

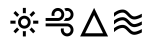


DATA CENTER INNOVATION INITIATIVE

A deployment-focused investment initiative designed to accelerate next-generation energy and materials technologies.

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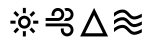




Data Center Innovation Initiative - Application Packet

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Overview

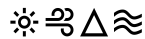
Advancing critical technologies into real-world deployment

Data center growth is rapidly increasing demand for energy, construction materials, water, and land, and industrial capacity. At the same time, data centers' requirements for resources have made them one of the most powerful demand drivers of industrial decarbonization, capable of accelerating emissions-reducing technologies across the broader energy, manufacturing, and construction sectors.

Many of the technologies needed to reduce emissions and strengthen infrastructure resilience are nearing commercial readiness, but still lack clear pathways to deployment at scale. The Data Center Innovation Initiative (DCII) is designed to close that gap by creating new models for partnership, blended finance, and commercial deployment that help move breakthrough technologies beyond early pilots and into repeatable, market-scale adoption.

Data centers offer a high-leverage starting point, creating unprecedented demand and momentum for new technologies. These technologies can extend far beyond data centers, powering schools and hospitals, supporting efficient manufacturing, and expanding access to affordable energy.

This call for applications is designed to source technologies that can generate the critical technical, operational, and commercial information needed to accelerate industry adoption. Learnings from selected deployments will be used to develop aggregated, non-confidential insights that may help each collaborator—Amazon, Google, Meta, and Microsoft—independently evaluate relevant procurement considerations, while also supporting broader market transformation through public case studies, general best practices, and industry engagement.



What the Data Center Innovation Initiative offers

The DCII combines investment with hands-on support to help companies design and execute meaningful project-based deployments

Through the program, Elemental will work with selected companies to:

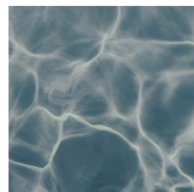
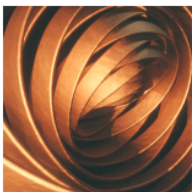
- Co-design project scopes aligned with technical and commercial milestones, alongside corporate and technical collaborators.
- Support deployment in data center environments or demonstration sites.
- Pair catalytic capital with hands-on project development, deep stakeholder and community engagement, and an active network of partners, customers, and investors.

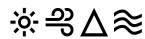
Elemental will invest **\$500,000–\$5 million per project** in up to **10 companies through 2027**. Each technology will be tested in existing data centers or demonstration sites with the goal of scaling these solutions to improve local energy availability and reliability, enable more efficient use of materials and land, and reduce emissions at scale.

The DCII will prioritize technologies across:

- Clean concrete
- Clean metals & alloys
- Energy storage & power infrastructure
- Facility cooling and water efficiency technologies

While not prioritized, we will consider technologies outside of these categories.

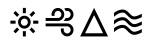




Funding Opportunity

The DCII will fund **project-based deployments** of technologies that can be integrated into data center environments. This initiative will entail:

	Program Details
Funding & Type	Typically SAFE, Development-SAFE ("D-SAFE"), convertible note, or direct investments in the TopCo, with payments linked to one or more project milestones
Funding Range	Typically \$500,000 – \$5,000,000 with potential for follow-on investments
Use of Funds	Structured pilot deployments, delivered with strategic input from corporate and technical collaborators. In addition to pilots, funds may also be used toward the building of production facilities or other projects that bring the company closer to commercial success
Elemental Support Services	Coaching and support geared towards achieving tangible project development and deployment milestones, including but not limited to: <ul style="list-style-type: none">• Fundraising• Project Development• Stakeholder Engagement and Local Partnerships• Workforce Development• Storytelling & Communications
Timeline	~12-18-months, project deployment
Geography	Projects must be located in North America. Non-US domiciled companies are eligible



Who Should Apply

Priority Technology Areas

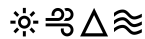
The priority technology areas reflect where Elemental and our partners see the greatest near-term opportunity to accelerate deployment, unlock market adoption, and deliver meaningful environmental and local impact. At the same time, DCII is designed to balance targeted focus with openness to breakthrough technologies.

Elemental will consider companies operating outside of the priority focus areas if they demonstrate the potential for meaningful environmental benefits or emissions reductions in data center environments and beyond.

