

# AUTOMOTIVE SECTOR UPDATE Q3-2023

M&A Environment – Global/Germany

November 2023

# Global light vehicle production volumes show favourable trend in Q3-2023 while commodity pricing turns positive for suppliers

**Production in Q3-2023 much stronger than expected after H1-2023 with every major region coming in higher, led by China and North America**

- ▶ Total production rose +3.8% YoY in Q3-2023 despite a -3.2% decline expectation by S&P Global Mobility from July 2023
- ▶ China production declined only slightly in Q3-2023 (-0.3% YoY) in contrast to the expected plunge of -15.1%
- ▶ North American production exceeded expectations and rose +9.3% YoY in Q3-2023 compared to the expected +7.6% increase
- ▶ European production was up +6.3% YoY in Q3-2023 (vs. +6.0% expected)


## **Outlook 2023**

- ▶ Global LV production outlook for 2023 is 87.5m units (HIS as per September 2023, +6.3% YoY) while some brokers such as RBC remain more cautious, forecasting 86.8m units (+5.4% YoY)
- ▶ In terms of major regions, RBC predicts European production volume to grow by +11.5% YoY to 17.6m units in 2023, followed by North America (up by +5.4% YoY, 15.1m units) and China (up by +1.7% YoY, 26.8m units)
- ▶ Commodity costs continued to come down in Q3-2023 leaving COVID-19 levels behind, i.e. the current price level should provide a solid tailwind to suppliers for the near future
- ▶ Lastly, it is worth to mention that the semiconductor shortage which impacted the automotive sector over the last years is now resolved


# Executive summary – Automotive Suppliers Q3-2023

## M&A sentiment – the “big picture”

 Global

 No. of deals **105** in Q3-2023  
75 in Q3-2022

 Transaction Volume **€7.9bn** in Q3-2023  
€13.9bn in Q3-2022


 EV/EBITDA (x) **8.2x** LTM Sep-23  
EV/Sales (x) **1.0x** LTM Sep-23  
(median-based)

 Germany

 No. of deals with German targets **9** in Q3-2023  
9 in Q3-2022

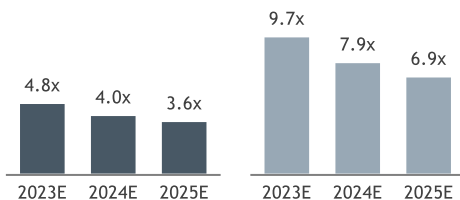
 Private Equity involvement **56%** in Q3-2023  
32% in Q3-2023 global


## Trading multiples\* – selection

 European suppliers

EV/EBITDA (x)

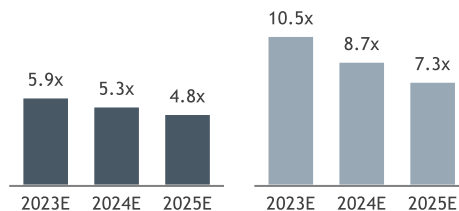
EV/EBIT (x)



 North American suppliers

EV/EBITDA (x)

EV/EBIT (x)



## Selected deal highlights

– 24<sup>th</sup> July 2023 –

Foxconn and ZF Friedrichshafen to form joint venture in passenger car chassis systems

► Taiwanese Hon Hai Precision Industry Co Ltd (“Foxconn”) will acquire 50% of ZF Chassis Modules GmbH, German assembler of passenger car chassis systems, from ZF Friedrichshafen AG to form a 50:50 joint venture. The consideration is €500m. The transaction is expected to be completed within 6 to 9 months and is subject to regulatory approvals



to acquire 50% of Chassis Modules division of



(€500m)

– 12<sup>th</sup> July 2023 –

Renault SA and Geely to form joint venture in powertrain technology

► French Renault Group and Chinese Geely are to form a 50:50 joint venture Aurobay focused on powertrain technology development. The transaction is expected to be completed in Q4-2023 and is subject to regulatory approvals. Saudi Arabian Aramco is in talks to also enter as a strategic investor
































to form a 50:50 joint venture



(€4.0bn)

























