers. Deal activity was highest among strategic and private equity-backed strategic buyers, with increased demand for repair and maintenance part suppliers in 2023.

Current Scenario: The diversification away from ICEs into additional powertrain solutions, and the rise in overall costs. OEMs are pushing suppliers, especially smaller ones, for price cuts, resulting in significant financial pressure. Consolidation among suppliers could help reduce costs and generate funds required for transitioning to electric vehicle components.

Most Active Buyers/Investors in the Automotive Market by Number of Transactions



Source: Capital IQ

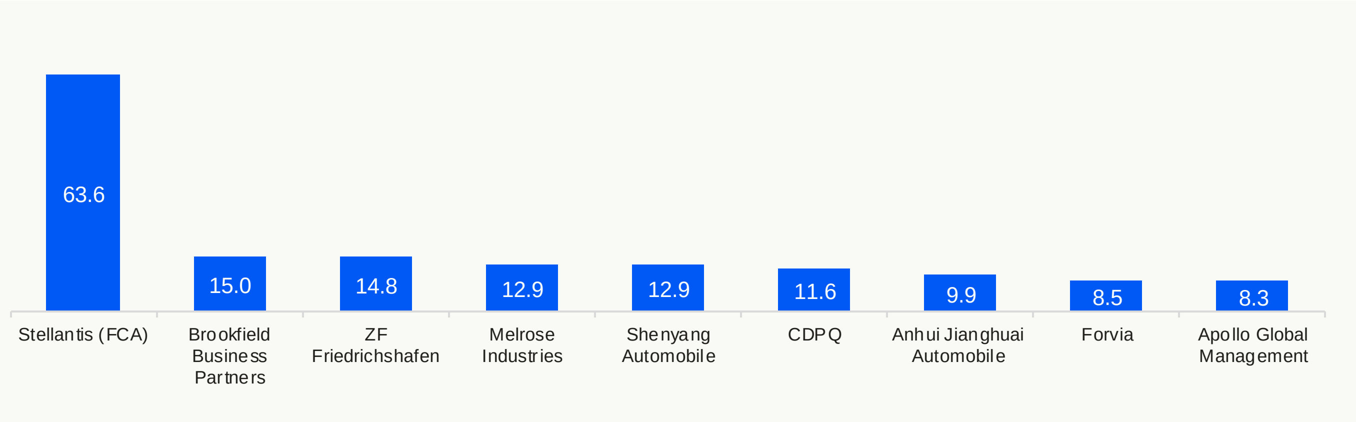
Sources: Stifel, Bain, Clearwater International, Deloitte, Proprietary Database

M&A Analysis

Several companies across the automotive landscape have embraced M&A as a strategic growth initiative including large Tier 1 suppliers like Forvia, specialty vehicle suppliers like Lippert, or aftermarket-oriented companies like Wheel Pros or Standard Motor Products.

Uno Minda, Forvia, Lippert Components, and Mutares are the leading buyers in the automotive sector. Their aggressive expansion strategies are focused on diversification and market strengthening, positioning these companies as the most active and influential participants in the market.

Top Deals by Buyers/Investors in the Automotive Market (Deal Size in $Bn)



Source: Capital IQ

- Stellantis dominates the automotive market with a total transaction size of $63.6Bn, positioning itself as the most significant player in terms of investment magnitude. However, this is largely attributed to its substantial combination with Fiat which was $45.3Bn.
- Additionally, Brookfield Business Partners has made a substantial commitment to the automotive segment with a transaction value of $15.0Bn, highlighting the considerable investments in this sector.

Over the past 15 years, strategic acquisitions have outpaced financial acquisitions in the automotive sector based on the most acquisitive buyer data. This trend highlights the industry's focus on long-term growth and technological advancements. Companies acquire competitors and suppliers to streamline operations, reduce costs, remain competitive, and achieve economies of scale.

Sources: Capstone Partners, Proprietary Database

Stellantis Top Deals

From 2009 to 2024, Stellantis made significant investments, including acquiring Fiat Chrysler Automobiles N.V. in 2019 for $45.9Bn. Other top deals include Symbio, Almotive, and Adam Opel.

Deal Year	Target	Buyer	Deal Value (In $M)
Dec-2022	Symbio	STELLANTIS	318.6
Dec-2022	Almotive		252.0
Dec-2019	Fiat Chrysler Automobiles		45,343.9
Mar-2017	Adam Opel		1,206.9
Oct-2013	VM Motori		46.7

Source: Capital IQ & Pitchbook

Brookfield Business Partners Top Deals

Brookfield Business Partners has made several key acquisitions, including the purchase of Clarios in 2018 for $11.6Bn and DexKo Global in 2021 for $3.4Bn. These strategic investments highlight Brookfield's focus on expanding its presence in the automotive sector.

Deal Year	Target	Buyer	Deal Value (In $M)
Jul-2021	DexKo Global	Brookfield	3,400.0
Jul-2019	Unidas Frotas		131.0
Nov-2018	Clarios		11,600.0
Apr-2019	Cardone Industries		195.0
Nov-2006	Stelco		724.8

Source: Capital IQ & Pitchbook

ZF Friedrichshafen Top Deals

ZF Friedrichshafen made significant acquisitions, including TRW Automotive Holdings in 2014 for $14.5Bn and WABCO in 2020 for $7.9Bn.

Deal Year	Target	Buyer	Deal Value (In $M)
May-2020	WABCO	ZF	7,982.2
Jan-2018	BeeSpeed Automatizări		-
Jul-2014	TRW Automotive Holdings		14,507.4
Nov-2011	Hansen Transmission International		710.2
Nov-2010	Fonderie Lorraine		-

Source: Capital IQ & Pitchbook

Sources: Proprietary Database

Forvia Top Deals

Forvia's key acquisitions include Hella in 2021 for $6.2Bn, Clarion in 2019 for $1.3Bn, and Parrot Faurecia Automotive in 2018 for $106.5M. These strategic moves align with Forvia's goal to enhance its automotive technology portfolio.

Deal Year	Target	Buyer	Deal Value (In $M)
Aug-2021	Hella	FORVIA	6,185.8
Oct-2019	SAS Autosystemtechnik		248.0
Oct-2019	Clarion Company		1,271.5
Mar-2018	Parrot Faurecia Automotive		106.5
Nov-2009	Faurecia Emissions Control Technologies		408.2

Source: Capital IQ & Pitchbook

Apollo Global Management Top Deals

Apollo's key acquisitions, including Tenneco Inc. for $7.6Bn and Lumileds Lighting for $2.0Bn, strengthen its industrial portfolio, supplying critical components to top automotive companies. These strategic deals demonstrate Apollo’s continued interest in the automotive supply chain.

Deal Year	Target	Buyer	Deal Value (In $M)
Aug-2024	Purmo Group	APOLLO	425.7
Sep-2023	Plasticon Industries		130.0
Feb-2022	Tenneco		7,566.9
Apr-2021	ABC Technologies Holdings		684.9
Jul-2017	Lumileds Lightning		2,000.0

Source: Capital IQ & Pitchbook

Uno Minda Top Deals

Uno Minda has strengthened its automotive offerings through key acquisitions like Delvis in 2019 for $23M and the Rinder Group's Global Lighting Business in 2016 for $21.9M. These deals reinforce its position as a top automotive component supplier.

Deal Year	Target	Buyer	Deal Value (In $M)
Jun-2021	UZ Chasys	UNO MINDA	7.8
Oct-2019	Delvis		23.0
Mar-2016	Rinder Group (Global Lighting Business)		21.9
Feb-2013	Clarton Horn		8.9
Aug-2010	Minda Acoustic		6.8

Source: Capital IQ & Pitchbook

Sources: Proprietary Database

Lippert Components Top Deals

Lippert has expanded its portfolio with key acquisitions, including Curt Group for $340M in 2019 and Lexington Seating Corporation for $40M in 2017. These strategic deals strengthen Lippert's position as a leading supplier in the recreational vehicle and transportation industries.

Deal Year	Target	Buyer	Deal Value (In $M)
Dec-2019	Curt Group	LIPPERT	340.0
May-2017	Lexington Seating Corporation		40.0
Apr-2015	SpectAL Industries		22.3
Jun-2014	Actuant Corporation		35.5
Feb-2010	Schwintek		35.0

Source: Capital IQ & Pitchbook

Standard Motor Products Top Deals

Standard Motor Products (SMP) expanded its portfolio with key acquisitions, including Nissens Automotive for $388M in 2024 and Trombetta for $111.7M in 2021. These strategic moves strengthen SMP's leadership in supplying premium parts and solutions to the replacement aftermarket sector.

Deal Year	Target	Buyer	Deal Value (In $M)
Jul-2024	Nissens Automotive	SMP Standard Motor Products, Inc	388.0
May-2021	Trombetta		111.7
May-2019	Stoneridge (Pollak Business)		38.4
May-2016	General Cable Corporation (Automotive Ignition Wire)		40.0
Jan-2014	Pensacola Diesel (Remanufacturing Operations)		340.0

Source: Capital IQ & Pitchbook

CIE Automotive Top Deals

CIE Automotive strengthened its global supply chain by acquiring Inteva's Roof Systems for $759.6M in 2018 and Bill Forge for $208.3M in 2016. These deals enhanced CIE's capabilities in specialized automotive components and precision-engineered systems. CIE has a core focus on the Tier 2 segment.

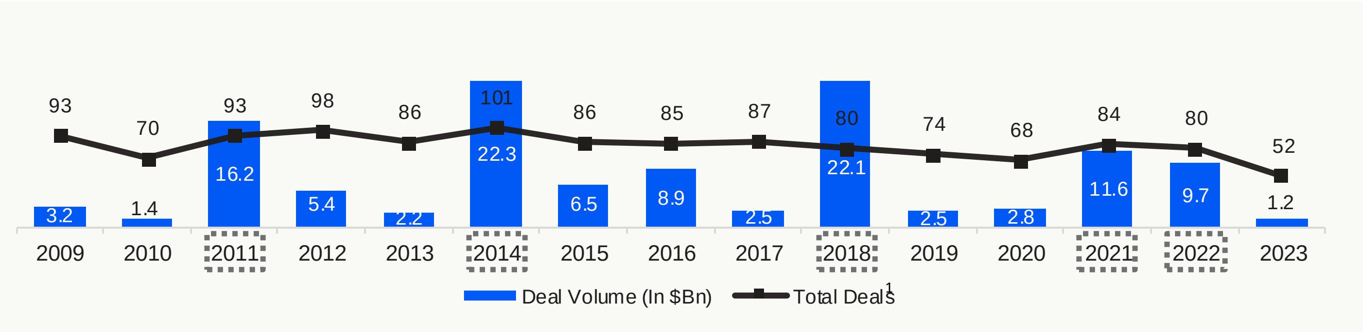
Deal Year	Target	Buyer	Deal Value (In $M)
Mar-2019	Aurangabad Electricals	CIE Automotive	119.2
Sep-2018	Roof Systems Business of Inteva's Products		759.6
Sep-2016	Bill Forge		209.3
May-2016	Grupo Amaya Tellería		212.1
Jul-2010	Instituto Sectorial de Promoción y Gestión de Empresas		307.7

Source: Capital IQ & Pitchbook

Sources: Proprietary Database

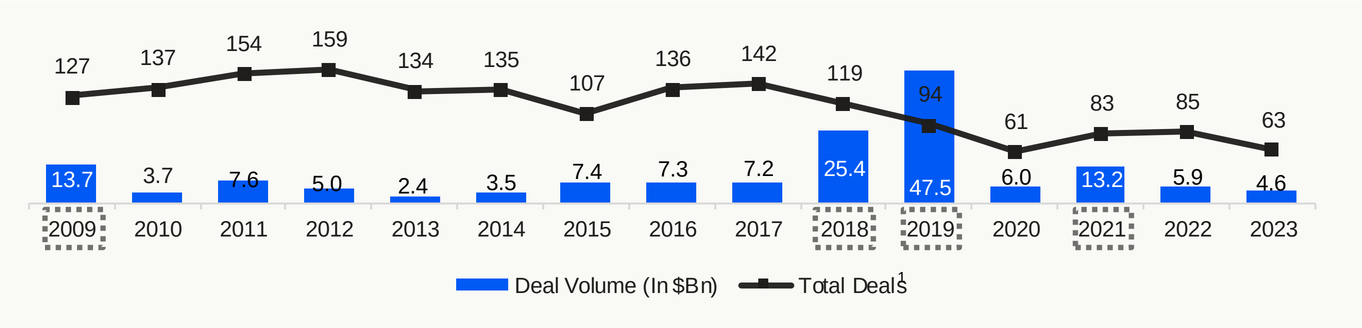
2.3 Trends and Shifts – Geographic

Total Deals and Deal Volume across North America



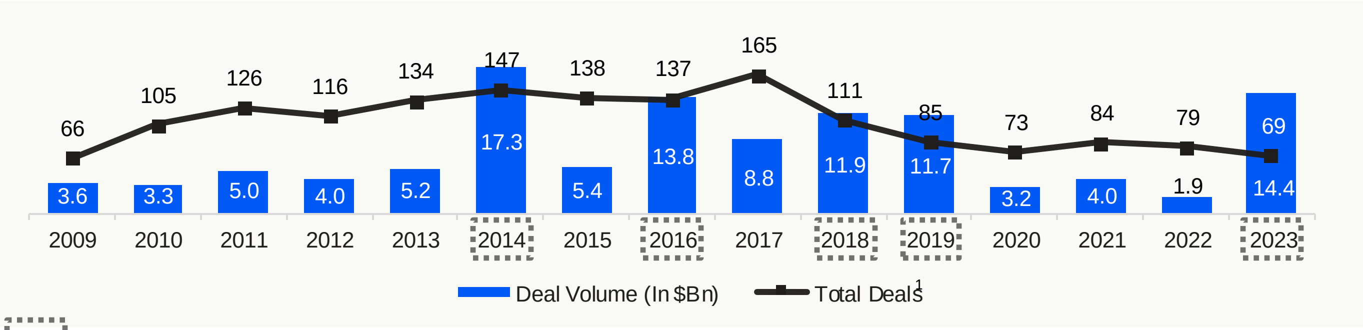
Source: Capital IQ

Total Deals and Deal Volume across Europe



Source: Capital IQ

Total Deals and Deal Volume across APAC



Represents Mega Deal Years

Source: Capital IQ

Average Deal Size across North America, Europe, and APAC (In $M)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
North America	81.0	64.0	415.9	194.4	89.5	697.7	241.1	222.8	79.0	1,006.8	118.8	183.4	682.5	605.9	86.0
Europe	488.5	82.0	159.0	127.2	55.6	80.6	210.3	178.0	205.7	652.3	1,695.1	354.6	529.6	195.4	253.0
APAC	75.6	47.7	59.8	52.0	66.3	234.0	64.5	128.0	72.5	150.8	192.7	67.9	67.3	36.6	276.3

