M&A INSIGHTS

Industrial Manufacturing

Q2 2026

ksm
Corporate Finance

KSM Corporate Finance
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Industrial Manufacturing M&A Insights

Q2 Update: Moderating Activity, Continued Selectivity

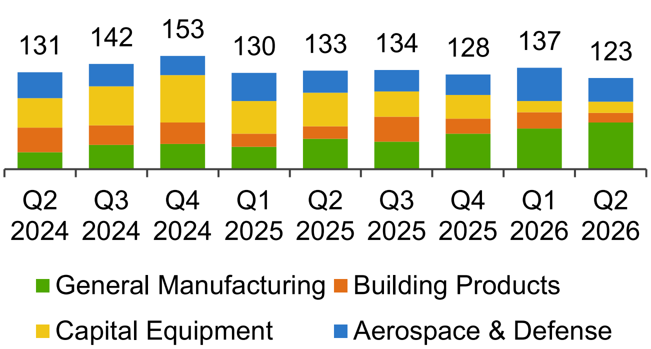
Industrial manufacturing M&A activity moderated in Q2 2026, with 123 transactions announced, down from 137 in Q1 2026 and 133 in Q2 2025. Despite a Q2 2026 decrease across the board, strategic buyers remain active, with capital directed toward differentiated capabilities exposed to AI infrastructure, grid modernization, defense, automation, and reshoring. These themes continue to create demand for manufacturers serving critical infrastructure and technically demanding applications.

Buyer selectivity remains elevated, with acquirers prioritizing specialized capabilities and defensible market positions over incremental scale. Strategic buyers continue to drive activity, while private equity remains focused on platforms and add-ons with growth and operational improvement opportunities. Larger, capability-driven transactions continue to attract capital as deal volume moderates.

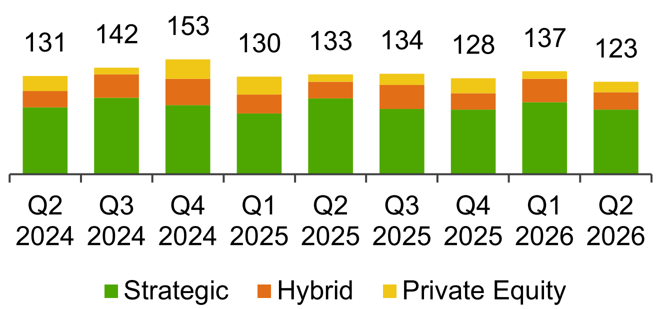
Looking ahead, investment across AI infrastructure, electrification, defense, and reshoring should continue to support industrial M&A through the second half of 2026.

> "This transaction (CIRCOR Aerospace) represents our latest strategic investment in longer-cycle, higher-growth, high-margin businesses… we expect to further accelerate growth and achieve operational synergies to create shareholder value."
>
> ***Jennifer Parmentier***
> *Chairman & CEO*

Transaction Count by Segment



Transaction Count by Buyer Type



KSMCF Deal Highlight

Project Bedrock

Has been acquired by

Private Investor

ksm Corporate Finance

May 2026

General Manufacturing

- KSM Corporate Finance advised Project Bedrock on its sale to a Private Investor.
- Project Bedrock is a century-old North American manufacturer of engineered anchoring, threaded steel, and related construction components used in critical infrastructure applications.
- The Company's differentiated position is built on specialized steel threading and fabrication capabilities, in-house engineering expertise, a broad North American operating footprint, and long-standing relationships with contractors serving infrastructure markets.

Transactions were performed by principals of KSM Corporate Finance acting in their capacity as registered representatives of M&A Securities Group, Inc., Member FINRA/SiPC, a separate entity from KSM Corporate Finance and Katz, Sapper & Miller.

Source: Wall Street Research, Capital IQ, SEC Filings

Private Equity & Platform Spotlights

Private equity and PE-backed platform buyers represented approximately 30% of total industrial manufacturing transactions in Q2 2026.

