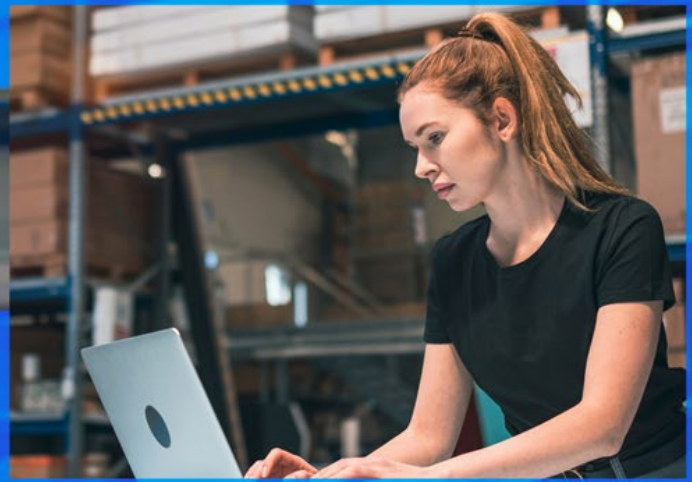


Industrial Distribution

Q4 2025 industry update

January 2026

KPMG. Make the Difference.



Selected M&A highlights

Dec-25 FloWorks International LLC acquired Cranford Equipment Co Inc, a distributor of flow control products

Dec-25 Clarendon Specialty Fasteners (subsidiary of Diploma Plc) acquired Swift Aerospace, a distributor of aerospace fasteners and hardware

Dec-25 Driveline Solutions (subsidiary of Axel Johnson International) acquired Flowfit, a distributor of hydraulic components and systems

Dec-25 WTR Group AB acquired Hydromarque Ltd, a distributor of industrial pumps

Dec-25 Assa Abloy AB acquired Rhinotek Entrance Solutions, a distributor of security control solutions

Dec-25 DXP Enterprises acquired Pump Solutions Inc, a distributor of industrial pumps and controls

Nov-25 Sonepar SAS acquired Electro IB Srl, a distributor of electrical components for the industrial automation sector

Nov-25 DNOW Inc. acquired MRC Global Inc, a distributor of industrial pipe, valves, fittings and related products and services

Nov-25 BlackRock Inc acquired Rubix Group International, a distributor of MRO products (minority stake)

Oct-25 Aurelius acquired Cromwell Tools, a distributor of maintenance and repair tools from WW Grainger Inc



Public company valuations

Industrial, MRO and safety

Company	Country	LFY date	Market Cap (£m)	EV/Revenue			EV/EBITDA			EV/EBIT		
				LFY	LFY+1	LFY+2	LFY	LFY+1	LFY+2	LFY	LFY+1	LFY+2
Applied Industrial Technologies		Jun-25	7,196	2.1x	2.0x	1.9x	17.5x	16.2x	15.1x	19.6x	18.3x	16.8x
Bossard Holding AG		Dec-24	1,131	1.6x	1.5x	1.4x	13.2x	11.6x	10.2x	15.6x	14.7x	12.8x
Diploma PLC		Sep-25	7,108	4.9x	4.6x	4.3x	21.2x	18.6x	17.8x	27.1x	20.1x	19.2x
DXP Enterprises, Inc.		Dec-24	1,279	1.3x	1.1x	1.1x	12.7x	10.3x	9.6x	15.5x	13.1x	11.6x
Fastenal Company		Dec-24	34,230	6.1x	5.6x	5.2x	27.5x	25.1x	22.8x	30.7x	27.8x	25.0x
Flowtech Fluidpower plc		Dec-24	36	0.6x	0.5x	0.5x	23.2x	7.4x	6.1x	189.0x	12.6x	9.1x
Global Industrial Company		Dec-24	836	0.9x	0.9x	0.8x	13.3x	11.4x	11.2x	14.6x	12.2x	11.5x
Klöckner & Co SE		Dec-24	707	0.3x	0.3x	0.3x	44.0x	9.4x	7.1x	n/m	46.4x	14.9x
L'Air Liquide S.A.		Dec-24	80,997	3.9x	3.8x	3.7x	14.2x	12.7x	11.7x	20.4x	18.5x	16.8x
MSC Industrial Direct Co., Inc.		Aug-25	3,486	1.4x	1.3x	1.2x	12.8x	11.6x	10.5x	16.5x	14.8x	13.2x
DNOW Inc.		Dec-24	1,828	0.9x	0.8x	0.4x	13.5x	10.3x	5.7x	17.0x	15.3x	8.1x
TAKKT AG		Dec-24	207	0.4x	0.5x	0.4x	14.8x	13.7x	7.6x	22.1x	n/m	14.4x
Watsco, Inc.		Dec-24	9,496	1.7x	1.8x	1.7x	16.5x	16.8x	15.7x	17.4x	17.7x	16.5x
W.W. Grainger, Inc.		Dec-24	35,649	2.9x	2.8x	2.7x	17.4x	17.1x	15.9x	18.9x	18.8x	17.3x
Min				0.3x	0.3x	0.3x	12.7x	7.4x	5.7x	14.6x	12.2x	8.1x
Median				1.5x	1.4x	1.3x	15.7x	12.1x	10.9x	18.9x	17.7x	14.7x
Mean				2.1x	2.0x	1.8x	18.7x	13.7x	11.9x	32.7x	19.3x	14.8x
Max				6.1x	5.6x	5.2x	44.0x	25.1x	22.8x	189.0x	46.4x	25.0x