Note: 1. Deal count includes the deals with undisclosed values

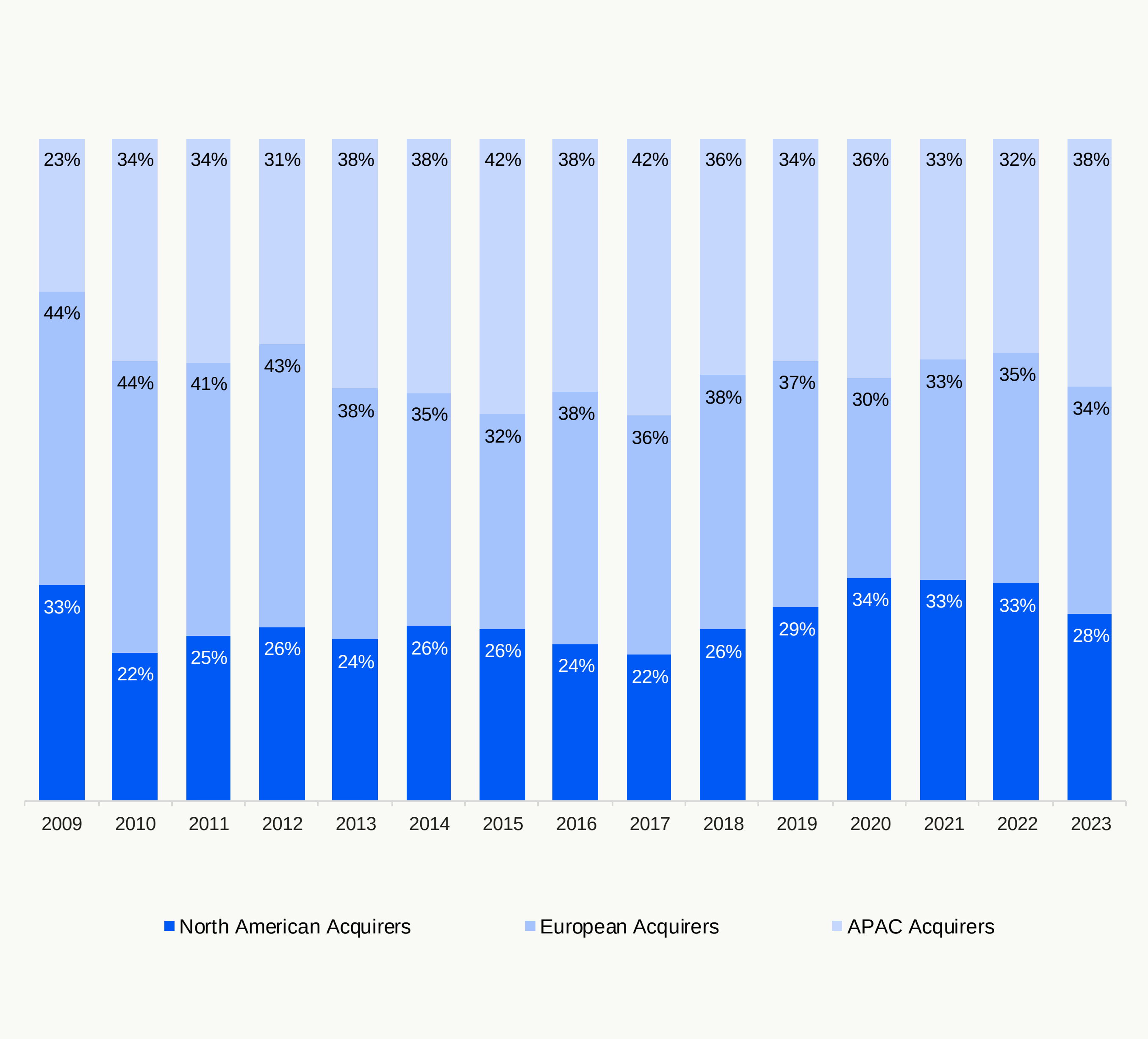
Sources: Proprietary Database

Source: Capital IQ

M&A Analysis

The automotive industry is a large and global ecosystem. The following chart graph illustrates the distribution of buyers by region by year, highlighting the percentage of buyers across regions. For instance, in 2023, 28% of acquirers in the automotive market were buyers based in North America.

Buyer Origin by Region Over Time



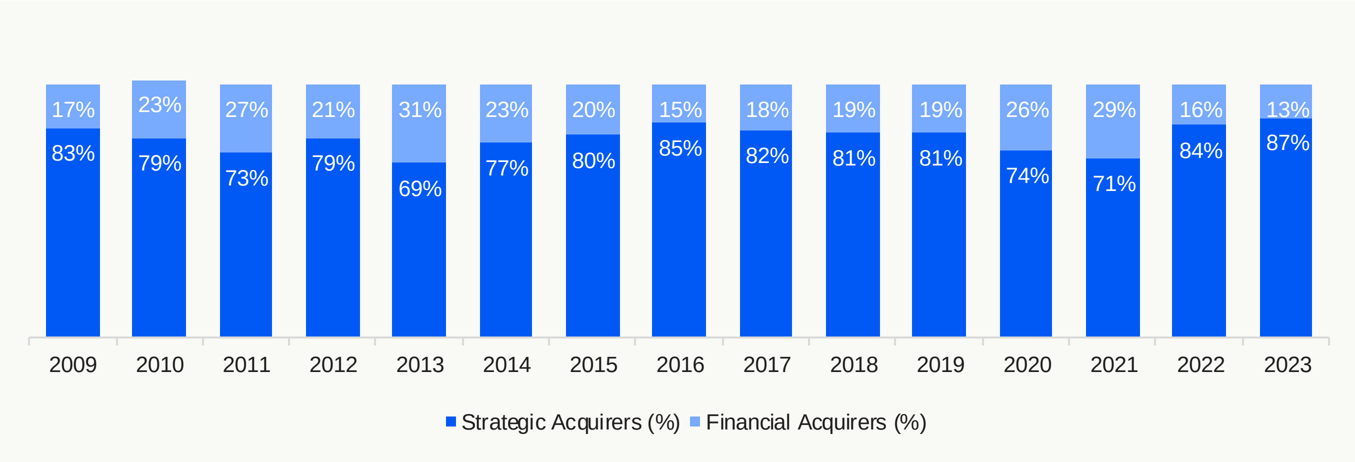
Source: Capital IQ

In addition to being global, the type of buyer varies over time and across geographies. The following charts show the distributions of buyer types.

Sources: Proprietary Database

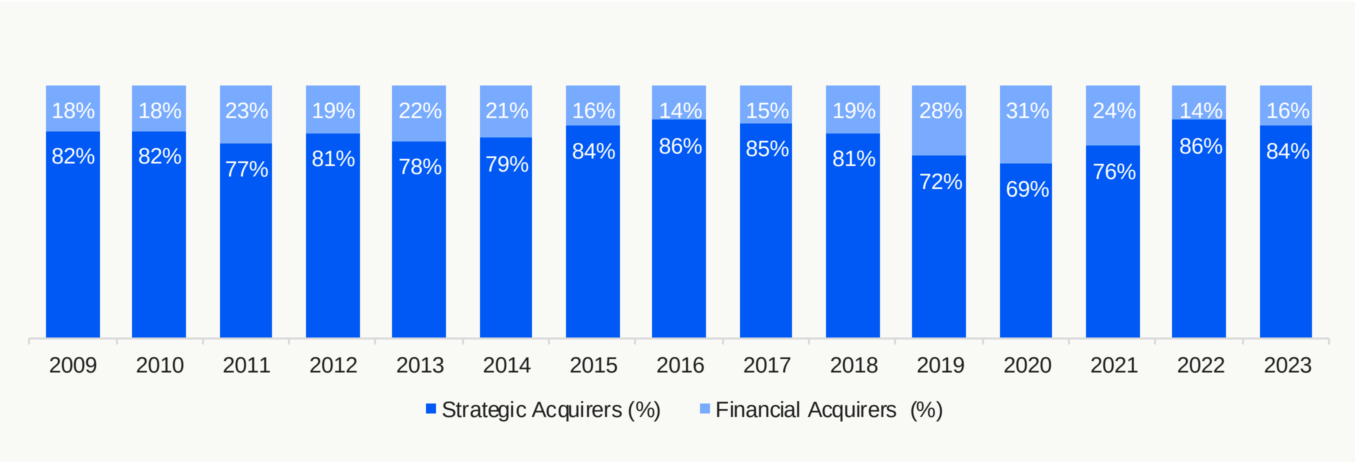
M&A Analysis

Buyer Type – North America



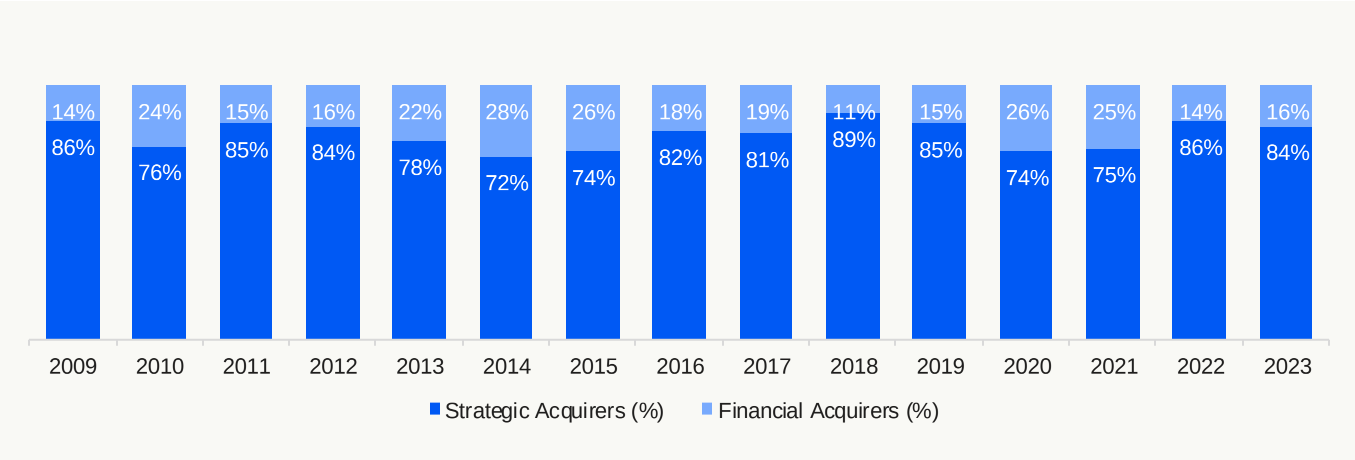
Source: Capital IQ

Buyer Type – Europe



Source: Capital IQ

Buyer Type – APAC



Source: Capital IQ

Sources: Proprietary Database

North America Outlook

Trends Impacting M&A Activity in North America's Automotive Supplier Market

M&A activity in North America's automotive supplier market is driven by political, regulatory, economic, and technological factors, as well as private equity and supply chain disruptions.

Key Observations

- Tariffs on imported steel and aluminum in 2018 increased costs for suppliers, leading to consolidations and strategic acquisitions to manage these costs.
- M&A volume in 2023 declined as sellers became more patient after active years in 2021 and 2022, with higher interest rates raising capital costs and softening deal activity in early 2023.
- Fluctuating oil prices and a major OEM strike have influenced M&A activity, as companies adjust to changing market conditions and energy policies.
- Despite significant number of deals in 2017, the total deal size was low at $2.5Bn, primarily due to the acquisition of smaller suppliers in the aftermarket and the absence of large marquee deals.

Strategic Acquisitions Dominate North America's Automotive Supplier Market

The North American automotive supplier market is strategically driven, with over 75% of transactions involving strategic acquirers, supported by a stable political environment. The replacement of NAFTA with USMCA in 2020 provided a more predictable trade framework. As a result, suppliers have been driven to acquire local firms to meet new content requirements and benefit from tariff-free trade within the region.

Outlook

Looking ahead, the focus will be on developing a large local end-to-end value chain with upward trends in strategic acquisitions and higher average deal sizes.

1. Supply chain risk reduction has become critical for OEMs in North America due to global disruptions like the COVID-19 pandemic and geopolitical tensions. This drives the creation of a local, end-to-end value chain, particularly in the aftermarket.
2. Stricter emissions standards and the push for EVs by the EPA have led companies to acquire firms with advanced emissions control and EV technology.
3. M&A deals are expected to rise, particularly with local suppliers and logistics companies, aiming to create an integrated regional supply network through localization.
4. Ford's 2023 investment in Rivian demonstrates how traditional OEMs are increasingly investing in tech startups to bolster EV capabilities and reduce dependency on internally developed technology.

Sources: USTR, UHY, Stifel, Jefferies, Roland Berger, The Street, Proprietary Database

Europe Outlook

European M&A Activity: High Transaction Volume with Lower Deal Sizes Driven by Strategic Takeovers and Geopolitical Tensions

In Europe, the number of transactions is notable, alongside a new trend of consistently rising mega-deals involving major participants, where the industry giants can often be found acquiring smaller participants.

The market is marked by several small transactions by corporate acquirers that filled strategic holes in the portfolio. For instance, Innerio Heat Exchanger acquisition of ESTRA Europe for $52.8M and Worthington Steel takeover of Voestalpine Automotive Components for $21.9M.

Key Observations

- Most of the M&As are undertaken by strategic investors keen to improve their position in the market, develop new markets, or realize economies of scale.
- The average deal size in the last few years has been the lowest in 2022, mainly because of geopolitical tensions, creating market volatility and impacting investor sentiment and financial markets. Uncertainty stemming from the Ukraine-Russia war led to fluctuating exchange rates and impacted investment decisions in affected regions.
- The war in Ukraine also created additional rising costs for primary production creating further challenges for the industry and the M&A environment.

Strategic Dominance and Growing Financial Investments in Europe's Automotive Supplier Market

The automotive supplier market is strategically driven in Europe, with over 70% of historical transactions involving strategic acquirers compared to 30% of deals involving financial buyers.

