



VERTIVTM

Fourth Quarter and Full Year 2023 Results

February 21, 2024

Architects of ContinuityTM

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The forward-looking statements contained or incorporated by reference in this presentation are based on current expectations and beliefs concerning future developments and their potential effects on Vertiv. There can be no assurance that future developments affecting Vertiv will be those that Vertiv has anticipated. Vertiv undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as may be required under applicable securities laws. These forward looking statements involve a number of risks, uncertainties (some of which are beyond Vertiv’s control) or other assumptions that may cause actual results or performance to be materially different from those expressed or implied by these forward looking statements. 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These risk factors and those identified elsewhere in this presentation, among others, could cause actual results to differ materially from historical performance and include, but are not limited to: risks relating to the continued growth of Vertiv’s customers’ markets; disruption of Vertiv’s customers’ orders or Vertiv’s customers’ markets; less favorable contractual terms with large customers; risks associated with governmental contracts; failure to mitigate risks associated with long-term fixed price contracts; competition in the infrastructure technologies industry; failure to obtain performance and other guarantees from financial institutions; failure to realize sales expected from Vertiv’s backlog of orders and contracts; failure to properly manage Vertiv’s supply chain or difficulties with third-party manufacturers; our ability to forecast changes in prices, including due to inflation in material, freight and/or labor costs, and timely implement measures necessary to mitigate the impacts of any such changes; risks associated with our significant backlog, including that the impacts of any measures taken to mitigate inflation will not be reflected in our financial statements immediately; failure to meet or anticipate technology changes; risks associated with information technology disruption or security; risks associated with the implementation and enhancement of information systems; failure to realize the expected benefit from any rationalization, restructuring and improvement efforts; Vertiv’s ability to realize cost savings in connection with Vertiv’s restructuring program; disruption of, or changes in, Vertiv’s independent sales representatives, distributors and original equipment manufacturers; changes to tax law; ongoing tax audits; costs or liabilities associated with product liability; the global scope of Vertiv’s operations; risks associated with Vertiv’s sales and operations in emerging markets; risks associated with future legislation and regulation of Vertiv’s customers’ markets both in the U.S. and abroad; Vertiv’s ability to comply with various laws and regulations, and the costs associated with legal compliance; adverse outcomes to any legal claims and proceedings filed by or against Vertiv; risks associated with current or potential litigation or claims against Vertiv; Vertiv’s ability to protect or enforce its proprietary rights on which its business depends; third-party intellectual property infringement claims; liabilities associated with environmental, health and safety matters, including risks associated with the COVID-19 pandemic; failure to achieve Vertiv’s environmental, social, and governance goals; failure to realize the value of goodwill and intangible assets; exposure to fluctuations in foreign currency exchange rates; exposure to increases in interest rates set by central banking authorities; failure to maintain internal controls over financial reporting; the unpredictability of Vertiv’s future operational results, including the ability to grow and manage growth profitably; potential net losses in future periods; Vertiv’s level of indebtedness and the ability to incur additional indebtedness; Vertiv’s ability to comply with the covenants and restrictions contained in our credit agreements including restrictive covenants that restrict operational flexibility; Vertiv’s ability to comply with the covenants and restrictions contained in our credit agreements that is not fully within our control; Vertiv’s ability to access funding through capital markets; the significant ownership and influence certain stockholders have over Vertiv; resales of Vertiv’s securities may cause volatility in the market price of our securities; Vertiv’s organizational documents contain provisions that may discourage unsolicited takeover proposals; Vertiv’s certificate of incorporation includes a forum selection clause, which could discourage or limit stockholders’ ability to make a claim against it; the ability of Vertiv’s subsidiaries to pay dividends; the ability of Vertiv to grow and manage growth profitably, maintain relationships with customers and suppliers and retain its management and key employees; Vertiv’s ability to manage the succession of its key employees; factors relating to the business, operations and financial performance of Vertiv and its subsidiaries, including: global economic weakness and uncertainty; Vertiv’s ability to attract, train and retain key members of its leadership team and other qualified personnel; the adequacy of Vertiv’s insurance coverage; a failure to benefit from future corporate transactions; risks associated with Vertiv’s limited history of operating as an independent company; and other risks and uncertainties indicated in Vertiv’s SEC reports or documents filed or to be filed with the SEC by Vertiv. Forward-looking statements included in this presentation speak only as of the date of this presentation or any earlier date specified for such statements. All subsequent written or oral forward-looking statements attributable to Vertiv or persons acting on Vertiv’s behalf may be qualified in their entirety by this Cautionary Statement Regarding Forward-Looking Statements.

This presentation also includes certain non-GAAP financial measures, such as organic net sales growth, adjusted operating profit, adjusted operating margin, adjusted diluted EPS and adjusted free cash flow, that may not be directly comparable to other similarly titled measures used by other companies and therefore may not be comparable among companies. The Company has provided reconciliations of non-GAAP financial measures to the most directly comparable GAAP financial measures on pages 16-25 of this presentation and our current earnings release dated February 21, 2024, which are available on the Company’s website at investors.vertiv.com. Information reconciling certain forward-looking GAAP measures to non-GAAP measures related to first quarter and full year 2024 guidance, including organic net sales growth, adjusted operating margin, and adjusted free cash flow is not available without unreasonable effort due to high variability, complexity and uncertainty with respect to forecasting and quantifying certain amounts that are necessary for such reconciliations. For the same reasons, we are unable to compute the probable significance of the unavailable information, which could have a potentially unpredictable, and potentially significant, impact on our future GAAP financial results.

Fourth quarter 2023 key messages

Organic net sales up 12% compared to fourth quarter 2022 primarily driven by Americas with continued volume growth and price tailwinds.

Orders growth continued – up ~23%¹ from fourth quarter 2022 and up ~18%¹ from third quarter 2023 – as customers plan for 2024 projects and global pipelines build momentum. Book-to-bill ratio of ~1.3x in 4Q, ~1.1x for full-year 2023.

Fourth quarter adjusted operating profit of \$330M up ~\$120M from fourth quarter 2022 primarily driven by pricing and favorable contribution margin. Fourth quarter 2023 adjusted operating margin of 17.7% up 500 bps vs. prior year 4Q.

Adjusted free cash flow of \$305M in the fourth quarter, up ~\$162M from fourth quarter 2022. Full year 2023 adjusted free cash flow of \$778M up ~\$1.0B from 2022 driven by higher adjusted operating profit and trade working capital improvements. Long-term credit rating upgraded to Ba3/BB by Moody's/S&P. **Net leverage at ~1.9x at year-end.**

Acquired CoolTera Ltd. to consolidate portfolio of high-density cooling solutions, supporting AI-driven demand. Asset integration and vigorous production acceleration will continue through 2024.

Projecting full year 2024 organic net sales growth of 9% - 11%, adjusted operating profit in the range of \$1,275M - \$1,325M and adjusted operating margin from 16.9% - 17.3%. Expected 2024 adjusted EPS: \$2.20 to \$2.26.

Strong sales and profitability improvement in 2023 • Strong cash generation • Build on momentum in 2024




































1 – Adjusted for foreign exchange

Note: see “Non-GAAP Financial Measures” beginning on slide 16 of the Appendix.

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Market environment outlook

SEGMENT	 AMERICAS		 APAC		 EMEA	
	2023 Ending	2024 Outlook	2023 Ending	2024 Outlook	2023 Ending	2024 Outlook
CLOUD / HYPERSCALE						
COLOCATION						
ENTERPRISE / SMALL & MEDIUM BUSINESS						
COMMUNICATION NETWORKS						
COMMERCIAL & INDUSTRIAL						

Underlying market demand remains strong • Continued acceleration in Cloud & Colocation

Customer demand and supply chain update

CUSTOMER DEMAND & PRODUCTION CAPACITY

- **Fourth quarter orders exceeded expectations**, up ~23%¹ from fourth quarter 2022 and up ~18% sequentially from third quarter 2023. Book-to-bill ratio of ~1.3x for fourth quarter and ~1.1x for full-year 2023.
- **Backlog at the end of 2023 (\$5.5B) up ~16%** vs. end of 2022.
- **Anticipating strong orders growth in first quarter 2024** from first quarter 2023 but down sequentially from fourth quarter 2023 due to normal order sequencing.
- **Continued signs that AI-related demand will provide a tailwind on pipeline and sales in 2024+.**
- **Continue to invest in capacity expansion** across liquid cooling, thermal, UPS, switchgear, busbar and Modular Solutions to accommodate AI driven demand growth.
- **Inaugurated new thermal management manufacturing facility** in Pune, India to meet strong demand in APAC region.

