PTC'26

OPENING REMARKS

Bill Barney

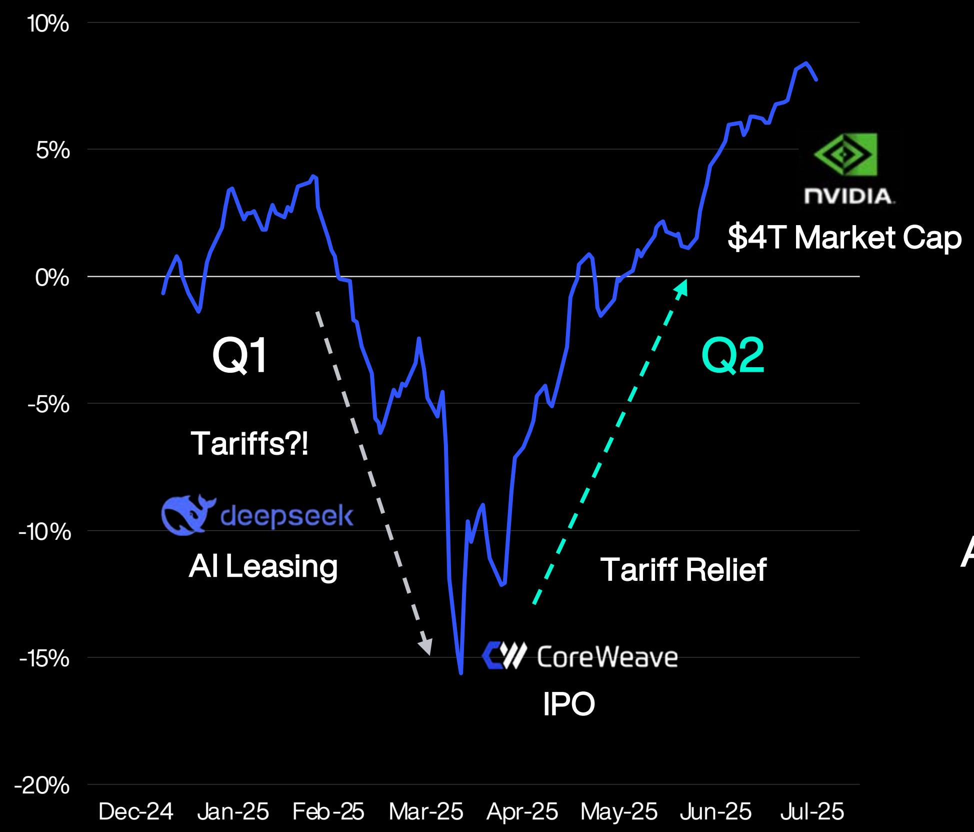
Chairman & President, PTC Board of Governors
Chairman, Asian Century Equity

January 19, 2026

Niccolo
Machiavelli

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things."

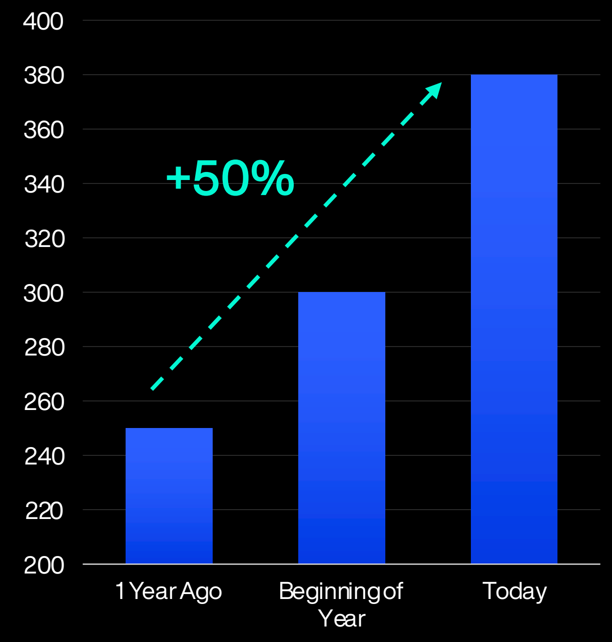
The 2025 Rebound: AI Demand & ROI Take Center Stage



Hyperscale Demand Accelerating

2025 Hyperscaler Capex has gone from $250B a year ago to $380B[1], +50%...why?

2025 Hyperscale Capex ($B)[1]



[1] Bloomberg August 2025

"At each step along the way so far, we've observed the more kind of aggressive assumptions or the fastest assumptions have been the ones that have most accurately predicted what would happen"

Mark Zuckerberg
7/30/25 Re: AI Development

"in terms of feeling good about the ROI and the growth rates and the correlation, I feel very good that the spend that we're making is correlated to basically contracted on the books business"

Amy Hood, MSFT CFO
7/31/25

"we now expect to invest approximately $85 billion in CapEx in 2025, up from a previous estimate of $75 billion...Looking out to 2026, we expect a further increase in CapEx due to the demand we're seeing from customers..."

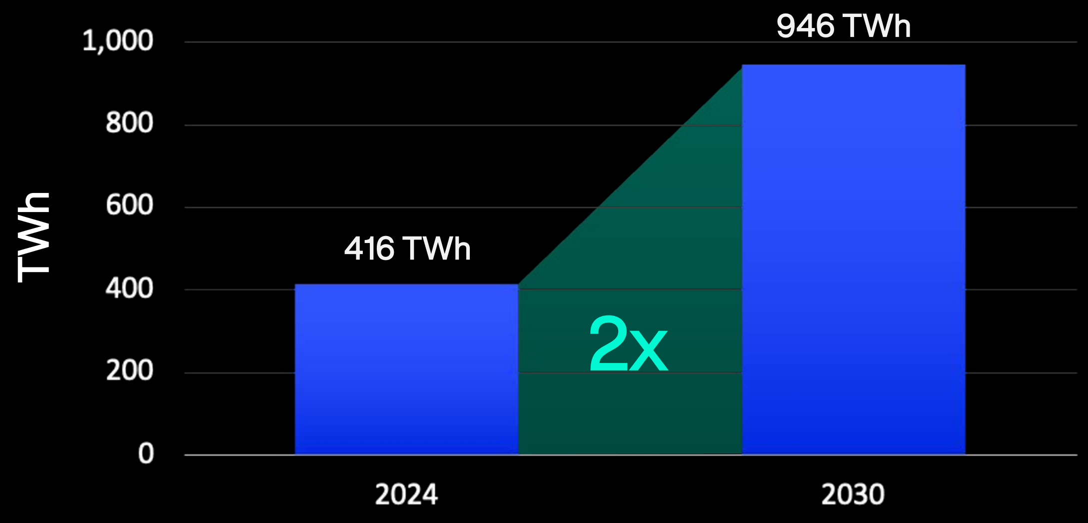
Anay Anhkenazi, CFO Alphabet/Google
7/23/25

The Coming Surge: AI Drives Massive Energy Investment

Inference is starting to ramp as users and reasoning time compound growth, driving demand for more compute.

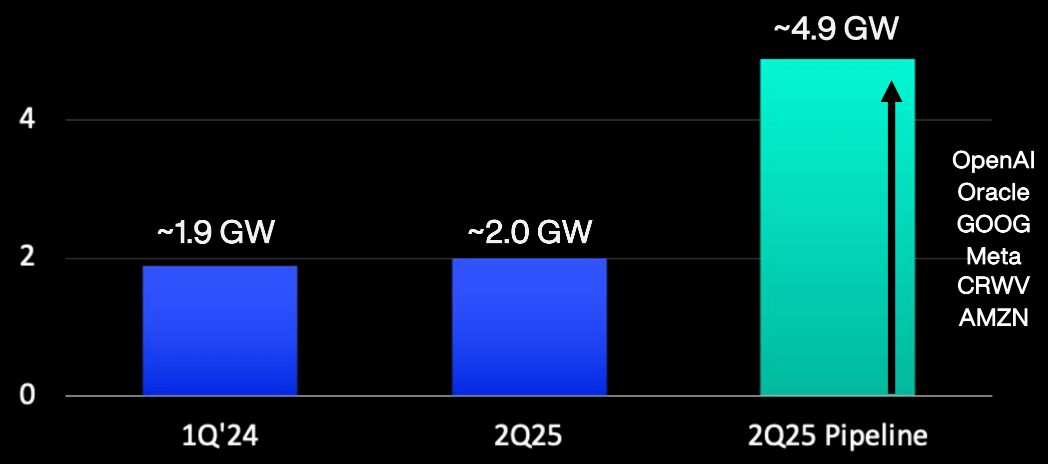
The coming power surge: data centers will require massive energy investment

Global Data Center Electricity Consumption Forecast (TWh)



Record U.S. hyperscale data center leasing pipeline

2025 US Hyperscale Leasing (GW)



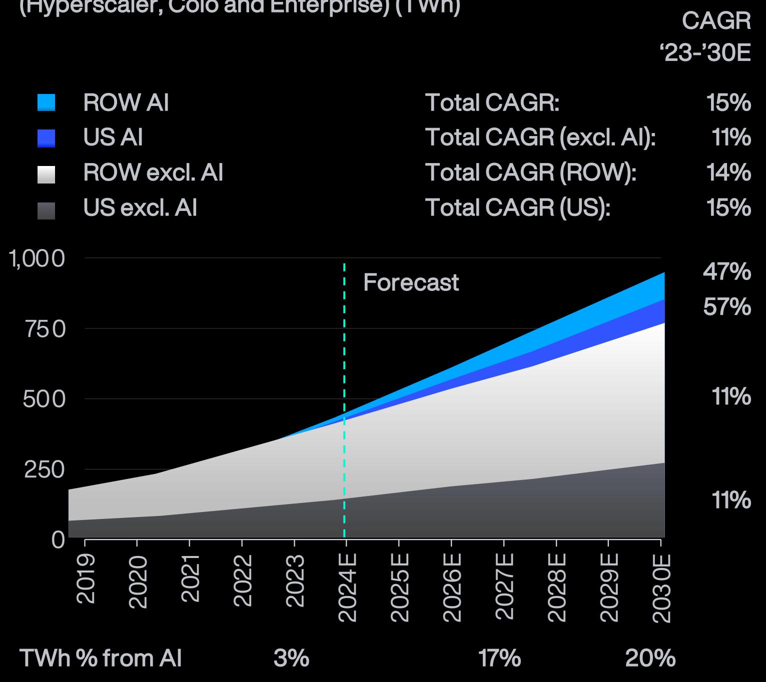
The U.S. hyperscale data center leasing pipeline is the largest we have seen in history, standing at ~4.9GW. — TD Cowen report, July 2025

Source: International Energy Agency & Barclays Research

The Takeover: AI to Consume 50% of Critical Power by 2028

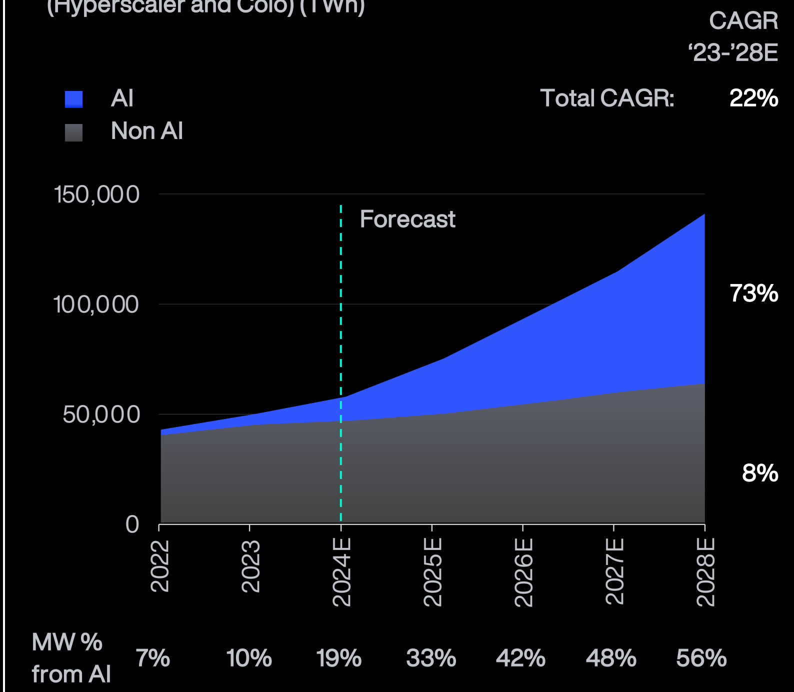
Goldman Sachs predicted AI will be ~20% of data center power consumption by 2030

