CEA

Clean Energy Associates

CEA Culture Book 2021

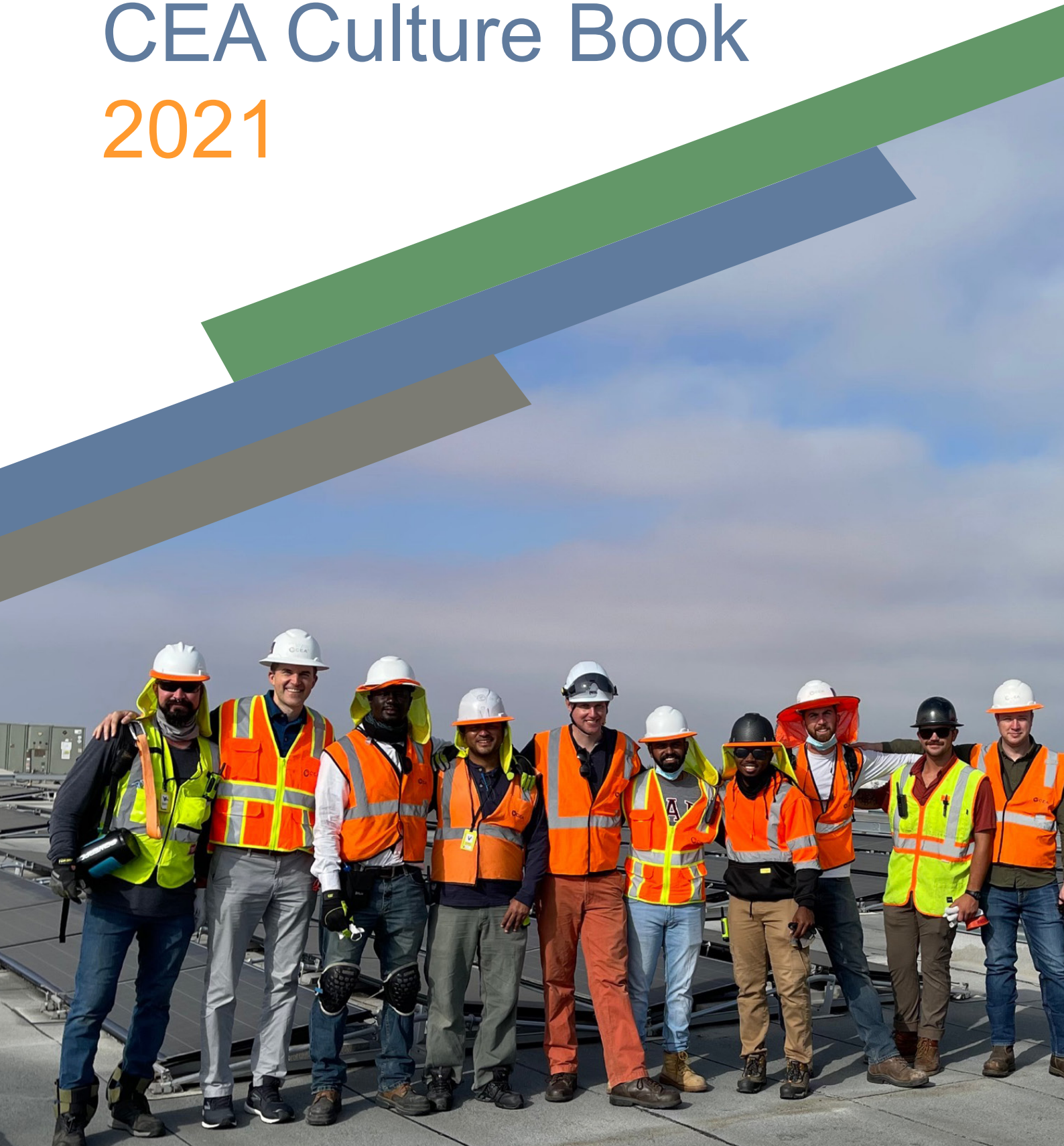


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2021 CULTURE BOOK OVERVIEW

CEA's culture is unique in many aspects and the company takes great pride in publishing our 2nd Annual Culture Book. At CEA, our team members are part of a family that demonstrates a dynamic culture of respect, support, and friendly exchange of ideas where different viewpoints are highly valued. Like any family, honest and open communication is the cornerstone of everything that we do. This open communication is fundamental to the nature of the work that CEA completes as we are devoted to elevating the global quality level of the solar PV and energy storage industry.

"Culture eats strategy for breakfast"
Peter Drucker

By facilitating a global transition towards a clean economy and away from a dependence on fossil fuels, a resilient and clean energy supply will raise sustainable living standards for generations to come and create a better future. This core purpose engages the CEA team on a daily basis, as we wake up motivated to help our clients and partners to deploy solar and storage solutions worldwide. We believe that with CEA's well-established culture, our teams are emboldened to explore their curiosity, to perform above and beyond for our clients, and to open new possibilities to the global solar and energy storage market that were previously impossible. Together we are developing a brighter, cleaner future!

If you'd like to know more about our culture, check out our blog at:
Blog — CEA Blog — Clean Energy Associates (cea3.com)
www.cea3.com/cea-blog/

For those interested in joining CEA's dynamic team, then check out our Job Openings:
Careers — Clean Energy Associates (cea3.com)
www.cea3.com/careers

For more information about our Corporate Social Responsibility please visit:
Corporate Social Responsibility — Clean Energy Associates (cea3.com)
www.cea3.com/corporate-social-responsibilty

To learn more about CEA's culture, please visit:
Culture — Clean Energy Associates (cea3.com)
https://www.cea3.com/culture or

CEA YouTube https://www.youtube.com/channel/UCZhsfZEIbDYHhMeYawpR0Bw

LETTER FROM THE CEO AND FOUNDER, ANDY KLUMP

Welcome to the 2021 CEA 'We are Family' Culture Book

Launching CEA's 1st ever culture book in 2020 was a fun experience for me and now I'm happy that we can continue this tradition in 2021! I enjoy looking back at the past year and reflecting on the tremendous accomplishments of our team members throughout the world! This year's culture book has a unique element in that we are providing an 'external launch' of a Culture Book version which we will post on our website and share with external customers, suppliers and other stakeholders as this document encapsulates the diverse facets of CEA's teams and working environment.

In January 2021, CEA's Executive Leadership Team (ELT) launched our Annual Theme of 'UNCHARTED WATERS' during our January 2021 Annual Strategy Conference (ASC). We celebrated this theme by inviting our keynote speaker Neil Petersen (https://www.linkedin.com/in/nealpetersen/) to give us some perspective on his career. Neil is a TEDx speaker, author and global adventurer who sailed around the world in a boat that he built by hand. His stories of sailing in 'UNCHARTED WATERS' helped inspire our team as CEA also has expanded our services offerings to new horizons as well. We will post a few photos of his talk and our ASC later in this book. Still, due to travel restrictions from the pandemic, we hosted our 5th annual ASC in 2021 via video conference for those joining outside of China. The rest of our China team gathered in person in Changzhou, Jiangsu for team activities and bonding events such as Karaoke which has been an annual tradition. Gaining team alignment for our top 5 priorities as well as setting clear financial metrics and objectives for the broader organization is important as we started the year.

I view my core responsibilities as the CEO of CEA in 3 core buckets: 1) Team, 2) Culture and 3) Strategy. By team, I consider both the external recruiting of top-notch candidates as well as the development of our existing team of A players as part of my responsibility. During 2021, we launched our 3rd Annual Leadership Development Program (LDP) for our emerging talent with facilitation by Coach Mike and his proprietary Learning Management System (LMS). CEA was part of Mike's Inaugural start with the LMS that he developed through his decades in Executive Coaching in 2019 and CEA benefited from efficiencies gained by our third year of participation. Ever since I founded CEA in 2008, I have always believed in the importance of team building and have been fortunate to recruit and grow amazing talent throughout the organization, so I greatly cherish the incredible memories of our team members who are contributing to the growth of our business on so many levels globally, as we finished 2021 with clients or client engagements in 65+ countries as well as 100GW of solar pv and 4GWhrs of energy storage engagements.

Maintaining a dynamic culture is important at CEA, as our culture is the tool by which we recruit extraordinary talent and bring a diverse set of views and perspectives throughout our organization. At CEA we reinforce our culture in countless ways ranging from our Quarterly Feedback Sessions, monthly All Hands Meetings, monthly Leadership Team

Workshops, 5 Question Internal individual weekly feedback and countless other ways. One of the core pillars of CEA's Culture is how we instill our core Values throughout all new Team Members and therefore we celebrate 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***

The final aspect of my role is Strategy. I define strategy both in terms of following core processes, exploring new opportunities for growth and engaging closely with clients. On the process side, we complete the development and planning of our strategy in our Strategy Planning Process (SPP) which is organized by Strategy Planning team each year. Our SPP kicked off earlier this year in 2Q with an extensive assessment of the marketplace. Then in 3Q, I traveled to the US over the summer to meet with our Leadership Team (LT) and through an intensive 3 day offsite strategy retreat in San Jose. During this session, our LT reviewed our organizational health by participating an anonymous Organization Health Assessment with Coach Mike and then planned our growth strategy over the next three years. Our Executive Leadership Team (ELT) took this plan to the next level in setting our Annual Operating Plan (AOP) in Q4 and rolled into our 2022 budgeting process. While there are a tremendous number of new opportunities for our business to grow, our strategy is set by choosing what 'not to pursue' as much as 'what to pursue'. Consequently, we evaluate new growth opportunities through our New Service Offering Process (NSOP) and such discipline around following our NSOP has saved a great deal of time and allowed us to maintain focus on our core growth initiatives.

As part of our strategy, we continue to engage closely with our clients and obtain their feedback on a regular basis. In addition to surprising our clients with the WOW! experience in terms of client delivery, we also measure our success by requesting clients to provide a Net Promoter Score (NPS) for every client engagement. ELT periodically checks in with our top clients for strategic deep dive discussions to assess how we can expand our offerings to support their needs. These joint strategy sessions help us support their needs, but also reinforces our relationship. Later in this Culture Book, our team will share our NPS results and as stated above, RESULTS MATTER at CEA and our clients are equally impressed with our work!

In summary, I'm thrilled to start 2022 with a phenomenal team and our culture will continue to expand and remain as dynamic as ever. Please enjoy reading this culture book and celebrate the successes of our team as we continue to deploy a successful strategy aligned with our Core Purpose: We believe that by helping our clients and stakeholders deploy solar and storage solutions worldwide, WE ARE CREATING A BETTER FUTURE!



PURPOSE, VISION, VALUES

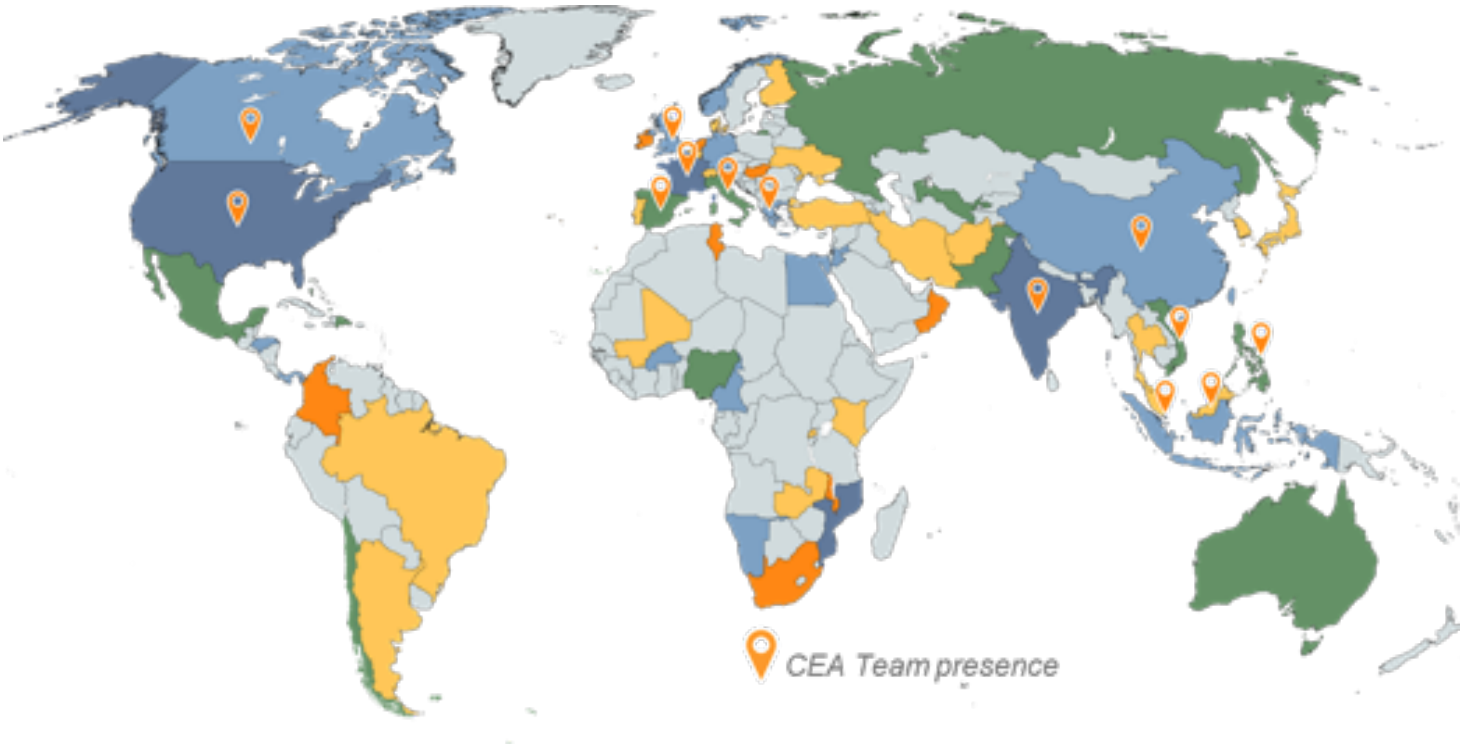
CEA has been present since 2008, and over the years we have a clearly defined core purpose that helps us keep our priorities straight.

Core Purpose

CEA was founded for a core purpose: to create a better future for everyone. We do this by helping our clients and stakeholders deploy solar and storage solutions worldwide, thus working towards a cleaner and brighter future.

Vision

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

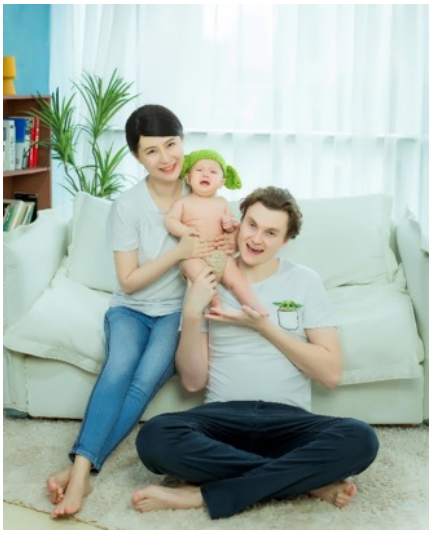


BHAG (Big Hairy Audacious Goal)

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

Core Values

W: We Are Family



At CEA we don't have coworkers, we have family. The people you work with are not defined only by the work they do. Each member of our family is appreciated for who they are, and we support them to be the best version of themselves – both professionally and personally. We also want to make sure that our family feels safe and comfortable, and thus we make sure that we are always inclusive of everyone, and we celebrate the diversity of all our members.

H: Have Fun

At CEA work and play mix together in the best possible way! We like to make sure that each day at work is enjoyable and filled with smiles and laughter. This means we look forward to starting work every day just as much as we look forward to the weekend! We also understand that everyone needs time for family, and we ensure all our team members develop a healthy balance between work and family.

U: Unending Curiosity

Curiosity at CEA is what drives us forward. Not only do we constantly look for ways to innovate in the solar industry, but also to finish everyday tasks in new, better ways. Everyone at CEA is eager to learn more and bring exciting innovative ideas to the table.

B: Be Humble

We may know that we're doing great as a company as well as individually, but we make sure to stay grounded and humble. We admit to our mistakes, and we learn from them. We remember to be empathetic and compassionate, and we never pull anyone down on our way to the top.

D: Do The Right Thing

In everything that we do, we strive to uphold integrity both on a personal level as well as the company level. This means taking accountability even when things go wrong and being honest and diligent at all times.

R: Results Matter

Challenges and obstacles will often obscure the path to success, but we persist, and we Get Things Done! We understand that often extra effort needs to be put in to get the expected results, and we are always up for the challenge.

O: Own It

At CEA we are mindful to take ownership of our actions, whether they lead to success or whether we hit a snag. And when we do face difficulties, we approach them with a mindset to overcome and press on. Having a positive outlook focused on accountability and responsibility for our work means that we are more confident and productive!

P: Perform Above and Beyond

While we make sure to deliver results, we are always looking to exceed expectations and really go that extra mile. Whether this means putting in a few extra hours to perfect that sales pitch or customizing our services to suit our client's needs perfectly, we are always happy to put our best foot forward.

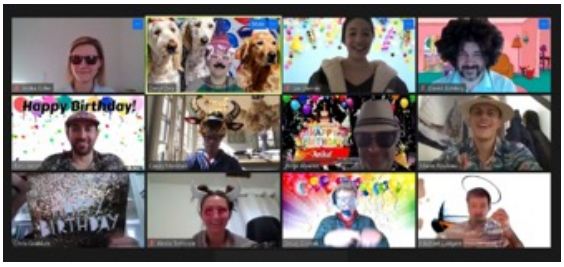


REMOTE WORK AT A TRULY GLOBAL COMPANY

The sun never sets on CEA, and not only because we are in the solar industry. CEA team members are posted in nearly every time zone around the world - ensuring that someone is always awake to advance our goal of making a better future together. As a largely remote global company, we know this brings advantages, but also creates some tricky scheduling situations! Nonetheless, our team consistently rises to the challenge of remote work. We take on our phenomenal global reach as an asset that makes us all more resilient, agile, and ready to innovate.



The CEA family takes pride in its ability to cultivate connection. Despite the physical distance in our remote company, we have found creative ways to forge close interpersonal relationships. Activities such as speed-networking, team karaoke time, athletic challenges, and sharing birthday celebrations allow us to participate in special experiences and create memories together. With technology and consistent communication, we continue to strengthen our sense of connection.



The flexibility that comes with remote work has also become a CEA highlight. When we say remote, we mean it! CEA team members are known for shuffling around the world while still performing above and beyond - because we know at CEA that results matter more than pure hours and desk time. Especially since the ongoing COVID crisis has turned some business trips into extended time away from home and family, our strong bonds at CEA have been particularly useful in making sure our teammates feel supported and at home wherever they are in the world.



We are proud of an inclusive culture that encourages travel and flexibility to spend time with loved ones. The growing number of CEA members with families is a testament to our values in action. Our teammates have found fun ways to bring their home life into the CEA family as well, with CEA kids as frequent cameo guests on internal calls and in group chat photos.



Worldwide inclusion has allowed CEA to Think Global, Act Local. Our team brings together over twenty-five nationalities, cultures, and languages, with teammates around the world that enhances our ability to tailor our services. The in-house expertise and diversity at CEA is a competitive edge for us as we continue to expand our green footprint globally in the era of renewable energy solutions!

Brand Building

We are proud of our strong expertise in solar and energy storage - and this year our growing presence on podcasts is helping us use our platform to contribute meaningful insights to stakeholders across industries. We have been on a record number of podcasts this year: Suncast, Freeing Energy, ChinaTalk, Solar Maverick, Redefining Energy, China Flexpat, and the International Business Podcast. It is when we extend our reach to broader audiences that we can elevate awareness about the solar industry's growth story and potential moving forward.







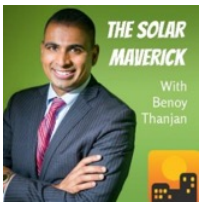












Our experience on the ground with solar manufacturers has positioned us as an authority on supply chain operations, so when we detect changes, we can communicate the tangible effects in an actionable way to help stakeholders make the best decisions possible. We are happy to have been featured on podcasts with a broad reach to share our insights. These platforms have also served to get more people interested in solar energy. CEA has had great success in 2021 in attracting top talent via growing reach on podcasts!

