OCTOBER 2025

QUICKIE SURVEY

2025 Q3 Tariffs

PMMI Business Intelligence

pmmi.org

2025 Q3 Tariffs
Quickie Survey Results
October 2025

Objective: To benchmark how PMMI members are handling ongoing tariff updates.

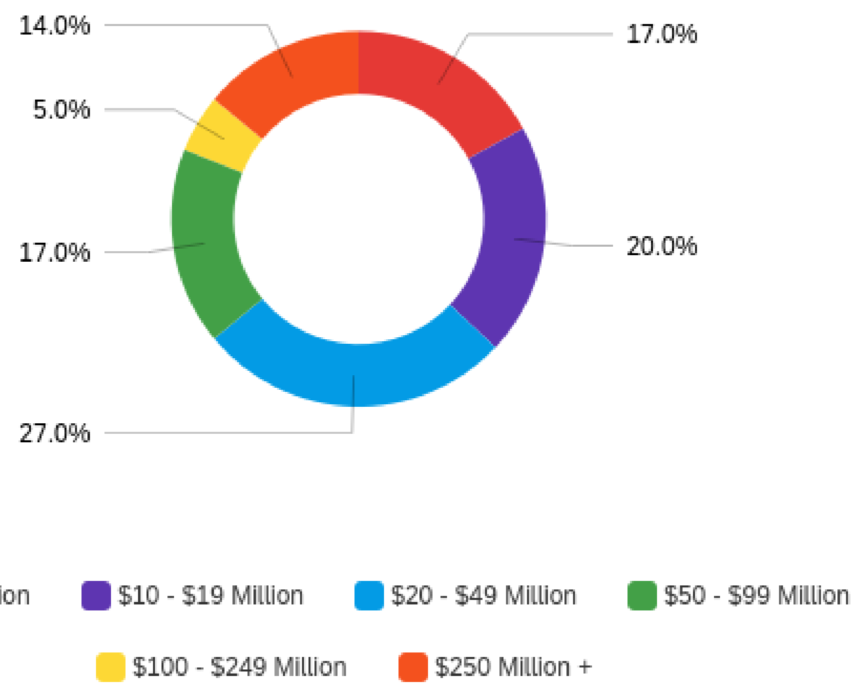
Respondents = 100

Summary

This Quickie Survey was deployed to the membership in Q2 and Q3 2025. Charts for each question will show data from both quarters for comparison purposes.

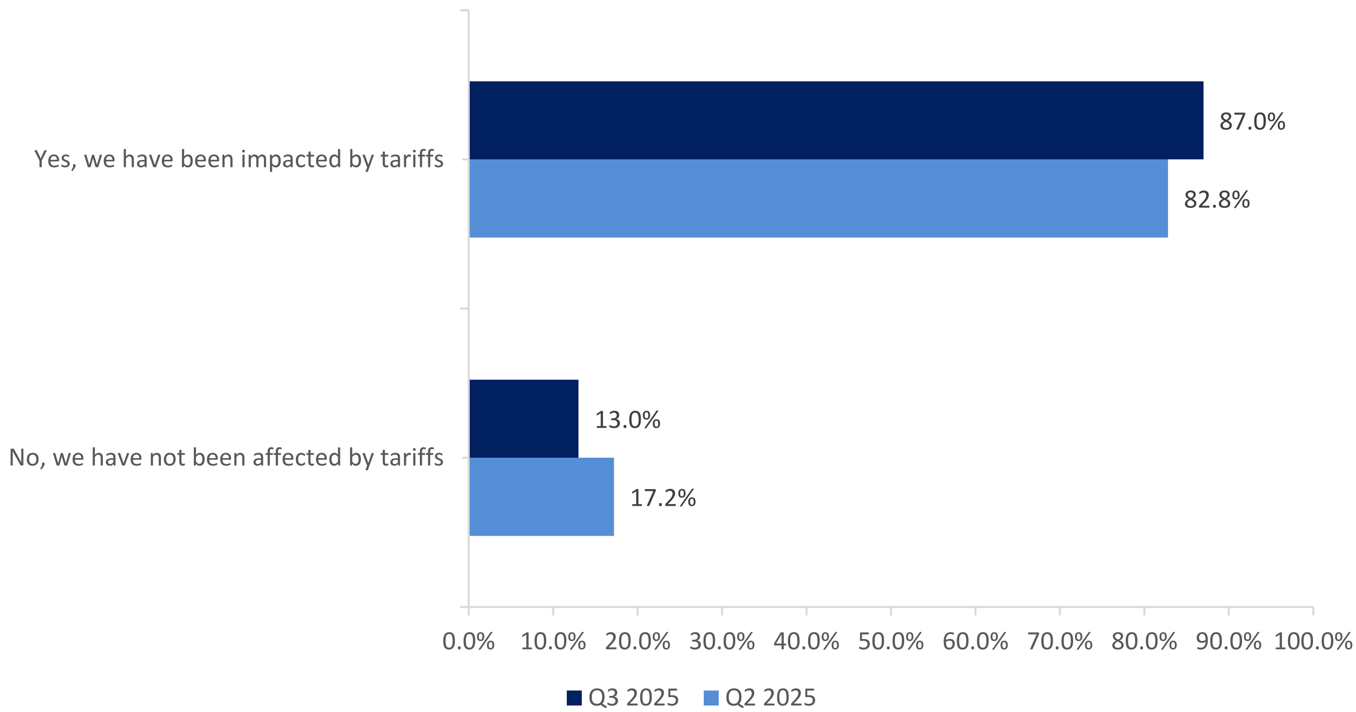
Most respondents (87.0%) are still being impacted by the recently imposed tariffs, an increase from 82.8% in Q2 2025. The most popular ways respondents are keeping track of tariffs continue to be through general business news (65.0%), using other industry resources (outside of PMMI) (50.0%), and using PMMI tariff resources (27.0%). Some of these PMMI resources include our Global Trends blog and town hall webinars. In Q3, almost half of respondents (47.6%) are seeing an 11%-20% increase in their component prices compared to Q2, where almost three-quarters of respondents (72.2%) were only seeing a 0%-10% increase.

