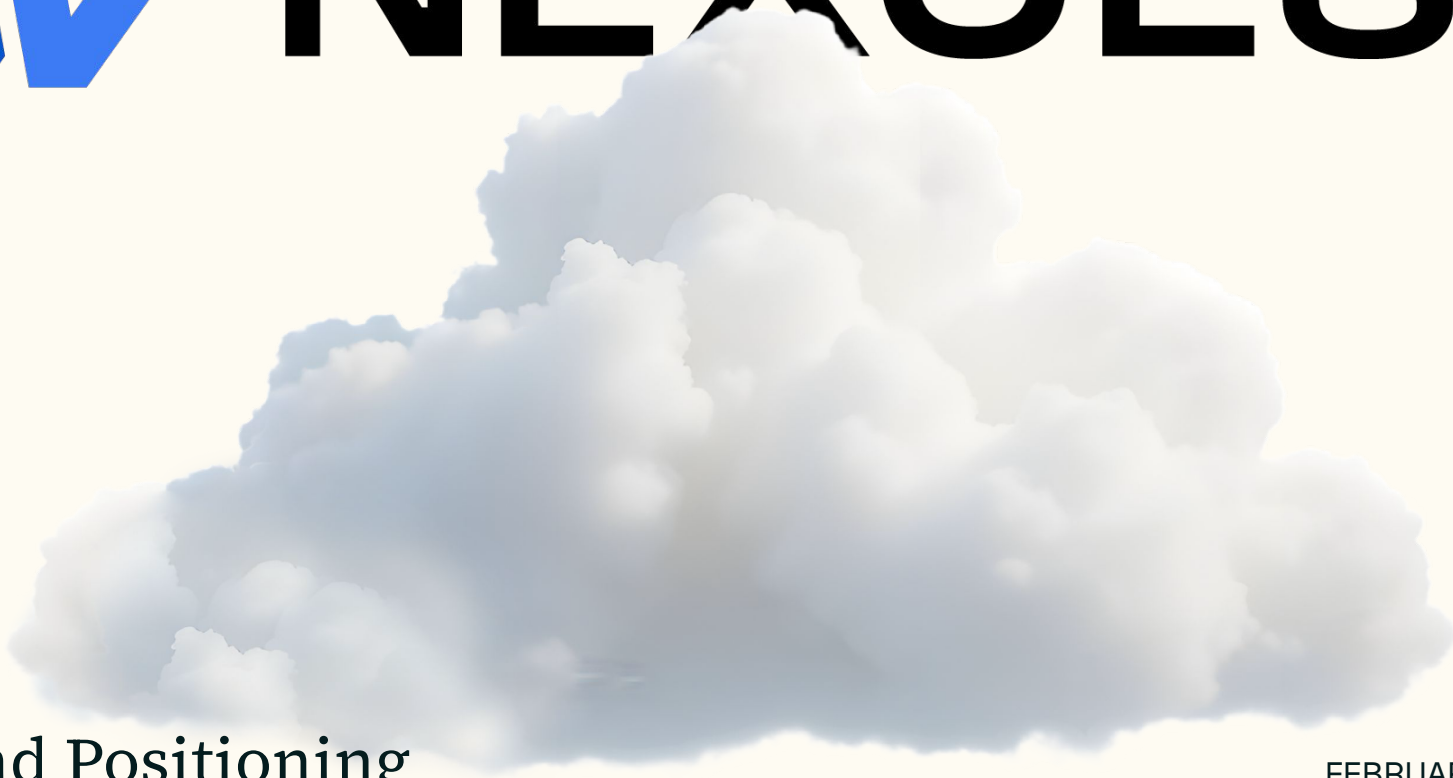




NEXCESS



Brand Positioning

FEBRUARY 2026

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Purpose



TL;DR THIS DOCUMENT DEFINES WHO WE ARE,
WHAT WE DELIVER, AND HOW WE SHOW UP

This document is a tool for our entire organization. It explains how our brands fit together, the problems we solve for clients, and the specific role each sub-brand plays in the solution.

