



# 2024 Year in Review. ■

**HERITAGE  
CAPITAL GROUP**

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**MIDDLE MARKET  
INVESTMENT BANKING  
& ADVISORY FIRM**

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## INTRODUCTION

# President's Message

Reflecting on 2024. Ready for 2025.

As we enter 2025, we are pleased to present our '2024 Year in Review.' This reflection highlights the year's most significant milestones, from impactful transactions to in-depth industry insights. These achievements are a testament to the strong collaboration and shared vision we've built together.

Your trust and partnership have been the foundation of our success. By working closely with you, we've navigated challenges and uncovered opportunities that set the stage for continued growth.

As we look ahead to 2025, we are committed to further strengthening our collaboration and delivering on the goals that matter most to you. Thank you for being an essential part of our journey—here's to building even greater success in the year ahead.

**Alex Kellison**  
PRESIDENT

# 2025

LOADING...

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## EXPERIENCE. EXPERTISE. RESULTS.

# Selected Transactions



<p><b>OmniMax International, Inc.</b></p> <p>has acquired</p> <p><b>MILLENNIUM METALS, INC.</b></p> <p>THE UNDERSIGNED ACTED AS THE EXCLUSIVE BUY-SIDE ADVISOR</p> <p><b>HERITAGE CAPITAL GROUP</b></p>	<p><b>AQUAfin</b></p> <p>SWIM SCHOOL</p> <p>has been acquired by</p> <p><b>EMLER swim school</b></p> <p>THE UNDERSIGNED ACTED AS INTERMEDIARY AND FINANCIAL ADVISOR TO THE SELLER</p> <p><b>HERITAGE CAPITAL GROUP</b></p>	<p><b>FIRST COAST MOHS</b></p> <p>SKIN CANCER &amp; DERMATOLOGY SPECIALISTS</p> <p>has partnered with</p> <p><b>AQUA</b></p> <p>DERMATOLOGY</p> <p>THE UNDERSIGNED ACTED AS INTERMEDIARY AND FINANCIAL ADVISOR TO THE SELLER</p> <p><b>HERITAGE CAPITAL GROUP</b></p>
<p><b>BAKER CONSTRUCTORS</b></p> <p>has been acquired by</p> <p><b>C.W. Matthews CONTRACTING CO.</b></p> <p>THE UNDERSIGNED ACTED AS INTERMEDIARY AND FINANCIAL ADVISOR TO THE SELLER</p> <p><b>STEEL BEACH ADVISORS</b></p> <p>The real estate and business brokerage affiliate of Heritage Capital Group</p> <p><b>HERITAGE CAPITAL GROUP</b></p>	<p><b>S&amp;P</b></p> <p>has acquired certain operating companies of</p> <p><b>United Enertech Holdings</b></p> <p>THE UNDERSIGNED ACTED AS INTERMEDIARY AND FINANCIAL ADVISOR TO THE BUYER</p> <p><b>HERITAGE CAPITAL GROUP</b></p>	<p><b>ACIER PACIFIQUE</b></p> <p>PACIFIC STEEL</p> <p>has been acquired by</p> <p><b>VARSTEEL</b></p> <p>THE UNDERSIGNED ACTED AS INTERMEDIARY AND FINANCIAL ADVISOR TO THE SELLER</p> <p><b>HERITAGE CAPITAL GROUP</b></p>
<p><b>COOKSEY &amp; STEEL COMPANY</b></p> <p>has been acquired by</p> <p><b>RELIANCE</b></p> <p>STEEL &amp; ALUMINUM CO.</p> <p>THE UNDERSIGNED ACTED AS INTERMEDIARY AND FINANCIAL ADVISOR TO THE SELLER</p> <p><b>HERITAGE CAPITAL GROUP</b></p>	<p><b>MDM Commercial</b></p> <p>has been acquired by</p> <p>Undisclosed Buyer</p> <p>THE UNDERSIGNED ACTED AS INTERMEDIARY AND FINANCIAL ADVISOR TO THE SELLER</p> <p><b>HERITAGE CAPITAL GROUP</b></p>	



## Selected Transactions

### OmniMax International



Heritage served as the exclusive buy-side advisor to **OmniMax International** in its acquisition of **Millennium Metals, Inc.**

**OmniMax** is a leading North American building products manufacturer headquartered in Atlanta, Georgia. The Company has 12 manufacturing facilities across the United States and Canada. As the top supplier in the residential roof drainage and roofing accessories markets, OmniMax has extensive scale; top brands such as Amerimax, Berger, Verde, and Flamco; and longstanding relationships with the nation's largest home center retailers and building product distributors.