Annual Revenue



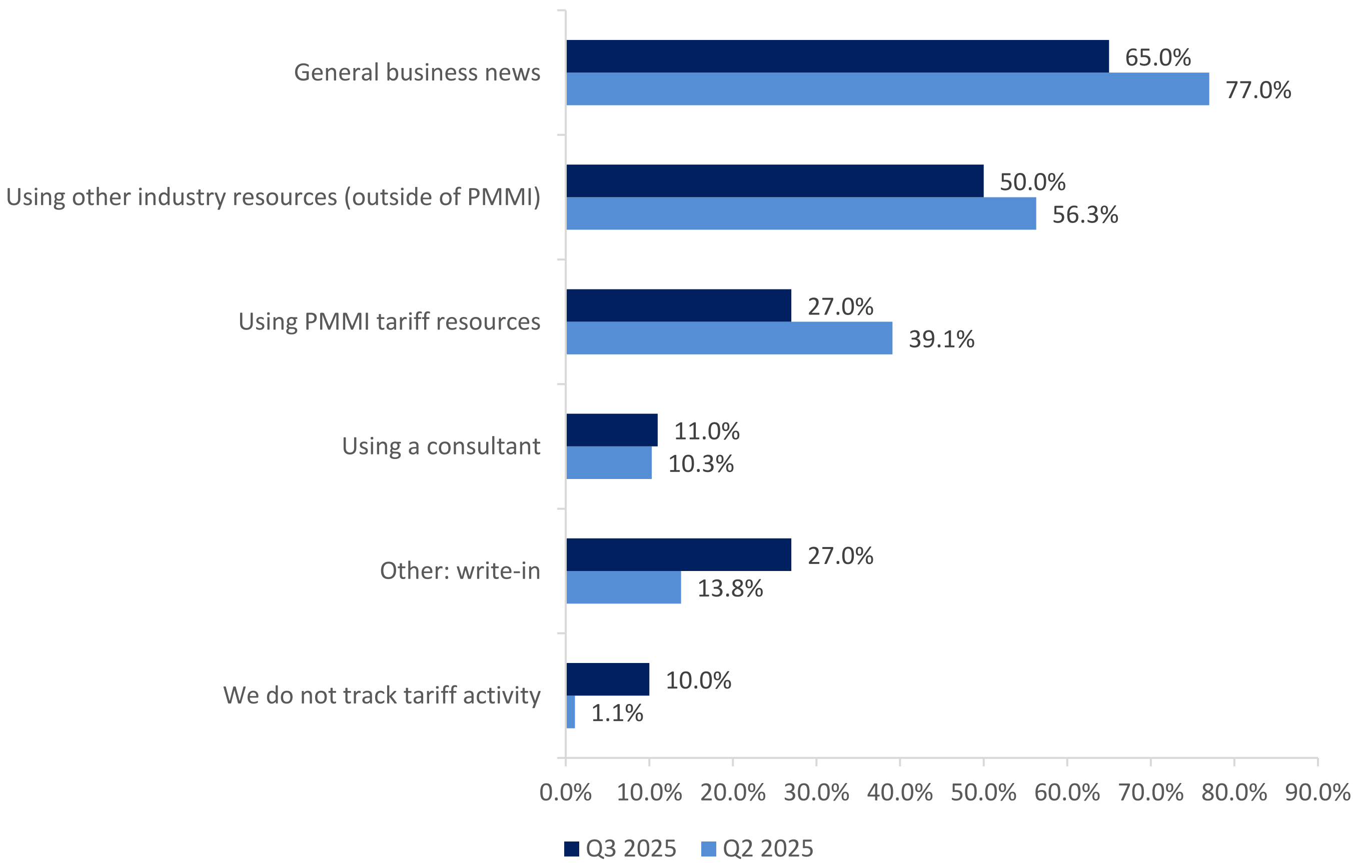
	Total	$0 - $9 Million	$10 - $19 Million	$20 - $49 Million	$50 - $99 Million	$100 - $249 Million	$250 Million +
Number of Respondents	100	17	20	27	17	5	14

1. **Have you been impacted by any of the recently imposed tariffs?**



Response Percentage by Revenue Range						
	$0 - $9 Million	**$10 - $19 Million**	**$20 - $49 Million**	**$50 - $99 Million**	**$100 - $249 Million**	**$250 Million +**
Yes, we have been impacted by tariffs	82.4%	85.0%	85.2%	94.1%	100.0%	85.7%
No, we have not been affected by tariffs	17.6%	15.0%	14.8%	5.9%	-	14.3%
Total	17	20	27	17	5	14

2. What are you doing to track the tariffs? (select all that apply)



Response Percentage by Revenue Range						
	$0 - $9 Million	**$10 - $19 Million**	**$20 - $49 Million**	**$50 - $99 Million**	**$100 - $249 Million**	**$250 Million +**
General business news	70.6%	50.0%	70.4%	64.7%	60.0%	71.4%
Using other industry resources (outside of PMMI)	29.4%	40.0%	48.1%	64.7%	60.0%	71.4%
Using PMMI tariff resources	5.9%	35.0%	37.0%	23.5%	40.0%	21.4%
Using a consultant	11.8%	5.0%	7.4%	17.6%	-	21.4%
Other: write-in	23.5%	20.0%	22.2%	29.4%	60.0%	35.7%
We do not track tariff activity	23.5%	20.0%	7.4%	-	-	-
Total	17	20	27	17	5	14

How to read this table: 5.9% of respondents in the $0 - $9 Million range selected "Using PMMI tariff resources".

