

M&A INSIGHTS

INDUSTRIAL MANUFACTURING

Q3 INDUSTRY UPDATE



INDUSTRIAL MANUFACTURING INDUSTRY UPDATE

Industrial Manufacturing M&A Insights

Overview

Charter Capital provides specialized financial advisory services to lower middle market industrial manufacturers. We understand the unique dynamics of the space—from operational challenges and supply chain shifts to tech advancements and global trends.

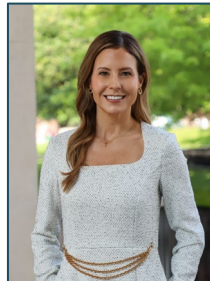
Meet The Team



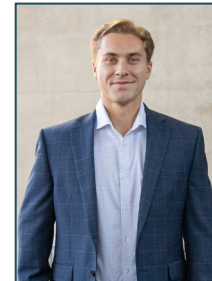
Mike Brown
Partner and
Managing Director



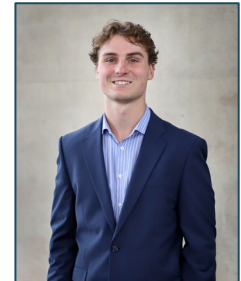
Mark Streekstra
Partner and
Managing Director



Jenny Dakoske
Director



Matt Miller
Associate



Thomas DeVries
Analyst

Subsector Coverage

General
Manufacturing



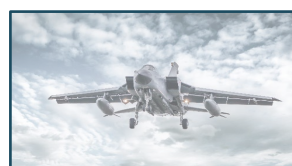
Building
Products



Capital
Equipment



Aerospace &
Defense



Relevant Transaction Experience

Kent
A converter of specialty, custom-engineered adhesive materials, headquartered in Grand Rapids, MI
Has been acquired by
SUR-SEAL
A portfolio company of
HEARTWOOD
Charter principals served as exclusive M&A advisor to Kent Manufacturing.
CHARTER

mol
belting systems
A full-service distributor and fabricator of belting and components for lightweight conveyor systems based in Grand Rapids, Michigan.
Has been acquired by
BET FLOWER
A portfolio company of
Charter principals served as exclusive M&A advisor to Mol Belting Systems.
CHARTER

MERRILL
DESIGN FABRICATE MACHINE INTEGRATE
A leading manufacturer of large metal parts and structures for the defense, aerospace, and industrial markets, headquartered in Merrill, Michigan.
Has been acquired by
ACP
Charter principals served as exclusive M&A advisor to Merrill Technologies Group, Inc.
CHARTER

UNIBAND USA
A manufacturer of custom lightweight conveyor belting solutions headquartered in Grand Rapids, Michigan
Has been acquired by
BELTSERVICE CORPORATION
Charter principals served as exclusive M&A advisor to Uniband USA.
CHARTER

AVON
MACHINING
A precision manufacturer of industrial gears, splines, and other industrial components, headquartered in Shelby Township, Michigan.
Has been acquired by
Aviso Investment Partners
Charter principals served as exclusive M&A advisor to Avon Machining.
CHARTER

burco
A leading provider of aftermarket automotive mirrors and windshield racking solutions, headquartered in Grand Rapids, Michigan.
Has been acquired by
ARGOSY
Charter principals served as exclusive M&A advisor to Burco, Inc.
CHARTER

TRUSS TECHNOLOGIES INC.
A designer and manufacturer of customized roof and floor trusses headquartered in Cedar Springs, Michigan.
Has been acquired by
Builders FirstSource
Charter principals served as exclusive M&A advisor to Truss Technologies.
CHARTER

MasterTag
A leading tech-enabled manufacturer of horticulture tags and communications products, headquartered in Montague, Michigan.
Has been acquired by
AVERY
Charter principals served as exclusive M&A advisor to MasterTag.
CHARTER

ICON
Shelter Systems Inc.
A designer and manufacturer of steel architectural shelters headquartered in Holland, Michigan.
Has been acquired by
PLAYCORE
Charter principals served as exclusive M&A advisor to Icon Shelter Systems, Inc.
CHARTER

Transactions were performed by principals of Charter acting in their capacity as registered representatives of M&A Securities Group, Inc., Member FINRA/SIPC, a separate entity from Charter Capital.



