

REFERENZEN

Naceur Chaabane – Interim Management & Consulting

12 April 2016

TO WHOM IT MAY CONCERN:

I am delighted to have this opportunity to recommend Mr. Naceur Chaabane as an outstanding and professional business advisor.

Mr. Chaabane started working in EGP (EBRD Enterprise Growth Programme) project on 15 June 2015, when EKTA was going through challenging period of the company transformation. The Project was complete in March 2016.

As EGP Senior Industrial Advisor (SIA), Mr. Chaabane shared with EKTA's management his valuable expertise and knowledge, which helped us to conduct very important changes.

Based on a deep going diagnostic he conducted with the different functions and management levels, he elaborated a comprehensive Project Work Plan, which should systematically help the company towards the achievement of the set changes.

The SIA proposed a new governance approach and worked closely with EKTA management team on implementing it on step by step basis. By the end of EGP project, the new governance system successfully started its operation.

Mr. Naceur Chaabane provided our management team with the algorithm and the methodology of elaboration a specific strategic plan. We started with conducting a SWOT analysis (internal and external view) and ended with formulating tangible strategic goals, objectives and tasks. His efforts were not limited to the theory or advises, he also worked individually with each top manager, going deeply into details and facilitating the strategic planning process.

Mr. Naceur Chaabane was also very helpful in sharing best business practices, every time he detected improvement potential to remove critical blockades. He provided all necessary details and made sure they are suitable to the country's and company's culture.

The SIA conducted series of coach sessions personally for me and for some of top management team members, which I found to be very valuable in the period of the company transformation.

Mr. Naceur Chaabane was keen to see the project mile stones are met, though he was committed and collaborative to help the company overcoming partly encountered difficulties. On his advice and a continuous support, a program office has been established which succeed in ensuring a timely implementation of agreed tasks.

The SIA is a sharp observer, an attentive listener. With humor and convincing arguments, he was able to establish trust and sympathy with the staff. Because of his intercultural flexibility and international experience, Mr. Naceur Chaabane showed convincingly a deep adaption to the company's environment and identification with our strong determination toward a sustainable change

I would recommend Mr. Naceur Chaabane's as a professional and patient advisor with strong business expertise and high ethics standards.

Sincerely,
Igor Pastukh,

Owner, CEO
EKTA Prom



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Bosna i Hercegovina

Sarajevo, 03.03.2017.
Ref. Nr.: BST#423-3-02#105#17

To Whom It May Concern,

This is a Reference Letter for Naceur Chaabane,

Over the second half, 2016, Naceur Chaabane has worked as a Senior Consultant within an EGP (Enterprise Growth Programme) Project of the EBRD Bank. The Goal of this Project and his involvement were to assist and coach BS Telecom Solutions management to further improve the competitiveness of the company by adopting new business skills and best management practice; additionally, conducting a vertical and horizontal business development approach.

This Project aims at undertaking a comprehensive company restructuring task as part of a business expansion and diversification initiative. It lasted 6 months and provides us more insight view about using new paths of doing business, developing sales & marketing strategy, exploring business internationalization opportunities, attracting investment sources and adopting financial and strategic planning.

Naceur 'contribution was essential while improving company skills and addressing the following topics:

- Redesign the company's presentation from a market perspective; highlighting company's main knowledge and experiences, setting business models the company can embrace and reflecting those capabilities against market's demand
- Conduct a detailed ITS market analysis of the Gulf Region, demonstrate the appropriate way to approach this market and derive an adequate market entry strategy
- Prepare case studies and a set of additional reference documents underlining the professional appearance of the company
- Leading a workshop which addressed all aspects of a partnering strategy with global leading ITS industry players or major contractors and deriving thereof key selection factors

We are very pleased having Naceur as a committed and experienced Industry Manager in this project. His knowhow paired with a stringent methodology, the quality of work he provided, his competence and empathy in motivating teams to work aside their demanding daily business, were beneficial for the outcome of the project. With his ability to capture the starting position, his analytical thinking and process orientation, he could fully meet our expectation.

