

INDUSTRIAL MANUFACTURING M&A PULSE

FOURTH QUARTER 2024



OUR INSIGHTS

Global Industrial Manufacturing ("IM") M&A activity wrapped up 2024 on a strong note, showing an 11.6% increase in Q4-24 compared to the same period in 2023. Overall, total IM activity for the year also saw growth, rising by 8.8% compared to 2023.

Businesses will need to carefully navigate the challenges posed by the new U.S. administration's policies, including tariffs, by adopting strategies to manage potential cost increases and global supply chain disruptions.

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SELECT PMCF INDUSTRIAL MANUFACTURING TRANSACTIONS









What We're Discussing With Clients



1

Private Equity Faces Pressure to Return and Deploy Capital

Over the past three years, higher interest rates have dampened private equity M&A activity by driving up borrowing costs and, in some cases, reducing valuation multiples. As a result, private equity sponsors have delayed exits from their existing portfolio investments, creating an historic backlog of assets due to be sold. At the same time, private equity funds have a collective \$1.2 trillion in uninvested capital as of December 2024, and these firms are facing increasing pressure to identify opportunities to invest the capital or give it back.

2

Navigating a Dynamic Tariff Landscape

While the tariff situation continues to evolve daily, the current U.S. administration has signaled a willingness to wield tariffs as a diplomatic tool. The uncertainty around these measures has created a fluid landscape, with business owners, operators, and potential acquirers continually analyzing the potential impacts and consequences of proposed changes. For those companies involved in a sale process, it is critical for all parties to stay abreast of the latest developments and work collaboratively to measure their possible impact on a transaction.

3

Predicted Surge in Cross-Border M&A

As tariff talks intensify, foreign companies will likely target acquisitions of U.S.domiciled companies to offset the rising costs of serving American customers. By acquiring established U.S. businesses, foreign companies can mitigate tariff impacts, streamline operations, and position themselves for long-term growth in a complex trade environment. As a result, having advisors with strong relationships with international buyers is essential to identifying the best potential acquirer and maximizing value in a competitive M&A process.

Q4 2024 – Quarterly M&A Market Recap

- Global Industrial Manufacturing ("IM") M&A activity ended 2024 on a high note, with an 11.6% increase in Q4-24 compared to the same quarter in the previous year. In addition to the strong Q4 performance, total IM M&A activity grew by 8.8% in 2024 compared to 2023, totaling 1,258 transactions.
- U.S. Industrial Manufacturing activity saw a modest increase in Q4-24, rising 2.0% compared to Q4-23. Manufacturing remained the dominant sector, representing 73.1% of total transactions.
- Overall, total U.S. Industrial Manufacturing activity remained relatively stable in 2024 compared to the previous year. However, a notable shift occurred with financial buyer transactions, which rose 16% compared to 2023.

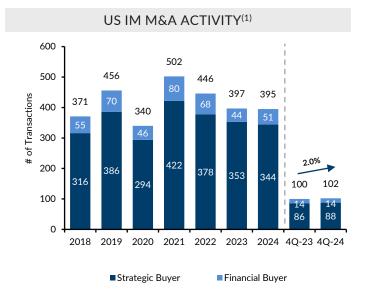
of Transactions

2018

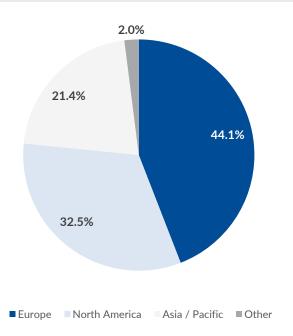
2019

2020

Strategic Buyer



IM M&A ACTIVITY BY REGION - GLOBAL⁽¹⁾



1,600 1419 1383 1338 1303 1,400 1258 1156 1111 1,200 1.30 1,000 800 11.6% 1235 600 1114 1119 1026 949 346 310 400 200 307 0

