



Industrials M&A Update

Q2 2023

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Trevor Hulett

Managing Director thulett@rlhulett.com

Ryan Hartman

Senior Analyst rhartman@rlhulett.com

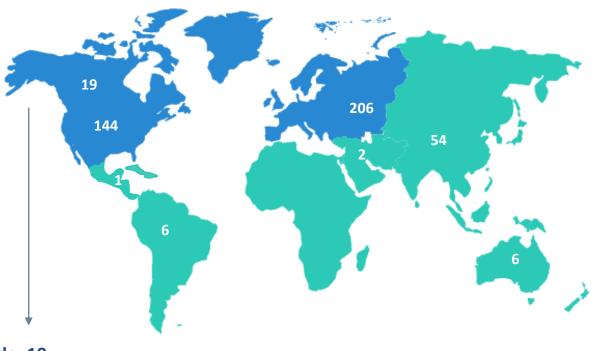
Charlie Meier

Analyst cmeier@rlhulett.com

REPORT HIGHLIGHTS

- The Industrials sector index increased 3.9% in Q2 but underperformed the S&P 500 index, which increased 6.1% over the same period.
- The median EV/EBITDA multiple in the Industrials sector for reported strategic deals decreased to 6.6x in 1H 2023 from 14.2x in 2022.
 There were no reported multiples for private equity deals in 1H.
- M&A deal volume in the Industrials sector decreased 13.1% in Q2 to 438 completed transactions from 504 in Q1 and decreased 10.4% from 489 deals in Q2 of the prior year.
- As a % of total capital invested in M&A transactions in 1H 2023, private equity participation decreased to 29.8%, down from 36.7% in 2022.
- Europe was the most active region in Q2 with 206 deals. Most notable in Europe was Aliaxis' \$2.1 Billion investment in Uponor, a provider of plumbing and indoor climate solutions, in May 2023.

Of the 438 deals in the Industrials sector in Q2, Europe was the most active with 206. Another notable European deal (in addition to the Uponor deal mentioned on the previous page) was, Ardian's \$275 million LBO of LIFTKET Hoffmann, a German manufacturer of hoists, in May 2023. North America was the second most active with 163 transactions and all other regions combined had a total of 69 deals.



56-300

0-55

Canada: 19

United States Regions: 144

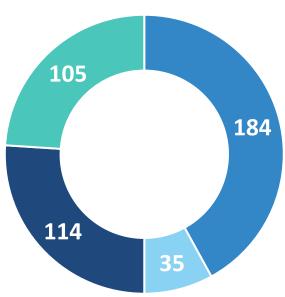
Great Lakes:	41
Mid Atlantic:	25
West Coast:	20
Southeast:	19
South:	8
Other:	31

In the North American market, the Great Lakes region was the most active area with 41 deals, followed by the Mid Atlantic and West Coast with 25 and 20, respectively. A notable West Coast deal was Waters' \$1.3 billion acquisition of Wyatt Technology, a manufacturer of commercial light scattering instruments, in May 2023. The Southeast and South regions had 19 and 8 closed deals, respectively. All other regions combined had 31 completed transactions.

Outside of the U.S., the Canadian market was relatively active with 19 deals in Q2.

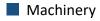
Of the 438 Industrials deals in Q2, 184 deals were in the Industrial Supplies & Parts subsector, making it the most active subsector in the industry. Machinery was the second most active with 114, followed by Electrical Equipment and Aerospace & Defense with 105 and 35, respectively.

Deal by Subsector



Industrial Supplies & Parts





Electrical Equipment



























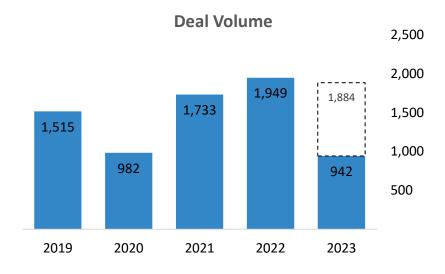


Deal volume in the Industrials sector decreased 13.1% in Q2 to 438 deals from 504 deals in Q1, and decreased 10.4% from 489 deals in Q2 of the prior year. Q2 represents the lowest deal volume seen in the Industrials sector since Q3 2021 and is a reversal of the trend of higher deal volume seen during 2022.

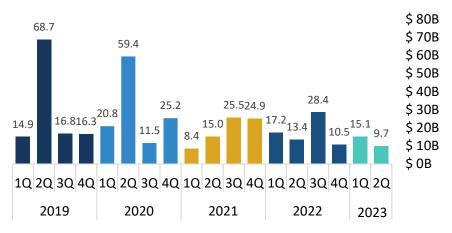
Based on 1H volume, M&A deal volume is projected to see a 3.3% decline to 1,884 deals in 2023 from 1,949 in the prior year. We attribute this decline to more challenging market conditions from a dealmaking perspective, including rising interest rates/cost of capital, tightening liquidity in the capital markets and continuing inflation impacting labor and material costs.

