



Safe Harbor

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Q2 FY23 Earnings Call Agenda Topics

- Second Quarter Highlights
- Positive Adjusted EBITDA Plan
- Energy-as-a-Service Update
- Q2 Financial Results
- CGRN Company Overview
- Recent US Policy Changes
- Business Summary
- Analyst Q&A Session



Second Quarter Highlights

DARREN JAMISON

Chief Executive Officer

Second Quarter Financial Highlights

- Revenues for the second quarter ending September 30, 2022, were \$20.8 million, up 11% from \$18.7 million in revenue during the first quarter ended June 30, 2022, and up 21% from \$17.2 million in the year-ago September quarter.
- Revenues for the first half of fiscal 2023 totaled \$39.4 million, up 18% from \$33.3 million from the first half of fiscal 2022 as the Company continues to execute against its EaaS growth strategy.
- Gross margins for the second quarter ending September 30, 2022, were 11% compared to 25% in the first quarter ended June 30, 2022. Gross margins decreased primarily due to increased costs in the company's supply chain specifically related to C1000 enclosures and the need to source alternative recuperator materials to meet customer delivery requirements.
- Net loss of \$4.9 million for the second quarter ending September 30, 2022, improved 18% from a net loss of \$6.0 million in the year-ago September quarter. Net Loss increased from \$2.1 million from the first quarter 2023, in large part due to approximately \$1.6 million of additional supply chain expenses, freight and expediting charges.
- Adjusted EBITDA improved 19% to negative \$2.2 million from negative \$2.7 million in the second quarter year-over-year but decreased from a positive \$0.4 million for the first quarter ending June 30, 2022, as a result of the approximately \$1.6 million of additional supply chain expenses, freight and expediting charges.
- Adjusted EBITDA improved 66% to negative \$1.7 million for the first half of fiscal 2023 compared
 to negative \$5.0 million in the first half of fiscal 2022 as a result of the continued growth of the high-margin
 Energy as a Service (EaaS) business offset by the increased supply chain costs, freight and expediting
 charges.
- Total EaaS long-term rental units and re-rental under contract on September 30, 2022, was approximately 34MW versus 12.7MW on September 30, 2021, representing 168% growth year-over-year. Today, the EaaS long-term rental units under contract is 39MW against the company's goal of 50MW by March 31, 2023.

Second Quarter Financial Highlights

- Total revenue from EaaS rentals was \$1.8 million for the second quarter up \$1.2 million or 200% from \$0.6 million year-over-year.
- Gross margin for the EaaS rental business was strong at 72% for the second quarter.
- Gross product bookings for the second quarter ending September 30, 2022, were robust at \$15.4 million, up from \$12.4 million in the previous quarter ended June 30, 2022.
- The product Book-to-Bill Ratio improved to 1.6:1 in the second quarter ending September 30, 2022. Ending product backlog on September 30, 2022, was \$28.9 million up \$4.1 million or 16.5% from \$24.8 million on June 30, 2022.
- Total cash as of September 30, 2022, was \$23.8M, up from \$16.9M as of June 30, 2022. The
 increase of \$6.9M was primarily related to the net proceeds of \$7.3M Lake Street public equity offering on
 August 23, 2022.
- Net cash provided by operating activities was \$0.9 million as a result of \$3.8 million in cash provided by working capital as the company's Days Sales Outstanding, or DSO, dropped from 123 days in the quarter ending June 30, 2022, to 85 days in the most recent quarter.
- To mitigate global supply chain shortages, parts price increases, and higher freight costs, the Company plans to enact a new across-the-board product, spare parts, and FPP service contract price increases on January 30, 2023, in addition to remediating the recent higher costs associated with C1000 enclosures and recuperator materials

Positive Adjusted EBITDA Plan

DARREN JAMISON

Chief Executive Officer

FY2023 Positive Adjusted EBITDA Strategy

Plan is to Deliver Positive Adjusted EBITDA through a Mix of Restructuring, Price Increases and EaaS Business Growth

