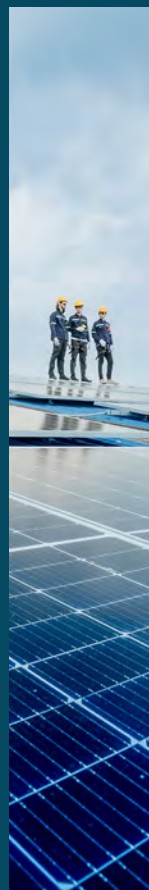
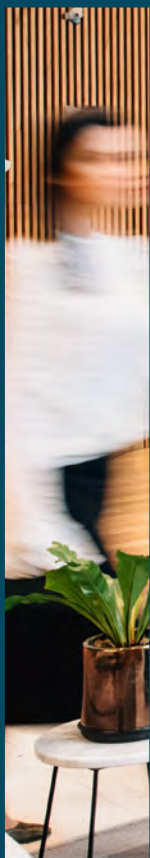


REDAPTIVE®

The Infrastructure Gap

Why Modernization Needs a New Model

JANUARY 2026



Executive Summary

Across every major sector, organizations are facing escalating operational demands: higher energy costs, aging infrastructure, sustainability expectations, and the pressure to digitize at scale. Leaders understand the need to modernize, yet modernization efforts struggle to keep pace with business requirements.

The challenge isn't lack of awareness or intent.

It's the **disconnect between the pace of change required and the capacity of traditional models to deliver it.**

To move forward, enterprises need a model that removes financial friction, simplifies execution, and delivers measurable outcomes across entire portfolios.

Redaptive created **Infrastructure Monetization™** to meet this need. This model unlocks the trapped financial value within infrastructure, uses that value to fund modernization at scale, and delivers measurable outcomes without requiring upfront capital.

By integrating **tailored capital, turnkey execution, and measurable outcomes**, Infrastructure Monetization bridges finance and operations, enabling modernization at the speed and scale enterprises require.

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A NEW MODEL FOR ENTERPRISE MODERNIZATION

The Modernization Challenge

Enterprises operate in an environment where infrastructure performance is directly tied to business performance. The systems that power operations—lighting, HVAC, controls, metering, automation—have a measurable impact on operating cost, asset value, employee productivity, safety, and sustainability.

But many of these systems across industrial, healthcare, real estate, and logistics portfolios are decades old. Aging infrastructure creates higher energy consumption, increased failure risk, and elevated maintenance costs. Industry research shows more than **\$1.5 trillion in deferred maintenance** across U.S. commercial and industrial facilities [DOE, 2025], with asset inefficiency often expanding faster than companies can address it.

The pressures are intensifying:

- **Aging, energy-intensive systems** that inflate cost and failure risk.
- **Rising energy volatility and operational costs** that demand greater efficiency.
- **Digital transformation** that requires interconnected systems, better data, and real-time visibility.
- **ESG expectations** that require auditable progress and transparent reporting.

Despite clear direction, organizations face a structural challenge: their ability to modernize is decreasing just as their need to modernize is accelerating.

The modernization challenge stems from the tension between these accelerating demands and the outdated mechanisms most organizations use to fund and execute upgrades:

- Traditional CapEx cycles slow progress and force trade-offs.
- Site-by-site execution creates inefficiency and inconsistency.
- Fragmented vendors create complexity and operational risk.
- Internal teams lack the bandwidth to manage large-scale modernization.
- Data is inconsistent or incomplete, complicating ESG reporting.

Organizations know modernization is essential, but the existing tools and processes are simply not built for the speed and scale required.

It requires a new model, one that removes the financial friction, simplifies execution, and delivers measurable impact across the entire portfolio.

The Modernization Challenge

A visual showing five pressure vectors:

- Aging Systems
- Rising Costs
- Digital Transformation
- Sustainability Expectations
- Limited Internal Resources

EXISTING MODELS CANNOT KEEP PACE

Why Traditional Models Fall Short



Traditional approaches to modernization were built for a different era, one with slower operational change, cheaper capital, and smaller, less distributed facility portfolios. Today, these models cannot keep pace with the speed, scale, and accountability required by modern enterprises.

CapEx-Driven Models

Modernization competes directly with growth initiatives for capital. Budget cycles are long, interest rates remain high, and operational upgrades often lose out to more immediate priorities. Even when projects are approved, they typically roll out slowly or in phases, delaying impact and increasing total cost.

Project-by-Project Execution

Most organizations still modernize one facility at a time. This creates fragmented vendor management, inconsistent technology standards, repeated mobilization costs, and slow timelines. For distributed portfolios such as industrial, healthcare, logistics, commercial real estate, this approach simply cannot scale.

