



**Your Power,  
Backed by Ours**



# WE MAKE ENERGY WORK THE WAY IT SHOULD

Mission Statement

## Our Vision and Mission

### Our Vision

To leverage AI as the core of an efficient home-services ecosystem, powering reliable energy, seamless service, and home resilience — so that every household is secure, supported, and sustainable.

### Positioning

By harnessing the power of AI, we are redefining reliability by combining **real-time equipment monitoring, rapid repairs, dependable power supply and grid rewards into a single, seamless service.**

### Our Value Promise

Power you can count on, service you can trust. **We respond quickly, fix it right and keep your power on — every time.**

### Our Mission

At the intersection of AI and home services, our trademarked platform Endurance® is reimagining reliability: **ensuring every home has unfailing power, responses are immediate, and every family is equipped for whatever comes next.**

# Key Investment Themes

## LEVERAGE AI

**Leverage AI to significantly reduce capital expenditures (CapEx) and operating expenses (OpEx)**, driving profitability through enhanced automation, predictive maintenance, and resource optimization.

## DELIVER THE BEST SERVICE

Industry service levels often disappoint on time-based SLAs; **we differentiate by guaranteeing fast, reliable response & resolution times — delivering service excellence where competitors consistently underperform.**

## ROLL-UP: DISLOCATED VALUE CUSTOMERS

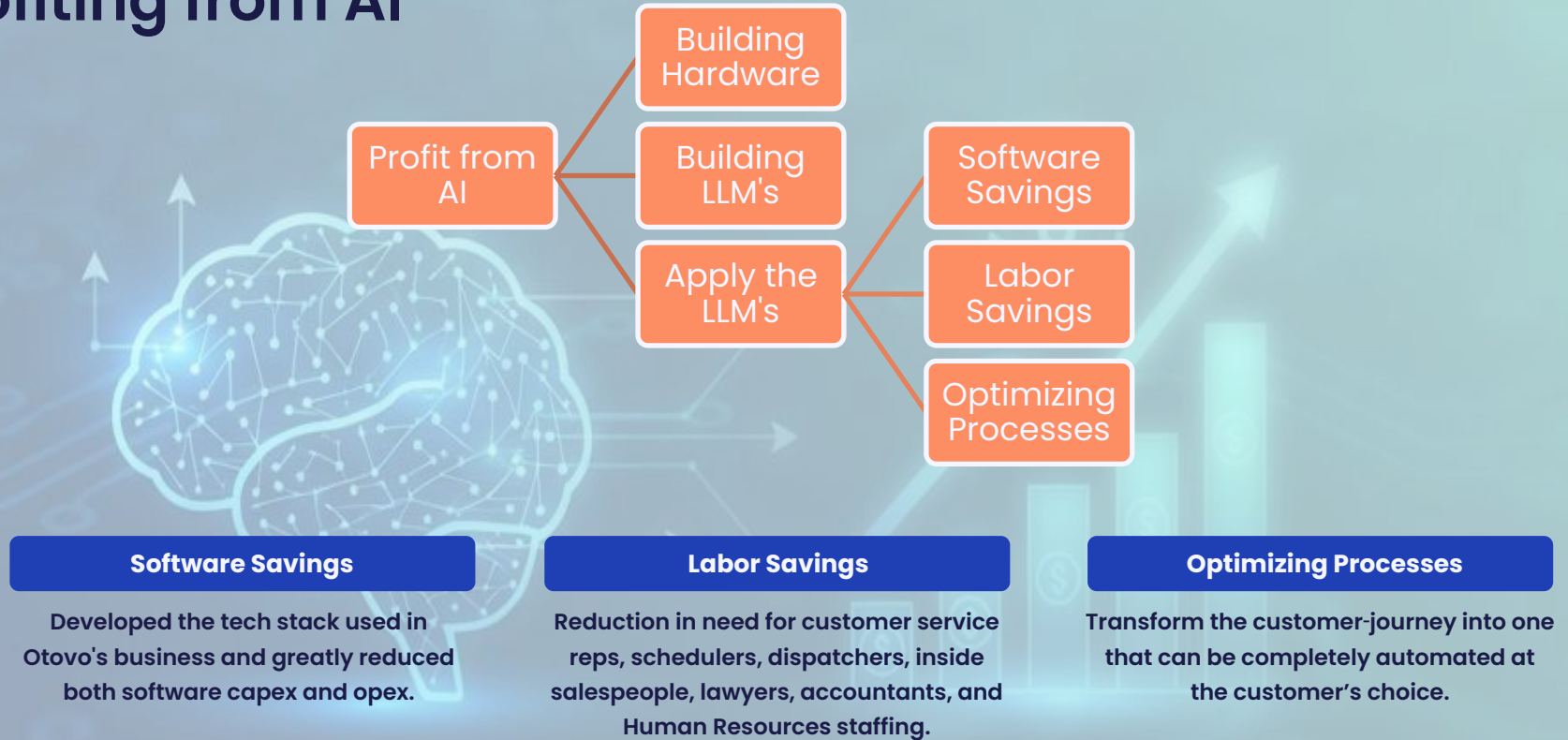
Capture upside from customers “dislocated value” by recent capital market turmoil—rolling up orphaned or underserved accounts, purchased at small prices, so we benefit when markets normalize.

