

ThermWise[®]

Market Transformation Campaign Strategy

2026

Executive Summary

The 2025 mixed-mode survey provided valuable insights to guide our 2026 strategy.

KEY INSIGHTS

- Target audience is younger and less aware of ThermWise (ages 25-44)
- Audiences are most likely to use online resources to learn about programs like ThermWise and take advantage of rebates; TV is less effective year-over-year
- Saving money remains the top priority for our audience and will be the most compelling reason for them to take advantage of ThermWise offerings

OBJECTIVES

- Educate Utahns about energy efficiency and the resources available to them via the ThermWise program
- Continue building on existing ThermWise brand awareness
- Promote energy efficiency behavior changes among the market and customers

STRATEGY

- Shift channel mix to prioritize online presence (e.g., reducing TV and radio spend, increasing SEO/SEM, CTV, digital marketing and email)
- Ensure messaging connects with younger audiences (ages 25-44) to create long-term energy efficient homeowners while simultaneously driving awareness of ThermWise broadly across all demos
- Run 'weighted evergreen' campaigns, prioritizing peak seasons but continuously spending year-long to keep ThermWise top of mind
- Adopt a 'show, don't tell' approach to our messaging to activate our audiences and make it a seamless experience for them to take advantage of rebates and home energy planning

Where We're Starting

2024-2025



HONEY₃

Younger audiences are less aware of ThermWise

Segment Analysis Table 6
Prior to this call, have you ever heard of ThermWise?
Statistically Higher Percentages Are Highlighted in Green
Statistically Lower Percentages Are Highlighted in Red

	25 to 34	35 to 44	45 to 54	55 to 64	65 and older
	n=184	n=165	n=116	n=112	n=129
Yes	47%	70%	91%	92%	91%
No	52%	28%	9%	8%	8%
Don't know	2%	1%	0%	0%	2%

Metros with youngest homeowners

- 1 – Salt Lake City, UT
- 2 – Austin, TX
- 3 – Oklahoma City, OK
- 4 – Nashville, TN
- 5 – Houston, TX
- 6 – Minneapolis, MN
- 7 – Louisville, KY
- 8 – Dallas, TX
- 9 – Columbus, OH
- 10 – Kansas City, MO



Utah (referred to as the Salt Lake Metropolitan Area) has the youngest homeowners in the nation¹. **Statistically significant percentages of the audience surveyed had never heard of the ThermWise program – dropping 21 to 44 percentage points among the younger demo.** This younger demo represents one-third² of the Utah residents we need to reach with our messaging.

Online presence is crucial to reaching our target audience

Segment Analysis Table 4

If you wanted to know more about energy efficiency and home energy savings, rebates and/or products, where would you look for information?

Statistically Higher Percentages Are Highlighted in Green

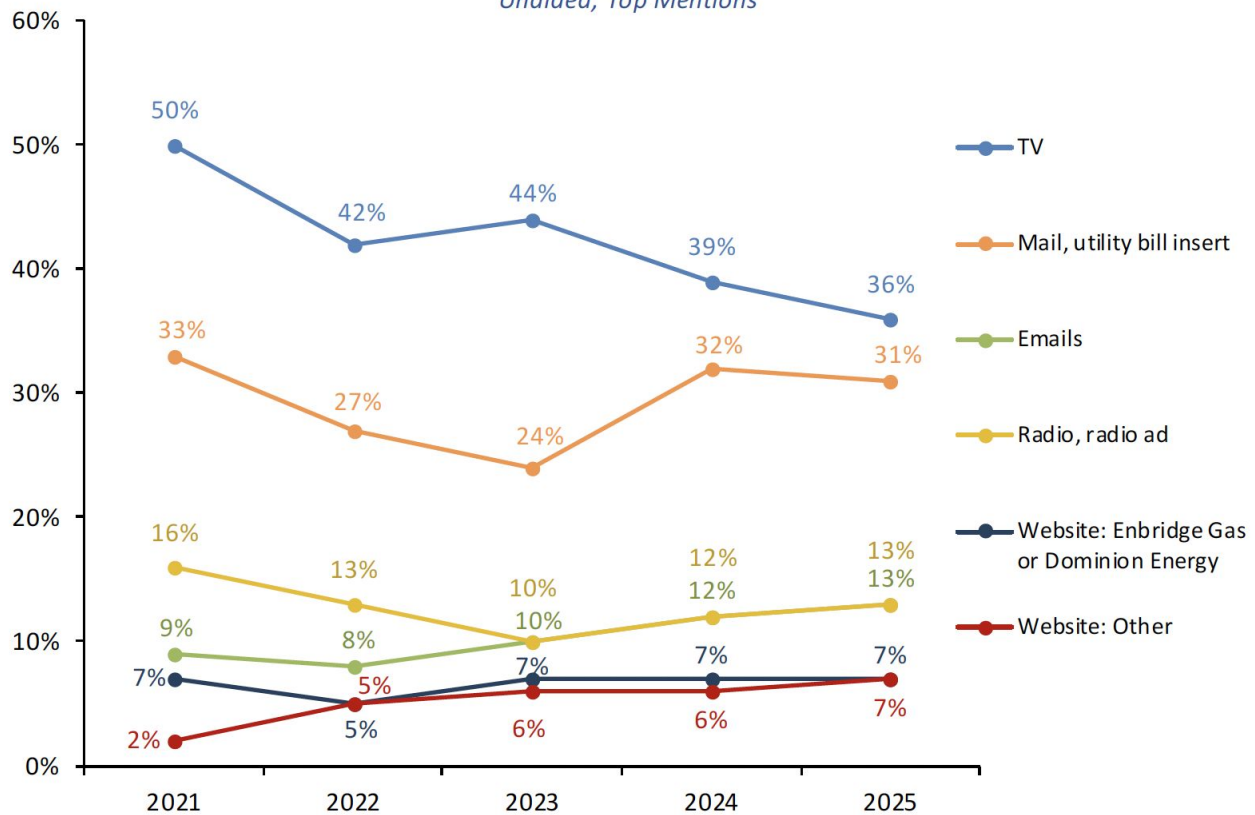
Statistically Lower Percentages Are Highlighted in Red

	25 to 34 <i>n=184</i>	35 to 44 <i>n=165</i>	45 to 54 <i>n=116</i>	55 to 64 <i>n=112</i>	65 and older <i>n=129</i>
Internet search	60%	56%	38%	39%	26%
Online website	39%	40%	51%	53%	50%
Enbridge Gas or Dominion Energy	13%	21%	24%	20%	29%
Utility company, in general	20%	9%	21%	16%	24%
Rocky Mountain Power	4%	12%	14%	16%	13%
The city or county government	4%	7%	6%	5%	5%
State Department of Energy	4%	5%	3%	6%	3%
With my bill	1%	4%	5%	4%	6%
Word of mouth	3%	2%	1%	4%	2%
Email	2%	2%	6%	1%	0%

According to the survey results, **'internet search' and 'online website' are the most likely ways for audiences to learn about energy efficiency and home energy plans / rebates.** This obvious bias speaks to the age of our audience (skewing younger) and the importance of ThermWise's online presence moving forward.

