



Podcaster's Press Kit

The Insider's Closing Playbook: Mastering Best Practices for Mergers, Acquisitions & Power Plant Development

By Kimberlee Centera

Guest Introduction:

I am delighted to welcome Kimberlee Centera, CEO & President of TerraPro Solutions. Kimberlee has over thirty years of real-world experience in utility-scale renewable project development. Her new book - *The Insider's Closing Playbook: Mastering Best Practices for Mergers, Acquisitions & Power Plant Development* distills hard-earned lessons into a practical, decision-ready playbook, covering what actually works in the field, how to avoid costly pitfalls, and how to build projects that perform from planning through delivery.

If you are a developer, investor, or industry leader looking for real guidance, not theory, you won't want to miss this conversation.

Episode Ideas:

The following podcast episode ideas and key takeaways are tailored for audiences including developers, investors, and related industry professionals who want clear strategies to reduce uncertainty and improve deal outcomes.

1) Episode Angle: "Closing the Deal: The Risk Playbook for Power M&A"

Key takeaways

- How to identify the *specific* risks that could prevent a transaction from closing
- Practical risk-mapping: what to assess pre-signing vs. pre-closing vs. post-close
- How to align legal, technical, and commercial diligence so surprises don't derail closing
- What diligence looks like to keep timelines moving while still protecting value
- How to prepare documentation and evidence that reduces diligence friction

2) Episode Angle: "Utility-Scale Reality Check: Project Development Lessons in M&A"

Key takeaways

- Why utility-scale development experience transfers directly to M&A (permits, interconnection, offtake, EPC/operations assumptions)
- Common diligence gaps when acquirers focus only on corporate/legal documents vs. project execution risk
- How to diligence the *project pipeline* (and not just the balance sheet)
- Methods for evaluating execution probability and risks

3) Episode Angle: “Risk Analysis Frameworks: From Spreadsheet to Decision”

Key takeaways

- A structured approach to quantify risk and prioritize mitigation actions
- How to create decision-grade risk summaries for investors
- Best practices for documenting assumptions so the development team can identify risks and curative actions

4) Episode Angle: “Risk Mitigation Tactics That Improve Closing Probability”

Key takeaways

- Negotiation levers that reduce closing risk (timing, milestone schedules, responsibility matrices)
- How to design actionable mitigation strategies
- Strategies to manage third-party challenges
- How to avoid mitigation that looks good on paper but fails operationally

5) Episode Angle: Jigar Shah’s Value Proposition “Field-Tested: It’s What Matters Most”

Key takeaways

- The “thesis” behind the book: why deal outcomes depend on disciplined risk analysis
- How experienced developers think about probability, sequencing, and execution risk
- The mindset shift that helps teams move faster without increasing exposure

Sample Interview Questions:

1. When deals go sideways, what are the most common “real-world” reasons transactions fail to close in power/renewables?
2. In your experience, how can you distinguish routine diligence concerns from issues that genuinely threaten closing?
3. How should teams structure risk analysis across the deal lifecycle: pre-signing, pre-closing, and post-closing?
4. What are the highest-impact risk categories specific to utility-scale renewable/power plant development that investors and developers often underestimate?
5. What diligence evidence should acquirers demand to reduce “surprise risk” during closing?
6. When does risk mitigation become too time-consuming or overly costly, and how do you keep the deal moving?
7. How should teams evaluate whether a project is truly “bankable” for M&A versus just looking good on paper?
8. How can developers prepare for diligence in a way that shortens timelines and improves outcomes?
9. What’s one framework or checklist you recommend for building a decision-ready risk summary that executives and boards can act on?
10. If you could give one piece of advice to deal-teams aiming to improve closing probability, what would it be, and why?

About the Author:

Kimberlee Centera, CEO & President of TerraPro Solutions, is a trailblazer in renewable energy project development, with over thirty years of expertise in de-risking complex utility scale projects. She has guided Fortune 500 companies, developers, and investors through high-stakes mergers and acquisitions transactions, ensuring projects remain bankable, insurable, and compliant.