	Priority Focus Areas
Clean Concrete	Supplementary cementitious materials (SCMs), low-clinker cement blends, carbon-cured concrete, and other emissions-reducing innovations
Clean Metals & Alloys	Low-carbon steel, aluminum, copper, and other structural materials
Energy Storage & Power Infrastructure	Short-term storage and bridge power (e.g. uninterruptible power supply (UPS) systems), long duration energy storage (LDES), advanced energy systems (e.g., solid-state transformers)
Facility Cooling & Water Efficiency Technologies	Facility cooling and HVAC solutions to reduce energy and water use

Company Profile

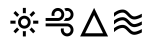
	Data Center Innovation Initiative
Representative Company Profile	Series A fundraising stage or later that has demonstrated traction through completed pilot(s) or early commercial-scale deployments, has ≥20 full-time employees, and the ability to deploy a project within 6 - 18 months. Technologies should demonstrate a clear ability to scale rapidly, aligned with the Initiative's focus of real-world adoption



Representative Projects or Initiatives

For this program, Elemental is prioritizing projects that:

- **are critical to the commercialization roadmap specifically in data center contexts** (e.g., a first-of-a-kind deployment integrated into an existing data center environment; a pilot that enables qualification with a data center operator or colocation provider; an initial commercial installation tied to a customer offtake pathway; a local demonstration facility that validates a new technology)
 - **need catalytic capital** to reduce risk for market investment, secure additional funding, or finance specific elements that typical investors may not offer
 - **deliver clear environmental and local impact** (e.g., via GHG reduction, pollution abatement, and/or improved clean air and water access, as well as job creation and local economic development)
 - **validate performance in real-world environments** and generate data, partnerships, and proof points needed to **enable rapid scale** and broader commercial deployment
-



Project Design & Deployment Pathways

The Data Center Innovation Initiative is designed to meet companies where they are. Companies do not need to have a fully defined deployment site or project scope before applying. Instead, Elemental works with selected companies to co-design a project that advances technical validation, commercial readiness, and a credible pathway to scale in data center environments.

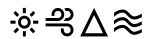
Alongside corporate and technical collaborators, Elemental can help facilitate pathways to deployment across a range of environments—from live data center sites to dedicated testing and validation infrastructure to relevant demonstration sites. This flexible approach enables both near-term deployments and earlier-stage validation in conditions relevant to real-world data center operations.

As we do across our broader portfolio, Elemental will work closely with selected companies to support early collaboration with local stakeholders, clear articulation of project benefits, and investment in workforce development. In fact, 98% of current Elemental portfolio companies report that community partners have been critical to their success.

Companies may engage with the DCII across the following project design pathways:

1. DCII Collaborator-Aligned Deployment: You have an existing relationship with a DCII corporate collaborator and a potential deployment site identified. In this case, we will work with you and your partners to refine the project design—exploring how to structure the capital stack, define milestones, and align support services to enable successful execution. This may include coordination across stakeholders, deployment planning, and support to move your project from concept to implementation.

2. Third-Party or Colocation Deployment: You have identified a colocation provider or a third-party deployment site. We will provide development capital and support you in shaping the broader project strategy—structuring capital, refining execution plans and technical criteria, and identifying opportunities to expand beyond an initial



deployment. This pathway may also help you unlock future scale or offtake opportunities with data center operators.

3. Site Identification & Partner Matching: You do not yet have a deployment site but see a clear opportunity for your technology within data center environments in the next 6 - 18 months. We will work with you to identify and align potential deployment pathways, including introductions to data center operators or third-party demonstration sites. Together, we define what your project is intended to validate and match your technology to an appropriate pilot or deployment environment.

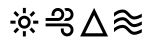
**For certain technology types, the pilot itself may not require significant capital or may not be the primary barrier to adoption. In those cases, DCII funding may support a broader project that enables the company to scale capacity and validate its technology, such as development of a commercial-scale production facility, expanding production capacity, or validating a manufacturing process. The core requirement is that the project meaningfully de-risks deployment and moves the company closer to repeatable commercial adoption.*

Across all pathways, the goal is to co-design projects that move technologies closer to real-world deployment in data center environments, while generating the validation, partnerships, and momentum needed for broader scale.

Priority Focus Area Technical Specifications

The Data Center Innovation Initiative is informed by extensive engagement with data center operators, technical collaborators, and industry stakeholders to identify both priority technology areas and the success metrics and target outcomes required for adoption at scale. Across working group discussions, collaborators emphasized the need for solutions that not only reduce environmental impact, but also meet the operational, reliability, and cost structures of live data center environments.

The table below provides a high-level synthesis of key technology areas alongside representative deployment goals and success metrics and target outcomes identified through these discussions. The strongest applications will articulate how their applicable technology areas can contribute to achieving the target outcomes.



