

UNITED FOR IMPACT

*Sustainability at Crete United
2023*



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WE ARE CRETE UNITED

Crete United is an energy efficiency company that uses our in-house mechanical, electrical, and plumbing (MEP) expertise to improve built environments and make our communities healthier.



01

WE ARE CRETE UNITED

United for
a more sustainable future.

Cleaner air. Healthier indoor environments. A path toward less energy consumption and more renewable fuel. With an eye for a greener tomorrow, we can create safer, more productive spaces for the communities we serve.





A MESSAGE FROM OUR CEO

“It’s no longer possible to be a little bit sustainable.”

Either you’re in, or you’re out. Sustainable, or not. The time to act is now. At Crete United, we’re committed to making a difference for the communities we serve. We want our children and grandchildren to breathe easy, to live well, and to inherit a greener world.

Our challenge is to think seven steps ahead, making improvements that protect the environment today and well into the future. We’re united in this effort, leveraging our collective power and expertise across the mechanical, electrical, and plumbing trades to make an impact on every build, every project, and every community. Along the way, we’ll look for ways to develop and sustain our team. Whether through new safety initiatives or benefits that enable our people to take better care of their families, we’ll ensure our people can access the resources they need to continually push our work forward.

Since our inception, we’ve looked for ways to bring efficiencies to our customers through careful planning, installation, and maintenance. Our people-first culture is built on giving everyone a voice, recognizing their contributions, and protecting their safety in the field. Now, we’re going further by creating healthy environments that prioritize renewable energy while taking advantage of federal and state incentives. As a united force, we can infuse energy efficiency into every aspect of our business and lead the way for a better tomorrow.

MIKE COX
CEO, CRETE UNITED



A MESSAGE FROM OUR VP OF SUSTAINABILITY

A 360° EFFORT. A PEOPLE-FIRST APPROACH.

Without our people, we're nothing. Whether training and professional development or safety, everything we do is focused on improving our employees' ability to do their jobs. I believe sustainability is about so much more than reducing energy consumption or combating climate change. It starts with giving our team members the resources and tools they need to sustain our vision, our values, and our growth.

From the top, we provide our people and our companies with the latest and greatest tools so that they can provide service at the highest level and continually advance. In the coming year, we will support our team through education initiatives like Crete University. We'll look for ways to improve energy efficiency in the equipment we install as well as the technology we rely on. We'll monitor safety at every turn with monthly check-ins, reporting, and training — it really is a commitment and a discipline.

Throughout all of our various day-to-day functions, the first thing we have to do is take care of our people. We can't grow without people, perform different business functions without people, or make an impact in our communities without their commitment. Our people are our biggest asset. At the end of the day, they're the engine that will sustain our business and our communities for decades to come.

DWIGHT ABSHIRE

VICE PRESIDENT OF SUSTAINABILITY



*“Titles mean nothing.
Behavior means everything.”*

A spirit of collaboration. A culture of sustainability. Our leadership team is united in our ambitions and our actions to do the right thing for the places we do business, the companies we acquire, the employees we lead, and the greener tomorrow we are creating for all.

CRETE UNITED LEADERSHIP TEAM



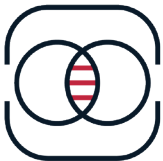
Not Pictured: Eric Sudol, President of Energy Efficiency and
Nick Miller, Vice President of Mergers & Acquisitions

OUR VALUES



COLLABORATION

We are united to achieve great things. When we hear each other and work together, we reach innovative solutions faster.



TRANSPARENCY

Open communication is the name of the game. We lay all of the details on the table so we can see around more corners and be proactive.



RELENTLESSNESS

“Can’t” isn’t in our vocabulary. We work tirelessly to find a way, no matter the circumstance. Every challenge is an opportunity to succeed.



HUMILITY

No job is too small. No individual is above putting in the work. We keep our nose to the grindstone at every level of leadership.



OPEN-MINDEDNESS

We believe that great ideas can come from anywhere. We’re respectful of our differences because that’s what helps us grow.

EXPONENTIAL GROWTH. A NATIONAL PRESENCE.

We're only just getting started.



4,000+

Crete United
employees



3,800+

technicians



65K

customers served
nationwide



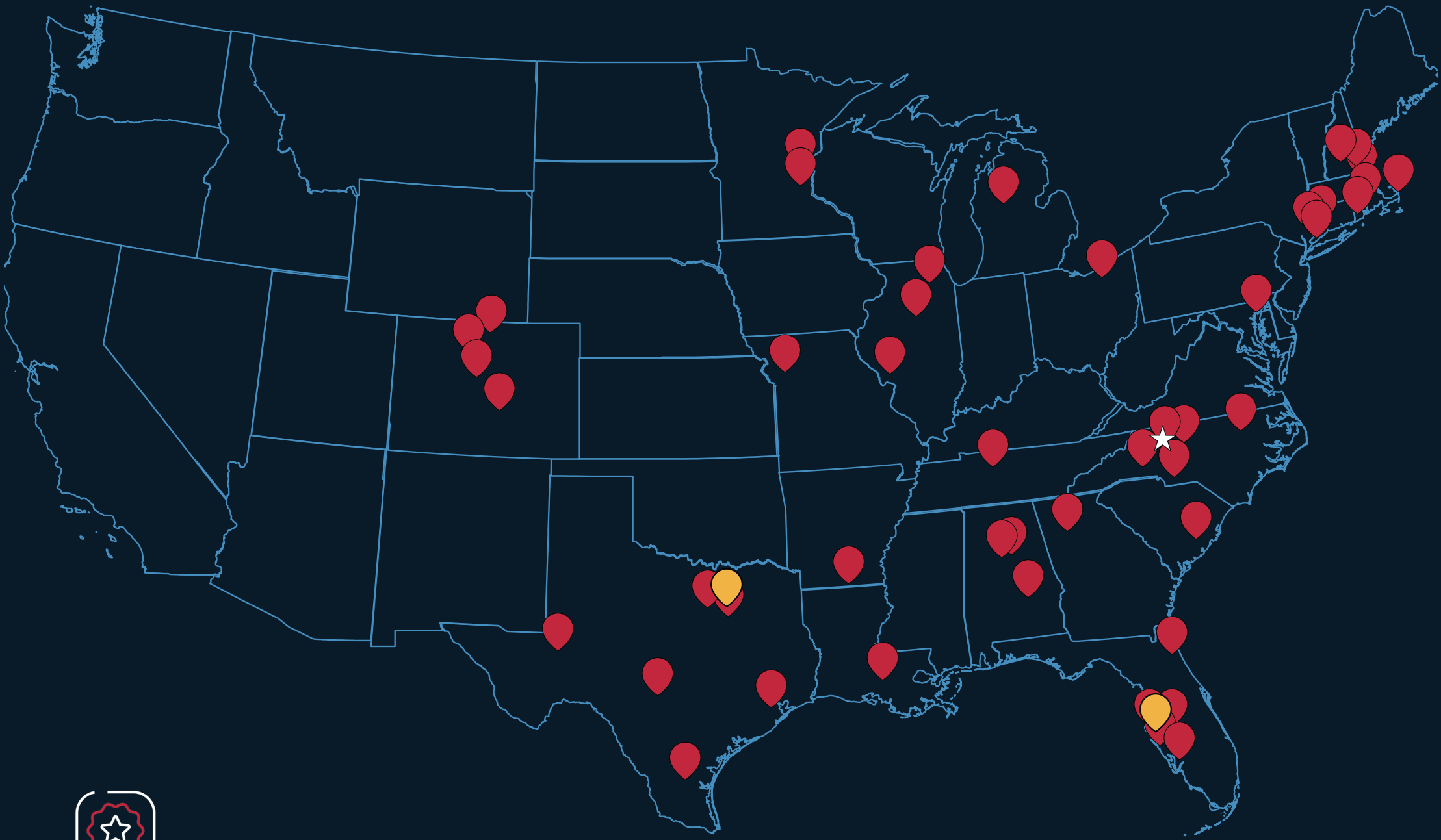
40+


companies




50

states serviced



 Crete United Companies

 Crete United Regional Offices

 Crete United HQ

A COLLECTIVE VISION ACROSS A NATIONAL NETWORK.

Crete United companies are united by their values, vision, and desire to be the best in their respective fields. Across the mechanical, electrical, and plumbing trades, they operate across the U.S. to bring our energy efficiency mission to life.



BIG NAMES. BIGGER IMPACT.

We work with some of the biggest names in business to bring energy efficiency to the built environment. Our clients include some of the world's most recognizable brands and Fortune 500 companies.



CREDIT WHERE CREDIT IS DUE.

Our network of 40+ companies brings more skills to the table.