Total capital invested in M&A deals in the Industrials sector decreased 35.8% in Q2 to \$9.7B from \$15.1B in Q1 and decreased 27.6% from \$13.4B in Q2 of the prior year. This decrease in capital invested is due to both a drop in deal volume coupled with a shift in mix to smaller sized deals in Q2.





Total Capital Invested



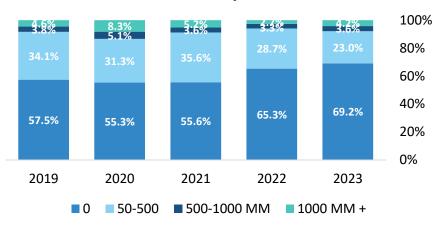
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In 1H 2023, we saw a shift in mix toward the the lower middle (\$0-\$50MM) and large cap (\$1000MM+) tranches of the market increasing to 69.2% and 4.2% of deal volume from 65.3% and 2.7%, respectively, in 2022. The middle market (\$50-\$500MM) saw a decline to 23.0% from 28.7% in 2022. The upper middle market (\$500-\$1000MM) increased slightly to 3.6% from 3.3% in the prior year.

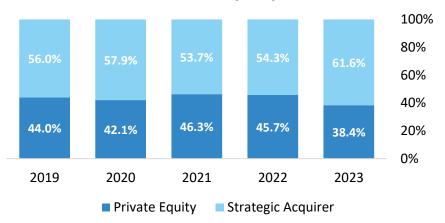
As a % of total deal volume, PE buyers trended significantly lower in 1H 2023 relative to strategic buyers, representing 38.4% of deal volume in the sector. This trend is a continuation of the decline seen in 2022 from a peak of 46.3% in 2021. 1H 2023 marks the lowest percentage of PE deal volume over the last 5 years. This drop is indicative of changing market dynamics with increasing costs of capital and tightening liquidity from lenders.

Following the trend in deal volume, PE share of total capital invested in M&A deals also declined in 1H 2023 to 29.8%, down from 36.7% in 2022. This sharp drop from the prior year marks a reversal of the trend of increasing PE participation seen from 2019 to 2022.

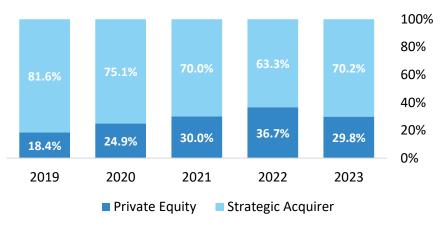
Deal Volume by Deal Size



Deal Volume by Acquirer

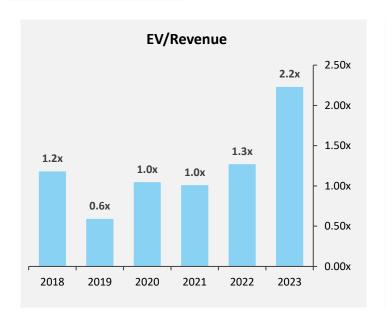


Total Capital Invested by Acquirer



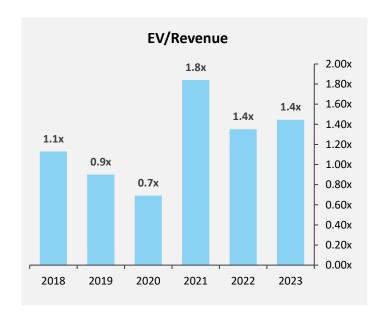
Valuation Multiples

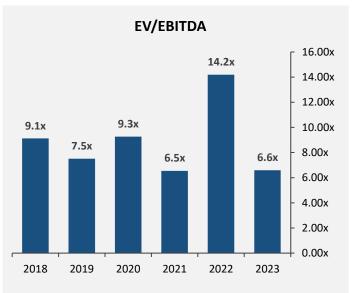
Private Equity Multiples





Strategic Multiples





^{*} No reported Private Equity EV/EBITDA multiples were available in 1H 2023.

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Largest Deals (Completed)

