



2026 iMASONS ADVISORY COUNCIL

Shaping the Future of
Digital Infrastructure

BECOME A MEMBER!



SCAN ME



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IMASONS ADVISORY COUNCIL Q1 2026



INTRODUCTION

DEAN NELSON

Chairman & Founder
iMasons



ABOUT | Infrastructure Masons

GLOBAL NONPROFIT FOR DIGITAL INFRASTRUCTURE PROFESSIONALS

Since 2016, we unite the builders of the digital age to aggregate, amplify, and apply their ideas, insights, and initiatives to develop a greater digital future.

PEOPLE DRIVE INNOVATION → INNOVATION DRIVES EFFICIENCY



6,000+
Participants

\$1.5T+
In Projects

130
Countries

SAFE HARBOR STATEMENT & CODE OF CONDUCT



iMasons is committed to neutrality . The discussions and information shared during the iMasons Advisory Council do not reflect the views or opinions of specific directors, officials, employees, members or invitees. Instead, the content aims to present a broad perspective and insights from various members and the public in general.

Participants have the right to withhold any confidential information or proprietary secrets.

Participants at the iMasons Member Summit agree to the iMasons Terms and Conditions ,

Governance and Code of Conduct:
<https://imasons.org/about/governance/>

Any participants from the press or media must disclose their affiliation.



OUR CORPORATE PARTNERS

iMasons Hyperscalers Partners



iMasons Global Premier Partners



iMasons Global Partners



iMasons Regional Partners



iMasons Community Partners



iMasons Strategic Alliances



iMasons Media Partners



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IMASONS ADVISORY COUNCIL Q1 2026



- Board-led executive search aligned to iMasons strategy evolution
- Focused on global leadership, governance maturity, and ecosystem credibility
- Prioritized execution mindset + institutional vision
- **Outcome: Selection of a CEO capable of aligning People, Planet, and Industry impact**
- Led a +\$300M global business at Schneider Electric serving hyperscale & cloud leaders
- **Deep, trusted relationships** across operators, OEMs, utilities & policymakers
- Proven ability to **translate strategy** into measurable execution at scale
- **Aligns industry** growth with sustainability, workforce & policy impact
- **Recognized industry leader** (First Woman of the Year – Data Center Dynamics & Two-Time HITEC 100 Winner)
- Committed to **elevating iMasons from respected nonprofit → indispensable global institution**





WELCOME REMARKS

CYRE MERCEDES QUINONES

Chief Executive Officer
iMasons



OUR NEW PARTNERS

BLACK BOX

 **BLEEDING
EDGE**


GRUNDFOS

 **NORTEK**[™]
DATA CENTER
COOLING

 **PowerBridge**

st



AGENDA

Q1 2026

START	END	AGENDA
2:00	2:30	Arrival, check in, settle
2:30 - 2:45		Introduction
		Welcome
		Refreshed Advisory Council Approach
2:45	3:00	Group photo
3:00	3:15	State of the Industry Overview
3:15	3:45	Breakout sessions
3:45	4:30	Breakout Results Panel Discussion
4:30	5:00	AC to DC Panel Discussion
5:00	5:10	Wrap up
5:10	6:00	Networking



IMASONS 3.0 - ELEVATING TO A GLOBAL INSTITUTION

THE VISION: BECOME A GLOBAL INSTITUTION ARCHITECTING THE FUTURE OF RESPONSIBLE DIGITAL INFRASTRUCTURE & LEVERAGE THESE AC MEETINGS AS THE GLOBAL FORUM FOR LEADERS TO SHAPE THE FUTURE

Core Strategic Objectives



Institutional Authority: Elevate iMasons as a key unified voice for digital infrastructure.



iMasons Climate Accord (iCA): Standardizing carbon accounting across power, materials, and equipment to drive the industry toward Net Zero



The iMasons Foundation: Transitioning the "People Pillar" into a powerhouse for workforce development.



The iMasons Social Accord: Strengthening public trust by turning industry leadership into a unified platform for community impact and policy alignment.



Innovation Acceleration: Aligning and amplifying innovation ecosystem to tackle the industry's most complex challenges with speed and collaboration.



Operational Excellence & Delivering Results: Enhancing our operating model to ensure consistent governance, scalability, and local to global measured & reportable progress.



