



**Cleco Corporate Holdings LLC**  
**Cleco Power LLC**

Investor Presentation

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November 2024

# Cautionary Statement

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Statements in this presentation include “forward-looking statements” about future events, circumstances and results within the meaning of the federal securities laws. All statements other than statements of historical fact included in this presentation, including, without limitation, statements containing the words “may,” “might,” “will,” “should,” “could,” “anticipate,” “estimate,” “expect,” “predict,” “project,” “future”, “potential,” “intend,” “seek to,” “plan,” “assume,” “believe,” “target,” “forecast,” “goal,” “objective,” “continue” or the negative of such terms or other variations thereof and similar expressions, are statements that could be deemed forward-looking statements. These statements are based on the current expectations of management of Cleco Power LLC (“Cleco”).

Although Cleco believes that the expectations reflected in such forward-looking statements are reasonable, such forward-looking statements are based on numerous assumptions (some of which may prove to be incorrect) and are subject to risks and uncertainties that could cause the actual results and events in future periods to differ materially from Cleco’s expectations and those expressed or implied by these forward-looking statements because of a number of risks, uncertainties and other factors, all of which could have material adverse effects on future results, performance or achievements of Cleco. Therefore, forward-looking statements are not guarantees or assurances of future performance, and actual results could differ materially from those indicated by the forward-looking statements. Given these risks and uncertainties, investors should not place undue reliance on any forward-looking statements. Factors that may cause results to differ materially from those described in the forward-looking statements are set forth in Cleco’s Annual Report on Form 10-K for the fiscal year ended December 31, 2023 under the headings “Cautionary Note Regarding Forward-Looking Statements,” Part I, Item 1A, “Risk Factors,” and Part II, Item 7, “Management’s Discussion and Analysis of Financial Condition and Results of Operations,” and in subsequently filed Cleco Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. All written and oral forward-looking statements attributable to Cleco or persons acting on its behalf are expressly qualified in their entirety by these factors. The forward-looking statements represent Cleco’s views as of the date on which such statements were made and Cleco undertakes no obligation to update any forward-looking statements, whether as a result of changes in actual results, change in assumptions, or other factors affecting such statements.

# Transitioning into Louisiana's Leading Clean Energy Company



1

## Low-risk, 100% pure-play, retail electric utility

- With the successful sale of Cleco Cajun, Cleco is now a fully regulated, single-state vertically integrated electric utility with stable cash flows

2

## Operating in a constructive regulatory environment

- Ability to support growth, ensure timely cost recovery, and manage customer affordability through efficient rate cases, compressive cost recovery mechanisms, and securitization tools

3

## Louisiana is a growing economic hub of the Southeast

- Abundant natural resources, strategic port locations and extensive energy infrastructure continue to support growth across a broad range of industries in the state

4

## Well positioned to capture growth from major sector tailwinds

- Ability to capitalize on growing demand from data centers, electrification, & economic development with T&D infrastructure able to support more than 1 GW of new load, excess generating capacity and low rates

5

## Attractive capital investment opportunities to grow rate base

- Mix of opportunities including new generation, transmission and distribution capital investments supported by load growth opportunities, grid resiliency enhancements and continued decarbonization efforts

6

## Focused on decarbonization with clear path for energy transition

- Continued decarbonization with potential hybrid fuel conversion of Madison 3 and integration of renewable generation with long-term ambition to achieve Net Zero

7







## Strong balance sheet with ample liquidity

- Strong investment grade issuer credit ratings at utility (A3/A-/BBB at Moody's/S&P/Fitch) with ability to efficiently access capital markets



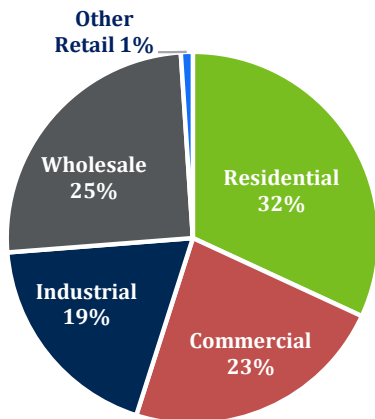
# Executing On Cleco's Transformational Strategy