			- 1-	Deal Size	E,	v						
Deal Date	Company Name	Investor	Deal Type	(\$mm)	Revenue EBITDA		 Target Business Description 					
30-Jun-2023	Vector Metering	QIC	Buyout/LBO	\$ 1,065.9		13.99x	Provider of advanced metering hardware services.					
29-Jun-2023	Special Melted Products	Cogne Acciai Speciali	Merger/Acquisition	215.4	2.34x		Manufacturer of specialty steel materials and complex components.					
16-Jun-2023	L&M Radiator	Wabtec	Merger/Acquisition	230.0			Manufacturer of radiators & heat exchangers.					
01-Jun-2023	Innovation DIC Chimitroniques	DIC Group	Merger/Acquisition	95.9	3.91x		Manufacturer of chemical materials.					
31-May-2023	Montratec	Columbus McKinnon	Merger/Acquisition	110.0	3.79x		$\label{thm:manufacturer} \mbox{Manufacturer and distributor of automated transport systems and services.}$					
25-May-2023	SK On	BlackRock	PE Growth/Expansion	1,344.0			Manufacturer of rechargeable electric vehicle batteries.					
19-May-2023	Skyverse	Guotai Junan Zhengyu Investment	IPO	272.7			Manufacturer and provider of two types of integrated circuit special equipment for detection and measurement.					
17-May-2023	Wyatt Technology	Waters	Merger/Acquisition	1,360.0	12.36x		Manufacturer and developer of commercial light scattering instruments.					
12-May-2023	Uponor	Aliaxis	PIPE	2,066.6			Provider of drinking water and radiant heating and cooling systems.					
08-May-2023	Calspan	TransDigm Group	Merger/Acquisition	725.0			Provider of aerospace and automotive research and testing services.					
04-May-2023	ECM Industries	nVent Electric	Merger/Acquisition	1,100.0			Manufacturer of electrical and consumable products.					
04-May-2023	LIFTKET Hoffmann	Ardian	Buyout/LBO	275.1			Manufacturer of a range of hoists.					
01-May-2023	ASPEQ Heating Group	SPX	Merger/Acquisition	418.0	3.48x		Manufacturer electric heating and thermal management equipment.					
20-Apr-2023	Nordic Lights	Methode Electronics	Merger/Acquisition	115.6	1.42x	8.82x	Provider of lighting solutions for heavy-duty equipment.					
19-Apr-2023	AIR-serv Europe	Caledonia Investments	Buyout/LBO	235.0			Manufacturer of forecourt vending equipment.					
03-Apr-2023	Borgers	Autoneum	Merger/Acquisition	125.5	0.17x		Manufacturer of automobile interior and exterior components.					
03-Apr-2023	Pirtek	Franchise Brands	Merger/Acquisition	272.4			Provider of hydraulic hoses and on-site repair services.					
03-Apr-2023	Tamco	SPX	Merger/Acquisition	124.1	2.48x		Manufacturer of dampers and air control products.					
Mean				564.0	3.74x	11.41x						
Median				272.6	2.98x	11.41x						
High				2,066.6	12.36x	13.99x						
Low				95.9	0.17x	8.82x						

Source: PitchBook Data

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Source: PitchBook Data

Leading M&A Deals (Completed)

Deal	Deal Synopsis	Driver					
Uponor Oaliaxis	Uponor, a Finland-based provider of drinking water and radiant heating/cooling systems, sold a 20% stake in the company to Aliaxis for \$2.1 billion in May 2023. The investment will allow Uponor to leverage Aliaxis' complimentary product offerings to expand their European market share.	PIPE					
WYATT WYATT WATER™	Wyatt Technology, a California-based manufacturer and developer of commercial light scattering instruments, was acquired by Waters for \$1.4 billion in May 2023. This acquisition will add to Waters' capabilities within the light scattering sector and allow Wyatt Technology to expand its footprint in Europe and Asia.	Merger/ Acquisition					
SK on BlackRock	SK On, a South Korea-based manufacturer of rechargeable electric vehicle batteries, received \$1.3 billion of development capital from BlackRock and other investors in May 2023. Through this investment, SK On aims to develop and expand their overseas facilities.	PE Growth/ Expansion					
industries nvent	ECM Industries is a Wisconsin-based manufacturer of electrical products. The company was acquired by nVent Electric for \$1.1 billion in May 2023. This acquisition will help nVent Electric leverage the product offerings of ECM Industries to expand their market share and increase their product output.	Merger/ Acquisition					

