

2024 Sustainability Report

Summary



Ciga Energy.
Advisory

RCI Holding



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Foreword from the CEO of RCI Holding



Dan Stratan
Chief Executive Officer RCI Holding

Dear colleagues and partners,

The year 2025 marks an important anniversary for our Group: the celebration of 25 years of activity. A quarter of a century during which we have grown, learned, built, and strengthened a remarkable professional community, with a tangible impact in Romania and across the region.

Looking back at 2024, we can state without reservation that it was an exceptional year. The Group achieved consolidated revenues of EUR 75 million, significantly expanded its active client base, and further strengthened strategic partnerships in key sectors including energy, environment, digitalization, mobility, and European funding. We supported our clients through critical moments, providing not only technical expertise, but also trust, clarity, and solutions tailored to complex and evolving contexts.

Our growth was equally reflected in the development of our team. By the end of the year, the Holding brought together more than 450 employees and collaborators, operating within specialized companies while remaining united by a shared vision. We continued to invest in people, leadership development, professional training, and our organizational culture - one that promotes collaboration, autonomy, accountability, and the courage to innovate.

Beginning in 2024, we also benefited from the guidance of an Advisory Board, serving as a strategic sounding board that supports long-term thinking beyond immediate operational priorities. Through a series of meaningful discussions and exchanges with distinguished guests, we were challenged to think more deeply, more systemically, and more boldly. These dialogues laid the foundation for new strategic directions that will guide the next phase of our strategic development cycle.

We strengthened our organizational culture. We organized strategy sessions and began to integrate the values that unite us into all our work processes. We understood that performance does not come only from numbers, but from consistency, determination, and resilience, from the ability to build together.

This first sustainability report is an expression of our maturity as an organization. It is not just a reporting obligation, but a statement of identity. It reflects our commitment to a responsible business model, to people, to the environment, and to society.

I am pleased to invite you to read this report as a story about who we are, what we have achieved, and where we are headed.

Thank you for your trust, partnership, and individual contributions to this joint endeavor.

Achievements of Romcapital Invest (RCI) Holding in 2024

25

Years of
excellence

18

Regional
footprint
(countries)

3,000+

Completed
projects

220+

Employees

75

EUR million total annual
turnover

1,000+

Clients

25

EUR billion CAPEX
in managed
projects

250

Subject-matter experts/
Project collaborators

48

EUR million total
turnover
from professional services

6

EUR million
professional insurance
per incident

25 *Years*
ANNIVERSARY
Celebration

Our regional projects have expanded to 18 countries in Europe, Asia, and the United Arab Emirates, covering several industries in the P&U sector and beyond

We have carried out activities across the entire ECE region, covering:

Energy and Gas ⚡

Waste 🗑️

Water and wastewater 💧

Central heating 🏠

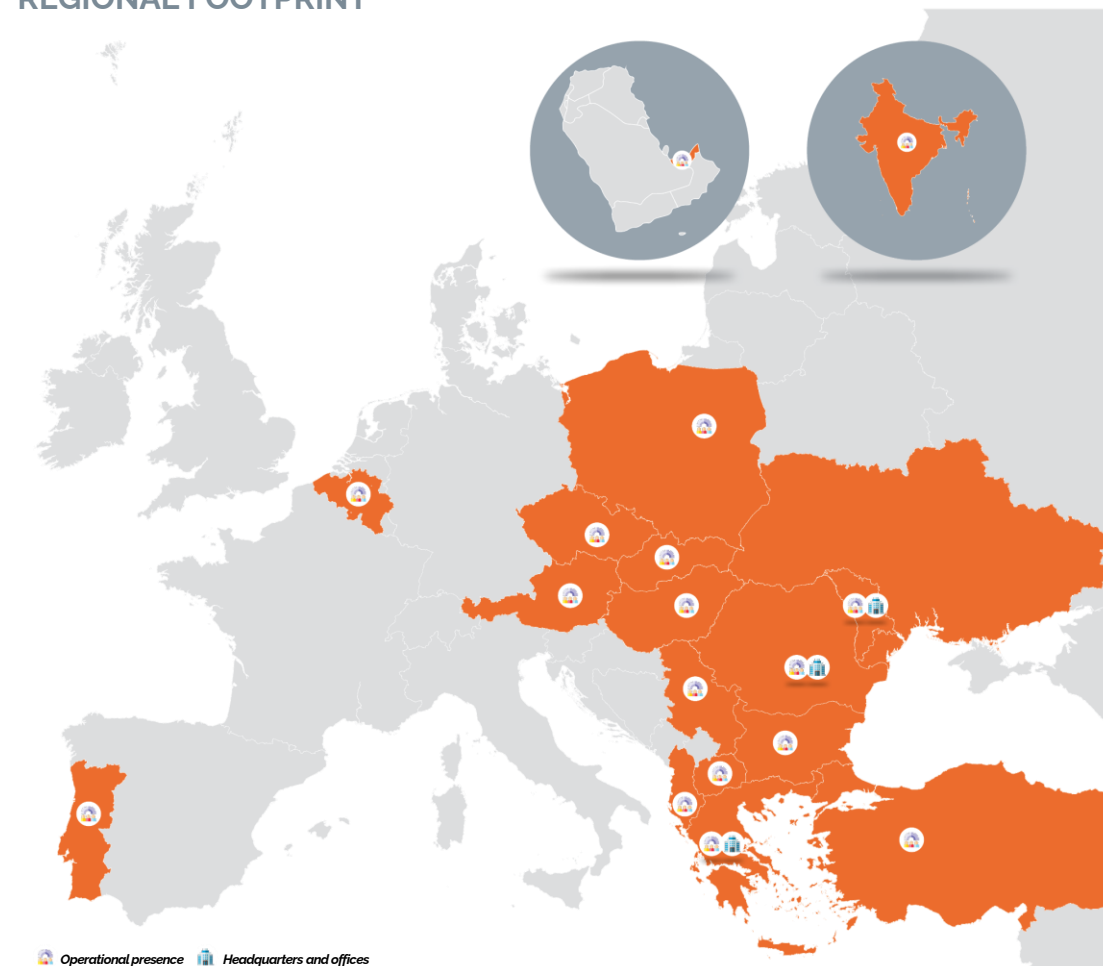
Public sector 🏛️

Other industries 🏭

Our client portfolio includes major players, such as:



REGIONAL FOOTPRINT



Our clear mission, ambitious vision, and solid values guide us in all our activities

Our mission

Empowering Communities for a Sustainable Future!

Our vision

We aim to always be at the forefront of innovation, delivering services that consistently exceed our customers' expectations.

The values that define us



INTEGRITY

We strongly believe in ethics, honesty, and authenticity. We adhere to high standards of conduct and expect the same from our clients, partners, and colleagues.



EXCELLENCE

We are passionate about everything we do and always strive to deliver results of the highest standard.



RESILIENCE

We are fully committed to our partners and projects and are ready to go the extra mile to achieve exceptional results.



RESPONSIBILITY

We take responsibility for every action we take and the impact we have on the people and communities we work with.



EMPATHY

We are wholeheartedly involved, always striving to understand the needs and emotions of those around us - colleagues, partners, or communities.



TEAM SPIRIT

We value the diversity of ideas and skills within our team and among our partners. Together, we build comprehensive solutions that make a difference.



LEARNING ORGANIZATION

We embrace new perspectives and continuously invest in learning, innovation, and fresh ideas, integrating them into all aspects of our work.



GOOD MOOD

We are passionate about our work and seek to foster a positive and collaborative team environment.

