



**Mechanical, Electrical & Plumbing (“MEP”) Services
M&A Update
Q2 2026**

CONTENTS

3	Global Deal Analytics
7	Valuation Multiples
10	Leading M&A Deals
13	Industry Trends
14	About R.L. Hulett
16	Selected Transactions
18	Our M&A Team

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MEP Services M&A Update Q2 2026

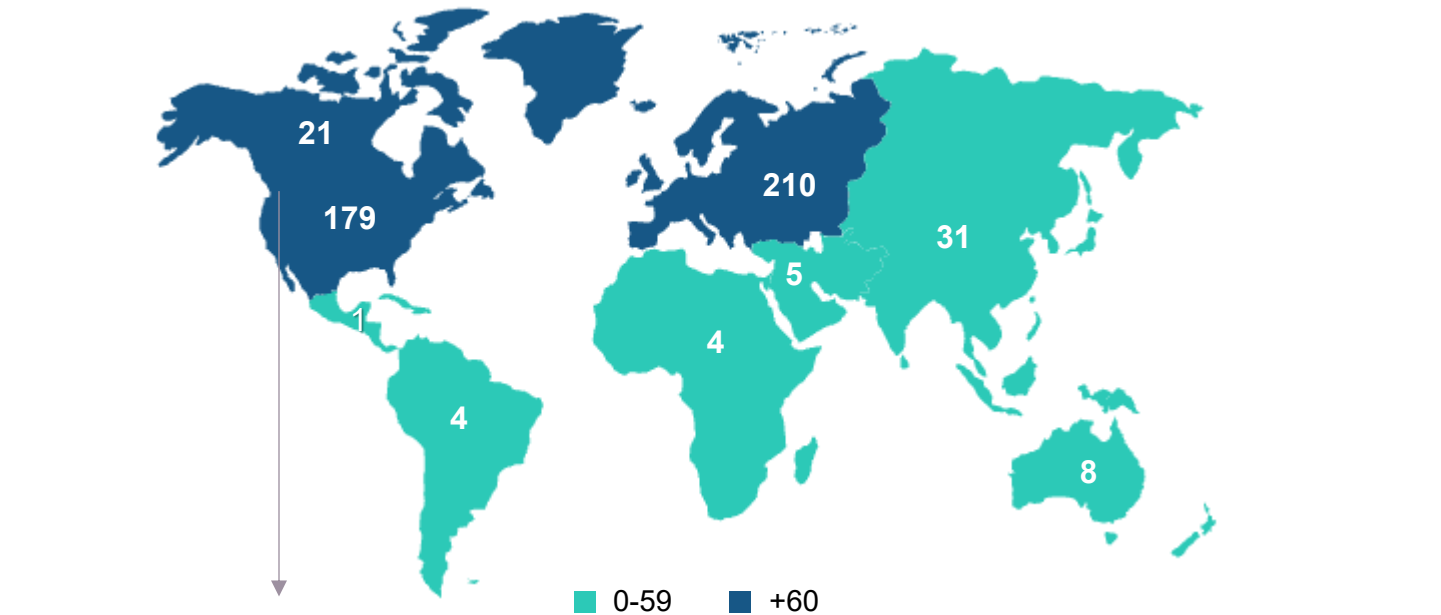
REPORT HIGHLIGHTS

- In Q2, the S&P 500 Construction & Engineering Industry Index increased by 27.7% and outperformed the S&P 500, which increased 14.0% over the same period.
- The median EV/EBITDA multiple for reported private equity deals in the MEP Services sector increased to 8.1x in 1H 2026 from 7.4x in 2025, and increased for strategic deals to 10.0x from 7.7x in the prior year.
- M&A deal volume in the sector increased 18.7% in Q2 to 463 deals from 390 in Q1, and decreased 3.7% from 481 deals in Q2 of the prior year.
- Europe was the most active region in Q2 with 210 deals in the MEP sector. Most notably in Europe was Engie's \$14.2 billion acquisition of UK Power Networks, a London provider of electricity distribution services, in May 2026.
- Total capital invested in M&A transactions increased 150.5% in Q2 to \$25.3B from \$10.1B in Q1 due primarily to a rise in the number of mega-sized deals (>\$1B) including the UK Power Networks deal mentioned above, while the largest deal reported in Q1 was WSP Global's \$3.3 billion acquisition of TRC Companies.



For more information on R.L. Hulett or this report please visit our website at rlhulett.com, call us at (314) 721-0607, or contact a professional listed on this page.

Of the 463 deals in the MEP Services sector in Q2, Europe was the most active with 210. A notable European deal in the quarter (in addition to the UK Power Networks deal mentioned on the previous page) was AF Gruppen’s \$85.8 million acquisition of Claxton Engineering Services, a United Kingdom provider of offshore engineering and decommissioning services. North America was the second most active with 200 transactions and all other regions combined for a total of 53 deals.



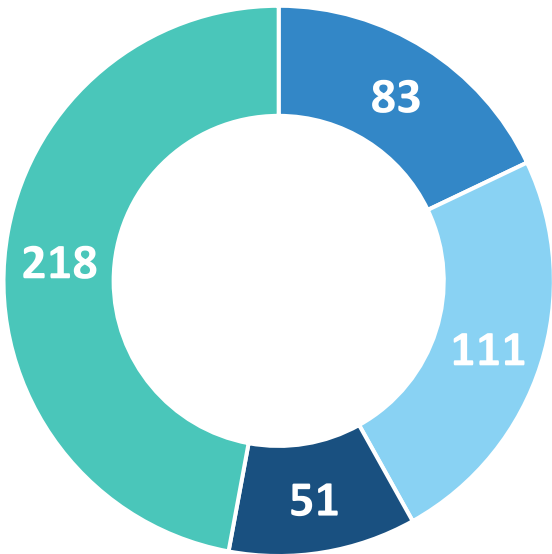
Canada:	21
United States:	179
Southeast:	52
Mid Atlantic:	30
South:	25
Great Lakes:	25
Others:	47

In the U.S. market, the Southeast region was the most active area with 52 deals, followed by the Mid Atlantic with 30. The South and Great Lakes regions saw 25 closed transactions each, respectively, and all other U.S. regions combined for a total of 47. A notable deal in the Southeast was Everus Construction Group’s \$158.0 million acquisition of S.E.&M. Constructors, a North Carolina-based full-service MEP contractor, in April 2026.

