

#### Quality People. Building Solutions.



As of May 6, 2010

#### Safe Harbor Statement



This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements are based on the current plans and expectations of future events of Comfort Systems USA, Inc. and involve risks and uncertainties that could cause actual future activities and results of operations to be materially different from those set forth in the forward-looking statements. Important factors that could cause actual results to differ include, among others, the use of incorrect estimates for bidding a fixed-price contract, undertaking contractual commitments that exceed our labor resources, failing to perform contractual obligations efficiently enough to maintain profitability, national or regional weakness in construction activity and economic conditions, financial difficulties affecting projects, vendors, customers, or subcontractors, our backlog failing to translate into actual revenue or profits, difficulty in obtaining or increased costs associated with bonding and insurance, impairment to goodwill, errors in our percentage-of-completion method of accounting, the result of competition in our markets, our decentralized management structure, shortages of labor and specialty building materials, retention of key management, seasonal fluctuations in the demand for HVAC systems, the imposition of past and future liability from environmental, safety, and health regulations including the inherent risk associated with selfinsurance, adverse litigation results and other risks detailed in our reports filed with the Securities and Exchange Commission. A further list and description of these risks, uncertainties and other factors are discussed under "Item 1A. Company Risk Factors in the Company's Annual Report on Form 10-K for the year ended December 31, 2009." These forward-looking statements speak only as of the date of this filing. Comfort Systems USA, Inc. expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statement contained herein to reflect any change in our expectations with regard thereto or any change in events, developments, conditions or circumstances on which any such statement is based.

#### Vision



To be the nation's premier

HVAC and mechanical

systems installation

and services provider.





To provide the best value HVAC and mechanical systems installation and service, principally in the mid-market commercial, industrial, and institutional sectors, while caring for our customers, employees and the environment and realizing superior returns for our stockholders.

#### Values



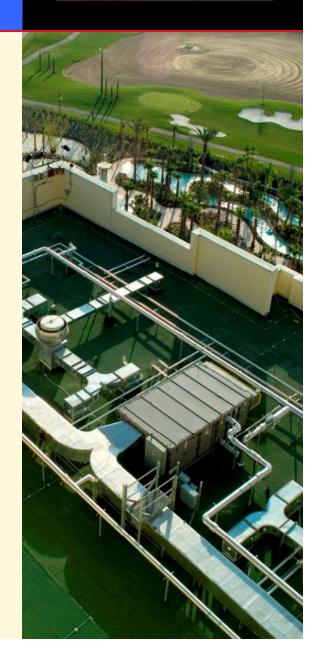
- Act with honesty and integrity.
- Show respect for all stakeholders.
- **Exceed customer expectations.**
- Seek "win-win" solutions.
- Demonstrate spirit, drive, and teamwork.
- Pursue innovation.
- Achieve premier safety performance.
- **Commit to energy efficiency.**
- Communicate openly.....and often.
- Impact our communities positively.



## Comfort Systems USA



- National
- Commercial, Industrial, Institutional
- HVAC/Piping/Plumbing/Energy Efficiency
- Strong balance sheet
- Substantial positive cash flow
- 49% new construction; 51% service, repair, retrofit
- 2009 Full Year Revenues \$1.1 billion



#### Comfort Systems USA's TEAM



#### William F. Murdy (68) Chairman/CEO

Industry: 20 years CSUSA 10 years

Club Quarters (CEO), Land Care (CEO), GID (CEO), Morgan Stanley Venture Capital (Pres) PRI (COO), US Army (10 years) BS-West Point, MBA-Harvard

#### William George (45) **EXVP-CFO**

Industry: 13 years **CSUSA 13 years** 

1997-2005 SVP, General Counsel 1995-1997 American Medical Response - VP, General Counsel 1992-1995 Corporate Counsel, Ropes & Gray BS Econ-BYU JD-Harvard

#### Brian Lane (53) **EXVP-President, COO**

Industry: 25 years

**CSUSA 6 years** 

2002-2003 Capstone Turbine Corp.- Regional Director 2000-2002 Kvaerner-VP & General Manager 1986-2000 Halliburton - Regional Director BS-Notre Dame MBA-Boston College

