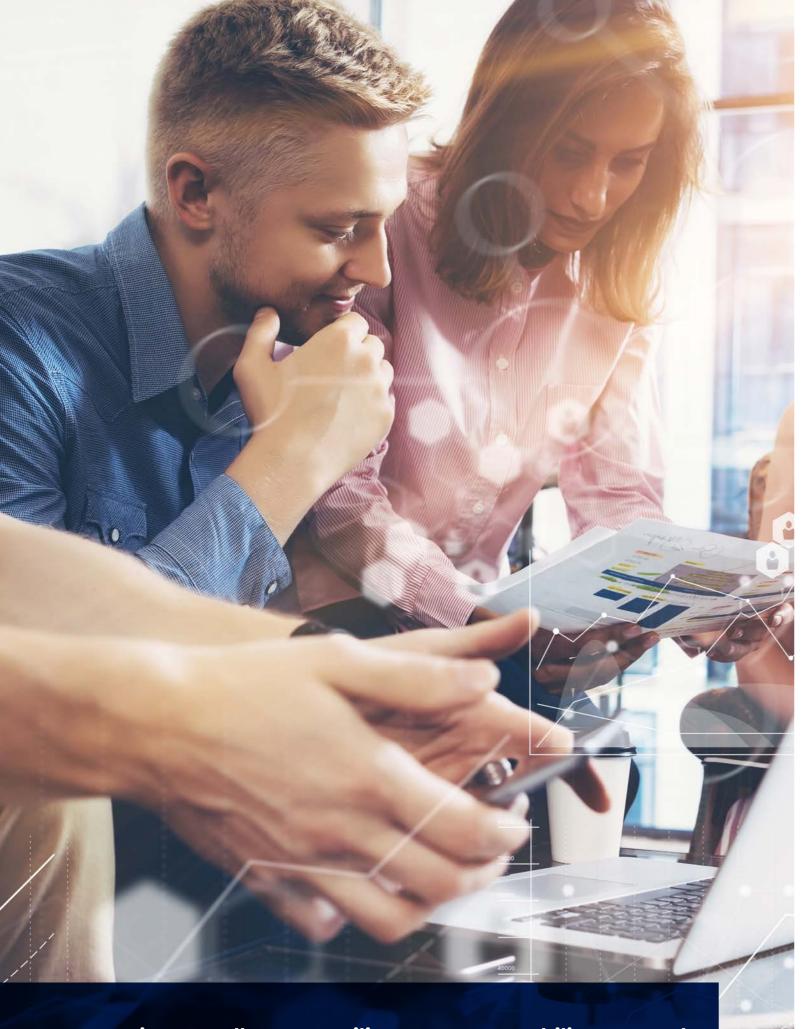
RCI HOLDING Group Profile





2024



Integrity • Excellence • Resilience • Accountability • Empathy

About us

At RCI Holding, our unwavering commitment since establishment in 2000 is clear: we're dedicated to empowering communities for a sustainable future. From headquarters in Bucharest, Romania, and subsidiary offices in Athens, Greece, and Chisinau, Moldova, we extend our reach across 14 countries in Central and Eastern Europe, as well as the UAE.

Our expertise spans Energy, Engineering, Financial Services, and cutting-edge Technology Solutions. Central to our approach is a diverse portfolio of specialized companies covering the entire spectrum of project cycle and business consulting. From Advisory Services and Technical Consulting to Engineering, Sustainability, Governance (ESG) Services, Regulatory Consulting, and IT&C Consulting, we deliver comprehensive solutions tailored to the unique needs of each client.

A cornerstone of our service is our proficiency in securing EU funding. Through our dedicated EU financing department, we guide clients in identifying relevant funding sources, preparing applications and studies, and offering support throughout the implementation process.

In the realm of engineering services, we boast the expertise of RomCapital Invest, Tecnic, Ciga Energy Epic, and Triton. In the financial sector, RomCapital Invest, and Relians provide strategic financial services (with targeted support from Ciga Energy Advisory) tailored to meet the unique requirements of our clients. Our technology subsidiaries, including Ogre Al, Cima, Diomedes, and QuantX, lead the charge in providing cutting-edge solutions to drive digital transformation. In the energy sector, our comprehensive offerings are covered by Ciga Energy Advisory, Ciga Energy Hellas, Evolve, Ciga Energy, Cinta, BRP, Entrex, and ORI.