Clean Concrete

Priority Solutions: SCMs, low-clinker blends, carbon-cured concrete, and other emissions-reducing innovations

Environmental impact:

Demonstrated $\geq 30\%$ reduction in embodied carbon (kg CO₂e/tonne) compared to conventional baseline mixes

Performance parity:

Compressive strength and curing times within $\pm 10\%$ of standard specifications

Deployment compatibility:

Fully compatible with existing construction workflows, equipment, and labor practices

Compliance readiness: Ability to meet relevant ASTM/ACI standards and procurement specs

Commercial scalability:

Credible path to supply $\geq 100,000$ m³/year across multiple sites within 2 years

Cost competitiveness: Unit price at parity with incumbent products

Clean Metals & Alloys

Priority Solutions: Low-carbon steel, aluminum, copper, and other structural materials

Environmental impact:

$\geq 50\%$ reduction in lifecycle emissions (kg CO₂e/ton) vs. conventional production

Performance parity:

Mechanical and structural performance equivalent to incumbent materials ($\pm 5\%$ tolerance)

Deployment compatibility:

Drop-in use within existing fabrication processes

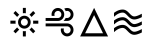
Compliance readiness: Ability to meet relevant standards and procurement specs

Commercial scalability:

Reliable supply at $> 10,000$ tons/year with traceable emissions data

Cost competitiveness:

Cost premium $\leq 20\%$ today with clear pathway to $\leq 10\%$ at scale



Energy Storage & Power Infrastructure

Priority Solutions: Energy storage and backup power (e.g. UPS, LDES and other short and long duration storage)
Advanced electrical infrastructure (e.g. solid-state transformers)

Environmental impact:

Enables greater integration of renewables (LDES); reduces lifecycle emissions by at least 10% (SSTs); reduces reliance on diesel generators (UPS)

Performance parity:

60+% RTE (LDES); 2x+ power density relative to conventional transformer (SSTs); 1-10 min backup duration at full load (UPS)

Deployment compatibility:

Physical footprint \leq equipment replaced; deployment <12 months

Compliance readiness:

Standard local permitting; no hazard classification

Commercial scalability:

Manufacturing partner identified; Supply chain secured for 2-3 commercial-scale deployments

Cost competitiveness:

<10% cost premium vs. gas/default system (LDES); CapEx premium <2x conventional transformer (SSTs), TCO = Li-ion UPS over 10-yr horizon (UPS)

Facility Cooling and Water Efficiency Technologies

Priority Solutions: Facility cooling, HVAC, or water-positive solutions

Environmental impact: Demonstrated reduction in cooling-related energy use, water use, or both; for energy-focused solutions, $\geq 20-40\%$ reduction in cooling energy use and/or power usage effectiveness (PUE) improvement of $\geq 0.1-0.3$ vs. baseline; for water-focused solutions, $\geq 30-80\%$ reduction in water usage effectiveness (WUE), with preference for near-zero water systems in water-constrained regions

Performance parity:

Maintain or improve system reliability with no increase in failure rates; ability to operate across ambient temperatures from $\sim 0-40^{\circ}\text{C}$ without performance degradation

Deployment

compatibility: Retrofit feasibility with <10% downtime impact and compatibility with existing data center cooling and HVAC infrastructure

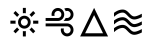
Compliance readiness: Ability to meet applicable building codes, permitting requirements, water-use restrictions, and relevant equipment safety standards

Commercial scalability:

Credible path to deployment across multiple facilities with repeatable installation, operations, and maintenance practices

Cost competitiveness:

Clear pathway to attractive total cost of ownership through energy savings, water savings, and reduced operational risk



How to Apply

Companies interested in the Data Center Innovation Initiative should complete Elemental's intake form at elementalimpact.com/funding-opportunities/apply and indicate interest in the DCII.

Priority applications for the DCII are due by Wednesday, July 15, at 11:59 PM PT. Elemental will continue to accept applications until 5-10 projects are selected. Due to the high volume of applications, we will only reach out to select companies to continue the application and diligence process.

If you have questions or need help navigating our application process, please email us at apply@elementalimpact.com and include "Funding application help" in the subject line.

Application Process & Timeline

1. Intake Form

Companies interested in DCII funding and support services should complete the application on Elemental's website and indicate interest in the DCII.

