

# PEAKSTONE

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Automotive  
Industry Insight

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October 2017

# Automotive M&A Update

## Automotive categories continue to see strong M&A activity

For the 2017 YTD period, strategic buyers accounted for 89% of the automotive M&A transactions with financial buyers making up the difference; during 2016, strategic buyers accounted for approximately 88% of the transactions

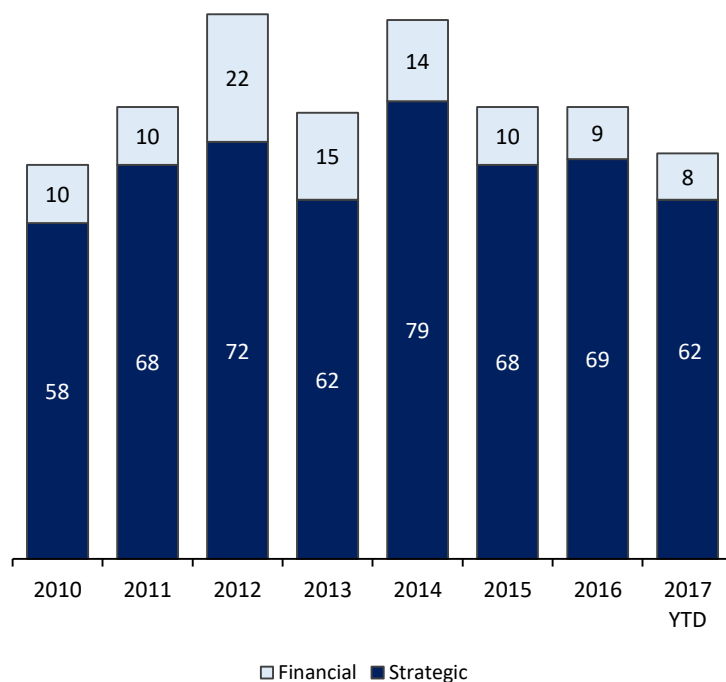
### Select Recent Notable Publicly Announced M&A Transactions

Date	Status	Target	Transaction Size	Buyer
Dec-2016	Announced		\$310 million	
Nov-2016	Closed		\$3.42 billion	
Oct-2016	Closed		\$670 million	
Oct-2016	Closed		\$500 million	
Jul-2016	Closed		\$580 million	

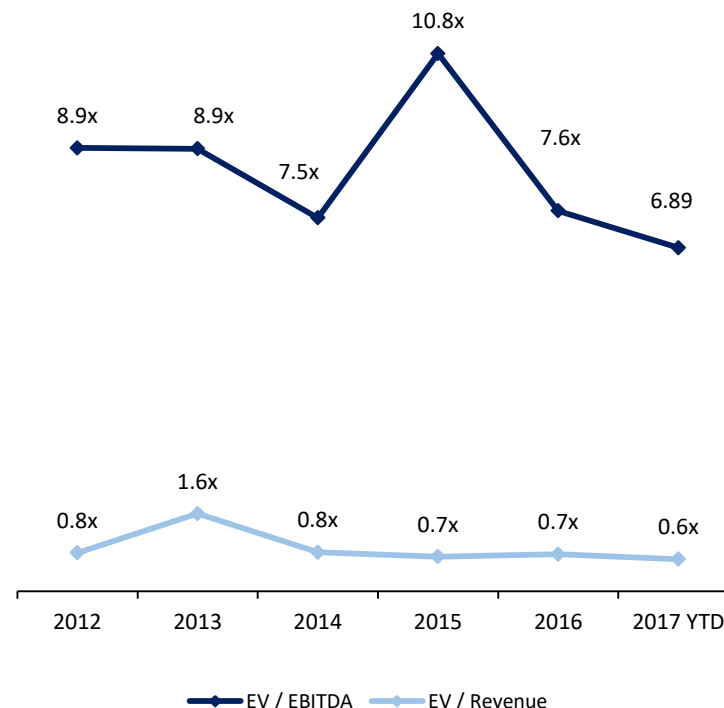
# U.S. Automotive Industry – M&A Market Overview