Our 2023 results reflect dedication and capability. With a team of 150 full-time employees and over 250 project-based experts, we manage a CapEx of 17.5 Billion Euros and oversee more than 400 projects, generating a turnover of 62 million Euros. Our commitment to growth and excellence is evident in our 100% year-on-year growth rate, showcasing our dedication to continuous improvement and innovation. Furthermore, we prioritize the safety and security of our clients and projects. Backed by professional insurance coverage of 6.5 million Euros per incident, we ensure peace of mind for all stakeholders involved.

Together, these companies all contribute to the what RCI Holding represents, allowing us to provide complete solutions for today's challenges and build a sustainable future.



Mission, Vision and Values

Discover how RCI Holding is shaping a brighter future.

Our Mission:

Empowering Communities for a Sustainable Future!

Our Vision:

We stand at the forefront of innovative services, continuously exceeding the expectations of our valued clients.

Our Core Values:

INTEGRITY | We deeply value ethics, honesty, and authenticity. We uphold strict business standards and expect the same in all dealings with clients, partners, and colleagues.

EXCELLENCE | We take pride in our work and always strive to deliver the best results for our clients.

RESILIENCE | Our commitment to our partners and projects translates into the needed extra efforts for an outstanding product.

ACCOUNTABILITY | We take full responsibility for our actions and their impact on clients and communities.

EMPATHY | We are passionate and driven in our approach, always aiming to understand and connect deeply with our colleagues and partners.

TEAMWORK | We value the diverse expertise within our group and that of our partners. By bringing together various perspectives, we provide our clients with a comprehensive, unified approach. Together, we achieve more!

LEARNING ORGANISATION | We prioritize continuous learning and innovation across our group. We are seeking the latest ideas, methods, and technologies, and promote this mindset in all our partnerships.

SPREADING JOY | We are excited about our work, and we aim to create a positive and enjoyable team atmosphere.



RCI Holding provided Design Services for the rehabilitation of Caransebeş - Timişoara - Arad Railway, Lots 3 and 4



through the Connecting Europe Facility for the expansion of PPC S.A.'s DEI Blue Public Charging Newtork in Greece



RCI Holding provided Technical Assistance in Project Management for the Bucharest Glina WWTP, Phase II

Certifications

RCI Holding is committed to quality, environmental responsibility, occupational health and safety, antibribery, and information security.

Our organization is ISO 9001:2015 certified for quality management, ISO 14001:2015 certified for environmental management, ISO 45001:2018 certified for occupational health and safety, ISO 37001:2016 certified for anti-bribery management, and ISO 27001 certified for information security management.





Locations

RCI Holding has offices in Romania, Greece, and the Republic of Moldova, with active operations in other countries in the region, such as: Poland, Czech Republic, Slovakia, Hungary, Serbia, North Macedonia, Bulgaria, Albania, Turkey, and further beyond, in the UAE.







