



M&A INSIGHTS

# Furniture

Q1 2026

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# Furniture M&A Insights

## Q1 Update: A Market Defined by Selectivity, Not Slowdown

Furniture M&A activity in Q1 2026 held steady at 15 transactions, in line with Q4 2025 and reflective of a market that continues to reward discipline over volume. Strategic acquirers remained the dominant force, while private equity participation stayed measured, focused on opportunities with strong earnings visibility and clearly defined integration risk. Buyers are not standing down – but they are underwriting more selectively, and sellers without a clear, compelling story are facing longer processes and increased scrutiny compared to prior cycles.

## Execution Over Expansion: HNI’s Steelcase Integration

- Early post-close commentary highlights a focus on **disciplined integration**, though operating visibility remains limited
- Integration is “**off to a strong start**” with a reiterated \$120M cost synergy target
- Value creation is focused on **Americas-based cost synergies** with no revenue upside assumed
- **Dealer networks and sales channels** remain intact, prioritizing minimal disruption

## Building Through Adjacency: Haworth’s Q1 Acquisitions

Haworth’s acquisitions of Heller Furniture and a majority stake in Tayco reflect a continued focus on targeted capability expansion and brand-led growth.

- Expands capabilities across **design-led brands (Heller)** and **scaled manufacturing (Tayco)**
- Signals a renewed and more **deliberate use of M&A**, marking Haworth’s first acquisitions since Zanotta in 2023 and a more active posture in the current market

## Across Both Transactions

- Acquirer adds **manufacturing capacity** and premium **brand equity**
- **Preserves leadership** continuity, minimizing integration risk
- The transactions build on \$2.7B in 2025 revenue (+8%), reinforcing a strategy of **diversification beyond traditional office furniture**

“ We want lovers of Heller to know the brand is in good hands, as Haworth will focus on providing the resources needed to grow and flourish.

**Franco Bianchi**  
CEO - Haworth

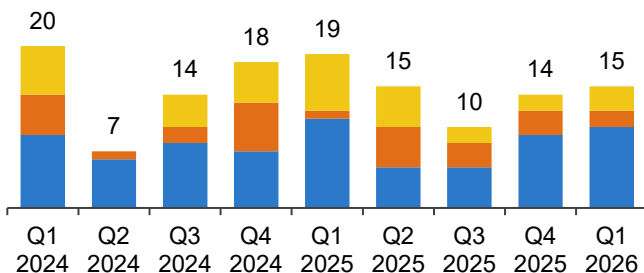
## What We’re Watching

HNI’s Steelcase integration and Haworth’s recent acquisitions reinforce a consistent theme: execution certainty is driving M&A outcomes in the current environment

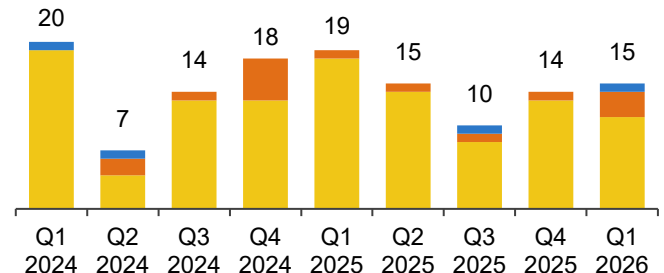
- Continued focus on clearly underwritten cost synergies over revenue upside
- Preference for low integration risk and operational continuity
- Ongoing emphasis on product adjacency and channel expansion
- A widening gap where high-quality assets attract interest, while others face longer timelines and more structured processes

In a more measured demand environment, these dynamics are contributing to a more selective market—favoring disciplined, strategically aligned transactions.

## Transaction Count by Segment



## Transaction Count by Buyer Type



■ Furniture Manufacturer ■ Furniture Retailer ■ Furniture Distributor

■ Strategic ■ Private Equity ■ Hybrid

Source: Wall Street Research, Capital IQ, SEC Filings

# Strategic Deals Spotlight

Strategics again accounted for the majority of Q1 activity, consistent with a market that continues to favor scale, integration readiness, and durable demand profiles.

## Adams Group Acquires Mill-Rite Woodworking



On **Jan. 1, 2026**, **Adams Group**, an FDMC 300-ranked commercial interiors manufacturer headquartered in North Port, FL, acquired **Mill-Rite Woodworking**, a Pinellas Park, FL-based custom architectural woodwork specialist serving retail, hospitality, and corporate clients. Mill-Rite will operate as Adams Group's Specialty Wood and Stone Division, expanding the platform's vertically integrated production capabilities.

