

**Cleco Corporate Holdings LLC**

**Cleco Power LLC**

**EEl November 2025**

**Investor Presentation**



# Cautionary Statement









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 Corporate Holdings LLC (“Cleco Holdings”) and Cleco Power LLC (“Cleco Power” and, together with Cleco Holdings, “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, 2024 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.

This presentation has been prepared by Cleco and includes market data and other information from sources Cleco believes to be reliable, including independent industry publications and governmental sources. Although Cleco believes these sources are reliable, Cleco has not independently verified the information and cannot guarantee its accuracy or completeness.

# Key Investment Highlights

Single-state, fully regulated utility with significant growth prospects and constructive regulation, delivering reliable and affordable power, led by an experienced management team

- 
-  **1** 100% regulated, vertically integrated electric utility platform, well positioned to execute on a multi-decade growth plan
  -  **2** Constructive regulatory environment supports long-term investment and timely capital recovery
  -  **3** Pro-business policies in Louisiana drive sustainable economic development
  -  **4** Energy megatrends, including data center development, have potential to drive robust capital investment profile supporting rate base growth
  -  **5** Large-scale fleet of regulated generation assets provides reliable and affordable electric supply, with long-term decarbonization investment opportunities
  -  **6** Best-in-class local management team, with a demonstrated track record of operational, safety, and customer service excellence
  -  **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

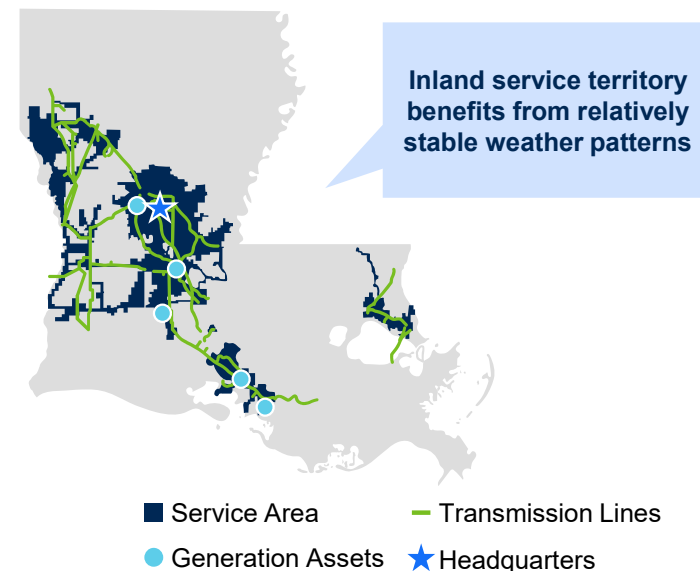
# Cleco Power Overview

100% pure-play vertically integrated utility strategically positioned to capitalize on sector tailwinds

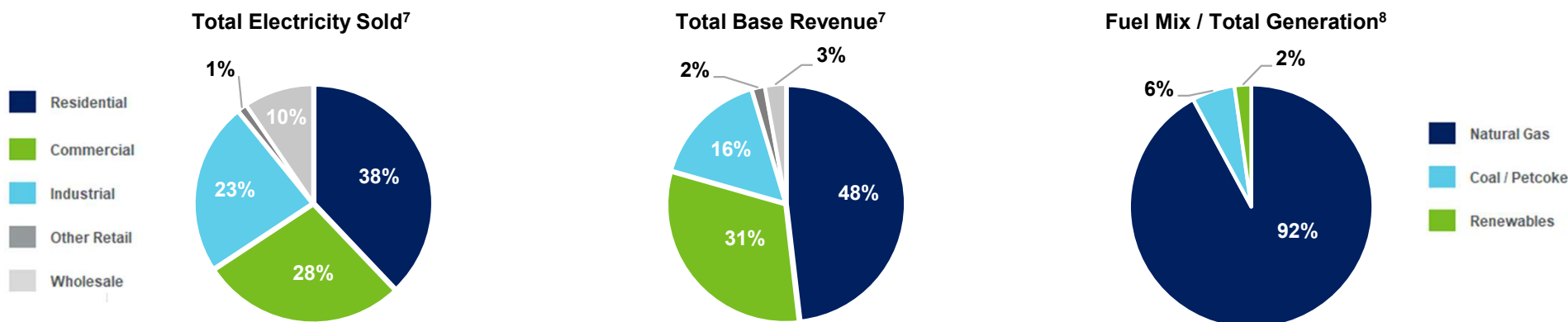
## COMPANY OVERVIEW

- Cleco Power LLC (“Cleco”) is a single-state, 100% regulated, vertically integrated electric utility in Louisiana
  - ~295,000 customers across 24 parishes
  - Approximately 2.7 GW of fully dispatchable generation capacity in MISO-South<sup>1</sup> with a 27-year average asset age<sup>2</sup>
  - 1,387 miles of transmission and 12,319 miles of distribution lines
  - ~1,200 non-union, full-time employees with a 94% retention rate<sup>3</sup>
  - Attractive and affordable rate structure with rates below national average
  - Less than 0.4% in customer bill write-offs across service territory due to effective credit and compliance<sup>4</sup>
- Top-tier regulatory framework with capital and O&M recovery mechanisms that minimize regulatory lag and support long-term growth
- Industry-leading reliability, service excellence, and customer satisfaction
  - Only Louisiana utility to meet or exceed LPSC<sup>5</sup> reliability standards for each of the last 26 years; kept lights on over 99.97% of the time in 2024
  - J.D. Power customer satisfaction results surpass the majority of U.S. utilities<sup>6</sup>
- Local management team with strong, long-standing relationships with key stakeholders across Louisiana
- State-of-the-art integrated IT system implemented in 2019 to support business operations

## SERVICE TERRITORY



## DIVERSE CUSTOMER BASE SUPPORTED BY RELIABLE FLEET



Note: Company statistics as of FYE-2024; GW represents nameplate capacity

1. Midcontinent Independent System Operator – Southern Region
2. Megawatt-weighted average
3. Retention rate excludes retirements and reflects the three-year average from 2022 to 2024

4. Represents the 5-year average (2020-2024) and is recoverable in rates as part of Cleco's overall cost of service
5. Louisiana Public Service Commission
6. J.D. Power South Midsize Region Q1 – Q3 2025 YTD average score in the 63rd<sup>th</sup> percentile
7. FYE-2024; includes legacy wholesale customers
8. Based on total generation in MWh for FYE-2024

# Constructive Jurisdiction and Regulatory Environment

Efficient cost recovery mechanisms support continued investment while reducing regulatory lag