Television impact is fading across all audiences

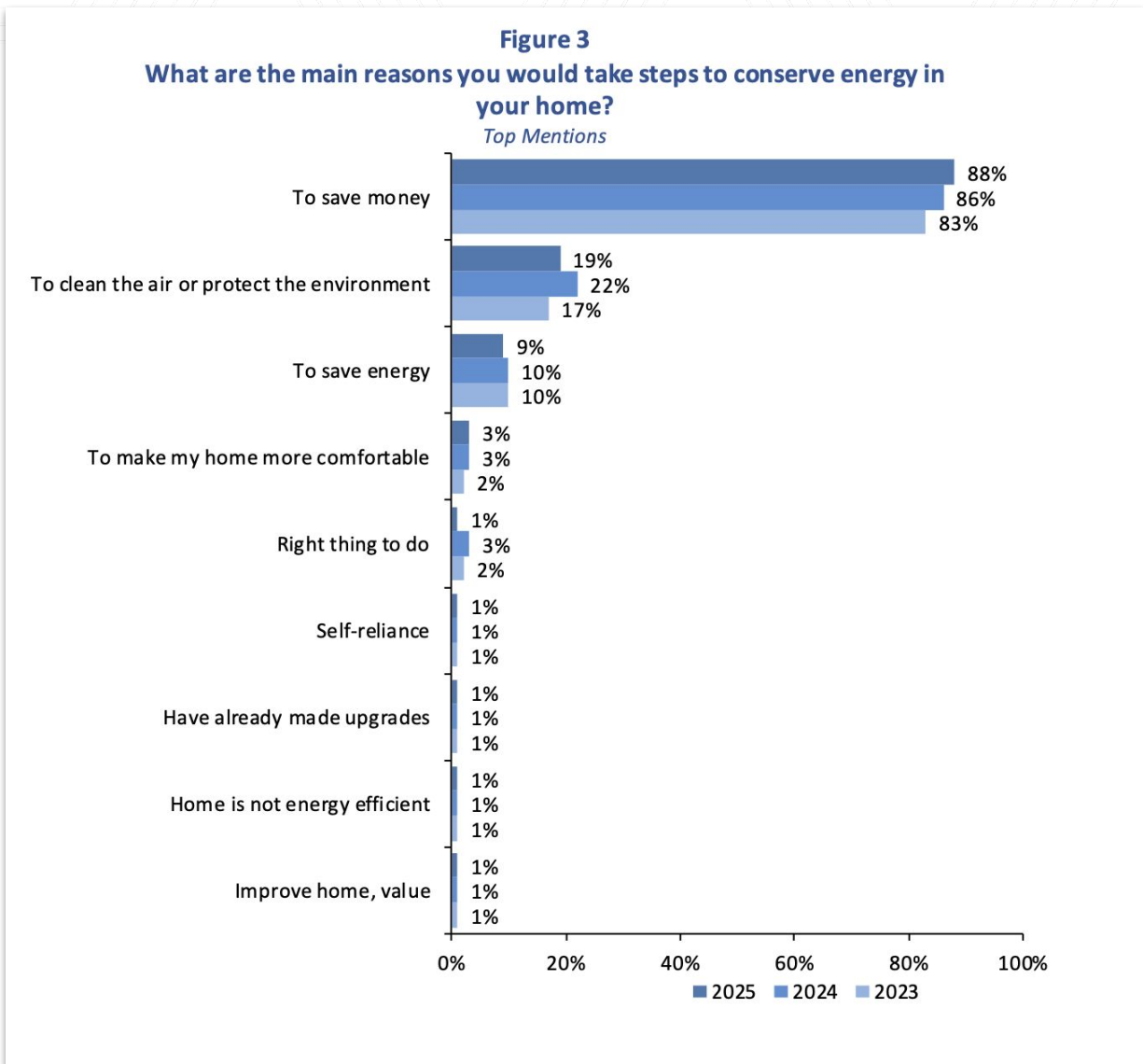
Figure 13
Where have you seen or heard anything about Enbridge Gas's ThermWise programs?
Unaided, Top Mentions



Note: Percentages in the above chart are based on respondents who have heard of ThermWise.

The effectiveness of TV advertising for ThermWise has steadily declined. Among participants aware of ThermWise, the percentage who heard about the program from **TV dropped steadily YoY from 50% to 36%.** This confirms multiple recent survey findings indicating a drop-off in TV's ability to effectively reach the majority of customers.

Saving money remains the priority for our audience



As the cost of living soars and the economic outlook remains uncertain, survey results reveal that **conserving energy to save money remains the top priority of respondents.** Saving money will continue to be the most compelling reason for target audiences to take advantage of ThermWise programs.

A scenic view of a mountain peak with autumn foliage and a clear blue sky. The mountain slopes are covered in dense forests with trees showing vibrant yellow and orange autumn colors. The sky is a deep, clear blue.

Where We're Going

2026 Strategy

Introducing HONEY.inc

HONEY.inc is more than just another ad agency; it's the result of a purposeful collision. We combine a seasoned public affairs firm, a cutting-edge advertising agency, and a team of consultants and strategists with diverse political campaign experience. This unique structure offers the perspective and connections needed to deliver a consistent energy efficiency message across the Enbridge service area.

