



Family owned, professionally managed,
and growth focused.

COMPANY OVERVIEW

Watkins Associated Industries, Inc. is a large, privately-held company focused on creating long term value by building and managing world-class businesses. The company began over 80 years ago as a produce transportation company with a single truck and grew to become one of the largest privately owned business in the southeastern United States. Through innovation and commitment, we are dedicated to turning our strong history of growth into a successful future. We seek to leverage our operational expertise to grow new businesses into market leaders.

VALUE PROPOSITION

- As a multi-generational family-owned business, we understand the issues of ownership transitions and know how to acquire family owned businesses responsibly.
- We seek opportunities where we can leverage our core competencies in new areas and industries.
- We take a long-term view as we identify businesses with attractive future growth prospects and a management team with a desire to remain involved.

OUR APPROACH

- We strive for a win-win situation with every deal.
- Long-term capital allows us to invest in the future.
- We have no obligations to sell any business in a predetermined time period.
- We allow presidents of our businesses to operate independently, though our philosophy calls for a close-knit organizational structure.
- We have a strong financial track record and significant credit capacity and can close a transaction with readily available financial resources.

*Direct all investment opportunities to
John Maggard, Chief Financial Officer
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CURRENT PORTFOLIO

REAL ESTATE

Apartment Development
Shopping Center Development

FOOD PROCESSING

Seafood Processing
Frozen Food Processing

INSURANCE SERVICES

Independent Agencies
Property & Casualty Company

BUILDING MATERIALS

Door & Window Mfg.
Custom Millwork

AREAS OF INTEREST

ADJACENCIES

Our current portfolio companies
or 'one-step' away

PET SERVICES

Veterinary Services
Pet Grooming & Boarding

TESTING SERVICES

Water & Air Quality Testing
Environmental Consulting

RAIL SERVICES

Rail Maintenance Services
Short Line Railroad

INVESTMENT CRITERIA

TRANSACTION SIZE: \$15M - \$50M

FINANCIAL CRITERIA

- Revenue from \$30M - \$100M
- Growth of 5% or better
- EBITDA margin of 10% or better
- Modest capital investment requirements.
- Industries of scale with opportunities for consolidation.

CONDITION

- Established company operations.
- Rapid growth, low capital intensity with moderate barriers to entry.
- Companies with solid business prospects in a variety of markets.
- Stable management team that will stay on post acquisition.

GEOGRAPHY

- Primarily interested in opportunities in existing or adjacent markets (Southeastern U.S.) but will explore nationally in the U.S.

DEAL TYPES

- Established operating companies/platforms with associated industry consolidation potential.
- 100% ownership highly preferred with some flexibility for seller to maintain minority interest.

SELLER TYPE

Entrepreneur owned, family-owned, private-equity backed, or corporate sellers interested in ownership transition.

DURATION

Long-term focus with no obligation to sell at any time.