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**UNITED STATES DISTRICT COURT
CENTRAL DISTRICT OF CALIFORNIA
WESTERN DIVISION**

CITY OF OXNARD,

Plaintiff,

v.

REV GROUP, LLC; E-ONE, INC.;
KOVATCH MOBILE EQUIPMENT
CORP.; KME GLOBAL, LLC; KME
HOLDINGS, LLC; KME RE
HOLDINGS LLC; FERRARA FIRE
APPARATUS, INC.; FFA HOLDCO,
INC.; FFA ACQUISITION CO.,
INC.; FERRARA FIRE
APPARATUS HOLDING
COMPANY, INC.; SPARTAN FIRE,
LLC; SMEAL SFA, LLC; SMEAL
LTC, LLC; SMEAL HOLDING,
LLC; DETROIT TRUCK

Case No. 2:26-cv-07324

ANTITRUST COMPLAINT

JURY TRIAL DEMANDED

1 MANUFACTURING, LLC; AIP,
2 LLC; AMERICAN INDUSTRIAL
3 PARTNERS CAPITAL FUND IV
4 LP; AMERICAN INDUSTRIAL
5 PARTNERS CAPITAL FUND IV
6 (PARALLEL), LP; AIP/CHC
7 HOLDINGS, LLC; AIP CF IV, LLC;
8 AIP/CHC INVESTORS, LLC;
9 OSHKOSH CORPORATION;
10 PIERCE MANUFACTURING INC.;
11 MAXI-MÉTAL, INC.; BOISE
12 MOBILE EQUIPMENT, INC.; BME
13 FIRE TRUCKS LLC,

Defendants.

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COMPLAINT

Plaintiff the City of Oxnard (the “City” or “Plaintiff”) brings this civil antitrust action against Defendants REV Group, LLC, E-ONE, Inc., Kovatch Mobile Equipment Corp., KME Global, LLC, KME Holdings, LLC, KME RE Holdings LLC, Ferrara Fire Apparatus, Inc., FFA Holdco, Inc., FFA Acquisition Co., Inc., Ferrara Fire Apparatus Holding Company, Inc., Spartan Fire, LLC, Smeal SFA, LLC, Smeal LTC, LLC, Smeal Holding, LLC, and Detroit Truck Manufacturing, LLC (together, the “REV Group Defendants”); AIP, LLC, American Industrial Partners Capital Fund IV LP, American Industrial Partners Capital Fund IV (Parallel), LP, AIP/CHC Holdings, LLC, AIP CF IV, LLC, and AIP/CHC Investors, LLC (together, the “AIP Defendants”); Oshkosh Corporation, Pierce Manufacturing Inc., and Maxi-Métal, Inc. (together, the “Oshkosh Defendants”); and Boise Mobile Equipment, Inc. and BME Fire Trucks LLC (together, the “BME Defendants,” and together with the REV Group Defendants, AIP Defendants, and Oshkosh Defendants, “Defendants”), and in support alleges as follows:

NATURE OF THE ACTION

1. This action challenges Defendants’ multi-year anticompetitive schemes to consolidate and “roll up” markets for critical lifesaving apparatuses—fire trucks and the chassis on which they are built—and exclusionary restraints in the markets for replacement parts for their apparatuses. Defendants have acquired small and large fire apparatus competitors, as well as key companies in the fire apparatus supply chain, and Oshkosh and Pierce have restricted fire departments’ ability to replace parts, all with the intent and effect of substantially lessening competition in and, indeed, threatening the monopolization of these markets.

2. Through their illegal schemes, Defendants have reaped extraordinary profits on the backs of fire departments, taxpayers, cities, and counties. The City of Oxnard has suffered substantial overcharges and lost equipment value as

1 Defendants have shut down plants, substantially increased prices, and severely
2 extended delivery timelines, and Oshkosh and Pierce have restrained the City's
3 ability to obtain replacement parts. The public has suffered harm alongside the
4 City, as the higher prices and costs Defendants have forced on fire departments
5 have drained localities' health and safety budgets.

6 3. Private equity has played a pivotal role in this destruction of
7 competition. About a decade ago, Defendant private equity firm American
8 Industrial Partners ("AIP"), from its offices in Midtown Manhattan, observed that
9 fire truck markets in the United States were relatively deconcentrated—that is, full
10 of small manufacturers, some owned and operated by the same family for
11 generations, that competed against one another. This competitive dynamic allowed
12 localities to drive innovation and negotiate lower prices for fire trucks for their fire
13 departments, and ultimately for taxpayers. Although at the time the City and the
14 public benefited from this competition, American Industrial Partners saw an
15 opportunity to profit by eliminating it through the consolidation of the smaller
16 manufacturers into an industry giant with the power to extract high prices.

17 4. AIP sought to exploit the fact that fire trucks are critical lifesaving
18 apparatuses: every locality needs to provide firefighting services to its citizens.
19 Localities, their fire departments, and taxpayers must pay for these services, even if
20 choices dwindle and prices go up for firefighting equipment. AIP saw that
21 eliminating competitors—by acquiring them, instead of competing on the merits—
22 would give it the power to profiteer by imposing ever increasing supra-competitive
23 prices on localities, thereby raking in extraordinary payouts for AIP and its
24 executives.

25 5. Accordingly, AIP embarked on an over decade-long strategy to
26 consolidate the markets for fire apparatus and chassis manufacturing, starting in
27 2008 with its acquisition of E-ONE, Inc. ("E-ONE"), a builder of custom fire
28 apparatuses and chassis founded in 1974 in Ocala, Florida. At the time, E-ONE

1 was already one of the largest fire apparatus manufacturers in the United States. In
2 August 2010, AIP combined four portfolio companies, including E-ONE, to form
3 Allied Specialty Vehicles, Inc. (“ASV”).

4 6. Five years later, in 2015, AIP rebranded ASV as REV Group and
5 accelerated its consolidation strategy. In 2016, AIP and REV Group acquired
6 Kovatch Mobile Equipment Corp. (“KME”), a family-owned manufacturer based
7 in Nesquehoning, Pennsylvania, effectively combining E-ONE and KME under
8 common control and ownership. To further capitalize upon its consolidation
9 scheme, AIP debuted REV Group on the public markets through an initial public
10 offering (“IPO”) in January 2017. While continuing to portray its brands to fire
11 departments as steeped in tradition and local community-building, in its
12 prospectus, REV Group marketed itself to Wall Street rather brazenly as an
13 “Experienced Consolidator,” telling potential investors that the status quo of small
14 and fragmented manufacturers presented “an opportunity for market leadership”
15 and “acquisitive growth.” REV Group’s IPO was a smashing success, funneling
16 \$275 million in proceeds to REV Group and its controlling shareholders at AIP.
17 This financing enabled the roll-up strategy to proceed quickly, with AIP and REV
18 Group acquiring Ferrara Fire Apparatus, Inc. (“Ferrara”) of Holden, Louisiana, in
19 April 2017, thus achieving the consolidation of E-ONE, KME, and now Ferrara
20 under common ownership and control.

21 7. In 2020, AIP and REV Group deployed their war chest to consolidate
22 several historic brands in one fell swoop with their acquisition of Spartan
23 Emergency Response, the emergency response segment of Spartan Motors.
24 Notably, Spartan had itself been the product of recent consolidation. Spartan
25 Motors had acquired Smeal Fire Apparatus, Ladder Tower Company, and US
26 Tanker Fire Apparatus (“UST”) in 2017, just shortly after Smeal itself had acquired
27 both Ladder Tower and UST in 2014. REV Group combined E-ONE, KME,
28 Ferrara, and now Spartan under common ownership and control.

1 8. Spartan Emergency Response was a key acquisition, as it was and
2 remains (as Spartan Fire today) one of only three manufacturers of custom chassis
3 that not only use their chassis in their own apparatuses, but also supply their
4 chassis to competing apparatus builders. By gaining control of this critical input on
5 which many smaller competitors depended, REV Group gained effective control
6 over the supply chain of many builders.

7 9. With nearly a dozen once-independent companies rolled up under a
8 single corporation, the REV Group Defendants began to leverage this dominance
9 to extract profits from the most captive of customers—fire departments and the
10 taxpayers who fund them. In early 2022, REV Group and KME shut down two
11 historic KME plants in Nesquehoning, Pennsylvania, and Roanoke, Virginia.
12 Nearly 400 skilled workers in Nesquehoning and dozens in Roanoke lost their jobs,
13 and many skilled tradespeople were effectively removed from the industry. This
14 deliberate output reduction had its intended effect—backlogs skyrocketed to a
15 record \$4.2 billion in undelivered orders by fiscal year 2024, and the REV Group
16 Defendants hiked prices on the order of 50-100% or more. REV Group executives
17 cheerfully celebrated these price increases and related “price realization” to Wall
18 Street investors and analysts, as they translated into spectacular returns for their
19 shareholders. As Timothy Sullivan, REV Group’s then-CEO, told analysts, while
20 the companies the AIP Defendants and REV Group acquired had been operating
21 with profit margins of 4-5%, they were on a path “to get all of them above that
22 10% level. . . . You bring them into the fold, you got to give them the religion, and
23 they’ve got it now.”

24 10. More recently, multinational conglomerate Oshkosh Corporation and
25 its subsidiary Pierce Manufacturing have joined in on the consolidation party. For
26 decades, Pierce has been a dominant producer of fire apparatuses, chassis, and
27 parts in the United States. In 2021, Pierce combined with its direct competitor,
28 Defendant Boise Mobile Equipment, Inc., the leading specialized builder of

1 wildland fire apparatuses in the United States, to form a subsidiary of Boise
2 Mobile that they jointly co-own, BME Fire Trucks, LLC. They announced this
3 combination as Pierce’s “purchase of an ownership interest in Boise Mobile
4 Equipment” and a “Strategic Alliance/Partnership.” Through this acquisition and
5 combination, Pierce and the BME Defendants effectively eliminated competition
6 between themselves to supply wildland fire apparatuses while entrenching their
7 dominant market positions, and Pierce secured itself as the exclusive distributor of
8 the BME Defendants’ fire apparatuses.

9 11. Then, in 2022, Oshkosh acquired Maxi-Métal, Inc., the dominant and
10 fast-growing designer and manufacturer of fire apparatuses in Canada that supplies
11 both the Canadian and U.S. markets. In one acquisition, Oshkosh removed a large
12 custom apparatus builder from the marketplace that was competing with Pierce
13 while, at the same time, entrenching Pierce’s dominant position as a manufacturer
14 of custom chassis by ensuring that the entirety of Maxi-Métal’s chassis demand
15 moving forward will go to Pierce, and not to any actual or would-be competing
16 custom chassis manufacturers.

17 12. As with the AIP and REV Group Defendants, when engaging with
18 Wall Street, the Oshkosh Defendants have celebrated the numerous backlogs that
19 fire departments face across the country. For example, Oshkosh CEO John Pfeifer
20 described the company’s nearly \$660 million Q1 2022 Fire and Emergency
21 backlog as “another record backlog.” The very next quarter, Pfeifer was elated to
22 report to Wall Street investors that “[w]e have the strongest backlog we’ve ever
23 had in Fire & Emergency.” The next quarter, Pfeifer boasted that: “Pierce’s backlog
24 is at an all-time high up more than 80% compared to the prior year, highlighting
25 excellent demand for our products as evidenced by our leading market share.” And
26 two years later, in 2024, Pfeifer sang the same tune, rejoicing with Wall Street
27 investors that “[o]ur backlog for Pierce trucks continue[s] to grow.” All the while,
28

1 the Oshkosh Defendants raised prices, with Pfeifer announcing two price increases
2 in the first half of 2022 alone.

3 13. On top of their apparatus and chassis consolidation scheme, the
4 Oshkosh Defendants have also combined with the dealers they authorize to sell
5 Pierce replacement parts to dominate the markets for replacement parts for Pierce
6 apparatuses. Pierce enforces a strict agreement with its parts dealers in which, for a
7 wide variety of parts for Pierce apparatuses, those dealers agree not to sell
8 customers parts that are fully compatible with and operable in Pierce apparatuses,
9 other than Pierce proprietary parts sold by Pierce. Pierce and its parts dealers also
10 enforce restrictive clauses in customer warranty agreements under which
11 customers may void their warranty if they replace a part in a Pierce apparatus with
12 a non-Pierce proprietary part. Pierce also intentionally designs its apparatuses so
13 that only parts manufactured by the Oshkosh Defendants can be used to replace
14 original parts when they break. The Oshkosh Defendants thereby unlawfully stifle
15 competition in these markets and reap exorbitant profits in the replacement parts
16 business from customers who, absent this conduct, could have gotten the parts they
17 needed at a lower price from a competing parts manufacturer.

18 14. In a competitive marketplace, firms could not impose such restraints
19 on customer choice and would expand their productive capacity to increase output
20 and meet increased or pent-up demand, keeping prices at a competitive
21 equilibrium. But the markets for fire apparatuses, chassis, and Pierce replacement
22 parts are no longer competitive. They are markets dominated by powerful
23 behemoths. These manufacturers bought their way to dominance, and they are now
24 in full extraction mode, deliberately suppressing output, withholding supply,
25 delaying deliveries, restricting competitive options, and charging supra-
26 competitive prices without consequence. To make matters worse, Defendants'
27 unlawful conduct has enabled other competitors to follow suit, using Defendants'
28

1 higher prices as an opportunity to raise prices themselves, knowing that fire
2 departments have nowhere else to turn.

3 15. The evidence of Defendants' use of their unlawfully acquired
4 dominance to raise prices and otherwise worsen terms for the City and other public
5 entities across the country is overwhelming. Pierce custom apparatus owners
6 routinely pay two, three, and even four times as much for replacement parts from
7 Pierce as competing manufacturers charge for equivalent parts, and two, three, and
8 even four times as much as they would pay in a market without Pierce and its
9 dealers' restrictions on customer choice and access.

10 16. Similarly, the apparatus price increases Defendants have imposed, and
11 have enabled their competitors to impose, far exceed any reasonable measure of
12 inflation and—despite Defendants' best efforts at subterfuge—cannot be explained
13 away by COVID supply chain issues.

14 17. Indeed, time and again, Defendants have falsely blamed the shortages
15 and price increases—which they deliberately imposed—on broader
16 macroeconomic conditions seemingly outside of their control. While the pandemic
17 brought on problems, “in hindsight,” said Edward Kelly, General President of the
18 International Association of Fire Fighters, “it was masking what ends up being a
19 main driver of higher cost[s] and lag time[s] in production: the monopolizing of
20 fire truck and ambulance manufacturing in the United States.” In other words, not
21 only did the REV Group Defendants, AIP Defendants, Oshkosh Defendants, and
22 BME Defendants scheme to consolidate the relevant markets to profiteer off the
23 backs of public entities, but they also deliberately used misinformation campaigns
24 to prevent customers from connecting the dots between Defendants' recent
25 acquisitions and the higher prices and other worsening terms they were
26 experiencing.

27 18. Our nation's federal and state antitrust laws have long outlawed the
28 kinds of acquisitive schemes Defendants have parasitically plotted and carried out

1 on the backs of localities and taxpayers across America. Nearly 80 years ago,
2 Congress amended the Clayton Anti-Merger Act to “prevent[] the formation of
3 further oligopolies Where an industry was composed of numerous
4 independent units, Congress appeared anxious to preserve this structure.”¹
5 Congress realized that then-existing laws, the original Section 7 of the Clayton Act
6 of 1914 and the Sherman Act of 1890, often appeared impotent in the face of these
7 schemes:

8 Imminent monopoly may appear when one large concern acquires
9 another, but it is unlikely to be perceived in a small acquisition by a
10 large enterprise. As a large concern grows through a series of such small
11 acquisitions, its accretions of power are individually so minute as to
12 make it difficult to use the Sherman Act test against them. Where
13 several large enterprises are extending their power by successive small
14 acquisitions, the cumulative effect of their purchases may be to convert
an industry from one of intense competition among many enterprises to
one in which three or four large concerns produce the entire supply.²

15 In amending Section 7 of the Clayton Act in 1950, Congress made clear that
16 consolidations, whether in buying a single large company or successive small ones,
17 are illegal long before they give rise to the monopoly power condemned by
18 Sherman Act Section 2.

19 19. Meanwhile, Sherman Act Section 2 outlaws not only monopolization,
20 but also attempt and conspiracy to monopolize. Sherman Act Section 1 forbids
21 contracts, combinations, and conspiracies in restraint of trade, and the California
22 Cartwright Act—even more sweeping in its prohibitions on concerted activity—
23 outlaws multiple harmful “combination[s] of capital, skill or acts by two or more
24 persons,” including those that restrain trade, reduce output, prevent competition,
25
26

27 ¹ *Brown Shoe Co. v. United States*, 370 U.S. 294, 333-34 (1962).

28 ² *Id.* (quoting S. Rep. No. 81-1775, at 5 (1950)) (alterations omitted).

1 fix prices, or otherwise preclude free and unrestricted competition.³ Clayton Act
2 Section 3 and the Cartwright Act further prohibit exclusive dealing arrangements
3 such as Pierce's agreements with its dealers under which they agree to make only
4 proprietary Pierce parts—and not competing parts—available to Pierce apparatus
5 owners.

6 20. Defendants have violated all of these laws. Through acquisitions,
7 combinations, and anticompetitive practices, they have created highly concentrated
8 and oligopolistic markets that they control, allowing them to cut supply, raise
9 prices, delay deliveries, or force the use of their proprietary parts to the deep
10 financial detriment of localities across the country. Indeed, these localities have
11 had no choice but to endure these detriments—nevertheless carrying out their
12 charge to protect the public safety—as supply and quality have diminished and
13 prices have skyrocketed. All so that Defendants could earn their outsized,
14 extractive returns.

15 21. Our fire departments do not deserve this. Our firefighters do not
16 deserve this. The taxpayers those firefighters swear an oath to protect do not
17 deserve this. The extraction of excessive private rents from the public must stop,
18 and it must stop now. While monetary damages can compensate the City for the
19 higher prices, output restrictions, degradation in quality, delivery delays, and other
20 harms it has suffered resulting from Defendants' conduct in its procurement of fire
21 apparatuses and parts, the break-up of Defendants' massive corporations—the
22 undoing of each acquisition and combination that contributed to their market
23 power—and an injunction against their future anticompetitive conduct is essential
24 to prevent the damage Defendants will otherwise continue to inflict on fire
25 departments across the nation. Seeking this and other equitable relief, as well as
26 damages—automatically trebled—attorneys' fees, the costs of suit, and all other
27

28 ³ Cal. Bus. & Prof. Code § 16720.

1 relief deemed just and proper by the Court, the City of Oxnard further alleges as
2 follows:

3 **PARTIES**

4 22. Plaintiff the City of Oxnard is a city and political subdivision of the
5 State of California located in Ventura County, California on California's Central
6 Coast. The City is approximately 60 miles northwest of downtown Los Angeles
7 and has a population of approximately 200,000. The Oxnard Fire Department
8 ("OFD") provides the City with services including fire prevention, community
9 outreach, and fire and emergency medical response. The OFD operates through
10 eight fire stations and responded to over 20,000 calls in 2025. The City of Oxnard
11 purchases all of the fire apparatuses that the OFD uses in pursuit of its mission.

12 23. Defendant REV Group, LLC ("REV Group") (f/k/a REV Group, Inc.)
13 is one of the largest manufacturers of fire trucks in the United States. REV Group
14 sells its fire trucks and custom chassis under the brands of the several
15 manufacturers it has acquired over time: E-ONE, Ferrara, KME, Spartan, Smeal,
16 and Ladder Tower (the "REV Group Brands"). In addition to a range of fire trucks
17 and chassis, REV Group manufactures several other categories of vehicles,
18 including ambulances, terminal trucks, sweepers, recreational vehicles, and truck
19 campers. In fiscal year 2024, REV Group reported \$1.73 billion in net sales of
20 specialty vehicles, the category which includes fire trucks and chassis. REV Group
21 also manufactures and sells replacement parts for its vehicles, estimating in 2019
22 that replacement parts for its already-sold vehicles amounted to as much as \$830
23 million of potential sales. REV Group is incorporated under the laws of the state of
24 Delaware, with its principal place of business in Brookfield, Wisconsin.

25 24. Defendant E-ONE, Inc. ("E-ONE") is a fire apparatus and custom
26 chassis manufacturer formed in 1974. In the mid-1980s E-ONE had become the
27 largest fire apparatus builder in the United States. In 2008, Defendant American
28 Industrial Partners acquired E-ONE for \$20 million, which AIP later combined

1 with Defendants KME, Ferrara, and the Spartan ER Entities to form REV Group.
2 E-ONE is a wholly owned subsidiary of REV Group incorporated under the laws
3 of the state of Delaware and headquartered in Ocala, Florida.

4 25. Defendants KME Global, LLC, KME Holdings, LLC, KME RE
5 Holdings LLC (the “KME Holding Defendants”), and Kovatch Mobile Equipment
6 Corp. (“KME,” and together with the KME Holding Defendants, the “KME
7 Entities”) are wholly owned subsidiaries of REV Group. KME is a fire apparatus
8 and custom chassis manufacturer founded in 1946. From 1946 to 2016, KME was
9 a family-owned company that built a strong brand and reputation as a producer of
10 high-quality fire apparatuses and custom chassis. As of 2016, KME had expanded
11 from its humble beginnings in Pennsylvania to a company with over 800
12 employees, national sales, and facilities in California, New York, and Virginia. In
13 2016, REV Group acquired KME for \$40.1 million. KME is incorporated under
14 the laws of the state of Pennsylvania and is headquartered in Nesquehoning,
15 Pennsylvania. KME Global, LLC is incorporated under the laws of the state of
16 Pennsylvania and based in Pennsylvania. Both KME Holdings, LLC and KME RE
17 Holdings LLC are incorporated under the laws of the state of Delaware and based
18 in Pennsylvania.

19 26. Defendants FFA Holdco, Inc., FFA Acquisition Co., Inc., Ferrara Fire
20 Apparatus Holding Company, Inc. (the “Ferrara Holding Companies”) and Ferrara
21 Fire Apparatus, Inc. (“Ferrara,” and together with the Ferrara Holding Companies,
22 the “Ferrara Entities”) are wholly owned subsidiaries of REV Group. Ferrara is a
23 fire apparatus and custom chassis manufacturer founded in 1979. Ferrara operated
24 for years as an independent supplier; in April 2017, REV Group acquired the
25 company for roughly \$100 million. Ferrara is incorporated under the laws of the
26 state of Louisiana and has its principal place of business in Holden, Louisiana. The
27 Ferrara Holding Companies are each incorporated under the laws of the state of
28 Delaware and based in Louisiana.

1 27. Defendant Spartan Fire, LLC (“Spartan Fire”) is a wholly owned
2 subsidiary of REV Group incorporated under the laws of Nevada with its principal
3 place of business in Brandon, South Dakota. Defendants Smeal SFA, LLC (“Smeal
4 SFA”), Smeal LTC, LLC (“Smeal LTC”), Smeal Holding, LLC (“Smeal Holding”),
5 and Detroit Truck Manufacturing, LLC (“DTM”) are wholly owned subsidiaries of
6 REV Group incorporated under the laws of, and headquartered in, Michigan.
7 Spartan Fire, Smeal SFA, Smeal LTC, Smeal Holding, and DTM (collectively the
8 “Spartan ER Entities”) do business under the Spartan, Smeal, and Ladder Tower
9 brands. Spartan Fire, through various corporate iterations, has been manufacturing
10 fire apparatuses and custom chassis since 1979. Smeal SFA, through various
11 corporate iterations, has been manufacturing fire apparatuses and custom chassis
12 since 1955. Smeal LTC, through various corporate iterations, has been
13 manufacturing fire apparatuses since the 1970s. The Spartan ER Entities’
14 predecessor, Spartan Motors, operated independently for years, until REV Group
15 acquired the Spartan emergency response unit from Spartan Motors in February
16 2020 for \$55 million.

17 28. The “REV Group Defendants” are composed of Defendants REV
18 Group, E-ONE, KME Entities, Ferrara Entities, and Spartan ER Entities. E-ONE,
19 REV Group, KME, Ferrara, Spartan Fire, Smeal SFA, Smeal LTC, and DTM all
20 have sought to transact or actually transacted business in this District and the
21 United States. E-ONE, KME, Ferrara, Spartan Fire, Smeal SFA, Smeal LTC, and
22 DTM all have participated in, supported, advanced, and realized profits from REV
23 Group’s unlawful conduct. Similarly, the KME Holding Entities, Ferrara Holding
24 Entities, and Smeal Holding have directed, controlled, participated in, or hold
25 assets resulting from the fruits of REV Group, E-ONE, KME, Ferrara, Spartan
26 Fire, Smeal SFA, Smeal LTC, and DTM’s unlawful conduct.

27 29. Defendant AIP, LLC, doing business as American Industrial Partners
28 (“AIP” or “American Industrial Partners”), is a Delaware limited liability company

1 with its principal place of business in New York, New York. AIP is a private equity
2 firm focused on buying up middle-market manufacturing and industrial service
3 companies. Among other investment characteristics, AIP seeks out “value creation
4 opportunities” in “basic-needs” industries ripe for consolidation of competing
5 firms and production facilities. Far from being a passive investor, AIP instead
6 forms “operating partnership[s] with management,” provides access to AIP’s
7 “engineering and operating resources,” and otherwise “seek[s] to leverage [its]
8 operational experience” to benefit the firms it owns and controls, such as REV
9 Group and the REV Group Defendants. For many of the companies it acquires, AIP
10 advertises its “value creation accomplishments” which highlight strategic
11 operational decisions directed by AIP such as “[e]xpanding [the] addressable
12 market through [the] introduction of product line extensions,” “implement[ing] [a]
13 centralized strategic procurement function,” and “[t]ransferr[ing] production from
14 New York operations to facilities in Singapore and Malaysia.” As REV Group itself
15 explained in filings with the SEC, AIP adopts a “business building investment
16 strategy,” and only invests “when it believes it can significantly improve the
17 underlying business’ performance through the implementation of an operating
18 agenda.”

19 30. After acquiring E-ONE, the then-independent producer of E-ONE-
20 branded apparatuses and chassis, in 2008, AIP combined E-ONE with three other
21 “specialty vehicle” manufacturers in its portfolio in 2010 to form Allied Specialty
22 Vehicles, Inc. (“ASV”). In 2015, AIP rebranded the combination as REV Group.
23 From 2006 to March 2024, AIP controlled REV Group and its predecessor
24 portfolio companies through a web of related entities (“AIP Funds”) organized as
25 limited partnerships or limited liability companies controlled and managed by AIP
26 “partners,” who are LLC members of AIP, LLC, as well as other AIP personnel.
27 These AIP partners and personnel raise money from investors and pool that money
28 into investment vehicles called “funds,” which include the AIP Funds.

1 31. The AIP Funds include Defendant American Industrial Partners
2 Capital Fund IV LP (“AIP Fund IV”), Defendant American Industrial Partners
3 Capital Fund IV (Parallel), LP (“AIP Parallel Fund”), and Defendant AIP/CHC
4 Holdings, LLC (“AIP Holdings”). Each of the AIP Funds is a Delaware limited
5 partnership or limited liability company that shares its principal place of business
6 with AIP in New York, New York. AIP Holdings has held an ownership interest in
7 REV Group or its constituent entities since at least 2008. AIP Fund IV and AIP
8 Parallel Fund each held an ownership interest in REV Group or its constituent
9 entities from at least 2008 until March 2024.

10 32. Since 2008, AIP has exercised control over, and management of, the
11 AIP Funds through Defendant AIP CF IV, LLC (“AIP CF”), the General Partner
12 responsible for the management of AIP Fund IV and AIP Parallel Fund, and
13 Defendant AIP/CHC Investors, LLC (“AIP/CHC”), the managing member
14 responsible for management of AIP Holdings. Both AIP CF and AIP/CHC are
15 Delaware limited liability companies, and each shares its principal place of
16 business with AIP and the AIP Funds in New York, New York. In REV Group’s
17 2017 IPO prospectus, REV Group described its “primary equity holders” as “funds
18 and an investment vehicle associated with AIP CF IV, LLC, which we collectively
19 refer to as ‘American Industrial Partners,’ [or] ‘AIP.’” REV Group then described
20 AIP as “an operations and engineering-focused private equity firm,” clarifying that
21 AIP CF and AIP share a unity of identity and AIP CF is an agent for AIP. In a REV
22 Group prospectus filed with the SEC in 2023, REV Group explained that, together,
23 the AIP Funds remained its largest equity holders and all were “managed by AIP
24 LLC, d/b/a American Industrial Partners.” When REV Group subsequently filed an
25 amendment to its Shareholder Agreement, the amendment was signed by AIP CF
26 and AIP/CHC on behalf of the AIP Funds.

27 33. In line with AIP’s investment thesis to implement an “operating
28 agenda” for REV Group, AIP controls AIP CF and AIP/CHC or shares a unity of

1 identity with them, and they in turn exercise management and control over the AIP
2 Funds and REV Group. Current AIP General Partners Dino Cusumano and Kim
3 Marvin, and former General Partner John Becker, serve or have served as senior
4 managing members of AIP CF and as managing members of AIP/CHC. Because
5 Cusumano, Marvin, and Becker were senior managing members of AIP CF and
6 managing members of AIP/CHC, REV Group was obligated to inform investors
7 that they “may be deemed to share voting and dispositive power with respect to the
8 shares held by the AIP funds.”

9 34. Furthermore, former AIP partners Paul Bamatter, Graham Sullivan,
10 and Donn Viola, along with Cusumano and Marvin, hold or have held indirect
11 interests in AIP Holdings. Current or former AIP partners Bamatter, Cusumano,
12 Marvin, Rotroff, and Viola, as well as current General Partner Justin Fish, all have
13 served on REV Group’s Board of Directors. Cusumano, an AIP General Partner
14 since 2000, simultaneously served as Vice President of REV Group from 2008 to
15 2016 and held a term as chair of REV Group’s compensation committee,
16 responsible for, among other things, determining the compensation for REV
17 Group’s former CEO, Tim Sullivan. And current AIP partner Stanley Edme often
18 served as the authorized signatory for AIP Funds, AIP CF, and AIP/CHC.