Global data center power demand for all operators (Hyperscaler, Colo and Enterprise) (TWh)



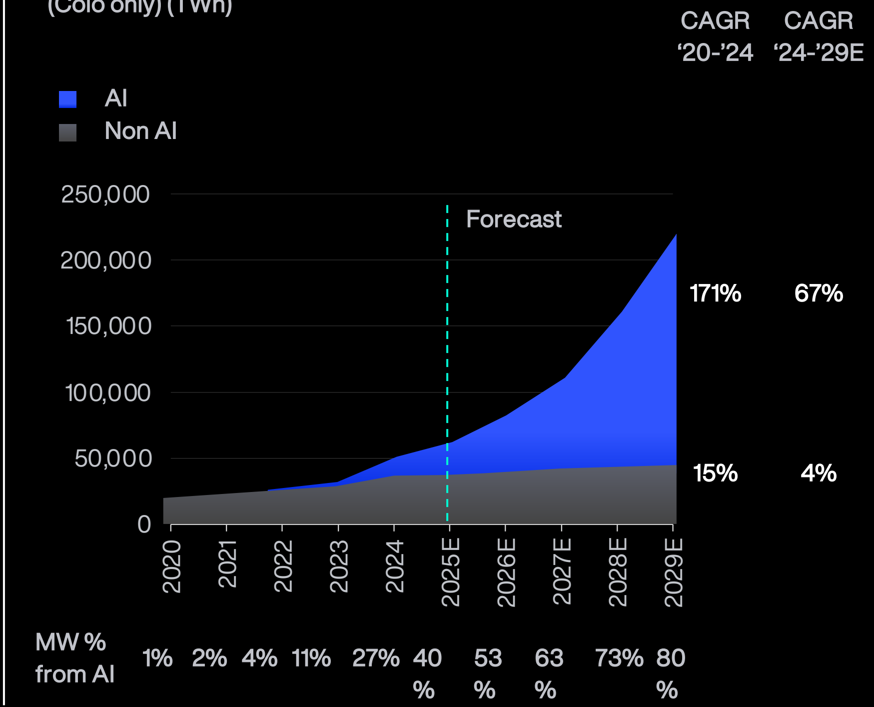
SemiAnalysis projects AI to be over 50% of global data center critical IT power by 2028

Global data center critical IT power (Hyperscaler and Colo) (TWh)



Structure Research projects AI will be ~80% of capacity within colo data centers by 2029

Global data center critical IT power (Colo only) (TWh)



Note: Variance in figures across deck due to different underlying sources

Source: GS (April '24),SemiAnalysis (March '24), Structure Research (October '24)

Agenda

Introduction

The Big Trends Coming Out of 2025

- “Supersized” Infrastructure
- Welcome Back Porter - The Reemergence of the “Competitive Advantage of Nations”
- “The Nouveau Tech” the Arrival on the New Tech Companies
- Speed at the Edge is not just an “NFL phrase”
- Human Capital Redefined

The “Canaries” in the Digital Mines

- Death of the traditional phone may leave a gap
- The K Shaped Economy
- Perhaps the end of the virtuous cycle of digital infrastructure

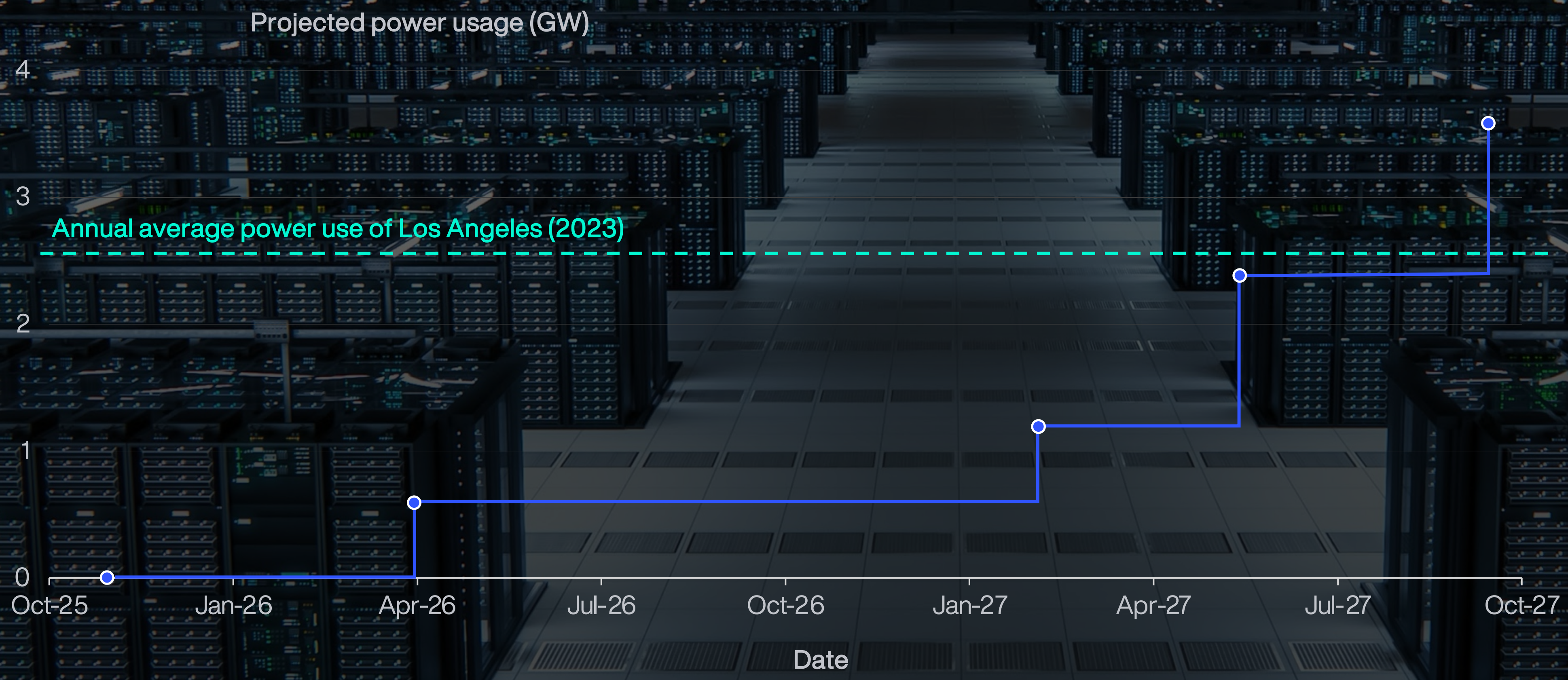
Final Thoughts and a Snapshot of the Year Ahead

THE BIG TRENDS OUT OF 2025

Trend 1

The Era of Supersized Infrastructure

Microsoft's Fairwater datacenter will use more power than Los Angeles

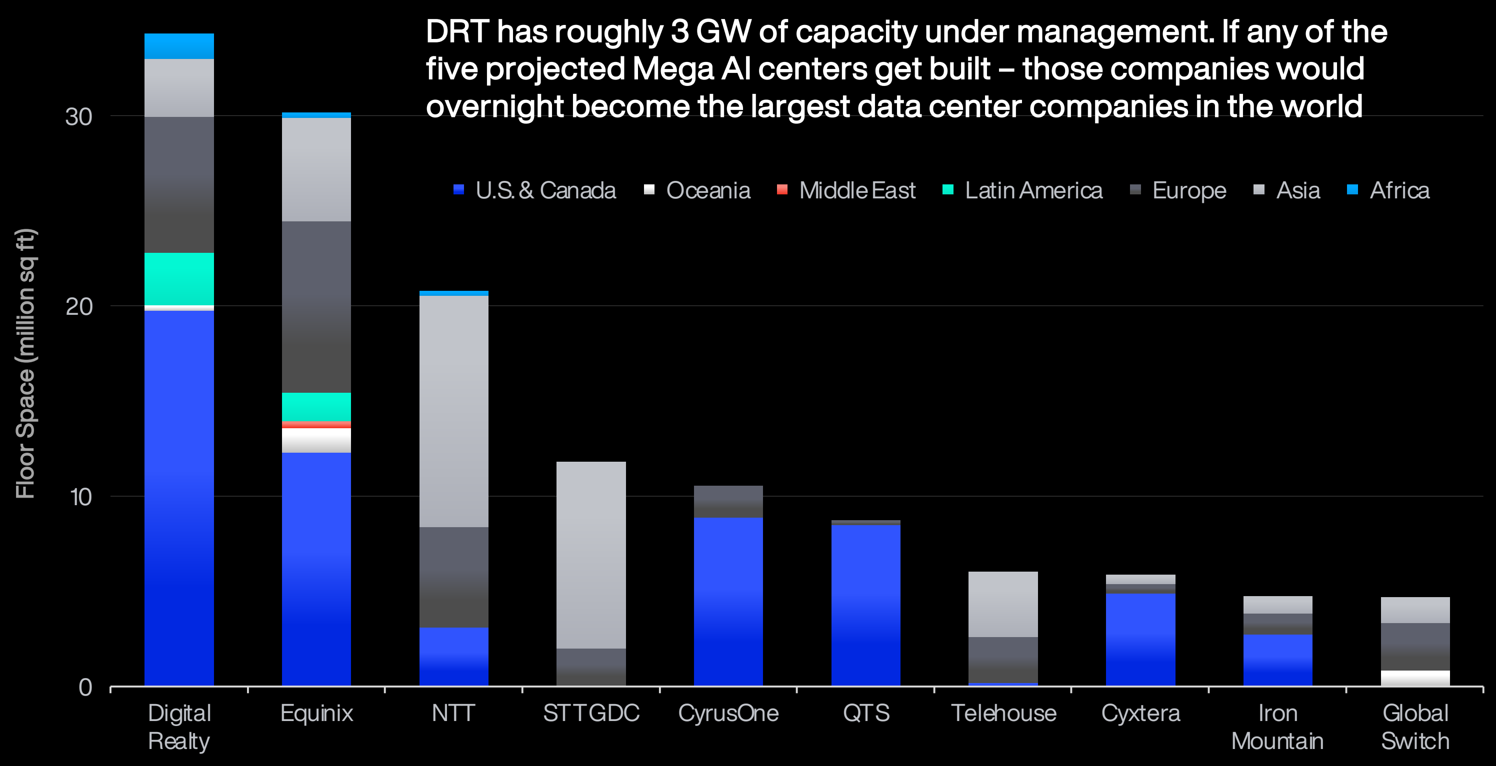


Source: epoch.ai

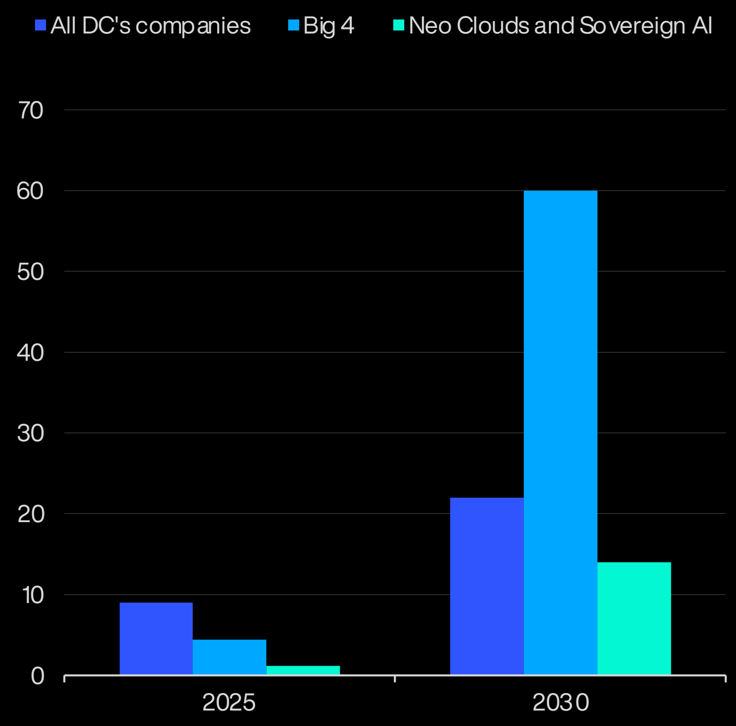
The Scale Shift: 2024 Capacity Will Be Just a Fraction of 2030 Demand

