

2024 ESG Report

New Heights



PROENERGY

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Introduction

PROENERGY fulfills a critical role in the energy transition. Investing in the power needs of today and making responsible decisions for tomorrow, we positively impact the sustainability of the planet, the lives of people, and the culture of our company.

Welcome to our third annual Environmental, Social, Governance (ESG) report. Our journey of improvement continues, with ESG principles and core values serving as a runway to achieve new heights. As we scale our business and expand our workforce, every PROENERGY employee joins our commitment to doing the right thing for the environment, communities, and business. The sky is the limit.



Houston Aero Depot Team

Chief Executive Officer

Doing well in business is an opportunity to do good in the world. With 2024 as one of the most impactful of our 23-year history, we stand ready to execute our vision on a larger scale while staying grounded in ESG principles and doing the right thing.

Last year's partnership with Energy Capital Partners (ECP) positions PROENERGY for accelerated growth. Together our extensive experience will drive expansion, foster innovation, and deliver value to our industry. The relationship is timely as we increase our capabilities in response to rising demand and capacity requirements.

Scaling any business for the level of growth we envision can bring both prosperity and challenge. AeroAdvantage is adding its second Level-IV depot in Houston, while we look to expand our Level-II facilities. PowerFLX commissioned three facilities in 2024 and has become the solution of choice for development in North America. WattBridge, already the largest LM6000 fleet in the world, provides half of the dispatchable output for Texas.

The risk of scale lies in losing sight of the culture that made success possible. Balance is key to the PROENERGY strategy, and our leaders are mindful that we must remain true to our core values. Our impact goes far beyond creating great jobs and sharing success with our supply partners and local economies. We also volunteer time, teach skills, and contribute to worthy causes, including scholarships, internships, and the forthcoming PROENERGY Teen Center at the Boys & Girls Club of West Central Missouri.

Our team of more than 730 is growing strong. As our business amplifies its influence, we maintain an obligation to protect the planet, help our fellow man, and conduct ethical business. With this report, I affirm my commitment to the entire PROENERGY team to serve our stakeholders and communities responsibly.

Jeff Canon
President and CEO



“With man this is impossible,
but with God all things are possible.”

– MATTHEW 19:26

SVP Sustainability

As we reflect on the past year, I am proud and grateful for the remarkable strides we continue to make in our ESG journey. Our people's dedication and ownership are instrumental in driving continuous improvement and achieving significant milestones.

Materiality Assessment: In 2024, we updated our 2022 materiality assessment to validate alignment with the United Nations (UN) Sustainable Development Goals (SDGs). This alignment demonstrates our commitment to making a meaningful impact on the world. The review enabled us to assess our progress against high-impact goals and update our ESG roadmap with actionable plans and initiatives for future success.

Environment: We are committed to environmental stewardship, ensuring that the responsible use of resources is integrated into our mindset of doing the right thing. In 2024, we successfully reported our Scope 1 and 2 carbon emissions and highlighted our leadership in hydrogen-fueled power generation. Our research and development initiatives, including the installation of fogging and wet compression systems, optimized water usage for increased power generation output. Additionally, we increased the production of upcycled aeroderivative turbines, reduced industrial scrap, upgraded our retention ponds, and enhanced office recycling programs, which resulted in significant waste reduction and environmental benefits.

Social: Our business depends on our people. We care deeply for our employees' safety and well-being, as well as those who live in our communities. As our business continues to expand, we focus on maintaining a balanced workforce by acknowledging achievements, providing health and financial benefits, and fostering a diverse employee base. Our safety-first culture continues to drive world-class performance, as shown by remarkable improvements in our 2024 injury rates. We continue to enrich our communities with local engineering, procurement, construction (EPC) projects and donations to various charities that support health, education, and community. In 2024, we launched multiple people initiatives, including an ingenuity award program, an employee excellence award program, and the publication of monthly wellness newsletters. We also conducted diversity and inclusion training and surveys to assess employees' perspectives on these topics and improve our organizational culture.

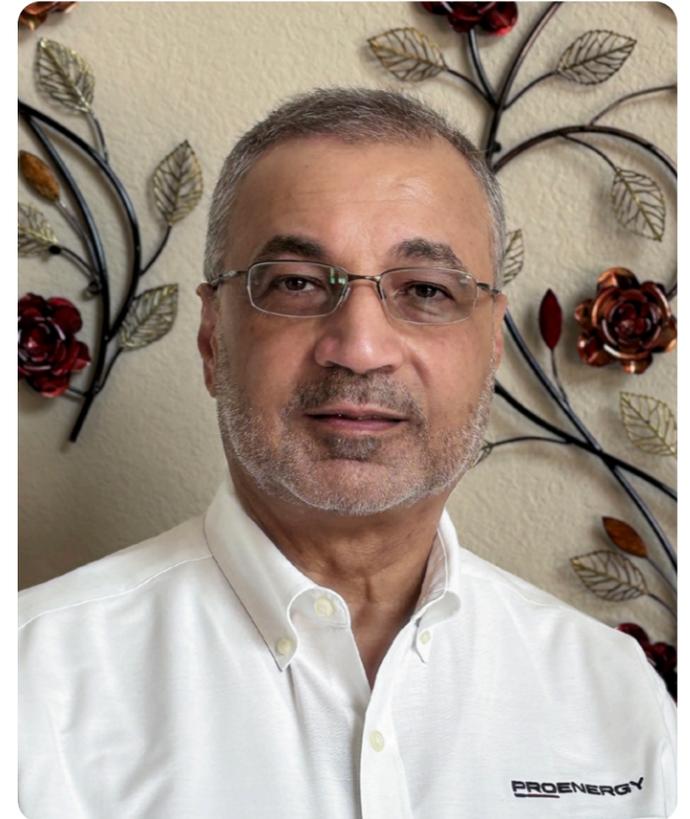
Governance: Our commitment to integrity and transparency is the foundation of our success. We continue to strengthen our business by building more robust corporate governance and risk management practices. In 2024, we added several corporate policies to clarify expectations, increase transparency, and ensure effective compliance. These included a new supplier code of business conduct, new cybersecurity and artificial intelligence policies, and an updated grievance policy. In March 2024, we spotlighted our ethics campaign, celebrating National Ethics Awareness Month, and conducted an ethics survey to promote ethical business practices.

Awards and Recognition: We are pleased to announce that our 2023 ESG Report received the MarCom Platinum Award from the Association of Marketing and Communication Professionals (AMCP) and the Lantern Award of Excellence from Houston Business Marketing Alliance (HBMA). These accolades, along with our 2024 accomplishments, are a testament to our people's commitment to our ESG journey. Together, we have made considerable progress in reducing our environmental impact, promoting social responsibility, and upholding the highest standards of governance.

Finally, we are excited to be part of the ECP portfolio of companies. Furthermore, we are thrilled to see our ESG roadmap aligns seamlessly with the ECP commitment to building sustainable infrastructure and supporting the energy transition. We look forward to sharing best practices in ESG and striving together for even greater accomplishments.

To our people, you are the driving force behind our ESG improvement journey. Thank you for your passion, resilience, and commitment, which inspire us all to reach new heights.

Gus Eghneim
SVP Sustainability
Chief Compliance Officer



Award-Winning 2023 ESG Report

Our Company

What We Do

PROENERGY is a global and vertically integrated energy transition platform. Focused exclusively on fast-start, dispatchable power, our company supports both energy security and renewable growth with complete turbine services, project development, equipment manufacturing, turnkey generation facilities, operations, and maintenance.

With three market-facing businesses, we rise to the challenge of meeting worldwide energy demand.



Aeroderivative Life-Cycle Services

Leveraging two independent Level-IV depots and sole LM6000 PC / PD test cell, **AeroAdvantage** delivers life-of-turbine services. We harness specialized experience, in-house manufacturing, and condition-based repair strategies to sustainably extend the life of the LM6000, PE6000, and LM2500 fleet.

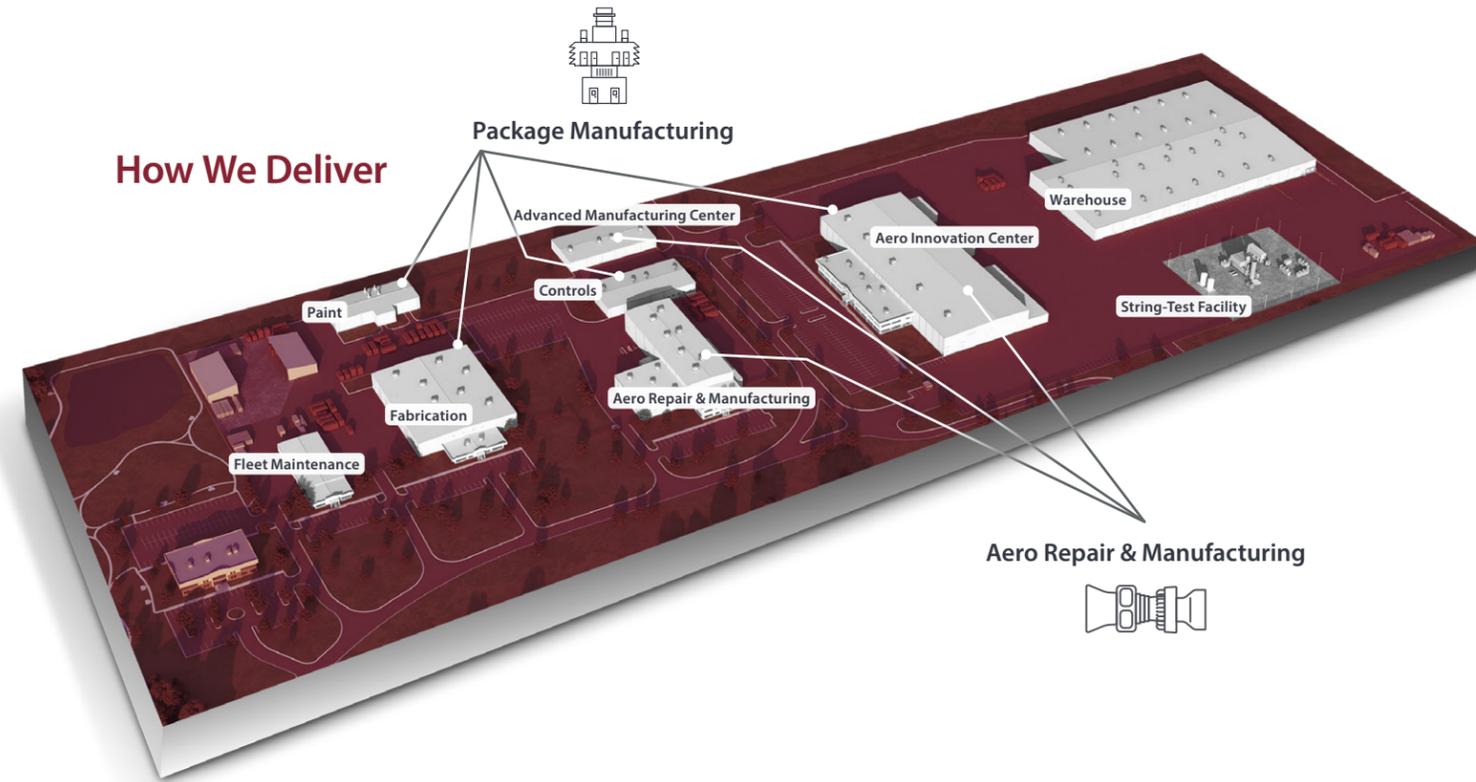
OEM Equipment & EPC Solutions

Offering the first standardized, modular LM6000 / PE6000 plant design with leading construction times, **PowerFLX** delivers dispatchable power facilities proven to perform. Our turnkey EPC+ services—including all equipment, project management, and traditional EPC services—deliver built-in upgrades and enhancements that increase operational efficiency and safety.

Project Development & Asset Management

As owner and operator of the world's largest LM6000 / PE6000 fleet, **WattBridge** is an independent power producer that develops and operates gas-fired, hydrogen-ready dispatchable power plants. The WattBridge platform is proven to deliver repeatable energy security in any market.

How We Deliver



People

Talent runs through our entire workforce. Our leadership team sets the pace for the organization by leveraging experience that dates to the first LM installations. Employees—from engineering experts solving emergent issues to front-line employees at customer sites—continuously innovate to deliver world-class services, plants, and power generation.

Experience

Our focus on aeroderivatives is singular. Acquired over more than two decades, our unique knowledge base spans from plant development, to operations and maintenance, to decommissioning. This understanding inspires innovative products, service strategies, and manufacturing techniques that support energy security with greater speed and efficiency than anyone else.

Infrastructure

PROENERGY headquarters is a global hub for aeroderivative excellence. Located in Sedalia, Missouri, our campus offers life-of-turbine services, equipment manufacturing, and a home for our decarbonization programs. It features the world's only independent Level-IV aeroderivative turbine depot and string-test facility, world-class manufacturing capabilities for packages and engines, and a \$200 million inventory in spares and parts.

99%
ON-TIME PROJECT TURNAROUND

120+
LM UNITS UNDER TCSA CONTRACT

160+
MAJOR OVERHAULS AND HOT SECTIONS

120+
TURNKEY EPC INSTALLATIONS

70+
POWERFLX PACKAGES BUILT SINCE 2021

50%
FASTER THAN ANY COMPETITOR

2,400 MW
IN COMMERCIAL OPERATION

99%
RELIABILITY PERFORMANCE IN 2024

50%
OF AERO GROSS LOAD IN ERCOT IN 2024

736
TOTAL EMPLOYEES IN 2024

20+
YEARS IN THE INDUSTRY

600K
SQ. FT UNDER ROOF

ESG Commitment

The actions we take today should never compromise the needs of tomorrow. At PROENERGY, we meet energy demand while striving to do the right thing. Our roles as a power-solutions provider, a member of the communities where we work, and a steward of the environment are interconnected.

Our ESG program is administered under the authority of the Board of Directors. The SVP Compliance Sustainability and Chief Compliance Officer drives the ESG strategy with direct reporting responsibility to the CEO.* We monitor and report on the advancement of all our sustainability initiatives.

The ESG program conforms with the UN SDGs, a blueprint for a sustainable future for all. It focuses on three strategic areas, which align with SDGs, as shown below.

**Refer to the Governance section, p. 52, for more information on our performance structure.*



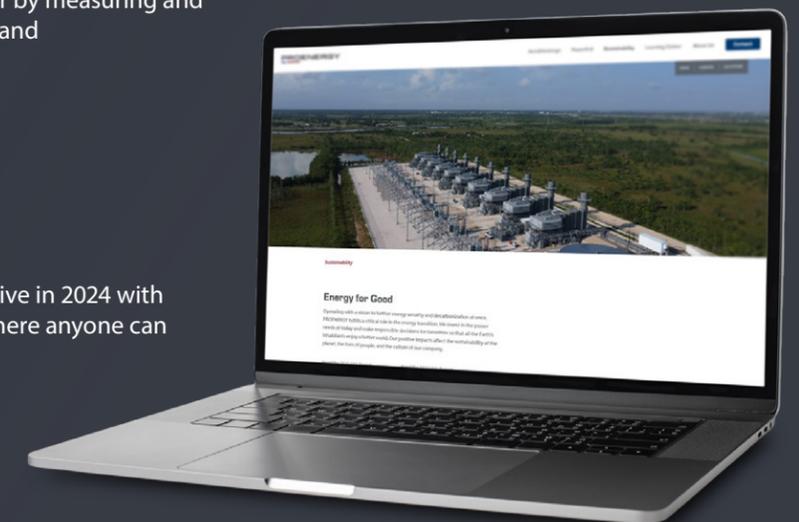
Year after year, our company carries forward these pillars with demonstrated commitment and resolve. We strive to do the right thing within each ESG domain while tracking our journey.

PROENERGY commits to...

- developing innovative solutions, reducing our environmental footprint, enhancing energy security, and accelerating the energy transition. We work continuously to assess, monitor, and reduce our impact on the planet.
- empowering people to enhance their safety, well-being, and economic prosperity. We promote diversity and inclusion, respect human rights, and create prosperity for our employees, customers, suppliers, contractors, and the communities in which we live and work.
- sustaining a culture of integrity and accountable operations. We are dedicated to ethical business practices and equitable compensation. We are also committed to risk-based policies, procedures, and controls that drive transparency, responsible decisions, and responsible earning.
- driving improvements year on year by measuring and reporting our progress to internal and external stakeholders.

