

EXECUTIVE SUMMARY

As of May 2025, the mechanical contracting industry is navigating a complex landscape shaped by both chronic challenges and emerging opportunities. A persistent headwind in the industry is the ongoing skilled labor shortage, with the industry averaging nearly 400,000 job openings per month — a trend that has continued for the past three years. This labor shortage affects both field workers and leadership roles, leading to project delays and increased labor costs. Additionally, rising material costs and supply chain disruptions continue to pressure profit margins, with construction costs expected to increase through 2025.

Despite these challenges, several macro trends are propelling the industry forward. A declining rate of inflation and a 75-basis-point reduction in interest rates since September 2024 have lowered borrowing costs, encouraging investment in new facilities, upgrades, and expansions. Government infrastructure projects, particularly those funded by the Bipartisan Infrastructure Law, continue to proceed, with 18% of surveyed contractors reporting work on such projects — double the percentage from the previous year. Moreover, the increasing demand for large-scale AI data centers favors those operators with the ability to handle large-scale, highly technical projects.

M&A activity in the mechanical contracting sector has been robust, driven by the need for scale, technological capabilities, and skilled labor. Emcor Group has continued its aggressive acquisition strategy, completing its acquisition of Jacksonville, FL based Miller Electric Company in February 2025 for \$856 million. Similarly, multiple financial sponsor buyers have engaged in a buy-and-build strategy, creating regional and national platforms in the mechanical contracting space. These moves reflect a broader industry trend where companies are leveraging M&A to access new markets, enhance capabilities, and drive growth.

Looking ahead, mechanical contractors have several avenues for growth. The increasing demand for sustainable and energy-efficient building solutions presents opportunities in green construction practices, such as the installation of energy-efficient HVAC systems and the use of sustainable materials. The integration of digital technologies, including AI and data analytics, is expected to further transform project management and execution, enabling more accurate cost estimates, real-time adjustments, and proactive risk assessments. Additionally, firms that invest in workforce development through apprenticeships, training programs, and partnerships with educational institutions will be better positioned to address labor shortages and meet the evolving demands of the industry.

Topics of Discussion

- Industry Trends & Updates
- Review of Public Companies
- Notable M&A Activity
- Financial Platform Profile – Kelso Industries
- Corporate M&A Case Study – Limbach Holdings / Consolidated Mechanical, Inc.
- 2025 M&A

Mechanical contractors continue to play a crucial role in the construction ecosystem, providing the design, installation, and maintenance of critical building systems such as HVAC, plumbing, refrigeration, and fire protection. As buildings grow more complex and energy-efficient, the demand for specialized mechanical expertise has grown accordingly. These systems are not only vital to operational functionality but also heavily influence energy usage, indoor air quality, and regulatory compliance — factors that have risen in priority across sectors from healthcare and education to data centers and advanced manufacturing. As a result, mechanical contractors are increasingly seen as value-added partners rather than rapid-response emergency contractors, particularly on large-scale or technically demanding projects.

Over the past three years, several macroeconomic and policy trends have driven significant growth in the mechanical contracting sector. First, post-pandemic infrastructure stimulus—particularly from the Bipartisan Infrastructure Law, the CHIPS Act, and the Inflation Reduction Act—has spurred a wave of federal, state, and private investment into infrastructure, clean energy, and semiconductor facilities. These large, capital-intensive projects almost always require advanced mechanical systems, creating strong demand for contractors with the scale and skill to execute at high volume. Simultaneously, persistent labor shortages have accelerated the push for prefabrication and modular construction — areas where many mechanical contractors have made significant investments to improve efficiency and reduce schedule risk.

Another major growth factor has been the sharp increase in construction of mission-critical facilities like AI-enabled data centers, modern manufacturing plants, and life sciences campuses. These facilities require sophisticated MEP+ (mechanical, electrical, and plumbing) solutions that can support high-density equipment, meet tight environmental standards, and operate with redundant safety measures. Mechanical contractors with expertise in design-build delivery and the ability to execute under fast-track conditions have benefited immensely. Additionally, the rising emphasis on sustainability and decarbonization has pushed property owners to retrofit existing systems and adopt high-efficiency HVAC technologies — further boosting service revenue for contractors who offer sustainable, energy-focused solutions.

Looking ahead to the second half of 2025, the industry remains optimistic about continued growth and profitability. Stabilized interest rates following the most recent cuts in January 2025 have allowed for more consistent borrowing costs, improving construction financing conditions. Firms anticipate continued strong demand in sectors like healthcare, semiconductors, warehousing, and clean energy, where both public funding and private capital are driving new builds and facility upgrades. Furthermore, industry consolidation is expected to continue, with both strategic buyers and private equity pursuing M&A opportunities to gain geographic scale, workforce capabilities, and advanced prefabrication capacity. This consolidation trend is likely to drive valuation premiums for firms with a strong backlog, recurring service revenue, and an established reputation for quality and safety.

However, risks remain. Skilled labor availability is a persistent challenge, especially for field supervisors, pipefitters, and welders. Firms that invest in training, apprenticeships, and technology adoption will be better positioned to manage labor constraints while maintaining margin. Additionally, supply chain volatility and material inflation — though stabilizing — could resurface as global demand for building materials and energy infrastructure increases. Still, the industry outlook through the end of the year remains solid, supported by high demand in critical sectors, a robust project pipeline, and strong fundamentals for well-run mechanical contracting firms.

