

CEA
Clean Energy Associates

CULTURE BOOK
2023



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2023
CULTURE BOOK REVIEW

CEA is proud to release our **4th annual Culture Book** and share deep insights on our culture with our team members, customers, partners and other future prospects who are eager to grow with us.

Our team has seen explosive growth in 2023 and we are thrilled to share how our culture has contributed to this growth. We have released this version of our culture book on our website along with our culture books from the past two years as we want others to understand how our culture continues to evolve over time along with the dynamism in the clean energy sector.

"There's no magic formula for great company culture. The key is just to treat your staff how you would like to be treated."

Richard Branson in '22

Intertek acquired a majority stake in CEA in 2022. As Intertek respects CEA's dynamic culture, it has maintained CEA as a standalone business unit. But as part of the Intertek family, CEA uses Intertek's network of 44,000 professionals and 1,000+ test labs in 100 countries worldwide to support our growth and ensure that CEA's growth continues to spread throughout the world. The CEA team is proud to announce a larger footprint with clients or client projects in more than 75 countries, but this success is only due to the commitment and support of our great team operating in over 15 countries, working closely with our clients.

One of the new platforms that we launched in 2023 was Motivosity, a software tool which enables all team members to provide recognition for each other whenever our core values have been demonstrated. This platform is visible to the entire company, and we give daily or weekly recognition for the best ideas and improvements in the business and then reinforce these top selections in our monthly All Hands Meetings.

Anyone can now share public recognition to a much broader audience, and CEA's team member engagement scores as measured by our team member Net Promotor Score (tmNPS) have jumped by 31% after the launch of this program and.

This is just one example of the many ways that we focus on our culture and continually incorporate new ideas from our team members on the ground.



Please enjoy the rest of this culture book and look for our values in action:

1. **We Are Family**
2. **Have Fun**
3. **Unending Curiosity**
4. **Be Humble**
5. **Do the Right Thing**
6. **Results Matter**
7. **Own It**
8. **Perform Above and Beyond**

This culture book continues to serve as a sign of our commitment to maintaining CEA's winning culture with our team members, clients and other stakeholders so that we can live our **CORE PURPOSE:** "We believe that by helping our clients and partners deploy more solar and storage solutions worldwide, WE ARE CREATING A BETTER FUTURE."



LETTER FROM THE CEO & FOUNDER, ANDY KLUMP



Commemorating CEA's 15th year of business was one of many highlights that we celebrated in 2023 and I'm extremely proud of the team that is in place as the next 15 years are looking extremely bright.

As mentioned previously, the acquisition of CEA by Intertek in August of 2022 provided a foundation for CEA to grow internationally and 2023 was our first full year of operation under the Intertek group. Consequently, our annual theme of "INTEGRATION WITH INTERTEK" was a significant part of our journey this past year.

Our respective teams collaborated on many joint business development opportunities, attended conferences and customer meetings together and also participated in joint strategic planning sessions to chart out how Intertek's key growth in sustainability aligns with CEA's further expansion in the clean energy industries.

CEA continues to operate our core business as a standalone P&L within the Intertek Group and our core solar PV and energy storage industry verticals continue to thrive along with our emerging platform in green hydrogen.

Our team continues to offer leading edge services in the areas of quality assurance, supply chain management, engineering services, market intelligence, manufacturing services, and ESG / traceability services. However, we continue to refine our service offerings in complementary domains as our clients encourage us to support their growth plans in tangential areas.

In terms of other milestones, by working with our clients, our team surpassed 200 GW of solar and 30 GWh of energy storage engagements, respectively. Our team has expanded organically to 230 professionals in 15 countries and we have clients or client engagements in over 75 countries.

Along withall of these incredible metrics and milestones, CEA's Culture continues to thrive and this Culture Book will highlight the many heroes of CEA which have supported our successful journey.

Throughout this book, anyone can see how our new initiatives from our Winning Culture Team continue to drive engagement and support from our teams around the world. Along with this, the deployment of new tools such as Motivosity give our team members added means to drive recognition at an organic level in the company.

To close out this letter, I'd also like to remember my mother, Lilian Mary Klump, who passed away on May 15, 2023, at the age of 89. I'd like to dedicate this Culture Book to her and recognize her profound impact on my life, especially as I grew up in St. Louis below the poverty line. My mom grew up in rural Missouri during the Great Depression, but her resilience in achieving her lifelong dream of earning an education degree at the age of 34 to become a teacher gave me hope in my life as I was born two weeks before her 43rd birthday.

I added a section at the end of this Culture Book highlighting the eulogy which I delivered during her funeral at my home parish of St. Peter's Catholic Church on May 30, 2023, so that you can have a glimpse on her impact in the world.

Furthermore, as mentioned in the 2022 Culture Book, my father passed away on April 6, 2022, about 13 months before my mother; however, due to my inability to travel as a result of the Shanghai lockdown that month, I could not attend his funeral in person. I never fully came to terms with his departure until my wife, daughters and I could plan a memorial service for both him and my mom in July 21, 2023, so in the closing section of this Culture Book, I also added my comments about him as I never gave him a proper tribute the previous year.

Once again, I am incredibly grateful that you have chosen to read this introduction and consider delving into CEA's Culture Book. The culture of CEA has a deep lens into my own upbringing. I'm honored if you take the time to learn about the legacy of my parents as they were both passionate about protecting the planet and creating a better future for myself and the CEA family in the same way that I am.

CEA's Core Purpose is alive in me and I'd like to close by saying that "we believe that by deploying solar and storage solutions worldwide, we are creating a better future".





OUR CORE PURPOSE & VALUES DRIVE CEA'S LEGACY

Core Purpose

CEA's team remains committed to creating a better future for our planet and our core values are a foundation for our culture.



In 2015, the entire team came together to redefine our **Core Purpose, Vision,** and **Values** and since then, we've reinforced our core identity as a team, setting the stage for our ongoing journey toward record growth.

Our Core Purpose, Vision, and Values serve not merely as statements on paper but as the ethos that propels us forward. During our monthly All Hands Meetings, we take a deliberate pause to reflect on the profound ways in which our work aligns with and supports our Core Purpose.

This monthly moment not only reaffirms our commitment, but also serves as a compass, directing our collective efforts toward the fulfillment of our overarching goals.

PURPOSE

We believe that by helping our clients and stakeholders deploy solar and storage solutions worldwide, we are creting a **better future.**

VISION

To become the **leading global solar** and **storage engineering services company** that creates tangible impact with every customer by **2025**.

BHAG

To be the sought out and trusted experts in solar and storage solutions supporting projects in **every country.**

WE ARE FAMILY

At the heart of CEA's values lies the profound declaration: **WE ARE FAMILY**, an ethos that transcends the conventional boundaries of a workplace. In our unique community, we intentionally avoid terms like "staff" or "employees," opting instead for the familial term "team members." This deliberate choice reflects our belief that the phrase "team members" not only signifies collaboration but also evokes a sense of closeness and mutual support akin to that found in a family.

Within our closely-knit family, each member is valued not just for their professional contributions but for who they are as individuals. We recognize that life encompasses both triumphs and challenges, and we stand by our team members during both professional and personal milestones.

Our commitment to support extends beyond the confines of the workplace, creating a culture where each person feels seen, heard, and cared for.

To foster open communication and genuine connections, we've established the "We Are Family" chat group on Teams. In this space, we openly share the highs and lows of our personal lives. It's a virtual gathering where we celebrate the joys, rally around achievements, and provide support during difficult periods. Through this shared dialogue, we strengthen the familial bonds that define our culture.

In our pursuit of creating a safe and comfortable environment, inclusivity is paramount. We actively strive to include every member of the CEA family, recognizing and celebrating the rich diversity that each team member brings to the table.

By embracing the uniqueness of our global team, we not only enrich our collective experience but also reinforce the core principle that, at CEA, everyone is not just a team member but an integral part of our cherished family.



HAVE FUN

At CEA, the spirit of camaraderie goes hand in hand with our commitment to infuse joy into every aspect of our work. Embracing the mantra of **HAVING FUN**, we actively seek and create opportunities for shared enjoyment. Our dedication to making work a source of pleasure extends beyond mere productivity – it's about fostering an environment where laughter and smiles become integral components of our daily interactions.

Even in the face of demanding client expectations, we hold firm to the belief that a positive and enjoyable workplace is not just beneficial but essential. By infusing a sense of fun into our tasks, we not only navigate challenges with resilience but also cultivate a culture that thrives on collective enthusiasm.

Recognizing the importance of personal well-being, we champion a healthy work-life balance. We understand that everyone has commitments outside of work, particularly to their families, and we actively encourage our team members to prioritize this essential aspect of their lives.

This encouragement is not just lip service. It's a commitment to ensuring that our team members have the time and space to nurture their personal connections and maintain a fulfilling life beyond the workplace.

In essence, at CEA, we don't merely work together – we enjoy the journey together. We understand that the integration of fun, laughter, and a supportive work environment not only enhances productivity but also contributes to the holistic well-being of our team members.

As we navigate the demands of our industry, we do so with a genuine appreciation for the value of joy, camaraderie, and the harmonious balance between our professional and personal lives.



UNENDING CURIOSITY

At CEA, **CURIOSITY** isn't just a trait. It's a driving force propelling us forward on our journey of innovation within the clean energy industries.

Beyond the realms of groundbreaking advancements, we recognize the transformative power of curiosity in reshaping even the simplest daily tasks. This insatiable desire to explore, question, and seek novel solutions defines our culture and sets the stage for a workplace where creativity thrives.

In our pursuit of excellence, we intentionally foster a culture where curiosity is not only encouraged but celebrated. We understand that the path to innovation is paved with the seeds of inquisitiveness, and we actively cultivate an environment that rewards team members for bringing fresh perspectives and new ideas to the table.

Whether it's a unique approach to problem-solving, a novel method for optimizing efficiency, or a groundbreaking concept for a cleanenergy project, we value and champion the spirit of exploration.

Our commitment to curiosity extends beyond the allure of groundbreaking projects. It's ingrained in our day-to-day operations. We encourage our team members to question the status quo, challenge assumptions, and think outside the box when tackling routine tasks.



This intentional blending of curiosity into the fabric of our work not only enhances the quality of our output but also inspires a continuous cycle of improvement and ingenuity.

At CEA, curiosity isn't a buzzword – it's a guiding principle that shapes our approach to work and fuels our collective ambition.

By embracing and rewarding curiosity, we cultivate an environment where every team member is empowered to contribute to our culture of constant innovation, ensuring that we remain at the forefront of advancements in the clean energy landscape.





BE HUMBLE

In the dynamic landscape of organizational success, **HUMILITY** emerges as a subtle yet indispensable key to not only achieving excellence in results but also fostering harmonious interactions within teams.

At CEA, we understand that our triumphs as a company, evident in our growing scale and sterling reputation, are intricately intertwined with the humility we embody as individuals.

While our collective achievements stand as a testament to our capabilities, we remain steadfast in our commitment to staying grounded and humble. We acknowledge that, as individuals and as an organization, we are not immune to mistakes. Embracing a culture of transparency and accountability, we openly admit to our missteps and view them as invaluable opportunities for growth and improvement.

In our pursuit of excellence, we recognize that genuine humility extends beyond acknowledging successes and failures. It involves cultivating empathy and compassion towards others, especially during moments of error. We prioritize creating an environment where team members feel supported and encouraged to explore new approaches, fully understanding that failures are not setbacks but rather can set us on a path to valuable learning experiences.

Encouraging a mindset that views mistakes as opportunities for growth, we foster a culture that thrives on experimentation and innovation. By emphasizing empathy and understanding, we create a space where team members are empowered to navigate challenges with resilience, knowing that their journey toward excellence is embraced even in moments of temporary setbacks.

In essence, HUMILITY at CEA is not a mere virtue but a fundamental principle that guides our interactions, fuels our commitment to constant improvement and ultimately contributes to the harmonious tapestry of our organizational culture.

We stand united in our pursuit of excellence, embracing both success and setbacks with humility and a collective resolve to learn, evolve, and grow.



DO THE RIGHT THING

At CEA, the commitment to integrity is the bedrock upon which our actions and decisions are built, echoing through both personal and organizational realms. The principle of DOING THE RIGHT THING is not just a mantra but a fundamental value that guides our interactions, impacts our relationships with clients, and underscores our responsibility to the environment.

In every endeavor, we conscientiously uphold the standard of doing what is right. Whether it's a decision within the team, an interaction with a client, or an initiative that affects the environment, integrity serves as our compass. This commitment is rooted in the understanding that the right course of action may not always be the easiest, but it's essential for the well-being of our team, the satisfaction of our clients, and the sustainability of our planet.

One of the distinguishing features of our approach is our unwavering commitment to doing the right thing, even when faced with challenging circumstances. We recognize that difficult situations may arise, and making the right decision may not always align with popular opinion. However, our dedication to integrity means that we prioritize ethical considerations over popularity, ensuring that our choices resonate with fairness, honesty, and a long-term perspective.

CEA's emphasis on doing the right thing extends beyond immediate gains, emphasizing the long-term impact of our decisions. It's a pledge to uphold ethical standards and foster a culture of trust within our team, with our clients, and in our commitment to environmental stewardship. By consistently choosing the path of integrity, we not only build a foundation of credibility but also contribute to a sustainable and principled future for our organization and the broader community we serve.

RESULTS MATTER

In the sphere of project endeavors, obstacles often present themselves as formidable challenges that demand ingenuity and determination.

However, at CEA, our focus revolves around the singular goal of achieving RESULTS for our clients, transcending the hurdles that may stand in our way. We recognize that every project, regardless of its complexities, serves as a canvas for our dedication to delivering impactful outcomes.

Understanding the expectations of our clients, we go beyond the ordinary, putting in the extra effort that distinguishes our approach. RESULTS MATTER, and we acknowledge that our clients appreciate the additional commitment we bring to the table. This recognition forms the foundation of our client-centric philosophy, where going above and beyond isn't just a commendable practice but an integral aspect of our service ethos.

Maintaining a positive outlook becomes a cornerstone in our pursuit of achieving results. Despite the challenges that projects may entail, our team members embody resilience and optimism, viewing each obstacle as an opportunity for innovation and improvement. This positive mindset not only fuels our collective spirit but also serves as a catalyst for overcoming challenges with creativity and determination.

The pride we take in consistently delivering strong results is a testament to the dedication and expertise embedded within our team.

Each team member becomes a driving force, contributing their skills and commitment to the shared objective of project success. This sense of collective pride permeates through every aspect of our work, fostering an environment where excellence is not just a goal but a standard we consistently strive to exceed.

At CEA, the pursuit of achieving RESULTS is not merely a professional endeavor but a reflection of our commitment to surpassing expectations, cultivating innovation, and solidifying our position as a reliable partner for our clients.



OWN IT



Within the culture of CEA, the principle of taking **OWNERSHIP** holds significant weight as a guiding force in our actions and endeavors. Regardless of the outcome, be it a triumph or a challenge, we approach each situation with a sense of personal responsibility that goes beyond individual tasks and extends to the collective success of our team.

When confronted with difficulties, our mindset is rooted in overcoming obstacles and persevering. Taking ownership means acknowledging the challenges we face, dissecting them with a solution-oriented approach, and pressing forward with determination. This proactive stance ensures that setbacks are viewed not as insurmountable roadblocks but as opportunities for growth and resilience.

Our commitment to taking ownership is particularly evident when mistakes occur. We recognize that perfection is an elusive goal, and as a team, we are not immune to errors. Embracing transparency and accountability, we own our mistakes. Moreover, we consider failures not as shortcomings but as stepping stones on the path to improvement. By facing them head-on, we cultivate a culture of continuous learning and refinement.

The ethic of personal responsibility extends beyond individual tasks to our collective pursuit of delivering the best results. By taking ownership of our actions, we create an environment where everyone is invested in the success of the team. This shared commitment to excellence is a driving force that propels us to deliver outcomes that exceed expectations.

Taking OWNERSHIP is more than a principle – it's a philosophy that shapes our approach to challenges, failures, and successes alike. It is through the sense of personal responsibility that we not only navigate the complexities of our work but also foster a culture of resilience, growth, and continuous improvement.

PERFORM ABOVE & BEYOND

At CEA, commitment to delivering is nothing short of an exceptional level of service to our valued clients. Embracing the essence of being part of the CEA team entails a proactive mindset, one that consistently seeks to surpass expectations and willingly goes the extra mile to ensure the highest standards of service.

Exceeding expectations is not just a goal but it's a hallmark of our approach. Whether it's dedicating additional hours to meticulously perfect a sales pitch or tailoring our services with precision to align seamlessly with our client's unique needs, we consider **GOING ABOVE AND BEYOND** to be an integral part of our duty. This commitment to excellence is ingrained in our work culture, driving us to continuously push boundaries and elevate the quality of our service.

Our team members understand that providing an exceptional level of service is not a one-time effort but an ongoing commitment to refinement. We put our best foot forward in every endeavor, acknowledging that the pursuit of excellence is a journey that does not end . This proactive approach ensures that we are not just meeting but exceeding the evolving expectations of our clients.

Moreover, customization is a key element of our service philosophy. We recognize that each client is unique, and tailoring our services to suit their specific needs is a demonstration of our dedication. This flexibility allows us to adapt to the dynamic landscape of our clients' requirements, ensuring that the solutions we offer are not just effective but precisely aligned with their objectives.

Providing an exceptional level of service at CEA is not a mere aspiration but it's a pledge that permeates every facet of our work. It is through our commitment, continuous refinement, and personalized approach that we distinguish ourselves as a team devoted to exceeding expectations and delivering service excellence.



BRAND BUILDING

We take immense pride in our robust expertise in solar and energy storage and the market has paid attention to CEA as a leader, as demonstrated by the invitations that many of our subject matter experts have received from a wide range of media outlets.

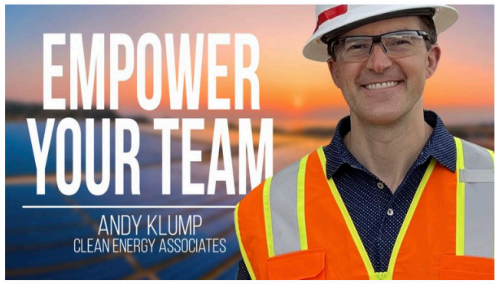
This year, our expanding presence across podcasts, exhibitions, and print and web media has enabled us to provide valuable insights to stakeholders across various industries.

