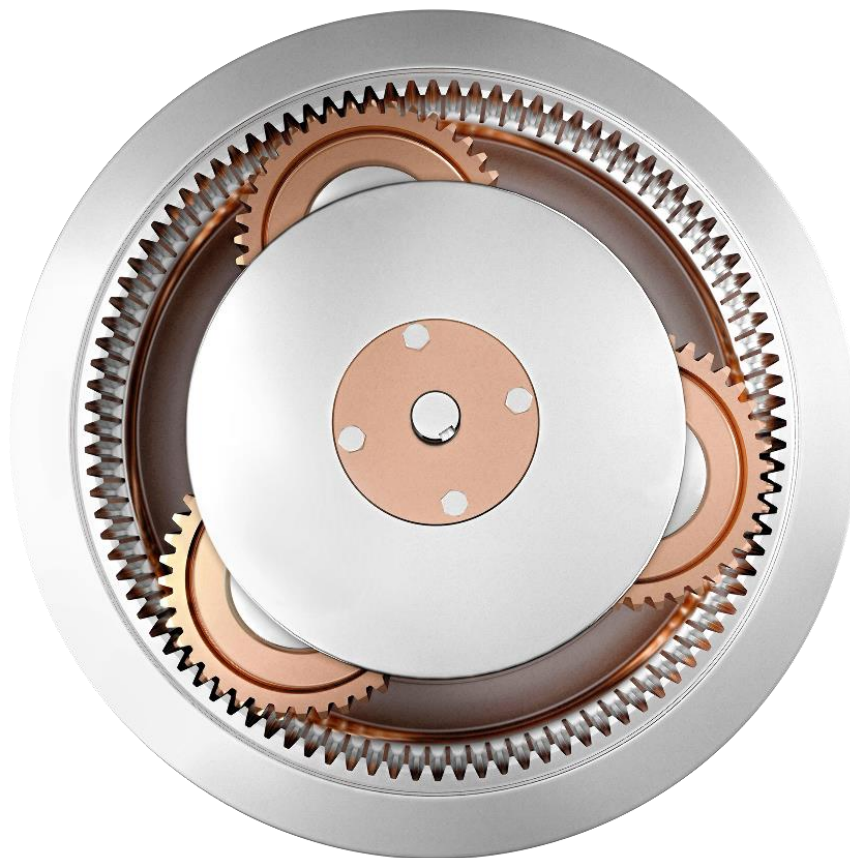




Industrials Quarterly update

Q1 2019

Industrials trends

Oil, Gas, and Chemicals outlook¹

The 2019 energy conversation is expected to increasingly include long-term issues. Sustainability is increasingly moving to the center of strategy and investment decisions. Moreover, the growth of low-carbon energy, autonomous and electric vehicles, and energy efficiency is becoming not just a topic for futurologists, but a key focus throughout the energy and chemicals value chains.



Metals and Mining outlook²

The mining industry is poised for greater growth than it's seen in a decade, but today's market realities are very different than those of the past. There are geopolitical tensions in the form of trade wars, tariff concerns, and looming asset shortages. Rising commodity prices in 2019 are expected to fuel expansion. Mining companies will likely need to clarify how they plan to drive value into the future and how they will respond when prices inevitably drop.



Automotive Industry outlook³

The industry benefited from strong economic tailwinds in 2018, which are expected to continue in 2019. Unemployment reached new lows and consumer confidence reached an 18-year high. The most impactful negative trend affecting consumer demand in 2018 was the rise in interest rates, which lead to a rise in the average vehicle payment. The largest price increase was tied to the average lease, making leases far less attractive than financing new or used vehicle purchases.



Power and Utilities outlook⁴

As the US power and utilities industry continues on the path to transformation, some recently developed regulatory initiatives are emerging that may bring new opportunities to utilities in 2019 and beyond. On the generation side, the three dominant trends for 2019 seem to be a continuation of recent years—that is, displacement of coal-fired generation, steady growth in natural gas, and rapid growth in wind and solar generation.



In the news

March 8th, 2019⁵ – International Wire Group Holdings, Inc. (OTC PINK:ITWG) announced today that it has entered into a definitive merger agreement to be acquired by affiliates of Atlas Holdings, LLC. Under the terms of the agreement, Atlas will acquire all outstanding shares of IWG common stock for \$10.70 per share in cash. The transaction is expected to close early in the second quarter of 2019.

February 25th, 2019⁶ – Multi-Color Corporation (NASDAQ: LABL) today announced that it has entered into a definitive merger agreement to be acquired by an affiliate of Platinum Equity, LLC., a leading private equity firm. Under the terms of the agreement Multi-Color Corporation shareholders will receive \$50.00 in cash for each share of common stock they own, in a transaction valued at \$2.5 billion including the assumption of \$1.5 billion of debt.

February 12th, 2019⁷ – Ingersoll-Rand plc has announced it has made a binding offer to acquire Precision Flow Systems from funds advised by BC Partners Advisors L.P. and The Carlyle Group for \$1.45 billion. At the time of acquisition close, PFS would combine with Ingersoll Rand's Fluid Management business, which designs, manufactures, and markets pumps for specialized fluid handling applications under the ARO brand. The PFS product portfolio is complementary with Ingersoll Rand's Fluid Management portfolio.

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:

- Oil, Gas, and Chemicals
- Metals and Mining
- Automotive
- Power and Utilities

Who we are

Deloitte Corporate Finance LLC is a leading global middle market M&A adviser. The firm's 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.

Contacts

Will Frame

Managing Director
wframe@deloitte.com
+1 (312) 486-4458

Eric Andreozzi

Managing Director
eandreozi@deloitte.com
+1 (704) 333-0518

Tony Blanchard

Managing Director
anblanchard@deloitte.com
+1 (312) 486-1640

Jonathan Adams

Managing Director
jonadams@deloitte.com
+1 (214) 840-1779

Kevan Flanigan

Managing Director
keflanigan@deloitte.com
+1 (213) 688-6560

Vijay Balasubramanian

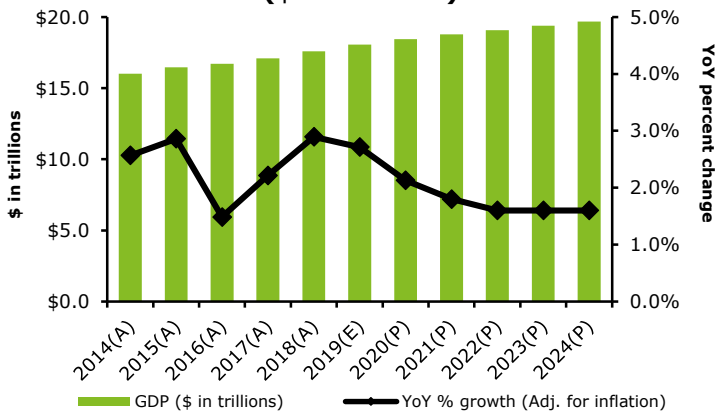
Managing Director
vbalasubramanian@deloitte.com
+1 (212) 313-1723