ESG Goes Digital

The new PROENERGY website went live in 2024 with a dedicated sustainability section where anyone can access our past ESG reports.



Materiality Assessment

Two years ago, PROENERGY completed a materiality assessment as a measured baseline against the UN SDGs. The evaluation identified six areas for our business and prioritized actions with significant ESG impact. Our 2024 assessment validates the continuing materiality of these goals, updates our accomplishments, and defines new actions to continue to drive progress. These updates include classifying the efforts as ongoing, upleveled, or new.



AFFORDABLE AND CLEAN ENERGY EFFORTS

Current

- Own and operate reliable, power generation facilities with the lowest installed cost in the industry
- Build out an R&D program that introduces commercial use of hydrogen fuel
- Accelerate the growth of renewable resources with grid-firming peaking power generation
- Develop an efficient advanced manufacturing initiative to reduce supply chain stress
- Maintain the efficiency and serviceability of aeroderivative gas turbines (GTs) through a global network of depots
- Modernize inefficient customer assets with low-carbon, gas-fired, hydrogen-ready GTs

Future

- Increase the LM6000 hydrogen fuel mix from 35 to 100 percent
- Research additional low-carbon fuels to include ammonia
- Integrate battery storage technology with existing and planned aeroderivative plants
- Extend the lifespan of the global LM fleet with a robust supply of PROENERGY manufactured critical spares
- Expand power generation and depot operations to other U.S. states

DECENT WORK AND ECONOMIC GROWTH EFFORTS

Current

- Serve as an employer of choice with above-average compensation
- Implement a growth strategy to increase economic contributions and geographic presence
- Contribute to local economies through direct employment and power-plant construction
- Maintain employer of choice status by monitoring and reporting headcount, as well as benchmarking pay against local averages
- Manage supplier relationships by monitoring PROENERGY spend, considering long-term partnerships, and identifying minority-owned businesses
- Monitor and report new PROENERGY project installations by city, state, and country
- Implement employee wellness programs and employee excellence awards
- Institute programs to periodically assess inflation and make adjustments where necessary

Future

- Launch and monitor a global cultural initiative to align with our growing geographic presence and headcount

INDUSTRY, INNOVATION, AND INFRASTRUCTURE EFFORTS

Current

- Develop and build critical power-generation assets at a leading cost and speed
- Provide differentiated services for critical power-generation assets
- Improve the operational efficiency and environmental footprint of GTs
- Employ and maintain a hydrogen-capable GT test cell
- Implement protection of assets and intellectual property policies
- Operate two world-class, Level-IV depots with repair and manufacturing capabilities
- Mitigate supply-chain constraints by manufacturing parts and turbines as part of an advanced manufacturing initiative

Future

- Maintain a business strategy that aligns with the energy transition
- Launch low-carbon fuel technology to market
- Expand an aeroderivative R&D and manufacturing program beyond the PE6000 turbine
- Expand power generation and depot operations to other U.S. states

SUSTAINABLE CITIES AND COMMUNITIES EFFORTS

Current

- Enhance energy security with reliable, low-emission peaker facilities
- Support the global GT fleet with long-term maintenance contracts
- Accelerate the renewable energy transition with grid-firming power generation
- Ensure compliance with environmental laws and policies within each market
- Monitor and report critical risks and opportunities
- Support local communities with outreach and education activities
- Participate in multiple giving and charitable programs
- Monitor and report Scope 1 and 2 emissions from power plants that we own and operate
- Monitor and report power plant output, natural gas, and water consumption
- Monitor and report community environmental projects
- Establish and communicate a grievance policy

Future

- Monitor and report Scope 3 emissions

RESPONSIBLE CONSUMPTION AND PRODUCTION EFFORTS

Current

- Reduce waste streams of operating activities
- Monitor and reduce environmental spills
- Prolong the service lifetime of aeroderivative GTs
- Monitor and report carbon footprint
- Reduce energy consumption with energy-efficient LED lighting in all facilities
- Improve water-conservation designs in our plants
- Implement lean operation programs to improve process efficiency
- Monitor, report, and reduce generated waste
- Monitor, report, and reduce energy consumption and carbon footprint
- Monitor and report paper, plastic, and metal recycling volumes
- Report power generation availability and performance
- Monitor and report natural gas and water consumption
- Repurpose aircraft engine cores for power generation

Future

- Formalize company recycling programs in Sedalia, Missouri, and Houston, Texas

CLIMATE ACTION

Current

- Build out an R&D program that introduces commercial use of hydrogen fuel
- Reduce energy consumption with energy-efficient LED lighting in all facilities
- Monitor and report Scope 1 and 2 carbon footprint
- Monitor, report, and reduce energy consumption
- Maintain a formal environmental compliance program
- Modernize inefficient customer assets to low-carbon, gas-fired, hydrogen-ready GTs

Future

- Integrate battery storage technology with existing and planned aeroderivative plants
- Increase the LM6000 hydrogen fuel mix from 35 to 100 percent
- Research additional low-carbon fuels to include ammonia
- Report Scope 3 emissions

KEY

- **ONGOING:** Maintained since 2022.
- **UPLEVELED:**
 - Advanced from Future to Current.
 - Updated with more specificity.
- **NEW:** Introduced after 2022.

Business Strategic Focus

The long-term business strategy at PROENERGY creates value for our organization and stakeholders. We stay focused on improvement, and we measure and report on performance.

WE PRIORITIZE THE FOLLOWING ACTIONS:



PROENERGY strives for visibility and transparency in reporting ESG performance objectives:

ENVIRONMENTAL

- Carbon emission (Scopes 1 & 2)
- Sulfur dioxide (SO₂), nitrogen oxides (NO_x), and particulate matter (PM) emissions from power plants
- Recycled volumes of paper, plastic, and metal
- Recycled volumes of batteries, electronics, light bulbs, used oil, etc.
- Recycled and generated volumes of hazardous waste
- Number of environmental improvement projects / initiatives
- Number of environmental audits / assessments
- Environmental notices of violation
- Environmental spills reported
- Vehicle fleet information (miles driven, fuel, number of leased / owned)
- Electricity consumption
- Natural gas consumption
- Liquid propane consumption
- Water consumption

SOCIAL

- Number of employee social engagement events with summaries
- Number of community outreach events with summaries
- Number of charity drives and total donations with summaries
- Number of safety audits / assessments
- Safety statistics: Total Recordable Incident Rate (TRIR) and Lost Time Incident Rate (LTIR)
- Employee headcount with demographic data (age, gender, and racial mix)
- Summer interns
- Scholarships
- Third-party suppliers spend
- Total training events
- Summary of investments / partnerships in new countries

GOVERNANCE

- Percentage completion of ethics training
- Agents count / reduction
- Number of ethics-related communications
- Number of ethics investigations
- Actions taken to strengthen compliance and risk management



Mark One Generating Station

Preserving Our World

PROENERGY believes in conserving resources, from engines to the Earth.

For the good of the planet and its inhabitants, we displace high-carbon assets with clean natural gas and innovate for responsible use of manufactured and natural resources. Our business applies substantial engineering resources to go above and beyond previous accomplishments and lessen our impact.

Operating to Save the Earth

PROENERGY applies unique capabilities throughout the asset life cycle to preserve natural elements, including air, water, and land. In pages 18 to 27, we track our progress.

Clean Air

Our 2024 report tracks Scope 1 and 2 greenhouse gas (GHG) emissions, and it demonstrates our thought-leadership on hydrogen-fueled power generation during a Tier-I research institute’s symposium.

Clean Water

In addition to upgrading on-campus retention ponds, we continued multiple R&D initiatives to augment power output through the responsible use of water.

Less Waste

We ramped up production of our upcycled PE6000 aeroderivative turbines, minimized industrial scrap like lumber, and advanced office recycling to include batteries and aluminum cans.

Less Land

Through the energy-dense design of our PowerFLX solution, we maximized megawatts per acre at three power generation sites for WattBridge and third parties.

Top Processes

PROENERGY meets environmental compliance obligations and sets goals to further minimize impact. We track ongoing progress by measuring and reporting on energy usage, emissions, spills, and water and waste discharges.

Our Environmental Health and Safety (EH&S) Manual and our Environmental Compliance Program articulate the company expectations for safe work, regulatory compliance, and permitting. These programs help us to centralize and oversee audit performance, improvement initiatives, and related activities. Furthermore, applicable programs and rules guide each office, manufacturing, and operational facility, where facility supervisors confirm training, monitoring, auditing, and record maintenance.

Environmental Regulatory Reporting

Type	Amount		
	2024	2023	2022
Environmental notices of violation (NOVs)	4*	3	0
Environmental audits / assessments	2†	1	4
Environmental spills	0	0	1‡

*All four NOVs have been resolved with no further action needed. One NOV was administrative in nature and pertained to the deviation report. A second NOV resulted from excess emissions at one plant during months in 2022 to 2023. A third NOV occurred after replacing a failed pump for the reverse osmosis system. The system was shut down when water flowing from it did not meet internal standards, diverted to the company’s outfall, and caused an alarm.

†The company selects sites based on commissioning and risk factors; therefore, a rotation of assessments occurs.

‡Reported to the Texas Commission on Environmental Quality and remediated in compliance with regulations.

Clean Air

Benchmarking Emissions as Operations Advance and Demand Grows

We seek to minimize our environmental footprint and track company operations in terms of GHG emissions and hydrocarbon usage. In 2024, the Sedalia campus continued as our center for excellence while progressing R&D and manufacturing initiatives. The Houston headquarters reopened with the new, expanded depot and office space. The WattBridge fleet grew by 480 MW to generate a total of 2,400 MW—enough to power 2 million homes.

This report covers the **Scope 1** and **2** GHG emissions resulting from our activities alongside the benchmarks set in past years. Scope 1 GHG emissions are those from sources directly owned by PROENERGY to include plant operations and fleet vehicles. Scope 2 GHG emissions include non-renewable electricity energy consumption from our business operations at our Sedalia and Houston locations, as well as our WattBridge facilities.

In 2025, we plan to conduct a materiality analysis on Scope 3 emissions: indirect carbon emissions that occur in the value chain. This scope includes carbon emissions associated with the equipment, raw material, and services we buy from suppliers, as well as those from the products and services we sell to our customers. The analysis will help us to define high-impact categories that we can quantify in our reporting in 2026.

Scope 1 and Scope 2 GHG Emissions

	Unit of Measure	2024	2023	2022
Direct GHG Emissions – Scope 1				
All GHGs	short tons CO ₂	1,591,317	1,074,110	—
Indirect GHG Emissions – Scope 2				
<i>Sedalia Non-Renewable Energy Consumption</i>				
	% of electricity from non-renewable sources	59.8	62.2	62.2
	kilowatt-hour	5,348,409	5,341,433	4,637,707
<i>Texas Non-Renewable Energy Consumption</i>				
	% of electricity from non-renewable sources	70.7	77.9	77.9
	kilowatt-hour	14,826,410	13,186,334	9,479,720
Total Non-Renewable Energy Consumption	kilowatt-hour	20,174,819	18,527,767	14,117,427

WattBridge Fleet Emissions (short tons)

	2024	2023	2022
	2,400 MW	1,920 MW	1,248 MW
CO ₂	1,596,267	1,077,972	785,495
NO _x	173.5	118.6	103.7
SO ₂	8.0	5.5	3.7
VOC	24.2	19.9	17.3
PM ₁₀	68.4	45.3	45.3
GHG Emissions Intensity* (short tons per MWh)	1.7	1.7	1.7

*GHG emissions intensity is a new metric for 2024 with values calculated since 2022.

How We Calculate Scope 1 and Scope 2 Emissions

Scope 1 emissions for WattBridge facilities are measured by actual plant operations; assumed and non-measurable trace emissions are not included. For Scope 1, carbon dioxide (CO₂) emissions are calculated using factors from Table C-1 to Subpart C of 40 CFR Part 98, and from Table 2 of “EPA Emission Factors for Greenhouse Gas Inventories.” NO_x is directly measured using continuous emissions monitoring systems installed on all units. Volatile organic compounds (VOC) and PM₁₀ emissions are turbine only and calculated through a short-term emission test to create a representative annual total based on turbine configuration and location. SO₂ is calculated based on sulfur content in the fuel.

Scope 2 emissions are calculated by aggregating electricity consumption in megawatt-hours (MWh) and a regional conversion factor as established by the U.S. Environmental Protection Agency (EPA) Emissions & Generation Resource Integrated Database (eGRID) Power Profiler.

PROENERGY Carbon Footprint (CO₂ in short tons)

	2024	2023	2022
Sedalia Campus	6,227	6,984	5,856
Houston Campus	416	361	1,619
WattBridge Generating Facilities	1,596,267 2,400 MW	1,077,972 1,920 MW	785,495 1,248 MW
Total	1,602,910	1,085,318	792,970

Tracking Our Carbon Footprint

PROENERGY tracks carbon footprint in terms of emissions and hydrocarbon usage. The charts break out information by our Sedalia campus, Houston campuses, and WattBridge facilities. With an additional 10 units, the WattBridge fleet increased net generation to support energy security. The addition of new generation, combined with the increased utilization of existing sites, resulted in an overall increase in emissions and hydrocarbon usage. Although overall emissions rose accordingly, our operations emitted zero ozone-depleting substances.

Of note, the report indicates a decrease in natural gas usage on the Sedalia campus. This reduction can be attributed to testing fewer engines in 2024 and, because of that, consuming roughly half the fuel used for the testing process in 2023. Warmer weather in the 2024 winter season also contributed to lower gas consumption.

For rental, stipend, and personal vehicles, the 2024 report lists mileage for all locations under the Sedalia campus. For fleet vehicles, this report uses data from high-mileage automobiles and other estimates as a basis for the numbers shown. The 2025 report will use tracked vehicle miles to solidify this data point.

Hydrocarbon Usage Sedalia Campus

	2024	2023	2022
Natural Gas (CCF)	310,562	375,521	353,380
Gasoline (gal)	3,209	2,872	2,905
Diesel (gal)	6,837	8,030	11,377
Propane (lb)	5,139	4,405	3,518
Gas Fleet Vehicles (gal)	4,735	5,261	4,004
Diesel Fleet Vehicles (gal)	302	336	239.1
Rental and Personal Vehicles (gal)	34,965	27,012	—

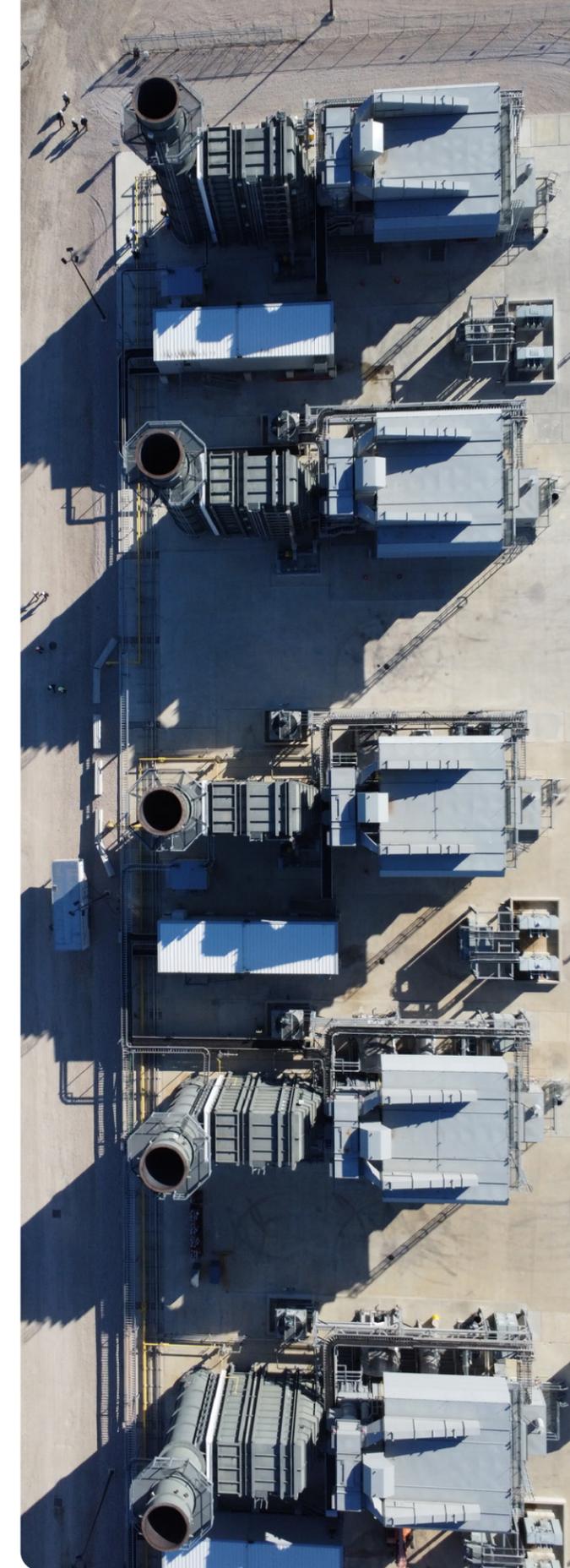
Hydrocarbon Usage Houston Campus

	2024	2023	2022
Natural Gas (CCF)	0	0	0
Gasoline (gal)	0	0	5,079
Diesel (gal)	0	174	109,574
Propane (lb)	0	0	0
Gas Fleet Vehicles (gal)	6,587	7,319	5,213
Diesel Fleet Vehicles (gal)	0	0	0

Hydrocarbon Usage WattBridge Generating Fleet

	2024	2023	2022
Natural Gas (BCF)	266.1	197.3*	130.4
Gasoline (gal)	6,122	5,796	0
Diesel (gal)	89,141	84,591	0
Propane (lb)	0	0	0
Gas Fleet Vehicles (gal)	0	0	0
Diesel Fleet Vehicles (gal)	0	0	0

*This ESG report makes a correction to 2023 natural gas usage for WattBridge, which was originally reported as 156.4 BCF and now updated to 197.3 BCF.