Source: S&P Capital IQ as at 31/12/2025 Note: LFY = Last financial year



Public company valuations

Electronics/electrical

Company	Country	LFY date	Market Cap (£m)	EV/Revenue			EV/EBITDA			EV/EBIT		
				LFY	LFY+1	LFY+2	LFY	LFY+1	LFY+2	LFY	LFY+1	LFY+2
Arrow Electronics, Inc.	USA	Dec-24	4,217	0.3x	0.3x	0.3x	7.7x	8.2x	7.3x	9.0x	9.3x	8.1x
Avnet, Inc.	USA	Jun-25	2,905	0.3x	0.3x	0.3x	9.8x	8.7x	7.0x	10.9x	9.8x	7.7x
Rexel S.A.	France	Dec-24	8,572	0.7x	0.7x	0.7x	12.4x	9.3x	8.7x	13.2x	12.3x	11.4x
RS Group plc	UK	Mar-25	2,924	1.1x	1.1x	1.1x	11.7x	10.0x	8.8x	13.8x	12.1x	10.6x
WESCO International	USA	Dec-24	8,842	0.8x	0.8x	0.7x	12.5x	11.5x	10.4x	14.0x	13.7x	12.1x
Min				0.3x	0.3x	0.3x	7.7x	8.2x	7.0x	9.0x	9.3x	7.7x
Median				0.7x	0.7x	0.7x	11.7x	9.3x	8.7x	13.2x	12.1x	10.6x
Mean				0.7x	0.6x	0.6x	10.8x	9.6x	8.4x	12.2x	11.4x	10.0x
Max				1.1x	1.1x	1.1x	12.5x	11.5x	10.4x	14.0x	13.7x	12.1x