Political

+

Public Affairs

+

Advertising =

HONEY^{inc}

\$1B+

in paid media budget managed by
the HONEY.inc team

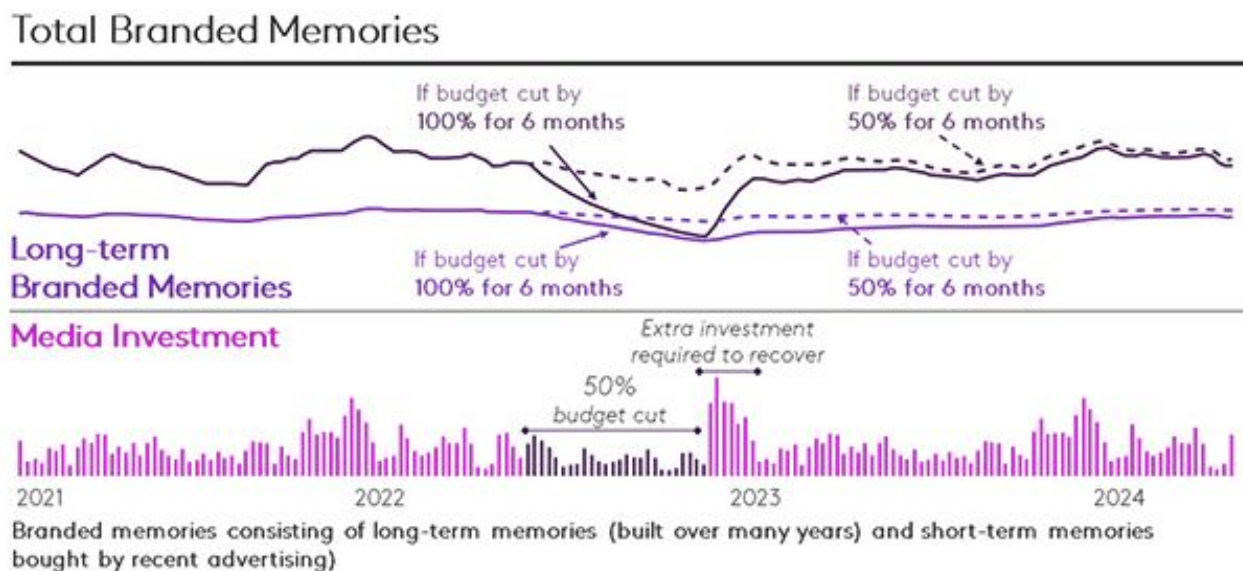
Client Portfolio Examples



Brand consistency is key

In a world of short attention spans, constant distraction and market oversaturation, **brand consistency is key.**

In a time series regression study performed by Kantar in 2023, they found that long and short term branded memories were negatively impacted by reduction in advertising budget (e.g., cutting budget by 50% and cutting budget by 100%). The thesis statement of their study was that **recovery requires a greater investment in media to repair the damage done by advertising disruption to long-term memories, and thus to long-term engagement.**

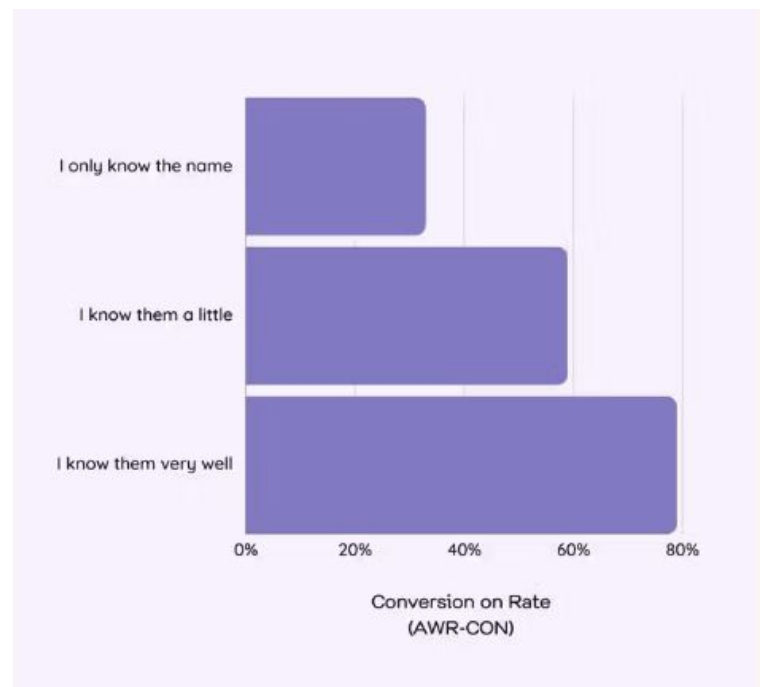


Since 2007, ThermWise has been a consistent brand name for Utahns and has gained relatively high levels of recognition and recall with our audiences. Our 2026 Market Transformation Strategy will **continue to build on the familiarity of ThermWise and energy efficiency behaviors achieved over the past eighteen years.**

Brand consistency creates brand consideration, action

Brand consistency dovetails with brand consideration because audiences gravitate towards what is familiar and salient.

In a 2024 study performed by the brand tracking company Tracksuit, they found that **audiences who say that they know a brand very well are more than 2.5 times more likely to consider it** compared to audiences who only know a brand by name.



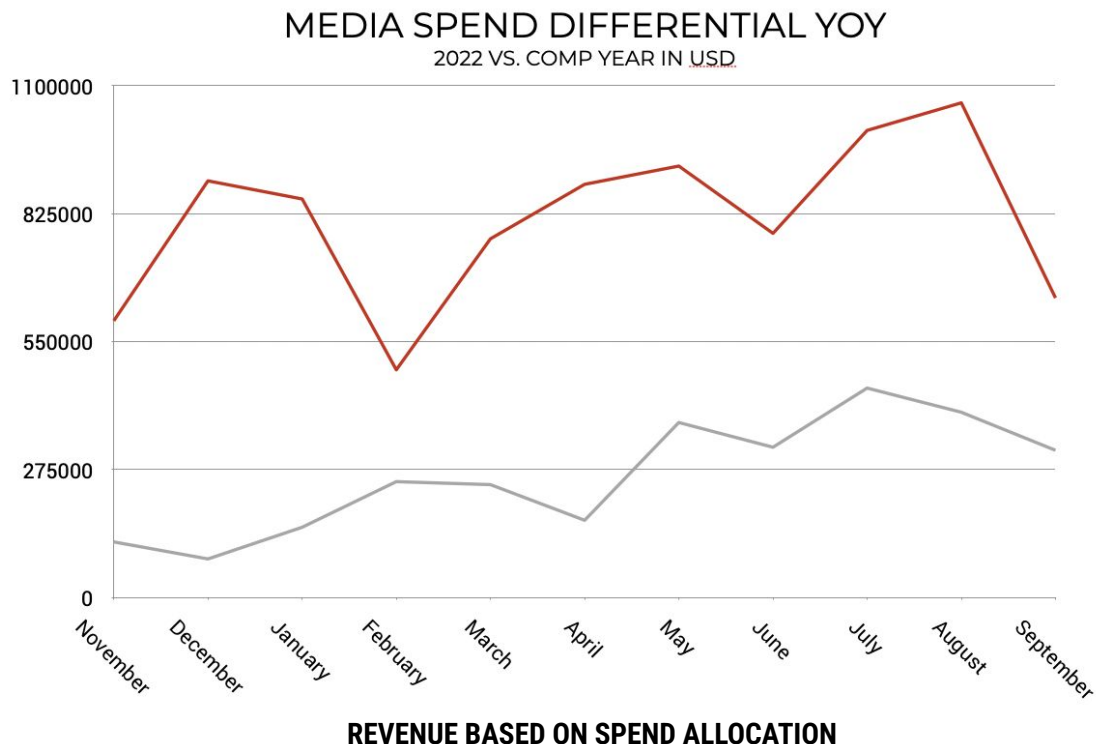
Why do we care? Because when audience consideration drops off due to lack of exposure to your brand, you lose critical awareness, which in turn lessens the likelihood of program usage and will ultimately cause our audiences to be less efficient, less educated energy users. This problem will only be exacerbated as each successive generation of homeowners enter the market, unfamiliar with ThermWise and its offerings. To combat this, **we are committed to continuing to promote energy efficiency under the ThermWise name.**

Case study: Sky Zone and the COVID-19 pandemic

Palladium Equity Partners purchased Rockin' Jump, CircusTrix and Sky Zone brands from 2017-2018, making them the world's largest owner and operator of trampoline parks. We were brought in to operate all marketing for all brands and fill in as their in-house marketing team throughout and following the COVID-19 pandemic.