GLOBAL IM M&A ACTIVITY⁽¹⁾

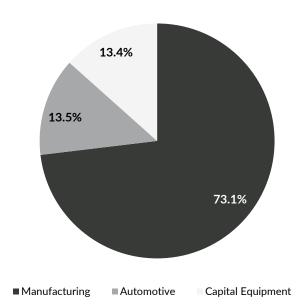
IM M&A ACTIVITY BY SEGMENT – US⁽¹⁾

2021

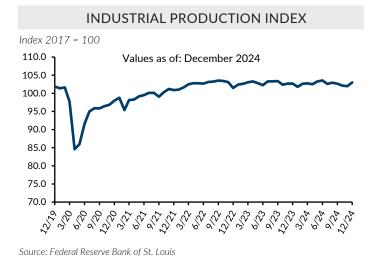
2022

2023 2024 40-23 40-24

Financial Buyer



Sources: (1) Capital IQ

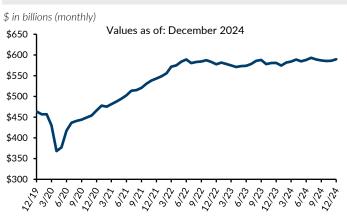


PURCHASING MANAGERS INDEX



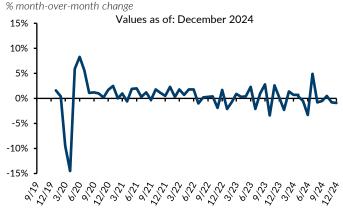
Source: Institute for Supply Management

U.S. VALUE OF MANUFACTURERS SHIPMENTS

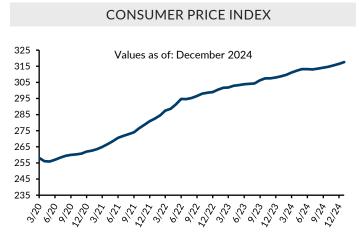


Source: Federal Reserve Bank of St. Louis

U.S. MANUFACTURERS NEW ORDERS INDEX



Source: U.S. Census Bureau



Source: Federal Reserve Bank of St. Louis



HOUSING STARTS & PERMITS

Source: Federal Reserve Bank of St. Louis

PMCF Industrial Manufacturing Index

(\$ in millions)	Headquarters		Market	E	nterprise	ттм	TTM Gross	ттм	TTM Gross	TTM EBITDA	Net Debt/ TTM	EV/	EV/EB	
Company Name	Location		Cap.	-	Value	Revenue	Profit	EBITDA	Margin	Margin	EBITDA	Revenue	04 '24	Q4 '23
Automotive OEMs														
Tesla, Inc.	United States	\$	1,296,350	\$	1,276,264	\$ 97,690	\$ 17,450	\$ 13,027	17.9%	13.3%	NM	13.14x	98.0x	57.0x
Toyota Motor Corporation	Japan		262,325		451,730	297,330	55,523	42,076	18.7%	14.2%	3.8x	1.53x	10.7x	9.4x
Mercedes-Benz Group AG	Germany		52,981		148,621	165,010	30,580	18,881	18.5%	11.4%	5.2x	0.97x	7.9x	7.3x
BMW	Germany		50,936		149,507	166,108	26,275	21,847	15.8%	13.2%	4.5x	0.97x	6.8x	6.1x
Volkswagen AG	Germany		47,161		275,688	361,879	62,541	28,921	17.3%	8.0%	7.6x	0.82x	9.5x	7.2x
Stellantis N.V.	Netherlands		35,740		30,350	162,416	7,783	12,700	4.8%	7.8%	0.0x	0.17x	2.4x	1.5x
General Motors Company	United States		58,575		163,954	187,442	23,149	18,689	12.3%	10.0%	5.7x	0.90x	8.8x	9.2x
Honda Motor Co., Ltd.	Japan		45,294		84,372	138,392	29,744	17,217	21.5%	12.4%	2.4x	0.61x	4.9x	4.8x
Ford Motor Company	United States		39,345		170,998	184,992	15,506	11,025	8.4%	6.0%	11.2x	0.94x	15.5x	13.8x
Rivian Automotive, Inc.	United States		13,575		12,880	4,970	(1,200)	(3,658)	-24.1%	-73.6%	NM	2.83x	NM	NM
Nissan Motor Co., Ltd.	Japan		11,272		53,150	80,508	11,202	4,859	13.9%	6.0%	8.6x	0.66x	10.9x	9.2x
Automotive OEMs Median									15.8%	10.0%	5.2x	0.94x	9.2x	8.2x
Automotive Tiered Suppliers														
DENSO Corporation	Japan	\$	40,704	\$	39,436	\$ 45,022	\$ 6,831	\$ 5,852	15.2%	13.0%	NM	0.87x	6.7x	8.5x
Aptiv PLC	Switzerland		14,215		22,773	19,713	3,733	3,067	18.9%	15.6%	2.3x	1.15x	7.4x	11.2x
Magna International Inc.	Canada		11,998		18,512	42,836	5,799	3,738	13.5%	8.7%	1.4x	0.46x	5.0x	6.3x
Continental Aktiengesellschaft	Germany		13,422		19,638	44,694	9,680	4,220	21.7%	9.4%	1.4x	0.47x	4.7x	5.8x
Autoliv, Inc.	Sweden		7,289		9,268	10,390	1,927	1,380	18.5%	13.3%	1.2x	0.88x	6.7x	7.2x
BorgWarner Inc.	United States		6,952		9,887	14,086	2,648	1,913	18.8%	13.6%	1.1x	0.70x	5.2x	6.3x