Data center operators

Largest Commercial Data Center Operators, 2023



Contracted Gigawatts

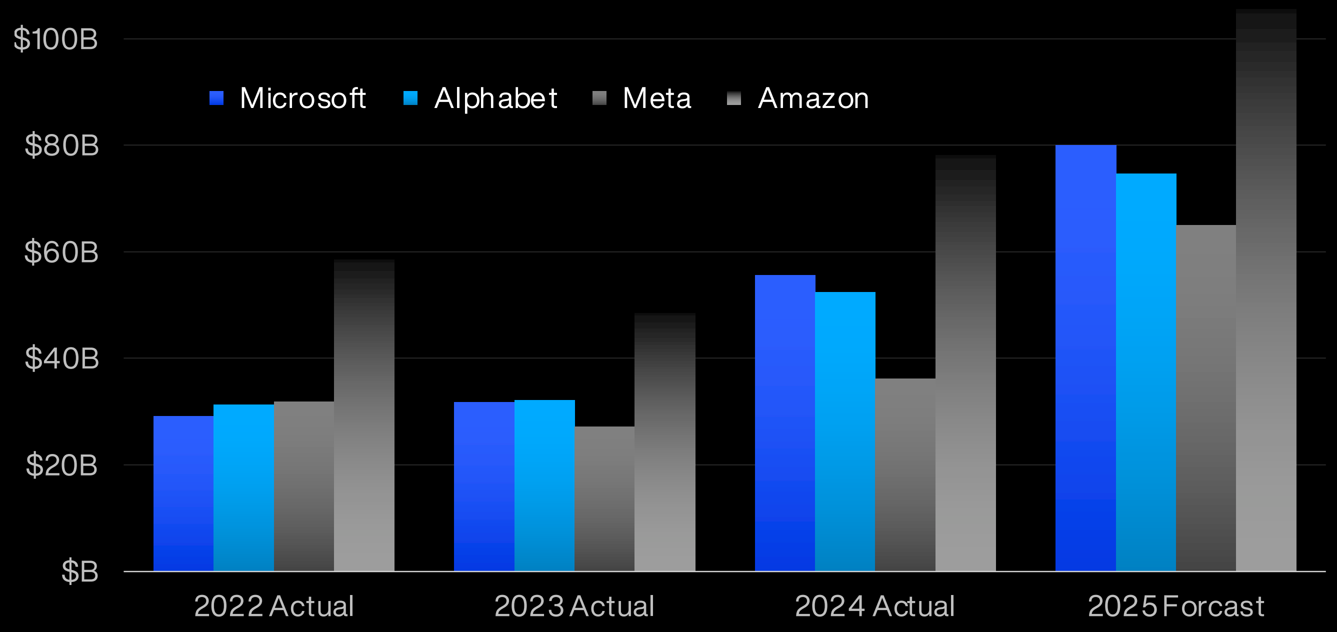


Source: TeleGeography

How the Big Spenders are Shaping AI

Big tech's big AI bet

Actual and announced capital expenditure and investment plans as of February 2025



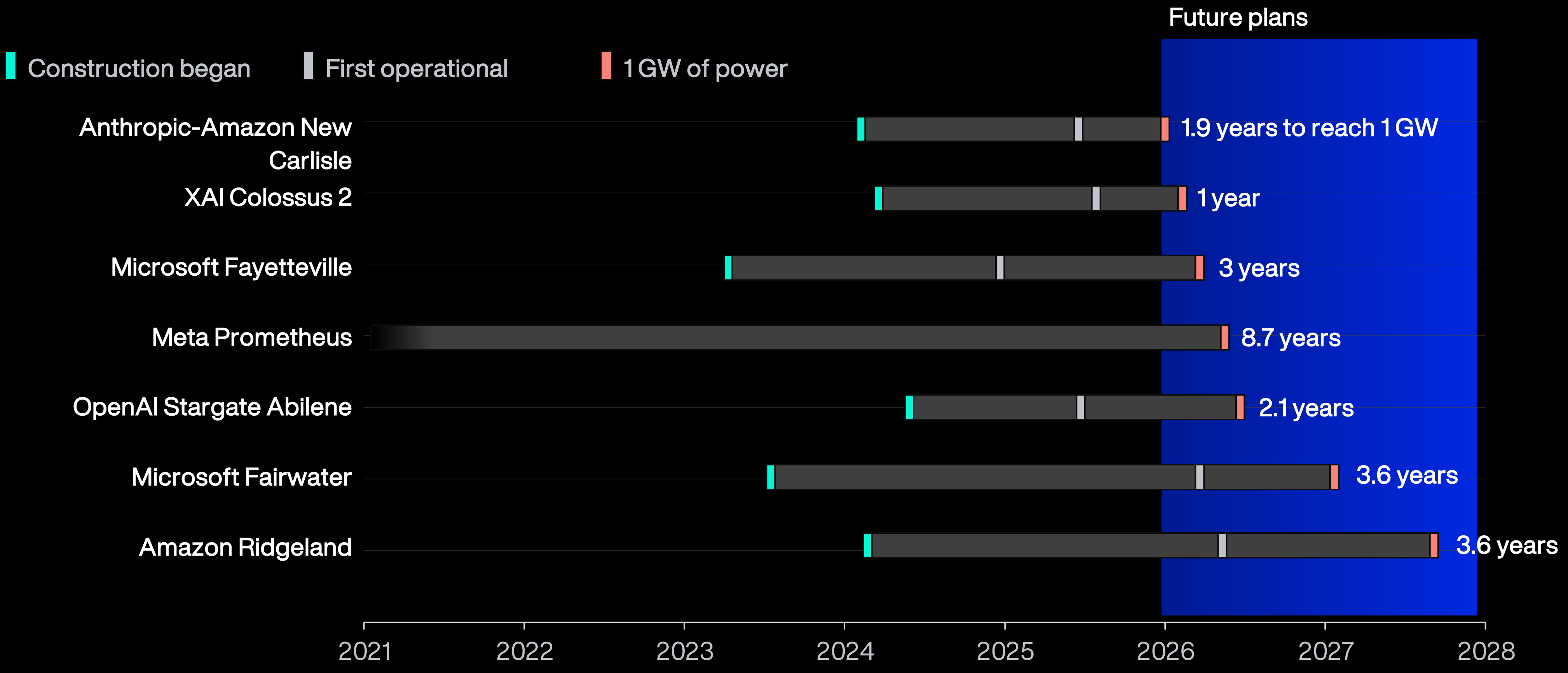
Source: Company data

Note: Microsoft fiscal years end June 31, and all figures include finance leases

- Tech giants are making bold bets on AI, pouring billions into research, infrastructure, and talent to dominate the future.
- Microsoft, Alphabet, Meta and Amazon are expecting to spend a cumulative $325 billion in capital expenditures and investments in 2025 driven by a continued commitment to building out artificial intelligence infrastructure.
- Together, this marks a 46% increase from the roughly $223 billion those companies reported spending in 2024.
- Collaborations with innovators like OpenAI and Anthropic are driving groundbreaking advancements and redefining what's possible.

Velocity at Scale: Building 1GW Campuses in Under 24 Months

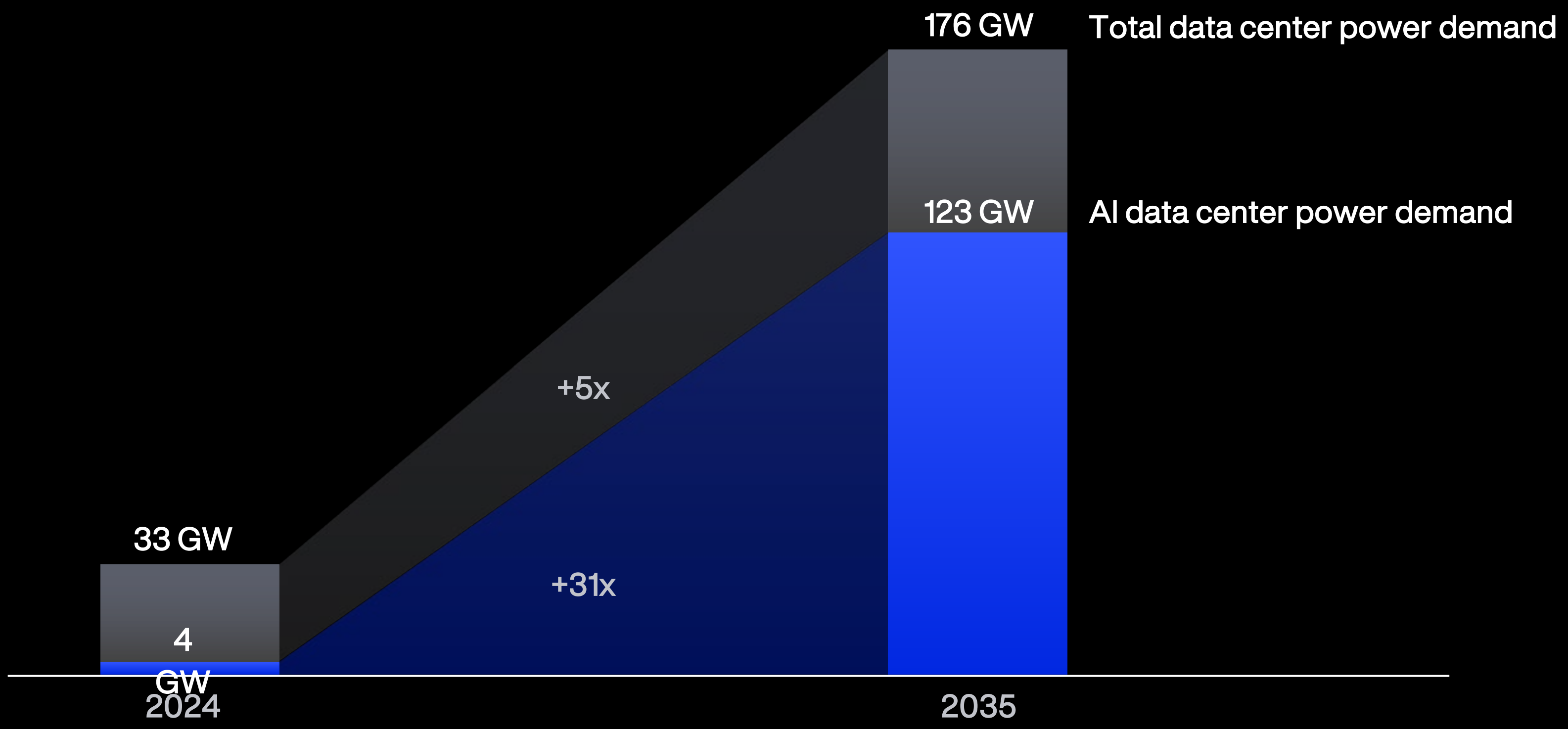
Gigawatt-scale data centers can likely be built in 2 years or less



Source: epoch.ai

Supersizing Power: The 31x Demand Explosion

US power demand from AI data centers is expected to boom

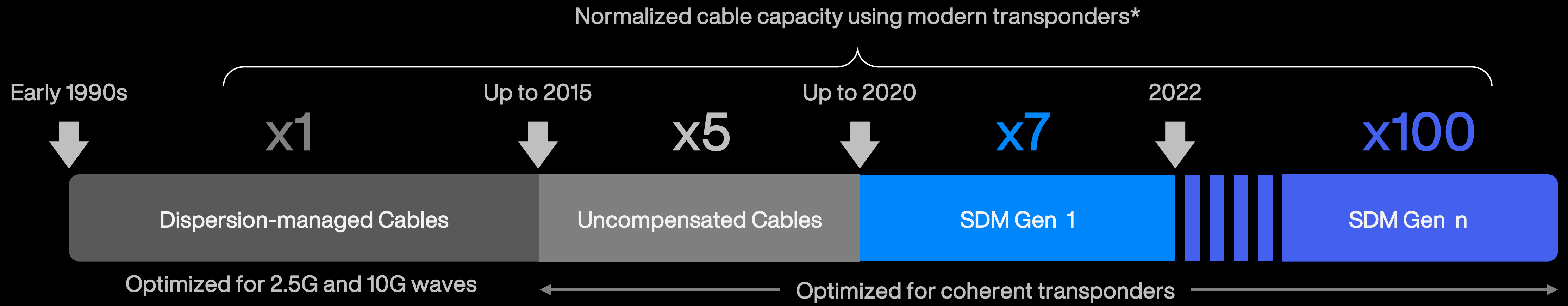


Google Just Spent $4.75 Billion to Acquire an Entire Energy Company to Fuel Their AI Data Centers

Source: Deloitte analysis of data from DC Byte, Wood Mackenzie, S&P Global, Lawrence Berkeley National Laboratory, Center for Strategic and International Studies, and Wells Fargo.

