



## REFERENCE LETTER AND CERTIFICATE OF PROFESSIONAL ENGAGEMENT

This letter is issued at the request of **Mr. Srđan V. Vlatković attorney at law** from Belgrade (Serbia), as confirmation of his long-standing and ongoing engagement as external legal counsel to **Veolia Water Solutions & Technologies d.o.o. Beograd** which is a part of Veolia Group (the **Company**).

Since April 2021, Mr. Vlatković has acted as the principal external legal counsel of the Company, providing day-to-day legal support to the Company's management, commercial, procurement, project execution and operational teams, including but not limited to:

- Drafting and negotiating engineering and construction contracts;
- Drafting and negotiating commercial contracts;
- Legal support in procurement and tender procedures;
- Claims preparation in coordination with project teams;
- contractual risk analysis and mitigation;
- corporate and commercial law matters, including full scope services regarding termination of certain legal entities of Veolia group in Serbia and their operation;
- dispute resolution;
- employment matters;
- legal advisory services related to the day-to-day operations of the Company.

**The most significant part of his engagement concerned legal support for the:**

- **Design and construction of municipal and industrial water and wastewater treatment plants in Serbia and the wider region**
- **Waste treatment projects**
- **Energy projects**
- **O&M of water, waste and energy facilities**

**These projects represented complex, high value Design & Build (EPC/D&B/FIDIC) turn key projects, involving sophisticated contractual structures with clients, subcontractors, suppliers and other stakeholders. These projects required continuous legal support throughout the entire project lifecycle, from tendering and contract negotiation through execution, contract administration, claims management and project completion.**

Within these projects, Mr. Vlatković provided full scope legal support as main legal services provider, in relation to:

- drafting and negotiating EPC/D&B contracts;
- management of contractual relations with Employers, consortium partners, subcontractors and suppliers;

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- preparation and management of contractual claims;
- performance securities, advance payment guarantees and other banking instruments;
- interpretation and implementation of FIDIC-based contractual arrangements;
- legal risk assessment and mitigation throughout project negotiation and execution;
- legal support during project implementation, and dispute avoidance.

Throughout our cooperation, Mr. Vlatković consistently demonstrated an exceptional level of professionalism, legal expertise, commercial understanding and commitment. His work was performed diligently, efficiently and to a very high standard of quality. He proved to be a reliable legal advisor capable of handling highly complex legal and contractual issues while providing practical and business-oriented solutions. The legal services provided by Mr. Vlatković significantly contributed to the successful execution of our projects and the protection of the company's legal and commercial interests.

Throughout his engagement, Mr. Vlatković consistently demonstrated the ability to independently handle the most complex legal and contractual matters of importance to the Company, combining exceptional professionalism, accountability and strong commercial understanding.

We highly recommend Mr. Vlatković for any legal engagement involving complex commercial transactions, engineering and construction projects. Based on our ongoing cooperation, we have every confidence in his professional abilities and would not hesitate to recommend him to any prospective client. Appendix 1 to this Reference Letter contains a list of representative projects (non-exhaustive list) on which Mr. Vlatković provided legal services during his engagement with Veolia Water Solutions & Technologies d.o.o. Beograd.

Date, 31.07.2026.

Veolia Water Solutions & Technologies d.o.o. Beograd:

Stevan Tanasković  
General Manager



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## Appendix 1 – List of representative projects

| No | Project                                                                                       | Type                    | Client                                                                               | Scope of Legal Services                                                                                                                                                                                                                                     |
|----|-----------------------------------------------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Wastewater Treatment Plant – Kraljevo                                                         | Design & Build          | Ministry of Finance Department for Contracting and Financing of EU Funded Programmes | Tender support; consortium structuring and consortium agreements; EPC/D&B subcontract drafting and negotiation; FIDIC contract administration; claims preparation and management; supplier agreements; legal support throughout project execution           |
| 2  | Construction of cell at Landfill Duboko                                                       | Design & Build Landfill | PUC Duboko                                                                           | Legal support throughout project execution; FIDIC contract administration; claims preparation and management; negotiation of contract amendments; supplier, subcontractor and consultant agreements; legal support during project close-out and termination |
| 3  | Construction of new landfill cells – Phase 3.1                                                | Landfill                | Veolia Waste Vinča Operator doo                                                      | Tender support; negotiation of EPC construction contract with the Employer; subcontract drafting and negotiation; contract amendments; legal risk management; legal support throughout project execution                                                    |
| 4  | Desing, supply and implementation of the Cooling towers system repair and improvement actions | Design & Build Energy   | Fabrika Šećera a.d. Crvenka                                                          | Preparation and negotiation of Design & Build contract; supplier and subcontract agreements; contractual risk allocation; legal support throughout project execution                                                                                        |
| 5  | Reconstruction of Water Treatment System                                                      | Water Treatment         | Fabrika Šećera a.d. Crvenka                                                          | Drafting and negotiation of supplier and subcontract agreements; contractual                                                                                                                                                                                |

