



## Industrials quarterly update

Q2 2020  
Deloitte Corporate Finance LLC  
[www.investmentbanking.deloitte.com](http://www.investmentbanking.deloitte.com)

## Industrials trends



### Power and utilities<sup>1</sup>



The power and utilities (P&U) industry started the new decade in a strong position, identifying new opportunities for growth while leading the economy-wide clean energy transition. The industry appears to be in a relatively strong position to contend with the five pandemic-induced electric load shifts. The next six months will be telling if the industry can continue to lead the energy transition while mitigating generation variability with demand flexibility and seizing growth opportunities.

### Manufacturing<sup>3</sup>



A tight labor market has been an additional constraint to the industry's momentum amid the pandemic. The second half of 2020 is where industrial companies are expected to launch their recovery strategies in the potential wake of the pandemic in an effort to emerge stronger and prepare for the next normal. A focus on the ever-changing dimensions of work, workplace, and workforce will be paramount, including building trust with the on-site workforce and finding ways to support virtual workers.

### Renewable energy<sup>2</sup>



The declining costs and rising capacity factors of renewable energy sources, along with the increased competitiveness of battery storage, set the stage for continued rapid growth of renewable energy. But stay-at-home orders, labor constraints, and supply chain disruptions have slowed this growth trajectory in the near term. The latter half of 2020 likely will be crucial for the short-term renewable energy pipeline, which depend on how the pandemic situation unfolds.

### Oil and gas<sup>4</sup>



Due to the rapid decline in demand, combined with inelastic short-term supply and rising liquefied natural gas (LNG) liquefaction capacity, natural gas prices have been driven to near-record lows in the United States, Europe, and Asia. Low regional price differentials will likely persist, reducing US LNG export economics and jeopardizing short-term LNG liquefaction project sanctioning, while supporting US petrochemicals competitiveness. Companies are balancing short and long-term priorities in the face of low prices.

## In this update

- Industrials trends
- Economic outlook
- Industry analysis
- Select M&A transactions
- Appendix

This update will focus on news and trends in the following areas:

- Power and Utilities
- Renewable Energy
- Manufacturing
- Oil and gas

## Who we are

Deloitte Corporate Finance LLC is a leading global middle market M&A adviser. Our professionals have extensive knowledge in the industrials space and use their experience to help clients create and act upon opportunities for liquidity, growth, and long-term advantages.

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## In the news



**May 11, 2020<sup>5</sup>** – SSR Mining, Inc (NASDAQ: SSRM) and Alacer Gold Corp. (TSC: AQG) announced that they have entered a definitive agreement to combine in an at-the-market merger of equals for a total market capitalization of \$4 billion. This zero-premium merger was pursued to create a more diversified portfolio of high-quality mining assets.

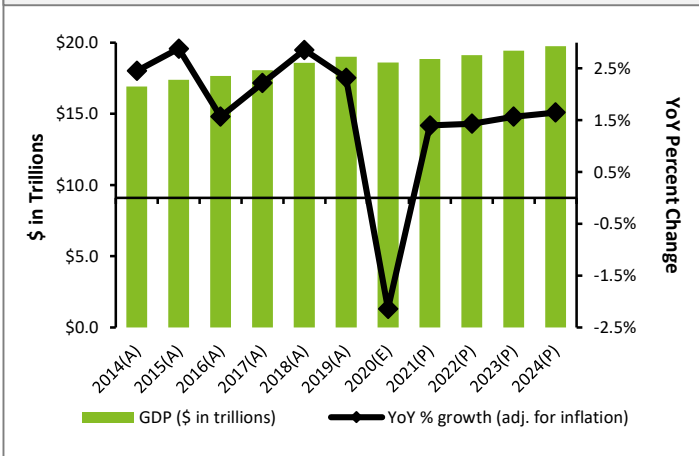
**June 29, 2020<sup>6</sup>** – BP PLC (NYSE: BP) announced that it has agreed to sell its global petrochemicals business to INEOS Group for a total consideration of \$5 billion in an effort to reinvent its business through a series of divestitures totaling \$15 billion through the end of 2020 that will strengthen its balance sheet. INEOS Group will acquire BP's whole aromatic and acetyl business, including assets, technology and licenses, and related assets.

**June 15, 2020<sup>7</sup>** – China XD Plastics Company Limited (NASDAQ: CXDC), a leading specialty chemicals company that manufactures polymer composite materials primarily for automotive applications, announced that it entered a definitive agreement and merger agreement with Faith Dawn Limited and Faith Horizon Inc. in a going private transaction.

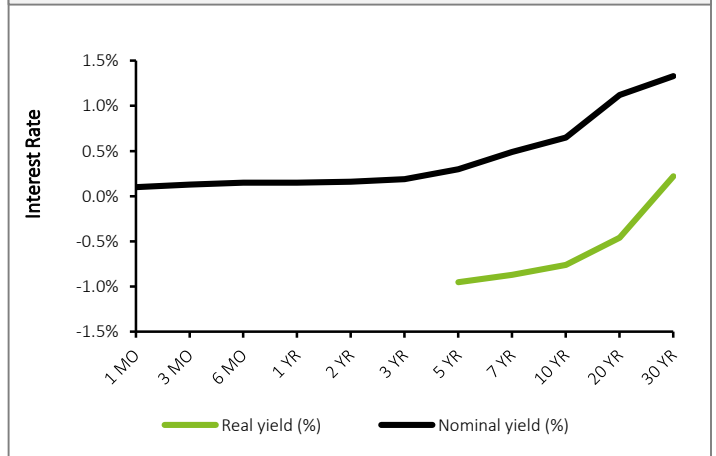
## Macroeconomic outlook



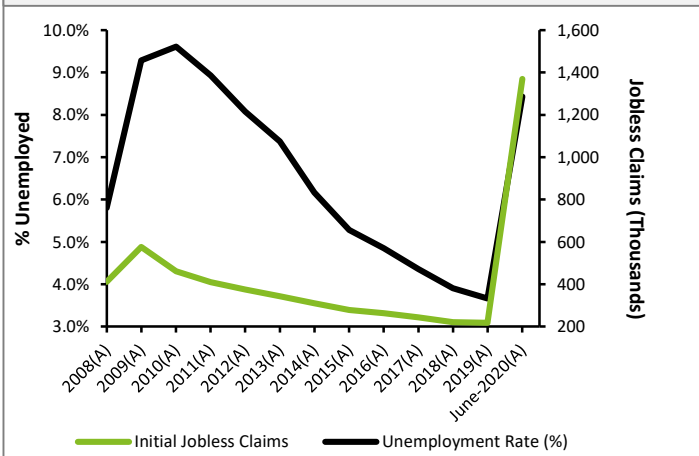
### US gross domestic product (\$ in trillions)<sup>1</sup>



