



## Industrials Quarterly Update

Q4 2020

## Industrials trends

### Chemical<sup>1</sup>

The COVID-19 pandemic has had an unprecedented impact on the chemical industry, which experienced a significant decline in demand over the past eight months. But chemical companies have responded to the crisis by focusing on operational efficiency, asset optimization, and cost management. As the industry moves into 2021, the changed economic, social, environmental, and political expectations are expected to play an even more important role in shaping the future.



### Aerospace and defense<sup>2</sup>

Global A&D industry revenue is expected to begin to recover in 2021 after a difficult 2020. The recovery is forecasted to be uneven across the two sectors. The commercial aerospace sector is expected to recover slowly, as travel demand is not expected to return to pre-COVID-19 levels before 2024. The defense sector is expected to remain stable in 2021, as most countries have committed to sustaining their military capabilities.

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

2020 experienced a significant dip in manufacturing employment levels, largely due to forced shutdowns at the beginning of the pandemic and suppressed orders. The outlook for the year ahead will vary, with some manufacturers needing to focus on rebuilding lost revenue streams, with others needing to recalibrate supply networks to serve different market demands. Recovery may take longer to reach pre-pandemic levels, with projections anticipating a decline in annual GDP growth levels.

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

Global oil demand fell by 25 percent in April 2020 and it has rebounded sharply since then, cutting its losses to just 8 percent. Looking ahead, 2021 oil demand is expected to recover strongly but remain lower than pre-COVID-19 levels. Mass layoffs and heightened cyclical in employment continue to challenge the industry's reputation as a reliable employer. Although the O&G industry is used to the highs and lows of economic and price cycles, this downturn seems unlike any other the industry has seen.

## In the news

**October 19, 2020<sup>5</sup>** – White Cap Supply Holdings, LLC merged with Construction Supply Group after splitting off from HD Supply Holdings, Inc. White Cap Supply Holdings, the new company valued at approximately \$4.0 billion, will now serve as one of the largest concrete, chemicals, and building materials suppliers and distributors in North America. The new company is owned by Clayton, Dubilier & Rice and The Sterling Group.

**November 15, 2020<sup>6</sup>** – Foundation Building Materials, Inc. (NYSE: FBM), one of the largest specialty building products distributors of wallboard, suspended ceiling systems, metal framing and complementary and other products in North America, announced it has entered into a definitive agreement under which an affiliate of American Securities LLC, a leading private equity firm, will acquire all outstanding shares of FBM for \$19.25 per share in an all-cash transaction valued at approximately \$1.37 billion, including outstanding debt.

**Dec 20, 2020<sup>7</sup>** – Lockheed Martin Corporation (NYSE: LMT) announced it has entered into a definitive agreement to acquire Aerojet Rocketdyne Holdings, Inc. (NYSE: AJRD) for \$56 per share in cash. With 2019 revenue of approximately \$2.0 billion, Aerojet Rocketdyne is a world-recognized A&D rocket engine manufacturer.

## 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:

- Chemical
- Aerospace and Defense
- 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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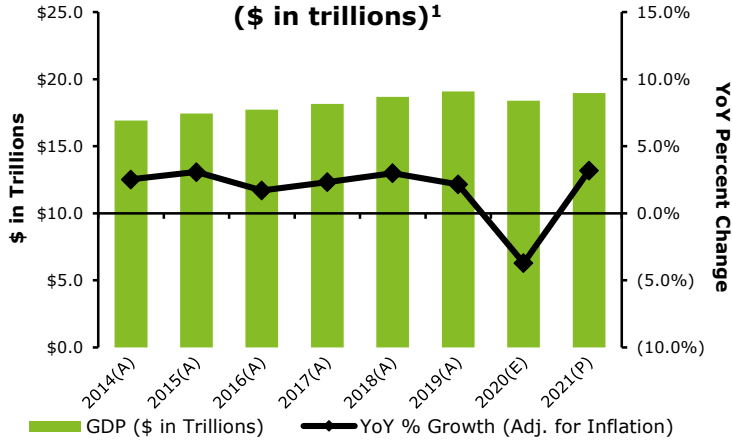
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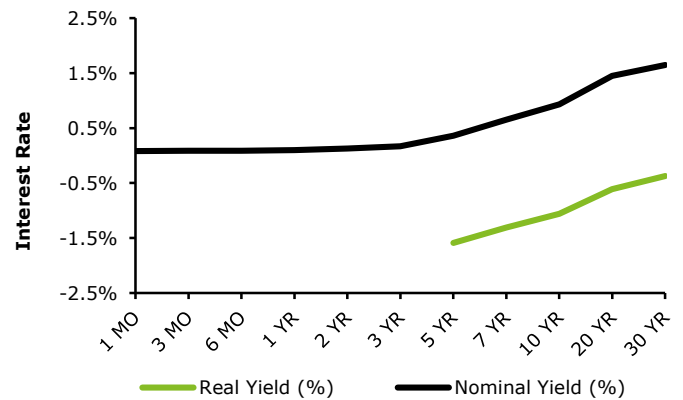
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## Macroeconomic outlook