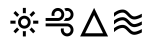
2. Initial Review

Elemental will review company and project information for alignment with DCII priorities, including technology area, deployment readiness, potential impact, and relevance to data center applications. Select applicants will be invited to continue in the process to share additional information and will generally hear from Elemental within a few weeks of submitting an application.

3. Diligence & Project Scoping

Select applicants will be asked to share additional company, project, financial, and technical information, as well as details on local and environmental impact. We will conduct reference calls, analyze the competitive landscape, assess execution risk, and evaluate key stakeholder and partner relationships. Participating corporate and technical collaborators will review select technical, commercial, and impact information under NDA as part of the diligence process. These materials may also be shared under NDA with other ecosystem partners for project feasibility evaluations.

Elemental will also work with applicants to outline a project scope tied to technical, commercial, deployment, and impact milestones. Timing will vary based on project details. Elemental aims to conduct diligence efficiently while maintaining a rigorous review process and minimizing the burden on applicants.



4. Selection & Onboarding

Elemental will make final investment decisions. Selected companies will work with Elemental to finalize investment terms, project milestones, and a scope of work. Following acceptance and onboarding, companies will begin working with Elemental and collaborators over an anticipated 12–18-month project period.

Beyond the Project: Scaling Adoption and Impact

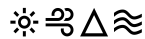
The Data Center Innovation Initiative is designed to support individual project success while also accelerating broader adoption of technologies that can reduce emissions, improve resource efficiency, and deliver local environmental and economic benefits across data center infrastructure.

Participation in the DCII extends beyond a single deployment or validation milestone. Selected companies will help generate the technical, operational, commercial, and impact data needed to show how next-generation technologies can move from early adoption to repeatable use across the industry.

Through this work, companies will have the opportunity to contribute to industry roadmaps specific to the DCII, participate in case studies and knowledge sharing to build visibility and adoption across the industry, and participate in tailored convenings and ecosystem events.

"What makes the Data Center Innovation Initiative especially powerful is the collaboration behind it—bringing together leading technology companies to accelerate the commercialization of critical solutions that strengthen infrastructure while reducing environmental impact. We're particularly excited to engage with other innovators who are developing ambitious, high-impact technologies and to help create clearer, scalable pathways from innovation to broad industry adoption."

- Judy Priest, CVP and Chief Technology Officer for Microsoft



About Elemental Impact

Elemental Impact is a nonprofit investor focused on scaling innovative technologies with deep environmental and local impact. Elemental invests in exceptional entrepreneurs who are building technologies that solve the world's most pressing challenges—making energy more reliable and affordable, helping farmers grow food in changing conditions, strengthening supply chains, and creating jobs throughout the United States and beyond.

To prevent critical technologies from stalling in the scale gap, startups need more than funding alone. Our unique approach combines catalytic capital, project expertise, local partnership, and investor mobilization to address market failures and equip companies to scale. Our investment and services are tailored to each portfolio company's individual needs, providing the right support at the right time. Through follow-on funding and long-term engagement, we offer strategic expertise that bolsters our portfolio companies on their path to commercial scale.

Elemental is uniquely positioned to support companies navigating the complexities of data center deployment. Over more than 17 years, we have invested in and supported 160 companies, helping to move technologies from pilot to commercial scale. This experience is especially critical in data center environments, where success depends not only on technical performance, but on integration, reliability, and alignment with local partners. By combining our expertise with corporate collaboration and technical support, the DCII will not only advance individual pilots, but aim to de-risk technologies, support procurement considerations, and unlock repeatable, multi-site deployment at scale.

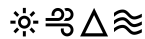


Life as an Elemental Portfolio Company

Compared to a random sample of 1,000 companies, Elemental companies are almost 2.5x more likely to survive from early to late commercial stages than others in the climate technology ecosystem.

We're not just investors—we're long-term partners. Now more than ever, exceptional founders with critical solutions are being asked to do more with less. Elemental is here to be a trusted partner—and an extension of the team. From first check to follow-on, we provide catalytic capital and hands-on guidance—from policy engagement to workforce development and capital coaching. Our support meets each company's evolving needs.

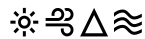
When you become part of Elemental, you join a community of founders, funders, and customers solving similar challenges. Our network is a powerful resource for sharing insights, making referrals, opening doors, and supporting meaningful collaboration at every stage of growth. It's a long-term source of connection and collaboration that complements the capital and coaching we provide—because scaling climate impact takes more than going it alone.