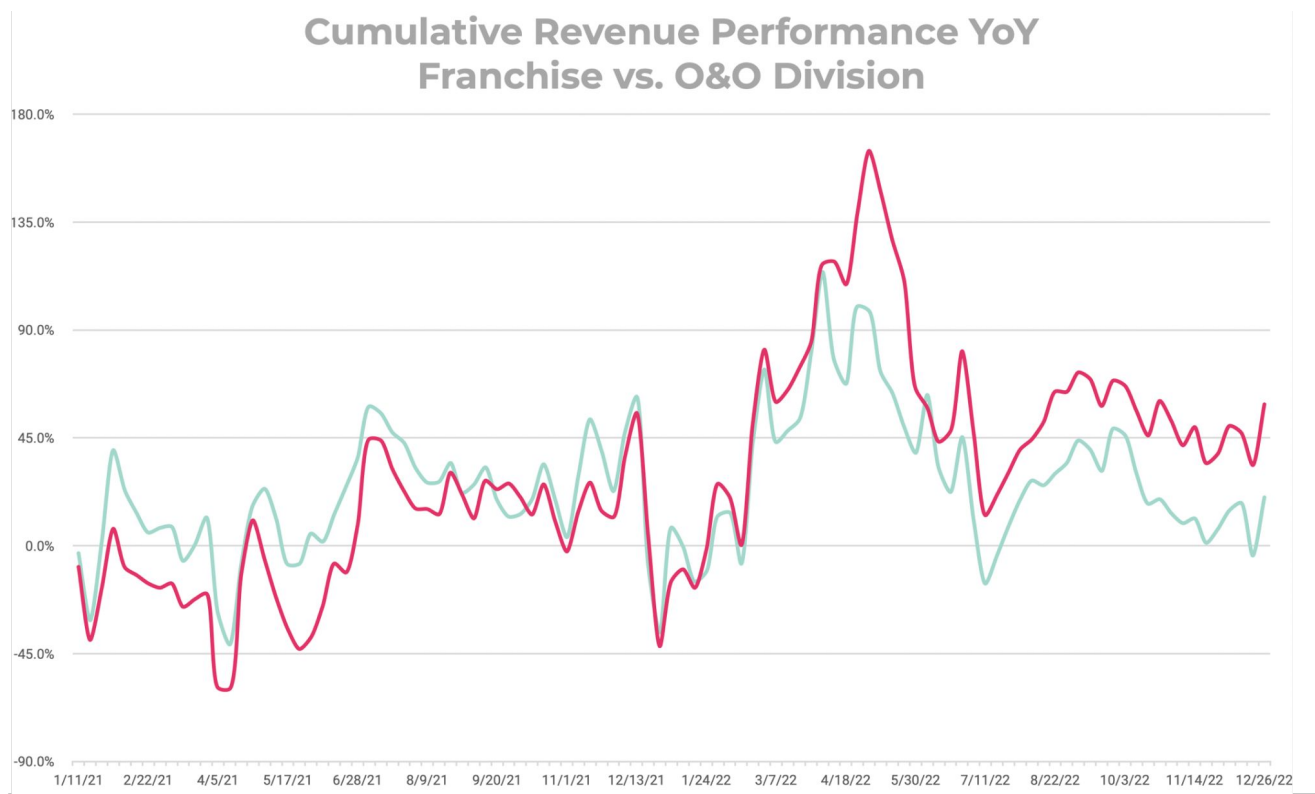
In the early days of the pandemic, the company was hesitant to continue spending money on marketing efforts. **We warned against the ceasing of ad spend**, advising them instead to continue budget allocation in a responsible, scaled back manner to keep their brands top of mind for audiences and not lose the traction they had gained pre-pandemic.

Starting October 2021, the board and executive team approved a 'spend based on performance' budgeting process that relied on the A/B test and regression model data to drive spending decisions week over week. **That budgeting process led to 400% growth in marketing spend over 12 months**—a massive increase of over \$6M in direct marketing spend.



Case study: Sky Zone and the COVID-19 pandemic

Because we were persistent in our marketing efforts throughout the turbulent pandemic period and never allowed consideration of the brand to drop off, **Sky Zone experienced growth worth \$30M in incremental revenue, over \$20M in incremental EBITDA and nearly \$200M in division enterprise value – taking the brand over \$1B.**



Connecting this case study to ThermWise: While Enbridge isn't necessarily looking to recreate Sky Zone's aggressive revenue and growth targets, the underlying theme of their success story is highly applicable: **keeping a brand's performance high and driving the desired actions requires consistency in marketing.**

2026 Strategy

Prioritize channels that are working and de-prioritize those that aren't

Respondents were most likely to search online for information relating to home energy savings, rebates and products—so we need to meet them where they are. Ramping up paid digital media and video content in conjunction with other supporting media channels will be key in 2026. De-prioritizing broadcast TV and radio will allow us to allocate media dollars where they will make the most impact.

Build broad awareness of ThermWise with emphasis on connecting with the younger crowd

To make the biggest impact, Utah homeowners need to know about ThermWise as early as possible in their homeownership journey. As we look to build general awareness of the program among all target demos across the state, we will pay special attention to connecting our messaging with the 45 and under audience.

Run media as 'weighted evergreen' campaigns throughout the year

Instead of focusing ad budgets exclusively on peak seasons and going dark for the remainder of the year, we will run media for ThermWise as 'weighted evergreen' campaigns, prioritizing peak seasons with increased budgets, but reserving minimal spend to run media during the 'off season' as well. With this method, we aim to increase awareness and bolster participation in the program all year long.

Show (don't tell) audiences how they can save money with ThermWise programs

People are inundated with messaging all day, every day, from every device and media outlet imaginable. In order to make our messaging impactful and interesting to audiences, we need to *show* them how they will save money, not just tell them. Producing demonstrative creative content with clear, simple calls to action that communicate ThermWise's purpose will be key to our 2026 strategy.

