Industry Insights



Building Products Industry Selective Growth, Concentrated Capital

Q3 2026

The U.S. Building Products market continues to navigate rising costs and uneven demand, with growth increasingly favoring specialized, higher-value products. Construction input costs for new non-residential buildings surged 11.9% YoY through September 2026, squeezing margins amid subdued project demand.[1] Meanwhile, private residential construction spending declined 5.5% MoM in September 2026 to an annualized $848.8 billion, while private non-residential construction spending increased 1.1% to $790.6 billion, highlighting divergent trends across construction end markets.[2] Reflecting continued market uncertainty, architectural billings declined in September, with the AIA Billings Index falling to 44.7, signaling softer construction demand ahead.[3] As affordability and supply-chain pressures persist, low-carbon building materials, energy efficiency, and sustainable construction practices are becoming increasingly important considerations for the building products industry.[4]

Current Trends

Rising costs, resilient demand, and shifting priorities are reshaping the U.S. Building Products market. In Q3 2026, producer prices for iron and steel climbed 4.9% QoQ, copper 5.6%, and building materials dealers 3.8%, while aluminum declined 5.4% and lumber edged up 0.7%.[5] Meanwhile, housing demand presented a mixed picture: August new-home sales rose 6.4% MoM, yet 66% of builders offered sales incentives and 38% reduced prices in September, highlighting the challenge of balancing sales volumes with profitability.[6,7]

Beyond traditional construction, AI infrastructure is becoming a powerful demand driver for building products. Approximately one in six contractors reported data center projects in August, with project backlogs averaging 9.9 months, compared to 8.3 months for contractors without data center exposure.[8] This creates opportunities for manufacturers of electrical equipment, cooling systems, and specialized building components. Democratic gains in the 2026 midterm elections could increase regulatory scrutiny and delay certain data center projects, although underlying construction demand is expected to remain strong.[9]

Despite the demand, labor and supply-chain constraints continue to be significant hurdles. Construction recorded 251,000 job openings in August, while layoffs reached a record low of 99,000, underscoring persistent competition for skilled workers.[10] Meanwhile, Middle East conflict-related fuel cost pressures and tariff-driven material price increases are contributing to higher construction costs, while steel availability constraints and extended lead times are complicating procurement and project execution.[11]

Sustainability is moving beyond greener materials toward smarter, more efficient construction. Stanford researchers demonstrated electric plasma-heating technology that produces cement materials nearly 100 times faster, potentially reducing energy waste.[12] Another sustainable product is CertainTeed's new 85-watt solar shingles integrating renewable energy directly into roofing systems.[13] The next competitive edge may lie in products that combine lower environmental impact, installation efficiency, and improved functionality.

1. AGC 2. Census Bureau 3. AIA 4. USGBC 5. FRED 6. Reuters 7. NAHB 8. ABC 9. Construction Dive 10. ABC 11. Construction Dive 12. ACS 13. PV Magazine



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Market Indicators

The housing recovery remains a waiting game, with borrowing costs continuing to be a major impediment. In Q3 2026, the 30-year mortgage rate climbed 54 bps to 7.03% keeping housing affordability under pressure.[14] Reflecting this strain, builder confidence fell three points to 32 in September, its lowest level in over a year.[7] Higher material costs are adding to the squeeze, with smaller homebuilders reporting 9.1% annual material cost increases, compared with just 1.8% for larger builders, highlighting the growing advantage of scale.[15]

The next growth opportunity may also be shifting geographically. Single-family construction in large metro core counties declined 13.9% YoY in Q2 2026, while outlying counties of smaller metros recorded 0.9% growth, as builders sought more affordable land.[16] Manufacturers are positioning accordingly: ProVia announced a $120 million investment in a North Carolina manufacturing facility, expected to create 400 jobs and expand regional production capacity.[17]

Industry leaders are prioritizing discipline over a broad-based rebound. Builders FirstSource lowered its 2026 sales outlook to $14.0–$14.8 billion, while Trex maintained revenue guidance of $1.22–$1.25 billion, highlighting divergent prospects across building product categories.[18] The takeaway: affordability, geographic coverage, and product specialization are increasingly shaping where growth and investment will follow.

M&A Highlights

Fewer deals, bigger dollars: Building Products M&A is showing a striking divergence between transaction volume and value. In Q3 2026, global closed transactions declined 28.1% QoQ to 447, down 15.0% YoY, while aggregate disclosed transaction value surged 119.9% QoQ to $60.5 billion, compared with $27.5 billion in Q2 2026.[19] The contrasting trends suggest that larger transactions are driving deal value even as overall activity moderates, reflecting increasingly selective buyer appetite.

Regionally, the slowdown was widespread, but deal flow remained concentrated in developed markets. The U.S. and Canada led with 209 transactions (46.8% of global volume), followed by Europe with 154 (34.5%) and Asia-Pacific with 80 (17.9%). North American and European volumes declined 32.1% and 23.0% QoQ, respectively, highlighting softer transaction activity across major markets.[19]

Large-scale acquisitions are reshaping the deal landscape, with two major transactions highlighting the concentration of disclosed value. Martin Marietta Materials completed its $13.5 billion acquisition of Lhoist North America in August, strengthening its position in limestone, industrial minerals, and infrastructure materials.[20] Meanwhile, Berkshire Hathaway finalized its $8.5 billion acquisition of Taylor Morrison Home in July, expanding its residential homebuilding platform.[21] Together, these transactions represented $22.0 billion in deal value, equivalent to approximately 36.0% of Q3's $60.5 billion disclosed total, illustrating how large deals can lift aggregate transaction values despite declining deal volumes.

Looking ahead, M&A momentum appears increasingly driven by strategic

14. FRED 15. NAHB 16. NAHB 17. Davie County Economic Development Commission 18. Building Products Digest 19. CIQ 20. Martin Marietta 21. Taylor Morrison



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positioning rather than transaction volume alone. Buyers are targeting scale, specialized capabilities, and exposure to infrastructure, industrial, and essential building products markets. Fewer transactions do not necessarily mean weaker buyer appetite as capital is increasingly concentrated in larger, strategically significant acquisitions.

