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CONNECTING EXPERTISE. BUILDING RESILIENCE.
REBUILDING FUTURES.

Energy Reconstruction Orchestration Layer

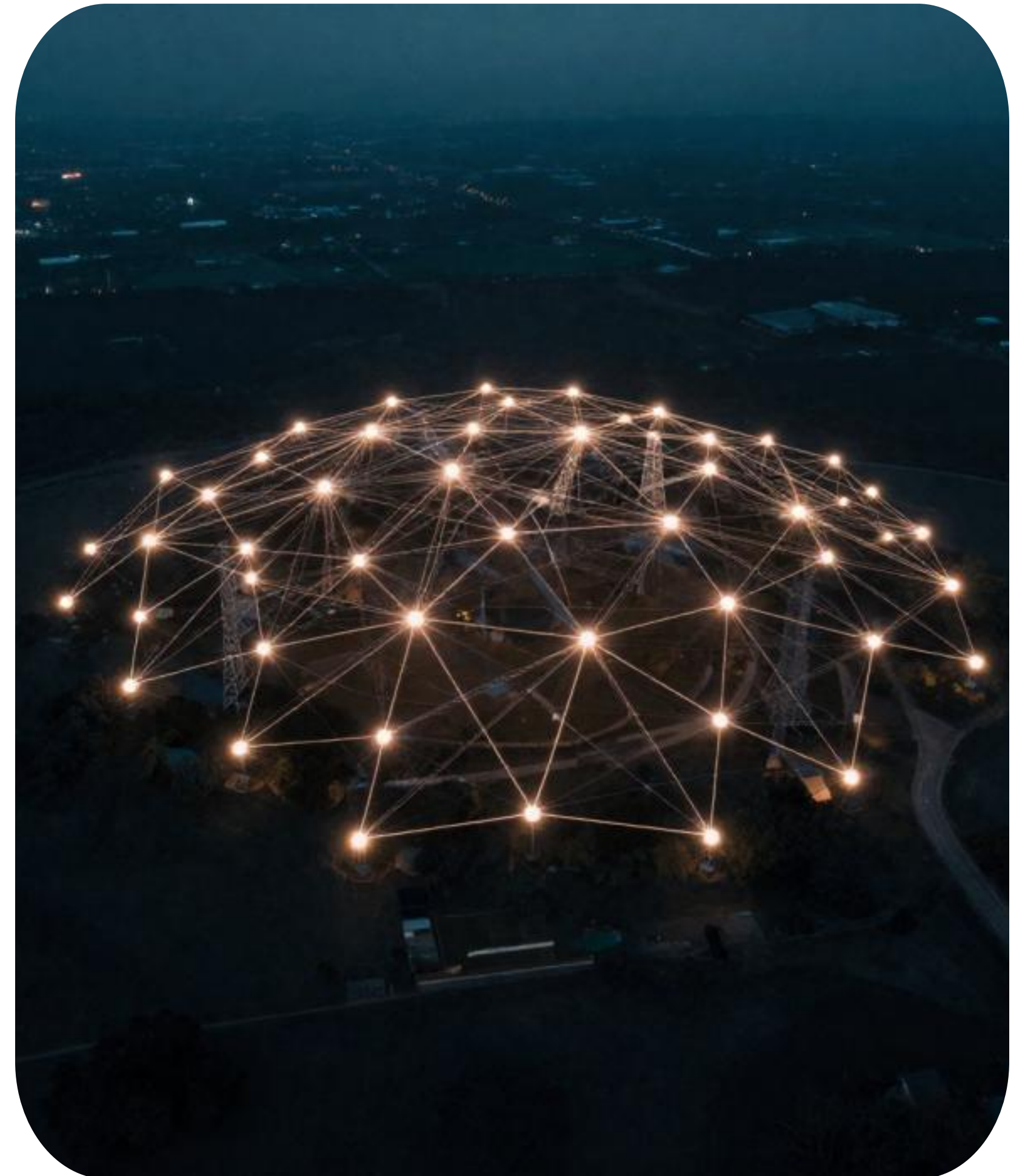
A concept to turn fragmented reconstruction needs into investible energy infrastructure pipelines

A working concept for improving origination, execution visibility and portfolio formation in energy reconstruction contexts.

