Decarbonization Strategy & Action Accelerator Program

Module 4: Establish Action Plan

TRIO™



Anti-trust

Antitrust Statement

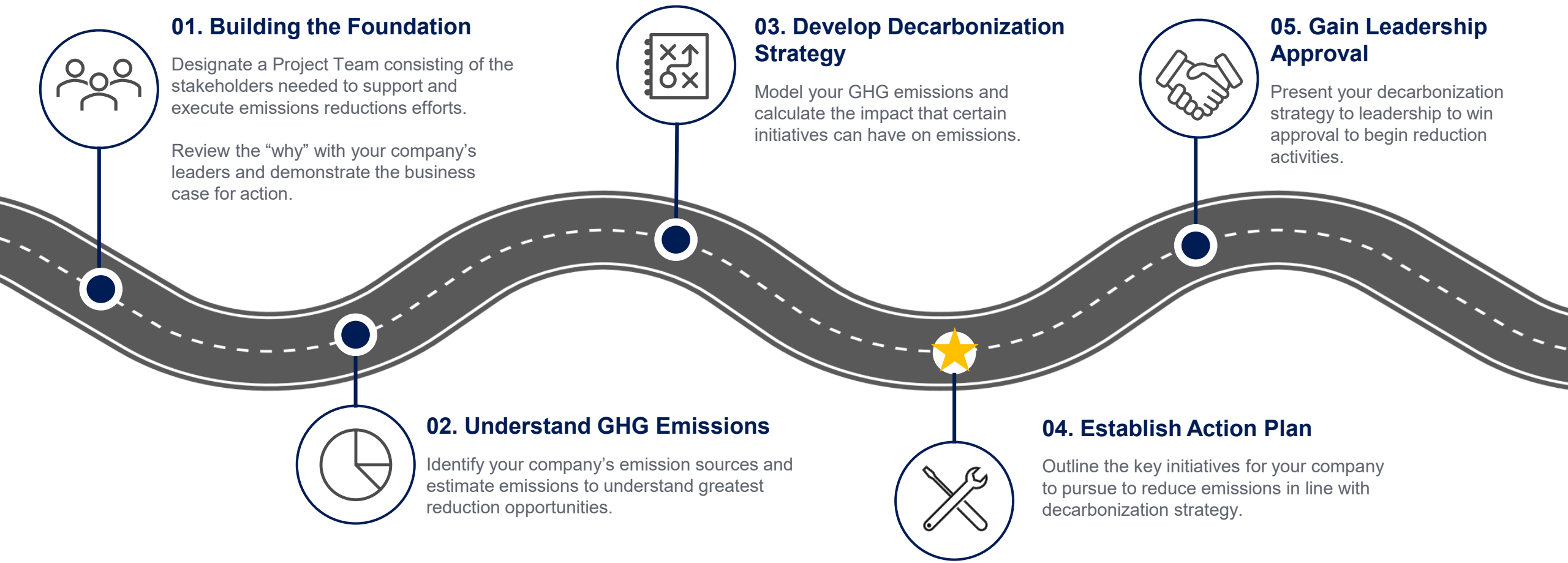
Trio is hosting the Accelerator for the purpose of providing suppliers guidance to developing a decarbonization strategy. It is intended to take place in full compliance with all applicable provisions of state and federal antitrust laws. These discussions will be conducted in full conformance with the Antitrust Guidelines (attached hereto). Among other things, the antitrust laws forbid any agreement between or among competitors regarding prices, availability of service, terms of sale, division or markets, allocation of customers or any other activity that unreasonably restrains competition, including components of pricing such as vendor or contractor costs. It is the responsibility of every participant at this meeting to carry out this commitment.

Anti-trust Key Takeaways

- Avoid discussions of topics that could result in anti-competitive behavior
- "Off-Limits" items include, without limitation:
  - Any information that could be considered competitively sensitive, confidential, proprietary or a trade secret
    - Confidential contract or counter-party specifics
    - Inputs, data sources, formulas, algorithms or other information used in planning and forecasting analysis or trading activities
  - Pricing plans and strategies
- Immediately interrupt/object if improper topics arise

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Decarbonization action roadmap



01. Building the Foundation

Designate a Project Team consisting of the stakeholders needed to support and execute emissions reductions efforts.