U.S. Automotive transaction activity has been strong

U.S. Number of Transactions by Buyer Type



U.S. Transaction Multiples

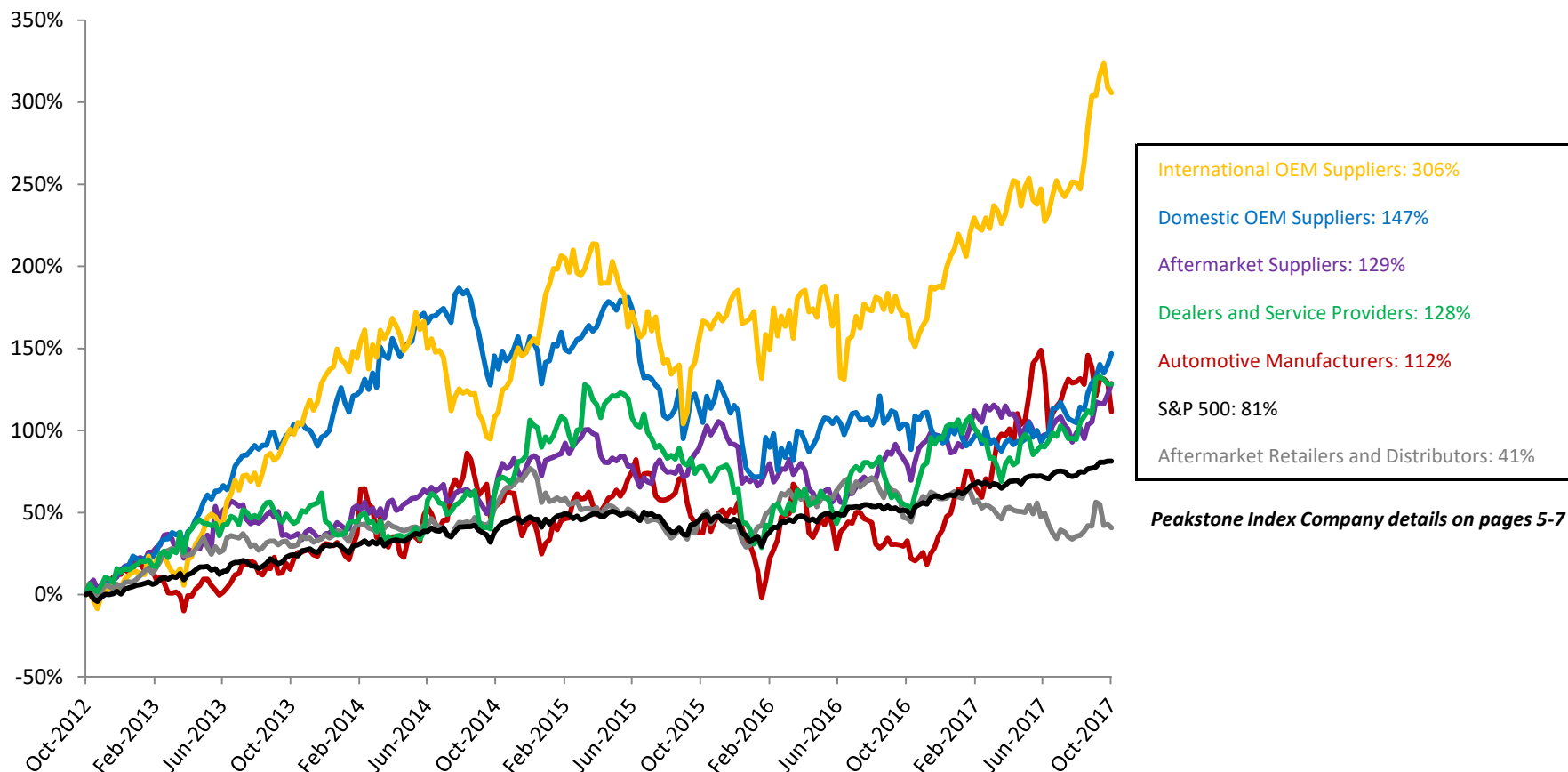


Source: Capital IQ, data as of 10/26/2017.

