INTERIM REFERENCE LETTER

Mr. **Georgios Tsimplidis**, [redacted] from Greece, has been employed by our company since September 3, 2018. For details about his previous activities, we refer to the interim reference letter dated September 28, 2021.

Mr. Tsimplidis is currently working as **Customer Solution Manager, Hydrogen** in the department "MOSD-MC gl Hydrogen" of the business unit "High Power" within the division "Motion".

His field of action includes the following tasks:

- Engineering of rectifier systems
- Leading grid simulations for power factor and harmonics for the PG
- Supporting sales, project management, R&D, and procurement
- Leading and writing offers in cooperation with the team
- Conducting customer-facing meetings
- Cooperating with the manufacturing units
- Supporting regions and colleagues on all hydrogen topics from a Global HQ point of view
- Grid simulations

We especially want to highlight that Mr. Tsimplidis has been an invaluable member of the Hydrogen team, consistently demonstrating agility and initiative in a start-up-like environment. He has successfully balanced two core roles - Sales Support and Simulations Application Engineering - while also supporting the China team's ramp-up, contributing to R&D and PM, and assisting in front-end sales. His versatility, proactive mindset, and cross-functional contributions have made a strong impact.

Mr. Tsimplidis possesses up-to-date and detailed specialist knowledge, excellent industry knowledge, and exceptionally extensive experience in his area of responsibility. He makes optimum use of his wide-ranging knowledge, even when handling very demanding tasks. By maintaining excellent standards of quality, he always provides outstanding work results. The amount of work produced clearly exceeds expectations and very often surpasses the time-bound objectives. Mr. Tsimplidis is well acquainted with the structures, procedures, and processes of the company. He thinks and acts responsibly, in accordance with the operational standards. Thanks to his remarkable aptitude for learning, he is able to familiarize himself very quickly with new subjects, contents and correlations.

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Furthermore, Mr. Tsimplidis possesses excellent organizational skills. He plans tasks systematically in order of priority, purposefully uses resources, and meets deadlines even under great time constraints. He always displays compelling and distinctive strategic thinking, which he applies in the interest of the company at all times. He takes business interrelationships into account and takes responsibility in the achievement of corporate goals. His exceptional ability for analytical, networked thinking and drawing important conclusions throughout various processes, is worth a special mention. Mr. Tsimplidis is extremely cost-conscious in his work, attaches great importance to the sustainable use of resources, and generates savings. He acts extremely independently with much initiative and personal dedication.

We appreciate Mr. Tsimplidis as an employee with a high degree of commitment and motivation. His level of commitment is above average, and beyond his own area of activity. He accepts special tasks without hesitation. He sets ambitious goals for himself and pursues them resolutely. He accepts challenges willingly and views potential solutions from a variety of perspectives. Mr. Tsimplidis independently implements effective solutions, and exceeds the targets set for him. He is extremely resilient and always works perseveringly, even under time pressure and complex demands. He reacts confidently, with diligence, calmness, and composure to unforeseen circumstances.

Mr. Tsimplidis plays an active role in the team, contributes to a pleasant working atmosphere, and encourages cooperation. He mediates with diplomacy and empathy between differing opinions. His behavior towards supervisors is at all times impeccable, very pleasant, and facilitates highly constructive cooperation. Even under very high demands, Mr. Tsimplidis is a reliable employee who always thoroughly fulfils our expectations. He is always very helpful, highly respects the interests and concerns of others, and willingly performs additional tasks. In addition, Mr. Tsimplidis always takes responsibility for his actions and determines the available options with regard to work and plans for further action with great care and consideration. He is exemplary in downplaying his own interests and opportunities for distinguishing himself in favor of achieving common goals.

Service commitment is of the highest priority for Mr. Tsimplidis; he takes the concerns of internal and external customers seriously at all times and is professional in responding to their needs while keeping the company’s needs in mind. He is able to adapt extremely quickly to new situations and uses changes and challenges as opportunities. Mr. Tsimplidis demonstrates a high degree of motivation and willingness to systematically further develop his extensive knowledge, personally and professionally. He regularly searches for opportunities for optimization, looks at overall workflows and processes, initiates improvements, and actively drives these.

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Moreover, Mr. Tsimplidis is a loyal employee who always acts with integrity, identifies with the company, and is in line with our corporate culture. He keeps others regularly and suitably informed regarding his own area of activity, passes on important information to the team as well as the relevant contact persons and involves others in difficult issues in due time. We appreciate Mr. Tsimplidis as an open, understanding employee with a natural and genuine demeanor. When faced with different views, he demonstrates exemplary tolerance and promotes intercultural cooperation.

Mr. Tsimplidis anticipates the concerns and expectations of the various stakeholders and develops needs-based solutions for them. His excellent reasoning skills enable him to present convincing arguments and strongly assert his opinions. He handles feedback well. He reflects on his own behavior and that of others, and uses their opinions and views for his further personal development. Mr. Tsimplidis possesses extremely fluent verbal and written communication skills and conveys information with appropriate focus on the target audience. He is a very good listener and is capable of adopting different perspectives and presenting objective arguments.

Mr. Tsimplidis recognizes his staff's potential, encourages and develops them successfully according to their capabilities, and points out specific development options. In making decisions, he weighs all the important factors and reaches his conclusion with foresight and decisiveness. He takes responsibility for his decisions and pursues successful implementation of his actions. By using professional and personal persuasive skills and by being accessible, he ensures that his staff supports instructions and initiatives. Mr. Tsimplidis acts as a role model and shows empathy and respect toward his staff. His convincing management style allows him to create a pleasant and constructive working environment even under difficult circumstances.

When it comes to tasks, competencies, and responsibilities, Mr. Tsimplidis expertly and tactfully delegates precise tasks that are appropriate to the employees' abilities. His instructions and guidelines are clear and comprehensible. He recognizes his staff's achievements, and increases personal responsibility, motivation and self-confidence by promptly expressing appreciation and praise in a meaningful and appropriate manner. Mr. Tsimplidis fosters a trusting relationship with his team and thereby actively promotes the mutual flow of information and a positive feedback culture, which he also exemplifies constructively at all times. His excellent communication skills permit him to promote positive team collaboration with ease.

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His staff members are a high priority for Mr. Tsimplidis and he shows exemplary commitment and much patience towards them. He is sensitive to early warning signs of conflicts, addresses the situation openly, and contributes towards resolving it directly and fairly. He demonstrates tolerance towards other people's opinions and mediates diplomatically when viewpoints differ. Mr. Tsimplidis always conveys information clearly and concisely to the relevant contact person and in a timely and appropriate manner. He presents change processes with convincing arguments, ensures that employees understand the processes, and are motivated to support those.

This interim reference is being issued at the request of Mr. Tsimplidis. We thank him for his strong engagement as well as the excellent work performed, and wish him every success and all the very best.

Baden, November 18, 2025

ABB Switzerland Ltd

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Global PG Manager Hydrogen

Carmen Krummenacher
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ABB Switzerland Ltd is committed to uncoded reference letters.

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