

### Executive Summary

Delancey Street Partners (DSP) is pleased to present our Building Products, Materials & Distribution Sector Review for the year ended 2019. The Infrastructure industry is large and diverse and includes the provision of a range of products and services that support the construction, maintenance, renovation, and restoration of commercial, industrial, residential, and public buildings and infrastructure assets. The industry is fueled by private and public investment and general economic growth. Construction spending totaled \$1.3 trillion in 2019, representing a 5.0% increase over 2018 <sup>(1)</sup>.



Generally speaking, publicly-traded infrastructure stocks fared quite well in 2019. The DSP Infrastructure Index posted an annual return of 35%, slightly outperforming the S&P. Strong sub-sector performance was observed within Electrical & Lighting (+47%), Roofing, Siding & Insulation (+40%), and Building Products Distributors (+39%).

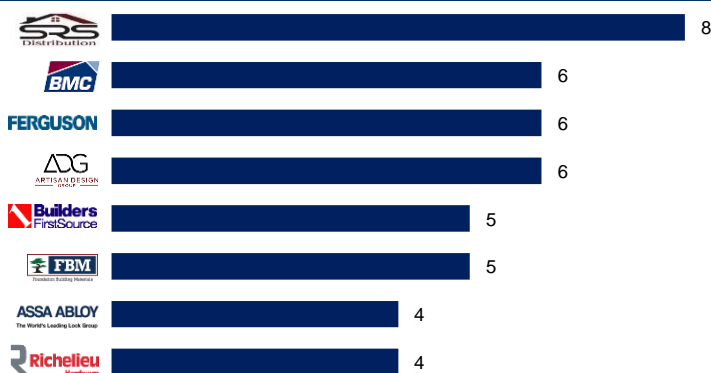
While industry M&A activity was down modestly from prior year levels, strategics and financial sponsors continued to find market conditions favorable for deal making. Financial sponsor backed M&A activity marked a post-recession high in terms of number of announced deals principally driven by add-on transaction activity.

(1) Federal Reserve Bank of St. Louis

### Topics of Discussion

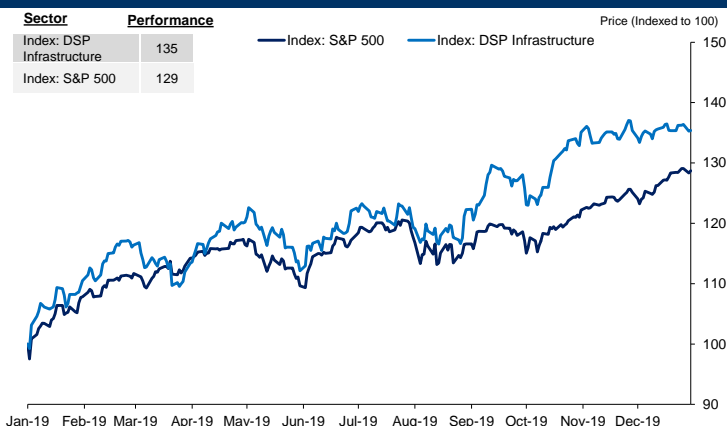
- 2019 Year in Review
- Favorable Infrastructure Spending Outlook
- Labor Shortages Driving Industry M&A
- Renovation and Remodeling Activity Supports Building Product Demand

#### Top Acquirors in 2019 (# of Deals) <sup>(2)</sup>



(2) PitchBook, data includes disclosed transactions

#### DSP Infrastructure Index <sup>(3)</sup>



(3) Note: See comparable company analyses for companies comprising each sub-sector. All public company data sourced from PitchBook

### Delancey Street Partners

Delancey Street Partners is an independent, industry-focused investment bank. We serve CEOs, Entrepreneurs, Shareholders and Boards of Directors of high growth and middle market private and public companies. Our services include strategic advisory, capital raising and independent board advice. We advise on sell-side and buy-side M&A, growth capital financings and recapitalizations. Our focus sectors include Business Services & Technology, Healthcare, Industrial & Industrial Technology, and Infrastructure.

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DSP Topics of Discussion

2019 Year in Review

2019 was a solid year for the overall Infrastructure sector. High volumes of current work and backlogs resulted in strong demand for building materials and equipment. Low unemployment rates, favorable credit markets, and consumer income growth provided favorable industry tailwinds. Industry M&A activity remained buoyant, with strategics and private equity-backed firms consolidating regional players and using M&A programs to broaden capabilities and expand market reach. Industry valuations remained strong with premium multiples available to companies with operational scale, market leading brands, and proprietary products. Businesses offering value-added products and services that shorten construction times and address the skilled labor shortage were particularly attractive.

Favorable Infrastructure Spending Outlook

Infrastructure investment in the U.S. has long been a question of when and not if. In large metropolitan areas, congestion, traffic, and pressures on existing infrastructure have increased demand for public construction services. In its *2017 Infrastructure Report Card*, the American Society of Civil Engineers gave the USA a D+ in infrastructure, estimating the cost of necessary improvements at almost \$4.6 trillion.

The U.S. has underfunded its highway system for years, resulting in a \$836 billion backlog of highway and bridge capital needs. The bulk of the backlog, \$420 billion, is to repair existing highways, while \$123 billion is needed for bridge repair, \$167 billion for system expansion, and \$126 billion for system enhancement, which includes safety enhancements, operational improvements, and environmental projects <sup>(1)</sup>. Political awareness of the needed repairs has increased as politicians are feeling public pressure to get an infrastructure bill passed. As a result, we believe there will be strong demand for infrastructure related building materials and construction services throughout 2020 and beyond.

Within building materials, aggregates suppliers are particularly well positioned. The aggregates industry provides the major components that are traditionally used as the base layer of roadways. Highways are the most aggregate intensive with natural aggregates accounting for approximately 94% of the material used in interstate highway construction <sup>(2)</sup>.

*"As we enter 2020, we are well-positioned to take advantage of supportive markets and deliver another year of double-digit earnings growth. Our markets will continue to benefit from both public construction demand led by highways and a resurgence in demand on the private side, particularly residential."*

- Tom Hill, Chairman, President and Chief Executive Officer of Vulcan Materials

In 2019, we noted strong private equity interest in pursuing investments in businesses positioned to benefit from the seemingly inevitable increase in US infrastructure spending. As a case in point, Delancey Street Partners recently represented LSC Environmental Products, ("LSC") ([www.lscenv.com](http://www.lscenv.com)), a portfolio company of L2 Capital, in its sale to Ancor Capital Partners. LSC is a global manufacturer of products and equipment designed to address the persistent environmental challenges of erosion, odor, land reclamation, waste cover, seeding, and dust. Through branded proprietary products, LSC's suite of erosion control offerings enable construction services companies to comply with strict EPA regulations for disturbed earth associated with construction projects.

In a similar infrastructure-related investment, Dominus Capital acquired former Delancey Street Partners client, Surface Preparation Technologies ("SPT") ([www.rumblestrips.com](http://www.rumblestrips.com)) from Branford Castle in November 2019. SPT is the nation's largest provider of rumble strips and related roadway safety services. The company provides both general contracting and subcontracting services in every state.

(1) U.S. Department of Transportation: Federal Highway Administration  
(2) Phoenix Center



With an estimated \$4.6 trillion of US infrastructure improvement projects looming, suppliers of building materials and construction services should see sustained demand for their offerings and continued interest from acquisitive strategics and private equity firms seeking to deploy capital into the sector.

### **Labor Shortages Driving Industry M&A**

As we highlighted in our 2018 Infrastructure Sector Review, labor shortages continue to be an issue in the broader construction market. According to the National Association of Home Builders (“NAHB”), construction job openings remain elevated despite a modest decline in October. The estimated number of construction jobs open in October 2019 was 311,000, down from a September total of 327,000 and April’s post-Great Recession high of 434,000. However, the October count is well above the 278,000 unfilled sector jobs in October 2018.

NAHB Chief Economist Robert Dietz notes that the overall trend for open construction jobs has been increasing since the end of the Great Recession and that access to skilled labor (carpenters, plumbers, electricians, etc.) remains a top business challenge for home builders.

In August 2019, Autodesk and the Associated General Contractors of America partnered to do a survey on the impact that the skilled labor shortage has had on the construction industry and noted the following results:

- 43% report project cost have been higher than anticipated
- 44% have put higher prices into bids or contracts
- 44% have found projects take longer than anticipated to complete

The labor shortage has prompted industry participants to pursue alternative building methods and business models in order to achieve worksite productivity gains. A noteworthy example is Builders FirstSource (NASDAQ:BLDR) acquisition of Raney Components & Construction Services (“Raney”) in December 2019. Raney supplies wall panels, roof trusses, roof decking, interior wall framing along with building materials and then partners with sub-contractors to install these products on behalf of its production builder customers. Raney’s vertically integrated approach promotes faster and more efficient homebuilding by combining the supply of materials with off-site manufacturing to control and accelerate the construction schedule.

*“Raney’s holistic view of the construction process, from design, manufacturing, logistics to trades management and material handling, has leveraged technology to improve cycle times by nearly 1/3 by effectively combining offsite and onsite work. We look forward to taking this model to the next level,”*

**- Chad Crow, Chief Executive Officer, Builders FirstSource**



In 2020, we expect to see similar moves by other leading building products suppliers seeking to enhance their vertically-integrated, value-added service capabilities to more effectively partner with professional builder customers seeking to streamline the construction process.

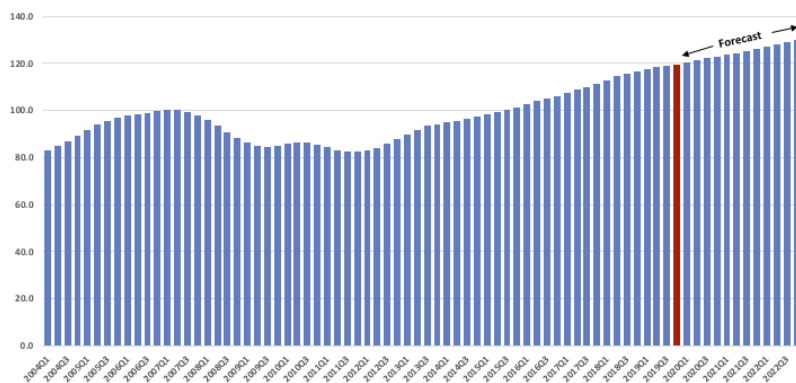
## Renovation and Remodeling Activity Supports Building Product Demand

According to home building data platform, Metrostudy/Zonda (“M/Z”), third quarter 2019 remodeling activity as measured by the firm’s Residential Remodeling Index (“RRI”) posted its thirtieth consecutive quarter of year-over-year increases since national remodeling activity bottomed in 2011. M/Z’s latest forecast calls for continued gains in remodeling activity, 2.2% in 2020 and 2.4% in 2021. Key factors influencing these sustained levels of renovation activity include: 1) an aging U.S. housing stock and 2) a shortage of residential housing.

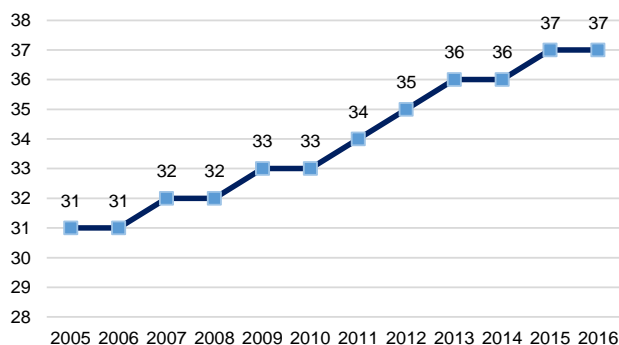
Data from the 2016 American Community Survey puts the median age of owner-occupied homes at 37 years compared to a median age of 31 years in 2005. The aging housing stock should fuel ongoing demand for building products as homeowners complete needed repair and maintenance and utilize remodeling projects to modernize and refresh living spaces.

In addition to the aging housing stock, the US is also experiencing a housing deficit. Even after the nation emerged from the Great Recession and the overall housing market improved, new home construction did not keep pace with population growth. A recent Freddie Mac survey estimates that the US currently has a housing shortage of approximately 2.5 million housing units. The housing deficit is expected to persist as new construction starts remain below historical levels. The deficit has driven up home prices, with prices up 6.6% year over year in 2019. As a result, many homeowners have chosen to renovate rather than move. For older homeowners who have ample savings, an improved home with no additional debt presents an attractive alternative to a disruptive move.

