

**ROCA  
INDUSTRY**



Construction Materials Holding

## EQUITY STORY



1.

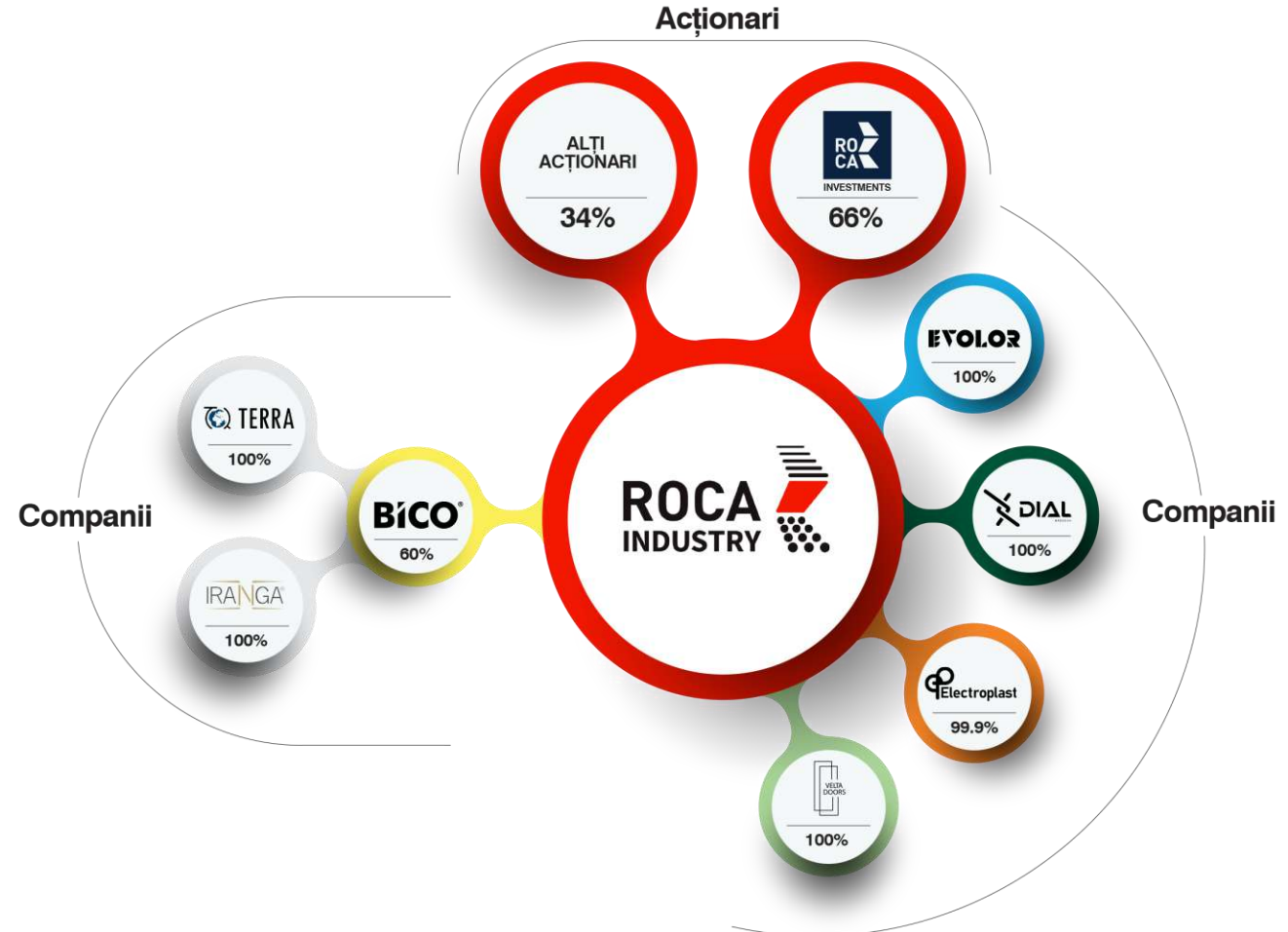
# Our Holding Model



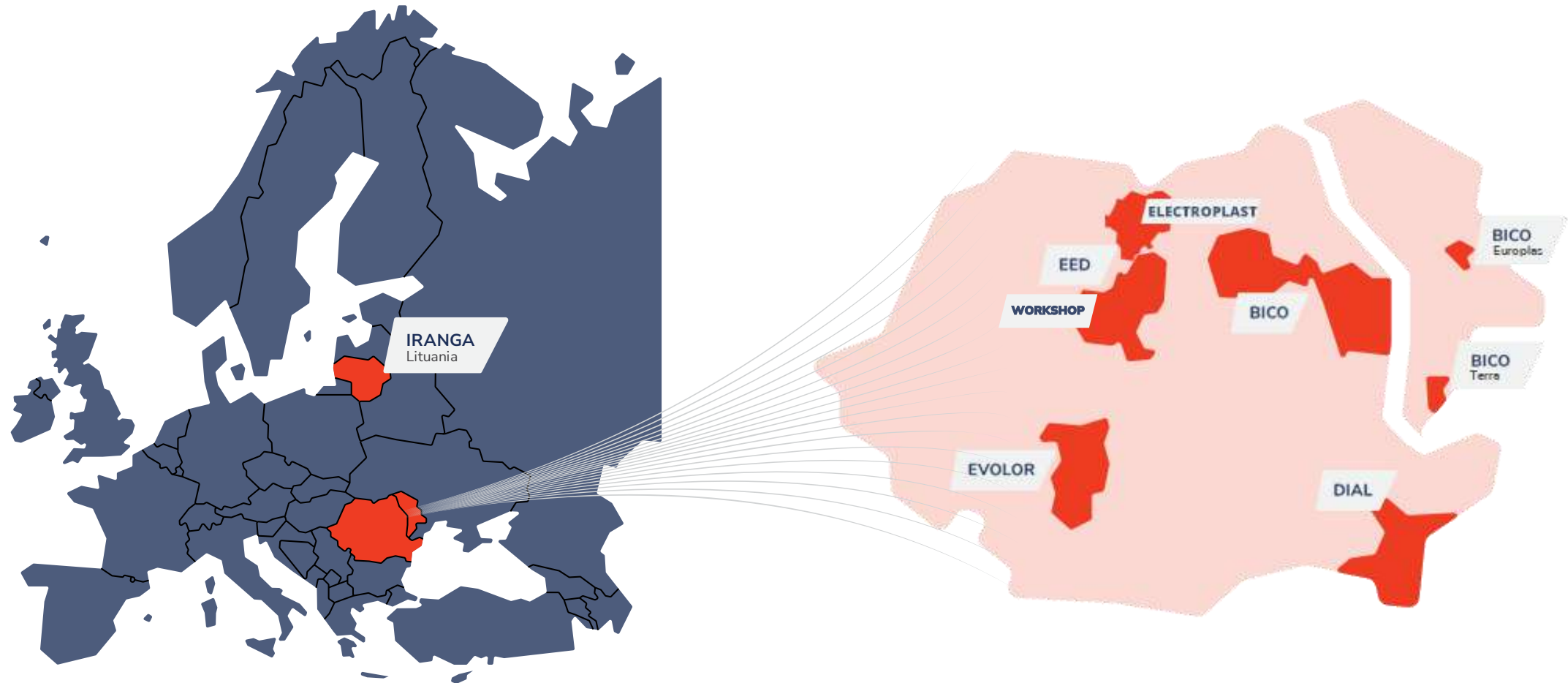
# ROCA INDUSTRY

## Overview

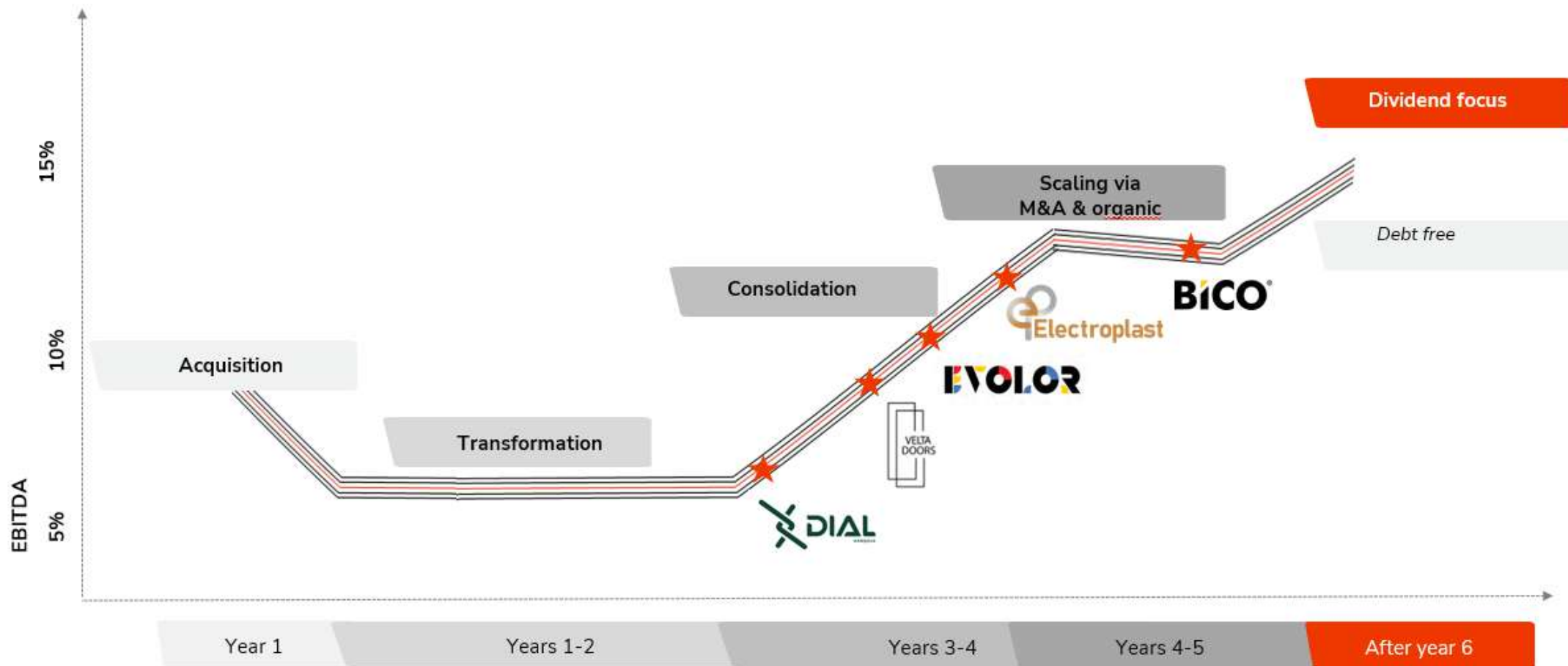
- Established in September 2021 by the PE fund ROCA Investments in line with its vision to transform the Romanian industry
- 5 direct acquisition in 2 two and a half years
- Model focused on the **buy & build** principles, out of a desire to grow **regional champions**
- ROC1 shares are included in **BET Plus index** (BSE, since September 2024), and in **MSCI Frontier IMI** and **MSCI Romania IMI** (March 2025)