Review the “why” with your company’s leaders and demonstrate the business case for action.

02. Understand GHG Emissions

Identify your company’s emission sources and estimate emissions to understand greatest reduction opportunities.

03. Develop Decarbonization Strategy

Model your GHG emissions and calculate the impact that certain initiatives can have on emissions.

04. Establish Action Plan

Outline the key initiatives for your company to pursue to reduce emissions in line with decarbonization strategy.

05. Gain Leadership Approval

Present your decarbonization strategy to leadership to win approval to begin reduction activities.

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Building a prioritized project plan to achieve your emissions target

By the end of this module, you'll have a list of priority projects and actions to reduce your emissions, plus a clear view of how they get you to your target

Emissions Reduction Summary

High-level Emissions Reduction Summary

Company Level - Potential Annual Emissions Reductions	
Reduction Description	**Potential Annual Emissions Reductions (MTCO2e)**
Facilities	70,780
Fleets	834
Total	**71,613**

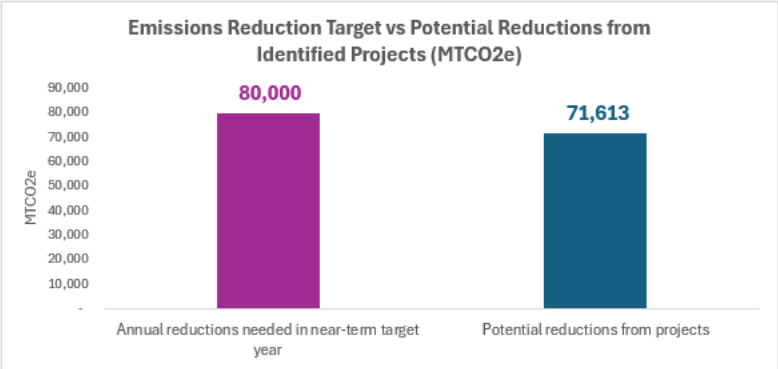
Detailed Emissions Reduction Summary

Facilities - Potential Annual Emissions Reductions	
Facility Reduction Lever	**Potential Annual Emissions Reductions (MTCO2e)**
VPPA	69,935
Green Tariffs/Pricing	-
Community Solar	197
Onsite Solar	117
Energy Efficiency	-
Facility Electrification	531
Total	**70,780**

Fleet - Potential Annual Emissions Reductions	
Fleet Reduction Lever	**Potential Annual Emissions Reductions (MTCO2e)**
Electrification	834
Alternative Fuels	-
Total	**834**

Progress Towards Near-Term Emissions Reduction Target

Target Check	
Metric	**Emissions (MTCO2e)**
Annual reductions needed in near-term target year	80,000
Potential reductions from projects	71,613
Remaining gap to target	8,387
Status	**Covers 90% of target**



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Today’s objectives & agenda

1

Fundamentals

Review importance of establishing project list as vehicle to transform strategy into action

2

Insights

Explore diverse emissions reductions projects and considerations for each

3

Implementation

Introduce the Project List Tool and walkthrough leveraging tool for determining near-term action plan



Fundamentals

Evaluating an Action Plan

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Identify actionable projects to make your strategy tangible to leaders

You don’t need to plan every project through your target year. Sort your project list into three groups and focus on the priority projects.

