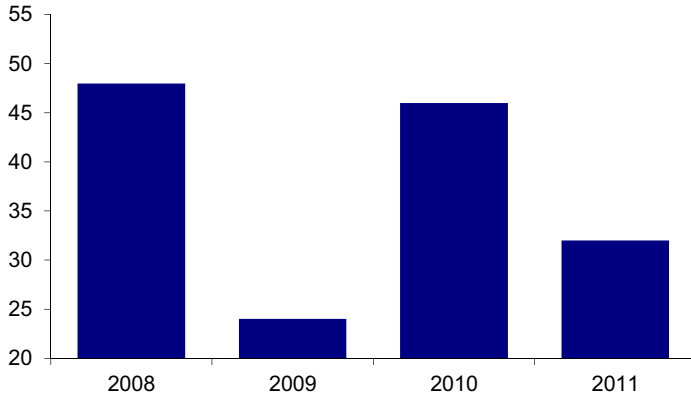
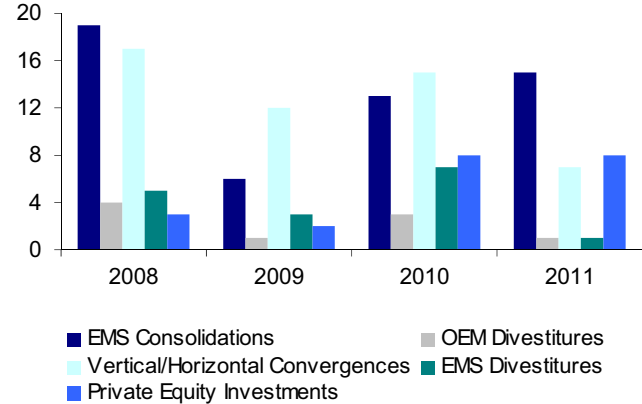


# 2011 Deal Volume — Year in Review

**Chart A: Completed EMS Transactions**

**Chart B: Year Comparison—EMS M&A by Deal Type**


## Announcements

- Jabil Circuit (NYSE: JBL) has acquired Telmar Network Technology, Inc. (December-1)
- Paramit Corporation has acquired Lemtronics Sdn. Bhd. (November-30)
- Nordica Capital Partners has acquired HPI Electronics & Cables (November-1)
- Oncore Manufacturing Services LLC, a portfolio company of Charlesbank Capital Partners, has acquired Alta Electronics International, Inc. (October-26)

## 2011 Summary

There were 32 completed EMS transactions in 2011, down from 46 recorded in 2010. EMS Consolidations were the most common type of transaction with 15 transactions in 2011, or 47% of total activity, compared to 13 transactions in 2010 which represented 28% of activity last year.

In 2011, there were seven Vertical/Horizontal Convergence transactions, down significantly from the 15 recorded in 2010. This year's activity represented 22% of the total, compared to 33% last year.

Private equity investments remained equal to last year's activity at eight total transactions in 2011, or 25% of the total, as compared to 17% last year. Lincoln expects that this stagnancy was due in part to the volatile market conditions and financing difficulty during the year triggered by concerns over the European debt crisis.

EMS divestiture transactions were down with one transaction in 2011 compared to seven transactions in 2010, representing approximately 3% and 15% of total transactions in 2011 and 2010, respectively.

OEM divestitures accounted for one transaction in 2011 compared to three in 2010. As a percentage of total transactions, OEM divestitures accounted for 3% in 2011 as opposed to 7% in 2010.

As illustrated in Chart C below, seven of the deals completed in 2011 were cross-border. Within this category, three transactions were between low-cost regions and high-cost regions, and four were between two different high-cost regions. For this same period, 12 transactions occurred within the U.S. and Canada (38% of the total), 11 occurred within Europe (34%) and two occurred within Asia (6%).

In terms of the size of transactions, 2011 was led by the Small Tier, with 22 transactions, or approximately 69% of total activity. Large Tier EMS providers closed four transactions, representing approximately 13% of the total. Mid Tier providers added six transactions, representing approximately 19% of the total.

## EMS Size Guide

(Sales Dollars)

### Large (Tier I)

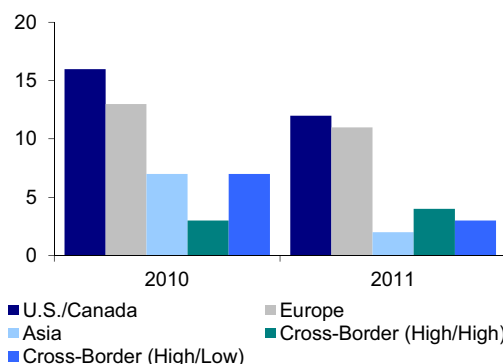
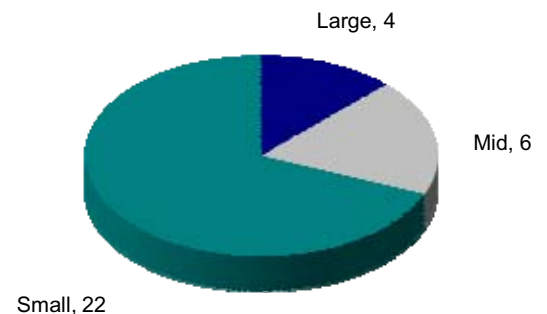
Greater than \$3 billion

### Mid (Tier II)

\$300 million to \$3 billion

### Small (Tier III)

Below \$300 million

**Chart C: Year Comparison—EMS M&A by Geography**

**Chart D: 2011 Mergers and Acquisitions by Size**


Sources: All information contained in this newsletter including the charts was obtained from company websites, Custer Reports, Lincoln International's internal data, Manufacturing Market Insider and Capital IQ.