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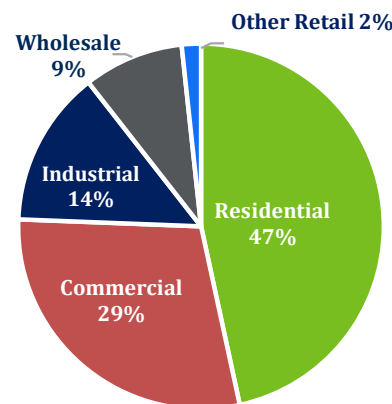
-  **Successful Cleco Cajun Sale Minimizes Risk**
  - Successful \$600M sale of Cleco Cajun, unregulated subsidiary, closed June 2024
  - Focus is on clean, sustainable vertically integrated, single-state, rate-regulated utility with low residential rates
-  **Approved 2024 Formula Rate Plan Provides Rate-Making Clarity**
  - Constructive outcome with material revenue increase and full recovery of all rate base investments
  - Target ROE of 9.7%; maximum earnings of 10.5% with sharing
  - Capital structure: 48% Debt / 52% Equity
-  **Securitizations Provide Road Map to Mitigate Future Storm & Stranded Asset Risks**
  - June 2022: \$425M storm securitization finalized (AAA rated); \$100M+ future storm reserve
  - April 2024: \$305M Dolet Hills stranded cost prudence review approved; bond issuance expected in Q1 2025
-  **Successful Execution of New Compression and Economic Development Opportunities**
  - ~125 MW gas compression contracted to date; ~16 MW in negotiation stage
  - Driving year over year revenue growth in industrial customer class
-  **Continuing Strong Track Record of Safety**
  - Ranked #1 in 2023 Southeast Electric Exchange (SEE) peer group
  - Zero Cleco employee OSHA recordable injuries during Hurricane Francine storm response
-  **Successful Hurricane Francine Storm Response**
  - 15% of customers impacted; 74% of affected customers restored within 24 hours of landfall; 99% within 48 hours
  - Less than \$20M estimated total storm restoration costs

# Pure-Play, Vertically Integrated, Single-State Retail Electric Utility

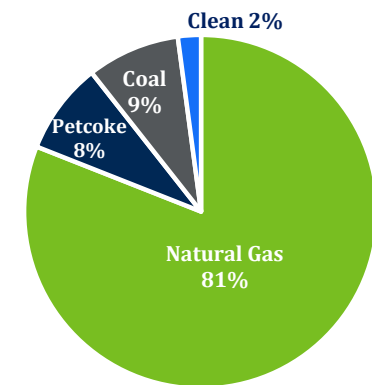
- Vertically integrated regulated electric utility serving nearly 300,000 Louisiana customers
- More than 13,000 miles of transmission and distribution infrastructure
- Fully upgraded Advanced Metering Infrastructure (AMI) technology in place
- State-of-the-art IT solutions supporting customer, financial, and work management with Enterprise Resource Planning; ability to leverage artificial intelligence and data analytics to optimize future performance
- 8 generating units<sup>(1)</sup> across 4 parishes provide geographic diversity; fuel diversity provides cost stability for customers
- Generation 2023 peak demand of 2,759 MW
- Excess generating capacity provides opportunity to accommodate load growth with existing fleet
- Revenue anchored by Residential customers comprising nearly 50% of total sales; future wholesale revenue to account for less than 1% of total sales following significant contract expiration in March 2024