A nighttime city skyline with several prominent skyscrapers illuminated against a dark sky. The foreground is dominated by a series of glowing blue and purple light trails that curve across the frame, suggesting motion and technology. A dark purple horizontal band is overlaid on the middle of the image, containing the main title and subtitle in white text.

IMASONS ADVISORY COUNCIL

Governance Enhancement



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IMASONS ADVISORY COUNCIL Q1 2026

ADVISORY COUNCIL CHARTER

PURPOSE

The iMasons Advisory Council is an executive forum where C-suite / Senior leaders convene to share candid insight, **confront the industry's most critical challenges**, and help shape a more resilient and responsible digital future while providing strategic industry insights that inform iMasons priorities and direction.

ROLE

Advisory only; non-fiduciary and non-operational. The Advisory Council is about focus & strategy — not governance, not sales.

STRUCTURE

Quarterly executive sessions with rotating agendas based on what matters most to members & the iMasons Community.

FOCUS

Industry relevance, member value, and ecosystem alignment. This ecosystem approach reinforces iMasons role as a convener, not a controller, amplifying our collective voice and strengthening our united credibility, alignment, and long-term impact.



WHAT IT MEANS TO BE AN ADVISORY COUNCIL MEMBER

“Advisory Council discussions operate under the Chatham House Rule: participants are free to use the information received, but neither the identity nor the affiliation of any speaker may be revealed.”

- C-suite & senior leaders across the digital infrastructure ecosystem
- Bring signal, not status — share real-world insight and pattern recognition.
- Intellectual candor and willingness to challenge constructively
- Pressure-test ideas and assumptions with candid, constructive challenge.
- Strategic curiosity and thoughtful questioning
- Think industry-wide, beyond individual company or commercial interests.
- Leave the room stronger by sharpening insight, clarifying questions and influencing direction for imasons leadership.



HOW ADVISORY COUNCIL INSIGHT FLOWS FROM MEMBERS TO IMASONS STRATEGY

- Council insights are synthesized by CEO and leadership team into key priorities
- Outputs inform prioritization, partnerships, and programming & updates on progress from past AC meetings will now be summarized at the beginning of the next AC meeting



Group Photo

 Infrastructure
Masons



BECOME A MEMBER!



SCAN ME

STATE OF THE INDUSTRY

Overview



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IMASONS ADVISORY COUNCIL Q1 2026