William Kerkam

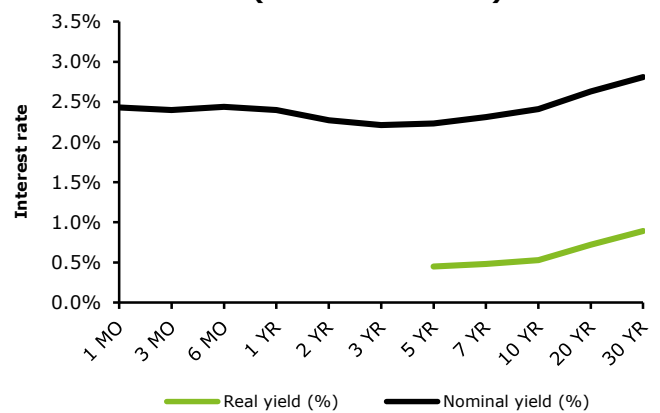
Managing Director
wkerkam@deloitte.com
+1 (980) 312-3613

Macroeconomic outlook

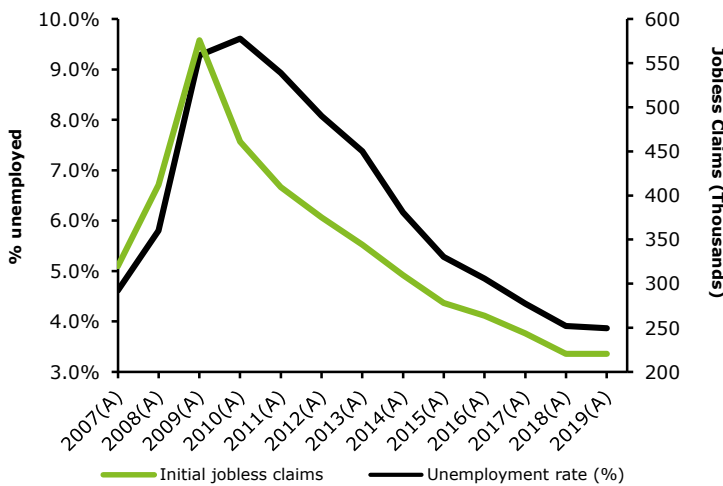
**US gross domestic product
(\$ in trillions)¹**



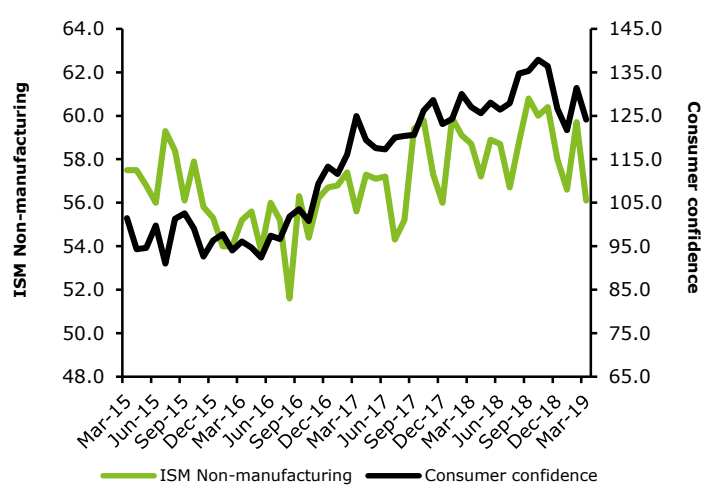
**US Treasury yield curve
(nominal vs. real)²**



**US unemployment rate
(% unemployed)³**



**ISM non-manufacturing index
and consumer confidence index⁴**



Industrials sector outlook

ISM purchase managers index⁵



**Industrial production index
(YoY growth)⁶**



Note:

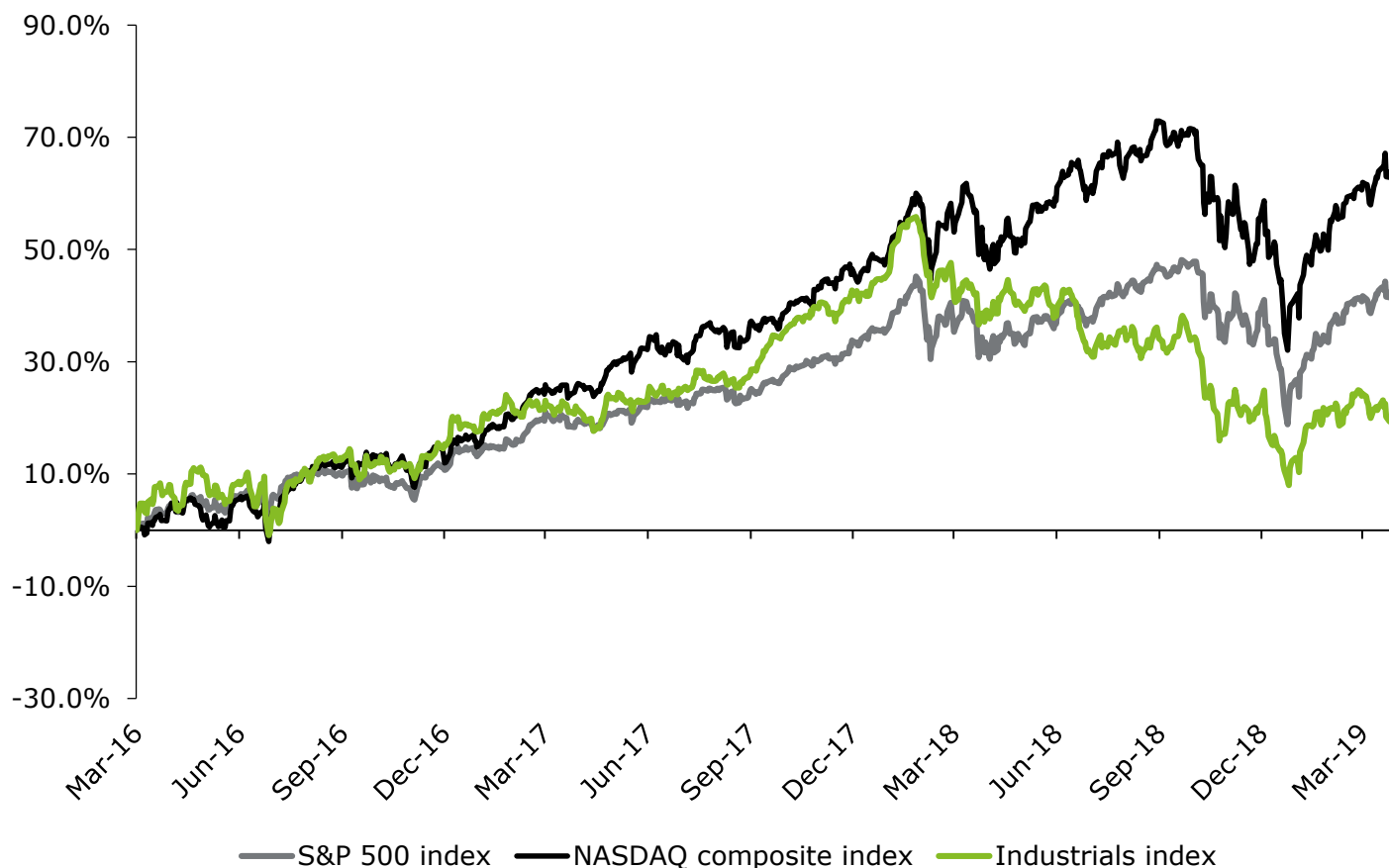
An ISM purchase managers index value above 50 signals economic expansion.