RCI Holding offers a full range of services, from advisory to AI forecasting solutions, engineering and financing support, structured around 5 main business pillars

Holding BUSINESS PLATFORMS

Financial Advisory and Solutions

- EU funding applications, evaluations and audits
- Bank and capital markets financing
- Project financing
- Investment advisory services
- Venture capital advisory services
- Start-up incubator services
- Public debt management services
- Technical assistance for the public sector
- M&A advisory

Advisory - Engineering

- Design
- Supervision (FIDIC engineering)
- Project preparation (pre-feasibility studies, feasibility studies)
- Contract and claims management
- Owner's/Lender's engineering
- EPC-M
- Project management

Energy markets

- Regulatory consulting
- Energy management and automation solutions
- Balancing responsible party services
- Aggregation (ancillary services)
- Renewable energy asset management
- Energy supply
- Energy trading
- Renewable energy production

Digital Innovation and Technology

- AI forecasting solutions for multiple industries
- AI/ML/Blockchain innovation
- Technology consulting, solution provision and integration services
- Cybersecurity consulting
- High-frequency quantitative trading
- Quantitative trading through auctions

Management Consulting

- Strategic consulting
- Market studies
- Energy market strategies
- Transformation and digital strategies
- Target operating models
- Smart city Strategies
- Business process redesign and automation
- Sustainability services
- Regulatory consulting across multiple industries
- Public procurement consulting services
- M&A transaction support

Other activities

- Public/corporate affairs
- Defense
- Consultancy for compensation programs

In order to deliver professional services within the five pillars of activity, the Group has at its disposal the extensive capabilities of a series of specialized business platforms

RCI Holding BUSINESS PLATFORMS

Financial Advisory and Solutions

RomCapital
Invest

European Funds Consulting
Reimbursable Management,
IFIs, Capital, Mergers and
Acquisitions (M&A)

RELIANS[®]
DEVELOPING IDEAS

Consulting for European Funds
Consultancy for Aid

Ciga Energy
Advisory

Business Consulting, Technical
Consulting, ESG Services

Advisory - Engineering

RomCapital
Invest

Technical Assistance and
Supervision, Water and
Wastewater projects, Waste,
Defense, Internal Affairs

TECNIC
Consulting Engineering | Romania

Transport Infrastructure and
Civil Infrastructure

Ciga Energy
EPIC

Engineering for Owners related
to Energy Projects, EPC for
Energy Projects

Triton

Contract Management, Claims
Management

Energy markets

Ciga Energy
Advisory

Business Consulting, Technical
Consulting, ESG Services

Ciga Energy
HELLAS

Local support in Greece for
project development and
implementation

evolve
Energy Management Solutions

Energy Management Services,
Aggregation

Ciga Energy, CINTA, BRP

Balancing, Related Services

ENTREX
Energy Trading Exchange

Energy Production and Supply,
Energy Asset Management

ORI

Energy Production

Digital Innovation and Technology

Cima
Data Analytics

Technology Consulting

Ogre

AI Forecasting Solutions for
Multiple Industries

DIOMEDES

High-Frequency
Quantitative Trading

QuantX[®]

Quantitative Trading
through Auctions

Management Consulting

Ciga Energy
Advisory

Business Consulting, Technical
Consulting, ESG Services

Ciga Energy
HELLAS

Local support in Greece for
project development and
implementation

A brief introduction to CIGA Energy Advisory (CEA)

About CIGA Energy Advisory

CIGA Energy Advisory (CEA) is a professional services company, with most of its activity focused on the energy and utilities sectors, operating both in Romania and across the region. CEA was established as a natural extension of its parent company, CIGA Energy, which itself has over 15 years of solid experience providing balancing services dedicated to energy markets.

CEA was formed to address the need of companies in these critical sectors for a trusted partner to support them in strategic advisory, digitalization, process optimization and sustainable transformation projects.

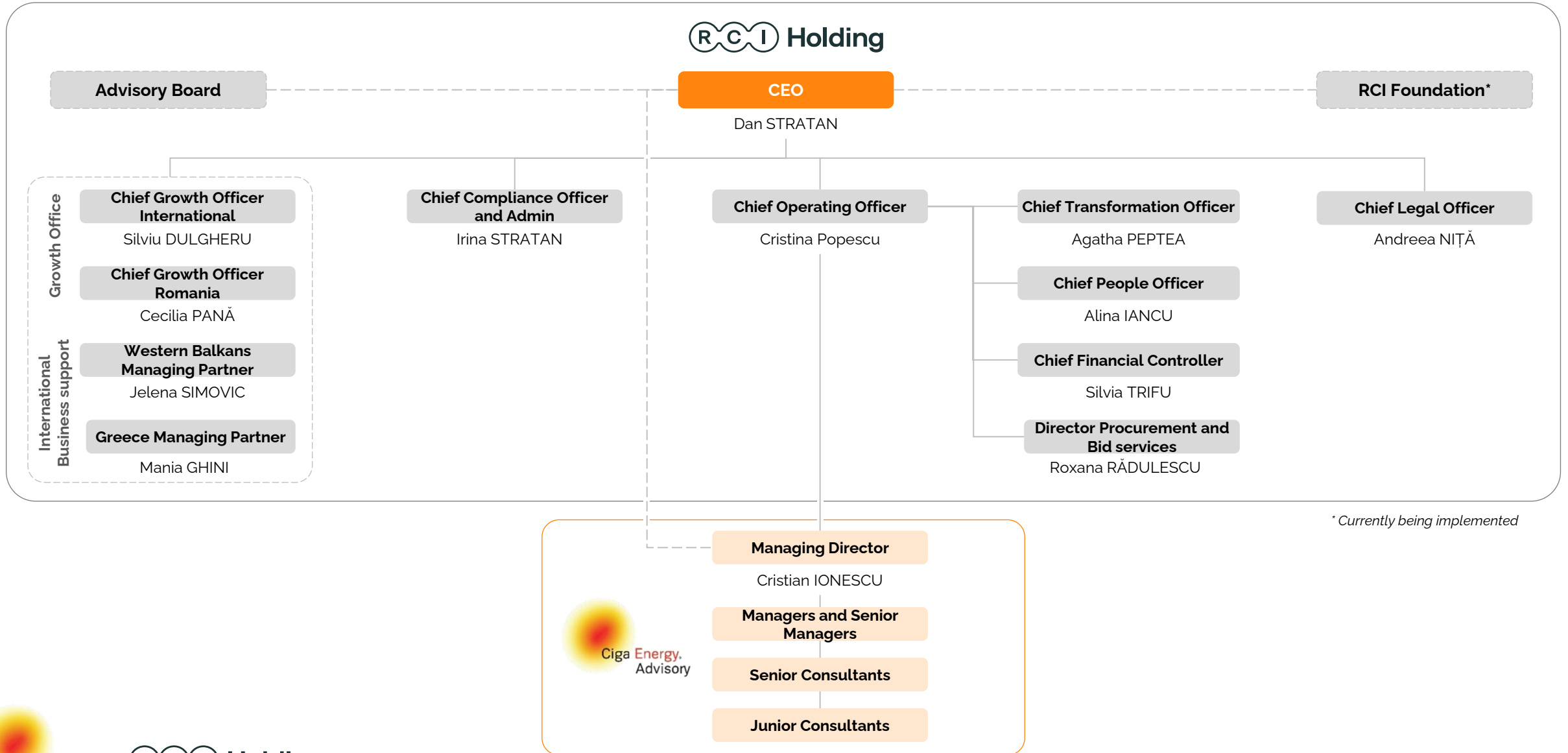
In the spirit of excellence and adaptability, we are constantly expanding our service portfolio while remaining grounded in industry best practices. We carry out multidisciplinary projects, drawing on both our internal capabilities and the support of colleagues across the RCI group and external experts, thereby covering multiple areas of activity.

We recognize that people are our most valuable resource. The CEA team is continuously growing, integrating specialists with complementary skills and relevant industry know-how, in order to respond dynamically to our clients' challenges and opportunities.

We care about our colleagues and take pride in a collaborative environment in which expertise, initiative and the drive to build a more sustainable future are encouraged and recognized.



From a governance structure perspective, as part of RCI Holding, CEA benefits from a unified decision-making mechanism and continuous alignment with established strategic directions



CIGA Energy Advisory covers multiple business lines, with a range of mature core services and a few new ones at an early stage, underpinned by a solid technical foundation

Business Consultancy



Strategies

(business, digital transformation, data, e-mobility, smart city)



Organisational transformation

(process automation, organisational architecture, change mgmt., etc.)



Functional transformation

(asset mgmt., data mgmt., risk mgmt., projects mgmt., etc.)



Financial analysis

(CBA, business case, cost optimization)



IT solution concepts

(AMS, MDM, MWM, ADMS, Client/Consumer Portal, RPA)



Implementation support

(AMS, MDM, ADMS, ESB, MWM)

Sustainability (ESG)



ESG analyses and assessments

(CSRD compliance analysis, due diligence, dual materiality and ESG risk)



ESG strategy & decarbonisation

(strategic directions, risk mgmt., GHG mapping, definition of objectives, initiatives)



ESG Organisation

(structure, process, KPIs, documentation)



"Green" transformation

(pre- and post-implementation support initiatives, monitoring and reporting)

Regulatory/Markets



Energy market studies

(RES, classical generation, BESS, waste)



Regulatory updates, early warnings and reports



Advocacy



CfD support

Transaction Advisory Services (sell-/buy-side)



Project/Target Adjustments



Marketing Materials



Buyers/Seller Engagement



Transaction Closing

Technical Consultancy and Management



Assessments

(technical, due diligence)



Technical docs/procurement

(feasibility studies, requirements, assessment and negotiation support)



Implementation support

(technical assistance and project mgmt.)