### Positive aspects of the Otovo business model:

Capital/Asset light – near term cash flow positive

Limited political/policy exposure

# Profiting from AI



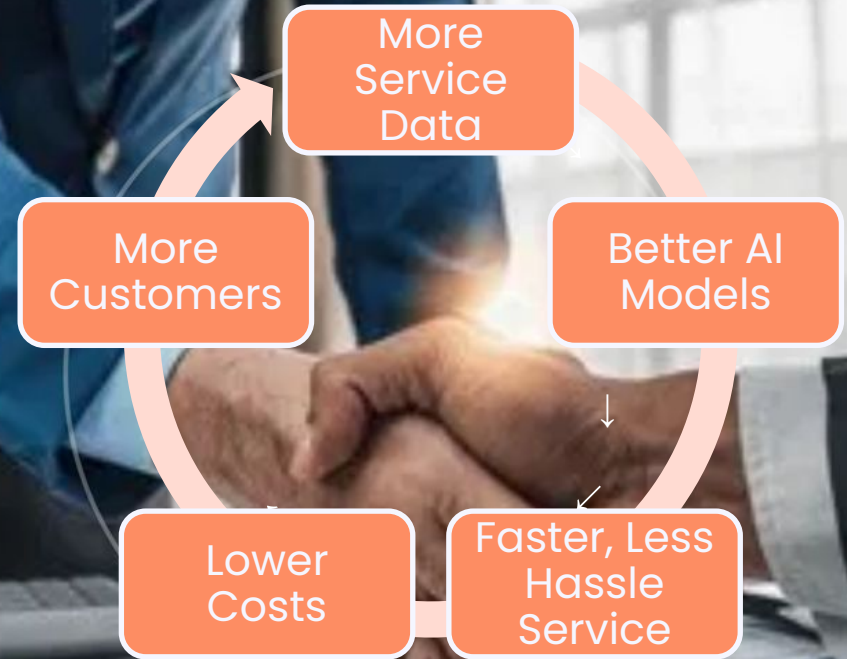


# The AI Flywheel

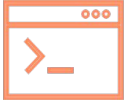
Data-driven service excellence creates a self-reinforcing cycle of improvement.

Our AI-enabled platform creates a powerful flywheel effect where each service interaction generates data that improves our models, leading to faster service, lower costs, and more satisfied customers who generate even more data.

This virtuous cycle becomes increasingly difficult for competitors to replicate as we accumulate more service data and refine our AI models across multiple technologies.



# Leveraging AI to Build a Proprietary, Automated Platform Reducing Cost and Increasing Margin



## Software & Programming

AI technology can write hundreds of lines of code significantly reducing the time it would take to code manually and the number of programmers required.



## Operating Labor

Implementing an AI-driven call center along with automated technician dispatch reduces the operational staff needed.

Equipping technicians with an AI assistant aids in problem diagnosis and improves productivity while working on-site.



## Dispatch Optimization

AI dispatch mapping optimizes routing, enabling technicians to spend more time with customers and less time traveling.

AI dispatch prioritizes higher-margin jobs, contributing to increased profitability for the company.

# Why Our Software Platform Wins

Built for energy systems and powered by AI, our software platform automates diagnosis, dispatch and billing to deliver **faster fixes, lower costs and continuous learning at scale.**



## Elevated CX

- **Proactive alerts** when systems fail, *not* after.
- **Real-time service tracking** and automated updates.
- **AI agents triage issues** and dispatch technicians instantly.



## Solar-Specific Intelligence

- **Purpose-built to service** solar, batteries and generators at scale.
- **Native API integration** with Tesla, Enphase, SolarEdge and Generac.
- **Ready to aggregate** into grid marketplaces as a virtual power plant.



## Full Stack, Full Control

- **Speeds up feature development** and M&A integration.
- **Eliminates platform dependency**, driving down long-term costs.
- **Automates key workflows** like inventory, invoicing and technician routing.