Public Comps

	\$MM					Enterprise Value	EV/Revenue		ue	EV/EBITDA			Revenue Growth			Gross Margin			EBITDA Margin		
	Company	Ticker	Stock Price	Market Cap	Total Debt	(EV)	21A	22A	23E	21A	22A	23E	21A	22A	23E	21A	22A	23E	21A	22A	23E
rts																					
d Pa	W.W. Grainger	NYS:GWW	773.0	38,779	2,720	38,779	2.3x	2.1x	2.0x	18.0x	13.4x	12.7x	8%	17%	15%	36%	38%	39%	13%	16%	17%
es ar	Aptiv	NYS:APTV	101.2	27,367	6,979	27,367	3.0x	1.6x	1.4x	21.5x	16.4x	9.6x	26%	8%	15%	17%	14%	15%	14%	10%	11%
ilddr	thyssenKrupp	ETR:TKA	7.9	4,944	3,216	4,944	0.1x	0.0x	0.0x	1.4x	0.1x	0.1x	18%	21%	8%	13%	14%	12%	4%	6%	2%
ial S	Valeo (Industrial Supplies and Parts)	PAR:FR	21.0	5,072	7,874	5,072	0.6x	0.4x	0.4x	4.7x	3.8x	3.2x	10%	-4%	16%	18%	17%	17%	12%	12%	12%
Industrial Supplies and Parts	Illinois Tool Works	NYS:ITW	248.1	75,389	8,380	75,389	5.8x	4.8x	4.8x	21.0x	18.4x	17.8x	13%	10%	8%	42%	40%	41%	28%	26%	28%
٤																					
	Mean						2.3x	1.8x	1.7x	13.3x	10.4x	8.7x	15%	10%	12%	25%	25%	25%	14%	14%	14%
	Median						2.3x	1.6x	1.4x	18.0x	13.4x	9.6x	13%	10%	15%	18%	17%	17%	13%	12%	12%
	\$MM		Charle Bridge	Marilant Com		Enterprise Value	EV/Revenue			V/EBITDA		Rev	enue Gro	wth		ross Margi	in	EBI	TDA Mar	gin	
	Company	Ticker	Stock Price	Market Cap	lotal Debt	(EV)	21A	22A	23E	21A	22A	23E	21A	22A	23E	21A	22A	23E	21A	22A	23E
euse	Lockheed Martin	NYS:LMT	449.7	113,878	15,600	113,878	1.6x	2.1x	2.1x	11.7x	15.4x	14.0x	3%	-2%	1%	13%	13%	13%	14%	14%	13%
J Def	Boeing	NYS:BA	210.7	126,768	55,391	126,768	2.6x	2.5x	1.9x	N/A	N/A	21.3x	3%	-2%	16%	0%	-1%	7%	-6%	-7%	1%
Aerospace and Defense	Raytheon Technologies	NYS:RTX	95.9	140,080	36,110	140,080	2.4x	2.7x	2.5x	15.5x	16.7x	15.0x	23%	4%	6%	18%	20%	21%	16%	16%	17%
spac	BAE Systems	LON:BA.	11.8	35,932	8,300	35,932	1.1x	1.4x	1.3x	7.0x	10.2x	9.9x	3%	2%	9%	N/A	N/A	67%	16%	14%	14%
Aero	Airbus Group	PAR:AIR	142.9	112,791	11,981	112,791	1.5x	1.5x	1.2x	10.3x	10.9x	9.2x	1%	0%	9%	17%	18%	17%	14%	14%	12%
	Mean						1.8x	2.0x	1.8x	11.1x	13.3x	13.9x	7%	0%	8%	12%	13%	25%	11%	10%	11%
	Median						1.6x	2.1x	1.9x	11.0x	13.1x	14.0x	3%	0%	9%	15%	16%	17%	14%	14%	13%
	\$MM		a. 15:			Enterprise Value	EV/Revenue		EV/EBITDA		Revenue Growth		wth	Gross Margin			EBITDA Margin				
	Company	Ticker	Stock Price	Market Cap	Iotal Debt																
	Caterpillar	NYS:CAT	241.9	124,649	37,038	124,649	2.9x	2.8x	2.5x	14.7x	13.2x	13.0x	11%	17%	17%	30%	29%	31%	20%	21%	20%
inen	John Deere	NYS:DE	405.2	118,801	58,393	118,801	3.4x	3.4x	3.3x	13.7x	14.6x	14.7x	24%	19%	32%	32%	31%	34%	25%	24%	26%
Machinery	CNH Industrial	NYS: CNHI	14.1	18,806	23,772	18,806	1.3x	1.6x	1.7x	11.4x	11.5x	14.2x	-44%	58%	21%	34%	28%	29%	20%	16%	17%
_	Ferguson (UK)	LON:FERG	155.3	31,507	5,232	31,507	1.6x	1.0x	1.1x	13.6x	9.5x	10.4x	N/A	23%	10%	31%	30%	30%	11%	11%	10%
																				400/	
	Mean						2.3x	2.2x	2.1x	13.3x	12.2x	13.1x	-3%	29%	20%	32%	30%	31%	19%	18%	18%
	Median							2.2x 2.2x	2.1x 2.1x	13.3x 13.6x	12.2x 12.3x	13.1x 13.6x	-3% 11%	29%	20% 19%	32% 31%	30%	31%	20%	18%	18%
						Enterprise Value	2.3x		2.1x	13.6x			11%		19%	31%		31%	20%		18%
	Median	Ticker	Stock Price	Market Cap	Total Debt	Enterprise Value (EV)	2.3x E\	2.2x	2.1x	13.6x	12.3x		11%	21%	19%	31%	30%	31%	20%	18%	18%
	Median SMM	Ticker	Stock Price	Market Cap	Total Debt		2.3x E\	2.2x //Reven	2.1 x	13.6x	12.3x V/EBITDA	13.6x	11% Rev	21% enue Gro	19% wth	31% G	30% ross Margi	31% in	20% EBI	18%	18% gin