## ROBUST REGULATORY MECHANISMS PROVIDE EFFICIENT COST RECOVERY

### General Rate Case / Formula Rate Plan

- Base rates, authorized capital structure, and ROEs are set in periodic rate cases
- 2024 outcome yielded a 9.7% Authorized ROE<sup>1</sup> and a 52.0% equity layer, along with a ~\$117M base retail revenue increase<sup>2</sup>

### Grid Resiliency Rider

- Proposed surcharge to fund infrastructure upgrades and grid strengthening projects

### Infrastructure and Incremental Costs Recovery (IICR) Rider

- Recovery of capital expenditures and expenses associated with pre-approved projects between rate cases, subject to annual true-up

### Environmental Cost Recovery Rider

- Full pass-through of variable costs associated with environmental compliance

### Energy Efficiency Rider

- Collection of costs related to Cleco's Energy Efficiency Program, including lost revenues from reduced electricity sales

### Fuel Adjustment Clause

- Full pass-through of fuel and purchased power costs

### Storm Securitization

- Recovered 100% of costs from major 2020 storms through \$425M storm securitization in June 2022 (AAA rated)

### Stranded Asset Securitization

- Securitizations include prudently incurred costs related to cancelled and/or early retirement of plant
- \$305M Dolet Hills Securitization serving as recent example of process in March 2025 (AAA rated)



Reduces  
Regulatory  
Lag and  
Smooths  
Rate Path



Mitigates  
Storm &  
Stranded Asset  
Recovery Risk

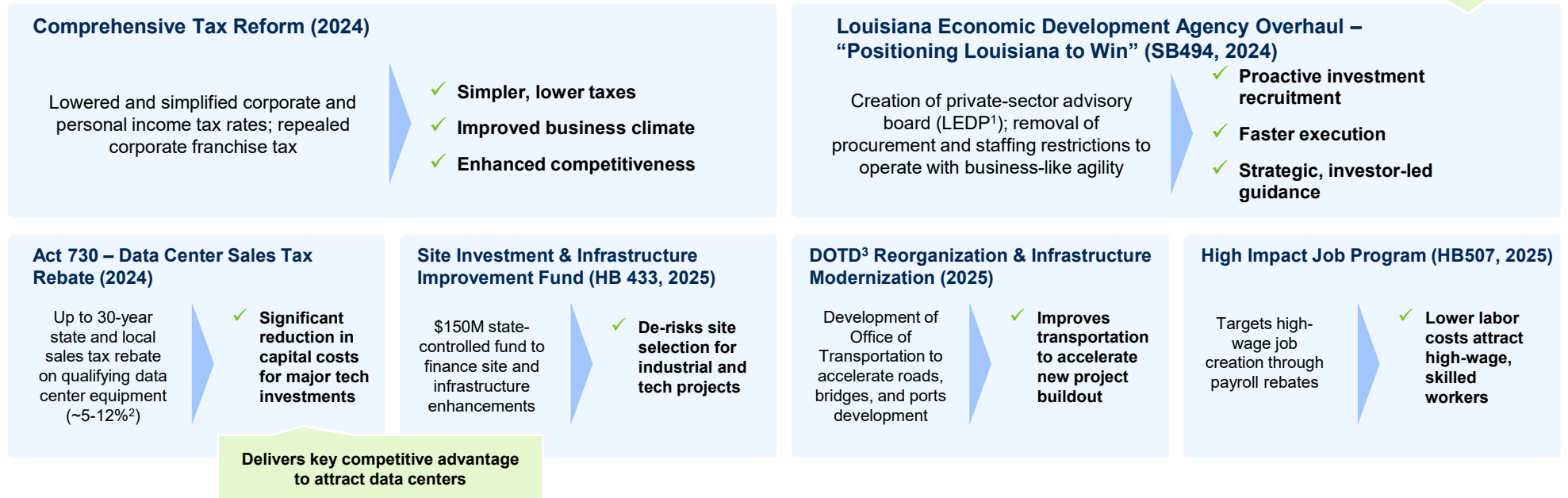
1. Authorized ROE of 9.7%; ability to earn up to 10.3% before sharing; maximum earnings of 10.5% with sharing  
2. Revenue increase reflects \$102.8M rate increase net of revenue requirement attributable to the retirement of Dolet Hills

# Policy Changes Driving Sustained Growth Across Louisiana

Louisiana's constructive business environment promotes ongoing economic expansion

Cleco CEO, Bill Fontenot, appointed by Governor Landry to the LEDP<sup>1</sup>

## RECENT POLICY MODERNIZATION AND REGULATORY REFORM...



## ... IS FUELING MAJOR INVESTMENTS ACROSS LOUISIANA

**Louisiana Project Pipeline**  
(as of Dec-2024)

**183**  
Active Projects

- More than \$87.6BN in potential near-term capital expenditures
- More than 32,220 potential new jobs
- More than 18,000 potential retained jobs

### Recently Announced Projects

 <b>Meta</b> \$10BN 2GW AI Data Center, with plan to expand to 5GW in the long-term Dec-2024 / Jul-2025	 <b>HYUNDAI</b> \$5.8BN Ultra-Low Carbon Steel Mill Mar-2025	 <b>CF</b> \$4BN Low-Carbon Ammonia Complex Apr-2025
 <b>SunGas RENEWABLES</b> \$2BN Green Methanol Facility Apr-2025	 <b>Woodside Energy</b> \$17.5BN 16.5 MTPA LNG Facility Apr-2025	 <b>VG</b> \$27-28BN 28 MTPA LNG Facility May-2025

Source: 2024 LED Annual Report, Louisiana Economic Development

1. Louisiana Economic Development Partnership  
 2. Based on 5% state sales tax and 0-7% local sales tax range  
 3. Department of Transportation and Development

# Well Positioned to Capture Growth from Major Sector Tailwinds

Cleco serves high-growth Louisiana regions with reliable power and industrial readiness

## NORTHERN DISTRICT

**Major Parishes:** Rapides, DeSoto, Grant, Avoyelles

**T&D Lines:** ~8k miles

**Substations:** >100

**Customers:** ~105k

- Largest of Cleco's three districts by customer count
- Unconstrained transmission allows large industrial load to obtain power efficiently
- Multiple sites identified with proximity to critical infrastructure suitable for data center development
- Proximity to Haynesville Shale Basin creates additional pipeline electrification opportunities
- Significant presence of wood products, chemicals, metals, and consumer goods industries

## EASTERN DISTRICT

**Major Parishes:** St. Tammany, Washington

**T&D Lines:** ~3k miles

**Substations:** ~60

**Customers:** ~100k

- Highest customer density in Cleco's footprint
- Territory includes St. Tammany parish, one of the most affluent and rapidly growing areas in the state, accounting for 20% of the economy in the greater New Orleans region
- High residential and commercial growth as a bedroom metropolitan community in New Orleans

