

Select Energy Management M&A Transactions

August 23, 2022





Priority Power (Ara Partners, Oaktree) acquires Affordable Gas & Electric

> Priority Power Management, Inc., a leader in energy optimization and infrastructure offering smart energy solutions and streamlined transitions to carbon neutrality, today announced that it successfully completed its acquisition of the energy procurement, consulting, and solar development business of Affordable Gas & Electric Company, LLC.

July 19, 2022





Legence (Blackstone Energy) acquires Black Bear Energy

> Legence, a San Jose, California-based Energy Transition Accelerator™ and leader in building efficiency, has announced the acquisition of Black Bear Energy, a Boulder, Colorado-based renewable energy firm offering technology-enabled clean energy procurement. Black Bear's addition to Legence's rapidly growing portfolio expands the firm's renewable energy procurement services and further strengthens its capabilities for decarbonization.

July 14, 2022





E Source (Align Capital) acquires DEFG

E Source, the data authority for the utility industry, announced today that it has acquired Distributed Energy Financial Group (DEFG). DEFG is a utility customer research and advisory firm with expertise in low income, equity, and customer experience. DEFG's five collaborative groups serve over 50 of the largest utilities in the U.S. and Canada, giving the leaders of these companies access to insights that help them better serve their customers and meet organizational goals.

July 11, 2022





CPower to Acquire Centrica's U.S. Demand Response Business

> Today, leading national energy solutions provider CPower Energy Management announced it has entered into a definitive agreement to acquire the U.S. demand response division of Centrica Business Solutions, LLC. Centrica is an integrated energy solutions company that is a leading provider of commercial and industrial load management with customers in PJM, ISO-NE, NYISO, and ERCOT.

July 11, 2022



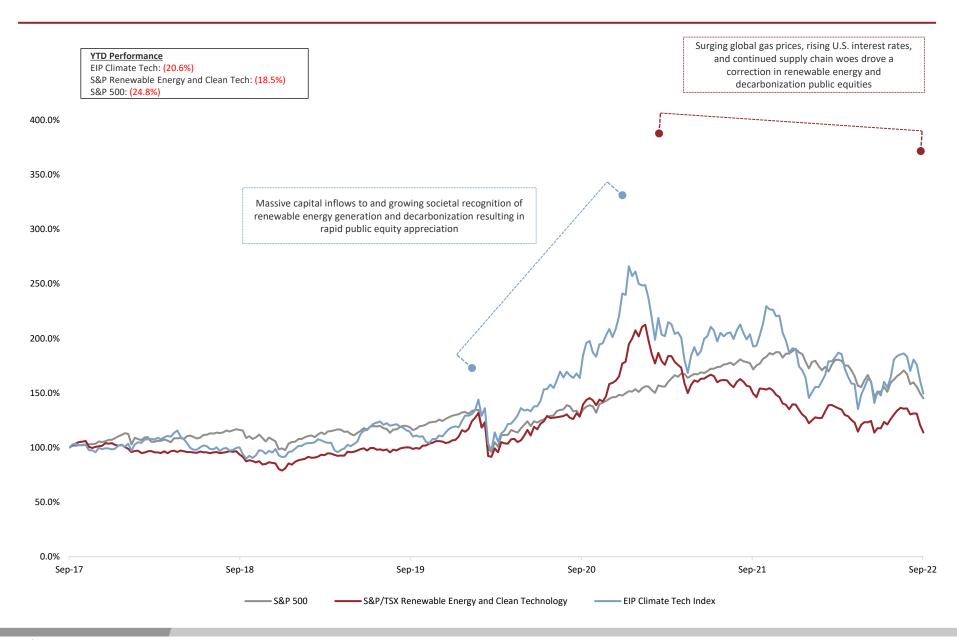


Partners Group buys majority stake in Budderfly from Edison Partners

Partners Group (SIX: PGHN), a Swiss asset management company and private equity firm, has acquired a majority stake in Budderfly, a Shelton, Connecticut-based energy management tech business, from Edison Partners, a private equity firm. With more than 2,750 customer sites across 49 states, Budderfly leads the digital transformation of the energy conservation sector.

