ALTUSPOWER
RENEWABLE ENERGY

Q2 2022 Earnings Presentation

AUGUST 15, 2022

Cautionary Statements And Risk Factors That May Affect Future Results

The following presentation for Altus Power, Inc. (“Altus Power” or the “Company”) has been prepared by Altus Power’s management. You should read the presentation together with our condensed consolidated financial statements and related notes appearing in our 2021 Annual Report on Form 10-K filed with the Securities and Exchange Commission on March 24, 2022 (the “2021 Annual Report on Form 10-K”) and subsequent Quarterly Reports on Form 10-Q. Any references in this section to “we,” “our” or “us” shall mean Altus Power. In addition to historical information, this presentation contains statements that are considered "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995, as amended. These statements do not convey historical information but relate to predicted or potential future events and financial results, such as statements of our plans, strategies and intentions, or our future performance or goals that are based upon management's current expectations. Our forward-looking statements can often be identified by the use of forward-looking terminology such as “aims,” "believes," "expects," "intends," "may," “could,” "will," "should," "plans," “projects,” “forecasts,” “seeks,” “anticipates,” “goal,” “objective,” “target,” “estimate,” “future,” “outlook,” “strategy,” “vision,” or variations of such words or similar terminology. Investors and prospective investors are cautioned that such forward-looking statements are only projections based on current estimations. These statements involve risks and uncertainties and are based upon various assumptions. Such risks and uncertainties include, but are not limited to the risks as described in the "Risk Factors" in our 2021 Annual Report on Form 10-K These risks and uncertainties, among others, could cause our actual future results to differ materially from those described in our forward-looking statements or from our prior results. Any forward-looking statement made by us in this presentation is based only on information currently available to us and speaks to circumstances only as of the date on which it is made. We are not obligated to update these forward-looking statements, even though our situation may change in the future.

Such forward-looking statements are subject to known and unknown risks, uncertainties, assumptions and other important factors, many of which are outside Altus Power’s control, that could cause actual results to differ materially from the results discussed in the forward-looking statements. These risks, uncertainties, assumptions and other important factors include, but are not limited to: (1) the ability of Altus Power to maintain its listing on the New York Stock Exchange; (2) the ability to recognize the anticipated benefits of the recently completed business combination and related transactions, which may be affected by, among other things, competition, the ability of Altus Power to grow and manage growth profitably, maintain relationships with customers, business partners, suppliers and agents and retain its management and key employees; (3) changes in applicable laws or regulations; (4) the possibility that Altus Power may be adversely affected by other economic, business, regulatory and/or competitive factors; and (5) the impact of COVID-19, inflationary pressures, and supply chain issues on Altus Power’s business.

The presentation includes financial information not prepared in accordance with generally accepted accounting principles (“Non-GAAP Financial Measures”). A reconciliation of the Non-GAAP Financial Measures to financial information prepared in accordance with generally accepted accounting principles (“GAAP”), as required by Regulation G, appears in the presentation. The Company is providing disclosure of the reconciliation of reported Non-GAAP Financial Measures used in the presentation, among other places, to its comparable financial measures on a GAAP basis. The Company believes that the Non-GAAP Financial Measures provide investors additional ways to view our operations, when considered with both our GAAP results and the reconciliation to net income and net cash provided by operating activities, which we believe provide a more complete understanding of our business than could be obtained absent this disclosure. We believe the Non-GAAP Financial Measures also provide investors a useful tool to assess shareholder value.

The information contained in the presentation is summary information that is intended to be considered in the context of the Company's Securities and Exchange Commission (“SEC”) filings and other public announcements that the Company may make, by press release or otherwise, from time to time. The Company undertakes no duty or obligation to publicly update or revise the information contained in this report, although it may do so from time to time as its management believes is warranted. Any such updating may be made through the filing of other reports or documents with the SEC, through press releases or through other public disclosure.

This presentation is not intended to be all-inclusive or to contain all the information that a person may desire in considering an investment in Altus Power and is not intended to form the basis of an investment decision in Altus Power. All subsequent written and oral forward-looking statements concerning Altus Power or other matters and attributable to Altus Power or any person acting on its behalf are expressly qualified in their entirety by the cautionary statements above.

