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TRANSFORMATIONAL GROWTH LEADERSHIP

A CEO Perspective

Transforming Energy Infrastructure for the AI Economy: Ameresco's Strategy for Resilient, Distributed Power

George Sakellaris

Chief Executive Officer, Chairman of the Board of Directors, Ameresco

in conversation with

Jonathan Robinson

Associate Partner & Global Practice Area Leader, Frost & Sullivan

The energy landscape is changing rapidly as electrification, digitalization, and decentralization reshape how power is generated, distributed, and consumed. At the same time, rising demand from AI and data centers, along with climate and geopolitical pressures, is putting increasing stress on existing energy systems.

In this Transformational Growth Leadership discussion, George Sakellaris shares how Ameresco is navigating this shift by focusing on distributed energy infrastructure, resilience, and speed-to-power solutions. He discusses the growing importance of energy security, the role of AI in shaping energy demand, and how integrated energy systems will define the next phase of industry evolution.

> “The systems that succeed will not just be bigger, they will be smarter, more adaptive, and built for resilience in a world where speed and reliability define competitiveness.”
>
> — George Sakellaris, Chief Executive Officer & Chairman of the Board of Directors, Ameresco

Redefining Energy Systems in an Era of Convergence

Jonathan Robinson: *What three transformative trends are changing your industry?*

George Sakellaris: We are at a defining moment where electrification, digitization, and decentralization are converging to fundamentally reshape the energy landscape. Demand is being driven at unprecedented levels by AI and data center growth, while climate volatility and geopolitical uncertainty are placing new stress on systems that were never designed for this level of complexity. At the same time, energy security has moved from a policy discussion to a boardroom mandate, influencing decisions across every sector of the economy.

What distinguishes this moment is the shift from ambition to execution. Our current energy infrastructure can't keep pace with accelerating demand as is. The systems that succeed will not just be bigger; they will be smarter, more adaptive, and engineered for resilience in an environment where reliability is directly tied to economic competitiveness.

From Constraints to Opportunity: Reimagining Energy Infrastructure

Jonathan Robinson: *How are these trends creating new challenges and/or opportunities for your company?*

George Sakellaris: The reality is that much of today's grid was built for a different era, and that mismatch is now creating both urgency and opportunity. While aging infrastructure and interconnection bottlenecks present real constraints, they also give us the chance to rethink the system entirely and deploy solutions that deliver speed, flexibility and resilience, particularly for customers who cannot afford to wait on slow, centralized solutions.

Frost & Sullivan's **Transformational Growth Leadership Program** aims to honor visionary business leaders who possess the foresight and leadership acumen to drive positive change within their organizations. The leaders we celebrate hail from diverse sectors and company sizes, yet they all share an unwavering commitment to innovation and excellence.

For us, that means accelerating a shift toward distributed, flexible solutions. Microgrids, energy storage, and behind-the-meter assets are becoming essential for customers who need speed, resilience, and control. In many cases, these solutions can be deployed far faster than traditional infrastructure, allowing organizations to meet immediate demand while building a more durable long-term energy strategy.

Additionally, the rise of artificial intelligence (AI) is emphasizing the urgency of this challenge. As the global race to lead in AI accelerates, the focus is on speed-to-power, not just computing. Traditional models of centralized generation and transmission simply cannot scale fast enough to meet the needs of AI-driven data centers, with timelines taking 5–10 years and processes slowed by regulatory and interconnection hurdles, and we don't have time to wait. The opportunity for us is to deliver speed-to-power through distributed infrastructure, leveraging our technology, partnerships, and experience to help customers move at the pace AI innovation demands.

Scaling for the AI Economy

Jonathan Robinson: ***What are your big aspirational growth goals for the company? Where will your company be in five years?***

George Sakellaris: Our ambition is to lead the transformation of energy infrastructure, particularly as demand accelerates from AI and digital economies that require reliable, high-performance power. We see a clear opportunity to be at the center of that transformation.

Ameresco has built critical energy infrastructure for the federal government for decades. Over the next five years, we intend to be a leading partner in powering AI-driven data centers and other mission-critical operations, purpose-built for sensitive government and enterprise applications. That means delivering scalable, customized infrastructure that can meet aggressive timelines without compromising reliability or overburdening the grid.

Unlocking Growth Through AI, Data, and New Business Models

Jonathan Robinson: ***What do you see as the biggest opportunities to achieve your growth goals?***

George Sakellaris: The rapid expansion of AI and data centers represents a generational growth opportunity, one that is already reshaping our pipeline and customer base. What was once a small segment of the business has quickly become a major driver, reflecting the broader shift toward a more digital, energy-intensive economy. Meeting that demand requires both new infrastructure and new ways of thinking about how energy is delivered and managed.

