



xxx Systems and yyy
Future expansion in NL(/EU)
Initial proposal, discussion topics and samples

14th November 2021



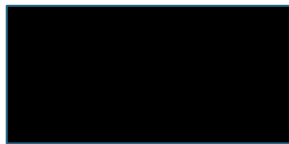
Background

- XX



Needs - further expansion in NL

- XX



Background

- Business consultancy based in Amsterdam
- Run by Irish partners helping businesses move and expand to the Netherlands and EU.
- We take a Total Business View and aim to offer personalised and tailored solutions to our clients.
- In the appendix please see additional information



Approach

In the slides following we give a sample of our approach and output

- particularly we highlight how we help identify potential contacts and decision makers

Key elements to our approach normally include:

- **Initial Familiarisation Session or Strategy Workshop** with the management team/key executives to ensure shared understanding of xxx/yyy's vision, mission, strategy and business, targeted customer segments and potential: where to compete, how to compete
- **Go-to-Market Research and Report** to identify and evaluate market opportunities, related value chain, competitive landscape, key players, decision makers, potential customers and partners (short list/long list)
 - the list of explicit targets types can only be made explicit after further discussion and understanding of xxx's value chain
- As required, assessment of commercial capability and resource requirement, make choices and business case(s) and take steps to implement

Extract #1 - Sample slides (edited) of a recent client Go-to-Market project and report

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Executive Summary (note: compacted to one slide)

Scope

- XX

Market and Segments:

- Strong macro drivers combined with its specific legislative and environmental focus confirm the Netherlands as a favourable market
- XXX

Value Chain and Players

- We structurally identified >200 companies serving the market directly or indirectly
- XX

Competition

- We outlined approx. xx players and profiled in depth the three largest/visible:

Potential customers

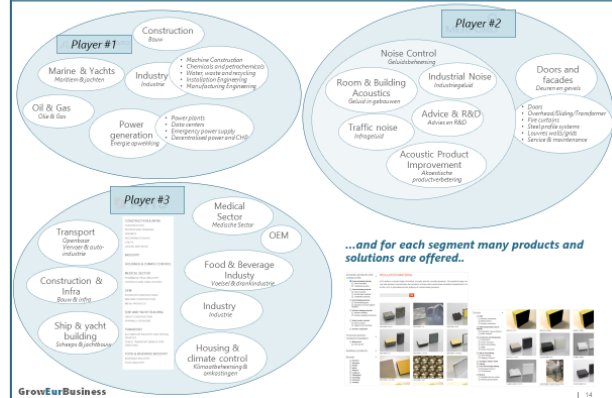
- We identified companies with teams of 10 or more professionals focused on a range of xx challenges, that as examples, depending on criteria, can be targeted and decision makers identified
- OEM: as requested we have structurally identified players in the Air Movement, Chiller and Water treatment spaces and profiled some possibilities, there are many more

Market Strategy and Next Steps

- Where to compete
 - XXX
- How to compete
 - XX

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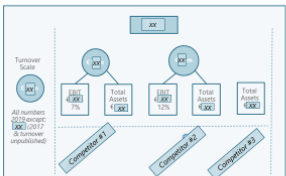
The main XX players in NL address a wide range of sectors and segments



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XX XX is a fragmented industry in XX; we have outlined approx. 25 players and profiled three in depth

We have structurally looked at the noise solutions market and the competition in xx...



Competition Overview

- There are many (approx. 25) mid sized and small companies – these we have outlined and listed in an appendix.
- They address a wide range of sectors and segments and a wide range of products and solutions are offered.
- The largest two players xx and xx have turnovers of 60m and 60m respectively.
- The third most visible, xx, is owned by xx, a leading European insulation group in 13 countries (incl. Ireland, xx)
- These three offer total tailored noise solutions with in-house expertise, R&D and design, installation and also a wide range of products
- In some areas they are particularly specialised e.g. doors – xx, xx and/or work with partners in adjacent areas, thermal, fire – xx
- xx, xx, xx have their own manufacturing, while xx assembles.
- Turnover histories, where available, indicate little growth.
- Profitability over years is also variable, however this also varies and may include exceptional years – see also detail in xx profile.
- We have seen some cross-border presence in xx (via xx and xx); there may be more in the xx sector (where there is less visibility); the major xx players do have some foreign projects.

Market Size?

- The fragmented and dispersed nature of the market makes it difficult to gauge the overall market size, but it is clear the biggest players are not huge.
- A rough assumption based on what is known of the size profile of the players outlined and profiled may indicate a market of +600m.

