



Inovateus Solar™

DEVELOPMENT | ENGINEERING | PROCUREMENT | CONSTRUCTION

2022 SUSTAINABILITY REPORT

Our Commitment to Sustainability & Progress



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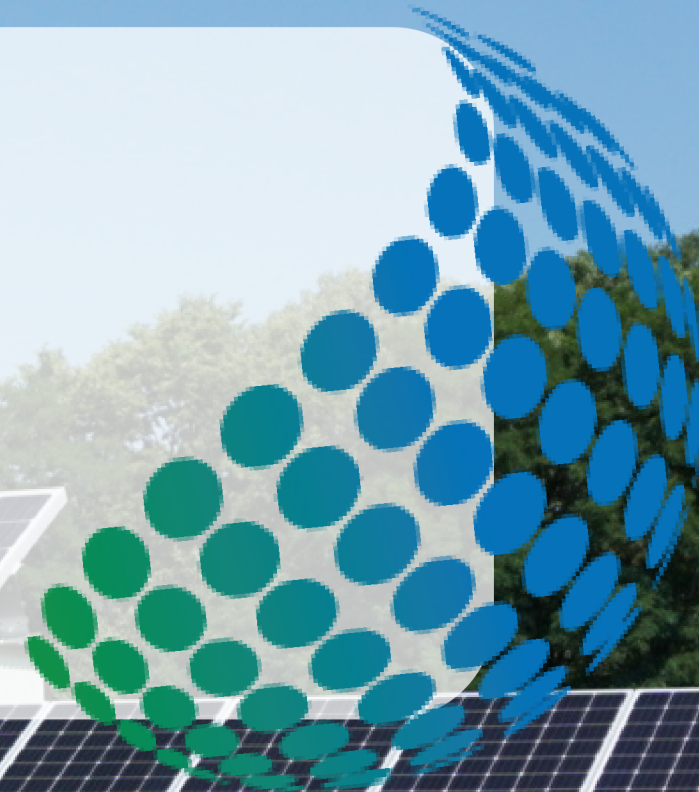
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WHO WE ARE





OUR MISSION

Inovateus Solar was founded with the mission of creating innovative energy solutions for our clients. Today, we are the top Midwest solar energy provider to businesses, municipalities, schools and utilities.



OUR COMMITMENT

Inovateus Solar has made a commitment to actively reduce our customers' carbon footprint and the waste we send to landfills. A significant achievement and initiative for Inovateus in 2021 was signing the Climate Neutral Now Initiative pledge created by the United Nations Framework Convention on Climate Change, to commit to achieving net-zero GHG emissions by 2050.





To minimize environmental impacts concerning all activities, products, and services, we shall:



- ✓ Comply with all applicable environmental legislation and sustainability commitments
- ✓ Include the consideration of environmental issues in all business strategies and initiatives
- ✓ Prevent pollution and reduce consumption of resources through waste management strategies that promote waste minimization reuse, recovery and recycling, as appropriate
- ✓ Adopt a procurement program that takes into account the environmental impact of products and services, and supports the purchase of energy-efficient products
- ✓ Encourage environmental protection among suppliers and subcontractors
- ✓ Pursue a program of continuous improvement (PDCA - Plan, Do, Check, Act) by reviewing our EMS and related objectives and targets, policies and practices
- ✓ Develop and maintain environmental management programs with objectives and targets to minimize adverse environmental impacts
- ✓ Provide all team members with the knowledge and tools needed to meet the goals of this policy and to actively participate in efforts to prevent negative environmental impacts
- ✓ Develop environmental goals and targets relevant to project fulfillment, and taking actions to achieve those goals and targets
- ✓ Continually improve the effectiveness and efficiency of environmental management through assessments, performance and cost metrics



SOLAR ENERGY'S CHANGING MARKET IN THE U.S.

In 2022 solar accounted for 50% of all new electricity - generating capacity, the 4th straight year solar has led this category.

The Inflation Reduction Act (IRA) has accelerated the adoption of solar energy as a material and permanent component of the U.S energy supply portfolio. This legislation has provided the long-term extension of a 30% investment tax credit (ITC) as well as features for U.S. domestic content requirements and projects located in "Energy Communities".

American Clean Power in their April 2023 report estimate that the IRA has already spurred record levels of capital investment in solar energy facilities, "including 46 newly announced manufacturing plants, 18,000 new jobs and \$150 Billion in investments over the first 8 months since the IRA's passage into law."

The solar industry is rapidly transitioning from an infant industry, characterized by small entrepreneurs, policy influencers and undercapitalized providers to a maturing business sector composed of global financial institutions, highly capitalized developers and experienced engineering, procurement, and construction firms. Quite literally, every aspect of the industry is maturing. The nature and breadth of this maturation process mirrors, in many ways, the launch of the deregulated gas fired cogeneration surge in the late 1980's and 1990's.