[Read more about this deal online.](#)

**Strategic Rationale:** Deepens vertically integrated capabilities and broadens capacity for complex commercial interior projects across retail, hospitality, and corporate channels.

## Haworth Acquires Heller Furniture

HAWORTH



Heller

On **Feb. 16, 2026**, Holland, MI-based **Haworth** acquired **Heller Furniture**, an iconic modern design brand known for its indoor-outdoor furniture and accessories. Heller will maintain its existing retail distribution while gaining access to Haworth's global platform and dealer network, with John Edelman continuing as Creative Director and Andrew McPhee assuming the role of General Manager.

[Read more about this deal online.](#)

**Strategic Rationale:** Expands brand portfolio with a design-forward, American-made label and strengthens reach across residential, design trade, and contract channels globally.

## Haworth Acquires Majority Stake in Tayco

HAWORTH



tayco®

On **Feb. 25, 2026**, **Haworth** acquired a majority shareholding in **Tayco**, a Toronto, ON-based manufacturer of office furniture and casegoods with nearly 50 years of expertise across work systems, storage, tables, and seating. Tayco will continue operating independently under President Bill Melnik, with full continuity in products, programs, and dealer relationships. Haworth dealers will gain the ability to offer Tayco products, broadening their North American product offerings.

[Read more about this deal online.](#)

**Strategic Rationale:** Adds world-class Canadian manufacturing capacity and broadens product offerings available to dealers across North America.

Source: Wall Street Research, Capital IQ, SEC Filings

# Private Equity Spotlights

Private equity and platform M&A activity accounted for 27% of total furniture transactions in Q1 2026.

## One Rock Capital Partners Acquires Majority Stake in American Furniture Rentals, Inc.

**ONE ROCK**  
CAPITAL PARTNERS



On **Jan. 14, 2026**, New York-based **One Rock Capital Partners** acquired a majority stake in **American Furniture Rentals, Inc.**, a Pennsauken, NJ-based national furniture rental provider operating 28 U.S. distribution centers, serving the events, trade show, residential, and commercial markets. Founder Neil Scholnick will retain a minority stake and board seat. [Read more about this deal online.](#)

**Strategic Rationale:** Backs a scaled, service-driven platform with a 50-year history and meaningful runway for geographic and market expansion. “AFR has grown to be a leader in the furniture rental industry and earned its customers’ trust,” said Michael Koike, Partner at One Rock.

## SouthWorth Capital Management Acquires American Furniture Manufacturing Inc.



On **Jan. 19, 2026**, Memphis-based family office **SouthWorth Capital Management** acquired **American Furniture Manufacturing (AFM)**, an Ecu, MS-based vertically integrated upholstered residential furniture manufacturer with 700,000+ sq. ft. of manufacturing capacity, 650+ employees, and a 45+ year history. [Read more about this deal online.](#)

**Strategic Rationale:** Acquires a vertically integrated, free cash flow-generative platform with a scalable cost structure and established retail relationships. “AFM represents exactly the type of business we seek—strong fundamentals, experienced leadership, and significant growth potential,” said SouthWorth Capital Management Chairman Jeff Presley.

## Highland Rim Capital Acquires Xybix Systems



On **Jan. 30, 2026**, Nashville-based **Highland Rim Capital** acquired **Xybix Systems**, founded in 1991, is a Littleton, CO-based designer, manufacturer, and installer of ergonomic workstations for mission-critical environments. Xybix serves more than 500 state and local government agencies, primarily 911 dispatch centers, and will continue to be led by CEO Adam Cookson. [Read more about this deal online.](#)