SUPPLY CHAIN & INFLATION UPDATE

- **Supply chains have largely returned to normal** lead-times and continue to reduce but not all yet at pre-pandemic levels.
- **Geopolitical tension remains a key risk**, will continue to observe and monitor to minimize disruption.
- **Continued focus on building supply chain resiliency** as we proactively multi-source key components, reinforce risk identification processes, and strengthen mitigation plans to support growth plans.
- **Expecting metals pricing to be relatively stable year-on-year.**
- Industry crossover (electric vehicle, wind, solar) of key electronic components in some cases continue to be challenging but **additional supply capacity now starting to have a positive impact on availability.**

Continue to build capacity to support sales growth in 2024 and beyond • Supply chain stabilizing

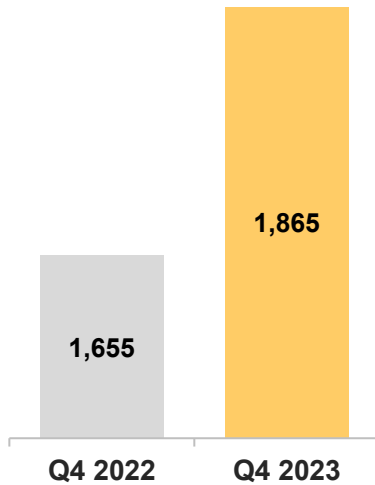


Fourth quarter 2023 financial results

\$Millions; deltas to midpoint of guidance range

Net Sales

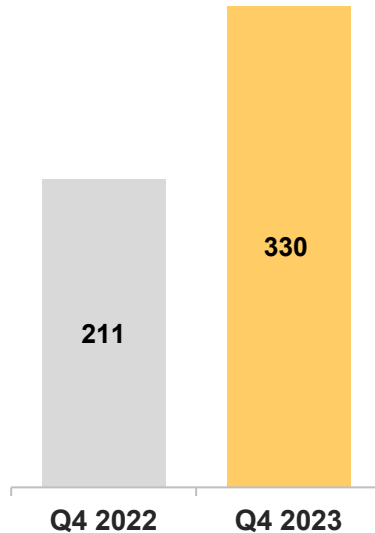
Up ~\$211M
Organic up ~12%
Down ~\$22M vs. Nov. guidance



- + ~\$120M pricing benefit
- + ~\$85M higher volume
- + ~\$10M FX translation

Adj. Operating Profit

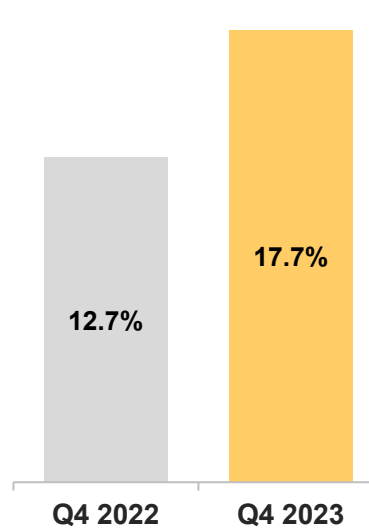
Up ~\$120M
Up ~\$13M vs. Nov. guidance



- + ~\$120M pricing benefit
- + ~\$30M higher volume
- + ~\$8M productivity & other
- ~(\$20M) material, freight & labor inflation
- ~(\$16M) capacity and ER&D investments
- ~(\$3M) FX translation

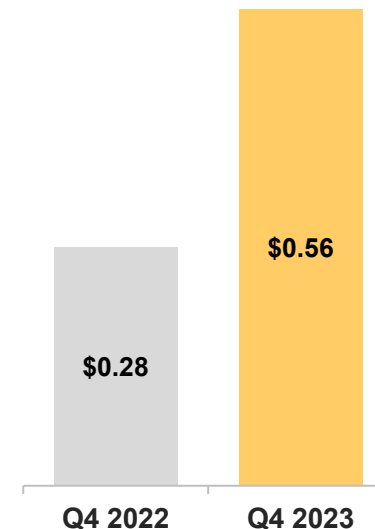
Adj. Operating Margin

Up ~500 bps
Up ~90 bps vs. Nov. guidance



Adj. Diluted EPS¹

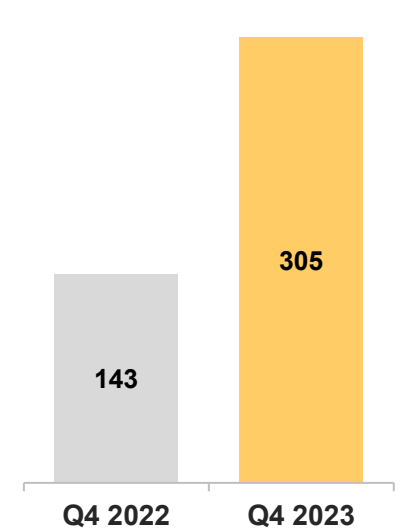
Up ~\$0.28
Up ~\$0.03 vs. Nov. guidance



- + ~\$0.31 higher adj. operating profit
- + ~\$0.01 lower interest expense
- ~(\$0.03) higher income taxes
- ~(\$0.02) higher share count

Adj. Free Cash Flow

Up ~\$162M
Up ~\$153M vs. Nov. guidance



- + ~\$120M higher adj. op. profit
- + ~\$65M working capital & other
- ~(\$14M) higher net capex
- ~(\$7M) higher cash taxes
- ~(\$3M) higher cash interest

Liquidity: ~\$1.3B

Net leverage: ~1.9x

Strong fourth quarter financial results primarily driven by organic sales growth and favorable price-cost



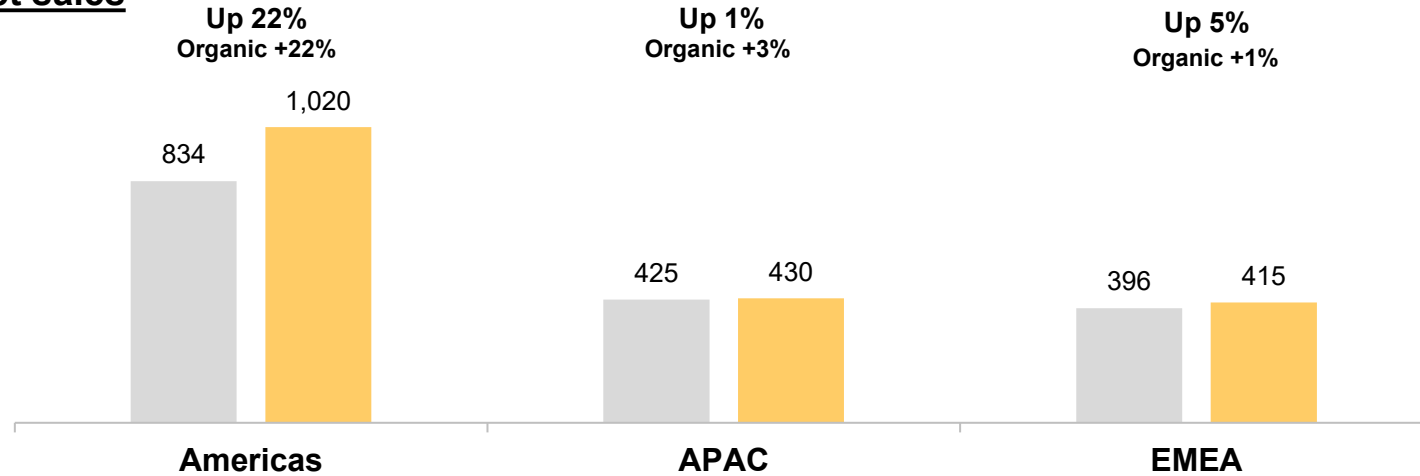
1) Excludes nonrecurring tax benefit of \$115M. See slide 17 of the Appendix.

Note: see "Non-GAAP Financial Measures" beginning on slide 16 of the Appendix. Adjusted free cash flow equals cash from operations less net capital expenditures.

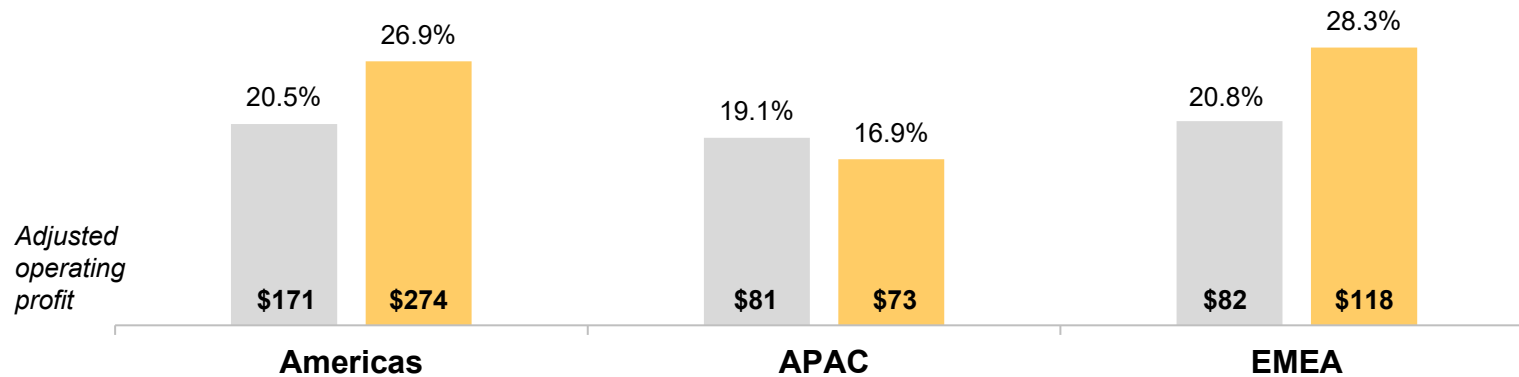
Fourth quarter 2023 segment results

\$Millions

Net sales



Adjusted operating margin



Three months ended ■ Dec 31, 2022 ■ Dec 31, 2023

Americas

- Organic growth led by Hyperscale and Colocation markets.
- Stronger operating margins driven by favorable price-cost and fixed cost leverage.