- Reduce Operating Expenses *\$4.3M by Restructuring the Business Around an EaaS Model DONE
 - Executive Staff decreased from 10 to 6
 - Capstone Direct Sales Team reduced by approximately 50% Assets moved into Distribution where possible
 - Strategic mix of employee pay cuts, furloughs, and part-time status to reduce OpEx
- New Price Increases on Product, FPP, and Spare Parts DONE
 - New product price increase effective May 1, 2022 C65 price increase of 10% and C1000 Increase of 7%
 - Existing FPP contracts increased to 5% for CPI and increase the pricing on new FPP contracts 5%
 - Spare parts pricing increased to offset inflation factors and focus on supply chain integrity
- 3 Increase DSS From 3% to 5% DONE
 - DSS Fee increased from 3% to 5% to generate approximately \$1M in additional revenue and margin
 - Minimum DSS Fee increased from \$10,000 to \$20,000 with a maximum of \$500,000
- Increase Energy-as-a-Service Business IN PROCESS
 - 7 MW under contract in March 2021
 - 26 MW under contract in March 2022
 - 39 MW under contract in November 2022
 - 50 MW target under contract by March 2023

*The \$4.3M OpEx reduction is an estimate for the full fiscal year 2023



Adjusted EBITDA 1H Q2 FY23 vs. 1H Q2 FY22

(In millions)	1H FY23	1H FY22
Microturbine Product and Accessories	\$19.8	\$16.9
Parts, Service & Rental	\$19.7	\$16.4
Total Revenue	\$39.4	\$33.3
Gross Margin	\$6.9	\$5.4
	·	·
Gross Margin Percent	17%	16%
R&D Expenses	\$1.1	\$1.9
SG&A Expenses	\$10.0	\$11.7
Total Operating Expenses	\$11.1	\$13.6
	(7.0)	\$(8.2)
Net Loss	Loss \$(7.0) \$	
Adjusted EBITDA **	\$(1.7)	\$(5.0)

The above included one-time items totaling approximately \$1.6M in supply chain-related DMC and other costs. The Company plans another price increase on January 31, 2023.