The deal team included **Mary Frosio**, **Alex Kellison**, and **Serxhi Hyska**.

Heritage Capital Group was instrumental in helping OmniMax International acquire Millennium Metals. They introduced us to this valuable opportunity, and they helped build rapport and trust between the two sides. Establishing this foundation was critical for executing the partnership and ultimately positioning OmniMax for long-term success in the roofing accessories sector.

**Mike Kuharski**  
Chief Strategy & Development  
Officer of OmniMax

## Selected Transactions

### AquaFin Swim Schools



It was a pleasure working with the Heritage team, led by Bill Prescott, to guide AQUAfin Swim School through this transaction. Their deep understanding of service-oriented businesses opened up several valuable opportunities for us. Their expertise and attention to detail throughout the entire process were invaluable in helping us navigate each step. We could not have successfully completed this transaction without the Heritage team's support.

**Nim Shapira**  
Founder of AQUAfin Swim Schools

Heritage acted as the exclusive financial advisor and intermediary to **AquaFin Swim Schools** in its acquisition by **Elmer Swim Schools**.

**AquaFin** is a swim school that provides individual and group swimming lessons for infants through adults. The Company uses a proprietary progress-based curriculum model that places students in classes based on their level of proficiency, not just their age. AQUAfin was founded by two-time Olympic swimmer and the Bolles School alumnus, Nim Shapira. It is the largest privately held swim school chain in Florida, with eight locations across the state.

**Bill Prescott** led the deal team, including **Joe Hawkins**, **Howard Serkin**, **Chuck West**, **Robert Cilek**, and **Bobby Ward**.



Selected Transactions

First Coast Mohs



FIRST COAST MOHS  
SKIN CANCER & DERMATOLOGY SPECIALISTS

Heritage acted as the exclusive financial advisor and intermediary to **First Coast Mohs** in its partnership with **Aqua Dermatology**.

**First Coast Mohs** offers Mohs surgery, surgical and medical dermatology, dermatopathology, cosmetic and laser treatments, electrolysis and other aesthetic services from four state-of-the-art facilities in metro Jacksonville, Florida. The practice features seven clinicians, including two Mohs surgeons, two board-certified dermatologists, and three Advanced Practice Providers. First Coast Mohs was founded in 2002 by Dr. Scott Warren, who will continue to lead the practice following the transaction.

The deal team included **Dan Edelman**, **Dan Curran**, **Alex Kellison**, and **Mike Bouton**.

he Heritage team helped me far beyond my expectations. Their expertise in all aspects of the process, from start to finish, was very detailed and all encompassing. I chose Heritage because of Dan Edelman, and I'm glad I made that choice.

Dr. Scott Warren  
Founder of First Coast Mohs

Selected Transactions

Baker Constructors



The Heritage team's responsiveness to our needs, as well as the buyers and their attorneys, allowed us to complete this transaction quickly and efficiently. We could not have achieved our goals in this transaction without their consultation and advice.

Robert Baker  
President of Baker Constructors

Steel Beach Advisors, the real estate and business brokerage affiliate of Heritage Capital Group, executed the transaction on behalf of its client, **Baker Constructors** in its acquisition by **C.W. Matthews**.

**Baker Constructors** is a Southeast regional heavy highway and site development contractor based in Savannah, Georgia with a regional office in Jacksonville, Florida. Baker's projects span from Virginia to Florida and include services such as infrastructure, utilities, and site grading, as well as landfill, industrial, and civil construction.

The deal team included **Dan Edelman**, **Bill Nicholson**, and **Chase Nicholson**.



## Selected Transactions

### Soler & Palau (S&P USA)



Heritage acted as the exclusive financial advisor and intermediary to **Soler & Palau** in its acquisition of certain operating companies of **United Enertech Holdings**.