Brotman Generating Station

Clean Air

Hydrogen Initiative Advances and Fuels R&D for Emissions Control

Amid the challenges of climate change, hydrogen strikes a balance between reliable power and reduced emissions. Our goal to develop and drive commercial-scale, hydrogen-fueled power generation advanced in 2024. The PROENERGY Engineering team honed a hydrogen combustion model through continued in-house development in addition to consulting with a premier laboratory for fuel-nozzle and combustion design. While plans for further advancing our hydrogen initiative await real-world testing in our Sedalia test cell, technologies developed for this program inform another R&D program that will reduce use of water for emissions control. See the Clean Water section on page 26 for more.



PROENERGY Joins Thought Leaders at UH Energy Hydrogen Symposium

At the Gulf Coast Hydrogen Symposium hosted by UH Energy, a panel shared knowledge on repurposing fossil fuel oil, gas, and power assets for a low-carbon economy. Our SVP Compliance and Sustainability and Chief Compliance Officer Gus Eghneim joined energy transitions leaders and shared a status and vision for hydrogen-based power generation amongst experts from academia, industry, government, and the community.

Less Waste

PE6000 Program Accelerates to Deliver Dispatchable Power Technology

In 2024, PROENERGY ramped up production of the PE6000 aeroderivative turbine, which repurposes an aircraft engine core for dispatchable power generation. Leveraging our in-house engine, repair, and manufacturing capabilities, we overhauled and matched multiple cores with new aeroderivative parts to transform each for 48 MW of grid-firming power. Compared to producing new engines with all virgin materials, these efforts saved 33,000 lb of superalloys and reduced the carbon footprint by 46.2 short tons CO₂e.*
 *Assumes a carbon footprint of 2.8 tons per 2,000 lb of superalloys

Metal Recycling Optimized Through Scrap Processes

Our Sedalia shop implemented a new process to better segregate and reduce scrap. Created to support gas turbine maintenance, the process defines key steps: assigning parts a material disposition, separating them from production, identifying them by material type, and preparing them for shipment to the scrap vendor. This led to not only an optimized procedure, but also a reduction in scrap, from 387 to 221.7 tons year on year.

Wood Recycling and Reinforced Shipping Crates Save Trees

In Sedalia, we are minimizing lumber waste by reinforcing all wooden shipping crates for multiple uses. Based on a 2023 trial run resulting in zero needs for repairs or decommissioning, the crates now have a larger size and use robust hardware. The guidelines enable us to cut back on material usage, extend crate lifespans, and enhance sustainability. Additionally, crates that are irreparably damaged or exceed their lifespan are now sent to a wood recycling vendor.

Paint Solution Cuts Waste While Covering More Equipment

Using a plural paint system and BECCA solvent recapture unit enables us to use less product and generate less waste. In 2024, our paint teams increased year-on-year production to include 13 complete power blocks, 13 anti-icing units, 13 line-side cubicle sets, and 13 winterization enclosures. Even still, we used less paint: approximately 4,750 gal in 2024 versus 5,040 gal in 2023. We accumulated less paint waste: only 11,150 lb versus 11,500 lb, dried for nonhazardous disposal. We also avoided 4,450 lb of hazardous waste by recapturing solvents as done in years prior.

221.7 TONS
 RECYCLED IN 2024

Shop Recycling Total Volume (tons)

	2024	2023	2022
Steel	177	380	691
Stainless	26.5	6.9	31.9
Copper	5.6	0.4	12.5
High-Value Alloys	12.6	0	3.1
Total	221.7	387	738

Metal Recycling Bins



H₂
 AND OTHER
 LOW-CARBON FUELS

Less Waste

Waste and Recycling Programs Go Forward With IGNITE Support

PROENERGY reduces office waste through recycling programs. The Sedalia campus has centralized collection and has expanded recycling to aluminum cans and batteries. The new Houston headquarters opened in late 2024 and resumed recycling activities after several months of offsite office work. At both campuses, IGNITE team members helped to weigh and transport recyclables to advance our ESG initiative.

Aluminum Cans Delivered to Local Charity

Using recycling containers at each building on our Sedalia campus, the IGNITE Team collected aluminum cans and donated them to the local Boy Scouts. This recycling minimizes waste while supporting troop fundraising efforts.

Battery Program Accumulated 75 Pounds for Recycling

The IGNITE team included small batteries in our recycling program last year. By collecting 75 lb of battery waste, they helped to protect the environment from hazardous materials and recover valuable metals.

Paper Recycling Saved ~20 More Trees Than in 2023

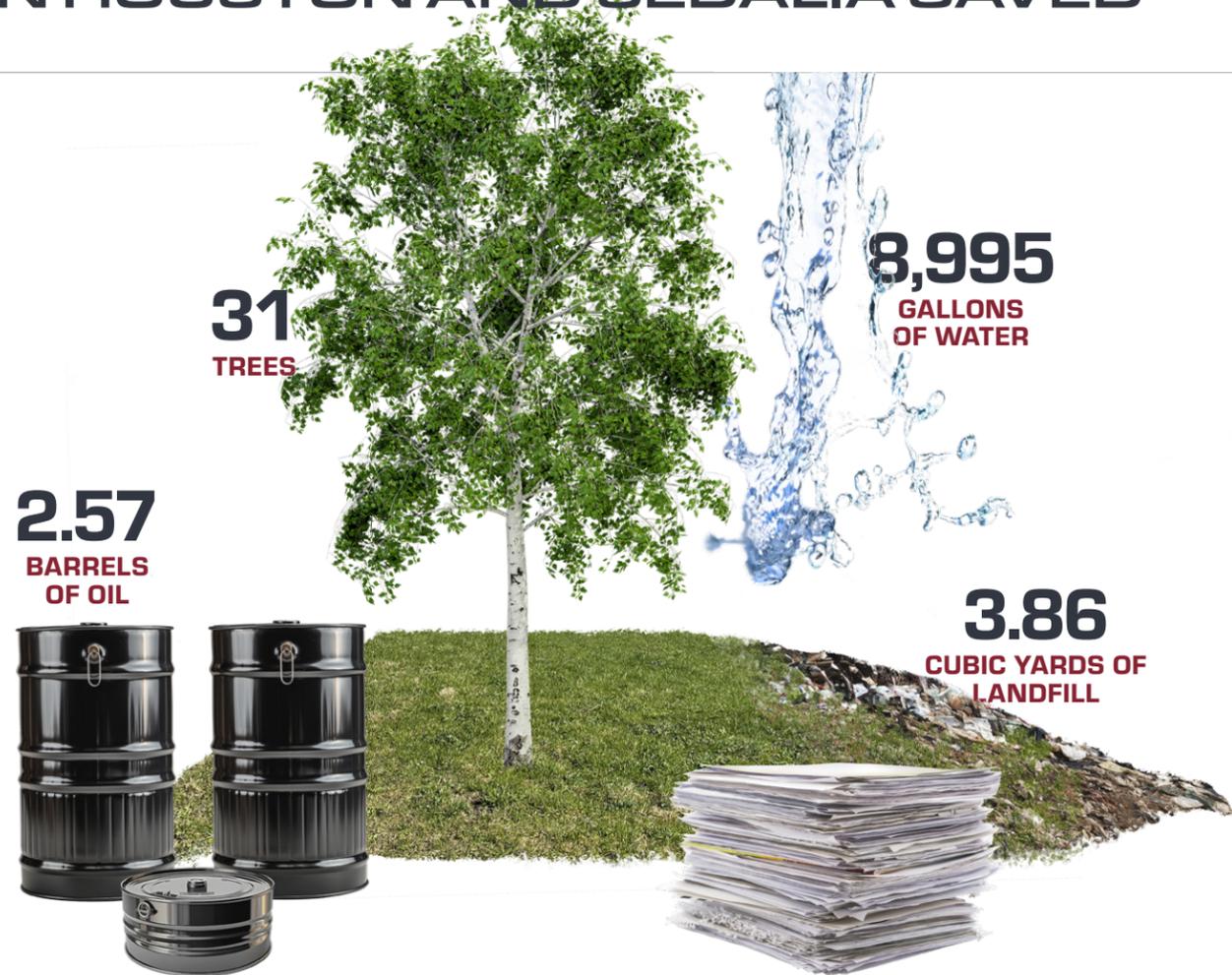
In Sedalia and Houston, the IGNITE team transports paper to collection bins for our recycling partner. Our recycled paper weighed a total of 3,366 lb or 1.69 tons, which saved the equivalent of more than 30 trees. This is a year-on-year increase of 1,265 lb, or nearly 20 more trees than 2023.

Single-Use Plastic Avoided With Water Dispensers

Our filtered water dispensers enable employees to fill their own reusable containers and reduce single-use plastic, which takes hundreds of years to decompose in landfills. A LEED-certified facility, our Sedalia campus has 10 water machines across campus and two ice machines with water dispensers. Our Houston headquarters has two water fountains and two water machines; our Houston shop has one water machine. These self-service options enable employees to choose the planet over plastics.



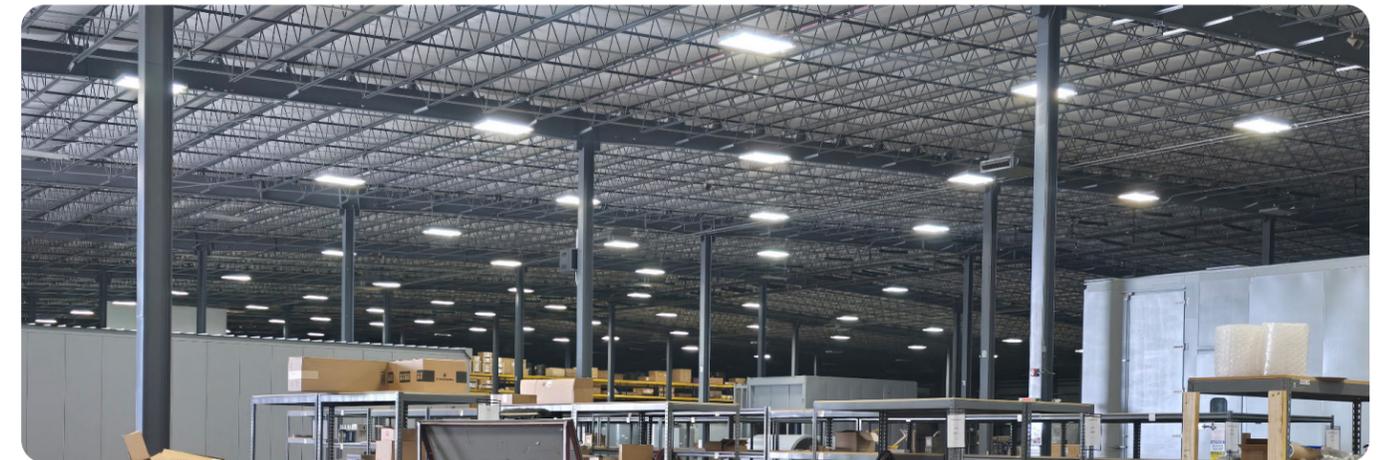
PAPER RECYCLING IN HOUSTON AND SEDALIA SAVED*



*Estimated totals provided by Shred-It

LED Lighting Conversion at 90 Percent Completion in Sedalia

In our Sedalia shop, we have converted 90 percent of fluorescent bulbs to efficient LED lighting, up from 75 percent in 2023. The initiative will continue until it reaches 100 percent in Sedalia and extend to the new Houston campus. The LED lights start faster, last longer, and use less energy for a positive effect on total usage. Overall electricity consumption for PROENERGY rose slightly in 2024, which is attributable to the expansion of the WattBridge fleet.



Office Recycling Total Volume (lb)

	2024	2023	2022
Sedalia Campus			
Paper	2,596	2,101	—
Houston Campus			
Metal, Plastic, Paper, and Cardboard	938	917	597
Total	3,534	3,018	597

Electricity Usage (kWh)

	2024	2023	2022
Sedalia Campus	8,943,827	8,597,513	7,456,120
Houston Campus	935,040	705,792	706,472
WattBridge Generating Facilities	20,035,837 <i>2,400 MW</i>	16,221,466 <i>1,920 MW</i>	11,462,617 <i>1,248 MW</i>
Total	29,914,704	25,524,771	19,625,209

Clean Water

R&D Initiatives Maximize Power Through Responsible Water Usage

Water is critical to aeroderivative performance for emissions control and increasing power. Our engineering team advanced several initiatives that further our commitment to responsible use of water. Together, the systems can increase the power output of a single turbine by up to 6 MW.

Completing Our Fogging Equipment Program

Installed at the air intake of a package, fogging equipment introduces atomized water to cool ambient air through evaporation. Led by PROENERGY Principal Engineer Constantin Dinu and completed alongside our partners at Caldwell, the initiative was finalized with its installation in all 50 WattBridge units. Today, this equipment is helping to maximize the power output of the 2,400-MW fleet on hot days, and is now a standard option for all PowerFLX installations.

Reclaiming Fogging Water

In addition to installing fogging equipment, our VP Change Implementation Catherine Blake led an initiative to engineer a water reclamation system for fogging. This system drains and recycles excess water to the filtration system for each unit to reduce overall water usage and prolong the lifespan of filtration equipment.

Creating Evaporative Coolers for Braes Bayou

Evaporative coolers cool ambient air like fogging technology, but they do so using a cooling media made from fibrous material. Led by PROENERGY Engineering Manager Kevin Hsiao, PROENERGY designed, prototyped, manufactured, and permanently installed these coolers—including an efficient water-reclamation system—at the WattBridge Braes Bayou Generating Station. While this station features both fogging and evaporative cooling systems, the latter are used more frequently due to site-specific challenges.

Designing and Installing Wet Compression Across the WattBridge Fleet

Wet compression, a third power augmentation option where water injection occurs at the high-pressure compressor, will be added to the units. Led by Principal Engineer Constantin Dinu and CAD Manager Daren Nerad, PROENERGY designed and introduced wet compression in all WattBridge facilities in 2024, and the facilities for all 50 units are now permitted to operate this technology, which can increase unit output during hot summer days.

Reducing Water Usage for Emissions Control

For most LM6000 and PE6000 turbines, water is essential to reduce NO_x emissions. Leveraging technologies developed for our hydrogen program, our Engineering team is now leading an effort to significantly reduce water usage while maintaining adherence to emissions requirements worldwide.

Upgrading 4 Retention Ponds in Sedalia

Our man-made basins in Sedalia and Houston act as not only natural habitats that support wildlife, but also water filtration systems that protect waterways. During the summer in Sedalia, we cleaned out excess vegetation and debris while adding a new layer of ground barrier and riprap to all four ponds, varying in size from 1/2 to 3 acres, to protect structural integrity.



Remy Jade Generating Station

Minimizing Power Plant Waste From an 8X Facility

Re-permitting is complete for Braes Bayou Generating Station. In early 2025, all eight of the station units had the effluent discharge permit reissued as part of the Texas Pollutant Discharge Elimination System program. This permit regulates the quantity and quality of discharge from our stations, which have zero negative output to groundwater.