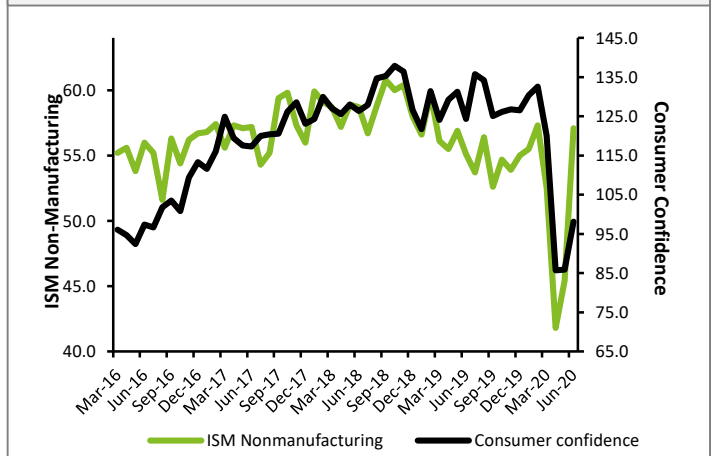
### US treasury yield curve (nominal vs. real)<sup>2</sup>



### US unemployment rate (percent unemployed)<sup>3</sup>



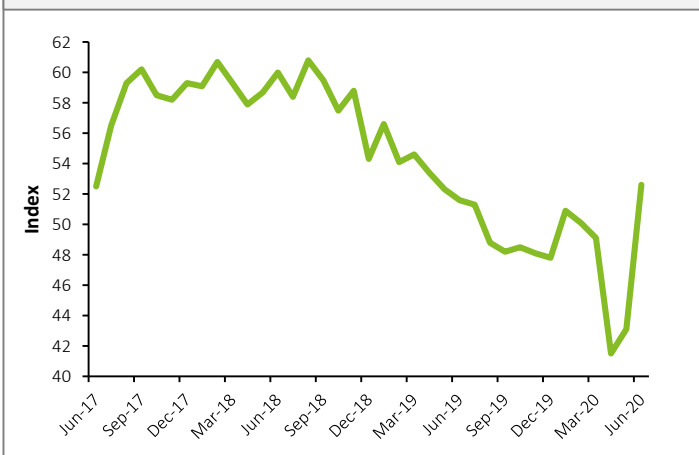
### ISM non-manufacturing index and consumer confidence index<sup>4</sup>