Focus: reducing transaction friction across stakeholders, sites and capital sources.

Current stage: concept / pilot thesis.

Reconstruction opportunity does not become investible by itself.
It needs an operating logic.



Why now: opportunity is real, execution remains difficult

Energy reconstruction is creating demand faster than coordination frameworks are evolving

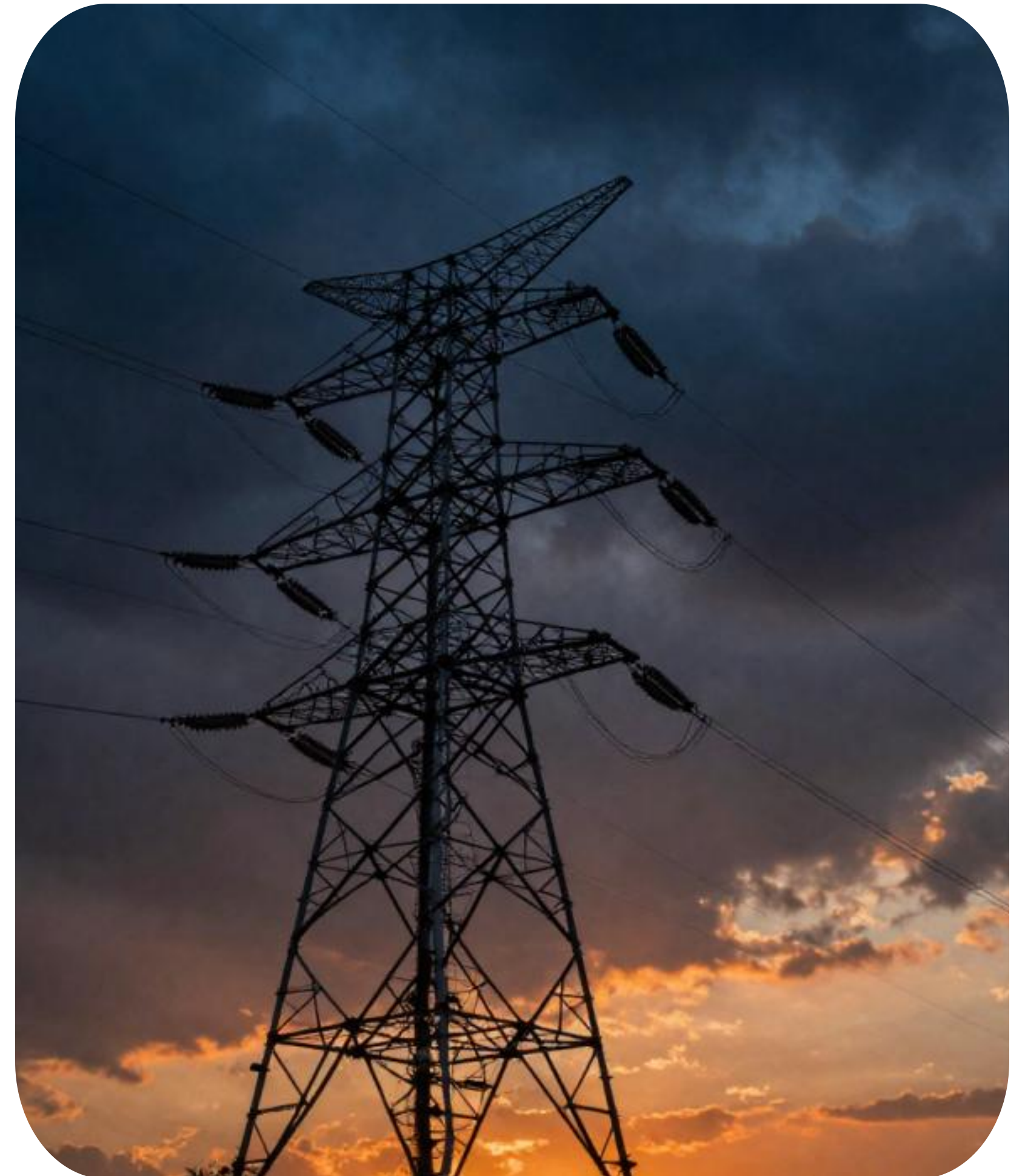
Demand for distributed generation, backup capacity, storage and critical energy infrastructure is real and immediate in reconstruction environments.