Lear Corporation	United States		5,146		7,997	23,306	1,777	1,650	7.6%	7.1%	1.3x	0.34x	4.8x	6.5x
Valeo SE	France		2,341		7,301	23,518	4,387	2,002	18.7%	8.5%	2.0x	0.32x	3.6x	4.7x
Forvia SE	France		1,764		10,719	29,103	3,889	2,523	13.4%	8.7%	2.6x	0.38x	4.2x	6.0x
Adient plc	Ireland		1,462		3,568	14,523	898	721	6.2%	5.0%	2.1x	0.24x	4.9x	7.0x
Automotive Tiered Suppliers Media Capital Equipment	n								16.9%	9.1%	1.4x	0.47x	5.0x	6.4x
Caterpillar Inc.	United States	\$	175,141	\$	208,288	\$ 64,809	\$ 21,088	\$ 15,646	32.5%	24.1%	2.1x	3.17x	13.3x	11.3x
Deere & Company	United States	Þ	115,066	φ	175,178	\$ 64,609 51,532	\$ 21,088 15,202	\$ 15,848 11,349	29.5%	24.1%	5.2x	3.40x	15.3x 15.4x	11.3x 11.2x
PACCAR Inc	United States		54,538		60,998	33,664	5,930	5,365	17.6%	15.9%	1.2x	1.75x	11.4x	8.7x
AB Volvo (publ)	Sweden		49,415		66,094	47,601	12,624	7,109	26.5%	14.9%	2.3x	1.36x	9.3x	8.2x
Cummins Inc.	United States		47,822		54,791	34,102	8,551	4,842	25.1%	14.2%	1.1x	1.60x	11.3x	9.0x
CNH Industrial N.V.	United Kingdom		14,151		40,494	19,836	4,182	2,145	21.1%	10.8%	11.4x	1.86x	18.9x	11.6x
Oshkosh Corporation	United States		6,186		7,562	10,730	1,969	1,267	18.4%	11.8%	0.8x	0.71x	6.0x	8.0x
Terex Corporation	United States		3,087		3,363	5,127	1,068	604	20.8%	11.8%	3.6x	0.66x	5.6x	6.3x
Capital Equipment Median	onned otates		0,007		0,000	0,127	1,000		24.9%	14.2%	2.1x	1.60x	11.3x	8.7x
Diversified Manufacturers														
Eaton Corporation plc	Ireland	\$	131,155	\$	139,284	\$ 24,878	\$ 9,503	\$ 5,548	38.2%	22.3%	1.3x	5.66x	25.1x	21.4x
Illinois Tool Works Inc.	United States	Ψ	74,876	Ψ	82,276	\$ 24,878 15,898	\$ 7,040	\$ 5,548 4,694	44.3%	22.5%	1.5x	5.16x	17.5x	19.2x
Ingersoll Rand Inc.	United States		36,457		40,030	7,235	3,170	1,936	44.3%	27.5%	1.5x 1.7x	5.59x	20.7x	19.4x
Dover Corporation	United States		25,737		28,738	7,235	2,997	1,629	43.8% 38.7%	20.0%	0.8x	3.39x	20.7X 17.6x	15.5x
Steel Dynamics, Inc.	United States		17,367		19,388	17,540	2,803	2,422	16.0%	13.8%	1.0x	1.08x	8.0x	5.5x
Reliance, Inc.	United States		14,572		15,807	13,835	4,113	1,447	29.7%	10.5%	0.7x	1.13x	10.9x	8.3x
Mueller Industries, Inc.	United States		9,026		8,120	3,769	1,044	818	27.7%	21.7%	NM	2.27x	9.9x	5.5x
The Timken Company	United States		5,004		7,093	4,573	1,446	834	31.6%	18.2%	2.1x	1.55x	8.5x	8.4x
Linamar Corporation	Canada		2.421		3,563	7.891	1,124	1.107	14.2%	14.0%	1.1x	0.48x	3.2x	3.9x
ESCO Technologies Inc.	United States		3,436		3,550	1,055	418	212	39.6%	20.1%	0.5x	3.46x	16.7x	17.2x
Dana Incorporated	United States		1,676		4,510	10,284	876	743	8.5%	7.2%	3.0x	0.43x	6.1x	6.6x
Diversified Manufacturers Median			,2		., 2	-,			31.6%	20.1%	1.2x	2.27x	10.9x	8.4x
Median									18.6%	12.7%	1.7x	1.0x	8.5x	8.0x
Mean									20.2%	11.5%	2.8x	1.8x	11.8x	10.1x