Active Private Equity Platforms

Platform	Ownership	Segment	Recent Transactions
Marco Sealing Solutions	Align Capital Partners	General Manufacturing	5/20/26 – Pride Seals (Cincinnati, OH) 6/3/25 – Colonial Seal Company (Westville, NJ) 2/8/24 – Allied Metrics O-Rings & Seals (Naples, FL)
Compass Precision	MainSt Capital Corporation	General Manufacturing	5/5/26 – Accu-Tool (Apex, NC) 11/18/25 – Trutron Corporation (Troy, MI) 7/21/25 – Pocasset Machine Corporation (Pocasset, MA)
BTX Precision	L2 Capital Partners	Aerospace & Defense	4/30/26 – Aztalan Engineering (Lake Mills, WI) 4/8/26 – Maitland Engineering (South Bend, IN) 4/7/26 – Arrow Engineering (Rockford, IL)
Signia Aerospace	Arcline Investment Management	Aerospace & Defense	4/9/26 – Aerox Aviation Oxygen Systems (Bonita Springs, FL) 8/11/25 – Precise Flight (Bend, OR) 10/31/24 – Onboard Systems Hoist & Winch (Anaheim, CA)
Mission Critical Group	Emerald Lake Capital Management	Capital Equipment	4/3/26 – TxLa Systems (Huffman, TX) 11/5/25 – Leman Engineering and Consulting (Brookston, IN) 4/24/25 – DVM Power + Control (West Chester, PA)

Key Private Equity Activity

Key Private Equity Platform Acquisitions	**Target:**	Tramont (a UCA Group Company)	Lang Specialty Trailers	Inventus Power
	Acquirer:	Graycliff Partners	Continuim Equity Partners	H.I.G. Capital
	Date:	**5/12/26**	**5/8/26**	**4/15/26**
Key Private Equity Platform Exits	**Target:**	NSI (Sentinel)	Precision Aerospace Holdings (CIC Partners)	Precision Group (Core Industrial)
	Acquirer:	Hubbell	Precinmac (Centerbridge)	Windjammer Capital
	Date:	**6/10/26**	**4/2/26**	**4/1/26**

Source: Wall Street Research, Capital IQ, SEC Filings

Key Deals Spotlight

Hubbell Acquires NSI Industries (Sentinel Capital Partners)

Transaction Theme: Strategic expansion into electrical components serving electrification, data-center and infrastructure demand.

On June 10, 2026, **Hubbell** completed its $3.0 billion acquisition of NSI Industries from Sentinel Capital Partners. Headquartered in Huntersville, North Carolina, NSI manufactures electrical fittings, connectors, components, and wire-management products sold through more than 2,000 North American distributors. The acquisition expands Hubbell Electrical Solutions' product portfolio and increases exposure to light industrial, data-center, and network-infrastructure applications.

Read more about this deal online.

Nexans Acquires Republic Wire

Transaction Theme: U.S. electrification platform expansion with exposure to infrastructure and data-center growth.

On June 1, 2026, **Nexans** completed its acquisition of **Republic Wire**, a Cincinnati-based manufacturer of low-voltage copper and aluminum wire products serving electrical distributors, utilities, and municipalities across the United States and Canada. The transaction broadens Nexans' North American industrial and commercial platform and increases its exposure to infrastructure modernization, residential and commercial construction, and data-center expansion.

Read more about this deal online.

Windjammer Capital Acquires PrecisionX Group (CORE Industrial Partners)

Transaction Theme: Sponsor-to-sponsor investment in a scaled precision-manufacturing platform serving regulated, mission-critical markets.

On April 1, 2026, **Windjammer Capital** acquired **PrecisionX Group** from CORE Industrial Partners. Headquartered in Waterbury, Connecticut, PrecisionX manufactures high-precision metal components for aerospace and defense, medical device, and satellite and space applications. The Company operates seven U.S. facilities and provides deep-drawn forming, progressive stamping, Swiss screw machining, CNC machining, and wire EDM capabilities. The investment positions PrecisionX as a platform for organic growth and future acquisitions.