**S&P USA** is a global leader in ventilation solutions, specializing in designing and manufacturing ventilation products for commercial, industrial, and residential applications. Its innovative air movement technologies and systems ensure efficient and effective ventilation, improving indoor air quality and comfort across various environments. S&P USA's ventilation products range from innovative, quiet, and reliable residential fans to large, high-capacity exhaust systems for commercial applications.

The deal team was led by **Alex Kellison** and included **Bill Sorenson, Joe Hawkins, Don Wiggins, Mary Frosio, Robert Cilek, and Bobby Ward**.



The United Enertech team's air control and product knowledge combined with S&P's mechanical ventilation product portfolio will provide our customers with an ideal single source ventilation system solution.

**Eugene Scotcher**  
Soler & Palau Ventilation Group's  
North American Divisional Managing  
Director

## Selected Transactions

### Pacific Steel



**ACIER PACIFIQUE**  
PACIFIC STEEL

Pacific Steel built its reputation through decades of hard work by many dedicated employees. I'm proud of the business we have built and believe that Varsteel is an excellent fit to help our company continue on its growth path. The team at Heritage was with us every step of the way during the transaction. Their advice was invaluable throughout the process.

**Joe Antebi**  
President of Pacific Steel

Heritage acted as the exclusive financial advisor and intermediary to **Pacific Steel** in its acquisition by **Varsteel**.

**Pacific Steel** was founded in the 1950s and has built a reputation as a trusted source for both fabricators and construction contractors. The company is a leading distributor of structural steel to large fabricators and service centers in eastern Canada and, for certain products, serves customers in the northeastern U.S. and throughout Canada. The company is a full-range supplier, fabricator, and installer of rebar used in construction markets. Pacific serves its customers using two facilities in Laval, Quebec.

The deal team included **Bert Tenenbaum, Doug Kravet, Stan Baucum, John Pregulman, and JP Allen**.



Selected Transactions

Cooksey Iron & Metal Company



Heritage acted as the exclusive financial advisor and intermediary to **Cooksey Iron & Metal Company** in its acquisition by **Reliance Steel & Aluminum**.

Founded in 1917, **Cooksey** is a metals service center that processes and distributes finished steel products such as tubing, beams, plates, and bars. The Company is headquartered in Tifton, Georgia and was founded by J.S. Cooksey. Over the past 100+ years, the Company has served a wide variety of customers including agriculture equipment manufacturers, structural fabricators, trailer manufacturers, and other industrial companies. Cooksey serves its customers using three facilities.

**Bert Tenenbaum** lead the deal team.

It was a pleasure to work with the Heritage team to advise our company in this transaction. Their staff of former executives of the industry and knowledge of service center operations led us to several opportunities. Their expertise and thoroughness throughout the process helped our company navigate through the transaction process. We would not have completed this transaction without the contributions of the Heritage team.

**Mike & Taylor Cooksey**  
Owners of Cooksey Steel

Selected Transactions

MDM Commercial Enterprises



I want to thank Heritage for their expert guidance and professionalism throughout this proces. The deal team’s meticulous level of detail and negotiation prowess was impressive. I recommend them without hesitation..

**Steve Austin**  
CEO and founder of MDM

Heritage acted as the exclusive financial advisor and intermediary to **MDM Commercial Enterprises** in its acquisition by an undisclosed company

**MDM**, a leading provider of commercial solutions since 1990, specializes in providing solutions to lodging, healthcare, and other facilities with cost-efficient LG commercial products and technology solutions. With three decades of experience and strong relationships, MDM offers competitive pricing, top-notch customer service, and seamless project support. Their inventory includes healthcare and hospitality products, supported by consulting, installation, and customer support, along with flexible payment options and lease agreements.

The deal team included **Joe Hawkins, Don Wiggins, Howard Serkin,** and **Robert Cilek**.