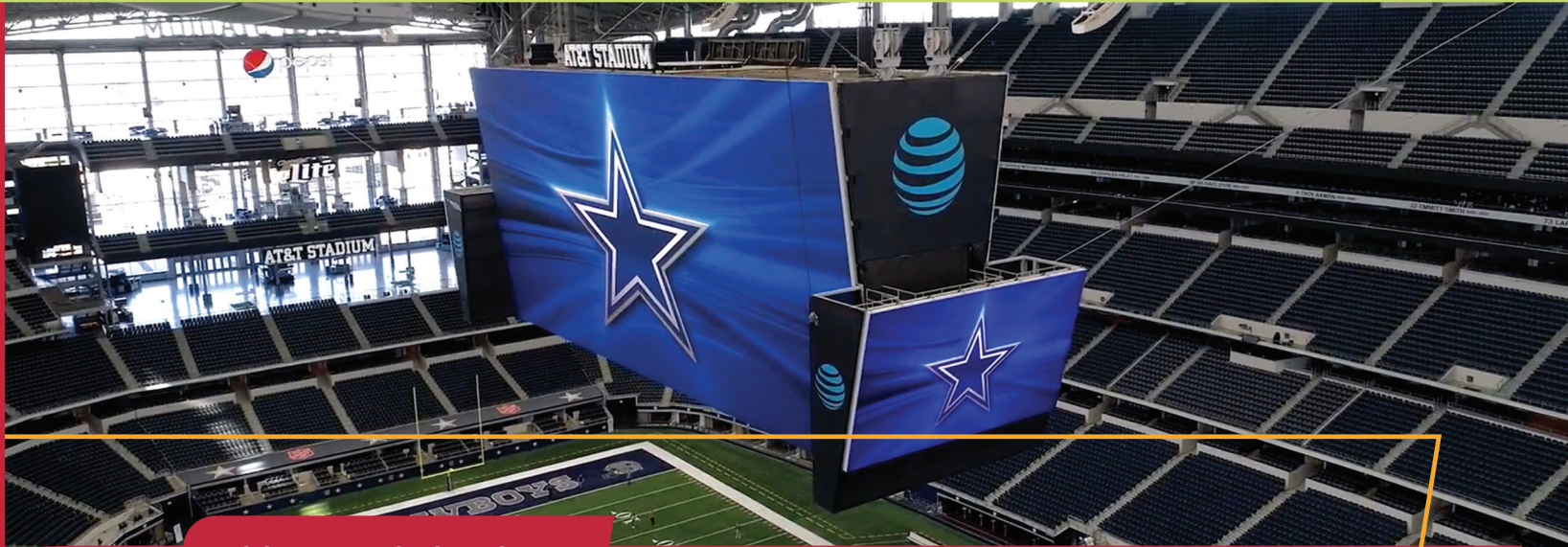
We're committed to pushing the industry forward. Our companies have received a high number of certifications and licenses to do just that and belong to a wide range of professional organizations.

38+

industry accreditations and licenses

20+

association memberships



COMPANY SPOTLIGHT

MAKING THE CASE FOR ENERGY EFFICIENCY.

To offer our clients a deeper level of energy consulting capabilities and energy management as a service, Crete United partnered with ProStar Energy Solutions in 2024. ProStar manages 1GW of energy in deregulated markets, and through its procurement strategy and energy efficiency measures has decreased the energy spend at AT&T Stadium, one of the world's largest and most visible, down over 2.5 times. Their partnership and expertise will allow us to further optimize projects nationwide for maximum energy efficiency.



WALK THE WALK.

Sustainability isn't a topic. It isn't a department. It's a vital organizational need, and it's interwoven into every aspect of our culture.

We believe sustainability encompasses the work we do to advance energy efficiency, safety, and our people. All of these initiatives come together to better the communities where we live and play in a lasting way.

ENERGY EFFICIENCY

OUR PEOPLE

SAFETY



02

ENERGY EFFICIENCY

United for
a greener community.

We'll work collaboratively with stakeholders to create healthy and vibrant communities. As we look to the future, we'll establish ourselves as sustainability thought leaders, partnering with scientists and government entities to drive our energy efficiency work. We'll also grow our reputation as a workplace for employees who are committed to climate change — and as a partner for potential companies looking for an investor who shares their sustainability values.



With acquisitions that advance our energy efficiency capabilities and expand our national footprint, we're looking ahead with a high degree of optimism. There's more work to be done to reach our sustainability goals — but we're ready and willing to see it through.

WHILE 57% of all commercial buildings have traits that can cause “sick building syndrome,”

98%

of Crete United buildings are designated healthy buildings and not contributing to this national statistic.



“With 40% of greenhouse gases currently coming from buildings, we see a tremendous opportunity to make the places we live, work, and play healthier. This will be a primary goal as we continue our upward trajectory.”

MIKE COX
CEO, CRETE UNITED

INVESTING IN OUR OWN ENERGY- EFFICIENT FUTURE.

Energy efficiency is core to who we are and how our company operates. Before we can convince clients to implement sustainability initiatives, we must prove our own commitment to the cause and testify to our results. Here are the ways we're driving efficiency across our national network of companies.

TURNING ASPIRATION INTO ACTION AND ACTION INTO RESULTS.

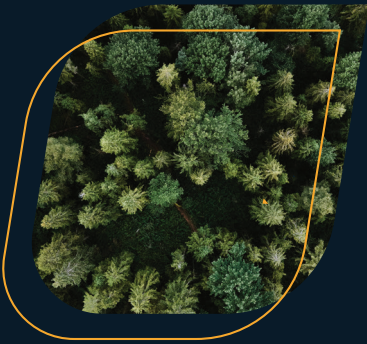
Our goals for a more sustainable, more community-minded future are clear. These are our goals to create maximum impact wherever we plant our flag.

Crete United’s ambitions for 2040:



NET ZERO ENERGY:

Crete United will generate more energy than its operations consume each year.



NET ZERO CARBON FLEET:

Crete United will plant trees across America to consume more emissions than our fleet produces in a year.



NET ZERO WASTE:

Crete United will achieve Net Zero Waste both in and at our offices and our projects.



AVOIDED EMISSIONS:

Crete United’s projects designed in-house will achieve 6M MTCO2e of avoided emissions.

Our road map to a more sustainable future

BY 2030

BY 2035

BY 2040

NET ZERO ENERGY



- 25% reduction in emissions at Crete United company locations
- 10% renewable energy generation
- 50% reduction in emissions at Crete United company locations
- 25% renewable energy generation
- Crete United generates more energy than its operations consume each year

NET ZERO CARBON FLEET



- Add minimum two EV Sales Cars and two EV chargers in every Crete United company location
- Replace 10% of cars by EV, biofuel, or hybrid by 2030
- Replace 100% of vehicles over three years old and maintain 100% of vehicles to current emissions standards
- Plant 75 trees per vehicle used annually
- 25% of fleet is EV, biofuel, or hybrid
- 100% of EV, biofuel, or hybrid fleet can charge on-site each day
- 50% of fleet is EV, biofuel, or hybrid
- 100% of EV, biofuel, or hybrid fleet can charge on-site
- Forests across America are home to Crete United-planted trees that consume more emissions than Crete United's fleet produces in a year

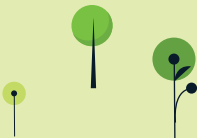
NET ZERO WASTE



- 80% diversion for company waste
- 20% reduction in total company waste
- 80% diversion from client engagements
- 90% diversion for company waste
- 50% reduction in total company waste
- 90% diversion from client engagements
- 100% of waste streams are diverted from landfills for both client engagements and companies

6M MTCO2e OF AVOIDED EMISSIONS

- 1.3M MTCO2e of avoided emissions
- 3M MTCO2e of avoided emissions
- 6M MTCO2e of avoided emissions



OUR ROAD MAP TO A MORE SUSTAINABLE FUTURE

DRIVING TOWARD NET ZERO ENERGY.

Crete United will leave no stone unturned to generate energy efficiency, reduce emissions, and leave the places where we work better than we found them.



BY 2030

- 25% reduction in emissions at Crete United company locations
- 10% renewable energy generation



BY 2035

- 50% reduction in emissions at Crete United company locations
- 25% renewable energy generation



BY 2040

- Crete United generates more energy than its operations consume each year

COMPANY SPOTLIGHT

PIPER ELECTRIC PLANS A REMODEL WITH SUSTAINABILITY AT ITS CORE.



Piper Electric knows our resources are finite.