Outlook

The Building Products market is not short of demand drivers. As Q3 2026 came to a close, the 30-year mortgage rate reached 7.03%, while builder confidence declined to 32 in September, underscoring continued affordability challenges.[14,7] Meanwhile, producer prices for copper and steel increased 5.6% and 4.9% QoQ, respectively, keeping cost management and pricing discipline critical.[5] A potential catalyst will be whether a decline in mortgage rates can revive buyer demand without forcing builders into deeper discounts.

The outlook remains selective rather than broadly optimistic. Data centers, infrastructure, and specialized building products offer stronger growth prospects, while residential construction and discretionary remodeling remain under pressure. Industry participants are increasingly prioritizing inventory discipline, supply rationalization, and higher-margin product categories over aggressive expansion.[18]

For investors and manufacturers, today's resilience offers tomorrow's opportunity. Operational efficiency, pricing power, innovation, and less cyclical exposure help companies navigate uncertainty and gain market share. The next winners may not be those waiting for construction to recover, but those building a competitive advantage now.

Let's Talk

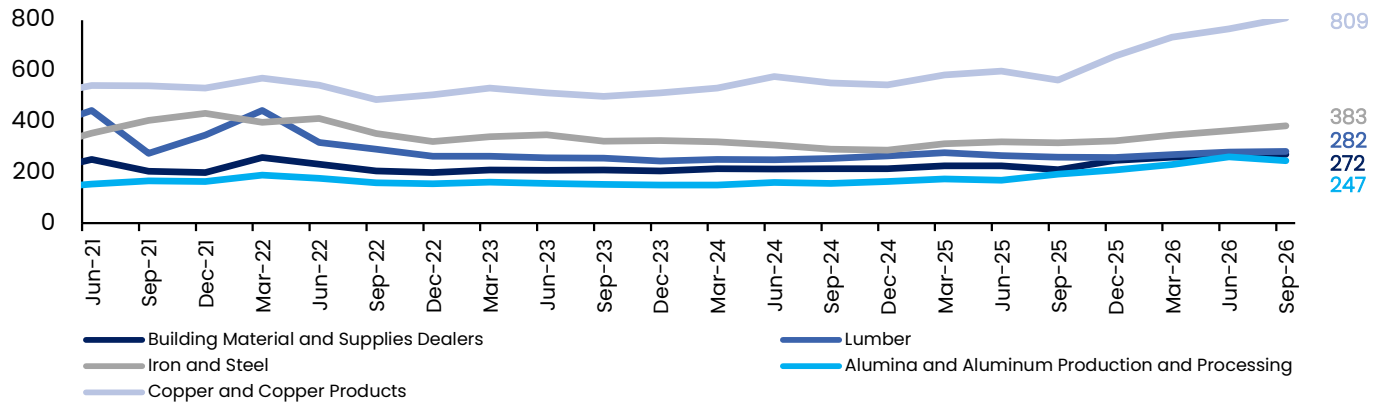
In today's dynamic market, precision and flexibility are key to successful M&A. Balmoral Advisors partners with building products companies and investors to navigate challenges and structure smart deals. To explore trends in the sector, share updates about your business, or learn how we can support your next move, reach out to our team.



Producer Price Index - Building Materials[1]

Chart 1

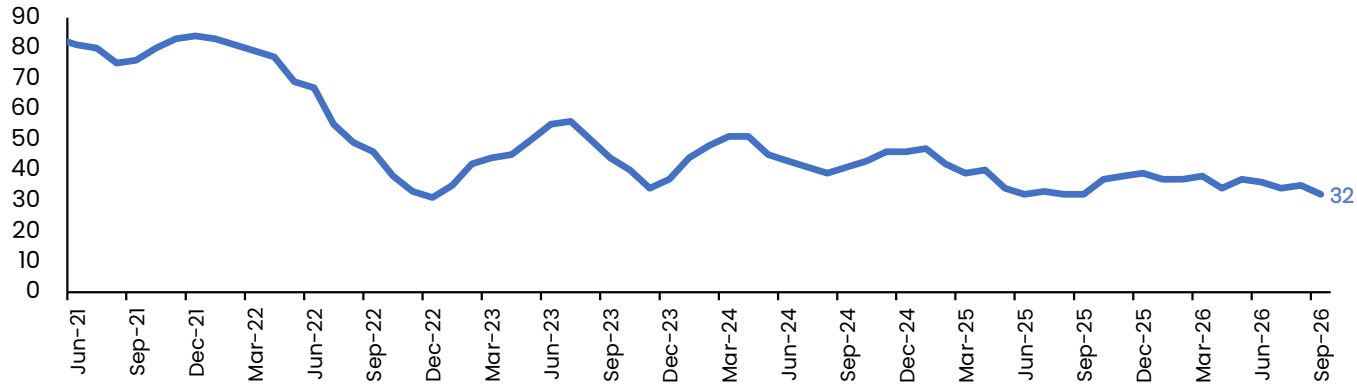
Building material prices continued to climb in Q3 2026, with copper (+5.7%), steel (+5.0%) and lumber (+0.8%) rising QoQ, while aluminum eased 5.6%, signaling continued cost pressures across the sector.



Housing Market Index[2]

Chart 2

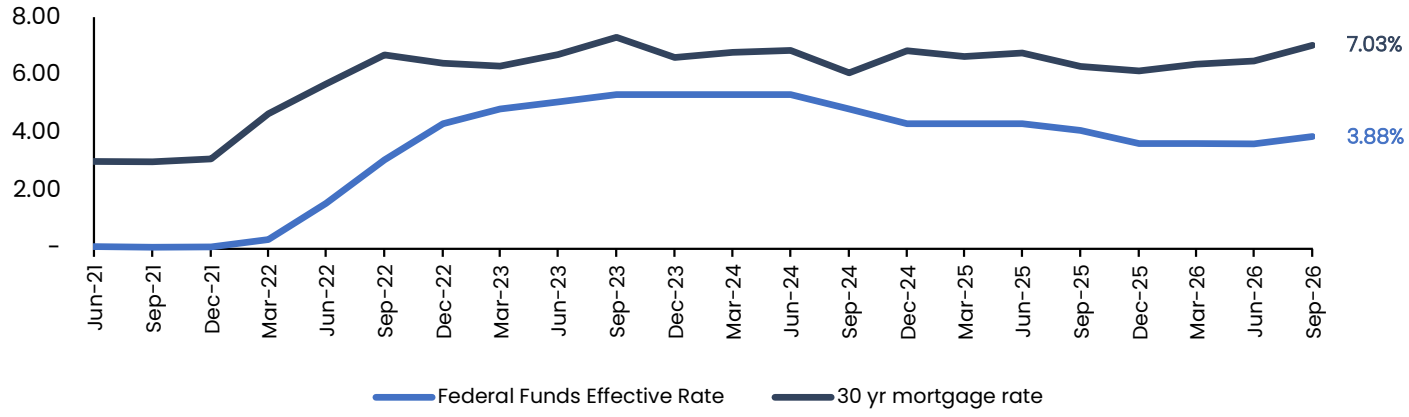
Housing Market Index fell to 32 in Q3 2026, down from 36 in Q2 2026 and 32 in Q3 2025, signaling renewed weakness in builder confidence amid persistent housing market challenges.