Capital interest is also real: specialised infrastructure vehicles are already being raised around reconstruction themes in energy, transport and digital sectors.

Execution still leaks value: fragmentation, uneven preparation, small ticket sizes and inconsistent workflows continue to weaken pipeline formation. The missing piece is how to convert opportunity into investible execution.

The opportunity exists.

The missing piece is how to convert it into investible execution.



The issue is not only project availability. It is pipeline quality.

Fragmentation increases cost and slows deployment

- Attractive use cases may exist, but they often arrive as isolated opportunities rather than as structured portfolios.
- Local complexity translates into higher transaction costs, slower diligence and weaker execution visibility.
- Capital can be available while projects remain operationally under-formed.
- Too much time is spent reconstructing the deal process instead of scaling the portfolio.

The market does not only need projects.
It needs better project formation.



From single deals to portfolio

Structure determines whether opportunity scales

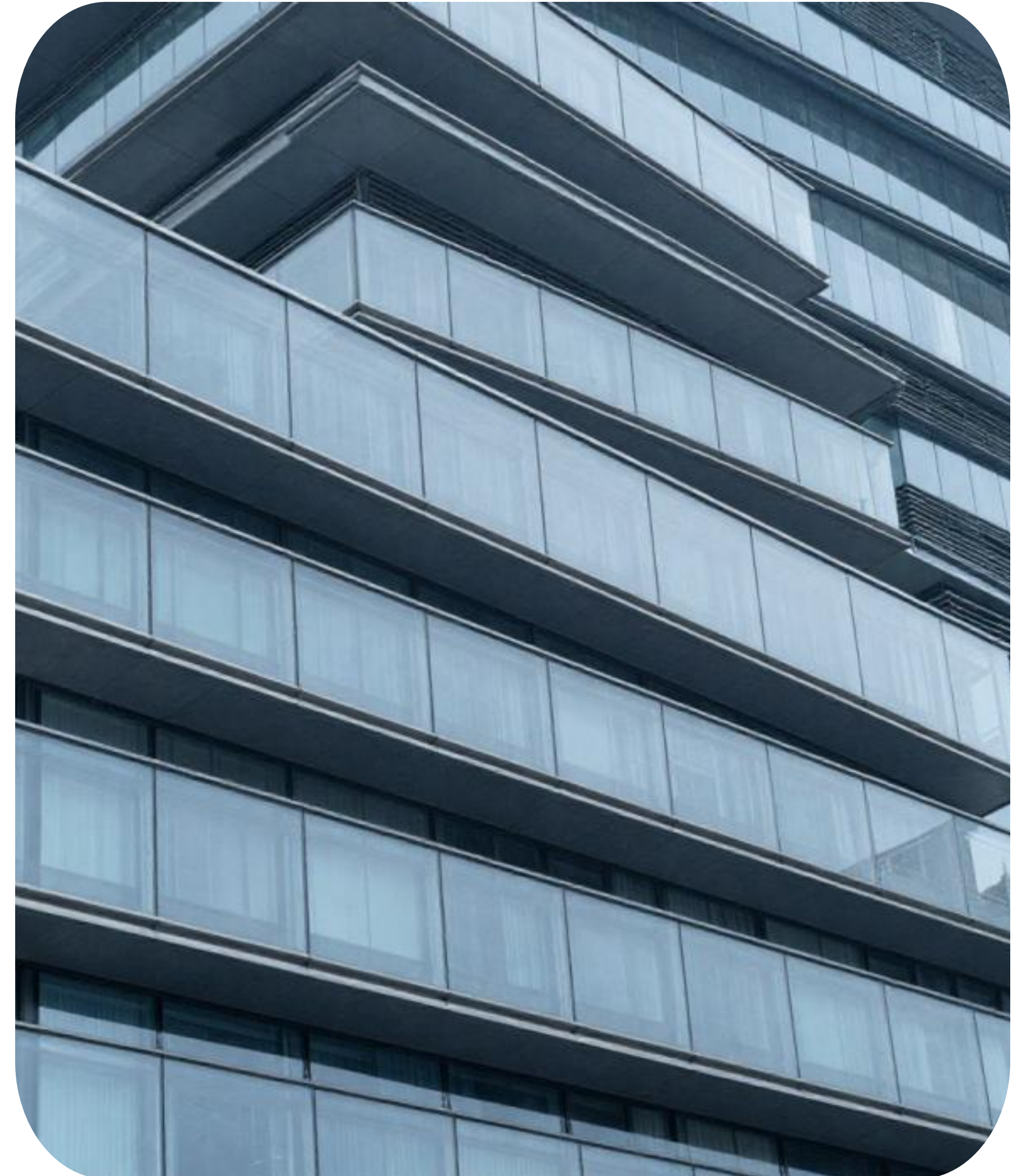
In asset finance, structure shapes attractiveness over time.