## SOUTHERN DISTRICT

**Major Parishes:** Evangeline, Iberia, St. Mary

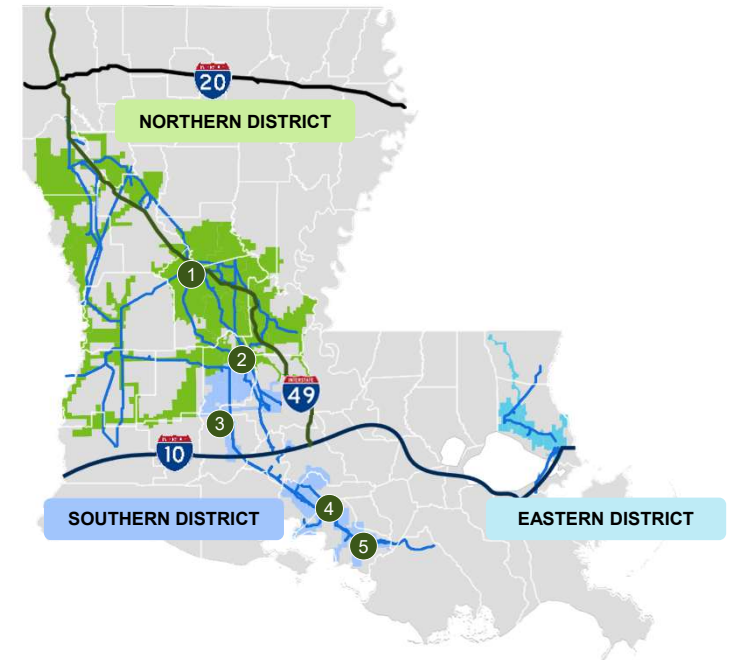
**T&D Lines:** ~4k miles

**Substations:** ~90

**Customers:** ~90k

- Southern end of district provides access to the gulf
- Strong generation footprint facilitating reliable and convenient access to electricity
- Growing presence of agricultural processing, chemicals, and plastics industries
- Additional pipeline infrastructure buildout to serve LNG facilities in the southern part of state

## SERVICE TERRITORY



### Generation Facilities & Transmission

- |                                |                          |
|--------------------------------|--------------------------|
| ① Brame Energy Center          | ② Coughlin Power Station |
| ③ Acadia Power Station         | ④ Teche Power Station    |
| ⑤ St. Mary Clean Energy Center | — Transmission Lines     |

# Cleco's Differentiated Ability to Serve Data Center Market

Vertically integrated utility model, existing infrastructure, and speed-to-market set Cleco apart



## Speed to Market

- Attractively positioned to support data center demand by 2027, with further expansion capability beyond that
- Ability to serve data centers under its existing Large Power Service (LPS) tariff<sup>1</sup>
- Current excess capacity position supports near-term data center ramp with moderate transmission investment, followed by generation investments in the medium-term
- Procured certain long-lead time items, including transformers and breakers, to facilitate expedited schedule to commercial operation



## Scalability for Large Load

- Rigorous and robust site identification process produced a pipeline of potentially viable sites
- Opportunity for future expansion as well as development of new renewable generation to meet data center customer demand
- Significant generation expansion planned in the medium and long-term to support data center load growth



## Clear Path to Success

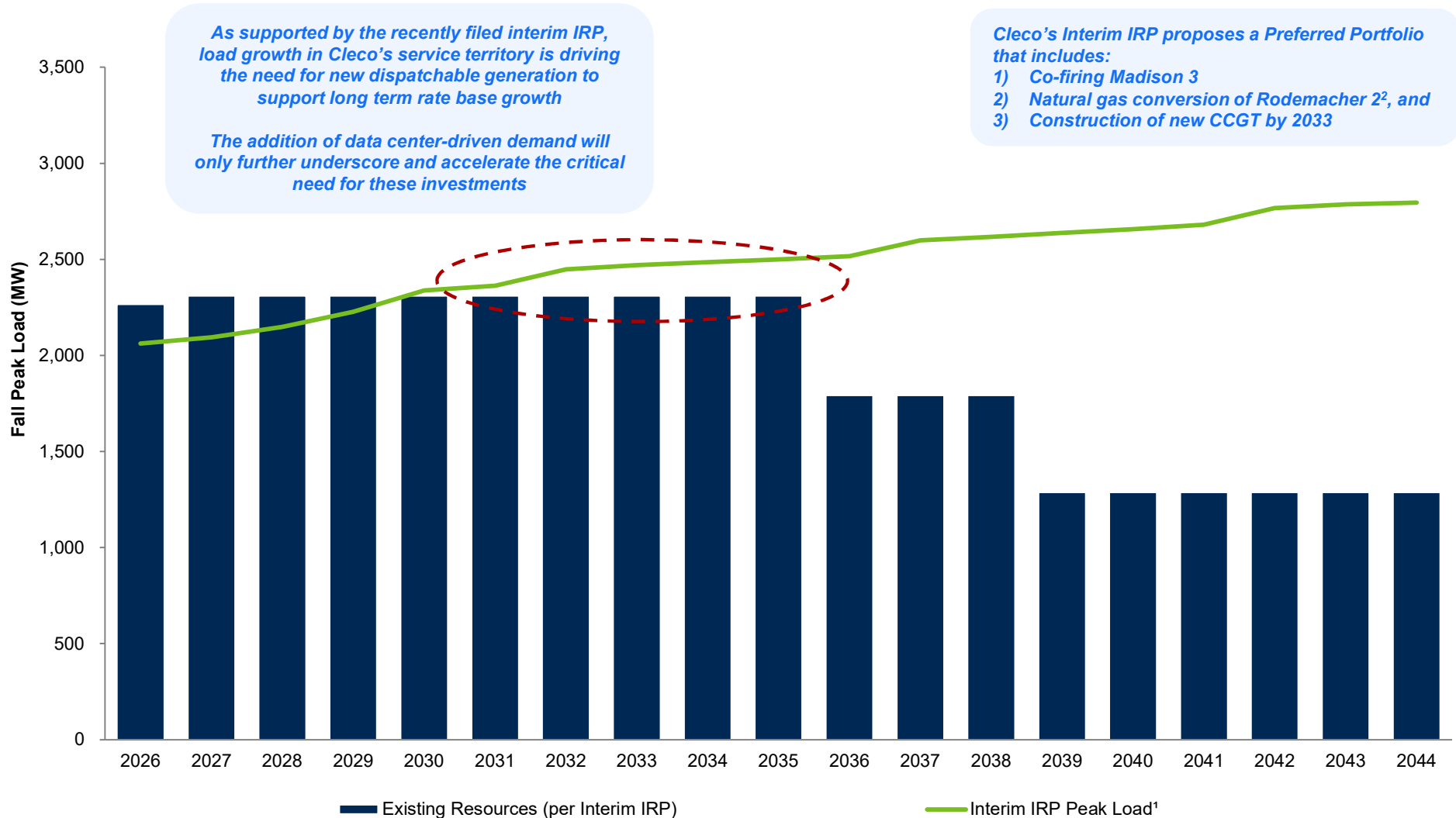
- Actively negotiating with various counterparties (including hyperscalers and developers)
- Sites have undergone preliminary diligence by prospective customers to ensure alignment with key data center viability criteria (e.g., nearby water supply, fiber connectivity, proximity to infrastructure)
- Moderate capital requirements accelerate data center onboarding while anchoring long-term load that supports future investment and rate base growth
- Highly experienced management team with proven capability to execute on large, complex generation and transmission projects, with more than 7 GW of generation developed and multiple 230 kV and 500 kV transmission lines constructed