19 35. Acting through AIP CF, AIP/CHC, and the AIP Funds with a unity of
20 identity or as agents, AIP exercised control over and management of REV Group.
21 For example, in its 2017 IPO prospectus, REV Group explained to investors that
22 AIP “will continue to have significant influence over us.” Indeed, prior to REV
23 Group’s January 2017 IPO, the AIP Funds owned approximately 70% of REV
24 Group’s voting equity, with additional shares held directly by AIP partners,
25 including Cusumano, Fish, Marvin, Rotroff, and Viola. After the IPO, the AIP
26 Funds retained 52-55% of REV Group’s voting equity along with contractual rights
27 enabling their continued substantial control of the firm. Under a Shareholders
28 Agreement discussed in REV Group’s IPO prospectus and other SEC filings, so

1 long as the AIP Funds controlled a majority of outstanding common stock, AIP
2 retained “the ability to exercise substantial control over all corporate actions
3 requiring stockholder approval, irrespective of how [REV Group’s] other
4 stockholders may vote,” including defining the size of the Board of Directors,
5 electing and removing directors, amending the certificate of incorporation or
6 bylaws, and approving mergers and other significant transactions. Moreover, under
7 the Shareholders Agreement, so long as the AIP Funds held at least 15% of
8 outstanding common stock, AIP retained the rights to nominate a majority of the
9 Board of Directors and designate the Chair and key committee members; to direct
10 acquisitions, transfers, and spinoffs of assets in excess of 15% of the consolidated
11 assets or revenues of REV Group and its subsidiaries; and to approve special
12 dividends, among other contractual rights. The Shareholders Agreement also
13 provided for the reimbursement of expenses that AIP incurred in providing
14 “management services” to REV Group. After executing its roll-up scheme, AIP,
15 acting through the AIP Funds, AIP CF, and AIP/CHC, took a nearly \$80 million
16 special dividend from REV Group and exited their control position in March 2024
17 when AIP ceased to own, directly or indirectly, at least 15% of REV Group’s
18 outstanding shares. Since that time, AIP has continued to hold REV Group shares
19 through AIP Holdings and thus continues to benefit from its roll-up scheme.

20 36. The “AIP Defendants” include AIP, the AIP Funds, AIP CF, and
21 AIP/CHC. Operating as a common enterprise, the AIP Defendants formed REV
22 Group and formulated and directed its acquisitions of KME, Ferrara, and Spartan
23 Emergency Response pursuant to the Shareholders Agreement. Acting through one
24 or more of the REV Group Defendants, the AIP Defendants have transacted
25 business or held assets resulting from such transactions in this District and this
26 State, and the United States. The AIP Defendants have directed, controlled,
27 participated in, or held assets resulting from the fruit of REV Group, KME,
28 Ferrara, Spartan Fire, Smeal SFA, Smeal LTC, and DTM’s unlawful conduct.

1 37. Defendant Oshkosh Corporation (“Oshkosh”) is a global manufacturer
2 of specialty trucks and military vehicles. Oshkosh sells its products across three
3 main business segments—Access, Vocational, and Defense—through a portfolio of
4 leading brands in more than 150 countries across the world. Oshkosh reported
5 more than \$10 billion in net sales for 2024. Oshkosh’s fire truck brands, which it
6 sells through its subsidiaries, are Pierce and Maxi-Métal (the “Oshkosh Brands”).
7 Oshkosh is incorporated under the laws of the state of Wisconsin, and its principal
8 place of business is in Oshkosh, Wisconsin.

9 38. Defendant Pierce Manufacturing Inc. (“Pierce”) is Oshkosh’s leading
10 North American subsidiary and operates in Oshkosh’s Vocational segment. Pierce’s
11 products include custom and commercial pumpers, aerials, rescue trucks, wildland
12 trucks, mini pumpers, elliptical tankers, and homeland security apparatuses. Pierce
13 also manufactures its own custom chassis on which it builds its custom
14 apparatuses. Pierce, which operates factories in Wisconsin and Florida, is
15 incorporated under the laws of the state of Wisconsin, and its principal place of
16 business is in Appleton, Wisconsin.

17 39. Defendant Maxi-Métal, Inc. (“Maxi-Métal”), a joint stock company
18 based in Quebec, Canada, is a leading Canadian manufacturer of fire apparatuses
19 for distribution in both Canada and the United States. Oshkosh acquired Maxi-
20 Métal in 2022; Maxi-Métal is now a wholly owned subsidiary of Oshkosh. Maxi-
21 Métal is incorporated under the laws of the country of Canada and has its principal
22 place of business in Saint-Georges (Quebec), Canada. The “Oshkosh Defendants”
23 refer to Oshkosh, Pierce, and Maxi-Métal.

24 40. The “BME Defendants” include Defendants Boise Mobile Equipment,
25 Inc. (“Boise Mobile”) and BME Fire Trucks LLC (“BME Fire Trucks”). Boise
26 Mobile is an Idaho corporation with its principal place of business in Boise, Idaho.
27 BME Fire Trucks is a subsidiary of Boise Mobile and is a limited liability company
28 organized under the laws of the state of Idaho with its principal place of business in

1 Boise, Idaho. The BME Defendants are the leading specialized producer of
2 wildland fire apparatus in the United States, having been manufacturing wildland
3 fire apparatuses since 1990. The BME Defendants' customers include CAL FIRE,
4 the U.S. Forest Service, U.S. Bureau of Land Management, and U.S. National Park
5 Service, as well as multiple municipal and county fire departments throughout the
6 United States. In 2021, Pierce acquired a 25% interest in BME Fire Trucks and is a
7 co-member of the LLC with Boise Mobile.

8 JURISDICTION AND VENUE

9 41. Plaintiff brings this action against Defendants seeking equitable and
10 injunctive relief, as well as damages, under Sections 4 and 16 of the Clayton Act,
11 15 U.S.C. §§ 15 & 26, for Defendants' violations of Sections 3 and 7 of the
12 Clayton Act, 15 U.S.C. §§ 14 & 18, and Sections 1 and 2 of the Sherman Act, 15
13 U.S.C. §§ 1 & 2; and seeking equitable and injunctive relief, as well as damages,
14 under the California Cartwright Act, Cal. Bus. & Prof. Code §§ 16750 and
15 16754.5, for Defendants' violations of the Cartwright Act, Cal. Bus. & Prof. Code
16 §§ 16720 and 16727, *et. seq.*

17 42. This Court has jurisdiction over the subject matter of this action
18 pursuant to Section 4 of the Sherman Act, 15 U.S.C. § 4; Sections 4 and 16 of the
19 Clayton Act, 15 U.S.C. §§ 15 & 26; and 28 U.S.C. §§ 1331 and 1337. This Court
20 has supplemental jurisdiction over Plaintiff's state law claims pursuant to 28
21 U.S.C. § 1367(a), because those claims are so related to the federal claims in this
22 action that they form part of the same case or controversy under Article III of the
23 U.S. Constitution.

24 43. Venue is proper in this District pursuant to Section 12 of the Clayton
25 Act, 15 U.S.C. § 22, and 28 U.S.C. § 1391. A substantial part of the events giving
26 rise to Plaintiff's claims occurred in this District, a substantial portion of the
27 affected interstate trade and commerce has been carried out in this District, and one
28 or more Defendants are licensed to do business in, have their principal places of

1 business in, are doing business in, had agents in, are found in, transact business in,
2 or are subject to personal jurisdiction in this District.

3 44. This Court has personal jurisdiction over Defendants because they,
4 either directly or through the ownership and/or substantial control of their
5 subsidiaries, *inter alia*: (a) are headquartered in the United States; (b) transacted
6 business in the United States, including in this District; (c) directly sold or
7 marketed goods and services in the relevant markets throughout the United States
8 as a whole, including in this District; (d) had substantial aggregate contacts within
9 the United States, including in this District; or (e) directed or engaged in
10 acquisitions and other conduct the substantial, reasonably foreseeable, and
11 intended effect of which was the substantial lessening of competition, and/or the
12 creation of a monopoly causing injury to the business or property of persons and
13 entities residing in, located in, or doing business throughout the United States,
14 including in this District. Defendants also conduct business throughout the United
15 States, including in this District, and they have purposefully availed themselves of
16 the protection of the laws of this District and of the United States.

17 45. Specifically with respect to the AIP Defendants, the AIP Defendants
18 are found and transact business in the Central District of California. The AIP
19 Defendants: (1) exercised control and/or management over aerospace and
20 industrial companies, which operate headquarters and manufacturing facilities in
21 this District, and (2) have acquired, and exercised control and/or management over,
22 numerous other companies throughout the country that provide services and/or sell
23 goods to residents of this District. In addition, the AIP Defendants are found and
24 transact business in the Central District of California by, *inter alia*, acquiring,
25 exercising control and/or management over, and then selling an instrument
26 manufacturer that operated facilities in the District and an automotive controls
27 manufacturer that operated a sales office in the District, acquiring and exercising
28 control and/or management over advanced engineering companies that operate

1 manufacturing facilities in the District, industrial and transportation companies
2 with distribution facilities in the District, and acquiring a petroleum products
3 distribution company that operates in the District through a commercial distributor
4 with a location in the District. Defendants' conduct alleged herein occurred inside
5 the United States and caused direct, substantial, and reasonably foreseeable and
6 intended anticompetitive effects upon interstate commerce within the United
7 States.

8 46. Defendants' alleged activities were within the stream of, and were
9 intended to and did have a substantial effect on, interstate commerce of the United
10 States. Defendants' products and services are sold in the stream of interstate
11 commerce.

12 FIRE APPARATUSES AND CHASSIS

13 I. Background—Fire Apparatuses and Chassis

14 47. The REV Group Defendants, Oshkosh Defendants, and BME
15 Defendants build several categories of fire apparatuses, including commercial
16 apparatuses and/or custom apparatuses. Commercial fire apparatuses are standard
17 medium- or heavy-duty trucks adapted for fire service and built on standard
18 medium- or heavy-duty truck frames/chassis. Custom apparatuses ("Custom
19 Apparatuses" or "Custom Fire Apparatuses") are more customized, specialized
20 apparatuses built on custom frames/chassis ("Custom Chassis").

21 48. The fire apparatuses that Defendants assemble and sell to customers
22 are subject to National Fire Protection Association ("NFPA") Standard 1900. NFPA
23 is an independent standard-setting organization whose Standard 1900 guides
24 apparatus purchasers and manufacturers throughout the United States, containing
25 thousands of standards governing every part of the vehicle, from the engine to the
26 pump.

27 49. Specifically, NFPA specifies minimum standards for "Automotive Fire
28 Apparatus" and "Wildland Fire Apparatus," which together comprise the Fire

1 Apparatus market in which Defendants assemble and sell fire apparatuses.
2 Automotive Fire Apparatuses are “vehicle[s] designed to be used under emergency
3 conditions to transport personnel and equipment or to support the suppression of
4 fires or mitigation of other hazardous situations,” and according to NFPA include
5 “Pumper Fire Apparatus,” “Initial Attack Fire Apparatus,” “Mobile Water Supply
6 Fire Apparatus,” “Aerial Fire Apparatus,” “Quint Fire Apparatus,” “Special Service
7 Fire Apparatus,” and “Mobile Foam Fire Apparatus.” Wildland Fire Apparatuses
8 are “[f]ire apparatus primarily used for wildland fire response,” and according to
9 NFPA include “Wildland Fire Suppression Apparatus,” “Wildland Mobile Water
10 Supply Apparatus,” and “Wildland Crew Carrier Apparatus.” Fire Apparatuses
11 include both Custom Apparatuses and commercial apparatuses.

12 50. Defendants assemble their apparatuses from parts (e.g., engine,
13 transmission, chassis) that they either manufacture themselves or source from
14 third-party suppliers. For their Custom Apparatuses, the REV Group Defendants
15 and Oshkosh Defendants manufacture their own Custom Chassis (i.e., they self-
16 source their Custom Chassis), which they incorporate into their Custom
17 Apparatuses that they sell to customers. The REV Group Defendants, Oshkosh
18 Defendants, and BME Defendants all source commercial chassis for their
19 commercial apparatuses from third-party suppliers like Freightliner and
20 International, which they incorporate into their commercial apparatuses that they
21 sell to customers. The cost of a custom chassis generally represents at least 25% of
22 the cost of the overall apparatus on which it is built.

23 51. As discussed herein, there is a limited set of meaningful competitors
24 in the markets to build and sell Fire Apparatuses, with the REV Group and
25 Oshkosh Defendants (now combined with the BME Defendants) holding dominant
26 positions.
27
28

A. Custom Fire Apparatuses

52. The majority of Fire Apparatuses are Custom Fire Apparatuses. The three most prominent types of Custom Fire Apparatuses, which the REV Group and Oshkosh Defendants build, are Custom Chassis Pumper Fire apparatuses (“Custom Pumpers”), Custom Chassis Aerial Fire apparatuses (“Custom Aerials”), and Custom Chassis Quint Fire apparatuses (“Custom Quints”). Figure 1 displays a Custom Pumper, a Custom Aerial, and a Custom Quint from left to right:



Figure 1

1. Custom Pumpers

53. Custom Pumpers are the vehicles most commonly referred to as “fire trucks.” Custom Pumpers have a permanently mounted fire pump of at least 750 gallons per minute (3,000 liters per minute) capacity, water tank, and hose body whose primary purpose is to combat structural and associated fires. Custom Pumpers include pumpers as well as pumper-tankers. Figure 2 displays an example of a Custom Pumper, manufactured by Defendant Pierce Manufacturing Inc.:



Figure 2

1 54. The NFPA recognizes Custom Pumpers as a distinct category of
2 apparatus that answers particular use cases. It recommends that customers
3 determine the “mission of the apparatus” and accordingly consider whether to
4 build the apparatus upon a commercial or custom chassis when designing a Fire
5 Apparatus (among other factors).

6 55. The NFPA highlights the enhanced crew safety features of Custom
7 Pumpers, including the fact that their custom cab “makes it much stronger in
8 rollover than typical conventional commercial chassis cabs.”

9 56. Custom Pumpers are significantly more expensive, often costing at
10 least \$100,000 more than commercial chassis pumps. Localities and other
11 purchasers routinely incur this significant price differential to obtain the enhanced
12 safety, durability, and operational advantages of Custom Pumpers over pumps
13 constructed on commercial chassis.

14 57. As the NFPA recognizes, “highspeed engines are frequently employed
15 for fire apparatus, particularly in the case of commercial vehicle chassis.” In
16 contrast “[m]any fire departments” favor Custom Pumpers, which have “high-
17 torque low-speed engines for fire department service because such engines have
18 good performance characteristics both when powering the apparatus through city
19 traffic and when driving the pump.”

20 58. Custom Pumpers can comfortably seat six to ten crew members, while
21 commercial chassis pumps typically seat only five people. With the limited
22 legroom in a commercial chassis, the ability to install specialized fire apparatus
23 seating is severely impeded. No more than four specialized fire apparatus seats can
24 be installed in a commercial chassis. Figure 3 displays an example of specialized
25 fire apparatus seating:
26
27
28



Figure 3

59. Custom Pumpers have wider door openings and shorter step heights, which are designed to ease crew entry and egress. Commercial chassis tend to be higher from the ground, further complicating entry and egress. Custom Pumpers are also designed with notched roofs, whereas commercial cabs are limited in that respect and can thus impair crew mobility.

60. The advantage of Custom Pumpers is especially notable in urban environments. Custom Pumpers are designed with a front axle behind the driver seat, which greatly improves urban maneuverability by dramatically reducing the fire truck's turning angle and overall wheelbase. The combination of a shorter wheelbase and tighter turning radius allows Custom Pumpers to enter dense urban settings quickly in the event of a fire. In contrast, the front axle on commercial chassis tends to be further forward and in front of the driver, which contributes to a longer wheelbase and worse urban maneuverability. Additionally, Custom Pumpers possess superior durability and extended service life, attributes that are particularly critical for metropolitan jurisdictions experiencing high volumes of emergency responses.

2. Custom Aerials

61. Custom Aerials are apparatuses built on Custom Chassis that are equipped with an aerial ladder, elevating platform, or water tower that are designed and equipped to support firefighting and rescue operations by positioning personnel, handling materials, providing continued egress, or discharging water at

1 positions elevated from the ground. Figure 4 displays an example of a Custom
2 Aerial, manufactured by Defendant REV Group company E-ONE:



11 **Figure 4**

12 62. Whether a Custom Aerial is equipped with a ladder, an elevating
13 platform, or a water tower, it must consist of two or more ladder sections that,
14 together with the steps and platforms on the apparatus body, provide continuous
15 egress for firefighters and civilians from an elevated position to the ground. The
16 ladder must be at least 50 feet, when at maximum elevation.

17 63. The ladder must be able to be raised from the bedded position to its
18 maximum elevation and extension and rotated a set amount of degrees within a
19 specified amount of time, depending on the height of the elevated platform. The
20 rungs must be evenly spaced and skid-resistant and rails must be 18 inches apart.
21 The ladder must be able to have fall protection harnesses attached to it.

22 64. In a strict technical sense, it is possible to build aerial fire apparatuses
23 using a commercial chassis. But at least in the past three decades, only a handful of
24 such apparatuses were manufactured among the thousands of Custom Aerials
25 produced.

26 **3. Custom Quints**

27 65. Custom Quints combine the equipment capabilities of an aerial with
28 the water-pumping ability of a pumper. They have a permanently mounted fire

1 pump, a water tank, a hose storage area, an aerial ladder or elevating platform with
2 a permanently mounted waterway, and a complement of ground ladders. The
3 primary purpose of this type of vehicle is to combat structural and associated fires
4 and to support firefighting and rescue operations by positioning personnel-handling
5 materials, providing continuous egress, or discharging water at positions elevated
6 from the ground. Figure 5 displays an example of a Custom Quint, manufactured
7 by Pierce:



15 **Figure 5**

16 66. Custom Quints are gradually becoming the most popular ladder-
17 mounted fire apparatuses, because of their versatility and their ability to perform
18 all necessary firefighting functions.

19 67. All elements of a Custom Quint—the fire pump, the water tank, and
20 aerial devices—are also subject to numerous standards. For example, the fire
21 pumps must have a minimum rated capacity of 1,000 gallons per minute (4,000
22 liters per minute).

23 68. Water tanks must be constructed from non-corrosive material, must be
24 opaque if exposed to sunlight, and must have a means to permit flushing of the
25 tank.

26 69. In a strict technical sense, it is possible to build quint fire apparatuses
27 using a commercial chassis. But at least in the past three decades, only a handful of
28

1 such apparatuses were manufactured among the thousands of Custom Quints
2 produced.

3 70. The prevailing industry standard for well-resourced municipal fire
4 departments characterized by robust staffing levels is the maintenance of a
5 diversified fleet architecture that integrates both specialized Custom Pumpers—
6 which are also termed by fire departments as “engines”—and Custom Aerials—
7 which are also termed “trucks” or “ladders.” This operational preference is rooted
8 in the tactical necessity of performing high-intensity fire suppression and search-
9 and-rescue functions simultaneously, for which Custom Pumpers and Custom
10 Aerials are better suited respectively. By assigning these operational roles to
11 distinct apparatuses, departments can ensure that water supply and elevated
12 access/rescue capabilities are not mutually exclusive or compromised in certain
13 operations.

14 71. In contrast, a growing number of less heavily staffed departments
15 increasingly rely on multi-purpose Custom Quints, which consolidate engine and
16 ladder functions in a single apparatus and thereby require fewer total personnel.

17 ***B. Custom Chassis***

18 72. A Custom Chassis is the foundation on which all Custom Apparatuses
19 are built. As Defendant Pierce puts it, “A chassis determines everything: How you
20 ride, handle, stop & set-up at the scene.” The features of a Custom Chassis for a
21 Custom Fire Apparatus include the frame material, engine and transmission
22 compatibility, front and rear axle suspension, and electrical system, among other
23 components.

24 73. Figure 6 displays an example of a Custom Chassis manufactured by
25 HME Ahrens-Fox:
26
27
28



Figure 6

74. Like Custom Fire Apparatuses, Custom Chassis are subject to extensive NFPA requirements. Custom Chassis must be built in such a way that they can carry the full weight of the Fire Apparatus when it is loaded to its maximum in-service weight, as dictated by the NFPA. Also, their engines must be able to be protected with engine derate programming (a way to program an engine's electronic control module to intentionally limit power or vehicle speed when certain conditions or faults occur).

C. Custom Fire Apparatus Builders and Custom Chassis Manufacturers

75. Fifteen to 20 years ago, fire departments in the United States could choose from a variety of independent Fire Apparatus providers, many of whom manufactured their own Custom Chassis on which their Custom Apparatuses were built. As late as 2015, there were still over 20 independent companies producing motorized Fire Apparatuses in the United States, nine of which produced their own Custom Chassis for Custom Pumpers and Custom Aerials. Today, as a result of Defendants' unlawful roll-up schemes, two corporate families—the REV Group Defendants and the Oshkosh Defendants (effectively combined with the BME Defendants)—dominate the relevant markets.

1 76. E-ONE was formed in 1974 and by the mid-1980s had become the
2 largest Fire Apparatus builder in the United States. In 1984, E-ONE introduced its
3 Hurricane Custom Chassis, and it thereafter produced a full line of custom
4 apparatuses based on this chassis. A quarter-century of independent operation later,
5 in 2008, American Industrial Partners acquired E-ONE, which AIP later combined
6 with other specialty vehicle manufacturers to form REV Group. Today, E-ONE is a
7 subsidiary of REV Group and manufactures its Typhoon and Cyclone Custom
8 Chassis along with a range of Custom Apparatuses and commercial trucks,
9 including Custom Aerials, Custom Pumpers, Custom Quints, and tankers, among
10 other models. E-ONE sole-sources its Custom Chassis from within the REV Group
11 brands and does not supply them to competing apparatus builders.

12 77. KME was a family-owned Fire Apparatus manufacturer founded in
13 1946 in Nesquehoning, Pennsylvania. After 70 years of independent operation,
14 KME sold out to REV Group in April 2016. Today, KME is a subsidiary of REV
15 Group. KME manufactures Custom Chassis—its Panther, Predator, and SSX
16 models—along with a broad portfolio of apparatuses, including Custom Aerials,
17 Custom Pumpers, Custom Quints, tankers, and rescues. KME sole-sources its
18 Custom Chassis and does not supply them to competing apparatus builders.

19 78. Ferrara Fire Apparatus was founded in Baton Rouge, Louisiana in
20 1979. Over the years that followed, Ferrara developed itself first as a full-scale
21 service, warranty, and repair center for Fire Apparatuses and later as a
22 manufacturer of custom-designed apparatuses. In 1994, Ferrara opened a new plant
23 in Holden, Louisiana, and expanded it three times from 2000 to 2009. In 1998, it
24 introduced its first Custom Chassis, the Inferno, and today offers the additional
25 Igniter, Cinder, and Invader models in Ferrara-branded apparatuses. Ferrara
26 continued to build a range of apparatuses, including Custom Aerials, Custom
27 Pumpers, Custom Quints, tankers, and rescues. In April 2017, REV Group acquired
28 Ferrara, taking this important manufacturer of both Custom Chassis and Custom

1 Apparatuses out of the market as an independent competitor and turning it instead
2 into a subsidiary of REV Group. Ferrara sole-sources its Custom Chassis and does
3 not supply them to competing apparatus builders.

4 79. Founded in 1975 in Charlotte, Michigan, Spartan Motors began as a
5 manufacturer of Custom Chassis for apparatus builders, later becoming an
6 apparatus builder itself. At the time of its acquisition and still today, Spartan
7 Motors' emergency response unit built Custom Pumpers, Custom Aerials
8 (including aerial ladders and platforms), Custom Quints, rescues, and tankers,
9 among other apparatuses. Today, its models include the Gladiator, the Metro Star,
10 and the FC-94, which it uses to build its own apparatuses and also sells to
11 competing apparatus builders. REV Group acquired Spartan Motors' emergency
12 response segment in February 2020, eliminating a critical independent Custom
13 Chassis supplier and a major competing independent apparatus manufacturer. The
14 company, now known as Spartan Fire, LLC since REV Group's acquisition, is a
15 subsidiary of REV Group.

16 80. Ladder Tower Incorporated was founded in 1974 in Ephrata,
17 Pennsylvania. After a series of ownership changes, the company became Ladder
18 Tower Company and later, simply "Ladder Tower." Ladder Tower built an
19 industry-leading line of Custom Aerials, as well as aerial devices sold to other
20 apparatus manufacturers under the Sqrt, Telesqrt, and Snorkel brands. REV
21 Group acquired the Ladder Tower brand in 2020 as part of its acquisition of
22 Spartan Motors' emergency response segment (the company, now a wholly owned
23 REV Group subsidiary, is now formally Smeal LTC, LLC). Today, Ladder Tower-
24 branded Custom Aerials continue to be distributed by the Spartan ER Entities,
25 subsidiaries of REV Group.

26 81. US Tanker Fire Apparatus Inc. ("UST") was a Fire Apparatus builder
27 formed in 1989 in Burlington, Wisconsin. The company specialized in building
28 custom stainless-steel tankers, but also built Custom Pumpers, rescues, and brush

1 trucks. The UST brand was acquired by REV Group in February 2020 as part of
2 REV Group's acquisition of Spartan Motors' emergency response segment. REV
3 Group phased out its production of UST-branded apparatuses after the acquisition,
4 and today, REV Group no longer markets the UST brand.

5 82. Smeal Fire Apparatus Co. ("Smeal") was founded in 1955 as the
6 Smeal Implement Company in Snyder, Nebraska. Smeal built its first fire truck in
7 1964 and, in the 1970s, began to design and build its own line of aerial ladders. In
8 2014, Smeal acquired Ladder Tower and UST. In January 2017, Spartan Motors
9 acquired Smeal. Prior to its acquisition, Smeal purchased Custom Chassis from
10 Spartan Motors and built aerial ladders and platforms, as well as pumpers, tankers,
11 and other apparatuses. As part of its February 2020 acquisition of Spartan Motors'
12 emergency response segment, REV Group acquired the Smeal and Ladder Tower
13 brands. Today, REV Group markets and sells Spartan and narrowed lines of Smeal
14 and Ladder Tower apparatuses.

15 83. Detroit Truck Manufacturing, LLC ("DTM") was launched by Spartan
16 Motors in 2019 as a captive channel supplier of fabricated aluminum cabs for
17 Spartan's fire trucks, as well as a supplier of cabs and chassis to other fire truck
18 manufacturers. As part of its February 2020 acquisition of Spartan Motors'
19 emergency response segment, REV Group acquired DTM.

20 84. Pierce is a leading Custom Chassis manufacturer and Fire Apparatus
21 builder in the United States. Pierce was founded in 1913 as Auto Body Works. It
22 produced its first fire truck bodies in 1939 and was acquired by Oshkosh
23 Corporation in 1996. Pierce manufactures Custom Pumpers, Custom Aerials, and
24 Custom Quints built on its own Custom Chassis (the Volterra, Enforcer, Impel,
25 Saber, and Velocity), as well as Fire Apparatuses built on commercial chassis,
26 including tankers, mini-pumpers, rescues, and its BXTM Wildland. Pierce does not
27 supply Custom Chassis to competitors and sole-sources its Custom Chassis for its
28 Custom Apparatuses.

1 85. The BME Defendants (Boise Mobile and BME Fire Trucks) are a
2 leading specialized producer of Wildland Fire Apparatuses in the United States.
3 Their vehicles include Type 3, Wildland Urban Interface, Type 4, Type 5, Type 6,
4 Xtreme Type 6, Xtreme Tactical Tender, Water Tender, Crew Carrier, and Mini
5 Pumper trucks, which are generally built on commercial chassis. Boise Mobile was
6 founded in 1990 by the Yanke family. For decades, it produced fewer than 20
7 trucks a year. In 2014, now President Chad Moffat’s company purchased Boise
8 Mobile and initiated major expansion plans, acquiring new buildings and adding
9 tens of thousands of square feet of production space. By 2018, Boise Mobile was
10 manufacturing approximately 150 trucks a year. Oshkosh and Pierce took notice of
11 this competitor’s aggressive growth. In 2021, Oshkosh subsidiary Pierce combined
12 with Boise Mobile to form BME Fire Trucks, a subsidiary of Boise Mobile in
13 which Pierce holds a 25% ownership interest. As Oshkosh explained to its
14 investors, the combination has enabled the two competitors to “collaborate” in the
15 Wildland Fire Apparatus market in which they were previously competing.

16 86. Maxi-Métal is a Canadian-based Fire Apparatus builder founded over
17 40 years ago in Saint-Georges, Québec. Its Custom Pumper, “MAXI Saber,” has
18 been in continuous production since 2016. In 2015, Maxi-Métal signed an
19 exclusive agreement with Pierce to use Pierce’s “Saber” Custom Chassis for the
20 MAXI Saber, and to distribute the MAXI Saber through Pierce’s dealer network
21 across North America. In 2022, Oshkosh (Pierce’s parent company) acquired
22 Maxi-Métal, removing this large apparatus builder as an independent competitor in
23 the marketplace. Today, Maxi-Métal is a subsidiary of Oshkosh.

24 87. Currently, beyond REV Group’s and Oshkosh’s subsidiaries, only five
25 noteworthy independent competitors—the only Custom Fire Apparatus builders
26 that also manufacture their own Custom Chassis—remain in the relevant markets:
27 Rosenbauer, Sutphen, Seagrave, HME Ahrens-Fox, and US Fire Apparatus.
28

1 88. Rosenbauer International AG (“Rosenbauer”) is an Austrian company
2 with a limited U.S. presence. It has three production facilities in the United States.
3 Rosenbauer builds Custom Pumpers, Aerials, and Quints, on two Custom Chassis.
4 Rosenbauer internally sole-sources its Custom Chassis and does not supply them to
5 competing apparatus builders. Rosenbauer does not have the capacity to take on
6 the orders that the REV Group Defendants and Oshkosh Defendants cannot fulfill.