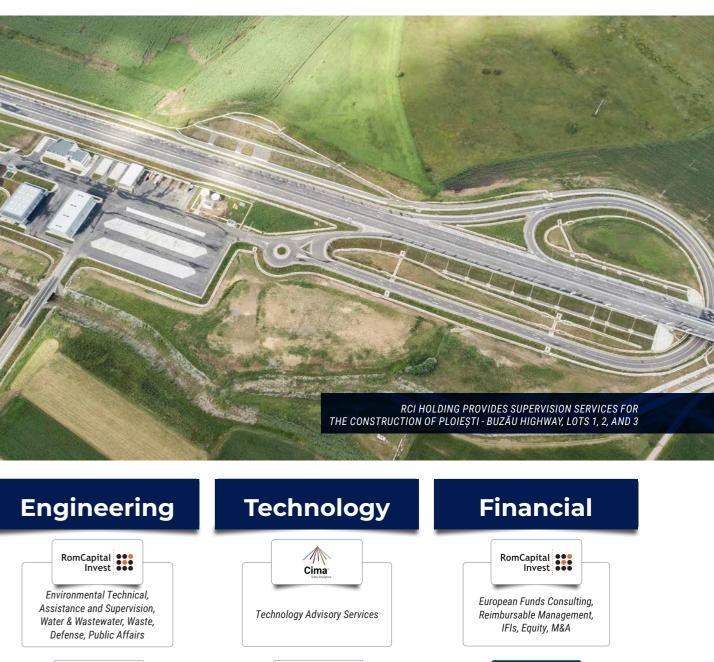


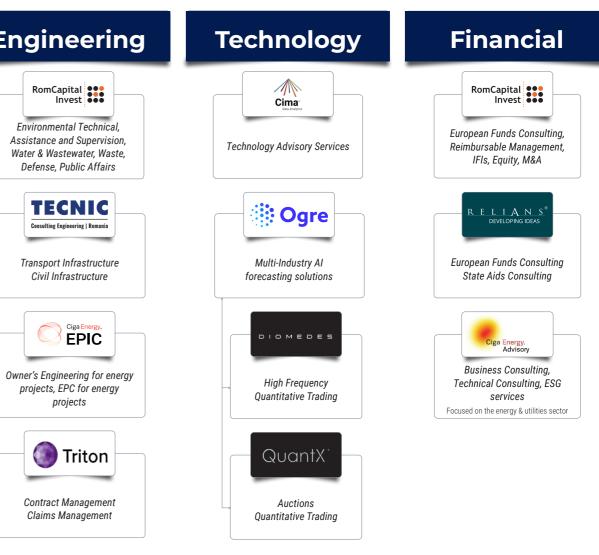
Our Platforms of Business

RCI Holding specializes in four key business platforms: Energy, Engineering, Technology, and Financial services.









Services and Activities

RCI Holding provides a wide array of services structured in six pillars.



- EU funding applications, . evaluations and audits
- Banking and capital markets financing
- Project finance •
- Investment advisory services
- Venture capital financing advisers
- Startup incubator services
- Public debt management service
- Technical assistance for public sector
- M&A Advisory



- Design
- Supervision (FIDIC engineering)
- Project Preparation (pre-•
- Contract & claims management
 - Owners'/ lenders' engineer
- EPC-M .

Project management

- feasibility, feasibility studies)

- strategies . Target operating models
 - Smart city strategies .
 - Business Process reengineering & automation

Strategy consulting

Transformation & digital

Market studies

- Sustainability/ESG/ Decarbonization
- Multi-Industry Regulatory advisory
- Procurement advisory services
- M&A transactions support



- Regulatory advisory
- Energy management solutions & automation
- Balancing Responsible Party services
- Aggregation (Ancillary services) .
- Renewable Energy asset management
- Energy supply
- Energy trading
- Renewable Power generation



- Multi-industry AI forecasting solutions
- Innovation AI/ ML/ Blockchain
- providing and integration services
- Cyber security advisory
- trading

- Technology advisory, solutions
- High frequency quantitative
- Auctions quantitative trading

- Public/ corporate affairs
- Defense .
- Offset program consulting •



Regional Experience

The group is operating through subsidiary offices in Athens, Greece and Chisinau, Moldova and is involved in various projects in Romania, Greece, Poland, Hungary, Czech Republic, Slovakia, Bulgaria, North Macedonia, Serbia, United Arab Emirates and Republic of Moldova.

Sample project types include technology-driven transformation strategies, market studies for the electricity and gas sectors, energy efficiency and emission reduction analysis projects, as well as complementary services to the electricity and natural gas markets, such as regulatory studies and technical due diligence services.

Our extended track record includes notable achievements and landmark projects, including: Digital Strategies for Power & Utilities companies in CSE Europe; Technical Master Plan for the Ellinikon (the largest smart city development in Europe), leading IT&C pillar and supporting the Energy and Smart City pillars, as well as preparing the Environmental Benefit Report; Regional EV charger network expansion strategy for a major player in the Balkans; EU Funds applications for financing digital solutions and energy efficiency measures, Design, Management and Supervision for various sections of EU Transport Corridors for motorways and railways.

Our expertise offered support for multilateral infrastructure projects coordinated by the main International Financial Institutions (such as the World Bank, EBRD, EIB and EU funds). RCI participated in a large number of project deals, mergers and acquisitions, debt restructuring and privatization.

Our Clients

Our team is a multidisciplinary mix of highly driven individuals, covering engineering, economics, business consulting and environmental skills (to which a large network of SMEs is added on a project-by-project basis). We are honored to serve as a reliable partner for our esteemed clients from various sectors:





Our Portfolio

Discover a relevant selection of projects spanning various sectors of activity and geographies, showcasing our expertise and commitment to excellence.





Technical Assistance in project management for the Glina Phase II - Bucharest WWTP

Sector | Industry: Environmental

Technical Assistance in project management for the 350 million euro "Glina Phase II - Bucharest WWTP, including the rehabilitation of the wastewater collectors and wastewater cassette under Dâmboviţa river" Project Contract financed under Structural and Cohesion Funds. Our team provided the following services:

- Preparation of Application Form for EU Funding with all supporting documents / Cohesion Fund.
- Institutional strengthening of the Final Beneficiary/ Training, PCM.
- Master Plan and Feasibility Study revision.
- Public Procurement support and contract management.
- Publicity of EU intervention.
- Financial management.



