Tripolis Park,
Burgerweeshuispad 101,
1076 ES Amsterdam

Nebius introduces business model to scale AI cloud globally through infrastructure partnerships

- Pairs Nebius's systems architecture, software stack and customers with partner capacity
- Gives data center developers, infrastructure investors, regional operators and national AI projects worldwide route to tap fast-growing AI cloud market
- Generates high-margin revenue stream with minimal incremental capital requirements

Amsterdam, July 15, 2026 — Nebius (Nasdaq: NBIS), the AI cloud company, today announced a new business model that lets infrastructure partners deploy Nebius's full-stack AI cloud platform in their own AI data centers. The model brings additional capacity to Nebius customers, and expands the availability of value-added AI compute globally at a time when demand continues to outstrip supply.

Under the model, partners finance and own the infrastructure and hardware, and operate the data centers. Nebius supplies its systems architecture and supply-chain access; deploys and maintains its hardware design and software and services stack on the partner infrastructure; and takes the resulting capacity to market through its global sales organization.

Partners get fully-owned AI infrastructure assets, designed to Nebius standards, and a fast route to serve the AI cloud market. Nebius's architecture and platform transform a partner's raw capacity into a production-ready AI cloud, which Nebius then connects to customers. Because Nebius brings the demand, partners can begin generating a return as soon as the capacity goes live.

For Nebius, this asset-light approach expands the capacity it can offer its customers, such as AI natives and enterprises, with minimal incremental capital requirements. Partners' data centers will join the Nebius capacity pool, adding incremental capacity to that coming online from Nebius's owned data centers and colocations.

Arkady Volozh, founder and CEO of Nebius, said:

"Our new asset-light model gives infrastructure partners a flexible way to benefit from the explosive growth of AI. Our software allows partners to reach a much wider customer base with much better margins than conventional wholesale bare-metal contracts. We're inviting data center investors, regional partners and others with capacity or capital to contribute to join us in serving this demand – combining their assets and local strengths with Nebius's technology, platform, operational expertise and customer demand."

Nebius anticipates pursuing a variety of economic arrangements under this partnership model, including revenue-sharing agreements, licensing fees and commissions, as well as committed capacity arrangements that would provide Nebius with access to additional compute to be sold to customers. The company has already entered into initial arrangements under this asset-light model.

As part of the partnership agreements, Nebius will equip partner teams to run the site and will remain responsible for the cloud software and service levels, while the partner manages the facility and hardware. Customers receive the same standard of service whether they run on Nebius's own infrastructure or a partner's.

Prospective partners can learn more at nebius.com/infrastructure-partners or contact infrastructure-partners@nebius.com.

About Nebius

Nebius, the AI cloud company, is building the full-stack platform for developers and companies to take charge of their AI future — from data and model training to production deployment. Founded on deep in-house technological expertise and operating at scale with a rapidly expanding global footprint, Nebius serves startups and enterprises building AI products, agents and services worldwide.

Nebius is listed on Nasdaq (Nasdaq: NBIS) and headquartered in Amsterdam.

For more information please visit www.nebius.com.

Media kit nebius.com/media-kit.

Contacts

Media relations: media@nebius.com

Investor relations: askIR@nebius.com

Disclaimer

Forward-looking statements

This press release contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, which involve risks and uncertainties. All statements contained in this press release other than statements of historical fact, including, without limitation, statements regarding our ability to enter into acceptable arrangements with partners, our ability to ensure the same standards of service across both partner and Nebius-owned facilities, our ability to sell this capacity through our global go-to-market organization, our forecast revenue from this service in 2026, our future financial and business performance, strategy, expected growth, planned investments and capital expenditures, capacity expansion plans, anticipated future financing transactions and expected financial results, are forward-looking statements. The words "anticipate," "believe," "continue," "estimate," "expect," "guide," "intend," "likely," "may," "will" and similar expressions and their negatives are intended to identify forward-looking statements.

These forward-looking statements are subject to risks, uncertainties and assumptions, some of which are beyond our control. Actual results may differ materially from the results predicted or implied by such statements, and our reported results should not be considered as an indication of future performance. The potential risks and uncertainties that could cause actual results to differ from the results predicted or implied by such statements include, among others, our ability to successfully identify appropriate partners; the ability of our identified partners to fully finance their infrastructure and to operate data centers that meet our requirements; market, macroeconomic and geopolitical conditions; competitive pressures; technological developments; our ability to secure and retain customers; our ability to secure additional capital to enable the growth of the business; unpredictable sales cycles; and potential pricing pressures; as well as those risks and uncertainties related to our continuing businesses included under the captions "Risk Factors" and "Operating and Financial Review and Prospects" in our Annual Report on Form 20-F for the year ended December 31, 2025, filed with the SEC on April 30, 2026, which is available on our investor relations website at https://nebius.com/investor-hub and on the SEC website at www.sec.gov.

All information in this press release is as of the date hereof (unless stated otherwise). Except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date on which the statements are made or to reflect the occurrence of unanticipated events.

In addition, statements that "we believe" and similar statements reflect our beliefs and opinions on the relevant subject. These statements are based upon information available to us as of the date hereof and, while we believe such information forms a reasonable basis for such statements, such information may be limited or incomplete, and our statements should not be read to indicate that we have conducted an exhaustive inquiry into, or review of, all potentially available relevant information. These statements are inherently uncertain, and investors are cautioned not to unduly rely upon these statements.