ent	Median SMM	Ticker PAR:SU	Stock Price	Market Cap	Total Debt		2.3x E\	2.2x //Reven	2.1 x	13.6x	12.3x V/EBITDA	13.6x	11% Rev	21% enue Gro	19% wth	31% G	30% ross Margi	31% in	20% EBI	18%	18% gin
ipment	Median SMM Company					(EV)	2.3x E\ 21A	2.2x //Reven 22A	2.1x ue 23E	13.6x	12.3x EV/EBITDA 22A	13.6x 23E	11% Rev	21% enue Gro 22A	19% wth 23E	31% G 21A	30% ross Margi 22A	31% in 23E	20% EBI	18% TDA Marı	18% gin 23E
al Equipment	Median SMM Company Schneider Electric	PAR:SU	178.5	99,783	11,220	(EV) 99,783	2.3x E\ 21A	2.2x //Reven 22A 2.6x	2.1x ue 23E	13.6x 21A 19.6x	12.3x EV/EBITDA 22A 13.9x	13.6x 23E 12.0x	11% Revo	21% enue Gro 22A	19% wth 23E	31% G 21A 41%	30% ross Margi 22A 41%	31% in 23E 41%	20% EBI 21A	18% TDA Mari 22A 19%	18% gin 23E
ctrical Equipment	Median SMM Company Schneider Electric Siemens	PAR:SU ETR:SIE	178.5 167.3	99,783 132,619	11,220 54,555	99,783 132,619	2.3x EV 21A 3.8x 2.5x	2.2x //Reven 22A 2.6x 2.0x	2.1x 23E 2.5x 1.9x	13.6x 21A 19.6x 16.1x	12.3x EV/EBITDA 22A 13.9x 14.4x	13.6x 23E 12.0x 11.3x	11% Rev. 21A 7% 13%	21% enue Gro 22A 14% 16%	19% wth 23E 18% 13%	31% G 21A 41% 37%	30% ross Margi 22A 41% 36%	31% in 23E 41% 37%	20% EBI 21A 19% 16%	18% TDA Mary 22A 19% 14%	18% gin 23E 19% 16%
Electrical Equipment	Median SMM Company Schneider Electric Siemens Prysmian Group	PAR:SU ETR:SIE MIL:PRY	178.5 167.3 40.7	99,783 132,619 11,061	11,220 54,555 3,456	99,783 132,619 11,061	2.3x EV 21A 3.8x 2.5x 0.9x	2.2x //Reven 22A 2.6x 2.0x 0.7x 3.6x	2.1x 23E 2.5x 1.9x 0.8x	13.6x 21A 19.6x 16.1x 13.4x	12.3x EV/EBITDA 22A 13.9x 14.4x 10.4x	13.6x 23E 12.0x 11.3x 9.2x	11% Rev. 21A 7% 13% 14%	21% enue Gro 22A 14% 16% 31%	19% wth 23E 18% 13% 20%	31% G 21A 41% 37% 32%	30% ross Margi 22A 41% 36% 32%	31% in 23E 41% 37% 35%	20% EBI 21A 19% 16% 7%	18% TDA Mary 22A 19% 14% 7%	18% gin 23E 19% 16% 8%
Electrical Equipment	Median SMM Company Schneider Electric Siemens Prysmian Group Emerson Electric	PAR:SU ETR:SIE MIL:PRY NYS:EMR	178.5 167.3 40.7 89.4	99,783 132,619 11,061 51,064	11,220 54,555 3,456 10,570	99,783 132,619 11,061 51,064	2.3x EV 21A 3.8x 2.5x 0.9x 3.3x	2.2x //Reven 22A 2.6x 2.0x 0.7x 3.6x	2.1x 23E 2.5x 1.9x 0.8x 4.8x	13.6x 21A 19.6x 16.1x 13.4x 14.9x	12.3x EV/EBITDA 22A 13.9x 14.4x 10.4x 13.4x	13.6x 23E 12.0x 11.3x 9.2x 17.6x	7% 13% 14% 9%	21% enue Gro 22A 14% 16% 31% 8%	19% wth 23E 18% 13% 20% 9%	31% G 21A 41% 37% 32% 41%	30% ross Margi 22A 41% 36% 32% 42%	31% 23E 41% 37% 35% 45%	20% EBI 21A 19% 16% 7% 22%	18% TDA Mary 22A 19% 14% 7% 27%	18% gin 23E 19% 16% 8% 26%
Electrical Equipment	Median SMM Company Schneider Electric Siemens Prysmian Group Emerson Electric	PAR:SU ETR:SIE MIL:PRY NYS:EMR	178.5 167.3 40.7 89.4	99,783 132,619 11,061 51,064	11,220 54,555 3,456 10,570	99,783 132,619 11,061 51,064	2.3x 21A 3.8x 2.5x 0.9x 3.3x 1.8x	2.2x //Reven 22A 2.6x 2.0x 0.7x 3.6x	2.1x 23E 2.5x 1.9x 0.8x 4.8x	13.6x 21A 19.6x 16.1x 13.4x 14.9x	12.3x EV/EBITDA 22A 13.9x 14.4x 10.4x 13.4x	13.6x 23E 12.0x 11.3x 9.2x 17.6x	7% 13% 14% 9%	21% enue Gro 22A 14% 16% 31% 8%	19% wth 23E 18% 13% 20% 9%	31% G 21A 41% 37% 32% 41%	30% ross Margi 22A 41% 36% 32% 42%	31% 23E 41% 37% 35% 45%	20% EBI 21A 19% 16% 7% 22%	18% TDA Mary 22A 19% 14% 7% 27%	18% gin 23E 19% 16% 8% 26%