An aerial photograph of a vast, rugged canyon landscape. The terrain is characterized by deep, layered rock formations in shades of red, orange, and brown. A winding river, appearing as a light brown line, flows through the canyon floor. In the foreground, a large, flat rock overhang extends over a valley filled with sparse, dry vegetation. The overall scene is one of natural grandeur and geological complexity.

2026 Media Plan

2026 Media Plan

The 2026 media strategy focuses on a weighted evergreen approach that adapts to seasonal energy consumption while shifting the channel mix to align with media habits of younger homeowners. **The plan will be active year-round, with most of the budget dedicated to peak season** when homeowners are most focused on energy usage.

		ENBRIDGE MEDIA PLAN 2026											
		Q1			Q2			Q3			Q4		
		JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
PAID MEDIA													
CHANNEL	TARGETING												
Out of Home Static and Digital Placements	Wasatch Front People 12+												
Television Broadcast and Cable	Salt Lake DMA AD 35-64												
Connected TV YouTubeTV, Hulu, Disney, Sling, Peacock etc.	Salt Lake DMA Homeowners												
YouTube Skippable, Unskippable and YT Shorts	Salt Lake DMA Homeowners/Renters												
Digital Audio Streaming and Podcasts	Salt Lake DMA Homeowners												
Paid Social Facebook, Instagram, Reddit	Utah Homeowners/Renters												
Direct Site Placement KSL.com Brandview Articles, Site Takeovers	Utah All Site Visitors												
Direct Mail Double Sided Post Cards	Zip Code Specific Homeowners/Renters												
Paid Search Branded & Non-Branded Keywords	Utah												
AI Assisted SEO keyword and content research, AI overview rankings etc.													

**Please note that this media plan is subject to change. Proposed channels, tactics, and flighting may be adjusted based on real-time performance data, market conditions, or other unforeseen circumstances to ensure optimal campaign effectiveness*



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MARKET TRANSFORMATION

Energy Efficiency Program Proposal

ThermWise® Market Transformation
Initiative

Program Description

Background

Since the introduction of Enbridge Gas Utah's (Enbridge Gas or the Company) ThermWise® Energy Efficiency (EE) programs, the Market Transformation Initiative has been a consistent and critically important component of the long-term strategy. "Market Transformation involves promoting ongoing and lasting changes to natural gas appliance penetration rates and new construction markets, as well as natural gas conservation" (Application, Docket No. 05-057-T01, paragraph 21). There are three primary goals that drive the Company's Market Transformation Initiative. They are, (1) enhance the Company's involvement in energy efficiency and conservation promotion; (2) change consumer and market participation behaviors; and (3) encourage persistent demand for energy efficiency products and practices. (Application, Docket No. 05-057-T01, paragraph 22).

In its Order issued December 29, 2017 (Docket No. 17-057-22 Order), the Commission provided guidance regarding future applications for the Market Transformation Initiative. Specifically, the Commission supported the recommendation that future applications include strategies and justification for proposed budget amounts. Additionally, the Commission indicated support for the Advisory Group and the collaborative process originally envisioned for this group as outlined in the Joint Application filed December 16, 2005 (Docket No. 05-057-T01). In effort to be responsive to this guidance the following sections are included in this section.

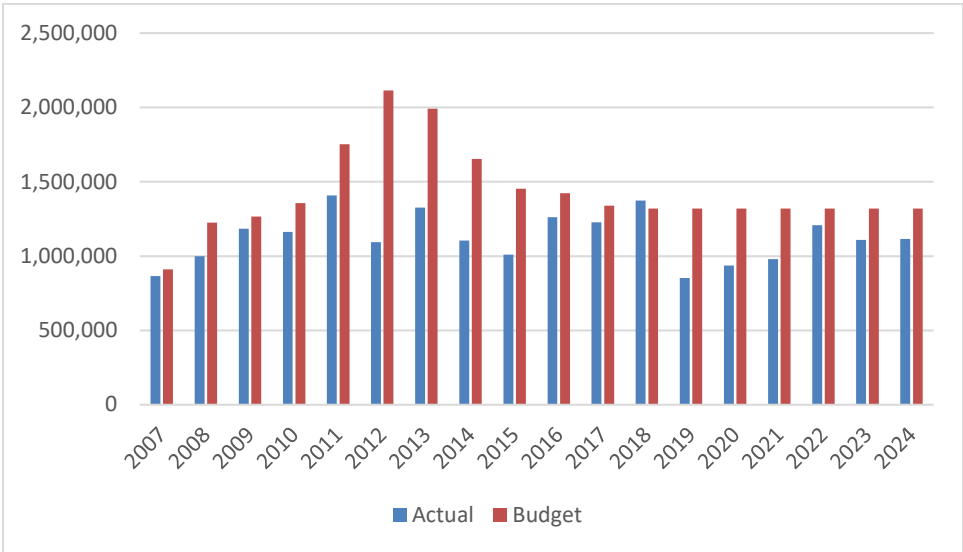
In this section, the Company will provide the following:

- A summary of proposed-versus-actual Market Transformation Initiative spending from 2007-2024.
- An analysis of historical customer participation in the ThermWise® programs.
- ThermWise® program benchmarking to its peers in the natural gas energy efficiency industry.
- A high-level summary of the proposed 2026 Market Transformation Initiative components and budget.
- The 2026 Strategic Marketing Plan, a comprehensive report, prepared by Honey Inc., that recaps 2025 research and the proposed strategy for the 2026 Market Transformation Initiative.

Proposed vs. Actual Market Transformation Initiative Spending 2007-2024

Table 1 is a summary of proposed versus actual Market Transformation Initiative spending from 2007-2024. The Company has been selective in its spending, choosing projects with the greatest return and high program exposure. The Company has been diligent in its efforts to secure event and promotional contracts at low rates. The Company regularly seeks out and takes advantage of low to no-cost events. In many cases the Company can leverage its existing marketing channels in return for a waiver of the participation fees at community events. The Company has historically built flexibility into the budget in order to be responsive to unanticipated Market Transformation opportunities that will maximize program exposure. These unanticipated opportunities contribute to variances between projected and actual spending.

Table 1. Proposed vs. Actual Market Transformation Spending



The Company annually benchmarks its energy efficiency programs against several metrics to measure performance. These benchmarks are shown in tables 2-5.

Historically, there has been a steady increase in the total number of rebates paid each year. Table 2 shows cumulative rebates paid by year.