Key Interest Rates[3]

Chart 3

In Q3 2026, the Federal Funds Rate increased 25 bps to 3.88%, while the 30-year mortgage rate climbed 54 bps to 7.03%, further pressuring housing affordability.

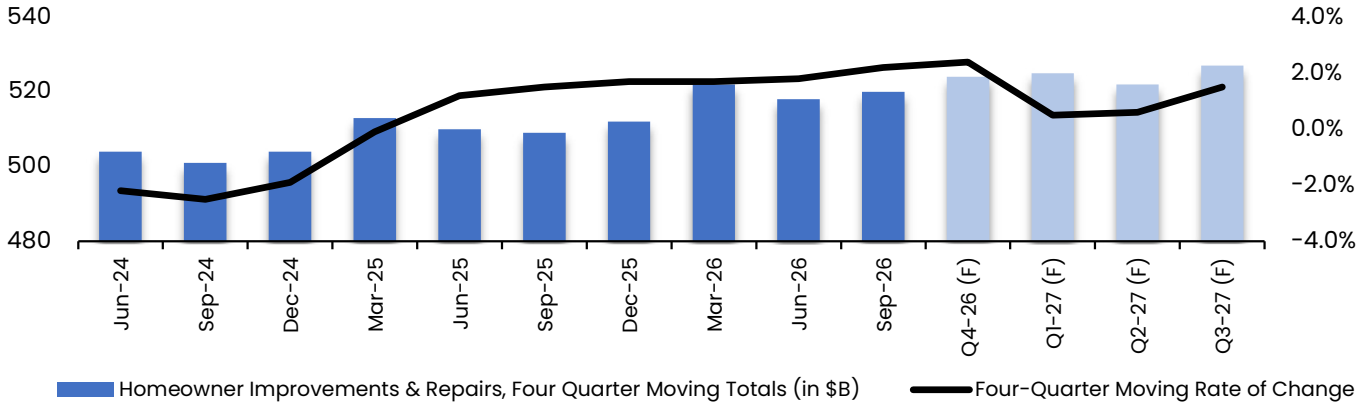


1. FRED 2. NAHB 3. FRED

LIRA Index[1]

Chart 4

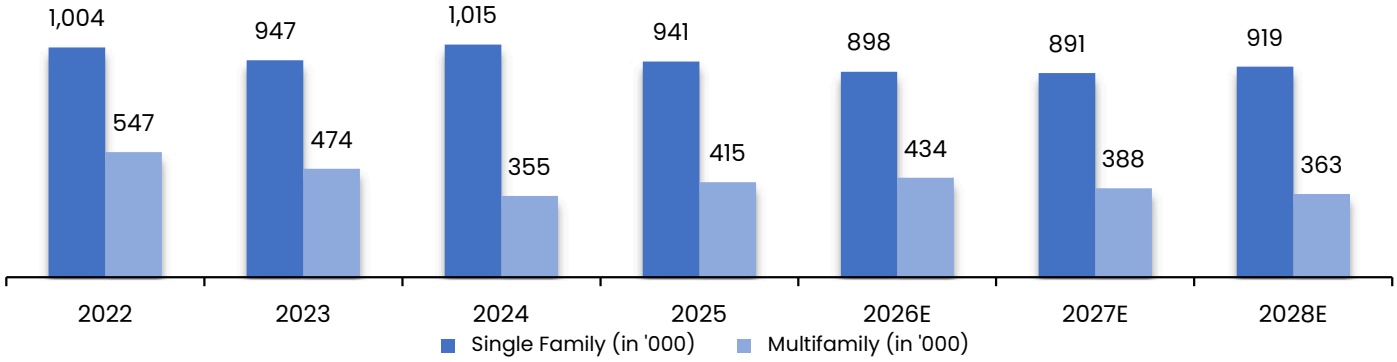
Remodeling spending to increase from $520 billion in Q3 2026 to $527 billion by Q3 2027, while annual growth moderates from 2.2% to 1.5%, signaling resilient but slowing demand for building products.



Housing Starts[2]

Chart 5

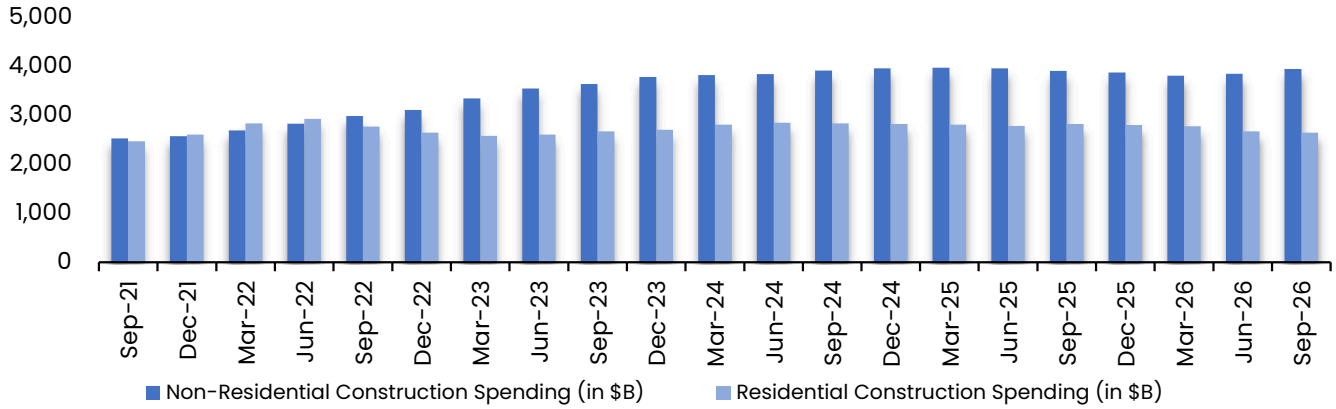
With 30-year mortgage rates reaching 7.03% in Q3 2026, single-family housing starts are projected to decline 4.0% YoY, while multifamily starts are expected to rise 6.0%, reflecting affordability pressures and relatively stronger multifamily demand.



