

Go-To-Market Strategy Recommendations

Your Goal

Increase U.S.
Brand Awareness
to Seed Demand
for AB Energy

You Have

A solid European brand reputation built on the highest quality product and services in your category.

A strong brand and messaging platform that provides a powerful foundation for U.S. market efforts.

Rich content assets, including a strong website and a robust video archive, ready to be activated for greater impact.

A skilled marketing team focused on Europe with a plan to build out a U.S.-based team.

You Need

To be seen as a credible and established American manufacturer and partner in energy solutions.

U.S. market and audience insights to sharpen prioritization and adapt your messaging for maximum relevance.

A U.S. marketing plan with targeted media strategies and region-specific content to accelerate impact.

U.S. B2B marketing experts who can scale and adapt as your team grows.

Shaping Our Perspective

Bigger, More Complex Buying Group

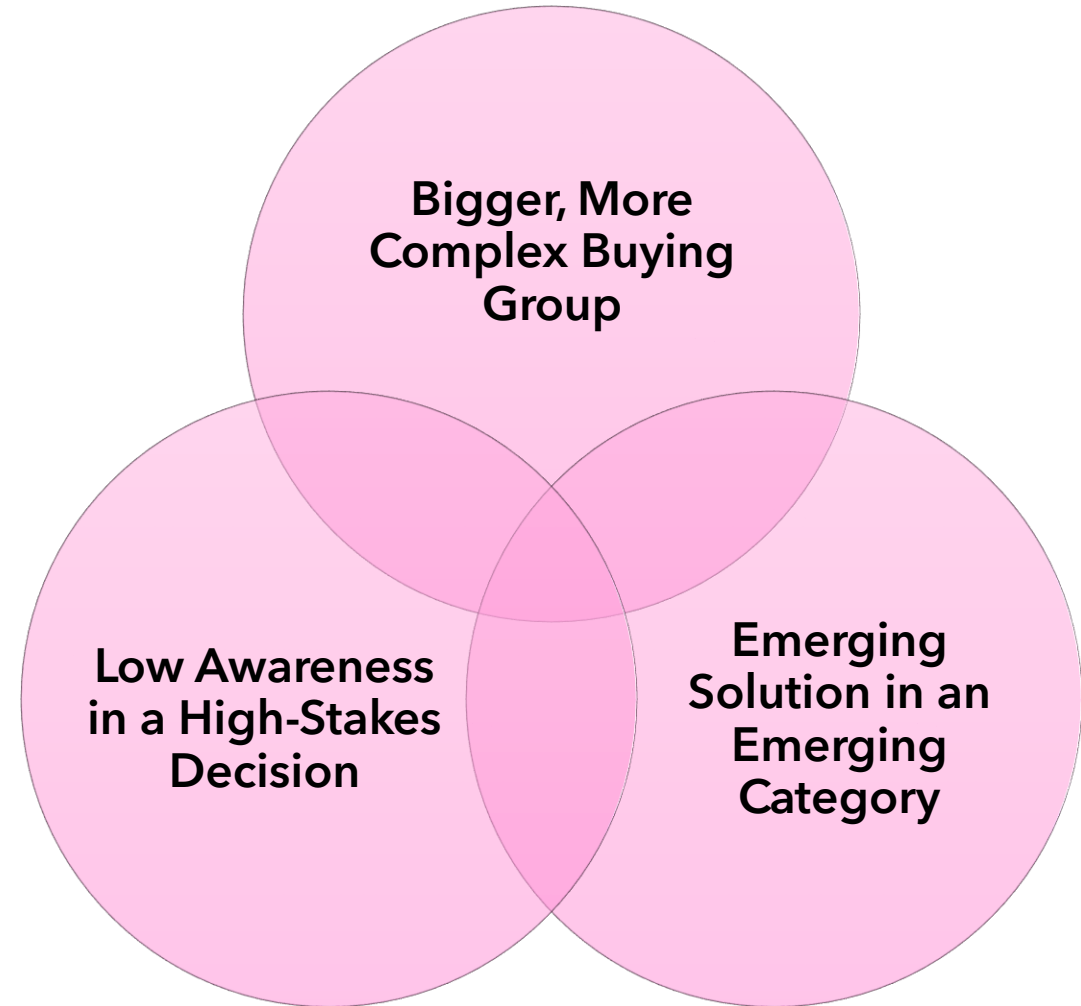
The U.S. market involves a broader mix of high-profile influencers, expanding the decision-making circle and complicating the path to purchase.