Our participation in a record number of podcasts, including Currents, International Sales Resources, and Silicon Ranch, among others, underscores our commitment to disseminating knowledge and fostering dialogue within the solar PV, energy storage and green hydrogen industries.

By reaching broader audiences, we aim to raise awareness of the growth trajectory within the energy transition and how CEA plays a key part in enabling our clients' success. Our hands-on experience in supply chain, engineering services, quality assurance, manufacturing services, market intelligence and other related operational domains give us an advantage in providing an integrated, comprehensive set of services to our clients, and we are increasingly articulating that message globally.

We are delighted to have been featured on more than a dozen podcasts and webinars with extensive reach in 2023, enabling us to share our insights and cultivate interest in solar energy among a wider audience.

Our strategic presence on podcasts and social media platforms played a pivotal role in attracting top talent to our organization and growing our client base. This success underscores our commitment to not only advancing the solar industry but also fostering talent and innovation within our own ranks.



FEBRUARY 22, 2024 • PODCAST

How to Build a Sustainable Energy Services Firm

Andy Klump, CEO & Founder of Clean Energy Associates, joins the Mission Driven podcast hosted by Richard Brubaker to speak about his 15 year journey to build one of the world's leading solar energy and storage services firms.

READ MORE →



ANNUAL STRATEGY CONFERENCE (ASC)

We convened our **7th Annual Strategy Conference (ASC)** in January, centered around the theme of "Scaling through Integration." Following Intertek's acquisition of CEA in August 2022, our business has undergone significant international expansion. By forging closer ties with Intertek's vast network of 44,000 professionals and 1,000 test labs in over 100 countries, CEA is poised to extend our reach in the realms of solar and energy storage across new territories.

A highlight of our ASC was the keynote address delivered by Intertek's CEO, André Lacroix, who graciously accepted our invitation to share his insights. In his address, André underscored CEA's pivotal role in Intertek's sustainability strategy, emphasizing the critical importance of integrating our expertise into their broader vision. Notably, André recently authored *"Leadership with Soul,"* a book that champions the value of prioritizing people amidst a shared vision of organizational growth.

André has a distinguished career and prior to his tenure at Intertek, he served as Group Chief Executive of Inchcape Group plc, Chairman and Chief Executive Officer of Euro Disney S.C.A., and President of Burger King International within Diageo. His presence at our ASC served as both a reminder of our mutual interest in growth as well as a combined alignment in core values with an emphasis on global impact.

As the China team was still enduring a rapid spread of COVID19 cases in late 2022, this ASC was still held virtually, but our team participated from all 15 countries in a variety of working sessions, speed networking and joint brainstorming on how we can expand our business in 2023.



VIEWPOINTS ON LEADERSHIP FROM THE EXECUTIVE LEADERSHIP TEAM



ANDY KLUMP

CHIEF EXECUTIVE OFFICER

1. Give one story about how you saw CEA's values in action.

I've experienced all teams demonstrate the core value of We are Family in many ways throughout 2023, but I'd like to highlight the Project Operations team as living We are Family in a passionate way. Their team has been spread out on many global assignments and their teams are simultaneously executing projects in more than a half a dozen countries at any way time, but yet they operate as one cohesive family unit and support each other during critical times. They demonstrate a deep sense of commitment to helping each other, especially as they have endured extensive overtime assignments this past year. They coalesce around their team and the CEA family, so I'd like to thank the PO team and their resilient leaders for living our core values consistently!

2. How has CEA's culture helped the company grow in 2023?

CEA's culture has a life of its own as so many team members embrace our dynamic culture intrinsically that they find new ways to help us grow.

One new initiative which has helped us celebrate our culture is the deployment of Motivosity, a software tool which enables all team members to provide recognition for each other whenever our core values are demonstrated. This platform is visible to the entire company, and we give daily or weekly recognition for the best ideas and improvements in the business and then reinforce these top selections in our monthly All Hands Meetings.

The idea of Motivosity itself is one initiative led by Jake E. as he had deployed this at his previous company. Since deploying Motivosity, CEA's team member engagement scores have jumped by 31%, as anyone can now share public recognition to a much broader audience.

Our team member engagement is measured by our team member Net Promoter Score (tmNPS) and I look at this metric closely with our executive leadership team as we are eager to engage the team in as many ways as possible. Our growth in team engagement is directly correlated with our high growth as a company and I'm confident that all facets of our company will benefit as we obtain true involvement from all team members.



JEFFREY BURKETT

VICE PRESIDENT, CUSTOMER SOLUTIONS

1. Give one story about how you saw CEA's values in action.

Here at CEA we have eight core values that are shown and measured on a daily basis from We are Family, Having Fun, Unending Curiosity, Be Humble, Do the Right Thing, Results Matter, Own it and Perform Above and Beyond. As they are all very evident in our business one has stuck out more to me in the last six months than the others and that is Performing Above and Beyond!

As we continue to grow the business every team member has taken on the task to looking at where we can grow in our current areas while expanding to other countries and or markets. This has allowed the organization to function as a cohesive unit while increasing our business growth in double digits in a very competitive market, which shows how CEA team supports and interacts as a Family!

2. How has CEA's culture helped the company grow in 2023?

The CEA culture is not just words on paper but actions by each team member, we like to refer to them as family members as this is how CEA operates. To grow a business the team members must not only perform their work but believe in management and be passionate about the company and it objectives. The compassion is seen thru We are family. Everyone is always willing to step in and help where needed and support. This is a prime example of how family operates and here at CEA we don't just say it we live it daily!



PAUL WORMSER

VICE PRESIDENT, TECHNOLOGY

1. Give one story about how you saw CEA's values in action.

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DARRYL PARKER

VICE PRESIDENT, MARKETING & SALES

1. Give one story about how you saw CEA's values in action.

Our Proposals are generated through a group effort of Sales Operations. This group is an organization within commercial sales that connects the field sales team to the subject matter experts who deliver CEA services to our customers. The sales operations team is responsible for maintaining our core mandatory control processes that adhere our proposal contracts to our financial systems for reporting as well.

During our Q4 push, this team worked through a number of changes, vacations, and one of a kind customer engagement. Many times, creating new proposal templates as CEA attends to custom engagements. Through Q4, the team attended to over 300 proposals and turned those around in record time, short handed and under customer pressure to hit year end deadlines. Through this all the team performed exceptionally well delivery quality work through the end of the year. It clearly emphasized our core value of RESULTS MATTER.

2. How has CEA's culture helped the company grow in 2023?

The single greatest contribution to the sales numbers that we have in CEA is our value we call OWN IT. The Commercial team at CEA continues to be the advocate for the customer. The team has a singled minded focus to deliver the best quality service for our customers in every situation they find on a global basis.

Whether it is in China, the United States, Europe, Middle East, or India, everywhere there are clients that are investing in Solar or storage, CEA reaches out to assist and support those clients build and activate the best quality renewable energy projects they can deploy.

Recently, we ended the year with many exceptional projects that need attention. In the month of December, when the world is celebrating Christmas, Hanukkah, and New Years, our CEA team was in contact with our clients, even on PTO to ensure our customers business continued smoothly during a disruptive time of year. In some cases, on the Holidays, the team was in touch with their clients to make sure the projects completed on time, in budget, and the quality our customers have come to expect.

This dedication fuels our growth, build our customer loyalty and as our customers grow, CEA grows with them as valued experts that can be counted on to be there for and when our customers need us the most.



MAX ELGHANDOUR

VICE PRESIDENT, FINANCE & ADMINISTRATION

1. Give one story about how you saw CEA's values in action.

2023 was a highly challenging year, besides being the first full year under the ownership of Intertek the pressure to continue our enormous growth target coupled with numerous new processes, procedures and requirements for approval before hiring, spending or carrying out businesses as before, Andy continued forging ahead and leading the team and fighting several battels to retain and protect his staff and maintain motivation and the spirit that made CEA what it is today.

This selfless act of fighting for what he believed to be the right thing for the team and the company is a great example of "do the right thing", "perform above and beyond" this to me was the greatest example of truly living the values.

2. How has CEA's culture helped the company grow in 2023?

One of our first core value is we are a family, demonstrating this on continuous basis by helping and attending to special needs of team members going through hard time due to health or other reasons is what makes CEA a great place to work for, specially now since trying to live and demonstrate our support for team members takes a new nuance, requiring approval from Intertek.

I believe these acts of support is what drives the team to perform above and beyond coupled with taking time to celebrate during multiple gatherings in the USA, Europe, and China help the team to reenergize and propel them to reach our overreaching growth goals.



VINAYAK GUPTA

VICE PRESIDENT, OPERATIONS

1. Give one story about how you saw CEA's values in action.

CEA continues to be a champion in driving core values and culture globally. In my time at CEA I have seen some of the very best living of core values that is as good as any that I have experienced in my working career.

From welcoming new team members and making them feel instantaneously like global family members, recognizing team members for their incredible effort in execution, driving process rhythm to scale the company to the next level from bottoms up, hearing the voice of our team members and making the Executive Leadership team available to any and all team members at all times to not only hear their voice but implement changes to continually make the company better, wherever the company can is an example of true people based leadership.

Personally I saw all of our core values in action on a daily basis, but ones that resonates very well as a combination (We are family, Unending curiosity, Be humble, Results matter, Own it and perform above and beyond) with me is the excellent cross collaborative work performed by our Quality Assurance team, Supply Chain team, Account management Team and Technology Quality Team.

Given the advent of IRA in the US, there is a flurry of manufacturers that are either not used to producing product at the scale needed to fulfill demand or they are putting new factories in operation. Setting up new factories and scaling them rapidly requires a unique combination of technology experts, Bill of materials suppliers who require qualification, Scaling the factories so they can produce high quality products as required and delivering them on time.

Our teams worked together to successfully support many high value customers in ensuring that they get high quality products on time, on spec and on budget that continued to build confidence in deployment of Solar energy in US and Europe by driving confidence in our customers' mind and there business.

CEA earned direct recognition and commendations from our customers, record NPS (Net promoter scores) scores and very high repeat business from these customers that helped in growth of our immediate and long term business. This makes me incredibly proud of the dedication, determination, and support of our teams.

2. How has CEA's culture helped the company grow in 2023?

CEA had some lofty goals in 2023. We brought in some new talent to the company who were culture fit, both within 2023 and just in the fourth quarter of 2022 to deliver the numbers. Each and every new member when brought into the company and felt welcome by the CEA team, understood the unique value of our culture, which was not just stated to them at the time of interviews but also how it comes into action.

Right from the passage of IRA to accelerate US Renewable Energy Business forward our team leaders including new members and existing teams developed a symbiotic relationship with each other from Business development to Business units cross collaborating with each other in order to deliver the best value for our customers.

The team always looked at the big picture that will not only benefit CEA's business, but most importantly deliver the value for our customer in a way that will drive their long term success and help accelerate the success of IRA initiative.

Not a single BU leader was driven by their own business growth, but always looked at the big picture that will grow the business and support the industry. A prime example of that is the cross collaboration between our Market Intelligence business and Manufacturing services business that created a unique and unparalleled business model to provide maximum value and grew our business multifold even though they were never business units. Going forward these business units continue to become a major pillar of CEA's growth.

I'd also like to add to this that CEA is unique in the sense that allows us to spot new trends and leverage our culture and core values to develop new business opportunities successfully with an entrepreneurial mindset that allow us to experiment and grow without fearing about creating a perfect plan.

This combination is very unique and that not only helped us grow in the past, in 2023 but will also be a major catalyst to grow in 2024 and beyond. Best is yet to come.

COACH MIKE

EXECUTIVE COACH



Culture is one of the most critical parts of an organization's strategy. It is crucial in any organization as it sets the tone for how employees interact with each other and ultimately how they work together. A positive and inclusive culture boosts employee morale, engagement, and productivity, leading to a more prosperous and thriving business. It also helps to attract and retain top talent, as employees are more likely to stay with a company that has a solid and supportive culture.

Andy and his leadership team have created a culture that impacts the overall success of CEA by influencing decision-making, problem-solving, and innovation. The CEA culture values collaboration, creativity, and transparency and fosters a more dynamic and forward-thinking environment where employees are encouraged to bring their best ideas. This gives CEA a competitive advantage in the marketplace and drives long-term growth and sustainability for the organization.

AWARDS & RECOGNITION

ANNUAL AWARDS

Within the dynamic environment of CEA, we are privileged to boast a plethora of A players whose unwavering commitment and tenacity deserve not just an award but a resounding “lifting on the shoulders” recognition.

Publicly celebrating the accomplishments of our team members is ingrained in the fabric of our organization, as we take immense pride in shining a spotlight on those individuals who exemplify and breathe life into our core values.

An annual tradition that exemplifies this commitment is the recognition of our top performers inducted into CEA’s esteemed ROCKSTAR HALL of FAME! This prestigious award is reserved for those who not only meet but exceed our expectations, embodying the very essence of our core values. As we reflect on the past 15 years of collective success, we are delighted to honor these exceptional individuals who have been instrumental in propelling CEA to greater heights.

These recipients are proudly displayed on the walls of our Shanghai office in a plaque and shared virtually throughout the company. This public display serves as a perpetual reminder of the outstanding contributions made by these individuals, inspiring both current and future team members to strive for excellence and uphold the values that define our organization. In this way, the ROCKSTAR HALL of FAME becomes a living testament to the enduring spirit of dedication, innovation, and success that characterizes CEA’s journey.



	2017	2018	2019	2020	2021	2022	2023
Culture Champion	*Ken*	*Roger B.*	*Nicole Y.*	*Cara Z.*	*Shashank P.*	*Irene B.*	*Eddy J.*
Own It – Operations Master	*Dutt D.*	*George T.*	*Jerry W.*	*Samuel M.*	*Ankil S.*	*Jeff Z.*	*Jake E.*
Results Matter – Sales Guru	*Anika G.*	*Casey M.*	*David P.*	*Mike L.*	*Marin R.*	*Jens R.*	*Tony S.*
Perform Above & Beyond Star	*Huatian X.*	*Martin D.*	*Yana H.*	*Jigesha U.*	*Jenny X.*	*Mike S.*	*Blair L.*
Be Humble Hero	*Leo L.*	*James N.*	*Anand K.*	*Emma Z.*	*Rebecca S.*	*Bevybelle B.*	*Katherina Y.*
Curious George	*Jerry H.*	*Susan X.*	*Claire K.M.*	*Clark M.*	*Joseph J.*	*Namitha G.*	*Nicola L.*
We are Family Crusader	*John J.*	*Elvira R.M.*	*Emily S.*	*Faith R.*	*Peter C.*	*Srinivasamohan N.*	*Jemy P.*

MONTHLY AWARDS

Beyond our annual awards, we actively cultivate a culture of continuous recognition by shining a spotlight on team members who consistently embody our values. This monthly recognition takes center stage during our All Hands Meetings, providing a platform to acknowledge and applaud exceptional contributions aligned with our core values.

To ensure inclusivity and accommodate our diverse global team, these meetings are strategically scheduled at different times, catering to the preferences of our Asian, European and North American colleagues across various time zones. This intentional scheduling reflects our commitment to creating an environment where every team member feels valued and included in the celebration of success.

Participation is open to all at CEA, as each member is encouraged to express appreciation for their peers who demonstrate outstanding work aligned with our core values. The selection of potential candidates and ultimate winners is undertaken by both our executive and working teams to ensure a broad coverage of departments' contributions.

What sets our recognition apart is the emphasis on acknowledging those who personify the value of "BE HUMBLE." These are the unsung heroes who, despite their exceptional accomplishments, refrain from self-promotion. Instead, their colleagues, appreciating their humility, eagerly step forward to champion their achievements on their behalf. This unique aspect of our recognition program not only spotlights excellence but also underscores the collaborative and supportive spirit that defines our workplace culture at CEA.





WEEKLY GOOD NEWS DIALOGUE

To celebrate and amplify the positivity that permeates our workplace, we take great joy in sharing uplifting Good News stories every Friday in our We Are Family communication channel and in 2023, we started using the GNF moniker in our and Motivosity culture platform as well.

Sharing Good News at the end of the week with everyone reminds us to celebrate the 'small victories' of our teams over the past week and give a platform for everyone to share appreciation with their respective colleagues.

While our CEO, Andy Klump, led this effort of team member recognition solely in the past, by adopting Motivosity, now any team member can share GNF appreciation throughout the company.

Good News Friday

Praise



Felix Ma, Jie Tang, Leo Chen
Thank you

A big shout out to Felix, Jie, and Chen have been traveling in the last 2 weeks to conferences and factories in the middle of the pandemic wave, getting terrific insights and building our network. The team got sick and recovered while doing the work for CEA's oldest client. Nextera has awarded our first Green Hydrogen project, which is the evaluation of Chinese electrolyzer suppliers and their potential. Fantastic news to start the year! Happy Friday everyone!

From Ivana Piric

Praise



Ankil Sanghvi
Courage

For GNF this week, I'm applauding Ankil for accommodating a last-minute site visit in Maine under extreme weather conditions. He OWNED IT and performed the work at -20 degrees C. Unfortunately, he lost a glove and nearly froze, but conducted the inspections to the the client's satisfaction in a tight timeline. Thank you, Ankil, for continuously living our core values and providing great leadership of the ES team during the winter months. Stay safe and enjoy your weekend everyone!

From Andy Klump

Praise



Kind heart
Cara Zhu

For GNF, I also must thank Cara as she continuously demonstrates living our core values, especially WE ARE FAMILY during my visit to Shanghai! In addition to supporting my arrival, organizing the team lunch, and solving some bank and transportation issues, she continued to execute her core work in her leadership role of PO. I hope that our China admin role is placed soon, but thank you, Cara, for taking care of our team, especially myself! I wish all of you a fantastic weekend!

