



Global Equity Consulting, LLC

# Fluid Handling Industry M&A Activity

Review of 2025  
and  
Outlook for 2026

February 25, 2026

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# about Thomas Haan



Global Equity Consulting, LLC



Tom's career has been in the Fluid Handling Industry as a senior executive and advisor for both public and privately held companies. He has extensive international experience helping businesses achieve enhanced profitable growth.

Tom has served on the Board of Directors of the Hydraulic Institute and as chairman of its Associate Member Council. He is a past president of the Fluid Sealing Association.

FINRA Registered Investment Banking Representative

**Operating Director**, City Capital Advisors, LLC  
**Principal**, Global Equity Consulting, LLC

*Previous Experience:* **President** EagleBurgmann Industries; **President** Flowserve Corporation Flow Solutions (Mechanical Seal) Division, **President** Durametallic Corp.

*Education:* School of Business - Western Michigan University

# about Global Equity Consulting

## Business Development

StrategicAction<sup>®</sup> Planning – team-based strategy development and execution

- Organic growth initiatives and enhancing value
- Business Valuations

Merger & Acquisition Support

- Transition ownership – selling a business
- Inorganic growth – buying a business
- Capital Raise

# about City Capital Advisors

Member of FINRA and SIPC



Mission: provide senior level corporate finance advice and unparalleled execution services to leading middle market companies and their owners

- Buy-side – inorganic growth through acquisitions
- Sell-side – plan and execute the sale of a business
- Capital raise – for growth or owner liquidity





# about City Capital Advisors

Member of FINRA and SIPC



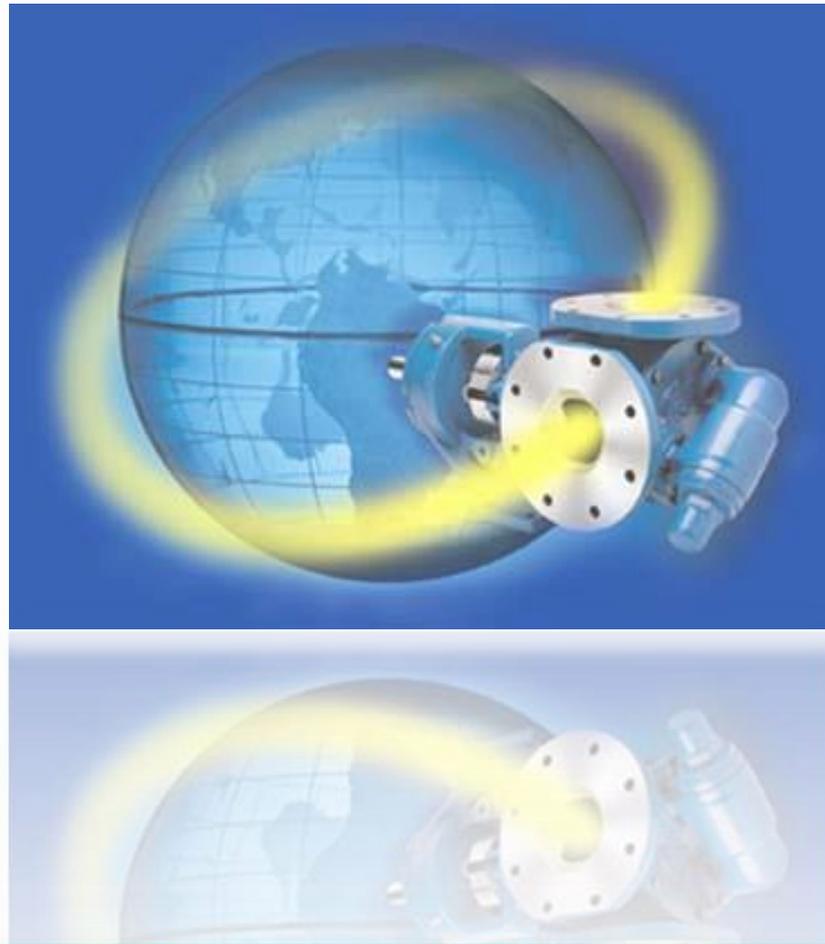
Mission: provide senior level corporate finance advice and unparalleled execution services to leading middle market companies and their owners

- Each Managing Director has 20+ years of experience. Collectively, they have completed 500+ transactions totaling \$60+ billion in value.
- Provides M&A advisory and other investment banking services to private and publicly held middle market companies valued between \$50 and \$500 million.