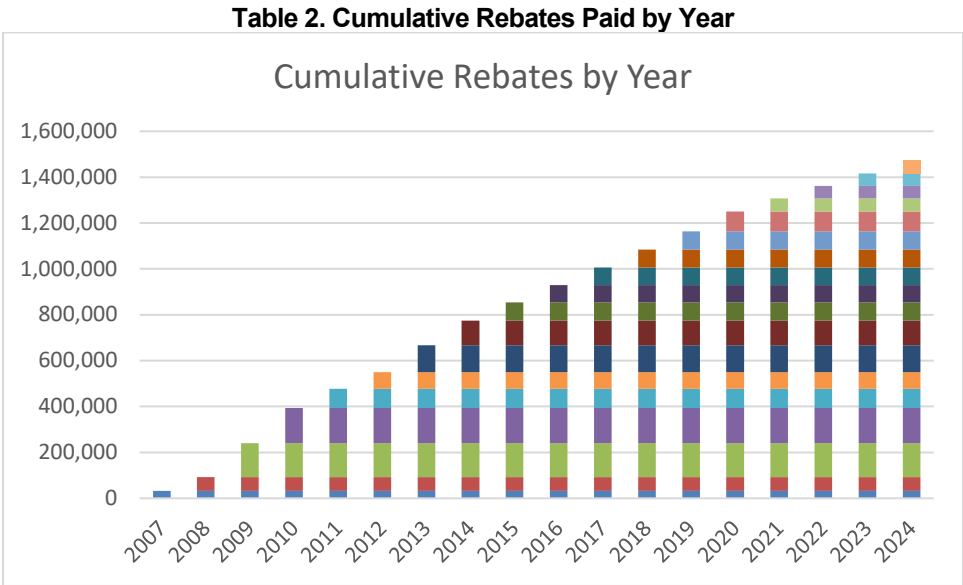
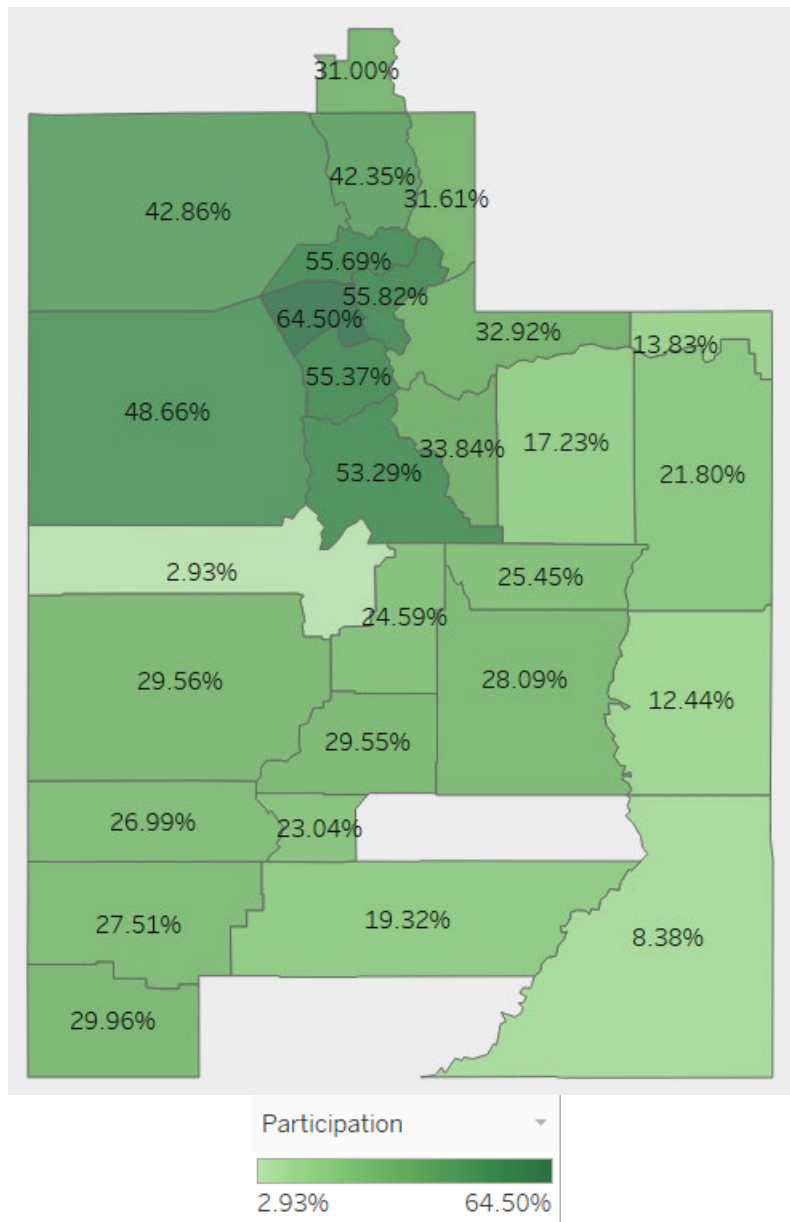


Table 3 shows unique participants and penetration levels by county. It shows the Company continues to see a steady increase in unique ThermWise® participants throughout its service territory. The Company is pleased with the trend in participation and market penetration and expects to see similar trends in the future as a result of the Market Transformation Initiative.

Table 3. Unique ThermWise® Participants and Levels of Penetration – September 2025



Although the Company continues to see an increase of unique participants there is still opportunity for first time participants as well as repeat participants to increase their individual efficiency. Table 4 shows a participation breakdown by the number of measures individual customers have participated in, along with a year-by-year breakdown of the percentage of participants with only one measure completed for years 2007-2024.

