GREENWICH CAPITAL GROUP

Mission-Critical Facility Maintenance

The Deferred Maintenance Consolidation Opportunity



November 2026

Our Mission-Critical Facility Maintenance Thesis / 5th Industrial Revolution



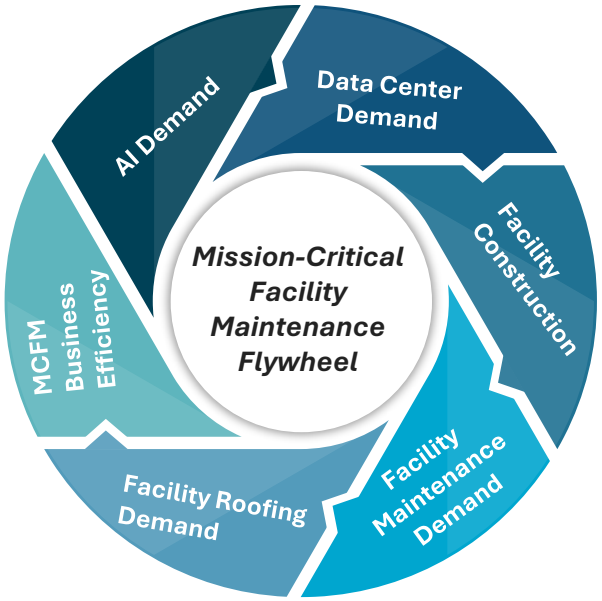
Frank A. McGrew IV
Managing Director

We spent the last decade teaching machines to think. We will spend this one finding the power, water, and people to put them to work. That is the fifth industrial revolution, and it will not look much like the four that came before it. This time the "technology" is the easy part. Anybody can buy the model, the robot or the sensor package, and most of our clients already have. What nobody can buy off the shelf is a substation, a water permit, a powered site or a maintenance tech with fifteen years on the floor. Those are the assets that separate the companies that scale from the companies that stall, and buyers have noticed.

The shift has also moved faster than most planning cycles. Budgets approved eighteen months ago assumed power, water and labor costs that no longer exist, and plenty of management teams are learning that in diligence rather than in planning. We have watched otherwise clean processes slow down over one question, which is whether the company can actually get the electricity it needs at the site it already owns.

Here is what is actually different this time. For two centuries, factories asked people to make the decisions and machines to do the work. That is inverting. Software now schedules the line, prices the job, orders the steel and flags a failing bearing before anyone on the floor hears it, while people move toward the work machines still cannot cover, which is judgment, repair and accountability when something breaks. **Every facility regardless of the output will require Mission-Critical maintenance teams for the lifetime of these new assets for the next 20+ years.**

> We are actively reviewing and monitoring the impact of recent elections on data centers; however, the large installed base and "permit-ready" expansions highlight the need for maintenance and AI solutions regardless of local political theatre.
>
> – **Frank A. McGrew IV**

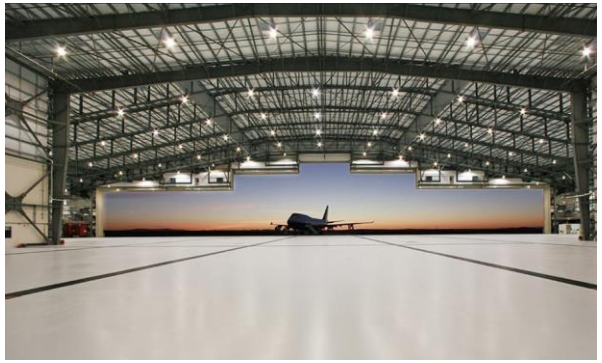


Key Insights Across Facility Maintenance Markets

	Current Macro Activity	Why it Matters
1	Growth in Maintenance Demand End Markets	Additional tailwinds
2	AI-Buildout Projects Reaching Completion	Growth in active industrial facilities
3	Facilities built to Operate for 20+ Years	Predictable demand over a prolonged time
4	Advancement in Roofing Technology	AI capability for facility roofing scans
5	Skilled Facility Roofing Supply is Scarce	Skilled labor can increase EVs







Mission-Critical Markets That Matter

Mission-critical facilities span far more than data centers alone. Every vertical carries a non-negotiable maintenance obligation. Uptime is paramount.

Data centers
$4.4B US maintenance market
Cooling & water-ingress risk

Healthcare & hospitals
$93B US healthcare FM
24/7 ORs, infection control

Aerospace & defense
$24.8B US A&D MRO
Mission readiness & uptime

Semiconductor fabs
$8B cleanroom market
Contamination & climate control

Life sciences & pharma
~200M sq ft of US lab space
cGMP environment integrity

Cannabis cultivation
$2.1B grow-room HVAC, 18.7% CAGR
Fastest-growing; climate-critical

Sports & entertainment
$41.6B US venues industry
Roofing & crowd-safety loads

Cold storage & food
3,000+ US facilities
Refrigeration cannot fail

Water & utilities
17,500+ US treatment plants
Continuous critical operation

Why It Matters

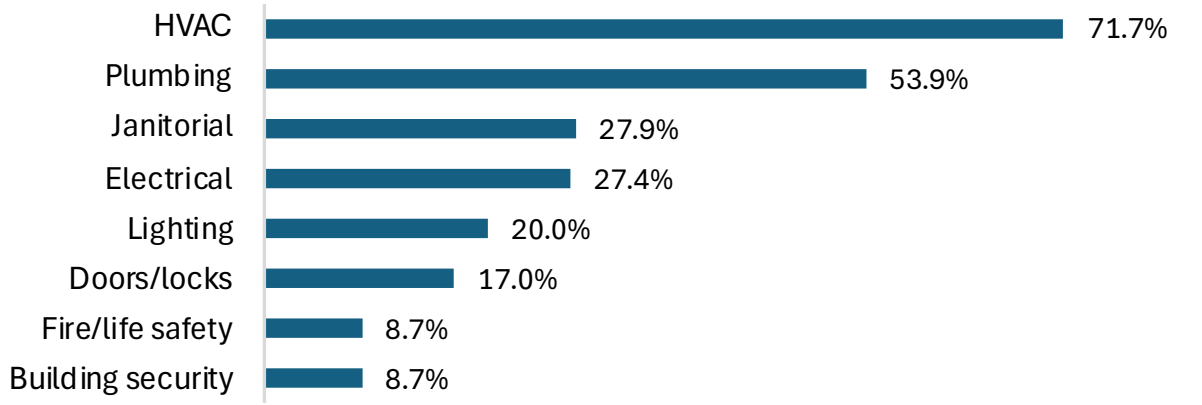
Maintenance intensity ranges from roughly 1.5% of asset value in industrial and warehouse space to over 4% in data centers and hospitals, but every vertical above shares the same structural gap: capital plans are built around construction, not the multi-decade service obligation that follows. That gap is the addressable opportunity across all nine markets and other mission-critical facilities.

Sources: MarketsandMarkets, Grand View Research, Cushman & Wakefield, IBISWorld, Industry MC/RAV

Facility Maintenance is Moving Rapidly to Technology and Monitoring

Reactive work orders spread across periodic and continuously monitored systems. Facility Managers (FMs) cite reliability/uptime as the #1 priority.