#### Thomas N. Tanner (61) SVP- Region 1

Industry: 34 years CSUSA 11 years

2004 SVP-Operations, 2001-2003 RVP-East Region 1999-2001 Regional Controller - East Region 1980-1999 Armani Plumbing & Mechanical

Woodcock & Assoc., ABJ Fire Protection Co. VP. CFO

BA - Syracuse

#### Dean Tillison (60) SVP - Region 2

Industry: 37 years **CSUSA 13 years** 

1972-1990 Fred Hayes Mechanical Contractors Vice President, SRVP, President/Owner BS-Tennessee Licensed HVAC contractor in NC. TN & VA

#### Charles Diltz (56) SVP - Region 3

Industry: 26 years **CSUSA 7 years** 

2001-2002 Goodman-Distribution - President 1999-2001 Indoor Comfort-EXVP, COO 1995-1999 York Vice President BSBA Ohio State University MBA-University of Dayton

#### Brewster Earle (52) **VP Energy Services** Industry: 29 years

**CSUSA 7 years** 

2001-2003 Healthcare Services Johnson Controls 1996-2001 NE Utilities - Account Executive MBA-Rensselaer BS - University of Connecticut

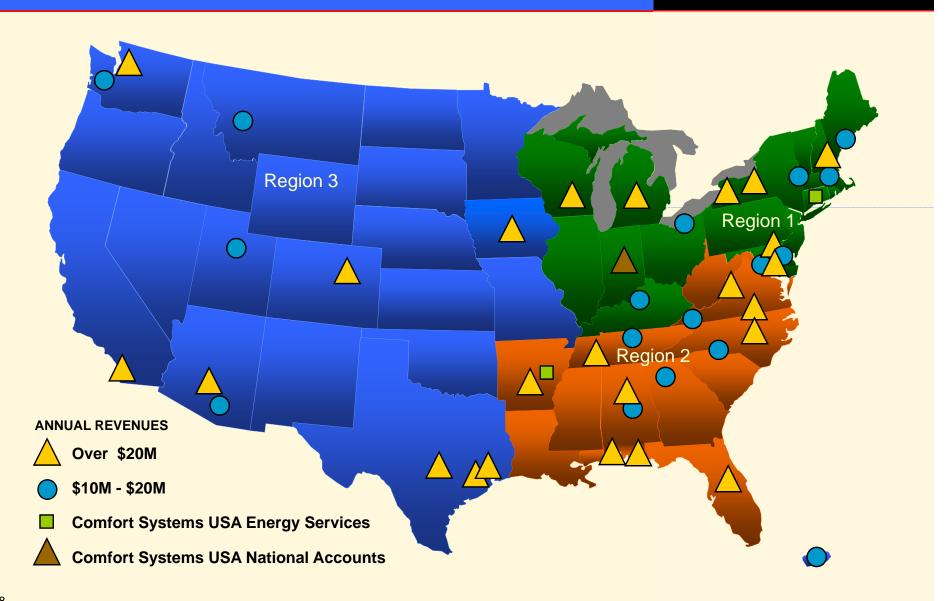
#### Kim Cotter (41) **SVP Service Operations**

Industry: 20 years **CSUSA 5 Years** 

2001-2006 Carrier Commercial - Service Area Manager, Service Manager BA-Bowling Green **HVAC Ohio Contractor's License** 