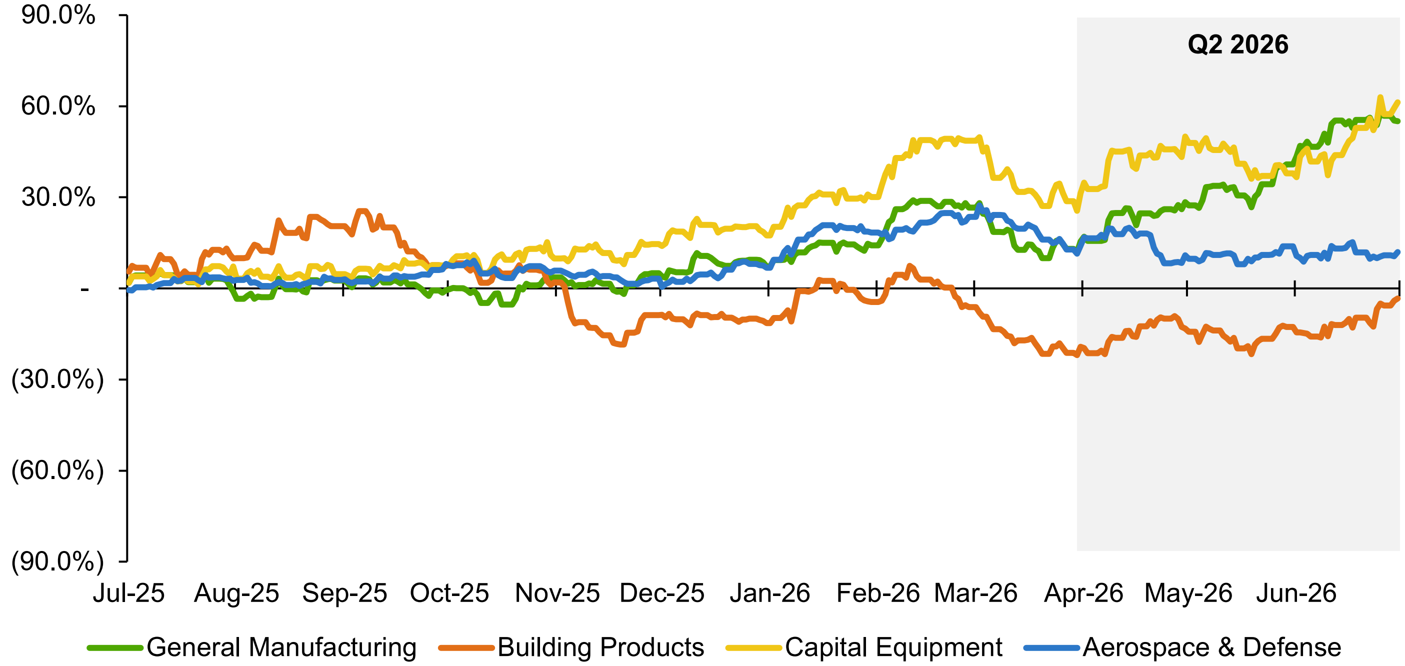
Read more about this deal online.