Act Now
Priority projects

Description: High-impact, low-barrier projects that are ready for approval

Examples: LED and HVAC upgrades, renewable electricity procurement, first fleet replacements

Purpose: Shows leaders the types of actions and investments the strategy will require

Lay the Groundwork
Steps that unlock future projects

Description: Activities that remove barriers so future projects become actionable

Examples: Advocate to your utility for a green tariff, assess EV charging capacity, engage landlords on onsite solar

Purpose: Keeps future projects moving without committing capital today

Plan for Later
Future pipeline

Description: Projects that aren't feasible or cost-effective yet

Examples: Enroll in the green tariff once available, deep electrification, larger offsite PPAs

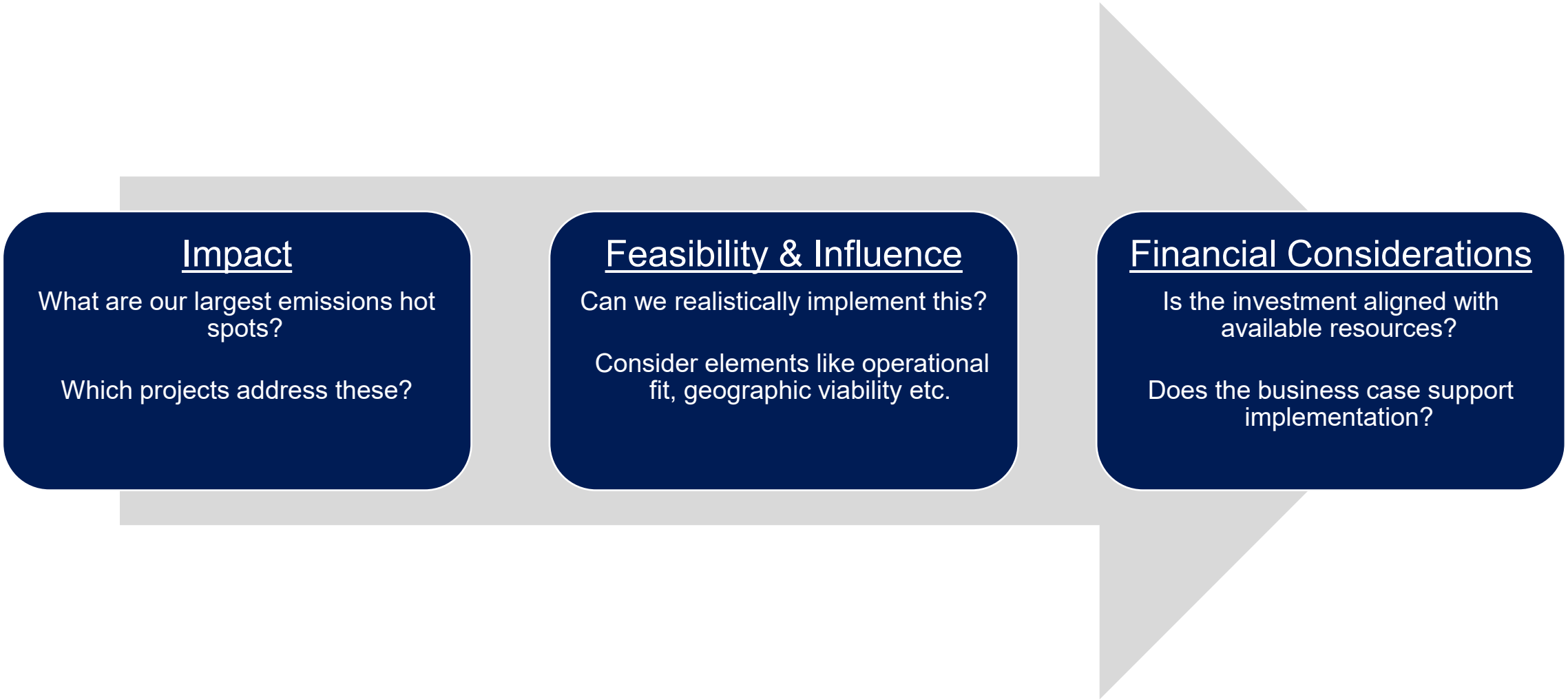
Purpose: Revisit each planning cycle, with no detailed plan needed today

Present these to leadership now to show the types of actions the strategy will require