Tailored Portfolio Services

We combine our investments with customized coaching to support companies as they scale. We'll work with you to develop a scope of work to uncover and develop the appropriate focus for our work together. Our support varies based on your needs and might focus on:

- **Fundraising** – Build a fundraising strategy that meets the moment with venture and project finance coaching, tailored investor connections, and high-impact event exposure.
- **Market Intelligence** – Unlock market opportunities with strategic coaching that deepens ecosystem knowledge, targets ideal customers, and hones your value proposition.
- **Policy & Regulatory Hurdles** – Navigate regulatory hurdles with expert support—from securing permits to engaging policymakers and speeding project success.
- **Project Development** – Navigate complex project development milestones—identifying opportunities, assessing feasibility, and creating detailed project plans.
- **Sales** – Enhance your company's growth by implementing proven sales strategies, building effective sales teams, and developing essential tools and playbooks.
- **Stakeholder Engagement & Local Partnerships** – Derisk projects and build long-term support with local partners.
- **Storytelling & Communications** – Craft powerful narratives and moments that resonate with investors, customers, and key stakeholders.
- **Workforce Development** – Design and implement workforce development strategies that meet your evolving talent needs and strengthen project partnerships.



Community & Connections

Active community of CEOs and leaders

We host an annual CEO & Leadership Summit for the full portfolio and set up regional gatherings throughout the year to workshop shared challenges, stay connected, and share partner and talent networks.

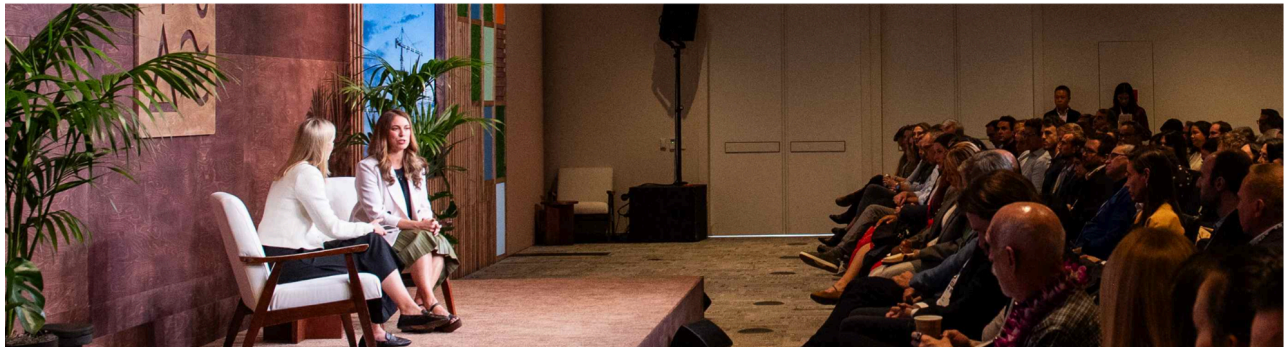
An engaged network of active investors and partners

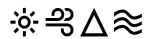
We unite over 2,000 investors, insurers, financiers, and customers in our network to foster the collaborative ecosystem needed to scale successfully.

Core to Elemental's bridge-building is bringing later-stage investors and project financiers closer into the missing middle through unpacking real projects. We do this through annual events, like [Elemental Interactive](#), and hosting curated live deal convenings. We work to bring real projects to life, drive investment into companies, and forge new partnerships.

Strategic curated events:

Elemental leverages ecosystem events (e.g., NY Climate Week) as opportunities to bring together portfolio companies and highlight their respective work to key changemakers, investors, policymakers, community partners, and other market players.





Program Details

Elemental's events are designed to foster peer-to-peer sharing and learning opportunities and introduce you to our network. CEOs and at least one other leadership team member will be required to participate in all elements of the program for the first two years as a portfolio company. We encourage portfolio members to continue participating in subsequent program elements to cultivate relationships among companies and partners, share learnings, and seek new opportunities within our ecosystem.

Elemental Kickoff | Ongoing

Following acceptance, we will host regular in-person Kickoff events where companies become acquainted with Elemental's team and the broader portfolio of entrepreneurs.

CEO & Leadership Summit | Fall 2026

This event fosters relationships with CxOs across sectors, stages, and geographies. Our goal is to create an environment in which more than 100 leadership teams can share knowledge, collaborate, and accelerate individual growth and collective impact.

Elemental Interactive | Spring 2027

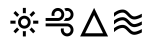
Elemental Interactive is our annual investor-focused event where we introduce portfolio companies to investors, corporates, and strategic partners. We typically host side events that highlight specific investment opportunities and bring our community together.