Total Electricity Sold: 11,828 GWh<sup>(2)</sup>



Total Base Revenue: \$693 million<sup>(2)</sup>



Fuel Mix / Total Generation: 10,250 GWh<sup>(2)</sup>



1. See Appendix for roster of generation assets  
 2. Cleco Power Form 10-K for the fiscal year ended 12/31/2023

# Key Regulatory Mechanisms Support Continued Investment While Reducing Regulatory Lag

	Description	Cleco Power
<b>Formula Rate Plan</b>	<ul style="list-style-type: none"> <li>▪ Base rates, authorized capital structure and ROEs are set in periodic rate cases (generally every 4 years)</li> <li>▪ Allows the Company to earn on major projects with minimal regulatory lag, creating rate stability</li> </ul>	✓
<b>Storm Securitization</b>	<ul style="list-style-type: none"> <li>▪ History of regulation allowing for 100% recovery of storm related costs through securitization and future support through establishment of storm reserves</li> </ul>	✓
<b>Stranded Asset Securitization</b>	<ul style="list-style-type: none"> <li>▪ Securitizations include prudently incurred costs related to cancelled and/or early retirement of plant with Dolet Hills serving as recent example of process</li> </ul>	✓
<b>Fuel Adjustment Clause (“FAC”)</b>	<ul style="list-style-type: none"> <li>▪ Recover fuel and purchased power costs in timely manner with a general lag of two months via the FAC</li> </ul>	✓
<b>Environmental Cost Recovery Rider</b>	<ul style="list-style-type: none"> <li>▪ Adjusted monthly to recover variable costs associated with environmental compliance</li> </ul>	✓
<b>Energy Efficiency Rider</b>	<ul style="list-style-type: none"> <li>▪ Collect costs associated with Cleco’s Energy Efficiency Program and LPSC’s Public Entity Energy Efficiency Program</li> </ul>	✓

# Recent Regulatory Outcomes Provide Rate-Making Clarity and Ensure Timely Cost Recovery

1

## 2024 Approved Formula Rate Plan

- ~\$117M revenue increase
- Effective July 2024 through June 2027
- Target ROE of 9.7%; ability to earn up to 10.3% before sharing; maximum earnings of 10.5% with sharing
- Capital structure of 52%/48% Equity/Debt
- Full recovery of all rate base investments
- Next rate case to be filed in 2027

2

## 2024 Settlement of Dolet Hills Power Station and Mine Retirement Stranded Cost Review

- Retired Dolet Hills Power Station in December 2021
- Prudency review approved April 2024
- Securitization application for recovery of \$305 million of stranded plant and related mine closure costs filed May 2024
- Currently expecting financing order approval by December 2024 with energy transition bond issuance in Q1 2025

3

## Storm Reserve Mechanism

- \$118M funded storm reserve for future storm restoration costs
- More than two times larger than reserve established following Katrina/Rita storm securitization
- Anticipate requesting LPSC approval for withdrawal of ~\$20M Hurricane Francine restoration costs in early 2025








# Business and Economic Policies Driving Continued Economic Growth Across Louisiana

## ATTRACTIVE BUSINESS ENVIRONMENT

- ✓ Louisiana's pro-business environment supports economic investment through tailored incentives, cost-saving solutions and economic development strategies at the state, regional and local levels
- ✓ Louisiana continues to be an ideal location for energy-intensive industries, advanced manufacturing, and process industries while fostering ongoing investment
- ✓ In June 2024, Gov. Jeff Landry signed into law **the "Positioning Louisiana to Win" bill, which restructures the Louisiana Economic Development agency to eliminate bureaucratic delays**

## SELECT ECONOMIC DEVELOPMENT PROGRAMS

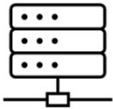
 <b>Industrial Tax Exemption Program</b> 80% property tax abatement for up to 10 years on a manufacturer's new investment	 <b>Louisiana Quality Jobs Rebate</b> Provides cash rebate to companies that create jobs and promote economic development in LA	 <b>Research and Development Tax Credit</b> 30% tax credit on qualified research expenditures incurred in Louisiana	 <b>Federal Opportunity Zones</b> 150 census tracts in Louisiana that are qualified opportunity zones under the Tax Cuts and Jobs Act of 2017	 <b>Innovation Retention Program</b> Provides supplementary state support for research-focused Louisiana small business
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Source: 2023 LED Annual Report, Louisiana Economic Development



