
Re-thinking solar
From cost-centre to strategic advantage
Alight

Why your energy mix is now a board room issue

Energy prices are a key driver for UK food inflation

- UK food prices have increased 25% since 2021
- Energy accounts for one third of this increase

But it's not just about cost...

- Customers increasingly demand visible action on sustainability
- Geopolitical risks are highlighting the need for greater resilience in energy supply

The energy market is evolving

Increased volatility driven by gas prices and intermittent generation

Addition of energy storage **increasing complexity** of solutions

Government support for quicker planning and grid connection timelines

Cost of solar decreasing with lower panel prices and improved efficiency

Lots of opportunity, but complex choices

Solar only or solar plus battery?

PPA or capex?

Onsite or near-site?

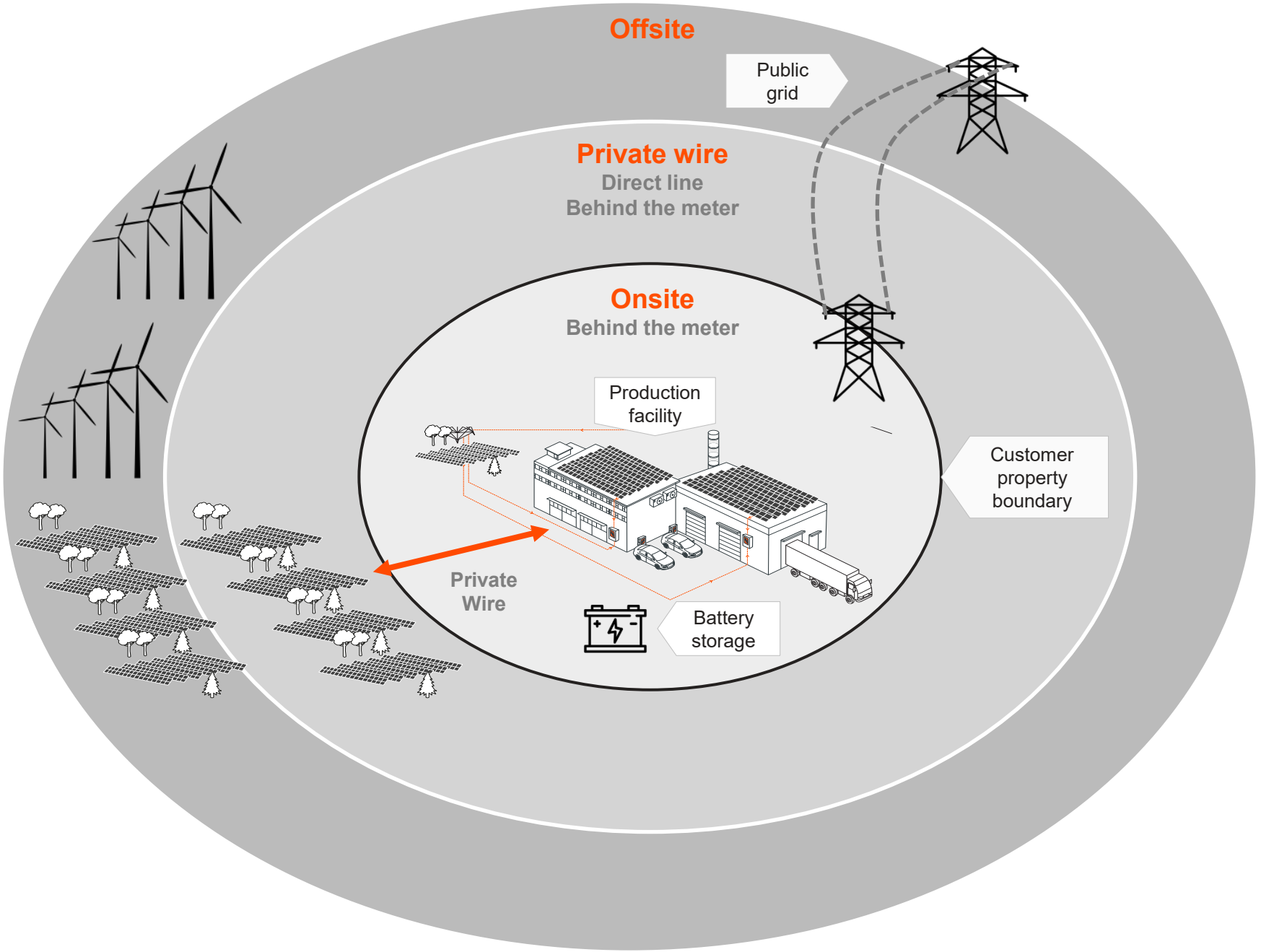
Grid export or export limitation?

