VERTIV.

Investor Conference 2026

Shaping the Industry Through Innovation

May 20, 2026

Greenville, South Carolina, USA

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2026 Vertiv Investor Event Agenda – Wednesday, May 20th

	TOPIC	*SPEAKER*
8:00 AM	**SHAPING THE INDUSTRY THROUGH INNOVATION**	SCOTT ARMUL
8:55 AM	**Q&A**	
9:15 AM	**CLOSING REMARKS**	GIORDANO ALBERTAZZI
9:20 AM	**DEPART FOR PLANT TOURS**	

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Shaping the Industry Through Innovation

Scott Armul

CHIEF PRODUCT & TECHNOLOGY OFFICER

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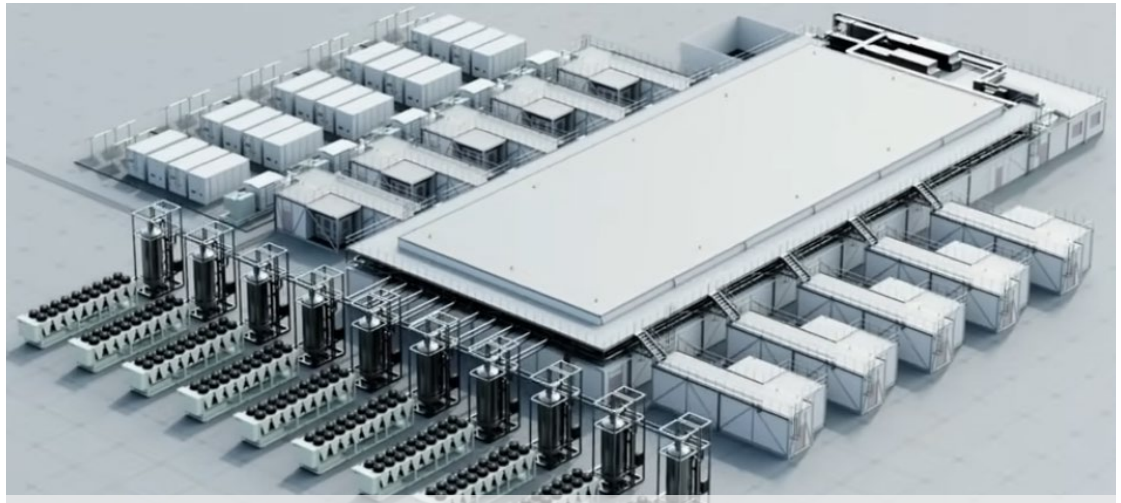
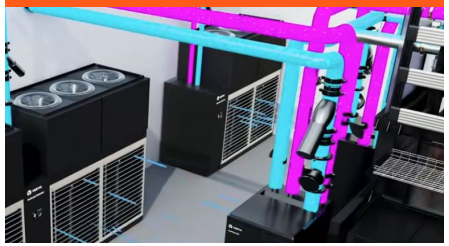
Leading innovator with the most complete critical digital infrastructure portfolio



End-to-end systems and services built for multiple compute generations ahead

Power Management

Thermal Management



IT Systems

Infrastructure Solutions

Services

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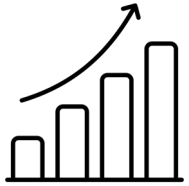
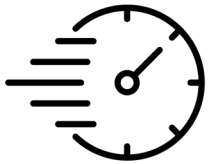
Five intensifying forces are transforming data center architecture and design



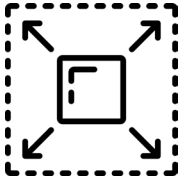
Density

Compute densification in rack and pod



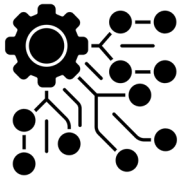
Speed

Deploy capacity ahead of technology cycle



Scale

High-density pods to gigawatt-scale data centers



Complexity

Increasing system interfaces

Load profile

Dynamic, synchronous workloads

The evolution of AI depends on highly integrated infrastructure deployed at an unprecedented scale

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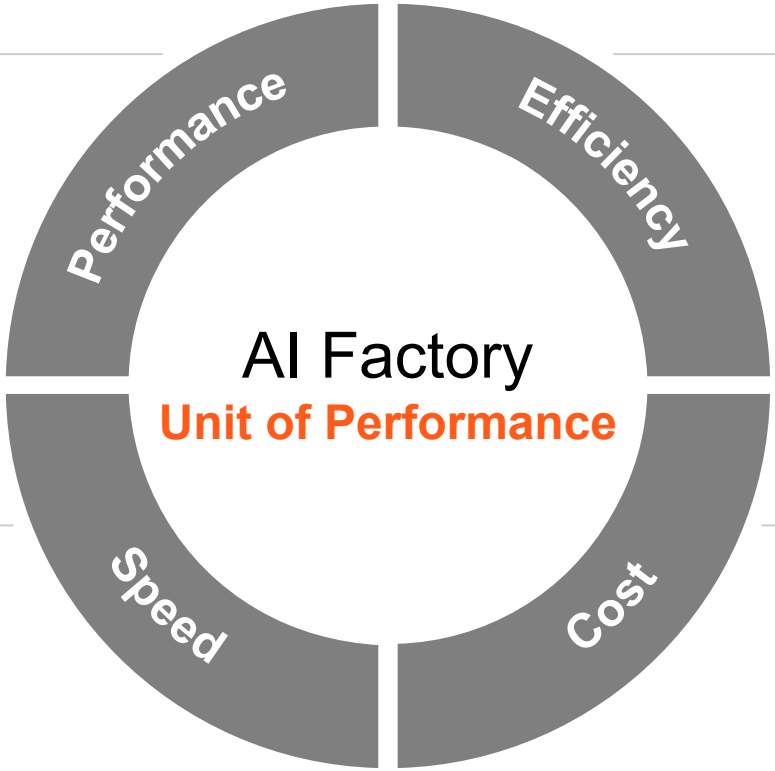
Four key levers define the success of an AI factory…

Tokens per Second

Generate more tokens from the same power envelope with better economics

Tokens per Watt

Minimize auxiliary infrastructure power consumption across the site



Time to First Token

Accelerate the path from infrastructure deployment to productive AI compute

Tokens per $

Optimize total cost of ownership across capital, operating, and lifecycle costs

Vertiv is uniquely positioned to impact all four levers

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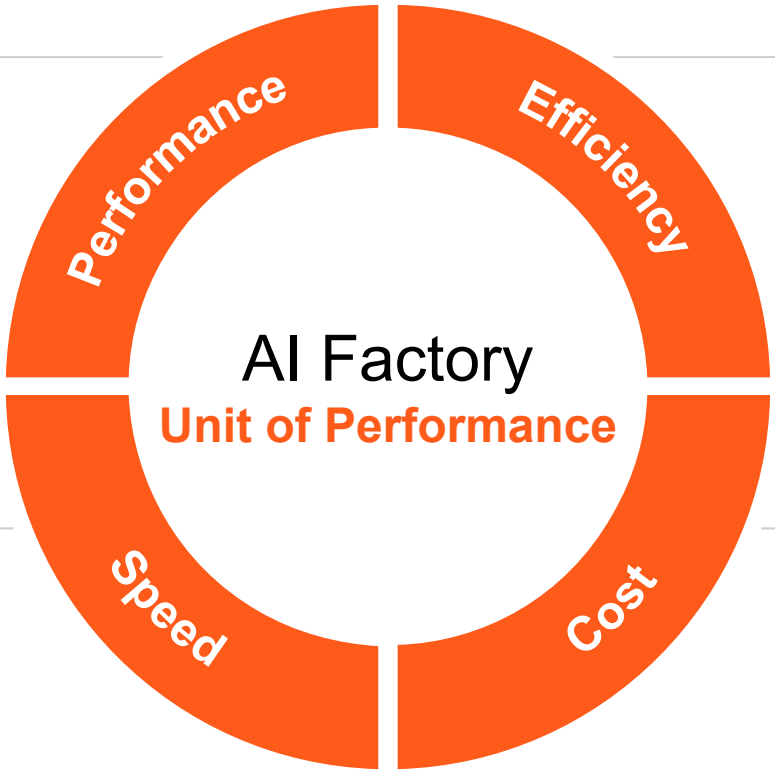
… and **Vertiv capabilities** enable optimization across all four metrics

Tokens per Second

- Enable latest-generation GPUs
- Scale high-density GPU clusters
- Prevent thermal and electrical throttling
- Maximize uptime and utilization

Tokens per Watt

- Improve equipment and design efficiency
- Reduce mechanical cooling overhead
- Minimize conversion & distribution losses
- Site level power and energy management



Time to First Token

- Pre-designed building blocks
- Manufactured converged infrastructure
- Software-driven hardware design
- Strong supply chain strategy

Tokens per $

- Right-size equipment, redundancy and reserve capacity
- Converged systems and infrastructure
- Predictive maintenance & lifecycle service

Vertiv technical leadership and domain expertise enable us to uniquely see and solve industry challenges

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Vertiv portfolio breadth and depth enables infrastructure multiple compute generations ahead

Vertiv delivers end-to-end infrastructure engineered as a unified system across power, cooling, IT, controls, and services

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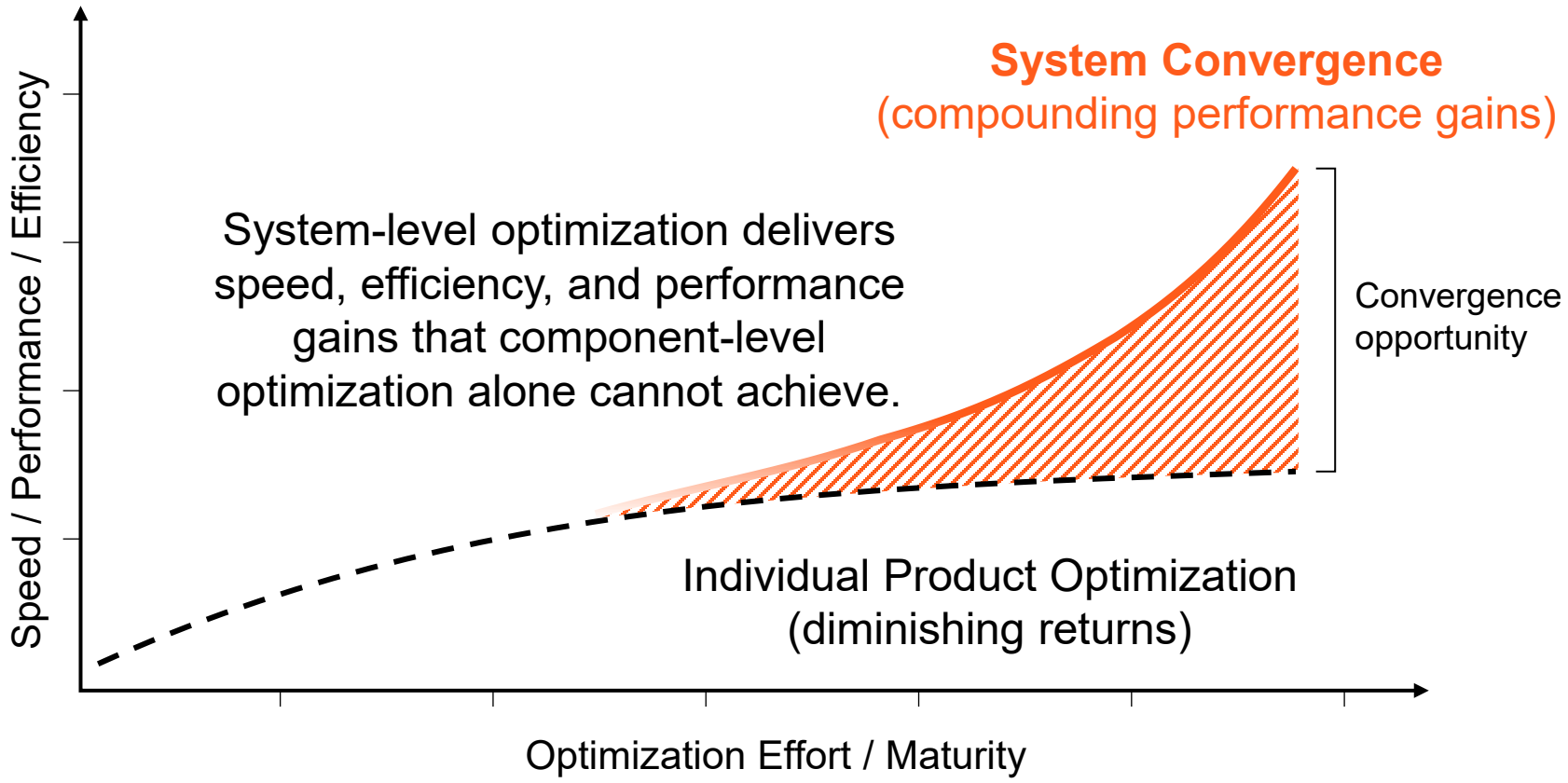
Converged infrastructure unlocks the next era of AI data center performance



