Shields & Company

INVESTMENT BANKERS

Industrial Products & Services

Sector Update

Q2 2026



Shields & Company, Inc. is a FINRA Registered Broker-Dealer and a member of SIPC.

Sector M&A Activity Softened While Stocks Were Mixed

M&A Summary

- U.S. M&A deal volume in the first half of 2026 increased approximately 3% when compared to H1 2025. The modest YTD increase was the net result of strong activity in Q1 (up 8%) and a decline in Q2 (down 3%).

- Although M&A activity continues to be supported by high levels of capital availability and a resilient economy, several factors are negatively impacting the market. Geopolitical tensions, persistent inflation, relatively high interest rates, anticipated AI-driven disruption in certain industries, and uncertainty surrounding the upcoming midterm elections all provide headwinds to the market.

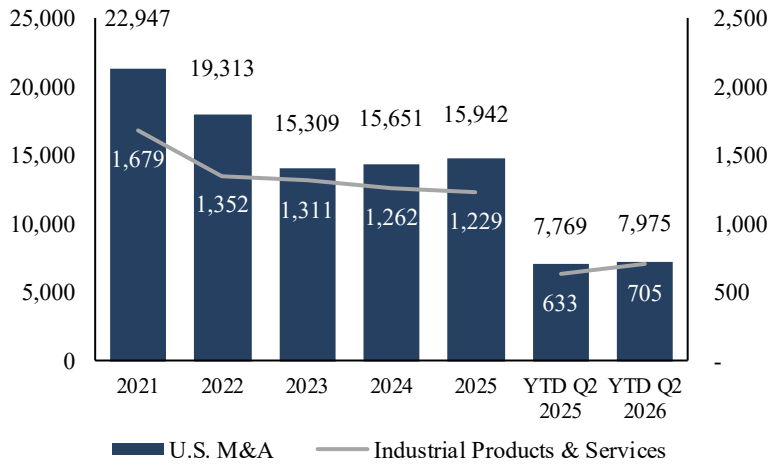
- Industrial Products & Services M&A activity softened in Q2, dropping 16% compared to the strong activity observed in Q1. On a year-over-year basis, quarterly M&A transactions increased 1%. This activity resulted in YTD transaction volume in the first half of 2026 being up 11% compared to H1 2025.

Public Company Performance

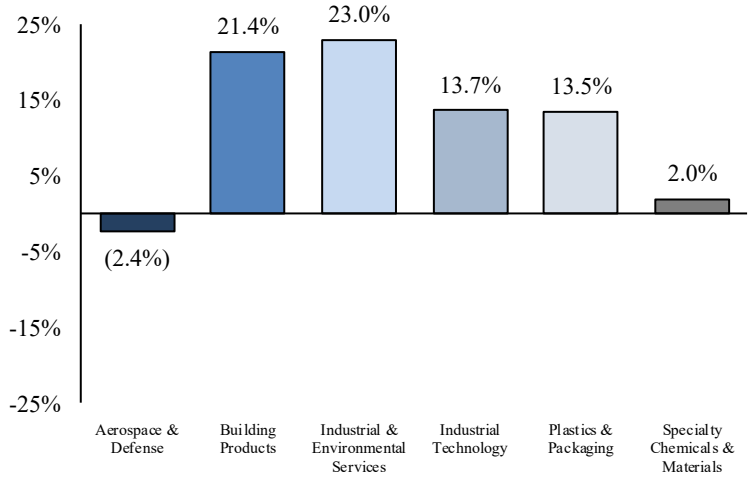
- Our Industrial Products & Services peer groups showed mixed results. Five of the six groups generated positive returns in Q2 but only two subsectors outperformed the S&P 500 index, which rose 14.1%.

- At the end of Q2, the sector median TEV/LTM EBITDA multiple was 14.1x. Industrial Technology (20.3x) had the highest median EBITDA multiple while Specialty Chemicals & Materials (12.0x) and Plastics & Packaging (10.0x) were the only subsectors below the sector median EBITDA multiple.

