

2025 INDIVIDUAL REVENUE AND EXPENSE BUDGET

The development of the ROCA Industry holding aims to create an ecosystem in which growth and profitability—reflected in dividend levels—will result from the development of portfolio companies and the creation of new long-term business lines. Accordingly, **ROCA Industry continues its holding development plans** through both the integration and consolidation of companies within the group, as well as through new investments in its subsidiaries.

TOTAL (RON th)	2025 budget	2024 Achieved	2024 budgeted	2025 budget vs 2024 achieved (%)	2025 budget vs 2024 budget (%)	Achieved 2024 vs 2024 budget (%)
Operational income	-	-	-	0%	0%	0%
Operational expenses	11,080.6	7,775.3	8,130.7	43%	36%	-4%
Provisions reversals/ (adjustments)	-	8,720.5	-	-100%	0%	0%
Financial income	10,378.7	10,650.4	5,126.7	-3%	102%	108%
Financial expenses	1,615.9	1,831.1	771.7	-12%	109%	137%
Gross result	(2,617.8)	9,765.6	(3,793.6)	N/A	N/A	N/A
Net result	(2,617.8)	9,765.2	(3,793.6)	N/A	N/A	N/A
Number of shares	248,672.2	248,672.2	248,672.2	0%	0%	0%
Net share result	(0.01)	0.04	(0.02)	N/A	N/A	N/A

The individual Income and Expense Budget de of the year 2025 is grounded on the major objectives below:

- ❖ **Financial revenues** include income from interest related to loans granted, but also income from dividends; As part of its holding strategy, direct acquisitions were made through investment vehicles, set up to ensure the necessary financing structure (Leveraged Buyouts - credit facility and own sources of Roca Industry). To access these facilities, the investment vehicles have agreed, together with the banks, certain conditions that include the limitation of the dividends that will be distributed in the next period.
- ❖ **Financial expenses** consist of the interest related to the loans received.
- ❖ Significant amounts in operating expenses include:
 - a) **Salary costs & allowance of the members of the Board of Directors also generated by the development of a high-performance management team in the Romanian industry** – The management team that is directly involved in the development and implementation of the growth strategies of the companies within the Holding. The board of directors will continue to consist of 5 members.
 - b) **Costs related to investor relations (IR), which also aim to increase the transparency of the activity and the implementation of the principles of good practice in communication with investors** – These costs are to be allocated both for the fulfilment of the legal obligations of the Holding (in relation to shareholders and capital market

regulators), as well as for the organisation of specific events for investors (conferences, meetings, Investors Day).

- c) **Marketing and PR expenses for significant investments in business marketing** - The marketing activities of the Holding are directed towards understanding and maintaining a solid knowledge base about each industry, market, its evolution and that of the main players; to build position and communication about the evolution of the Holding; to generate new business contacts and establish strategic partnerships that subsequently involve the companies in the group. Given the public nature of the company, beyond the reporting required by governance, maintaining transparency and permanent communication with large groups of retail investors contributes to understanding the company's performance and a stable behaviour of share prices.
- d) **ESG costs for significant investments in the sustainability pillar** - since the establishment of Roca Industry, the management team has aimed to develop a sustainable business model. We maintain this objective in 2025 by implementing a set of actions and objectives based on the data provided by the companies within the Holding.
- e) As part of the current year's budget, we have allocated resources **to ensure compliance**, including financial and internal audit, necessary assessments, costs related to legal services, as well as the preparation of the transfer pricing file, to ensure that we comply with applicable regulations and maintain high standards of corporate governance.