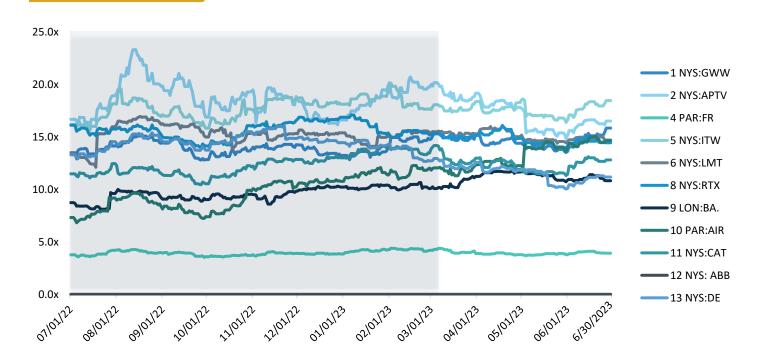
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Public Comps

EV/Revenue



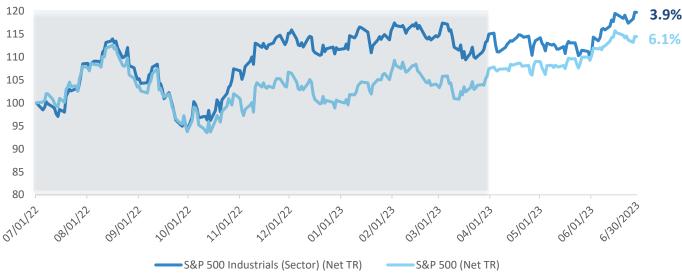
EV/EBITDA



Public Markets

Index Performance

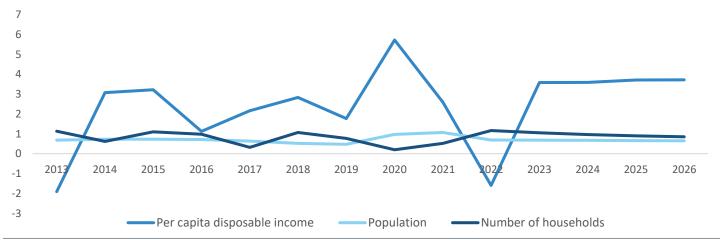
In Q2, the Industrials sector index increased 3.9%, but underperformed the S&P 500 index, which increased 6.1% over the same period.



Key External Drivers

Lower consumer spending directly reduces the number of goods that manufacturers in the industrials sector need to produce. Therefore, when spending decreases, revenue tends to follow.

To combat Inflation in the US, the Federal Reserve ("Fed") began quantitative tightening in March 2022 in the form of 10 rate hikes to the Fed Funds Rate, to slow down consumer spending. As a result of the Fed's rate hikes, May 2023 CPI inflation came out at 4.0% marking the eleventh consecutive month of declining inflation. While these rate hikes have caused inflation to slow down, the Chair of the Federal Reserve, Jerome Powell, stated they intend to raise rates two more times in 2023. Many economists do not believe the Fed will go through with the two 25 basis point hikes that Jerome Powell threatened. However, the stubborn inflation, a still-booming job market and a resilient economy indicate the Fed may raise rates to the highest levels seen over the last 2 decades. Continued rate hikes will lower consumer spending and result in lower revenues for the Industrials sector.



Source: IBISWorld R. L. Hulett

Industry Trends

Onshoring

Technology manufacturers lead charge in re-shoring

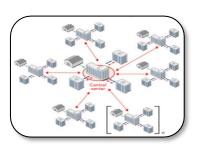
Onshoring, also known as reshoring, entails repatriating manufacturing capabilities from a foreign country to the domestic markets. Tech manufacturers, such as Intel who began construction of a \$20 billion chip-manufacturing facility in Ohio, have taken a prominent position in the industry-wide trend.



Decentralization

Increased efficiency and sustainability through decentralized manufacturing

Decentralized manufacturing supports manufacturers in achieving their net zero and ESG objectives by minimizing waste generated through transportation, logistics, and distribution. Decentralized manufacturing also reduces warehousing expenses, expedites product delivery, and enables scalable customization and personalization.



Sustainability

Pursuit of sustainable energy transition

With increasing consumer demand for sustainable and ethically produced products, manufacturers are proactively transitioning to renewable energy sources and embracing the path towards achieving net zero emissions. The transition towards low-carbon energy sources poses significant technological and economic challenges.