1. Evolving the power train for AI-scale loads
2. Transforming the data center into a grid-interactive asset
3. Orchestrating power, cooling, and workloads as one system
4. Unlocking density through the thermal chain
5. Scaling converged infrastructure as a system product

Vertiv combines best-in-class products with system-level integration to deliver converged infrastructure at AI scale

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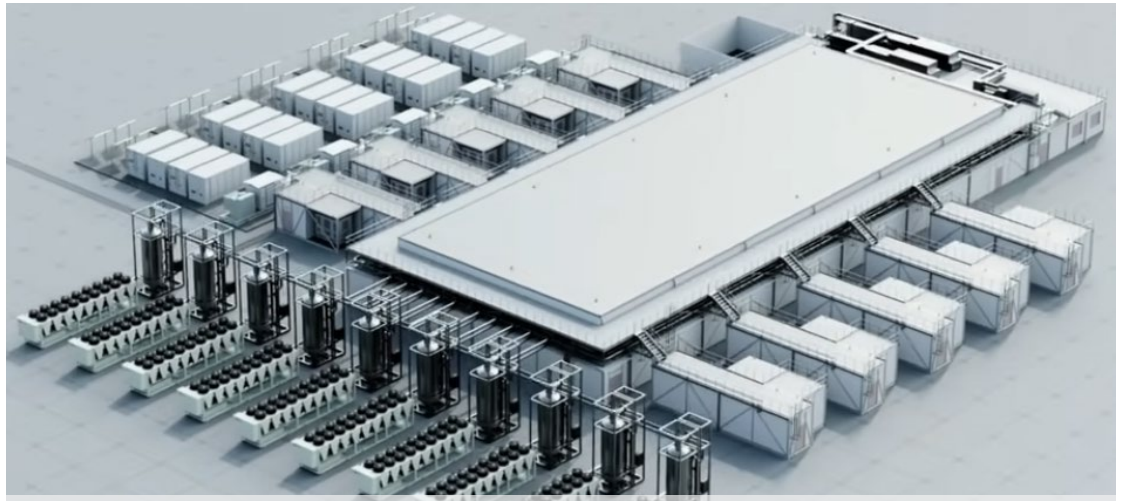
Leading innovator with the most complete critical digital infrastructure portfolio



End-to-end systems and services built for multiple compute generations ahead

Power Management

Thermal Management

IT Systems

Infrastructure Solutions

Services

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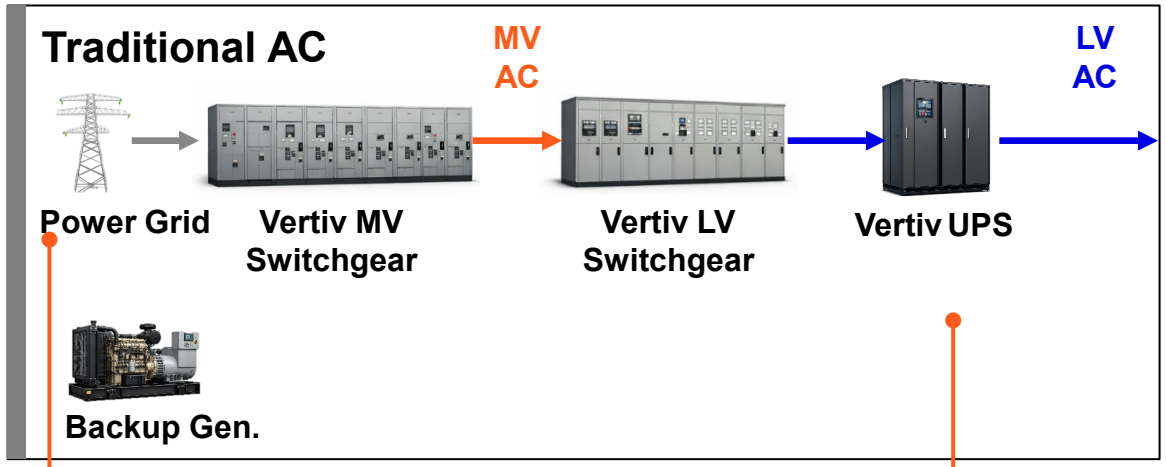
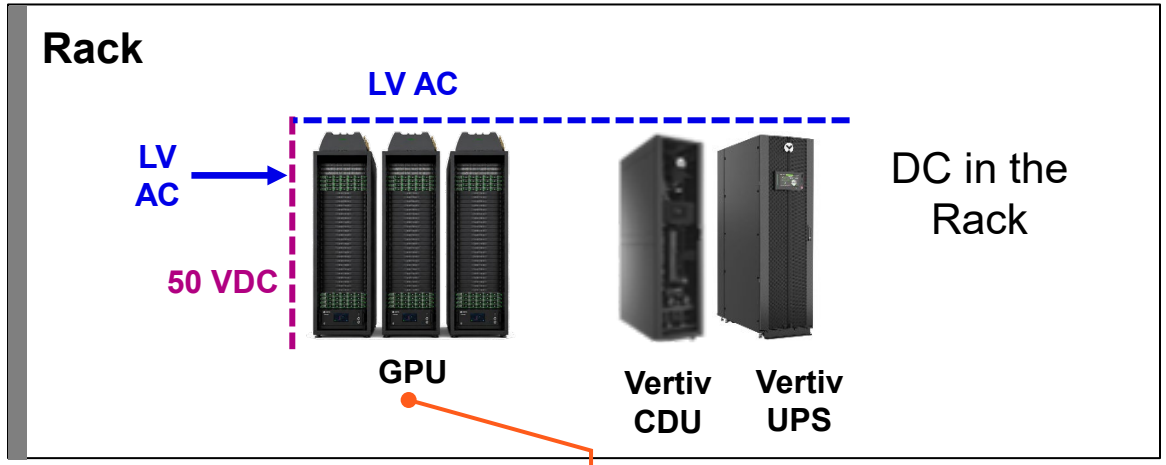
Traditional AC power architecture is evolving to support next-generation AI infrastructure

Sources



Loads



Grid interaction is becoming more complex

- Limited grid capacity in key regions
- Utility interconnection timelines lag AI deployment demand
- Increasing grid-code and interconnection requirements

Dynamic and synchronous AI loads

- Large-scale AI workloads increasingly impact grid stability
- Rapid load fluctuations create power-quality and equipment-stress challenges
- Power disturbances and throttling directly impact AI performance

Rack densities are rapidly increasing

- GPU rack density at 140 kW with visibility to +1 MW
- Traditional rack-level power distribution approaches physical limits near ~350 kW per rack

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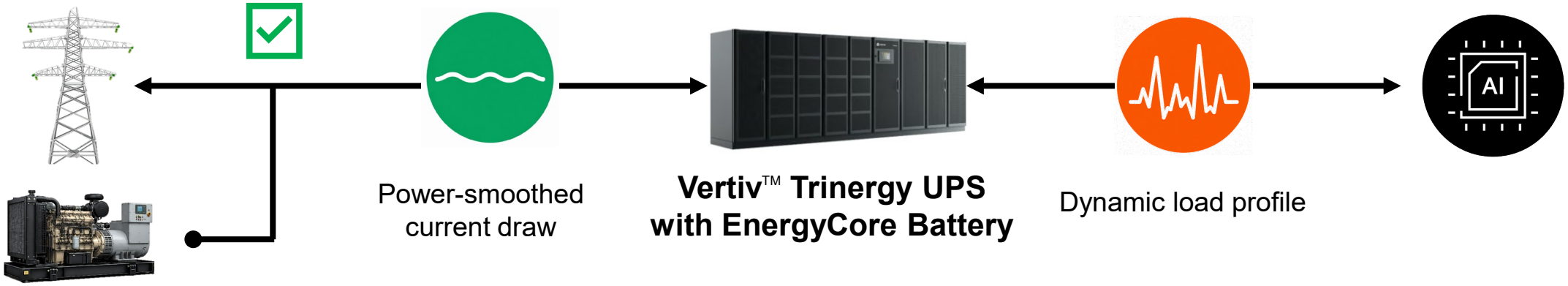
Vertiv power smoothing capability is a leading differentiator in early AI deployments



The UPS role is expanding

- Enables highly dynamic AI workloads
- Shields the grid from rapid load fluctuations
- Coordinates upstream and downstream power quality

Vertiv delivers system-level power control

- Uses patented controls to present a stable load to the grid
- Reduces oversizing through overload capability
- Supports grid-code compliance
- Helps prevent GPU throttling and performance loss

> *"You are helping us understand the problem and uniquely demonstrating a system-level solution."*
>
> *- Hyperscale customer at witness test*

Power smoothing turns the UPS from backup infrastructure into an active performance and grid-stability asset

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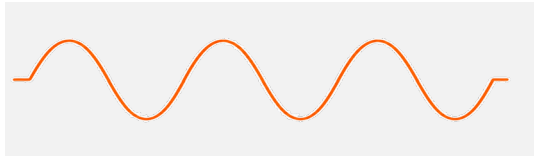
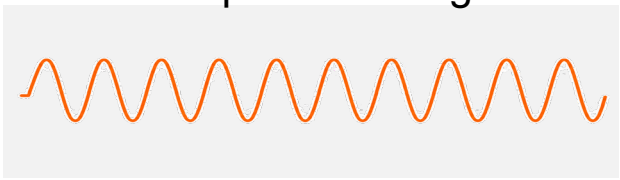
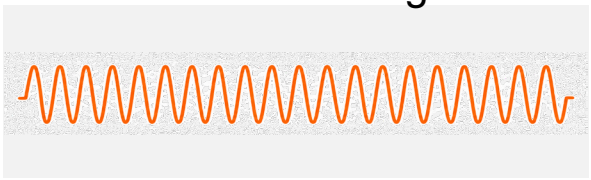
AI infrastructure requires coordinated energy storage across multiple time domains

Level	Site & Facility	Data Hall	Rack & Chip
Response Time & Load Profile	**Hours to days** Extended backup and load shifting 	**Seconds to minutes** Power smoothing, bridging, and peak shaving 	**Milliseconds to seconds** Rapid fluctuation management and ride-through 
Solutions	 Vertiv™ EnergyCore Grid BESS	 Vertiv™ Trinergy UPS with EnergyCore battery cabinets	 Vertiv™ PowerDirect Rack with battery and capacitor units

