

## ❧ **Acquisitions** ❧

## Acquisition History

Significant Acquisitions by Business from 1960 through 2018

Bedding			59 Deals			Foaam			21 Deals			Machinery			19 Deals		
Company	Year	Country	Company	Year	Country	Company	Year	Country	Company	Year	Country	Company	Year	Country	Company	Year	Country
Oklahoma City	1963		Steadley	1996		Phillips-Foscue Corporation (92%)	1976		Cyclo-Index Corporation	1983							
Englander Company	1965		Family Frames	1997	Mexico	MPI, Inc.	1986		Gribetz International	1990							
Motor City Spring Company	1968		Tiffany	1997	Canada	Crest-Foam Corporation	1986		Alexander Machine	1992							
Kenyon Manufacturing Co.	1968		Paris Spring	1997	Spain	Echota Cushion, Inc.	1986	Australia	Gribetz Threads	1993							
Flex-O-Loc Corporation	1968		Bibao	1997	Spain	Pacific Dunlop (L&P Foam)	1988		WBSCO	1994	U.K.						
J.R. Greeno Corporation	1969		American Innerspring Co.	1998	Denmark	Custom Foam Fabrication	1989		Gateway	1996	U.K.						
Butler Manufacturing	1969		Toledo Fjederindlaeg	1998	U.K.	Hood Industries	1989		Steppex/Quiltex	1997	U.K.						
Dalpak Corporation	1969		Wellhouse Wire	1999		E-K Novelty	1995		Porter	1997							
Globe Spring & Cushion Co. (50%)	1977	Canada	Option Spring Products	1999		Fairmont	1996		Pathe	1997	Switzerland						
De Lamar Bed Spring Corp.	1979		Spring Flex	1999	Brazil	Hi Life Product	1997		Spuhl	1997							
Missouri Fabricators Inc.	1980		Ilma Srl	2000	Italy	Iredell Fibers	1997		Syd-Ren	1997							
Pride Box Spring	1982		Industrias Subinas	2000	Spain	Southwest Carpet Pad, Inc.	1999		Kaybe Machines	1998							
Nachman Corporation	1983		Hepilas/Hespo	2000	Croatia	Padco/Molded Urethane	2000		Vertex Fasteners, Inc.	1998							
Red Springs	1985		Siddall & Hilton Products	2002	U.K.	General Foam - Durabond Plant	2000	Switzerland	Jentschmann AG	2000	Switzerland						
Kay Springs, Inc.	1985		Eison & Robbins	2002	U.K.	Foamex Rubber & Felt	2005	France	Agimex S.A.	2000	France						
Multilastic Limited	1987	U.K.	Ningbo	2003	China	Mary Ann Industries	2005	Greece	Innovatech International S.A.	2001	Greece						
Karr Manufacturing	1987		Saval Spring & Wire	2003		Sponge Cushion, Inc.	2006	Germany	Nahtec	2004	Germany						
International Spring Corp.	1988		Xiang Yang	2003	China	Production Partners	2008		Galkin Automated Products	2010	Switzerland						
Dream Makers, Inc.	1988		Askona	2004	Russia	Premium Padding	2014		Remex AG	2013	Switzerland						
Hoover Group	1989		Veneza Espumas	2005	Brazil	Innocor, Inc.	2017										
Webster Spring Co., Inc.	1989		ZSP Wire Industries	2005	S. Africa	Walk-On Products, Inc.	2017										
Olympic Spring	1992		Samson Spring	2006	Australia												
Carriero (50%, 25% in 1996)	1993	Mexico	Atlas Spring Manufacturing	2006													
Maxwell Spring	1993		Probel Spring	2006	Brazil												
Oxford Metal Products	1994		Eison & Robbins Pocket Coil	2006	U.K.												
Resortes Monterey	1995	Mexico	Gel Solutions, LLC	2012													
Mississippi Spring	1995		Smart Living Company	2012													
M&M	1995	Germany	Tempur Sealy Spring Plants	2014													
Hoover	1995		Kieral Springs	2016	S. Africa												
Chesterfield Wood Prod.	1996																