Industrials sector breakdown & trading statistics¹

Sector	Number of companies	% 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	74.9%	2.7%	\$7,856.0	8.5%	\$60,485.7	0.6x	7.8x	6.3x
Building products, electric products, industrial safety	19	70.2	8.6	466.9	12.9	4,478.6	1.2	10.5	9.1
Capital equipment & rental services	22	77.0	6.0	291.0	13.9	3,427.1	1.2	8.7	6.8
Distribution, transportation & logistics	20	77.2	8.0	980.0	9.2	10,861.8	0.9	10.9	8.7
Engineering & construction	30	73.9	3.7	230.7	6.8	1,861.0	0.4	6.5	5.9
Metals, plastics & paper packaging	18	90.1	6.2	942.5	15.5	7,888.4	1.4	9.0	8.7
Specialty chemicals	11	81.6	5.9	894.0	18.5	9,194.4	2.0	10.4	9.6
Industrials Sector	140	77.8%	5.9%	\$1,665.9	12.2%	\$14,028.2	1.1x	9.1x	7.9x

Public comparables three-year stock market performance²

S&P 500 index	43.3%
NASDAQ composite index	64.8%
Industrials index	20.8%

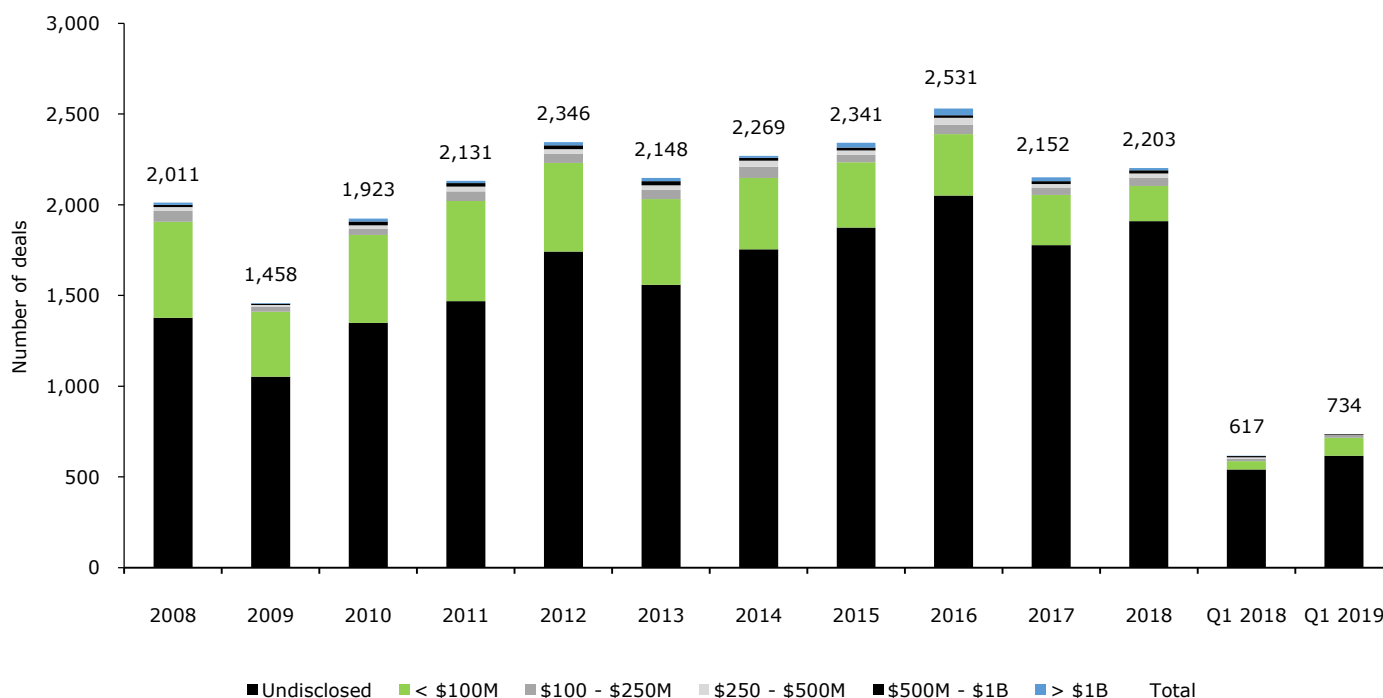


Select large industrials M&A transactions¹

(\$ in millions)

Announced date	Target/acquiror	Business description	Enterprise Value (EV)	EV/Revenue	EV/EBITDA
Mar-19	International Wire Group Holdings, Inc. Atlas Holdings LLC	International Wire Group Holdings, Inc., through its subsidiaries, manufactures and markets wire products for other wire suppliers, distributors, and original equipment manufacturers in the United States, France, Italy, and Poland.	\$317.0	0.5x	7.1x
Mar-19	Kforce Government Holdings, Inc. ManTech International Corporation	Kforce Government Holdings, Inc. provides staffing solutions.	\$115.0	NA	13.0x
Feb-19	The Food Service Equipment Group, Standex Cooking Solutions Group Middleby Marshall Inc.	The Food Service Equipment Group, Standex Cooking Solutions Group comprises business of manufacturing and distribution of commercial food service equipment, including combination and convection ovens, fryers, ranges, food merchandisers, and warmers.	\$105.0	1.1x	NA
Feb-19	Multi-Color Corporation WS Packaging Group, Inc. (Platinum Equity)	Multi-Color Corporation provides various label solutions in the United States, Australia, Germany, and internationally.	\$2,575.9	1.5x	8.3x
Feb-19	The Charles Machine Works, Inc. The Toro Company	The Charles Machine Works, Inc engages in the design, manufacture, marketing, and distribution of equipment for the underground utility construction industry.	\$700.0	1.0x	8.0x
Feb-19	Precision Flow Systems Management Business of Accudyne Industries LLC Ingersoll-Rand Plc	Precision Flow Systems Management Business of Accudyne Industries, LLC. comprises Precision Flow Systems Management Business.	\$1,450.0	3.6x	NA
Feb-19	United Steel Supply, LLC Steel Dynamics, Inc.	United Steel Supply, LLC distributes galvanized and pre-painted steel coil products for metal roofing or siding applications in agriculture, residential and commercial construction, and industrial markets in the United States and internationally.	\$134.0	NA	5.0x
Jan-19	Parcel Pending, Inc. Neopost S.A.	Parcel Pending, Inc. provides electronic parcel lockers.	\$100.0	3.3x	NA
Jan-19	Discovery Benefits, Inc. WEX Inc.	Discovery Benefits, Inc. provides employee benefit administration services in the United States.	\$425.0	4.4x	NA
Jan-19	Charles Mancuso, Inc. H&E Equipment Services, Inc.	Charles Mancuso, Inc. doing business as We-Rent-It operates a heavy equipment rental business.	\$100.0	2.8x	NA