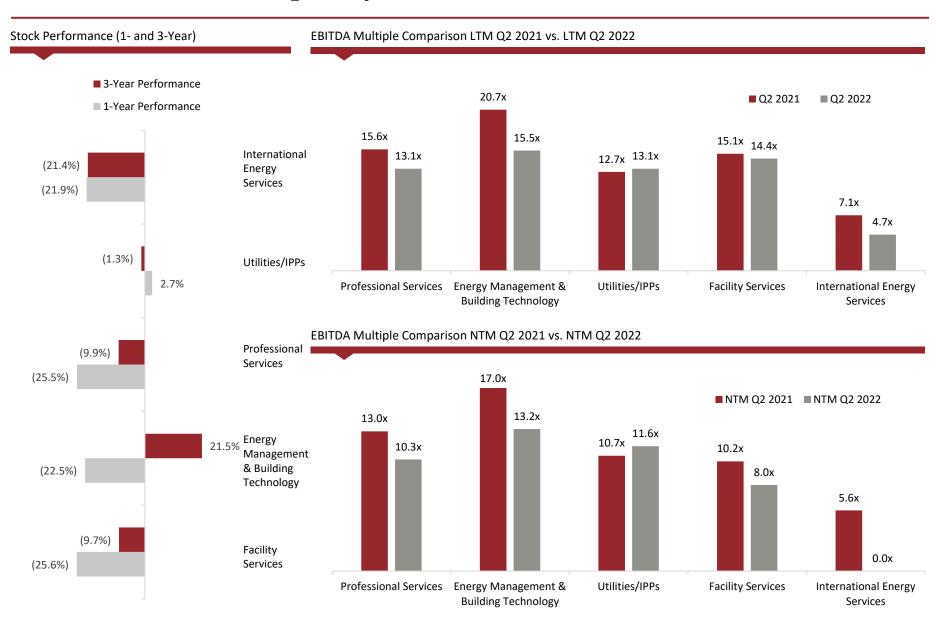


Public Valuation Indices¹





Public Valuation Multiples by Sector¹





1. S&P CapIQ

What We're Reading

To Decarbonize Industry, DOE Road Map Focuses on Efficiency, Electrification and Low-Carbon Fuels

Utility Dive / Read <u>here</u>

Demand Response Management, a
Critical Component of the Future Smart
Grid

Smart Energy International / Read here

Electric Utilities Should Look to the Telecom Industry to Learn How to Stay Ahead of Market Changes

Smart Energy International / Read here

McKinsey Quarterly | Transition to Net Zero

McKinsey / Read here

An Inflection Point for the Energy Transition

BCG / Read here

The U.S. Department of Energy on Wednesday published an industrial decarbonization road map, laying out a comprehensive strategy to reduce emissions associated with five sectors. Alongside the new road map, DOE announced a \$104 million funding opportunity for industrial decarbonization technologies.

The strategy leans on energy efficiency, the electrification of industrial processes, use of low-carbon fuels and CCUS, which DOE said will focus on "permanent geologic storage as well as developing processes to use captured CO2 to manufacture new materials."

Demand response management (DRM) is a crucial component of actual/upcoming smart grids, playing an active role in reducing peak demand and power fluctuation.

Electric power providers, whose capabilities and potential effects are being increased by grid modernization initiatives, are beginning to perceive DRM as an increasingly important resource option.

Recent social and business transformations are accelerating changes to electricity consumption patterns while driving up overall demand.

This ever-changing usage pattern leaves electric utilities with increasingly complex prediction and management demands, combined with the added challenge of renewable energy sources such as solar and wind that are required to keep up with the decarbonization efforts taking place worldwide. The effect of these changes is a rapidly evolving grid that utilities need to plan for and adapt to.

Unlocking value from the expansion of renewable- and low-emissions power generation may depend on managing volatility and dispatchable capacity, as well as the rising costs of electricity.