7 89. Sutphen Corporation (“Sutphen”) is a family-owned Fire Apparatus
8 manufacturer, headquartered in Dublin, Ohio. Sutphen has four production
9 facilities. Sutphen manufactures Custom Chassis primarily for internal use in its
10 own apparatuses, as well as Custom Aerials, Custom Pumpers, industrial
11 apparatuses, tankers, and rescue apparatuses. Sutphen is a smaller producer than
12 the REV Group Defendants and Oshkosh Defendants and does not have the
13 capacity to take on the orders that these Defendants cannot fulfill.

14 90. Seagrave Fire Apparatus, LLC (“Seagrave”) is a Fire Apparatus
15 manufacturer headquartered in Clintonville, Wisconsin. Seagrave has two
16 production facilities. Seagrave manufactures Custom Pumpers, Custom Aerials,
17 and rescue apparatuses. Seagrave also manufactures Custom Chassis, but only for
18 internal use. Seagrave does not have the capacity to take on the orders that the
19 REV Group Defendants and Oshkosh Defendants cannot fulfill.

20 91. HME Ahrens-Fox (“HME”) is a family-owned Fire Apparatus
21 manufacturer, with one location, in Wyoming, Michigan. HME manufactures
22 Custom Pumpers, tankers, wildland, and rescue trucks. HME does not manufacture
23 Custom Quints or Custom Aerials. While HME predominantly uses its Custom
24 Chassis for its own builds, it also supplies Custom Chassis to competing apparatus
25 builders. HME, Sutphen, and the Spartan ER Entities are the only manufacturers
26 that supply Custom Chassis to competitors. HME does not have the capacity to
27 take on the orders that the REV Group Defendants and Oshkosh Defendants cannot
28 fulfill.

1 92. US Fire Apparatus (“US Fire”) is a small Fire Apparatus
2 manufacturer, with one location, in Holden, Louisiana. US Fire manufactures
3 Custom Pumpers, commercial pumpers, commercial tankers, and rescue
4 apparatuses. US Fire does not manufacture Custom Aerials or Custom Quints. US
5 Fire manufactures its own Custom Chassis but generally does not supply them to
6 competing apparatus builders. US Fire’s servicing operations are focused on
7 Louisiana and Southern and Central Mississippi. US Fire does not have the
8 capacity to take on the orders that the REV Group Defendants and Oshkosh
9 Defendants cannot fulfill.

10 93. These seven entities—the REV Group Defendants; the Oshkosh
11 Defendants; Rosenbauer; Sutphen; Seagrave; HME; and US Fire Apparatus—are
12 the only seven independent organizations that both manufacture the Custom
13 Chassis essential to Custom Apparatuses, and build Custom Apparatuses.
14 Moreover, only three of them—REV Group’s Spartan ER Entities, Sutphen, and
15 HME—supply Custom Chassis to competing specialized apparatus builders, and
16 only the REV Group’s Spartan ER Entities supply them in meaningful numbers.
17 Therefore, the REV Group, through the Spartan ER Entities, effectively controls
18 the competitiveness of rival, non-vertically integrated builders’ products. This
19 means that, with a flip of the switch—a decision to stop supplying to
20 competitors—REV Group, through the Spartan ER Entities, could put competing
21 builders who do not manufacture their own Custom Chassis out of business in the
22 relevant Custom Apparatus markets.

23 94. Other Custom Fire Apparatus builders—e.g., Custom Fire Apparatus,
24 Marion, Toyne Fire Apparatus—supply varying quantities of these Custom
25 Apparatuses and primarily rely on REV Group’s Spartan Entities and to a much
26 lesser degree on HME to source Custom Chassis for the Custom Apparatuses they
27 build. Sutphen supplies a handful of Custom Chassis annually to SVI Fire Trucks.
28

D. Other Fire Apparatuses and Their Builders

95. Custom Pumpers, Custom Aerials, and Custom Quints are three specific examples of Fire Apparatuses, which include all Automotive Fire Apparatuses and Wildland Fire Apparatuses as specified by NFPA Standard 1900, including apparatuses built on Custom Chassis as well as commercial chassis. Figure 7 below depicts an example of a Fire Apparatus beyond Custom Pumpers, Custom Aerials, and Custom Quints—a REV Group (E-ONE) commercial tanker:



Figure 7

96. In particular, Wildland Fire Apparatuses are vehicles utilized by fire departments located in environments with rugged and otherwise difficult-to-traverse terrain, where a regular Fire Apparatus may have difficulty maneuvering. For example, Pierce manufactures a “BX™ Wildland” which it describes as follows: “The air ride cab comfortably fits 5 personnel. The stainless-steel body integrates full-depth left side compartments, 6 standard fender compartments, lowered compartment doors for better ergonomics and large undercab compartments. Departments can expect aluminum hosebed covers, integrated hatch compartments with top and rear access, flush-mounted hinged body doors, fully enclosed low height ladder storage and dedicated dry storage areas for more extensive deployment. Standards include a 70-gallon fuel tank, bumper extension with left/right/center hose trays featuring aluminum lids, 2 bumper outlets, a hydraulic auxiliary pump for true pump-and-roll and a powerful Husky™ foam system with hose reel.” Figure 8 shows an image of Pierce’s BX™ Wildland:



Figure 8

97. A small group of manufacturers build apparatuses within the Wildland Fire Apparatus and broader Fire Apparatus markets, which have also been the target of Defendants' roll-up schemes. Boise Mobile Equipment and its subsidiary BME Fire Trucks are the largest specialized Wildland Fire Apparatus builder. Other manufacturers in the Wildland or broader Fire Apparatus markets include E-ONE, Ferrara, KME, the Spartan ER Entities, Pierce, and Maxi-Métal. Accordingly, Defendants' roll-ups and combinations have contributed to substantial consolidation not only in the Custom Apparatus and Custom Chassis markets but also in the Wildland Fire Apparatus and Fire Apparatus markets.

E. Defendants' Control Over Their Respective Dealer Networks and Their Purchase-and-Sale Transactions with Customers

98. The Oshkosh Defendants exercise tight control over their and the BME Defendants' Fire Apparatus brands' exclusive dealers, and the REV Group Defendants exercise tight control over their brands' exclusive dealers—setting the prices at which their dealers sell their apparatuses, determining modifications to those prices after apparatuses are purchased, managing communications between their dealers and customers, and negotiating and dealing directly with customers. Essentially, the Oshkosh Defendants and BME Defendants' dealers (dealers in the

1 Pierce exclusive dealer network) and the REV Group Defendants' dealers act as
2 their respective conduits to facilitate their dealings with their customers.

3 99. The Oshkosh Defendants (and BME Defendants through the Oshkosh
4 Defendants) and REV Group Defendants also both provide extensive benefits to
5 their respective dealers, as described below, which render the dealers allies in their
6 schemes and remove all incentive those dealers otherwise may have to push back
7 or initiate legal action based on Defendants' anticompetitive conduct. Indeed, Fire
8 Apparatus dealers—whether dealing in Defendants' apparatuses or the apparatuses
9 of competing builders who, as a result of Defendants' anticompetitive conduct,
10 have also been able to raise prices above competitive levels—have generally
11 benefitted from these builders' price increases, as a higher price generally
12 translates directly into a greater profit for the dealer.

13 ***1. REV Group***

14 100. The REV Group Defendants have sold their fire trucks directly to
15 customers and now predominantly sell them through a network of exclusive
16 dealers for each REV Group Brand. Although the REV Group Defendants
17 characterize their dealers as "independent," they exercise tight control over them.
18 REV Group maintains a Dealer Development team that trains its dealers on how
19 REV Group wants its dealers to sell the REV Group Defendants' Fire Apparatuses.
20 REV Group also runs a Dealer Advisory Council that it uses to coordinate its
21 dealers. REV Group communicates company strategy and product changes to its
22 dealers through the Dealer Advisory Council.

23 101. The REV Group Defendants maintain only a limited number of
24 dealers and are strategic about their placement and territorial allocations. Since the
25 2020 Spartan acquisition, the REV Group Defendants have reduced the number of
26 dealers in their network from approximately 96 to approximately 62. Exemplifying
27 this dealer consolidation, the REV Group Defendants today maintain only a single
28 dealer in all of California for their KME and Ferrara brands, and only two

1 additional dealers serve their other brands in territories largely limited to Southern
2 California. Where the territories of separate dealers of different REV Group brands
3 overlap, the REV Group Defendants coordinate them to get “multiple bites at the
4 apple” in response to individual fire department bids. As explained by Mike Virnig,
5 President of REV Group, if a customer of one REV Group brand wants to explore
6 other options, “[w]e’ve got four other opportunities where we can go and leverage
7 other products, other dealers, and other relationships,” ensuring the maintenance
8 and growth of the REV Group Defendants’ market share as a whole.

9 102. When selling fire trucks through their dealers, the REV Group
10 Defendants control virtually all aspects of the sales process. The applicable REV
11 Group Defendant’s and dealer’s personnel meet with customers together. The REV
12 Group Defendants’ “inside sales departments” oversee quote design, contract
13 administration, production, and the final inspection and delivery processes. To
14 generate specifications, pricing, and drawings for the customer, the REV Group
15 Defendants and their dealers utilize a “configuration tool” developed by REV
16 Group for each of its brands. Specifications are reviewed by the relevant REV
17 Group Defendant’s engineering team prior to release to the customer to ensure it is
18 buildable, given that most orders are highly customized. The REV Group
19 Defendants determine the price at which the customer purchases a fire truck
20 through the dealer, typically set as a percentage of the REV Group Defendant’s
21 MSRP. If a REV Group Defendant wishes to increase its margin after contracting
22 but before delivery, it will even increase the price to the customer through the
23 dealer via so-called “escalation clauses” or “equitable adjustment[s] to price.”

24 103. With respect to contracts with cooperative purchasing agents (“co-
25 ops”) such as Sourcewell, NASPO ValuePoint, and Houston-Galveston Area
26
27
28

1 Council (“HGAC”)⁴—through which public entities and fire departments purchase
2 Fire Apparatuses from suppliers including the REV Group Defendants—suppliers
3 (e.g., a REV Group Defendant) are identified as the relevant “vendor” or
4 “contractor” to whom the public entity or fire department awards the contract to
5 supply the Fire Apparatus; no dealer is identified. The participating public entity
6 (e.g., the City) uses that contract—direct with the supplier—to purchase the
7 apparatus.

8 104. The Sourcewell Request for Proposal (“RFP”) under which
9 Sourcewell authorizes suppliers (e.g., the REV Group Defendants) to supply Fire
10 Apparatuses to purchasing entities specifies that the supplier (e.g., KME) “will be
11 the primary source of communication with [purchasers]” about the purchase, and
12 the Primary Contact and Authorized Representatives provided in the suppliers’
13 (e.g., KME’s) contract with Sourcewell are the supplier’s employees. That contract
14 also stipulates that Sourcewell will validate the supplier’s (e.g., KME’s) dealers
15 and that the supplier (e.g., KME) will not charge a price above that which is in its
16 proposal.

17 105. Similarly, suppliers’ contracts with HGAC, in which they are defined
18 as “Contractor,” provide: “The H-GAC Customer [i.e., purchasing entity] is
19 responsible for making payment to the Contractor upon delivery and acceptance of
20 the goods or completion of the services and submission of the subsequent invoice,”
21 and “Contractor agrees and acknowledges that any such designations of
22 distributors, vendors, resellers or the like are for the convenience of the Contractor
23 only and *the awarded Contractor will remain responsible and liable for all*
24 *obligations under the Contract* and the performance of any designated distributor,
25 vendor, reseller, etc.” (emphasis added). The contract continues: “Contractor is also
26

27 ⁴ Sourcewell, NASPO ValuePoint, and HGAC are examples of important
28 competitive bid-sourcing agents responsible for soliciting, collecting, and
evaluating bids for many public entities’ fire equipment purchases.

1 responsible for receiving and processing any Customer purchase order in
2 accordance with the Contract and forwarding of the Purchase Order to the
3 designated distributor, vendor, reseller, etc. to complete the sale or service. H-GAC
4 reserves the right to reject any entity acting on the Contractor's behalf or refuse to
5 add entities after a contract is awarded."

6 106. Being a REV Group Defendant's dealer is a very lucrative business.
7 Dealers are given exclusive rights to sell each REV Group brand of apparatuses to
8 the customers in their designated geographic area. On the other hand, dealers also
9 face the threat of being closed down as a result of the REV Group Defendants'
10 consolidation campaign. Given these benefits alongside the risk of termination, the
11 REV Group Defendants' dealers lack any incentive to take action against them. It
12 is therefore not surprising that Plaintiff's research yielded no examples of a lawsuit
13 filed by a REV Group dealer against any REV Group Defendant after its
14 acquisition by REV Group.

15 107. Some of the same individuals who make decisions for the REV Group
16 Defendants also make decisions for their dealers, including about the ways in
17 which they compete. For instance, Mike Virnig, the President of REV Group, has
18 publicly stated that REV Group dictates dealer behavior and how dealers compete
19 for business, stating, "What I won't tolerate is negative selling. I won't tolerate it
20 with our competitors, and I won't tolerate it within the group. If I even get a hint or
21 see anything like a dealer taking a shot at another dealer, we step in and say, 'Stop
22 it.'"

23 ***2. The Oshkosh Defendants and BME Defendants***

24 108. In addition to the Oshkosh Defendants' apparatus manufacturing
25 operations, the Oshkosh Defendants have established what Oshkosh describes as
26 "the largest North American fire apparatus distribution network"—namely, the
27 Pierce dealer network, through which Pierce, Maxi-Métal, and—since their
28 acquisition in 2021—the BME Defendants' Fire Apparatuses are exclusively

1 distributed.⁵ The extensive Pierce dealer network offers apparatus sales and service
2 to customers in all 50 states. Within the geographical regions they cover, Pierce
3 dealers operate as the exclusive dealers for the sale of custom and commercial Fire
4 Apparatuses manufactured by Pierce, Maxi-Métal, and the BME Defendants.

5 109. For example, the City purchased its Pierce apparatuses from Pierce
6 using an HGAC contract with Pierce, with Pierce exclusive dealer South Coast Fire
7 Equipment (SCFE) serving as the conduit. Consistent with Pierce's control over its
8 dealers, SCFE generally only sells Pierce, Oshkosh, and BME Fire Apparatuses;
9 for example, it does not offer REV Group or Rosenbauer-branded apparatuses.

10 110. Over time, the Oshkosh Defendants have consolidated many Pierce
11 dealers, eliminating dealers near many customers and forcing them to travel farther
12 for Pierce-authorized service. Notably, despite not being named as a party to the
13 transactions, Pierce has announced each of these consolidations in its own press
14 releases on its own website, highlighting the centrality of Pierce's dealer network
15 to the Oshkosh Defendants' business model and the control over that network that
16 they exert. As Oshkosh explained to its investors in 2025 just a week before it
17 announced one of the consolidations, Oshkosh's "[c]omprehensive dealer network
18 with an extensive service footprint" represents a key "[c]ompetitive advantage"
19 for the company.

20 111. The Oshkosh Defendants and BME Defendants exercise significant
21 control over their hand-picked exclusive dealers and are effectively the
22 counterparty to customers' purchases of their apparatuses through Pierce dealers.

23 112. This is illustrated by the fact that one or more Oshkosh Defendants is
24 identified as the relevant "vendor" or "contractor" of its Fire Apparatuses in its
25 contracts with co-ops such as Sourcewell, NASPO ValuePoint, and HGAC, as well
26 as in its contracts and in the addenda to its contracts with some customers. Indeed,

27 ⁵ Before the Oshkosh Defendants acquired an ownership interest in the BME
28 Defendants, Boise Mobile generally sold its apparatuses direct to customers.

1 everything discussed above with respect to the REV Group Defendants' contracts
2 with co-ops like Sourcewell and HGAC apply equally to Pierce's.

3 113. Moreover, while dealers may act as the Oshkosh Defendants' and
4 BME Defendants' representatives with customers, it is Pierce, Maxi-Métal, and the
5 BME Defendants that set the prices customers pay. For instance, suppliers' (e.g.,
6 Pierce's) co-op contracts indicate that the supplier—and not its dealers—set the
7 “not-to-exceed” prices that municipalities pay.

8 114. For example, each supplier's (e.g., Pierce's) contracts with Sourcewell
9 to supply Fire Apparatuses to participating entities (e.g., cities and counties)
10 provides, “All Equipment, Products, or Services under this Contract will be priced
11 at or below the price stated in Supplier's Proposal. When providing pricing quotes
12 to Participating Entities [i.e., cities and counties], all pricing quoted must reflect a
13 Participating Entity's total cost of acquisition. This means that the quoted cost is
14 for delivered Equipment, Products, and Services that are operational for their
15 intended purpose, and includes all costs to the Participating Entity's requested
16 delivery location.”

17 115. Similarly, suppliers' (e.g., Pierce's) contracts with HGAC provide,
18 “Contractor [e.g., Pierce] shall sell its products to CUSTOMER/END USER [e.g.,
19 the city or county] based on the pricing and terms of this Master Agreement,” and
20 “[i]f Contractor's [e.g., Pierce's] Direct Cost decreases at any time during the full
21 term of this award, Contractor must immediately pass the decrease on to H-GAC
22 and lower its prices by the amount of the decrease in Direct Cost.” Since the
23 HGAC participant (e.g., the city or county) is the actual purchaser of the apparatus
24 on the HGAC contract, this means that pursuant to the contract, Pierce agrees to
25 lower price *directly to the HGAC participant (e.g., the city or county)* if it
26 experiences a cost decrease, regardless of whether a dealer sits between them on
27 the paperwork. Pierce further agrees in the HGAC agreement which participating
28 entities (e.g., the city or county) uses to purchase trucks from Pierce that

1 “Contractor [Pierce] shall provide the same prices, warranties, benefits, or terms to
2 H-GAC and its CUSTOMER/END USER as provided in its most favorable past
3 Master Agreement.”

4 116. As another example, as one apparatus dealer explained in a letter to a
5 prospective client, the dealer, on behalf of the supplier (here, Pierce), would be
6 offering the municipality an “HGAC quoted price” and “since the terms of the
7 agreement have already been negotiated . . . there is no need for a separate
8 contract.” That is, while Pierce, the vendor, set the price through its negotiations
9 with HGAC, the dealer’s role was merely to help the municipality “coordinate all
10 paperwork with the manufacturer to start the order.”

11 117. In fact, some cities’ and counties’ contracts with dealers to purchase
12 fire apparatuses using cooperative purchasing entities’ contracts with
13 manufacturers explicitly state that the dealer and the city or county “recognize that
14 in actual economic practice, overcharges by the [dealer’s] suppliers [e.g., Pierce]
15 resulting from violations of state or federal antitrust laws are in fact borne by the
16 City. Therefore, the [dealer] assigns to the City any and all causes of action both
17 now and in the future that it may have against any party under all state and federal
18 antitrust laws for the products or services that are the subject of this Contract.”
19 This is an explicit recognition that there is no overcharge borne by the dealer that
20 gets passed through to the city or county. Rather, the city or county bears the
21 overcharge directly.

22 118. Not only are the Oshkosh and BME Defendants responsible for setting
23 the initial price that municipalities agree to pay for their Fire Apparatuses, but they
24 also retain the ability to change the price the customer pays, even after they accept
25 the order or are awarded the contract.

26 119. Pierce dealers’ contracts with some customers contain price
27 adjustment clauses stating, “If the Producer Price Index of Components for
28 Manufacturing . . . has increased at a compounded annual growth rate of 5.0% or

1 more between the month *Pierce* accepts the order (‘Order Month’) and a month 14
2 months prior to the then predicted Ready For Pickup date (‘Evaluation Month’),
3 then pricing may be updated in an amount equal to the increase in PPI over 5.0%
4 for each year or fractional year between the Order Month and the Evaluation
5 Month” (emphasis added). As this language makes clear, the dealer stands between
6 the Defendant builder (here, *Pierce*) and the customer as a conduit, with *Pierce*
7 accepting the order, setting the terms, and dictating changes in terms to hedge the
8 ultimate risk that the Defendant builder (not the dealer) bears on the purchase.
9 Indeed, in certain instances, *Pierce* (as vendor) and the customer enter directly into
10 a Master Price Agreement that can be then subject to unilateral amendment only by
11 *Pierce* and the customer.

12 120. Finally, the Oshkosh and BME Defendants exercise control over
13 aspects of a municipality’s purchase order even beyond price. For example, *Pierce*
14 makes clear that its team “reviews every aspect of [an] order to confirm all
15 specifications, pricing and terms” In addition, *Pierce*, and not its dealers, is
16 the main point of contact in its co-op contracts, which is why *Pierce*’s Sourcewell
17 contract lists *Pierce*’s Executive Vice President of its Fire and Emergency Segment
18 and its Sales Operations Manager as the Authorized Representative and Primary
19 Contact, and the Sourcewell RFP (to which *Pierce* responded to win its contract
20 with Sourcewell) specifies that the winning vendor (*Pierce*) “will be the primary
21 source of communication with” purchasers about the purchase.

22 121. At the same time, being a *Pierce* dealer confers a number of benefits.
23 Dealers are given exclusive rights to sell *Pierce*, Maxi-Métal, and Boise Mobile
24 Fire Apparatuses to all of the customers in their designated geographic area, as
25 well as the ability to provide all servicing and repair to those customers. As a part
26 of the apparatus purchase process, *Pierce* gives its dealers the ability to develop
27 lucrative custom service contracts with customers, and they are tasked with
28 managing all warranty issues for customers.

122. Given these benefits, Pierce dealers lack any incentive to take action against Pierce, Oshkosh, or the BME Defendants. And Oshkosh, in turn, is confident that its dealer network will remain a strong and stable source of revenue for years to come. For example, in its 2024 financial reports, Oshkosh includes the Pierce dealer network as an intangible asset with a \$16.9 million net book value and a 40-year lifespan—meaning, in other words, that Oshkosh considers the Pierce dealer network so reliable that it will contribute directly or indirectly to company cash flows for the next four decades. It is therefore unsurprising that Plaintiff’s research yielded no examples of a lawsuit ever filed by a Pierce dealer against Pierce, Oshkosh, or the BME Defendants.

II. Relevant Fire Apparatus and Chassis Markets

A. Relevant Product Markets

123. Defendants’ acquisition schemes have substantially concentrated, increased their market shares, and tended to create monopolies in several markets, including: (1) the market for Custom Chassis for Custom Apparatuses; (2) the markets for Custom Pumpers, Custom Aerials, and Custom Quints; (3) the Wildland Fire Apparatus market; and (4) the broader Fire Apparatus market (which includes within it the Custom Apparatus and Wildland Fire Apparatus markets).

1. Custom Chassis Market

124. Custom Chassis are inputs that Fire Apparatus builders use to assemble their Custom Pumpers, Custom Quints, and Custom Aerials. Custom Chassis are designed specifically for Custom Apparatuses.

125. While Fire Apparatus purchasers do not purchase Custom Chassis as standalone parts from Fire Apparatus builders, they do purchase Custom Chassis from Fire Apparatus Builders as a part of the completed Custom Apparatus. For example, when a customer purchases a Custom Fire Apparatus from Pierce, the purchase price reflects the price to build the entire apparatus, including the cost to Pierce to manufacture the Custom Chassis on which the apparatus is built. The

1 REV Group Defendants' consolidation of manufacturers of Custom Chassis has
2 therefore impacted the competitive conditions under which apparatus customers
3 purchase Custom Fire Apparatus.

4 126. Custom Chassis are not interchangeable with commercial chassis, as
5 various distinct characteristics meet the particular demands of each fire
6 department.

7 127. A Custom Chassis allows the front axle to be placed farther back than
8 a commercial chassis allows, reducing the apparatus's turning radius and
9 promoting maneuverability in urban or other complex environments.

10 128. Custom Chassis air intakes are designed to operate in environments
11 where intense heat and embers are present, making them safer and otherwise more
12 suitable than commercial chassis to operate in fire emergency environments.

13 129. Whereas commercial chassis often rely on airflow while driving to
14 cool batteries and electrical components, Custom Chassis are specially designed to
15 prevent overheating when stationary, such as when on scene engaged in
16 firefighting operations.

17 130. Manufactured with heavier, more durable materials, Custom Chassis
18 typically offer superior structural integrity and safety features, providing greater
19 protection for firefighters from rollovers, collisions, or falling objects. This
20 increased durability also expands the lifespan of these chassis in comparison to
21 commercial chassis.

22 131. Custom Chassis generally offer more cab space than commercial
23 chassis, with increased room for heads, legs, hips, and elbows, as well as
24 floorspace and storage space, all enabling the apparatus to carry more personnel
25 and equipment more safely and comfortably.

26 132. Custom Chassis generally include larger, single-piece windshields and
27 specially designed dashboards and mirrors, which maximize and otherwise
28 improve visibility for drivers and officers.

1 133. Custom Chassis allow for adjustments to the size, height, and other
2 characteristics of the cab steps to make ingress and egress easier and safer for
3 personnel compared to a commercial chassis.

4 134. By contrast, commercial chassis are generally constructed with lighter
5 formed metals and fiberglass, rendering them less durable than Custom Chassis,
6 which are generally constructed exclusively from thicker aluminum or stainless
7 steel.

8 135. Prices for Custom Chassis are typically higher than prices for
9 commercial chassis. Although prices of specific chassis can vary, the least
10 expensive Custom Chassis tend to be more expensive than even high-end
11 commercial chassis. In general, Custom Chassis are roughly twice as expensive as
12 commercial chassis.

13 136. These higher prices are reflective of the added value Custom Chassis
14 provide and the fact that they are not viewed as interchangeable by customers.

15 137. Custom Chassis are produced exclusively by a limited set of Fire
16 Apparatus manufacturers, including Defendants, in facilities specialized for
17 Custom Chassis or Fire Apparatus manufacture. In contrast, while very large
18 automotive manufacturers such as Ford and Daimler manufacture hundreds of
19 thousands of commercial chassis that are used for many end-use cases such as
20 ambulances, emergency vehicles, and Fire Apparatuses, none of these commercial
21 chassis producers manufacture Custom Chassis.

22 138. Industry participants such as the National Fire Protection Association,
23 as well as fire departments and manufacturers—including Defendants—recognize
24 Custom Chassis as distinct products. For example, Pierce markets its Custom
25 Chassis as a category distinct from commercial chassis used for building Fire
26 Apparatuses. REV Group evaluates its market share using Custom Chassis as
27 distinguished from commercial chassis, and distinguishes between Fire
28 Apparatuses built on Custom Chassis versus commercial chassis in its public-

1 facing materials. The NFPA states that whether a purchaser wants a commercial or
2 custom chassis is one of the first things it should decide during the procurement
3 process.

4 139. The Hypothetical Monopolist Test (“HMT”) is a method that courts
5 and federal agencies use to assist in determining relevant antitrust markets. The
6 HMT evaluates whether a hypothetical monopolist of a group of products likely
7 would undertake at least a small but significant and non-transitory increase in price
8 (“SSNIP”) or other worsening of terms for at least one product in the group. If a
9 hypothetical monopolist could profitably impose such a price increase or other
10 worsening of terms, that candidate market is a valid market for antitrust analysis.

11 140. As indicated by the facts set forth above, a hypothetical monopolist of
12 Custom Chassis could profitably impose a small but significant and non-transitory
13 increase in the price of Custom Chassis.

14 141. The producers in the relevant market to manufacture Custom Chassis
15 for Custom Pumpers, Custom Aerials, and Custom Quints include the REV Group
16 Defendants, Pierce, Rosenbauer, Sutphen, Seagrave, HME, and US Fire Apparatus.

17 142. Where participants in the relevant markets to build and sell Custom
18 Pumpers, Custom Aerials, and Custom Quints do not manufacture the chassis
19 themselves, they source the chassis from a manufacturer of Custom Chassis—and
20 almost exclusively from the Spartan ER Entities, the primary manufacturer of
21 Custom Chassis for supply to competing Fire Apparatus builders.

22 ***2. Markets for Custom Pumpers, Custom Aerials, and Custom***
23 ***Quints***

24 143. There are three main types of Custom Apparatuses: Custom Pumpers,
25 Custom Aerials, and Custom Quints. Each of these Custom Apparatuses serves
26 distinct firefighting purposes and is not reasonably interchangeable with the other
27 types in the eyes of customers.
28

1 144. Custom Pumpers are vehicles with a permanently mounted fire pump
2 of at least 750 gallons per minute (or 3,000 liters per minute) capacity, water tank,
3 and hose body whose primary purpose is to combat structural and associated fires.

4 145. Custom Aerials are vehicles equipped with an aerial ladder, elevating
5 platform, or water tower that is designed and equipped to support firefighting and
6 rescue operations by positioning personnel, handling materials, providing
7 continued egress, or discharging water at positions elevated from the ground.

8 146. Custom Quints are vehicles with a permanently mounted fire pump, a
9 water tank, a hose storage area, an aerial ladder or elevating platform with a
10 permanently mounted waterway, and a complement of ground ladders. Quints are
11 used when a fire department, due to space or personnel limitations, can only deploy
12 one apparatus, and that apparatus must be able to perform the functions of both an
13 aerial and a pumper.

14 147. These apparatuses all have specific characteristics set out by NFPA
15 Standard 1900.

16 148. Each of these apparatuses serves a unique function. For example, a
17 Custom Pumper cannot be used to extinguish a fire in a high-rise building because
18 it lacks an elevated platform like a Custom Aerial.