They're committed to being good stewards of those resources, now and in the future. So, when it came time to build a new office, they created a built environment that is not only suited to their needs today, but is sustainable well into the future. A full remodel of the space included low water flow urinals and toilets, rain sensors on all exterior sprinklers, LED lighting that meets the latest Energy Code standards, vacancy sensors, and a network of 250 solar panels on the roof of their building. Each solar panel produces 432W of solar power for a total energy grid contribution of 108,000 watts. All solar panels are controlled by (12) SMA 8000US AC & DC Inverters. Piper Electric contributes enough solar energy back to the electrical grid that they receive a utility rebate every month.



OUR ROAD MAP TO A MORE SUSTAINABLE FUTURE

CREATING A PLAN FOR A NET ZERO CARBON FLEET.

Our fleet management efforts have begun by applying technology to our 1,300+ vehicles to reduce idling, improve driving behaviors, and ultimately reduce fuel usage and emissions by 10%. Through partnership with Federated, we have access to the latest data and behavioral monitoring systems. As we march toward our goal of 6M MTC02e avoided emissions by 2040, we'll combine this technology with efforts to perform preventive maintenance to control emissions and add EVs to our lineup. A responsible fleet, combined with programs that support carbon credits, will get us to our goals.



BY 2030

- Add a minimum of two EV sales cars and two EV chargers in every Crete United company location
- Replace 10% of cars with EV, biofuel, or hybrid
- Replace 100% of vehicles over three years old and maintain 100% of vehicles to current emissions standards
- Annually plant 75 trees per vehicle used



BY 2035

- 25% of fleet is EV, biofuel, or hybrid
- 100% of EV, biofuel, or hybrid fleet can charge on-site each day
- Annually plant 75 trees per vehicle used



BY 2040

- 50% of fleet is EV, biofuel, or hybrid
- 100% of EV, biofuel, or hybrid fleet can charge on-site
- Annually plant 75 trees per vehicle used

OUR ROAD MAP TO A MORE SUSTAINABLE FUTURE

ACHIEVING NET ZERO WASTE.

Achieving net zero waste tomorrow starts with making concerted efforts today. We have begun a robust audit and waste reduction strategy to meet our future goals.



BY 2030

- 80% diversion for company waste
- 20% reduction in total company waste
- 80% diversion from client engagements



BY 2035

- 90% diversion for company waste
- 50% reduction in total company waste
- 90% diversion from client engagements



BY 2040

- 100% of waste streams are diverted from landfills for both client engagements and companies

COMPANY SPOTLIGHT

INNOVATIVE SOLUTIONS. LASTING IMPACT.



Crete United has partnered with Northstar Recycling, a national waste and recycling management company.

Their mission to “Recycle more and landfill less” aligns with our own sustainability objectives and commitment to creating healthier, greener communities. Northstar Recycling’s national reach and unified approach allow us to tap into hard-to-find capabilities like oil and wire recycling, as well as to access reporting across our company portfolio.

Key Contributions:

COMPREHENSIVE WASTE MANAGEMENT

Northstar Recycling manages all Crete United companies’ waste streams, employing efficient and responsible practices.

32,569,408 lbs*

total weight of waste managed by Northstar Recycling in 2023

*across 30 Crete United companies from March-December 2023

ENHANCED VISIBILITY

Through a sophisticated reporting database, Northstar Recycling provides transparent insights into our recycling efforts, fostering accountability and continuous improvement.

1 centralized dashboard

where the Crete United team can generate customized reports to track recycling efforts, and these reports can be exported across data sources, locations, and other criteria.

WASTE DIVERSION EXPERTISE

Facilitating our efforts to reduce landfill dependency, Northstar Recycling empowers Crete United to divert additional waste streams, contributing significantly to our sustainability goals.

4 major waste streams diverted from landfills

- | | |
|---------------|-------------------------|
| METALS | SINGLE-STREAM RECYCLING |
| RECOVERED OIL | WIRE |

OUR ROAD MAP TO A MORE SUSTAINABLE FUTURE

ADVANCING OUR AVOIDED EMISSIONS GOALS.

We're for cleaner energy and less pollution. By accelerating decarbonization, we can contribute to a healthier tomorrow for all of our communities.



BY 2030

- 1.3M MTCO2e of avoided emissions



BY 2035

- 3M MTCO2e of avoided emissions



BY 2040

- 6M MTCO2e of avoided emissions

COMPANY SPOTLIGHT

CENTRAIRE CREATES A MORE EFFICIENT HOMELESS SHELTER.



An existing hospital with a 100% outdoor air HVAC system was rehabbed into a 50,000-square-foot homeless shelter.

To improve air quality and allow the system to operate with minimal outside air in cold weather, Crete United company Centraire designed a plan for and installed new ductwork and returns. In phase two of the project, Centraire will upgrade the existing controls and replace two 30,000 CFM air handlers. This will allow the client to budget in stages for completed work. Already, phase one is yielding a high return on investment, saving the shelter approximately \$42,000 per year. Cooling energy usage has seen a 57% reduction, while heating use has lowered by 16%.



76,000 kWh
(32.9 MT of eCO₂)
of electricity saved



43,150 therms
(228 MT of eCO₂)
of natural gas saved

The impact:

A total of 260.9 MT of eCO₂ saved. That's the equivalent of over 50 homes electrically powered for one year.



CREATING VALUE FOR OUR COMMUNITIES AND OUR CLIENTS.

We aren't just implementing our own sustainability endeavors. We're helping clients see the inherent opportunity to elevate energy efficiency within their own facilities.

Through holistic Energy Management as a Service, we can manage every aspect of our customers' sustainability goals, from start to finish. When clients can do good and lower costs, the impact will ripple across our communities so that they can become smarter, healthier, and more productive.



MAKING OUR COMMUNITIES HEALTHIER, SAFER, AND MORE ENERGY EFFICIENT.

Our solutions are designed to improve the lives of our neighbors — and ensure a more sustainable future for all.

EV CHARGING

Charging stations encourage the purchase and use of environmentally friendly cars while reducing vehicle emissions

RECYCLING

Convenient recycling means better, more frequent recycling

FIRE/SAFETY

Necessary monitors and alarms detect fires quickly to protect building inhabitants

INDOOR AIR QUALITY

Air filtration and dehumidification create productive learning environments that have been linked to increased test scores and better student behavior

ELECTRICAL SERVICES

LED lighting systems and large-scale, automated electric plans can increase productivity, ensure safety, and save money through reduced energy spend

HEATING & COOLING SYSTEMS

Innovative HVAC technology allows for increased energy efficiency and a comfortable indoor environment

SOLAR PANELS

Capturing the sun's energy allows for a lower energy bill and smaller carbon footprint

SECURITY CAMERAS

Surveillance keeps communities safe and discourages crime

IOT SENSORS

Continuous monitoring can alert to minor issues before they become problems

WINDMILLS

Wind power can provide a clean energy source that reduces electric consumption

GENERATORS

A backup plan during outages can ensure key systems run without interruption

STREET LIGHTS

Energy-efficient lighting improves community safety while reducing electricity consumption

UNDERGROUND PIPING

Interconnected, underground plumbing networks are built to withstand natural disturbances and better manage waste water

REFORESTATION BY 2030

In partnership with One Tree Planted, we will plant over 500,000 trees by 2030



A START-TO-FINISH PLAN TO ELEVATE ENERGY EFFICIENCY.

From the first meeting to ongoing maintenance, our streamlined approach allows clients to plan, execute, and optimize for maximum efficiency results. Through a collaborative, iterative process, we improve communities by reducing waste, carbon emissions, and energy spend at every step.





STEP 1

ASSESS & PLAN

Our energy and sustainability consultants work hand in hand with clients to identify efficiency opportunities and phase an implementation plan that meets their business goals.

Comprehensive data capture can help clients realize cost-savings through:

UTILITY BILL PAY ADMINISTRATION:

Our full-service utility bill pay model helps customers establish a baseline across consumption, benchmark their portfolios, improve operational excellence, and deliver financial savings through audit savings and late fee avoidance.

MEASUREMENT & VERIFICATION/POWER METERING:

Measurement and verification (M&V) delivers investment-grade clarity on a facility's energy consumption to make data-backed decisions, verify results, and optimize ongoing performance.