We are persuaded that his contribution will have a sustainable impact on our business evolution.

Therefore, and as a part of the EGP team, we can highly recommend Naceur for conducting strategic and challenging projects

If you have any further questions with regard to his background or qualifications, please do not hesitate to call us.

Sincerely,

Nedžad Pašić
Head of Sales Department



Potsdam/Bottighofen, 25. Mai 2023

REFERENZ für Herrn Dipl.-Ing. Naceur Chaabane

Es ist mir eine Ehre, Herrn Naceur Chaabane unser gemeinsames inhaltliches und formales Wirken als Partner in zwei strategisch eng kooperierenden Firmen zu bestätigen. In den Jahren 2017 bis 2022 war Herr Chaabane Partner der Beyond Management GmbH (BM) mit Sitz in Potsdam sowie Mitaktionär der Beyond Refinance AG (BR) mit Sitz in der Schweiz (Bottighofen/Kanton Thurgau).

BM ist ein Zusammenschluss erfahrener Manager, die in Interim Mandaten Unternehmen bei der Bewältigung von Sondersituationen unterstützen. Der interne Informations- und Wissensaustausch sowie die ggf. erforderliche Bereitstellung von leistungsstarken Managerteams sind zentrale Motive für den Beitritt handverlesener Persönlichkeiten.

Die Schweizer Gesellschaft – sie gehört ebenfalls den BM-Managern – konzentriert ihre Aktivitäten auf die Identifikation von und die befristete Beteiligung an Unternehmen, die vor gravierenden Herausforderungen bzw. Veränderungen (z.B. Nachfolge, Transformation des Geschäftsmodells, Strategiewechsel, Restrukturierung) stehen. BM-Manager übernehmen maßgebliche Managementfunktionen und sorgen für die kompetente und authentische Umsetzung der erfolgskritischen Maßnahmen und damit für die Steigerung des Unternehmenswerts.

Herr Chaabane gehörte dem BM-Partnerkreis bzw. dem BR-Aktionärskreis rund 5 Jahre an, und er setzte sich insbesondere für die strategische Aufstellung der BR selbst (erst in 2015 gegründet) und die vordringlichen Aufgaben des noch jungen Unternehmens ein. Als Mitglied der internen Strategiegruppe war Herr Chaabane maßgeblich an der weiteren Entwicklung der Strategie, de facto einer Neupositionierung, und deren zielgruppenorientierter kommunikativer Aufbereitung beteiligt.

Ganz praktisch bewies Herr Chaabane seine Professionalität und sein Stehvermögen z. B. bei:

- der Suche, Selektion von Übernahmeunternehmen
- der Formung und Förderung der BR-Marke als akzeptierter Partner bei Finanzierern, M&A-Boutiquen und verkaufswilligen Unternehmenseigentümern
- seinen Einsätzen als M&A-Berater bei Unternehmenstransaktionen im Rahmen einer Nachfolgeregelung
- seinem Einsatz bei einer cross-border-Unternehmenstransaktion. Er führte das Due Diligence Team und beeindruckte mit seiner Sprachkenntnis und Sensibilität im interkulturellen Austausch mit den französischen Verhandlungspartnern.

Immer wieder fallen die Beharrlichkeit und Differenziertheit der von Herrn Chaabane geprägten Problemlösungen ins Auge, die sich in ihrem Tiefgang und konzeptionellen Fundament wohltuend von den heutzutage oftmals oberflächlichen Analysen und rudimentären Konzepten abheben.

Auf das Aufzählen der marktüblichen Qualitäten von gereiften Führungspersönlichkeiten können wir getrost verzichten: das „Paket“ stimmt. Herr Chaabane verfügt gleichermaßen über fachliche Expertise, Fähigkeit zur Selbstkritik, Bereitschaft zu lernen wie auch über Fingerspitzengefühl, bis hin zu einem erfrischenden Humor.