Low Awareness in a High-Stakes Decision

Despite AB Energy's strong offering, low brand familiarity in the U.S. means the company must work hard to justify and sell in multi-million-dollar capital expenses.

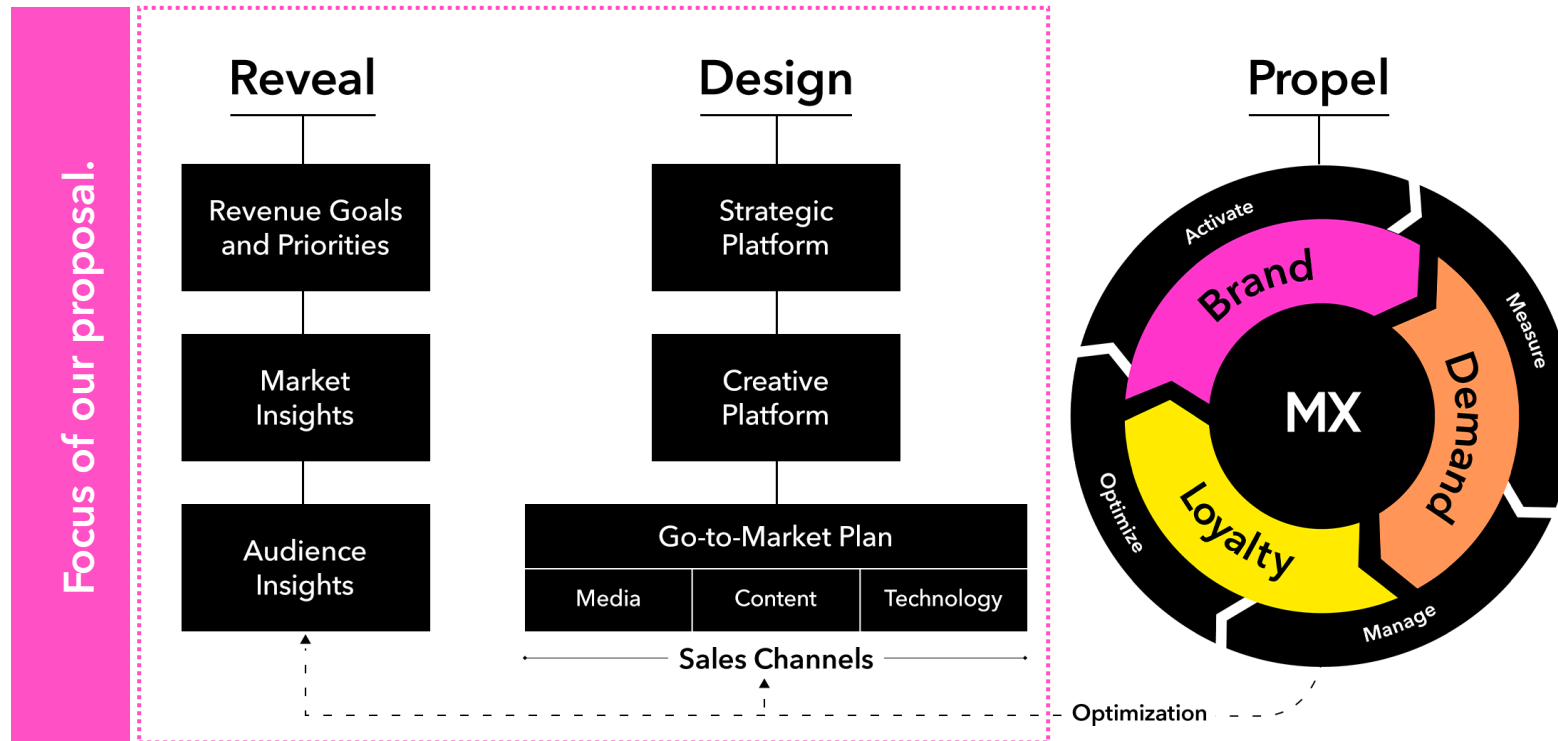
Emerging Solution in an Emerging Category

While sustainable energy solutions are gaining momentum in the U.S., many buyers are unclear on the available solutions—or which one is best suited to their needs.



Outcomes are Only as Good as the Approach.

Creating impact takes ambitious goal-setting, thoughtful planning and relevant experience. We've spent 35+ years helping B2B clients craft a Market Experience that grows their brand by building it together, with intention, based on our Experience Engine model.