Supervision Services for Iași Emergency Regional Hospital

Sector | Industry: Healthcare

The new regional hospital in Iași, boasting 850 beds, 20 operating rooms, and approximately 3,000 staff, will replace the existing 260-year-old "Sfântul Spiridon" Hospital.

With a footprint of approximately 28,000 square meters and a total built area of 202,689 square meters across nine levels, the project's estimated cost is 670 million euro.

Our team provides works supervision services for the construction of the new hospital.



Supervision Services for Iași Ploiești - Buzău Highway, Lot1, Lot 2, and Lot 3

Sector | Industry: Transportation, Highways

The Ploiești - Buzău section has a total length of 63.25 km and is divided into three lots:

- Lot 1, covering Dumbrava to Mizil (km 0+000-km 21+000),
- Lot 2 spanning Mizil to Stâlpu (km 21+000-km 49+350), and
- Lot 3 from Stâlpu to the municipality of Buzău (km 49+350-km 63+250).

Our team provides works supervision services.



Empowering Communities for a Sustainable Future



Design Services for Caranseneş - Timişoara – Arad Railway, Lot 3 and 4

Sector | Industry: Transportation, Railways

Lot 3 and 4 of the Caransebeş - Timişoara - Arad railway is a part of a wider project to expand the Rhine - Danube Corridor of the Trans-European Transport Network (TEN-T).

Lot 3, spanning from Timișoara East to Ronaț Triaj Gr. D, covers a distance of 13.86 km, starting from kilometer point 568+399 of the Bucharest - Jimbolia railway line.

Lot 4 extends further, encompassing a length of 55 km from Ronaț to Arad.

Our team provides design services.

RCI HOLDING PROVIDES SUPERVISION SERVICES FOR THE CONSTRUCTION OF BUCHAREST RING ROAD, LOT 3



Owner's Engineer Services for the construction of a 295 MW natural gas power plant in Craiova

Sector | Industry: Energy, Cogeneration

The project will unfold in three distinct phases. Phase I focuses on preparatory activities, including analysis and optimization of the Feasibility Study, and the preparation of procurement documents for selecting the EPC Contractor.

Phase II will involve implementing services such as analyzing and approving technical documentation, preparation of the Supervision Manual, and providing supervision services and project management.

Phase III will cover warranty phase services, including assistance during the Warranty Period of the natural gas power plant.

The investment value in the new energy group is 267 million euro.



Project Management for the CET Hidrocarburi S.A. Arad

Sector | Industry: Energy, Cogeneration

Project Management Services, Works Supervision and Site Management for the "High-Efficiency Cogeneration Thermal and Electrical Energy Production Source at CET Hidrocarburi S.A." project.

With a substantial investment of approximately 100 million euros, supported by the European Recovery and Resilience Fund and the local administration, this innovative project will modernize CET Hidrocarburi and save the District Heating System of Arad Municipality.

Key Project Highlights: new high efficiency cogeneration unit composed of three 10.3 MWe and 9 MWt engines and one 100 Gcal heat only boiler. Engineered for the future, the facility can operate on either traditional gas or an advanced 20% hydrogen-gas blend, leading the way to further reduce carbon emissions.

FINANCIAL SERVICES PROJECTS



PPC S.A. Greece – EV chargers under Connecting Europe Facility

Sector | Industry: Energy, e-Mobility

The main objective of the project is to implement a reliable network of publicly accessible recharging stations for lightduty electric vehicles to allow electric charging along the TEN-T road networks in Greece. The project is contributing to a short period of time to the climate targets assumed at EU level. The development of a network of super-fast chargers in places near the National Roads is part of the updated Business Plan of PPC towards the Electrification of the National Road network. The infrastructure will be located on the relevant TEN-T road sections identified in the "eligibility map" within a maximum driving distance of 2 km from the trajectories of the TEN-T road network, calculated from its closest exit.





DEPOMUREŞ – Gas Storage under Connecting Europe Facility

Sector | Industry: Energy, Gas

The existing Depomureş natural gas storage facility in Romania will receive funding worth 12.77 million euro to increase its working capacity and its daily injection and withdrawal rates.

In line with the REPowerEU Plan, the upgrade of the Depomures storage makes an essential contribution to market integration and natural gas security of supply for Romania and its neighboring countries by mitigating the lack of storage capacity in a region greatly affected by the gas crisis.