# Peakstone Automotive Index – Trading Statistics

Automotive categories performed favorably compared to the S&P 500

## Relative Stock Performance

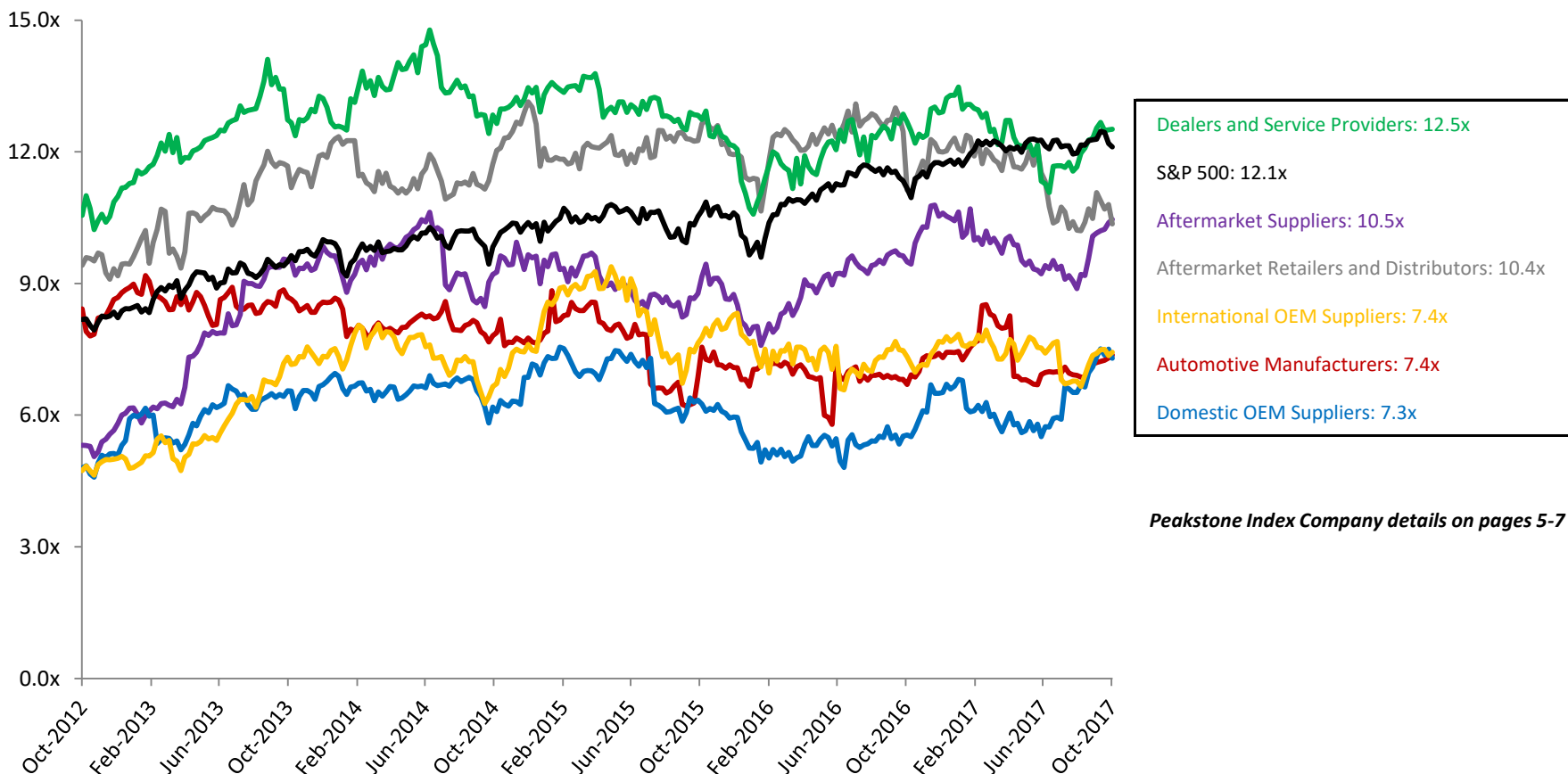


Source: Capital IQ, data as of 10/26/2017.  
Note: Peakstone Indexes are equally weighted.

# Peakstone Automotive Index – Trading Statistics

Automotive categories performed favorably compared to the S&P 500

## Comparable Valuation Trends – Enterprise Value / EBITDA



Peakstone Index Company details on pages 5-7

Source: Capital IQ, data as of 10/26/2017.  
Note: Peakstone Indexes are equally weighted.

