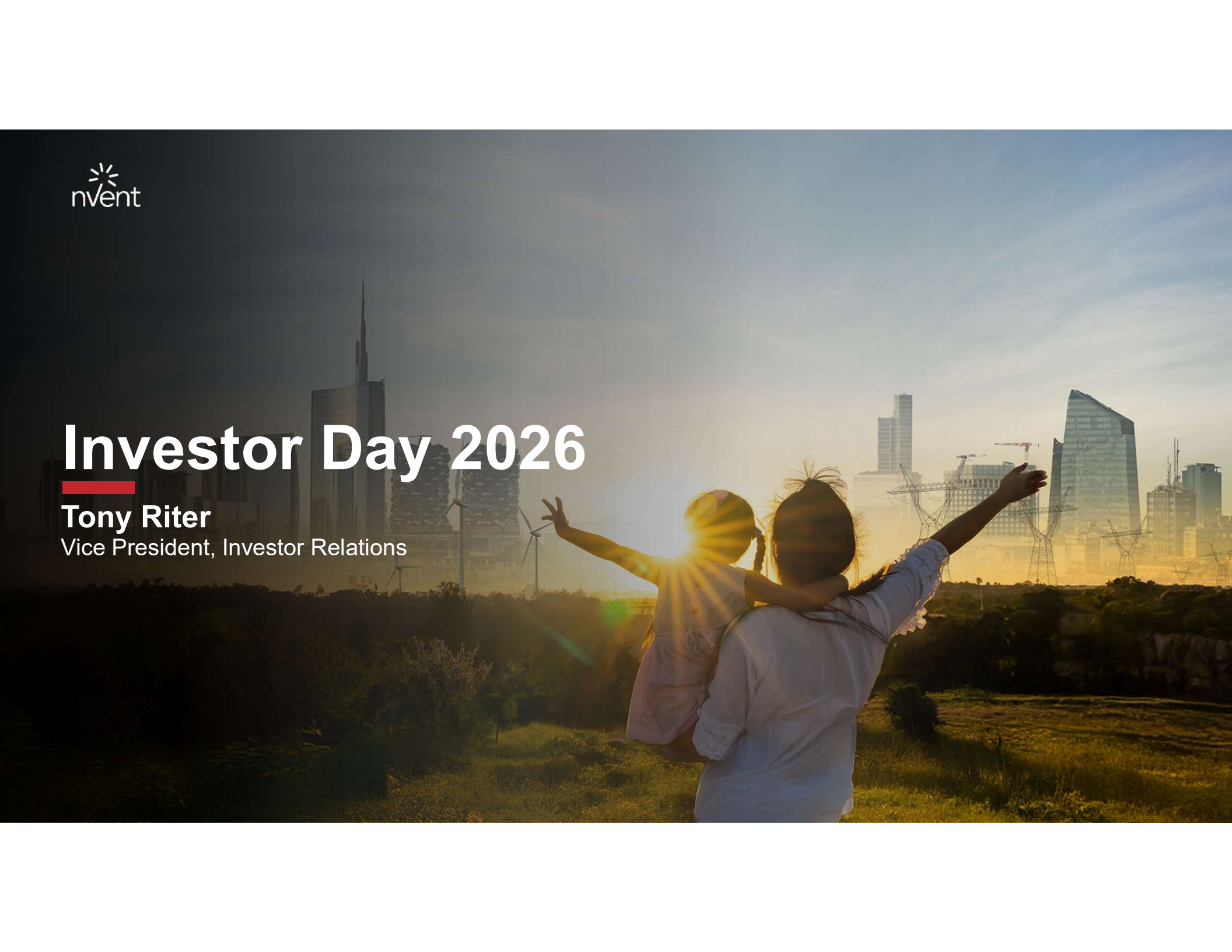




# Investor Day 2026

**Tony Riter**

Vice President, Investor Relations



# Agenda

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| Time (EST) | Topic                               | Speaker   |
|------------|-------------------------------------|---|
| 9:30 a.m.  | Welcome                             | <b>Tony Riter</b><br>VP, Investor Relations               |
|            | Inventing the Electrified Future    | <b>Beth Wozniak</b><br>Chair and Chief Executive Officer  |
|            | Innovation & Digital Driving Growth | <b>Aravind Padmanabhan</b><br>Chief Technology Officer    |
|            | Systems Protection                  | <b>Sara Zawoyski</b><br>President, Systems Protection     |
|            | Electrical Connections              | <b>Brian Coleman</b><br>President, Electrical Connections |
|            | Financial Performance               | <b>Gary Corona</b><br>Chief Financial Officer             |
| 11:00 a.m. | Q&A Session                         |   |
| 12:00 p.m. | Conclude                            |   |

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# Forward-Looking Statement and Key Definitions

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## Caution Concerning Forward-Looking Statements

This presentation contains statements that we believe to be “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. All statements, other than statements of historical fact, are forward looking statements. Without limitation, any statements preceded or followed by or that include the words “targets,” “plans,” “believes,” “expects,” “intends,” “will,” “likely,” “may,” “anticipates,” “estimates,” “projects,” “forecasts,” “should,” “would,” “could,” “positioned,” “strategy,” “future,” “are confident,” or words, phrases, or terms of similar substance, or the negative thereof, are forward-looking statements. All projections in this presentation are also forward-looking statements. These forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, assumptions, and other factors, some of which are beyond our control, which could cause actual results to differ materially from those expressed or implied by such forward-looking statements. Among these factors are adverse effects on our business operations or financial results, including the overall global economic and business conditions impacting our business; the ability to achieve the benefits of our restructuring plans; the ability to successfully identify, finance, complete and integrate acquisitions, including the Electrical Products Group acquisition; competition and pricing pressures in the markets we serve; impacts of tariffs; volatility in currency exchange rates, interest rates and commodity prices; inability to generate savings from excellence in operations initiatives consisting of lean enterprise, supply management and cash flow practices; inability to mitigate material and other cost inflation; risks related to the availability of, and cost inflation in, supply chain inputs, including labor, raw materials, commodities, packaging and transportation; increased risks associated with operating foreign businesses; the ability to deliver backlog and win future project work; failure of markets to accept new product introductions and enhancements; the impact of changes in laws and regulations, including those that limit U.S. tax benefits; the outcome of litigation and governmental proceedings; and the ability to achieve our long-term strategic operating goals and 2028 value creation targets. Additional information concerning these and other factors is contained in our filings with the U.S. Securities and Exchange Commission, including our Annual Report on Form 10-K and our Quarterly Reports on Form 10-Q. All forward-looking statements speak only as of the date of this presentation. nVent assumes no obligation, and disclaims any obligation, to update the information contained in this presentation.

## Key Definitions and Notes

Except as otherwise noted, all references represent our results for the period indicated, presented on an adjusted basis. “Organic Sales” refers to GAAP revenue excluding (1) the impact of currency translation and (2) the impact of revenue from acquired businesses recorded prior to the first anniversary of the acquisition less the amount of sales attributable to divested product lines not considered discontinued operations. Reportable segment income (“segment income”) represents operating income of each reportable segment exclusive of intangible amortization, acquisition related expenses, costs of restructuring activities, impairments and other unusual non-operating items. Adjusted operating income represents consolidated operating income exclusive of intangible amortization, acquisition related expenses, costs of restructuring activities, impairments and other unusual non-operating items. Return on sales (“ROS”) equals segment income divided by segment net sales or, on a consolidated basis, adjusted operating income divided by total net sales.

## Continuing Operations

In July 2024 we announced an agreement to sell the Thermal Management business and this divestiture was completed in January 2025. Accordingly, the Company is reporting the results of that business as discontinued operations. All results referenced throughout this presentation are on a continuing operations basis unless otherwise stated.



# Investor Day 2026



Opening  
Video





# InVenting the Electrified Future

**Beth Wozniak**

Chair and Chief Executive Officer



## Key Messages



Portfolio transformation to a **more focused, higher-growth electrical company** is driving our success

Demonstrated **strong performance and value creation**

Accelerating growth in the infrastructure vertical in **data centers and power utilities**

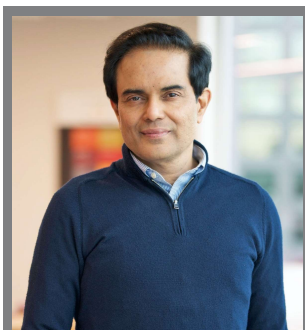
Confident in our strategy with **multiple growth and margin expansion levers**

**Raising our mid-term targets** to reflect our opportunity

# nVent Executive Leadership Team



**BETH WOZNIAK**  
Chair and Chief Executive  
Officer



**ARAVIND  
PADMANABHAN**  
EVP, Chief  
Technology Officer



**SARA ZAWOYSKI**  
President,  
Systems Protection



**BRIAN COLEMAN**  
President,  
Electrical Connections



**GARY CORONA**  
EVP, Chief  
Financial Officer



**NITIN JAIN**  
SVP, Strategy and Business  
Development



**ROBERT van der KOLK**  
President,  
EMEA & APAC



**MARTHA BENNETT**  
EVP, Chief Marketing  
Officer



**JON LAMMERS**  
EVP, General Counsel and  
Secretary



**LYNNETTE HEATH**  
EVP, Chief Human  
Resources Officer



**MELLINDA DEVESE**  
EVP, Chief Supply  
Chain Officer



**RANDY WACKER**  
SVP, Chief Accounting  
Officer

# nVent Overview

## Our Characteristics

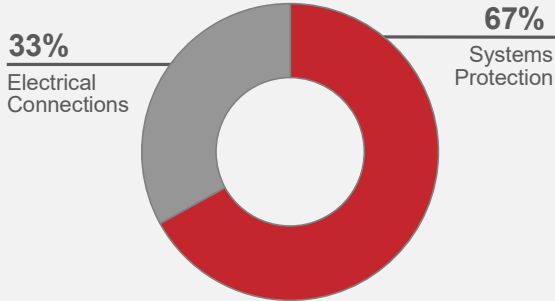
- Leader in **connection and protection solutions**
- Industry **leading positions and strong brands**
- Attractive **margin profile**
- Strong **free cash flow** generation

## 2025 Financials

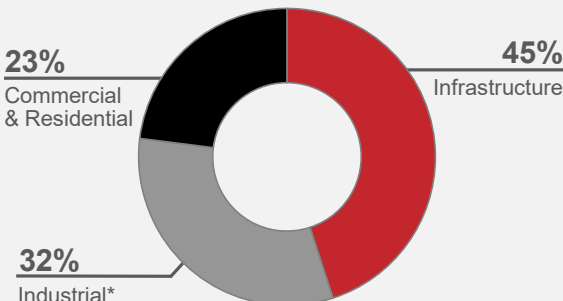
**\$3.9B** Revenues | **20.2%** ROS



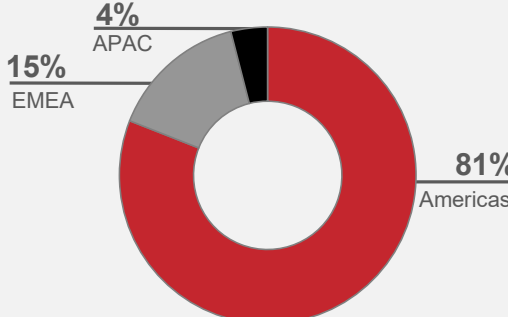
## Segments



## Verticals



## Geographies



**Leading electrical company focused on connection and protection**

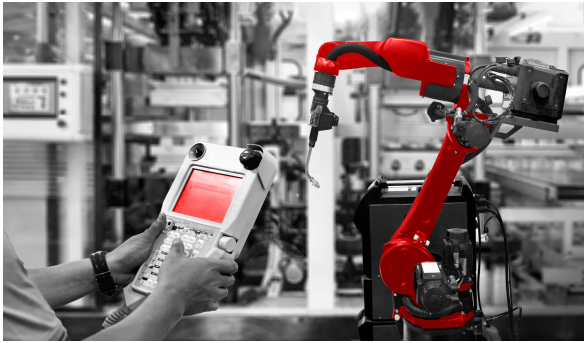
\*Includes 2 percentage points from Energy vertical



# nVent Value Proposition

## Mission-Critical Solutions

Innovate to solve customer problems and meet stringent global regulatory standards and certifications



Up to **45%\*** improvement in power usage efficiency (PUE) using our liquid cooling in data centers

## Resiliency and Safety

Protect systems from disruptions and harsh environments



## Systems Protection

Protect against high cost of failure  
Our end-users' downtime can cost up to **\$1M\*** per hour

## Customer Productivity

Reduce labor cost in design and installation, improve utilization and reduce total cost of ownership



## Electrical Connections

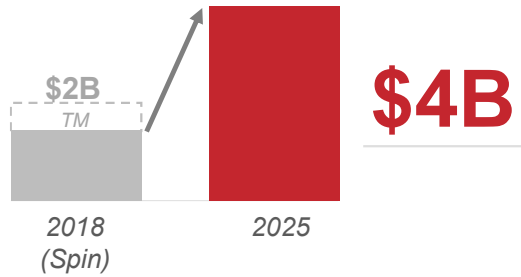
Up to **50%\*** faster installation  
Up to **20%\*** reduction in total installed cost

**Our connection and protection solutions drive value for our customers**

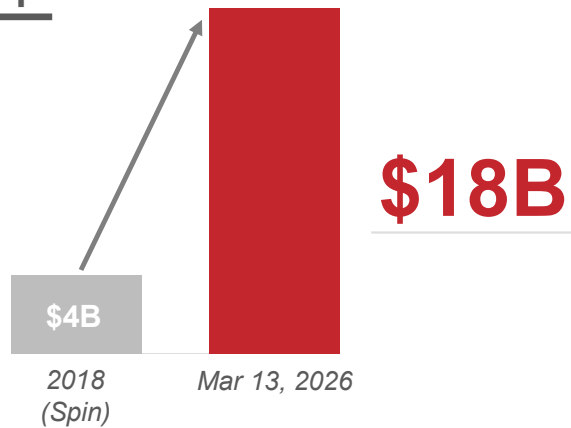
\*Based on nVent internal estimates

# Our Story Since 2018 Spin

## Sales



## Market Cap



## Our Growth Journey:

- Transformed **portfolio**
- Focused on **high-growth verticals**
- Driving **new products** and **innovation**
- Growing and scaling as **One nVent**
- Established **acquisition** track record