Data Center Innovation Initiative Industry Forum | 2027

Elemental will convene participating companies, corporates, investors, technical collaborators, and broader ecosystem stakeholders to share insights emerging from deployment projects. The forum is intended to help surface key learnings, discuss deployment and procurement considerations, and advance conversations around the future adoption of next-generation technologies across data center infrastructure.

Portfolio Programming & Data Center Convenings | Ongoing

Throughout the year, Elemental will host virtual and in-person convenings focused on industry trends, technical challenges, deployment learnings, and partnership development. These gatherings may include technical working sessions, ecosystem roundtables, regional meetups, conference programming, and broader data center convenings designed to strengthen collaboration and support broader market transformation across the industry.



Frequently Asked Questions

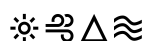
Application Eligibility and Timing

Is there a deadline to apply?

Priority applications for the DCII are **due by Wednesday, July 15 at 11:59 PM PT**. We will continue to accept applications outside this window until 5-10 projects are selected. Due to the high volume of applications, we will only reach out to select companies to continue the application and diligence process.

Who is eligible to apply?

We will consider funding for for-profit, stand-alone companies with a novel business model or technology that enables deep environmental and local impact within the scope of the DCII. We will not consider funding for consulting firms, nonprofits, or acquired startups. Companies that do not exactly fit priority technology areas (See '[Priority Technology Areas](#)') but achieve the goals of the DCII (See '[Who Should Apply](#)') are still encouraged to apply.



Strong applicants demonstrate product-market fit, a potential project scope that Elemental's capital and support can accelerate, and alignment with the DCII technical priorities and deployment models (See ['Project Design & Deployment Pathways'](#)).

In addition, we evaluate applications through both a company-level and project-level lens. We are particularly interested in technologies and teams that can help address critical infrastructure challenges in data center environments while delivering meaningful environmental, commercial, and local impact. This includes solutions that can reduce emissions, energy use, water use, or embodied carbon; strengthen infrastructure resilience and operational performance; support workforce and community benefits; and demonstrate a credible pathway toward broader commercial deployment and repeatable scale.

Strong applications often demonstrate clear potential for customer adoption, deployment readiness, follow-on investment, and collaboration with corporates, technical collaborators, and local stakeholders. While every opportunity is different, we ultimately look for teams and technologies with the potential to accelerate decarbonization and infrastructure innovation at a meaningful scale.

Can a company applying to Elemental's other investment programs be considered for the DCII?

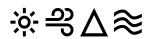
Yes, companies that have applied to Elemental's other investment programs may also be considered for the DCII. It is a project-based program, so only companies with a clear pathway to deploying a project meeting the requirements listed above in "[Who Should Apply](#)" will be considered.

If you recently applied to Elemental's Project Track and would like to be considered for the DCII, please complete the DCII application and note in the form that you have previously applied to Project Track. If you have any questions, please email apply@elementalimpact.com and include "Funding application help" in the subject line.

If a company applies to the DCII but is not a fit, Elemental may recommend consideration for our other investment programs, depending on the company's stage and goals.

How will my application information be shared and protected?

We treat all application materials as confidential and use them solely for the purpose of evaluating fit for the DCII and related Elemental programs. Information will be shared on a need-to-know basis with internal reviewers and select collaborators involved in the evaluation process, under NDA. This may include sharing select synthesized or summarized information or technical summaries with collaborators to support feasibility reviews, technical diligence, or alignment around potential deployment pathways. Program collaborators may request additional information if they are evaluating opportunities to invest, provide follow-on support, or explore offtake or commercial



agreements separate from Elemental's investment. Any information shared will be handled confidentially and, where appropriate, under NDA.

How does Elemental decide its investment amount and type?

The investment structure, terms, and amount offered by Elemental will be evaluated on a case-by-case basis and will consider equity and hybrid structures. In addition, corporate and technical collaborators will have the option to invest, follow-on, or explore offtake agreements separate from Elemental's investment. Companies may be invited to present additional material for the team and undergo a more in-depth diligence process to determine funding award amounts and structure.

Although the DCII is project-focused, Elemental typically structures investments at the parent-company level, with terms tailored to the company's stage, financing needs, and proposed deployment project. Learn more about how we structure catalytic investments for project deployment with tools like the D-SAFE [here](#).

Deployment Specifics

Do I need to be ready for deployment in a live data center?

No. Companies do not need to be ready for immediate deployment in a data center. Strong applicants should be able to show a clear connection to data center applications and a credible pathway to a relevant deployment, validation effort, or commercialization milestone within the program timeline.

