



Consumer & Industrial Conference

February 2021



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- Parent company of the Group → holds stakes in the Group's subsidiaries
- Listed on the BSE since 2008
- Leading producer of PVC compounds and PVC, PE & PP installation systems



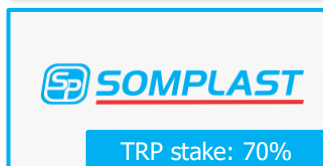
- PVC and aluminum windows & doors producer
- >15 years of experience on the market
- Largest exporter of the Group



- Rigid PVC recycler
- Largest in Romania and among top 10 rigid PVC recyclers in Europe



- Biodegradable packaging producer
- Investment of EUR 12mln, currently in implementation



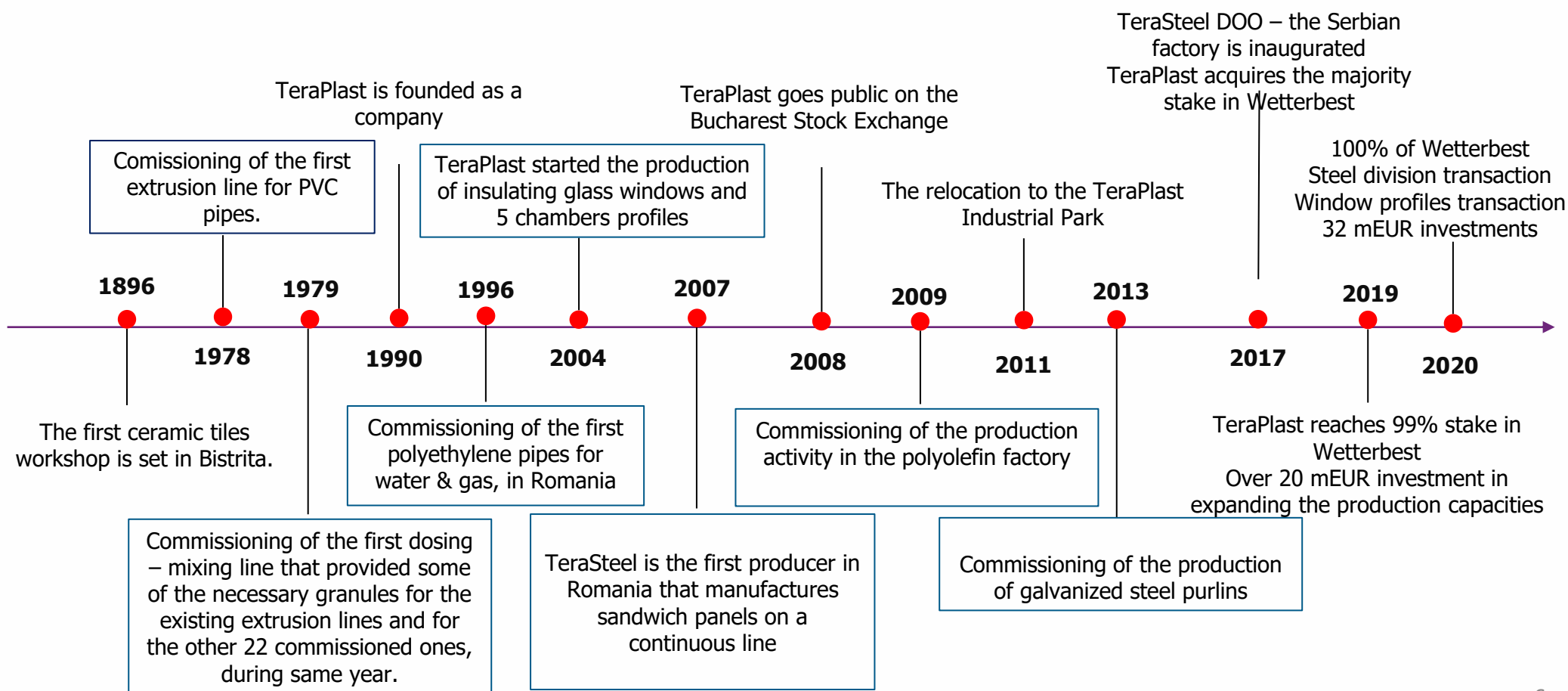
- Recently acquired company
- Adds to the flexible packaging portfolio and expands the production capacity for PE installation systems

Steel division about to exit the Group:



SHORT HISTORY

Long history marked by pioneering, significant research & investment projects.