Narrow Service Agreements

Energy-as-a-Service providers, leasing programs, and performance contracts address only a portion of the modernization challenge. They tend to focus on individual systems (such as lighting or HVAC), lack unified execution across multiple sites, and fail to provide enterprise-level visibility or verified outcomes tied to financial performance.

Limited Internal Resources

Facilities, sustainability, procurement, and finance teams are stretched thin. Even well-funded modernization efforts run into bandwidth challenges. Coordinating vendors, approvals, engineering, measurement, reporting, and on-site deployment across dozens or hundreds of facilities is too complex for most internal teams to manage at the required pace.

Conclusion

Legacy models fragment capital, ownership, execution, and measurement. They slow modernization, increase operational risk, and make it difficult to meet financial, operational, and sustainability objectives. They weren't built for enterprise-wide modernization, verifiable impact, or distributed portfolios.

To illustrate this, the table below highlights how the dominant legacy approaches differ from Redaptive's Infrastructure Monetization model.

Legacy Models vs. Infrastructure Monetization

| Category | Traditional Lenders & Banks | Leasing / Asset-Based Lenders | Fintech / Revenue-Based Lending | Energy-as-a-Service (EaaS) | Redaptive: Infrastructure Monetization |
|-------------------------------|-------------------------------------|--|---------------------------------------|--|--|
| Business Model | Provides capital only | Finances equipment assets | Offers revenue-tied financing | Provides energy upgrades via service contracts | Invests capital and manages modernization end-to-end |
| Ownership & Risk | Customer owns asset | Customer leases asset; limited support | No ownership or management support | Asset may be owned by provider | Redaptive owns, optimizes, and manages the infrastructure asset |
| Support & Services | No performance or lifecycle support | Basic maintenance only | No infrastructure services | Energy-only focus | Full lifecycle management and predictive optimization |
| Scope | Financial-only | Equipment-specific | Digital-first, asset-light businesses | Limited to energy systems | Multi-asset, multi-site, tech-agnostic modernization platform |
| Value to Customer | Access to capital | Equipment financing efficiency | Non-dilutive capital access | Operational energy savings | Strategic infrastructure growth with lower risk and lower total cost |

Traditional models either provide capital without execution, execution without performance accountability, or energy-only services without portfolio visibility. Infrastructure Monetization unifies these capabilities by providing funding, turnkey execution, asset performance management, and real-time measurement through a single, enterprise-ready model.



Introducing Infrastructure Monetization™

Infrastructure Monetization is Redaptive's model for funding, delivering, and measuring modernization across entire portfolios—without upfront capital and without CapEx delays.

- ⚠ It is not financing.
- ⚠ It is not a project contract.
- ⚠ It is not limited to a single system.

Infrastructure Monetization is a business model that bridges capital and execution so enterprises can modernize at scale.



The Three Pillars of Infrastructure Monetization

Together these pillars align financial, operational, and sustainability objectives—enabling modernization at enterprise scale.



Tailored capital

- No upfront capital required
- Off-balance sheet options available
- Flexible structures tied to performance outcomes
- Faster modernization decisions with lower financial friction



Turnkey execution

- Multi-site modernization deployed across entire portfolios
- Centralized vendor management and implementation
- Standardized systems and outcomes across facilities
- Minimal operational disruption



Measured outcomes

- Real-time energy, emissions, and performance analytics
- Board-ready reporting via Redaptive ONE
- Audit-ready ESG documentation
- Verified, transparent ROI

Infrastructure Monetization in Action

Infrastructure Monetization is already in use across industrial, manufacturing, logistics, healthcare, and real estate portfolios. These examples illustrate how organizations leverage the model to accelerate modernization, reduce operational costs, and make measurable progress toward sustainability goals—without upfront capital.

[Turn the page to see these companies in action>>](#)



CASE STUDY:

Berry Global

Accelerating portfolio-wide modernization

Industry: Industrial

Solutions: Data Analytics, Lighting

Gross 10-Year Energy Savings: \$16M

Challenge

Berry Global needed to reduce energy intensity and upgrade outdated lighting across a complex manufacturing portfolio. Traditional financing would add debt. Project-by-project execution created safety risk and internal burden. Capital was prioritized for core manufacturing operations.

Solution

Using Infrastructure Monetization, Redaptive delivered a fully funded, turnkey LED lighting modernization across **7.6 million square feet** and **38 locations**, retrofitting **26,992 fixtures** with no upfront capital. Redaptive coordinated deployment across active production environments, ensuring consistent quality and minimal disruption.