I'm already working with or in conversations with the DCII collaborators in some capacity. How will that be factored into my application and diligence process?

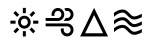
Applicants are encouraged to share any relevant engagements with corporate customers in their DCII application, to the extent they are able. This information helps inform both fit and potential deployment pathways. Where appropriate, Elemental and the DCII collaborators will coordinate during the diligence process to ensure alignment and avoid duplication, while respecting confidentiality and existing relationships.

Do I need to have a deployment site identified before applying?

No, but having a clear deployment pathway or potential partner strengthens your application. If you do have an existing demonstration site, please provide this information in your application.

What kinds of projects could the Data Center Innovation Initiative support?

The DCII is designed to support project-based deployments that generate the technical, operational, and commercial validation needed to accelerate adoption of next-generation infrastructure technologies in data center environments. Projects may include first commercial demonstrations, validation pilots, or manufacturing scale-up efforts tied to future deployment pathways.



Representative examples of projects the DCII could support include:

Example 1 | Low-Carbon Concrete Test Pours & First-of-a-kind Facility Development

A company developing low-carbon concrete could work with a corporate, contractor, or colocation provider to execute test pours embedded within an existing data center construction project or a relevant operating environment. A deployment could begin with lower-risk applications—such as sidewalks, pads, or other non-critical infrastructure—to validate constructability, curing time, compressive strength, embodied carbon reduction, and compatibility with existing construction workflows before broader deployment.

In parallel, project funding and support could focus on the development activities tied to scaling the company’s manufacturing facility so it can meet future procurement and delivery requirements. Coaching may include stakeholder engagement and workforce development, siting and permitting, and operational scale-up efforts.

Example 2 | Long-Duration Energy Storage Validation

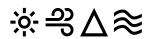
A company developing a long-duration energy storage solution could use the DCII to validate that its technology can meet the operational and reliability requirements needed for future deployment in data center environments. Rather than immediately integrating into a live facility, a project could focus on demonstrating multi-day storage performance, system reliability, renewable integration capabilities, and scalability in a relevant operating environment.

The investment would support the incremental development and demonstration costs of the deployment, and could be operated with a DCII collaborator, colocation provider, utility, or technical demonstration site to validate compatibility with data center use cases. As a result, this deployment could help generate the technical and commercial data needed to support future procurement discussions, manufacturing scale-up, or larger commercial deployments tied to data center infrastructure with DCII collaborators. Strategic coaching services could include commercialization support, local stakeholder engagement, and workforce development to enable project success.

Example 3 | High-Efficiency HVAC Demonstration & Manufacturing Scale-Up

A company developing next-generation HVAC technology could use the DCII to deploy its system in an existing data center, validating energy savings, indoor air quality, equipment reliability, maintenance requirements, and compatibility with existing building management systems. The project would also generate third-party performance data needed to support future procurement conversations with DCII collaborators, colocation providers, or other large commercial building operators. Recent field trials of similar technology have focused on performance in hot and humid conditions and on reducing HVAC-related energy use in commercial buildings.

In parallel, the DCII could help fund the development activities required to scale manufacturing capacity, strengthen supplier readiness, and meet future delivery requirements for larger commercial deployments. Strategic coaching services could



include customer discovery, procurement-readiness support, facility siting and permitting, workforce development, and operational scale-up planning to help the company move from pilot validation toward repeatable deployment across data center-relevant building portfolios.

These examples are illustrative and intended to demonstrate the types of deployment pathways the DCII is designed to support. Participation in the DCII does not guarantee procurement, commercial agreements, or deployment with a specific participating corporate.

Program Collaborators and Design

Who is involved in the Data Center Innovation Initiative and what is their role?

The Data Center Innovation Initiative is a collaboration between Amazon, Google, Meta, and Microsoft. DCII collaborators help identify priority technology areas, provide strategic and technical input during diligence and pilot development, support project deployment opportunities, and contribute to industry learning and knowledge sharing to help accelerate broader adoption of emerging technologies.

Wilson Sonsini serves as legal counsel to the Initiative, supporting program structure, data-sharing frameworks, and collaboration agreements. Additional corporate, technical, and environmental organizations may also participate to contribute expertise and share learnings across the ecosystem.

The DCII is supported by philanthropic partners including Breakthrough Energy Discovery, Builders Vision Philanthropy, Salesforce, and the Stolte Family Foundation. Participating funders are not expected to provide additional or follow-on funding to companies selected through the DCII.