Source: Wall Street Research, Capital IQ, SEC Filings

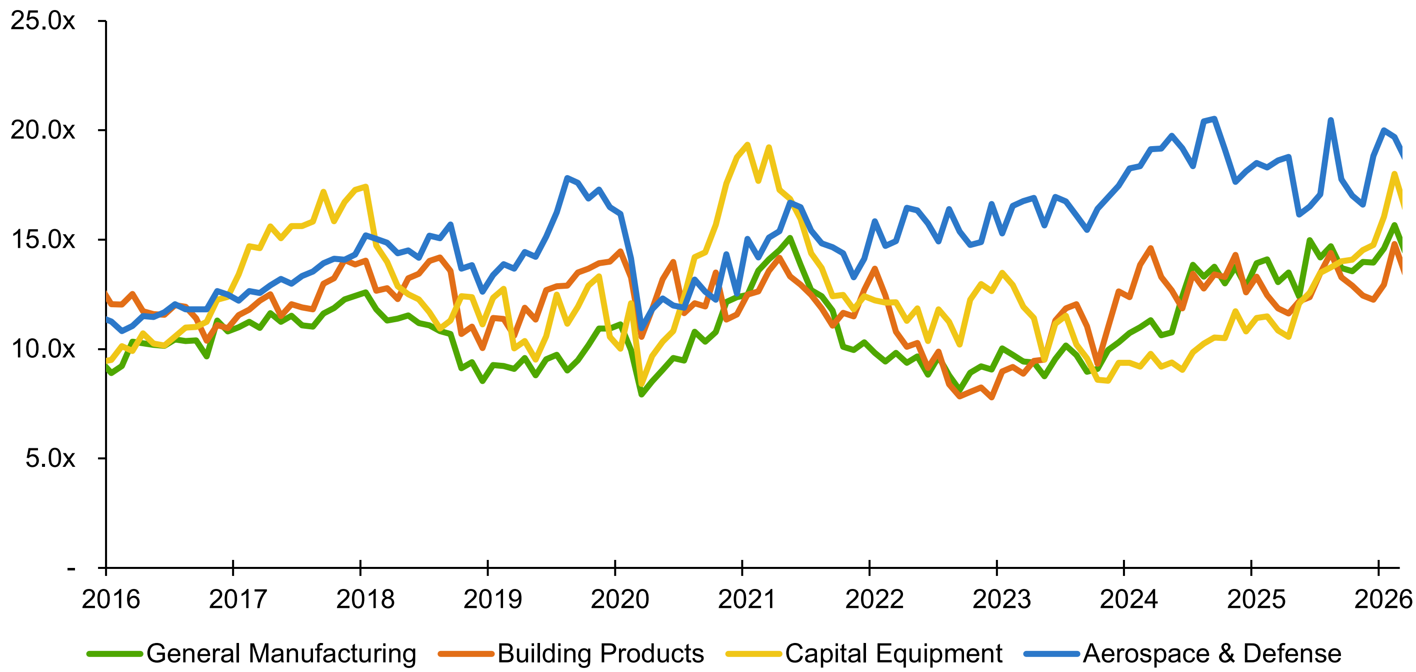
Public Valuation Trends

Valuations and share price performance remained mixed through Q2 2026. Capital Equipment and General Manufacturing led one-year share price gains, while Aerospace & Defense delivered modest appreciation despite trading at the highest EV / EBITDA multiple. Building Products continued to underperform, with negative share price performance and the lowest valuation among the segments shown.