INDUSTRY TRENDS & UPDATES

INDUSTRY TRENDS



HEALTHY BACKLOGS DRIVEN BY INFRASTRUCTURE & MISSION CRITICAL CONSTRUCTION

Mechanical Contractors continue to benefit from infrastructure spending and private investment in mission-critical verticals such as healthcare, data centers, and life sciences facilities.



SUSTAINABILITY & ENERGY EFFICIENCY UPGRADES

Increasing demand for high-efficiency retrofits and ESG-focused building upgrades continue to drive growth.



ADVANCING TECHNOLOGY ADOPTION

Firms investing in BIM, prefabrication, project management software, and other digital capabilities are at the forefront of modern facility construction and refurbishment.




CONSTRAINED LABOR BENEFITS SCALED OPERATORS

As skilled labor remains tight, successful firms are investing in training and employee retention, with workers flocking to opportunities provided by larger firms.

VALUATION TRENDS

Investors in the MEP+ industry continue look for a combination of financial, operational, and strategic characteristics that indicate a resilient, scalable, and well-managed business. Recurring revenue, strong margin profiles, and retention of a highly-trained workforce are key attributes for a premium valuation.

	Premium Valuation 		
Revenue Mix	Less than 50% Recurring		Greater Than 70% Recurring
Revenue Growth	Less than 5%		Greater than 10%
EBITDA Margin	Less than 10%		Greater that 20%
Service Offering Mix	Single Service		Multiple Services, Single Source
Geography	Single Geography		Multiple States / Metro Areas
Labor Base	Significant Labor Unionization		Non-Union
Customer Concentration	Single Customer Greater than 50%		Less than 10% from Top Customer
Scalability	Limited Size & Scope		Large & Highly Scalable

PUBLIC & PRIVATE COMPARABLE COMPANIES

all \$ in MM

Company Name	Market Cap	Share Price	52-Week High	% 52-Week High	52-Week Low	% 52-Week Low	Enterprise Value	Valuation Data				
								TTM Revenue	EV / Revenue	TTM EBTDA	EV / EBITDA	TTM P / E
API Group	\$ 12,920.1	\$ 46.7	\$ 48.1	97.1%	\$ 30.76	151.7%	\$ 15,497.1	\$ 7,136.0	2.2x	\$ 852.0	18.2x	101.5x
Comfort Systems USA	16,869.5	478.2	553.1	86.5%	272.93	175.2%	16,942.9	7,321.7	2.3x	1,009.7	16.8x	28.7x
Emcor Group	21,119.5	471.9	545.3	86.5%	319.49	147.7%	21,180.3	15,001.2	1.4x	1,573.2	13.5x	20.9x
Johnson Controls International	66,706.3	101.4	102.4	99.0%	64.31	157.6%	77,124.3	21,261.0	3.6x	3,877.0	19.9x	27.0x
Limbach Holdings	1,490.5	128.1	136.0	94.2%	48.17	266.0%	1,500.4	532.9	2.8x	66.8	22.5x	45.9x
Overall Group High	66,706.26	478.23	553.09	99.0%	\$ 319.49	266.0%	\$ 77,124.3	\$ 21,261.0	3.6x	\$ 3,877.0	22.5x	101.5x
Overall Group Median	\$ 16,869.5	\$ 128.12	\$ 136.05	94.2%	\$ 64.31	157.6%	\$ 16,942.9	\$ 7,321.7	2.3x	\$ 1,009.7	18.2x	28.7x
Overall Group Mean	\$ 23,821.2	\$ 245.25	\$ 276.97	92.7%	\$ 147.13	179.7%	\$ 26,449.0	\$ 10,250.6	2.5x	\$ 1,475.7	18.2x	44.8x
Overall Group Low	1,490.5	46.67	48.08	86.5%	30.76	147.7%	\$ 1,500.4	\$ 532.9	1.4x	\$ 66.8	13.5x	20.9x



API Group Corporation has seen steady growth driven by a focus on safety and specialty services, including fire protection and HVAC systems. Recent strategic acquisitions have expanded its service offerings and geographic reach, positioning it well in the infrastructure and industrial sectors. Analysts maintain a positive outlook, citing API's diversified portfolio and consistent revenue streams as strengths.



Comfort Systems USA has benefited from the surge in data center construction, providing specialized HVAC solutions critical for cooling high-density computing environments. The company's modular delivery business accounts for 17% of operations, reflecting its adaptability to market demands. Analysts are optimistic and expect continued earnings growth into 2025.



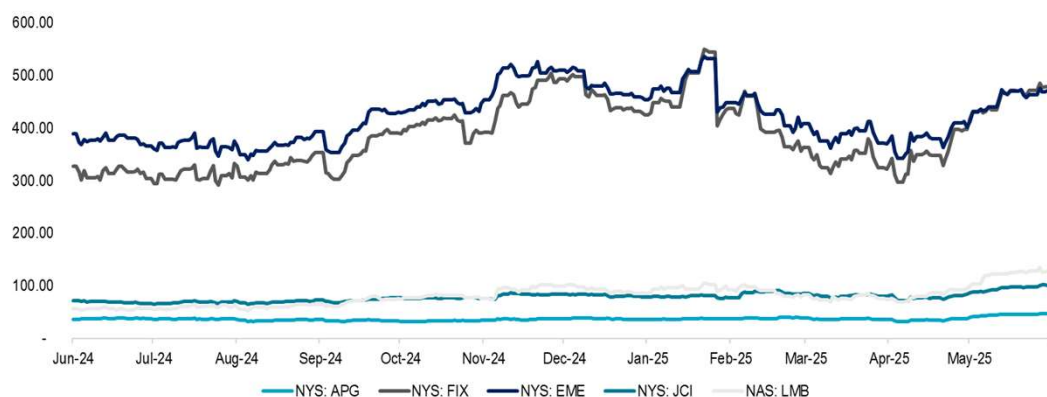
Emcor Group has outperformed peers, attributed to its diversified market presence and strong backlog in high-growth sectors like data centers and advanced manufacturing. The acquisition of Miller Electric has further enhanced its capabilities in the Southeastern U.S., aligning with the company's strategic expansion plans.