## M&A OUTLOOK

# Past Insights, Future Focus

### OVERVIEW OF 2024 M&A ACTIVITY

The M&A landscape in 2024 experienced a notable recovery, setting the stage for a more robust outlook in the coming year. After a challenging 2023, characterized by rising interest rates and economic uncertainty, deal activity stabilized and showed signs of growth throughout 2024. The second quarter of the year marked a significant resurgence, particularly for private equity transactions, which saw their strongest quarter in two years. This revitalization was driven by a combination of factors, including improved economic conditions, a favorable financing environment, and an increased appetite for strategic acquisitions across various sectors.

### MARKET PERFORMANCE

The global value of M&A activity in the first half of 2024 reached approximately \$1 trillion, reflecting a 4% increase compared to the same period in 2023. While modest, this growth signaled a return of confidence among dealmakers eager to pursue strategic transactions despite lingering economic headwinds. Notably, mid-market deals played a crucial role in this recovery as companies sought to strengthen their market positions and expand their capabilities through targeted acquisitions.

Overall, the number of deals has also increased, with private equity activity rebounding significantly. In Q2 2024 alone, private equity deal activity saw over 120 deals announced, valued at approximately \$196 billion. This resurgence in private equity marked the strongest period for capital deployment since Q3 2022 and highlighted the renewed interest from investors looking to capitalize on emerging opportunities.

### TRENDS AND FACTORS SUPPORTING GROWTH

Several factors contributed to the positive momentum in M&A activity throughout 2024. One of the most significant developments was the interest rate cut implemented by the Federal Reserve in September 2024, along with a more dovish outlook for monetary policy in 2025. This shift helped stimulate deal activity by providing an improved outlook on future financial conditions for the economy as a whole. As

a result, both corporate and private equity buyers were encouraged to pursue acquisitions more aggressively.

Technological advancements also played a pivotal role in driving M&A activity during this period. Companies increasingly sought to enhance their technology capabilities through acquisitions, particularly in artificial intelligence (AI) and digital transformation. The growing emphasis on generative AI led many organizations to prioritize deals that would position them at the forefront of this rapidly evolving sector.

Additionally, sectors such as healthcare saw active M&A engagement driven by trends like AI integration, innovative medical devices, and pharmaceutical advancements. The energy transition also remained a significant focus, with companies looking to acquire renewable energy assets to align with sustainability goals and capitalize on the growing demand for clean energy solutions.

Lastly, strategic acquirers became more selective in their deals as they adapted to the new realities of higher interest rates. Many organizations required more concrete value creation from acquisitions and were less willing to pay for long-term top-line growth without identified synergies. This shift necessitated a dual focus on both revenue and cost synergies in potential deals.

### LOOKING AHEAD: THE 2025 OUTLOOK

We expect a modest increase in M&A activity in 2025 driven by stabilizing economic conditions and abundant capital availability. Long-term interest rates have increased since the November 2024 election, which was counter to the thinking of many involved in M&A and capital markets, however, we expect interest rates to stabilize at the long end of the yield curve and decrease in the short end. This should be constructive for M&A activity in 2025.

Investable capital (“dry powder”) among private equity firms is expected to be a significant driver of M&A activity moving forward. With record amounts

of uninvested capital available for deployment, private equity firms will be pressured to pursue attractive assets aggressively.

Additionally, emerging technologies such as generative AI, advanced analytics, and clean energy innovations are expected to remain top priorities for both strategic and financial buyers. Companies across industries will likely prioritize acquisitions that provide a competitive edge in these transformative areas.

There also remains a significant secular trend of the generational transfer of wealth and business ownership that serves as a tailwind for M&A activity for the foreseeable future. Baby boomers and late Gen Xers who own companies will have to exit their ownership in one form or another in the coming years and that demographic, combined with the abundance of dry powder, will likely fuel M&A activity for many years to come.

In conclusion, while 2024 marked a year of recovery and adaptation within the M&A landscape, it also laid the groundwork for what is anticipated to be an active and dynamic market in 2025. Companies that can leverage the trends and emerging investment technologies mentioned earlier are likely to find success as they engage in transformative transactions that reshape industries and drive long-term growth.

## Metals Distribution

# Maximizing Value

As 2024 comes toward a close, strategic buyers continue to show strong interest in high-quality companies in the metal service center, processing, and fabrication sectors in North America. At the same time, metal commodity prices, macroeconomic factors, and geopolitical issues affect mergers and acquisitions. For instance, the sharp decline in deals in 2020 was a direct consequence of the COVID-19 pandemic.