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
General Manufacturing												
3M Company	$25,180	(1.6%)	$6,488	25.8%	(8.6%)	$2,997	11.9%	$914	3.6%	1.9x	81.4%	2.0x
ATI Inc.	4,715	6.1%	917	19.4%	8.2%	476	10.1%	279	5.9%	2.3x	52.3%	2.4x
Insteel Industries Inc.	708	(7.8%)	65	9.1%	(4.3%)	36	5.1%	11	1.5%	0.0x	0.7%	0.0x
Illinois Tool Works Inc.	16,469	0.2%	4,806	29.2%	3.1%	3,194	19.4%	409	2.5%	2.0x	77.0%	2.0x
Mayville Engineering Company, Inc.	586	0.4%	35	6.0%	(10.9%)	(17)	(3.0%)	19	3.2%	4.1x	33.9%	4.7x
Nucor Corporation	36,101	(7.8%)	5,681	15.7%	(13.7%)	2,877	8.0%	2,841	7.9%	1.2x	23.4%	1.2x
Park-Ohio Holdings Corp.	1,655	2.3%	128	7.7%	5.5%	27	1.7%	47	2.8%	4.6x	64.2%	5.5x
Reliance, Inc.	15,806	(5.7%)	1,549	9.8%	(12.0%)	894	5.7%	312	2.0%	1.2x	21.2%	1.3x
The Timken Company	4,760	0.6%	839	17.6%	(2.7%)	259	5.4%	145	3.1%	2.5x	39.6%	2.6x
Worthington Enterprises, Inc.	1,381	(0.9%)	141	10.2%	(2.0%)	156	11.3%	56	4.0%	2.3x	25.8%	2.5x
Mean		**(1.4%)**		**15.1%**	**(3.7%)**		**7.6%**		**3.6%**	**2.2x**	**41.9%**	**2.4x**
Median		**(0.3%)**		**13.0%**	**(3.5%)**		**6.8%**		**3.1%**	**2.1x**	**36.7%**	**2.2x**
Building Products												
Armstrong World Industries, Inc.	$1,695	9.5%	$449	26.5%	12.1%	$315	18.6%	$112	6.6%	1.3x	39.6%	1.3x
Builders FirstSource, Inc.	14,449	(12.6%)	1,023	7.1%	(31.1%)	103	0.7%	259	1.8%	4.3x	56.7%	5.1x
JELD-WEN Holding, Inc.	3,151	(10.9%)	34	1.1%	(51.8%)	(518)	(16.4%)	95	3.0%	14.0x	101.7%	41.9x
Masco Corporation	7,620	(4.5%)	1,508	19.8%	1.3%	885	11.6%	165	2.2%	2.2x	103.5%	2.3x
Owens Corning	9,847	1.2%	1,959	19.9%	(4.6%)	(429)	(4.4%)	855	8.7%	2.7x	60.1%	2.9x
Simpson Manufacturing Co., Inc.	2,422	3.3%	579	23.9%	1.5%	379	15.6%	106	4.4%	0.7x	17.4%	0.8x
Trex Company, Inc.	1,208	2.0%	313	25.9%	6.7%	177	14.7%	150	12.4%	0.9x	23.1%	1.0x
UFP Industries, Inc.	6,234	(13.1%)	479	7.7%	(18.5%)	239	3.8%	226	3.6%	0.8x	11.8%	0.9x
Mean		**(3.1%)**		**16.5%**	**(10.6%)**		**5.5%**		**5.3%**	**3.4x**	**51.7%**	**7.0x**
Median		**(1.7%)**		**19.8%**	**(1.7%)**		**7.7%**		**4.0%**	**1.7x**	**48.1%**	**1.8x**
Capital Equipment												
