



The Chinook Report

1H 2026

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The Chinook Report

The latest bi-annual report of M&A activity, focusing on global, national, and regional (Pacific Northwest) trends. This report profiles transactions in the Pacific Northwest with an Enterprise Value (EV) generally between \$5 and \$100 million.

Executive Summary

U.S. M&A deal volume increased 1% in 1H 2026 as compared to 1H 2025, sustaining the momentum of a very strong 2025 that trailed only 2021 and 2022 in volume over the last 10 years. The Pacific Northwest meaningfully outpaced the national market, with regional deal volume rising 14% year-over-year.

Dealmakers entered 2026 expecting continued interest rate cuts. Instead, the war in Iran has disrupted shipping through the Strait of Hormuz and briefly pushed Brent crude above \$120 per barrel, reigniting inflation concerns and prompting the Federal Reserve to hold rates steady. That uncertainty deepened in early July, when the ceasefire with Iran collapsed. The same geopolitical tensions have fueled record aerospace and defense M&A activity, with private equity deal count in the sector more than doubling year-over-year as sponsors build platforms around the founder-owned Tier 3 and Tier 4 suppliers that populate the lower middle market.

The AI reassessment discussed in Chinook's 2H 2025 report deepened in the first half of 2026, with software deal value falling roughly 66% year-over-year on AI-disruption fears. On the other hand, AI-adjacent businesses continued to perform strongly. Chinook maintains its positive sentiment toward utility contractors, electrical contractors, and other infrastructure providers positioned to capitalize on AI power demand.

Elevated rates have not weighed on all segments equally. Billion-dollar buyouts typically carry 5.9x debt to EBITDA, while lower-middle-market deals at roughly 3.2x remain largely insulated from higher financing costs. That insulation has made the lower middle market increasingly attractive to investors, and with over \$1 trillion in U.S. private equity dry powder seeking deployment, competition for quality founder-owned businesses continues to intensify.

Deal structures continue to grow more complex, with earnouts now appearing in nearly 40% of middle-market transactions and buyers increasingly shifting risk toward sellers. Premium assets continue to attract premium valuations, and companies that prepare in advance of a transaction are poised to secure both strong valuations and favorable terms, making it paramount to engage an advisor early in the process.

Looking ahead to the second half of 2026, Chinook expects lower-middle-market activity to remain resilient even as energy and rate volatility persist. Business owners who begin positioning their companies 2-3 years before a sale consistently achieve the strongest outcomes, and it's never too early to start the conversation.



John O'Dore

Co-Founder

C: 425-985-7617

john@chinookadvisors.com

[LinkedIn](#)



Ed Kirk

Co-Founder

C: 425-753-0989

ed@chinookadvisors.com

[LinkedIn](#)

M&A DASHBOARD

	2H 2022 v. 2H 2021	1H 2023 v. 1H 2022	2H 2023 v. 2H 2022	1H 2024 v. 1H 2023	2H 2024 v. 2H 2023	1H 2025 v. 1H 2024	2H 2025 v. 2H 2024	1H 2026 v. 1H 2025	
Global Deal Volume	↑	↓	↑	↑	↑	↑	↑	↑	2%
U.S. Deal Volume	↓	↓	↓	↑	↑	↑	↑	↑	1%
PE Deal Volume	↓	↔	↓	↑	↑	↑	↑	↑	8%
PNW Deal Volume	↓	↔	↓	↑	↑	↑	↑	↑	14%

GLOBAL M&A ACTIVITY LED BY MEGADEALS

In 1H 2026, global M&A deal volume reached its second highest first-half level of the past decade, only trailing 1H 2022. Deal volume reached 24,055 transactions in 1H 2026, 2% higher than the same period in 2025, according to PitchBook's recent Global M&A Report.