Environmental-social governance (ESG) is also near to our hearts. The COP26 UN Climate Action Conference in Glasgow this year showed the resolve of over 100 countries to accept shared responsibility and accountability. While we could not visit in person, CEA teammates have participated in COP26 related ESG events this year based in Shanghai and in other cities around the world.







Solidarity is what will allow us to forge ahead towards ambitious targets, mitigate global warming, and nurture the earth for our grandchildren. The commitments achieved in ESG represent tough compromises towards shaping a cleaner, greener future.

ANNUAL STRATEGY CONFERENCE (ASC)



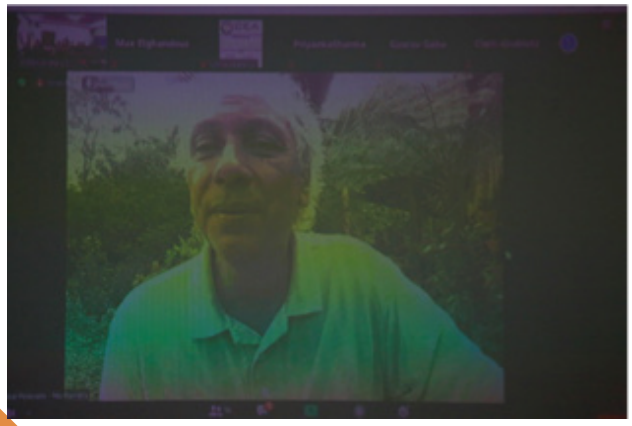
We held our 2021 ASC on 13th January with the theme of Sailing To Uncharted Waters. This represents CEA sailing bravely through a world impacted by COVID, staying steady and speeding towards its goals. In keeping with our theme, we invited Neal Peterson as a guest speaker. He is a solo racing yachtsman and award winning author.

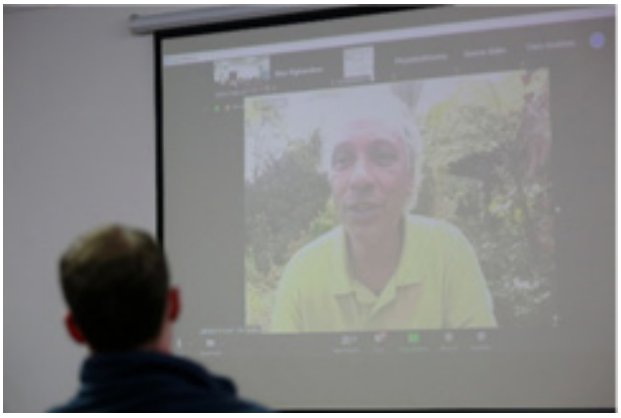
Petersen was born physically disabled and impoverished in apartheid-era South Africa, but was introduced to healing and equality in the waters surrounding Cape Town. He is a gifted and engaging professional speaker who has incorporated his tale of sailing around the world alone into his motivational presentations. The challenges involved in such an incredible accomplishment serve as illuminating examples of the fact that if you believe that there are “no barriers, only solutions”, you can succeed in realizing your most heartfelt dreams.

He shared with us pearls of wisdom on how to navigate unknown, treacherous situations. Using a well-crafted personal story of overcoming all odds of prejudice, economic hardship and physical disability to complete the longest and most arduous sporting event, solo racing around our planet, he showed us how to keep moving forward into positive action.





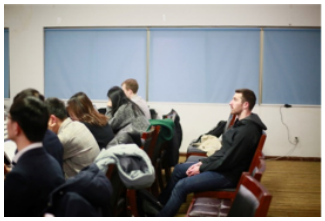




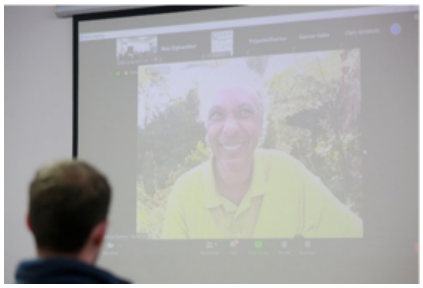
The first part of the event had speeches and presentations detailing CEA's plans for the year and an acknowledgement of the progress during the previous year. We had team members from all over the world join in virtually as well, and it was fantastic to be able to have everyone together! Afterwards, the fun part of ASC began! We had a traditional Chinese calligraphy session with ink and brushes for our family to try out this esteemed visual art form. Afterwards, our family relaxed and let loose at the game centre, followed by a scrumptious dinner





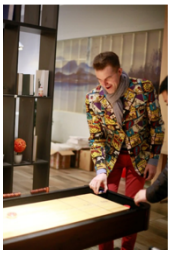










VIEWPOINTS ON LEADERSHIP FROM THE EXECUTIVE LEADERSHIP TEAM

Vinayak Gupta: Operations

1. In 2021 how did you see CEA's culture come alive?



2021 was a remarkable year for the company from business growth, new avenues exploration and substantial infusion of incredible talent in the company. "We are Family" was abundantly visible on both sides of the ocean, where our remarkable PO team continued to persevere and support each other in executing jobs for our customers and living our core purpose, and the ES team creating a leadership position in rooftop safety inspections while dealing with some very challenging circumstances. We really came alive in "Unending curiosity" mid year, when we serviced a new segment of the market in performing diligence on Manufacturing setup, Asset transition and due diligence on Solar investments. It really brought all of CEA's capabilities together. Pioneering the traceability service offering really spoke to "Perform above and Beyond", where not only a service offering was created by CEA, but also establishing leadership position. I believe CEA's entrepreneurial chops were in full display throughout the year and our core values were a major factor in delivering the year we had.

2. Narrate one story about one of our team members which demonstrated one of our core values

There are many, if not all team members at CEA who really embody and live our core values. It is rather hard to pick one or even 10… However, if I had to pick one, my vote goes to Roger Balyon, who stood like a formidable force during tumultuous times displaying our "Own it" and "Perform above and Beyond" core values while dealing with workforce issues, leading and growing a team, while delivering a very tight deadline project for a high value customer. He stood out as the stabilizing force both internally for the team, and externally for the customers and the net result of that is a repeat contract from the customer, and Leadership position in rooftop safety inspections in the industry.

3. How does CEA's culture compare with other companies that you have worked with in the past?

Living our core values in a virtual organization, having mechanisms to measure and have our global company speak the same language, celebrating our people on a weekly basis, recognizing when we run into challenges are areas I'd be hard pressed to find elsewhere. It is Kudos to CEA that being a virtual organization with team members in 13+ countries and time zones can remain so aligned around core values and demonstrate exemplary behaviour. CEA is also the first company where living our purpose and core values is part of our job scorecards and that is something rarely found elsewhere. Overall CEA culture and core values are better lived, demonstrated and shared than most organisations I have worked for.

Paul Wormser: Technology

1. In 2021 how did you see CEA's culture come alive?



2021 was a year of exciting growth and disruptive chaos caused by Covid-related shortages, delays, price increases, Covid related travel restrictions that made for a 2-D world (instead of face to face) and new regulations in the US that interrupted supply. CEA's culture includes customer-centric elements, such as perform above and beyond, do the right thing and own it. We helped clients navigate challenging conditions and recognize and mitigate risks.

2. Narrate one story about one of our team members who demonstrated one of our core values

It is inevitably unfair to single out one team member, given how well each team member has lived our core values. That said, I'd like to highlight Martin Deak and Joseph Johnson; Martin for always putting himself in the shoes of our client and helping them get to know what they didn't know they didn't know (Martin's guidance related to procurement contracts routinely included elements that the Client had not considered); Joseph for rigor in his analysis of suppliers and cost structures that provides insight for price trends. There are elements of all three of the above core values represented in these activities.

3. How does CEA's culture compare with other companies that you have worked with in the past?

CEA pays lot of attention to core values and culture; this hasn't been the case with most of the companies I've been with in the past; in the past, if culture and values were part of the conversation, in very few companies did everybody walk the talk.

Darryl Parker: Marketing & Sales

1. In 2021 how did you see CEA's culture come alive?



2021 was a unique year for CEA. Many new team members including myself came into the company ready to pick up the cadence that has become a part of the culture here. What was unique to me experiencing the company from the outside initially (like all new teammates) and internally at the end of the year was the rapid changes in the market conditions. The culture is strong in CEA. It carried the company through the tremendous growth in new team members. Our culture carried CEA through the market changes as the US government changed its importation policies. The culture carried the company through another year of Covid-19. Through it all, there was the drive to Performa Above and beyond.

2. Narrate one story about one of our team members which demonstrated one of our core values

The most awkward thing to do at CEA is call out any single team member for their embodiment of our Core Values because so many team members exhibit the values so often. If I had to look at the cultural value, I see the most it is Perform Above and Beyond. The group of teammates I see this most often from is our Sales Operations team in the Philippines. What I see on a daily, weekly, and monthly basis is a professional group of CEA team members that put our customers first in producing the best quality work in our proposals that are the foundation of the CEA sales engine.

3. How does CEA's culture compare with other companies that you have worked with in the past?

CEA works on cultural values. It is the important foundation that maintains stability of the company through the tough times. Our values are how we make the most tough decisions when we may be stuck on a decision, we can look to our values to find a way through. It is a daily recognition of how we want to be as people together focused on a common goal, not just working together.

Max Elghandour: HR & Finance

1. In 2021 how did you see CEA's culture come alive?



CEA Culture was alive and well functioning during the interaction with outsiders during the initial stages of the transaction, every team member was supportive and focused on the goal of making CEA shine and demonstrate its value in front of outsiders.....we are family was never easily defined as during this period.

2. Narrate one story about one of our team members which demonstrated one of our core values

2021 was a challenging year, not only were we trying to regain our momentum gained prior to Covid but we were scrutinized consistently due to the transaction and trying to make our forecast, while so many team members worked an amazing amount of hours to attend to normal tasks as well as the never ending vetting and questioning from the due diligence process, my champion was definitely Emma who was consistently in top of all issues and responsive to every need regardless of the area of responsibility, this underlines our perform above and beyond, results matter and own it core values.

3. How does CEA's culture compare with other companies that you have worked with in the past?

One of my corporate jobs was a demonstration of how poor culture can affect, morality, productivity, ethics as well as trust, the leadership team were removed from the rest of the organization, unreachable and misinformed, each member had his/her own agenda, finger pointing and blaming was quite common and accepted, I was very relieved to disengage from the chaos and relive my own core values and principles in a better environment. This experience is a complete contrast to how we live and demonstrate our core values at CEA every day.

Executive Coach 'Coach Mike'

Having worked with CEA over the last several years, I have seen the organization and leadership team mature to a culture driven organization. Culture is more important than strategy. CEA has embraced that and continues to create a culture that produces the environment and results the company needs. Congratulations to the team at CEA and your continued success. Culture is the number one factor in becoming an employer of choice. CEA's leadership team spends countless hours on protecting and maintaining the culture. This focus yields tremendous results for the company and the team members.





AWARDS AND RECOGNITION

Every year we recognize and award our top performers who truly live our core values and recognize them in CEA's ROCKSTAR HALL of FAME! Team members have contributed to CEA's success over the past 14+ years and we are happy to acknowledge their outstanding work in front of all our team members. Recognizing team members publicly is important at CEA and we are thrilled to celebrate those who live our values, as this cultural alignment is the driving force behind CEA.

Here are our superstars from the previous years:



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

Monthly Awards

In addition to annual awards, we also recognize team members who live our values during our monthly All Hands Meetings as we enjoy celebrating the success of our top performers as well. Here are some of our monthly awards winners.

Be Humbel, November 2021



Faith R.

Unending Curiosity November 2021



Clark M.

Cash Preservation November 2021



Rachel M.

Do The Right Thing November 2021



Gaurav G.

Cash Preservation Award January 2021



Francisco V.

"That Looks Awesome" January 2021



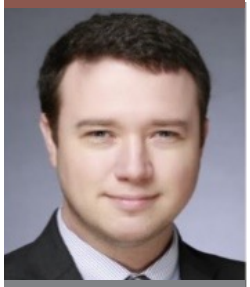
Zoya K.

Own It January 2021



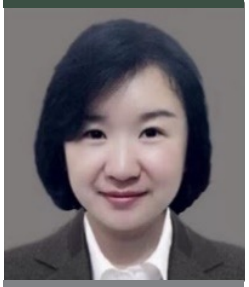
Rebecca S.

"That Looks Awesome" April 2021



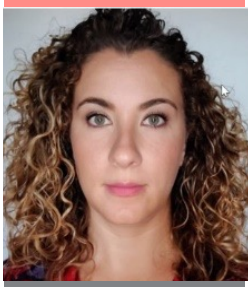
Nick H.

Do The Right Thing April 2021



Bessie H.

Do The Right Thing August 2021



Irene B.

Results Matter February 2021



Ababacar G.

Cash Preservation Award February 2021



Jenny X.

"That Looks Awesome" June 2021



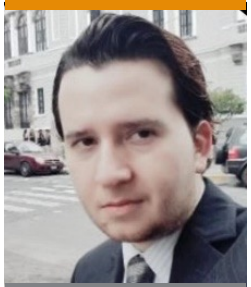
George T.

Results Matter August 2021



Namitha G.

Results Matter May 2021



Nathan J.

Do The Right Thing May 2021



Elizabeth D.

Results Matter September 2021



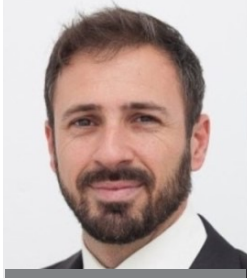
Kevin S.

Unending Curiosity September 2021



Lisa Q.

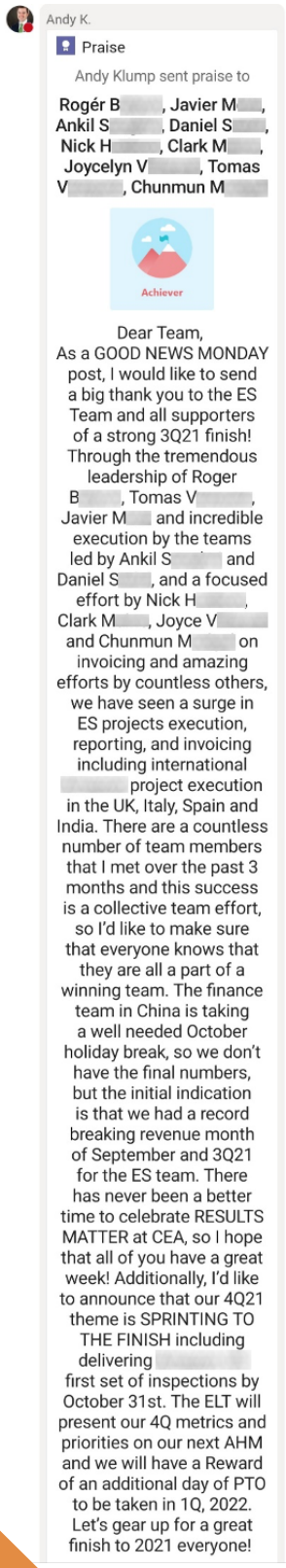
Perform Above & Beyond August 2021



Javier M.

WEEKLY GOOD NEWS DIALOGUE

CEA team members perform above and beyond on a daily basis and we enjoy sharing these good news stories with everyone on Fridays! Our CEO Andy Klump publicly acknowledges those who put in extra effort to help CEA clients, team members and partners achieve their best. Here are a few of our high performers in 2021:



Andy K.

Praise

Andy Klump sent praise to

Rogér B, Javier M, Ankil S, Daniel S, Nick H, Clark M, Joycelyn V, Tomas V, Chunmun M

Achiever

Dear Team,
As a GOOD NEWS MONDAY post, I would like to send a big thank you to the ES Team and all supporters of a strong 3Q21 finish! Through the tremendous leadership of Roger B, Tomas V, Javier M and incredible execution by the teams led by Ankil S and Daniel S, and a focused effort by Nick H, Clark M, Joyce V and Chunmun M on invoicing and amazing efforts by countless others, we have seen a surge in ES projects execution, reporting, and invoicing including international project execution in the UK, Italy, Spain and India. There are a countless number of team members that I met over the past 3 months and this success is a collective team effort, so I'd like to make sure that everyone knows that they are all a part of a winning team. The finance team in China is taking a well needed October holiday break, so we don't have the final numbers, but the initial indication is that we had a record breaking revenue month of September and 3Q21 for the ES team. There has never been a better time to celebrate RESULTS MATTER at CEA, so I hope that all of you have a great week! Additionally, I'd like to announce that our 4Q21 theme is SPRINTING TO THE FINISH including delivering first set of inspections by October 31st. The ELT will present our 4Q metrics and priorities on our next AHM and we will have a Reward of an additional day of PTO to be taken in 1Q, 2022. Let's gear up for a great finish to 2021 everyone!



Andy K.

Praise

Andy Klump sent praise to

Paul Mohan, Paul, Mike

Awesome

GOOD NEWS MONDAY - On behalf of ELT, we are very proud to have completed a major traceability project for a global financing entity, This milestone puts CEA on the map in the financial community as we seek to expand our services offerings to other banks who are deploying solar project worldwide. Kudos to the entire team for coming together and delivering this great value for . In particular, I'd like to recognize Paul V, who took the ownership of the project, assembled a cross functional team and ensured that this project was delivered to the customer on time and to their satisfaction. In doing so, Paul spent many sleepless nights, including pushing 24 hours in a row last week to hit our target. His work exemplified "Own it", "Perform above and beyond" and "Results matter" in this project. He delivered all of these results while earning his 3rd Master's degree where he was conferred the degree of "Masters of Applied Business Research" by a Swiss Business School. As part of this project the team that delivered the results and deserves a huge shout out including Dr. Mike, Mohan, Paul and many others. Kudos to Paul and the team for delivering this strategic project to ....Additionally, thank you to everyone who supported our big October invoicing push last week as we were able to clear a large number in the final week. Let's jump out ahead of the curve as we start the month of November. I wish all of you a great week and look forward to seeing more clients in New York, Washington DC and Philadelphia this week before heading to San Francisco and Seattle the following week.



Andy K.

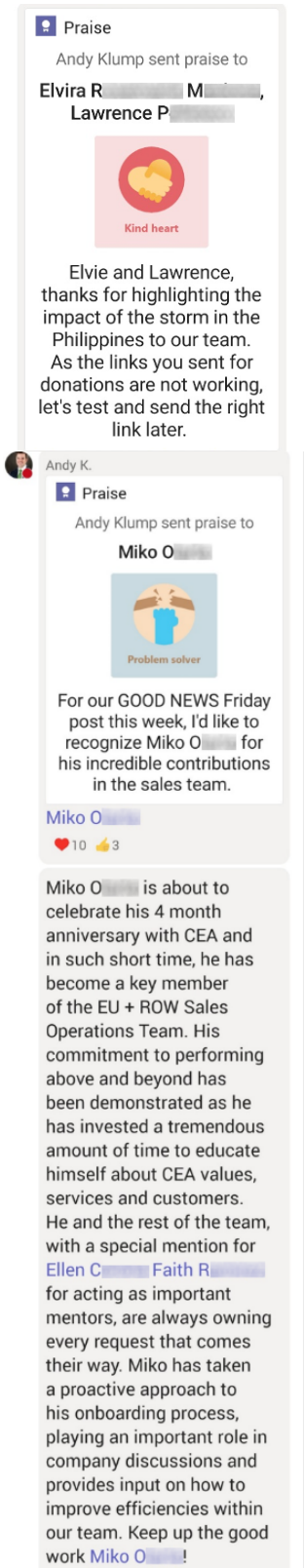
Praise

Andy Klump sent praise to

Rogér B

Leadership

Dear Team, as part of our GOOD NEWS FRIDAY announcement, I would like to recognize one of our most humble and heroic leaders, Roger B. Roger continues to exemplify CEA Core values on all fronts, but most notably "Own it" and "Perform above and Beyond". He continues to deliver incredible support for our High Valued Customers (HVCs), and these customers keep reminding us the great work the CEA team is performing in ensuring safety of their renewable assets. Roger took on the difficult task of leading inspections in early 2021, and ramped up the team's ability to deliver a remarkable value for our clients including training, standard operating procedures, disseminating technical expertise to our new team members, continuously training them, approving the final reports around the world, coaching our customers and dealing with some of the most difficult complaints from developers / owners of those systems. Today was a special moment when who owns Solar and Safety program stated clearly: "it is so comforting to have a team led by an expert such as Roger looking after our sites." As part of their 2022 planning will be looking to work with us to potentially expand our scope from inspections to also include a targeted O&M, emergency response and general consultancy ISO engagement....as one other piece of great news Roger also has been working on the deal with Michael L. Roger already led the team which inspected the first 5 sites over the past few weeks and we just obtained approval to win another 15 - 20 rooftops today. We now are considered a frontrunner for an additional 150 rooftop inspections which could happen later in 4Q. Kudos to Roger and the amazing ES team. Let's continue to build this amazing business...Have a great weekend everyone!