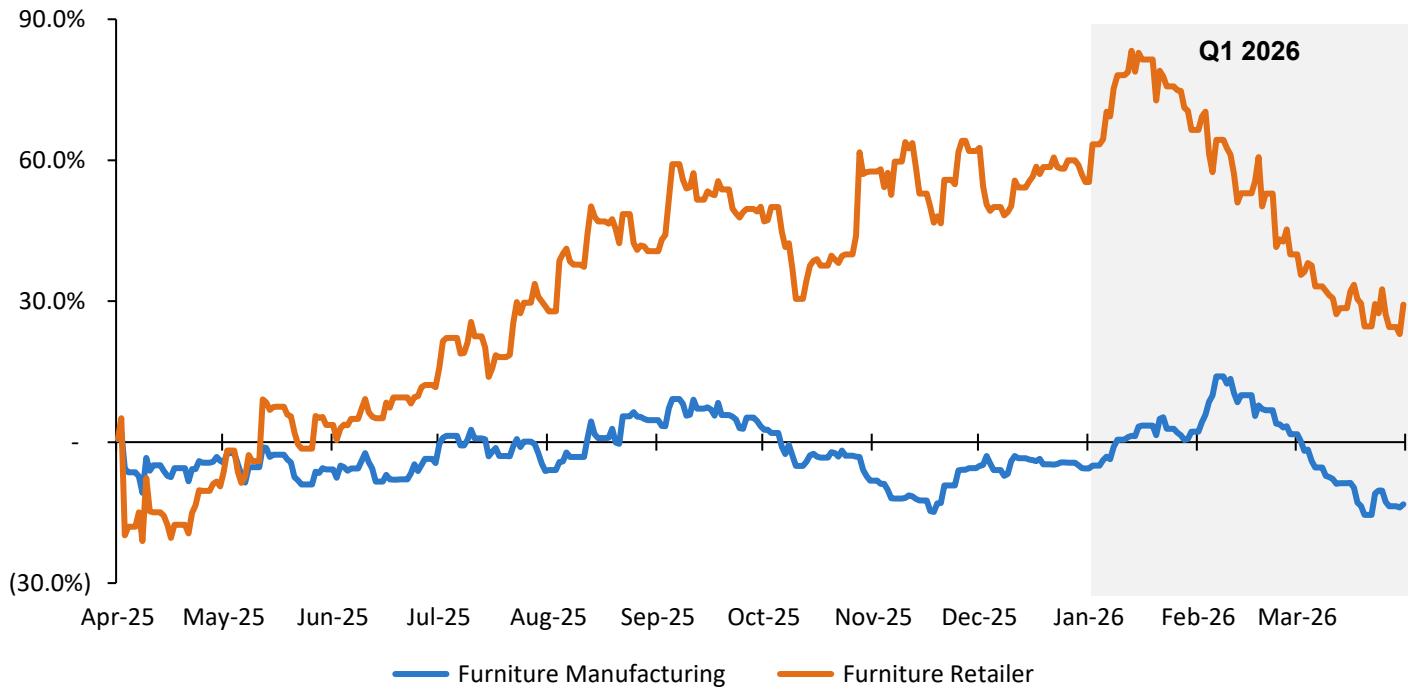
**Strategic Rationale:** Establishes a platform in mission-critical ergonomic solutions with a loyal government customer base and opportunity to expand into adjacent essential end markets.