SUSTAINABILITY TRACKING:

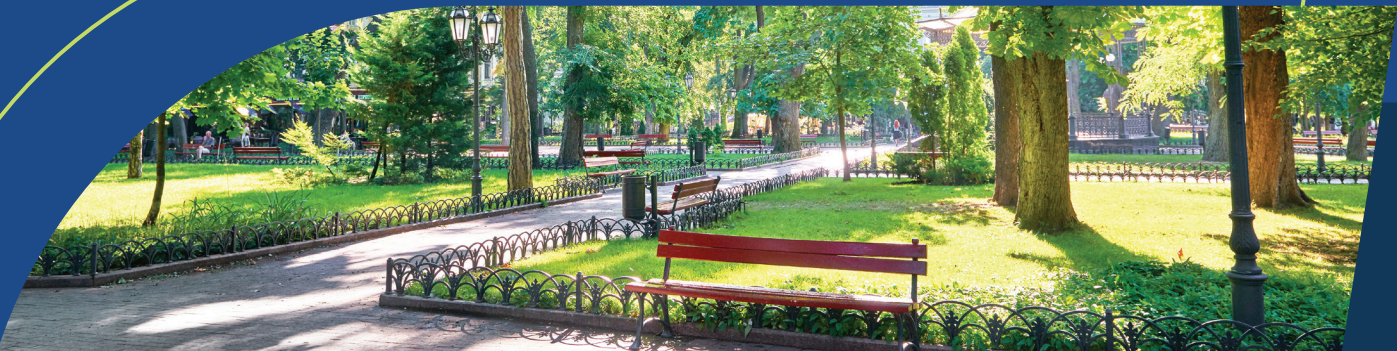
Sustainability tracking creates visibility to environmental goals, accountability for achieving key milestones, and automation for reporting and credit recognition.

PRODUCT HIGHLIGHT

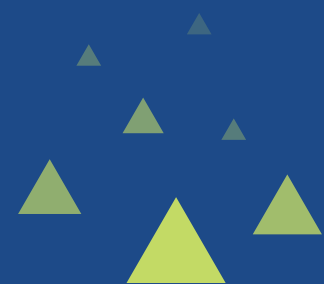
EnergyCAP: Software for Advanced Decision-Making

EnergyCAP is an award-winning ERP platform that gives our clients a better holistic view of their company's energy consumption. With more data at their fingertips, clients can make informed decisions to drive cost-effective, responsible utilization of finite resources.

- **10K+** energy and sustainability users
- **\$20B+** worth of vendor bills tracked annually
- **\$500M+** verified annual energy savings



Combining energy management
and data-backed decisions for
better efficiencies.



PROCESSING OVER
25,000
meters per month



OVER
\$1M
identified in customer savings
via audit and late fees



OVER
50
annual energy efficiency
projects identified or verified

SUCCESS STORY

INITIAL BILL PAY
PARTNERSHIP WITH WSS
GROWS INTO MORE.

OVERVIEW:

- WSS is a national retailer of footwear and accessories
- ProStar has been engaged with WSS since July 2021

SOLUTIONS IMPLEMENTED:

- ProStar started providing Utility Bill Payment services in July 2021
- The scope was expanded to include Energy Procurement and HVAC services

OUTCOMES:

- A Utility Bill Payment Solution service
- Currently manage 750+ meters across 147 locations
- \$200K annual cost savings, in addition to \$40K one-time savings



STEP 2

INSTALL & IMPLEMENT

A great plan is nothing without a team that can make it happen. Our mechanical, electrical, and plumbing companies have the expertise to make on-site efficiency improvements that lead to substantial energy savings.

LED RETROFITS

LED is today’s lighting technology of choice, with a ~70% adoption rate and continued rapid growth. In addition to kWh reductions, our customizable solutions help clients reduce maintenance needs while increasing safety and workplace productivity.

HVAC+R OPTIMIZATION

HVAC is typically the biggest source of a company’s energy use. By optimizing a client’s HVAC+R system, we can improve efficiencies up to 50%, prolong the life of customers’ assets, reduce maintenance expenses, increase air quality, and more.

SOLAR

Solar delivers clean energy while allowing clients to monetize nontraditional assets like parking structures or building roofs. Today’s production guarantees and advanced technology can help clients tap into a stable, low-cost energy source that helps mitigate market fluctuations all while delivering against environmental goals.

IN-HOUSE MECHANICAL, ELECTRICAL, AND PLUMBING EXECUTION

We apply our deep sector and industry-specific knowledge to every project, working collaboratively to spot further opportunities to optimize for efficiency.

PRODUCT HIGHLIGHT

CATALYST: A Program to Impact HVAC Efficiencies

CATALYST controllers operate individually or integrated into a wireless IoT network to monitor comfort and performance. With robust fault detection capabilities, smart features, and diagnosis for rapid response, CATALYST allows facilities managers to catch issues before they occur.

7 PATENTS
ECONOMIZER OPTIMIZATION

#1 GAME-CHANGING
TECHNOLOGY
E. SOURCE — NATION’S LEADING
EFFICIENCY PRODUCT EVALUATOR

14 INDEPENDENT
DOE STUDIES
ACROSS 9 CLINICAL ZONES
W/48% MEDIAN SAVINGS

TOP PRODUCT OF
THE YEAR
ENERGY MANAGER TODAY

AWARD
WINNER DEPARTMENT
OF ENERGY
ADVANCED ROOFTOP
UNIT CAMPAIGN

Aligning reduced energy spend and renewables for powerful results.

~50%

lighting load impact of LED vs. other technologies

~70

LED projects per month

~30%

LED light levels

20+ YRS

in LED lifespan impact, with traditional hours of usage



IMPROVE
HVAC+R

efficiencies by up to 50%

MORE THAN
2,000

HVAC units replaced, repaired, or optimized per month

16 MW

of new solar-generating capacity contracted or under construction

8.5 MWh

generated from solar projects in 2023

SUCCESS STORY

PROSTAR'S ENERGY MANAGEMENT SERVICES HELP CALIBER COLLISION REALIZE FINANCIAL AND OPERATIONAL RETURNS.

Crete United company ProStar Energy Solutions and their client Caliber Collision have worked together since 2021 to achieve energy savings. Caliber Collision relies on ProStar's holistic energy management services across a network of 1,700 auto body repair locations.

ProStar retrofitted ~1,100 Caliber Collision Centers over a ~2.5 year period and saw the following results:

- Over 125K fixtures replaced
- Program that delivered against Caliber's purpose of "Restoring the Rhythm of Your Life":
 - Increased light levels
 - Team member satisfaction
 - Enhanced safety
- Forecasted kWh avoided converts to:
 - 38K acres of U.S. forests in one year (~2.5 x the size of Manhattan)
 - 81M miles driven or 3200x around the Earth
- Financial payback exceeded expectations

STEP 3

EVALUATE & OPTIMIZE

We don't walk away once install is complete. Through regular maintenance and monitoring, we further refine a client's energy efficiency strategy, creating even more opportunities for savings and reduced energy consumption.

SUSTAINABILITY CONSULTING

Continued collaboration with our energy experts can help clients meet their impact reduction goals as they plan for future equipment replacements and facility upgrades.

FINANCE AND INCENTIVE MANAGEMENT

Finance and incentive management maximizes returns for our customers through customized structures and full management of the utility incentive process, across all energy verticals. Results can lead to positive operating cash flow on day one without investing capital.

PREVENTIVE MAINTENANCE

An ounce of prevention is worth a pound of cure. Our talented technicians keep equipment running smoothly at peak levels of performance and can catch minor issues before they escalate.

IoT CONTROLS AND MONITORING

eIQ, our noninvasive wireless IoT sensor technology system, can monitor equipment performance, ensure occupant comfort, and help avoid downtime.

ENERGY PROCUREMENT

We share business insights and a national energy outlook throughout the entire procurement process to help clients realize a successfully managed strategy in deregulated markets. This allows for clients to capitalize on favorable market conditions and adapt to accommodate load change.

PRODUCT HIGHLIGHT

eIQ: A Dashboard Window Into an Entire System's Performance Metrics

With our eIQ platform, energy portfolio managers have a single pane of glass for their energy usage where they can easily determine which locations have comfort or performance issues and even drill down to see issues at a specific location or to an individual HVAC unit.

Optimizing equipment performance
for improved energy use.

1 GW+

of procured power
under contract

3,000+

sites contracted for HVAC
maintenance services

500 MW+

of renewable assets collectively
managed by ProStar team historically



SUCCESS STORY

PROSTAR DEVELOPS
A WINNING ENERGY
PROCUREMENT STRATEGY.

ProStar Energy Solutions has worked closely with Igloo on developing a strong energy procurement strategy. Igloo’s goal was to reduce their operating expenses and generate a new revenue stream. Through a 4.6 MW DC ground mount behind-the-meter solar PV system, Igloo can produce nearly 6.8 GWh (6,800,000 kWh) annually, the equivalent of 5.2 million pounds of coal burned. It will save Igloo over \$4M on electric bills over the next 25 years.

With a combination of fixed price and block and index solutions, ProStar has delivered millions of dollars of market benefit, which has helped Igloo perform in a highly competitive product space.

