



ADVNSYS

Bespoke Critical Infrastructure

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Introducing ADVNSYS: A Global Leader in Bespoke Critical Infrastructure Solutions

Who We Are Today

ADVNSYS is a **global leader in bespoke critical infrastructure solutions**

We engineer **advanced systems** for more efficient and sustainable buildings

Data centre solutions, air handling, and daylighting are our core expertise

>60
years heritage

~7,400
people globally

52
manufacturing locations

30%
data centre exposure¹ with
medium-term **target of >50%**

~€1.6bn
revenue 2025FC,
15% CAGR since 2015²

~€230m
EBITDA³ 2025FC,
19% CAGR since 2015²

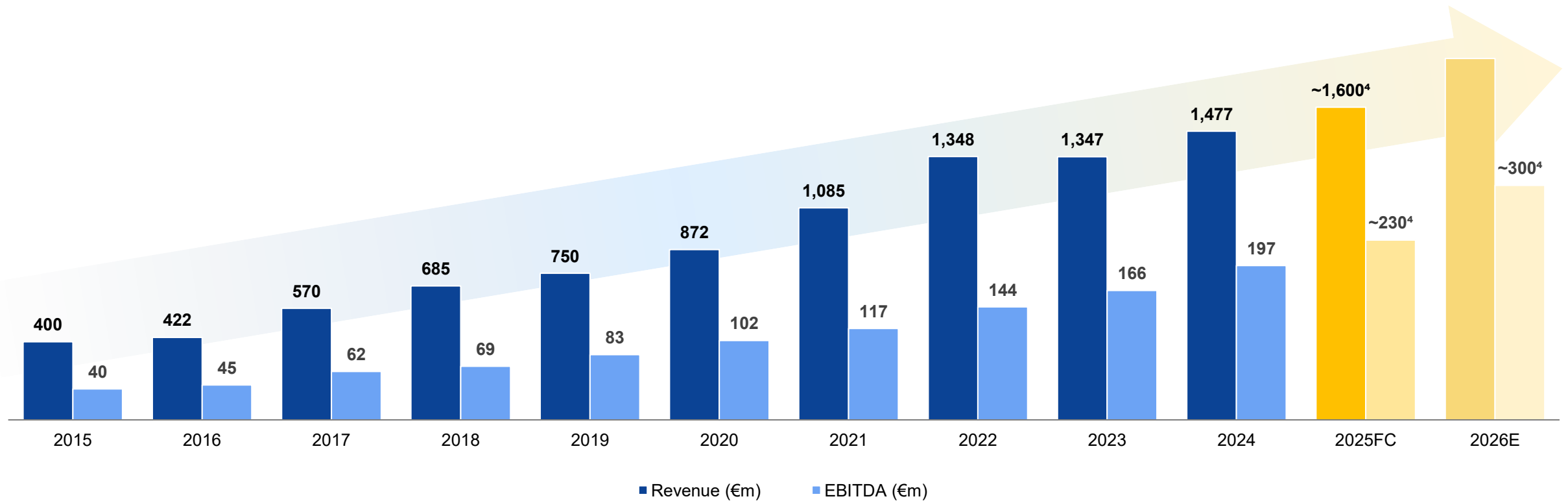
Outstanding Track Record of Growth and Execution

10-year
historical performance¹

Revenue multiplied by **4.0x**
15% CAGR²

EBITDA multiplied by **5.8x**
19% CAGR²

€686m
Total acquisition spend³

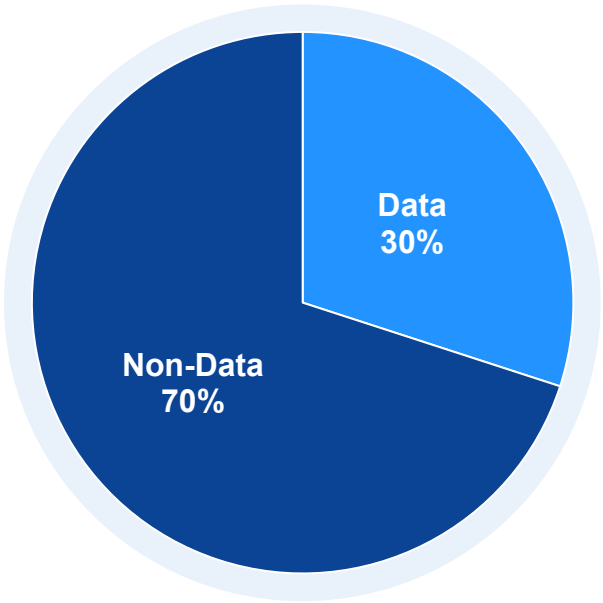


1. Historical figures based on the financial reporting of Kingspan PLC.
2. Based on the period 2015A – 2025FC.
3. Since 2015 to date, of which €145m in 2025.
4. 2025FC – 2026E based on management estimates (includes organic growth and signed M&A only).