Source: Wall Street Research, Capital IQ, SEC Filings

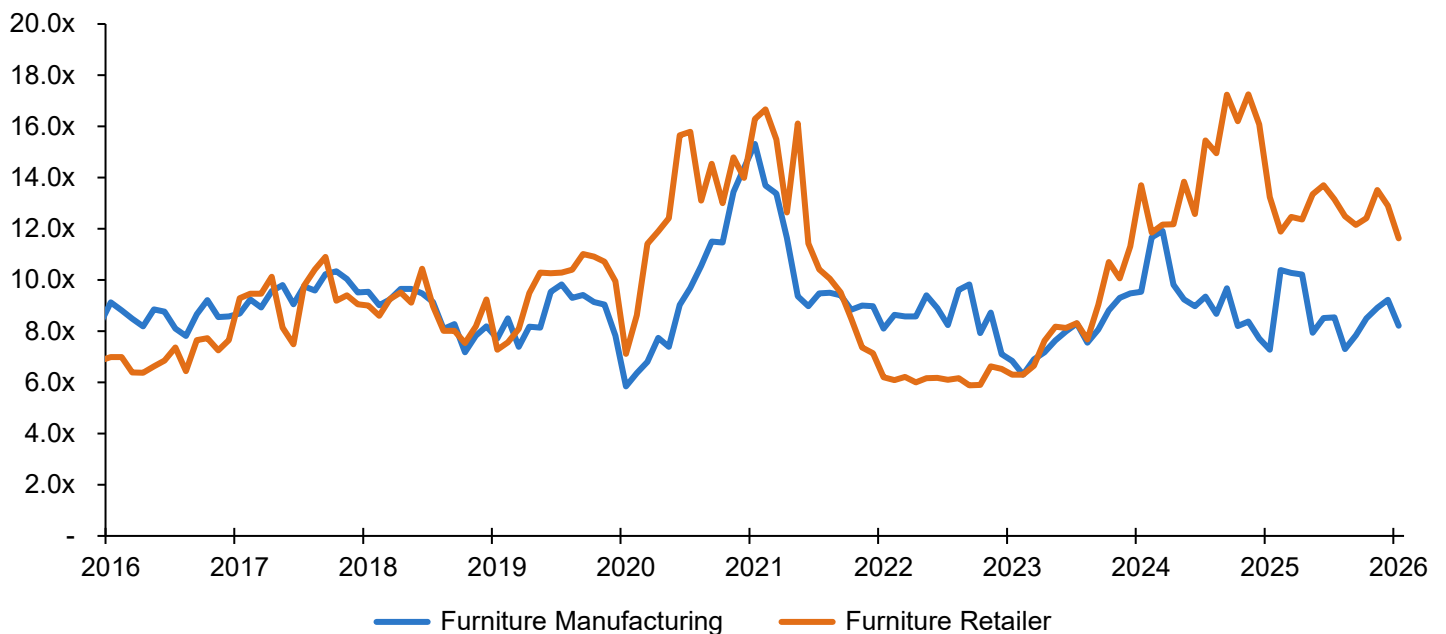
# Public Valuation Trends

Valuations across the furniture industry were mixed in Q1 2026. Retailer share prices peaked in January before moderating through March, giving back a portion of late-2025 gains as consumer demand signals remained inconsistent. Manufacturers continued to face headwinds, with share prices held in negative territory by persistent uncertainty around production volumes and order flow.

### One-Year Share Price Performance by Segment



### Rolling EV/EBITDA by Segment



Source: Wall Street Research, Capital IQ, SEC Filings

# Public Trading Data

## Operating Statistics

	LTM Revenues		LTM EBITDA			LTM Net Income		LTM Capex		Debt /		Net Debt /
	\$(M)	3 yr CAGR	\$(M)	Margin	3 yr CAGR	\$(M)	Margin	\$(M)	% Sales	EBITDA	Capital	EBITDA
<b>Furniture Manufacturing</b>												
American Woodmark Corporation	\$1,522	(2.7%)	\$128	8.4%	(13.9%)	\$18	1.2%	\$35	2.3%	2.8x	34.9%	3.8x
Bassett Furniture Industries, Incorporated	333	(11.6%)	16	4.7%	(24.4%)	5	1.6%	5	1.4%	2.2x	34.1%	5.5x
Ethan Allen Interiors Inc.	600	(9.1%)	66	10.9%	(26.2%)	44	7.3%	9	1.5%	1.1x	20.3%	1.9x
Flexsteel Industries, Inc.	457	(6.8%)	40	8.8%	37.1%	21	4.6%	5	1.1%	1.1x	23.8%	1.4x
HNI Corporation	2,839	6.3%	330	11.6%	22.4%	54	1.9%	66	2.3%	4.3x	46.5%	4.8x
Hooker Furnishings Corporation	375	(12.5%)	(1)	(0.2%)	(65.6%)	(20)	(5.4%)	3	0.9%	3.1x	15.1%	(37.4x)
Interface, Inc.	1,387	2.2%	204	14.7%	9.5%	116	8.4%	46	3.3%	1.2x	30.0%	1.3x
La-Z-Boy Incorporated	2,127	(3.6%)	187	8.8%	(13.3%)	84	3.9%	79	3.7%	2.0x	35.0%	3.0x
MasterBrand, Inc.	2,735	(5.8%)	256	9.4%	(9.1%)	27	1.0%	78	2.9%	4.1x	46.6%	4.6x
MillerKnoll, Inc.	3,799	(2.4%)	385	10.1%	(1.0%)	11	0.3%	123	3.2%	3.6x	56.1%	4.6x
Mohawk Industries, Inc.	10,785	(2.8%)	1,367	12.7%	(5.5%)	370	3.4%	440	4.1%	1.5x	22.7%	1.8x
Natuzzi S.p.A.	338	(9.3%)	(4)	(1.1%)	(38.1%)	(21)	(6.1%)	6	1.7%	0.8x	12.1%	(1.6x)
Virco Mfg. Corporation	202	12.9%	11	5.6%	(6.8%)	4	1.9%	6	3.0%	1.8x	26.9%	3.7x
<b>Mean</b>		<b>(4.8%)</b>		<b>8.2%</b>	<b>(10.7%)</b>		<b>1.8%</b>		<b>2.4%</b>	<b>2.3x</b>	<b>31.4%</b>	<b>(0.5x)</b>
<b>Median</b>		<b>(4.7%)</b>		<b>8.8%</b>	<b>(13.9%)</b>		<b>1.9%</b>		<b>1.5%</b>	<b>2.2x</b>	<b>34.1%</b>	<b>2.4x</b>
<b>Furniture Retailer</b>												
Haverty Furniture Companies, Inc.	\$759	(10.2%)	\$45	6.0%	(30.4%)	\$20	2.6%	\$20	2.6%	2.2x	41.3%	4.8x
RH	3,440	(1.4%)	541	15.7%	(13.8%)	125	3.6%	200	5.8%	5.4x	98.4%	7.1x
Wayfair Inc.	12,457	0.6%	205	1.6%	(44.0%)	(313)	(2.5%)	70	0.6%	10.3x	283.6%	21.0x
Williams-Sonoma, Inc.	7,807	(3.5%)	1,649	21.1%	(1.6%)	1,088	13.9%	259	3.3%	0.7x	41.2%	0.9x
<b>Mean</b>		<b>(5.8%)</b>		<b>10.9%</b>	<b>(22.1%)</b>		<b>3.1%</b>		<b>4.2%</b>	<b>3.8x</b>	<b>69.9%</b>	<b>5.9x</b>
<b>Median</b>		<b>(5.8%)</b>		<b>10.9%</b>	<b>(22.1%)</b>		<b>3.1%</b>		<b>4.2%</b>	<b>3.8x</b>	<b>69.9%</b>	<b>5.9x</b>