In Canada, 21 transactions closed in Q2, including Elevate Service Group’s \$540.0K acquisition of JJ&A Mechanical, a provider of plumbing, drainage, and heating and cooling repairs.

Of the 463 MEP Services deals in Q2, 111 were in the Electrical subsector, making it the most active from an M&A volume standpoint. The Mechanical and Plumbing subsectors recorded 83 and 51 closed transactions, respectively, and all other subsectors combined for a total of 218 deals in the quarter.

MEP Services
M&A Deal Volume by Subsector



■ Mechanical ■ Plumbing ■ Electrical ■ Other

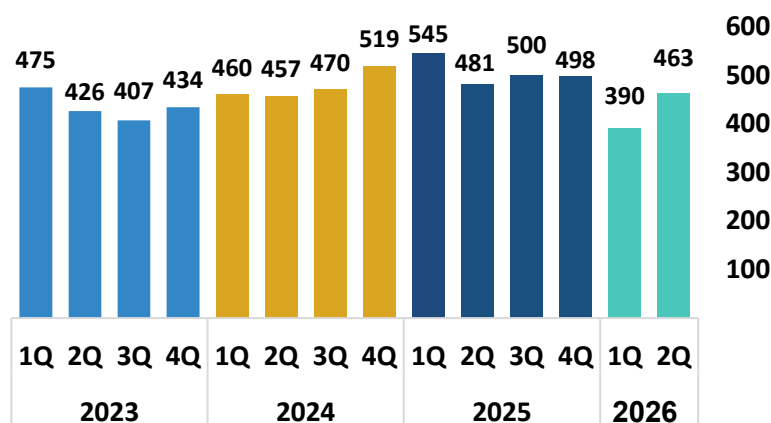


Deal volume in the MEP Services sector increased 18.7% in Q2 to 463 deals from 390 in Q1 2026, and decreased 3.7% from 481 deals in Q2 of the prior year. Q2 2026 reflects a partial rebound in deal activity following Q1's pullback, though volume remains below the same period last year. This was primarily due to rising material costs, a shortage of skilled trade labor, and softer commercial and industrial construction starts, which limited new subcontracting opportunities for MEP contractors.

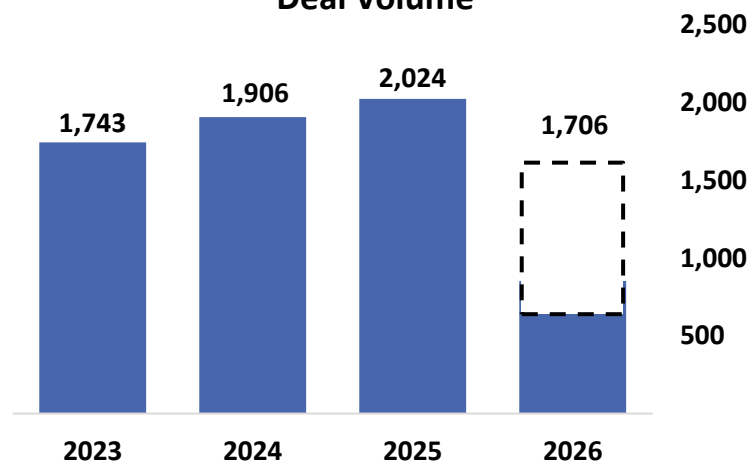
Based on 1H activity, annual deal volume is on pace to decrease 15.7% to 1,706 deals in 2026 from 2,024 in 2025. While Q1 was a softer start to 2026, Q2 saw a partial rebound in deal flow, with improving economic conditions, lower interest rates, and easing monetary policy providing some tailwind. However, elevated energy and project costs, ongoing labor constraints, and softer demand for mechanical, electrical, and plumbing contracting work, driven by a continued slowdown in commercial and industrial construction activity, may keep buyers cautious in their approach to M&A activity through the remainder of the year.

Total capital invested in M&A deals in the MEP Services sector increased 150.5% in Q2 to \$25.3B from \$10.1B in Q1, and increased 716.1% from \$3.1B in Q2 of the prior year. The increase from Q1 was primarily driven by a rise in mega-sized deals (>\$1B). Engie's \$14.2 billion acquisition of UK Power Networks was the largest deal in Q2, compared to WSP Global's \$3.3 billion acquisition of TRC Companies in Q1.