## Gets Smarter Over Time

- **Machine learning model** predicts failures before customer impact.
- **Intelligent pricing** adjusts in real time by distance, complexity and technician availability.

# Unlocking Value — Through AI Automation

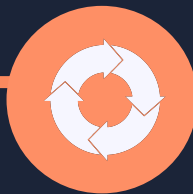
Our proprietary platform has been built to allow scalability without the need for significant incremental investment and accelerate the time to implement by 3 years.



## Cost Avoidance

- Foundation for authorization, CRM, infrastructure
- Operations core: scheduling and dispatch
- Voice AI, chat functionality, iOS app, payment system
- OEM integration (Tesla, Enphase, SolarEdge)

**~\$35M annually\***



## Next Targets

- Automation of FP&A modeling and analysis
- Proprietary automation of workflows for inventory & warehouse inventory management
- Automation of operational and commercial trending and efficiency analysis
- Further automation of existing platform

**~\$15M annually\***



## Future Opportunities

- Development of proprietary accounting system
- Machine learning model for financial forecasting
- Development of branded, visual AI interface with predictive capabilities to act as a personal power assistant and provide white glove service for every customer

**TBD annually**



# Service – The Problem

Millions of customers in deregulated markets in the US and Europe struggle to keep their power on, even after investing in solar, batteries and/or generators. **When equipment fails, they're left unprepared.**



## No One to Call

Customers juggle multiple companies for electricity, solar/battery/generator installation and maintenance. When systems fail, they're often left with delays and dead ends, not fast solutions.



## Slow, Unreliable Repairs

Outages are frequent, and fast service is rare. No one guarantees rapid repairs when critical energy systems fail, leaving customers without the power they paid for.



## Costly Outages Cause Frustrated Customers

Energy customers want peace of mind. They're willing to pay for quick, reliable and responsive service, but the market hasn't delivered a one-stop solution they can count on.

## US Market

When it comes to cost, **61%** of Americans would be willing to pay **40%** extra, on average, for sustainable backup power.

Goal Zero Consumer Power Report (2022 September)  
<https://bit.ly/4n4WKIR>

## EUR Market

Willingness to pay to avoid power outages in 19 EU countries: €0.32–€1.86 per household per hour without electricity.

Effect of Global Warming on Willingness to Pay for Uninterrupted Electricity Supply in European Nations, Nature Energy (2017 December)  
[https://www.nature.com/articles/s41560-017-0045-4?utm\\_source=chatgpt.com](https://www.nature.com/articles/s41560-017-0045-4?utm_source=chatgpt.com)

# Service – The Opportunity

First-Mover Advantage in Resilient Energy: No one else offers a bundled reliability service. This is a rare, high-margin gap in a market desperate for stability — **and Otovo is built to fill it.**

## Total Addressable Market (US & EUR)

- **Unmet Need**

33M+ US and European households, and a further 4 million commercial properties with solar, battery and generator assets fit our target profile — a vast market ready for better service, maximizing performance and ensuring uptime.

- **Willingness to Pay**

In the US, studies show customers are willing to pay ~\$15/month more for a fortified grid and in Europe, customers are willing to pay €100 per year per household to avoid power outages and ensure system uptime. But even with higher utility bills, outages still happen. The takeaway? Price alone doesn't solve reliability.

- **Total Addressable Market (TAM)**

The service market in the US and Europe exceeds \$50B annually. And this is just the beginning — as power systems age and climate risks rise, the demand for resilient, always-on power is growing worldwide.



\*50B TAM based on an average revenue of \$1,500 per customer. Includes yearly recurring service subscription, estimated price of repairs on over lifecycle of system, asset trading revenue

# 33M

Asset Owning Households

# 4M

Asset Owning Commercial Properties

# \$56B

Service TAM



# The Initial Customer

## Homeowners

We're targeting a TAM of **33M+** single-family homes in US & Europe, with a sharp focus on the **11M+** orphaned homeowners who have already invested in solar, backup power and/or generator systems. These customers have already made the big upfront investments and just want their systems to work. We reach them through our retail energy service, which acts as a low-cost entry point before layering in service and trading.

### Why They Choose Us

- **Lower Costs:** Competitive REP rates + optimized equipment usage + earn credits by participating in grid services.
- **Confidence:** They get a single, trusted partner for all their energy needs — one number to call, one bill to pay.
- **Speed:** Fast guaranteed response means no more waiting days for repairs.
- **Better Value:** Our bundled service keeps equipment running longer, reducing lifetime costs and improving ROI.
- **Targeted Marketing:** No matter the language or demographic, we tailor our message to reach homeowners that own power generation and demand management assets.