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



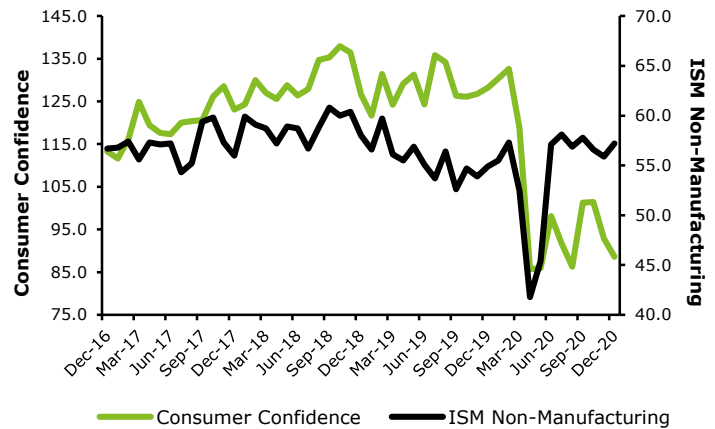
**US treasury yield curve  
(nominal vs. real)<sup>2</sup>**



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



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

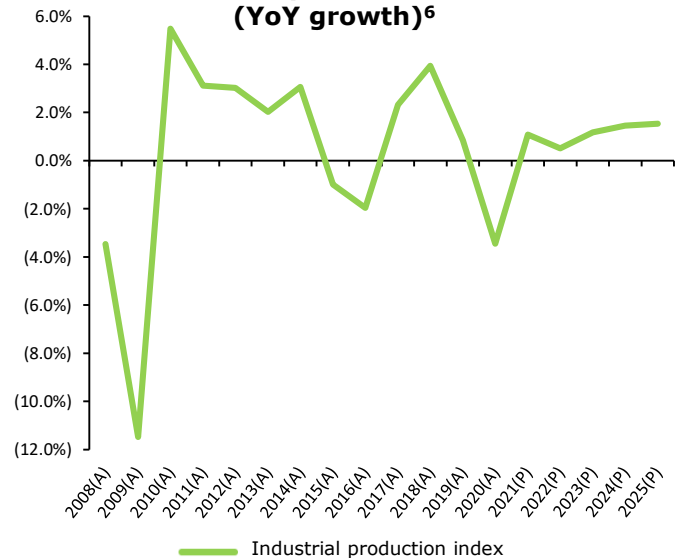


## Industrials sector outlook

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



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



**Note:**

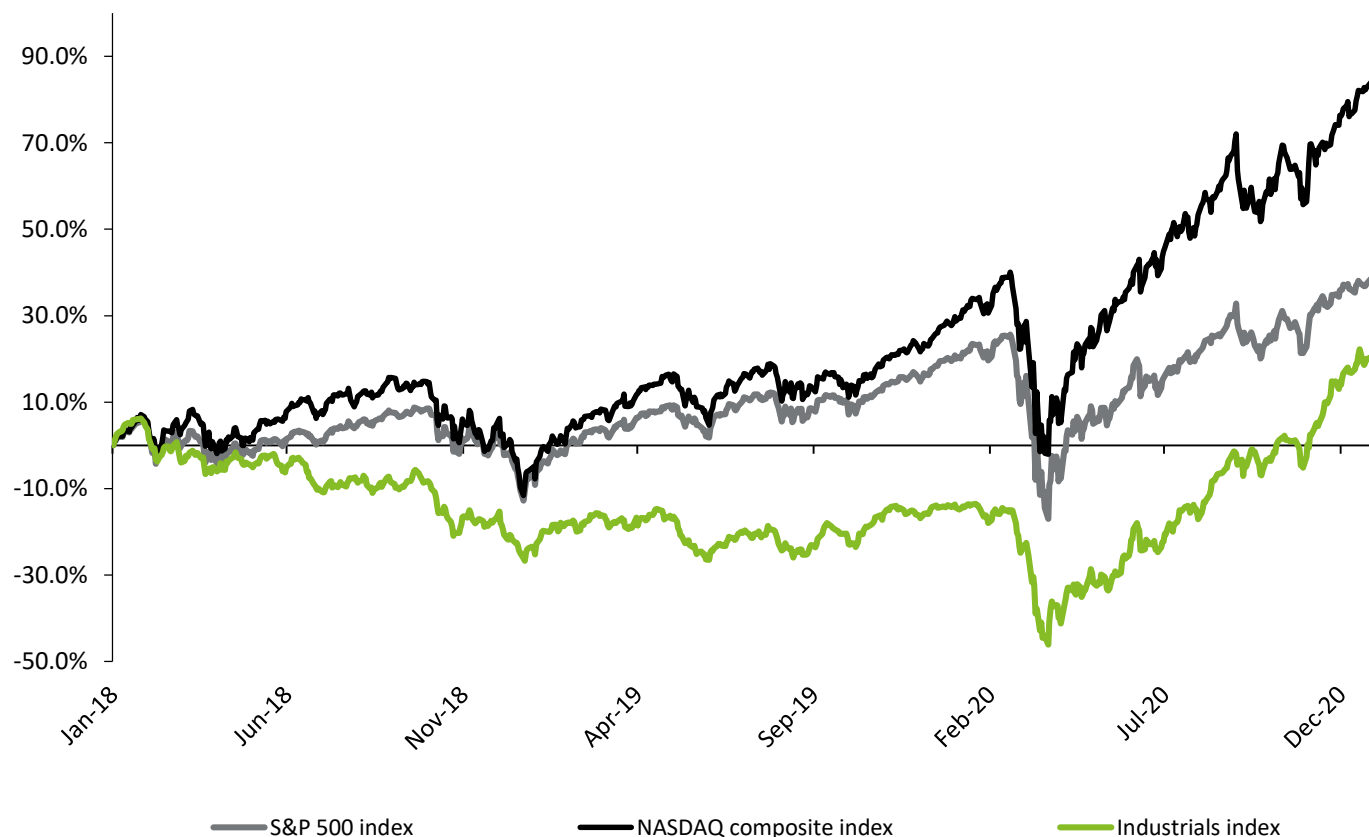
An ISM purchase managers index value above 50 signals economic expansion.