# Public Trading Comparables by Sector

## Select Automotive Public Trading Comparables

(\$ in millions)

(\$ in millions)

Company Name	Market Cap	Enterprise Value	Enterprise Value /			Forward P/E Ratio	Gross Margin %	EBITDA Margin %
			Revenue	EBITDA	EBIT			
Automotive Manufacturers								
Toyota Motor Corporation	\$180,125	\$305,797	1.2x	8.8x	14.9x	11.2x	17%	13%
Volkswagen AG	\$86,748	\$238,528	0.9x	6.3x	9.4x	6.0x	18%	13%
Daimler AG	\$87,503	\$206,209	1.1x	9.3x	12.0x	7.7x	20%	11%
Ford Motor Co.	\$47,820	\$165,512	1.1x	10.0x	36.2x	7.2x	10%	10%
Bayerische Motoren Werke Aktiengesellschaft	\$65,370	\$161,901	1.4x	9.9x	13.3x	7.7x	19%	14%
General Motors Company	\$64,089	\$140,750	0.9x	6.1x	12.3x	7.6x	12%	13%
Nissan Motor Co. Ltd.	\$37,756	\$100,100	1.0x	8.9x	13.0x	8.1x	19%	9%
Honda Motor Co., Ltd.	\$55,508	\$98,882	0.8x	7.4x	10.9x	10.3x	22%	9%
Hyundai Motor Company	\$29,350	\$73,890	0.9x	10.2x	14.1x	7.7x	19%	7%
Tesla Motors, Inc.	\$54,378	\$62,376	6.2x	85.0x	NM	NM	24%	7%
Fiat Chrysler Automobiles N.V.	\$26,640	\$34,334	0.3x	2.7x	4.6x	5.9x	15%	9%
Peugeot S.A.	\$21,194	\$15,203	0.2x	2.5x	3.7x	8.2x	19%	9%
AUDI AG	\$35,157	\$13,875	0.2x	1.4x	1.9x	0.0x	17%	14%
Kia Motors Corp.	\$12,181	\$11,302	0.2x	3.5x	6.9x	7.2x	19%	7%
Mazda Motor Corporation	\$9,048	\$9,087	0.3x	4.5x	7.2x	7.4x	24%	6%
Automotive Manufacturers Median	\$47,820	\$98,882	0.9x	7.4x	11.5x	7.6x	19%	9%
Aftermarket Suppliers								
The Goodyear Tire & Rubber Company	\$8,547	\$13,956	0.9x	5.9x	8.5x	9.4x	27%	16%
Snap-on Incorporated	\$9,117	\$10,249	2.6x	10.5x	11.4x	15.0x	52%	25%
Allison Transmission Holdings, Inc.	\$6,034	\$8,332	4.2x	11.8x	15.6x	12.5x	49%	36%
Meritor, Inc.	\$2,294	\$3,093	1.0x	10.4x	13.9x	11.7x	14%	8%
Dorman Products, Inc.	\$2,434	\$2,304	2.6x	11.7x	13.0x	19.9x	40%	22%
Cooper Tire & Rubber Company	\$1,926	\$2,017	0.7x	3.9x	5.4x	9.8x	21%	18%
Fox Factory Holding Corp	\$1,643	\$1,665	3.7x	22.4x	25.4x	28.0x	32%	17%
Standard Motor Products, Inc.	\$1,058	\$1,121	1.0x	7.8x	9.3x	14.8x	29%	13%
Aftermarket Suppliers Median	\$2,364	\$2,699	1.8x	10.5x	12.2x	13.7x	30%	17%

Source: Capital IQ, data as of 10/26/2017.



# Public Trading Comparables by Sector (continued)

## Select Automotive Public Trading Comparables

(\$ in millions)

(\$ in millions)

