

# Don't Let the Value of District Energy Stay Buried with your Pipes - Expose the Value!

Jim Lodge, Vice President, Thermal  
Clearway Energy, Inc.

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## Safe Harbor

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This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements are subject to certain risks, uncertainties and assumptions and typically can be identified by the use of words such as “expect,” “estimate,” “should,” “anticipate,” “forecast,” “plan,” “guidance,” “outlook,” “believe” and similar terms. Such forward-looking statements include, but are not limited to, statements regarding the benefits of the new relationship with Global Infrastructure Partners (GIP) and GIP’s expertise, the Company’s future relationship and arrangements with GIP and Clearway Energy Group, as well as the Company’s future revenues, income, indebtedness, capital structure, strategy, plans, expectations, objectives, projected financial performance and/or business results and other future events, and views of economic and market conditions.

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# Agenda

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Reminding customers the value of District Energy

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Customer retention is at risk

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Sales/customer lifecycle

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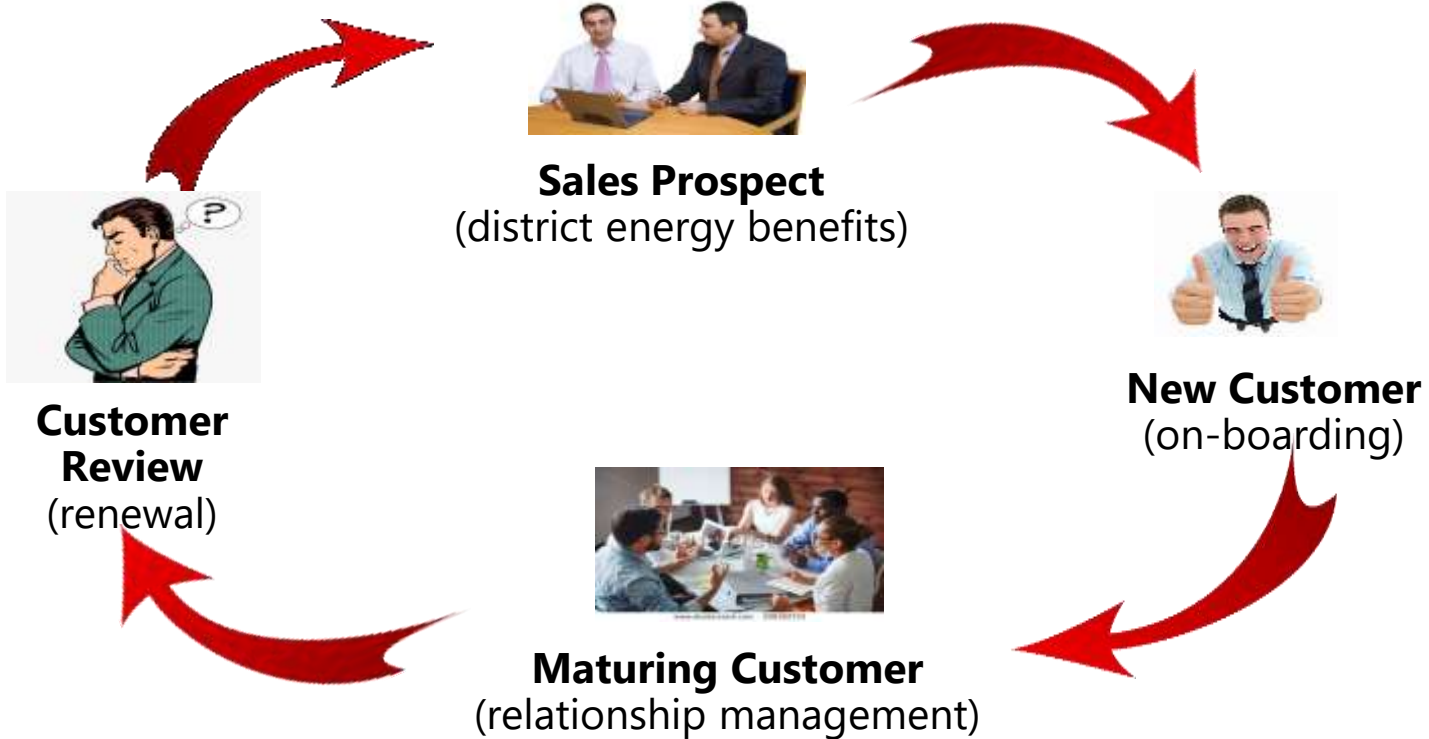
Sales and relationship management