# Well Positioned to Capture Growth from Major Sector Tailwinds

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## Data Centers

- Existing transmission infrastructure able to support up to 1,400 MW of data center demand
  - Inland service territory provides for lower overall severe weather risk
  - Industrial rates in Louisiana lower than national average over last 5 years
- 



## Economic Development

- Economic development opportunities include new customers and existing customer expansions
  - Key industries include agriculture, chemicals and national retailers
  - Legislative initiatives in Louisiana state government incentivize manufacturing in Louisiana
  - Actionable pipeline of opportunities with large C&I customers in Cleco service area
- 



## Gas Compression

- Continued ESG focus for the oil & gas sector driving electrification of gas compressors
  - Load growth opportunities available for new and existing compressor stations
  - ~125 MW contracted to date; ~16 MW in negotiation stage
- 



## Electric Vehicles

- Incremental load opportunities due to consumer shift to EVs
  - Implemented EV Charging Station Rider to support adoption
  - Initiated Adopt-a-Charger program; increasing Cleco's charging footprint by 20% statewide
- 



## Residential Heating

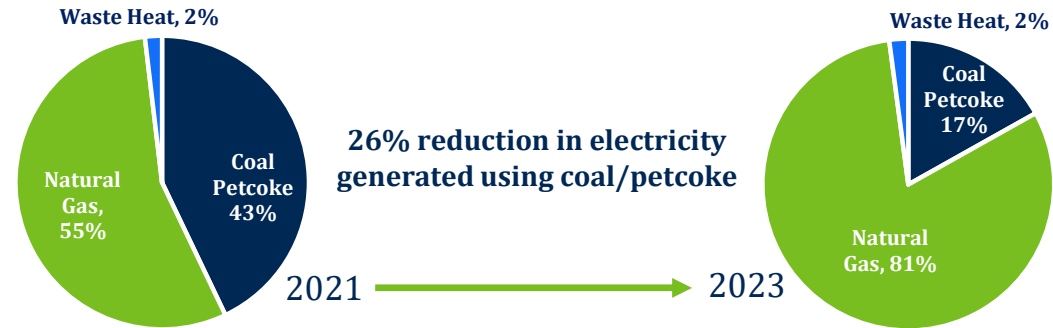
- Expect increased heat pump adoption enabled by incentives for electrification of appliances
  - Focus on new residential developments as well as homeowners repairing/replacing HVAC units
-

# Focus on Ongoing Decarbonization Efforts

## CONSOLIDATED ENVIRONMENTAL HIGHLIGHTS

- 3<sup>rd</sup> party verification for Scope 1 & 2 GHG emissions inventory found no evidence of material errors in 2023
- Filed final Integrated Resource Plan with LPSC, order acknowledged Q1 2024; next IRP cycle expected Q4 2025
- Executed 240 MW, 25-year solar PPA in July 2022; LPSC approval in September 2024; output expected to begin in early 2027
- 2021 – Retired Cleco Power’s Dolet Hills Power Station
- 2024 – Retired Cleco Power’s Teche Unit 3
- 2011-2023: 54% reduction in CO<sub>2</sub> emissions
- Baseline year updated to 2021 (previously 2011)