From Ivana Piric

Praise



Achiever
David Ray, Greg Barker

I received some awesome news this Friday morning related to the Infocast Phoenix show. CEA saw the full attendee list about 2 weeks ago and the Inside Sales team has been eagerly contacting attendees, as a week or two is needed to reach prospect and schedule the meetings. That prep work is bearing a lot of fruit now as the Sales Development Rep team has generated 30 SQLs, more than we obtained in all of February! Greg has scored 23 on his own, so kudos to Greg and David for their awesome work

From Ivana Piric

Praise



Awesome
Michelle Cenidoza

I'd like to recognize Mitch for OWNING IT and BEING HUMBLE this week by organizing the Intersolar North America trade show for CEA. She assumed a proactive role and demonstrated flawless organization of the show details which supported the entire CT. All the work behind the scene led to our team feeling relaxed and focused 100% of their time on talking to customers and meeting new prospects. We appreciate your great work for the marketing department and the entire company! Happy Friday all!

From Andy Klump

Praise



Problem solver
Carlos Acinas

Another example of living example our core values, DO THE RIGHT THING and OWN IT, goes to Carlos who traveled to Germany for a ground-mounted PV inspection after a thermal event. He identified the root cause, fought with rodents (who were biting the cables), German Schnitzel, and the language barrier all by himself. Thank you, Carlos, for providing a WOW! customer experience! Have a great weekend and please don't forgot to send Nathan a 15 second video for Vinayak in the link I sent above!

From Andy Klump



Awesome
Elaine Hou

This week's Good News Friday highlights the value of "Unending Curiosity," and we are thrilled to recognize Elaine Hou for embodying this core principle. Elaine's incredible investigation into the traceability front, including Canadian's joint-venture with GCL and the connection with Sinosure, reveals her commitment to understanding complex issues. Her detailed work on UFLPA risk is more than an example of diligence; it's a testament to her insatiable curiosity that leads to uncovering vital inf

From Clark Maine

Praise



Team player
Miranda Li

For GNF, I'd like to highlight the excellent work of Miranda demonstrating We Are Family and Owning It. She was responsible for preparing, hosting, closing our SNEC booth, and organizing logistics for our team members who came to China. Despite numerous challenges, the exhibition was fantastic! Kudos to the marketing team for supporting the exhibition and the rest of the Shanghai team who jumped in whenever we needed extra hands. Happy Friday everyone!

From Ivana Piric

Praise



Team player
Jeff Chen, Mothukuru Muneendrar

For GNF, I'd like to recognize Jeff from the Racking team and Muneendrar from the Module team as they demonstrated the core value of We are family and Unending Curiosity. After a busy period of project execution, they were planning to take a break, but when they knew PO was short of resources to execute storage and inverter QA projects for a few HVCs, they postponed their break, and joined a cross-functional team to support project execution!!! Thanks again! I wish everyone a fantastic weekend!

From Andy Klump



CULTURE ACTIVITIES

Fostering a robust company culture is paramount for every member of CEA's team. Nurturing a dynamic environment where everyone can thrive is a key element for the long-term success of CEA. We promote a variety of activities throughout the year, providing opportunities for team members to forge meaningful connections both virtually and in person. The principles of "HAVE FUN" and "WE ARE FAMILY" are not just words, but these core values are embodied in the vibrant engagement and interactions that define our workplace.`

FIRESIDE CHAT

The Fireside Chat series, a hallmark of our internal initiatives at CEA, stands as an enriching interview program that serves as a dynamic catalyst for fostering connections among our team members. Rooted in an unending curiosity that propels our culture of continuous learning, this series transcends the conventional boundaries of workplace communication. The program not only delves into the remarkable career journeys of our CEA experts but also taps into their subject matter mastery, creating a vibrant tapestry of shared knowledge and experiences.



What sets the Fireside Chat series apart is its ability to infuse a light and enjoyable atmosphere into our internal communications. By adopting a conversational tone, we create a

setting where our team members can engage in a relaxed and open dialogue. This format not only enhances the understanding of each expert's journey but also fosters a sense of camaraderie, breaking down barriers and facilitating meaningful connections within our diverse team.

Each episode is meticulously crafted around key questions that ground the conversation, providing valuable insights into the perspectives of our team members. From reflections on leadership and motivations to exploring the challenges that fuel their commitment to making a lasting impact in the solar industry, these interviews serve as a source of inspiration and shared learning. By unraveling the personal and professional motivations of our experts, the Fireside Chat series becomes a source of collective wisdom that resonates across all levels of our organization.

In the broader context of the CEA culture, the Fireside Chat series contributes immeasurably to our commitment to curiosity, knowledge sharing, and creating a better future. It aligns seamlessly with our ethos of continuous improvement and innovation by cultivating an environment where every team member feels not only informed but also inspired.

This program reinforces the notion that learning is a perpetual journey, and by celebrating the achievements and insights of our experts, we collectively propel ourselves toward a future defined by excellence and positive impact in the solar industry.

FACTORY AND ON-SITE INSTALLATIONS

Within the vibrant community of CEA, our formidable team consists of more than 175 skilled engineers and inspectors who are dedicated to immersing themselves in their work, ranging from meticulous factory audits to the intricate inspections of field and rooftop solar and energy storage systems across the globe.

Guided by the ethos of "performing above and beyond," we prioritize exceeding our clients' expectations in our work. At CEA, we firmly believe that fostering an environment where both personal and professional excellence enables our team to accomplish both our work objectives but also nurtures our personal aspirations.

We are delighted to share glimpses of our impactful work through a series of captivating snapshots of our work the images below across various sites. Through these visuals, we invite you to witness the dedication, expertise, and enthusiasm that define our contributions to the realms of solar and energy storage installations.



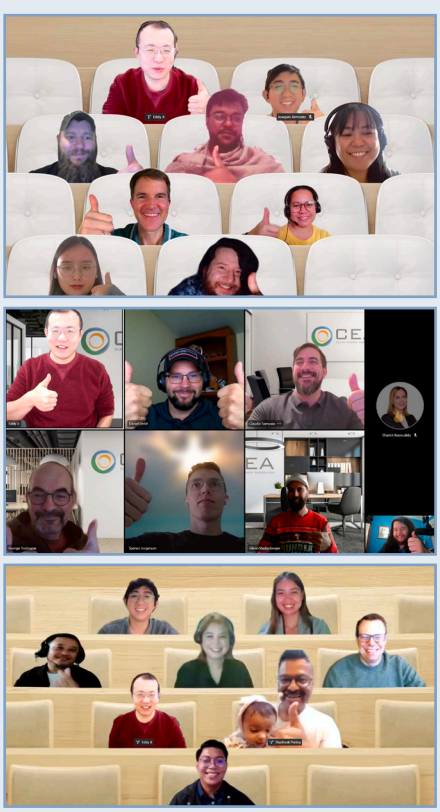
SPEED NETWORKING

Given CEA's status as a global entity, we have instituted a monthly tradition aimed at fostering connection among team members dispersed across various corners of the globe. This initiative takes the form of a laid-back "happy hour known as speed networking", a recurring event designed to transcend geographical boundaries and bring our diverse team closer together.

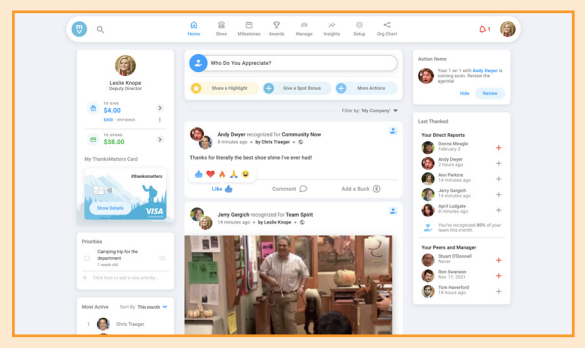
These dynamic virtual sessions serve as a catalyst for team members living in different regions and engaged in cross-functional roles to forge meaningful connections. Beyond the exchange of professional insights, the emphasis is on cultivating an atmosphere where the principles of "HAVE FUN" are not just words but are actively integrated into the fabric of our interactions.

Through these gatherings, our team engages in lively conversations, shares anecdotes, and collaboratively contributes to building stronger bonds. This intentional effort to create global camaraderie not only facilitates a deeper understanding of the rich tapestry of our team's skills and backgrounds but also reinforces a sense of unity and shared purpose.

By seamlessly blending the professional and the personal in these virtual social engagements, we fortify the collaborative spirit that defines the essence of CEA's global community.



MOTIVOSITY



CEA uses a number of helpful tools to reinforce our culture and 2023 was a significant milestone as we deployed Motivosity, a tool which promotes team member engagement and peer-to-peer recognition at all levels in the organization.

Motivosity empowers ANY team member to acknowledge any other team member in front of the entire company. Each team member is awarded $5 to give away each month and these gifts can be offered to anyone in the company who demonstrates CEA's core values.

Our team would like to recognize Jake E who suggested this program as he had launched this in his previous company and Eddy J who leads our Winning Culture Team as they evaluated software vendors and encouraged team adoption. Now that our team is actively using this tool everyone can now see all of the amazing ways that CEA team members are performing above and beyond for our clients throughout the world.

AFFINITY GROUPS

At CEA, affinity groups play an integral role in fostering connections and creating a sense of community among our global team. With a diverse range of 25 groups spanning interests such as pets, music, foreign languages, hiking, water sports, cooking, photography, and more, our company has cultivated a rich tapestry of opportunities for team members to bond over shared passions and hobbies.

These affinity groups serve as invaluable tools for connecting our global team, promoting team members' well-being, enhancing professional development, and fostering a culture of inclusivity and collaboration within CEA. By supporting and nurturing these groups, we are not only strengthening engagement but also reaping the benefits of a more cohesive and dynamic workforce.

Through these affinity groups, we facilitate cross-functional collaboration and encourage the exchange of ideas and knowledge across teams and geographic boundaries and our Winning Culture Team is always eager to add new ideas and groups to the list. Moreover, these groups provide a platform for team members to develop leadership skills, build networks, and engage in meaningful discussions and activities.

CEA's affinity groups are a cornerstone of our organizational culture, and their continued support and development align with our commitment to fostering a diverse and inclusive workplace, so for anyone with a unique talent or special background who is interested in joining CEA, please apply for any of the openings on our website and you also can start a new affinity group at CEA!

HOLIDAYS RECIPE BOOK



Embracing the joy of the holiday season is a cherished tradition for many, marked by quality time with loved ones and indulging in delicious food. At CEA, we have an affinity group focused on cooking and sharing recipes, so in 2021, this group came together to start a tradition of offering our favorite holiday recipes to our clients.

This Holiday Recipe Book was later generously shared not only with our team, but also the broader CEA clients, as many others showed interest in trying new recipes for the holidays.

In 2023, the overwhelmingly positive reception from our clients inspired us to carry forth this tradition to a larger audience and consequently, our team of over 250 professionals scoured the globe, handpicked the finest recipes from 13 diverse countries to give to everyone.

This year proudly showcase the 2023 edition of our Holiday Recipe Book on our website, extending the culinary inspiration from our team to all who appreciate the art of cooking.

Whether you are a seasoned chef or a culinary novice, we invite you to savor the flavors of our collection and embark on your own gastronomic adventures throughout the year. After all, the spirit of togetherness and culinary exploration knows no bounds.

Culture Activities

Glühwein (German Hot Wine)

From Joerg Althaus, Director, Engineering Services & ESG, Germany



"Here is my Recipe for Glühwein, which is the hot wine served around x-mas at many German x-mas markets. Enjoy and Merry Christmas."

Ingredients

- 1 Liter Red wine (semi-dry)
- 2 Cinamon sticks
- 10 Cloves
- 2 Star anise
- 3 Bio – oranges
- 60g - 70g Brown sugar
- 50ml Rum

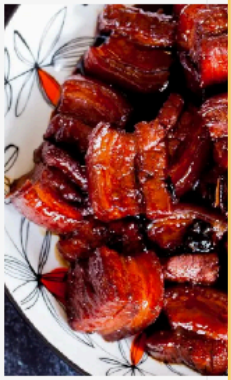
Instructions

1. Heat red wine with spices in a pot. Halve 2 oranges, squeeze out the juice and add to the red wine. Wash the remaining orange skin with hot water, dry it and cut it into thin slices. Set aside 3-4 slices for garnish and add the rest to the pot. Simmer all ingredients over low heat for about 10 minutes.
2. Add brown sugar and rum and simmer for another 2 minutes. Garnish with orange slices or orange peel and cinnamon sticks if desired and serve hot.
3. If you don't like red wine that much, you can simply replace it with white wine and enjoy delicious white mulled wine. Instead of the oranges you can simply use juice and slices of 2 lemons.
4. If you want it a bit stronger, you can add rum or amaretto to the finished drink.

Hong Shao Rou (Braised pork in soy sauce)

From Eddy Ji, Manager, Supply Chain Management, Canada/China.

Prep time: 10 minutes | **Cook time:** 2 hrs | **Servings:** 4-6



Ingredients

- 1.5 to 2 lbs (700 to 900 g) pork belly , cut into 1" (2.5 cm) cubes

Braising Liquid

- 2 tablespoons peanut oil (or vegetable oil)
- 3 tablespoons sugar
- 1/3 cup Shaoxing wine (or dry sherry)
- 2 cups reserved blanching liquid
- 3 tablespoons light soy sauce (or soy sauce)
- 1 1/2 tablespoons dark soy sauce
- 1" (3 cm) ginger , sliced
- 3 green onions , cut into 2" (5 cm) pieces
- 2 whole star anise pods

Blanching Liquid

- 2 green onions , cut into 2" (5 cm) pieces
- 1/2" (1 cm) ginger , sliced

Instructions

1. In a medium-sized pot add the pork belly and enough water to cover it completely. Make sure there is some space between the water level and the lip of the pot to avoid boiling over and to make skimming easier.
2. Add the green onions and ginger. Cook over high heat until the water reaches a full boil. Boil for 3 minutes, using a fine mesh strainer (or a ladle) to skim and discard the brown foam from the top, until the liquid is clear.
3. Strain the pork and reserve the blanching liquid. Rinse the pork with running tap water to stop the cooking and rinse away any scum that may have stuck to it.

Antelope Meatball Stroganoff

From Mark Hagedorn, VP Manufacturing Services - USA



Meatball Ingredients

- 1 pound ground antelope
- 1 teaspoon dried oregano
- 1/2 teaspoon onion powder
- 1/2 teaspoon garlic powder
- 1/2 teaspoon kosher salt
- 1/4 teaspoon nutmeg
- 1/4 cup onion, finely minced
- 1/2 cup breadcrumbs
- 1 egg

Stroganoff Ingredients

- 2 tablespoons butter
- 2 cups mushrooms sliced with stems
- 1 large onion, sliced
- 2 cloves garlic, minced
- 2 cups beef broth
- 1 cup sour cream
- 1 tablespoon horseradish
- Salt, to taste
- Chopped flat leaf parsley

Instructions

1. Preheat oven to 400°F.
2. Mix all meatball ingredients together in a large bowl. Shape meat mixture into small meatballs and arrange on a nonstick baking sheet. Bake in oven for 20 minutes or until done.
3. Heat skillet over medium heat and melt butter. Add onions, mushrooms, garlic and cook until onions soften. Carefully add beef broth to skillet and bring to a low boil. Add sour cream and horseradish to broth and stir together until blended. Add meatballs to the creamy broth and serve alone or with buttered egg noodles. Garnish with flat leaf parsley.



HOLIDAYS

We take great pride in our dynamic team, comprising members from over 20 different nationalities and living in 15 countries. Coming together to celebrate holidays is an opportunity to showcase our diversity and embrace the unique traditions that contribute to the legacy of CEA's team.

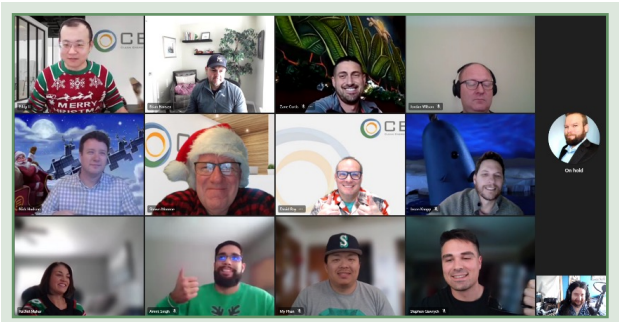
Our team graciously shared their individual holiday traditions in their respective locations, allowing us to appreciate and learn about the unique festivities around the world.

CHRISTMAS DAY

2023 marked a special and joyous occasion for our Shanghai office as we eagerly celebrated Christmas together. Unlike the challenges of 2022 when the rapid spread of COVID-19 disrupted our plans to meet as many team members faced health setbacks, our 2023 Christmas gathering was energizing as the collective excitement of reuniting brought all of us together. Everyone shared a deeper sense of gratitude and resilience for the chance to come together, especially after such difficult times.

Our Christmas celebration was not just about enjoying the festivities but also provided a chance to reflect on the unity and camaraderie that defines our team. We recognize and appreciate the unwavering commitment of each team member, especially those who faced health challenges during the pandemic. In the spirit of togetherness, we planned a vibrant and inclusive celebration that accommodated everyone with festive office decor, delightful food and engaging activities.





This Christmas was not just a celebration, but a testament to our collective strength, resilience, and the bonds that tie us together. As we gathered to share laughter, warmth, and good cheer, we look forward to creating cherished memories and forging an even stronger sense of community within our Shanghai office in the coming year and creating an atmosphere where everyone can flourish.

HOLI

The vibrant Indian culture is renowned for its festive holidays, and at CEA, we always HAVE FUN with our team members in India. The celebration of the Holi festival took on unique and lively forms, making 2023 a year filled with festive spirit! CEA boasts a dedicated team of over 20+ professionals specializing in supply chain, quality control, and engineering services. Additionally, there are 25+ Indian nationals contributing their expertise to CEA from various countries around the globe.





THANKSGIVING

Thanksgiving marks the beginning of the holiday season in the United States; however, as the CEA team has a few Americans living in China and other countries, the CEA team celebrated this important day with enthusiasm, especially with our team in Shanghai. They shared their appreciation for this holiday and explained why they were grateful for the many blessings in their lives in with each other as well as enjoyed some festive pies and other treats.