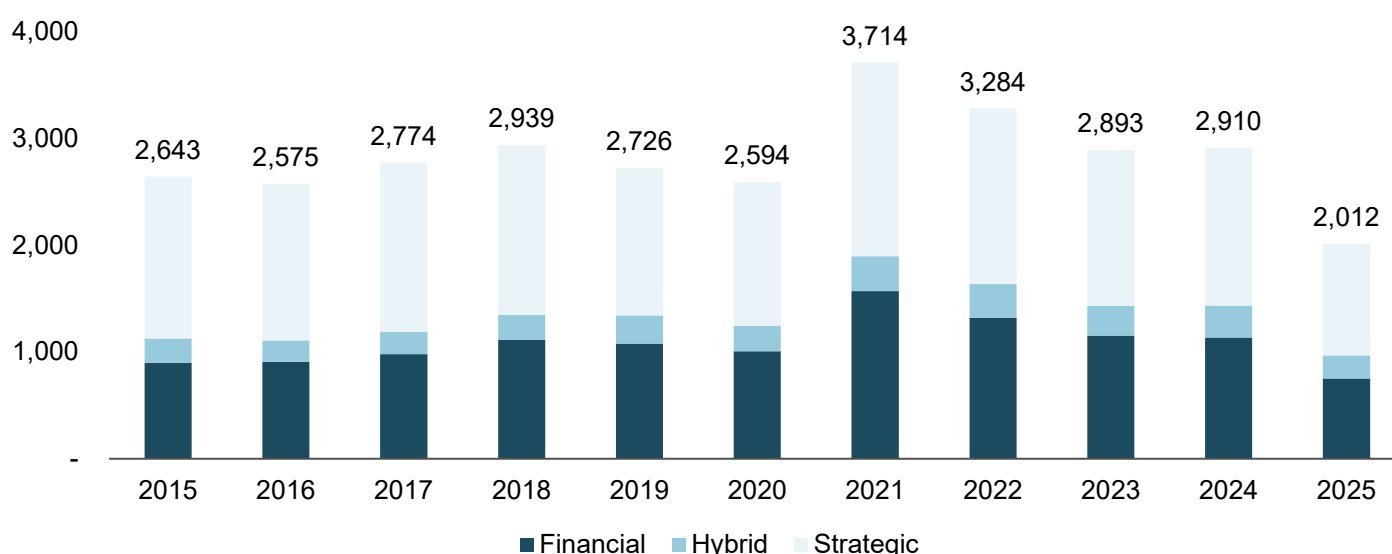
Market Overview and Activity

Overview

Lower middle-market industrial manufacturing acquirors remained selective in Q3 2025 as tariff uncertainty and tighter financing conditions shaped buyer behavior. High-quality, differentiated companies with domestic operations and resilient end markets continued to attract strong interest.

- **M&A Activity:** U.S. Industrial Manufacturing M&A in Q3 2025 remained selective but active, with buyers prioritizing higher-quality assets and disciplined underwriting amid ongoing policy and cost uncertainty, supporting a continued “quality clears” environment. Q3 data reported ~2,012 transactions through 9/30/25, compared to ~2,304 transactions through 9/30/24. Overall market activity remained broadly consistent with historical norms, reflecting the market’s long-standing balance between strategic and sponsor-backed buyers.
- **Quarterly Performance:** U.S. industrial manufacturing remained in contraction through Q3 2025 but showed sequential improvement. ISM PMI rose from 48.0 in July to 48.7 in August and 49.1 in September, averaging 48.6 for the quarter. Conditions indicate a moderating downturn, with employment still soft and new orders and production mixed.
- **Capital Expenditure:** Capex priorities remain anchored to productivity and localization. Manufacturers continue to emphasize digital transformation, sustaining investment in automation, reshoring initiatives, and plant modernization. Despite higher rates and supply chain complexity, projects tied to efficiency, capacity, and domestic positioning remain a priority.
- **Growth Momentum:** Sentiment improved in Q3, though key constraints persist. Manufacturers report a stronger outlook than in Q2, anticipating modest sales and production growth over the next year, while trade uncertainty and rising input costs remain headwinds. Premium valuations continue to favor businesses with pricing power, durable demand, and consistent execution. We expect industrial manufacturing activity to remain steady to improving into 2026, supported by investment across diversified industrials and capital goods even amid policy uncertainty.

Market Activity



Transactions were performed by principals of Charter acting in their capacity as registered representatives of M&A Securities Group, Inc., Member FINRA/SIPC, a separate entity from Charter Capital.

Source: Capital IQ, GF Data Q3 2025 Report, (ISM) Manufacturing PMI®, Manufacturers’ Outlook Survey—Q3 2025, Q3 2025 US PE Breakdown, U.S. Diversified Industrials and Capital Goods Outlook 2026.



Q3 2025 Key Deals Spotlight

General Manufacturing

July 2025



Acquired by



(NYSE: MEC)

On July 1, 2025, Accu-Fab, LLC (“Accu-Fab”), based in Wheeling, IL, was acquired by Mayville Engineering Company, Inc. (NYSE: MEC). Accu-Fab is a vertically integrated contract manufacturer specializing in metal fabrication and related value-added services for large OEMs.

