

JULY 14, 2026

# It's a pleasure to meet you. We are Black & Veatch.

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LESLIE PONDER

EMPLOYEE-OWNER

GLOBAL SOLUTIONS LEADER, ADVANCED ENERGY STORAGE



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# Leslie Ponder, Black & Veatch Infrastructure Advisory

Leslie Ponder is Global Solutions Leader for Black & Veatch's Infrastructure Advisory, Asset Engineering team and is primarily focused on Advanced Energy Storage and Geothermal technologies. She is responsible for developing industry-leading solutions through technology innovation.

At Black & Veatch, she serves as a global solutions leader focused on advanced energy storage and geothermal technologies, advising utilities and global clients on technology strategy, decarbonization pathways, and project delivery from feasibility through owner's engineering. Her work includes leading complex consulting engagements, technology assessments, and hybrid generation and storage solutions, aligning emerging technologies with commercial deployment strategies and large-scale infrastructure execution.



# Black & Veatch today



FOUNDED IN  
1915

~\$5B  
ANNUAL REVENUE

8,000  
ACTIVE PROJECTS  
WORLDWIDE ON  
6 CONTINENTS

100+  
OFFICE  
LOCATIONS  
WORLDWIDE

DEPTH OF  
EXPERIENCE:  
ELECTRONS,  
MOLECULES &  
MINERALS

100+  
YEARS IN WATER

100+  
YEARS IN POWER

80+  
YEARS IN PROCESS

6th largest

100% EMPLOYEE-OWNED COMPANY  
IN THE UNITED STATES

~13,000  
GLOBAL WORKFORCE

2026 America's  
Top Management  
Consulting Firms

FORBES

#14

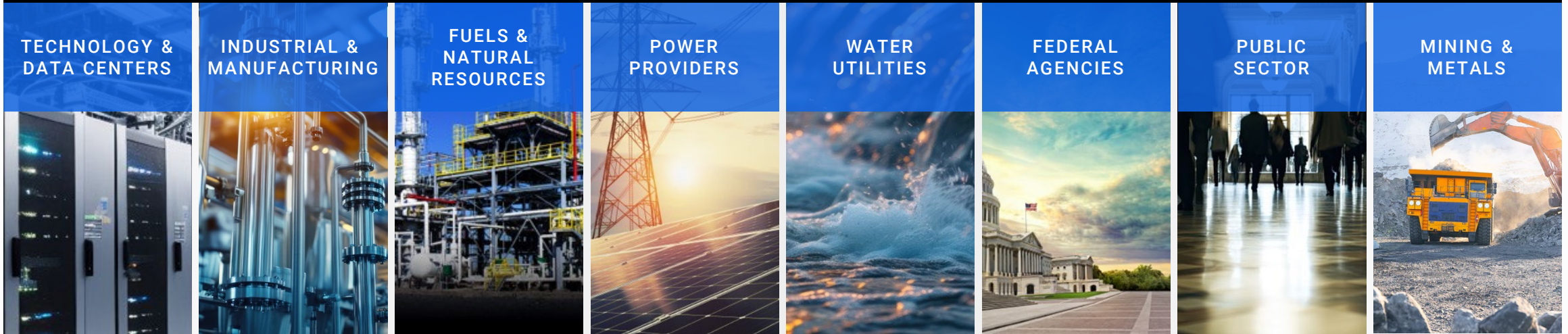
TOP 500 DESIGN FIRMS, ENR

#13

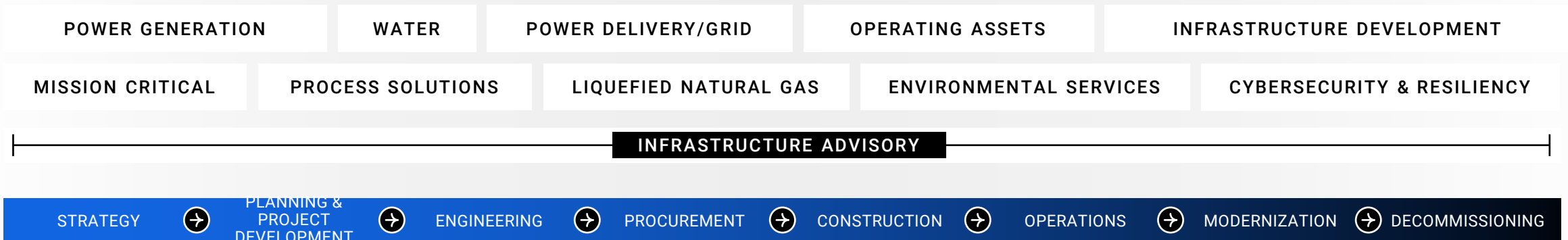
TOP 200 ENVIRONMENTAL FIRMS

# Who we serve. What we do.

## Market segments



## SOLUTIONS & SPECTRUM OF PROJECT LIFECYCLE SERVICES



# Black & Veatch solutions portfolios

## OUR INTEGRATED SOLUTIONS TRANSFORM INFRASTRUCTURE



### Infrastructure advisory

Industry-leading consulting services to support technology, operational, financial and regulatory challenges.