GW installed in 2022

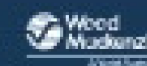
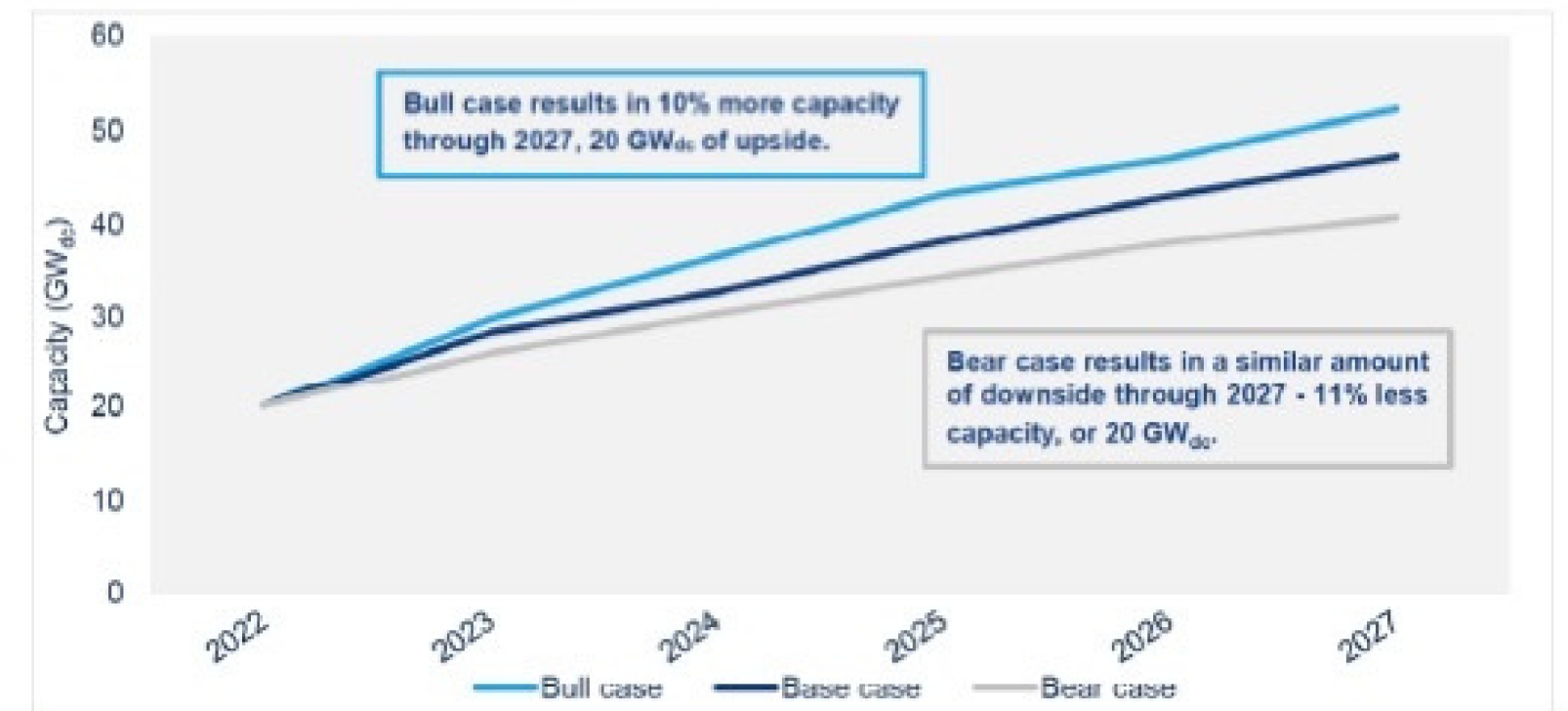


GW installed in the U.S as of 2022



% of new electricity generating capacity in 2022 from solar

Forecast scenarios for total solar installations



Source: SEIA/Wood Mackenzie Solar Market Insight Report 2022 Year in Review

As of December 2022, solar power constituted approximately 4.7% of installed electric power generation in the United States. Projections have the solar market tripling in size by 2028.

WHAT WE DO





INOVATEUS BUSINESS IMPERATIVE



With these material changes in the structure, conduct and performance of the solar market, it was imperative that Inovateus adapt to both the challenges and the opportunities created by the changing market conditions in the solar industry. Inovateus was challenged to:

Create "**Business Capability**" -- capital, managerial and construction fulfillment features to not only meet but excel in a vibrant and competitive marketplace.

"**Stewardship Mission**" -- continue to trumpet and act on its core commitment to environmental stewardship and sustainability that has differentiated Inovateus over our 15-year history.