Deal Volume

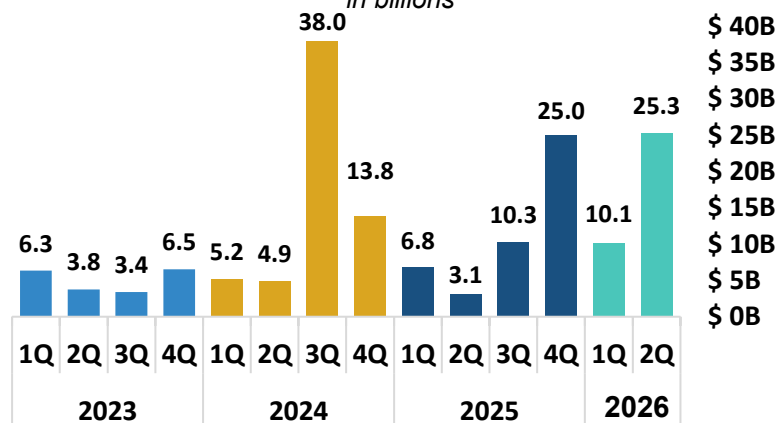


Deal Volume



Total Capital Invested

in billions

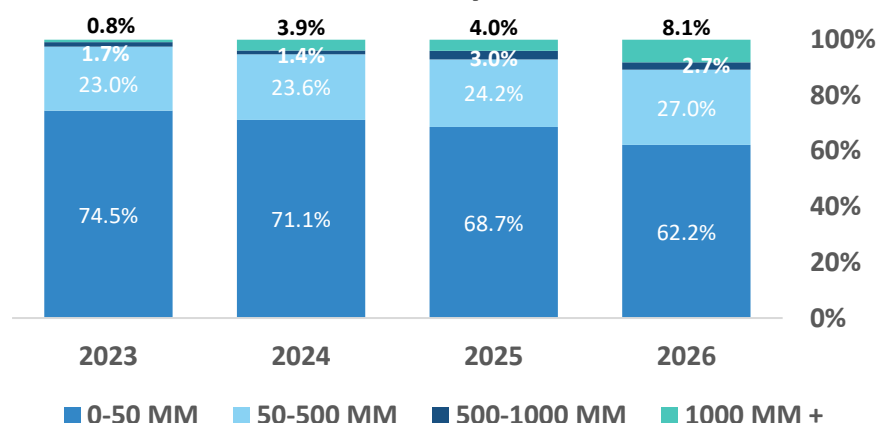


In 1H 2026, we generally saw a shift in mix towards larger-sized deals from the prior year. Specifically, the large cap segment (\$1,000+ MM) increased to 8.1% from 4.0% in the prior year. The upper middle (\$500 - \$1,000 MM) and lower middle (\$0 - \$50 MM) tranches of the market decreased to 2.7% and 62.2%, respectively, from 3.0% and 68.7% in 2025. The middle market (\$50 - \$500 MM) saw a meaningful uptick to 27.0% from 24.2% in the prior year.

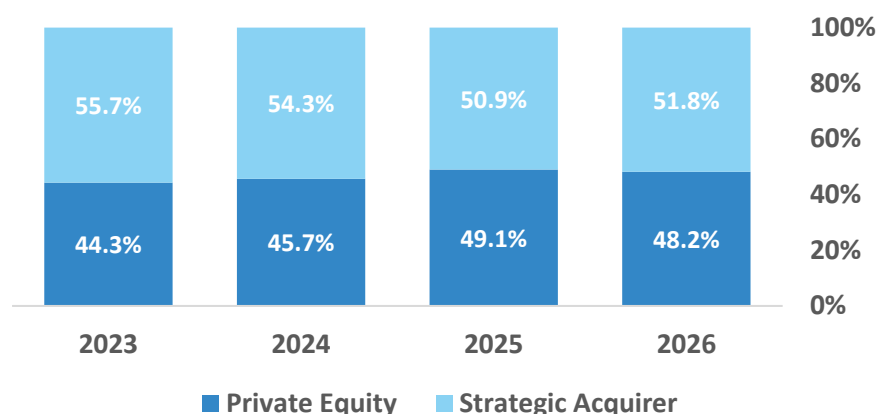
As a % of total deal volume, PE buyers trended slightly lower in 1H 2026 relative to strategic buyers, representing 48.2% of deal volume in the sector and down from 49.1% in 2025. 1H 2026 represents a pullback from the recent high in private equity deal volume share, though PE investors continue to maintain a meaningful presence in the MEP Services sector at small deal sizes.

Despite the overall increase in capital invested this quarter, PE investors' share of total capital invested decreased significantly in 1H 2026 to 7.3% from 53.9% in 2025. The decline in PE share was primarily due to a number of large strategic acquisitions such as Engie's \$14.2 billion acquisition of UK Power Networks combined with a shift toward smaller-sized PE deals, even as total capital grew substantially.

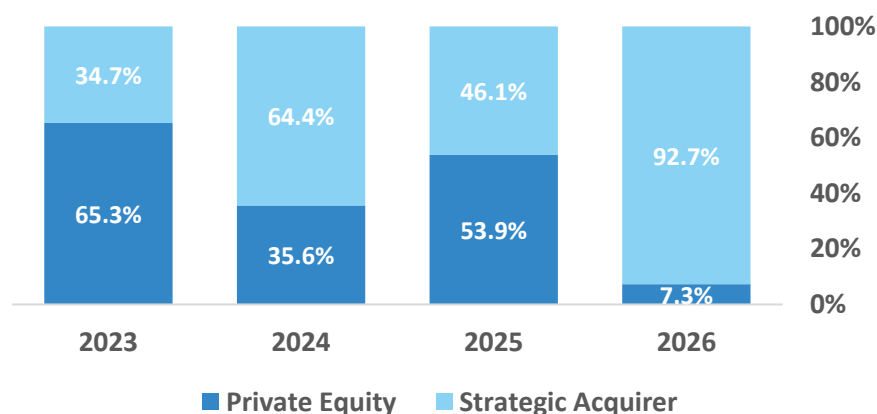
Deal Volume by Deal Size



Deal Volume by Acquirer



Total Capital Invested by Acquirer

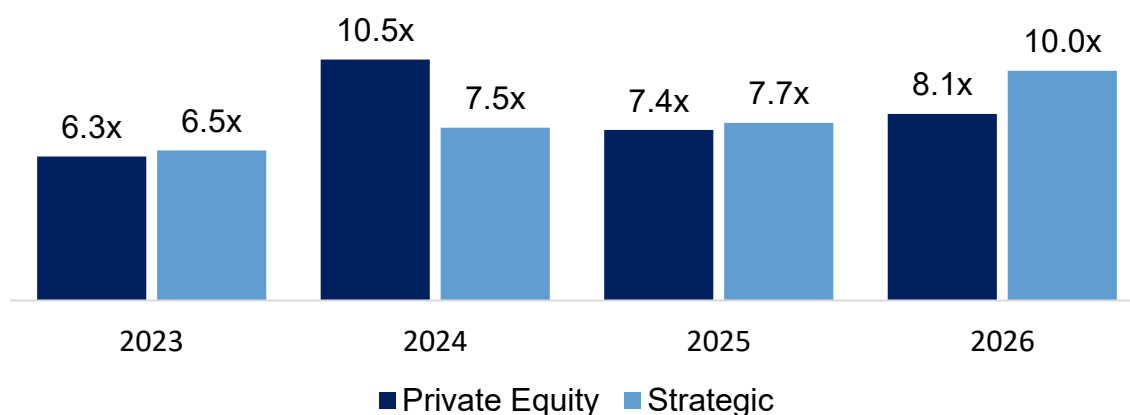


The median EV/EBITDA multiple for reported private equity deals in the MEP Services sector increased to 8.1x in 1H 2026 from 7.4x in 2025, and increased for strategic deals to 10.0x from 7.7x in the prior year.