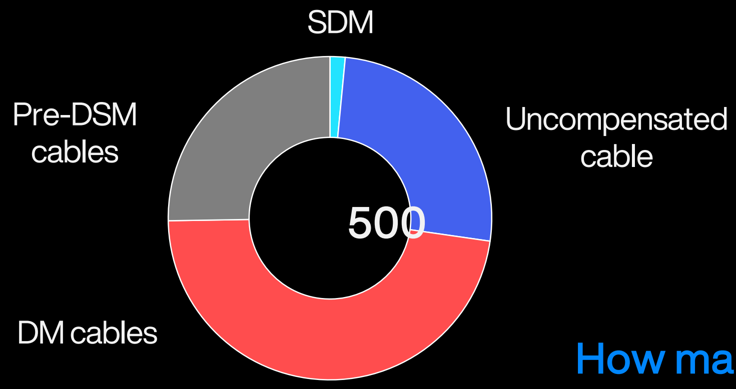
Subsea Evolution: Fewer Cables, Massive Capacity

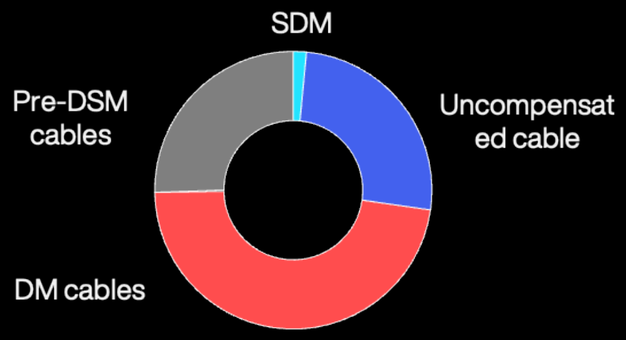
Evolution of submarine cables



* Compares total cable capacity of trans-Atlantic distance using fifth-generation coherent transponders

There are only a few SDM cables today, but SDM is the accepted architecture for new long-distance submarine cables



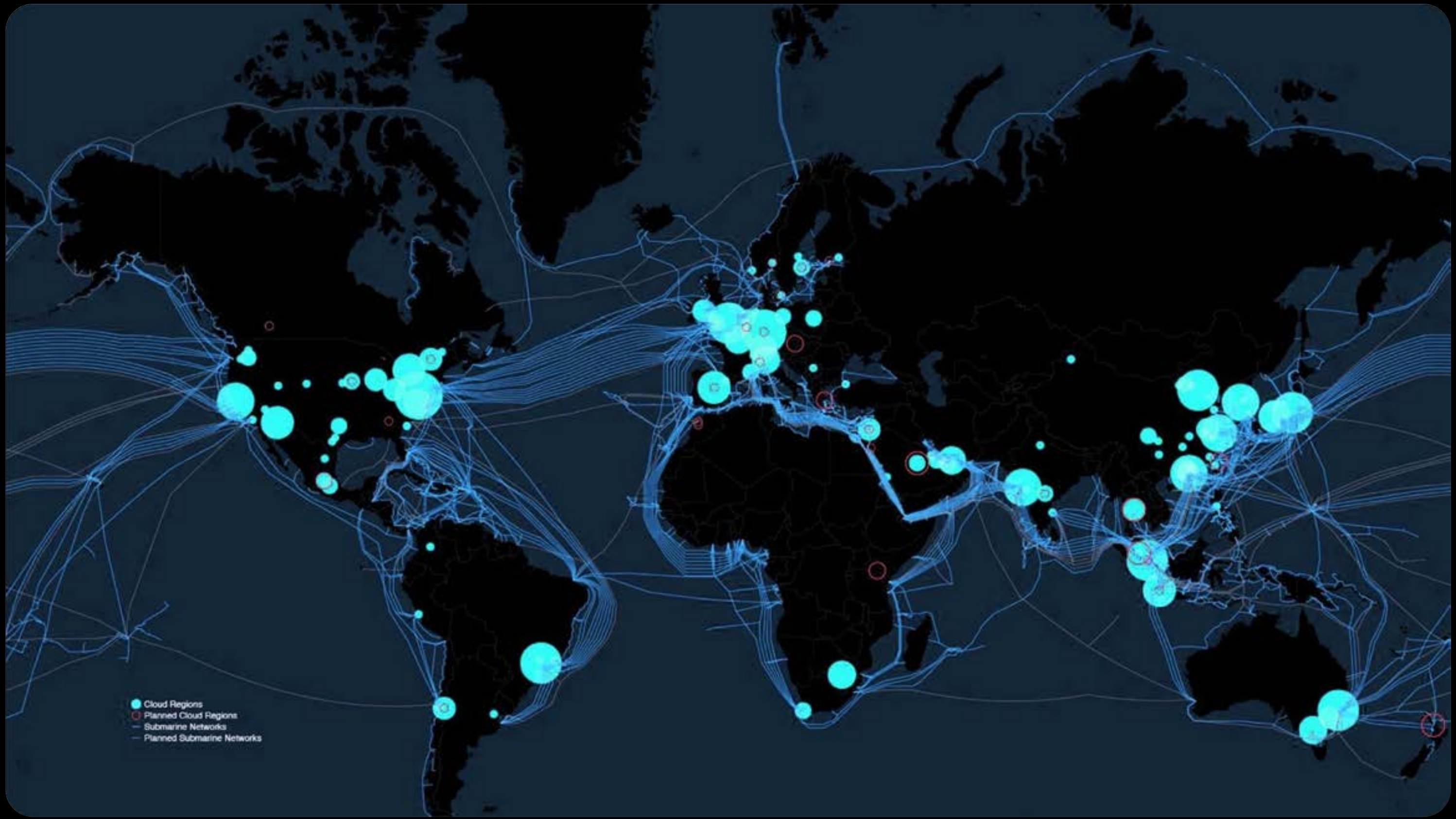


How many of each cable type?

...the new locations will now focus more heavily on proximity to regions with excess power

Existing + planned cables and cloud data centers

- Where will AI factories (AI-focused data centers) be built?
- New cables may be needed to locations currently not connected or underserved

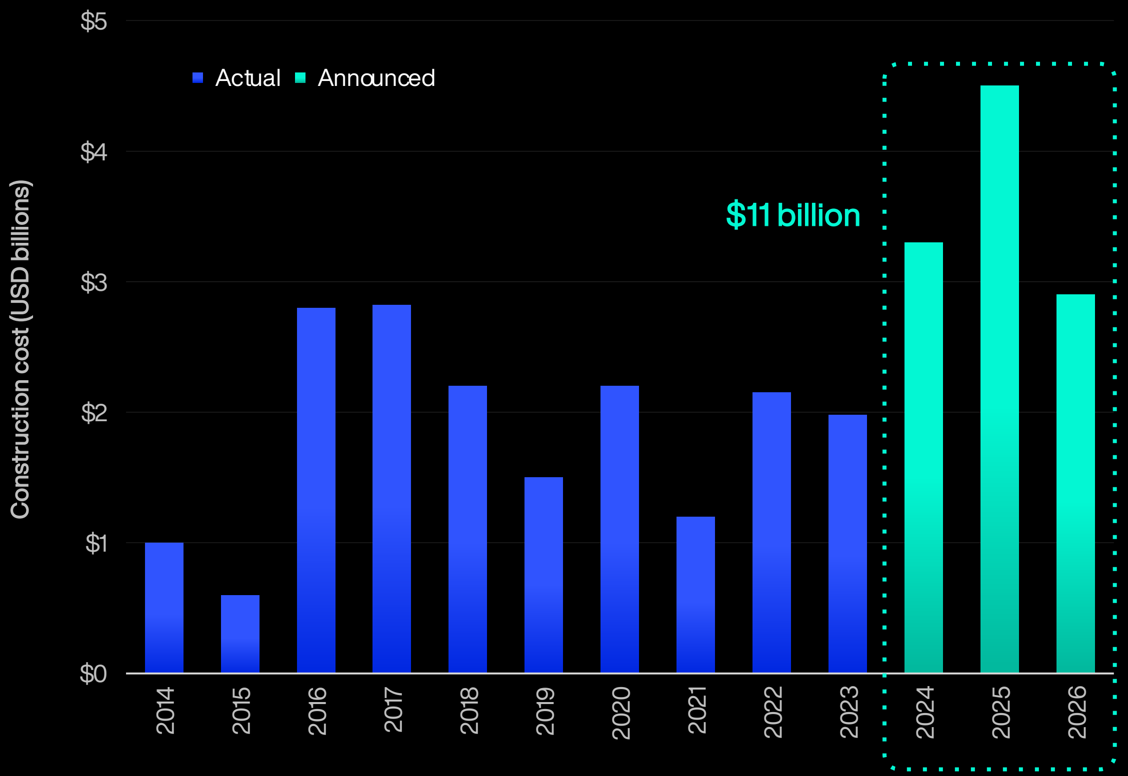


Source: TeleGeography's Cloud and WAN

...and much cheaper to build!

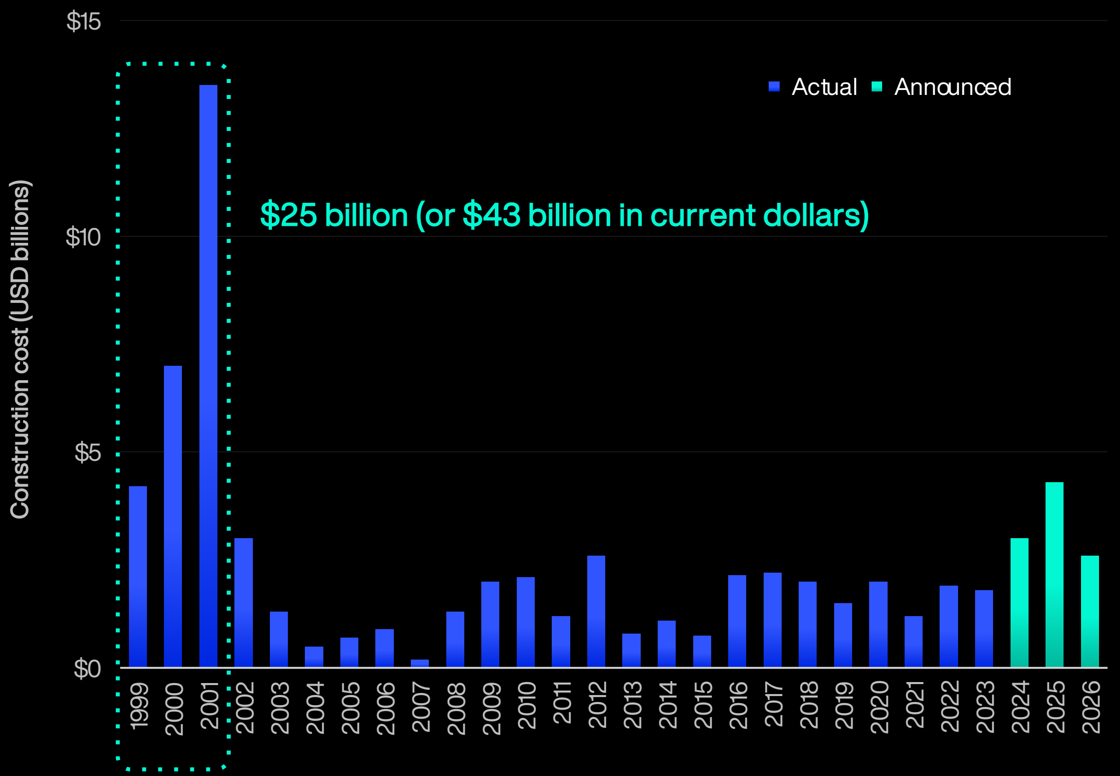
Is there overinvestment in cables?