Less Land

Zero Locations Inside Protected Areas

For any development project, whether building a power generation facility or opening an office, we conduct an environmental assessment. The evaluation investigates the biodiversity of potential sites and considers the findings early in the development process. None of these sites lie within a protected area, and we comply with all applicable laws to lessen impacts.

Energy-Dense Design Repeated at 3 New PowerFLX Sites

The foundation of all living things is land, and PROENERGY economizes on this limited space with the compact, innovative PowerFLX solution. Our standardized 2x LM6000 power blocks scale up to 12 units and beyond for either third-party customers or WattBridge.

In 2024, PROENERGY commissioned three EPC+ sites with 12 units. The all-time energy density average including these projects amounts to 43.3 MW/acre. This cumulative average represents a slight decrease below 47.4 MW/acre for 2023 due to customer variations including detention ponds; however, it still indicates superior delivery of megawatts to meet demand compared to alternatives.



Developing the Next Generation of Power Augmentation

Among the most proven means of cooling air is directly injecting atomized water into the turbine itself. PROENERGY has extensive experience in this field with water-spray injection nozzle repair and manufacturing, led by Fuel Systems Manager Tim Luby. Our engineers are currently advancing a program that will boost the efficiency of this proven technology by 400 kW per turbine. Testing will complete and commercial applications will begin in 2025.

Water Usage (million gallons)

	2024	2023	2022
Sedalia Campus	10.7	9.7	16.2
Houston Campus	0.1	—*	0.3
WattBridge Generating Facilities	324.9 <i>2,400 MW</i>	222.0 <i>1,920 MW</i>	199.7 <i>1,248 MW</i>
Total	335.7	240.1	216.2

*Ongoing construction of the new PROENERGY Houston campus necessitated moving to a smaller office in the middle of 2023 with 75 percent of employees working from home. For this reason, accurate data is unavailable; however, it can be assumed that water consumption would not have exceeded the figure for 2022, 300,000 gallons, based on downsizing the office during the second half of the year.

Reclaimed One-Third of Water Used by Fleet

WattBridge generating stations used nearly 325 million gallons of water, with 250 million gallons, or 75 percent, from natural water sources. Approximately 33 percent of all the water used was returned to source or recovered.

0.5 MW
ACRE
AVERAGE
SOLAR ENERGY
DENSITY

0.03 MW
ACRE
AVERAGE
WIND ENERGY
DENSITY

43.3 MW
ACRE
AVERAGE POWERFLX
ENERGY DENSITY
WITH COMPLETE BOP



IGNITE Volunteers on United Way Day of Action

Caring for People

PROENERGY cares about all individuals, from our employees, to local communities, and humankind.

We understand that our actions have a far-reaching impact. Guided by a higher purpose, we are committed to making that impact positive for everyone we touch across the globe. This includes meaningful interactions with our stakeholders, including employees, customers, local citizens, suppliers, and shareholders.

Bettering Lives All Around

Success is best when shared. As we surpass accomplishments from years past, we strive to be a good corporate citizen, support the prosperity of others, and give back. Read pages 28 to 49 for more.

A Safety-First Culture

Our world-class safety performance improved with training on life-saving rules, access to online reporting, and education for on-the-job empowerment.

Well-Rounded Workforce

While our workforce continues to grow, our multifaceted approach to wellness includes recognizing excellence, strengthening health and financial benefits, and furthering inclusion awareness.

Successful Partners

PROENERGY increased spend with strategic partners while further rationalizing our supply base to reduce both vendor count and simple transactional exchanges.

Thriving Communities

PROENERGY gave a total of \$2.5 million to local and global charities close to the company's heart and home.

Elevated Economies

In Texas and beyond, PROENERGY executed four turnkey power generation projects in 2024 for economic uplift of nearly \$24 million; since 2020, our impact is \$146 million.

Electrified World

PROENERGY supported energy resilience more than ever by making the world's largest commercial LM6000 fleet even larger and setting the stage for its second Level-IV Aero Depot.

Robust Safety Systems

Our Safety and Security Program applies to all personnel regardless of location. Employees have the right and duty to assess risk at the start of every job and invoke Stop Work Authority to halt unsafe activity at any time. In 2024, many exercised this right, which indicates a stronger safety culture taking hold.

A Safety-First Culture

Reporting and Rules Drive Progress

All PROENERGY employees own safety, and our performance metrics once again improved year-over-year in 2024. As labor hours increased, our recordable incidents decreased while lost-time incident rate, lost-time injuries, and citations remained at zero. This year, we kept safety at top of mind with the launch of a life-saving rules campaign and new web-based reporting tool.

Focus on Eye and Hand Injury Prevention

We underscore the importance of wearing the appropriate personal protective equipment (PPE) in all tasks. Although overall severity of injuries remains low, our quest for zero safety incidents leads us to focus on eyes, arms, and hands as half of injuries fell within these categories. To safeguard eyes, we investigated wearing additional protection and altering tasks to reduce airborne debris. To protect arms and hands, we continued reinforcing glove use and target 100-percent compliance.



Safety Training

At the Shop

Learning Paths Formalized in Sedalia
Established in 2024, our formalized learning paths provide the skills needed for safe work. Sequenced courses and methods, such as hands-on learning, toolbox talks, safety meetings, and computer-based training, are now administered, monitored, and recorded. Using a digital-based system for Field Services and O&M will enable us to track hours of individual training in the future.

Employee-Led OPT Initiative Trains 40 Attendees
Out-of-process tasks (OPT) affect 12 percent of our personnel. This one-off work often has multiple decisions and no written procedures. Employees designed a 3-day classroom curriculum to reduce risks associated with this work. They identified job tasks, risk factors, and solutions, which resulted in Job Safety Analyses (JSAs).

GD&T Basic and Advanced Class Educates 25 Employees
Hosted by our Engineering and Design teams, Geometric Dimensioning and Tolerancing (GD&T) classes educated our employees in areas that will minimize risk and improve productivity. Together, the basic and advanced levels had 25 participants from ARM, Quality, and Engineering departments in Houston and Sedalia.

Health and Safety Statistics/Metrics

	2024	2023	2022
Total Number of OSHA Recordable Injuries	5	7	4
OSHA TRIR	0.70	1.16	0.65
Industry Average*	—	3.20	2.1
Total Number of Lost-Time Injuries	0	0	1
OSHA LTIR	0.00	0.00	0.16
Industry Average*	—	1.10	0.9
Total Number of Work-Related Illnesses	0	0	0
OSHA Citations	0	0	0
Experience Modifier Rate (EMR)	0.55	0.76	0.94
Number of Labor Hours Worked	1,438,440	1,207,391	1,231,015
Average Number of Employees	590	527**	525

— Data for 2024 not yet available

* US BLS NAIS Code 333611 – Turbine and Turbine Generator Set Units Manufacturing

**Number changed from total number of employees (576) to average number of employees (527).

Safety Assessments

	2024	2023	2022
Third-Party Generating Stations	1	1	—
WattBridge Generating Stations	6	9	4
Sedalia Campus	1	1	—
Houston Shops	2	—	—
Total	10	11	4

In the Field

PowerFLX OSHA Course Covers Safety Essentials

Our PowerFLX teams completed the OSHA 10-hour course around operational schedules, including rainout days. This foundational safety training program equipped workers with basic knowledge and awareness of common workplace safety topics, including hazard communication, fall protection, PPE, and other essential practices.

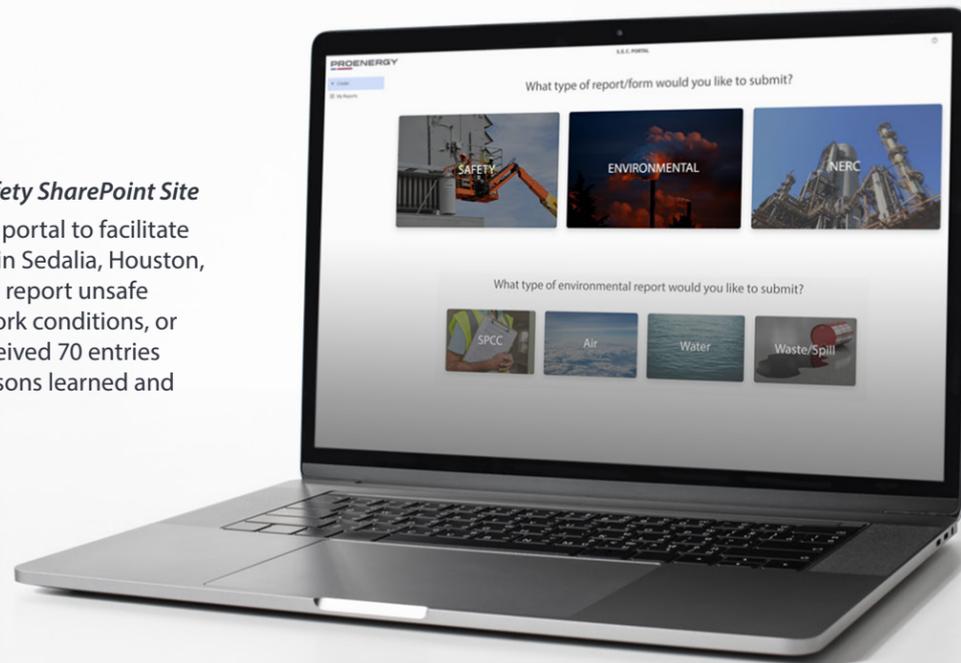


Safety Programs

Universal Support

Reporting Tool Goes Live on Safety SharePoint Site

PROENERGY debuted an online portal to facilitate a reporting culture. Employees in Sedalia, Houston, customer sites, and beyond can report unsafe conditions, near misses, stop work conditions, or work done right. The portal received 70 entries companywide to help share lessons learned and identify risks.



Campaign Deployed for 9 Life-Saving Rules

PROENERGY launched a campaign to highlight one safety rule each month. Originally developed by the International Association of Oil & Gas Producers, the rules address our highest risks and set clear expectations for 100-percent compliance. Already integrated into our existing procedures, the rules are regular highlights in toolbox talks, hazard hunts, and other channels.



LIFE-SAVING RULES

The nine Life-Saving Rules focus on the activities that, through rigorous data analysis, have been shown to most likely result in serious injuries or fatalities. Each Rule consists of an icon and simple life-saving actions individuals can take to prevent a work-related fatality.

ZERO BY CHOICE. NOT BY CHANCE.

Success is driven by a combination of behaviors, actions, and tools that work together to prevent incidents.



Bypassing Safety Controls Obtain authorization before overriding or disabling safety controls. <ul style="list-style-type: none"> Understand and use safety-critical equipment and procedures which apply to the task. Obtain authorization before: <ul style="list-style-type: none"> Disabling or overriding safety equipment Bypassing interlock procedures Creating a barrier 	Confined Space Obtain authorization before entering a confined space. <ul style="list-style-type: none"> Confine energy sources are isolated. Confirm the atmosphere has been tested and is maintained. Check and use my breathing apparatus when required. Confirm there is an attendant standing by. Confirm a rescue plan is in place. Obtain authorization to enter. 	Driving Follow safe driving rules. <ul style="list-style-type: none"> Always wear a seatbelt. Do not exceed the speed limit, and reduce my speed for road conditions. Do not use phones or operate devices while driving. Am fully rested and fully alert while driving. Follow company management requirements.
Energy Isolation Verify isolation and zero energy before work begins. <ul style="list-style-type: none"> Have identified all energy sources. Confirm that hazardous energy sources have been isolated, locked, and tagged. Have checked there is zero energy and tested for residual or stored energy. 	Hot Work Control flammables and ignition sources. <ul style="list-style-type: none"> Identify and control ignition sources. Before starting any hot work: <ul style="list-style-type: none"> Flammable/combustible material has been removed or isolated Obtain authorization Before starting hot work in a hazardous area: <ul style="list-style-type: none"> gas test has been completed gas will be monitored continually 	Line of Fire Keep yourself and others out of the line of fire. <ul style="list-style-type: none"> Position myself to avoid: <ul style="list-style-type: none"> moving objects vehicles pressure releases dropped objects Establish and obey barriers and exclusion zones. Take action to secure loose objects and report potential dropped objects.
Safe Mechanical Lifting Plan lifting operations and control the area. <ul style="list-style-type: none"> Confirm that the equipment and load have been inspected and are fit for purpose. Only operate equipment that I am qualified to use. Establish and obey barriers and exclusion zones. Never walk under a suspended load. 	Work Authorization Work with a valid permit when required. <ul style="list-style-type: none"> Have confirmed if a permit is required. Am authorized to perform the work. Understand the permit. Have confirmed that hazards are controlled and it is safe to start. Stop and reassess if conditions change. 	Working at Height Protect yourself against a fall when working at height. <ul style="list-style-type: none"> Inspect my fall protection equipment before use. Secure tools and work materials to prevent dropped objects. Use fall 100% to approved anchor points while outside a protected area.

Gearing Up

Safety Vending Machines Roll Out in Sedalia

Employees now have greater access to PPE. We installed vending machines dedicated to safety products in strategic buildings across campus, including the Aero Depot and Fabrication. Our Procurement and EHS departments monitor and analyze usage so that we can provide the right PPE for on-the-job safety. In the next phase, we will include safety products for other lines of business and expand to Houston.

Safety Footwear Allowance Increases to \$250 a Year

The right shoes and boots protect workers from slips and other hazards. During 2024, PROENERGY increased the footwear allowance from \$100 to \$250, which employees can use once a calendar year via vouchers in Sedalia and Houston, or by reimbursement anywhere in the world.

Glove Study Moves Forward With 16 Selections

Hand and arm injuries are common in any workplace. Our pilot glove program helped us to match glove style, type, and cut resistance to the application. Employees performed extensive testing and trials to reduce 126 choices to 16, which PROENERGY now provides. Next in 2025, we will expand the program to the Houston depot, PowerFLX teams, and other lines of business.

Check to Protect

Stop Work Authority in Action

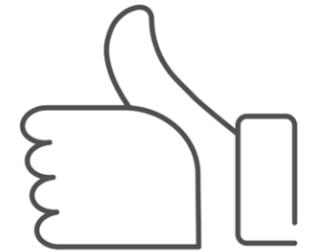
PROENERGY empowers employees to speak up when they feel unsafe, unsure, or concerned about working conditions. During 2024, they exercised the Stop Work Authority to ensure safe operations.

Avoiding an Obstacle at Power Plant Site

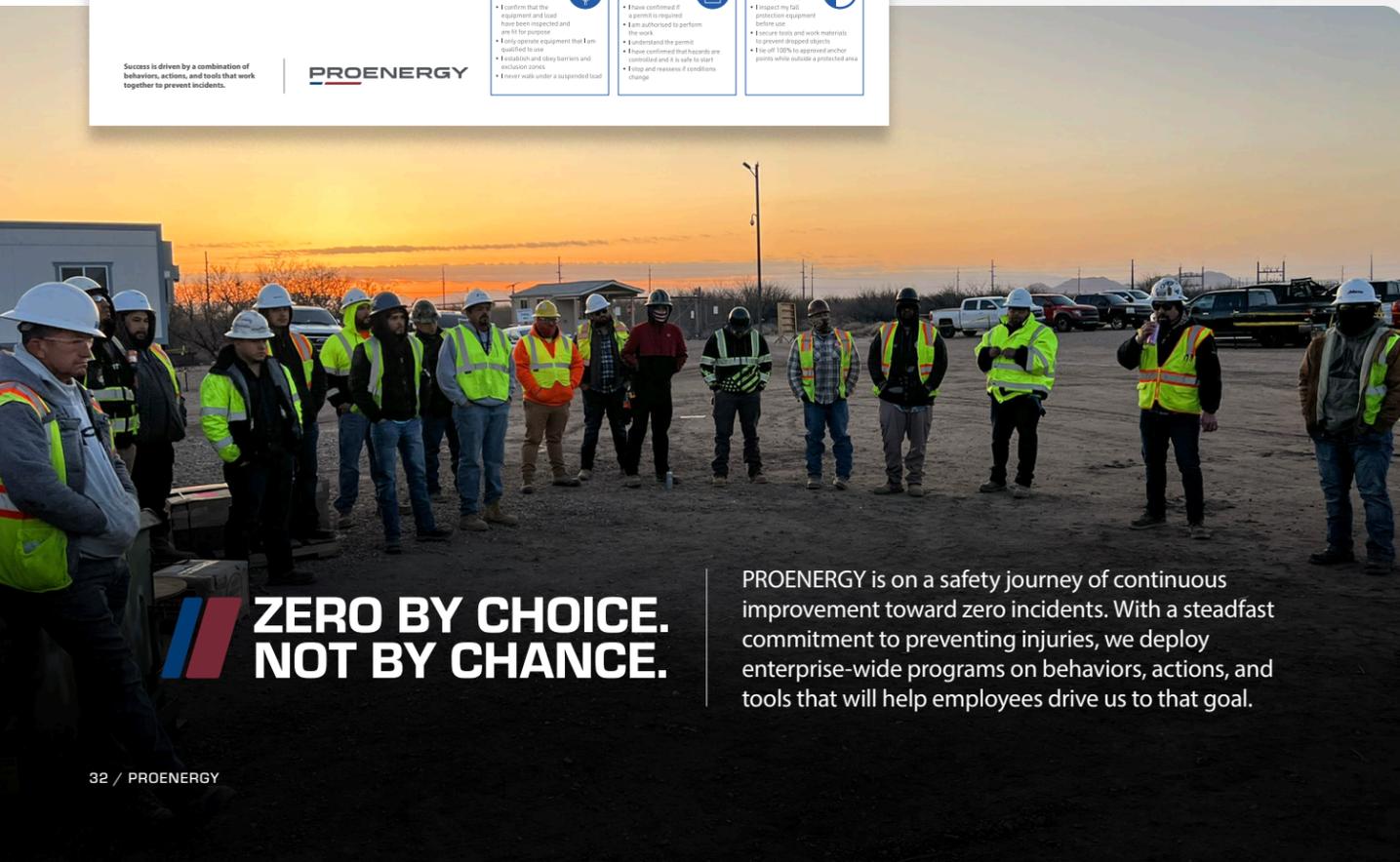
At Remy Jade Generating Station, a PowerFLX electrical team using a manlift encountered a forklift when installing lighting arrestors on a demineralization tank. Unsure of the clearance, employees initiated Stop Work Authority to remove the forklift and safely proceed with work.