## **Comfort Today**





#### What We Do

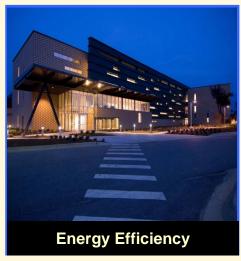


#### Commercial, Industrial, Institutional HVAC – A \$40B+ Industry







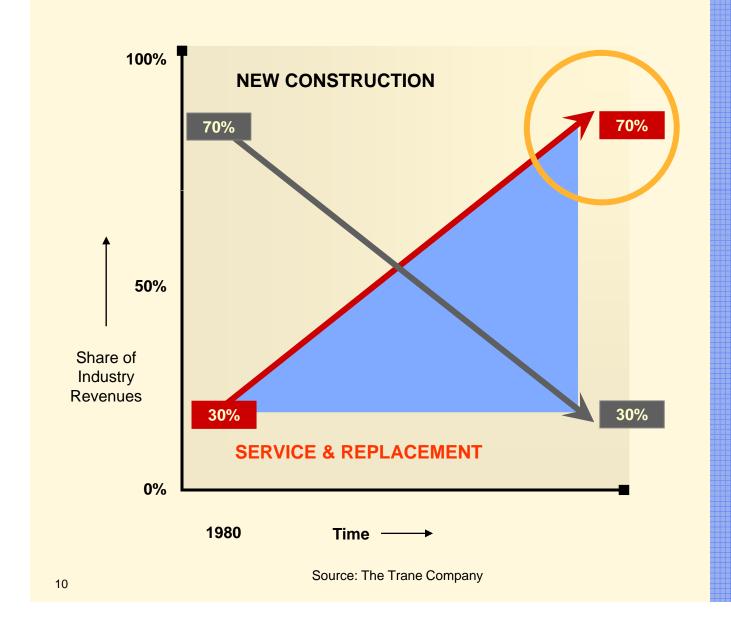


#### DRIVERS

- Building comfort a "necessity"
- Mechanical equipment requires service, repair, replacement
- Increasing technical content and building automation
- Energy efficiency and Indoor Air Quality (IAQ) emerging
- Outsourcing

# Industry Trend Toward Service & Replacement (Recurring Revenue)



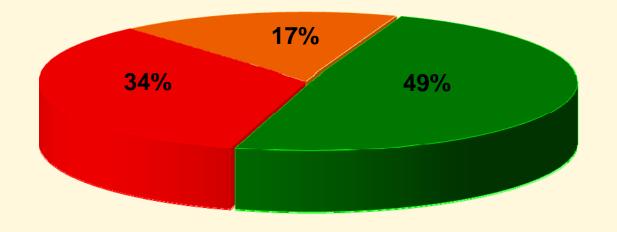


- 5+ million commercial buildings (DOE)
- Recurring service
- 20 year replacement cycle
- "Inventory" of future business
- OEMs note
   significant
   deferred
   maintenance &
   replacement over
   recent years

## Revenues by Activity





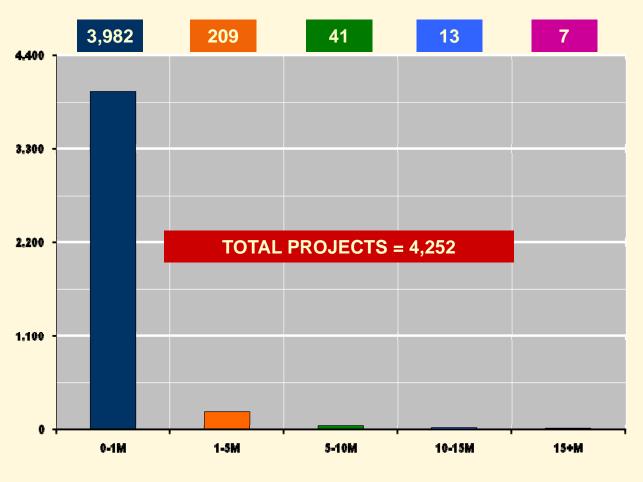


- Service and Maintenance
- New Construction/
  Installation
- Replacement

## Diverse Project Mix



# OF PROJECTS (As of March 31, 2010)



**Average Project Size** 

\$365,000

**Average Project Length** 

6-9 months

Value of Projects >\$1M

\$1,086.8M

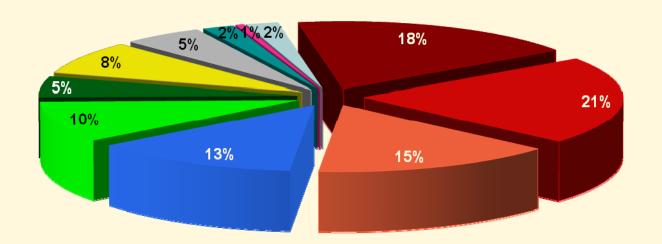
Value of Projects <\$1M

\$463.5M

#### Diverse End-Use Base







#### **Top 20 Customers**

- Served by 16 different Comfort operating units
- Largest customer = less than 3% of revenues