Our first materiality analysis

Identification of material topics for CIGA Energy Advisory

In 2024, we conducted our first materiality analysis at the RCI Holding level, using a customized and integrated methodology that combines three key perspectives: environmental and social impact, related financial risks, and stakeholder expectations.

This approach allowed us to identify the ESG issues that are relevant for our business and which matter to the communities we interact with. We set a pragmatic materiality threshold to focus our resources on strategic priorities.

The analysis resulted in a set of 10 material themes, evenly distributed between the environment, social issues, and corporate governance. The most significant sustainability topics for us include corporate culture, working conditions, anti-corruption measures, and the information-related impacts for consumers.

This initial assessment provides us with clear guidance for strategic sustainability directions, ensuring that we act responsibly and efficiently, meeting stakeholder expectations and minimizing environmental and financial risks. In this way, we can build a sustainable future in harmony with the company's values and objectives.

Three dimensions of materiality

35%

Impact materiality

Assesses the organization's actual and potential impacts, positive and negative, on the environment and society

30%

Financial materiality

Assesses the financial risks and opportunities associated with sustainability topics

35%

Stakeholder perspective

Reflects the importance attributed to the topics by different stakeholder groups

Weights assigned to stakeholder groups

30% | Employees

30% | Customers

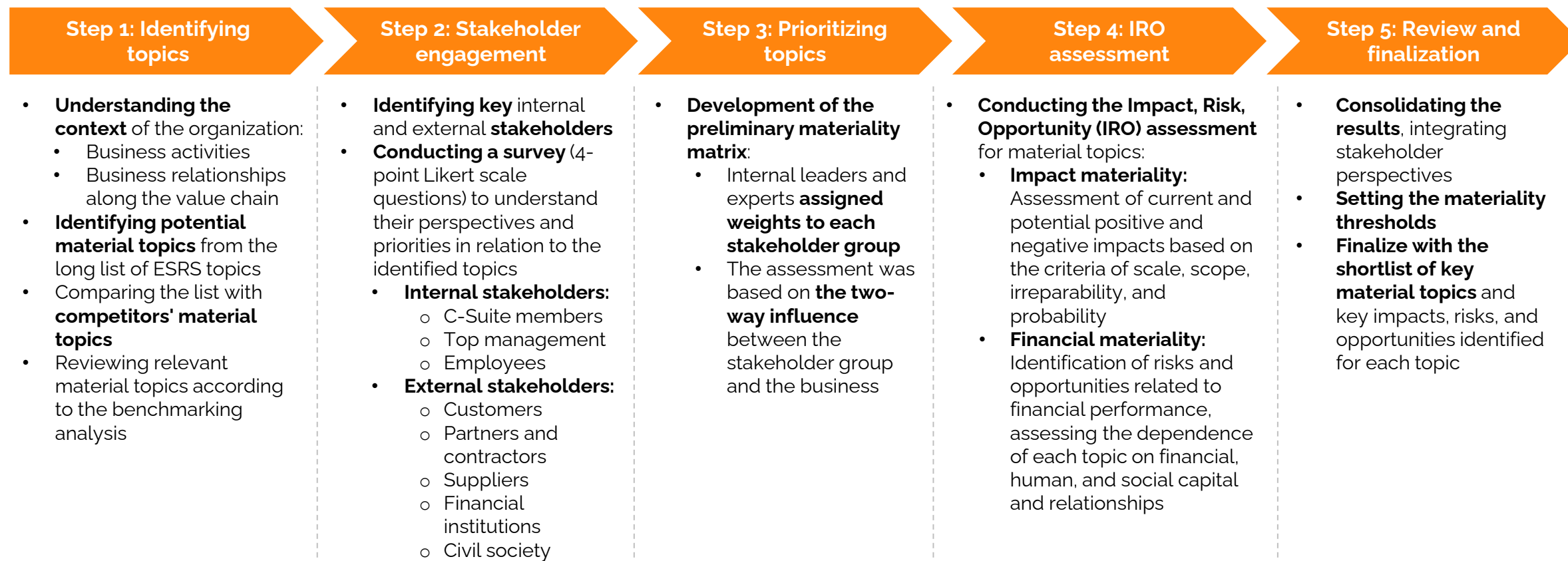
15% | Suppliers

15% | Financial institutions

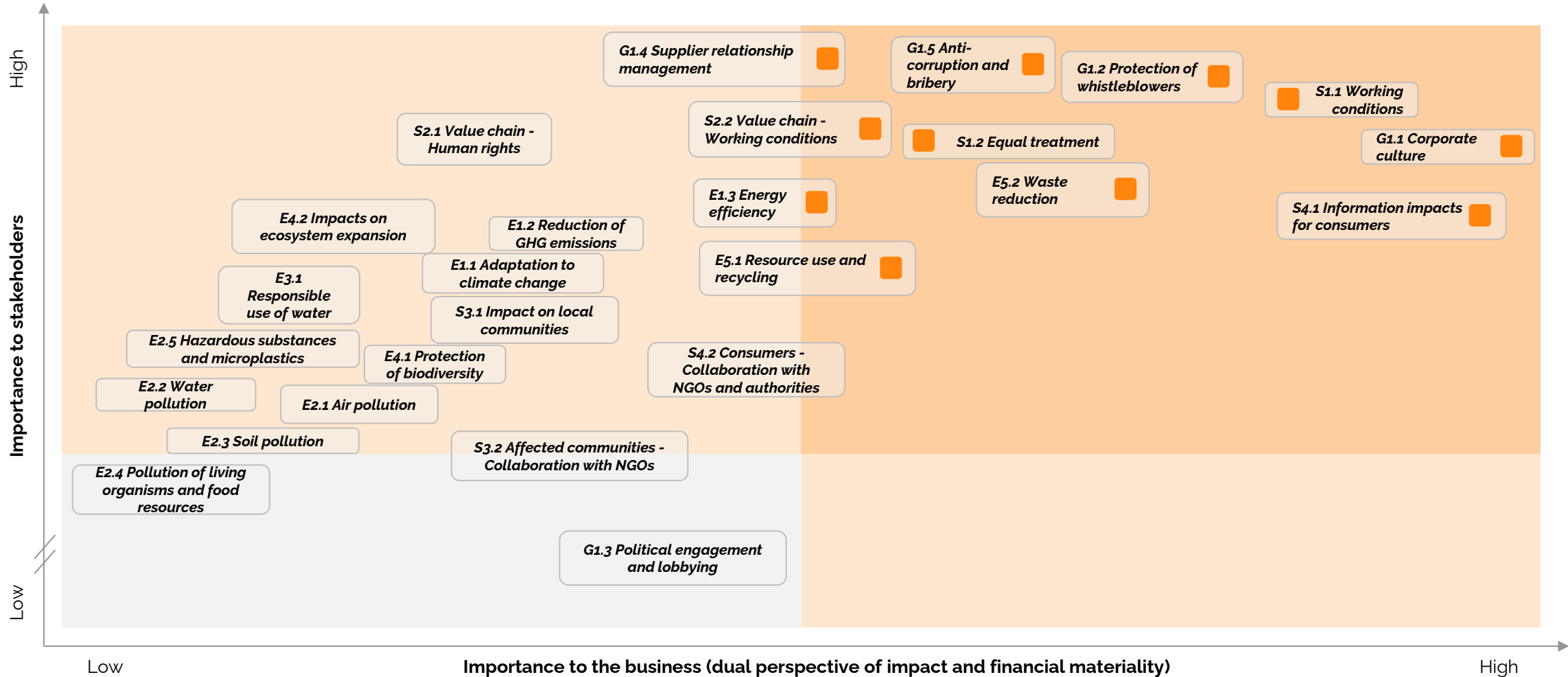
10% | Contractors and partners

Our materiality analysis process comprised several steps, including stakeholder engagement and the assessment of impacts, risks, and opportunities (IROs)

The materiality analysis process aimed to identify and prioritize key ESG topics in terms of risks and opportunities, focusing on matters of greatest relevance to stakeholders and on their impact on the Company, from a dual materiality perspective (impact materiality and financial materiality).