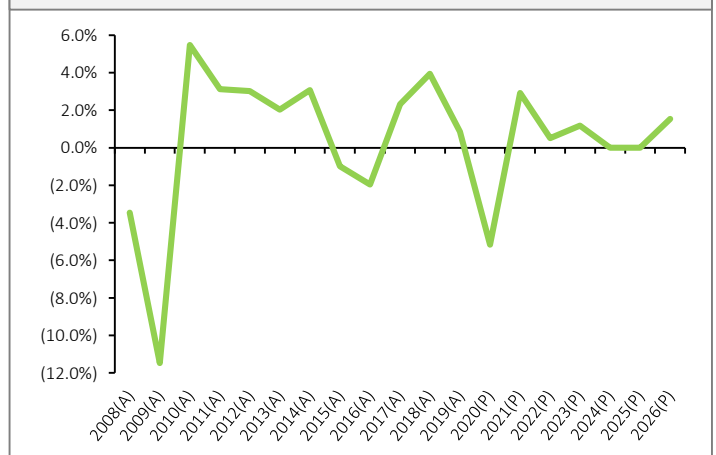
## Industrials sector outlook



### ISM purchase managers index<sup>5</sup>



### Industrial production index (YoY growth)<sup>6</sup>



**Note:** An ISM purchase managers index value above 50 signals economic expansion.

## Industrials sector breakdown and trading statistics<sup>1</sup>

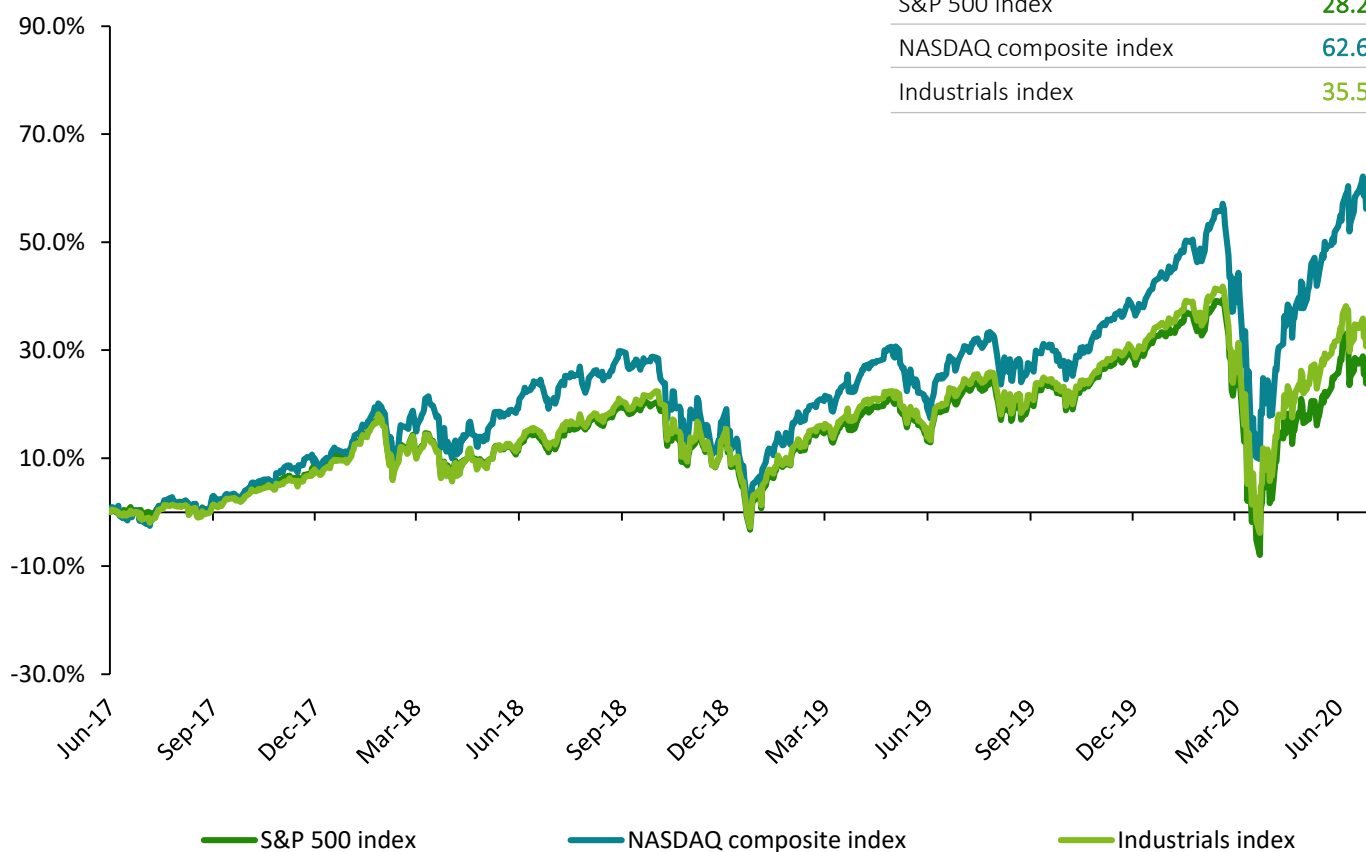


Sector	Number of Companies	Percent of 52 Week High	Median Revenue CAGR (3 Yr)	Median LTM EBITDA	Median EBITDA Margin	Median Enterprise Value	Last Twelve Months		NTM
							EV/Revenue	EV/EBITDA	EV/EBITDA
(\$ in Millions)									
Automotive	20	85.2	2.6	\$6,506.3	9.3	\$59,272.7	0.7	8.5	9.5
Building products, electric products, industrial safety	19	93.9	6.6	492.3	12.9	4,755.5	1.3	12.1	10.1
Capital equipment and rental services	22	95.3	8.9	406.3	14.5	3,850.6	1.3	10.7	11.0
Distribution, transportation, and logistics	19	94.7	7.2	1072.4	10.0	12,448.3	1.1	12.6	11.4
Engineering and construction	30	84.4	1.8	224.9	7.2	2,205.9	0.5	7.4	6.1
Metals, plastics, and paper packaging	16	92.1	6.0	1,015.7	15.1	9,334.1	1.4	9.4	8.2
Specialty chemicals	11	94.2	1.3	893.5	19.5	9,661.7	2.5	12.2	12.0
<b>Industrials Sector</b>	<b>137</b>	<b>91.4</b>	<b>4.9</b>	<b>\$1,515.9</b>	<b>12.6</b>	<b>\$14,504.1</b>	<b>1.3</b>	<b>10.4</b>	<b>9.8</b>

## Public comparables three-year stock market performance<sup>2</sup>



S&P 500 index	28.2 percent
NASDAQ composite index	62.6 percent
Industrials index	35.5 percent