### Beyond Homeowners

- **Businesses:** Commercial property owners and small businesses with energy equipment who need reliable service and predictable costs to keep operations running smoothly.
- **Solar and Power Asset Financiers:** Our approach ensures asset reliability, supporting stable cash flows and stronger returns.
- **Microgrids.** Service is needed as these small power utilities grow in popularity.
- **Equipment Manufacturers (OEMs).** Require service to solve equipment failures.

# Our Solution — An All-In-One Power Partner

**Otovo = Retail + Service + Trading:** We unite three powerful energy services into one simple offering.



## RETAIL ENERGY

We connect homes with reliable, cost-effective electricity, backed by a stable pricing model that aligns with real-time power demand and supply dynamics.



## ENERGY SERVICE (O&M)

We monitor and support home energy systems — solar panels, batteries, and standby generators and provide repairs as needed. **Subscription-based coverage** means when something breaks, we will respond quickly and provide a 10% discount on repairs.



## GRID TRADING (VPP)

We connect home energy systems to a Virtual Power Plant (VPP), where homeowners earn buyback credits by exporting excess solar or battery power to the grid—supporting grid stability and lowering energy costs.

### WHY BUNDLE?

Each unit is a standalone business, but together they create a flywheel of value. The Retail Energy contract builds the customer relationship and revenue base. The Service keeps customers loyal and their systems performing. Trading then monetizes that performance at high margins.





# Energy Services

## Reliability as a Subscription

### What We Do

Operate & maintain (O&M) energy equipment. We do not install systems ourselves. Rather, our focus as an **energy resiliency partner** is on servicing what's already out there (or newly installed by partners).

### Why It Matters

When equipment fails, customers want fast, dependable service, not a runaround. Our membership plans make sure **every call is the right call**, with proactive maintenance, **24/7** monitoring and quick-response repair service.

### We Take Ownership of Performance For:



Rooftop solar panels & inverters



Battery storage units



Standby generators

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*"Service builds stickiness. **It's the reason customers stay**, and the platform for delivering uptime and reliability."*

# Our Service Plans


We offer **three** levels of service to fit every need.

✓ **ALL** service plans come with monitoring, 10% discount on repairs, and free remote reboots and troubleshooting.

 <b>SOLAR AND STORAGE</b>		RESPONSE TIME	UPFRONT PAYMENT	BILLED MONTHLY/ YEARLY
	CORE	48-hours	\$99	\$9/mo
	PRIME	24-hours	\$99	\$29/mo
	ULTRA	12-hours	\$99	\$49/mo

✓ **Generator maintenance** includes oil change, air filter, spark plug and battery check.

 <b>SOLAR, STORAGE &amp; GENERATOR</b>		RESPONSE TIME	UPFRONT PAYMENT	BILLED MONTHLY/ YEARLY	ANNUAL MAINTENANCE VISITS	ANNUAL PAYMENT
	CORE-COMBO	48-hours	\$99	\$14/mo	1	\$449
	PRIME-COMBO	24-hours	\$99	\$39/mo	2	\$599
	ULTRA-COMBO	12-hours	\$99	\$69/mo	2	\$599

 <b>GENERATOR ONLY</b>		RESPONSE TIME	UPFRONT PAYMENT	BILLED MONTHLY/ YEARLY	ANNUAL MAINTENANCE VISITS	ANNUAL PAYMENT
	CORE-GEN	48-hours	\$99	\$9/mo	1	\$449
	PRIME-GEN	24-hours	\$99	\$29/mo	2	\$599
	ULTRA-GEN	12-hours	\$99	\$49/mo	2	\$599

# Grid Trading – Monetizing Home Power

We turn homes into grid assets. Using an aggregated network of solar + batteries (**Asset Aggregation, or a Virtual Power Plant**), we sell power, capacity and ancillary services into the local wholesale power market.



## Technology-Driven

Our platform auto-dispatches hundreds of home systems in concert, behaving like a small power plant. We leverage market signals (price spikes, grid requests) to maximize value.



## High-Margin Revenue

This is the upside engine of our model. Estimated **~500/yr\*** in grid services revenue per home by aggregating a typical solar + battery setup.



## Capital-Light Scaling

Unlike a utility, we unlock distributed energy that's already installed (or financed by third-parties via customer deals). This means **as we add customers, our revenue grows without heavy capital expenditures** on our balance sheet. It's software, trading expertise and our customer relationships doing the work.



The more homes we connect, the more value we can create.