[Read more about this deal online](#)

August 2025



Acquired by



On August 1, 2025, ETW Inc. (“ETW”), based in Waukesha, WI, was acquired by JR Machine, backed by Schneider Resources Holding. ETW is a precision manufacturer specializing in 5-axis CNC machining, custom tooling, and engineering services.

[Read more about this deal online](#)

August 2025



Acquired by



On August 14, 2025, American Anchor Bolt Mfg. (“American Anchor Bolt”), based in Houston, TX, was acquired by Salt Creek Capital. American Anchor Bolt is a manufacturer of customized anchor bolts and embedded steel products.

[Read more about this deal online](#)

September 2025



Acquired by



On September 15, 2025, United Titanium, Inc. (“United Titanium”), based in Wooster, OH, was acquired by River span Partners. United Titanium is a leading manufacturer of specialty alloy fasteners, fittings, and precision components made from titanium, zirconium, and other specialty metals.

[Read more about this deal online](#)

September 2025



Acquired by



On September 22, 2025, Derby Fabricating Solutions, LLC (“Derby”), headquartered in Louisville, KY, was acquired by Hoffmann Family of Companies. Derby is a leading manufacturer of die-cut nonmetallic components serving the automotive and appliance industries.

[Read more about this deal online](#)

Q3 2025 Key Deals Spotlight

Building Products

July 2025

WM WHITLEY
MANUFACTURING

Acquired by



On July 22, 2025, Whitley Manufacturing (“Whitley”), based in South Whitley, IN, was acquired by Sunbelt Modular, Inc., a portfolio company of Littlejohn & Co., LLC. Whitley is a manufacturer of modular building solutions focused on delivering complex, innovative commercial structures across the United States.

[Read more about this deal online](#)

August 2025

GREAT LAKES
DATA RACKS & CABINETS

Acquired by



On August 20, 2025, Great Lakes Data Racks & Cabinets (“Great Lakes”), based in Edinboro, PA, was acquired by Vertiv Holdings Co (NYSE: VRT). Great Lakes is a manufacturer of data rack enclosures and integrated infrastructure solutions for data centers and other critical digital environments.

[Read more about this deal online](#)

August 2025

AFCO
Industries, Inc.

Acquired by



On August 25, 2025, AFCO Industries, Inc. (“AFCO”), headquartered in Alexandria, LA, was acquired by Fulton Asset Management. AFCO is a vertically integrated manufacturer of aluminum, fiberglass, vinyl, and composite building products.

[Read more about this deal online](#)

September 2025

Vytex

Acquired by



On September 11, 2025, Vitex, LLC (“Vitex”), headquartered in Laurel, MD, was acquired by Graycliff Partners LP. Vitex is a manufacturer of customized vinyl windows and patio doors serving the residential replacement and remodeling market.

[Read more about this deal online](#)

September 2025

REEF
INDUSTRIES INC.

Acquired by



On September 15, 2025, Reef Industries, Inc. (“Reef”), headquartered in Houston, TX, was acquired by Intelsat Group. Reef is a manufacturer of premium reinforced plastic films, laminates, and tapes serving industrial, commercial, infrastructure, and agricultural applications.

[Read more about this deal online](#)

Q3 2025 Key Deals Spotlight

Capital Equipment

July 2025



Acquired by



On July 1, 2025, Terr Source Holdings, LLC (“Terr Source”), based in Saint Louis, MO, was acquired by Astec Industries, Inc. (NASDAQ: ASTE). Terr Source is a manufacturer of material processing equipment, including crushers, feeders, separators, and related systems serving aggregates and other industrial markets.

[Read more about this deal online](#)

August 2025



Acquired by



On August 1, 2025, Addax Inc. (“Addax”), based in Newark, NY, was acquired by Windmiller & Hoelscher Corp. Addax is a manufacturer of blown film extrusion and cooling equipment serving blown film and flexible packaging producers.

[Read more about this deal online](#)

August 2025



Acquired by



On August 6, 2025, Braun Fabrication Solutions (“Braun”), based in Mantorville, MN, was acquired by On Point Solutions, a subsidiary of On Point Holdings. Braun is a manufacturer of metal fabrication equipment and automation solutions serving manufacturers across the Midwest.

[Read more about this deal online](#)

August 2025



Acquired by



On August 12, 2025, TMW Attachments (“TMW”), based in Eden Valley, MN, was acquired by Branch Manager Attachments. TMW is a manufacturer of attachments for skid steers, tractors, and telehandlers serving the construction, landscaping, and agricultural markets.

[Read more about this deal online](#)

August 2025



Acquired by



On August 12, 2025, DMC Power, LLC (“DMC Power”), based in Carson, CA, was acquired by Hubbell Incorporated (NYSE: HUBB). DMC Power is a manufacturer of connector systems and tooling for high-voltage power infrastructure.