19 149. NFPA 1900 sets out the standard characteristics of a given Custom
20 Apparatus necessary to support such unique functions, and this and other related
21 NFPA standards are in turn incorporated into the laws and regulations of state and
22 local governments.

23 150. For example, New Jersey Administrative Code section 12:100-10.15
24 requires compliance with specific NFPA standards for Fire Apparatuses purchased
25 after a certain date.

26 151. Defendants recognize that Custom Apparatuses occupy a distinct
27 market and highlight their own Custom Apparatuses on their websites. For
28 instance, Pierce says of its Custom Pumpers, “At Pierce, we understand that every

1 second on the job counts and we tailor customization to match your requirements.
2 The Pierce pumper body has a variety of body lengths available to provide
3 flexibility. Customers select the body that is right for them to meet the demanding
4 needs of the truck on scene.” Similarly, the Spartan ER Entities advertise their
5 “Side Mount Custom Pumpers,” “Top Mount Custom Pumpers,” “Enclosed Top
6 Mount Custom Pumpers” and “Rear Mount Custom Pumpers.” Maxi-Métal has a
7 “Fire Apparatus” section of its website, with distinct subheadings for “MAXI
8 Saber Custom-Chassis” and “Commercial chassis apparatus.” Fire departments
9 similarly recognize Custom Apparatuses as being distinct from other Fire
10 Apparatuses.

11 152. Custom Apparatuses have distinct customers. Most fire departments
12 require bespoke Fire Apparatuses to meet the specific needs of their regions. These
13 specific needs are based on the environments they serve—for example, a crowded
14 urban area with narrow streets, or a mountainous region with significant snowfall.
15 Generally, these specific needs are met by the distinct characteristics offered by
16 Custom Pumpers, Custom Aerials, and Custom Quints. When prices rise, fire
17 departments—public entities using taxpayer dollars to purchase their Custom
18 Apparatuses—generally have no reasonable substitutes to which to turn.

19 153. A majority of Fire Apparatuses sold in the United States are Custom
20 Apparatuses. Indeed, certain Fire Apparatuses such as aerials and quints are almost
21 exclusively Custom Aerials and Custom Quints built on Custom Chassis, since
22 among other things the height and other configurations of ladders and platforms
23 must meet the specific needs of the environment.

24 154. Custom Apparatuses have distinct vendors—namely, a small set of
25 Custom Apparatus builders that bid to and ultimately design and manufacture
26 Custom Pumpers, Custom Aerials, and Custom Quints, in specialized facilities.
27
28

1 155. Custom Apparatuses are significantly more expensive than
2 commercial apparatuses because they are built on Custom Chassis and use other
3 customized parts.

4 156. Although prices of specific Custom Apparatuses can vary, the least
5 expensive Custom Apparatuses tend to be more expensive than high-end
6 commercial apparatuses. For instance, Custom Pumpers generally cost several
7 hundreds of thousands of dollars more than commercial pumpers. These higher
8 prices are reflective of the added value Custom Apparatuses provide to customers.

9 157. Other types of Fire Apparatus, such as Initial Attack Fire Apparatus
10 and Mobile Water Supply Fire Apparatus, as well as pumpers that are built on
11 commercial chassis, are not in the Custom Pumper, Custom Aerial, and Custom
12 Quint markets. These apparatuses are generally built on commercial chassis
13 manufactured by suppliers like Ford and Daimler, required to meet less demanding
14 industry standards, and primarily designed for ancillary firefighting functions such
15 as rapid response, the provision of auxiliary water supply, and command and
16 control operations. Additionally, these types of vehicles are sold by a broader set of
17 manufacturers under different competitive conditions.

18 158. Although Custom Pumpers, Custom Aerials, and Custom Quints
19 represent distinct markets, the competitive conditions in these markets are
20 nonetheless substantially similar. Each vehicle is built on a Custom Chassis that
21 must meet strict industry standards and designed to fulfill complex and specialized
22 firefighting operations. Each vehicle is more expensive than the commercial
23 equivalent or has no such equivalent. And each vehicle is primarily manufactured
24 by the same set of companies in similar facilities with similar sets of customers.

25 159. A hypothetical monopolist of Custom Pumpers, Custom Aerials, or
26 Custom Quints could profitably impose a small but significant and non-transitory
27 increase in the price of at least one product in each such group of products.
28

3. *Wildland Fire Apparatus Market*

160. The market to build and supply apparatuses that qualify as Wildland Fire Apparatuses under the NFPA Standards—“[f]ire apparatus primarily used for wildland fire response”—is a distinct relevant product market, as recognized by the NFPA, Defendants, and other industry participants. The apparatuses in this market include Wildland Fire Suppression Apparatuses, Wildland Mobile Water Supply Apparatuses, and Wildland Crew Carrier Apparatuses as specified by NFPA Standard 1900.

161. The Wildland Fire Apparatus Market has specialized vendors. The BME Defendants are a leading supplier of Wildland Fire Apparatuses in the United States. Popular BME apparatuses include BME’s Model 34 (a Type 3 apparatus), Tactical Tender, and Type 6 Xtreme. Other suppliers include Pierce, REV Group (through its subsidiaries the Spartan ER Entities, KME, Ferrara, and E-ONE), HME Ahrens-Fox, Rosenbauer, SVI Trucks, and Toyne.

162. These builders market their Wildland Fire Apparatuses as a distinct category of apparatus on their websites and in their marketing materials. For example, REV Group subsidiary KME explains that “off-road is a specialized environment requiring specialized features. Features like heavy duty subframes to keep the body strong, flexible mounting systems to allow the body to move independently from the chassis or true pump-and-roll to allow a strong, steady fire attack while the truck moves at whatever speed the operator desires.”

163. REV Group subsidiary Ferrara explains: “Designed with off-road capability, compact maneuverability, and powerful pump-and-roll performance, [Wildland Fire Apparatus] deliver rapid response and dependable water supply where traditional apparatus can’t go.” One Wildland Fire Apparatus dealer explains: “Space-saving measures, ergonomics, and safety considerations are integral in the design of these rugged and compact trucks. Wildland vehicles are

1 built tough to get crews and equipment through the rough off-road terrain that is
2 impassable by other apparatus.”

3 164. Indeed, NFPA maintains comprehensive standards an apparatus must
4 meet to qualify as a Wildland Fire Suppression Apparatus, Wildland Mobile Water
5 Supply Apparatus, and Wildland Crew Carrier Apparatus. For example, for
6 Wildland Fire Suppression Apparatus, the gross vehicle weight rating (“GVWR”)
7 must be at least 10,001 pounds; the fire suppression fluid tank capacity must be at
8 least 150 gallons; the equipment storage compartment capacity must be 20 cubic
9 feet on a vehicle with a 10,001-14,000 pound GVWR, 50 cubic feet on a vehicle
10 with a 14,001-26,000 pound GVWR, and 75 cubic feet on a vehicle with an over
11 26,000 pound GVWR. All Wildland Fire Apparatuses must be capable of
12 maneuvering across a 20% grade and up and down a 25% grade; must remain
13 stable in both directions when tested on a tilt table; and the calculated or measured
14 vertical center of gravity divided by the rear axle track width must not exceed the
15 criteria shown in Figure 9 below:

16 **Table 7.14.3.1 Rollover Stability Requirements**

17 Vehicle	Tilt Criteria (degrees)	VCG/Track (percentage)
18 Wildland fire apparatus 19 ≤33,000 lb (15,000 kg) GVWR	30	75
20 Wildland fire apparatus 21 >33,000 lb (15,000 kg) GVWR	27	80
22 Structural fire apparatus not equipped with a stability control system	26.5	80

23 **Figure 9**

24 165. As stated, the participants in the Wildland Fire Apparatus market
25 recognize it as a distinct market. Pierce itself describes its acquisition of an
26 ownership interest in the BME Defendants, a Wildland Fire Apparatus
27 manufacturer, as impacting “the wildland market.”
28

1 166. Wildland Fire Apparatuses also have distinct customers—namely, fire
2 departments located in environments with rugged and otherwise difficult-to-
3 traverse terrain, where a regular Fire Apparatus will have difficulty maneuvering.

4 167. Although there are distinct markets within the broader Wildland Fire
5 Apparatus market (e.g., the markets for Type 3 versus Type 6 Wildland Fire
6 Apparatuses), and although each distinct apparatus serves a specific need that
7 cannot be easily fulfilled by other types of apparatuses within this market, the
8 competitive conditions for the manufacture and sale of each distinct type of
9 Wildland Fire Apparatus are similar enough to allow for analyzing the competitive
10 conditions for all Wildland Fire Apparatuses together. Each Wildland Fire
11 Apparatus must meet strict industry standards for Wildland Fire Apparatuses. Each
12 is purpose-built to meet the demands of the most challenging off-road and wildland
13 firefighting environments, such as navigating tight trails and responding in remote
14 terrain without a proximate water source. And each is primarily manufactured by
15 the same set of companies in similar facilities with similar sets of customers. For
16 these and other reasons discussed herein, Wildland Fire Apparatuses are not
17 reasonably interchangeable with other Fire Apparatuses. A hypothetical monopolist
18 of each type of Wildland Fire Apparatus, and of all Wildland Fire Apparatuses,
19 could profitably impose a small but significant, non-transitory increase in the price
20 of at least one product in each such group of products.

21 ***4. Fire Apparatus Market***

22 168. Where distinct product markets exist within a broader economically
23 integrated market, anticompetitive effects may be assessed at the level of those
24 product markets as well as the larger market in which the product markets reside in
25 an amalgamated fashion. Here, the foregoing markets for Custom Pumpers,
26 Custom Aerials, Custom Quints, and Wildland Fire Apparatuses, along with
27 commercial pumpers and other fire apparatuses built on custom and commercial
28 chassis, together comprise a broader market to build fire apparatuses (the “Fire

1 Apparatus” market). Specifically, this market is comprised of all of the apparatuses
2 identified by the NFPA as meeting NFPA Standard 1900 for (1) “Automotive Fire
3 Apparatus”—“vehicle[s] designed to be used under emergency conditions to
4 transport personnel and equipment or to support the suppression of fires or
5 mitigation of other hazardous situations”—and (2) Wildland Fire Apparatuses.

6 169. This broader Fire Apparatus market, which includes constituent
7 antitrust markets for Custom and Wildfire Apparatuses and other products, is itself
8 a relevant antitrust market because it contains products that are grouped together as
9 meeting the same NFPA standards and are typically offered or marketed together
10 by the same sellers, fire apparatus manufacturers, to the same set of buyers, local
11 fire departments. That is, the industry recognizes Automotive Fire Apparatuses and
12 Wildland Fire Apparatuses as “Fire Apparatus” for which minimum standards are
13 necessary to enable fire departments to protect the public safety and their
14 firefighting personnel, and there is a distinct set of manufacturers that market
15 themselves as building and supplying “Fire Apparatus” to fire departments.

16 170. Thus, although there are distinct apparatus markets within the broader
17 Fire Apparatus market (e.g., the markets for commercial pumpers versus
18 commercial tankers), and although each distinct apparatus type serves a specific
19 need that cannot be easily fulfilled by other types of apparatuses within this
20 market, the competitive conditions for the manufacture and sale of Fire
21 Apparatuses in this broad market are similar enough to allow for analyzing the
22 competitive conditions for this broad group of products together.

23 171. Each Fire Apparatus must meet strict industry standards for Fire
24 Apparatuses. Each is purpose-built to respond to fires. Each is primarily
25 manufactured by the same set of companies in similar facilities with similar sets of
26 customers. For these and other reasons alleged herein, other kinds of apparatuses
27 and trucks—for example, emergency vehicles and commercial infrastructure
28 vehicles like terminal trucks and street sweepers, or fire trucks that do not meet

1 NFPA Standard 1900—are not reasonably interchangeable with Fire Apparatuses,
2 because these other apparatuses and trucks are not sufficiently designed and built
3 to respond to fires in emergency conditions. Indeed, NFPA Standard 1900 specifies
4 numerous standards that “Fire Apparatus” must meet to qualify as such.

5 172. As mentioned, a hypothetical monopolist of Custom Pumpers, Custom
6 Aerials, Custom Quints, and Wildland Fire Apparatuses could profitably impose a
7 small but significant, non-transitory increase in the price of at least one product in
8 each such group of products. In addition, a hypothetical monopolist of each other
9 type of Fire Apparatus, and of all Fire Apparatuses together, could also profitably
10 impose a small but significant, non-transitory increase in the price of at least one
11 product in each such group of products, because in response to such a price
12 increase, an insufficient number of purchasers (predominantly fire departments)
13 would switch to purchasing other kinds of vehicles so as to make the price increase
14 unprofitable.

15 ***B. Geographic Scope of Relevant Markets***

16 173. The geographic scope of the relevant markets for Custom Chassis,
17 Custom Pumpers, Custom Quints, Custom Aerials, Wildland Fire Apparatuses, and
18 Fire Apparatuses for purposes of this action is the United States.

19 174. Purchasers of new Custom Chassis, Custom Pumpers, Custom
20 Aerials, Custom Quints, Wildland Fire Apparatuses, and other Fire Apparatuses in
21 the United States cannot reasonably, and generally do not, turn to manufacturers
22 without a domestic dealer presence in the United States to source these
23 apparatuses. Manufacturers of these apparatuses outside the United States cannot
24 reasonably, and generally do not, sell these apparatuses to purchasers in the United
25 States without an established domestic dealer presence.

26 175. A key limitation on the ability of localities to import Fire Apparatuses
27 from outside the United States is the mismatch between NFPA standards for Fire
28 Apparatuses, which are largely adopted by localities in the United States and

1 Canada, and non-NFPA standards that exist for fire apparatuses outside the United
2 States.

3 176. For example, while a vast majority of fire departments in the United
4 States and Canada have accepted baseline standards for Automotive Fire Apparatus
5 and Wildland Fire Apparatus, known as NFPA 1900 (what one industry publication
6 has called the “bible of fire apparatus purchasing” in the United States), countries
7 in Europe and other continents set standards on a country-by-country basis. Non-
8 U.S. models and NFPA-approved models can differ in overall dimensions,
9 compartment layouts, crew areas, and pump configurations. This means that a vast
10 majority of fire apparatuses that might meet a particular country’s standards
11 outside the United States would not meet the standard of a U.S. locality like the
12 City.

13 177. This explains why a Fire Apparatus manufacturer like Rosenbauer is
14 explicit that it “produces all types of firefighting vehicles to both European and US
15 standards,” noting that “[t]hese two firefighting worlds differ greatly.” As one
16 example, Rosenbauer notes that in localities governed by the NFPA, like the
17 United States, “[e]ver-larger firefighting pumps” are required, which is contrary to
18 the European goal of “put[ing] out a fire with as little water as possible” to
19 minimize secondary damage to historical buildings in tight urban settings. As a
20 result, Rosenbauer relies on its United States-based plants to supply North America
21 with compliant trucks, including from its Lyons plant in South Dakota. At the same
22 time, this is why one industry publication has commented that “exports of
23 American aerial devices to Europe are virtually nonexistent.”

24 178. Another difference between apparatuses purchased in versus outside
25 of the United States is the dimensions of the apparatuses themselves. For example,
26 a then-Vice President of E-ONE explained that the “European apparatus is shorter,
27 narrower, and tighter in design than what we see [in the United States where]
28

1 we usually have larger, wider roads and highways, so we don't need the tighter
2 designs in most cases."

3 179. The United States is the relevant geographic market for the Custom
4 Chassis markets for similar reasons. Purchasers of Custom Chassis in the United
5 States cannot reasonably, and generally do not, turn to manufacturers outside the
6 United States to source these chassis. Manufacturers of Custom Chassis outside the
7 United States cannot reasonably, and generally do not, sell to purchasers in the
8 United States.

9 180. There are significant differences in the use of Custom Chassis in
10 versus outside of the United States. For example, whereas a majority of fire trucks
11 sold in the United States are built with Custom Chassis, "[o]utside North America,
12 there are very few custom fire apparatus chassis," and, instead, most fire
13 apparatuses "are what could be defined as 'commercially available trucks' adapted
14 for fire apparatus use." As one industry publication has explained, "[a] typical
15 pumper in Europe is built on a commercial chassis and has high compartmentation
16 with highly organized interior spaces." A one-time national sales manager for
17 Rosenbauer echoed this sentiment, noting that "in Europe, about 95% of chassis
18 are commercial."

19 181. In addition, NFPA 1900 sets out specific guidelines for Custom
20 Chassis manufacture which do not apply outside the United States. In fact, one
21 major European industry standard explains that fire apparatuses "normally use a
22 commercial chassis-cab."

23 182. Although NFPA standards for Fire Apparatuses are largely adopted by
24 localities both in the United States and Canada, in practice, localities are limited in
25 their ability to self-import fire apparatuses from Canada if the Canadian
26 manufacturer lacks a meaningful retailing presence in the United States.

27 183. Without such domestic presence, localities generally will find it
28 challenging to self-import the apparatuses into the United States and thus, will lack

1 a reliable option to service and repair the apparatuses, especially during the initial
2 warranty period. And typically, almost no customers import Canadian apparatuses
3 into the United States themselves if the apparatus builder does not have a dealer
4 and service presence in the United States to service those imported apparatuses.

5 184. Hence, although fire apparatuses manufactured in Canada may be
6 technically compatible with domestic standards, only those that are manufactured
7 in Canada and retailed in the United States through a permanent and meaningful
8 domestic retailing presence are imports included within the relevant geographic
9 market.

10 185. A hypothetical monopolist of Custom Chassis, Custom Pumpers,
11 Custom Aerials, Custom Quints, Wildland Fire Apparatuses, and Fire Apparatuses
12 sold to customers in the United States could profitably impose a small but
13 significant and non-transitory increase in price of each of these products.

14 ***C. Barriers to Entry and Expansion in the Relevant Markets***

15 186. According to Pierce, “[f]ire truck manufacturing and the planning
16 required to build a fire truck is a detail-oriented, step-by-step process that requires
17 precision, ingenuity and a great deal of expertise.” Among the barriers to entry for
18 manufacturing Fire Apparatuses (including Custom Pumpers, Custom Aerials,
19 Custom Quints, and Wildland Fire Apparatuses) and Custom Chassis are:

- 20 • The need for tens or hundreds of thousands of square feet of design,
21 manufacturing, and assembly space;
- 22 • Metal fabrication, including laser technology, turret punches, and water jets
23 to cut sheet metal;
- 24 • Framing of the metal pieces according to the engineering specifications
25 using a combination of machinery including press brakes and panel bending
26 equipment;
- 27 • State-of-the-art welding facilities, technology, and experienced and certified
28 professionals;

- 1 • Facilities, technology, and trained professionals for sanding, chemical
2 cleaning and treatment, surface priming, and painting/coating the apparatus,
3 including electrodeposition coating and galvanization;
- 4 • Facilities, equipment, technology, and professionals for building the
5 apparatus, including welding, plumbing, assembly, and electrical work.
6 According to Pierce, “one of the most complex and intricate assemblies is
7 the pumphouse—the heart of the truck’s water flow system. This highly
8 option-driven build requires a blend of welding, plumbing, assembly and
9 electrical work, making it one of the most technically demanding aspects of
10 fire truck manufacturing.”
- 11 • Manufacturing of the Custom Chassis and components, “including the sub-
12 assemblies within the frame rails, wheels and axles, engine and transmission,
13 and the cab.”
- 14 • Final assembly and interior finishing, including mounting the painted body
15 and water tank on the chassis, connecting the electrical wiring and plumbing
16 systems, and installing any aerial devices;
- 17 • Stringent testing and calibration;
- 18 • Third-party inspection by an NFPA-certified inspector;
- 19 • Skilled personnel that have experience in building Fire Apparatus and
20 manufacturing Custom Chassis.

21 187. The standards governing Fire Apparatuses and Custom Chassis are an
22 additional barrier to entry. As mentioned, the NFPA, an organization tasked with
23 composing and disseminating fire safety standards governing everything from
24 quints to fire extinguishers, has published thousands of standards concerning Fire
25 Apparatuses. These standards govern Custom Chassis, vehicle components, crew
26 area, equipment mounting, the pumps, water tanks, foam proportioning systems,
27 air systems, and many other aspects of each apparatus. The standards also specify
28 weight allowances, engine requirements, and pump requirements. While the NFPA

1 standards are not themselves regulations, in practice fire departments are
2 compelled to adhere to them and purchase apparatuses in compliance with them for
3 safety and liability reasons. And as mentioned above, many states and localities
4 have incorporated the NFPA standards into laws and regulations, making them
5 requirements.

6 188. A further barrier to entry is the substantial network of dealers that the
7 well-established apparatus suppliers have amassed over decades. For example,
8 Pierce boasts of “960+ dedicated service professionals,” “100 service centers with
9 24/7/365 response,” “In-house custom refurbishment,” “150+ mobile service unit
10 fleet comes to you,” “Extensive factory inventory,” “Online parts catalog,” and
11 “Certified maintenance & operational training.” And, as noted above, Oshkosh
12 considers the dealer network a valuable intangible asset with a 40-year lifespan.

13 189. A further barrier to entry is the steep qualifications required to be
14 included as an authorized supplier to co-ops like Sourcewell and HGAC. As
15 described above, to be considered as a supplier by most public entities who have
16 competitive bid process requirements, a supplier must be a part of a co-op.
17 Otherwise, the purchasing public entity must satisfy lengthy competitive bidding
18 requirements, which it can skip by using a co-op because of its upfront
19 requirements for suppliers to qualify as sellers to participating public entities.

20 190. For example, Sourcewell’s 2021 RFP #113021, which requested
21 proposals for Firefighting Apparatuses and Fire Service Vehicles, included the
22 following specifications:

- 23 • Proposers are expected to offer “a wide array of equipment, products,
24 or services.”
- 25 • “Safety Requirements. All items proposed must comply with current
26 applicable safety or regulatory standards or codes.”

- 1 • “Deviations from industry standards must be identified with an
- 2 explanation of how the equipment, products, and services will provide
- 3 equivalent function, coverage, performance, and/or related services.”
- 4 • “All equipment, products, supplies, and services must be covered by a
- 5 warranty that is the industry standard or better.”
- 6 • Scoring of proposers’ submissions was based on, *inter alia*, “Financial
- 7 Viability and Marketplace Success,” “Service Marketing Plan,”
- 8 “Warranty Depth,” and “Breadth of Offered Equipment, Products, or
- 9 Services.”

10 191. Brand loyalty and other factors favoring incumbent apparatus
11 manufacturers present additional barriers to entry. In announcing the Spartan
12 acquisition, REV Group’s then-CEO acknowledged that “fire apparatus tends to be
13 an incumbent business” and that “[f]ire chiefs and fire houses are typically brand
14 loyal, which creates a legacy brand that can be difficult to displace.” Fire
15 departments also tend to procure apparatuses from a single source, which allows
16 for consistency of customization across the fleet, facilitating training and
17 maintenance. In addition, many Fire departments strive to have a uniform fleet that
18 allows for greater interoperability and flexibility in deploying department
19 firefighting personnel. Moreover, apparatus demand is driven by a replacement
20 cycle, in which apparatuses are replaced from anywhere between 5 and 30 years.
21 Potential entrants therefore have limited opportunities to win business, and fire
22 departments have significant sunk costs that make it difficult to switch between
23 builders.

24 192. The barriers to entry into Custom Chassis manufacturing are also
25 high. Manufacturing Custom Chassis for Fire Apparatus is a complicated, cost- and
26 regulatory-intensive process that presents unique engineering and financial
27 challenges.

1 193. The NFPA standards lay out detailed requirements for a Custom
2 Chassis' structural integrity (including verification of crash resistance, rollover
3 protection, and related stability metrics), weight distribution, and axle load limits—
4 all of which require sophisticated engineering and testing capabilities.

5 194. Custom Chassis manufacturing also requires a high level of capital
6 investment and fixed costs. The size and required durability of a Custom Chassis
7 means manufacturers need to invest in heavy manufacturing infrastructure for
8 processes that can include large-scale metal fabrication, welding, and painting
9 operations. Potential entrants into this market cannot (like, for example, Pierce
10 does) rely on Oshkosh's financial might to furnish it with a 1.5 million square foot
11 facility, and investments in robotics and precision automation technology, to
12 manufacture their Custom Chassis. Additionally, because custom chassis are
13 produced in much lower volumes than commercial chassis—and, by definition,
14 involve unique and customized components or designs such as increased seating or
15 a higher roof—is capital intensive and the per-unit manufacturing cost beyond any
16 initial investment is also higher than it is for commercial chassis.

17 195. Another barrier to entry into the market to manufacture and supply
18 Custom Chassis is the vertical integration of several Custom Chassis
19 manufacturers into Fire Apparatus building, including the Oshkosh Defendants and
20 REV Group Defendants. The Custom Apparatus building businesses of these
21 vertically integrated companies are captive to their Custom Chassis manufacturing
22 businesses, i.e., Pierce does not purchase Custom Chassis from competing
23 manufacturers; it exclusively uses Pierce-manufactured Custom Chassis. This
24 effectively forecloses would-be Custom Chassis manufacturing market entrants
25 from all of the demand represented by these vertically integrated Custom
26 Apparatus builders which dominate the relevant markets.

27 196. In practice the only demand from Custom Apparatus builders
28 available to would-be Custom Chassis manufacturing market entrants is demand

1 from Custom Apparatus builders that do not also manufacture their own Custom
2 Chassis. This constitutes a significant economic barrier to entry in the Custom
3 Chassis manufacturing market, depriving would-be entrants of economies of scale.
4 For example, Pierce knows it can count on the significant demand for its Pierce
5 and Maxi-Métal specialized apparatuses to supply sufficient demand for the
6 Custom Chassis it manufactures for these apparatuses to overcome the high costs
7 of operating in both markets. Indeed, several years before Oshkosh purchased
8 Maxi-Métal, it entered into an exclusive agreement with Maxi-Métal in which
9 Maxi-Métal agreed to sole-source the Pierce Saber Custom Chassis for its
10 MaxiSaber Custom Pumper.

11 **III. Defendants Have Engaged in Anticompetitive Schemes to Harm**
12 **Competition in the Relevant Fire Apparatus and Custom Chassis**
13 **Markets**

14 197. No one is better positioned to appreciate fire departments' need for
15 Fire Apparatuses and the profits to be had from eliminating competition in the
16 relevant markets than the REV Group Defendants, AIP Defendants, Oshkosh
17 Defendants, and BME Defendants.

18 198. Where the family-owned apparatus and chassis manufacturing
19 businesses of the 20th century saw the opportunity to build quality lifesaving
20 products at reasonable prices to serve the public safety, the REV Group Defendants
21 and AIP Defendants, and the Oshkosh Defendants and BME Defendants, saw a
22 profit opportunity. Through a series of acquisitions of apparatus and chassis
23 manufacturers—Oshkosh's purchase of Maxi-Métal and acquisition of an
24 ownership interest in the BME Defendants, and AIP and REV Group's acquisitions
25 of E-ONE, KME, Ferrara, and Spartan Emergency Response—Defendants have
26 consolidated the relevant markets and ballooned their respective market shares,
27 enabling them to dictate the terms on which apparatuses and chassis are purchased
28 and extract hundreds of millions of dollars in value from public entities and

1 taxpayers. Defendants' acquisitions have destroyed any meaningful competition in
2 these markets.

3 ***A. The REV Group Defendants and AIP Defendants' Anticompetitive***
4 ***Conduct***

5 199. In 2008, at the onset of the Great Recession, the AIP Defendants, led
6 by their private equity firm American Industrial Partners, acquired E-ONE,
7 entering a competitive and relatively deconcentrated market that was ripe for
8 consolidation. Fire trucks are a necessity, and demand from municipalities and
9 other public entities is inelastic. When the availability of a well-maintained fire
10 truck can be the difference between life and death, the local fire department will
11 continue to buy fire trucks—even after a private equity firm jacks up the price.

12 200. In 2014, the AIP Defendants hired Tim Sullivan as CEO of Allied
13 Specialty Vehicles—REV Group's former name—and instructed Sullivan that his
14 top priorities should include "[i]dentifying and assisting with the purchase and
15 integration of targeted acquisitions and preparing the Company for a highly
16 successful public exit." By 2015, the AIP Defendants and the newly rebranded
17 REV Group were accelerating their "roll-up" scheme to consolidate large
18 manufacturers of Custom Apparatuses and Custom Chassis across the United
19 States. On top of its prior ownership of E-ONE, AIP and REV Group added KME
20 in 2016 and Ferrara in 2017, taking two vertically integrated manufacturers of
21 Custom Apparatuses and Custom Chassis off the map.

22 201. In 2020, the AIP Defendants and REV Group swallowed several
23 historic brands at once with their Spartan Emergency Response acquisition, adding
24 Spartan as well as Smeal, Ladder Tower, DTM, and UST to REV Group's brand
25 portfolio. At the time, Spartan Motors was the third-largest Custom Apparatus
26 manufacturer after Pierce and REV Group. And while E-ONE, KME, Ferrara, and
27 Spartan Motors all manufactured Custom Chassis for use in their Custom
28 Apparatuses, Spartan Motors had a unique and well-established business as the

1 supplier—usually the sole supplier—of Custom Chassis to approximately 40
2 smaller apparatus builders. In its announcement of the acquisition, REV Group
3 boasted that “[t]he newly combined business will further solidify [REV Group’s
4 Fire & Emergency segment] as a top-two North American fire apparatus
5 manufacturer.”

6 202. After its 2020 Spartan acquisition, in September 2021, REV Group
7 announced the closure of the two KME plants in Nesquehoning, Pennsylvania, and
8 Roanoke, Virginia, consolidating the production of Custom Chassis and Custom
9 Pumpers, Custom Aerials, and Custom Quints under the KME and Ferrara brands
10 at the Holden, Louisiana plant. The plant closures affected nearly 400 workers in
11 Nesquehoning and an unknown number in Roanoke. KME delivered the last
12 apparatus produced in its Nesquehoning plant to the fire department of Lehighton,
13 Pennsylvania, in April 2022.