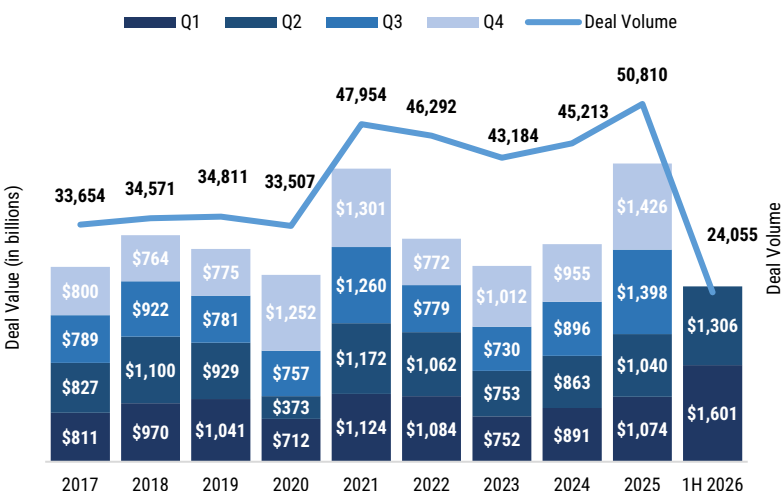
Global deal value reached \$2.9 trillion in 1H 2026, 42% higher than the \$2 trillion in the same period in 2025, underscoring strong activity despite macroeconomic headwinds. Megadeals, transactions valued at \$1 billion or more, accounted for 75% of this deal value, up from 67% a year earlier. Excluding the largest transactions, global deal value contracted year-over-year, underpinning a shift towards larger scale transactions rather than a broad-based recovery. Global cross-border M&A reached \$893 billion in the first half of 2026, up 62% year-over-year and the strongest start since 2018, with the United States being the most targeted region. Foreign acquisitions of US targets were \$52 billion higher than 1H 2025, with the UK leading inbound value at \$25 billion. Rather than an easing cycle, the financing tailwind came from record debt markets, with global investment-grade corporate debt issuance at \$3.4 trillion year-to-date, reflecting a shift toward scale.

U.S. M&A MOMENTUM HOLDS AMID GLOBAL UNCERTAINTY

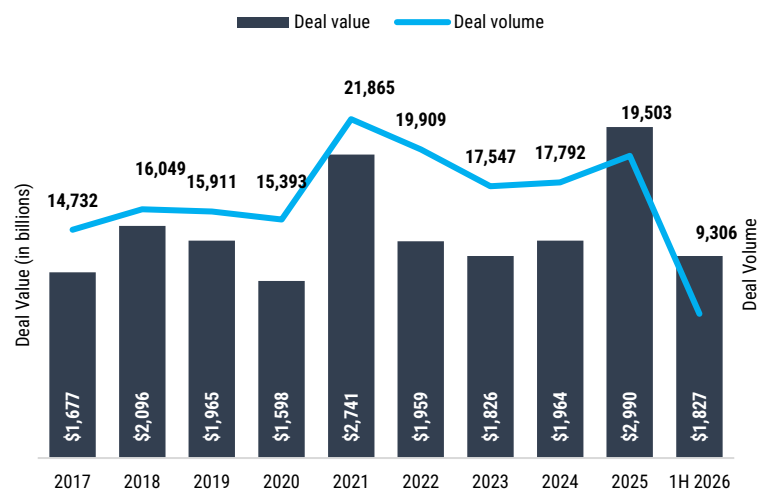
In 1H 2026, U.S. M&A deal volume reached 9,306 transactions, 1% higher than the same period in 2025, according to PitchBook's recent Global M&A Report. U.S. M&A deal value totaled \$1.8 trillion in 1H 2026, a 50% increase from \$1.2 trillion in the second half of 2025.

Megadeals drove the value surge while aggregate counts slowed, with 39 transactions valued at \$5 billion or more announced in 1H 2026, over 50% higher than 1H 2025. The shift in concentration reflects strategics and the largest sponsors deploying into higher-conviction assets, led by technology, AI infrastructure, and power & utilities. Rate policy shifted from tailwind to neutral. The U.S. Federal Reserve cut rates three times in 2025 to 3.5%–3.75%, then paused through the first half of 2026. New Chair Kevin Warsh has since pushed further cuts to 2027 or later, keeping a hike on the table amid inflationary pressure driven by the war in Iran.