Ideally Positioned for Growth in Attractive End Markets with Global Reach

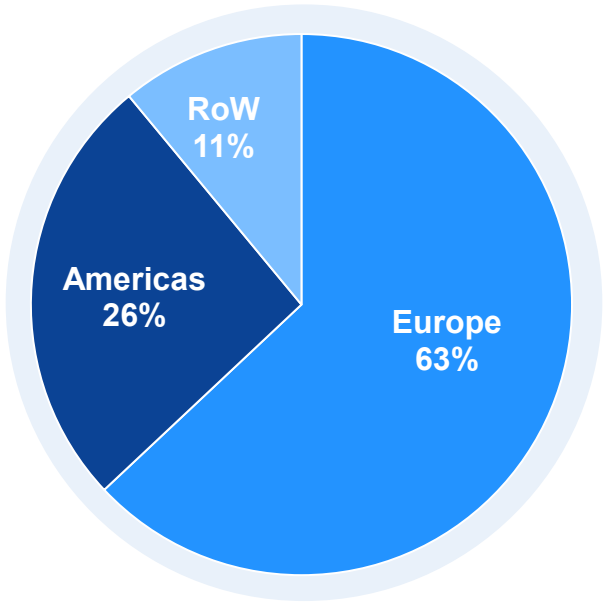


End Markets¹



Exposure to **attractive, high-growth data market**

Geographies¹



Global reach with presence in **74 countries**

Customers

Hyperscalers	Blue chip hyperscaler clients
Colocators	Aligned Energy, CDC, Cipher Mining, COMPASS, Digital Realty, edgeconnex, EQUINIX, STACK, Goodman, TERAWULF, VANTAGE, yondr, QTS
General Contractors	DPR, ferrovial, HITT, mace, MERCURY, SISK, Turner, Winthrop Technologies

Entrenched relationships with key stakeholders across the value chain

Comprehensive Range of Advanced Building Systems



WHITE SPACE SOLUTIONS



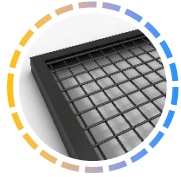
Liquid Cooling Manifolds



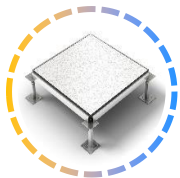
Structural Ceilings



Aisle Containment



Mesh Walls & Security Caging



Access Floors

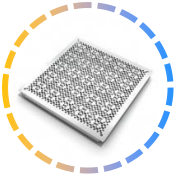
AIR HANDLING



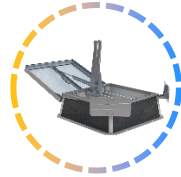
Air Handling Units



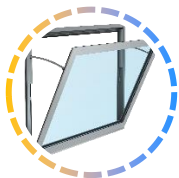
LDM Module



Airflow Panels

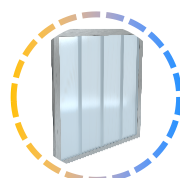


Smoke Management Solutions

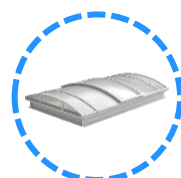


Natural Ventilation

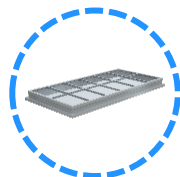
DAYLIGHTING



Translucent Wall



Roof Light Systems



Skylight



Solatube

RESOURCE MANAGEMENT



Control Systems



Service & Maintenance



Large Fluids



Water Systems



Data applications



Commercial & industrial applications



Both data and commercial & industrial applications

ADVNSYS is a Global Leader in Bespoke Critical Infrastructure Solutions



1 Expanding advanced building systems portfolio in attractive growth markets

2 Agility and innovation to tackle fast-changing design requirements

3 Successful end-to-end customer-centric go-to-market strategy

4 Proven organic and M&A growth strategy, powering ADVNSYS' expansion

5 Delivering strong financial momentum in growth, margins and cash flow

6 Passionate team with strategic vision and execution track record

DOUBLE-DIGIT
mid-term data market CAGR¹

>50%
medium-term target data exposure

PROVEN TRACK-RECORD
of adding new products into portfolio

MODULAR
fully-integrated and scalable systems

DIVERSE
customer base across the value chain

~1,700
technical sales and engineering professionals²

~€0.7bn
total acquisition spend³

€1.5bn+
combined revenue of potential
targets in the pipeline

5.8x
EBITDA multiplied since 2015⁴

19%
EBITDA CAGR since 2015⁴

~7,400
people

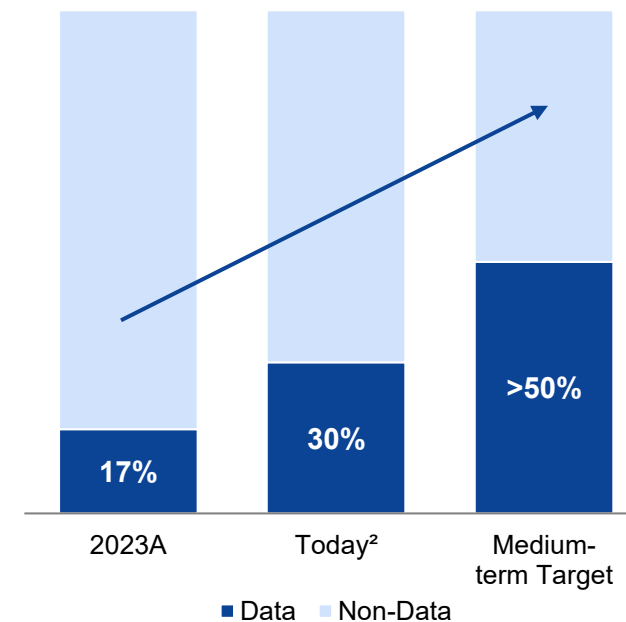
>20 YEARS
average management experience

Secular Trends Create Attractive Long-term Growth Opportunities

Market Growth Drivers

	Data	Commercial & Industrial
Mid-term Market Growth ¹	Double-digit	Low- to Mid-Single-Digit
Key Drivers	• AI driving surge in power density • Liquid cooling penetration • Growth of hyperscalers • Focus on rapid deployment • Sustainability driving heat reuse	• Demand for lower energy buildings • Focus on occupant well-being and health • EU cyclical recovery • Potential for fiscal stimulus in Europe • US reshoring
ADVNSYS Positioned to Win	• Broad, rapidly expanding portfolio • Modular and scalable systems • Partnerships and tailored solutions	• Innovative and broad product suite • Lower-Embodied-Carbon solutions • Envelope solutions