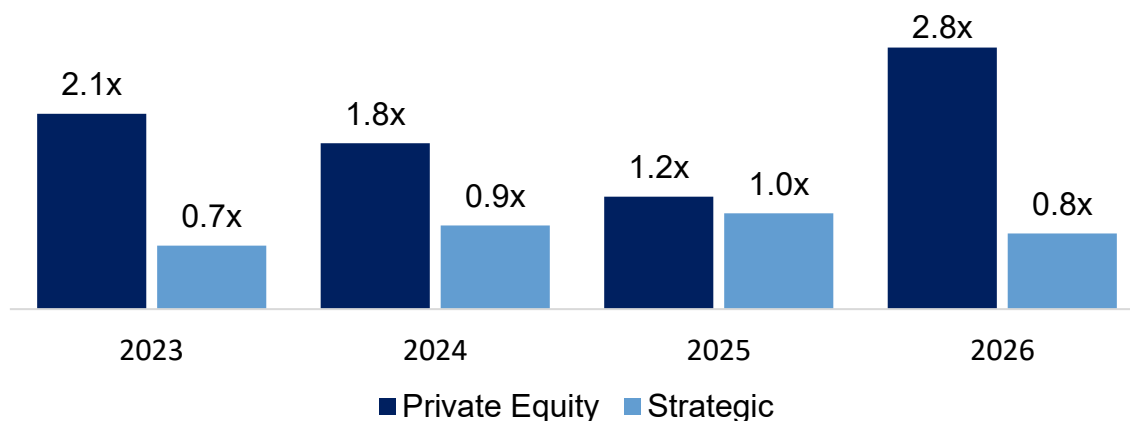
The median EV/Revenue multiple for reported private equity deals increased to 2.8x in 1H 2026 from 1.2x in 2025, but decreased for strategic deals to 0.8x from 1.0x in the prior year.

1H 2026 marks the highest reported median EV/EBITDA multiple for Strategic buyers over the last 4 years.

Reported EV/EBITDA Multiples



Reported EV/Revenue Multiples



Active Strategic Investors – MEP

Investor	2026 Investments	Select Targets
	2	 
	1	
	1	

Active Private Equity Investors – MEP

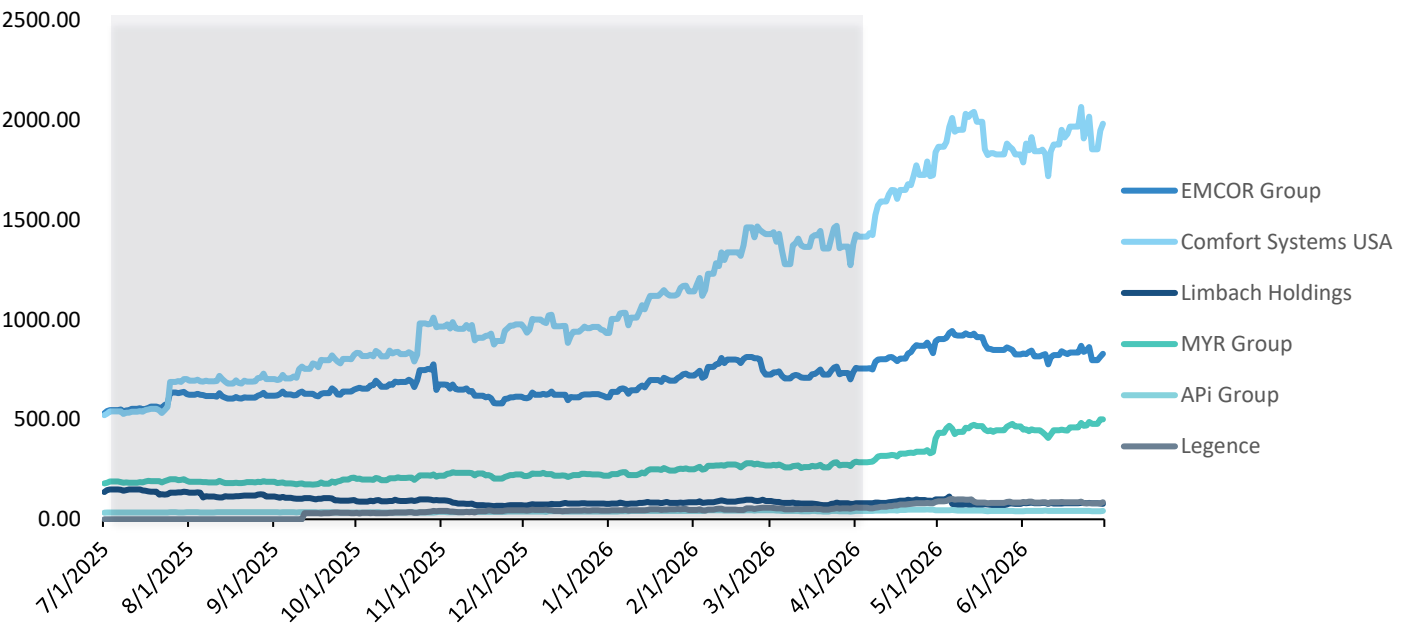
Investor	2026 Investments	Select Targets
	2	 
	2	 
	2	 

Largest Deals (Disclosed)