Note: "High/High" indicates cross-border transactions between Japan, Taiwan, Western Europe and U.S./Canada; "High/Low" indicates cross-border transactions between high-cost regions and low-cost regions.

## 2011 EMS Transaction Summary

#	Date	Acquirer	Seller	Target	Type
1	Dec-11	Jabil Circuit Inc.	Warburg Pincus LLC	Telmar Network Technology, Inc.	1
2	Nov-11	Paramit Corporation	Lemarne Corp. Ltd.	Lemtronics Sdn. Bhd.	1
3	Nov-11	ETK Elektronik	Zoma Electronics	Zoma's EMS Dutch and Thai factories	1
4	Nov-11	Nordica Capital Partners	HPI Electronics & Cables	HPI Electronics & Cables	5
5	Oct-11	OnCore Manufacturing Services LLC	Alta Electronics International Inc.	Alta Electronics International Inc.	1
6	Oct-11	Hon Hai Precision Industry	Cisco Systems	Cisco's set-top box facility in Mexico	2
7	Oct-11	PeerTV Plc	DigiTek Holdings Ltd.	DigiTek Holdings Ltd.	3
8	Sep-11	SMTC Corp.	ZF Array Technology, Inc.	ZF Array Technology, Inc.	1
9	Sep-11	Da-Tech Corporation	Synchronized Manufacturing Technologies	Synchronized Manufacturing Technologies	1
10	Aug-11	OnCore Manufacturing Services LLC	UIB Capital Inc	Victron, Inc.	1
11	Jul-11	Integrated Microelectronics, Inc.	EPIQ NV	EPIQ Bulgaria, Mexico and Czech	1
12	Jul-11	AODE Electronics	Adetel Group SA	Breizadic	3
13	Jun-11	Ducommun, Inc.	LaBarge, Inc.	LaBarge, Inc.	3
14	Jun-11	Celestica, Inc.	Brooks Automation Inc.	Brooks' Contract Manufacturing Operation	1
15	May-11	Asteel Flash, Lacroix Electronics, Skywave	TES Electronics Solutions	TES Electronics Solutions France	1
16	May-11	PhotonStar LED Group PLC	Camtronics Vale Ltd.	Camtronics Vale Ltd.	3
17	May-11	Videoton Holding	STS Technology	STS Technology	3
18	Apr-11	Guardian Capital Partners	R & D Circuits, Inc.	R & D Circuits, Inc.	5
19	Apr-11	PKC Group Oyj	Segu Systemelektrik Gmbh	Segu Systemelektrik Gmbh	1
20	Apr-11	Prairie Capital, L.P.; Vierville Capital, LLC	Pyott-Boone Electronics, Inc.	Pyott-Boone Electronics, Inc.	5
21	Apr-11	Zurmont Madison Management AG	CCS Holding AG	CCS Holding AG	5
22	Mar-11	Skeab Elektronik AB	Qfab Elektronik AB	Qfab Elektronik AB	1
23	Mar-11	Private	Bulova Technologies Group, Inc.	BT Manufacturing Company, LLC	4
24	Mar-11	Sparton Corporation	Byers Peak, Inc.	Byers Peak, Inc.	1
25	Mar-11	Elcoteq SE	BroadTech Inc.	BroadTech Inc.	3
26	Feb-11	Jabil Circuit Inc.	Mercatech, Inc.	Compétech	1
27	Feb-11	Norautron AS	Elektronix AS	Elektronix AS	3
28	Jan-11	Main Street Capital Holdings, LLC	Conelec of Florida, LLC	Conelec of Florida, LLC	5
29	Jan-11	Austria Wirtschaftsservice Gesellschaft mbH	Burgenlandische Elektrizitätswirtschafts AG	BECOM Electronics GmbH	5
30	Jan-11	API Technologies Corp.	SenDEC Corporation	SenDEC Corporation	1
31	Jan-11	Guardian Capital Partners	Saugatuck Capital Management	PPI-Time Zero	5
32	Jan-11	Altaris Capital Partners, LLC	Paramit Corporation	Paramit Corporation	5

Type Key: 1=EMS Consolidation, 2=OEM Divestiture, 3=Vertical/Horizontal Integration, 4=EMS Divestiture, 5=Private Equity Investment

### About Lincoln International

Lincoln International specializes in merger and acquisition advisory services, debt advisory services, private capital raising and restructuring advice on mid-market transactions. Lincoln International also provides fairness opinions, valuations and pension advisory services on a wide range of transaction sizes. With twelve offices (three in the Americas, two in Asia, and seven in Europe) and strategic partnerships with leading institutions in China and Korea, Lincoln International has strong local knowledge and contacts in the key global economies. The firm provides clients with senior-level attention, in-depth industry expertise and integrated resources. By being focused and independent, Lincoln International serves its clients without conflicts of interest. More information about Lincoln International can be obtained at [www.lincolninternational.com](http://www.lincolninternational.com).



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