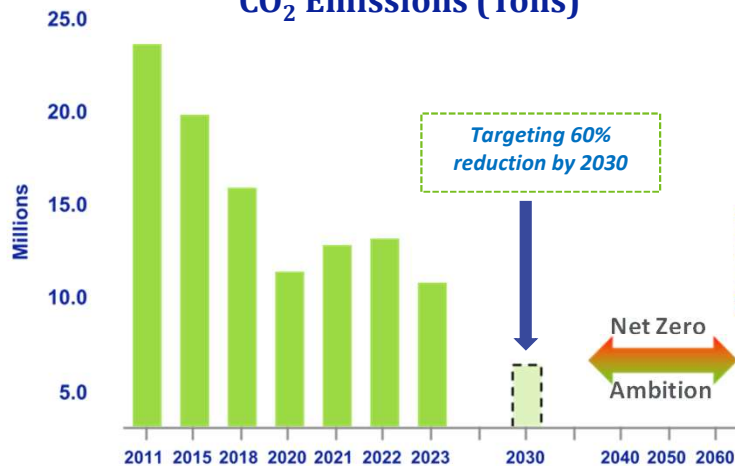
## % FUEL MIX/TOTAL GENERATION



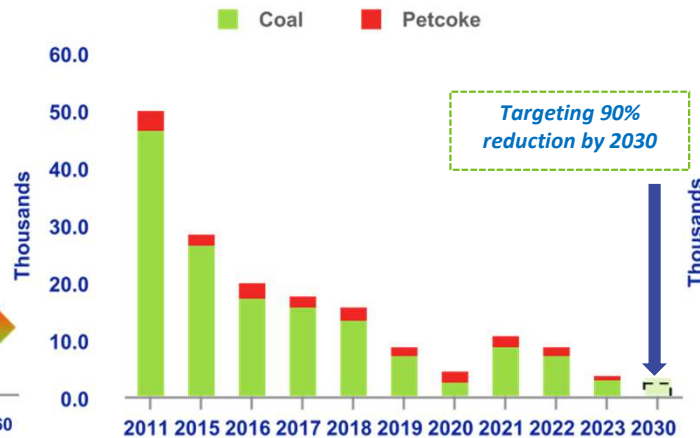
### Cleco Power Planned Carbon Reductions

- 2027 – Rodemacher Unit 2 expected retirement or gas repowering
- Madison Unit 3 expected to be converted to co-fire natural gas in near term, with multiple pathways to net zero thereafter

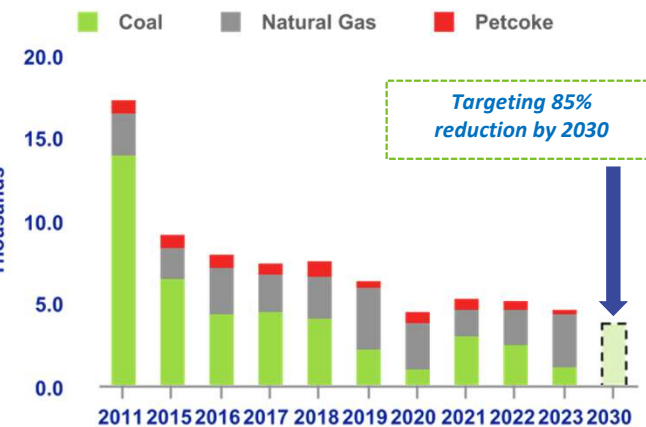
### CO<sub>2</sub> Emissions (Tons)