Since 2012, the presence of financial investors has been increasing, with private equity firms increasingly involved due to attractive investment opportunities in the industry. The share of financial investors reached its peak in 2020 and 2021.

Outlook

1. The outlook of suppliers in the European aftermarket automotive industry is poised for significant transformation driven by consolidation and integration strategies.
2. Leading companies such as LKQ Corporation are setting the stage for a future where vertically integrated participants dominate the market.
3. For prospects, post-conflict stabilization efforts and infrastructure development could create new opportunities for M&A in affected regions, particularly for the suppliers in automotive aftermarket services.

Sources: McKinsey & Company, Just Auto, PwC, Roland Berger, BCG, Capgemini, Proprietary Database

Asia Pacific Outlook

Fluctuating M&A Activity in APAC's Automotive Supplier Market

In the APAC region, the fluctuation in M&A deal volumes and numbers in the automotive supplier market over the last 15 years has been influenced by a combination of economic growth, regulatory changes, technological advancements, market consolidation, FDI policies, global financial crises, supply chain disruptions, and shifts in consumer preferences.

Key Observations

- The APAC region, especially China and India, witnessed significant economic growth in the early 2010s. This economic boom led to increased vehicle ownership, boosting demand for automotive aftermarket products.
- In terms of regulatory aspects, stricter emissions and safety regulations in countries such as China and India led to increased demand for components that comply with new standards. For example, the implementation of China’s National VI emission standards in 2018 pushed for upgrades in automotive components.
- The lowest deal size was in 2022, attributed to the lingering effects of the COVID-19 pandemic and geopolitical tensions such as the U.S.- China Trade War.
- Average deal values in Asia are markedly lower than in Europe and North America, reflecting the fact that these markets are still rapidly growing, and the phase of consolidation seen in the West has yet to begin.

Strategic Dominance and Supply Chain Evolution in APAC's Automotive Supplier Market

Strategic investors drive robust transactions by leveraging opportunities for synergies through collaborations, to expand market share and innovate, diversify, and evolve business models.

Evolving Supply Chain and Supplier Dynamics

- The evolving dynamics of the supply chain, characterized by risk sharing and consolidation among suppliers, have significantly influenced the M&A deal landscape in the APAC region.
- Tier 1 suppliers' need to scale up, innovate, and manage risks, coupled with Tier 2 suppliers' cost pressures, has driven a wave of mergers, acquisitions, and strategic investments to create more robust and competitive supply chains.

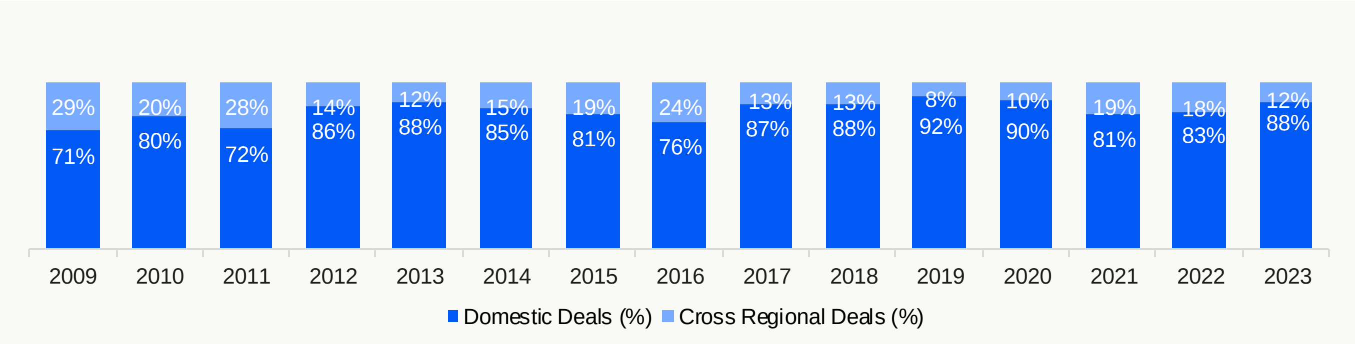
Outlook

1. While there are challenges such as regulatory scrutiny and geopolitical tensions, the overall outlook remains positive, with steady growth expected in the coming years.
2. Unlike in the West, the aftermarket is much less fully developed in Asia as the car population increases. The future should see more aftermarket M&A activity as the sector matures.

Sources: Coatings World, EY, Grant Thornton, McKinsey & Company, Proprietary Database

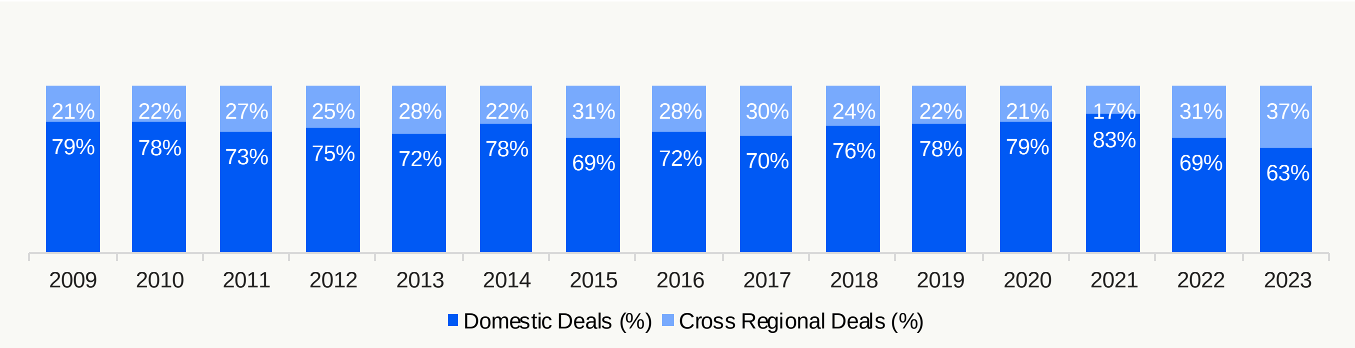
2.4 Trends and Shifts — Domestic vs. Cross-Regional

North American Domestic vs. Cross-Regional Deals



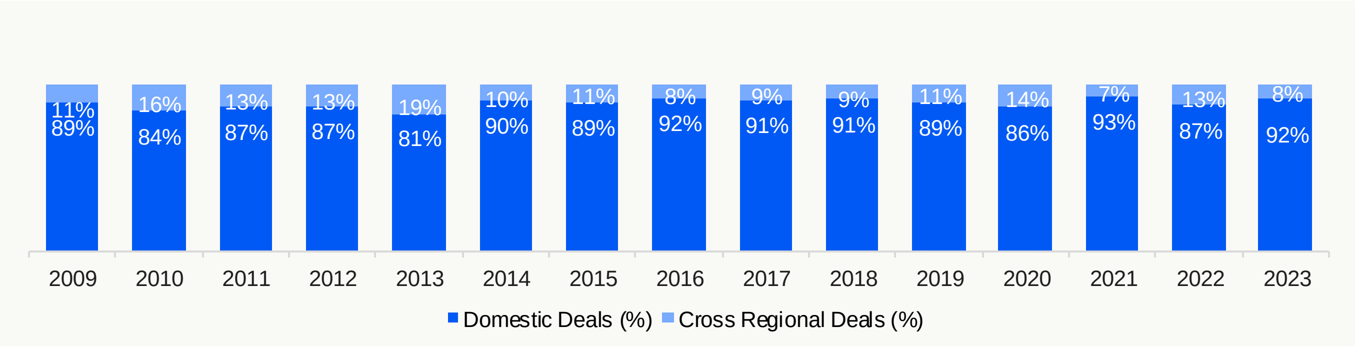
Source: Capital IQ

European Domestic vs. Cross-Regional Deals



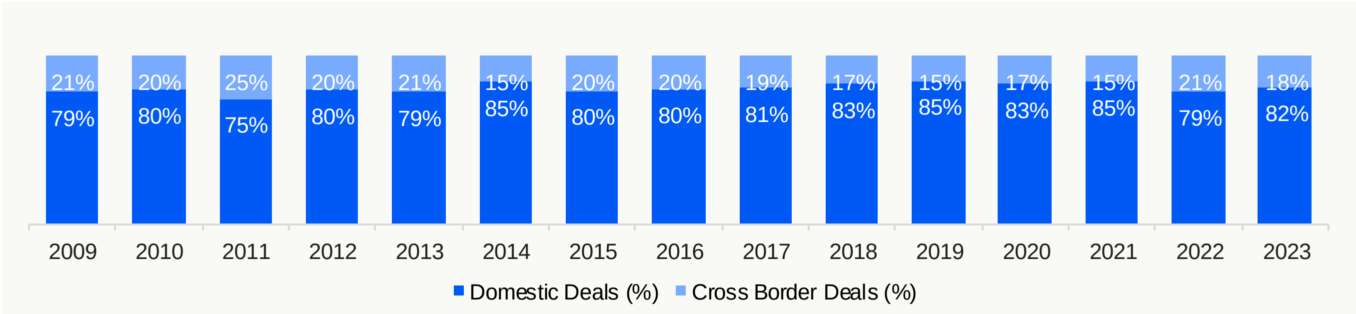
Source: Capital IQ

APAC Domestic vs. Cross-Regional Deals



Source: Capital IQ

Global Domestic vs. Cross-Regional Deals



Note: If target and buyer both are based out of same region, transaction is considered as domestic, else it is cross-regional

Source: Capital IQ

Sources Proprietary Database

Domestic vs. Cross-Regional Average Deal Size across North America, Europe and APAC (In $M)

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
74.3	53.5	659.7	163.1	74.7	291.8	182.7	228.5	82.4	1,388.0	128.9	211.5	673.3	748.0	62.2
103.4	92.1	100.2	308.8	259.0	2,456.3	326.1	203.0	64.2	339.5	23.4	0.9	699.4	179.7	173.0
313.8	94.4	143.9	124.4	43.0	54.0	124.3	154.2	235.1	583.6	2,577.8	121.0	467.4	155.9	215.7
1,012.7	43.5	186.7	132.8	88.0	135.8	301.3	211.6	166.6	807.0	106.4	915.5	689.5	254.6	299.5
83.4	47.9	57.6	53.8	62.1	245.8	64.1	94.9	50.2	102.1	186.1	57.4	71.2	27.0	296.9
30.0	45.9	77.3	26.4	80.4	27.9	70.1	541.6	319.7	872.5	216.4	377.6	25.2	112.0	28.5

Domestic Deals – North America
Cross-Regional Deals – North America
Domestic Deals – Europe
Cross-Regional Deals – Europe
Domestic Deals – APAC
Cross-Regional Deals – APAC

Source: Capital IQ

Domestic vs. Cross-Regional Average Deal Size Globally (In $M)

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
130.8	61.3	179.0	86.4	59.5	206.8	90.2	128.9	77.2	362.7	634.5	93.5	234.9	167.5	244.5
357.8	56.4	110.9	124.8	92.3	672.9	247.0	281.2	166.1	600.9	131.4	451.6	482.2	202.1	201.9

Domestic Deals – Global
Cross-Regional Deals – Global

Source: Capital IQ

Note: If target and buyer both are based out of same region, transaction is considered as domestic, else it is cross-regional

Sources Proprietary Database

Domestic vs. Cross-Regional Analysis – North America

Key Observations

- **Domestic Dominance**: Over the past 15 years, domestic deals have dominated North America's automotive M&A landscape, typically making up 70% to 80% of the total deals.
- **Recent Shift**: There has been a slight increase in cross-regional transactions, driven by global supply chain integration and technological advancements.
- **Fluctuating Deal Sizes**: Average deal sizes have shown significant fluctuations, peaking in 2015 and 2021, largely due to major acquisitions in electric vehicles (EVs) and autonomous driving technologies.
- **Strategic Cross-Regional Deals**: North American companies are increasingly engaging in cross-regional deals to secure critical EV battery materials and expand market reach, particularly into Asia.

Domestic vs. Cross-Regional Analysis – Europe

Key Observations

- **Higher Cross-Regional Activity:** Europe consistently shows a higher proportion of cross-regional deals compared to other regions, reflecting its fragmented market structure.
- **Electrification Momentum:** The EU's 2035 ban on gas-powered vehicles is driving a reassessment in the industry, with companies considering strategic acquisitions or divestitures to align with electrification goals.
- **Strategic Dominance**: Strategic buyers dominate the European market, focusing on synergies rather than the return-focused approach typical of private equity investors.
- **Attractive Market for Foreign Buyers**: Given recent economic challenges to the European automotive industry, foreign buyers have found the European market at an attractive juncture to pursue transactions.

Note: If target and buyer both are based out of same region, transaction is considered as domestic, else it is cross-regional

Sources: PWC, Stout Automotive Industry Overview, Alvarez and Marsal, Bain, BCG, Proprietary Database

Domestic vs. Cross-Regional Analysis – APAC

Key Observations

- **Strong Domestic Focus**: The APAC region has a strong preference for domestic deals, with 85% to 90% of M&A activity being domestic over the past 15 years.
- **Increasing Cross-Regional Significance**: There has been a slight increase in cross-regional transactions, driven by global supply chain integration and technological advancements.
- **Government-Driven EV Leadership**: The Chinese government incentivizes local participants, making them leaders in battery electric vehicle technologies and cost-efficient through economies of scale.
- **Shifting Focus to APAC**: Western suppliers are increasingly redirecting investments from Europe to Asia, adjusting product portfolios, production sites, and supply chains. This strategic shift aims to build local capabilities and expand market presence in the APAC region.

Domestic vs. Cross-Regional Analysis – Global

Key Observations

- **Domestic Dominance:** Domestic deals have consistently made up 70-80% of global M&A activity over the past 15 years, with cross-regional deals holding a smaller but stable share driven by a focus on regional consolidation and operational synergies.
- **Deal Size Fluctuations**: Significant peaks in average deal sizes occurred in 2015 and 2021, driven by strategic acquisitions in EV and autonomous technologies.
- **2023 Downturn**: M&A activity slowed in 2023 due to macroeconomic factors, but strategic deals in electrification and digitalization remain strong.
- **Technology and Sustainability Drivers:** Companies are increasingly targeting acquisitions to secure critical EV, and digital technologies, and meet sustainability regulations, driving both domestic and cross-regional deals.