14 203. The consolidation of KME’s and Ferrara’s manufacturing facilities
15 into a single plant in Holden, Louisiana directly resulted in worse terms for
16 customers. Employees were now tasked with building two different apparatus lines
17 instead of focusing on a single platform. This manufacturing consolidation thus not
18 only slowed production but also negatively impacted overall build quality.
19 Additionally, the consolidation combined existing production backlogs into one
20 facility, significantly extending build times.

21 204. Indeed, while REV Group was closing the factories it acquired, the
22 backlog of orders to its clients grew. As of REV Group’s 2025 Q3 earnings call, the
23 backlog of undelivered orders in its fire and emergency vehicles was more than
24 two years. From 2020 to 2024, REV Group’s backlog for its segment that includes
25 fire and emergency vehicles grew from \$965 million to a massive \$4.18 billion in
26 undelivered orders.

27 205. Rather than viewing these unfulfilled customer expectations as a
28 problem, REV Group boasted that the backlog benefitted the company by making

1 its demand more predictable and rendering the company an “attractive investment
2 opportunity.” REV Group even promoted executive Mike Virnig to President of
3 REV Group because the backlog for Fire Apparatuses had tripled under his tenure
4 in a prior role.

5 206. Beyond the closure of the KME plants in early 2022, the AIP and
6 REV Group Defendants’ roll-up scheme has allowed the REV Group Defendants to
7 continue to reduce their operating footprint, their manufacturing capacity, and the
8 repair and replacement services offered to REV Group Fire Apparatus customers.
9 One fire chief in Benton, Arkansas reported that, while he used to be able to call a
10 local contact and get parts for his Ferrara trucks within a day, it took more than 10
11 months to get needed parts from REV Group in 2024.

12 207. Through their roll-up scheme, the AIP and REV Group Defendants
13 also inflated their profits by reducing choice for customers. Before being acquired
14 by REV Group, the acquired companies had developed distinct products and
15 identities that could satisfy fire departments’ diverse needs. Those needs are
16 determined by a community’s setting, the density of the communities they serve,
17 the mix of residential, commercial, and industrial buildings in those communities,
18 water availability, the topography of the region, the climate, fire department
19 staffing levels, station distribution, available budgets, the preferences of the
20 firefighters themselves, and the type of equipment the apparatus will carry.

21 208. Today, in its investor presentations, REV Group recognizes and touts
22 the value proposition of its differentiated brands. But behind the scenes, the REV
23 Group Defendants have eliminated variations to inflate their margins. For instance,
24 after the 2020 Spartan acquisition, the REV Group Defendants (according to REV
25 Group) “developed an integrated product roadmap across our Fire Group brands to
26 enable platforming and simplification” which would “lead to the standardization of
27 subassemblies[.]” The REV Group Defendants work internally to “converge
28 designs” of the brands they have consolidated. Because the REV Group

1 Defendants know that their customers value the historical differences in the brands
2 they consolidated and maintain brand loyalty, they focus the standardization of
3 their apparatuses on “items not visible” to their customers.

4 209. One REV Group presentation explains this approach in the context of
5 apparatus cab doors. The REV Group Defendants’ “convergence” program
6 involves standardizing the internal mechanisms and parts for apparatus cab doors,
7 while maintaining only the superficial appearance of the doors. Other aspects of its
8 apparatuses “not visible” to the customer that the REV Group Defendants have
9 identified to “converge designs” of their brands include engine cooling systems,
10 cab electronics, steering systems, engine emissions systems, axles, brakes, and
11 occupant protection systems like safety belts and airbags.

12 210. Similarly, manufacturers REV Group and the AIP Defendants
13 acquired used to rely on a broad array of Custom Chassis across their apparatuses.
14 But since acquiring Spartan, REV Group has embarked on a program to transition
15 its Fire Apparatuses onto the same lines of Spartan Custom Chassis, despite
16 customers’ preference for diversification of options and not to be dependent on a
17 single line of chassis. Building its apparatuses on a limited range of Spartan
18 Custom Chassis has allowed the REV Group and AIP Defendants to capture more
19 of the margin for each truck.

20 211. On top of ordering the closures of the KME plants in September 2021,
21 REV Group’s Board of Directors approved a share repurchase program the same
22 month. Having authorized the repurchase of up to \$150 million of outstanding
23 stock, REV Group bought back \$70 million worth of its own stock by the end of
24 fiscal year 2022. In June 2023 and December 2024, despite growing production
25 bottlenecks which warranted additional capital investment to increase
26 manufacturing capacity, the Board repeatedly approved new share repurchase
27 programs, authorizing buybacks worth up to \$175 million and \$250 million
28 respectively. REV Group has bought back at least \$126.1 million worth of shares

1 under these programs, bringing the total spent on buybacks (which effectively line
2 the pockets of its shareholders, including the AIP Defendants and the very
3 shareholder board members who approved the buybacks) since 2021 to nearly
4 \$200 million.

5 212. REV Group has used other mechanisms to extract the fruits of
6 Defendants' unlawful conduct for the AIP Defendants and their investors since
7 executing their roll-up scheme and completing their plant closures in 2022. In
8 fiscal years 2022, 2023, and 2024, REV Group paid a quarterly cash dividend of
9 \$0.05 per share of common stock instead of investing capital in manufacturing
10 capacity. And in fiscal year 2024, REV Group paid a special cash dividend of
11 \$3.00 per share, worth \$178.1 million alone and \$192 million in combination with
12 the quarterly dividends. Nearly \$80 million of it went to American Industrial
13 Partners.

14 213. All in all, REV Group has rewarded investors in its output-
15 suppressing, price-increasing roll-up scheme with at least \$400 million worth of
16 share buybacks and dividends. In March 2024, after collecting their spoils, the AIP
17 Defendants completed two public offerings of their shares in REV Group and
18 exited their position as a beneficial owner and equity sponsor of the firm. These
19 cash-outs equate very simply to hard dollars illegally squeezed out of fire
20 departments, public entities, and taxpayers, and converted to spoils for the AIP
21 Defendants and REV Group shareholders, which they continue to unlawfully hold.

22 214. In October 2025, Terex Corp., a global equipment conglomerate based
23 in Connecticut with annual revenues of \$5.13 billion, agreed to acquire a majority
24 stake in REV Group for \$425 million. The transaction closed on February 2, 2026,
25 and the REV Group Defendants became wholly owned subsidiaries of Terex Corp.

B. The Oshkosh Defendants' and BME Defendants' Anticompetitive Conduct

215. The Oshkosh Defendants have more recently gotten into the consolidation and roll-up business. Over the last four or five years, Oshkosh acquired Maxi-Métal, and the Oshkosh Defendants acquired an ownership interest in the BME Defendants.

216. Maxi-Métal is a leading designer of Custom Fire Apparatuses based in Quebec, Canada. Founded in 1983, Maxi-Métal employs over 90 workers in Canada and is a dominant player in the Canadian fire apparatus markets, claiming to hold a 55% market share in Quebec and approximately 20% across all of Canada.

217. Maxi-Métal has pioneered custom Fire Apparatus features such as the Paragon™ narrow pumphouse configuration, which it claims is the “first reduced-footprint pumphouse design in North America using a split-shaft pump,” and the Titan™ equipment rack system which it claims can carry up to 750 pounds of equipment on the same side of an apparatus. Maxi-Métal manufactures pumpers, pumper-tankers, tanker-tenders, and rescue-command vehicles built on either commercial chassis or Custom Chassis.

218. In 2015, in search of a partner to grow its Canadian business as well as recognizing Maxi-Métal's apparatus design and manufacturing capabilities generally, Pierce entered into an exclusive partnership with Maxi-Métal. Under the deal, Maxi-Métal began offering Custom Pumpers and Custom Pumper-tanker configurations built on Pierce's Custom Chassis, and Pierce's network of Canadian dealers would then market and sell these vehicles on Maxi-Métal's behalf to fire departments throughout Canada.

219. In 2017, buoyed by its success and growth in the Canadian market, Maxi-Métal expanded its sales to the United States. In particular, in February 2018, Maxi-Métal announced that two lines of trucks, ETM pumpers and PIC tankers

1 built on commercial chassis, would be available in the United States under the
2 Contender by Maxi-Métal product name and through the Pierce dealer network.
3 Since this initial entry, Maxi-Métal has supplied Fire Apparatuses to customers
4 across the United States, including Colorado, Utah, Wyoming, New York,
5 Michigan, and West Virginia.

6 220. Oshkosh and Pierce watched carefully as Maxi-Métal made inroads
7 into their incumbent U.S. markets. They knew firsthand the strength and quality of
8 Maxi-Métal's products and the competitive threat its entry into the U.S. markets
9 posed. So, they acquired it. On June 13, 2022, Oshkosh announced it had
10 completed its acquisition of Maxi-Métal.

11 221. Oshkosh was already familiar with deploying consolidation tactics,
12 having made a similar move nine months earlier. On September 16, 2021, Oshkosh
13 subsidiary Pierce and Boise Mobile announced that Pierce had "completed the
14 purchase of an ownership interest in Boise Mobile" to "facilitate greater
15 collaboration between Pierce and BME [Boise Mobile] within the wildland
16 market" in which they were previously competing. Boise Mobile announced this
17 combination as a "Strategic Alliance/Partnership" between these two competitors.
18 The Oshkosh and BME Defendants accomplished this combination by forming a
19 new subsidiary of Boise Mobile, BME Fire Trucks, of which Boise Mobile owns
20 75% and Pierce owns 25%.

21 222. As a result of this combination, Boise Mobile moved from a factory-
22 direct model to a dealer distribution model in which the BME Defendants' trucks
23 are now exclusively available only through Pierce dealers. Through this acquisition
24 and combination, Oshkosh and Pierce effectively eliminated a significant
25 independent and close head-to-head competitor in Wildland Fire Apparatus
26 production and secured Pierce as the exclusive distributor of the BME Defendants'
27 Fire Apparatuses.

1 223. As a result of the Oshkosh Defendants’ acquisitions and combinations
2 with competitors, they have been able to keep supply constrained and consistently
3 raise prices, without repercussion.

4 224. For example, in the summer of 2017, CAL FIRE awarded Boise
5 Mobile a \$10 million contract for over 30 new Type 3 BME Wildland Fire
6 Apparatuses, for a per-unit price of roughly \$290,000. Numerous municipalities
7 across the country “tagged onto” this contract, leading to its doubling in size to 60
8 units by August of 2018. In September 2022—after the Oshkosh Defendants’
9 combination with the BME Defendants and the elimination of the threat of head-
10 to-head competition—the BME Defendants imposed a price increase on the units
11 remaining for delivery of over \$30,000 per vehicle, pretextually blaming the after-
12 the-fact price hike on supply constraint issues. The BME Defendants gave CAL
13 FIRE and the tag-on municipalities two options: pay the increased price or cancel
14 the contract. Some municipalities investigated whether it would be more
15 economical to cancel the contract and order the units from a different
16 manufacturer. When Pierce was asked to provide a quote by one municipality, it
17 quoted *over \$500,000* per unit and a longer delivery timeline than the existing
18 contract with its competitor-turned-partner the BME Defendants. Then, in 2024,
19 the BME Defendants imposed an *additional* approximately \$20,000 price increase.
20 Fire departments across California were left with no choice but to accept the
21 substantial price increases, each forking over tens to hundreds of thousands of tax
22 dollars to the BME Defendants and, indirectly, the Oshkosh Defendants.

23 225. In fact, according to Oshkosh, the backlog for its business segment
24 including Fire Apparatuses increased to \$6.32 billion by the end of 2024 “due to
25 strong demand for municipal fire apparatus and price increases,” and the unit
26 backlog specifically for Fire Apparatuses increased 3.8% year-over-year. Oshkosh
27 highlighted to investors in its 2024 Annual Report that “[c]ustomer orders in
28 backlog for delivery in 2025 were booked at significantly higher prices.” It is no

1 wonder that, by 2024, the Oshkosh Defendants were still celebrating that “[o]ur
2 backlog for Pierce trucks continues to grow”—a backlog that enables Oshkosh and
3 Pierce, now combined with Maxi-Métal and the BME Defendants, to force endless
4 price increases on fire departments while deliveries get delayed.

5 ***C. Defendants’ Anticompetitive Schemes Have Substantially Lessened***
6 ***and May Substantially Lessen Competition or Tend to Create a***
7 ***Monopoly in the Relevant Markets***

8 226. There is overwhelming evidence that Defendants’ acquisition schemes
9 have enabled them to acquire market dominance and to use that power to produce
10 substantial anticompetitive effects. Defendants’ acquisitions substantially increased
11 their market shares and concentration levels in the relevant markets—thus raising a
12 presumption that the acquisitions may substantially lessen competition or tend to
13 create monopolies. They also enabled Defendants to eliminate head-to-head
14 competition with the acquired firms; increased the risk of coordination in the
15 relevant markets; foreclosed competition and discouraged entry in the market for
16 Custom Chassis; gave the REV Group Defendants the power to raise rivals’ costs
17 and neutralize price competition in the markets for Custom Pumpers, Custom
18 Aerials, and Custom Quints by controlling the price and availability of Custom
19 Chassis; entrenched Defendants’ dominant positions in the relevant markets; and in
20 the case of Oshkosh’s acquisition of Maxi-Métal, eliminated an entrant in the U.S.
21 Custom Pumpers market. The anticompetitive impact of the REV Group
22 Defendants and AIP Defendants’ scheme has been amplified and reinforced by the
23 Oshkosh Defendants’ and BME Defendants’ conduct, and vice versa. Defendants
24 have driven a significant industry trend towards horizontal and vertical
25 consolidation.

26 227. There is also abundant direct evidence that Defendants are able to
27 exercise the market power they unlawfully acquired through their schemes—
28 namely, evidence that Defendants have increased prices substantially and reduced

supply well beyond what inflation, COVID supply shortages, and other factors can explain; consolidated their dealers, thus forcing customers to travel farther for authorized service; reduced quality, variety, and customer choice; and otherwise systematically worsened terms. Defendants are able to produce and supply less and at inferior quality, and charge more on a sustained basis, precisely because their anticompetitive schemes have eliminated meaningful competitive constraints. Each set of Defendants' price increases and other worsening of terms have also directly enabled each *other* competing Fire Apparatus builder to raise *its* prices and worsen *its* terms to customers—an umbrella price effect market-wide for which each Defendant is responsible.

1. Defendants' Anticompetitive Conduct Has Enabled Them to Control High Shares of Concentrated Markets

228. In each of the relevant markets, Defendants' anticompetitive conduct has substantially increased concentration levels and Defendants' shares of these markets.

229. The Department of Justice and the Federal Trade Commission jointly publish the Merger Guidelines. Rooted in established caselaw and widely accepted economic thinking, the Merger Guidelines outline the legal tests, analytical frameworks, and economic methodologies both agencies use to assess whether transactions violate the antitrust laws, including measuring market shares and changes in market concentration from a merger.

230. The Herfindahl-Hirschman Index ("HHI") is a well-established method for calculating concentration in a market. The HHI is the sum of the squares of the market shares of the market participants. For example, a market with five firms, each with 20% market share, would have an HHI of 2,000 ($20^2 + 20^2 + 20^2 + 20^2 + 20^2 = 2,000$). The HHI is low when there are many small firms and grows higher as the market becomes more concentrated. A market with a single firm would have an HHI of 10,000 ($100^2 = 10,000$).

1 231. The Merger Guidelines explain that a merger that significantly
2 increases market concentration is presumptively unlawful. Specifically, a merger is
3 presumptively illegal when the post-merger HHI exceeds 1,800 and the merger
4 increases the HHI by more than 100 points. Supreme Court precedent also
5 establishes that a merger that results in a combined firm with market share of 30%
6 or more is also presumptively unlawful.

7 **a. U.S. Markets for Custom Pumpers, Custom Aerials, and**
8 **Custom Quints**

9 232. Based on publicly available information, in the U.S. Custom Pumpers
10 market the REV Group Defendants hold more than a 25% share. The Oshkosh
11 Defendants hold more than a 40% share of this market.

12 233. Based on publicly available information, in the U.S. Custom Aerials
13 and Custom Quints markets the REV Group Defendants hold an approximately
14 20% share. The Oshkosh Defendants hold more than a 55% share of those markets.

15 234. These shares are consistent with Defendants' public reporting of their
16 positions in the relevant markets. For example, in its response to Sourcewell's
17 request for bids to supply Fire Apparatuses to Sourcewell purchasing cooperative
18 participants in 2025-2026, REV Group reported that its "US market share for the
19 solutions that [it was] proposing" is "25.86%." These "solutions" included Custom
20 Pumpers, commercial pumpers, initial attacks, single-axle tenders, tandem-axle
21 tenders, light rescues, heavy rescues, full response pumpers, and industrial foam
22 delivery systems. Many of these apparatuses are outside the relevant U.S. markets
23 for Custom Pumpers, Custom Aerials, and Custom Quints and are built by a larger
24 set of manufacturers than the small set of important suppliers in the Custom
25 Pumper, Aerial, and Quint markets.

26 235. Oshkosh's acquisition of Maxi-Métal resulted in a combined market
27 share of Pierce and Maxi-Métal exceeding 40% in the Custom Pumpers market and
28 was therefore presumptively illegal.

1 236. Based on publicly available information, the U.S. Custom Pumpers
2 market is highly concentrated, with HHIs exceeding 2,300. The AIP Defendants
3 and REV Group's acquisitions of E-ONE, Ferrara, KME, and Spartan Emergency
4 Response cumulatively resulted in an increase in HHI far exceeding 100 in the
5 already highly concentrated U.S. Custom Pumpers market and were therefore
6 presumptively unlawful.

7 237. Based on publicly available information, the U.S. Custom Aerials and
8 Custom Quints markets are highly concentrated, with HHIs exceeding 3,000. The
9 AIP Defendants and REV Group's acquisitions of E-ONE, Ferrara, KME, and
10 Spartan Emergency Response cumulatively resulted in an increase in HHI far
11 exceeding 100 in the already highly concentrated U.S. Custom Aerials and Custom
12 Quints markets and therefore were presumptively unlawful.

13 **b. U.S. Market for Custom Chassis**

14 238. Based on publicly available information, in the U.S. Custom Chassis
15 market the REV Group Defendants hold an approximately 30% share. The
16 Oshkosh Defendants hold more than a 50% share of this market.

17 239. Based on publicly available information, the U.S. Custom Chassis
18 market is highly concentrated, with HHIs exceeding 3,500. The AIP Defendants
19 and REV Group's acquisitions of E-ONE, Ferrara, KME, and Spartan Emergency
20 Response resulted in a cumulative increase in HHI far exceeding 100 in the already
21 highly concentrated U.S. Custom Chassis market and therefore were presumptively
22 unlawful. The AIP Defendants and REV Group's acquisition of Spartan Emergency
23 Response alone was presumptively unlawful, as it resulted in a cumulative increase
24 in HHI far exceeding 100 in the already highly concentrated U.S. Custom Chassis
25 market.

26 **c. U.S. Market for Wildland Fire Apparatuses**

27 240. Based on publicly available information, in the U.S. Wildland Fire
28 Apparatuses Market the combined share of the Oshkosh Defendants and BME

1 Defendants far exceeds 30%. For example, the Oshkosh Defendants and BME
2 Defendants manufacture approximately 60% of all Type 3 Wildland Fire
3 Apparatuses in the United States, one of the two most widely used Wildland Fire
4 Apparatuses.

5 241. Based on publicly available information, the U.S. Wildland Fire
6 Apparatus market was already concentrated before the Oshkosh Defendants'
7 combination with the BME Defendants. After these two competitors combined, the
8 post-transaction HHI exceeded 2,000, with an HHI delta of more than 100 from
9 pre- to post-transaction.

10 **d. U.S. Market for Fire Apparatuses**

11 242. Based on public reporting, in the broader relevant market to
12 manufacture and sell Fire Apparatuses to purchasers in the United States, the REV
13 Group Defendants hold a share in excess of 30%. Indeed, in an April 2024
14 interview, the President of REV Group's Specialty Vehicles Division Mike Virnig
15 stated, "We're about 40% of the fire truck business." Based on public reporting, the
16 combined share of the Oshkosh Defendants and BME Defendants far exceeds
17 30%; and the combined share of the Oshkosh Defendants and Maxi-Métal far
18 exceeds 30%.

19 243. Based on publicly available information, the U.S. Fire Apparatus
20 market was already concentrated before the AIP Defendants and REV Group's
21 acquisitions of E-ONE, Ferrara, KME, and Spartan Emergency Response. After
22 these four acquisitions, the post-transaction HHI in the U.S. Fire Apparatus market
23 exceeded 1,800, with an HHI delta of more than 100 from before the first
24 acquisition to after the most recent.

1 ***2. Defendants' Unlawful Acquisitions Have Substantially***
2 ***Lessened and May Substantially Lessen Competition or Tend***
3 ***to Create a Monopoly***

4 244. Beyond enabling the REV Group Defendants, Oshkosh Defendants,
5 and BME Defendants to control high shares of concentrated markets, Defendants'
6 acquisition schemes tend to and have substantially lessened competition in several
7 other ways.

8 245. ***First***, the acquisitions eliminated substantial competition between
9 firms previously competing head-to-head to offer the same products. For example,
10 E-ONE, Ferrara, KME, and Spartan each used to independently produce their own
11 Custom Chassis for their own Custom Apparatuses. Fire departments historically
12 would routinely put E-ONE, Ferrara, KME, and Spartan in competition with each
13 other to win awards for Custom Pumpers, Custom Aerials, or Custom Quints. With
14 REV Group and the AIP Defendants' consolidation of these four competitors into a
15 single firm, that direct, head-to-head competition is gone.

16 246. Similarly, the Oshkosh Defendants' acquisition of an ownership
17 interest in the BME Defendants eliminated head-to-head competition to produce,
18 market, and sell Type 3 Wildland Fire Apparatuses. Indeed, Pierce's BXTM
19 Wildland apparatus is virtually indistinguishable from the BME Defendants' Model
20 34 Type 3 Engine. Both apparatuses feature around 500-gallon tanks, 500 gallon-
21 per-minute pumps, pump-and-roll capabilities, full-depth storage, low-profile
22 designs, and 4x4 off-road performance for harsh terrain on International chassis for
23 wildland-urban interface operations. Figure 10 below shows a side-by-side
24 comparison of these two apparatuses, with the BME Model 34 on the left and the
25 Pierce BXTM Wildland on the right:
26
27
28



Figure 10

247. The elimination of head-to-head competition between the Oshkosh and BME Defendants is all the more concerning because Pierce is the most dominant Fire Apparatus builder in the United States and the BME Defendants are the most prominent specialized manufacturer of Wildland Fire Apparatuses in the country. These two significant formerly independent competitors are now “collaborating” on these very apparatuses. Indeed, in a Q&A about the combination, Boise Mobile explained, “What does this mean? There is not a simple answer, but at [Boise Mobile] the changes mean the following: Collaboration and R&D between two companies . . . to design and develop state-of-the-art wildland chassis, including custom Type 3 engines.” Competition in R&D is just as important, if not more so, than price and quality competition. These former competitors have combined to eliminate all forms of substantial competition between them. And as described above, the elimination of this head-to-head competition has already resulted in price increases to fire departments.

248. *Second*, the acquisitions eliminated numerous independent sources of Fire Apparatus manufacturing capacity. Before their absorption into REV Group, firms such as KME, Spartan, and Ferrara were vertically integrated builders with the inherent capacity to expand their own Custom Chassis production to meet market demand. And before their absorption into Oshkosh, firms like Maxi-Métal had the ability and incentive to expand Fire Apparatus output to meet increased

1 demand, keeping prices at competitive levels. Had these firms remained
2 independent, they would have served as a vital check against any attempt by the
3 REV Group Defendants, Oshkosh Defendants, or BME Defendants to artificially
4 limit supply and create a backlog. Instead, following the acquisitions, the REV
5 Group Defendants systematically shuttered assembly sites and consolidated
6 production, eliminating the potential excess capacity that former competitors in the
7 market could have wielded to expand production and meet demand. By removing
8 these multiple independent sources of Custom Chassis and Fire Apparatuses, the
9 REV Group Defendants, AIP Defendants, Oshkosh Defendants, and BME
10 Defendants were able to create a bottleneck that affected the entire market, forcing
11 the remaining market participants to increase their lead times and allowing them to
12 raise prices to meet pent-up demand.

13 249. *Third*, the acquisitions and combinations executed by the REV Group
14 Defendants, AIP Defendants, Oshkosh Defendants, and BME Defendants have
15 transformed the once-fragmented relevant markets into highly concentrated
16 oligopolies, meaningfully increasing the risk of coordination among the remaining
17 firms. By absorbing independent maverick manufacturers and builders and
18 consolidating the supply of critical inputs like Custom Chassis, these Defendants
19 have achieved a combined control of an estimated at least 80% of the Custom
20 Chassis market, 65-75% of the supply of Custom Pumpers, Aerials, and Quints,
21 over 50% of the Wildland Fire Apparatus market, and over 55% of the overall Fire
22 Apparatus market. This structural shift has created a market environment where the
23 remaining few participants can and do more easily observe, anticipate, and mirror
24 each other's competitive moves.

25 250. The fact that many market participants entirely rely on the REV
26 Group Defendants for the supply of Custom Chassis further exacerbates the risk of
27 tacit or explicit coordination in the market. The REV Group Defendants now have
28 the ability to increase the price of a critical input—representing over 25% of the

1 total cost of an apparatus—across several competing apparatus builders, and are
2 constantly fed confidential information from rival builders who are also their
3 Custom Chassis customers regarding delivery dates, prices, proprietary
4 innovations, client lists, and backlogs. Similarly, the Oshkosh Defendants and
5 BME Defendants’ “collaboration” through BME Fire Trucks enables them to share
6 information on pricing, product plans and features, and output, further enabling
7 explicit and tacit collusion. With such a tightly concentrated market, Defendants’
8 smaller competitors can (and have) mirrored Defendants’ price increases and
9 worsening of terms, making it impossible for fire departments to obtain
10 competitive prices. Defendants are responsible for the higher prices and other
11 worsening of terms that fire departments and public entities like the City have
12 incurred, regardless of whether they purchased one of Defendants’ apparatuses or a
13 rival’s.

14 251. **Fourth**, Oshkosh’s acquisition of Maxi-Métal has foreclosed
15 competition and discouraged new entrants into the Custom Chassis market, who
16 now have no reasonable possibility of relying on a large and growing apparatus
17 builder like Maxi-Métal to purchase their Custom Chassis. Given the control
18 exercised by the REV Group Defendants and Pierce in the Custom Chassis market,
19 and the general trend towards consolidation and integration, realistically a potential
20 Custom Chassis market entrant would need to establish itself as both a Custom
21 Apparatus builder and Custom Chassis manufacturer to viably enter the latter
22 market—a formidable, arguably impossible, task.

23 252. **Fifth**, REV Group and the AIP Defendants’ acquisition of Spartan
24 Emergency Response gave the REV Group Defendants the power to raise rivals’
25 costs and neutralize price competition in the markets for Custom Pumpers, Custom
26 Aerials, and Custom Quints by controlling the price and availability of Custom
27 Chassis. Their cumulative additional acquisitions of KME, Ferrara, and E-ONE
28

1 further constitute a vertical “roll-up” designed to limit access to products that any
2 REV Group Defendant’s rival would require to be able to compete.

3 253. REV Group and the AIP Defendants’ acquisition of Spartan
4 Emergency Response removed the industry’s premier independent manufacturer of
5 Custom Chassis—a critical input for Custom Apparatuses that has no reasonable
6 substitutes. For decades, Spartan served as the essential backbone for dozens of
7 small, family-owned apparatus builders. By seizing control of this critical third
8 party-supplier of Custom Chassis, REV Group gained the power to dictate the
9 survival of its own rivals. With only two other companies, HME and Sutphen,
10 providing a trivial number of Custom Chassis to small, independent builders, the
11 REV Group Defendants have their non-vertically integrated apparatus competitors
12 in a vice. Now, the mere threat of the Spartan ER Entities delaying Custom Chassis
13 deliveries or increasing input costs—or “squeezing” margins—is sufficient to
14 ensure that no small apparatus rival dares to compete aggressively on price.

15 254. REV Group and the AIP Defendants’ acquisitions of E-ONE, KME,
16 and Ferrara reinforced the anticompetitive effects of the Spartan acquisition. While
17 E-ONE, KME, and Ferrara have not historically supplied their Custom Chassis to
18 competing apparatus builders, prior to their acquisitions by REV Group, they were
19 poised to and capable of doing so had Spartan increased its Custom Chassis prices
20 to other apparatus builders or restricted supply. Now, all four manufacturers are
21 controlled by REV Group, which can restrict Spartan Custom Chassis supply and
22 indiscriminately raise prices with no risk that these three well-established, formerly
23 independent Custom Chassis manufacturers will swoop in and start competing to
24 supply Custom Chassis to other apparatus builders.

25 255. By consolidating the primary manufacturers of Custom Chassis, REV
26 Group and the AIP Defendants have fundamentally altered the structure of the
27 related Custom Apparatus markets, creating a vertical bottleneck. This allows the
28 REV Group Defendants to dictate the supply of a highly significant competitive

1 input by raising costs or restricting supply to independent Custom Apparatus
2 builders. The effect is a systemic weakening of competition, as newly dependent
3 builders—once nimble rivals—are now forced to operate at the whim of a
4 dominant competitor, thereby reducing the overall output and quality of Fire
5 Apparatuses available to the public, while prices relentlessly increase.