Company Name	Market Cap	Enterprise Value	Enterprise Value /			Forward	Gross	EBITDA
			Revenue	EBITDA	EBIT	P/E Ratio	Margin %	Margin %
Domestic OEM Suppliers								
Johnson Controls International plc	\$38,415	\$53,301	1.2x	10.8x	14.2x	14.6x	23%	10%
Delphi Automotive PLC	\$25,893	\$29,563	1.7x	9.5x	12.3x	14.0x	22%	18%
Magna International Inc.	\$20,056	\$23,365	0.6x	5.4x	7.6x	8.8x	15%	11%
BorgWarner Inc.	\$10,903	\$12,816	1.4x	7.3x	9.5x	13.1x	22%	18%
Lear Corporation	\$11,588	\$12,446	0.6x	6.0x	7.5x	9.7x	12%	10%
American Axle & Manufacturing Holdings, Inc.	\$2,024	\$5,719	1.2x	7.0x	10.6x	5.9x	19%	17%
Dana Incorporated	\$4,168	\$5,589	0.8x	7.4x	10.4x	11.7x	15%	11%
Gentex Corporation	\$5,420	\$4,679	2.7x	7.6x	9.0x	14.1x	39%	35%
Linamar Corporation	\$4,026	\$4,808	1.0x	5.9x	8.5x	9.2x	17%	17%
Tenneco Inc.	\$3,466	\$4,797	0.5x	7.6x	11.1x	9.2x	17%	7%
Visteon Corporation	\$3,803	\$3,598	1.1x	10.2x	12.9x	18.6x	15%	11%
Cooper-Standard Holdings Inc.	\$2,013	\$2,394	0.7x	5.5x	7.7x	11.4x	19%	12%
Martinrea International Inc.	\$863	\$1,347	0.4x	4.8x	8.1x	6.6x	15%	9%
Gentherm Incorporated	\$1,297	\$1,296	1.3x	8.6x	11.9x	14.0x	33%	16%
Domestic OEM Suppliers Median	\$4,097	\$5,199	1.1x	7.3x	9.9x	11.5x	18%	12%
International OEM Suppliers								
Continental Aktiengesellschaft	\$50,412	\$54,462	1.1x	7.5x	10.8x	12.5x	26%	15%
Valeo SA	\$16,206	\$17,908	0.9x	7.5x	10.7x	12.8x	18%	11%
Autoliv, Inc.	\$10,637	\$11,480	1.1x	9.1x	13.6x	18.5x	21%	12%
Faurecia S.A.	\$9,695	\$10,470	0.5x	6.0x	8.2x	12.9x	10%	8%
GKN plc	\$7,157	\$7,879	0.6x	5.4x	8.3x	9.9x	60%	11%
Compagnie Plastic Omnium SA	\$6,178	\$7,076	0.9x	7.4x	9.8x	12.4x	16%	11%
Brembo S.p.A.	\$5,297	\$5,631	2.0x	10.7x	14.3x	17.0x	47%	18%
Cie Automotive, S.A.	\$3,675	\$5,319	1.4x	9.3x	13.2x	13.3x	42%	15%
ElringKlinger AG	\$1,102	\$1,865	1.0x	6.6x	10.7x	9.2x	26%	15%
Autoneum Holding AG	\$1,245	\$1,487	0.7x	6.4x	9.2x	13.4x	54%	10%
International OEM Suppliers Median	\$6,668	\$7,478	0.9x	7.4x	10.7x	12.8x	26%	12%

Source: Capital IQ, data as of 10/26/2017.

# Public Trading Comparables by Sector (continued)

## Select Automotive Public Trading Comparables

(\$ in millions)

(\$ in millions)	Market	Enterprise	Enterprise Value /			Forward	Gross	EBITDA
Company Name	Cap	Value	Revenue	EBITDA	EBIT	P/E Ratio	Margin %	Margin %
Aftermarket Retailers and Distributors								
O'Reilly Automotive, Inc.	\$17,843	\$20,706	2.3x	10.6x	12.0x	15.9x	53%	22%
AutoZone, Inc.	\$16,349	\$21,137	1.9x	8.9x	10.2x	12.5x	53%	22%
LKQ Corporation	\$11,286	\$14,004	1.5x	13.0x	16.2x	18.4x	39%	11%
Genuine Parts Company	\$12,989	\$13,935	0.9x	11.8x	13.6x	17.6x	30%	7%
Advance Auto Parts, Inc.	\$6,153	\$6,940	0.7x	7.2x	9.8x	14.7x	44%	10%
Uni-Select Inc.	\$914	\$1,106	0.9x	10.1x	12.2x	13.6x	31%	9%
U.S. Auto Parts Network, Inc.	\$86	\$86	0.3x	10.4x	113.9x	6.0x	30%	3%
Aftermarket Retailers and Distributors Median	\$11,286	\$13,935	0.9x	10.4x	12.2x	14.7x	39%	10%
Dealers and Service Providers								
CarMax Inc.	\$13,523	\$26,098	1.5x	19.6x	22.6x	18.7x	15%	8%
AutoNation, Inc.	\$4,689	\$11,099	0.5x	12.1x	14.5x	12.9x	15%	4%
KAR Auction Services, Inc.	\$6,438	\$9,825	3.0x	12.5x	18.5x	20.4x	42%	24%
Penske Automotive Group, Inc.	\$4,112	\$9,923	0.5x	12.6x	14.2x	10.4x	15%	3%
Copart, Inc.	\$8,250	\$8,674	6.0x	16.4x	18.0x	25.0x	46%	37%
Lithia Motors, Inc.	\$2,740	\$5,406	0.6x	12.6x	14.5x	12.0x	15%	5%
Group 1 Automotive, Inc.	\$1,417	\$4,295	0.4x	10.5x	12.1x	9.7x	15%	4%
Sonic Automotive, Inc.	\$879	\$3,315	0.3x	10.9x	15.3x	9.1x	15%	3%
Asbury Automotive Group, Inc.	\$1,229	\$3,058	0.5x	9.4x	10.4x	9.2x	16%	5%
Monro Muffler Brake, Inc.	\$1,582	\$1,952	1.8x	11.6x	16.0x	22.8x	38%	15%
Boyd Group Income Fund	\$1,400	\$1,474	1.3x	14.3x	19.7x	26.2x	46%	9%
AutoCanada Inc.	\$509	\$1,254	0.5x	14.3x	17.4x	13.3x	17%	4%
America's Car-Mart, Inc.	\$317	\$437	0.7x	10.6x	11.8x	14.3x	48%	7%
Dealers and Service Providers Median	\$1,582	\$4,295	0.6x	12.5x	15.3x	13.3x	16%	5%
Automotive Total Median	\$5,382	\$6,338	0.9x	8.9x	11.8x	13.0x	22%	11%