Supply-Chain

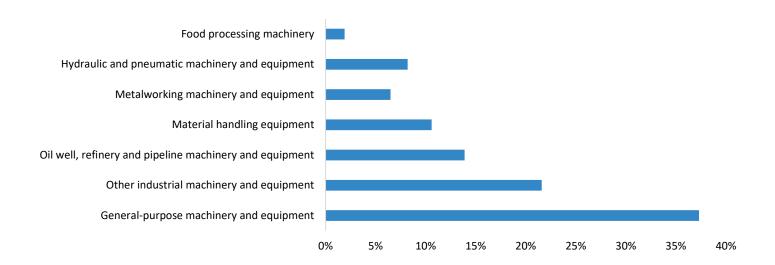
Addressing supply-chain concerns with digital technology

72% of industry executives express concerns regarding the persistent shortage of critical materials and the ongoing disruptions in the supply chain as the foremost uncertainty faced by the industry through 2023. To address these risks, manufacturers are adopting a proactive approach by making investments related to leveraging digital technology to enhance their operations.

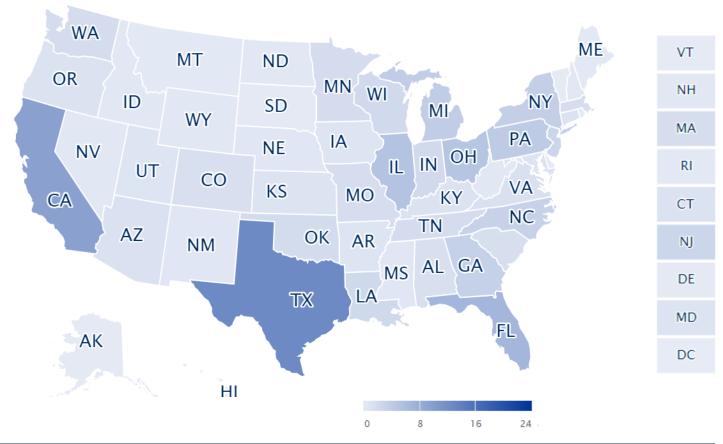


Industry Snapshot

Deal Breakdown by Type



Business Locations



Our Service Offerings



Sell-Side Advisory: Sell your business

Sell your business for the highest price and for the best terms. At R.L Hulett, communicating the value of your business to targeted buyers and finding the best fit for your team is our forte. We strive to maintain your company's culture and heritage even as you transition out of your business.



Buy-Side Advisory: Buy a business

Searching for acquisition targets can be a challenging and time-consuming task when trying to run your own business at the same time. Navigating the risks and pitfalls in negotiating valuation and deal structure can also be a daunting task for many business owners. Let our team help you minimize your risk and reduce time wasting efforts with our decades of experience in advising in both buy and sell-side M&A transactions. We utilize industry-leading M&A databases to scout for opportunities and pre-screen for "real" actionable targets so you can stay focused on what matters.



Capital Raise: Gain financial support

With nearly 40 years of experience in middle-market M&A advisory, we know how to package up your deal and put you in front of the right kind of investors who have the capital and the industry expertise you need to grow your business. Our team will develop a go-to-market strategy and advise on deal structure, valuation, due diligence and transition issues. Whether you are seeking capital for growth or trying to buy out other shareholders, we have the tools, expertise, and experience to execute a strategic process and find the optimal outcome to meet your objectives.



Restructuring: reorganization of your business

In today's uncertain economic times, more and more companies are finding themselves in unfamiliar, and unwanted, positions. Many business owners are hoping recovery is just around the corner; however, proactive measures are often required to maximize the remaining value of the business. Our team can aid banking institutions with workout situations by implementing internal controls over cash management and performing ongoing cash flow modeling for their clients. We can also help business owners avoid having trouble making payments on their debts and avoid the cumbersome and low-value asset liquidation process.

Selected Transactions

Over the years, R.L. Hulett has completed hundreds of transactions in a wide variety of industries. Below are several relevant transactions in the Industrials sector. Please note that this list is not comprehensive.













Our Team



R. Trevor Hulett, CPA
Managing Director
(314) 721-0607 x112
thulett@rlhulett.com

Mr. Hulett has led M&A transactions in a variety of industries including manufacturing/industrials, software development/IT, business services and value-added distribution for over 15 years. Prior to joining the firm, he held senior level accounting and financial management positions in both public accounting and large corporations. Mr. Hulett began his career as a Certified Public Accountant with MPP&W, a St. Louis-based public accounting firm specializing in middle market companies. He then held various management positions in internal audit and corporate accounting with a Fortune 1000 industrial manufacturing company and also spent nine years with Enterprise Rent-A-Car Company as a department manager in the Corporate Accounting group. Mr. Hulett holds his Series 62, 63 and 79 securities registration. Mr. Hulett earned a Bachelor's Degree in Accounting from the University of Missouri, Columbia.



