



# Energy & Sustainability Consulting

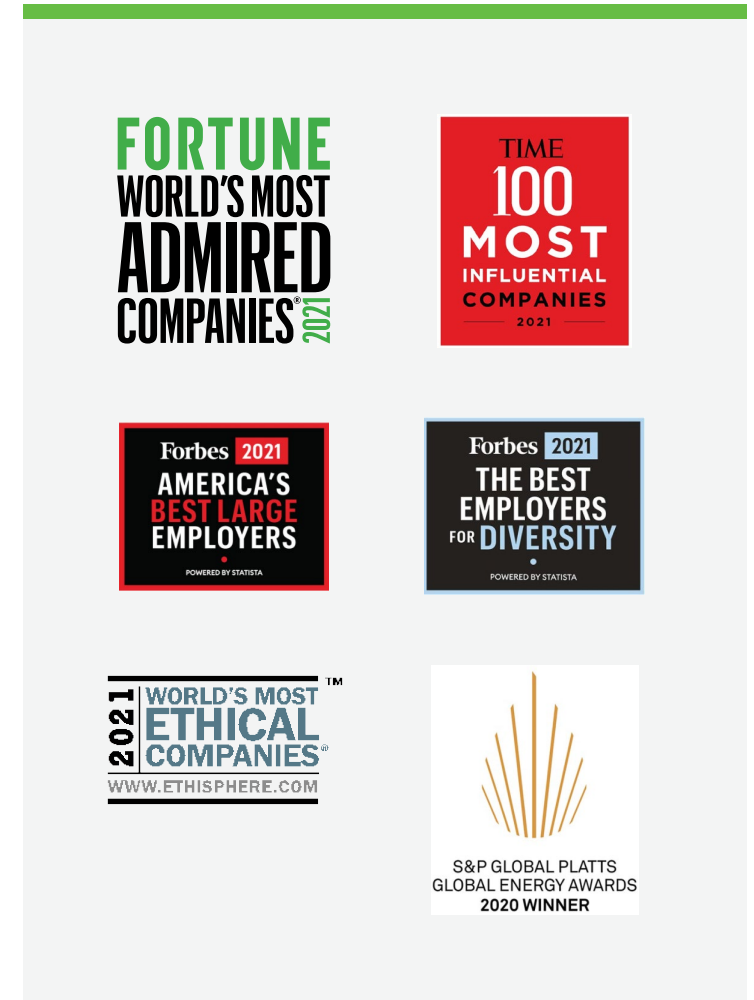
## Overview



# Independent Advisory Services

Guiding clients through the process of developing and executing energy & sustainability strategies

- » Part of the **NextEra Energy** family of companies, the largest producer of solar and wind energy in the world
- » Named Top 20 Global Innovator by Fortune with \$50B in infrastructure investments planned in U.S. through 2022
- » In-house energy experts with over 100 combined years of experience within the top energy companies in the U.S.
- » Holistic approach to shaping a client's strategy while remaining supplier & technology agnostic



# Defining the Carbon Challenge

## What makes managing renewables different?



What you want to claim will drive how you set your strategy and approach



Regulatory environment is much more dynamic and impactful for renewables in each state



Contract terms and conditions will vary widely and come with potentially significant risk which needs to be addressed



Approval processes are often multi-layered and require internal education and discussion



Renewable power markets are far less liquid and mature than conventional markets — pricing versus value is harder to decipher



The process is long but renewable offers can go fast — pre-approval for programs in different states may make sense



Contract terms are normally much longer for renewable power pricing to make sense which introduces many different and new stakeholders to the process