## Trading Multiples

	Price 03/31/26	% 52-Wk High	Market Cap	Net Debt	Tot. Ent. Value	Total Enterprise Value /				P / E	
						Revenues		EBITDA		LTM	NFY
						LTM	NFY	LTM	NFY		
<b>Furniture Manufacturing</b>											
American Woodmark Corporation	\$39.83	55%	\$580	\$455	\$1,036	0.7x	0.7x	8.1x	9.3x	33.2x	26.2x
Bassett Furniture Industries, Incorporated	14.15	72%	123	34	157	0.5x	0.5x	10.1x	8.4x	22.9x	12.4x
Ethan Allen Interiors Inc.	22.26	71%	566	(18)	549	0.9x	0.9x	8.4x	8.5x	12.9x	14.1x
Flexsteel Industries, Inc.	44.94	75%	240	19	259	0.6x	0.6x	6.5x	8.8x	12.3x	12.7x
HNI Corporation	33.39	63%	2,404	1,378	3,782	1.3x	0.6x	11.5x	5.6x	30.1x	8.2x
Hooker Furnishings Corporation	12.88	81%	137	29	166	0.4x	0.5x	nfm	nfm	nfm	22.2x
Interface, Inc.	24.92	71%	1,444	203	1,648	1.2x	1.1x	8.1x	7.1x	12.7x	11.8x
La-Z-Boy Incorporated	32.14	72%	1,315	272	1,587	0.7x	0.7x	8.5x	7.8x	16.1x	11.6x
MasterBrand, Inc.	8.31	58%	1,060	991	2,051	0.7x	0.8x	8.0x	10.9x	39.6x	25.2x
MillerKnoll, Inc.	14.46	62%	989	1,676	2,664	0.7x	nfm	6.9x	6.8x	nfm	nfm
Mohawk Industries, Inc.	98.46	69%	6,051	1,607	7,658	0.7x	0.7x	5.6x	5.6x	16.6x	10.2x
Natuzzi S.p.A.	3.05	55%	34	(10)	23	0.1x	nfm	nfm	nfm	nfm	nfm
Virco Mfg. Corporation	6.12	58%	96	15	112	0.6x	0.4x	9.8x	nfm	25.2x	8.0x
<b>Mean</b>		<b>66%</b>				<b>0.7x</b>	<b>0.7x</b>	<b>8.3x</b>	<b>7.9x</b>	<b>22.2x</b>	<b>14.8x</b>
<b>Median</b>		<b>69%</b>				<b>0.7x</b>	<b>0.7x</b>	<b>8.1x</b>	<b>8.1x</b>	<b>19.7x</b>	<b>12.4x</b>
<b>Furniture Retailer</b>											
Haverty Furniture Companies, Inc.	\$21.18	77%	\$343	\$91	\$434	0.6x	0.5x	9.5x	nfm	17.8x	11.3x
RH	139.82	54%	2,625	3,772	6,397	1.9x	1.7x	11.8x	11.4x	22.2x	22.9x
Wayfair Inc.	75.21	63%	9,834	2,755	12,589	1.0x	1.0x	nfm	15.1x	nfm	26.1x
Williams-Sonoma, Inc.	182.33	82%	21,700	437	22,137	2.8x	2.7x	13.4x	13.1x	20.6x	19.7x
<b>Mean</b>		<b>69%</b>				<b>1.6x</b>	<b>1.5x</b>	<b>11.6x</b>	<b>13.2x</b>	<b>20.2x</b>	<b>20.0x</b>
<b>Median</b>		<b>70%</b>				<b>1.4x</b>	<b>1.3x</b>	<b>11.8x</b>	<b>13.1x</b>	<b>20.6x</b>	<b>21.3x</b>