Source: Capital IQ, data as of 10/26/2017.



# Selected Automotive Industry Transactions

## Selected Automotive Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
09/18/2017	Remaining 50% Stake in 3 Companies	\$250	WABCO Automotive Control Systems, Inc.; WABCO Vehicle Control Systems LLC	-	Wabco Automotive Control Systems, Inc. and WABCO Vehicle Control Systems LLC entered into an agreement to acquire remaining 50% stake in Meritor WABCO Vehicle Control Systems and other affiliated entities.
06/22/2017	AM General LLC, Commercial Automotive Assembly Plant	\$110	SF Motors Inc.	-	SF Motors entered into a definitive agreement to acquire commercial automotive assembly plant from AM General LLC for \$110 million on June 22, 2017.
06/02/2017	United Welding Services Inc.	\$22	CURT Manufacturing, LLC	-	CURT Manufacturing, LLC entered into an agreement to acquire United Welding Services Inc. from Thule, Inc. for \$21.5 million on June 2, 2017.
05/22/2017	Lexington Seating Corporation, Marine and RV Seating Business	\$40	Lippert Components, Inc.	-	Lippert Components, Inc. acquired marine and RV seating business of Lexington Seating Corporation for \$40 million on May 22, 2017.
04/04/2017	Velvac Inc.	\$40	The Eastern Company (NasdaqGM:EML)	-	The Eastern Company (NasdaqGM:EML) agreed to acquire 100% of the outstanding shares of Velvac Holdings for \$39.5 million on April 3, 2017. The Eastern Company may pay Velvac a future earnout payment based on growth of Velvac's Road-iQTM business.
02/22/2017	SCHROTH Safety Products GmbH and TAKATA Protection Systems Inc.	\$90	TransDigm Group Incorporated (NYSE:TDG)	-	TransDigm Group Incorporated (NYSE:TDG) acquired SCHROTH Safety Products GmbH and TAKATA Protection Systems Inc. from Takata Corporation (TSE:7312) for \$90 million in cash on February 22, 2017.
02/14/2017	Racing Winning Brands	\$150	Dover Corporation (NYSE:DOV); Kinderhook Industries	-	Kinderhook Industries acquired Performance Motorsports, Inc. from Dover Corporation (NYSE:DOV) for \$150 million on February 14, 2017.

Source: Capital IQ.