PPC S.A. Romania financing documentation

Sector | Industry: Energy, Transmission

Consulting services to all three of Public Power Corporation (PPC S.A.) Romanian's energy distribution subsidiaries (Retele Electrice Muntenia, Banat and Dobrogea), helping them obtain approximately 70 milion euro in nonreimbursable European funding covering four modenization projects.

Our responsibilities covered preparing the eligibility analysis, developing and submitting the financing documentation and offering assistance throughout the evaluation process.

Distribuție Energie Oltenia financing documentation

Sector | Industry: Energy, Distribution

Our Ciga Energy Advisory team led the consortium in providing the quality consulting services needed to obtain more than 38 million euro, non-reimbursable European funds.

Our services included eligibility analysis, documentation preparation, and ongoing assistance throughout the evaluation process of the submitted project applications.

Distribuție Energie Electrică Romania financing documentation

Sector | Industry: Energy, Distribution

The total value of the anticipated investment, a staggering 395 million euro, with a substantial non-refundable of 252 million euro, underscores DEER's commitment to advancing Romania's energy landscape.

Our teams have prepared the financing applications and provided the needed support in contracting for 13 projects to be implemented by DEER. The size and scope vary, ranging from the upgrade of individual transformer stations to the modernization of distribution networks spanning multiple regions.

Aquatim Timişoara - Phasing of **POIM projects**

Sector | Industry: Environmental

We offered services associated with the submission of the application, by providing overall coordination of the preparation of the application form, technical, institutional and eligibility check of the Beneficiary;

Preparation of the project funding documentation according to POIM requirements, including DNSH assessment, ILI calculation according to EIB methodology.



TECHNOLOGY PROJECTS

Digital transformation for HEDNO Greece

Sector | Industry: Energy

The goal of this large and very ambitious project was to identify and understand the key challenges facing HEDNO in the changing energy sector and any potential gaps in its already-started Digitalization Journey.

HEDNO obtained the following decision-supporting materials:

- Digital vision,
- Gap analysis report,
- List of initiatives and their prioritization,
- High-level cost-benefit analyses,
- Organizational changes report,
- Impacted Process red-flag report,
- Key Risk Registry, and Communication package.

EBRD - Cross Regional: Digitalisation in the energy sector

Sector | Industry: IFIs

The EBRD 2021-25 Strategic Capital Framework recognises that digitalisation and technology affects every sector the Bank works in and consequently has accelerating digital transition in its COO as one of its three core themes. Investments in sustainable infrastructure - covering transport, municipal infrastructure and energy - represents a core business for the Bank and such projects have proven in the past to significantly benefit from digitalization. The project is still ongoing, hence some of the activities are still underway. The project outputs are as follows:

The Compendium and the digital roadmaps:

- We have prepared the Compendium based on information made available by the Client;
- We have included detailed guestionnaire responses for each digital technology identified and we have presented them in digital format;

EBRD action, digital audits and digital action plans:

. We have indicated the most appropriate financing, technical support and legal and policy dialogue tool for each technology in the Compendium;

Digital transformation for CEZ Romania

Sector | Industry: Energy

The organization had several ambitions: improve its standing in Romania and in CEZ Group; comply with regulatory obligations; maximize capital investments and operational expenditure; increase its readiness to address proliferation of distributed generation, and its ability to adapt to market model evolution. This led to a revamp of the entire organization and a new operating model.

Results & Benefits for the Client:

- Smart Strategy defining company ambitions, trajectory, success criteria and guiding principles;
- Smart Solutions to bridge gaps between current operations and future states;
- Smart Action Plan with clear activities, responsible parties and timeline:
- Successfully implemented projects, some with 100% attracted funding from EU;
- Functional Digital and Innovation Office.

- We have prepared templates / formats for EBRD to carry out digital audits and develop digital action plans in the future;
- We have developed a template for EBRD's preliminary digital audit;
- We have developed and presented templates for EBRD's . preliminary digital assessment of future clients;
- We will identify pilot projects with the Bank. The selection of pilot projects shall be based on:
- . Level of Digital Maturity;
- . Type of the project (RES/Networks/Auxiliary/cross sectoral);
- Costs and Benefits .



Lamda Development - The Ellinikon: Smart City feasibility of solutions, Technical Master **Plan and Environmental Impact** Assessment

Sector | Industry: Urban Regeneration

The client, Lamda Development, was looking to develop a signature smart city and had developed a strategy and a list of potential solutions to be implemented.