Other: Write-in (by Revenue Range)

$0 - $9 Million

- Our German group monitors them
- Staying in constant communication with our suppliers and freight forwarders
- Set up a GL account and tracking tariffs on each item purchased.
- Tracking via our accounting

$10 - $19 Million

- We are being notified by those vendors that are passing on tariffs
- Watching current trends online
- Attorney

$20 - $49 Million

- Freight broker
- Government websites
- Internal monitoring
- Our own data collection
- Broker
- Internal staff

$50 - $99 Million

- Global procurement network
- Suppliers
- Customer reporting
- Internal company experts
- Monitor it closely ourselves

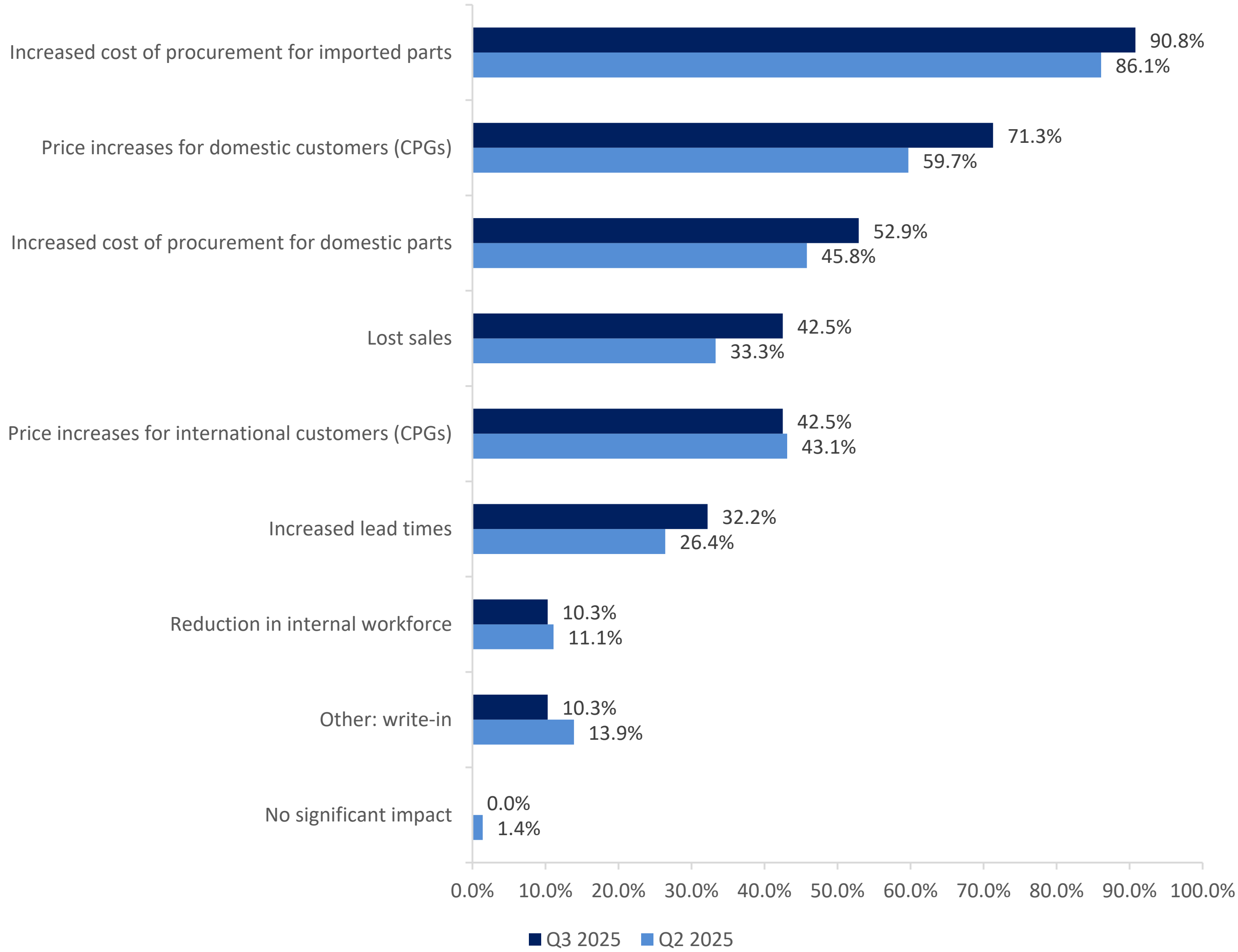
$100 - $249 Million

- Group resources
- Internal corporate resources
- Working with suppliers

$250 Million +

- Government resources
- Internal resource
- Supply chain team along with trade compliance monitors and advises
- Ourselves
- Discussing measures with competitors

3. **How have the tariffs impacted your business (select all that apply)**



Response Percentage by Revenue Range						
	$0 - $9 Million	$10 - $19 Million	$20 - $49 Million	$50 - $99 Million	$100 - $249 Million	$250 Million +
Increased cost of procurement for imported parts	85.7%	100.0%	91.3%	93.8%	100.0%	75.0%
Price increases for domestic customers (CPGs)	64.3%	47.1%	91.3%	50.0%	100.0%	91.7%
Increased cost of procurement for domestic parts	35.7%	52.9%	60.9%	50.0%	100.0%	41.7%
Lost sales	42.9%	29.4%	60.9%	43.8%	-	41.7%
Price increases for international customers (CPGs)	28.6%	29.4%	56.5%	43.8%	60.0%	41.7%
Increased lead times	50.0%	29.4%	34.8%	43.8%	-	8.3%
Reduction in internal workforce	7.1%	11.8%	4.3%	18.8%	-	16.7%
Other: write-in	21.4%	5.9%	-	12.5%	20.0%	16.7%
No significant impact	-	-	-	-	-	-
Total	14	17	23	16	5	12

How to read this table: 85.7% of respondents in the $0 - $9 Million range selected “Increased cost of procurement for imported parts”.

Other: Write-in (by Revenue Range)

$0 - $9 Million

- Increased administrative burden
- We have a long standing relationship with our suppliers and freight so they are keeping our costs down
- Delay in customs clearance

$10 - $19 Million

- Negative impact on cash flow.