Refine Your Saleable Market and Target Priorities

The U.S. is a large, diverse market and scaling responsibly requires defining the most saleable segments, prioritizing them, and scaling over time. We take a targeted, data-driven approach to ensure we're focused on your greatest opportunities.

We'll help you:

- Quantify your addressable market based on target audiences and your initial focus in the South and East regions
- Layer in third-party data—such as target company locations, DMA boundaries, and state-level sustainability incentives, regulations—to uncover areas of highest opportunity
- Refine your Year 1 market priorities by aligning media reach with budget constraints and developing a phased, five-year roadmap for growth

Market Sizing (example)				Totals
Country	US-HQ companies			578,437
Markets *	4,577 End-Users	16,590 RNG Developers	6,860 Eng. Firms / EPCs	28,027
Target States **	2,958	9,415	3,460	15,833
Revenue ***	383	1,421	252	2,056

***Revenue bands assume 3%-10% CAPEX to revenue ratio as low-end of revenue band range calculation (average across industries).

Analyze Your Market Position and Perceptions

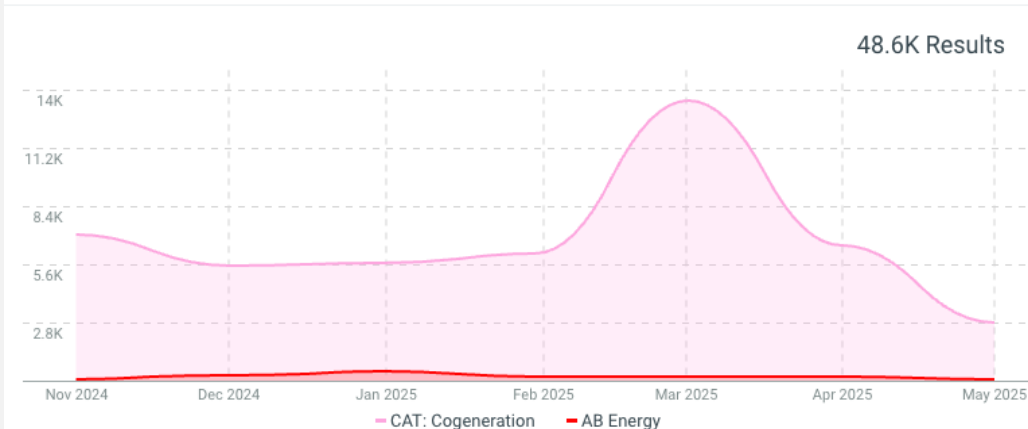
To define a distinct market position, we first need to understand how your brand is currently perceived—both by your audience and in relation to your competitors. We'll analyze brand sentiment, assess how your messaging stacks up, and uncover opportunities to sharpen your positioning and stand apart.

We'll help you:

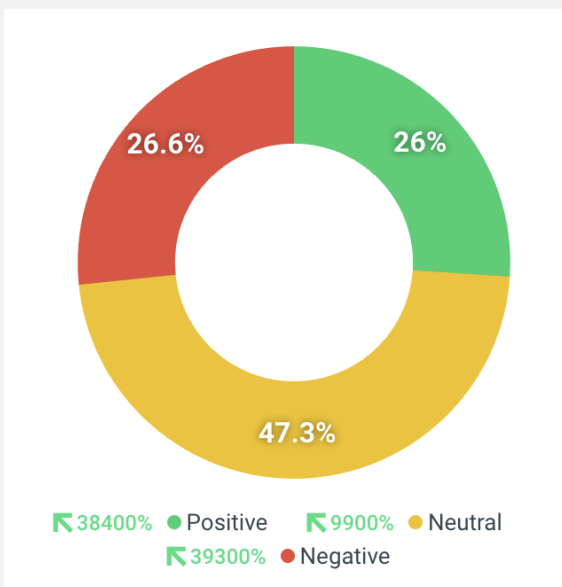
- Use social listening tools to assess brand mentions and sentiment across key channels to get a feel for current brand perceptions
- (Optional) Conduct a survey of U.S. buyers to benchmark aided and unaided awareness—providing a clear baseline to track future brand investment impact
- Map competitor archetypes, positioning, and messaging to identify differentiation opportunities

Category - "Cogeneration" + AB Energy comparison (6-month historical)

RESULTS OVER TIME



AB Energy Share of Sentiment



Uncover Audience Insights to Inform Campaign Adaptations and Extensions

Your global campaigns are built to scale—but U.S. market needs can differ from other regions. Through desk research, we'll help you uncover audience insights specific to the U.S. to determine where adaptations or extensions to Global programs will drive impact.