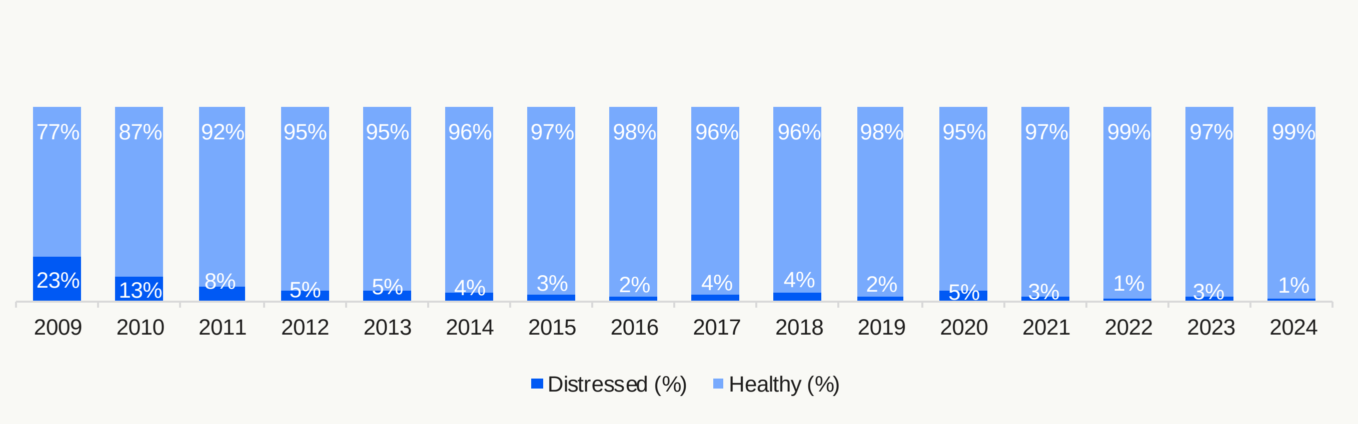
Note: If target and buyer both are based out of same region, transaction is considered as domestic, else it is cross-regional

Sources: PWC, Stout Automotive Industry Overview, Alvarez and Marsal, Bain, BCG, Proprietary Database

2.5 Trends and Shifts — Distressed vs. Healthy Deals

This section provides an analysis of distressed versus healthy deals in the global automotive supplier market, covering transactions that occurred over the past 15 years.

Transaction Analysis of Distressed vs Healthy Deals



Source: Capital IQ

Key Observations

Predominance of Healthy Deals:

- Healthy deals have consistently dominated the M&A landscape in the global automotive supplier market. The data shows that the proportion of healthy transactions has remained above 95% since 2012.
- In recent years, particularly from 2018 onward, healthy deals have constituted nearly 100% of the total transactions, indicating a stable and resilient market.

Fluctuations in Distressed Deals:

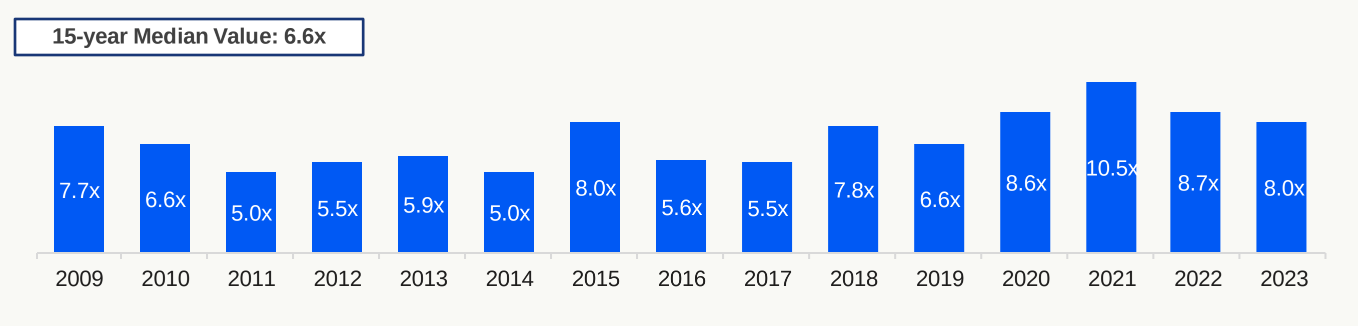
- Distressed deals witnessed higher percentages in the earlier years, peaking in 2010 with 23%. This period corresponds with the aftermath of the global financial crisis when various companies faced financial difficulties.
- From 2012 onward, the percentage of distressed deals significantly decreased, falling to single digits and maintaining a steady decline, reflecting improved market conditions and financial stability among automotive suppliers.
- In spite of a diverse set of challenges impacting the automotive sector since 2020, there was no visible increase in the ratio of distressed transactions vs. the pre-COVID years.

Sources: Roland Berger/Lazard, PWC, Proprietary Database

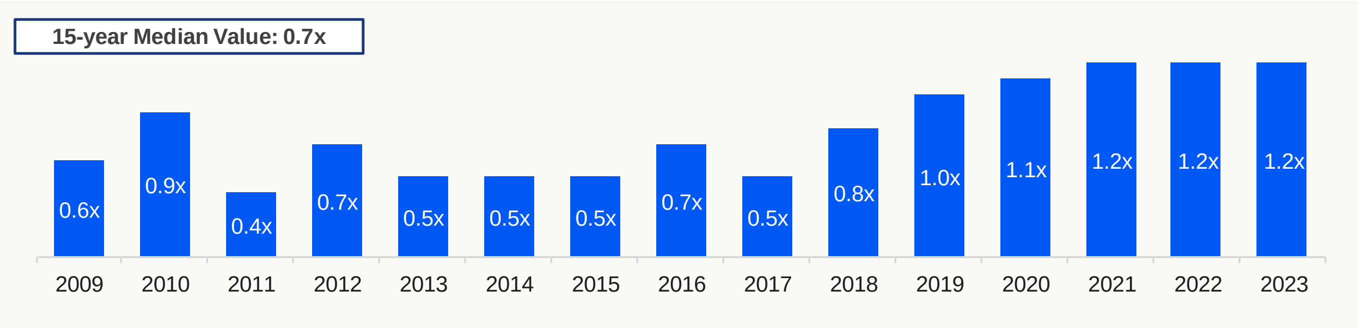
2.6 Valuation Metrics

This section examined the valuation trends in the global automotive sector over the past 15 years, focusing on several key transaction metrics, such as EV/EBITDA and EV/Revenue.

EV/LTM EBITDA Multiple for Automotive Suppliers[1]



EV/Revenue Multiple for Automotive Suppliers



Source: Capital IQ

Key Observations

- The Automotive Supplier Index market is currently trading at 7.9x as of Jul-24, above its 15-year median of 6.6x, driven by M&A activity, consolidations, and higher valuations for larger, more efficient companies.
- Collaborations and partnerships among automotive suppliers and technology firms have strengthened market positions and boosted valuations.
  - In October 2023, Continental partnered with Munich-based high-tech company Deep Drive to develop integrated drive and brake systems for electric vehicle wheels. This collaboration aims to improve range, efficiency, and sustainability, combining Continental's brake expertise with Deep Drive's innovative electric motor technology.
- Strong revenue growth driven by increased vehicle production and sales, especially in emerging markets, along with enhanced operational efficiencies and cost management, has improved profit margins and attracted investors.
- Investments in resilient, adaptable supply chains continue to drive auto supplier M&A.

Note: 1. Excludes transactions with EV/EBITDA multiple>20x to remove outliers due to a few large deals. Multiples are based on transactions.
Sources: Kroll, Continental, Roland Berger/Lazard, Proprietary Database

3.1 Selected Strategic Acquisitive Participants

This section provides analysis based on profiles of key acquisitive participants across the automotive supplier market, along with details on their recent acquisitions.

ABC TECHNOLOGIES
INNOVATION IN PLASTICS & LIGHTWEIGHTING

HQ: Canada

Founded in 1974, **ABC Technologies** is a manufacturer and supplier of custom, highly engineered technical plastics and lightweight innovations for the North American light vehicle industry.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Interior, Aftermarket, and Body & Chassis	2009 - 2018: 1 2019 - Present: 5	147.7

AISIN

Ticker: JPY:ASEKY
Market Capitalization
¥1.33T

HQ: Japan

Founded in 1943, **Aisin** is a manufacturer and seller of automotive parts, including automatic transmissions, car navigation systems, and cast-iron parts for engines and brakes. The company supplies manufacturers across the globe.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Safety & Electric, Aftermarket, Powertrain, and Body & Chassis	2009 - 2018: 3 2019 - Present: 2	421.1

BESTOP

HQ: United States

Founded in 1954, **Bestop** is a manufacturer of soft tops and fabric accessories for Jeep and light truck accessories in North America.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Safety & Electric, Aftermarket, Powertrain, and Body & Chassis	2009 - 2018: 4 2019 - Present: 5	NA

Sources: Company Website, Proprietary Database, Press releases

Key Participants

BORGWARNER

HQ: United States

Ticker: NYSE: BWA
Market Capitalization
$7.5Bn

Founded in 1928, **BorgWarner** is a Tier I auto-parts supplier providing turbochargers, e-boosters, e-turbos, timing and emissions systems, thermal systems, ignition technology, powertrain sensors, and more.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Aftermarket, Commercial Vehicles, Safety & Electric, and Body & Chassis	2009 - 2018: 6 2019 - Present: 10	422.0

CIE Automotive

HQ: Spain

Ticker: MAD: CIE
Market Capitalization
$3.5Bn

Founded in 1996, **CIE Automotive** is a supplier of components and subassemblies for the automotive market. The company produces components for engines, gearboxes, transmissions, chassis, interior and exterior trim, and roof systems.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Body & Chassis, Interior / NVH, Powertrain, Safety & Electric, and Aftermarket	2009 - 2018: 9 2019 - Present: 5	146.9

Continental

HQ: Germany

Ticker: ETR: CON
Market Capitalization
EUR 11.8Bn

Founded in 1871, **Continental** is a global auto supplier and tire manufacturer.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Body & Chassis, Powertrain, Safety & Electric, and Aftermarket	2009 - 2018: 21 2019 - Present: 5	314.4

Sources: Company Website, Proprietary Database, Press releases

REACH

Key Participants

HQ: United States

Ticker: NYS: CMI
Market Capitalization
$41.9Bn

Founded in 1919, **Cummins** is a manufacturer of diesel engines used in commercial trucks, off-highway machinery, and railroad locomotives, in addition to standby and prime power generators.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Fluid and Air, Body & Chassis, Safety & Electric, Commercial Vehicles, and Aftermarket	2009 - 2018: 9	287.8
	2019 - Present: 9	

HQ: United States

Ticker: NAS: DORM
Market Capitalization
$3.3Bn

Founded in 1918, **Dorman** is a supplier of original equipment parts for automobiles. The company produces replacement parts, automotive hardware, brake parts, and fasteners for the automotive and heavy-duty aftermarket.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Aftermarket, Safety & Electric, Powertrain, and Body & Chassis	2009 - 2018: 5	283.7
	2019 - Present: 2	

HQ: United States

Founded in 1917, **First Brands Group** is an automotive parts company that designs, manufactures, and distributes products through several leading brands.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Powertrain, Aftermarket, Safety & Electric, and Body & Chassis	2009 - 2018: NA	352.6
	2019 - Present: 10	

Sources: Company Website, Proprietary Database, Press releases

Key Participants

HQ: France

Founded in 1997, **Forvia** operates in automotive seating, interior systems, emission control technologies, electronics, lighting, and a segment called Lifecycle Solutions focused on automotive-related recycling.

Ticker: PAR: FRVIA
Market Capitalization
EUR 9.7 Bn

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Aftermarket, Safety & Electric, and Interior	2009 - 2018: 6 2019 - Present: 2	NA

HQ: United States

Founded in 1928, **Genuine Parts Company** sells aftermarket automotive parts (60% of its sales) and industrial products (40%) in the U.S. and globally.

Ticker: NYS: GPC
Market Capitalization
$20.0Bn

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Aftermarket, Safety & Electric, Powertrain, Fluid & Air, and Body & Chassis	2009 - 2018: 11 2019 - Present: 8	1,171.5

HQ: France

Founded in 1946, **OPmobility** offers its customers a wide range of solutions: intelligent exterior systems, complex modules, lighting systems, energy storage systems, and battery and hydrogen electrification.

Ticker: PAR: OPM
Market Capitalization
EUR 1.2Bn

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Interior, Fluid & Air, Body & Chassis ,and Safety & Electric	2009 - 2018: 4 2019 - Present: 4	300.4

Sources: Company Website, Proprietary Database, Press releases

Key Participants

HQ: United States

Founded in 1999, **Race Winning Brands** manufactures racing parts for automotive and power sports markets, including pistons, piston rings, bearings, gaskets, crankshafts, and other engine and driveline performance components.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Powertrain, Body & Chassis, and Fluid & Air	2009 - 2018: 7 2019 - Present: 9	NA

HQ: India

Ticker: NSE:MOTHERSON
Market Capitalization INR 1.3T

Founded in 2011, **Samvardhana Motherson** supplies automotive components to original equipment manufacturers worldwide, primarily for light vehicle production.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Body & Chassis, and Interior	2009 - 2018: 6 2019 - Present: 5	279.4

HQ: Germany

Ticker: ETR: SHA
Market Capitalization EUR 776.5M

Founded in 1946, **Schaeffler** is a supplier to the automotive and industrial sectors, operating through three divisions: Automotive Technologies, Automotive Aftermarket, and Industrial.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Powertrain, Body & Chassis, and Safety & Electric	2009 - 2018: 2 2019 - Present: 10	322.0

Sources: Company Website, Proprietary Database, Press releases

Key Participants

HQ: India

Ticker: BSE:532539
Market Capitalization
INR 670.5Bn

Founded in 1997, **UNO Minda** is a conglomerate engaged in the manufacturing of auto components, including lighting, alloy wheels, horns, seating systems, seatbelts, switches, sensors, controllers, handlebar assemblies, and wheel covers.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Safety & Electric, Powertrain, Body & Chassis, and Interior	2009 - 2018: 6 2019 - Present: 7	10.7

HQ: France

Ticker: EPA: FR
Market Capitalization
EUR 2.4Bn

Founded in 1923, **Valeo** is an automotive parts supplier that operates through four business segments, namely powertrain systems, thermal systems, comfort and driving assistance systems, and visibility systems.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Commercial Vehicles, Safety & Electric, Powertrain, Body & Chassis, and Interior	2009 - 2018: 11 2019 - Present: 1	283.9

HQ: United States

Founded in 1994, **c**is a designer, manufacturer, and distributor of wheels for the aftermarket automotive industry.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Aftermarket, Body & Chassis, and Interior	2009 - 2019: 7 2019 - Present: 9	NA

Sources: Company Website, Proprietary Database, Press releases

Key Participants

HQ: Germany

Founded in 1915, **ZF Friedrichshafen** is a supplier and distributor of driveline and chassis technology designed for commercial vehicles catering to clients in Friedrichshafen, Germany.

