

SCALING UP GREENCELLS

The **Scale Up** Framework

Version 1.0 © Greencells GmbH 10/2025

FOREWORD

Dear colleagues,

Over the past years, Greencells has grown from a pioneering team into one of Europe's leading providers of utility-scale solar solutions. This growth was not accidental, it was driven by our expertise, our determination, and above all, by the values we share.

With Scale Up, we are taking the next decisive step. At the heart of this journey stands our purpose: We build clean energy solutions for a better tomorrow. In this handbook, you will find what this means for us as a company and how our value proposition and our core values guide the way we work together as one Greencells.

I invite you to read this handbook not as a rulebook, but as a source of inspiration and orientation. Let it guide your decisions, your actions, and the way you contribute to our shared mission. Together, we will continue to grow – sustainably, responsibly, and with the excellence that defines Greencells.

Thank you for your dedication and for shaping our future with us.

Sincerely,
Fabian Herr
CEO

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COMPANY PURPOSE

We build
clean energy solutions
for a **better tomorrow.**

OUR COMPANY PURPOSE

This purpose reflects our commitment to designing, constructing, and operating solar power plants that deliver sustainable value – for our partners, communities, and future generations.

VALUE PROPOSITION

A value proposition is a concise statement that explains the unique value a company delivers to its customers. It highlights how a product or service solves a problem, meets a need, or improves a situation. It also shows what makes the offering better or different from competitors. A strong value proposition is clear, specific, and focused on the benefits to the customer.

The GC value proposition will be published and made visible to customers on

- Website homepage + access to customer portal
- Marketing materials
- Pitch decks / Company Presentations

Why? With over 3.3 GWp of installed capacity and a proven track record across more than 20 countries, Greencells is one of Europe's largest solar EPC providers and a trusted partner to leading stakeholders in the renewable energy sector. Leveraging our deep technical expertise and the exclusive Full Visibility Assurance, we empower IPP's and Utilities to scale efficiently, ensure bankability, benefit from enhanced visibility, and navigate project complexity with confidence.

- Full Visibility Assurance

VALUE PROPOSITION

**GREENCELLS IS THE EPC
PARTNER OF CHOICE
COMBINING GERMAN
ENGINEERING, GLOBAL
EXECUTION EXPERTISE AND
UNMATCHED PROGRESS
VISIBILITY* TO ACCELERATE
AND DE-RISK UTILITY SCALE
SOLAR PROJECTS.**

OUR CORE VALUES

ACCOUNTABILITY

WE TAKE OWNERSHIP

We step up, stay on task, and deliver!

We take responsibility for outcomes, challenges, and the way we work together.

We're dependable, determined, and not afraid to be accountable.

- Take initiative and follow through on tasks without being reminded
- Own mistakes and fix them proactively
- Don't shift blame or ignore problems, hoping someone else will fix them
- Don't avoid responsibility when things get tough



OUR CORE VALUES

PROACTIVITY

WE ARE HANDS-ON

We get things done!

We act fast, solve problems, and support each other. Structure and effectiveness matter more to us than long discussions - We move!

- Jump in where help is needed – even beyond the official role
- Work in a structured, solution-focused way
- Don't wait for someone else to fix the issue
- Don't focus more on talking than actually doing





INGENUITY

WE LISTEN, THINK AND SOLVE

Every idea counts.

We value diverse perspectives and creative thinking and we turn them into smart, structured solutions that work, even when things get complex.

- Listen to different opinions and turn ideas into practical solutions
- Stay open to new ways, especially when the challenge is complex
- Don't ignore input from others or shut down ideas too early
- Don't stick to familiar approaches, even when they clearly don't work