AGCO Corporation	$10,349	(7.3%)	$1,012	9.8%	(19.7%)	$533	5.2%	$259	2.5%	2.6x	39.8%	2.9x
Astec Industries, Inc.	1,555	3.4%	135	8.7%	8.4%	20	1.3%	48	3.1%	2.7x	36.3%	2.9x
Caterpillar Inc.	74,729	4.4%	16,251	21.7%	2.9%	10,844	14.5%	4,575	6.1%	2.7x	70.0%	2.8x
Cummins Inc.	34,708	6.2%	5,020	14.5%	6.4%	2,715	7.8%	1,280	3.7%	1.6x	37.3%	1.7x
Deere & Company	47,337	(4.6%)	8,614	18.2%	(15.6%)	4,783	10.1%	4,165	8.8%	7.3x	70.1%	7.5x
The Manitowoc Company, Inc.	2,320	3.3%	140	6.1%	(7.3%)	20	0.9%	43	1.9%	3.3x	43.4%	3.8x
Terex Corporation	6,677	7.1%	639	9.6%	(0.4%)	145	2.2%	117	1.8%	3.9x	35.3%	4.2x
Parker-Hannifin Corporation	21,499	4.1%	5,571	25.9%	9.9%	3,648	17.0%	459	2.1%	1.5x	35.6%	1.5x
Mean		**2.1%**		**14.3%**	**(1.9%)**		**7.4%**		**3.7%**	**3.2x**	**46.0%**	**3.4x**
Median		**3.8%**		**12.1%**	**1.3%**		**6.5%**		**2.8%**	**2.7x**	**38.6%**	**2.9x**
Aerospace & Defense												
BAE Systems plc	$39,437	10.1%	$5,038	12.8%	10.6%	$2,836	7.2%	$1,212	3.1%	2.3x	42.2%	2.4x
The Boeing Company	93,995	10.3%	(2,900)	(3.1%)	38.0%	2,089	2.2%	3,849	4.1%	nmf	88.8%	nmf
General Dynamics Corporation	54,861	10.1%	6,633	12.1%	9.3%	4,487	8.2%	1,258	2.3%	1.3x	26.1%	1.4x
HEICO Corporation	4,911	26.6%	1,374	28.0%	27.4%	790	16.1%	71	1.4%	1.8x	32.4%	1.9x
Howmet Aerospace Inc.	9,117	13.4%	2,794	30.6%	27.7%	1,870	20.5%	430	4.7%	1.6x	44.9%	1.7x
L3Harris Technologies, Inc.	22,932	8.6%	4,142	18.1%	7.2%	1,860	8.1%	484	2.1%	2.6x	34.5%	2.7x
Lockheed Martin Corporation	77,014	4.4%	9,680	12.6%	(2.1%)	6,287	8.2%	1,673	2.2%	2.1x	70.1%	2.1x
Northrop Grumman Corporation	42,892	4.7%	7,255	16.9%	0.1%	4,496	10.5%	1,432	3.3%	2.2x	48.8%	2.4x
Textron Inc.	15,299	4.8%	1,680	11.0%	2.8%	939	6.1%	477	3.1%	2.4x	34.3%	2.5x
TransDigm Group Incorporated	10,006	17.6%	5,095	50.9%	19.4%	1,911	19.1%	271	2.7%	6.6x	140.9%	6.6x
RTX Corporation	93,500	9.7%	15,895	17.0%	8.7%	7,738	8.3%	2,799	3.0%	2.4x	36.3%	2.4x
Mean		**10.9%**		**18.8%**	**13.6%**		**10.4%**		**2.9%**	**2.5x**	**54.5%**	**2.6x**
Median		**10.1%**		**16.9%**	**9.3%**		**8.2%**		**3.0%**	**2.2x**	**42.2%**	**2.4x**