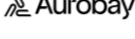














# M&A transactions Q3-2023 (1/2) (selection)

## 🌐 Global

Date	Target	Target activity	Buyer	EV (€m)	EV/Sales(x)	EV/EBITDA(x)
Sep-2023	 <b>MARUI</b>	Manufacturer of motor vehicle parts and accessories	 	na	na	na
Sep-2023	 <b>MOBEX GLOBAL</b> Propulsion-agnostic business	Propulsion-agnostic automotive components business of Mobex Fourth & 1 LLC	 	65.5	na	na
Sep-2023	  Russian assets	Assets in Russia of Volvo AB, car and truck manufacturer	 Igor Kim (private investor)	na	na	na
Sep-2023	  61% stake	Company engaged in development, manufacture and sales of automobiles and parts	 	1,074	na	na
Aug-2023	 <b>PNEURIDE</b> 51% stake	Designer and manufacturer of advanced electronic control systems and air suspension components for the automotive and ancillary industries	 <b>Cheersson 瑞玛</b>	76.5	na	na
Aug-2023	 <b>LONG 龙生 Sheng</b>	Manufacturer of automotive interior parts	 Longsheng Yu, Minbei Yu (private investors)	81.2	2.2x	na
Aug-2023	 <b>PLASTIKON</b>	Supplier of automotive interiors, assemblies and electric vehicle (EV) battery housing	 	119.9	na	na
Aug-2023	 <b>SAIETTA</b> eMobility assets	eMobility assets of Saietta Group plc, an engineering company specialising in propulsion motors for a broad range of electric vehicles (EV)	 	na	na	na
Aug-2023	  <b>RENAULT</b> Irish operations	Irish operations of Renault SA, car and truck manufacturer	 <b>NISSAN</b> MOTOR CORPORATION	na	na	na
Aug-2023	  <b>MAGNA</b> Russian assets	Assets in Russia of Magna International, designer, manufacturer and developer of automotive systems, modules and components	 Undisclosed buyer	13.7	na	na

# M&A transactions Q3-2023 (2/2) (selection)

## 🌐 Global

Date	Target	Target activity	Buyer	EV (€m)	EV/Sales(x)	EV/EBITDA(x)
Aug-2023	 <b>greiner</b> <small>GROUP</small>	Manufacturer of automotive components	 	na	na	na
Aug-2023	 	Manufacturer of pumps, injectors and filtration systems for diesel engines	 	na	na	na
Jul-2023	 	Designer, engineer, manufacturer and supplier of transmission systems	 	233.4	na	na
Jul-2023	 	Manufacturer of alloy wheels	 	na	na	na
Jul-2023	 	Manufacturer of performance shock and wheels	 	na	na	na
Jul-2023	  <small>HPDI business</small>	HPDI business of Westport Fuel Systems, manufacturer of engine and fuel systems	 	144.5	na	na
Jul-2023	  <small>50:50 joint venture between Renault and Geely</small>	Developer of powertrain technology	   	4,000	na	na
Jul-2023	 	Designer, manufacturer and distributor of alloy wheels	 	na	na	na
Jul-2023	  <small>81% stake</small>	Manufacturer and distributor of automotive parts and lightweight cars	 	149.0	na	na
Jul-2023	  <small>Listing on NYSE (PHIN); fuel systems and aftermarket business of BorgWarner Inc</small>	Manufacturer of fuel systems, starters, alternators and aftermarket distribution products	 Existing shareholders (of BorgWarner Inc)	158.5	na	na

# M&A transactions Q3-2023 (selection)

## 🇩🇪 Germany

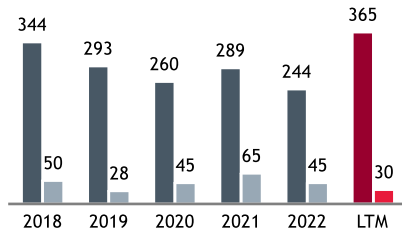
Date	Target	Target activity	Buyer	EV (€m)	EV/Sales(x)	EV/EBITDA(x)
Aug-2023	 <b>TMD</b> FRICTION	Braking components manufacturing group	 <b>AEQUITA</b>	na	na	na
Aug-2023	 <b>MT</b> TECHNOLOGIES	Automobile parts manufacturer	 <b>CALLISTA</b> PRIVATE EQUITY	na	na	na
Aug-2023	 <b>MAHLE</b> Thermostat business	Thermostat business of automotive supplier MAHLE	 <b>ADMETOS</b>	Na	na	na
Aug-2023	 <b>SCHÖNEWEISS</b> <b>GSA</b> <b>Falkenroth</b> <b>Jeco</b>	Four companies specializing in the manufacturing of forged and machined forged components	 <b>MUTARES</b>	55.5	na	na
Aug-2023	 <b>HÖRMANN</b> Automotive HÖRMANN Automotive Wackersdorf GmbH	Company specialising in the development, production, assembly, supplier management, packaging and delivery of technical assemblies and modules for the automotive industry	 <b>ncdh</b>	na	na	na
Jul-2023	 <b>SELZER</b>	Developer and manufacturer of metal components and subassemblies for gearboxes, engines, braking systems and professional electrical power tools	 <b>MUTARES</b>	na	na	na
Jul-2023	 <b>ZF</b> ZF Chassis Modules GmbH (50:50 joint venture between ZF Friedrichshafen and Foxconn)	Assembler of passenger car chassis systems; 50:50 joint venture between ZF Friedrichshafen and Foxconn (Hon Hai Precision Industry)	 <b>FOXCONN</b>	1,000	na	na
Jul-2023	 <b>DR. SCHNEIDER</b> UNTERNEHMENSGRUPPE Assets in Germany and subsidiaries in Spain, China, USA and Poland (distressed)	Automotive interiors specialist	 <b>samvardhana</b> <b>motherson</b>	na	na	na