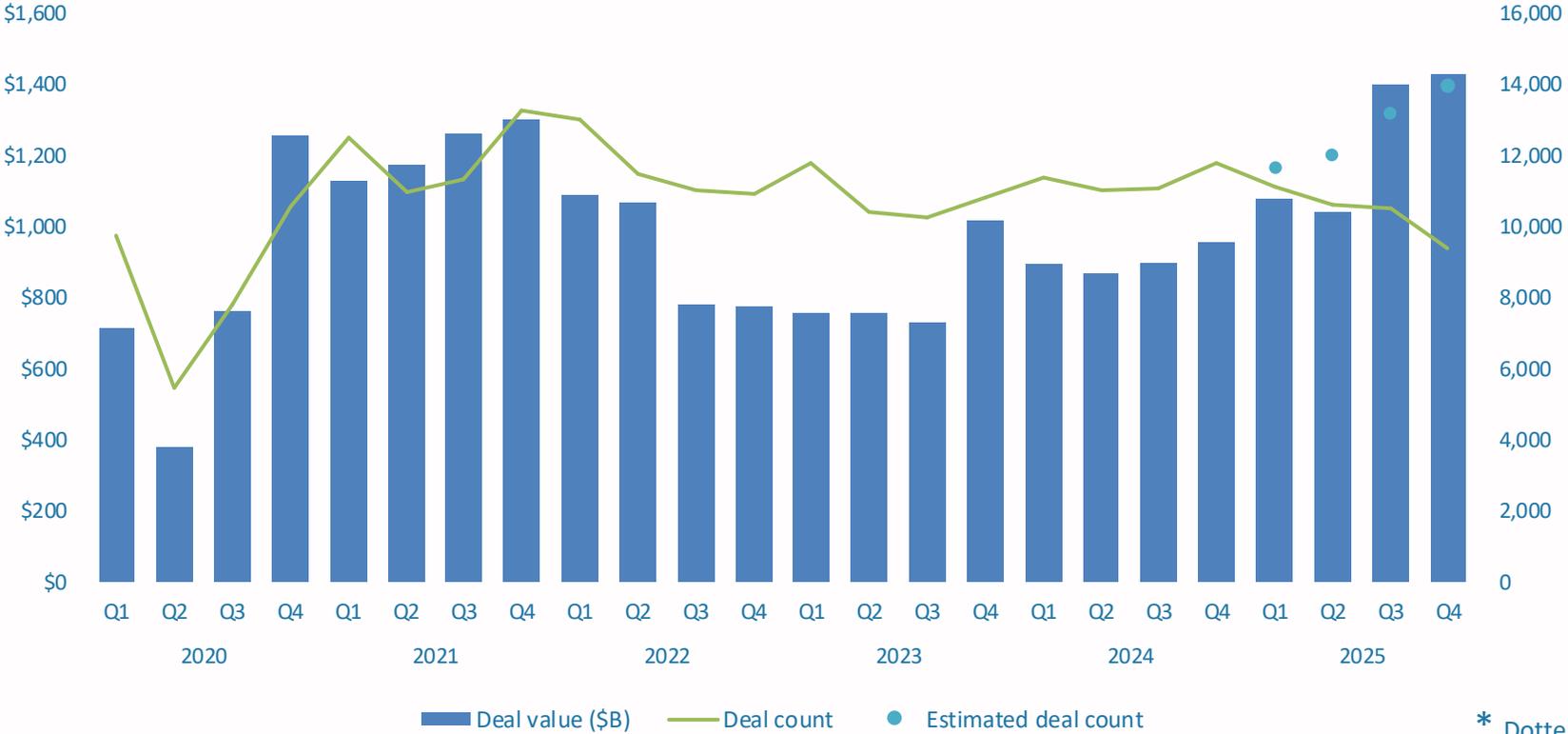
# Fluid Handling Industry M&A 2025 Review