APAC

- Sales relatively flat driven by slower-than-expected macroeconomic recovery in China.
- Lower margins primarily due to unfavorable mix and timing of fixed costs.

EMEA

- Sales relatively flat vs. 2023 (excluding favorable FX).
- Margin expansion driven by favorable price-cost and improved switchgear/busbar performance.
- Includes \$6M benefit from gain on asset sale in 2023.

Corporate

- Slightly higher corporate costs primarily driven by ER&D spend acceleration.

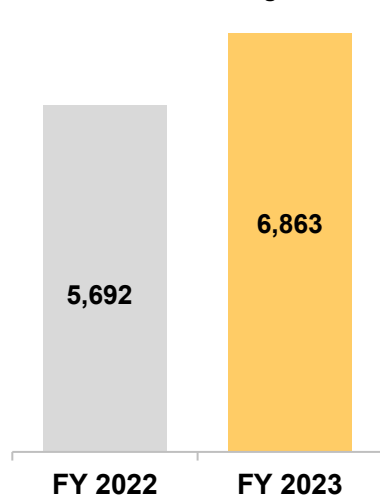
Full year 2023 financial results

\$Millions; deltas to midpoint of guidance range

Net Sales

Up ~\$1.2B
Organic up ~21%

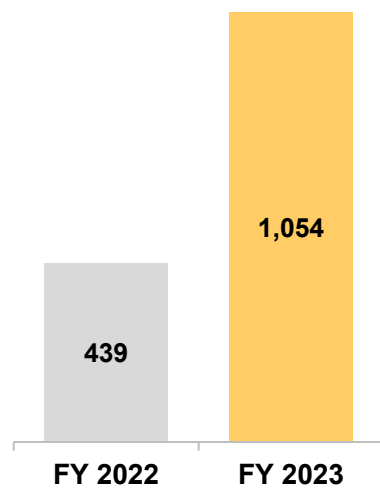
Down ~\$22M vs. Nov. guidance



Adj. Operating Profit

Up ~\$615M

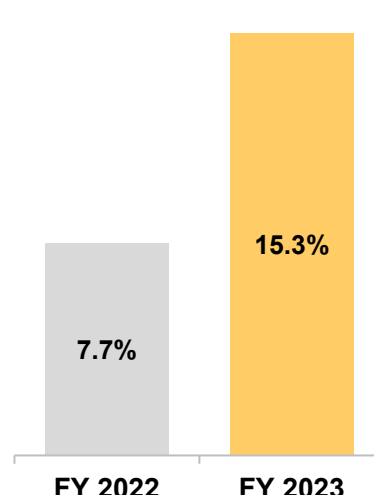
Up ~\$14M vs. Nov. guidance



Adj. Operating Margin

Up ~760 bps

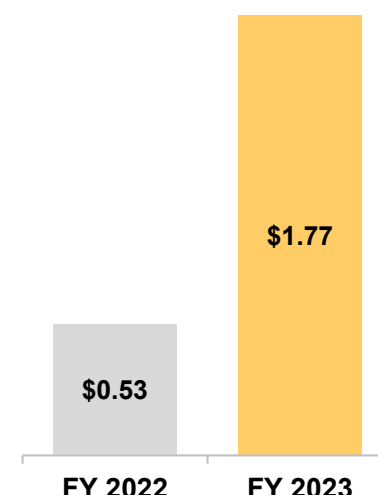
Up ~20 bps vs. Nov. guidance



Adj. Diluted EPS¹

Up ~\$1.24

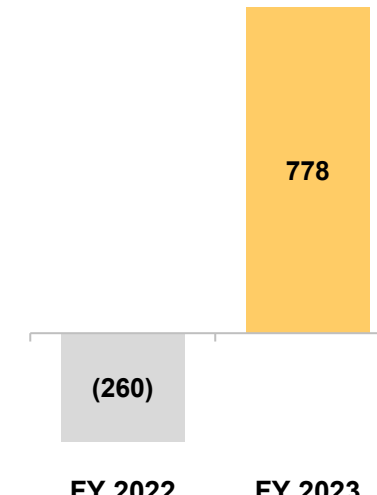
Up ~\$0.03 vs. Nov. guidance



Adj. Free Cash Flow

Up ~\$1.0B

Up \$153M vs. Nov. guidance



- + ~\$745M volume
- + ~\$470M pricing
- + ~(\$45M) FX translation

Organic growth ~21%

- + ~\$470M pricing
- + ~\$240M volume
- + ~\$67M productivity & other
- ~(\$110M) material, freight & labor inflation
- ~(\$47M) capacity & ER&D investments
- ~(\$6M) FX

AOP up >140%+ and AOP% up ~760 bps

- + ~\$1.62 higher adj. operating profit
- ~(\$0.25) higher income tax expense
- ~(\$0.09) higher interest expense
- ~(\$0.04) higher share count

EPS >3X vs. 2022

- + ~\$615M higher adj. op. profit
 - + ~\$524M less working capital use
 - ~(\$48M) higher cash taxes
 - ~(\$40M) higher cash interest
 - ~(\$15M) higher net capex
- Net Leverage: ~1.9x

Adj FCF improves ~\$1.0B

Strong 2023 financial performance driven by volume growth and improved adjusted operating margin



1) Excludes nonrecurring net tax benefit of \$115M. See slide 19 of the Appendix.

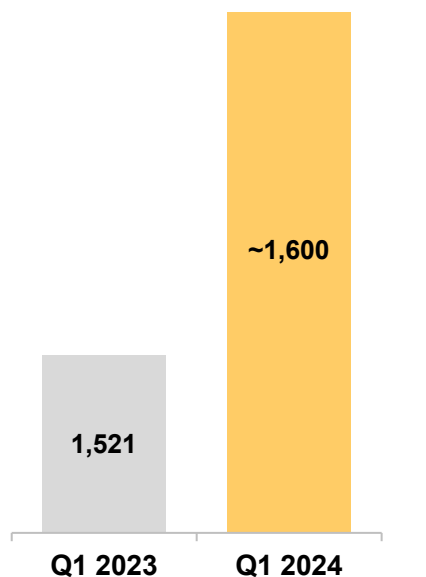
Note: see "Non-GAAP Financial Measures" beginning on slide 16 of the Appendix. Adjusted free cash flow equals cash from operations less net capital expenditures.

First quarter 2024 financial guidance

\$Millions; midpoint of guidance range unless otherwise specified

Net Sales

Up ~\$79M
Organic up ~5%

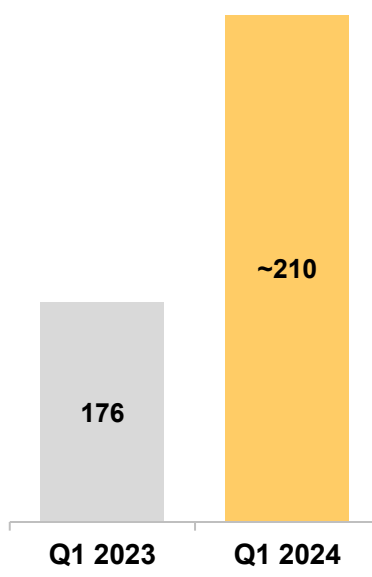


Range: \$1,575M - \$1,625M

- AMER high-single-digit growth, APAC mid-single-digit growth and EMEA relatively flat
- Normal first quarter sequencing

Adj. Operating Profit

Up ~\$34M

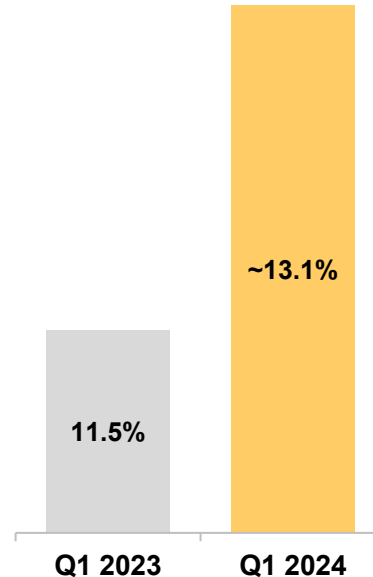


Range: \$200M - \$220M

- Incremental ER&D and capacity investments to support growth plans
- Price-cost (material, freight, labor) tailwinds
- Continued manufacturing and procurement productivity drives higher contribution margin