Most material topics identified fall under the social and governance pillars, in line with those of other companies in the professional services sector



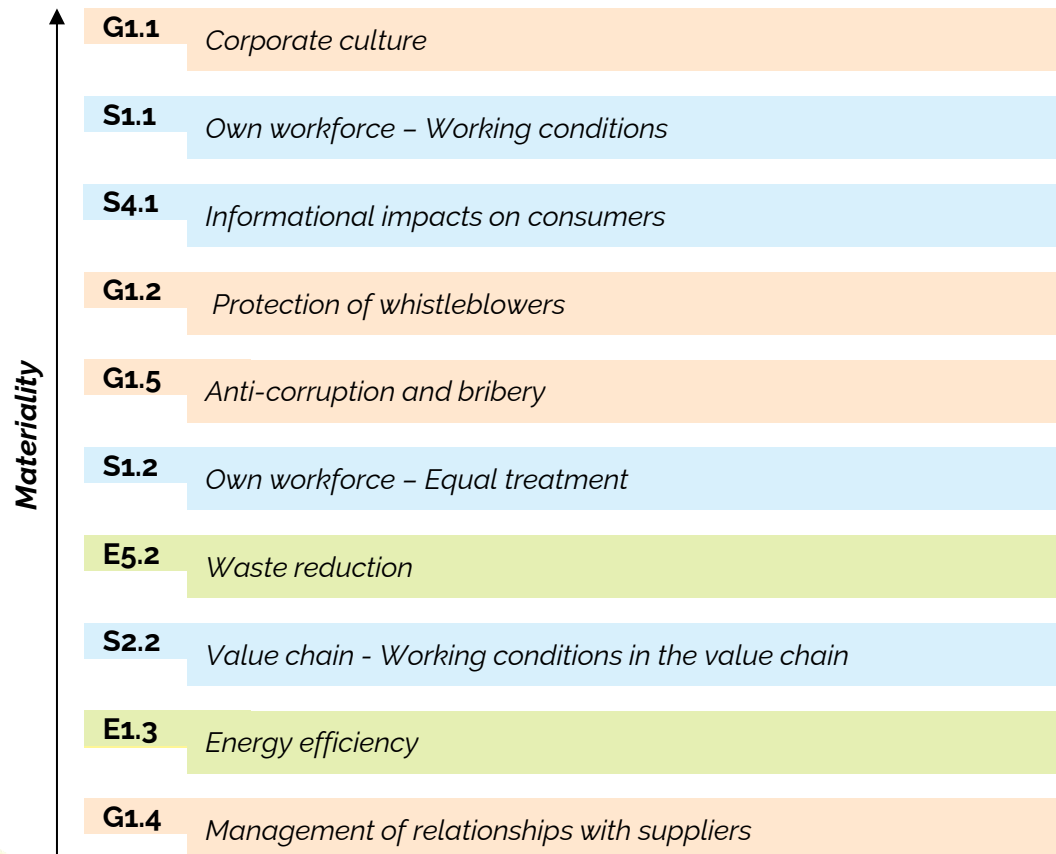
Material topics for 2024

Our sustainability report contains information that meets the requirements of the VSME standard and addresses the material topics set out in the European ESRS standards

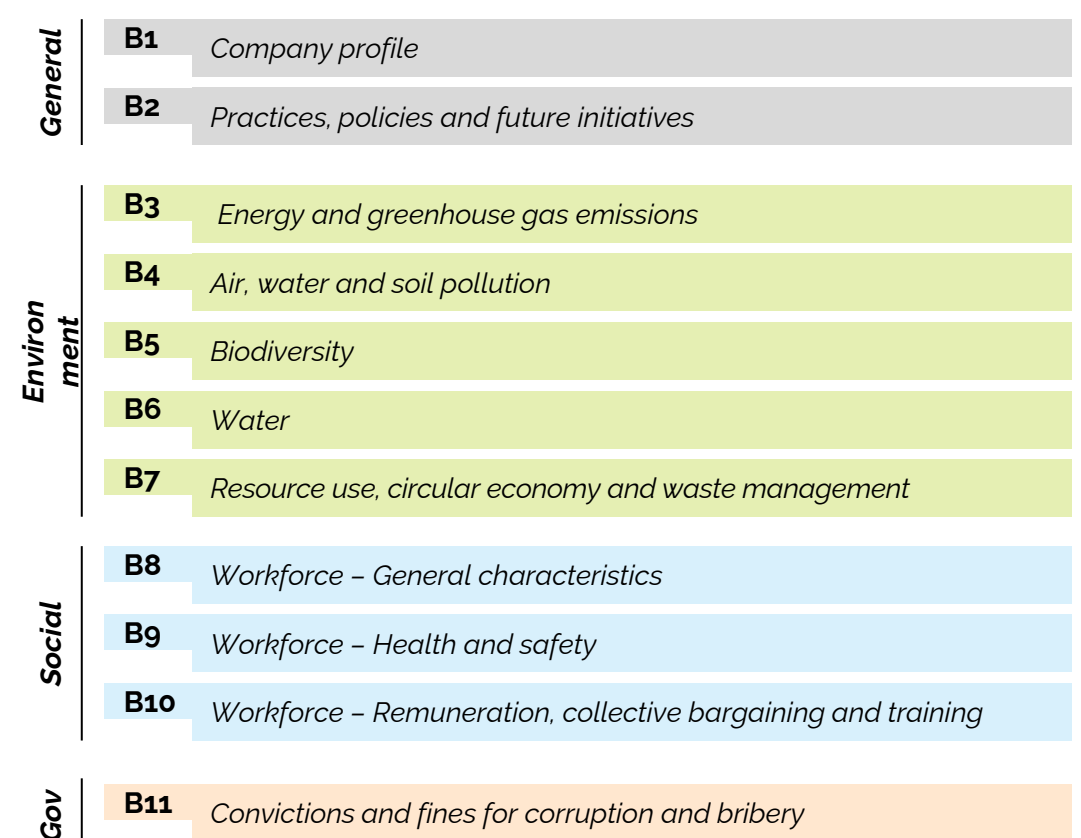
Our sustainability report complies with the requirements of the Voluntary SME standard (VSME) and also integrates relevant information on material topics identified in accordance with European Sustainability Reporting Standards (ESRS), which are more detailed and complex.



Our material topics in accordance with the ESRS standards



Reporting topics in accordance with the VSME standard (Basic Module)



Our Environmental Impact (1/6)

Our environmental policies and principles

Environmental Policy

At CIGA Energy Advisory, we comply with **the RCI Holding's Environmental Policy** and we conduct our activities in accordance with an **ISO 14001:2015-certified Environmental Management System**.

We are committed to **preventing pollution, using resources efficiently, and reducing the environmental impact of our operations**.

We regularly monitor our environmental performance and **continuously improve our processes**, with the support of our colleagues and partners. We actively encourage feedback and initiatives aimed at reducing waste, emissions, and other adverse environmental impacts.

Our environmental principles



Compliance with applicable environmental laws and regulations



Optimizing energy consumption, water, and consumable materials



Reducing waste and promoting recycling



Preventing emissions and accidental pollution



Engaging employees and partners in achieving objectives related to sustainability

Our Environmental Impact (2/6)



Energy and GHG emissions

VSME B3 - ESRS E1.3

Total electricity consumption in 2024

In 2024, we monitored electricity consumption to assess our energy footprint and identify reduction opportunities, in line with our sustainability objectives.

Our company works with the administrator of the building in which it operates to assess and implement, where possible, **renewable energy solutions**.

Indicator*	Total consumption 2024 (MWh)
⚡ Consumption from non-renewable sources	11.59
🌱 Consumption from renewable sources	9.86
Total electricity consumption	21.45

✳️ Romania does not yet have a guarantees of origin (GO) system for green energy. Data are estimates based on the supplier's declared energy mix for 2024.