Auf eigenen Wunsch hat Herr Chaabane im vergangenen Jahr unsere Partnerschaft beendet, um sich voll auf die von ihm angestrebte Optimierung eines eigenen Geschäftsmodells zu konzentrieren. Wir bedauerten diesen Schritt, haben aber auch großen Respekt für seine unternehmerische Kursänderung und wünschen ihm vollen Erfolg...

Last not least: wir bleiben weiterhin mit Herrn Chaabane im Austausch und freuen uns auf die Möglichkeit einer Kooperation bei zukünftigen Projekten.

Potsdam/Bottighofen, 25. Mai 2023



Prof. Dr. Stefan Sorg

(Partner und Geschäftsführer der Beyond Management GmbH)
(Vors. des Verwaltungsrats der Beyond Refinance AG)



Jeddah, 10 July 2014

To Whom It May Concern

As the Corporate Projects Advisor of Almusbah Group in Saudi Arabia, I have had the pleasure of working with Mr. Naceur Chaabane, the Managing Director of Azur Consult UG.

Almusbah Group is a Saudi Arabian firm with diversified activities in Wholesale, Retail, Airport Duty Free, Car Parking, Real Estate, Information Technology, Solar Energy, Waste Management, Hospitality and Hotel Management, and many others.

Azur Consult UG is a German business consultancy and management company providing advisory and management services for strategic, sustainable and technology projects to success. It assumes the role of "the interlocutor" between technology providers, investment partners and customers.

Azur Consult UG has been mandated to assist Al Musbah Group to address and invest in the renewable energy program in Saudi Arabia. The Kingdom of Saudi Arabia is planning to deploy a multi-billion dollar program to introduce the use of environment friendly and economical meaningful renewable energy.

The role of Azur Consult was to design and implement a strategy enabling building up knowledge, competency and organisational set-up to address this new business field for the Group. In addition, they were mandated to lead the bid process activities.

In June 2012, Mr. Naceur Chaabane, the Managing Director of AZUR Consult, was assigned as Project Director having the full responsibility to start this new business division with a potential investment of several hundred million dollars.

His responsibilities included:

- Screening and selecting technologies.
- Screening and selecting international technology providers (key components suppliers, EPC companies).
- Screening and selecting project development partners.
- Acting as the focal point to public authorities and stakeholders.
- Representing the company on a senior level at international symposia and conferences.
- Shaping a business development approach including organisational structures and financial assets.

Relying on his long and diversified professional and managerial experience, Mr. Naceur Chaabane proceeded systematically by establishing a work plan with milestones, forming a team with different functional expertise. His engineering know-how and financial background were key to his work strategy.

He evaluated different solar electricity generation technologies, screening potential international suppliers based on their references, expertise, presence, financial capabilities and cultural fit. He also investigated project development companies, investing entities,

shaping business models, designing cooperation frameworks. He participated in the design and negotiation for joint ventures.

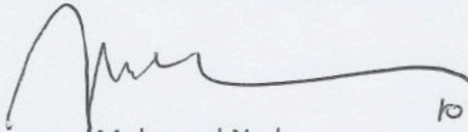
Mr. Chaabane has strong communication abilities. His fair, though, determined negotiation skills are very much appreciated. He is a true professional with outstanding managerial skills with special attention to efficient management of resources.

He has a friendly and humorous nature, which helped with his team management. He is fluent in French, German, English and Arabic. Being multilingual helped in negotiations with multinational companies.

As a result of his mandate, Mr. Chaabane has:

- Contributed to Branding of Al Musbah towards public authorities, partners and competitors.
- Established a team with a strong knowledge base for sustainability in general and renewable energy in particular.
- Prepared organizational plans and structures ready to be implemented once the public tenders are issued.

I strongly recommend Mr. Naceur Chaabane for any organisation he chooses to join.



10/7/2014

Mohamad Nada
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