Annual US industrials M&A transaction volume²



Recent transactions¹

Target/acquiror (\$ in millions)	Sub-sector	Announced date	Close date	LTM Revenue	LTM EBITDA	EBITDA Margin	Enterprise Value (EV)	Last twelve months	
								EV/ Revenue	EV/ EBITDA
Terra Nova Technologies, Inc. Murray & Roberts Holdings Limited	Industrial Machinery	Mar-19	Pending	NA	\$7.3	NA	\$38.0	NA	5.2x
Huttig Building Products, Inc. Mill Road Capital LP; Mill Road Capital II, L.P.	Trading Companies and Distributors	Mar-19	Mar-19	839.6	7.9	0.9%	9.5	0.0	9.1
International Wire Group Holdings, Inc. Atlas Holdings LLC	Electrical Components and Equipment	Mar-19	Pending	579.1	44.5	0.1	317.0	0.5	7.1
American Leak Detection South Atlanta Franchise Water Intelligence plc	Environmental and Facilities Services	Mar-19	Mar-19	0.3	NA	NA	0.4	1.3	NA
Substantially All Assets of Intown Design, Inc. L.A.R.K. Industries, Inc.	Construction and Engineering	Mar-19	Mar-19	20.0	NA	NA	10.6	0.5	NA
Kforce Government Holdings, Inc. ManTech International Corporation	Human Resource and Employment Services	Mar-19	Apr-19	NA	NA	NA	115.0	NA	NA
Florida Lifts LLC Savaria Corporation	Trading Companies and Distributors	Mar-19	Feb-19	NA	1.5	NA	NA	2.0	4.8
The Food Service Equipment Group, Standex Cooking Solutions Group Middleby Marshall Inc.	Industrial Machinery	Feb-19	Apr-19	97.9	NA	NA	105.0	1.1	NA
Multi-Color Corporation WS Packaging Group, Inc.	Commercial Printing	Feb-19	Pending	1,737.8	304.3	0.2	2,575.9	1.5	8.5
Allied Universal Caisse de dépôt et placement du Québec	Security and Alarm Services	Feb-19	Pending	7,000.0	NA	NA	0.0	0.0	NA
DP Engineering Ltd. Co. GSE Power Systems, Inc.	Construction and Engineering	Feb-19	Feb-19	23.3	NA	NA	18.5	0.7	NA
The Charles Machine Works, Inc. The Toro Company	Construction Machinery and Heavy Trucks	Feb-19	Apr-19	725.0	NA	NA	700.0	1.0	NA
American Parking Control, Inc. Turner Valley Oil & Gas, Inc.	Construction and Engineering	Feb-19	Pending	3.1	NA	NA	2.5	3.6	13.4
COWA Science Corporation MassRoots, Inc.	Air Freight and Logistics	Feb-19	Pending	1.5	NA	NA	5.8	3.9	4.3
Precision Flow Systems Management Business of Accudyne Industries LLC Ingersoll-Rand Plc	Industrial Machinery	Feb-19	Pending	400.0	NA	NA	1,450.0	1.9	13.8
Lifi Labs, Inc. Buddy Platform Limited	Electrical Components and Equipment	Feb-19	Apr-19	27.3	NA	NA	52.0	1.9	6.9
TLS Productions, Inc Hibino USA, Inc.	Trading Companies and Distributors	Feb-19	Feb-19	15.3	NA	NA	5.7	2.0	13.0
DHA Group Inc. ECS Federal, LLC	Aerospace and Defense	Jan-19	Jan-19	50.0	NA	NA	46.0	0.9	NA
Parcel Pending, Inc. Neopost S.A.	Air Freight and Logistics	Jan-19	Jan-19	30.0	NA	NA	100.0	3.3	5.8
Discovery Benefits, Inc. WEX Inc.	Human Resource and Employment Services	Jan-19	Mar-19	100.0	NA	NA	425.0	4.3	NA
Median				\$40.0	\$7.9	7.7%	\$42.0	1.3x	7.1x
Mean				\$721.9	\$73.1	8.7%	\$308.4	1.5x	8.4x