TEAM TALK

At CEA, our team holds a special place in our hearts, and we are dedicated to fostering a culture of engagement in as many ways as possible. Our Culture Book is the best way to commemorate our collective intent to involve many of our team members, so in 2023, we are pleased to see over 165 team members respond when asked.

In our everyday interactions with our team, we avoid using the “e” word. We choose to address our team as “team members” or “professionals,” underscoring the significance each individual holds in our organization. We also prefer to use the term “leader” rather than “manager” or “boss” as this subtle distinction has an impact on how we treat each other.

Empowering our team goes beyond nomenclature, as we actively encourage every team member to contribute to shaping our culture. Our goal is to cultivate a work environment where everyone feels truly at home within the CEA family. In our request to gain a broader perspective on CEA’s culture and values, we extended the invitation to our team members’ families, seeking their insights and enriching our understanding of the familial bond that defines our collective identity.

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Ivana P.** Member since 2022	***"Do The Right Thing.*** *Whether someone is watching or not, I'll always try to do the right thing for the right reasons, even when it may work to my disadvantage."*	*"Market Intelligence."*
 **Kevin S.** Member since 2018	***"Unending Curiosity."***	*"AM."*
 **Tommy B.** Member since 2023	***"Do The Right Thing.*** *With a hybrid role in CEA, I clearly understand what I should do to bring more business to the company and give the clients "WoW" experience."*	*"PO Team."*
 **Lisa P.** Member since 2020	***"We Are Family.*** *A harmonious and friendly would make me enjoy my daily work."*	*"QA."*
 **Joerg A.** Member since 2022	***"Do The Right Thing,*** *since I appreciate things getting done the right way and fully executed instead of taking shortcuts."*	*"The whole PO team is sworn to the value, since QA does only work "the right way."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Arturo C.** Member since 2022	***"Own It.*** *I'm a quarterback player and no problem to have new tasks, I know I can make them but I need resources for winning the match."*	*"TQ. I feel they are quite close to each other and that reflects cohesion."*
 **Alisa X.** Member since 2019	***"Do The Right Thing."***	*"PO.."*
 **Shashank P.** Member since 2018	***"Do The Right Thing -*** *by supporting our clients into their procurement to get the right product."*	*"QA - by making sure the product is as per specifications and highest quality."*
 **Jason C.** Member since 2022	*"**Results Matter.** I put client's satisfaction as the first priority in my work. Meeting client's needs is what we want to achieve in the end. For this purpose, I usually do extra work out of the 'SOP'."*	*"If I have to name a team, I would say the inverter and transformer team. Because they frequently receive customized SOW and they always do their best to meet client's need."*
 **Elvira R.M.** Member since 2017	*"**We Are Family.** I give importance to these key elements - Trust, empathy, open communication, respect, support, and care for the team members of the organization making everyone feel a sense of belonging as family members."*	*"I would say all teams within the CEA organization is living this core value most of the time. To treat team members like valued family members is a win-win situation. It boosts the morale, drives motivation and improves the overall productivity."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Darrel D.** Member since 2021	***"Have Fun!** I make sure to always keep my creativity flowing by looking at the bright side and thinking out of the box. This brightens my mood and all of the colleagues I'm working with as well!"*	*"I would give this to Michelle - working tirelessly 24/7 and making sure all events, webinars, website updates, and everything are in order! Kudos and great job, Mitch!"*
 **Anthony G.** Member since 2022	***"Unending Curiosity,** because in our industry it is a must! as the technology changes every 4-6 months"*	*"Christian Roselund."*
 **Bessie H.** Member since 2017	***"We Are Family.** HR is a supporting department in CEA. We need to support each team member and also need each team member's support."*	*"ELT."*
 **Ignacio E.** Member since 2023	***"Own It**... there is no excuse valid to not do what you are supposed to do!"*	*"Market Intelligence."*
 **Brian A.** Member since 2023	***"Results Matter."***	*"PMO."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Jackie Q.** Member since 2023	***"Unending Curiosity.*** *Since joining CEA in July 2023, I've been attempting to learn new things about my everyday tasks. I was also thinking about ways to increase the efficiency and effectiveness of my everyday tasks, even attempting to master some new talents that I had never been interested in previously."*	*"Sorry, I am not very familiar with other teams right now. Maybe next time I will have the answer for this."*
 **Emily S.** Member since 2017	***"Have fun -*** *Example: go karting"*	*"N/A."*
 **Mark H.** Member since 2022	***"Results Matter."***	*"Manufacturing Services."*
 **Casey M.** Member since 2015	***"Results Matter.*** *All CEA ever asks from me is for bookings. Again and again."*	*"Sales Ops."*
 **Amruth M.** Member since 2023	***"Perform Above And Beyond.*** *I approach each project as an opportunity, regardless of its novelty to me. My aim is to execute tasks in a manner that ensures client satisfaction with the services we deliver."*	*"PO."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Jeffrey B.** Member since 2023	***"Perform Above and Beyond**, as we are all working towards the same goals it is important that we have high bars to stretch ourselves daily to be better!"*	*"Business Development - They are working Above and Beyond to make a difference and stretching the company daily to achieve it!"*
 **Sugar C.** Member since 2020	***"Result Matter** - It's significant for employee at work."*	*"PO."*
 **Brett K.** Member since 2020	***"Be Humble.** The more I learn, I discover there is more to learn. This is not daunting, it is invigorating."*	*"The TQ Team lives Be Humble. TQ Team are quick to remind all listeners there is always new, more, and undiscovered advancements in technology that are coming. Technology has a way of keeping all of us Humble."*
 **Sharich B.** Member since 2023	*"**Unending Curiosity.** I'm eager to learn more about the existing tools and processes of CEA. I am motivated to work with these experts in this field and eventually be part of the company's significant projects."*	*"US Team. With the diverse culture and people, I feel this team helped a lot in establishing a good communication strategy by boosting each team member's ability to synergize."*
 **Elaine H.** Member since 2022	*"**Unending Curiosity.** Because I completed many new projects and passed new exams."*	*"PO Team, we are family."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Trevor S.** Member since 2022	***"Do The Right Thing -*** *our customer's success depends on honest evaluation and auditing."*	*"The ES team, they are always on top of this"*
 **Hydrogen H.** Member since 2023	***"Unending Curiosity,*** *because as a young man who just left school, so much about PV is new for me, and these unknowns push me to learn and work forward."*	*"MI & PO."*
 **Jens R.** Member since 2021	***"Have Fun,*** *because I am also trying to stay positive and engage the rest of the team members to experience the same feeling."*	*"All my team members from EU, because this is something important in keeping up with the colleagues."*
 **Jessica Z.** Member since 2023	***"Unending Curiosity,*** *if I'm not curious enough, I don't think I can adapt to a new job with a new perspective, because it's a completely different perspective from my last job."*	*"Sales team members I think, they need to fix all these core values together to earn more orders and make CEA stronger."*
 **Carl C.** Member since 2023	***"We Are Family -*** *When we encounter difficulties, we ask our colleagues for help and we will get help and solve the problem immediately."*	*"PO."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Alison W.** Member since 2019	***"Do The Right Thing.*** *This is the most critical point in our PO work process."*	*"TQ."*
 **Heide C.** Member since 2021	***"Be Humble."***	*"PO."*
 **Kevin L.** Member since 2021	***"Own It."***	*"SCM."*
 **Taylor G.** Member since 2023	***"Have Fun.*** *Enjoy work life balance."*	*"N/A."*
 **Annie W..** Member since 2022	***"Do The Right Thing.*** *As the AP accountant, I need to ensure all payments and reimbursements following the company policy."*	*"The whole PO team is sworn to the value, since QA does only work "the right way."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Eddy J.** Member since 2022	***"Perform Above And Beyond.*** *I perform beyond what I think is satisfactory. I ask for more work when I have bandwidth. I am always lending a hand. I never say No."*	*"IT."*
 **Cecilia C.** Member since 2023	***"Unending Curiosity.*** *Client-oriented service needs us to keep learning so we can response to clients' questions.*	*"TQ team supports our work wherever they can help."*
 **Huatian X.** Member since 2013	***"Perform Above And Beyond."***	*"MI team."*
 **Charlie L.** Member since 2021	*"**Do The Right Thing:** We stand in different positions with suppliers, and both sides have different ideas and practices."*	*"N/A."*
 **Jasmine L.** Member since 2023	***"Do The Right Thing."***	*"QA."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Felix M.** Member since 2022	***"We Are Family.*** *Because all team members help me a lot during my entire year in CEA. We take care of each other, like in a big family."*	*"AM team doing great in that value. They're so kind when cooperating with different teams and I can feel the cohesion inside the team."*
 **Gary K.** Member since 2021	***"Have Fun.*** *If we're not having fun, why are we even here?"*	*"ES Team."*
 **Susan X.** Member since 2017	***"Do The Right Thing."***	*"Finance."*
 **Tony G.** Member since 2021	***"Do The Right Thing."***	*"Own it."*
 **Vladic R.** Member since 2022	***"Curiosity*** *because it drives my creativity."*	*"Sales Operation team."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Darryl P.** Member since 2021	***"Own It."***	*"Sales Operations."*
 **Cara Z.** Member since 2016	***"Be Humble."***	*"Finance team is doing tremendous work behind the scene to support the business running smoothy."*
 **Anh V.** Member since 2023	***"Unending Curiosity.*** *Different organizations bring different practice and strategies, thereby requiring oneself to be teachable. Therefore, I believe with one's curiosity, an ability to learn and to seek growth, one can bridge whatever gap there is at the beginning to become a valuable asset to the company."*	*"MI team."*
 **Elizabeth A. D.** Member since 2019	***"Do The Right Thing."***	*"PO team."*
 **Jeremy B.** Member since 2023	***"We Are Family.*** *Being that we all work remote, I feel it is important to live the we are family value so we can stay connected and develop connections with our peers. I try to get to know the people I work with as I feel our work we produce, and our productivity gets better with strong relationships."*	*"Our upper leadership team really stands out with living and promoting the we are family value."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **David R.** Member since 2021	***"Own It.*** *I took on more company-wide initiatives this past year, and lived up to my commitments to improve our business through process improvements, better communication among all teams, and working to help my colleagues understand each other better."*	*"Other than my team, the sales operations team lived the core value, Own It, the most this past year."*
 **Nicola L.** Member since 2021	***"Have Fun*** *because I can build my own adventure"*	*"Manufacturing Services."*
 **Ryan G.** Member since 2023	***"Do The Right Thing."***	*"TQ."*
 **Blair L.** Member since 2020	*"**Own It.**"*	*"AM."*
 **Henry Y.** Member since 2023	*"**Do The Right Thing.** Adhere to the company's philosophy and create value for the company and customers."*	*"TQ."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Clark M.** Member since 2018	***"Unending Curiosity."***	*"Technology & Quality Team!"*
 **Jenny X.** Member since 2020	***"Perform Above And Beyond."***	*"QA."*
 **Zane C.** Member since 2023	***"We Are Family.*** *I love jumping in to culture and CEA is the opportunity to do exactly that. Everyone is a huge part of our success and I love doing what I can to treat everyone as a family member!"*	*"This is a tricky one. As the 3rd PMO at CEA, everyone has embraced me as family. I couldn't highlight one team over the other but it has been clear to me that everyone is involved in this. 2024 will continue to be evident of this value being lived."*
 **Frinch Y.** Member since 2019	***"Results Matter,*** *it encapsulates my approach towards life's endeavors due to its emphasis on accountability."*	*"PO."*
 **Irene B.** Member since 2021	***"Own It -*** *approach issues with recommended solutions"*	*"Marketing."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Jeff C.** Member since 2023	***"We Are Family.*** *Team members support and cooperate with each other."*	*"All the team members I contacted are implementing this core value."*
 **Paul W.** Member since 2017	***"Do The Right Thing."***	*"AM/PO."*
 **Paul v. B.** Member since 2021	***"Unending Curiosity."***	*"MI."*
 **Katherina Y.** Member since 2017	***"Do The Right Thing."***	*"AM."*
 **Ryan W.** Member since 2023	***"We Are Family."***	*"PO."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Engilla D.** Member since 2023	***"We Are Family -*** *I care about each and everyone at CEA and want us all to succeed."*	*"The Bits team. They helped all of us and also went above and beyond.."*
 **Mike S.** Member since 2020	***"Unending Curiosity."***	*"SO."*
 **Lindsay K.** Member since 2023	***"Be Humble -*** *True value happens when people create change and let others reap the benefits."*	*"N/A."*
 **Jake E.** Member since 2021	*"**Own It.**"*	*"Sales Operations."*
 **Chi Z.** Member since 2022	*"**Do The Right Thing.**"*	*"Huatian Xu."*

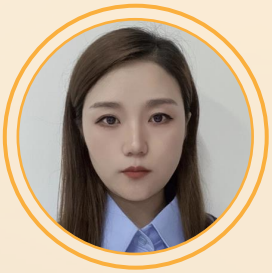
Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Leo C.** Member since 2021	***"Do The Right Thing.*** *TQ team!"*	*"All the team I think."*
 **Jemy P.** Member since 2022	***"Have Fun.*** *I'm always happy!"*	*"Paul Wormser!"*
 **Jie T.** Member since 2022	***"Unending Curiosity,*** *want to learn more things"*	*"ESG, learning green hydrogen for new ESG service."*
 **George T.** Member since 2015	***"We Are Family."***	*"MI."*
 **Nathan J.** Member since 2019	***"Perform Above And Beyond."***	*"Finance."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Darryl P.** Member since 2021	***"Own It."***	*"Sales Operations."*
 **Cara Z.** Member since 2016	***"Be Humble."***	*"Finance team is doing tremendous work behind the scene to support the business running smoothy."*
 **Anh V.** Member since 2023	***"Unending Curiosity.*** *Different organizations bring different practice and strategies, thereby requiring oneself to be teachable. Therefore, I believe with one's curiosity, an ability to learn and to seek growth, one can bridge whatever gap there is at the beginning to become a valuable asset to the company."*	*"MI team."*
 **Elizabeth A. D.** Member since 2019	***"Do The Right Thing."***	*"PO team."*
 **Jeremy B.** Member since 2023	***"We Are Family.*** *Being that we all work remote, I feel it is important to live the we are family value so we can stay connected and develop connections with our peers. I try to get to know the people I work with as I feel our work we produce, and our productivity gets better with strong relationships."*	*"Our upper leadership team really stands out with living and promoting the we are family value."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Mohan N.** Member since 2020	***"Results Matter."***	*"PO Team."*
 **Daniel S.** Member since 2022	***"Results Matter*** *- I am super focused on the success of the MI team and fully committed to the success of my team."*	*"PO - for just putting the pedal down and keeping it pinned for half the year. Great job folks!"*
 **Vivian G.** Member since 2022	***"We Are Family."***	*"CEO office, they always help everyone in time and always friendly."*
 **Jonas R. M.** Member since 2022	*"**Unending Curiosity.** As I mark my first year with CEA, I continue to be curious and strive to effectively deliver and contribute to the success of CEA."*	*"Project Operations. Very helpful and supportive to CEA's growth."*
 **Michael V. O.** Member since 2021	*"**Perform Above and Beyond -** I am always trying my best to perform more than I am asked for in every work I do."*	*"The EU CT team. They are doing their best to get business and have good numbers for the company."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Fuyuan S.** Member since 2021	***"Unending Curiosity; Do The Right Thing; Own It; Results Matter;*** *Actively face the work, always full of challenges."*	*"Everyone in the CEA family Solidarity and friendship."*
 **Jason K.** Member since 2023	***"Own It -*** *What ever the task I need to complete, my Type "A" personality ensures that the work is accomplished on time, and with zero mistakes. Attention to detail is my ultimate goal with all of my work product."*	*"MI."*
 **Matthew T.** Member since 2023	***"Unending Curiosity.*** *As a new member to CEA, there are so many things to learn from the team."*	*"MI."*
 **Fatima M.** Member since 2023	***"Unending Curiosity*** *- Always eager to explore, learn new stuff and stay updated. I believe in the idea that learning never ends."*	*"MI."*
 **Belle B.** Member since 2021	***"'Own It' and 'Do The Right Thing',*** *when Irene took maternity leave I had to handle sales operations, tackling tasks that went beyond my usual role. Our collective efforts were crucial, contributing to the company's growth. Each team member played a part, showcasing our resilience and dedication to the company's success."*	*"The SMEs, even with busy pre-sales and execution (on-site works, reporting, proj management, etc) duties, consistently make time to assist us in crafting proposals. Their commitment to owning responsibilities and doing what's best for the company shines through."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Pooja P.** Member since 2022	***"Unending Curiosity.*** *Adopting agile methodologies to facilitates a more flexible and adaptive approach while refactoring the pdc app."*	*"PO."*
 **Gaurav Y.** Member since 2021	***"Unending Curiosity, Own It.*** *I am always trying to find a way to improve User Experience and try out."*	*"PO and AM Team. They are always working hard."*
 **Bruce O.** Member since 2022	*"Team player. Always engaging in the team meetings. Always asking questions."*	*"Sales."*
 **Claudio S.** Member since 2023	*"All of them! I work every day practicing and living the core values."*	*"I have been working with different teams, including Commercial, Marketing, IT, Finance, Sales Experts, etc...and I see that the values are very well practiced every day."*
 **Joaquin A.** Member since 2023	***"Unending Curiosity.*** *The company has allowed me to venture into different roles to find where I would fit with my skills and talents to allow me to bring more impact towards the company's goals."*	*"I see unending curiosity in the ESG team. Their roster of experts amazes me with their knowledge, talents, and thirst for improvement."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Glenn S.** Member since 2019	***"Unending Curiosity**. This keep the job exciting everyday and helps me grow my knowledge and opportunities in the industry."*	*"I think the ES team continues to exhibit unending curiosity when problem solving onsite."*
 **Louise X.** Member since 2022	***"Do The Right Thing.** I have always followed the company's policies when it comes to work matters."*	*"AM."*
 **Tenzin S.** Member since 2022	***"Be Humble -** I believe it is right attitude for learning and growing."*	*"We are family. We have each other support whenever we need it."*
 **Darwin A.** Member since 2021	*"**Results Matter.** I've seen myself grow year by year and beat my personal best. Will keep on delivering and provide amazing value to the amazing company I am in."*	*"Commercial team."*
 **Greg B.** Member since 2022	*"**Own It —** I get into my job and do everything I can to make the value of my work excellent."*	*"Operations."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Norman T.** Member since 2023	***"Unending Curiosity** because I am a person who likes to learn more about things"*	*"Sales Support."*
AL **Avalon L.** Member since 2021	***"Have Fun."***	*"ES."*
 **Barbara B.** Member since 2021	***"Perform Above & Beyond...**This resonates with me because I strive for excellence."*	*"I see the marketing team out in front."*
 **Vinayak G.** Member since 2019	***"Be Humble.** Working with an amazing global CEA team who work tirelessly and believe in our mission makes you humble and want to be a part of that team each and every day."*	*"Account Management team."*
 **Daley R.** Member since 2019	***"Be Humble,** learn with humility and make progress together."*	*"N/A."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Mothukuru M.** Member since 2023	*"Team Meetings, All Hands Meeting and Speed Networking Session."*	*"TQ."*
 **Amanda P.** Member since 2019	***"We Are Family."***	*"TQ."*
 **John J.** Member since 2015	***"Perform Above And Beyond,*** *because even we faced the hands shortage and some key members of PO team resigned, we still made sure all the projects running smoothly, and calm down the other members."*	*"ES team, due to some projects communication with ES team, I found PO and ES team are similar, both teams performed above and beyond."*
 **Hooi K. M.** Member since 2022	***"Unending Curiosity.*** *I always curious for everything."*	*"N/A."*
 **Hogan H.** Member since 2018	***"Do The Right Thing."***	*"N/A."*