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Revenue growth, stability and predictability

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# Sales/Customer Lifecycle



Expand relationship to develop customer advocates for your company

# Sales Prospect

## Selling the District Energy (DE) Benefits

- Short and long term budget predictability
- Capital avoidance – reduced infrastructure
- Cost competitive
- Risk mitigation
- Increased reliability and performance
- Sustainability – efficiency
- Simplicity
- New building design - clean roofs, additional space



The largest value of DE during the sales process will likely change after you connect the building

## On Boarding

- Customer hotline
- Key contacts
- Plant tour/system overview
- Supplier/customer operations expectations
- Control panel/set point
- Important contractual items
- Billing



The building engineer may not be informed of the DE deal or how DE works

# Maturing Customer

## Relationship Management

- Long-term relationships
- Out of sight, out of mind
- Regular account reviews
- Identify retention threats or other customer concerns
- CRM system
- Celebrate anniversaries
- Added value services (building management, mechanical services, energy efficiency measures)
- Technical/engineering assistance
- Supplemental labor (extended staff)

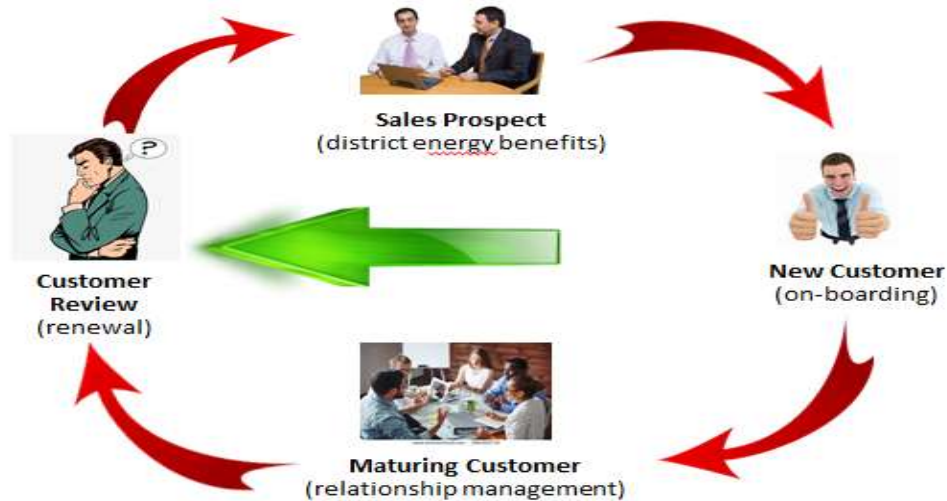


Maintain visibility and regular communication to strengthen relationships and develop advocates for your company to assist future sales

# Customer Review

## Renewal

- Risk assessment
- When to begin discussions?
- Extension terms in current agreement
- Amendments for renewals
- Customer changes providing opportunities to extend agreement
- Review DE benefits
- Blend/extend agreement in advance of expiration
- Price and capacity negotiations



Renewal strategies will be different for each customer



# Revenue Growth, Stability and Predictability

## Protecting Your Return on Investment through the Customer Lifecycle and beyond

- Short and long term budget predictability
- Prevent the beginning of the “death spiral”
- Improve capital planning - certainty of system demand
- Reduced retention threat of self-cooling risk
- Reduced risk of contract disputes
- Increased new sales with customer advocates
- Increased customer satisfaction
- New product offerings identified

Business sustainability and predictability through proactive managing the customer for life