# Global M&A Activity

Global M&A Activity by Quarter



Deal activity trend was **positive through 2025** and ended at the **highest annual level in the last 10 years**

**Annual Volumes**  
 2020 – 33,507  
 2021 – 47,954  
 2022 – 46,292  
 2023 - 43,184  
 2024 – 45,213  
**2025 – 50,810**

\* Dotted line shows extrapolated data

As of 12/31/2025

Source: Pitchbook Global Annual M&A Report



# Fluid Handling Industry M&A Activity 2025



- M&A activity in the fluid handling industry was at a historic level in 2025.
- The year started with strong optimism that was dampened in Q2 and then reignited in Q3 and Q4 – although with a bit more caution than the beginning of the year.

Q1	Q2	Q3	Q4
36	29	31	30

Source: Global Equity Consulting, LLC Research



# Fluid Handling Industry Activity Driven by Most Active Acquirers

Company	Transactions	Company	Transactions
Atlas Copco	27	DXP Enterprises	5
Ingersoll Rand	6	Cooper Machine Services	4
United Flow Technologies	6	Vessco	4
<b>Three companies made three acquisitions in 2025:</b> Dover Corp., Indutrade and ITT			
<b>Thirteen companies made two acquisitions in 2025</b>			

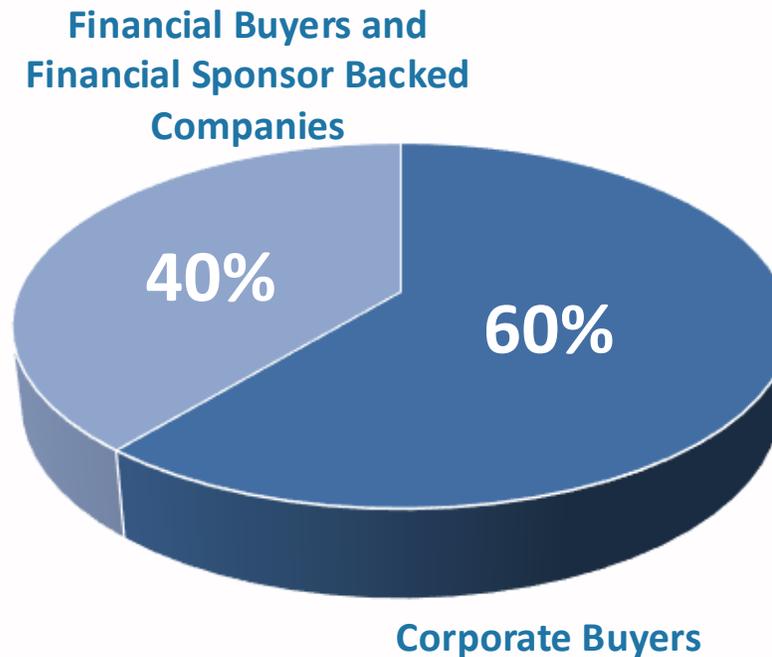
**58 companies made FHI acquisitions in 2025 vs. 49 in 2024**  
**22 companies account for 69% of the fluid handling industry buy-side activity in 2025**

Source: Global Equity Consulting, LLC Research

# Corporate vs. Financial Sponsor Buyers - 2025

## Most Active Financial Sponsors in 2025

- Arcline Investment Management
- Bessemer Investors
- Fusion Capital Partners
- Gryphon Investors
- Hidden Harbor Capital Partners
- H.I.G.
- KKR
- One Equity Partners
- Pike Street Capital
- Platte River Equity



- Private equity was involved in 50 deals on the buy-side in 2025 - 40% vs. 20% for 2024
- Typical range for financial sponsors buy-side activity in the fluid handling space is 20% to 25%
- In 2025, financial sponsor involved acquisitions were focused on distribution, aftermarket or service companies (34 of 50 transactions - 68%)