RESULTS:

- Annual MWh Managed: 100,000 MWh
- Load Resource Program: ERCOT, 10 Years
- Combination of Fixed Price Solutions and Block and Index Solutions
- Scheduled MW into Program: Up to 12 MW





03

PEOPLE

United for
a stronger team.

Teamwork. Inclusion. Growth. At Crete United, we're deeply committed to making our communities, our world, and each other better. As we chart a plan for the future, we're creating space for people from all walks of life to find a home on our team, and championing a culture that sets them up for success.

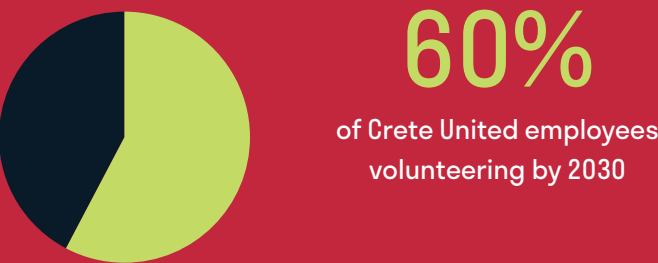


A WORKPLACE WHERE EVERYONE IS WELCOME.

The best ideas come from a vibrant team with varied perspectives, backgrounds, and skills. We know our industry lags behind in driving diversity, and we’re actively working to change that. Our team is committed to hiring practices that encourage greater diversity and a benefits program that encourages employee loyalty.

See how we’ll create the energy efficiency team of the future.

Our goals:



A DIVERSE TEAM. A PLAN FOR GROWTH.



CHRISTINE SUHS
SVP, HR AT CRETE UNITED

APRIL SAYER
SVP, SALES & MARKETING AT CRETE UNITED

4,000+
employees across our
companies



965

total hires made across
Crete United and its
companies in 2023

30%

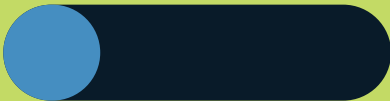
of Crete United workforce
are people of color*

716

technicians hired in 2023

13%

leadership positions held by
people of color*



18%

of management
roles filled by
women vs. 9%
industry standard

*of those who opted to disclose across
all Crete United companies

GIVING BACK TO OUR COMMUNITIES.

We care about the communities where we work, live, and play. Our boots-on-the-ground team members are committed to philanthropy that supports the health and well-being of their neighbors and friends.

IN 2023 ALONE:

\$469,128.75
donated by Crete United
companies

1,182 hrs
volunteered by Crete
United employees

COMPANY SPOTLIGHT

GMS Casts a Line to a Winning Fundraiser

In 2007, Greg Lilly, President of Crete United company General & Mechanical Services, created a fishing tournament in Annapolis, MD, to celebrate the migration of rockfish as they make their way to the Chesapeake Bay. The following year, he added a charitable component to the tournament, raising money for cancer research. Now called “Fish for a Cure,” the event has grown to involve local hospital team members, board members, and numerous dedicated volunteers, all with the goal of supporting local cancer patients and the nurse navigators who fight alongside them. Currently in its 15th year, the event has raised more than \$5.5 million for cancer research and patient care.



COMPANY SPOTLIGHT

RELCO Makes a Dream Come True

Crete United company Reilly Electrical Contractors recently joined hands with Shawmut Design & Construction and the Room to Dream Foundation to create a personalized themed bedroom for a local pediatric cancer patient. Through the donation of labor and materials, RELCO has helped to create a healing, hopeful space fit for a young warrior. They are proving that by kindling dreams and nurturing creativity, even in the face of adversity, a brighter future can be woven for the ones who need it the most.





IR Mechanical gifted a refurbished pallet mover to a local K-12 school.

We volunteer and support charitable efforts like:



All over the United States, our companies are making an impact on the organizations that sustain vibrant, healthy communities.

- | | | |
|----------------------------|-----------------------------|---|
| Adopt a School | Homeless Community | Room to Dream |
| Clays for a Cause | Hospice of Cleveland County | St. Francis Medical Center |
| ETHOS | Jarred Fizer Memorial Fund | Summit Academy |
| Feed His Children | JR Olympic Boxing | The Umbrella Club |
| Fishing for Scouts | MAX for Kids | Veteran's Day Luncheons |
| Gaston County | Meredith Foundation | Village Shalom Financial Assistance Program |
| Henry Volunteer Fire Dept. | Mildred Dream Foundation | WD Smith Career Center |
| Helping Heart | MTCS Christian Education | YWCA Boys Club |
| Hillside Food Outreach | One Good Deed | |

SERVICE AT OUR CORE. VETERANS ON OUR TEAM.

MIKE COX
(Chief Executive Officer)

DWIGHT ABSHIRE
(VP Sustainability)

JUDY CALL
(MIS Implementation Analyst)

KYLE GREER
(VP Operations, East Region)



CRETE UNITED ROLL CALL

Alex Bertoni	David Burdeaux	Jose Ortiz	Robert Peppers
Andrea Lo Coco	Dustin Fore	Joshua Hamilton	Robert Renta
Andrew Harris	Dwight Abshire	Judy Call	Rodney Simmons
Andrew Mackay	Ed Antici	Keith Burris	Scott Cook
Andrew Nicks	Ernie Urbina	Kelsey Parnell	Sean Stewart
Blake Hernandez	George Heath	Kyle Greer	Steven Cauley
Bradley Arthur	Gerardo Gonzalez Lopez	Michael Brueggeman	Terry Wyatt
Brendan Smith	Ivette Valentin	Michael Gill	Tim Rocha
Bryan Baker	Jake Davis	Mike Cox	Woodrow Solomon
Bryan Partridge	Jake Ellis	Nathan Christian	Zachary Carroll
Bryant Armstrong	Jason McLain	Nick Miller	
Christian Dupont	Johnny Cole	Paul McDonough	
Clesma Courvell	Jonathan Tipa	Robert McGee	

300+

years of service across
Crete United and its companies

50+

veterans across Crete United
and its companies

4

veterans on Crete United's leadership team:

DWIGHT ABSHIRE
(VP Sustainability)

MIKE COX
(Chief Executive Officer)

KYLE GREER
(VP Operations, East Region)

NICK MILLER
(VP Mergers & Acquisitions)

A SECOND CHANCE FOR HEROES AFTER SERVICE.

Throughout Crete United, you'll find people with diverse military backgrounds who know the meaning of service and the power of teamwork. We're dedicated to supporting veterans as they transition to civilian life and embark on new career journeys.



Through our flagship program, Heroes United, we strive to build on the invaluable foundation of skills acquired in the field, ensuring veterans find fulfilling career growth within our network of companies. Our commitment is not just to find job opportunities for veterans, but to create a network of support that encompasses mentorship, apprenticeship, and on-the-job training programs.

Honoring Fallen Service Members

Understanding the profound truth that “all gave some, but some gave all,” we go beyond traditional support by sponsoring the building of monuments to commemorate fallen veterans. Through our partnership with Legacies Alive, we'll sponsor a Gold Star family each year to create a memorial in the hometown of their fallen service member. After meeting with friends, family, and loved ones to get a sense of who our hero was, we'll develop a personalized monument that reflects a life lived fully and in service to freedom and country.



HERO SPOTLIGHT

Judy Call Goes from Submarines to MIS Implementation

For Judy Call, data is data, whether you're supporting the submarine community or creating a payroll system. After a long career in the U.S. Navy, like her father before her, she found civilian work at a local church. She came to Crete United in 2022 because she saw a real growth opportunity for herself and within our fast-paced acquisitions — an opportunity that's borne itself out over and over again. Today, she loves the camaraderie of her teams and the value every individual can bring to the organization. "There are no bad ideas," she says, "just opportunities to bring different perspectives to the table."



COMPANY SPOTLIGHT



Pro Tech's Dedication to Hiring Veterans

Pro Tech Mechanical is home to seven veterans from the Navy, US Coast Guard, Marines, Air Force, and Army. Owner Bryan Partridge is a veteran himself — he says his nine years in the Navy were some of the best experiences of his life. Now, he's found a way to translate his career as an aviation electrician and specialty training in mobile electric power plants and generators into lighting projects of all shapes and sizes, bringing other veterans on board to help light the way toward a fulfilling second career.





A DEDICATED PROGRAM TO UPSKILL, RESKILL, AND ACCELERATE TRAINING.

Crete University is a forum where employees can customize an individual development plan that meets their professional goals. The platform includes coursework across a variety of development areas, including Diversity initiatives, Discrimination and Harassment training, Safety Education, and Energy Efficiency 101. Crete University is a resource to help drive company culture forward while offering our team the resources to learn the skills they need to advance.