# ❖ 12 factories in 3 international jurisdictions



# • The Holding's Development Strategy



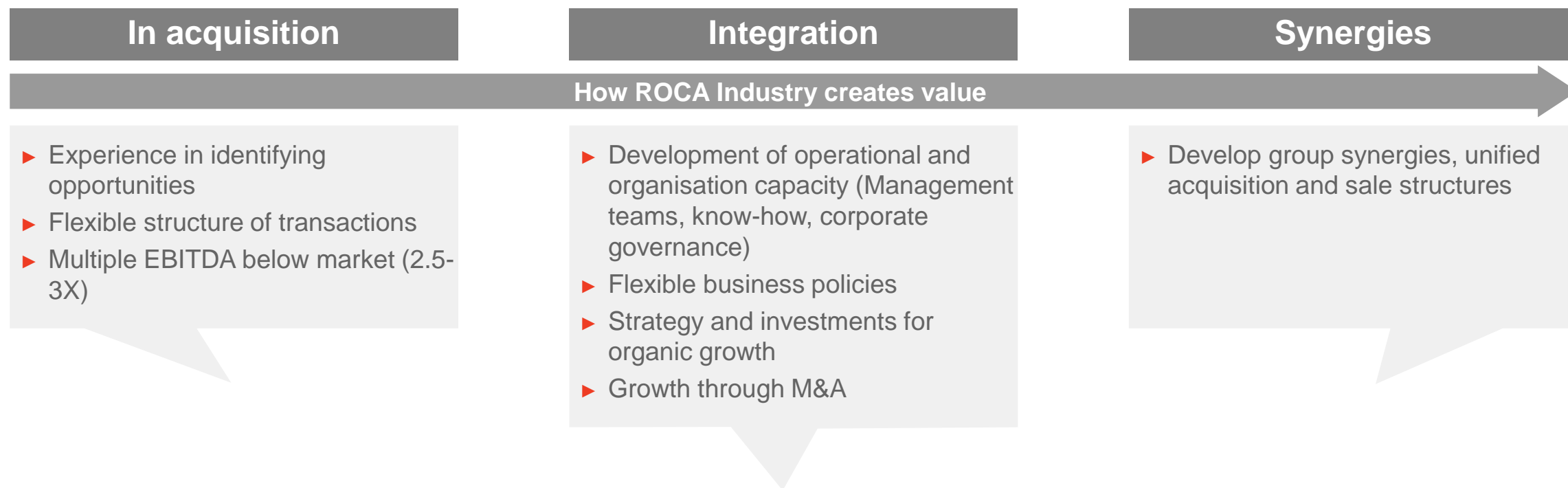
# ❖ Strategic differentiation factors

Part of the ecosystem ROCA Investments (PE fund) with large experience in financing M&A transactions, including LBO

Solid development model that enable investors to access unlisted companies, with high potential of transformation and generating high returns in the medium- and long- term

Business model that allow growth through accelerated development, with the possibility to diversify the investment portfolio in a sector with favourable prospects and focused on high-performing technology and development through new acquisitions