1. LPS tariff rate schedule for large C&I customers with high electricity demand

# Latest Interim IRP Supports Cleco's Generation Need

Cleco's system will require additional generation resources in the near-term, with the potential for data center customers to both accelerate and increase the generation buildout

## PEAK DEMAND FOR CLECO'S SERVICE TERRITORY EXPECTED TO DRIVE NEED FOR NEW GENERATION



Source: Cleco Power LLC 2025 Interim Integrated Resource Plan Report

Note: Existing Generation Resources per Portfolio 2a from 2025 Interim Integrated Resource Plan Report

1. Peak load shown includes MISO planning reserve margin ("PRM")

2. Continuing to analyze options for Cleco's 30% ownership in Rodemacher 2 to balance decarbonization, affordability, and reliability

# Cleco's Decarbonization Strategy

Cleco's decarbonization strategy prioritizes emission reductions, grid reliability, and enhanced operational flexibility while reducing costs and creating sustainable value for its customers

## DECARBONIZATION STRATEGY

### Reduce Absolute Emissions

### Expand Fuel Diversification

### Ensure Cost Efficiency

### Operations Optimization

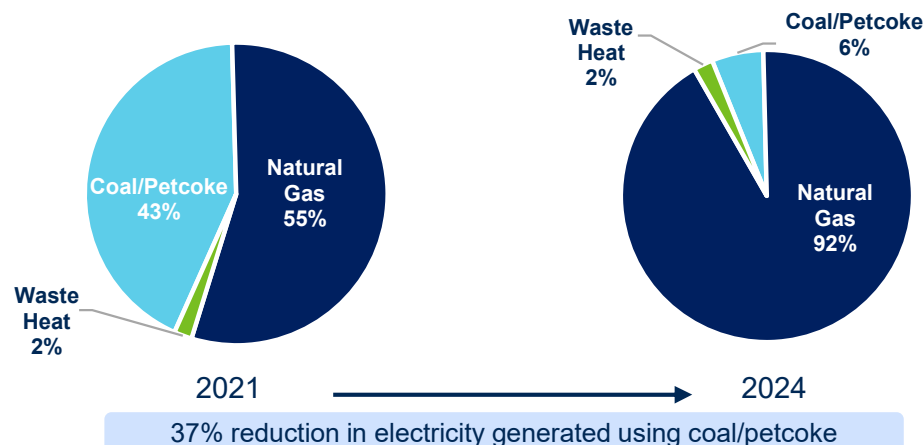
### Strengthen Community Engagement

- Goal to achieve 50% absolute reduction in emissions
- Pursue net zero carbon footprint by 2050<sup>1</sup>
- Phase out solid fuel via economic fuel conversions which also mitigate fuel price risk
- Invest in economic renewable development and efficient grid integration
- Adopt new technologies that improve efficiency
- Minimize impact on customers through effective investment planning
- Conduct annual evaluation of available technological options
- Establish strategic partnerships to advance emission reduction targets, including renewable PPAs and BTAs<sup>2</sup>
- Implement customer incentives for electrification and energy efficiency programs (i.e., Power Wise®)
- Provide energy management solutions (e.g., customer app providing real time usage monitoring)

## HISTORICAL INITIATIVES

- 2019: Commissioned St. Mary Clean Energy Center; delivers 50 MW of emission-free power by converting industrial waste heat into energy
- 2021: Established comprehensive ESG framework
- 2021: Retired coal-fired Dolet Hills unit as the plant was no longer economic relative to other resources given required capital investments for prudent operations and environmental compliance
- 2022: Executed 240 MW, 25-year solar PPA for the development of a solar farm at the interconnection of the former Dolet Hills coal-fired Power Station (2027E COD)
- 2024: Retired over 50-year old Teche Unit 3 to address economic and reliability limitations tied to its age, heat rate, and physical condition

## % FUEL MIX / TOTAL GENERATION



## STRATEGIC FOCUS AREAS

- Continuing to analyze options for Cleco's 30% ownership in Rodemacher 2 to balance decarbonization, affordability and reliability
- By 2028, install natural gas co-firing ability at Madison 3 solid fuel plant to achieve at least 55% natural gas operation

Note: New generation subject to LPSC review and certification

1. Source: Cleco Sustainability Website
2. Build-Transfer Agreement

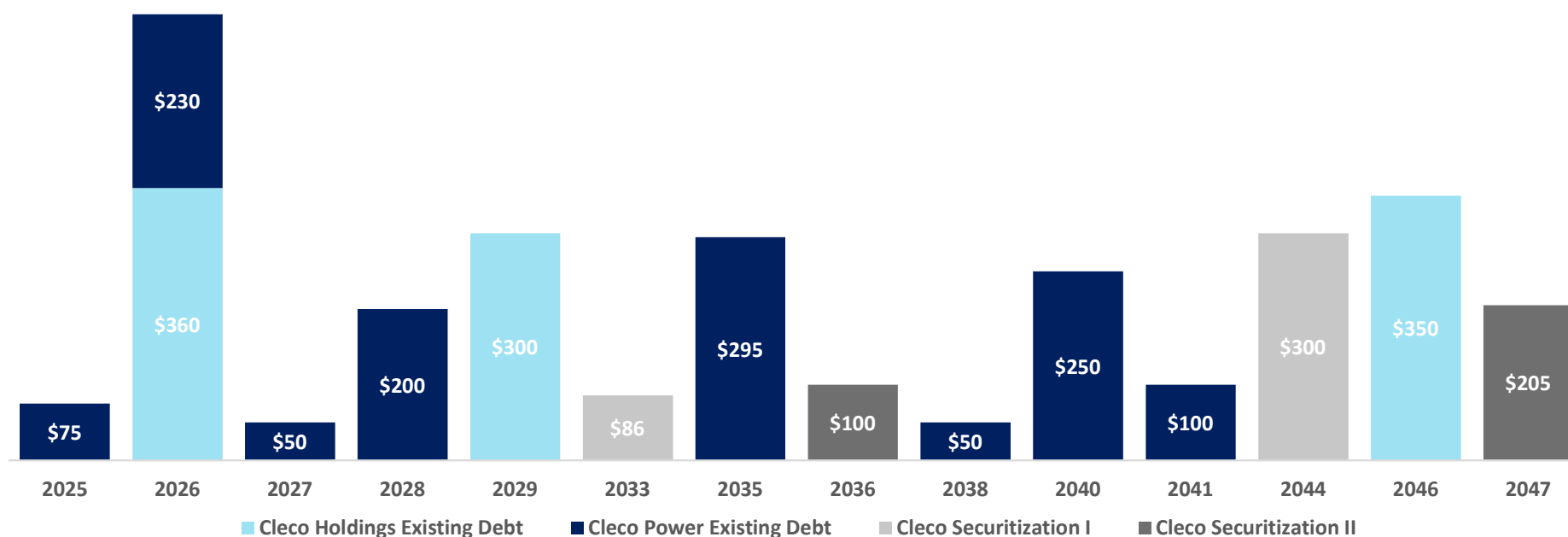
# Cleco Maintains a Strong Balance Sheet With Ample Liquidity