Metrostudy/Zonda's Residential Remodeling Index, Q42019



Median Age of Owner-Occupied Housing <sup>(1)</sup>



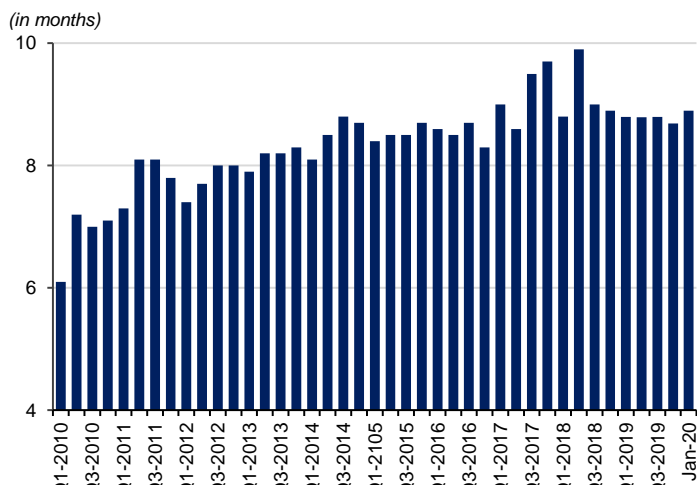
(1) American Community Survey (2006 - 2016)

In 2019, several private equity firms made noteworthy platform acquisitions demonstrating confidence that the tailwinds supporting continued demand for renovation related building products will persist into the foreseeable future.

- In February 2019, Beckner Cleary Partners and Harbert Management Corporation acquired Innovative Hearth Products (“IHP”), a leading manufacturer of fireplaces, fireplace inserts, stoves, gas log sets, venting products, and accessories. According to Tom Krebs, EVP of Sales and Marketing for IHP, “This deal lays the foundation for the continued growth of IHP and its business within the residential building and remodeling markets”
- In August 2019, Drum Capital acquired Hayfield Window & Door, a manufacturer of a comprehensive line of vinyl windows and doors used in residential, light commercial, and replacement projects
- In September 2019, Tenex Capital Management invested in Wolf Home Products, a national provider of branded kitchen and bath cabinetry, as well as emerging leader in the supply of outdoor living and building products

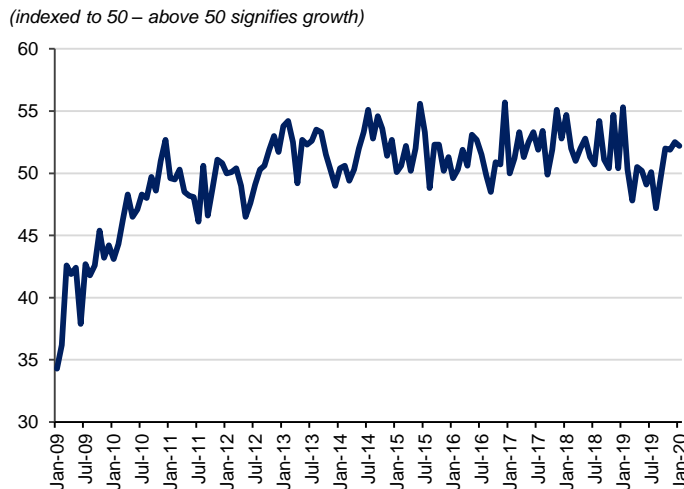
## Infrastructure & Construction Indicators – Non-Residential

### Construction Backlog Indicator <sup>(1)</sup>



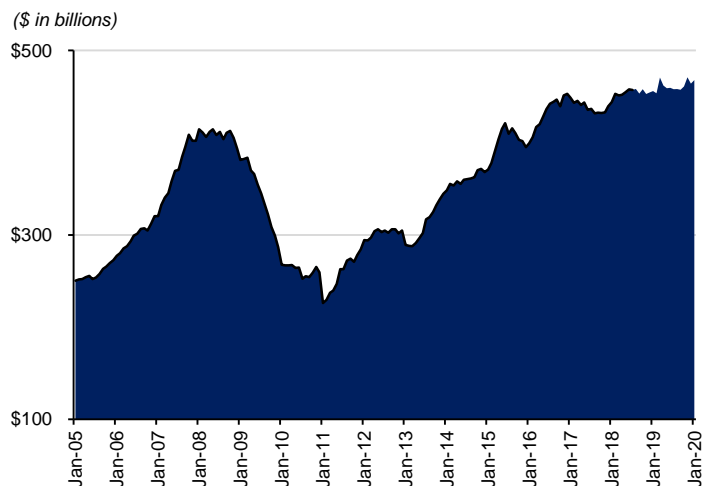
(1) Associated Builders and Contractors, Inc.

### Architectural Billings Index <sup>(2)</sup>



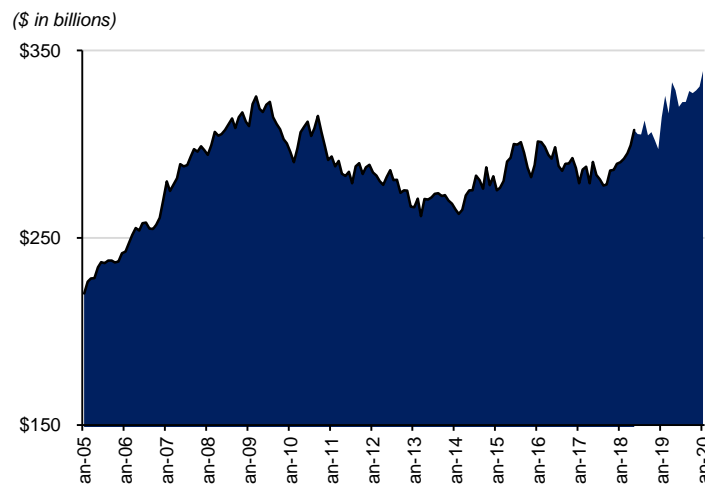
(2) The American Institute of Architects

### Private Construction Spending: Non-Residential <sup>(3)</sup>



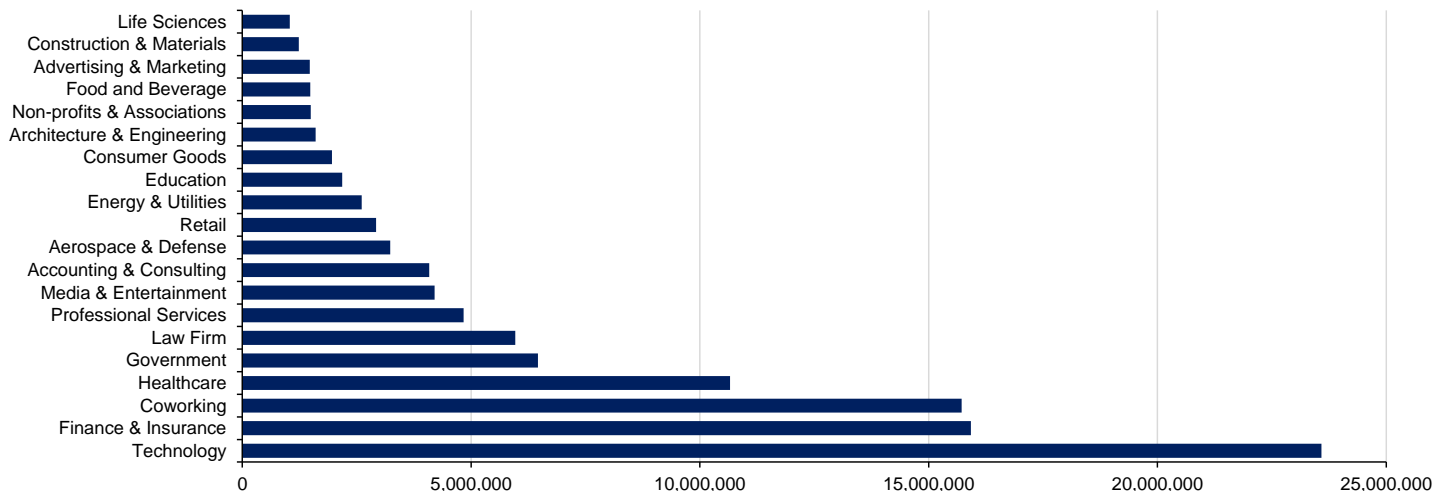
(3) Federal Reserve of St. Louis – seasonally-adjusted data

### Public Construction Spending: Non-Residential <sup>(4)</sup>



(4) Federal Reserve of St. Louis – seasonally-adjusted data

## 2019 Office Market Leasing Activity (> 20,000 sqft.) <sup>(5)</sup>

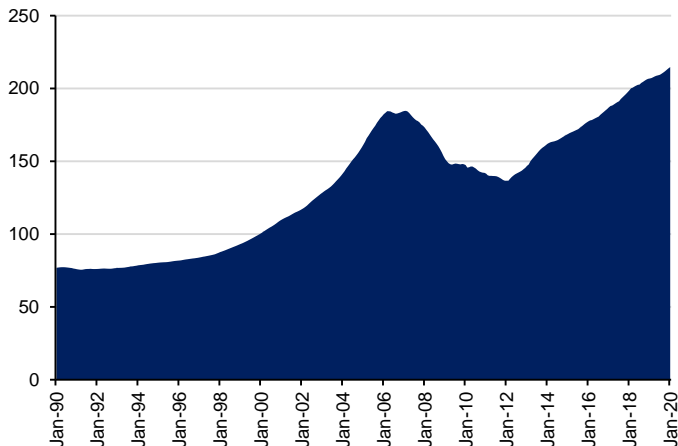


(5) JLL – U.S. office market statistics, trends, & outlook

## Infrastructure & Construction Indicators - Residential

### Case-Shiller Home Price Index <sup>(1)</sup>

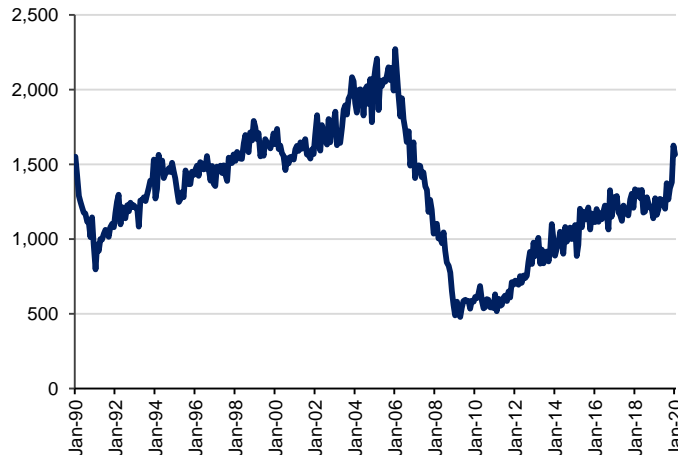
(Indexed to January 2000 = 100)



(1) Federal Reserve of St. Louis – seasonally-adjusted data

### New Privately Owned Housing Units Started <sup>(2)</sup>

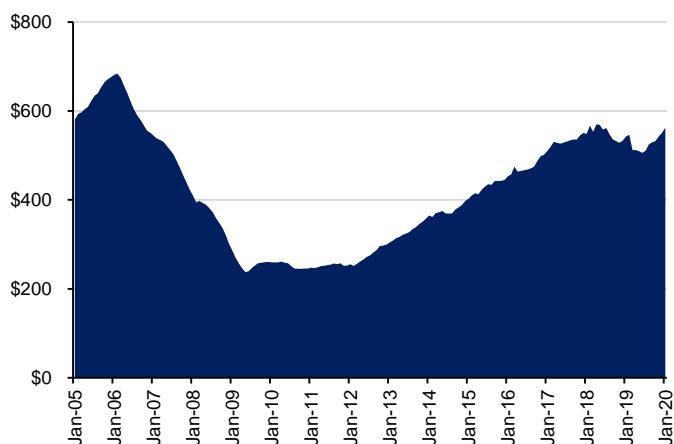
(units in thousands)



(2) Federal Reserve of St. Louis

### Construction Spending: Residential <sup>(3)</sup>

(\$ in billions)



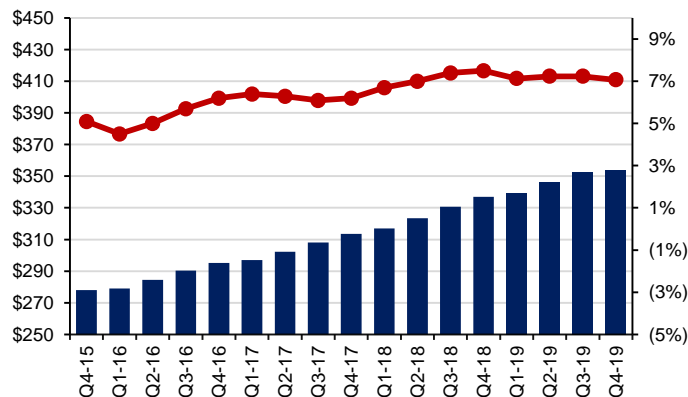
(3) Federal Reserve of St. Louis – seasonally-adjusted data

### Harvard University Indicator of Remodeling Activity <sup>(4)</sup>

(\$ in billions)