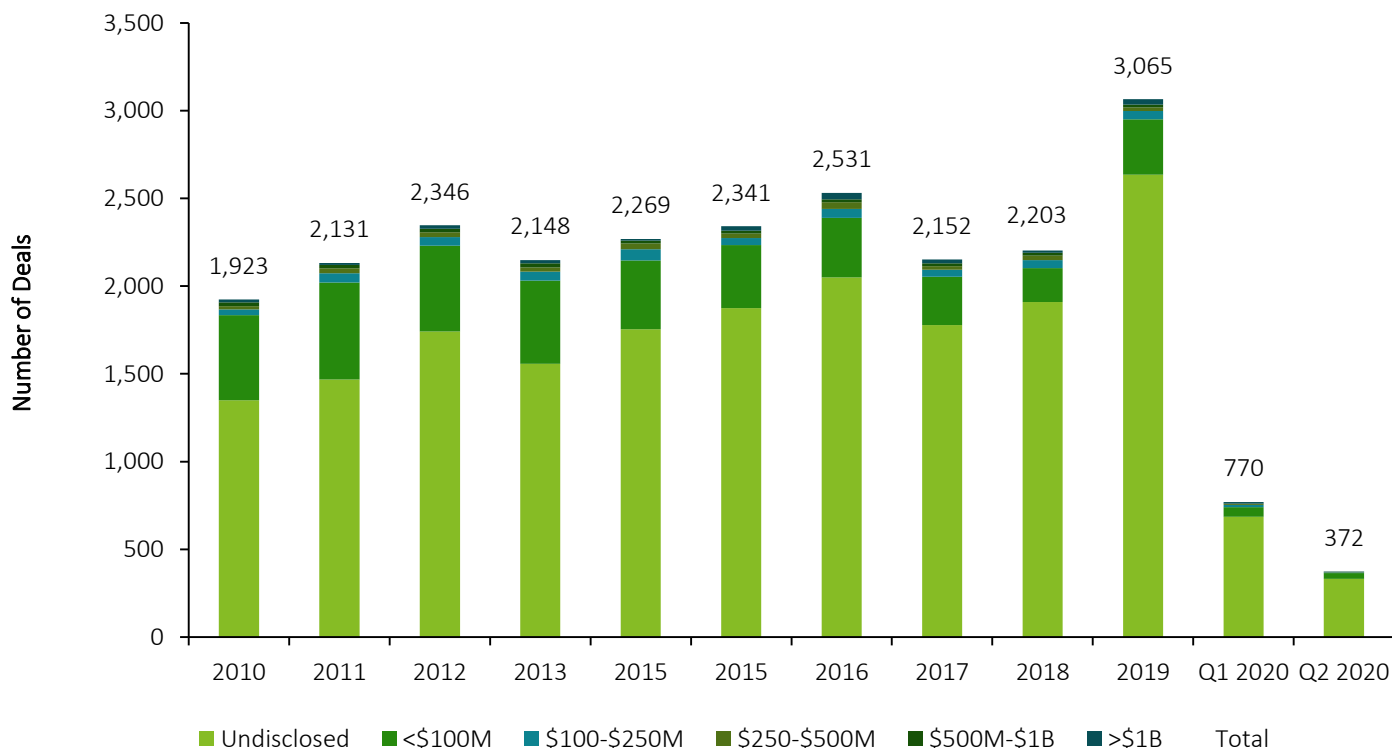


## Select large industrials M&A transactions<sup>1</sup>



Announced Date	Target/Acquiror	Business Description	Enterprise Value (EV)	EV/ Revenue	EV/ EBITDA
(\$ in Millions)					
May-20	<b>Alacer Gold Corp.</b> SSR Mining Inc.	Alacer Gold Corp. engages in the mining, development, and exploration of mineral deposits in Turkey.	2,157.5	4.0	7.1
June-20	<b>Petrochemicals Business of BP PLC</b> INEOS Styrolution Group GmbH	BP PLC engages in the energy business worldwide. It operates through three segments, Upstream, Midstream, and Rosneft.	NA	NA	NA
June-20	<b>China XD Plastics Company Limited</b> Faith Dawn Limited	China XD Plastics Company Limited, together with its subsidiaries, engages in the research, development, manufacture, and sale of modified plastics primarily for automotive applications.	1,101.8	0.9	11.7
June-20	<b>Yingkou Port Liability Co., Ltd.</b> Dalian Port (PDA) Company Limited	Yingkou Port Liability Co., Ltd. engages in the handling, storage, and transportation of bulk cargo in China.	5,130.5	1.1	2.5
June-20	<b>ERBER Group</b> Koninklijke DSM N.V.	ERBER Group provides testing services, including food and feed safety, plant protection, and feed and food analysis.	980.0	3.0	NA
June-20	<b>H-LINE Shipping Co., Ltd.</b> Hana Financial Group; Hahn & Company	H-Line Shipping Co., LTD. operates as a shipping company worldwide. The company transports energy and raw materials, including iron ore, coal, LNG, etc.	1,450.0	3.4	8.1

## Annual US industrials M&A transaction volume<sup>2</sup>



# Recent transactions<sup>1</sup>



Last Twelve Months

Target/Acquiror	Sub-Sector	Announced Date	Close Date	LTM Revenue	LTM EBITDA	EBITDA Margin	Enterprise Value (EV)	EV/Revenue	EV/EBITDA	
(\$ in Millions)										
<b>Alacer Gold Corp.</b> SSR Mining Inc.	Gold	May-20	July-20	539.0	301.9	56.0	2,157.5	4.0	7.1	
<b>Petrochemicals Business of BP P.L.C</b> INEOS Styrolution GmbH	Commodity Chemicals	June-20	Pending	NA	NA	NA	NA	NA	NA	
<b>China XD Plastics Company Limited</b> Faith Dawn Limited	Auto Parts and Equipment	June-20	Pending	1,291.6	94.5	7.3	1,101.8	0.9	11.7	
<b>Yingkou Port Liability Co., Ltd</b> Dalian Port (PDA) Company Limited	Marine Ports and Services	June-20	Pending	666.9	285.9	42.9	5,130.5	7.7	18.0	
<b>ERBER Group</b> Koninklijke DSM N.V.	Research and Consulting Services	July-20	Pending	370.8	NA	NA	980.0	2.6	NA	
<b>H-LINE Shipping Co., Ltd.</b> Pine Island Capital Partners	Marine	June-20	Pending	579.3	244.7	42.2	1450.0	2.5	34.5	
<b>XEMC Windpower CO. LTD.</b> Hunan Xing Xiang Asset Management Co., Ltd.	Heavy Electrical Equipment	June-20	Pending	NA	NA	NA	924.3	NA	NA	
<b>Certain Agta Record and Automatic Pedestrian Door Business of ASSA ABLOY</b> FAAC S.p.A.	Building Products	June-20	Pending	104.6	NA	NA	100.0	1.1	NA	
<b>Interserve Facilities Management Ltd.</b> Mitie Group plc	Environmental and Facilities Services	June-20	Pending	NA	NA	NA	406.4	NA	NA	
<b>Portfolio of Vertically Integrated Solid Waste Collection, Transfer, Recycling and Disposal Assets</b> GFL Environmental Inc.	Environmental and Facilities Services	June-20	Pending	345.0	NA	NA	835.0	2.4	NA	
<b>OJSC Carriage Repair Company - 2</b> New Car Repair Company LLC	Diversified Support Services	June-20	June-20	NA	NA	NA	NA	NA	NA	
<b>Shenzhen Qixin Group Co., Ltd.</b> Xinyu Investment Holding Group Co., Ltd.	Research and Consulting Services	June-20	Pending	493.0	21.9	4.4	4,663.0	1.3	29.9	
<b>ESG Group</b> KKR & Co. Inc.	Environmental and Facilities Services	June-20	June-20	NA	NA	NA	7,497.0	NA	NA	
<b>Korea Environment Technology Co., LTD.</b> E&F Private Equity	Environmental and Facilities Services	June-20	Pending	NA	NA	NA	592.5	NA	NA	
<b>Allied Universal</b> Warburg Pincus LLC	Security and Alarm Services	June-20	June-20	NA	NA	NA	3,266.7	NA	NA	
<b>CAR Inc.</b> Amber Gem Holdings Limited	Trucking	June-20	Pending	7,166.4	NA	NA	NA	NA	NA	
<b>Metso Oyj (nka:Neles Oyj)</b> Valmet Oyj	Industrial Machinery	June-20	July-20	642.0	NA	NA	1,297.9	2.0	13.1	
<b>Shanghai Mechanical &amp; Electrical Industry Co., Ltd.</b> Shanghai Mechanical & Electrical Industry Co., Ltd.	Industrial Machinery	June-20	Pending	451.4	NA	NA	1,691.3	0.5	NA	
<b>Beijing Longsheng Investment Management Co., Ltd.</b> Beijing Longsheng Investment Management Co., Ltd.	Electrical Components and Equipment	June-20	June-20	549.1	NA	NA	967.4	1.8	14.0	
<b>Fowler Welch Limited</b> Culina Group Limited	Trucking	June-20	June-20	NA	NA	NA	98.0	NA	NA	
<b>Ever Sunshine Lifestyle Services Group Limited</b> Spectron Enterprises Limited	Industrial Machinery	June-20	June-20	263.1	46.8	17.8	1,837.8	7.6	42.6	
<b>Median</b>				\$539.0	\$169.6	30.0	\$1,199.9	2.2	16.0	
<b>Mean</b>				1,305.6	\$166.0	28.4	\$1,944.3	2.9	21.4	