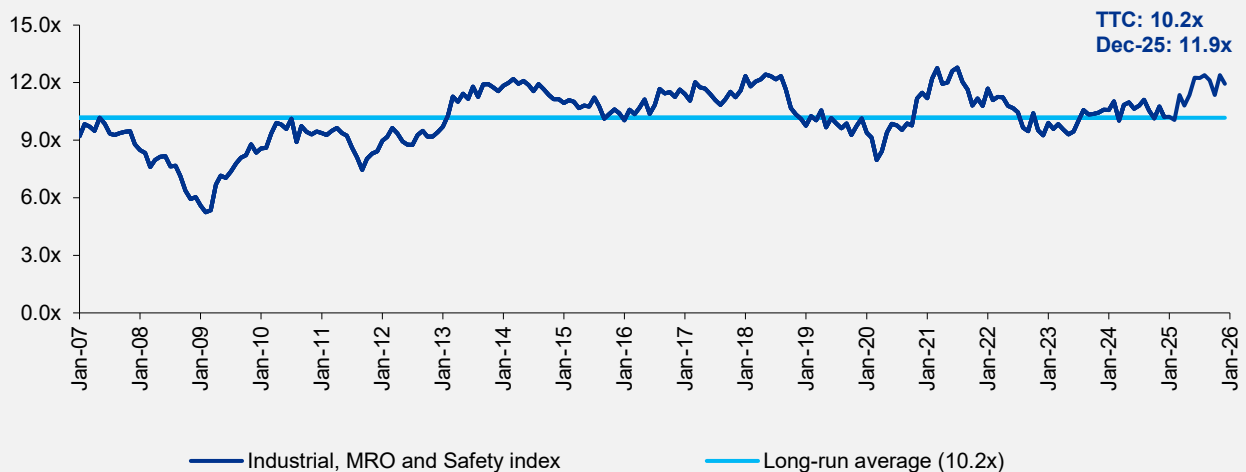
Source: S&P Capital IQ as at 31/12/2025

Note: LFY = Last financial year

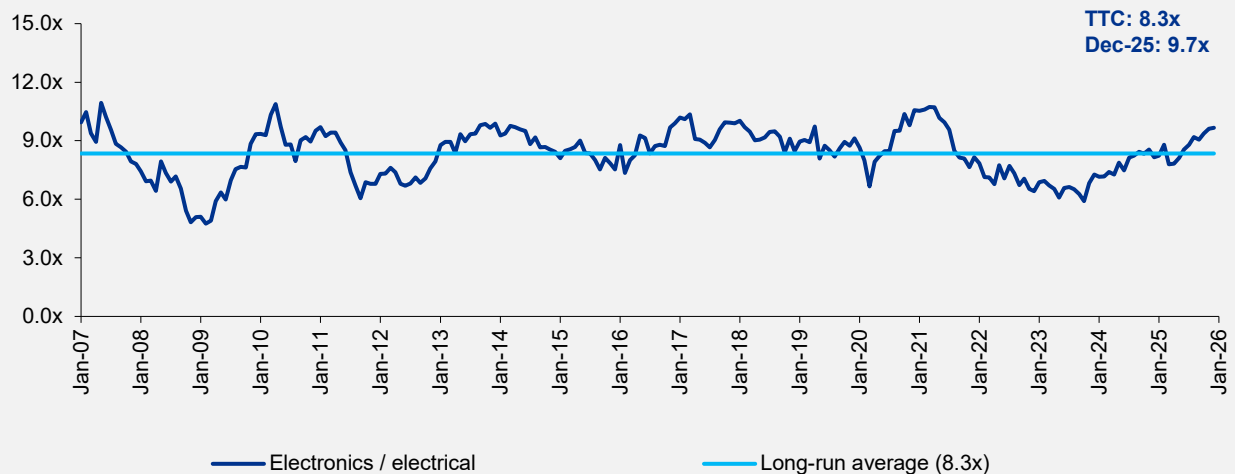
Public company valuations

Through the cycle ('TTC') Enterprise Value / LTM EBITDA multiples

Industrial, MRO and Safety



Electronics / electrical



Source: S&P Capital IQ

Note: The companies used in the public company valuations tables make up the constituents of the TTC analysis

Note: LTM = Last twelve months



Selected M&A transaction history

Date	Target	Country	Target Description	Acquirer	Country	EV (£m)	Reported EV/EBITDA
Nov-25	MRC Global Inc		Distributor of pipe, valves, fittings and related products and services	DNOW Inc.		1,074	9.6x
Nov-24	Pennine Pneumatic Services		Distributor of compressed air systems	Atlas Copco		n/a	n/a
Mar-24	Peerless Aerospace Fasteners		Distributor of aerospace fasteners	Diploma plc		236	n/a
Jan-24	E&R Industrial Sales		Distributor of specialty MRO products	Paradigm Equity*		n/a	n/a
Oct-23	GSF Car Parts		Distributor of automotive parts for the independent aftermarket in the UK	Epiris LLP*		n/a	n/a
Sep-23	ERIKS NV		Distributor of industrial parts	Lone Star*		n/a	n/a
Jul-23	DICSA		Distributor of fluid power solutions	Diploma Plc		189	9.0x
Apr-23	Pirtek Europe		Distributor of fluid power products	Franchise Brands plc		200	n/a
Mar-23	Madriferr		Specialist distributor of tools and maintenance products	Rubix Group		n/a	n/a
Mar-23	Hydraquip Group		Distributor and manufacturer of mobile hydraulic services	Finning International Inc		65	14.3x
Oct-22	Ecopac Power		Distributor of power supplies and LED drivers	TTI, Inc		n/a	n/a
Apr-22	R&G Fluid Power		Distributor of a diverse range of industrial, hydraulic and pneumatic products.	Diploma Plc		108	10.0x
Jan-22	Hoskin Scientific		Value added distributor of essential test & measurement equipment	River Associates Investments*		n/a	n/a
Sep-21	Goodfellow		Distributor of high-quality industrial materials	Battery Ventures*		n/a	n/a
Feb-21	Wolseley UK		Distributor of plumbing and heat products for contractors and the construction market	Clayton, Dubilier & Rice, LLC*		308	6.0x
Aug-20	Anixter International Inc		Distributor of hydraulic systems and solutions	WESCO International		3,351	9.9x
Oct-19	The Fluid Power House		Distributor of hydraulic systems and solutions	Motion Canada		n/a	n/a
Feb-19	Ahlsell AB		Industrial wholesaler of plumbing, heating, electrical, refrigeration and do-it-yourself products	CVC Advisers Ltd*		2,808	11.9x
Sep-18	Pirtek		Distributor of fluid power products	PNC Riverarch Capital*		n/a	n/a
May-17	Rubix		Distributor of industrial MRO products and services	Advent International*		416	9.8x
Min							6.0x
Mean							10.1x
Max							14.3x











Source: Mergermarket and KPMG intelligence * - Private Equity investor

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 <p>KPMG Canada advised Electrozad Supply on its sale to Sonepar</p> <p>Electrical products distributor</p> <p>2024</p>	 <p>KPMG US advised W.W. Grainger on its sale of E&R Industrial To Paradigm Equity Partners</p> <p>MRO products distributor</p> <p>2023</p>	 <p>KPMG Spain advised DICSA on their sale to Diploma Plc</p> <p>Fluid power distributor</p> <p>2023</p>	 <p>KPMG Canada advised Norcan Fluid Power on their sale to Fluid Systems Components Inc</p> <p>Hydraulic parts distributor</p> <p>2023</p>	 <p>KPMG UK advised R&G Fluid Power on their sale to Diploma Plc</p> <p>Fluid power distributor</p> <p>2022</p>

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