Pacific-West Fastener Association

WHAT'S NEW WHAT'S NEXT

March 12, 2026

Tim Roberto
LindFast Solutions Group

Jun Xu
Brighton-Best International

Paul Tiffany
Copper State Bolt & Nut

LINDFAST
Solutions Group

Fastener Market Update

Pac-West Tabletop Show

March 12, 2026

Tim Roberto

Division President, Star Stainless Screw Company

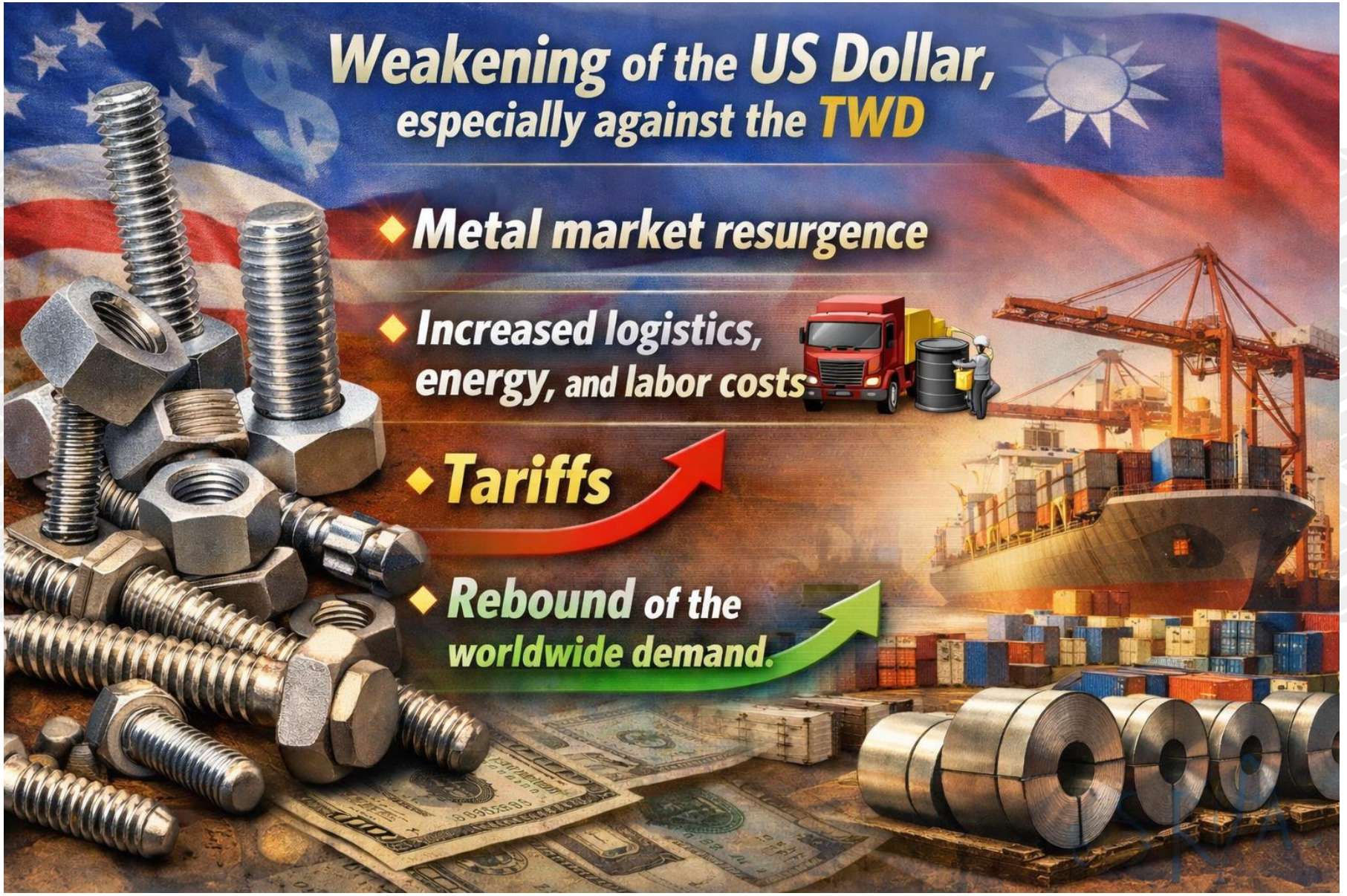
Star Stainless

Opening Remarks

“Calmness is the cradle of power”