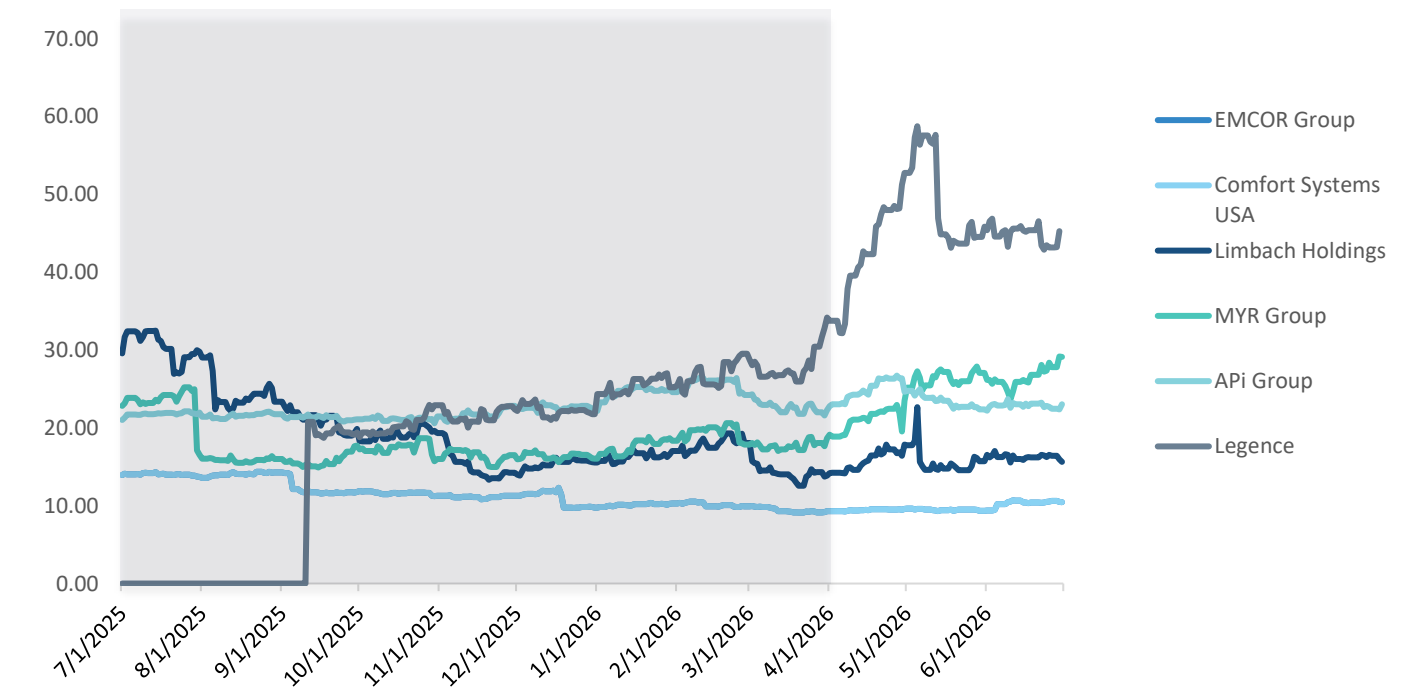
Deal Date	Company Name	Investor	Deal Type	Deal Size (\$mm)	EV		Target Business Description
					Revenue	EBITDA	
30-Jun-2026	PayneCrest Electric	Primoris Services	Merger/ Acquisition	\$ 422.0	1.17x		Provider of electrical systems integration, structured cabling, and low-voltage infrastructure services.
17-Jun-2026	Robinson Engineering	DJ&A	Buyout/ LBO	74.0			Provider of municipal engineering, water infrastructure, surveying, and construction management services.
15-Jun-2026	Van Elle Holdings	STRABAG UK	Merger/ Acquisition	78.9			Van Elle Holdings PLC is a provider of geotechnical engineering, piling, and ground engineering services.
11-Jun-2026	InstallatorGruppen	Undisclosed Investor	IPO	187.8			InstallatorGruppen AS is a provider of mechanical, electrical, plumbing, HVAC, and technical installation services.
29-May-2026	Brian Perry Civil	Vinci	Merger/ Acquisition	186.0			Provider of ground engineering, civil construction, and utility rehabilitation services.
29-May-2026	Fletcher Construction	VINCI Construction Holding	Merger/ Acquisition	315.6			Provider of civil engineering and infrastructure construction services.
29-May-2026	Sidus Space	Undisclosed Investor	PIPE	100.0			Sidus Space Inc is a provider of engineering, systems integration, and technology services for aerospace and defense applications.
21-May-2026	Claxton Engineering Services	AF Gruppen	Merger/ Acquisition	85.8			Provider of offshore engineering, marine foundations, and decommissioning services.
14-May-2026	TRI Pointe Homes	Sumitomo Forestry	Merger/ Acquisition	5,354.9	1.34x	15.36x	Tri Pointe Homes Inc is a provider of residential homebuilding and related financial services.
11-May-2026	UK Power Networks	Engie	Merger/ Acquisition	14,214.3			Provider of electricity distribution, network engineering, and energy infrastructure services.
05-May-2026	Grand Bahama Power Company	Bahamian Government	Merger/ Acquisition	280.0			Provider of electricity generation, transmission, distribution, and utility services.
04-May-2026	Jaiprakash Associates	Adani Group	Merger/ Acquisition	1,551.5	6.49x		Jaiprakash Associates Ltd is a provider of civil engineering, EPC, and infrastructure construction services.
04-May-2026	Sierra Platform	Altas Partners	Buyout/ LBO	220.0	2.20x	11.00x	Provider of plumbing, HVAC, and mechanical maintenance services.
04-May-2026	United Homes Group	Stanley Martin Homes	Merger/ Acquisition	217.0	0.47x	71.32x	United Homes Group Inc is a provider of residential homebuilding and community development services.
01-May-2026	C.C. Carlton Industries	AIAI Holdings	Merger/ Acquisition	331.0			Provider of site development, utility installation, and water infrastructure construction services.
01-May-2026	Reliant Asset Management	Sunbelt Rentals Holdings	Merger/ Acquisition	650.0			Provider of modular buildings, workforce housing, and temporary facility solutions.
Mean				1,516.8	2.33x	32.56x	
Median				250.0	1.34x	15.36x	
High				14,214.3	6.49x	71.32x	
Low				74.0	0.47x	11.00x	

Target	Investor	Driver	Deal Synopsis
		Merger/ Acquisition	Engie acquired UK Power Networks, a London-based operator of regulated electricity distribution networks across England, for approximately \$14.2 billion. The acquisition expands Engie's regulated infrastructure footprint and strengthens its position in stable, cash-generative utility assets.
		Merger/ Acquisition	Primoris Services Corporation acquired PayneCrest Electric, a Saint Louis-based provider of electrical and communications contracting services, for approximately \$422 million. The acquisition expands Primoris's specialty contracting footprint in the electrical and communications infrastructure space, supporting its strategy of growth through targeted, regionally-anchored acquisitions.
		Merger/ Acquisition	Adani Group acquired Jaiprakash Associates, an Indian conglomerate operating across construction, cement, hospitality, real estate, and power, for approximately \$1.6 billion. The acquisition strengthens Adani's diversified infrastructure holdings and expands its footprint in India's construction and cement markets.
		Merger/ Acquisition	Sunbelt Rentals Holdings acquired Reliant Asset Management, a provider of modular space services serving the energy, education, and healthcare sectors, for approximately \$650.0 million. The deal broadens Sunbelt's modular and specialty rental offerings and extends its reach into energy, education, and healthcare end markets.

