

# **Management Presentation**

Reliable power when and where you need it. Clean and simple.



## Safe Harbor Statement



This presentation contains "forward-looking statements" regarding future events or financial performance of the Company, within the meaning of the Safe Harbor provisions of the Private Securities Litigation Reform Act of 1995. These statements relate to, among other things, benefits from our cost reduction initiatives, improved operating leverage and organizational efficiency, strengthened distribution channels, new product development and the success of our Signature Series product, benefits and competitive advantage associated with our product, compliance with government regulations, increased sales in Russia, implementation of the Capstone Energy Finance business, growth of our aftermarket service business, growth and diversification of our end markets, increase in revenue and performance in light of macroeconomic headwinds, and attaining profitability. Forward-looking statements may be identified by words such as "believe," "expect," "objective," "intend," "targeted," "plan" and similar phrases.

These forward-looking statements are subject to numerous assumptions, risks and uncertainties described in Capstone's Form 10-K, Form 10-Q and other recent filings with the Securities and Exchange Commission that may cause Capstone's actual results to be materially different from any future results expressed or implied in such statements. Because of the risks and uncertainties, Capstone cautions you not to place undue reliance on these statements, which speak only as of today. We undertake no obligation, and specifically disclaim any obligation, to release any revision to any forward-looking statements to reflect events or circumstances after the date of this conference call or to reflect the occurrence of unanticipated events.



## Who is Capstone Turbine?



- Founded 1988 Commercial launch in 1998
- Public Corporation 2000 (NASDAQ: CPST)
- World leader in Microturbines
- Headquartered in Chatsworth, California with two manufacturing plants
- Over 86 distribution partners and 759 dedicated distributor employees
- Approximately 9,000 units shipped worldwide
- Over 50,000,000 operating hours
- Installations in 73 countries worldwide
- Not heavily dependent on government subsidies
- Expense reductions enhance operating leverage

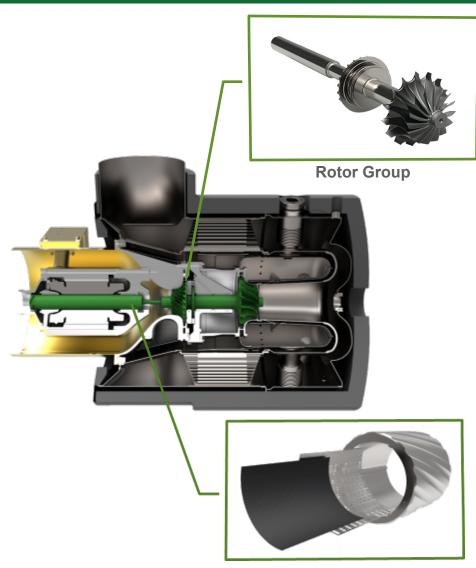


Darren Jamison, President and CEO of Capstone Turbine Corp., standing alongside C65 CHP units that are preparing for shipment



## What is a Microturbine?





Air Foil



	EFFICIENCY		
CHP/TYPE	ELECTRIC	TOTAL	
Hot Water	33.0%	85.0%	
Steam	33.0%	60.0-95.0%	
Chilled Water	33.0%	85.0%	



## **Competitive Advantages**

**Features** 



**Benefits** 



*	Only one moving part	Longer service intervals, low operating cost
	Patented air bearing technology	No lubricants or coolants needed
<	Stand alone or grid connect	Multiple applications and industries
	Wide fuel range	Operates on gaseous, renewable and liquid fuels
<b>也</b>	High power density	Compact footprint, small modular design
TH:	Advanced combustion controls	Low emissions, no exhaust aftertreatment
	Clean waste heat	Thermal energy for cogeneration/trigeneration
	Remote monitoring	View performance and diagnostics 24/7



### Global Market Verticals





**Energy Efficiency** 



Oil, Gas & Other Natural Resources



**Renewable Energy** 



Critical Power Supply



**Transportation** 



Marine



Generate on-site power capture thermal energy from the clean exhaust in CHP and CCHP applications.

Hotels Large Residential Complexes Retail Buildings Office Buildings



Produce on-site power for all phases of oil and gas production in both onshore and offshore applications.