** Non-GAAP financial measure. See Appendix, Slide 35

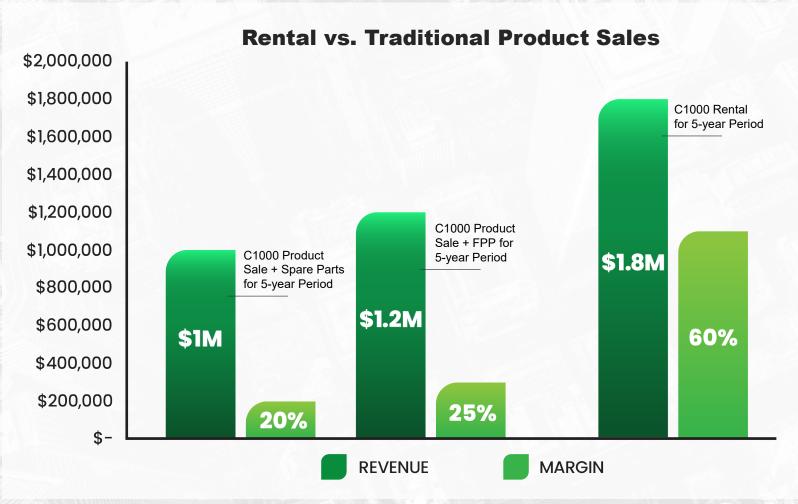
Energy as a Service (EaaS) Update

DARREN JAMISON

Chief Executive Officer

EaaS Rental Fleet Business Case

Hypothetical Example for Capstone Owned Rental Units



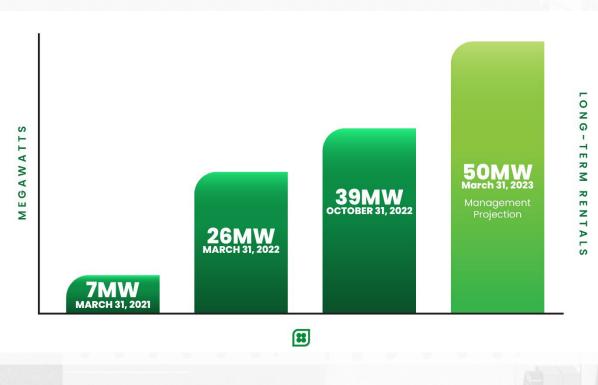
Note: The above rental data is approximately equal to the average of our current rental fleet financial performance

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EaaS Long-Term Rental Fleet Growth

15MW of Current Contracts Using Re-Rented Equipment

EaaS Contract Growth







- Includes re-rented equipment with lower capital costs but lower margin rates
- Most re-rent contracts have a future purchase option

Second Quarter Financial Results

Scott Robinson

Chief Financial Officer

Q2 FY23 vs. Q1 FY23 Financial Results

(In millions)	Q2 FY23	Q1 FY23
Microturbine Product and Accessories	\$10.6	\$9.2
Parts, Service & Rental	\$10.2	\$9.5
Total Revenue	\$20.8	\$18.7
Gross Margin	\$2.2	\$4.7
Gross Margin Percent	11%	25%
R&D Expenses	\$0.6	\$0.5
SG&A Expenses	\$5.1	\$4.9
Total Operating Expenses	\$5.7	\$5.4
Net Loss	\$(4.9)	\$(2.1)
Adjusted EBITDA **	\$(2.2)	\$0.4

^{**} Non-GAAP financial measure. See Appendix, Slide 35

Q2 FY23 vs. Q2 FY22 Financial Results

(In millions)	Q2 FY23	Q2 FY22
Microturbine Product and Accessories	\$10.6	\$8.5
Parts, Service & Rental	\$10.2	\$8.7
Total Revenue	\$20.8	\$17.2
Gross Margin	\$2.2	\$2.7
Gross Margin Percent	11%	16%
R&D Expenses	\$0.6	\$1.0
SG&A Expenses	\$5.1	\$6.4
Total Operating Expenses	\$5.7	\$7.4
	*// ->	4 (2 2)
Net Loss	\$(4.9)	\$(6.0)
Adjusted EBITDA **	\$(2.2)	\$(2.7)

^{**} Non-GAAP financial measure. See Appendix, Slide 35

YTD FY23 vs. YTD FY22 Financial Results

(In millions)	YTD Q2 FY23	YTD Q2 FY22
Microturbine Product and Accessories	\$19.7	\$16.9
Parts & Service	\$19.7	\$16.4
Total Revenue	\$39.4	33.3
Gross Margin	\$6.9	\$5.4
Gross Margin Percent	17%	16%
R&D Expenses	\$1.1	\$1.9
SG&A Expenses	\$10.0	\$11.7
Total Operating Expenses	\$11.1	\$13.6
Net Loss	\$(7.0)	\$(8.2) ^
Adjusted EBITDA**	\$(1.7)	\$(5.0)

[^] Includes gain on extinguishment of debt of \$2.6 million

^{**} Non-GAAP financial measure. See Appendix, Slide 35

Select Balance Sheet & Cash Flow Items

(In millions)	September 30, 2022	June 30, 2022
Cash & Cash Equivalents	\$23.8	\$16.9
Cash Provided by (Used in) Operating Activities for the Three Months Ended	\$0.9	\$(3.4)
Accounts Receivable, Net of Allowances	\$19.3	\$25.2
Total Inventories	\$24.1	\$20.6
Accounts Payable & Accrued Expenses	\$24.3	\$22.2

CGRN Company Overview

DARREN JAMISON

Chief Executive Officer

Capstone Green Energy Business

Capstone is Focused on Sustaining and Achieving its Strategic Business Goals as We Continue to Work To Grow Our EaaS Business and Expand Our Total Addressable Markets (TAM).

