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## 3-Month Price Performance



## LTM Trading Multiples (EV / LTM EBITDA)

| SUPPLIER |  |  |
| :--- | :---: | :---: |
| TRADING MULTIPLES |  |  |
|  | $9-21-18$ | 1 Year |
| NA Autos | 6.9 x | $(0.1 \mathrm{x})$ |
| EUR Autos | 5.9 x | $(1.4 \mathrm{x})$ |
| ASIA Autos | 6.4 x | $(0.2 \mathrm{x})$ |
| Heavy Duty | 9.2 x | $(1.9 \mathrm{x})$ |
| *Multiples use LTM EBITDA |  |  |
| *Source: Capital IQ |  |  |


U.S. S.A.A.R. (in millions)


Historical Gas Prices (\$ per gallon)


## The Motor Weekly ${ }^{\circledR}$ Index

The Motor Weekly ${ }^{\circ}$ Index Summary
The Motor Weekly ${ }^{\circ}$ Index is the average of two sub-indices:

- The Manufacturers' Index (M-Index) is a market weighted average of global vehicle manufacturers
- The Suppliers' Index (S-Index) is a market weighted average of global OEM component suppliers

The Motor Weekly ${ }^{\circ}$ Index
Indexed as of January 2006


Manufacturers' Index (M-Index)
Last Six Months

——S\&P 500
—— Vehicle Manufacturers (Global)

Suppliers' Index (S-Index)
Last Six Months


- September 24 (Automotive News) - Maybe vehicle subscriptions, a much-hyped alternative to traditional buying or leasing, aren't the next big thing after all. At least not yet, based on the lackluster interest in Lincoln's first large-scale experiment. Subscriptions sound revolutionary: Consumers pay a monthly fee for the convenience of swapping vehicles often and letting someone else take care of maintenance and insurance. But the cost of operating such a program can make the price tag surprisingly expensive, and Lincoln says the pilot it started this year in California has had little demand. Many of those who sign up cancel after only one or two months. While Lincoln has no plans to discontinue the program, officials say they'll have to alter it - including getting dealerships more involved - if it's to grow beyond the pilot. "I've been surprised how few people are genuinely interested in that type of ownership," Robert Parker, Lincoln's director of marketing, sales and service, told Automotive News at a Lincoln press event here. "If you had asked me a year ago, I would have said this is the next big thing. A lot of people are struggling to make the math work." Lincoln's program gives customers access to used vehicles through Canvas, a digital platform owned by Ford Motor Co. It started with 2015 models and added 2017s, with prices ranging from about $\$ 500$ to $\$ 950$ per month. Parker said most of Lincoln's subscription customers want a short-term vehicle - after an accident or while shopping for a long-term purchase. "The amount of people coming out after one or two months is very high," he said. "It's just kind of an interim process." Parker said finding the right vehicle mix also has been a challenge, as the brand doesn't want to damage residual values by having vehicles come out of service and go to auction too early. Lincoln's experience echoes some analysts' concerns. While Lincoln has tried to keep prices low by offering used vehicles, other automakers have launched services for new vehicles that can cost thousands of dollars a month. Edmunds this year studied subscription programs and found that, even with insurance, maintenance and other fees factored into monthly payments, subscription costs far exceed what consumers pay for leases. "At these price points that we're seeing, [a subscription] virtually makes no sense to anyone," said Edmunds senior analyst Ivan Drury, calling such programs a "rich person's