# Automotive Suppliers – M&A activity over time

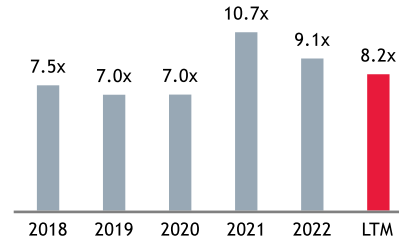
Q3-2023 observed 105 deals – global automotive supplier M&A activity in 2023 is at its peak since 2018

## Global M&A activity (based on announced deals)

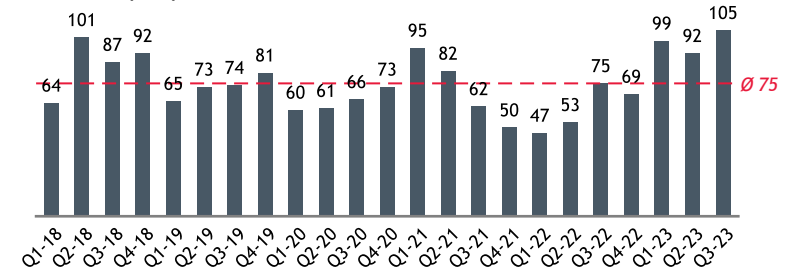
No. of deals and deal volume<sup>1</sup>



EV/EBITDA (x) median development<sup>2</sup>

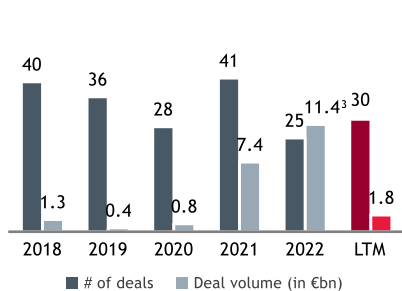


No. of deals per quarter

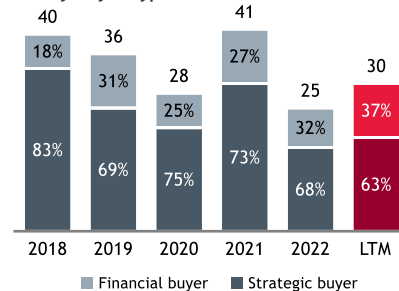


## German M&A activity (based on announced deals, German targets)

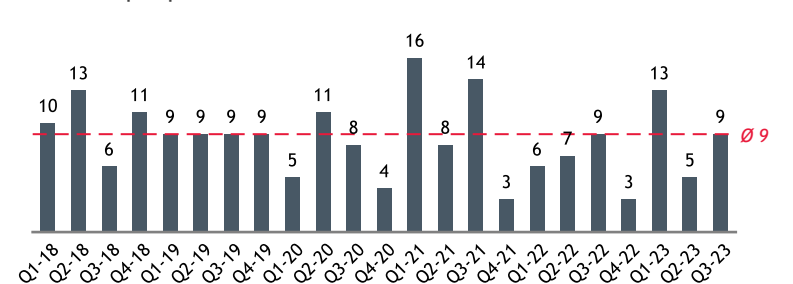
No. of deals and deal volume<sup>1</sup>



Deals by buyer type



No. of deals per quarter



Sources: BDO analysis, Mergermarket as of 30<sup>th</sup> October 2023

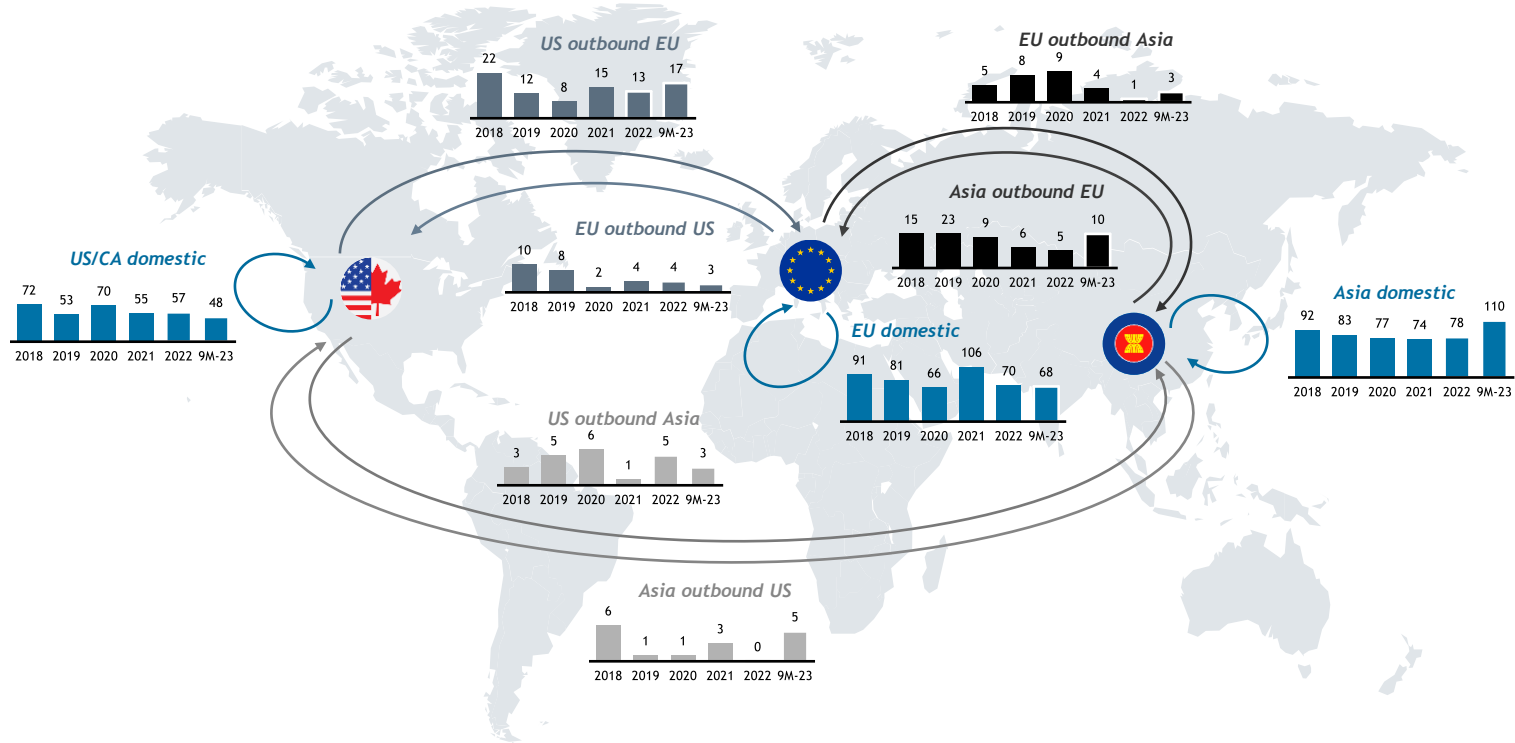
Notes: 1) Deal volume in €bn. Data only available to a limited number of precedent transactions