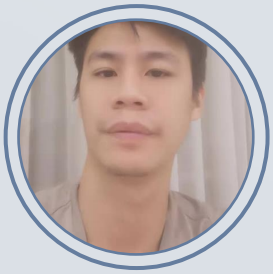
Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Mayer Z.** Member since 2023	***"We Are Family -*** *Because I work in a vibrant, energetic and cohesive company."*	***"Do The Right Thing."***
 **Carlos W.** Member since 2022	***"We Are family, Have Fun*** *and aim to grow together."*	*"All teams."*
 **Natnapong W.** Member since 2023	*"Ambition, Big dreaming Big doing."*	*"N/A."*
 **Jane L.** Member since 2018	*"**Unending Curiosity.**"*	*"AM team."*
 **Kevin Z.** Member since 2018	*"**Results Matter:** Even if we need to participate in the project at short notice, we will actively cooperate with the arrangements and adjust the itinerary to meet the needs of the project."*	*"AM. Because when we found something in the project factory that needed to be confirmed by the customer, they were very actively in communicating and conveying it."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
William M. Member since 2023	***"Do The Right Thing.*** *I joined CEA in October this year. I want to have better development when I come to CEA."*	*"AM."*
 **Jame Q.** Member since 2021	***"Do The Right Thing."***	*"IT."*
 **Rubby M.** Member since 2021	***"We Are Family,*** *I really feel and enjoy working at CEA."*	*"PO."*
 **John L.** Member since 2019	***"Do The Right Thing."***	*"TQ."*
 **Kerr Y.** Member since 2019	***"Do The Right Thing,*** *while creating value for the company, it can also reflect its own value."*	*"TQ & AM."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Colin C.** Member since 2019	***"Do The Right Thing."***	*"AM."*
 **Joel N.** Member since 2022	***"Unending Curiosity –*** *I am open to learn new things aside from what I am currently doing. If given a chance to be part of the new project, I am very much willing to undergo training and I will make sure to be the best person for that job/duty."*	*"AM."*
 **Jerry H.** Member since 2015	***"Own It & Perform Above And Beyond****. This year I handled 4.5GW project."*	*"AM."*
 **Peeraya O.** Member since 2023	*"Think friendly - is open chance to meet another people with to be a friends because if see people is friendly is we're want to talking and work together anything is easy to deal. Work hard can achieve the goal."*	*"PO is number one I know because I work with PO team, and another team I think HR Finance team."*
 **Vincent D.** Member since 2019	***"Do The Right Thing."***	*"AM."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Kean Yee L.** Member since 2021	***"Unending Curiosity**. Keep learning new things."*	*"AM team."*
 **Ellis X.** Member since 2015	***"Do The Right Thing.** Stick to your own principles and always put the interests of your customers and the company first."*	*"AM."*
 **Anna Y.** Member since 2021	***"Do The Right Thing."***	*"TQ."*
 **Jacky L.** Member since 2022	***"Result Matter, Own It"***	*"AM / PO."*
 **Peter C.** Member since 2014	*"**Do The Right Thing.** Stick to your principle during your work."*	*"AM."*

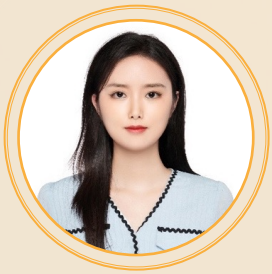
Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Frank F.** Member since 2021	***"We Are Family."***	*"PO."*
 **Roy M.** Member since 2019	***"Results Matter."***	*"AM."*
 **Viktor L.** Member since 2022	*"Balance: In order for me to always balance work and life, mind and body, it can be bent, but cannot be broken."*	*"A bunch of friends."*
 **Carmela L.** Member since 2022	***"We Are Family** because guiding and supporting every member of the team to feel that he/she part of the family."*	*"Every CEA team manifested and best describe the We are Family core value, as we unite and work together to achieve one goal."*
 **Wuttichai C.** Member since 2023	***"Do The Right Thing -** Any problems or hard decisions we encounter while working in the worst situation can be solved easily when we do the right thing."*	*"All teams live this core value equally."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
Felix C. Member since 2023	***"Do The Right Thing,*** *because part of the job is to check if the people on site are doing the right thing."*	*"TQ."*
 **Justin C.** Member since 2019	***"Do The Right Thing.*** *Implement projects in accordance with SOPs and SOWs to provide quality products and services to customers."*	*"AM & IT."*
 **Pearl N.** Member since 2023	***"Do The Right Thing.*** *It's quite matches with my personal characteristics both in life and work"*	*"I think AM team is quite significant because they are the window to contact closely with customer."*
 **Thammanoon T.** Member since 2023	***"We Are Family."***	*"TQ."*
 **Myra B.** Member since 2022	***"We Are Family.*** *I treat CEA as my family, as family member, I show respect to others, give support, and encourage them to do their best."*	*"Project Operations. We work hand in hand with them ensure we deliver the best service to our clients."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Jason M.** Member since 2019	***"We Are Family -*** *because I love the PO team and have good relationship with every team member."*	*"N/A."*
 **Harry D.** Member since 2023	***"We Are family.*** *Gives me a sense of belonging and can be more relaxed in work and life"*	*"The AM team acts as a connecting bridge between us and our clients, allowing us to deliver and receive our work well!"*
 **Joycelyn V.** Member since 2021	***"We Are Family*** *- we move as one and we think as one"*	*"Finance Team."*
 **Max E.** Member since 2018	*"**Results Matter.**"*	*"I believe, Finance and the commercial team."*
 **Andrea J.** Member since 2023	*"**Unending Curiosity.** Keep learning, keep working hard."*	*"Finance team."*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Bhargav P.** Member since 2022	***"Be Humble** as I always believe that humble behavior helps to maintain good relation and cooperation with all and it helps to make amicable solution mutually of any issue."*	*"AM and Bits team is live with "be humble" core value as both teams are center of all departments and always maintain good relations with all team members with be humble nature."*
 **Christian R.** Member since 2022	***"Unendng Curiosity**. I am always seeking out new information."*	*"The ESG/traceability team. The information they are getting from on-site audits is amazing, and they are always on top of what is happening."*
 **Mila Y.** Member since 2023	***"We Are Family** can describe me best. I try my best to work with my team, and my success can be my team's success."*	*"PO."*
 **Brian H.** Member since 2022	***"Do The Right Thing."***	*"Same response as last year, if you do not have integrity, nothing else you say or do really matter."*
 **Claire K. M.** Member since 2018	***"Results Matter.** I am very motivated by getting work done and getting the work done well."*	*"Finance."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Shashi Kiran J.** Member since 2021	***"We Are Family***'. *The environment that CEA has created makes everyone home and family like. Everyone, who I met at CEA is warm, welcoming, understanding, patient, ready to listen... I could go on. These are the qualities, which often experienced in personal families, are also experienced at CEA."*	*""When I was in Shanghai for the first time at CEA's office, I noticed that the Finance and the HR teams live this core value. I am sure, every other team at CEA is a small branch of family connected to the bigger CEA tree."*
 **Frank C.** Member since 2022	***"Do The Right Thing -*** *helping to create a better future!"*	*"There is no better or worse here - we as the CEA family are all doing the right thing!"*
 **Jessica P.** Member since 2022	***"Do The Right Thing."***	*"PMO."*
 **Shawn M.** Member since 2022	***"Do The Right Thing."***	*"MI team."*
 **Skylar W.** Member since 2023	***"We Are Family -*** *I am energized by learning about how we are supporting one another and sharing in our collective and individual successes. Together we win!"*	*"The IT team!"*

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Spence J.** Member since 2021	***"Own It*** *--making sure the MI team proactively completes all work within the MI BU and provides all contributions to other BUs and achieves full recognition for work completed."*	*"The Finance team has proved essential in helping MI Own It, and I rely significantly on Katherina and Jenny to keep us on track and growing."*
 **Rebecca S.** Member since 2019	***"We Are Family -*** *building strong relationships with the people I work with is incredibly important to me."*	*"My experience has been... all of them! I can't pick one. We're all one big team with lots of inter-department collaboration and connection."*
 **Souvik P.** Member since 2022	***"We Are Family."***	*"AM team, IT team, TQ team."*
 **Jordan W.** Member since 2022	*"**Own It:** I recognize that results do matter and when work, whether my own or my teams, is not what it should be I take full responsibility for it. I prefer to assign praise not blame."*	***"Do The Right Thing:*** *The finance team ensuring we are compliant with our internal controls policies. I am sure it is not always fun for our finance team members. Despite challenges, they always persevere and get the work done the right way."*
 **Raiene S.** Member since 2021	*"**We Are Family.*** *Because I enjoy working so much with my coworkers."*	*"Manufacturing team."*

Team Talk

	Which core value describes you and why?	Which team in CEA lived this core value the most (other than your own)?
 **Jayson R.** Member since 2024	***"We Are Family.*** *I've been through different companies big and small, but it is my first time to experience that everybody is welcoming the new hires like me on their first day and have the golden opportunity to meet and be welcomed by the CEO. It is indeed a FAMILY culture."*	*"The whole CEA Team."*
 **Tony S.** Member since 2020	***"Results Matter -*** *Team oriented focus on delivering a Wow! customer experience and full commitment to support."*	*"EL Performance Testing Team."*
 **Lani Rose O.** Member since 2022	*"**Results Matter.*** *Having experience in the Customer Service industry, it is important for me that customer's expectations are met. It does not mean that we always gave in their requests, but it is important for the customer to receive our response timely."*	*"Other than AM team, PO team definitely put this core value in action all the time during project executions."*
 **Andy K.** Member since 2008	***"We Are Family."***	*"I've experienced all teams demonstrate the core value of We Are Family in many ways throughout 2023, but I'd like to highlight the Project Operations team as living We Are Family in a passionate way.* *Their team has been spread out on many global assignments and their teams are simultaneously executing projects in more than a half a dozen countries at any way time, but yet, they operate as one cohesive family unit and support each other during critical times.* *They demonstrate a deep sense of commitment to helping each other especially as they have endured extensive overtime assignments this past year. They coalesce around their team and the CEA family, so I'd like to thank the PO team and their resilient leaders for living our core values consistently!"*



MESSAGES FROM CEA TEAMS



EDDY J.

WINING CULTURE TEAM
MANAGER, SCM

We are a team. We are united. We are family.

I was born in China, grew up in Vancouver Canada, and spent my entire adult life in Toronto, Canada. My unique life and work experiences have allowed me to experience many different cultures around the world.

One of my first jobs in supply chain was a buyer for a pet product manufacturing and importing company. We had factories and warehouses in Thailand, China, Canada, and the United States. I had just gotten out of university and did not understand how to handle delicate workplace relationships. I was competitive, aggressive, and pointed out others' mistakes because that was the company culture. Unsurprisingly, I was not liked by my peers.

As the years went by, I learned to treat others with respect and compassion, just like the old saying: treat others the way you want to be treated. I stopped demanding results and worked with clients, suppliers, and coworkers to tackle each project together. I no longer see others as competitors but as teammates. Instead of just minding my own business, I often asked: How can I help fix this or avoid this in the future? As a result of these changes in personality and behavior, I have built many strong and long-lasting relationships in the workplace.

I joined CEA in December 2022, having left my previous employer of 7 years. It was a big change for me to step out of my comfort zone, tackle new challenges, and meet new people. At CEA, my work is done 100% remotely at home. In fact, there is not a single CEA employee within driving distance of me. The nearest is about 8 hours of driving away. Needless to say, it felt very important for me to quickly build strong relationships within the company and my team,

so that I would not feel disconnected from the others. I strive on human interactions; sitting alone in an office is not exactly my ideal work environment.

I quickly learned that everyone at CEA shared the same mentality as me, in treating each other with respect and compassion. We solved problems together. We helped each other with our deliverables. We understood that interruptions and delays happen. We did not point fingers but instead supported each other to meet deadlines and fix our mistakes. My stress-level is at an all-time low, while my enthusiasm is at an all-time high.

At CEA, everyone feels like family. Some are distant uncles and aunts, some are nagging parents, and some are cool cousins. One thing that we all have in common is our unlimited love and support for each other. Let's continue to embrace this big family and reach new heights in 2024!

ELIZABETH D.

KEY ACCOUNT MANAGER



I am Elizabeth from the Account Management Team; I am warmly called Beth by my colleagues in CEA, but I use Elizabeth in my emails and when communicating with the client. I do not know what crossed my mind to make such complications by just addressing me, pun intended.

The first event I encountered a solar PV module was when a co-engineering student friend tagged me to visit the Philippine Department of Energy in 2007. The panels were no longer than a meter, laid side-by-side, and if I remember it vividly, the setup was not even working. A decade later, the former company I worked with ventured into the solar installation business. They have won a bid to put up rooftop PVs in 3 government offices. I was, just again, tagged to be the project manager, and with a tenured colleague, Solar PV for Dummies by Ryan Mayfield on hand, with a lot of guts and prayers, we were able to commission these projects.

I came across Clean Energy Associates through a local job portal the first week of January 2019. The only open role at that time was the Pre-Sales Engineer (now called Technical Sales Engineer) position which I was hesitant to apply for the job at first. The work-from-home setup was attractive, but I was thinking of my big "Whys"- why would I want to join CEA? I had some setbacks like CEA may only have a very few members from the Philippines (PH), or I may be stuck in my home workstation for hours, with no interaction with the outside world and such. I proceeded despite these and hit "Apply for this job" on Valentine's Day 2019, as my desire to learn more about solar, what were the PV projects like in other countries, and how the technology is applicable in the Philippines, floated above any other reasons.

The pandemic hit, CEA-Intertek integration came, and 4 years in CEA later, the PH team grew incredibly! From six good ol' members concentrated in Sales Operation and Executive Assistant to the CEO, to a whopping 30+ hardworking and brilliant members spread in at least 5 CEA business units.

Teams Messages



CEA PH Team Year 2019



CEA PH Team Year 2023

November 23–24, 2023, CEA Philippines team had its very first team building.

I hope these pictures give justice in emanating the Have Fun spirit of each PH team member. With the giggles, teasing, karaoke and Bingo, and the chattering by the pool, this event was exceptionally one for keeps. Beyond Google's definition of Team Building of improving communication in the workplace, increasing trust, strengthening collaboration and maintaining motivation, and beyond winning (we were all discreetly competitive, congratulations again Red Team!!!) I feel, that at least one of us, found new friends and we feel We are (truly) a Family!









I'd say my desk is one of my new BFFs now, nonetheless, I have my 4 cute "kiddie colleagues" whom I love to spend my time with and undoubtedly know the good timing to ask for their milk just before our Daily Huddle starts. I preferred these more than getting stuck in the commuter bus for hours, daily, waiting to get home.

On my big 'Whys'?... CEA has, in many ways, fed my Unending Curiosity in the PV industry. CEA has a whole squad of professionals who are selfless in sharing their knowledge. I am working with the enthusiastic PO and the TQ people who Perform Above and Beyond, and continually support us (AMs) throughout the project execution, at the same time I am learning from them. I had the opportunity to visit PV factories in Vietnam and a BESS factory in China and gained knowledge on the dynamics of production and how CEA QA activities were being performed.

Learnings are everywhere in CEA – market & technology trends, policies, prices, trade conflicts, etc., it is just up to you where you want to sit and listen in.





Through my role in CEA, I recognized the crucial component played by CEA in ensuring the integrity of PV products. CEA oversees the production and factories, ascertaining that they adhere to their Standard Operating Procedures (SOP) and Do the Right Thing.

While the Philippines aims to achieve a 35% share of renewable energy in its power generation mix by 2030, the quality assurance of PV modules/equipment may not be as prominent in the country as it is in developing nations.

CEA is re-establishing its presence in the Philippines, and with the expected growth of the team, I am optimistic that the gaps will be closed, enabling the Philippines to deploy quality-assured solar and storage solutions for a better future.



JOERG A.

DIRECTOR,
ENGINEERING SERVICES & ESG

A Journey in Solar: Nurtured by Values, Driven by Purpose

In the quaint town of Marburg, Germany, where I was born into a vicar family, I found the roots of my passion for clean energy. Raised in a family that cherished environmental protection, humanity, and a relentless pursuit of peace, the values instilled in me by my parents laid the foundation for a lifelong commitment to a sustainable future.