Appendix

Public comparables analysis¹

							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									
Bayernische Motoren Werke Aktiengesellschaft (DB:BMW)	73.6 %	\$111,609.8	1.9 %	\$14,406.9	12.9 %	\$147,742.8	1.3 x	10.3 x	10.3 x
Daimler AG (XTRA:DAI)	74.9	191,621.3	3.8	16,225.1	8.5	203,171.7	1.1	12.5	10.2
Delphi Technologies PLC (NYSE:DLPH)	35.8	4,858.0	3.3	731.0	15.0	3,026.1	0.6	4.1	5.3
Fiat Chrysler Automobiles N.V. (BIT:FCA)	65.9	126,188.5	(0.1)	10,225.6	8.1	25,479.0	0.2	2.5	1.9
Ford Motor Company (NYSE:F)	72.3	160,338.0	2.3	12,727.0	7.9	166,339.0	1.0	13.1	14.0
Subaru Corporation (TSE:7270)	67.5	29,330.5	(0.2)	3,020.9	10.3	10,111.7	0.3	3.3	3.4
General Motors Company (NYSE:GM)	82.4	147,049.0	2.7	11,908.0	8.1	139,249.7	0.9	11.7	5.7
Honda Motor Co., Ltd. (TSE:7267)	78.1	143,592.3	1.7	11,965.6	8.3	92,666.6	0.6	7.7	8.2
Hyundai Motor Company (KOSE:A005380)	72.2	86,964.0	1.7	4,332.8	5.0	67,844.9	0.8	15.7	10.5
Isuzu Motors Limited (TSE:7202)	79.9	19,678.9	3.5	2,373.1	12.1	11,290.2	0.6	4.8	4.9
Kia Motors Corporation (KOSE:A000270)	94.6	48,659.2	3.0	1,149.6	2.4	12,194.1	0.3	10.6	4.2
Mazda Motor Corporation (TSE:7261)	80.3	32,344.3	1.6	1,711.2	5.3	6,616.2	0.2	3.9	4.4
Mitsubishi Corporation (TSE:8058)	84.5	128,256.9	24.8	7,856.0	6.1	85,149.4	0.7	10.8	11.4
Peugeot S.A. (ENXTPA:UG)	85.6	84,757.3	10.6	8,521.9	10.1	15,015.7	0.2	1.8	1.7
Renault SA (ENXTPA:RNO)	58.4	65,741.9	8.2	6,609.8	10.1	60,485.7	0.9	9.2	8.1
SAIC Motor Corporation Limited (SHSE:600104)	70.5	131,176.7	10.9	5,569.5	4.2	46,086.3	0.4	8.3	8.8
Suzuki Motor Corporation (TSE:7269)	63.8	35,283.9	-	4,678.1	13.3	20,900.5	0.6	4.5	4.4
Tesla, Inc. (NasdaqGS:TSLA)	72.2	21,461.3	74.4	1,634.9	7.6	59,869.8	2.8	NM	19.4
Toyota Motor Corporation (TSE:7203)	84.4	273,965.1	1.7	39,578.7	14.4	307,093.4	1.1	7.8	9.9
Volkswagen AG (XTRA:VOW3)	78.1	270,035.5	3.4	32,281.9	12.0	244,203.5	0.9	7.6	6.3
Median	74.9 %	\$111,609.8	2.7 %	\$7,856.0	8.5 %	\$60,485.7	0.6 x	7.8 x	6.3 x
Mean	73.8 %		4.5 %		9.2 %		0.7 x	7.9 x	7.0 x
Building products, electric products, industrial safety									
Beacon Roofing Supply, Inc. (NasdaqGS:BECN)	58.5 %	\$7,018.0	34.3 %	\$496.4	7.1 %	\$5,613.1	0.8 x	11.3 x	10.3 x
BlueLink Holdings Inc. (NYSE:BXC)	57.4	2,862.9	14.3	37.9	1.3	908.1	0.3	23.9	NM
BMC Stock Holdings, Inc. (NasdaqGS:BMCH)	76.3	3,682.4	32.7	239.9	6.5	1,386.7	0.4	5.8	6.7
Boral Limited (ASX:BLD)	59.5	4,131.1	13.2	650.3	15.7	5,444.6	1.3	8.4	7.2
Builders FirstSource, Inc. (NasdaqGS:BLDR)	64.2	7,724.8	29.4	466.9	6.0	3,090.1	0.4	6.6	6.9
Compagnie de Saint-Gobain S.A. (ENXTPA:SGO)	70.2	47,829.2	1.8	5,602.2	11.7	29,144.2	0.6	5.2	6.0
Eagle Materials Inc. (NYSE:EXP)	72.8	1,393.3	7.7	410.3	29.4	4,478.6	3.2	10.9	10.0
Emerson Electric Co. (NYSE:EMR)	85.9	17,739.0	8.2	3,641.0	20.5	46,836.0	2.6	12.9	12.0
Gibraltar Industries, Inc. (NasdaqGS:ROCK)	82.7	1,002.4	(1.2)	120.8	12.1	1,219.2	1.2	10.1	9.1
Huttig Building Products, Inc. (NasdaqCM:HBP)	42.6	839.6	8.4	7.9	0.9	211.7	0.3	NM	NM
James Hardie Industries plc (ASX:JHX)	75.0	2,407.7	12.2	534.6	22.2	6,892.5	2.9	12.9	12.0
Martin Marietta Materials, Inc. (NYSE:MLM)	86.4	3,980.4	6.8	1,049.8	26.4	15,638.4	3.9	14.9	13.1
NCI Building Systems, Inc. (NYSE:NCS)	26.4	3,359.2	-	132.2	3.9	3,736.4	1.1	28.3	18.7
Owens Corning (NYSE:OC)	57.0	7,057.0	9.7	1,276.0	18.1	8,513.4	1.2	6.7	6.7
Summit Materials, Inc. (NYSE:SUM)	50.6	2,101.0	13.6	375.5	17.9	3,521.1	1.7	9.4	7.8
U.S. Concrete, Inc. (NasdaqCM:USCR)	62.9	1,506.4	15.6	171.3	11.4	1,407.3	0.9	8.2	6.7
USG Corporation (NYSE:USG)	99.5	3,336.0	4.6	430.0	12.9	6,762.3	2.0	15.7	11.9
Vulcan Materials Company (NYSE:VMC)	88.6	4,382.9	8.6	1,123.2	25.6	18,509.2	4.2	16.5	14.6
Wienerberger AG (WBAG:WIE)	77.8	3,784.2	3.6	496.3	13.1	3,211.9	0.8	6.5	5.3
Median	70.2 %	\$3,682.4	8.6 %	\$466.9	12.9 %	\$4,478.6	1.2 x	10.5 x	9.1 x
Mean	68.1 %		11.8 %		13.8 %		1.6 x	11.9 x	9.7 x
Capital equipment & rental services									
Aggreko Plc (LSE:AGK)	88.3 %	\$2,243.2	4.1 %	\$659.6	29.4 %	\$3,494.1	1.6 x	5.3 x	5.2 x
Ashtead Group plc (LSE:AHT)	75.3	5,629.3	21.0	2,635.3	46.8	16,167.6	2.9	6.1	5.8
Astec Industries, Inc. (NasdaqGS:ASTE)	59.3	1,171.6	6.0	(45.4)	NM	883.3	0.8	NM	7.6
Caterpillar Inc. (NYSE:CAT)	83.8	54,722.0	5.2	11,102.0	20.3	107,646.3	2.0	9.7	9.5
Cervus Equipment Corporation (TSX:CERV)	88.0	989.4	6.0	41.8	4.2	305.1	0.3	7.3	6.0
CNH Industrial N.V. (NYSE:CNH)	78.3	27,717.0	4.5	2,770.0	10.0	33,763.1	1.2	12.2	12.1
Cummins Inc. (NYSE:CM)	91.7	23,771.0	7.5	3,078.0	12.9	26,638.1	1.1	8.7	7.1
Deere & Company (NYSE:DE)	95.2	38,387.8	11.3	5,876.9	15.3	91,459.5	2.4	15.6	15.5
Finning International Inc. (TSX:FTT)	67.9	5,127.0	3.7	444.1	8.7	3,716.9	0.7	8.4	7.3
H&E Equipment Services, Inc. (NasdaqGS:HEES)	61.5	1,239.0	6.0	188.1	15.2	2,012.1	1.6	10.7	4.7
Herc Holdings Inc. (NYSE:HR)	58.7	1,976.7	5.6	261.4	13.2	3,360.2	1.7	12.9	4.7
Hyundai Heavy Industries Co., Ltd. (KOSE:A009540)	81.2	11,785.2	(34.3)	(122.8)	NM	8,108.0	0.7	NM	15.7
Manitex International, Inc. (NasdaqCM:MNTX)	57.7	242.1	6.1	10.6	4.4	199.3	0.8	18.9	9.3
McGrath RentCorp (NasdaqGS:MGR)	82.2	498.3	7.2	126.4	25.4	1,665.0	3.3	13.2	8.3
Nishio Rent All Co., Ltd. (TSE:9699)	75.6	1,286.4	7.8	320.6	24.9	1,054.0	0.8	3.3	2.9
Oshkosh Corporation (NYSE:OSK)	91.1	7,922.6	9.7	862.1	10.9	5,921.0	0.7	6.9	7.7
Strongco Corporation (TSX:SQP)	56.1	302.0	2.3	10.6	3.5	149.3	0.5	14.1	6.4
The Manitowoc Company, Inc. (NYSE:MTW)	55.6	1,846.8	(0.3)	105.8	5.7	717.8	0.4	6.8	5.6
Toromont Industries Ltd. (TSX:TH)	96.8	2,568.1	24.8	373.1	14.5	4,372.4	1.7	11.7	10.5
United Rentals, Inc. (NYSE:URI)	62.9	8,047.0	11.4	2,392.0	29.7	20,706.2	2.6	8.7	4.8
Vp plc (LSE:VP.)	85.4	470.8	19.9	121.6	25.8	785.8	1.7	6.5	6.0
Wajax Corporation (TSX:WJX)	59.4	1,085.8	5.2	53.4	4.9	426.1	0.4	8.0	5.5
Median	77.0 %	\$2,109.9	6.0 %	\$291.0	13.9 %	\$3,427.1	1.2 x	8.7 x	6.8 x
Mean	75.1 %		6.4 %		16.3 %		1.4 x	9.7 x	7.7 x

Note:

Tesla Motors excluded from Automotive mean and median calculations due to abnormally high growth and low profitability.