Source: Wall Street Research, Capital IQ, SEC Filings

Public Trading Data

Trading Multiples

	Price	% 52-Wk	Market	Net	Tot. Ent.	Total Enterprise Value / Revenues		Total Enterprise Value / EBITDA		P / E	
	6/30/26	High	Cap	Debt	Value	LTM	NFY	LTM	NFY	LTM	NFY
General Manufacturing											
3M Company	$161.91	91%	$84,447	$7,910	$92,357	3.7x	3.6x	14.2x	11.9x	28.8x	17.5x
ATI Inc.	197.10	96%	26,897	1,531	28,427	6.0x	5.6x	nmf	nmf	57.8x	35.9x
Insteel Industries Inc.	30.20	73%	587	(20)	567	0.8x	0.7x	8.8x	8.1x	16.2x	14.4x
Illinois Tool Works Inc.	270.47	89%	77,814	8,856	86,670	5.3x	5.2x	18.0x	17.1x	24.5x	23.0x
Mayville Engineering Company, Inc.	37.46	97%	979	165	1,144	2.0x	1.8x	nmf	nmf	nmf	nmf
Nucor Corporation	222.75	82%	50,729	5,564	56,293	1.6x	1.4x	9.9x	6.9x	17.8x	10.5x
Park-Ohio Holdings Corp.	38.45	98%	529	657	1,186	0.7x	0.7x	9.3x	8.0x	20.5x	10.9x
Reliance, Inc.	373.60	89%	19,072	1,770	20,841	1.3x	1.3x	13.5x	10.7x	21.8x	15.7x
The Timken Company	145.32	99%	10,099	1,973	12,072	2.5x	2.5x	14.4x	13.2x	39.4x	22.1x
Worthington Enterprises, Inc.	53.76	79%	2,648	329	2,976	2.2x	2.0x	21.2x	9.2x	17.1x	14.4x
Mean		**89%**				**2.6x**	**2.5x**	**13.7x**	**10.6x**	**27.1x**	**18.3x**
Median		**90%**				**2.1x**	**1.9x**	**13.8x**	**9.9x**	**21.8x**	**15.7x**
Building Products											
Armstrong World Industries, Inc.	$160.42	78%	$6,847	$501	$7,348	4.3x	4.1x	16.4x	11.4x	22.0x	17.8x
Builders FirstSource, Inc.	89.48	59%	9,624	5,173	14,797	1.0x	1.0x	14.5x	13.3x	nmf	nmf
JELD-WEN Holding, Inc.	1.50	22%	129	1,377	1,506	0.5x	0.5x	nmf	nmf	nmf	nmf
Masco Corporation	81.37	99%	16,415	3,192	19,607	2.6x	2.5x	13.0x	13.2x	18.8x	18.6x
Owens Corning	158.96	99%	12,801	5,497	18,298	1.9x	1.8x	9.3x	8.7x	nmf	nmf
Simpson Manufacturing Co., Inc.	209.35	98%	8,612	(4)	8,608	3.6x	3.5x	14.9x	14.5x	23.0x	22.9x
Trex Company, Inc.	50.04	73%	5,199	297	5,496	4.6x	4.5x	17.6x	15.0x	29.7x	26.0x
UFP Industries, Inc.	90.74	77%	5,125	(213)	4,912	0.8x	0.8x	10.3x	8.7x	20.8x	17.4x
Mean		**76%**				**2.4x**	**2.3x**	**13.7x**	**12.1x**	**22.9x**	**20.5x**
Median		**77%**				**2.2x**	**2.2x**	**14.5x**	**13.2x**	**22.0x**	**18.6x**
Capital Equipment											
AGCO Corporation	$119.70	83%	$8,667	$2,608	$11,275	1.1x	1.1x	11.1x	10.0x	16.4x	18.2x
Astec Industries, Inc.	61.19	93%	1,407	315	1,722	1.1x	1.0x	12.7x	8.9x	72.5x	15.6x
Caterpillar Inc.	1,064.90	99%	490,484	39,200	529,684	7.1x	6.8x	nmf	nmf	45.9x	37.1x
Cummins Inc.	713.21	97%	98,415	5,421	103,836	3.0x	2.7x	20.7x	14.1x	36.5x	21.5x
Deere & Company	634.33	94%	171,229	58,229	229,458	4.8x	5.3x	26.6x	28.0x	35.9x	32.0x
The Manitowoc Company, Inc.	13.89	89%	499	442	941	0.4x	0.4x	6.7x	6.5x	25.2x	17.2x
Terex Corporation	72.39	97%	8,267	2,280	10,547	1.6x	1.3x	16.5x	9.6x	41.8x	13.3x
Parker-Hannifin Corporation	978.12	95%	123,328	8,028	131,356	6.1x	5.9x	23.6x	20.4x	34.3x	27.9x
Mean		**93%**				**3.2x**	**3.1x**	**16.9x**	**13.9x**	**38.6x**	**22.9x**
Median		**94%**				**2.3x**	**2.0x**	**16.5x**	**10.0x**	**36.2x**	**19.8x**
Aerospace & Defense											
BAE Systems plc	$24.47	78%	$69,330	$6,800	$76,129	1.9x	1.7x	15.1x	11.5x	26.1x	20.2x
The Boeing Company	216.47	85%	170,644	35,082	205,726	2.2x	2.0x	nmf	nmf	nmf	nmf
General Dynamics Corporation	354.24	96%	95,653	5,146	100,799	1.8x	1.8x	15.2x	14.3x	21.6x	20.2x
HEICO Corporation	356.19	98%	49,745	2,996	52,742	10.7x	9.5x	nmf	nmf	63.6x	56.2x
Howmet Aerospace Inc.	268.86	93%	107,573	4,101	111,674	12.2x	11.0x	nmf	nmf	58.0x	46.1x
L3Harris Technologies, Inc.	290.59	77%	54,135	10,446	64,581	2.8x	2.7x	15.6x	14.3x	29.4x	23.5x
Lockheed Martin Corporation	509.46	74%	117,463	16,747	134,210	1.7x	1.7x	13.9x	11.5x	18.8x	16.5x
Northrop Grumman Corporation	509.31	66%	72,339	14,745	87,084	2.0x	2.0x	12.0x	13.5x	16.2x	17.4x
Textron Inc.	91.73	90%	15,951	2,775	18,726	1.2x	1.2x	11.1x	10.1x	17.3x	13.8x
TransDigm Group Incorporated	1,332.04	82%	74,506	30,795	105,301	10.5x	9.6x	20.7x	17.6x	40.4x	28.7x
RTX Corporation	189.73	88%	255,506	32,318	287,824	3.1x	3.0x	18.1x	16.9x	33.4x	25.7x
Mean		**84%**				**4.6x**	**4.2x**	**15.2x**	**13.7x**	**32.5x**	**26.8x**
Median		**85%**				**2.2x**	**2.0x**	**15.2x**	**13.9x**	**27.7x**	**21.8x**