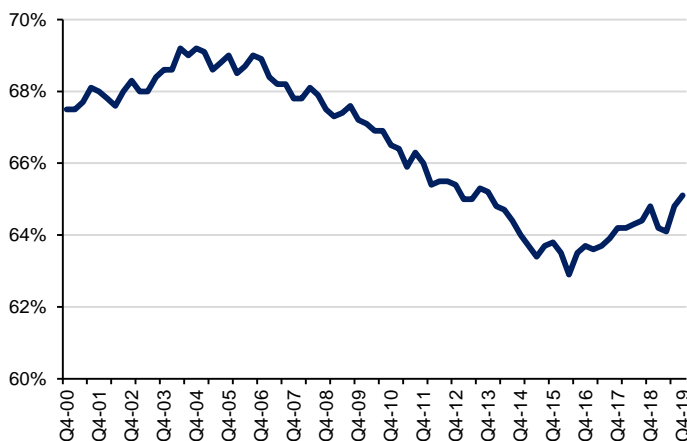
■ Homeowner Improvements & Repairs Four-Quarter Moving Totals

● Annual Growth Rate



(4) Joint Center for Housing Studies (of Harvard University)

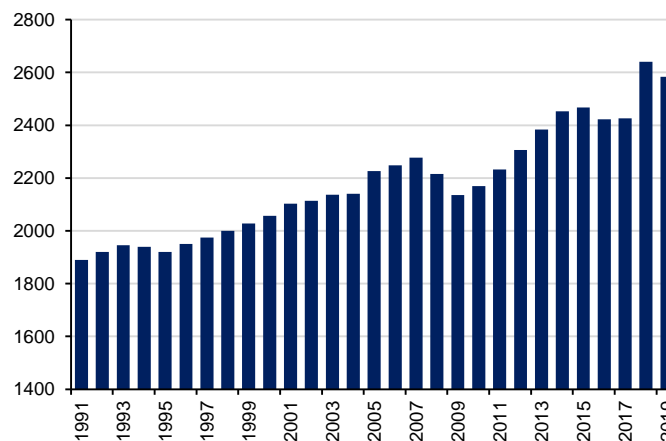
### U.S. Home Ownership Percentage <sup>(5)</sup>



(5) United States Census Bureau

### U.S. Median Floor Area in New Single-Family Homes <sup>(6)</sup>

(in sqft.)



(6) United States Census Bureau



## Recent M&A and Strategic Commentary from Select Executives



"We have a very robust pipeline of acquisitions. We just completed the acquisition of The Luminaires Group. We continue to look at not only traditional lighting businesses to complement our portfolio, but also really interesting technologies to complement our connected lighting Atrius-enabled solutions. Our record cash flow performance in fiscal year 2019 has afforded us with significant financial strength and flexibility to support our growth opportunities which may include additional acquisitions. We will continue to seek the best use of our strong cash generation to enhance shareholder value." (Vern Nagel, President & CEO, 10/2/19)



Beacon

"With over 500 branches, we must ensure expectations and accountability are clear. There is dispersion in our profitability within our network, both on the interiors and exteriors sides of the business. All branches will have renewed focus on continuous improvement, with more emphasis on providing support to those whose financial performance is below average. It is clear to me that optimizing our 500-plus branches is a greater value-creating opportunity today than additional acquisitions." (Julian Francis, President & CEO, 11/25/19)



"In 2019, we successfully added 5 tuck-in acquisitions as another avenue to advance our growth strategy. The acquisition landscape for our company is very attractive right now, and we have a framework dedicated to accelerating our next-generation of growth. Our value-added products help builders manage labor constraints, construction costs, waste and quality. As our customers accelerate their adoption of these labor-saving, high-efficiency products, we intend to accelerate our growth plans by supplementing modest organic growth with a focused acquisition strategy." (Peter Jackson, SVP & CFO, 2/21/20)



"2019 was a busy year for us. We generated over €2 billion of proceeds from divestments and we redeployed €700 million of that capital into value-accretive acquisitions. The average exit multiple for our divestments was 11 times EBITDA and the average acquisition multiple was 8 times EBITDA. And that's before any synergies or improvements we deliver ourselves. And we will continue to take that disciplined approach to capital allocation at CRH. The markets in which we operate are highly fragmented both materials and products allowing for a significant opportunity to deliver further growth through acquisition and further value creation for the shareholder." (David Dillon, President, Global Strategy & Business Development, 2/28/20)



"We will continue to focus on profit margin expansion across our business by leveraging our economies of scale, executing on our cost out initiatives and by investing in companywide projects that will drive long-term profitability. And we will continue to make strategic acquisitions. Our industry remains highly fragmented and we continue to see opportunities to expand our geographic footprint and build our presence in the markets we serve. We believe these actions will drive growth and improve profitability and deliver long-term value to our shareholders." (Ruben Mendoza, President & CEO, 2/25/20)



"We remain committed to disciplined expansion of our geographic footprint through accretive acquisitions and greenfield openings. We continue to balance this with our debt reduction priorities on which we also made progress. As a result of continued strong free cash flow generation, we reduced our net leverage to 3.3 times as of the end of the quarter." (John Turner, CEO & President, 3/5/20)



"We continued our efforts to expand and develop markets, which included strengthening our presence in specialized market through our recent acquisitions, such as door and window hardware, architectural hardware for stair and railing, including standard steel and glass. Under our innovation strategy, we continue to broaden and diversify our product offerings to stay ahead of the trend." (Richard Lord, President & CEO, 1/23/2020)



"Our end market indicators are strong with rising housing starts, growing household formation, and bipartisan support for public road construction and repair. Our M&A pipeline remains active, and we will always be at the table to consider new opportunities, carefully evaluating them in the context of maximizing value for our shareholders. And finally, there was a positive outlook in the construction cycle." (Thomas Hill, President & CEO, 2/5/20)



"We will continue our disciplined evaluation of acquisition opportunities as they arise, only investing in those which fit our strategy and offer superior returns and synergies. Even under the assumption of having higher cash taxes in 2020 as compared to 2019, I just point out, we still would throw off about \$800 million of discretionary cash flow. So very healthy, very substantial and that \$800 million could be put on a discretionary basis toward growth projects, potentially M&A, if something comes along that meets all of our criteria, your dividends, and share repurchases." (Suzanne Wood, Senior VP & CFO, 2/18/20)

## 2019 Notable Transaction - CertainTeed, a subsidiary of Saint-Gobain, Acquires Continental Building Products

### Transaction Summary

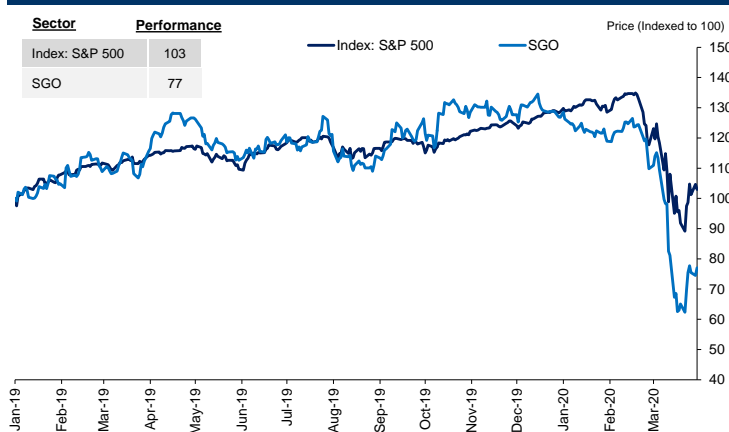
- On November 12, 2019, CertainTeed, a subsidiary of Saint-Gobain S.A. (PAR:SGO), announced that it completed the acquisition of Continental Building Products (“CBP”)
- CBP North American markets complement SGO’s North American presence, and provide strong growth opportunities for SGO in the South and Southeast
- Beyond geographic expansion, the acquisition is set to broaden the scope of SGO’s product asset portfolio, supported by CBP’s plasterboard platform and SGO’s R&D and development infrastructure
- “The acquisition of CBP enables SGO to become a leading provider of gypsum wallboard and construction solutions across the US and Canada” – Mark Rayfield, CEO of CertainTeed and Saint-Gobain North America
- “SGO is the ideal strategic partner with the resources to support our development, commitment to operational excellence, and global platform that will enable us to continue to provide outstanding customer service” – Edward Bosowski, Chairman of Continental Building Products

### Financial Terms <sup>(1)</sup>

Enterprise Value	\$1.4 billion
Share Price	\$37.00 per share in cash, representing a premium of 34.4% over the 60 day VWAP <sup>(2)</sup>
EBITDA Multiple	11.0x 2019E <sup>(3)</sup>
EBITDA Multiple Post Run-Rate Synergies	7.9x 2019E <sup>(3)</sup>
Run-Rate Synergies	\$50 million

- (1) Saint-Gobain Press Release  
(2) As of November 11, 2019  
(3) 2019 Consensus

### SGO Stock Chart vs. S&P 500 <sup>(4)</sup>



- (4) PitchBook – (1/1/19 – 3/31/20)

### Overview of Continental Building Products

- CBP manufactures gypsum wallboard and complementary finishing products for use in residential and commercial construction, as well as repair and remodeling markets
- Brands include LiftLite, Mold Defense, and Weather Defense
- CBP operates 6 plants in North America and employees approximately 650 people
- CBP was founded in 2013 when Lafarge Gypsum transformed into its own company, CBP and is headquartered in Herndon, Virginia



### Overview of CertainTeed

- CertainTeed manufactures and distributes commercial and residential building products intended to remodel and renovate the exteriors of home and offices
- CertainTeed's commercial and residential building products include roofing, building insulation, drywall, commercial ceiling, industrial insulation, fence, solar systems, and other related products
- CertainTeed and its affiliates operate more than 60 plants and employee approximately 6,300 people throughout North America
- CertainTeed was founded in 1904 and is headquartered in Malvern, Pennsylvania





2019 Notable Transaction - Gebr. Knauf KG Acquires United States Gypsum Corporation

Transaction Summary

- On April 24, 2019, Gebr. Knauf KG ("Knauf") announced that it completed the acquisition of United States Gypsum Corporation (NYSE:USG)
- The \$7 billion transaction considerably boosts the size of Knauf's North American business operations
- Knauf did not previously have a significant presence in the US drywall and plaster market, where USG is the industry leader
- "This transformational transaction is the largest acquisition in Knauf's history, and accordingly, presents significant opportunities to create a stronger, more sustainable company for our employees, customers, and communities" – Alexander Knauf, General Partner of Gebr. Knauf KG
- "I am excited to be back at USG, working with a talented USG team and Knauf leadership to make this combination a huge success. Our immediate priorities are ensuring a smooth transition for our employees, helping our customers be successful by putting them at the center of everything we do, and driving operational excellence across the business" – Chris Griffin, incoming CEO of United States Gypsum Corporation
- "By combining the second and third producers globally, the acquisition significantly strengthens Knauf's competitive position in the world of drywall and building plaster industry, an industry in which Saint-Gobain was previously the undisputed market leader" – Ken Long, manager of construction industry studies at the Freedonia Group

Financial Terms <sup>(1)</sup>

Enterprise Value	\$7.0 billion
Share Price	\$43.50 per share in cash payable at closing and a \$0.50 per share special dividend that was paid following stockholder approval of the transaction
Share Price Premium	36% premium to the \$32.36 average closing price for the preceding 12-month period, as of March 23, 2018
EBITDA Multiple	11.6x USG's adjusted EBITDA for the 12 months ended March 31, 2018

(1) Business Wire

Overview of United States Gypsum Corporation

- USG is an industry-leading manufacturer of building products and innovative solutions
- USG manufactures and sells gypsum wallboard (drywall), wallboard finishing materials, tile backers and underlayment, and ceiling tile and grid
- USG was founded in 1902 and is headquartered in Chicago, Illinois



Overview of Gebr. Knauf KG

- Knauf is a leading manufacturer of modern insulation materials, drylining systems, plasters and accessories, thermal insulation composite systems, paints, floor screed, floor systems, and construction equipment and tools
- Knauf operates more than 220 factories worldwide and employees approximately 27,000 people
- Knauf was founded in 1932 and is headquartered in Iphofen, Germany