- As Crete University expands in 2024, we will continue to grow our course library
- Across our companies, we'll require coursework in categories like Safety, Sustainability, Energy Efficiency, DEI, Healthy Workplaces, and more to encourage a consistent expression of our values
- For management and HR roles, we'll continue to add courses to our robust catalog of Diversity, Discrimination, and Harassment coursework
- We'll encourage and track participation in voluntary courses like Technician Training and Advancement, Teamwork and Communication, and Energy Efficiency at Home

Coursework by the numbers:



60, 585
required training hours
scheduled in 2024 in the
following categories:

- SAFETY
- SUSTAINABILITY
- ENERGY EFFICIENCY
- TEAM DEVELOPMENT
- HEALTHY WORKPLACES
- BEHAVIORAL STANDARDS
- HR PROFESSIONAL TRAINING



500+
hours of voluntary courses
available in the following
categories:

- TECHNICIAN TRAINING & ADVANCEMENT
- PROFESSIONAL PRODUCTIVITY
- CAREER-BUILDING SKILLS
- PERSONAL DEVELOPMENT
- TEAMWORK & COMMUNICATION
- ENERGY EFFICIENCY AT HOME



COMPANY SPOTLIGHT

IMA APPRENTICE WINS STATE AWARD.

With hard work, dedication,
and a great support staff,
anything is possible.

Arthur Welsh started his journey with Industrial Maintenance & Automation, a Crete United company, in Shelby, NC, four years ago, when he set forth on the journey of transitioning from a full-time landscaper to master electrician. In 2022, he participated in the annual NCAEC apprenticeship skills competition and finished third. He vowed then that he'd come back and win it all.

In 2023, he accomplished his goal. Arthur completed a timed 50-question NEC code exam and series of fast-paced skills challenges where he installed devices, conduit, boxes, fixtures, and running wire per a set of drawings to take the top spot. The NC Electrical exam is one of the hardest state tests in the country, with a passing rate of 35%. Arthur made a score of 86% on his first attempt.

IMA is proud of his accomplishments and will continue to encourage motivated self-starters, like Arthur, to join the ranks of their apprenticeship program. As these individuals find their true calling, we can add more qualified mechanical, electrical, and plumbing technicians to the Crete United network.



CELEBRATING WOMEN IN CONSTRUCTION.

Across Crete United, our team
members are changing the
perception of what women in
construction can achieve.

Our companies recognized the National Association of Women in Construction's 25th Annual Women in Construction by raising awareness about the opportunities in construction, learning about barriers still in place for women in male-populated industries, and giving back to their communities. Crete United is committed to enrolling 50+ women in our apprenticeship program by 2030 to continue equalizing female representation in the industry.



ELIZABETH (LIZ) MAYO
IS A TECHNICIAN WITH REILLY ELECTRICAL CONTRACTORS
WHO WORKS WITH THEIR RHODE ISLAND GROUP.

BENEFITS THAT GO BEYOND. CARE THAT DELIVERS.

Circle of Care:

A HOLISTIC BENEFITS PACKAGE TO SUPPORT EMPLOYEE WELL-BEING

We are with our employees at every stage of their life journey. Their total well-being, and that of their loved ones, is at the core of our Benefit and Total Rewards platform.

Our Mission

Providing our employees with superior benefits at affordable prices.

Our Passion

Offering our team choice among a wide array of plans, allowing them to choose those that best meet them where they are in their life today — and tomorrow.

Our Vision

Supporting our team through all of life’s challenges with unmatched resources to make happiness and wellness possible every day.

We evolve, and so does what we worry about, what keeps us up at night, and what we fear — for ourselves and for our loved ones. Throughout our team’s time at Crete United, our Benefit and Total Rewards platform meets them with resources to support both them and their families through the biggest barriers to wellness and happiness.



Tuition

We believe education is vital to the continuation and further advancement of all of our employees’ careers. Our tuition reimbursement program gives staff and technicians the resources they need to further their knowledge base and advance their skill set. Reimbursement is available to all departments for a wide variety of certification and advanced training programs.

Discounts and EOY Reimbursement

We value our technicians and want them to have access to the quality tools they need to do their jobs and do them well. Discounts and reimbursements for specialty apparel and tools allow our technicians to feel safe and supported in their day-to-day roles. It’s a small benefit that goes a long way toward helping our technicians feel prepared on every job site, no matter the project needs and requirements.

PREPARING EMPLOYEES FOR RETIREMENT:



1,332

401(k) plan participants



4%

401(k) plan employer match



8%

average rate of deferral



100%

immediate vesting;
eligibility after 6 months
of service



66%

of plan participants are at
their lifetime goal



78%

participation rate

COMPANY AWARDS

ACHIEVING A HIGHER STANDARD.

Through an annual internal awards program, Crete United recognizes the companies in its network whose achievements go above and beyond to advance safety, sustainability, community, and profitability.

COMMUNITY
ENGAGEMENT AWARD



NATIONAL
SALES AWARD



SALES
PERFORMANCE AWARD



ENDORSED PARTNER
“COLLABORATORS
OF THE YEAR”



EBITDA AWARD



TRANSFORMATION
OF THE YEAR AWARD



RECRUITING & RETENTION
HERO AWARD



SAFETY PERFORMANCE
OF THE YEAR AWARD



OPERATIONAL
EXCELLENCE AWARD



AMBASSADOR
OF THE YEAR AWARD



CRETE UNITED
COMPANY OF
THE YEAR AWARD



The Crete United Company of the Year Award recognizes the company that has made outstanding contributions to EBITDA and revenue growth, company culture and retention, sustainability initiatives, leadership, and safety. The 2023 winner of this award, Facility Systems Services, Inc (FSSI), has shown unwavering dedication to its partnerships and has contributed immensely to the success of its organizations. FSSI has not only had a solid year financially but has also set a high standard of excellence and embraced the Crete United brand. With healthy, profitable customer relationships and a strong team, FSSI was able to take on multiple new initiatives without compromising their financial situation. These are a few examples of FSSI's accomplishments this year:

1. Fostered a culture of teamwork where everyone leans in, ultimately resulting in increased customer satisfaction.
2. Led safety conversations and supported employees within a larger culture that emphasizes the importance of a safe work environment.
3. Invested in the safety of their employees through resources such as toolbox talks, OSHA training, and beyond.

04

SAFETY

*United for
a safer workplace.*

Safety is a personal commitment and a collective investment. Our people take the extra care to monitor every job site and report when incidents occur. We then review the data, continually implementing new training and protocols to ensure a safer, more sustainable work environment. It takes discipline to do it right — but it's an effort and a responsibility that we take seriously.





**MAINTAIN THE HIGHEST
SAFETY STANDARDS
IN THE INDUSTRY.
CREATE A CULTURE
OF ZERO HARM.**

Zero Harm to People
Zero Harm to Communities
Zero Harm to the Environment

Vision:

To be the preeminent leader in energy efficiency, providing the safest mechanical, electrical, and plumbing solutions in the industry.

Purpose:

To provide a shared sense of responsibility. From our Executive Leadership Team to each employee, everyone takes ownership of their safety and those around them.

OUR GOAL

0.5

Total Recordable Incident
Rate (TRIR)

0.1

Lost Time Incident Rate
(LTIR)