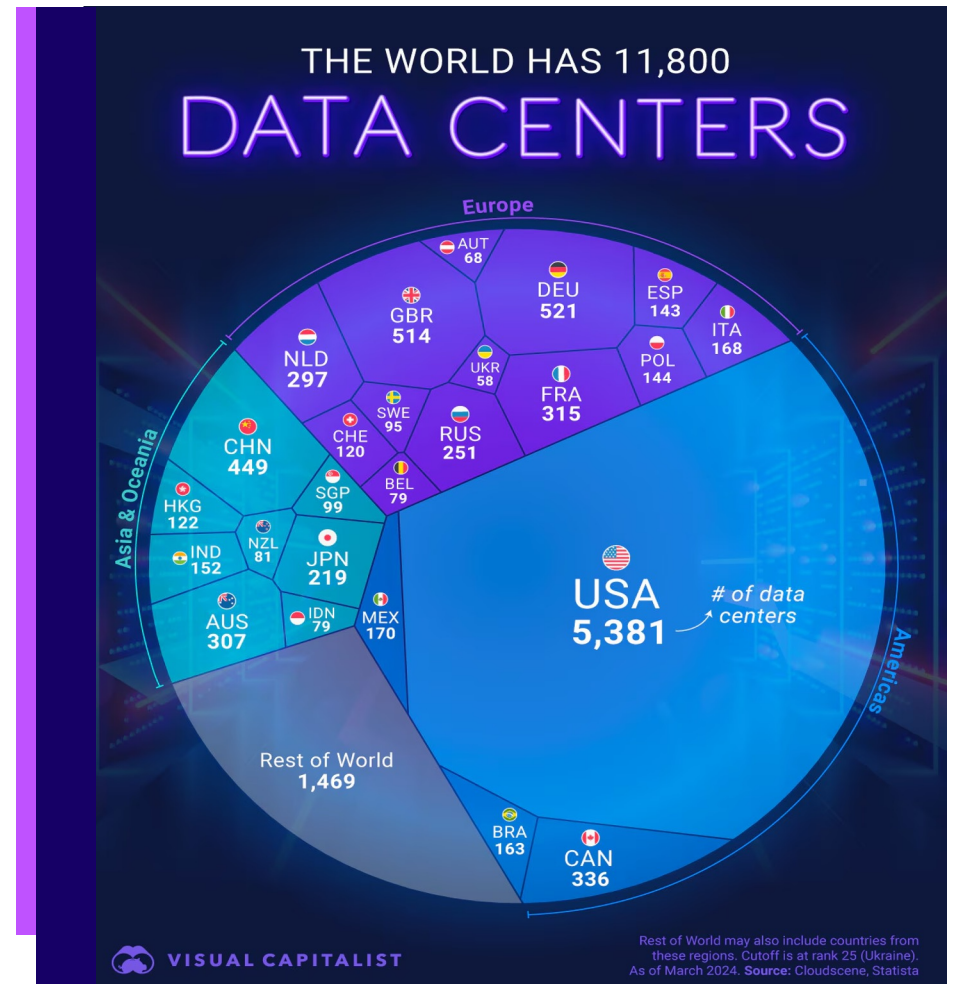
THE AI ACCELERATION MOMENT

- AI demand is driving **more infrastructure build in 3 years than the past 30.**
- **\$3T+** projected global investment by 2030
- Capacity growth is **real, capitalized, and already underway**
- This is a **structural shift** in computing



GLOBAL CAPACITY EXPLOSION

- **373 GW** global capacity
 - **71 GW** active
 - **22 GW** under construction
 - **280 GW** development pipeline
- **228 GW** currently in the U.S., expansion is accelerating globally
- **30 GW** in China today with **400 GW** of spare grid capacity by 2030
- **Power race:** “Bring your own power” model is surging



BALANCING GROWTH WITH ECONOMIC & SOCIAL STABILITY

Digital Ecosystem: Balancing economic, social and ecological systems to ensure communities and businesses thrive where we live and operate. Below are the pressures causing ecosystem imbalance today.

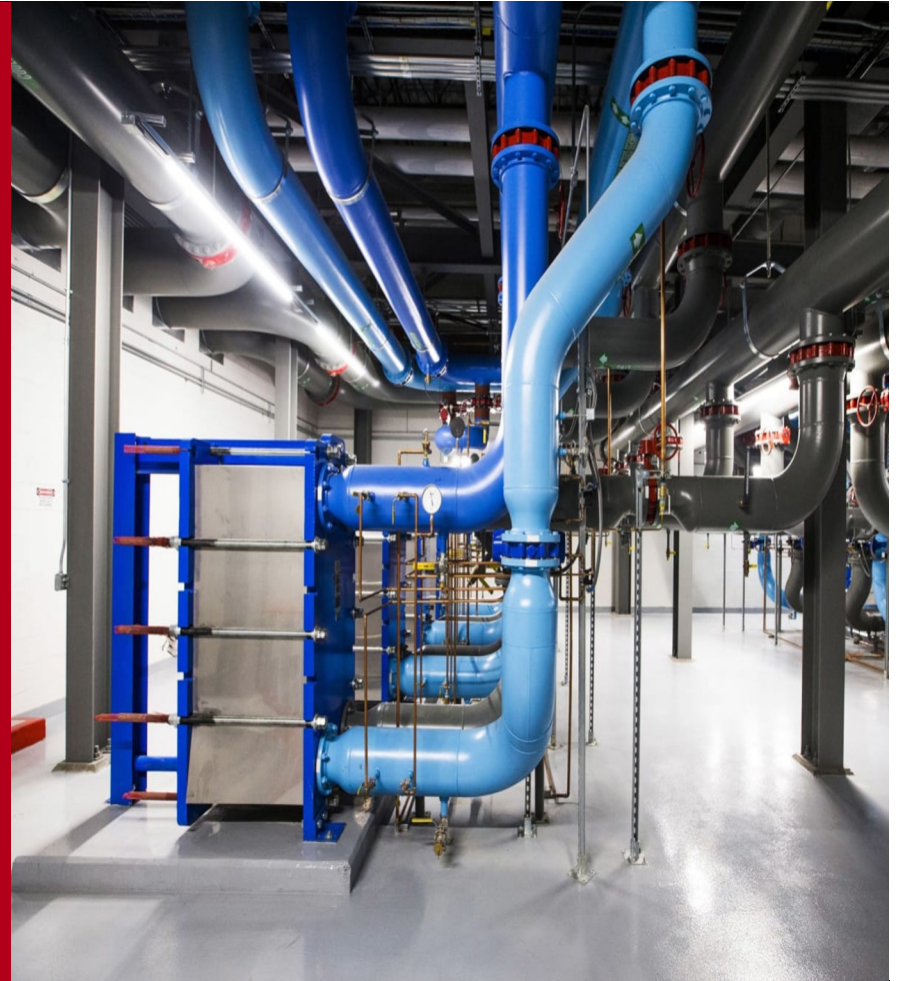
- **POWER:** Time to power is a fundamental constraint; the industry is now a primary driver of new energy generation.
- **PUSHBACK:** Communities are increasingly organized; \$150B in projects blocked or delayed in 2025 due to local opposition.
- **PEOPLE:** Critical shortage of skilled trades; 80,000+ electrician openings annually in the U.S. alone.
- **PLANET:** Balancing decarbonization commitments with the immediate need for fossil-fuel-based "behind-the-meter" power to meet schedules.
- **POLICY:** The overarching regulator of data protection, grid access, and workforce readiness.