  

Fibers			16 Deals			Wood Products			7 Deals			Coated Fabrics			4 Deals		
Company	Year	Country	Company	Year	Country	Company	Year	Country	Company	Year	Country	Company	Year	Country	Company	Year	Country
Krait Converters	1972		C.A. Bissman Manufacturing Co.	1961	Canada	Bois JLP	1984	Canada									
Paramount Paper	1973		National Frame	1992	Canada	National Frame	1994	Canada									
Quality Pad Company	1981		Les Bois Blanchet	1996	Canada	Miller Manufacturing	1997	Canada									
National Fibers Division	1984		Miller Manufacturing	1997		SpruceLand Forest Products, Inc.	1999	Canada									
Steiner-Liff Textiles	1985																
O'Neill Brothers	1986																
Buffalo Batt & Felt Corp.	1988																
Hobbs Pad	1991																
Cameo Fibers	1996																
Sealy Pad Line	1997																
Guilford Fibers	1997																
Cumulus Fibers	1998																
Bonded Fiber Products	1999																
KLM Industries	2001																
Stearns Technical Textile	2003																
Johnson Ind. Fiber Unit	2003																

  

Wire			17 Deals			Geo Components			9 Deals		
Company	Year	Country	Company	Year	Country	Company	Year	Country	Company	Year	Country
Adcom Metals Company	1977		Tiffany Textile Co. (50%)	1979		Webtec	2005		Attilla Enterprises	2006	
Webster Wire, Inc.	1989		Hanes Holding Co.	1993		Ilex/Jarex	2005		Lone Star Products	2006	
Armo Wire partnership	1993		VWR Textiles	1993					Price & Company	2011	
Laclede Oil Tempering Lines	1994		Marsh Fern	1997	U.K.				A&R Geosynthetics	2013	Canada
U.S. Wire Tie Systems	1994		Lenrod	1997	Canada				ERO-TEX	2014	
A. J. Gerrard	1996		Yarborough	1997					Hill Country Site Supply	2016	
Belton	1997		Falcon Industries	1998					Terrafix Geosynthetics Inc.	2017	Canada
Metrock Steel & Wire	1998		Western Textile Company	1998							
John Pring & Sons	1999	U.K.	Yarborough-Ind. Fabrics Div.	1999							
Shaped Wire, Inc.	2000		Mount Hope Finishing	1999	U.K.						
Laclede Mid America	2000		Jute Exports Limited	1999							
Insteel - Andrews	2002		Coirse SA de CV	2000	Mexico						
Northwestern Steel	2002		Edmund Bell & Co. Ltd.	2000	U.K.						
North American Wire Products	2002		Synthetic Ind. F&B Converting	2001							
Nestaway	2007		Vitaweb Division of Vitafoam	2001	U.K.						
Erosion Tech	2009		Union Wadding	2004							
Folding Guard	2012		Sani-Line Sales	2005							
			Interwoven Group	2014							

## Acquisition History

*Significant Acquisitions by Business from 1960 through 2018*

Fixtures & Display		33 Deals	
Company	Year	Country	
SEMCO	1994		
Talbot Industries	1994		
ISS	1995		
Excell	1996	Canada	
Rodgers-Wade	1997		
Amco	1997		
PMI Purchase Mktg.	1997	Canada	
Tarrant Interiors	1997		
Wichita Wire	1997		
Hodges	1997		
American Woodworks	1998		
Syndicate Systems	1998		
Wilson Display	1998	Canada	
Universal Stainless, Inc.	1998		
Sensible Storage, Inc.	1999		
Arc Specialties	1999		
Beeline Group, Inc.	1999		
Jarko Corporation	1999		
Met Displays, Inc.	1999		
Toledo Store Fixtures	1999		
De Todo en Alambre	1999	Mexico	
Design Fabricators, Inc.	1999		
Zell Brothers, Inc.	1999		
Dann Dee Display Fixt.	1999		
Gillis Associated Ind.	2000		
Genesis Fixtures	2000		
Dillmeier Group	2000		
EDRON Store Fixtures	2000		
KelMax Equipment	2000		
MZM SA de CV	2001	Mexico	
DisplayPlan Ltd.	2001	U.K.	
RHC Spacemaster	2003		
China Display Fixture Co.	2005	China	