Our Goals Include:

- Global Distribution and Direct Solutions Sales team focused on growing top-line revenue and the EaaS business
- Expanding the long-term EaaS rental fleet to 50 MW and beyond
- Broadening our diverse energy products and service offerings to provide custom tailored green energy solutions
- Increasing aftermarket margins and escalating parts availability to drive customers satisfaction and repeat orders
- Focusing on managing working capital and inventory turns
- Growing the Distributor Support System (DSS) subscription program to drive marketing and customer acquisition efforts

Capstone Technology Markets

Energy Efficiency

Generate on-site power and capture thermal energy from the exhaust in CHP and CCHP applications for Hotels, Large Residential Complexes, Retail Buildings and Office Buildings.

Microgrids

Provide reliable, resilient on-site power through a dual-mode microturbine or in conjunction with other distributed energy resources that can operate independently of the utility grid to balance loads and generation.

EV Charging

Use renewable energy to power the EV charging infrastructure and eliminate strain on the grid and the environment, especially when paired with smart EV charging solutions.

Oil, Gas and Other Natural Resources

Produce on-site power for all phases of O&G production in both onshore & offshore applications for **Drilling**Operations, Flare Gas Reduction, Gas Compression, Mining & Water Conversion.

Renewable Energy

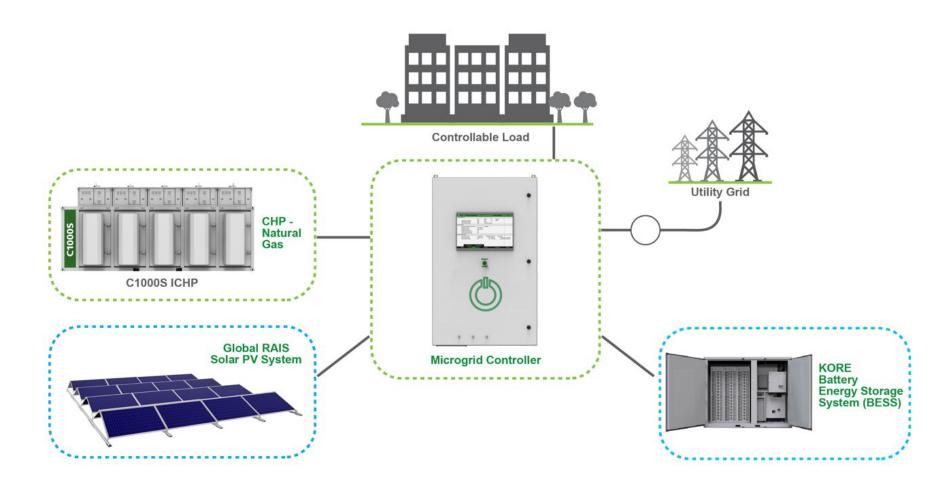
Cleanly and efficiently generate on-site power from biogas and other waste products to create high-efficiency renewable power and heat for Farm Digesters, Landfills, Food Waste and Solid Waste Management.

Critical Power Supply

Mission-critical businesses have an uninterruptible power source with the world's only microturbine-powered UPS solution for **Data Centers**, **Hospitals**, **Telecom** and **Power**