TRENDS TO WATCH

The Move Toward "Waterless" Infrastructure

- **Power Density Challenge:** AI racks are exceeding the limits of traditional air and evaporative cooling. 10kW to 150kW to 250kW to 600kW to > 1,500kW
- **Direct-to-Chip Cooling:** Adoption of closed-loop liquid systems that route coolant directly over processors.
- **Sustainable Stewardship:** Shift toward non-potable water sources and "Zero Water" closed-loop systems.
- **Community Trust:** Increasing transparency on actual water usage vs. "worst-case" permit estimates to mitigate public concern.
- **Mea Culpa:** Designs of the past used more water. Going forward the 3x industry growth is mostly closed loop achieving water-neutrality for business, community and the planet.



TRENDS TO WATCH

The Power Shift - Transitioning from AC to DC

The Physical Wall: Traditional 415VAC systems require "high-thick" copper to move AI-level power, creating supply chain and space crises. AI rack density moving from ~150kW to 600kW+ per rack require significant architectural shift.

The New Standard: Industry aligned with **800V DC power delivery to racks** (led by Nvidia and Google).

- 800V DC enables ~85% more power on same conductor
- 98% utility-to-silicon efficiency achievable
- Full architectural shift — not incremental optimization

Necessity: Direct DC-to-chip power eliminates multiple conversion steps, reducing heat waste by ~3% per step but more importantly, it enables densities to increase to >1.5MW per rack.

Obsolescence Risk: Data centers without DC flexibility risk becoming obsolete in < 5 years.



AC WORKING SESSION OBJECTIVES

Translate executive insight into institutional impact

- **Capture real-time insights** from leaders building and financing the digital ecosystem
- **Directly inform the 2026 State of the Industry Report** framing and priorities
- **Shape how iMasons influences** policy, workforce development, and community engagement
- **Align People & Planet strategy** to real-world market dynamics
- **Elevate collective insight** into responsible global industry leadership



GROUP 1: WATER



DAVID MCLEAN
GRUNDFOS



NING LIN
Bureau of Economic Geology



GROUP 2: **DIGITAL ECOSYSTEM**



LEE BORTHWICK
PowerBridge



SEAN MAGUIRE
Black Box



GROUP 3: MARKET INSIGHTS



SERGIO ROSENGAUS
Bleeding Edge



MIGUEL SEQUERA
Vantage Data Centers



GROUP 4: THE AI RACE & INNOVATION



JOSHUA BUZZELL
EATON



SCOTT CHARTER
Oracle





RESULTS PANEL DISCUSSION



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AC TO DC PANEL DISCUSSION

AI is forcing data centers to redesign power from the grid to the chip.