Praise

Andy Klump sent praise to

Elvira R M, Lawrence P

Kind heart

Elvie and Lawrence, thanks for highlighting the impact of the storm in the Philippines to our team. As the links you sent for donations are not working, let's test and send the right link later.

Andy K.

Praise

Andy Klump sent praise to

Miko O

Problem solver

For our GOOD NEWS Friday post this week, I'd like to recognize Miko O for his incredible contributions in the sales team.

Miko O

10 3

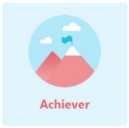
Miko O is about to celebrate his 4 month anniversary with CEA and in such short time, he has become a key member of the EU + ROW Sales Operations Team. His commitment to performing above and beyond has been demonstrated as he has invested a tremendous amount of time to educate himself about CEA values, services and customers. He and the rest of the team, with a special mention for Ellen C Faith R for acting as important mentors, are always owning every request that comes their way. Miko has taken a proactive approach to his onboarding process, playing an important role in company discussions and provides input on how to improve efficiencies within our team. Keep up the good work Miko O!

Andy K.

Praise

Andy Klump sent praise to

Michael L



Mike is STEAMROLLING through December with key client wins and is performing above and beyond. Congrats on your great work and keep pulling in deals into 4Q as we sprint to the finish in 2021!

Andy K.

Praise

Andy Klump sent praise to

Kevin S, Daniel Y, Dutt D



For our GOOD NEWS MONDAY POST this week I would like to recognize Kevin, Daniel and Dutt for their fantastic coaching and training for the PO Team from our Changzhou office.

Kevin S Daniel Y Dutt D

❤8 👍5

Andy K.

While the PO team has had a recent slowdown on some US projects, Daniel, Dutt and Kevin stepped in to share their expertise in inverters, racking and energy storage, respectively, demonstrating their UNENDING CURIOSITY to the rest of the PO team from the Changzhou office. This desktop internal PO training is an important step towards cross-training and strengthening the skill sets of our PO team members as the team will try to move further training to onsite factory visits. This internal sharing of our knowledge within CEA is key and will further improve the efficiency of the work we carry out for QA inspections in the factories during busy periods. Additionally, I'd like to thank Daniel for discovering a new opportunity in Brazil from a supplier and quickly approaching Jens to support this case. Dutt and Kevin are equally strong in finding opportunities from suppliers and sending them to suppliers, so these efforts are highly appreciated as we seek to win new business globally and achieve our BHAG (TO BE THE SOUGHT OUT AND TRUSTED EXPERTS IN SOLAR AND STORAGE SOLUTIONS SUPPORTING PROJECTS IN EVERY COUNTRY). Have a FANTASTIC WEEK everyone!

Andy K.

Praise

Andy Klump sent praise to

Darryl P



For our GOOD NEWS MONDAY, I'd like to highlight our amazing sales leader Darryl P! Darryl has been performing above and beyond all year long. He continues to drive our 4Q sales efforts!

Darryl P

❤10 👍2

Andy K.

In addition to Darryl's amazing leadership, I'd also like to highlight that he lives our WE ARE FAMILY core value to the fullest. On my second trip to San Jose before I left, I was amazed to learn that not only is Darryl a dedicated father and husband, but he is also an accomplished gardener. I was very happy to visit his home on my last weekend in CA and be treated by his wife and daughter to an amazing lunch and the best KEY LIME PIE that I have ever had. I know that the CT will continue to give Darryl full support as we strive to hit our 4Q21 and 2021 annual targets - let's have a strong finish to the year everyone! Below are a few photos of my time with Darryl before I left.

Andy K.

Praise

Andy Klump sent praise to

Jenny X



Hello Team, I would like to send out this good news Monday / Tuesday post and honor Jenny X for her incredible work this past week, month and quarter. Not only has Jenny been a great team player and leader, but she has also implemented a number of important processes to allow our finance team to become more efficient and support the rest of our team at CEA. Jenny has been proactive in offering training and support to others and continues to work tirelessly on other strategic projects for forecasting and year end planning. Additionally, Jenny has worked especially diligently as we reach the end of the quarter to ensure that our invoicing processes are followed meticulously. Thank you Jenny for your great work as a team player in the finance team... As we all know, the next few days will be challenging for everyone involved in the final invoicing crunch, so thanks again for all of your efforts to make sure that we achieve our 3Q targets....Have a great week everyone!

Andy K.

Praise

Andy Klump sent praise to

Mary J D C, Elizabeth D



I hope you have all had a great week and are poised to close out September as a strong end of the quarter! I'd like to send this GOOD NEWS Friday note to honor both Elizabeth D and Mary J D C for their ongoing contributions to the successful execution of the project! is an extremely important client for CEA and Beth and Mary Jane have been providing a great deal of 'behind the scenes support' to make sure that we achieved our reporting milestones and that the finance team could send out our invoices on time last month. Remember that cash is the 'electric charge / fuel' for CEA's growth, so solid cash collection depends on invoicing on time. The ES, SCM and Technology teams have all been supporting key growth on this crucial project and our cross-functional collaboration is crucial to selling our ISO (Integrated Services Offering). We appreciate everyone working on the amazing project would not be as successful without you. Keep up the good work! I wish everyone a fantastic weekend and don't forget to take a photo with you HAVING FUN with your $100 reward.

Andy K.

Praise

Andy Klump sent praise to

Nick H



I'm late with my Friday GOOD NEWS, so I would like to start off this week with a HUGE congratulations to Nick H, for receiving his Professional Engineering license in Texas this past week and all around contributions to CEA's Engineering Services team. Achieving a P.E. license represents many years of dedication from Nick for his professional development with leading companies such as Sunpower and CEA, but also shows his commitment to studying and acing his P.E. exam. In addition to this accomplishment, Nick has been a huge contributor to the explosive growth our Engineering Services team over the past 5 years and has led a number of extremely important client projects, especially 5+ years of Independent Engineering (IE) engagements with We are planning for big growth on our IE team, so Nick will continue to work closely with Tomas and Mary J on these efforts....In the meantime, I hope that all of you in the US enjoyed a great holiday weekend. I intend to send over a few of my photos from my weekend in Colorado later today when I arrive in Washington DC, so if any of you had a fun weekend, please send out photos.

Andy K.

Praise

Andy Klump sent praise to

Daniel S



Team, I hope that all of you are having a great weekend! In my GOOD NEWS FRIDAY announcement, I'd like to give PRAISE to Daniel S. I had the good fortune to see Daniel this morning for breakfast with Namitha and Hari prior to my flight to San Jose and am so impressed with his consistent leadership in the ES team despite numerous obstacles. He has worked tirelessly on the onboarding, training and development of numerous technicians at CEA and has supported the successful execution of two of our biggest clients. He just returned from a multi-country visit to Europe and oversaw the execution of a number of difficult inspections in Italy and Spain with Javier and the rest of the team. He just returned a few days ago after a long trip and is helping his wife and kids complete their move into a new house. I'm amazed that he has managed so many difficult projects at work while still taking care of his family...Daniel, I'm thrilled at all of your contributions to CEA over the past 15+ months as you truly espouse all of CEA's core values! I'm glad that we met up today and hope that you enjoy your upcoming week of PTO! Thank you for your tremendous leadership and support for CEA's growth in the US and Europe!

Andy K.

Praise

Andy Klump sent praise to

Tomas V



Team, I hope that all of you had a fantastic weekend! I would like to start this week with some GOOD NEWS and ask all of you to commemorate the 'perform above and beyond' work of Tomas V I had the good fortune to spend time with Tomas on my recent trip to Chicago and was amazed at his numerous contributions to CEA, even though he has only been on board for a couple of months. Not only did he execute relentlessly on an urgent (and VERY strategic) IE deliverable for one of our long standing clients of 8+ years, but he also made a brilliant presentation to several top executives at one of our other top clients in person. He had to work so intensely on this project that he skipped our team dinner in Chicago to achieve the deadline. Additionally, he has been supporting the interview and recruiting process for other potential talent as well as the onboarding support for our other rockstar Mary J who joined us a couple of weeks ago ...Tomas, I'm so thrilled that you are leading our IE efforts and that we were able to meet in person for the first time, but I also greatly appreciate your 'be humble spirit and approach as a selfless team player amidst crazy deadlines and numerous challenges....Keep up the great work!...I wish everyone a FANTASTIC week and look forward to seeing many of you next week in San Jose!

Andy K.

Praise

Andy Klump sent praise to

Marc I, Ankil S, Javier M, Carlos A



Hello CEA, This good news Friday announcement is a shout out to the entire ES team who is performing above and beyond on a number of rooftops and field installations around the world, but I'd like to highlight four in particular. First, I'd like to recognize Marc as he led the entire effort for progressing report automation for , and other leading client requirements all while leading inspections. This reporting automation will save countless hours of work and improve overall productivity, so thank you Marc for continuing to make a difference and make our teams efficient. Second, I'd like to recognize Ankil and his team who executed a 5.5 MW inspection at Successfully completing this inspection in intense heat is amazing enough, but this inspection was completed in record time, as one of the largest sites was completed in 3 days. Third, I'd like to recognize Javier M and Carlos A for successfully completing our first set of four inspections in Spain for within the first week. This milestone is our first multi-country inspection in company history and was extremely complex as the team had to deal with tremendous complexity around local laws, regulations and codes. Thank you Javier and Carlos, you are making a huge difference...I look forward to hearing more good news the next two Fridays from Vinayak. Please note that I will be leaving on vacation on Wednesday morning China time and will be out until the 30th, so Max will have signature authority on my behalf during this period. Please let me know if you need any support prior to Tuesday. I wish everyone a fantastic weekend!

Andy K.

Praise

Andy Klump sent praise to

Chi Z, Jorge A, Jaspreet S



Chi, Jorge and Jaspreet, on behalf of the entire CEA team, we would like to wish you a deep THANK YOU for all of your above and beyond performance while at CEA! We are extremely grateful for all of your contributions to our energy storage / green hydrogen, PMO / Deltek and inverter / power electronics teams! We are a stronger company with your past efforts over the past 3, 1 1/2 and 1 year respectively and wish you the very best in your future endeavors! Please stay in touch and let us know if we can help you in any way!...Team, please extend a warm farewell to our good friends and have a fantastic weekend!

Andy K.

Praise

Andy Klump sent praise to

Huatian X



Hello Team, I'd like to send this GOOD NEWS Monday note to everyone and honor Huatian for his ongoing contributions to CEA! Not only has Huatian been a committed leader in our TQ team for both our solar pv and energy storage platforms over the past 8+ years, but he continues to perform above and beyond on a number of thankless tasks. He worked over the weekend on floating pv projects for a very important European client as well as a new client in the Middle East and we are extremely grateful that he continues to solve some of our most difficult technical challenges through his past training as well as his extensive solar pv network that he has built up organically. We are continuing to innovate with our Price Forecasting Tool and just added another engineer under his team to meet the needs of the market for this service. On top of all of this work, Huatian is an AWESOME singer and many of you in China have witnessed his excellent karaoke skills, most recently as of Friday night. Please extend a positive thanks to Huatian for his work as a team player within the CEA Family!

Andy K.

Praise

Andy Klump sent praise to

Rogér B, Zoya K, Daniel S, Casey M, Lia L, Francisco V



As an added Father's Day gift, I was thrilled to see the positive news about a MONSTER PO from our new largest Corporate client ! The entire ES team deserves praise for the fantastic work on receiving this PO, but I'd like to give special recognition to the deal execution team led by Roger, Zoya and Daniel, but also the commercial team's efforts led by Casey and supported by Francisco and Lia. Countless others in the ES team have participated in making a WOW! experience throughout the past 16+ months and this deal is the LARGEST in company history! Having this great news to close out a week on Friday / start a new week on Monday is fantastic to share with the entire organization, so I wanted to send out a big THANK YOU for all of your efforts! Thanks team for all of your amazing work and let's continue to prioritize our work for other clients and winning 7 figure jobs!

Andy K.

Praise

Andy Klump sent praise to

Shashank P, Shweta A



Hello CEA! To celebrate that today is Friday (and that this is a holiday weekend in the US), I have some GOOD NEWS that I'd like to send along. Please join me in celebrating the successes of both Shashank and Shweta - they continue to perform ABOVE and BEYOND with their core work for as well as their amazing WE ARE FAMILY culture building session with the Indian team today. First, is an Indian developer and they coordinated a combo QA job for modules, inverters, transformers and racking. Additionally, there is an upsell opportunity for SCM, ES and other services. In addition to having a very satisfied client, this 26MW project for was an important milestone for Shweta as she completed her training and is performing her work independently. Additionally, the Indian team HAD FUN with a Friday evening gathering today by coordinating the first all Indian happy hour. Have a great weekend everyone and congratulations on a successful 2Q21 - we are waiting for the final tally of our figures and hope to release more positive news on the July 8-9 Mid-Year Strategy Conference (MSC)!

Andy K.

Praise

Andy Klump sent praise to

Paul W, Mike S



Paul and Mike, thanks for your tremendous effort in LEADING THE SOLAR INDUSTRY and writing the Traceability Protocol with the over the past several months! This effort was a HUGE amount of work, so kudos to both of you for performing above and beyond, especially as this work was so high profile and has been reviewed by the My participation in today's webinar was just a very small part, so I wish that we could have had both of you on the webinar with me! As a a side note, April appears to have been a very strong month for us as a result of a strong bookings and revenue push, so thanks for the entire teams effort. In combination with the work of Paul and Mike on the launch of today's traceability protocol, we now have additional fuel which will allow us to skyrocket into May and the rest of Q2, as CEA HAS TAKEN A MASSIVE STEP FORWARD AS LEADERS IN THE SOLAR INDUSTRY...I wish all of you in China a wonderful May holiday and I wish everyone a great weekend, as we all have a lot to celebrate! Please send out more of your pandemic pizza pictures this weekend!

Andy K.

Praise

Andy Klump sent praise to

Paul W, Mike S, Brett K, Taesung K, Joseph C. J, George T, Ravi M, Sushovit A, Martin D, Chris G, Mohan N, Jia Hong S



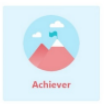
Dear CEA Team, I would like to start the weekend off with GOOD NEWS from the Project Team. They have demonstrated UNENDING CURIOSITY and ABOVE and BEYOND PERFORMANCE over the past 3 - 4 weeks to complete a demanding Market Intelligence project with an extremely challenging timeline. This due diligence work on an existing North American based cell and module manufacturer required a tremendous amount of desktop and market analysis as well as on-site technical DD and the core summary presentation was completed yesterday. After the project's formal completion on Tuesday, the team can declare victory on this phase of the project and invoice the client before the end of the month. There is a chance for more work to come depending on the investment decision of the investor, but I'd like to congratulate the team for their amazing work and creativity in overcoming obstacles.

Andy K.

Praise

Andy Klump sent praise to

Marin R



Team, I would like to recognize the 'results matter' achievements of Marin R this past quarter, but especially last week. Marin has been instrumental in CEA's push into the French market and CEA has won a number of deals recently as a result of his hustle. The biggest accomplishment this past week has been the Win Back Account of a long standing Spanish client on a 524MW portfolio in Asia! I'd also like to recognize his Unending Curiosity in support some onsite testing work with Javier in France, so please recognize Marin for his great accomplishments...I hope that all of you have had a great weekend and are ready for a great week with our AHM! I'm sorry for the delay in sending out this weekly good news on Marin as I'm just returning from a family trip to Beijing. Keep up the fantastic work as we start 2Q21 with a strong month Marin!

Andy K.

Praise

Andy Klump sent praise to

Clark M, Tony S, Nicole Y, Tea C, Sabrina D, Joseph C. J, Morgan O, George T



I'd like to send a big THANK YOU to the BiTS, Content marketing and TQ teams for their great support throughout 2021, but especially over the last two days. We received a couple of high profile appearances this week. Yesterday, I spoke to an audience of renewable energy leaders in Shanghai (including one from the ESG sector) at an event sponsored by Collective Responsibility, but the huge one which happened two hours ago was the Traceability Webinar sponsored by the Solar Energy UK trade association and by far, was one of the most intense sessions that I've had in a while. Thanks to Clark and Tony who provided flawless infrastructure and a new microphone. Thanks to Joseph for providing some last minute valuable polysilicon data and George for joining the recording to capture the participants (and many potential leads). Thanks to Morgan, Sabrina, Tea and Nicole with the event set up and finalization of formatting on our NEW PPT FORMAT (to be released soon) which made for a WOW! experience. Most importantly, thanks for our Traceability Task Force (TTF) which provided all of the content for the [redacted] over the past 6+ months as this content was repurposed easily as CEA plays a CRUCIAL role in the industry to promote improved supply chain traceability and support the growth of the solar energy industry. We TRULY embodied our CORE PURPOSE TODAY, so I invite all of you to listen to the recording and know that ALL OF YOU are helping our clients and partners deploy solar and storage solutions worldwide, so that we can CREATE A BETTER FUTURE!

Andy K.

Praise

Andy Klump sent praise to

Anika G, Faith R, Ellen C, George T, Huatian X, Joseph C. J, Susan X, Aditya V



Team, I'm extremely proud of Anika's amazing efforts to extend our long term working relationship with [redacted] this week with the signature of a new framework agreement. The working relationship with [redacted] dates back to the fall of 2012, as the CEA team worked on an FDD assignment and slowly expanding our services to a variety of areas. Anika has built this relationship into many different dimensions including QA engagements in a dozen different countries. Faith and Ellen have supported Anika in establishing trust with the [redacted] team and providing accurate and timely sales operations support, but I'd also like to thank George, Huatian, Susan, Joseph, Aditya and the TQ team for their ongoing participation and leadership during insightful technical workshops throughout the past 5 years. Creating the WOW! experience on so many dimensions has allowed CEA to differentiate and allowed us to maintain such a deep working relationship with the [redacted] team. Please give a big round of thanks to Anika and the team! Enjoy the weekend!

Andy K.

Praise

Andy Klump sent praise to

Jun L, Hogan H, Francisco V, Ajinkya J, Zoya K, Max L, Peter Ch, Brendan J, Michael L



Jun, thank you for your fantastic leadership of the PO team executing multiple projects in Vietnam. Your support is greatly appreciated, especially during the Chinese New Year break and the recent PPE shortage which occurred. Hogan, we would like to congratulate you on your recent wedding and above and beyond effort to support the ongoing execution of these QA projects which shortened your honeymoon. Team, in addition to recognizing Lou and Hogan, I'd like to highlight our January award winners which we announced during the AHM yesterday: 1) Francisco V - Cash Preservation Award, 2) Ajinkya J Unending Curiosity Award, 3) Zoya K - That looks Awesome, 4) Max L / Peter Ch - Performing Above and Beyond, 5) Brendan Julian and Michael L - Do the Right Thing! Ask Elvie if you can't find the recording of the AHM and were unable to attend. Have a great weekend everyone!!!

Andy K.