We'll help you:

- Identify vertical-spanning trends and to reveal the category entry points for the U.S. market
- Prioritize those entry points based on current market demand and growth potential
- Pinpoint where U.S. needs align with or diverge from global campaigns
- Recommend targeted U.S. campaigns, messaging, or content extensions to enhance relevance over the next 5 years

Vertical-Spanning Market Trends in 2025

Shifting Policy

The Trump Administration's shift in climate policy in the US, such as leaving the Paris Agreement, will impact both climate policy globally and corporate ESG programs.

Implication

Weaker climate policy may put more pressure on companies to regulate themselves and increase transparency in their sustainability decisions.

Emerging Technologies

Despite regulatory uncertainties, several markets are innovating in sustainable tech and energy transition, such as carbon capture and energy storage.

Implication

Green tech continues to be a space to watch for innovation and venture capital investment, which will help mitigate weaker government policy.

Increasing Energy Demand

Technologies like AI require lots of energy, and to meet this demand new and more efficient ways to manage energy consumption are becoming increasingly necessary.

Implication

As the AI space matures, the need for more efficient energy sources and transparency about energy practices will become more pressing.

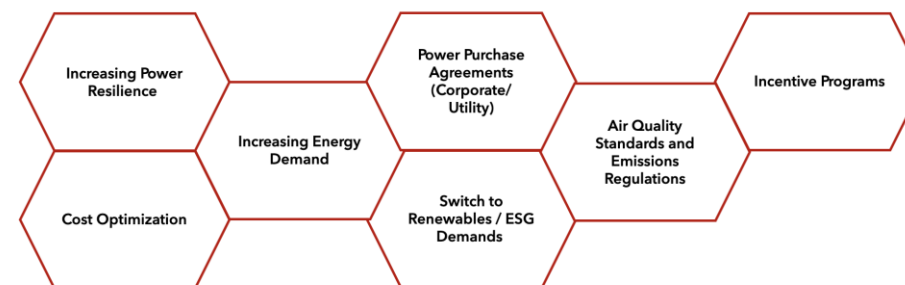
Volatility in Market Prices

Oil and natural gas prices are expected to shift dramatically in 2025 due to OPEC+ surplus and a limited LNG project pipeline this year.

Implication

Fossil fuel price uncertainty may make renewables and more efficient generation methods more appealing to buyers with tight margins.

Category Entry Points: Needs that Lead Buyers to Cogeneration



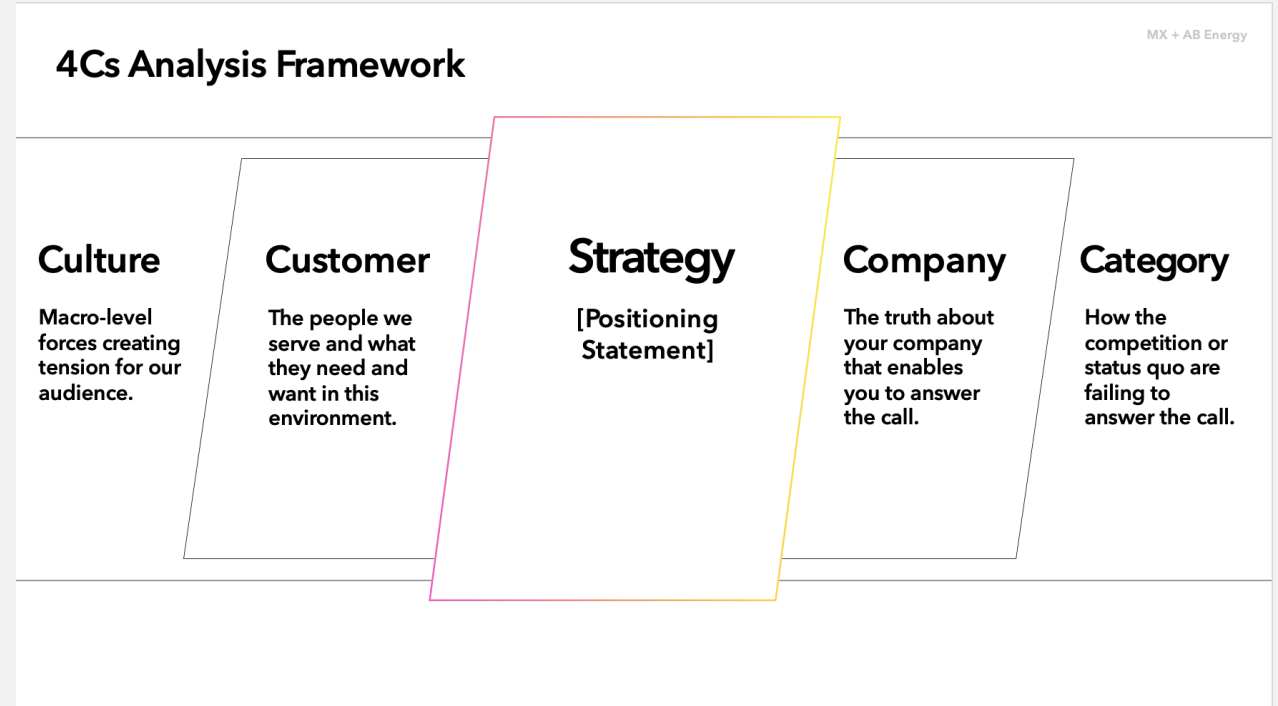
Initial thought starters, not final recommendations, for AB Energy.