It outlines our mission, messaging, brand personality, and visual identity giving you everything you need to represent Nexcess correctly.

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 - a. Our personality
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Brand Architecture

KEY VALUE PROPOSITIONS



SPECIALTY CLOUD MASTERBRAND

We navigate the complexity so you can grow with confidence and without limits

Liquid Web
BY NEXCESS

For agencies who need the flexibility of VPS and Dedicated servers, backed by proactive, hands-on management.

 **NEXCESS**
Platform

For certainty, oversight, compliance and full-stack management

 **servers.com**
BY NEXCESS

For raw power, hardware control, and customizable scaling

The problem we're solving

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Relying solely on public cloud has hit a ceiling

Businesses increasingly have needs that cannot be serviced by the public cloud alone:

- **Simplicity**
Hyperscale marketplaces offer tools, but the complexity of assembling them can be paralyzing. CTOs don't need more parts, they need the simplicity to build their way
- **Risk mitigation**
Absorbing the operational burden of compliance stalls speed. The difficulty of getting it right, and the danger of missteps, creates unacceptable business risk
- **Performance**
Raw power isn't accessible due to the generic nature of the environments they're using

In short, they are stuck. The public cloud wasn't built for these demands.

Leaders are searching for a solution

To secure their foundation and scale for the future, they require:

- **Simplicity**
Environments that accelerate growth rather than stalling it. They need the friction of assembling tools stripped away so they can focus on execution.
- **Risk Mitigation**
Natively managed governance that absorbs the heavy lifting, allowing businesses to operate at speed without exposing them to vulnerabilities.
- **Performance**
Infrastructure engineered for their specific needs.

They need a partner who can build with them on their terms.



NEXCESS

CLOUD WITHOUT COMPROMISE

We exist to ensure that as technology accelerates, businesses can realize ongoing growth.

We believe the complexity of infrastructure should never be a bottleneck to a company's vision, or more importantly, to the value they deliver to their customers.

We built the Specialty Cloud to create a new standard, engineered for unique operational needs, economic resilience, and natively managed risk, all delivered through expert support.

Positioning

This section defines the distinct purpose of our master brand and sub-brands, clarifying exactly what each delivers for our customers.

Use it when you need to explain our brand architecture to customers, prospects, partners and new team members.



Nexcess Masterbrand

VISION

(OUR NORTH STAR)

We guide ambitious businesses through an evolving technical landscape, ensuring that as technology accelerates, they can realize ongoing stable growth.

MISSION STATEMENT

(WHAT WE DO EVERY DAY TO MEET OUR VISION)

We provide the deep expertise and resilient infrastructure that bridges the gap between complex technology and business growth.

BRAND PROMISE

(WHAT OUR CUSTOMERS CAN ALWAYS COUNT ON)

We navigate the complexity so you can grow with confidence and without limits.

POSITIONING STATEMENT

(HOW WE WIN IN THE MARKET)

For business leaders running mission-critical workloads, Nexcess is the specialty cloud partner that removes barriers, eliminates cost surprises, and natively manages risk.

We provide infrastructure engineered for your exact operational needs, turning technical complexity into business clarity.

Nexcess Platform



BRAND PROMISE

(WHAT OUR CUSTOMERS CAN ALWAYS COUNT ON)

To provide the expert guidance and operational certainty needed to navigate complex infrastructure needs, clearing the path for you to focus entirely on business continuity and growth

POSITIONING STATEMENT

(HOW WE WIN IN THE MARKET)

For leaders who need to remove barriers to growth, seeking economic predictability and governance, Nexcess Platform is the specialty cloud solution that delivers expert-managed environments.

We provide compliance-ready, fixed-cost infrastructure, giving you simple billing and data sovereignty, allowing you to de-risk your operations whether you are scaling your core business or repatriating enterprise workloads.