Source: Capital IQ

(1) Market capitalizations and total enterprise values as of December 31, 2024; income statement and balance sheet data as of last period reported
(2) Multiple of EBITDA based on EBITDA inclusive of equity income from affiliates
(3) Currency conversions assume historical rate

Valuation Trends:

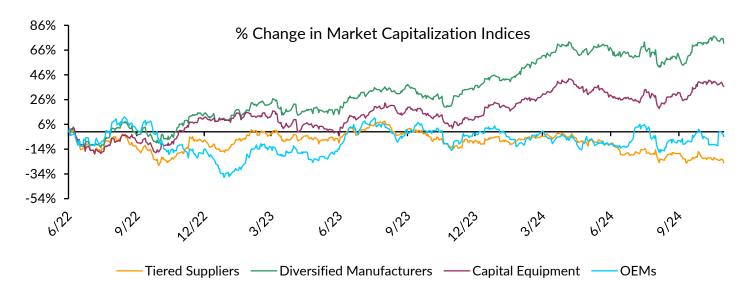
- The PMCF Industrial Manufacturing Public Equity Performance Index recorded an 8.6% decline in stock prices over the past year. As in the previous quarter, Automotive OEMs and Automotive Tiered Suppliers were major contributors to this decrease, with declines of 14.0% and 27.9%, respectively.
- Capital Equipment was the only segment to experience year-over-year stock price growth, with a 4.3% increase overall despite a 2.2% decline over the last 3-month period.
- The Q4-24 Mean and Median PMCF Industrial Manufacturing Index EV/EBITDA multiples showed improvement from the previous year's quarter, with the median increasing by half a turn to 8.5x and the mean rising by two turns to 11.8x.