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AC TO DC PANEL DISCUSSION



DEAN NELSON

iMasons



BILL MAZZETTI

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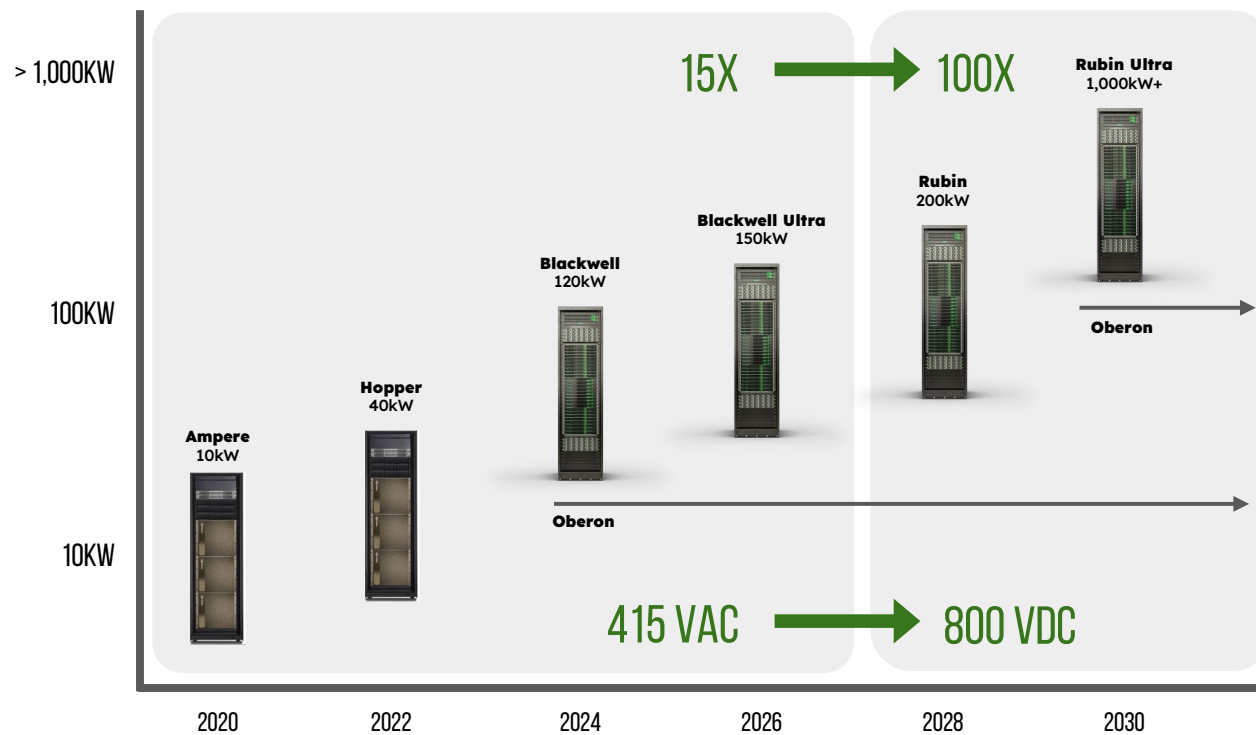


JOE KAVA

Former Google



CONTEXT: DENSITY INCREASES



NVIDIA (GPU), **Google** (TPU) are leading the change through their roadmaps. **Intel**, **AMD**, and others have rapidly moved in that direction.