$50 - $99 Million

- Canada and MX markets provide negative feedback on our increase cost related to admin's actions
- To mitigate the additional costs, we are slow playing our hiring plans.

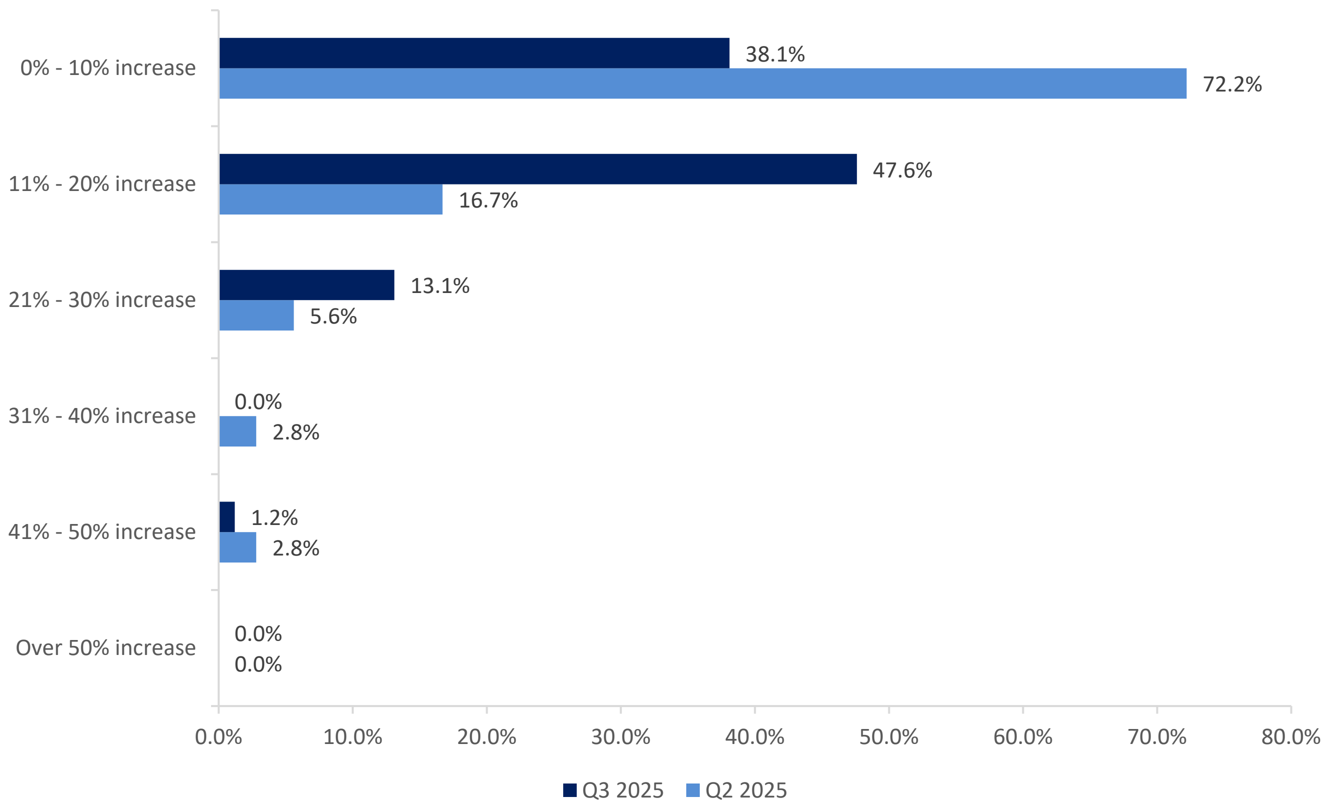
$100 - $249 Million

- Delayed projects

$250 Million +

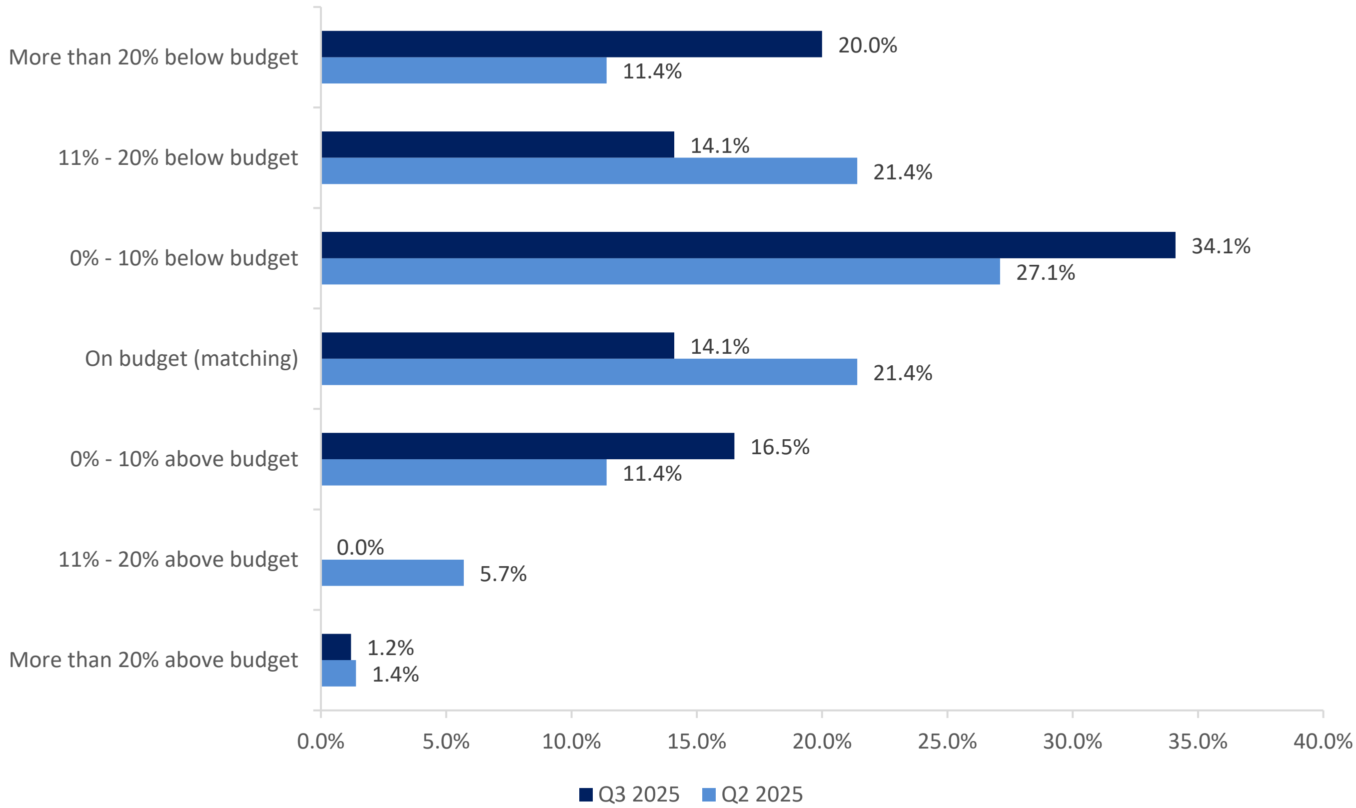
- Delay in capital project purchases

4. **On average, by how much have your component prices increased since the beginning of the year?**



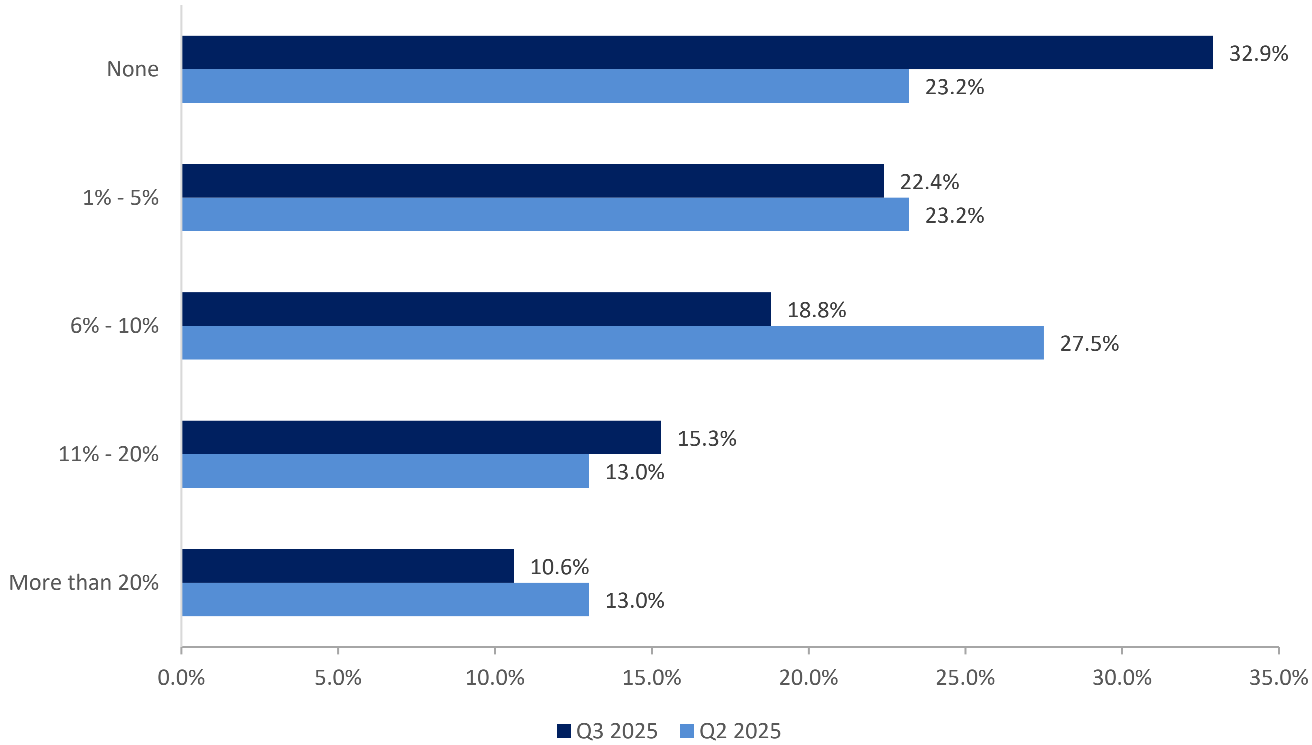
Response Percentage by Revenue Range						
	$0 - $9 Million	**$10 - $19 Million**	**$20 - $49 Million**	**$50 - $99 Million**	**$100 - $249 Million**	**$250 Million +**
0% - 10% increase	46.2%	37.5%	30.4%	33.3%	80.0%	33.3%
11% - 20% increase	46.2%	56.3%	52.2%	46.7%	20.0%	41.7%
21% - 30% increase	7.7%	6.3%	17.4%	13.3%	-	25.0%
31% - 40% increase	-	-	-	-	-	-
41% - 50% increase	-	-	-	6.7%	-	-
Over 50% increase	-	-	-	-	-	-
Total	13	16	23	15	5	12

5. **How are your actual year-to-date (YTD) sales performing compared to your budget? (Please select the option that best reflects your YTD sales performance.)**