-Josiah Gilbert Holland

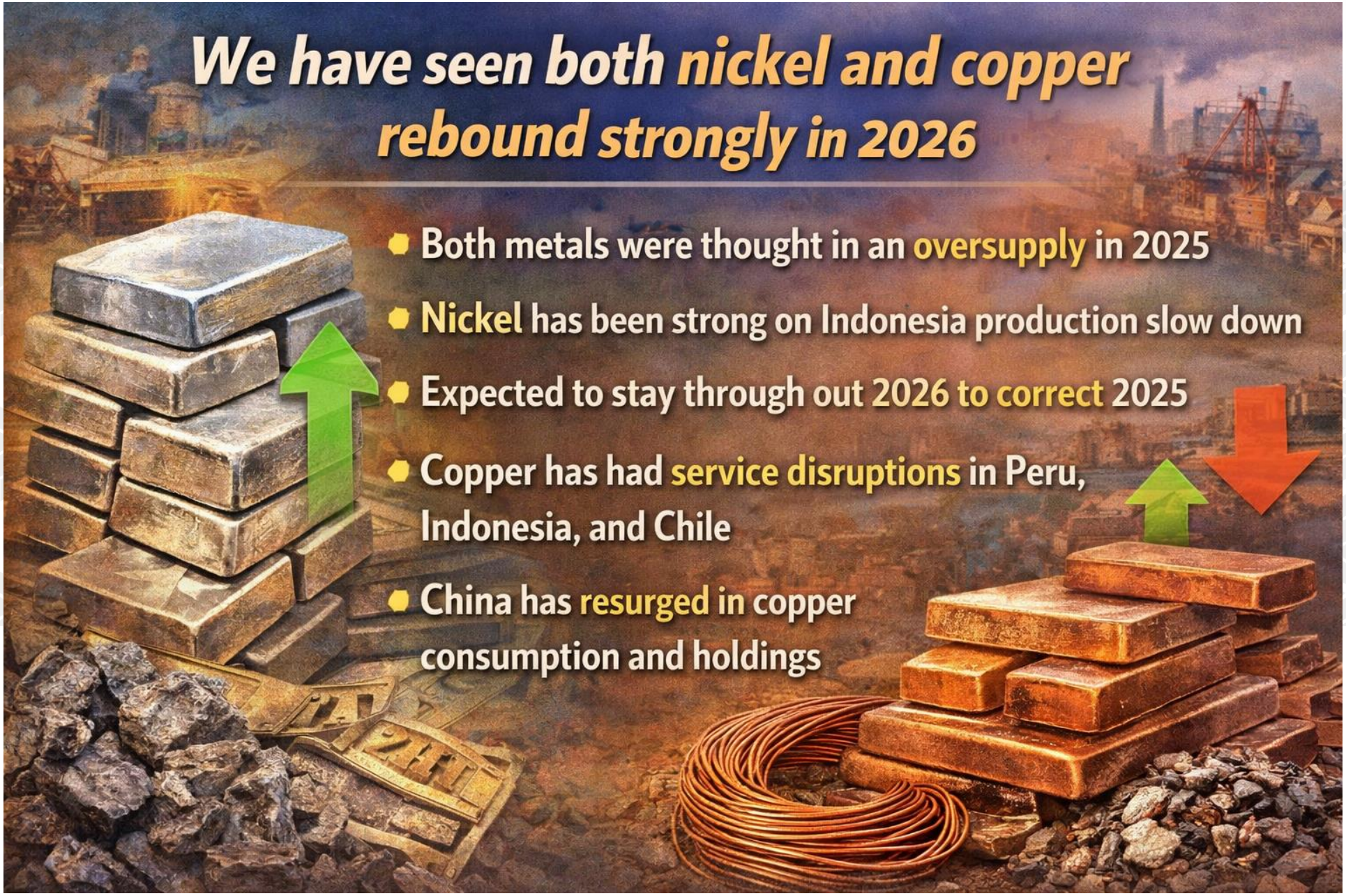
Current Market



US Dollar


Emphasis on correcting the previous highs of the USD to strengthen exports
U.S. Commerce Secretary Howard Lutnick noted the current, lower dollar value is a correction from previous, "manipulated" highs, aiming for a "more natural" level for trade.
Weak USD raises prices of imports while lowering price of exports
We have seen a steady decline in the USD since mid 2025
Import
Export