	Stock Price <u></u>	Change	EV/EBITDA 9	6 Change	Cu	Net Debt/ TTM		
Industry and Segment	3 Month	1 Year	3 Month	1 Year	Fwd PE	TTM PE	EV/EBITDA	EBITDA
Automotive OEMs	1.8%	-14.0%	-2.7%	13.6%	5.7x	6.3x	9.2x	5.2x
Automotive Tiered Suppliers	-9.2%	-27.9%	-8.8%	-21.9%	7.4x	12.2x	5.0x	1.4x
Capital Equipment	-2.2%	4.3%	10.2%	25.5%	14.2x	11.0x	11.3x	2.1x
Diversified Manufacturers	-3.2%	-3.2%	-2.1%	6.7%	17.1x	19.4x	10.9x	1.2x
Overall Median	-2.7%	-8.6%	-2.4%	10.2%	10.8x	11.6x	8.5x	1.7x

PMCF INDUSTRIAL MANUFACTURING INDEX PUBLIC VALUATIONS (1) (2)

	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Revenue Multiple										
Median	0.9x	0.9x	1.0x	1.1x	1.0x	1.0x	1.1x	1.0x	0.9x	0.9x
Mean	1.8x	1.4x	1.5x	1.6x	1.6x	1.6x	1.6x	1.6x	1.7x	1.8x
EBITDA Multiple ⁽¹⁾										
Median	8.0x	7.9x	8.8x	8.2x	7.5x	8.0x	9.6x	9.4x	9.3x	8.5x
Mean	9.5x	9.2x	9.7x	9.8x	9.3x	9.8x	10.2x	9.9x	10.7x	11.8x

PMCF INDUSTRIAL MANUFACTURING PUBLIC EQUITY PERFORMANCE



Source: Capital IQ

(1) Multiple of EBITDA based on EBITDA inclusive of equity income from affiliates (2) Quarterly figures based on the last trading day of each quarter shown

(3) Industry and segment returns are based on price-weighted performance



Sources: Capital IQ, company websites and PMCF proprietary research

Industrial Manufacturing M&A Activity

SELECT INDUSTRIAL MANUFACTURING TRANSACTIONS

Date	Target	Buyer	Industry Segment
Oct-24	Maddox Industries, Inc.	Envirotech Vehicles, Inc.	Manufacturing
Oct-24	Fluid Tech Hydraulics, Inc.	Singer Industrial, Inc.	Manufacturing
Oct-24	Semi-Bulk Systems, Inc.	Haf Equipment, Inc.	Manufacturing
Oct-24	SPI Automation Group, LLC	Grote Company, Inc.	Manufacturing
Oct-24	Cardinal Manufacturing LLC	Sign Craft Industries, Inc.	Manufacturing
Oct-24	Precinmac, LP	Centerbridge Partners, L.P.	Manufacturing
Oct-24	Emery Thompson Machine & Supply Co.	The Middleby Corporation	Manufacturing
Oct-24	Barnes Group Inc.	Apollo Global Management, Inc.	Manufacturing
Oct-24	Builder's Best, Inc.	DuraVent LLC	Manufacturing
Oct-24	Component Products, Inc.	Pelco Products, Inc.	Manufacturing
Oct-24	Ransom International, LLC	Hultec USA, Inc.	Automotive
Oct-24	Agile Manufacturing Group, LLC	Consolidated Equipment Group LLC	Manufacturing
Oct-24	APSCO, Inc.	Ingersoll Rand Inc.	Capital Equipment
Oct-24	Marco Supply, Inc.	NexaMotion Group, LLC	Automotive
Nov-24	KI (USA) Corporation	American Industrial Acquisition Corporation	Automotive
Nov-24	Quality Industrial Corp.	Fusion Fuel Green PLC	Manufacturing
Nov-24	EVICTUS Suspension Systems	Storyteller Overland, LLC	Automotive
Nov-24	NSI Industries, LLC	Sentinel Capital Partners, L.L.C.	Manufacturing
Nov-24	Arnott, LLC	MidOcean Partners LLP	Automotive
Nov-24	Advanced Packaging Inc.	Albers Aerospace	Manufacturing
Nov-24	Air Way Automation, Inc.	Atlas Copco AB (publ)	Manufacturing
Nov-24	Assets of Detroit Speed, Inc.	QA1 Precision Products, Inc.	Automotive
Nov-24	LMS Manufacturing, LLC	Product Recovery Management, Inc.	Manufacturing
Nov-24	Elliott Machine Works, Inc.	Stellar Industrial Supply, Inc.	Capital Equipment
Dec-24	Global Compression Services, Inc.	Lion Equity Partners, LLC	Manufacturing
Dec-24	R. H. Sheppard Co., Inc.	Balmoral Funds LLC	Capital Equipment
Dec-24	KKSP Precision Machining, LLC	Red Arts Capital Management, LLC	Manufacturing
Dec-24	Precision Engine Parts Of Nevada, Inc.	S.B. International, Inc.	Automotive
Dec-24	Dss Pro Diesel Partners, LLC	M&D Distributors	Automotive
Dec-24	Jacobs Corporation	CPM Holdings Inc.	Manufacturing
Dec-24	Addison Precision Mfg. Corp.	BTX Precision, Inc.	Manufacturing
Dec-24	G&F Manufacturing, LLC	Pentair plc	Manufacturing
Dec-24	International Conveyor And Rubber, LLC	Motion Industries, Inc.	Manufacturing
Dec-24	Air Innovations Inc.	Altus Capital Partners, Inc.	Manufacturing
Dec-24	Goodman Ag Supply, Inc.	Sonsray Machinery, LLC	Capital Equipment



