

## ❧ **Acquisitions** ❧

## Acquisition History

Significant Acquisitions by Business from 1960 through 2018

Bedding		59 Deals	
Company	Year	Country	Year
Oklahoma City	1963		
Englander Company	1965		
Motor City Spring Company	1968		
Kenyon Manufacturing Co.	1968		
J.R. Greeno Corporation	1969		
Butler Manufacturing	1969		
Dalpak Corporation	1969		
Globe Spring & Cushion Co. (50%)	1977	Canada	
De Lamar Bed Spring Corp.	1979		
Missouri Fabricators Inc.	1980		
Pride Box Spring	1982		
Nachman Corporation	1983		
Red Springs	1985		
Kay Springs, Inc.	1985		
Multilastic Limited	1987	U.K.	
Karr Manufacturing	1987		
International Spring Corp.	1988		
Dream Makers, Inc.	1988		
Hoover Group	1989		
Webster Spring Co., Inc.	1989		
Olympic Spring	1992		
Carriero (50%, 25% in 1996)	1993	Mexico	
Maxwell Spring	1994		
Oxford Metal Products	1994		
Resortes Monterey	1995	Mexico	
Mississippi Spring	1995		
M&M	1995	Germany	
Hoover	1995		
Chesterfield Wood Prod.	1996		

Foam		21 Deals	
Company	Year	Country	Year
Phillips-Foscue Corporation (82%)	1976		
MPI, Inc.	1986		
Crest-Foam Corporation	1986		
Echota Cushion, Inc.	1986		
Pacific Dunlop (L&P Foam)	1986	Australia	
Custom Foam Fabrication	1988		
Hood Industries	1989		
E-K Novelty	1995		
Fairmont	1996		
Hi Life Product	1997		
Iredell Fibers	1997		
Southwest Carpet Pad, Inc.	1999		
Padco/Molded Urethane	2000		
General Foam - Durabond Plant	2000		
Foamex Rubber & Felt	2005		
Mary Ann Industries	2005		
Sponge Cushion, Inc.	2006		
Production Partners	2008		
Premium Padding	2014		
Innocor, Inc.	2017		
Walk-On Products, Inc.	2017		

Machinery		19 Deals	
Company	Year	Country	Year
Cyclo-Index Corporation	1983		
Gribetz International	1990		
Alexander Machine	1992		
Gribetz Threads	1993		
WBSO	1994		
Gateway	1996	U.K.	
Steppex/Quiltex	1997	U.K.	
Porter	1997		
Pathe	1997		
Spuhl	1997	Switzerland	
Syd-Ren	1997		
Kaybe Machines	1998		
Vertex Fasteners, Inc.	1998		
Jentschmann AG	2000	Switzerland	
Agimex S.A.	2000	France	
Innovatech International S.A.	2001	Greece	
Nahtec	2004	Germany	
Galkin Automated Products	2010		
Remex AG	2013	Switzerland	

Fabric		18 Deals	
Company	Year	Country	Year
Tiffany Textile Co. (50%)	1979		
Hanes Holding Co.	1993		
VWR Textiles	1993		
Marsh Fern	1997	U.K.	
Lenrod	1997	Canada	
Yarborough	1997		
Falcon Industries	1998		
Western Textile Company	1998		
Yarborough-Ind. Fabrics Div.	1999		
Mount Hope Finishing	1999		
Jute Exports Limited	1999	U.K.	
Coirse SA de CV	2000	Mexico	
Edmund Bell & Co. Ltd.	2000	U.K.	
Synthetic Ind. F&B Converting	2001		
Vitaweb Division of Vitafoam	2001	U.K.	
Union Wadding	2004		
Sani-Line Sales	2005		
Interwoven Group	2014		

Wire		17 Deals	
Company	Year	Country	Year
Adcom Metals Company	1977		
Webster Wire, Inc.	1989		
Armco Wire partnership	1993		
Laclede Oil Tempering Lines	1994		
U.S. Wire Tie Systems	1994		
A. J. Gerrard	1996		
Belton	1997		
Metrock Steel & Wire	1998		
John Pring & Sons	1999	U.K.	
Shaped Wire, Inc.	2000		
Laclede Mid America	2000		
Insteel - Andrews	2002		
Northwestern Steel	2002		
North American Wire Products	2002		
Nestaway	2007		
Erosion Tech	2009		
Folding Guard	2012		

Fibers		16 Deals	
Company	Year	Country	Year
Krafc Converters	1972		
Paramount Paper	1973		
Quality Pad Company	1981		
National Fibers Division	1984		
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		

Wood Products		7 Deals	
Company	Year	Country	Year
C. A. Bissman Manufacturing Co.	1961		
Bois JLP	1984	Canada	
National Frame	1992		
Bois Aise	1994	Canada	
Les Bois Blanchet	1996	Canada	
Miller Manufacturing	1997		
SpruceLand Forest Products, Inc.	1999	Canada	

Coated Fabrics		4 Deals	
Company	Year	Country	Year
Vantage Industries	1994		
Rug-Hold	2003		
American Non-Slip	2005		
Griptex Industries	2005		