**~45%**

of nVent sales are in **Infrastructure**, up significantly

**27%**

**New Product Vitality** (up +7pp from last Investor Day)

**\$1.5B**

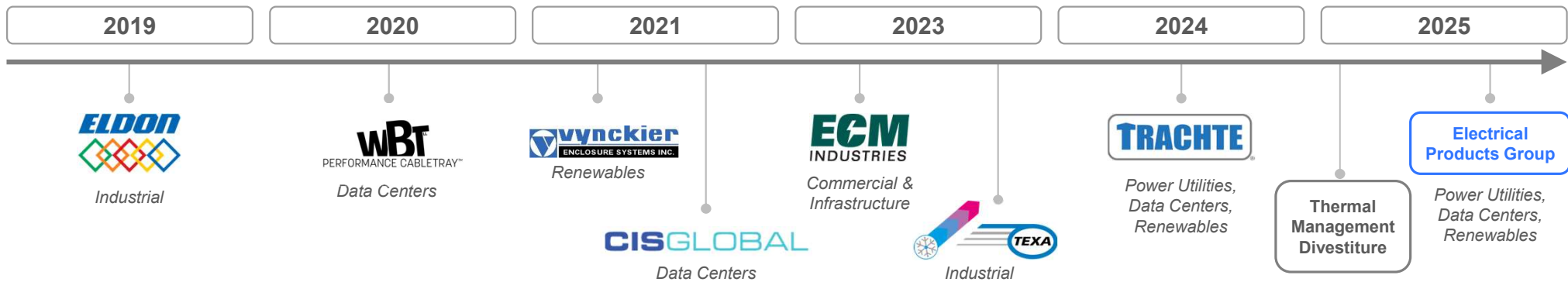
Sales in 2025 from all **acquisitions**

**Significant performance and value creation**

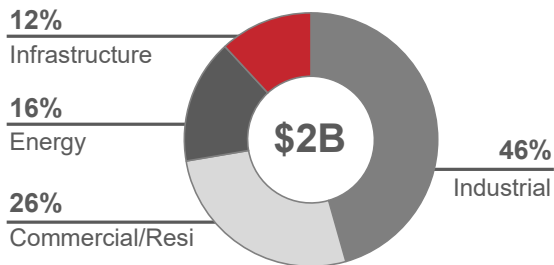
TM: Thermal Management segment was divested in 2025

# nVent Portfolio Transformation

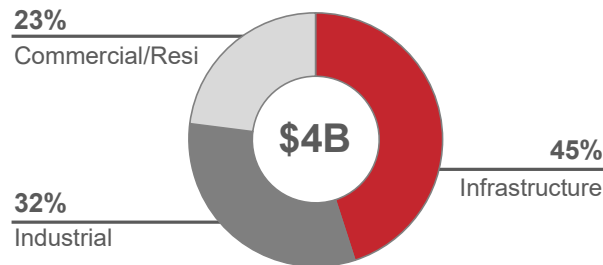
Strong, consistent track record of M&A and value creation



At-Spin Sales



2025 Sales

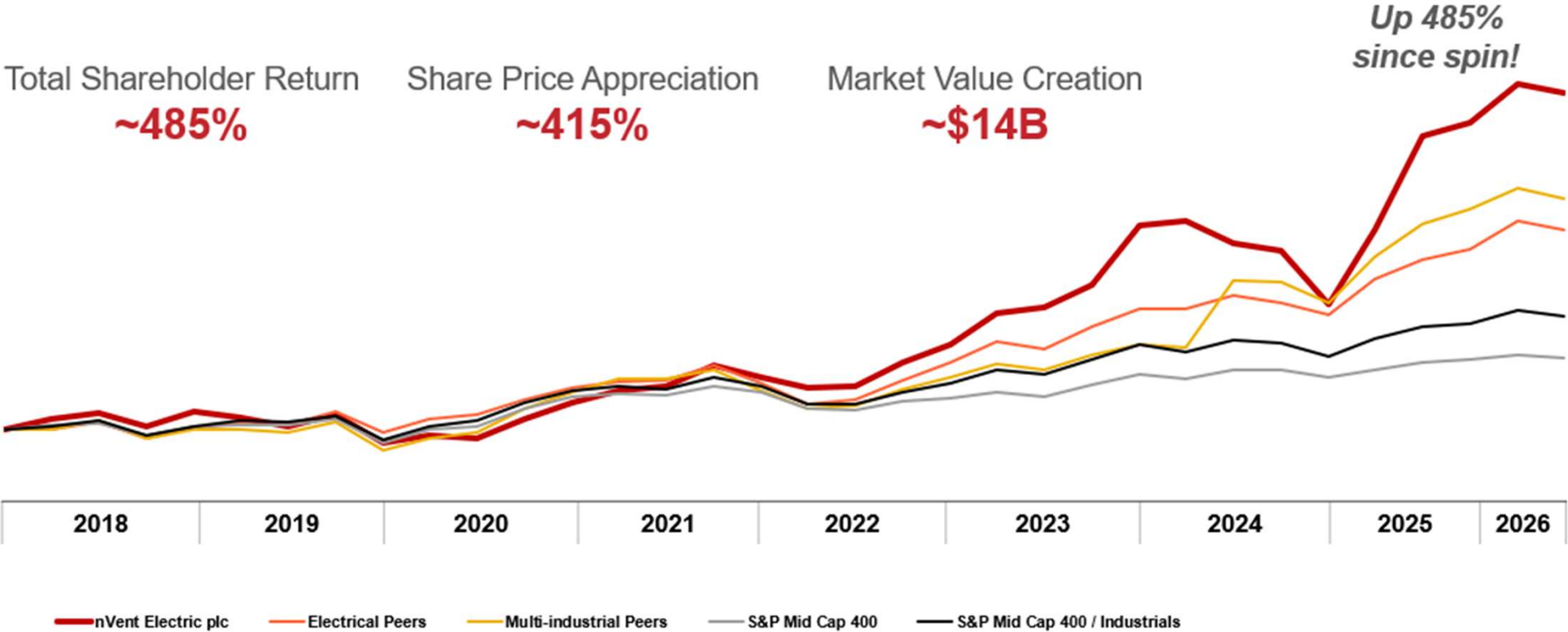


- **\$1.5B** in total sales from acquisitions
- **Increased** long-cycle exposure, backlog \$2.3B

**Total opportunity expanded from ~\$60B to ~\$130B**

Opportunity analysis is based on nVent internal estimates

# Our Performance

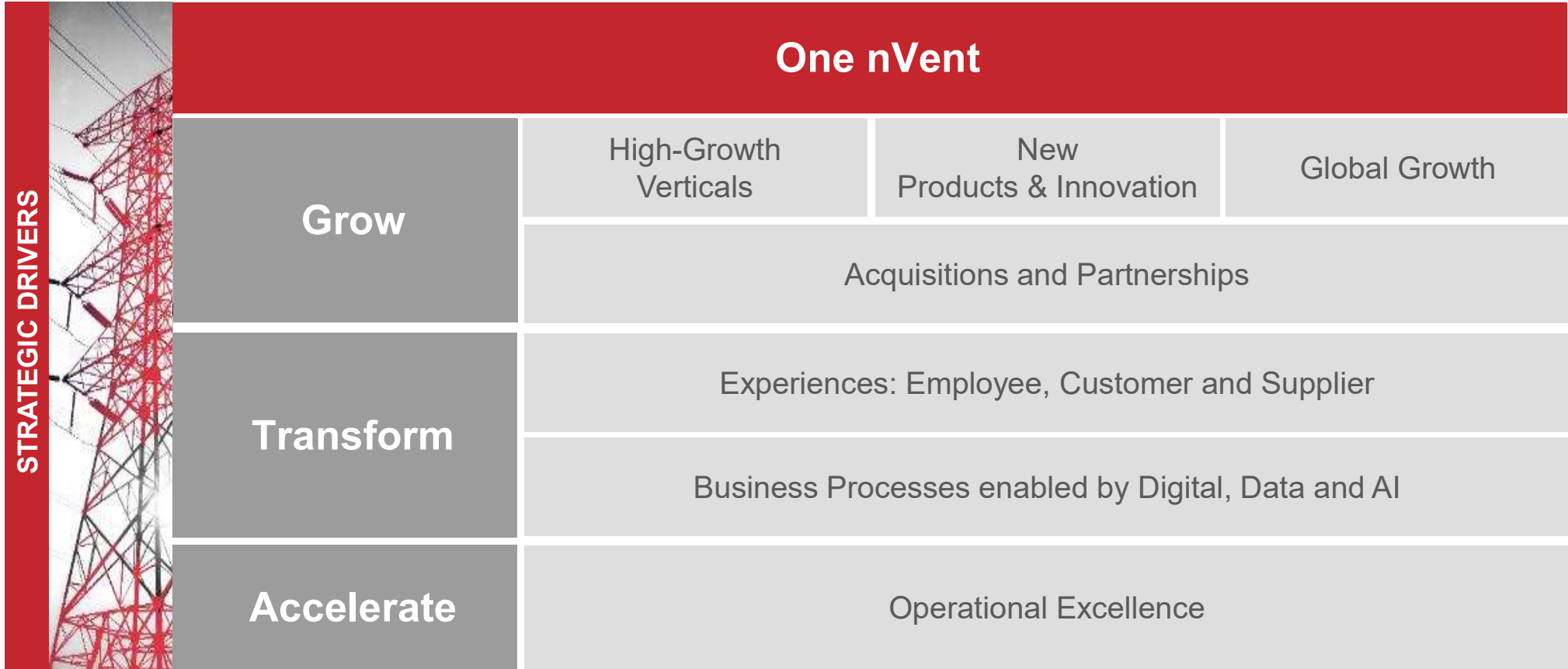


**Our transformation has accelerated our performance and value creation**

Values are as of 3/13/2026



# Evolution of Our nVent Strategy



Executing on our strategy to drive growth and performance

# Macro Trends

## Trends



### AI infrastructure

**\$7T** Cumulative global capex for data centers<sup>1</sup>  
**35%+** Data center liquid cooling annual growth<sup>2</sup>

## Example nVent action

**Investing in new products, capacity and global presence**



### Electrification

**~50%** Global demand growth for electricity by 2050  
**~70%** U.S. T&D lines >25 years old

**Established new engineered building solutions platform**



### Industrialization

**3x** U.S. manufacturing construction spend<sup>3</sup>  
**\$5T** Cumulative investments in industrialization in Europe and U.S. over next three years

**Focusing on industrial construction and automation**



### Sustainability

**~50%** 2030 electricity generated by renewable and clean sources  
**>20%** Battery Energy Storage annual growth

**Extending our solutions platforms across infrastructure sub-verticals**

**Focused on actions that capitalize on macro trends**













Sources: Omdia, EIA, DOE, Jefferies, Capgemini, McKinsey, IHS, FRED

1. 2025-2030 (cumulative capex)

2. 2025-2028 (CAGR)

3. 2021 vs. 2025 total manufacturing construction spending (private)

# Vertical Growth Opportunity

|                      |         | <i>Infrastructure</i>  |  |   |  |  |
|----------------------|--|--|--|---|--|--|
|                      |  |  Data Centers |  Power Utilities |  Other Infra |  Industrial |  Comm.  |
| Total Opportunity    | ~\$130B  | \$25B  | \$25B  | \$17B   | \$36B  | \$26B  |
| Expansion Since Spin | ~2x  | 5x   | 8x   | 3x  | 2x   | 1x   |
| Industry Growth      | <br>HSD | <br>DD        | <br>MSD         | <br>MSD      | <br>LSD     | <br>LSD |



**Our exposure to the high-growth Infrastructure vertical has increased 5x since spin**

Opportunity analysis is based on nVent internal estimates

# Infrastructure: Data Centers Growth Opportunity

## Growth Profile

nVent Sales  
(2025)