Key Product Areas	No. Of Acquisitions	Average Deal Size ($M)
Body & Chassis, Powertrain, Safety & Electric, and Commercial Vehicles	2009 - 2019: 9 2019 - Present: 4	7,203.4

Sources: Company Website, Proprietary Database, Press releases

3.2 Key Investors

The following section highlights the most active financial investors in the automotive supplier market, with their recent investments across Europe, North America, and the Asia Pacific.

AEQUITA

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
20	Aftermarket, Safety & Electronics, Powertrain, Body & Chassis, and Interior	Europe	2009 - 2018: NA 2019 – Present: 8	NA

APOLLO INVESTMENT CORPORATION

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
710	Safety & Electric, Powertrain, Body & Chassis, and Interior	USA, Europe	2009 - 2018: 3 2019 – Present: 8	2,201.4

ARDIAN

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
1,249	Aftermarket, Commercial Vehicles, Safety & Electric, Powertrain, and Body	Europe	2009 - 2018: 9 2019 – Present: 2	2,801.5

Audax Private Equity

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
1,409	Commercial Vehicles, Powertrain, Body & Chassis, and Interior	USA	2009 - 2018: 14 2019 – Present: 11	238.0

CLEARLAKE

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
368	Aftermarket, Safety & Electric, Fluid & Air, and Interior	USA	2009 - 2018: 11 2019 – Present: NA	135.0

GEMINI INVESTORS

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
206	Aftermarket, Interior, and Safety & Electric	USA	2009 - 2018: 5 2019 – Present: 1	NA

Note: No. of M&A Automotive includes both platform and add-on investments
Sources: Company Website, Proprietary Database, Press releases

REACH

Key Participants

HIDDEN HARBOR

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
49	Aftermarket, Safety & Electric, Powertrain, Body & Chassis, Interior	USA, Canada	2009 - 2018: NA 2019 – Present: 8	NA

H.I.G. CAPITAL

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
732	Aftermarket, Safety & Electric, Powertrain, Body & Chassis, and Interior	USA, Canda, Europe	2009 - 2018: 12 2019 – Present: 6	70.5

Kinderhook INDUSTRIES

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
359	Aftermarket, Powertrain, Body & Chassis, and Interior	USA, Canada	2009 - 2018: 20 2019 – Present: 43	73.9

MiddleGround Capital

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
43	Aftermarket, Safety & Electric, Powertrain, Body & Chassis, and Interior	USA, Canda, Europe	2009 - 2018: NA 2019 – Present: 15	180.0

MUTARES

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
121	Aftermarket and Body & Chassis	Europe	2009 - 2018: 3 2019 – Present: 20	22.5

stellex

Total No. Of Acquisition	Key Product Areas	Target Geography	No. Of M&A Automotive	Avg Deal Size
73	Powertrain	USA	2009 - 2018: NA 2019 – Present: 19	NA

Note: No. of M&A Automotive includes both platform and add-on investments
Sources: Company Website, Proprietary Database, Press releases

4.1 Key M&A Transactions

Date	Target	Country	Description	Buyers	Deal Value	EV	EV/ Revenue (x)	EV/ EBITDA (x)
Vertical Integration								
Feb-23	Custom Wheel House		Supplies branded automotive aftermarket wheels and accessories	FOX Factory	131.6	131.6	-	-
Feb-23	SAS Autosystemtechnik		Manufactures cockpit modules for automobiles	Samvardhana Motherson Automotive Systems Group	575.8	575.8	0.1x	5.2x
Jan-23	Prettl SWH		Designs and assembles cable solutions for the automotive industry	Foxconn Interconnect Technology	204.2	204.2	-	-
Dec-22	SchmitterGroup		Develops and manufactures components and assemblies for the automotive industry	Zhongding Europe	12.1	12.1	-	-
Dec-22	Windsor Mold		Offers automotive plastics applications and offers injection molded components	ABC Technologies Holdings	209.4	209.4	-	-
Aug-22	SuperATV		Manufactures and sells ATV and UTV parts	Dorman Products	609.6	602.8	2.9x	-
Jun-22	TAP Automotive Holdings		Manufactures and supplies auto parts and accessories for on and off-road enthusiasts	Wheel Pros	42.2	42.2	0.1x	-
Feb-22	Santroll Automotive Components		Designs and manufactures eMotors for light vehicles	BorgWarner	220.9	220.9	-	-
Oct-21	Kongsberg Interior Comfort Systems (ICS) business unit		Manufactures and sells interior comfort products for the automotive industry	Lear Corporation	204.4	204.4	0.7x	-
Aug-21	VIA Motors		Develops and manufactures electric vehicles and powertrain technology	Ideanomics	551.0	551.0	-	-
Aug-21	Auto./Tractor/ Eng. Business Undertakings of Pritika Industries		Comprises of manufacturing of automotive, tractor, and engineering components	Pritika Auto Industries	14.9	14.9	0.8x	-
Jun-21	Dayton Parts		Manufactures and distributes brake, suspension, and steering products for various vehicles	Dorman Products	353.7	353.7	2.1x	-
Apr-21	Substantially All Assets of AEM Electronics		Supplies electronic control and monitoring systems for automotive applications	Holley Performance Products	52.0	52.0	-	-
Jan-20	Delphi Technologies		Designs and manufactures integrated powertrain technologies for vehicles	BorgWarner	3,948.2	3,337.2	0.8x	7.1x
Mar-19	Aurangabad Electricals		Manufactures automotive components like die-cast products and fasteners	CIE Automotive	119.2	119.2	1.3x	-
May-18	Geiger Fertigungstechnologie		Provides machining and assembly services for various industries	Tieliu	44.5	44.5	0.7x	5.4x
Mar-17	Halla Stackpole Corporation		Manufacturer of precision powder metal components for the automotive industry	Johnson Electric International	105.6	160.4	1.1x	6.1x
Nov-16	C.M.D. Costruzioni Motori Diesel		Specializes in the design and manufacturing of diesel engines and related components	Loncin Motor	73.0	92.8	3.1x	12.4x

Sources: Proprietary Database

Selected M&A Transactions

Date	Target	Country	Description	Buyers	Deal Value	EV	EV/ Revenue (x)	EV/ EBITDA (x)
Diversification								
Jun-24	ESTRA Europe		Designs and manufactures vehicle thermal system solutions	Innerio Heat Exchanger	52.8	52.8	91.1x	-
Apr-24	DMC		Supplies automotive rubber parts with NVH, natural, and extrusion rubber	DASAN Networks	13.0	25.2	0.3x	-
Feb-24	The Carlstar Group		Manufactures industrial belts, wheels, and specialty tires for various industries	Titan International	306.2	296.0	0.5x	4.1x
Jan-24	Sportech		Manufactures thermoformed plastic products for recreational and utility vehicles	Patrick Industries	315.0	315.0	-	6.8x
Dec-23	ACIL		Manufactures components such as crankshafts, connecting rods, and steering knuckles	Ramkrishna Aeronautics	13.2	-	-	-
Oct-23	Behr-Hella Thermocontrol		Manufactures climate control systems and components for the automotive industry	AUO Corporation	630.6	630.6	1.0x	7.8x
Jun-23	Electric Hybrid Systems Business Segment of Eldor Corporation		Comprises of electric hybrid systems for vehicles	BorgWarner	269.9	269.9	-	-
Feb-23	Aml Juratek		Manufactures brake discs, pads, calipers, and actuators	Fras-Le Europe	21.9	21.9	0.7x	-
Jan-23	Saddles International Automotive & Aviation Interiors		Manufactures seat covers for the automotive industry	Samvardhana Motherson International Limited	25.4	49.8	1.3x	-
Jan-23	Horizon Global Corporation		Manufactures, and distributes towing, trailering, and cargo management products	First Brands Group	408.4	400.6	0.6x	-
Dec-22	Active Safety Business of Veoneer		Manufacturing business of automotive safety electronics	Magna Electronics	1,525.0	1,525.0	-	-
Dec-22	Benevelli Electric Powertrain Solutions/Sitem Motori Elettrici		Offers modular solutions and electric motor products for electric and hybrid vehicles	Comer Industries	56.6	56.6	-	-
Oct-22	T.Krungthai Industries		Manufactures and sells plastic parts and injection molds for various sectors	Karrie Automotive Investment	23.6	24.3	0.7x	9.0x
Jul-22	SCHROTH Safety Products		Manufactures safety solutions for various applications including racing and aviation	Loar Group	173.9	173.9	-	-
Jun-22	PT.MK Prima Indonesia		Manufactures brake shoes, pads, and molds	PT Indospring	6.1	12.0	-	-
May-22	I.G.Bauerhin		Manufactures automotive seat heating products and other automotive components	Lear Corporation	147.7	147.7	0.7x	-
Apr-22	Varroc Lighting Systems		Designs and manufactures automotive exterior lighting products	OPmobility	511.1	511.1	0.7x	-
Apr-22	Tekfor Holding		Manufactures transmission, engine, driveline, and safety components	American Axle & Manufacturing Holdings	117.8	103.5	0.3x	-

Sources: Proprietary Database

Selected M&A Transactions

REACH

Date	Target	Country	Description	Buyers	Deal Value	EV	EV/ Revenue (x)	EV/ EBITDA (x)
Feb-22	Jacobs Vehicle Systems		Manufactures commercial vehicle retarding systems and valve actuation technologies	Cummins	346.0	328.0	1.7x	-
Nov-21	Autopacific Group Holdings		Distributes custom-engineered vehicle accessories and towing solutions	Amotiv	528.3	528.3	-	-
Oct-21	Exotech Plastics		Manufactures electroplated plastic products and components	S.J.S. Enterprises	8.5	8.5	0.9x	-
May-21	Carlisle Brake & Friction		Manufactures and supplies transmission and brake system solutions for various industries	CentroMotion	645.0	645.0	2.3x	-
Dec-20	Strands Group		Specializes in high-quality LED vehicle lighting and accessories	Relais Group	24.6	24.6	1.4x	10.7x
Dec-20	Owari Precise Products		Owari Precise Products Produces and sells precision forgings and screws	Precise Products Holdings	50.5	23.4	0.2x	11.4x
Nov-20	SBS Friction		Develops and manufactures brake pads and friction solutions for motorcycles	Brembo	47.8	47.8	2.2x	-
Jul-20	Brake Parts		Manufactures and supplies brake parts for the aftermarket automotive industry	First Brands Group	510.0	510.0	-	-
Jul-19	Yutaka Gears and Machinery		Designs, develops, manufactures, and sells automotive parts and gears	JTEKT Corporation	92.2	92.2	0.2x	-
Feb-19	FRAM Group Holdings		Manufactures oil, air, and fuel filters for the automotive market	First Brands Group	310.0	310.0	-	-
Nov-18	Hexagon Agility		Specializes in clean energy for vehicles: natural gas, hydrogen, and electric storage	Hexagon Composites	124.2	248.4	1.6x	16.9x
Apr-18	Federal-Mogul		Supplier of powertrain and safety technologies	Tenneco	5,400.0	5,400.0	0.7x	7.2x
Oct-17	Shanghai Guangyu Automobile Air Conditioning Compressor		Manufacturer of air conditioning compressors for automotive applications	Shanghai Beite Technology	76.5	75.7	2.1x	13.4x
Jul-17	Autoclima Spa		Manufacturer of air conditioning and refrigeration systems for vehicles	Indel B	37.0	37.0	1.1x	8.7x
Jan-17	Shanghai Chengye Automotive Parts		Supplier of automotive parts and components, particularly for suspension systems	Ningbo Shuanglin Auto Parts	68.4	63.0	1.2x	5.9x
Nov-16	Metaldyne Performance Group		Provides high-precision metal components for powertrain systems	American Axle & Manufacturing Holdings	3,418.5	3,267.4	1.1x	6.9x
May-16	Grupo Amaya Tellería		Specializes in metal components for the automotive sector	CIE Automotive	212.1	212.1	1.4x	6.0x
Dec-15	Ilkwang Ind		Manufacturer of automotive rubber and plastic parts	Wooshin Systems	22.0	19.8	0.7x	51.9x

Sources: Proprietary Database

Selected M&A Transactions

REACH

Date	Target	Country	Description	Buyers	Deal Value	EV	EV/ Revenue (x)	EV/ EBITDA (x)
Oct-15	Sal Automotive Limited		Produces automotive suspension components like rear axles and shock absorbers	b4S Solutions	3.8	4.1	0.3x	8.8x
Jul-15	Remy International		Manufacturer of starters, alternators, and hybrid electric motors	BorgWarner	1,297.8	1,195.4	1.0x	9.3x
Apr-15	Armored AutoGroup Parent		Parent company of automotive aftermarket brands	Spectrum Brands Legacy	1,400.0	1400.0	3.2x	12.3x
Aug-14	ERA		Manufacturer of automotive electrical and electronic parts	Rhiag	42.8	42.8	0.9x	5.3x
Jul-14	ZF TRW Automotive Holdings		Provides automotive safety systems	ZF Friedrichshafen	14,507.4	13,576.4	0.8x	7.3x
R&D / New Expertise								
Jul-23	Assets and Shares of the Dr. Schneider Group		Manufactures vehicle electronic interior components	Samvardhana Motherson Automotive Systems Group	131.0	-	-	-
Sep-22	Intercable Automotive Solutions		Develops and manufactures cable protection systems	Aptiv	606.4	713.4	-	-
Mar-22	ams OSRAM Automotive Lighting Systems		Develops and manufactures automotive lighting systems	OPmobility	71.4	71.4	0.4x	-
Feb-22	Cummins Westport		Manufactures, and sells heavy-duty spark-ignited natural gas engines for trucks and buses	Cummins	42.0	84.0	0.2x	-
Jan-22	WAE Technologies		Manufactures and engineers advanced materials, hybrid power systems, and electronics	Fortescue	220.7	220.7	2.7x	-
Dec-21	Roadwarrior		Manufactures diesel particulate filters, oxidation catalysts, and catalytic reduction systems	System1	20.2	20.2	-	-
Aug-21	HELLA		Manufactures, and sells lighting systems and electronic components	Forvia	6,185.8	7,599.3	1.0x	9.3x
Aug-21	ARRIVER HOLDCO		Manufactures, and sells automotive safety electronics and ADAS solutions	SSW Partners	4,500.0	3,945.0	2.4x	-
Jul-21	YASA		Manufactures axial flux motors and generators for electric and hybrid vehicles and industrial applications	Daimler UK	58.9	58.9	-	-
Jun-21	TOMO Holdings		Manufactures, supplies, and installs leather upholstery and electronic accessories	Billion Legend Trading	16.8	17.4	3.3x	47.5x
Feb-21	HL Klemove		Develops, manufactures, and supplies electronic automotive parts	HL Mando Corporation	314.4	293.9	0.5x	6.0x
Jul-14	Autocam Corporation		Produces precision-machined components for automotive and medical industries	NN	336.1	325.4	1.3x	7.6x
Jan-14	Advanced Comfort Systems International		Develops and manufactures automotive comfort systems	CIE Automotive	14.7	29.5	0.3x	5.4x