Fashion Bed		16 Deals	
Company	Year	Country	
Metal Bed Rail Company, Inc.	1972		
Missouri Rolling Mill Corp. (MRM)	1979		
St. Croix	1981		
Bedline Manufacturing Company	1983		
Berkshire Furniture Co.	1988		
Allegheny Steel & Brass	1988		
J.B. Ross Manufacturing	1990		
Dresher, Inc.	1990		
Duro Metal	1991		
Beauti-Glide	1991		
Continental Silverline	1992		
Harvard Manufacturing	1992		
BC Products	1996		
Western Bed Products	1997		
STS Linens, Inc.	2004		
Westex International	2005	Canada	

Adjustable Bed		2 Deals	
Company	Year	Country	
Maxwell Products, Inc.	1999		
Orthomatic Adjustable Beds	2003		

Home Furniture		25 Deals	
Company	Year	Country	
Signal Manufacturing Co.	1970		
Middletown Manufacturing, Inc.	1973		
Pontiac Furniture	1979		
Foster Brothers	1982		
C.S. O'Brien	1986		
Styelander	1993		
Waterloo Furniture Components	1994	Canada	
Wiz Wire	1994	Canada	
Super Sagless Corporation	1994		
Matrex	1995		
Bell Spring	1997		
Superior Products	1999		
Ark-Ell Springs, Inc.	1999		
Omega Motion LLC	1999		
Wyn Products	1999	Australia	
TechCraft Operations	2000		
Southern Bedding	2000		
Sackner	2003		
Jiaxing	2003	China	
Everwood Products	2005		
Jinshajiang Sofa Components	2005	China	
Fulda	2007	China	
Knitmasters JV	2007		
Green/Aurite	2011		
Kintec Solution	2014	Germany	

Plastics		10 Deals	
Company	Year	Country	
Foothills Mfg.	1974		
Futron Plastics (50%)	1979		
Weber Plastics Co., Ltd.	1987	Canada	
Technical Plastics Corporation	1988		
Pulsar Plastics	1999		
K.W. Precision Metal Products	1999	Canada	
Unique Molded Products	2003		
SCP Plastics	2003		
Conestogo Plastics	2004	Canada	
Shepherd Products	2004	Canada	

Automotive		15 Deals	
Company	Year	Country	
Flex-O-Lators	1988		
Young Spring & Wire	1990		
No-Sag	1990		
Pullmatflex	1994	Belgium	
Phoenix Metal	1997		
Nagle Industries, Inc.	1999		
Bergen Cable Technology, Inc.	2000		
Schukra Group	2000	Canada	
ByTec, Inc.	2002		
Guangzhou Veihe	2003	China	
Kwang Jin Co. Ltd.	2003	S. Korea	
Pangeo Cable Industries	2003	China	
Idomruog Kft.	2004	Hungary	
Modern Industries	2004		
Huaguang Parts	2005	China	

Aerospace		4 Deals	
Company	Year	Country	
Western Pneumatic Tube	2012		
David Hart Aerospace Pipes	2013	U.K.	
Specitubes	2013	France	
Pegasus	2016		

Hydraulic Cylinders		1 Deal	
Company	Year	Country	
Precision Hydraulic Cylinders	2018		

Commercial Vehicle Products		7 Deals	
Company	Year	Country	
Masterack	1972		
Gor-Don	1995	Canada	
Crown North America	2000		
Team Fenex Ltd.	2001		
Taligater, Inc.	2003		
America's Body Company	2005		
Gamber-Johnson	2007		