Public comparables analysis (cont.)¹

							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)									
Distribution, transportation & logistics									
ArcBest Corporation (NasdaqGS:ARCB)	59.8 %	\$3,093.8	5.1 %	\$232.3	7.5 %	\$781.8	0.3 x	3.4 x	3.4 x
C.H. Robinson Worldwide, Inc. (NasdaqGS:CHRW)	86.0	16,631.2	7.3	994.1	6.0	12,872.6	0.8	12.9	12.4
Deutsche Post AG (XTRA:DPW)	76.0	70,722.5	1.2	5,325.2	7.5	54,476.4	0.8	10.2	6.7
Echo Global Logistics, Inc. (NasdaqGS:ECHO)	67.4	2,439.7	17.3	75.9	3.1	832.2	0.3	11.0	8.7
Expeditors International of Washington, Inc. (NasdaqGS:EXPD)	97.1	8,138.4	7.1	850.6	10.5	12,121.1	1.5	14.3	14.0
FedEx Corporation (NYSE:FDX)	68.0	69,200.0	11.8	8,785.0	12.7	62,814.8	0.9	7.2	7.4
Forward Air Corporation (NasdaqGS:FWRD)	88.9	1,320.9	11.3	161.7	12.2	1,887.8	1.4	11.7	10.9
Hapag-Lloyd Aktiengesellschaft (DB:HLA)	74.7	13,188.6	9.2	1,260.2	9.6	11,588.1	0.9	9.2	6.8
Hub Group, Inc. (NasdaqGS:HUBG)	72.2	3,683.6	1.5	204.1	5.5	1,697.5	0.5	8.3	7.1
J.B. Hunt Transport Services, Inc. (NasdaqGS:JBHT)	76.9	8,614.9	11.7	1,116.9	13.0	12,160.5	1.4	10.9	8.8
Knight-Swift Transportation Holdings Inc. (NYSE:KNX)	69.7	5,344.1	65.3	965.9	18.1	6,502.3	1.2	6.7	6.1
Kuehne + Nagel International AG (SWX:KNIN)	84.2	21,112.6	7.5	1,183.0	5.6	16,226.1	0.8	13.7	11.8
Landstar System, Inc. (NasdaqGS:LSTR)	85.0	4,619.0	11.6	374.3	8.1	4,334.7	0.9	11.6	11.5
Nippon Yusen Kabushiki Kaisha (TSE:9101)	65.1	17,656.8	(6.7)	841.1	4.8	11,573.8	0.7	13.8	11.1
Old Dominion Freight Line, Inc. (NasdaqGS:ODFL)	84.8	4,043.7	10.8	1,047.4	25.9	11,571.5	2.9	11.0	10.9
Panalpina Welttransport (Holding) AG (SWX:PWTF)	90.1	6,134.1	1.0	151.0	2.5	4142.2	0.7	27.4	15.9
Ryder System, Inc. (NYSE:R)	77.5	8,409.2	8.6	2,028.8	24.1	9,858.0	1.2	4.9	4.5
United Parcel Service, Inc. (NYSE:UPS)	89.3	71,861.0	7.2	7,665.0	10.7	113,873.3	1.6	14.9	11.0
Werner Enterprises, Inc. (NasdaqGS:WERN)	79.8	2,457.9	5.5	444.7	18.1	2,498.2	1.0	5.6	5.1
XPO Logistics, Inc. (NYSE:XPO)	46.2	17,279.0	31.4	1,513.0	8.8	10,152.1	0.6	6.7	6.5
Median	77.2 %	\$8,273.8	8.0 %	\$980.0	9.2 %	\$10,861.8	0.9 x	10.9 x	8.7 x
Mean	76.9 %		11.3 %		10.7 %		1.0 x	10.8 x	9.0 x

Engineering & construction

ACS, Actividades de Construcción y Servicios, S.A. (BME:ACS)	97.4 %	\$41,953.4	3.2 %	\$2,492.4	5.9 %	\$16,102.8	0.4 x	6.5 x	5.8 x
Aegion Corporation (NasdaqGS:AEGN)	65.6	1,333.6	(0.0)	99.9	7.5	795.2	0.6	8.0	7.5
Arcadis NV (ENXTAM:ARCAD)	75.8	3,727.5	(1.6)	226.9	6.1	1,758.0	0.5	7.7	7.2
Babcock International Group PLC (LSE:BAB)	56.9	5,998.0	3.9	764.7	12.7	5,064.4	0.8	6.6	5.9
Balfour Beatty plc (LSE:BBY)	82.3	8,455.2	(1.6)	163.1	1.9	2,468.3	0.3	15.1	7.7
Bilfinger SE (DB:GBF)	66.4	4,754.5	(6.0)	72.7	1.5	1,281.6	0.3	17.6	5.2
CIMIC Group Limited (ASX:CIM)	93.4	10,339.9	3.4	1,148.0	11.1	9,928.4	1.0	8.6	7.7
Comfort Systems USA, Inc. (NYSE:FIX)	87.6	2,182.9	11.4	192.0	8.8	1,962.9	0.9	10.2	8.8
Costain Group PLC (LSE:COST)	67.8	1,865.5	5.0	73.8	4.0	312.4	0.2	4.2	4.4
Daelim Industrial Co., Ltd. (KOSE:A000210)	89.3	9,967.0	4.9	812.6	8.2	3,671.2	0.4	4.5	5.1
Daewoo Engineering & Construction Co., Ltd. (KOSE:A047040)	68.3	9,526.6	2.4	618.4	6.5	2,908.0	0.3	4.7	5.4
Ebara Corporation (TSE:6361)	71.7	4,640.9	0.0	435.2	9.4	2,531.6	0.5	5.8	5.9
Fluor Corporation (NYSE:FLR)	59.3	19,166.6	1.9	748.6	3.9	5,001.3	0.3	6.7	6.5
Fomento de Construcciones y Contratas, S.A. (BME:FCC)	86.2	7,054.1	(2.6)	978.8	13.9	8,249.8	1.2	8.4	8.2
GS Engineering & Construction Corporation (KOSE:A006360)	75.4	11,802.7	7.5	977.6	8.3	3,266.5	0.3	3.3	4.2
Keller Group plc (LSE:KLR)	54.4	2,835.2	12.5	203.0	7.2	958.5	0.3	4.7	4.2
Kier Group plc (LSE:KIE)	32.2	5,476.6	5.2	114.1	2.1	1,037.8	0.2	9.1	3.9
Koninklijke BAM Groep nv (ENXTAM:BAMNB)	89.9	8,252.5	(1.0)	191.3	2.3	751.3	0.1	3.9	3.3
Maire Tecnimont S.p.A. (BIT:MT)	72.4	4,175.2	30.3	234.6	5.6	1,237.8	0.3	5.3	5.2
Matrix Service Company (NasdaqGS:MTRX)	76.0	1,197.8	(3.2)	21.3	1.8	452.9	0.4	21.2	6.2
Monadelphous Group Limited (ASX:MND)	95.4	1,174.6	2.4	74.1	6.3	1,043.4	0.9	14.1	13.4
Morgan Sindall Group plc (LSE:MGNS)	80.7	3,787.2	7.6	110.4	2.9	521.4	0.1	4.7	4.1
Oil States International, Inc. (NYSE:OIS)	43.5	1,088.1	(0.4)	117.5	10.8	1,338.4	1.2	NM	12.8
Penta-Ocean Construction Co., Ltd. (TSE:1893)	58.8	4,873.8	2.2	293.6	6.0	1,759.2	0.4	6.0	5.3
Primoris Services Corporation (NasdaqGS:PRIM)	71.6	2,939.5	15.1	223.0	7.6	1,271.5	0.4	5.7	5.8
Quanta Services, Inc. (NYSE:PWR)	99.4	11,171.4	13.8	837.2	7.5	6,364.9	0.6	7.6	7.3
RPC, Inc. (NYSE:RES)	56.5	1,721.0	10.8	369.8	21.5	2,339.3	1.4	6.3	10.3
Sumitomo Heavy Industries, Ltd. (TSE:6302)	82.6	8,043.6	8.5	910.1	11.3	4,053.9	0.5	4.5	4.8
Tecon, Inc. (NYSE:TISI)	68.5	1,246.9	8.4	21.9	1.8	868.4	0.7	NM	9.3
VINCI SA (ENXTPA:DG)	99.2	50,783.1	4.1	8,073.0	15.9	72,906.2	1.4	9.0	8.7
Median	73.9 %	\$4,814.2	3.7 %	\$230.7	6.8 %	\$1,861.0	0.4 x	6.5 x	5.9 x
Mean	74.1 %		4.9 %		7.3 %		0.6 x	7.9 x	6.7 x