Global M&A Activity (2017-2026)



U.S. M&A Activity (2017-2026)



U.S. PRIVATE EQUITY ACTIVITY BROADENS AS VALUE COOLS

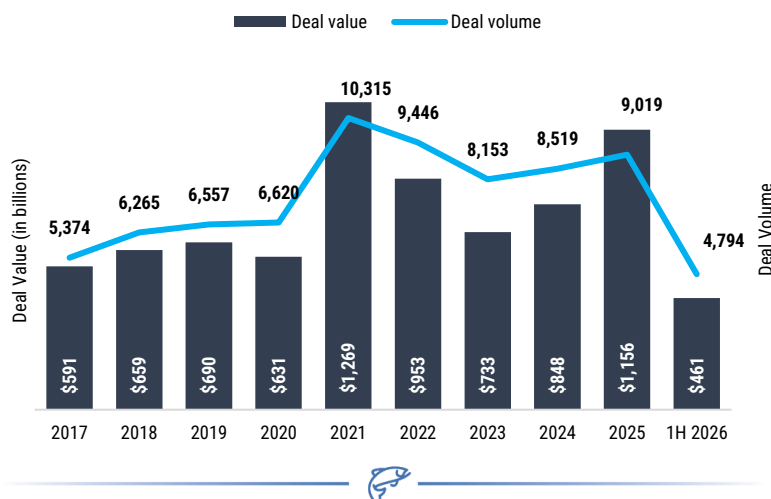
In 1H 2026, U.S. private equity deal volume reached 4,794 transactions, 8% higher than the same period in 2025, according to PitchBook's recent U.S. Private Equity Breakdown. 1H 2026 deal value decreased 10.6% year-over-year to \$461 billion compared to \$516 billion in the first half of 2025. On an annualized basis, deal volume exceeded 9,418 transactions and deal value topped \$1.1 trillion, surpassing pre-COVID averages and approaching 2021 highs.

Exit activity accelerated further in 1H 2026 with 764 exits totaling \$294 billion, marking the second highest first-half exit count of the past decade, trailing only 1H 2021. Exit value remained top-heavy, as mega-exits represented 72% of total exit value, and the median exit size rose to a record \$847 million. Holding periods continued to normalize, with the median hold for PE-backed companies declining to five and a half years through mid-2026.

Five-year rolling DPI has fallen to a record low near 8% of assets. Against that backdrop, a record 13,509 PE-backed companies now await exit, implying a nine-year runway at the current pace.

Add-on acquisitions remain the dominant buyout pathway, representing 75% of all private equity buyouts in the first half of 2026. Add-on activity is likely to hold near these highs as sponsors favor bolt-ons to existing platforms amid elevated financing costs.

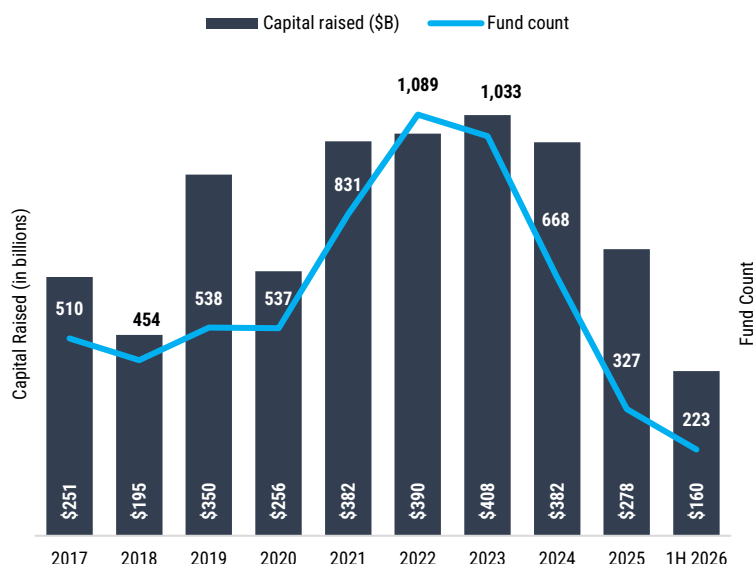
U.S. PE Deal Activity (2017-2026)



U.S. PRIVATE EQUITY FUNDRAISING TRENDS HIGHER

U.S. private equity fundraising totaled \$160 billion across 223 funds in 1H 2026, up from \$149 billion across 146 funds in 1H 2025. Middle-market managers raised \$96 billion across 93 funds, or 60% of capital raised, underscoring a bifurcated market dominated by scaled platforms. With several years of limited realizations and distributions keeping limited partners cautious, commitments continued to consolidate around established managers with proven track records rather than newer funds. Dry powder continues to age, with more than 40% of dry powder being undeployed for two or more years, which has stifled fundraising over the last year and a half.