The spark I remember came in the summer of 1986, when, as an 11-year-old, I vividly recall a news broadcast warning against consuming vegetables from the garden and venturing through high grass due to the Chernobyl nuclear disaster. This pivotal moment sparked a deep-seated desire to explore alternatives. At the age of 15, I embarked on a school internship at Solar Wagner Co. in Marburg, a then small company that exposed me to the production of solar thermal collectors and the installation of PV rooftop systems.

As the landscape of renewable energy was yet to formalize into academic courses, I chose Electrical Engineering as my path, working summers for a PV installer to fund my education. A semester abroad in the UK, employed by a company developing test equipment for solar applications, further immersed me in the burgeoning solar industry. This experience propelled me into the quality side of the field, culminating in my final thesis on a cell tester at TÜV Rheinland and opening doors to the realm of third-party inspections.

Over the past two decades, my journey has been marked by continuous learning about technological advancements and the nuances of solar manufacturing and installation. Each step affirmed in me the utter importance of ensuring quality in the solar industry. It is with great pride and gratitude that I now find myself at Clean Energy Associates (CEA), contributing to the company's mission of mitigating risk and optimizing solar energy investments.

As the Global Director of Quality Assurance services and Regional Manager for the European/IMEA Engineering Services team, I am part of a company that embodies values I hold dear. CEA's commitment to creating a better future aligns seamlessly with my aspirations, and I am honored to contribute to the continuous improvement journey that aims to make renewable energy the norm.

In the pursuit of a dream – a world powered entirely by renewables – I envision a future for my children and our planet. Through my work at CEA, I am hopeful that I can help make this dream a little bit closer to becoming a reality in my lifetime.



Image: me in front of one of the first solar installations I helped on: a demonstration system for a UK school.

My name is Engilla (Angela D). I am a Sr. Manager of Supply Chain at CEA. I started working at CEA on August of 2023. Prior to CEA I was the Director of Procurement at Copia Power and responsible for all EPC Supply Chain and Procurement activities.

I was born in Afghanistan. My family had to leave Afghanistan due to political tension and war when I was only 6 months old. Grew up and went to college in Munich Germany. I don't remember anything about my homeland even though growing up I have dreamed of visiting. Part of the reason why I studied Industrial Engineering in Germany was that I always wanted to go back and help rebuild the infrastructure in Afghanistan and be part of making an impact in people's lives. I remember seeing in the news how children in Afghanistan were suffering from lack of electricity in the cold winters of the mountainous country and think how amazing it would be if one day I could be part of a solution for them.

Some of the major reasons why I fell in love with the CEA family is when I recognized that same passion for making an impact and creating a better future. The vision of CEA combined with people truly caring for each other like a family was the main reason for me joining CEA. At CEA we live our values. It's being proven to me daily, not only through teamwork, helping our clients and seeing how we all help each other with daily priorities, but also through the fact that we know when to have fun when it's time to have fun.

One of the most memorable events of my life has been a strategy meeting in Shanghai in Dec 2023. Some of CEA members got together for a week of strategic planning. I met some of the most amazing people in my life during this event and hope that we have made friendships that will last a life long. I truly felt like a family member. The support and enthusiasm of the team was exceptional and once again I have realized how many experts and extremely intelligent people have come together to work for an amazing cause.

Every member of CEA family is a treasure of knowledge and experience in their fields which is so impressive to me. This says a lot about the leadership and their ability to make great decisions. I see a bright future with CEA and I am honored and excited to be part of it.



ENGILLA D.

SENIOR MANAGER,
SUPPLY CHAIN MANAGEMENT

When it comes to my job, Supply Chain and Procurement is my passion, I get excited when I talk about what I do. The way it started was that I studied Industrial Engineering in Munich Germany and moved to US in March 2007 where my very first job search in the United States led me to Flour Enterprises in Southern California. Flour is a top 100 global Engineering & EPC Firms. With over 130 years in the industry, Flour had solid reputation in the Engineering and Construction world. I was blessed enough to become part of a team that was focused on giving back, not only professionally but socially.

At Flour I got involved and have worked on a variety of renewable projects as well as Charitable Projects with United Way Campaign. I chaired the campaign for several years we helped many communities in need as well as habitat for Humanity. This was the first time I discovered the feeling of satisfaction and happiness that comes from doing the right thing and helping others.

I believe in a greater purpose in life and a very significant part of that is giving back and making an impact. We are in the business of creating a better future for humanity and what better cause to be part of that this. I am grateful to say the least.



MARTIN D.

**ASSOCIATE DIRECTOR,
BUSINESS DEVELOPMENT**

Some Internet gurus say that “family culture” does not belong in a professional context. Perhaps, though, based on personal experience, I disagree. I applied to work at CEA after finishing my studies. I went through many interview rounds. Frankly, I was selected because there were no other suitable candidates available by the required onboarding date. I was lucky to be in the right place at the right time.

From month one on, I took on interesting projects and various responsibilities beyond the initially intended scope. Soon, I was faced with opportunities and challenges that would take years to present, had I worked in a different place. I made mistakes, some smaller ones, some bigger ones. My colleagues and leadership had my back and allowed me to develop my skills and improve. I was soon put into a position to develop a team. I did not feel ready to build a team. CEA put their trust in me. Expectations were high but so was the support. My mentors have become my second family. I spent my evenings and weekends with my team and colleagues. We were in it together through thick or thin.

After three years, I wanted to try different things. The leadership allowed me to change my role and do something new. Another three years and the same story - I was encouraged to change my role again. I am lucky to be part of the CEA family. This family has always had my back. Some of the bonds I made along the way are as strong as those I have by bloodline. I am grateful for the past seven years, and more to come.

EU Team Message



AUTHOR

JENS R.

DIRECTOR,
BUSINESS DEVELOPMENT,
EUROPE

In this year 2023 we've built a great team in Europe, with good, experienced professionals and track record of many years in the PV Sector. There is no doubt, that together with this team, located in different countries all over EU, our CEA business will become more successful and our brand more recognized than ever.



It was a special year, for all of us, coming together, creating our commercial strategies, visiting important EU events and exhibitions, working, and supporting each other and treating us with respect, trust and working hard by creating more business for CEA.

As a firm believer in the fundamental value of family, I have always, both as an individual contributor and in my executive roles all along my career, aimed to make the workplace a safe space for all, where everyone can feel included and part of a bigger mission, a purpose that goes beyond the self and reaches unimaginable heights. Saying "WE ARE FAMILY" means trusting each other, being there for one another and facing obstacles together.

After a very intense year in 2023, with great results, we've managed to have our first gathering in Valencia in December, where the commercial and the engineering team came together to talk about the results of this year, align the strategy for 2024 and brainstorm about where and how we can improve in our daily business.

This event was more than people coming together, this was FAMILY as it should.

Life is too short to live in pessimism. "You´ll never find a rainbow if you´re looking down" (Charlie Chaplin). HAVE FUN!!! All positive behaviors, thoughts and acts will be answered by the Universe. I always try to be positive, to transmit good vibrations to others: to friends, family, and coworkers, and always see the good things from a simple perspective.

In my professional experience as a team leader, I have always tried to establish a positive environment at work, with open doors, always dedicating time to listen with open ears and an open heart, and creating a scenario where fun can be part of the job and increasing productivity.

Having Fun was exactly what we saw during our gathering in Valencia. And there is no doubt that the people/team members came closer and creating a much better relationship.

"Never forget, where you come from". I normally say and remind my kids. BEING HUMBLE is a synonym of being open hearted. And it is wonderful to see so many people, from so many different countries, cultures, and behaviors, coming together, working together and sharing lives in such a great and humble way.

This makes me proud of the team, of my colleagues and it is my pleasure in working with all these beautiful human beings.



North America Team Message

As the North America team continues to grow, we are excited to now be made up of over [number] team members spread across [number] states in the US and 2 provinces in Canada. From productive team-building weeks to busy trade shows, we've had many successful gatherings and activities over the past year. It is always meaningful to see each other face-to-face, as it deepens our relationships and inspires us to perform above and beyond for our clients when we head back home. It's great to look back on some of the highlights of 2023.



AUTHOR

REBECCA S.

MARKETING MANAGER



In July, 40 team members gathered in Dallas over 3 days to brainstorm new ways we can improve our service offerings and meet our clients' needs. We also connected over fun team outings, including an escape room, Texas BBQ, and an awesome piano bar!

North America Team Message

In September, CEA took on the RE+ trade show in Las Vegas, featuring our largest exhibit to date! It was a very successful event with a record number of in-person client meetings.



We participated in many other shows and conferences throughout the year, including Intersolar and Energy Storage Summit, to connect with clients and prospects, learn from our industry peers, and share our expertise through presentations and meetings.







AUTHOR

ELVIRA R.M.

EXECUTIVE ASSISTANT, CEO OFFICE

The Philippines is a developing country and faces various challenges – High population rate, inflation, budget deficit, rebel guerrillas controlling parts of the country, climate crisis, natural disasters and others. But despite these circumstances, Filipinos remain resilient.

With their flexibility, adaptability and creativity, Filipinos can easily adjust and adopt to life situations and the surrounding environment both physical and social. Filipinos have simple joys, fun-loving, and cheerful approach to life and its ups and downs and you see this even at work.

What are the simple things that makes Filipinos happy?

1. FAMILY



The family is the number one source of happiness for Filipinos. In the Philippines, keeping families intact and close together is rooted deep in Filipino culture. A strong relationship can be one of the best protections you can have from everyday stress. Having someone who provides support and comfort plays a big role in being happy and, ultimately, improving our quality of life no matter how difficult the situation.

Clean Energy Associates (CEA) values the importance of a family-like culture "We Are Family". This is a place where everyone is treated the same and all strive to be the best version of themselves while adding value within projects and teams working for various customers and clients.



2. FOOD

What makes Filipinos distinct is the love of eating. It's rooted in the Filipino psyche where having food on the table is equated with survival. Food gives us comfort and happiness. It's not fiesta every day, but still, we derive happiness from the contentment that simple Filipino food kanin, tapsilog, longsilog, tuyo, kangkong, galunggong and mongo soup bring. Which is why it's very important for most Filipino households to ensure that their family gets to eat at least three times a day. And to enjoy even small meals or snacks twice a day is like the ultimate happiness.

CEA PHP team members are home-based and thankful that every year we have Christmas baskets to share with our family courtesy of CEA. We also appreciate the opportunity to have Team lunch or dinner with our colleagues and visiting executives from other countries once in a while.



Philippines Team Message



CEA PHP Team Dinner with Jake Edie last May 2023 in Tagaytay City, Philippines



CEA Sales & Account Management Teams last May 2023 “Future of Solar”



CEA Philippines Team Lunch after the team building last November 2023

3. FUN





You may have heard of our famous Philippines Tourism tagline "It's More Fun In The Philippines!" The main reason why the Philippines is more fun is clearly because of its people. They are genuinely happy souls who will freely give their smile to anyone. Their smile creates that warm and welcoming environment that foreigners just can't resist the Philippines.

Fun is incorporated in everything they do from sunrise to moonrise. Often, you will notice them teasing each other while going about their daily business. Heavy tasks look like a piece of cake with the way they exchange banter followed by eruptions of laughter.

Filipinos love to entertain and be entertained. Filipinos have a strong cultural tradition of music and singing. Singing is deeply ingrained in Filipino culture and is often used as a form of expression, communication, and entertainment. Thus, Karaoke is very popular in the Philippines.

At CEA, we work hard yet we have fun. We are proud to be a part of a team that is making a difference. Deploying solar and storage solutions worldwide and creating a better future. Fun translates to a friendly work environment where people like to be – when we enjoy our jobs, our customers enjoy the CEA Wow experience.

The Great Farm Race of CEA Philippines team building last November 2023 was a blast. It is a version of "The Amazing Race" wherein the teams are divided into different colors and race around the entire farm to complete challenges for clues in a mad rush to the finish line! It was a day full of fun-filled activities. All were tired but everyone enjoyed it. We all have FUN!



Flag & Cheer! CEA PHP having fun during the team building last November 2023



Ball Pass Relay, Archery and Zig Zag Log



Trust Fall, Burma Bridge Rope Course and the Mud Slide



Have fun while being the best!

Philippines Team Message

4. POWER OF FAITH

Happiness originates from joy. Filipinos, who are mostly Catholics, can also attribute the general sense of happiness to their faith. In a way, challenges faced can be overcome as long as they have faith, with a higher power watching over one's well-being, believing that all obstacles are tests of faith and overcoming it will be the ultimate reward.

A major testament of this belief are the various colorful town fiestas celebrated all over the country, where most celebrations happen after a long and difficult ordeal, while the positive results are rewards attributed to God. The Nazareno Translacion, Ati-Atihan, Sinulog, Lucban Pahiyas and Kadayawan are just a few examples of big festivities that connect our culture, livelihood, good health, great wealth and the power of our faith.

Despite the obstacles — manmade or via acts of God — we are impervious to the trials thrown at us. We will always find a reason to smile, to be happy, and deal with life uncompromisingly.

India Team Message

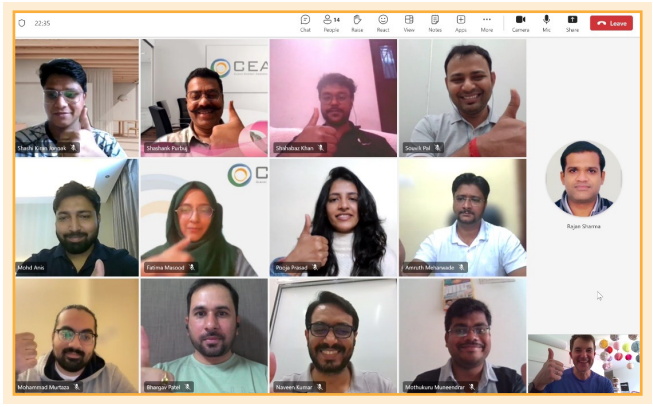


AUTHOR

SHASHANK P.

SENIOR MANAGER,
SUPPLY CHAIN MANAGEMENT

CEA has a rich cultural diversity like India where different groups of people with different skills and talents are working together to achieve a common goal. As the team spread across the country, we always try to engage whenever possible, either via physical meets or virtual speed networking sessions.



India team speed networking session

In early 2023, we got chance to meet our leader, Andy Klump, who visited India after four long years. During this meet-up, some of us met each other for the very first time and had a fun together.



Andy and Mohan visiting India

In late 2023, some of the team members able to participate in India's one of the largest solar expo, Renewable Energy India, in New Delhi. Team spent good time together and had a fun over a dinner.



2023 was very special year for us as our India team grew rapidly, with 21+ members operating in India and 27+ India-origin team members operating globally, including in the United States. We do expect our team continue to grow further and contribute to CEA's success by living CEA's core values.





AUTHOR

IVANA P.

MANAGER, STRATEGIC PLANNING

In 2023, our multinational team based in China embarked on a journey of growth, collaboration, and celebration. The year began with a significant development as China finally opened its doors for regular international travels in January. This newfound accessibility paved the way for enhanced collaboration and opportunities, setting the stage for an exciting year ahead.

In March, our CEO visited us, and it was one of the most memorable moments of the year. Andy's visit inspired and motivated us, reminding us of our commitment to excellence and innovation. His presence not only strengthened our relationship with the leadership but also gave us an opportunity to have productive discussions and align our strategies.

Shortly after, we had the privilege of hosting Bertrand M. the Executive Vice President (EVP) of Intertek. The EVP's visit was a testament to the value placed on our operations and team in China. It was a moment of pride as we showcased our achievements, shared our insights, and forged deeper connections with our global counterparts. This visit not only fostered cross-cultural understanding but also laid the groundwork for future collaborations and synergies. Additionally, we had the privilege to visit Intertek's office in Shanghai when the Intertek Group CEO Andre L. was visiting China. This experience provided us with valuable insights into their operations and fostered a spirit of collaboration and mutual learning.

In May, our team's hard work and dedication culminated in a spectacular showcase at the SNEC (Solar Photovoltaic Conference and Exhibition). The exhibition was a resounding success, attracting attention from industry peers, stakeholders, and potential partners. Our innovative solutions, meticulous planning, and commitment to excellence were on full display, solidifying our position as leaders in the field.

As our reputation grew, so did the number of visitors to our offices. Executives and clients from around the world began to flock to our doorstep, eager to engage with our team and explore potential opportunities. These interactions not only expanded our network but also opened doors to new business ventures and collaborations, further fueling our growth and success.

Amidst our professional achievements, we remained grounded in our values of diversity, teamwork, and camaraderie. In the Shanghai office, we fostered a culture of inclusivity, where every voice was valued and respected. We nurtured team gatherings, organized team-building activities, and celebrated holidays together, strengthening the bonds that united us as a team.

As we reflect on the events of 2023, it's clear that it was a year of milestones, growth, and celebration for our multinational team in China. From navigating the reopening of international travels to hosting esteemed visitors, achieving success at the SNEC exhibition, and expanding our business horizons, each experience contributed to our collective journey of excellence. As we look towards the future, we remain committed to embracing diversity, fostering collaboration, and driving innovation, confident in our ability to overcome challenges and achieve even greater heights together.

China Team Message













THE LEGACY OF CEA'S FAMILY

At CEA, WE ARE FAMILY isn't just a phrase but a deeply ingrained value that forms the foundation of our company culture. We take pride in our family's continuous growth and celebrate the milestones of weddings and the arrivals of new children. Over the years, our CEA family has expanded with the addition of 44 beautiful children since 2008, and we welcomed six more bundles of joy in 2023 alone.

Driven by a profound sense of responsibility towards future generations, we are deeply committed to safeguarding the planet our children. We believe that by accelerating the deployment of renewable energy, we can pave the way for a more sustainable future for all. As a company, our singular purpose is clear: helping our clients and stakeholders deploy solar and storage solutions worldwide. Below, we are pleased to share the recent highlights to the CEA Family in 2023:



CEA THROUGH THE YEARS

HISTORY OF CEA

In 2008, CEA CEO Andy Klump founded CEA in Hong Kong. Over the last 14 years CEA has grown dramatically and greatly expanded its range of service offerings, with many twists, turns, and moments of learning and growth along the way.