# ❖ How do we create value?

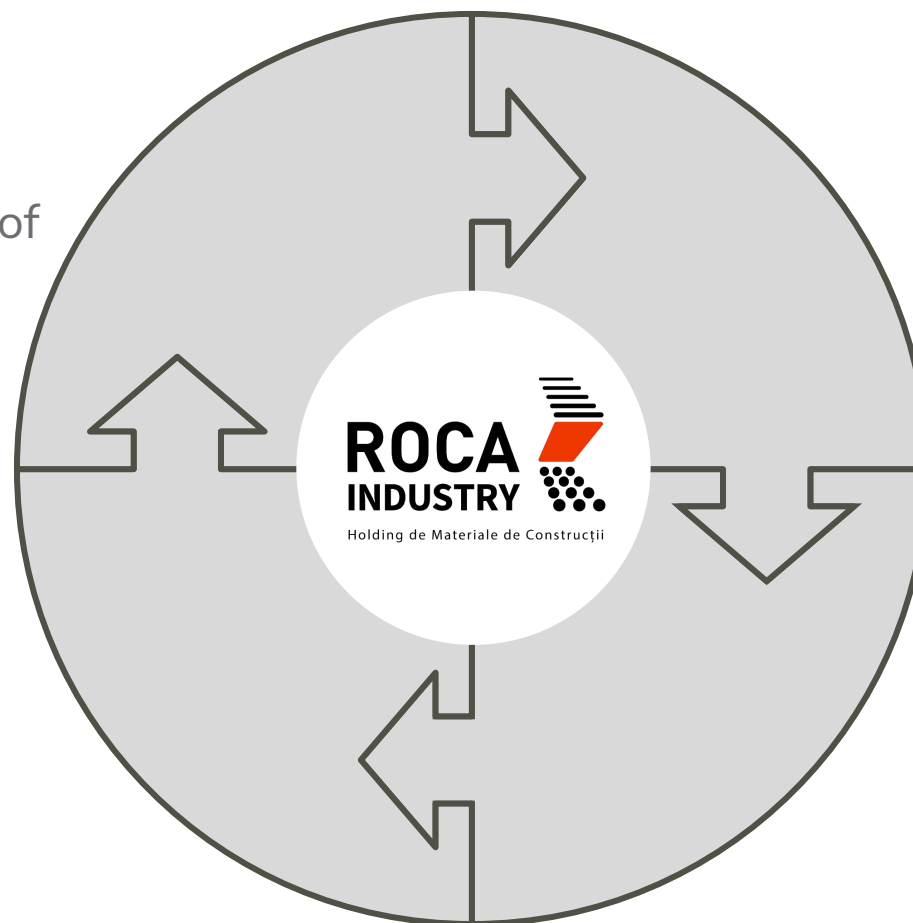


# Advantages of companies as part of the Holding

## Transformational process

operational efficiency,  
access to the expertise of  
the management team  
within the Holding

Create **medium- and long-term value**  
through active  
engagement in the  
companies'  
management