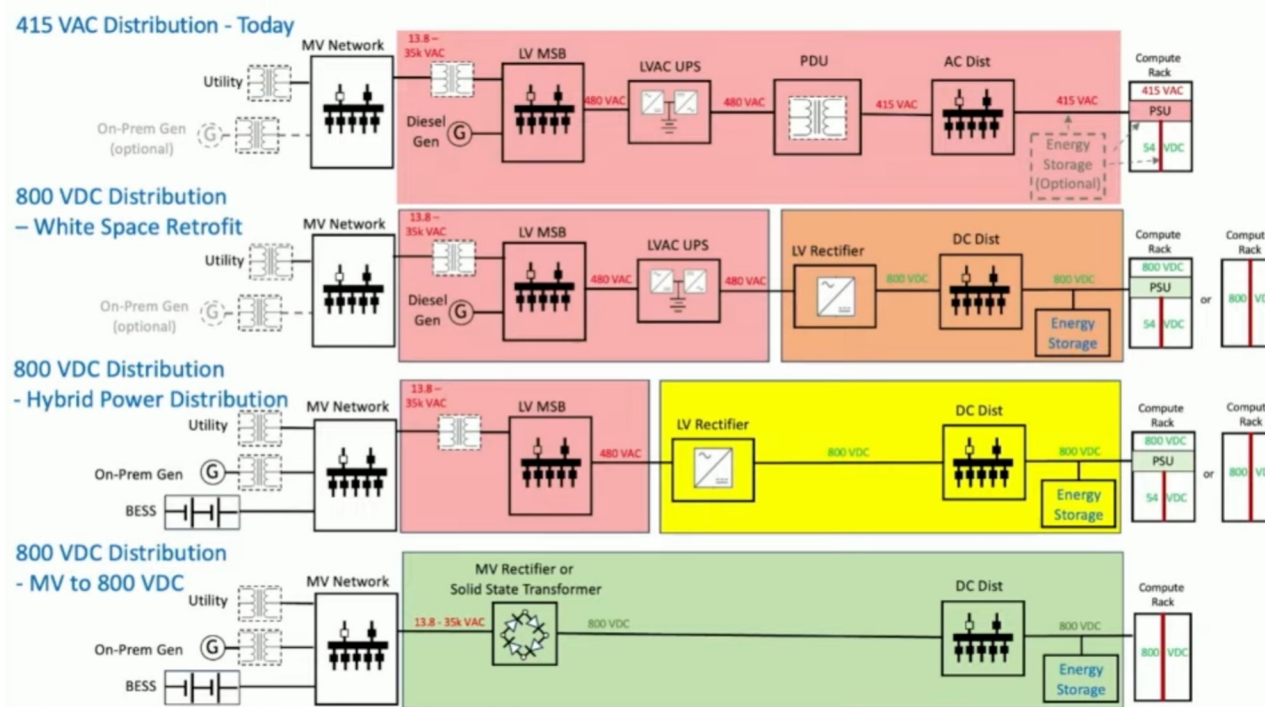
ABB, **Eaton**, **Flex**, **Mitsubishi**, **Schneider**, **Vertiv** and many other power electronics and infrastructure providers are driving solutions and products to support the drive.

Open Compute Project Foundation is advancing the innovation and adoption through their global forums, workgroups and open standards.