Facility Managers: Top Reactive Work-Order Categories



Top FM priorities	% of Facility Managers Citing
Reliability / uptime	64.3%
Asset lifecycle management	43.9%
Risk mitigation	37.4%
Regulatory compliance	37.4%
Incident management	25.2%

Reactive Category	Monitoring Cadence
HVAC	*Continuous (BMS)*
Plumbing	*Periodic / reactive*
Janitorial	*Periodic / reactive*
Electrical	*Continuous (BMS)*
Lighting	*Periodic / reactive*
Doors / locks	*Periodic / reactive*
Fire / life safety	*Periodic (tested)*
Building security	*Continuous*

Priority and Monitoring Do Not Match

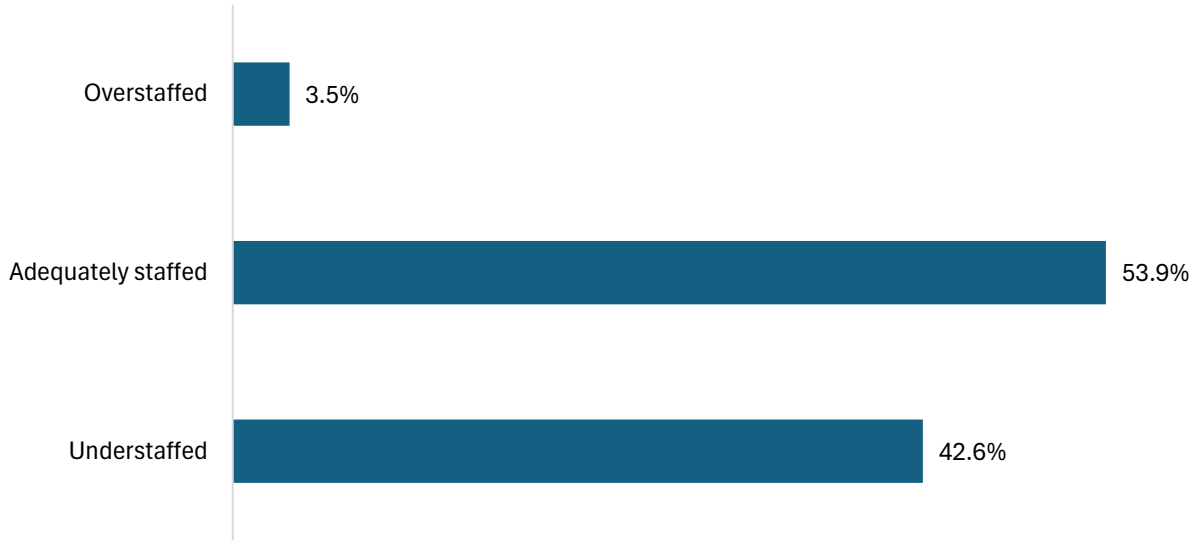
Reliability/uptime is the top priority (64.3%). Yet water ingress — the #1 cause of data center downtime (Uptime Institute / Ponemon) — is not tracked as a reactive work-order category. The most-guarded outcome rides on the least-monitored trade.

Source: JLL Technologies

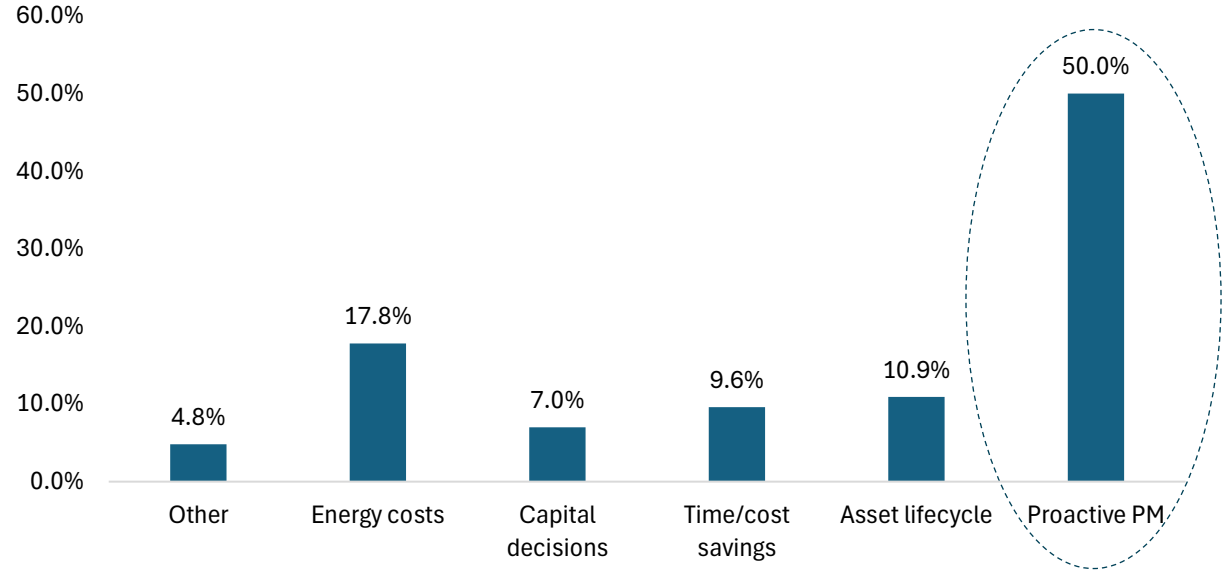
Staffing Gaps Mitigated by New Technology & Software: Proactive PM

Understaffed teams are prioritizing proactive work-order software over new hires to close the gap. Teams want smarter maintenance scheduling first, but most have no AI strategy yet.

Q: How do you feel about current staffing levels?



Q: What are the top facility manager priorities this year?



What this means for the Facility Management market

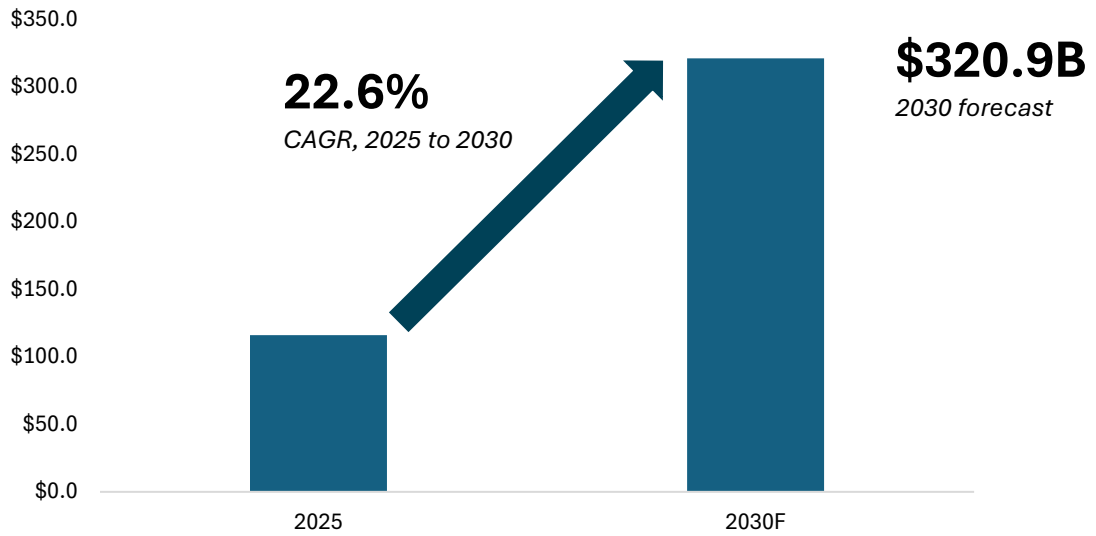
- With 42.6% of teams understaffed and 50% prioritizing proactive work-order software over hiring, technology is becoming a leading fix for capacity gaps, which supports demand for FM software vendors.
- Demand skews toward execution tools (proactive maintenance, energy cost reduction) over analytics or asset-lifecycle features, suggesting near-term whitespace for vendors solving day-to-day operational efficiency rather than long-range planning.

Source: JLL Technologies

Data Center Services: Large and Growing Total Addressable Market

The Data center services layer is a $116B market compounding at 22.6% annually. That is faster than the Data Centers themselves are being built.

Primary TAM: Data Center Services ($B)



Facility services is the largest single sub-segment within this market.