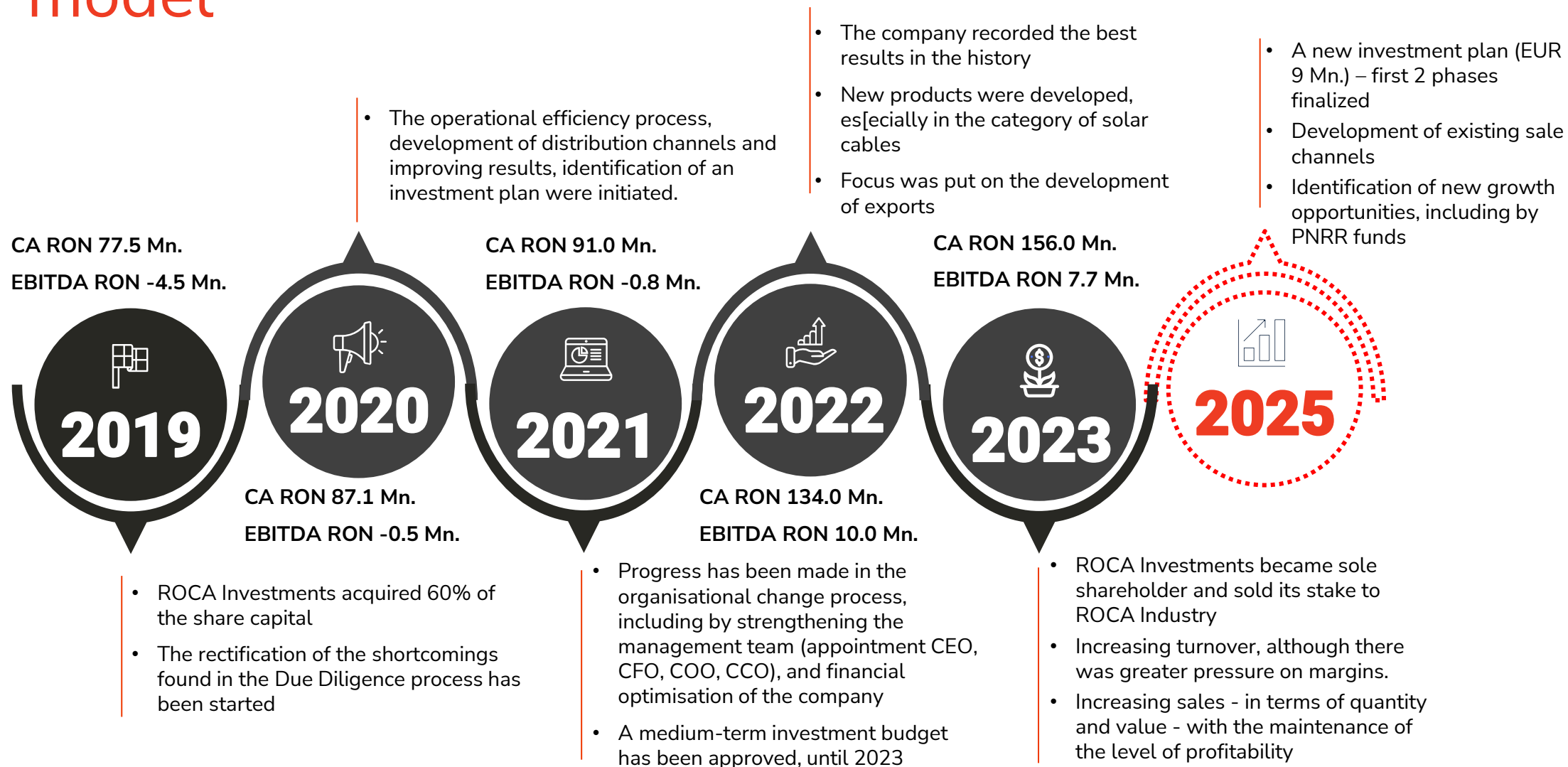


## Accelerated development

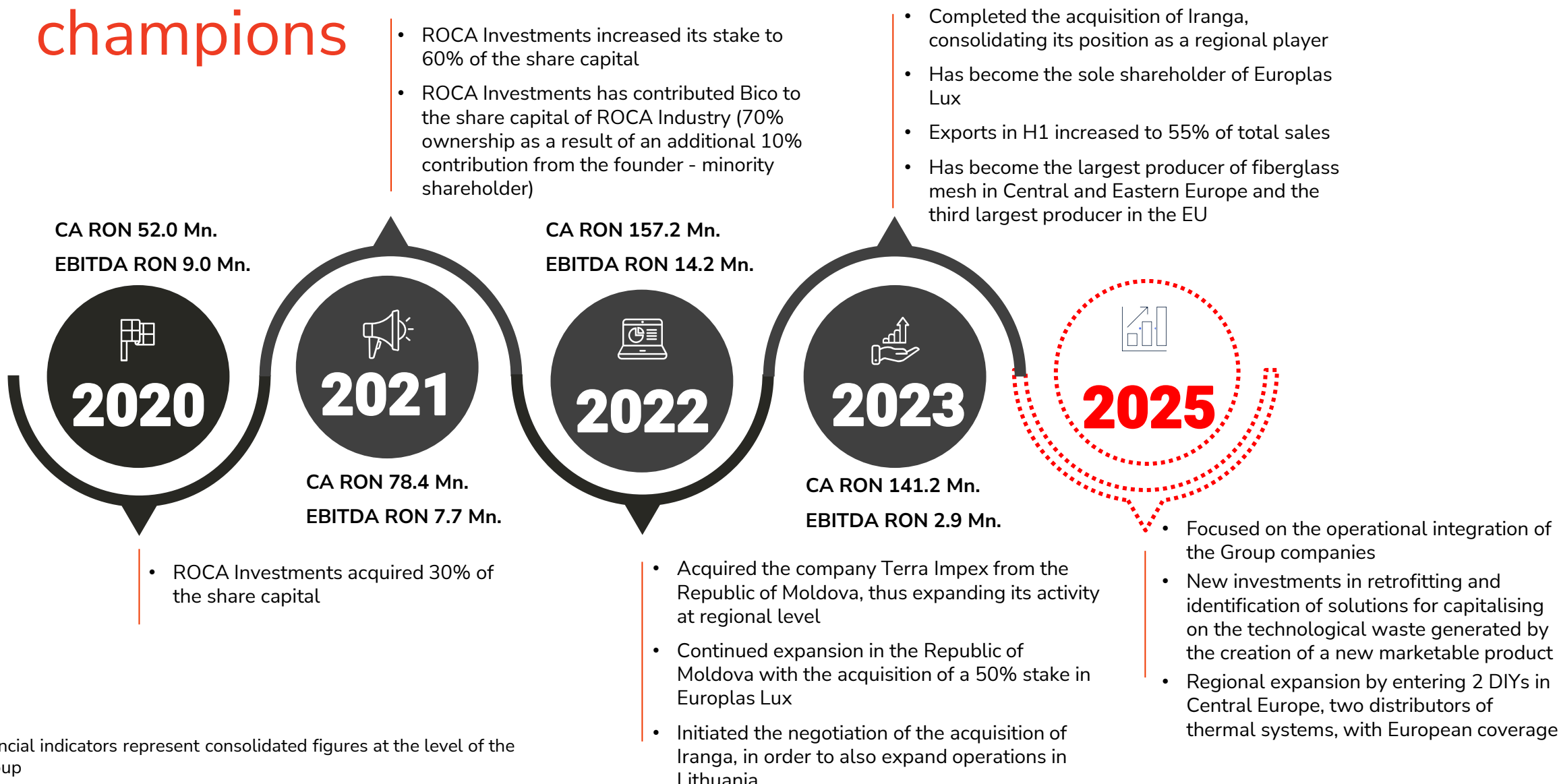
by providing access to the  
financing needed to  
expand through M&A  
or grow organically

**Efficient corporate governance system** to  
align interests, decision-  
making transparency and  
optimise resources

# Electroplast – transformation and consolidation model



# ❖ BICO – model for creating regional champions



2.

# Details of Holding



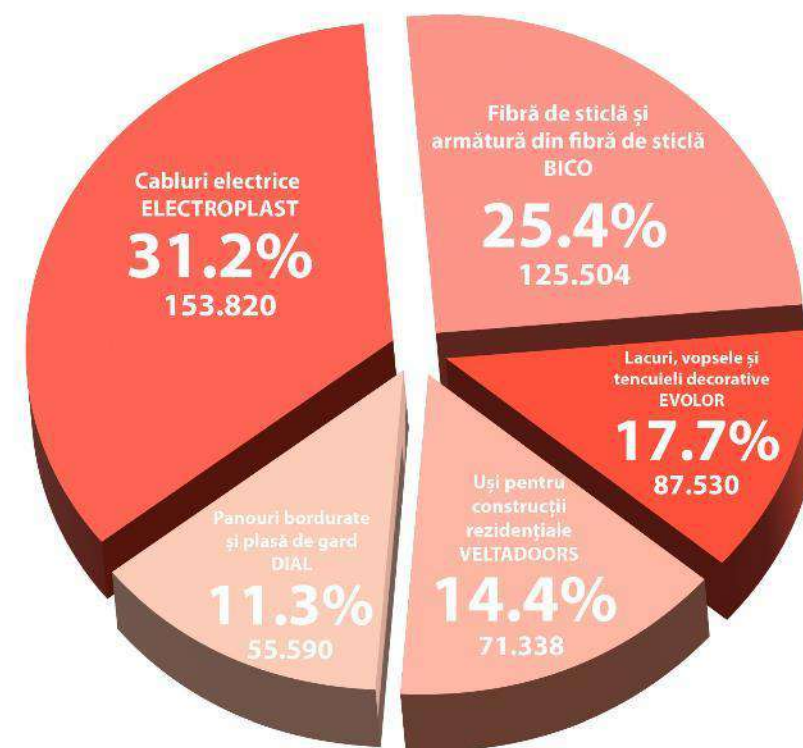
## • Investments in five subsectors of activity