- Healthcare
- Education
- Government
- Manufacturing
- Office Building
- **Multi-Family**
- Retail/Restaurants
- Other
- Lodging & Entertainment
- Residential
- Religious & Not-for-Profit

#### Diverse End-Use Base





Omni Orlando Resort at ChampionsGate Orlando, Florida



Iowa Renewal Energy Washington, Iowa



Arboretum Elementary School Waunakee, Wisconsin

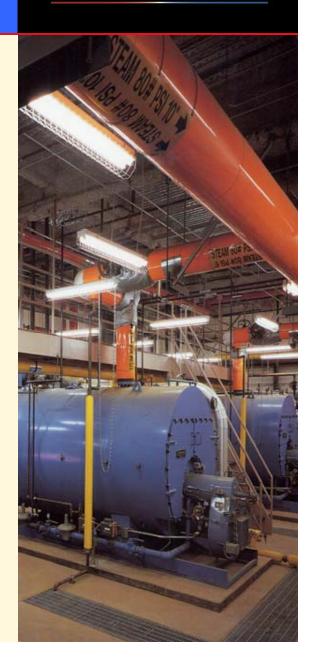


University Hospital Little Rock, Arkansas

## Competitive Advantages

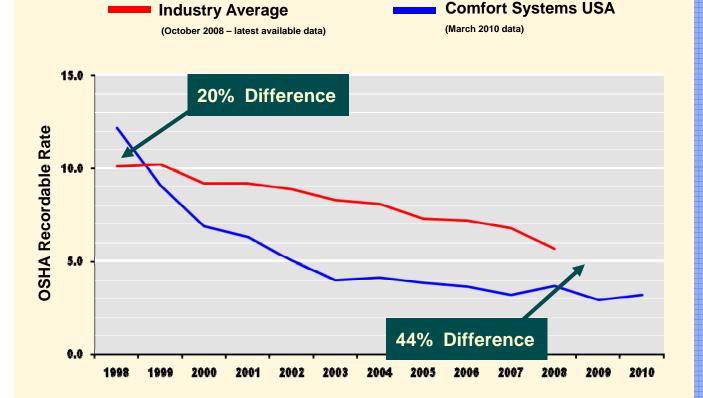


- High quality operations
- Ability to leverage and proliferate technical expertise
- Ability to collaborate on large jobs and share labor
- Energy efficiency services
- National multi-location service capability
- Purchasing economics
- Balance sheet strength
- Bonding and insurance
- Strong safety record



#### Safety





Lost Time Injury Rate is 54% less than industry average

- Achieved 97% training completed
- OSHA Incident Rate is
   44% less than industry
   average

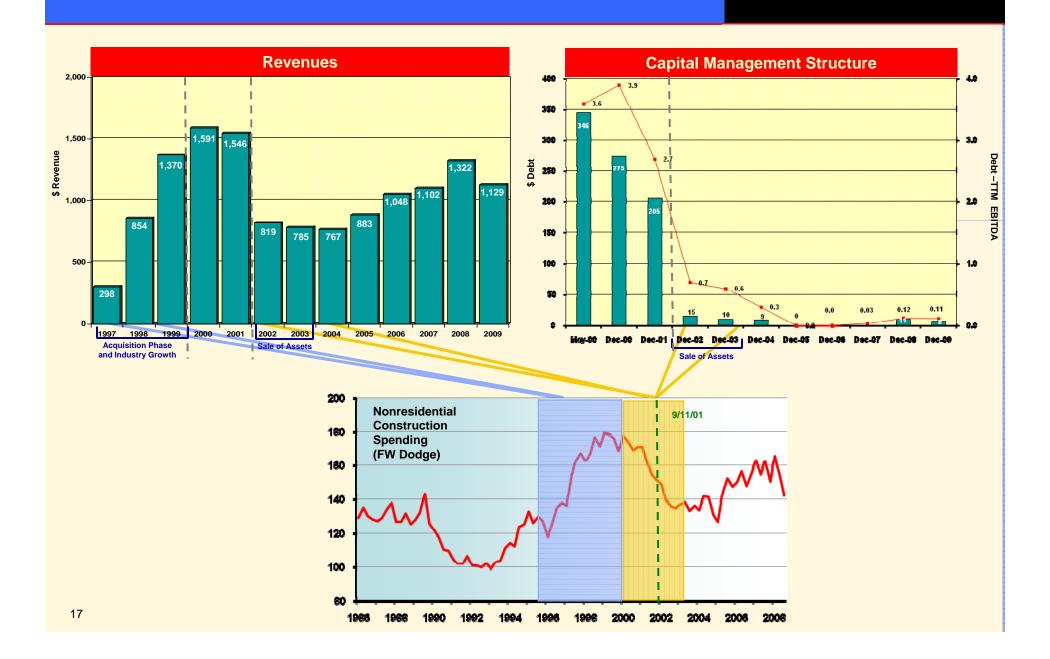
Source: Bureau of Labor Statistics, Standard Industry Classification (SIC)