2) Multiples based on financials of the latest year-end before deal announcement date

3) Includes Porsche IPO Q3-2022 (deal value €10.1bn)

# Global Automotive M&A transaction deal flow

In the first 9 months of 2023, 85% of global M&A deals were of domestic nature



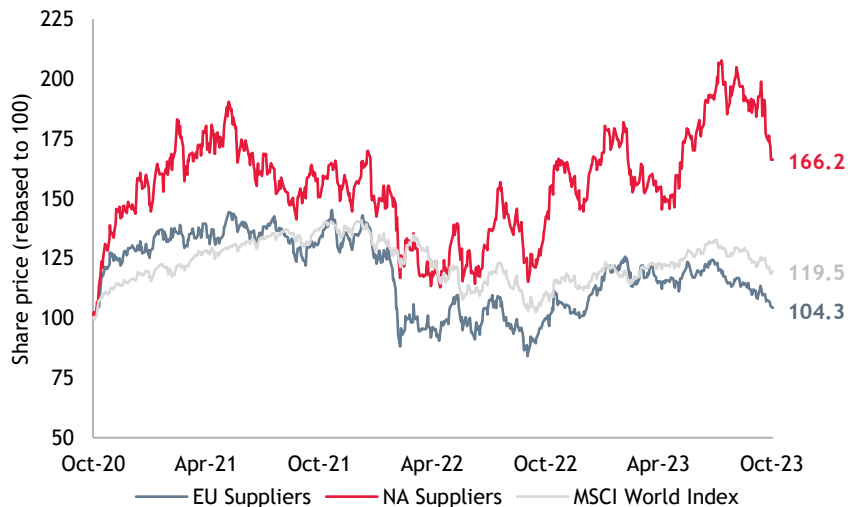


# Recent sector share price performance

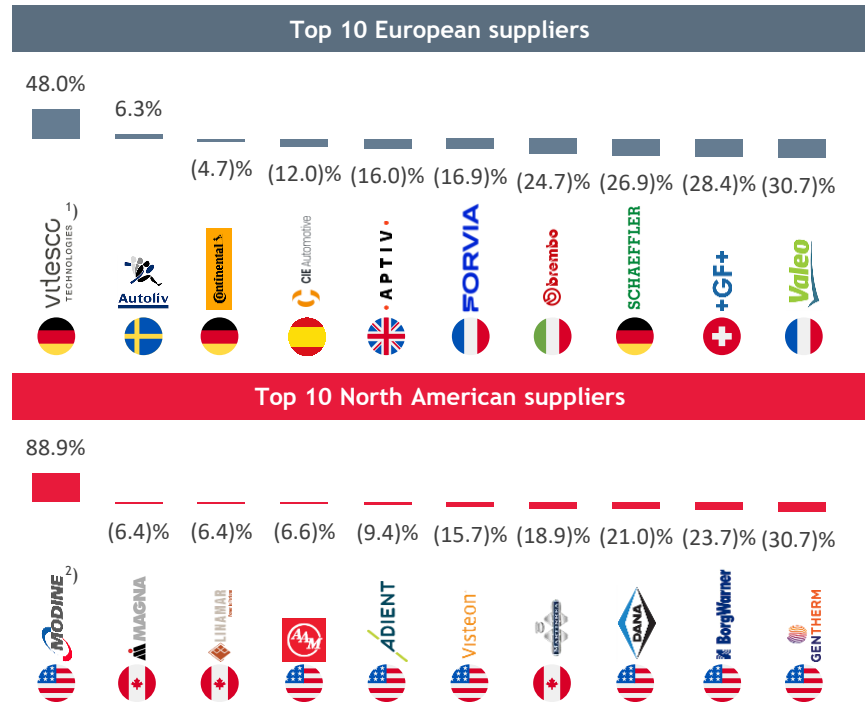
Share prices of US automotive suppliers strongly outperformed European peers over the last three years