Praise

Andy Klump sent praise to

Rogér B



Additionally, as CEA continues to grow and expand, we are keen to promote our team from within and I am extremely pleased to announce that Rogér B has been promoted to Senior Manager, Engineering Services. In this role Rogér will take on the responsibilities of managing and scaling the US Engineering Services team to deliver 2021 revenue and profitability goals amongst other responsibilities and set the foundation for 2022 growth. Under Rogér's leadership the ES team will drive the Seller Doer model as the next wave of business model evolution while continuing to provide exceptional customer service with record setting NPS levels. Rogér has supported the growth of the Engineering Services team over the last 4+ years and we are very excited to see him assume a greater leadership role in the future, so please give him all of your support. Rogér is an exemplary culture champion and a highly skilled Technical and Customer facing leader for CEA, who not only embodies our core values, but epitomizes them. The team working under his leadership will continue to thrive. Please note that the EU team led by Javier M will continue to report to Vinayak for the time being, but in the meantime, please join me in congratulating Rogér on a very well deserved promotion.

Andy K.

Praise

Andy Klump sent praise to

Barrett Zh, Jackie L, Frinch Y, Daniel Y



Team, I would like to give a big thanks to our Chinese inverter and transformer team who have been performing above and beyond last year, especially during the [redacted] inspection rush at the end of 2020 as well as some tough EU clients who required them to conduct virtual inspections on EU time zones. Additionally, Barrett obtained his PMP certificate this past week and he is now one of 7 PO team members who have obtained their professional product management certification...I also would like to thank all of you who completed the 2021 Job Scorecards this past week as we achieved a record with the number of team members who finished prior to the Thursday deadlines. We have a few final JSs to be completed and will give the final number on Monday. Have a great weekend everyone!

Marc I, Jaspreet S, James N, David P, Nick H, Rogér B



Marc, Jaspreet and James, thank you for your above and beyond effort in meeting the difficult technical requirements for the [redacted] project this week. [redacted] is a tough client and I appreciate you working together to solve their challenges and keeping them as a high valued client. I would also like to thank David P and James N for their fantastic service to CEA over the past 5+ years! We will definitely miss your leadership and technical prowess on the ES team as you pursue your future endeavors. I appreciate your extra effort in your final days at CEA next week, as we continue grow our ES client base and support the ES team as a couple of our team members face challenges due to the storm...Nick, I'm glad that you have received electricity back in Texas - thanks for your efforts as you restart your routine. Roger, we still understand that you are without heat and power in Oregon, so keep the spirit of your family up as you fire up your wood stove...Team, I hope that all of you have a fantastic weekend and appreciate having the basics in place - food, shelter and clothing are necessities which we often take for granted, so let's remind ourselves of this lesson from the winter storm in the US. Please rest up and get ready to close out February strong with a solid week coming up!!!

Andy K.

Praise

Andy Klump sent praise to

Casey M



Team, I would like to congratulate Casey M for breaking company records in January. As a result of Casey's 2021 ES deal with [redacted] we now have achieved over 60% of our 1Q21 Bookings targets - our fastest timeline in company history and we STILL have 10 weeks left in the quarter! He is finishing a case study on [redacted] with Lia which will be a game-changer for us, so let's applaud this great work. Casey has also made significant progress on other multi-year QA and SCM deals which will expand our business with developers as well as other well known RE100 companies.
We are on pace to have a record breaking year in Engineering Services and will continue to build our team in the US to support this project! Let's support the commercial team and help them perform above and beyond!...as a reminder, we will be closing all 2021 Job Scorecards next week and ensure that we are fully aligned for 2021! If we accomplish this goal by next Wednesday, then we will also achieve a company record and support one of our 1Q21 priorities! I hope that all of you have a fantastic weekend and rest up for another RECORD BREAKING WEEK!

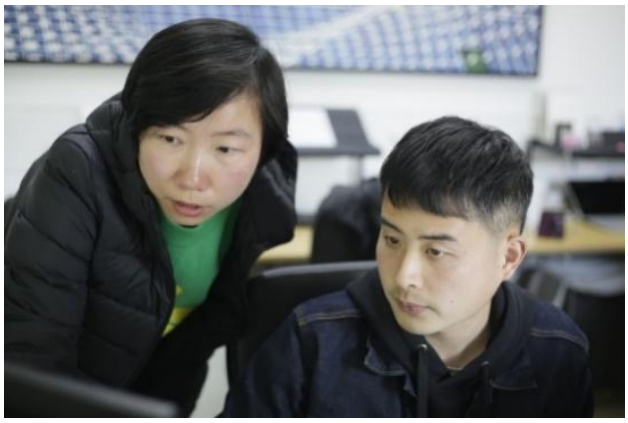
CULTURE ACTIVITIES

Company culture is essential for all CEA's team members as cultivating a vibrant environment that allows everyone to prosper is important for CEA's long-term success. We have sponsored activities throughout the year allowing our team members to bond with others as the values of "Have Fun," and "We Are Family" are in action.

A few highlights are as seen below:

Board Games in Shanghai

Our team in Shanghai has the good fortune to see each other on a regular basis and we had a great time playing board games together. When the weather is agreeable, we are happy to go outside on our third-floor patio.







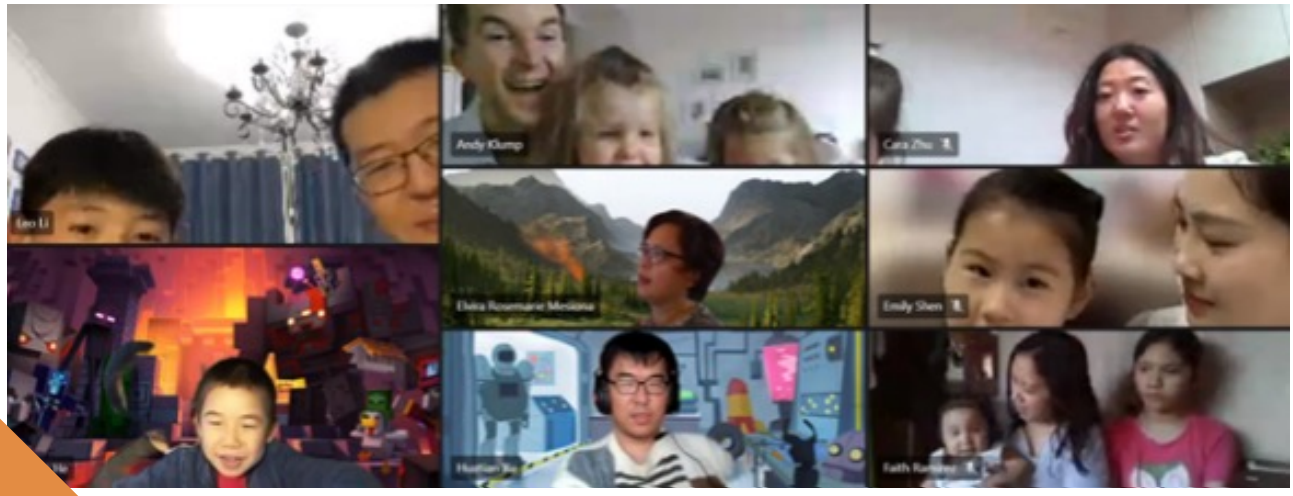


Virtual Family Day

As a global company, our team members are all around the world and Virtual Family Day was a time when we gathered online with our families in an informal setting and allowed our kids to speak out.







Holidays

Celebrating holidays in 13 different countries and giving team members the chance to explain about their unique traditions is a way to encourage diversity at CEA. We enjoy keeping the holiday spirit alive as we love seeing each team member show their own personality through the photos on our chat groups.

Lantern Festival

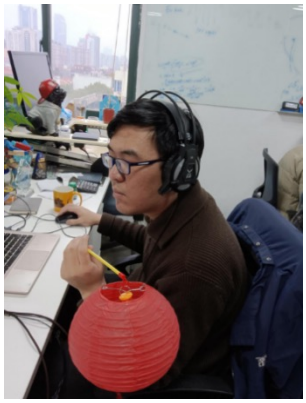
The Lantern Festival marks the end of the Chinese New Year holiday and celebrates family reunions, socializing, and freedom, while also featuring ancient spiritual traditions. Our team in the Shanghai office had a wonderful time practicing calligraphy and guessing lantern riddles.











Halloween

On the last day of October, we enjoy celebrating the spooky season of 'All Hallow's Eve' by having our own Halloween party. We had fun dressing up in some creative and wonderful costumes and sharing pictures with our team members globally.













Thanksgiving

In the US, Thanksgiving occurs in late November and can be stressful for many those traveling, especially during COVID-19 travel regulations; however, Americans around the world enjoyed celebrating virtually this year. The CEA team in Shanghai celebrated this special day with a fun ritual of expressing gratitude for what we have with our team activity of reciting the Thanksgiving story.






Diwali and Holi

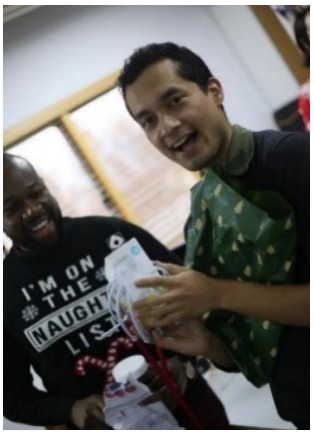
Indian culture is known for its magnificent rich holidays and CEA enjoys celebrating them, sharing happiness with our team members, and highlighting the importance of diversity. "Holi" and "Diwali", are two of the main Hindu festivals. Holi, the festival of colors, celebrates spring and the victory of good over evil. Diwali, the festival of light, is celebrated as a return of Lord Rama.





Christmas / 'Ugly Sweater Contest'

This year, our traditional Christmas celebration had a twist with an "Ugly Sweater Contest" to commemorate everyone's most unique or ugly holiday sweater. As most foreign team members in the Shanghai office couldn't return to their home countries due to the COVID-19 travel restrictions, we enjoyed classic holiday food and cheer with each other in the office.



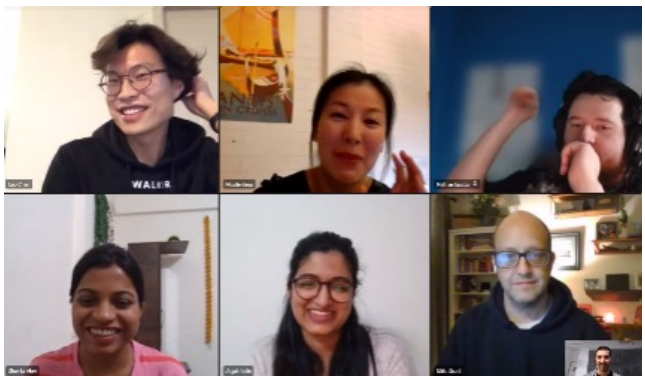


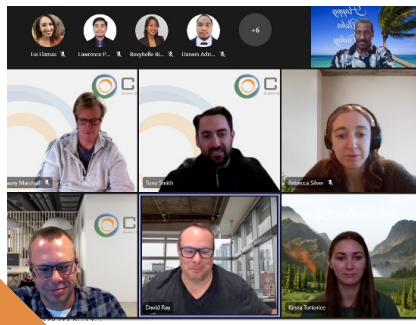
Speed Networking

Starting in 2020 during COVID, the CEA team pivoted to an online communication platform, not just for work, but also as a way to HAVE FUN and get to know each other. We consequently established a monthly routine of connecting team members from different parts of the world in a casual 'happy hour'. These 'Speed Networking sessions' continued in 2021 as we encouraged different geographies and cross-functional teams to get to know each other remotely. Successful cross-departmental team building sessions give us an opportunity to build stronger bonds with each other and we will continue this tradition even after the pandemic subsides.













Basketball Competition

In China, CEA has many engineers and team members who enjoy basketball, so 2021 was our 3rd year of playing games with other manufacturers' teams in a supplier gymnasium or location near our office. The 'Suns' is the mascot of the CEA team and all of team members appreciate our cheering fans who come along to matches near Shanghai.









Factory and On-site Installations

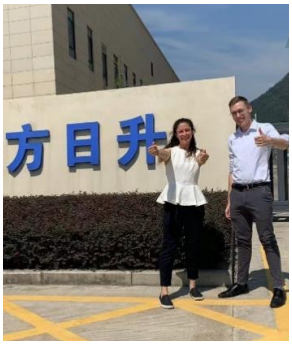
CEA's team are auditing factories as well as field and rooftop solar and energy storage installations daily around the world. We know that our work contributes to CEA's brand promise of 'Investment Confidence' as our work gives investors, developers and other project stakeholders the confidence that their projects will be performing optimally and safely for many years to come.

At CEA we have more than 135 engineers, inspectors and other professionals performing this work, so we salute their amazing contributions to our client projects. Below are a few photos of our work at a few of these sites:











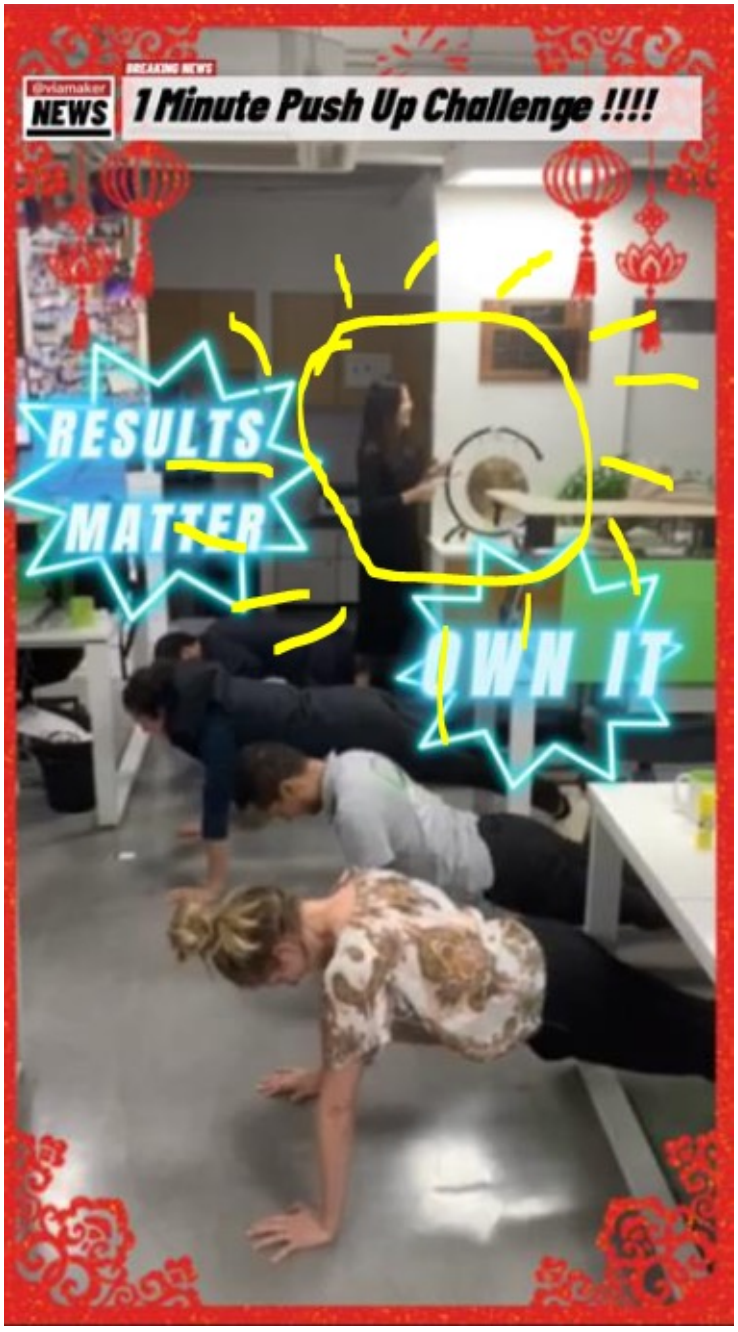


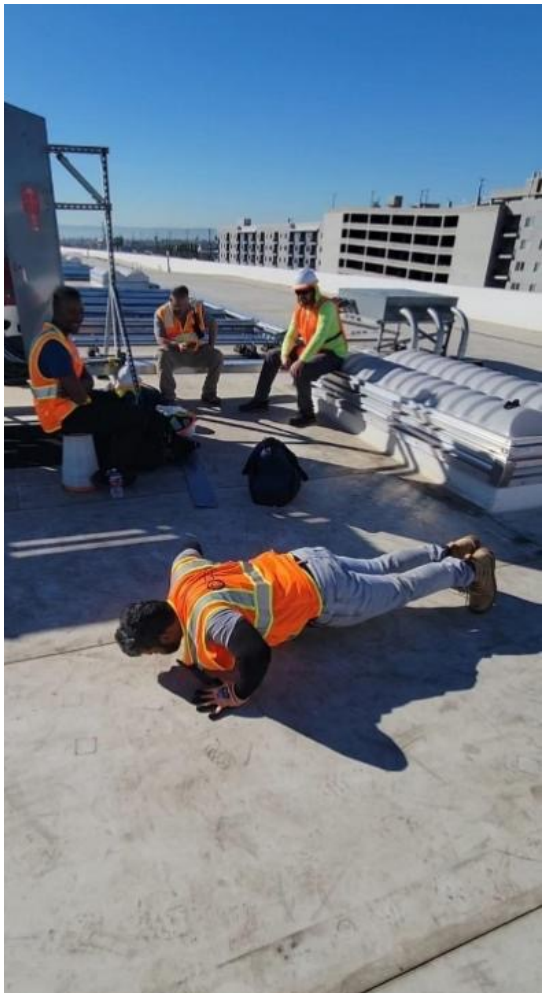




Push-Up & Burpee Challenges

CEA supports physical and mental fitness, especially during numerous lockdowns globally. Our Winning Culture Team suggested taking some quick break and share these physical challenges with the CEA amily. Not only could team members in the office try our their skills, but also those inspectors and engineers in the field kept their bodies fit and had fun.







WHO IS RINGING THE GONG?

One of CEA's core traditions is ‘ringing the Gong’ in CEA’s Shanghai office for special occasions! During one of Andy's trips to our clients in 2020, he saw a client with the bell on his wall and asked, "What is the reason for the bell?" The client responded, "Every time we have a successful win, we ring the bell.” Immediately Andy said, "Why don't we do this at CEA"?

Upon arriving in China, Andy decided that rather than buy a bell, let's localize this concept and use a Gong! Since then, we started this tradition at CEA of ringing the Gong whenever we have a successful celebratory moment during our All-Hands Meetings, Good News Friday announcements or any other special moment. Here are some examples of our precious Gong in action:





TEAM TALK

At CEA, we cherish our team and seek to engage them in as many ways as possible. This culture book is one example, as we created this culture book with the participation o 100+ team members. We respect our team in small ways by avoiding the 'e' word and instead refer to our team as 'Team Members' or Professionals'. We encourage our team members to contribute to our culture and build a work environment that makes them feel at home. Consequently, we asked our family to give their perspective on CEA's culture and values.

What does CEA mean to you? What is your favorite place in the world? What CEA Core Value do you most see in action? If you could invite anyone in the world to a dinner for two, who would it be and why?

Here are some of their responses:



Abacabar G. member since 2020

To me, CEA culture means: Family. We are family, Results Matter
Which CEA value have you seen in action the most in 2021? The meeting in San José California.
A special moment this year was: Celebrating various cultural festivals together with CEA.
My favorite place in the world is: Senegal.
If you could have a superpower, what would it be? A power to maintain peace in the world.
If you could invite anyone in the world to a dinner for two, who would it be and why?
My wife because she is my half.



Andy Klump, CEO and Founder

To me, CEA culture means?

To me, CEA culture is encapsulated in our first company value of 'WE ARE FAMILY'. By working together as a family, we can carry out our core purpose of helping our clients and partners deploy solar and solutions worldwide and achieve more than any of us can individually. We all bring unique skills and talents to CEA and our culture celebrates this diversity throughout our teams around the world. CEA's dynamic culture gives every one of us the freedom to reinforce our family values and allows us to achieve more as a group.

Which CEA value have you seen in action the most in 2021?