2019 Noteworthy Private Equity Platform Investments

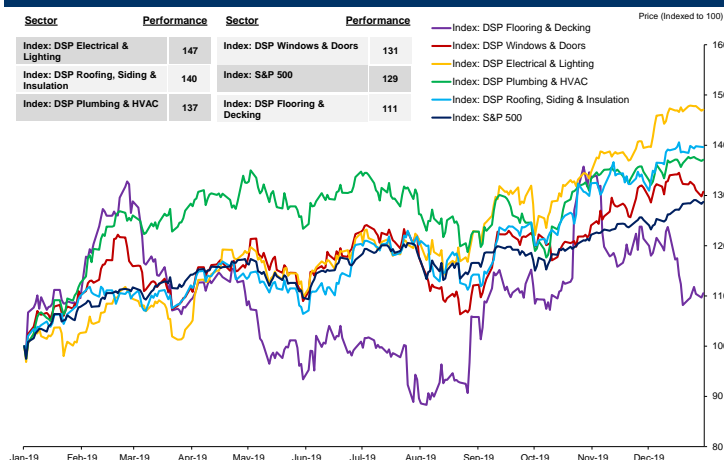
Financial Sponsor	Portfolio Company	Month of Investment	Business Description
 KINZIE CAPITAL PARTNERS	 COLONY	November	Manufacturer of custom fixtures and retail displays
 DOMINUS CAPITAL	 SURFACE PREPARATION TECHNOLOGIES LLC	November	Manufacturer of roadway shoulder rumble strip and installations services
 TAILWIND CAPITAL	 banner SOLUTIONS	October	Distributor of building hardware for the commercial, residential and institutional facilities markets
DUNES POINT CAPITAL	 UNIFIED DOOR & HARDWARE GROUP	September	Distributor of doors and hardware products
THE BAUPOST GROUP®	 SURFACES	September	Manufacturer and supplier of mosaics and specialty wall tiles
TENEX   CAPITAL MANAGEMENT	 WOLF HOME PRODUCTS	September	Provider of kitchen and bath cabinetry and building products
 HMC Harbert Management Corporation	 IHPC INNOVATIVE HEARTH PRODUCTS	August	Manufacturer of hearth products for consumer applications
 AURELIUS	 Armstrong CEILINGS	August	Manufacturer of commercial and residential ceiling, wall and suspension systems
 DRUM CAPITAL Management SPELL CAPITAL	 HAYFIELD window & door	August	Manufacturer of vinyl windows and doors
 SAUGATUCK CAPITAL® A PRIVATE INVESTMENT FIRM	 LUNADA BAY TILE	July	Manufacturer and designer of decorative tiles for the remodeling and architectural and design markets
 WC WYNNCHURCH   CAPITAL	 MPL Company	June	Provider of marble products for the hospitality and multi-family housing markets
 River Birch Partners	 UNIVERSAL Window and Door	May	Manufacturer of custom windows
 ANCOR CAPITAL PARTNERS	 LSC ENVIRONMENTAL PRODUCTS LLC	May	Manufacturer of products and equipment designed to address environmental challenges of erosion, land reclamation, waste cover, seeding, and dust
 HIGH STREET CAPITAL	 SUBURBAN	May	Provider of drywalls, insulation and interior/exterior painting and staining
 COASTLINE CAPITAL	 KELLOGG BUILDING MATERIALS + HOME CENTER	May	Operator of a chain of home centers intended for contractors and homeowners
 KEYSTONE CAPITAL	 KENDELL Solutions for Opening & Specialty Applications	April	Supplier of doors, hardware, and home access and security solutions
 THE CARLYLE GROUP	 TAMKO BUILDING PRODUCTS	March	Manufacturer of residential and commercial roofing, waterproofing products, cements and coatings
 MIRAMAR CAPITAL	 Hy-Lite A U.S. BLOCK WINDOWS COMPANY	January	Manufacturer and distributor pre-framed acrylic block windows

(1) Minority investment by Carlyle Global Partners, the longer-term private equity strategy of The Carlyle Group

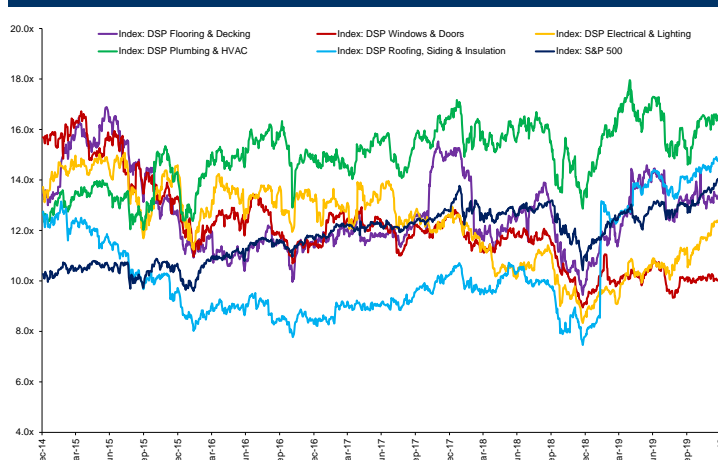
## Comparable Company Analysis: Building Products Companies <sup>(1)</sup>

COMPANY	STOCK PERFORMANCE AND COMPANY DATA					MARGINS		VALUATION DATA		
	12/31/2019	30 Day % Change	YTD % Change	Market Value (\$mm)	Enterprise Value (\$mm)	Gross Profit % Margin	EBITDA LTM % Margin	EV / Revs LTM	EV / EBITDA 2019	P / E 2019
<b>Flooring &amp; Decking</b>										
Trex Company, Inc. (NYSE:TREX)	\$89.88	4.4%	51.4%	\$5,243.3	\$5,135.8	41.1%	27.1%	6.89x	25.7x	37.1x
Mohawk Industries, Inc. (NYSE:MHK)	136.38	(2.1%)	16.6%	9,767.8	12,539.6	27.8%	15.1%	1.26x	8.3x	13.7x
Interface, Inc. (NasdaqGS:TILE)	16.59	(1.2%)	16.4%	969.2	1,600.8	39.1%	14.1%	1.19x	8.0x	10.8x
The Dixie Group, Inc. (NasdaqGM:DXYN)	1.14	(29.2%)	60.7%	18.0	132.5	23.2%	3.6%	0.35x	7.2x	N.M.
Armstrong Flooring, Inc. (NYSE:AFI)	4.27	6.5%	(63.9%)	91.8	113.4	13.6%	3.3%	0.18x	5.5x	N.M.
<b>Group Median</b>		<b>(1.2%)</b>	<b>16.6%</b>	<b>\$969.2</b>	<b>\$1,600.8</b>	<b>27.8%</b>	<b>14.1%</b>	<b>1.19x</b>	<b>8.0x</b>	<b>13.7x</b>
<b>Group Mean</b>		<b>(4.3%)</b>	<b>16.2%</b>	<b>3,218.0</b>	<b>3,904.4</b>	<b>29.0%</b>	<b>12.7%</b>	<b>1.97x</b>	<b>10.9x</b>	<b>20.5x</b>
<b>Windows &amp; Doors</b>										
ASSA ABLOY AB (publ) (OM:ASSA B)	23.44	(1.3%)	31.7%	26,039.8	29,221.7	39.9%	17.5%	2.90x	15.4x	23.4x
PGT Innovations, Inc. (NYSE:PGTI)	14.91	3.7%	(5.9%)	870.8	1,171.3	35.0%	15.7%	1.57x	9.2x	18.3x
Masonite International Corporation (NYSE:DOOR)	72.21	0.6%	61.1%	1,796.8	2,591.1	21.9%	11.9%	1.19x	9.2x	20.2x
JELD-WEN Holding, Inc. (NYSE:JELD)	23.41	2.9%	64.7%	2,354.8	3,855.5	20.3%	7.8%	0.90x	9.1x	19.3x
Quanex Building Products Corporation (NYSE:NX)	17.08	(12.2%)	25.7%	560.0	746.4	22.4%	11.8%	0.84x	7.3x	17.9x
Tyman plc (LSE:TYMN)	3.60	10.8%	20.1%	700.5	995.6	33.5%	12.5%	1.22x	7.2x	10.4x
<b>Group Median</b>		<b>1.7%</b>	<b>28.7%</b>	<b>\$1,333.8</b>	<b>\$1,881.2</b>	<b>28.0%</b>	<b>12.2%</b>	<b>1.21x</b>	<b>9.1x</b>	<b>18.8x</b>
<b>Group Mean</b>		<b>0.7%</b>	<b>32.9%</b>	<b>5,387.1</b>	<b>6,430.3</b>	<b>28.8%</b>	<b>12.9%</b>	<b>1.44x</b>	<b>9.6x</b>	<b>18.3x</b>
<b>Electrical &amp; Lighting</b>										
LSI Industries Inc. (NasdaqGS:LYTS)	6.05	11.4%	90.9%	157.9	177.4	23.5%	3.9%	0.55x	12.9x	N.M.
Hubbell Incorporated (NYSE:HUBB)	147.82	0.5%	48.8%	8,039.3	9,529.2	29.9%	16.6%	2.08x	12.4x	18.3x
Schneider Electric S.E. (ENXTPA:SU)	102.68	6.4%	50.2%	56,563.0	63,837.2	39.5%	17.9%	2.09x	12.2x	18.3x
Acuity Brands, Inc. (NYSE:AYI)	138.00	5.5%	20.1%	5,412.8	5,503.1	41.7%	14.6%	1.55x	9.3x	14.6x
<b>Group Median</b>		<b>6.0%</b>	<b>49.5%</b>	<b>\$6,726.0</b>	<b>\$7,516.1</b>	<b>34.7%</b>	<b>15.6%</b>	<b>1.81x</b>	<b>12.3x</b>	<b>18.3x</b>
<b>Group Mean</b>		<b>6.0%</b>	<b>52.5%</b>	<b>17,543.3</b>	<b>19,761.7</b>	<b>33.7%</b>	<b>13.3%</b>	<b>1.57x</b>	<b>11.7x</b>	<b>17.1x</b>
<b>Plumbing &amp; HVAC</b>										
AAON, Inc. (NasdaqGS:AAON)	49.41	0.1%	40.9%	2,574.1	2,547.3	25.4%	19.4%	5.43x	28.0x	48.9x
Lennox International Inc. (NYSE:LII)	243.97	(4.6%)	11.5%	9,400.5	10,715.2	28.4%	14.7%	2.81x	15.8x	21.8x
Ingersoll Rand Inc. (NYSE:IR)	36.68	8.3%	79.4%	7,505.9	8,683.0	37.2%	21.5%	3.54x	15.2x	23.4x
Watts Water Technologies, Inc. (NYSE:WTS)	99.76	2.9%	54.6%	3,380.0	3,515.1	42.3%	15.6%	2.20x	14.0x	24.6x
A. O. Smith Corporation (NYSE:AOS)	47.64	(1.6%)	11.6%	7,770.7	7,554.0	39.5%	18.0%	2.52x	13.3x	21.1x
Mueller Industries, Inc. (NYSE:MLI)	31.75	1.1%	35.9%	1,808.2	2,142.8	16.3%	9.7%	0.88x	7.6x	N.M.
<b>Group Median</b>		<b>0.6%</b>	<b>38.4%</b>	<b>\$5,443.0</b>	<b>\$5,534.5</b>	<b>32.8%</b>	<b>16.8%</b>	<b>2.67x</b>	<b>14.6x</b>	<b>23.4x</b>
<b>Group Mean</b>		<b>1.0%</b>	<b>39.0%</b>	<b>5,406.6</b>	<b>5,859.6</b>	<b>31.5%</b>	<b>16.5%</b>	<b>2.90x</b>	<b>15.6x</b>	<b>28.0x</b>
<b>Roofing, Siding &amp; Insulation</b>										
Armstrong World Industries, Inc. (NYSE:AWI)	93.97	(2.1%)	61.4%	4,557.4	5,173.8	38.1%	31.5%	4.98x	12.8x	20.6x
Gibraltar Industries, Inc. (NasdaqGS:ROCK)	50.44	(3.4%)	41.7%	1,627.8	1,464.4	23.8%	11.4%	1.40x	11.3x	19.5x
Cornerstone Building Brands, Inc. (NYSE:CNR)	8.51	23.3%	17.4%	1,068.6	4,498.9	22.6%	11.5%	0.92x	8.0x	31.4x
Owens Corning (NYSE:OC)	65.12	(2.9%)	48.1%	7,084.2	10,169.2	22.7%	17.0%	1.42x	7.9x	14.0x
PFB Corporation (TSX:PFB)	10.19	25.4%	46.4%	68.2	66.6	26.1%	13.2%	0.65x	5.4x	11.6x
<b>Group Median</b>		<b>(2.1%)</b>	<b>46.4%</b>	<b>\$1,627.8</b>	<b>\$4,498.9</b>	<b>23.8%</b>	<b>13.2%</b>	<b>1.40x</b>	<b>8.0x</b>	<b>19.5x</b>
<b>Group Mean</b>		<b>8.1%</b>	<b>43.0%</b>	<b>2,881.2</b>	<b>4,274.6</b>	<b>26.7%</b>	<b>16.9%</b>	<b>1.87x</b>	<b>9.1x</b>	<b>19.4x</b>
<b>Overall Group Mean</b>		<b>2.0%</b>	<b>36.0%</b>	<b>\$6,362.8</b>	<b>\$7,449.3</b>	<b>29.8%</b>	<b>14.5%</b>	<b>1.98x</b>	<b>11.5x</b>	<b>20.9x</b>
<b>Overall Group Median</b>		<b>0.9%</b>	<b>41.3%</b>	<b>2,464.5</b>	<b>3,685.3</b>	<b>28.1%</b>	<b>14.7%</b>	<b>1.41x</b>	<b>9.2x</b>	<b>19.4x</b>
<b>Overall Group Max</b>		<b>25.4%</b>	<b>90.9%</b>	<b>56,563.0</b>	<b>63,837.2</b>	<b>42.3%</b>	<b>31.5%</b>	<b>6.89x</b>	<b>28.0x</b>	<b>48.9x</b>
<b>Overall Group Min</b>		<b>(29.2%)</b>	<b>(63.9%)</b>	<b>18.0</b>	<b>66.6</b>	<b>13.6%</b>	<b>3.3%</b>	<b>0.18x</b>	<b>5.4x</b>	<b>10.4x</b>