## Peer group share price performance over time

Change (%)	EU Suppliers	NA Suppliers	MSCI World
3-year	4.3%	66.2%	19.5%
1-Year	4.2%	15.9%	8.2%



## Last six month share price development



Sources: CapitalIQ, BDO analysis

Notes: Market date as of 30<sup>th</sup> October 2023. Top 10 ranking based on market capitalization, Peer group constituents are listed on pages 10 to 13

1) On October 9<sup>th</sup> the potential acquisition of Vitesco by Schaeffler was announced and led to a sharp price increase

2) Modine Manufacturing's FY2023 results, announced May 24<sup>th</sup> 2023, positively surprised the market and led to a sharp price increase

# Implied multiples

## European Suppliers

Companies	Market cap (€m)	EV (€m)	EV / Sales			EV / EBITDA			EV / EBIT			P / E			EV / (EBITDA-Capex)		
			2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E
<b>Europe</b>																	
Aptiv	23,028	28,545	1.5x	1.4x	1.2x	10.9x	9.0x	7.5x	14.2x	11.5x	9.6x	27.5x	18.1x	15.5x	16.9x	13.1x	10.6x
Continental	12,092	21,584	0.5x	0.5x	0.5x	4.7x	4.2x	3.8x	8.5x	7.1x	6.1x	8.5x	6.6x	5.5x	10.4x	8.6x	7.3x
Autoliv	7,235	8,856	0.9x	0.9x	0.8x	7.3x	5.8x	5.1x	10.4x	7.8x	6.8x	14.1x	10.1x	8.4x	13.9x	9.3x	7.9x
Georg Fischer	3,967	4,181	1.0x	1.0x	0.9x	8.2x	7.7x	7.1x	10.9x	10.1x	9.2x	13.9x	12.8x	11.5x	12.9x	11.4x	9.9x
Vitesco	3,672	4,005	0.4x	0.4x	0.4x	4.9x	3.8x	3.3x	13.0x	8.0x	6.0x	27.5x	11.4x	8.3x	16.1x	8.9x	6.7x
Brembo	3,239	3,893	1.0x	0.9x	0.9x	5.6x	5.1x	4.7x	9.1x	8.1x	7.1x	10.1x	8.8x	7.9x	11.4x	8.9x	7.9x
Schaeffler	3,198	8,490	0.5x	0.5x	0.5x	4.1x	3.8x	3.5x	7.4x	6.8x	6.1x	5.5x	4.6x	4.0x	7.4x	6.9x	6.3x
Forvia	3,069	13,359	0.5x	0.5x	0.4x	4.0x	3.6x	3.3x	8.7x	7.3x	6.3x	9.6x	5.1x	3.6x	9.9x	8.7x	7.5x
Valeo	2,970	8,960	0.4x	0.4x	0.4x	3.4x	3.0x	2.6x	11.1x	8.3x	6.3x	9.0x	5.3x	3.8x	12.3x	9.1x	7.0x
CIE	2,880	4,097	1.0x	1.0x	1.0x	5.8x	5.5x	5.2x	7.8x	7.4x	7.1x	8.8x	8.3x	7.7x	8.2x	7.7x	7.3x
Gestamp	1,955	4,900	0.4x	0.4x	0.4x	3.5x	3.3x	3.0x	6.9x	6.4x	5.6x	6.0x	4.9x	4.2x	9.7x	8.6x	7.3x
Plastic Omnium	1,518	3,265	0.3x	0.3x	0.3x	3.7x	3.3x	3.1x	8.8x	7.3x	6.3x	8.5x	7.0x	5.6x	9.2x	7.2x	6.5x
Stabilus	1,514	1,649	1.3x	1.2x	1.1x	7.4x	6.4x	5.7x	10.4x	9.0x	7.7x	14.9x	13.7x	11.5x	10.4x	8.9x	7.9x
JOST	644	937	0.7x	0.7x	0.7x	5.6x	5.7x	5.4x	7.2x	7.4x	7.0x	8.9x	9.3x	8.4x	7.0x	7.0x	6.6x
Autoneum	613	1,423	0.6x	0.5x	0.5x	4.9x	5.2x	4.9x	12.1x	10.8x	9.7x	11.0x	9.9x	8.7x	8.9x	8.7x	8.4x
ElringKlinger	331	881	0.5x	0.5x	0.4x	4.5x	4.1x	3.6x	10.4x	9.2x	7.4x	9.6x	7.3x	5.0x	9.3x	8.9x	6.3x
Sogefi	181	463	0.3x	0.3x	0.3x	2.1x	2.1x	1.9x	4.2x	4.3x	3.7x	3.9x	3.5x	2.9x	4.0x	4.1x	4.2x
Grammer	164	692	0.3x	0.3x	0.3x	4.4x	3.8x	3.3x	9.9x	7.6x	6.1x	10.9x	4.1x	3.3x	7.0x	6.9x	6.0x
Polytec	84	214	0.3x	0.3x	0.3x	6.2x	4.0x	3.4x	nm	10.3x	7.4x	nm	8.1x	5.1x	28.1x	10.5x	7.5x
		<b>Median</b>	<b>0.5x</b>	<b>0.5x</b>	<b>0.5x</b>	<b>4.9x</b>	<b>4.1x</b>	<b>3.6x</b>	<b>9.5x</b>	<b>7.8x</b>	<b>6.8x</b>	<b>9.6x</b>	<b>8.1x</b>	<b>5.6x</b>	<b>9.9x</b>	<b>8.7x</b>	<b>7.3x</b>
		<b>Average</b>	<b>0.7x</b>	<b>0.6x</b>	<b>0.6x</b>	<b>5.3x</b>	<b>4.7x</b>	<b>4.2x</b>	<b>9.5x</b>	<b>8.1x</b>	<b>6.9x</b>	<b>11.6x</b>	<b>8.4x</b>	<b>6.9x</b>	<b>11.2x</b>	<b>8.6x</b>	<b>7.3x</b>