**~500/YR**  
EST. REV. Per Cust.\*

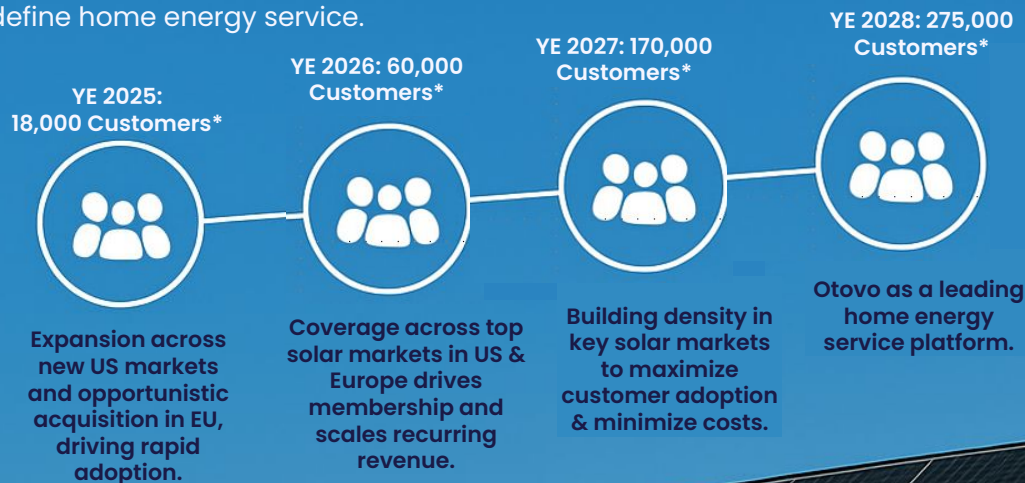
# Acquisitions ramping up as OTOVO takes advantage of a dislocated market and attractive targets to boost growth





# Customer Growth Trajectory

From early traction to rapid scale: building the AI-powered platform that will define home energy service.



\*Year end customers net of churn.

\*\* By 2028, the Newbuild business is expected to represent a significantly smaller portion of net income as we shift our strategic focus toward the Service business.

## Run Rate Target Unit Economics

### Service Unit Economics

Gross Margin %	45%
Net Income Margin %	25%
Customers Satisfaction	😊

### Newbuild Unit Economics\*\*

Gross Margin %	25%
Net Income Margin %	5%
Customers Satisfaction	😊

Run-rate target unit economics assume 2026 projected gross margins and capture the benefits of customer growth on a scalable operating platform, along with savings from the Endurance system rollout and expansion.



# Combined, Otovo harnesses the best of both companies' strengths.

Otovo is creating the first AI-powered, behind-the-meter energy platform that merges best-in-class service, retail energy supply, and grid trading. One bill, one call, one trusted partner.

## US Market



### Business model

We're the **FIRST** behind-the-meter power service company focused on reliable, time-based repairs.

We're the **FIRST** to shift the home standby generator market from one-time product sales to an ongoing service-first model.



### AI-driven platform

Technical platform streamlines diagnostics, dispatch and grid integration to reduce software platform and labor capex and opex.



### Experienced leadership team

Proven energy sector operators who have built and scaled businesses including taking a startup through to a multi-billion-dollar, publicly traded residential solar services company.



## Europe Market



### Global brand opportunity

Creating a brand in behind-the-meter asset service will reduce customer acquisition costs over time.



### Large Existing Customer Base in Deregulated Markets

Otovo Europe has completed ~45,000 residential solar projects in 10 countries, combined with the millions of other systems across Europe. In the deregulated markets, profits are ~2.5x higher than in regulated ones.



### Unlocks a sixth channel for acquiring customers

This sixth channel is by way of the origination channel and Swiss Life.

# Meet the Team

Experienced energy operators. **Our leadership team combines deep experience across retail power.**



CEO  
William J. (John) Berger



CPO  
Andreas Thorsheim



General Counsel  
Eleanor Gilbane



VP, Corporate Development  
Mark Delaney



VP, Operations  
Erin Frielingsdorf



Regional Operations  
Manager-West Coast US  
Manny Hernandez



CFO  
Jennifer Santoscoy



VP, Sales  
Ruben Saavedra



VP, Marketing &  
Partnerships  
Tonia Meyer



VP, Procurement &  
Inventory Management  
Pete Madden



Head of Software  
Engineering  
Jack Berger





# The Long-Term Vision

Our AI strategy evolves from cost optimization to transformative service delivery.

## Today

AI lowers costs, predicts failures, and enables guaranteed SLAs for reliable power service

## Tomorrow

Technician LLM trained on service data improves diagnostics and reduces time to resolution

## Future

Embodied AI — humanoid service assistants provide immediate, on-site support for complex issues

# Thank You