Energy efficiency measures implemented



We encourage **hybrid working**, which reduces energy consumption in the office and indirectly contributes to **lowering our carbon footprint**



Switching to **LED lighting** and installing **presence and natural light sensors** to reduce electricity consumption



The air conditioning system is set to **optimal temperatures** (summer: 24-25°C, winter: 21-22°C) **to reduce excessive consumption**



Replacing old IT equipment with energy-efficient devices and activating **sleep/hibernation mode** for optimized consumption



Beyond us: The impact we create for Clients

Client: U.A.T. Municipality of Constanța
Project: Development of the Sustainable Energy and Climate Action Plan (SECAP)
Sector | Industry: Public institutions

Project description

We assisted the Municipality of Constanța in developing its Sustainable Energy and Climate Action Plan (SECAP) as part of its commitment to reducing GHG emissions and mitigating climate change at the local level. The project consisted of developing (1) a report on the current state of the city of Constanța and its opportunities for sustainable development; (2) a financial plan for selected short-, medium-, and long-term strategic projects; (3) the final Sustainable Energy and Climate Action Plan (SECAP).

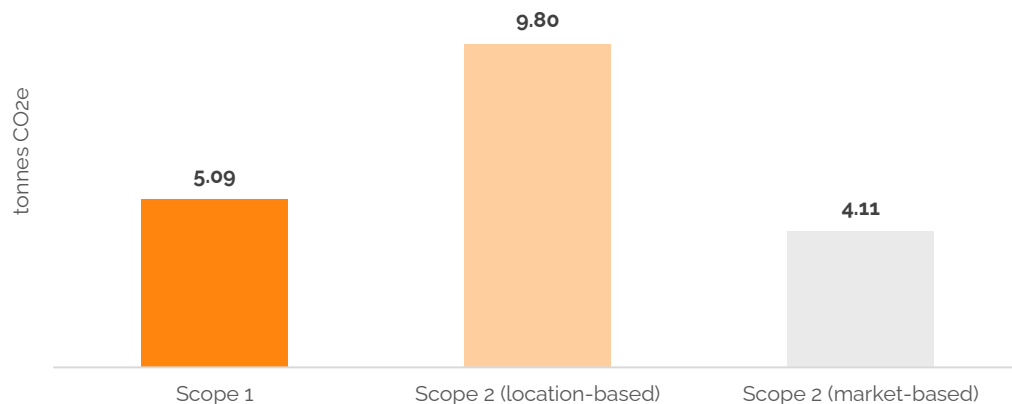


Our Environmental Impact (3/6)

Energy and GHG emissions

VSME B3 - ESRS E1.3

Carbon emissions in 2024 (tonnes CO₂e)



GHG emissions	2024
Scope 1 (tCO ₂ e)	21.45
Scope 2 (tCO ₂ e) - Location-based approach	9.80
Scope 2 (tCO ₂ e) - Location-based approach	4.11

✦ In the coming years, we aim to expand the calculation of emissions to cover relevant Scope 3 categories (e.g., purchased goods and services, employee commuting)

Carbon emissions - Methodological note

We are aware of our carbon footprint and take responsibility for our environmental impact.

2024 is the first year in which we have calculated and reported CO₂ emissions for Scope 1 and Scope 2, in accordance with the requirements of the **GHG Protocol**. We intend to continue this process annually and set **clear reduction targets** in **accordance with SBTi** based on calculations that will be outlined starting with the second reporting year.

Scope 1

- Includes **direct emissions** from the combustion of fuels used by our own vehicle fleet
- Consumption was calculated based on **the liters of fuel purchased and the relevant conversion factors** (DEFRA / IPCC, ANRE, and electricity supplier data)

Scope 2

- Scope 2 includes indirect emissions from **purchased electricity and thermal energy** supplied by the building owner
- For electricity, the energy mix was obtained from **the supplier's invoices and the supplier's 2024 Electricity (Supply) Label** (market-based approach)
- Thermal emissions are associated with the combustion of natural gas in the building's boilers, with emissions allocated proportionally to the tenant

Our Environmental Impact (4/6)



Energy and GHG emissions

VSME B3 - ESRS E1.3



Beyond us: The impact we create for Clients

Client: Major utility company in Southeast Europe

Project: Calculation of the carbon footprint and avoided emissions associated with products/services

Sector | Industry: Energy, e-mobility



Project description

Our team supported the Client's sustainability objectives, in alignment with the Group-wide strategy, by assessing the carbon footprint and avoided emissions generated by its services, as well as by developing a customized tool to quantify these emissions over time.

In response to recent developments, the Client sought to better understand the impact of its services on carbon emissions, with the objective of highlighting the societal benefits associated with the emissions reductions enabled by its e-Mobility division in Greece.

In this context, the project included a comprehensive literature review and the development of a standardized methodology for the assessment of avoided emissions.

The project also envisages the expansion of the scope to include the Romanian division, together with the development of a parametric tool to enable continuous emissions monitoring at Group level.

Key results and benefits for the Client

- A systematic method for estimating avoided emissions and the carbon footprint, supporting informed decision-making and strategic planning
- Emissions collection, assessment, and monitoring are simplified through a parametric Excel-based tool, developed on the basis of a customized and compliant methodology
- The information generated by the project enables the identification of opportunities for reducing emissions, optimizing resources, and aligning with international sustainability standards, thereby helping to strengthen the Client's reputation as a responsible player in the field

Our Environmental Impact (5/6)



Waste and circular economy

VSME B7 - ESRS E5.2

Management of waste generated in 2024

In 2024, our company generated a significant total quantity of waste, predominantly non-hazardous, with a major share represented by household waste (2,753 tonnes). For this waste, **we ensured management compliant with the legislation in force**, by handing it over to authorized operators for disposal at specialized landfills.

All paper, cardboard, plastic, and glass waste generated during the reporting period was sent for recycling or reuse, reflecting our commitment to the circular economy and to reducing our environmental impact.

Hazardous waste, such as electronic waste (WEEE), is managed under authorization by the building owner.

Waste category	Quantity (tonnes) in 2024	Quantity directed towards recovery (tonnes)	Management method
Household waste	2.75	0.00	D5 disposal in accordance with OUG 92/2021
Paper and cardboard	0.17	0.17	R12 disposal in accordance with OUG 92/2021
Plastic	0.02	0.02	R12 disposal in accordance with OUG 92/2021
Glass	0.01	0.01	R12 disposal in accordance with OUG 92/2021

Waste reduction initiatives and circular economy practices

To reduce our environmental impact and support a sustainable business model, we have implemented a range of initiatives focused on **efficient resource management and waste minimization**.

These measures aim to reduce consumption while promoting reuse and recycling across our daily operations.



Expanding digitalization to reduce paper use (electronic documents, digital signatures, digital archiving)



Encouraging the reduction of single-use waste and **expanding selective collection** at office level



Reuse of IT equipment and furniture within the group



Internal maintenance and repair practice for **extending product lifespan**



Participation in **deposit-return schemes** and **exploring partnerships for equipment refurbished**



Limiting printing to what is strictly necessary, with duplex and black-and-white settings

Our Environmental Impact (6/6)

Water

VSME B6

Total water consumption in 2024

We acknowledge the importance of responsible water management as a key environmental consideration.

We do not conduct operations in water-stressed areas and therefore we currently have no water consumption in such locations.

Indicator	Total consumption 2024 (m³)
 Water consumption	202.02
 Water consumption in water-stressed regions	0.00
Total water consumption	202.02

Pollution

VSME B4

Pollutant emissions

Although we have no legal obligation to report pollutant emissions, we closely monitor any potential environmental impact.

We confirm that in 2024 we had no legal obligation to report emissions to the authorities. In addition, there are no further reports on pollution for the reporting period.

Biodiversity

VSME B5

Protected areas

We are aware of the essential role of biodiversity and ensure that our operations do not affect sensitive areas.

Currently, **we do not manage or own sites in or near protected areas.**



Beyond us: The impact we create for Clients

Client: Lamda Development

Project: Environmental impact analysis for the Ellinikon (Smart City) real estate development

Sector | Industry: Energy, e-mobility



Project description

Our company helped Lamda Development understand the environmental footprint of the solutions it intends to implement in Ellinikon, the largest urban regeneration project in Europe.

We analyzed the impact of the initiatives to be implemented in terms of energy consumption, emissions released, water consumption, etc., through both qualitative and quantitative analyses. The impacts were assessed and reported in accordance with GRI indicators.

Our Social Responsibility (1/6)

Workforce – General Characteristics

VSME B8 - ESRS S1.1

Employee data for 2024

Within the company, we focus on building a stable and diverse team that supports our sustainability and social responsibility values.

In 2024, our team numbered 10 employees, all with permanent contracts. We **maintain a balanced gender representation** and we support talent development through **internship programs**, which included 4 interns this year.