**\$1.0B**

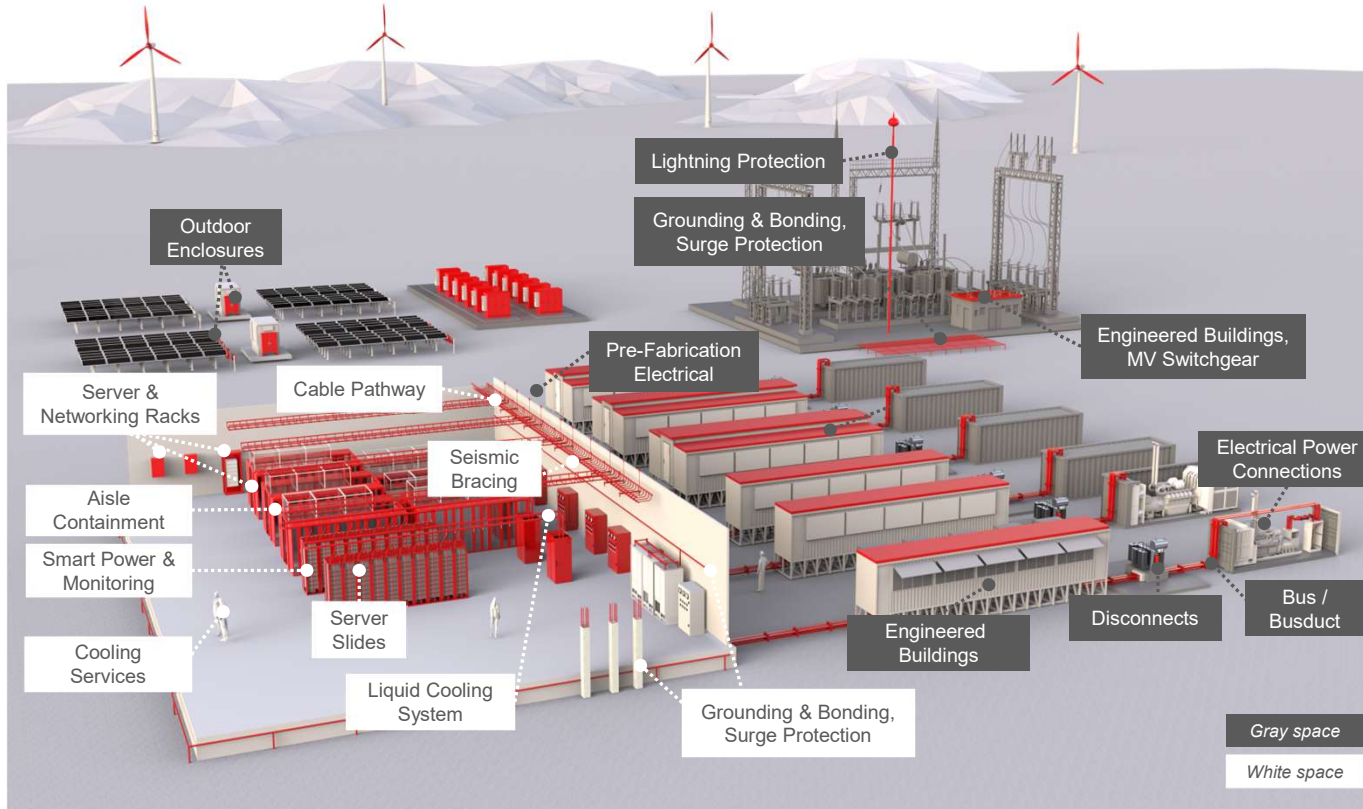
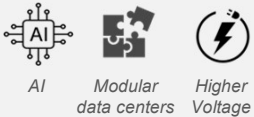
nVent Sales CAGR  
(2022-2025)

**~40%**

Total Opportunity

**\$25B**

Secular Tailwinds



## Growth Strategy

- **Innovating in white space:** liquid cooling, power and modular building solutions
- **Expanding in gray space:** engineered building solutions and pull through of nVent portfolio
- Increasing opportunity with **new products and services**
- Investing in **capacity**

**~\$1M / MW opportunity for nVent | Positioned to win with innovative portfolio and application expertise**

Opportunity analysis is based on nVent internal estimates  
Products offered are examples and non-exhaustive

# Infrastructure: Power Utilities Growth Opportunity

## Growth Profile

nVent Sales  
(2025)

**\$0.6B**

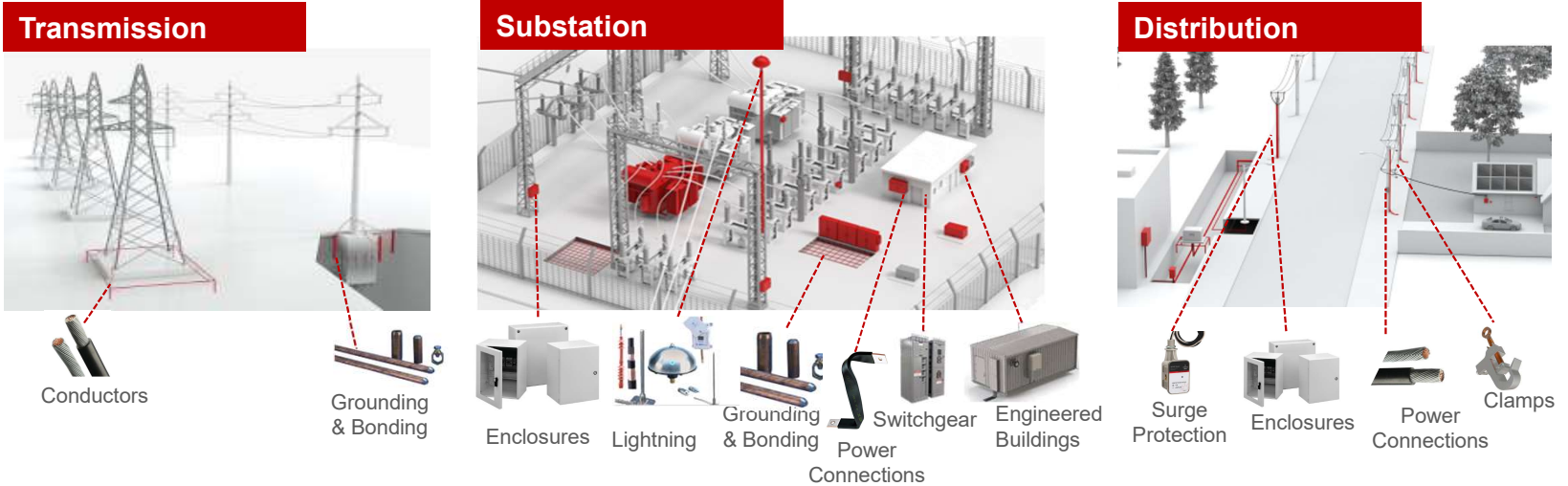
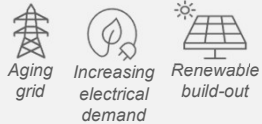
nVent Sales CAGR  
(2022-2025)

**~60%**

Total Opportunity

**\$25B**

Secular Tailwinds



## Growth Strategy

- Expanding with **engineered building solutions** platform and integration capabilities
- Growing with **new products and innovation**
- Driving **strong partnerships** with power utilities and contractors, with more nVent portfolio
- Investing in **capacity** and driving **operational excellence** to scale

**Expanding our solutions and integration capability in power utilities**

Opportunity analysis is based on nVent internal estimates  
Products offered are examples and non-exhaustive

# Industrial and Commercial Growth Opportunities

## Industrial

nVent Sales  
(2025)

**\$1.2B**

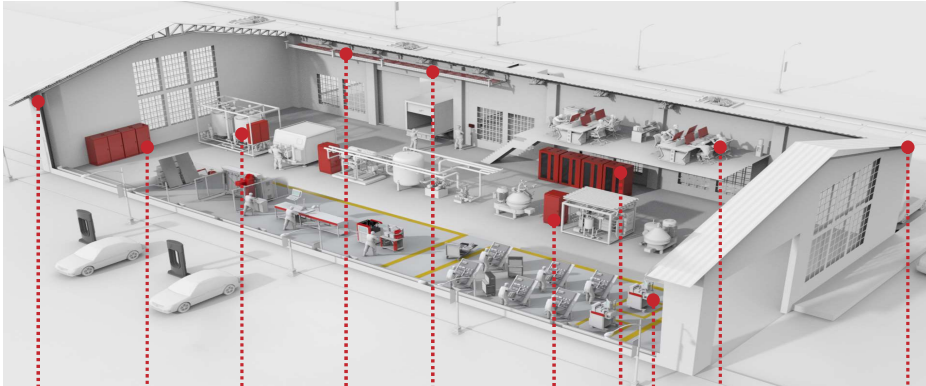
nVent Sales CAGR  
(2022-2025)

**~10%**

Total Opportunity

**\$36B**

**Our solutions enable industrial automation and digitalization**



Lightning Protection

Global Modular Enclosures

Hygienic and Non-Metallic Enclosures

Seismic Protection

Cable Mgmt., Ties, Tools

Advanced Cooling

Power Connections

Panel Shop Automation

Surge Protection

Grounding

## Commercial

nVent Sales  
(2025)

**\$0.9B**

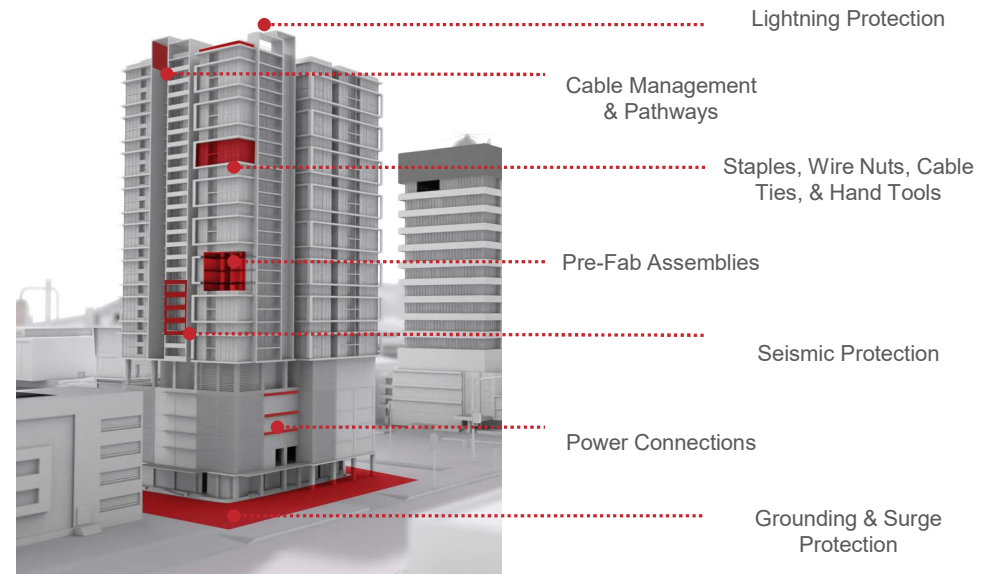
nVent Sales CAGR  
(2022-2025)

**~15%**

Total Opportunity

**\$26B**

**Electrification is driving more of our content for smarter buildings**



Lightning Protection

Cable Management & Pathways

Staples, Wire Nuts, Cable Ties, & Hand Tools

Pre-Fab Assemblies

Seismic Protection

Power Connections

Grounding & Surge Protection

**Smarter, automated factories and sustainable buildings require more of our products and solutions**

Opportunity analysis is based on nVent internal estimates  
Products offered are examples and non-exhaustive

# Global Growth

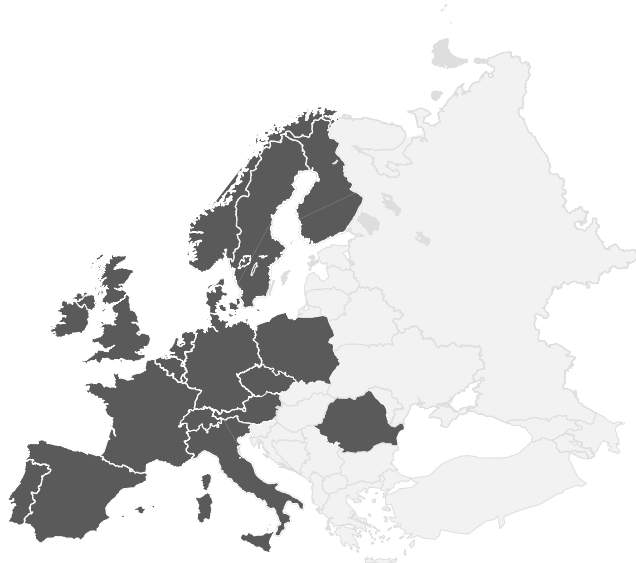
## EMEA

nVent Sales  
(2025)

**\$0.6B**

nVent Sales CAGR  
(2022-2025)

**~5%**



EMEA presence

## APAC

nVent Sales  
(2025)

**\$0.1B**

nVent Sales CAGR  
(2022-2025)

**~5%**



APAC presence

## Growth Strategy

- New **regional organization** in place to drive growth and focus on customers
- Prioritizing **high-growth** Infrastructure vertical: data centers and power utilities
- Driving **One nVent** commercial focus on customers and distribution partners for further penetration
- Building **global capability** in India, i.e., engineering COE, for controls, modeling, simulation and expansion investments in digital and AI capabilities
- Utilizing **global manufacturing** and supply chain capabilities for expansion

Growing globally with local teams, products and manufacturing

# Acquisitions

## Acquisition Framework



## Proven Acquisition Track Record

|  |  | <i>Key Products</i>                                    | <i>Key Verticals</i>                      |
|--|--|--|---|
|  |  | IEC enclosures   | Industrial                                |
|  |  | Cable management                                       | Data centers                              |
|  |  | Non-metallic enclosures                                | Renewables                                |
|  |  | Power distribution units                               | Data centers                              |
|  |  | Electrical connectors and tools                        | Commercial & Infrastructure               |
|  |  | Air conditioners and chillers                          | Industrial                                |
|  |  | Control building solutions, switchgear and bus systems | Power utilities, data centers, renewables |
|  |  |  |   |

Pipeline is strong | Opportunity to accelerate growth through acquisitions

# Accelerate Operational Excellence

## Focus Areas

Safe Environment

Lean Enterprise

Automation and Digital

Supplier Excellence

Supply Chain Resiliency

Capacity Expansion



Driving world-class operational performance | Multiple margin expansion levers

# Spark Management System



## PEOPLE

Build an inclusive culture and improve the employee experience

**8 pt** Increase in employee engagement score since 2018

## GROWTH

Drive an improved customer experience and best-in-class marketing and sales

**14%** Sales growth in distribution in 2025

## LEAN ENTERPRISE

Increase customer value and eliminate waste

**4x** Increase in liquid cooling line as a result of a kaizen

## DIGITAL

Digitize processes and use data and AI to drive value

**>\$200M** Sales supported by digital launches from 2022 to 2025

## VELOCITY

Drive speed in everything we do

**50%** Reduction in cycle times for new products since 2018

**Our Spark Management System helps drive performance and long-term competitive advantage**

# New Sustainability Goals

## People

- Reduce recordable injuries by 5% in 2026
- Achieve an industry top-quartile employee engagement score by 2030

## Products

- Provide life cycle assessments and environmental impacts for >80% of our products by 2030
- Eliminate 100% of single-use plastics and foams from outgoing product packaging by 2035

## Planet

- Reduce Scope 1 and Scope 2 GHG emissions 50% by 2030
- Decrease water use in high-water-risk areas 10% by 2030