As stated elsewhere in the report, the fragmentation of the market probably presents opportunities for XXX if it plays to its strengths – but will require a careful choice of focus segments ...

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[Competitor #1] is a dedicated XXX provider profiling as xx with Bel/UK&Ire/Ger. offices, but falling profit & interim CEO

Company Type: Privately Owned

Employees: +130 global / 91 NL

Turnover: Eur xx m

Web: NL.English/Sensor/www.socoo.com

Financial Strength: Profitable but large debt

xx Sectors:

- Industry
- Construction
- Power generation
- Oil & Gas
- Maritime & Yachts

Specialised in xx

- Established 1974
- In-house production – total solution: extensive expert advice & design to assembly on-site and service
- Bespoke solutions
- Highly automated, production facility +20k m²
- Own testing facility on site
- High steel usage & tooling
- Categories and individually address a wide range of segments (see separate side)
- Top class and extensive web site, 3 languages, technical & project info, facility videos (below)

Virtual Tour of Production: [link](#)

Ownership / Structure / Management

- xx interim CEO since July 2020
- 50% group share (interim CEO) 15 years at competitor
- Only 1 shareholder, a holding company, owned in turn by 3 other holding companies (family owned)

Customers / Key Partners / Projects

- Projects / Product solutions detailed examples on web and regularly on LinkedIn
- Belgium partner, renewed co-operation 2019: xxxxx
- Dutch Data Center Association Partner
- Member of:

Locations: NL / Europe

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Advisors – Overview #3

Nr.	Party	Key Contacts	Comments	Description / Profile	Website
8	Gehldrapport.nl	Gehldrapport.nl	• Kees Rijk Owner	• Contains a lot of useful references and links to other resources	Engineering office: acoustics - noise in buildings www.gehldrapport.nl
9	xxx	xx	• xx	• In both NL Data Centre construction network	xx www.xx.com English
10	xx	xx	• xx Director Mission Control Dublin	• Bunpre run out of UK & Ireland office	xx www.xx.com English
11	De Wolff	De Wolff	• De Wolff Gehldraarsen on Acoustiek (+ De Wolff Sound Control and Acoustics)	• Operate in a network of mutually supportive consultancies	Independent acoustic consultancy www.dewolff-acoustiek.nl NL only
12	xx	xx	• xx	• Number of xx projects	xx www.x
13	xx	xx	• xx	• Speciality is permits for xx	xx NL only
14	xx	xx construction & environmental advice	• 150 people	• All-round engineering handling major projects	Consultant in construction and environment www.x NL only
15	De Woonbiologie	De Woonbiologie	• Raymond Leerswaert Owner	• Small specialist firm	Indoor environmental measurements www.dewoonbiologie.nl NL only
16	xx	xx	• xx Owner	• xx discussed with owner and willing to speak - well connected to datacenter value chain & players	Datacenter consultant, focus on Sustainable Solutions (RESAM) xxxx English

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Extract #2 (same client report) - an important element is identifying potential partner/customer companies and key decision makers

There are many potential OEM (or partner) accounts in spaces such as Air Movement, Chiller and Water treatment spaces

They vary from xx subsidiaries of Multinationals to local entities. Although as stated earlier we don't see OEM as a priority for xx we have structurally sought out some players in the spaces identified by xx of interest. We show some possibilities here .. there are many more

Carrier is a world leader in high-technology heating, air-conditioning and refrigeration solutions. Carrier experts provide sustainable solutions, integrating energy-efficient products, building controls and energy services for residential, commercial, retail, transport and food service customers. Carrier is part of Carrier Global Corporation, a leading global provider of innovative HVAC, refrigeration, fire, security and building automation technologies. www.carrier.com



Balfour Beatty, part of the Renaissance Group, strategic focus on acquiring and carrying out integrated projects in the working areas of housing and mobility in the Netherlands and internationally. www.balfour-beatty.com



JBT FINOV is a leader in hygienic and reliable solutions for food processing and is rapidly growing in applying robotics in its production lines for the food industry. Serving customers in the fresh-cut fruit, vegetable and pet food processing industry around the world. JBT FINOV is a business unit of JBT Corporation, a leading global technology solutions provider to high-value segments of the food & beverage industry. www.jbt.com



Johnson Controls is a major global player optimizing building performance to improve safety and enhancing comfort in industries such as healthcare, education, data centers and manufacturing. www.johnsoncontrols.com