Reaching the Required Height in a Restricted Space

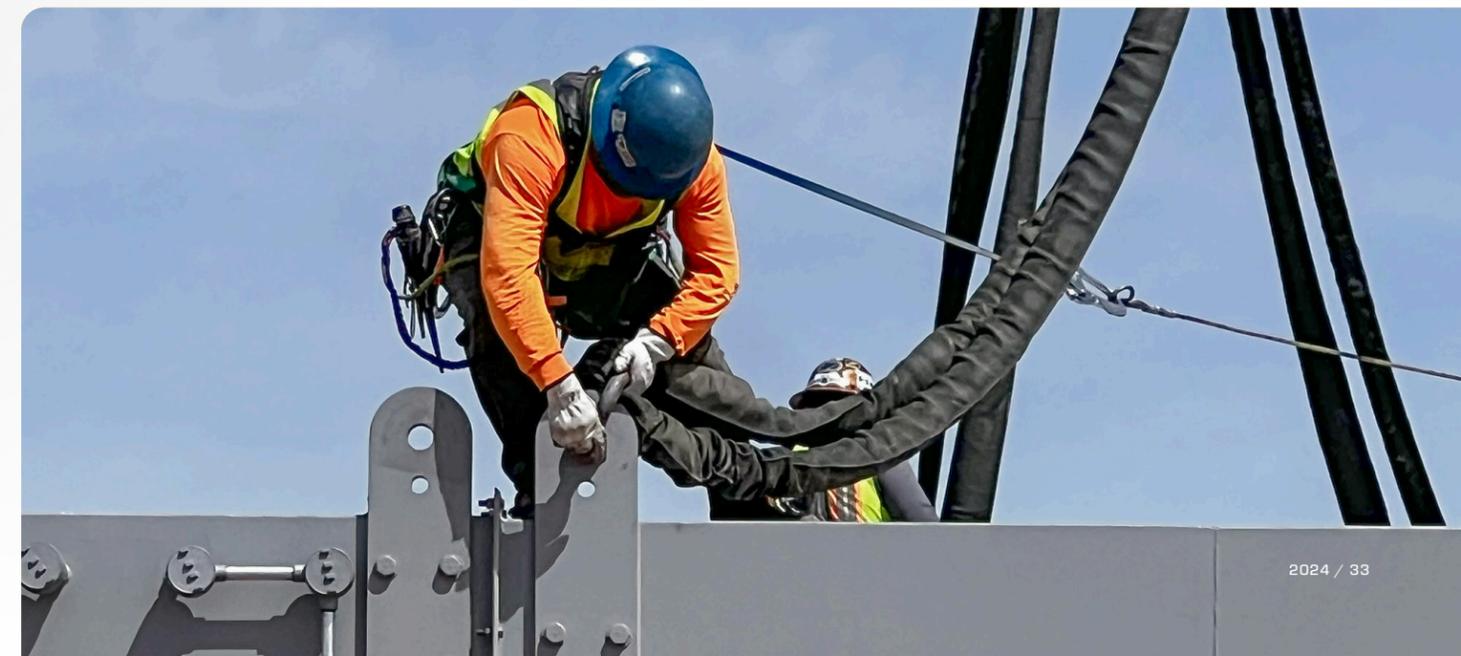
An employee could not reach the height needed for safe work using an available lift. He initiated the Stop Work Authority and devised a plan with his supervisor to create a stable platform, secure it in the lift, add a spotter, and 100-percent tie off to safely finish the work.



GLOVES ON!



PROENERGY is on a safety journey of continuous improvement toward zero incidents. With a steadfast commitment to preventing injuries, we deploy enterprise-wide programs on behaviors, actions, and tools that will help employees drive us to that goal.



Work Improvements

Daily Tasks

Ladder Racks Improve Storage and Reduce Hazards



Packaging employees initiated in-house fabrication for ladder storage, which resulted in dedicated racks to reduce hazards.

Flip-Rite® Modules Facilitate Generator Rotation



Our Fabrication / Packaging department began using Flip-Rite modules to safely rotate generator bases. These tools enable welding in position, which enhances weld quality and productivity.

Core Final Stand Lowered by 2 Ft for Reduced Fall Risk



Using input from the Aero Depot team, our Fabrication department modified the core final stand to eliminate the need for a ladder and reduce falling risks. The lowered stand also has a tool storage rack underneath to enlarge the workspace and a reduced weight to enhance mobility.

Employees Create Solution for Grinder Pinch Point



An employee initiative reduces the risk of hand injury and prevents machine damage when using the Blohm grinder. Their solution involves inserting a thin cable under the 80-lb dressing block and removing it once the block is seated to avoid line-of-fire injuries.

In Sedalia

Optimized Kitting Space for Packages

Assembly and Warehouse teams set up shelves to store three power blocks for more efficient, accurate kitting. Employees now place items as received by the skids, and in the future they will receive specific kits.

Dedicated Waste Collection and Storage

PROENERGY has streamlined waste management with a SPCC (Spill Prevention, Control, and Countermeasure) compliant facility for used oil waste, coolants, and diesel and gas tanks under roof. Employees can submit an online ticket for organized waste pickup to the facility.

Night Shift Adds Work Capacity

We maintained our world-class safety metrics while adding a night shift for Repair, Maintenance, and New-Make groups. These teams join our night shifts in Fabrication and Paint, which have run since 2021.

In Houston

Depot Move Completed With Zero Incidents

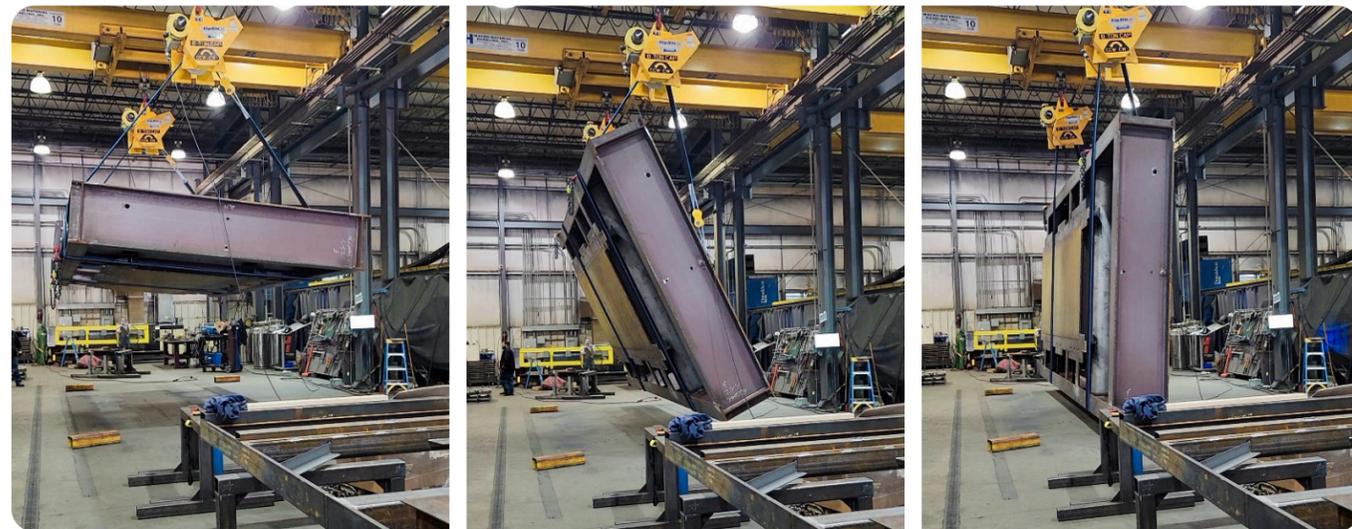
Recently relocated to a new, expanded facility, our Houston depot will become our second Level-IV aeroderivative depot in 2025. This three-bay facility includes safety equipment such as a shark cage, which enables technicians to work safely under suspended loads, and an engine lift tagline, which helps to lift, rotate, and place engines on stands.

New 50-Ton Crane Installed in Field Services Shop

PROENERGY has made a significant investment in upgrading the Houston Field Services shop with a new 50-ton crane, which includes a 5-ton crane for additional lifting capability.

*Flip-Rite is a registered trademark of Bushman Equipment Inc.

Rotating a Generator Base



On Location

Field Services Improves Functionality of Equipment Box

Our Field Services team now ships materials to jobsites in new equipment boxes with upgraded features. These include lid braces to prevent closing due to wind and front storage for heavy and hard-to-handle items to ease extraction and reduce bending.

H-Frame Improvements Reduce Risk During Engine Swaps

Engineering and Manufacturing enhanced engine installation and removal safety with a standard that calls for securing each H-Frame using eight bolts and 9 x 9 heavy-duty shims, rather than fewer bolts and 4 x 4 shims. PowerFLX packages will be updated as needed.

Central JSA Board Reduces Traffic at EPC Site



A large EPC expansion project uses a common map at the central office to keep traffic out of the construction area. Any visiting workers can sign in, obtain the necessary PPE, and refer to the map, which is color-coded by type of work. Rather than enter the construction area for a JSA signature, they can put one JSA in a central box and keep another on their person.



Storm-Prone Site Erects 8 Tornado Shelters

At a PowerFLX job site with a high likelihood of tornadoes, PROENERGY implemented eight shelters. The structures provide safety for 120 workers across the site, and drills target reaction times of 45 seconds or less. The modular structures enable us to disassemble and move them if the same threat is present on another project.



Well-Rounded Workforce

Internal Accolades

Ingenuity Awards Honor Team of 3 Colleagues

PROENERGY began the Ingenuity Awards in 2024 to formally recognize employees with original ideas and implement them in our business. The winning team of three members proposed solid-state controllers. They presented their idea and received the award at the 2024 PROENERGY Conference.

PROENERGY will replace mechanical switching with solid-state controllers to reduce equipment wear and improve environmental control. The implementation will also decrease the installation and wiring time of the micro terminal block (MTTB) cabinet and mitigate potential mechanical failure risks.



Ingenuity Award Winners from left: Jayk Sanchez, Chris Lenz, and Derek Wilt

Employee Excellence Awards Spotlight 17 Employees

These internal awards picked up where we left off last year with approximately 90 individuals and 2 teams nominated in 2024. Based on democratic voting by peers, we honored more than a dozen employees, including multiple winners in January, April, June, August, and December.

Employee Excellence Award

Health and Wellness

All Workers Benefit From 3 Health Fairs

Ahead of open enrollment, the Human Resources department organized three health fairs—two in-person events and one virtual event—so that onsite and remote workers across all locations knew their benefit offerings, especially changes and enhancements.

Basic Preferred Provider Option (PPO) Plan

In addition to the Premium PPO and High-Deductible Health Plan offered in previous years, PROENERGY offered a third medical plan. The Basic PPO suits those with a less frequent need for medical coverage and offers a lower weekly premium.

401k a Safe Harbor Plan: No More Vesting

PROENERGY transitioned from a traditional 401k to a safe harbor plan, effective January 1, 2025. As a result, all matching funds are fully vested immediately, which provides employees with immediate ownership of their contributions.



Prepared for Life

PROENERGY promotes life-saving skills and CPR training at our facilities and EPC project sites.

Health Matters Newsletter Highlights 8 Important Themes

Distributed monthly since May 2024, this newsletter informs personnel on areas ranging from physical to financial wellness.

Topics

- Mental health month and the importance of self-care
- BenefitsVIP as a one-stop advocate for insurance issues
- 401k contributions and retirement account tips
- Qualifying life events that enable coverage after open enrollment
- Prostate cancer awareness month and early screenings
- HSAs and flexible spending accounts (FSAs) for tax-free medical savings
- Annual enrollment period with all prior healthcare premiums unchanged
- Employee assistance program (EAP) for counseling by phone or mobile app



EMPLOYEE METRICS

- 736** Total Headcount
- 566** Full-Time Employees
- 170** Variable Employees
- 10.6%** Female
- 40.4%** Hispanic, Black, or Asian

EMPLOYEE RETENTION

- 6.1%** Has 5-10 Years
- 9.3%** Has 10+ Years
- 21 YEARS** Longest-Serving Employee

AGE DISTRIBUTION

IGNITE Team Internal Events

Our IGNITE (Ignite, Grow, Nurture, Influence, Transform, Empower) Team builds community among PROENERGY peers. Comprised of 11 employees from across the company, the team led internal events and charity campaigns throughout the year.

In addition, they enacted our Employee Assistance Program to collect donations for one co-worker experiencing challenging circumstances. For more on outreach, see page 43.

Company Events

January	Open Door item drive gathered 415 lb of gently used and brand-new clothes, hygiene products, and diapers in Sedalia
May	Blood drive collected ~40 units for the American Red Cross in Sedalia
June	Summer picnic drew 200 attendees for lunch, caricatures, face painting, and softball competition in Sedalia
July	Electrolyte popsicles kept employees cool in Sedalia, Houston, and all worksites in Texas, Illinois, Arizona, and California
August	Picture day allowed more than 50+ employees to update badges for free
October	Halloween family event drew approximately 130 attendees for slime making, popcorn and a movie, cornhole, and a haunted hayride Second blood drive collected nearly 20 units, with 20 percent of donors giving for the 1st time
December	Potluck lunch had 45 employees bring an entrée or side dish to share with co-workers

Remuneration

Competitive Compensation for All Positions

PROENERGY fuels economic growth in local economies by serving as an employer of choice with above-average compensation and performance-based pay. In both Sedalia and Houston, our jobs today pay over 70 percent more than the local average.

We evaluate employee pay as part of our comprehensive benefits package to ensure fairness and competitiveness. New-hire compensation is based on current market pay data and internal equity. We conduct annual performance reviews and adjust salaries for full-time, regular employees to reflect individual merit and market variances. We track skills development and performance quarterly for full-time, regular, hourly direct employees to determine necessary changes.

Bonuses Based on Performance

Applicable to full-time, regular, salaried employees, annual bonuses are based on individual performance and the company's financial performance. Bonus allocations are tiered from 10 to 100 percent according to employee level. In addition, our Sales and Commercial teams engage in a separate commission plan aligned with specific performance targets, while the Operations & Maintenance (O&M) team takes part in a distinct bonus plan tailored to operational goals.

Inclusion

Training Ready for Rollout After Test Run

The Diversity and Inclusion Council previewed educational content as a first step in a phased approach to interactive training. The trial run equipped council members with the knowledge to lead the initiative, which will advance with companywide deployment.

1st Survey Launched

The council launched an anonymous survey in the fourth quarter of 2024 to understand employees' awareness and attitudes toward inclusion. The resulting confidential responses and trend analysis served as data to inform strategies, strengthen culture, and deliver custom content for driving our journey forward.