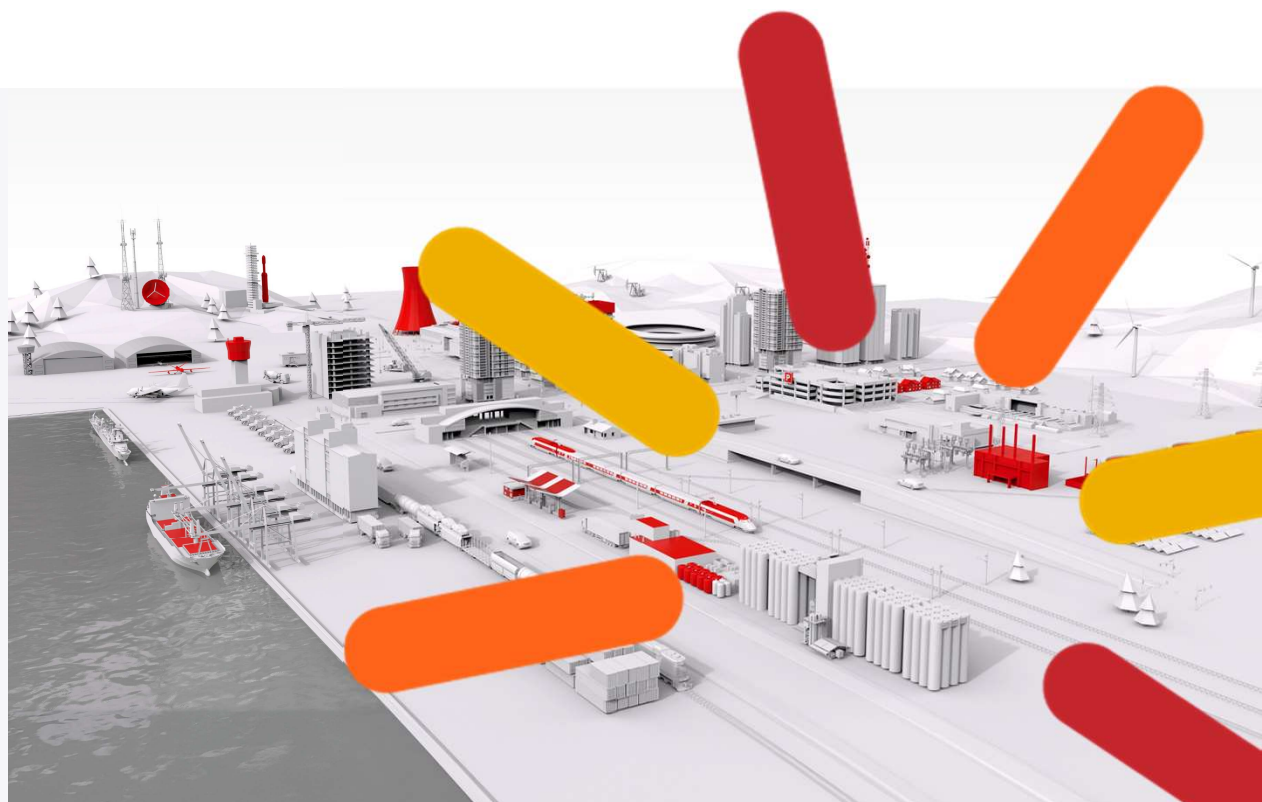


**We have been recognized for our top-tier performance**

The baseline year for the recordable injury reduction goal is 2025, and the goal will be updated annually.  
 The baseline year for the Planet goals is 2024.  
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## Summary

- Portfolio transformation to a **more focused, higher-growth** electrical company is driving our success
- We are well positioned for **growth with** the trends of **electrification, digitalization and sustainability**
- Growth in the infrastructure vertical in **data centers and power utilities** is a top priority
- **Accelerating operational excellence** allows us to scale, grow and improve margins



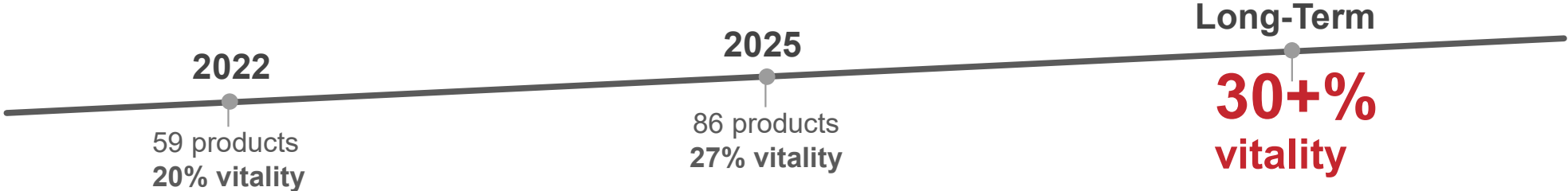


# Innovation and Digital Driving Growth

**Aravind Padmanabhan**  
Chief Technology Officer



# Driving Growth with New Products and Innovation



- Goal of >3 pts to growth annually
- Accretive to nVent margins

## Innovating with Differentiated Platforms

>80% revenue from new products in infrastructure vertical

State-of-the-art liquid cooling test labs for higher power and capacity systems

50% reduction in NPI cycle time since 2018

AI in modeling and simulation helping reduce cycle time

**Increasing our vitality target to 30%+ and new product sales contribution of >3 pts of growth each year**

2022 new products and vitality includes Thermal Management business



# Technology Platforms Powering Innovation

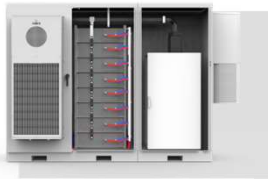
**Cable Management**



**Engineered Buildings**



**Equipment Protection**



**Liquid Cooling**



**Power Connections**



**Power Management**



Six core technology platforms: driving differentiation, modularity and global certifications

Launched 86 new products in 2025

Expanded India technology center and liquid cooling testing labs

Delivered product vitality of 27% in 2025

Contributed ~10 points to 2025 sales growth



Scalable platforms that can be combined to deliver solutions across multiple verticals

# nVent Technology Differentiation

## Cable Management

- Up to 50% labor savings and tool-less installation
- Pre-built offerings help to reduce waste, increase velocity and enhance job site safety



## Equipment Protection

- Broadest product range for industrial and infrastructure
- Designed for harsh environments and global certification



## Power Connections

- Higher-power densities and reliability
- Flexibility and space-saving designs



## Engineered Buildings

- Modular, scalable and customizable solutions
- Designed for mission critical applications, integrating power and controls components



## Liquid Cooling

- Breadth of product offerings designed for modularity, performance and reliability
- Architecture scalable for multiple generations of chip technologies & power topologies



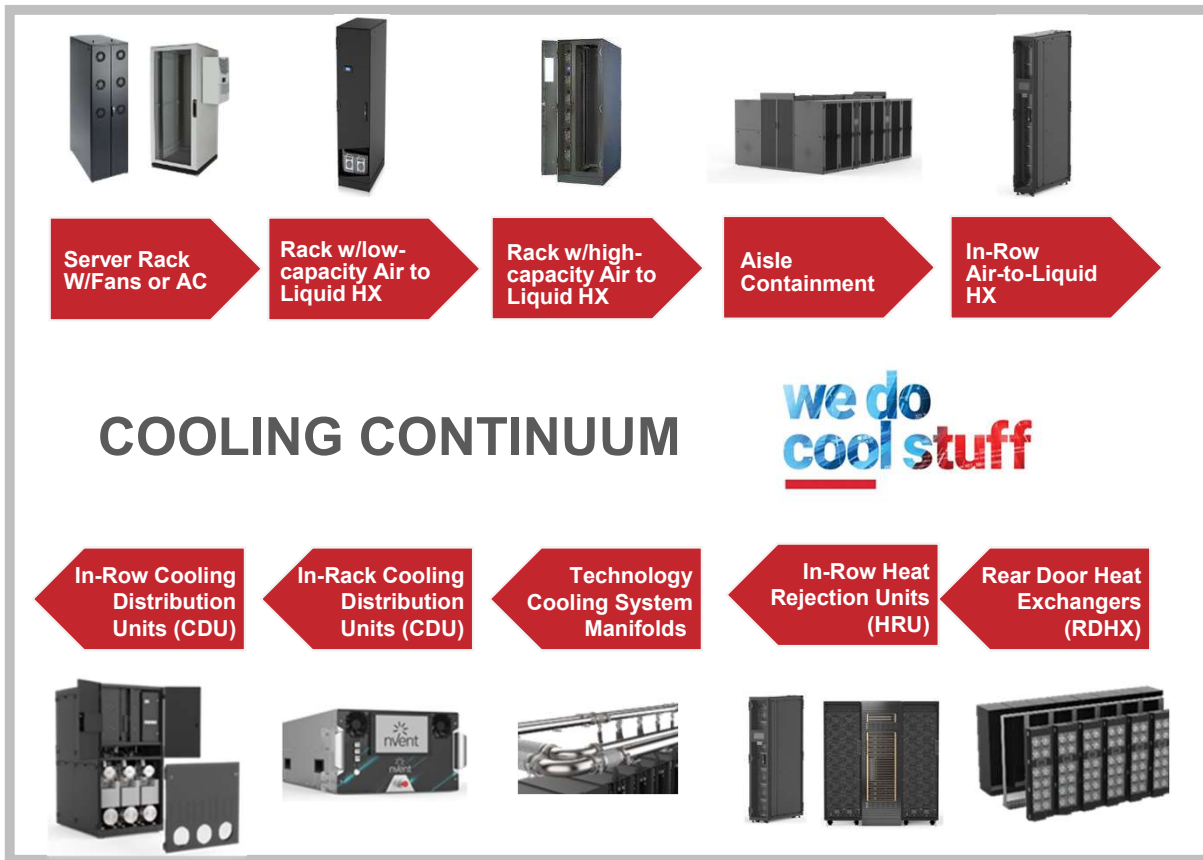
## Power Management

- Modular architecture with hot-swappable components
- AI-scale power density with intelligent automation that reduces downtime



Deep engineering expertise within each platform helps to enable unique, high-performance solutions

# Liquid Cooling: Innovating Across the Continuum

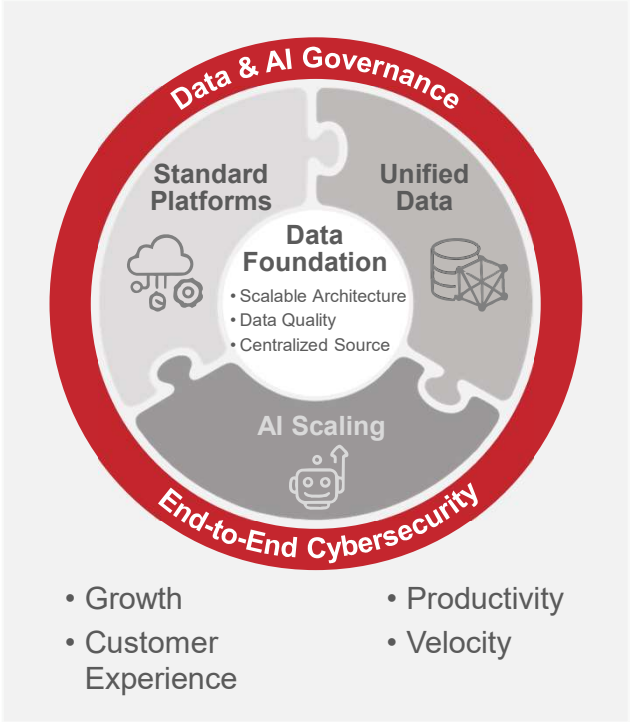


- 10+ years legacy in liquid cooling solutions
- 10+ new products announced at Supercomputing '25
- Modular designs for performance, reliability, manufacturing and serviceability
- CDUs for highest power density AI architectures
- Proprietary algorithms for flow, pressure and temperature optimization
- Redundancy in design and hot swappability enable maximum uptime in data centers
- End-to-end integration of quality from design through manufacturing

**Broad portfolio of products and solutions designed for the most complex customer needs**

# Digital, Data and AI Transformation Creating Value

## Executing our Strategy



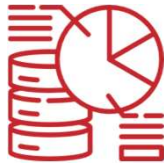
## Business Value Examples

### Digital Process Automation



- 50% reduction in customer query resolution time
- 40% improvement in pricing response time

### AI Agents for Growth and Efficiency



- AI-agents for customer care and HR services driving efficiency
- Pricing analytics supporting margin improvements