### Infrastructure development

Site development, actionable plans and road maps to help clients meet their goals with the right tools, technology and resources.



### Power generation

Integrated solutions that address our clients' most pressing issues around energy transition.



### Power delivery

Preparing for long-term, sustainable growth through the planning, designing and building of an intelligent, secure and resilient grid.



### Operating assets

Optimizing infrastructure for heavy asset owners. Combining industry knowledge, lifecycle experience and proven processes to streamline management.



### Water

Complete and customizable technical, management and delivery expertise to solve any water infrastructure-related need.



### Process solutions

Sustainable process solutions help clients lead the transition of resilient and affordable energy while accelerating pathways to global decarbonization.



### LNG

Innovative and cost-effective solutions across the value chain leveraging decades of expertise, proprietary technologies (PRICO®) and partnerships for safe, on time EPC.



### Environmental services

Solve complex environmental challenges by reducing regulatory complexity and compliance needs and ensuring budget and project schedules are met successfully.



### Cybersecurity & resiliency

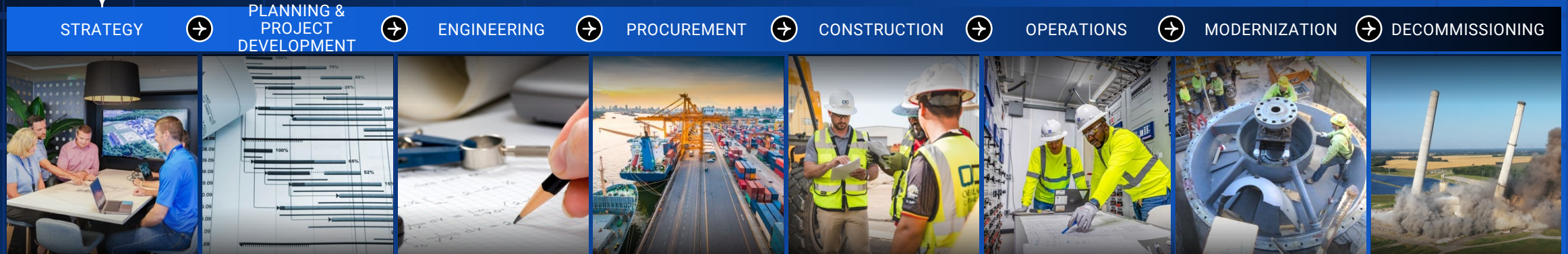
Providing operational cyber strategy and modernization solutions to serve the needs of complex technology ecosystems and improve the security of critical infrastructure.

# How we work. How we deliver.

LEARN MORE



## SPECTRUM OF PROJECT LIFECYCLE SERVICES



## DELIVERY MODELS

STRATEGIC ADVISORY

INFRASTRUCTURE DEVELOPMENT (DIODE VENTURES)

PROJECT MANAGEMENT / PROJECT MANAGEMENT CONSULTANCY (PMC)

OWNER'S ENGINEER

FEED/CONCEPTUAL DESIGN

ENGINEERING

ENGINEERING, PROCUREMENT (EP)

CONSTRUCTION (cM)

ENGINEERING, PROCUREMENT, CONSTRUCTION (EPC)

OPERATING ASSET SERVICES

# Technology & data centers



BLACK & VEATCH

# An infrastructure partner for today's data center challenges and tomorrow's opportunities

## THE BLACK & VEATCH DIFFERENCE

### Industry CHALLENGES

- Rapid pace of technological evolution
- Climate change
- Strict regulations
- Speed to market
- Decarbonization/sustainability goals
- Access to reliable power and water

### 110-year legacy

#### TRUSTED EXECUTION AND RELATIONSHIPS

With deep infrastructure experience, we connect emerging technology needs with existing systems through a proven track record of successful projects and satisfied interconnecting clients.

### Next-generation data centers

#### THE UPTIME INSTITUTE

Black & Veatch has Uptime Institute Accredited Tier Designers; however, with the industry's shift toward data-driven analytics, we rely more on advanced system modeling and our extensive engineering expertise to design the next generation of high-availability data centers; be that for cloud, AI/ML, or AI inferencing. We are constantly evaluating emerging technologies and design trends to enhance both client projects and our internal reference data center design.