# Sales growth rates & operating margins

## European Suppliers

Companies	Sales growth			EBITDA margin			EBIT margin			Net income margin			CAGR 23E-25E			N.I.
	2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E	Sales	EBITDA	EBIT	
<b>Europe</b>																
Aptiv	15.1%	9.6%	10.3%	13.8%	15.3%	16.6%	10.6%	12.0%	12.9%	4.4%	6.1%	6.5%	10.0%	20.5%	21.5%	33.1%
Continental	7.3%	3.9%	4.9%	11.0%	11.8%	12.4%	6.0%	6.9%	7.6%	3.4%	4.1%	4.7%	4.4%	11.1%	17.4%	23.7%
Autoliv	17.7%	5.7%	5.9%	12.4%	14.7%	15.7%	8.7%	11.0%	11.9%	5.2%	6.9%	7.9%	5.8%	19.0%	23.8%	30.0%
Georg Fischer	(2.5%)	3.2%	4.3%	12.4%	12.8%	13.4%	9.4%	9.8%	10.3%	7.0%	7.3%	7.8%	3.7%	7.6%	9.1%	9.8%
Vitesco	4.3%	2.6%	5.0%	8.6%	10.8%	12.0%	3.3%	5.2%	6.5%	1.4%	3.3%	4.3%	3.8%	22.9%	46.9%	81.9%
Brembo	8.8%	6.4%	6.8%	17.3%	17.9%	18.2%	10.7%	11.3%	12.1%	8.1%	8.7%	9.0%	6.6%	9.1%	13.2%	12.9%
Schaeffler	4.7%	2.9%	4.1%	12.5%	13.2%	13.7%	6.9%	7.3%	7.8%	3.5%	4.1%	4.5%	3.5%	8.6%	10.0%	17.9%
Forvia	7.0%	4.9%	6.2%	12.4%	13.0%	13.4%	5.7%	6.4%	7.0%	1.2%	2.1%	2.8%	5.6%	9.8%	17.3%	62.9%
Valeo	11.3%	6.0%	8.0%	11.9%	12.7%	13.4%	3.6%	4.6%	5.6%	1.5%	2.4%	3.1%	7.0%	13.6%	32.9%	54.6%
CIE	3.2%	4.8%	3.2%	17.9%	18.0%	18.3%	13.3%	13.3%	13.5%	8.2%	8.3%	8.8%	4.0%	5.1%	4.9%	7.4%
Gestamp	13.0%	4.6%	6.7%	11.4%	11.8%	12.2%	5.8%	6.0%	6.4%	2.7%	3.1%	3.5%	5.6%	9.1%	11.3%	20.1%
Plastic Omnium	20.6%	3.1%	5.1%	8.7%	9.2%	9.5%	3.6%	4.2%	4.7%	1.7%	2.1%	2.4%	4.1%	9.0%	18.6%	22.5%
Stabilus	8.9%	9.9%	10.1%	18.0%	18.7%	19.3%	12.7%	13.4%	14.2%	8.2%	8.1%	8.7%	10.0%	14.0%	16.0%	13.6%
JOST	3.2%	1.0%	2.9%	12.9%	12.5%	12.8%	10.0%	9.7%	9.9%	5.5%	5.3%	5.7%	2.0%	1.8%	1.7%	3.2%
Autoneum	33.2%	9.8%	2.7%	11.7%	9.9%	10.3%	4.7%	4.8%	5.2%	2.2%	2.2%	2.5%	6.2%	(0.5%)	11.5%	12.2%
ElringKlinger	4.6%	2.3%	4.4%	10.5%	11.2%	12.0%	4.5%	5.0%	5.9%	1.8%	2.4%	3.3%	3.4%	10.7%	18.9%	37.8%
Sogefi	5.9%	1.3%	2.5%	13.6%	13.4%	14.0%	6.6%	6.5%	7.3%	2.8%	3.1%	3.6%	1.9%	3.5%	6.5%	15.8%
Grammer	3.4%	4.8%	6.1%	7.0%	7.7%	8.4%	3.1%	3.9%	4.6%	0.7%	1.7%	2.0%	5.5%	15.4%	27.3%	82.0%
Polytec	9.4%	4.4%	4.8%	5.3%	7.8%	8.7%	0.3%	3.0%	4.0%	(0.7%)	1.5%	2.3%	4.6%	33.9%	282.0%	na
<b>Median</b>	<b>7.3%</b>	<b>4.6%</b>	<b>5.0%</b>	<b>12.4%</b>	<b>12.7%</b>	<b>13.4%</b>	<b>6.0%</b>	<b>6.5%</b>	<b>7.3%</b>	<b>2.8%</b>	<b>3.3%</b>	<b>4.3%</b>	<b>4.6%</b>	<b>9.8%</b>	<b>17.3%</b>	<b>21.3%</b>
<b>Average</b>	<b>9.4%</b>	<b>4.8%</b>	<b>5.5%</b>	<b>12.1%</b>	<b>12.8%</b>	<b>13.4%</b>	<b>6.8%</b>	<b>7.6%</b>	<b>8.3%</b>	<b>3.6%</b>	<b>4.4%</b>	<b>4.9%</b>	<b>5.1%</b>	<b>11.8%</b>	<b>31.1%</b>	<b>30.1%</b>