Our Consortium was selected to provide support in better defining the smart solutions to be implemented and to prepare a technical master plan to be used in the next development stages.

- Feasibility review of all solutions considered,
- Technical master plan for all selected solutions,
- ICT deployment plan,
- Recommended implementation roadmaps,
- Correlation with city development,
- Additionally, our experts were involved in the analysis of environmental footprint for the technical solutions that the Greek developer intends to implement at the level of the Ellinikon city,
- Assessment and reporting of impacts according to GRI indicators,
- Mapping a materiality matrix that supports GRI standards,
- Alignment of use cases with sustainable development . goals and environmental objectives of the EU taxonomy.



PPC S.A. E-mobility network cross-border expansion

Sector | Industry: Energy

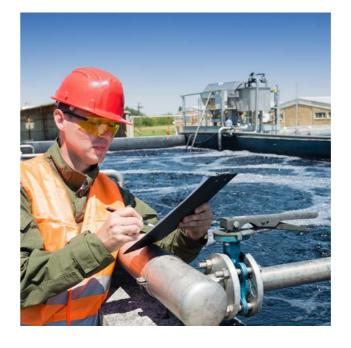
DEI Blue, PPC's E-mobility subsidiary, wanted to understand the local market environments in the four target countries in Western Balkans and additionally in Turkey, for expansion and to attract the most suitable business partners that will facilitate their ambition to become a regional leader in EV charging infrastructure.

Local markets survey:

- Understanding the European context relevant for Balkan countries (strategic direction, current situation and development perspectives),
- Understanding the local context (interest in e-mobility, • energy markets context, road infrastructure, e-mobility markets context),

Deep dive on implementation specific aspects for the local markets:

- Regulatory framework analysis, installation and operation process, key stakeholders, financial instruments available,
- Recommended business approach, including recommended dimensioning of charging infrastructure targets and routes recommendations,
- Support in securing suitable partnerships with local stakeholders.
- Identification of potential interested industries & evaluation of prospects,
- Facilitation and support during discussions with prospects.

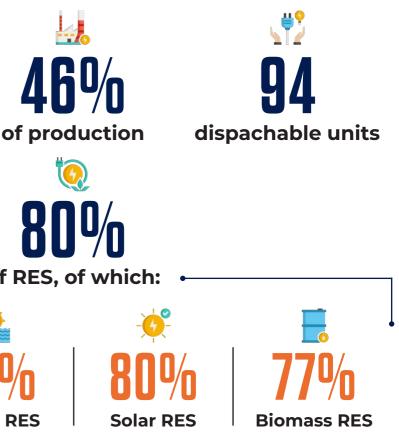


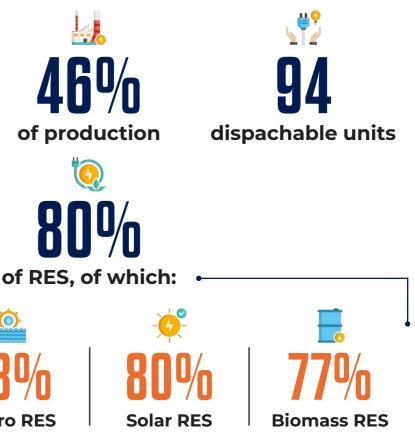
ENERGY PROJECTS

With our comprehensive range of services, RCI Holding serves as a single point of contact for facilitating the sustainable transformation of utilities from start to finish. Expanding our regional presence to encompass 13 countries in the CSE region and the UAE, we cater to various industries within the Power and Utilities sector. Our expertise spans four key business lines, offering a mix of well-established core services and emerging ones: business consultancy, Sustainability (ESG), Regulatory, and Technical Consultancy.

We provide balancing responsible party services for:





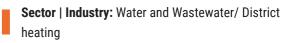






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VEOLIA – Digital Journey



- The client organization was engaged in a digital transformation project at CEE level (Romania, Hungary, Czech Republic, Slovakia, Poland and Bulgaria).
- However, the level of digitalization was not standardized across all countries. Our team was contracted to assess the current level of digital maturity in each country, define digitalization and other improvement initiatives across all business lines, and assist in defining a more digital Operating Model. We used a proven approach, combining research with interviews, and industry best practice models.



CEZ Romania - Flexibility services from DSO perspective

Sector | Industry: Energy Distribution

Project outcomes:

- Analysis of the European and national regulatory framework & potential flexibility service providers;
- Analysis of the impact that the emergence of flexibility services would have on the investment plan of a DSO (CEZ distribution company);
- Opportunity analysis regarding the acquisition of flexibility services vs. investments (OPEX vs. CAPEX);
- Identification of an area that would be suitable for flexibility services in the operating area of DEO.