Adj. Operating Margin

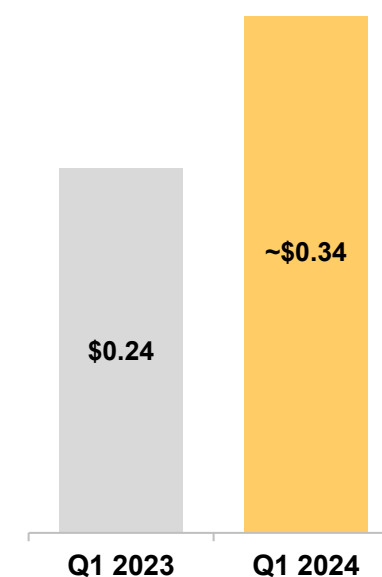
Up ~160 bps



Range: 12.9% - 13.3%

Adj. Diluted EPS

Up ~\$0.10



Range: \$0.32 - \$0.36

- + ~\$0.09 higher adj. op. profit
- + ~\$0.01 lower net interest expense
- + ~\$0.01 lower income tax expense
- ~(\$0.01) higher share count

Projected 1Q organic sales growth and margin expansion as strong momentum continues

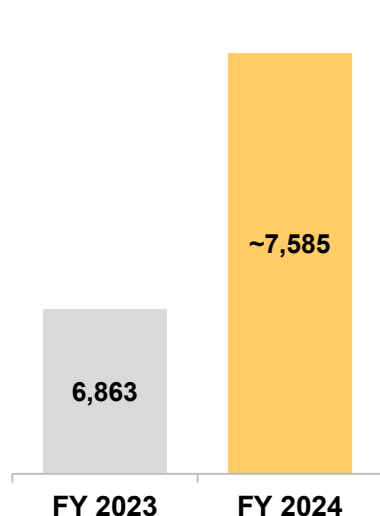


Full year 2024 financial guidance

\$Millions; midpoint of guidance range unless otherwise specified

Net Sales

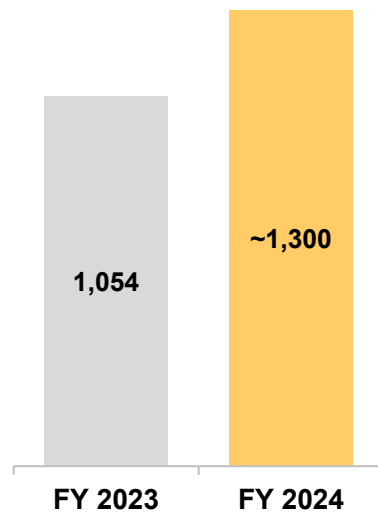
Up ~\$722M
Organic up ~10%



Range: \$ 7,515M - \$7,655M

Adj. Operating Profit

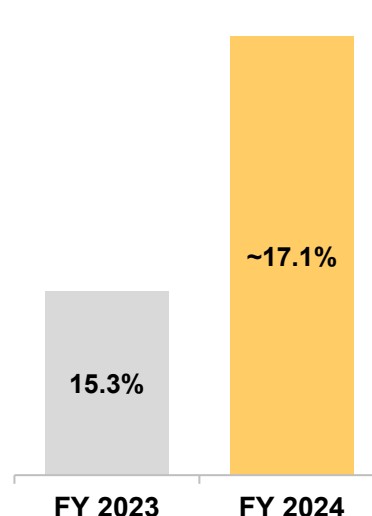
Up ~\$246M



Range: \$1,275M - \$1,325M

Adj. Operating Margin

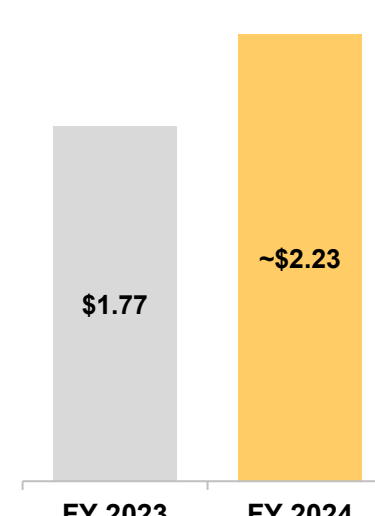
Up ~180 bps



Range: 16.9% - 17.3%

Adj. Diluted EPS¹

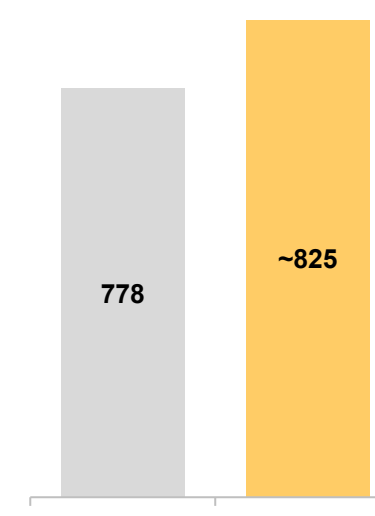
Up ~\$0.46



Range: \$2.20 - \$2.26

Adj. Free Cash Flow

Up ~\$47M



Range: \$800M - \$850M

- AMER low double-digit, APAC mid single-digit, and EMEA low double-digit growth
- Includes \$35M FX tailwind

- Incremental ER&D and capacity investment of ~\$75M
- Price-cost tailwinds of ~\$60M
- Continued manufacturing and procurement productivity drives higher contribution margin

- + ~\$0.64 higher adj. op. profit
- + ~\$0.07 lower net interest expense
- ~(\$0.21) higher income tax expense
- ~(\$0.04) higher share count

- + ~\$246M higher adj. op. profit
- + ~\$33M lower cash interest
- + ~\$15M higher D&A
- ~(\$104M) higher cash taxes
- ~(\$78M) working capital & other
- ~(\$65M) higher net capex

Expecting strong sales growth in 2024 and continued improvement in adjusted operating margin



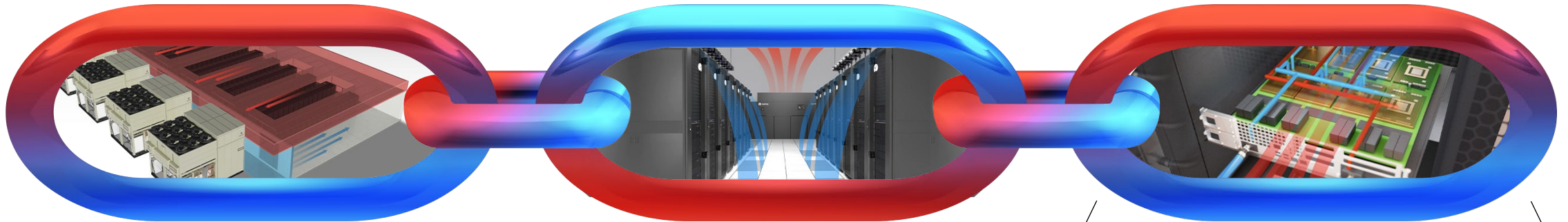
1) Excludes 2023 nonrecurring tax benefit of \$115M. See slide 21 of the Appendix.

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Vertiv is Uniquely Positioned to Lead the Rapidly Developing Thermal Evolution

#1 IN DATA CENTER THERMAL MANAGEMENT¹

- Broadest thermal chain portfolio with liquid cooling + industry-leading facility/room/outdoor systems
- Ability to customize thermal solutions at scale and globally for hyperscale, large colocation, and more



FACILITY/OUTDOOR
HEAT REJECTION

ROW/ROOM
HEAT COLLECTION

SERVER/RACK
HEAT COLLECTION

AI AND HIGHER-DENSITY WORKLOADS EXPAND THE CHAIN AND ADDRESSABLE MARKET FOR VERTIV

- The rack/server heat collection liquid and air loop is additive to the portfolio, expanding thermal market opportunity by 15-20% for high-density applications
- Key data center players rely on Vertiv's end-to-end solution prowess

Source: ¹ Dell'Oro Data Center Physical Infrastructure industry analyst reporting Q3-2023 Vendor Share



Uniquely positioned to provide the dual cooling (air and liquid) for the AI data center of the future, at scale!