Construction cost of new submarine cables by RFS



Not partying like it's 1999

Construction cost of new submarine cables by RFS



Source: TeleGeography's Transport Networks

Trend 2

“National prosperity is created, not inherited”

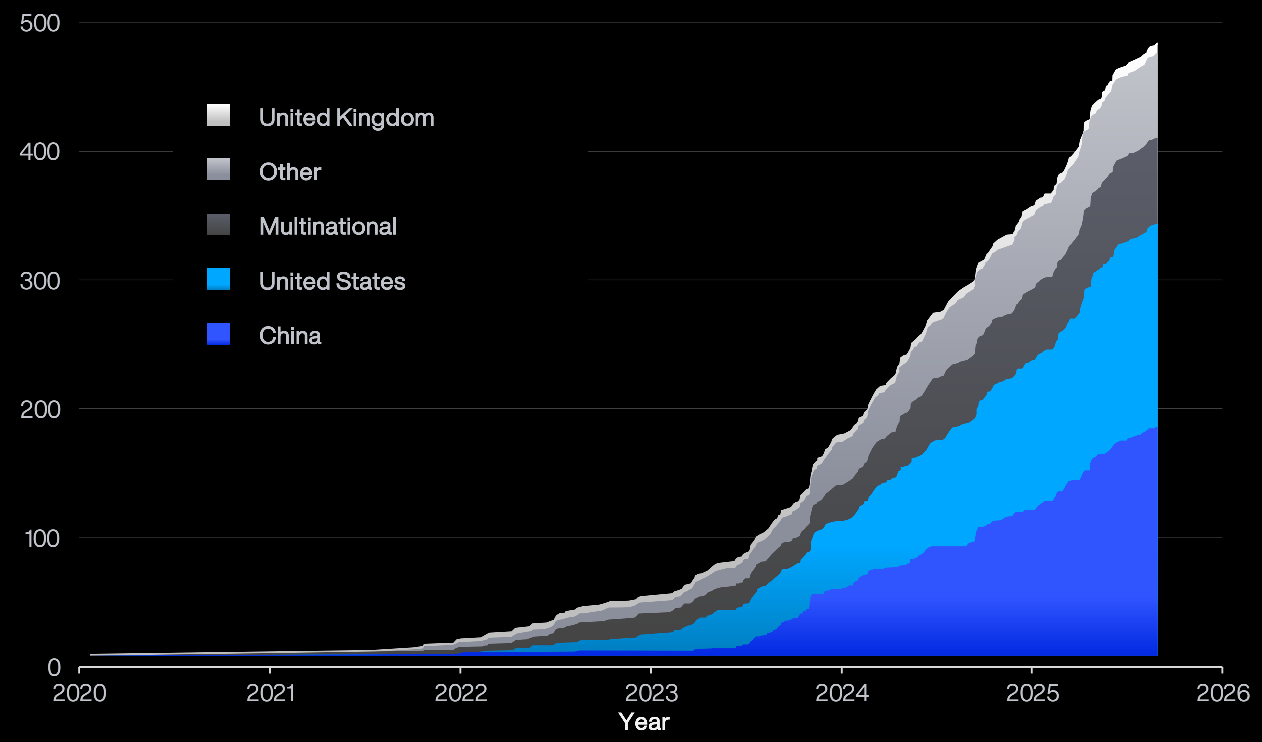
The Return of the "Competitive Advantage of Nations"

Michael E. Porter
Competitive Advantage of Nations

The New Arms Race: National Sovereignty Through AI Leadership

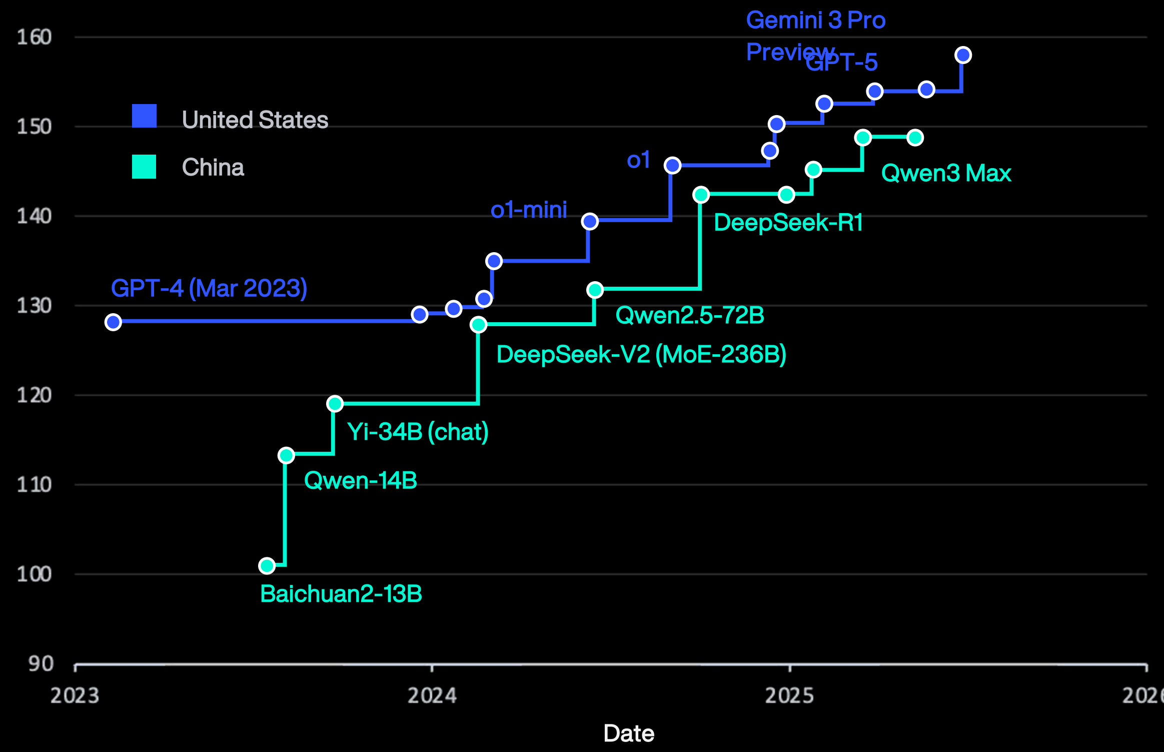
Large-scale models by country

Cumulative number of models



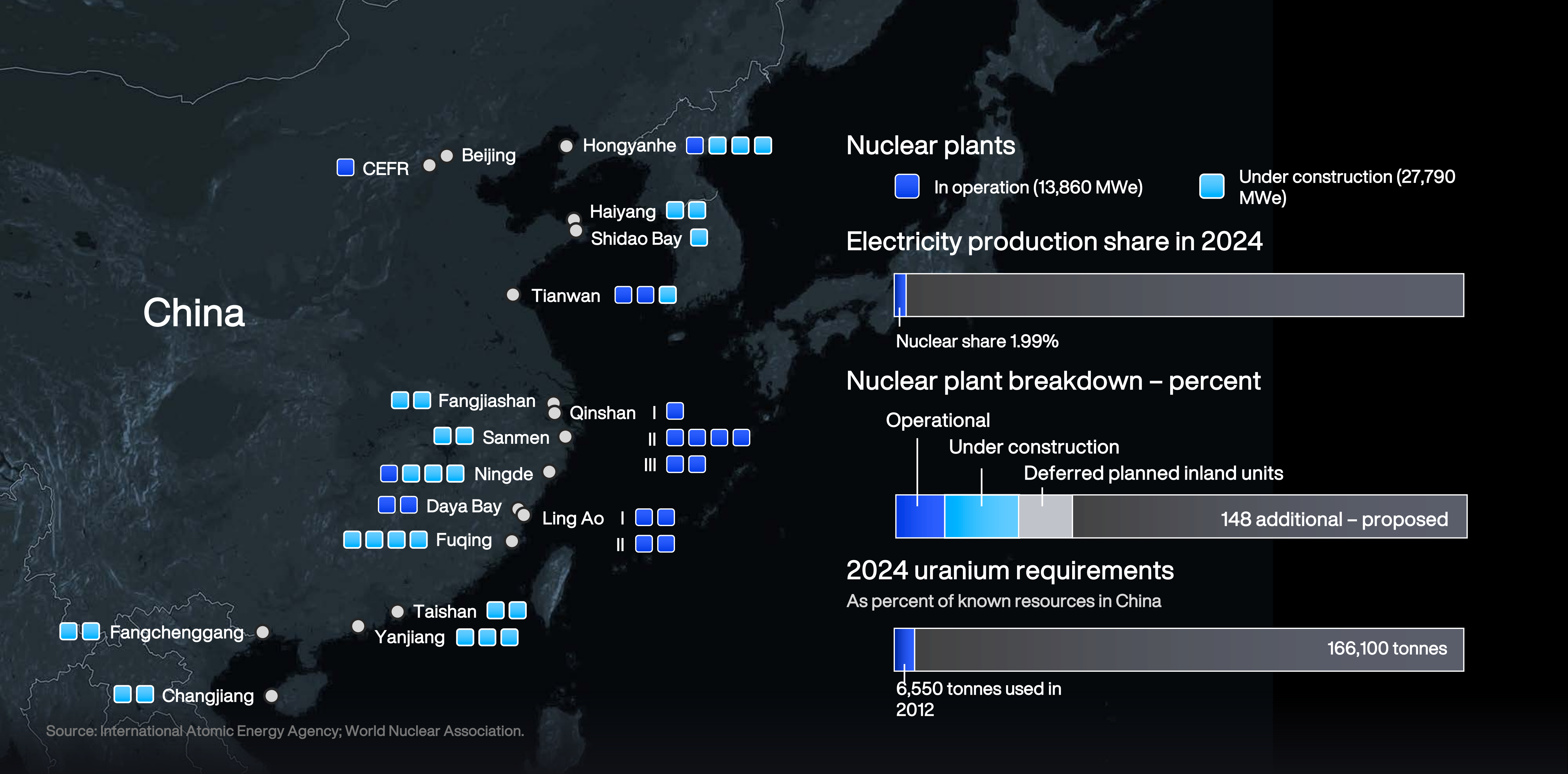
Chinese AI models have lagged the US frontier by 7 months on average since 2023