ADVNSYS Portfolio Evolution



Continued margin expansion potential as the business mix continues to **shift towards the high-growth data end market**

ADVNSYS is Benefitting from Compounding Market Growth

Growth in Global
Data Demand

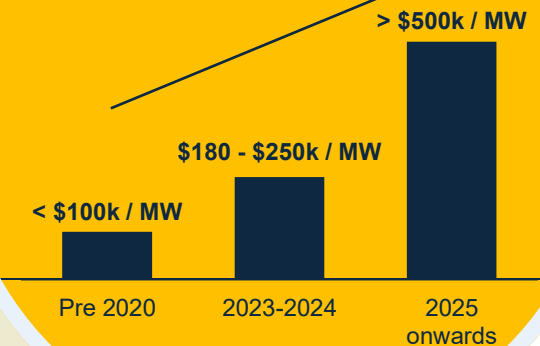
Growing ADVNSYS
Market Share

Exceptional increase in
ADVNSYS Share of Wallet

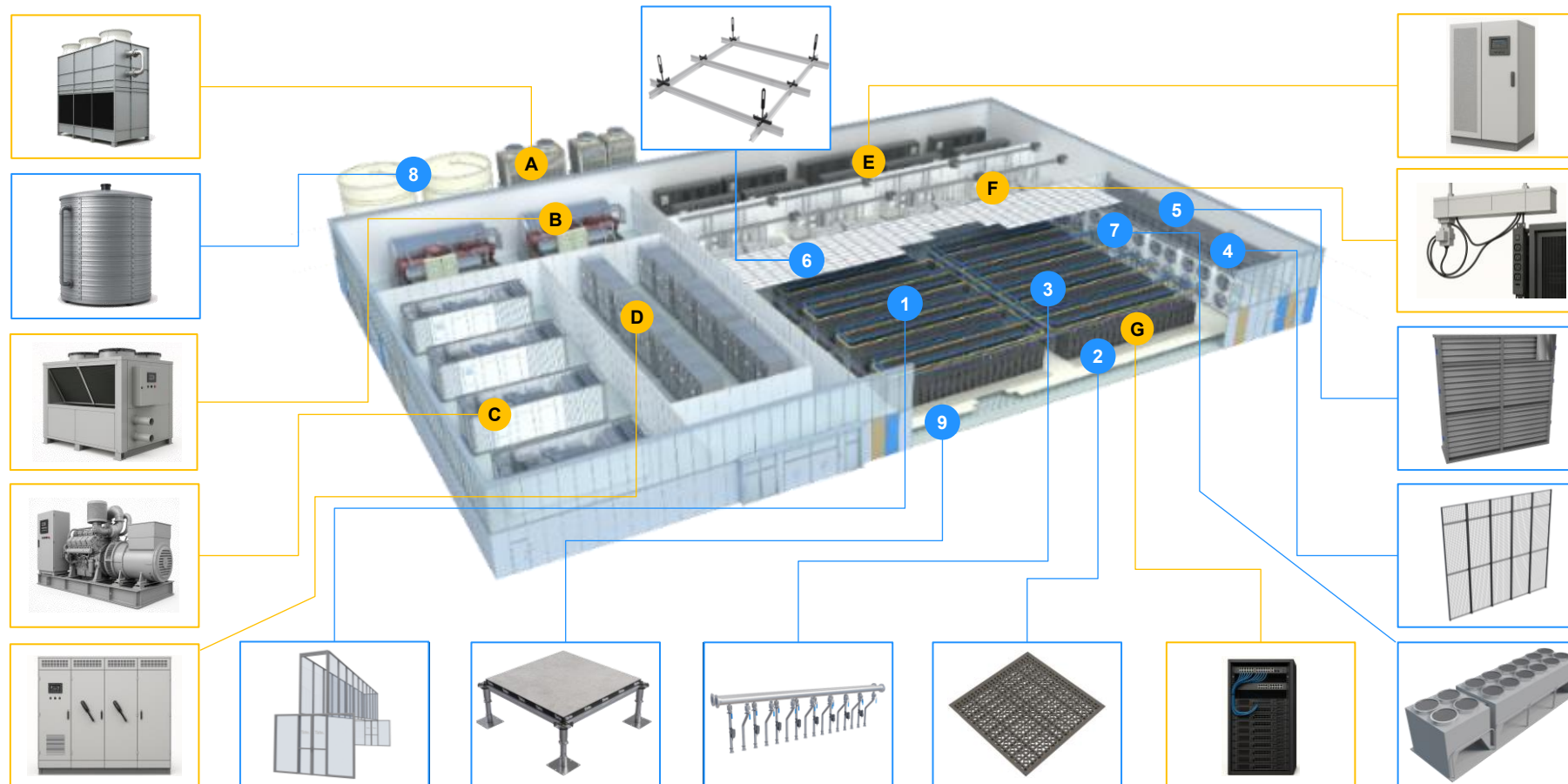
Double-digit
mid-term
market growth¹

Significant
market share gains in existing
product suite and new geographies

>18x
wallet share multiplied
between 2010 and 2025^{1,2}



Expanding Future-looking Data Centre Solutions Offering



CURRENT OFFERING

- 1 Hot Aisle Containment
- 2 Airflow Panels
- 3 Liquid Cooling Manifolds
- 4 Mesh Walls Security
- 5 LDM
- 6 Structural Ceiling Grid
- 7 Air Handling Units
- 8 Water Storage
- 9 Raised Access Floors