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

Sector	Number of Companies	% of 52 Week High	Median Revenue CAGR (3-year)	Median LTM EBITDA	Median EBITDA Margin	Median Enterprise Value	Last Twelve Months		NTM
							EV/ Revenue	EV/ EBITDA	EV/ EBITDA
(\$ in Millions)									
Automotive	17	87.7%	(3.2)%	\$4,406.0	5.7%	\$98,852.5	1.0x	13.8x	8.7x
Building products, electric products, industrial safety	19	95.4	5.5	461.6	12.9	5,760.8	1.6	13.0	9.8
Capital equipment & rental services	22	90.5	2.2	381.2	13.2	3,472.4	1.5	11.6	9.0
Distribution, transportation & logistics	19	94.3	6.1	1,101.5	9.1	14,007.7	1.3	13.4	10.3
Engineering & construction	30	76.1	0.4	214.5	6.7	2,097.7	0.5	8.7	7.2
Metals, plastics & paper packaging	16	95.9	4.8	974.9	14.4	10,249.4	1.5	10.2	8.7
Specialty chemicals	11	95.1	(1.6)	691.2	18.4	9,554.6	2.8	16.1	11.6
Industrials Sector	134	90.7%	2.0%	\$1,175.9	11.5%	\$20,570.7	1.4x	12.4x	9.3x

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

S&P 500 index	39.3 percent
NASDAQ composite index	83.9 percent
Industrials index	22.1 percent

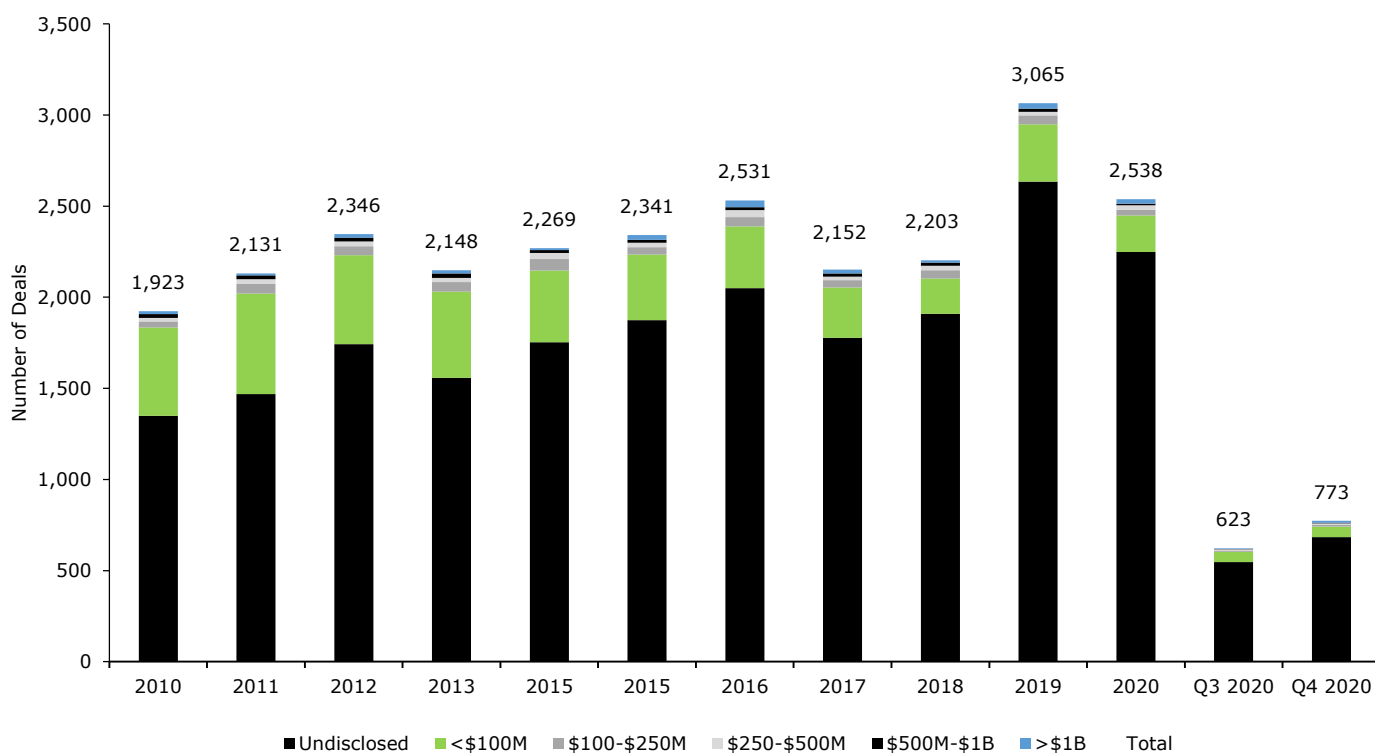


## Select large industrials M&A transactions<sup>1</sup>

(\$ in Millions)

Announced Date	Target/Acquiror	Business Description	Enterprise Value (EV)	EV/Revenue	EV/EBITDA
Oct-20	<b>ANGUS Chemical Company</b> Aradian	ANGUS Chemical Company manufactures and distributes nitroalkanes and their derivatives.	2,250.0	6.7 x	NA
Oct-20	<b>Agro Merchants Group and Companies</b> Americold Realty Trust	Agro Merchants Group and Companies offers cold storage warehousing and logistics services.	337.0	NA	NA
Nov-20	<b>Foundation Building Materials, Inc.</b> American Securities LLC	Foundation Building Materials, Inc. distributes building products in the United States and Canada.	1,422.6	0.7 x	7.3 x
Nov-20	<b>W.R. Grace &amp; Co.</b> 40 North Management LLC	W.R. Grace & Co., through its subsidiaries, produces and sells specialty chemicals and materials worldwide.	6,080.8	3.4 x	15.7 x
Dec-20	<b>Big River Steel LLC</b> United States Steel Corporation	Big River Steel LLC owns and operates a steel mill and recycling facility and is based in Arkansas.	1,544.9	NA	NA
Dec-20	<b>Aerojet Rocketdyne Holdings, Inc.</b> Lockheed Martin Corporation	Aerojet Rocketdyne Holdings, Inc. designs, develops, manufactures, and sells aerospace and defense products and systems in the United States.	4,016.1	2.0 x	14.1 x