Pirelli Romania

Sector | Industry: Industrial, Automotive

Project outcomes:

- Energy Production assessment for on-site initiatives
- Financial modeling for on-site initiatives
- Financial modeling for physical off-site initiatives
- Financial modeling for virtual off-site initiatives



Engie - Go to market strategy for BESS

Sector | Industry: Energy Production

Project outcomes:

- Battery sizing
- Revenue streams (CAPEX, OPEX)
- Project feasibility indicators (IRR, NPV, PBT)
- Project technical indicators (state of charge, battery wear)

E.ON Romania - Demand Forecast Solution

Sector | Industry: Energy

Main activities:

- Business Analysis
- ETL
- Data Science
- Integrations
- Reporting
- Testing
- Average ROI 3-4 months
- Average error reduction/ 10-15%



National action plans for energy efficiency sector in Romania – SWOT Analysis of results

Sector | Industry: Energy

The objective of the assignment was to support ANRE with the preparation of a complete evaluation, based on a SWOT analysis, of the results achieved after the implementation of the First and Second National Action Plan for Energy Efficiency (NPAEE) in order to define the correct directions and actions to be taken in the Third NPAEE, in order to achieve the targets set by the EU for Romania in the EE sector.



Empowering Communities for a Sustainable Future

National Regulatory Authority in Energy (ANRE) - Regulatory framework for (i) controllable OPEX and (ii) flexibility services

Sector | Industry: Energy

As part of this project we prepared two specialized studies regarding regulatory best practices pertaining to:

- Controllable maintenance and other OPEX costs
- Flexibility services framework

The first study covered: a multi-point comparison between Romanian DSOs, an analysis of controllable OPEX influencing factors, European best practices in the field (including efficiency factor), an indication of potentially applicable unit costs, efficiency factor estimation methods, simulations of potential factors applied to Romanian DSOs.

The second study looked into: calculation models and principles to fundament grid reinforcement vs. flexibility (CAPEX vs. OPEX), data exchange between TSO – DSO – consumer/ producer considering the existing it architecture and data flows, flexibility platforms (congestion calculation/ congestion auctions), DSO perspective analysis of flexibility organisation: procedures, register, platforms.



Elektrohold - Digital and Organizational Transformation

Sector | Industry: Energy

In the context of Eurohold's acquisition of CEZ BG Group, our team was contracted to assess the current level of digital maturity of CEZ BG and define improvement initiatives across all business lines.

The client was looking to improve both the operational and the financial results of the newly acquired energy business lines (distribution and supply). In addition to digitalization initiatives, the client was interested in organizational optimization initiatives and synergies with the main insurance business.

We used a proven approach, combining desk-based research with industry best practices, while maintaining constant interaction with the client. We analyzed all the information made available through documents and interviews, through the lens of our industry know-how and previous digital transformation project knowledge.

The main outcomes of the project were:

- Rapid AS-IS analysis, including a list of identified issues that affect the Group's results and seven development directions that offer a holistic enterprise view of potential improvement possibilities
- Analysis of the company's ICT maturity and its ability to support the digital transformation
- List of strategic development initiatives, including a description and a preliminary prioritization of them based on agreed criteria
- Roadmap for implementing all described initiatives, considering synergies and prerequisites



Delgaz Grid - Consulting and design for the implementation of an Advanced Distribution Management System (ADMS)

Sector | Industry: Energy

Delgaz Grid, an E.ON company, wanted to implement an ADMS system to create an integrated and coherent environment for grid management, grid monitoring and management of data regarding interruptions. External financing for the system was an additional challenge.