# Appendix

## Public comparables analysis<sup>1</sup>



Company (Ticker)	% of 52 Week High	LTM Revenue	Revenue CAGR (3 Yr)	LTM EBITDA	EBITDA Margin	Enterprise Value ("EV")	Last Twelve Months		NTM
							EV/Revenue	EV/EBITDA	EV/EBITDA
<i>(\$ in Millions)</i>									
<b>Automotive</b>									
Bayerische Motoren Werke AG (DB:BMW)	94.0 %	\$116,945.3	2.6 %	\$14,145.4	12.1 %	\$165,138.3	1.4 x	11.7 x	N/A
Daimler AG (XTRA:DAI)	82.3	193,855.9	(0.3)	8,751.0	4.5	214,290.1	1.1	24.5	15.2
Delphi Technologies PLC (NYSE:DLPH)	47.8	4,361.0	(2.9)	456.0	10.5	2,754.3	0.6	6.0	9.6
Fiat Chrysler Automobiles N.V. (BIT:FCA)	86.2	121,408.4	(2.4)	10,914.6	9.0	21,967.1	0.2	2.0	2.3
Ford Motor Company (NYSE:F)	88.1	155,900.0	(0.7)	11,148.0	7.2	169,991.5	1.1	15.2	NM
General Motors Company (NYSE:GM)	87.4	137,237.0	(8.9)	12,771.0	9.3	139,027.5	1.0	10.9	9.1
Honda Motor Co., Ltd. (TSE:7267)	94.2	142,827.5	2.2	11,606.2	8.1	97,984.7	0.7	8.4	12.4
Hyundai Motor Company (KOSE:A005380)	84.0	91,595.8	4.2	5,211.2	5.7	75,727.4	0.8	14.5	10.8
Isuzu Motors Limited (TSE:7202)	77.7	19,130.8	2.1	2,040.3	10.7	10,228.0	0.5	5.0	6.7
Kia Motors Corporation (KOSE:A000270)	94.5	50,365.0	4.4	3,585.3	7.1	13,395.5	0.3	3.7	3.2
Mazda Motor Corporation (TSE:7261)	68.5	32,191.0	2.2	1,348.1	4.2	5,767.4	0.2	4.3	11.4
Mitsubishi Corporation (TSE:8058)	88.1	141,198.1	32.0	6,506.3	4.6	96,165.6	0.7	14.8	15.5
Peugeot S.A. (ENXTPA:UG)	78.7	83,863.8	4.6	9,282.9	11.1	16,511.1	0.2	1.8	NM
Renault SA (ENXTPA:RNO)	65.7	62,324.1	2.7	5,796.2	9.3	59,272.7	1.0	10.2	15.4
SAIC Motor Corporation Limited (SHSE:600104)	78.7	121,116.8	(0.8)	3,563.2	2.9	38,447.9	0.3	10.8	8.5
Subaru Corporation (TSE:7270)	85.2	30,067.7	0.2	3,323.0	11.1	11,236.5	0.4	3.4	3.8
Suzuki Motor Corporation (TSE:7269)	76.3	33,666.1	3.2	3,675.3	10.9	20,889.3	0.6	5.7	6.7
Tesla, Inc. (NasdaqGS:TSLA)	96.1	24,578.0	36.7	2,187.0	8.9	86,141.8	3.5	39.4	NM
Toyota Motor Corporation (TSE:7203)	97.0	281,387.0	2.7	39,133.3	13.9	331,222.1	1.2	8.5	16.6
Volkswagen AG (XTRA:VOW3)	93.9	283,505.8	3.6	33,756.0	11.9	287,322.4	1.0	8.5	9.8
<b>Median</b>	<b>85.2 %</b>	<b>\$116,945.3</b>	<b>2.2 %</b>	<b>\$6,506.3</b>	<b>9.3 %</b>	<b>\$59,272.7</b>	<b>0.7 x</b>	<b>8.5 x</b>	<b>9.7 x</b>
<b>Mean</b>	<b>82.5 %</b>		<b>2.7 %</b>		<b>8.6 %</b>		<b>0.7 x</b>	<b>8.9 x</b>	<b>9.8 x</b>
<b>Building products, electric products, industrial safety</b>									
Beacon Roofing Supply, Inc. (NasdaqGS:BECN)	80.0 %	\$7,058.6	19.1 %	\$423.2	6.0 %	\$5,119.2	0.7 x	12.1 x	13.5 x
BlueLinX Holdings Inc. (NYSE:BXC)	40.3	2,637.3	13.2	52.3	2.0	872.6	0.3	16.7	11.7
BMC Stock Holdings, Inc. (NasdaqGS:BMCH)	95.1	3,626.6	6.0	236.6	6.5	2,235.7	0.6	9.4	9.4
Boral Limited (ASX:BLD)	78.1	4,119.4	14.1	640.9	15.6	5,228.4	1.3	8.2	8.7
Builders FirstSource, Inc. (NasdaqGS:BLDR)	97.5	7,280.4	4.6	492.3	6.8	4,556.5	0.6	9.3	10.1
Compagnie de Saint-Gobain S.A. (ENXTPA:SGO)	92.3	47,775.8	2.9	5,087.0	10.6	36,820.5	0.8	7.2	6.8
Cornerstone Building Brands, Inc. (NYSE:CNR)	91.5	4,889.7	23.8	4,688.9	11.5	4,608.0	0.9	NM	9.0
Eagle Materials Inc. (NYSE:EXP)	93.4	1,420.1	6.2	380.9	26.8	4,755.5	3.3	12.5	10.5
Emerson Electric Co. (NYSE:EMR)	98.7	18,376.0	7.7	3,709.0	20.2	50,855.2	2.8	13.7	13.2