Revisit these reduction opportunities to generate future project lists

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Approach for project selection



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Insights

Developing an Action Plan

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How the Project List Identifier Tool connects to your strategy

The Project List Identifier tool turns your decarbonization strategy into an action plan that prioritizes high-impact opportunities with low barriers

Your Strategy

Completed | Modules 2 & 3

Sets your baseline, targets, and the mix of levers needed to reach them

Output: *Where your emissions are and how much to reduce*

Project List Tool

In progress | Module 4

Enter consumption data, then the tool screens for reduction opportunities by site, country, and fleet

Output: *What reduction opportunities are available*

Your Homework

In progress | Module 4

Select Year 1 priorities, which roll up into the output summaries

Output: *Your selected near-term priorities to reduce emissions*

Completed in the Project List Identifier workbook

Where to focus your attention

- You don't need to complete every project the tool identifies. Start with the projects that have the highest impact and fewest barriers.
- Look at where your emissions and energy use sit, which opportunities look relevant and feasible, and which sites, countries, and fleets to act on first.

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Connecting your strategy to reduction opportunities

In Modules 2 and 3 you set your emissions baseline and understood how much you need to reduce. This tool helps you find opportunities to close the gap.

Reduce *Use less energy*	**Switch** *Move away from fossil fuels*	**Procure & produce** *Clean electricity, bought or made*
• Energy Efficiency	• Facility Electrification • Fleet - Electrification • Fleet - Alternative Fuels	• Virtual Power Purchase Agreement (VPPA) • Green Tariffs and Pricing • Community Solar • Onsite Solar
Addresses Scope 1 & 2	*Primarily addresses Scope 1*	*Primarily addresses Scope 2*

Note: Your strategy model also includes levers not screened in this tool, such as grid greening, offsets, and customer projects.

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Reduction levers you'll see in the Project List Identifier Tool

Each lever has its own tab in the workbook, where the tool automatically screens for opportunities based on the data entered and you'll flag your own Year 1 priorities

Approach	Lever (workbook tab name)	Description	Applies to	Stakeholders to include
Reduce	Energy Efficiency	Upgrades, like LED lighting and efficient HVAC, that use less energy	Sites	Facilities engineers & managers
Switch	Facility Electrification	Replace gas-fired equipment, like boilers and furnaces, with electric options	Sites	Facilities engineers & managers
	Fleet - Electrification	Replace gas or diesel vehicles with electric vehicles	Fleets	Facilities or logistics managers
	Fleet - Alternative Fuels	Switch vehicles to lower-carbon fuel sources like renewable diesel	Fleets	Facilities or logistics managers
Procure ***(Offsite renewables)***	VPPA	Long-term contract to buy renewable energy from a specific off-site project	Countries	Corporate energy managers
	Green Tariffs	Utility programs to buy renewable electricity through your bill	Sites	Corporate and facility energy managers
	Community Solar	Subscribe to a shared off-site solar project and earn bill credits	Sites	Corporate and facility energy managers
Produce	Onsite Solar	Solar panels installed at your site to reduce grid electricity use	Sites	Energy, facility, and real-estate managers

Note: Emissions reductions for Facility Electrification and Fleet - Electrification assume the new electric equipment or vehicles run on renewable electricity. If they run on grid electricity, the reductions will be smaller.

Scope 1 project type considerations

	Reduce Consumption	Electrification	Fuel Switching
Levers in the tool	Energy Efficiency	Facility Electrification Fleet - Electrification	Fleet - Alternative Fuels
Who is this for?	Any building or fleet	Building and fleet owners	Building and fleet owners
Typical Cost Structure	CapEx	CapEx	OpEx
Upfront Cost	$$	$$$	$
Typical role in mitigation strategy	• Strategic starting point • Often saves money operationally	• Pair with renewable procurement • Integrate into long-term equipment planning	• Quick reductions with little or no equipment change • Can act as a bridge until electrification is feasible

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Scope 2 project type considerations