2008
CEA is founded in Hong Kong

2010
CEA establishes Shanghai operating company; has successfully executed more than 100 client engagements.

2013
CEA adds Engineering Services and Market Intelligence divisions; clients or project in 15 countries.

2015
Energy storage incorporated into service offerings; ISO 9001 certification achieved, team expands to more than 40 team members in 3 countries.

2016
Expanded CEA's culture and team member engagement with the launch of team NPS. Philippines team established.

2017
Growth of team to 50 team members in 6 countries. Expansion of QA team in SE Asia with the establishment of team in Vietnam.

2018
Milestones include 15 GW of cumulative projects performed; 150 factories audited worldwide, completed projects in 45 countries.

2019
CEA reaches more than 1000 client engagements with over over 55GW and 1GWh of solar and storage projects, respectively. Started measuring client satisfaction with NPS rating of 60+.

2021
CEA's team expands to 175 professionals in 13 countries with 125 GW of solar and 8 GWh of energy storage. Rapid growth of Manufacturing Services and ESG / Traceability Teams

2022
CEA's team expands to over 200 professionals; CEA begins work in hydrogen; CEA is acquired by Intertek.

2023
Surpassed over 200GW and 25GWh of solar and energy storage engagements, respectively Expanded clients or client projects in 75 countries. Scaled team member presence to 15+ countries globally. Maintained client NPS of 70+ for 4th year in a row.

TEAM MEMBERS WORLDWIDE

In 2023, CEA's dynamic team comprised over 240 seasoned professionals, boasting a cumulative industry experience of over 1,000 years. Within this group, our specialized cadre of 175+ engineers and inspectors is dedicated to serving the solar PV, energy storage, and green hydrogen sectors, showcasing expertise in PV modules, racking, inverters, batteries, energy storage systems and electrolyzers.

In the ever-evolving landscape of the clean energy industry, CEA plays a pivotal role in providing investment confidence to the sector. We assist buyers and long-term equipment owners in making well-informed decisions, ensuring the proper procurement, manufacturing, and installation of products. Despite the exhilarating growth in the clean energy industry, the influx of new technologies, regulatory changes, suppliers, markets, and business models presents challenges that can be hard to navigate, introducing potential risks.

With our headquarters in the United States and an Asian operating base in Shanghai, CEA provides clients with a unique advantage, offering a comprehensive understanding of supply chains, production facilities, project design, and execution. These insights empower our diverse clientele, including project developers, EPCs, IPPs, and financial institutions, enabling them to comprehend industry trends, market dynamics, select optimal suppliers, negotiate contracts, audit production processes, field-test equipment, and conduct thorough technical and acquisition due diligence.

With our track record of successfully executing over 200 GW of solar PV and 30 GWh of energy storage projects across 75+ countries, involving collaboration with more than 375 production facilities, CEA's experience stands as an invaluable asset. Our deep empirical industry knowledge equips our clients to navigate the ever-changing and hyper-competitive landscape of clean energy with confidence. As a subsidiary of Intertek Group plc (www.intertek.com), a FTSE-listed company based in London, with 1,000 test labs and 44,000 professionals operating in 100+ countries, CEA remains a steadfast partner in ensuring the success of clean energy projects.





CORPORATE SOCIAL RESPONSIBILITY (CSR)

Creating a better future is a core part of our purpose at CEA. We do not only work to create this better future by helping our clients deploy solar and energy storage, but we also continually seek opportunities to give back to communities and positively impact society.

Starting in 2014, CEA formally began its Corporate Social Responsibility (CSR) initiatives. We are proud to show a few examples below:



In 2014 CEA helped to install a rooftop solar array at a local school in Pudong, Shanghai.



In 2016 CEA helped the Idaho Youth Ranch install a 100 kW PV system, which helped to reduce its annual greenhouse gas emissions by 200 tons.



In 2017 CEA designed, procured, and installed a 2.6 kW PV system for an off-grid medical center in Southern Cameroon.



In 2020 CEA donated over 7,820 masks in China, the United States and the Philippines to help promote safe practices during the COVID-19 pandemic.



In 2023, the CEA team provided support to Amigos Internacionales in their efforts to construct a new solar-powered school in Ogul Village, Uganda. This project is situated in a rural part of Uganda that lacks access to electricity and is home to almost 1 million South Sudanese refugees. Before this project, the closest school was so remote that 4-7-year-old children had to walk 11 km each way to attend class, but now local children can obtain access to education which is powered by renewable energy. This CSR initiative is our second one in Africa and we will continue to work internationally to pursue our core purpose of 'helping our clients deploy solar and storage solutions worldwide'.



NET PROMOTER SCORE (NPS)

The net promoter score (NPS) is a widely embraced metric for evaluating customer loyalty and satisfaction in the market. Derived from customer surveys, this score hinges on a singular query, gauging respondents' inclination to recommend a company, product, or service to their friends or colleagues.

In 2018, CEA wholeheartedly embraced the NPS methodology as a pivotal measure of customer satisfaction, channeling substantial investments into its operating system. This initiative aimed at capturing anonymous customer feedback, driven by a desire to elevate our WOW! customer experience. Notably, our efforts bore fruit in 2019, resulting in an average score of 60 with a commendable 33% response rate.

Building upon this success, CEA continued its commitment to deploying NPS to a wider group of customers, seeking a higher response rate. Counter to our expectations, the score increased with a higher response rate; in 2023, CEA obtained an admirable 72 for 37% of our clients. 2023 marks our 5th year in a row of 60+ and 4th year in a row with an average score of 70+ each year, well above other industry peers.

At CEA, we take pride in our high levels of customer engagement, constantly striving to perform above and beyond their expectations and deliver unparalleled experiences to each and every one of our valued clients.



LOOKING AHEAD TO 2024

2024 is here already and as CEA starts our 16th year of operation, there are still many unknowns ahead of us. The passage of the historic IRA promises a significant manufacturing boom for our industry with a plethora of new U.S. manufacturing facilities already breaking ground and a few shipping modules. Yet global conflicts and supply chain uncertainty remain themes and distractions from our daily lives in the renewable energy sector. With an election year in the United States, many are questioning the future political landscape, and the future of the subsidies that undergird the ongoing expansion of both U.S. solar and battery deployment and manufacturing..

Looking globally, the growth in solar and energy storage remains an essential lever for achieving climate and energy security targets in many countries. But the massive upstream oversupply weighs heavily in the minds of many manufacturers who have benefited from an undersupply over the past couple of years. While the market may benefit from lower cost equipment due to the excess module supply, CEA has witnessed defect rates spike at newly launched facilities. Additionally, weaker utilization rates cause financial risk to many suppliers who are balancing their debt obligations with lower pricing levels.

With these uncertainties clouding what should be an otherwise robust year of growth, CEA's teams remain busy and fully utilized to help our clients prepare for these challenges. Quality Assurance (QA), Market Intelligence (MI), Supply Chain Management (SCM), Engineering Services (ES), Manufacturing Services (MS), and ESG and Traceability are distinct areas where CEA focuses on creating value for our clients on a daily basis.

Our teams have achieved record growth in the past, but we are constantly working towards the future, as the challenges in the market never stop. In 2024, our team will continue to remain engaged in helping our clients to deploy more solar and storage solutions worldwide. And we will validate our progress via high customer retention and strong NPS results.

Each year, CEA's executive leadership team gathers and determines our key priorities and theme for the year. In 2024, PEOPLE, PROCESS and PRODUCT remain our focus. Our PEOPLE priority is to create and execute a people playbook, including revamped recruiting, onboarding, development, and succession programs, to ensure high team member engagement as measured via team NPS with 90% retention of A players. Part of this priority involves this culture book as we celebrate so many of CEA's team members in this document.

Second, our PROCESS priority is to develop a corporate playbook to define business unit objectives, plans, and processes to achieve CEA's 1-, 3-, and 5-year corporate strategy targets. With our recent relaunch of our ERP, CEA is now measuring our teams in seven different business units, so providing transparent communication on our progress towards our goals is crucial.

Finally, our PRODUCT priority is to deliver a comprehensive product catalog for each business unit to improve sales, execution, and alignment with CEA's corporate strategy.

Finally, our team selects a company theme and in 2024, the UNSTOPPABLE SCALING of the SAN JUAN PEAKS is our inspirational theme because of the special meaning this has for our team. First, since I earned the rank of an Eagle Scout as a teenager, I enjoyed hiking tall mountains, especially during my first trip to Philmont in the Sangre de Cristo mountain range in northeastern New Mexico in 1991. Consequently, during my early years at CEA, my wife and I always relished the chance to relax in the wilderness of Colorado during the summer and occasionally took hikes together with our girls.

In 2018, I stumbled upon the San Luis pass hike and ended hiking to the peak of my first 14,000-foot mountain (also known as a '14er') and since then have hiked over twenty 14ers in Colorado. Since my first 14er was on the San Juan Peaks and we have many at CEA who enjoy hiking, I used the "Scaling of the San Juan Peaks" as our core theme for this year.

Second, when our team gathers in big events such as our ASC, we enjoy singing karaoke and we have some accomplished singers within our team in the Philippines. Both Jemy and Belle contributed their incredible voices to the song "UNSTOPPABLE" by Sia and Christopher Braide and as a team, we agreed to add this to the start of our theme. "Unstoppable scaling" had a better ring to our theme and stuck. "Unstoppable" continues to be among our most commonly-used adjectives at CEA in 2024.

Once again, no matter what type of challenges you are facing in 2024, the CEA team is here to help you, so please join us for an UNSTOPPABLE year ahead of us!



FINAL NOTE FROM THE CEO AND FOUNDER, ANDY KLUMP

In closing our 4th Culture Book, I've found myself a bit more reflective, especially as this was an emotional year for me with the passing away of my mom. I'm extremely grateful for the support of many CEA team and family members who consoled me during this period; however, at the same time, I'm enriched with gratitude for the indirect contributions of my mom and dad to CEA in simple ways such as the core value of BE HUMBLE and PERFORM ABOVE and BEYOND. In many ways, I witness the many contributions of CEA team members around the world and see that they manifest some of the same values of my family.

As we completed our 16th year of operation, I'm excited by the prospect of further growth within the industry and our client base, as CEA is called to serve a higher purpose to help our clients and stakeholders deploy solar and storage solutions worldwide. Our core purpose still resonates today, just as when we created this as a team so many years ago: "We believe that by helping our clients and stakeholders deploy solar and storage solutions worldwide, we are creating a better future." We are committed to serving our clients with a WOW! customer experience as the world needs more renewable energy, especially given the geopolitical environment which has worsened over this past year.

I am greatly honored to lead the CEA team for yet another year, as there are many experienced professionals with far more relevant expertise than myself to take the company to the next level. We must continue to remain in service of the greater purpose of CEA in protecting the environment and the deployment of more renewable energy as this work will bring greater safety, security, and certainty to an uncertain world.



I'm extremely pleased to launch another culture book, as this document encapsulates a small part of our dynamic culture. I invite every one of you who read this book to get to know our team and experience this culture for yourself.

Elvie Mesiona, Christian Roselund, Kelly Wong, and countless other team members have contributed greatly to this book, but I'd like to give a special recognition to Ivana Piric, as she tirelessly committed many months towards this effort. The participation of such a broad group at CEA demonstrates our commitment to sharing our culture with a wider audience. I look forward to next year's culture book and ensuring that more amazing A players enter our family in 2024!

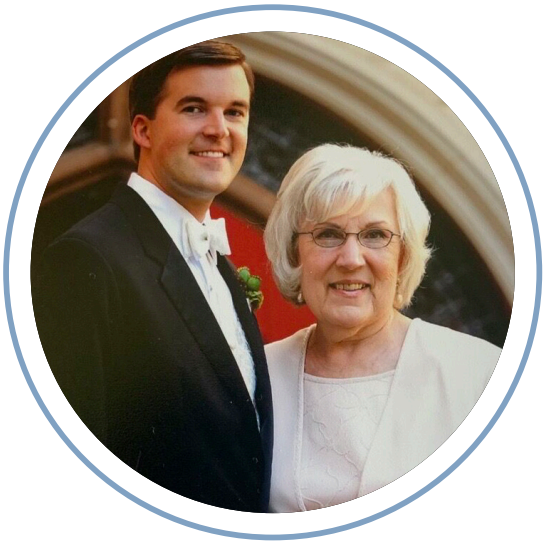
Please learn more about CEA: www.cea3.com

You can also keep up to date with CEA by following our LinkedIn page: https://www.linkedin.com/company/clean-energy-associates

If you are interested in joining the CEA family as a team member and creating a better future, consider viewing our recent job openings: https://www.cea3.com/careers



APPENDIX

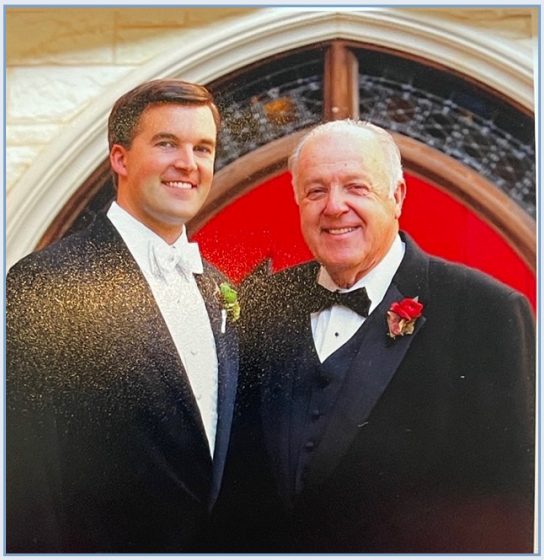


As mentioned in my introduction to the Culture Book, I've dedicated this book to my mother, **Lilian Mary Klump**, who passed away on May 15, 2023, at the age of 89. I'd like to recognize her profound impact on my life and have included a background on her in my eulogy which I delivered during her funeral at my home parish of St. Peter's Catholic Church in Kirkwood, Missouri on May 30, 2023.

The second part of the appendix will feature a talk which I also delivered at St. Peter's about my father, Richard Paul Klump. My dad passed away on April 6, 2022, at the age of 80, about 13 months before my mother. Due to my inability to travel as a result of the Shanghai lockdown that month, I could not leave my family and attended his funeral standing from my office desk at 11 pm. I never fully came to terms with his departure until my wife, daughters and I could plan memorial services for both him and my mom at St. Peter's Church in Kirkwood, which took place on July 21, 2023. I added my comments about him in this appendix as I have come to terms with his departure. I hope that all of you who read these stories can have a glimpse of the impact my parents had on my life and see their positive impact on the world.

Once again, I am incredibly grateful that you have chosen to read CEA's Culture Book as well as this appendix. Your efforts will allow you to delve into the lens of my own upbringing and perhaps you can see a bit of this background in CEA. I'm honored that you are willing to take the time to learn about the legacy of my parents. They were both passionate about protecting the planet and creating a better future both for me personally and for the CEA family, in the same way that I am.





Eulogies from Andy for Lil Klump's Funeral & Parents Memorial Service at St. Peter's Catholic Church in Kirkwood, MO

May / July 2023

Parent's Memorial Services – Friday, July 21, 2023

OPENING

Since the loss of my dad, Richard Paul Klump, in April of 2022 and the sudden passing of my mom, Lilian Mary Klump on Mother's Day of this year, I've had time to reflect on their contribution to the world and the impact that they had on my life. However, I must remind everyone that this is a memorial service and therefore a CELEBRATION. We all should leave here today exchanging stories and memories of both Rich and Lil and how they impacted our lives, so I look forward to talking with each one of you after the service and to introducing you to my wife Lindsay and our daughters here at church.

In preparing my comments today, there are three words which can summarize my deeply held beliefs which they both had, and which were instilled in me at a young age. Those 3 words are:

GRIT, HOPE, and FAITH.

While the personalities of my parents couldn't have been more polar-opposite, they did share some common traits. They both grew up in devoutly Catholic families in different parts of rural Missouri - my mom grew up outside of Jefferson City, living at her grandparents' farm after her parents lost their home in the Great Depression. My dad grew up in Perryville, a small town of 5,000 about 80 miles south of St. Louis as the 10th out of 12 kids. They both worked hard at an early age on the farm, growing up in humble means, but had a close appreciation for animals and the great outdoors. They both migrated to St. Louis later in life, but as mentioned, their life paths were quite different.

My mom was incredibly intelligent and was passionate about teaching. She decided to pursue her college degree at the expense of taking "the easier path" at different points in her life. She was extremely beautiful and even worked a model for while in her 20's. But while she had many suitors who proposed to her, she preferred to keep working until she could save for her tuition. She followed her dream of teaching, and both studied and worked tirelessly to pay for school until the age of 34 when she obtained her college degree in teaching.

She was always quiet and more introverted, so many never heard her say a word when she stood quietly by my dad's gregarious nature of storytelling and greeting others. Her intellect clearly stood out and I always listened to her every word whenever she spoke, as she always had a smile on her face and offered encouraging words for me.

My dad had a different story. After he graduated from high school, he took a more circuitous path to St. Louis by first enrolling in the army for four years traveling around the country and jumping out of airplanes 23 times, just to earn an extra $45 per month. After the military, my dad didn't know what he wanted to do, so he returned to his hometown of Perryville where he enrolled in the Vincentian Seminary to become a priest.

Thankfully for me, after seven years he was told that Priesthood was not for him and he fortunately, at the age of 32, met my mother and promptly married her, as she was 40. When asked how his day was, he'd immediately respond, "I'm blessed and highly favored" and then would immediately launched into his next story with his constant gift for gab.

GRIT

I learned about grit from my father at the tender age of nine. While I had earned pennies and nickels by performing chores around the house since I was four or five years old, I first helped cut our grass at home at the age of eight and could earn a whole quarter. We had a small yard, so this was an easy job with our old “push-mower.” However, I was thrilled when I could earn two dollars out of his $15 fee for cutting a big yard for one of his cab customers, Joan Carlson.