M&A Transaction Volume



Q2 2026 Peer Group Returns (1)

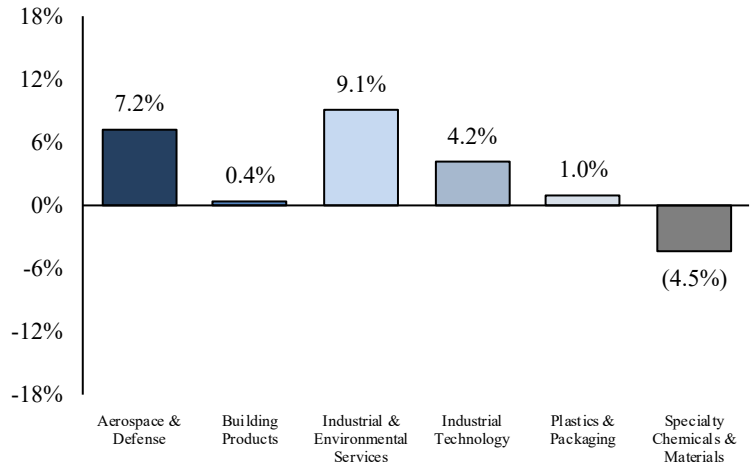


Select Industrial Products & Services Transactions

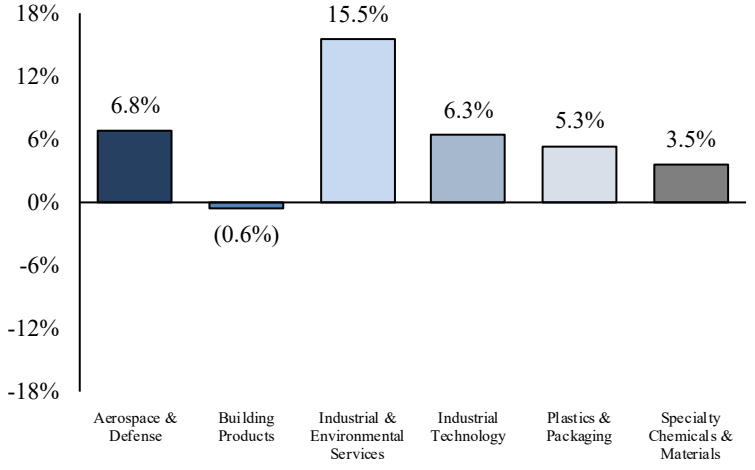
Date	Target	Description	Buyer
Jun-26	Fairhope Aerospace	Fairhope Aerospace provides repair and overhaul services for aircraft parts and accessories.	Segers Aero Corporation
Jun-26	NSI Industries, LLC	NSI Industries, LLC manufactures and distributes HVAC, electrical connectors, fittings, and wire management products to electrical and communications distributors and contractors.	Hubbell Incorporated
Jun-26	Sheldahl Flexible Technologies, Inc.	Sheldahl Flexible Technologies, Inc. manufactures adhesive formulations, coatings, flexible laminates, cable tapes, and flexible printed circuit materials.	Chase Corporation
Jun-26	Cgrs, Inc.	Cgrs, Inc. provides environmental consulting, construction, and engineering services.	Benford Capital Partners, LLC
Jun-26	Clean Earth, Inc.	Clean Earth, Inc. operates as a specialty waste management company providing remediation, disposal, recycling, and beneficial reuse solutions for waste and contaminated soil.	Veolia Environnement SA
May-26	Verdafresh, Inc.	Verdafresh, Inc. develops and manufactures flexible packaging materials and barrier coatings designed to preserve food freshness and improve recyclability.	H.B. Fuller Company
May-26	American Woodmark Corporation	American Woodmark Corporation manufactures and distributes kitchen, bath, and home organization products for the remodeling and new home construction markets.	MasterBrand, Inc.
May-26	First Aviation Services Inc.	First Aviation Services Inc. provides aircraft parts manufacturing, aircraft component repair and overhaul, rotables management and related engineering services to the aviation industry.	AMETEK, Inc.
May-26	Jay Industrial Repair, Inc.	Jay Industrial Repair, Inc. manufactures electric motors and provides industrial services in the United States.	Carousel Capital Management Company, L.P.
May-26	International Aerospace Coatings, Inc.	International Aerospace Coatings, Inc. provides a range of aircraft finishing services to the global aviation industry.	H.I.G. Capital, LLC
May-26	Terra Nova Solutions, Inc.	Terra Nova Solutions, Inc. provides environmental remediation and industrial services in the United States.	Clean Harbors, Inc.
Apr-26	Vertec Biosolvents, Inc.	Vertec Biosolvents, Inc. produces, distributes, and markets environmentally friendly industrial solvents derived from corn, soybean, citrus, and other renewable feedstocks.	Shrieve Chemical Company, LLC
Apr-26	Inventus Power, Inc.	Inventus Power, Inc. designs, engineers, and manufactures battery packs, chargers, and power supplies for global original equipment manufacturers.	H.I.G. Capital, LLC
Apr-26	SIMPL Automation Inc.	SIMPL Automation Inc. manufactures warehouse automation equipment.	The Home Depot, Inc.
Apr-26	Sealed Air Corporation	Sealed Air Corporation manufactures packaging solutions for food and beverage, protective, and medical and life sciences applications.	Clayton, Dubilier & Rice, LLC
Apr-26	Earth Science Laboratories, Inc.	Earth Science Laboratories, Inc. manufactures sustainable chemical products such as algaecides, fungicides, adjuvants, micronutrients, and water treatment solutions.	SePRO Corporation