Permitted development or full planning?

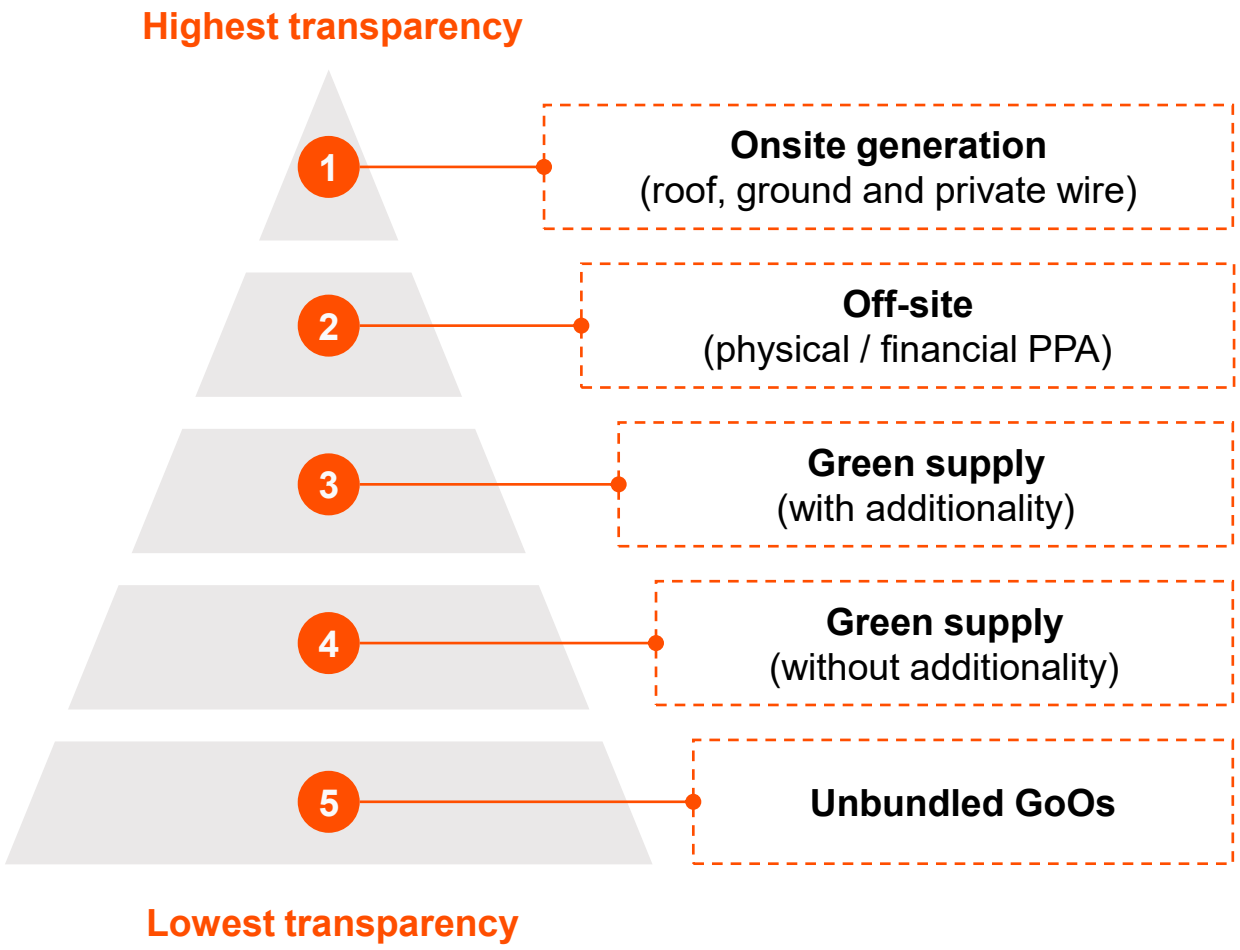
Lowest price or highest savings?