Sedalia Family Picnic



Newsletter Gives Progress Updates

The Diversity and Inclusion Council keeps employees in the loop with a quarterly publication that introduces new team members, invites feedback, and brings attention to key initiatives.

Topics

- Our inclusivity commitment with an introduction from the CEO
- ELEVATE program for nurturing local talent, and women in the field
- LifeLabs Learning to upskill the workforce with science-backed training



EMPLOYEE EVENT HIGHLIGHTS

- 4,000+** Popsicle Treats Given at Worksites
- 415** Pounds of Donations for Open Door Charity
- 200** People Attended Summer Picnic in Sedalia
- ~60** Units Collected for Blood Drives

LEADERS LOCALLY HIRED

- 80%** of Senior Management Team
- 23%** in Houston
- 57%** in Sedalia
- 20%** Remote

PAYMENT METRICS

- 11.3%** Gender Pay Gap
- 12.8%** Highest Pay to Average Employee Compensation Ratio



Successful Partners

A Strong Rationale: Fewer Suppliers for Strategic Relationships

PROENERGY cultivates supplier relationships that go beyond simple transactional exchanges for strategic partnerships. This dynamic results in a strong commitment to and from our vendors, better engagement between our companies, and higher-quality solutions for our customers.

Rationalizing the supply base is a key part of this strategy. In 2024, we further consolidated our supplier network from approximately 1,200 in 2023 to nearly 900 in 2024 by favoring long-term partnerships that support our growth, enhance our reserve capacity, and improve our cost position.

With these suppliers, we placed orders totaling \$640 million. The top 100 suppliers accounted for nearly 80 percent of these expenditures. Our orders with U.S. businesses amounted to \$532 million, or 83 percent of the total. Compared to 2023, our spend with U.S. small businesses increased slightly, while our spend with U.S. woman-owned businesses nearly doubled.



EnergyLink Appreciates PROENERGY Employees

Our Sedalia personnel enjoyed a barbecue lunch, courtesy of our supply partner, EnergyLink International.

SUPPLIER SPEND IN 2024

\$640M
TOTAL

\$532M
WITH
BUSINESSES
INSIDE THE U.S.

\$9.3M
WITH
SMALL U.S.
BUSINESSES

\$5.1M
WITH
WOMEN-OWNED
U.S. BUSINESSES

Thriving Communities

Our charitable donations went to both old and new causes in support of faith, health, education, and community.



2024 Highlights

Religious Organizations Receive \$1.5M+

Over the years, PROENERGY has given back to many Missouri churches and ministries. For 2024, our giving included Lifepointe Church, a Christian church in Sedalia; Encounter Church of the Assemblies of God, a church with locations in Sedalia, Warrensburg, and Lincoln; and K-Love, a Christian radio network in Kansas City.

Boys & Girls Club Gifted \$200K for Teen Center

As a long-time supporter of Boys & Girls Club of West Central Missouri, PROENERGY donated to the upcoming PROENERGY Teen Center, a 30,000-ft facility in Sedalia. The center will provide a safe, structured environment for junior high and high school students to go after school and in the summer. Further, it will focus on academic and workforce development for these future leaders.

Water Conservation School Program Receives \$23K in Support

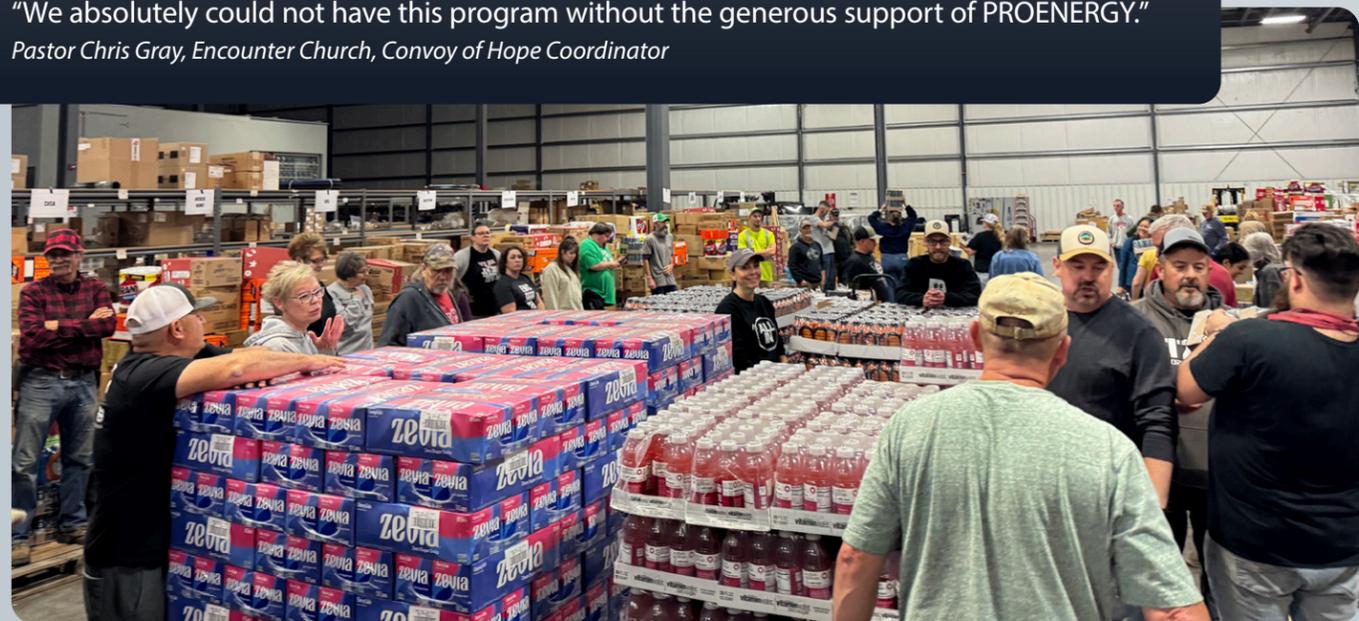
PROENERGY gave a total of \$23,000 to the H2O Lab! program in Harris, Galveston, and Fort Bend County school districts in Texas. Instructors for grades 3 to 6 receive quality, age-appropriate lesson plans, videos, and interactive studies to teach water conservation. Students take home free water conservation kits to reinforce learning with their families.

Convoy of Hope Volunteers Sort as Many as 80 Pallets

Our Sedalia warehouse has ample room for storing LM parts inventory and supporting charitable causes. We volunteered space, labor, and equipment to Convoy of Hope, an international nonprofit organization headquartered in nearby Springfield, Missouri. Volunteers sorted as many as 80 pallets of food and drinks for distribution to 20+ communities in need.

"We absolutely could not have this program without the generous support of PROENERGY."

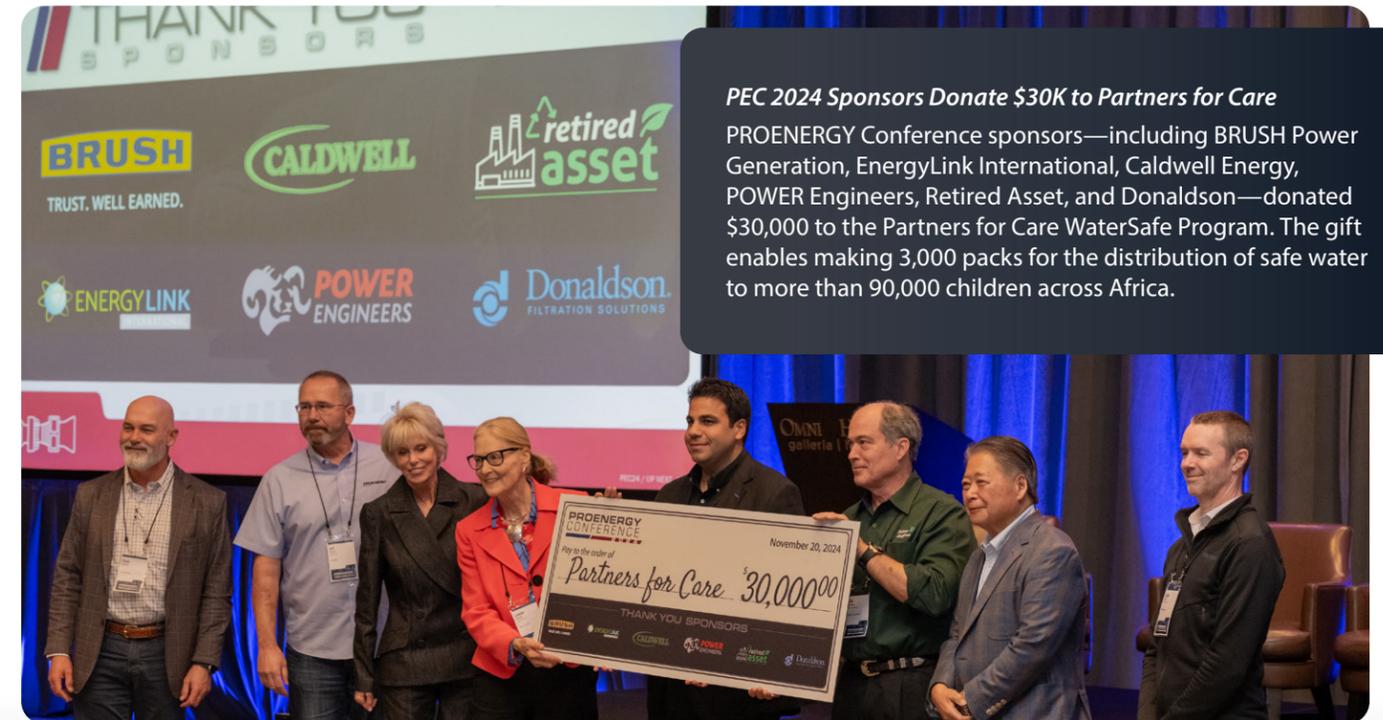
Pastor Chris Gray, Encounter Church, Convoy of Hope Coordinator



Partner Donations

Stays at Omni Hotel Equate to 100+ Meal Donations

In 2024, the PROENERGY Conference took place at the Omni Houston, which partners with Feeding America for the Say Goodnight to Hunger program. The hotel donates one meal to families in need for each completed stay, and the PROENERGY reservation block resulted in more than 100 meals.



PEC 2024 Sponsors Donate \$30K to Partners for Care

PROENERGY Conference sponsors—including BRUSH Power Generation, EnergyLink International, Caldwell Energy, POWER Engineers, Retired Asset, and Donaldson—donated \$30,000 to the Partners for Care WaterSafe Program. The gift enables making 3,000 packs for the distribution of safe water to more than 90,000 children across Africa.

IGNITE Team Outreach Activities

Team of 15 Cleans Up Neighborhood on United Way Day of Action

Our IGNITE team makes the United Way Day of Action an annual tradition for both team building and giving back. In 2024, a group of 15 PROENERGY employees gave their time and energy to pick up trash and perform yardwork in a local neighborhood.

Supply Drive Supports Hurricane Victims

When Hurricane Milton affected Florida residents, our IGNITE team held an item drive with donations for American Legion, a U.S. veterans organization. Employees brought in cleaning supplies, canned goods, and diapers to help in the aftermath of the storm.



Cancer Patients Receive 100+ Healing Ointments and \$2K in Gas Gift Cards

During the holiday season, employees chose to honor PROENERGY founders Jeff and Cara Canon by giving to the Canon Center for Cancer & Cardiovascular Care, part of the Bothwell Regional Health Center in Sedalia. IGNITE made collections for patient skincare and travel expenses, which provided physical and financial relief.

Training Industry Experts

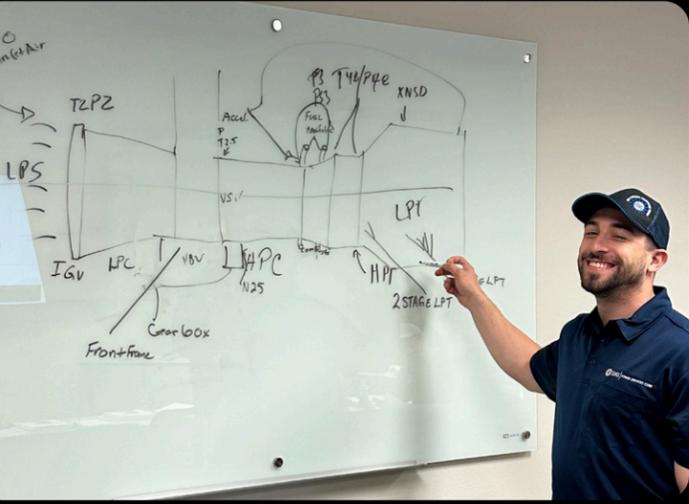
PROENERGY University Trains 145+ in 2024 With Free User-Centered LM Training

Education is the gift that keeps giving. Starting in 2022, when no such option existed, PROENERGY launched free, world-class training as a means of transferring our knowledge on LM6000 and LM2500 aeroderivative turbines to users, who can pay it forward in the industry. To date, more than 300 people have learned essential information on this go-to energy transition technology, and others in the power space have launched similar yet costly courses.



We typically offer 1-day and 3.5-day formats, with seats filling from one in-person lesson to the next. Our 1-day training takes place annually at the PROENERGY Conference, where in 2024, we gave separate classes to more than 100 attendees on the LM2500 and LM6000. Delivered by our certified training experts, it introduces the concept of power generation and the operation of an aeroderivative turbine, and then it progresses to best practices and potential failure modes.

The 3.5-day course takes place at customer sites and on our Sedalia campus in small-class settings. The 45 users who attended in Sedalia this year received both classroom and hands-on components at our depot, parts repair shop, and advanced manufacturing facility. This mix gives students a unique opportunity to learn classroom theory followed by direct interaction with the equipment and instructor.



Hiring Homegrown

Internship Program Leads to 6 New Employees

Our Sedalia campus opened its doors to interns in Engineering and, for the first time, Supply Chain. Also, our Houston office hosted interns from University of Houston in Marketing, AMPS, and Engineering departments. In 2024, we hired Hunter Gray as Manufacturing Engineer, Brandon Ward as CAD Designer, and Demitri Holt as Turbine Technician. In 2025, we welcomed Bruno Garcia and Michael Iannucci as Reliability Engineers, and Brittany Bobbitt as Cybersecurity Analyst.

ELEVATE Program Promotes 3 Apprentices to Direct Hires

This community initiative targets individuals who lack traditional experience but show strong potential. Participants completed nine 8-week rotations at our Sedalia shops, management training, personality assessments, and even financial literacy education. Three out of four apprentices joined us full time: Erick Costilla as Turbine Technician, Oscar Marcos as Parts Prep Operator, and Nyxx Rodriguez as Mechanical Drafting Technician. All received promotions in 2025, which demonstrates meaningful career opportunities for those without prior industry experience.



Internships

Recruiting Graduates

Local High School Class Tours PROENERGY Campus

The Sedalia headquarters supports interests in STEM by opening its doors to students. A Computer Science, Biology, and Environmental Science class from Marshall High School received a behind-the-scenes look at our services from Hai Sam, Director Engineering, and Nick Reische, QA/QC Manager.

Networking With Missouri S&T Undergraduates

The Missouri University of Science & Technology (S&T) Career Fair gave PROENERGY the opportunity to network with more than 2,900 students and alumni. Hai Sam and Joseph Nowak, Manufacturing Engineer, participated in Rolla, Missouri.

Prospective Employees Engaged at Technical College

State Technical College of Missouri is a two-year school that offers programs aligned with PROENERGY work, such as welding and precision machining. Scott Muths, Repair Supervisor, and Dave Fagundes, Machinist Supervisor, connected with this talent pool at the Career Expo in Linn, Missouri.



Inspiring Youth

High-Five Friday Attended by 6 Volunteers

Located in the Sedalia School District, Parkview Elementary makes Friday feel special with community support. Six PROENERGY employees volunteered to greet students walking into school and motivate them for the day ahead.

4 Basketball Tickets Donated to Local PTA

PROENERGY donated four basketball suite tickets to benefit Fairview Elementary, a nearby school in the Columbia Public Schools district. The donation supported yearly fundraising by the school's Parent Teacher Association (PTA).

Basketball Camp Sponsored, 6 Kids Attended for Free

Camp Bowers, a highly sought-after camp in Columbia, Missouri, gives youth a chance to learn from collegiate and pro-level athletes. PROENERGY sponsored the camp and enabled six kids (children of our employees) ages 6 to 14 to participate at no cost.