There is no one singular value, which is more important than any other, but in 2021, the CEA value which I've seen in action the most is PERFORM ABOVE AND BEYOND. I've seen countless team members execute challenging assignments, overcome obstacles in the field, rooftop or factory and perform well beyond their core roles and responsibilities to deliver a WOW! Customer experience, as proven with our record setting NPS of 85+ with a 48% response rate! This year, I had the good fortune to visit our teams in the US for 3+ months and I saw this value in action around the country as I spent time with our engineers, technicians and inspectors evaluating the safety of solar rooftop installations for some of our top clients, but I also know that many members of our Project Operations (PO) team stayed overseas for many months (and quarters) away from their families due to quarantine restrictions and I'm extremely grateful for their amazing above and beyond contributions.

A special moment this year was?

A special moment this year was celebrating the San Jose Summit in August with the entire US team. For many of our team members in the US who joined in the past 18 months, they had not met each other and only a few people who had been on the team for several years had not seen anyone since 2019 before the pandemic. I truly valued the chance to bring the team together in San Jose and celebrate our talented team with several days of training, a site visit to a solar rooftop inspection, group dinners together and fun events such as the session at Dave & Buster's. CEA's team in the US has expanded to 55+ and we are extremely excited to continue this tradition in the future, as in-person gatherings are important since we are all a bit 'zoomed out'.

What is your favorite place in the world?

My favorite place in the world is in the family room of my Shanghai apartment with my wife and our 4 daughters, typically after a meal when our girls are playing and we can relax together. I've traveled the world and visited many amazing places, but home is the best place to be, and I greatly value the time to spend with family, especially after being away from my family for several months. I hope that everyone who is at home with their family can also cherish times together and 'travel virtually' with your family as reducing travel is not only good for the quality of one's life, but also helps to create a better future for the planet.

If you could have a superpower, what would it be?

If I could have a superpower, I would like to 'help others find their own superpowers' in such a way that they can carry out amazing things using their superpower that they would not be to do on their own. The true job of a leader is to bring out the best in others and have a lasting impact on them in such a way that they can achieve more on their own. I've been acting as a 1-1 mentor to two team members every quarter in CEA's Team Member Mentorship Program (TMP) and value the opportunity to understand the goals and dreams of other team members in a private environment. In these discussions, I ask the question 'what is your superpower?' as I want others to maximize their own abilities and find ways to thrive. There are many outstanding individuals at CEA, and I greatly enjoy seeing their superpowers in action!



Avalon L. member since 2021

To me, CEA culture means: friendly
Which CEA value have you seen in action the most in 2021? daily interaction with coworkers
A special moment this year was: Finishing the deployment of the ML model
My favorite place in the world is: Peru
If you could have a superpower, what would it be? superintelligence
If you could invite anyone in the world to a dinner for two, who would it be and why? Geoffrey Hinton. I would like to learn more about his vision regarding the future.



Andreas S. member since 2021

To me, CEA culture means: that we have a clear set of values to which we hold each other and the company responsible.
Which CEA value have you seen in action the most in 2021? Be Humble
A special moment this year was: becoming an uncle



Alison W. member since 2019

To me, CEA culture means guidance and direction as well as belief in the process of work.
Which CEA value have you seen in action the most in 2021? We are family.
A special moment this year was: In November, COVID-19 cases were detected in Shanghai I was touched by the concern and greetings from many colleagues.
My favorite place in the world is my home.
If you could have a superpower, what would it be? Having endless energy. That is what the world needs.
If you could invite anyone in the world to a dinner for two, who would it be and why? My wife, because of the nature of my work, I miss her so much.



Allen X. member since 2016

To me, CEA culture means a happy work, and team culture.
Which CEA value have you seen in action the most in 2021? Perform Above and Beyond
A special moment this year was the moment when I was promoted from QCE to TL.



Carlos A. member since 2021

To me, CEA culture means: Teamwork
Which CEA value have you seen in action the most in 2021? Perform above and beyond
A special moment this year was: Spending some days in Roma with the team.
My favorite place in the world is: Madrid
If you could have a superpower, what would it be? Super memory
If you could invite anyone in the world to a dinner for two, who would it be and why? I would invite my 21-years-old father. I think we lived very interesting experiences that he might have not shared with me as a father.



Christopher C. member since 2021

To me, CEA culture means: Diversity
Which CEA value have you seen in action the most in 2021? Own it
A special moment this year was: My first day at CEA
My favorite place in the world is: Home
If you could have a superpower, what would it be? Invisibility
If you could invite anyone in the world to a dinner for two, who would it be? My mom and dad.



Colin C. member since 2019

To me, CEA culture means… Success

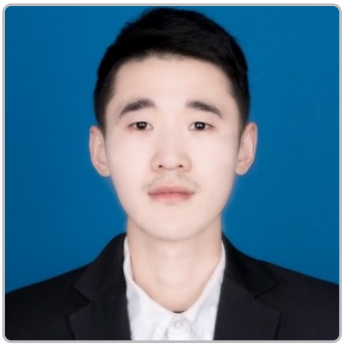
CEA's core value I've seen in action the most in 2021 would be We Are Family. A special moment this year to me was the birth of my child. My favorite place in the world is my home.



Courtney K. member since 2021

To me, CEA culture means: Connecting all members on a personal and very family-friendly level in a way in which many other companies do not even attempt to achieve.
Which CEA value have you seen in action the most in 2021? Do the right thing. I have watched the company review and then fire clients who did not want to be safe in their inspections or accurate in their results.

A special moment this year was: Beginning my employment at CEA in September 2021. It was a risky and stressful switch for me, but I am now convinced it was the right decision and I am looking forward to growing more in this company and myself in the coming years at CEA.
My favorite place in the world is: Lyons, Colorado
If you could have a superpower, what would it be? Be able to foretell the future so that I could always make the right decision to have a better future for the world and my loved ones.
If you could invite anyone in the world to a dinner for two, who would it be and why? Galileo Galilei so that I could show him the wonders of the complete solar system and how we are harnessing its power to improve the world (most likely) beyond.



Charlie L. member since 2021

To me, CEA culture means: family, have good time at work, and develop yourself, provide services for people on the premise of rationality and legality.
Last year when I met an old classmate was the special moment of the year.
My favorite place in the world is Mountain Taishan.
If I could have a superpower that would be to be in charge of the dreamy, quiet, and peaceful dreamland.
If I could invite anyone in the world to a dinner for two that would be Steve Jobs, just be a part of his life and talk about everything. Or my grandpa, because he worked so hard when he was young and became sick at the old age so we didn't spend much time together.



Clark M. member since 2018

To me, CEA culture means: Making a difference in the fight against climate change.
Which CEA value have you seen in action the most in 2021? Own It!
A special moment this year was: Becoming a father and getting support from CEA Family!
My favorite place in the world is: My parents farm in upstate New York. I often daydream about going back once COVID ends.
If you could have a superpower, what would it be? Carbon Capture
If you could invite anyone in the world to a dinner for two, who would it be? Bruce Springsteen



Carl W. member since 2019

To me, CEA culture means: Be positive, unite and help each other.
Which CEA value have you seen in action the most in 2021? Have fun
A special moment this year was: My birthday
If you could have a superpower, what would it be? I will use my superpowers to eliminate the COVID-19 and restore humans to normal work and life.



Cara Z. member since 2016

To me, CEA culture means: It's been my 6th year at CEA, and CEA has been wonderful to me. I love working with such enthusiastic and kindhearted colleagues.
Which CEA value have you seen in action the most in 2021? We are family and do the right thingA special moment this year was: I was involved in the new product type-racking projects and learned a lot; it was a meaningful and interesting moment.



Darrel D. member since 2021

To me, CEA culture means: promoting equality, competence, and accountability.
“Own It” is the value I have seen in action the most in 2021, in my opinion. I very much enjoyed the time when Sales Operation Team had team building activity where we had a chance to know each other better and had fun at the same time. That would be the special moment this year. Telepathy, ability to read peoples mind would be a superpower that I would like to have if I could.



Dutt D. member since 2015

To me, CEA culture means our core competitiveness, and it's also a great communication path with the team
Which CEA value have you seen in action the most in 2021? perform above and beyond
A special moment this year was: a basketball game with the Longi team
My favorite place in the world is: my hometown
If you could have a superpower, what would it be? Popularize clean energy, stop global warming completely
If you could invite anyone in the world to a dinner for two, who would it be and why? Stephen William Hawking, I'm reading "A Brief History of Time", dozens of topics need to be discussed.



Darryl P. member since 2021

To me, CEA culture means a set of shared common values that determine how we live, work and act together in a community. Which CEA value have you seen in action the most in 2021? Own It!A special moment this year was the first time we really had fun together as a group. Once online with walk up music and once in person racing the go karts. My favorite place in the world is: Singapore.
If you could have a superpower, what would it be? Super Memory
If you could invite anyone in the world to a dinner for two, who would it be and why? Barack Obama to talk about his real opinion about the global community and what he would want to do to bring the world together.



Daley R. member since 2019

To me, CEA culture means: Unity and progress
Which CEA value have you seen in action the most in 2021? We are family
A special moment this year was the moment of changes in solar trade policies between the US and China
My favorite place in the world is: China
If you could have a superpower, what would it be? Have a stable job near home, don't
run around, have more time to spend with my family.
If you could invite anyone in the world to a dinner for two, who would it be and why? Chinese singer Jay Chou, because he has a spirit of hard work and optimism in him, it is worth learning from him.



Daniel Z. member since 2021

To me, CEA culture means Teamwork. I joined in July of 2021 and even being in a different country than some of my counterparts, I never feel far away! Every team member goes above and beyond to make sure we are all on the same page.

The most frequently seen CEA value in 2021 would be "Own It". Joining the CEA team was a special moment this year. It has been a great experience and soaking up all the knowledge shared by my team members. Teleportation would be my superpower If I can choose one. It would make it easy to visit family and friends all over the world.



Derek X. member since 2019

To me, CEA culture means: The cohesion of a team.
The CEA core value that I have seen in action most is: Do the right thing.
A special moment this year for me was: Being able to continue working during the coronavirus pandemic
My favorite place in the world is: Egypt
If I could have a superpower: I would like to have the power of teleportation.



Ellen C. member since 2019

To me, CEA culture means: Working while being with family. The work from home set-up is what I love the most about CEA because it provides me the opportunity to be a working mom literally.
Which CEA value have you seen in action the most in 2021? "Have fun" - despite the challenges of the pandemic and working in different parts of the world, CEA finds means to connect.
A special moment this year was: Holidays, travels, and bonding with family, can't pick a specific one.
My favorite place in the world is: Home
If you could have a superpower, what would it be? To heal sickness and pain.



Elvira M. member since 2017

To me, CEA culture means: CEA Culture is a shared set of values, goals, and practices that make me feel HAPPY and ALIVE and LEARN from different individuals in the organization. It is something that makes you feel a sense of belonging in the workplace creating good vibes, friendship, respect, and a healthy working environment that motivates you to work hard and achieve your goals for yourself and the company.
Which CEA value have you seen in action the most in 2021? I believed that the value I have seen in action the most in 2021 is "We Are Family"

A special moment this year was: Since the pandemic started, we have not had the chance to meet our colleagues in the Philippines and our colleagues globally via the Annual Strategic Conference in person. But CEA Philippines Team members were happy to have the opportunity to meet with CEO, Andy Klump during the CEA PH Post Halloween Virtual Party. It served as a way for "Kumustahan," a Filipino word used to ask, "How Are You?" in both our personal and work life. It was a great session with the CEO as it not only gave us a chance to bring out how we feel at work but also share stories and events.

My favorite place in the world is: The Underground River and beautiful beaches in Palawan, Philippines
If you could have a superpower, what would it be? I would like to have a Healing Superpower to heal the world and make it a better place.

If you could invite anyone in the world to a dinner for two, who would it be and why? Michelangelo was an Italian sculptor, painter, architect, and poet. His frescoes/Painting on the ceiling of the Sistine Chapel (1508–12) in the Vatican is amazing!



Emily S. member since 2017

CEA culture means flexibility to me.

My favorite place in the world is my home, and if I could invite anyone in the world to a dinner for two that would be my daughter.



Elina Y. member since 2021

To me, CEA culture means: A big family, work together and always there for your team members and customers. Perform above and beyond is CEA value I've seen the most.A special moment this year was when I met round 20 suppliers during two days in SNEC. If I could live anywhere in the world that would be any city on the seaside.
The superpower I would love to have if I could is an extraordinary memory.
If you could invite anyone in the world to a dinner for two Mr. Shi Zhengrong, asking him why he defined the 25 years warranty for modules.



Emma Z. member since 2020

To me, CEA culture means a set of spirit to work together efficiently, touch base closely, and connect widely.
Which CEA value have you seen in action the most in 2021? Perform above and beyond
A special moment this year was: At the beginning of the last quarter, Jenny and her finance worked seamlessly on all inquiries during auditing, diligently on all details and comprehensively on all answers.
My favorite place in the world is: Vienna, Japan...there are too many, cannot just name one...
If you could have a superpower, what would it be? Cure all incurable diseases, especially cancers - I hope we won't lean on a superpower to make this happen.

If you could invite anyone in the world to a dinner for two, who would it be and why? For someone who passed away, it would be my mom; for someone alive, I'd choose the President of China, because his philosophy of governance is the foundation for China to become a greater and stronger country.



Eric Z. member since 2020

To me, CEA culture means: Strength
Which CEA value have you seen in action the most in 2021? Result matters
A special moment this year was: Team celebrates my birthday
My favorite place in the world is: home
If you could have a superpower, what would it be? Mind reading
If you could invite anyone in the world to a dinner for two, who would it be and why? Roger Federer is my superstar.



Faith R. member since 2017

To me, CEA culture means having fun while working together in achieving a common purpose - helping our clients and stakeholders deploy solar and storage solutions worldwide.
Which CEA value have you seen in action the most in 2021? We are family
A special moment this year was: Philippine Team virtual team building - Karaoke and late Halloween party with Andy.
If you could have a superpower, what would it be? Super-Speed- I can multitask and do even more things.



Fuyuan S. member since 2021

To me, CEA culture means providing WOW! Customer Experience. Our core value is to develop and implement comprehensive customer-oriented product solutions and processes.
Which CEA value have you seen in action the most in 2021? “We are family” sales and marketing plan with a focus on content creation and process optimization. “Be humble”, “Do the right thing”, “Results matter” “Own it”, “Perform above and beyond”.
A special moment this year was: 1) Joining the CEA team. 2) Mankind defeated the epidemic.
My favorite place in the world is: Alps
If you could have a superpower, what would it be? Ability to time-travel. I would like to see and experience how people lived in ancient times.
If you could invite anyone in the world to a dinner for two, who would it be and why? Invite relatives who have passed away to make up for the missing affection.



Francisco V. member since 2018

To me, CEA culture means: Have fun with the CEA Team Members!
Which CEA value have you seen in action the most in 2021? Have Fun!
A special moment this year was: When we've received our Christmas Basket Budget! I hope this will be an every year reward for all of the Philippine Team Members.
If you could have a superpower, what would it be? I can heal any kind of disorder or disease



Frinch Y. member since 2019

To me, CEA culture means: The root and vein of personal long-term development.Iny opinion, the CEA core value that I have seen in action most is “Be Humble”. My favorite place in the world is my hometown and I came back to it after 2 years away. I wish to spend more time talking to my parents in person.



Grace G. member since 2019

To me, CEA culture means: The spiritual pillar of the company
Which CEA value have you seen in action the most in 2021? we are family
A special moment this year was: CEA's project volume has a bigger breakthrough.
My favorite place in the world is: Shanghai
If you could have a superpower, what would it be? Proficient in various languages
If you could invite anyone in the world to a dinner for two, who would it be and why? my family member



Gary K. member since 2021

To me, CEA culture means ethically and efficiently providing top-level engineering services and having fun while we do it.
Which CEA value have you seen in action the most in 2021? Do the right thing.
A special moment this year was: Collecting IV curve data and EL images at a challenging site in Puerto Rico.
My favorite place in the world is: Las Vegas
If you could have a superpower, what would it be? Flying, so I wouldn't have to wait for my next flight at an airport.
If you could invite anyone in the world to a dinner for two, who would it be and why? Carl Sagan, so we could talk about the origin of the universe and the possibility of life on other planets.



Guan K. member since 2021

To me, CEA culture means: Best working place
Which CEA value have you seen in action the most in 2021? We Are Family
A special moment this year was: Joined CEA on May 2021
My favorite place in the world is: Superman Taiwan
If you could have a superpower, what would it be? Superman
If you could invite anyone in the world to a dinner for two, who would it be and why? My wife, an important person in my life.



Gaurav Y. member since 2021

To me, CEA culture means: seeing the core values in action and daily life.
Which CEA value have you seen in action the most in 2021? We are Family.
A special moment this year was: Clark having a baby and getting full time in CEA
My favorite place in the world is: India.
If you could invite anyone in the world to a dinner for two, who would it be and why? I will invite my best friend with their family.



Harisankar P. member since 2020

To me, CEA culture means family.
Which CEA value have you seen in action the most in 2021? Perform above and beyond.
A special moment this year was the birth of my nephew.
My favorite place in the world is: Home- Trichur, Kerala, India
If you could have a superpower, what would it be? Instant teleportation
If you could invite anyone in the world to a dinner for two, who would it be and why? My grandfather. He is not with anymore. But I want to tell him about all the travel stories and the things his grandson has accomplished. I miss him very much even to this date.



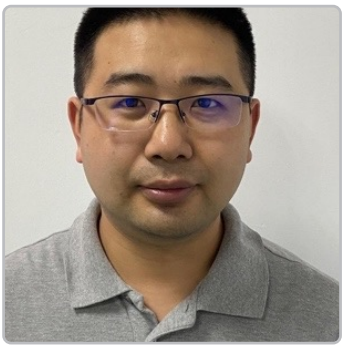
Henry Y. member since 2019

To me, CEA culture means: Values, enterprise spirit, ethics
Which CEA value have you seen in action the most in 2021? Results matter
A special moment this year was: Add a member to the family
My favorite place in the world is: Sanya City, Hainan Province
If you could have a superpower, what would it be? Go back to the past.



Irene B. member since 2021

To me, CEA culture means: progress, comradery, success
Be humble is CEA value I've seen the most.
A special moment this year was when I reunited with my sister and parents after two years away worried about the consequences that the pandemic could have had.
Luckily, I do not only have one favorite place in the world. The Mercado Central in Valencia Spain is in the top of my list, but O Thanasis in Athens is close.
I guess my favorite place in the world is anywhere with deep history and good food!
If I could have a superpower that would be teleportation. Living 7,613 kilometers from your family becomes difficult at times. Teleportation will allow me to live my dreams, develop my oneself while still.
If you could invite anyone in the world to a dinner for two, who would it be and why? Malala Yousafzai. Malala is a figure of empowerment, of doing the right thing for others. I am fascinated by her strength and her determination to secure



Jaqen C. member since 2018

To me, CEA culture means: The vitality and cohesion of the company
Which CEA value have you seen in action the most in 2021? Be humble
A special moment this year was: It was a quiet year, can't remember anything special.
My favorite place in the world is: A place like the Swiss countryside, quiet and without any distractions.If you could have a superpower, what would it be? I wish my superpower to be instant teleportation, then I can go wherever I want.
If you could invite anyone in the world to a dinner for two, who would it be and why? Elon Musk. Is there anything more exciting than having dinner with the real version of Iron Man?



Justin C. member since 2019

To me, CEA culture means: The foundation of a world-class company.
If I could have a superpower that would be the capability to shuttle time and space.
A special moment last year was a chance to get the Chinese COVID-19 vaccine in Vietnam.
It's been a long time since I had a proper meal with my family due to the pandemic and work, so my wish is to have a family dinner soon.



Jean D. member since 2021

To me, CEA culture means: The values to follow to grow in the industry and in daily life as well.
Which CEA value have you seen in action the most in 2021? Unending curiosity
A special moment this year was: The first trip I did to understand the work I was going to do! an unbelievable experience.
My favorite place in the world is Budapest, an incredible city.
If you could have a superpower, what would it be? Teletransportation
If you could invite anyone in the world to a dinner for two, who would it be and why? I would invite my girlfriend to a beautiful place to enjoy the time with her and taste wonderful food.