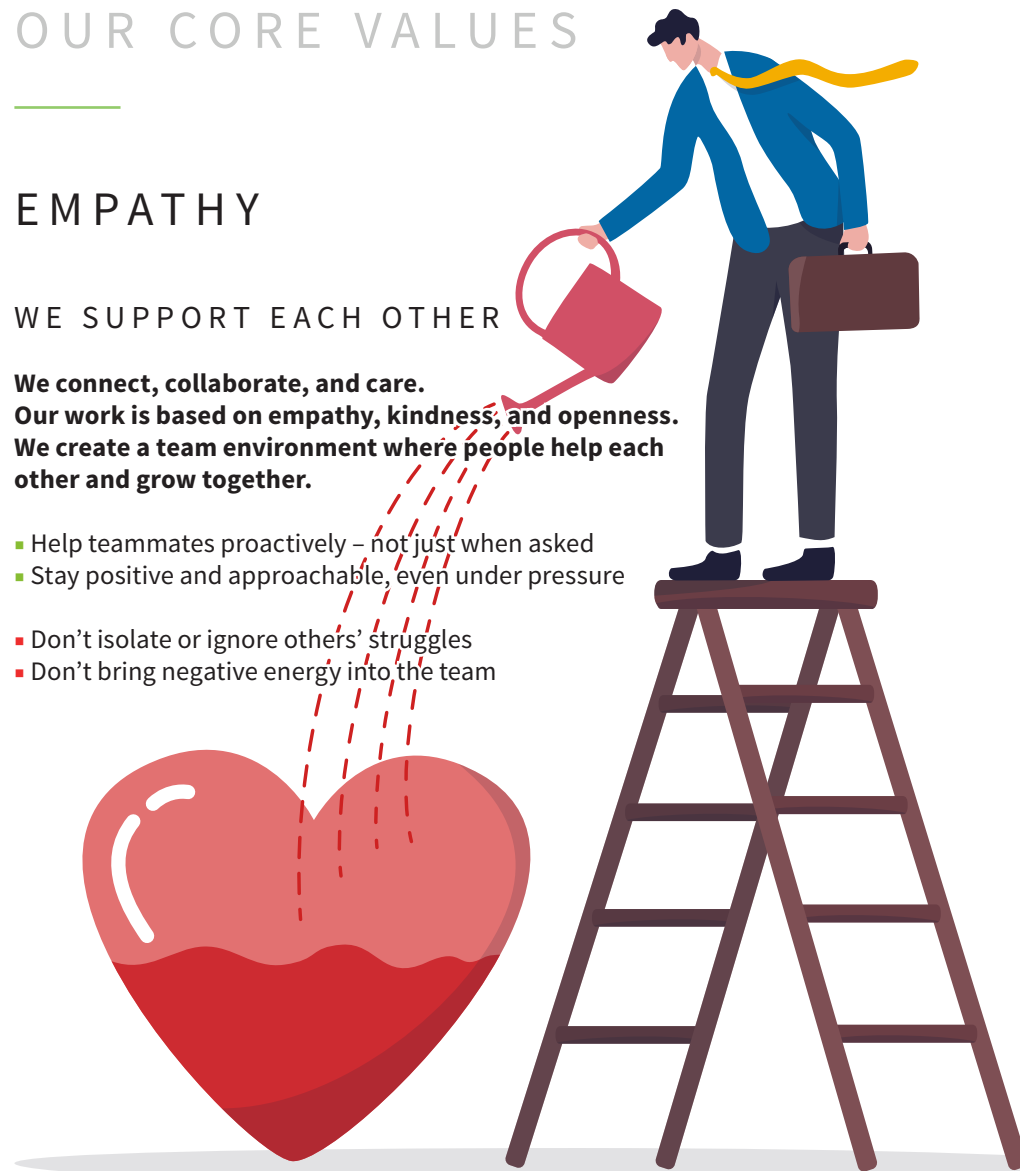
OUR CORE VALUES

EMPATHY

WE SUPPORT EACH OTHER

**We connect, collaborate, and care.
Our work is based on empathy, kindness, and openness.
We create a team environment where people help each other and grow together.**

- Help teammates proactively – not just when asked
- Stay positive and approachable, even under pressure
- Don't isolate or ignore others' struggles
- Don't bring negative energy into the team



OUR CORE VALUES

EXPERTISE

WE DELIVER WITH EXCELLENCE

We combine technical expertise with experience and thoughtful execution.

Our mindset and collaborative approach help us deliver reliable, high-quality results every time.

- Know your tools, understand the project, and share your know-how
- Work precisely and deliver consistent results
- Don't rely on gut feeling instead of solid knowledge
- Don't avoid asking for help when you don't know something



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GREENCELLS' BHAG

Big Hairy Audacious Goal

WHAT IS A BHAG?

A **BHAG** – a **Big Hairy Audacious Goal** – is a bold, long-term vision that challenges us to think big and act with ambition. It is not about what is easy or obvious today, but about setting a clear, inspiring target that unites us and drives us forward over decades.

OUR BHAG

By 2040, Greencells will be the trusted EPC partner for utility-scale solar projects with a total installed capacity of 20 gigawatts – delivering clean energy to more than 17.5 million people and shaping the future of sustainable power.