Stock Price

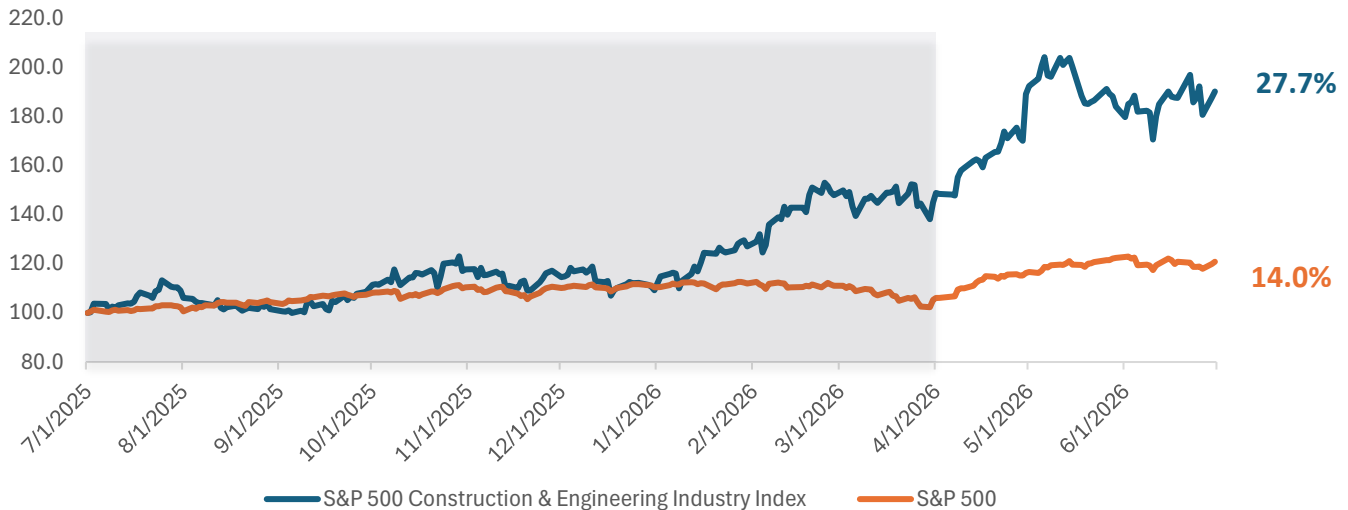


EV/EBITDA



Index Performance

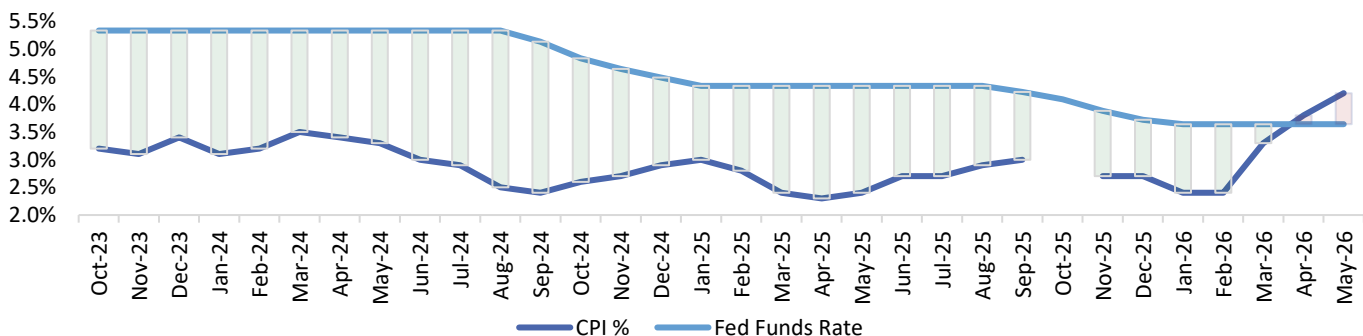
In Q2, the S&P 500 Construction & Engineering Industry Index increased by 27.7%, outperforming the S&P 500 which saw a 14.0% increase over the same period.



Key External Drivers

Broader market conditions in Q2 2026 provided a supportive backdrop for M&A activity, with improving investor risk appetite and easing volatility sustaining deal financing and buyer confidence. Aging power and energy infrastructure, strained by rising data center capacity needs, is driving sustained investment in electrical upgrades and grid modernization, reinforcing demand for MEP service providers. This stability, alongside continued access to capital, supported strategic and PE buyers pursuing roll-up and consolidation strategies in the sector.

The bigger story this quarter was the Fed itself. Kevin Warsh was sworn in as Chair on May 22, succeeding Jerome Powell, who is staying on the board in an unusual move for a former chair. Warsh's first meeting at the helm, on June 17, held rates steady at 3.50%–3.75% for a fourth straight meeting, but the tone turned hawkish: the committee erased its one remaining projected cut for the year and pushed easing out to 2027-2028, with several members now penciling in a hike instead. The catalyst was inflation: May CPI hit 4.2% year-over-year, a three-year high, driven largely by the energy and commodity disruption from the Iran war, which sent Brent crude above \$100/barrel at its peak before easing back by late June as hostilities cooled. The Strait of Hormuz remains a flashpoint given its role in roughly 27% of global seaborne oil trade, so renewed escalation is a real tail risk heading into Q3.



Note: The U.S. Bureau of Labor Statistics did not publish an official CPI reading for October 2025 due to the federal government shutdown, which disrupted data collection. As a result, no official year-over-year CPI figure is available for that month.