toy." Edmunds has also said that a subscription's main attraction - freedom of choice - can be harder for luxury brands that lack product variety. Lincoln offers the MKZ midsize sedan, MKC compact crossover, MKX midsize crossover and Continental large sedan. Parker said the brand is still experimenting with the service. One potential change, he said, would be to "take it closer to the dealers." Customers sign up for their vehicle through the Canvas website. Parker said involving dealers could help buyers learn more about Lincoln and potentially help them keep the subscription longer or transition to more traditional ownership within the brand. "It's like event marketing to me," Parker said. "Event marketing only works if the distance, metaphorically speaking, between the event and the dealership is very short. If I treat you to a great experience driving a Lincoln but there's not a dealer around, the likelihood of you buying a Lincoln is pretty low." He said the brand is assessing its options but will likely end up with a service that combines what Lincoln has tried so far with a larger dealer role. Ford has actively piloted new ownership models - and has acknowledged when they haven't worked. In 2016, Ford Motor Credit Co. launched Ford Credit Link, a lease-sharing program that let three to six customers share a lease, scheduling their driving time and dividing payments any way they'd like. It tested the program at three dealerships in Texas, but no customers signed up and it closed the pilot after less than a year. "I'm fully convinced somebody's going to reinvent leasing," Parker said. "We're waking up every day trying to figure out what's the next big thing. A year ago I would have told you subscriptions, but now ... that's why we didn't go whole hog."
- September 24 (Bloomberg) - To test how Americans feel about its plan for rolling back car and truck pollution standards, the Trump administration will hold an initial public hearing on Monday in Fresno, California, a place where it might reasonably expect a friendly response. Fresno lies in the Central Valley, California's farm belt, where people drive pickups more out of necessity than fashion and where, according to the California New Car Dealers Association, the share of zeroemission and hybrid new-vehicle sales account for less than half what they do in San Francisco. Fresno is also represented in Washington by Congressman Devin Nunes, a Donald Trump loyalist who once described climate change as nonsense. "The Central Valley supported Trump over Hillary Clinton and its auto dealers have been plaintiffs in cases challenging California's emissions standards," said Ann Carlson, a University of California at Los Angeles law professor. "This is ironic because the auto standards Trump wants to repeal would go along way toward cleaning up the valley's air pollution." Fresno also happens to be the fourth most ozone-polluted city in the U.S., according to the American Lung Association, and in July experienced a record 22 straight days with 100 degree-plus high temperatures. It's that type of paradox on climate change that environmentalists are likely to highlight for regulators when they hold the first of three public hearings Monday on the administration's plans. Last month, the Environmental Protection Agency and the National Highway Traffic Safety Administration proposed freezing fuel efficiency requirements for autos at 37 miles per gallon in 2020 instead of rising to 47 mpg by 2025 under Obama-era regulations. This would cap emission standards, too.