NOTE: VISION AND MISSION RESIDE AT THE MASTERBRAND LEVEL TO ENSURE A UNIFIED PURPOSE. SUB-BRANDS ARE DEFINED BY THEIR UNIQUE PROMISE AND POSITIONING.

Servers.com by Nexcess



BRAND PROMISE

(WHAT OUR CUSTOMERS CAN ALWAYS COUNT ON)

To deliver the unbridled power of bare metal with the automated intelligence of the cloud, so you can scale on your own terms.

POSITIONING STATEMENT

(HOW WE WIN IN THE MARKET)

For leaders running mission-critical workloads who cannot accept performance limitations, Servers.com by Nexcess is the bare metal specialty cloud solution that puts precision control in your hands.

We deliver the automated intelligence of the cloud on customizable, scalable single-tenant hardware—the very same infrastructure that powers our premium managed platform.

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Liquid Web by Nexcess



BRAND PROMISE

(WHAT OUR CUSTOMERS CAN ALWAYS COUNT ON)

To provide the self-directed control, flexible hosting environments, and easy growth path that builders need to bridge the gap between starting up and scaling out.

POSITIONING STATEMENT

(HOW WE WIN IN THE MARKET)

For developers, entrepreneurs, and growing agencies who require control alongside proactive management, Liquid Web is the managed hosting provider that delivers high-performance VPS and dedicated servers.

We deliver flexibility and frictionless upgrades, empowering customers to build their way while providing a seamless, natural growth path to Nexcess Platform as their business matures.

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Messaging

This section translates our strategy into core messaging pillars, articulating how we present our offerings and solutions based on market needs.

Use these pillars and proof points across all initiatives ,including building campaigns, ideating content, and articulating our differentiators in sales conversations.



Messaging Principles

DEFINE OUR VALUE, DON'T DEFY THEIRS

While comparisons to hyperscalers are inevitable, we don't lead with them.

If we make *not being AWS* our core message, we are defined by their existence rather than our value.

We win by showing what our specialty offering allows customers to do, not just what it avoids.

SELL THE SOLUTION, NOT THE COMMODITY

We are in the outcomes business. We sell growth, not specs.

While we must validate the technicalities, we always frame them in the context of the result.

We don't just sell servers, we sell what Nexcess allows our customers to achieve.