[Read more about this deal online](#)

Q3 2025 Key Deals Spotlight

Aerospace & Defense

August 2025



Acquired by



On August 8, 2025, Mack Tool & Engineering, Inc. (“Mack”), headquartered in South Bend, IN, was acquired by Winsett, LLC, a portfolio company of Altus Capital Partners. Mack is a manufacturer of high-precision machined components serving the aerospace and medical markets.

[Read more about this deal online](#)

August 2025



Acquired by



On August 11, 2025, Precise Flight, Inc. (“Precise Flight”), based in Bend, OR, was acquired by Signia Aerospace, a portfolio company of Arline Investment Management. Precise Flight is a developer and manufacturer of aviation safety systems and equipment.

[Read more about this deal online](#)

August 2025



Acquired by



On August 29, 2025, Optical Sciences Corporation (“OSC”), based in Huntsville, AL, was acquired by Valkyrie Enterprises, LLC, a portfolio company of DC Capital Partners. OSC is a manufacturer of precision electro-optical and infrared test systems serving missile defense, space, and advanced aviation applications.

[Read more about this deal online](#)

September 2025



Acquired by



On September 3, 2025, Interconnect Solutions Company (“ISC”), headquartered in Fountain Valley, CA, was acquired by Cogenuity Partners. ISC is a manufacturer of custom interconnect solutions, including high-performance cable assemblies and harnesses for demanding aerospace & defense and other mission-critical applications.

[Read more about this deal online](#)

September 2025



Acquired by

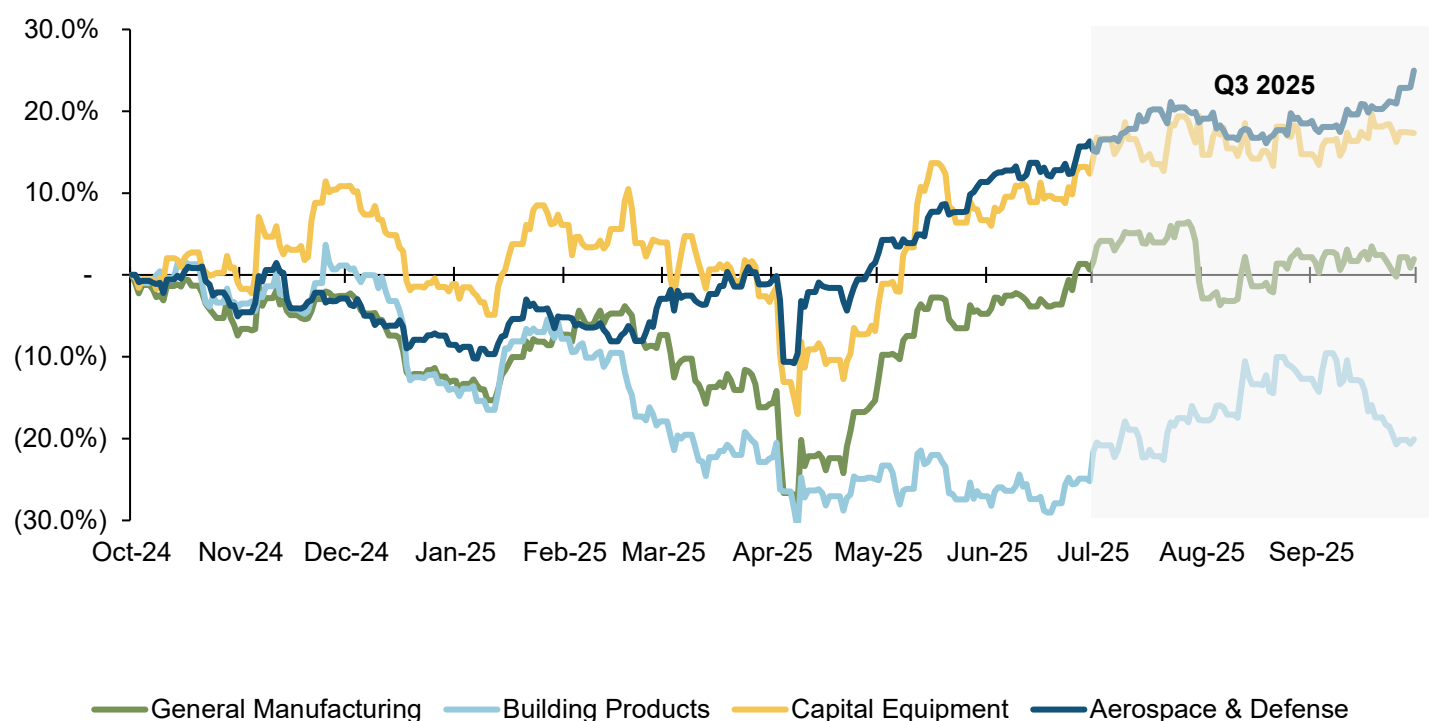


On September 22, 2025, Custom Tube Products, Inc. (“Custom Tube Products” or “CTP”), based in Edgewater, FL, was acquired by Elkhart Tri-Went Industrial, a portfolio company of Lion Equity Partners. CTP is a manufacturer of precision metal tubing assemblies and components serving the aviation market.