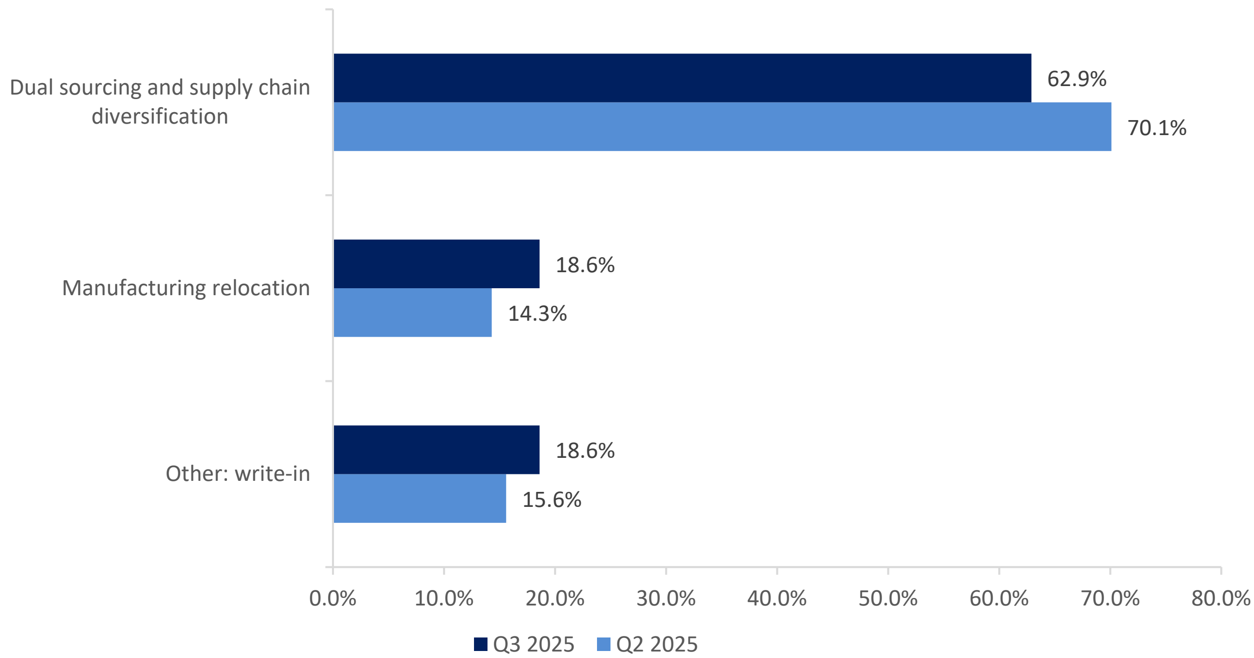
Response Percentage by Revenue Range						
	$0 - $9 Million	**$10 - $19 Million**	**$20 - $49 Million**	**$50 - $99 Million**	**$100 - $249 Million**	**$250 Million +**
More than 20% below budget	35.7%	17.6%	26.1%	13.3%	-	9.1%
11% - 20% below budget	7.1%	23.5%	21.7%	6.7%	20.0%	-
0% - 10% below budget	14.3%	29.4%	39.1%	40.0%	20.0%	54.5%
On budget (matching)	28.6%	5.9%	13.0%	13.3%	-	18.2%
0% - 10% above budget	7.1%	23.5%	-	26.7%	60.0%	18.2%
11% - 20% above budget	-	-	-	-	-	-
More than 20% above budget	7.1%	-	-	-	-	-
Total	14	17	23	15	5	11

6. What percentage of your quoted projects are currently on hold due to tariffs?



Response Percentage by Revenue Range						
	$0 - $9 Million	**$10 - $19 Million**	**$20 - $49 Million**	**$50 - $99 Million**	**$100 - $249 Million**	**$250 Million +**
None	50.0%	29.4%	26.1%	37.5%	20.0%	30.0%
1% - 5%	7.1%	23.5%	30.4%	18.8%	60.0%	10.0%
6% - 10%	7.1%	29.4%	13.0%	18.8%	20.0%	30.0%
11% – 20%	28.6%	5.9%	8.7%	25.0%	-	20.0%
More than 20%	7.1%	11.8%	21.7%	-	-	10.0%
Total	14	17	23	16	5	10

7. **How do you plan to work with your supply chain to reduce these costs once tariffs settle down?**



Response Percentage by Revenue Range						
	$0 - $9 Million	**$10 - $19 Million**	**$20 - $49 Million**	**$50 - $99 Million**	**$100 - $249 Million**	**$250 Million +**
Dual sourcing and supply chain diversification	76.9%	55.6%	77.3%	56.5%	57.1%	50.0%
Manufacturing relocation	7.7%	22.2%	9.1%	26.1%	28.6%	21.4%
Other: write-in	15.4%	22.2%	13.6%	17.4%	14.3%	28.6%
Total	13	18	22	23	7	14

How to read this table: 76.9% of respondents in the $0 - $9 Million range selected “Dual sourcing and supply chain diversification”.

Other: Write-in (by Revenue Range)

$0 - $9 Million

- Place machine orders that are currently on hold due to higher tariffs than parts

$10 - $19 Million

- Wait at the moment
- Nothing, some component prices have just increased
- We are absorbing or passing on costs of tariffs.
- Limited options as the manufacturer. Not enough volume to justify on-shoring and no viable supply chain ready to swap components needed.