Public Company Operating Metrics

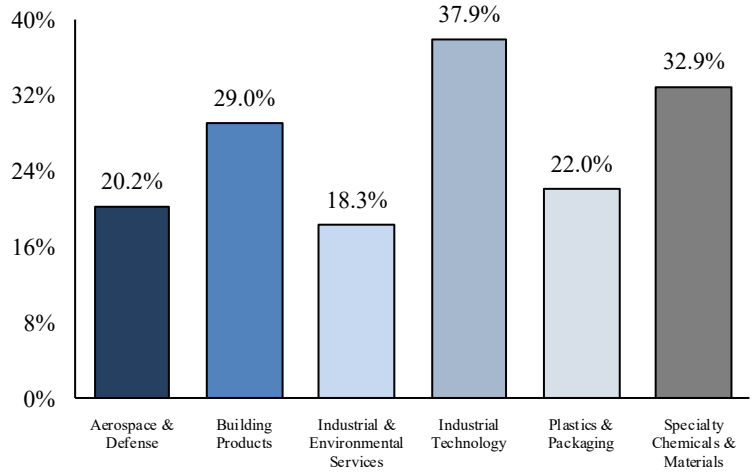
3-Year Revenue CAGR (2)



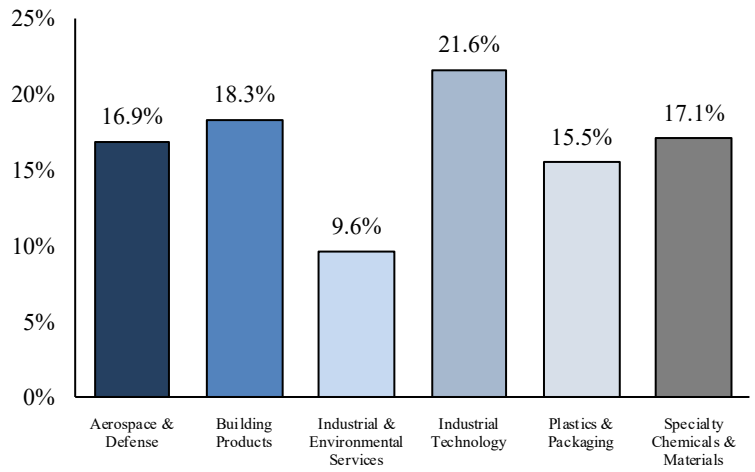
3-Year EBITDA CAGR (2)



LTM Gross Margin (2)

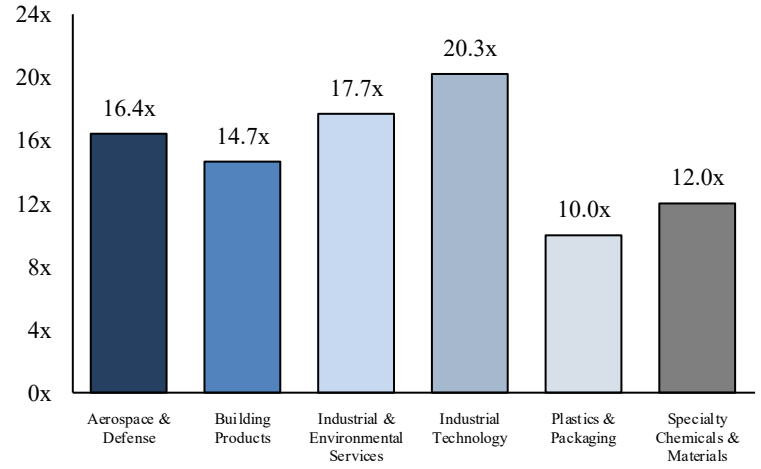


LTM EBITDA Margin (2)