Vertiv manages AI power dynamics from grid-scale energy storage to rack-level ride-through

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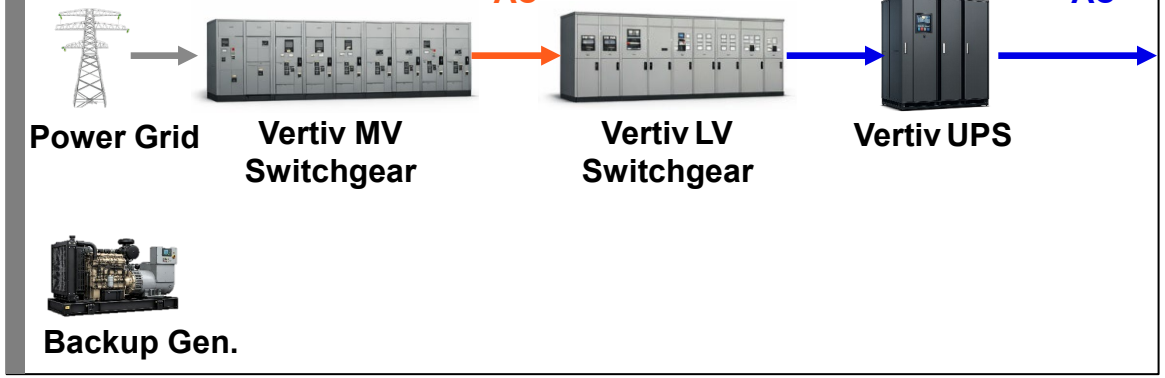
Traditional AC power architecture

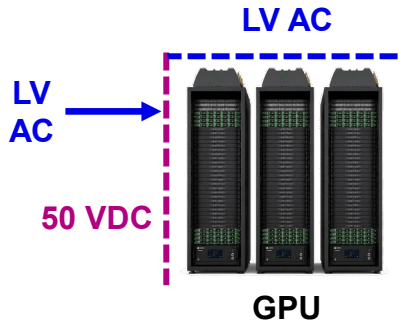
Sources

Traditional AC



Loads

Rack



"DC in the Rack"

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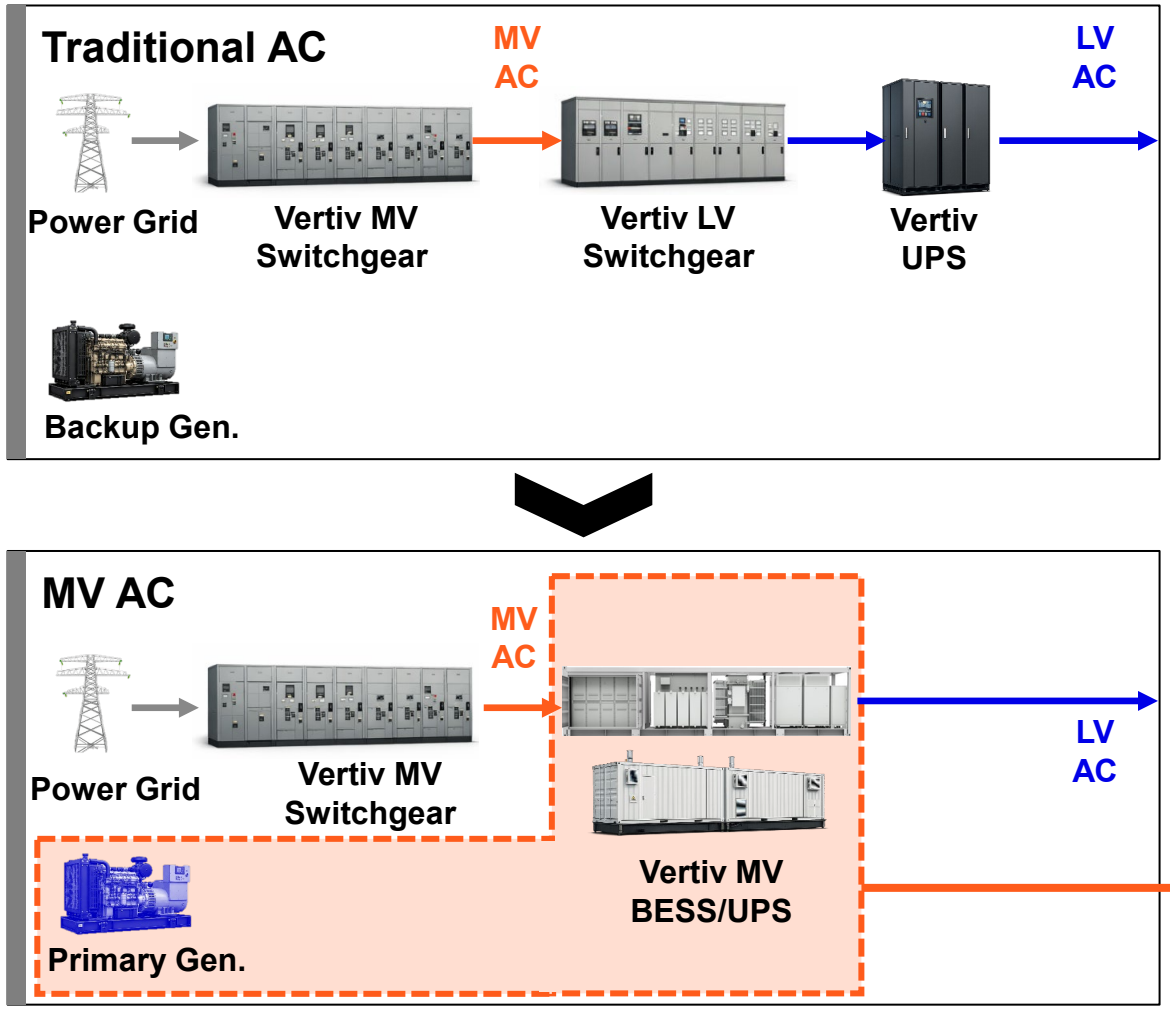
AI-scale loads are shifting UPS and energy storage to medium voltage

Sources



What changes?

- **UPS capability shifts to medium voltage** to support larger building blocks and fewer conversion steps
- **MV equipment moves to the electrical yard**, freeing space and simplifying data hall infrastructure
- **BESS becomes a coordinated backup and power-quality asset**, not a standalone subsystem
- **On-site generation becomes more integrated** with power architecture
- **Enables larger, simpler, grid-ready AI power blocks**

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Vertiv is redefining AI power infrastructure with MV BESS/UPS

The architectural shift

- **Brings UPS intelligence and control** to a medium-voltage, grid-connected asset
- Combines UPS, BESS, and MV power infrastructure into **a single coordinated system**
- **Buffers rapid AI load fluctuations from the grid** through coordinated battery response
- **Supports grid-code compliance and ride-through** during voltage disturbances
- **Lower total system cost** for customers with higher total Vertiv content

Vertiv MV BESS/UPS

Customer pilot demonstrations beginning June 2026

Outdoor-rated **medium-voltage BESS/UPS** designed to deliver long-duration backup power for large AI factories

Combining MV, UPS, and BESS transforms power infrastructure into an active grid-connected asset

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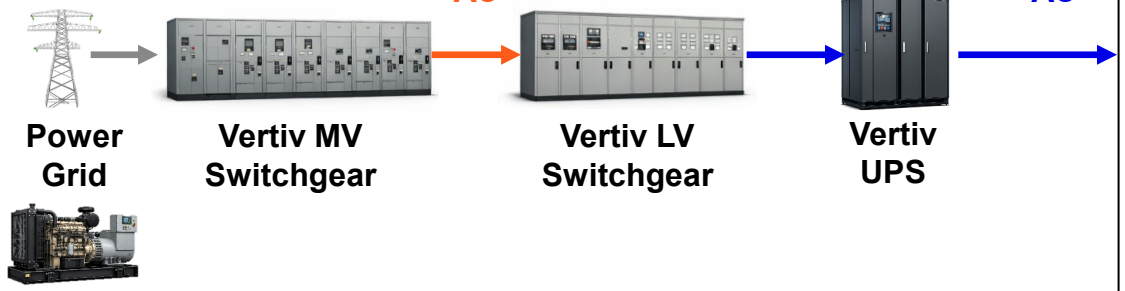
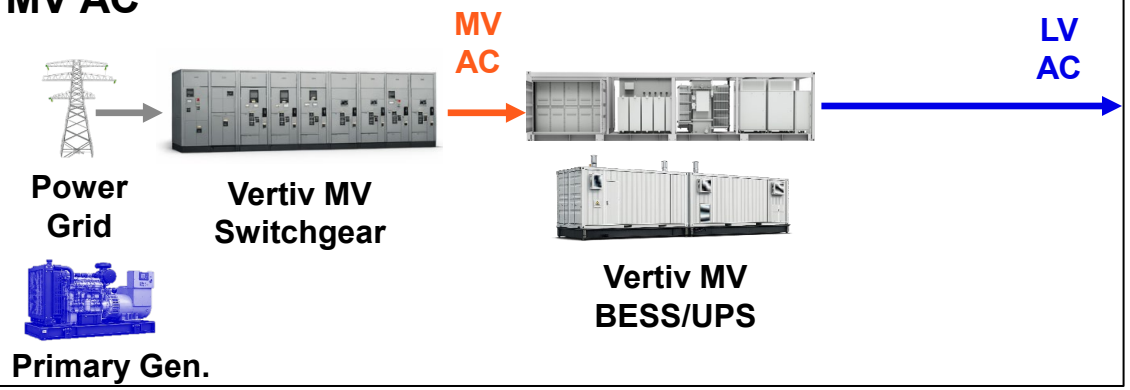
Medium-voltage AC UPS shifts AI power infrastructure upstream

Sources

Traditional AC

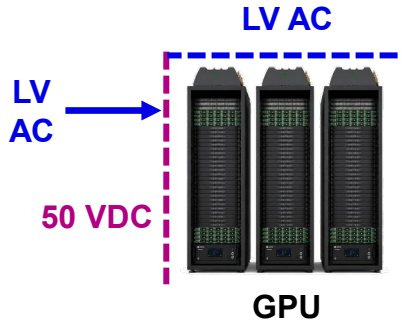


MV AC



Loads

Rack



"DC in the Rack"

Moving UPS capability to medium voltage simplifies power delivery and prepares AI infrastructure for larger, grid-interactive loads