Cleco Holdings and Cleco Power maintain robust liquidity, including \$100+ million reserve for future storms

Available Liquidity As of 30-Sept-2025 in \$M	Cleco Holdings <sup>1</sup>	Cleco Power <sup>2</sup>	Consolidated
Cash and Equivalents	\$5.3	\$66.6	\$71.8
<i>Credit Facility Capacity</i>	<i>\$175.0</i>	<i>\$300.0</i>	<i>\$475.0</i>
<i>Less: Amount Drawn</i>	<i>(58.0)</i>	<i>(35.0)</i>	<i>(93.0)</i>
Available Credit Facility	\$117.0	\$265.0	\$382.0
<b>Total Liquidity</b>	<b>\$122.3</b>	<b>\$331.6</b>	<b>\$453.8</b>

Credit Ratings <sup>3</sup> As of 30-Sept-2025	Moody's	S&P	Fitch
Cleco Holdings	Baa3	BBB	BBB-
<i>Outlook</i>	<i>Stable</i>	<i>Stable</i>	<i>Stable</i>
Cleco Power	A3	A-	BBB
<i>Outlook</i>	<i>Stable</i>	<i>Stable</i>	<i>Positive</i>

## DEBT MATURITIES - EXISTING DEBT AS OF 9/30/2025

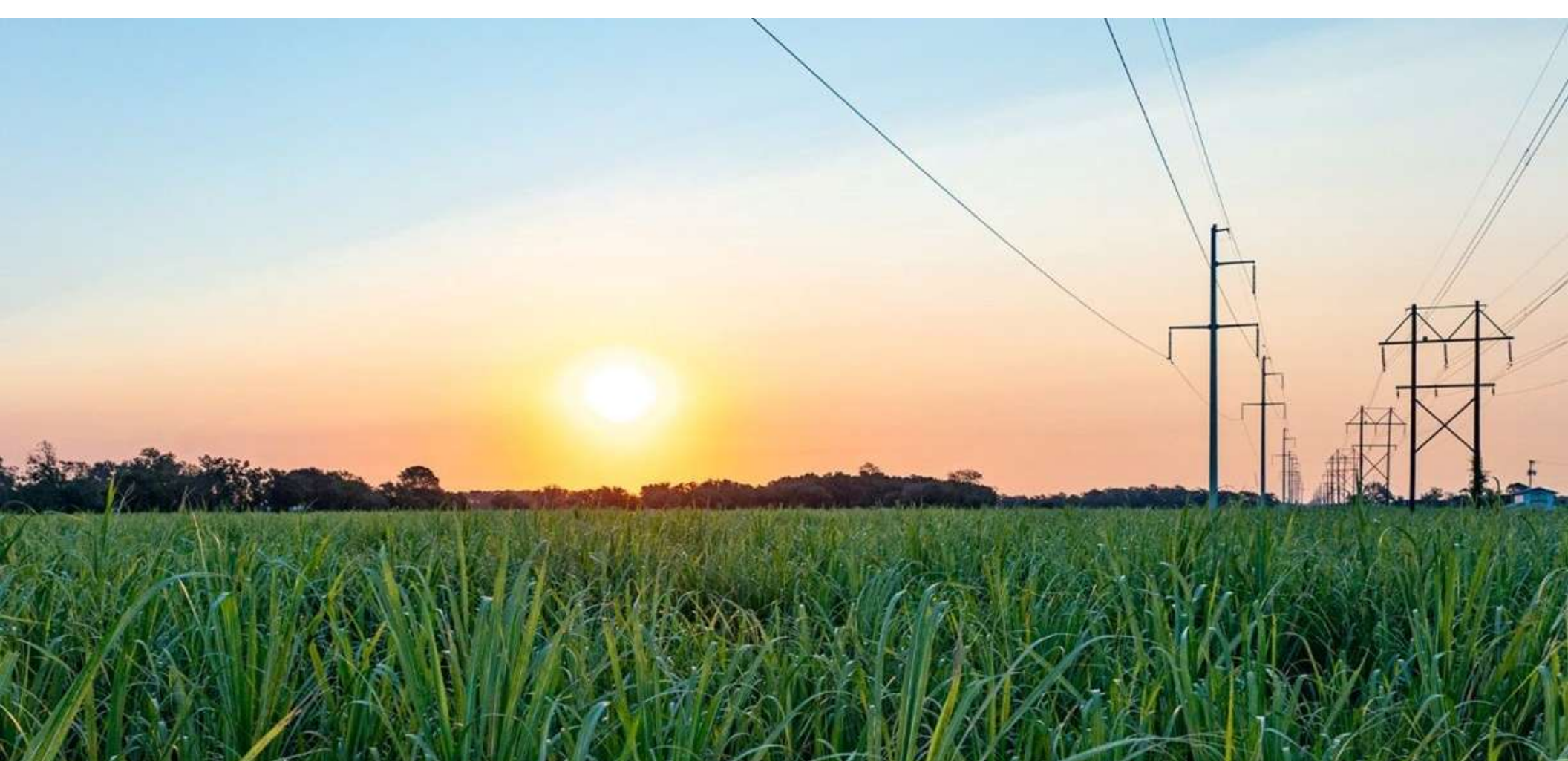


Source: S&P, Moody's, Fitch, Company disclosures

1. Excludes Restricted Cash, Credit Facility matures 2029, commitment fee of 0.275% and rate of S+1.725%

2. Excludes Restricted Cash, Credit Facility matures 2029, commitment fee of 0.150% and rate of S+1.35%

3. 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

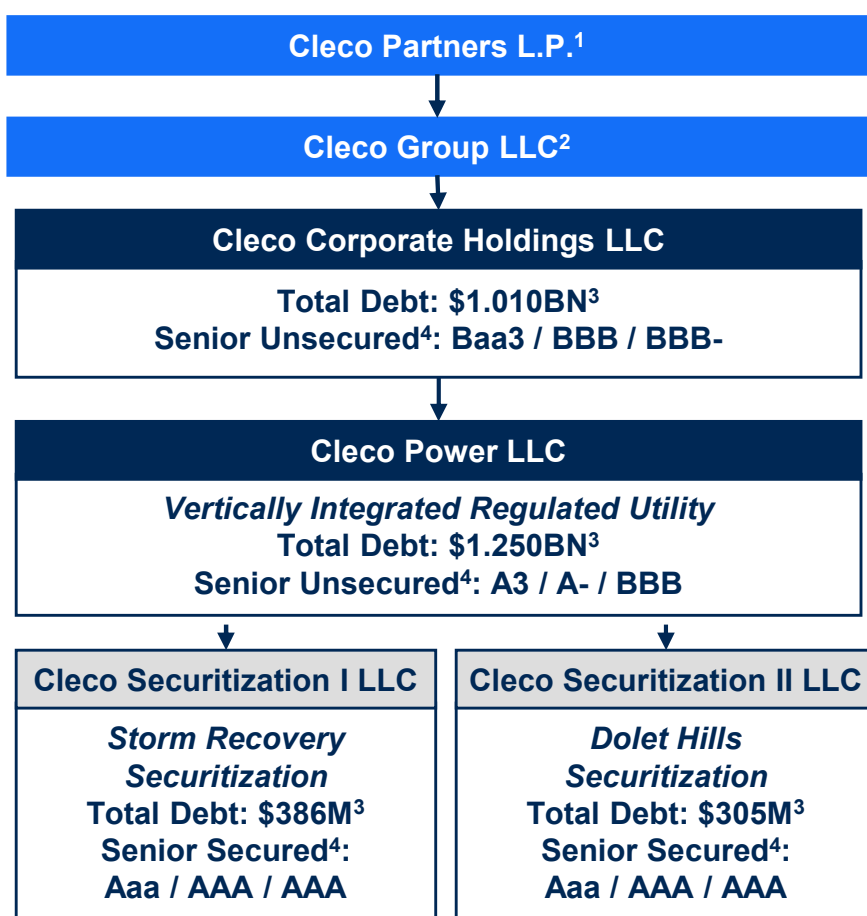


**Appendix**



# Cleco Structure Overview

## SIMPLIFIED ORGANIZATIONAL CHART



### Cleco Corporate Holdings Distribution Restrictions<sup>5</sup>

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

### Cleco Power Key Ring-Fencing Provisions<sup>5</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 48.0% equity to capital ratio

1. Structural overview reflects principal legal entities but may not reflect all legal entities in the organizational structure  
 2. Tax-paying entity  
 3. Balance as of 9/30/2025; excludes draws on revolving credit facilities  
 4. Moody's / S&P / Fitch  
 5. Selected key commitments from the 2016 settlement agreement with regulators in the acquisition by Macquarie-led investor group

# Outstanding Notes and Interest Rates

Outstanding Notes at 9/30/2025 <sup>1</sup>	Rate	Maturity	\$ Millions
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
<b>Total Cleco Power</b>			<b>\$1,250</b>
Cleco Securitization I Storm Recovery Bonds	4.02%	2033	86
Cleco Securitization I Storm Recovery Bonds	4.65%	2044	300
<b>Total Cleco Securitization I</b>			<b>\$386</b>