Source: Wall Street Research, Capital IQ, SEC Filings

Industrial Manufacturing Practice Team

Mike Brown
Partner & Managing Director
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Mike has more than 20 years of experience as a financial advisor to business owners, capital providers, and executive teams in a variety of M&A and financing transactions. Mike earned a Bachelor of Science degree in finance from the Leeds School of Business at the University of Colorado and received a Master of Business Administration degree with honors from the Booth School of Business at the University of Chicago. He holds FINRA securities registrations Series 7, 63, and 82.

Jenny Dakoske
Director
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Jenny Dakoske has more than 18 years of experience as a financial advisor to privately held companies, private equity firms, and family offices across a variety of M&A, recapitalization, and growth financing transactions. Jenny earned a Bachelor of Business Administration degree from Michigan State University in finance and an MBA from DePaul University. Jenny serves as the firm's Furniture Practice Lead and Sponsor Coverage Lead.

Cam Gugel
Associate
cameron.gugel@ksmcpa.com

Cam joined KSM Corporate Finance in 2026 as an Associate supporting the firm's investment banking division, including M&A and recapitalization transactions. He is responsible for managing and executing investment banking engagements. Cam earned his Bachelor of Arts degree with honors in finance from Michigan State University.

Thomas DeVries
Analyst
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Thomas joined KSM Corporate Finance as an intern in 2024 and started full-time in early 2025. His responsibilities include industry research, financial modeling, material creation, and more. Thomas earned his Bachelor of Arts degree in finance and accounting from Hope College in 2025.

Recent Industrial Manufacturing Experience

Project Bedrock	Kent	Mol belting systems	Merrill	Uniband USA
Has been acquired by	Has been acquired by	Has been acquired by	Has been acquired by	Has been acquired by
Private Investor	Sur-Seal A portfolio company of Heartwood Partners	Belt Power A portfolio company of Platte River Equity	ACP	Beltservice Corporation
ksm Corporate Finance	ksm Corporate Finance	ksm Corporate Finance	ksm Corporate Finance	ksm Corporate Finance

Transactions were performed by principals of KSM Corporate Finance acting in their capacity as registered representatives of M&A Securities Group, Inc., Member FINRA/SiPC, a separate entity from KSM Corporate Finance and Katz, Sapper & Miller.

ksm Corporate Finance

M&A INSIGHTS

KSM Corporate Finance

Selling a business, buying a company, or raising capital are big decisions. You need advice that's practical, informed, and grounded in how businesses actually run.

KSM Corporate Finance provides lower-middle-market investment banking services with a hands-on, straightforward approach backed by the expanded resources, industry expertise, and national platform of KSM.

With deep M&A experience and access to KSM's national advisory platform, KSM Corporate Finance helps clients gain perspective, identify opportunities, and move through transactions with confidence while maintaining a high-touch client experience.

One team. Integrated support. Practical advice.

Type	Expertise
Sell-Side Advisory	▪ Exit readiness and planning ▪ Positioning and value narrative development ▪ Buyer identification and outreach ▪ Process management and negotiations
Buy-Side Advisory	▪ Acquisition strategy and target screening ▪ Financial analysis and diligence support ▪ Valuation, structuring, and negotiations
Capital Advisory	▪ Debt and equity alternatives ▪ Lender and investor preparation ▪ Recapitalizations and minority investments
Valuation & Strategic Alternatives	▪ Business and transaction valuation ▪ Strategic alternatives assessments ▪ Ownership and shareholder planning

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