### SO<sub>2</sub> Emissions (Tons)



### NO<sub>x</sub> Emissions (Tons)

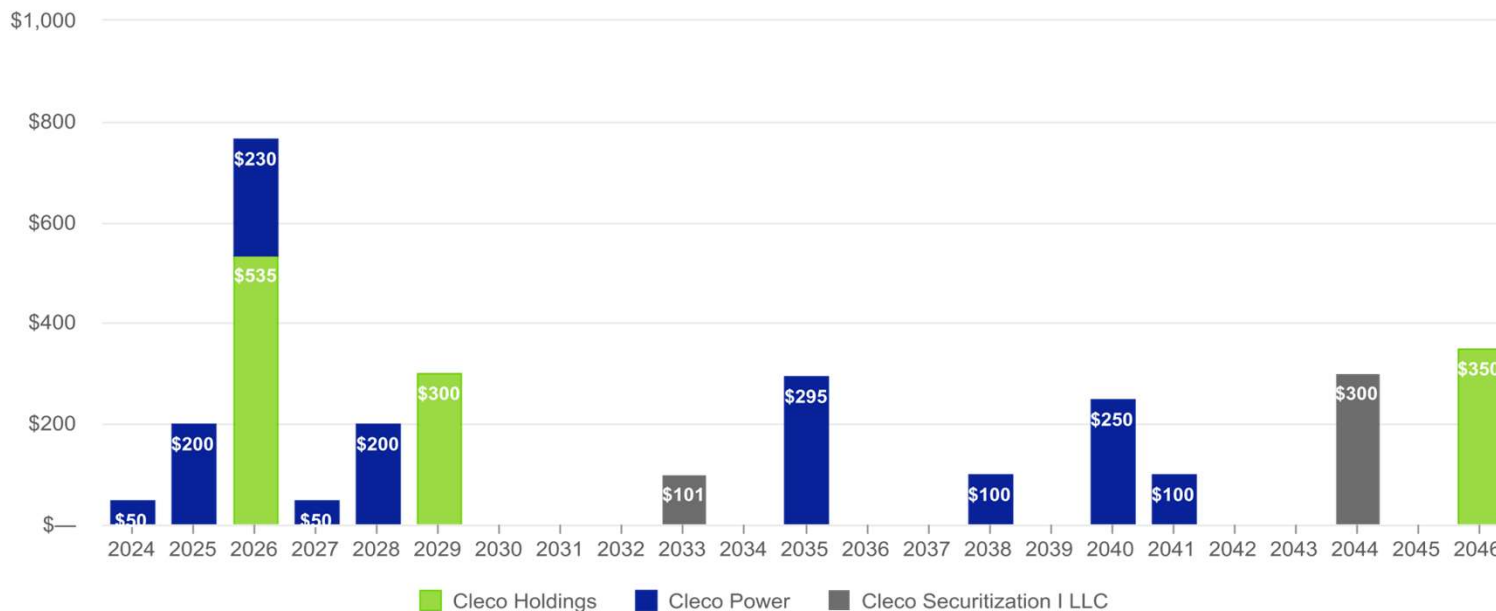


# Cleco Maintains a Strong Balance Sheet With Ample Liquidity

CLECO HOLDINGS AND CLECO POWER MAINTAIN ROBUST LIQUIDITY, INCLUDING \$100+ MILLION RESERVE FOR FUTURE STORMS

Available Liquidity As of 9/30/2024 in \$ millions <sup>(1)</sup>	Cleco Holdings <sup>(2)</sup>	Cleco Power <sup>(3)</sup>	Consolidated	Credit Ratings <sup>(4)</sup> As of 9/30/2024 <sup>(1)</sup>	Moody's	S&P	Fitch
Cash and Equivalents	\$199.3	\$49.6	\$248.9	Cleco Holdings	Baa3	BBB-	BBB-
<i>Credit Facility Capacity</i>	<i>\$175.0</i>	<i>\$300.0</i>	<i>\$475.0</i>	<i>Outlook</i>	<i>Stable</i>	<i>Stable</i>	<i>Stable</i>
<i>Less: Amount Drawn</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	Cleco Power	A3	A-	BBB+
Available Credit Facility	\$175.0	\$300.0	\$475.0	<i>Outlook</i>	<i>Stable</i>	<i>Stable</i>	<i>Stable</i>
<b>Total Liquidity</b>	<b>\$374.3</b>	<b>\$349.6</b>	<b>\$723.9</b>				

## DEBT MATURITIES (AS OF 09/30/2024)



- Cleco Power's \$300 million revolving credit facility matures in 2029; zero drawn at 9/30/24<sup>(1)</sup>
- Cleco Holdings \$175 million revolving credit facility matures in 2029; zero drawn at 9/30/24<sup>(1)</sup>
- Series A GO Zone Bonds, \$50 million at 2.50% due 2038, include a mandatory tender offer in 2025

Source: Cleco public filings

1. Cleco public filings as of 9/30/2024
2. Including Cleco Cajun, excluding Cleco Power; Credit Facility matures 2029, commitment fee of 0.275% and rate of S+1.75%
3. Excludes Restricted Cash, Credit Facility matures 2029, commitment fee of 0.150% and rate of S+1.35%
4. Senior Unsecured Ratings; a securities rating is not a recommendation to buy, sell or hold securities and may be subject to revision or withdrawal at any time