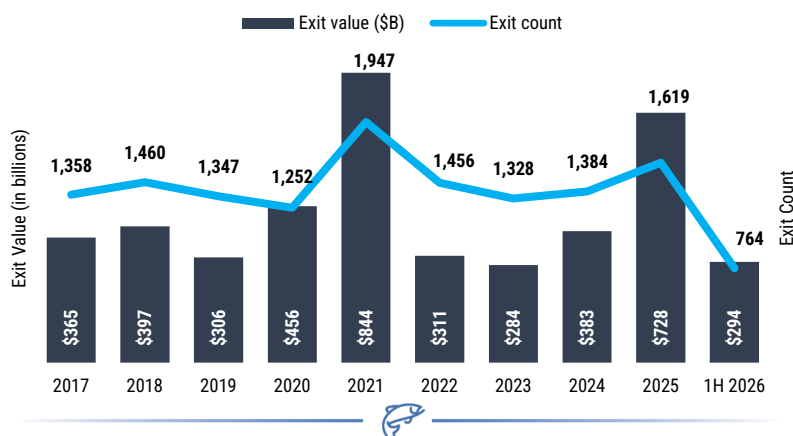
U.S. PE Annual Fundraising (2017-2026)



PE EXITS REBOUND WHILE TRUE LIQUIDITY REMAINS CONSTRAINED

Although U.S. private equity exits gained momentum in the first half of 2026, much of the aging portfolio backlog stayed unresolved. Through the first half of 2026, there have been 69 continuation fund exits, accounting for roughly 9% of exit volume. This is below the pace needed to reach the 158 exits tracked in 2025. The composition reflects a market where liquidity is concentrated in top-quality assets, leaving sponsors to lean on continuation vehicles and secondaries as the primary driver of liquidity, enabling them to return capital to LPs without forcing discounted prices on the remaining assets.

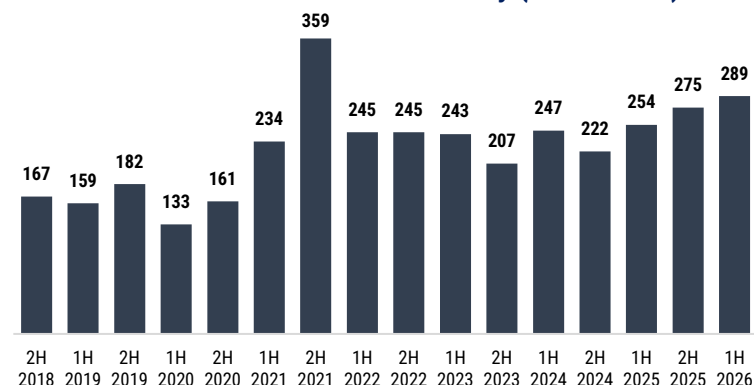
U.S. PE Exit Activity (2017-2026)



PACIFIC NORTHWEST DEAL ACTIVITY GAINS MOMENTUM

Pacific Northwest deal volume increased 14% in 1H 2026, with 289 transactions compared to 254 in the same period in 2025. On a trailing twelve-month basis, deal volume rose 18% to 564 transactions compared to 476 in the prior year period, reflecting steady growth in regional M&A activity.

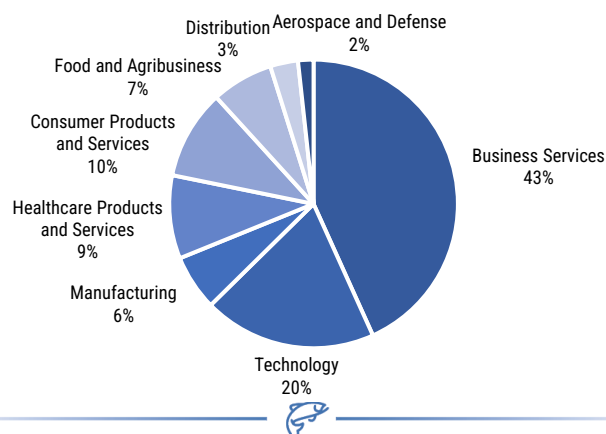
Pacific Northwest Deal Activity (2018-2026)