### AI in Engineering

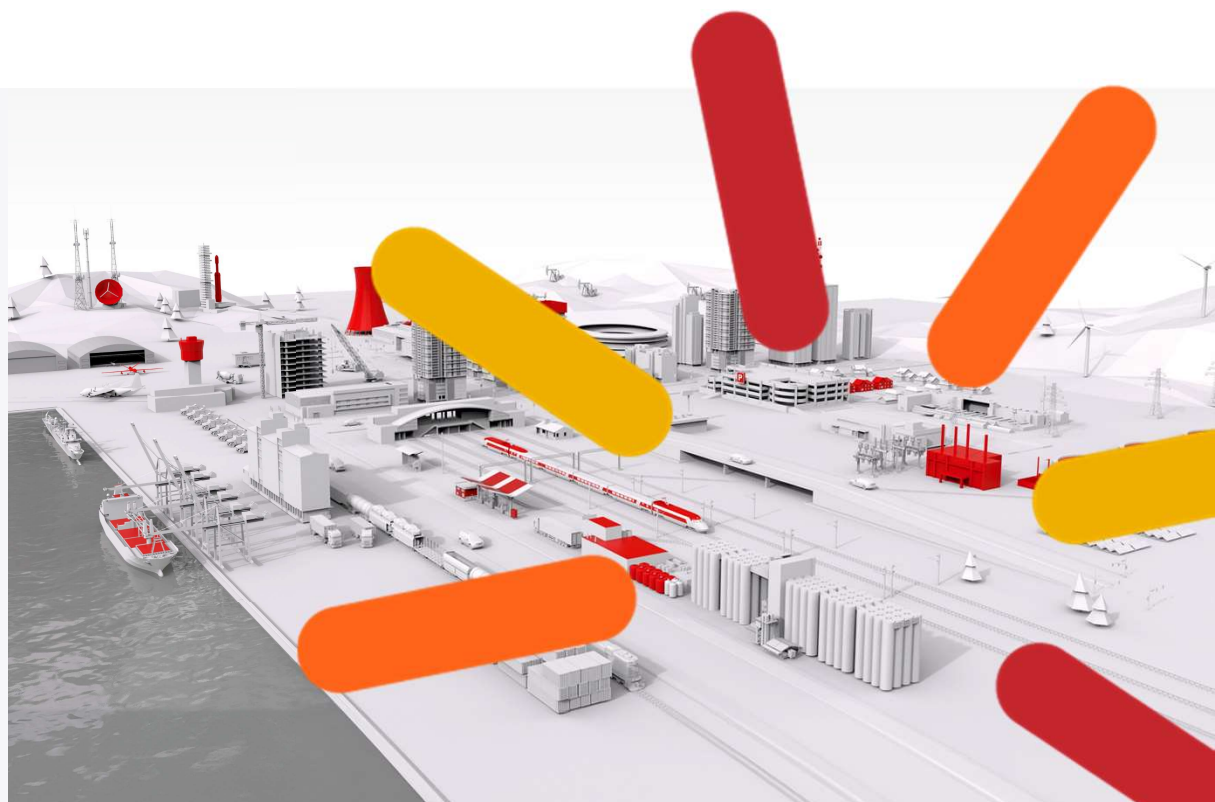


- Advanced digital twin modeling and simulation
- AI for software development

**Business process, digital transformation creating business value and helping scale AI**

## Summary

- **New products in high-growth verticals** continue to be significant contributors to our growth
- **Deep application expertise and technology leadership** enable us to solve the most complex customer problems
- **Digital and data transformation** are creating value and laying the foundation for **scaling AI** across the business





# Systems Protection

**Sara Zawoyski**  
President

# Systems Protection Overview

## Business Strengths

- **Leader in liquid cooling** with **>2GW** deployed
- **Enclosures leader** in the U.S. and #2 globally
- Leader in **engineered buildings** in infrastructure
- **Innovative, trusted partner** for solving complex needs
- Superior **application and technical** expertise
- **Global, resilient supply chain** with proven ability to scale

## 2025 Financials

**\$2.6B**

Sales

**↑ 17%**  
Organic

**20.7%**  
ROS

## Verticals

50%

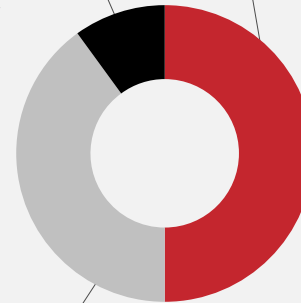
Infrastructure

10%

Commercial & Residential

40%

Industrial



## Geographies

79%

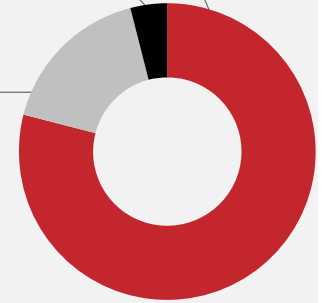
Americas

4%

APAC

17%

EMEA



**A trusted, innovative partner protecting mission-critical infrastructure around the world**

# Systems Protection Value Proposition

## Safe, Resilient Protection

Maximizing uptime and efficiency with superior protection and application expertise



From data centers to power utilities to industrial factories, **we protect critical infrastructure** in the most demanding environments

## Technology Leadership

Optimizing performance with deep technical expertise and integrated solutions



By integrating leading protection, cooling and power technologies, **we drive differentiated innovation**

## Global Scale and Velocity

Enabling rapid deployment with global footprint, modularity and digitalization

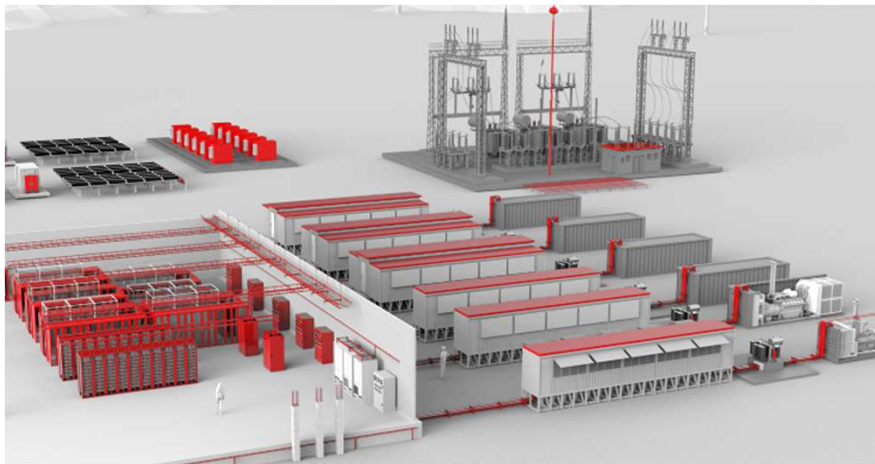


A **global approach** to serve customers how and where they want

Solving the toughest problems in the fastest-growing verticals

# Growing in Data Centers

Leading with innovative systems, focused on cooling, power and modular integrated solutions



**\$18B**

Total Opportunity

**\$0.8B**

2025 nVent Sales

**~40%**

nVent '22-'25 CAGR

**24%**

Industry Growth Rate

Leading solutions centered in the white space, expanding in gray space

Accelerating growth in liquid cooling and power with innovation

Expanding portfolio with engineered building solutions

Rapidly scaling capacity, services and global presence

## Fastest-Growing Opportunities



**Liquid Cooling**



**Power Distribution Units (PDU)**



**Engineered Buildings**

**~80%**

White space sales

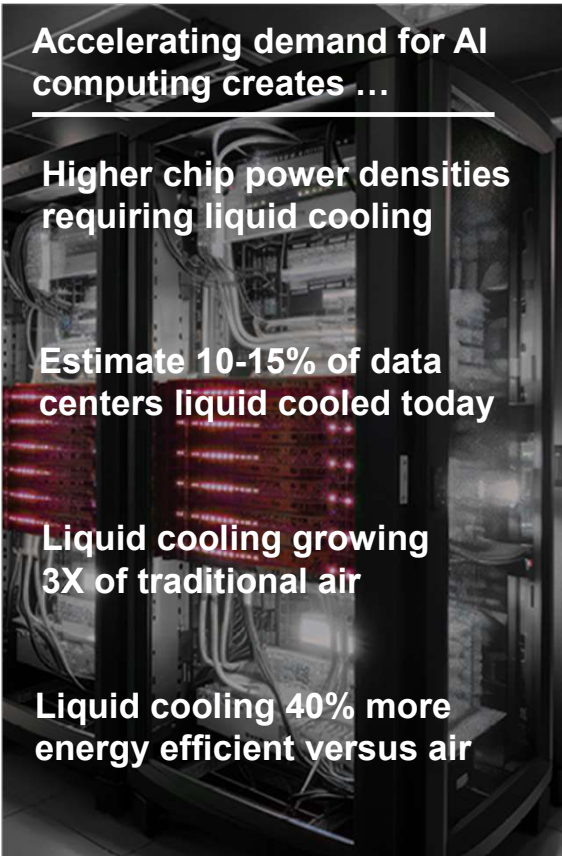
**>400k sq ft**

Added capacity to support growth\*

**Proven ability to scale and grow with innovative solutions in data centers**

Opportunity analysis is based on nVent internal estimates.  
\* Since January 2025 across 7 locations

# AI Driving Fundamental Shift in Cooling



## Systems Protection Solutions

Technology and innovation leadership

Proven performance and reliability

Liquid cooling expert and trusted partner

Strong industry partnerships

Modular solutions, global manufacturing and service

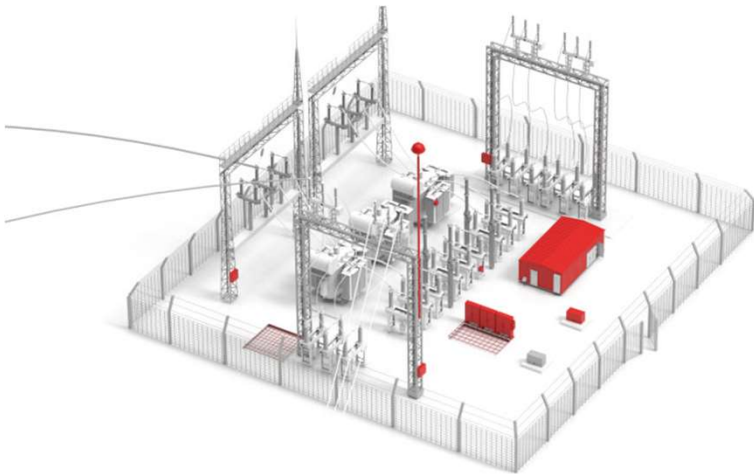
### End-to-End Liquid Cooling Ecosystem Expert



Trusted liquid cooling experts | Expanding new products and breadth of customers served

# Growing in Power Utilities

Providing safe, resilient protection with enclosures, control panels and switchgear



**\$16B**

Total Opportunity

**\$0.4B**

2025 nVent Sales

**~100%**

nVent '22-'25 CAGR

**7%**

Industry Growth Rate

Leading provider of integrated engineered building solutions

Accelerating growth with top utilities and with more nVent portfolio

Driving innovative design platforms and growing integration capabilities

Expanding capacity and driving operational excellence to scale

## Leading Provider

We sell to nearly all the **Top 50** U.S. utilities



Integrated Engineered Building



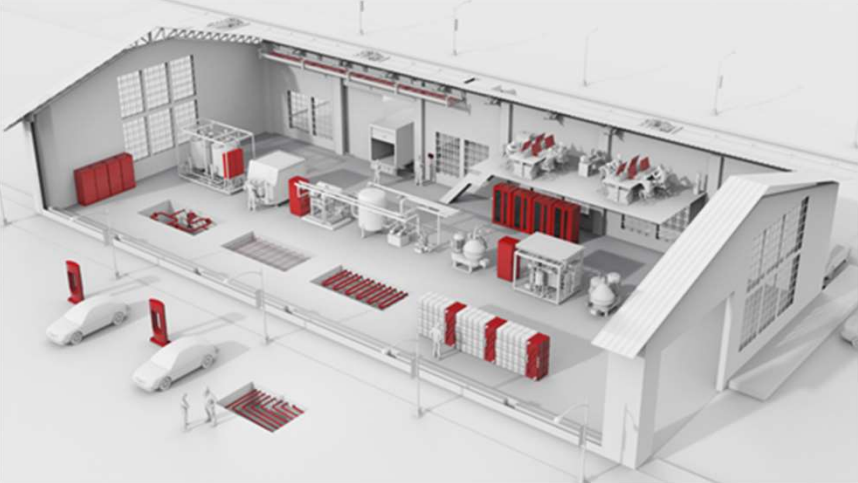
Enclosures Control Panels

We enable safe and reliable power protection, control and distribution across the grid

Opportunity analysis is based on nVent internal estimates.

# Growing in Industrial

Making systems more resilient with breadth of offering and application expertise



Growing with leading solutions for electrification demand

Scaling product platforms with global standards, local manufacturing

Accelerating with innovation, global growth and integrated cooling solutions

Delivering best-in-class customer experiences

**\$23B**  
Total Opportunity

**\$1.0B**  
2025 nVent Sales

**~5%**  
nVent '22-'25 CAGR

**3%**  
Industry Growth Rate

## Broad Portfolio

**Enclosures leader** in the U.S. and #2 globally

Global Enclosures



Global Industrial Cooling



Industrial Cooling Solutions

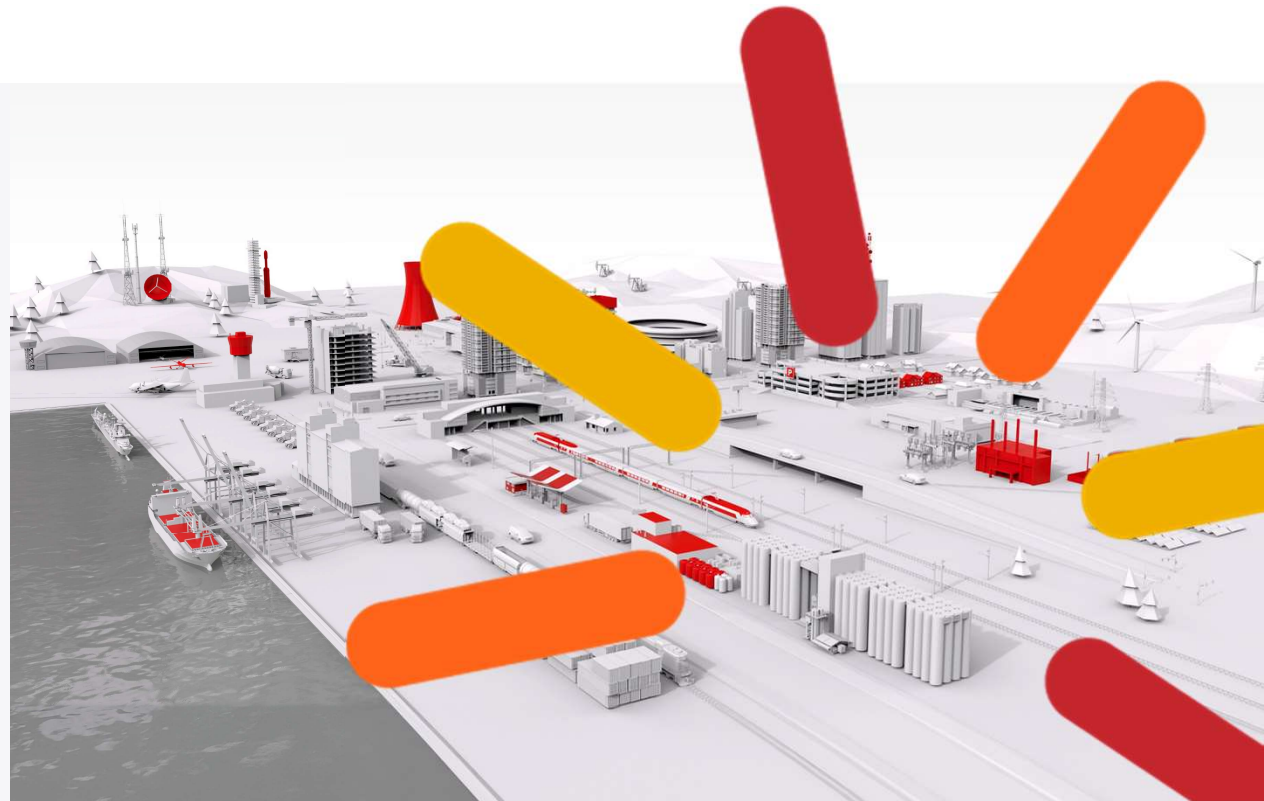


Delivering innovative, scalable solutions across the globe

Opportunity analysis is based on nVent internal estimates.