THE INOVATEUS BUSINESS STRUCTURE

Inovateus felt strongly that simply trumpeting our vision and commitment to environmental sustainability without the execution capability to make a difference was simply a hollow claim. To ensure this capability, Inovateus has implemented a business structure to propel us towards the success required to attain sustainability.

Longevity

Inovateus' 15-year history in the solar market is testimony not only to both the clear line of sight of its founders, but also to Inovateus' continual success in meeting customer needs in a constantly changing and challenging marketplace. We are proud of our long-term commitment to sustainability. Even when the markets and regulatory structures were skeptical, we educated and honored our commitments.

Structure

Today's solar market customer's demand reliability, irrespective of whether the customer requires a 1MW facility for a small college/municipality or a utility scale 150 MW facility as part of a regional power supply source. We needed to respond to the market demand as a reliable, experienced, and prudent business organization.

For Inovateus, reliability meant ensuring that we possessed sufficient:

Capital Capacity

to support active involvement in the development, construction, and transfer of solar projects-for customers or for our own balance sheet

Managerial Professionalism

to engage seriously with a range of stakeholders in the sector including federal policy influencers, local county constituencies, union representatives, corporate decision makers, financial bonding, underwriting parties and subcontracting firms of all shapes and sizes

Construction Project Fulfillment

skill sets to undertake the engineering procurement and construction

For these reasons, Inovateus needed to transform ourselves to meet the needs of the changing solar market and the demands of its customers.





CAPITAL CAPACITY



GALWAY
SUSTAINABLE CAPITAL

In 2022, Inovateus invited Galway Sustainable Capital to serve as our capital partner where they provided a majority stake investment into Inovateus and afforded us standby capital strength required by Inovateus to participate confidently in pursuit of any compatible solar development or construction opportunity.

Galway Sustainable Capital (GSC) is a specialty finance company investing in businesses that holds the promise of a better future for all. They invest in companies, projects and assets that promote environmental and social resilience through locally-based solutions, ultimately building platforms that use resources more efficiently.

A Message From Galway

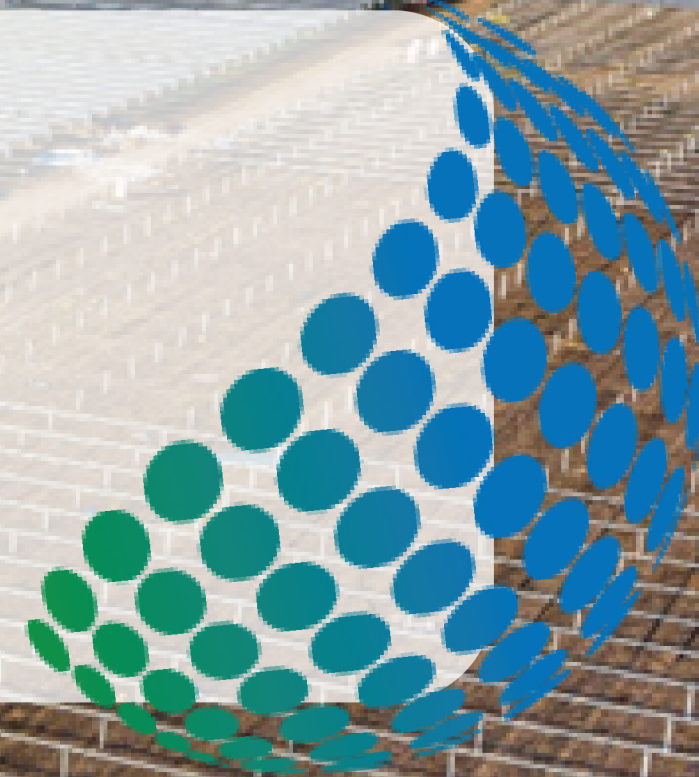
“At Galway Sustainable Capital, we seek out opportunities to deploy capital in ways that generate competitive returns for our investors while also advancing a more sustainable future. That’s why we chose to invest in Inovateus Solar — over the past 14 years, Inovateus has proven itself as a leader in the transition to a more sustainable energy system. In 2022, we were pleased to see Inovateus continue to scale its impact with new achievements in solar development and engineering, procurement, and construction (EPC). We look forward to continuing our partnership with them as we work together to build a more sustainable future.”



Rich Haddon
Operating Director,
Galway Sustainable Capital



OUR LEADERSHIP





MANAGERIAL PROFESSIONALISM



Inovateus Solar's mission is to provide the best integrated solar PV systems to our customers so that they harvest the value of secure, reliable, cost-effective, and sustainable energy sources. Our commitment to renewable energy and energy independence drives us to be on the leading edge of technology and implement the best solutions for our clients in what is the most quickly evolving technological sector of the entire energy arena. We do this by managing our business with integrity and the highest ethical standards while acting in an environmentally responsible manner.