ALTUSPOWER
RENEWABLE ENERGY

Q2 2022 Financials

$24.8 Million

2022 Q2 Operating Revenues

$13.9 Million

2022 Q2 Adjusted EBITDA[1]

$57-63 Million

Reaffirmed full year 2022 Adjusted EBITDA[1] guidance

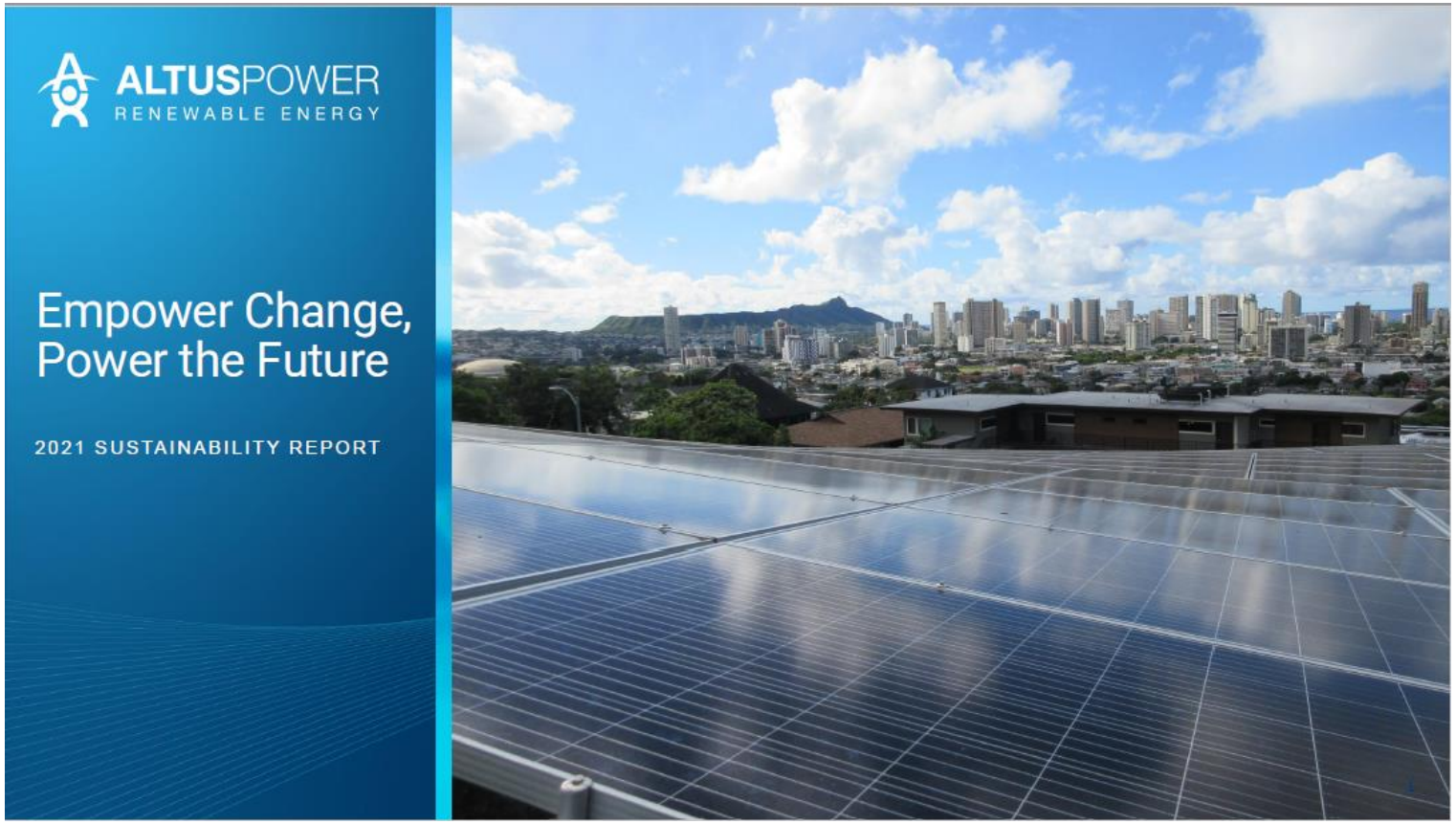
158,036 Metric Tons[2]

Carbon Dioxide (CO2) Equivalent avoided in 2022

[1] Adjusted EBITDA is a non-GAAP financial measure
[2]Conversion from megawatt hours according to EPA AVERT Calculator (https://www.epa.gov/energy/greenhouse-gases-equivalencies-calculator-calculations-and-references)
Please see the Appendix for a reconciliation to the most directly comparable GAAP measure

Altus Power's Inaugural Sustainability Report

Commitment to Creating "Shared Value"[1]



Link to Report: www.altuspower.com/esg

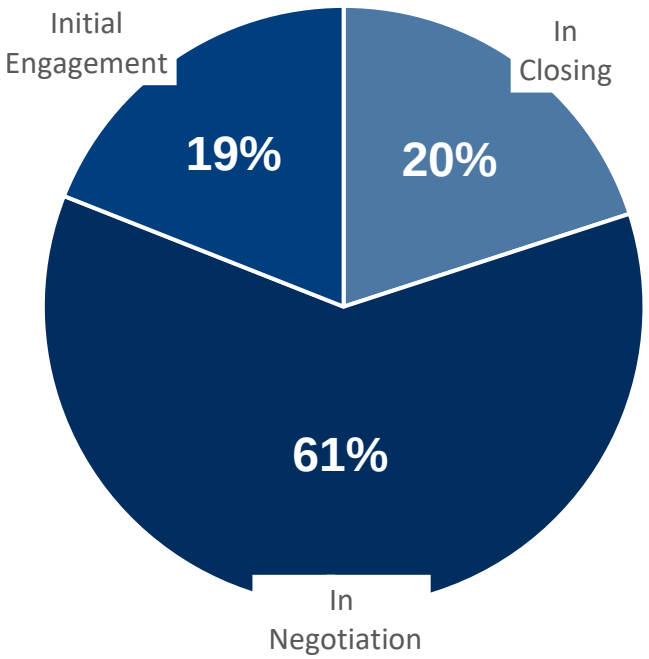
[1] Kramer, M.R. and Porter, M., 2011, Creating Shared Value (Vol.17), Boston, MA, USA: FSG