Jesse J. member since 2019

To me, CEA culture means: A textbook, learning how to have a better life, work, enjoy life
A special moment this year was a novel coronavirus pandemic.
My favorite place in the world is Jiangsu, China.
If you could have a superpower, what would it be? Ability to cure any disease
If you could invite anyone in the world to a dinner for two, who would it be and why? Any performer from Marvel Comics(Representative of justice)



Joseph J. member since 2021

To me, CEA culture means a root for ethical business practices. The CEA core value I have seen in action most is “Perform Above and Beyond” - client and service delivery growth has vastly outpaced CEA employee growth. My favorite place in the world is Jeju, South Korea, but a special moment this year was my backpacking trip in Shangri-la, Yunnan, China. If I could have a superpower that would be teleportation.



Joseph J. member since 2019

To me, CEA culture means long-term team member satisfaction.
Which CEA value have you seen in action the most in 2021? Perform above and beyond
A special moment this year was: Meeting the ES Team
My favorite place in the world is: Montana



Jackie L. member since 2019

To me, CEA culture means: connect us together and do the right things in the right ways
Which CEA value have you seen in action the most in 2021? Be humble
A special moment this year was: Moved to our new house
My favorite place in the world is: Qinghai Lake
If you could have a superpower, what would it be? A more powerful brain that let me learn everything.
If you could invite anyone in the world to a dinner for two, who would it be and why? Andy and our president Mr. Xi



Jane L. member since 2018

To me, CEA culture means: Development prospect of the company
Which CEA value have you seen in action the most in 2021? We are family
A special moment this year was: Ride a merry go round
My favorite place in the world is: Changzhou
If you could have a superpower, what would it be? Happiness and health
If you could invite anyone in the world to a dinner for two, who would it be and why? I'll invite Obama. He's very political.



John L. member since 2019

To me, CEA culture means: Unity and mutual assistance, common development.
Which CEA value have you seen in action the most in 2021? We are family
A special moment this year was: The global epidemic, various policies make projects unstable.



Jun L. member since 2015

To me, CEA culture means: Family, CEA is a big family.
The CEA action that I have seen in action most is: Perform above and beyond.
A special moment this year for me was: My hard work being recognized by CEA and being promoted as project manager.
My favorite place in the world is: SanYa, China
If I could have a superpower: I would like to be able to foresee the future.

If I could invite anyone in the world to a dinner for two: It would be Warren Buffet.



Javier M. member since 2020

To me, CEA culture means the way a big number of people with different religions, living in different countries, and in different moments of their lives row in the direction and with a big.
Which CEA value have you seen in action the most in 2021? Work above and beyond.
A special moment this year was: Professionally when we finished the inspection campaign for an important client without failing a single inspection. Personally, the day the construction of my house started.
My favorite place in the world is: La Patacona beach in Valencia
If you could have a superpower, what would it be? Teletransportation
If you could invite anyone in the world to a dinner for two, who would it be and why? My mother because I am where I am thanks to her.



Jamie Q. member since 2021

To me, CEA culture means: It is a part of my life.
The CEA core value that I have seen in action most is: Results matter. In the case of repeated epidemics, the progress of work can be steadily and orderly promoted.
A special moment this year for me was: After a year of recovery, I began to work again and start a new life.
My favorite place in the world is: The coast, with sunshine, beautiful views and lot of fishing.
If I could have a superpower: I would like to live forever.
If I could invite anyone in the world to a dinner for two: It would be Guangzhu Li.



Jens R. member since 2021

To me, CEA culture means to be the change I want to see in the world.
At CEA, the core value that I have seen in action most is “Perform above and beyond”. My favorite place in the world is a place I can call "home" together with my family, and If I could have a superpower that would be the ability to bring health and happiness to the world.



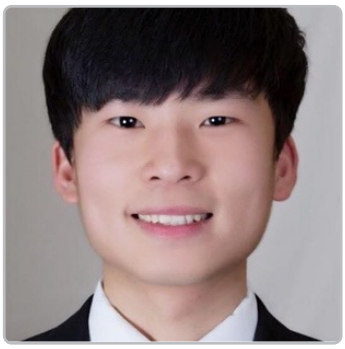
Jose Q. member since 2019

To me, CEA culture means that we are truly a family and this is the CEA's core value that I have seen in action the most in 2021.
A special moment this year was my promotion. My favorite place in the world is China and if I could have a superpower that would be a teleportation.
If I could invite anyone in the world to a dinner for two that would be my mom.



Joycelyn V. member since 2021

To me, CEA culture means: Culture and values of your company.
Which CEA value have you seen in action the most in 2021? Doing the right thing
A special moment this year was: I was hired at CEA and given the chance to work and to be one of the Company's skilled staff
My favorite place in the world is: Here in the Philippines---at home with my family.
If you could have a superpower, what would it be? I want to be Wonder woman (I hope I can have the same body as her--haha!) Honestly, I want to help those who are in need and reach out to them
If you could invite anyone in the world to a dinner for two, who would it be and why? With my Husband---I just want to spend more time talking with him



Jason X. member since 2015

To me, CEA culture means: It is a spirit, it is a belief
Which CEA value have you seen in action the most in 2021? Help customers solve problems and make their own contributions to the new energy industry
A special moment this year was: get married
My favorite place in the world is: China
If you could have a superpower, what would it be? flying
If you could invite anyone in the world to a dinner for two, who would it be and why? There are too many options, I haven't determined yet.



Jenny X. member since 2020

To me, CEA culture means beliefs and behaviors that determine how CEA's employees and management interact and handle outside business transactions.
Which CEA value have you seen in action the most in 2021? Own it
A special moment this year was: the Finance team worked OT to provide the project-related info to Deloitte with limited resources as a family who owns it.
My favorite place in the world is: Build Trust by Making People Being Authentic



Jierong Z. member since 2017

To me, CEA culture means: Quality of staff and code of conduct.

Which CEA value have you seen in action the most in 2021? Do the right thing
A special moment this year was: Get customer praise
My favorite place in the world is: Hometown
If you could have a superpower, what would it be? Build more module factories for the benefit of all mankind.
If you could invite anyone in the world to a dinner for two, who would it be and why? My mother, because mother gave me life, is the greatest think one can do.



Kiran D. member since 2021

To me, CEA culture means: The way of life
Which CEA value have you seen in action the most in 2021? Do the Right Thing
A special moment this year was recognition award for the month
My favorite place in the world is my home with my family.
If you could have a superpower, what would it be? Healing the pain of (economically) poor.
If you could invite anyone in the world to a dinner for two, who would it be and why? My Mother and Father, it has been a long time since I left.



Kevin L. member since 2021

To me, CEA culture means: the guideline to support the daily work and sometimes is useful in life too.
Which CEA value have you seen in action the most in 2021? “We are family”. As a new guy here, that really helped me to adapt quickly. Every month or even day, we saw the congrats of birthday just like in a real family, we also share everything/experience while working.
A special moment this year was the first day of my son’s elementary school.
My favorite place in the world is: Thailand, good place to travel, people are kind, food is also very good, ocean and beaches are beautiful. However, due to COVID-19 situation I wasn’t able to travel.
If you could have a superpower, what would it be? Endless energy, like Ironman,
If you could invite anyone in the world to a dinner for two, who would it be and why? Elon Musk, I'd like to listen to him talking about his crazy methods and how did he make it happen, like Tesla car and space X.



Kim P. member since 2019

To me, CEA culture means: belongingness
Which CEA value have you seen in action the most in 2021? Results Matter
A special moment this year was: The Post Halloween Virtual Party with the whole PHP Team and Andy.



Kevin S. member since 2018

To me, CEA culture means… Unity

We Are Family is CEA’s Core Value I see most in action. If I had a superpower that would be a steady stream of knowledge, the US is my favorite place in the world.



Katherina Y. member since 2017

To me, CEA culture means: We should work as a team to achieve our goals.
Which CEA value have you seen in action the most in 2021? Own it.A special moment this year was: Our team celebrated my birthday together with a birthday cake and gifts. My favorite place in the world is Chengdu, which has the most delicious food.If you could have a superpower, what would it be? Turn stone into gold.
If you could invite anyone in the world to a dinner for two, who would it be and why? Lisa, because she wants to dine with someone with beautiful.



Kevin Z. member since 2018

To me, CEA culture means: It means better development of the company.
Which CEA value have you seen in action the most in 2021? Have fun.
A special moment this year was when I went to the safari park with my family.
My favorite place in the world is: Anhui, Huangshan.
If you could have a superpower, what would it be? Have a lot of money, buy a villa.
If you could invite anyone in the world to a dinner for two, who would it be and why? Invite my kid, because I'm rarely there for her.



Leo C. member since 2021

To me, CEA culture means: help to build a better world
Do the right thing and Unending Curiosity are the two CEA's core values I've seen in action the most in 2021. A special moment this year was growing with our STG team, see team expanding is the special moment for me. My favorite place in the world is Spain and its beautiful beaches. If you could invite anyone in the world to a dinner for two that would be Einstein.



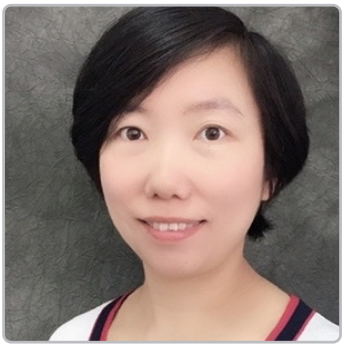
Lim K. member since 2021

To me, CEA culture means: Best Working Place
Which CEA value have you seen in action the most in 2021? we are family
A special moment this year was: Becoming a member of CEA.
My favorite place in the world is Lapland Finland.
If you could have a superpower, what would it be? The power to influence the environment.
If you could invite anyone in the world to a dinner for two, who would it be and why? wife due she was person manage everything in orderly.



Leo L. member since 2015

To me, CEA culture means: With more than 6 years working at CEA, the culture of CEA is the family creation, and everyone lives in it. It's something like air and water that really matter to our work and life. So, it's natural and necessary.
Which CEA value have you seen in action the most in 2021? It is absolute "We are family". In 2021, as we all know, the pandemic was still around. CEA members were working and living safely and taking care of each other. Despite the pandemic, we were still holding together and rushing toward a better future.
A special moment this year was the moment when I helped my kid to prepare for exams. Also, when my team members and I had basketball games.
My favorite place in the world is: China, the safest place and very peaceful.
If you could have a superpower, what would it be? Healing, to heal the world from this pandemic asap.
If you could invite anyone in the world to a dinner for two, who would it be and why? The presidents from China and the US sit down and peacefully talk about commerce and work together.



Lisa P. member since 2020

To me, CEA culture means the most important thing.
Which CEA value have you seen in action the most in 2021? Perform above and Beyond.
A special moment this year was: Escape Room.
My favorite place in the world is: Santorini/ Universal Studios.
If you could have a superpower, what would it be? Mind Power.
If you could invite anyone in the world to a dinner for two, who would it be and why? Yang Yang.



Lisa Q. member since 2017

To me, CEA culture means: Things to keep in mind at work
Which CEA value have you seen in action the most in 2021? Unending curiosity and Perform Above and Beyond
A special moment this year was: From the end of July to the end of August when Jiangsu province had COVID-19 cases.
My favorite place in the world is: China
If you could have a superpower, what would it be? Ability to fly
If you could invite anyone in the world to a dinner for two, who would it be and why? Myself, talk to myself and figure out the past experiences and lessons, as well as the expectations for the future and what need do next.



Louise X. member since 2021

To me, CEA culture means to take work seriously and get along well with colleagues.
Which CEA value have you seen in action the most in 2021? Every single one!
A special moment this year was: I became an intern at CEA
My favorite place in the world is: China
If you could have a superpower, what would it be? Teleportation



Max L. member since 2017

To me, CEA culture means: The spiritual pillar of the company
Which CEA value have you seen in action the most in 2021? Do the right thing
A special moment this year was: CEA's project volume has a bigger breakthrough
My favorite place in the world is: America
If you could have a superpower, what would it be? Proficient in various languages
If you could invite anyone in the world to a dinner for two, who would it be and why? Buffett



Martin M. member since 2021

To me, CEA culture means: don't really know since I just joined, but I see a bias to action.
Which CEA value have you seen in action the most in 2021? Too early to say.
A special moment this year was: Dropping my daughter off at college for the first time.
My favorite place in the world is: Wherever I am in the moment.
If you could have a superpower, what would it be? Don't want a superpower.
If you could invite anyone in the world to a dinner for two, who would it be and why? My wife, she is my partner in everything.



Mike S. member since 2020

To me, CEA culture means a commitment to the decarbonization of the energy supply, through collaborative business and personal interactions, to ensure the energy transition is accomplished in an environmentally and socially responsible manner.
Which CEA value have you seen in action the most in 2021? Perform above and beyond – colleagues going outside their normal duties to drive the accomplishment of goals.
A special moment this year was: Meeting colleagues “from the neck down” in San Jose.
My favorite place in the world is: Oregon Coast (subject to change frequently)
If you could have a superpower, what would it be? Control of all Six Infinity Stones
If you could invite anyone in the world to a dinner for two, who would it be and why? Sir David Attenborough – He has been the narrator too much of my life and I would like to thank him.



Mohammad M. member since 2019

To me, CEA culture means that it's not just about results but the way you achieve them also.
Which CEA value have you seen in action the most in 2021? Perform above and beyond
A special moment this year was: The biTS team's first client portal demo
My favorite place in the world is: The power to control probability.



Mohan N. member since 2020

To me, CEA culture means: diversity with a common goal, passion
Which CEA value have you seen in action the most in 2021? Perform above and beyond
A special moment this year was the moment when I was able to see my newborn grandson after double vaccination.
My favorite place in the world is: Siem Reap, Cambodia
If you could have a superpower, what would it be? Ability to vaccinate all people for COVID-19
If you could invite anyone in the world to a dinner for two, who would it be and why? My wife, pace in the family.



Namitha G. member since 2021

To me, CEA culture means: a happy culture which creates positive work environment.
Which CEA value have you seen in action the most in 2021? We are a family, perform above and beyond, have fun.
A special moment this year was: San Jose Summit



Nathan J. member since 2019

To me, CEA culture means: Working together to bring all of us up together
Which CEA value have you seen in action the most in 2021? Performing Above and Beyond by helping each other out during busy times
A special moment this year was: The birth of Jamie Maine



Nicola L. member since 2021

To me, CEA culture means: depends on the day.
Which CEA value have you seen in action the most in 2021? recognition & praise
A special moment this year was: Factory visit @ Risen Solar in Yiwu
My favorite place in the world is: Bali
If you could have a superpower, what would it be? To fly
If you could invite anyone in the world to a dinner for two, who would it be? Danny Devito



Nicole Y. member since 2017

To me, CEA culture means: The spirit of a company. The CEA value I have seen in action most in 2021 would be “We are family”. I would say that a special moment in 2021 is Every moment when CEA team members are sharing their stories to inspire others. If I could have a superpower that would be the power to bring back my father. I would like to have dinner for two with my father, to tell him that I love him and am sorry that I didn’t really understand him and spent so much time with him.



Oscar L. member since 2021

To me, CEA culture means: supporting one another
Which CEA value have you seen in action the most in 2021? perform above and beyond
A special moment this year was: spending a magic week doing inspections in Italy - finding my first melted connector!
My favorite place in the world is: On a long-distance train
If you could have a superpower, what would it be? conjure fire
If you could invite anyone in the world to a dinner for two, who would it be and why? Professor Martyn Poliakoff - My idol - his contributions to science education and pioneering research into green chemistry, as well as his general vibe are all.



Peter C. member since 2014

To me, CEA culture means a light that guides me forward.
Which CEA value have you seen in action the most in 2021? Perform above and beyond
A special moment this year was: A half month of quarantine upon arrival back to China from Vietnam.
My favorite place in the world is my hometown.
If you could have a superpower, what would it be? The ability to cure all diseases.



Pooja P. member since 2021

To me, CEA culture means an opportunity to know about different people from different backgrounds/cultures.
Which CEA value have you seen in action the most in 2021? Be Humble
A special moment this year was: when I got the offer letter.



Paul V. member since 2021

To me, CEA culture means being with a group of likeminded colleagues working towards the same purpose; increasing renewable energy with our clients.
Which CEA value have you seen in action the most in 2021? Results matter.
A special moment this year was: Meeting Andy at an event and joining CEA a little while later.
My favorite place in the world is: Scotland
If you could have a superpower, what would it be? Be able to fly....
If you could invite anyone in the world to a dinner for two, who would it be and why? My wife. Because I love her dearly and she deserves it.



Roy M. member since 2019

To me, CEA culture means: This is a more inclusive and open way of doing things
Which CEA value have you seen in action the most in 2021? Own it
A special moment this year was: While working in Vietnam, on May 9th, there were employees who were positive for covid-19 in the workshop where I was working, and that day is still fresh in my memory
My favorite place in the world is: My hometown
If you could have a superpower, what would it be? I like my hometown the most because there are the dearest and most beloved people there.



Rubby M. member since 2021

To me, CEA culture means a positive working atmosphere.
A special moment this year was my first day with the CEA where I got a warm welcome and a new start in my career.
In 2021, the core value I've seen in action most in my opinion is “Have Fun”.
If I could have a superpower that would be the power to reduce the pain of people.



Shweta A. member since 2021

To me, CEA culture means: Opportunities to come to work hard, enjoy, always be together, culture enhances your quality of life and increases overall well-being.
Which CEA value have you seen in action the most in 2021? Work above and Beyond, Result matters.
A special moment this year was: Being a part of the CEA family.
My favorite place in the world is the United States of America! I would like to stay in the USA for at least some years of my life, I haven't been yet there, but I am very curious about the lifestyle, natural beauty of the USA. Especially, I like to visit the glaciers, whales, and northern lights of Alaska, Coast highways, Las Vegas, New York, Hawaii, California,
If you could have a superpower, what would it be? I will buy time, which was wasted unnecessarily.
If you could invite anyone in the world to a dinner for two, who would it be and why? A person who can talk more about spirituality, life, travel, share experience and knowledge.



Soumik C. member since 2021

To me, CEA culture means: Culture in CEA means respecting the diversity around here, getting to learn, know and grow with other people.

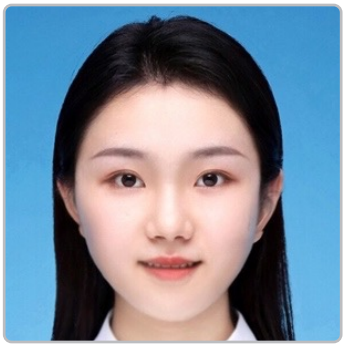
Which CEA value have you seen in action the most in 2021? Unending Curiosity
A special moment this year was: Being a part of the CEA team and getting to learn about its goals, meeting new people here
My favorite place in the world is: India
If you could have a superpower, what would it be? Be able to read minds
If you could invite anyone in the world to a dinner for two, who would it be and why? I would invite my favorite actor, Leonardo DiCaprio to a dinner for two.



Sky Z. member since 2018

To me, CEA culture means: Culture is our company soul.

Which CEA value have you seen in action the most in 2021? Perform above and beyond
A special moment this year was: Support with Track project
My favorite place in the world is: China
If you could have a superpower, what would it be? Change the world peaceful
If you could invite anyone in the world to a dinner for two, who would it be and why? Jack Ma



Sugar C. member since 2020

Which CEA value have you seen in action the most in 2021? Be Humble
A special moment this year was: Every month when I get my salary.
My favorite place in the world is my sweet warm home.
If you could have a superpower, what would it be? Golden Touch
If you could invite anyone in the world to a dinner for two, who would it be and why? Of course, Buffett. Legend has it that you can make a lot of money after eating with him.



Spence J. member since 2021

To me, CEA culture means: working together to drive the global energy transition!
Unending curiosity is the CEA value I've seen the most. The learning opportunities are endless. If I could have a superpower that would be the ability to show up anywhere in the world with the snap of a finger. If you could invite anyone in the world to a dinner for two that would be my mother. FaceTime could never replace the conversations we have in person.