FUTURE OPPORTUNITIES

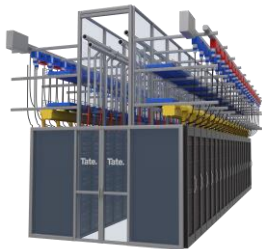
- A Cooling Towers
- B Chillers
- C Generators
- D Switchgear
- E UPS
- F PDU & Busway
- G Networking / Servers

Strong in the white space, with future offering moving to the grey space

Leadership in Client-Critical Growth Products



Hot Aisle Containment (HAC)



- **Improved cooling efficiency**
- **Reduced energy consumption** and costs
- **Preferred solution** for new data centre builds

Designed for adaptability, with bespoke fabrication capabilities

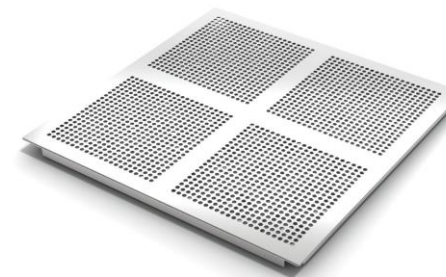
Liquid Cooling Manifolds



- Regulate **flow, pressure, and temperature**
- Improved **efficiency** and **performance**
- **Accelerate global transition to liquid cooling**

Scalability and seamless integration with other data centre infrastructure

Airflow Panels



- Higher **cooling capacity** and **energy efficiency**
- Designed for **high load capacities**
- Higher **flexibility** and **speed of installation**

Engineered to optimise load capacity and airflow management



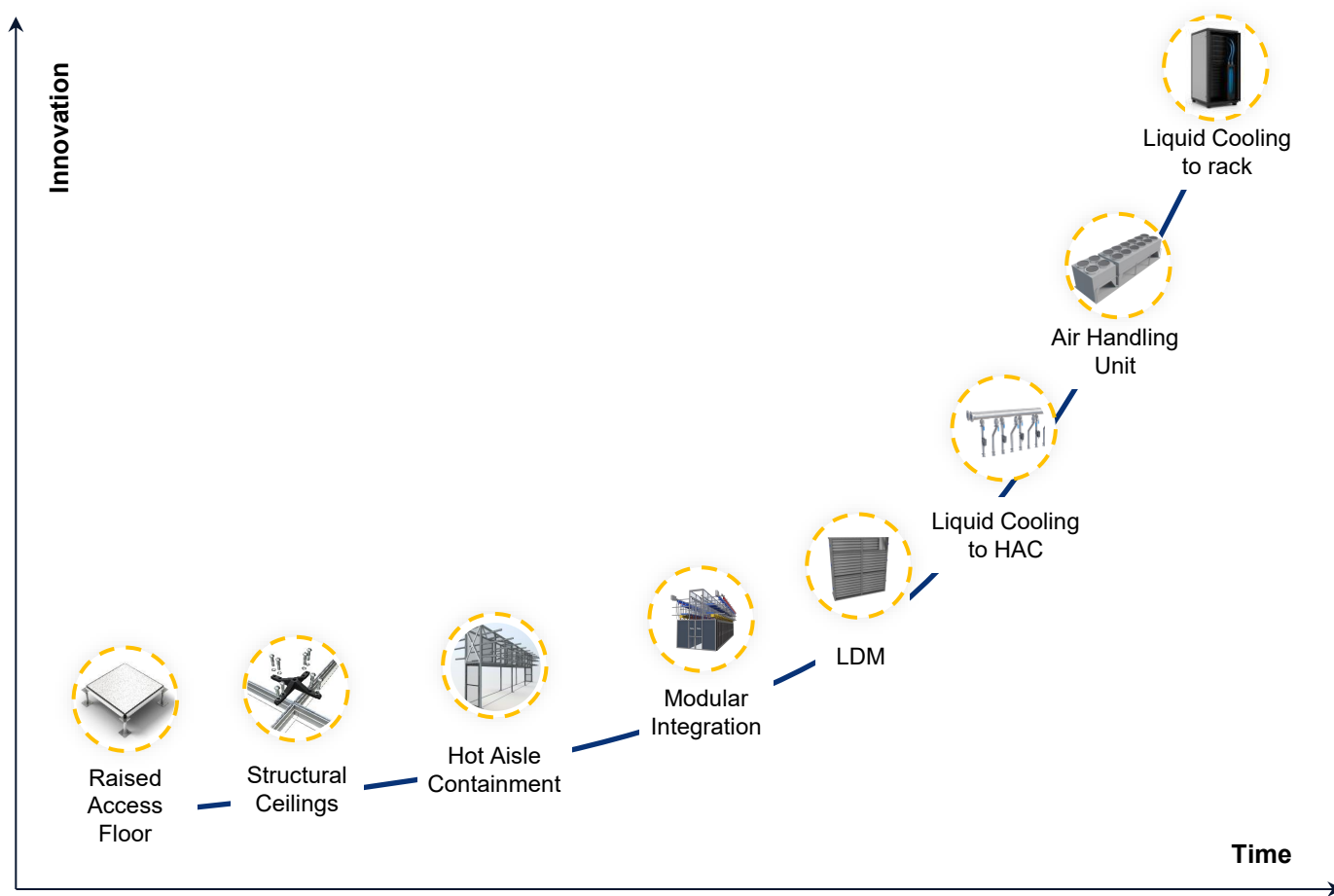
ADVNSYS has an excellent track record of on-time delivery and manufacturing quality. The highly responsive, dedicated team and commitment to our program underpins a great partnership.