Context: Broader Global Facility Management Market

- Fortune Business Insights: $1.37T (2025) to $2.75T (2032F) at 8.5% CAGR
- GlobeNewswire-aggregated estimate: $1.97T (2025) to $3.55T (2030F) at 12.4% CAGR

**These estimates don't reconcile due to differing scope and methodology across reports. Shown for context only, not used as the TAM.*

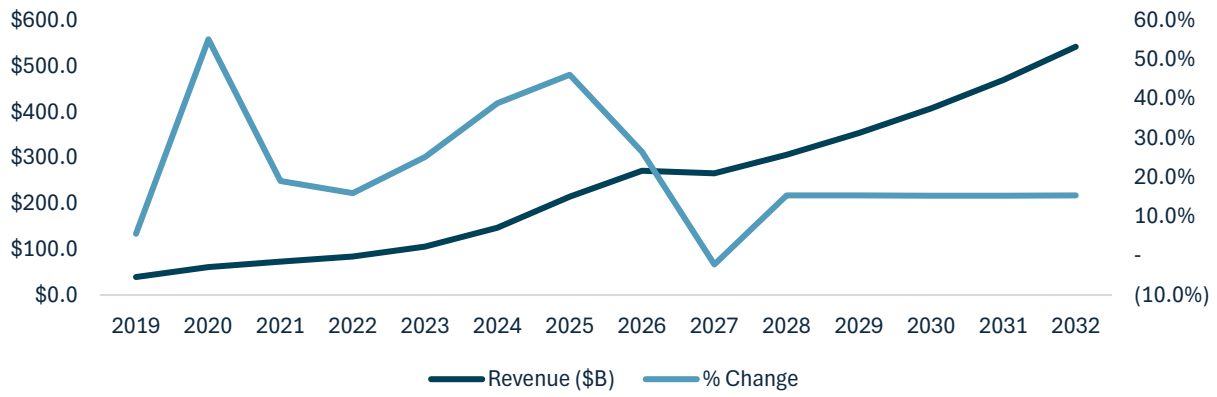
Offerings by Trade	Leading Companies
HVAC	Trane Technologies
Plumbing	EMCOR
Janitorial	ABM
Electrical	Rosendin Electric
Lighting	AcuityBrands
Doors/Locks	Allegion
Fire/Life Safety	API Group
Building Security	Allied Universal

Sources: MarketsandMarkets, Fortune Business Insights, GlobeNewswire

Data Centers: A Growing "Tsunami" Maintenance Tailwind

Hyperscale capital investment has triggered record commercial construction. Every new data center, warehouse, and large-footprint facility built today creates a decades-long maintenance obligation. The industry is organized around construction. Nobody is organized for what comes after.

Hyperscale Data Center Market

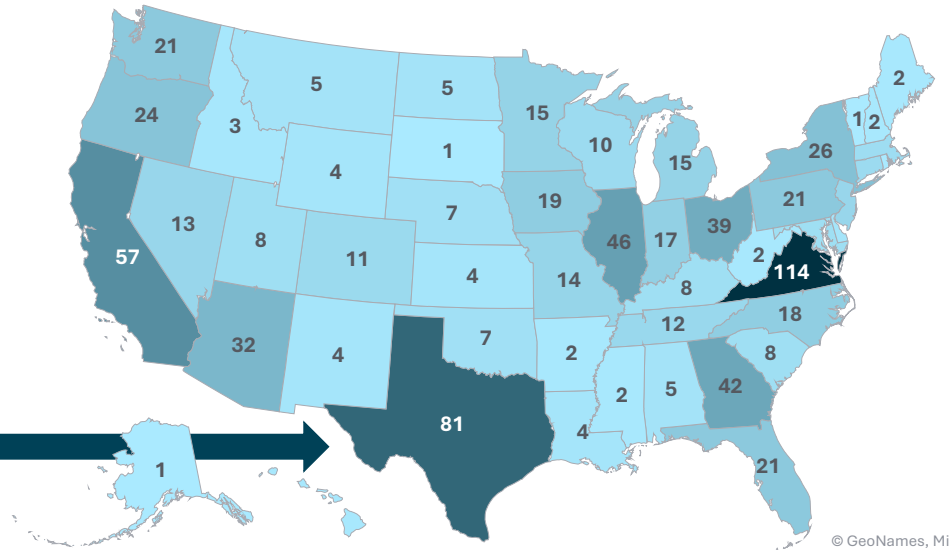


- The revenue trajectory shown here reflects a market that was already growing before the AI compute wave accelerated it.
- What the chart does not show is the **maintenance tail** – every dollar of construction spend today creates a recurring services obligation for the next 20 to 25 years.
- The **construction** side of this market has organized rapidly. The **services** side has not kept pace. **The gap is the investment opportunity.**

- Hyperscalers collectively spent approximately **$25.0 billion** on cooling infrastructure in 2026.
- Purpose-built AI facilities require fundamentally different design specifications than legacy cloud infrastructure: **structural floors, direct liquid cooling loops, & on-site power substations.**
- **Texas** has emerged as the primary destination for new gigawatt-scale AI campuses, driven by ERCOT's deregulated energy market, available land and a business-friendly permitting environment.

Note: Recent elections likely to slow new builds, but significant opportunity remains due to existing and near-complete operations

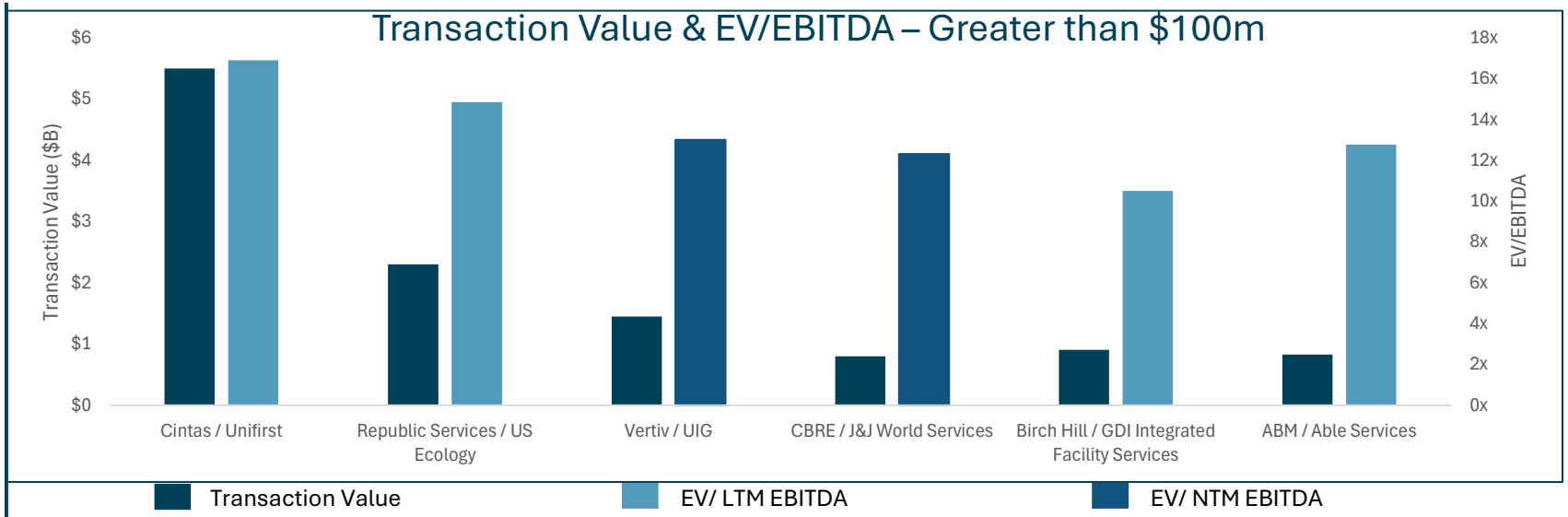
Hyperscale Data Center Consolidation by State

