

Exclusively
for the
AEC Industry



EFCG

Rising Leaders Conference Agenda

February 25 – 26, 2027



WELCOME



RISING LEADERS CONFERENCE

February 25 – 26, 2027

ABOUT EFCG

EFCG is a global specialized mergers & acquisitions (M&A) advisor and management consultant to architecture, engineering, and consulting (AEC) firms. Our mission is to provide a strategic edge to AEC firms to advance the industry through our end-to-end, integrated solutions that support executive leaders with their most critical strategic and financial decisions.

For 35+ years and counting, we have served as a retained advisor to 550+ firms, developed an extensive proprietary database of financial and business metrics from our clients, held more than 125 executive conferences, and advised on 250+ M&A transactions. The relationships we have formed with the executive teams at every major AEC firm make us a valued and trusted advisor.

Management Consulting

550+

AEC Firms Advised

- Strategic Planning
- Corporate Financial Benchmarking
- Valuations
- Talent & Compensation
- Technology & Innovation
- Sustainability & ESG

Mergers & Acquisitions

250+

M&A Transactions Advised On

- Sell- & Buy-Side Assignments
- Capital Structure Analysis
- Corporate Divestitures & Tech Spinouts
- Strategic & Private Equity Partner Engagement
- Integration Planning
- Due Diligence & Market Studies

Executive Conferences

125+

Conferences Hosted

- Analysis on AEC Trends from EFCG's Proprietary Industry Database
- Perspectives from Subject Matter Experts and Industry Executives
- Invaluable Peer-Networking Opportunities

Advanced Data Analytics & Insights

EFCG has developed a comprehensive proprietary database exclusively for the industry