Construction Spending[3]

Chart 6

Construction spending showed mixed trends, with non-residential rising 1.1% YoY and residential declining 6.2% YoY in September 2026, reflecting resilient non-residential activity amid weakness in the housing market.



1. JCHS 2. NAHB 3. FRED

Selected Public Companies

Construction Equipment and Rental ($MM)[1]

Company	Market Cap[2]	Enterprise Value	LTM Revenue	LTM EBITDA	NTM EBITDA	LTM EV/ Revenue	LTM EV/EBITDA	NTM EV/EBITDA
Caterpillar Inc.	$372,700	$411,900	$74,729	$16,251	$18,791	5.5x	25.3x	21.9x
CNH Industrial N.V.	15,905	40,900	18,185	1,054	1,158	2.2x	38.8x	35.3x
Deere & Company	181,067	238,756	47,927	8,600	8,785	5.0x	27.8x	27.2x
Herc Holdings Inc.	4,172	13,687	4,856	931	2,536	2.8x	14.7x	5.4x
Sunbelt Rentals Holdings, Inc.	29,999	41,390	11,468	2,899	5,190	3.6x	14.3x	8.0x
Terex Corporation	6,012	8,292	6,677	613	1,088	1.2x	13.5x	7.6x
United Rentals, Inc.	62,291	77,564	17,496	5,041	9,032	4.4x	15.4x	8.6x
Summary Statistics								
Mean	$96,021	$118,927	$25,905	$5,056	$6,654	3.5x	21.4x	16.3x
Adj. Mean[3]	59,055	82,459	20,351	3,705	5,340	3.6x	19.5x	14.7x
Median	29,999	41,390	17,496	2,899	5,190	3.6x	15.4x	8.6x

Construction Materials ($MM)[1]

Company	Market Cap[2]	Enterprise Value	LTM Revenue	LTM EBITDA	NTM EBITDA	LTM EV/ Revenue	LTM EV/EBITDA	NTM EV/EBITDA
Boise Cascade Company	$2,587	$2,832	$6,458	$322	$380	0.4x	8.8x	7.5x
Builders FirstSource, Inc.	6,134	11,307	14,449	1,023	1,044	0.8x	11.1x	10.8x
CEMEX, S.A.B. de C.V.	13,881	20,213	17,383	3,437	3,618	1.2x	5.9x	5.6x
CRH plc	55,086	73,374	38,632	7,732	8,029	1.9x	9.5x	9.1x
Eagle Materials Inc.	5,246	6,808	2,325	705	705	2.9x	9.7x	9.7x
Forterra plc	415	536	477	69	77	1.1x	7.8x	6.9x
Martin Marietta Materials, Inc.	34,076	40,311	6,688	2,126	3,030	6.0x	19.0x	13.3x
Summary Statistics								
Mean	$16,775	$22,197	$12,345	$2,202	$2,412	2.1x	10.2x	9.0x
Adj. Mean[3]	12,385	16,294	9,460	1,522	1,755	1.6x	9.4x	8.8x
Median	6,134	11,307	6,688	1,023	1,044	1.2x	9.5x	9.1x

Distribution ($MM)[1]

Company	Market Cap[2]	Enterprise Value	LTM Revenue	LTM EBITDA	NTM EBITDA	LTM EV/ Revenue	LTM EV/EBITDA	NTM EV/EBITDA
ADENTRA Inc.	$626	$1,235	$2,279	$138	$196	0.5x	9.0x	6.3x
BlueLinx Holdings Inc.	559	912	3,010	79	105	0.3x	11.5x	8.7x
Ferguson Enterprises Inc.	43,066	49,516	31,446	3,071	3,684	1.6x	16.1x	13.4x
QXO, Inc.	12,128	19,409	9,898	592	1,796	2.0x	32.8x	10.8x
Watsco, Inc.	11,727	12,277	7,284	701	811	1.7x	17.5x	15.1x
Summary Statistics								
Mean	$13,621	$16,670	$10,783	$916	$1,318	1.2x	17.4x	10.9x
Adj. Mean[3]	8,160	10,974	6,731	477	934	1.3x	15.1x	11.0x
Median	11,727	12,277	7,284	592	811	1.6x	16.1x	10.8x

Electrical & Lighting ($MM)[1]

Company	Market Cap[2]	Enterprise Value	LTM Revenue	LTM EBITDA	NTM EBITDA	LTM EV/ Revenue	LTM EV/EBITDA	NTM EV/EBITDA
ABB Ltd	$172,320	$175,995	$36,962	$7,370	$9,252	4.8x	23.9x	19.0x
Eaton Corporation plc	166,899	187,575	30,026	6,639	8,667	6.2x	28.3x	21.6x
Emerson Electric Co.	86,515	98,152	18,636	6,058	5,779	5.3x	16.2x	17.0x
Hubbell Incorporated	23,965	29,138	6,224	1,516	1,900	4.7x	19.2x	15.3x
Signify N.V.	2,094	3,444	6,206	572	674	0.6x	6.0x	5.1x
Summary Statistics								
Mean	$90,359	$98,861	$19,611	$4,431	$5,254	4.3x	18.7x	15.6x
Adj. Mean[3]	92,460	101,095	18,295	4,738	5,449	4.9x	19.8x	17.1x
Median	86,515	98,152	18,636	6,058	5,779	4.8x	19.2x	17.0x

1. S&P Capital IQ Data presented as of 09/30/2026, All charts represent Global Data 2 - Market Capitalization as of 09/30/26. 3 - Adj. mean excludes high and low values.