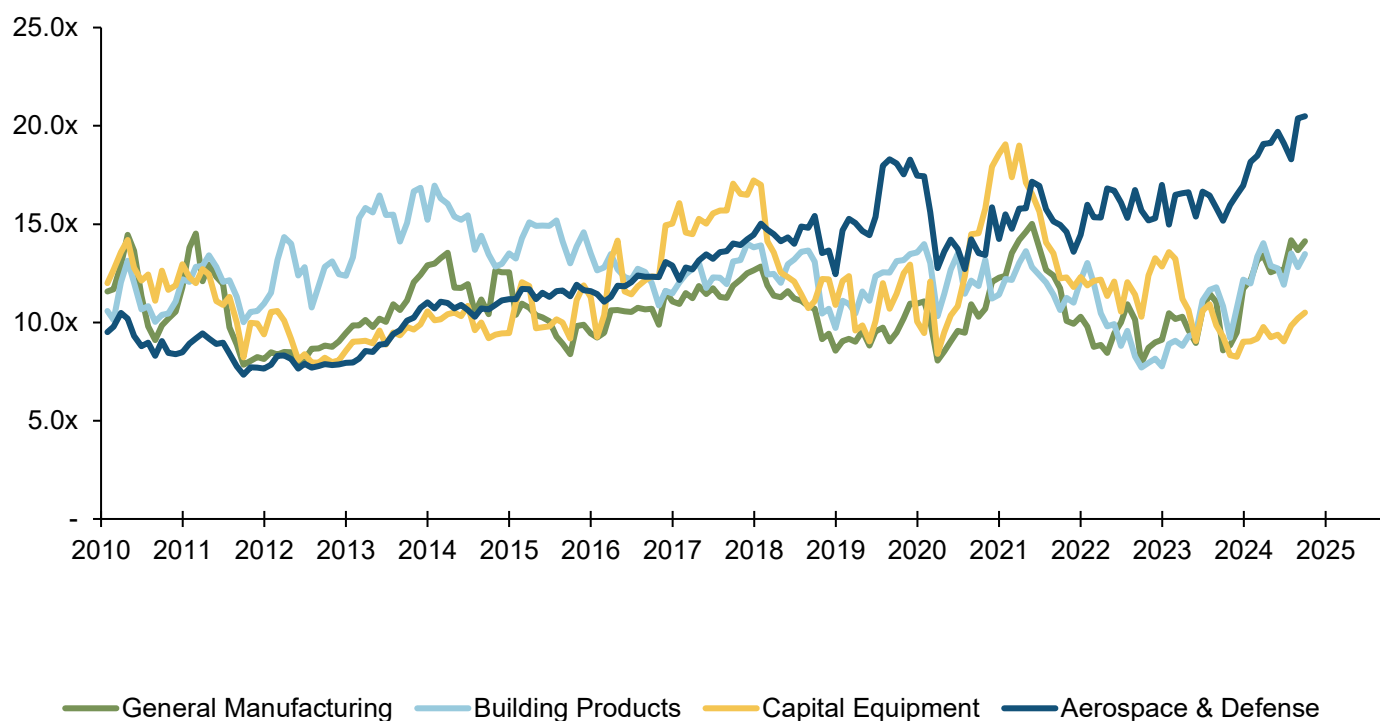
[Read more about this deal online](#)

Public Valuation Trends

One-Year Share Price Performance by Segment



Rolling EV/EBITDA by Segment



Public Trading Data

General Manufacturing



3M

ATI

INSTEEL
INDUSTRIES INC.

ITW

MEC

NUCOR

ParkOhio

Reliance

TIMKEN

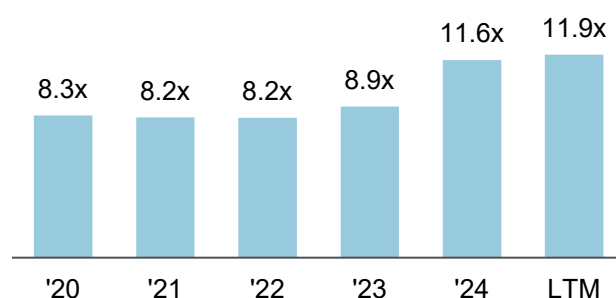
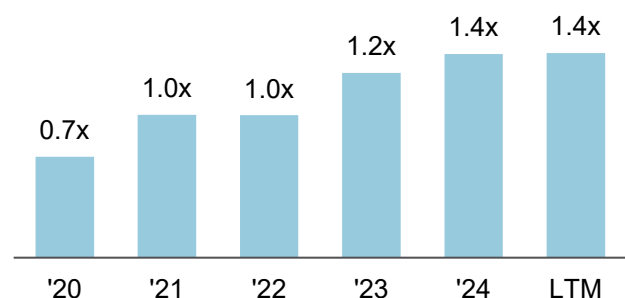
WORTHINGTON
INDUSTRIES