## 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)									
Agro Merchants Group and Companies	Diversified Support Services	Oct-20	Dec-20	\$521.2	\$58.8	11.3%	\$1,735.0	3.3x	29.5x
Americold Realty Trust									
ANGUS Chemical Company	Specialty Chemicals	Oct-20	Pending	\$337.0	NA	NA	2,250.0	6.7x	NA
Ardian									
Simply Storage Management, LLC	Diversified Support Services	Oct-20	Dec-20	NA	NA	NA	NA	NA	NA
Blackstone Real Estate Income Trust, Inc.									
HYLA Mobile, Inc.	Environmental and Facilities Services	Oct-20	Dec-20	NA	NA	NA	325.0	NA	NA
Assurant, Inc.									
Assets of Pinto Trucking Services	Environmental and Facilities Services	Oct-20	Oct-20	NA	NA	NA	NA	NA	NA
Casella Waste Systems, Inc.									
Strata Materials, LLC	Trading Companies and Distributors	Oct-20	Oct-20	NA	10.2	NA	87.0	NA	8.5
Arcosa, Inc.									
Braxton Science & Technology Group, LLC	Aerospace and Defense	Oct-20	Nov-20	NA	NA	NA	300.0	NA	NA
Parsons Government Services, Inc.									
Foundation Buildings Materials, Inc.	Trading Companies and Distributors	Nov-20	Pending	2,046.5	193.8	9.5	1,422.6	0.7	7.3
American Securities LLC									
Larson Manufacturing Company, Inc.	Building Products	Nov-20	Dec-20	390.0	NA	NA	740.0	1.9	NA
Fortunate Brands Home & Security, Inc.									
Gemini HDPE LLC	Commodity Chemicals	Nov-20	Dec-20	NA	NA	NA	808.0	NA	NA
INEOS Olefins & Polymers USA, LLC									
The Goldfield Corporation	Construction and Engineering	Nov-20	Dec-20	185.1	26.6	14.4	213.3	1.2	8.0
First Reserve Corporation									
W.R. Grace & Co.	Specialty Chemicals	Nov-20	Pending	1,764.1	387.1	21.9	6,080.8	3.4	15.7
40 North Management LLC									
Commonwealth Aluminum Lewisport, LLC	Aluminum	Nov-20	Dec-20	NA	NA	NA	171.0	NA	NA
AIP, LLC									
Kindred Systems, Inc. / Haddington Dynamics Inc.	Industrial Machinery	Nov-20	Dec-20	1.7	NA	NA	286.6	168.6	NA
Ocado Group plc									
Stericycle, Inc.	Office Services and Supplies	Dec-20	Dec-20	NA	NA	NA	78.0	NA	NA
Sedgwick Claims Management Services, Inc.									
Physics Optics Corporation, Inc.	Aerospace and Defense	Dec-20	Dec-20	NA	NA	NA	310.0	NA	NA
Mercury Systems, Inc.									
Big River Steel LLC	Steel	Dec-20	Jan-21	NA	NA	NA	310.0	NA	NA
United States Steel Corporation									
NonstopDelivery, Inc.	Air Freight and Logistics	Dec-20	Dec-20	NA	NA	NA	94.5	NA	NA
Hub Group, Inc.									
Future Infrastructure, LLC	Construction and Engineering	Dec-20	Jan-21	342.0	66.0	19.3	620.0	1.8	9.4
Primoris Services Corporation									
Median				\$366.0	\$66.0	14.2%	\$305.0	1.9 x	9.4 x
Mean				\$771.3	\$146.8	15.1%	\$1,141.2	19.1 x	13.2 x