## North American Equity Performance

Last 12 Months Change


## North American OEM Market

(\$ in millions, except price per share)

| Company | Ticker | $\begin{gathered} \text { Price } \\ \text { as of } \\ 9 / 21 / 2018 \end{gathered}$ | $\begin{gathered} \text { \% of } \\ \text { 52-Wk } \\ \text { High } \end{gathered}$ | Market Cap | Total Enterprise Value | $\begin{aligned} & \text { LTM } \\ & \text { EBITDA } \\ & \text { Margin } \end{aligned}$ | Total Debt <br> EBITDA | $\begin{gathered} \text { LTM } \\ \text { P/E } \end{gathered}$ | TEV / EBITDA |  | Weekly Stock Price Performance |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  | LTM | 2018 |  |
| Vehicle Manufacturers |  |  |  |  |  |  |  |  |  |  |  |
| Tesla, Inc. | TSLA | \$ 299.10 | 77.2\% | \$ 51,024 | \$ 63,561 | NM | NM | NM | NM | NM | 1.3\% |
| General Motors Company | GM | 35.32 | 75.5\% | 49,833 | 50,039 | 13.9\% | 5.0x | NM | 2.5 x | 2.5x | 2.0\% |
| Fiat Chrysler Automobiles N.V. | FCA | 18.27 | 77.0\% | 28,331 | 31,531 | 10.1\% | 1.5 x | 7.1x | 2.4x | 2.0x | 4.6\% |
| Ford Motor Company | F | 9.85 | 73.1\% | 39,259 | 20,997 | 8.1\% | 1.2 x | 5.8x | 1.5 x | 1.9x | 4.2\% |
|  |  |  |  |  | Mean | 10.7\% | 2.5x | 6.4x | 2.1x | 2.1x |  |
| High Multiple Suppliers |  |  |  |  |  |  |  |  |  |  |  |
| Aptiv PLC | APTV | \$ 90.27 | 86.0\% | \$ 23,898 | \$ 27,252 | 16.0\% | 2.0x | 18.2x | 12.8x | 11.2x | 3.9\% |
| BorgWarner Inc. | BWA | 45.26 | 77.7\% | 9,453 | 11,358 | 16.6\% | 1.2 x | 17.8x | 6.5 x | 6.3 x | 0.9\% |
| Autoliv, Inc. | ALV | 93.36 | 58.3\% | 8,135 | 9,924 | 12.2\% | 1.7x | 25.7x | 7.5x | 7.2x | 6.5\% |
| Adient plc | ADNT | 44.18 | 51.1\% | 4,125 | 7,540 | 9.4\% | 2.3x | NM | 8.2 x | 5.7x | 2.6\% |
| Gentex Corporation | GNTX | 22.50 | 88.5\% | 6,051 | 5,606 | 34.3\% | 0.0x | 14.3x | 9.0x | $8.7 x$ | (1.8\%) |
| Visteon Corporation | VC | 102.43 | 72.8\% | 3,008 | 2,961 | 9.1\% | 1.3x | 19.0x | 10.4x | 8.3x | (1.3\%) |
| Gentherm Incorporated | THRM | 48.85 | 97.1\% | 1,781 | 1,829 | 12.9\% | 0.9x | 57.9x | 14.0x | 12.1x | 1.1\% |
| Stoneridge, Inc. | SRI | 29.77 | 79.0\% | 848 | 904 | 11.5\% | 1.3x | 17.4x | 9.3 x | 8.0x | 4.7\% |