Source: Global Equity Consulting, LLC Research



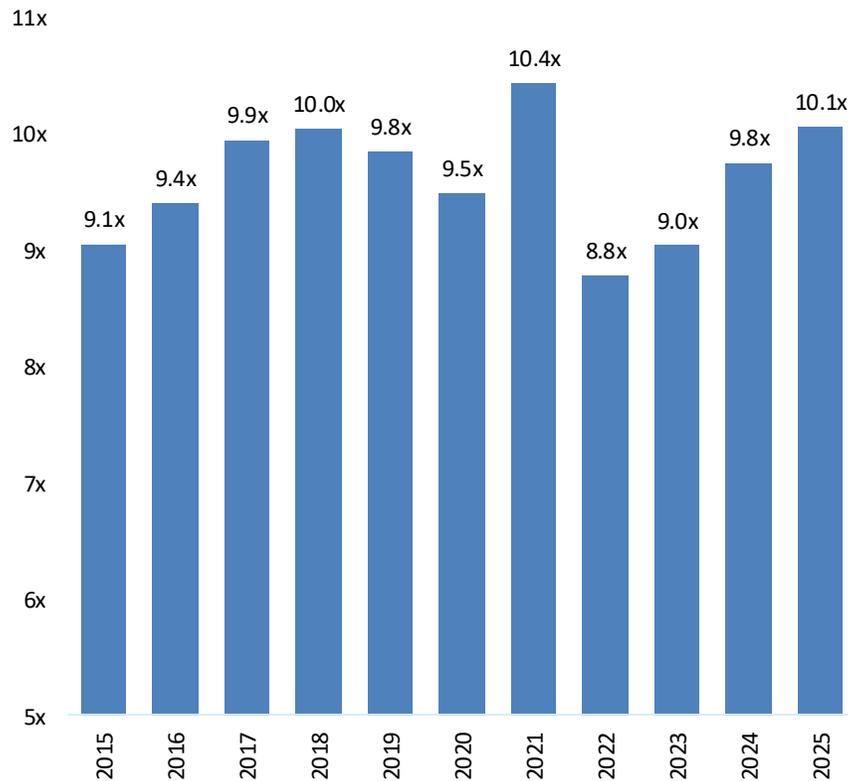
# Fluid Handling Industry Strategies Driving FHI M&A Activity

Companies have various strategic reasons to pursue acquisitions – below are the stated or observed strategic rationales for the highly active acquirers in the FHI:

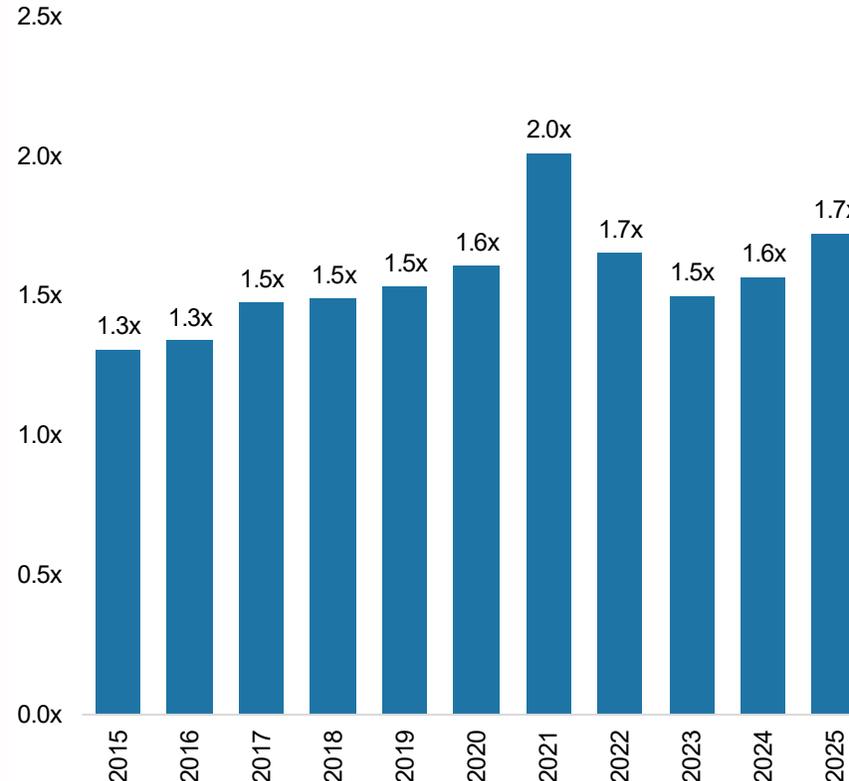
Company	Strategy
Atlas Copco	Channel integration
Ingersoll Rand	Expand their addressable market in high growth sectors, add technology and expand their geographic reach
United Flow Technologies	Target water and wastewater East Coast to Midwest
DXPE	Diversify market concentration into water and wastewater, expand geographic footprint, acquire talent
Cooper Machinery Services	Strengthening market position for engine and compression equipment in the gas production and process industries
Vessco Water	Target water and wastewater, strengthen market positions in New England and Florida, add machinery repair in California