ROCA Industry covers 5 activity sectors, directly holding 5 companies

The 5 companies directly owned by the Holding operate in different sub-sectors of activity:

- **BICO Industries** – one of the largest producer of fiberglass mesh in Europe
- **EVOLOR** - One of the major players in the paint and varnish manufacturing industry
- **VeltaDoors**- The largest Romanian producer of doors for residential constructions
- **DIAL** - One of the largest producers of panels and fence mesh
- **Electroplast** – One of the largest manufacturers of low-voltage copper and aluminum electrical cables

*Contribution of each company in the total turnover as of 9L 2025 (RON mn)*



# Financial Performance of Companies

P&L indicators IFRS	Results for 9L 2025 (RON th)			EBITDA margin 9L 2025	Net margin 9L 2025	Variation 9L 2025 vs 9L 2024		
	Turnover	EBITDA	Net result			Turnover	EBITDA	Net result
EVOLOR	87.530	13.981	5.565	16,0%	6,4%	3,5%	35,9%	64,3%
BICO GROUP	125.505	5.203	(7.812)	4,1%	-6,2%	-3,8%	-70,4%	-234,2%
DIAL	55.590	5.164	281	9,3%	0,5%	0,9%	-21,8%	-90,0%
ELECTROPLAST	153.821	12.160	3.013	7,9%	2,0%	23,3%	39,9%	168,3%
VELTADOORS	71.339	12.199	849	17,1%	1,2%	-8,0%	-34,6%	-86,5%
<b>TOTAL COMPANIES</b>	<b>493.785</b>	<b>48.707</b>	<b>1.896</b>	<b>9,9%</b>	<b>0,4%</b>	<b>4,5%</b>	<b>-21,2%</b>	<b>-90,2%</b>
ROCA INDUSTRY	-	(6.608)	(8.017)	N/A	N/A	N/A	-22,1%	-16,3%
<b>TOTAL CONSOLIDATED</b>	<b>493.785</b>	<b>42.099</b>	<b>(6.121)</b>	<b>8,5%</b>	<b>-1,2%</b>	<b>4,5%</b>	<b>-25,4%</b>	<b>-148,8%</b>

# • About ELP

One of the largest producers of low-voltage copper and aluminum electrical cables

**Shareholders:** ROCA Industry (99.99997%)  
**Ownership** since June 2023  
**Activity:** production of low-voltage copper and aluminum electrical cables  
**Active in the market** for 31 years

## Organization:

- Railway cables market leader
- 30 equipment and production lines
- 3,600 cable types and sizes
- Modern testing laboratory accredited by RENAR

## Achievements:

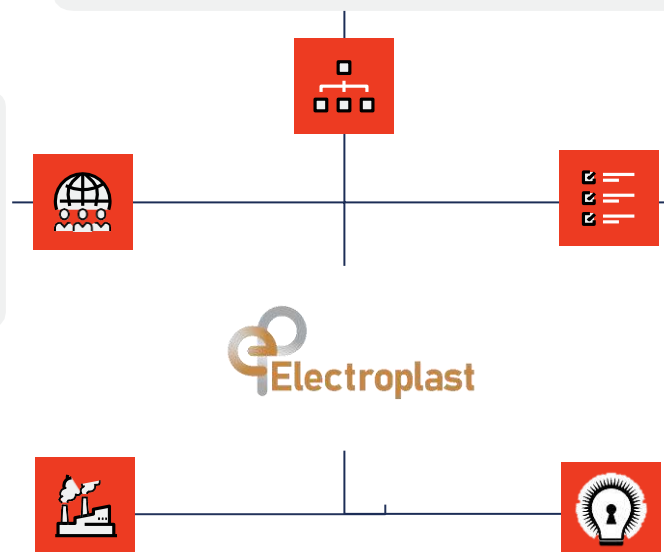
- **Investment project** of approx. 10 thousand. EUR – most of the equipment has been received; without affecting activity, production capacity +20% vs 2024
- **Changing production flows** both logistically and in terms of process optimization
- **Solid growth** (volumes sold and financial performance)
- **Expansion** of the product range, including export, with 2 new customers attracted in Germany and Latvia in the segment of thick aluminum cables

## Financial performance (financial statements)

**Turnover 9L:** RON 153.8 mn, +23.3% vs 9L 2024  
**EBITDA 9L:** RON 12.2 mn, +39.9% vs 9L 2024  
**Net profit 9L:** RON 3.0 mn, +168.3% vs 9L 2024