Selected Public Companies

Finishings, Furnishings & Fixtures ($MM)[1]

Company	Market Cap[2]	Enterprise Value	LTM Revenue	LTM EBITDA	NTM EBITDA	LTM EV/ Revenue	LTM EV/EBITDA	NTM EV/EBITDA
Interface, Inc.	$1,988	$2,197	$1,441	$230	$257	1.5x	9.5x	8.6x
JELD-WEN Holding, Inc.	160	1,537	3,151	27	148	0.5x	57.2x	10.4x
Masco Corporation	13,237	16,429	7,620	1,508	1,472	2.2x	10.9x	11.2x
Mohawk Industries, Inc.	7,538	9,051	11,178	1,504	1,345	0.8x	6.0x	6.7x
Owens Corning	9,228	14,725	9,847	1,934	1,928	1.5x	7.6x	7.6x
Quanex Building Products Corporation	856	1,637	1,863	210	224	0.9x	7.8x	7.3x
Trex Company, Inc.	4,437	4,734	1,208	313	369	3.9x	15.1x	12.8x
Summary Statistics								
Mean	$5,349	$7,187	$5,187	$818	$820	1.6x	16.3x	9.2x
Adj. Mean[3]	4,810	6,469	4,784	753	733	1.4x	10.2x	9.0x
Median	4,437	4,734	3,151	313	369	1.5x	9.5x	8.6x

Home Improvement Retailers ($MM)[1]

Company	Market Cap[2]	Enterprise Value	LTM Revenue	LTM EBITDA	NTM EBITDA	LTM EV/ Revenue	LTM EV/EBITDA	NTM EV/EBITDA
Floor & Decor Holdings, Inc.	$4,878	$6,570	$4,712	$490	$570	1.4x	13.4x	11.5x
Lowe's Companies, Inc.	103,397	142,256	90,432	12,729	12,943	1.6x	11.2x	11.0x
The Home Depot, Inc.	283,833	344,936	169,176	24,648	26,114	2.0x	14.0x	13.2x
Summary Statistics								
Mean	$130,703	$164,587	$88,107	$12,622	$13,209	1.7x	12.9x	11.9x
Adj. Mean[3]	103,397	142,256	90,432	12,729	12,943	1.6x	13.4x	11.5x
Median	103,397	142,256	90,432	12,729	12,943	1.6x	13.4x	11.5x

Plumbing and HVAC Systems ($MM)[1]

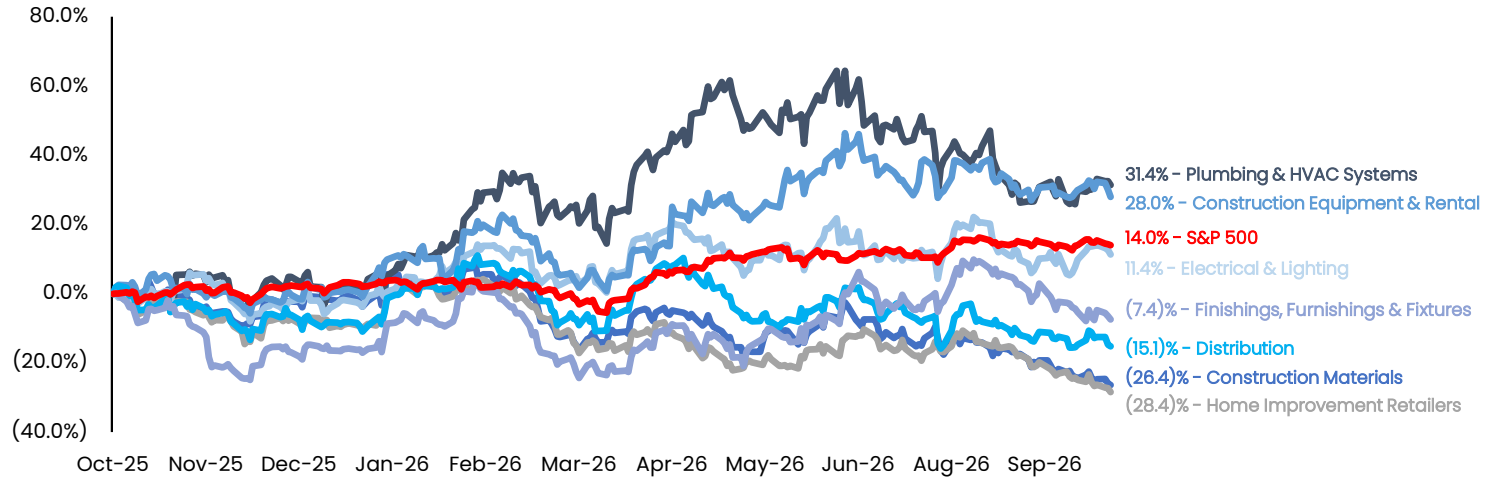
Company	Market Cap[2]	Enterprise Value	LTM Revenue	LTM EBITDA	NTM EBITDA	LTM EV/ Revenue	LTM EV/EBITDA	NTM EV/EBITDA
A. O. Smith Corporation	$7,661	$8,157	$3,805	$784	$824	2.1x	10.4x	9.9x
AAON, Inc.	6,824	7,276	1,932	300	424	3.8x	24.2x	17.2x
Carrier Global Corporation	45,222	56,597	22,108	3,093	4,970	2.6x	18.3x	11.4x
Comfort Systems USA, Inc.	58,119	56,582	12,543	2,272	2,999	4.5x	24.9x	18.9x
Johnson Controls International plc	90,043	98,910	24,995	4,325	5,727	4.0x	22.9x	17.3x
Lennox International Inc.	12,270	14,242	5,302	1,171	1,252	2.7x	12.2x	11.4x
Trane Technologies plc	99,446	102,767	22,210	4,308	5,144	4.6x	23.9x	20.0x
Summary Statistics								
Mean	$45,655	$49,219	$13,271	$2,322	$3,049	3.5x	19.5x	15.1x
Adj. Mean[3]	42,663	46,898	13,194	2,326	3,038	3.5x	20.3x	15.2x
Median	45,222	56,582	12,543	2,272	2,999	3.8x	22.9x	17.2x

1. S&P Capital IQ Data presented as of 09/30/2026, All charts represent Global Data 2 - Market Capitalization as of 09/30/26. 3 - Adj. mean excludes high and low values.