Source: OCP25 NVIDIA Presentation
<https://www.youtube.com/watch?v=8UsXK2EkrQ>



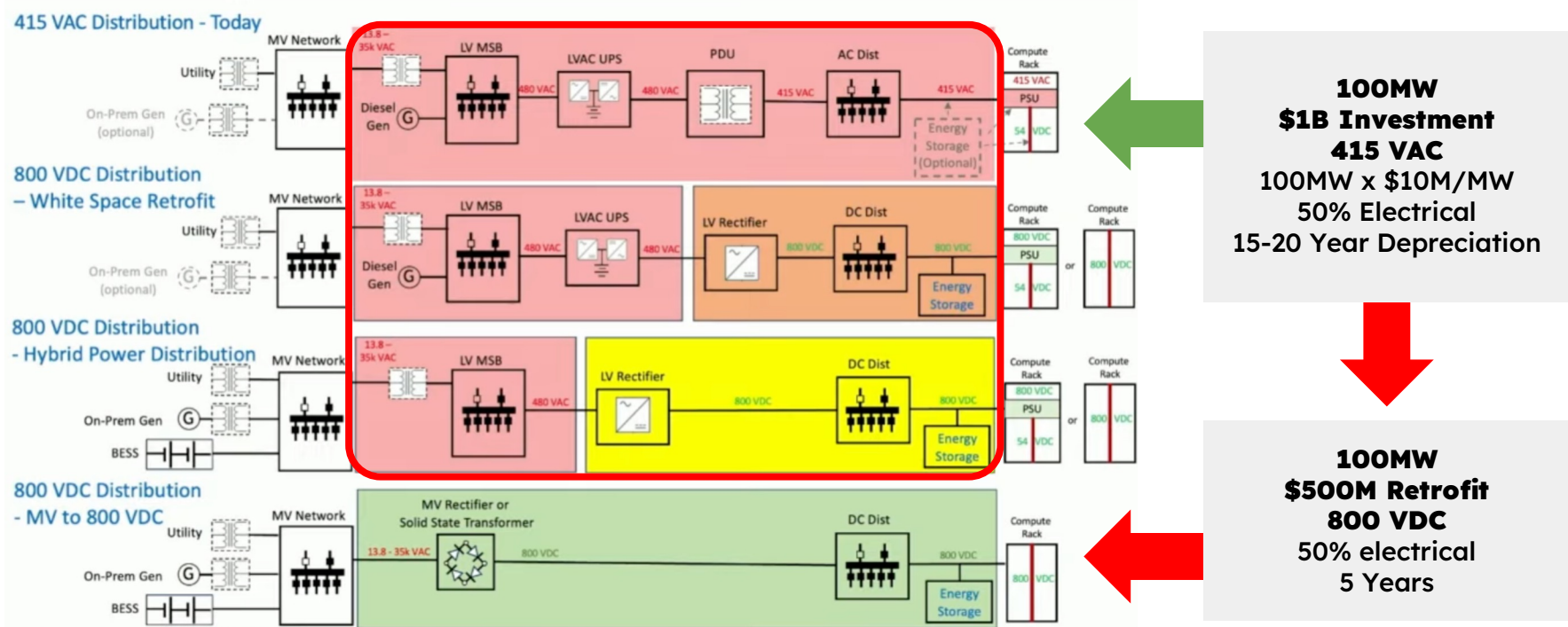
CONTEXT: 800 VDC DATA CENTER PATH



- ← MAJORITY OF DATA CENTERS
CAP: 150KW/RACK
- ← UNDER DEVELOPMENT
250KW-600KW/RACK
- ← UNDER DEVELOPMENT
600KW-1,000KW/RACK
- ← PROPOSED
> 1,500KW/RACK

Source: OCP25 NVIDIA Presentation
<https://www.youtube.com/watch?v=8UsXK2EknQ>

CONTEXT: 800 VDC DATA CENTER PATH



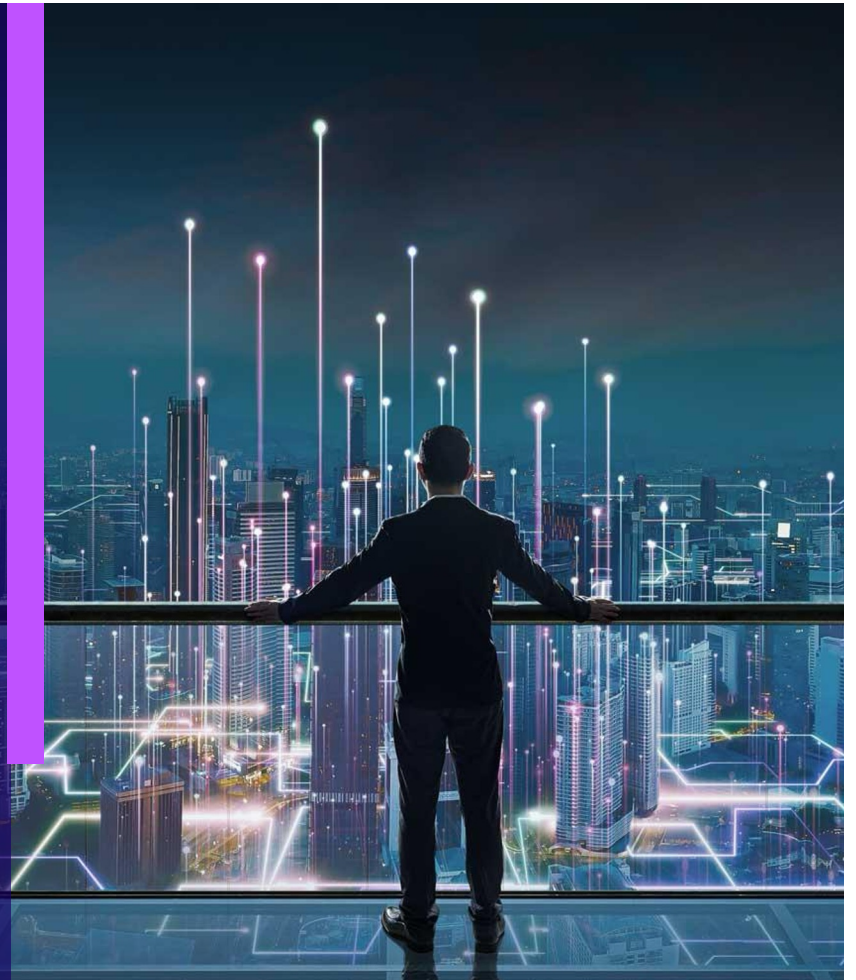
WHAT'S NEXT . . .