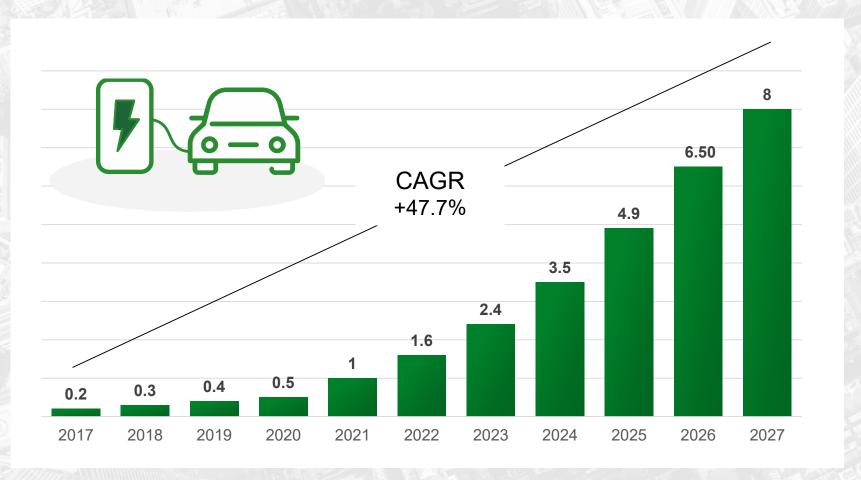
Smart Microgrid Overview

Pre-Engineered Capstone Microgrid Solution for On or Off the Grid



Electric Vehicle Infrastructure

Forecast global electric vehicle infrastructure revenues (in billions U.S. dollars)



NASDAQ: CGRN

Source: Statista Mobility Market Outlook



Recent U.S. Policy Changes

DARREN JAMISON

Chief Executive Officer

Current U.S. Policy Changes

Opportunities for Project and R&D Funding for Microturbine Projects as Well as New Technology (Bess, PV, Etc.)

Infrastructure Investment and Jobs Act:

- \$1.2 trillion, including \$65 billion for grid infrastructure and \$50 billion for cyber/climate resilience
 - \$6 billion cost share program for grid reliability R&D and \$5 billion grant program for utilities, states to bolster grid against extreme weather, wildfire, and disaster
 - \$7.5 billion to set up a national EV charging system
 - \$7 billion in the supply chain for batteries
 - \$8 billion for at least four clean hydrogen hubs
 - On November 5, 2021, it was passed 228–206 by the House, and ten days later was signed into law by President Biden.

Inflation Reduction Act 2022

The New Package, is Expected to Raise \$739 Billion, of Which \$369 Billion Would Be Dedicated to Climate and Energy Programs.

The biggest impact for Capstone Green Energy is related to Tax Credits – Section 45 (Production Tax Credit) and 48 (Investment Tax Credit).

- Section on 45d The Biomass/Biogas Tax Credit, which expired Jan 1, 2022. The new legislation would amend it to expire for projects that start construction on/after Jan 1, 2025.
- Bonus for Domestic Content: 10% for qualified facilities with 100% U.S. iron/steel and manufactured products produced in the United States.
- ITC will increase from 10% to 30% through 1/1/25 and up to 30-40% through 2035 (if meeting zero-emission, labor requirements, and domestic content) for CHP and biogas projects. Labor requirements waived for projects <1MW.
- Energy storage, qualified Biogas property, and Microgrid Controllers are added in as eligible technologies eligibility through 2034 with a 6% ITC.
- Energy storage includes hydrogen storage and thermal energy storage.

Note: Energy storage specifically excludes CHP but hydrogen storage and thermal storage are included.

Business Summary

DARREN JAMISON

Chief Executive Officer

Capstone Business Catalyst Summary

- 1. New U.S. Policy driving improved project economics.
- 2. Strategic business plan is creating a larger TAM.
- 3. Continuing the expansion of the higher margin EaaS from 39MW to 50MW by March 31, 2023.
- 4. Rentals expected to improve cash flow and margin rates.
- 5. Direct Sales Solution team focused on top line revenue growth Larger customers with larger rollouts.
- 6. Recent net \$7.3M equity offering strengthens the balance sheet and reduces customers' perception of adoption risk and EaaS risk.
- 7. Leveraging Network Partners to drive revenue growth.