Stock Price Performance

Chart 7

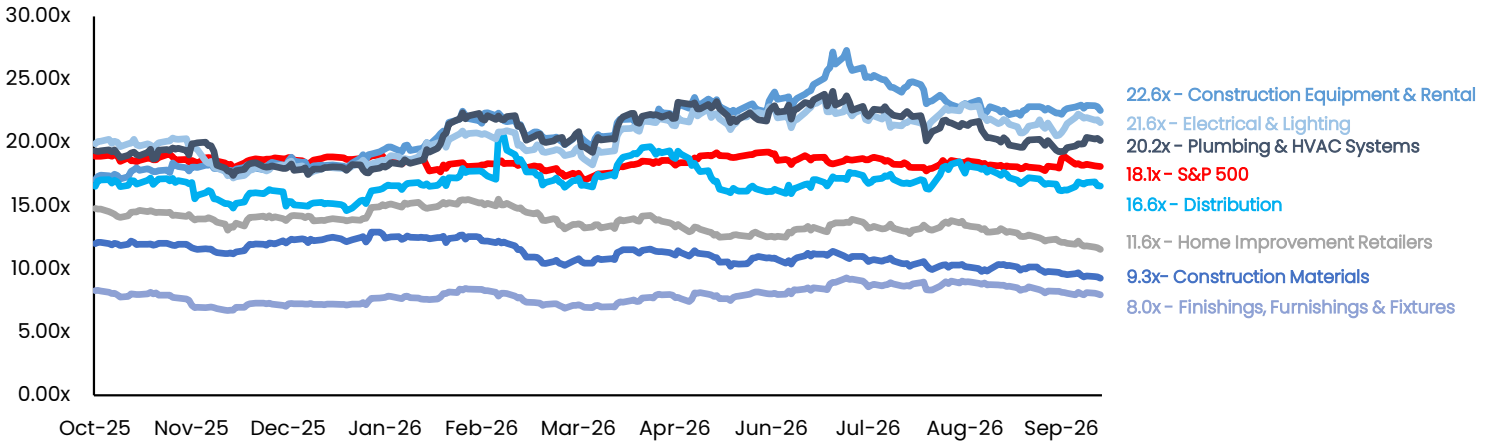
LTM Relative Stock Performance[1]



EV/EBITDA

Chart 8

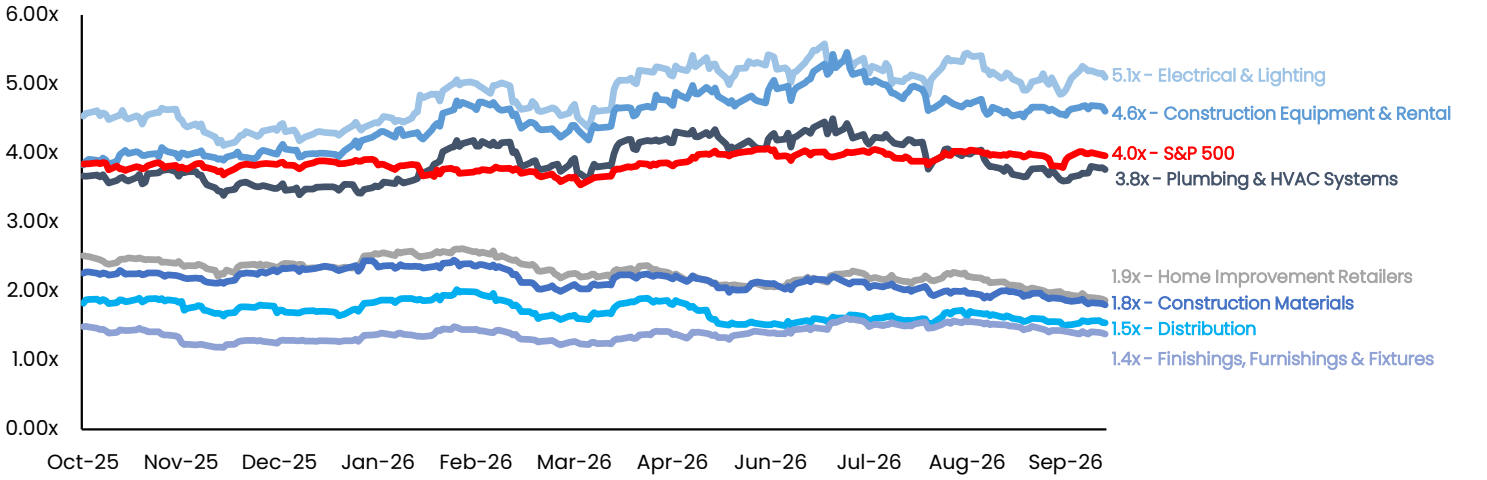
LTM EV/EBITDA Multiples[1]