Public comparables analysis (cont.)¹

							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)									
Metals, plastics & paper packaging									
Alcoa Corporation (NYSE:AA)	45.2 %	\$13,403.0	6.2 %	\$2,779.0	20.7 %	\$7,918.1	0.6 x	2.8 x	3.7 x
AptarGroup, Inc. (NYSE:ATR)	94.7	2,764.8	6.1	543.5	19.7	7,732.5	2.8	14.2	12.7
ArcelorMittal (ENXTAM:MT)	58.7	76,033.0	6.1	9,774.0	12.9	32,550.4	0.4	3.3	4.0
Avery Dennison Corporation (NYSE:AVY)	97.1	7,159.0	6.3	964.7	13.5	11,197.0	1.6	11.6	11.1
Ball Corporation (NYSE:BLL)	98.2	11,635.0	13.3	1,828.0	15.7	25,447.0	2.2	13.9	12.8
Bemis Company, Inc. (NYSE:BMS)	100.0	4,089.9	0.2	571.2	14.0	6,347.6	1.6	11.1	10.6
Berry Global Group, Inc. (NYSE:BERY)	94.5	8,065.0	15.2	1,361.0	16.9	12,479.3	1.5	9.2	8.5
Commercial Metals Company (NYSE:CMC)	68.5	5,193.0	0.7	376.8	7.3	3,346.6	0.6	8.9	5.9
Crown Holdings, Inc. (NYSE:CCK)	97.6	11,151.0	8.4	1,592.0	14.3	15,818.9	1.4	9.9	9.0
Graphic Packaging Holding Company (NYSE:GPK)	76.0	6,023.0	13.1	920.2	15.3	7,397.3	1.2	8.0	7.3
Greif, Inc. (NYSE:GEF)	65.7	3,865.1	3.5	519.5	13.4	3,287.2	0.9	6.3	4.6
Multi-Color Corporation (NasdaqGS:LABL)	69.3	1,737.8	27.0	304.3	17.5	2,518.0	1.4	8.3	9.2
Owens-Illinois, Inc. (NYSE:OI)	85.6	6,877.0	3.8	1,090.0	15.8	7,858.8	1.1	7.2	5.7
Packaging Corporation of America (NYSE:PKG)	79.7	7,014.6	6.9	1,501.9	21.4	11,458.3	1.6	7.6	7.7
Sealed Air Corporation (NYSE:SEE)	98.5	4,732.7	2.4	860.1	18.2	10,370.9	2.2	12.1	11.1
Silgan Holdings Inc. (NasdaqGS:SLGN)	99.7	4,448.9	5.7	610.1	13.7	5,503.8	1.2	9.0	8.9
Sonoco Products Company (NYSE:SON)	99.6	5,390.9	2.8	728.3	13.5	7,433.0	1.4	10.2	9.6
WestRock Company (NYSE:WRK)	57.2	16,718.5	11.4	2,862.8	17.1	20,258.5	1.2	7.1	6.0
Median	90.1 %	\$6,450.0	6.2 %	\$942.5	15.5 %	\$7,888.4	1.4 x	9.0 x	8.7 x
Mean	82.5 %		7.7 %		15.6 %		1.4 x	8.9 x	8.3 x
Specialty chemicals									
Albemarle Corporation (NYSE:ALB)	75.4 %	\$3,375.0	6.1 %	\$954.5	28.3 %	\$10,004.2	3.0 x	10.5 x	9.6 x
Ashland Global Holdings Inc. (NYSE:ASH)	90.2	3,738.0	(10.2)	627.0	16.8	7,247.4	1.9	11.6	11.8
Axalta Coating Systems Ltd. (NYSE:AXTA)	76.4	4,696.0	4.5	894.0	19.0	9,194.4	2.0	10.3	10.0
BASF SE (DB:BAS)	72.8	71,759.8	(3.8)	9,758.4	13.6	88,961.9	1.2	9.1	8.6
Celanese Corporation (NYSE:CE)	82.7	7,155.0	8.0	1,595.0	22.3	16,086.6	2.2	10.1	8.2
H.B. Fuller Company (NYSE:FUL)	81.6	3,000.9	12.9	409.8	13.7	4,602.5	1.5	11.2	9.7
PolyOne Corporation (NYSE:POL)	64.1	3,533.4	6.5	371.5	10.5	3,467.8	1.0	9.3	8.4
PPG Industries, Inc. (NYSE:PPG)	96.7	15,374.0	2.6	2,259.0	14.7	30,799.8	2.0	13.6	12.1
Sensient Technologies Corporation (NYSE:SXT)	86.5	1,386.8	0.3	256.6	18.5	3,544.7	2.6	13.8	13.8
DowDuPont Inc. (NYSE:DWDP)	74.1	85,977.0	20.8	16,905.0	19.7	148,803.4	1.7	8.8	13.1
W. R. Grace & Co. (NYSE:GRA)	98.9	1,932.1	5.9	460.7	23.8	7,007.2	3.6	15.2	11.5
Median	81.6 %	\$3,738.0	5.9 %	\$894.0	18.5 %	\$9,194.4	2.0 x	10.4 x	9.6 x
Mean	81.8 %		4.9 %		18.3 %		2.1 x	10.7 x	9.8 x

Sources cited

Page 2:

1. Dickson, Duane. "2019 oil, gas, and chemicals industry outlook. *Deloitte Consulting LLP*, 2019 https://www2.deloitte.com/us/en/pages/energy-and-resources/articles/oil-gas-and-chemicals-industry-outlook.html?icid=inline_link_industryoutlook_oil_011516, accessed April 17, 2019.
2. Hopwood, Philip. "Tracking the trends 2019: The top 10 issues transforming the future of mining." *Deloitte Consulting LLP*, 2019. https://www2.deloitte.com/us/en/pages/energy-and-resources/solutions/mining-industry-services-energy-and-resources.html?icid=top_mining-industry-services-energy-and-resources, accessed April 17, 2019.
3. Smoke, Jonathan. "Top Insights Shaping the Automotive Industry in 2019." *Cox Automotive, Inc.* 2019. <https://www.coxautoinc.com/learning-center/top-automotive-trends-2019/>, accessed April 17, 2019.
4. Smith, Scott. "2019 power and utilities industry outlook." *Deloitte Consulting LLP*, 2019. https://www2.deloitte.com/us/en/pages/energy-and-resources/articles/power-and-utilities-industry-outlook.html?icid=inline_link_industryoutlook_power_011516, accessed April 17, 2019.
5. "International Wire Group to Be Acquired by Affiliates of Atlas Holdings." *BusinessWire*, March 8, 2019. <https://www.businesswire.com/news/home/20190308005272/en/International-Wire-Group-Acquired-Affiliates-Atlas-Holdings>, accessed April 17, 2019.
6. "Multi-Color Corporation Enters Into Definitive Agreement to Be Acquired by an Affiliate of Platinum Equity." *Global New Wire*, February 25, 2019. <https://www.globenewswire.com/news-release/2019/02/25/1741523/0/en/Multi-Color-Corporation-Enters-Into-Definitive-Agreement-to-Be-Acquired-by-an-Affiliate-of-Platinum-Equity.html>, accessed April 17, 2019.
7. "Ingersoll Rand plans to acquire Precision Flow Systems for \$1.45 billion." *World Oil*, February 12, 2019. <https://www.worldoil.com/news/2019/2/12/ingersoll-rand-plans-to-acquire-precision-flow-systems-for-145-billion>, accessed April 17, 2019.