## Key short-term projects:

- Completion of the digital infrastructure development project for operational and financial improvement
- Continuation of the investment plan for the acquisition of new equipment in order to increase production capacity



# • About BICO

One of the largest producers in Europe

## Organization:

- 3 companies (Bico, Terra, Iranga)
- 5 factories
- 3 jurisdictions

## Achievements:

- **Continuation** of the operational transformation process – reorganization of production in the net division, relocation of some activities to the Republic of Moldova
- **Refurbishment** of units in the Republic of Moldova
- **Exports** of 63% of sales, decrease in domestic and European demand
- **Signing contracts with 2 DIY** networks for export
- **The Turbotex division** continues the growth trend of 2024 - Q3 record results, including following the launch of the new BICOtwin product range

**Shareholders:** Roca Industry (60%), Mihai Bîrliba (40%)

**Ownership:** Since September 2021

**Activity:** Production of technical geotextiles, mesh, and corners from glass fiber for thermal systems

**Active in the market:** 19 years

## Financial performance (financial statements)

**Turnover 9L:** RON 125.5 mn, -3.8% vs 9L 2024

**EBITDA 9L:** RON 5.2 mn, -70.4% vs 9L 2024

**Net loss 9L:** RON 7.8 mn, vs. net profit 9L 2024 RON 5.8 mn

## Key short-term projects:

- Completion of the M&As integration process (operational and commercial)
- Focus on regaining lost market share
- Continuation of the process of operational optimization, refurbishment and digitalization
- Opening of new sales channels, regional expansion and strengthening of traditional relationships with suppliers in Asia and the Middle East

# • About EVOLOR

One of the most important Romanian manufacturers of paints, varnishes, and plasters

## Organization:

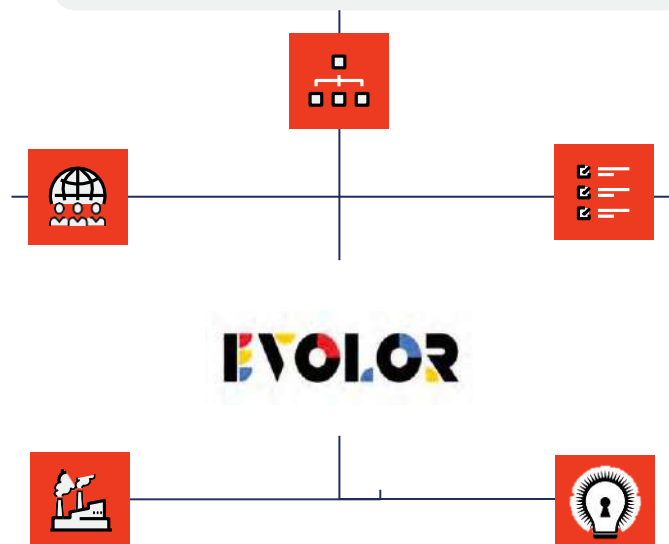
- **2 factories**
- **7 main** production sections
- **2 well-known brands** (STICKY and CORAL)
- **380 products**, with national distribution and export in the Republic of Moldova

**Shareholders:** Roca Industry (100%)

**Ownership** since November 2021

**Activity:** production of paints, varnishes, enamels, and plasters

**Active in the market** for 31 years



## Achievements:

- **Coral Barbie and Coral Hot Wheels** – focus on expanding into new customer segments and distribution channels
- **Coral Effetto decorative paints** – considerable volumes for a new range, expansion of the number of shades
- **Intensification of export activities** to the Republic of Moldova (CA +67% vs 9L 2024) and important steps for expansion in Hungary and Bulgaria
- **Accelerated B2B channel development** (+196% vs 9L 2024)
- Commissioning of two new silos for solid raw materials and operationalization of a platform for the production of mosaic-based products