6

Annual
Surveys

8M+

Data Points
Every Year

500+

Database
Contributing Firms

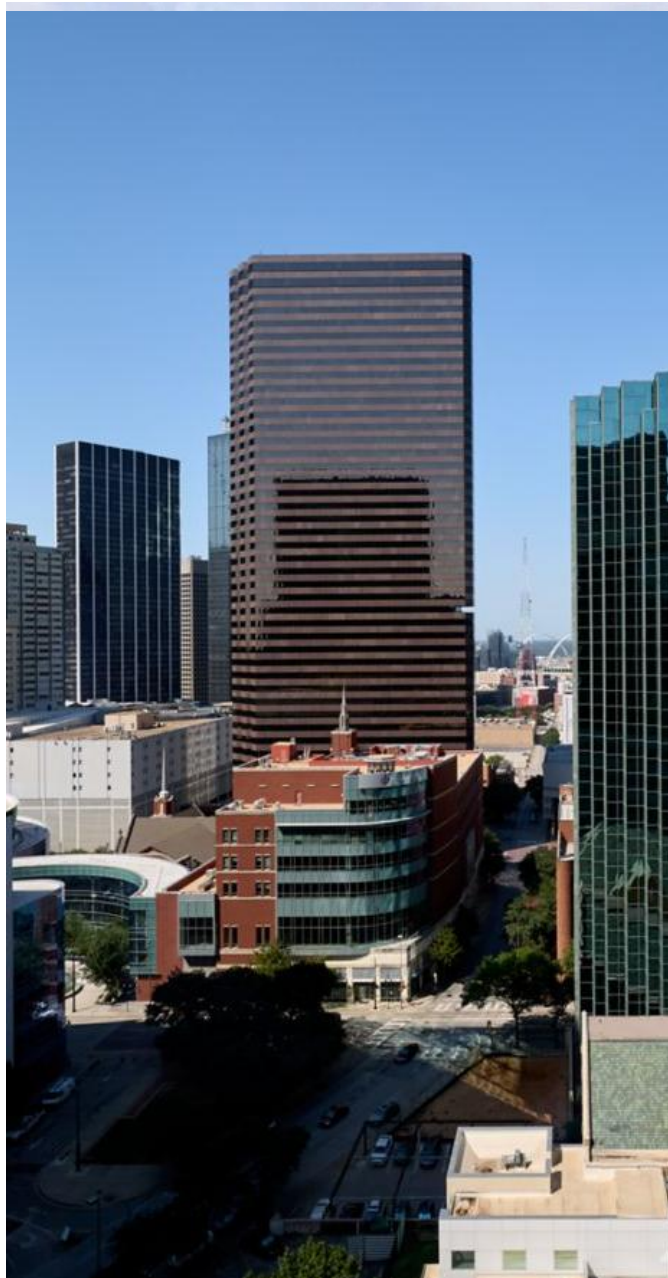
EFCG's Recent M&A Transactions

 a portfolio company of STERLING INVESTMENT PARTNERS has acquired EFCG served as advisor to Verdantas July 2026	 NEW MOUNTAIN CAPITAL has partnered with EFCG served as a financial advisor to New Mountain Capital July 2026	 a portfolio company of has acquired the Leak Detection and Repair (LDR) assets from a portfolio company of GI PARTNERS EFCG advised Alliance Technical Group May 2026	 a portfolio company of has acquired EFCG advised consertus April 2026	 partnered with EFCG advised Littlejohn & Co. March 2026	 has been acquired by EFCG served as the exclusive financial advisor to Olsson December 2025	 has acquired a portfolio company of EFCG served as co-advisor to Alliance Technical Group December 2025	 Has divested its digital procurement platform to EFCG provided advisory services to GHD November 2025	 has acquired EFCG provided advisory and valuation services to C20e November 2025	 A portfolio company of acquired the North American Transmission & Distribution engineering business of EFCG served as the financial advisor to Qualus October 2025
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ABOUT EFCG'S RISING LEADERS CONFERENCE

EFCG's Rising Leaders Conference brings together emerging leaders from across the AEC industry for two days of practical sessions, peer roundtables, and networking. Held at the JW Marriott Dallas Arts District, the conference is designed for professionals preparing for broader leadership roles who want to sharpen how they lead teams, understand the business, and see where the industry is heading.



The JW Marriott Dallas Arts District opened in 2023 in the heart of the Dallas Arts District, steps from the Dallas Museum of Art, the Nasher Sculpture Center, and the Meyerson Symphony Center. The hotel offers more than 20,000 square feet of meeting space.

[Replace photo with Dallas venue image]

Dates and Times

Thursday, February 25th 8:00 am – 7:30 pm CT
Friday, February 26th 8:00 am – 1:00 pm CT

Dress Code

Business casual

Conference Venue Information

THURSDAY AND FRIDAY

[JW Marriott Dallas Arts District](#)
800 North Harwood Street
Dallas, TX 75201

Travel to Airports

Dallas Fort Worth International Airport (DFW):

Car: 25–40 minutes

Train (DART Orange Line to Pearl/Arts District): about 50 minutes

Dallas Love Field (DAL):

Car: 15–20 minutes

Bus + Train (DART Love Link + Orange/Green Line): about 30 minutes

Photography and Press

Recordings and images from the event may be used for live or on-demand sessions, EFCG materials, or by other participating firms in their own promotions. If you prefer not to be recorded or photographed, please let EFCG know in writing at efcg@efcg.com. Press will be invited to the event and may publish articles on the event and its sessions.

Thursday, February 25, 2027

8:00 am – 7:30 pm CT

Breakfast and Registration

Conference Introductory Remarks

EFCG Industry Overview

Morning Coffee Social

Tech Strategy & AI Trends

State of the AEC Industry from Industry Leaders

Lunch

Evolution of AI in AEC: AI Enablement

Business Models & Moving Up the Value Chain

Concurrent Breakout Sessions

- Roundtable: Risk and Reward: The Risk Factors that Matter to AEC Firms
- Breakout A: Today's M&A Trends & Strategies

Roundtable Discussions by Expertise

- Leading in Corporate Roles: What's Changing and What's Next
- Leading in Client-Facing Roles: Setting Expectations, Building Trust

AEC Leadership Lessons Learned

The Day's Closing Remarks

Evening Networking Reception and Dinner

Friday, February 26, 2027

8:00 am – 1:00 pm CT

Breakfast and EFCG Q&A Corner

Introductory Remarks

Motivational Leadership: Effective Tools for Managing Teams (Panel)

Roundtable Discussions by Firm Size

Effective Team Management and Building Engineering Fundamentals in the Age of AI

Keynote: Impact Leadership Communication

Conference Closing Remarks

Farewell Lunch and Networking