	Price 09/30/25	% 52-Wk High	Market Cap	Net Debt	Tot. Ent. Value	Total Enterprise Value /			
						Revenues		EBITDA	
						LTM	NFY	LTM	NFY
General Manufacturing									
3M Company	\$155.18	95%	\$82,653	\$8,038	\$90,691	3.7x	3.7x	14.7x	12.3x
ATI	\$81.34	85%	\$11,211	\$1,654	\$12,865	2.8x	2.7x	16.6x	13.9x
Insteel Industries	\$38.34	92%	\$744	(\$35)	\$709	1.1x	1.0x	9.7x	8.2x
Illinois Tool Works	\$260.76	93%	\$76,012	\$8,019	\$84,031	5.3x	5.1x	18.3x	17.4x
Mayville Engineering Company	\$13.76	60%	\$280	\$249	\$529	1.0x	0.9x	11.3x	8.8x
Nucor	\$135.43	79%	\$31,086	\$5,269	\$36,355	1.1x	1.1x	9.1x	7.1x
Park-Ohio Holdings	\$21.24	62%	\$296	\$663	\$959	0.6x	0.6x	8.3x	6.8x
Reliance	\$280.83	81%	\$14,770	\$1,438	\$16,208	1.2x	1.1x	12.5x	11.1x
The Timken Company	\$75.18	86%	\$5,236	\$1,953	\$7,189	1.6x	1.6x	9.1x	8.8x
Worthington Enterprises	\$55.49	78%	\$2,765	\$180	\$2,945	2.5x	2.2x	25.5x	9.6x
Mean		81%				2.1x	2.0x	13.5x	10.4x
Median		83%				1.4x	1.3x	11.9x	9.2x

Median Trading Multiples

Revenue

EBITDA



Public Trading Data

Building Products



Armstrong

Builders
FirstSource

JW

MASCO

OWENS
CORNING

SIMPSON
Manufacturing
COMPANY

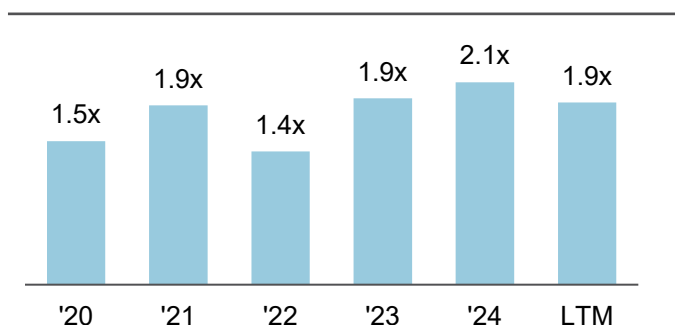
Trex

UFP INDUSTRIES

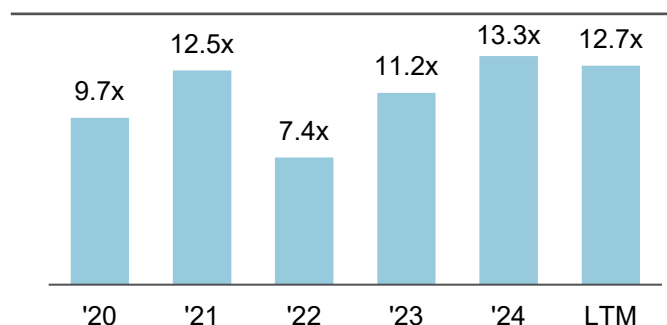
	Price 09/30/25	% 52-Wk High	Market Cap	Net Debt	Tot. Ent. Value	Total Enterprise Value /			
						Revenues		EBITDA	
						LTM	NFY	LTM	NFY
Building Products									
Armstrong World Industries	\$196.01	98%	\$8,479	\$410	\$8,889	5.6x	5.3x	20.6x	14.8x
Builders FirstSource	\$121.25	60%	\$13,404	\$4,785	\$18,189	1.2x	1.2x	11.4x	12.0x
JELD-WEN	\$4.91	30%	\$419	\$1,263	\$1,683	0.5x	0.5x	20.6x	12.1x
Masco	\$70.39	81%	\$14,737	\$2,860	\$17,597	2.3x	2.3x	12.2x	12.2x
Owens Corning	\$141.46	66%	\$11,756	\$5,361	\$17,117	1.5x	1.6x	6.7x	8.5x
Simpson Manufacturing	\$167.46	85%	\$6,969	\$168	\$7,138	3.1x	3.0x	13.3x	12.8x
Trex Company	\$51.67	64%	\$5,541	\$147	\$5,688	4.8x	4.4x	17.3x	18.9x
UFP Industries	\$93.49	66%	\$5,459	(\$645)	\$4,814	0.7x	0.7x	8.7x	8.3x
Mean		69%				2.5x	2.4x	13.8x	12.4x
Median		66%				1.9x	2.0x	12.7x	12.1x