Metal Resurgence



Nickel


NICKEL PRICE PER POUND
January 2025 - March 2026
PRICE PER POUND (USD)
$8.00
$7.00
$6.00
$5.00
$4.00
Jan 31, 2025
$6.97
$6.79
$6.75
Dec 31, 2025
$8.06
Jan 31, 2025
Apr 30, 2025
Jul 31, 2025
Oct 31, 2025
Mar 3, 2026
High Volatility
Market Uncertainty

Copper


COPPER PRICE PER POUND
January 2025 - March 2026
PRICE PER POUND (USD)
$4.25
$4.00
$3.75
$3.00
$2.25
$3.00
Jan 31, 2025
$3.69
$3.37
Dec 31, 2025
$4.15
Jan 31, 2025
Apr 30, 2025
Jul 31, 2025
Oct 31, 2025
Mar 3, 2026
High Volatility
Market Uncertainty

Increased Costs

Tariffs


-The celebration of the Supreme Court ruling on the IEEPA tariffs was muted in the fastener world.
- While the 20% IEEPA tariff to Chinese fasteners was wiped with the ruling, 232 and 301 tariffs remain in place
-The newly enacted 122 would not apply because of the 232 tariffs already in place
TARIFFS
U.S. CUSTOMS

Worldwide Demand

What comes next

Brighton Best International

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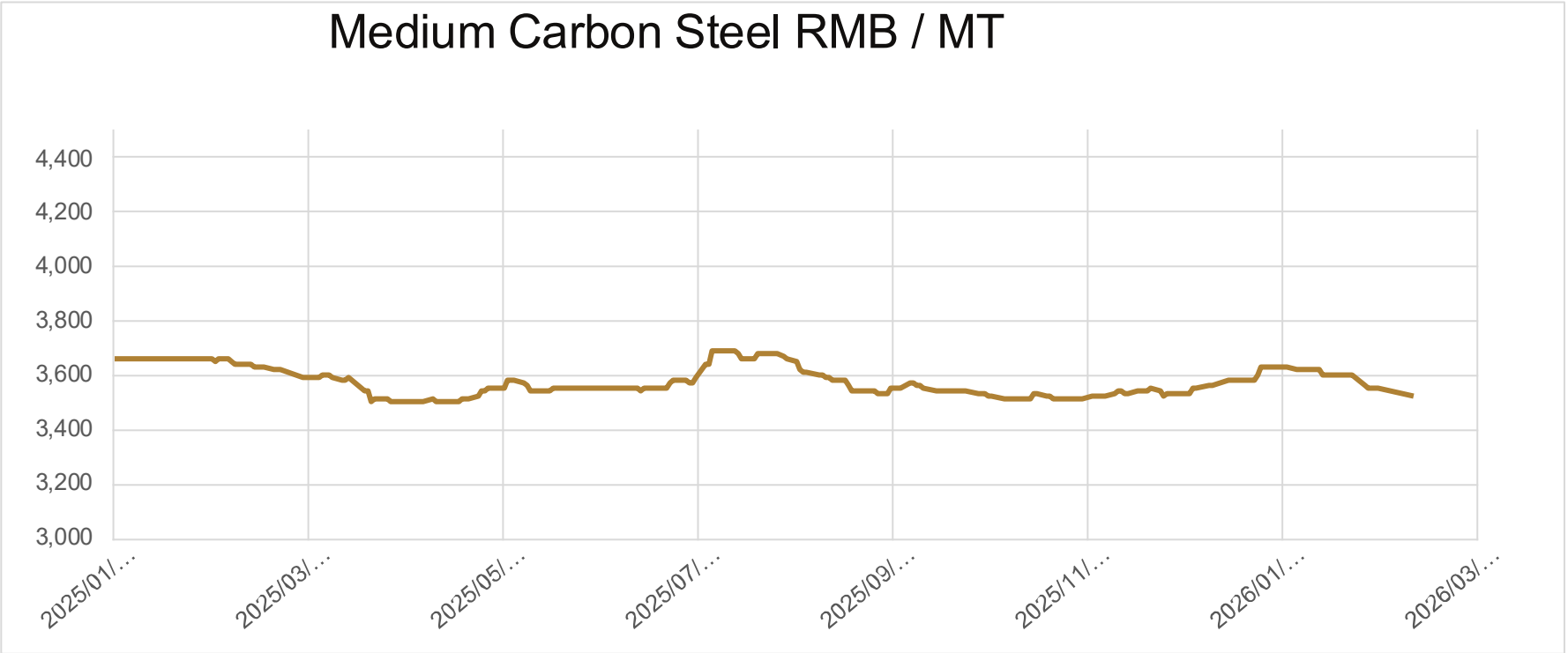
Market Conditions

