

GLASSGLOBAL GROUP

Executive Summary Independent Market Advisor and Business Planning Partner

Confidential

Prepared for Investors, Lenders and Strategic Stakeholders

EXECUTIVE SUMMARY – GLASSGLOBAL GROUP

glassglobal Group is a leading international consulting and market intelligence organization dedicated exclusively to the global glass industry. Established in 2000, the company combines deep technical expertise, commercial market knowledge, and a unique worldwide industry network to support investors, developers, financial institutions, EPC contractors, and glass manufacturers in evaluating, developing, and financing glass production projects.

Today, glassglobal Group is recognized as one of the world's most specialized advisory and market intelligence organizations dedicated exclusively to the glass industry. Unlike general management consulting firms, glassglobal Group focuses solely on glass-related industries and has developed an unparalleled knowledge base covering more than twenty-five years of industry developments, technologies, investments, production facilities, market dynamics, and supply chains.

The company's market intelligence capabilities are supported by glassglobal.com, the world's leading digital platform dedicated exclusively to the glass industry. With more than 360,000 visitors per month and over 8.2 million page impressions, the platform serves as a global information hub connecting glass manufacturers, suppliers, investors, technology providers, consultants, and decision-makers across all major glass segments.

Through proprietary databases and a global industry network, glassglobal Group maintains insight into more than 1,300 glass production locations worldwide. This unique position provides direct access to market developments, investment projects, capacity expansions, technology trends, raw material supply chains, and competitive intelligence across float glass, solar glass, container glass, technical glass, and specialty glass markets.

For more than twenty-five years, glassglobal Group has supported greenfield and brownfield projects worldwide. Services include market studies, feasibility studies, pre-feasibility assessments, technical and commercial due diligence, benchmarking analyses, investment evaluations, strategic market assessments, financing support, and the preparation of bankable business plans suitable for institutional review and project financing.

The company's consulting approach combines engineering expertise with detailed commercial and financial analysis. Services include market forecasting, trade flow analysis, competitive landscape evaluation, technology benchmarking, raw material sourcing analysis, price assessments, financial modeling, SWOT analysis, risk evaluation, and investment support. This integrated methodology enables project sponsors, investors, and lenders to make informed decisions based on independently verified information.

A key strength of glassglobal Group is its ability to prepare bankable business plans that satisfy the requirements of commercial banks, export credit agencies, development finance

institutions, private equity investors, strategic partners, and institutional lenders. These business plans integrate market assessments, technical evaluations, operational assumptions, financial projections, sensitivity analyses, and risk mitigation measures into a coherent framework suitable for financing and investment decision-making.

MANAGEMENT AND PROJECT TEAM

The company is led by Dipl.-Ing. André Ommer, founder and Chairman of glassglobal Group. André Ommer graduated as an Industrial Engineer with specialization in Glass Technology from the University of Duisburg, Germany. During more than thirty years of professional experience in the international glass industry, he has built one of the world's largest professional networks dedicated exclusively to glass manufacturing and processing industries.

Through his continuous involvement in global glass industry transactions, investments, technology developments, and project evaluations, André Ommer possesses unique insight into production economics, technology selection, supplier capabilities, raw material sourcing, competitive positioning, and future investment opportunities. He has advised numerous international manufacturers, investors, financial institutions, consultants, and industrial groups on strategic developments and major investment projects throughout the world.

Dipl.-Ing. Knut Alt, Research & Development Director of glassglobal Group, brings more than three decades of international experience in engineering, project management, research and development, industrial sales, and product development. He is responsible for the preparation of market studies, feasibility studies, technical evaluations, investment analyses, and bankable business plans. His expertise covers float glass, solar glass, container glass, manufacturing technologies, process optimization, and industrial investment projects.

Hans Mahrenholtz, Dipl.-Ing. in Ceramics, Glass and Energy Process Engineering, contributes extensive international experience in technical consulting, operational assessments, product development, process optimization, technical audits, due diligence assignments, and production benchmarking. He provides in-depth expertise regarding glass production processes, energy efficiency, operational performance, and technical risk assessment.

Bettina Heuter is one of the founding members of glassglobal Group and serves as a senior specialist for industry research, market intelligence, and customer relations. With more than forty years of experience in glass machinery, production technologies, international marketing, and business development, she maintains extensive relationships throughout the global glass industry and significantly contributes to the quality and depth of the company's market assessments.

Together, the management and competence team combine decades of technical, commercial, financial, and operational experience and have successfully delivered studies, audits, due diligence assignments, market analyses, business plans, and advisory services for leading international organizations.

TRACK RECORD AND REFERENCES

glassglobal Group has established an extensive track record across the global float glass, solar glass, and container glass industries, supporting greenfield developments, capacity expansions, acquisitions, due diligence processes, restructuring initiatives, and project financing activities.

The company has advised leading global glass manufacturers, international investors, development institutions, engineering companies, technology suppliers, and consulting firms including Guardian, Şişecam, O-I, Corning, Emirates Float Glass, Cevital, Obeikan Glass, Canadian Premium Sand, Qatar Industrial Manufacturing Company (QIMC), Bain & Company, Roland Berger, IFC, McKinsey, Siemens, and numerous confidential industrial investment projects.

Assignments have included market studies, feasibility studies, due diligence reviews, raw material evaluations, technology assessments, investment analyses, financing support, benchmarking exercises, and bankable business plans for projects located throughout Europe, the Middle East, Africa, Asia, and North America.

Through its combination of market intelligence, technical expertise, financial analysis capabilities, and direct industry access, glassglobal Group is able to support projects throughout their entire lifecycle—from initial market screening and feasibility assessment to financing, implementation support, operational benchmarking, and long-term strategic growth initiatives.

In addition to project development and financing support, glassglobal Group provides operational benchmarking, process optimization, furnace performance assessments, energy efficiency analyses, CO2 reduction strategies, technology evaluations, project management support, recruitment assistance, and strategic consulting services.

INDEPENDENT MARKET ADVISOR AND BUSINESS PLANNING PARTNER

For this project, glassglobal Group serves as the Independent Market Advisor and Business Planning Partner, responsible for the preparation, validation, and continuous review of market assessments, commercial assumptions, industry benchmarks, and financial planning inputs.

The market assessment, demand forecast, competitive analysis, pricing assumptions,

industry benchmarks, and key commercial inputs presented within this Business Plan have been prepared and validated by glassglobal Group based on its proprietary databases, industry expertise, international market intelligence network, and more than two decades of dedicated activity within the global glass industry.

Unlike equipment suppliers, EPC contractors, technology providers, or raw material vendors, glassglobal Group acts as an independent advisor without commercial interests in the selection of technologies, suppliers, equipment manufacturers, or project participants. This independence ensures objective market assessments, transparent assumptions, unbiased recommendations, and a balanced evaluation of opportunities and risks throughout the project development and financing process.

The objective is to ensure that the Business Plan is supported by realistic market fundamentals, transparent methodologies, independently verified assumptions, and internationally recognized industry expertise, thereby enhancing its credibility, robustness, and bankability for investors, lenders, export credit agencies, development finance institutions, and strategic stakeholders.