Indicator	2024 Value
Total number of employees, of which:	10
Male	6
Female	4
Permanent contracts	10
Fixed-term contracts	0
Location of operations	Romania

Staff evolution and stability

Monitoring team evolution and the retention rate allows us to assess employee satisfaction and engagement.

In 2024, we had stable team growth and a 100% retention rate, confirming our commitment to a stable and motivating work environment.

Indicator	2024 Value
Employees at the beginning of 2024	9
Employees at the end of 2024	10
Average number of employees in the year 2024	9.5
Number of employees who left the company in 2024	0
Employee retention rate (%)	100%

Our Social Responsibility (2/6)



Working conditions

VSME B8 - ESRS S1.1

Employment Policy

The company has a **Transparent and Fair Employment Policy**, which ensures a process based on competencies, diversity and inclusion, in line with applicable legislation and international standards. The policy applies to all types of employment and includes clear stages of recruitment, selection, offering and onboarding of new employees, supported by a dedicated onboarding program. The process is continuously monitored and improved through periodic evaluations, diversity analysis and employee feedback, in order to optimize the candidate experience and their integration.

Work-Life Balance Policy

The company has a **Work-Life Balance Policy**, designed to ensure a flexible, healthy and fair working environment for all employees. It promotes measures for flexible working schedules, respect for personal time, and support for physical and mental wellbeing, in accordance with good practices and applicable regulations.

Employee absenteeism

In 2024, **the absenteeism rate within our company was 0%**, reflecting our employees' high level of commitment to our company and our work environment.

Employee Reintegration Policy

Our company supports the **effective and fair reintegration of employees** returning after extended leave, adapting the process to individual needs and respecting the principles of flexibility, fairness and collaboration.

The policy applies to all employees returning to work and to those involved in the support process, including managers and the human resources team.

The process includes advance planning of the return, a gradual readjustment period with professional support, and continuous monitoring during the first three months.

To support a successful return to work, the company offers mentoring programs, personalized training and access to psychological and medical counseling services. The process is monitored and improved annually, based on employee feedback and in accordance with best practices and legal regulations.

Grievance Management Policy

The company ensures a **fair, confidential and efficient process for receiving and resolving grievances from employees**, partners or other interested parties. This mechanism supports transparency, respect for rights and the protection of those who report, preventing any form of retaliation. Grievances may concern unethical conduct, discrimination, harassment, health and safety issues, conflicts of interest, corruption or other irregularities. Confidential reporting channels are made available, and each report is reviewed and investigated by a designated team, in compliance with clear timeframes and the necessary corrective measures.

Our Social Responsibility (3/6)



Working conditions

VSME B8 - ESRS S1.1

Initiatives for improving working conditions



Wellbeing programs

We place strong emphasis on employees' physical and mental well-being through extended medical insurance coverage (including for family members), dedicated support for childcare and dependent care.



Flexible schedule

Our policies enable employees to adjust their working schedules to their individual needs, in coordination with their managers, thereby supporting a healthy balance between professional and personal life.



Work-life balance

We offer remote and hybrid work options, facilities for active breaks, and an extended social package that includes support for special family situations.



Improving working conditions

We constantly invest in modernizing our office spaces (ergonomic furniture, optimized lighting, relaxation areas) and in workplace safety through regular training.

Sponsorships in 2024

The company supports sports performance and development through active involvement in dedicated sponsorships. In 2024, we supported **the Romanian Rowing Federation with an amount of 24.881 RON**, thereby contributing to the promotion of excellence and sporting values.

Human Rights Policy

Our company adheres to the Holding's **Human Rights Policy**, committing to promote and uphold the fundamental rights of all our employees, collaborators and partners.

We respect the principles of equality, non-discrimination, decent work, protection against exploitation and harassment, as well as the right to confidentiality and data security.

We implement rigorous compliance measures and ensure clear and confidential mechanisms for reporting and remedying any human rights violations.

In this way, we integrate these fundamental values into our organizational culture and all our operations, in accordance with international best practices and applicable regulations.

Our Social Responsibility (4/6)

Employee diversity

ESRS S1.2

Employee diversity – key data

At the end of 2024, our team consisted of **10 employees**, with an **average age of 32,4 years** and a **high level of qualification**, with all colleagues holding higher education degrees. The contractual structure is **predominantly full-time** (80%), which ensures stability and operational continuity.

Diversity in gender, age and professional background reflects the specific nature of the industry and the projects we carry out.

Equal Opportunities Policy

Our company has implemented an **Equal Opportunities Policy**, promoting a fair, inclusive work environment free from discrimination. We are committed to respecting the principles of diversity, equality and inclusion in all aspects of our activity. In this way, we actively contribute to creating a professional environment where all employees and collaborators benefit from equal opportunities, fair treatment and mutual respect, in accordance with applicable legislation and international standards.

Average age of FTEs

32 years

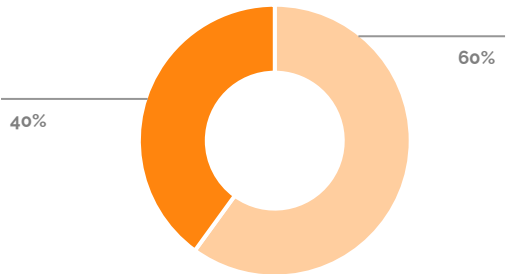
Percentage of FTEs

80%

Retention rate in 2024

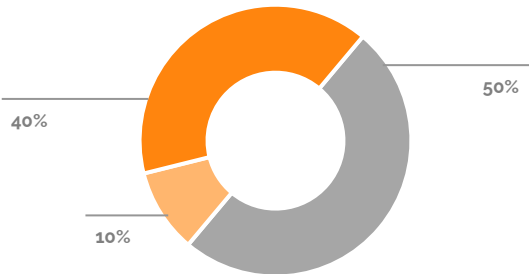
100%

Gender Diversity



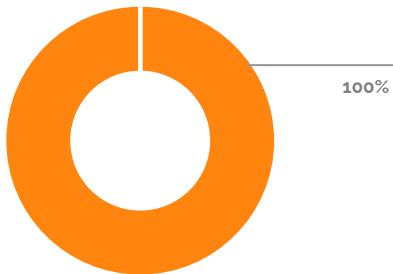
Female Male

Age Diversity



<30 years 30-40 years >40 years

Diversity by Education Level



Higher education Secondary education High school

Our Social Responsibility (5/6)

Health and safety

VSME B9

Our safety metrics

In 2024, our company maintained a safe and healthy working environment for all employees. No workplace accidents were recorded, and **the accident rate per 1000 employees was zero.**

Furthermore, no fatalities caused by accidents or occupational diseases were reported, which reflects our firm commitment to risk prevention and the promotion of workplace safety.

Occupational Health and Safety Policy (OHS)

Within our company, we adhere to the **Occupational Health and Safety Policy** of RCI Holding and carry out our activity in accordance with the **ISO 45001 standard.**

We are committed to preventing accidents and occupational diseases through risk assessment, periodic training and the use of appropriate protective equipment.

We constantly monitor working conditions and improve processes with the active involvement of all colleagues. Any suggestions for improving workplace safety and health are welcome.



Remuneration, collective bargaining and training

VSME B10

Remuneration and collective bargaining

Our company ensures a fair and stimulating work environment, offering **highly competitive salaries** relative to similar firms in the business consulting field, in line with the client profile and the complexity of the projects carried out.

We confirm that all employees receive at least the legal minimum wage, in accordance with applicable standards.

At present, no employee is covered by collective bargaining agreements.

Professional training

In 2024, our company offered various professional training programs, including internal **"Share of Expertise" sessions** on strategic topics such as energy markets, ESG, European funds, cybersecurity, digitization, and legal issues.

We also supported soft skills development through the **"Tone of Voice" programme**, focused on effective communication, which was attended by all employees. Additional modules on feedback and conflict management are planned for 2025.

CRM Salesforce training sessions were organized for Key Account Management teams and staff responsible for customer data management.

Our Social Responsibility (6/6)



Information-related impacts for consumers - Data security and GDPR

ESRS S4.1

Data Security Policy

Through the **Data Security Policy** adopted at RCI Holding level, the company ensures the protection of the data and information it manages, complying with legal requirements, including **GDPR**, and the international **ISO 27001 standard**.