EV/Revenue

Chart 9

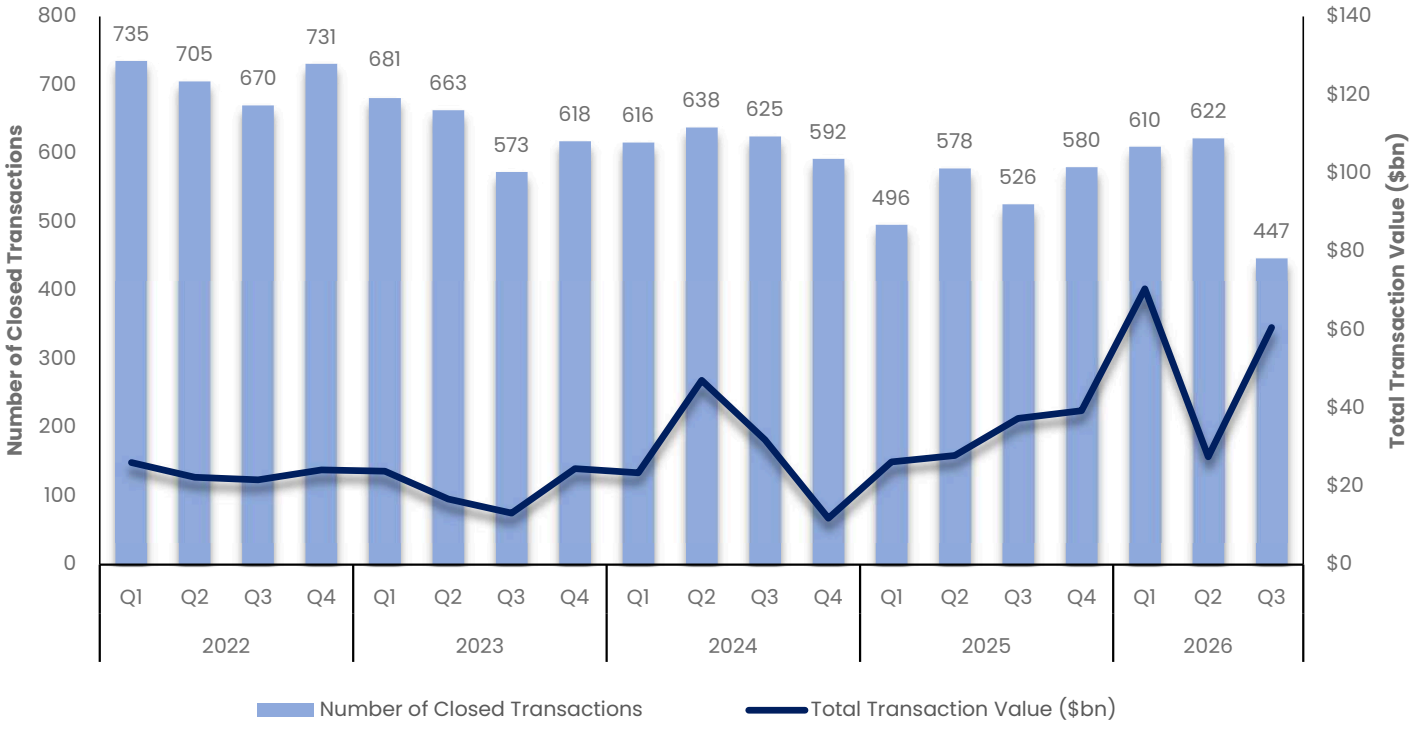
LTM EV/Revenue Multiples[1]



1. S&P Capital IQ Data presented as of 09/30/2026, All charts represent Global Data

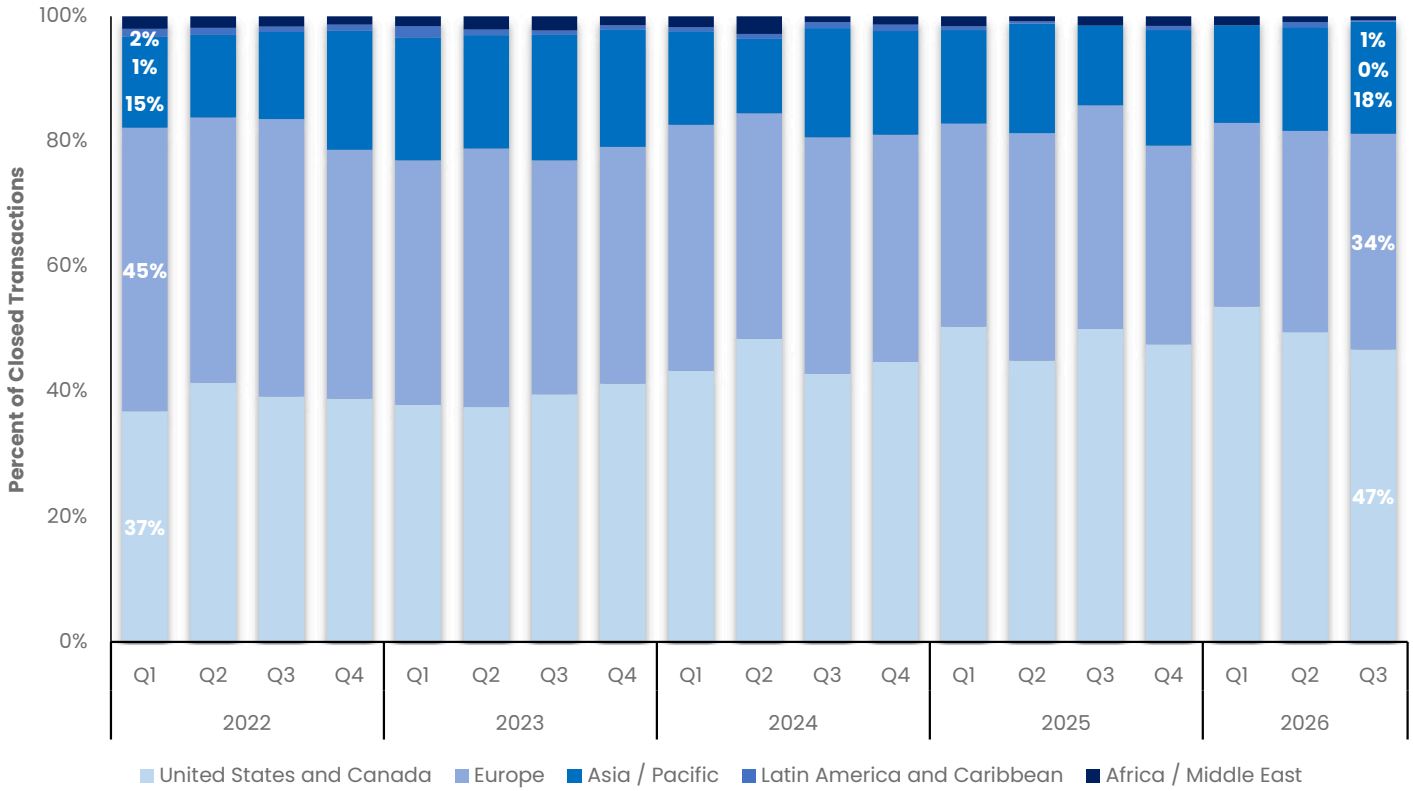
Disclosed Transaction Volume[1]

Chart 10



Disclosed Transaction Activity by Geographic Region[1]

Chart 11



1. S&P Capital IQ Data presented as of 09/30/2026, All charts represent Global Data

Active Industry Buyers

Strategic Buyers

Select Active Buyers[1]

