

# Introduction to EFCG

M&A Services & Capabilities Overview

Winter 2024

# What We Do

**Our Mission:** Provide a data-driven and strategic edge to Architecture, Engineering, and Consulting (AEC) firms to advance the innovation, sustainability, and success of the industry.



## Who We Are

Founded in 1990, Environmental Financial Consulting Group (EFCG) is the leading advisor to Architecture, Engineering, and Consulting (AEC) firms

## What Differentiates EFCG

For 30+ years and counting, we have served as a retained advisor to 500+ firms, developed a proprietary database of financial and business metrics from our clients, held more than 100 executive conferences, and built personal relationships with the CEOs and key decision makers at every major AEC company and private equity firm investing in the AEC space

## Global Presence

International experience and distributed geographic presence of our team enables us to develop close ties with leading global AEC firms and investors

Each of Our Service Pillars is Powered by the Most Comprehensive Proprietary Database in the Industry

6

Annual Surveys

500+

Database Contributing Firms

1M+

Data Points Every Year

### Corporate Finance & Strategic Advisory

500+

AEC Firms Advised

- Strategic Planning
- Financial Benchmarking
- Valuations
- Talent Strategy
- Technology Practice
- Sustainability & ESG

### Mergers & Acquisitions Advisory

200+

M&A Transactions Advised On

- Sell-Side Engagements
- Preparation for sale and positioning check-ins
- Consultation on Capital Raises (minority and majority)
- Buy-Side Engagements
- Due diligence and market studies
- Pre- and Post-Merger Integration

### Leadership Conferences

100+

Conferences Hosted

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

# The EFCG Team

## Mergers & Acquisitions Team

## Technology & Advanced Analytics



**Jessica Barclay**  
*Managing Partner*



**Trevor Casey**  
*Senior Vice President*



**Emily Shaw**  
*Vice President*



**Clay Han**  
*Senior Analyst*



**Chien Lim**  
*Senior Analyst*



**Alexis Borg**  
*Analyst*



**Marcus Quigley**  
*Partner & Technology Practice Lead*



**Jay Margherio**  
*Vice President*



**Jackson Golden**  
*Vice President*

## Advisory Team



**Rebecca Zofnass**  
*Managing Partner*



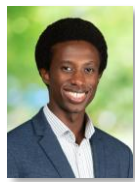
**Andreas Georgoulis**  
*Director of Sustainability & ESG*



**Vishal Menon**  
*Senior Associate*



**Ryan Del Grosso**  
*Associate*



**William Onyach**  
*Analyst*



**Ethan McCue**  
*Analyst*



**Addy Orcutt**  
*Analyst*

## Talent & Comp Strategy Team

## Conferences & Administrative Team



**Julie Hasiba**  
*Managing Partner*



**Dimitri Milionis**  
*Vice President*



**Renee Ring**  
*Chief Operating Officer*



**Bambi Caicedo Rogers**  
*Senior Conferences & Events Specialist*




**Kim Thieme**  
*Office Manager*

# Our Unique Capability Set

With end-to-end solutions, EFCG is the only firm that offers a complete list of services for the AEC Industry that effectively consolidate Management Consulting and Investment Banking capabilities.



EFCG Service Capabilities Comparison			
Service Capabilities	 EFCG	Investment Banking Firms	Management Consulting Firms
<i>Corporate &amp; Financial Strategic Planning</i>	✓		✓
<i>Peer Benchmarking Analyses For AEC Firms</i>	✓		
<i>Technology, Innovation, Talent, and ESG Strategy</i>	✓		✓
<i>AEC Technology Valuations, Divestitures, and Spin-offs</i>	✓		
<i>Firm Valuations &amp; Internal Ownership Transitions</i>	✓	✓	✓
<i>M&amp;A Sell-Side &amp; Buy-Side Representation</i>	✓	✓	
<i>M&amp;A Support Services</i>	✓	✓	✓
<i>Market Analyses &amp; Insights</i>	✓	✓	✓
<i>Pre-Merger Integration</i>	✓		
<i>Post-Merger Integration</i>	✓		✓
<i>Executive Leadership Conferences for AEC Firms</i>	✓		

*Over the past 30+ years, EFCG has worked with 500+ firms across the AEC industry to unlock business synergies, achieve their short-term and long-term objectives, and maximize shareholder value*

# Extensive Experience Advising AEC Firms

EFCG has consistently delivered exceptional results to founders and equity stakeholders, helping to meet their strategic and financial goals during ownership transitions.

## Sell-Side Services

Structured Sell-Side Processes

Recapitalizations & Private Equity Services

Corporate Divestitures & Technology Spinouts

Joint Ventures & Alliances

## Buy-Side Services

**Investment Screening:** Add your contact information, firm information, and acquisition criteria to our buyer database.

**Opportunistic:** EFCG will, from time to time, bring relevant companies that fit your acquisition criteria, if and as they come to us from various sources.