|  |  |  |  |  | Mean | 15.2\% | 1.3x | 24.3x | 9.7x | 8.4 x |  |
| Mid Multiple Suppliers |  |  |  |  |  |  |  |  |  |  |  |
| Magna International Inc. | MG | \$ 55.96 | 83.0\% | \$ 19,190 | \$ 23,496 | 10.3\% | 1.0x | $8.6 x$ | 5.4x | 5.2 x | 3.3\% |
| Goodyear Tire \& Rubber Co. | GT | 24.57 | 68.1\% | 5,823 | 11,402 | 12.7\% | 3.2 x | 22.9x | 5.7x | 5.5x | 3.9\% |
| Lear Corporation | LEA | 159.35 | 77.2\% | 10,439 | 11,363 | 10.5\% | 0.9x | 8.1 x | 5.0x | 5.0x | (1.5\%) |
| American Axle \& Mfg. | AXL | 18.54 | 91.5\% | 2,071 | 5,626 | 16.9\% | 3.2x | 4.9x | 4.6x | $4.4 x$ | 0.3\% |
| Dana Incorporated | DAN | 20.42 | 57.9\% | 2,952 | 4,801 | 10.8\% | 2.3x | 15.7x | 5.6x | 5.0x | 4.4\% |
| Linamar Corporation | LNR | 47.52 | 76.2\% | 3,106 | 4,775 | 15.6\% | 2.3x | 6.9 x | 5.6x | 5.1x | 2.1\% |
| Delphi Technologies PLC | GT | 35.43 | 58.7\% | 3,146 | 4,465 | 16.1\% | 1.9x | 9.9x | 5.5x | 5.5x | 1.4\% |
| Nexteer Automotive Group | 1316 | 1.61 | 61.6\% | 4,025 | 3,875 | 13.9\% | 0.8x | 10.8x | 7.1x | 5.9x | 10.6\% |
| Tenneco Inc. | TEN | 45.49 | 69.4\% | 2,339 | 3,645 | 8.8\% | 1.7x | 9.1x | 4.2x | 4.2 x | 6.0\% |
| Cooper-Standard Holdings Inc. | CPS | 122.56 | 83.5\% | 2,184 | 2,531 | 12.2\% | $1.7 x$ | 14.9x | 5.6x | 5.4x | (1.9\%) |
| Martinrea International Inc. | MRE | 10.98 | 81.0\% | 954 | 1,422 | 12.0\% | 1.6x | 7.0x | 4.3x | 4.1 x | 2.5\% |
| Superior Industries | SUP | 18.15 | 79.1\% | 454 | 1,313 | 13.3\% | 3.5 x | NM | 6.7 x | 6.6 x | (1.4\%) |
| Modine Manufacturing Company | MOD | 15.95 | 61.9\% | 809 | 1,280 | 9.2\% | 2.6 x | 30.1x | $6.5 x$ | $6.0 x$ | 4.2\% |
| Tower International, Inc. | TOWR | 31.90 | 87.0\% | 657 | 961 | 9.9\% | 1.8x | 13.2x | 4.6 x | 4.2 x | 1.9\% |
| Shiloh Industries, Inc. | SHLO | 11.59 | 94.4\% | 271 | 492 | 6.7\% | 3.2 x | 14.2x | 6.6 x | 6.5 x | 5.5\% |
| STRATTEC Security Corp. | STRT | 34.50 | 70.1\% | 129 | 193 | 6.4\% | 1.8x | 10.4 x | 6.8 x | NM | 3.3\% |
|  |  |  |  |  | Mean | 11.6\% | 2.1x | 12.4x | 5.6x | 5.2x |  |
|  |  |  |  |  | Mean <br> Median | 12.6\% 12.0\% | 1.9 x 1.7 x | 15.4 x 13.7 x | 6.4x 5.7x | 5.9x 5.5 x | $\operatorname{Avg} . \Delta$ 2.51\% |