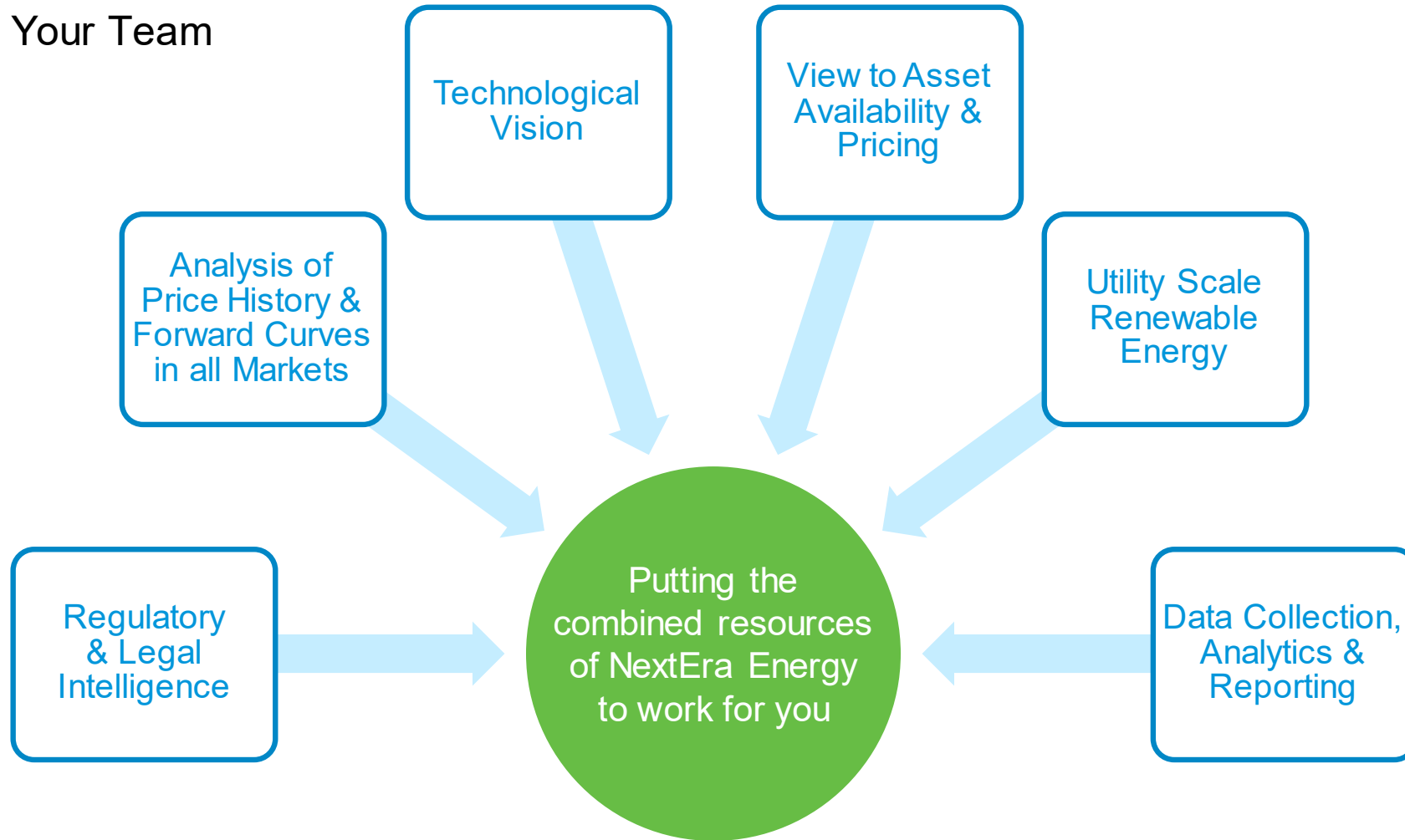
# Determine the Best Energy Strategy

We can help you navigate the best option for you

	Solution	Product Structure	Markets	
			Regional	National
<b>Renewable Products</b>	Onsite Solar	<ul style="list-style-type: none"> <li>• PPA</li> <li>• Lease</li> <li>• Ownership</li> </ul>	✓	
	Community Solar	<ul style="list-style-type: none"> <li>• Bill Credit</li> </ul>	✓	
	Utility Green Tariffs	<ul style="list-style-type: none"> <li>• Green Tariff Pricing</li> </ul>	✓	
	RECs	<ul style="list-style-type: none"> <li>• Unbundled RECs</li> </ul>	✓	✓
	Offsite Renewable Energy	<ul style="list-style-type: none"> <li>• PPA and VPPA</li> <li>• Physical (retail delivery)</li> </ul>	✓	✓
<b>Behind-the-Meter Products</b>	Electric Vehicles & Charging	<ul style="list-style-type: none"> <li>• Invest / Finance</li> <li>• SaaS</li> </ul>	✓	
	Project Financing	<ul style="list-style-type: none"> <li>• On-bill</li> <li>• Performance contracting</li> <li>• Loans/Financing</li> </ul>	✓	✓
	Demand Response	<ul style="list-style-type: none"> <li>• State-specific</li> </ul>	✓	
	Storage Resiliency	<ul style="list-style-type: none"> <li>• Invest / Finance</li> <li>• SaaS</li> </ul>	✓	
	Energy Efficiency	<ul style="list-style-type: none"> <li>• Technology-specific</li> </ul>	✓	✓

# What Makes Usource Different?

Our Team is Your Team



# Client Success Story

## Large Midwest Public University

- » Energy procurement client for nearly 15 years
- » Began transitioning from traditional procurement to renewables a few years ago
- » Procured RECs thru RFP process
- » Consulted on hydroelectric PPA, securing a competitive agreement
- » Evaluated and sourced offsite solar PPA
- » Currently leading consulting and RFP process for innovative retail renewables supply structure

**\$8,394,000**

total savings over 20-year period  
through Usource RFP process

**10%**

of annual electricity use provided by  
offsite solar PPA

**40%**

of annual electricity needs met by  
local renewable power sources –  
solar & hydro

# Thank you



## Camden Holland

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Camden leads and executes the development of energy, sustainability, and financial risk management strategies for Fortune 500 companies. He has successfully originated and managed over 1.5 GW of renewable energy transactions in North America for global organizations, academic institutions, and government organizations. Prior to joining Usource, Camden led the development of Shell/MP2 Energy's retail delivered renewable energy platform and supported Edison Energy's largest clients through their energy and sustainability strategy execution. Camden graduated from St. Lawrence University.



## Steve Birndorf

Director, Renewable Energy Consulting

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Steve has more than 20 years of professional experience and is a seasoned energy and clean-tech executive with a foundation in consulting and analysis. Prior to joining our team, he developed commercial solar projects for a national developer and later founded and built a commercial solar group for another. Steve has developed, financed and advised on commercial and industrial solar projects, primarily to private industry, municipalities, schools, agriculture, and water agencies. Steve graduated from the University of Pennsylvania and earned an MS and MBA from the University of California at Berkeley.

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