Source: Global Equity Consulting, LLC Research

# North America and Europe Median EV/EBITDA Multiples



As of 12/31/2025



All Deal Sizes

Source: Pitchbook Global Annual M&A Report

Multiples YoY  
upward trend  
exceed pre-  
pandemic levels

# Middle Market Private Equity Valuations

Total Enterprise Value (TEV)/EBITDA Average TTM Adjusted EBITDA

TEV	2003 – 2020	2021	2022	2023	2024	YTD 2025	Total	Number of Transactions
\$10M – \$25M	5.8x	6.1x	6.5x	5.9x	6.4x	6.2x	5.9x	2116
\$25M – \$50M	6.5x	7.2x	7.1x	6.9x	6.8x	6.8x	6.7x	1693
\$50M – \$100M	7.5x	8.3x	8.5x	8.1x	8.1x	8.0x	7.7x	1178
\$100M – \$250M	8.3x	9.3x	9.2x	9.5x	8.5x	9.7x	8.6x	662
\$250M - \$500M	9.1x	10.9x	9.7x	10.2x	9.8x	9.6x	9.7x	106
<b>Total</b>	<b>6.7x</b>	<b>7.6x</b>	<b>7.6x</b>	<b>7.2x</b>	<b>7.2x</b>	<b>7.2x</b>	<b>6.9x</b>	
Number of Transactions	3940	500	333	297	388	297		5755

Middle Market TEV multiples were equal to or above their historical averages in 2025. Except the \$250 - \$500 category was essentially flat with its historical average