The policy covers all data, classifying it into confidentiality categories and implementing strict access controls, multi-factor authentication and continuous monitoring of IT security. The procedures provide for the rapid and efficient management of security incidents, including reporting in compliance with applicable regulations.

GDPR

The company complies with the requirements of the General Data Protection Regulation (GDPR) by implementing strict policies and procedures for the protection of clients' personal data. Access to this data is limited and monitored, and processing is carried out exclusively for lawful and transparent purposes. Consent for data processing is managed through specific contracts and forms, ensuring that data subjects' rights are respected throughout the process.

Data security incidents in 2024

In 2024, **a single cybersecurity incident was recorded**, consisting of a phishing attack that resulted in a payment against a fraudulent invoice.

We note that there were no incidents involving unauthorized access to the personal data of users, clients or other third parties. The incident was isolated and handled promptly, with additional preventive measures implemented to avoid similar situations in the future.

Additional measures implemented in 2024

As part of our ongoing commitment to data protection, the company has implemented the following additional cybersecurity measures:

- **Activation of multi-factor authentication (MFA)** for all user accounts, to strengthen access security.
- **Restricting network access to company-registered devices only**; the process was initiated in 2024 and completed in 2025.
- **Strengthening email filtering policies**, by applying additional and stricter settings at the email server level, to reduce the risks associated with phishing and malware attacks.

Our Governance Practices and Standards (1/3)

Corporate culture

ESRS G1.1

Our values

- ✓ Professional excellence
- ✓ Integrity and ethics
- ✓ Loyalty to the shared mission
- ✓ Respect and fairness
- ✓ Work-life balance
- ✓ Transparent and collaborative communication
- ✓ Trust as the foundation of collaboration

Code of Ethics

Code of Ethics of our company defines the principles and values that guide the responsible and ethical conduct of all our employees, contractors, and partners. We promote integrity, transparency, respect, and accountability in all our activities, fostering a fair, safe, and inclusive work environment.

The Code of Ethics sets out expectations regarding professional conduct, mechanisms for reporting any breaches, and the commitment to the consistent application of ethical standards across the organization.

How we put our values into practice

Values in performance evaluations

We support professional growth by recognizing performance and adherence to ethical values. The values will be formally integrated into performance evaluations and development plans starting in 2025.

Ongoing dialogue with the team

We hold regular feedback and consultation meetings to maintain open and transparent communication.

Support for work-life balance

In addition to flexible schedules and hybrid work, we encourage participation in shared external events, which contribute both to our work-life balance and to team cohesion.

Mentoring programs and continuous development

We are developing a mentoring program to build competencies, planned for implementation in 2025.

Ethical decision-making processes

Major decisions are assessed against the company's values, with the involvement of management and, where necessary, the legal department. Employees can safely report any conflict of interest or ethical dilemma.

Our Governance Practices and Standards (2/3)



Whistleblower protection

ESRS G1.2

Compliance Whistleblowing Procedure

Our company supports transparency and integrity, encouraging **the confidential reporting of any legal violations, misconduct, or unethical practices that may affect the company**. We provide all employees, contractors, and partners with secure and confidential reporting channels and guarantee protection for whistleblowers against any form of retaliation. Reports are reviewed and investigated responsibly by a designated team, within clear timeframes, and corrective measures are applied where appropriate. The procedure is aligned with Law No. 361/2022 on the protection of whistleblowers and with international best practices.



Anti-corruption and bribery

ESRS G1.5

Anti-Corruption Policy

The company applies a zero-tolerance principle toward any form of corruption and fraud, in compliance with relevant legislation and international standards. **Our Anti-Corruption Policy** sets out clear rules for preventing bribery, fraud, conflicts of interest, and other unethical practices, applicable to all employees, partners, and contractors. We provide confidential reporting channels, protect whistleblowers, and apply firm sanctions for any breach. Anti-corruption processes are continuously monitored and improved, and employees receive regular training to uphold the highest standards of integrity and transparency.

Our Governance Practices and Standards (3/3)



Supplier relationship management

ESRS G1.4

Contractual consistency

Contracts concluded with suppliers are structured to mirror those signed with end beneficiaries, ensuring contractual consistency and compliance with project requirements. We continuously adapt to the standards and requirements set by our clients, and this approach is reflected in our supplier relationships, where partners are informed and integrated within a clear contractual framework aligned with the responsibilities assumed at project level.

Clear selection criteria

The supplier selection process is based on both technical and economic criteria, as well as social and environmental responsibility aspects. The main criteria include: legal compliance, technical and financial capacity, delivery history, quality certifications (ISO 9001, ISO 14001, etc.), as well as a commitment to sustainable practices.

ESG assessment and monitoring

Supplier ESG assessments are aligned with the qualification requirements set out in the tender documentation, which suppliers must meet in order to be selected. Compliance with relevant contractual clauses is also taken into account, ensuring that the assessment reflects both initial eligibility and ongoing performance throughout the contract lifecycle.

Preventing abuse in the value chain

We prevent abuse and irregularities in the value chain by including clear contractual clauses and ensuring a whistleblowing mechanism that protects the confidentiality and integrity of those who report problems.

Support for local suppliers and SMEs

We are actively involved in supporting local suppliers and SMEs with no experience in tendering, providing them with support in registering on procurement platforms, checking documentation, and completing the necessary forms. The aim is to strengthen a diversified and sustainable supply chain.

The Sustainability Action Plan was developed at RCI Holding level and is adopted for implementation by our company, in line with the Group's strategic direction (1/10)

2025-2027+ Sustainability Action Plan

ESG Topic	Timeframe	Key action	Owner(s)	Targets / Deliverables	ESG Impact
Environmental Social Governance	Energy efficiency <i>ESRS E1.3</i>	2025	Office Manager	- Implementation in min. 80% of locations 10% consumption reduction	Reducing energy consumption and carbon footprint
		2026	- COO - Chief Transformation Officer - CLO - Chief Procurement Officer	System implemented across all main locations	- Continuous monitoring for consumption optimization - Identifying energy efficiency opportunities (including potential collaboration with Renergia)
		2027+	COO, CEO	Min. 20% of energy produced from own sources or green investments	Reducing dependence on conventional sources and environmental impact

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2025-2027+ Sustainability Action Plan

Environmental	ESG Topic	Timeframe	Key action	Owner(s)	Targets / Deliverables	ESG Impact
Social	Waste reduction <i>ESRS E5.2</i>	2025	Implementing selective waste collection at all locations	RCI Office Managers	Min. 80% of office spaces equipped with separate collection systems	- Reducing the amount of waste sent to landfill - Increasing the recycling rate at Group level
Governance			Partnerships for IT equipment recycling	- RCI Office Managers - Business leaders	Min. 1 contract with authorized operators	Supporting the circular economy and reducing the volume of waste generated at Group level
		2026	Paper and plastic consumption reduction program	RCI Office Managers	- Reduction of paper consumption by min. 50% - Complete elimination of single-use cups and cutlery	- Promoting sustainable practices in day-to-day operations - Reducing the environmental footprint generated by administrative operations

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2025-2027+ Sustainability Action Plan

ESG Topic	Timeframe	Key action	Owner(s)	Targets / Deliverables	ESG Impact
Working conditions <i>ESRS S1.1</i>	2025	Wellbeing and work-life balance program	- Chief People Officer - COO	Program launch and updated benefits	Improving satisfaction and productivity through mental and physical wellbeing measures
	2026	Occupational health and safety (OHS) assessment	- Chief Transformation Officer - Local HR	Assessment report and corrective action plan	Reducing accident risks and increasing workplace safety
	2027+	Continuous training and professional development	- Chief People Officer - Department managers	Min. 1 annual development program per company	Increasing employee skills and retention

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The Sustainability Action Plan was developed at RCI Holding level and is adopted for implementation by our company, in line with the Group's strategic direction (4/10)

2025-2027+ Sustainability Action Plan

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ESG Topic	Timeframe	Key action	Owner(s)	Targets / Deliverables	ESG Impact
Equal treatment <i>ESRS S1.2</i>	2025	Equal opportunity and diversity policy	- Chief People Officer - Chief Legal Officer	Policy drafted, approved and communicated across all Group entities	Establishing a formal framework for preventing discrimination and promoting diversity and inclusion
	2026	Pay equity and representation analysis	- Chief People Officer - Chief Transformation Officer	- Comparative analysis report (gender, age, roles, entities) - Action plan to correct imbalances	Ensuring fair treatment and equal opportunities for all employees
		Inclusive and ethical leadership training	- Chief People Officer - Chief Legal Officer	At least one annual session for managers, linked to ethics and anti-corruption modules (ESRS G1.5)	Developing an organizational culture based on respect, collaboration and integrity
	2027+	Inclusive organization certification	- CEO - Chief People Officer	External certification obtained (e.g. EQUAL-SALARY or Diversity & Inclusion)	Public recognition of the Group's commitment to equal treatment and equal opportunities