Shashi K. member since 2021

To me, CEA culture means a perfect blend of professionalism and fun, with a diverse set of cool people.
In these times where most of us are working from home, I saw 'We are Family', 'Results Matter', and 'Have Fun' values of CEA in action the most.
A special moment this year was celebrating various cultural festivals together with CEA.
My favorite place in the world is my home among several others.
If I could have a superpower that would be the ability to fly out like a Superman and visit CEA's suppliers.
If you could invite anyone in the world to a dinner for two, who would it be and why? My spouse, as I probably wouldn't be a part of CEA's family without my spouse.



Shashank P. member since 2018

To me, CEA culture means Values, beliefs, and personal interests.
Which CEA value have you seen in action the most in 2021? We are family and Own it!
A special moment this year was: Birthday celebration of my son, Anay.
My favorite place in the world is my hometown in India, where I was born and brought up! Less crowded, less polluted, and more greenery.
If you could have a superpower, what would it be? Time travel
If you could invite anyone in the world to a dinner for two, who would it be and why? Dr. APJ Abdul Kalam. He is one of the greatest leaders of the 21st century. Widely referred to as the "People's President", he returned to his civilian life of education, writing, and public service after a single term. He was a recipient of several prestigious awards, including the Bharat Ratna, India's highest civilian honor.



Sarah S. member since 2021

To me, CEA culture means: Working together to meet a common goal while respecting and valuing one another.
Which CEA value have you seen in action the most in 2021? Perform above and beyond.
A special moment this year was: My daughter graduating from college.
My favorite place in the world is: Home
If you could have a superpower, what would it be? The power of healing.
If you could invite anyone in the world to a dinner for two, who would it be and why? The Pope to find out how he feels about how things are going in our current world.



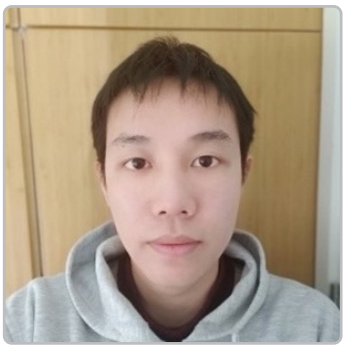
Steven S. member since 2019

To me, CEA culture means the company's development direction and goals.
Which CEA value have you seen in action the most in 2021? When the company organized a professional training for us.
A special moment this year was the moment when my little girl made her first steps by herself in July.
My favorite place in the world is: Chengdu, China
If you could have a superpower, what would it be? Ability to make people's wishes come true.
If you could invite anyone in the world to a dinner for two, who would it be and why? I want to have dinner with my family the most because the family hasn't been reunited for a long time.



Tommy B. member since 2020

To me, CEA culture means: The main principles to guide and help me to work properly in CEA.
Which CEA value have you seen in action the most in 2021? It's "Unending curiosity". I moved from LONGi as technical service manager to CEA as manager of supply chain management. It's quite different between these two companies.
A special moment this year was celebration of my son's first birthday with my whole family. The atmosphere was warm and sweet, and every single moment was worthy of remembering.
My favorite place in the world is my hometown. I was born and raised in Changzhou. My whole life I live here.
If I could have a superpower that would be what Doctor Strange has. It's so cool to have the power of time-control.
I would love to invite Roger Federer and Li Na for dinner if I can. Both are my idols at the tennis court. I'd like to have a talk with them and listen to their stories and secrets of success.



Tony G. member since 2020

To me, CEA culture means: Always give people hope, but sometimes feel stressful.

A special moment this year was when our Shanghai office had a suspicious COVID-19 case we all had one heart. That is why, in my opinion, “We are family” was the most seen CEA value in 2021. If I could invite anyone in the world to a dinner for two that would be my parents, and my wife/girlfriend, she is a



Tenzin S. member since 2021

To me, CEA culture means: Doing your duty diligently, be humble and help each other whenever it is possible, and it is always possible.
From my point of view, people around me have been helpful and humble. A special moment this year was the day I completed my first task. Although it was a small and easy task but getting my hand dirty and being part of the company made me happy.
My favorite place in the world is Lhasa, Tibet and my birthplace Ladakh. Although it’s a cold and remote place, I feel most attached to my hometown.
If I could have a superpower that would be ability to always be happy and positive.
If I could invite anyone in the world to a dinner for two that would be Charlize Theron. She is my celebrity crush.



Vinayak G. member since 2019

To me, CEA culture means: We are family, and we collectively own our destiny. We work hard, care for each other and are always there to advance our core purpose. Our culture becomes a rallying cry to deliver our vision for customers, for ourselves and really make the world a better place. We never leave a person behind or stranded, and when we encounter difficult situations be it personal or professional, we all show up and make it work.
Which CEA value have you seen in action the most in 2021? “We are family” and “Own it” have been plastered all over CEA. With the changing market conditions and talent shortage in second quarter, the CEA team regrouped.

A special moment this year was: CEA turnaround after a slow start to Q1, and delivering a significantly better Q2. Additionally, delivering an extremely important project has been a great experience for the company.

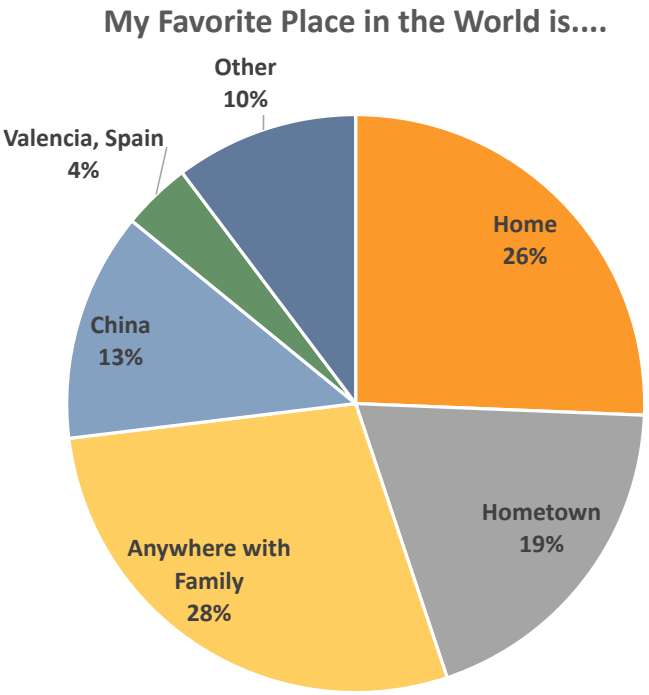
My favorite place in the world is: My home. Home is where the heart is.
If you could have a superpower, what would it be? Magic touch to eliminate life threatening diseases and ailments and serve humanity.
If you could invite anyone in the world to a dinner for two, who would it be and why? No one does it better for me than my wife. She is not only my life partner, but my inspiration, a rock for the family and someone who educates and supports not only our family but society at large as well. I am indebted to her for all my learnings and strength, and I am still at step 1 of a 1000 foot journey.



Zoya K. member since 2020

To me, CEA culture means: Family
Which CEA value have you seen in action the most in 2021? We are Family
A special moment this year was: Sharing our talents
My favorite place in the world is: anywhere with a good book, my fiancé, and my cat
If you could have a superpower, what would it be? more hours in the day (power sleeping?)
If you could invite anyone in the world to a dinner for two, who would it be and why? Neal Stephenson (favorite author) and James Turrell (favorite artist)





MESSAGES FROM CEA TEAMS

WINNING CULTURE TEAM

Our Winning Culture Team, (or WCT as we overuse acronyms) are the ambassadors of CEA's dynamic culture and they keep CEA's culture alive on many fronts. Shashank is our 2021 Culture Champion and he was instrumental to our success! Here are his comments about CEA:



Shashank P.
Key Account Manager – Account Management
Culture Champion 2021

The identity of CEA is culture.
CEA takes always special care of their team members, just as a family member. Like, we share our opinions or thoughts at home, similarly, CEA gives everyone the right to express them.
CEA spends a significant amount of time on improvement, they do always ask for feedback from their team members, that's why CEA has jumped to the path of success in a very short period.
Our Indian team has a special fondness for CEA. Just as India is a diverse country, similarly, you will find diversity in CEA, we have team members from different parts of the world. The colorful faces and culture make the journey with the CEA even more beautiful.
CEA has implemented the concept of a Winning Culture Team (WCT) to decorate its own culture. WCT consists of team members from different nationalities and internal departments, the team is always busy shaping the culture of CEA spending many hours in a month.
In 2021, I had selected as the WCT "Champion leader". I appreciate CEA for this opportunity, and it is my pleasure and privilege to lead such a great team, each one of them is a Culture Leader. We started implementing several initiatives from last year like speed networking sessions, fun activities, a celebration of major festivals (like; Christmas, Diwali, Halloween, etc.), key international days, birthdays, and work anniversary celebrations.
For the last 2 years due to the pandemic, a majority of the team members are working from home and we had the opportunity to experience virtual events and fun activities. It helped for team building and positive effect on work.
When team members were asked for WCT's feedback, they admired WCT activities like celebrating the festivals together in each country and the monthly competition. "CEA is our family, where we can express our joys and sorrows at any moment," they say.
The number of women in CEA is just over 60 in 2021, the company is always showing respect and gratitude toward women. CEA has created a special group for women, where women can interact with each other openly. On the occasion of International Women's Day, CEA held week-long duration sessions for women, which included. CEA has many more plans for the coming year to develop leadership among women.

- Shashank P. 2021 Culture Champion

We would also like to highlight Nicole, a team member of 5+ years who also served as our 2019 Culture Champion and has actively contributed to our Winning Culture Team throughout her time at CEA Shanghai.



Nicole Y.
Associate, Marketing
Culture Champion 2019

Hi everyone, I am Nicole – greetings from Shanghai! I have been working with CEA for over 5 years now. I joined as our CEO's assistant in 2017, and now I am working in our Marketing department. When I joined CEA, I never thought I would be here for such a long time as I heard my boss is very demanding. But as time went by, I learned an English phrase to describe the leadership style and personality of my team leader as an "acquired taste." With CEA's openness and inclusiveness culture environment, I also became stronger and more capable, so I have walked and grown together with CEA in such a long and wonderful adventure.

I am glad that CEA is a Global company with inclusive and diverse cultures. Our leaders are building an inspiring, energetic, and healthy work environment to encourage all team members to present their ideas and help the team grow and improve both personally and professionally. With this kind of leadership, success comes from all CEA's well-coached and confident team members.

On my side, I currently enjoy working in the Marketing field and consider myself an innovative marketer because I am not very fond of traditional marketing tactics like using buzzwords and fancy gimmicks. Instead, I like to show precise information to help our business grow. My understanding of being a marketer is inspiring people to commit to action and think from outside perspectives to help others understand how CEA's services will help them solve their problems.

In another way, marketing, advertising, and communications are also cultural currency. As marketing professionals, we are uniquely positioned and have the responsibility to shape how people think, see themselves, and view the world; we have the power to influence culture by deciding what voices to amplify and what stories to tell, and how we tell them. This is a power we should not take lightly. I actively encourage our team members to join in CEA's culture activities monthly and weekly, which our Worldwide Culture Team organizes to help chart a course toward diversity, equity, and inclusion, which aligns with our culture and 8 core values. In 2019, I worked as our Winning Culture Team leader and was grateful to have the opportunity and the experience to lead the culture activities, promote and celebrate the company's culture from all over the world with our team representing over 25 nationalities. CEA values are like a lighthouse on the coast to help us who are like the boat in the water to navigate and not deviate in our daily work. My marketing work in this industry is also eternally rewarding as well because each project, campaign, social media post all feeds into introducing green ideas to an energy industry which corresponds to CEA purpose. Here at CEA, we are creating a brighter future with our culture and business drive.

- Nicole Y. 2019 Culture Champion

Dr. Mohan N. has 40+ years of solar industry experience, including manufacturing experience in the US, India and China and leads CEA's Customer Experience team. He has worked in many leading solar manufacturers and we are proud of his contributions to the industry as he holds more than 50 technical publications and 4 patents and patent applications.



Dr. Mohan N.
Director, Customer Experience

After 46 years of my working life, I thought a culture statement is what is handed over as part of the HR onboarding packet or in moments when you hit a roadblock and colleagues remind you that you need to understand the culture. It is so refreshingly different here at CEA, where culture is thriving within everyone, experienced and celebrated every day. I am enjoying every day at CEA. Liberation from spending summers on top of coke oven batteries in a steel mill at 120 F came when I was selected as Rotary foundation's cultural exchange scholar in 1981. I was approved for immigration to Australia and landed in Sydney in 1983, working in thermoelectric device research at UNSW. I was incredibly fortunate to have joined Prof Martin Green's group as Lab Manager and started writing a Ph.D. on solar cells in 1984. One significant moment was during my time at Sandia National solar testing lab. They did not believe their first measurement of the efficiency of the multi-crystalline cell I had manufactured, as this cell efficiency was significantly higher than what they had measured to date. The result was confirmed later after detailed retesting that this level was, in fact, a world record. In truth, this achievement was nothing extraordinary, as I had just incorporated 3 techniques already published by many great researchers into one sequence. Now I can say I practiced "WHUB DROP" in the CEA language, as in 1989, I was part of the team developing the now-famous PERC cells.

In the fall of 1989, I joined Solarex (later known as BP Solar), leaving academia to commercialize high-efficiency solar cells concepts and make reliable modules ($3.50 ASP). In my 17 years at BP Solar, I witnessed many technology advancements and even contributed to new product research and commercialization in the areas of wire saw, ingot casting, solar cell back surface field, and silicon nitride deposition. I have travelled to many European cities for PV conferences, research collaboration, equipment development, etc. "Having fun and Unending curiosity". At BP solar, I was involved in double-digit Megawatt (MW) capacity expansion, but chose to shift my career to China. I joined Trina Solar in 2006, only after knowing the presence of Andy Klump and Arturo Herrero at this small, but rapidly scaling Chinese company. The highlight of Trina was joining the team during the IPO ceremony on the balcony of New York Stock Exchange in December of 2006. Having Fun. I earned the trust of Mr. Gao, Trina's CEO and Founder, within a month of joining and helped Trina Solar deploy multicrystalline ingots and wafers for the first time. In the next 10 years from double-digit MW expansion, Trina's expansion soon became triple digits, and then at JA, when I left, the industry expansions happened at the Gigawatt level. I later shifted from Trina Solar to Solarfun (which became Hanwha Q Cells) and JA Solar.

The PV industry was growing rapidly along with a substantial improvement in quality and a drastic reduction in manufacturing costs. I contributed to reliable modules, greater quality control, and customer service. I visited many PV sites in the Alps, the rooftop of a wood sawmill in China, waded through a waterlogged solar plant in Thailand (including surviving the presence of many snakes), South Africa, Israel, Solar plants in India in hot summers, etc. The journey was not easy but was very satisfying to solve customers' issues who invested in PV.



- Dr. Mohan N. Director, Customer Experience

In addition to NIcole and Mohan, we would also like to recognize a recent addition to the CEA team whose positive attitude helps keep CEA culture alive. Since joining CEA in 2021, Sarah has played a key role in recruiting likeminded individuals who share our values.



Sarah S.
Senior Corporate Recruiter

Hi, my name is Sarah, and I have been a recruiter for more than 15 years. I joined CEA towards the end of 2021 because I was looking for a company with a mission, core values, and a culture that was a fit for me. I found my home! CEA's culture promotes growth and collaboration. Everyone at CEA has a voice. As a recruiter, it is extremely important to match candidates not only for their skill set and experience but also match them to the culture of a company. Cultural fit is the idea that the candidate has the personality and social skills to work well with other current employees and bring and incorporate innovative ideas in a way that helps everyone in and outside the company. We are Family is the number one core value at CEA and every single member feels that bond from day 1. The feedback that I receive from the talented people that go through our interview process is always so positive and encouraging to me. I have people tell me that they have never gone through such a friendly, organized, detailed process before, and by the time they are near the end of the process, whether we have an immediate fit for them or we simply network with them for future opportunities, people leave the process feeling respected and valued. Every member of the CEA family believes wholeheartedly that we are working towards making the world a better place and creating a better future. I believe that our team "has fun" doing what they do and they all "own it" and "perform above and beyond". Working with such a fantastic group of people for a company that is improving the world makes it super easy and enjoyable to go to work each day and encourage others to join CEA.

- Sarah S. Senior Corporate Recruiter

Philippines Team

Let us explain why the culture of the team in the Philippines is FUN!



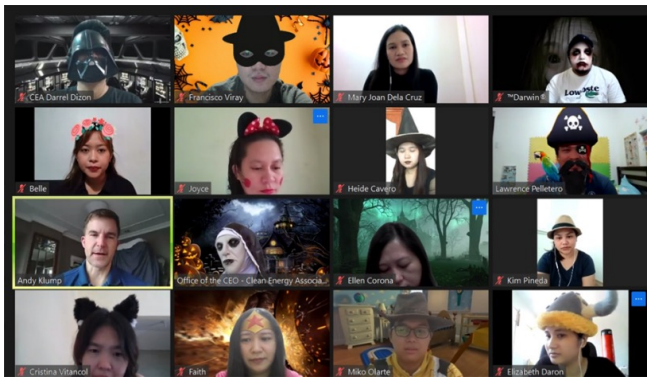
FILIPINOS ARE CERTIFIED FOOD LOVERS. We eat three times a day with snacks in between meals and that is the tradition that we take from our old grandparents.

SINGING and PERFORMING have been a part of Filipinos' lives. Almost every household has a karaoke machine or magic sing. It is a form of entertainment and an expression of happiness. CEA Philippine team did a virtual karaoke last August 2021. It was enjoyable!





SUNNY DISPOSITION — Filipinos are known for their ability to smile through their troubles, and to find something to laugh about even in trying times. If there's one trait that the Filipinos are known for, aside from being hospitable, it's our ability to be happy and stay positive no matter the circumstances.



As most of the country's traditions are often influenced by Western culture, some Filipinos also practice trick-or-treating, celebrate with costume parties, and of course, tell spooky stories to try and scare each other. Last year, CEA Philippine team had a virtual Halloween get-together with CEO, Andy Klump. The session provides an avenue for team members to express their thoughts, emotions, and share stories.



CHRISTMAS IS THE LONGEST HOLIDAY in the Philippines. The Christmas season usually starts in September, as malls already play holiday songs and shopping bazaars begin to sprout throughout the city. Filipinos love celebrating Christmas so much that homes already have decors as early as September. Additionally, there are also several religious activities that Filipinos take part in throughout the Christmas season. These include the Night Mass, known locally as Simbang Gabi, which is when Filipinos attend mass services 9 days in a row leading up to Christmas Eve, all held at the crack of dawn.



FANTASTIC SENSE OF HUMOUR - Filipino humour is not something an outsider will easily understand. But it dominates so much of their day-to-day lives, it is impossible to ignore. Filipinos, being the positive, ever-happy people they are, enjoy a sense of humour that takes delight in almost everything — from sarcasm to situational comedy, and to the simple mockery of how a word is pronounced. Understanding how some of these things are funny might be puzzling to some foreigners at first but surround yourself with this contagious spirit enough and you'll quickly catch the Pinoy laughing bug.

FILIPINOS ARE HARDWORKING – Known to be hardworking multitaskers and can easily adapt to any type of environment. We put love and dedication into our work. On workdays, Filipinos usually lunch out with colleagues. If you are part of a team, lunch-out meetings can also be a common work culture.