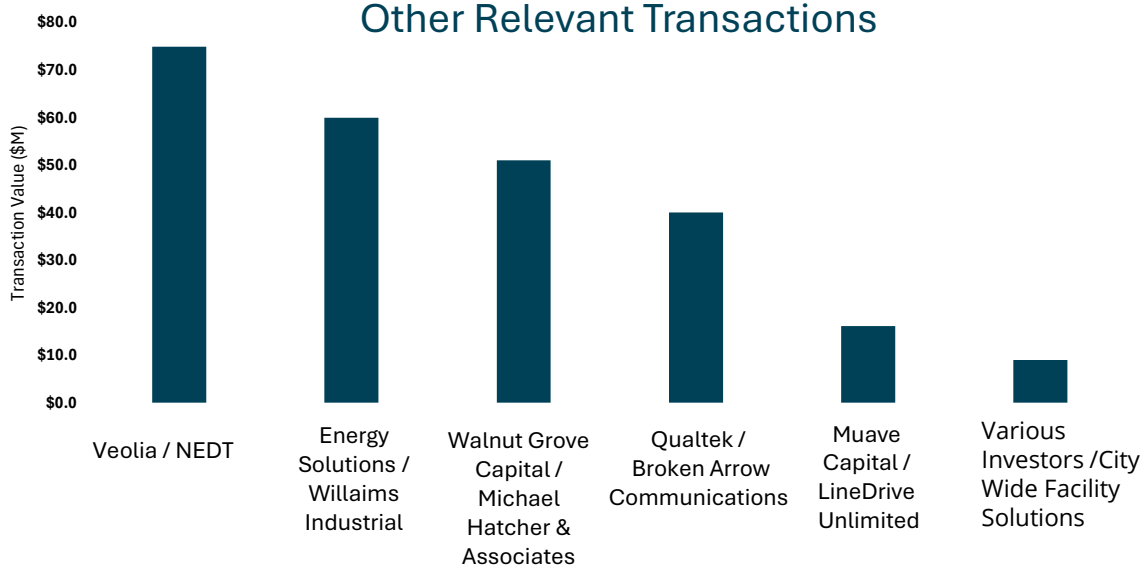


Source: IBISWorld

Facility Maintenance Services Segment Continues to Consolidate

Acquirer / Target	Deal Date	Deal Size ($mm)
EMCOR / P1 Construction	Nov 13, 2026	N/A
Cintas / UniFirst	Mar 11, 2026	$5,500.0
Republic Services / US Ecology	May 2, 2022	$2,300.0
Vertiv / UIG	Sep 2, 2026	$1,450.0
CBRE / J&J Worldwide Services	Feb 27, 2024	$800.0
Birch Hill / GDI Facility Services	Mar 2, 2026	$906.2
ABM / Able Services	Sep 30, 2021	$830.0
Veolia / New England Disposal Technologies	May 2, 2025	$74.9
EnergySolutions / Williams Industrial	Sep 18, 2023	$60.0
Walnut Grove Capital / Michael Hatcher & Associates	Sep 1, 2024	$51.0
Qualtek / Broken Arrow Communications	Aug 9, 2021	$40.0
Muave Capital / LineDrive Unlimited	May 1, 2021	$16.1
Various Investors / City Wide Facility Solutions	Dec 1, 2021	$9.0





Average Multiple

LTM EV/EBITDA: 13.8x

NTM EV/EBITDA: 12.7x

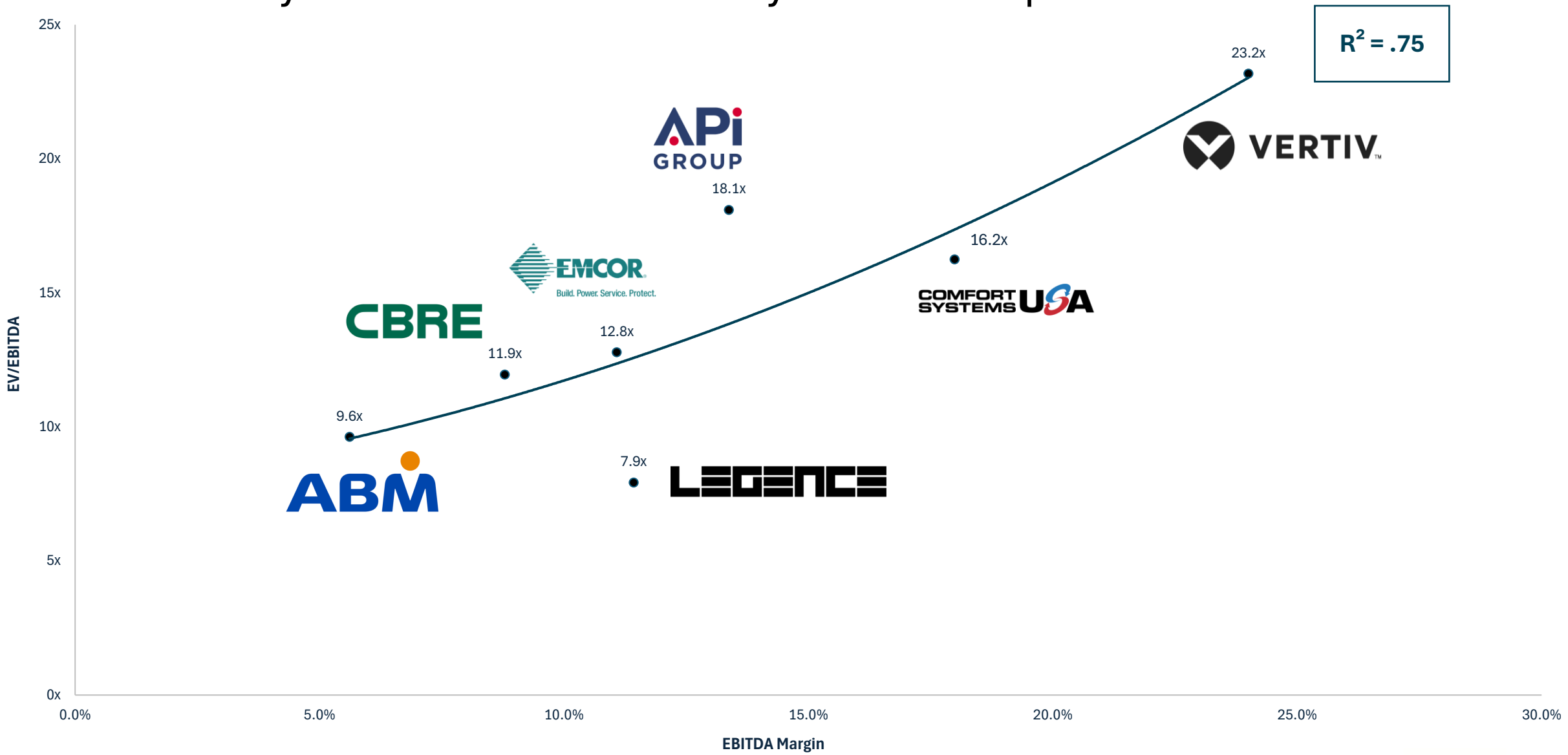
Source: PitchBook, SEC, BusinessWire, Newswire, Company Press Releases

Leading Facility Maintenance Acquirers

Company	M&A Activity	LTM M&A Spend ($M) 9/30/26	LTM Revenue ($B) 9/30/26	Description
ABM		$262*	$9.1*	• One of the world's largest integrated facility services providers, delivering janitorial, engineering, HVAC & mechanical, electrical and mission-critical solutions across data centers, hospitals, airports and manufacturing plants nationwide • **M&A Activity:** 2026 – WGNSTAR ($283M), 2025 – LMC FM Limited ($22M + up to $6M earnout), 2024 – Quality Uptime Services ($118M)
APi GROUP		$1,368	$8.9	• Global provider of fire/life safety, security, elevator/escalator and specialty services, with an "inspection-first" model generating a growing recurring base of revenue • **M&A Activity:** 2026 – CertaSite ($271M), 2026 – Onyx-Fire ($522M), 2024 – Elevated Facility Services Group ($578M), other 2024 acquisitions totaling $212M
COMFORT SYSTEMS USA		$414	$12.5	• National mechanical, electrical and plumbing (MEP) installation and service provider operating 170+ locations, with data center projects now the largest, fastest-growing share of revenue • **M&A Activity:** 2026 – Lewis Electrical, 2026 – Neopod
EMCOR Build. Power. Service. Protect.		$919	$19.8	• Leading specialty contractor delivering electrical, mechanical, fire protection and building services through ~100 decentralized subsidiaries, with growing exposure to hyperscale data center projects • **M&A Activity:** 2026 – P1 Construction, 2026 – Bolt-on acquisitions totaling $797M, 2025 – Miller Electric Company ($877M)
LEGENCE		$460	$4.3	• Blackstone-backed "building performance" platform (formerly Therma Holdings) providing engineering, installation and maintenance for mission-critical systems across data centers, life sciences and healthcare • **M&A Activity:** 2026 – Texas Industrial Contractors ($100M), 2026 – The Bowers Group ($427M), 2026 – Metrix Engineers ($33M)
CBRE		$1,049	$45.0	• Provider of design engineering, maintenance and repair services for critical power & cooling systems, renewable energy, wireless/fiber networks and EV charging infrastructure • **M&A Activity:** 2025 – Pearce Services ($1.2B), 2025 – Industrious ($841M)
VERTIV		$1,267	$13.1	• Global provider of critical digital infrastructure – power, thermal management and IT systems – keeping data centers running continuously, backed by 3,750+ field service engineers • **M&A Activity:** 2026 – UtilityInnovation ($1.45B), 2025 – PurgeRite ($1.14B), 2025 – Great Lakes Data Racks & Cabinets ($204M)