Johnson Controls International faces mixed sentiments, related to downgraded EPS forecasts and anticipated revenue declines. Industry analysts expect a rebound in 2025 driven by demand for energy-efficient building solutions.



Limbach Holdings Inc (LMB) has reported record gross profit and net income, focusing on owner-direct relationships and services for existing facilities. This strategic shift has led to increased demand across sectors like healthcare and data centers.



NOTABLE M&A ACTIVITY



has been acquired by



February 2025

MJ Mechanical, a provider of comprehensive mechanical services for general contractors and building owners based in Salt Lake City, UT, has been acquired by Kelso Industries, a portfolio company of Oxbow Equity Partners.

Over the last 12 months, Kelso has completed 11 add-on acquisitions as they focus on building the country's preferred mission critical service provider focused on HVAC, plumbing, electrical, and industrial services.

Financial terms were not disclosed.



MILLER ELECTRIC COMPANY
Powering the Possibilities

has been acquired by



February 2024

Miller Electric Company, based in Jacksonville, FL, is a provider of electrical contracting services serving high-growth areas across the Southeastern United States. The company designs, installs, maintains, upgrades, and replaces complex electrical systems and related technologies.

The company was acquired by Emcor Group for \$865 million in February 2025. The acquisition is expected to expand Emcor's capabilities through its suite of comprehensive, mission-critical services and bolster its presence in high-growth areas including data centers, manufacturing and healthcare.



has been acquired by



January 2025

Founded in 2001, Air Temp Mechanical is located in Central Connecticut. It provides energy services, HVAC/mechanical installation, maintenance and repairs, building controls, plumbing, and sheet metal fabrication.

This partnership expands PremiStar's footprint to 16 states, strengthening its commitment to customers in the manufacturing, education, technology, healthcare, commercial/industrial, and property management segments.

Premistar is a Partners Group portfolio company. Financial terms were not disclosed.



has been acquired by



February 2024

J & S Mechanical Contractors, founded in 1976 and based in West Jordan, UT, provides mechanical contracting services for government, industrial, institutional, and commercial projects. The company specializes in project management, construction, renovation, and installation of mechanical works, including plumbing, heating, and air-conditioning.

The company was acquired by Comfort Systems USA for \$120 million in February 2024 and is expected to increase Comfort System's commitment to the vibrant markets of the Intermountain West.