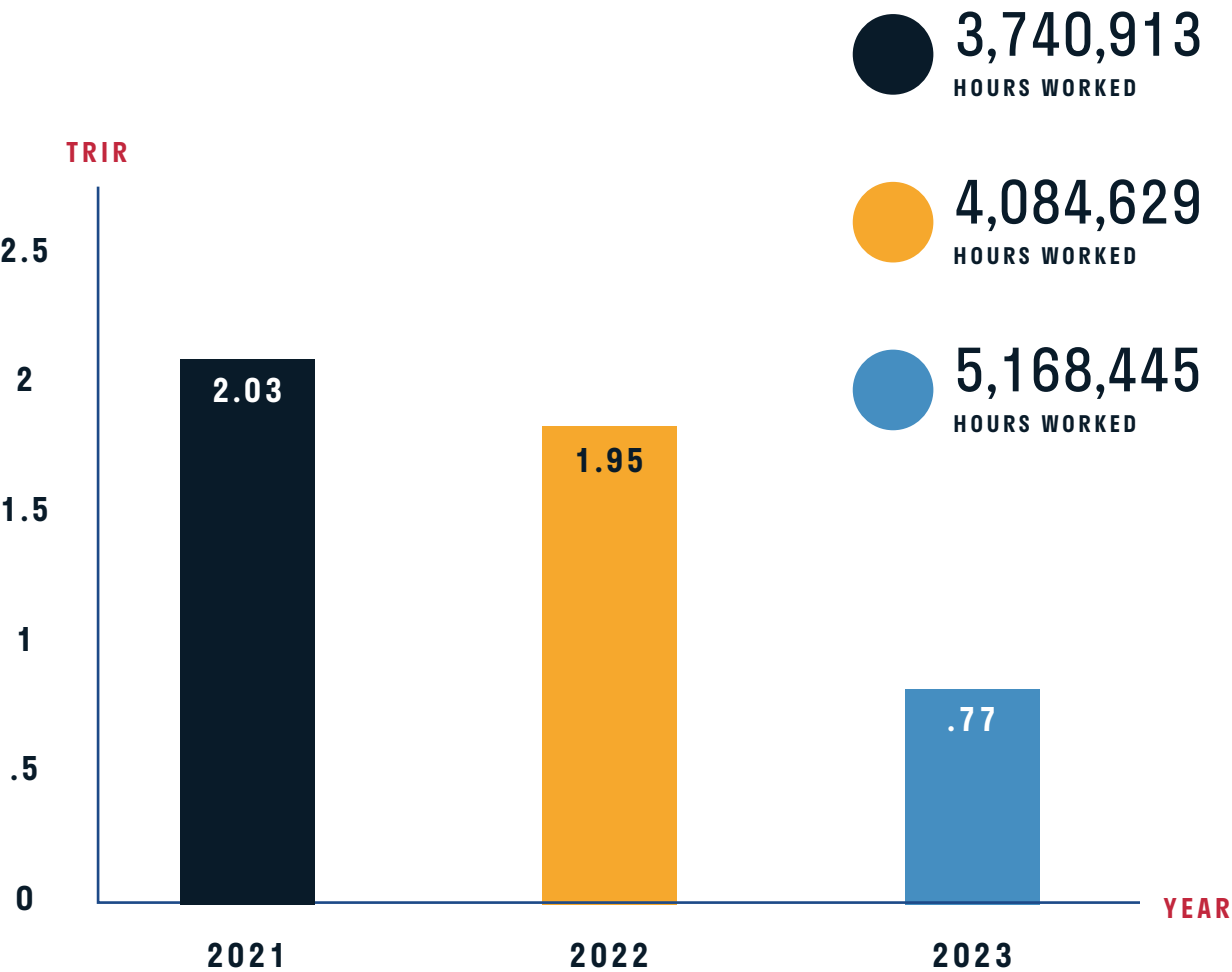
SETTING A HIGHER STANDARD FOR SAFETY.

We look at safety in two ways: through participation in safety training and reduction in our overall incident rate. The industry average incident rate published by the Department of Labor is a 3.5 Total Recordable Incident Rate (TRIR). We are currently at .77 TRIR and .09 Lost Time Incident Rate (LTIR), sitting well under our competitors' standard. We're not stopping there. We'll continue to work more efficiently, safely, and effectively to set even more stringent goals for ourselves.

How we'll get there:

Participation in our platform is critical. We'll set our training goals at 100% compliance and work to see 75%+ participation in our observation system.

Total Recordable Incident Rate (TRIR):



KEY AREAS OF FOCUS.

As we develop a culture of safety, we know the most important thing is to listen to our companies’ challenges and proactively address their needs. Every day, our people are making decisions on an individual level to protect lives and make a difference. We’re committed to creating a workplace environment that promotes health, safety, and employee welfare.



1 Safety Professional Council

Led by EVP of Operations, Phil Finley, and VP of Sustainability, Dwight Abshire, our council meets monthly with representatives from all companies to review any incidents, improvements, and concerns. As a group, we look for ways to deliver high-quality training, compliance auditing, corrective actions, and accountability. Our goal is to provide a sustainable foundation for our companies and ensure processes are standardized and streamlined throughout our network. We'll look to:

- Improve the incident/investigation and corrective actions process
- Increase the quantity of safety observation audits
- Increase the number of field safety audits
- Improve the use of standard safety policies
- Increase the understanding of how to use the Safety Management System
- Increase the accountability for safety among all personnel

2 Safety Communication & Shared Reporting

Through regular safety newsletters, we cover a wide range of issues that affect our technicians. Past reports have included topics as wide ranging as ladder, brake, and electrical safety to health awareness issues like hearing protection and heat stroke prevention. We also share 100% of all incidents reported to all companies, creating total transparency and learning opportunities whenever a report is filed.

3 Toolbox Talks

All Crete United companies are required to attend monthly toolbox talks, which are meetings conducted by Crete United’s Safety Professional Council. These meetings cover a wide range of safety topics such as heat awareness, suggested hand and head protection, holiday safety, HSE incident reports, and more.

4 Investments in PPE

As part of our commitment to our companies, Crete United has researched and shared new hand and head protection options for all members of our network to consider. After reviewing the data and several near-miss injuries, we’ve proactively recommended that employees upgrade to a Cut Resistant Glove 4 requirement and a safer hard hat style with patent-pending accessory mounts.

5 Safety Programs & Handbooks

To ensure the future well-being of our technicians and employees in the field, we’ve created a robust set of safety program documentation, including an HSE manual and management system, a guide for incident reporting, an employee recognition framework, and more. By codifying our standards, we can ensure the highest level of care across all Crete United companies.

6 Company Meetings

We encourage our companies to discuss safety protocols and findings at regular intervals. The below companies conduct monthly, quarterly, and annual training events to stay up to speed:

- **MAJOR MECHANICAL** – Quarterly Safety Council
- **PRO TECH MECHANICAL** – Monthly Safety Meetings
- **REILLY ELECTRICAL CONTRACTORS** – Annual Safety Recognition Celebration
- **LOELLKE PLUMBING** – Annual Safety Day
- **AC CORPORATION** – Monthly Safety Council + Ongoing Training
- **PIPER ELECTRIC** – Monthly Safety Council, Quarterly Safety Training
- **INDUSTRIAL MAINTENANCE & AUTOMATION** – Annual Training with Quarterly Safety Meetings
- **HILLARD ELECTRIC** – Quarterly Safety Meetings



05

LEADERSHIP

United for
a strong foundation.

Our leadership team lives our vision and values. As an example to every member of the Crete United network and the outside world, our team champions a future-forward approach to solutions that put energy efficiency at the core of everything we do.



CRETE UNITED LEADERSHIP TEAM:



MIKE COX
CHIEF EXECUTIVE OFFICER



TRAE FLETCHER
CHIEF FINANCIAL OFFICER



PHIL FINLEY
EVP OF OPERATIONS



ERIC SUDOL
PRESIDENT OF
ENERGY EFFICIENCY



APRIL SAYER
SVP OF SALES & MARKETING



CHRISTINE SUHS
SVP OF HUMAN RESOURCES



DWIGHT ABSHIRE
VP OF SUSTAINABILITY



KYLE GREER
VP OF OPERATIONS,
EAST REGION



DOMINIC HOLMES
VP OF OPERATIONS,
CENTRAL & WEST REGIONS



LIA BOSMA
VP OF INTEGRATION



CHASE CORMIER
VP OF
MERGERS & ACQUISITIONS



NICK MILLER
VP OF
MERGERS & ACQUISITIONS

GOVERNANCE THAT GUIDES US.

We've put policies in place to ensure our goals are met and our vision is carried forward. Our commitment starts at the top, with oversight from our leadership team and key representatives from our companies. Our sustainability-focused priorities are evaluated against the criteria in the following policies:

Environmental and
Carbon Reduction Policy

Waste Management Policy

Our Responsibilities



GOVERNANCE

ENVIRONMENTAL AND CARBON REDUCTION POLICY.

There is strong consensus within the scientific community that climate change is occurring and is caused by human activity. Therefore, Crete United is taking steps to reduce its own carbon emissions, a move with environmental and economic benefits.

Crete United is committed to reducing the environmental impact of our operations and will ensure that we do everything we can to mitigate climate change and the adverse impact it has on the world. We are committed to complying with applicable legislation in all of the jurisdictions in which we operate.