He just bought a self-propelled lawnmower with a 2-horsepower engine and this would be my first time using it. As I was tall for my age, he trusted me but I truly had no idea how to operate this machine. He started the engine and tied the self-propulsion gear to “on” by wiring the handle shut, so there was no option to stop. Instead, of me pushing the machine, I was drug along and I struggled to keep my grip on the handle. With the constant speed and the fresh dew on the morning grass, I could barely keep up. The heavy vibrations of the engine resonated throughout my body and I barely could hear myself think. After two minutes of me struggling along the length of the lawn, I felt my dad's giant hand grabbing my arm as he whipped the mower to a stop by unwinding the wire with his other hand: "What on God's green earth are you doing?"

He motioned to the lawn and yelled, "You need to control the mower and cut in a straight line, not a giant curve, so let me show you how to do it." My heart was thumping as I watched him cut a straight line across the lawn, creating the shape of a crescent moon in the grass. He then returned to where I was standing and told me a quote from the 5th book of Matthew verse 48 which I will never forget: "Be perfect, therefore, as your heavenly father is perfect". My dad's pursuit of perfection even in small things like cutting grass was an important lesson for me. Over the ensuing seven summers, he observed as I applied that same principle to my own landscaping business and 'Handy Andy's Lawn Care Services' expanded to 40+ customers and helped me pay my high school tuition.

One other memorable story of GRIT from my dad occurred during a hot evening in the summer of 1993 when I was 17. I had worked 16 hours that day from 6am at the car wash until cutting grass before sunset. I cleaned my equipment, showered, and collapsed on my bed, ready to fall asleep at 10 pm when I heard a loud banging on the roof, directly above my bedroom. The loud noise was clearly the continuous sound of a hammer, and I ran outside to find spot lighting on our roof. I was shaking with anger and could barely climb the ladder and there in the middle of the night was Richard Klump pulling shingles in one corner of the roof, hammering away. He looked at me and calmly stated that "the weather was too hot during the day, but I need to reshingle the roof tonight as the weather is cooler."

At that point, I knew my dad's stubborn nature and that he wouldn't stop until the job was done, so I gritted my teeth and went down the ladder. I found a second hammer in the garage and scampered back up as I realized that "if I can't beat him, then I must join him.” I started pounding shingles on the roof right next to him at a furious pace for the better part of two hours, sweating and hammering in the humid night. We finished half of the roof that night shortly before 1am before he decided to call it a night. He never asked me to finish the second half of the roof and I never heard the hammer above my bed at 10pm, so I think that we both learned a valuable lesson that night.

HOPE

While my mom knew that we didn't have much money, she still chose not to work after my sister and I were born. She focused her energy on caring for us and providing a loving home as long as she could. During grade school, I remember her going back to work in real estate and celebrating her first home sale with our first train ride to Jefferson City to visit her parents and brother. She later used her side income to supplement our home expenses but managed to save enough on the side for my sister and I to take music lessons. I had no idea how big of a stretch this commitment was for her, as we bought a second-hand piano, but I reluctantly practiced daily to prepare for my weekly lesson with our teacher.

To my mom's disappointment, I didn't have a knack for the piano. However, she never let on that I had to play, but then encouraged me to try the guitar. I saw this shift in a positive light and tried my best with learning. She told me that she "hoped that developing a musical skill might broaden my horizons in a new way." I tried my best and managed to make some progress; however, I still wasn't as diligent in practicing daily.

Around the one-year point, we went for our lesson, and she showed up at the end to pick us up. With a rare display of emotion, she told the teacher that she could no longer afford to pay for lessons, as I saw her crying in front of us. I felt the deepest pain in my heart as I watched her, realizing that I had taken my lessons for granted and hadn't applied myself as much as I could. I later went to her and apologized for not trying harder and she told me "this is not your fault, but we just didn't have enough money to afford this luxury. I want you to remember that Jesus loves you and HE can help you to create a better future for your children."

And this was my realization, that her hopes and dreams for a better life would not be interrupted by the challenges facing us that present day. Little did I know that those months of music lessons helped me gain a valuable skill when I moved to China as my "musical ear" helped me pick up the tonal language of Mandarin. I had a few teachers who told me that ex-musicians were the ones to pick up the language the quickest.

CHINA - Both of my parents were shocked when I told them about my interest in work in China. Growing up in St. Louis, I rarely had the chance to take a vacation or travel anywhere as we didn't have money for such a luxury. I attended Boy Scout camp for seven straight years at S-Bar-F Scout Ranch about 80 miles from St. Louis as this was my only vacation of the year for an entire week.

We made day-long trips to Jefferson City and Perryville once per year, so this was the extent of my childhood travel. In fact, by the time that I was 15, the only three states that I had visited were Missouri, Illinois, and Kansas; however, Kansas was only on this list because my dad drove me to Kansas City to celebrate graduation from 8th grade and watch Bo Jackson play baseball for the Kansas City Royals. During that trip, I watched two ball games, but begged him to drive over the Kansas border for 10 minutes, just to say that I had been there.

Nonetheless, this dearth of travel didn't stop my dreams. Every month, my dad would receive the National Geographic Magazine and I was amazed at the pictures and stories from around the world. I'm certain that my first exposure to China came at that time, but I didn't travel to China until business school and then I made a firm commitment to live in China full time after spending two months in Shanghai during the summer of 2002.

I took a low-paying job at Dell Computer in the fall of 2003 and called home once per week on an international calling card, as this was well before the adoption of the smart phone. I had a quota-carrying position with Dell and was told that if I didn't hit my quota after two quarters, then I'd be fired. I failed miserably my first quarter, hitting only 21% of my $500,000 target. My boss disliked me from the start, and he raised my quota to $600k. I felt demotivated during the start of my second quarter. I was working 16-hour days and still studied Mandarin for an hour at night and in the morning. I was stressed beyond all belief and started to lose my hope.

However, on October 28, 2003, my mom told me a story about my dad that stood out forever. She told me that ever since he was a kid, he wanted to become a well-respected state trooper who drove a big police car and had a lot of power by writing tickets. However, he never had anyone who encouraged him to follow his dream. He ended up bouncing between jobs after he left the seminary and didn't find a home until he could drive a taxi with St. Louis County Cab. That role of driving a cab was his closest path to following his dream, as his taxis were ex-cop cars with the same motor and frame, but just with different paint on the outside.

My mom then told me "God took you to China for a purpose and you are following your dream YOU ARE FOL! Do NOT give up on your dream, just because of your obstacles. God will help you achieve your goals. I wrote a yellow sticky note with that "FOLLOW YOUR DREAM" reminder on the door of my one-room studio apartment in Beijing and thought of her story every morning as I left for work.

God inspired me through her words and my sales started to take off that next week as I approached my work with a deeper sense of purpose. I continued working through the Christmas holiday and with 3 days left in the quarter, I closed a big deal to a brand-new client, and I managed to hit my quota. I called my mom that night and exclaimed that I did follow my dream and she was such a key part of my success! She was so excited for me and shared my joy, as we both knew that God had a special plan for me.

FAITH

Finally, of all the traits from my parents that I'd like to share with you, the most important one was their deep passion for Jesus and a belief that Jesus loved my sister and I dearly. They both prayed to Jesus daily and every time that we entered the car, my dad would state: "Dear Jesus, please send 10,000 angels to protect us and bless all of the other drivers on the road, so we reach out destination safely."

I always took this message for granted until he told me a story about receiving a call to pick up a man on the side of the highway. The man was angry at the arrival of my dad and after sitting in the backseat, held up a gun to his head and commanded, "drive me to your cab garage as I want to shoot your dispatcher who made me walk 7 miles until you came." My dad understood that this was a matter of life and death and told him "Sir, I will do exactly as you ask."

And so he started driving to the cab garage. He started talking with the man and tried to understand what was bothering him and kept encouraging the man to talk. Sure enough, the guy was having a bad day and told a long story about how he lost $80,000 on a business deal and was ready to shoot someone. My dad kept asking questions and responding to him in his steady, deep voice. Finally, as they approached within a mile of the cab garage, the man put away his gun and told him "Just let me off here" and slowly exited his car.

As I heard my dad tell the story, I asked him "were you afraid?" My dad looked at me with a smile on his face and responded, "Andy, you better believe that I was scared - I had no idea what was going to happen." He then continued, "If the good Lord calls me, I am prepared to leave, but today just wasn't His time." He told me in a positive way that I should never be afraid to stand up to danger as "Jesus was with him," so I always followed the same practice as I later would travel around the world and confront different challenges. However, at that time, I grew up thinking that I should thank my lucky stars that I still had a dad and of course, you can understand why I had the motivation that I should never drive a taxi.

SUMMARY

In conclusion, I thought about my Uncle Bob who constantly told me that Lil was a saint for all that she endured in her life – especially in marrying my dad and dealing with all of our struggles to make ends meet on his salary. While I wouldn't describe my dad as a saint at times, he was a deeply spiritual person and absolutely believed that Jesus would always take care of him in any circumstance. They both loved me deeply as well as my wonderful wife Lindsay. They prayed constantly for us and one of the highlights of my life was celebrating my wedding with Lindsay and seeing the joy on the faces of my mom and dad in Dallas, as I never remember them having so much fun and that happy memory of them stays with me through this very day.

Now, in addition to being a husband of 15 years, I am the father of four loving daughters, Angelika, 12, Natalya, 10, Frances, 7 and Lilian, 5. I can only pray that I can raise them with the same deeply held spiritual beliefs that Lil and Rich shared with me. I want to give my daughters the loving support that they need to follow their dreams and change the world, just as God would want them. I loved my parents deeply and am eternally grateful for their amazing gifts, especially their **GRIT, HOPE, and FAITH.** I firmly believe that they are looking down on all of us with loving smiles from heaven and their legacies will continue to live through my family for many generations to come.

Hopefully my stories add to your own and if you are asked how you are today, please respond "I am blessed and highly favored."

Lil Klump's Funeral – Tuesday, May 30, 2023

OPENING

There are three deeply held beliefs that my mother, Lil Klump, taught me and will stay with me the rest of my life.

First, she was an incredibly resilient individual who could overcome any obstacle, especially any setback which might impact her family.

Second, she was passionate about saving the environment and protecting God's planet. Finally, she was spiritually minded and displayed a deeply held belief that Jesus would care for her and her family, so she prayed for all of her family members constantly, every single day.

RESILIENCE

My mom's resilience stemmed from her childhood as she was born in a low-income family in Jefferson City, Missouri. Her parents were married in 1929 and she was born in the middle of the Great Depression, four years later, in 1933. Her father had health problems and could only work as a gas station attendant, so they struggled to make ends meet during those hard times. The bank foreclosed on their home after her father lost his job and they moved to her grandmother's farm, staying there through the start of World War II. After she graduated from high school, her parents still needed financial support and rather than going to college, she worked and sent her savings to her family for several years rather than paying for her own educational aspirations.

Later, she attended school at St. Louis University part time while working nights until the Jesuit dean of the school rescinded her admission due to her extreme hours. He was concerned about her intense workload and the potential impact on her health. While she had several men who proposed to her in her 20's (as she was quite attractive and a part time model), she remained focused on her education and eventually followed her passion to become a grade schoolteacher. She obtained her college certificate from the University of Missouri at the age of 34, a long and arduous 15-year journey which most students today would not appreciate. She told me that obtaining a college degree was what God wanted for her and she was absolutely committed to following His direction rather than taking the easy road.

She obtained her dream of teaching by accepting a job at St. Peter's Grade School in 1970 and was convinced that she would remain single and fulfill her role as a teacher until she met my father in 1972. Even though she was 8 years older than my dad, as he was 32 and she was 40, they were married the next year - talk about robbing the cradle! Two years later she followed God's calling to become a mother as my sister was born.

My father, in contrast to mom's focus on education, had only obtained his high school degree, but used his work ethic to save up whatever he could to pay for their home on Couch Avenue, working 60-70 hour per week as a cab driver for St. Louis County Cab. I didn't realize until many years later when I was applying for financial aid grants for college that his income was below the poverty line. Our parents barely made ends meet and my dad gave my mom $40 per week to feed a family of four.

I still have many fond memories of buying the St. Louis Post Dispatch newspaper on a Sunday morning after church for 25 cents and clipping coupons with my mom, so she could stretch her meager budget a bit more, a valuable lesson as learned how to get by on the basics. Lil never complained about this hardship, but continued to focus on saving whatever we could to pay for our needs and prioritized the modest school fees at St. Peter's Grade School.

Growing up in Kirkwood, I had no idea how lucky I was to have a mother who prioritized education as she did and I applied myself in school to study diligently, as she encouraged me to create a better future for myself. My mom took me to the Kirkwood library weekly and we read together constantly as a young child. She taught me that investing in my education was her most important priority with

her extra savings and I never squandered a chance to learn in school.

In the spring of 1988 while I was in 7th grade, I remember sitting down with her at our dining room table. She came to me with tears in her eyes and told me that she could not afford to pay for a private high school as she wasn't able to save much with her side jobs. She gave me the option of going to Kirkwood High School for free or attending a private school that may require me to help pay. I had been cutting grass with my dad since I was 9 and decided to go to the local Target store with her that same day. We bought a 29 cent posterboard to cut out and design "Handy Andy's Lawn Care Services" business cards. The next day I walked to 20 homes in my neighborhood, knocking on doors and asking if I could help mow anyone's lawn or rake leaves.

I faced 100% rejection that first day but followed her principle of resilience. She encouraged me every step of the way, and I eventually found three customers that first year and kept doubling the business for the next seven years until my high school fees were paid off. I later applied the same resilience to receive admission to Northwestern University and Harvard Business School and I used my last copy of my first set of business cards when I successfully applied to Harvard.

One of my proudest moments was calling her when I received the admission letter and as she was the first one that I wanted to tell. She was so shocked that she couldn't say a word and I asked her 'aren't you going to say anything?'...later, she would tell me that while she had full confidence in my application, she never thought that she would have a child who could get into Harvard. However, God had other plans in mind.

ENVIRONMENTAL STEWARD

Mom was the thriftiest and environmentally conscious person that I knew. I have many fond memories of her working in the garden as she always had a compost pit in the backyard. None of our banana peels or fruit scraps would ever go to waste as she buried them along with our grass clippings and leaves, so that they could fertilize the garden the following spring with this free mulch.

I never remember having new clothes growing up as we received boxes of hand-me-down clothes from my relatives. As my dad was the 10th of 12 kids and I had 51 first cousins, my mom was fortunate to have many options, so I'm grateful to my cousins, some of which are sitting with us here now. My mom was humble enough to accept these contributions, as she always knew that "God had a plan." She never threw away any scrap of clothing as she would constantly be patching up holes in my jeans and would happily give clothes to others in need after I grew out of them.

One of my favorite hobbies with my mom growing up was looking for aluminum cans on the side of the road or as we walked in the park. Paula and I saw this as a fun game in which we could earn money, so we would constantly look for these empty aluminum cans in odd places and crush them with our feet. My mom would take us on a monthly trip to the Kirkwood Recycling Center and I still remember my first trip there when I was five years old as my sister and I split the $2.36 that we earned. I thought that earning such big money was the best thing ever.

The lesson of "taking care of the earth while still earning money" stuck with me decades later when I started my own entrepreneurial journey in the solar energy industry in 2008 with Clean Energy Associates. Now, 15 years later, the business which was inspired by my mom has scaled to over 230 professionals working in 15 countries and I still give credit to her inspiration. Her friends would tell me how proud she was of me that I shared this passion for environmental stewardship with her and I continue to remind my team that we are creating a better future for God's planet to combat the effects of climate change that we witness today.

FAITH

Finally, of all the traits from my mom that I'd like to share with you, the most important one was her deep passion for God. She prayed to Jesus daily and sought his protection constantly. She prayed with us every day before school and asked God's angels to bless us as we drove around town.

She was an ardent supporter of St. Peter's Church and felt God's presence with her. I still have many happy memories of playing games at the back of church after mass and once was so spirited that I split my forehead open on the edge of a pew, rushing to the hospital in a bloody mess. She was the first to pick me up from the ground and cover my forehead gushing with blood. You can still see the scar from the stitches on my forehead today.

She cared deeply for her family and raised my sister and I with a deep appreciation for God's power and love for us. Jesus had a special place in her heart, and we prayed the rosary on our knees by her bed as a family when we were growing up. She prayed to Jesus constantly throughout the day and I heard her say prayers at various times of the day beneath her breath as she was moved by the Holy Spirit. Later, I would adopt a similar practice of daily meditation and prayer and spoke with her about her routine, as she was always happy to share her thoughts with me.

While I've been living in China and Thailand for the past 20 years, I had always hoped my mom could come and visit so that she could see her daughters in Asia, but she was either taking care of my dad or wasn't in the best of health to travel, so instead we have fond memories traveling here to Kirkwood or meeting in Dallas with her grandchildren. Nonetheless, she prayed constantly for her grandkids, especially my second daughter Natalya who was born with an intellectual disability. Natalya endured 9 different surgeries and still faces challenges daily, but my mom loved her deeply and had a strong conviction that God has a special purpose for her as well.

My mom also prayed deeply for my wife Lindsay as she knew that the burden of raising children, especially the challenges of a special needs child. I experienced my mom's faith as we spoke by Facetime with our girls, and she heard of our joys and challenges of living in a vastly different environment than Kirkwood. When our fourth daughter was born, Lindsay and I were pleased to name her Lilian Anne, using the first name of both of her grandmothers. When I asked my 5-year-old Lilian to make a card for Grandma Lil, she asked me if Grandma would write her back.

CLOSING

In preparing my comments today, I thought about my Uncle Bob who constantly told me that Lil was a saint for all that she endured in her life, especially in marrying my dad and dealing with all our struggles to make ends meet on his salary. As I now am the father of four loving daughters, Angelika, 12, Natalya, 10, Frances, 7 and Lilian, aged 5, I can only pray that I can raise them with the same deeply held beliefs that she shared with me. I love my mom and am eternally grateful for her resilience, passion for protecting God's planet and her faith. I firmly believe that she is looking down on all of us with a loving smile, so I hope that all of you can share in my joy that she is in heaven right now.

My mom's faith remains a strong foundation for my own spiritual journey and I'm deeply grateful for her spiritual fortitude throughout her life.