- Key Global Cloud Customer



Ability to Cater to Fast-changing Design Requirements



Product Portfolio Evolution

From raised access flooring to a comprehensive suite of data centre solutions

Agility as Key Differentiator

Numerous technologies added to meet the fast-changing design requirements

Culture of Innovation

Federation of leading brands, with their own innovation, design and engineering teams

Tailor-Made Solutions

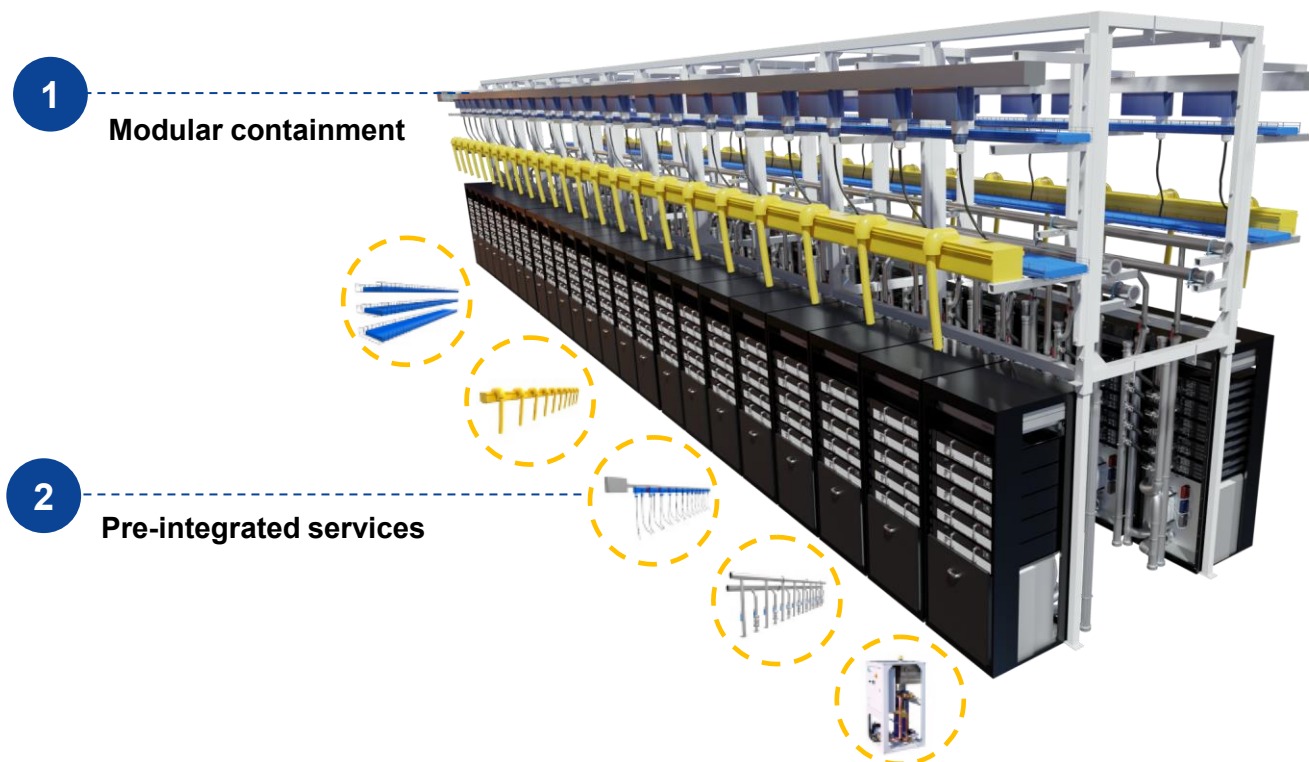
Extensive in-house engineering expertise to collaborate with customers and to develop customised products



2

Leading the Way in Modularity to Unlock a Significant Opportunity

Driving Synergies Within ADVNSYS Portfolio: Integrated Platform for Current and Future Offering



- ✓ Scalability on demand
- ✓ Quality
- ✓ Speed of deployment
- ✓ Cost and energy efficiency
- ✓ Customisation and flexibility

>5x

multiplier of \$/MW value opportunity^{1,2}

Successful End-to-End Customer-Centric Go-to-Market Strategy



Entrenched relationships at every point in the value chain

Hyperscalers,
Colocators,
Other End Users

Developers,
Architects, Engineers

Construction
Companies

Dealer-Installers

Blue-chip global customer base

Long-term relationships with key industry stakeholders

Low

customer concentration
across data & non-data

Dedicated teams

Design and commercial teams working closely with the clients

~1,700

technical sales &
engineering professionals¹

Full-service approach

Expert service, design support, installation and maintenance to support our customers throughout every phase of their projects

