

COMPANY OVERVIEW

Leading Provider of Engineered Rubber Components & Custom Polymer Solutions

The Rubber Group ("TRG") is a leading provider of engineered components for high-reliability applications, specializing in custom molding, assembly and fabrication, and distribution for customers across the process control, transportation, oil and gas, medical device, aerospace, industrial, agriculture, wastewater, and food processing sectors. TRG delivers comprehensive, end-to-end customer solutions supporting customers across product design, material selection, process engineering, production, assembly, quality assurance, and logistics. The Company is positioned as a trusted single-source partner for complex polymer applications, with a global customer base and a strong compliance profile, including AS9100D and ISO 9001:2015 certification, ITAR compliance, and CCR registration.

40+	~220	500+	4	87	3
YEARS IN BUSINESS	EMPLOYEES	ACTIVE CUSTOMERS	FACILITIES	MOLDING MACHINES	ADD-ON ACQUISITIONS

Headquartered in Rochester, NH · Laconia, NH · Missoula, MT · Northlake, IL

CURRENT CAPABILITIES & PRODUCTS

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Custom Molding
 Compression, transfer, and injection molding, overmolding, rubber-to-metal bonding, die and waterjet cutting, and MultiFab™ combined multi-process technology.
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Fabrication & Machining
 Extrusion, CNC machining, urethane casting, metal stamping, thermoforming, vacuum forming, light steel fabrication, mold and tool making.
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Assembly & Logistics
 End-to-end solutions: product design, material selection, process engineering, production, assembly, quality assurance, and logistics for complex applications.
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Certifications
 ISO 9001:2015 (1998) · IATF 16949:2016 · AS9100D · FDA Registered · ITAR Compliant & Registered · CCR Registered 0AA66 · PPAP capable.
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Special Products
 Diaphragms, bearing/hub seals, extruded seals, protection boots, EMI/RFI gaskets, cast urethane components, UHMW parts, aerospace & military MRO parts, and Class VI medical components.

TARGET ADD-ON CRITERIA

COMPLEX ELASTOMER AND POLYMER COMPONENTS

Injection, compression, or transfer molding capabilities that expand TRG's process portfolio and increase capacity for complex rubber and plastic components.

EXPANDED ELASTOMER MATERIALS

Silicone & Neoprene · FFKM, AFLAS, FKM, HNBR, and NBR · Natural Rubber and SBR · Specialty polymer formulations for extreme-environment applications.

ANCILLARY & SPECIALTY MATERIALS

High-performance plastics, thermoplastic elastomers, liquid silicone, and cast urethane producers that provide complementary materials for existing TRG end markets.

ADJACENT END MARKETS & CUSTOMERS

Businesses with established customer relationships in aerospace, medical device, oil & gas, transportation, industrial, or other mission-critical market segments.

TARGET END MARKETS

 AEROSPACE & DEFENSE	 MEDICAL	 TRANSPORTATION	 INDUSTRIAL	 PROCESS CONTROL	 ENERGY	 ELECTRICAL T&D	 WATER, FOOD & BEV.
 INFRA-STRUCTURE	 AGRICULTURE	 MINING	 LUMBER & FOREST	 MATERIAL HANDLING	 WASTEWATER	 MILITARY MRO	

ONE OF THE LARGEST DOMESTIC PROVIDERS OF ENGINEERED RUBBER & POLYMER SOLUTIONS

STRATEGY OVERVIEW

Actively Seeking Add-On Partnerships

The River Team is actively seeking partnerships with The Rubber Group that complement its current business model and support its strategy of providing high-performance, complex molded rubber, plastic, and elastomeric products for mission-critical applications across new and existing end-markets.

ADD ON CRITERIA

SIZE	END MARKETS	CAPABILITIES
\$5M+ Revenue	 Industrial  Medical  Transportation  Process Control  Energy  Agriculture  Aerospace & Defense  Electrical T&D  Water, Food & Bev.  Lumber & Forest  Military MRO  Infrastructure  Wastewater  Mining  Material Handling	● Complex Elastomer and Polymer Components ● Expanded Elastomer Materials ● Ancillary / Specialty Materials ● Adjacent End Market Exposure ● Technical Sales Capabilities ● Strong Customer Relationships
GEOGRAPHY		
UNITED STATES & CANADA		

TRG LEADERSHIP

The Rubber Group is led by a management team with decades of experience operating and growing businesses in the rubber molding industry. That team has built a proven, founder-friendly integration model — across three add-on acquisitions to date (Cooper Products, SRRP & Team Products, and Diversified Plastics). TRG has approached integration thoughtfully and transparently, retaining each business' leadership, workforce, and customer relationships wherever it serves the platform's long-term interests, and communicating openly with teams when changes are needed. This approach also creates growth opportunities for existing team members as the platform expands, reflecting TRG's core values: treating people well, serving customers reliably, and collaborating closely with every business that joins the platform. TRG is also supported by its partner, River Associates Investments.

ABOUT RIVER ASSOCIATES

River Associates Investments is a private equity firm based in Chattanooga, TN that focuses exclusively on the lower middle-market, and has extensive experience investing and growing manufacturing and distribution businesses. River Associates has partnered with founder-owned businesses and management teams similar to TRG for over 35+ years in the lower middle market, and the firm is currently investing in its eighth committed fund.

130+
TOTAL
INVESTMENTS

35+
YEARS INVESTING
IN LMM

75+%
FOUNDER / FAMILY
OWNED TRANSACTIONS

\$345M
COMMITTED
FUND VIII (*active*)

BENEFITS OF PARTNERING WITH TRG & RIVER ASSOCIATES



DIVERSIFY NET WORTH
(monetize majority of investment)



ACCELERATE GROWTH
(access capital, M&A expertise, infrastructure to scale faster)



ACCESS TO DEEP RESOURCES
(leverage tenured relationships and deep operating experience)



SECOND BITE OF THE APPLE
(opportunity to reinvest and share in future growth)

Please reach out to the River Associates team to discuss potential opportunities.

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