# Selected Automotive Industry Transactions (cont.)

## Selected Automotive Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
02/13/2017	U.S. Manufacturing Corporation, Michigan Operations	\$100	Dana Incorporated (NYSE:DAN)	-	Dana Incorporated (NYSE:DAN) entered into a definitive agreement to acquire Michigan Operations from U.S. Manufacturing Corporation for approximately \$100 million on February 13, 2017.
02/05/2017	Newcor, Inc.	\$106	CIE Automotive, S.A. (BME:CIE)	-	Cie Automotive, S.A. (BME:CIE) entered into a definitive agreement to acquire Newcor, Inc. from EXX Inc. for approximately \$110 million on February 5, 2017.
12/30/2016	Dana Companies, LLC	\$92	Enstar Holdings (US), Inc.	-	Enstar Holdings (US), Inc. acquired membership interest in Dana Companies, LLC from Dana Incorporated (NYSE:DAN) for \$91.5 million on December 30, 2016. The purchase price is subject to customary closing balance sheet adjustments.
12/19/2016	Pittsburgh Glass Works LLC	\$310	Vitro, S.A.B. de C.V. (BMV:VITRO A)	-	Vitro S.A.B. de C.V. (BMV:VITRO A) signed a definitive agreement to acquire Pittsburgh Glass Works LLC from LKQ Corporation (NasdaqGS:LKQ) for \$310 million on December 18, 2016.
12/13/2016	Smeal Fire Apparatus Company	\$40	Spartan Motors USA, Inc.	-	Spartan Motors USA, Inc. entered into a definitive agreement to acquire Smeal Fire Apparatus Company for \$36.3 million on December 12, 2016.
11/18/2016	Bharat Forge PMT Technologies LLC	\$14	Michigan Forge Company	-	Michigan Forge Company agreed to acquire Walker Forge Tennessee, LLC from W. T. Walker Group, Inc for \$14 million on November 18, 2016. The transaction will be funded through internal accruals and debt.
11/17/2016	KLD Energy Technologies, Inc.	\$13	MyWay Group, Co., Ltd.	-	MyWay Group, Co., Ltd. entered in an agreement to acquire KLD Energy Technologies, Inc. for \$12.5 million on November 16, 2016. As per the consideration, MyWay Group will pay \$9 million in cash and and issue to seller new equity of KLD Energy.

Source: Capital IQ.

# Selected Automotive Industry Transactions (cont.)

## Selected Automotive Transactions

Date	Target / Issuer	Transaction Size (\$mm)	Buyers / Investors	EV / EBITDA	Transaction Comments
11/03/2016	Metaldyne Performance Group Inc.	\$3,418	American Axle & Manufacturing Holdings, Inc. (NYSE:AXL)	6.9x	American Axle & Manufacturing Holdings Inc. entered into a definitive agreement to acquire Metaldyne Performance Group Inc. from American Securities, Levin Capital Strategies, L.P. and others for \$1.5 billion on November 3, 2016.
10/27/2016	Atwood Mobile Products LLC, Seating and Chassis Component Business	\$13	Lippert Components, Inc.	-	Lippert Components, Inc. entered into an agreement to acquire seating and chassis component business from Atwood Mobile Products LLC for \$12.5 million on October 27, 2016.
10/16/2016	AC Propulsion, Inc.	\$100	Chongqing Sokon Industry Group Co., Ltd (SHSE:601127)	-	Chongqing Sokon Industry Group Co., Ltd. (SHSE:601127) signed letter of intent to acquire AC Propulsion, Inc. for \$100 million October 16, 2016.
10/12/2016	TAP Automotive Holdings, LLC	\$665	Polaris Industries Inc. (Delaware)	9.0x	Polaris Industries Inc. (Delaware) entered into an agreement to acquire Transamerican Auto Parts Company, LLC from group of shareholders for approximately \$670 million on October 11, 2016. Consideration is subject to customary closing adjustments.
10/03/2016	Grand Design RV	\$503	Octavius Corporation	8.4x	Octavius Corporation entered into a definitive agreement to acquire Grand Design RV from Summit Partners LLP and others for approximately \$500 million on October 2, 2016.
10/03/2016	Remy International, Inc., Light Vehicle Aftermarket Business	\$80	Torque Capital Group LLC	-	Torque Capital Group LLC signed an agreement to acquire Light Vehicle Aftermarket Business from Remy International, Inc. for \$80 million on October 1, 2016. The purchase price of \$80 million is subject to customary adjustments.
09/28/2016	Irvin Automotive Products, Inc.	\$175	Piston Automotive, LLC	-	Piston Automotive, LLC acquired Irvin Automotive Products, Inc. from Takata Corporation (TSE:7312) for approximately \$180 million on September 28, 2016. Irvin Automotive will operate as a separate company within the Piston Group.

Source: Capital IQ.