Material Prices have remained stable.

Ocean is roughly 20-30% higher per MT than pre-covid. Recent conflict in the middle east is expected to increase this cost.

USD has weakened in the last 12 months. 6-8% against major currencies.



US Debt

The US has $38 trillion in debt, a $1.8 trillion budget deficit, and interest payments of $1 trillion per year on top of that.

In the next 10-15 years, the US will double our national debt. This is speeding up, not slowing down. Is this a big deal? Yes and No.

US treasury is the risk free rate. Everything in the US is hypothetically a higher credit risk than the US government. So if the US government is paying more interest for debt, all of us will be pay more interest for debt: mortgages / bonds / all forms USD debt in the US.

More interest payment = less money for infrastructure, defense, social programs. If we keep spending more than we make, this could lead to an inflationary cycle that we can't stop.

Every macroeconomic trend will eventually manifests itself in micro-economical ways. Tariffs and Multi-Polarity.

Tariffs

US makes revenues from Taxes and Tariffs. Tariffs are a tax on the cost of goods, not on income.

Past administrations did not remove or work to reduce tariffs. Why?.

The US supreme court rejected the reciprocal tariffs under IEEPA, not Section 232.

The administration has already introduced Section 122 to replace the IEEPA tariffs.

World Ex China	China
If Section 232, then only Section 232	If Section 232, then Section 232 + Section 301
If not Section 232, then only Section 122	If not Section 232, then Section 122 + Section 301

(As of Feb, 2026, Section 232 = 50%, Section 301 = 7.5% or 25% depending on product, Section 122 = 15%)

Multi-Polarity

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The last 80 years were dominated by globalization and the US ensured security for our allied countries. Free trade of goods and money, and the US enforced this order even if it did not directly benefit the US (allied country trading with allied country).

We can't afford to spend like we used to. Neither can anyone else. So we're entering back into a multi-polar world where you control your hemispheres of influence.

Risk and insecurity will increase in multi-polarity, and this insecurity will lead to higher cost for global trade. Especially the cost of transportation – fuel / insurance / armed or escorted cargo ships. Just in Time vs Just in Case.

A few years ago, there was a push to realign the supply chain. That factories would move to friendlier countries. That has been only partially true. The supply chain has adapted more than re-align.

The modern supply chain is more than a factory. It's an entire eco-system, and that eco-system has a way of fighting back.

AI_The Good / Bad / and Scary

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Scary? Hell yea, but at least we're being entertained… or distracted…?

Credit: Dancing kittens 😺 #fypシviralシ #fypシ #funnyvideoscomedy #cat #dancing #funny #viralvideo | Paul Santos | Facebook

AI_Good / Bad / and Scary

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Good Version	Scary Version
Powerful tool for human augmentation. AI is Super intelligence in your hands.	Human intelligence has been the scarce input, and the main driver to advancements.
New companies and industries will develop.	Human intelligence was hard to replicate at scale. Our physical limits (one lifetime), our self interest (if you have a good idea, you keep it), and our emotions were major hurdles.
Work will become Optional. Abundance of goods and Services!	Machine intelligence will commoditize human intelligence. No limits on capacity, time, sicknesses, biases. Intelligence will be frictionless and available to anyone, anytime and anywhere.
Common Theme: Less people will be needed in a knowledge based economy. The above assumes frictionless AI takeover due to superior speed / intelligence. If humans had a super power, it is creating friction. Centralized knowledge is more vulnerable to attack or sabotage, foreign or domestic. Frictionless vs Friction / JIT vs JIC. Same argument.	