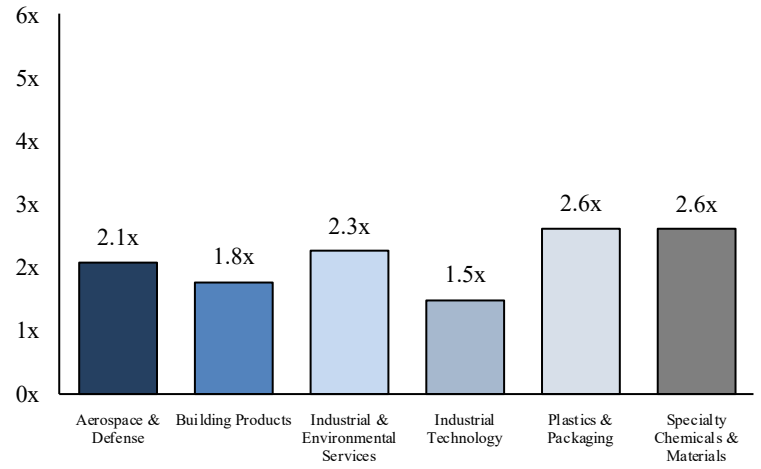


Public Company Valuation Metrics

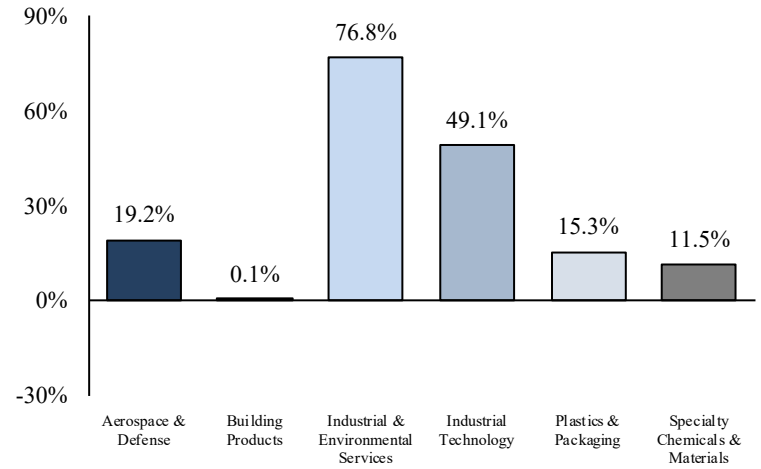
TEV/LTM EBITDA (2)



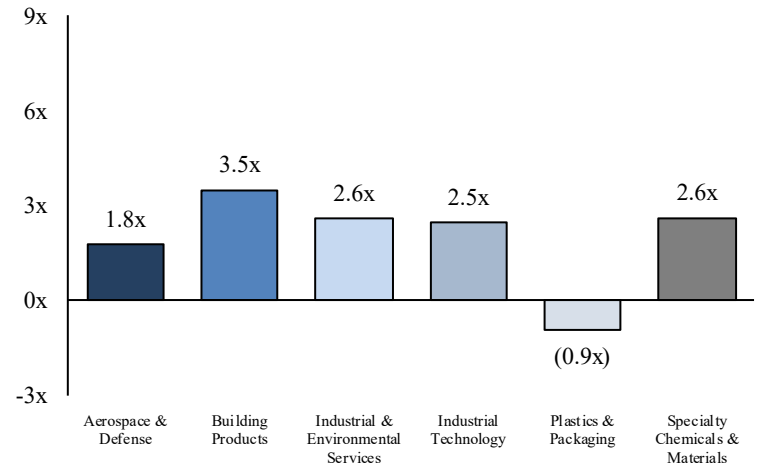
Net Debt/LTM EBITDA (2)



