



KEY LEARNINGS FROM THE AHC ENERGY INNOVATION AND CARBON COMPETITIVENESS WORKING GROUP MEETING HELD NOVEMBER 1-2 AT INGERSOLL-RAND'S CORPORATE HEADQUARTERS IN DAVIDSON, NC

The AHC Group specializes in providing action-oriented advice to global corporations in key business areas undergoing rapid change. AHC's Energy Innovation and Carbon Competitiveness Working Group has met twice yearly for almost five years to provide a forum for companies to understand and find competitive advantage in the energy arena. Our most recent meeting November 1-2 focused on the roles renewable energy, microgrids, energy storage and strategic planning are likely to play in the next few years in achieving competitive advantage in this business space.

Innovation in energy competitiveness takes a number of different forms:

- Data Collection and Utilization
- Making the business case
- Operational excellence regarding efficiency, renewables, and resiliency
- Business growth from more competitive products and services

So what will it take to create competitive advantage? Here are seven key learnings from our discussions in November:

- Collect and utilize reliable data on current energy usage and sources
- Tie your energy strategy to, and actively support, the company's overall business strategy.
- Understanding the changing risks and the new opportunities the rapid change in energy markets is creating
- An ongoing commitment to improving energy efficiency
- New ways to finance energy investments such as energy savings performance contracts and issuance of green bonds.

Multiple options now exist for purchasing renewable power, including RECs, PPAs, Virtual PPAs and tariffs. These options can be technically and financially complex. Specialized expertise may be required to accomplish successfully. Multiple sources of help are available, and the trend is towards simplification of contractual relationships. Smart purchasing offers significant potential cost-savings opportunities.

The reality is that smart companies in virtually all industries are already hard at work understanding these issues and finding unique ways to create competitive advantage in

this space. Join AHC for its next Energy Competitiveness Workshop in Dallas, at Toyota's new North American Headquarters, April 17-18th where we will continue to explore these important issues.

Further information may be obtained from Bruce Piasecki, AHC's Founder and President, at Bruce@ahcgroup.com or Ken Strassner, AHC's Energy Workshop Chair, at Ken@ahcgroup.com.

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