Source: THE 2028 GLOBAL INTELLIGENCE CRISIS

AI_Good / Bad / and Scary

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- **Friction creates opportunities. It is arbitrage. Finding opportunities will become more challenging when everyone has the same intelligence in their hands.**
  - Charlie Munger Quote: “Warren, if people weren't so often wrong we wouldn't be so rich.”
- **The amplitude and speed of everything will increase. If everyone searches the same questions on the same models, they’ll get the same answers.**
- **We’re crowding into peaks and crashes. Diversity of opinion is what brings stability and balance.**
- **What will AI not change? The fundamental laws of Physics.**
  - AI can’t change the laws of physics: energy / mass / motion / gravity / space / time.
  - What are fasteners if not a tool to manipulate the laws of physics.
  - Fasteners take time to make. Distance take time to travel.
  - The ability to manage inventory and a supply chain remains a valuable skillset.
- **AI can increase the speed and transparency of quoting, but it will not marginalize the value of fasteners, and the physical supply of them.**

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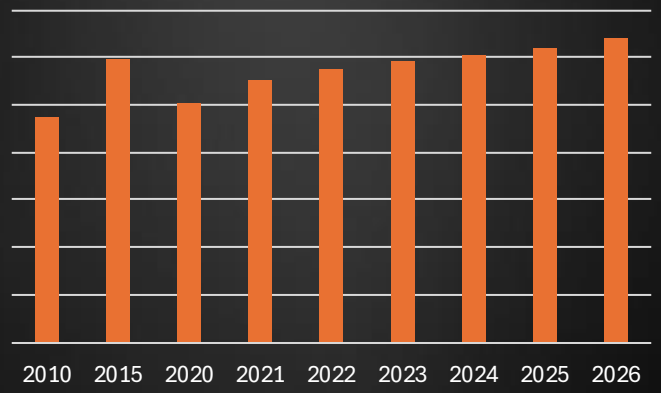
Thank You

U.S. Domestic Fastener Manufacturing:

INDUSTRY TRENDS AND FORECASTS

PAC-WEST FASTENER ASSOCIATION - ANAHEIM 2026

U.S. Domestic Fastener Manufacturing: 2020–2026 Outlook



Industry Challenges and Recovery

The fastener sector faced demand volatility and supply chain disruptions due to the COVID-19 pandemic but is now normalizing with market recovery.

Strategic Market Positioning

U.S. manufacturers focus on high-specification segments like aerospace and defense, while imports dominate commodity fasteners.

Emerging Demand Drivers

Growth drivers for 2025–2027 include aerospace ramp-up, electric vehicle transition, and infrastructure investments.

Focus on Innovation and Resilience

Manufacturers emphasize automation, traceability, and nearshoring partnerships to enhance supply chain security and strategic value.

2020–2021: Pandemic Shock and Industry Response

Pandemic Impact on Demand

The pandemic caused severe demand fluctuations as production lines and construction projects paused, impacting fastener needs.

Supply Chain Disruptions

Logistics bottlenecks, port closures, and raw material shortages disrupted the supply chain, delaying fastener deliveries.

Industry Response Strategies

Manufacturers invested in automation, digital tools, and considered nearshoring to enhance resilience and flexibility.

Future Industry Resilience

The pandemic highlighted the need for supply chain visibility, strategic sourcing, and inventory management improvements.

2022–2024: Market Normalization and Sector Recovery

Industry Recovery and Production

Automotive and aerospace sectors recovered with production returning to pre-pandemic levels from 2022 to 2024.

Infrastructure Spending Boost

Federal infrastructure investments boosted construction-related fastener demand, supporting industry growth.

Automation and Productivity

Manufacturers invested in automation and process improvements to increase productivity and address labor shortages.

Supply Chain Diversification and Traceability

Companies focused on supply chain resilience, strategic partnerships, and traceability technologies for quality control.