Gibraltar Industries, Inc. (NasdaqGS:ROCK)	91.5	1,047.4	3.1	119.9	11.4	1,519.0	1.5	12.7	11.6
Huttig Building Products, Inc. (NasdaqCM:HBP)	41.7	812.0	3.8	2.9	0.4	231.6	0.3	NM	NM
James Hardie Industries plc (ASX:JHX)	95.2	2,558.4	10.7	611.1	23.9	10,144.0	4.0	16.6	15.9
Martin Marietta Materials, Inc. (NYSE:MLM)	99.5	4,422.3	6.9	1,251.9	28.3	20,851.9	4.7	16.7	13.8
Owens Corning (NYSE:OC)	94.8	7,160.0	6.2	1,216.0	17.0	10,486.2	1.5	8.6	9.5
Summit Materials, Inc. (NYSE:SUM)	94.8	2,222.1	10.3	438.6	19.7	4,466.3	2.0	10.2	8.7
U.S. Concrete, Inc. (NasdaqGS:USCR)	74.1	1,478.7	6.6	161.1	10.9	1,458.6	1.0	9.1	7.7
USG Corporation	N/A	3,336.0	4.6	430.0	12.9	6,787.5	2.0	15.8	N/A
Vulcan Materials Company (NYSE:VMC)	94.4	4,929.1	11.2	1,213.6	24.6	22,171.8	4.5	18.3	15.5
Wienerberger AG (WBAG:WIE)	97.1	3,889.9	4.8	622.2	16.0	4,386.9	1.1	7.1	7.0
<b>Median</b>	<b>93.9 %</b>	<b>\$3,889.9</b>	<b>6.6 %</b>	<b>\$492.3</b>	<b>12.9 %</b>	<b>\$4,755.5</b>	<b>1.3 x</b>	<b>12.1 x</b>	<b>10.1 x</b>
<b>Mean</b>	<b>86.1 %</b>		<b>8.7 %</b>		<b>14.3 %</b>		<b>1.8 x</b>	<b>12.0 x</b>	<b>10.8 x</b>
<b>Capital equipment &amp; rental services</b>									
Aggreko Plc (LSE:AGK)	95.9 %	\$2,136.3	2.1 %	\$721.8	33.8 %	\$3,833.2	1.8 x	5.3 x	3.7 x
Ashtead Group plc (LSE:AHT)	97.8	6,376.0	16.6	2,961.4	46.4	21,408.9	3.4	7.2	8.1
Astec Industries, Inc. (NasdaqGS:ASTE)	95.6	1,169.6	(1.6)	54.5	4.7	925.3	0.8	17.0	20.6
Caterpillar Inc. (NYSE:CAT)	99.2	53,800.0	9.4	10,610.0	19.7	113,884.6	2.1	10.7	18.2
Cervus Equipment Corporation (TSX:CERV)	55.7	878.2	0.8	10.2	1.2	360.5	0.4	35.5	13.8
CNH Industrial N.V. (NYSE:CNHI)	91.7	28,079.0	2.3	2,629.0	9.4	36,252.5	1.3	13.8	26.6
Cummins Inc. (NYSE:CM)	95.8	23,571.0	8.2	3,253.0	13.8	29,275.3	1.2	9.0	13.6
Deere & Company (NYSE:DE)	96.0	39,233.0	11.0	6,179.0	15.7	96,554.2	2.5	15.6	21.5
Finning International Inc. (TSX:FTT)	95.5	6,026.8	11.0	482.6	8.0	4,755.3	0.8	9.9	7.8
H&E Equipment Services, Inc. (NasdaqGS:HEES)	88.3	1,348.4	11.3	220.9	16.4	2,614.9	1.9	11.8	5.6
Herc Holdings Inc. (NYSE:HRI)	96.3	1,999.0	7.5	308.5	15.4	3,868.0	1.9	12.5	5.6
Korea Shipbuilding & Offshore Engineering Co.,Ltd. (KOSE:A005)	86.6	13,150.9	(7.2)	600.5	4.6	9,314.3	0.7	NM	12.1
Manitex International, Inc. (NasdaqCM:MNXT)	68.3	224.8	9.7	6.9	3.1	170.2	0.8	24.6	13.5
McGrath RentCorp (NasdaqGS:MGR)	95.1	570.2	10.7	150.5	26.4	2,168.2	3.8	14.4	7.6
Nishio Rent All Co., Ltd. (TSE:9699)	89.0	1,446.9	10.0	382.5	26.4	1,116.2	0.8	2.9	2.7
Oshkosh Corporation (NYSE:OSK)	99.0	8,273.7	8.5	856.0	10.3	6,831.2	0.8	8.0	11.0
Strongco Corporation (TSX:SQP)	88.4	305.8	2.0	18.1	5.9	216.4	0.7	12.0	N/A
The Manitowoc Company, Inc. (NYSE:MTW)	88.5	1,834.1	5.4	143.3	7.8	907.1	0.5	6.3	11.8
Toromont Industries Ltd. (TSX:TII)	99.2	2,836.2	24.0	430.2	15.2	4,799.2	1.7	11.2	11.1
United Rentals, Inc. (NYSE:URI)	98.1	9,351.0	17.2	2,653.0	28.4	24,833.8	2.7	9.4	6.2
Vp plc (LSE:VP.)	88.7	489.5	13.4	128.7	26.3	839.9	1.7	6.5	6.4
Wajax Corporation (TSX:WJX)	74.2	1,197.4	6.6	67.6	5.6	537.8	0.4	8.0	5.6
<b>Median</b>	<b>95.3 %</b>	<b>2,067.6</b>	<b>8.9 %</b>	<b>406.3</b>	<b>14.5 %</b>	<b>3,850.6</b>	<b>1.3 x</b>	<b>10.7 x</b>	<b>11.0 x</b>
<b>Mean</b>	<b>90.1 %</b>		<b>8.1 %</b>		<b>15.7 %</b>		<b>1.5 x</b>	<b>12.0 x</b>	<b>11.1 x</b>