Oxycom designs 'natural cooling systems'. www.oxy-com.com



As an example see later where Oxycom key personnel are identified for engagement

OEM approach should be engagement with prioritised list of target contacts to explore mutual spot opportunities with xx

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Logisticon Water Treatment designs and constructs complete water treatment installations for the preparation of drinking and process water, and for the treatment of communal and industrial wastewater. www.logisticon.com



Rodelta Pumps International B.V. part of the Kruitbosch group, is a leading and fast growing manufacturer of pumps, serving the national and international high end/ niche markets in the "Oil and gas industry (API 610)", "Chemical and petrochemical industry", "Paper and pulp industry" and "Flood control, drinking water and water treatment industry". They claim their mechanical and hydraulic engineering team is capable of creating solutions for almost all hydraulic and technical pump issues. www.rodelta.com

RWB Water is an expert in the field of sustainable water treatment solutions. www.rwbwater.com



Sanhua Refy HVAC-R heat conditioning, residential operation with Appliance on worldwide CE components of Zhejiang (CHINA)



Trane the most comfortable & performance solutions opt energy efficient building and controls for HVAC

When segment and target choices are made it is possible to begin to identify decision makers and plan to engage

For two example companies we outlined the organisation and identified some of the key players

OEM potential partner

Oxycom designed its highly innovative 'natural cooling systems' with one goal: reduce the global ecological footprint required for cooling, ventilating and heating buildings. Founded in the Netherlands and have been developing innovative adiabatic climate solutions since 2002.



Founder & New Business Development	Hans Rainders
Teamleader Engineering	Danny Grondhuis
Product Engineer	Maarten Schut
Research Scientist	Mark Hakbijl
Product Engineer	Gerwin Wilbelink
Technisch adviseur	Stef Hollander
Industrial Designer / Senior Product Engineer	Emile Bannik

Industrial Noise Segment

Bram Trommelin	EUI O&E Source Project Integrator (Flow & Temperature)
Thijn Omer	Lead Design Engineer
Jandre Rasende	Lead Engineer
Gabriele Otto	Project Manager - Circular Economy
Elisabel Gubbels - Visser	Program Manager Corporate Real Estate Workplace Environment
Ruben Maas	Project lead & architect

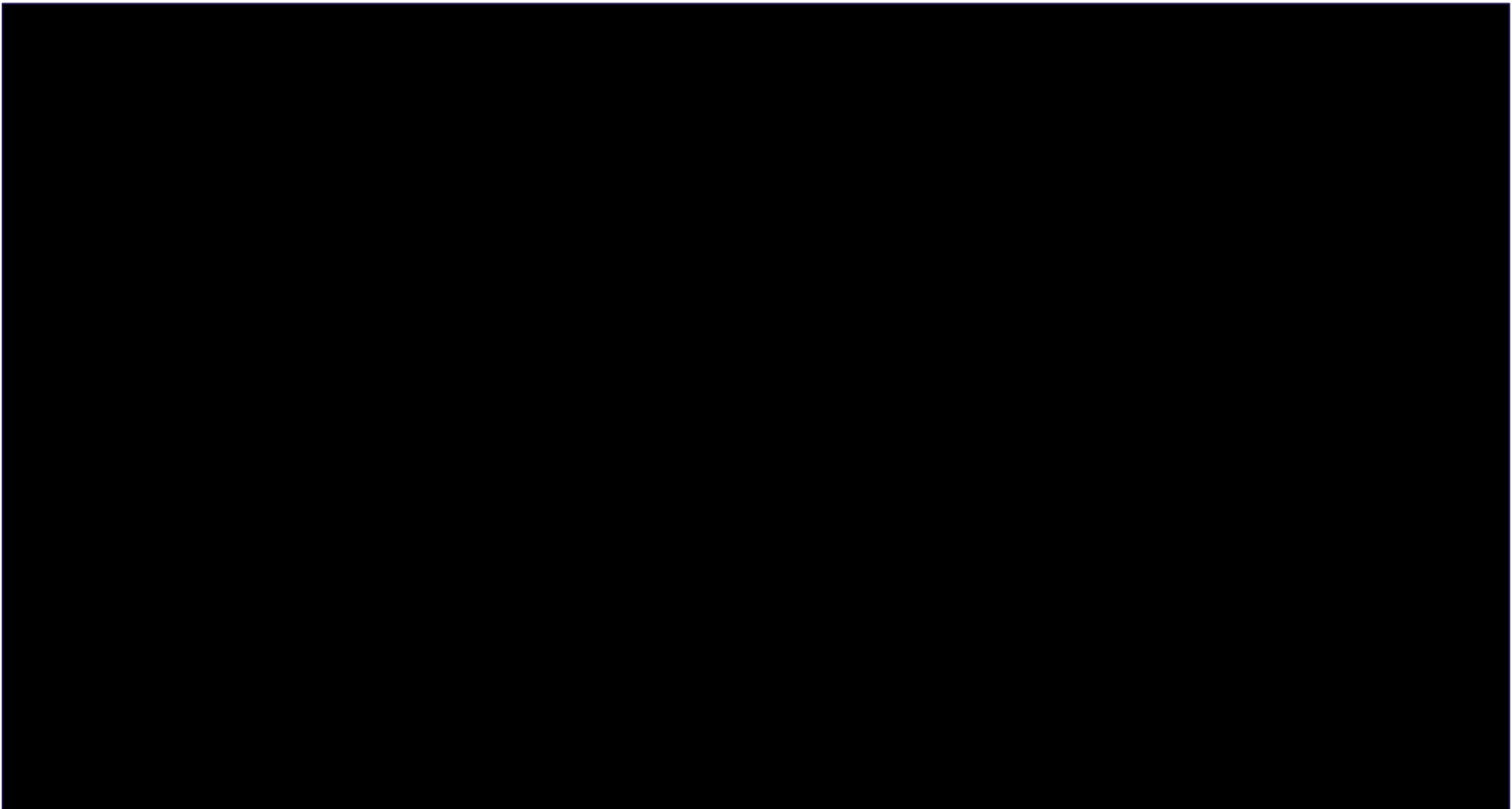
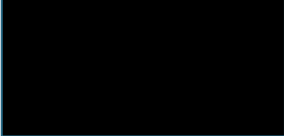
ASML