At the same time, digital innovation is unlocking efficiency gains that were not possible even a few years ago. Predictive maintenance, real-time energy modeling, and digital twins are enabling customers to optimize performance and reduce costs in meaningful ways. Coupled with the rise of flexible financing models, these tools are accelerating adoption and allowing organizations to deploy advanced energy solutions without the traditional barriers of upfront capital.

At NAS Lemoore, for example, we're developing a 100 MW energy infrastructure asset co-located with CyrusOne's AI data center, to deliver the performance and reliability required for the defense and intelligence workloads. Instead of putting more strain on the grid, the project pairs on-site power generation with a dedicated microgrid that boosts reliability, improves resilience, and eases pressure on local resources. Powering AI at this scale requires a balanced energy mix. By combining renewables with dependable, always-available power, we can support AI growth without compromising grid stability or impacting surrounding communities.

Competing Through Customization and Integration

Jonathan Robinson: *What is your strategy to stay ahead of the competition? What have you learned from your competitors?*

George Sakellaris: Our strategy is grounded in the belief that there is no one-size-fits-all solution in energy. Each project is shaped by a unique combination of geography, regulatory environment, load profile, and customer priorities. The ability to navigate that complexity is what differentiates leaders from followers. We focus on delivering highly customized solutions that are engineered for performance, resilience, and long-term value.

What the broader market has reinforced is that resilience comes from diversification. A portfolio approach that integrates renewables, thermal generation, storage and other technologies provides the flexibility needed to adapt to changing conditions. The future of energy will not be defined by a single resource, but by how effectively multiple resources are brought together into one cohesive system.

Building a Brand Around Trust and Innovation

Jonathan Robinson: *How do you want your customers to view your company? What kind of brand position do you seek?*

George Sakellaris: We want to be viewed as a trusted partner for organizations to navigate an increasingly complex energy landscape while delivering outcomes across cost savings, greater resilience and measurable progress toward decarbonization. That requires both technical expertise and a deep understanding of each customer's operational priorities.

Our brand is built around the idea that infrastructure should accelerate innovation, not hinder it, and that the systems of the future must be designed to withstand disruption while delivering power at the speed that modern economies demand. In that sense, we see ourselves not just as an energy solutions provider, but as an enabler of broader innovation and growth.

Innovation Through Integration and Adaptability

Jonathan Robinson: *What is your approach to driving innovation? How do you handle failures?*

George Sakellaris: Innovation in our business is less about any single breakthrough and more about how we integrate and deploy technologies in a way that delivers consistent performance under real-world conditions. By diversifying across technologies, geographies and customer segments, and providing distributed energy resources, we create the flexibility to adapt and learn quickly from challenges to continuously improve how we deliver resilient, high-functioning energy ecosystems.

Balancing Opportunity and Risk in a Fast-changing Landscape

Jonathan Robinson: *At a personal level, what excites you most—and what concerns you?*

George Sakellaris: What excites me most is that the market is finally aligning around the need for smarter, more resilient infrastructure, and we are in a position to help shape that future in a meaningful way. After decades in this industry, we are no longer preparing for the future, but we're building it in real time. The work we are doing today will serve as the foundation for a more sustainable and secure energy system for years to come.

At the same time, the pace of change is a real concern. The growth of AI, data centers and digital technologies is placing unprecedented pressure on the grid, and the question is whether we can scale infrastructure quickly enough to meet that demand without compromising reliability or affordability.

The Rise of the Hybrid Grid

Jonathan Robinson: *Give me one prediction that will transform your industry in the next five years.*

George Sakellaris: The defining transformation will be the emergence of a hybrid grid that seamlessly integrates centralized generation with distributed, behind-the-meter resources, anchored by storage as a core capability. This shift will fundamentally change how energy is generated, stored, and consumed, giving organizations greater control over their power while maintaining the benefits of large-scale infrastructure.

At the center of this evolution will be energy storage solutions, which will move from a supporting role to a foundational one. Storage solutions enable greater flexibility, stability and responsiveness, helping to transform the grid from a reactive system into a proactive, network capable of anticipating and adapting to demand in real time.

That being said, energy systems will become more adaptive and autonomous, and the ability to ensure reliable power at speed will ultimately determine economic and technological leadership in the AI race.

A Vision for Purpose-driven Energy Transformation

Jonathan Robinson: *What is the one big message you want to give to the world?*

George Sakellaris: Twenty-five years ago, I was sitting in a booth at a restaurant just outside Boston with a couple of trusted colleagues, sketching out an idea for a new company on a napkin. We took a chance, started over, and built what would become Ameresco from that simple beginning. The world has changed dramatically since then, faster than any of us could have predicted, but what has stayed constant is the belief that energy can be a force for both progress and purpose. The transition we are in today is about more than technology. For me, it's about building something more resilient, more sustainable and more equitable for the future. My message is simple: if we stay committed to that vision and if we continue to do well by doing good, we can meet this moment and create lasting impact far beyond our own industry.