## Appendix

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

							Last Twelve Months	NTM	
Company (ticker)	% of 52 Week High	LTM Revenue	Revenue CAGR (3 Yr)	LTM EBITDA	EBITDA Margin	Enterprise Value ("EV")	EV/ Revenue	EV/ EBITDA	EV/ EBITDA
(\$ in Millions)									
Automotive									
Bayerische Motoren Werke Aktiengesellschaft (DB:BMW)	94.4 %	\$116,103.8	0.2 %	\$10,359.3	8.9 %	\$170,472.4	1.5 x	16.5 x	N/A
Daimler AG (XTRA:DAI)	96.4	181,793.1	(1.4)	8,442.9	4.6	228,069.6	1.3	27.0	11.2 x
Ford Motor Company (NYSE:F)	92.5	130,907.0	(5.3)	5,842.0	4.5	164,062.4	1.3	28.1	NM
General Motors Company (NYSE:GM)	89.1	115,793.0	(7.8)	10,331.0	8.9	150,644.6	1.3	14.6	7.2
Honda Motor Co., Ltd. (TSE:7267)	90.9	123,073.4	(4.2)	9,448.5	7.7	98,621.0	0.8	10.4	9.8
Hyundai Motor Company (KOSE:A005380)	96.5	88,105.3	2.1	4,284.0	4.9	100,329.7	1.1	23.4	12.2
Isuzu Motors Limited (TSE:7202)	75.7	17,565.6	(3.0)	1,586.9	9.0	9,075.7	0.5	5.7	5.9
Kia Corporation (KOSE:A000270)	93.7	50,128.3	3.0	3,075.4	6.1	19,121.7	0.4	6.2	5.4
Mazda Motor Corporation (TSE:7261)	67.2	26,921.6	(5.1)	540.4	2.0	5,654.2	0.2	10.5	5.0
Mitsubishi Corporation (TSE:8058)	86.2	121,209.3	21.4	4,528.1	3.7	99,084.0	0.8	21.9	14.0
Renault SA (ENXTPA:RNO)	82.5	51,667.8	(6.2)	2,720.0	5.3	67,875.0	1.3	25.0	11.9
SAIC Motor Corporation Limited (SHSE:600104)	84.9	111,421.5	(3.1)	3,390.5	3.0	44,444.6	0.4	13.1	8.8
Subaru Corporation (TSE:7270)	70.0	28,034.2	(4.9)	3,283.8	11.7	8,027.0	0.3	2.4	2.8
Suzuki Motor Corporation (TSE:7269)	82.2	28,474.2	(5.0)	3,013.4	10.6	23,114.9	0.8	7.7	7.1
Tesla, Inc. (NasdaqGS:TSLA)	98.2	28,176.0	37.9	4,019.0	14.3	671,006.1	23.8	167.0	NM
Toyota Motor Corporation (TSE:7203)	98.9	246,696.9	(3.2)	30,169.3	12.2	367,317.0	1.5	12.2	12.5
Volkswagen AG (XTRA:VOW3)	81.6	260,099.8	(0.9)	13,952.6	5.4	301,197.1	1.2	21.6	8.7
Median	87.7 %	\$113,607.3	(3.2) %	\$4,406.0	5.7 %	\$98,852.5	1.0 x	13.8 x	8.7 x
Mean	86.4 %		(1.5) %		6.8 %		0.9 x	15.4 x	8.7 x
Building products, electric products, industrial safety									
Beacon Roofing Supply, Inc. (NasdaqGS:BECN)	97.7 %	\$6,943.9	16.6 %	\$442.3	6.4 %	\$5,760.8	0.8 x	13.0 x	12.0 x
BlueLinx Holdings Inc. (NYSE:BXC)	96.4	2,845.4	16.4	131.2	4.6	903.5	0.3	6.9	9.8
BMC Stock Holdings, Inc.	95.4	3,881.7	5.9	284.7	7.3	3,821.1	1.0	13.4	N/A
Boral Limited (ASX:BLD)	93.6	3,915.6	11.2	431.2	11.0	6,667.1	1.7	15.5	9.8
Builders FirstSource, Inc. (NasdaqGS:BLDR)	95.3	7,791.7	4.6	520.7	6.7	6,313.8	0.8	12.1	5.9
Compagnie de Saint-Gobain S.A. (ENXTPA:SGO)	91.9	43,506.6	(1.1)	4,222.4	9.7	36,839.9	0.8	8.7	6.9
Cornestone Building Brands, Inc. (NYSE:CNR)	91.0	4,670.4	23.8	593.8	12.7	4,489.4	1.0	NM	7.9
Eagle Materials Inc. (NYSE:EXP)	98.7	1,569.6	5.8	461.6	29.4	5,334.3	3.4	11.6	10.9
Emerson Electric Co. (NYSE:EMR)	96.7	16,785.0	3.2	3,572.0	21.3	52,913.3	3.2	14.8	14.6
Gibraltar Industries, Inc. (NasdaqGS:ROCK)	97.2	1,123.0	5.3	144.5	12.9	2,183.1	1.9	15.1	15.4