At programme level, the equivalent of capital structure is coordination structure.

Better coordination improves origination quality, execution readiness and portfolio coherence.

It also improves visibility on risk and performance.

The more complex the environment,
the more valuable
the coordination layer becomes.



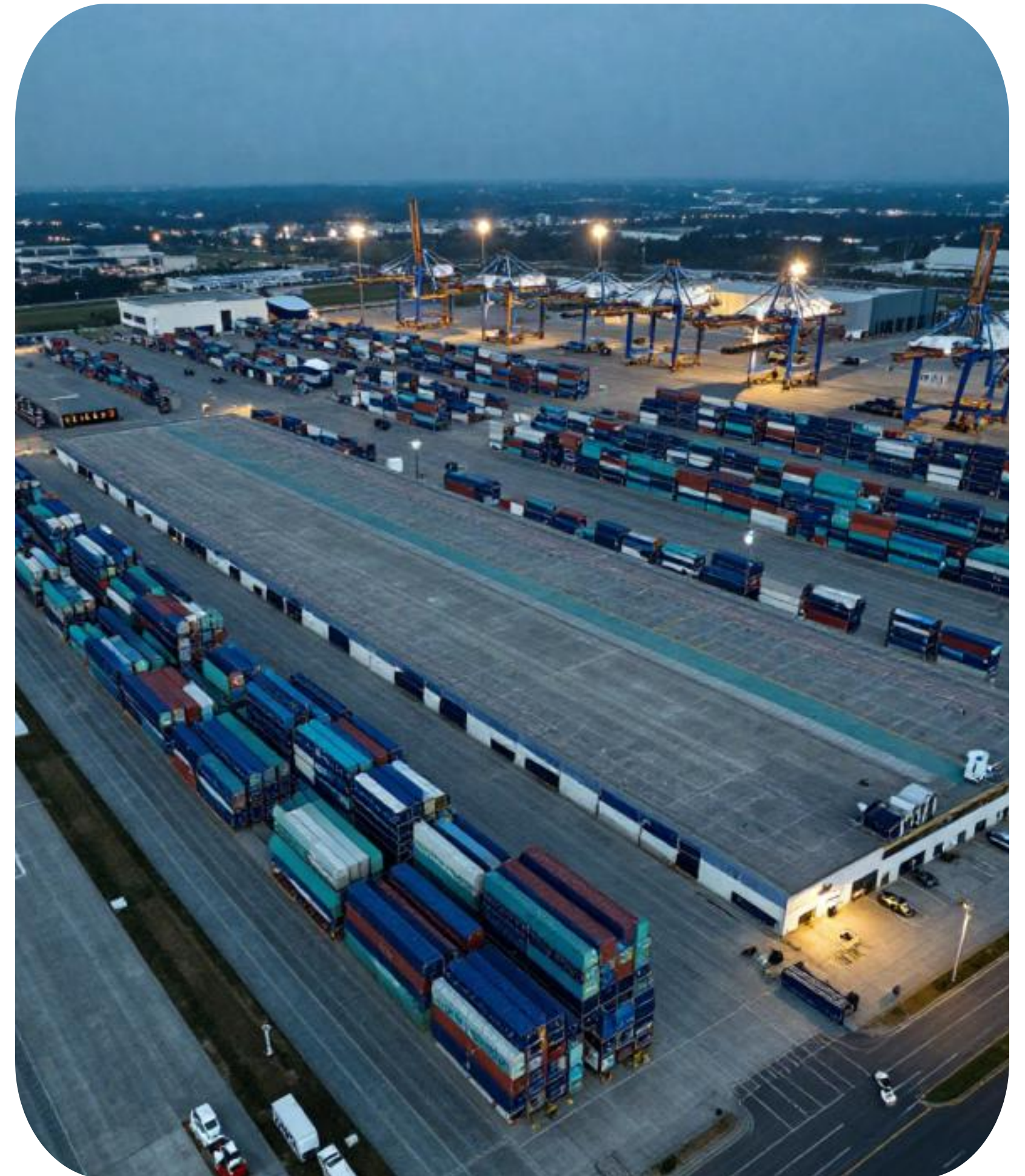
Our hypothesis: a coordination engine for energy reconstruction