Our new and recently adopted logo shown below is our way of announcing to the community that we have reconstituted our entire team into a high-performance organization that is capable of providing a vertically integrated set of capabilities to perform:



Inovateus Solar™
DEVELOPMENT | ENGINEERING | PROCUREMENT | CONSTRUCTION

- **Project Development** from concept to financing,
- **Project Financing** for clients or for our own balance sheet,
- **Engineering** from pre-construction to final 100% approved drawings,
- **Procurement** for large and small facilities located anywhere in the United States, and
- **Construction and Fulfillment** for all of our clients located from Maine to Washington State for utilities, developers, universities and private industrial settings.



EXECUTIVE TEAM

To achieve our mission, Inovateus has assembled an executive team that is experienced, highly capable and seriously mature in understanding the responsibilities it holds for all stakeholders of Inovateus from its investors, employees, customers, business partners, local communities and the environment.

Collectively, the senior executive team collectively holds more than 300 years of executive business experience in the energy finance, development and construction sectors.



Nathan Vogel
SVP Market Development



John Jackson
SVP and COO



Timothy Sutherland
Executive Chairman



Mike Haga
Vice President, Construction



Chris Malkar
SVP Business Development

The experience of our executive team notwithstanding, we know we cannot achieve our mission as a solo exercise. Our fulfillment partners are the key ingredients to our success. For this reason, as we select our fulfillment partners, we seek out those who evidence competence but also shared commitment to our sustainability goals.



OUR EMPLOYEES C.A.R.E.

Finally, and perhaps most fundamentally, the foundation of our success is the strength of our employee base and the values they hold.

We recognize the importance of our employees, and we seek to have them contribute to Inovateus' further success as they develop their careers with us. Inovateus Solar strives to provide an environment that encourages employees to advance to their fullest potential. Our mantra is C.A.R.E.

We expect all employees to demonstrate our core values of:

- C Career Development—Technical and Personal Growth**
- A Aspirational Vision—Achieving the Unimaginable**
- R Results—Corporate and Personal**
- E Esprit de Corps—Team Interdependence and Community Bonding**



We want our employees to know what they can expect from Inovateus and what the company expects of them.

Nathan Vogel, SVP Market Development, is an example of our testimony to stewardship of both high business performance and sustainability.



I've had the pleasure of witnessing the growth of Inovateus Solar from a small startup to a leader in sustainability and the solar industry. I've been fortunate to work alongside some of the brightest minds in the industry, each contributing their unique talents to our collective mission. I am filled with a profound sense of pride and accomplishment to be a part of the Inovateus Solar Team.

CONSTRUCTION PROJECT FULFILLMENT





PROJECT HIGHLIGHTS- HONEYSUCKLE SOLAR

Inovateus Solar will be serving as the prime EPC contractor for Honeysuckle Solar, the first utility-scale solar array in St. Joseph County, IN. This \$250 million privately funded renewable energy initiative, situated in St. Joseph County east of New Carlisle, will contribute locally generated electricity to the grid, bolstering Indiana's energy independence and security. The project is anticipated to achieve commercial operation by early 2024.

In a significant development in February 2023, Lightsource bp and AEP Energy Partners (AEPEP), a subsidiary of American Electric Power, a major player in the wholesale energy sector, entered into a Power Purchase Agreement for Honeysuckle Solar. AEPEP will purchase the solar energy generated by the project, enough to power approximately 27,000 homes in the United States. This partnership highlights the advantages of solar energy, including long-term price stability, disconnected from the volatility of fuel prices, and underscores the project's role in contributing to a sustainable energy future.





PROJECT HIGHLIGHTS- HONEYSUCKLE CONT.

Honeysuckle Solar is also committed to supporting U.S. manufacturers, sourcing solar panels from First Solar, utilizing smart solar trackers from Array Technologies, and procuring steel from Nucor.

Located just 10 miles west of South Bend, Indiana, the Honeysuckle project serves as a compelling example of how utility-scale solar initiatives can profoundly impact the American job market and bolster domestic supply chains. In its construction phase, the project is generating approximately 200 direct construction jobs, while also benefiting hundreds of workers throughout the U.S. supply chain. Notably, South Bend's Inovateus Solar LLC, serving as the construction contractor, prioritizes local labor for mechanical, electrical, and civil work, resulting in over 75% of the direct construction workforce being drawn from the local community.

Moreover, beyond its environmental benefits, the Honeysuckle project is making a substantial contribution to the local community by injecting an estimated \$30 million into the area throughout its project lifespan. This financial boost will directly support local schools and essential services without necessitating a tax increase for citizens. Additionally, project developer Lightsource bp is furthering its commitment to the community by providing a \$3 million economic development payment to St. Joseph County, empowering county officials to allocate these funds in ways that best serve the community's needs.