ECI



Source: epoch.ai

The Power Play: China's Nuclear Surplus vs. AI Ambitions

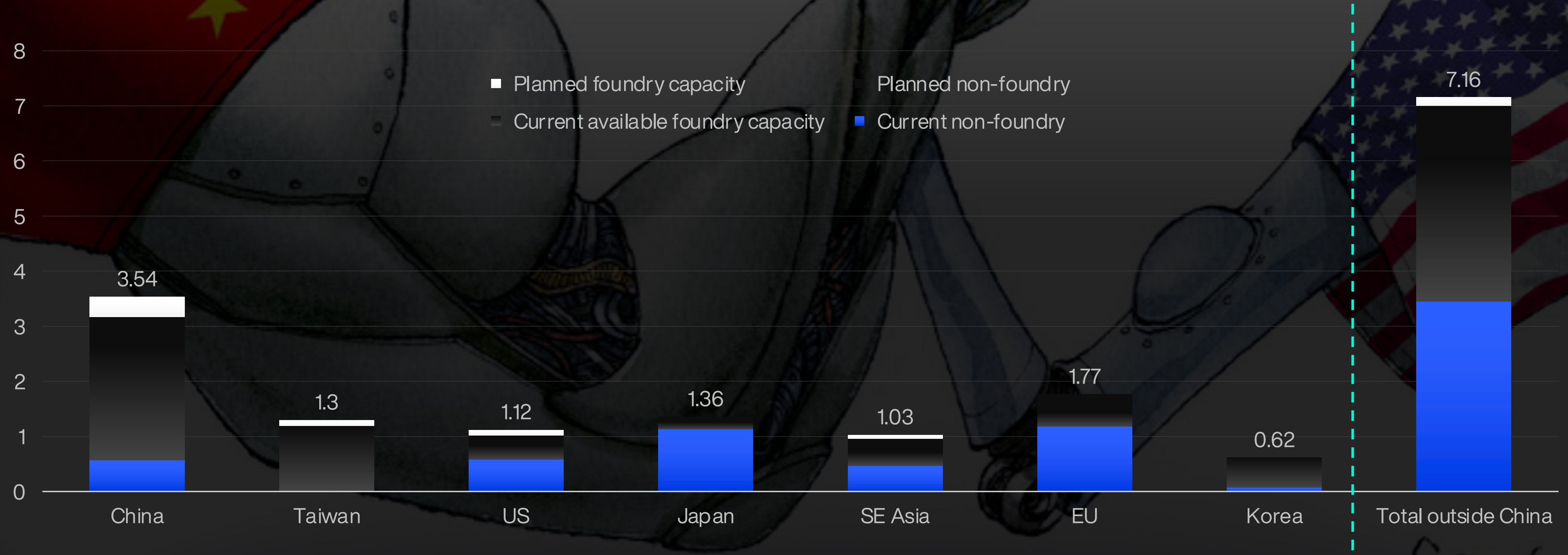


Source: International Atomic Energy Agency; World Nuclear Association.

The Chip Choke Point: US Dependence on Asian Foundries

China and Taiwan control around 70% of 50-180nm foundry capacity globally and continues to lead in this area

Current and planned wafer capacity (excluding memory) at 50-180nm as of March 14, 2023, million wafer starts per month (mwspm)



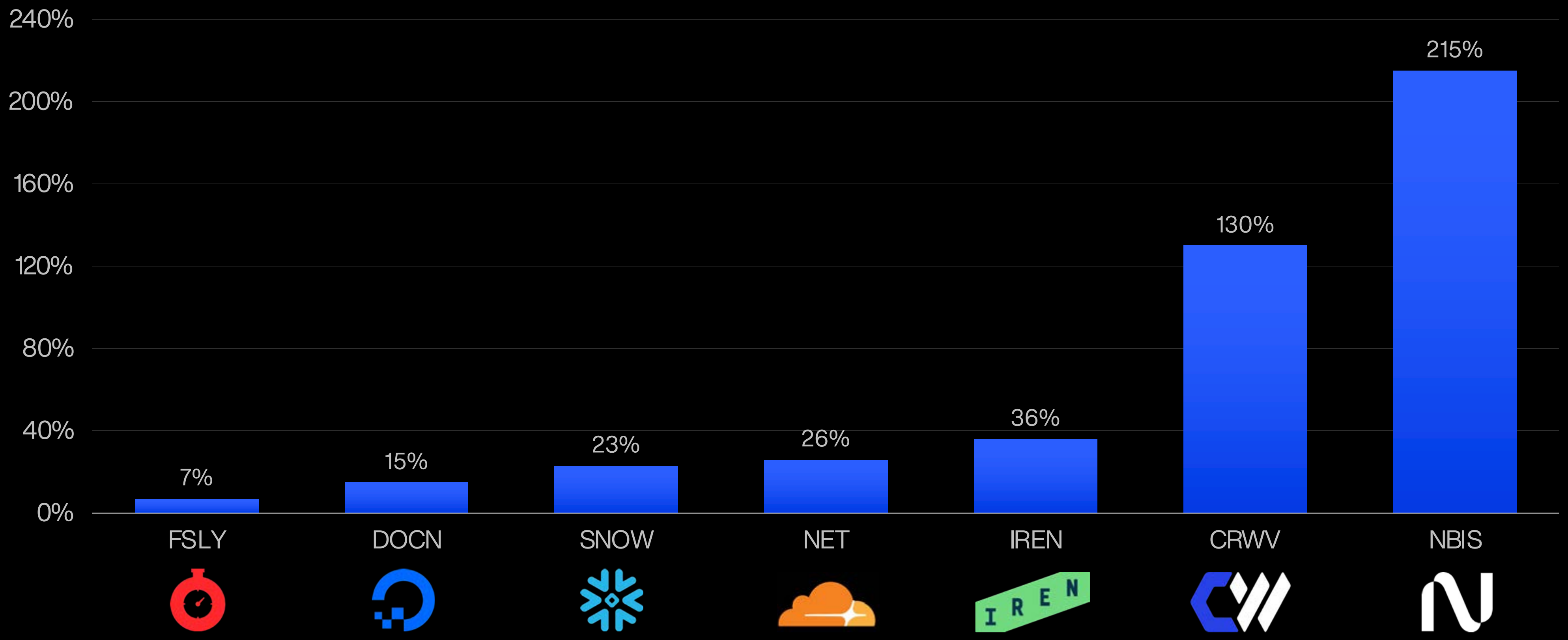
Source: SEMI World Fab Forecast

Trend 3

Rise of the "Nouveau Tech" Titans

The Neo-Cloud Companies

Ranked by Revenue growth Next Year Est for 2026



The Edge Frontier: Emerging Markets Ready to Leapfrog

Maniacal focus has been on the Super campuses for LLM's and other AI models.

What happened in 2025 and will continue in 2026:

Fiber and Edge nodes will comeback in Vogue

Data center solutions that are close to the customers, scalable to the needs and agile enough to support varying capacity requirements

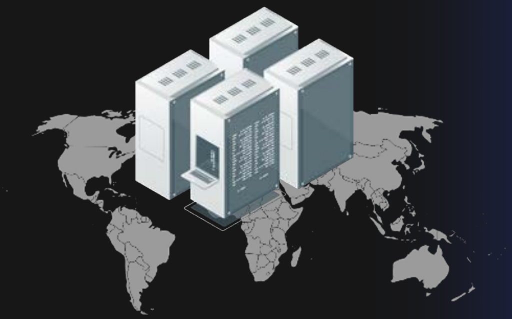
Why the Edge will matter

Performance, customer experience, network, security and flexibility

Where is the Edge going to be located

Wherever you need to connect to your customers

AI/Cloud regions Availability Zone (AZ)



Global reach
10-100+ MW
supports:

- Cloud
- Webscale
- XaaS
- GlobalAI platforms

AI extension Local Zones (LZ)

Local reach
1-10 MW supports:

- Content
- Networks
- Gaming
- Hybrid

Cloud micro Edge Wavelength/Edge Zones

HyperLocal
<10kW – 1 MW
supports:

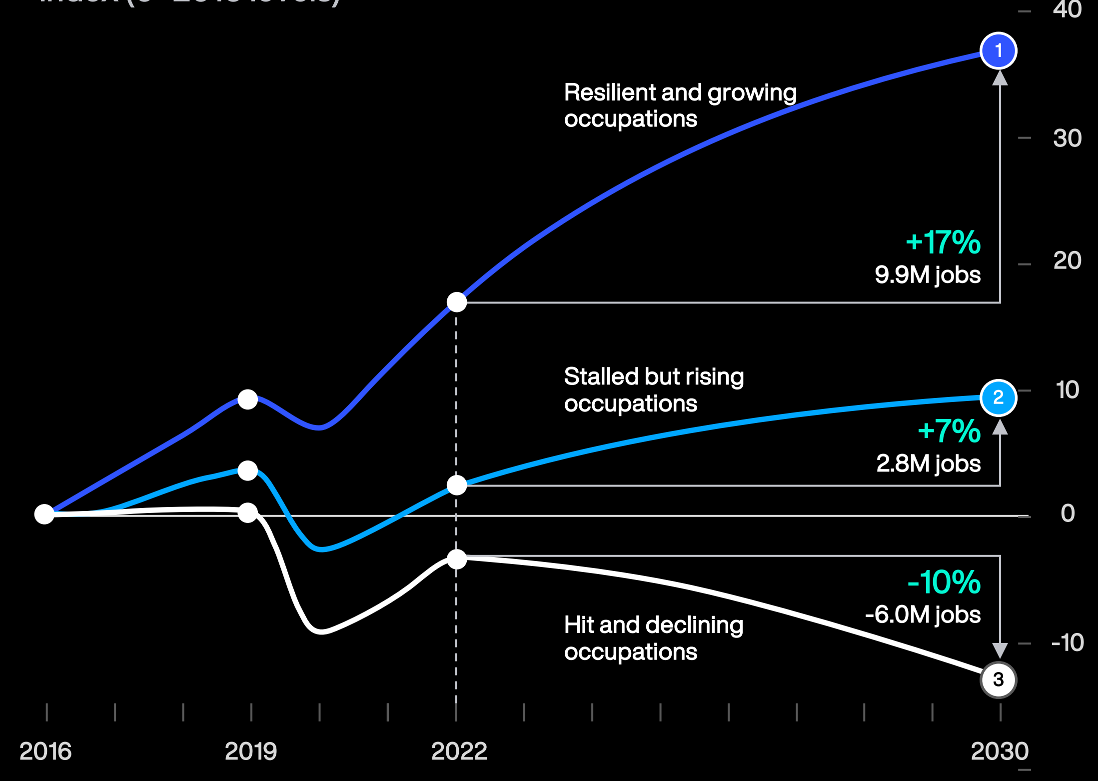
- IoT
- Autonomous vehicles
- Smart City
- Agents

Empower YOUR Edge

We expect an additional 12 million occupational transitions through 2030

US Job Growth

Index (0=2016 levels)