Our Pipeline of Projects[1]

Over 1 Gigawatt of Actionable Pipeline

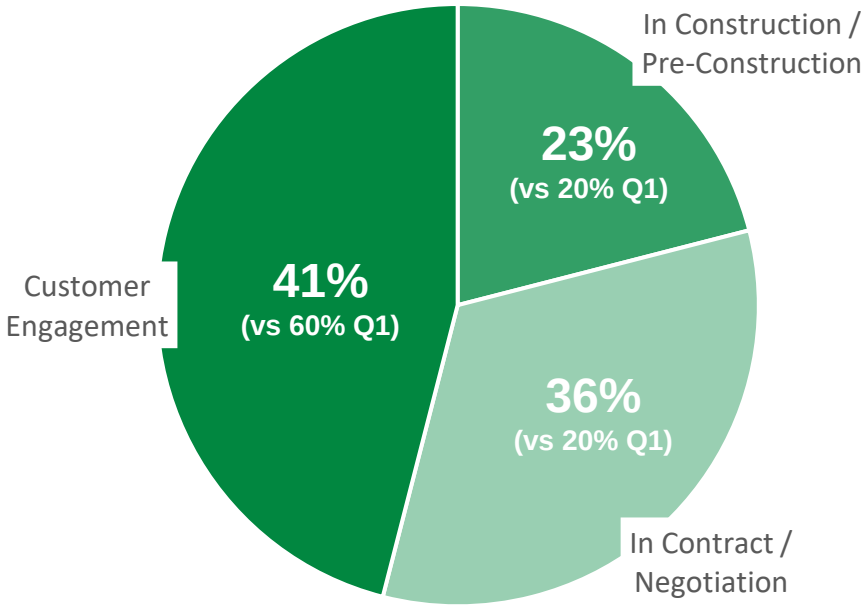
Over 500 MW

Potential Operating Acquisitions[2]