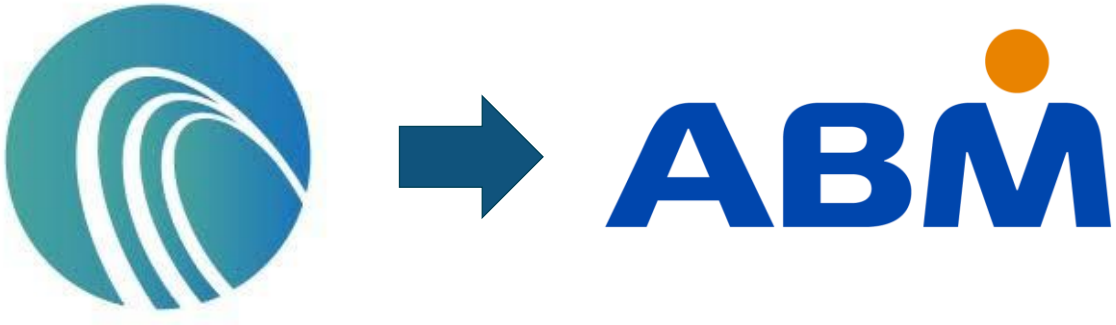
*Sources: Company SEC filings and investor press releases (ABM Industries, EMCOR Group, Comfort Systems USA, Legence, APi Group, Vertiv Holdings, CBRE/Pearce Services) *ABM as of 7/31/26 (fiscal Q3; fiscal year ends October 31).*

Relative Industry Value Matrix: Profitability Drives Multiple



Sources: Pitchbook, SEC

Case Study – ABM's Acquisition of WGNSTAR



> We are excited to officially welcome WGNSTAR's talented team to ABM. This acquisition expands our technical capabilities in the world's most sophisticated semiconductor fabrication environments. WGNSTAR's deep expertise in cleanroom operations and production tool management, as well as their culture of excellence, make them an ideal fit as we continue to grow our technical services portfolio.
>
> Scott Salmirs, President and CEO ABM

About the Transaction

- In February 2026, ABM acquired WGNSTAR – an international firm operating across the U.S. and in Ireland, delivering technical and operational solutions through a highly skilled workforce of more than 1,300 employees and long-standing client partnerships
- WGNSTAR generates over half of its revenue from integrated workforce programs, delivering highly trained technical teams to ensure operational efficiency in chip fabrication facilities
- The acquisition highlights the opportunity in the Facility Maintenance space, especially given global AI infrastructure buildouts
- Businesses with solutions in place for technological infrastructure like WGNSTAR will continue to be highly sought-after and able to demand higher valuation than Facility Maintenance peers outside of the technology space
- "The growth potential in WGNSTAR's core services is anticipated to be significant, with a multi-billion-dollar addressable market in which only a small share is currently outsourced." – Facility Executive Magazine
- The transaction further confirms that strategic acquirers are active in the Facility Maintenance industry

Sources: SEC, ABM, Facility Executive Magazine

Case Study – CBRE's Acquisition of Pearce



> This acquisition complements our large and growing presence in digital and power infrastructure; It also opens sizable new growth avenues for CBRE in markets where the need for Pearce's services is growing rapidly.
>
> Bob Sulentic – CEO CBRE

About the Transaction

- In November 2025, CBRE Acquired Pearce Services, provider of advanced technical services for digital and power infrastructure
- Pearce provides design engineering, maintenance, and repair services for blue-chip clients in North America that depend on it to optimize asset uptime and output
- Its primary markets are Critical Power & Cooling Systems (34% of 2025 revenue at announcement), Renewable Energy Generation & Storage (30%), Wireless & Fiber Networks (29%), and Electric Vehicle Charging Networks (7%)
- Pearce was purchased from New Mountain Capital in a private equity-to-strategic acquirer transaction
- The purchase price was approximately $1.2 billion in cash plus a potential earn-out of up to $115 million, subject to Pearce meeting certain performance thresholds in future years
- The acquisition highlights facility managers' top priority – uptime
- Critical infrastructure services revenue grew 80% YoY in Q3 2026, helped by Pearce; CBRE's net income rose ~$80M YoY in Q3 and $200M+ YTD as of September 30, 2026

Sources: SEC, CBRE

5 Forces Driving the Need for Commercial Roofing Infrastructure & Services

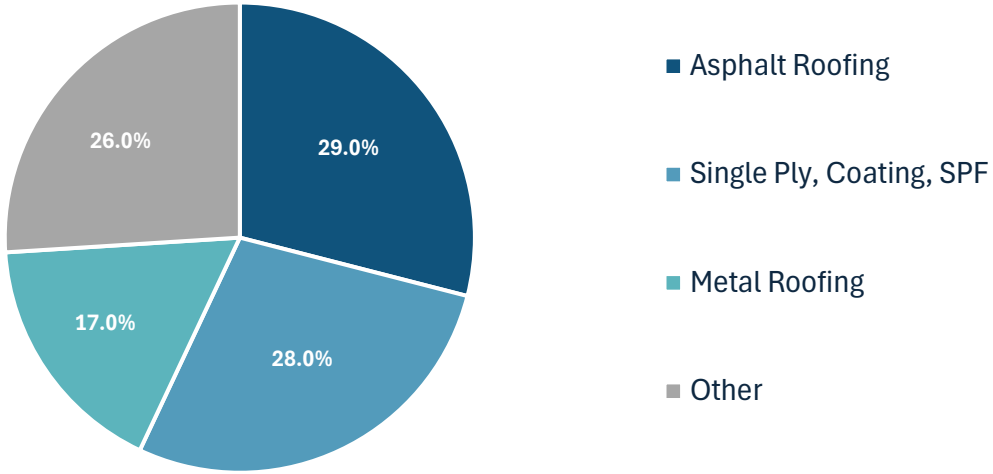
1	**AI-Driven Hyperscale Capex Is Compounding**	• Big 4 hyperscalers plan ~$630B in 2026 capex, +62% YoY vs. 2025's $388B • Extended to 6 players (adding Oracle, Stargate), commitments top $690B
2	**Maintenance Is Outgrowing New Construction**	• U.S. industrial services market: $223B (2025) → $265B (2029) • MRO services growing at 6.6% CAGR vs. 3.7% for new construction
3	**Skilled-Trade Labor Is Structurally Short**	• BLS projects ~650K annual construction/extraction openings through the mid-2030s • Average construction worker age is 42.5; only 16% are under 35
4	**Monitoring Tech Adoption Lags the Risk It Covers**	• Only 10.4% of FM teams use AI-driven monitoring today • DCIM software market is still small relative to the buildings it should cover ($3.06-3.7B in 2024)
5	**The Roll-Up Playbook Is Already Running**	• $108B of PE capital flowed into data-center-adjacent deals in 2024, ~3x the prior year • CBRE/Pearce, Blackstone/Legence, and Blackstone/Shermco all closed within the last 6 months

Sources: Introl, Futurum, FMI Corp, HBI, JLL Technologies, Grand View Research, MarketsandMarkets, Straits Research, BLS, PitchBook