**Tactical:** Client will provide list of targets. EFCG and Client mutually agree on names. EFCG will reach out to targets to set up introductory meetings and advance the conversation.

**Full Scale (limited availability):** Understand your acquisition criteria and fully canvass the target landscape, nationally and/or globally, to create a robust list of relevant targets.

Pricing Varies by Tier

For M&A questions please contact: [Jessica Barclay | Managing Partner | M&A](mailto:jbarclay@efcg.com) | [Trevor Casey | SVP | M&A](mailto:tcasey@efcg.com) | [Emily Shaw | VP | M&A](mailto:eshaw@efcg.com)

## Recent M&A Transactions

sanborn  
hospital

has acquired the assets of

NUVIA  
DYNAMICS

EFCG advised  
The Sanborn Map Company

January 2024

Buy-Side  
Advisory

Alliance  
TECHNICAL GROUP

A portfolio company of

Morgan Stanley  
CAPITAL PARTNERS

has acquired

ORTECH

EFCG advised Alliance Technical Group

December 2023

Buy-Side  
Advisory

Trilon

A portfolio company of

ALPINE

has acquired

Facility Data Services

a subsidiary of

RAMBOLL

EFCG initiated the transaction  
and advised Ramboll

December 2023

Sell-Side  
Advisory

accenture

to acquire

ANSER  
ADVISORY

A portfolio company of

STERLING

EFCG advised Anser Advisory

June 2023

Sell-Side  
Advisory

ANSER  
ADVISORY

acquired

gafcon  
DIGITAL

EFCG initiated and advised  
Gafcon Digital

April 2023

Sell-Side  
Advisory

LITTLEJOHN & Co.

acquired

ARDURRA

EFCG advised Littlejohn & Co.

February 2023

Buy-Side  
Advisory

# How to Leverage EFCG for Additional Corporate Finance Services

## AEC Industry Overview

**EFCG’s AEC Industry Overview** is a comprehensive look at the latest trends and performance of the Architecture, Engineering, and Consulting Industry. Each year, EFCG collects proprietary financial and operational data from 300+ firms and analyzes that data so firms in the industry can make sense of how they compare on key metrics (ex: Growth, Profitability, Turnover) and understand what factors will play an increasingly important role in the future of the industry (ex: Technology, ESG, M&A). This document provides a true snapshot of what is happening in this space and offers critical questions that leadership teams can build into their conversations.

### AEC Industry Overview - \$8,000

To purchase the unredacted AEC Industry Overview please email Emily Shaw at [eshaw@efcg.com](mailto:eshaw@efcg.com)

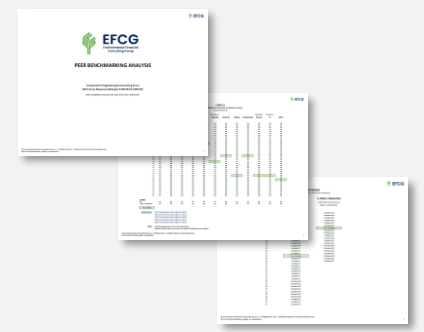


## Peer Benchmarking Analysis

**EFCG’s Peer Benchmarking Analysis / Market Study** compares an AEC firm to its peers across a variety of metrics, from profitability and revenue growth to business development, turnover, technology, sustainability, and overhead. We typically use at least two peer groups: one is the “primary peer group,” usually aimed at identifying a company’s closest competitors, whether by revenue size or market sector, and the second is the “alternative peer group,” which aims to identify firms which are similar to the target company, but perhaps in a different way, like customer sector or geographic location.

### Peer Benchmarking Analysis - \$50,000

To purchase a Peer Benchmarking Analysis please email Emily Shaw at [eshaw@efcg.com](mailto:eshaw@efcg.com)



## Quantitative Integration Analysis (QIA)

**EFCG’s Quantitative Integration Analysis (QIA)** helps clients understand post-merger integration as never before:

- Leverage millions of pre-existing data points to view your organization at any level of detail.
- Act on leading indicators of integration success – months ahead of conventional approaches.
- Measure and benchmark progress using EFCG’s proprietary "Integration Velocity" algorithms.
- Prove value creation and track progression toward operational and commercial goals.

### Quantitative Integration Analysis (QIA) - \$7,500 per month / \$15,000 per quarter

To inquire about the QIA please email Emily Shaw at [eshaw@efcg.com](mailto:eshaw@efcg.com)