Huttig Building Products, Inc. (NasdaqCM:HBP)	95.3	788.1	2.2	11.1	1.4	236.1	0.3	NM	NM
James Hardie Industries plc (ASX:JHX)	94.1	2,653.0	10.2	648.5	24.4	14,088.9	5.3	21.7	18.3
Martin Marietta Materials, Inc. (NYSE:MLM)	98.8	4,345.9	5.5	1,276.2	29.4	20,669.3	4.8	16.2	17.3
Owens Corning (NYSE:OC)	95.9	6,822.0	3.5	1,242.0	18.2	10,843.8	1.6	8.7	8.4
Summit Materials, Inc. (NYSE:SUM)	79.7	2,264.3	6.7	441.4	19.5	4,011.6	1.8	9.1	9.5
U.S. Concrete, Inc. (NasdaqGS:USCR)	94.7	1,400.5	2.2	173.7	12.4	1,452.3	1.0	8.4	8.3
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)	96.4	4,867.9	8.7	1,284.7	26.4	22,298.9	4.6	17.4	18.3
Wienerberger AG (WBAG:WIE)	91.9	3,942.2	3.2	609.6	15.5	4,424.9	1.1	7.3	6.8
Median	95.4 %	\$3,915.6	5.5 %	\$461.6	12.9 %	\$5,760.8	1.6 x	13.0 x	9.8 x
Mean	94.5 %		7.3 %		14.8 %		2.0 x	12.7 x	11.2 x
Capital equipment & rental services									
Aggreko Plc (LSE:AGK)	71.1 %	\$1,872.1	(2.1) %	\$637.7	34.1 %	\$2,847.0	1.5 x	4.5 x	4.5 x
Ashtead Group plc (LSE:AHT)	97.4	6,382.4	11.7	2,803.0	43.9	27,347.3	4.3	9.8	9.5
Astec Industries, Inc. (NasdaqGS:ASTE)	90.5	1,068.8	(3.8)	37.0	3.5	1,204.2	1.1	32.5	14.6
Caterpillar Inc. (NYSE:CAT)	99.0	43,657.0	1.2	7,485.0	17.1	128,554.9	2.9	17.2	18.8
Cervus Equipment Corporation (TSX:CERV)	98.5	910.8	(0.2)	29.6	3.2	292.0	0.3	9.9	6.2
CNH Industrial N.V. (NYSE:CNHI)	99.0	25,226.0	(1.6)	1,353.0	5.4	36,266.1	1.4	26.8	22.1
Cummins Inc. (NYSE:CMH)	92.8	19,559.0	0.2	2,470.0	12.6	35,889.3	1.8	14.5	11.7
Deere & Company (NYSE:DE)	98.4	35,514.0	6.9	5,450.0	15.3	123,879.9	3.5	22.7	20.5
Finnish International Inc. (TSX:FTT)	95.6	4,834.3	2.3	392.5	8.1	4,545.3	0.9	11.6	8.6
H&E Equipment Services, Inc. (NasdaqGS:HEES)	88.2	1,201.7	7.0	164.5	13.7	2,193.3	1.8	13.3	5.9
Herc Holdings Inc. (NYSE:HRI)	98.6	1,801.0	2.6	281.6	15.6	4,097.8	2.3	14.6	6.1
Korea Shipbuilding & Offshore Engineering Co., Ltd. (KOSE:A009540)	81.6	13,460.6	(1.1)	714.5	5.3	10,248.0	0.8	NM	14.7
Manitex International, Inc. (NasdaqCM:MNTX)	84.7	184.7	(0.9)	2.9	1.6	139.2	0.8	47.7	13.0
McGrath RentCorp (NasdaqGS:MGRG)	79.9	570.8	8.6	146.9	25.7	1,866.3	3.3	12.7	8.4
Nishio Rent All Co., Ltd. (TSE:9699)	68.5	1,433.8	7.0	370.0	25.8	1,000.8	0.7	2.7	2.4
Oshkosh Corporation (NYSE:OSK)	90.4	6,856.8	0.1	584.3	8.5	6,285.2	0.9	10.8	11.1
Strongco Corporation	N/A	305.8	2.0	18.1	5.9	-	0.0	0.0	N/A
The Manitowoc Company, Inc. (NYSE:MTW)	74.9	1,476.5	(0.0)	77.3	5.2	701.8	0.5	9.1	9.0
Toromont Industries Ltd. (TSX:TIH)	94.0	2,635.9	20.3	392.6	14.9	5,918.9	2.2	15.1	12.6
United Rentals, Inc. (NYSE:URI)	92.9	8,707.0	11.7	2,372.0	27.2	27,308.2	3.1	11.5	7.5
Vp plc (LSE:VP.)	76.0	411.8	6.6	90.4	22.0	677.6	1.6	7.5	5.3
Wajax Corporation (TSX:WJX)	87.2	1,085.0	4.8	62.5	5.8	587.2	0.5	9.4	5.5
Median	90.5 %	\$1,836.6	2.2 %	\$381.2	13.2 %	\$3,472.4	1.5 x	11.6 x	9.0 x
Mean	88.5 %		3.8 %		14.6 %		1.7 x	14.5 x	10.4 x