**Note:** Tesla Motors is excluded from automotive mean and median calculations due to abnormally high growth and low profitability.

# Public comparables analysis (cont.)<sup>1</sup>



Company (Ticker)	% of 52 Week High	LTM Revenue	Revenue CAGR (3 Yr)	LTM EBITDA	EBITDA Margin	Enterprise Value ("EV")	Last Twelve Months		NTM
							EV/Revenue	EV/EBITDA	EV/EBITDA
<i>(\$ in Millions)</i>									
<b>Distribution, Transportation, and Logistics</b>									
ArcBest Corporation (NasdaqGS:ARCB)	65.9 %	\$2,988.3	2.9 %	\$188.3	6.3 %	\$766.4	0.3 x	4.1 x	5.5 x
C.H. Robinson Worldwide, Inc. (NasdaqGS:CHRW)	84.3	15,309.5	4.4	873.4	5.7	11,717.7	0.8	13.4	18.2
Deutsche Post AG (XTRA:DPW)	97.2	71,359.0	2.7	5,431.5	7.6	64,095.1	0.9	11.8	7.3
Echo Global Logistics, Inc. (NasdaqGS:ECHO)	79.8	2,185.0	8.4	56.1	2.6	731.1	0.3	13.0	11.2
Expeditors International of Washington, Inc. (NasdaqGS:EXPD)	96.1	8,175.4	9.0	817.6	10.0	12,448.3	1.5	15.2	16.1
FedEx Corporation (NYSE:FDX)	75.9	69,189.0	4.7	4,456.0	6.4	70,669.8	1.0	15.9	9.8
Forward Air Corporation (NasdaqGS:FWRD)	97.0	1,410.4	12.1	160.2	11.4	2,169.8	1.5	13.5	14.9
Hapag-Lloyd Aktiengesellschaft (DB:HLAG)	96.1	14,148.7	17.5	1,673.5	11.8	22,036.7	1.6	13.2	N/A
Hub Group, Inc. (NasdaqGS:HUBG)	97.4	3,668.1	(0.8)	269.3	7.3	1,989.1	0.5	7.4	8.6
J.B. Hunt Transport Services, Inc. (NasdaqGS:JBHT)	95.5	9,165.3	12.0	1,256.4	13.7	13,786.2	1.5	11.0	12.7
Knight-Swift Transportation Holdings Inc. (NYSE:KNX)	91.0	4,844.0	62.2	896.8	18.5	7,179.3	1.5	8.0	9.4
Kuehne + Nagel International AG (SWX:KNIN)	98.7	21,780.3	7.3	1,275.2	5.9	22,073.2	1.0	17.3	12.9
Landstar System, Inc. (NasdaqGS:LSTR)	94.7	4,089.6	7.2	342.4	8.4	4,325.8	1.1	12.6	16.8
Nippon Yusen Kabushiki Kaisha (TSE:9101)	95.9	15,623.7	(4.6)	1,197.2	7.7	13,056.2	0.8	10.9	10.7
Old Dominion Freight Line, Inc. (NasdaqGS:ODFL)	96.2	4,109.1	10.6	1,072.4	26.1	14,940.2	3.6	13.9	20.4
Ryder System, Inc. (NYSE:R)	80.3	8,925.8	8.9	2,170.8	24.3	10,782.7	1.2	5.0	4.2
United Parcel Service, Inc. (NYSE:UPS)	93.4	74,094.0	6.5	7,896.0	10.7	122,371.7	1.7	15.5	14.5
Werner Enterprises, Inc. (NasdaqGS:WERN)	92.8	2,463.7	6.7	453.4	18.4	2,864.2	1.2	6.3	7.2
XPO Logistics, Inc. (NYSE:XPO)	92.2	16,648.0	3.9	1,663.0	10.0	14,686.3	0.9	8.8	11.7
<b>Median</b>	<b>94.7 %</b>	<b>\$8,925.8</b>	<b>7.2 %</b>	<b>\$1,072.4</b>	<b>10.0 %</b>	<b>\$12,448.3</b>	<b>1.1 x</b>	<b>12.6 x</b>	<b>11.4 x</b>
<b>Mean</b>	<b>90.6 %</b>		<b>9.6 %</b>		<b>11.2 %</b>		<b>1.2 x</b>	<b>11.4 x</b>	<b>11.8 x</b>
<b>Engineering &amp; construction</b>									
ACS, Actividades de Construcción y Servicios, S.A. (BME:ACS)	87.0 %	\$43,825.7	6.2 %	\$2,458.0	5.6 %	\$16,572.7	0.4 x	6.7 x	4.8 x
Aegion Corporation (NasdaqGS:AEGN)	94.6	1,213.9	(0.8)	96.0	7.9	1,015.2	0.8	10.6	8.3
Arcadis NV (ENXTAM:ARCAD)	98.7	3,897.8	1.4	253.1	6.5	2,805.5	0.7	11.1	7.8
Babcock International Group PLC (LSE:BAB)	95.4	5,870.0	(0.7)	454.4	7.7	6,848.3	1.2	15.1	5.2
Balfour Beatty plc (LSE:BBY)	88.4	9,685.5	1.8	192.0	2.0	2,623.1	0.3	13.7	10.6
Bilfinger SE (DB:GBF)	100.0	4,855.7	0.6	145.8	3.0	1,857.0	0.4	NM	N/A
CIMIC Group Limited (ASX:CIM)	64.3	10,328.2	10.6	1,251.3	12.1	7,168.1	0.7	5.7	3.2
Comfort Systems USA, Inc. (NYSE:FIX)	85.6	2,615.3	19.5	211.9	8.1	2,112.8	0.8	10.0	8.7
Costain Group PLC (LSE:COST)	39.7	1,530.5	(9.8)	29.1	1.9	214.8	0.1	7.4	2.9
Daelim Industrial Co., Ltd. (KOSE:A000210)	73.9	8,402.0	(0.7)	912.2	10.9	3,860.5	0.5	4.2	3.3
Daewoo Engineering & Construction Co., Ltd. (KOSE:A047040)	77.3	7,494.1	(8.4)	469.0	6.3	3,255.4	0.4	6.9	4.7
Ebara Corporation (TSE:6361)	95.0	4,807.1	0.0	464.0	9.7	2,837.0	0.6	6.1	4.6
Fluor Corporation (NYSE:FLR)	45.0	18,520.5	0.2	(119.1)	NM	2,879.3	0.2	NM	4.2
Fomento de Construcciones y Contratas, S.A. (BME:FCC)	82.4	7,194.9	1.8	1,060.2	14.7	8,849.2	1.2	8.3	8.1
GS Engineering & Construction Corporation (KOSE:A006360)	64.4	9,022.7	(2.6)	692.5	7.7	3,177.6	0.4	4.6	4.4
Keller Group plc (LSE:KLR)	95.2	3,046.8	8.9	229.8	7.5	1,278.5	0.4	5.6	4.5
Kier Group plc (LSE:KIE)	17.6	5,241.6	(0.5)	198.7	3.8	465.2	0.1	2.3	4.3
Koninklijke BAM Groep nv (ENXTAM:BAMNB)	61.0	8,090.1	1.1	97.6	1.2	978.6	0.1	10.0	1.0
Maire Tecnimont S.p.A. (BIT:MT)	67.3	3,718.3	6.2	223.6	6.0	1,373.4	0.4	6.1	6.4
Matrix Service Company (NasdaqGS:MTRX)	93.9	1,414.4	1.0	64.6	4.6	517.6	0.4	8.0	5.9
Monadelphous Group Limited (ASX:MND)	83.1	1,038.9	5.6	66.8	6.4	1,018.5	1.0	15.2	8.8
Morgan Sindall Group plc (LSE:MGNS)	99.1	4,067.7	6.2	124.5	3.1	882.3	0.2	7.1	6.3
Oil States International, Inc. (NYSE:OIS)	76.7	1,017.4	13.4	91.8	9.0	1,283.1	1.3	14.0	NM
Penta-Ocean Construction Co., Ltd. (TSE:1893)	95.8	5,455.4	4.7	394.0	7.2	2,299.0	0.4	5.8	5.5
Primoris Services Corporation (NasdaqGS:PRIM)	92.7	3,106.3	14.4	226.3	7.3	1,646.8	0.5	7.3	6.5
Quanta Services, Inc. (NYSE:PWR)	92.3	12,112.2	14.1	862.4	7.1	7,893.6	0.7	9.2	7.3
RPC, Inc. (NYSE:RES)	40.0	1,222.4	10.5	125.6	10.3	1,102.7	0.9	8.8	NM
Sumitomo Heavy Industries, Ltd. (TSE:6302)	78.3	8,116.1	8.6	813.3	10.0	3,633.8	0.4	4.5	6.4
Team, Inc. (NYSE:TISI)	81.3	1,163.3	(2.8)	48.4	4.2	889.6	0.8	NM	11.8
VINCI SA (ENXTPA:DG)	96.6	54,932.1	8.2	8,924.9	16.2	95,173.5	1.7	10.7	11.3
<b>Median</b>	<b>84.4 %</b>	<b>\$5,048.7</b>	<b>1.8 %</b>	<b>\$224.9</b>	<b>7.2 %</b>	<b>\$2,205.9</b>	<b>0.5 x</b>	<b>7.4 x</b>	<b>5.9 x</b>
<b>Mean</b>	<b>78.8 %</b>		<b>4.0 %</b>		<b>7.2 %</b>		<b>0.6 x</b>	<b>8.3 x</b>	<b>6.2 x</b>