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2025-2027+ Sustainability Action Plan

ESG Topic	Timeframe	Key action	Owner(s)	Targets / Deliverables	ESG Impact
Information impacts <i>ESRS S4.1</i>	2025	Resilience and Disaster Recovery Test	- Chief Transformation Officer - External IT - Business leaders	Test report, with implementation of min. 80% of identified corrective measures	- Increasing the organization's capacity to manage cyber incidents - Protecting data confidentiality - Ensuring operational continuity
	2026	Updating privacy policies	- Chief Legal Officer - Communications Manager - CPO	Simplified, communicated policies	Transparency and clarity in communicating with customers on personal data protection
		Data security training for employees	- Chief Transformation Officer - Chief People Officer	100% of employees trained - Knowledge testing	Strengthening the internal security culture and preventing security incidents
	2027+	Data protection certification	- Chief People Officer - COO	Certification obtained	Demonstrating commitment to best practices in data protection

The Sustainability Action Plan was developed at RCI Holding level and is adopted for implementation by our company, in line with the Group's strategic direction (6/10)

2025-2027+ Sustainability Action Plan

Environmental Social Governance	ESG Topic	Timeframe	Key action	Owner(s)	Targets / Deliverables	ESG Impact
	Value chain – working conditions <i>ESRS E5.2</i>	2025	ESG annex to supplier contracts	- Chief Procurement Officer (subcontractors) - Office Managers (administrative suppliers)	ESG annex drafted and implemented in supplier contracts starting 1 December 2025	Ensuring compliance with social and environmental standards across the value chain
			Supplier self-assessment questionnaire	- Entity responsible for procurement in each company - If none: Chief Procurement Officer, COO	Questionnaire tested with a minimum of 3 key suppliers (top 3 suppliers of each Group company)	Assessment of suppliers' social and environmental responsibility
			Supplier code of conduct	- Chief Procurement Officer - Chief Legal Officer - COO	Code drafted, approved and communicated to all suppliers	Promoting ethical and responsible practices in business relationships
		2026	Extending the assessment to all suppliers	- Entities responsible for procurement in each Group company - COO	Min. 50% of procurement value assessed via the ESG questionnaire	Increasing transparency and compliance across the value chain
		2027+	Audit of high-risk suppliers	- Chief Procurement Officer - Chief Transformation Officer	Audit of min. 80% of high-risk suppliers	Managing social and environmental risks associated with suppliers

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2025-2027+ Sustainability Action Plan

ESG Topic	Timeframe	Key action	Owner(s)	Targets / Deliverables	ESG Impact
Corporate culture <i>ESRS G1.1</i>	2025	Formalizing organizational values	• CEO • Chief People Officer	• Employee survey • Value-definition sessions • Employee Value Proposition (EVP)	• Strengthening an ethical and inclusive organizational culture, increasing internal and external trust
		Implementation of a continuous feedback mechanism	• Chief People Officer • CEO	• Annual engagement survey, with reporting and comparative analysis by entity	• Promoting open dialogue and transparency, improving employee satisfaction and working conditions
		Development of competency circles	• Chief People Officer • COO • Business leaders	• Competency circle formed and operational in the main support areas (HR, Procurement, ESG)	• Improving inter-company collaboration and aligning sustainability and governance practices across the Group
	2026	Integrating cultural assessment into performance management	• Chief People Officer • COO	• Assessment form updated with behavioral criteria and value-alignment indicators	• Ensuring individual accountability for ethical and sustainable behavior
	2027+	Top employer certification	• CEO • Chief People Officer	• External certification (e.g. Great Place to Work)	• Validating and recognizing an organizational culture of excellence and inclusion

The Sustainability Action Plan was developed at RCI Holding level and is adopted for implementation by our company, in line with the Group's strategic direction (8/10)

2025-2027+ Sustainability Action Plan

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ESG Topic	Timeframe	Key action	Owner(s)	Targets / Deliverables	ESG Impact
Whistleblower protection <i>ESRS G1.2</i>	2025	Implementation of the anonymous reporting channel	- Chief Legal Officer - Chief People Officer	- Functional channel - Investigation procedure	Promoting responsible governance and ethics by encouraging the reporting of irregularities
	2026	Communication campaign on the protection system	- Chief People Officer - Communications Manager	Informational materials and presentation sessions	Increasing awareness of and trust in the whistleblower protection system
		Evaluation of system effectiveness	- Chief Legal Officer - Chief People Officer	Evaluation report with recommendations	Continuous improvement of the system, ensuring transparency and efficiency
	2027+	"Speak-up" culture program	- CEO - Chief People Officer	Measurable increase in trust in the system	Embedding whistleblower protection in the organizational culture and supporting integrity

The Sustainability Action Plan was developed at RCI Holding level and is adopted for implementation by our company, in line with the Group's strategic direction (9/10)

2025-2027+ Sustainability Action Plan

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ESG Topic	Timeframe	Key action	Owner(s)	Targets / Deliverables	ESG Impact
Supplier relationship management <i>ESRS G1.4</i>	2025	Supplier mapping by ESG criteria*	- The entity responsible for procurement in each company - If none, Chief Procurement Officer RCI (subco.); Office Managers (admin suppliers)	Complete map of key suppliers (top 3 per company), classified by ESG risk based on the results of the ESG self-assessment questionnaire (E5.2)	Identifying ESG risks and opportunities in the supply chain
	2026	Inclusion of ESG criteria in supplier selection	- Chief Procurement Officer - Chief Legal Officer	Procurement procedure updated to include ESG criteria	Prioritizing sustainability and environmental and governance performance in procurement decisions
		ESG development program for suppliers	- Chief Procurement Officer - Chief Transformation Officer	Program implemented with a minimum of 3 strategic suppliers (identified during the mapping stage)	Continuous improvement of ESG performance across the value chain
	2027+	ESG rating system for suppliers	- Chief Procurement Officer - Chief Transformation Officer	Functional system, assessments covering min. 50% of suppliers	Increasing transparency and comparability of ESG performance across the supply chain
		Responsible supply chain	- Chief Procurement Officer - CEO	Min. 50% of total procurement value compliant with ESG standards	Ensuring accountability and sustainability across the entire value chain

* Supplier assessment and mapping are based on the tools defined under ESRS E5.2, in particular the ESG self-assessment questionnaire, which forms the basis for risk classification (low / medium / high) for administrative suppliers and subcontractors.

The Sustainability Action Plan was developed at RCI Holding level and is adopted for implementation by our company, in line with the Group's strategic direction (10/10)

2025-2027+ Sustainability Action Plan

Environmental Social Governance	ESG Topic	Timeframe	Key action	Owner(s)	Targets / Deliverables	ESG Impact
	Corruption and bribery <i>ESRS G1.5</i>	2025	Anti-corruption and offering/receiving benefits policy	Chief Legal Officer	Policy drafted, approved and communicated to all Group entities	Establishment of a unified framework for ethical conduct and compliance in commercial and administrative relations
			Anti-corruption and business ethics training (leadership stage)	- Chief Legal Officer - Chief Transformation Officer	100% of leaders and department managers trained in the application of the policy	Strengthening management's role as an ethical example and building an organizational culture based on integrity
		2025-2026	KYC (Know Your Counterparty) policy across all Group companies	- Chief Legal Officer - Chief Procurement Officer	KYC policy fully implemented in RCI Holding by 31 December 2025, then rolled out and applied across all Group companies in 2026	Preventing business relationships with partners presenting a risk of corruption, fraud or legal non-compliance
		2026	Anti-corruption and business ethics training (organization-wide stage)	- Chief Transformation Officer - Business leaders	100% of employees trained; mandatory annual sessions	Increasing awareness and preventing corruption risks in day-to-day operations
		2027+	Internal compliance and prevention audit	- COO - Chief Legal Officer	Annual report on the application of anti-corruption and KYC policies, including reported incidents and corrective measures	Evaluating the effectiveness of the governance system and driving continuous improvement



Thank you!

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