Liquid Cooling Portfolio Gets a Technology and Capacity Boost

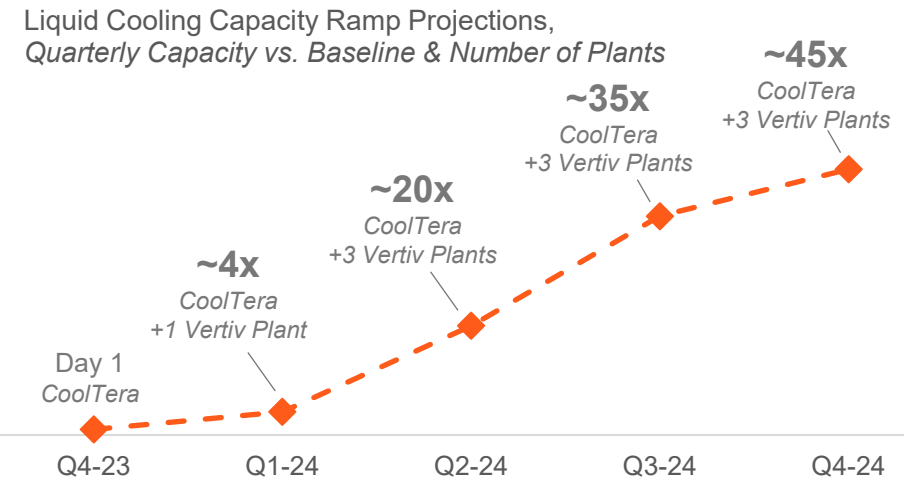
COOLTERA LTD. ACQUISITION ENHANCES LIQUID COOLING EXPERTISE



- Three-year technology partnership solidified with December 2023 acquisition
- Industry leading direct-to-chip liquid cooling experts
- Established customer base and broadly chip vendor certified
- Furthers ability to customize thermal management solutions at scale and globally

RAPID AND SIGNIFICANT CAPACITY RAMP

- Promptly enabled production capacity and supply chain ramp in existing Vertiv plant since acquisition
- Further capacity implementation on-going to outpace the liquid cooling market segment growth projections
- **~45x quarterly capacity increase projected in 12-months vs. baseline utilizing four plants in three continents**



Leveraging capabilities to rapidly scale globally, Vertiv is positioned well to serve the market growth

Focus areas for 2024

Leverage our strong customer relationships and our enlarged portfolio to capitalize on market growth

Accelerate and scale integration of CoolTera acquisition; ramp-up production at Vertiv facilities, globally

Expansion projects underway at existing facilities – thermal, UPS, power distribution, switchgear, busbar, and modular solutions

Continue to deploy Vertiv Operating System (VOS) across entire organization; improve site utilization and productivity to further enhance capacity for future anticipated demand

Focus on multi-sourcing and supply chain footprint for short- and long-term business resilience while expanding capacity for strategic growth plans

Execute on our robust trade working capital reduction programs in all regions

Build capital deployment capacity to allow for debt pay down, growth investment, and distribution opportunities

Key takeaways

Exceeded profitability expectations for fourth quarter and full-year 2023.

Fourth quarter 2023 orders up 23% vs. 2022 with book-to-bill ratio ~1.3x. Orders growth supports 2024 growth plans.

17.7% adj. operating margin in fourth quarter 2023 and 15.3% for full-year 2023.

Full-year 2024 net sales guidance of \$7,515M - \$7,655M (up ~\$722M vs. 2023).

Full-year 2024 adjusted operating profit guidance of \$1,275M - \$1,325M (up ~\$246M vs. 2023).

Full-year 2024 adjusted free cash flow guidance to \$800M - \$850M (up ~\$47M vs. 2023).

Strong performance in 2023 • Continue growth trajectory in 2024 while expanding margins

Non-GAAP financial reconciliations



Non-GAAP financial measures –fourth quarter results

Reconciliation of segment operating profit (loss) to operating profit (loss) and adjusted operating profit (loss)

(\$M 4 th QUARTER)	4Q23	4Q22
Americas	\$274.4	\$170.5
Asia Pacific	72.7	81.1
Europe, Middle East & Africa	117.6	82.2
Total reportable segments	\$464.7	\$333.8
Foreign currency gain (loss)	(2.7)	(1.9)
Corporate and other	(131.6)	(121.4)
Total corporate, other and elimination	(134.3)	(123.3)
Amortization of intangibles	(45.2)	(48.1)
Operating profit (loss)	\$285.2	\$162.4
Amortization of intangibles	45.2	48.1
Adjusted operating profit (loss)	\$330.4	\$210.5

Net Sales and Organic Net Sales Change by Segment⁽¹⁾

(\$M 4 th QUARTER)	4Q23	4Q22	Δ%	Organic Δ%
Americas	\$1,019.6	\$833.7	22.3%	21.9%
APAC	430.4	425.2	1.2%	2.7%
EMEA	415.4	395.7	5.0%	1.4%
Total	\$1,865.4	\$1,654.6	12.7%	12.1%

Reconciliation from operating profit (loss) margin to adjusted operating profit (loss) margin

(\$M 4 th QUARTER)	4Q23	4Q22	Δ
Net sales	\$1,865.4	\$1,654.6	\$210.8
Operating profit	285.2	162.4	122.8
Operating margin	15.3%	9.8%	5.5%
Amortization of intangibles	45.2	48.1	(2.9)
Adjusted operating profit	330.4	210.5	119.9
Adjusted operating margin	17.7%	12.7%	5.0%

Reconciliation of Net cash provided by (used for) operating activities to Adjusted Free Cash Flow

(\$M 4 th QUARTER)	4Q23	4Q22
Net cash provided by (used for) operating activities	\$356.2	\$180.7
Less: Capital expenditures	(47.8)	(38.3)
Less: Investments in capitalized software	(3.3)	(3.0)
Plus: proceeds for disposition of PP&E	-	3.9
Adjusted free cash flow	\$305.1	\$143.3

Note: Segment operating profit (loss) is the measure of profitability disclosed in Note 14 to the consolidated financial statements for the year ended December 31, 2023.

(1) Refer to the reconciliation on Slide 22 for the change in net sales to the change in organic net sales.



Source: Management estimates

Non-GAAP financial measures – fourth quarter results (cont.)

Reconciliation of diluted EPS to adjusted diluted EPS and operating profit (loss) to adjusted operating profit (loss)

(\$M, except EPS 4 th QUARTER 2023)	Operating profit (loss)	Interest expense, net	Change in warrant liability	Extinguishment of debt	Income tax expense	Net income (loss)	Diluted EPS ⁽¹⁾
GAAP	\$285.2	\$42.9	\$54.5	\$0.5	\$(45.3)	\$232.6	\$0.60
Intangible amortization	45.2	-	-	-	-	45.2	0.12
Change in warrant liability	-	-	(54.5)	-	-	54.5	0.14
Nonrecurring tax benefit ⁽²⁾	-	-	-	-	115.0	(115.0)	(0.30)
Non-GAAP Adjusted	\$330.4	\$42.9	-	\$0.5	\$69.7	\$217.3	\$0.56

(\$M, except EPS 4 th QUARTER 2022)	Operating profit (loss)	Interest expense, net	Change in warrant liability	Income tax expense	Net income (loss)	Diluted EPS ⁽³⁾
GAAP	\$162.4	\$45.8	\$33.1	\$56.9	\$26.6	\$0.07
Intangible amortization	48.1	-	-	-	48.1	0.13
Change in warrant liability	-	-	(33.1)	-	33.1	0.09
Non-GAAP Adjusted	\$210.5	\$45.8	-	\$56.9	\$107.8	\$0.28

(1) Diluted EPS and adjusted diluted EPS based on 390.5 million shares (includes 381.6 million basic shares and 8.9 million potential dilutive stock options, restricted stock units and performance awards converted into RSUs upon achievement of the related performance target). We believe that this presentation is more representative of operating results by removing the impact of warrant liability accounting and the associated impact on diluted share count.

(2) Nonrecurring tax benefit includes \$115.0 million of valuation allowance release as a result of the Company's updated assessment of the realization of deferred tax assets in certain countries.

(3) Diluted EPS and adjusted diluted EPS based on 378.4 million shares (includes 377.3 million basic shares and 1.1 million potential dilutive stock options and restricted stock units). We believe that this presentation is more representative of operating results by removing the impact of warrant liability accounting and the associated impact on diluted share count.



Non-GAAP financial measures – full year results

Reconciliation of segment operating profit (loss) to operating profit (loss) and adjusted operating profit (loss)

(\$M FULL YEAR)	FY23	FY22
Americas	\$958.8	\$426.1
Asia Pacific	248.5	274.4
Europe, Middle East & Africa	380.0	234.6
Total reportable segments	\$1,587.3	\$935.1
Foreign currency gain (loss)	(16.0)	(3.7)
Corporate and other	(517.8)	(492.2)
Total corporate, other and elimination	(533.8)	(495.9)
Amortization of intangibles	(181.3)	(215.8)
Operating profit (loss)	\$872.2	\$223.4
Amortization of intangibles	181.3	215.8
Adjusted operating profit (loss)	\$1,053.5	\$439.2

Net Sales and Organic Net Sales Change by Segment⁽¹⁾

(\$M FULL YEAR)	FY23	FY22	Δ%	Organic Δ%
Americas	\$3,844.5	\$2,728.6	40.9%	40.6%
APAC	1,527.8	1,601.3	(4.6)%	(0.5)%
EMEA	1,490.9	1,361.6	9.5%	8.4%
Total	\$6,863.2	\$5,691.5	20.6%	21.4%

Reconciliation from operating profit (loss) margin to adjusted operating profit (loss) margin

(\$M FULL YEAR)	FY23	FY22	Δ
Net sales	\$6,863.2	\$5,691.5	\$1,171.7
Operating profit	872.2	223.4	648.8
Operating margin	12.7%	3.9%	8.8%
Amortization of intangibles	181.3	215.8	(34.5)
Adjusted operating profit	1,053.5	439.2	614.3
Adjusted operating margin	15.3%	7.7%	7.6%

Reconciliation of Net cash provided by (used for) operating activities to Adjusted Free Cash Flow

(\$M FULL YEAR)	FY23	FY22
Net cash provided by (used for) operating activities	\$900.5	\$(152.8)
Less: Capital expenditures	(127.9)	(100.0)
Less: Investments in capitalized software	(6.7)	(11.0)
Plus: proceeds for disposition of PP&E	12.4	3.9
Adjusted free cash flow	\$778.3	\$(259.9)

Note: Segment operating profit (loss) is the measure of profitability disclosed in Note 14 to the consolidated financial statements for the year ended December 31, 2023.