Sources: Proprietary Database

Selected M&A Transactions

REACH

Date	Target	Country	Description	Buyers	Deal Value	EV	EV/ Revenue (x)	EV/ EBITDA (x)
Geographic Expansion / Market Growth								
Mar-24	PIAA		Distributes automotive products like headlights, fog lights, daytime lamps	Usami Koyu	23.1	23.1	0.4x	-
Dec-23	Voestalpine Automotive Components Nagold		Sells automotive components made of steel and other metals	Worthington Steel	21.9	21.9	-	-
Dec-23	Hopkins Manufacturing Corporation		Manufactures, and distributes automotive aftermarket products globally	First Brands Group	41.0	41.0	-	-
Nov-23	Maini Precision Products		Supplies precision products and assemblies for various industries	Ring Plus Aqua	82.0	138.4x	-	-
Aug-23	Automotive business of Plastikon Industries		Includes automotive interiors, assemblies, and EV battery manufacturing	ABC Technologies Holdings	130.0	130.0	0.5x	-
Jul-23	ZF Foxconn Chassis Modules		Supplies passenger car axle systems for premium and volume car manufacturers.	Hon Hai Precision Industry	1,107.3	1,107.3	-	-
May-23	Battery Enclosures Business of DURA Automotive Systems		Manufactures advanced battery enclosures for electric vehicles	Linamar Corporation	325.0	325.0	-	-
Apr-23	Walter Pack Automotive Products India		Manufactures decorative parts for the automotive and domestic appliance sectors	S.J.S. Enterprises	30.4	33.6	2.3x	-
Feb-23	IAC International Automotive		Manufactures and supplies interior and exterior components for vehicles	Lumax Integrated Ventures	53.2	70.9	1.2x	-
Feb-23	Abc Inoac Exterior Systems		Manufactures motor vehicle parts	INOAC USA	10.0	20.0	-	-
Feb-23	Iber-Oleff Brasil		Manufactures kinematics and functional components for automotive interior	Autometal	21.9	21.9	0.8x	-
Jan-23	PT. Trimitra Chitrahasta		Designs and manufactures custom tools, dies, jigs, and fixtures for vehicles	PT Dharma Polimetal	14.5	19.9	-	-
Jan-23	Borgers SE & Co.		Develops and manufactures components for automobiles and home appliances	Autoneum Management	125.7	125.7	-	-
Jun-22	Sollers Public Joint Stock Company		Manufactures and sells vehicles, automotive components, and engines	Alter Invest	447.0	270.9	0.2x	1.8x
Feb-22	Tenneco		Manufactures automotive products for original equipment and aftermarket customers	Apollo Global Management	7,566.9	6,707.9	0.4x	5.1x
Nov-21	Drake Automotive Group		Manufactures and markets auto parts and components	Holley	49.1	49.1	-	-
Oct-21	Vision X USA		Manufactures and sells vehicle lighting products for on and off-road applications	Brown & Watson International	71.4	71.4	-	8.1x
Sep-21	Transmission Portfolio of AVTEC		Provides engine and transmission components	Allison Transmission Holdings	23.0	23.0	-	-

Sources: Proprietary Database

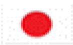
Selected M&A Transactions

Date	Target	Country	Description	Buyers	Deal Value	EV	EV/ Revenue (x)	EV/ EBITDA (x)
Jun-21	JV UzChasys		Manufactures lighting devices for automobiles	Uno Minda	7.8	15.3	5.8x	-
Jun-21	Rhino Rack		Manufactures and sells roof racks, trays, and vehicle accessories	Oscar Aluminium	212.9	212.9	2.4x	12.8x
Apr-21	ABC Technologies Holdings		Manufactures interior automotive systems and components	Apollo Global Management	684.9	833.9	1.0x	12.6x
Mar-21	AutoStyling Truckman Group		Manufactures and sells hardtops and pick-up accessories	ARB Corporation Limited	30.6	30.6	-	-
Feb-21	Australian Clutch Services		Suppliers and manufacturers of standard replacement and performance upgrade clutch kits	Amotiv	26.8	23.2	-	-
Aug-20	Goodyear Air Springs		Manufactures air springs for trucks, trailers, buses, and specialty vehicles	Turnspire Capital Partners; Backcast Partners	39.5	39.5	-	-
Jan-20	Renk		Produces and distributes drive technology products for various industries	Triton	581.0	623.9	1.0x	6.6x
Dec-19	Fiat Chrysler Automobiles		Manufacturers automobiles, commercial vehicles, auto parts, and production systems	Stellantis	45,343.9	27,714.9	0.2x	2.3x
Dec-19	CITIC Dicastal		Manufactures aluminum wheels and chassis components	ITOCHU Corporation; CICC Jiameng Equity Investment Fund Mgmt.	788.1	1361.3	-	-
Oct-19	Keihin		Manufactures motorcycle and automobile products, including electrification systems	Honda Motor	1,567.9	2049.9	0.8x	14.3x
Oct-19	Nissin Kogyo		Manufactures brakes for vehicles, including disk and drum brakes	Honda Motor	1,176.6	965.0	0.6x	4.2x
Oct-19	SHOWA		Manufactures automotive products like shock absorbers and steering systems	Honda Motor	1,136.4	1463.2	0.7x	7.2x
Sep-19	Somaschini		Manufactures gears for the automotive industry, including cylindrical and bevel gears	CIE Automotive	84.5	84.5	-	-
Jan-19	UQM Technologies		Develops, manufactures, and sells electric motors, generators, and power electronic controllers	Danfoss Power Solutions	102.9	100.9	7.1x	-
Nov-18	Clarios		Manufacturer of advanced battery technologies	CDPQ; Brookfield Business Partners	11,600.0	11,600.0	1.5x	6.9x
Apr-18	Reydel Automotive France		Specializes in the design and production of automotive interior components	Samvardhana Motherson Automotive Systems Group	201.0	201.0	0.2x	3.0x
Aug-17	Luk India		Specialize in clutch systems and transmission components for automotive applications	Schaeffler	417.2	417.2	3.7x	21.2x
Apr-17	Jtekt Column Systems Corporation		Provides steering column systems for vehicles	JTEKT Corporation	363.0	398.2	0.4x	3.8x

Sources: Proprietary Database

Selected M&A Transactions

REACH

Date	Target	Country	Description	Buyers	Deal Value	EV	EV/ Revenue (x)	EV/ EBITDA (x)
Nov-16	Marelli Corporation		Supplies automotive components: powertrain, electronics, and lighting	KKR	3,367.6	3,014.0	0.3x	5.2x
Oct-16	TAP Automotive Holdings		Specializes in automotive performance parts and accessories	Polaris Industries	665.0	665.0	0.9x	9.0x
Sep-16	Bill Forge Private Limited		Produces high-precision forged and machined components	CIE Automotive	209.3	209.3	2.4x	11.6x
Sep-16	Accuride Corporation		Manufacturer of wheels and wheel-end components for commercial vehicles	Crestview Advisors	460.9	433.0	0.7x	6.3x
Aug-15	Johnson Electric Canada		Specializes in precision motors and motion subsystems	Johnson Electric International; JE International	663.8	663.8	1.8x	10.6x
Dec-14	SHIROKI Corporation		Specializes in automotive interior components	Aisin Corporation	511.1	461.2	0.5x	7.7x
Jun-14	Letrika		Specializes in electrical equipment for automotive and industrial sectors	MAHLE Holding	154.8	214.1	0.6x	7.0x
Other								
Dec-23	Lumax Ancillary		Manufactures wiring harnesses, signaling equipment, and control cables	Lumax Auto Technologies	6.0	6.9	0.3x	-
Sep-23	MOTONIX		Manufactures and sells automotive electronics and communication parts	ENPLUS	29.8	28.5	0.5x	11.1x
May-23	Brilliance Auto Group Holdings		Develops, manufactures, and sells vehicles and automotive parts in China	Shenyang Automobile	12,917.6	8,578.4	4.7x	123.4x
Dec-22	DR Axion		Manufactures aluminum cylinder heads for passenger vehicles.	Craftsman Automation	45.3	59.6	0.7x	-
Dec-22	Yasunaga Korea		Manufactures auto parts and accessories for motor engines.	Seojin Automotive; Zhangjiagang Jiahui AutoParts	4.2	4.4	1.5x	-
Mar-22	Gf Linamar		Designs and manufactures structural and powertrain components	Linamar Corporation	97.0	170.0	1.4x	-
Jul-20	Ningbo Schlemmer Automotive Parts		Designs, develops, manufactures, and supplies plastic parts	Fengmei Singapore Pte	57.6	115.3	0.6x	-
Oct-19	Veoneer Nissin Brake Systems Japan		Manufactures automobile braking systems	Honda Motors; Nissin Kogyo	106.0	207.8	0.7x	-
Sep-19	Dongfeng Xiaokang Motor Company		Manufactures and distributes passenger vehicles and mini-trucks	Seres Group	607.5	1,214.9	0.5x	-
Sep-19	Mobase Electronics		Manufactures smart key and immobilizer systems	MOBASE	266.2	265.6	0.4x	10.4x
May-18	Grammer AG		Supplier of seating systems and components for automotive and commercial vehicles	Ningbo Jifeng Auto Parts	777.1	1,012.1	0.5x	7.1x

Sources: Proprietary Database

REACH

Selected M&A Transactions

Date	Target	Country	Description	Buyers	Deal Value	EV	EV/ Revenue (x)	EV/ EBITDA (x)
Oct-17	CAP Corporation		Manufacturer of automotive air conditioning systems and components	NPD	69.0	70.1	0.9x	6.1x
Jun-17	Apam Corporation		Supplier of precision automotive components, including transmission and engine parts	Rootone Consortium; Route One Fund 2; Route One Fund 3	58.0	65.5	0.9x	11.4x
May-17	Wuhan Wuyao Safety Glass		Manufacturer of automotive safety glass and related products	Wuhan Tenglei Tianzhou Ent. Mgmt. Partnership Ent.	41.6	57.4	1.7x	7.2x
Feb-17	ESTRA Automotive Systems (f.k.a erae Automotive Systems)		Provides automotive components, specializing in drivetrain technologies	Shanghai Aerospace Automobile Electromechanical	340.3	356.7	0.4x	14.0x
Oct-16	China Auto Electronics Group		Manufacturer of automotive electronic components and systems	Zoro Express International	273.6	256.7	0.5x	6.6x
Aug-16	Daesung Finetec		Specializes in automotive climate control components	Undisclosed Buyer	61.9	82.2	2.0x	12.1x
Oct-15	ESTRA Automotive Systems (f.k.a erae Automotive Systems)		Provides automotive components, specializing in drivetrain technologies	Undisclosed Buyer	110.6	161.6	0.2x	6.8x
Aug-15	Lizhong Wheel Group		Manufacturer of aluminum alloy wheels for the automotive industry	Berkley International Limited	289.2	248.3	0.5x	6.2x
May-15	Phoenix Lamps		Manufacturer of automotive lighting products	Suprajit Engineering	33.1	46.9	0.8x	5.6x

Sources: Proprietary Database

5.1 Public Comparable Analysis

Company	Market Cap 20/08/24 ($M)	Ent. Value 20/08/24 ($M)	EV/Sales		EV/EBITDA		P/E	
			LTM	2023A	LTM	2023A	LTM	2023A
Interior/ NVH								
Forvia	2,053	11,323	0.4	0.4	4.0	3.4	8.5	5.1
Lear Corporation	6,407	9,092	0.4	0.4	6.0	5.3	11.8	9.0
Adient	1,872	4,124	0.3	0.3	5.4	4.6	25.3	9.7
Toyoda Gosei	2,199	2,339	0.3	0.3	2.7	3.3	6.3	8.0
TS Tech	1,751	948	0.3	0.3	4.9	5.0	20.8	29.7
Grammar	130	624	0.3	0.3	6.0	4.6	NM	7.3
High			**0.4x**	**0.4x**	**6.0x**	**5.3x**	**25.3x**	**29.7x**
Average			**0.3x**	**0.3x**	**4.8x**	**4.4x**	**14.6x**	**11.5x**
Median			**0.3x**	**0.3x**	**5.1x**	**4.6x**	**11.8x**	**8.5x**
Low			**0.3x**	**0.3x**	**2.7x**	**3.3x**	**6.3x**	**5.1x**
Fluid and Air								
Cooper-Standard Holdings	256	1,352	0.5	0.5	8.5	8.1	NM	NM
Sogefi SPA	260	371	0.2	0.2	1.4	2.8	5.9	5.3
AKWEL SA	312	197	0.2	0.2	1.8	3.0	8.1	8.1
High			**0.5x**	**0.5x**	**8.5x**	**8.1x**	**8.1x**	**8.1x**
Average			**0.3x**	**0.3x**	**3.9x**	**4.6x**	**7.0x**	**6.7x**
Median			**0.2x**	**0.2x**	**1.8x**	**3.0x**	**7.0x**	**6.7x**
Low			**0.2x**	**0.2x**	**1.4x**	**2.8x**	**5.9x**	**5.3x**