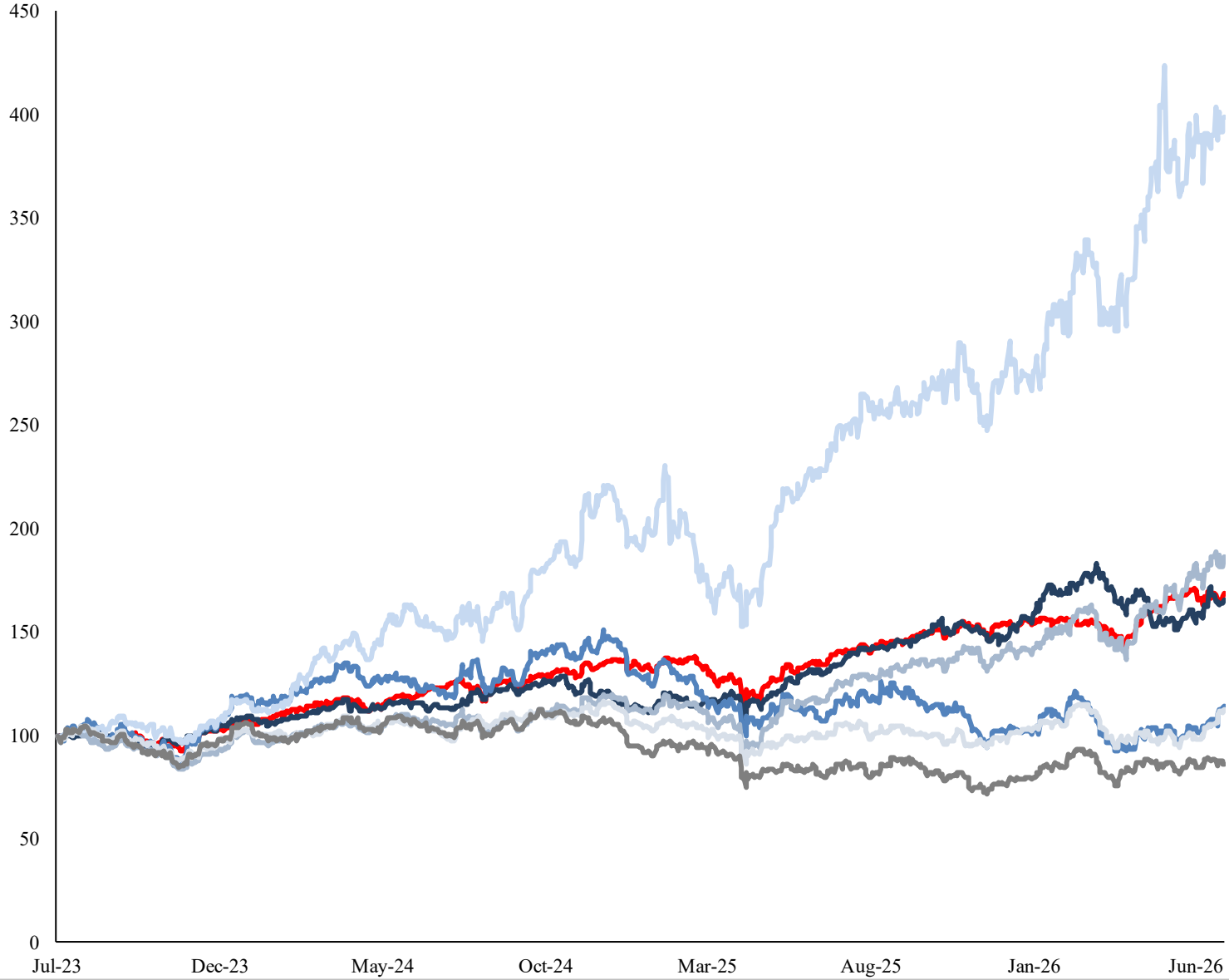
LTM Change in Stock Price (1)



LTM Change in EBITDA Multiple (2)



3-Year Stock Return (1)



Industrial & Environmental Services
398.7

Industrial Technology
186.6

S&P 500
168.3

Aerospace & Defense
165.2

Building Products
113.7

Plastics & Packaging
112.4

Specialty Chemicals & Materials
86.2

3-Year LTM EBITDA Multiple [2]



PUBLIC COMPARABLE COMPANIES [4] [5]