17%

service & maintenance
revenue contribution²

Leading brands

Addressing varied customer requirements

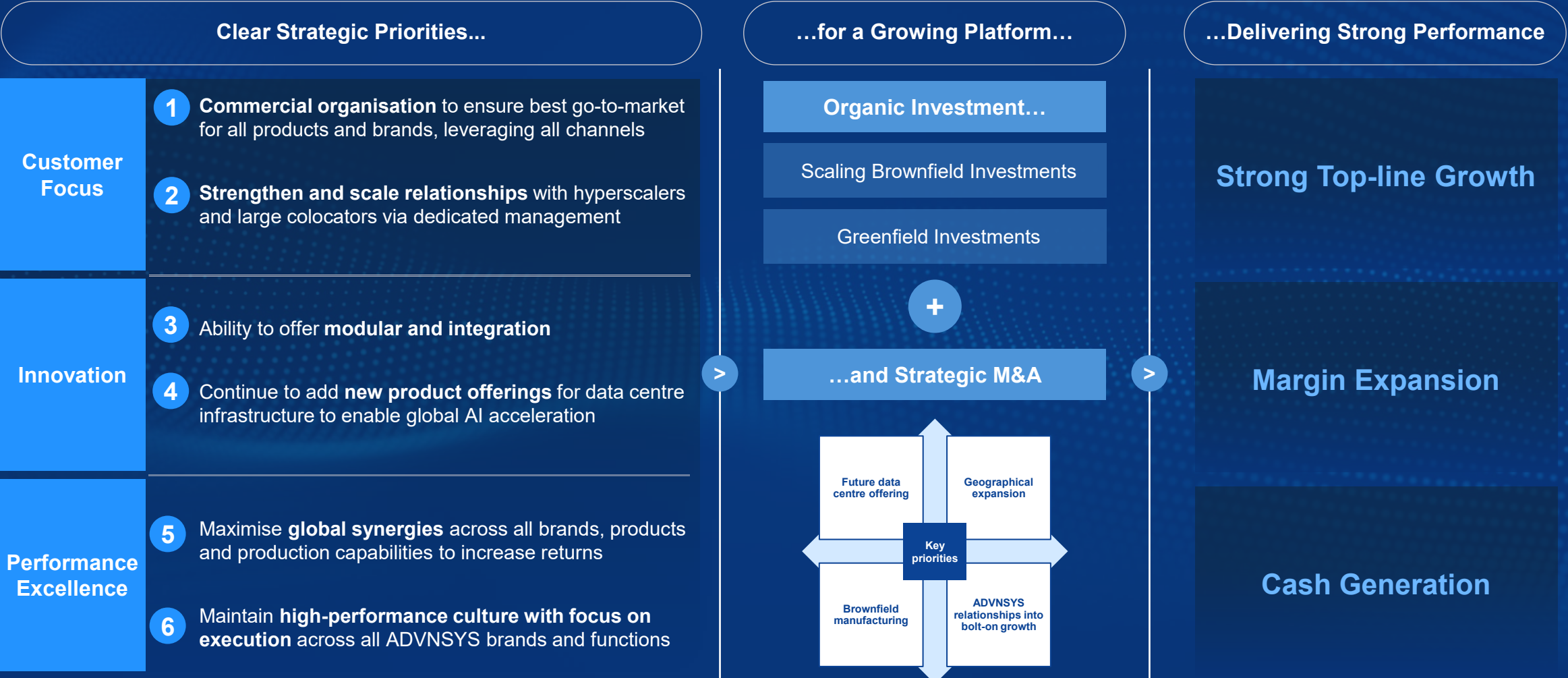


Source: Company information. Notes:

1. Of which ~400 in design & engineering and ~1,300 in technical sales.
2. Based on LTM H1-2025 sales.



Clear Strategy to Drive Profitable Growth



Proven Ability to Scale via Brownfield Investments

Key Customer Requirement: Ability to deliver at record speed and at very large scale

ADVNSYS solution: Proven, agile and scalable manufacturing concept, which can be replicated and rolled out wherever our customers need us

Brownfield Conversion Concept

Lower investment
~50% less vs. greenfield¹

Shorter timeline
~2 years faster to market¹

Higher returns
~10x revenue potential for Kentucky facility²

ADVNSYS global manufacturing capabilities:

Operational Excellence with Focus on Agility

Highly automated production lines

Precision steel fabrication

Optimised for customers' designs

Source: Company information. Notes:

1. Management estimates based on executed expansion projects.
2. Compared to initial investment.

Case Study: Recent US Expansion

KENTUCKY:

764k sq ft of manufacturing space for containment, ceilings, manifolds, and **modular integration**

VIRGINIA:

In record-breaking time, our Tate team created a **new 287k sq ft facility**



ARKANSAS:

Latest facility, fitted with the **cutting-edge robotic welding and automatic paint lines**