Create a Compelling U.S. Brand Positioning

Growing in the U.S. market requires a brand that connects—one that earns trust and distinguishes itself in an emerging, high-stakes category. To build momentum, you'll need to clarify your value and establish credibility with new buyers.

We'll help you:

- Define your U.S. brand positioning, archetype and tone through a 4Cs analysis—examining your Company, Category, Customer, and Culture (macro trends) to uncover what resonates
- Establish the supporting proof points that reinforce your positioning and demonstrate credibility, relevance, and long-term commitment to the U.S. market

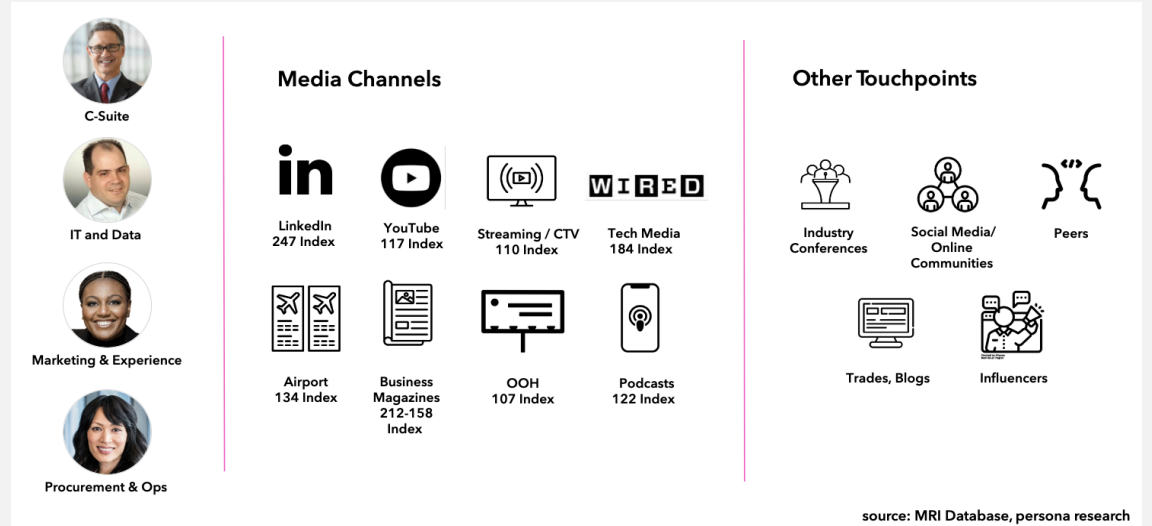


Define an Awareness Building Communication and Channel Strategy

Even the most compelling brand story needs the right delivery to gain traction. To resonate with industrial buyers and RNG developers, your communications strategy must be tightly aligned to their needs – and delivered through the channels where they're paying attention.