(1) Refer to the reconciliation on Slide 22 for the change in net sales to the change in organic net sales.



Source: Management estimates

Non-GAAP financial measures – full year results (cont.)

Reconciliation of diluted EPS to adjusted diluted EPS and operating profit (loss) to adjusted operating profit (loss)

(\$M, except EPS FULL YEAR 2023)	Operating profit (loss)	Interest expense, net	Change in warrant liability	Extinguishment of debt	Income tax expense	Net income (loss)	Diluted EPS ⁽¹⁾
GAAP	\$872.2	\$180.1	\$157.9	\$0.5	\$73.5	\$460.2	\$1.19
Intangible amortization	181.3	-	-	-	-	181.3	0.47
Change in warrant liability	-	-	(157.9)	-	-	157.9	0.41
Nonrecurring tax benefit ⁽²⁾	-	-	-	-	115.0	(115.0)	(0.30)
Non-GAAP Adjusted	\$1,053.5	\$180.1	-	\$0.5	\$188.5	\$684.4	\$1.77

(\$M, except EPS FULL YEAR 2022)	Operating profit (loss)	Interest expense, net	Change in warrant liability	Income tax expense	Net income (loss)	Diluted EPS ⁽³⁾
GAAP	\$223.4	\$147.3	\$(90.9)	\$90.4	\$76.6	\$(0.04)
Intangible amortization	215.8	-	-	-	215.8	0.57
Change in warrant liability	-	-	(90.9)	-	(90.9)	-
Non-GAAP Adjusted	\$439.2	\$147.3	-	\$90.4	\$201.5	\$0.53

(1) Diluted EPS and adjusted diluted EPS based on 386.2 million shares (includes 380.1 million basic shares and 6.1 million potential dilutive stock options, restricted stock units and performance awards converted into RSUs upon achievement of the related performance target). We believe that this presentation is more representative of operating results by removing the impact of warrant liability accounting and the associated impact on diluted share count.

(2) Nonrecurring tax benefit includes \$115.0 million of valuation allowance release as a result of the Company's updated assessment of the realization of deferred tax assets in certain countries.

(3) Diluted EPS and adjusted diluted EPS based on 378.2 million shares (includes 376.7 million basic shares and 1.5 million potential dilutive stock options and restricted stock units). Diluted EPS and adjusted diluted EPS includes an adjustment to exclude \$90.9 million from net income which is attributable to the warrants as they were dilutive in the period. We believe that this presentation is more representative of operating results by removing the impact of warrant liability accounting and the associated impact on diluted share count.



Non-GAAP financial measures – first quarter 2024 guidance

Reconciliation of diluted EPS to adjusted diluted EPS and operating profit (loss) to adjusted operating profit (loss)

(\$M, except EPS 1 st QUARTER 2024 ⁽¹⁾)	Operating profit (loss)	Interest expense, net	Income tax expense	Net income (loss)	Diluted EPS ⁽²⁾
GAAP	\$164.2	\$41.6	\$34.2	\$88.4	\$0.23
Amortization of intangibles	45.5	-	-	45.5	0.11
Non-GAAP Adjusted	\$209.7	\$41.6	\$34.2	\$133.9	\$0.34

Reconciliation of diluted EPS to adjusted diluted EPS and operating profit (loss) to adjusted operating profit (loss)

(\$M, except EPS 1 st QUARTER 2023)	Operating profit (loss)	Interest expense, net	Change in warrant liability	Income tax expense	Net income (loss)	Diluted EPS ⁽³⁾
GAAP	\$130.3	\$46.8	\$(4.2)	\$37.4	\$50.3	\$0.12
Intangible amortization	45.2	-	-	-	45.2	0.12
Change in warrant liability	-	-	4.2	-	(4.2)	-
Non-GAAP Adjusted	\$175.5	\$46.8	-	\$37.4	\$91.3	\$0.24

(1) Information reconciling certain forward-looking GAAP measures to non-GAAP measures related to FY 2024 guidance, including organic net sales growth, adjusted operating margin and adjusted free cash flow, is not available without unreasonable effort due to high variability, complexity and uncertainty with respect to forecasting and quantifying certain amounts that are necessary for such reconciliations. For the same reasons, we are unable to compute the probable significance of the unavailable information, which could have a potentially unpredictable, and potentially significant, impact on our future GAAP financial results.

(2) Diluted EPS and adjusted diluted EPS based on 391.6 million shares (includes 382.1 million basic shares and a weighted average 9.5 million potential dilutive stock options and restricted stock units).

(3) Diluted EPS and adjusted diluted EPS based on 381.7 million shares (includes 378.1 million basic shares, 1.9 million dilutive warrants and 1.7 million potential dilutive stock options and restricted stock units). Diluted EPS and adjusted diluted EPS includes an adjustment to exclude \$4.2 million from net income which is attributable to the warrants as they were dilutive in the period. We believe that this presentation is more representative of operating results by removing the impact of warrant liability accounting and the associated impact on diluted share count.



Non-GAAP financial measures –FY 2024 guidance

At midpoint of guidance range

Reconciliation of diluted EPS to adjusted diluted EPS and operating profit (loss) to adjusted operating profit (loss)

(\$M, except EPS FULL YEAR 2024)	Operating profit (loss)	Interest expense, net	Income tax expense	Net income (loss)	Diluted EPS ⁽¹⁾
GAAP	\$1,117.5	\$154.4	\$269.6	\$693.5	\$1.76
Amortization of intangibles	182.0	-	-	182.0	0.47
Non-GAAP Adjusted	\$1,299.5	\$154.4	\$269.6	\$875.5	\$2.23

Reconciliation of diluted EPS to adjusted diluted EPS and operating profit (loss) to adjusted operating profit (loss)

(\$M, except EPS FULL YEAR 2023)	Operating profit (loss)	Interest expense, net	Change in warrant liability	Extinguishment of debt	Income tax expense	Net income (loss)	Diluted EPS ⁽²⁾
GAAP	\$872.2	\$180.1	\$157.9	\$0.5	\$73.5	\$460.2	\$1.19
Intangible amortization	181.3	-	-	-	-	181.3	0.47
Change in warrant liability	-	-	(157.9)	-	-	157.9	0.41
Nonrecurring tax benefit ⁽³⁾	-	-	-	-	115.0	(115.0)	(0.30)
Non-GAAP Adjusted	\$1,053.5	\$180.1	-	\$0.5	\$188.5	\$684.4	\$1.77

(1) Diluted EPS and adjusted diluted EPS based on 393.2 million shares (includes 384.0 million basic shares and a weighted average 9.2 million potential dilutive stock options and restricted stock units).

(2) Diluted EPS and adjusted diluted EPS based on 386.2 million shares (includes 380.1 million basic shares and 6.1 million potential dilutive stock options, restricted stock units and performance awards converted into RSUs upon achievement of the related performance target). We believe that this presentation is more representative of operating results by removing the impact of warrant liability accounting and the associated impact on diluted share count.

(3) Nonrecurring tax benefit includes \$115.0 million of valuation allowance release as a result of the Company's updated assessment of the realization of deferred tax assets in certain countries.



Non-GAAP financial measures: Q1 2022 – Q4 2023 results

Net Sales⁽¹⁾

(\$M)	1Q22	2Q22	3Q22	4Q22	FY22	1Q23	2Q23	3Q23	4Q23	FY23
Americas	\$535.1	\$647.2	\$712.6	\$833.7	\$2,728.6	\$862.3	\$959.4	\$1,003.2	\$1,019.6	\$3,844.5
APAC	332.8	407.2	436.1	425.2	1,601.3	313.0	395.8	388.6	430.4	1,527.8
EMEA	288.5	345.0	332.4	395.7	1,361.6	345.8	378.9	350.8	415.4	1,490.9
Total	\$1,156.4	\$1,399.4	\$1,481.1	\$1,654.6	\$5,691.5	\$1,521.1	\$1,734.1	\$1,742.6	\$1,865.4	\$6,863.2

Adjusted operating profit (loss)⁽²⁾

(\$M)	1Q22	2Q22	3Q22	4Q22	FY22 ⁽⁵⁾	1Q23	2Q23	3Q23	4Q23	FY23
Americas	\$57.9	\$82.5	\$115.2	\$170.5	\$426.1	\$190.6	\$239.8	\$254.0	\$274.4	\$958.8
Asia Pacific	41.5	68.5	83.3	81.1	274.4	39.1	62.6	74.1	72.7	248.5
Europe, Middle East & Africa	33.2	61.8	57.4	82.2	234.6	64.9	100.6	96.9	117.6	380.0
Corporate ⁽³⁾	(120.1)	(130.8)	(121.7)	(123.3)	(495.9)	(119.1)	(151.8)	(128.6)	(134.3)	(533.8)
Adjusted operating profit (loss) Total	\$12.5	\$82.0	\$134.2	\$210.5	\$439.2	\$175.5	\$251.2	\$296.4	\$330.4	\$1,053.5

Adjusted operating margins⁽⁴⁾

(\$M)	1Q22	2Q22	3Q22	4Q22	FY22	1Q23	2Q23	3Q23	4Q23	FY23
Americas	10.8%	12.7%	16.2%	20.5%	15.6%	22.1%	25.0%	25.3%	26.9%	24.9%
Asia Pacific	12.5%	16.8%	19.1%	19.1%	17.1%	12.5%	15.8%	19.1%	16.9%	16.3%
Europe, Middle East & Africa	11.5%	17.9%	17.3%	20.8%	17.2%	18.8%	26.6%	27.6%	28.3%	25.5%
Vertiv	1.1%	5.9%	9.1%	12.7%	7.7%	11.5%	14.5%	17.0%	17.7%	15.3%

(1) Segment net sales are presented excluding intercompany sales.