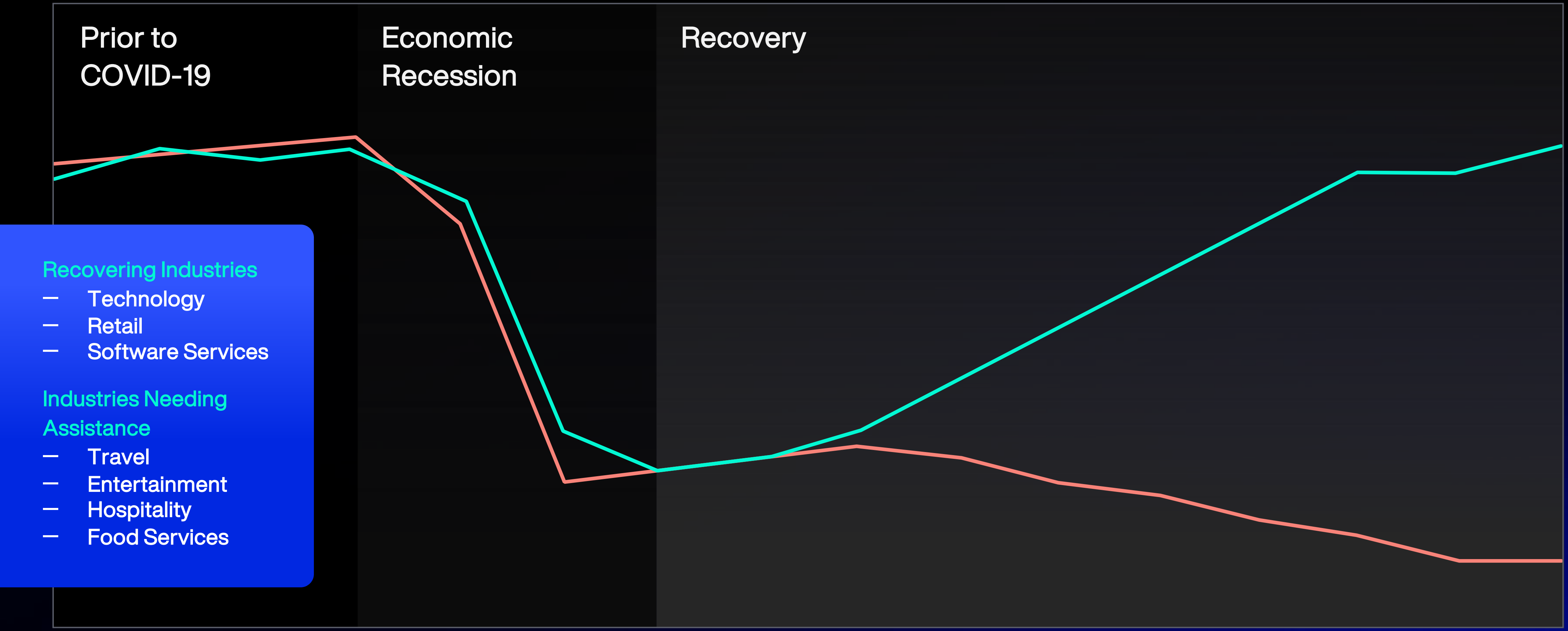
	1	2	3
Growth trajectory driven by	— Healthcare demand increase as the population ages — The push toward digitization and technology — Demand for last-mile delivery	— Investments in infrastructure and the net-zero transition — Demand for reskilling and lifelong learning	— Automation adoption — Sustained e-commerce trend — Reduced need for customer-facing roles
Projected transitions to new occupations, 2022-30	1M From a resilient and growing occupation to any other occupation	1M	10M
Occupational categories within each profile	36% of US workers in 2022: — Health professionals — Health aides, technicians, and wellness — **STEM professionals** — Managers — Transportation services — **Business and legal professionals**	25% of workers: — Builders — **Creatives and arts management** — Property maintenance — Mechanical installation and repair — **Community services** — **Education and** — Agriculture	39% of workers: — Production work — Food services — Customer service and sales — Office support

— Occupations where generative AI could accelerate automation significantly

Source: McKinsey & Company

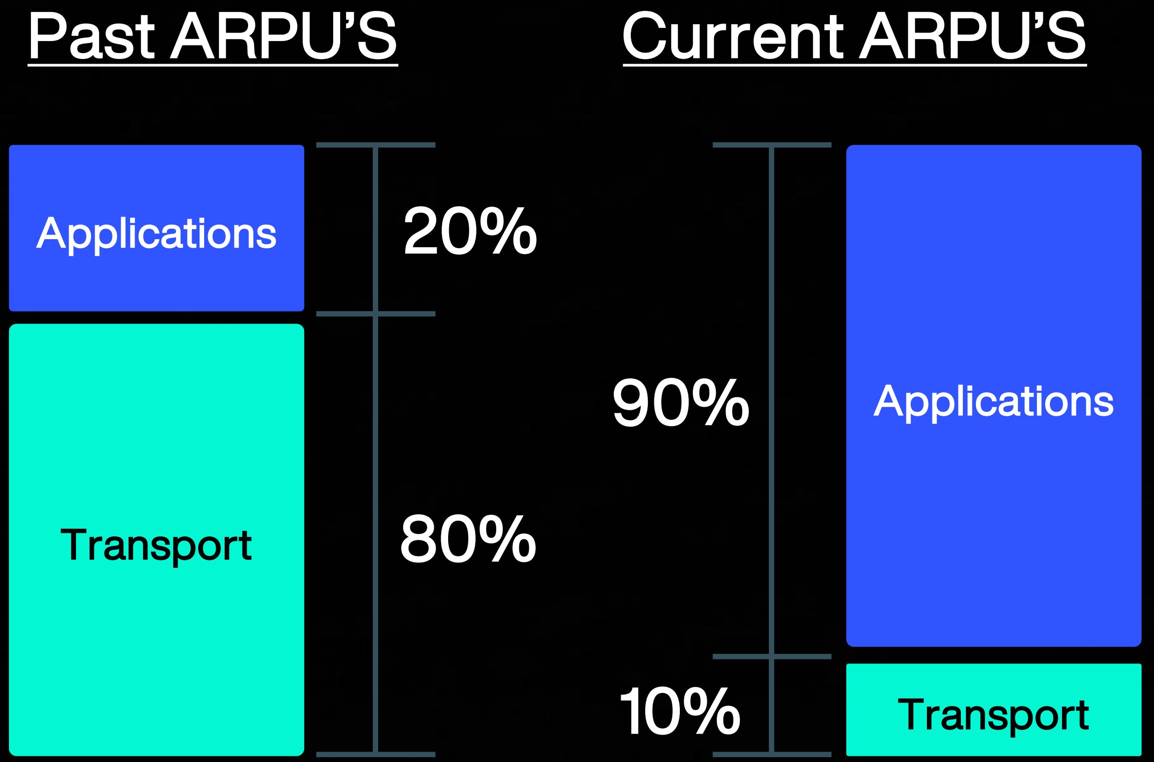
THE CANARIES IN THE DIGITAL INFRASTRUCTURE MINES...

The markets are good for some people, yet large swaths of the population are not feeling the growth in their net worth

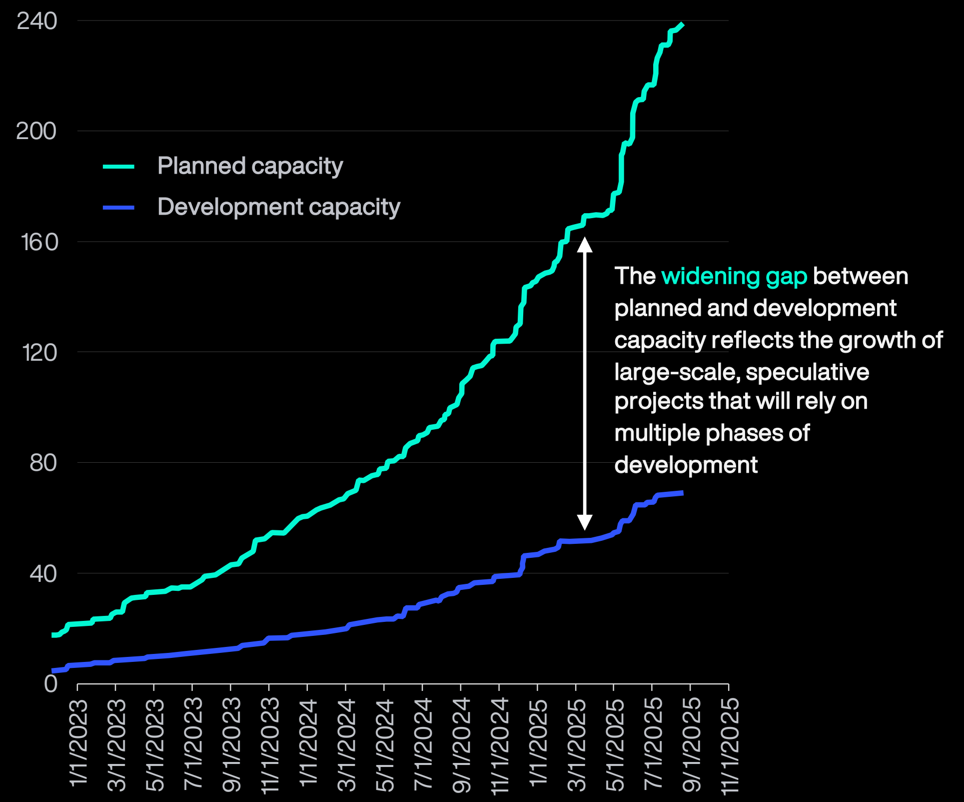


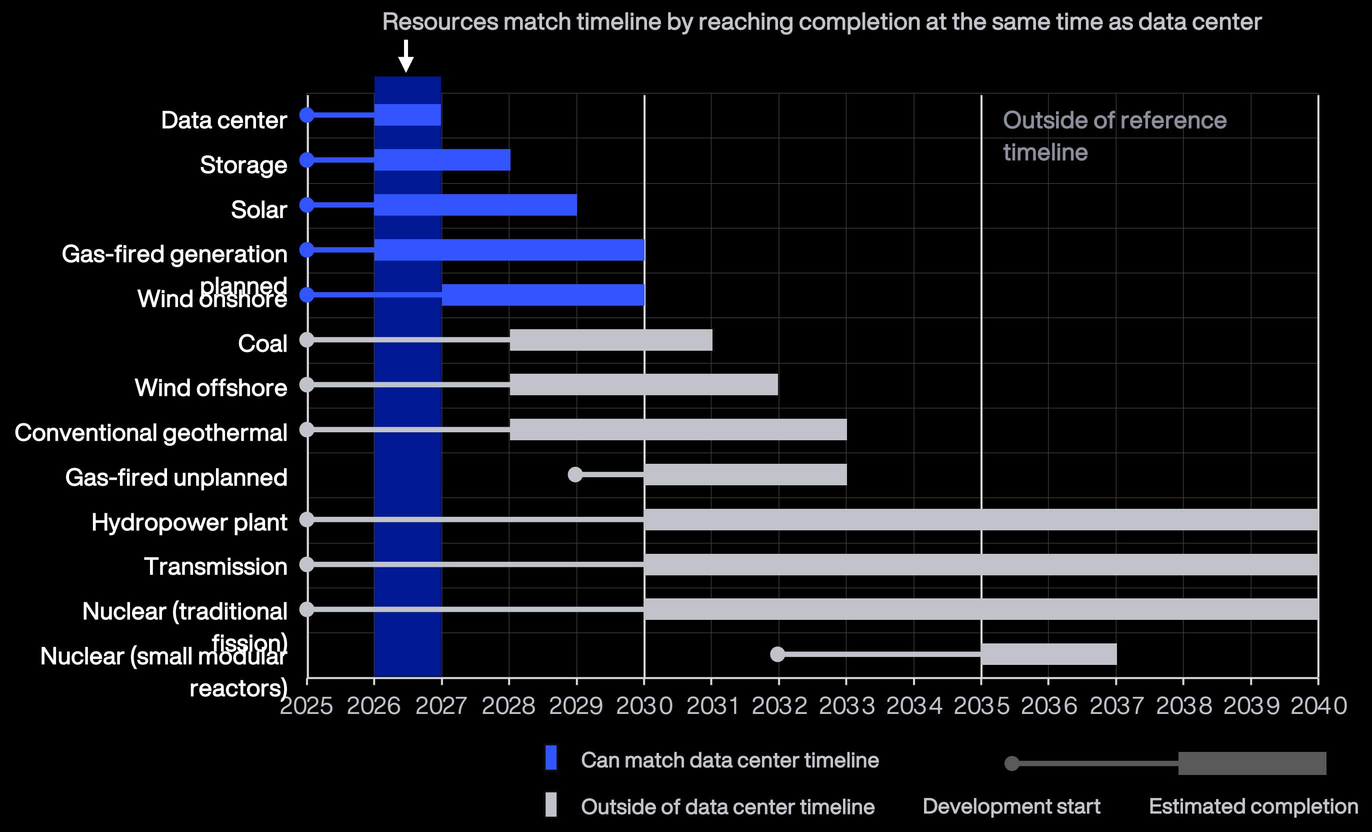
Source: U.S. Chamber of Commerce

The Telco Crunch: Capital Intensity vs. Declining ARPU



The Timeline Gap: "Old Economy" Power vs. "Tech Economy" Speed



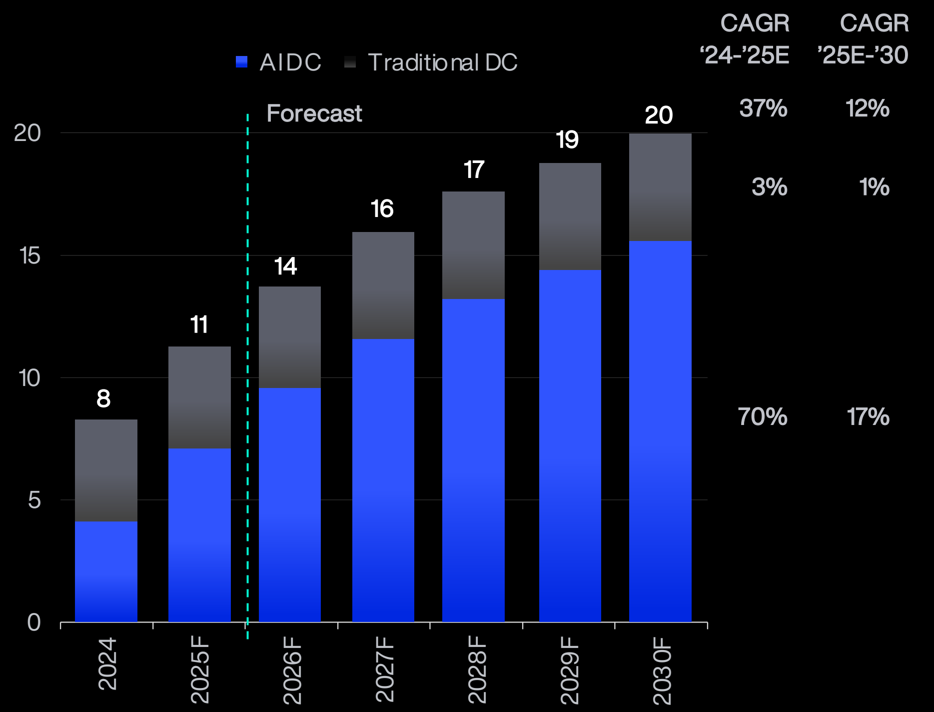


Souroe: Deloitte analysis of data from International Energy Agency, Brattle, and Energy Innovation reports.

