

❧ Acquisitions ❧

Acquisition History

Significant Acquisitions by Business from 1960 through 2018

Bedding		59 Deals	
Company	Year	Country	Company
Oklahoma City	1963		Steadley
Englander Company	1965		Family Frames
Motor City Spring Company	1968		Tiffany
Kenyon Manufacturing Co.	1968		Paris Spring
Flex-O-Loc Corporation	1968		Bilbao
J.R. Greeno Corporation	1969		American Innerspring Co.
Butler Manufacturing	1969		Toledo Fjederindlaeg
Dalpak Corporation	1969		Wellhouse Wire
Globe Spring & Cushion Co. (50%)	1977	Canada	Option Spring Products
De Lamar Bed Spring Corp.	1979		Spring Flex
Missouri Fabricators Inc.	1980		Ilma Srl
Pride Box Spring	1982		Industrias Subinas
Nachman Corporation	1983		Hepilas/Hespo
Red Springs	1985		Siddall & Hilton Products
Kay Springs, Inc.	1985		Elson & Robbins
Multilastic Limited	1987	U.K.	Ningbo
Karr Manufacturing	1987		Saval Spring & Wire
International Spring Corp.	1988		Xiang Yang
Dream Makers, Inc.	1988		Askona
Hoover Group	1989		Veneza Espumas
Webster Spring Co., Inc.	1989		ZSP Wire Industries
Olympic Spring	1992		Samson Spring
Carriero (50%, 25% in 1996)	1993	Mexico	Atlas Spring Manufacturing
Maxwell Spring	1993		Probel Spring
Oxford Metal Products	1994		Elson & Robbins Pocket Coil
Resortes Monterey	1995	Mexico	Gel Solutions, LLC
Mississippi Spring	1995		Smart Living Company
M&M	1995		Tempur Sealy Spring Plants
Hoover	1995	Germany	Kieral Springs
Chesterfield Wood Prod.	1996		

Foam		21 Deals	
Company	Year	Country	Company
Phillips-Foscue Corporation (92%)	1976		MPI, Inc.
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	Company
Cyclo-Index Corporation	1983		
Gribetz International	1990		
Alexander Machine	1992		
Gribetz Threads	1993		
WBSCO	1994	U.K.	
Gateway	1996	U.K.	
Steppex/Quiltex	1997		
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	Company
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	Company
Adcom Metals Company	1977		
Webster Wire, Inc.	1989		
Armo 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		

Geo Components		9 Deals	
Company	Year	Country	Company
Webtec	2005		
Ilex/Jarex	2005		
Attila 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	

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

Fibers		16 Deals	
Company	Year	Country	Company
Kraft 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	Company
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	Company
Vantage Industries	1994		
Rug-Hold	2003		
American Non-Slip	2005		
Griptex Industries	2005		

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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		
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		
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		
Stylender	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	

Work Furniture		17 Deals	
Company	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	China	
Cheng-Yeng	2007	China	
Intes JV	2007		
Grand River Polishing	2008		
Trio Line Polska	2015	Poland	
Moliron, Inc.	2017		

Plastics		10 Deals	
Company	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	
Flex-O-Lators	1988		
Young Spring & Wire	1990		
No-Sag	1990		
Pullmaflex	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	
Idomruigo 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.	
Spectitubes	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		
Tailgater, 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		
Saltillo, 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	27
 Aluminum	--	2	2	8	2	0	14
Total	9	17	40	130	96	26	318

ACQUISITION HISTORY

2003 Through 2018

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