# Systems Protection Summary

- We are protecting **mission-critical infrastructure** in data centers, power utilities and industrial
- We are winning with **integrated enclosures, cooling and power solutions**
- We are solving customers' complex challenges with **innovation** and **deep technical expertise**



Accelerating growth with innovative solutions in high-growth verticals



# Electrical Connections

**Brian Coleman**  
President



# Electrical Connections Overview

## Business Strengths

- Strong **brands** with **leadership positions**
- Broad portfolio built through a **legacy of innovation**
- A **solutions provider** with **deep application expertise**
- More than **5,000 distribution and retail points globally**
- Highly **profitable** business

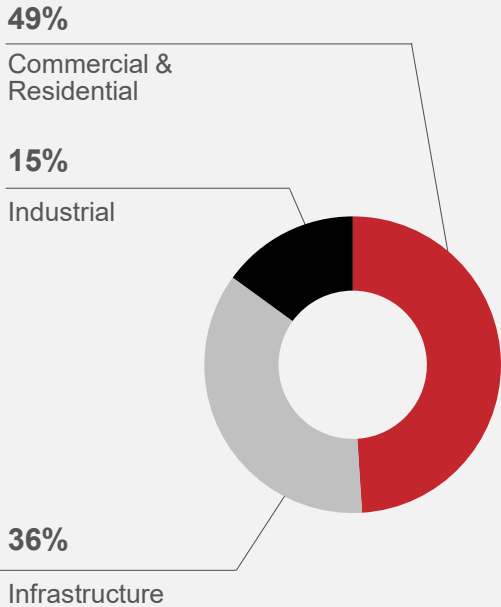
## 2025 Financials

**\$1.3B**  
Sales

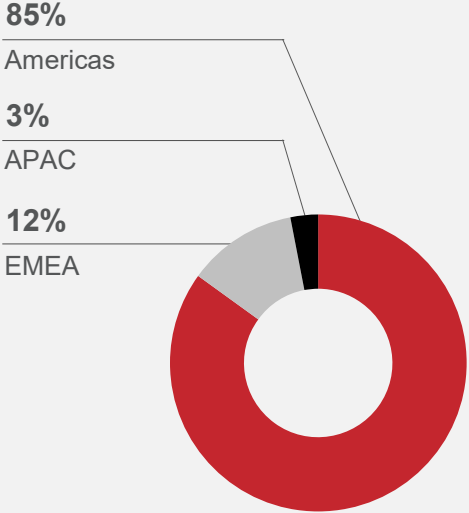
**↑ 6%**  
Organic

**28.7%**  
ROS

## Verticals



## Geographies



**Our solutions help provide and protect power when reliability matters most**

# Electrical Connections Value Proposition

## Labor Productivity

through design, installation and operation



**Reducing labor cost and installation time** to drive faster project completion and reduce total cost of ownership

## Safe, Resilient Connections

for critical power and electrical systems



**Helping ensure continued operations** with trusted solutions in demanding environments

## Application Expertise

with global teams driving impactful innovation



**Global experts** in the field and a broad product offering that applies across verticals worldwide

Expertise in driving productivity and delivering resiliency for mission-critical customer applications

# Growing in Infrastructure

**Delivering faster installation and resiliency**  
in power and data infrastructure



**\$21B**

Total  
Opportunity

**\$0.5B**

2025  
Sales

**~15%**

'22-'25  
CAGR

**9%**

Industry  
Growth Rate

Growing with differentiated solutions in data centers and power utilities

Prioritizing R&D and commercialization investments toward infrastructure

Expanding capacity for power connections and cable management

Driving more content into nVent engineered buildings and penetration in top utilities

## Positioned for Growth



**Innovative** cable management solutions



**Labor-saving** power connections platform



**Global** capabilities and application expertise

**Well positioned to scale and drive growth in Infrastructure**

Opportunity analysis is based on nVent internal estimates.

# Power Connections Driven by Infrastructure Growth

## Evolutions in infrastructure

Next-gen data centers projected for 1 GW+ campuses

More on-site energy, storage, and backup will be required

Higher power requirements putting pressure on footprints

Increased complexity and redundancy for reliability

## Electrical Connections Solutions

>50% labor savings and tool-less installation

Compact, high-density power delivery

Flexible and space-saving designs

Solutions rated for 800V direct current

### High-performing, reliable power connection system



Flexible power connections **\$2B total opportunity**, with plans for further global expansion

#### High-power density

enabling next generation architectures

#### Design flexibility

optimizing installation time and footprint

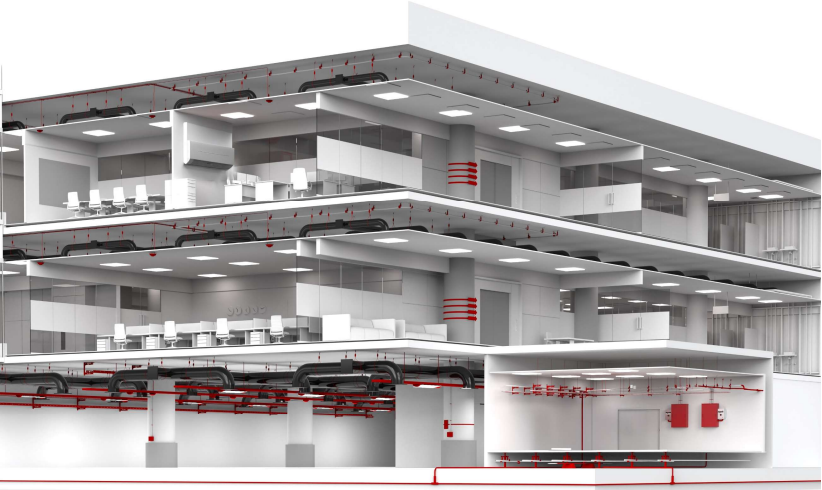
#### Scaling capacity

to serve customers globally

**A scalable, high-growth platform that supports the evolving needs of our customers**

# Building on Success in Commercial

Reduced labor costs and improved utilization in Commercial and Residential



|                   |               |              |                      |
|-------------------|---------------|--------------|----------------------|
| <b>\$22B</b>      | <b>\$0.6B</b> | <b>~15%</b>  | <b>2%</b>            |
| Total Opportunity | 2025 Sales    | '22-'25 CAGR | Industry Growth Rate |

Leading position with differentiated labor-saving solutions

Enabling digitalization in new construction and retrofits

Growing content in smarter, more sustainable buildings

Delivering best-in-class customer experience with application expertise

## Leading Provider

Structured cabling growing **2X faster** than the overall Comm/Resi vertical

Our solutions deliver up to **20% reduction in installation costs**



**Smarter, sustainable buildings driving growth and creating opportunities**

Opportunity analysis is based on nVent internal estimates

# Electrical Connections Summary

- An innovative, profitable business with increasing focus on **high-growth verticals**
- Growth driven by unique ability to **deliver productivity and reliability** across mission-critical infrastructure
- **Deep application expertise that accelerates innovation** across verticals and can solve our customers challenges



Driving profitable growth with differentiated solutions in high-growth verticals



# Financial Overview

**Gary Corona**  
Chief Financial Officer



## Key Messages

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The **growth profile** of nVent has accelerated

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**Exceeded** 2023 Investor Day targets

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We are confident in our ability to **expand margins**

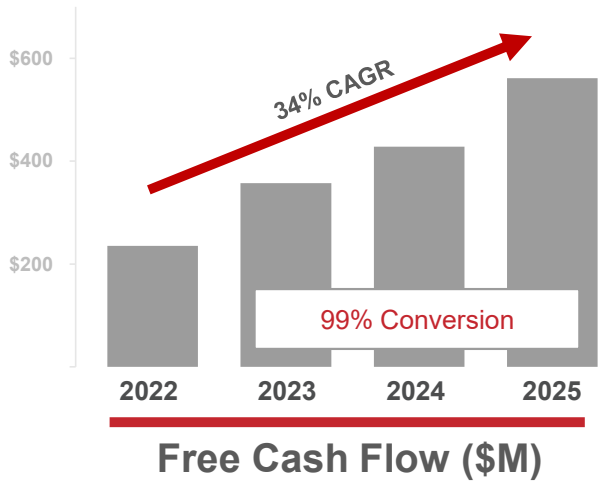
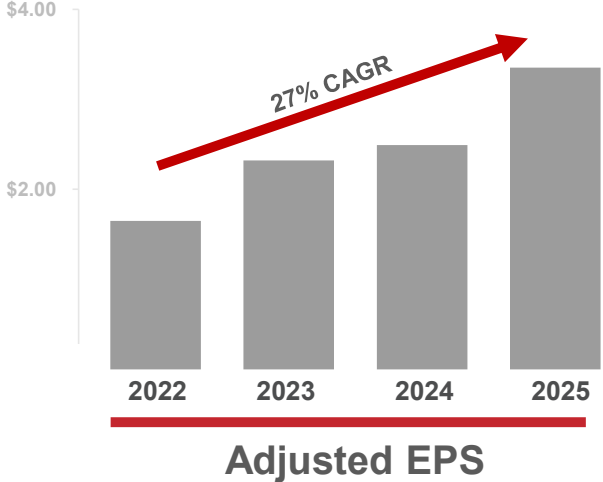
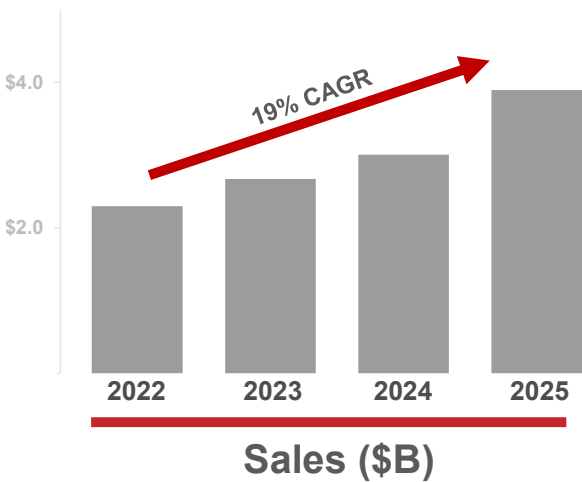
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Capital allocation focused on **growth and returns**

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**Raising our mid-term targets** to reflect our opportunity

# Financial Performance



Approaching  
**\$4 billion in sales**

Successfully replaced earnings from  
Thermal divestiture **<1 year**

Delivered strong free cash flow with  
**>100% conversion** of adjusted net  
income over the last 2 years

**Growth and returns have accelerated**



# Performance Versus March 2023 Investor Day Targets

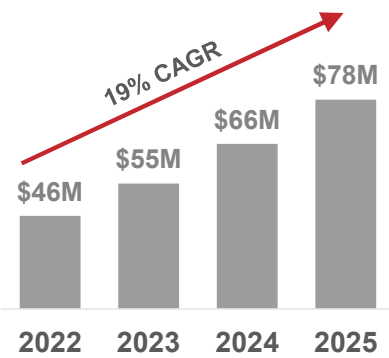
|                          | <u>Sales Growth</u>             | <u>Acquisitions</u>             | <u>Margins</u> | <u>Adjusted EPS</u>       | <u>Free Cash Flow</u> |
|--------------------------|---------------------------------|---------------------------------|----------------|---------------------------|-----------------------|
| <b>2023 Targets</b>      | +4 - 6%<br>Organic Sales Growth | >1 pt<br>Inorganic Sales Growth | ~20%           | 8-10%+<br>Adj. EPS Growth | ~100%<br>Conversion   |
| <b>2023-2025 Results</b> | +8%<br>Organic CAGR ✓           | +4 pts ✓                        | 20.2% ✓        | +27%<br>CAGR ✓            | 99% ✓                 |

**Exceeded 2023 Investor Day targets**

Financial results are based on continued operations and margins represent return on sales for full-year 2025. Free cash flow conversion is of adjusted net income. Inorganic sales growth is acquisitions net of Thermal Management (TM) divestiture; excluding TM +11 pts

# Organic Investments Driving Growth

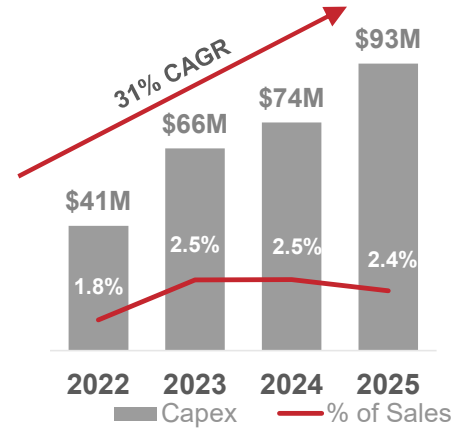
## New Products – R&D Investment



**~3%**  
of sales  
over time

- Expect **>3 pts sales contribution** each year
- Compounding effect in high-growth verticals
- Expect to be **margin accretive**