Source: Wall Street Research, Capital IQ, SEC Filings

# Furniture Industry Practice Team



**Jenny Dakoske**  
**Director**  
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Jenny Dakoske has more than 18 years of experience in finance, advising privately held companies, private equity firms, and family offices on mergers, acquisitions, recapitalizations, and growth financings. She serves as the furniture deal lead at KSM Corporate Finance and as the firm’s financial sponsors practice lead.



**Gavin Houtkooper**  
**Analyst**  
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Gavin joined KSM Corporate Finance as an analyst in 2025. He supports KSM Corporate Finance M&A advisory and valuation activities. His responsibilities include industry research, financial modeling, material creation, and more. He earned his Bachelor of Arts degree in business from Kalamazoo College in 2025.

## Recent KSM Corporate Finance Furniture Experience

**StorrOffice**  
ENVIRONMENTS

A provider of integrated furniture, design, and workplace solutions, based in Raleigh, NC.

Has been acquired by

**TZG THE ZAF GROUP**

Charter principals served as exclusive M&A advisor to Storr Office Environments, Inc.

**CHARTER**

**landscapeforms**<sup>®</sup>

A manufacturer of outdoor site furnishings and lighting for commercial and public spaces headquartered in Kalamazoo, Michigan.

Has acquired

**loll designs**

Charter principals served as exclusive M&A advisor to Landscape Forms.

**CHARTER**

**DAVID EDWARD**

A designer and manufacturer of premium contract furniture with facilities in Baltimore and Pennsylvania.

Has been acquired by

**Kimball**

Charter principals served as exclusive M&A advisor to David Edward Furniture.

**CHARTER**

**KFI**  
seating

A leading supplier of business and institutional furniture products headquartered in Louisville, Kentucky.

Has been acquired by

**Weller Equity**

Charter principals served as exclusive financial advisor to KFI Seating.

**CHARTER**

**SAUDER**  
MANUFACTURING CO.

A contract furniture manufacturer headquartered in Archbold, Ohio.

Has been acquired by

**Butler**  
WOODCRAFTERS

Charter principals served as exclusive M&A advisor to Sauder Manufacturing Co.

**CHARTER**

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KSM Corporate Finance, formerly Charter Capital Partners, provides lower-middle-market investment banking with a hands-on, straightforward approach that is backed by the expanded resources, industry depth, and integrated capabilities of KSM.

Our team brings deep M&A experience combined with KSM’s national advisory platform – giving clients more perspective, more connectivity, and more support, without losing the high-touch experience clients have long valued.

**One team. Integrated support. Practical advice.**

Type	Expertise
<b>Sell-Side Advisory</b>	<ul style="list-style-type: none"> <li>Exit readiness and planning</li> <li>Positioning and value narrative development</li> <li>Buyer identification and outreach</li> <li>Process management and negotiations</li> </ul>
<b>Buy-Side Advisory</b>	<ul style="list-style-type: none"> <li>Acquisition strategy and target screening</li> <li>Financial analysis and diligence support</li> <li>Valuation, structuring, and negotiations</li> </ul>
<b>Capital Advisory</b>	<ul style="list-style-type: none"> <li>Debt and equity alternatives</li> <li>Lender and investor preparation</li> <li>Recapitalizations and minority investments</li> </ul>
<b>Valuation &amp; Strategic Alternatives</b>	<ul style="list-style-type: none"> <li>Business and transaction valuation</li> <li>Strategic alternatives assessments</li> <li>Ownership and shareholder planning</li> </ul>

*Broker dealer services offered through M&A Securities Group, Inc., Member FINRA/SIPC, a separate entity from Charter Capital Partners and Katz, Sapper & Miller. The testimonials presented may not be representative of the experience of other clients and are not indicative of future performance or success.*

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