	Reduce Consumption	Procure Renewables	Produce Renewables
Levers in the tool	Energy Efficiency	RECs Green Tariffs VPPA Community Solar	Onsite Solar
Who is this for?	Any site	Any site that buys electricity	Sites with suitable roof or land space
Typical Cost Structure	CapEx	OpEx	CapEx (owned) or OpEx (leased)
Upfront Cost	$$	$-$$$	$$$
Typical role in mitigation strategy	• Strategic starting point • Lowers operating costs	• Fastest way to cut Scope 2 emissions at scale • Flexible options, from short-term RECs to long-term contracts	• Long-term savings on electricity bills • Visible, on-site commitment

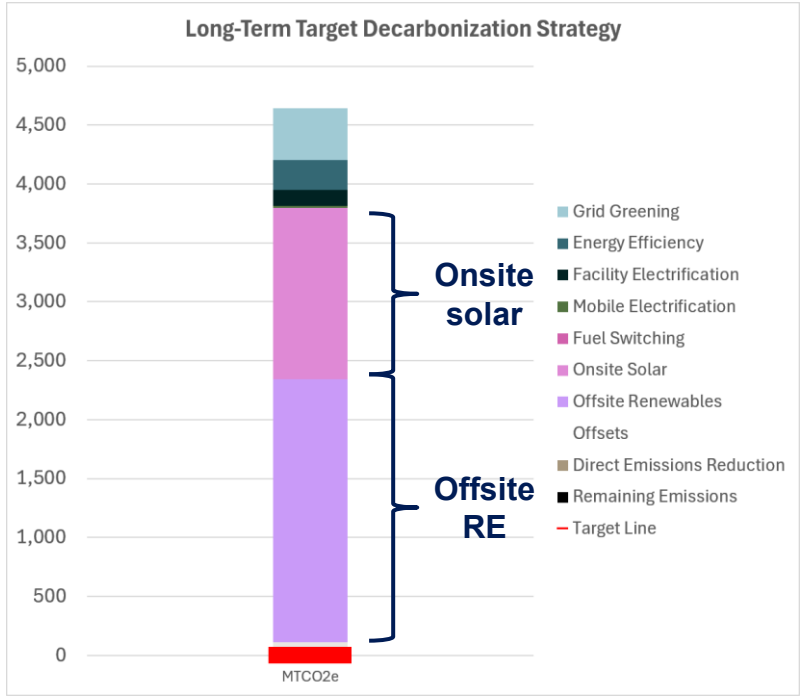
Implementation

Project List Tool Walkthrough

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Use your Module 3 outputs to set focus areas for your project list

Reference the Decarb Dashboard tabs from the Decarbonization Strategy Modeling Tool



Decarbonization Lever	Annual Capital Investment through Target Year	Annual Expense Impact	Likelihood of ROI
Energy Efficiency	$-7k	$60k	o
Facility Electrification	$-20k	$50k	△
Mobile Electrification	$-800	$4k	△
Fuel Switching	$0	$0	x
Onsite Solar	$-80k	$200k	△
Offsite Renewables	$0	$-40k	x
Offsets	$0	$-2k	x
Direct Emissions Reduction	$0	$0	x
Total	$-100k	$300k	△

Evaluate Emissions Impact
Which levers drive the largest emissions reduction?

Evaluate Financial Impact
Which projects deliver the best expense savings or ROI?

Your output: Priority focus areas for project list development

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Project List Identifier Tool

The Project List Identifier Tool can be found on the program website. To complete the tool please, review the session recording and use the Module 4 Playbook as a reference guide.