Over 500 MW

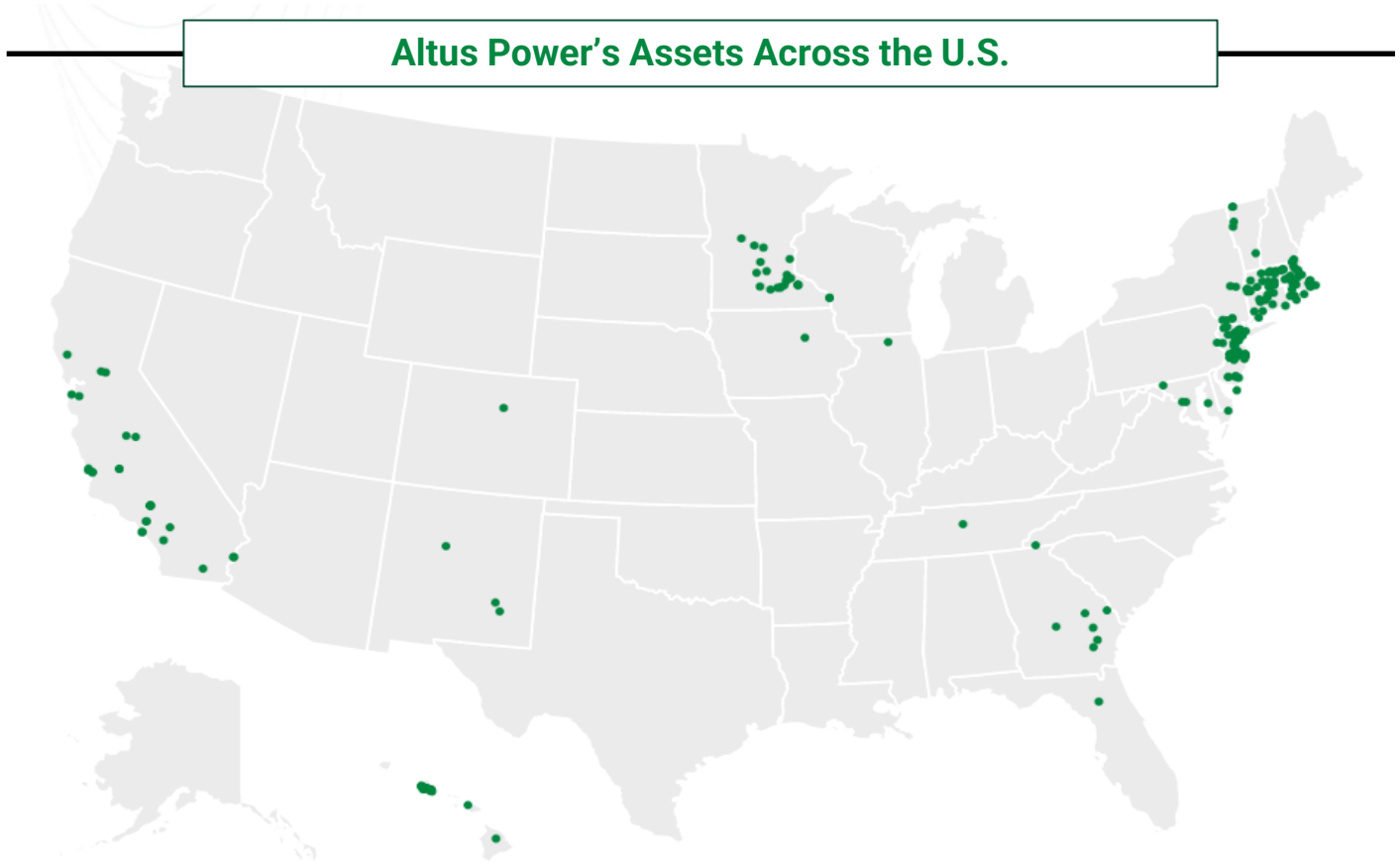
Projects Under Development



[1] Percentages shown are approximations as of June 30, 2022
[2] A portion of these acquisitions are subject to due diligence and the execution of definitive agreements and there is no guarantee as to when or if the prospective acquisitions in our pipeline will be realized or make a positive contribution to our operating results

Our Installed Portfolio as of June 30, 2022 (369 MWs)

Altus Power's Assets Across the U.S.



State	MWs	%	State	MWs	%
Massachusetts	95	26%	New York	13	4%
New Jersey	92	25%	Maryland	10	3%
Minnesota	56	15%	Vermont	8	2%
California	34	9%	Conneticut	7	2%
Hawaii	23	6%	All other	31	8%
			Total	**369**	**100%**

Focused Resource Allocation to Increase Construction Capacity

Adding Talent To Our In-House Team

Origination → Development → Engineering & Design → Construction Management → Energy Optimization & Customer Experience

Altus Power's Development Team

- Primary interface with CBRE Project Management
- Coordinate all pre-construction permitting, interconnection, and utility relationships through local PJM offices
- Carry projects into construction, with handoff to Altus Power Construction Management team

Dan Alcombright
Chief Platform Officer

Altus Power's Project Delivery Leveraging CBRE Project Management

Creating a Nationwide Development & Construction Platform

Rapid Deployment

Renewable energy projects developed and constructed at an accelerated rate through regional alignment, industry-leading tools and technology, and efficient and aligned project management teams

Scalable Delivery

Altus Power can deliver solar, battery, and electric vehicle infrastructure projects by leveraging CBRE's domestic project management network across 200 local offices staffed with 3,600 full-time professionals who handle over 35,000 separate projects each year

Strategic Sourcing

Broader scale of project development give Altus Power increased purchasing power and ability to inventory essential equipment in advance of construction

Utility Rate Pressure Building Rapidly

Benefitting From Rising Contract Prices

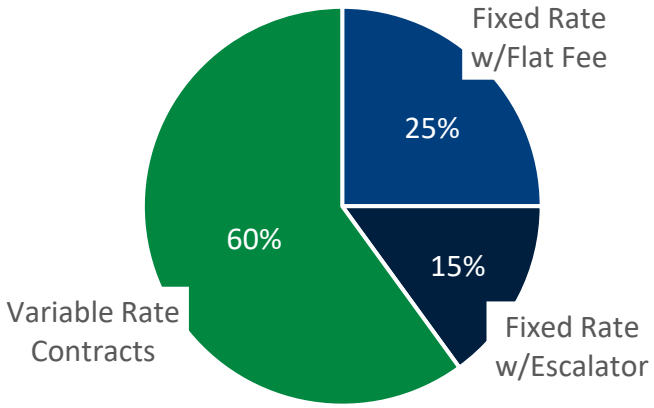
Existing Portfolio

- Approximately 60% of Altus Power's customer agreements are variable rate contracts, which means revenues increase with utility prices
- An additional approximately 15% of our contracts escalate at a set rate for the life of the contract

New Additions

- Continued utility rate pressure expected to outstrip solar cost inflation
- We believe utility price inflation drives increasing economic advantage of installing solar

Breakdown of Current Portfolio (369 Megawatts)[1]



Change in Average Commercial Electric Rates Year over Year[2]					
Census Division and State	**January 2022**	**February 2022**	**March 2022**	**April 2022**	**May 2022**
Massachusetts	20.3%	17.0%	12.7%	9.9%	5.9%
New Jersey	7.8%	7.6%	8.8%	7.7%	8.6%
Minnesota	13.8%	13.6%	14.6%	8.1%	8.6%
California	12.5%	10.0%	12.3%	12.3%	11.4%
U.S. Total	10.2%	2.3%	5.4%	9.1%	11.4%

[1] Percentages shown are approximations as of June 30, 2022
[2] U.S. Environmental Protection Agency, "Electric Power Monthly" data