6 256. Beyond the threat of actual foreclosure, REV Group and the AIP
7 Defendants' acquisition of Spartan Emergency Response has provided the REV
8 Group Defendants with an unlawful information advantage that facilitates
9 coordination and undermines the incentive of independent builders to compete.
10 Because independent builders must purchase their Custom Chassis from the
11 Spartan ER Entities, they are forced to disclose competitively sensitive
12 information, including proprietary build specifications, customer-specific
13 configurations, and delivery timelines. Access to this data allows the REV Group
14 Defendants to peer into their rivals' playbooks, enabling them to anticipate their
15 rivals' bids, mirror their pricing, and either mimic or preempt their innovations.

16 257. This information exchange undermines the independence of rivals
17 required for a competitive market. It discourages independent apparatus builders
18 from investing in unique features or aggressive pricing strategies, knowing that the
19 REV Group Defendants can use their dual role as supplier and competitor to
20 neutralize any competitive advantage the rival might seek to gain.

21 258. The overarching trend toward vertical integration, spearheaded by
22 REV Group and the AIP Defendants, has created a market environment that deters
23 both potential entrants and existing rivals from investing in their businesses or
24 increasing output in the Custom Apparatus markets. The mere threat of limited or
25 discriminatory access to Spartan Custom Chassis serves as a potentially powerful
26 deterrent against long-term capital expenditure by independent firms.

27 259. *Sixth*, by acquiring Maxi-Métal, Oshkosh preemptively eliminated a
28 well-capitalized entrant into the U.S. Custom Pumpers market who would be

1 capable of undercutting the pricing power of the domestic incumbents and of
2 introducing substantial additional competition into that market. Prior to its
3 acquisition by Oshkosh, Maxi-Métal functioned as a significant competitive force
4 in North America, earning a dominant position in the Canadian market and actively
5 beginning to execute on an ambitious expansion into the United States. Oshkosh's
6 acquisition of Maxi-Métal effectively removed a well-resourced competitor who
7 had begun to make inroads in the United States market for Custom Pumpers.

8 260. Oshkosh's acquisition of Maxi-Métal eliminated any probability that
9 Maxi-Métal would meaningfully enter the U.S. market through alternative means,
10 as well as the likely and actual beneficial influence on competition that resulted
11 from Maxi-Métal's position at the time of the acquisition, an incipient competitor,
12 poised on the edge of the U.S. market.

13 261. It is reasonably probable that Maxi-Métal would have meaningfully
14 entered the U.S. Custom Pumpers market through alternative means absent the
15 acquisition. In fact, Maxi-Métal had since 2018 taken steps to expand its presence
16 in the United States, including a major facility expansion in response to what
17 Maxi-Métal framed as an increased "dealer demand . . . across Canada and the
18 USA for [Maxi-Métal's] fire division's products." Although Maxi-Métal built its
19 Custom Apparatuses on Pierce Custom Chassis, at the time of the acquisition it
20 was expanding its market share in the United States at the expense of its
21 competitors, including Pierce. But for the acquisition, further increased
22 competition from Maxi-Métal was reasonably probable. For several years the Fire
23 Apparatus market in United States has experienced significant backlogs and
24 dramatic price hikes. As a large and well-resourced competitor on the edge of the
25 market, there is a reasonable probability that Maxi-Métal would have exploited
26 these backlogs and price hikes to grow its share and deconcentrate the highly
27 concentrated Custom Pumpers market, which would also have had other
28

1 procompetitive effects such as lowering customer prices and accelerating delivery
2 times.

3 262. Now owned by Oshkosh and controlled by Oshkosh and its subsidiary
4 Pierce, Maxi-Métal is no longer actively seeking to compete with Pierce and win
5 over market share, meaningfully increase its share in the U.S. market generally, or
6 inject competition into these highly consolidated markets. The acquisition gave
7 Oshkosh and Pierce comfort that they would not face any new price pressure or
8 further competition from Maxi-Métal.

9 263. *Seventh*, the Oshkosh Defendants' acquisition of a partial ownership
10 interest in the BME Defendants, and these competitors' "collaboration" on
11 Wildland Fire Apparatus products that they previously competed to produce and
12 market to customers, enables them to coordinate instead of competing head-to-
13 head. With their ownership interest in the BME Defendants, the Oshkosh
14 Defendants can influence how the BME Defendants price their apparatuses, invest
15 in R&D, plan for expansions or reductions in capacity, market their products, and
16 ultimately pursue competitive initiatives.

17 264. The Oshkosh Defendants' ownership interest in the BME Defendants
18 also substantially diminishes the Oshkosh Defendants' incentive to compete with
19 the BME Defendants. For example, instead of continuing to market and invest in
20 Pierce's BXTM Wildland, the Oshkosh Defendants can let that product fall by the
21 wayside, eliminating price competition with the BME Defendants' Type 3 Model
22 34 while directly profiting from the higher BME prices through their ownership
23 stake in Boise Mobile. This combination of competitors also facilitates the sharing
24 of competitively sensitive information, which both the BME Defendants and the
25 Oshkosh Defendants can use to tacitly or explicitly collude.

26 265. *Eighth*, REV Group and the AIP Defendants' acquisitions of E-ONE,
27 Ferrara, Spartan, and KME, and the Oshkosh Defendants' acquisitions of Maxi-
28 Métal and an interest in the BME Defendants, have entrenched and extended

1 Defendants' dominance in the relevant markets. For example, Oshkosh subsidiary
2 Pierce was already the leading Fire Apparatus builder in the United States before
3 its acquisitions. With its purchase of Maxi-Métal, Oshkosh protected Pierce's
4 dominance by warding off a Canadian competitor starting to make inroads into the
5 U.S. markets, and extended Oshkosh and Pierce's dominance in the Custom
6 Pumpers market to the Custom Chassis market by capturing an important source of
7 demand for Custom Chassis. Similarly, with their combination with the BME
8 Defendants, Oshkosh and Pierce substantially bolstered Pierce's position in the
9 relevant Fire Apparatus markets not only by eliminating competition with the BME
10 Defendants but also by effectively absorbing an entire portfolio of Wildland Fire
11 Apparatus. This combination essentially allowed the industry goliath Pierce to
12 control the smaller, but already dominant, BME Defendants, thereby further
13 lessening competition in the relevant Fire Apparatus markets by raising entry
14 barriers even further and by effectively dissuading smaller firms from aggressively
15 competing. Defendants' acquisitions have substantially increased barriers to entry
16 in the relevant Fire Apparatus markets by creating even more firmly rooted market
17 leaders with which to compete.

18 266. ***Finally***, Defendants' respective acquisitions have not taken place in
19 isolation. They reflect an industry trend towards consolidation, in which Custom
20 Apparatus manufacturers roll up rival (or would-be rival) Custom Apparatus
21 manufacturers, and an industry trend towards vertical integration, in which Custom
22 Chassis manufacturers acquire leading apparatus designers and builders, thereby
23 eliminating those companies as potential buyers of competing Custom Chassis.
24 Indeed, as early as 2016, Spartan Motors was characterizing the relevant markets
25 as "an increasingly consolidating industry." Each of the unlawful acquisitions
26 identified herein are all the more anticompetitive because they have taken place in
27 the context of this broader industry trend toward consolidation. For example, the
28 competitive impact of Oshkosh's acquisition of Maxi-Métal, and Oshkosh and

Pierce’s acquisition of an ownership interest in the BME Defendants, can only be understood against the backdrop of the prior decade of the REV Group and AIP Defendants’ consolidation scheme.

***3. There Is Direct Evidence that Defendants Have Used Their
Unlawfully Acquired Dominance to Harm Customers***

267. There is ample direct evidence of how Defendants’ unlawfully acquired market power has resulted in the imposition of supra-competitive prices and worsened terms, without any negative repercussions for Defendants.

268. The REV Group Defendants, Oshkosh Defendants, and BME Defendants have been able to impose massive price increases—and have enabled competing manufacturers to follow suit with similar price increases—for apparatuses and parts on public entities and fire departments, including the City, as a result of their acquisitions. Only a small fraction of the price increases experienced by the City can be attributed to supply shocks and pandemic-related price increases.

269. Defendants’ consolidation of the relevant markets has also allowed them to degrade product quality and led to a significant reduction in customer choice, as they have leveraged their market dominance to prioritize manufacturing standardization over responsiveness to the judgment and requests of local fire departments, their specific operational demands, and their budgetary constraints.

270. In competitive markets, Fire Apparatus builders once competed by accommodating highly specific operational requirements—such as lowered floors to maximize storage space for heavy rescue gear or narrowed body profiles essential for navigating tight urban streets with high traffic density. However, following the consolidation of builders and manufacturers, Defendants have actively pushed back on these essential customizations, citing multi-year backlogs as a pretext to force fire departments toward “stock” or “standardized” models. By effectively eliminating the ability of fire departments to obtain these customization

1 options, Defendants have suppressed innovation driven by customer demand and
2 forced fire departments to accept equipment that is not tailored to their specific
3 localities.

4 271. Beyond the loss of customization, the lack of competitive pressure has
5 led to a measurable decline in the physical durability and reliability of the
6 apparatuses produced by Defendants. Custom Apparatus units delivered by the
7 REV Group and Oshkosh Defendants are increasingly plagued by chronic
8 malfunctions, for example with complex electronic control systems and multiplex
9 wiring or air tank welding, which often require weeks of repair before a vehicle
10 can even enter its initial service.

11 272. Furthermore, the Custom Chassis currently produced by the REV
12 Group and Oshkosh Defendants in the consolidated Custom Chassis market lack
13 the structural rigidity of heavy-duty Custom Chassis produced prior to COVID-19,
14 leading to premature wear and compromised handling and performance. These
15 quality failures have shifted the financial burden onto municipalities, as trucks now
16 spend an unacceptable amount of time in maintenance garages rather than in
17 service protecting local communities. The resulting increase in downtime and the
18 escalating cost of proprietary parts and labor constitute another hidden price
19 increase, whereby these dominant firms extract higher margins while delivering a
20 product that is objectively inferior, less reliable, and more expensive to maintain
21 over its lifecycle, which in turn necessitate expanding fire department fleets.

22 273. Hand in hand with the price increases and quality degradation,
23 Defendants have imposed severe supply restrictions in the form of plant closures
24 and astronomical delivery delays. The REV Group Defendants affirmatively shut
25 down production at multiple plants, and all Defendants, far from expanding supply
26 to meet market demand, have celebrated ever-increasing backlogs. For example, in
27 one investor presentation, REV Group touted a backlog of over two and a half
28 years for specialty vehicles like fire trucks as providing “Production Visibility” and

1 making REV Group a “unique and attractive investment opportunity.” Similarly,
2 when promoting executive Mike Virnig to President of REV Group in 2022, REV
3 Group’s CEO boasted: “Under his tenure, our backlog for fire apparatus has
4 tripled, growing by over \$1 billion.” In 2018, REV Group’s then-CEO Tim
5 Sullivan told investors: “We like backlog, we love backlog.”

6 274. In a competitive market, customers would have turned to competitors
7 in the face of Defendants’ higher prices and worsening of terms. But with
8 Defendants having cornered such a large portion of the relevant markets, there
9 were effectively no reasonable alternatives to which to turn. Plaintiff and other
10 public entities had, and continue to have, no choice but to get in line—a backlog
11 line that has grown and grown, with no end in sight.

12 275. Certain Defendants have recently sunk to a particularly galling new
13 low, telling certain localities suffering from extended delivery delays that they can
14 skip to the front of the line—essentially leaving every other customer with a
15 backlogged truck facing even longer delays—by paying the difference between the
16 price they contracted to pay at the time of the original award, and *today’s*
17 unprecedentedly high prevailing prices for Fire Apparatuses. In other words,
18 redolent of a protection racket, with their consolidation schemes complete and their
19 market power firmly established, Defendants are not only charging supra-
20 competitive prices for new purchase orders; they are reaching back in time and
21 retroactively imposing those same prices on purchase orders from years ago.

22 276. Further evidence that Defendants can and do profitably worsen
23 terms—i.e., evidence of their market power resulting from their unlawful
24 acquisitions—is their ability to consolidate and shut down dealers virtually without
25 consequence. For example, Oshkosh subsidiary Pierce has consolidated the dealers
26 already in its network to limit geographic overlap between dealers, thereby limiting
27 the options for its customers.

1 277. The REV Group Defendants have also consolidated their dealers.
2 After REV Group acquired Spartan Emergency Response in 2020, the REV Group
3 brands were sold through approximately 100 dealers across the United States. As
4 Mike Virnig, currently President of REV Group, has publicly related, incumbent
5 dealers, for example, expressed a “firestorm” of resistance to the prospect of
6 integrating new dealers as part of the Spartan acquisition. REV Group was more
7 than responsive to incumbent dealers’ concerns about preserving their respective
8 fiefdoms. As of today, the number of affiliated dealers has fallen precipitously, with
9 REV Group brands only sold through approximately 62 dealers across the United
10 States.

11 278. These dealer consolidations are price increases by another name. Fire
12 apparatuses require constant maintenance, both to meet safety standards and to
13 keep up with rapid advances in Fire Apparatus technology. Accordingly, most fire
14 departments need local support personnel. In a competitive market, the existence of
15 viable competitors with large local dealer networks would force Defendants to
16 keep local options available to customers and have those dealers compete to
17 provide better service or lower prices for repair and maintenance. But Defendants
18 have largely consolidated themselves with those competitors, allowing themselves
19 to reduce local services and offerings without losing customers. This is yet further
20 evidence of the market power Defendants have amassed through their roll-up
21 schemes.

22 279. To add insult to injury, Defendants have falsely blamed the COVID-
23 19 pandemic—for example, in REV Group’s words, “global supply chain
24 bottlenecks and inflationary conditions”—for the entirety of their astronomical
25 price increases and delivery delays. In other words, Defendants have effectively
26 covered up the full explanation for their price increases and worsening of terms,
27 which overwhelmingly resulted from their exploitation of the market power they
28 deliberately amassed through unlawful acquisitions and other conduct. As late as

1 May 2025—over *five years* after the pandemic started—Oshkosh was still using
2 the pandemic as a false cover for its price increases, stating that “[g]lobal supply
3 challenges, unprecedented demand, and significant inflation since the pandemic
4 started in 2020 have resulted in extended delivery times and increased prices.”

5 280. In large part due to Defendants’ repeated false insistence that their
6 price increases, delivery delays, and other worsening of terms were entirely
7 attributable to pandemic-induced inflation and supply shocks, it is only recently
8 that their customers like the City have been able to connect the dots between their
9 historical acquisitions and the crushing rent extraction by which they have been
10 victimized for years. For example, it was only less than one year ago that, on the
11 heels of the Palisades and Eaton wildfire disasters, Matt Stoller’s newsletter *Big*
12 and then the *New York Times* published exposés, suggesting Defendants’
13 consolidation schemes were to blame for straining fire departments’ budgets across
14 the country.⁶ It took this public scrutiny to reveal how Defendants’ narrative—that
15 macroeconomic factors were to blame—obscured the real causes of Plaintiff’s
16 harm.

17 **REPLACEMENT PARTS FOR PIERCE FIRE APPARATUSES**

18 281. Oshkosh and Pierce’s anticompetitive conduct is not limited to
19 unlawful consolidations. Oshkosh and Pierce go a step further, and force customers
20 to use Pierce proprietary replacement parts for their Pierce Fire Apparatuses,
21 thereby harming their customers and competition.

22 282. Oshkosh and Pierce are able to stifle competition by enlisting their
23 parts dealers to deal exclusively in proprietary Pierce parts, and by forcing
24 customers to purchase these proprietary Pierce parts at inflated prices when they
25 would otherwise have the choice of competitive alternatives. Through this scheme,

26
27 ⁶ Mike Baker, Maureen Farrell & Serge F. Kovaleski, *As Wall Street Chases*
28 *Profits, Fire Departments Have Paid the Price*, N.Y. Times (Feb. 17, 2025),
<https://www.nytimes.com/2025/02/17/us/fire-engines-shortage-private-equity.html>.

1 Oshkosh and Pierce further milk fire departments and public entities of critical
2 dollars, especially in the later years of the life of an apparatus on which they
3 already made a killing.

4 283. Pierce operates an extensive replacement parts and service business,
5 which it calls Pierce Aftermarket. Pierce maintains a separate Pierce Aftermarket
6 website which provides resources, manuals, diagrams, training, and technical
7 support to customers. Pierce relies on its parent company Oshkosh's technological
8 and financial strength in sourcing materials for its parts. In addition, Pierce
9 maintains a dedicated parts facility of over 100,000 square feet in Appleton,
10 Wisconsin, which Pierce claims stocks in excess of \$14 million in parts and
11 employs a staff dedicated solely to the distribution and shipment of service and
12 replacement parts. Pierce sells hundreds of thousands of dollars of replacement
13 parts for Pierce Fire Apparatuses each year.

14 284. Pierce generally sells replacement parts to customers through third-
15 party dealers. This set of third-party dealers is different from and substantially
16 more numerous than the small, exclusive set of dealers who are anointed by Pierce
17 to serve as a conduit between Pierce and the customer for purposes of Fire
18 Apparatus (as opposed to replacement parts) sales.

19 285. For any given part on a Pierce Fire Apparatus (e.g., a roll-up door, a
20 power steering gear), there is a distinct replacement part that can function as a
21 replacement for the original part, and that is not interchangeable with parts that
22 perform different functions or that are manufactured to fit Fire Apparatuses other
23 than Pierce Fire Apparatuses.

24 286. For example, a replacement air conditioning compressor that is
25 compatible with a Pierce Fire Apparatus and can replace the air conditioning
26 compressor installed in the original apparatus is a distinct product that is not
27 interchangeable with, for example, a seat belt and is not interchangeable with an air
28 conditioning compressor that is not compatible with a Pierce Fire Apparatus.

1 287. In fact, many replacement parts for Pierce Fire Apparatuses are
2 designed deliberately to be integrated into Fire Apparatuses manufactured by
3 Pierce or built on Pierce Custom chassis. Pierce itself explains that it manufactures
4 “[p]roprietary parts” that play “a specific role . . . on [its] fire apparatus.”

5 288. The market for each replacement part for use in a Pierce Fire
6 Apparatus to replace the original part installed in the apparatus is a distinct relevant
7 product market. For example, the market for replacement air conditioning
8 compressors to replace the original air conditioning compressor installed in a
9 Pierce Fire Apparatus is a relevant product market. A hypothetical monopolist in
10 each of these replacement parts markets could profitably impose a small but
11 significant and non-transitory increase in price (“SSNIP”) or other worsening of
12 terms. This is because, for example, if this hypothetical monopolist imposed a
13 SSNIP in replacement air conditioning compressors, customers would accept the
14 increased price and would not substitute away to other replacement parts such as a
15 roll-up door or to air conditioning compressors that are not compatible with a
16 Pierce Fire Apparatus.

17 289. Oshkosh and Pierce manufacture, and Pierce sells, several lines of
18 replacement parts for its Fire Apparatuses in the United States, earning an
19 estimated hundreds of millions of dollars in revenues per year on these
20 replacement parts sales.

21 290. These parts include “genuine” or Pierce original equipment
22 manufacturer parts (“OEM Parts”), which are manufactured to the same
23 specifications as parts used in new equipment. OEM Parts generally are
24 incompatible with fire apparatuses that are not manufactured by Pierce.

25 291. Pierce also sells Pierce-branded replacement parts that are
26 manufactured for Pierce by third-party manufacturers (“White-Label Parts”).
27 White-Label Parts are compatible with Pierce Fire Apparatuses as well as other
28

1 vehicles. Pierce OEM Parts and White-Label Parts comprise Pierce proprietary
2 parts as referenced herein.

3 292. For example, Horton manufactures branded fan clutches that can be
4 used in many different manufacturers' apparatuses including Pierce Fire
5 Apparatuses. But Pierce contracts with Horton to manufacture virtually identical
6 white-label fan clutches specifically for Pierce, which are assigned a Pierce serial
7 number and sold by Pierce.

8 293. Other examples of White-Label Parts that are made by third-party
9 manufacturers but are assigned a Pierce serial number and sold by Pierce include
10 IMMI seatbelts and supplemental restraint systems, Innovative Controls gauges,
11 Sheppard power steering gears, and Trident Emergency Products hose parts.
12 Because Pierce White-Label Parts have a Pierce serial number and not the serial
13 number of the equivalent or near-equivalent part manufactured and sold by the
14 same third-party manufacturer under that manufacturer's brand name, fire
15 departments cannot easily identify and source the lower-priced, non-Pierce-
16 branded equivalent part from a non-Pierce dealer—even if they know the identity
17 of the manufacturer.

18 294. Replacement parts for Pierce Fire Apparatuses are purchased by a
19 distinct set of customers, namely localities and fire departments that have Pierce
20 Fire Apparatuses. When a part in a customer's Pierce Fire Apparatus breaks, the
21 customer is stuck with the options available that are compatible with and will
22 function in the customer's Pierce Fire Apparatus. Replacement parts for Pierce Fire
23 Apparatuses are distributed by a limited set of specialized vendors: Pierce-
24 authorized dealers and parts suppliers.

25 295. For the same reasons identified with respect to the relevant markets
26 for the various Fire Apparatuses and Custom Chassis, *see supra*, Section II.B, the
27 relevant geographic market for each replacement part for Pierce Fire Apparatuses
28 is the United States.

1 296. The U.S. markets for replacement parts for Pierce Fire Apparatuses
2 are defined by many of the same high barriers to entry present in the various Fire
3 Apparatus and the Custom Chassis markets. Replacement parts for Pierce Fire
4 Apparatuses are generally extremely specialized and often complicated products
5 requiring specialized manufacturing facilities, equipment, processes, and know-
6 how across multiple disciplines including chemical, electrical, industrial, and
7 mechanical engineering, as well as skilled and experienced labor. Accumulating
8 such resources requires significant upfront investment. Suppliers in this market
9 must also invest substantial resources to understand and test whether the part will
10 work in a Pierce Fire Apparatus. Particularly for OEM Parts designed and
11 manufactured by Pierce itself, the addressable market is limited to Pierce Fire
12 Apparatuses, which deters investment. Relatedly, loyalty to the Pierce brand and
13 Pierce dealers itself presents a barrier to entry and reinforces information barriers.

14 297. Pierce is a monopolist in numerous U.S. markets for replacement parts
15 for Pierce Fire Apparatuses, including, for example, fan clutches, seatbelts and
16 supplemental restraint systems, gauges, power steering gears, hose parts, door
17 handles, and window regulators for Pierce Fire Apparatuses. In each of the
18 enumerated markets and many more, Pierce is the sole supplier with 100% share or
19 holds a monopoly market share well in excess of 70%.

20 298. Pierce's monopoly position in these relevant markets for replacement
21 parts for Pierce Fire Apparatuses in the United States is no accident. Through a
22 variety of acts and arrangements with Pierce-authorized parts suppliers, Oshkosh
23 and Pierce have monopolized and otherwise taken control over these markets,
24 excluded competitors, ensured that customers have no choice but to purchase parts
25 from Pierce (through the dealers with which Pierce has coordinated to implement
26 its scheme), and enabled themselves to reap extraordinary profits. This comes as no
27 surprise as Pierce's parent company, Oshkosh, has made clear that "aftermarket
28

1 parts and service provide a robust growth opportunity while offering stability
2 throughout business cycles.”

3 299. First, Pierce requires its parts dealers and suppliers to agree to sell
4 only Pierce-branded replacement parts for Pierce Fire Apparatuses to customers,
5 and not to sell non-Pierce branded equivalent parts. For example, if a customer
6 approaches a Pierce-authorized parts supplier about acquiring a Horton fan clutch
7 for their Pierce Fire Apparatus, the supplier is required by agreement with Pierce to
8 refuse to sell the Horton-branded fan clutch to the customer—even if it would
9 technically fit and function in the apparatus—and offer the customer only the
10 Pierce-branded White-Label Part instead.

11 300. As another example, the only way Plaintiff can replace the seatbelts in
12 its apparatuses, which are seatbelts manufactured by third-party manufacturer
13 IMMI for Pierce, is to purchase the Pierce-branded seatbelts from an authorized
14 Pierce parts dealer. The Pierce parts dealer will not sell Plaintiff an IMMI-branded
15 seat belt for their Pierce apparatuses, even though they cost significantly less than
16 the Pierce White-Label equivalent.

17 301. Second, Pierce deliberately manufactures its Fire Apparatuses with
18 proprietary OEM Parts that are designed to be incompatible with third-party
19 replacement parts, and when they break, they can only be replaced with a Pierce-
20 branded part manufactured by the Oshkosh Defendants (because they are the only
21 manufacturers of these OEM Parts). These parts make up the majority of parts in
22 Pierce Fire Apparatuses.

23 302. For example, although third-party pump panel gauges are theoretically
24 fully compatible with Pierce Fire Apparatuses, Pierce deliberately manufactures
25 its own pump panel gauges in slightly larger diameters than industry standard,
26 which requires boring larger holes into the body of the truck. Due to this deliberate
27 design decision, fire departments are unable to replace Pierce’s pump panel gauges
28 with third-party pump panel gauges when those fail and are instead forced to buy

1 the OEM Part. The proprietary design of the Pierce pump panel, as well as other
2 OEM Parts, does not serve any function but to limit or prevent the interoperability
3 of third-party parts.

4 303. As one commentator with industry experience noted: “One of the
5 problems with Pierce is they have purposely altered or manufactured cab and
6 chassis parts that are proprietary and can only be purchased from Pierce. . . . [L]et’s
7 say you need a replacement power steering pump [M]any other fire apparatus
8 manufacturers use common parts that are available through local auto parts or
9 diesel truck repair dealers. Often the Pierce part is only available from Pierce. And
10 the local Pierce dealers aren’t going to stock a huge inventory of parts. So [the
11 apparatus] goes to the dealer and sits for 2-3 weeks waiting [for] a part to be
12 shipped from Wisconsin.”

13 304. Indeed, over time, Oshkosh and Pierce have increasingly designed
14 Pierce Fire Apparatuses to require the integration of these proprietary OEM Parts.
15 For these OEM Parts, the only option when they break is for the customer to
16 purchase a replacement part from Pierce.

17 305. Third, Pierce forces its customers to purchase Pierce replacement
18 parts through provisions in its various product warranties provided to customers as
19 part of the purchase agreement for an apparatus. For example, both Pierce’s
20 “material and workmanship” warranty and “custom chassis frame” warranty may
21 become void if the customer repairs or replaces a part without written approval
22 from the Pierce Customer Service Department. Similarly, the installation of any
23 non-Pierce branded replacement part by a customer without Pierce’s authorization
24 permits Pierce to void the warranty. Pierce and its authorized parts suppliers work
25 together to enforce these restraints. These provisions allow Pierce to insist that its
26 customers use Pierce-branded parts for repairs, or else void their warranties.

27 306. Adhering to the terms of their warranties is important for purchasers
28 of Pierce Fire Apparatuses, because the purchasers require Pierce’s warranty-

1 related services to maintain and repair the vehicles. These purchasers pay for
2 Pierce's warranties when they acquire Fire Apparatuses. Without these warranties,
3 repairs would result in unpredictable and sometimes prohibitively expensive costs.

4 307. The exclusive dealing agreements and understandings that Pierce
5 imposes on Pierce-authorized replacement parts dealers/suppliers are effectively
6 long-term in nature and mandatory. This is because Pierce-authorized replacement
7 parts dealers/suppliers depend on healthy sales of replacement parts for Pierce Fire
8 Apparatuses—the highest-selling brand of Fire Apparatuses in the United States—
9 for their revenue streams. If they do not agree to Pierce's terms, they will lose
10 access to those crucial revenue streams.

11 308. Pierce's exclusionary restraints substantially foreclose competition in
12 the U.S. markets for replacement parts for Pierce Fire Apparatuses in which Pierce
13 imposes these restraints. Indeed, Pierce's restraints have excluded all competition
14 in each affected market, with Pierce as the monopolist supplier.

15 309. Pierce Fire Apparatuses represent a substantial (as alleged,
16 conservatively over 30%) share of all Fire Apparatuses owned nationwide. This
17 enormous source of demand for replacement parts for these Pierce Fire
18 Apparatuses is closed off to would-be replacement parts competitors. Even if
19 competitors can sell replacement parts for non-Pierce Fire Apparatuses, Pierce's
20 restraints deprive them of the scale needed to efficiently compete and thus
21 represent a substantial barrier to entry into the manufacture and sale of replacement
22 parts generally.

23 310. Pierce Fire Apparatus customers are harmed as result of this
24 foreclosure and substantial lessening of competition. The exceptionally long
25 operational lifespan of a Fire Apparatus—which frequently extends to 20 years or
26 more—enables Pierce to use customers' reliance on Pierce-branded replacement
27 parts to extract long-term profits. Because these vehicles represent a multi-decade
28 commitment, the initial purchase price is only the first stage of a much longer

1 revenue cycle. By ensuring that, over the lifecycle of those trucks, customers will
2 largely only be able to purchase replacement parts from Pierce, Pierce locks in
3 decades of supra-competitive profits on what was already an overpriced apparatus.

4 311. Fire departments find it impossible to predict the true life-cycle costs
5 of their Pierce Fire Apparatuses. This lack of predictability stems in part from
6 extreme delivery backlogs, which currently span two to five years from order to
7 delivery. Indeed, years into the waiting period, Pierce may unilaterally change
8 critical specifications to add new Pierce-proprietary parts—such as the type of
9 doors or suspension bearings—which impact the true life-cycle costs of the
10 apparatus slated for delivery. Faced with these mid-production shifts, departments
11 have no meaningful recourse: They must either accept the apparatus updated with
12 Pierce-proprietary parts, or cancel the order and face another years-long wait with
13 a different builder, with no guarantee that this problem will not repeat itself. Pierce
14 knows that no customer will cancel a \$500,000 or \$1,000,000 order which takes
15 years to fulfill if it unilaterally decides to incorporate proprietary Pierce seatbelt
16 pretensioners, even if, for example, they cost three times more than the third-party
17 seatbelt pretensioners which were originally specified by the customer.