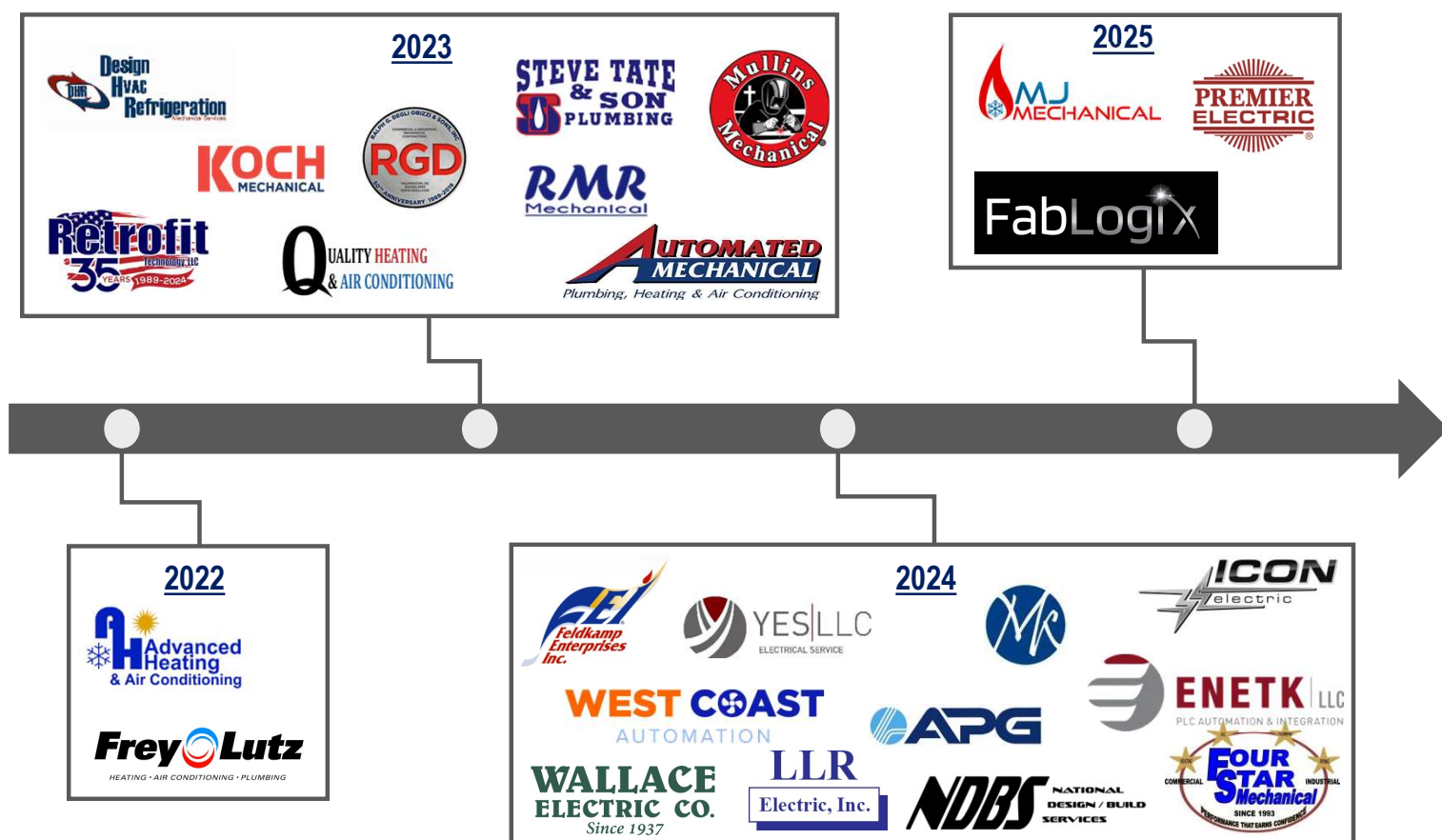


- Kelso Industries (“Kelso”) is a provider of HVACR, mechanical, industrial, plumbing, and electrical services throughout the United States.
- Kelso has expertise in service & maintenance, installation & retrofitting, modular and engineered solutions, and prefabrication services, customizing solutions for its industrial, commercial, and institutional customers.
- Kelso was founded in 1933 and headquartered in Draper UT



- Oxbow Equity Partners (“Oxbow”) was founded in 2021 and is focused on partnering with entrepreneurs to build businesses that provide essential services.
- Oxbow made its investment in Kelso 2021 and has continued to leverage it as an acquisition platform in the MEP+ industry.
- Since investing in Kelso in 2021, the business has made 25 add-on acquisitions across the United States.

M&A History Since Platform Acquisition



Transaction Overview

- On December 2, 2024, Limbach Holdings (**NYSE: LMB**) (“Limbach”) completed its acquisition of Consolidated Mechanical, Inc. (“CMI”).
- Limbach acquired CMI for total consideration of \$23.0 MM at closing in an all-cash deal, funded from cash-on-hand, and includes a performance based, contingent earnout totaling \$2.0 MM, potentially payable over 2026 – 2027.
- Total consideration paid by Limbach could reach \$25.0 MM if earn-out targets are achieved.

Target



Buyer



Transaction Structure	all cash
Enterprise Value	\$25.0 million
2025E EBITDA Multiple	6.3x
2025E Revenue Multiple	1.1x

CMI Overview

- CMI was established in 1984 to provide piping and mechanical support to local industrial clients in Western Kentucky.
- The company operates as a full-service mechanical contractor for industrial, power, and commercial markets, including piping fabrication, equipment installation, plumbing, and HVAC system installation.
- CMI provides a wide range of specialty mechanical services to a customer base across the US, as well as specializing in plant maintenance and support and providing a full-service ASME-certified UA fabrication facility.

Limbach Overview

- Limbach Holdings, founded in 1901 and headquartered in Warrendale, PA, is a commercial specialty contractor providing building infrastructure services.
- The company focuses on heating, ventilation, air conditioning, plumbing, electrical, and building controls for new and renovated buildings, maintenance services, energy retrofits, and equipment upgrades.
- Limbach has 1,400 employees and operates in two segments: General Contractor Relationships (GCR) and Owner Direct Relationships (ODR)

Limbach Strategic Rationale



The acquisition allows Limbach to expand its range of services to include CMI's expertise in mechanical, millwright, steel fabrication, plumbing construction, maintenance, and outage services for complex industrial systems.



CMI's presence in Kentucky, Illinois, and Michigan, and its satellite office in Western Michigan, expanded Limbach's geographic reach, allowing improved service to customers in those regions.



Limbach anticipates CMI to contribute significant revenue and EBITDA in 2025, further bolstering Limbach's financial performance going forward.

SELECT M&A TRANSACTIONS

Centerline Capital Partners identified 59 MEP+ and mechanical contracting services transactions that occurred from January 2024 through May 2025. Below are detailed descriptions of the identified transactions.