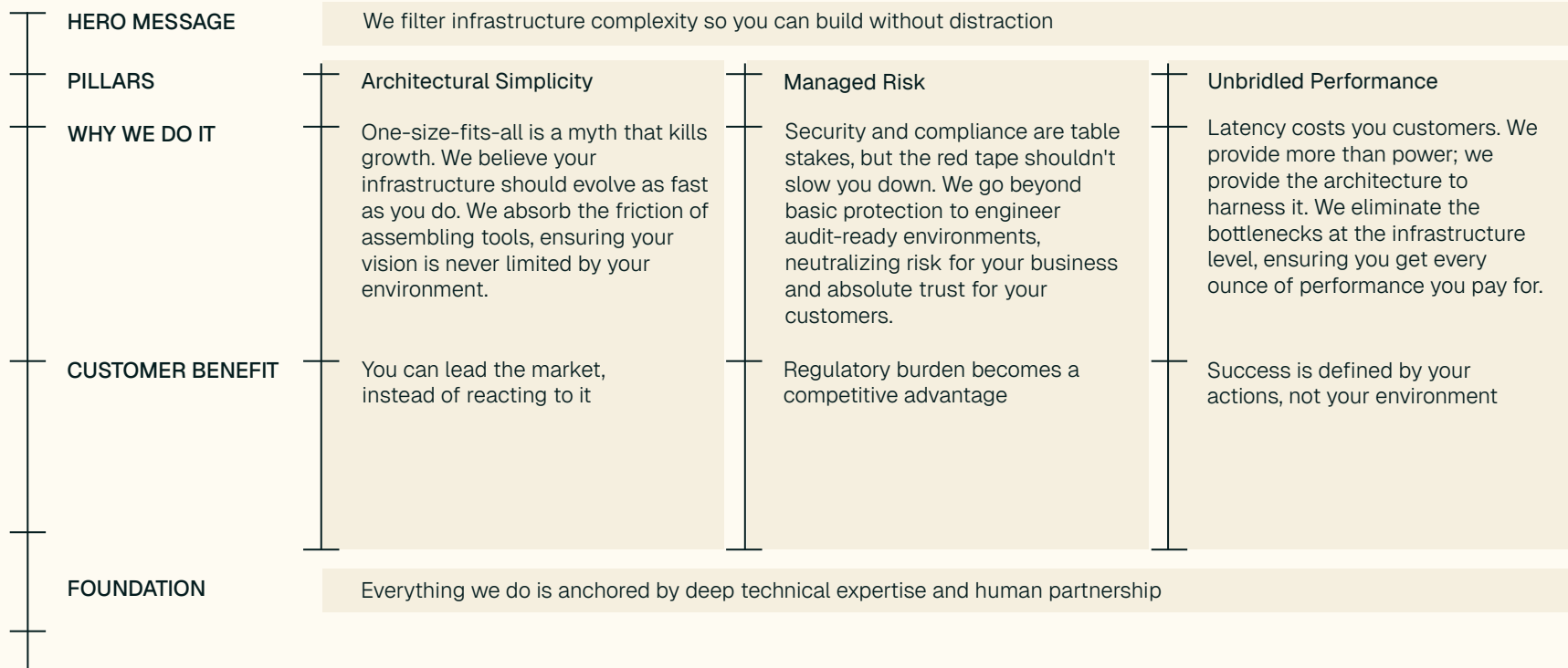
PRIORITIZE CLARITY OVER COMPLEXITY

Our brand promise is about filtering complexity, so our communications must do the same.

We respect our audience's intelligence enough to be brief, direct, and clear.

If it doesn't help the customer understand the value, cut it.

Messaging House



How we show up

This section defines our brand personality and visual identity, establishing a distinct tone and style that set us apart from our competitors.

Use these guidelines when designing assets, writing communications, and representing the brand to ensure we always look and sound consistent.

Brand Personality

THE UNCONVENTIONAL EXPERT



The guide with the shortcuts... and the wink.

Infrastructure is dry. It's dense, complex, and let's face it, often boring. But we know a secret: It's only boring if you aren't paying attention.

We bring wit and a human touch to a cold industry. We treat the technology with absolute seriousness, but we refuse to be stiff about it. We know that if you give the infrastructure the specific attention it needs, if you treat it like a partner with unique needs rather than a utility box to check, it pays you back in growth.

The terrain looks complex to you, but we recognize the landmarks. We draw on decades of experience not to give you a canned answer, but to guide you through the specific obstacles standing in your way. We never stand still. We are constantly under the hood, testing the limits of the technology to find the new edge before the rest of the industry even realizes it's possible.

Our differentiator: We don't make you a passenger; we make you a co-pilot.

PERSONALITY TRAITS

1. Accessibly Witty | A wink, not a lecture.

Our humor isn't slapstick. It's the observant humor of an expert. It's the difference between a clown and a New Yorker cartoon. We use wit to cut through the noise and signal that we are confident enough to be casual.

2. Effortlessly Assured | Don't sweat the complexity.

We bring calm confidence to chaos. We don't need to shout to prove we know our stuff. We bring clarity to high-performance infrastructure so that you feel in control, not just taken along for the ride.

3. Street-Smart | I recognize the terrain.

We know that every situation is unique, but we've seen enough of them to know the way through. We don't rely on the documentation to save you; we rely on the muscle memory that comes from being in the trenches. We cut through the theoretical fluff to give you practical answers that work.