A leading authority, she is a frequent contributor to North American Clean Energy and POWER Magazine, and a sought-after speaker and presenter at energy industry conferences. She has appeared on an extensive array of podcasts and nationally syndicated programs, including National Public Radio.

Kimberlee's career spans the full lifecycle of renewable energy projects, from initial site assessment through financial close and operations. Her expertise encompasses land acquisition, title and mineral rights analysis, environmental due diligence, community engagement, and project financing. She has worked on transactions valued at more than \$25 billion across solar, wind, storage, and transmission projects.

In 2012 she founded TerraPro Solutions, which specializes in providing due diligence and risk mitigation services for renewable energy projects, with a particular focus on often overlooked details that determine whether deals succeed or fail.



Kimberlee Centera, CEO & President, TerraPro Solutions

Sample Book Reviews:

The clean energy transition is the greatest economic transformation of our lifetimes. The opportunity is staggering in terms of investment, jobs, infrastructure, and the long-term competitiveness of the American economy. During my time leading the Loan Programs Office within the US Department of Energy, I watched intelligent, well-funded teams stumble over the same categories of problems that Kimberlee addresses in this book. Land control that hadn't been properly verified. Ownership structures that hadn't been fully mapped. Environmental issues that emerged too late. Mineral rights that surfaced at closing. Due diligence that had been compressed to fit a timeline rather than expanded to fit the risk. The vision was real. What was missing was the operational discipline to bridge the gap between what a project could become and what it was. Kimberlee has spent over thirty years acquiring that knowledge so that the rest of us can benefit from it. She has written it down with clarity, precision, and the unmistakable authority of someone who has earned every lesson the hard way.

Jigar Shah

Co-founder SunEdison, Co-founder, Multiplier

Former Director, Loan Programs Office, US Department of Energy

What a gift Kimberlee Centera has provided to the clean energy industry. Calling upon her decades of experience, utilizing the expertise of other industry leaders, and writing in a clear and concise manner, Kimberlee lays out the considerations and challenges inherent in an M&A transaction. More importantly, she advises the reader on how to anticipate, mitigate and de-risk each of those risks. Our industry's success is premised on the ability to execute. Projects must be built to realize the many benefits they promise. And Kimberlee's book is a valuable guide to ensuring that happens.

Abigail Ross Hopper

Founder, Policy Expert, GEM Advisory, LLC

Former President & CEO, Solar Energy Industries Association

The Insider's Closing Playbook: Mastering Best Practices for Mergers, Acquisitions & Power Plant

Development is an excellent addition to the body of literature dealing with the renewable energy business. It offers very practical guidance for students and practitioners in the area. As both a teacher and a solar energy developer, I found Ms. Centera to be spot on in identifying key issues that must be addressed in energy project development and transactions.

Monty Humble

Managing Director, High Road Clean Energy LLC

Adjunct Professor, University of Texas School of Law

What makes ***The Insider's Closing Playbook: Mastering Best Practices for Mergers, Acquisitions & Power Plant Development*** particularly valuable is that it captures something that is difficult to learn from a traditional textbook: development is rarely a straight line. Projects evolve as they move through interconnection, permitting, land, offtake, financing, construction, and an ever-changing regulatory environment. The same is true in M&A. A project that looks highly attractive at first glance can look very

different after rigorous diligence begins to uncover the assumptions, risks, optionality, and execution challenges. Experienced developers learn that solving those problems, repricing risk, and preserving optionality is often where real value is created. Knowing when to lean in, when to restructure, and when to walk away is as important as knowing how to close a transaction.

Kimberlee has done an excellent job reducing that complexity to paper in a way that connects development fundamentals with commercial judgment and real-world execution. That is no small accomplishment in an industry where the playbook continues to change under our feet. Understanding the mechanics matters; but developing the judgment to navigate uncertainty, allocate risk, and make good decisions with imperfect information is what ultimately separates good developers from great ones.

Vitaly Lee
EVP, Chief Development Officer
Hanwha Renewables