The number of deals completed is driven by the appetite for growth through M&A among companies in the industry and, in certain cases, to a lesser degree, by institutional and private equity buyers seeking to invest in certain portions of the metals supply chain. Each potential buyer has its own acquisition criteria and perspective on what constitutes a high-quality target.

Common themes emerged from discussions with hundreds of strategic and financial buyers interested in growing via M&A. Whether you are a buyer or seller, here are five of the most prominent qualities that acquiring companies find most attractive in an acquisition target.

### MANAGEMENT DEPTH AND SUCCESSION

Companies with well-developed succession plans for senior management and a focus on bringing the next generation of talented employees into



Maximizing Value (cont.)

decision-making positions are in the best position to depth within the management team is a top value driver. This depth should span all aspects of the business, from senior management to purchasing, sales, operations, safety, administrative functions, technology, and finance.

CULTURE

The acquisition target’s culture will be immediately apparent to any potential buyer evaluating the deal. The business culture should be consistent across all personnel, from shop employees to senior management. Examples of a strong culture include robust safety programs, commercial excellence, operational efficiency and financial strength. A strong and effective culture manifests itself in areas like high levels of employee retention and customer satisfaction.

FACILITIES AND EQUIPMENT

The facilities of the best-run companies are efficiently laid out, clean, well-lit, and not overcrowded with excess inventory or idle equipment. Thoughtful investments are made in late-model value-added equipment, prioritizing safety and environmental stewardship. There is existing room to grow or plans to expand, no deferred maintenance needed on the equipment, and no environmental issues associated with any properties.

SYSTEMS AND PROCESSES

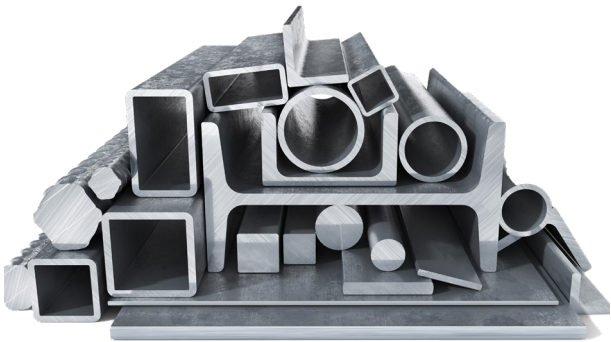
Most buyers tend to seek out well-run companies, not turnaround projects. Besides advanced distribution, material handling and processing capabilities, the best acquisition targets use up-to-date ERP systems and have a professional CFO or controller managing the accounting and finances, producing accurate and timely reports about the financial health of the company. Other examples of well-run companies include a documented quality management system, an active safety and health management program, an environmental management system, and a human resources department that complies with all employment laws and regulations.

MARKET REPUTATION AND CUSTOMER RELATIONSHIPS

A company’s reputation and strong customer relationships are typically the result of decades of demanding work by the company’s management and employees, who consistently perform to high standards and provide service excellence that customers can rely upon.

While 2024 has presented challenges from flat demand and pricing declines, the Metals Team at Heritage Capital recognizes that macro M&A activity is beginning to show signs of increasing. There is broad consensus that the correction in metal pricing has run its course and that the interest rate cut by the Federal Reserve enacted in September will positively impact all parts of the market—buyers and sellers alike. Both are positive indicators for a more robust M&A environment.

In summary, companies that invest in people, culture, facilities, equipment and technology while delivering consistent service excellence are best positioned to navigate these macro trends adeptly and are the most attractive to buyers.



COMPANY UPDATE

Leadership Transition

Heritage Capital Group is pleased to announce a strategic leadership transition as Don Wiggins, its former president and CEO, steps down to assume the role of chairman of the board. Bill Sorenson, a principal at Heritage Capital Group, has been appointed as the new chief executive officer, and Alex Kellison, also a principal, has been named president. Howard Serkin will remain chairman of the advisory board.