\*2003-20 encompasses 18 years of activity

Source: GF DATA® an ACG Company Q4 2025 M&A Report Chart 1



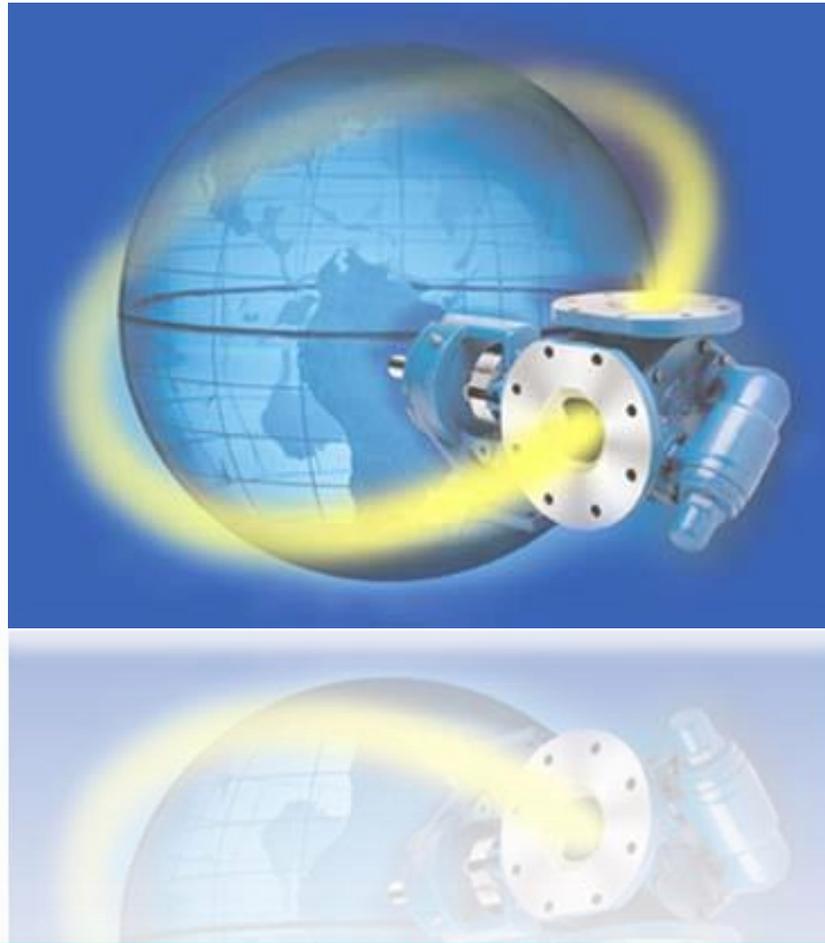
# Fluid Handling Industry M&A

## Valuations 2025 (Disclosed Valuations)

Transaction Value	Deals	EV/Revenue Multiple Range	Deals	EV/EBITDA Multiple Range	Median Value USD Millions
≥ \$ 1 billion	3	1.5 – 3.7	4	13.8 – 19.6	
\$500- \$999 million	1	3.6			
\$100- \$499 million	2	2.2-3.8	1	10.9	
\$50- \$99 million	1	3			
\$10 - \$49 million	4	0.8 – 2.0	2	5.1 – 8.4	
\$0 - \$9 million					
<b>Median Values 2025</b>	<b>11</b>	<b>3.3</b>	<b>7</b>	<b>13.8</b>	<b>\$899</b>
<b>Median Values 2024</b>	<b>12</b>	<b>2.1</b>	<b>8</b>	<b>10.1</b>	<b>\$103</b>
<b>Median Values 2023</b>	<b>10</b>	<b>2.4</b>	<b>5</b>	<b>12.9</b>	<b>\$253</b>

Source: Global Equity Consulting, LLC Research

# Fluid Handling Industry M&A 2026 Outlook





# Key Macro Factors Impacting M&A Activity and Valuations

- 1) Level of Demand for Quality Acquisitions** – companies seek acquisitions for a variety of strategic reasons: growth, technology, markets, geography, scale, people, etc.
- 2) Cost of Capital** – weighted average of debt and equity
- 3) Growth Outlook** – risk adjusted



# Key Macro Factors Impacting M&A Activity and Valuations

Where were we in 2025?

- 1) Level of Demand for Quality Acquisitions – **Strong**
- 2) Cost of Capital (weighted average of debt and equity) – **Market has adjusted to current levels**
- 3) Growth Outlook (risk adjusted) – **Cautiously Positive**



# Key Macro Factors Impacting M&A Activity and Valuations

Where are we today – February 2026?

- 1) Level of Demand for Quality Acquisitions – **Strong**
- 2) Cost of Capital (weighted average of debt and equity) – **Market has adjusted to current levels**
- 3) Growth Outlook (risk adjusted) – **Cautiously Positive**



# Fluid Handling Industry M&A Thoughts for 2026

- We expect **FHI M&A activity to remain strong in 2026**, though potentially below the record levels seen in 2025
- **Valuations** are anticipated to **remain at or near current levels**
- In 2025, we observed a **broadening of M&A participation** across the fluid handling industry, **We believe this expanded participation will continue into 2026**, particularly among private companies, leveraging M&A to accelerate strategic imperatives.
- Successful buyers in this competitive market **will need to demonstrate a differentiated ability to add value** to an acquisition – and execute to achieve that added value.



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