Closing Reflection: Powering the Next Phase of Global Transformation

As the global energy system evolves, the convergence of electrification, digitalization, and decentralization is redefining how power is generated, distributed, and consumed. The rise of AI and data-intensive industries is accelerating this shift, placing new demands on infrastructure while creating opportunities for innovation.

Ameresco's strategy reflects this transition toward distributed, resilient, and adaptive energy systems. By focusing on speed-to-power, integrated infrastructure, and hybrid grid models, the company is helping organizations navigate complexity while enabling growth.

In an increasingly digital and energy-intensive world, the ability to deliver reliable, scalable power will not only define industry leadership but also shape the future of economic and technological progress.

George Sakellaris | Chief Executive Officer, Chairman of the Board of Directors, Ameresco

George Sakellaris is **Chief Executive Officer and Chairman of the Board of Directors of Ameresco, Inc. (NYSE:AMRC)**, a leading energy infrastructure solutions provider. A visionary entrepreneur, he founded Ameresco in 2000 with the goal of creating independent, end-to-end energy solutions focused on efficiency, resilience, and sustainability.

Earlier in his career, he built NORESCO into a leading energy services company after acquiring it from New England Electric System in 1991. With more than 30 years in the energy industry, he has been a strong advocate for energy efficiency, renewable energy, and demand-side management initiatives. He was also a founding member and first president of the National Association of Energy Service Companies (NAESCO).

Mr. Sakellaris holds M.B.A and M.S.E.E. degrees from Northeastern University and a B.S.E.E. degree from University of Maine, which awarded him an honorary doctorate in 2012.He has received numerous industry honors, including Ernst & Young Entrepreneur of the Year and the Northeast Clean Energy Council's Decade of Influence Award.

Jonathan Robinson | Associate Partner and Global Practice Area Leader for Energy at Frost & Sullivan

Jonathan Robinson is the **Associate Partner and Global Practice Area Leader for Energy at Frost & Sullivan**, with over 20 years of experience guiding global organizations through the transition to sustainable, digital, and resilient energy systems. A seasoned research and consulting professional, he delivers strategic insights that drive transformational growth across the energy sector. Jonathan has provided consulting and market intelligence to OEMs, solution providers, utilities, private equity firms, government agencies, and SMEs worldwide. His expertise spans conventional and renewable power, energy storage, emerging energy business models, and industrial technology innovation. He also supports business development through executive presentations, industry conferences, and client strategy sessions.

Ready to Lead the Transformation?

- **Book a Growth Strategy Session:** Align your growth roadmap with Frost & Sullivan's Visionary Growth Pipeline™ Dialog.
- **Engage with Growth Experts:** Co-design AI-enabled, data-driven operating models that scale industry-specific and commercial impact.
- **Share Your Transformation Story:** Position your organization as a transformation leader through Frost & Sullivan's Transformational Growth Leadership platform.
- **Join the Growth Council:** Collaborate with industry leaders shaping the future of your ecosystem.
- **Nominate for Best Practices Recognition:** Be recognized for excellence in growth strategy, execution, and customer impact.
- **Demonstrate Industry Positioning on the Frost Radar™:** Benchmark your growth performance and innovation strength against industry competitors.
- **Activate Brand & Demand Growth:** Accelerate awareness, engagement, and revenue growth through integrated brand and demand generation strategies.

Annexure: Enabling Resilient and Distributed Energy Infrastructure for the AI Era

As energy demand rises with AI, data centers, and electrification, organizations are shifting toward distributed, flexible, and resilience-driven infrastructure. Technologies such as microgrids, energy storage, and hybrid systems are enabling faster deployment, improved reliability, and greater control.

At the same time, AI-driven energy management, predictive analytics, and digital twins are transforming how energy systems are designed and operated, enhancing efficiency and long-term sustainability.

To support organizations navigating this transformation, Frost & Sullivan provides forward-looking intelligence across energy transition, distributed infrastructure, and digital energy systems, including:

- Top 10 Growth Opportunities in Power and Distributed Energy
- Data Center Operator Profiles, Hyperscale, Global, 2026
- Data Center Operator Profiles, Colocation, Global, 2026
- Power Transformers Industry, Global, 2025–2035

Together, these analyses reinforce the key themes of this Transformational Growth Leadership discussion: speed-to-power, hybrid grid evolution, and the integration of intelligent, resilient energy ecosystems to support next-generation demand.

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Frost & Sullivan's Growth Pipeline Engine, transformational strategies and best-practice models drive the generation, evaluation, and implementation of powerful growth opportunities.

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