## Financial performance (financial statements)

**Turnover 9L:** RON 87.5 mn, +3.5% vs 9L 2024

**EBITDA 9L:** RON 14.0 mn, +35.9% vs 9L 2024

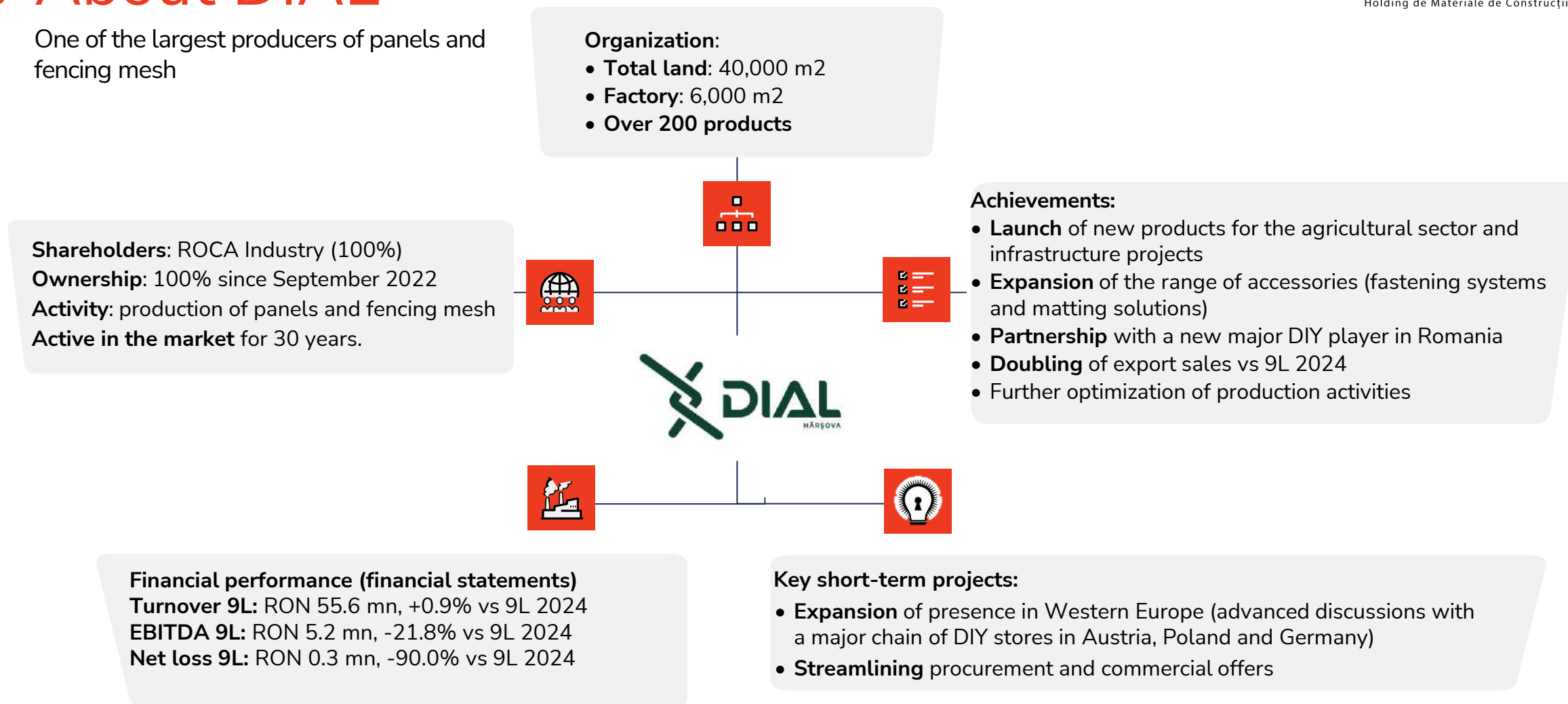
**Net loss 9L:** RON 5.6 mn, +64.3% vs 9L 2024

## Key short-term projects:

- Developing more sustainable painting solutions
- Launch of top products online
- Strengthening presence in DIY and traditional commerce
- Implementation of an integrated digital system for ESG reporting

# • About DIAL

One of the largest producers of panels and fencing mesh



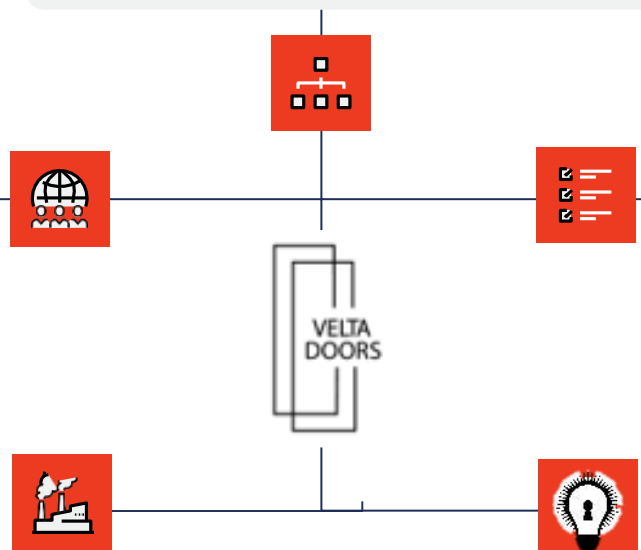
# About Velta

The largest Romanian producer of doors for residential constructions

## Organizare:

- **3 fabrici** (total de 25.000 m<sup>2</sup>)
- **Capacitate de producție** aprox. 1mil. uși/an
- **Linie de vopsire** cu 3 roboți complet automatizată
- **3 categorii de produse** (economic, mediu, premium)

**Shareholders:** ROCA Industry (100%)  
**Ownership:** since December 2024 (EED & WD merger)  
**Activity:** doors for residential constructions



## Achievements :

- Continuation of the integration process
- Actions to strengthen presence in DIY and traditional channels
- Starting key internal efficiency projects
- Strengthening the sales force
- Launch of the Arcadia Doors premium range in 2 Mobexpert stores
- Expansion of the rifling portfolio (tripling monthly orders)
- Improving operational and quality processes, optimizing the packaging and traceability of complaints
- Complete digitalization of operations through the implementation of the ERP system

## Financial performance (financial statements)

**Turnover 9L:** RON 71.3 mn, -8.0% vs 9L 2024  
**EBITDA 9L:** RON 12.2 mn, -34.6% vs 9L 2024  
**Net loss 9L:** RON 0.9 mn, -86.5% vs 9L 2024

## Key short-term projects:

- **Launch** of new value-added product ranges
- **Expansion** of the international distribution network (negotiations for the entry into DIY networks in Europe)



# Thank you!

ROCA INDUSTRY

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