Rapidly Expanding Footprint through Organic Investments and Acquisitions



Proven History of Value-Creating Acquisitions and Strong Pipeline



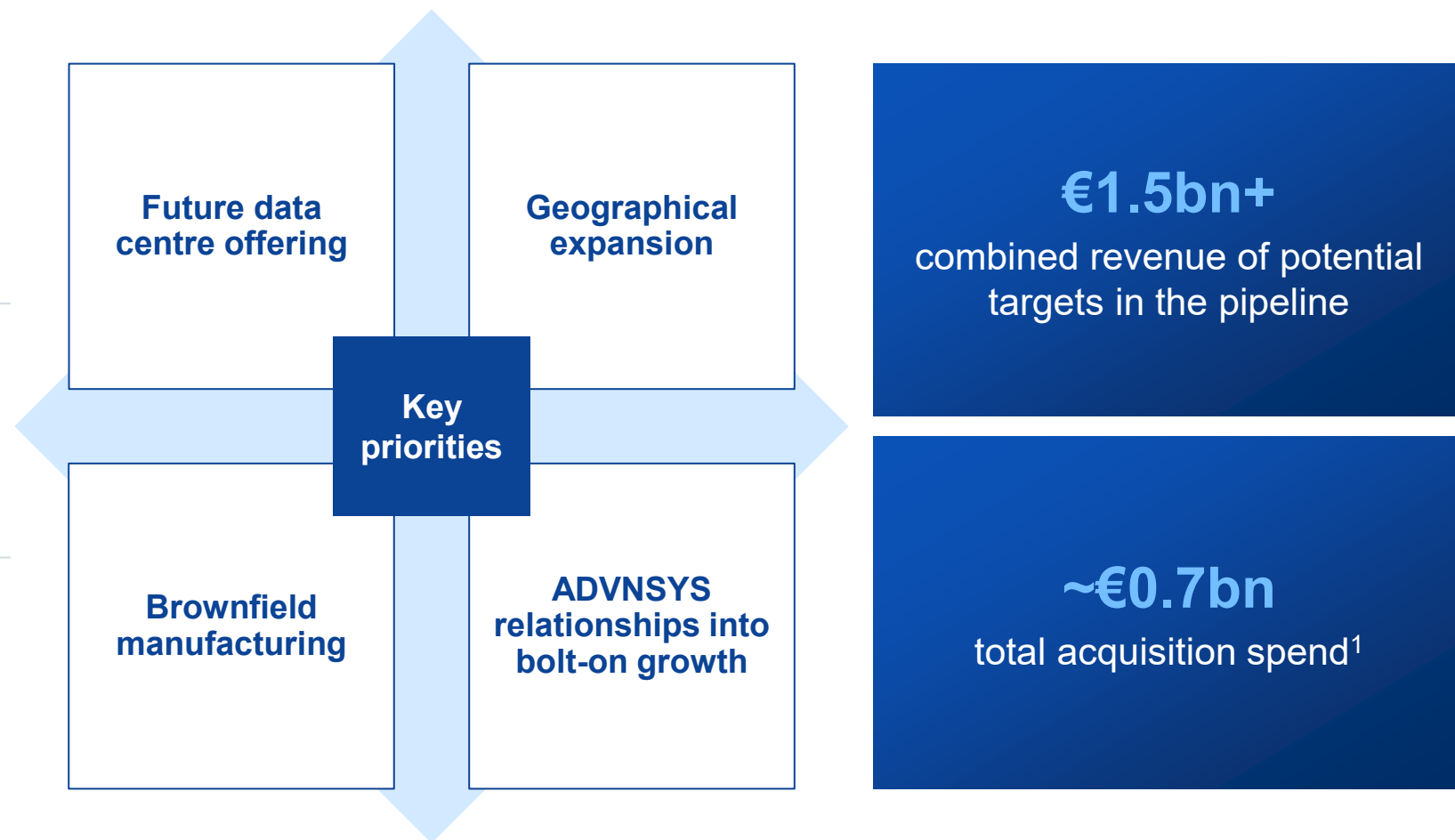
**Dedicated
in-house M&A team**



**Strict
evaluation criteria**



**Proven
integration playbook**

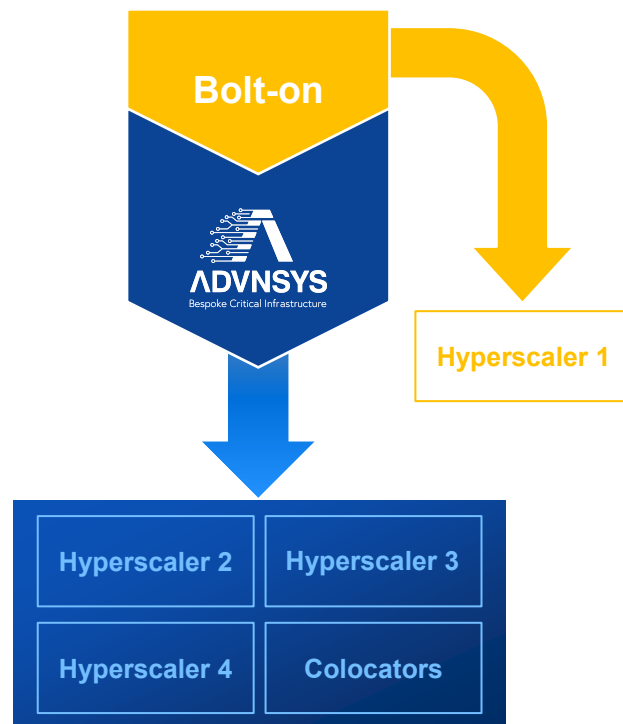


Case Study: Successful Growth and Integration of Our Acquisition

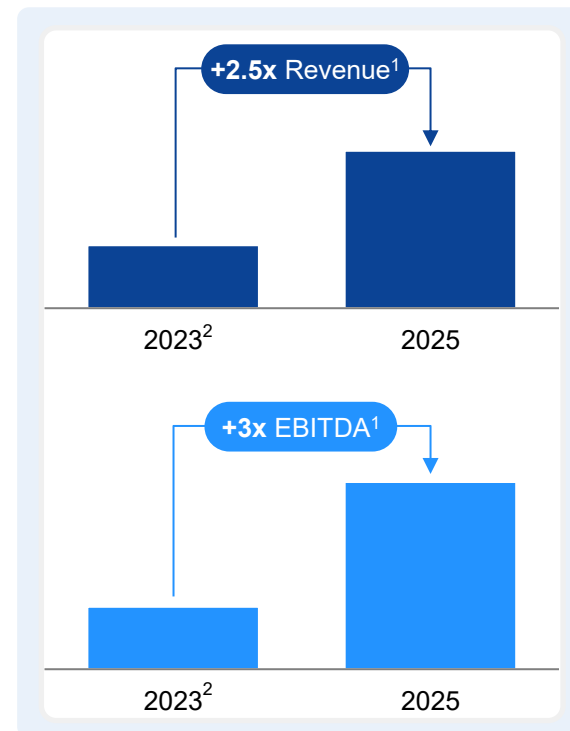
ADVNSYS Expertise

- ✓ Existing strong relationships
- ✓ Proven ability to deliver
- ✓ Scale
- ✓ Geographic breadth
- ✓ Innovation
- ✓ Collaboration