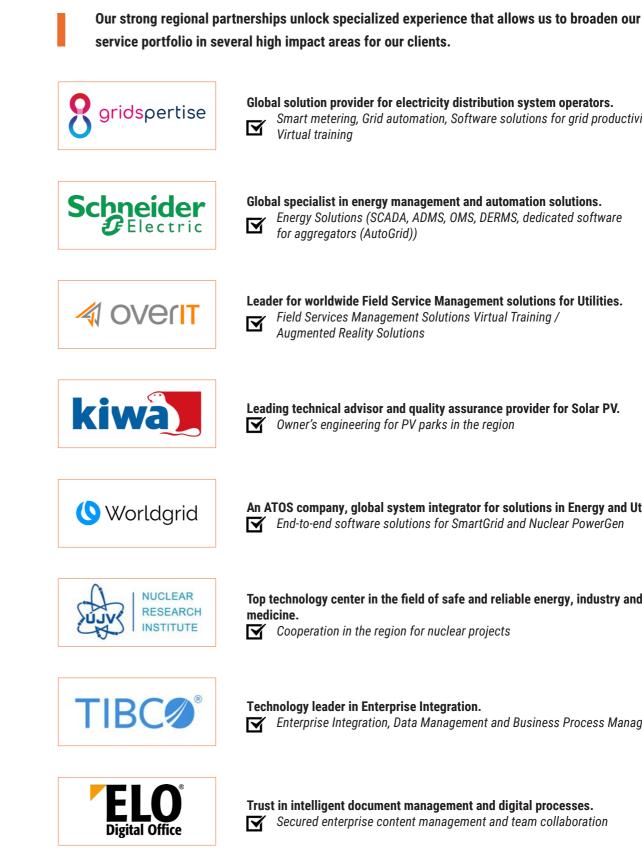
Our team supported the client in addressing the stated challenges by performing: AS-IS analysis, Design of the TO-BE process, Identification of required future integrations with other systems, Market analysis describing current available ADMS solutions, Identification of trends and challenges that have the potential to impact Delgaz Grid over the next 10 years (ex: change of consumers behavior, increase in the number of prosumers and electric vehicle charging stations).

ADMS Concept and TO-BE architecture for all systems impacted feasibility study, and technical specifications.

We have also supported the client in preparing the EU funding application.

Results & Benefits for the Client: supervision and control, Outage management/track and restore, Network management (analyze and optimize).

Meet our Partners





The most important institute in the field of research, development and innovation in information and communication technology (ICT) from Romania. Research, Technical Assistance, Evaluation of Solutions, $\mathbf{\Lambda}$ Cloud Computing and Cyber Security

Global solution provider for electricity distribution system operators. Smart metering, Grid automation, Software solutions for grid productivity,

Global specialist in energy management and automation solutions. Energy Solutions (SCADA, ADMS, OMS, DERMS, dedicated software

Leader for worldwide Field Service Management solutions for Utilities. Field Services Management Solutions Virtual Training /

Leading technical advisor and guality assurance provider for Solar PV.

An ATOS company, global system integrator for solutions in Energy and Utilities. End-to-end software solutions for SmartGrid and Nuclear PowerGen

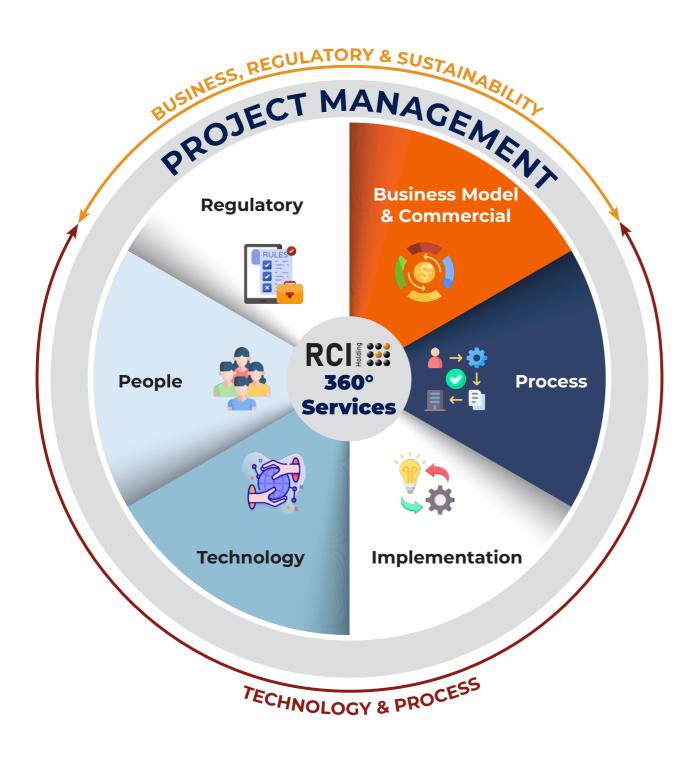
Top technology center in the field of safe and reliable energy, industry and nuclear

Enterprise Integration, Data Management and Business Process Management

Trust in intelligent document management and digital processes. Secured enterprise content management and team collaboration

Comprehensive Project Management Framework

This diagram encapsulates RCI's holistic approach to project management, ensuring all critical areas are addressed for sustainable success.





Team Work · Learning Organization · Spreading Joy



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