India Team

At CEA, culture is life; we are our culture!
At CEA, we don't always need a special occasion to let loose and have fun- after all, the best memories often come from the most innocuous moments. CEA has several activities held over the year to cultivate a vibrant and exciting company environment and culture. These include, Happy hours, Speed networking sessions, Women's Day celebration, international days, festival celebrations, etc. To celebrate Diwali, Holi, Ganpati, and Dussehra, or any Indian festival season, CEA has our very own separate Indian culture Teams chat group! Where we share our thoughts and ideas with management openly. CEA truly values the diverse cultures of each team member and has team members in locations all over the world. Other than those based in China, everyone works remotely. This can sometimes make it difficult to form a genuine connection with other members of the CEA family. To facilitate a friendly work environment, CEA held several monthly speed networking sessions in 2021. We had members of different departments interact in fun ways to get to know each other, helping the CEA family get closer. Embodying our value of Unending Curiosity, from account management, Shweta and Shashank team members visited the important factories and clients to enhance their knowledge in module manufacturing on November 12, 2021.
One thing we admire the most is "CEA respects every team member; they do not use "employee" words. "CEA has developed a strong Indian team in the last year; we have more than 30+ team members from India.





Some responses from our Indian team members:

"It is a memorable journey to talk to people from various walks of life from different parts of the world."
"CEA is a happy family with humble and curious team members."
"We are making a difference in the fight against climate change. "
"CEA culture means glue that keeps the team together."
"CEA understands that everyone needs time for family, and CEA ensures all our team members develop a healthy balance between work and family."

The 2021 San Jose Summit for the US Team

After a year or more of lockdown and uncertainty due to restrictions from the pandemic, the CEA team gathered in San Jose for a week of training, information exchange and FUN for the first time! Many in the CEA team had not met each other face to face, so we were happy to gather in a relaxed environment and show 'unending curiosity' with our colleagues. Below are some photos from our activities at Dave and Busters, go-karting and meals together.















The Legacy of CEA's Family

At CEA, 'We are Family' is our first core value and we are proud of our growing family – literally and figuratively. One measure of success is the number of weddings that we've celebrated as well as the arrival of new babies! In total, the CEA family has seen the arrival of 30 children since 2008. In 2021 alone, there were 10 more babies born and and 9 weddings in total – records on both accounts!

We enjoy celebrating new life and key milestones on behalf of all of our team members and we share these memories with each other as we care about the kind of Earth that our future generations of children will inherit. Therefore, all efforts at work are concentrated on one goal - helping our clients and stakeholders deploy solar and storage solutions worldwide! Increasing renewable energy deployment creates a better future for all of us in the CEA family!

"I think that I see something deeper, more infinite, more eternal than the ocean in the expression of the eyes of a little baby when it wakes in the morning and coos or laughs because it sees the sun shining on its cradle." – Vincent van Gogh

Below are a few photos from the recent additions to the CEA Family in 2021!











Pets World at CEA

The Pets group began when a few of the ES team members were chatting and sending pictures in a meeting about our pets in April of 2020. Zoya took the initiative to create a separate Teams group called "Pets" on May 11, 2020 and dedicated this group to our beloved furry family members who bring so much joy into our lives. While we are all separated as a team due to the pandemic, she thought having a good way to bond with team members virtually and create a space dedicated to our beloved, and, sometimes fluffy, pets. Almost exactly one year after starting the pets group Zoya added Andy to the Teams group on May 20, 2021 and the team decided to promote the Pets Group actively from that day on! The Teams Group evolved to being called Pets World on June 28, 2021 through Elvie's brilliant idea on including animal lovers around the globe and this team now has 45+ members. We hope that Pets World continues to bring joy to those of us with pets and remains a space where we can smile if we've had a 'ruff' day.

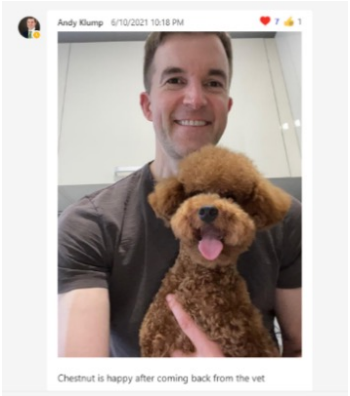
Below is the first post from the Teams Group:



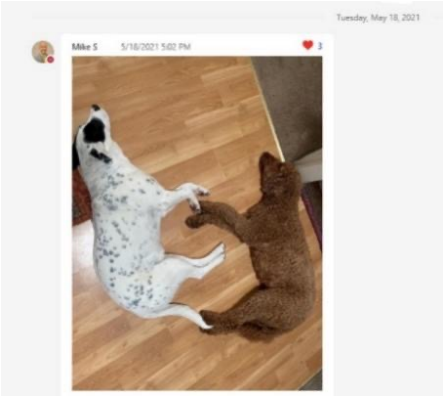
CEA animal lovers also have their space where they celebrate and share funny experiences with their paw friends. Initially created by Zoya K., our program manager, to celebrate the joy our pets bring to our lives with the engineering services team, especially while working from home. Over time, the "ES Pets Group" has been expanded as more pet lovers joined from other departments, and now has a new global name, "Pets World."

Here is the first post and a few of others as we celebrate our furry loved one:

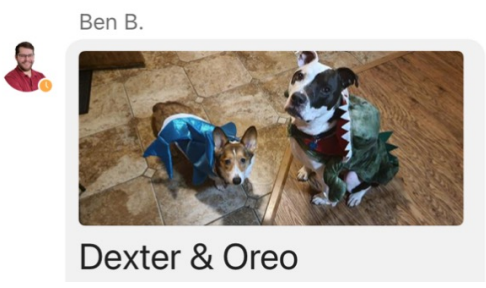
The group really took off in 2021 when all CEA pet owners joined!

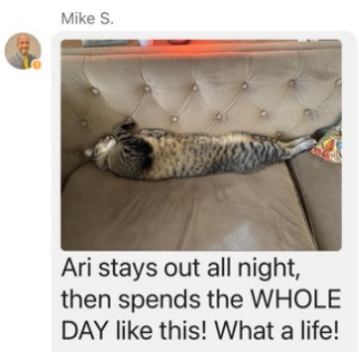




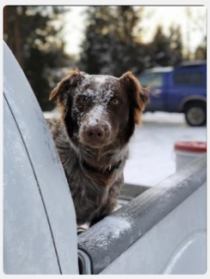








Michael J.

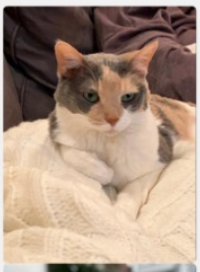


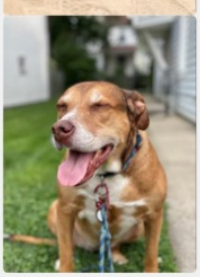
Meet Pete. King of the North

3 2



Jeff Z.





Simone (Cat) & Goose (Dog)

Mike S.



Sevvy is Autumn Camo!

3 1



Snuggles!

Paul W.





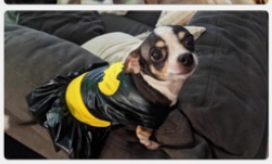
Jake E.



Bruce

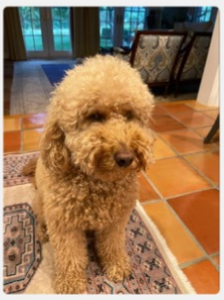
Gary k.





Super dogs for Halloween

Taesung K.



8

His name is cooper

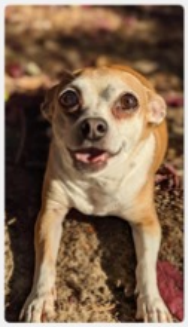
Rogér B.





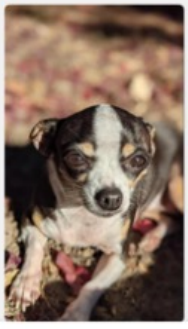
Meet Muffin

Gary k.



One of our chihuahuas, Emma ❤️

5



Jeff Z.



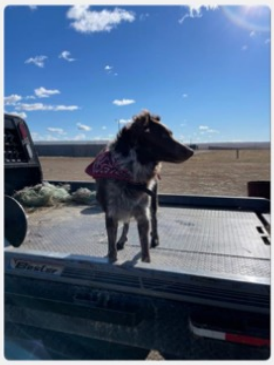
Goose and her turkey hat

Jake E.



Happy holidays from Bruce

Michael J.



Pete had a blast on the ranch this weekend. He volunteered to herd some calves without us asking him, and got kicked by a horse. 10/10 will be back again.

CEA THROUGH THE YEARS

CEA was founded in 2008 in Hong Kong. Since then, we have come a long way, and the expansion of our team has been an incredible journey of growth, learning, and success.

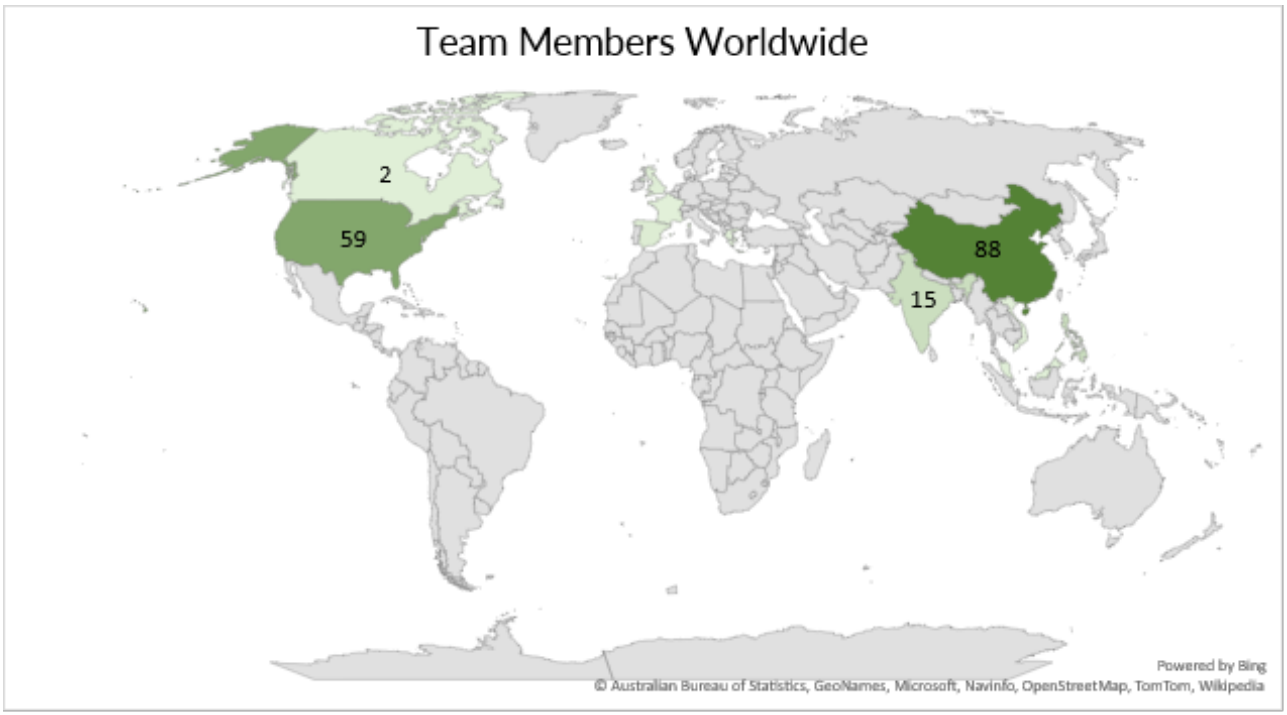
In 2008, CEA's only core services dealt with Quality Assurance and Supply Chain Management needs for modules; however, by 2010, the CEA team had set up operations in Shanghai, and successfully executed more than 100 client engagements. By 2013, CEA had clients or executed projects in 15 different countries and the service offerings expanded into Engineering Services and Market Intelligence. By 2015, the team expanded to over 40 team members in 3 countries and the service offerings include Energy Storage and new capabilities within our Engineering Services team and had achieved ISO 9001 certification. Moreover, 2016, 2017, and 2018 saw the establishment of teams in the Philippines, Vietnam, and Australia respectively as well as achieving 15GW of cumulative projects, 150 audited factories worldwide and completed projects in 45 countries. By 2019, CEA had successfully executed over 1000 client engagements with over 55GW of solar experience and 1GWhr of energy storage as well as successful NPS results of 60+ for 30% of all projects. At the end of 2021, CEA's team had expanded to 175 industry professionals in 13 countries with 125GW and 8GWh of solar and energy storage experience.

Team Members Worldwide

CEA's team has 175+ professionals with cumulative 1,000+ years of industry experience including 135+ engineers serving the solar PV and energy storage industries through our expertise in PV modules, racking, inverters, batteries, and energy storage system.

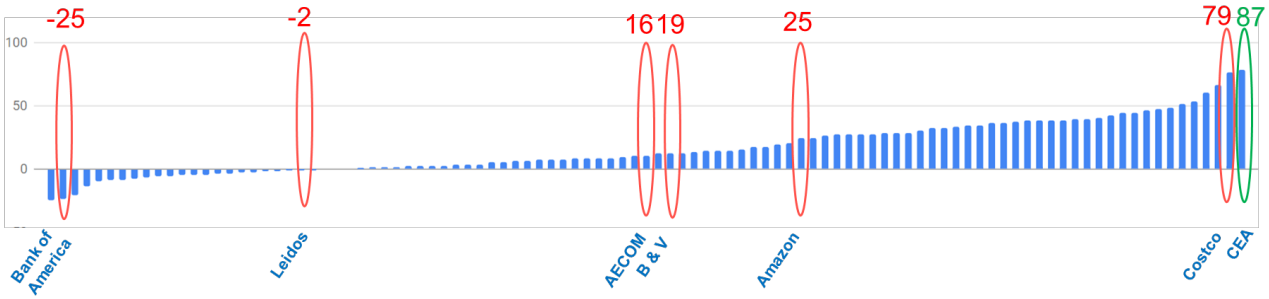
CLEAN ENERGY ASSOCIATES (www.cleanenergyassociates.com) helps buyers and long-term owners of solar and energy storage equipment buy the right products and ensure they are properly manufactured and installed. The rapid growth of the clean energy industry is exhilarating but the explosion of new technologies, new companies, new factories, new markets, and new business models can be hard to stay on top of and brings new risks. From our headquarters in Denver and our Asian base in Shanghai, CEA provides our clients with investment confidence as we allow them to get a "peek behind the curtain" to understand what is really happening upstream in supply chains and production facilities and downstream in project design and execution. CEA's global team has helped our diverse customer base of project developers, EPCs, IPPs, and financial institutions understand industry trends and market dynamics, select the best suppliers, negotiate the best contracts, carefully audit production processes, test equipment in the field, and perform technical and acquisition due diligence. Our experience executing over 100 GW of solar and storage projects in over 65 countries, including work in over 350 production facilities, is invaluable to our clients as they navigate the ever-changing and hyper-competitive landscape of clean energy.

Team Member Growth



Net Promoter Score (NPS)

Net promoter score (NPS) is a widely used market customer loyalty and satisfaction measurement taken from customers surveys. This score takes the form of a single survey question asking respondents to rate the likelihood that they would recommend a company, product, or a service to a friend or colleague. Many companies have deployed NPS over the last few decades and CEA started adopting this metric for customer satisfaction in 2018. Since achieving a score of 60 in 2019 with a 33%, CEA has invested in our process and adhereance to obtaining strong customer feedback and consequently in 2021, the team achieved an average score of 87 with a 48% response rate. CEA is proud of our prominent levels of customer engagement and looks forward to performing above and beyond with all of them. A number of other companies have been highlighted as a point of comparison for NPS and this data can be referenced from Customer Guru as of December 2021.



LOOKING AHEAD TO 2022

It's fitting that the 2022 lunar year is the year of the tiger, as CEA intends to move forward in leaps and bounds!

Over the past fourteen years, CEA has grown rapidly and 2022 will be no exception as we continue to invest in our operations and processes built around ISO 9001 and the launch of our Project Management Office (PMO). Our team will continue to coordinate project work around the world and to implement new process improvement across our global company. We are eager to find solutions that can be applied globally to our teams in 13 countries yet localized appropriately to maintain baseline standards for our operations. Our PMO will allow us to achieve our full operational potential and work closely with our Business intelligence and Technology Solutions (BiTS) team to use automated processes to streamline our effort.

In 2022, we are also focusing on growing our business in Europe. Following policy trends in many European countries, the demand for solar quality assurance services is growing significantly. We aim to grow our team in Europe to support the strong demand from our European customers.

Another big initiative on our agenda is growing our CEA family to include an ever-more diverse and inclusive leadership team. We have a responsibility at CEA to use our platform in the solar industry to lead - that means elevating talent to reflect our world. Diversity does not happen passively. At CEA, we accept the responsibility that diversity initiatives must be a forward strategy to pull people in and up. The CEA Leadership Development Program (LDP) is in the 4th year of operation and helps to shape dozens of global CEA teammates every year to lead in the workplace of today and tomorrow.

2022 is full of opportunity and we welcome the challenge to fortify our core values and to be ready for the many more years to come! At CEA, our unending curiosity and enthusiasm to perform above and beyond endow us with the passion, creativity, and gusto to go forward in the year of the tiger with a roar!

CORPORATE SOCIAL RESPONSIBILITY (CSR)

At CEA, we care deeply about our impact on society as 'creating a better future' is part of our core purpose. We seek opportunities to impact society and view Corporate Social Responsibility as a way to give back to our communities. We are committed to influencing all spheres of society and using our capabilities in supply chain and engineering to help others. As early as 2014, the CEA family has sponsored CSR activities and we are proud to show a few examples below, as these activities benefit our team members, clients and our respective communities.



In 2014 we helped install rooftop solar modules at a local school in Pudong, Shanghai.

In 2016 we helped the Idaho Youth Ranch install modules that delivered 100kWdc, thus helping them reduce their yearly carbon emissions by 200 tons.





We firmly believe that our values are our moral compass, and this is best proved when we make the choice to help people even though it comes with significant financial risk. In 2017 we undertook a project in southern Cameroon, a region we were quite unfamiliar with.

We helped a local off-grid community medical center by building a 2.6kW solar installation. The process included designing, procuring, and installing the system. We faced several challenges during the execution of this project: receiving the needed approvals from the government in a country where we had no contacts, getting our materials on site as the village is in a remote location and so on. This is not a project that we would ordinarily undertake due to the risk posed, but we completed it because it was the right thing to do.



CSR projects are not just something that we do only when we need to- they come from the goodness of our family's hearts. In 2019, our ES team was at work in Vallejo in Northern California, when they decided to take a day off to volunteer with GRID Alternatives- a non-profit organization. They spent the day installing a 2.6kW rooftop PV system for a local household, helping them avoid 26 tons of carbon emissions.

Educating new generations of students about renewable energy and creating awareness about the energy transition toward renewables is crucial.
In 2021, our CEO and Founder Andy Klump spoke to over 100 students in the year 2 class at Wellington College regarding the future of solar energy, energy storage, and electric vehicle charging, to educate them about how they can support further decarbonization in their daily lives and create a better future.



CEA will continue reaffirm our commitment to creating a better future for communities around the world, so if you'd like to learn more about our CSR activities, please visit our website: https://www.cea3.com/corporate-social-responsibilty

FINAL NOTE FROM THE CEO AND FOUNDER, ANDY KLUMP



Since starting in the solar industry in 2006, I have been energized by the opportunity to deploy renewable energy globally and am honored to have expanded my network of industry professionals around the world. Since establishing CEA in 2008, I've been amazed by the contributions of our talented team of 175+ professionals in 13 countries. The rapid growth of CEA's team and client projects is a reminder to me of the massive cultural transformation of the company since I started. I'm extremely proud of launching another Annual Culture Book, as this document encapsulates a small part of our dynamic culture, but I invite every one of you who read this book to get to know our team and experience this culture for yourself.

I'd like to thank Ivana Piric, Nicole Yang and the countless other team members who have offered their time and contributions to this document as your participation demonstrates CEA's culture on so many dimensions. I look forward to sharing many more culture books in the future as CEA continue to pursue our CORE PURPOSE:

We believe that by helping our clients and stakeholders deploy solar and storage solutions worldwide, we are CREATING A BETTER FUTURE!

The journey continues in 2022 as we prepare for another record year of growth and FUN...

Stay in touch with CEA at 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 being part of this effort to create a better future, consider viewing our recent job openings: https://www.cea3.com/careers