#### Note:

Tesla Motors 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
(\$ in Millions)									
<b>Distribution, transportation &amp; logistics</b>									
ArcBest Corporation (NasdaqGS:ARCB)	92.3 %	\$2,841.2	0.4 %	\$191.1	6.7 %	\$1,144.0	0.4 x	6.0 x	4.9 x
C.H. Robinson Worldwide, Inc. (NasdaqGS:CHRW)	87.9	15,451.0	2.6	688.6	4.5	14,007.7	0.9	20.3	16.4
Deutsche Post AG (XTRA:DPW)	93.1	76,201.3	2.5	5,906.5	7.8	78,990.7	1.0	13.4	7.6
Echo Global Logistics, Inc. (NasdaqGS:ECHO)	85.9	2,288.9	8.3	39.6	1.7	842.8	0.4	21.3	9.5
Expeditors International of Washington, Inc. (NasdaqGS:EXPD)	99.4	8,992.2	10.5	894.1	9.9	15,063.9	1.7	16.8	15.0
FedEx Corporation (NYSE:FDX)	84.9	74,729.0	6.2	7,900.0	10.6	98,928.6	1.3	12.5	9.8
Forward Air Corporation (NasdaqGS:FWRD)	97.3	1,434.1	8.9	128.7	9.0	2,305.1	1.6	17.9	15.4
Hapag-Lloyd Aktiengesellschaft (DB:HLAG)	48.5	14,663.8	10.2	2,023.6	13.8	26,063.5	1.8	12.9	N/A
Hub Group, Inc. (NasdaqGS:HUBG)	94.3	3,443.6	2.6	230.7	6.7	2,036.3	0.6	8.8	7.8
J.B. Hunt Transport Services, Inc. (NasdaqGS:JBHT)	94.7	9,636.6	10.3	1,236.8	12.8	15,565.3	1.6	12.6	11.4
Knight-Swift Transportation Holdings Inc. (NYSE:KNX)	88.2	4,592.7	50.2	981.9	21.4	7,870.3	1.7	8.0	6.5
Kuehne + Nagel International AG (SWX:KNIN)	96.6	21,906.4	4.1	1,264.6	5.8	28,177.0	1.3	22.3	13.9
Landstar System, Inc. (NasdaqGS:LSTR)	95.9	3,835.5	3.2	281.2	7.3	5,048.3	1.3	18.0	15.5
Nippon Yusen Kabushiki Kaisha (TSE:9101)	97.0	14,844.2	(8.7)	1,345.0	9.1	13,289.5	0.9	9.9	9.4
Old Dominion Freight Line, Inc. (NasdaqGS:ODFL)	91.4	3,950.9	7.1	1,101.5	27.9	22,521.8	5.7	20.4	17.9
Ryder System, Inc. (NYSE:R)	95.4	8,483.7	6.1	2,029.1	23.9	10,330.4	1.2	5.1	4.3
United Parcel Service, Inc. (NYSE:UPS)	94.6	80,300.0	7.6	8,655.0	10.8	165,088.6	2.1	19.1	13.8
Werner Enterprises, Inc. (NasdaqGS:WERN)	82.7	2,373.7	4.7	461.5	19.4	2,855.3	1.2	6.2	5.8
XPO Logistics, Inc. (NYSE:XPO)	96.4	15,723.0	1.9	1,276.0	8.1	18,001.8	1.1	14.1	10.7
Median	94.3 %	\$8,992.2	6.1 %	\$1,101.5	9.1 %	\$14,007.7	1.3 x	13.4 x	10.3 x
Mean	90.3 %		7.3 %		11.4 %		1.5 x	14.0 x	10.9 x
<b>Engineering &amp; construction</b>									
ACS, Actividades de Construcción y Servicios, S.A. (BME:ACS)	75.6 %	\$43,984.4	2.9 %	\$2,378.3	5.4 %	\$15,967.4	0.4 x	6.7 x	4.9 x
Aegion Corporation (NasdaqGS:AEGN)	81.3	1,117.8	(5.9)	94.1	8.4	821.1	0.7	8.7	8.6
Arcadis NV (ENXTAM:ARCAD)	96.4	3,903.9	1.7	217.0	5.6	3,711.4	1.0	17.1	10.9
Babcock International Group PLC (LSE:BAB)	43.1	5,643.7	(2.4)	255.0	4.5	4,276.3	0.8	16.8	5.0
Balfour Beatty plc (LSE:BBY)	91.0	9,159.9	1.3	88.8	1.0	2,598.4	0.3	29.3	14.0
Bilfinger SE (DB:GBF)	73.1	4,285.9	(3.3)	41.0	1.0	1,338.1	0.3	NM	N/A
CIMIC Group Limited (ASX:CIM)	68.2	9,542.2	1.3	1,402.2	14.7	7,443.1	0.8	5.3	5.1
Comfort Systems USA, Inc. (NYSE:FIX)	90.6	2,877.3	18.7	244.8	8.5	2,162.2	0.8	8.8	11.0
Costain Group PLC (LSE:COST)	27.3	1,264.7	(15.0)	(108.3)	NM	74.0	0.1	NM	1.3
DL Co., Ltd. (KOSE:A000210)	83.1	8,701.4	(4.5)	1,137.9	13.1	4,217.4	0.5	3.7	3.6
Daewoo Engineering & Construction Co., Ltd. (KOSE:A047040)	91.5	7,004.0	(11.0)	444.4	6.3	3,178.3	0.5	7.2	6.1
Ebara Corporation (TSE:6361)	94.4	4,980.9	0.0	504.6	10.1	2,634.3	0.5	5.2	6.1
Fluor Corporation (NYSE:FLR)	76.4	13,452.2	(11.6)	(51.0)	NM	2,033.3	0.2	NM	6.7
Fomento de Construcciones y Contratas, S.A. (BME:FCC)	73.2	7,376.2	1.3	1,025.6	13.9	8,839.9	1.2	8.6	7.2
GS Engineering & Construction Corporation (KOSE:A006360)	95.6	8,678.2	(4.6)	676.8	7.8	3,692.6	0.4	5.5	7.3
Keller Group plc (LSE:KLR)	77.7	2,770.9	5.4	212.0	7.7	1,013.0	0.4	4.8	4.2
Kier Group plc (LSE:KIE)	50.5	4,237.7	(6.1)	(191.7)	NM	869.4	0.2	NM	4.6
Koninklijke BAM Groep nv (ENXTAM:BAMNB)	61.2	7,723.5	0.9	6.6	0.1	206.0	0.0	31.4	1.3
Maire Tecnimont S.p.A. (BIT:MT)	67.0	3,238.7	(5.7)	160.6	5.0	1,608.9	0.5	10.0	7.6
Matrix Service Company (NasdaqGS:MTRX)	47.7	945.6	(5.6)	23.4	2.5	244.2	0.3	10.4	8.5
Monadelphous Group Limited (ASX:MND)	74.2	1,027.9	6.0	45.4	4.4	894.1	0.9	19.7	10.9
Morgan Sindall Group plc (LSE:MGNS)	77.4	3,730.6	3.5	96.7	2.6	838.0	0.2	8.7	6.9
Oil States International, Inc. (NYSE:OIS)	29.7	739.1	4.0	(1.1)	NM	454.2	0.6	NM	20.0
Penta-Ocean Construction Co., Ltd. (TSE:1893)	97.8	4,797.2	(0.3)	375.1	7.8	2,706.3	0.6	7.2	7.0
Primoris Services Corporation (NasdaqGS:PRIM)	95.1	3,383.9	12.1	240.1	7.1	1,666.4	0.5	6.9	7.4
Quanta Services, Inc. (NYSE:PWR)	97.4	11,403.3	7.8	895.6	7.9	11,272.3	1.0	12.6	11.2
RPC, Inc. (NYSE:RES)	58.9	685.7	(21.0)	7.3	1.1	556.4	0.8	76.4	41.6
Sumitomo Heavy Industries, Ltd. (TSE:6302)	79.6	7,883.6	5.3	756.0	9.6	3,629.0	0.5	4.8	5.8
Team, Inc. (NYSE:TISI)	67.8	933.0	(8.1)	31.8	3.4	726.0	0.8	NM	11.0
VINCI SA (ENXTPA:DG)	75.8	51,411.2	4.8	6,876.0	13.4	90,104.4	1.8	13.1	10.5
Median	76.1 %	\$4,541.6	0.4 %	\$214.5	6.7 %	\$2,097.7	0.5 x	8.7 x	7.2 x
Mean	73.9 %		(0.9) %		6.6 %		0.6 x	13.7 x	8.8 x