We'll help you:

- Build a focused communications strategy by developing value propositions aligned to key category entry points for your two core offerings: CHP/CCHP and RNG Upgrading
- Recommend high-impact channels tailored to your target audiences, ensuring your message reaches the right people



Communications Plan

Comms Task	Inspire	Educate	Evaluate	Select
Lead Brand	Zekelman	Zekelman	Picoma Western Wheatland	Picoma Western Wheatland
Existing Customer Mindset	Domestic steel vs. imported steel is not an issue that's top of mind for me.	The conduit I use helps me keep my margins under control.	As far as I know, the conduit I recommend is ethically sourced and imported legally.	I need help selecting the right conduit for my customers.
Desired Change	Domestic steel supports the community I live in and the economy I rely on.	Domestic conduit provides better value and supports my reputation.	I need to be more diligent about where my conduit comes from.	<u>Zekelman</u> invests and innovates to be the long-term partner I need for quality domestic conduit.
Key Message	Domestic steel is the only way to get conduit you can believe in.	The long-term value of domestic conduit saves you time, money and headaches.	Imported conduit puts reputations, customers, and projects at risk.	Zekelman works hard to make conduit you can trust.
Key RTBs	<ul style="list-style-type: none"> Better for American Communities Cleaner Steel Conduit that Lasts 	<ul style="list-style-type: none"> Conduit that Lasts Transparency 	<ul style="list-style-type: none"> Transparency Better for American Communities 	<ul style="list-style-type: none"> Conduit that Lasts Transparency

Define a U.S. Specific Content Strategy

Your existing thought leadership program is strong - and we'll keep it that way. Our U.S. content strategy will build from your global programs, ensuring consistency while adding appropriate market nuance.

We'll help you:

- Assess your existing content strategy and key U.S. competitors, with an eye to your U.S. audience, looking at major themes, core content format types, post frequency, engagement
- Formulate the U.S. specific content strategy based on our recommendations and findings on strengths and opportunities, content themes, editorial calendar, and voice and tone.

Company	Overall Metrics Score	Trust 25%	Authority 25%	Visibility 25%	Expertise+ Foresight 25%
AB Energy	2.5	0.0	3.6	2.4	4.1
Innio	2.9	0.5	3.9	3.2	4.0
2G Energy	1.7	0.7	2.8	0.8	2.4
Clarke Energy	5.3	3.7	4.3	6.6	6.8
Bright Renewables	1.1	0.0	1.9	0.5	2.0



Support Marketing Investment Strategy

Determining how to invest in a new market is complex. You have an initial budget, but success requires the flexibility to adapt to meet market realities and continued business growth. We'll help you make confident, informed decisions by leveraging insights from Forrester's 2024 Marketing Budgets Survey—grounding your U.S. investment strategy in industry benchmarks from organizations like yours.

We'll help you:

- Build a tailored investment model that blends Forrester's industry data with AB Energy-specific factors—like growth goals, your centralized global marketing structure, market dynamics, and program allocation strategy
- Map changes to your marketing investment as your U.S. business grows over a 5-year period.

Company Revenue	\$500MM *		
Est. U.S. Revenue	\$20MM **		
Marketing Budget Range as Percent of Revenue (2024 Forrester)	5%	8.5%	12%
	\$1MM	\$1.7MM	\$2.4MM
Marketing Budget Allocation (2024 Forrester)	Programs	Personnel	Technology
	42%	35%	23%
Marketing Budget Program Allocation (MX modification of 2024 Forrester)	Awareness	Demand	Enablement
	50 %	20 %	30 %
	\$714K		