Parkview Elementary

Elevated Economies

PowerFLX Projects Reach Cumulative Impact of \$146M

The compact, repeatable, and scalable design of our PowerFLX solution lends itself to markets everywhere. In 2024, our EPC+ crews worked on four facilities with 14 LM6000 units. Construction boosted local U.S. economies by \$23.6 million last year, with a cumulative impact of \$146 million since focusing exclusively on LM6000 and LM2500 technology. We expect to further influence prosperity in the future with continued execution of both third-party and WattBridge sites.



EPC+ Crew on Location in Arizona

Economic Lift from PowerFLX in 2024 (in millions)

	Project 1, Texas	Project 2, Texas	Project 3, Arizona	Project 4, Oklahoma	Total
Generating Station					
Units	2	8	2	2	14
Per Diem	\$1.52	\$2.26	\$1.68	\$0.42	\$5.45
Travel and Lodging	\$0.01	\$0.02	\$0.08	\$0.01	\$0.11
Rentals	\$1.54	\$1.55	\$1.14	\$0.27	\$4.23
Vendors	\$4.47	\$4.24	\$4.01	\$0.46	\$12.71
Total	\$7.53	\$8.06	\$6.92	\$1.15	\$23.6



\$23M+
INJECTED INTO
LOCAL ECONOMIES

4
PowerFLX
PROJECTS

14
LM6000
UNITS

Electrified World

WattBridge Delivers 4 Years of Energy Security

The WattBridge fleet grew to six sites totaling 50 LM6000 units in 2024. Year after year since its inception in 2021, the grid-firming ERCOT portfolio has increased generating capacity along with performance reliability. In fact, while reaching ~11,000 starts for 2024, or 50 percent more than 2023, it maintained exceptional start reliability at 99 percent.

Platts Global Energy Award 2024 Finalist

S&P Global Commodity Insights chose WattBridge as a finalist for the Platts Global Energy Awards in the Energy Transition – Power category. The award honors individuals and companies who deliver extraordinary achievements to advance the use of clean energy.

This recognition is a testament to its established strategy for building operating assets that balance grid resilience and renewable goals.

	2024 <i>2,400 MW</i>	2023 <i>1,920 MW</i>	2022 <i>1,248 MW</i>
# of Starts	11,026	7,484	5,549
Start Reliability	99.0%	98.9%	98.2%
Net Generation (MWh)	2,716,646	1,855,759	1,332,956
EAF (availability)	94.3%	97.3%	97.2%
EFORd	5.5%	2.8%	4.8%



>99%
**START RELIABILITY
FOR WATTBRIDGE
FLEET IN 2024**



**Platts
Global Energy
Awards
2024 Finalist**



New Houston Depot Debuts for 2X the Service Capacity

PROENERGY moved its Houston depot to a new space as part of a larger growth strategy to serve global customer demand across states, countries, and continents. With 50,000-sq. ft and three bays, the Houston depot will achieve the same Level-IV capabilities as the state-of-the-art Sedalia depot in 2025.

The upgrades will effectively double service capacity for LM6000, LM2500, and PE6000 engines. With the ability to perform everything from complete teardown to assembly, we can deliver twice the number of guaranteed 120-day major overhauls.



**2
LEVEL-IV
DEPOTS IN
2025**



Brotman 1-Year Anniversary Celebration
The staff at Brotman Generating Station—the fifth facility in the WattBridge portfolio—celebrate its operating milestone.



Fleet Now Generates Power for 2 Million Homes

Already owner of the world's largest LM6000 fleet, WattBridge expanded its operating assets by 10 additional units in 2024 so that it now generates power for millions. It commissioned eight units at Remy Jade Generating Station, as well as two units at the Mark One II facility. With the new units, net generation for the fleet rose by 46 percent year over year.

WattBridge Represents 50 Percent of Aero Gross Load in ERCOT

For back-to-back quarters in 2024, WattBridge answered electricity needs at an all-time high for the company. It delivered more than half of the aeroderivative gross load in ERCOT: 54 and 57 percent during the third and fourth quarters, respectively. This record-breaking demand response is up from 45 percent in the second quarter after commissioning its latest generating station.

ERCOT Conducts 5 Weather Inspections, Finds Zero Issues

PROENERGY weatherizes power facilities against hot and cold weather events. Our field-proven, in-house methods help to meet emergency preparedness obligations and ensure grid resilience. In 2024, ERCOT conducted one summer inspection and four winter inspections at WattBridge sites, which resulted in zero findings.

2,400 MW

**NOW OPERATING IN GROWING
WATTBRIDGE PORTFOLIO**



Houston Remote Operations Center

Upholding Our Values

Doing the right thing has been part of PROENERGY culture for more than 20 years.

Governed by experienced leaders, transparent policies, and rigorous processes, PROENERGY commits to conducting operations with integrity at all organizational levels. We set the bar high for not only what we achieve, but also how we achieve it.

Our Leadership

ECP is now part of the PROENERGY ownership structure and Board of Directors, working with internal business leaders to advance strategic objectives and business goals.

Our Policies

New and updated policies improved clarity on corporate, IT, operational, and ESG practices to drive compliance and mitigate risks.

Key Processes

In addition to expanding our ISO 9001:2015 certifications, we strengthened our supply chain and inventory management to deliver services with quality, transparency, and integrity.

Embedded Integrity for Responsible Business

A robust framework of leaders, policies, and processes empowers everyone to make the right decisions. Our Code of Business Conduct outlines clear expectations and encourages raising concerns. We prohibit any form of retaliation against anyone who, in good faith, reports violations or suspected violations of company policies or applicable laws, or who assists in the investigation of a reported violation. Pages 50 to 57 explain how we protect our principles.

Core Values

Our core values unite and inspire our inclusive workforce to achieve greatness. By embracing these guiding principles, we create a positive work environment, foster trust with our customers and partners, and drive sustainable growth.

Teamwork

Challenge and support one another.

Focus

Deliver excellence to our customers.

Integrity

Be responsible and accountable.

Education

Pursue growth through learning.

Change

Embrace it!

Faith

Believe that anything is possible.

Our Leadership

ECP Invests in PROENERGY

With extensive experience in the energy sector and a focus on ESG, ECP advances the energy transition as a leading private equity and credit investor. Together with ECP, PROENERGY will expand its platform and pipeline, pursue accretive growth opportunities, and build on its established reputation for best-in-class performance, industry-leading turnaround times, and lower customer cost. ECP had seen firsthand the value of the platform and team, as several ECP portfolio companies are satisfied repeat customers of PROENERGY.

Ownership Structure

In August 2024, ECP acquired a majority interest in PROENERGY Holdings from Eos Partners and ACON Investments. PROENERGY Holdings—the parent of PROENERGY Services, LLC and WattBridge Energy IPP Holdings, LLC—is a joint ownership now comprised of the Canon Trusts and ECP, and supervised by a new Board of Directors.

An agreement between the shareholders establishes the basic governance. PROENERGY continues to be led by its deeply experienced executive team, including Founder, President, and CEO Jeff Canon. Our company operates as an independent private business governed by its own policies, procedures, and risk management controls under the supervision of the Board of Directors. The scope of this ESG report covers PROENERGY Holdings and its subsidiaries.

Board of Directors

The Board of Directors is responsible for the long-term success of our company and the delivery of sustainable value to the shareholders. The Board is comprised of five directors: the Chairman of the Board, who is also the CEO of PROENERGY, three directors from ECP, and an independent director. Board members leverage substantial expertise in their respective industries to accelerate company value and success.

The Board members align with the high-level expectations of the ECP ESG Investment Committee under the direction of the ECP executive management team. In addition to holding its own meetings, the Board reports to ECP quarterly and annually.

Using the core values as a guide, the Board serves as the main decision-making forum for our strategic objectives. It identifies opportunities, sets risk management controls, and monitors performance. While doing so, it considers the interests of all stakeholders—including employees, customers, suppliers, investors, and local communities.

Business Leadership

Governed by the Board of Directors, the CEO and the executive leadership team develop, plan, and execute the strategic objectives of the business. At each quarterly Board meeting, the CEO and leadership team members directly engage with the directors and report on progress for all objectives. These business leaders are responsible for the quality and integrity of information presented to the Board.

Diversity and Inclusion Council

Now in its second year, our council provides insight into our workplace and helps us to create equitable opportunities for all. The SVP Human Resources is the committee executive sponsor. The council is led by two executives, and five members are solicited from varying job levels, departments, and locations.

2024 Progress: New Committee Members

Our five-member committee welcomed three new faces in 2024, including one from the Argentina office. The members will serve two-year terms and meet once a quarter to advance goals, which include creating events or communications, advising executive leadership, relaying employee feedback, maintaining a progress scorecard, and more.

Executives:

- Chaunta Foster, SVP Human Resources
- Gus Eghneim, SVP Compliance and Sustainability and Chief Compliance Officer

Members:

- Isabella Saldana, Administrative Assistant
- Mathew Abraham, Commercial Manager
- Daniel Meza, Aero Depot Manager
- Kesha Laurent, HR Generalist
- Yesid Barrera Torres, Lead Technician

Ethics Committee

Led by the Chief Compliance Officer, our Ethics Committee monitors, tracks, investigates, and acts on all noncompliance allegations in a confidential manner. The committee meets quarterly to address concerns regarding alleged illegal, unethical, or dangerous activities, or conflicts of interest.

2024 Progress: Enhanced Access for Reporting and Addressed 5 Concerns

In addition to internal reporting channels, the external PROENERGY and WattBridge websites facilitate reporting concerns. Each site links to an online third-party portal for anonymous 24/7 submissions from employees, customers, contractors, or third-party providers. Concerns from this portal, and a toll-free ethics helpline, are forwarded to the Compliance office. In 2024, the Ethics Committee addressed five concerns according to company policies, as well as applicable laws and regulations. One of the concerns related to discrimination concerns, and none involved indigenous people. All have been resolved.

Ethics Programs

PROENERGY coordinates efforts inside and outside the company to ensure ethical business practices. Internally, we abide by the Code of Business Conduct and other policies, and we hold meetings in every operation and function to discuss expectations. Externally, all commercial intermediaries take training for ethics and sanctions compliance.

2024 Progress: 1st Annual Spotlight on Ethics Campaign

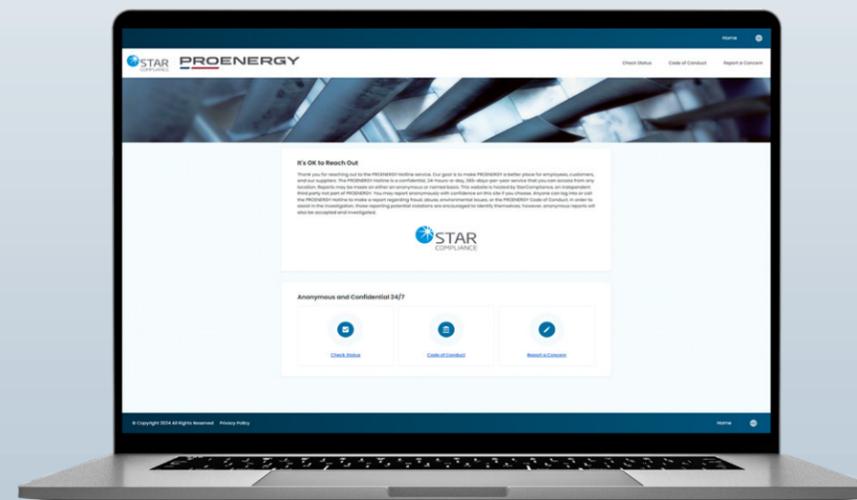
As part of our 2024 – 2025 ESG goals, the Ethics Committee introduced a month-long, annual Spotlight on Ethics campaign to raise compliance awareness among employees, reinforce expectations, and promote behaviors that protect the integrity and reputation of PROENERGY.

Coordinated actions included:

- Policies refresher asked employees to read and sign five policies at a rate of one per week.
- Compliance champions led focused team meetings to discuss ethics, laws, and procedures.
- Commercial intermediaries trained on anti-bribery and trade sanctions as intended by our ESG goals.
- CEO and executive leaders shared feedback, knowledge, and observations via email and articles.

2024 Progress: 1st Compliance Survey Indicates 90% Favorability

Employees completed a short, anonymous survey that will help us to drive learning and improve compliance outcomes in 2025 onward. A 90-percent favorability rating indicated a positive sentiment towards compliance. A high percentage of respondents agreed that the policies are understandable, the resources are accessible, and the culture is supported.



Our Policies

For the third consecutive year, PROENERGY continued the plan to review and modify all corporate policies and procedures. At the beginning of 2024, we implemented an enhanced guideline for paid time off for reasons including vacation, childcare, and illnesses. We also made updates to technology, finance, and legal policies in alignment with 2024 and 2025 ESG goals.

UPDATED POLICIES

- Paid-Time-Off (PTO) Policy
- Cybersecurity Policy
- Cyber Incident Reporting and Response Policy
- Access Control Policy
- Equipment Supplier Standard Terms and Conditions
- Environmental, Health, and Safety (EHS) Policy
- ESG Policy

NEW POLICIES

- Artificial Intelligence (AI) Policy
- Clean Desk Policy
- Supplier Code of Conduct
- U.S. Import and Operating Procedure Policy
- Balance-of-Plant Agreement
- Long-Term Agreement
- ESG Grievance Policy

Information Technology (IT)

Technology—from software, to digital systems, to AI—moves fast. PROENERGY adapts by transforming the latest best practices into corporate IT policies that keep the organization secure and maintain employee and customer trust.

2024 Progress: Updated Cybersecurity Policies

Protection from cyber threats is an ever-growing concern. The cybersecurity policies share the most recent best practices on data protection, acceptable use, security awareness training, and prompt incident reporting to secure our digital environment. In compliance with these policies, the company quickly addressed a single phishing event in 2024, with no meaningful impact to the business, and implemented additional protective measures to mitigate future risks.

2024 Progress: Updated Access Control Policy

Sensitive data is secured by minimizing access to client and company information and preventing unauthorized access. Revised for a non-technical audience, this policy balances access with availability so that users only connect to the necessary resources for performing their functions.

2024 Progress: New AI Policy

As generative AI systems increase in the market, this policy governs the use of such technology to protect our intellectual property, trade secrets, customer data, and more. It establishes guidelines to avoid oversharing and requires employees to acknowledge the potential errors in AI output.

2024 Progress: New Clean Desk Policy

Our clean desk policy aims to increase the protection of sensitive information and reduce the risk of security breaches. It requires all employees or affiliates, whether onsite or remote workers, to lock away confidential materials when not in use. It applies to company data on paper, screens, removable storage media, and other devices.

2024 Progress: Cybersecurity Communications

IT sent quarterly newsletters on remote work, phishing, and cyberattack warnings. In addition, during cybersecurity month, IT highlighted a variety of concepts each week:

Topics

- Safe Browsing and AI
- Device and Physical Security
- Incident Reporting and Cyber Hygiene
- Industry Security Awareness, Impact, and Our Future

International Operations

PROENERGY meets customer demands by managing a resilient supply chain while following all applicable trade regulations and government sanctions. We hold ourselves and our suppliers to the same high compliance standards when conducting business anywhere in the world. From 2024 to 2025, we are working to protect our enterprise by introducing a risk-assessment process in project execution, as well as risk-based processes for supplier and customer compliance assessments.

2024 Progress: Updated Equipment Supplier Standard Terms and Conditions

Our Master Service Contracts for supplier equipment now include provisions allowing PROENERGY to request supplier data related to Scope 3 emissions. The data will inform our understanding of emissions from the entire value chain, not just our direct operations.

2024 Progress: New Supplier Code of Conduct

This policy outlines a commitment to respecting people and the environment, combating corrupt business practices, and safeguarding information and assets. We expect suppliers to understand our core values, follow relevant policies, and raise concerns on such things as forced or child labor. As part of the supplier screening process, we audit factors like safety metrics as an indication of responsible, safe business.

2024 Progress: New U.S. Import and Operating Procedure Policy

PROENERGY and its affiliates strictly observe all applicable laws and regulations related to import and export control and economic sanctions. This procedure guides the import clearance process, from arrival at the port to receiving goods, and post-entry customs documentation.

2024 Progress: New Supplier Agreements

We sought to better plan and manage our demand and capacity requirements with the help of two new supplier contracting policies. These include the Balance-of-Plant Agreement for larger orders of this type, as well as a Long-Term Agreement for supplier engagements longer than 15 months.