Acquirer	Targets	Status/Date	Strategy
Builders FirstSource	Gleckler & Sons Construction	Closed Sep-26	The acquisition will enhance the capabilities to provide residential framing services, roof and floor trusses, exterior doors, millwork, and other building materials.
	ICG	Closed Aug-26	The acquisition of ICG strengthens presence in the Southeast with turnkey framing solutions.
	Precision	Closed Jun-26	The acquisition expands Builders FirstSource's installation capabilities and strengthens the presence in the Boise area.
	Lengefeld Lumber Co.	Closed Nov-25	The acquisition of Lengefeld Lumber expands Builders FirstSource's distribution footprint in key regional markets and enhances its capacity.
Comfort Systems USA	Right Way Plumbing Co.	Closed Aug-25	The acquisition of Right Way enabled Comfort Systems to deepen its presence in the Sun Belt / Southeastern states.
	Century	Closed Jan-25	The acquisition of Century Contractors enabled Comfort Systems to strengthen its presence in the Southeast U.S. market.
QXO	TopBuild	Closed Jul-26	The acquisition strengthens QXO's scale across the North American building products value chain and expands its insulation distribution and installation capabilities through TopBuild.
	Kodiak Building Partners	Closed Apr-26	The acquisition enabled QXO to expand its building products distribution platform and broaden its reach through Kodiak's product offering and value-added services.
	Beacon	Closed Apr-25	The acquisition enabled QXO to add Beacon's roofing and exterior products distribution capabilities, while expanding its product coverage, branch network, and scale across the U.S. and Canada.
Saint-Gobain	D.S. Brown	Announced Oct-26	The acquisition will expand Saint-Gobain's construction chemicals platform in North America and accelerate its penetration of infrastructure markets.
	QSI Productos para la Construcción	Closed Aug-26	The acquisition of QSI Productos para la Construcción, further strengthens Saint-Gobain's regional construction chemicals platform.
	Morteros	Closed Mar-26	The acquisition strengthened Saint-Gobain's construction chemicals presence in the Dominican Republic and Caribbean.
	Groutech	Closed Feb-26	The acquisition aims to strengthen Saint-Gobain's leading position in construction chemicals and increase its presence in high growth emerging markets.
SRS Distribution *Subsidiary of* The Home Depot	Lohmiller & Company	Announced Aug-26	With this acquisition the Company plans to further strengthen current relationships with customers in the HVAC space.
	Mingledorff's	Closed May-26	The acquisition enables The Home Depot to further penetrate the market for HVAC parts and supplies, creating even greater value for the 'Pro' customer.
	CORCO	Closed May-26	SRS Distribution has acquired CORCO's commercial roofing division, expanding its presence in the Chicago market while retaining the unit's existing leadership.
	LS Building Products	Closed Feb-26	The acquisition enabled SRS Distribution to expand its Midwest branch network and add LS Building Products' roofing, siding, lumber, windows, doors, and millwork distribution capabilities.

1. S&P Capital IQ Data presented as of 09/30/2026

Active Industry Buyers

Financial Buyers

Select Active Buyers[1]

Acquirer	Targets	Status/Date	Strategy
KINGSWOOD CAPITAL MANAGEMENT	KICHLER	Closed Sep-24	The acquisition enabled Kingswood Capital Management to create one of North America's leading residential lighting platforms, uniting complementary, industry-recognized brands.
	PROGRESSLIGHTING	Closed Feb-24	Progress Lighting's century-long brand reputation, diverse catalog across a range of styles, product types, and price points, and world-class, hands-on customer service and product availability position it well for continued growth in the highly fragmented residential lighting sector.
KPS Capital Partners, LP	JENNMAR	Closed Apr-26	The acquisition enables Jennmar to benefit from KPS' global manufacturing experience and strategic resources as it enters its next phase of growth.
	WELLS	Closed Mar-26	KPS, with its demonstrated track record of manufacturing excellence and significant building products experience, will enable Wells for the next phase of growth.
U.S. LBM ***Portfolio Company of*** BainCapital PRIVATE EQUITY Platinum Equity	BUILDERS SUPPLY	Closed May-26	The acquisition enabled US LBM to deepen its footprint in the Carolinas and broaden its offering across lumber, millwork, windows, doors, and turnkey specialty solutions.
	XO Windows	Closed Dec-25	The acquisition of XO Windows expands US LBM's specialty building products portfolio and strengthens its millwork and window distribution capabilities, enhancing the company's ability to provide differentiated product offerings while expanding its presence across key region
	BEACH WINDOW and DOOR	Closed Mar-25	The acquisition enabled US LBM to expand its presence across the Carolina markets.
	Goodrich Bros., Inc.	Closed Feb-25	US LBM acquired Goodrich Bros. to complement its existing operations and expand its manufacturing capabilities in Michigan.
	WALKER LUMBER & SUPPLY	Closed Feb-25	US LBM partnered with Walker Lumber & Supply to establish its first location in Tennessee, expanding its presence in the growing Southeast region.
	NiX	Closed Sep-24	The acquisition enabled US LBM to enhance its specialty product and service offerings in Texas.
WHITE CAP ***Portfolio Company of*** CLAYTON DUBILIER & RICE	Ace Contractors Supply	Closed Sep-26	The strategic addition of Ace Contractors Supply expands White Cap's presence and product offering in one of the nation's fastest-growing construction markets.
	Gierke Robinson	Closed Aug-26	Joining White Cap will allow Gierke-Robinson to serve customers with expanded solutions and greater resources.
	COLONY	Closed Feb-26	The acquisition enabled White Cap to expand its contractor supply offering through Colony Hardware's tools, equipment, fasteners, and safety products, while strengthening its branch coverage across the Eastern and Central U.S.
	VoidForm	Closed Jan-26	The acquisition enabled White Cap to broaden its specialized construction products offering through VoidForm's concrete protection solutions, while strengthening technical support for complex construction projects.

1. S&P Capital IQ Data presented as of 09/30/2026



Find out why so many clients trust Balmoral Advisors with their middle-market investment banking needs.

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Balmoral Advisors excels in delivering comprehensive middle-market mergers and acquisitions, corporate finance, and financial restructuring advisory services. With our extensive experience, unmatched expertise, and an unwavering commitment to client satisfaction, we serve as the ideal partner for companies striving to achieve their strategic objectives. Whether the aim is to drive growth, secure capital, or navigate financial challenges, Balmoral Advisors possesses the capabilities, skills, and resources to enable success.

Our team's proficiency extends to both domestic and cross-border transactions, enabling us to assist clients not only within the United States but also on a global scale. Our exceptional track record underscores our steadfast dedication to delivering outstanding service. Through a collaborative approach, we actively engage with our clients, comprehending their unique needs and goals to provide tailored solutions.

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