Designed to improve origination, execution and portfolio formation

We are exploring a layer that could:

- Aggregate fragmented opportunities into clusters
- Standardise technical and financial preparation
- Improve execution governance across multiple actors
- Support capital alignment across instruments and counterparties
- Create a data and reporting layer for portfolio visibility

A framework for turning scattered projects into investible portfolios.



Where the layer could add value

Reducing transaction cost, increasing execution visibility

1. Better pipeline aggregation

Cluster fragmented opportunities into more coherent, portfolio-ready pipelines.

2. Faster pre-screening and structuring

Improve triage, diligence preparation and investment packaging.

3. Information consistency

Standardise project data, assumptions and decision-ready materials.

4. Delivery governance

Clarify accountabilities, workflows and execution visibility.

5. Performance visibility

Improve monitoring and portfolio metrics across stakeholders.



How we would test it

A small-scale pilot to validate origination and execution logic

Pilot structure

- One defined territory or operating zone
- One cluster of sites or energy-related infrastructure needs
- A limited set of stakeholder types
- A focused intervention mix: distributed generation, storage, efficiency and critical systems
- A minimum viable governance and reporting model

What the pilot should prove

- Can the layer improve pipeline formation?
- Can it reduce coordination friction?
- Can it generate cleaner, more investible deal flow than ad hoc stand-alone cases?

The pilot is a test of investibility logic.
It is designed to validate origination and execution fit.



What we are looking for at this stage

Partners to shape the pilot and validate the investment logic

We are looking for three categories of partners:

Strategic partners

To challenge and refine the model.