ESG Policies

The pillars of E, S, and G orient our business to maximize contributions to the world and minimize negative impacts on environment or communities. Official policies validate this commitment with a comprehensive scope that covers what we require and expect, as well as how to raise concerns.

2024 Progress: Updated EHS Policy

PROENERGY conducts business in compliance with all relevant laws and regulations and applies responsible standards where such laws do not exist. The new EHS policy formalizes our dedication to faithfully observing rules that protect the earth, health, and welfare.

2024 Progress: Updated ESG Policy

The ESG policy solidifies company principles and guidelines to improve our competitive position and meet stakeholder expectations. The policy outlines our roadmap to address gaps, improve culture, benchmark strategies, and measure and report on progress in pursuit of ESG goals.

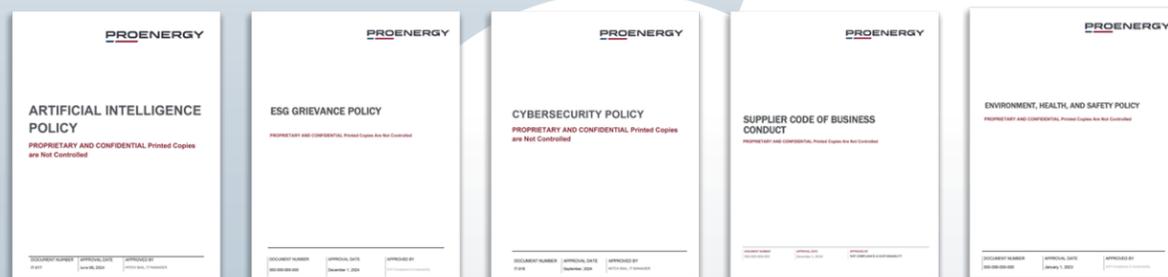


2024 Progress: New ESG Grievance Policy

Aligned with the UN Global Compact Principles and the UN SDGs, this grievance policy provides stakeholders with an open, transparent mechanism to raise concerns about our projects and business activities. These stakeholders include employees, customers, suppliers, shareholders, and locals.

Tax Policy

A global company, PROENERGY abides by tax laws as part of legal compliance and ethical responsibility in the countries where we have legal entities. In 2024, we filed local taxes and financial reports according to regulations in the U.S., Argentina, Brazil, Canada, Mexico, Pakistan, and Venezuela. In 2025, we plan a formal revision to our tax policy.



Key Processes

ISO 9001:2015–Certified Aero Depot Services

PROENERGY delivers quality in every project through a rigorous internal QA/QC program. Our Aero Depots in Sedalia and Houston each deliver services that meet or exceed the requirements of ISO 9000, an internationally recognized quality management standard. As an extension of our quality processes, we require Certificates of Conformance for every product, whether an incoming supplier part or an outgoing overhauled engine.

2024 Progress: ISO Recertification and Expansion

After an independent third-party audit, our depot services received ISO 9001:2015 recertification. The 2024 audit added the Houston depot, Packaging, and Fabrication to the ISO scope. The auditor noted our knowledge and professionalism, and he reported only one minor finding between Missouri and Texas locations. All nonconformances or incidents related to safety, quality, or compliance, are subject to root cause analysis, investigation, and corrective action.

2024 Progress: 4 New ISO Internal Auditors

We identified four new ISO auditors—Mathew Abraham, Steven Bailey, Ricardo Cruz, and Michael Stetzenbach—to help correct any internal process deficiencies. By engaging with the quality team and conducting surveys with different departments and functions, they assess gaps and recommend improvements.

Inventory Management

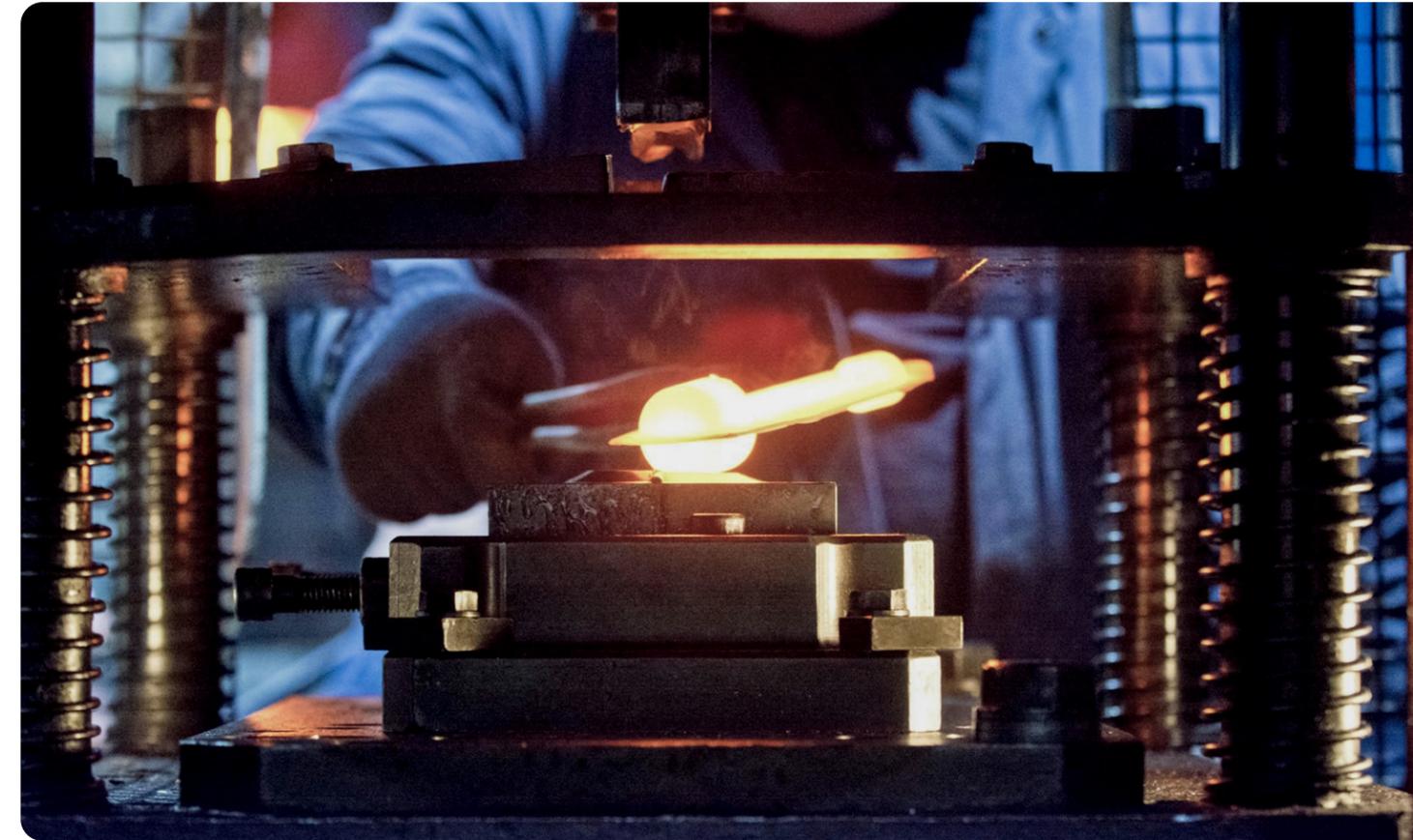
PROENERGY maintains a \$200 million parts ecosystem, including consumable spares, fuel nozzles, hot sections, lease engines, and custom-engineered components. Our permanently stocked warehouses ship these components in 24 hours.

2024 Progress: Cleaning Up Transactions

The Inventory team improved the accuracy and efficiency of our parts supply by resolving 210 open transactions related to purchase orders, sales orders, and transfer requests. This work represented a 40 percent reduction in orders worth \$4.2 million.

2024 Progress: New Cycle Count Tool

Warehouse and IT teams worked together to simplify our process for verifying our stock and maintaining accurate records. Their tool allows for live feedback and improves managing, tracking, and resolving inventory discrepancies.



Supplier Management

PROENERGY continually streamlines supply chain processes for operation at high levels of integrity and efficiency. We expect our suppliers—including contractors, third parties, business partners, and agents—to comply with policies. At the same time, we leverage digital technology for on-time delivery of the right part at the lowest cost. See Successful Partners on pages 40 to 41 for more on these relationships.

2024 Progress: Supplier Selection and Approval Process

Our enhanced onboarding process involves a more comprehensive review of suppliers to avoid engaging with those participating in unethical practices, such as child labor or environmental breaches. With two new members, our Supplier Quality Engineering team follows a detailed technical checklist across this multistage process and conducts supplier surveillance audits.

2024 Progress: Supplier Documentation Process

We now organize supplier documents by contract for easy access. On top of that, our Warehouse and IT departments improved the process for assembly documentation. Employees flag items that need additional documentation. During kitting, they upload certificates of conformance and record serial numbers and purchase order numbers.

2024 Progress: Order Automation With Key Partners

In 2024, we began deploying annual blanket purchase orders (BPOs) with key suppliers to reduce manual administration along the supply value chain, from order to invoice to disbursement. In 2025, the BPO process will expand to additional partners for enhanced transparency and reduced manual efforts on both sides.

2024 Progress: PROENERGY Wins Grainger Digital Transformation Award

Implementing the BPO process has resulted in reduced paperwork and more efficient online ordering with Grainger. This leading industrial supply company honored us for increasing e-commerce orders with its business from 67 to 96 percent.

GRI Content Index

About Our Data

The Global Reporting Initiative (GRI) Standards represent the global best practice for public reporting on environment, social, and economic impacts. This report has been developed in accordance with GRI 1: Foundation 2021 for transparency and comparability.

Data in this report was collected from internal sources, and dollar amounts listed within the report are in U.S. dollars. We recognize there are inherent limitations to the accuracy of our reporting data. We work continuously to improve the integrity of our data by strengthening our internal controls and reclassifying, if needed. Any significant changes will be addressed in the following years' report.

**Not applicable (N/A): Item that is irrelevant or has no cases in which we are involved on a material level.*

GRI Disclosure Number	Description	ESG Report Pages
General		
2-1	Organizational details	10–11, 52
2-2	Entities included in the organization's sustainability reporting	10–11, 52
2-3	Reporting period, frequency, and contact point	4, 12
2-4	Restatements of information	21, 30
2-5	External assurance	
2-6	Activities, value chain, and other business relationships	6, 8, 10–11, 40–41, 51–52, 55, 57
2-7	Employees	11, 37–38
2-8	Workers who are not employees	37
2-9	Governance structure and composition	12, 51–52
2-10	Nomination and selection of the highest governance body	51–52
2-11	Chair of the highest governance body	52
2-12	Role of the highest governance body in overseeing the management of impacts	12, 52
2-13	Delegation of responsibility for managing impacts	12, 52
2-14	Role of the highest governance body in sustainability reporting	12, 52
2-15	Conflicts of interest	51, 53, 55
2-16	Communication of critical concerns	51, 53, 55
2-17	Collective knowledge of the highest governance body	52
2-18	Evaluation of the performance of the highest governance body	52
2-19	Remuneration policies	38
2-20	Process to determine remuneration	38
2-21	Annual total compensation ratio	38
2-22	Statement on sustainable development strategy	12–17
2-23	Policy commitments	12–13, 55
2-24	Embedding policy commitments	12–13, 55
2-25	Processes to remediate negative impacts	16, 56
2-26	Mechanisms for seeking advice and raising concerns	53, 55
2-27	Compliance with laws and regulations	8, 15, 19, 51, 53, 55
2-29	Approach to stakeholder engagement	13, 16–17, 29, 55
2-30	Collective bargaining agreements	N/A
Material Topics		
3-1	Process to determine material topics	14–15, 20
3-2	List of material topics	14–15
3-3	Management of material topics	14–15

Economic Performance

201-1	Direct economic value generated and distributed	40–41, 46–47
201-2	Financial implications and other risks and opportunities due to climate change	22, 26, 49
201-3	Defined benefit plan obligations and other retirement plans	37–38
201-4	Financial assistance received from the government	N/A

Market Presence

202-1	Ratios of standard entry level wage by gender compared to local minimum wage	N/A
202-2	Proportion of senior management hired from the local community	38

Indirect Economic Impacts

203-1	Infrastructure investments and services supported	46–47
203-2	Significant indirect economic impacts	42, 44–45, 46–47, 54

Procurement Practices

204-1	Proportion of spending on local suppliers	40–41
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Anti-Corruption

205-1	Operations assessed for risks related to corruption	53
205-2	Communication and training about anti-corruption policies and procedures	53
205-3	Confirmed incidents of corruption and actions taken	53

Anti-Competitive Behavior

206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	N/A
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Tax

207-1	Approach to tax	55
207-2	Tax governance, control, and risk management	
207-3	Stakeholder engagement and management of concerns related to tax	
207-4	Country-by-country reporting	55

Materials

301-1	Materials used by weight or volume	23
301-2	Recycled input materials used	23
301-3	Reclaimed products and their packaging materials	23–24

Energy

302-1	Energy consumption within the organization	20–21, 25
302-2	Energy consumption outside of the organization	
302-3	Energy intensity	
302-4	Reduction of energy consumption	22–25
302-5	Reductions in energy requirements of products and services	23, 26

Water and Effluents

303-1	Interactions with water as a shared resource	26, 42
303-2	Management of water discharge-related impacts	19, 27
303-3	Water withdrawal	26
303-4	Water discharge	19, 27
303-5	Water consumption	25–26

Biodiversity

304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	27
304-2	Significant impacts of activities, products, and services on biodiversity	27
304-3	Habitats protected or restored	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	27

Emissions

305-1	Direct (Scope 1) GHG emissions	20
305-2	Energy indirect (Scope 2) GHG emissions	20
305-3	Other indirect (Scope 3) GHG emissions	
305-4	GHG emissions intensity	20
305-5	Reduction of GHG emissions	22, 25
305-6	Emissions of ozone-depleting substances (ODS)	21
305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	20

Waste

306-1	Waste generation and significant waste-related impacts	23–25
306-2	Management of significant waste-related impacts	23–25
306-3	Waste generated	23–25
306-4	Waste diverted from disposal	23–25
306-5	Waste directed to disposal	23–25

Supplier Environmental Assessment

308-1	New suppliers that were screened using environmental criteria	
308-2	Negative environmental impacts in the supply chain and actions taken	N/A

Employment

401-1	New employee hires and employee turnover	37
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3	Parental leave	

Labor / Management Relations

402-1	Minimum notice periods regarding operational changes	
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Occupational Health and Safety

403-1	Occupational health and safety management system	29–30, 32
403-2	Hazard identification, risk assessment, and incident investigation	29–30, 32–33
403-3	Occupational health services	31, 37
403-4	Worker participation, consultation, and communication on occupational health and safety	29–35
403-5	Worker training on occupational health and safety	31–32
403-6	Promotion of worker health	29–39
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	55, 57
403-8	Workers covered by an occupational health and safety management system	29
403-9	Work-related injuries	30
403-10	Work-related ill health	30

Training and Education

404-1	Average hours of training per year per employee	31
404-2	Programs for upgrading employee skills and transition assistance programs	31, 37
404-3	Percentage of employees receiving regular performance and career development reviews	38

Diversity and Equal Opportunity

405-1	Diversity of governance bodies and employees	37
405-2	Ratio of basic salary and remuneration of women to men	38

Non-Discrimination

406-1	Incidents of discrimination and corrective actions taken	53
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Freedom of Association and Collective Bargaining

407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	N/A
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Child Labor

408-1	Operations and suppliers at significant risk for incidents of child labor	57
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Forced or Compulsory Labor

409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	57
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Security Practices

410-1	Security personnel trained in human rights policies or procedures	N/A
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Rights of Indigenous Peoples

411-1	Incidents of violations involving rights of indigenous peoples	53
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Local Communities

413-1	Operations with local community engagement, impact assessments, and development programs	27, 42–46
413-2	Operations with significant actual and potential negative impacts on local communities	27

Supplier Social Assessment

414-1	New suppliers that were screened using social criteria	
414-2	Negative social impacts in the supply chain and actions taken	

Public Policy

415-1	Political contributions	N/A
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Customer Health and Safety

416-1	Assessment of the health and safety impacts of product and service categories	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	N/A

Marketing and Labeling

417-1	Requirements for product and service information and labeling	56
417-2	Incidents of non-compliance concerning product and service information and labeling	N/A
417-3	Incidents of non-compliance concerning marketing communications	N/A

Customer Privacy

418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A
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