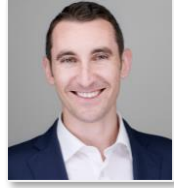
# Select Engagements

 has acquired the assets of  EFCG advised The Sanborn Map Company  January 2024	 to acquire  EFCG provided advisory and valuation services to Morrison Hershfeld  January 2024	 A portfolio company of Morgan Stanley CAPITAL PARTNERS has acquired  EFCG advised Alliance Technical Group  December 2023	 A portfolio company of ALPINE has acquired Facility Data Services a subsidiary of  EFCG initiated the transaction and advised Ramboll  December 2023	 to acquire  has acquired  A portfolio company of STERLING EFCG advised Anser Advisory  June 2023	 acquired  EFCG initiated and advised Gafcon Digital  April 2023	LITTLEJOHN & Co. acquired  EFCG advised Littlejohn & Co.  February 2023	 acquired  EFCG initiated the transaction and advised Alliance Technical Group  November 2022	 acquired  EFCG initiated and advised Carbonfund.org  October 2022	 acquired  EFCG advised Sanborn Map Company  September 2022
 acquired  EFCG initiated and advised Vertex  July 2022	 acquired  EFCG initiated and advised Stanley Consultants  April 2022	 acquired  EFCG initiated and advised GAI Consultants  April 2022	 acquired  the environmental consulting business of COMSTOCK Comstock Holding Companies, Inc. EFCG initiated and advised Comstock and Comstock Environmental  March 2022	 acquired  EFCG initiated the transaction and advised Milton Chazen Associates  March 2022	 acquired  EFCG initiated and advised Wang Engineering  January 2022	 has sold  to the WTS management team EFCG advised Wang Engineering  January 2022	 acquired  EFCG advised G-Logics  September 2021	 acquired  EFCG initiated and advised ARRG Consulting  August 2021	 Acquired a majority interest in  from  EFCG advised Braun Intertec and Agile Frameworks  April 2021
 acquired  EFCG initiated and advised Vertex  January 2021	 Powered by partnership acquired  EFCG initiated and advised The Chazen Companies  December 2020	 acquired  EFCG initiated and advised Sargent & Lundy  April 2020	 acquired  EFCG initiated and advised Prime AE  November 2019	 acquired  EFCG initiated and advised Calthorpe  May 2019	 Merged With  EFCG initiated and advised Wood & Berry  March 2019	 acquired  EFCG initiated and advised Ramboll  January 2019	 acquired  EFCG initiated and advised RW Black  September 2018	 acquired  EFCG initiated and advised PBW  May 2018	 acquired  EFCG advised First Reserve on due diligence issues  April 2018
 acquired  EFCG initiated and advised Power Engineers  January 2018	 acquired  EFCG advised Warren Advantage  January 2018	 sold an equity stake to  EFCG initiated and advised Woolpert  December 2017	 acquired  EFCG initiated and advised Joyce  November 2017	 acquired  EFCG initiated and advised LBG  August 2017	 acquired  EFCG initiated and advised Power Engineers  July 2017	 acquired  EFCG initiated and advised NMC  June 2017	 acquired  EFCG initiated and advised Quantum  December 2016	 acquired  EFCG initiated and advised ICA  December 2014	 EFCG initiated the sale of Summit  June 2016
 divestiture of EPC business to  EFCG initiated and advised Leidos  April 2016	 acquired  EFCG advised Bury  March 2016	 acquired  EFCG co-advised Coffey  February 2016	 divestiture of ATC division  EFCG advised Cardno  November 2015	 acquired  EFCG initiated and advised FST  October 2015	 acquired  EFCG advised CEI Architecture  August 2015	 acquired  EFCG advised David Evans & Associates  August 2015	 acquired  EFCG advised Greytone  November 2016	 acquired  EFCG initiated and advised Ramboll  December 2014	 acquired  EFCG advised Littlejohn on valuation  December 2014

# What Clients Say About EFCG

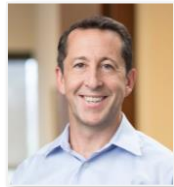
Our team's market knowledge, process expertise, and buyer relationships are key to driving successful outcomes.

## Client Testimonials



**Bryan Carruthers**  
CEO  


*"I'm grateful for the exceptional support and insight provided by the EFCG team during my tenure as CEO of Anser Advisory and our subsequent sale to Accenture. Their industry expertise, approach, and strategic thinking make them a valuable partner in our industry."*



**Mike Kaplan**  
Managing Director  


*"EFCG played a pivotal role in our successful investment in Ardurra. Their exceptional data, strong relationships, and deep knowledge of the AEC industry enabled us to stand out in the process and create the optimal outcome for all parties. We look forward to working more with EFCG to keep growing the impressive Ardurra platform."*



**Jim Haynes**  
President & CEO  


*"EFCG's integrated advisory and M&A capabilities provide the comprehensive, end-to-end resources that help POWER Engineers continue to succeed in a rapidly changing environment. We really appreciate and enjoy working with Rebecca, Jessica, Julie, and the entire EFCG team."*



**Yehudi "Gaf" Gaffen**  
Founder & Chairman  
of the Board  


*"The EFCG team was instrumental in ensuring our successful sale of Gafcon Digital. They provided the data, resources, and connectivity to help us find the best possible home for the Gafcon Digital team and structure a win-win outcome for all parties. We will continue to leverage EFCG's expertise and knowledge for potential M&A situations we will encounter."*



## Contact Us

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