Cleco Securitization II Energy Transition Bonds	4.68%	2036	100
Cleco Securitization II Energy Transition Bonds	5.35%	2047	205
<b>Total Cleco Securitization II</b>			<b>\$305</b>
<b>Total Cleco Power Consolidated</b>			<b>\$1,941</b>
Senior Notes	3.74%	2026	360
Senior Notes	3.38%	2029	300
Senior Notes	4.97%	2046	350
<b>Total Cleco Corporate Holdings LLC</b>			<b>\$1,010</b>
<b>Total Cleco Consolidated</b>			<b>\$2,951</b>

1. Source: Cleco Form 10-Q for the quarter ended 9/30/2025; not adjusted for fair value; excludes balance drawn on revolving credit facilities

# Cleco Engagement Programs

Empowering communities, supporting employees, and serving customers through meaningful engagement



## Community

- Community investment includes STEM<sup>1</sup>, education, youth programs, income qualified, and causes that Cleco's employees support
- "Done in a Day" employee volunteer program
- Corporate giving and employee matching
- The Power of a Promise Scholarship

### Community Investment:

- Supported over 600 charitable organizations in 2024 across 24 Louisiana parishes
- Cleco employees provided ~5,000 hours of service in 2024



## Employees

- Internal development programs designed to "Grow Our Own Future Workforce"
- Focus on culture of inclusion and belonging utilizing an Inclusion Culture Council
- Cleco's eNPS score of 25+ (the highest score since tracking began in 2017)
- Employee health and wellness initiatives
- Education reimbursement
- Robust benefits offerings
- Tools, resources, and programs designed to assist employees and their families

### Cleco's eNPS score:

- The eNPS score<sup>2</sup> reflects an employee's likelihood to recommend Cleco as a great place to work. The 2024 results of 25+ were the highest since tracking began in 2017



## Customers

- Customer assistance programs
- 13 Customer Service Offices around the state
- New and improved customer "My Account" mobile app and website
- Electric vehicle home charger installation incentives
- Energy efficiency programs to help customers reduce energy consumption

### Service Reliability:

- With greater than 99.97% reliability in 2024, Cleco is the only electric utility company to consistently meet Louisiana Public Service Commission's reliability standards for the last 26 years