ADVNSYS Relationships

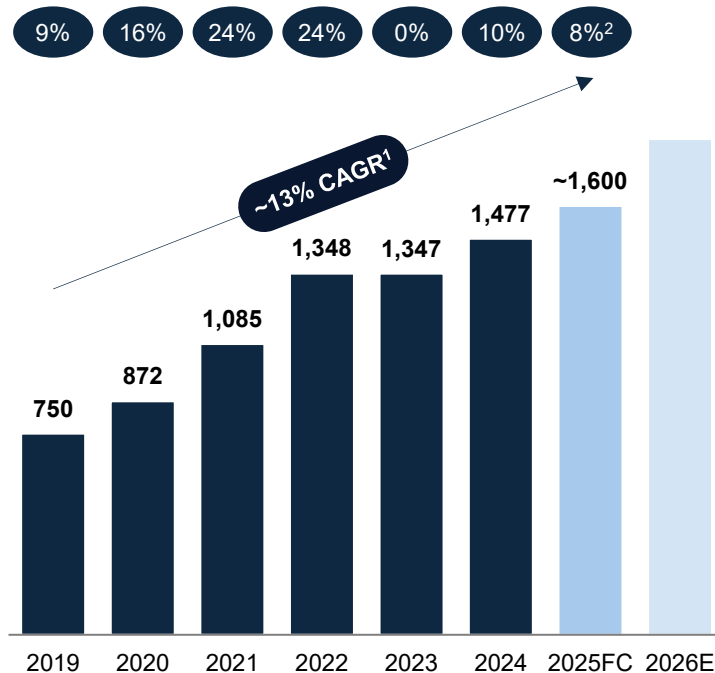


Strong Value Creation



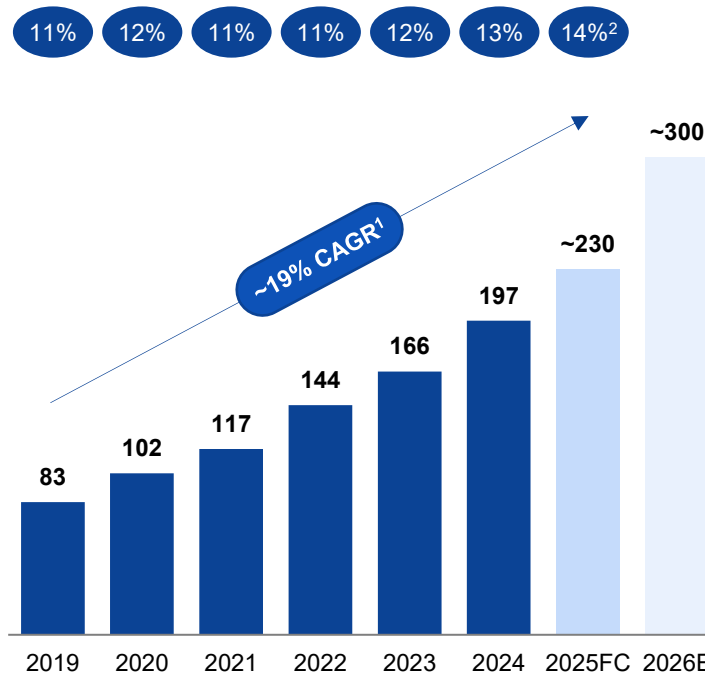
On Track to Realise its Potential, with Strong Financial Momentum

Sales (€m) and YoY Growth (%)



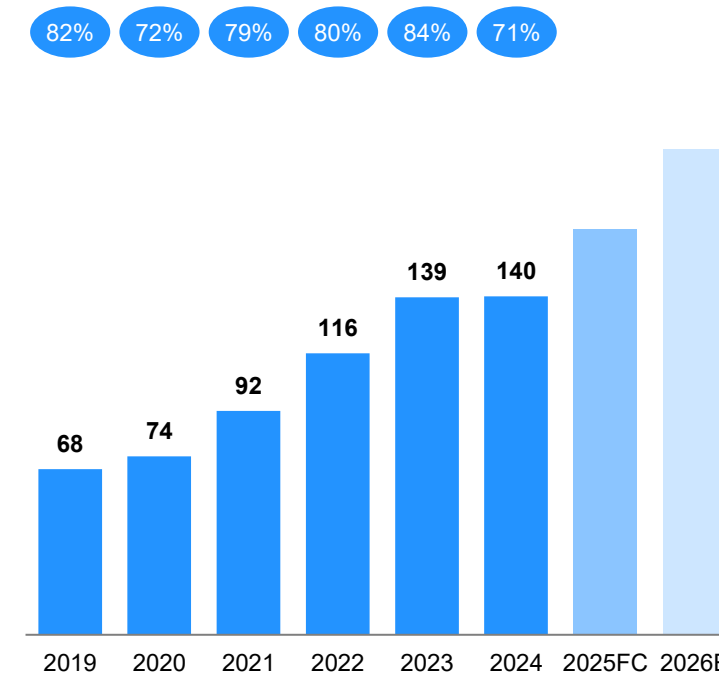
Strong top-line growth...

EBITDA (€m) and Margin (%)



...with even faster EBITDA expansion

EBITDA - Capex (€m) and Conversion³ (%)



...and high cash conversion



ADVNSYS

Bespoke Critical Infrastructure