BUSINESS SERVICES AND TECHNOLOGY DEALS CONTINUE TO LEAD PACIFIC NORTHWEST REGION

The sector mix driving Pacific Northwest M&A has stayed largely consistent year over year. Business services and technology remained the dominant verticals in the first half of 2026, consistent with every reporting period since 2019. This mirrors the fastest-growing sub-\$500M sectors nationally, including commercial services, industrial services, and health technology, even as energy, power, and data-center infrastructure led at the top of the market.

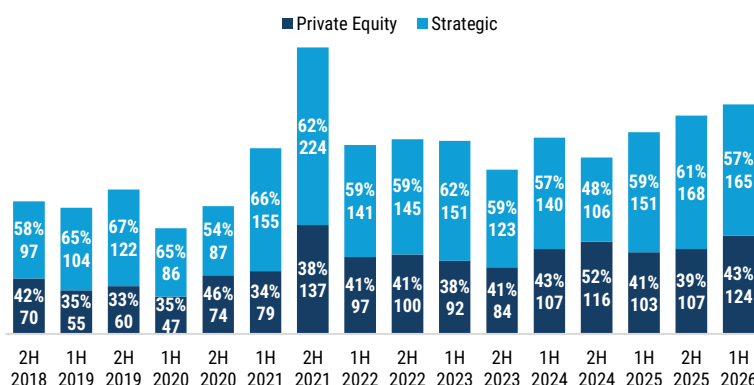
1H 2026 Pacific Northwest Deal Activity by Industry



STRATEGIC INVESTORS LEAD PNW M&A ACTIVITY

Private equity accounted for 43% of Pacific Northwest transactions in 1H 2026, up from 39% a year earlier, reflecting a growing emphasis on platform and add-on acquisitions across the region. The gain reflects intensifying competition down-market, as larger funds increasingly pursue lower-middle-market businesses for their predictable, real-economy cash flows. Strategic buyers, public companies, and large private corporations, made up the remaining 57%.

Pacific Northwest Deal Activity by Investor Type



Select PNW Transactions

Date	Target	Buyer	Target Description
 Aerospace and Defense			
Jun-26	Aero Controls Auburn, WA	Air Transport Components PE-Backed, AE Industrial	Provider of component repair services intended for the airline industry
Jun-26	Automatic Products Sumner, WA	RTC Aerospace PE-Backed, Eldridge Industries	Manufacturer of precision-machined components for industrial and mission-critical applications
Apr-26	Jet Parts Engineering Seattle, WA	TransDigm Group Strategic	Provider of proprietary aftermarket replacement components for the commercial aerospace industry
 Business Services			
Jun-26	Hayre McElroy & Associates Redmond, WA	GEI Consultants Strategic	Provider of geotechnical engineering services, special inspection and materials testing
Jun-26	Evergreen Roofing Eugene, OR	Pressure Point Roofing Strategic	Provider of roofing services for residential and commercial buildings
Jun-26	Sone Ridge Contracting Pocatello, ID	Sterling Infrastructure Strategic	Provider of heavy civil construction services supporting industrial infrastructure development
Jun-26	Assured Technology Solutions Portland, OR	The 20 Strategic	Provider of IT services catering to small and medium-sized companies
Jun-26	Northwest Computer Solutions Hillsboro, OR	The 20 Strategic	Provider of managed IT and business technology services for small and medium-sized companies
Jun-26	Evolve Steel Boise, ID	Salas O'Brien PE-Backed, Blackstone	Provider of structural designing services offering steel detailing and design assistance
Jun-26	Nelson Geotechnical Woodinville, WA	MacKay Sposito PE-Backed, SkyKnight Capital	Provider of geotechnical engineering and materials testing services
May-26	Valley Electric Seattle, WA	MYR Group Strategic	Provider of comprehensive electrical contracting services
May-26	Alta Science & Engineering Moscow, ID	WSB & Associates PE-Backed, GHK Capital	Provider of environmental engineering, infrastructure planning, and scientific consulting services
May-26	Ravin Engineering Portland, OR	Alpine Power Strategic	Provider of energy and EV infrastructure consulting services
May-26	Interstate Rentals Portland, OR	Tyler Rental Strategic	Provider of equipment rental services catering to contractors, homeowners, and landscapers
May-26	Lanktree Land Surveying Kent, WA	AKS Engineering & Forestry PE-Backed, Align Capital	Provider of land surveying services offering boundary mapping, construction staking, and topographic surveys
Apr-26	Blue Sky Consulting Services Boise, ID	FST Technical Services PE-Backed, Arena Investors	Provider of building performance consulting services for commercial and healthcare industries