ASML is a GLOBAL innovation leader in the semiconductor industry. We provide chipmakers with everything they need – hardware, software and services – to mass produce patterns on silicon through lithography. ASML is a Dutch listed company.

...where to put the effort and follow up depends on the segment choices made and the Business Development resource to evaluate and harvest

- Identify specific individuals / decision makers
- Direct marketing – LinkedIn campaign
- Personal follow up and relationship building

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Your business in the EU?**
We can help you

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- Cost and time savings and
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Total Business View
supporting you on a
personal level

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LANDING OR GROWING YOUR BUSINESS IN THE EU
We can help you

Business consultants based in Amsterdam to support your every step

1 Before you start

Your opportunity: we help you identify and quantify the opportunity for your business

- market research
- competitor analysis
- identifying route to market
- business case
- funding (e.g. Enterprise Ireland)

2 Getting started

Once you decide to start we will help you prioritise and make the right choices

- presenting your offering
- distribution
- potential partners / contacts
- reliable networks
- company setup
- cross cultural training / workshop
- staff sourcing
- (local) digital presence

3 Implementing & growing

Once you have started we are available to support according to your needs.

- decision making support
- interim management
- project support
- business insights
- strategy, planning and control:
- policies and processes
- remote management
- cashflow management

www.groweurbusiness.com

Member PCO network

Partners: profiles and contact

GrowEurBusiness was founded by Greg Tyrrell and JP McAllister: Irish management and finance professionals with a passion for international business and extensive experience in growing and supporting businesses in many European countries and beyond.

We are independent of any vested interests and founded GrowEurBusiness to transfer our knowledge and use our experience to assist businesses to develop in the EU.

JP McAllister +31 (0)6 537 26 775 jp.mcallister@groweurbusiness.com

JP McAllister is a partner in GrowEurBusiness with more than 30 years international experience, particularly in Food/Agri in Business Development, M&A and Director roles

JP is an Irish national working internationally and based in the Netherlands for over 25 years



Greg Tyrrell +31 (0)6 539 99 656 greg.tyrrell@groweurbusiness.com

Greg Tyrrell is a partner in GrowEurBusiness and an independent senior management professional and company coach with 30 years of international experience, largely in the Business Communications technology sector. His passion is advising and driving companies forward strategically and financially, growing sales and earnings. He does this by taking complex problems and making them understandable and actionable for others, especially business opportunities in need of funding

Greg is an Irish national originally from Dublin, a graduate of TCD, the Irish Marketing Institute and a Chartered Accountant



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