2025 Leading Into 2026 Demand Drivers and Strategic Industry Implications

Infrastructure and Aerospace Demand

Government-backed infrastructure and energy projects drive demand for commodity and engineered fasteners. Aerospace growth continues with fleet modernization and defense spending.

Electric Vehicle Fastener Innovation

EV transition requires lightweight, high-strength, corrosion-resistant fasteners, creating new opportunities for innovation and product differentiation.

Cost and Tariff Challenges

Tariffs and cost pressures on steel and aluminum threaten margins and complicate investment decisions for manufacturers.

Strategic Focus and Technology

Manufacturers focus on automation, digital traceability, nearshoring, advanced materials, and additive manufacturing to enhance supply chain resilience.

2026 Market Snapshot

Global Scale:

Global industrial fasteners are projected around $110B in 2026, growing to roughly ~5–6% Compound Annual Growth Rate. (Industrial Fastener Market Report)

US Share

U.S Typically represents 20-25% of global industrial fastener demand. – Approximately $20B

Growth Profile

With U.S. industrial production and construction normalizing, a 3 to 4 percent real growth band.

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Where U.S. Manufacturers Compete and Where Imports Dominate

Domestic High-Performance Niches

U.S. manufacturers focus on aerospace, defense, and infrastructure requiring high performance and strict compliance.

Import-Dominated Commodity Market

Imports supply high-volume, low-margin carbon steel fasteners with cost advantages from Asian producers.

Strategic Differentiation

U.S. firms compete through engineered specials, custom solutions, and value-added services to differentiate.

Innovation and Automation Focus

Manufacturers invest in innovation, automation, and collaboration to sustain competitive advantage.

Tariff & Cost Pressures: Navigating Margin Compression

Impact of Tariffs

Tariffs on steel and aluminum increase input costs, causing margin compression and investment hesitancy for manufacturers.

Cost Mitigation Strategies

Companies invest in automation and process optimization to improve efficiency and reduce labor expenses.

Supply Chain Diversification

Exploring alternative materials and supply sources helps diversify risk amid volatile cost environments.

Strategic Partnerships

Forming domestic and international partnerships allows risk sharing and leverages complementary business capabilities.

Margin Erosion and Cost Pressures

Labor Cost

Year-over-year increase in the consumer price index (CPI).

Cost of Consumable

Higher cost of products used in the production of fasteners.

Reciprocal Tariffs

Retaliatory tariffs placed on US export products has added significant chain cost creating advantages to source outside of the U.S.

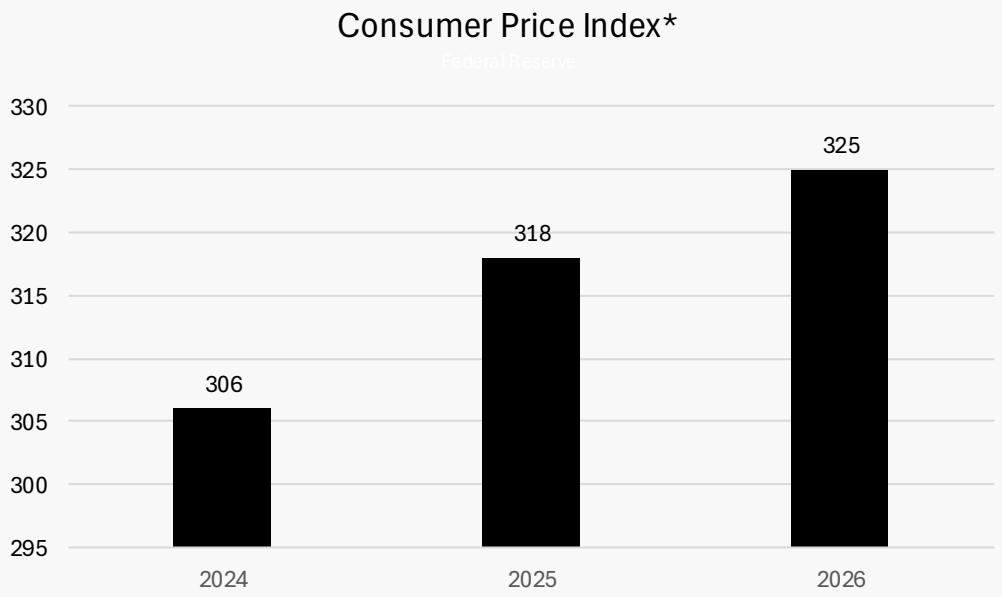
Quote Window and Fluctuations

Need to reduce quote window and being asked to hold previous.

