

MCAA 25



How Mergers and Acquisitions Are Shaping the Industry

Curtis Harbour, Andy Hosler, Joe
Kirmser, Ted Lynch and
Alan Milby

Wednesday, March 5th
11:00 a.m. – 12:30 p.m.

Please let us know what you thought of this session



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How Mergers and Acquisitions Are Shaping the Industry

Ted Lynch
Southland Industries



Joe Kirmser
Premistar



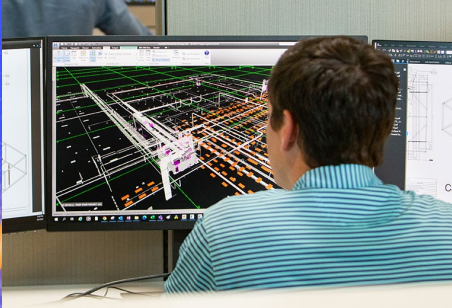
Alan Milby
Miinc, LLC

Andy Hosler
Performance Mechanical, Inc.



Curtis Harbour
Southland Industries

Introductions – Curtis Harbour



COMPANY PROFILE

- Founded in 1949
- Provides full building lifecycle expertise in engineering, construction, service and energy
- \$2.8 billion revenue and \$2+ billion bonding capacity
- 7K+ employees with 300 employee owners
- 23 locations across the U.S. in California, Oregon, Washington, Nevada, Arizona, Texas, Virginia, Maryland, and Philadelphia
- EMR: Interstate 0.61/CA 0.48 (2024)

COMPANY FOCUS

- People first culture
- Leverages Lean principles to deliver innovative solutions
- Prioritizes manufacturing and prefabrication
- +727K total square footage of fabrication shops
- **Market Sectors**
Commercial, Data Centers, Federal, Healthcare, Higher Education, Hospitality, Industrial, Life Science, K–12 Education, Sports & Entertainment, State & Municipal, Water & Wastewater



Joe Kirmser, CEO - PremiStar



COMPANY PROFILE

- Founded in Chicago, in 1930
- Provides commercial/industrial HVAC, plumbing, and controls solutions (applied systems focus)
- 2.4K+ employees, including 1,850+ field service technicians
- Serving 15,000+ customers from 52 locations across 16 states
- 85% Direct-to-Owner customer base
- ~ \$1.0 billion revenue
- 6X increase in revenues and EBITDA over the past five years
- 31 acquisitions to date over same period
- M&A has expanded service footprint in the Midwest, Mountain West, Southwest, Southeast, and Northeast.

COMPANY FOCUS

- HVAC Mechanical Services, Plumbing, Preventive Maintenance, Emergency Services, and Building Automation and Controls
- Shared core values across the platform drive a high-performance culture: People Who Care, Safety Above All, Unwavering Integrity, Customer-Driven, Unprecedented Results, Sustainable Future
- Building a differentiated, unified operational and commercial engine backed by a long-term investment thesis, a platform designed for legacies to continue for 100+ years
- **Market Sectors:** Industrial and Manufacturing, Commercial Real Estate, Hospitals and Health Care, Data Centers, Education, Government and Municipalities, and Assisted Living



Alan Milby, SVP PreConstruction - MIINC L.P.



COMPANY PROFILE

- Founded in 1984
- Acquired by SubSplit Services in 2024
- \$47 million revenue in 2024
- Plumbing, Piping, Med-gas, Process Piping, Sheetmetal, Service
- EMR: 0.71
- **Market Sectors** Commercial, Industrial, Data Centers, Federal, Healthcare, Higher Education, Sports, Municipal, Water & Wastewater

COMPANY FOCUS

- Develop a team of servant leaders to create a legacy of growth through
- Complex, technical projects
- Deliver exceptional value to our team, customers and stakeholders
- Pre-Fabrication
- Every accident is preventable, everyone is a safety leader



INTRODUCTION – ANDY HOSLER

Company Profile

- Established in 1985
- Acquired by EMCOR group 2007, Joined EMCOR Industrial Services (EIS) Jan. 2019
- Office & shop fab facilities
 - Pittsburg, CA (Headquarters)
 - Huntington Beach, CA
 - Sacramento, CA
- Revenue \$120 mm / Avg annual hrs 900,000 +/-
- Direct Hire: Pipefitters, Millwrights, Ironworkers, Boilermakers, Carpenters & Laborers

Company Focus

- Zero injury mind set
- Perform projects up to \$100 million
- Industrial construction, plant maintenance and facilities services
- Process piping, fabrication/installation, equipment installation, maintenance and repair, steel erection and civil construction
- Laser scanning, pipe design and modeling
- Code Stamp Holder – ASME: PP, S and NBIC: R
- Boiler installation and repair
- HVAC Hydronic Piping Systems



**Performance
Mechanical, Inc.**



HOW MERGERS & ACQUISITIONS ARE SHAPING THE INDUSTRY TOPICS

- Evaluating Potential Owner/Investor
- What Makes My Company Attractive?
- Post-Acquisition Integration – Me & My People
 - Various Types of Exits/Transitions
- How Should I Think About My Legacy
 - How To Build a Team of Advisors

Open Q&A