(2) Adjusted operating profit (loss) is only adjusted at the Corporate segment. There are no adjustments at the reportable segment level between operating profit (loss) and adjusted operating profit (loss).

(3) Corporate costs consist of headquarters management costs, stock-based compensation, other incentive compensation, change in fair value of warrant liabilities, asset impairments, and costs that support centralized global functions including Finance, Treasury, Risk Management, Strategy & Marketing, IT, Legal, and global product platform development and offering management.

(4) Adjusted operating margins calculated as adjusted operating profit (loss) divided by net sales.

(5) Table may not cross-foot due to rounding.



Non-GAAP financial measures: Q1 2022 – Q4 2023 results

Reconciliation from operating profit (loss) margin to adjusted operating profit (loss) margin

(\$M)	1Q22	2Q22	3Q22	4Q22	FY22	1Q23	2Q23	3Q23	4Q23	FY23
Net sales	\$1,156.4	\$1,399.4	\$1,481.1	\$1,654.6	\$5,691.5	\$1,521.1	\$1,734.1	\$1,742.6	\$1,865.4	\$6,863.2
Operating profit	(45.2)	26.2	80.0	162.4	223.4	130.3	205.8	250.9	285.2	872.2
Operating margin	(3.9%)	1.9%	5.4%	9.8%	3.9%	8.6%	11.9%	14.4%	15.3%	12.7%
Amortization of intangibles	57.7	55.8	54.2	48.1	215.8	45.2	45.4	45.5	45.2	181.3
Adjusted operating profit	12.5	82.0	134.2	210.5	439.2	175.5	251.2	296.4	330.4	1,053.5
Adjusted operating margin⁽¹⁾	1.1%	5.9%	9.1%	12.7%	7.7%	11.5%	14.5%	17.0%	17.7%	15.3%

Reconciliation of Net cash provided by (used for) operating activities to Adjusted Free Cash Flow

(\$M)	1Q22	2Q22	3Q22	4Q22	FY22	1Q23	2Q23	3Q23	4Q23	FY23
Net cash provided by (used for) operating activities	\$(132.2)	\$(205.7)	\$4.4	\$180.7	\$(152.8)	\$42.0	\$253.6	\$248.7	\$356.2	\$900.5
Less: Capital expenditures	(15.1)	(23.1)	(23.5)	(38.3)	(100.0)	(27.8)	(25.8)	(26.5)	(47.8)	(127.9)
Less: Investments in capitalized software	(3.1)	(3.6)	(1.3)	(3.0)	(11.0)	(2.0)	(0.5)	(0.9)	(3.3)	(6.7)
Plus: proceeds from disposition of PP&E	-	-	-	3.9	3.9	12.4	-	-	-	12.4
Adjusted free cash flow	\$(150.4)	\$(232.4)	\$(20.4)	\$143.3	\$(259.9)	\$24.6	\$227.3	\$221.3	\$305.1	\$778.3

(1) Adjusted operating margins calculated as adjusted operating profit (loss) divided by net sales.

Non-GAAP financial measures: Q1 2022 – Q4 2023 results

Reconciliation of segment operating profit (loss) to operating profit (loss) and adjusted operating profit (loss)

(\$M)	1Q22	2Q22	3Q22	4Q22	FY22	1Q23	2Q23	3Q23	4Q23	FY23
Americas	\$57.9	\$82.5	\$115.2	\$170.5	\$426.1	\$190.6	\$239.8	\$254.0	\$274.4	\$958.8
Asia Pacific	41.5	68.5	83.3	81.1	274.4	39.1	62.6	74.1	72.7	248.5
Europe, Middle East & Africa	33.2	61.8	57.4	82.2	234.6	64.9	100.6	96.9	117.6	380.0
Total reportable segments	\$132.6	\$212.8	\$255.9	\$333.8	\$935.1	\$294.6	\$403.0	\$425.0	\$464.7	\$1,587.3
Foreign currency gain (loss)	1.3	(2.9)	(0.2)	(1.9)	(3.7)	(3.1)	(7.5)	(2.7)	(2.7)	(16.0)
Corporate and other	(121.4)	(127.9)	(121.5)	(121.4)	(492.2)	(116.0)	(144.3)	(125.9)	(131.6)	(517.8)
Total corporate, other and elimination	(120.1)	(130.8)	(121.7)	(123.3)	(495.9)	(119.1)	(151.8)	(128.6)	(134.3)	(533.8)
Amortization of intangibles	(57.7)	(55.8)	(54.2)	(48.1)	(215.8)	(45.2)	(45.4)	(45.5)	(45.2)	(181.3)
Operating profit (loss)	(\$45.2)	\$26.2	\$80.0	\$162.4	\$223.4	\$130.3	\$205.8	\$250.9	\$285.2	\$872.2
Amortization of intangibles	57.7	55.8	54.2	48.1	215.8	45.2	45.4	45.5	45.2	181.3
Adjusted operating profit (loss)	\$12.5	\$82.0	\$134.2	\$210.5	\$439.2	\$175.5	\$251.2	\$296.4	\$330.4	\$1,053.5

Net Sales and Organic Net Sales Change by Segment ⁽¹⁾

(\$M 4 th QUARTER)	1Q23	1Q22	Δ%	Organic Δ%	2Q23	2Q22	Δ%	Organic Δ%	3Q23	3Q22	Δ%	Organic Δ%	4Q23	4Q22	Δ%	Organic Δ%
Americas	\$862.3	\$535.1	61.1%	61.4%	\$959.4	\$647.2	48.2%	48.1%	\$1,003.2	\$712.6	40.8%	40.1%	1,019.6	\$833.7	22.3%	21.9%
APAC	313.0	332.8	(5.9)%	0.8%	395.8	407.2	(2.8)%	2.3%	388.6	436.1	(10.9)%	(7.1)%	430.4	425.2	1.2%	2.7%
EMEA	345.8	288.5	19.9%	26.4%	378.9	345.0	9.8%	9.4%	350.8	332.4	5.5%	0.3%	415.4	395.7	5.0%	1.4%
Total	\$1,521.1	\$1,156.4	31.5%	35.2%	\$1,734.1	\$1,399.4	23.9%	25.2%	\$1,742.6	\$1,481.1	17.7%	17.2%	\$1,865.4	\$1,654.6	12.7%	12.1%

(1) Refer to the reconciliation on Slide 22 for the change in net sales to the change in organic net sales.

Non-GAAP financial measures – organic growth reconciliation

Reconciliation of change in net sales to organic change in net sales

	Net Sales Δ	FX Δ	Organic growth	Organic Δ % ⁽¹⁾
(\$M 1 st QUARTER)				
Americas:	\$327.2	\$1.3	\$328.5	61.4%
Asia Pacific:	(19.8)	22.6	2.8	0.8%
EMEA:	57.3	18.8	76.1	26.4%
Total:	\$364.7	\$42.7	\$407.4	35.2%
(\$M 2 nd QUARTER)				
Americas:	\$312.2	\$(1.2)	\$311.0	48.1%
Asia Pacific:	(11.4)	20.6	9.2	2.3%
EMEA:	33.9	(1.6)	32.3	9.4%
Total:	\$334.7	\$17.8	\$352.5	25.2%
(\$M 3 rd QUARTER)				
Americas:	\$290.6	\$(5.2)	\$285.4	40.1%
Asia Pacific:	(47.5)	16.6	(30.9)	(7.1)%
EMEA:	18.4	(17.5)	0.9	0.3%
Total:	\$261.5	\$(6.1)	\$255.4	17.2%
(\$M 4 th QUARTER)				
Americas:	\$185.9	\$(3.0)	\$182.9	21.9%
Asia Pacific:	5.2	6.4	11.6	2.7%
EMEA:	19.7	(14.1)	5.6	1.4%
Total:	\$210.8	\$(10.7)	\$200.1	12.1%
(\$M FULL YEAR)				
Americas:	\$1,115.9	\$(8.1)	\$1,107.8	40.6%
Asia Pacific:	(73.5)	66.2	(7.3)	(0.5)%
EMEA:	129.3	(14.4)	114.9	8.4%
Total:	\$1,171.7	\$43.7	\$1,215.4	21.4%

(1) Organic growth percentage change is calculated as organic growth divided by net sales.