($ in millions)	TEV	Latest Twelve Months Revenue	Latest Twelve Months Gross Profit	Latest Twelve Months EBITDA	TEV / LTM Revenue	TEV / LTM EBITDA	TEV / EBITDA 2026P	TEV / EBITDA 2027P
Aerospace & Defense								
General Dynamics Corporation	$100,013	$53,808	$8,201	$6,487	1.9x	15.4x	14.8x	13.7x
General Electric Company	$399,862	$48,313	$15,049	$11,037	8.3x	36.2x	34.1x	30.4x
Honeywell Aerospace Inc.	$85,035	$17,682	$6,170	$3,893	4.8x	21.8x	16.7x	15.4x
L3Harris Technologies, Inc.	$64,902	$22,477	$5,677	$4,114	2.9x	15.8x	15.3x	14.0x
Lockheed Martin Corporation	$136,266	$75,106	$7,440	$7,995	1.8x	17.0x	12.1x	11.6x
Northrop Grumman Corporation	$85,426	$42,367	$8,693	$7,307	2.0x	11.7x	13.8x	12.9x
RTX Corporation	$287,855	$90,373	$18,267	$15,263	3.2x	18.9x	18.2x	16.7x
Textron Inc.	$18,247	$15,188	$2,709	$1,684	1.2x	10.8x	10.0x	9.3x
The Boeing Company	$197,681	$92,184	$4,448	($3,259)	2.1x	NM	44.0x	23.4x
			Aerospace & Defense Median		**2.1x**	**16.4x**	**15.3x**	**14.0x**
Building Products								
A. O. Smith Corporation	$9,057	$3,812	$1,478	$795	2.4x	11.4x	11.2x	10.5x
AAON, Inc.	$10,816	$1,617	$424	$251	6.7x	43.1x	30.3x	22.7x
Apogee Enterprises, Inc.	$1,147	$1,401	$327	$163	0.8x	7.0x	7.7x	6.4x
Armstrong World Industries, Inc.	$7,285	$1,648	$664	$439	4.4x	16.6x	11.9x	11.0x
Carlisle Companies Incorporated	$16,762	$4,976	$1,770	$1,194	3.4x	14.0x	13.2x	12.3x
Carrier Global Corporation	$72,059	$21,870	$5,507	$3,141	3.3x	22.9x	15.5x	14.4x
Fortune Brands Innovations, Inc.	$9,040	$4,441	$1,998	$815	2.0x	11.1x	11.4x	10.6x
Gibraltar Industries, Inc.	$2,538	$1,245	$325	$170	2.0x	14.9x	8.2x	7.3x
JELD-WEN Holding, Inc.	$1,288	$3,157	$489	$39	0.4x	32.8x	11.8x	8.5x
Lennox International Inc.	$21,412	$5,258	$1,745	$1,154	4.1x	18.6x	17.1x	15.9x
Louisiana-Pacific Corporation	$5,680	$2,558	$506	$318	2.2x	17.9x	16.0x	10.5x
Masco Corporation	$19,370	$7,679	$2,740	$1,448	2.5x	13.4x	13.1x	12.5x
MasterBrand, Inc.	$3,056	$2,692	$781	$209	1.1x	14.7x	11.2x	8.5x
Owens Corning	$18,075	$9,838	$2,674	$2,028	1.8x	8.9x	9.3x	8.5x
Quanex Building Products Corporation	$1,489	$1,857	$492	$206	0.8x	7.2x	7.0x	NA
Simpson Manufacturing Co., Inc.	$8,638	$2,382	$1,085	$552	3.6x	15.6x	14.8x	13.7x
Tecnoglass Holdings Inc.	$2,181	$1,010	$420	$246	2.2x	8.9x	9.6x	7.7x
Trex Company, Inc.	$5,577	$1,178	$461	$326	4.7x	17.1x	17.0x	15.5x
UFP Industries, Inc.	$4,626	$6,186	$1,028	$498	0.7x	9.3x	8.8x	7.6x
			Building Products Median		**2.2x**	**14.7x**	**11.8x**	**10.5x**

PUBLIC COMPARABLE COMPANIES (CONTINUED) [5]

($ in millions)	TEV	Latest Twelve Months Revenue	Latest Twelve Months Gross Profit	Latest Twelve Months EBITDA	TEV / LTM Revenue	TEV / LTM EBITDA	TEV / EBITDA 2026P	TEV / EBITDA 2027P