18 312. This cycle effectively traps customers into buying Pierce Fire
19 Apparatuses without having a clear understanding of the costs or parts involved at
20 the time of bidding. This lock-in is further exacerbated by the fact that many fire
21 departments often intentionally maintain large fleets of Fire Apparatuses from a
22 single brand in order to facilitate fleet interoperability. These fire departments
23 cannot easily switch to a different builder even when faced with the ever-
24 increasing use and cost of Pierce proprietary parts in new Fire Apparatuses that are
25 added to their fleets.

26 313. Those costs are enormous. Pierce-branded replacement parts cost
27 customers routinely two, three, and even sometimes four or more times what they
28 would pay for an equivalent part manufactured by a third-party supplier. For

1 example, R•O•M manufactures White-Label roll-up doors for Pierce. When the
2 door breaks, the customer is forced to purchase the White-Label Part
3 (manufactured for Pierce by R•O•M) for two to three times what they would pay if
4 Pierce and the Pierce-authorized parts supplier allowed the customer to purchase
5 the part from R•O•M (either directly or through the dealer) without the Pierce
6 serial number.

7 314. Another example is Pierce's TAK-4 Independent Suspension System,
8 which Pierce explains is "proprietary" and "[c]ustom built for Pierce chassis."
9 Pierce reengineered TAK-4, which had originally been engineered by Oshkosh for
10 military and aircraft rescue vehicles, for its Fire Apparatuses, and now offers a
11 range of TAK-4 custom products in its vehicles. However, because TAK-4 is a
12 proprietary OEM Part, when it breaks, Pierce and its authorized suppliers give
13 customers no choice but to purchase a replacement from Pierce. The same
14 limitations apply to Pierce's proprietary cab switches, steering wheel airbags, Mux
15 computer system and modules, seat back covers with stitched logos, door panels,
16 compartment doors, and window operators. This pricing dynamic is replicated
17 across a broad range of replacement parts for Pierce Fire Apparatuses.

18 315. Pierce's anticompetitive parts scheme and exclusionary arrangements
19 with its authorized parts dealers result not only in customers paying supra-
20 competitive prices for replacement parts they could get for a fraction of the cost
21 absent Pierce's restraints, but also in customers being forced to use inferior parts.
22 Customers forced to use Pierce parts have reported a multitude of defects,
23 including, among others, corrosion and failure of electrical wiring due to moisture
24 intrusion, malfunctioning data link steel wire connectors, air tanks that are not
25 airtight, battery boxes with welds at the seams breaking, and screws with
26 inconsistent thread diameters that tend to pull out and strip. A decade ago, Pierce
27 was known for the quality of its products; today, the Oshkosh Defendants appear to
28 be focusing on cutting costs, allowing their quality to decline.

1 316. In summary, the Oshkosh Defendants use their stranglehold over the
2 supply of replacement parts for Pierce Fire Apparatuses and their customers'
3 dependency on those parts to significantly inflate their long-term profit margins on
4 the Fire Apparatuses they sell. Unlike other Fire Apparatuses where parts might be
5 interchangeable or available through third-party wholesalers, Pierce's custom-
6 engineered architecture and exclusive arrangements with authorized parts dealers
7 prevent customers from benefiting from price competition and innovation on parts.
8 This lack of replacement parts alternatives leaves fire departments with zero
9 leverage; they are forced to accept Pierce's pricing and quality for replacement
10 parts. And it is only a matter of time before the Oshkosh Defendants employ the
11 same tactics with respect to replacement parts for Maxi-Métal and the BME
12 Defendants' apparatuses.

13 317. Ultimately, Pierce's restraints transform a one-time apparatus sale into
14 a sustained, monopolistic revenue stream, as the restraints Pierce imposes act as a
15 barrier to entry for any competing replacement parts manufacturer. For the
16 taxpayer and the locality, this results in a significantly higher total cost of
17 ownership.

18 318. Pierce's establishment and maintenance of a monopoly over Pierce
19 replacement parts has led to inflated pricing and diminished availability of repair
20 and replacement parts for owners of Pierce Fire Apparatuses. Pierce's exclusion of
21 third-party parts manufacturers through exclusive arrangements with dealers and
22 other restrictive conduct forces departments into a state of dependency on Pierce,
23 while simultaneously stifling industry-wide innovation. By preventing third-party
24 manufacturers from developing compatible, lower-price, potentially superior
25 components, Pierce effectively halts the price competition and technological
26 evolution that would exist in a competitive market.

**DEFENDANTS HAVE USED THEIR UNLAWFULLY ACQUIRED
DOMINANCE TO FORCE OVERCHARGES, DELIVERY DELAYS, AND
OTHERWISE WORSENING OF TERMS ON FIRE DEPARTMENTS,
INJURING AND THREATENING TO FURTHER INJURE PLAINTIFF**

319. Defendants' consolidation and other unlawful conduct in the relevant markets have had disastrous effects on the competitiveness of these markets and the ability of fire departments across the country, including the City, to obtain Fire Apparatuses and parts at fair, competitive prices and on the timelines required to serve their communities. Defendants' conduct drastically reduced options and increased prices for Fire Apparatuses and Pierce replacement parts to the City.

320. For example, in January 2022, the City purchased three Pierce Arrow XT Triple Combination 1500 Custom Pumpers for a price of approximately \$866,000 per unit. In November 2022, the City purchased two more of the same apparatuses at a price of approximately \$992,000 per unit. And in December 2022, the City purchased a Pierce Arrow XT Tiller (Custom Aerial) for \$1.78 million. These prices that the City paid include hundreds of thousands of dollars in anticompetitive overcharges.

321. The City used HGAC's master purchase-and-sale contract with Pierce to make the November and December 2022 purchases described above. The documentation associated with the purchase further provided that Pierce Manufacturing was the "Contractor" and that that "[a]ny increased costs incurred by the first party [i.e., Pierce] because of future changes in or additions to said DOT or NFPA standards will be passed along to the customer as an addition to the price set forth above." The City Council Agenda Report regarding the November 2022 purchase provided that "South Coast Fire Equipment will represent Pierce Fire Engines using [HGAC] cooperative pricing." This documentation surrounding the purchases confirms that South Coast, the dealer, acted as a mere conduit between the seller of the apparatuses, Pierce, and the purchaser, the City.

1 322. In addition to paying supracompetitive prices for Fire Apparatuses, in
2 the last four years, the City has paid supracompetitive prices for replacement parts
3 for Pierce Fire Apparatuses in its fleet as a result of Pierce's anticompetitive
4 conduct in the relevant markets for replacement parts for Pierce apparatuses.

5 323. In addition to imposing higher prices, Defendants' anticompetitive
6 conduct has harmed the City by drastically increasing the time it must wait to
7 actually receive the apparatuses it purchases. For example, the City was given an
8 estimated delivery time of over two and a half years for its November 2022
9 purchase and more than three years for its December 2022 purchase.

10 Municipalities throughout the country are waiting three and even four years or
11 longer from the time they order an apparatus to the time they receive it—delivery
12 timelines that are at least a multiple of what Defendants and their competitors were
13 offering in the market even a few years ago. A given Fire Apparatus's useful life is
14 anywhere from 10-20 years. Each year of delay represents tens if not hundreds of
15 thousands of dollars in damage as a result of Defendants' anticompetitive conduct.

16 324. Not only has Defendants' anticompetitive conduct directly injured the
17 City, but it has also harmed the public at large. When the City and other public
18 entities pay hundreds of thousands to millions of dollars in overcharges, and these
19 public entities cannot get the Fire Apparatuses and parts they need for their
20 apparatuses in a timely and cost-effective manner, their citizens pay the price in the
21 form of higher taxes and budget shifts that force state and local entities to reduce
22 funding to other services.

23 325. Plaintiff's injuries will continue indefinitely into the future unless the
24 Court enjoins Defendants' unlawful conduct and orders the unwinding of each of
25 their unlawful combinations. There is no substitute for Custom Fire Apparatuses,
26 Wildland Fire Apparatuses, or Fire Apparatuses at large, and there is no substitute
27 for replacement parts for Pierce Fire Apparatuses. The fire departments of public
28 entities must have these lifesaving vehicles and replacement parts to ensure public

1 safety, yet departments currently have no choice but to continue to make purchases
2 in the relevant markets to source this critical equipment. Absent Court intervention,
3 fire departments will continue to pay extractive prices—draining localities’ health
4 and safety budgets—and suffer reduced choice, worsened terms, delivery delays,
5 and other harms, which they must endure as they meet their obligations to protect
6 the public safety far into the future. Because no remedy at law can adequately
7 compensate the City for this future harm, the Court must stop Defendants’
8 anticompetitive conduct and restore the relevant markets to their deconcentrated,
9 pre-acquisition state.

10 **VIOLATIONS ALLEGED**

11 **CAUSE OF ACTION ONE: VIOLATIONS OF CLAYTON ACT § 7, 15**

12 **U.S.C. § 18**

13 ***Against the REV Group Defendants and the AIP Defendants***

14 326. Plaintiff restates, realleges, and incorporates by reference each of the
15 allegations in paragraphs 1 through 325 as though fully set forth herein.

16 327. Between 2008 and 2020, the AIP Defendants and REV Group, directly
17 or indirectly, made four horizontal acquisitions in the Custom Chassis, Custom
18 Pumper, Custom Aerial, Custom Quint, and Fire Apparatus markets in the United
19 States, substantially reducing choice and competition in the Custom Chassis,
20 Custom Pumper, Custom Aerial, Custom Quint, and Fire Apparatus markets. The
21 AIP Defendants controlled, directed, dictated, and encouraged REV Group’s
22 conduct with respect to, and directly and actively participated in, the acquisitions
23 of E-ONE, KME, Ferrara, and Spartan’s emergency response unit.

24 328. The AIP Defendants and REV Group’s acquisitions may substantially
25 lessen competition or tend to create a monopoly—indeed, they have already
26 substantially lessened competition and tended to create a monopoly—in the
27 Custom Chassis, Custom Pumper, Custom Aerial, Custom Quint, and Fire
28 Apparatus markets in the United States when considered as a series of acquisitions.

1 The AIP Defendants and REV Group's acquisition of Spartan's emergency
2 response segment on its own may substantially lessen competition or tend to create
3 a monopoly—indeed, it has already substantially lessened competition and tended
4 to create a monopoly—in the Custom Chassis market in the United States.

5 329. The AIP Defendants and REV Group Defendants cannot show any
6 cognizable efficiencies of sufficient character and magnitude or any other
7 countervailing factors such that their acquisitions were not anticompetitive.

8 330. The AIP Defendants and REV Group's acquisitions, when considered
9 cumulatively, violated Section 7 of the Clayton Act, 15 U.S.C. § 18. The AIP
10 Defendants and REV Group's acquisition of Spartan's emergency response unit on
11 its own violated Section 7 of the Clayton Act, 15 U.S.C. § 18.

12 331. As a result of the AIP Defendants and REV Group Defendants'
13 violations of Clayton Act Section 7, and the harm to competition caused by those
14 violations, Plaintiff has suffered substantial injuries to its business and property,
15 and is entitled to recover from the AIP Defendants and the REV Group Defendants
16 damages, in an amount to be proven at trial and automatically trebled, as provided
17 by 15 U.S.C. § 15.

18 332. Plaintiff will suffer actual and threatened irreparable injury and loss of
19 its business and property, for which there is no adequate remedy at law, unless the
20 Court enjoins the AIP Defendants and the REV Group Defendants from their
21 unlawful conduct and continuing and threatened future violations of the antitrust
22 laws. Plaintiff is thus entitled to injunctive relief against the AIP Defendants and
23 the REV Group Defendants under 15 U.S.C. § 26.

24 333. Plaintiff is also entitled to recover from the AIP Defendants and the
25 REV Group Defendants costs of suit, including reasonable attorney fees, as
26 provided by 15 U.S.C. §§ 15 and 26.

**CAUSE OF ACTION TWO: VIOLATIONS OF CLAYTON ACT § 7, 15
U.S.C. § 18**

Against the Oshkosh Defendants

334. Plaintiff restates, realleges, and incorporates by reference each of the allegations in paragraphs 1 through 325 as though fully set forth herein.

335. In 2021, Pierce acquired stock or other share capital providing an ownership interest in Boise Mobile Equipment, Inc., through its acquisition of a 25% ownership interest in BME Fire Trucks LLC, a subsidiary of Boise Mobile. Oshkosh controlled, directed, dictated, and encouraged Pierce's conduct with respect to, and directly and actively participated in, Pierce's acquisition of this ownership interest in the BME Defendants. Through their ownership interest, Oshkosh and Pierce can and do actively influence and direct the BME Defendants.

336. In 2022 Oshkosh Corporation acquired Maxi-Métal. Pierce controlled, directed, dictated, and encouraged Oshkosh's conduct with respect to, and directly and actively participated in, the Maxi-Métal acquisition.

337. Oshkosh and Pierce's acquisitions of Maxi-Métal and an ownership interest in the BME Defendants may substantially lessen competition or tend to create a monopoly—indeed, they have already substantially lessened competition and tended to create a monopoly—in the Fire Apparatus market in the United States, when considered as a series of acquisitions or individually. Oshkosh and Pierce's acquisition of Maxi-Métal, considered on its own, may substantially lessen competition or tend to create a monopoly—indeed, it has already substantially lessened competition and tended to create a monopoly—in the Custom Pumpers and Custom Chassis markets in the United States. Oshkosh and Pierce's acquisition of an ownership interest in the BME Defendants, on its own, may substantially lessen competition or tend to create a monopoly—indeed, it has already substantially lessened competition or tended to create a monopoly—in the Wildland Fire Apparatus market in the United States.

1 acquisition of this ownership interest in BME Fire Trucks. Through their
2 ownership interest, Oshkosh and Pierce can and do actively influence and direct
3 the BME Defendants.

4 345. Pierce and Oshkosh's acquisition of an ownership interest in the BME
5 Defendants may substantially lessen competition or tend to create a monopoly—
6 indeed, it has already substantially lessened competition and tended to create a
7 monopoly—in the Wildland Fire Apparatus and Fire Apparatus markets in the
8 United States.

9 346. The BME Defendants cannot show any cognizable efficiencies of
10 sufficient character and magnitude or any other countervailing factors such that the
11 acquisition was not anticompetitive.

12 347. Pierce and Oshkosh's acquisition of an ownership interest in the BME
13 Defendants violated Section 7 of the Clayton Act, 15 U.S.C. § 18.

14 348. As a result of the BME Defendants' violations of Clayton Act Section
15 7, and the harm to competition caused by those violations, Plaintiff has suffered
16 substantial injuries to its business and property, and is entitled to recover from the
17 BME Defendants damages, in an amount to be proven at trial and automatically
18 trebled, as provided by 15 U.S.C. § 15.

19 349. Plaintiff will suffer actual and threatened irreparable injury and loss of
20 its business and property, for which there is no adequate remedy at law, unless the
21 Court enjoins the BME Defendants from their unlawful conduct and continuing
22 and threatened future violations of the antitrust laws. Plaintiff is thus entitled to
23 injunctive relief against the BME Defendants under 15 U.S.C. § 26.

24 350. Plaintiff is also entitled to recover from the BME Defendants costs of
25 suit, including reasonable attorney fees, as provided by 15 U.S.C. §§ 15 and 26.

**CAUSE OF ACTION FOUR: VIOLATIONS OF SHERMAN ACT § 2, 15
U.S.C. § 2 – ATTEMPTED MONOPOLIZATION**

Against the REV Group Defendants and AIP Defendants

351. Plaintiff restates, realleges, and incorporates by reference each of the allegations in paragraphs 1 through 325 as though fully set forth herein.

352. Between 2008 and 2020, the AIP Defendants and REV Group, directly or indirectly, made four horizontal acquisitions in the Custom Chassis, Custom Pumper, Custom Aerial, Custom Quint, and Fire Apparatus markets in the United States. The AIP Defendants controlled, directed, dictated, and encouraged REV Group's conduct with respect to, and directly and actively participated in, the acquisitions of E-ONE, KME, Ferrara, and Spartan's emergency response unit.

353. The AIP Defendants and REV Group's acquisitions, considered cumulatively, constituted attempted monopolization of the Custom Chassis, Custom Pumper, Custom Aerial, Custom Quint, and Fire Apparatus markets in the United States, in violation of Section 2 of the Sherman Act, 15 U.S.C. § 2. The AIP Defendants and REV Group's acquisition of Spartan's emergency response unit on its own constituted attempted monopolization of the Custom Chassis market in the United States in violation of Section 2 of the Sherman Act, 15 U.S.C. § 2.

354. The REV Group Defendants possess market power in the Custom Chassis, Custom Pumper, Custom Aerial, Custom Quint, and Fire Apparatus markets in the United States, as demonstrated by, *inter alia*, their high market shares, barriers to entry, and ability to charge supra-competitive prices in the relevant markets.

355. The AIP Defendants and REV Group Defendants' acquisitions set forth above were anticompetitive, and they implemented their anticompetitive acquisition scheme, and otherwise acted, with the specific intent for the REV Group Defendants to monopolize the Custom Chassis, Custom Pumper, Custom Aerial, Custom Quint, and Fire Apparatus markets in the United States.

1 356. There is a dangerous probability that the AIP Defendants and REV
2 Group Defendants' anticompetitive acquisition scheme has resulted or will result in
3 the REV Group Defendants' achievement of a monopoly in the Custom Chassis,
4 Custom Pumper, Custom Aerial, Custom Quint, and Fire Apparatus markets in the
5 United States. The AIP Defendants and REV Group Defendants' anticompetitive
6 acquisition scheme has reduced competition and has produced anticompetitive
7 effects in these markets, including Plaintiff's antitrust injury and damages.

8 357. The AIP Defendants and REV Group Defendants' anticompetitive
9 acquisition scheme had no procompetitive benefit or justification. The
10 anticompetitive effects of their acquisitions outweigh any purported procompetitive
11 justifications.

12 358. As a result of the AIP Defendants and REV Group Defendants'
13 anticompetitive acquisition scheme, and the harm to competition caused by that
14 conduct, Plaintiff has suffered substantial injuries to its business and property, and
15 is entitled to recover from the AIP Defendants and REV Group Defendants
16 damages, in an amount to be proven at trial and automatically trebled, as provided
17 by 15 U.S.C. § 15.

18 359. Plaintiff will suffer actual and threatened irreparable injury and loss of
19 its business and property, for which there is no adequate remedy at law, unless the
20 Court enjoins the AIP Defendants and the REV Group Defendants from their
21 unlawful conduct and continuing and threatened future violations of the antitrust
22 laws. Plaintiff is thus entitled to injunctive relief against the AIP Defendants and
23 the REV Group Defendants under 15 U.S.C. § 26.

24 360. Plaintiff is also entitled to recover from the AIP Defendants and REV
25 Group Defendants costs of suit, including reasonable attorney fees, as provided by
26 15 U.S.C. §§ 15 and 26.

**CAUSE OF ACTION FIVE: VIOLATIONS OF SHERMAN ACT § 2, 15
U.S.C. § 2 – ATTEMPTED MONOPOLIZATION**

Against the Oshkosh Defendants

361. Plaintiff restates, realleges, and incorporates by reference each of the allegations in paragraphs 1 through 325 as though fully set forth herein.

362. In 2021, Pierce acquired stock or other share capital providing an ownership interest in Boise Mobile Equipment, Inc., through its acquisition of a 25% ownership interest in BME Fire Trucks LLC, a subsidiary of Boise Mobile, and began engaging in concerted activity with the BME Defendants in the Wildland Fire Apparatus and Fire Apparatus markets in the United States. Oshkosh controlled, directed, dictated, and encouraged Pierce's conduct with respect to, and directly and actively participated in, Pierce's acquisition of this ownership interest in the BME Defendants and this combination with the BME Defendants. Through their ownership interest, Pierce and Oshkosh can and do actively influence and direct the BME Defendants.

363. In 2022 Oshkosh Corporation acquired Maxi-Métal. Pierce controlled, directed, dictated, and encouraged Oshkosh's conduct with respect to, and directly and actively participated in, the Maxi-Métal acquisition.

364. Oshkosh and Pierce's acquisitions of Maxi-Métal and an ownership interest in the BME Defendants and their combination with the BME Defendants constituted attempted monopolization of the Fire Apparatus market in the United States, when considered as a series of acquisitions or individually, in violation of Section 2 of the Sherman Act, 15 U.S.C. § 2. Oshkosh and Pierce's acquisition of Maxi-Métal, considered on its own, constituted attempted monopolization of the Custom Pumpers market in the United States, in violation of Section 2 of the Sherman Act, 15 U.S.C. § 2. Oshkosh and Pierce's acquisition of an ownership interest in the BME Defendants and their combination with the BME Defendants, on their own, constituted attempted monopolization of the Wildland Fire Apparatus

1 market in the United States, in violation of Section 2 of the Sherman Act, 15
2 U.S.C. § 2.

3 365. The Oshkosh Defendants possess market power in the Custom
4 Pumper and Fire Apparatus markets in the United States, as demonstrated by, *inter*
5 *alia*, their high market shares, barriers to entry, and ability to charge supra-
6 competitive prices in those relevant markets. The BME Defendants possess market
7 power in the Wildland Fire Apparatus market in the United States, as demonstrated
8 by, *inter alia*, their high market share, barriers to entry, and ability to charge supra-
9 competitive prices in that relevant market. The Oshkosh Defendants combined
10 with the BME Defendants possess market power in the Wildland Fire Apparatus
11 and Fire Apparatus markets in the United States, as demonstrated by, *inter alia*,
12 their high combined market shares, barriers to entry, and ability to charge supra-
13 competitive prices in those relevant markets.

14 366. The Oshkosh Defendants' acquisitions and combinations set forth
15 above were anticompetitive, and they implemented their anticompetitive
16 acquisitions and combinations, and otherwise acted, with the specific intent to
17 monopolize the Custom Pumper, Wildland Fire Apparatus, and Fire Apparatus
18 markets in the United States.

19 367. There is a dangerous probability that the Oshkosh Defendants'
20 anticompetitive acquisitions and combinations have resulted or will result in the
21 achievement of a monopoly in the Custom Pumper, Wildland Fire Apparatus, and
22 Fire Apparatus markets in the United States. The Oshkosh Defendants'
23 anticompetitive acquisitions and combinations have reduced competition and have
24 produced anticompetitive effects in these markets, including Plaintiff's antitrust
25 injury and damages.

26 368. The Oshkosh Defendants' anticompetitive acquisitions and
27 combinations had no procompetitive benefit or justification. The anticompetitive
28

1 effects of their acquisitions and combinations outweigh any purported
2 procompetitive justifications.

3 369. As a result of the Oshkosh Defendants' anticompetitive acquisitions
4 and combinations, and the harm to competition caused by that conduct, Plaintiff
5 has suffered substantial injuries to its business and property, and is entitled to
6 recover from the Oshkosh Defendants damages, in an amount to be proven at trial
7 and automatically trebled, as provided by 15 U.S.C. § 15.

8 370. Plaintiff will suffer actual and threatened irreparable injury and loss of
9 its business and property, for which there is no adequate remedy at law, unless the
10 Court enjoins the Oshkosh Defendants from their unlawful conduct and continuing
11 and threatened future violations of the antitrust laws. Plaintiff is thus entitled to
12 injunctive relief against the Oshkosh Defendants under 15 U.S.C. § 26.

13 371. Plaintiff is also entitled to recover from the Oshkosh Defendants costs
14 of suit, including reasonable attorney fees, as provided by 15 U.S.C. §§ 15 and 26.

15 **CAUSE OF ACTION SIX: VIOLATIONS OF SHERMAN ACT § 2, 15 U.S.C.**

16 **§ 2 – ATTEMPTED MONOPOLIZATION**

17 *Against the BME Defendants*

18 372. Plaintiff restates, realleges, and incorporates by reference each of the
19 allegations in paragraphs 1 through 325 as though fully set forth herein.

20 373. In 2021, Pierce acquired an ownership interest in Boise Mobile
21 Equipment, Inc., through its acquisition of a 25% stock or other share capital
22 providing an ownership interest in BME Fire Trucks LLC, a subsidiary of Boise
23 Mobile, and began engaging in anticompetitive concerted activity with the BME
24 Defendants in the Wildland Fire Apparatus and Fire Apparatus markets in the
25 United States. Boise Mobile controlled, directed, dictated, and encouraged BME
26 Fire Trucks' conduct with respect to, and directly and actively participated in, this
27 sale of an ownership interest to and combination with Pierce and Oshkosh.
28

1 Through their ownership interest, Pierce and Oshkosh can and do actively
2 influence and direct the BME Defendants.

3 374. The BME Defendants' sale of an ownership interest in the BME
4 Defendants to Pierce and Oshkosh and their concerted activity with Pierce and
5 Oshkosh in the Wildland Fire Apparatus and Fire Apparatus markets constituted
6 attempted monopolization of the Wildland Fire Apparatus and Fire Apparatus
7 markets in the United States, in violation of Section 2 of the Sherman Act, 15
8 U.S.C. § 2.

9 375. The BME Defendants possess market power in the Wildland Fire
10 Apparatus market in the United States, as demonstrated by, *inter alia*, their high
11 market share, barriers to entry, and ability to charge supra-competitive prices in
12 that relevant market. The Oshkosh Defendants possess market power in the Fire
13 Apparatus market in the United States, as demonstrated by, *inter alia*, their high
14 market share, barriers to entry, and ability to charge supra-competitive prices in
15 that relevant market. The Oshkosh Defendants combined with the BME
16 Defendants possess market power in the Wildland Fire Apparatus and Fire
17 Apparatus markets in the United States, as demonstrated by, *inter alia*, their high
18 combined market shares, barriers to entry, and ability to charge supra-competitive
19 prices in those relevant markets.

20 376. The BME Defendants' sale of an ownership interest to and
21 combination with Pierce and Oshkosh set forth above were anticompetitive, and
22 they engaged in this anticompetitive conduct, and otherwise acted, with the
23 specific intent to monopolize the Wildland Fire Apparatus and Fire Apparatus
24 markets in the United States.

25 377. There is a dangerous probability that the BME Defendants' sale of an
26 ownership interest to and combination with Pierce and Oshkosh have resulted or
27 will result in the achievement of a monopoly in the Wildland Fire Apparatus and
28 Fire Apparatus markets in the United States. This conduct has reduced competition

1 and has produced anticompetitive effects in the Wildland Fire Apparatus and Fire
2 Apparatus markets, including Plaintiff's antitrust injury and damages.

3 378. The BME Defendants' sale of an ownership interest to and
4 combination with Pierce and Oshkosh had no procompetitive benefit or
5 justification. The anticompetitive effects of this conduct outweigh any purported
6 procompetitive justifications.

7 379. As a result of the BME Defendants' sale of an ownership interest to
8 and combination with Pierce and Oshkosh, and the harm to competition caused by
9 that conduct, Plaintiff has suffered substantial injuries to its business and property,
10 and is entitled to recover from the BME Defendants damages, in an amount to be
11 proven at trial and automatically trebled, as provided by 15 U.S.C. § 15.

12 380. Plaintiff will suffer actual and threatened irreparable injury and loss of
13 its business and property, for which there is no adequate remedy at law, unless the
14 Court enjoins the BME Defendants from their unlawful conduct and continuing
15 and threatened future violations of the antitrust laws. Plaintiff is thus entitled to
16 injunctive relief against the BME Defendants under 15 U.S.C. § 26.

17 381. Plaintiff is also entitled to recover from the BME Defendants costs of
18 suit, including reasonable attorney fees, as provided by 15 U.S.C. §§ 15 and 26.

19 **CAUSE OF ACTION SEVEN: VIOLATIONS OF SHERMAN ACT § 1, 15**

20 **U.S.C. § 1 – COMBINATION IN RESTRAINT OF TRADE**

21 ***Against Pierce and Oshkosh and the BME Defendants***

22 382. Plaintiff restates, realleges, and incorporates by reference each of the
23 allegations in paragraphs 1 through 325 as though fully set forth herein.

24 383. In 2021, Pierce acquired an ownership interest in Boise Mobile
25 Equipment, Inc., through its acquisition of a 25% stock or other share capital
26 providing ownership interest in BME Fire Trucks LLC, a subsidiary of Boise
27 Mobile, and began engaging in anticompetitive concerted activity with the BME
28 Defendants in the Wildland Fire Apparatus and Fire Apparatus markets in the

1 United States. Oshkosh controlled, directed, dictated, and encouraged Pierce's
2 conduct with respect to, and directly and actively participated in, Pierce's
3 acquisition of this ownership interest in the BME Defendants and this combination
4 with the BME Defendants. Boise Mobile controlled, directed, dictated, and
5 encouraged BME Fire Trucks' conduct with respect to, and directly and actively
6 participated in, this sale of an ownership interest to and combination with Pierce
7 and Oshkosh.

8 384. Pierce and Oshkosh's acquisition of an ownership interest in the BME
9 Defendants and their concerted activity with the BME Defendants in the Wildland
10 Fire Apparatus and Fire Apparatus markets in the United States, and the BME
11 Defendants' sale of an ownership interest in the BME Defendants to Pierce and
12 Oshkosh and their concerted activity with Pierce and Oshkosh in the Wildland Fire
13 Apparatus and Fire Apparatus markets in the United States, constitute a contract,
14 combination in the form of trust or otherwise, and conspiracy in restraint of trade
15 in the Wildland Fire Apparatus and Fire Apparatus markets in the United States, in
16 violation of Section 1 of the Sherman Act, 15 U.S.C. § 1.

17 385. Pierce, Oshkosh, and the BME Defendants' combination is a nakedly
18 anticompetitive, per se illegal horizontal restraint of trade amongst competitors.
19 Before the combination, Pierce and Oshkosh and the BME Defendants were
20 independently competing with each other in the Wildland Fire Apparatus and Fire
21 Apparatus markets in the United States, including to research, innovate, develop,
22 market, and sell Fire Apparatuses in those markets. The combination has enabled
23 these Defendants to reduce or avoid that competition and instead to coordinate on
24 research, investment, development, marketing, and sale of Fire Apparatuses. An
25 observer with even a rudimentary understanding of economics would conclude that
26 the combination would have anticompetitive effects on customers in the U.S.
27 markets for Wildland Fire Apparatuses and Fire Apparatuses.