Date	Target (Seller)	Acquirer	Target Business Description
April 2025	Carolina Engineering Solutions	Salas O'Brien Engineers	Provider of integrated engineering services intended to serve education, healthcare, and government clients. The company offers services such as plumbing design, air flow measurement, process air flow design, comprehensive lighting, and power distribution design, thereby helping clients get their projects done smoothly.
April 2025	Harrington Air Conditioning	Cascade Services	Provider of HVAC (heating, ventilation, and air conditioning) services located in Florida, United States. The company offers air conditioning repair, installation, and maintenance, as well as heating and air quality services, ensuring customers save money and improve their overall health.
February 2025	MJ Mechanical	Kelso Industries	Provider of HVAC services, intended for general contractors and building owners seeking comprehensive mechanical system solutions. The company offers installation, maintenance, repair, and design-build assistance, enabling these markets to ensure optimal system performance and reliability in their building projects.
February 2025	Cincinnati Air Conditioning	Sure Mechanical, LLC	Provider of heating, ventilation, and air conditioning (HVAC) mechanical services based out of Cincinnati, Ohio. The company offers design and build engineering, building automation, process piping, indoor air quality services and temperature humidity control module, enabling their clients to receive preventative maintenance service agreements to protect and maintain their heating and cooling systems.
February 2025	Buffalo's Mechanical	Iron Mechanical, Inc.	Provider of commercial and industrial HVAC construction and maintenance services based in Campbell, California. The company offers installation, construction, and full-service maintenance packages for most HVAC systems.
February 2025	Stratus Systems	SubSplit Services Group	Provider of mechanical contracting services intended for delivering specialized piping solutions. The company offers high-purity piping installations, commercial and industrial piping services and exhaust systems, thereby enabling the construction and industrial markets to benefit from their mechanical systems.
February 2025	Entech Engineering	Maxwell Johanson Maher Architects	Provider of mechanical and electrical engineering services based in Brentwood, Tennessee. The company's services include electrical engineering services like power systems design and distribution, medium voltage design, emergency and standby power generation, lighting systems, and control design, lightning protection, plumbing services, fire and life safety services like fire alarm design, water supply analysis, and fire sprinkler design.
February 2025	Core Mechanical	Amalgam Capital	Operator of a full-service mechanical contractor firm intended to offer HVAC, plumbing, and piping services. The company offers a wide range of services including heating pumps, equipment replacement, rooftop units, sewer rodding and camera inspections, aquatherm piping, vibration analysis, and more, providing clients with services according to their needs.
January 2025	United Building Solutions	AE Industrial Partners	Operator of a holding company intended for the energy and mechanical construction industry. The company specializes in transforming building retrofit and construction companies into organizations with thriving service businesses focusing on improving their operations and service capabilities, thereby ensuring its clients optimize building systems and operations while improving energy efficiency and business performance.
January 2025	Air Temp Mechanical Services	PremiStar	Provider of heating, ventilation, and air conditioning (HVAC) contracting services intended for the corporate, education, and government sectors. The company specializes in the design, service, maintenance, and replacement of energy management systems for large tonnage chillers, rooftops, ductless systems, data centers, industrial boilers, and burners.
January 2025	Century Contractors	Comfort Systems USA	Provider of construction and related services intended for general manufacturing, pharmaceutical, renewable energy, non-industrial, and mission critical/data center. The company offers general construction, self-perform services, concrete installation, mechanical installation, pipe installation, steel erection, and equipment setting services with multi-craft self-perform capabilities, thereby ensuring lower costs and keeping projects on schedule.
December 2024	Chadwick Service Company	PremiStar	Provider of plumbing and HVAC services catering to commercial customers. The company offers maintenance, repair, and installation of heating and air conditioning systems, mechanical contracting, plumbing repairs, and emergency services, thereby providing access to energy inspections, audits and benchmarking in line with the industry standards.
December 2024	Consolidated Mechanical	Limbach Holdings	Provider of full-service mechanical contractor services intended to serve industrial, power, and commercial markets. The company offers piping fabrication and installation, precision installation of equipment, steel fabrication and erection, industrial and commercial plumbing, heating, ventilation, air conditioning system installation, plant maintenance and support.
November 2024	Kenyon & Partners	FirstCall Group	Provider of construction management and design-build services for public and private customers. The company offers a wide range of services such as low-bid projects and self-perform in the general, mechanical, and electrical trades, thereby offering unique senior leadership and construction expertise.