### 1-Year Stock Performance (as of 12/31/19) <sup>(1)</sup>

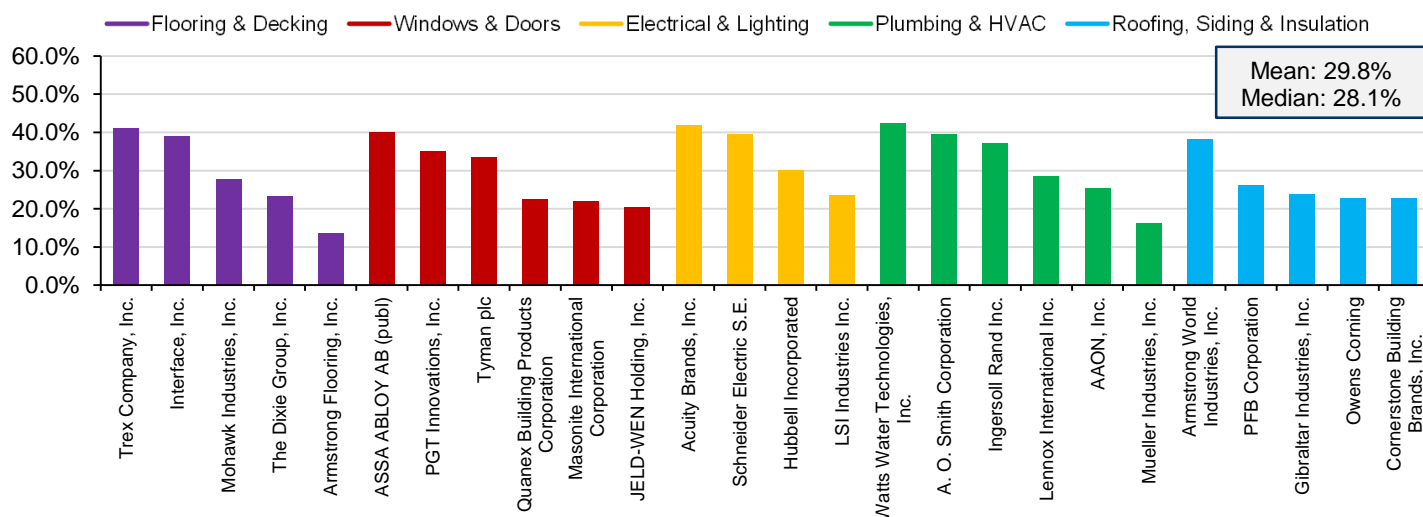


### 5-Year EV / EBITDA Multiple <sup>(1)</sup>

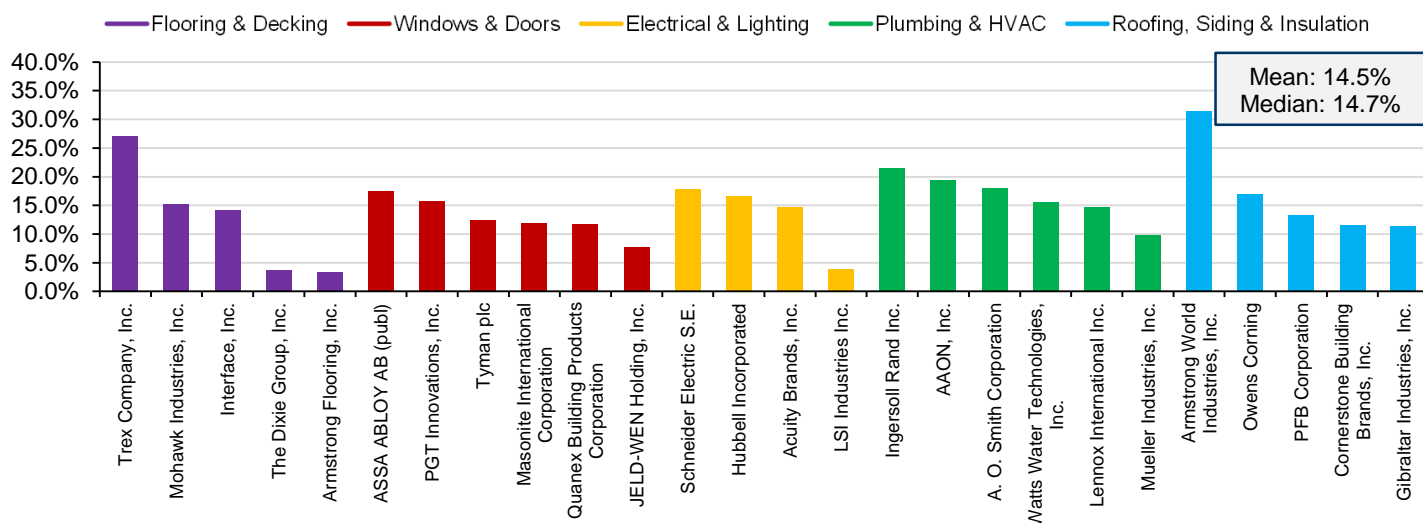


## BUILDING PRODUCTS & MATERIALS SECTOR REVIEW

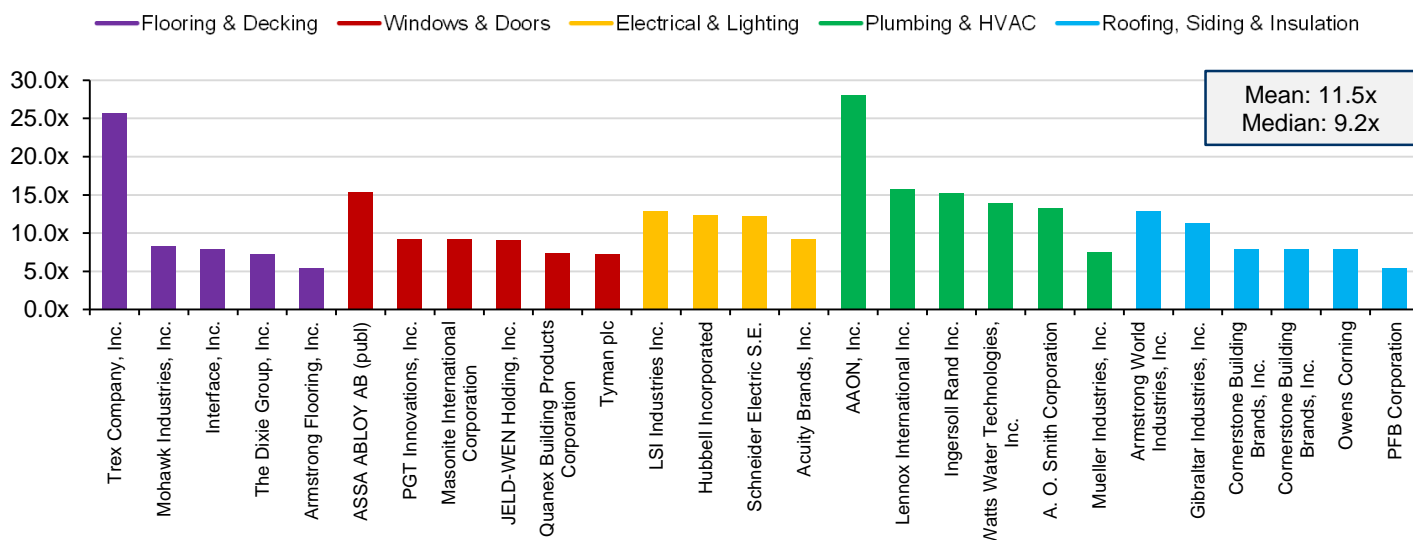
### Gross Margins of Building Products Companies <sup>(1)</sup>



### EBITDA Margins of Building Products Companies <sup>(1)</sup>



### EV / LTM EBITDA of Building Products Companies <sup>(1)</sup>

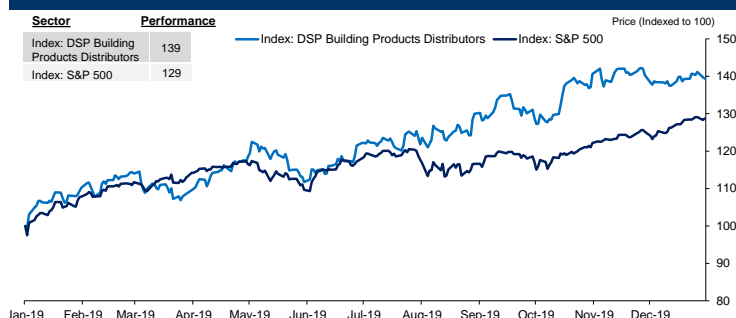


(1) PitchBook

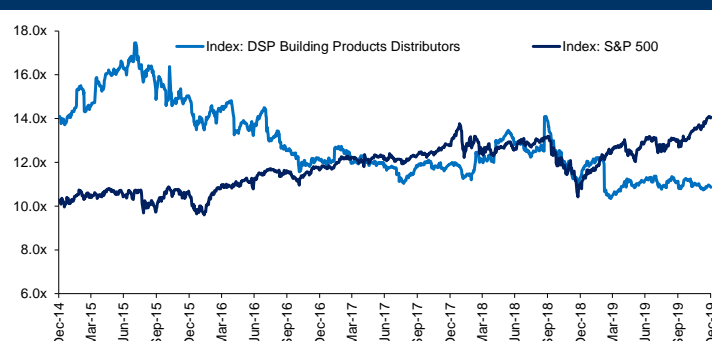
## Comparable Company Analysis: Building Products Distributors <sup>(1)</sup>

COMPANY	STOCK PERFORMANCE AND COMPANY DATA					MARGINS		VALUATION DATA		
	12/31/2019	30 Day % Change	YTD % Change	Market Value (\$mm)	Enterprise Value (\$mm)	Gross Profit % Margin	EBITDA LTM % Margin	EV / Revs LTM	EV / EBITDA 2019	P / E 2019
Watsco, Inc. (NYSE:WSO)	\$180.15	1.2%	29.5%	\$6,312.2	\$6,898.5	24.3%	8.0%	1.45x	17.2x	27.6x
Richelieu Hardware Ltd. (TSX:RCH)	20.92	4.5%	25.8%	1,176.4	1,164.5	10.5%	10.4%	1.49x	14.3x	23.9x
Ferguson plc (LSE:FERG)	90.72	4.4%	41.9%	20,362.1	23,764.1	29.4%	8.2%	1.07x	12.9x	17.5x
Beacon Roofing Supply, Inc. (NasdaqGS:BECN)	31.98	7.9%	0.8%	2,193.4	5,731.7	24.2%	6.0%	0.81x	12.5x	16.5x
BlueLinx Holdings Inc. (NYSE:BXC)	14.25	38.8%	(42.3%)	133.5	834.7	13.5%	2.0%	0.32x	10.8x	N.M.
HD Supply Holdings, Inc. (NasdaqGS:HDS)	40.22	1.0%	7.2%	6,522.2	9,077.2	39.1%	13.4%	1.48x	10.5x	11.5x
CanWel Building Materials Group Ltd. (TSX:CWX)	4.13	(1.4%)	23.7%	321.4	651.4	14.4%	4.8%	0.63x	10.3x	28.0x
Builders FirstSource, Inc. (NasdaqGS:BLDR)	25.41	-	132.9%	2,942.1	4,517.9	27.2%	6.8%	0.62x	8.8x	12.5x
BMC Stock Holdings, Inc. (NasdaqGS:BMCH)	28.69	(3.1%)	85.3%	1,915.0	2,255.1	26.2%	6.5%	0.62x	8.7x	15.3x
Foundation Building Materials, Inc. (NYSE:FBM)	19.35	(5.3%)	132.9%	831.9	1,475.9	30.5%	7.8%	0.69x	8.3x	19.0x
SIG plc (LSE:SHI)	1.63	0.9%	16.4%	963.7	1,544.5	27.1%	2.3%	0.46x	8.2x	21.4x
GMS Inc. (NYSE:GMS)	27.08	(12.5%)	82.2%	1,141.9	2,312.4	32.9%	9.2%	0.71x	7.5x	8.8x
Hardwoods Distribution Inc. (TSX:HDI)	12.57	7.5%	56.0%	267.5	431.4	18.1%	4.6%	0.48x	7.3x	11.6x
<b>Overall Group Mean</b>		<b>3.4%</b>	<b>45.6%</b>	<b>\$3,467.9</b>	<b>\$4,666.1</b>	<b>24.4%</b>	<b>6.9%</b>	<b>0.83x</b>	<b>10.6x</b>	<b>17.8x</b>
<b>Overall Group Median</b>		<b>1.0%</b>	<b>29.5%</b>	<b>1,176.4</b>	<b>2,255.1</b>	<b>26.2%</b>	<b>6.8%</b>	<b>0.69x</b>	<b>10.3x</b>	<b>17.0x</b>
<b>Overall Group Max</b>		<b>38.8%</b>	<b>132.9%</b>	<b>20,362.1</b>	<b>23,764.1</b>	<b>39.1%</b>	<b>13.4%</b>	<b>1.49x</b>	<b>17.2x</b>	<b>28.0x</b>
<b>Overall Group Min</b>		<b>(12.5%)</b>	<b>(42.3%)</b>	<b>133.5</b>	<b>431.4</b>	<b>10.5%</b>	<b>2.0%</b>	<b>0.32x</b>	<b>7.3x</b>	<b>8.8x</b>