## North American Aftermarket

(\$ in millions, except price per share)

(\$ in millions, except price per share)

| Company | Ticker | Priceas of$9 / 21 / 2018$ | $\begin{gathered} \text { \% of } \\ \text { 52-Wk } \\ \text { High } \end{gathered}$ | Market Cap | Total Enterprise Value | LTMEBITDA Margin |  | $\begin{gathered} \text { LTM } \\ \text { P/E } \end{gathered}$ | TEV / EBITDA |  | Weekly Stock Price Performance |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |  |  |  |  | LTM | 2018 |  |
| Vehicle Manufacturers |  |  |  |  |  |  |  |  |  |  |  |
| Volkswagen Aktiengesellschaft | VOW | \$ 181.39 | 80.2\% | \$ 90,590 | \$ 254,163 | 10.8\% | $6.5 x$ | $6.6 x$ | 8.2 x | 6.4 x | 8.0\% |
| Daimler AG | DAI | 67.69 | 75.3\% | 72,416 | 210,023 | 9.9\% | 8.4 x | 6.5 x | 11.0x | $9.4 x$ | 4.5\% |
| BMW AG | BMW | 100.63 | 88.3\% | 65,397 | 164,505 | 13.6\% | 7.1x | 6.2 x | 10.1x | 9.8 x | 4.5\% |
| Renault SA | RNO | 89.68 | 75.7\% | 24,085 | 69,159 | 10.3\% | $8.8 x$ | 4.5x | 9.7 x | $8.6 x$ | 4.3\% |
| Fiat Chrysler Automobiles N.V. | FCA | 18.27 | 77.0\% | 28,331 | 31,531 | 10.1\% | 1.5 x | 7.1x | 2.4 x | 2.0x | 4.6\% |
| Peugeot S.A. | UG | 28.87 | 96.7\% | 25,794 | 19,505 | 9.0\% | 1.1x | 11.0x | 2.4 x | 2.3 x | 4.1\% |
|  |  |  |  |  | Mean | 10.6\% | 5.6x | 7.0x | 7.3x | 6.4 x |  |
| Suppliers |  |  |  |  |  |  |  |  |  |  |  |
| Continental AG | CON | \$ 186.99 | 62.0\% | \$ 37,400 | \$ 41,089 | 12.6\% | 0.9x | 10.5x | 6.3 x | 5.6x | 6.1\% |
| Michelin SCA | ML | 126.19 | 82.1\% | 22,588 | 27,122 | 18.2\% | 1.3x | 11.2x | 5.9x | 5.5 x | 5.0\% |
| Valeo SA | FR | 48.11 | 61.6\% | 11,427 | 15,078 | 11.5\% | 2.3 x | 11.9x | 5.9x | 5.0x | 10.5\% |
| Faurecia S.A. | EO | 66.97 | 74.0\% | 9,185 | 10,164 | 8.0\% | 1.1x | 12.4x | 5.2x | 4.3 x | 10.8\% |
| Autoliv, Inc. | ALV | 93.36 | 58.3\% | 8,135 | 9,924 | 12.2\% | 1.7x | 25.7x | 7.5x | 7.3x | 6.5\% |
| Plastic Omnium SA | POM | 40.77 | 82.2\% | 5,961 | 7,305 | 11.5\% | 2.2 x | 11.6x | 8.1 x | 6.5 x | 7.4\% |
| Brembo S.p.A. | BRE | 13.99 | 80.7\% | 4,551 | 4,894 | 17.7\% | 1.2 x | 14.6x | 9.2x | 8.1 x | 4.8\% |
| LEONIAG | LEO | 44.28 | 57.0\% | 1,447 | 2,127 | 6.5\% | 2.1x | 9.3 x | 5.4 x | 4.7x | 9.4\% |
| ElringKlinger AG | ZIL2 | 12.51 | 54.6\% | 793 | 1,637 | 11.0\% | 4.0x | 11.2x | 7.6x | 6.5 x | 5.1\% |
| Grammer AG | GMM | 62.04 | 77.5\% | 762 | 924 | 6.9\% | 1.9x | 17.3x | $6.4 x$ | 5.7x | (0.7\%) |
| Kongsberg Automotive ASA | KOA | 1.17 | 80.0\% | 513 | 778 | 7.1\% | 3.5 x | NM | 8.7 x | 5.7x | 5.5\% |
| Sogefi S.p.A. | SO | 2.52 | 40.5\% | 297 | 630 | 8.1\% | 2.7x | 10.4x | 4.0x | 2.7x | 8.2\% |
| Polytec Holding AG | PYT | 14.10 | 53.1\% | 310 | 429 | 11.6\% | 1.8x | 8.2x | 4.8x | 5.1x | 0.8\% |
|  |  |  |  |  | Mean | 11.0\% | 2.1x | 13.3x | 6.6x | 5.6x |  |
|  |  |  |  |  | Mean | 10.9\% | 3.2x | 10.9x | 6.8x | 5.8x | Avg. $\Delta$ |
|  |  |  |  |  | Median | 10.8\% | 2.1x | 10.8x | 6.4x | 5.7x | 4.97\% |