## Capital Expenditures

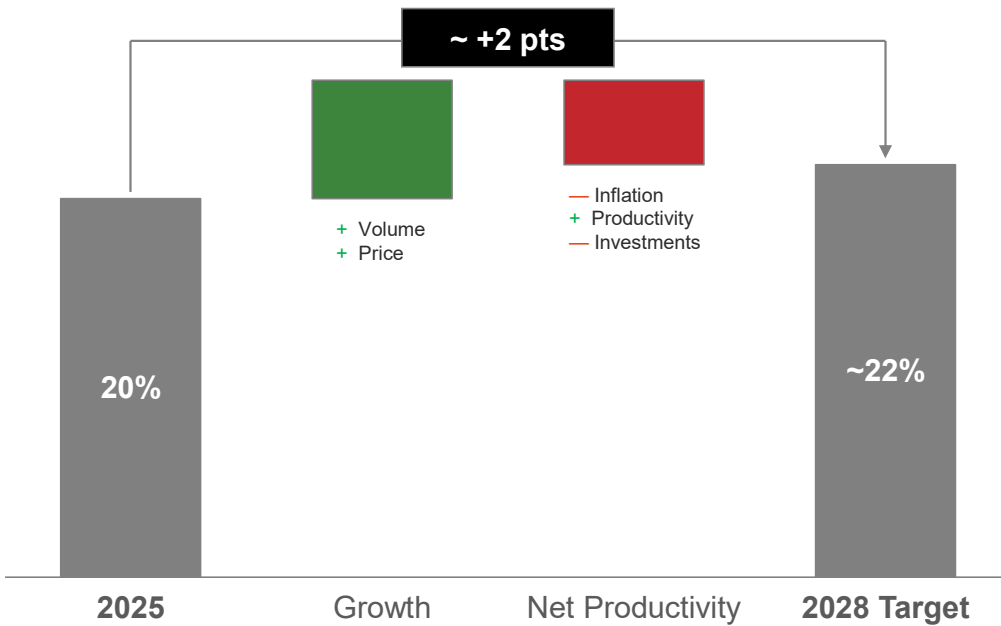


**~2.5%**  
of sales

- **Capex focused** on growth projects
- **New capacity** for high-growth verticals
- Expect ~\$130M in capex in 2026

**Strong return on investments driving growth**

# Margin Improvement



## Margin Drivers

### Growth

- Expect leverage on sales growth through positive price and volume
- New products with accretive margins

### Acquisitions

- Trachte and EPG margin approaching segment margins
- Improvement through cost synergies, productivity and simplification

### Productivity

- Lean enterprise
- Business process transformation
- Automation, AI and digital

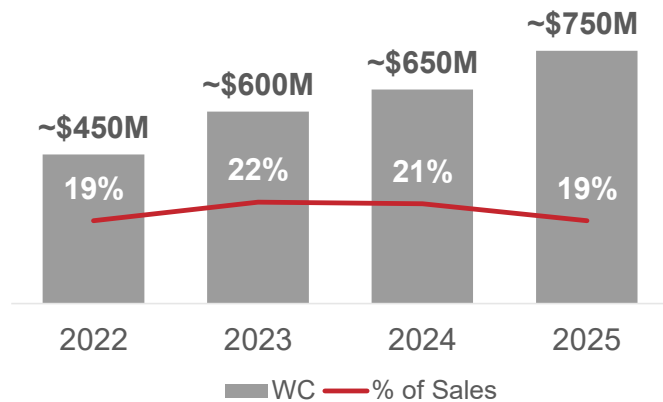
### Investments

- Investments for growth and capacity

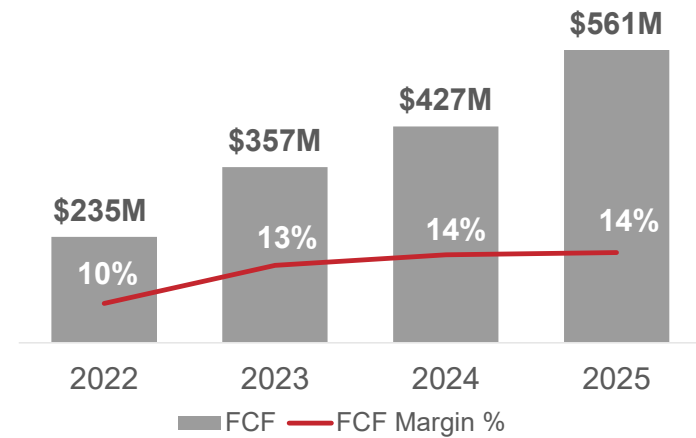
**Confident in our ability to expand margins**

# Working Capital Efficiencies Delivering Robust Free Cash Flow

## Working Capital as % of Sales



## Free Cash Flow



- End-to-end process transformation
- Digital transformation and data analytics
- Terms harmonization for acquisitions

- Working capital efficiency opportunities
- Asset-light model with capex ~2.5% of sales
- Improved free cash flow margin by ~400 bps

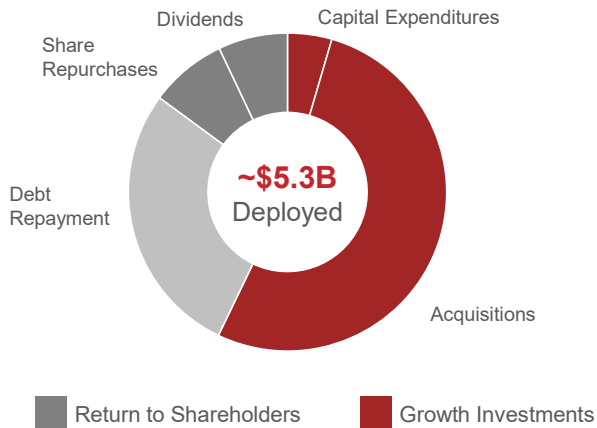
**Significant free cash flow for strategic deployment and value creation**

Working capital = trailing 12-month average and includes AR, AP, Inventory and Contract Assets and Liabilities

# Disciplined Capital Allocation Driving Top Tier Returns



## Capital Allocation 2023-2025



## Top Priorities

### Reinvest in the Business

- New products
- Capacity
- Digitalization and automation

### Acquisitions

- Continued disciplined approach
- Target ROIC > WACC within 3 years
- Significant capacity for M&A

### Returning Cash to Shareholders

- Pay a competitive dividend; increased 20% since 2022
- Share repurchases to offset dilution

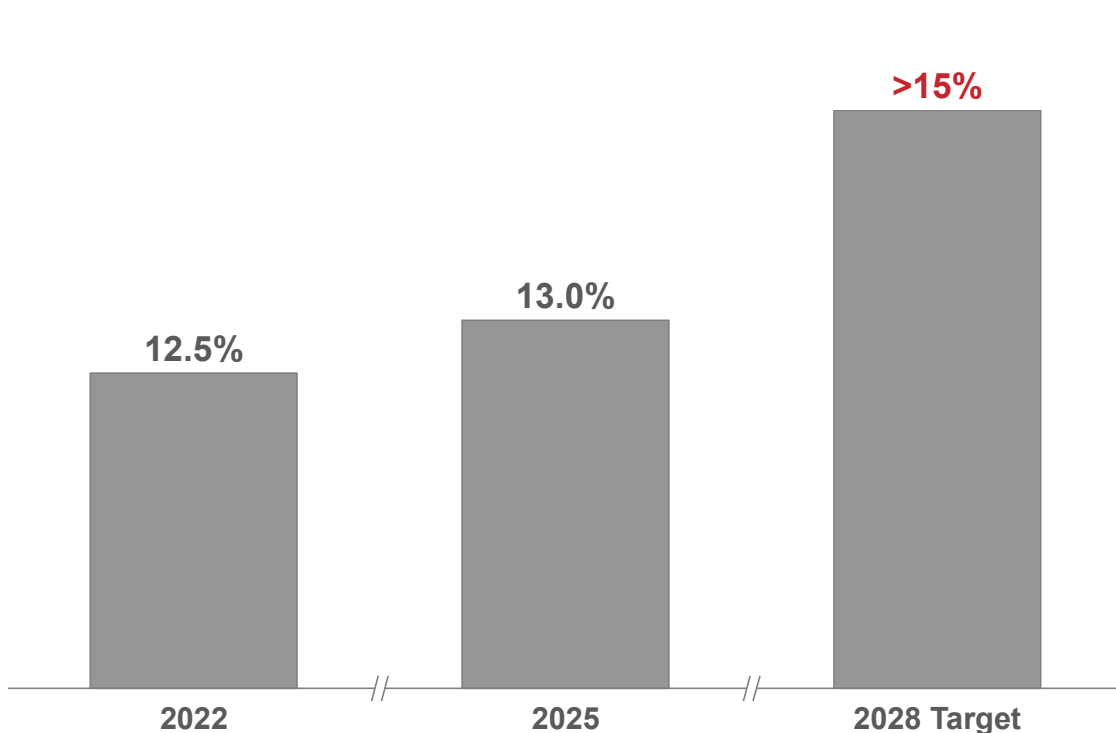
### Manage Leverage

- Strong liquidity position
- Net Debt to EBITDA of 1.6X
- Operational target range: 2.0 – 2.5X

**Deploying capital to drive growth and deliver attractive returns**

Net Debt to EBITDA ratio as of 12/31/2025

## Increasing Return on Invested Capital



**28% Adj. ROIC**  
excluding goodwill

ROIC driven by **growth, productivity**  
and **high-return investments**

**Deployed \$2.8B** to acquisitions  
since 2023

**Returns** on recent large capacity  
expansions for growth are **significantly**  
**higher** than WACC

**Expect to increase return on invested capital by >200 bps by 2028**

2028 target does not include impact from potential acquisitions  
Adjusted ROIC is shown for 2025 and excludes ~\$2.5B of goodwill

# Launching 2028 Value Creation Targets

## Sales Growth

**+10-13%**

Organic  
Sales growth

**+6.5 pts**

From previous target

## Acquisitions

**>3 pts**

Inorganic Sales  
Growth

**+2 pts**

From previous target

## Margins

**~22%**

Adj. Operating  
Margin

**+2 pts**

From previous target\*

## Adjusted EPS

**+17-20%**

Adjusted  
EPS Growth\*

**+9.5 pts**

From previous target

## Free Cash Flow

**~95%**

Free Cash Flow  
Conversion of  
Adj. Net Income

**-5 pts**

From previous target

**We are significantly increasing our targets to deliver accelerated growth and returns**

\* Not including impact from potential acquisitions

## Why Invest?

# We are InVenting the Electrified Future



**Strong  
Track  
Record**



**Industry-Leading  
Products and  
Solutions**



**Strong  
Secular  
Tailwinds**



**Tremendous  
Growth  
Opportunities**



**Disciplined  
Capital  
Allocation**

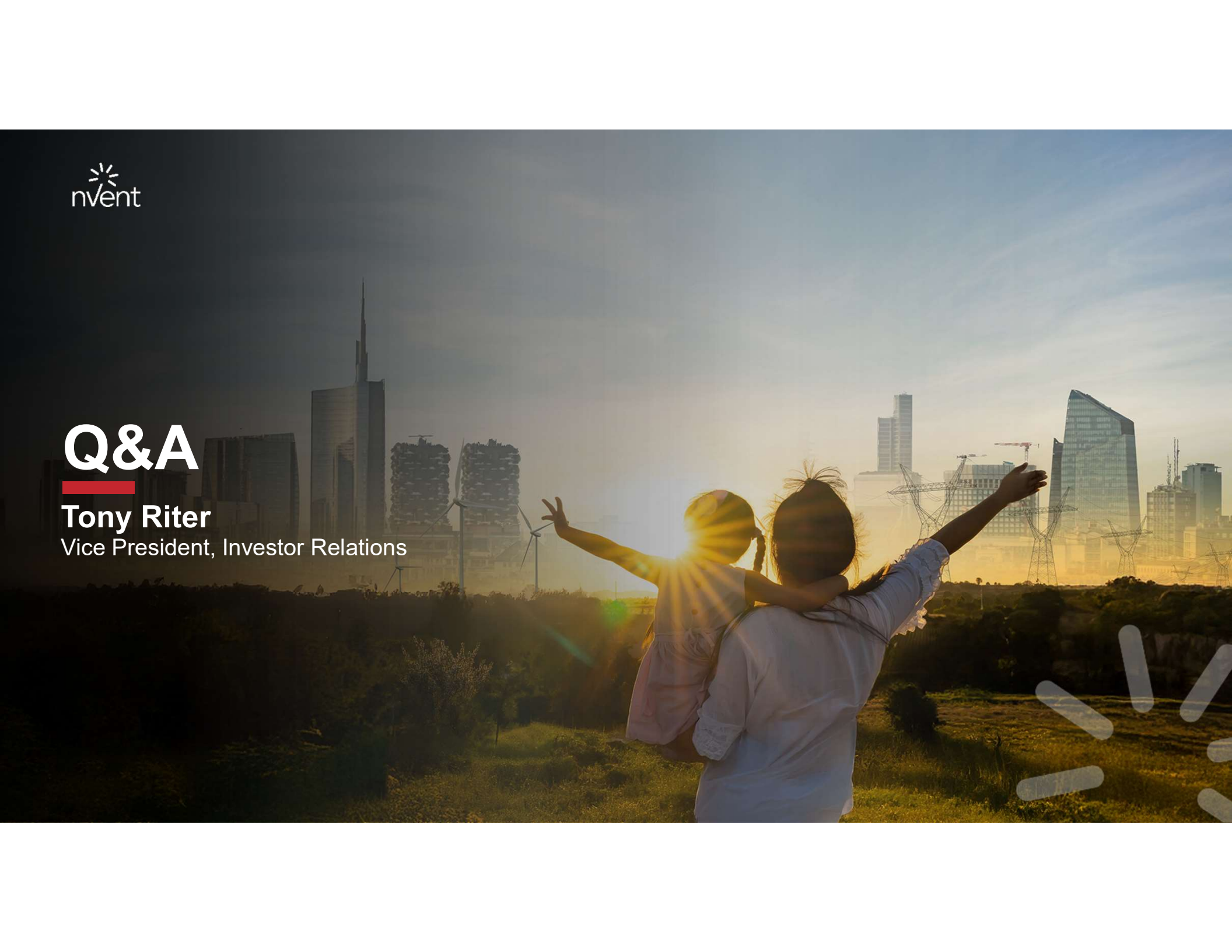
**We are confident in our plans and ability to deliver shareholder value**