Investors will likely want to focus on building not only next-generation facilities but also transmission and distribution networks and storage capacity that improves grid reliability and flexibility. For example, companies that develop technologies to enable grid expansion, grid integration, and flexibility solutions could see increased demand for their products.

In short, we are at an energy inflection point. Business and government must develop new strategies to ensure that the pursuit of critical energy goals remains on track.

Reducing the consumption of energy through more efficient use is often referred to as the "first fuel," because this approach can reduce use the most and be implemented relatively quickly. It also has positive cost and climate implications. To that end, the IEA has put out a 10-point plan to reduce oil demand by 2.7 mmb/d within four months, largely by changing consumers' behavior.

Select Recent M&A Transactions

Date Closed	Acquirer	Target	Business Description						
9/28/2022	Renodis	The Eric Ryan Corporation	U.Sbased utility and telecommunications management solutions						
9/8/2022	Nayax	Roseman Engineering	Israel-based company active in fueling systems, fuel station management, vehicle fleet, and electric vehicle chargemanagement systems						
8/23/2022	Priority Power Management	Affordable Gas & Electric	Mount Vernon, Illinois-based energy management solutions provider						
8/4/2022	Carlyle; GIC	Eneus Energy	U.Kbased green ammonia project development company						
8/4/2022	Xpansiv	Evolution Markets	New York-based brokerage firm in global carbon, renewable, and energy markets						
8/4/2022	KKR	Albioma	KKR [NYSE:KKR], a New York City-based leveraged buyout firm, will reopen a tender offer for Albioma [EPA:ABIO], a French energy production unit maker						
7/28/2022	Agreena	Hummingbird Technologies	U.Kbased provider of advanced remote sensing analytics for the agri-food sector						
7/19/2022	Legence	Black Bear Energy	U.Sbased renewable energy firm specializing in procurement services						
7/19/2022	HOP Energy	Rycor HVAC	U.Sbased reseller of Mitsubishi mini-split heat pump systems						
7/19/2022	Anthesis	Padd Energy	Specialist energy engineering consultancy helping create power and energy from renewable and sustainable sources						
7/19/2022	Legence (Blackstone Energy)	Black Bear Energy	U.Sbased renewable energy firm specializing in procurement services						
7/14/2022	E Source (Align Capital Partners)	Distributed Energy Financial Group (DEFG)	U.Sbased utility customer research and advisory firm with expertise in low income, equity, and customer experience						
7/11/2022	CPower (LS Power)	Centrica's demand response uni	t U.Sbased demand response unit of Centrica						
7/11/2022	Partners Group	Budderfly	U.Sbased energy management tech business providing a holistic, outsourced solution for energy management and infrastructure upgrades for underserved C&I businesses						
7/7/2022	ECP	Metrus Energy	U.Sbased company that develops and finances energy efficiency retrofit and building upgrade projects						