## 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
(\$ in Millions)									
<b><u>Metals, plastics &amp; paper packaging</u></b>									
Alcoa Corporation (NYSE:AA)	95.4 %	\$9,286.0	(7.3) %	\$1,084.0	11.7 %	\$6,865.7	0.7 x	6.3 x	3.4 x
AptarGroup, Inc. (NYSE:ATR)	99.7	2,851.3	6.2	568.6	19.9	9,893.0	3.5	17.4	15.3
ArcelorMittal (ENXTAM:MT)	96.3	54,600.0	(5.7)	1,924.0	3.5	33,344.0	0.6	17.3	5.2
Avery Dennison Corporation (NYSE:AVY)	98.9	6,753.5	1.7	973.1	14.4	14,781.0	2.2	15.2	13.1
Ball Corporation (NYSE:BLL)	90.7	11,398.0	1.9	1,912.0	16.8	37,769.3	3.3	19.8	17.8
Berry Global Group, Inc. (NYSE:BERY)	97.0	11,709.0	18.2	2,118.0	18.1	18,063.4	1.5	8.5	8.1
Commercial Metals Company (NYSE:CMC)	85.4	5,483.6	10.5	560.4	10.2	3,131.4	0.6	5.6	7.2
Crown Holdings, Inc. (NYSE:CCK)	99.6	11,404.0	10.5	1,621.0	14.2	21,543.7	1.9	13.3	11.3
Graphic Packaging Holding Company (NYSE:GPK)	99.2	6,427.6	13.9	856.7	13.3	8,630.6	1.3	10.1	7.9
Greif, Inc. (NYSE:GEF)	89.6	4,515.0	7.5	640.1	14.2	5,120.4	1.1	8.0	7.9
O-I Glass, Inc. (NYSE:OI)	76.1	6,223.0	(2.9)	844.0	13.6	6,737.3	1.1	8.0	6.6
Packaging Corporation of America (NYSE:PKG)	99.3	6,664.0	2.2	1,276.3	19.2	14,625.5	2.2	11.5	11.2
Sealed Air Corporation (NYSE:SEE)	98.7	4,861.2	3.9	976.7	20.1	10,605.8	2.2	10.9	9.9
Silgan Holdings Inc. (NasdaqGS:SLGN)	91.7	4,743.6	6.7	729.9	15.4	7,354.6	1.6	10.1	9.4
Sonoco Products Company (NYSE:SON)	94.8	5,169.9	1.9	744.9	14.4	7,632.1	1.5	10.2	10.0
WestRock Company (NYSE:WRK)	95.5	17,578.8	5.8	2,718.2	15.5	21,368.5	1.2	7.9	7.3
Median	95.9 %	\$6,545.8	4.8 %	\$974.9	14.4 %	\$10,249.4	1.5 x	10.2 x	8.7 x
Mean	94.2 %		4.7 %		14.7 %		1.7 x	11.2 x	9.5 x
<b><u>Specialty chemicals</u></b>									
Albemarle Corporation (NYSE:ALB)	96.1 %	\$3,242.3	3.7 %	\$853.4	26.3 %	\$18,881.7	5.8 x	22.1 x	26.7 x
Ashland Global Holdings Inc. (NYSE:ASH)	95.1	2,326.0	0.2	440.0	18.9	6,343.8	2.7	14.4	11.6
Axalta Coating Systems Ltd. (NYSE:AXTA)	91.3	3,761.5	(3.9)	691.2	18.4	9,554.6	2.5	13.8	10.3
BASF SE (XTRA:BAS)	94.5	68,024.9	(1.6)	2,776.0	4.1	92,777.9	1.4	33.4	9.4
Celanese Corporation (NYSE:CE)	93.9	5,496.0	(2.1)	1,025.0	18.6	19,325.3	3.5	18.9	11.8
DuPont de Nemours, Inc. (NYSE:DD)	99.4	20,349.0	(28.4)	4,981.0	24.5	73,577.2	3.6	NM	15.6
H.B. Fuller Company (NYSE:FUL)	93.8	2,751.7	7.7	362.3	13.2	4,542.4	1.7	12.5	10.6
Avient Corporation (NYSE:AVNT)	98.4	2,903.7	(2.4)	334.0	11.5	5,092.0	1.8	15.2	10.9
PPG Industries, Inc. (NYSE:PPG)	96.2	13,834.0	(2.1)	2,256.0	16.3	38,337.4	2.8	17.0	13.6
Sensient Technologies Corporation (NYSE:SXT)	98.0	1,315.9	(1.2)	202.6	15.4	3,659.4	2.8	18.1	16.6
W. R. Grace & Co. (NYSE:GRA)	74.7	1,764.1	1.3	337.2	19.1	5,407.0	3.1	16.0	11.4
Median	95.1 %	\$3,242.3	(1.6) %	\$691.2	18.4 %	\$9,554.6	2.8 x	16.1 x	11.6 x
Mean	93.8 %		(2.6) %		16.9 %		2.9 x	18.4 x	13.4 x

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