ALTUSPOWER
RENEWABLE ENERGY

Financials Year-to-Date

$44.0 Million

1H 2022 Operating Revenues

$22.7 Million

1H 2022 Adjusted EBITDA[1]

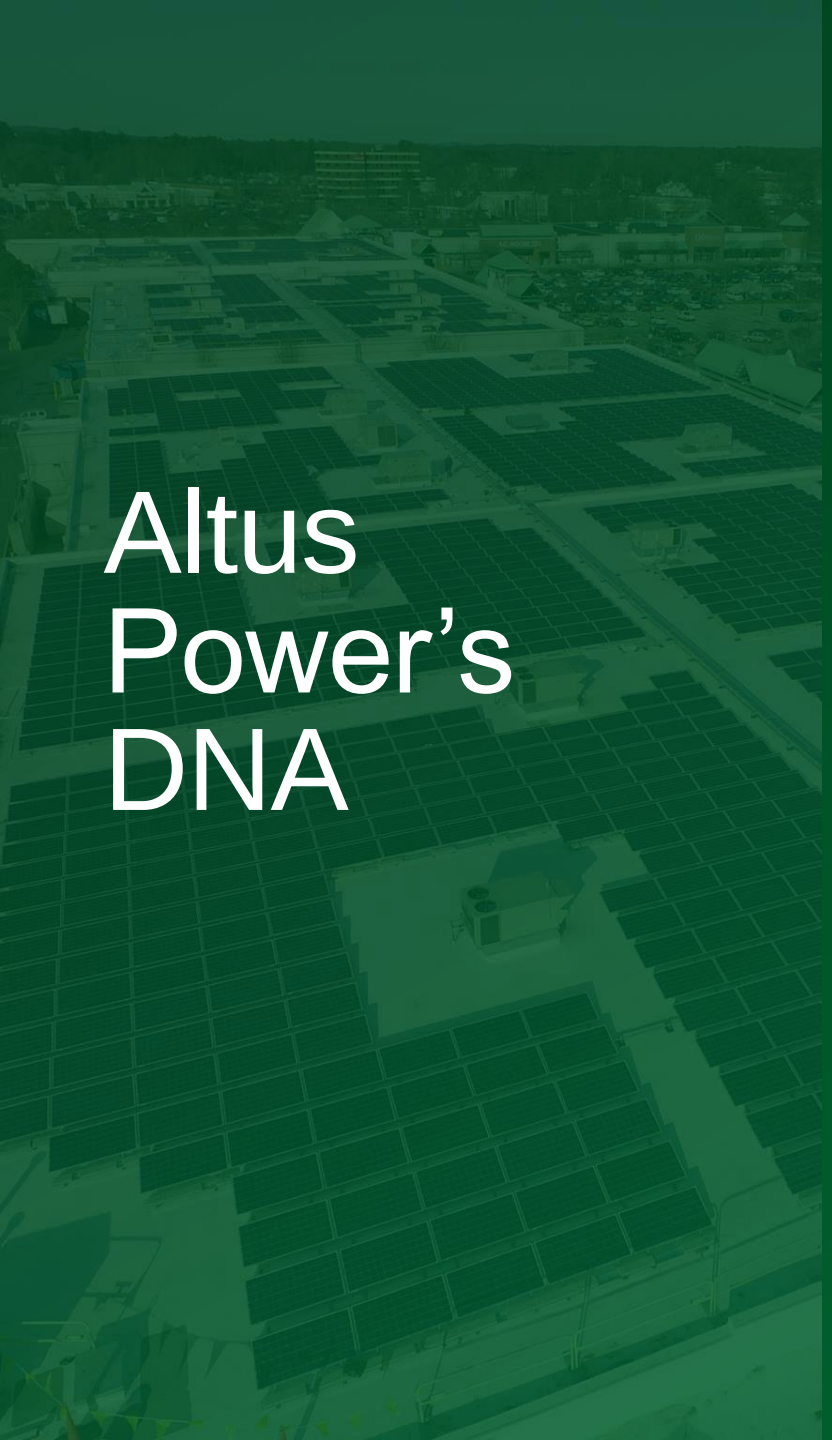
52% Adjusted EBITDA Margin

On track for mid-fifty percent Adjusted EBITDA[1] margin guidance for 2022

$243 Million Net Debt

2Q 2022 Ending Cash Balance of $295 Million

[1] Adjusted EBITDA is a non-GAAP financial measure
Please see the Appendix for a reconciliation to the most directly comparable GAAP measure



Altus Power's DNA

Largest and only public pure play company in our lucrative and fast-growing sector

Focused on growing profitably and equipped with the capital necessary to carry out our plan

Valuable strategic partnerships that streamline our customer engagement

Vertically integrated making Altus Power the one-stop solution for delivering savings and decarbonization benefits to customers