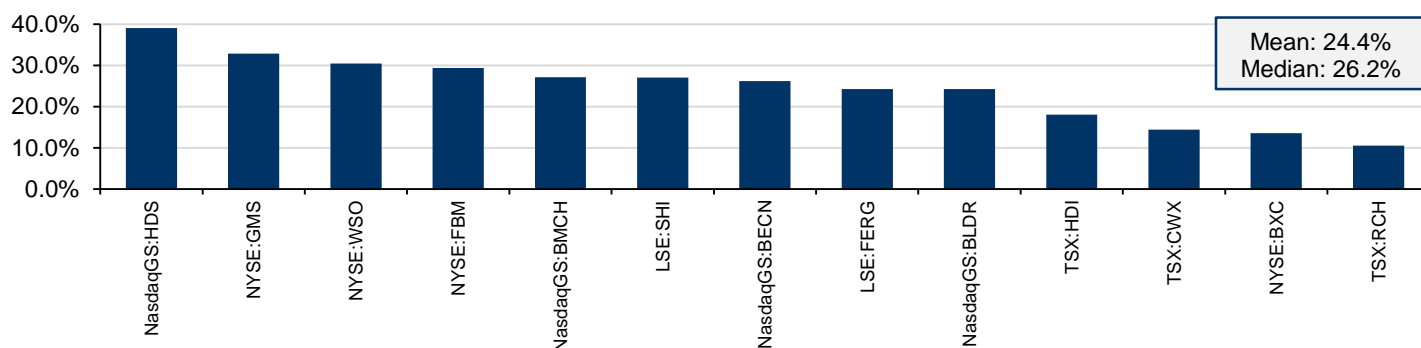
### 1-Year Stock Performance (as of 12/31/19) <sup>(1)</sup>



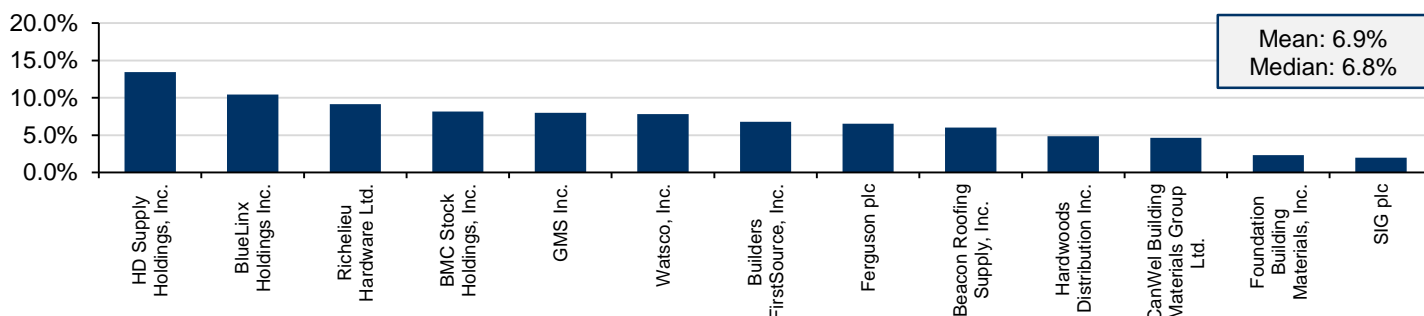
### 5-Year EV / EBITDA Multiple <sup>(1)</sup>



### Gross Margins of Building Products Distributors <sup>(1)</sup>



### EBITDA Margins of Building Products Distributors <sup>(1)</sup>

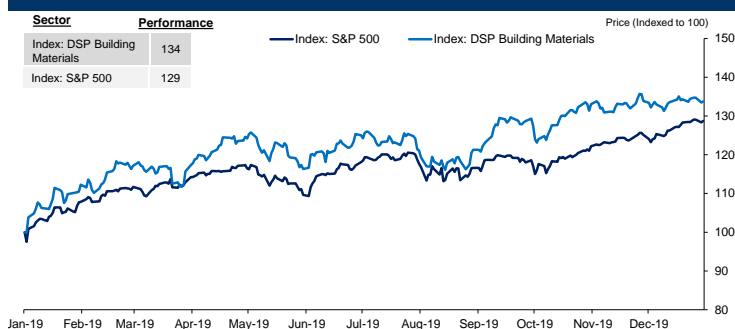




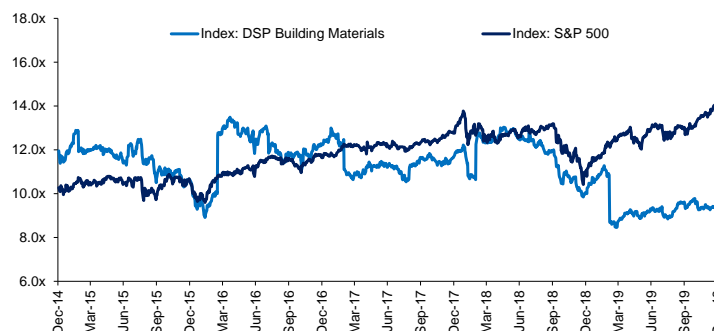
## Comparable Company Analysis: Building Materials Companies <sup>(1)</sup>

COMPANY	STOCK PERFORMANCE AND COMPANY DATA					MARGINS		VALUATION DATA		
	12/31/2019	30 Day % Change	YTD % Change	Market Value (\$mm)	Enterprise Value (\$mm)	Gross Profit % Margin	EBITDA LTM % Margin	EV / Revs LTM	EV / EBITDA 2019	P / E 2019
Vulcan Materials Company (NYSE:VMC)	\$143.99	1.5%	45.7%	\$19,057.7	\$21,988.5	25.5%	24.6%	4.46x	17.0x	30.1x
Eagle Materials Inc. (NYSE:EXP)	90.66	(1.5%)	48.5%	3,774.3	4,641.2	22.8%	26.8%	3.27x	10.8x	17.3x
Summit Materials, Inc. (NYSE:SUM)	23.90	0.1%	92.7%	2,683.5	4,338.7	31.3%	19.7%	1.95x	9.6x	51.5x
CRH plc (ISE:CRG)	40.03	4.6%	51.3%	31,596.5	39,818.9	33.0%	14.8%	1.41x	8.5x	15.9x
Boral Limited (ASX:BLD)	3.15	(9.3%)	(9.6%)	3,689.8	5,595.5	33.5%	15.6%	1.36x	7.8x	13.5x
CEMEX, S.A.B. de C.V. (BMV:CEMEX CPO)	0.38	2.5%	(22.3%)	5,582.2	18,122.2	32.8%	15.8%	1.38x	7.3x	9.8x
LafargeHolcim Ltd (SWX:LHN)	55.45	7.5%	34.7%	33,556.2	47,053.5	42.2%	19.9%	1.71x	7.0x	15.2x
Wienerberger AG (WBAG:WIE)	29.65	8.1%	43.9%	3,397.2	4,405.7	36.2%	16.0%	1.13x	6.7x	13.0x
HeidelbergCement AG (DB:HEI)	73.10	(1.5%)	20.1%	14,503.2	25,710.0	60.2%	15.3%	1.21x	6.4x	10.6x
Compagnie de Saint-Gobain S.A. (ENXTPA:SGO)	40.96	1.2%	22.7%	22,268.5	34,450.1	25.5%	10.6%	0.72x	6.2x	11.1x
<b>Overall Group Mean</b>		<b>1.3%</b>	<b>32.8%</b>	<b>\$14,010.9</b>	<b>\$20,612.4</b>	<b>34.3%</b>	<b>17.9%</b>	<b>1.86x</b>	<b>8.7x</b>	<b>18.8x</b>
<b>Overall Group Median</b>		<b>1.3%</b>	<b>39.3%</b>	<b>10,042.7</b>	<b>20,055.3</b>	<b>32.9%</b>	<b>15.9%</b>	<b>1.40x</b>	<b>7.6x</b>	<b>14.3x</b>
<b>Overall Group Max</b>		<b>8.1%</b>	<b>92.7%</b>	<b>33,556.2</b>	<b>47,053.5</b>	<b>60.2%</b>	<b>26.8%</b>	<b>4.46x</b>	<b>17.0x</b>	<b>51.5x</b>
<b>Overall Group Min</b>		<b>(9.3%)</b>	<b>(22.3%)</b>	<b>2,683.5</b>	<b>4,338.7</b>	<b>22.8%</b>	<b>10.6%</b>	<b>0.72x</b>	<b>6.2x</b>	<b>9.8x</b>

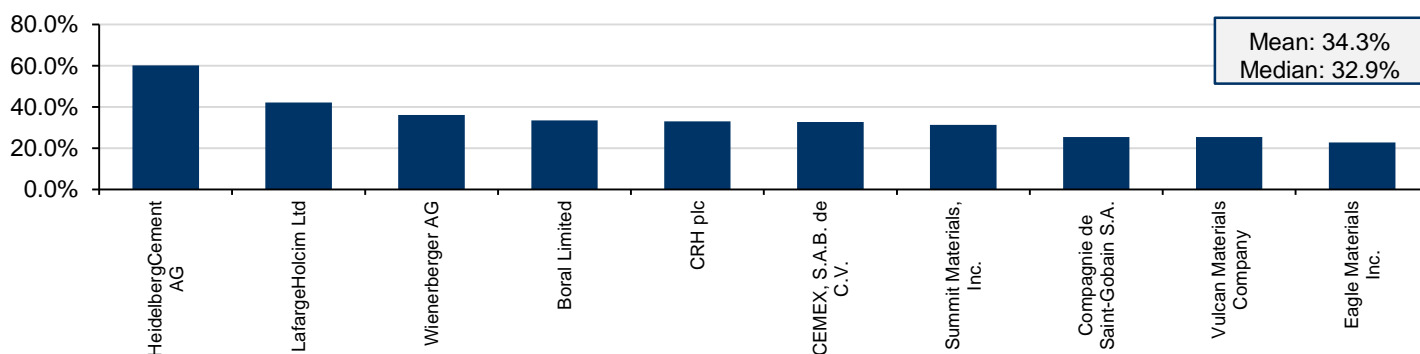
### 1-Year Stock Performance (as of 12/31/19) <sup>(1)</sup>



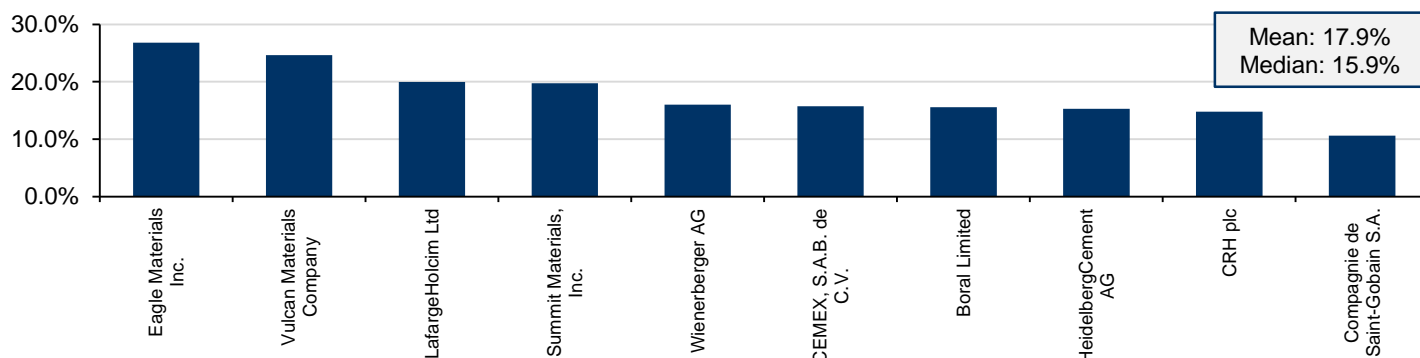
### 5-Year EV / EBITDA Multiple <sup>(1)</sup>