Wood Mackenzie

"Energy storage is seeing a rapid increase because of lower battery cost and will be a \$7.6B annual market in 2025."

Navigant Research

"Total microgrid capacity is expected to grow multi-fold over the next decade – reaching 20 GW by 2028 from 3.5 GW in 2019."

Analyst Q&A Session

Darren Jamison & Scott Robinson



Microturbine Product Suite

Capstone Green Energy's Core Technology





Patented Air Bearing Technology

No lubricants or coolants needed



Inverter Based w/ One Moving Part

Factory guaranteed low operating costs



High Power Density

Compact footprint with small modular design



Stand Alone Or Grid Connect

Supports aging utility infrastructure w/on-site resiliency



Fuel Availability

Natural gas, biogas, liquid fuels & a hydrogen blend



Free Clean Waste Heat

Thermal energy for cogeneration or trigeneration



Remote Monitoring

View performance and diagnostics 24/7/365



Scalable To Match Demand

Multiple applications and industries

Global Rais Solar PV Systems

APEX DUO - Complete Solar Energy System





APEX DUO Wave Rack

Highest Energy Density

 Shade tolerant design allows more PV modules to be packed into a limited space at a higher tilt.

Redundant Solar

 No single point failure – unlike conventional solar PV, every element of the systems have multiple connections making the entire system highly resilient.

Storage Ready Now

Modules can charge batteries directly for true DC-DC storage.

Extremely Maintainable

 Smart low voltage design, maintaining a device is safe and easy by trained staff, eliminating the need for costly specialists.

Global RAIS® solutions allow customers to have more power generation over the life of their systems in the same square footage as a conventional solar system.

64% More Energy

SOLAR SYSTEM

2,900+

SINCE2010

Battery Energy Storage Systems

Vertically Integrated Energy Storage System (ESS)



Power Quality Management

Frequency Regulation & Voltage Reduction

Demand Charge Reduction

- Utility scale monthly and annual capacity & transmission reduction
- Commercial application for removing large start-up loads and associated demand charges

Islanding // Microgrid

Allows the system to operate as a stand-alone power disconnected from the grid.

Peak Shaving // Peak Shifting

- Eliminates "ratchet charges" for commercial customers
- Moves PV energy from the daytime generation peak to the late afternoon and evening consumption peak.

Distributed energy storage has followed the same path as distributed generation, moving the storage systems closer to the end user either on the distribution network or behind-the-meter.

110.7 kwh

Baker Hughes Industrial Gas Turbines

NovaLT Family - 5MW, 12MW or 16MW

Baker Hughes 🔰





Low maintenance cost with 99% availability

- 3-4 years continuous run without maintenance stops
- NovaLT5-1 ... 30 hours engine swap
- NovaLT12, LT16 ... 24 hours engine swap

New modular design platform

- Leading to competitive cost and reduced activities at site for installation.
- Forward thinking, design flexibility, uniform speed & quality.

Increased Partial Load Performance

Significantly higher than competition, while being slightly better at full load.

Capstone Green Energy in partnership with Baker Hughes provides commercial and industrial customers with large scale its line of NovaLT gas turbines.

35,000 hrs

OF CONTINUOUS
RUN W/NO
PLANNED
INSPECTIONS

100%
Hydrogen
PROVEN &

Alfa Laval Heat Recover Systems

Alfa Laval Micro 606 and 718



Product Features

- Designed for heating hot water, TEG, TFO, or generating steam
- As standard, equipped with regulation damper and electrical actuator for easy regulation of capacity
- Horizontal and vertical versions for in and outdoor installation
- Dry run possible, requiring no external exhaust bypass
- Finned spiral tube coil in corten or stainless steel (media side), fitted in a large isolated chamber (gas side).