Page 3:

1. U.S. Bureau of Economic Analysis. "National Economic Accounts." <https://www.bea.gov/national/index.htm#gdp>, accessed April 15, 2019.
2. U.S. Department of the Treasury. Accessed April 15, 2019. Data as of March 31, 2019.
3. U.S. Bureau of Labor Statistics. Accessed April 15, 2019. Data as of March 31, 2019.
4. S&P Capital IQ. Accessed April 15, 2019. Data as of March 31, 2018.
5. S&P Capital IQ. Accessed April 8, 2019. Data as of March 31, 2019.
6. IBIS World. Accessed April 8, 2019. Data as of March 31, 2019.

Page 4:

1. S&P Capital IQ. Accessed April 8, 2019. Data as of March 31, 2019.
2. S&P Capital IQ. Accessed April 8, 2019. Data as of March 31, 2019.

Page 5:

1. S&P Capital IQ. Accessed April 8, 2019. Data as of April 8, 2019.
2. S&P Capital IQ. Accessed April 8, 2019. Data as of March 31, 2019.

Page 6:

1. S&P Capital IQ. Accessed April 8, 2019. Data as of April 8, 2019.

Page 7:

1. S&P Capital IQ. Accessed April 8, 2019. Data as of March 31, 2019.

Page 8:

1. S&P Capital IQ. Accessed April 8, 2019. Data as of March 31, 2019.

Page 9:

1. S&P Capital IQ. Accessed April 8, 2019. Data as of March 31, 2019.

Deloitte Corporate Finance LLC (DCF)

DCF provides deal execution and lead financial advisory services to large corporate, middle market, private equity and venture capital firms. DCF and its affiliates maintain a presence in key US financial centers.

For additional information or to find out more about how DCF can assist the deal initiation and execution process, please contact one of our DCF managing directors:

Phil Colaco

CEO
philcolaco@deloitte.com
+1 704 333 0533

Hector Calzada

hcalzada@deloitte.com
+1 404 631 3015

Bill Kerkam

wkerkam@deloitte.com
+1 980 312 3613

Garett Poston

gposton@deloitte.com
+1 213 593 4544

Jonathan Adams

jonadams@deloitte.com
+1 214 840 1779

Nick Cirignano

nicirignano@deloitte.com
+1 212 436 3273

Jamie Lewin

jlewin@deloitte.com
+1 214 840 7057

Matt Preece

mpreece@deloitte.com
+1 704 731 7186

Keith Adams

keadams@deloitte.com
+1 404 631 3455

John Deering

jdeering@deloitte.com
+1 704 333 0574

James Miller

jamesmiller5@deloitte.com
+1 704 731 8230

Ron Rivera

rorivera@deloitte.com
+1 404 631 3710

Eric Andreozzi

eandreozi@deloitte.com
+1 704 333 0518

Lorin DeMordaunt

ldemordaunt@deloitte.com
+1 704 333 0591

Byron Nelson

bynelson@deloitte.com
+1 469 417 2462

Justin Silber

jsilber@deloitte.com
+1 404 942 6960

Vijay Balasubramanian

vbalasubramanian
@deloitte.com
+1 212 313 1723

Will Frame

wframe@deloitte.com
+1 312 486 4458

Jonathan Ohm

johm@deloitte.com
+1 212 436 2287

Tom Spivey

tspivey@deloitte.com
+1 214 840 7014

Tony Blanchard

anblanchard@deloitte.com
+1 313 396 3738

Mike Garcia

migarcia@deloitte.com
+1 213 996 4901

Lou Paone

lpaone@deloitte.com
+1 704 731 7202

Charlie Welch

charliewelch@deloitte.com
+1 704 731 7201

Doug Bolt

dbolt@deloitte.com
+1 704 731 7219

Simon Gisby

sgisby@deloitte.com
+1 212 436 2495

Jason Porter

jasporter@deloitte.com
+1 704 333 0136

Deloitte Corporate Finance Business Development Group:

Brad Heston

Senior Vice President
bheston@deloitte.com
+1 404 631 3839

John Lindsey

Senior Vice President
jlindsey@deloitte.com
+1 469 417 2147

Bill Pucci

Senior Vice President
wpucci@deloitte.com
+1 973 602 4542

www.investmentbanking.deloitte.com



This newsletter is a periodic compilation of certain completed and announced merger and acquisition activity. Information contained in this newsletter should not be construed as a recommendation to sell or a recommendation to buy any security. Any reference to or omission of any reference to any company in this newsletter shall not be construed as a recommendation to sell, buy or take any other action with respect to any security of any such company. We are not soliciting any action with respect to any security or company based on this newsletter. This newsletter is published solely for the general information of clients and friends of Deloitte Corporate Finance LLC. It does not take into account the particular investment objectives, financial situation, or needs of individual recipients. Certain transactions, including those involving early stage companies, give rise to substantial risk and are not suitable for all investors. This newsletter is based on information that we consider reliable, but we do not represent that it is accurate or complete, and it should not be relied upon as such. Prediction of future events is inherently subject to both known risks, uncertainties and other factors that may cause actual results to vary materially. We are under no obligation to update the information contained in this newsletter. We and our affiliates and related entities, partners, principals, directors, and employees, including persons involved in the preparation or issuance of this newsletter, may from time to time have "long" and "short" positions in, and buy or sell, the securities, or derivatives (including options) thereof, of companies mentioned herein. The companies mentioned in this newsletter may be: (i) investment banking clients of Deloitte Corporate Finance LLC; or (ii) clients of Deloitte Financial Advisory Services LLP and its related entities. The decision to include any company for mention or discussion in this newsletter is wholly unrelated to any audit or other services that Deloitte Corporate Finance LLC may provide or to any audit services or any services that any of its affiliates or related entities may provide to such company. No part of this newsletter may be copied or duplicated in any form by any means, or redistributed without the prior written consent of Deloitte Corporate Finance LLC.

About Deloitte

Deloitte Corporate Finance LLC (DCF), a broker-dealer registered with the U.S. Securities and Exchange Commission (SEC) and member of the [Financial Industry Regulatory Authority \(FINRA\)](#) and the [Securities Investor Protection Corporation \(SIPC\)](#), is an indirect wholly-owned subsidiary of Deloitte Financial Advisory Services LLP and affiliate of Deloitte Transactions and Business Analytics LLP. Investment banking or other services that would require registration as a broker-dealer with the SEC and membership in FINRA would be provided exclusively by DCF. For more information, visit www.investmentbanking.deloitte.com. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2019 Deloitte Development LLC. All rights reserved.