$20 - $49 Million

- Increasing our prices to cover tariffs
- Work with existing supply chain to normalize costs

$50 - $99 Million

- Global Supply Chain Opportunities from our Corporate Resources
- Explore free trade zone
- Negotiate tariff sharing with suppliers

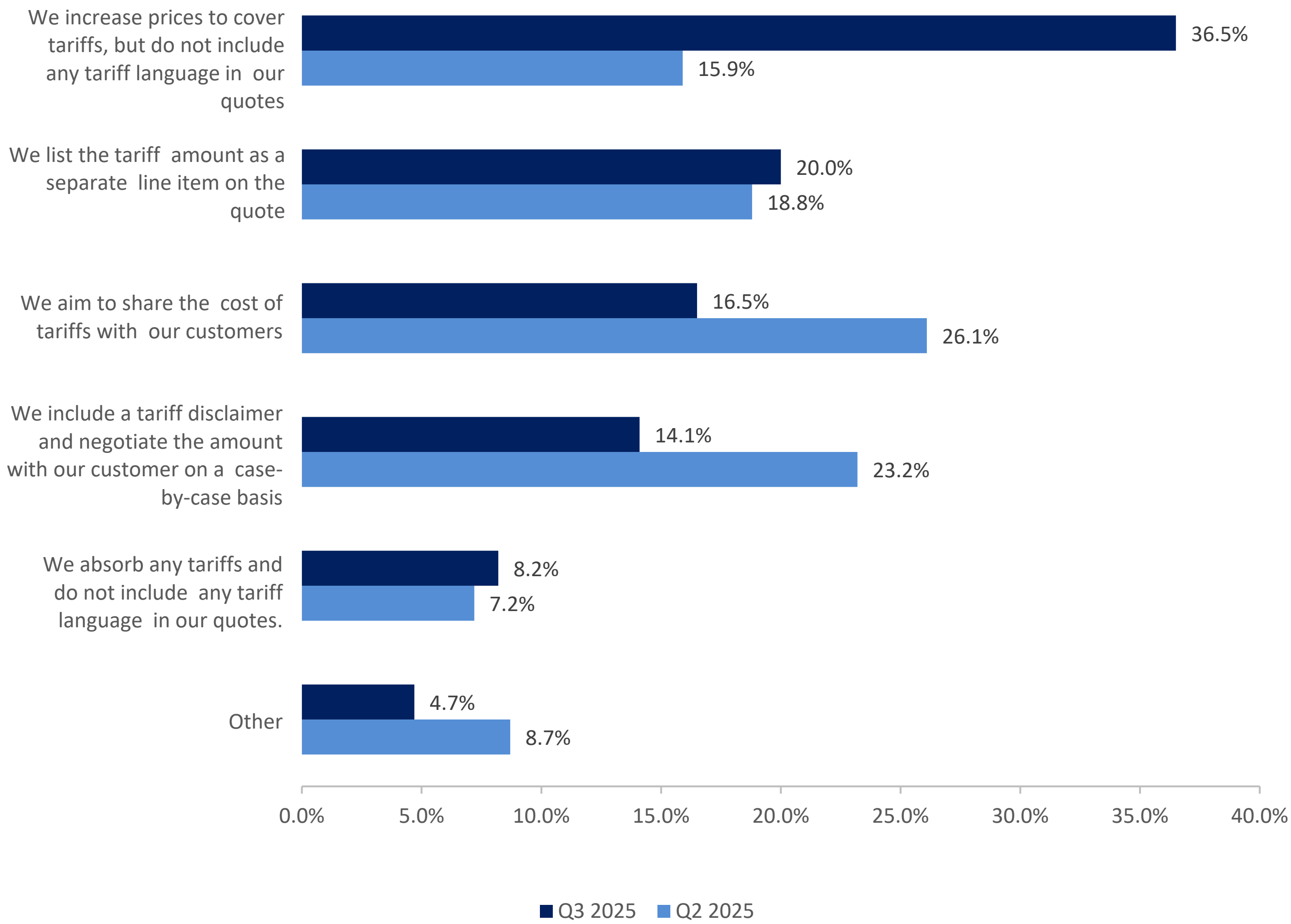
$100 - $249 Million

- Discontinue sale of products with high tariffs (e.g. from CN with 150% after 11/1), Stock levels adjusted to avoid short term impact.

$250 Million +

- Patience
- Ride it out
- Absorb some/ pass on some costs
- Alternative sourcing

8. How are you addressing tariffs in your customer quotes?



Response Percentage by Revenue Range						
	$0 - $9 Million	$10 - $19 Million	$20 - $49 Million	$50 - $99 Million	$100 - $249 Million	$250 Million +
We absorb any tariffs and do not include any tariff language in our quotes.	14.3%	18.8%	0.0%	12.5%	-	-
We increase prices to cover tariffs, but do not include any tariff language in our quotes	28.6%	31.3%	39.1%	31.3%	60.0%	45.5%
We include a tariff disclaimer and negotiate the amount with our customer on a case-by-case basis	14.3%	6.3%	26.1%	6.3%	20.0%	9.1%
We list the tariff amount as a separate line item on the quote	21.4%	31.3%	21.7%	-	20.0%	27.3%
We aim to share the cost of tariffs with our customers	14.3%	12.5%	13.0%	37.5%	-	9.1%
Other	7.1%	-	-	12.5%	-	9.1%
Total	14	16	23	16	5	11

Other: Write-in (by Revenue Range)

<u>$50 - $99 Million</u>

- We have implemented a surcharge line item. It is not all tariff but actions by industry raising domestic pricing related to admin actions

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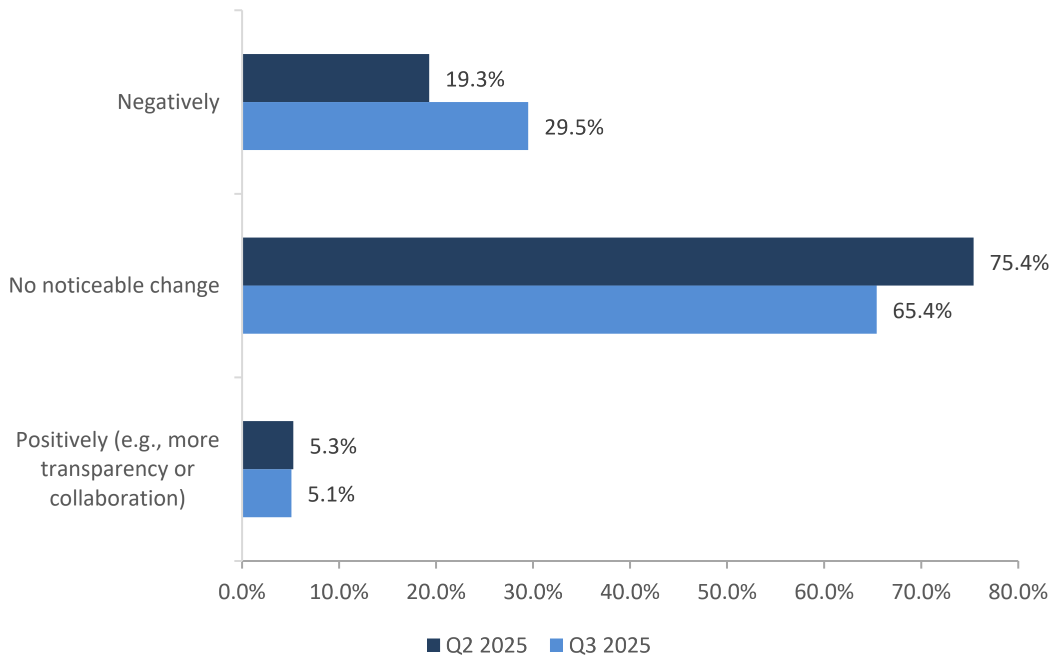
- Still planning for 2026