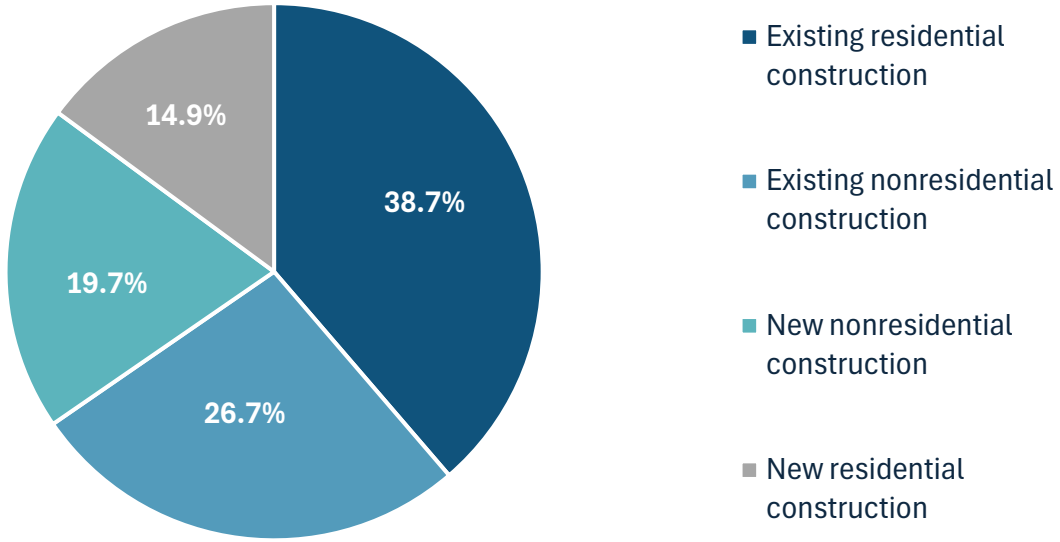
Key Dynamics in North America Roofing Maintenance

A market approaching $100 billion, with demonstrated resilience through economic cycles and a commercial mix concentrated in exactly the asset class being built at record pace

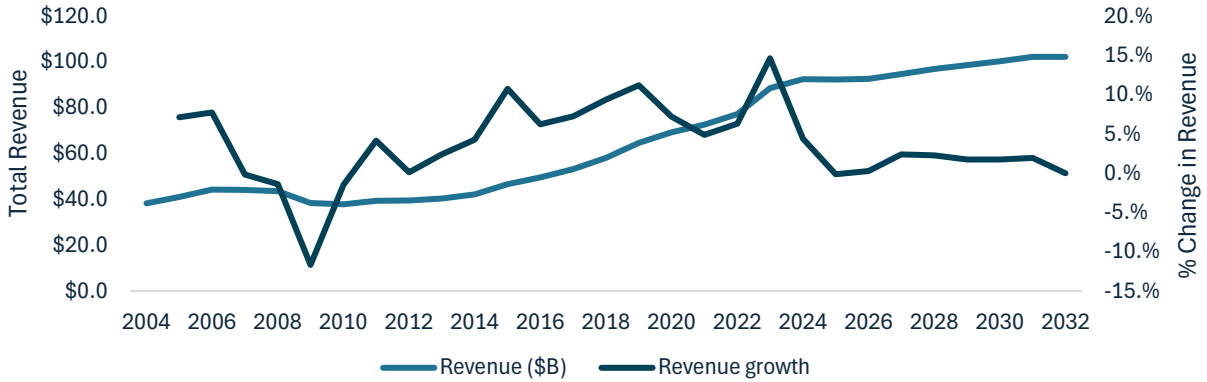
Products & Services Segmentation



Roofing Contractor Service Segmentation



Roofing Contractor Market



- Single Ply/Coating/SPF and Metal roofing is the category that covers data centers, warehouses and most industrial facilities
- Nearly 45% of the product market is concentrated in the exact roof type that sits over the assets in data centers
- **"Data-center construction is becoming a reliable bright spot in a cooling market.** Multi-year capital commitments behind data-center construction keep commercial reroofing demand growing even as the broader nonresidential cycle cools." – Matthew Piggot (IBISWorld)

Source: IBISWorld

Roofing Technology Inflection: AI + Drone Inspection

The shift from periodic manual inspections to data-driven, continuous monitoring is creating a structural divide between technology leaders and traditional operators.

Traditional Model	Technology-Enabled Model
• Manual inspection 1-2x per year • Inspector-dependent quality and coverage • Reactive leak detection – found after damage • Paper or PDF reporting to facility manager • Relationship-driven contract retention • No longitudinal data across client portfolio	• Drone + thermal imaging deployed on demand • AI-scored condition assessment – consistent, auditable • Moisture detected 12–24 months before visible leak • Digital roof twin with dashboard reporting • Data-driven retention – proof of value, not promises • Proprietary dataset becomes a defensible competitive moat

New Roofing Maintenance Technology

Smart Roof Sensors (ELD)

- Electronic Leak Detection systems detect trapped moisture, temperature fluctuations and structural stress
- Sends alerts well before damage occurs

BIM + IoT Integration

- AI algorithms and Building Information Modeling (BIM) continuously analyze weather data, sensor feeds, and past maintenance records
- Predicts roofing failures before leaks occur and informs future roof design

Drone Inspections / Infrared Thermography

- Drones equipped with infrared thermography conduct non-destructive moisture scans to pinpoint trapped water and insulation
- Does not affect operations, scans well in advance of damage

High Performance Membranes

- Durable thermoplastic materials like TPO and MAX PVC provide puncture resistance and heat-welded seams
- Liquid-applied silicone membranes also create barriers

Cool Roof Technology

- Highly reflective coatings and white single-ply materials bounce solar energy away
- Cools the building envelope and reduces burden on data center cooling systems