Industrial & Environmental Services								
Clean Harbors, Inc.	$18,083	$6,058	$1,922	$1,131	3.0x	16.0x	14.1x	13.3x
Dycom Industries, Inc.	$17,450	$6,252	$1,279	$825	2.8x	21.2x	16.2x	14.2x
EMCOR Group, Inc.	$35,971	$17,747	$3,424	$1,851	2.0x	19.4x	18.3x	16.7x
Enviri Corporation	$2,143	$2,242	$410	$186	1.0x	11.5x	12.8x	13.7x
IES Holdings, Inc.	$14,414	$3,633	$947	$480	4.0x	30.0x	25.2x	21.3x
Limbach Holdings, Inc.	$959	$653	$164	$63	1.5x	15.3x	10.5x	9.5x
MasTec, Inc.	$34,830	$15,280	$1,960	$1,202	2.3x	29.0x	23.0x	18.7x
Matrix Service Company	$152	$845	$53	($2)	0.2x	NM	5.7x	4.7x
Mistras Group, Inc.	$737	$731	$231	$83	1.0x	8.9x	8.0x	7.2x
MYR Group Inc.	$7,640	$3,825	$461	$261	2.0x	29.2x	23.8x	20.9x
Primoris Services Corporation	$5,470	$7,487	$777	$466	0.7x	11.7x	19.2x	10.0x
Quanta Services, Inc.	$113,675	$30,121	$4,548	$2,659	3.8x	42.7x	31.7x	27.7x
Veolia Environnement SA	$55,371	$50,194	$8,901	$6,579	1.1x	8.4x	6.5x	6.1x
	Industrial & Environmental Services Median				**2.0x**	**17.7x**	**16.2x**	**13.7x**
Industrial Technology								
ABB Ltd	$199,561	$34,572	$13,958	$7,010	5.8x	28.5x	24.4x	22.2x
AMETEK, Inc.	$57,150	$7,598	$2,787	$2,420	7.5x	23.6x	22.2x	20.7x
Amphenol Corporation	$231,195	$25,904	$9,823	$8,171	8.9x	28.3x	21.5x	18.8x
ATS Corporation	$3,651	$2,152	$619	$226	1.7x	16.1x	12.3x	11.1x
Belden Inc.	$5,667	$2,787	$1,044	$445	2.0x	12.7x	11.0x	10.2x
Cognex Corporation	$11,755	$1,047	$712	$226	11.2x	NM	38.2x	32.5x
Flex Ltd.	$60,741	$27,914	$2,626	$2,060	2.2x	29.5x	22.6x	16.6x
Flowserve Corporation	$10,469	$4,653	$1,653	$740	2.2x	14.1x	12.0x	10.8x
Forgent Power Solutions, Inc.	$14,263	$1,196	$411	$164	11.9x	NM	34.4x	23.1x
Honeywell International Inc.	$96,363	$37,660	$13,906	$8,526	2.6x	11.3x	21.1x	18.9x
Hubbell Incorporated	$29,714	$5,996	$2,140	$1,467	5.0x	20.3x	18.5x	15.6x
IDEX Corporation	$18,082	$3,530	$1,569	$952	5.1x	19.0x	18.6x	17.5x
Littelfuse, Inc.	$11,663	$2,489	$960	$532	4.7x	21.9x	18.0x	15.6x
Pentair plc	$14,265	$4,202	$1,732	$1,101	3.4x	13.0x	12.0x	11.3x
Rockwell Automation, Inc.	$58,410	$8,804	$4,307	$1,969	6.6x	29.7x	26.5x	24.5x
Sensata Technologies Holding plc	$9,158	$3,728	$1,098	$759	2.5x	12.1x	10.2x	9.6x
Siemens Aktiengesellschaft	$306,510	$92,406	$35,895	$13,732	3.3x	22.3x	17.4x	15.2x
TE Connectivity plc	$63,748	$18,696	$6,744	$4,731	3.4x	13.5x	12.2x	10.8x
Teledyne Technologies Incorporated	$32,852	$6,226	$2,669	$1,538	5.3x	21.4x	20.4x	18.8x
Watts Water Technologies, Inc.	$12,894	$2,558	$1,260	$559	5.0x	23.1x	21.5x	19.7x
Xylem Inc.	$29,485	$9,091	$3,510	$1,912	3.2x	15.4x	13.9x	12.9x
	Industrial Technology Median				**4.7x**	**20.3x**	**18.6x**	**16.6x**