SELECT M&A TRANSACTIONS

Date	Target (Seller)	Acquirer	Target Business Description
November 2024	Math Mechanical	Paramount Mechanical	Provider of HVAC (Heating, Ventilation, and Air Conditioning), plumbing, and pipe services intended for industrial, commercial, and medical facilities across the Newport News, Norfolk, and Virginia Beach regions. The company specializes in medical gas systems and serves a diverse clientele, including medical and commercial institutions, thereby enabling its clients with quick, cost-effective solutions and custom preventative maintenance programs.
November 2024	First Finish	Shawmut Woodworking & Supply	Operator of a full-service general contractor company catering to the hospitality industry. The company offers construction, exterior and interior designing, mechanical and technical infrastructure upgrades, prototyping, rebranding, repositioning, new structures, spas and amenities projects, public space projects, material selection input and sourcing, thereby helping clients in the timely and on-budget delivering of their projects.
November 2024	MDA Engineering	Fishbeck	Operator of a mechanical and electrical engineering company intended to provide its clients with mechanical and electrical engineering services responsive to their needs through professional, quality, cost-effective, and innovative solutions. The company provides customized services for a wide variety of facilities and systems including new construction, building renovations and industrial process support, fire protection, plumbing, mechanical HVAC, electrical and low voltage systems design, master planning, and conceptual engineering, thereby helping clients to achieve their project goals while reducing associated costs involved.
November 2024	The State Group	Apollo Global Management	Provider of electrical, mechanical and civil contracting services intended for power generation, automotive, communications, metals and other industries. The company offers a comprehensive range of retrofit, maintenance, construction and multi-trade industrial and specialty services, thereby enabling its clients to focus on maintaining a tooling and equipment inventory to support their skilled workforce effectively.
November 2024	Hartwig Mechanical	Churchill Asset Management	Provider of mechanical services intended to optimize facility operations and maintenance. The company offers a full suite of services, including preventive maintenance, predictive maintenance, and turnkey facility management, enabling businesses of all sizes to achieve peak performance and minimize downtime.
November 2024	Tropic-Kool	Fidelity Building Services Group	Provider heating, ventilation, and air conditioning (HVAC) construction and maintenance services, intended to serve commercial industry. The company offers commercial air conditioner maintenance, HVAC testing, preventive maintenance, and automation services.
November 2024	Zaretsky Engineering Solutions	Ambient Enterprises	Provider of engineering solutions intended to serve design professionals, mechanical contractors, building owners and end users. The company's platform offers advanced engineering services such as building systems commissioning, HVAC systems balancing, and facility monitoring, thereby enabling industries like healthcare, education, and municipal sectors to optimize building performance and energy efficiency.
October 2024	DWC Mechanical	Alliance Group	Provider of heating, ventilation, and air conditioning (HVAC) services based in Amherst, New York. The company offers installation, maintenance, and designing services, enabling clients with customized services as per their needs.
October 2024	Kinetic Systems	BDT & Company	Provider of process and mechanical contracting services catering to microelectronic, solar, biopharmaceutical, data center, and research and development markets. The company specializes in the design and installation of process, mechanical, plumbing, and HVAC systems, enabling clients to focus on strategic issues while outsourcing planning, design, engineering, and plant construction of complex and tech facilities.
October 2024	Kisebach Consulting	NV5 Global	Provider of energy engineering and mission-critical building systems commissioning intended for data center facilities across the United States. The company specializes in data center mechanical systems and energy efficiency including HVAC, compressed air, process cooling and utility metering and monitoring enabling clients to optimize data center environments for traditional and AI data center applications.
October 2024	CFS Roofing Services	Reroof Partners	Provider of roofing services intended to serve residential and commercial industries. The company offers various services including mechanical services, repair, and maintenance, air conditioning, mechanical, AC repair, and installations, thereby helping industries with new construction, re-roofing, and sheet metal installation support.
October 2024	Atlantec Engineers	IMEG	Provider of engineering services intended for building and infrastructure projects. The company offers expertise in plumbing, mechanical, fire protection and electrical engineering, enabling clients to access comprehensive design solutions and professional support for various construction and renovation projects.
October 2024	Multatech Engineering	Lochmueller Group	Provider of architectural, construction and engineering services intended for transportation, utility infrastructure, land development, rail and water resources projects. The company offer services such as mechanical engineering, master planning, street and highway designing, construction analysis, project survey control, storm water pollution prevention plans and water line system modelling.
September 2024	Amphion (Charlotte)	Applied Technical Services	Provider of inspection and analytical engineering services based in Charlotte, North Carolina. The company offers a wide range of services such as mechanical integrity, facilities engineering, root cause failure analysis, failure modes and effect analysis, nondestructive testing, and predictive maintenance services enabling clients to analyze and solve complex problems resulting from the application of stress and strain in industrial process equipment.
September 2024	Fore-Front Mechanical	Cold Core Group	Operator of a mechanical contractor firm catering to the food and beverage, cold storage and logistics, pharmaceutical and healthcare industries. The company offers end-to-end, customized solutions across capabilities including stainless fabrication, process piping, HVAC, and plumbing to leading companies, thus providing clients with customized solutions across capabilities.

SELECT M&A TRANSACTIONS

Date	Target (Seller)	Acquirer	Target Business Description
September 2024	Mechanical Engineering & Construction	Coolsys	Provider of mechanical design and construction services intended for challenging institutional, commercial, industrial and government projects. The company offers BIM coordination, mechanical construction, start-up and commissioning, pre-construction, pre-fabrication, HVAC maintenance, emergency HVAC services, and HVAC installation and retrofit services, thereby providing tailored maintenance services to ensure the continued performance of the mechanical system well after the project is complete.
September 2024	AME (Fairfield)	Nordomatic	Operator of building automation solutions intended to specialize in HVAC and temperature controls. The company offers building automation, energy metering, gas metering, lighting controls, power metering, security and monitoring, estimating, installation, service and maintenance, and more.
September 2024	Harry Caswell	George & Lynch	Provider of plumbing mechanical and utility contractor serving Delaware and Maryland. The company offers a wide range of commercial and residential plumbing services, including gas system testing, installation and repair, grease trap installation and repair, backflow testing, pipe replacement and repair, toilet installation and repair, and plumbing fixture installation and repair along with residential fire protection, medical gas piping, sewer jetting and videos, hydro jet cleaning and vacuuming, video service, and utility services, such as sewer installation and repair, fire hydrant installation and repair, and water line installation and repair.
September 2024	Josko Services	Alpine Investors	Provider of general contracting and commercial services intended to provide appropriate fixes to clients. The company offers a wide range of services including general contracting, HVAC, plumbing contractor, electrical contractor, roofing contractor, duct cleaning, dryer vent cleaning, generators, lift stations, and emergency services, thereby helping clients with necessary installations and repair services.
September 2024	Damuth Trane	Trane	Provider of energy service solutions and HVAC equipment intended to serve building owners, consulting engineers and mechanical contractors. The company primarily offers energy and building performance services along with the distribution of HVAC and building solutions from 3rd party manufacturers, enabling clients to reduce the energy consumption of buildings and achieve significant energy savings.
September 2024	Kent Island Mechanical	Limbach Holdings	Provider of mechanical construction and HVAC services intended for all sizes in markets of healthcare, life sciences, information technology, federal, institutional, educational and hospitality industries. The company offers full-service mechanical contracting, including refrigeration and plumbing, cooling tower installation and replacements, system evaluations, sheet metal and ductwork installation, renovations/retrofits, equipment system upgrades and spec and temperature controls, thereby helping clients with design-assist, design-build, plan and spec for projects of all sizes.
July 2024	Greenville Mechanical	Ares Management	Provider of heating, air conditioning, and maintenance services intended to serve industrial plants, manufacturing facilities, healthcare and educational institutions, churches, and commercial/retail operations. The company specializes in mechanical installation, sheet metal fabrication, and piping services, ensuring that general contractors in Greenville receive timely service, lower overhead costs, and project efficiency.
June 2024	Smith-Boughan	Exigent Services	Provider of mechanical services catering to commercial, institutional, and industrial clients. The company offers design, fabrication, construction, and maintenance services, thereby providing clients with a one-stop shop for all their requirements.
June 2024	5 Seasons Mechanical	Thermal Concepts	Provider of mechanical contracting services intended to offer maintenance and installation services to commercial and industrial customers. The company offers air-conditioning equipment services with preventative maintenance programs, indoor air quality duct cleaning, equipment replacement, or retrofit services, enabling clients to make informed decisions on replacements and major repairs based on the report findings.
May 2024	Infinity MEP+S Consultants	DC Capital Partners	Provider of engineering services intended for commercial, industrial, oil and gas, higher education, healthcare and other mission-critical projects. The company offers a range of services such as mechanical, electrical, plumbing, fire protection, structural and other related services, enabling its clients to improve building efficiency and balance various aspects of design to maintain their budget efficiently.
May 2024	TriplePoint MEP	Stellex Capital Management	Provider of mechanical services intended for the commercial sector. The company offers electrical and plumbing (MEP) contracting services such as installation, maintenance, and fabrication.
May 2024	GAR Engineering	Ferguson	Provider of fire protection engineering services intended to serve the Concord region. The company offers plumbing, mechanical electrical design, fire suppression, environmental controls, alarm designs and evacuation planning services.
May 2024	Kennedy Mechanical	Alliance Group	Provider of mechanical contracting services intended for commercial and industrial clients. The company offers services for plumbing, Heating, Ventilation, Air Conditioning, fire protection, emergency repairs, and maintenance agreements, providing clients with tailored services and high-quality results.
May 2024	Rushing	IMEG	Provider of engineering and sustainability consulting services intended to serve its clients in various sectors. The firm offers tailored services to meet project requirements and has completed projects in different regions, including residential towers and transit stations, the services include mechanical, electrical, and plumbing engineering, sustainability consulting, energy services, lighting design, and commissioning.