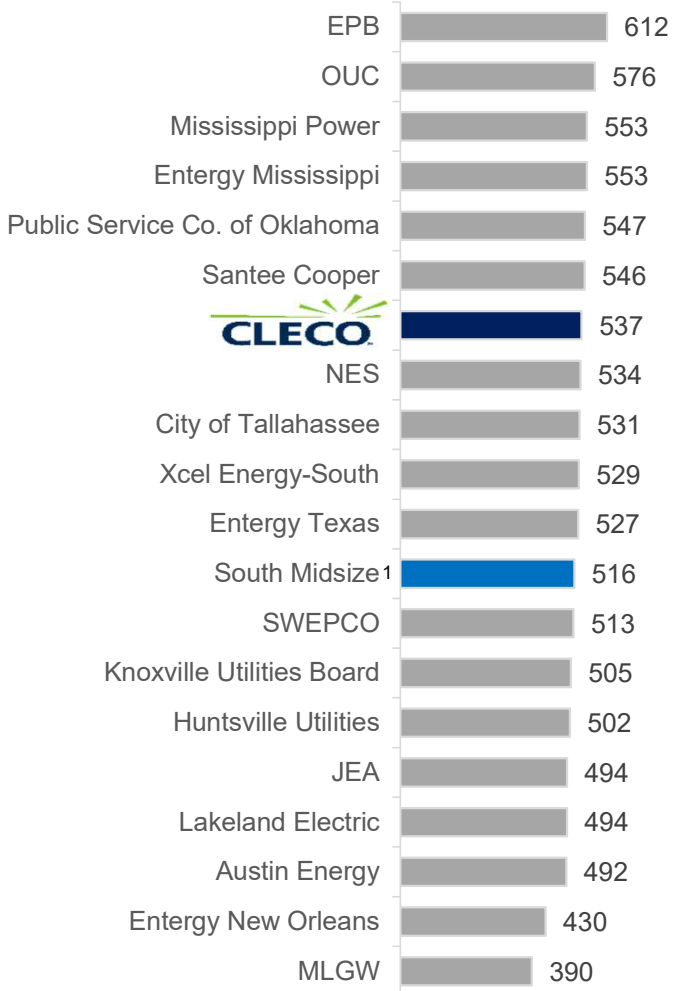
1. STEM; Science, Technology, Engineering, and Mathematics

2. A Net Promoter Score (NPS) ranges from -100 to +100. This score is calculated by subtracting the percentage of Detractors (customers who give a score of 0-6) from the percentage of Promoters (customers who give a score of 9-10). A score of +25 is considered "good" on the scale

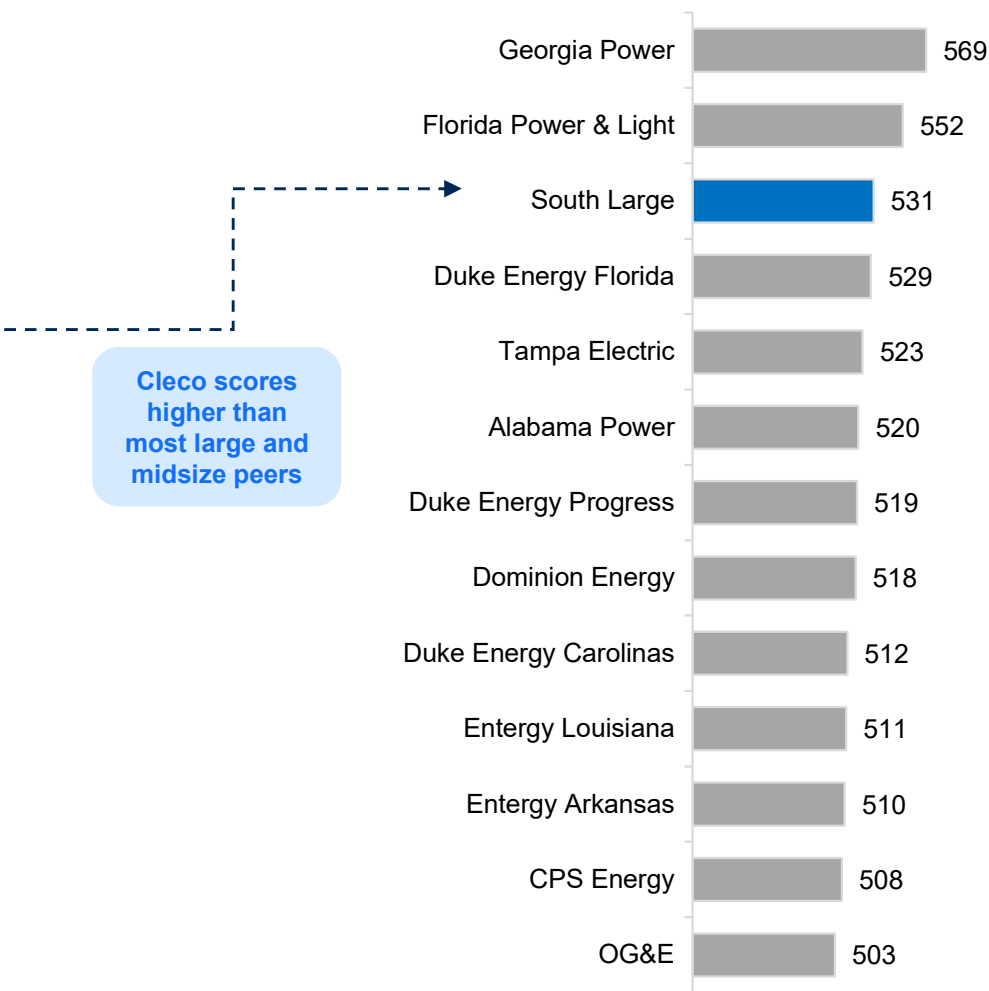
# Cleco is Recognized for its Industry Leading Customer Satisfaction

## J.D. Power Overall Customer Satisfaction Results

### SOUTH MIDSIZE REGION



### SOUTH LARGE REGION



Note: 1,000-point scale; reflects September YTD figures  
 1. Reflects region average

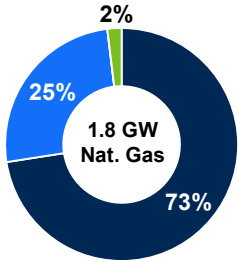
# Generation Fleet Overview

Cleco has eight generating units with a combined nameplate capacity of approximately 2.7 GW

## GENERATION PORTFOLIO<sup>1</sup>

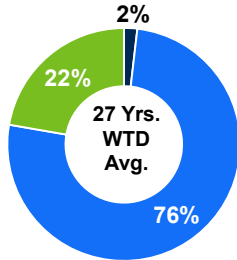
Facility	Brame Energy Center			Teche Power Station	Acadia Power Station	St. Mary Clean Energy Center	Coughlin Power Station	
Generating Unit	Nesbitt Unit 1	Rodemacher Unit 2	Madison Unit 3	Unit 4	Power Block 1	SMCEC	Unit 6	Unit 7
Parish	Rapides	Rapides	Rapides	St. Mary	Acadia	St. Mary	Evangeline	Evangeline
Nameplate Capacity (MW)	440	157 <sup>2</sup>	641	33	580	50	264	511
Ownership (%)	100%	30%	100%	100%	100%	100%	100%	100%
Fuel Type	Natural Gas	Coal	Coal / Petcoke	Natural Gas	Natural Gas	Waste Heat	Natural Gas	Natural Gas
Technology	Steam Turbine	Steam Turbine	Steam Turbine	Combustion Turbine	Combined Cycle	Steam Turbine	Combined Cycle	Combined Cycle
In Service (Year)	1975	1982	2010	2011	2002	2019	2000	2000
Equivalent Availability Factor (EAF) <sup>3</sup>	88%	82%	84%	99%	86%	94%	87%	85%
Average Net Heat Rate <sup>3</sup> (Btu/kWh)	10,971	11,735	10,263	32,751	7,777	NA	7,632	7,660