PUBLIC COMPARABLE COMPANIES (CONTINUED) [5]

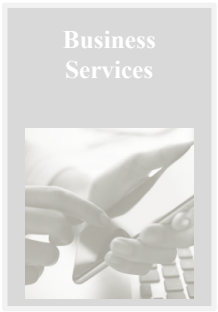
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Plastics & Packaging								
Amcor plc	$34,368	$22,190	$4,248	$3,201	1.5x	10.7x	NA	NA
AptarGroup, Inc.	$9,198	$3,873	$1,420	$807	2.4x	11.4x	11.1x	11.5x
Avery Dennison Corporation	$15,907	$9,006	$2,590	$1,443	1.8x	11.0x	10.5x	9.9x
Ball Corporation	$23,709	$13,667	$2,620	$2,053	1.7x	11.5x	11.0x	10.4x
Cascades Inc.	$2,196	$3,436	$1,204	$386	0.6x	5.7x	5.8x	5.1x
CCL Industries Inc.	$12,093	$5,584	$1,671	$1,128	2.2x	10.7x	10.2x	9.8x
Crown Holdings, Inc.	$18,524	$12,737	$2,743	$2,093	1.5x	8.9x	8.9x	8.5x
Graphic Packaging Holding Company	$8,727	$8,653	$1,470	$1,241	1.0x	7.0x	8.0x	7.2x
Greif, Inc.	$4,724	$4,263	$952	$545	1.1x	8.7x	7.5x	7.2x
International Paper Company	$28,032	$24,341	$7,226	$4,007	1.2x	7.0x	8.7x	6.7x
Myers Industries, Inc.	$1,625	$829	$285	$132	2.0x	12.3x	12.3x	11.4x
O-I Glass, Inc.	$6,275	$6,399	$1,028	$953	1.0x	6.6x	5.4x	4.9x
Packaging Corporation of America	$24,458	$9,216	$2,005	$1,963	2.7x	12.5x	11.7x	10.6x
Ranpak Holdings Corp.	$980	$405	$135	$61	2.4x	16.2x	11.5x	10.0x
Silgan Holdings Inc.	$9,128	$6,578	$1,145	$978	1.4x	9.3x	9.1x	8.7x
Sonoco Products Company	$10,054	$7,486	$1,565	$1,251	1.3x	8.0x	7.8x	7.3x
TriMas Corporation	$740	$662	$142	$63	1.1x	11.8x	7.5x	6.4x
Winpak Ltd.	$1,497	$1,121	$339	$226	1.3x	6.6x	6.4x	6.0x
				Plastics & Packaging Median	**1.4x**	**10.0x**	**8.9x**	**8.5x**
Specialty Chemicals & Materials								
Akzo Nobel N.V.	$15,336	$11,514	$4,617	$1,246	1.3x	12.3x	9.3x	8.7x
Albemarle Corporation	$19,210	$5,495	$1,018	$1,068	3.5x	18.0x	6.6x	6.4x
Ashland Inc.	$4,048	$1,808	$602	$343	2.2x	11.8x	10.2x	9.3x
Avient Corporation	$4,899	$3,281	$1,067	$568	1.5x	8.6x	8.5x	8.0x
Axalta Coating Systems Ltd.	$9,908	$5,109	$1,745	$993	1.9x	10.0x	8.7x	8.2x
Cabot Corporation	$5,866	$3,575	$902	$756	1.6x	7.8x	8.0x	7.4x
DuPont de Nemours, Inc.	$21,019	$6,918	$2,422	$1,553	3.0x	13.5x	12.0x	11.2x
Eastman Chemical Company	$12,521	$8,639	$1,713	$1,370	1.4x	9.1x	7.9x	7.4x
Evonik Industries AG	$12,254	$15,906	$3,845	$1,905	0.8x	6.4x	5.2x	5.3x
H.B. Fuller Company	$5,234	$3,508	$1,136	$606	1.5x	8.6x	7.8x	7.1x
Huntsman Corporation	$3,771	$5,693	$733	$254	0.7x	14.8x	9.7x	8.5x
PPG Industries, Inc.	$32,712	$16,121	$6,721	$2,713	2.0x	12.1x	11.4x	10.7x
Quaker Chemical Corporation	$3,467	$1,926	$701	$288	1.8x	12.0x	11.5x	10.2x
RPM International Inc.	$16,448	$7,714	$3,190	$1,153	2.1x	14.3x	12.9x	11.7x
The Sherwin-Williams Company	$96,728	$23,936	$11,737	$4,557	4.0x	21.2x	20.2x	18.7x
Westlake Corporation	$12,951	$10,976	$693	$706	1.2x	18.3x	6.4x	6.5x
				Specialty Chemicals & Materials Median	**1.7x**	**12.0x**	**9.0x**	**8.3x**
				TOTAL INDUSTRY MEDIAN	**2.0x**	**14.1x**	**12.1x**	**11.0x**

About Shields & Company

Founded in 1991, Shields & Company, Inc. is a leading, independent, middle-market investment bank located in the Boston area providing corporate finance advisory services to privately-owned and closely-held businesses in North America. While our services include a full range of corporate finance advisory services, our focus is on sell-side merger and acquisition advisory and valuation services. Our M&A practice focuses on six key industries (Business Services; Consumer, Food, & Beverage; Healthcare & Human Services; Industrial Products & Services; Niche Manufacturing; and Specialty Distribution) and our typical client generates $5–30 million of EBITDA.

The Shields & Company team utilizes its deep experience and knowledge to provide creative, thorough, and professional financial advice. We are committed to providing senior-level attention and objective financial advice for our clients. We embrace a philosophy where our clients' goals come first and, as a result, we design and execute tailored sale processes that maximize shareholder outcomes and exceed client expectations.

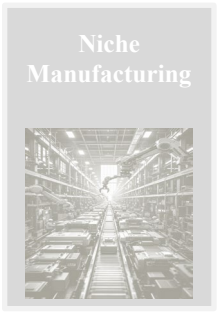
INDUSTRIES

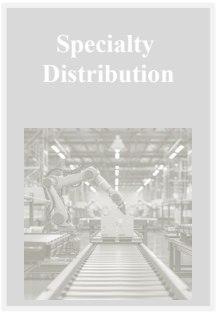












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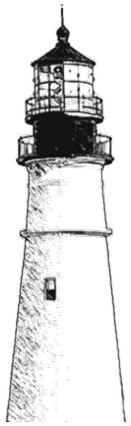
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Sources

Sources: S&P Capital IQ data as of June 30, 2026, and Shields & Company.

Footnotes and Defined Terms

(1) Peer group returns calculated based on equal-weighted indices, indexed to 100.

(2) Metrics are peer group medians.

(3) Significant increase in TEV/EBITDA multiple in January 2024 due to General Electric's financial reporting adjustments in S&P Capital IQ.

(4) Honeywell Aerospace Inc. replaced Honeywell International Inc. in the Aerospace & Defense peer group after spinoff on 6/29/2026.

(5) NA – Not Available, NM – Not Meaningful (multiples < 0.0x and multiples > 50.0x).