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|    |                                                                                                                 |                               |                                       |                                                                                                                                                                   |
|----|-----------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                                                                                                 |                               |                                       | support during project implementation; legal risk management                                                                                                      |
| 6  | Construction of an air-cooled chilled water-cooling system for steam turbine and connected generator            | Design & Build Energy         | Fabrika Šećera a.d. Crvenka           | Preparation and negotiation of Design & Build contract; supplier and subcontract agreements; contract administration; legal support throughout project execution. |
| 7  | Technological management, management and technical maintenance of equipment for the treatment of raw well water | O&M Water Treatment           | Fabrika Šećera a.d. Crvenka           | Drafting and negotiation of O&M contract; contract administration; operational legal support during contract implementation.                                      |
| 8  | Performance of works on commissioning of the facilities of the water line (Phase 1) WWTP of City of Leskovac    | Commissioning Water Treatment | City of Leskovac                      | Tender support; negotiation of commissioning service contract; legal support throughout commissioning and project execution                                       |
| 9  | Commissioning, trial operations and monitoring of WWTP at Belgrade Airport                                      | Commissioning Water Treatment | BELGRADE AIRPORT d.o.o. Beograd       | Tender support; negotiation of commissioning services agreement; legal support during trial operation and project implementation                                  |
| 10 | Management and maintenance of the new heating plant at the airport Nikola Tesla                                 | O&M Energy facility           | BELGRADE AIRPORT d.o.o. Beograd       | Tender support; negotiation of O&M agreement; subcontract agreements; contract amendments; legal support throughout contract execution                            |
| 11 | Delivery and implementation of membrane filters for RO concentrate                                              | Water Treatment               | APATINSKA PIVARA APATIN D.O.O. APATIN | Contract negotiation with the Client; supplier and subcontract agreements; legal support throughout project implementation                                        |



|    |                                                                                                                                                                         |                              |                                                        |                                                                                                                                                          |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12 | Delivery and implementation of the sedimentation 2% NaOH (alkali) with plastic tank and plastic armature                                                                | Water Treatment              | APATINSKA<br>PIVARA APATIN<br>D.O.O. APATIN            | Contract negotiation with the Client; contract administration; legal support during project implementation                                               |
| 13 | Supply and implementation of HPV system                                                                                                                                 | Water Treatment              | INDUSTRIJA<br>PIVA I SOKOVA<br>TREBJESA                | Contract negotiation with the Client; supplier agreement; contract administration; legal support throughout project implementation                       |
| 14 | purchase and delivery, installation and commissioning of Reverse osmosis system                                                                                         | Water Treatment              | NESTLE<br>ADRIATIC S DOO<br>BEOGRAD-<br>SURČIN         | Contract negotiation with the Client; supplier agreements; contractual risk management; legal support during project implementation                      |
| 15 | Conceptual design, delivery, installation and commissioning of WWTP                                                                                                     | Waste Water Treatment        | BMTS<br>Technology" d.o.o.<br>Novi Sad                 | Negotiation of Design & Build contract; supplier agreements; contract administration; legal support throughout project implementation                    |
| 16 | Technological management support services and technical maintenance of equipment for the demineralization of water at the municipal waste incinerator in Vinča Landfill | O&M<br>Waste Water Treatment | Veolia<br>Vinča<br>doo<br>Waste Operator               | Negotiation of O&M agreement; contract amendments; operational legal support; legal assistance during contract implementation                            |
| 17 | Delivery, installation and commissioning of chemical water preparation plant                                                                                            | Water Treatment              | ADM International<br>SARL<br><br>SOJAPROTEIN<br>d.o.o. | Negotiation of project implementation contract; supplier and subcontract agreements; contract administration; legal support throughout project execution |



|    |                                                                                                                                              |                       |                                 |                                                                                                                                                                   |
|----|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 18 | Adaptation and upgrade of the preliminary treatment of the existing waste water treatment production facility                                | Waste Water Treatment | Marbo Product d.o.o. Beograd    | Negotiation of project implementation contract; supplier and subcontract agreements; contractual risk management; legal support throughout project implementation |
| 19 | Design, construction, delivery, installation and commissioning of a plant for the treatment of water for the needs of the production process | Design & Build        | Frikom Beograd DOO              | Negotiation of Design & Build contract; legal support during contract execution and project implementation                                                        |
| 20 | Supply and replace the membrane of the reverse osmosis unit of the water treatment plant                                                     | Water Treatment       | CARLSBERG SRBIJA DOO ČELAREVO   | Contract negotiation with the Client; supplier agreements; contract administration; legal support throughout project implementation.                              |
| 21 | Completion of construction of cell 3.2 and construction of new landfill cells R3.2                                                           | Construction Landfill | Veolia Vinča Waste Operator doo | Tender support; negotiation of EPC construction contract; subcontract agreements; contract amendments; legal support throughout project execution                 |

