

How to Cannibalise your Own Business to Push it Forward

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Advancion
Energy Storage

AES
We see the energy

About the AES Corporation:

Mission: Improving lives by providing safe, reliable and sustainable energy solutions in every market we serve.

6 MARKET-FACING STRATEGIC BUSINESS UNITS
4 CONTINENTS
17 COUNTRIES

AES Serves 10M CUSTOMERS
8 UTILITY COMPANIES
21,000 GLOBAL WORKFORCE

\$37B TOTAL ASSETS (FINANCIAL SERVICES)
\$15B TOTAL 2015 REVENUES
36,000 MW GENERATION CAPACITY

Consists: Forward Looking Statements

The Electricity Sector's Glacial Pace of Innovation

1879: 1st Electric light bulb

1882: 1st Power Stations in New York & London

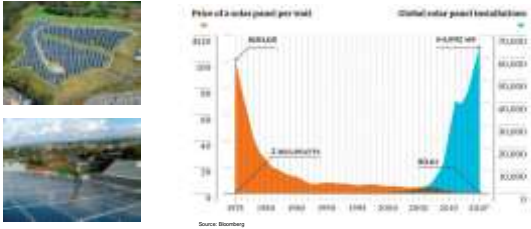
1903: Larger turbines drive economies of scale

1904: High Voltage lines connect supply with demand

1981: Kilroot begins operations

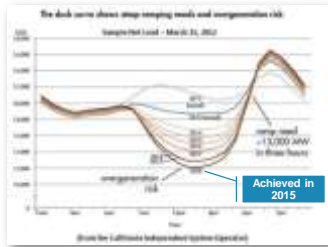
Consists: Forward Looking Statements

Falling Solar Cost Curves Democratise Electricity Production



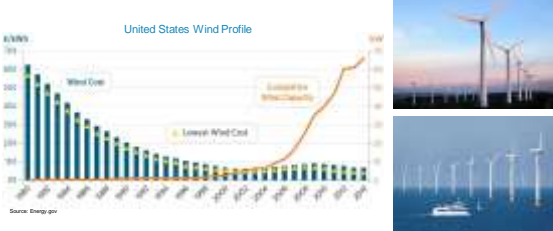
Consult: Forward Looking Statements

Creating 'Prosumers' and a Fundamentally New Role for Generators



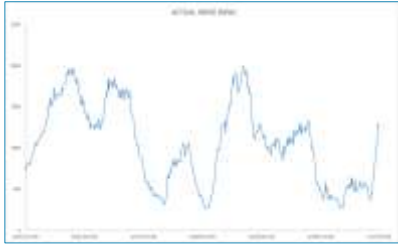
Consult: Forward Looking Statements

Rapid Build-Out of Wind Shifts Value to System Services



Consult: Forward Looking Statements

Wind Fluctuations Cause Stress to the Grid and Other Generators



Consolidated Forward Looking Statements

Innovation in Energy is Accelerating Faster than Markets

Faster than Policy, Faster than Regulation, Faster than Investment



Consolidated Forward Looking Statements

Why are We in Business? What Business are We in?

Horse & Buggy



Automobile



Transporting people from where they are to where they want to be

Consolidated Forward Looking Statements

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OUR MISSION STATEMENT


WHY WE WORK MATTERS

Improving lives by providing safe, reliable and sustainable energy solutions.



Consolidated Forward Looking Statements

11



OUR BUSINESS DEFINITION

WHAT WE DO MATTERS

Leveraging our electricity platforms and knowledge to provide energy and infrastructure solutions.

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In 2007, AES Plugged the First Battery into an Electric Grid

432 MW

In operation, construction or late stage development



Consolidated Forward Looking Statements

AES is the Leader in Grid Scale Energy Storage around the World

NAVIGANT
#1 Energy Storage Systems Integrator
2015 & 2016

Customer Portal Listing Summary

Thank You