### Gross Margins of Building Materials Companies <sup>(1)</sup>



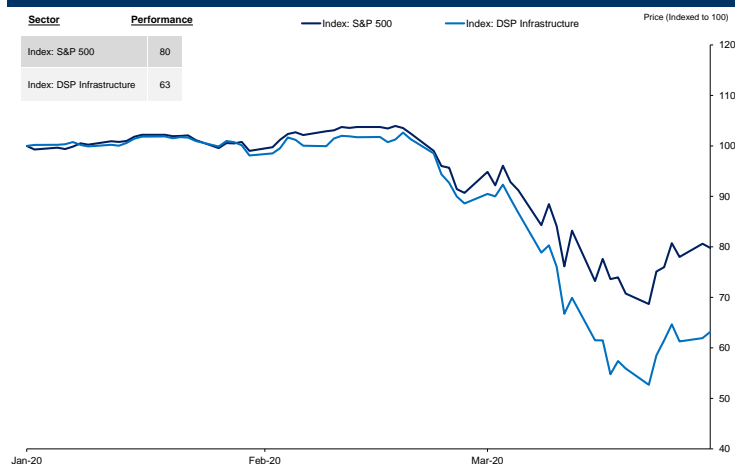
### EBITDA Margins of Building Materials Companies <sup>(1)</sup>



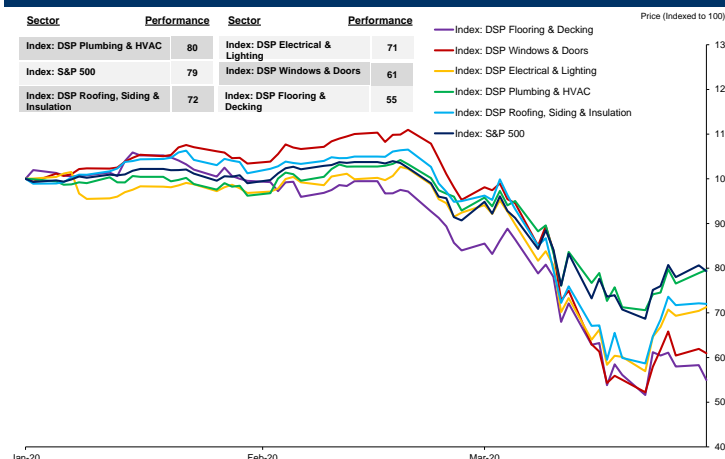
## Comparable Company Analysis: 2020 Q1 Performance

The global equity markets experienced considerable volatility in the first quarter driven by COVID-19 related fears; infrastructure/building product related stocks were particularly hard hit. As of March 31, the DSP Infrastructure Index was down approximately 37% while the broader S&P 500 was down approximately 20%. Given the recent volatility in the markets and the unknown impact of the pandemic on the global economy, it remains to be seen how infrastructure stocks will perform throughout 2020.

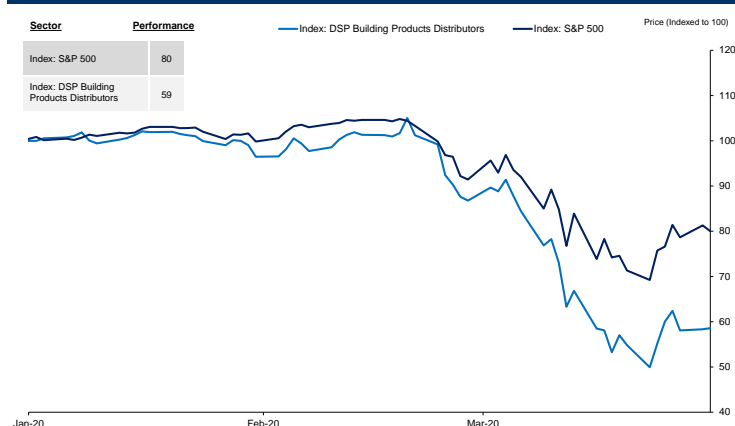
### DSP Infrastructure Index <sup>(1)</sup>



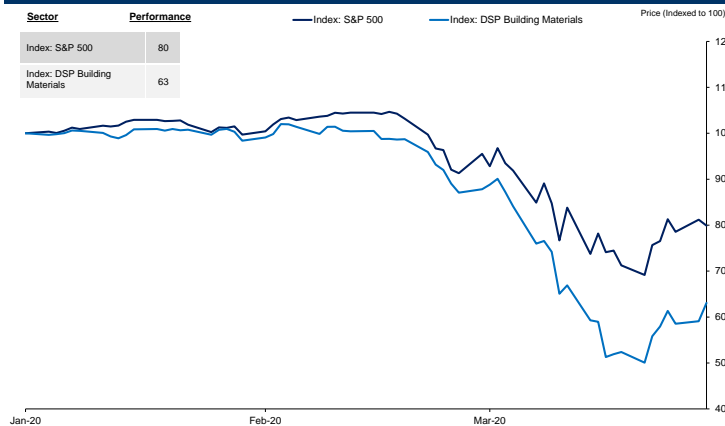
### DSP Building Products Index <sup>(1)</sup>



### DSP Building Products Distribution Index <sup>(1)</sup>

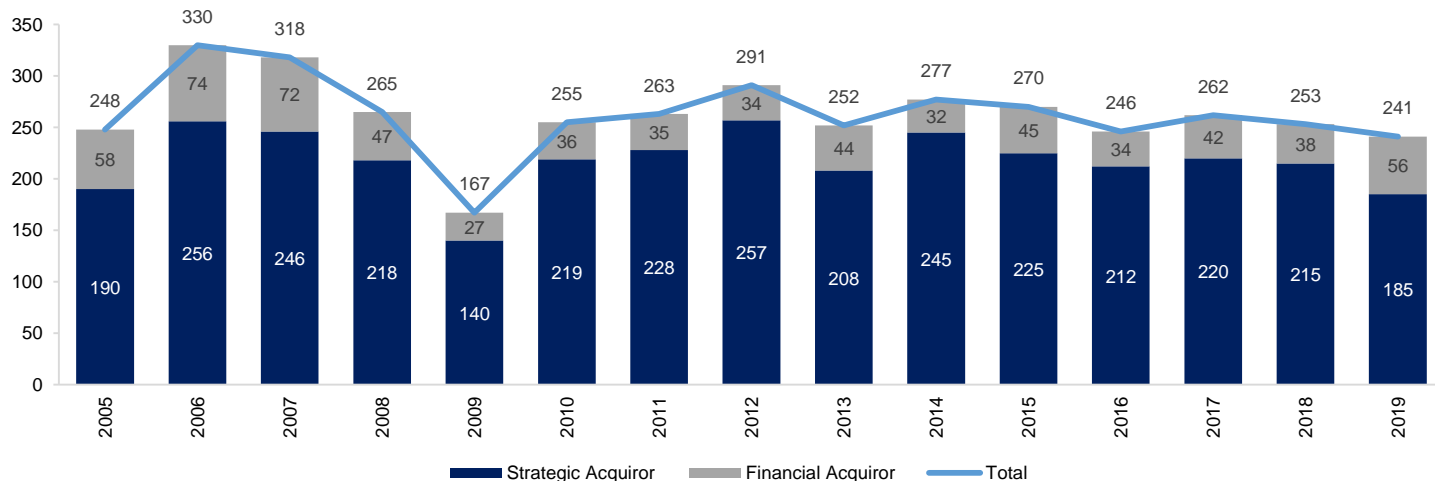


### DSP Building Materials Index <sup>(1)</sup>



(1) Pitchbook, as of March 31, 2020

## Infrastructure M&A Trends (# of deals) <sup>(1)</sup>



(1) PitchBook data includes disclosed transactions

While industry M&A activity was down modestly from prior year levels, strategics and financial sponsors continued to find market conditions favorable for deal making. Financial sponsor backed M&A activity marked a post-recession high in terms of number of announced deals principally driven by add-on transactions to existing platforms.

## Select 2019 M&A Transactions

Date Announced	Target	Description	Acquirer / Investor
12/30/2019	Associated Drywall Suppliers	Distributor of building products based in Louisville, United States.	Foundation Building Materials
12/27/2019	Quality Acrylic Bath	Manufacturer of acrylic tubs.	Cotton Creek Capital, Royal Manufacturing(Bathing Products)
12/23/2019	Topline Counters	Manufacturer of a broad array of laminate, solid surface and natural stone products based in Sumner, Washington.	Patrick Industries
12/20/2019	Mission Bell	Provider of architectural woodwork, reclaimed wood and custom casework.	Ninth Street Capital Partners, Tecum Capital, USA Millwork
12/12/2019	LC Materials	Supplier of ready-mix concrete and aggregates in the United States.	Smyrna Ready Mix
12/6/2019	Yancey's Ready Mix	Manufacturer of concrete to construction contractors, for industrial, commercial and residential projects across all phases of the concrete industry.	Smyrna Ready Mix
12/3/2019	N&S Supply	Distributor of air conditioning, heating and plumbing products intended to offer abundant selection of products at affordable prices.	Watsco
12/2/2019	Deford's	Distributor of building products based in Duncanville, Texas.	BMC Stock Holdings
11/19/2019	Colony Display	Manufacturer of custom fixtures and retail displays.	Kinzie Capital Partners
11/15/2019	Fairbanks Construction	Provider of home improvement solutions based in Ocala, Florida.	West Shore Home
11/14/2019	Surface Preparation Technologies	Manufacturer of shoulder rumble strip installations services.	Dominus Capital
11/12/2019	Continental Building Products	Manufacturer of plasterboard and other gypsum based products.	Saint-Gobain

## BUILDING PRODUCTS & MATERIALS SECTOR REVIEW

Date Announced	Target	Description	Acquirer / Investor
11/6/2019	Roofscapes Exteriors	Provider of exterior roofing services based in Bixby, Oklahoma.	Restoration Builders
11/5/2019	Redland Brick	Manufacturer of bricks based in Williamsport, Maryland.	Glen-Gery
10/31/2019	Banner Solutions (Kansas City)	Distributor of building hardware for the commercial, residential and institutional facilities markets.	Apollo Investment, Tailwind Capital
10/29/2019	Hearth Craft	Manufacturer of fireplace doors.	Blackthorne Partners, Design Specialties, Pouilly Investment Co.
10/22/2019	Renown Roofing and Construction	Provider of restoration services based in Lewisville, Texas.	Restoration Builders
10/18/2019	Roofers Supply	Distributor of residential and commercial roofing products and accessories.	Berkshire Partners, Leonard Green & Partners, SRS Distribution
10/17/2019	Advanced Window	Supplier of a variety of window products committed to providing customized materials to residential and industrial clients.	Exchange Income
10/8/2019	HG Meigs	Supplier of asphalt cement and emulsion based in Portage, Wisconsin.	Asphalt Materials
10/2/2019	Construction Materials	Provider of concrete, masonry, and waterproofing products.	Construction Supply Group, Kingfish Group, The Sterling Group
10/2/2019	Forge Lumber	Supplier of building materials.	Kelso Private Equity, US LBM Holdings
10/1/2019	American Building Services	Provider of architectural doors, frames, hardware and related products.	Littlejohn & Co, The Cook & Boardman Group
10/1/2019	Custom Window Systems	Designer and manufacturer of windows, doors and porch enclosures.	Pella Door
10/1/2019	Joe's Wallboard Supply Co.	Supplier of drywall and accessories.	Foundation Building Materials
10/1/2019	The Supply Guy	Supplier of building material based in Lakewood, United States.	Foundation Building Materials
9/23/2019	Minnesota Spray Foam Insulation	Provider of insulation services based in Minnesota.	Installed Building Products
9/18/2019	Accent Family of Companies	Manufacturer of bale ties and provider of building materials.	Crossplane Capital
9/6/2019	Schultz Roofing Supply	Distributor of roofing products and accessories.	Berkshire Partners, Leonard Green & Partners, SRS Distribution
9/4/2019	Contractor's Truss Systems	Provider of engineered wood products.	American Construction Source, Angeles Equity Partners, Clearlake Capital Group
9/4/2019	Surfaces Southeast	Manufacturer and supplier of mosaics and specialty wall tiles.	The Baupost Group
9/3/2019	Holdfast Technologies	Distributor of specialty construction materials, accessories and tools.	Construction Supply Group, Kingfish Group, The Sterling Group