# Appendix

# Cleco Has Developed a Robust ESG Framework

Why we're in business	<p>To be the leading clean energy company in Louisiana, driven by our desire and responsibility to safely provide resilient, affordable and sustainable energy and services that champion our customers, employees, owners and communities needs</p>			
How we do business	<p><b>Reducing our climate impacts</b></p>	<p><b>Upholding energy affordability and reliability</b></p>	<p><b>Developing our community</b></p>	<p><b>Sustaining our workforce</b></p>
What we hope to achieve	<p><b>Decoupling our carbon emissions from our financial performance</b></p>	<p><b>Ensuring energy that is affordable and reliably accessible to our customers</b></p>	<p><b>Creating opportunities in our community to advance education and local resources</b></p>	<p><b>Creating a Cleco culture that rewards diversity, safety, and innovation</b></p>
	<ul style="list-style-type: none"> <li>• GHG emissions reductions and clean energy transition (decarbonization)</li> </ul>	<ul style="list-style-type: none"> <li>• Energy affordability</li> <li>• Energy reliability and resiliency</li> <li>• Energy Efficiency</li> <li>• Sustainable Supply Chain</li> </ul>	<ul style="list-style-type: none"> <li>• Community investment</li> <li>• Skilled workforce availability</li> <li>• Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity, equity, and inclusion</li> <li>• Talent attraction, retention and development</li> <li>• Workforce health and safety</li> </ul>
What we safeguard	<p>Business ethics and human rights   Corporate governance   Air quality and emissions   Waste management   Public health and safety   Economic development   Privacy and cybersecurity   Financial performance</p>			

# ESG Strategy – Social & Governance

## Social

- Diversity and Inclusion Council and Employee Resource Group champion a culture of inclusivity and belonging to ensure all employees feel valued and respected, enabling diversity in our workforce
- Signed the CEO Action for Diversity & Inclusion pledge to strengthen commitment to diversity, equity and inclusion in the workplace
- Diversity Scholars and Power of a Promise scholarships educate and employ under-represented groups; continues to recruit from historically black colleges
- Annual Diversity & Inclusion awareness week
- Sets annual supplier diversity targets
- Strong talent development program aimed at organizational stability
- Long history of philanthropy and Louisiana economic development; \$20M contributed since 2016, including \$2M to community foundations
- Strong employee & contractor safety program

## Management & Governance<sup>(1)</sup>

- Board of Managers comprised of CEO, representatives from MIRA, bcIMC, and John Hancock, and four Louisiana independent directors, one of which is the Chairman
- Local independent and investor representative directors provide robust governance, operational and strategic input for management
- Ethics, Conflict of Interest, and Related Policies applicable to all employees
- Audit Committee develops and monitors Financial Code of Conduct for senior financial officers
- Enterprise Risk Management Policy drives recurring strategic review, evaluation, and ranking of risks
- Cybersecurity conforms to NIST<sup>(2)</sup> Cybersecurity Framework; enhancements underway to progress maturity against Framework
- Appointed Chief Sustainability Officer; established ESG Steering Committee; Boards of Managers has dedicated ESG oversight responsibility
- Executive incentive compensation includes ESG metrics, customer satisfaction and safety

# Cleco Structural Overview



## Cleco Corporate Holdings Distribution Restrictions<sup>(4)</sup>

- Distributions to Cleco Group require one Investment Grade rating (at Cleco Holdings) and Debt/EBITDA ≤ 6.5x

## Cleco Power Key Ring-Fencing Provisions<sup>(4)</sup>

- Separate books and records
- No Cleco Holdings recourse to Cleco Power assets
- No obligation unrelated to Cleco Power in jurisdictional rates
- Non-consolidation legal opinion
- No liability for another entity's obligations
- No cross-subsidization of non-Cleco Power activity
- Cleco Power independent director not on Cleco Holdings' board
- LPSC oversight of affiliate transactions
- Distributions to Cleco Holdings require two Investment Grade ratings (at Cleco Power) and a minimum 48% equity to capital ratio