Your options for sourcing renewable energy

Today's focus: Private wire & onsite solar



Consumers are increasingly demanding transparency and sustainability from brands they trust



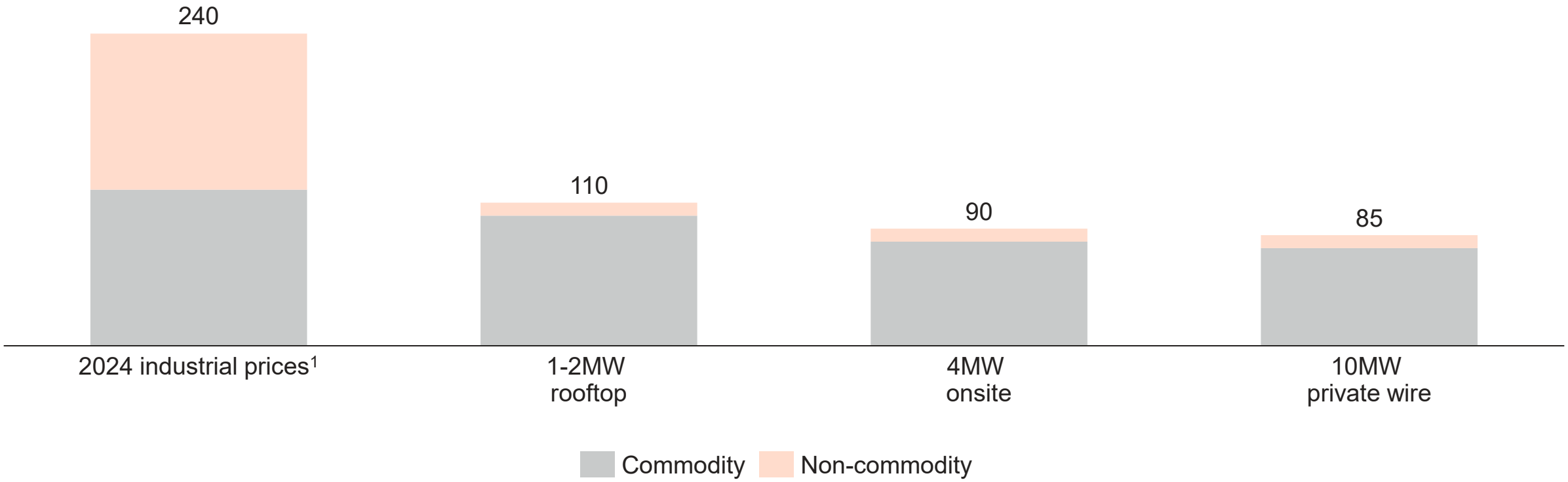
Key takeaway

Many organisations in the food and beverage sector have decarbonised their electricity supply through off-site PPAs and green supply contracts.

In a region like Europe, where renewable energy adoption is accelerating, consumers are now expecting more transparency. An onsite strategy across multiple locations can give you more control over energy costs, increase trust with consumers, and further align with long-term sustainability goals.

The savings case for behind-the-meter solar

Industrial prices vs. 15-year PPA* (£/MWh)