Public Market Observations¹

						_	Multiples Summary			
	Market Capitalization		Stock Price		Enterprise		Enterprise Value / Revenue		Enterprise Value / EBITDA	
Company			c	Current		Value	2021	2022E	2021	2022E
		Ener	gy Manage	ment & Building	Techno	ology				
Ameresco, Inc.	\$	3,445,917	\$	66.48	\$	4,925,159	4.1x	2.6x	32.7x	23.8x
Carrier Global Corporation		29,926,708		35.56		36,262,708	1.8x	1.8x	11.5x	11.4x
aton Corporation plc		53,117,288		133.36		62,618,288	3.2x	3.0x	17.2x	15.0x
Ioneywell International Inc.		112,486,407		166.97		124,558,406	3.6x	3.5x	14.3x	14.0x
tron, Inc.		1,900,789		42.11		2,216,730	1.1x	1.2x	15.8x	24.4x
ohnson Controls International plc		33,903,243		49.22		44,329,243	1.8x	1.7x	12.3x	11.6x
chneider Electric S.E.		63,655,110		114.67		77,720,845	2.7x	2.4x	14.2x	12.0x
rane Technologies plc		33,554,991		144.81		37,317,091	2.6x	2.4x	15.7x	14.1x
Villdan Group, Inc.		196,708		14.81		320,732	0.9x	0.7x	12.4x	13.1x
Median	\$	33,554,991	\$	66.48	\$	37,317,091	2.6x	2.4x	14.3x	14.0x
			Fa	acility Services						
BM Industries Incorporated	\$	2,528,973	\$	38.23	\$	3,794,373	0.6x	0.5x	8.6x	7.6x
irstService Corporation		5,293,082		119.76		8,422,770	2.6x	2.3x	25.7x	24.3x
SS A/S		2,864,827		15.51		34,851,413	3.8x	3.5x	76.7x	56.1x
odexo S.A.		11,062,173		75.66		15,340,714	0.9x	0.7x	13.5x	9.8x
∕ledian	\$	4,078,954	\$	56.95	\$	11,881,742	1.8x	1.5x	19.6x	17.1x
			Internat	ional Energy Ser	vices					
lectricité de France S.A.	\$	43,555,686	\$	11.66	\$	56,131,193	0.8x	0.7x	3.2x	NM
nel SpA		42,079,994		4.14		96,599,360	1.3x	1.1x	5.2x	5.1x
NGIE SA		28,129,124		11.61		61,031,442	1.0x	1.0x	5.7x	4.9x
.ON SE		16,627,300		7.74		54,385,531	0.9x	0.7x	7.1x	7.2x
/eolia Environnement S.A.		13,293,330		19.33		38,569,003	1.4x	1.0x	9.4x	6.4x
Median	\$	28,129,124	\$	11.61	\$	56,131,193	1.0x	1.0x	5.7x	5.7x
			Prof	essional Service	s					
ureau Veritas SA	\$	10,189,851	\$	22.53	\$	12,115,159	2.5x	2.2x	12.1x	11.0x
BRE Group, Inc.		21,219,924		67.51		25,067,069	0.9x	0.8x	9.0x	8.1x
CF International, Inc.		2,048,863		109.02		2,702,926	1.7x	1.5x	17.1x	14.1x
ones Lang LaSalle Incorporated		7,238,921		151.07		10,567,721	1.0x	1.0x	7.7x	7.2x
eidos Holdings, Inc.		11,943,210		87.47		17,450,210	1.3x	1.2x	11.5x	11.9x
N edian	\$	10,189,851	\$	87.47	\$	12,115,159	1.3x	1.2x	11.5x	11.0x
			ι	Jtilities / IPPS						
onsolidated Edison, Inc.	\$	30,408,960	\$	85.76	\$	55,739,960	4.2x	3.9x	11.6x	11.0x
Duke Energy Corporation		71,622,490		93.02		145,961,491	5.7x	5.4x	12.8x	12.3x
dison International		21,581,422		56.58		56,391,422	3.9x	3.6x	11.3x	9.7x
lational Grid plc		37,969,985		10.37		77,293,239	4.6x	3.4x	12.6x	11.2x
lextEra Energy, Inc.		154,058,336		78.41		222,948,336	12.4x	10.7x	22.5x	19.2x
IRG Energy, Inc.		8,999,081		38.27		16,734,081	0.8x	0.6x	7.1x	8.3x
Median	\$	34,189,472	\$	67.50	\$	66,842,331	4.4x	3.7x	12.1x	11.1x
otal Median	Ś	18,923,612	Ś	56.58	Ś	37,317,091	1.8x	1.7x	12.3x	11.5x



1. S&P CapIQ 6

Harris Williams Energy Management Overview

Harris Williams Energy Management Sector Focus Areas

- **ESCOs**
- **Utility Program Management**
- **Building Optimization**
- **Energy Management Systems**
- **LED and Smart Lighting Systems**
- **Energy Storage**

- **Electric Submeters**
- Demand Response / Smart Grid
- Billing and Workforce Management
- **Distribution Automation**
- Microgrids / Asset Management
- **EV Charging**

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Aerospace, Defense & Government Services

Business Services Energy, Power & Infrastructure

Specialty Distribution Transportation & Logistics

Consistent Recognition for Quality







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& Materials

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Healthcare & Life Sciences

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