### Solution depth

#### ONE PARTNER, END-TO-END SOLUTIONS

By bringing together what's important—viable sites with power, water, and communications—we provide solutions for our clients to meet the ever-demanding growth, security and sustainability targets the industry demands.

### Campus integration

#### ESSENTIAL COMPONENTS FOR HIGHLY EFFICIENT, RELIABLE AND SCALABLE OPERATIONS

We collaborate with clients to deliver custom, scalable data center campus solutions that reduce risk and enhance cost certainty. By seamlessly integrating key components, we create comprehensive solutions tailored to your needs.

# Data center impacts

## Infrastructure experience for your data center advantage

By bringing together power, water and communications solutions, we are able to provide a comprehensive for any data center campus.



**Hyperscale data center design**  
Site-specific planning and design for LEED Gold certified facility



**Substation construction**  
Substation to solve fast expansion needs



**Water / wastewater solutions**  
Tackling complex water challenges with sustainable, cost-saving solutions



**Vessel data center**  
Commissioning for the world's first zero-water consumption data center



# Data center advisory solutions

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## Strategy, planning and optimization

- Corporate utility strategy
- Market entry strategy
- Regulatory strategy
- Sustainability and ESG strategy
- Utility large load intake process development
- Site identification and screening
- Transmission and distribution modeling
- Financial and risk modeling

## Transactions and M&A

- Investment Due Diligence – Lender’s Technical Advisory
- Investment Due Diligence – Mergers & Acquisitions
- Bankability & Technology Advisory

## Asset management and O&M

- Operations and maintenance services
- Asset management systems
- Modifications and upgrades
- Reliability, availability, maintainability (RAM) analysis

## Infrastructure technology

- Infrastructure transformation
- Operational technology
- IT/OT integration
- Solution architecture

## AI, digital and program excellence

- Project management office
- Data and digital enablement
- Emerging tech innovation – Digital Twins, AI/ML
- Organizational Change Management

## Industrial cybersecurity

- Cyber risk assessment and planning
- Security architecture and design
- Program and technical implementation
- Monitoring and managed services



# Data center services

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## Data centers & infrastructure engineering

- Need assessments and facility audits
- Instrumentation / distributed controls
- Power system studies
- Arc flash evaluation and mitigation
- Feasibility studies and assessments
- Protective relaying
- Basis of design development
- Total cost of ownership (tco) analysis
- Cycle heat rejection and equipment cooling
- Life systems and fire protection
- High energy piping
- Boiler feedwater and feedwater heaters
- Project commissioning

## Cooling / water supply

- Economizer systems
- Evaporative cooling
- In-row / perimeter cooling
- Chilled water / water cooled systems
- Geothermal cooling systems
- Cooling towers
- Water balance studies
- Water management & reuse plans
- Zero liquid discharge / discharge compliance
- Impaired water source use

## Security

- Physical Security & perimeter access
- Hardening / blast protection

## Planning and global site search

- Strategic planning / master planning
- National / global permitting support
- Regulatory research & review
- Infrastructure availability-based site selection
- Site adaptation

## Renewable Energy

- Feasibility / bankability studies
- Wind / rooftop and utility-scale solar
- Biomass and waste to energy
- Geothermal
- Battery energy / behind the meter storage
- Flywheel and ultra-capacitor
- Microgrid/energy management systems

## Global Procurement & Sourcing

- Global sourcing of equipment and materials
- Expediting / logistics
- Subcontractor management
- Vendor prequalification / selection
- RFI / RFQ / RFP development & award management

## Construction

- Live data center construction expertise
- Utility integration into existing services
- In-house engineering and construction
- Facility service upgrades
- Flexible delivery options



# Data center services

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## Power

- District heating and central plants
- Natural gas / diesel backup generation
- Co- and tri-generation (power, heat, chilled water)
- Substations
- UPS / power distribution systems
- High and medium voltage design
- Distributed infrastructure
- Utility grid interconnect agreements

## Asset Management / Performance Management

- Monitoring and diagnostics platforms
- Remote performance monitoring
- Performance testing / plant optimization
- Maintenance & reliability improvement
- Outage / turnover management

## Architecture

- Conceptual design / site planning / architectural layout
- Space planning / massing plans/test fit structures
- LEED design / sustainability
- Network operating centers
- Meet me spaces

## Networks & Communications

- Rack design / network topology
- Production networks and facility networks
- Building automation systems
- Building pathways & cable design / management
- Outside plant services
- Fiber to site

## Environmental

- Environmental / social / ecological assessments
- Air quality controls
- Permits and regulatory compliance
- Electric vehicle conversion and facilities
- Carbon footprint reduction / net zero
- Modular
- Vendor neutral integrating partner
- Site adaptation
- Permits and regulatory requirements
- Utility assessments / upgrades
- Construction / installation