1 386. In the alternative, Pierce, Oshkosh, and the BME Defendants'
2 combination is an unreasonable restraint of trade. The Oshkosh Defendants have
3 market power in the Fire Apparatus market in the United States, as demonstrated
4 by, *inter alia*, their high market share, barriers to entry, and ability to charge supra-
5 competitive prices in that relevant market. The BME Defendants have market
6 power in the Wildland Fire Apparatus market in the United States, as demonstrated
7 by, *inter alia*, their high market share, barriers to entry, and ability to charge supra-
8 competitive prices in that relevant market. Pierce and Oshkosh combined with the
9 BME Defendants possess market power in the Wildland Fire Apparatus and Fire
10 Apparatus markets in the United States, as demonstrated by, *inter alia*, their high
11 combined market shares, barriers to entry, and ability to charge supra-competitive
12 prices in those relevant markets. Pierce, Oshkosh, and the BME Defendants'
13 combination has reduced and harmed competition in the Wildland Fire Apparatus
14 and Fire Apparatus markets in the United States. The combination has no
15 procompetitive benefit or justification. The anticompetitive effects of the
16 combination outweigh any purported procompetitive justifications.

17 387. As a result of Pierce, Oshkosh, and the BME Defendants'
18 combination, and the harm to competition caused by that conduct, Plaintiff has
19 suffered substantial injuries to its business and property, and is entitled to recover
20 from Pierce, Oshkosh, and the BME Defendants damages, in an amount to be
21 proven at trial and automatically trebled, as provided by 15 U.S.C. § 15.

22 388. Plaintiff will suffer actual and threatened irreparable injury and loss of
23 its business and property, for which there is no adequate remedy at law, unless the
24 Court enjoins Pierce, Oshkosh, and the BME Defendants from their unlawful
25 conduct and continuing and threatened future violations of the antitrust laws.
26 Plaintiff is thus entitled to injunctive relief against Pierce, Oshkosh, and the BME
27 Defendants under 15 U.S.C. § 26.
28

1 389. Plaintiff is also entitled to recover from Pierce, Oshkosh, and the
2 BME Defendants costs of suit, including reasonable attorney fees, as provided by
3 15 U.S.C. §§ 15 and 26.

4 **CAUSE OF ACTION EIGHT: VIOLATIONS OF SHERMAN ACT § 2, 15**

5 **U.S.C. § 2 – CONSPIRACY TO MONOPOLIZE**

6 ***Against Pierce, Oshkosh, and the BME Defendants***

7 390. Plaintiff restates, realleges, and incorporates by reference each of the
8 allegations in paragraphs 1 through 325 as though fully set forth herein.

9 391. Pierce, Oshkosh, and the BME Defendants knowingly entered into an
10 agreement or mutual understanding to obtain or maintain Pierce and Oshkosh's
11 and/or the BME Defendants' monopoly power in the Wildland Fire Apparatus and
12 Fire Apparatus markets in the United States, in violation of Sherman Act Section 2,
13 15 U.S.C. § 2.

14 392. Pierce, Oshkosh, and the BME Defendants specifically intended that
15 Pierce and Oshkosh and/or the BME Defendants would obtain or maintain
16 monopoly power in the Wildland Fire Apparatus and Fire Apparatus markets in the
17 United States.

18 393. Pierce's, Oshkosh's, and the BME Defendants' acts in furtherance of
19 the conspiracy include Pierce's acquisition of an ownership interest in Boise
20 Mobile, through its acquisition of a 25% ownership interest in BME Fire Trucks;
21 Pierce, Oshkosh, and the BME Defendants' announced "partnership" with respect
22 to Wildland Fire Apparatuses; and their ongoing coordination of their activities in
23 the U.S. markets for Fire Apparatuses and Wildland Fire Apparatuses. Oshkosh
24 controlled, directed, dictated, and encouraged Pierce's conduct with respect to, and
25 directly and actively participated in, Pierce's acquisition of this ownership interest
26 in the BME Defendants and this combination with the BME Defendants. Boise
27 Mobile controlled, directed, dictated, and encouraged BME Fire Trucks' conduct
28

1 with respect to, and directly and actively participated in, this sale of an ownership
2 interest to and combination with Pierce and Oshkosh.

3 394. The conspiracy reduced competition and has produced
4 anticompetitive effects in the Wildland Fire Apparatus and Fire Apparatus markets
5 in the United States, including Plaintiff's antitrust injury and damages.

6 395. As a result of the conspiracy, and the harm to competition caused by
7 the conspiracy, Plaintiff has suffered substantial injuries to its business and
8 property, and is entitled to recover from Pierce, Oshkosh, and the BME Defendants
9 damages, in an amount to be proven at trial and automatically trebled, as provided
10 by 15 U.S.C. § 15.

11 396. Plaintiff will suffer actual and threatened irreparable injury and loss of
12 its business and property, for which there is no adequate remedy at law, unless the
13 Court enjoins Pierce, Oshkosh, and the BME Defendants from their unlawful
14 conduct and continuing and threatened future violations of the antitrust laws.
15 Plaintiff is thus entitled to injunctive relief against Pierce, Oshkosh, and the BME
16 Defendants under 15 U.S.C. § 26.

17 397. Plaintiff is also entitled to recover from Pierce, Oshkosh, and the
18 BME Defendants costs of suit, including reasonable attorney fees, as provided by
19 15 U.S.C. §§ 15 and 26.

20 **CAUSE OF ACTION NINE: VIOLATIONS OF CALIFORNIA**
21 **CARTWRIGHT ACT, CAL. BUS. & PROF. CODE § 16720 *ET SEQ.* –**
22 **UNLAWFUL TRUST**

23 ***Against Pierce, Oshkosh, and the BME Defendants***

24 398. Plaintiff restates, realleges, and incorporates by reference each of the
25 allegations in paragraphs 1 through 325 as though fully set forth herein.

26 399. In 2021, Pierce acquired an ownership interest in Boise Mobile
27 Equipment, Inc., through its acquisition of a 25% stock or other share capital
28 providing ownership interest in BME Fire Trucks LLC, a subsidiary of Boise

1 Mobile, and began engaging in anticompetitive concerted activity with the BME
2 Defendants in the Wildland Fire Apparatus and Fire Apparatus markets in the
3 United States. Oshkosh controlled, directed, dictated, and encouraged Pierce's
4 conduct with respect to, and directly and actively participated in, Pierce's
5 acquisition of this ownership interest in the BME Defendants and this combination
6 with the BME Defendants. Boise Mobile controlled, directed, dictated, and
7 encouraged BME Fire Trucks' conduct with respect to, and directly and actively
8 participated in, this sale of an ownership interest to and combination with Pierce
9 and Oshkosh.

10 400. Pierce and Oshkosh's acquisition of an ownership interest in the BME
11 Defendants and their concerted activity with the BME Defendants in the Wildland
12 Fire Apparatus and Fire Apparatus markets in the United States, and the BME
13 Defendants' sale of an ownership interest in the BME Defendants to Pierce and
14 Oshkosh and their concerted activity with Pierce and Oshkosh in the Wildland Fire
15 Apparatus and Fire Apparatus markets in the United States, constitute an unlawful
16 trust.

17 401. Pierce and Oshkosh and the BME Defendants have combined their
18 capital, skill, and acts for the purpose of creating or carrying out restrictions in the
19 Wildland Fire Apparatus and Fire Apparatus markets in the United States; limiting
20 or reducing the production of and increasing the prices of Fire Apparatuses,
21 including Wildland Fire Apparatuses, in the United States; preventing competition
22 in manufacturing, making, and selling Fire Apparatuses, including Wildland Fire
23 Apparatuses, in the United States; fixing at a standard or figure, whereby their
24 prices to the public and consumers are controlled or established, Fire Apparatuses,
25 including Wildland Fire Apparatuses, in the United States; and making, entering
26 into, and executing and carrying out a contract, obligation, and agreement by
27 which they bound themselves not to sell Fire Apparatuses, including Wildland Fire
28 Apparatuses, below a common standard figure or fixed value in the United States,

1 agreed to keep the prices of Fire Apparatuses, including Wildland Fire
2 Apparatuses, in the United States at a fixed or graduated figure, established or
3 settled the prices of Fire Apparatuses, including Wildland Fire Apparatuses, in the
4 United States between themselves so as directly and indirectly to preclude a free
5 and unrestricted competition among themselves, and agreed to pool, combine, and
6 directly and indirectly unite their respective interests connected with the sale of
7 Fire Apparatuses, including Wildland Fire Apparatuses, in the United States that
8 their prices might in any manner be affected.

9 402. Following Pierce's acquisition of an ownership interest in BME Fire
10 Trucks LLC, Pierce and Oshkosh, on one hand, and the Boise Mobile Defendants,
11 on the other, remained separate entities and maintained separate and independent
12 interests, and yet acted in concert, or combined, including not only by both holding
13 ownership interests in BME Fire Trucks but also by working together and
14 "partnering" with respect to Wildland Fire Apparatuses and Fire Apparatuses that
15 they otherwise compete to manufacture, market, and sell. Pierce and Oshkosh, on
16 one hand, and the Boise Mobile Defendants, on the other, have thus engaged in
17 cooperative action for an anticompetitive purpose while otherwise continuing to
18 exist as independent, competing entities. For example, following the combination,
19 Pierce and the BME Defendants both have continued to market and sell their
20 respective Type 3 Fire Apparatuses (Pierce's BXTM Wildland and the BME
21 Defendants' Cal Fire Model 34, Targhee, Summit, Rocky Mountain, and Tamarack
22 models).

23 403. Pierce, Oshkosh, and the BME Defendants' combination is a nakedly
24 anticompetitive, per se illegal horizontal restraint of trade amongst competitors that
25 violates the California Cartwright Act, Cal. Bus. & Prof. Code § 16720, *et seq.*
26 Before the combination, Pierce and Oshkosh and the BME Defendants were
27 independently competing with each other in the Wildland Fire Apparatus and Fire
28 Apparatus markets in the United States, including to research, innovate, develop,

1 market, and sell Fire Apparatuses in those markets. The combination has enabled
2 these Defendants to reduce or avoid that competition and instead to coordinate on
3 research, investment, development, marketing, and sale of Fire Apparatuses. An
4 observer with even a rudimentary understanding of economics would conclude that
5 the combination would have anticompetitive effects on customers in the U.S.
6 markets for Wildland Fire Apparatuses and Fire Apparatuses.

7 404. In the alternative, Pierce, Oshkosh, and the BME Defendants'
8 combination is an unreasonable restraint of trade that violates the California
9 Cartwright Act, Cal. Bus. & Prof. Code § 16720, *et seq.* Pierce and Oshkosh have
10 market power in the Fire Apparatus market in the United States, as demonstrated
11 by, *inter alia*, their high market share, barriers to entry, and ability to charge supra-
12 competitive prices in that relevant market. The BME Defendants have market
13 power in the Wildland Fire Apparatus market in the United States, as demonstrated
14 by, *inter alia*, their high market share, barriers to entry, and ability to charge supra-
15 competitive prices in that relevant market. Pierce and Oshkosh combined with the
16 BME Defendants possess market power in the Wildland Fire Apparatus and Fire
17 Apparatus markets in the United States, as demonstrated by, *inter alia*, their high
18 combined market shares, barriers to entry, and ability to charge supra-competitive
19 prices in those relevant markets. Pierce, Oshkosh, and the BME Defendants'
20 combination has reduced and harmed competition in the Wildland Fire Apparatus
21 and Fire Apparatus markets in the United States. The combination has no
22 procompetitive benefit or justification. The anticompetitive effects of the
23 combination outweigh any purported procompetitive justifications.

24 405. Pierce, Oshkosh, and the BME Defendants' combination, and the
25 harm to competition caused by that conduct, were a substantial factor in Plaintiff's
26 suffering of substantial injuries to its business and property. Plaintiff is entitled to
27 recover from Pierce, Oshkosh, and the BME Defendants damages, in an amount to
28 be proven at trial and automatically trebled, as provided by Cal. Bus. & Prof. Code

1 § 16750, as well as the interest on the total damages pursuant to Cal. Bus. & Prof.
2 Code § 16761.

3 406. Plaintiff will suffer actual and threatened irreparable injury and loss of
4 its business and property, for which there is no adequate remedy at law, unless the
5 Court enjoins Pierce, Oshkosh, and the BME Defendants from their unlawful
6 conduct and continuing and threatened future violations of the antitrust laws.
7 Plaintiff is thus entitled to injunctive relief against Pierce, Oshkosh, and the BME
8 Defendants under Cal. Bus. & Prof. Code §§ 16750 and 16754.5.

9 407. Plaintiff is also entitled to recover from the Pierce, Oshkosh, and the
10 BME Defendants costs of suit, including reasonable attorney fees, as provided by
11 Cal. Bus. & Prof. Code § 16750.

12 **CAUSE OF ACTION TEN: VIOLATIONS OF SHERMAN ACT § 2, 15**

13 **U.S.C. § 2 – CONSPIRACY TO MONOPOLIZE (PIERCE PARTS)**

14 ***Against the Oshkosh Defendants***

15 408. Plaintiff restates, realleges, and incorporates by reference each of the
16 allegations in paragraphs 1 through 325 as though fully set forth herein.

17 409. Pierce has knowingly entered into agreements or mutual
18 understandings with Pierce-authorized replacement parts dealers/suppliers to
19 obtain or maintain Pierce's monopoly power in markets for replacement parts for
20 Pierce Fire Apparatuses in the United States, in violation of Sherman Act Section
21 2, 15 U.S.C. § 2. Oshkosh controlled, directed, dictated, and encouraged these
22 agreements or mutual understandings between Pierce and Pierce-authorized
23 replacement parts dealers/suppliers, and directly and actively participated in those
24 agreements or understandings. There is a reasonable probability that the Oshkosh
25 Defendants, including Maxi-Métal, have entered or will enter into agreements or
26 mutual understandings with Pierce- and Maxi-Métal-authorized replacement parts
27 dealers/suppliers to obtain or maintain the Oshkosh Defendants' monopoly power
28 in markets for replacement parts for Maxi-Métal Fire Apparatuses.

1 410. Pierce, Oshkosh, and Pierce-authorized replacement parts
2 dealers/suppliers conspired with the specific intent that Pierce would obtain or
3 maintain monopoly power in markets for replacement parts for Pierce Fire
4 Apparatuses in the United States.

5 411. Pierce and its authorized replacement parts dealers/suppliers engaged
6 in overt acts in furtherance of the conspiracy to monopolize the markets for
7 replacement parts for Pierce Fire Apparatuses in the United States. Pierce's acts in
8 furtherance of the conspiracy include entering into and enforcing agreements with
9 Pierce-authorized replacement parts dealers/suppliers under which the
10 dealers/suppliers agree not to sell non-Pierce proprietary replacement parts to
11 customers for their Pierce Fire Apparatuses even when they are compatible, to
12 exclusively sell Pierce proprietary replacement parts to those customers, to void or
13 dishonor or threaten to void or dishonor the Pierce warranty of any customer who
14 purchased and installed a non-Pierce proprietary replacement part in their Pierce
15 Fire Apparatus, and not to cover under a customer's Pierce warranty the
16 replacement of a part in the customer's Pierce Fire Apparatus with a non-Pierce
17 proprietary replacement part. Pierce's replacement parts dealers/suppliers entered
18 into the above-described agreements with Pierce. Oshkosh controlled, directed,
19 dictated, and encouraged these acts, and directly and actively participated in them.

20 412. The conspiracy reduced competition and has harmed competition in
21 relevant markets for replacement parts for Pierce Fire Apparatuses in the United
22 States, and has produced significant anticompetitive effects, leading to Plaintiff's
23 antitrust injury and damages.

24 413. As a result of the conspiracy, and the harm to competition caused by
25 the conspiracy, Plaintiff has suffered substantial injuries to its business and
26 property, and is entitled to recover from Oshkosh and Pierce damages, in an
27 amount to be proven at trial and automatically trebled, as provided by 15 U.S.C. §
28 15.

1 414. Plaintiff will suffer actual and threatened irreparable injury and loss of
2 its business and property, for which there is no adequate remedy at law, unless the
3 Court enjoins the Oshkosh Defendants from their unlawful conduct and continuing
4 and threatened future violations of the antitrust laws. Plaintiff is thus entitled to
5 injunctive relief against the Oshkosh Defendants under 15 U.S.C. § 26.

6 415. Plaintiff is also entitled to recover from the Oshkosh Defendants costs
7 of suit, including reasonable attorney fees, as provided by 15 U.S.C. §§ 15 and 26.

8 **CAUSE OF ACTION ELEVEN: VIOLATIONS OF CLAYTON ACT § 3, 15**
9 **U.S.C. § 14 – EXCLUSIVE DEALING (PIERCE PARTS)**

10 *Against the Oshkosh Defendants*

11 416. Plaintiff restates, realleges, and incorporates by reference each of the
12 allegations in paragraphs 1 through 325 as though fully set forth herein.

13 417. Pierce has sold and contracted to sell, and fixed the price charged for,
14 replacement parts for use in Pierce Fire Apparatuses in the United States on the
15 agreement and understanding from Pierce-authorized replacement parts
16 dealers/suppliers that they will not use or deal in replacement parts for Pierce Fire
17 Apparatuses of competitors of Pierce, thereby violating Clayton Act Section 3, 15
18 U.S.C. § 14. Oshkosh has controlled, directed, dictated, and encouraged these
19 agreements and understandings between Pierce and Pierce-authorized replacement
20 parts dealers/suppliers, and directly and actively participated in those agreements
21 and understandings. There is a reasonable probability that the Oshkosh Defendants,
22 including Maxi-Métal, have entered or will enter into agreements or mutual
23 understandings with Pierce- and Maxi-Métal-authorized replacement parts
24 dealers/suppliers to obtain or maintain the Oshkosh Defendants' dominance in
25 markets for replacement parts for Maxi-Métal Fire Apparatuses.

26 418. Pierce is dominant in the relevant markets for replacement parts for
27 Pierce Fire Apparatuses in the United States. The effect of Pierce's exclusive
28 agreements and understandings with its authorized parts dealers/suppliers may be

1 to substantially lessen competition or tend to create a monopoly—indeed, they
2 have already substantially lessened competition and tended to create a monopoly—
3 in those markets. With respect to the relevant U.S. market for each replacement
4 part for Pierce Fire Apparatuses that Pierce sells and contracts to sell on the
5 agreement or understanding that the replacement parts dealer/supplier will not use
6 or deal in a competing replacement part, a substantial volume of commerce has
7 been affected, competitors of Pierce have been substantially foreclosed, and
8 competition has been harmed. Pierce’s agreements and understandings have no
9 procompetitive benefit or justification. The anticompetitive effects of the
10 agreements and understandings outweigh any purported procompetitive
11 justifications.

12 419. As a result of Pierce’s agreements and understandings in violation of
13 Clayton Act Section 3, 15 U.S.C. § 14, and the harm to competition caused
14 thereby, Plaintiff has suffered substantial injuries to its business and property, and
15 is entitled to recover from Oshkosh and Pierce damages, in an amount to be proven
16 at trial and automatically trebled, as provided by 15 U.S.C. § 15.

17 420. Plaintiff will suffer actual and threatened irreparable injury and loss of
18 its business and property, for which there is no adequate remedy at law, unless the
19 Court enjoins the Oshkosh Defendants from their unlawful conduct and continuing
20 and threatened future violations of the antitrust laws. Plaintiff is thus entitled to
21 injunctive relief against the Oshkosh Defendants under 15 U.S.C. § 26.

22 421. Plaintiff is also entitled to recover from the Oshkosh Defendants costs
23 of suit, including reasonable attorney fees, as provided by 15 U.S.C. §§ 15 and 26.

**CAUSE OF ACTION TWELVE: VIOLATIONS OF CARTWRIGHT ACT,
CAL. BUS. & PROF. CODE § 16727 – EXCLUSIVE DEALING (PIERCE
PARTS)**

Against the Oshkosh Defendants

422. Plaintiff restates, realleges, and incorporates by reference each of the allegations in paragraphs 1 through 325 as though fully set forth herein.

423. Pierce has sold and contracted to sell, and fixed the price charged for, replacement parts for use in Pierce Fire Apparatuses in the United States, including California, on the condition, agreement, and understanding from Pierce-authorized replacement parts dealers/suppliers that they will not use or deal in replacement parts for Pierce Fire Apparatuses of competitors of Pierce, thereby violating the California Cartwright Act, Cal. Bus. & Prof. Code § 16727. Oshkosh has controlled, directed, dictated, and encouraged these conditions, agreements, and understandings between Pierce and Pierce-authorized replacement parts dealers/suppliers, and directly and actively participated in those agreements and understandings. There is a reasonable probability that the Oshkosh Defendants, including Maxi-Métal, have entered or will enter into conditions, agreements, or mutual understandings with Pierce- and Maxi-Métal-authorized replacement parts dealers/suppliers to obtain or maintain the Oshkosh Defendants' dominance in markets for replacement parts for Maxi-Métal Fire Apparatuses.

424. Pierce has a dominant position in relevant markets for replacement parts for Pierce Fire Apparatuses in the United States. With respect to the relevant U.S. market for each replacement part for Pierce Fire Apparatuses that Pierce sells and contracts to sell on the condition, agreement, or understanding that the replacement parts dealer/supplier will not use or deal in a competing replacement part, a substantial volume of commerce has been affected, competitors of Pierce have been substantially foreclosed, and competition has been harmed. Pierce's conditions, agreements, and understandings have no procompetitive benefit or

1 justification. The anticompetitive effects of the conditions, agreements, and
2 understandings outweigh any purported procompetitive justifications.

3 425. Pierce's conditions, agreements, and understandings in violation of the
4 California Cartwright Act, Cal. Bus. & Prof. Code § 16727, and the harm to
5 competition caused by that conduct, were a substantial factor in Plaintiff's
6 suffering of substantial injuries to its business and property. Plaintiff is entitled to
7 recover from Oshkosh and Pierce damages, in an amount to be proven at trial and
8 automatically trebled, as provided by Cal. Bus. & Prof. Code § 16750, as well as
9 the interest on the total damages pursuant to Cal. Bus. & Prof. Code § 16761.

10 426. Plaintiff will suffer actual and threatened irreparable injury and loss of
11 its business and property, for which there is no adequate remedy at law, unless the
12 Court enjoins the Oshkosh Defendants from their unlawful conduct and continuing
13 and threatened future violations of the antitrust laws. Plaintiff is thus entitled to
14 injunctive relief against the Oshkosh Defendants under Cal. Bus. & Prof. Code
15 §§ 16750 and 16754.5.

16 427. Plaintiff is also entitled to recover from the Oshkosh Defendants costs
17 of suit, including reasonable attorney fees, as provided by Cal. Bus. & Prof. Code
18 § 16750.

19 **CAUSE OF ACTION THIRTEEN: VIOLATIONS OF CARTWRIGHT ACT,**
20 **CAL. BUS. & PROF. CODE § 16720, ET SEQ. – UNLAWFUL TRUST**
21 **(PIERCE PARTS)**

22 *Against the Oshkosh Defendants*

23 428. Plaintiff restates, realleges, and incorporates by reference each of the
24 allegations in paragraphs 1 through 325 as though fully set forth herein.

25 429. Pierce has sold and contracted to sell, and fixed the price charged for,
26 replacement parts for use in Pierce Fire Apparatuses in the United States, including
27 California, on the agreement and understanding from Pierce-authorized
28 replacement parts dealers/suppliers that they will not use or deal in replacement

1 parts for Pierce Fire Apparatuses of competitors of Pierce. Oshkosh has controlled,
2 directed, dictated, and encouraged these agreements and understandings between
3 Pierce and Pierce-authorized replacement parts dealers/suppliers, and directly and
4 actively participated in those agreements and understandings. There is a reasonable
5 probability that the Oshkosh Defendants, including Maxi-Métal, have entered or
6 will enter into agreements or mutual understandings with Pierce- and Maxi-Métal-
7 authorized replacement parts dealers/suppliers to obtain or maintain the Oshkosh
8 Defendants' dominance in markets for replacement parts for Maxi-Métal Fire
9 Apparatuses.

10 430. In so doing, Pierce has entered into unlawful trusts with its Pierce-
11 authorized replacement parts dealers/suppliers, in violation of the California
12 Cartwright Act, Cal. Bus. & Prof. Code § 16720, *et seq.* Pierce and these
13 dealers/suppliers have combined their capital, skill, and acts for the purpose of
14 creating or carrying out restrictions in U.S. markets for replacement parts for
15 Pierce Fire Apparatuses; limiting or reducing the production of and increasing the
16 prices of replacement parts for Pierce Fire Apparatuses in the United States;
17 preventing competition in manufacturing, making, and selling replacement parts
18 for Pierce Fire Apparatuses in the United States; fixing at a standard or figure,
19 whereby their prices to the public and consumers are controlled or established,
20 replacement parts for Pierce Fire Apparatuses in the United States; and making,
21 entering into, and executing and carrying out a contract, obligation, and agreement
22 by which they agreed to pool, combine, and directly and indirectly unite their
23 respective interests connected with the sale of replacement parts for Pierce Fire
24 Apparatuses in the United States that their prices might in any manner be affected.

25 431. Pierce's agreements and understandings with its authorized
26 replacement parts dealers/suppliers are unreasonable restraints of trade. Pierce has
27 a dominant position in relevant markets for replacement parts for Pierce Fire
28 Apparatuses in the United States. With respect to the relevant U.S. market for each

1 replacement part for Pierce Fire Apparatuses that Pierce sells and contracts to sell
2 on the agreement or understanding that the replacement parts dealer/supplier will
3 not use or deal in a competing replacement part, a substantial volume of commerce
4 has been affected, competitors of Pierce have been substantially foreclosed, and
5 competition has been harmed. Pierce's agreements and understandings have no
6 procompetitive benefit or justification. The anticompetitive effects of the
7 agreements and understandings outweigh any purported procompetitive
8 justifications.

9 432. Pierce's agreements and understandings with its authorized
10 replacement parts dealers/suppliers were a substantial factor in Plaintiff's suffering
11 of substantial injuries to its business and property. The City is entitled to recover
12 from Oshkosh and Pierce damages, in an amount to be proven at trial and
13 automatically trebled, as provided by Cal. Bus. & Prof. Code § 16750, as well as
14 the interest on the total damages pursuant to Cal. Bus. & Prof. Code § 16761.

15 433. Plaintiff will suffer actual and threatened irreparable injury and loss of
16 its business and property, for which there is no adequate remedy at law, unless the
17 Court enjoins the Oshkosh Defendants from their unlawful conduct and continuing
18 and threatened future violations of the antitrust laws. Plaintiff is thus entitled to
19 injunctive relief against the Oshkosh Defendants under Cal. Bus. & Prof. Code
20 §§ 16750 and 16754.5.

21 434. Plaintiff is also entitled to recover from the Oshkosh Defendants costs
22 of suit, including reasonable attorney fees, as provided by Cal. Bus. & Prof. Code
23 § 16750.

24 **REQUEST FOR RELIEF**

25 435. Wherefore, Plaintiff respectfully requests that the Court enter
26 judgment in its favor and against Defendants, and:

- 27 a. Declare that Defendants have variously engaged in unlawful and
28 anticompetitive business acts and practices in violation of Clayton Act

1 Sections 3 and 7, 15 U.S.C. §§ 14 & 18; Sherman Act Sections 1 and
2 2, 15 U.S.C. §§ 1 & 2; and the California Cartwright Act, Cal. Bus. &
3 Prof. Code §§ 16720, 16727, *et seq.*;

4 b. Enjoin Defendants from performing or proposing to perform any acts
5 in violation of Clayton Act Sections 3 and 7, 15 U.S.C. §§ 14 & 18;
6 Sherman Act Sections 1 and 2, 15 U.S.C. §§ 1 & 2; and the California
7 Cartwright Act, Cal. Bus. & Prof. Code §§ 16720, 16727, *et seq.*,
8 pursuant to 15 U.S.C. § 26, and Cal. Bus. & Prof. Code § 16750, for
9 the benefit of Plaintiff and the general public;

10 c. Order such divestitures as are necessary or proper to restore distinct,
11 separate, independent, and viable businesses; to restore competition;
12 and to prevent and mitigate further harm to competition in the relevant
13 markets;

14 d. Order Defendants to pay money damages—automatically trebled—to
15 the City for injuries to its business or property by reason of
16 Defendants’ violations of Clayton Act Sections 3 and 7, 15 U.S.C.
17 §§ 14 & 18, and Sherman Act Sections 1 and 2, 15 U.S.C. §§ 1 & 2,
18 pursuant to 15 U.S.C. § 15; and pursuant to Cal. Bus. & Prof. Code
19 § 16750, money damages—automatically trebled—to the City for
20 injuries to its business or property by reason of Defendants’ violations
21 of the California Cartwright Act, Cal. Bus. & Prof. Code §§ 16720,
22 16727, *et seq.*;

23 e. Order Defendants to pay the City pre- and post-judgment interest,
24 pursuant to 15 U.S.C. § 15, Cal. Bus. & Prof. Code § 16761, and the
25 Court’s inherent authority;

26 f. Order Defendants to pay the cost of suit, including attorney fees,
27 pursuant to 15 U.S.C. §§ 15 and 26, Cal. Bus. & Prof. Code § 16750,
28 and the Court’s inherent authority.

g. Provide such further and additional relief as the Court deems proper.

DEMAND FOR JURY TRIAL

Pursuant to Federal Rule of Civil Procedure 38(b), Plaintiff demands a trial by jury on all claims in this Complaint so triable.

Dated July 6, 2026

Respectfully Submitted,

By: /s/ John P. Fiske

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