Code 20 1710 – Specialty Trades Contractors – HVAC and Plumbing & North American
Industry Classification System (NAICS) Code 23822

Our safety record is no accident.

#### History – Financial





## **Financial Overview**





## **Financial Profile**

(\$ in millions, except per share amounts)

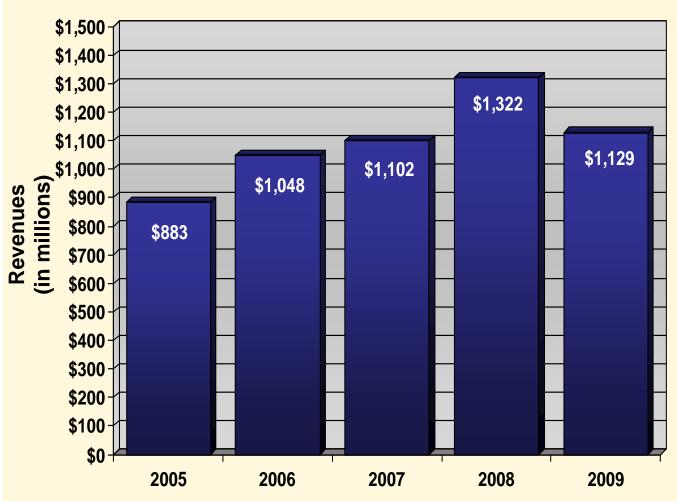


	1Q			
		2010		2009
Revenues	\$	236.5	\$	280.3
Adjusted EBITDA (*)	\$	5.7	\$	15.2
% Revenue		2.4%		5.4%
Operating Income	\$	2.1	\$	12.0
% Revenue		0.9%		4.3%
Net Income - Continuing Operations	\$	1.2	\$	7.1
% Revenue		0.5%		2.5%
Diluted EPS - Continuing Operations	\$	0.03	\$	0.18
Free Cash Flow	\$	(12.6)	\$	(5.6)
Debt	\$	7.4	\$	9.7
Cash	\$	109.8	\$	108.1
Backlog	\$	524.7	\$	716.6