Table 4. Participation Breakdown by Number of Measures Per Customer

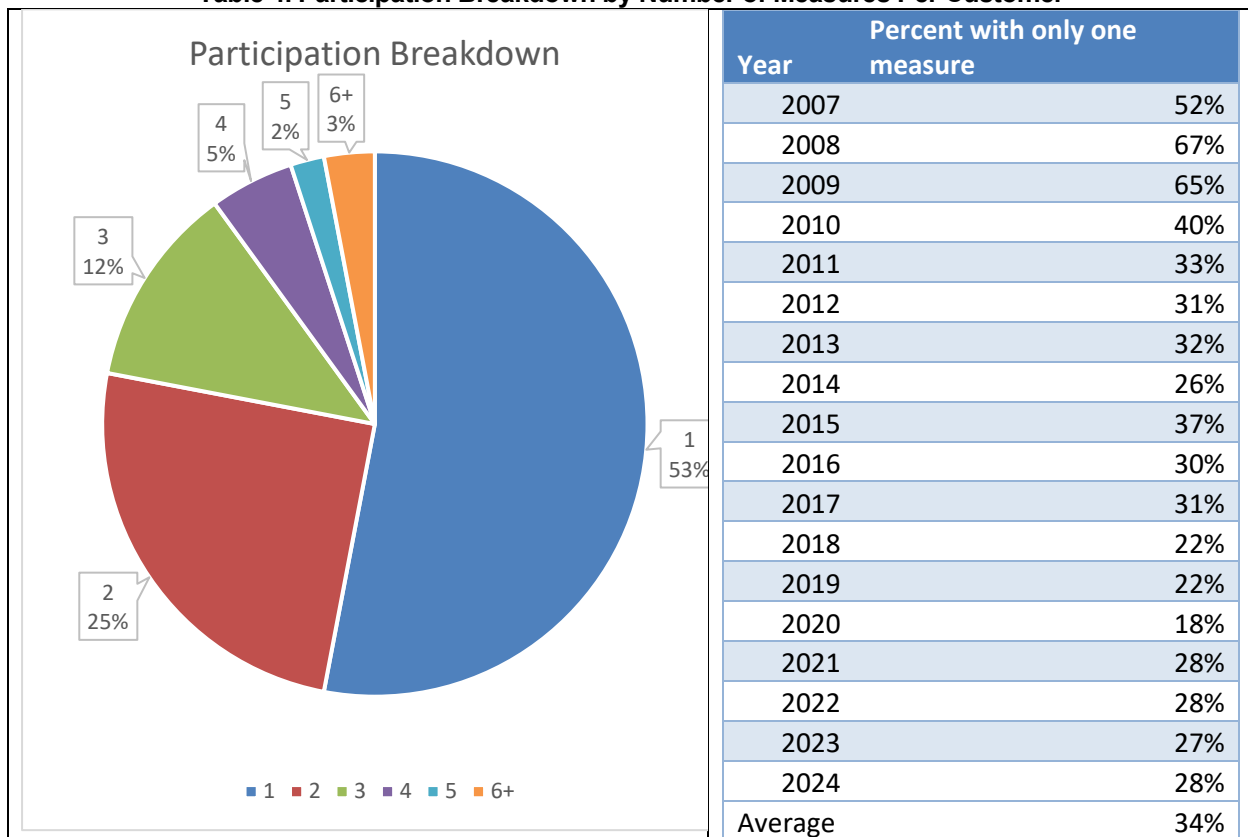


Table 5 shows additional evidence to the progress on these goals. This can be seen in the adoption of energy efficiency equipment and technologies that were previously categorized as “new and emerging” technologies but are now required by code or have become standard in the Company’s Utah service territory. Specifically, clothes washers, natural gas dryers with moisture sensors, 0.30 U-Factor windows, 0.62 EF storage water heaters, and 90.0-92% furnaces, have all become standard, as shown in Table 5. Improvements in the construction industry related to higher standard building codes are ongoing. New equipment and technology such as air sealing, smart thermostats, R-5 windows, dual fuel heating systems, energy recovery ventilation and the direct install weatherization program have been added to the programs as well.

Table 5. Measures Added and Eliminated from the ThermWise® Programs by year

Added	Year	Eliminated	Year
Air Sealing	2012	Dryers	2011
Smart Thermostats	2015	90% AFUE Furnace	2013
R-5 Windows	2016	Programmable Thermostat	2015
Direct Install Program	2017	Windows (≤ 0.30 U-value)	2015
Smart Water Heater Controller	2020	Water Heaters (0.62)	2016
Dual Fuel Heating System	2021	Clothes Washers	2017
Energy Recovery Ventilation (ERV)	2021	92% AFUE Furnace	2019
		ECM Furnace Rebate	2020

Energy Efficiency Industry Analysis

As in past years the Company has benchmarked market transformation efforts with other programs across the nation using the results of the American Gas Association (AGA) annual energy efficiency report. Below is the Company's analysis from the most recently available AGA survey (2024 AGA survey of the 2022 program year).

AGA's report shows a state-by-state comparison of incentive to non-incentive costs. The report shows that on average, states spent 37% of total program expenditures on non-incentive related costs. By comparison, during the same time frame, the Company spent 19% of its total program expenditures on non-incentive related costs. When comparing the top 20 participating programs (states with natural gas energy efficiency program expenditures $\geq \$10$ million), the Company ranks 4th overall in least amount of non-incentive related spending as a percentage of total program expenditures at 19%. The Company continues to be a national top performer in this metric.

Table 6 summarizes the overall percentage mix for each participating state with total annual expenditures of at least \$10,000,000.

Table 6. Percentage of Total Expenditures spent on Non-Incentive Costs ranked by State

Rank	STATE	2023 Admin / Marketing	2023 CUSTOMER INCENTIVES	Program Total	% of Marketing Admin to Total
1	OKLAHOMA	\$1,734,767	\$16,052,273	\$17,787,040	10%
2	FLORIDA	\$3,855,531	\$31,344,600	\$35,200,131	11%
3	NEW YORK	\$22,442,852	\$135,336,106	\$157,778,958	14%
4	UTAH	\$4,531,819	\$22,098,259	\$26,630,078	17%
5	MISSOURI	\$2,296,510	\$10,390,195	\$12,686,705	18%
6	NEW JERSEY	\$59,798,564	\$191,978,394	\$251,776,958	24%
7	MASSACHUSETTS	\$37,789,958	\$113,316,210	\$151,106,168	25%
8	WASHINGTON	\$11,194,678	\$30,203,257	\$41,397,935	27%
9	RHODE ISLAND	\$9,003,384	\$21,001,831	\$30,005,215	30%
10	CONNECTICUT	\$8,009,944	\$16,906,470	\$24,916,414	32%
11	COLORADO	\$10,001,423	\$20,364,153	\$30,365,576	33%
12	PENNSYLVANIA	\$16,011,730	\$21,342,300	\$37,354,030	43%
13	MARYLAND	\$7,987,356	\$9,722,639	\$17,709,995	45%
14	ILLINOIS	\$45,998,436	\$49,300,643	\$95,299,079	48%
15	ARKANSAS	\$7,582,935	\$7,454,036	\$15,036,971	50%
16	MINNESOTA	\$23,017,697	\$19,343,142	\$42,360,839	54%
17	CALIFORNIA	\$197,797,351	\$108,533,238	\$306,330,589	65%
18	MICHIGAN	\$44,372,734	\$21,357,873	\$65,730,607	68%
19	OHIO	\$10,179,377		\$10,179,377	100%
For energy efficiency programs with a budget in excess of \$10 million per year					

2026 Market Transformation Initiative Components and Budget

For 2026, the Company will adjust the Market Transformation Initiative components in order to build awareness of the ThermWise® programs. The ThermWise® campaign will focus on building general awareness in the service territory along with increased awareness and training for trade allies in effort to increase uptake of energy efficiency equipment and improve building standards.

Key messages and complete detail of the 2026 Advertising and Media Campaign is included in the Strategic Marketing Plan, prepared by Honey Inc., which begins on page 12 of this exhibit.

Advertising and Media: \$900,000

Contracted Agency Work

The Company has worked closely with its advertising and media partner, Honey Inc., to develop the 2026 Strategic Marketing Plan. The Company's relationship with this agency has been and will continue to be beneficial, as they are proven experts in creating and purchasing media. In 2025 the Company budgeted \$900,000. The Company proposes the same budget of \$900,000 in 2026.