Nameplate Capacity by Fuel Type



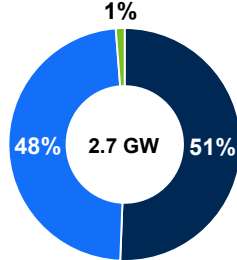
■ Natural Gas ■ Coal / Petcoke ■ Waste Heat

Nameplate Capacity by Facility Age



■ 0 - 10 y/o ■ 10 - 25 y/o ■ 25 - 50 y/o

Nameplate Capacity by Generation Type



■ Combined Cycle ■ Steam Turbine ■ Combustion Turbine

1. As of FYE-2024  
 2. Represents Cleco Power's 30% ownership interest in the capacity of Rodemacher Unit 2, a 523 MW generating unit  
 3. Average from 2019 – 2024

# Established History and Strong Track Record of Success

Track record of providing reliable, safe, and affordable energy to our customers

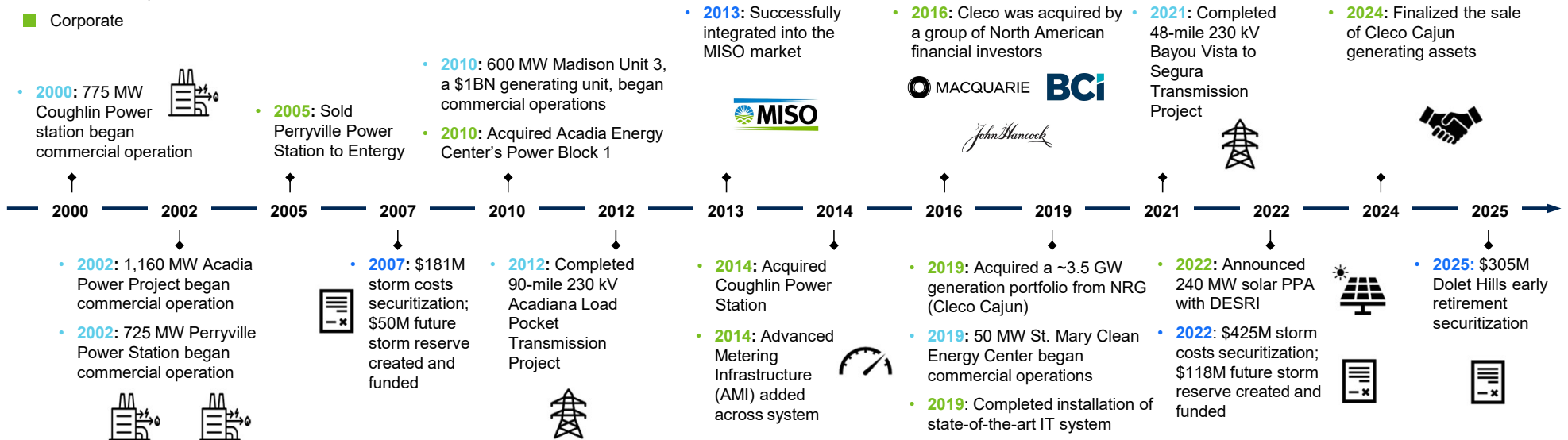
## 90 YEARS OF SAFELY AND RELIABLY POWERING LOUISIANA HOMES, BUSINESSES, AND COMMUNITIES

- Cleco is a vertically integrated electric utility headquartered in Pineville, Louisiana, with origins dating back to 1935
- Cleco's core philosophy centers on delivering safe, reliable, and affordable energy while actively contributing to the well-being of the Louisiana communities it serves
- Throughout its 90-year history, Cleco has won multiple awards and accolades for its exceptional performance, commitment to decarbonization, and contribution to economic development
- **Cleco became a fully regulated, vertically integrated electric utility in 2024** after finalizing the sale of its Cajun generating assets (acquired in 2019)



### Recent Key Milestones

- Regulatory
- Asset Development
- Corporate



# Best-in-Class Local Management Team

Cleco's leadership team represents 180+ years of combined utility experience with a demonstrated track record in operational excellence

## DEDICATED MANAGEMENT TEAM



**Bill Fontenet**

**President & CEO**

*40 years of industry experience;  
joined Cleco in 1986*



**Kristin Guillory**

**Chief Financial Officer**

*21 years of industry experience;  
joined Cleco in 2004*



**Mark Kleehammer**

**General Counsel & Chief  
Regulatory Officer**

*27 years of industry experience;  
joined Cleco in 2023, following  
25 years at Entergy*



**Shane Hilton**

**Chief Commercial Officer**

*36 years of industry experience;  
joined Cleco in 1989*



**Sybil Montegut**

**Chief Administrative &  
Sustainability Officer**

*17 years of industry experience;  
joined Cleco in 2008*



**Robert Breedlove**

**Chief Operations Officer**

*28 years of industry experience;  
joined Cleco in 2021, following 22  
years at Entergy*



**Andre Guillory**

**Chief Customer Officer**

*19 years of industry experience;  
joined Cleco in 2006*

## EXTENSIVE TRACK RECORD

### Delivering for Customers

- Consistent, safe, and reliable service
- Focus on customer affordability
- Investment into the local economy
- J.D. Power customer satisfaction results surpass the majority of U.S. utilities<sup>1</sup>

### Driving Value Creation

- Modernized state-of-the-art IT systems
- Optimized approach to deploying efficient capital
- O&M and cost savings management
- Stable workforce of ~1,200 non-unionized employees, with a 94% retention rate<sup>2</sup>

### Leading Industry Experience

- 27 years of average industry experience
- 20 years of average tenure with Cleco
- Demonstrated ability to execute on large, complex generation and transmission projects, with more than 7 GW of generation developed and multiple 230 kV and 500 kV transmission lines constructed
- Strong community leadership and deeply rooted relationships state-wide

1. J.D. Power South Midsize Region Q1 – Q3 2025 YTD average score in the 63<sup>rd</sup> percentile  
2. Retention rate excludes retirements and reflects the three-year average from 2022 to 2024

# Important Links

## **Cleco:**

[Website](#)

[2024 Corporate Sustainability Report](#)

[Integrated Resource Plan](#)

[2024 10-K](#)

[2025 Q3 10-Q](#)

## **Louisiana Economic Development (LED):**

[Website](#)

## **Louisiana Public Service Commission (LPSC):**

[Website](#)

[2024 General Rate Case](#)

[Docket U-37479: Application for Authorization of Phase I of the Comprehensive Hardening Plan](#)