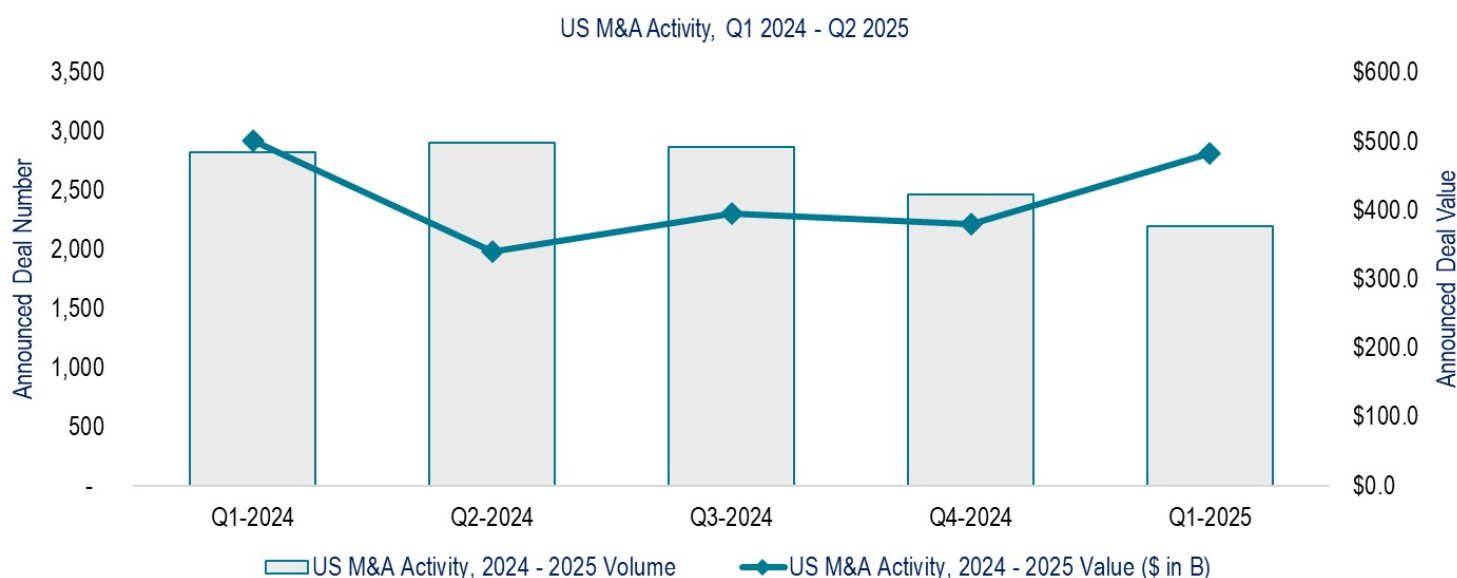
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Date	Target (Seller)	Acquirer	Target Business Description
May 2024	OJS Building Services	Mno-Bmadson	Provider of mechanical and building automation services for businesses, hospitals, schools, shopping centers, municipal buildings, swimming pools, and office buildings. The company offers subcontractor services in HVAC, Electrical, Plumbing, and Building Automation for all sizes of commercial buildings large and small.
May 2024	VO Brothers Mechanical	Undisclosed Buyer	Provider of plumbing services intended to serve the Ogden region. The company offers process water, water softeners, pump rooms, reverse osmosis, steam boilers and acid waste services.
April 2024	Donald F. Dickerson, Associates	Coffman Engineers	Provider of construction and engineering-related services catering to the building and construction industry. The Company specializes in mechanical, electrical, plumbing, life safety and fire protection services
April 2024	Pro Serv Industrial Contractors	HPI	Provider of mechanical construction and maintenance services intended to serve its clients in the power industry. The company provides its clients with piping, HRSG and boiler maintenance, fuel and ash handling, turn-key mechanical equipment installation, air pollution control system maintenance, and custom access platforms.
April 2024	Benoure Plumbing and Heating	Empowered Ventures	Provider of plumbing, heating and air conditioning services based in South Burlington, Vermont. The company offers round-the-clock commercial, residential and emergency construction such as ventilation and air quality maintenance, sheet metal fabrication, ductless mini-splits and heat pump design-build using energy-efficient systems.
March 2024	Performance Energy Services	Danos	Provider of construction services intended to serve onshore and offshore energy markets. The company offers fabrication, maintenance and industrial construction, mechanical and electrical construction services and specialty services.
March 2024	Crawford Mechanical Services	Quantum Industrial Solutions	Provider of construction services intended for the commercial and industrial sectors. The company's platform provides services such as plumbing, and specialty construction and maintenance services.
March 2024	D.A. Dodd	Undisclosed Buyer	Provider of industrial plumbing, cooling and heating services intended to serve healthcare, education, hospitality, commercial and manufacturing sectors. The company offers industrial process piping, mechanical system commissioning, multi-trade fabrication, spool drawings, coordination and clash detection services.
February 2024	Mercury Mechanical	PremiStar	Provider of HVAC, sheet metal, and piping contractor services for small to mid-size companies. The company's services include HVAC Construction, and maintenance services, thereby providing preventative maintenance.
February 2024	Cloud 9 Services	Wind River Environmental	Operator of plumbing and utility company intended for commercial, industrial and municipal sectors. The company offers commercial plumbing, drain cleaning, pipelining and pipe repair, thereby enabling its clients to have a clean and safe environment.
February 2024	J & S Mechanical Contractors	Comfort Systems USA	Provider of mechanical contracting services catering to government, industrial, institutional, and commercial projects. The company offers project management, construction, renovation, and installation of various mechanical works, including plumbing, heating, and air-conditioning.
January 2024	MIINC Mechanical Contractors	SubSplit Services Group	Provider of heating, ventilation, and air conditioning (HVAC) and plumbing mechanical system services intended to serve the commercial, institutional, industrial, and energy market segments. The company specializes in mechanical contracting and offers a broad spectrum of services from installation to full maintenance, troubleshooting, repair, replacement, piping pre-fabrication, process piping, equipment handling and more, thus providing its clients with mechanical system solutions with timely project completion at a fair price.
January 2024	Eberhard	Tecta America	Provider of construction management and roofing services intended to manage and deliver large small-scale projects for the business. The company offers services related to waterproofing, sheet metal, mechanical, specialty services, roof maintenance programs, and sustainability services, thereby assisting businesses in integrating solar power to decrease energy consumption costs and dependence on the grid.
January 2024	Skyline Engineering	AMA Group USA	Provider of engineering services intended for commercial office, high-rise residential, new building, retail, hospitality, institutional, and critical systems sectors. The company specializes in mechanical, electrical, plumbing, fire protection, and civil engineering as well as special inspection and concrete testing services, thereby resulting in improved project outcomes, reduced risks, and overall satisfaction.
January 2024	Kabran Air Conditioning & Heating	Cascade Services	Provider of HVAC (heating, ventilation, and air conditioning) services intended for both residential and commercial clients. The company's offerings include air conditioning and heating repair, installation, and maintenance, as well as indoor air quality solutions and a flexible maintenance plan, ensuring the customer's best interest is at the forefront of each job performed.
January 2024	Bates Mechanical	Interstate AC Service	Provider of plumbing services intended for commercial, business, and industrial clients. The company offers design and build, piping installation, water heater installation, pre-construction plumbing, vent piping, and remodeling services, enabling clients with on-time services at cost-effective prices.