# Q&A

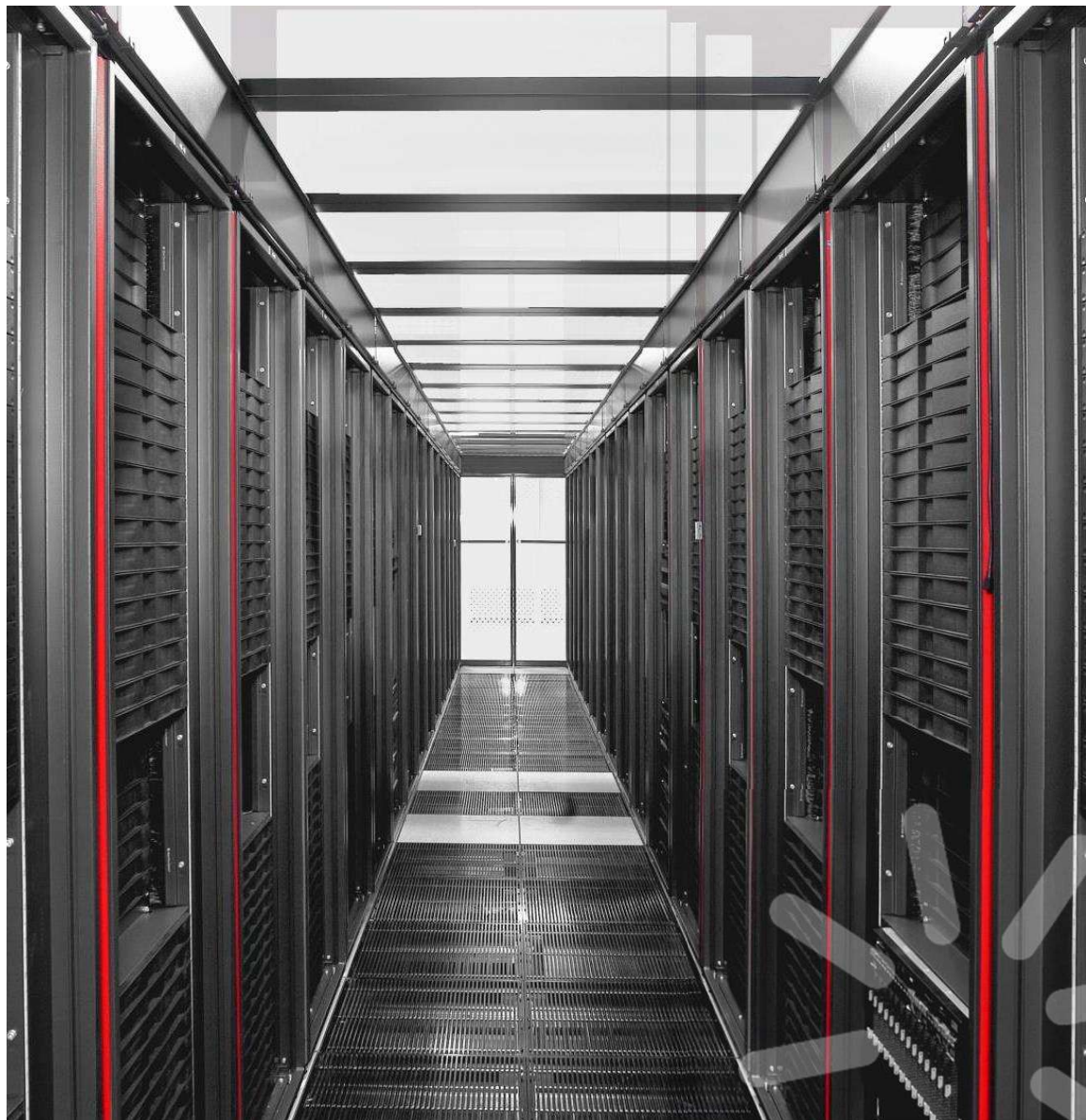
**Tony Riter**

Vice President, Investor Relations



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# Appendix and GAAP to Non-GAAP Measurements & Reconciliations



# Reported to Adjusted Reconciliation (2022-2025)

**nVent Electric plc**  
**Reconciliation of GAAP to non-GAAP financial measures for continuing operations excluding the effect of adjustments (Unaudited)**

| <i>In millions, except per-share data</i>   | Twelve months ended December 31 |            |            |            |
|---|---------------------------------|------------|------------|------------|
|   | 2025                            | 2024       | 2023       | 2022       |
| Net sales   | \$ 3,893.1                      | \$ 3,006.1 | \$ 2,668.9 | \$ 2,295.1 |
| Operating income  | \$ 616.8                        | \$ 527.1   | \$ 462.7   | \$ 309.0   |
| % of net sales  | 15.8%                           | 17.5%      | 17.3%      | 13.5%      |
| Adjustments:  |                                 |            |            |            |
| Restructuring and other   | 7.5                             | 7.5        | 3.9        | 11.2       |
| Intangible amortization   | 147.1                           | 94.7       | 69.5       | 50.3       |
| Acquisition transaction and integration costs                                     | 14.4                            | 13.9       | 12.8       | 0.8        |
| Inventory step-up amortization  | -                               | -          | 17.7       | -          |
| Impairment of equity investments  | -                               | 8.8        | -          | -          |
| Adjusted operating income (non-GAAP measure)                                      | \$ 785.8                        | \$ 652.0   | \$ 566.6   | \$ 371.3   |
| Adjusted return on sales (non-GAAP measure)                                       | 20.2%                           | 21.7%      | 21.2%      | 16.2%      |
| Adjusted operating income (non-GAAP measure)                                      | \$ 785.8                        | \$ 652.0   | \$ 566.6   | \$ 371.3   |
| Depreciation  | 60.7                            | 51.3       | 43.7       | 36.1       |
| Adjusted EBITDA (non-GAAP measure)  | \$ 846.5                        | \$ 703.3   | \$ 610.3   | \$ 407.4   |
| Net income from continuing operations   | \$ 428.5                        | \$ 240.8   | \$ 459.7   | \$ 293.1   |
| Adjustments to operating income   | 169.0                           | 124.9      | 103.9      | 62.3       |
| Pension and other post-retirement mark-to-market loss (gain)                      | (12.9)                          | (0.1)      | 13.4       | (61.9)     |
| Gain on sale of investment  | -                               | -          | (10.3)     | -          |
| Amortization of bridge financing debt issuance costs                              | -                               | 2.2        | 3.6        | -          |
| Release of guarantee liability  | -                               | (12.5)     | -          | -          |
| Income tax adjustments  | (33.8)                          | 63.3       | (179.4)    | (15.8)     |
| Adjusted net income from continuing operations (non-GAAP measure)                 | \$ 550.8                        | \$ 418.6   | \$ 390.9   | \$ 277.7   |
| Diluted earnings per ordinary share   |                                 |            |            |            |
| Diluted earnings per ordinary share   | \$ 2.60                         | \$ 1.43    | \$ 2.73    | \$ 1.74    |
| Three year compound annual growth rate  | 14.3%                           |            |            |            |
| Adjustments   | \$ 0.75                         | \$ 1.06    | (0.41)     | (0.09)     |
| Adjusted diluted earnings per share from continuing operations (non-GAAP measure) | \$ 3.35                         | \$ 2.49    | \$ 2.32    | \$ 1.65    |
| Three year compound annual growth rate  | 26.6%                           |            |            |            |

# Free Cash Flow Reconciliation

## nVent Electric plc Reconciliation of cash from operating activities to free cash flow (Unaudited)

| <i>In millions</i>  | <i>Combined 2023-2025</i> | Twelve months ended December 31 |                 |                 |                 |
|---|---------------------------|---------------------------------|-----------------|-----------------|-----------------|
|   |                           | 2025                            | 2024            | 2023            | 2022            |
| Net cash provided by (used for) operating activities of continuing operations | 1,572.2                   | \$ 649.0                        | \$ 501.0        | \$ 422.2        | \$ 273.3        |
| <i>Three year compound annual growth rate</i>                                 |                           | 33.4%                           |                 |                 |                 |
| Capital expenditures  | (232.9)                   | (93.3)                          | (74.0)          | (65.6)          | (40.5)          |
| Proceeds from sale of property and equipment                                  | 5.9                       | 5.3                             | 0.5             | 0.1             | 2.0             |
| <b>Free cash flow (non-GAAP measure)</b>                                      | <b>1,345.2</b>            | <b>\$ 561.0</b>                 | <b>\$ 427.5</b> | <b>\$ 356.7</b> | <b>\$ 234.8</b> |
| <i>Three year compound annual growth rate</i>                                 |                           | 33.7%                           |                 |                 |                 |
| Net Sales   |                           | \$ 3,893.1                      | \$ 3,006.1      | \$ 2,668.9      | \$ 2,295.1      |
| <b>Free cash flow margin</b>  |                           | <b>14%</b>                      | <b>14%</b>      | <b>13%</b>      | <b>10%</b>      |
| Adjusted net income from continuing operations (non-GAAP measure)             | 1,360.3                   | \$ 550.8                        | \$ 418.6        | \$ 390.9        |                 |
| <b>Free cash flow conversion</b>  | <b>99%</b>                | <b>102%</b>                     | <b>102%</b>     | <b>91%</b>      |                 |

# Organic Sales Growth Reconciliation

**nVent Electric plc**  
Reconciliation of Net Sales Growth (GAAP measure) to Organic Net Sales Growth (non-GAAP measure) by Segment (Unaudited)

|                                      | Twelve months ended December 31 |              |              |
|--------------------------------------|---------------------------------|--------------|--------------|
|                                      | 2025                            | 2024         | 2023         |
| <b><i>nVent</i></b>                  |                                 |              |              |
| Organic                              | 12.6%                           | 2.4%         | 5.1%         |
| Currency                             | 0.6%                            | (0.1%)       | 0.1%         |
| Acquisition / Divestiture            | 16.3%                           | 10.3%        | 11.0%        |
| <b>Total</b>                         | <b>29.5%</b>                    | <b>12.6%</b> | <b>16.2%</b> |
| <b><i>Systems Protection</i></b>     |                                 |              |              |
| Organic                              | 17.1%                           | 5.0%         | 5.9%         |
| Currency                             | 0.8%                            | (0.1%)       | 0.1%         |
| Acquisition / Divestiture            | 24.3%                           | 8.6%         | 0.8%         |
| <b>Total</b>                         | <b>42.2%</b>                    | <b>13.5%</b> | <b>6.8%</b>  |
| <b><i>Electrical Connections</i></b> |                                 |              |              |
| Organic                              | 5.7%                            | (1.5%)       | 3.6%         |
| Currency                             | 0.3%                            | — %          | 0.3%         |
| Acquisition / Divestiture            | 3.9%                            | 12.8%        | 30.4%        |
| <b>Total</b>                         | <b>9.9%</b>                     | <b>11.3%</b> | <b>34.3%</b> |

## Organic Sales Growth CAGR Reconciliation

### nVent Electric plc Organic Sales Compound Annual Growth Rate

|   |              |
|---|--------------|
| 2022 net sales                                    | 2,295.1      |
| +Organic sales contribution                       | 117.9        |
| +Effect of foreign currency on sales              | 3.2          |
| +Sales from acquisitions                          | 252.7        |
| 2023 net sales                                    | 2,668.9      |
| +Organic sales contribution                       | 64.4         |
| +Effect of foreign currency on sales              | (1.7)        |
| +Sales from acquisitions                          | 274.4        |
| 2024 net sales                                    | 3,006.0      |
| +Organic sales contribution                       | 378.9        |
| +Effect of foreign currency on sales              | 18.3         |
| +Sales from acquisitions                          | 489.9        |
| 2025 net sales                                    | 3,893.1      |
| <b>Total 2023-2025 organic sales contribution</b> | <b>561.2</b> |
| <b>Three-year organic sales CAGR</b>              | <b>8%</b>    |

# Return on Invested Capital Reconciliation

## nVent Electric plc Return on Invested Capital Reconciliation

| <i>In millions</i>  | Twelve months ended |                   |
|---|---------------------|-------------------|
|   | December 31, 2025   | December 31, 2022 |
| <b>Return on Invested Capital (ROIC)</b>                                |                     |                   |
| Adjusted operating Income (non-GAAP measure)                            | \$ 785.8            | \$ 371.3          |
| Adjusted Effective Tax Rate   | 22.0%               | 17.5%             |
| <b>NOPAT</b>  | \$ 612.9            | \$ 306.3          |
| Ending Invested Capital   | \$ 5,052.4          | \$ 2,443.0        |
| Average Invested Capital  | \$ 4,728.4          | \$ 2,449.4        |
| <b>After-Tax Return on Invested Capital</b>                             | <b>13.0%</b>        | <b>12.5%</b>      |
| Average Invested Capital excluding goodwill                             | \$ 2,192.1          |                   |
| <b>Adjusted After-Tax Return on Invested Capital excluding goodwill</b> | <b>28.0%</b>        |                   |

*NOPAT (Net Operating Profit After Tax) is defined as [(Adjusted Operating Income) X (1 - Adjusted Effective Tax Rate)]*

*Ending Invested Capital is defined as [Total Shareholders' Equity + Total Debt - Cash and Cash Equivalents - Net Assets of Thermal Management business divested January 30, 2025]*