Geo Components		10 Deals	
Company	Year	Country	Year
Webtec	2005		
IkeX/Jarex	2005		
Atilla Enterprises	2006		
Lone Star Products	2006		
Price & Company	2011		
A&R Geosynthetics	2013	Canada	
ERO-TEX	2014		
Hill Country Site Supply	2016		
Terrafix Geosynthetics Inc.	2017	Canada	
DDD Erosion Control	2018		

Tubing		4 Deals	
Company	Year	Country	Year
Parthenon Metal	1983		
Blazon	1993		
Excaliber	2001		
O'Neal Tube Processing	2012		

# Acquisition History

Significant Acquisitions by Business from 1960 through 2018

Fixtures & Display			33 Deals	
Company	Year	Country	Year	Country
SEMCO	1994		1972	
Talbot Industries	1994		1979	
ISS	1995		1981	
Excell	1996	Canada	1983	
Rodgers-Wade	1997		1988	
Amco	1997		1988	
PMI Purchase Mktg.	1997	Canada	1990	
Tarrant Interiors	1997		1990	
Wichita Wire	1997		1991	
Hodges	1997		1991	
American Woodworks	1998		1992	
Syndicate Systems	1998		1992	
Wilson Display	1998	Canada	1996	
Universal Stainless, Inc.	1998		1997	
Sensible Storage, Inc.	1999		2004	
Arc Specialties	1999		2005	Canada
Beeline Group, Inc.	1999			
Jarke 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			
KeiMax 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	Year	Country
Metal Bed Rail Company, Inc.	1972		1974	
Missouri Rolling Mill Corp. (MRM)	1979		1979	
St. Croix	1981		1987	Canada
Bedline Manufacturing Company	1983		1998	
Berkshire Furniture Co.	1988		1999	
Allegheny Steel & Brass	1988		1999	Canada
J.B. Ross Manufacturing	1990		2003	
Dresher, Inc.	1990		2003	
Duro Metal	1991		2004	Canada
Beauti-Glide	1991		2004	Canada
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	Year	Country
Maxwell Products, Inc.	1999			
Orthomatic Adjustable Beds	2003			

Home Furniture			25 Deals	
Company	Year	Country	Year	Country
Signal Manufacturing Co.	1970		1974	
Middletown Manufacturing, Inc.	1973		1979	
Pontiac Furniture	1979		1982	
Foster Brothers	1982		1986	
C.S. O'Brien	1986		1993	
Stylelander	1993		1994	Canada
Waterloo Furniture Components	1994	Canada	2012	
Wiz Wire	1994	Canada	2013	U.K.
Super Sagless Corporation	1994		2013	France
Matrex	1995		2016	
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			
Jiaying	2003	China		
Everwood Products	2005			
Jinshajiang Sofa Components	2005	China		
Fulda	2007	China		
Knitmasters JV	2007			
Green/Aurite	2011			
Kintec Solution	2014	Germany		

Work Furniture			17 Deals	
Company	Year	Country	Year	Country
Gordon Manufacturing Co.	1984			
Northfield Metal Products, Ltd.	1985	Canada		
Collier-Keyworth Corporation	1988			
Indiana Chair Frame	1988			
Waterloo Spring	1992			
Hamilton Wire	1993	Canada		
Faultless Doerner	1993	Canada		
Northeastern Components	1995	U.K.		
Davidson Plyforms	2001			
Miotto International	2001	Italy		
Sterling & Adams Bentwood, Inc.	2002			
Hickory Springs/Hammer Metals	2004			
Chieng-Yeng	2007	China		
Intes JV	2007	China		
Grand River Polishing	2008			
Trio Line Polska	2015	Poland		
Moitron, Inc.	2017			

Plastics			10 Deals	
Company	Year	Country	Year	Country
Foothills Mfg.	1974			
Futron Plastics (50%)	1979			
Weber Plastics Co., Ltd.	1987	Canada		
Technical Plastics Corporation	1998			
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	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		
Pangeco Cable Industries	2003	China		
Idomrugo Kft.	2004	Hungary		
Modern Industries	2004			
Huaguang Parts	2005	China		

Aerospace			4 Deals	
Company	Year	Country	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	Year	Country
Precision Hydraulic Cylinders	2018			

Commercial Vehicle Products			7 Deals	
Company	Year	Country	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	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			
Saltillo, Mexico JV	2002	Mexico		

## Summary of Acquisition Totals

Segment	1960s	1970s	1980s	1990s	2000s	2010s	Total
Residential	9	6	24	58	41	16	154
Industrial	-	1	2	8	8	2	21
Furniture	-	7	11	50	31	4	103
Specialized	-	1	1	6	14	5	27
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>27</b>	<b>319</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>	How Many	1	0	0	1	2
	Est of Year 1 Sales	\$6	\$0	\$0	\$81	\$87
<b>Total How Many</b>		36	4	22	12	74
<b>Total Est of Year 1 Sales</b>		\$519	\$75	\$326	\$452	\$1,372