10TH
ANNIVERSARY

People Powering Digital
Infrastructure **Since 2016**

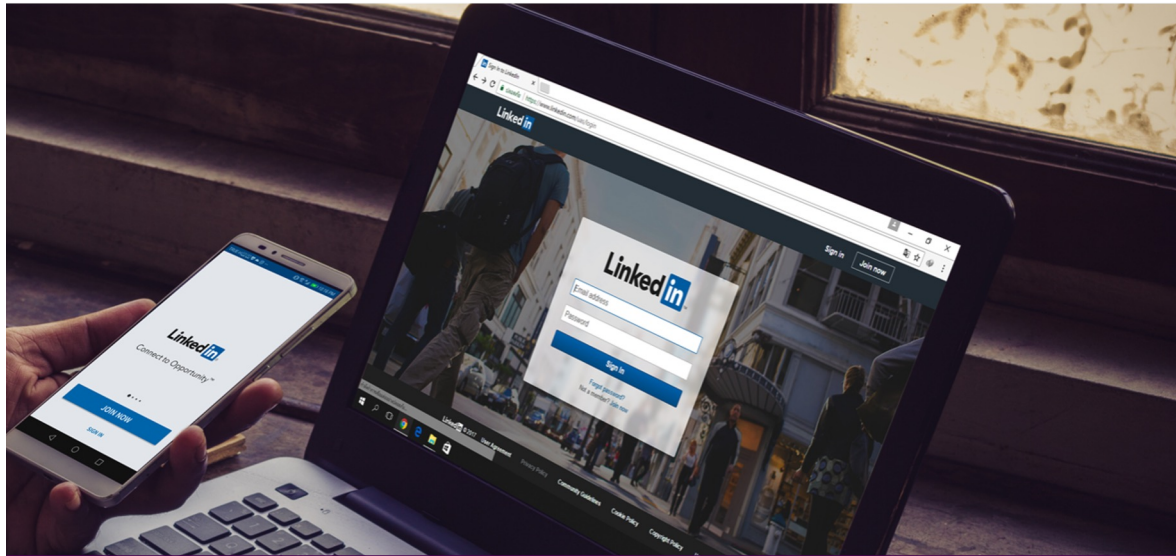
- As we enter our **10th year**, today's Advisory Council insights will help shape our strategic priorities for 2026.
- **Key outcomes** from this session will inform the upcoming **State of the Industry Report**, launching as part of our anniversary.

THIS IS WHERE THE NEXT DECADE BEGINS.



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BE A PART OF THE CONVERSATION



Infrastructure
Masons

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AC Contact Information
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AC TO DC PANEL DISCUSSION



ADIL ATTLASSY
Compass Datacenters



SHASHANK GUPTA
Fleet Data Centers



CHRIS DOLAN
Crusoe



NAME LAST NAME
Company



TABLE LEADS - DIGITAL ECOSYSTEM GROUP



ALEX HERNANDEZ
PowerBridge



SEAN MAGUIRE
Black Box



TABLE LEADS - THE AI RACE AND



JOSHUA BUZZELL
EATON



KARIN OVERSTREET
Nortek Data Center Cooling





ADVISORY COUNCIL MEMBERSHIP LEVELS

GLOBAL PREMIER PARTNERS

- Two appointed seats on the iMasons Advisory Council
- Consistent representation in global, executive-level discussions
- Highest level of strategic influence

GLOBAL PARTNERS

- One appointed seat on the iMasons Advisory Council
- Direct contribution to global industry dialogue
- Executive-level engagement with peers

REGIONAL PARTNERS

- Invitation to participate in one regional Advisory Council meeting
- Focused engagement on territory-specific priorities
- Exposure to executive insight and regional collaboration





ADVISORY COUNCIL MEMBERSHIP LEVELS

HONORARY COUNCIL MEMBERS

Honorary Advisor designation may be extended to individuals who meet one or more of the following criteria:

- iMasons Luminary Award recipients
- Members of the original iMasons founding team (2016)
- Distinguished industry leaders temporarily invited to provide targeted insight on a specific topic or discussion

Strategic Value:

- Honors legacy and lifetime contribution without diluting active governance
- Preserves institutional memory and founder perspective
- Allows iMasons to bring in exceptional voices precisely when most valuable



GROUP 2: **DIGITAL ECOSYSTEM**



LEE BORTHWICK
PowerBridge



ROBERT ABIAMIRI
Black Box