PROJECT HIGHLIGHTS- THE CININNATTI ZOO



Inovateus Solar has been awarded the prime EPC contract to build a 28 MWdc solar array on over 230 acres of land along the backdrop of the historic zoo in Lebanon, Ohio. The project was initially developed by Melink Solar Development and Soltage, LLC, but is now owned by Harrison Street, one of the leading investment management firms exclusively focused on alternative real assets.

The project, slated to be done in 2024, will accelerate clean energy production in Ohio and provide more than one hundred new local construction jobs over a 12-14 month period. The project will use 52,000 VSUN 540W bifacial panels, Solectria inverters, and FTC tracking systems to increase production and array efficiency.

Additionally, pollinator plants and eco-friendly habitat will be integrated into the array, along with the potential for sheep grazing! The Cincinnati Zoo & Botanical Garden has been working behind the scenes for over a decade to be able to leverage a portion of their farm property for a significant solar array. They are excited to finally see this dream come to fruition, furthering the commitment to clean, renewable energy. The project is critical to advancing decarbonization in Ohio, abating 28,520 metric tons of carbon dioxide (CO₂) annually. A zoo touches so many young people and provides a fantastic opportunity to spread the message about protecting animal habitat and our planet, contributing to project vitality. Harrison Street is among the most active investors in alternative real asset sectors—including solar and clean energy infrastructure. Since 2018, Harrison Street has committed over \$1.2 billion in equity across investments in wind, solar and hydroelectric projects, accumulating in a renewable energy portfolio of over 1 GW installed capacity.



**OUR STEWARDSHIP
MISSION**



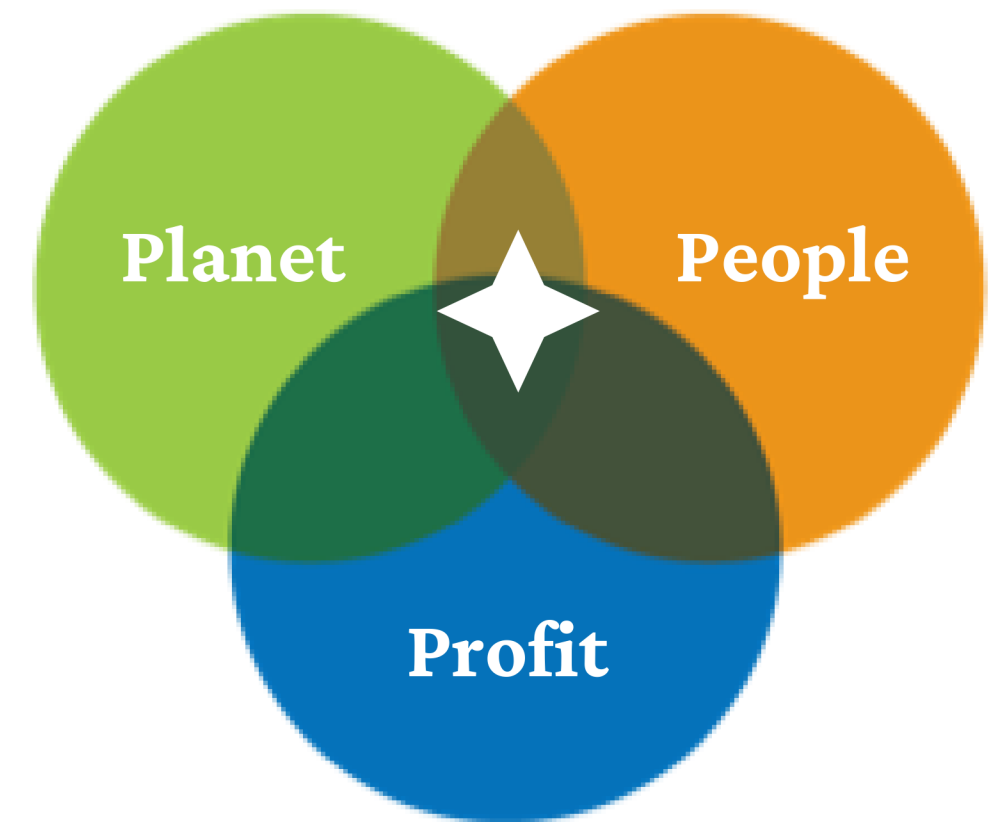


STEWARDSHIP MISSION



Inovateus Solar is driven by a commitment to stewardship and sustainability, creating a foundation for positive global change and fostering opportunities for future generations. From the services we provide and projects we undertake to our partnerships and company culture, Inovateus prioritizes operating in a socially and environmentally responsible manner.