Don Wiggins, who played a pivotal role in steering Heritage Capital Group through successful ventures and growth, will continue contributing to the company’s success in his new position as chairman. His wealth of experience and vision will be invaluable in guiding the firm’s long-term strategic direction.

Bill Sorenson, the newly appointed CEO, brings expertise in investment banking and a proven track record of leadership. As a principal at Heritage, Bill is instrumental in driving the firm’s financial success and fostering strong client relationships.

Alex Kellison, also a principal at Heritage, will take on the role of president. Alex’s deep understanding of the firm’s operations and commitment to excellence made him an ideal candidate to enhance Heritage’s market position and services further.

Both Bill’s and Alex’s appointments reflect the board’s confidence in their ability to lead the company forward.

The transition comes at a time when Heritage Capital Group is well-positioned for growth and new opportunities. The company remains committed to delivering exceptional service to its clients and partners.



DON WIGGINS  
CHAIRMAN



BILL SORENSON  
CEO



ALEX KELLISON  
PRESIDENT



Investing in people, culture, and operational excellence makes companies the most attractive M&A targets in a shifting market.

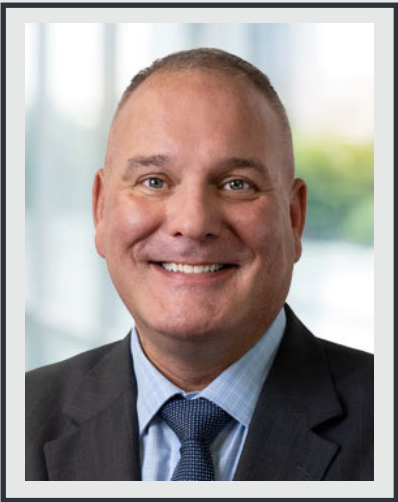


# Additions to the Team

## CHAD POTTER

PRINCIPAL

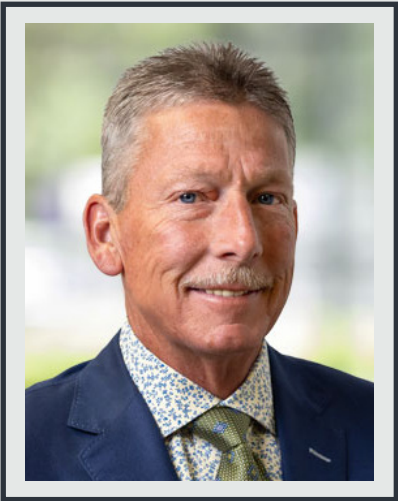
Chad brings a wealth of experience and a robust background in finance and investment within the metals and materials industries, which will be invaluable in advancing the firm’s strategic goals and expanding its client services. Before joining Heritage, Chad held senior positions at several prominent institutions, including NCR Corporation, Nucor, a Nucor-JFE Steel joint venture in Mexico, American Consolidated Industries, and Westwater Resources, where he demonstrated his ability to lead complex transactions and provide strategic insights. Chad graduated from Wright State University with a Bachelor of Business Science, majoring in accounting and finance. He obtained his MBA, with an emphasis on operations management, from Morehead State University.



## MIKE YOUNG

PRINCIPAL

Mike is a seasoned executive with a strong business management background within the metals industry, having worked at Newport News Iron & Steel, Chatham Steel Corporation, and Klein Steel Service, Inc. Mike pursued his education at Christopher Newport University and the University of South Carolina, and completed a program in strategic metals management at the Olin School of Business at Washington University.