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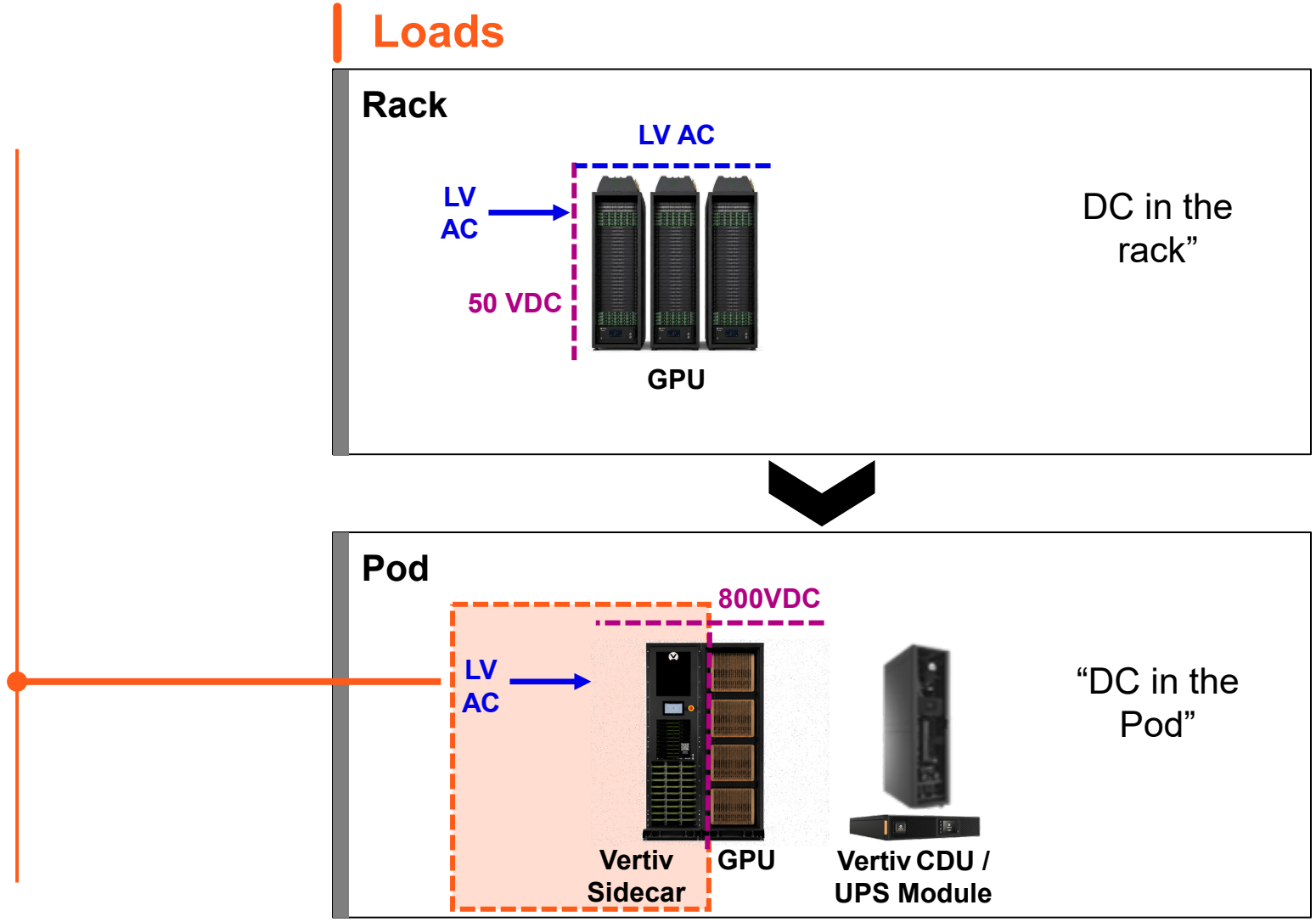
Higher-voltage DC power starts at the rack and scales to the pod

What changes?

- Next-generation GPUs require higher-density power delivery
- 50 VDC conversion moves out of the rack
- Power delivery shifts to 800 VDC at the pod level
- Sidecar power systems are tightly coupled with GPU racks
- Existing AC input and distribution can still be leveraged



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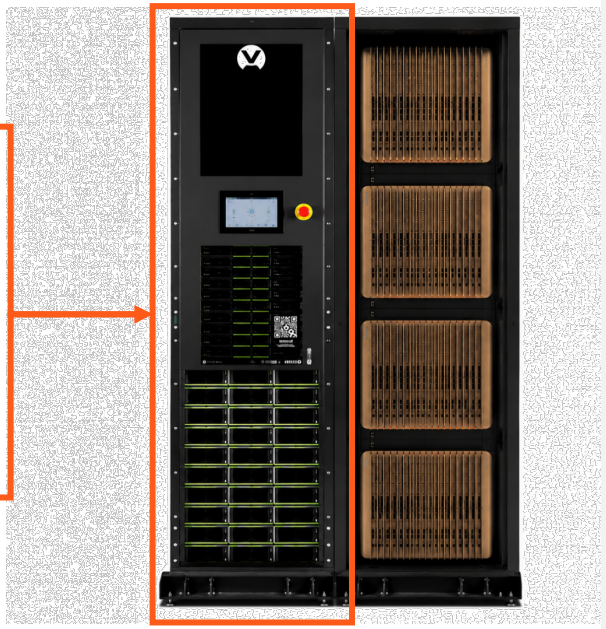
Vertiv™ PowerDirect sidecar accelerates the transition to 800 VDC power

Current

~140 kW
Power density per IT rack

Vertiv™ 800 VDC sidecar architecture



~300 kW to **1 MW+**
Power density per IT rack

- **Frees rack space** by moving power conversion outside the GPU rack
- **Reduces conversion stages and efficiency losses**
- **Enables megawatt-class** rack densities
- **Simplifies row-level distribution and compliance**

Vertiv™ PowerDirect 5000

Up to 900 kW

Customer lab validation and testing underway
Commercial launch expected in early 2027

The Vertiv power heritage and customer partnerships position us to lead the first wave of 800 VDC system deployments

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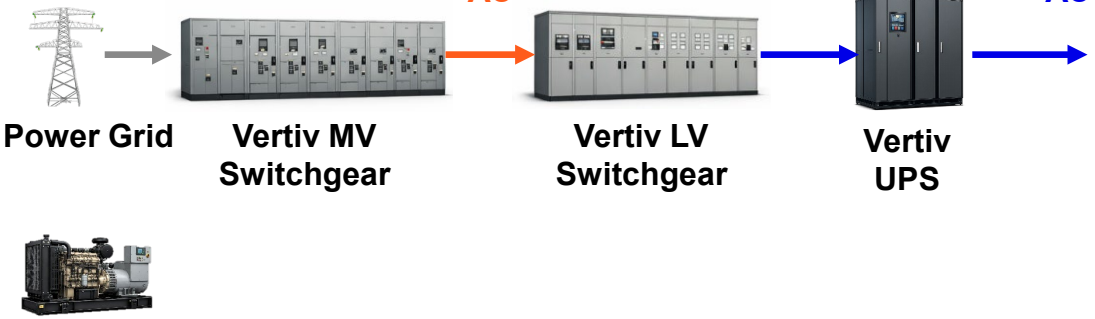
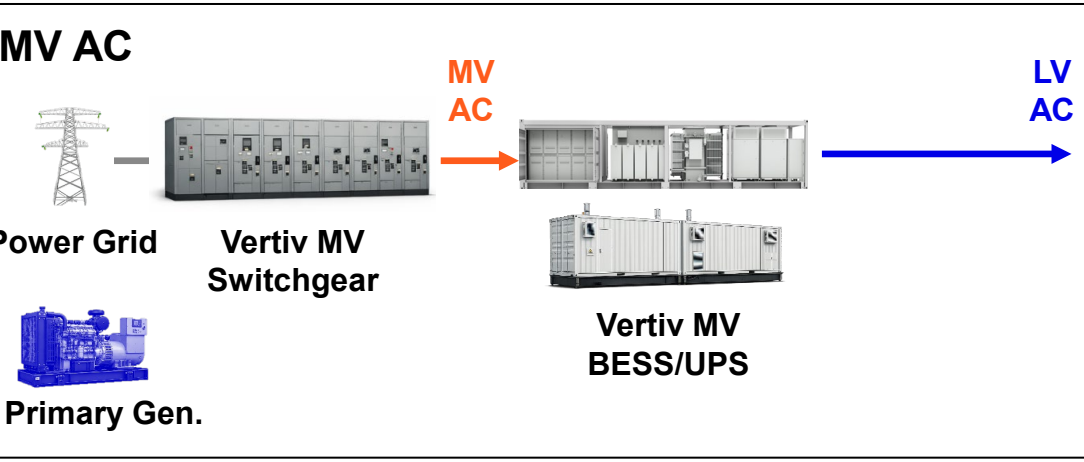
Vertiv supports every stage of AI power architecture evolution

Sources

Traditional AC

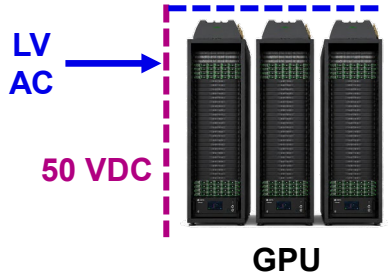


MV AC



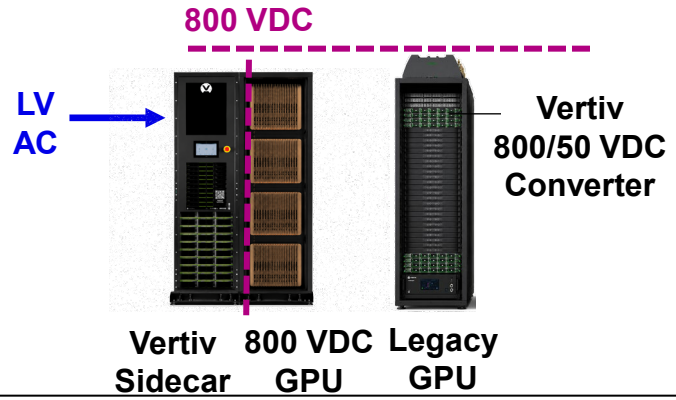
Loads

Rack



DC in the rack

Pod



DC in the pod

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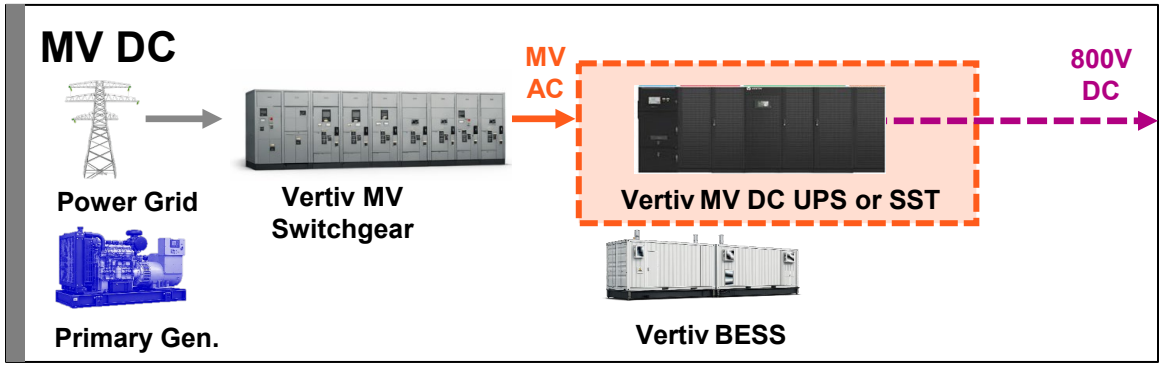
Vertiv is developing the path to centralized DC power architectures

Sources



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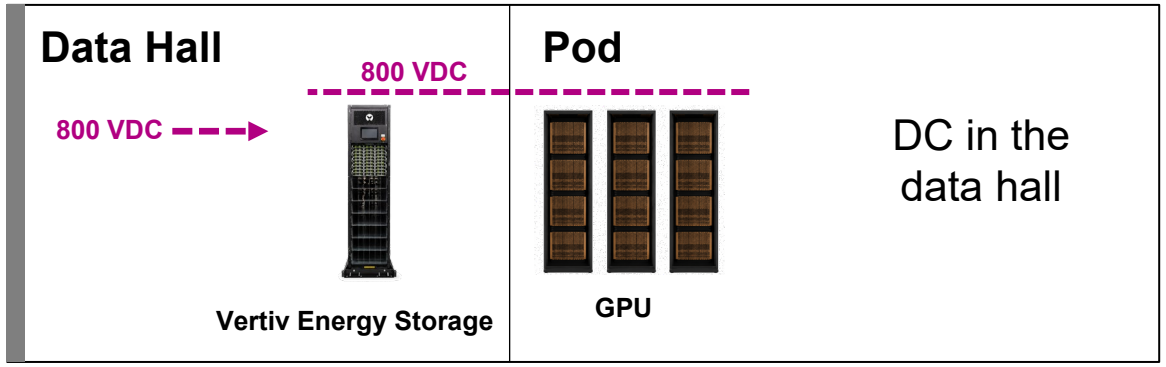