Looking towards the future Inovateus recognizes that adhering to our stewardship mission must be precursored by financial stability; without recurring profitability there is no business platform to build a brilliant tomorrow. Our recent growth in solar development and construction has enabled us to allocate resources to environmental protection, economic growth and quality of life. Embracing John Elkington's concept of the 'triple bottom line' -people, planet, and profits- we aim to intelligently shape our purpose intertwining equality, environment, and economics. At the convergence of people, planet, and profit, lies a focal point labeled 'prosperity', symbolizing a world where business acts as a catalyst to achieve the essential: a thriving coexistence of humanity and the economy. Working within this framework, Inovateus is continually striving to enhance our positive impact on all of the communities we have the privilege to work in.



 **Prosperity**



OUR STEWARDSHIP MISSION: DIALING IN 3 AREAS OF FOCUS



MINIMIZE WASTE IN OUR OPERATIONS (Planet)

Eliminating the waste that goes to landfills and preserving Earth's precious and finite resources are two major initiatives at Inovateus. For potential waste at job sites, buildings or anywhere else, extra measures go into finding a use for material that would otherwise be transported to a landfill. Resource preservation includes reducing consumption, respecting Earth's resources, recycling, reusing and reinventing waste. Responsible usage and reduced consumption of goods and resources are highly encouraged internally, as well as externally with all partners.



MAXIMIZE OUR ENVIRONMENTAL CONTRIBUTION (Profit)

For Inovateus, being "energy intelligent" means reducing negative carbon footprints (GHG emissions) by conserving energy and using energy wisely. In turn, energy conservation and efficiency produce capital gains through energy savings while having a net positive impact on the environment. Renewable energy, especially solar, is a prime example of energy intelligence.



PROMOTE SUSTAINABILITY IN OUR COMMUNITIES (People)

Creating a culture of safety, health, wellness, and innovation for all leads to more vitality for the Inovateus team, as well as the community. It creates a more sustainable ecosystem that contributes to a more positive future and a more brilliant tomorrow! To be a good steward and act sustainably, Inovateus team members believe the foundation starts with an individual's balance of safety, health, wellness and giving back. That balance creates vitality and opportunities for community improvement.