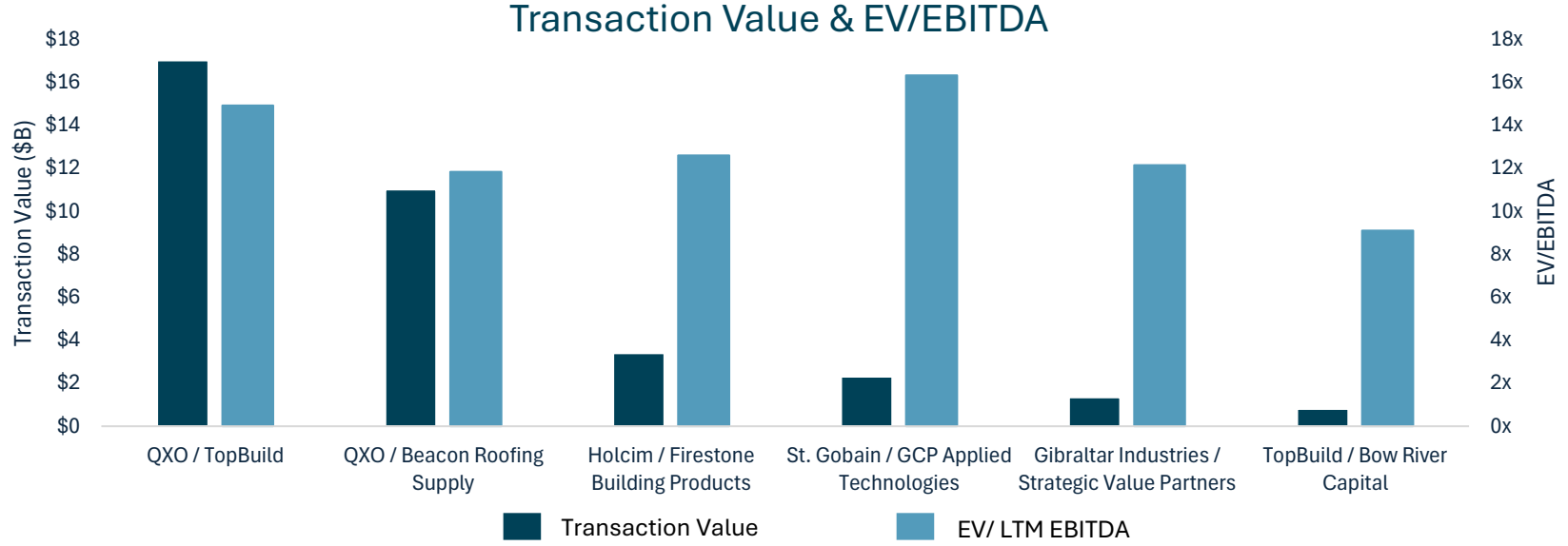
Green & Solar-Integrated Roofs

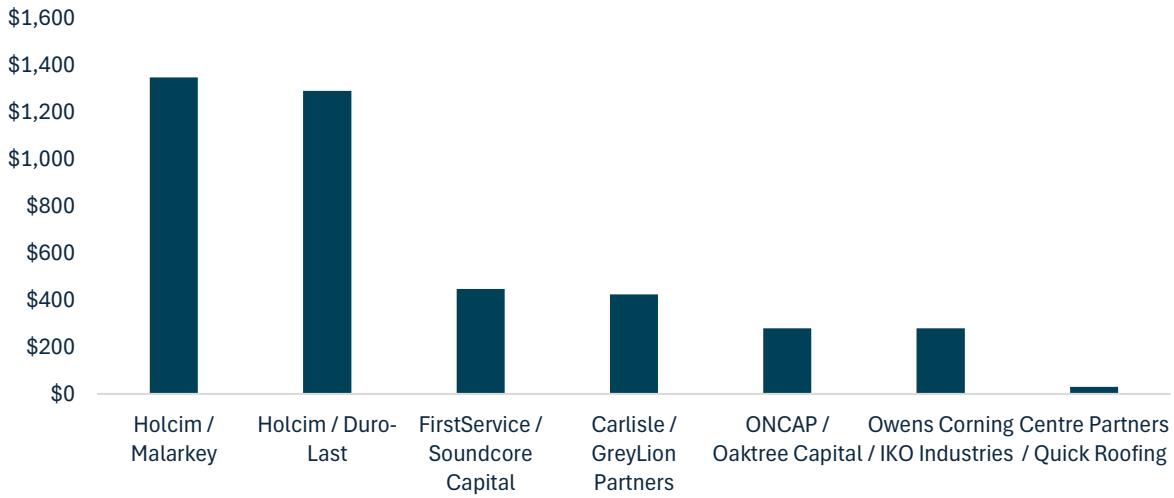
- Some data centers employ green roofs that have layers of organic material
- Helps absorb solar energy and reduce cooling loads

Sources: Insulated Roofing Contractors, GAF

Roofing & Roofing Services

Acquirer / Target	Deal Date	Deal Size ($mm)
QXO / TopBuild	Jul 1, 2026	$17,000.0
QXO / Beacon Roofing Supply	Apr 29, 2025	$11,000.0
Holcim / Firestone Building Products	Apr 1, 2021	$3,400.0
Saint-Gobain / GCP shareholders*	Sep 27, 2022	$2,300.0
Holcim / Malarkey	Feb 28, 2022	$1,350.0
Gibraltar Industries / Strategic Value Partners	Feb 2, 2026	$1,335.0
Holcim / Duro-Last	Mar 31, 2023	$1,293.0
TopBuild / Bow River Capital	Jul 14, 2025	$810.0
FirstService / Soundcore Capital	Dec 18, 2023	$447.2
Carlisle / GreyLion Partners	May 1, 2024	$424.6
ONCAP / Oaktree Capital	Sep 30, 2016	$280.0
Owens Corning / IKO Industries	Sep 1, 2022	$280.0
Centre Partners / Quick Roofing	Jan 4, 2024	$29.8





Average Multiple

LTM EV/EBITDA:

12.8x

Source: PitchBook, SEC, PR Newswire, Businesswire, NASDAQ, Company Press Releases

Leading Roofing Contractors Poised to Grow

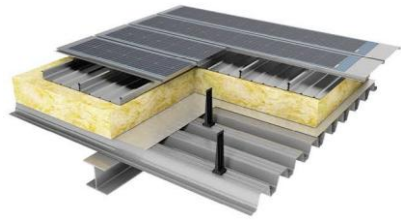
Company	Ownership	Disclosed Financials ($mm)	Description
Advanced Roofing	100% Employee-Owned (ESOP) – Converted 2026	2025 Revenue: ~$200	Florida's top-ranked commercial re-roofing contractor, providing re-roofing, repairs, maintenance and solar energy services for occupied buildings across 7 statewide locations
Baker Roofing	100% Employee-Owned (ESOP) – Converted July 2025	2024 Revenue: $330	One of the nation's largest commercial roofing contractors, providing repair, replacement, restoration and 24/7 preventive maintenance across 29 locations in the Southeast and Mid-Atlantic
CentiMark	Private – Employee-Owned Family (ESOP) Tim Dunlap, President & CEO	2024 Revenue: $1,265	North America's largest commercial roofing and flooring contractor, operating over 100 offices across the U.S. and Canada with dedicated crews for all major roof systems
Flynn	Private – Doug Flynn, President & CEO	2024 Revenue: $621	North America's leading building envelope trade contractor, spanning roofing systems, roofing service, glazing & curtain walls, architectural metals and waterproofing across 35+ locations in the U.S. and Canada
Nations Roof / AEA		2023 Revenue: ~$400	National commercial roofing contractor offering reroofing, new installation and maintenance & repair services, differentiated by the industry's largest dedicated national accounts sales team
Tecta America / Atlas Partners		2024 Revenue: ~$1,500	The nation's largest commercial roofing contractor, employing more than 4,300 professionals across 85+ locations in 32 states, formed by consolidating ten regional platforms in 2000
Tremco / RPM		August 2026 LTM Revenue: $7,900	Leading distributor of commercial roofing and building envelope solutions, offering restoration, replacement and comprehensive facility asset management backed by RPM's national manufacturing scale **M&A Activity:** 2026 Total – $219.8M (RPM)

Sources: Company websites, Roofing Contractor Magazine, Altas Partners, AEA Investors, PitchBook, ZoomInfo, Commercial Roofing Advisors

Case Study – RPM's Acquisition of Kalzip

> This acquisition aligns with our strategy to build leadership positions in selling systems to high-growth, high-specification construction markets.
>
> Frank C. Sullivan – CEO





About the Transaction

- Tremco CPG, part of RPM International (NYSE: RPM), acquired Kalzip GmbH, a designer and producer of metal roofs and façades for building envelopes. The deal was announced January 7, 2026, and closed March 31, 2026
- Kalzip is headquartered in Koblenz, Germany, and makes lightweight, weather-resistant aluminum roofing and façade systems. It has delivered over 1.2 billion sq. ft. worldwide, with projects including Barcelona's El Prat Airport, Berlin's Mercedes-Benz Arena and Children's Hospital Dublin
- The purchase price was ~€150 million, about 2.0x Kalzip's ~€75 million in calendar 2024 net sales
- The deal adds an aluminum envelope brand to Tremco CPG's roofing restoration and maintenance, EIFS, panel, sealant, and waterproofing systems
- The acquisition expands Tremco CPG in Europe and India and opens a path to sell Kalzip's systems in North America
- Kalzip's senior management, including Andrew Leach, stays on after the deal

Sources: SEC, RPM, Business Wire

GREENWICH CAPITAL GROUP

Appendix



GCG Industrial Leadership and Tenured Experience



Frank A. McGrew IV
Managing Director

Years Experience	35+ years
Industry Focus	Diversified Industrials & Manufacturing Family, Founder, and Closely-held businesses M&A and Strategic Alternatives / Capital Raising
Previous Work Experience	J.P.Morgan, Morgan Stanley, McNally Capital, Merrill A Bank of America Company, Raymond James
Education and Certifications	MBA from the Wharton School, BBA from Southern Methodist University, FINRA Licensed Series 7, 14, 24, 63 and 79
Board Leadership	Seven Multi-site Solutions (Chicago) Lumatrak (Memphis)

Biography:
Frank McGrew joined GCG in December 2025 as Managing Director and Co-Head of Industrials. He previously led the launch of JP Morgan's Nashville Regional Investment Bank, specializing in middle-market healthcare, diversified industrials, and business services. Before JP Morgan, he was Managing Partner at McNally Capital, overseeing Merchant Banking and supporting Direct Investing with family offices. Previously, he served as a Managing Director at Raymond James, focusing on diversified industrial, manufacturing, and technology companies. Notably, he founded the firm's Global Water Infrastructure Banking Practice. His early career included significant global experience at major investment banks, including Morgan Stanley, Merrill Lynch, and Salomon Brothers, across the US, Asia, and Europe. Frank is based in Nashville with additional responsibility for growing GCG's presence throughout the South.