# Public comparables analysis (cont.)<sup>1</sup>



Company (Ticker)	% of 52 Week High	LTM Revenue	Revenue CAGR (3 Yr)	LTM EBITDA	EBITDA Margin	Enterprise Value ("EV")	Last Twelve Months		NTM
							EV/ Revenue	EV/ EBITDA	EV/ EBITDA
<i>(\$ in Millions)</i>									
<b>Metals, Plastics, and Paper Packaging</b>									
Alcoa Corporation (NYSE:AA)	68.4 %	\$10,433.0	0.8 %	\$1,461.0	14.0 %	\$6,985.7	0.7 x	4.8 x	5.5 x
AptarGroup, Inc. (NYSE:ATR)	91.6	\$2,859.7	6.5	\$590.6	20.7	\$8,379.0	2.9	14.2	14.5
ArcelorMittal (ENXTAM:MT)	71.8	70,615.0	3.7	3,619.0	5.1	30,778.2	0.4	8.5	6.6
Avery Dennison Corporation (NYSE:AVY)	97.2	7,070.1	4.5	975.3	13.8	12,811.5	1.8	13.1	12.7
Ball Corporation (NYSE:BLL)	79.0	11,474.0	5.5	1,854.0	16.2	27,998.5	2.4	15.1	16.9
Berry Global Group, Inc. (NYSE:BERY)	80.3	9,722.0	17.8	1,565.0	16.1	16,969.4	1.7	10.8	8.1
Commercial Metals Company (NYSE:CMC)	97.4	5,936.4	16.6	579.1	9.8	3,694.7	0.6	6.4	5.8
Crown Holdings, Inc. (NYSE:CCK)	92.7	11,665.0	12.1	1,670.0	14.3	18,202.2	1.6	10.9	11.1
Graphic Packaging Holding Company (NYSE:GPK)	98.2	6,160.1	13.1	977.4	15.9	8,718.6	1.4	8.9	7.8
Greif, Inc. (NYSE:GEF)	87.8	4,595.0	11.6	659.4	14.4	5,112.3	1.1	7.8	7.1
O-I Glass, Inc. (NYSE:OI)	57.4	6,691.0	(0.6)	1,054.0	15.8	7,758.7	1.2	7.4	7.2
Packaging Corporation of America (NYSE:PKG)	97.6	6,964.3	5.5	1,455.4	20.9	12,523.2	1.8	8.6	9.8
Sealed Air Corporation (NYSE:SEE)	84.5	4,791.1	4.6	849.5	17.7	9,949.6	2.1	11.7	9.4
Silgan Holdings Inc. (NasdaqGS:SLGN)	98.1	4,489.9	7.4	624.1	13.9	6,172.4	1.4	9.9	8.4
Sonoco Products Company (NYSE:SON)	92.7	5,374.2	4.0	750.2	14.0	7,935.5	1.5	10.6	9.4
WestRock Company (NYSE:WRK)	99.0	18,385.3	8.4	2,933.3	16.0	21,008.6	1.1	7.2	7.2
<b>Median</b>	<b>92.1 %</b>	<b>\$6,827.7</b>	<b>6.0 %</b>	<b>\$1,015.7</b>	<b>15.1 %</b>	<b>\$9,334.1</b>	<b>1.4 x</b>	<b>9.4 x</b>	<b>8.2 x</b>
<b>Mean</b>	<b>87.1 %</b>		<b>7.6 %</b>		<b>14.9 %</b>		<b>1.5 x</b>	<b>9.7 x</b>	<b>9.2 x</b>
<b>Specialty chemicals</b>									
Albemarle Corporation (NYSE:ALB)	78.4 %	\$3,589.4	8.4 %	\$975.2	27.2 %	\$9,661.7	2.7 x	9.9 x	15.4 x
Ashland Global Holdings Inc. (NYSE:ASH)	94.2	2,450.0	(7.8)	477.0	19.5	6,044.3	2.5	12.7	12.0
Axalta Coating Systems Ltd. (NYSE:AXTA)	94.4	4,482.2	1.6	893.5	19.9	10,371.8	2.3	11.6	12.7
BASF SE (XTRA:BAS)	90.3	66,564.9	0.2	7,931.8	11.9	90,394.5	1.4	11.4	9.0
Celanese Corporation (NYSE:CE)	95.5	6,297.0	3.6	1,357.0	21.5	18,792.0	3.0	13.8	10.6
DuPont de Nemours, Inc. (NYSE:DD)	35.6	21,512.0	(25.1)	5,181.0	24.1	64,198.8	3.0	NM	12.1
H.B. Fuller Company (NYSE:FUL)	98.4	2,897.0	9.0	395.4	13.6	4,631.8	1.6	11.7	9.8
PolyOne Corporation (NYSE:POL)	98.6	2,862.7	(2.0)	300.4	10.5	4,127.0	1.4	13.7	6.4
PPG Industries, Inc. (NYSE:PPG)	99.4	15,146.0	1.3	2,365.0	15.6	36,453.5	2.4	15.4	14.6
Sensient Technologies Corporation (NYSE:SXT)	87.9	1,322.9	(1.4)	210.7	15.9	3,419.7	2.6	16.2	13.1
W. R. Grace & Co. (NYSE:GRA)	87.6	1,958.1	5.3	454.2	23.2	6,466.8	3.3	14.2	10.8
<b>Median</b>	<b>94.2 %</b>	<b>\$3,589.4</b>	<b>1.3 %</b>	<b>\$893.5</b>	<b>19.5 %</b>	<b>\$9,661.7</b>	<b>2.5 x</b>	<b>12.2 x</b>	<b>12.0 x</b>
<b>Mean</b>	<b>87.3 %</b>		<b>(0.6) %</b>		<b>18.5 %</b>		<b>2.4 x</b>	<b>12.5 x</b>	<b>11.4 x</b>



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