TRIO **Emissions Reduction Summary**

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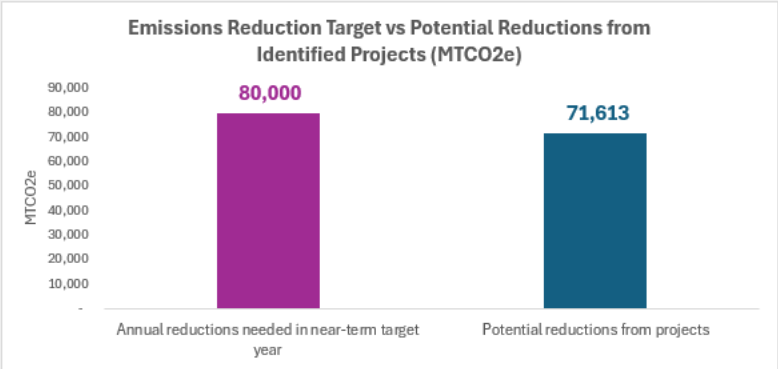
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Looking Ahead

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Program Engagement

If you have not already, please submit the following items to the program inbox to receive credit towards certification:

- ✓ Confirmation you watched the Module Recordings
- ✓ Copy of the completed Module 1 HW 1: Securing Internal Buy-In
- ✓ Copy of complete Module 2 HW: Decarbonization Modeling Tool M2.0-2.3
- ✓ Copy of complete Module 3 HW: Decarbonization Modeling Tool M3.4-3.8

If you have not yet booked a 1:1 strategy review session with Trio, please do so now: [Booking Link]

Upcoming:

- Complete Module 4 Homework by Nov 30th
- Module 5 session: Gain Leadership Buy-in Dec 3rd 11:00 ET

Program Inbox: hondagreenexcellence@trioadvisory.com



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Key Takeaways & Next Steps

Key Takeaways

- A project list provides leadership with a clear roadmap for achieving decarbonization goals through tangible, near-term actions.
- Effective project prioritization balances emissions reduction potential with feasibility, cost, and organizational constraints.
- The Project List Identifier Tool can help your organization evaluate the feasibility and fit of different projects to support an actionable and tailored implementation plan.

Module 4 Next Steps – DUE November 30th

- ✓ Complete Module 3 Homework Assignments if not yet submitted
- ✓ Complete Project List Tool
- ✓ Engage Trio Energy team for project guidance

Email a copy of completed homework to **hondagreenexcellence@trioadvisory.com** to receive credit towards certificate



Thank you.



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Appendix

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Scope 2: Renewable energy project type considerations

	Utility Programs/Green Tariffs	Offsite Renewables (VPPA or PPA)	Community solar	Onsite solar
Who is this for?	Electricity users whose utility offers these programs	Very large electricity users	Electricity users that lease facilities or have limited space	Building owners with adequate space
Complexity	Low	High	Medium	Medium
Typical cost structure	OpEx	OpEx	OpEx	CapEx (owned) or OpEx (leased)
Cost	$ - $$$	$$$	$	$ - $$$
Typical role in mitigation strategy	• Simple way to start buying renewables through your existing utility	• Often used to reduce Scope 2 emissions for large users	• Only feasible where state regulations permit and utilities participate	• Physical and visual demonstration of commitment • Often reduces energy bills

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Some levers pay for themselves while others require investment

Pairing money-saving projects with higher-cost levers can help fund your overall strategy

✓ Typically saves money ● Depends on site and market conditions ✗ Typically a net cost

Approach	Lever	Why	Typical Financial Return
Reduce	Energy Efficiency	Lowers energy bills and often pays back quickly.	✓
Switch	Facility Electrification	Depends on gas vs. electric prices. Best timed with equipment replacement.	●
	Fleet - Electrification	Often pays back for high-mileage light-duty vehicles. More challenging for heavy-duty or when charging upgrades are needed.	●
	Fleet - Alternative Fuels	Renewable fuels usually cost more than diesel. Incentives can help in some states.	✗
Procure ***(Offsite renewables)***	VPPA	Possible, but depends on contract prices vs. market prices.	●
	Green Tariffs	Usually adds a premium on top of your current rate	✗
	Community Solar	Bill credits are usually worth more than the subscription. Only available in select markets.	✓
Produce	Onsite Solar	Depends on electricity rates, incentives, site conditions, and ownership model	●

Note: Ratings are general guidance and will vary by site, market, and project size