Emerging Trends in the MEP Services Sector



Liquid Cooling & AI-Dense Thermal Design

Specialized MEP Services capabilities command premium positioning

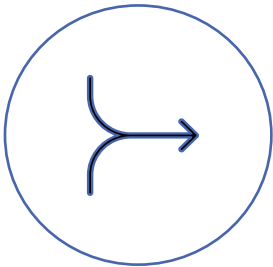
Data centers transitioning to liquid-cooled systems at scale are transforming MEP engineering into high-value specialization. Precision cooling architecture, heat-recovery integration, and modular thermal systems anchor competitiveness as hyperscalers prioritize density and grid resilience. Contractors with proven liquid-cooling expertise and ability to replicate validated designs globally are capturing outsized deal flow and higher margins.



Manufacturing-Model Prefabrication Transformation

Factory discipline replaces traditional contracting workflows

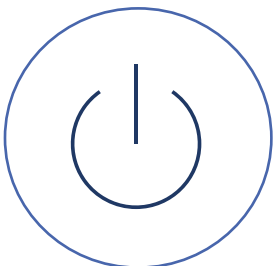
Leading MEP contractors are institutionalizing prefabrication as a standardized production operating system, not a project-specific tactic. Real-time shop metrics, BIM-to-fabrication automation, and throughput-focused asset management are yielding 70% plus self-perform rates and measurably faster delivery cycles. Buyers increasingly favor platforms that operate like manufacturers with repeatable processes, predictable costs, and validated supply chains over traditional estimating-to-bid models.



Integrated MEP Single-Accountability Consolidation

Bundled contracts reduce coordination risk and change orders

Building owners are consolidating mechanical, electrical, and plumbing scopes under singular prime contractors to achieve end-to-end accountability. Integrated MEP platforms command premiums as they compress change-order frequency and deliver common-data environments that reduce coordination gaps. This bundling trend is accelerating M&A among mid-market MEP firms seeking scale and integrated delivery.



Aging Power Infrastructure & Data Center Capacity

Grid upgrades and on-site power are the gating constraint on data center growth

Data center demand is outpacing aging transmission, substation, and distribution capacity, pushing utilities and hyperscalers into large-scale upgrade programs. MEP Services firms with medium- and high-voltage electrical, switchgear, and on-site generation capabilities are winning multi-year power delivery scopes. Buyers are paying up for platforms that can execute grid interconnection and behind-the-meter power work at data center scale.



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Investment Bankers for the Middle Market

About

R.L. Hulett is a middle-market investment bank based in St. Louis, Missouri, providing M&A and financial advisory services to middle-market companies. Since its founding in 1981, the firm has advised in over 300 transactions in a variety of industries including Industrial Services, Food & Consumer, Packaging, Business Services, Transportation & Logistics, Environmental Services and Software/Tech-Enabled Services. The firm has an experienced team of M&A advisors consisting of former business owners, seasoned corporate executives, professional service firm partners, CPAs and MBAs. Our ability to deliver customized solutions to meet or exceed our clients' expectations is what sets us apart from our competitors.

Our Clients

\$10 - 250MM
Revenue

\$2 - 20MM
EBITDA

Middle Market
Privately
Owned

Industries Served



MEP
Services



Environmental
Services



Plastics &
Packaging



Food &
Consumer



T&L



Tech-Enabled
Services



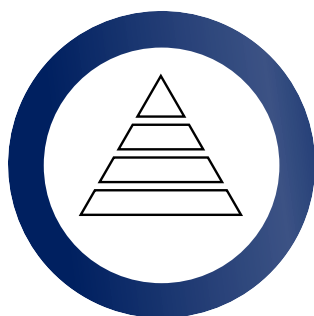
Sell-Side Advisory: Sell your business

Sell your business for the highest price and for the best terms. At R.L. Hulett, communicating the value of your business to targeted buyers and finding the best fit for your team is our forte. We strive to maintain your company's culture and heritage even as you transition out of your business.



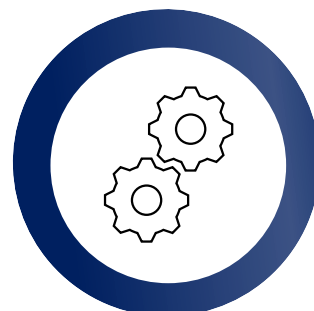
Buy-Side Advisory: Buy a business

Searching for acquisition targets can be a challenging and time-consuming task when trying to run your own business at the same time. Navigating the risks and pitfalls in negotiating valuation and deal structure can also be a daunting task for many business owners. Let our team help you minimize your risk and reduce time wasting efforts with our decades of experience in advising in both buy and sell-side M&A transactions. We utilize industry-leading M&A databases to scout for opportunities and pre-screen for "real" actionable targets so you can stay focused on what matters.



Capital Raise: Gain financial support

With nearly 40 years of experience in middle-market M&A advisory, we know how to package up your deal and put you in front of the right kind of investors who have the capital and the industry expertise you need to grow your business. Our team will develop a go-to-market strategy and advise on deal structure, valuation, due diligence and transition issues. Whether you are seeking capital for growth or trying to buy out other shareholders, we have the tools, expertise, and experience to execute a strategic process and find the optimal outcome to meet your objectives.



Restructuring: reorganization of your business

In today's uncertain economic times, more and more companies are finding themselves in unfamiliar, and unwanted, positions. Many business owners are hoping recovery is just around the corner; however, proactive measures are often required to maximize the remaining value of the business. Our team can aid banking institutions with workout situations by implementing internal controls over cash management and performing on-going cash flow modeling for their clients. We can also help business owners avoid having trouble making payments on their debts and avoid the cumbersome and low-value asset liquidation process.

Below are two recent transactions facilitated by R.L. Hulett, showcasing our expertise in the MEP Services sector. Each transaction exemplifies our commitment to delivering exceptional value and strategic growth for our clients.



has been acquired by



The Seller: Founded in Olympia, Washington in 2000, Blue Mountain Mechanical has been a trusted provider of HVAC and mechanical contracting services, specializing in design-build, retrofitting, and service solutions for public and private sector clients for 25 years. Owners Steve Watson and Cody Sharp were seeking a buyer that could provide a combination of liquidity, resources and expertise needed to scale BMM's operations while continuing to support its longstanding quality of service and customer relations.