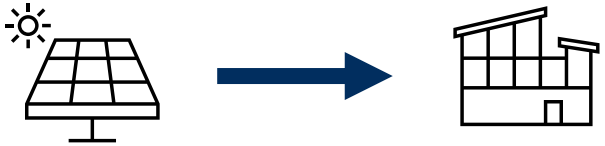
Appendix

ALTUSPOWER
RENEWABLE ENERGY

How Altus Power Turns Clean Electricity Into Revenue

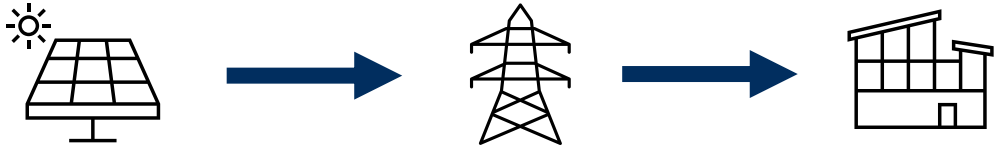
How We Deliver Energy to Our Customers

Power Purchase Agreement (PPA)



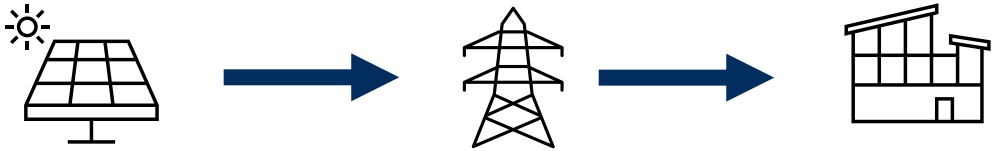
- Project sited behind-the-meter, usually on tenant rooftop or on carport
- Altus Power measures kWh delivered
- Altus Power bills at contract rate (fixed or variable).

Net Metering Credit Agreement (NMCA)



- Project sited anywhere within local utility territory
- Utility measures kWh delivered, credits Altus Power's customer bill
- Altus Power bills customer at contract rate (generally variable)

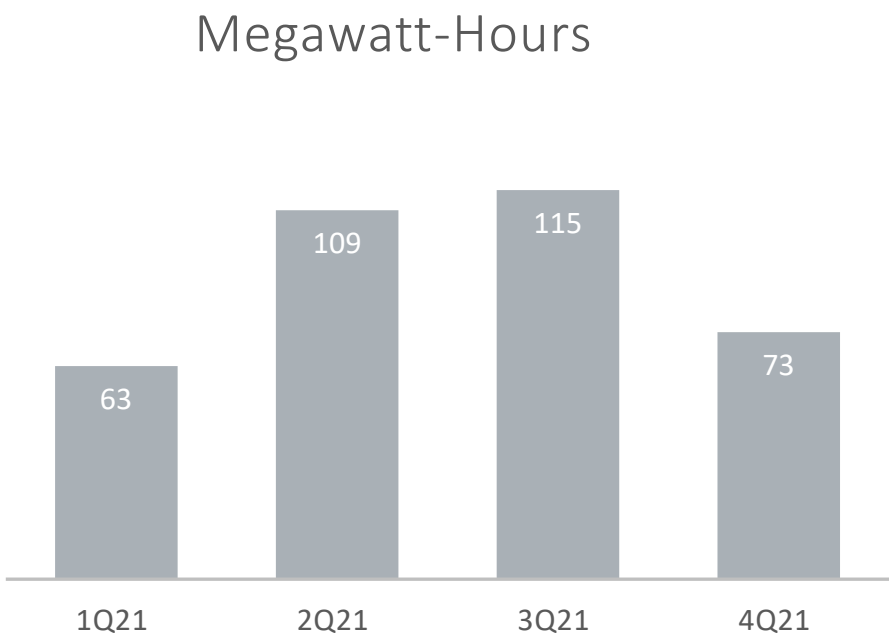
Renewable Energy Certificates (RECs)

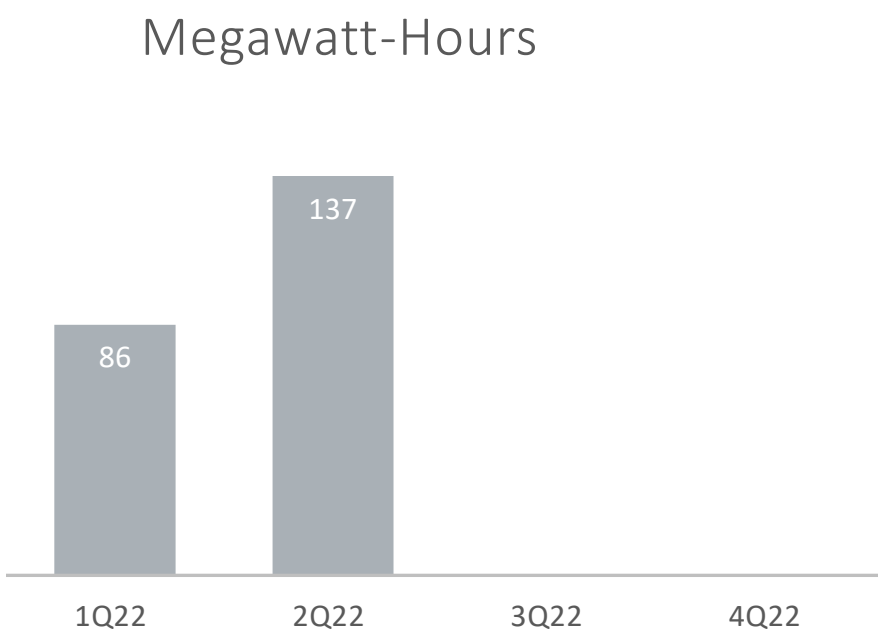


- Project sited either on rooftop or remotely within utility territory
- Altus Power's rate to customer subsidized by state-sponsored REC value
- Altus Power bills customer at contract rate, and also monetizes REC with local utility or other counterparty