In 2023 and 2024, the US economy benefited from a rare confluence of supportive fundamentals including strong income growth, resilient private sector balance sheets, expansive fiscal policy and notable gains in productivity. These forces helped position the US as a global growth leader and gradually fueled investor confidence with dealmaking activity rebounding in 2024 following two years of contraction.

2025 M&A activity showed early signs of continuing that improved trend, but has experienced a noticeable slowdown during the first five months of the year, with deal volume declining by approximately 30% compared to the same period in 2024. This downturn is attributed to a combination of economic, political, and regulatory factors that have collectively dampened corporate enthusiasm for dealmaking. Although the number of announced deals in Q1 did decrease year-over-year, the total aggregate deal value remained consistent at \$482 billion, compared to \$484 billion a year earlier. This trend has continued into Q2, with fewer deals but sustained high-value transactions. Private credit funds have also emerged as an alternative option to traditional corporate and private equity buyers, reshaping corporate lending and attracting significant investor interest. Should investor appetite for syndicated debt continue to weaken due to broader economic uncertainty, private credit funds could see significant deployment opportunities in both sponsor-backed and opportunistic lending.

Despite early challenges, the broader M&A market has shown signs of resilience. Goldman Sachs reported a 30% rise in large deals (over \$500 million) year-to-date, indicating a robust pipeline of deals coming to market. M&A professionals remain cautiously optimistic, anticipating a strong rebound in deal activity in the latter half of the year across industries and company size, contingent on economic stabilization and resolution of trade tensions. As we continue to navigate these choppy waters, opportunistic buyers are actively searching for high-quality assets that are often overlooked in a gloomy environment.



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