The Buyer: Founded in 2015 by Ross Porter and Alex de Pyffer, Heritage Holding is a Boston-based private investment firm. Heritage is currently investing out of a \$220MM institutional fund and has made 35+ acquisitions across 11 Platform Companies to date. The Heritage Holding HVAC/Mechanical Group is building a nationwide platform of HVAC, mechanical, plumbing and electrical providers across the U.S.

Transaction Rationale: With the acquisition of Blue Mountain Mechanical, Heritage Holding expands its nationwide HVAC and mechanical platform, adds a strong base of recurring service revenue, and enhances its strategic position through deep relationships across public and private sector clients.



has been acquired by



The Seller: After more than 30 years as a business owner, Larry Glaenzer, GEI Founder & CEO, was seeking retirement and sought a buyer that could provide a combination of liquidity, resources and expertise needed to successfully transition GEI to the next level. Larry engaged R.L. Hulett to represent GEI in a sale process to find the ideal suitor. Of particular importance to Larry was a buyer that would be a good custodian of the brand and culture he had built, while continuing to support GEI's longstanding commitment to customer service and project execution. Heritage Holding emerged as the ideal buyer, with an existing platform in the MEP contracting space. Heritage brought a number of intangibles to the table that would be very helpful to GEI including a Midwest presence with another one of its divisions in Airco located 30 minutes away, that had management infrastructure that could be very complementary to help with the transition and facilitate Larry's retirement.

Transaction Rationale: The Heritage Holding Group is building a nationwide platform of HVAC, mechanical, plumbing and electrical providers across the nation. Glaenzer Electric represents Heritage's first investment in the electrical contracting services space. Heritage has a proven track record of partnering with essential service providers and supporting leadership transitions in businesses with strong reputations and deep customer relationships. The firm remains committed to building lasting value by empowering management teams and investing in the next phase of growth.

Selected Transactions

Over the years, R.L. Hulett has completed hundreds of transactions in a wide variety of industries. Below are several representative transactions highlighting the firm's experience in the Industrial Services sector. Please note that this list is not comprehensive.



have been acquired by



a portfolio company of



has sold substantially
all of its assets to



has been acquired by



inventive-group

has been recapitalized
by



has sold substantially
all of its assets to



has been acquired by





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Managing Director
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Mr. Hulett has led M&A transactions in a variety of industries including manufacturing/industrial, software development/IT, business services and value-added distribution for over 15 years. Prior to joining the firm, he held senior level accounting and financial management positions in both public accounting and large corporations. Mr. Hulett began his career as a Certified Public Accountant with MPP&W, a St. Louis-based public accounting firm specializing in middle market companies. He then held various management positions in internal audit and corporate accounting with a Fortune 1000 industrial manufacturing company and also spent nine years with Enterprise Rent-A-Car Company as a department manager in the Corporate Accounting group. Mr. Hulett holds his Series 62, 63 and 79 securities registration. Mr. Hulett earned a Bachelor's Degree in Accounting from the University of Missouri - Columbia.



Jim Goebel
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Mr. Goebel has spent most of his career as an owner/operator of several successful businesses in the technology and distribution space. He was the sole founder of a cloud software/VoIP company built from scratch, scaled, and eventually acquired by Private Equity. He has been on both sides of the M&A table, leading myriad acquisitions and drove and oversaw several successful exits. He has extensive experience working with banking, private equity, deal structure, corporate finance and capital structure, and post deal company assimilations. Mr. Goebel has served on several industry as well as community nonprofit boards in both financial and advisory capacities. He holds a Bachelor's Degree from the University of Southern Indiana in Evansville, Indiana.



Christopher Riley
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Mr. Riley has owned, operated, and sold multiple businesses spanning five decades in the technology, fabrication, hospitality, real estate, social media, financial services, automotive, private equity and business services industries. He owns multiple companies, United Cutwater and Cutwater Advisory Partners, that focus on identifying, funding, growing, and exiting businesses at their Optimum Value. Prior to joining the firm, he worked in New York in the investment banking industry for 10 years. He began his career with American Express as an Estate and Tax Planning Specialist. With degrees in Finance and Philosophy and a Master's in Organizational Psychology, Chris was educated at Santa Clara University, the London School of Economics and the Harvard Business School. Chris is Series 79 and Series 63 licensed, has seven board certifications in cyber intelligence, and is a licensed forensic investigator.



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Mr. Kugelman provides analytical support for senior-level deal managers and prepares confidential memorandums, financial models and industry research reports. He graduated from The University of Missouri with a Bachelor of Science degree in Finance from The Trulaske College of Business. Prior to joining the firm, Dax worked as a financial planning intern for Haribo of America, where he developed an automated sales report, utilized data to create an updated price costing model, and converted their outsourced payroll ledger to a more accurate format. During his time at the University of Missouri - Columbia, Dax was involved with the Financial Planning Association and the University of Missouri Investment Group.



Lynda Hulett
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Mrs. Hulett leads the firm's marketing, administrative and communication efforts. She maintains the firm's proprietary CRM database, manages outbound firm communications and provides administrative support to senior deal managers. Prior to joining R.L. Hulett, Lynda spent the previous ten years in various marketing and administrative functions. Most recently, she worked as a client liaison providing administrative support for a CPA firm. Prior to that, she was employed by Moneta Group, a financial services advisory firm, where she provided marketing and administrative support to the client managers. Lynda graduated from the University of Missouri - Columbia, receiving her business degree with an emphasis in Marketing.



Robert L. Hulett
In Memoriam:
1943-2024

Mr. Hulett founded the firm in 1981 and has negotiated and completed more than 200 transactions throughout his career. He began his career as a Certified Public Accountant and practiced with Peat, Marwick, Mitchell & Co. in St. Louis as an Audit Manager and in New York as the Director of Training for Private Business. Mr. Hulett has also served as Chief Executive & Board Member for various middle market companies. As an educator, he was an adjunct professor at New York University and a tenured faculty member at Lindenwood University in St. Louis. He conducted training sessions for middle market CPA firms throughout the country for more than ten years. Mr. Hulett earned his BS/BA Cum Laude in Accounting from the University of Missouri - Columbia, and an MBA from Lindenwood University.



Trusted Advisors. Tenacious Advocates.

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