Alfa Laval heat recovery comparison vs Cain for Hot Water CHP

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Alfa LAVAL

\$49,350 COST TO DISTRUTOR W/ 2.49 MMBTU

VS

CAIN

\$90,700 COST TO DISTRUTOR W/ 2.43 MMBTU

Reconciliation of Non-GAAP Financial Measures

Reconciliation of Reported Net Loss to EBITDA and Adjusted EBITDA (in thousands)	Three months ended September 30,				Six Months ended September 30,			
		2022		2021		2022		2021
Net loss, as reported	\$	(4,918)	\$	(5,994)	\$	(6,977)	\$	(8,176)
Interest expense		1,361		1,278		2,723		2,513
Provision for income taxes		4		2		6		10
Depreciation and amortization		831	_	458		1,526		844
EBITDA	\$	(2,722)	\$	(4,256)	\$	(2,722)	\$	(4,809)
Gain on debt extinguishment		_		_		_		(1,950)
Additional PPP Loan forgiveness		_		_		_		(660)
Stock-based compensation and other expense		154		780		386		1,650
Debt compliance cost / legal settlements		387		750		587		750
Adjusted EBITDA	\$	(2,181)	\$	(2,726)	\$	(1,749)	\$	(5,019)

Note: the above as-if pro forma P&L information is provided as an example for discussion purposes, is based upon a variety of assumptions developed specifically for purposes of such example (certain of which assumptions are discussed above) and is not, is not intended to be, and should not be construed as, a representation of any historical results or a forecast of any future operating results.

To supplement the company's unaudited financial data presented on a generally accepted accounting principles (GAAP) basis, management has presented Adjusted EBITDA, a non-GAAP financial measure. This non-GAAP financial measure is among the indicators management uses as a basis for evaluating the company's financial performance as well as for forecasting future periods. Management establishes performance targets, annual budgets and makes operating decisions based in part upon this metric. Accordingly, disclosure of this non-GAAP financial measure provides investors with the same information that management uses to understand the company's economic performance year-over-year.

EBITDA is defined as net income before interest, provision for income taxes, and depreciation and amortization expense. Adjusted EBITDA is defined as EBITDA before gain on debt extinguishment, additional PPP loan forgiveness, stock-based compensation, consulting and legal expenses related to compliance with debt covenants and legal settlements. Gain on debt extinguishment and additional PPP loan forgiveness relates to the Paycheck Protection Program loan forgiveness. Stock-based compensation and other expense includes expense related to stock issued to employees, directors, vendors, and for extraordinary, non-recurring expenses.

Reconciliation of Non-GAAP Financial Measures

Adjusted EBITDA is not a measure of the company's liquidity or financial performance under GAAP and should not be considered as an alternative to net income or any other performance measure derived in accordance with GAAP, or as an alternative to cash flows from operating activities as a measure of its liquidity.

While management believes that the non-GAAP financial measure provides useful supplemental information to investors, there are limitations associated with the use of this measure. The measures are not prepared in accordance with GAAP and may not be directly comparable to similarly titled measures of other companies due to potential differences in the exact method of calculation. Management compensates for these limitations by relying primarily on the company's GAAP results and by using Adjusted EBITDA only supplementally and by reviewing the reconciliations of the non-GAAP financial measure to its most comparable GAAP financial measure.

Non-GAAP financial measures are not in accordance with, or an alternative for, generally accepted accounting principles in the United States. The company's non-GAAP financial measures are not meant to be considered in isolation or as a substitute for comparable GAAP financial measures and should be read only in conjunction with the company's consolidated financial statements prepared in accordance with GAAP.



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www.capstonegreenenergy.com



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Clients come to us looking to meet a new environmental, social and governance standard, or maybe they simply want to attain a LEED green building certification. At Capstone Green Energy, we provide thoughtful custom solutions to improve their cost of onsite energy and reduce their carbon footprint while also providing critical energy resiliency. Businesses shouldn't wait for the government to make them innovate or let the competition innovate first. Businesses need to take control of their energy future now because with Capstone Green Energy, the power is in their hands.