Comparison of Megawatt-Hours Produced (‘22 Actuals vs. 21’)

A Growing Asset Base





[1] Adjusted EBITDA is a non-GAAP financial measure
Please see the Appendix for a reconciliation to the most directly comparable GAAP measure

Origination – Project Timeline to Completion[1]

Extended Project Timelines Create Challenges

Altus Power's Self-Developed/Construction

Historical Timeline
12-15 months

Current Timeline Extension
3-6 months

Channel Partner Fully Developed/Construction

Historical Timeline
6-9 months

Current Timeline Extension
3-6 months

1 All references to timelines refer to time between terms agreed until commercial operations and is based on our historical business operations. There is no guarantee that projects developed in the future will follow the same timeline as our historical operations

Non-GAAP Reconciliation

Adjusted EBITDA[1]

	Three Months Ended June 30,		Six Months Ended June 30,	
	2022	2021	2022	2021
	(in thousands)		(in thousands)	
Reconciliation of Net income (loss) to Adjusted EBITDA:				
Net income (loss)	$ 21,574	$ (440)	$ 81,709	$ (177)
Income tax expense	707	2,092	584	1,055
Interest expense, net	5,173	4,826	10,111	8,739
Depreciation, amortization and accretion expense	6,863	4,470	13,685	8,858
Stock-based compensation	2,657	37	3,962	77
Acquisition and entity formation costs	52	85	346	232
Gain on fair value remeasurement of contingent consideration	(1,140)	(775)	(971)	(2,050)
Change in fair value of redeemable warrant liability	(4,659)	—	(23,117)	—
Change in fair value of alignment shares liability	(16,705)	—	(63,051)	—
Other income, net	(608)	(138)	(593)	(249)
Adjusted EBITDA	$ 13,914	$ 10,157	$ 22,665	$ 16,485

Adjusted EBITDA Margin[1]

	Three Months Ended June 30,		Six Months Ended June 30,	
	2022	2021	2022	2021
	(in thousands)		(in thousands)	
Reconciliation of Adjusted EBITDA margin:				
Adjusted EBITDA	$ 13,914	$ 10,157	$ 22,665	$ 16,485
Operating revenues, net	24,762	17,613	43,961	30,084
Adjusted EBITDA margin	56 %	58 %	52 %	55 %

[1] Adjusted EBITDA and Adjusted EBITDA Margin are non-GAAP financial measures

Balance Sheet

Condensed Consolidated Balance Sheet

(In thousands, except share and per share data)

	As of June 30, 2022	As of December 31, 2021
Assets		
Current assets:		
Cash and cash equivalents	$ 295,079	$ 325,983
Current portion of restricted cash	2,459	2,544
Accounts receivable, net	13,158	9,218
Other current assets	5,748	6,659
Total current assets	316,444	344,404
Restricted cash, noncurrent portion	1,794	1,794
Property, plant and equipment, net	764,884	745,711
Intangible assets, net	19,383	16,702
Other assets	3,547	4,638
Total assets	$ 1,106,052	$ 1,113,249
Liabilities, redeemable noncontrolling interests, and stockholders' equity		
Current liabilities:		
Accounts payable	$ 2,869	$ 3,591
Interest payable	4,383	4,494
Current portion of long-term debt	15,726	21,143
Other current liabilities	4,597	3,663
Total current liabilities	27,575	32,891
Redeemable warrant liability	19,476	49,933
Alignment shares liability	64,408	127,474
Long-term debt, net of unamortized debt issuance costs and current portion	522,604	524,837
Intangible liabilities, net	12,844	13,758
Asset retirement obligations	7,689	7,628
Deferred tax liabilities, net	10,153	9,603
Other long-term liabilities	6,480	5,587
Total liabilities	$ 671,229	$ 771,711
Commitments and contingent liabilities		
Redeemable noncontrolling interests	16,103	15,527
Stockholders' equity		
Common stock $0.0001 par value; 988,591,250 shares authorized as of June 30, 2022, and December 31, 2021; 154,718,268 and 153,648,830 shares issued and outstanding as of June 30, 2022, and December 31, 2021, respectively	15	15
Preferred stock $0.0001 par value; 10,000,000 shares authorized, zero shares issued and outstanding as of June 30, 2022, and December 31, 2021	—	—
Additional paid-in capital	416,832	406,259
Accumulated deficit	(16,822)	(101,356)
Total stockholders' equity	$ 400,025	$ 304,918
Noncontrolling interests	18,695	21,093
Total equity	$ 418,720	$ 326,011
Total liabilities, redeemable noncontrolling interests, and stockholders' equity	$ 1,106,052	$ 1,113,249