Drilling Operations
Flare Gas
Reduction
Gas Compression
Mining
Water Conversion



Cleanly and efficiently generate onsite power operating on biogas and other waste products to create high-efficiency renewable power and heat.

Farm Digesters
Landfills
Solid Waste
Management
Wastewater Treatment
Food Waste



Data Centers Telecom Power Rentals Hospitals



Operate in conjunction with battery packs to provide onboard battery charging and vehicle range extension.

Commercial Trucks
Heavy-duty Vehicles
Supercars
Transit Buses
Delivery Vehicles



vessel range extension and utilize thermal energy for onboard heating and cooling.

Work Boats Cargo Ships Commercial Vessels Tour Boats



# Examples of California Installations





Energy Efficiency
Food Processing



Energy Efficiency
Healthcare



Energy Efficiency
Manufacturing



Oil & Gas
Offshore O&G



Oil & Gas
Onshore O&G



Critical Power
Utility



Brewing Company Northern California

Brewing facility uses two C1000 microturbines to complement their existing on-site electrical generation and operate as a microgrid.

> (2) C1000 | Microgrid 2MW Electricity

Projected ROI: 3.4 yrs

Commissioned: 3/15



Los Angeles Hospital Southern California

A natural gas-fueled microturbine is used to offset electric base load and provides chilled water, boosting the facility's overall efficiency.

> (1) C1000 1MW Electricity

Projected ROI: 4 yrs

Commissioned:6/15



Pharmaceutical Facility Northern California

The dual mode system provides steam and hot water to the facility and raises overall efficiency to almost 90%.

(2) C1000 | DM\* 2MW Electricity

Projected ROI: 3.6 yrs

Commissioned: 7/15



Offshore Oil Producer California Coast

The associated gas-fueled microturbines provide power to site loads and lowers operating costs for the end user.

(1) C1000S (1) C600S 1.6MW Electricity

Projected ROI: 2.8 yrs

Commissioned: 12/16



Onshore Oil Producer California

Associated gas is piped directly to the system and provides heat to be used in the processing of free water knockout (FWKO) during drilling.

(1) C1000 1MW Electricity

Projected ROI: 2.5 yrs

Commissioned: 4/13



Gas Utility
Southern California

Two C1000 microturbines provide prime power for the key gas compression facility that provides significant natural gas to Southern California.

(2) C1000 | PP\* 2MW Electricity

Projected ROI: 2 yrs

Commissioned: 8/13

<sup>\*</sup>PP - Prime Power

<sup>\*</sup>DM - Dual Mode System (Emergency backup power feature)



# Capstone Strategic Plan



#### Three-Pronged Capstone Business Profitability Plan



Reduce Breakeven from \$160M at \$25% GM to \$100M at 25% GM

**Action:** Reduce business expenses 35% from Q1 FY2016 levels.

**Result:** Achieved 38% reduction in operating expenses in Q3 from the same period last year. Dropped from \$9.9M to \$6.1M - which is a 14 year low.

**Status: GOAL ACHIEVED** 

**Comments:** Management plans to focus on continued cost reductions.



Develop New CHP Focused Products & Accelerate Aftermarket Business

**Action:** Launch new product focused on CHP or Energy Efficiency Markets. Drive FPP and Extended Warranty revenue growth.

**Result:** Launched new Signature Series product in December 2015 and new FPP and Extended Warranty products.

**Status: GOAL ACHIEVED** 

**Comments:** New Signature Series is performing well in the field. FPP Backlog business has grown 19% over the last 12 months to \$77.2M.



Finance Solutions to Capture
Orders that were Lost from
Lack of Capital

**Action:** Develop a 30% JV with a high net worth individual to provide PPAs to customers who have lack of capital.

**Result:** Launched Capstone Energy Finance JV in November 2015 and developed \$40M in highly qualified projects.

**Status: IN PROCESS** 

**Comments:** Added Sky Solar for additional capital beyond first \$10M. Initial PPAs anticipated in the coming quarters.



# How Capstone is Close to EBITDA Breakeven













1

Quarterly operating expenses are the lowest since March 2003 and down 38% versus same period a year ago – and we continue to do more!

2

Aftermarket service recurring revenue continues to expand and margin is at 35% on the way to a target of 50%.