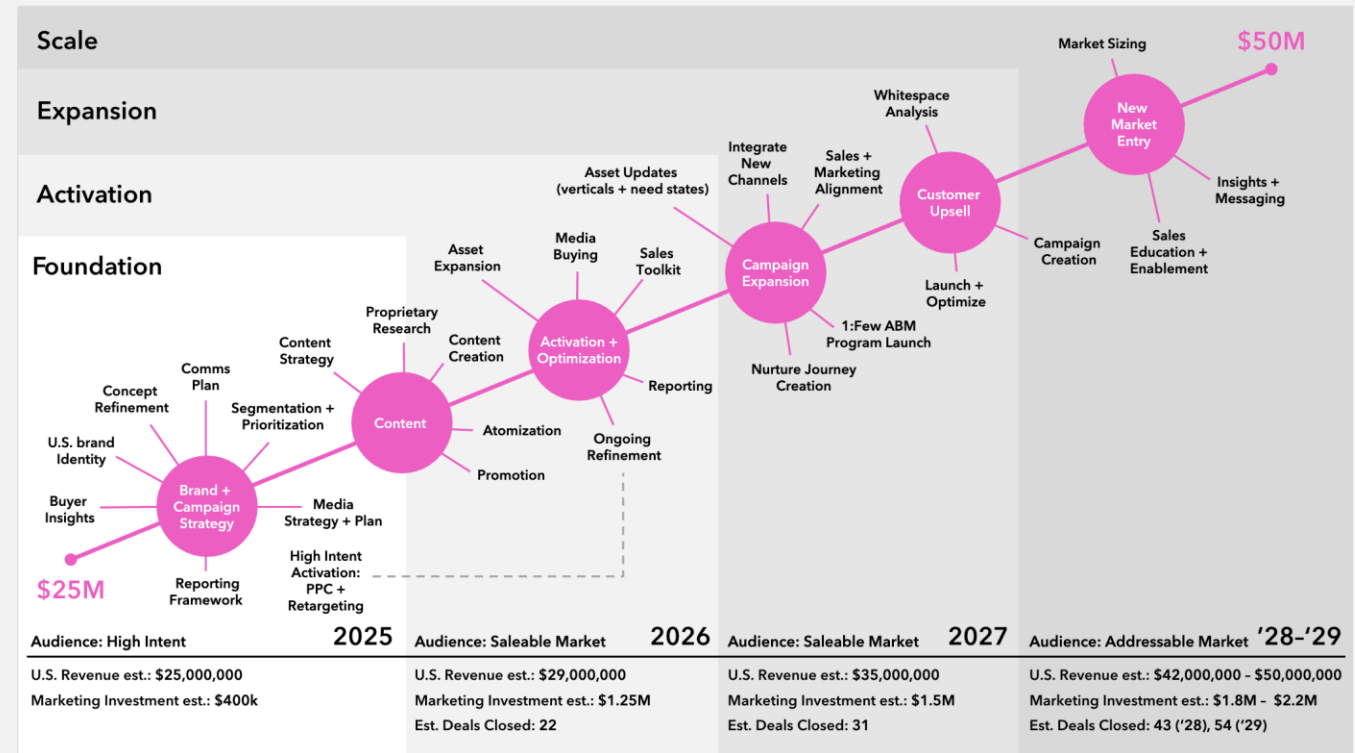
	2026	2027	2028	2029	2030
Phase	Planning / Foundation	Launch TOFU Activation; Light MOFU	Expand TOFU/MOFU Activation, Start BOFU	MOFU/BOFU investment	MOFU/BOFU investment
Budget (Programs)	\$300,000	\$752,000	\$823,000	\$911,000	\$999,000
Estimated EOY revenue target	\$20,000,000	\$21,000,000	\$23,000,000	\$25,300,000	\$27,083,000
Assumed YOY Revenue Growth (%)	-	5%	9.5%	10%	10%

Build a 5-Year Roadmap for Sustained Growth

Our work culminates in a five-year roadmap that shifts perceptions of AB Energy—from a European technology importer to a credible, established U.S. energy partner. This roadmap charts a strategic progression of marketing efforts that build over time—expanding your reach, deepening relevance and accelerating impact.

We'll help you:

- Show how audience targeting and marketing approach will evolve and expand as your presence grows
- Advance your messaging strategy from broad category entry points to tailored vertical and account-specific narratives
- Align marketing efforts with business and team growth, ensuring strategy and structure scale together
- Map how marketing investment will grow in step with program maturity and market traction



Phase/Deliverable	week of	5/19	5/26	6/2	6/9	6/16	6/23	7/2
Reveal: Audience and Market Insights								
Refining the Saleable Market								
Market Positioning and Perceptions: Brand Study								
Market Positioning and Perceptions: Competitive Analysis								
Market Trends and Audience Needs Assessment								
Design: Go-to-Market Strategy								
Brand Positioning Strategy								
Content Strategy								
Communication and Channel Strategy								
Marketing Investment Strategy								
5-Year Marketing Roadmap								
Onboarding & Client Check-Ins								
Virtual Kickoff								
Weekly Client/Agency Touchbase								
In-Person Plan Review and Workshop								
Final Plan Delivery								
AB Energy Board Presentation								