Complete detail of the 2026 Advertising and Media Campaign is included in the Strategic Marketing Plan, prepared by Honey Inc., which begins on page 12 of this exhibit.

Impact Evaluation Plan : \$350,000

The Company proposes this Impact Evaluation Plan outlines the schedule, scope, and methodology for the independent evaluation of the Utah ThermWise Appliance and Business Programs administered by Enbridge Gas Utah. The evaluations will cover program years 2021 through the end of 2023 and are designed to verify achieved natural gas savings, assess realization rates, determine net-to-gross (NTG) ratios, and identify actionable opportunities to improve future program performance.

The total budget for the combined impact evaluations is \$350,000. Of this amount, \$250,000 is allocated for evaluation of the ThermWise Appliance Program, and \$100,000 is allocated for evaluation of the ThermWise Business Program. The Appliance Program evaluation will focus on verifying energy savings from residential natural gas efficiency measures such as furnaces, water heaters, and smart thermostats. The Business Program evaluation will assess commercial and industrial projects that received incentives for energy-efficient equipment and process improvements.

The primary objectives of the impact evaluations are to verify reported energy savings for the 2021–2023 program years, assess realization rates and NTG ratios, and evaluate free-ridership and spillover effects among program participants. In addition, the evaluation will examine the overall effectiveness of program design and delivery, with the goal of identifying potential enhancements to program administration, participation, and reporting accuracy.

The major milestones for this evaluation effort are as follows. The evaluation scope and request for proposals (RFP) will be finalized by the end of March 2026. The RFP will be issued to qualified third-party evaluation firms by the end of April 15 2026. Proposal review, firm selection, and contracting are expected to be completed by the end of July 2026. The evaluation contractor will conduct data collection and analysis between August 2026 and February 2027. The first draft of the combined evaluation report will be submitted by the end of March 2027. Enbridge Gas Utah and stakeholders will review and provide comments on the draft during April and May 2027. The final evaluation report, incorporating all feedback, will be delivered by the end of June 2027.

The deliverables from this evaluation process will include an Evaluation Plan Memo (August 2026) detailing methodologies, sampling approaches, and data sources; a Data Collection Summary (January 2027) presenting preliminary findings; a Draft Evaluation Report (March 2027) with initial results and recommendations; and a Final Evaluation Report (June 2027) incorporating all stakeholder feedback and verified results.

Chronological Table of Major Dates

Milestone	Description	Target Date
Finalize Evaluation Scope and RFP	Define scope, objectives, and deliverables for the ThermWise impact evaluations.	End of March 2026
Issue RFP to Evaluation Firms	Release competitive solicitation to qualified third-party evaluators.	End of April 2026
Proposal Review and Firm Selection	Review proposals, select the evaluation firm, and complete contracting.	End of July 2026
Evaluation Plan Memo	Submit memo detailing methodologies, sampling, and data sources.	End of August 2026
Begin Data Collection and Analysis	Conduct field verification, engineering review, and survey activities.	August 2026 – February 2027
Data Collection Summary	Present preliminary findings from the data collection phase.	End of January 2027
Draft Evaluation Report	Submit draft report summarizing verified results and recommendations.	End of March 2027
Stakeholder Review Period	Enbridge Gas Utah and stakeholders review and comment on draft.	April – May 2027
Final Evaluation Report	Deliver final, approved report incorporating all feedback.	End of June 2027

Future Impact Evaluations for Remaining ThermWise® Programs

In addition to the evaluations of the Appliance and Business Programs, Enbridge Gas Utah proposes to conduct impact evaluations for the remaining ThermWise programs over the subsequent three-year cycle. These evaluations will ensure that all major ThermWise program areas—including the Home Energy Plan, Builder, Weatherization, and the Energy Comparison Report—are periodically verified for energy savings accuracy and program effectiveness.

The Company's proposed comprehensive evaluation cycle will span a three-year period, allowing each program to undergo a detailed independent review of its realized energy savings, net-to-gross ratios, and program design effectiveness. The goal is to establish an ongoing rotation of evaluations that provides continuous performance feedback and regulatory transparency for all ThermWise programs.

The future evaluation plan will follow a similar methodology and structure as the 2021–2023 evaluations, including random sampling, engineering review, and participant surveys, consistent with DOE's Uniform Methods Project (UMP) and California Evaluation Protocols. Each evaluation will also include coordination with the Utah Public Service Commission and the ThermWise Advisory Group to ensure regulatory compliance and stakeholder input.

The final report for the subsequent round of impact evaluations covering the remaining ThermWise programs will be delivered by the end of the second quarter of 2029. The Company proposes to outline future program evaluations and specific budget requests in its 2027 and 2028 annual budget filings.

Company-designed Energy Efficiency Codes Training: \$80,000

The Utah Office of Energy Development (OED) lost Federal government funding to support long-standing energy efficiency codes training in the State of Utah in 2025. To ensure continuity and continued education for the Utah market, the Company proposes to design and develop its own industry-supported building codes training in 2026 at the 2025 budget level of \$80,000. Following discussions between the Company and OED, the new training will leverage the existing UtahEnergyCode.com website (still hosted by OED) and the data contained therein to provide targeted, relevant training resources for Utah's construction industry. The Company forecasts that its 2026 building codes training program will be designed and launch to the building community by the end of Q1 2026.

Net Zero Homes Initiative: \$50,000

Beginning in 2019, the Company proposed to collaborate with Habitat for Humanity organizations throughout Utah to promote advanced building techniques by supporting the construction of Net-Zero Homes. This collaboration was focused on building homes that met Net-Zero energy and Net-Zero energy ready standards. A Net-Zero Home is defined as an energy-efficient building where, on a source energy basis, the actual annual consumed energy is less than or equal to the onsite generated or subscriber renewable energy procured. The Company proposes to continue the Net-Zero energy ready homes initiative, originally begun with a budget of \$200,000, with a budget of \$50,000 in 2026. Historically, the Company has had success with this initiative through Habitat for Humanity, other non-profits, and higher education building programs. Recent years have brought challenges to those partner programs because of high interest rates, expensive land, or other issues related to rising costs. In late 2025, the Company made a connection with Weber State University's (WSU) Construction and Building Sciences Department. The Company believes there is potential to work with WSU during the coming year on several projects and expects to make connections to other organizations interested in advancing Net-Zero home building in 2026.

2026 Market Transformation Initiative Strategy

The Company has worked closely with its advertising and media partner, Honey Inc., to develop the 2026 Strategic Marketing Plan. The plan includes the results of studies and strategy for the upcoming 2026 campaign. Included in this exhibit is the 2026 Strategic Marketing Plan prepared by Honey Inc.