Consumer Price Index

CPI

Year-over-year increase in the consumer price index (CPI).



*Bureau of Labor Statistics

Retaliatory Tariffs and Impact

	Canada	10% - 25%		India	10% - 30%
	China	5% - 50%		Russia	25% - 40%
	EU	10% - 25%		Turkey	20% - 50%

China

Fasteners are not always explicitly listed, China's retaliation covers many industrial and metal products, which places U.S. fasteners at risk depending on HS classification. Typical ranges: 5%–25% on many goods, with some industrial categories reaching up to 50%.

Canada

Tariff cycles, including on steel, aluminum, and selected consumer goods. Fasteners are not always directly listed, steel-based industrial goods are frequently targeted. Seeing 25% on Fasteners.

European Union

The EU has imposed retaliatory tariffs on U.S. steel, aluminum, motorcycles, bourbon, and other politically sensitive goods. Industrial metal products can fall under these measures, depending on HS code. Typical ranges: 10%–25%.

Mexico – No Retaliatory Tariffs on US Fasteners

Under the USMCA framework, most industrial goods—including fasteners—move between the U.S. and Mexico duty-free if they meet rules of origin. Mexico's tariff schedule for HS 7318 shows standard classifications but does not list special duties on U.S. origin goods..

Solutions for Success

Industry Resilience and Capability

The industry's future lies in resilience and capability rather than low-cost, high-volume production.

Strategic Focus Areas

Focus shifts to high-spec products, automation, traceability, and nearshoring partnerships to meet evolving demands.

Innovation and Investment

Success depends on innovating and investing in advanced manufacturing technologies and resilient supply chains.

Broader Value Proposition

Manufacturers contribute beyond the supply of fasteners with value-add initiatives like engineering, end user support, and lower lead times.

Solutions for Success: Innovation

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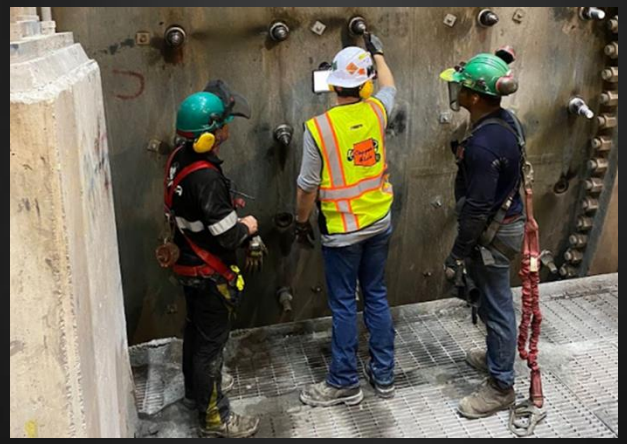
Solutions for Success: Site Technical Support



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Closing Message

Demand remains supported by construction, infrastructure, and U.S. manufacturing growth

Construction activity, infrastructure spending, and domestic manufacturing output continue to be the primary demand drivers for U.S. fasteners. This creates a relatively stable demand floor through 2026–2027, especially for structural, automotive, heavy-equipment, and machinery fasteners.

Tariffs remain the dominant uncertainty and will shape 2026–2027 competitiveness

The full impact becomes more visible in 2026 and continues into 2027, influencing sourcing decisions, reshoring considerations, and customer pricing.

Market growth is steady but not explosive, with long-term expansion tied to high-spec segments

The broader U.S. industrial fasteners market is projected to grow from $26.5B in 2025 toward $40.7B by 2034. Moderate, steady growth rather than rapid expansion, stronger performance in aerospace, automotive, industrial machinery, and energy infrastructure.

Automation, plant upgrades, and additional value propositions as a differentiator

Continued shift toward engineered, certified, and high-spec fasteners, where U.S. manufacturers hold competitive advantage. Focus fastening solutions, process and product innovations, and a broader value proposition to customer.

*DMR US Industrial Fastener Market

QUESTIONS?