Select PNW Transactions

Date	Target	Buyer	Target Description
Apr-26	Andy Paris & Associates Lake Oswego, OR	ZenaTech Strategic	Operator of a land surveying firm offering topographic, boundaries, legal, and documentation
Apr-26	Curran-Mcleod Portland, OR	MacKay Sposito PE-Backed, SkyKnight Capital	Provider of engineering services intended for municipalities and special purpose districts
Mar-26	Sutter Metals Tacoma, WA	Closed Loop Partners Private Equity	Provider of recycling services catering to local tow and junk-car facilities, builders and contractors
Mar-26	Certinet Systems Yakima, WA	Convergence Networks PE-Backed, Riverside Partners	Operator of managed IT services designed to enhance operational security and efficiency
Mar-26	Western Technology Solutions Bend, OR	Velonex Technologies PE-Backed, Future Standard	Provider of managed IT services intended to maintain and optimize business technology
Mar-26	Leviathan Security Group Tukwila, WA	K2 Integrity Strategic	Provider of security consulting and risk management services
Mar-26	Metrix Engineering Renton, WA	Legence Strategic	Provider of mechanical and building systems engineering design and consulting services
Feb-26	Reliant Information Services Des Moines, WA	Astreya Strategic	Provider of managed IT services and support catered to regulated industries
Feb-26	Willamette Valley Eugene, OR	Arclin PE-Backed, TJC	Provider of custom industrial chemical and engineered material services
Feb-26	Summit Security Group Lake Oswego, OR	Aldrich Services Strategic	Cybersecurity provider for the healthcare, finance, defense contracting, and higher education industries
Jan-26	Clinkscapes Portable Toilets Molalla, OR	American Sanican Strategic	Provider of portable restroom rental services, specializing in event and construction sanitation
Jan-26	Cascade Fire & Security Kent, WA	Pye-Barker Fire & Safety Atlas Partners	Provider of fire, security, and monitoring services intended for life safety needs
Jan-26	Northbank Civil And Marine Vancouver, WA	Ukpeagvik Iñupiat Strategic	Provider of civil and marine construction services specializing in marine facilities and in-water work
Jan-26	Happy Hauler Seattle, WA	Waste Eliminator PE-Backed, Allied Industrial	Provider of responsible material handling and junk removal services
Jan-26	Casey Civil University Place, WA	Parametrix Strategic	Provider of wastewater consulting engineering services specializing in planning and evaluation
Jan-26	PermaCold Engineering Portland, OR	Kelvin Group PE-Backed, Southfield Capital	Provider of industrial refrigeration services intended for the food, beverage and pharmaceutical industries
Jan-26	Bailey Engineering Eagle, ID	Wapiti Holdings Private Equity	Provider of civil engineering and real estate mapping services