<sup>\*</sup> See Slide 39 for GAAP Reconciliation to Adjusted EBITDA

#### Revenues

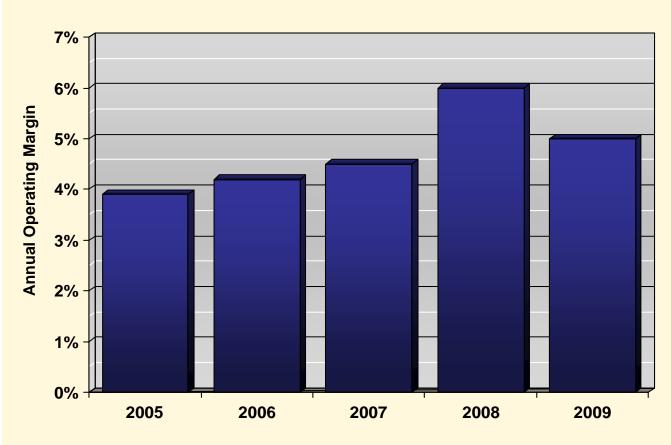






## Operating Margins (a)



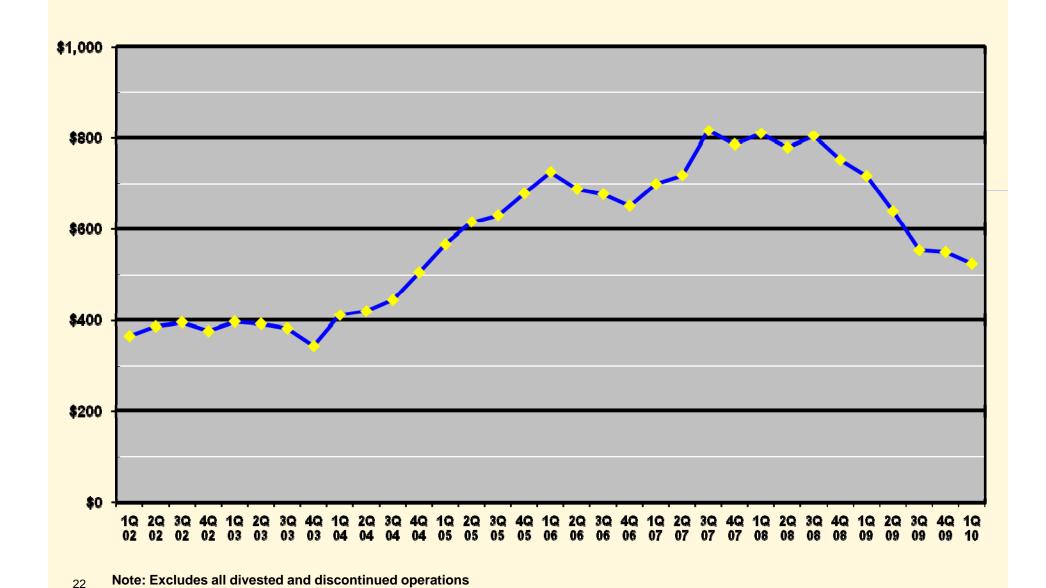


(a) This table includes non-GAAP financial information as the information provided excludes goodwill impairment charges of \$33.9 million for 2005. No goodwill impairment charge was recorded for 2006, 2007, 2008 or 2009.



## Backlog (in millions)





## Strong Cash Flows (in millions)

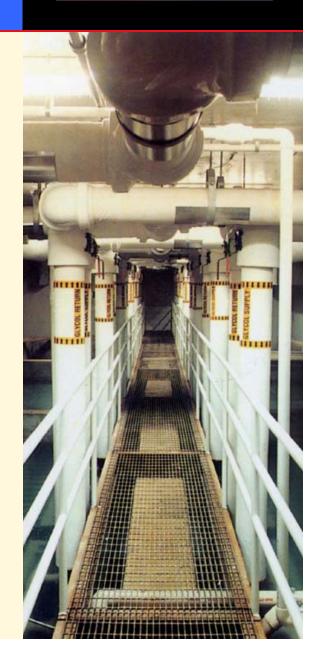


		,					
	2009		2008		2007		
Cash From Operating Activities	\$	54.3	\$	82.9	\$	83.6	
Purchases Of Property and Equipment		(9.5)		(14.6)		(11.1)	
Proceeds From Sales Of Property and Equipment		0.8		0.6		0.3	
Free Cash Flow	\$	45.6	\$	68.9	\$	72.8	