Who's it for?	Large-scale, purpose-built AI factories
Why it changes?	Moves DC power from the pod to the data hall
	Simplifies high-power distribution
	Reduces conversion steps to improve efficiency

Vertiv is advancing centralized DC through two technology paths:

1. **MV DC UPS**: Uses mature transformer and rectifier technology with a more established supply chain
2. **Solid-state transformer / MV power conversion**: Enables longer-term gains in density, footprint, and system efficiency

Vertiv is executing the product roadmap to enable centralized DC architectures

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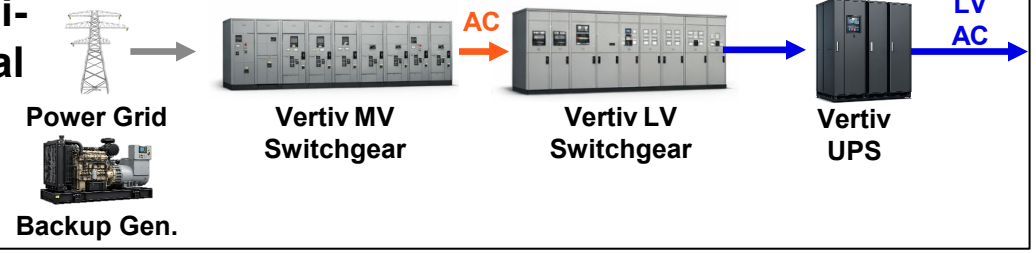
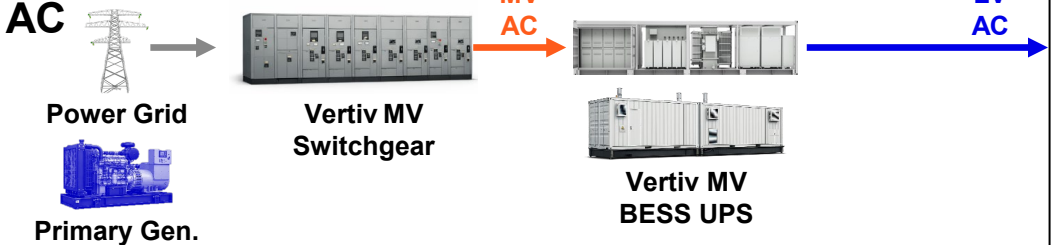
Multiple AI power architectures will coexist across customers and applications

Sources

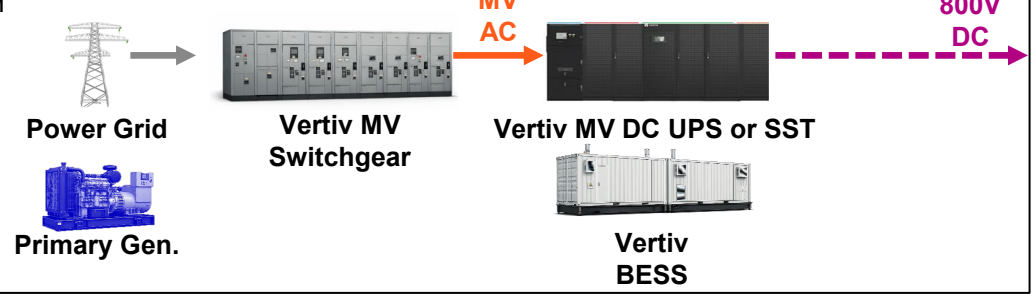
Tradi-tional AC



MV AC

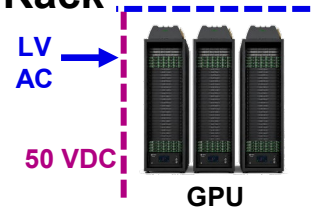


Vertiv™ MV DC



Loads

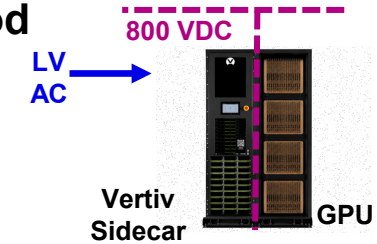
Rack



DC in the rack

Best for integrating AI into existing AC infrastructure

Pod

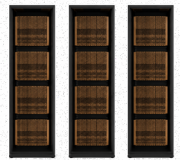


800 VDC in the pod

Best for next-generation, higher-density AI deployments

Data Hall

Pod



800 VDC in the data hall

Optimized for large-scale AI factories

Selection factors: Installed base | GPU type, density | Efficiency | Site profile | Operator preference

Vertiv's role and value increase across every stage of AI power architecture evolution

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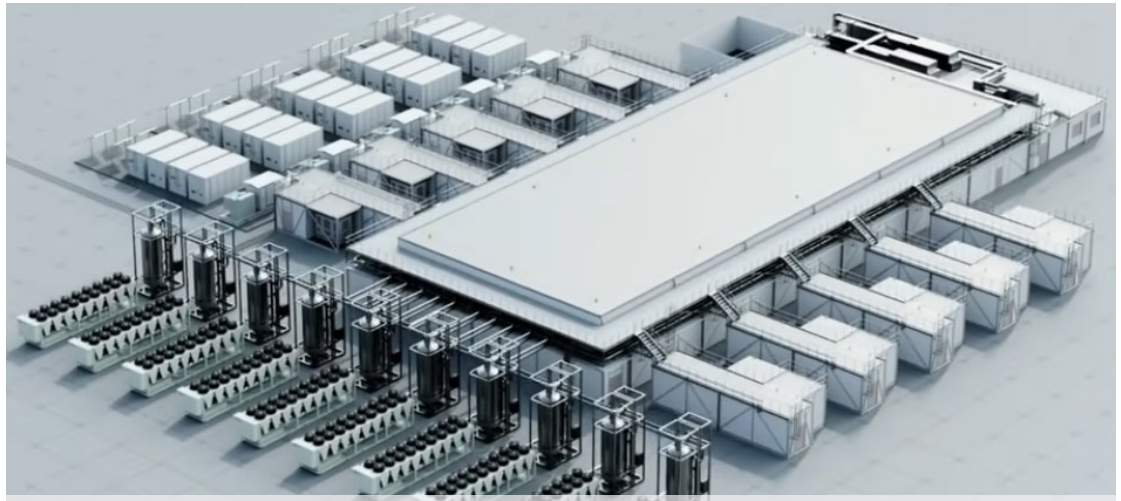
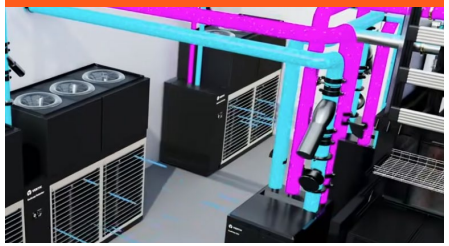
Leading innovator with the most complete critical digital infrastructure portfolio



End-to-end systems and services built for multiple compute generations ahead

Power Management

Thermal Management



IT Systems

Infrastructure Solutions

Services

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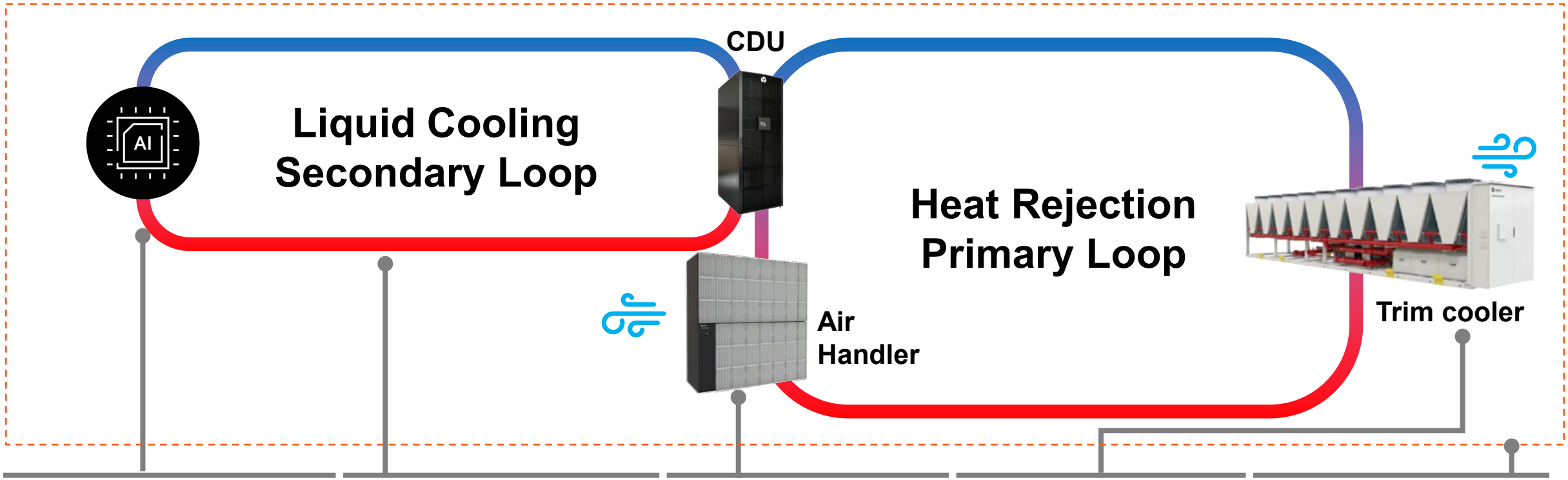
Complexity and criticality are driving new thermal architectures



Liquid cooling has become mission-critical infrastructure

Higher operating temperatures reduce cooling power consumption

Hybrid air and liquid cooling increases system complexity

Thermal architecture depends on workload, site, and efficiency targets

Thermal performance now depends on lifecycle services

Cooling performance now depends on coordinated operation across the full thermal chain

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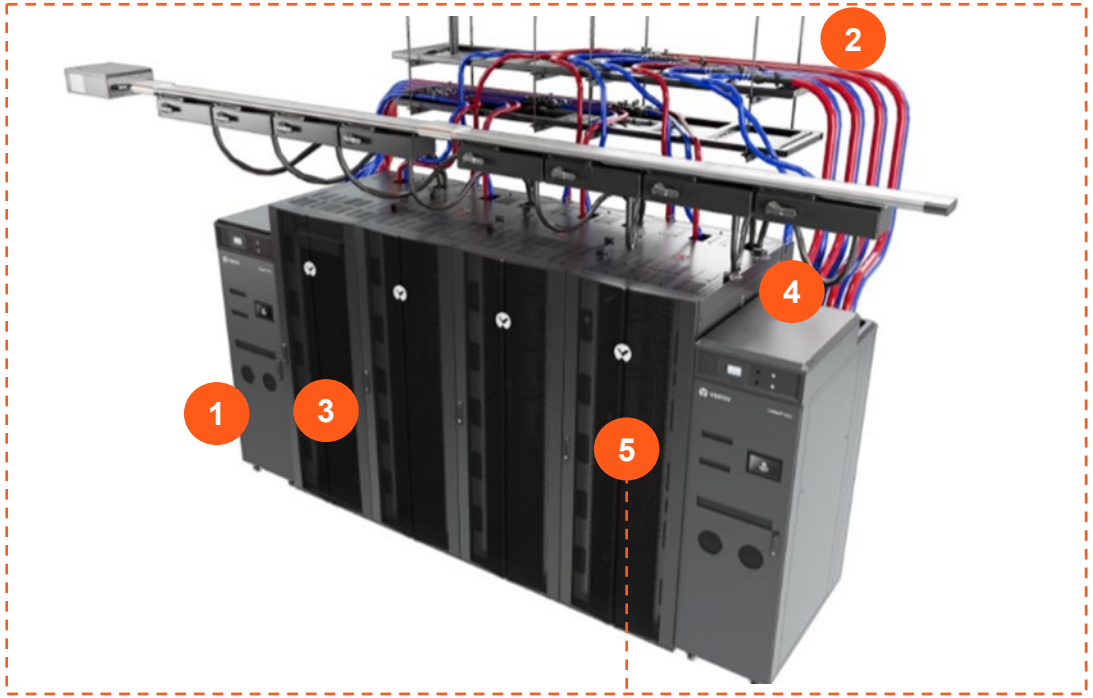
Liquid cooling performance directly impacts AI throughput and uptime