FPP Backlog business up 19% in last 12 months. 3

Product revenue is rebounding with improved geographical diversification and growth in the energy efficiency market, which are key to achieving our diversification goals.

4

Recovering oil prices and rebounding Russia business driving future revenue growth and recovery of bad debt from BPC.
\$1.5M recovered and \$6.5M remaining as of December 31, 2016.

5

New Signature
Series exceeding
customer
expectations and
new Capstone
Energy Finance
business poised to
spur additional
growth with repeat
customers.



# 1. Previous, New and Future Quarterly Business Models

(In thousands)	Previous Business Model	New Business Model	Future Business Model
Microturbine Product Revenue	\$35,000	\$15,000	\$25,000
Accessories, Parts & Service Revenue	\$5,000	\$10,000	\$15,000
Total Revenue	\$40,000	\$25,000	\$40,000
Cost of Good Sold	\$30,000	\$19,200	\$26,250
Gross Margin	\$10,000	\$5,800	\$13,750
Gross Margin (percent)	25%	23%	34%
Research & Development Expense	\$2,900	\$1,300	\$1,500
Selling, General & Administrative Expense	\$7,100	\$4,500	\$5,200
Total Operating Expenses	\$10,000	\$5,800	\$6,700
EBITDA	\$0	\$0	\$7,050
EBITDA (margin)	-	_	18%

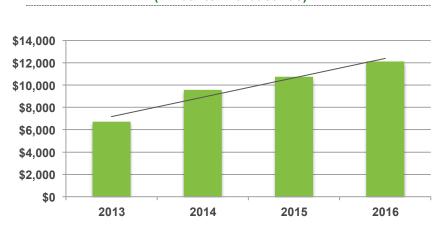


# 2. Aftermarket Service Growth



#### Service Revenue

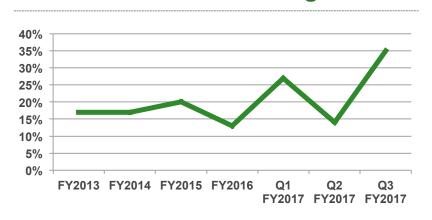
(Amounts in thousands)



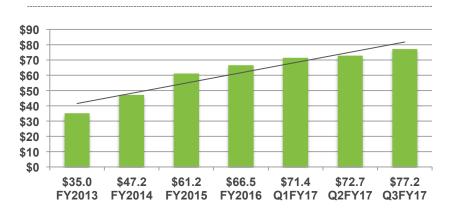
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**New Signature Series Product Lineup** 

#### **Service Gross Margin**



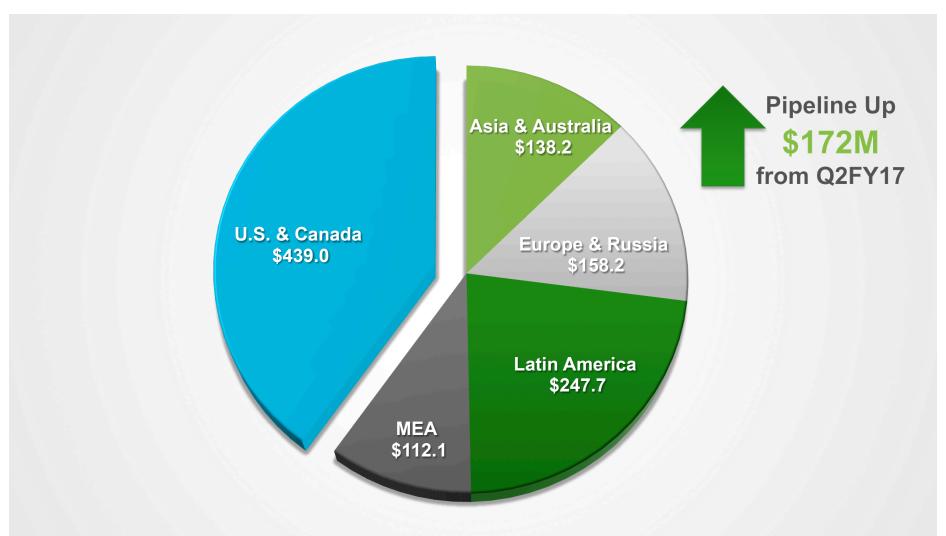
#### FPP Service Backlog (\$M)