Robert L. Hulett Chairman Emeritus (314) 721-0607 x134 rlhulett@rlhulett.com

Mr. Hulett founded the firm in 1981 and has negotiated and completed more than 200 transactions throughout his career. He began his career as a Certified Public Accountant and practiced with Peat, Marwick, Mitchell & Co. in St. Louis as an Audit Manager and in New York as the Director of Training for Private Business. Mr. Hulett has also served as Chief Executive & Board Member for various middle market companies. As an educator, he was an adjunct professor at New York University and a tenured faculty member at Lindenwood University in St. Louis. He conducted training sessions for middle market CPA firms throughout the country for more than ten years. Mr. Hulett earned his BS/BA Cum Laude in Accounting from the University of Missouri-Columbia, and an MBA from Lindenwood University.

Our Team



Ron Litton
Director
(816) 810-0799
rlitton@rlhulett.com

Mr. Litton has been advising business owners in mergers and acquisitions since 2013. His primary industry focus areas have included industrials, paper and packaging, distribution, energy, promotional products and direct to consumer e-commerce. Prior to 2013, Mr. Litton held a variety of C-level roles with several companies in the paper and packaging industry including Unisource, Maverick Paper, Universal Graphics and Sabin Robbins. He has bought and sold a number of businesses, advised in the sale of family/founder owned businesses, and advised in start-ups and turnaround situations for banks, owners, and private equity firms. He enjoys working with owners that want to sell or transition out of their businesses. Ron covers the Kansas City and surrounding markets for the firm. He graduated from Central Missouri State University with a BS in Graphic Arts Technology and Management.



David T. Vass Director (314) 721-0607 x115 dvass@rlhulett.com

Mr. Vass has over 30 years of business management experience including more than 10 years as President of a highly successful consumer products manufacturing company with revenues exceeding \$25 million. During this time, he not only reversed a declining sales and earnings trend, but increased both sales and operating income over 100%. In addition, he has spent over 20 years at the executive level of Vice President of Sales and Business Development. Mr. Vass also has experience in a number of other industry niches including consumer products, commercial furniture and fixtures and metal recycling. He holds a Bachelor's Degree in Economics from DePauw University and an MBA from the University of Michigan.

Our Team



Ryan Hartman Senior Analyst (314) 721-8027 rhartman@rlhulett.com

Ryan provides analytical support for senior-level deal managers and, as a senior analyst, supervises the preparation of confidential memorandums, financial models and industry research reports. Ryan graduated with a Bachelor of Science degree in Finance from The Freeman School of Business, Tulane University. Prior to joining the firm, Ryan worked as an equity analyst for Burkenroad reports, an equity research program that produces widely circulated financial reports on small- to medium-sized companies. During his time at Tulane University, Ryan was elected as Vice President of Administration for Tulane's community government, took extensive courses in Investment Banking M&A transactions, and volunteered as a data analyst for American Red Cross.



Charlie Meier Analyst (314) 721-8027 cmeier@rlhulett.com

Charlie provides transaction support for senior-level deal managers including financial modeling, valuations, industry research, offering memorandums and a variety of presentations. He graduated with a Bachelor of Science in Business Administration Degree with a major in finance and banking from the Trulaske College of Business, University of Missouri. Prior to joining the firm, Charlie worked as an investment analyst for the University of Missouri's Investment Fund Management Program. During his time at University of Missouri, Charlie was elected as Recruitment Chairman for the Phi Delta Theta Fraternity and took extensive courses in Banking.



Lynda Hulett
Marketing
(314) 721-0607 x 104
Ihulett@rlhulett.com

Lynda Hulett leads the firm's marketing, administrative and communication efforts. She maintains the firm's proprietary CRM database, manages outbound firm communications and provides administrative support to senior deal managers. Prior to joining R.L. Hulett, Lynda spent the previous ten years in various marketing and administrative functions. Most recently, she worked as a client liaison providing administrative support for a CPA firm. Prior to that, she was employed by Moneta Group, a financial services advisory firm, where she provided marketing and administrative support to the client managers. Lynda graduated from the University of Missouri — Columbia, receiving her business degree with an emphasis in Marketing.

About R.L. Hulett

R.L. Hulett is a middle-market investment bank based in St. Louis, Missouri, providing M&A and financial advisory services to middle-market companies. Since its founding in 1981, the firm has advised in over 275 transactions in a variety of industries including industrials, food & beverage, packaging, business services, transportation & logistics, healthcare and software/techenabled services. The firm has an experienced team of M&A advisors consisting of former business owners, seasoned corporate executives, professional service firm partners, CPAs and MBAs. Our ability to deliver customized solutions to meet or exceed our clients' expectations is what sets us apart from our competitors.

Industry Sectors Covered:



Industrials



Food & Beverage



Transportation & Logistics



Business Services



Tech-enabled Services



Healthcare

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