Sources: FactSet as of 20-Aug-24

Public Comparable Analysis

REACH

Company	Market Cap 20/08/24 ($M)	Ent. Value 20/08/24 ($M)	EV/Sales		EV/EBITDA		P/E	
			LTM	2023A	LTM	2023A	LTM	2023A
Body & Chassis								
Sumitomo Corporation	28,333	49,788	1.0	1.1	11.5	12.1	11.0	8.9
Magna International	11,679	18,526	0.4	0.4	4.7	5.0	11.8	7.4
Georg Fischer AG	6,104	8,448	1.9	1.9	16.6	14.6	25.9	22.2
CIE Automotive	3,461	5,142	1.2	1.2	6.7	6.6	9.8	10.2
Gestamp Automocion	1,618	4,768	0.4	0.4	3.3	3.2	6.7	3.6
Brembo	3,788	4,502	1.1	1.1	6.9	6.3	11.9	11.5
Dana Incorporated	1,551	4,315	0.4	0.4	6.0	5.1	NM	12.7
NSK Ltd.	2,573	3,984	0.7	0.7	7.3	7.1	28.2	30.0
American Axle & Manufacturing Holdings	744	3,061	0.5	0.5	4.8	4.4	NM	NM
NHK Spring	2,883	2,654	0.5	0.5	6.1	6.5	9.1	12.6
MARTINREA International	587	1,394	0.4	0.4	3.1	3.1	5.7	4.5
PWO AG	103	198	0.3	0.3	3.5	3.5	6.6	5.8
High			**1.9x**	**1.9x**	**16.6x**	**14.6x**	**28.2x**	**30.0x**
Average			**0.7x**	**0.7x**	**6.7x**	**6.5x**	**12.7x**	**11.8x**
Median			**0.5x**	**0.5x**	**6.0x**	**5.7x**	**10.4x**	**10.2x**
Low			**0.3x**	**0.3x**	**3.1x**	**3.1x**	**5.7x**	**3.6x**
Powertrain								
DENSO CORPORATION	49,396	48,836	1.0	1.1	9.0	9.8	22.9	25.0
Aisin Corporation	9,360	12,349	0.4	0.4	4.4	4.8	22.0	18.2
BorgWarner	7,405	10,183	0.7	0.7	5.6	5.2	9.7	8.4
Schaeffler	3,447	9,138	0.5	0.5	4.0	3.8	10.4	5.1
Valeo SE	2,623	7,742	0.3	0.3	2.9	2.7	10.0	10.2
Linamar Corporation	2,812	4,153	0.6	0.6	4.9	4.3	6.3	7.0
JTEKT Corporation	2,385	3,016	0.2	0.2	3.0	3.2	9.9	11.1
Exedy Corporation	1,020	872	0.4	0.4	3.5	12.5	NM	NM
ElringKlinger AG	302	776	0.4	0.4	3.7	3.4	5.2	6.9
High			**1.0x**	**1.1x**	**9.0x**	**12.5x**	**22.9x**	**25.0x**
Average			**0.5x**	**0.5x**	**4.6x**	**5.5x**	**12.0x**	**11.5x**
Median			**0.4x**	**0.4x**	**4.0x**	**4.3x**	**9.9x**	**9.3x**
Low			**0.2x**	**0.2x**	**2.9x**	**2.7x**	**5.2x**	**5.1x**

Sources: FactSet as of 20-Aug-24

Public Comparable Analysis

Company	Market Cap 20/08/24 ($M)	Ent. Value 20/08/24 ($M)	EV/Sales		EV/EBITDA		P/E	
			LTM	2023A	LTM	2023A	LTM	2023A
Safety & Electric								
Aptiv PLC	18,563	24,250	1.2	1.2	9.4	8.7	5.0	13.5
Continental AG	13,165	19,717	0.4	0.4	5.8	3.9	14.9	8.2
Autoliv Inc.	8,063	9,831	0.9	0.9	7.7	7.6	12.9	11.6
Sensata Technologies Holding PLC	5,590	8,452	2.1	2.1	9.8	9.3	NM	10.1
Koito Manufacturing Co., Ltd.	4,364	2,876	0.4	0.5	4.2	4.5	19.4	17.5
Visteon Corporation	2,672	2,690	0.7	0.7	7.0	6.2	4.9	5.3
Stanley Electric Co., Ltd.	3,206	2,525	0.8	0.8	5.0	5.2	16.0	18.3
Stabilus SE	1,147	1,931	1.5	1.4	8.6	8.0	14.0	10.2
Gentherm Incorporated	1,599	1,727	1.2	1.2	10.7	9.6	23.7	18.7
Stoneridge, Inc.	377	530	0.5	0.6	10.5	11.0	203.2	NM
High			**2.1x**	**2.1x**	**10.7x**	**11.0x**	**203.2x**	**18.7x**
Average			**1.0x**	**1.0x**	**7.9x**	**7.4x**	**34.9x**	**12.6x**
Median			**0.9x**	**0.9x**	**8.2x**	**7.8x**	**14.9x**	**11.6x**
Low			**0.4x**	**0.4x**	**4.2x**	**3.9x**	**5.0x**	**8.2x**
Commercial Vehicle								
Allison Transmission Holdings	7,503	9,277	3.1	3.1	8.6	8.4	11.0	11.1
Oshkosh Corp	6,601	8,095	0.8	0.8	8.2	7.6	9.7	10.0
NFI Group	1,674	2,758	1.0	1.0	44.2	40.0	NM	NM
REV Group	1,529	1,745	0.7	0.7	13.2	11.1	6.3	18.8
Wabash National Corporation	817	1,171	0.5	0.5	3.2	3.2	5.3	3.5
Iochpe Maxion	330	1,146	0.4	0.4	4.6	4.6	22.1	47.7
Commercial Vehicle Group	121	257	0.3	0.3	3.5	3.8	3.8	4.0
Core Molding Technologies	157	144	0.4	0.4	3.9	3.4	9.4	7.7
High			**3.1x**	**3.1x**	**44.2x**	**40.0x**	**22.1x**	**47.7x**
Average			**0.9x**	**0.9x**	**11.2x**	**10.3x**	**9.7x**	**14.7x**
Median			**0.6x**	**0.6x**	**6.4x**	**6.1x**	**9.4x**	**10.0x**
Low			**0.3x**	**0.3x**	**3.2x**	**3.2x**	**3.8x**	**3.5x**

Sources: FactSet as of 20-Aug-24

Public Comparable Analysis

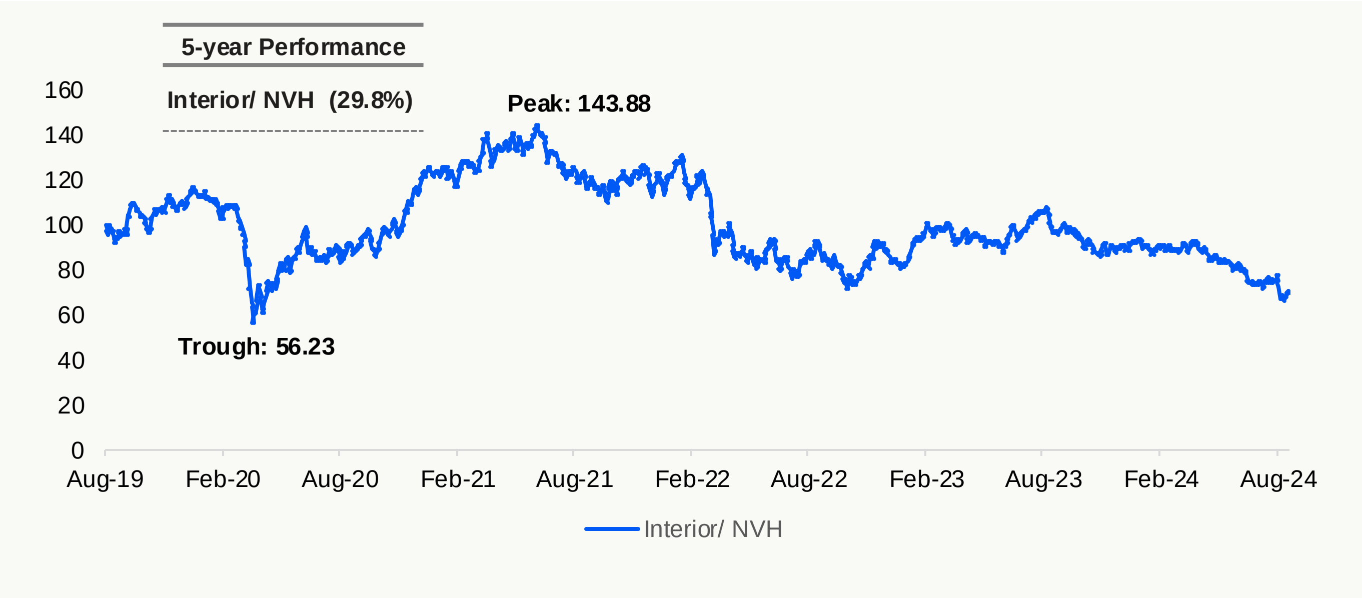
REACH

Company	Market Cap 20/08/24 ($M)	Ent. Value 20/08/24 ($M)	EV/Sales		EV/EBITDA		P/E	
			LTM	2023A	LTM	2023A	LTM	2023A
Aftermarket								
Genuine Parts Company	19,439	24,098	1.0	1.0	11.5	11.2	16.0	14.8
LKQ Corporation	10,822	16,275	1.2	1.2	9.4	9.3	14.7	10.5
Dorman Products	3,267	3,855	2.0	2.0	14.6	12.7	19.1	22.8
Thule Group AB	3,016	3,183	3.7	3.6	19.2	18.9	28.0	28.7
Fox Factory Holding Corp.	1,700	2,392	1.6	1.6	10.6	9.2	41.2	10.2
ARB Corporation Limited	2,350	2,339	5.2	5.2	21.1	22.1	34.9	37.3
Standard Motor Products	669	971	0.7	0.7	5.7	7.7	11.2	10.3
Holley	371	905	1.4	1.4	7.1	7.0	16.3	14.8
Motorcar Parts of America	121	339	0.5	0.5	5.6	NA	NM	13.3
High			**5.2x**	**5.2x**	**21.1x**	**22.1x**	**41.2x**	**37.3x**
Average			**1.9x**	**1.9x**	**11.6x**	**12.2x**	**22.7x**	**18.1x**
Median			**1.4x**	**1.4x**	**10.6x**	**10.2x**	**17.7x**	**14.8x**
Low			**0.5x**	**0.5x**	**5.6x**	**7.0x**	**11.2x**	**10.2x**
Overall High			**5.2x**	**5.2x**	**44.2x**	**40.0x**	**203.2x**	**47.7x**
Overall Average			**0.8x**	**0.8x**	**7.2x**	**7.3x**	**16.2x**	**12.4x**
Overall Median			**0.5x**	**0.5x**	**6.0x**	**5.7x**	**10.4x**	**10.0x**
Overall Low			**0.2x**	**0.2x**	**1.4x**	**2.7x**	**3.8x**	**3.5x**