Statement of Operations

Condensed Consolidated Income Statement

(In thousands, except share and per share data)

	Three Months Ended June 30, 2022	Three Months Ended June 30, 2021	Six Months Ended June 30, 2022	Six Months Ended June 30, 2021
Operating revenues, net	$ 24,762	$ 17,613	$ 43,961	$ 30,084
Operating expenses				
Cost of operations (exclusive of depreciation and amortization shown separately below)	4,290	3,236	8,354	6,156
General and administrative	6,558	4,220	12,942	7,443
Depreciation, amortization and accretion expense	6,863	4,470	13,685	8,858
Acquisition and entity formation costs	52	85	346	232
Gain on fair value remeasurement of contingent consideration	(1,140)	(775)	(971)	(2,050)
Stock-based compensation	2,657	37	3,962	77
Total operating expenses	$ 19,280	$ 11,273	$ 38,318	$ 20,716
Operating income	5,482	6,340	5,643	9,368
Other (income) expense				
Change in fair value of redeemable warrant liability	(4,659)	—	(23,117)	—
Change in fair value of alignment shares liability	(16,705)	—	(63,051)	—
Other income, net	(608)	(138)	(593)	(249)
Interest expense, net	5,173	4,826	10,111	8,739
Total other (income) expense	$ (16,799)	$ 4,688	$ (76,650)	$ 8,490
Income before income tax benefit	$ 22,281	$ 1,652	$ 82,293	$ 878
Income tax benefit	(707)	(2,092)	(584)	(1,055)
Net income (loss)	$ 21,574	$ (440)	$ 81,709	$ (177)
Net (loss) income attributable to noncontrolling interests and redeemable noncontrolling interests	(2,541)	749	(2,825)	50
Net income (loss) attributable to Altus Power, Inc.	$ 24,115	$ (1,189)	$ 84,534	$ (227)
Net income (loss) per share attributable to common stockholders				
Basic	$ 0.16	$ (0.01)	$ 0.55	$ —
Diluted	$ 0.16	$ (0.01)	$ 0.55	$ —
Weighted average shares used to compute net income (loss) per share attributable to common stockholders				
Basic	153,310,068	88,741,089	152,988,078	88,741,089
Diluted	153,954,843	88,741,089	153,771,992	88,741,089

Non-GAAP Definitions

Adjusted EBITDA is a non-GAAP financial measure and is defined as net income (loss) plus net interest expense, depreciation, amortization and accretion expense, income tax expense, acquisition and entity formation costs, non-cash compensation expense, and excluding the effect of certain non-recurring items we do not consider to be indicative of our ongoing operating performance such as, but not limited to, gain on fair value remeasurement of contingent consideration, gain on disposal of property, plant and equipment, change in fair value of redeemable warrant liability, change in fair value of alignment shares, loss on extinguishment of debt, and other miscellaneous items of other income and expenses.

Adjusted EBITDA margin is a non-GAAP financial measure and is defined as Adjusted EBITDA divided by operating revenues.

Adjusted EBITDA and adjusted EBITDA margin are non-GAAP financial measures that we use to measure out performance. We believe that investors and analysts also use adjusted EBITDA in evaluating our operating performance. This measurement is not recognized in accordance with GAAP and should not be viewed as an alternative to GAAP measures of performance. The GAAP measure most directly comparable to adjusted EBITDA is net income and to adjusted EBITDA margin is net income over operating revenues. The presentation of adjusted EBITDA and adjusted EBITDA margin should not be construed to suggest that our future results will be unaffected by non-cash or non-recurring items. In addition, our calculation of adjusted EBITDA and adjusted EBITDA margin are not necessarily comparable to adjusted EBITDA as calculated by other companies and investors and analysts should read carefully the components of our calculations of these non-GAAP financial measures.

We believe adjusted EBITDA is useful to management, investors and analysts in providing a measure of core financial performance adjusted to allow for comparisons of results of operations across reporting periods on a consistent basis. These adjustments are intended to exclude items that are not indicative of the ongoing operating performance of the business. Adjusted EBITDA is also used by our management for internal planning purposes, including our consolidated operating budget, and by our board of directors in setting performance-based compensation targets. Adjusted EBITDA should not be considered an alternative to but viewed in conjunction with GAAP results, as we believe it provides a more complete understanding of ongoing business performance and trends than GAAP measures alone. Adjusted EBITDA has limitations as an analytical tool, and you should not consider it in isolation or as a substitute for analysis of our results as reported under GAAP.

Altus Power does not provide GAAP financial measures on a forward-looking basis because the Company is unable to predict with reasonable certainty and without unreasonable effort, items such as acquisition and entity formation costs, gain on fair value remeasurement of contingent consideration, change in fair value of redeemable warrant liability, change in fair value of alignment shares. These items are uncertain, depend on various factors, and could be material to Altus Power’s results computed in accordance with GAAP.