(\$ in millions, except price per share)

| Company | Ticker | Priceas of$9 / 21 / 2018$ | $\begin{gathered} \text { \% of } \\ 52-\mathrm{Wk} \\ \text { High } \end{gathered}$ | Market Cap | Total Enterprise | LTMEBITDA Margin |  | $\begin{gathered} \text { LTM } \\ \text { P/E } \end{gathered}$ | TEV / EBITDA |  | Weekly Stock Price Performance |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  | Value |  |  |  | LTM | 2018 |  |
| Vehicle Manufacturers |  |  |  |  |  |  |  |  |  |  |  |
| Toyota Motor Corporation | 7203 | \$ 62.17 | 89.7\% | \$ 178,371 | \$ 314,956 | 14.3\% | 4.8x | 8.1 x | 8.2 x | 9.6x | 1.8\% |
| Nissan Motor Co., Ltd. | 7201 | 9.82 | 92.4\% | 38,401 | 100,014 | 7.9\% | $8.3 x$ | 5.8x | 11.8x | 11.7x | 3.9\% |
| Honda Motor Co., Ltd. | 7267 | 31.00 | 84.1\% | 54,575 | 100,014 | 9.2\% | 4.9x | 5.6x | 7.7x | 8.0x | 8.1\% |
| Hyundai Motor Company | A005380 | 115.78 | 77.0\% | 23,207 | 69,367 | 7.6\% | 10.0x | 11.3x | 10.6x | 10.0x | 0.0\% |
| BYD Company Limited | 1211 | 7.02 | 65.5\% | 18,849 | 28,511 | 11.1\% | $5.4 x$ | 54.1x | 14.8x | 12.0x | 12.2\% |
| Suzuki Motor Corporation | 7269 | 63.11 | 92.5\% | 27,880 | 27,626 | 14.2\% | 1.1x | 13.6x | 5.6x | 5.5x | 2.6\% |
| Mahindra \& Mahindra Limited | 500520 | 13.26 | 96.5\% | 13,485 | 21,632 | 12.4\% | 4.6x | 12.5x | 10.9x | 20.6x | 0.3\% |
| Geely Automobile Holdings Ltd. | 175 | 2.12 | 55.6\% | 18,312 | 17,178 | 13.3\% | 0.2x | 10.0x | 8.0x | 6.4 x | 8.9\% |
| Isuzu Motors Limited | 7202 | 16.03 | 90.1\% | 12,639 | 13,304 | 11.9\% | 1.1x | 12.6x | 5.9x | 5.9x | 8.5\% |
| NIO Inc. | NIO | 8.59 | 62.2\% | 9,084 | 12,812 | NM | NM | NM | NM | NM | (13.2\%) |
| Yamaha Motor Co., Ltd. | 7272 | 27.18 | 77.8\% | 9,491 | 11,672 | 11.5\% | 1.8x | 10.8x | 6.6 x | 6.4 x | 8.3\% |
| Kia Motors Corporation | A000270 | 31.01 | 96.1\% | 12,409 | 9,896 | 4.5\% | 3.0x | 24.0x | 4.5 x | 3.2x | 1.9\% |
| Mitsubishi Motors Co. | 7211 | 7.11 | 85.0\% | 10,587 | 8,653 | 6.9\% | $1.4 x$ | 10.4x | 6.0x | 5.6x | 4.7\% |
| Dongfeng Motor Group Co. | 489 | 1.07 | 72.9\% | 8,996 | 7,629 | 0.5\% | 28.9x | 4.0x | NM | 16.4x | 5.8\% |
| Mazda Motor Corporation | 7261 | 12.07 | 76.2\% | 7,601 | 7,067 | 6.4\% | 2.5x | 8.6 x | 3.5 x | 4.0x | 5.2\% |
| Faw Car Co., Ltd. | 000800 | 0.97 | 43.8\% | 1,571 | 1,476 | 1.9\% | 0.0x | NM | 18.2x | 9.2x | 4.6\% |
|  |  |  |  |  | Mean | 8.9\% | 5.2x | 13.7x | 8.7x | 9.0x |  |
| Suppliers |  |  |  |  |  |  |  |  |  |  |  |
| DENSO Corporation | 6902 | \$ 51.63 | 80.5\% | \$ 40,320 | \$ 40,013 | 12.8\% | 0.9x | 13.9x | $6.6 x$ | 6.6x | 6.5\% |
| Bridgestone Corporation | A012330 | 37.99 | 76.3\% | 28,561 | 27,738 | 16.9\% | 0.7x | 10.9x | 4.9 x | 4.9 x | - $2.7 \%$ |
| Aisin Seiki Co., Ltd. | 7259 | 48.31 | 79.5\% | 13,020 | 18,645 | 12.1\% | 1.1x | 10.2x | 4.3 x | 4.3 x | 5.2\% |