2025 Initial Phase Investment

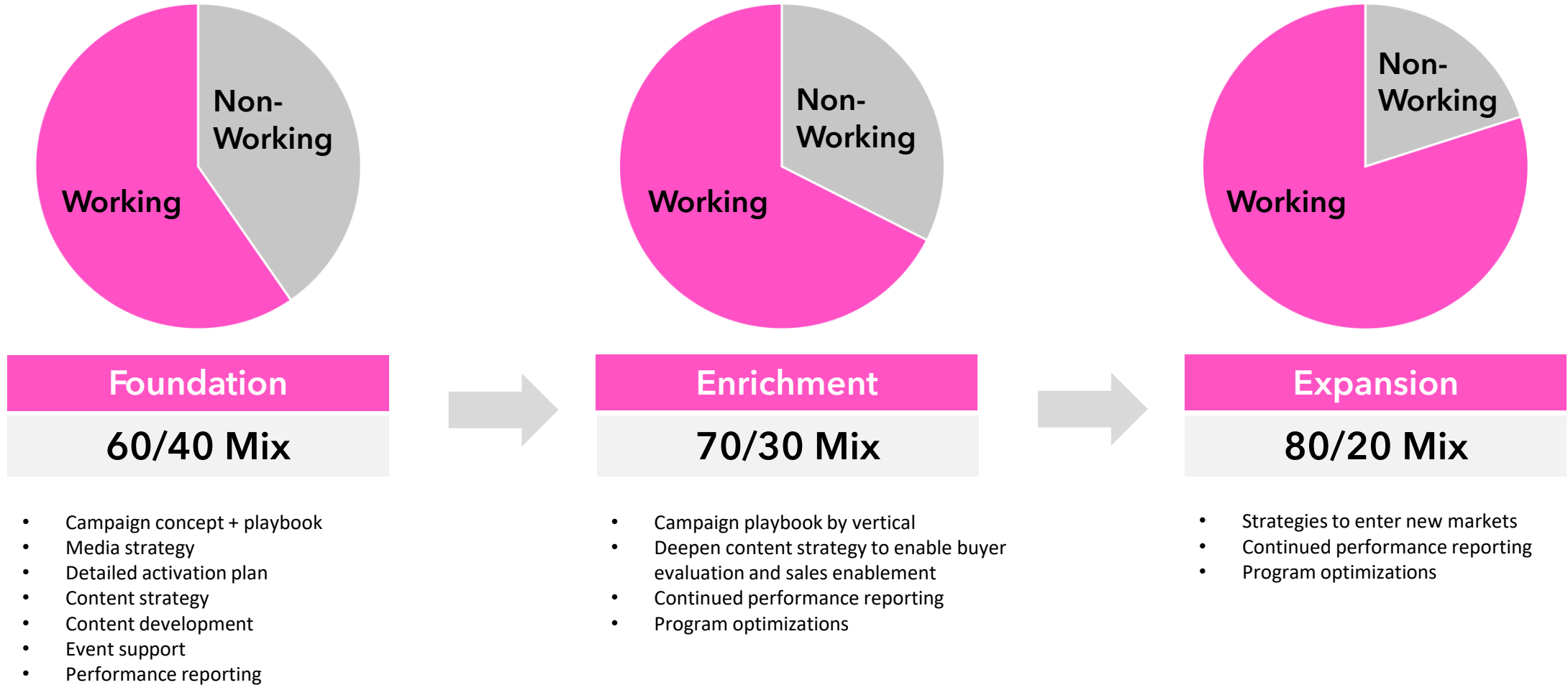
Activity	Requested	Recommended
Reveal: Audience and Market Insights		
Refining the Saleable Market	\$--	\$5,600
Market Positioning and Perceptions: Brand Study	\$5,000	\$20,000
Market Positioning and Perceptions: Competitive Analysis	\$5,000	\$5,000
Market Trends and Audience Needs Assessment	\$8,000	\$10,000
Design: Go-to-Market Strategy		
Brand Positioning Strategy	\$15,000	\$15,000
Content Strategy	\$12,000*	\$15,000
Communication and Channel Strategy	\$7,500	\$10,500
Marketing Investment Strategy	\$--	\$2,400
5-Year Marketing Roadmap	\$5,500	\$5,500
Agency Onboarding		
In-Person Onboarding Workshop	\$--	\$--
Total	\$58,000*	\$89,000

**Per our discussion, deferring the Content Strategy work to 2026 brings the total initial phase investment to \$46,000.*

2026 and Beyond

Possible Investment Strategies

The mix of working to non-working spend is heavily influenced by the components of the roadmap, the size and composition of your U.S. marketing team, and the workshare between the agency and your global marketing team. The examples below are illustrative of the types of activities that shift the balance of working to non-working spend. We will work with you to outline the specific activities and budget requirements to ensure your investment makes the most impact.



We Impact the Marketplace for
Companies That Impact the World.