FROST & SULLIVAN

2024 CUSTOMER VALUE LEADER

IN THE UNITED STATES
RENEWABLE ENERGY
INDUSTRY

FROST & SULLIVAN

2024

PRACTICES



Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Green Mountain Energy excels in many of the criteria in the renewable energy space.

AWARD CRITERIA	
Business Impact	Customer Impact
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

A Rich History of Customer-focused Development

Green Mountain Energy has been a trusted carbon-neutral company for more than 20 years, with sustainability at the heart of every innovation and growth strategy. Headquartered in Houston, Texas, the

"The company's innovation strategy creates value by identifying and addressing unmet and underserved market needs. This approach has played a crucial role in tackling the significant challenge of transitioning toward clean energy sources in the energy industry to combat climate change. Green Mountain Energy contributes to this goal by providing customers access to clean energy and innovative products that reduce their carbon footprint."

- Lucrecia Gomez Energy and Environment Research Director company's commitment to providing superior customer value has sustained its remarkable position in the US renewable energy market, making it the partner of choice for 100% clean energy solutions.

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carbon footprint. Its solutions help customers make a positive environmental impact, support a cleaner grid, and improve their carbon footprint with sustainable living solutions, clean energy plans, and carbon

offset purchases. Additionally, the company promotes sustainability in communities through its charitable program, Green Mountain Energy Sun Club.¹

Green Mountain Energy is in a good position to address market gaps and challenges that enable users to improve energy efficiency and reduce the carbon footprint of their business operations. This approach will help the company achieve its next growth phase and enter 2024 with an expanded customer base, thereby sustaining its leadership position.

Bringing Best-in-class Solutions to Customers

Green Mountain Energy is committed to helping its customers live an eco-friendly life throughout their sustainability journey. Unlike its competitors that offer green and non-renewable options, such as natural gas and coal, the company is dedicated to protecting the environment by operating with a zero-carbon footprint. It only provides products that have an ecological advantage. Since 1998, the company has been measuring its corporate greenhouse gas emissions every year, and since 2002, it has offset 100% of its carbon footprint. All Green Mountain Energy offices use 100% renewable energy and ensure that they use 100% post-consumer waste product stock for printing and mailing.

The company works closely with customers to provide a range of products that cater to their needs, whether they are just starting out or deeply committed to sustainability. For instance, it offers solar and electric vehicle (EV) products, tools, and support to reduce carbon emissions. It provides consumers and businesses with the choice of cleaner electricity products from renewable sources, various carbon offset products, and sustainable solutions.

Moreover, Green Mountain Energy has developed a customer-focused strategy to cater to evolving needs and preferences. An excellent example is the Green Mountain Energy app,² which enables customers to connect their EVs to their electricity accounts seamlessly. The company has also made it easier for customers to install solar panels through its Powered by Sunshine program,³ providing generous buyback plans.

In addition, customers who have installed a solar panel system without using one of Green Mountain Energy's partners can sign up for a different version of the Renewable Rewards plan.⁴ These plans cap the bill credits at the monthly usage from the grid or credit all excess energy at a lower rate than the customer pays for their usage from the grid.

Frost & Sullivan finds that Green Mountain Energy's capabilities allow customers to reduce their carbon footprint significantly. The company's dedication to sustainability and customer education is reflected in its value proposition, which has contributed to its continual success. The company's commitment to improving its solutions based on customers' evolving needs deserves recognition.

¹ Green Mountain Energy Sun Club®

²Green Mountain Energy App

³Powered by Sunshine

⁴Renewable Rewards plan

Guaranteed Satisfaction through End-to-end Customer Service

Green Mountain Energy prides itself on providing top-of-the-line expertise and services to its customers and delivering value beyond their expectations. The company has built a sterling reputation for its commitment to supporting customers in their efforts to make a positive environmental impact.

In addition, Green Mountain Energy works diligently to stay ahead of market trends and its customers' evolving needs by collaborating closely with them. For instance, it surveys customers regularly to gain

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- Lucrecia Gomez Energy and Environment Research Director insights into their experience, value for money, and likelihood to recommend it to others. New customers are also asked about the importance of rate/price in choosing Green Mountain Energy.

Over the course of the research, it was evident to Frost & Sullivan that Green Mountain Energy goes to great lengths to deliver a superior customer ownership experience. The company believes in providing choices that reflect its customers' values. As such, Green Mountain Energy has developed a loyalty program called

Mountaintop Rewards. This points-based program aims to better reward customers for contributing to the environment by using 100% renewable energy. By taking actions such as renewing their plan, enrolling in paperless billing, or becoming a member of Sun Club, customers can earn points. They can then redeem these points for a bill credit, a gift card to Amazon or Whole Foods, or as a donation to The Nature Conservancy.

Conclusion

Green Mountain Energy has successfully incorporated customer-focused strategies and exemplifies best practices implementation. The company offers a broad range of products that help customers lead a greener lifestyle, making it the preferred partner for 100% clean energy solutions. Consequently, customers receive invaluable support and guidance, giving them access to best-in-class solutions and cost savings. Green Mountain Energy earns Frost & Sullivan's 2024 Customer Value Leadership Award for its strong overall performance in the US renewable energy industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Award recognizes the company that offers products or services customers find superior for the overall price, performance, and quality.

Best Practices Award Analysis

For the Customer Value Leadership Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall financial performance is achieved in terms of revenues, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Commitment to quality and to customers characterize the company culture, which in turn enhances employee morale and retention

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at http://www.frost.com.

The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator $^{\text{TM}}$.

Learn more.

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- Innovation Culture: Optimized Customer Experience
- ROI & Margin: Implementation Excellence
- Transformational Growth: Industry Leadership

OPPORTUNITY UNIVERSE Capture full range of growth opportunities and prioritize them based on key criteria OPPORTUNITY EVALUATION Adapt strategy to changing market dynamics and unearth new opportunities OPPORTUNITY EVALUATION Conduct deep, 360-degree analysis opportunities PIELINE ENGINETM GO-TO-MARKET STRATEGY Translate strategic alternatives into a cogent strategy

The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- Mega Trend (MT)
- Business Model (BM)
- Technology (TE)
- Industries (IN)
- Customer (CU)
- Geographies (GE)