Median Trading Multiples

Revenue



EBITDA



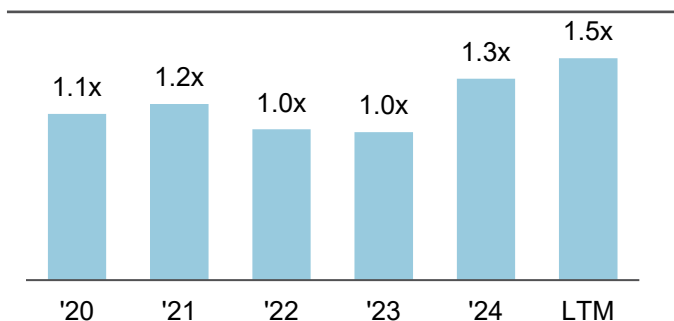
Capital Equipment



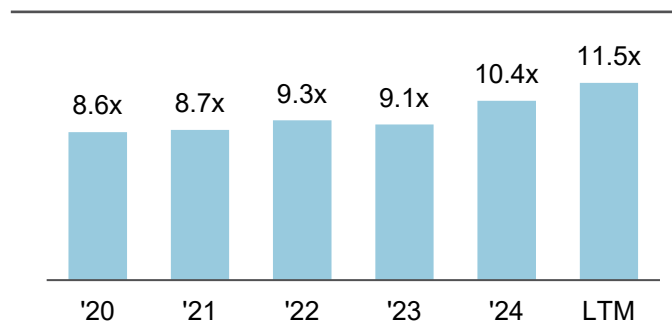
	Price 09/30/25	% 52-Wk High	Market Cap	Net Debt	Tot. Ent. Value	Total Enterprise Value /			
						Revenues		EBITDA	
						LTM	NFY	LTM	NFY
Capital Equipment									
AGCO Corporation	\$107.07	88%	\$7,990	\$2,439	\$10,428	1.0x	1.0x	10.7x	9.1x
Astec Industries	\$48.13	98%	\$1,101	\$280	\$1,381	1.0x	1.0x	9.9x	9.0x
Caterpillar	\$477.15	98%	\$223,535	\$34,902	\$258,437	4.0x	3.9x	18.5x	17.4x
Cummins	\$422.37	98%	\$58,197	\$6,120	\$64,317	1.9x	2.0x	12.3x	11.2x
Deere & Company	\$457.26	86%	\$123,611	\$60,259	\$183,870	4.2x	4.7x	21.7x	24.1x
The Manitowoc Company	\$10.01	74%	\$355	\$532	\$887	0.4x	0.4x	7.7x	6.2x
Terex Corporation	\$51.30	87%	\$3,329	\$2,084	\$5,413	1.0x	1.0x	9.8x	7.7x
Parker-Hannifin	\$758.15	97%	\$95,939	\$9,869	\$105,808	5.3x	5.1x	20.3x	18.0x
Mean		91%				2.4x	2.4x	13.9x	12.8x
Median		93%				1.5x	1.5x	11.5x	10.1x

Median Trading Multiples

Revenue



EBITDA



Public Trading Data

Aerospace & Defense



BAE SYSTEMS

BOEING

GENERAL DYNAMICS

HEICO

HOWMET AEROSPACE

L3HARRIS™

LOCKHEED MARTIN

NORTHROP GRUMMAN

TEXTRON

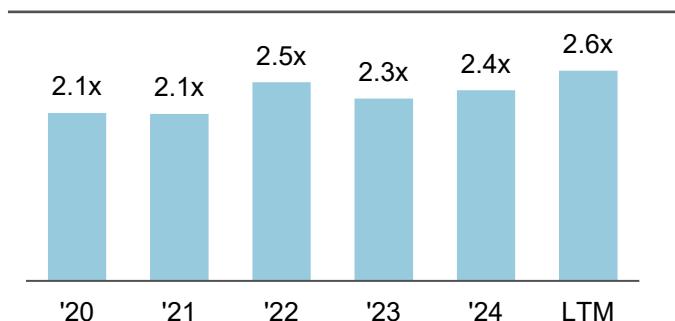
TRANSDIGM GROUP INC.