Aluminum		14 Deals	
Company	Year	Country	
EST	1972		
MetalCraft	1979		
Assured Castings	1987		
Culp Smelting	1989		
Pace	1996		
Oconto	1996		
Latrobe	1996		
Die Cast Products	1997		
Cambridge Tool	1997		
B&C Die Cast	1998		
Saint Paul Metalcraft	1998		
Mo-Tech Corporation	1998		
Product Technologies	2000		
Saitillo, Mexico JV	2002	Mexico	

### Summary of Acquisition Totals

Segment	1960s	1970s	1980s	1990s	2000s	2010s	Total
Residential	9	6	24	58	41	15	153
Industrial	--	1	2	8	8	2	21
Furniture	--	7	11	50	31	4	103
Specialized	--	1	6	14	5	27	54
Aluminum	--	2	2	8	2	0	14
<b>Total</b>	<b>9</b>	<b>17</b>	<b>40</b>	<b>130</b>	<b>96</b>	<b>26</b>	<b>318</b>

# ACQUISITION HISTORY

2003 Through 2018

		Segment				
Year	Data	Residential	Industrial	Furniture	Specialized	Total
<b>2003</b>						
	How Many	4	0	8	3	15
	Est of Year 1 Sales	\$23	\$0	\$165	\$21	\$209
<b>2004</b>						
	How Many	3	0	4	2	9
	Est of Year 1 Sales	\$15	\$0	\$25	\$32	\$73
<b>2005</b>						
	How Many	7	0	4	1	12
	Est of Year 1 Sales	\$151	\$0	\$19	\$150	\$320
<b>2006</b>						
	How Many	5	0	0	0	5
	Est of Year 1 Sales	\$75	\$0	\$0	\$0	\$75
<b>2007</b>						
	How Many	0	1	1	1	3
	Est of Year 1 Sales	\$0	\$50	\$20	\$30	\$100
<b>2008</b>						
	How Many	1	0	1	0	2
	Est of Year 1 Sales	\$5	\$0	\$1	\$0	\$6
<b>2009</b>						
	How Many	0	1	0	0	1
	Est of Year 1 Sales	\$0	\$1	\$0	\$0	\$1
<b>2010</b>						
	How Many	1	0	0	0	1
	Est of Year 1 Sales	\$1	\$0	\$0	\$0	\$1
<b>2011</b>						
	How Many	1	0	1	0	2
	Est of Year 1 Sales	\$7	\$0	\$6	\$0	\$13
<b>2012</b>						
	How Many	2	2	0	1	5
	Est of Year 1 Sales	\$12	\$24	\$0	\$64	\$99
<b>2013</b>						
	How Many	2	0	0	2	4
	Est of Year 1 Sales	\$3	\$0	\$0	\$55	\$58
<b>2014</b>						
	How Many	4	0	1	0	5
	Est of Year 1 Sales	\$142	\$0	\$14	\$0	\$156
<b>2015</b>						
	How Many	0	0	1	0	1
	Est of Year 1 Sales	\$0	\$0	\$58	\$0	\$58
<b>2016</b>						
	How Many	2	0	0	1	3
	Est of Year 1 Sales	\$18	\$0	\$0	\$19	\$37
<b>2017</b>						
	How Many	3	0	1	0	4
	Est of Year 1 Sales	\$61	\$0	\$18	\$0	\$79
<b>2018</b>						
	<b>How Many</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
	<b>Est of Year 1 Sales</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$81</b>	<b>\$81</b>
<b>Total How Many</b>		<b>35</b>	<b>4</b>	<b>22</b>	<b>12</b>	<b>73</b>
<b>Total Est of Year 1 Sales</b>		<b>\$513</b>	<b>\$75</b>	<b>\$326</b>	<b>\$452</b>	<b>\$1,366</b>