#### Financial Strengths

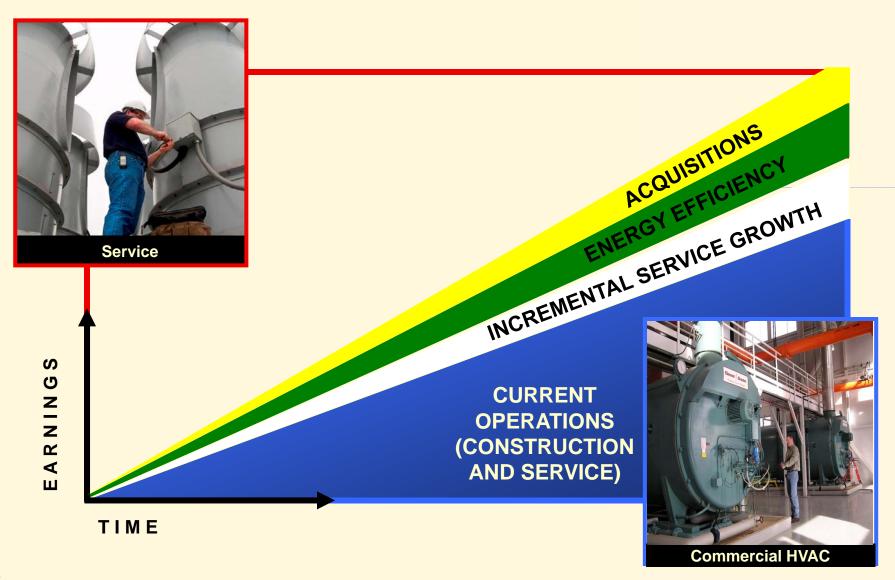


- Market share up revenue and profit performance better than industry
- Commitment to cost containment
- \$110 million cash at 3/31/10; substantial credit capacity if needed
- Positive free cash flow for eleven calendar years



#### Profile For Growth





## Operations



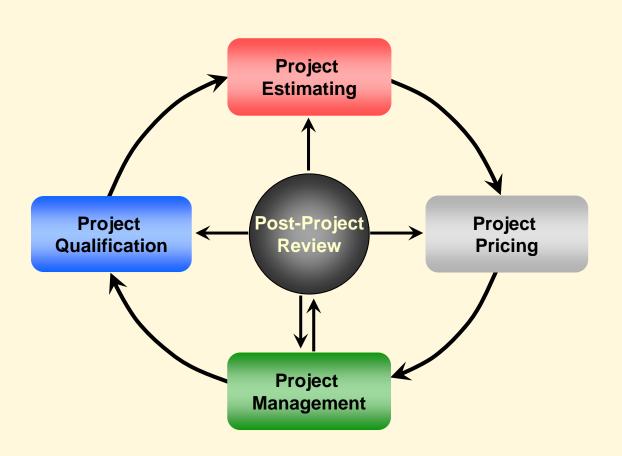
#### **Increase Productivity**

- Education
  - Leadership
  - Project Managers
  - Superintendents
  - Service Sales
  - Service Operations
  - Craft
  - Safety
- Best Practices
  - Project Management
  - Estimating
- Cooperation with suppliers
- Prefabrication
- New materials and methods



#### Job Loop





We review projects and apply what we have learned to improve our performance.





# The only things that evolve by themselves in an organization are disorder, friction and malperformance.

-Peter Drucker

#### Service



#### **Increase Service**\*

- Grow Maintenance Base
- Education
  - -Employees and Customers
- Higher margin opportunity
- Recurring revenue
- National accounts
- \$2.50+ of repair and replacement for every \$1.00 of maintenance
- Target Retrofit Projects
  - –Energy Efficiency
  - -Indoor Air Quality (IAQ)
- \* Maintenance, service, repair, retrofit



#### **National Account Customers**



































DAVID'S BRIDAL









ris claiborne.









## **Energy Efficiency-Retrofitting HVAC**



#### **Green Is Part Of Our Business**

- Energy costs drive need for efficiency
- HVAC 30% 65 % electric usage
- Energy Star (Dept. of Energy/EPA) / LEED (USGBC)
- 2- 4 year pay outs depending on electric rates, usage, age, incentives



#### Growth



#### Internal

- More of what we do best
- Service
- Energy efficiency

#### Step Out Growth

- New locations for existing companies
- Techs "on their own"

#### Targeted acquisitions

Best HVAC oriented mechanical in new area



#### The Ideal Candidate



- \$20 million + in revenue
- Construction and service
- In a growing market in new area
- Company that has performed well in the past and has continuing demonstrable upside
- Organizational structure capable of sustaining/improving the company
- Ownership/management that wants to stay on to operate company



#### **Target Markets**



(Listed Alphabetically)

- Boise, ID
- Charleston, SC
- Columbia/Florence, SC
- Dallas/Fort Worth, TX
- ⊢ El Paso, TX
- Ft. Lauderdale, FL
- Los Angeles, CA
- Norfolk, VA

- □ Omaha, NE
- Portland, OR
- Richmond, VA
- San Antonio, TX
- **⊢** Savannah, GA
- Spartanburg/Greenville, SC