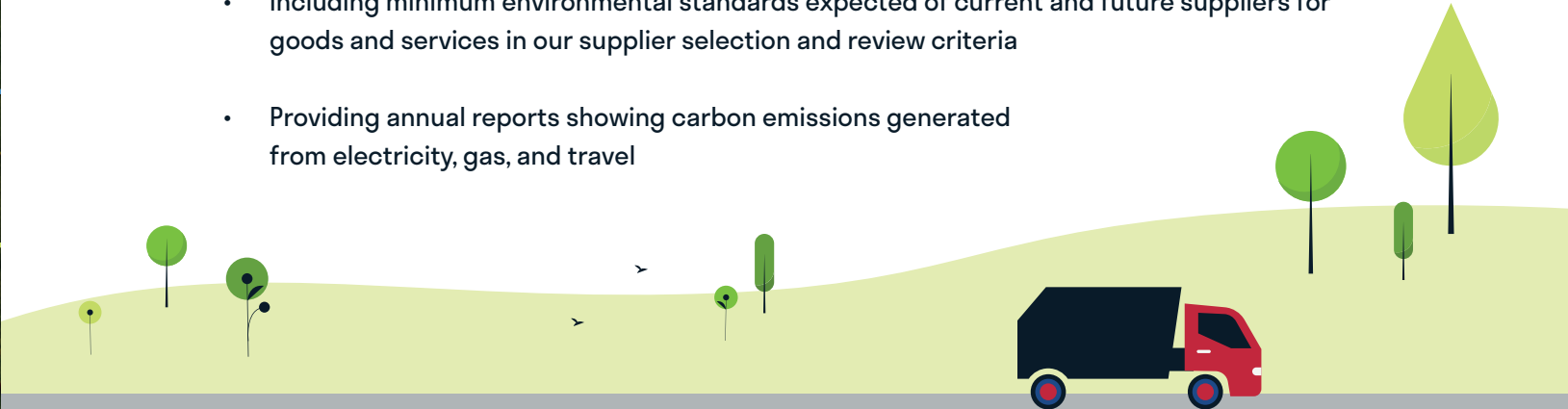
It is our aim to ensure our environmental commitments become an integral part of our day-to-day activities. We will seek ways to continually improve our environmental performance and operate in a responsible manner, including reducing waste and decreasing our carbon emissions from heat, power, and travel.

THE AIM OF THIS POLICY IS TO CONTROL OUR IMPACT ON THE ENVIRONMENT THROUGH THE FOLLOWING OBJECTIVES:

- Minimize our contribution to pollution by reducing our carbon emissions
- Assess the adverse effects our operations/partnerships may have on the environment and seek ways to minimize them
- Introduce into our procurement practice supplier selection criteria based on a minimum environmental standard
- Promote environmental awareness to all stakeholders including the induction of new staff and volunteers
- Monitor, report, and reduce carbon emissions specifically from heat, power, and travel

WE WILL ACHIEVE THE OBJECTIVES THROUGH THE FOLLOWING ACTIVITIES:

- Selecting the most appropriate form of travel taking into account carbon emissions as well as other business factors; and only travel when necessary
- Ensuring that our buildings are operated in such a manner to optimize use and reduce emissions through control of heat and power
- Reducing our use of plastics
- Challenging behavior of colleagues who act in a manner contrary to this policy
- Expanding the availability and use of new technologies to allow for changes in behavior particularly around travel, e.g., greater use of video conferencing where applicable
- Including minimum environmental standards expected of current and future suppliers for goods and services in our supplier selection and review criteria
- Providing annual reports showing carbon emissions generated from electricity, gas, and travel



GOVERNANCE

WASTE MANAGEMENT POLICY.

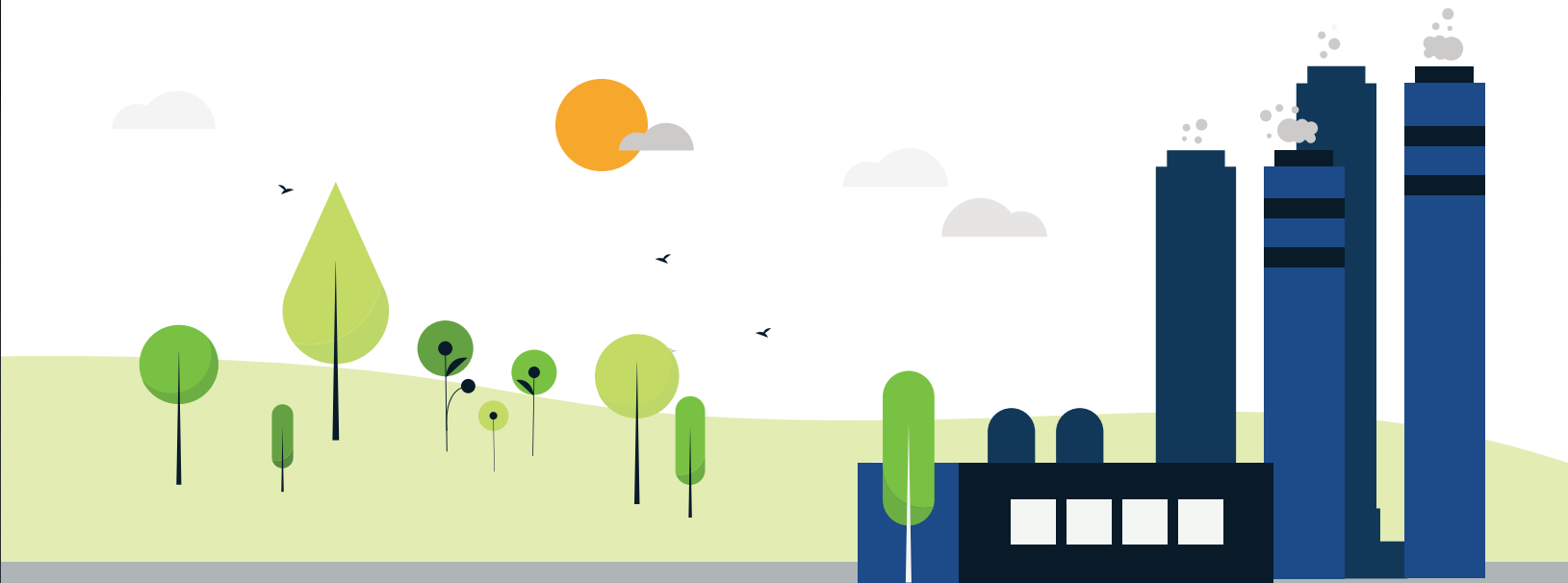
AS PART OF OUR EFFORTS TO DELIVER OUR SUSTAINABILITY VISION, CRETE UNITED HAS ESTABLISHED THIS POLICY TO DEMONSTRATE OUR COMMITMENT TO THE IMPLEMENTATION OF THE WIDELY USED “WASTE HIERARCHY”:

- Preventing waste
- Reusing waste
- Recycling waste
- Disposing of waste responsibly

Nearly all facets of modern society result in the production of waste. Traditionally, refuse and waste have been disposed of by dumping into landfills or incineration, but there is now a recognition that these methods are unsustainable given the dwindling supply of landfill capacity and the resulting emissions of carbon dioxide and methane that contribute to climate change. Crete United believes that we have a moral, social, and economic need to do all that we can to help reduce this type of waste. Our commitment is to prevent, reuse, recycle, and where necessary, responsibly dispose of solid waste.

WE HAVE ADOPTED A NUMBER OF OBJECTIVES THAT ARE SUPPORTED BY A RANGE OF ACTIONS AND IMPROVEMENTS TO DELIVER ON OUR COMMITMENT. WE WILL:

- Continually assess the solid waste produced across our portfolio
- Execute the most environmentally safe means of disposing waste
- Prevent or minimize the creation of solid waste through improved efficiency, the use of new technologies, and changes in processes
- Identify new opportunities to reuse or recycle waste created by our operations
- Minimize the amount of solid waste we produce, and reuse or recycle the waste we cannot avoid. To do this we will expand existing opportunities to prevent and minimize the creation of solid wastes on our sites while increasing our reuse and recycling of solid waste
- Educate our employees about the causes and impacts of waste so they can, with our help, minimize their own impacts, both at work and at home
- Openly share a Code of Practice that defines the minimum expectations we have of our suppliers and business partners in relation to waste prevention, reuse, and recycling
- Strictly adhere to all local and national statutory regulations relating to waste prevention, reuse, recycling, and disposal
- Monitor the amount of solid waste we produce and how we dispose of it on a regular basis, reporting on this progress to our stakeholders



GOVERNANCE

OUR RESPONSIBILITIES

Every Crete United employee is responsible for complying with these policies and supporting our efforts to minimize our impact on the environment.

Management and all those in a supervisory role have the responsibility for implementing these policies within their respective areas to ensure that environmental issues are given adequate consideration in the planning and execution of our operations, services, and programs.

All employees are encouraged to communicate suggestions for improving our environmental impact programs to the Vice President of Energy Efficiency. Our achievements and challenges will be communicated regularly through multiple forums, including in our Annual Sustainability Report.



**WE ARE ELEVATING
ENERGY EFFICIENCY.
IMPROVING OUR
COMMUNITIES.
CREATING CHANGE.**

United for Impact.