# Implied multiples

## North American Suppliers

Companies	Market cap (€m)	EV (€m)	EV / Sales			EV / EBITDA			EV / EBIT			P / E			EV / (EBITDA-Capex)		
			2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E
<b>North America</b>																	
Magna	12,896	19,459	0.5x	0.5x	0.4x	5.7x	4.9x	4.2x	9.8x	7.8x	6.5x	9.4x	7.3x	5.7x	17.0x	10.7x	7.6x
BorgWarner	8,133	11,223	0.8x	0.8x	0.7x	5.9x	5.4x	4.9x	8.7x	7.7x	6.8x	11.2x	9.0x	7.9x	10.0x	8.5x	7.5x
Visteon	3,102	3,251	0.9x	0.8x	0.7x	8.1x	6.8x	5.8x	11.3x	8.8x	7.3x	19.4x	12.7x	9.8x	11.4x	9.5x	8.1x
Adient	2,955	5,163	0.4x	0.3x	0.3x	5.7x	5.1x	4.5x	8.7x	7.6x	6.7x	18.9x	10.0x	7.0x	8.2x	7.4x	6.4x
Linamar	2,526	2,861	0.4x	0.4x	0.4x	3.3x	3.0x	2.6x	5.4x	4.7x	4.2x	na	na	na	8.0x	6.6x	6.1x
Modine	1,946	2,247	1.0x	0.9x	na	8.8x	7.5x	na	11.5x	9.5x	na	14.0x	12.5x	na	11.4x	9.4x	na
Dana	1,590	4,512	0.5x	0.4x	0.4x	5.8x	5.2x	4.7x	11.7x	9.7x	8.3x	21.6x	10.5x	7.6x	14.8x	11.6x	9.9x
Gentherm	1,278	1,351	1.0x	0.9x	0.8x	8.3x	7.1x	5.9x	17.3x	9.8x	7.5x	35.6x	15.7x	11.6x	11.7x	10.7x	8.6x
American Axle	737	3,307	0.6x	0.6x	0.6x	5.1x	4.4x	4.6x	19.2x	12.4x	13.1x	nm	8.7x	9.5x	7.3x	6.6x	6.9x
Martinrea	616	1,462	0.4x	0.4x	0.4x	3.4x	3.2x	3.1x	6.9x	5.9x	5.5x	4.4x	3.3x	na	6.6x	5.8x	5.8x
Stoneridge	425	574	0.6x	0.6x	0.6x	13.4x	9.3x	7.2x	nm	17.4x	12.5x	na	nm	23.5x	na	na	na
Park-Ohio	265	904	0.6x	0.5x	0.5x	7.5x	6.7x	6.5x	11.3x	9.9x	9.4x	8.6x	6.0x	5.3x	9.5x	8.3x	8.2x
Superior	74	710	0.5x	0.5x	0.5x	4.2x	3.7x	3.6x	9.3x	6.7x	6.6x	nm	19.5x	na	6.5x	5.6x	na
		<b>Median</b>	<b>0.6x</b>	<b>0.5x</b>	<b>0.5x</b>	<b>5.8x</b>	<b>5.2x</b>	<b>4.7x</b>	<b>10.5x</b>	<b>8.8x</b>	<b>7.1x</b>	<b>14.0x</b>	<b>10.0x</b>	<b>7.9x</b>	<b>9.7x</b>	<b>8.4x</b>	<b>7.6x</b>
		<b>Average</b>	<b>0.6x</b>	<b>0.6x</b>	<b>0.5x</b>	<b>6.6x</b>	<b>5.5x</b>	<b>4.8x</b>	<b>10.9x</b>	<b>9.1x</b>	<b>7.9x</b>	<b>15.9x</b>	<b>10.5x</b>	<b>9.8x</b>	<b>10.2x</b>	<b>8.4x</b>	<b>7.5x</b>