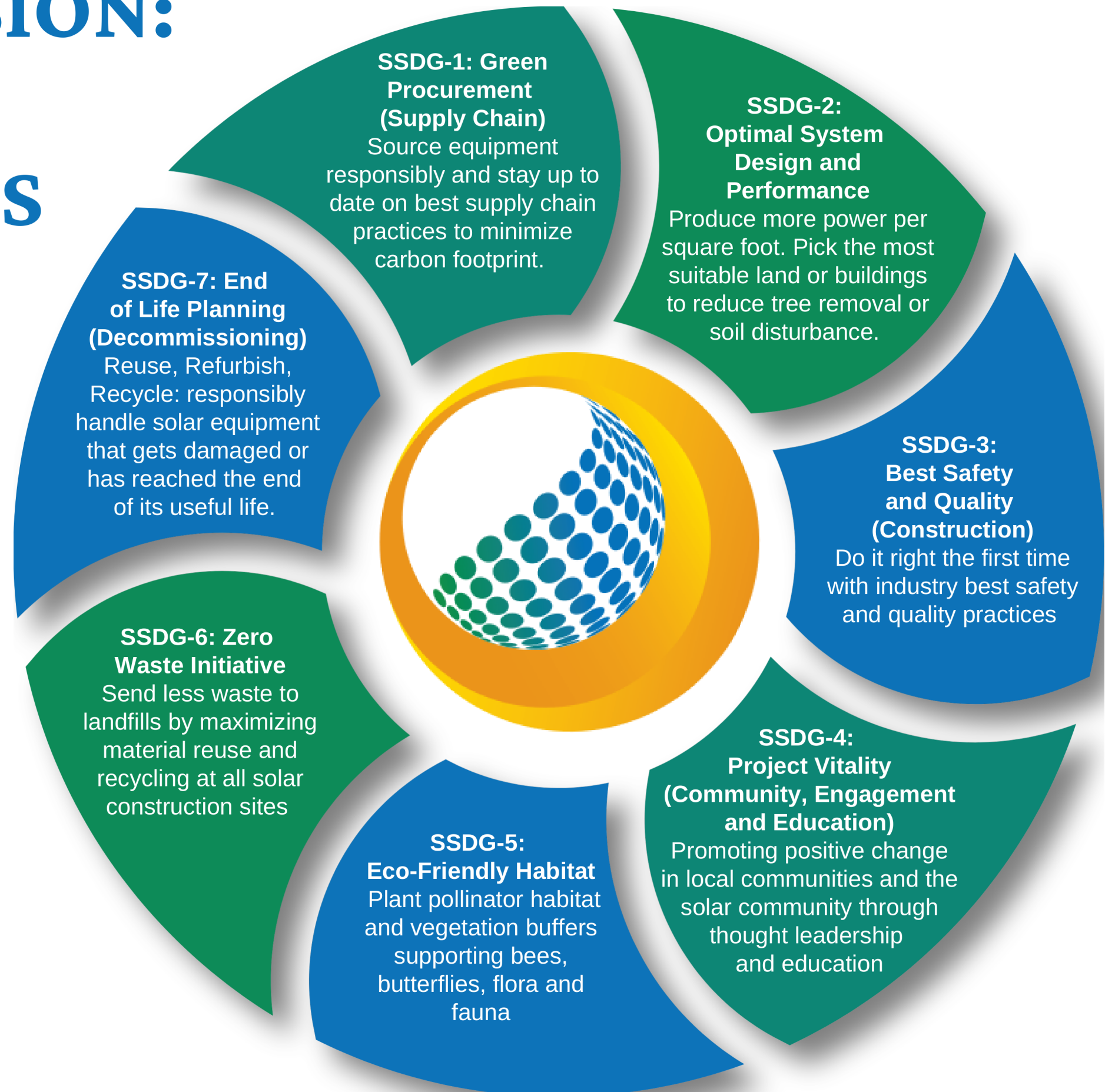


ACHIEVING OUR MISSION: SUSTAINABLE SOLAR DEVELOPMENT GOALS

With the help and inspiration of industry best practices and extensive research, the Inovateus Team developed seven pillars we designate as Sustainable Solar Development Goals (SSDG).

These are to be practiced internally, with key partners, stakeholders, and the industry as a whole.

These 7 goals cover solar from a circular or turnkey approach.





REFLECTING ON OUR SSDG OF 2022



SSDG-1

Green Procurement 2022: Jefferson Gerwig, Senior Director of Procurement and Preconstruction receives Certified Green Purchasing Professional accreditation from the American Purchasing Society.

SSDG-2

Optimal System Design and Performance 2022: Awarded prime EPC contract on Honeysuckle Solar, a \$250 million privately funded solar initiative.

SSDG-3

Best Safety and Quality Construction 2022: The team has developed their own Safety & Quality Manual following the elements of ISO 90001.

SSDG-4

Project Vitality 2022: This year Inovateus delivered 20 educational resources totaling 2 published educational resources on sustainable solar development over the last 4 years.

SSDG-5

Eco Friendly Habitat 2022: Inovateus is now at 500 acres of pollinator habitat planted or under development, with 230 acres under development in 2022.

SSDG-6

Zero Waste Initiative 2022: This year Inovateus recycled 37.29 tons of materials, totaling 216.66 tons since 2019.

SSDG-7

End of Life Decommissioning 2022: Continuing to develop best practices of recycling on site material.



SSDG 1: GREEN PROCUREMENT



Green Purchasing Certification - For Inovateus to meet its sustainable mission with both short-term and long-term goals, it requires buy-in from all departments. In December of 2020, Inovateus' Senior Director of Procurement and Pre-Construction, Jefferson Gerwig, received his Certified Green Purchasing Professional accreditation from the American Purchasing Society.



The two-part course underlined how achieving sustainability goals come in tandem with cost savings. With procurement playing a leadership role in cost savings, the course demonstrated the ways that cost savings measures already in place can also achieve sustainability goals as well. Whether through the three R's (reduce, reuse, recycle), energy conservation efforts, new green construction methods, or a whole host of additional sustainability agenda items, procurement can make a significant contribution in both cost saving and sustainability efforts.

With the so-called 'Green Revolution' rapidly in motion, businesses of all sizes are relying on their procurement teams to drive sustainability throughout their supply chains and communicate corporate social responsibility standards with suppliers. One of Jefferson's top goals for 2023 is to collaborate with others in further developing the Green Purchasing Sustainability Plan for Inovateus.



SSDG 1: GREEN PROCUREMENT CONT.

The plan is practical and applicable, with intrinsic cost savings means embedded. The plan requires continuous input from micro stakeholders such as customers, employees, and suppliers, as well as macro stakeholders, such as the environment, community, and our economy. The stewardship team is exploring certifications like the EPEAT Ecolabel for solar modules, with help of the Ultra-Low Carbon Solar Alliance. Additionally, as they dive into bigger solar projects, they will further explore third party solar module quality testing and traceability.

Environmental Management System (EMS)

In 2020, Inovateus started a journey of following and abiding by the ISO (International Organization for Standardization) 14001:2015 Environmental Management System. The company is seeking to manage environmental practices more systematically, as well as follow the environmental policy statement that was implemented. Moving to digital documentation processes, traveling smart, efficient shipping and packaging are all too important when it comes to stewardship and sustainability. Reducing time, resources, and environmental impacts all at the same time is a triple win.



ULTRA LOW-CARBON
SOLAR ALLIANCE TM Pending





SSDG 3: CONSTRUCTION

The Inovateus motto for building solar arrays is “do it right the first time” - regarding industry best safety and quality practices. Inovateus and its subcontractors shall keep the work environment safe and build solar systems that perform and sustain.