Select PNW Transactions

Date	Target	Buyer	Target Description
Jan-26	Emery & Sons Construction Salem, OR	Garney Construction Strategic	Provider of civil construction services offering commercial sitework and testing services
 Consumer Products and Services			
Apr-26	Ballard Natural Gas Services Lynnwood, WA	Fix-It Group PE-Backed, Two Parks Capital	Provider of heating, ventilation, air conditioning, and electrical services
Mar-26	Parker Eco Pest Control Everett, WA	Eastside Exterminators Strategic	Provider of eco-friendly pest control services serving residential and commercial customers
Feb-26	Payntr Golf Lake Oswego, OR	8am Golfer Strategic	Operator of a golf footwear and accessories brand focused on style and on-course performance
Feb-26	Contour Fence Kirkland, WA	Rick's Custom Fencing PE-Backed, Tenex Capital	Provider of fencing services intended for residential and commercial properties
Jan-26	Rad Power Bikes Seattle, WA	Life Electric Vehicles Strategic	Seller of electric bicycles intended for personal transportation and utility use
Jan-26	Long Pest Control Tacoma, WA	PestCo PE-Backed, Thompson Street	Provider of pest control and prevention services intended to serve residential and commercial clients
Jan-26	Crawl Pros Tacoma, WA	Momentum Aviation Holdings Private Equity	Provider of residential and commercial crawl space and attic remediation services
 Distribution			
Jun-26	Board Shark Vancouver, WA	NCAB Group Strategic	Supplier of circuit boards designed for aerospace, industrial, and medical sectors
Jun-26	Fire Protection Specialists Liberty Lake, WA	Pye-Barker Fire & Safety PE-Backed, Leonard Green	Distributor of fire alarm and extinguishing systems intended for commercial and industrial facilities
Apr-26	Tree Line Transportation Turner, OR	Guardian Fleet Services PE-Backed, Morgan Stanley	Provider of transportation services intended to support regional freight logistics
 Food and Agribusiness			
Jun-26	Tillamook Country Smoker Bay City, OR	Second Nature Brands PE-Backed, CapVest Partners	Manufacturer of hardwood-smoked meat snacks intended for the retail and e-commerce markets
Jun-26	Bridgewell Agribusiness Clackamas, OR	Vireo Growth Strategic	Distributors of food ingredients and agricultural products
May-26	Dawsco Meat and Seafood Seattle, WA	Sole Source Capital Private Equity	Distributor of meat and seafood products intended to serve foodservice and retail customers
Apr-26	Alpenrose Dairy Clackamas, OR	Plant Based Innovations Strategic	Producer of milk and dairy products offering delivery services

Select PNW Transactions

Date	Target	Buyer	Target Description
Apr-26	Hawthorne Gardening Vancouver, WA	Vireo Growth Strategic	Distributor of hydroponic products intended to serve commercial and consumer needs
Jan-26	Pharmgrade Idaho Falls, ID	HGS BioScience PE-Backed, Paine Schwartz	Manufacturer of agricultural biological and soil-health products
	Healthcare Products and Services		
Jun-26	Riverpoint Medical Portland, OR	Novanta Strategic	Manufacturer of medical devices for orthopedics, oncology, and cardiovascular markets
May-26	Heritage Imaging Boise, ID	Align Capital Partners Private Equity	Provider of diagnostic imaging services intended to serve hospitals, clinics, and medical practices
May-26	MML Diagnostics Packaging Troutdale, OR	Salt Creek Capital Private Equity	Manufacturer of outsourced in vitro diagnostic and single-use medical devices
May-26	Community Link Consulting Otis Orchards, WA	VMG Health PE-Backed, Incline Equity	Operator of a specialized consulting firm intended to serve healthcare organizations
Mar-26	Cascade Healthcare Services Seattle, WA	Safe Life PE-Backed, Bridgepoint Capital	Provider of healthcare training and staffing services catering to private, nonprofit and government entities
Feb-26	World Of Smiles Dentistry Portland, OR	Salt Dental Collective PE-Backed, Latticework Capital	Provider of pediatric dental care services offering education, prevention and treatment
Jan-26	Cascade Chemistry Eugene, OR	Agno Pharma Strategic	Provider of pharmaceutical and biotech contract research and manufacturing services
	Manufacturing		
May-26	Kaelus Liberty Lake, WA	Baylin Technologies Strategic	Manufacturer of radio frequency products intended to improve radio coverage
Apr-26	Pentagon EMS Hillsboro, OR	StenTech PE-Backed, Align Capital	Provider of electronic manufacturing services for the production and assembly of electronic components
Mar-26	Transmission Remanufacturing Kent, WA	RANDYS WorldWide PE-Backed, Greenbriar Equity	Provider of remanufactured transmissions, transfer cases, and torque converters
Feb-26	Southern Fabrication Works Burley, ID	FPD Food Process Solutions Strategic	Manufacturer of industrial food processing equipment serving the vegetable processing market
	Technology		
Jun-26	Modersys Boise, ID	TELEO Capital Private Equity	Developer of a manufacturing intelligence platform to enable self-correcting production processes
Jun-26	Audirie Portland, OR	Colibri Group PE-Backed, Gridiron Capital	Developer of AI-powered simulation software designed to help healthcare professionals