## 3A. Sales Pipeline by Region



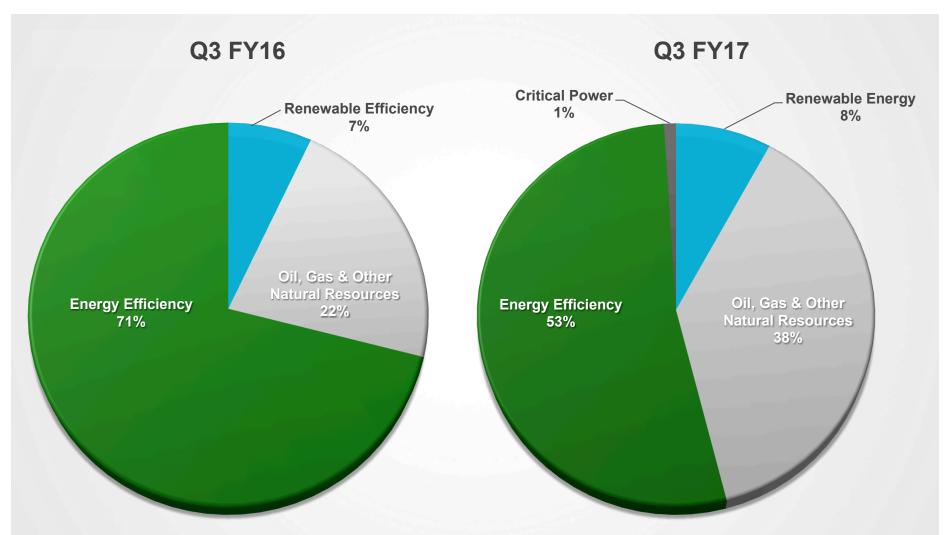


Source: Capstone distributors via Salesforce Amounts in millions



# 3B. Product Shipments by Vertical Market





Record Energy Efficiency as a Percentage of Sales
Goal is 40%-40%-20%



## 4. BPC Sales Recovery







## Capstone 5. New C1000 Signature Series

- 1.0MW Electrical Output
- 1.5MW CHP Heat Recovery
- Integrated Heat Recovery
- Two Stage Air Filtration
- Improved Enclosure Design



**California Oil Producer, Commissioned December 2016**The associated gas-fueled unit operates using the onsite associated gas to relieve the flaring requirement for the offshore platform.



Cervinia, Italy, Commissioned November 2016

Produces power and superheated water at over 80% efficiency for a local district heating facility in Northwest Italy. The 1MW unit works in dual mode, which allows customers to operate independently of, or with, the grid in a load sharing capacity.

- Lower System Noise Level
- Relocated Engine Exhaust Stack
- 12 Year Marine Grade Paint
- Higher Inlet Fuel Temperature
- New System Control Platform



# Appendix Additional Information

Reliable power when and where you need it. Clean and simple.



# Examples of New York Metro Area Installations





**Energy Efficiency** Residential



**Energy Efficiency** Healthcare



**Energy Efficiency** Retail



**Energy Efficiency Hospitality** 



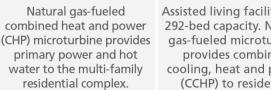
Renewable Energy **Waste Water Treatment** 



**Energy Efficiency** Residential



**River Park Towers** Bronx, New York



(1) C1000 | DM\* 1000kW Electricity

Projected ROI: 3.5 yrs

Commissioned: 9/16



**Christian Healthcare** Wyckoff, New Jersey

Assisted living facility with 292-bed capacity. Natural gas-fueled microturbine provides combined cooling, heat and power (CCHP) to residents.

> (4) C65 | DM\* **Absorption Chiller** 260kW Electricity

Commissioned: 8/08



2011 AEE Energy Project winner. Exhaust heat from the microturbine is used to provide 40 tons of chilling year round.

(2) C65 ICHPI GC\* 40-Ton Absorption Chiller 130kW Electricity Projected ROI: 4 yrs

Commissioned: 12/05



**New York Palace Hotel** New York, New York

Integrated combined heat and power (ICHP) microturbine array supplies electricity and hot water to the building and also feeds an absorption chiller.