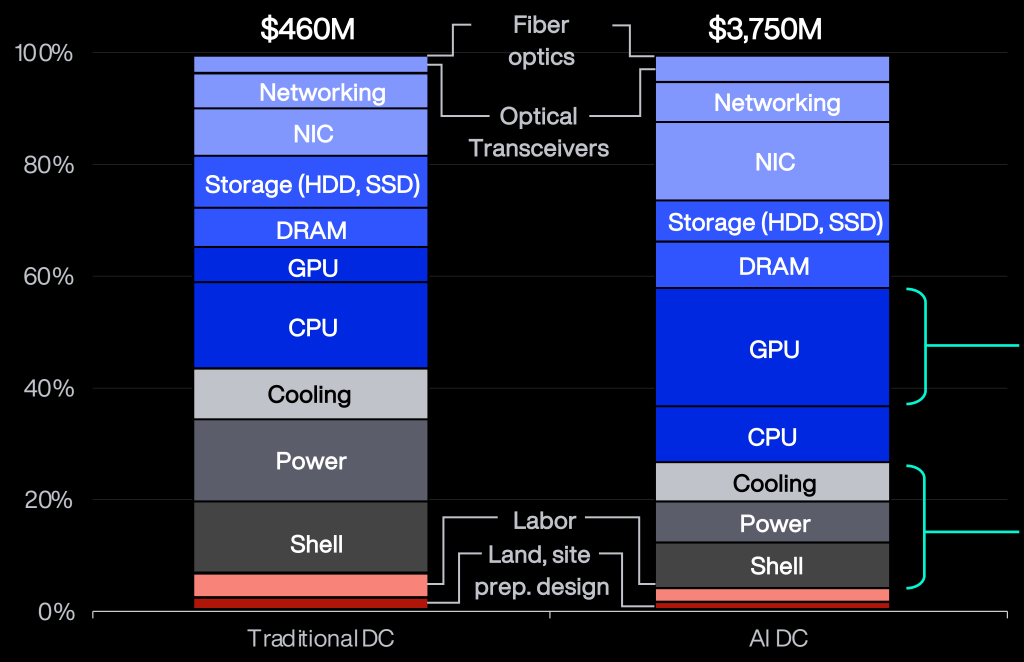
The New Risk Profile: Shorter Lifespans, Higher Stakes

These subtle changes coupled with the change in counter parties can increase the riskiness of this investment by over 4X

Global Data Center new build (GW)



Average facility build BOM comparison ($M)
20MW general compute DC vs. 100MW GwnAI DC



The new ecosystem introduces chips with dramatically shorter life spans with much higher proportion of the capex.

Bricks and Mortar reduced to 30% against the total asset pool

Note: GenAI data center represents an archetype of data center that functions to serve GenAI training as well as inference use cases
Source: Bain Data Center Model; Industry participant interviews; Lit. search

The Next 48 Hours

Center Stage

Monday (Jan 19, 2026) — Tapa 2 & 3

8:30 AM – 8:45 AM

Opening Remarks
- Brian Moon, CEO, Pacific Telecommunications Council

Welcome Remarks
- Bill Barney, President; Chair, Board of Governors; Chairman, Program Committee, PTC; Chairman, Asian Century Equity

8:45 AM – 9:30 AM

Opening Session
- Moderator: Bill Barney, President; Chair, Board of Governors; Chairman, Program Committee, Pacific Telecommunications Council; Chairman, Asian Century Equity
- Giordano Albertazzi, CEO, Vertiv
- Gautam Bhandari, Co-founder, Global CIO & Managing Partner, I Squared Capital
- Randy Brouckman, CEO, EdgeConneX

9:30 AM – 10:15 AM

Rewriting the Playbook: Confronting the New Realities of Digital Infrastructure
- Moderator: Jonathan Atkin, Managing Director, Global Head — Communications Infrastructure, RBC Capital Markets
- Doug Adams, CEO & President, NTT Global Data Centers
- Randy Brouckman, CEO, EdgeConneX
- Tag Greason, Co-CEO, QTS Data Centers
- Andrew Power, President & CEO, Digital Realty
- Rangu Salgame, Chairman, CEO & Co-Founder, Princeton Digital Group

10:15 AM – 10:30 AM

Networking Break
- Sponsored by: Intermedia

10:30 AM – 11:15 AM

Digital Infrastructure at Scale: Financing the AI Revolution
- Moderator: Brandon Amber, Managing Director, Palladium Partners
- Michael Coleman, Managing Director, Wafra
- Madonna Park, CFO, Switch
- Wes Cummins, Chairman & CEO, Applied Digital
- Jon Mauck, Senior Managing Director, DigitalBridge Investment Management

11:15 AM – 12:00 PM

Powering Intelligence: The Energy Impact of the AI Era
- Moderator: Lynn Smullen, Member, PTC Board of Governors
- Bruno Berti, SVP, Global Product Management, NTT Global Data Centers
- Jakob Carnemark, CEO, Endeavour
- Marc Garner, SVP, C&SP Segment President, Schneider Electric

12:00 PM – 12:05 PM

Closing Remarks
- Brian Moon, CEO, Pacific Telecommunications Council

Tuesday (Jan 20, 2026)

9:00 AM – 9:15 AM

Opening Remarks
- PTC

9:15 AM – 10:00 AM

AI at the Edge: Fueling Inference-Driven Growth in the Digital Infrastructure Era
- Moderator: Lynn Smullen, Member, PTC Board of Governors
- Keri Gilder, CEO, Colt Technology Services
- Raj Mirpuri, VP, Enterprise & Cloud Sales, NVIDIA
- Bevan Slattery, Founder & CEO, SUBCO
- Steve Smith, CEO, Zayo

10:00 AM – 10:15 AM

Networking Break

10:15 AM – 11:05 AM

Streaming the World: Powering Global Digital Experiences
- Moderator: Tony Rossabi, Founder & Managing Director, OCOLO
- Ben Gonyea, Network Site Investments, Meta
- Marc Halbfinger, Managing Director, Red HMH
- Gina Haspilaire, VP, Global Head of Network Planning & ISP Partnerships, Netflix
- Todd Lawrence, VP, Global Data Center Strategy, Akamai Technologies
- Joel Wride, Senior Director, Connectivity, Data Center & Edge Services, eBay

11:05 AM – 11:55 AM

Policy and Regulation: Friend or Foe for Critical Infrastructure in the AI Age
- Moderator: Robert Pepper, Senior Fellow & Member, GDIP & PTC Board of Governors
- Joseph Alm, Deputy Assistant Secretary for Economic Security, U.S. Department of Homeland Security
- Dave Coughlan, CEO, SubCom
- Troy Tazbaz, SVP, Corporate Strategy & Operations, Oracle

Alaka'i Stage

Monday (Jan 19, 2026) — Tapa 1

12:30 PM – 1:00 PM

The Cloud and Enterprise Colo Markets Continue Their Growth March
- Moderator: Brian Moon, CEO, Pacific Telecommunications Council
- Bjorn Brynjulfsson, CEO, Borealis Data Center
- Bruno Lopez, President & Group Chief Executive Officer, ST Telemedia Global Data Centres
- Mayank Srivastava, CEO, BDx Data Centers

1:00 PM – 1:45 PM

Japan Reboots for a New Era of Tech Leadership
- Moderator: Bill Barney, President; Chair, Board of Governors; Chairman, Program Committee, Pacific Telecommunications Council; Chairman, Asian Century Equity
- Hideo Fuseda, Director-General, Global Strategy Bureau, Ministry of Internal Affairs and Communications (MIC), Japan
- Hiroki Kuriyama, President & CEO, NTT DOCOMO GLOBAL
- Yoshinobu Takahara, Chief Investment Officer (Asia), Asia Pacific Land

1:45 PM – 2:00 PM

Remarks by Mayor Tanaka of Toyama Prefecture, Japan
- Mayor Mikio Tanaka たなか みきお, Mayor of Nanto City, Toyama Prefecture, Japan

2:00 PM – 2:30 PM

The Great Convergence: Where Networks, Data Centers, and AI Meet — and Who Actually Wins
- Moderator: Jonathan Lin, Chief Business Officer, Equinix
- Scott Charter, AI & Emerging Technology Strategist Oracle
- Andrej Danis, Partner & Managing Director, Americas Digital Infrastructure Lead, AlixPartners
- Jeffrey Hulse, President, Network & Partner Solutions, Verizon Partner Solutions
- Raul Martynek, CEO, DataBank

Tuesday (Jan 20, 2026)

12:30 PM – 1:00 PM

Infrastructure in Hawai'i: A Discussion with Leaders Driving Innovation and Advancement
- Moderator: Brian Moon, CEO, Pacific Telecommunications Council
- Sylvia Luke, Lieutenant Governor, State of Hawai'i
- Wendy Hensel, President, University of Hawai'i
- Su Shin, President & GM, Hawaiian Telcom
- Rosa White, Co-President, Founder & CFO, DRFortress

1:00 PM – 1:30 PM

Connecting the Dots: Fiber and Data Centers Powering the Digital Economy
- Moderator: Tony Rossabi, Founder & Managing Director, OCOLO
- David Dzienciol, Chief Customer & Commercial Officer, NEXTDC
- Leigh R. Fox, President & CEO, altafiber
- Ron Johnson, SVP & GM, Optical Network Division, Nokia
- Don MacNeil, Chief Revenue Officer, EdgeConneX

1:30 PM – 2:00 PM

As the World Turns: Data Center Edition
- Moderator: Tony Rossabi, Founder & Managing Director, OCOLO
- Dave Schaeffer, Founder & CEO, Cogent Communications
- Craig Scroggie, CEO & Managing Director, NEXTDC
- Christopher Stott, Chairman & CEO, Lonestar Data Holdings Inc.

2:00 PM – 2:30 PM

New Sources of Capital in the Digital Infrastructure Stack
- Moderator: João Lima, Editor, The Tech Capital
- Marcia Cameron, Head of Real Assets, Direct, Private Markets, Investments, REST
- Derek Chu, Head of American Real Assets, Mid Risk, Investments, AustralianSuper
- Obinna Isiadinso, Global Sector Lead, Global TMT, International Finance Corporation (IFC)

FINAL THOUGHTS

Paul Allen
Co-Founder of Microsoft

"The promise of artificial intelligence and computer science generally vastly outweighs the impact it could have on some jobs in the same way that, while the invention of the airplane negatively affected the railroad industry, it opened a much wider door to human progress."