Liquid Cooling Secondary Loop

Strict performance	Continuous Op.	Temperature control
Flow control	Filtration	Fluid chemistry



Vertiv System-Level Approach

1	**Coolant Distribution Unit (CDU)**	• Controls temperature, pressure, and flow across the liquid cooling loop • New CDU platforms scale beyond 2 MW
2	**Secondary Fluid Network (SFN)**	• Specially designed piping network from IT equipment to CDU with compliant materials
3	**Chip & server liquid cooling** STRATEGIC THERMAL LABS	• Strategic Thermal Labs expands visibility into chip- and server-level thermal behavior • Integrated into broader thermal system optimization
4	**Fluid management services** PurgeRite®	• Proactive monitoring reduces unplanned downtime • Lifecycle fluid services simplify operations
5	**Vertiv™ Unify Thermal Secondary Loop**	• Continuously optimizes thermal system performance • Provides advanced leak detection and monitoring

Vertiv manages the full liquid cooling system from chip to heat rejection

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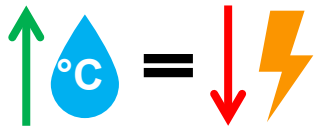
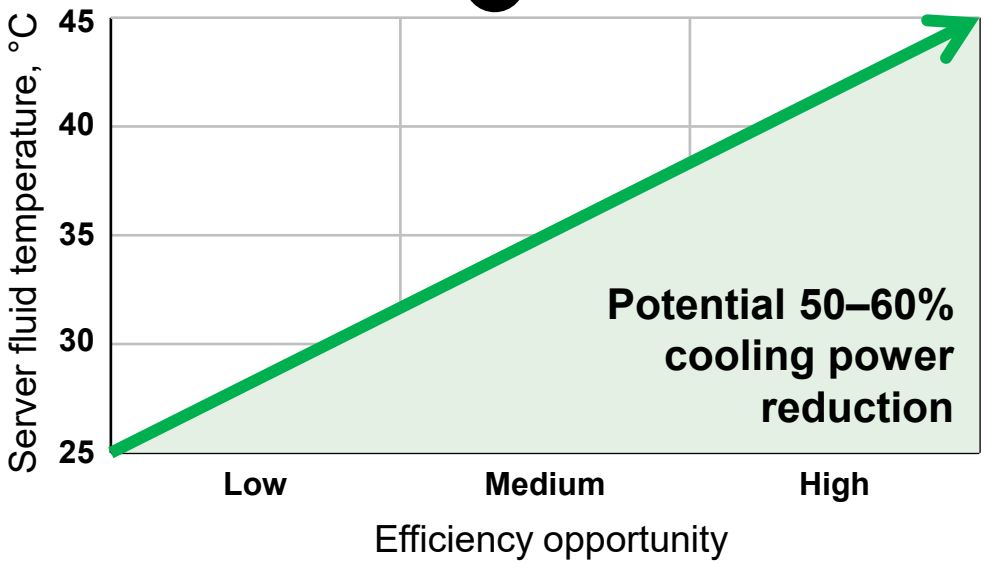
Higher-temperature cooling reduces infrastructure power overhead

Higher fluid temperatures improve cooling efficiency and free more power for compute

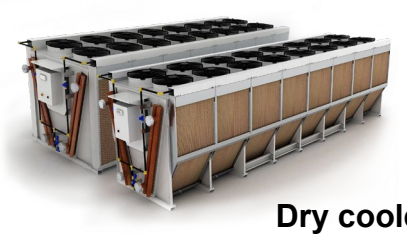


More free cooling, lower compressor energy



Each 1°C increase in operating temperature improve cooling efficiency by 3%+

Heat rejection architecture depends on site and workload requirements



Dry cooler

Chiller

Key design variables:

Site type	Footprint	Air/ liquid mix	Ambient temp
Location	GPU type	Peak Power	Risk profile

- Dry coolers are highly efficient but climate dependent
- Traditional chillers become less effective at higher operating temperatures
- Efficiency, density, and peak power requirements drive architecture selection

AI cooling architectures must balance efficiency, density, and deployment requirements

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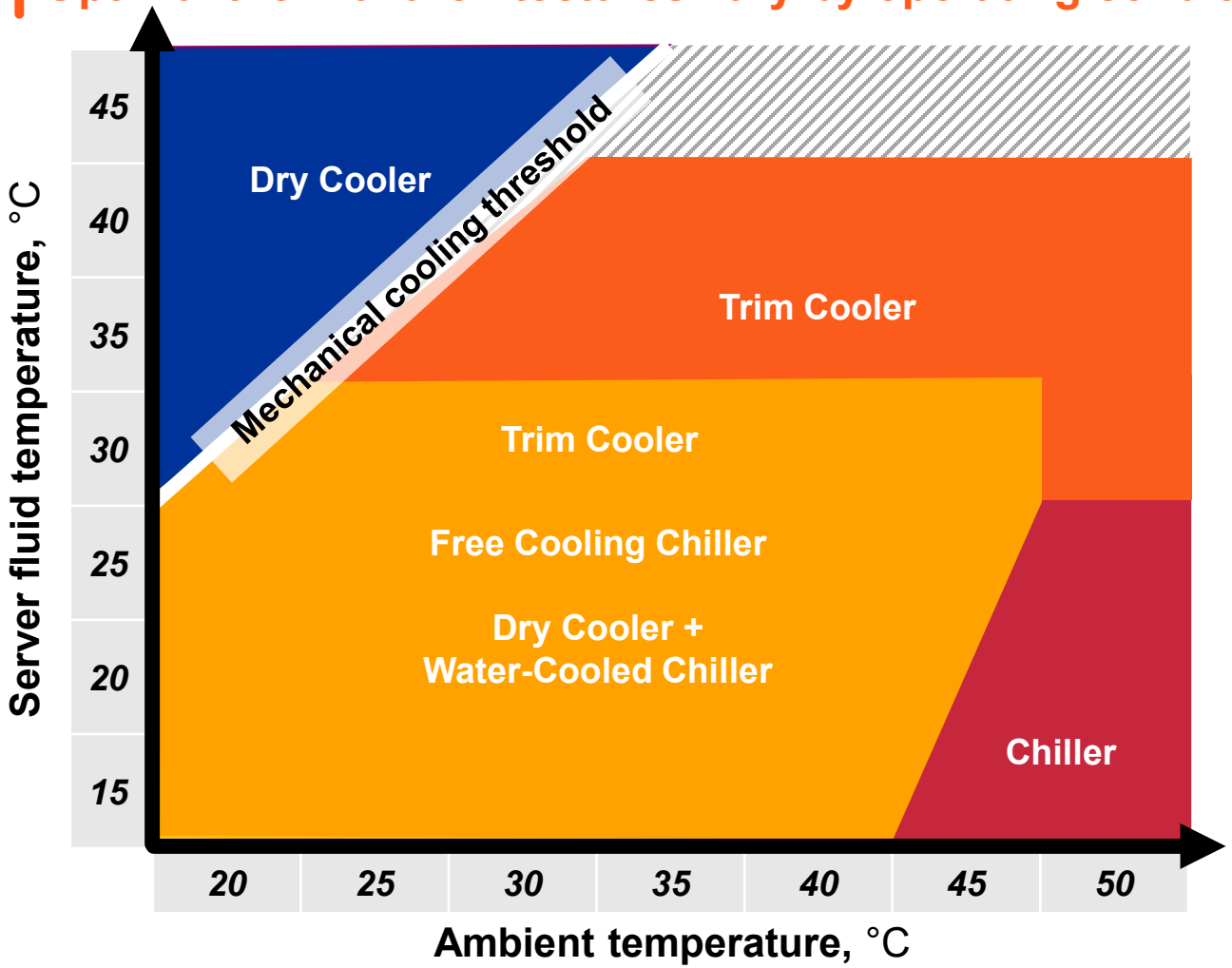
Thermal optimization depends on workload, operating temperature, and site conditions

Optimal thermal architectures vary by operating conditions



Vertiv portfolio enables deployment-specific optimization

Vertiv Dry Cooler

ThermoKey® [1]
Heat Exchange Solutions

Vertiv™ CoolLoop Trim Cooler

Vertiv Free-Cooling Chiller

Vertiv Water-Cooled Chiller

Vertiv's thermal portfolio enables optimization across a wide range of operating conditions

Note: [1] Per March 23, 2026 announcement, the transaction is subject to customary closing conditions, including the receipt of regulatory approvals, and is expected to close in the second quarter of 2026.

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Vertiv™ CoolLoop Trim Cooler creates a new heat-rejection option for AI cooling

Vertiv™ CoolLoop Trim Cooler

Key benefits

- Combines dry-cooler efficiency with chiller backup
- Supports scalable AI deployments above 3 MW
- Flexible across current and future GPU generations
- Up to 79% lower annual energy consumption[1]
- 24% smaller footprint[2]
- Up to 134% more annual free-cooling hours[1]
- Zero water use

Note: [1] Compared with traditional air-cooled heat rejection solutions; [2] W50/40°C – A42°C free cooling version