| AGC Inc. | 5201 | 41.83 | 92.5\% | 9,441 | 15,156 | 17.4\% | 2.5 x | 13.3x | 6.4 x | 6.4 x | 4.2\% |
| Hyundai Mobis Co.,Ltd | 5108 | 200.14 | 78.8\% | 19,074 | 13,420 | 7.4\% | 1.2 x | 15.7x | 5.8x | 5.2x | (1.1\%) |
| Koito Manufacturing Co., Ltd. | 7276 | 64.92 | 87.2\% | 10,435 | 8,633 | 16.3\% | 0.2x | 13.7x | 7.1x | 6.9x | 4.4\% |
| NSK Ltd. | 6471 | 11.75 | 69.1\% | 6,211 | 7,403 | 13.6\% | 1.8x | 9.8 x | 5.8x | 5.6x | 5.6\% |
| JTEKT Corporation | 6473 | 14.94 | 79.6\% | 5,123 | 6,700 | 9.9\% | 1.9x | 12.3x | 5.1x | 5.0x | 8.1\% |
| Stanley Electric Co., Ltd. | 6923 | 33.21 | 78.3\% | 5,452 | 4,686 | 20.2\% | 0.2x | 15.5x | 5.7x | 5.7x | 1.9\% |
| NTN Corporation | 6472 | 4.19 | 79.5\% | 2,226 | 4,522 | 10.5\% | 4.2 x | 11.0x | $6.4 x$ | 6.2 x | 6.6\% |
| Toyoda Gosei Co., Ltd. | 7282 | 23.95 | 88.4\% | 3,100 | 3,298 | 10.3\% | 1.3x | 15.3 x | 4.3 x | NM | 0.6\% |
| Toyota Boshoku Corporation | 3116 | 18.34 | 81.2\% | 3,406 | 2,935 | 7.4\% | 1.0x | 9.7x | 3.1x | 3.2x | 5.8\% |
| NHK Spring Co., Ltd. | 5991 | 10.34 | 86.0\% | 2,451 | 2,216 | 8.9\% | 0.9x | 14.1x | 4.1x | 4.1 x | 0.6\% |
| TS TECH Co., Ltd. | 7313 | 35.44 | 76.6\% | 2,410 | 1,585 | 10.9\% | 0.0x | 9.3 x | 3.4 x | 3.2x | 2.2\% |
| Tokai Rika Co., Ltd. | 6995 | 21.38 | 95.1\% | 1,951 | 1,535 | 10.9\% | 0.2x | 9.5x | 3.2x | 3.2x | 2.7\% |
| Sanden Holdings Corporation | 6444 | 14.10 | 61.6\% | 390 | 1,479 | 5.7\% | 8.3 x | 9.4 x | 10.0x | NM | 7.4\% |
| Akebono Brake Industry Co., Ltd. | 7238 | 2.24 | 64.0\% | 298 | 1,211 | 7.6\% | 5.7x | NM | $6.9 x$ | 6.8 x | 5.0\% |
| SHOWA Corporation | 7274 | 15.33 | 77.4\% | 1,164 | 979 | 12.7\% | 0.2x | 9.3 x | 2.9x | 2.7x | 6.4\% |
| Clarion Co., Ltd. | 6796 | 2.90 | 70.6\% | 818 | 938 | 10.0\% | 1.7x | 64.0x | 5.8x | 6.8 x | 3.4\% |
| Alpine Electronics, Inc. | 6816 | 19.57 | 78.5\% | 1,350 | 911 | 8.5\% | 0.0x | 11.6x | 4.1 x | 4.8 x | (5.5\%) |
| Halla Holdings Corp. | A060980 | 36.39 | 57.2\% | 386 | 816 | 7.4\% | $8.3 x$ | 23.3x | 13.2x | 8.0x | (2.1\%) |
| F-Tech Inc. | 7212 | 11.27 | 65.3\% | 211 | 774 | 8.0\% | 2.9x | 4.9x | 4.6x | 4.5x | 7.7\% |
| SGA Group Co. | 600303 | 0.78 | 44.1\% | 529 | 571 | 8.7\% | 4.3x | NM | 12.1x | NM | (1.0\%) |
| Futaba Corporation | TSE:6986 | 18.29 | 77.5\% | 776 | 428 | 6.6\% | 0.2 x | 51.3x | 10.4x | 10.4x | 2.0\% |
| China Automotive Systems, Inc. | CAAS | 3.65 | 66.7\% | 116 | 107 | 4.3\% | 3.2 x | NM | 4.8x | 4.3 x | (1.4\%) |
|  |  |  |  |  | Mean | 10.6\% | 2.1x | 16.3x | 6.0x | 5.4 x |  |
|  |  |  |  |  | Mean | 9.9\% | 3.3x | 15.3x | 7.0x | 6.9x | Avg. $\Delta$ |
|  |  |  |  |  | Median | 9.9\% | 1.8x | 11.0x | 5.9x | 5.8x | 3.22\% |

## Commercial Vehicle Market

(\$ in millions, except price per share)



The Motor Weekly ${ }^{\circledR}$ is interested to share the views and perspectives from its readership

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