# Peakstone Momentum: Closed 30 Deals in the Last 24 Months

  <b>M&amp;A Advisor</b> <b>PEAKSTONE</b>	  <b>M&amp;A Advisor</b> <b>PEAKSTONE</b>	  <b>M&amp;A Advisor</b> <b>PEAKSTONE</b>	  <b>M&amp;A Advisor</b> <b>PEAKSTONE</b>	  <b>M&amp;A Advisor</b> <b>PEAKSTONE</b>	 <b>M&amp;A Advisor</b> <b>PEAKSTONE</b>	  <b>M&amp;A Advisor</b> <b>PEAKSTONE</b>	 <b>M&amp;A Advisor</b> <b>PEAKSTONE</b>
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# Automotive Industry Expertise

**Peakstone principals have completed over 100 transactions totaling \$125 billion in value**

## Selected Automotive M&A and Financing Deals

- Phillips & Temro acquired by Harbour Group
- MW Industries acquired by Genstar
- \$75 million credit facility for subprime installment lender, primarily for pre-owned cars through independent dealers
- Sale of Reatruck.com to THI, a TA portfolio company
- Sale of Delphi's Thermal products business to Mahle
- Acquisition of MVL, an electrical connectors supplier, from Bain-owned FCI
- Acquisition of Unwired Technologies, an automotive infotainment components supplier
- Acquisition of Antaya Technologies, an electrical connectors supplier
- IAA/Adesa \$2.9Bn Acquisition Financing
- United Auto Group \$130MM Equity Follow-on Offering
- United Auto Group \$300MM High Yield Debt Offering
- Investment in Ottomatika, an early stage developer of software for automated vehicles
- Sale of Delphi's Italian aftermarket Thermal products business
- Federal-Mogul Acquisition of Fel-Pro
- Federal-Mogul Acquisition of T&N
- American Tire Distributors \$330MM Acquisition Financing
- DaimlerChrysler \$2.0Bn ABS Offering
- RaySat \$25MM Equity Private Placement
- Microheat \$30MM Debt Private Placement
- Key Safety Systems \$495MM Acquisition Financing
- Hilite International \$190MM Bank Financing
- Lear Corporation Acquisition of UT Automotive
- Borg-Warner Acquisition of Kuhlman Corporation
- Sale of Kuhlman Electric (division of Borg-Warner) to The Carlyle Group
- Sale of Coleman Cable (division of Borg-Warner) to group of equity investors
- Sale of Gresen (division of Dana Corp) to Parker Hannifin
- Sale of stake in Mitsubishi Motors to DaimlerChrysler
- Sale of Cambridge Industries to Meridian Automotive
- Parker Hannifin Acquisition of Wynns International
- Sale of Detroit Diesel to DaimlerChrysler (Fairness Opinion)
- Restructuring Advisory Assignment for Amsted Industries
- Sale of Eaton Corp's Automotive Switch business to Delphi Automotive
- Sale of Dana's Boston Weatherhead division to Eaton Corp
- Sale of American Tire Distributors to Investcorp
- Acquisition of subsidiaries of Grand Vehicle Works by Navistar International
- Sale of Big Ten Tire to Sun Capital
- Acquisition of Key Safety Systems by Crestview
- Acquisition of Chrysler by Cerberus
- Advisor to GM on Delphi Bankruptcy
- Sale of Chicago Miniature Lighting to AGM Automotive
- Sale of Finnveden Metal Structures to Shiloh Industries Inc.
- Advisor to TriVero Group on the Acquisition and Financing of BTM Company
- Sale of Control-Tec LLC to Delphi Automotive
- Tenneco Automotive High Yield Debt Offering
- American Axle & Manufacturing \$150MM Convert/\$250MM Debt/\$600MM Synd
- TRW Automotive \$675MM Initial Public Offering
- BMW of North America \$1.5Bn ABS Offering
- Ford Motor Credit \$1.9Bn ABS Offering
- Navistar International \$250MM High Yield Debt Offering
- Lear Corporation \$400MM High Grade Debt Offering
- DaimlerChrysler \$1.5Bn High Grade Debt Offering
- TRW Automotive \$300MM HY Liability Mgmt/\$1.9Bn Synd
- Tenneco Automotive \$500MM High Yield Debt Offering
- GMAC \$2.5Bn High Grade Debt Offering
- BMW of North America \$750MM Debt Private Placement
- Dana Corporation \$890MM Debt Tender/ \$450MM Debt Offering
- Navistar International \$400MM High Yield Offering

# Contact Us

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## About Peakstone

Peakstone is an investment bank that specializes in mergers and acquisitions advisory and capital raising for middle market clients. Our team is comprised of senior investment banking professionals who have decades of experience and have executed hundreds of transactions totaling billions of dollars. For additional information, visit [www.peakstone.com](http://www.peakstone.com).

### Contact

**Alex Fridman**

Managing Director

[alex@peakstone.com](mailto:alex@peakstone.com)

312-204-7300

**Calvin Ye**

Analyst

[cye@peakstone.com](mailto:cye@peakstone.com)

312-262-7734