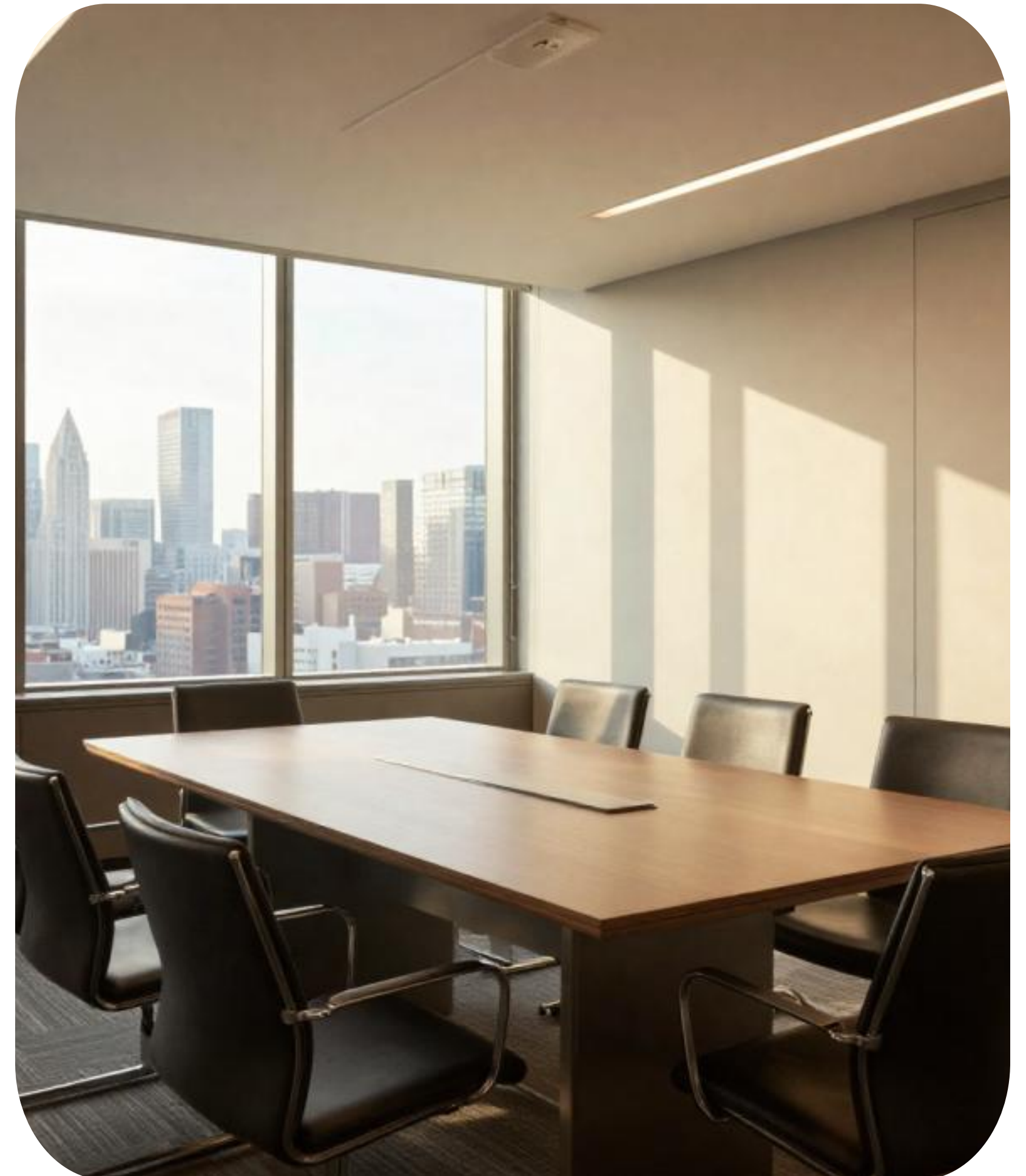
Pilot partners

With real use cases and operating environments.

Capital and structuring partners

Interested in the portfolio formation logic.

We are asking to co-design a mechanism that turns local complexity into investible infrastructure exposure.



From fragmented opportunities to investible pipelines

Scale is often limited by coordination, not by demand.

- Aggregate fragmented opportunities into investible pipelines
- Standardise preparation, governance and execution readiness
- Improve visibility across stakeholders, funding and performance

Opportunities become investible when coordination, standards and governance work together.

INTERNAL



Thank you!



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