\$16M

10-year gross energy
+ maintenance savings

237M kWh

10-year reduction in
kWh consumption

81K

metric tons CO₂e avoided

Equivalent to the
annual emissions
of **15,829 homes**

Standardized lighting
across the portfolio with
improved safety and
visibility



"Redaptive's model helped us modernize our facilities without competing for capital or slowing production. The program delivered measurable savings, improved safety, and gave us a standardized approach we can scale across our portfolio."

— **Director of Energy and Sustainability, Berry Global**



CASE STUDY

Iron Mountain

Gained \$95M in energy savings
delivered at zero cost

Industry: Industrial

Solutions: Data Analytics, HVAC, Lighting

Annual Savings: \$6.5M

Challenge

Iron Mountain needed to reduce electricity usage and accelerate its sustainability goals. Outdated lighting systems across hundreds of facilities slowed progress, and competing capital priorities made it difficult to fund large-scale upgrades.

Solution

Redaptive deployed a comprehensive, funded LED retrofit across **293 locations**, modernizing **29 million square feet** of assets and upgrading **267,000 fixtures**. Redaptive's wave deployment strategy maximized speed while adapting to site-specific operational requirements

\$78M

10-year gross energy
+ maintenance savings

576M kWh

10-year reduction in
kWh consumption

178K

metric tons CO₂e avoided

Equivalent to **413,880
barrels of oil** or the
annual emissions from
34,630 homes

Accelerated sustainability
progress while improving
operational performance
across the portfolio



"Redaptive enabled us to deploy upgrades across hundreds of locations—quickly, consistently, and with verified impact. Eliminating the need for upfront capital was critical to accelerating our sustainability and operational goals."

— **Senior Manager, Energy and Engineering, Iron Mountain**

The Business Impact of Infrastructure Monetization

Infrastructure Monetization enables organizations to modernize with financial discipline, operational efficiency, and measurable sustainability impact.



Financial Impact

- No upfront capital required
- Avoid CapEx delays
- Predictable, performance-aligned returns
- Increased asset value

Operational Impact

- Multi-site modernization across distributed portfolios
- Reduced failure risk and downtime
- Standardized systems and outcomes
- Reduced burden on internal teams

Sustainability Impact

- Verified emissions reductions
- Accurate reporting for ESG compliance
- Improved energy efficiency
- Measurable progress toward targets

The Path Forward

Every enterprise has untapped value embedded in its infrastructure. Infrastructure Monetization unlocks that value that allows organizations to modernize quickly, consistently, and with measurable results.

The Modernization Journey

1. Portfolio Discovery
2. Value and Outcomes Assessment
3. Funded Modernization
4. Measurement and Verification
5. Continuous Optimization and Expansion

Why Act Now

- Rising costs and aging systems demand action
- Digital transformation depends on modern infrastructure
- Sustainability expectations require verified progress
- Capital markets are tightening, increasing the cost of delay

Old Way: Fragmented Modernization

Plan > Budget > Approve > Procure > Execute > Re-budget > Repeat

- Occurs site-by-site
- Highly sequential (each step must finish before the next starts)
- Slow, CapEx-dependent, inconsistent

New Way: Infrastructure Monetization

Discover > Assess > Modernize > Measure > Optimize

- Portfolio-wide
- Parallel workstreams
- Continuous improvement
- Funded model = no CapEx delay
- Standardized, measurable, repeatable

Organizations that adopt this new model will modernize faster, operate more efficiently, and compete more effectively.

About Redaptive

Redaptive redefines how energy and infrastructure projects are financed, delivered, and scaled, unlocking trapped value inside buildings and across portfolios through a model called Infrastructure Monetization. Its programmatic approach replaces CapEx-heavy, reactive upgrades with scalable solutions that combine tailored financing, turnkey modernization, and measurable outcomes. Founded in 2015 and headquartered in Denver, Colorado, Redaptive empowers organizations to reduce risk, lower total cost of ownership, and accelerate enterprise value creation, transforming infrastructure from a drag on performance into a catalyst for growth.

Enterprise-Level Impact

- \$1.2B in capital deployed
- 12,000+ modernization projects completed
- \$353M in verified energy savings
- Solutions deployed across industrial, healthcare, real estate, logistics, and developer portfolios
- Purpose-built for distributed and complex facility networks

Infrastructure Monetized.



"We created Infrastructure Monetization to eliminate the financial and operational friction that slows modernization. When you remove those barriers, organizations can modernize at the pace their business demands."

— Arvin Vohra, CEO, Redaptive



REDAPTIVE®

Let's build the future of
infrastructure—together

REDAPTIVE.COM