RTX

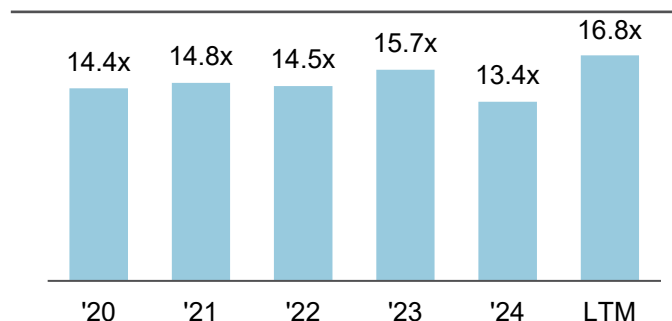
	Price 09/30/25	% 52-Wk High	Market Cap	Net Debt	Tot. Ent. Value	Total Enterprise Value /			
						Revenues		EBITDA	
						LTM	NFY	LTM	NFY
Aerospace & Defense									
BAE Systems	\$27.68	100%	\$82,548	\$10,206	\$92,754	2.6x	2.2x	21.4x	15.5x
Boeing	\$215.83	89%	\$163,202	\$39,425	\$202,627	2.5x	2.2x	nmf	36.5x
General Dynamics	\$341.00	100%	\$91,589	\$7,356	\$98,945	1.9x	1.9x	15.9x	15.3x
HEICO	\$322.82	95%	\$44,939	\$2,694	\$47,633	11.1x	10.0x	nmf	36.3x
Howmet Aerospace	\$196.23	100%	\$79,105	\$57,689	\$136,794	17.2x	16.0x	nmf	51.6x
L3Harris	\$305.41	100%	\$57,141	\$11,503	\$68,644	3.2x	3.1x	16.8x	16.4x
Lockheed Martin	\$499.21	81%	\$116,548	\$18,719	\$135,267	1.8x	1.8x	18.6x	12.5x
Northrop Grumman	\$609.32	100%	\$87,244	\$15,534	\$102,778	2.5x	2.4x	15.6x	16.5x
Textron	\$84.49	93%	\$15,057	\$2,700	\$17,757	1.2x	1.2x	11.3x	9.5x
TransDigm Group	\$1,318.02	81%	\$74,271	\$22,272	\$96,543	11.3x	10.2x	22.1x	18.8x
RTX Corporation	\$167.33	99%	\$223,978	\$36,622	\$260,600	3.0x	3.0x	18.0x	17.1x
Mean		94%				5.3x	4.9x	17.5x	22.4x
Median		99%				2.6x	2.4x	17.4x	16.5x

Median Trading Multiples

Revenue



EBITDA



About Charter Capital

Charter Capital is a premier middle market investment banking firm with deep experience in the industrial services sector. Founded in 1989 and headquartered in Grand Rapids, Michigan, the firm provides M&A advisory, succession planning, business valuation, and capital raise services. Known for its strategic precision, personal approach, and integrity, Charter partners with business owners and investors to deliver thoughtful, high-impact outcomes.

Recognized by Axial as one of the Top 100 Most Referred Middle Market Advisory Firms in the U.S., Charter also manages Charter Growth Capital, which provides junior capital to lower middle market companies in the Great Lakes region.

Advisory Services Snapshot

Type	Expertise
M&A Advisory	- Go-to-market sell-side advisory - Buy-side growth strategies - Exit planning - Fairness opinions
Capital Raise	- Equity or debt capital raise - Dividend recapitalization - Solvency opinions - Minority investors
Valuation Opinions	- Buy-sell agreements - Gift, estate, and income tax matters - Shareholder disputes - Purchase price allocations
Capital Management	- Licensed Fund Management - Registered Investment Advisers

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

M&A Advisory Team

John Kerschen

President & Managing Partner
jkerschen@chartercapitalpartners.com

Mike Brown

Partner & Managing Director
mbrown@chartercapitalpartners.com

Mike Palm

Partner & Managing Director
mpalm@chartercapitalpartners.com

Mark Streekstra

Partner & Managing Director
mstreekstra@chartercapitalpartners.com

Jenny Dakoske

Director
jdakoske@chartercapitalpartners.com

Zach Wiersma

Director
zwiersma@chartercapitalpartners.com

AJ Ebels

Vice President
aebels@chartercapitalpartners.com

Justin Pinto

Vice President
jpinto@chartercapitalpartners.com

Matt Miller

Associate
mmiller@chartercapitalpartners.com

Travis Read

Senior Analyst
tread@chartercapitalpartners.com

Thomas DeVries

Analyst
tdevries@chartercapitalpartners.com

Patrick Burns

Analyst
burns@chartercapitalpartners.com

Gavin Houtkooper

Analyst
ghoutkooper@chartercapitalpartners.com