(12) C65 ICHP 200-Ton York Absorption Chiller 780kW Electricity Projected ROI: 4.5 vrs

Commissioned: 10/13



**Great Neck WWTP** New York, New York

Microturbines fueled by digester gas and natural gas blend provide power and heat to the waste water treatment plant.

> (2) C65 ICHP 130kW Electricity

Projected ROI: 6 yrs

Commissioned: 9/14



New York, New York

**Avalon Clinton Towers** 

Microturbines provide combined heat and power (CHP) to multi-family high rise building. Also feeds into an integrated heating loop for winter months.

> (4) C65 ICHP | GC\* 260kW Electricity

> Projected ROI: 4 yrs

Commissioned: 12/10

<sup>\*</sup>Case Study - can be located on www.capstoneturbine.com/case-studies

<sup>\*</sup>GC - Grid Connect System

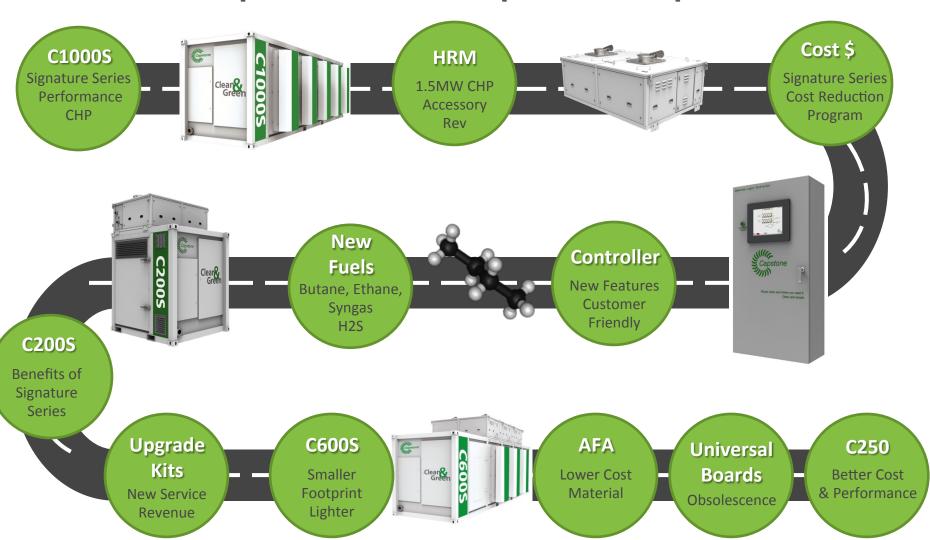
<sup>\*</sup>DM - Dual Mode System (Emergency backup power feature)



# Research & Development



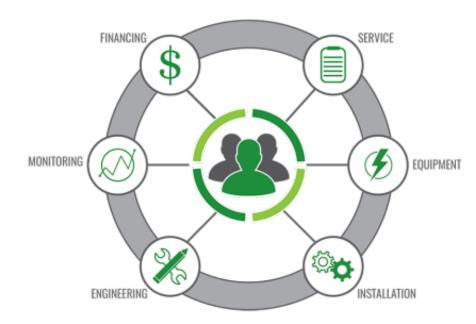
#### **Capstone Product Development Roadmap**





## Capstone Energy Finance

- CEF offers PPA agreements
   exclusively for projects that utilize
   Capstone's proven microturbine
   technology to deliver low-cost, clean
   and reliable energy to a customer's
   site or facility.
- Near-term goal is to leverage up to \$10M in third party equity with reasonably priced debt with "blue chip" U.S. customers.