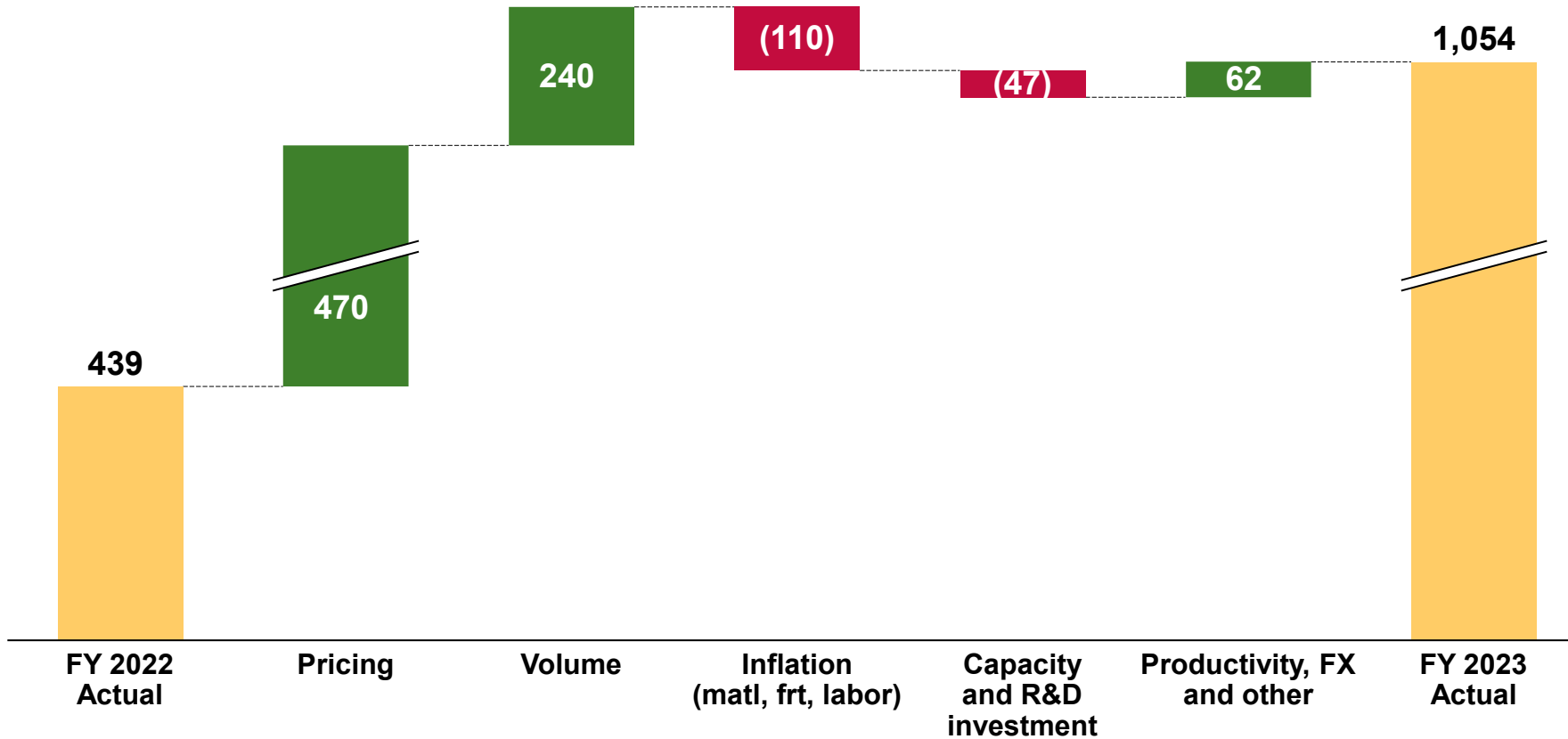
Fourth quarter and full-year orders growth from prior year

\$Millions unless otherwise specified

	4Q23 vs. 4Q22	FY23 vs. FY22
Overall	24%	0%
FX tailwind (headwind)	<u>1%</u>	<u>-1%</u>
Total excluding FX	23%	1%
Pricing	5%	6%
Volume	<u>18%</u>	<u>-4%</u>
Total excluding FX	23%	1%

Full year 2023 adjusted operating profit vs. 2022

\$Millions



- Volume benefit of ~\$745M higher sales
- Material and freight inflation of ~\$20M and labor inflation of ~\$90M
- Investments in R&D and capacity support growth in and beyond 2024
- Other includes purchasing savings, VAVE and other productivity initiatives. FX translation provides a small headwind.

Additional tax information

\$Millions

Reversal of valuation allowance for U.S. deferred tax assets

- Since 2017, we have been recording valuation allowances against deferred tax assets in the U.S. to account for potential inability to utilize tax attributes in future years. Profitability in the U.S. for income tax purposes has been impacted by various factors including a significant portion of global interest expense and amortization of intangibles pursuant to the Emerson carve-out and subsequent acquisitions.
- 2023 performance and improved outlook primarily in the U.S. allows us to change our accounting position related to certain valuation allowances based upon our projected ability to now use these tax attributes against positive current and future earnings.
- Release of valuation allowances primarily in the U.S. at the end of 2023 creates a nonrecurring tax benefit of \$115M, which we adjust when calculating our adjusted net income, EPS and effective tax rate (ETR).

Effective Tax Rate (ETR) Reconciliation:

			Guidance	
	4Q23	FY23	1Q24	FY24
Income (loss) before income taxes (GAAP)	187.3	533.7	122.6	963.1
Change in fair value of warrant liabilities	54.5	157.9	-	-
Income (loss) before income taxes and warrant liabilities	241.8	691.6	122.6	963.1
Income tax expense (benefit)	(45.3)	73.5	34.2	269.6
Tax effect of nonrecurring tax benefit, net	115.0	115.0	-	-
Income tax expense excluding nonrecurring tax benefit, net	69.7	188.5	34.2	269.6
Effective tax rate excluding nonrecurring tax benefit, net	28.8%	27.3%	27.9%	28.0%



Key FX rates and other modeling assumptions

\$Millions unless otherwise specified

	Avg 2023	2024 Plan
CNY / USD	7.07	7.19
USD / EUR	\$1.08	\$1.08
USD / GBP	\$1.24	\$1.26
INR / USD	82.58	83.00
1-mo SOFR		5.32%

FY Sales FX Exposure by Currency	
EUR	13%
CNY	11%
GBP	6%
INR	4%
Other non-USD	15%
Total non-USD	49%
USD	51%

FX translation impact¹ 2023 vs. 2022

	Q1	Q2	Q3	Q4	FY
Sales	~(40)	~(20)	~5	~10	~(45)
Adj. OP	~(4)	~(1)	~2	~(3)	~(6)

1) Excludes FX transaction gain / (loss) within regions




FX translation impact¹ 2024 vs. 2023

	Q1	FY
Sales	~5	~35
Adj. OP	~2	~10

Additional 2024 guidance assumptions

\$Millions

SEGMENT EXPECTATIONS¹

	 AMERICAS	 APAC	 EMEA
NET SALES	\$4,175 - \$4,375	\$1,530 - \$1,730	\$1,580 - \$1,780
ORGANIC GROWTH	Low double digits	Mid single digits	Low double digits

ADJUSTED FREE CASH FLOW

	<u>FY 2024</u>	<u>FY 2023</u>	<u>B/(W)</u>
Adjusted operating profit	\$1,300	\$1,054	\$ 246
Depreciation & amortization	104	90	15
Adjusted EBITDA	1,404	1,143	261
Change in working capital	6	83	(77)
Cash taxes	(257)	(153)	(104)
Cash net interest	(140)	(173)	33
Net cash provided by operations	1,013	901	112
Net capital expenditures	(188)	(122)	(65)
Adjusted free cash flow	\$ 825	\$ 778	\$ 47

(1) Includes favorable FX impact on net sales of ~\$8M in Americas, \$4M in APAC, and ~\$23M in EMEA

Changes in external reporting for 2024

- In 2024 and going forward, we will allocate central engineering, research and development (ER&D) and information technology (IT) costs from Corporate entity to Regions. See Exhibit 99.2 for historical quarterly recasting for all Regions and Corporate from 2020 to 2023.

2023 ER&D and IT Allocation to Regions:

Corporate costs (including central ER&D and IT)	\$ 534 M
ER&D and IT costs allocated to Regions	(380)
Corporate costs after allocation to Regions	\$ 154 M
<i>% of net sales</i>	<i>2.2%</i>

- Remaining corporate costs consist of headquarters management costs, stock-based compensation, other incentive compensation, change in fair value of warrant liabilities, foreign currency gain/loss and costs that support centralized global functions.
- **We will no longer separately disclose ‘critical infrastructure & solutions’ and ‘integrated rack solutions’**
 - These formerly separate lines of business will be combined and managed together as “products”
 - Will continue to disclose “services” revenue on face of income statement, excluding sales of spare parts
 - See Exhibit 99.2 for historical quarterly recasting for 2020 - 2023

Changes in external reporting provides consistency with other public companies