Select PNW Transactions

Date	Target	Buyer	Target Description
Jun-26	Bitlancer Tech Spokane, WA	Xplor Technologies Advent International	Developer of fitness studio management software designed to automate administrative tasks
May-26	Halo Privacy Seattle, WA	Cycurion Strategic	Developer of digital privacy software intended to protect sensitive information
Apr-26	Sightline Intelligence Portland, OR	Acron Aviation PE-Backed, TJC	Developer of image processing electronics and software products
Apr-26	Mass Ingenuity Portland, OR	Weaver and Tidwell Strategic	Developer of an enterprise performance management platform intended to improve organizational culture
Mar-26	kWh Analytics Beaverton, OR	Beazley Strategic	Operator of a risk management platform intended to leverage a comprehensive performance database
Jan-26	AppEvolve Boise, ID	nClouds PE-Backed, Charles Thayne	Developer of custom software and cloud-based applications designed to modernize applications
Jan-26	Coinme Seattle, WA	Polygon Labs Strategic	Operator of a financial infrastructure platform designed to enable cryptocurrency integration
Jan-26	Spokane Computer Spokane, WA	BT Pro Solutions Strategic	Developer of business software intended for the truck equipment industry

About Chinook Capital Advisors

Chinook Capital Advisors is a leading M&A advisory firm serving the needs of Pacific Northwest business owners. We help businesses prepare for and execute business ownership transition events.

Our expertise includes seller representation, recapitalizations, strategic advisory services, and business valuation. Chinook serves many key industries that drive the Pacific Northwest economy, including manufacturing, distribution, business services, technology, healthcare products & services, and consumer products & services.

Chinook Capital Advisors is a member firm of the Alliance of International Corporate Advisors (AICA), a global network of leading middle-market M&A advisory firms that provides clients with local access to buyers, investors, and acquisition targets worldwide.

We welcome inquiries from business owners wanting to discuss business valuation, M&A market updates, or how to build value towards a future exit or recapitalization.



John O'Dore

Co-Founder

C: 425-985-7617

john@chinookadvisors.com

[LinkedIn](#)



Ed Kirk

Co-Founder

C: 425-753-0989

ed@chinookadvisors.com

[LinkedIn](#)

 Leading regional full-service commercial electrical contractor ACQUIRED BY 	 Leading regional full-service commercial electrical contractor RECAPITALIZED BY 	 Leading regional environmental consulting firm that specializes in water quality testing ACQUIRED BY 	 Leading Puget Sound provider of residential window and door replacement services RECAPITALIZED BY 	 Leading third-party utility transformer refurbishment and repair company in the Pacific Northwest ACQUIRED BY 
 Environmental consulting firm specializing in natural resource assessments, land use, and permitting services ACQUIRED BY 	 Regional leader in paving services, full-service asphalt production, and sand & gravel supply ACQUIRED BY 	 Regional provider of surveying and mapping services to the private and public sectors ACQUIRED BY 	 Provider of HVAC/R service solutions for commercial and industrial customers ACQUIRED BY 	 Leading luxury professional linen brand in the global spa industry MERGED WITH 
 Regional leader in road construction, maintenance, and safety services for the public and private sectors RECAPITALIZED BY 	 Global leader in commercial bike racks for transit vehicles and bike parking solutions ACQUIRED BY 	 Premier West Coast wireless telecom infrastructure company ACQUIRED BY 	 Leading provider of consumable products for the equine and small pet markets ACQUIRED BY 	 Leading national online retailer of espresso equipment, accessories, and specialty coffee RECAPITALIZED BY 
 Leading manufacturer and distributor of branded, niche equipment for healthcare settings ACQUIRED BY 	 Innovative fintech provider of loan management software and services for every phase of construction lending RECAPITALIZED BY 	 Premier provider of revenue cycle management software and services to the healthcare industry ACQUIRED BY 	 Leading national supplier of specialty electrical products to RV parks, campgrounds, and marinas ACQUIRED BY 	 Leading provider of advanced electronic technology and systems for aerospace and defense applications ACQUIRED BY 