# Sales growth rates & operating margins

## North American Suppliers

Companies	Sales growth			EBITDA margin			EBIT margin			Net income margin			CAGR 23E-25E			N.I.
	2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E	2023E	2024E	2025E	Sales	EBITDA	EBIT	
<b>North America</b>																
Magna	14.7%	5.7%	5.0%	8.5%	9.4%	10.4%	5.0%	5.9%	6.8%	3.4%	4.2%	5.1%	5.3%	15.9%	23.0%	28.1%
BorgWarner	(8.5%)	8.4%	9.6%	14.0%	14.1%	14.1%	9.5%	9.8%	10.1%	5.3%	6.1%	6.3%	9.0%	9.8%	12.8%	18.7%
Visteon	6.7%	9.0%	9.2%	10.6%	11.7%	12.4%	7.6%	9.0%	9.9%	4.2%	5.9%	7.0%	9.1%	17.8%	24.6%	40.8%
Adient	7.7%	3.5%	4.5%	6.1%	6.6%	7.2%	4.0%	4.5%	4.9%	1.1%	1.9%	2.7%	4.0%	12.9%	14.4%	64.2%
Linamar	20.2%	9.1%	8.4%	13.3%	13.6%	14.2%	8.1%	8.6%	8.9%	na	na	na	8.7%	12.4%	13.6%	na
Modine	9.9%	6.8%	na	11.0%	12.1%	na	8.4%	9.5%	na	6.0%	6.3%	na	na	na	na	na
Dana	3.8%	4.9%	5.4%	7.9%	8.3%	8.7%	3.9%	4.5%	5.0%	0.7%	1.4%	1.9%	5.1%	10.4%	19.0%	68.7%
Gentherm	20.8%	9.0%	10.2%	11.8%	12.8%	14.0%	5.7%	9.2%	10.9%	2.6%	5.5%	6.7%	9.6%	19.3%	51.6%	75.1%
American Axle	1.9%	5.7%	(1.0%)	11.6%	12.6%	12.4%	3.1%	4.5%	4.3%	(0.4%)	1.4%	1.3%	2.3%	5.4%	20.9%	na
Martinrea	6.6%	4.2%	3.3%	12.4%	12.8%	12.8%	6.1%	6.9%	7.2%	4.0%	5.2%	na	3.7%	5.3%	12.2%	na
Stoneridge	8.5%	4.7%	7.5%	4.6%	6.4%	7.7%	1.7%	3.4%	4.4%	na	0.9%	1.7%	6.1%	36.9%	69.4%	na
Park-Ohio	11.4%	5.3%	4.6%	7.7%	8.2%	8.0%	5.1%	5.5%	5.6%	2.0%	2.7%	2.9%	4.9%	6.8%	9.9%	27.3%
Superior	(5.5%)	5.5%	2.2%	11.6%	12.5%	12.5%	5.2%	6.8%	6.9%	(2.3%)	0.2%	na	3.8%	7.9%	18.9%	na
<b>Median</b>	<b>7.7%</b>	<b>5.7%</b>	<b>5.2%</b>	<b>11.0%</b>	<b>12.1%</b>	<b>12.4%</b>	<b>5.2%</b>	<b>6.8%</b>	<b>6.8%</b>	<b>2.6%</b>	<b>3.4%</b>	<b>2.9%</b>	<b>5.2%</b>	<b>11.4%</b>	<b>18.9%</b>	<b>40.8%</b>
<b>Average</b>	<b>7.6%</b>	<b>6.3%</b>	<b>5.7%</b>	<b>10.1%</b>	<b>10.9%</b>	<b>11.2%</b>	<b>5.7%</b>	<b>6.8%</b>	<b>7.1%</b>	<b>2.4%</b>	<b>3.5%</b>	<b>4.0%</b>	<b>6.0%</b>	<b>13.4%</b>	<b>24.2%</b>	<b>46.1%</b>

# Contact details

Author



**Oliver Bach**

Senior Manager, Corporate Finance M&A

BDO AG Wirtschaftsprüfungsgesellschaft  
Hanauer Landstraße 115  
60314 Frankfurt am Main  
Phone: +49 69 95941-127  
oliver.bach@bdo.de



**Hans-Jürgen Rondorff**

Partner, Corporate Finance M&A

BDO AG Wirtschaftsprüfungsgesellschaft  
Hanauer Landstraße 115  
60314 Frankfurt am Main  
Phone: +49 69 95941-118  
hans-juergen.rondorff@bdo.de

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