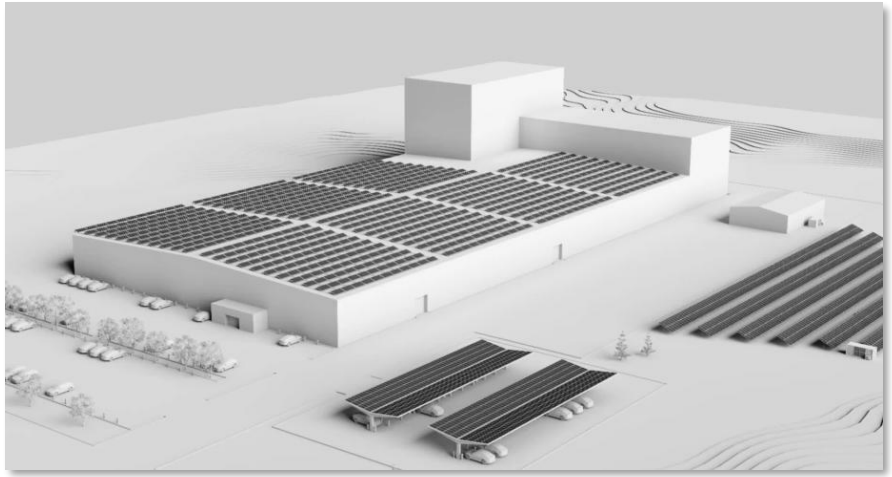


*Variable - based on example projects
[1]Department for Business and Trade

Onsite solar provides speed while private wire gives you scale

Onsite

Solar at your site

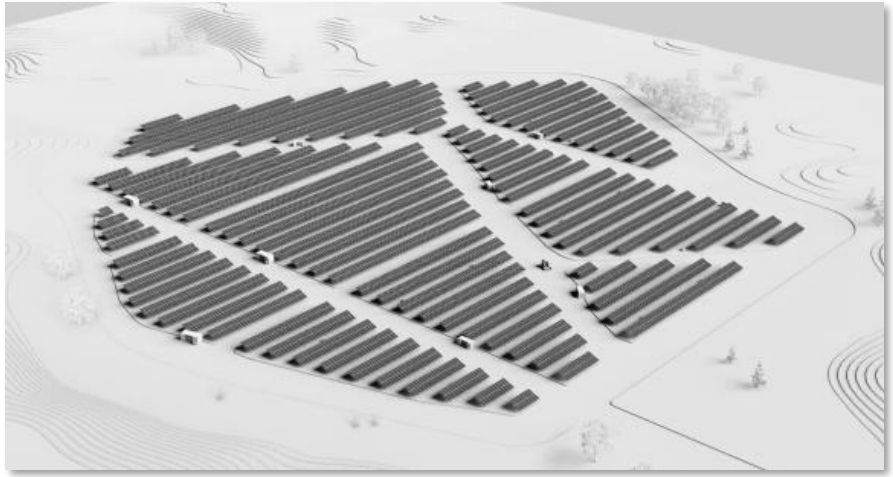


- ✓ Efficient use of space (roof, ground and/or carpark)
- ✓ Can be implemented fast - fewer stakeholders to engage and shorter permitting processes

vs

Private wire

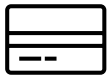
Solar near your site



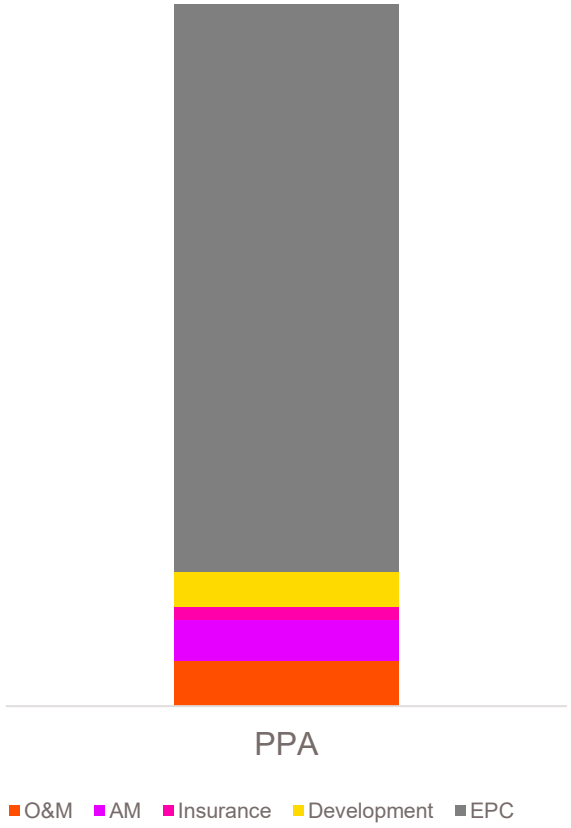
- ✓ Utilization of adjacent land – landowner is an additional stakeholder
- ✓ Can address large share of consumption at lower cost through economy of scale

Two main models for funding your project

PPA or CAPEX

		POWER PURCHASE AGREEMENT (PPA) (Opex)	BUILD AND OWN (Capex)
Investment		No investment required	100 % by customer
Payment model		Per kWh	System purchase, O&M and upgrades
Tenor		10+ years	Multiple contracts with varying tenor
Pay-back		Savings day 1 (0 days)	+10 years
Risk		Supplier bears risk and is incentivized to maximize performance	Borne by customer

All cost components throughout the asset lifetime are included in the PPA



EPC	Expenses associated with the actual construction of the solar project, such as material, installation and labor costs, and engineering design
Development	Costs incurred during the planning and development phase of the project, which could involve feasibility studies, permitting, and other pre-construction expenses
Insurance	Various types of insurances coverage necessary to protect the solar project from potential risks or damages
AM	Ongoing costs related to overseeing and managing the solar asset, including administrative expenses, monitoring systems, and ensuring compliance with regulations and agreements
O&M	Ongoing operational and maintenance expenses required to keep the solar project running efficiently, including repairs, equipment maintenance, monitoring, and personnel costs

Where and how do you start?