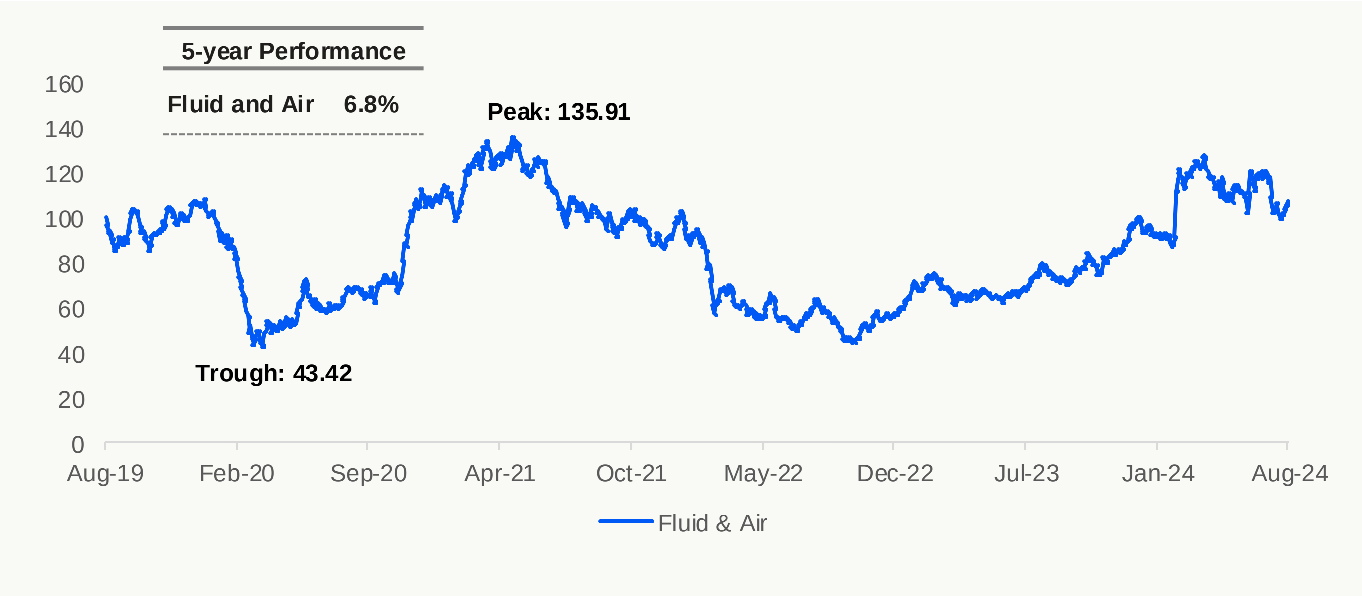
Sources: FactSet as of 20-Aug-24

5.2 Share Price Performance — Last Five Years

Interior/ NVH



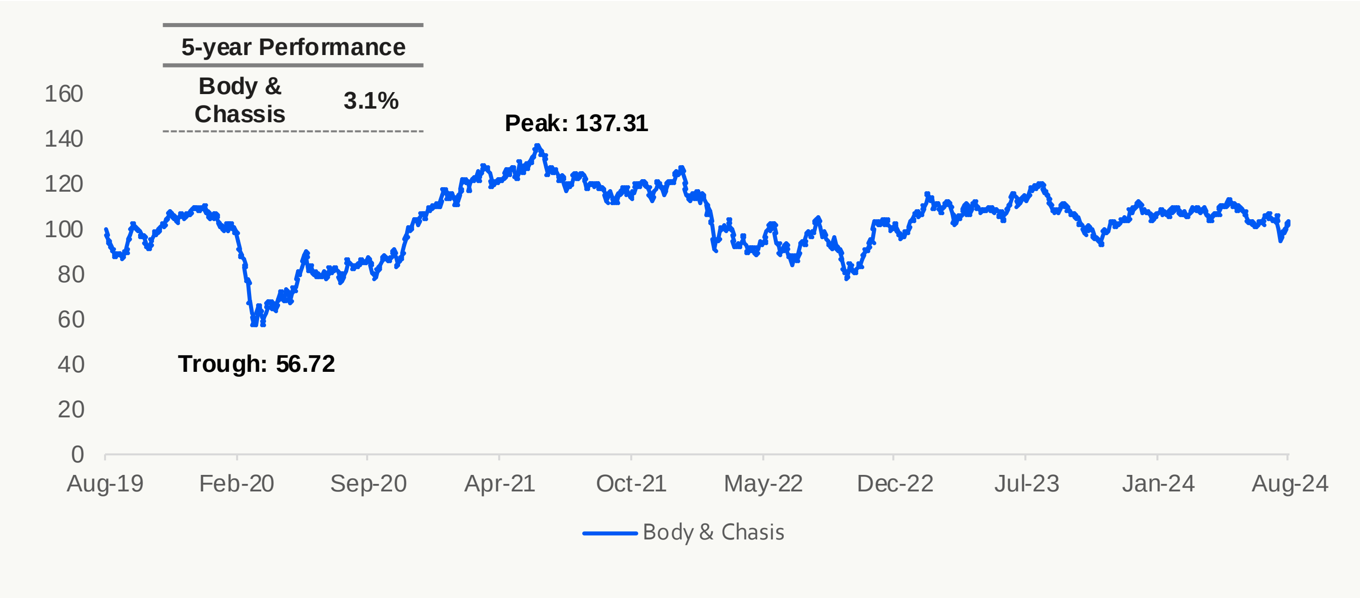
Fluid and Air



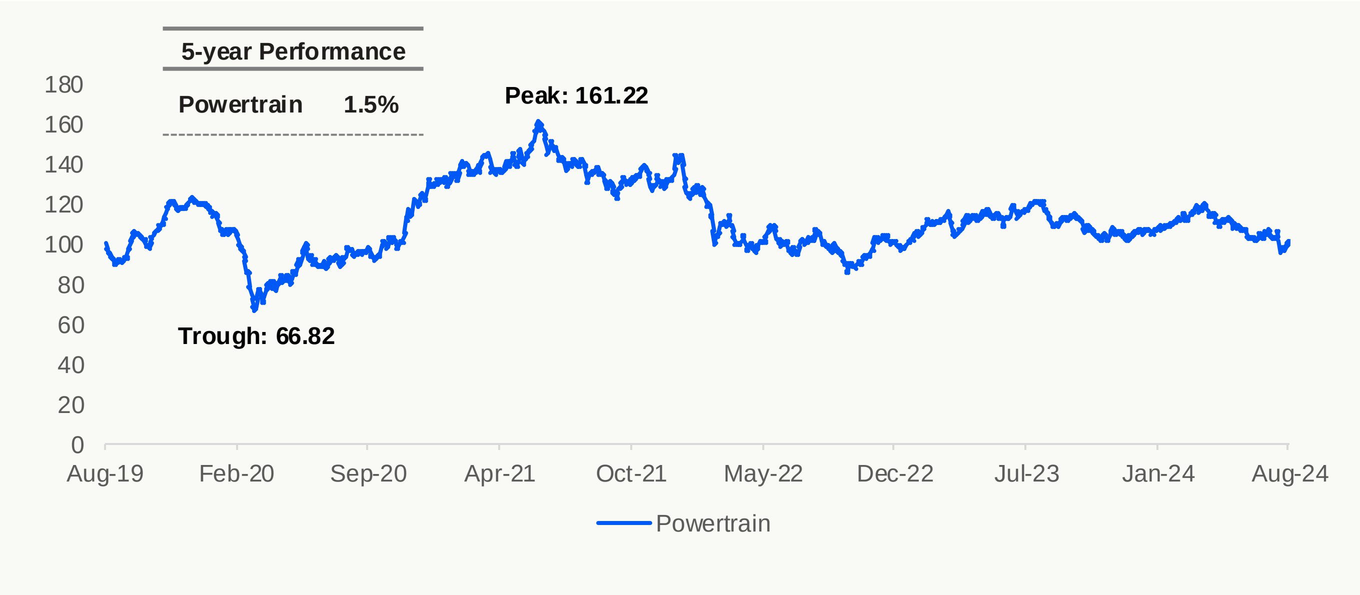
Note: Share price index to 100

Sources: FactSet as of 20-Aug-24

Body & Chassis



Powertrain



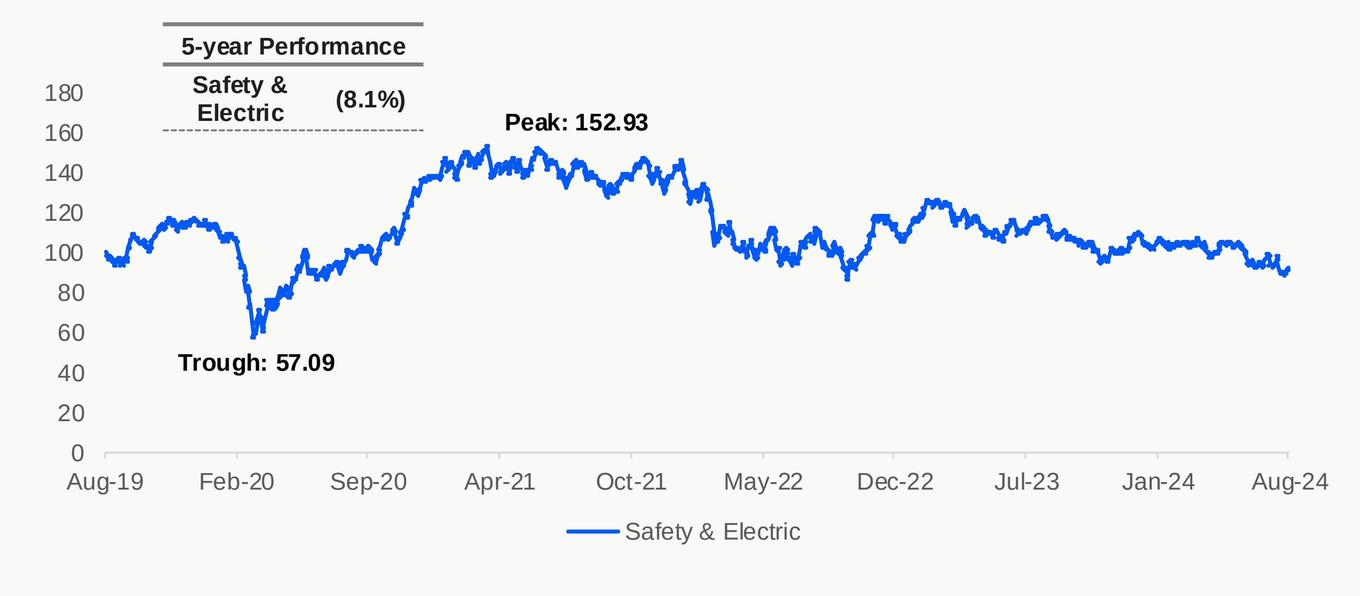
Note: Share price index to 100

Sources: FactSet as of 20-Aug-24

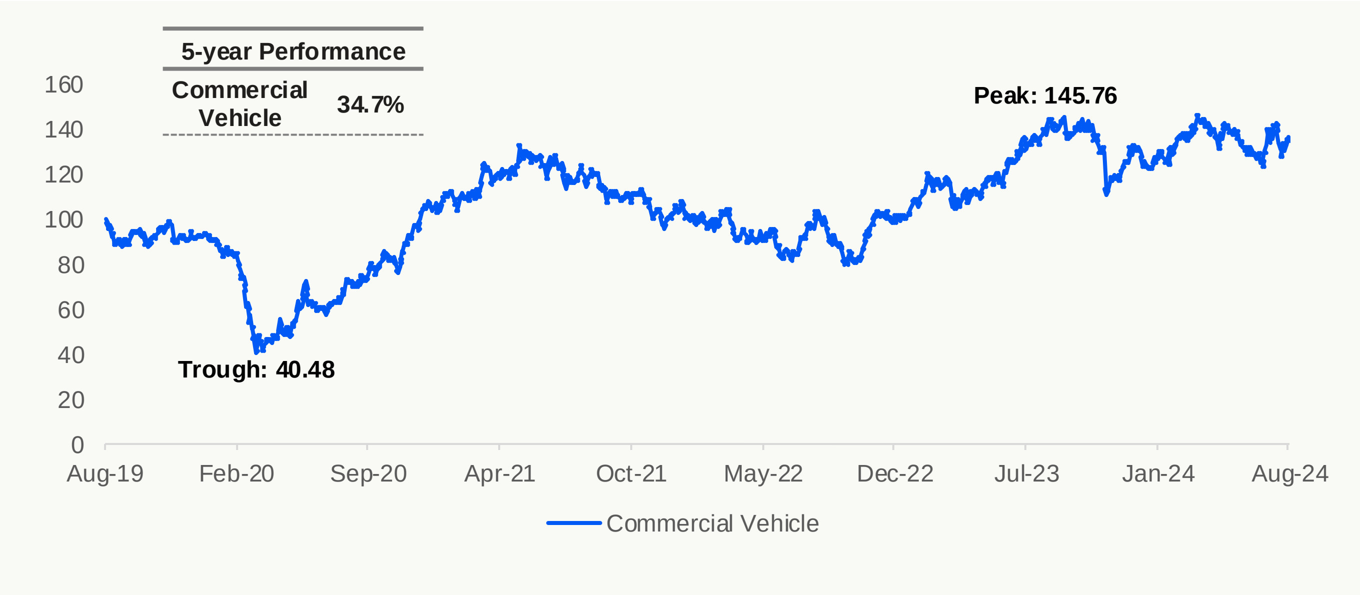
Public Comparable Analysis

REACH

Safety & Electric



Commercial Vehicle

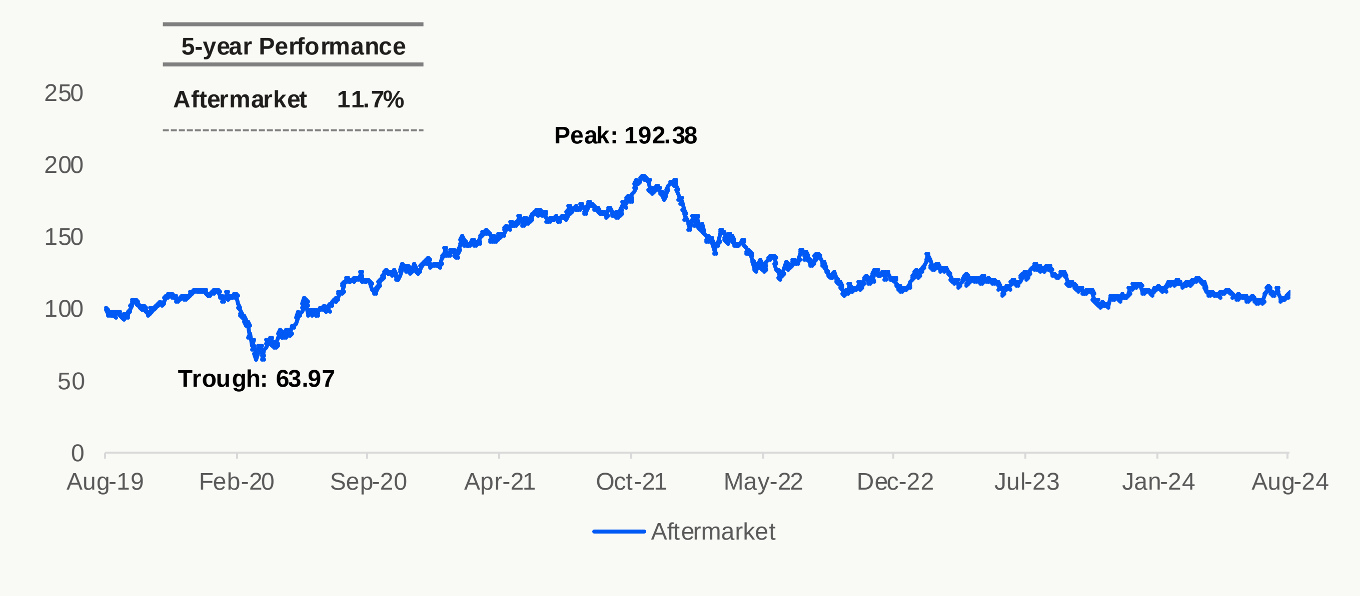


Note: Share price index to 100

Sources: FactSet as of 20-Aug-24

Public Comparable Analysis

Aftermarket



Interior/NVH: *ADNT-US, FRVIA-FR, GMM-DE, LEA-US, 7282-JP, 7313-JP*
Fluid & Air: *CPS-US, AKW-FR, SGF-IT*
Body & Chassis: *AXL-US, BRE-IT, CIE-ES, DAN-US, GF-CH, GEST-ES, MG-CA ,MRE-CA, 5991-JP, 6471-JP, PWO-DE, 8053-JP*
Powertrain: *7259-JP, BWA-US, 6902-JP, ZIL2-DE, 7278-JP, 6473-JP, LNR-CA, SHA-DE, FR-FR*
Safety & Electric*: APTV-US, ALV-US, CON-DE, THRM-US, 7276-JP, ST-US, STM-DE, 6923-JP, SRI-US, VC-US*
Commercial Vehicle: *ALSN-US, CVGI-US, CMT-US, MYPK3-BR, OSK-US, NFI-CA, REVG-US, WNC-US*
Aftermarket*: ARB-AU, DORM-US, FOXF-US, GPC-US, HLLY-US, LKQ-US, MPAA-US, SMP-US, THULE-SE*

Note: Share price index to 100

Sources: FactSet as of 20-Aug-24

IOM
Advisory GmbH

REACH

About Us

Established in 1999, REACH Cross-Regional Mergers & Acquisitions is a leading international partnership of investment bankers specializing in mid-market transactions. We provide sector expertise, international scope, and deep local market knowledge and execution capabilities for our clients. We operate with local offices across 4 continents and have completed over 1,500 transactions during the last ten years, typically ranging from €50 to €500 million.

Our Automotive team maintains coverage of the broad automotive sector, including automotive supply chain, automotive aftermarket, and the on- and off-highway commercial vehicle sectors.

We have executed numerous transactions for private, public, or institutionally backed companies, including mergers & acquisitions, restructurings, and capital raising.

The team brings a unique perspective, having spent time as operators and advisors to the sector, leading to deep and entrenched sector relationships. Given our sector experience, transaction expertise, and unparalleled access to local decision makers, we can work together to offer customized M&A solutions and premium valuations for our clients.