Sources: Capital IQ, company websites and PMCF proprietary research

What is a Strategic Assessment and Why is it Important?

A Strategic Assessment is a comprehensive report that examines a business holistically with specific consideration given to the financial results, operations, and organizational structure. We advise our clients consider before a planned liquidity event to ensure your company is ready for a transaction. This process includes:

Determining your company's current value

Identifying factors that enhance or erode value and related risk considerations

Developing strategies to bridge gaps in value and market position

7 Reasons Why a Strategic Assessment is Essential for Maximizing Business Value In Preparation of a Liquidity Event

1	Prepares your company for the scrutiny of capital investors	succ M&/ and
2	Helps ownership and management identify the value attributes and constraints of the business	achie leve relat serve
3	Provides ownership with an understanding of perceived value considerations in the eyes of investors	grov PMC ensu
4	Affords your company an opportunity to address shortfalls and enhance the value in advance of a capital transaction	uniq with expe cons
5	Helps align corporate strategy with organizational, tax, and wealth transfer planning	•
6	Helps shareholders/management understand how various business strategies can impact future value	• ,
7	Resolves potential deal obstacles to ensure a smooth diligence process and higher likelihood of deal success	-
	As an investment in your company, PMCF will complete a complimentary Strategic Assessment.	-
	For additional information, please visit pmcf.com	- /

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PMCF takes a strategic approach to transaction planning, ensuring the positioning and messaging conveys the unique differentiators of your company. Our affiliation with Plante Moran provides us access to transaction tax experts to provide insight into structure planning considerations.

- Developing strategies to effectively deploy capital and resources to maximize ROI on your highpriority growth initiatives
- Aligning your process capabilities with key macrotrends driving industry growth
- Evaluating KPI trends and results and understanding how they are used in daily management
- Reviewing the organizational chart and the internal plan for turnover and/or succession of key management team members
- Pursuing customer diversification at attractive, appropriate margins
- Understanding margin trends and concentrations of margin within product groups or customers
- Assessing your company's differentiation and position in the marketplace
- Leveraging our extensive global relationships to help penetrate new customers and/or markets

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PMCF's M&A advisory and investment banking services are designed to provide company shareholders with a trusted advisor to oversee all transaction-related aspects of a company sale or strategic acquisition. Our service levels, industry expertise in industrial manufacturing, and approach to managing transactions go well beyond a typical investment banker.





- Differentiated approach via senior banker leadership and direct involvement through every step of the transaction, providing a consistent and highly experienced point of contact
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Two-time winner, Boutique Investment Banking Firm of the Year by M&A Advisor Awarded, Cross Border Corporate and Strategic

Acquisition of the Year by M&A Advisor

Awarded, Cross Border M&A Deal of the Year by M&A Advisor Awarded, Deal of the Year by ACG Detroit



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