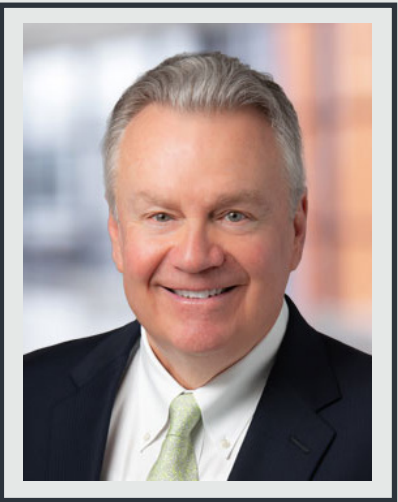


# Additions to the Team

## BILL SALES, JR.

INDUSTRY SPECIALIST

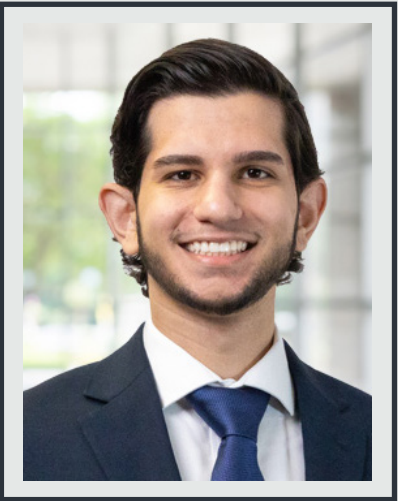
Bill’s career spans over 40 years in the metals industry, including 16 years at Kaiser Aluminum in roles spanning sales, marketing, and manufacturing across diverse products. In 1997, he joined Reliance Steel & Aluminum Co., where he led growth in aluminum and stainless products as vice president, eventually becoming executive vice president of operations in 2015 until his retirement in 2022. Beyond corporate roles, he has been a director and executive board member at the Metals Service Center Institute (MSCI) since 2015 and chaired both the Aluminum Product Council and the Stainless Council. Bill holds a BS in industrial engineering from Louisiana Tech University and an MS in industrial engineering with an MBA option from Louisiana State University.



## SERXHI HYSKA

ANALYST

Since joining Heritage as an intern, Serxhi has consistently demonstrated a high level of expertise, commitment, and professionalism, which have greatly benefited Heritage’s clients and team. Serxhi graduated from the University of North Florida (UNF) with a bachelor of business administration degree, majoring in finance. During his time on campus, Serxhi served as a portfolio manager for UNF’s prestigious Osprey Financial Group, a student-managed investment fund that is responsible for investing a portion of the UNF endowment. His academic background, combined with his practical experience, makes him a valuable asset to our firm.





# We Make Great Deals Happen

PRINCIPALS



Donald Wiggins



Howard Serkin



Bill Sorenson



Alex Kellison



John Montgomery



Dan Curran



Bill Skinner



Mike Young



Doug Kravet



Bill Nicholson



Mac Holley



Bill Prescott



Chad Potter



Asok Chaudhuri



K.C. Caldabaugh

INDUSTRY SPECIALISTS



Mary Frosio



Dan Edelman



Bert Tenenbaum



Joe Hawkins



Charlie Tomm



Dawn Blackledge



Paul Dent



Mary Merrill





# We Make Great Deals Happen



Daren Pietsch



John Pregulman



Rick Snyder



Chuck West



Stan Baucum



Bill Sales, Jr.

## TRANSACTION SUPPORT TEAM



Robert Cilek



JP Allen



Mike Bouton



Bobby Ward



Serxhi Hyska



### OUR WORK FOR YOU

## Heritage Overview

Heritage Capital Group is a highly respected and trusted investment banking and advisory firm with local and global reach. For more than 48 years, we have provided transactional and advisory expertise across key industries to our clients. We work to ensure that your many years of hard work and vision come to fruition. Our team of experts can help guide you through a wide range of scenarios, including:

- Selling a company
- Buying a company
- Mergers
- Divestiture of corporate assets or divisions
- Raising debt or equity
- Exit planning
- Value enhancement
- Process improvement
- Restructuring or reorganizing

With our extensive industry and deal experience, we can work with you to help build and maximize your transaction value. You will benefit from the global resources Heritage provides through our leadership position in Oaklins, an international organization focused on the middle market with offices worldwide. With these resources, Heritage is able to leverage global contacts, industry expertise, and transaction experience to achieve exceptional results for you. We offer complete discretion and skilled and methodical negotiations to give you the competitive edge essential in today’s highly competitive business environment.

# HERITAGE CAPITAL GROUP

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Heritage Capital Group is a merger and acquisition advisory firm with offices in Jacksonville, Florida and Savannah, Georgia. Heritage is a member of FINRA/ SIPC and Oaklins, the world’s most experienced midmarket M&A advisor, with 850 professionals globally and dedicated industry teams in 45 countries worldwide.

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