Quality

- Being efficient in handling or testing equipment, and dealing with non-conforming equipment properly (i.e., replacing or recycling).
- Developing systematic documentation processes and procedures, and quality reviews (e.g., proper training, install instructions, design errors, and supplier or installer errors).

Safety

- Inovateus has implemented and cultivated employee health and safety over the years. One great example, it is company policy that each meeting is started with the safety word of the day at all construction sites, as well as any virtual or in-person meetings. “Safety first, safety always” is the mentality at Inovateus no matter the activity.





SSDG 3: CONSTRUCTION CONT.

Third party organizations to improve safety and quality practices, compliance and ratings:

- **NABCEP Certified**
- **NAFI Certified**
- **National Electric Code (NEC) Compliant**
- **OSHA Compliant**
- **Professional Engineering (PE) and Project Management Professionals (PMP)**
- **Certified Green Purchasing Professional (CGPP)**
- **Safety Management Group / Experience Modification Rate (EMR)**
- **Interstate**

The team has developed their own Safety & Quality Manual following the elements of ISO 90001. It is also company policy that at the commencement of a construction project, a safety procedure review meeting will be held to develop a Site-Specific Safety Manual. This manual addresses all potential hazards of the project.





VISION OF A BRILLIANT (AND SUSTAINABLE) TOMORROW

Inovateus has always believed that growing a sustainable and prosperous company happens incrementally, and over time. And with that, one must have great patience. A strong commitment toward stewardship and sustainability lays a foundation, and a strategically unified team working toward a common goal, and vision, creates a roadmap to prosperity. A collective mindset on people, the planet, and then profit, that is what leads to prosperity. The team has also learned well over the years, more profit, leads to much greater opportunities to give back to the community, and the planet.

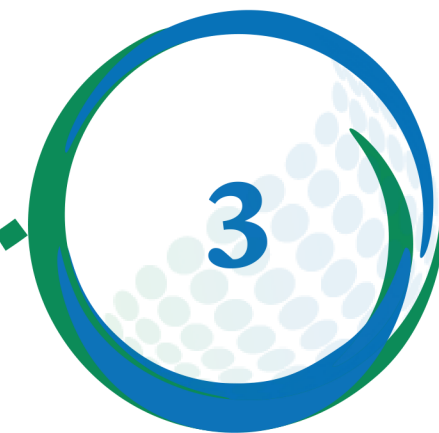
To keep ourselves working towards a collective mission, we have come up with 3 overarching stewardship and sustainability goals:



One gigawatt (1 GWdc) of solar-plus energy storage delivered to the energy market



Carbon neutral operations



Become a renewable energy industry thought leader and educator, growing stewardship and sustainable practices across the U.S



2023 OBJECTIVES



INOVATEUS SOLAR'S 2023 OBJECTIVES

For incremental improvements towards the future we envision, collective and clear goals are a necessity. The Inovateus Stewardship Team, in coordination with the board and ownership team, leadership, and the company as a whole has established 7 goals for 2023 to propel us towards a brilliant tomorrow. These benchmarks of stewardship and sustainability will be integrated into our projects, partnerships and day to day office operations.

- 1 Launch the new sustainability metric dashboard for the internal team
- 2 Implement zero waste initiative to 100% of our construction sites
- 3 100% of solar project land planted with optimal pollinator habitat and eco-friendly vegetation buffers
- 4 Continue to improve upon our 7 Sustainable Solar Development Goals through company wide engagement as well as collaboration with industry partners and customers
- 5 Deliver a minimum of 15 new sustainability educational resources to the solar and storage industry (ex: blogs, webinars, podcasts, white pages)
- 6 Update the internal Green Procurement Plan, enhancing eco-friendly material purchasing, domestic procurement and smarter shipping strategy. Includes alignment and collaboration with the Ultra Low-Carbon Solar alliance and SolarRecycle.org
- 7 Perform a climate risk reduction assessment, particularly narrowing in on carbon footprint abatement per megawatt of solar developed.



THE FUTURE IS BRIGHT

Inovateus Solar is very pleased with the improvements made over the last four years of strengthening our stewardship platform, sustainable solar development practices, key objectives, and critical metric tracking and accounting.

2022 proved to be the most impactful year yet in terms of sustainable growth. This progress can largely be accredited to our newly forged partnership with, and majority equity investment made by Galway Sustainable Capital.

The Inovateus team treks forward, grateful and confident, with Galway. The future is bright, with great opportunities to make an impact on the solar movement!





Inovateus Solar™

DEVELOPMENT | ENGINEERING | PROCUREMENT | CONSTRUCTION

**19890 Stateline Road
South Bend, IN 46637
574.485.1400
Inovateus.com**

**South Bend, IN (Headquarters) | Middleburg, VA |
Washington, DC | Detroit, MI**