<u>$250 Million +</u>

- We had price increase on a portion of our portfolio, but did hold key products to 0.

9. How has passing tariffs on to your customers affected your relationship with them?



Response Percentage by Revenue Range						
	$0 - $9 Million	**$10 - $19 Million**	**$20 - $49 Million**	**$50 - $99 Million**	**$100 - $249 Million**	**$250 Million +**
Negatively	33.3%	21.4%	30.4%	38.5%	-	36.4%
No noticeable change	66.7%	64.3%	65.2%	53.8%	100.0%	63.6%
Positively (e.g., more transparency or collaboration)	-	14.3%	4.3%	7.7%	-	-
Total	12	14	23	13	5	11

10. **Any additional comments on navigating tariffs?**
Responses by Revenue Range

$0 - $9 Million

- VOTE.
- Component manufacturers are taking advantage of the tariffs and implementing consistent increases multiple time a year. These cost are only compounded when a distributor is in the middle. As OEMs we bear the costs of these increases and the blanket reasoning statement of "tariff cost increases" is getting old and we feel there needs to be more visibility on the true cost increases they are passing to us OEM's.
- Our long standing relationships understand that this issue with tariffs is out of our control. We do have parts in stock in the U.S. and machinery that out of six machines we have sold 3 in just the last week. It's a great incentive to purchase without tariffs. We have orders for machines on hold and have told our customers to work with what they currently have in their facilities as the parts orders doesn't have a significant increase in price due to tariffs. Service calls to our customers have increased due to this recommendation. For now, this keeps things moving in the right direction for us and our customers.
- In my opinion tariffs are an integral part of any government decision which has the responsibility to ensure the long term economic prospects and growth. Business and Tariffs have no connection with each other as they are like railroad tracks, which ensure that the economy train is on track. It is the duty of every law abiding businesses to work in all adversities and ensure the tracks are not damaged as this will hurt the economy more than the actions being taken.

$10 - $19 Million

- We have had several customers or potential new clients complain about covering Tariff charges, even though we are completely transparent and listing it as a separate line item. We have no intention of making money on the Tariffs and are simply passing them through.
- Tariff guidance from the govt is horrible. No reasonable way to tie the costs to an index for metals, timing was not adequate to implement, and appeals for overpayment are being denied.

$20 - $49 Million

- While the tariffs are clearly hurting our business, it is about time we evened the playing field. I support the continued tariffs until we achieve fair trade.
- A fairly low number of projects are on hold as a direct result of Tariffs, however, a much larger percentage (20+%) are on hold due to other factors such as interest rates and economic uncertainty.
- The additional costs to business to implement this is greater than people realize.
- It isn't just about the tariffs - it is about the economic uncertainty that they have caused. Customers are pushing off spend to "wait and see" what happens to economy.. And we are doing the same. The bigger issue is the resulting economic impact
- Basic tariff rates (15%) are fine, The additional tariffs on steel, aluminum and copper are an administrative nightmare.

$50 - $99 Million

- The shifting policies has made accurate planning almost impossible. Going into 2025 we stocked up on critical components prior to tariffs. Now (Q4-2025) our major suppliers are either unsure on final 2026 prices, have raised prices by 7 to 25% across the board, or are repricing individual components in real time as new tariffs are introduced or cancelled.
- These tariffs have created uncertainty and it continues to linger. The administration is biting the hand that feeds.

$100 - $249 Million

- Market slow-down began in April, continued through mid-June. Orders picked up after that. Have heard from EU-based packaging companies that they aren't actually being impacted by tariffs on US imports yet, so unclear where and how the tariffs are being applied.

$250 Million +

- Tariffs are a tax on our businesses and their customers and are negatively affecting international trade. Agree that trade needs to be fair and that the tariffs have put countries on notice. Using it as a political cudgel is helping no one.
- We need more lobbying in D.C. to make them aware of the impact for us, end users and end customers
- We should talk more often about the distraction of the tariffs to leadership. Also worried about impact on smaller companies dependent on overseas supply chain.
- While the tariffs have caused some negative results due to ongoing situation, it affects everyone. Open communication and negotiation of needs are key to settings goals for the future.

PMMI Business Intelligence

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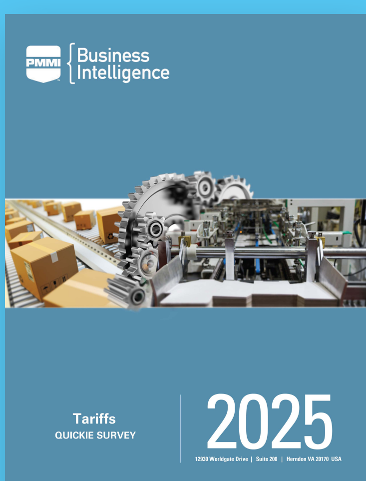

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