1. Structural overview reflects principal legal entities but may not reflect all legal entities in the organizational structure
2. Cleco public filings as of 9/30/2024; reflects notional value of debt; excludes draws on revolving credit facilities
3. Cleco public filings as of 9/30/2024; reflects semi-annual amortization
4. Key commitments from the 2016 merger by Cleco Holdings



# Debt Financing and Interest Rates

Debt at 9/30/2024 <sup>(1)</sup>	Rate	Maturity	\$ Millions
<b>Cleco Power</b>			
Senior Notes	3.17%	2024	50
Series A GO Zone Bonds <sup>(2)</sup>	2.50%	2038	50
Term Loan <sup>(3)</sup>	Variable	2025	125
Senior Notes	3.68%	2025	75
Senior Notes	5.96%	2026	100
Senior Notes	3.47%	2026	130
Senior Notes	4.33%	2027	50
Senior Notes	3.57%	2028	200
Senior Notes	6.50%	2035	295
Series B GO Zone Bonds	4.25%	2038	50
Senior Notes	6.00%	2040	250
Senior Notes	5.12%	2041	100
Cleco Securitization I Storm Recovery Bonds	4.02%	2033	101
Cleco Securitization I Storm Recovery Bonds	4.65%	2044	300
<b>Total Cleco Power Consolidated Debt</b>			<b>\$1,876</b>
<b>Cleco Corporate Holdings LLC</b>			
Senior Notes	3.74%	2026	535
Senior Notes	3.38%	2029	300
Senior Notes	4.97%	2046	350
<b>Total Cleco Corporate Holdings LLC Debt</b>			<b>\$1,185</b>
<b>Total Consolidated Debt</b>			<b>\$ 3,061</b>

1. Not adjusted for fair value; excludes amounts drawn on credit facilities; data shown as of 9/30/2024

2. Mandatory tender in 2025

3. S+135 effective May 2024

Source: Cleco public filings

# Cleco Power Fleet Summary

## Generation Portfolio<sup>1</sup>

Power Plant	Brame Energy Center			Teche	Acadia	St. Mary Clean Energy Center	Coughlin Units 6 & 7
	Nesbitt Unit 1	Rodemacher Unit 2	Madison Unit 3	Unit 4			
Parish	Rapides	Rapides	Rapides	St. Mary	Acadia	St. Mary	Evangeline
Net Capacity (MW)	417	149 <sup>(2)</sup>	637	35	535	47	730
Ownership (%)	100%	30%	100%	100%	50%	100%	100%
Fuel Type	Natural Gas	Coal	Pet Coke / Coal	Natural Gas	Natural Gas	Waste Heat	Natural Gas
Generation	Steam	Steam	Steam	Combustion	Combined Cycle	Steam	Combined Cycle
In Service (Year)	1975	1982	2010	2011	2002	2019	2000

## Portfolio Attributes

- Total net capacity of 2,550 MW (2,676 MW rated) with full dispatch capability in MISO-South
- All plants are environmentally compliant with NOx controls, FGD scrubbers, particulate controls, and Mercury controls, as applicable
- 78% of capacity built since 2000
- Teche Unit 4 black start capability improves system reliability

## Asset Retirements

- Teche Unit 3 (272 MW net capacity, retired June 2024)

1. Cleco Power Form 10-K for the fiscal year ended 12/31/2023; Teche Unit 3 retired in June 2024

2. Represents Cleco Power's 30% ownership interest in the capacity of Rodemacher Unit 2, a 523 MW generating unit

# Important Links

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**Cleco Website:**

[www.cleco.com](http://www.cleco.com)

**Cleco Sustainability & ESG:**

[www.cleco.com/about/sustainability](http://www.cleco.com/about/sustainability)

**LPSC Dolet Hills Docket:**

<https://lpscpubvalence.lpsc.louisiana.gov/portal/PSC/DocketDetails?docketId=20141>

**LPSC 2024 Rate Case:**

<https://lpscpubvalence.lpsc.louisiana.gov/portal/PSC/DocketDetails?docketId=31313>

**LPSC IRP Docket:**

<https://lpscpubvalence.lpsc.louisiana.gov/portal/PSC/DocketDetails?docketId=26079>