A flexible heat-rejection architecture for higher-density AI deployments

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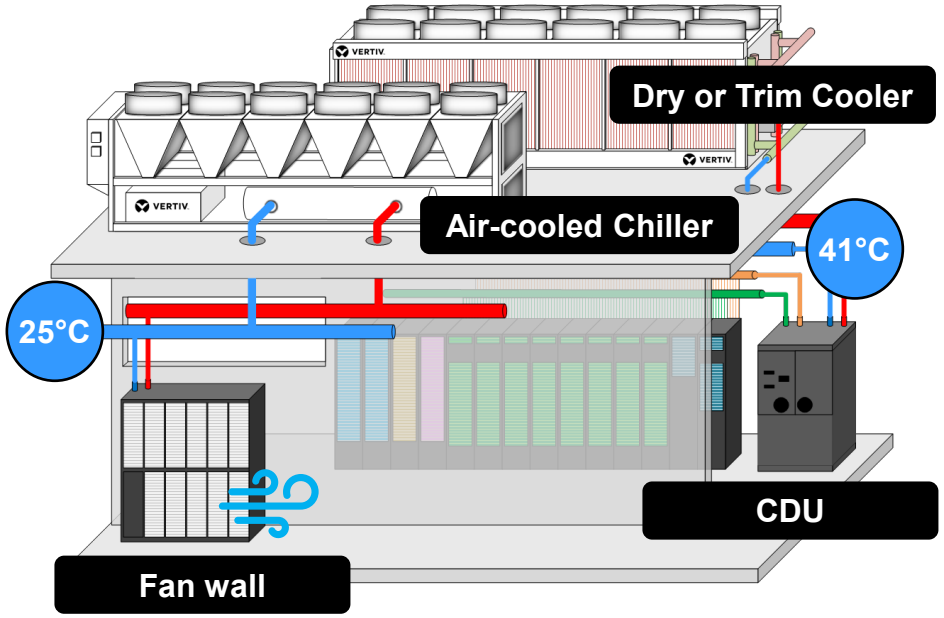
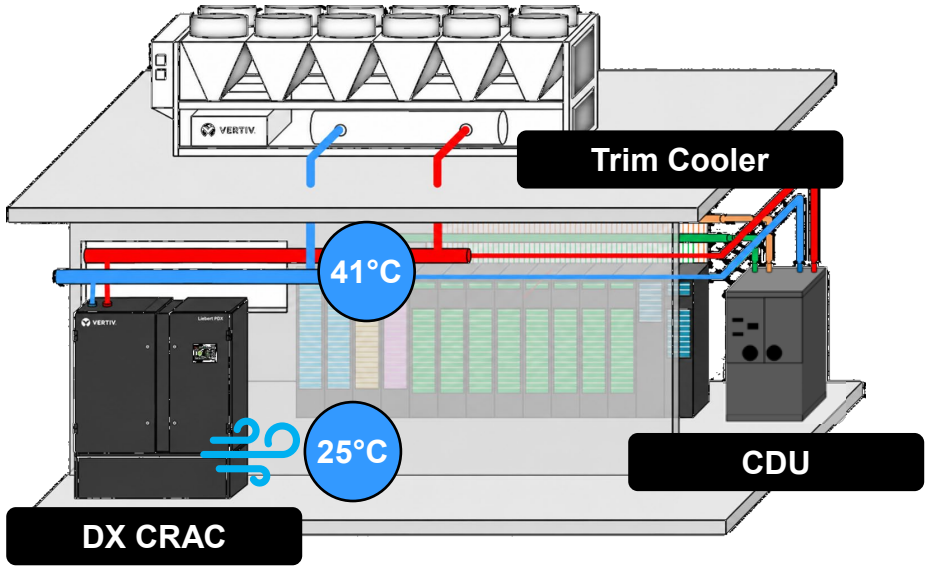
Optimized air and liquid cooling architectures remain critical for AI deployments

Dual loop approach: Separate thermal loops optimized for maximum efficiency



- Separate air and liquid loops optimize operating temperatures independently
- Maximizes cooling efficiency and thermal flexibility

Optimized single loop architecture: Simplified deployment with shared thermal infrastructure



- Vertiv™ CoolPhase Water-Cooled DX supports cooler air temperatures on a shared primary loop
- Single trim-cooler architecture enables higher operating water temperatures
- Optimized for deployment simplicity, footprint, and total cost of ownership

Vertiv's thermal breadth enables deployment-specific architectures optimized for efficiency and density

Note: As compared to a single loop standard chiller in a similar configuration.

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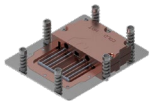
Vertiv delivers integrated thermal architectures across the full cooling stack

Liquid Cooling Secondary Loop

Heat Rejection Primary Loop

Liquid Cooling Systems


Cold Plate


Manifolds & SFN


1 Phase CDU


2 Phase CDU


Immer-sion

Air Cooling Systems


Rack Units


Row Units


Small Room


Perimeter Units


Thermal Wall

Heat Rejection Systems


Dry Coolers & Condensers


Trim Cooler


Air Cooled Chiller


Water-Cooled Chiller

Packaged & Converged Systems


Vertiv™ CoolPhase Flex Air + Liquid


Vertiv™ CoolLoop Air + DX

System Controls


Vertiv™ Unify Thermal Secondary Loop


Vertiv™ Unify Thermal Primary Loop

Thermal optimization increasingly depends on hybrid system integration and control

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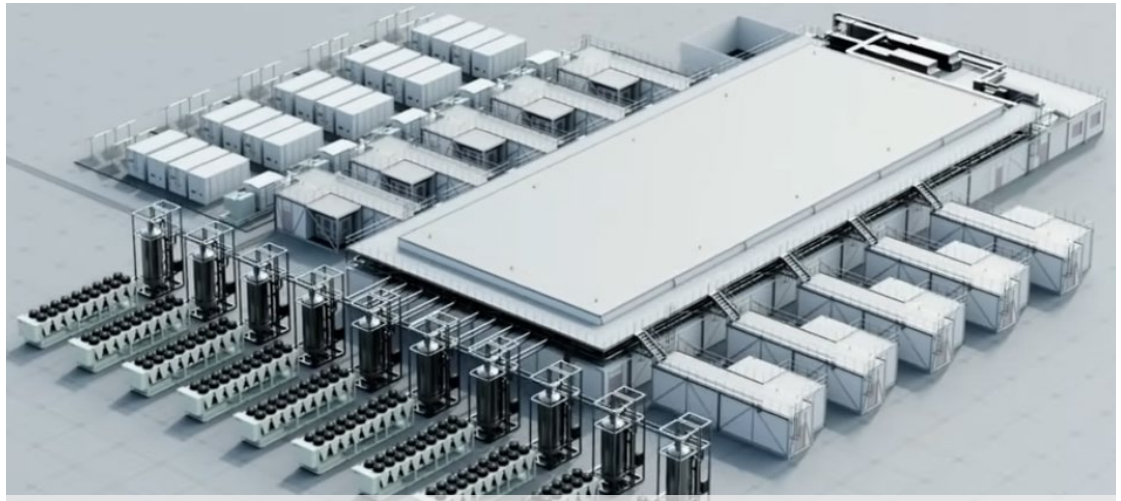
Leading innovator with the most complete critical digital infrastructure portfolio



End-to-end systems and services built for multiple compute generations ahead

Power Management

Thermal Management

IT Systems

Infrastructure Solutions

Services

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Whitespace infrastructure is shifting from field integration to engineered system platforms

From discrete field-integrated components…


Hot Aisle Containment


Rack Branch Protection
Power Monitoring


L2L Heat Exchanger
Liquid Pumps


IT Rack Housing
& Connections


Power Distribution
Rack Branch Power
Protection
Power Monitoring


Liquid Distribution


HMI/Monitoring


Thermal Monitoring
Thermal Branch Protection


Power Shelf

Whitespace technologies

- Power Shelf
- Rack Branch Power Protection
- Power Monitoring
- Power System
- Liquid Distribution
- Liquid Branch Protection
- Liquid Monitoring
- Liquid-to-Liquid Heat Exchanger
- Liquid Pump
- Hot Aisle Containment
- Integrated Controls Logic
- HMI Interface
- IT Rack Housing and Connections

…to converged systems optimized for speed, density, and performance

Converged whitespace systems accelerate deployment readiness and time-to-first-token

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Vertiv is extending its portfolio deeper into the AI whitespace

AI-Ready Racks

Vertiv™ Rack Extreme 48U

- Broad rack portfolio for high-density AI deployments

Rack Power Distribution

Vertiv™ PowerIT Apex PDU

- High-density power delivery and rack-space optimization

Rack Power Conversion

Vertiv™ PowerDirect Rack

- 50 VDC and 800 VDC converter systems for architecture flexibility

Rack Cooling

Vertiv™ RDHx

- Rack-level cooling for enterprise AI workloads

Integrated Rack Solutions

Vertiv™ SmartIT

- Air- and liquid-cooled systems for next-generation GPU platforms

Whitespace expansion strengthens Vertiv's role at the interface between infrastructure and compute

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Vertiv™ SmartRun scales across multiple GPU generations and power architectures

Up to 1.5 MW

- Supports up to 115 kW per rack
- Dual busway architecture
- 2N redundancy

Up to 4.3 MW

- Supports up to 344 kW per rack
- Expanded power distribution architecture

Up to 5.2 MW

- Supports up to 500 kW per rack
- Vertiv™ SmartRun cable-based distribution

Up to 6.2 MW

- Native support for 800 VDC deployments

Vertiv™ SmartRun combines repeatability, scalability, and architectural continuity across AI generations

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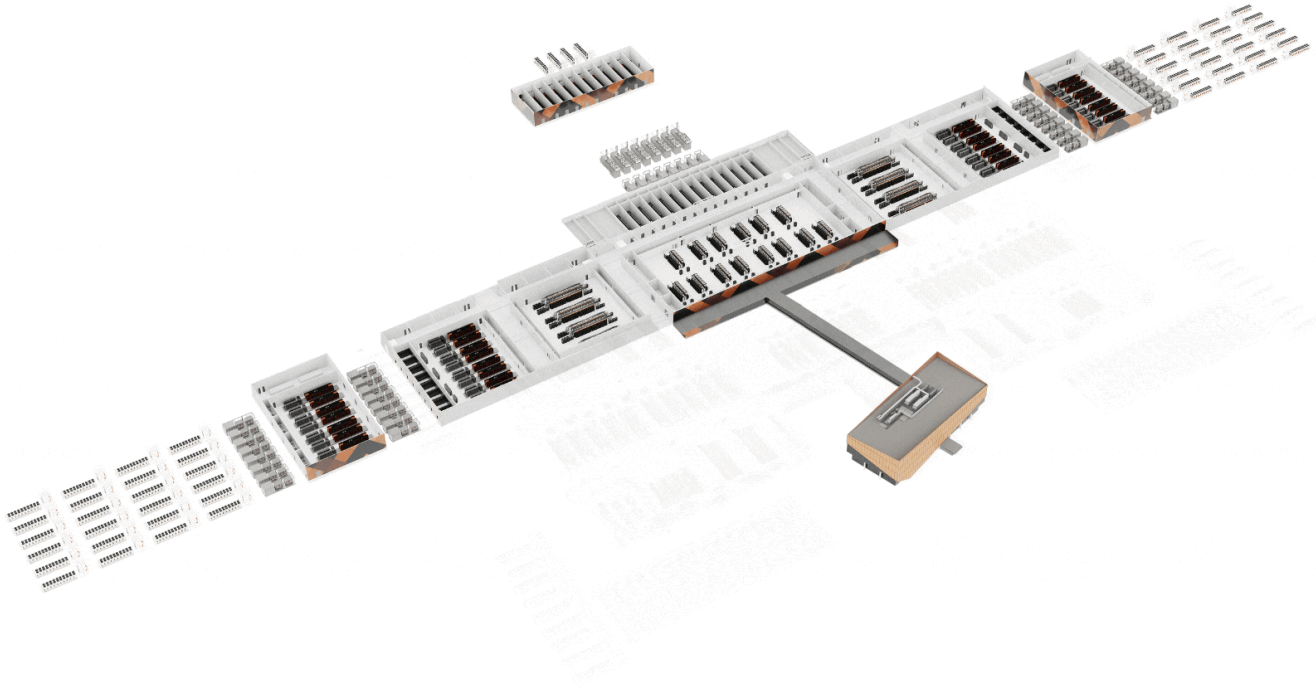
Vertiv™ OneCore converged infrastructure & systems design for the entire data center

- **Vertiv™ Data Hall**
- **Vertiv™ Power Modules & Skids**
- **Vertiv™ Service Modules**
- **Vertiv™ Cooling Modules & Skids**
- **Vertiv™ SmartRun IT Whitespace**
- **Vertiv™ Hydro Module**
- **Vertiv™ Heat Rejection**
- **Vertiv™ Auxiliary Modules**
- **Vertiv™ Unify Monitoring & Control**



Tokens per second ☑ | Tokens per watt ☑

Time to first token ☑ | Tokens per dollar ☑

Site-level solutions developed as a product portfolio, scalable from 10 MW to 1 GW

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Vertiv™ Unify – Controls and software across systems to optimize performance