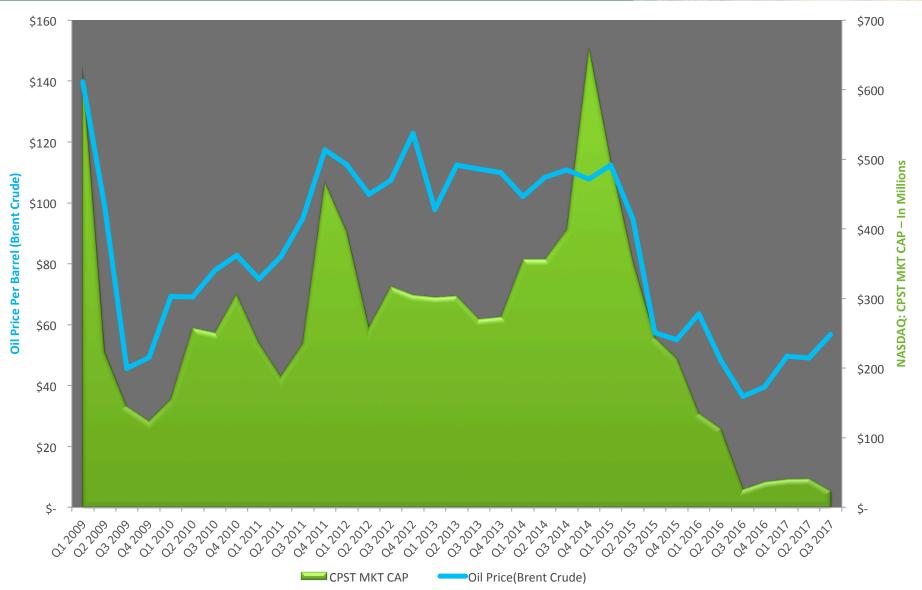


- Signed agreement with Sky Capital (subsidiary of Sky Solar Group) to provide up to \$150M in project financing.
- Distributors lost approximately \$42M in FY16 and over \$50M in FY15 due to lack of financing options.



# Market Cap of CPST vs. Oil Price (Brent Crude)







# Capstone Analyst Coverage

Outperform – Price Target \$1.50

Hold – Price Target \$1.00 Perform –
Price Target N/A

Buy – Price Target \$2.00 Neutral – Price Target \$0.75

Further Opex Reduction Improves Path to Profitability; Service Margins Impress

Capstone's EBITDA break-even now expected to be a \$100mn in revenue with ~23% gross margins. The impressive operating expense cuts and revenue diversification put Capstone on a path to profitability if it can continue to execute on its initiatives. We could see upside to our estimates should the energy market recover and improved activity in Russia persist longer term.

Jeffrey Osborne February 10, 2017



Mixed 3Q & Modest Order Improvement, Maintain

**HOLD Rating** 

In line with the recent preannouncement. CPST's 3Q revenues were as expected with adj. EPS above our estimates but below the Street, and backlog down modestly Q/Q. Quarterly results (negatively prereleased 4 of the last 6 quarters) continue to illustrate the headwinds (low oil. USD strength, Russia) which continue to negatively impact the business. CPST also continues to be plagued by shipment pushouts due largely to the heavy mix of

> Eric Stine February 10, 2017

CHP projects in its backlog.



**CPST: Moving Closer to Breakeven EBITDA** 

With CPST enjoying the benefit of growing service revenue and lower overhead expenses, we see a path for the company to begin approaching breakeven and profitability. Critical to achieving these milestones is a return to higher product sales levels, which should be supported by a recovery in oil and gas demand. We are encouraged by improving combined heat and power demand dynamics and sell through in the meantime. In the coming quarters we will be watching GM improvement closely along with cash management.

> Colin Rusch February 9, 2017



Cost Structure Re-Set Should Accelerate Path to Positive Margins; Maintain Buy

The impact of management's cost cutting initiatives is now favorably reflecting in the company's financials. Total operating costs have come down from \$9.9M in FY3Q15 to \$6.1M in FY3Q16 (38% y/y decline). We believe operating expenses will trend at these levels or below going forward. The company is also substantially more diversified geographically, and vertically. We saw the anticipated in bounce back in the oil & gas sector and Russia based business via BPC (16% of FY3Q17 revenues) materialize.

> Amit Dayal February 10, 2017



CPST: F3Q17 Results; Oil & Gas Rebound Could Bring Revenue Acceleration Closer

Capstone reported F3Q17 revenue and gross margins inline with the recent preannouncement, and posted opex down 38% Y/Y with its cash balance up \$3.3m Q/Q to \$19.4m. We will look for evidence of revenue acceleration before potentially becoming constructive on the stock as mgmt's tight expense controls and lean manufacturing actions position Capstone well for profitability on any revenue rebound, in our view.

Craig Irwin February 10, 2017





**NASDAQ: CPST** 

www.capstoneturbine.com