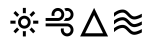
Organizations interested in participating or funding the DCII can contact partnerships@elementalimpact.com to learn more.

Will applying to DCII create a direct commercial opportunity with participating corporates?

Participation in the DCII does not guarantee a pilot, procurement decision, offtake agreement, commercial contract, or follow-on investment from any participant. The DCII is designed to help companies generate relevant validation data, refine deployment pathways, and engage participants in ways that may support future adoption.

How is Elemental working with community partners to navigate the complexities of data center deployment?

For all Elemental Impact investments, community engagement is integrated into the design and execution of each project, alongside the technical and operational requirements of data center deployment. As part of the project scoping process,



Elemental works with companies to identify opportunities for local engagement that align with site-specific considerations, workforce needs, and deployment timelines.

At Elemental Impact, we deeply understand that the growth spurring data center infrastructure also raises urgent questions about energy demand, water use, land use, grid reliability, affordability, local environmental quality, and whether new infrastructure will deliver durable benefits to communities. The DCII is grounded in the view that, while data centers create a unique opportunity to pull forward decarbonizing technologies, new infrastructure should not scale at the expense of local environmental quality, affordability, resilience, or community trust.

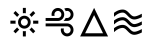
Drawing on more than 17 years of experience supporting entrepreneurs, Elemental helps companies navigate how to effectively engage local stakeholders—including governments and agencies, nonprofit organizations, trade associations, and educational institutions—in ways that support both successful deployment and long-term economic benefit. In fact, 98% of current Elemental portfolio companies report that community partners have been critical to their success.

By supporting technologies that reduce emissions, water use, embodied carbon, pollution, and infrastructure strain, the DCII aims to help data center growth be cleaner, more accountable, and more beneficial to communities.

How was the program designed, and who is involved?

The DCII builds on more than a year of landscape analyses, planning, and collaborative program design led by Elemental in close collaboration with Amazon, Google, Meta, Microsoft, and Wilson Sonsini Goodrich & Rosati. Through a series of industry roundtables, strategic convenings, and technical working groups, participants aligned around a shared challenge: while many promising technologies are approaching commercial readiness, there are still limited pathways to validate, deploy, and scale them within live data center environments. In response, Elemental and its collaborators developed the DCII as a deployment-focused platform designed to align technology, capital, and deployment opportunities to accelerate adoption.

To lay the foundation for this investment program, participants worked together to define the operational realities, deployment requirements, and performance expectations necessary for adoption in mission-critical infrastructure. Technical working groups helped identify priority technology areas, clarify key metrics and procurement considerations, and surface the types of validation data needed for technologies to move from promising pilots to repeatable deployment pathways. This information is incorporated into the priority technology focus areas and evaluation criteria for this program.



Program Expectations

What is the time commitment for portfolio companies?

Portfolio companies commit to working with Elemental to develop and execute a bespoke scope of work tied to the DCII objectives. For this specific initiative, projects typically last 12-18 months and the time commitment varies based on the status and management requirements of each project. Elemental's team and roster of coaches will be paired with each company based on their current needs, so hours vary based on scope.

Portfolio companies will share regular updates and participate in check-in calls with Elemental and program collaborators to share updates on the project and identify any opportunities for support. Elemental team members often engage as board observers and members of the leadership team are expected to join the convenings described above.

Once projects are complete, companies typically stay engaged, taking advantage of quarterly strategy calls with the Elemental team, additional coaching and follow-on funding opportunities, event participation, and a host of warm introductions.

Moreover, CEOs and at least one other leadership team member will be required to participate in all elements of the program for the first two years as a portfolio company (See '[Program Details](#)').

For a full timeline, please refer to '[Application Process & Timeline](#)'.

Is relocation and / or travel required to participate?

Elemental funds companies from all over the world and relocation is not required to participate in the program. We do come together throughout the year for our marquee events noted above (See '[Program Details](#)'). CEOs and at least one other leadership team member will be required to participate in all elements of the program for the first two years as a portfolio company.

For the DCII, we are considering companies deploying projects in North America.

Will follow-on funding be available via Elemental Impact or partner organizations?

Participation in the DCII does not guarantee follow-on funding. Elemental Impact and program collaborators may independently choose to pursue additional investment opportunities with companies, but any follow-on funding would be evaluated and executed separately from the formal DCII program.

Who can I contact with questions?

If you have questions or need help navigating our application process, please email us at apply@elementalimpact.com.