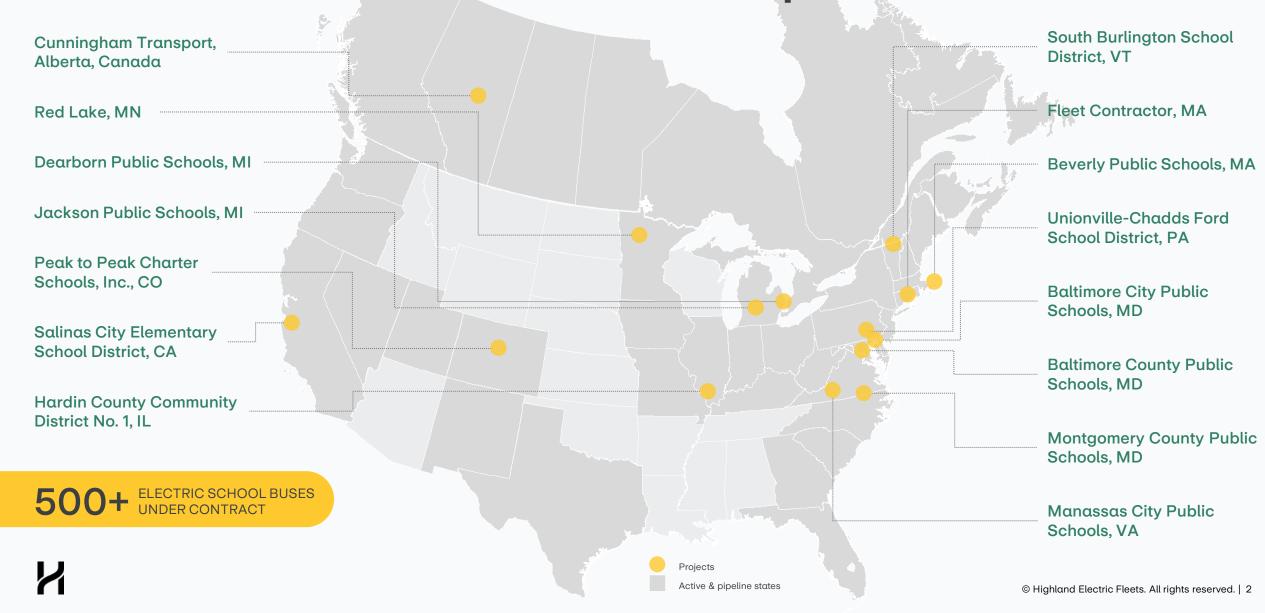
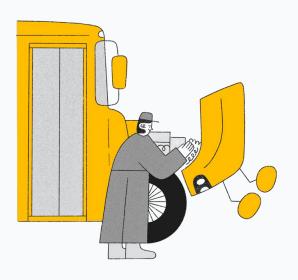


Broad fleet electrification experience



How EaaS tackles complexity and risk

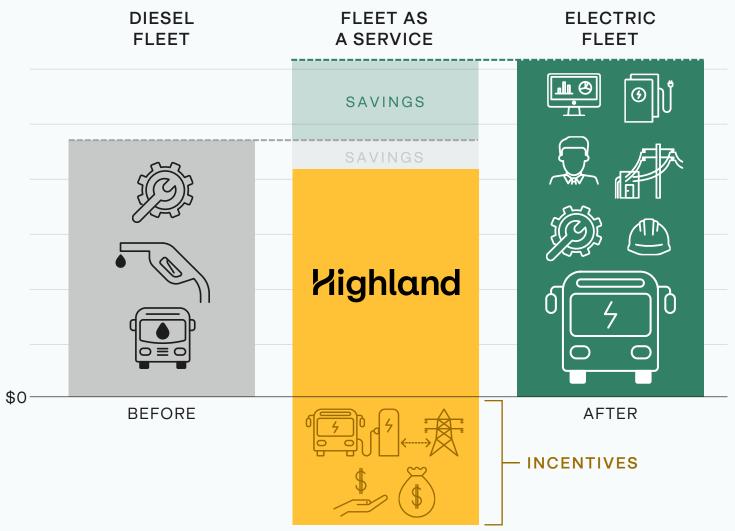


1 Plan	We design and implement the entire project.
2 Budget	We create a budget together that encompasses all aspects of the electric fleet.
3 Build	We procure school buses & infrastructure and manage the construction of depot upgrades.
4 Train	We train drivers & mechanics to operate & maintain the new fleet.
5 Charge	We charge the school buses during off-peak hours, ensuring a "full tank" before each trip.
6 Maintain	We provide a complete service plan, reimbursing for repair costs, including parts and labor.

Our Guarantee: Buses will be charged & route-ready every school day – if not, we pay for the downtime



A better electric fleet, for less



Highland makes it affordable.

- No Upfront Cost / No Bond Funds
- Turn-Key Solution
- Save Year 1
- Lower Total Program Cost
- Monetize Tax Incentives
- Aligned Partnership
- Operations & Maintenance Included
- Performance Guarantee



V2G at scale with Highland



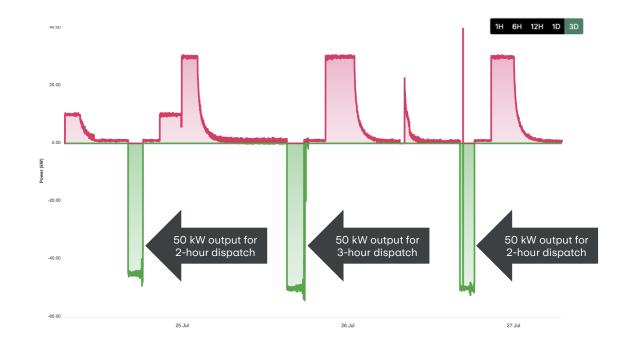


V2G PROJECT IN VERMONT

REAL RESULTS

In the summers of 2021 and 2022, Highland orchestrated a commercial V2G program with National Grid in Massachusetts, that sent 10.8 MWh back to the grid over 158 hours.

Single Bus V2G Performance Summer 2022 – Massachusetts¹



Snapshot from Highland's energy management software system, developed in coordination with partner Synop. Output not a guarantee of future performance.