What is a “good site”?

- Available surface
- Owner of building
- Insurance

How do you secure the land lease?

How do you get internal buy-in?

What’s your risk-appetite?

What does the process look like?

Define business case potential

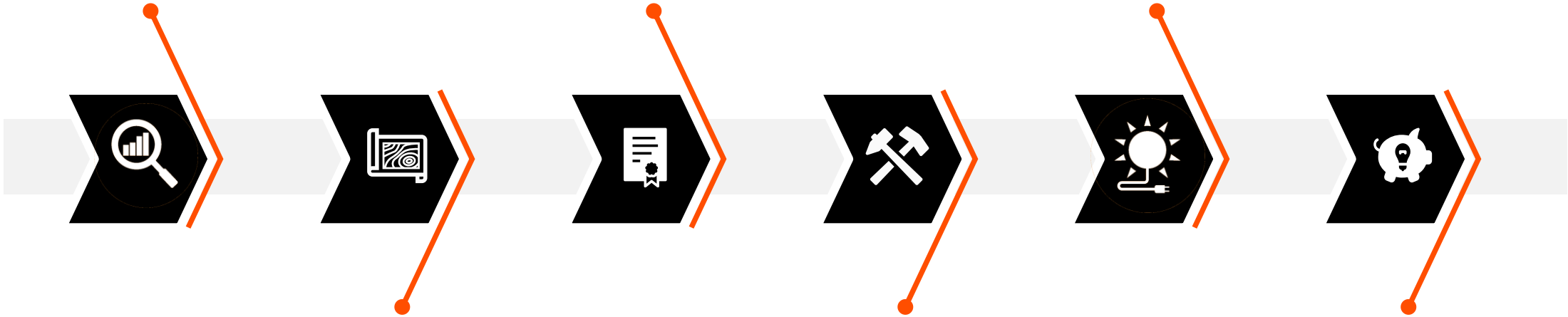
Sign development exclusivity

Sign HoT and land lease

Signing the Heads of Terms and land lease

Let the sun shine

Start of electricity production



Scan adjacent land*

Scan relevant land areas, approach landowner(s) and negotiate land lease

Development, PPA & construction

Finalise permitting, PPA and initiate construction

Generate value

- ✓ Financial savings
- ✓ Financial hedge
- ✓ Additional green electricity
- ✓ Inspiring communication

Leading food and beverage manufacturer powering their operations with 9MW private wire

Global chocolate and coffee manufacturer looking to reduce their emissions and electricity bills

Largest site consumes **72 GWh** per year, with potential for **up to 14MW** of behind-the-meter solar

Alight secured the grid connection, planning consents and a third-party land lease from a neighbouring farmer with space for a **9MW solar system**

The customer will be receiving electricity at over a **50% reduction** compared to the UK industrial average price

A leading European solar developer and IPP

At Alight, we're on a mission to kick carbon off the grid by helping energy-intensive businesses switch to solar**.** We **finance, develop, own and operate onsite and offsite solar projects** across Europe and sell the clean energy to businesses at a low, fixed cost backed by a power purchase agreement (PPA), always independent of government funding or subsidies.

By 2030, we aim to have an installed capacity of at least 5 GW across Europe, paving the way for a more sustainable future. We take a long-term view of the projects we develop, investing in the communities where we operate.

Our customers

Swedbank · H&M · LEAR CORPORATION · Kingspan · Axfood · TOYOTA MATERIAL HANDLING · martin&servera · Strawberry

United Nations Global Compact

7 AFFORDABLE AND CLEAN ENERGY · 15 LIFE ON LAND

Svensk Solenergi MEDLEM 2025

SolarPower Europe MEMBER

Solar assets under management/construction	Solar capacity under management/construction	Pipeline of projects under development in Europe	Employees across Europe
73	500+ MW	2,5 GW	80+


Q&A
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Thank you!
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