#### Outlook



#### Long-Term

- \$40+ billion fragmented industry
- HVAC is a basic necessity
- Commercial construction continuing
- Growing installed base for recurring maintenance, service, repair and retrofit
- Scale opportunities service, purchasing, prefab, bonding, best practices
- Diverse customer base and geography
- Energy efficiency and Indoor Air Quality
- Financially and operationally sound continuing to grow organically and by acquisition



## What We Do



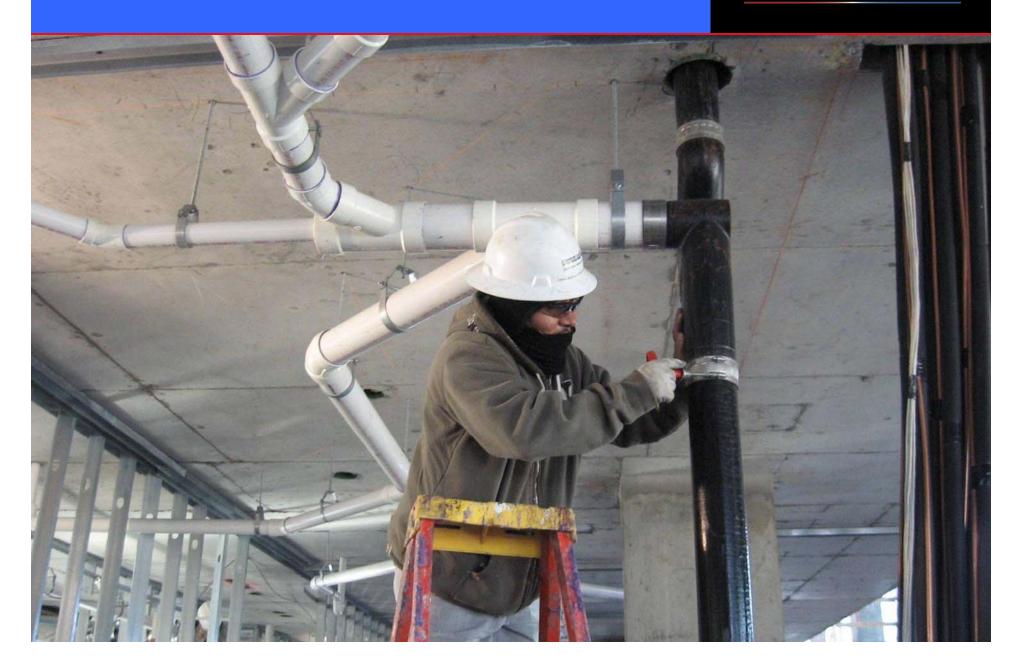














## **Appendix**

## Appendix – GAAP Reconciliation To Adjusted EBITDA (in thousands)



Three Months Ended March 31.

	2010	%	2009		%
\$	1,927		\$	6,942	
	(762)			180	
	730			4,730	
	(12)			7	
	221			110	
	(5)			(2)	
	3,636			3,245	
<u>\$</u>	5,735	2.4%	\$	15,212	5.4%
	\$ <b>\$</b>	\$ 1,927 (762) 730 (12) 221 (5) 3,636	\$ 1,927 (762) 730 (12) 221 (5) 3,636	\$ 1,927 \$ (762) 730 (12) 221 (5) 3,636	\$ 1,927 \$ 6,942 (762) 180 730 4,730 (12) 7 221 110 (5) (2) 3,636 3,245

Note 1: The Company defines adjusted earnings before interest, taxes, depreciation and amortization ("Adjusted EBITDA") as net income, excluding discontinued operations, income taxes, other (income) expense, interest expense, net, gain on sale of assets and depreciation and amortization. Other companies may define Adjusted EBITDA differently. Adjusted EBITDA is presented because it is a financial measure that is frequently requested by third parties. However, Adjusted EBITDA is not considered under generally accepted accounting principles as a primary measure of an entity's financial results, and accordingly, Adjusted EBITDA should not be considered an alternative to operating income, net income, or cash flows as determined under generally accepted accounting principles and as reported by the Company.



Quality People. Building Solutions.

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