Hyperscaler | Colocation | Neo-Cloud | Enterprise

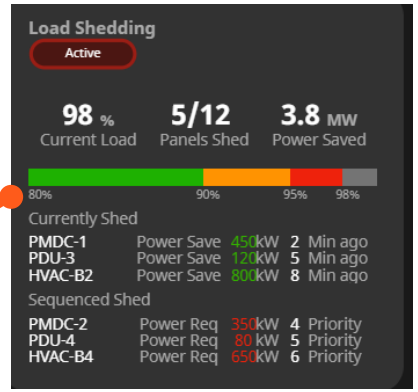
Data Center level

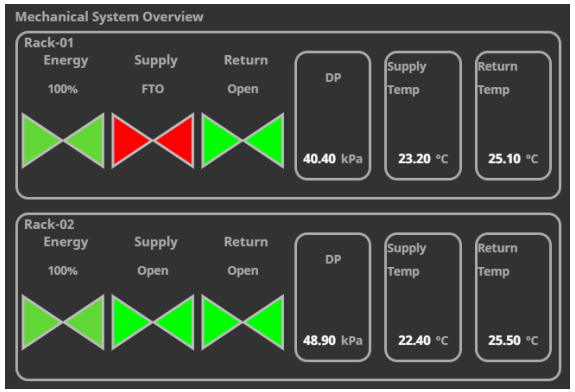
Equipment level

One Core

Power	IT	Thermal	Facilities

- Monitoring & Control
- Continuous Optimization
- Intelligent Secondary Loop
- Intelligent Primary Loop
- Automated Configuration Management





The Vertiv value proposition

Turn fragmented power, thermal, and IT infrastructure into a single platform:

- Unlocks stranded capacity
- Drives down cost per token
- Accelerates time-to-revenue for GPU-intensive installations

Vertiv™ Unify software portfolio can significantly increase data center efficiency and performance

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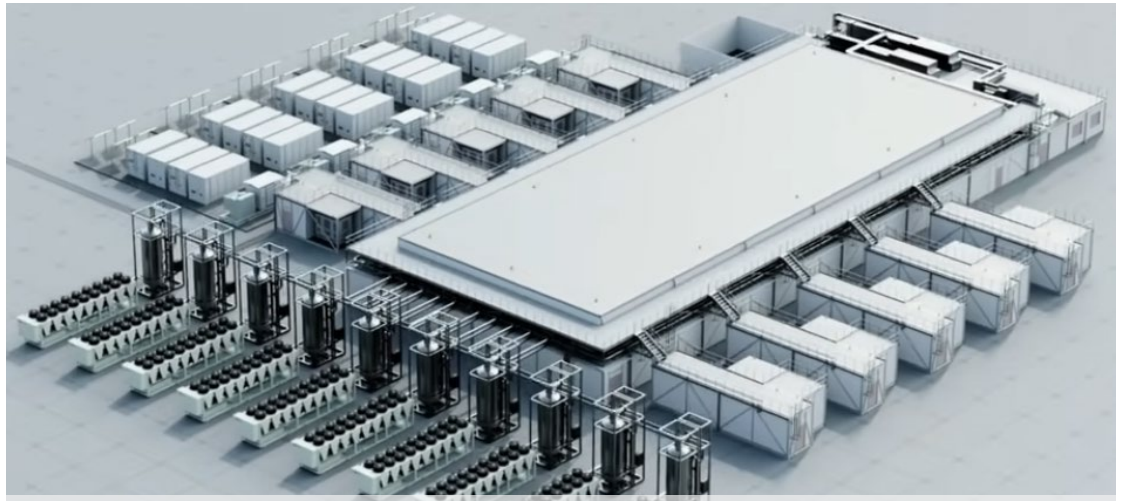
Leading innovator with the most complete critical digital infrastructure portfolio



End-to-end systems and services built for multiple compute generations ahead

Power Management

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Services

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Technology shifts are expanding Vertiv's service opportunity

Expanding service capabilities

Power Infrastructure Services

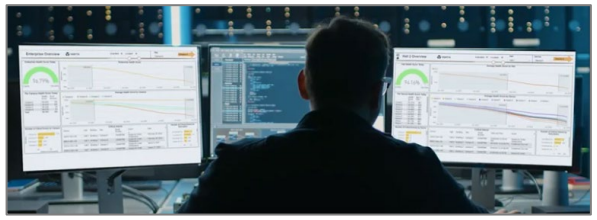
- Global electrical testing and maintenance
- Support for 800 VDC, MV, and BESS architectures
- Power-system consulting and safety services

Infrastructure Deployment Services

- Expanded project deployment capabilities
- Vertiv™ OneCore managed services
- Dedicated on-site service delivery models

Liquid Cooling & Fluid Services

- Commissioning, flush, and fill services
- Fluid lifecycle management and treatment
- End-to-end liquid cooling network services



Digital Services

- Vertiv™ Next Predict
- Remote monitoring and response services
- Digital twin and infrastructure design platforms

AI infrastructure complexity is increasing the scale, criticality, and value of lifecycle services

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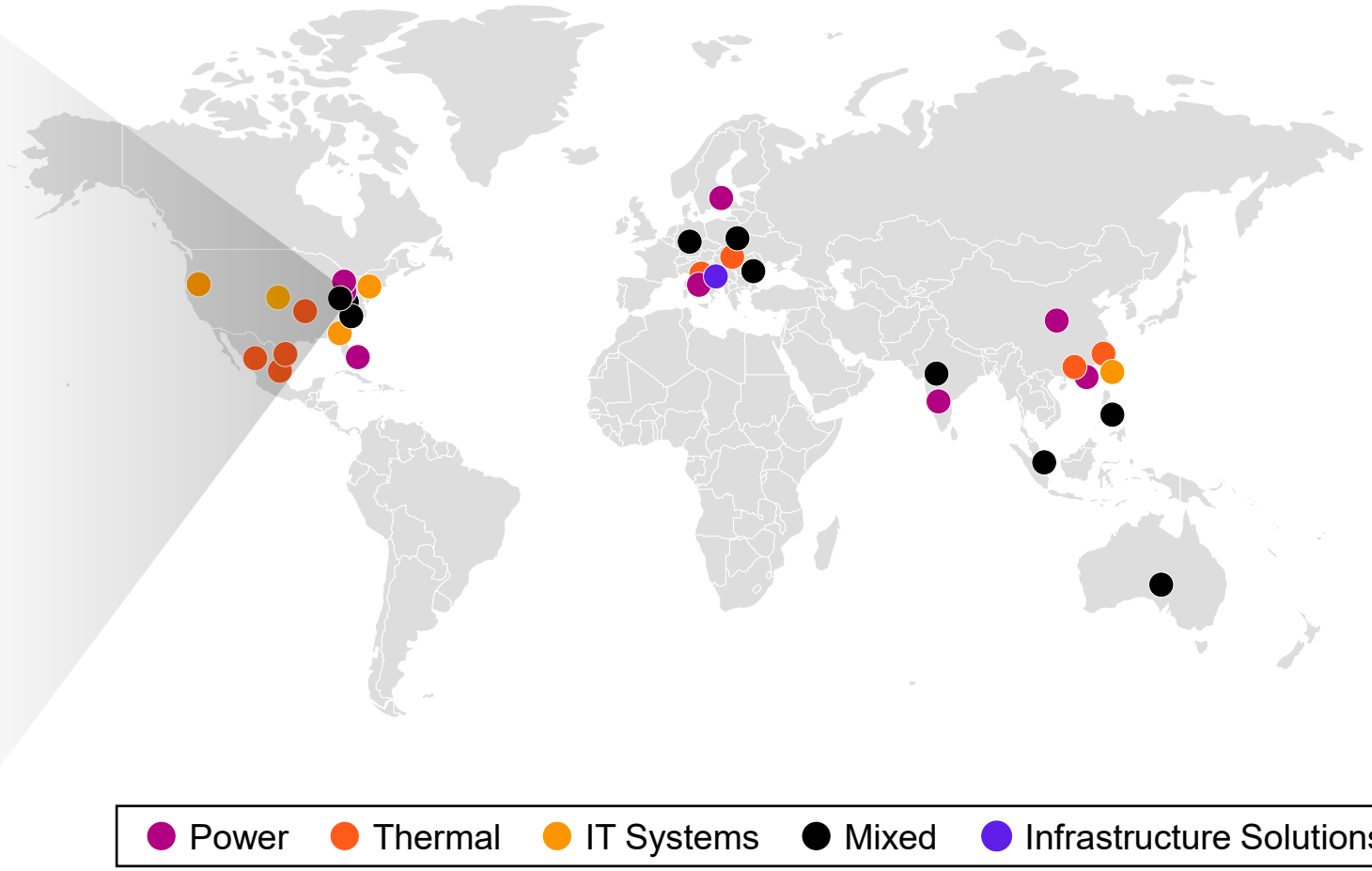
Vertiv’s global labs accelerate innovation, validation, and deployment readiness

AI System Validation Lab

- **Next-gen GPU & pod validation:**
  Full-stack power and thermal validation for AI-scale infrastructure
- **System replication:**
  Replicates field-level infrastructure, controls, firmware, and service environments
- **Co-engineering:**
  Dedicated co-development space with leading silicon and hyperscale partners



AI infrastructure innovation increasingly depends on full-system validation and co-engineering

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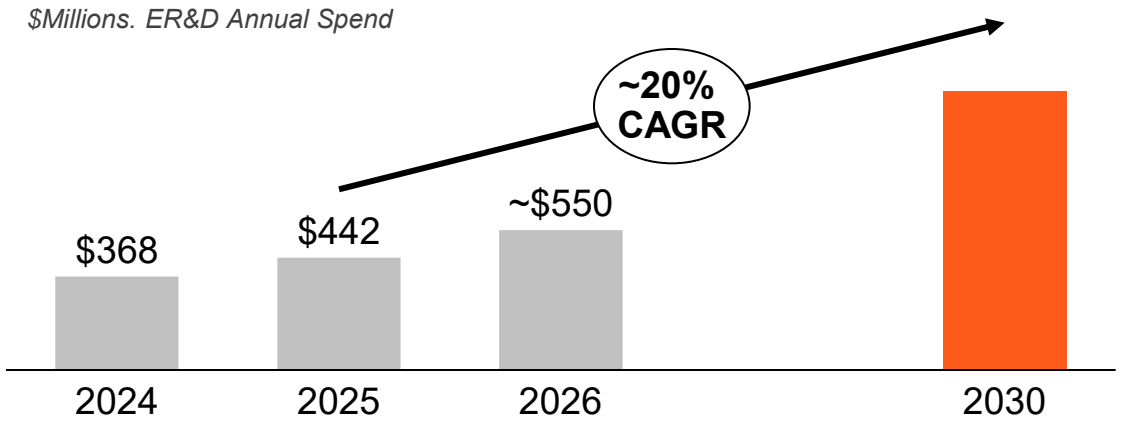
Innovation speed and engineering scale are extending Vertiv's technology lead

Scaling innovation capacity



- Accelerating R&D investment to support multiple compute generations ahead
- Co-engineering with silicon and hyperscale partners ahead of next-generation platform launches
- Engineering differentiation that translates into measurable performance gains

Accelerating execution and technology leadership

NPDI cadence: 120+ new products, services, and offerings since November 2024

Time-to-market: 15% improvement over the past year

Patent portfolio growth: ~40% more patents filed in 2025 versus 2024

AI for Engineering: Expanding use of AI to accelerate engineering productivity and development speed

Co-Innovation: 25+ innovation labs globally, including a new AI systems validation lab in Ohio

Innovation, engineering scale, and development speed are extending Vertiv's competitive advantage

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- Accelerate development and technology strength
- Lead the industry architecture evolution with technology and innovation
- Invest in customer development and partner collaboration
- Enhance and extend the industry's broadest portfolio
- Unlock system-level performance through converged infrastructure

VERTIV™

Uniquely positioned to enable the critical digital world and AI acceleration through unmatched speed, technology depth, industry focus, and portfolio breadth.

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Investor Conference 2026