Representative Industrial Services & Infrastructure Clients & Relationships

Industrial Services

MYR Group, Quanta, ABM, API Group, Limbach, Comfort Systems USA, IES, EMCOR, Legence, Vertiv

Infrastructure

Oldcastle, CMC, Products Foley Company, Lindsay, NWPX Infrastructure, Putzmeister, Wane, JMM, Metromont, Forterra, Vulcan Materials Company, Ozinga, Core & Main, Concrete Pumping Holdings, Design Precast & Pipe, ADS, SRM Concrete, Martin Marietta, Rogers, Rinker Materials, Jones Bros, Valmont, Precast Specialties

GCG Industrial Focus Areas

Representative End Markets / Sectors

- Agriculture / Services / Farm & Ranch
- Building Products
- Energy Services / Infrastructure
- Fluids, Filters, Bearings & Connectors, Gaskets
- General Construction / Mining Equipment
- Industrial Conglomerates
- Industrial Services
- Instrumentation / Controls / Detection
- Medical Equipment
- Specialized Niche Manufacturing

Material / Capital Goods

- Basic Materials
- Chemicals
- Components
- Containers / Packaging
- Finished Goods
- Heavy Equipment / Specialty Machinery
- Hydraulic, Pneumatic & Electromechanical Systems
- Industrial Components
- Metals
- Raw Materials
- Rubber & Plastic

Automation / Tech

- 3D Printing / Additive Manufacturing
- Automation / Robotics
- Electronics / Semiconductors
- Networking
- Sensing / Test & Measurement / Inspection
- Wire & Cable

Infrastructure

- Aftermarket Services / Parts
- Data Center Products
- Electric Grid Products
- HVAC / Controls
- Power Distribution
- Power Generation Equipment

Flow / Motion Control

Water

- Hydrants / Flow Control
- Pipes / Valves
- Pumps / Fluid Handling
- Water Management / Quality

Power

- Industrial Pumps / Valves / Process Control
- Power Generation / Energy Resilience
- Transmission / Fluid Power

Supply Chain / Distribution

- Dealerships / System Integrations
- Healthcare Logistics / Services
- MRO / Rental & Service
- Software
- Value-Added Distribution
- Warehouse Automation & Systems / Orchestration / Logistics

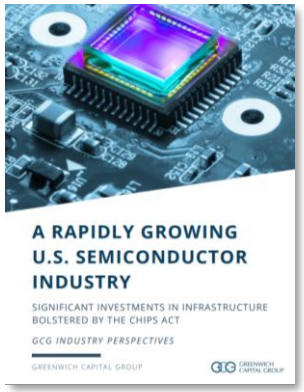
Industrial Services

- Mission-Critical Infrastructure
- Mechanical / HVAC
- Fire / Life Safety & Specialty Compliance
- Industrial Maintenance, Reliability, & Asset Integrity

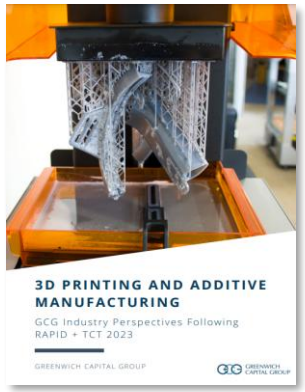
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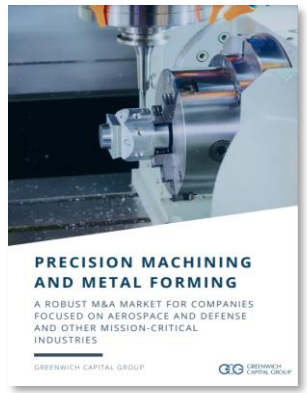




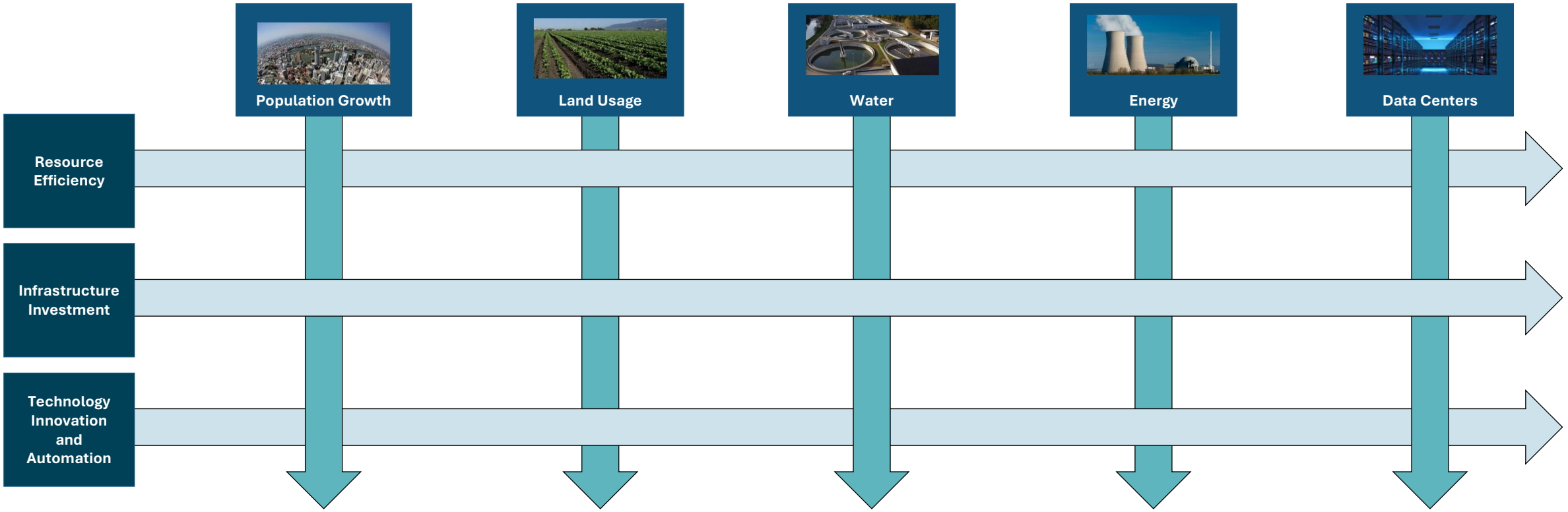








Drivers of Change for Industrial Activity in 2026+



Stronger and consistent economic growth through:				
• *Mass Transit* • *More Compact Cities* • *Aging Demographics / Urban Households*	• *Improved Agricultural Productivity* • *Focused Deforestation* • *Reduce Food Waste*	• *Better Irrigation* • *Recycle / Re-use* • *New Sources: Desalination* • *Market Pricing*	• *Transition From Coal* • *Alternative Fuels & Renewable Energy Sources* • *Global Markets / Exports* • *Data Center Demands*	• *Trump Public Policy* • *Reshoring / Made in the USA* • *Unstable Geopolitics* • *Tax Policy (BBB)*

Illustrative Focus Areas for “Enhanced” Industry Verticals

Representative areas for M&A, consolidation, private equity interest, and growth capital.

Surging Global Resource Demands



Maintenance, Repair, & Operations



Power Generation and Services



Engineered & Manufactured Products

Need for Global Infrastructure Investment



Water / Wastewater and Irrigation



Construction / Heavy Civil / Aggregates



Electricity & Communication Networks

Higher Efficiency, Reliability, & Environmental Standards



Environmental Monitoring & Compliance



Process Engineering / Filtration



Smart Grid Technology & Efficiency

Industrial Automation & Connectivity



Data Centers & HVAC Equipment



Wire & Cable



Automation / Intelligence / Robotics

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GREENWICH CAPITAL GROUP

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