## BUILDING PRODUCTS & MATERIALS SECTOR REVIEW

Date Announced	Target	Description	Acquirer / Investor
9/3/2019	Wolf Home Products	Provider of kitchen and bath cabinetry and building products.	Tenex Capital Management
9/1/2019	Presto Maintenance Supply	Distributor of Maintenance, Repair and Operations products based in the US.	HD Supply
8/27/2019	Sioux City Brick & Tile	Manufacturer and supplier of clay bricks based in Sioux City, Iowa.	Brickworks
8/23/2019	Arizona Shower Door	Designer and manufacturer of custom glass shower doors and enclosures.	DreamLine, MPE Partners
8/23/2019	Travis Roofing Supply	Distributor of residential and commercial roofing products and accessories in the US.	Berkshire Partners, Leonard Green & Partners, SRS Distribution
8/22/2019	Barrett Company	Operator of roofing contractors based in Millington, New Jersey.	Keene Building Products
8/21/2019	PMC Building Materials	Manufacturer of home furnishing, roofing, window and related products designed to serve general contractors, custom homebuilders, remodelers, deck builders, specialty contractors and homeowners.	Randall Brothers
8/9/2019	Armstrong Ceiling Business	Manufacturer of building materials.	Aurelius Growth Investments
8/1/2019	Flooring Systems	Provider of flooring installation service.	Interior Logic Group, Littlejohn & Co, Platinum Equity, The Gores Group
8/1/2019	Hayfield Window & Door	Manufacturer of vinyl windows and doors.	Drum Capital Management, Spell Capital Partners
8/1/2019	Kingston Lumber Supply	Manufacturer of building materials based in Kingston, Washington.	BMC Stock Holdings
8/1/2019	Statewide Remodeling	Provider of home innovation and remodeling services.	Florida Home Improvement Associates, York Capital Management
8/1/2019	TrendSet Concrete Products	Distributor of hardscapes products based in the US.	SiteOne Landscape Supply
7/31/2019	Action Plumbing Supply	Distributor of pipes, valves and fittings based in Margate, Florida.	Ferguson Enterprises
7/31/2019	LM Flooring	Manufacturer of engineered wood flooring.	AHF Products, American Industrial Partners
7/23/2019	Polished Concrete Solutions	Provider of concrete products, training, and other services to the concrete maintenance industry.	Aramco, Odyssey Investment Partners
7/3/2019	L.H. Voss Materials Dublin (Wholesale distribution)	Distributor of hardscapes and landscape supplies to landscape professionals based in Dublin, California.	SiteOne Landscape Supply
7/3/2019	Lunada Bay Tile	Manufacturer and designer of decorative tiles for the remodeling and architectural and design markets.	Saugatuck Capital
7/1/2019	Custom Choice Door	Supplier of doors & millwork.	Building Industry Partners, Homewood Holdings
7/1/2019	Sun State Components	Producer of roof and floor trusses based in Kingman, Arizona.	Builders Firstsource



## BUILDING PRODUCTS & MATERIALS SECTOR REVIEW

Date Announced	Target	Description	Acquirer / Investor
6/28/2019	Unified Door and Hardware Group	Distributor of doors and hardware products.	Dunes Point Capital
6/17/2019	InOvate Dryer Products	Manufacturer of building products based in Jupiter, Florida.	Continental Materials
6/17/2019	Milliken Infrastructure Solutions	Provider of geopolymer-based building materials.	Clock Spring Company, Wind Point Partners
6/17/2019	MPL Holdings	Provider of marble products for the hospitality and multi-family housing markets.	Wynnchurch Capital
6/11/2019	Granite Precasting & Concrete	Manufacturer of precast structures in Bellingham, Washington.	Oldcastle Infrastructure
6/4/2019	Heritage Carpet & Tile	Provider of flooring solutions.	Artisan Design Group, The Sterling Group
6/3/2019	J. P. Hart (Acoustical & Drywall Supply)	Distributor of acoustical and drywall supply products based in San Antonio, Texas.	GMS (Georgia)
6/3/2019	J.P. Hart Lumber Company (Hart Acoustical & Drywall Supply Operations at San Antonio in Texas)	Distributor of drywall, metal studs, insulation and ceiling tiles.	Lone Star Materials
6/3/2019	Mission Valley Pipe & Supply	Distributor of plumbing products based in San Diego, California.	Ferguson Enterprises
6/3/2019	The Door Mill	Distributors of residential interior and exterior doors to local and regional builders of single-family and multi-family residential projects.	Building Industry Partners, Homewood Holdings
6/1/2019	Homans Associates	Distributor and supplier of HVAC and Mechanical Insulation products based in Wilmington, Massachusetts.	Watsco
5/31/2019	LSC Environmental Products	Manufacturer of environmental products and equipment designed to address the persistent environmental challenges of erosion, odor, land reclamation, waste cover, seeding and dust	Ancor Capital Partners
5/31/2019	Berg Wholesale	Distributor of home hardware.	High Road Capital Partners
5/31/2019	Presta Contractor Supply	Manufacturer and distributor of residential and commercial building products.	Berkshire Partners, Leonard Green & Partners, SRS Distribution
5/31/2019	Universal Window and Door	Manufacturer of custom windows intended for architects, general contractors and developers of historic buildings.	River Birch Partners
5/22/2019	Stone and Soil Depot	Distributor of hardscapes and landscape product and materials.	SiteOne Landscape Supply
5/22/2019	Suburban Drywall	Provider of construction materials and services intended to serve commercial, multi-family and residential construction customers.	High Street Capital
5/20/2019	Fastrac Building Supply	Supplier of building products based in Colorado Springs, Colorado.	Continental Materials
5/8/2019	Kellogg Supply Company	Operator of a chain of home centers intended for contractors and homeowners.	Coastline Capital
5/8/2019	Signature Systems	Manufacturer and distributor of temporary flooring and fencing products.	Center Rock Capital Partners

## BUILDING PRODUCTS & MATERIALS SECTOR REVIEW

Date Announced	Target	Description	Acquirer / Investor
5/6/2019	Best Materials	Supplier of exterior building and construction supply materials intended for roofing and waterproofing purposes.	Construction Supply Group, The Sterling Group
5/3/2019	Nu-Wood Company	Manufacturer and designer of cabinetry.	Artisan Design Group, The Sterling Group
5/1/2019	Christensen Lumber	Manufacturer and supplier of building materials.	American Builders Supply
5/1/2019	Soho Studio	Provider of mosaic, tile, and specialty interior products.	LongueVue Capital
4/24/2019	USG (Building Materials)	Manufacturer and distributor of building materials.	Gebr. Knauf Verwaltungsgesellschaft
4/16/2019	Kendell Doors & Hardware	Supplier of doors, hardware, and home access and security solutions.	Keystone Capital
4/8/2019	Landscape Depot Supply	Distributor of hardscapes and landscape supplies in the Greater Boston, Massachusetts market.	SiteOne Landscape Supply
4/3/2019	Bailey Lumber & Supply	Distributor of lumber and building materials.	Kelso Private Equity, US LBM Holdings
4/2/2019	DASCO Supply	Distributor of conditioning and heating products based in Whippany, New Jersey.	Watsco
4/1/2019	BM Windows	Provider of windows and doors installation services.	Desert Lumber
4/1/2019	Sierra Truss	Manufacturer of roof trusses in Utah.	Sunroc Building Materials
3/29/2019	VPI Quality Windows	Manufacturer of vinyl window.	Jeld-Wen
3/28/2019	Tamko Building Products	Manufacturer of roofing and decking products.	The Carlyle Group
3/19/2019	PerforMax Global	Manufacturer of industrial doors.	C.H.I. Overhead Doors, Kohlberg Kravis Roberts
3/18/2019	Windsor Rock Products	Wholesaler and supplier of building materials, concrete, cement and house building products in United States.	RiverBend Materials
3/12/2019	Arbor Contract Carpet	Provider of flooring products and installation services.	Cyprium Partners
3/8/2019	Resolute Industrial	Provider of Heating, ventilation, and air conditioning (HVAC) services.	AE Industrial Partners
3/5/2019	Quality Concrete Products	Manufacturer of precast water management products in United States.	Oldcastle Infrastructure
3/5/2019	Sylvania Lighting Solutions	Provider of lighting solution in Wilmington, Massachusetts.	WESCO International
3/4/2019	ABC Refrigeration & HVAC	Provider of commercial refrigeration and air conditioning services.	Audax Group, Coolsys

## BUILDING PRODUCTS & MATERIALS SECTOR REVIEW

Date Announced	Target	Description	Acquirer / Investor
3/4/2019	Architectural Components Group	Manufacturer of wood wall and ceiling products in Marshfield, Missouri.	Armstrong World Industries
3/4/2019	Builders Wholesale Flooring	Provider of flooring products and services.	Artisan Design Group, The Sterling Group
3/4/2019	Commercial Builders Group	Distributor of building products headquartered in New Orleans, Louisiana.	GMS (Georgia)
3/4/2019	Concrete Coatings	Manufacturing high-quality concrete restorative and decorative products.	Fenix Group, Tonka Bay Equity Partners
3/4/2019	Viesko Quality Concrete	Provider of building material and construction service.	Knife River
2/25/2019	Pacific Woodtech	Manufacturer of engineered wood products intended to produce and distribute high quality building materials.	Daiken
2/22/2019	Roofing Products & Building Supply	Distributor of roofing products & accessories, siding and brick.	Berkshire Partners, Leonard Green & Partners, SRS Distribution
2/20/2019	Innovative Hearth Products	Manufacturer of hearth products for consumer applications.	Beckner Clevy Partners, Harbert Management
2/8/2019	Quest Building Products	Distributor of concrete surface prep products, equipment and services.	Jon-Don, Trivest Partners
2/5/2019	Maskell Pipe & Supply	Distributor and provider of HDPE pipe and rental equipment.	Clayton, Dubilier & Rice, Core & Main
2/4/2019	HC HoodCo	Provider of commercial door products and services.	Littlejohn & Co, The Cook & Boardman Group
2/4/2019	Kitchen Art Design Center	Designer, supplier and installer of home cabinetry for large scale construction projects in the United States.	Ferguson Enterprises
2/1/2019	Transit Mix Concrete & Materials Co.	Supplier of foundational building materials, including concrete, aggregate, rebar, masonry supplies and tools headquartered in Colorado Springs, Colorado.	LafargeHolcim
2/1/2019	Yager Materials	Manufacturer and supplier of aggregate, asphalt and ready-mix products to the construction and marine sectors.	Carmeuse Lime & Stone
1/30/2019	Electrical Fasteners	Distributor of construction tools and equipment.	Audax Group, Colony Hardware, Tailwind Capital
1/19/2019	Warrior Building Products	Distributor of building materials in Saint Louis, Missouri.	Cameron Ashley Building Products, Highland Avenue Capital Partners, Pacific Avenue Capital Partners
1/14/2019	Locust Lumber Company	Supplier of lumber products and building materials in Locust, North Carolina.	BMC Stock Holdings
1/11/2019	All Star Materials (Ready Mix Concrete Assets)	Provider of ready mix concrete products for construction industry based in Ocala, Florida.	Smyrna Ready Mix
1/2/2019	Mud Bay Manufacturing	Manufacturer and contractor of siding products.	Building Industry Partners, Homewood Holdings
1/1/2019	Hy Lite	Manufacturer and distributor pre-framed acrylic block windows.	Miramar Capital Partners

## Recent Transaction Experience

 has been acquired by  a portfolio company of  NEW MOUNTAIN CAPITAL LLC Advisor to Seller	 a portfolio company of  has been acquired by an entity formed by  Advisor to Seller	 a portfolio company of  has completed a majority growth recapitalization with  Advisor to RIVS	 a portfolio company of  has been acquired by  Advisor to Seller	 has merged with  a portfolio company of  Advisor to Pyxa	 has completed a majority recapitalization with  Advisor to Emmes	 a portfolio company of  has been acquired by  Advisor to Seller
 has been acquired by  Advisor to Seller	 has been acquired by  a portfolio company of  Advisor to Seller	 has been acquired by  Advisor to Seller	 a portfolio company of  has been acquired by  Advisor to Seller	 has been acquired by  Advisor to Seller	 has been acquired by  Advisor to Seller	 has been acquired by  Advisor to Seller
 has completed a majority recapitalization and growth equity financing with  Advisor to Seller	 has been acquired by  Advisor to Seller	 has been acquired by  Advisor to Seller	 has been acquired by  Advisor to Seller	 has divested certain assets of  to  Advisor to Seller	 has divested RELIABILITY TEST PRODUCTS to  Advisor to Seller Fairness Opinion	 The GEO Group, Inc. (NYSE: GEO) has divested  in a Management Buyout Advisor to Independent Committee Fairness Opinion

# DELANCEY STREET PARTNERS, LLC

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### Board Advisory

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All other transactions effectuated through Delancey Street Partners, LLC