HIGHLIGHTS

Shareholder Structure

Shareholders as at Dec 31, 2020

D. Goia	46.83%
Other shareholders	41.00%
NN Pension Fund	12.17%
TOTAL	100.00%

Teraplast SA | TRP RO

Market Cap (EUR mn 30 Sep)	143.9
Market Cap (EUR mn 08 Feb)	181.0
ADTV (EUR '000 Jan'21)	152.4
Price to Earnings (*)	10.2x
Price to Book (*)	2.7x
EV/EBITDA (Sep'20)	7.0x
Div Yield (@RON45m Feb 8, 21)	5.1%

<https://investors.teraplast.ro/>

ADTV (EUR '000 | as of Feb 8, 2020)

1W	472.3
1M	233.4
3M	334.3
6M	237.5
12M	177.2

(*) Most recent closing price (Feb 8, 21) & most recent quarterly data is used (Sep 30, 20)

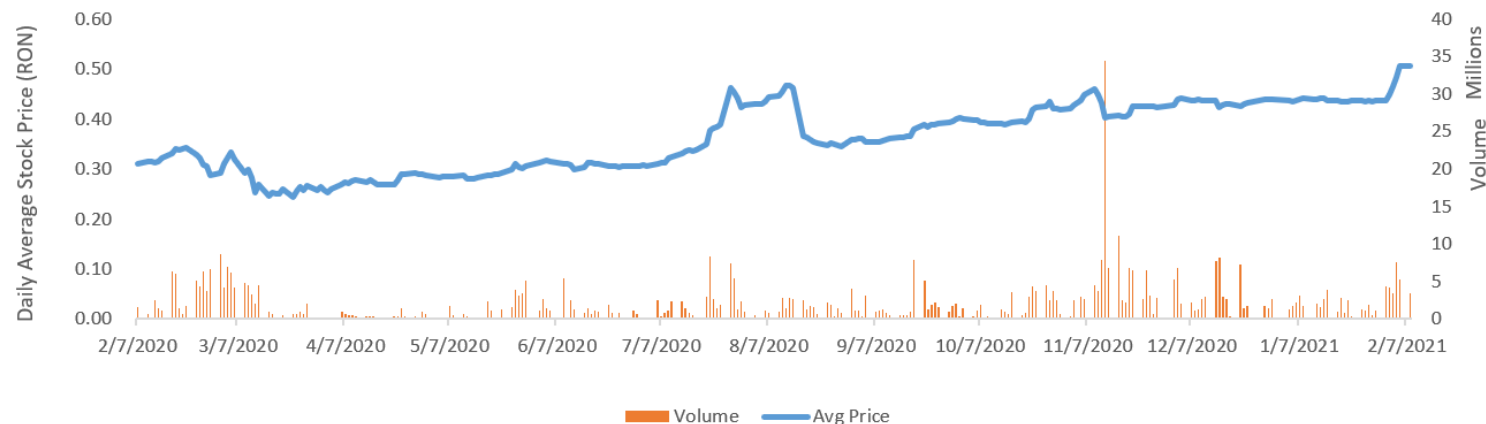
	2018	2019	9M'20 (*)
Net debt			
ST Debt	123.2	149.4	63.4
LT Debt	71.9	62.9	99.9
Cash	(22.8)	(29.5)	(26.3)
Other NC Liability	49.0	15.8	9.6
Provisions	0.8	1.1	1.1
Net debt	222.1	199.8	147.7
Net debt / EBITDA	3.4x	2.2x	1.1x

(*) Net Debt as at Sep 30, 2020 divided by 12M EBITDA from 2020 est

Key Business performance for Plastics Division, 2019 9M vs 2020 9M

Segment	Plastic Net Sales (mRON)				Plastic EBITDA (mRON)				Plastic EBITDA Margin (%)		
	9M'19	9M'20	vs 9M'19 (abs)	vs 9M'19 (%)	9M'19	9M'20	vs 9M'19 (abs)	vs 9M'19 (%)	9M'19	9M'20	vs 9M'19 (%)
Instalation (TRP)	185.1	222.8	37.7	20%	18.7	38.1	19.5	104%	10.1%	17.1%	70%
Compunds (TRP)	48.6	53.0	4.4	9%	5.6	9.6	3.9	70%	11.6%	18.0%	56%
Window profiles (TRP)	44.9	45.8	1.0	2%	3.5	6.2	2.7	76%	7.9%	13.6%	73%
PVC Windows & Doors	20.9	25.9	5.0	24%	1.7	1.1	(0.6)	-35%	7.9%	4.1%	-48%
Total Plastic Division	299.5	347.5	48.1	16%	29.5	55.0	25.5	86%	9.9%	15.8%	61%

Stock Price Performance (last 12 months as at Feb 8, 2021)



PLASTICS PRODUCT PORTFOLIO



Installation



TeraPlast Industrial Park,
Saratel, BN, Romania

Complete systems for:

- Exterior sewage
- Water & gas
- Interior sewage
- Electric cable protection
- Rainwater & wastewater management

Leader on the exterior PVC
sewage market



Residential
Non-residential
Infrastructure



PVC Compounds



TeraPlast Industrial Park,
Saratel, BN, Romania

- Rigid PVC compounds
- Plasticized PVC compounds

Market leader in Romania
34% market share



Manufacturing



Windows & Doors



Bistrita, BN, Romania

- PVC Windows
- PVC Doors
- Facades & Terraces
- Aluminum accessories

Over 80% exports annually



Residential
Non-residential



TeraPlast Industrial Park,
Saratel, BN, Romania

- Regranulated PVC compounds
- Micronized PVC

The largest Romanian
rigid PVC recycler & in
top 10 in Europe



Manufacturing

PLASTICS PRODUCT PORTFOLIO



Biodegradable packaging



TeraPlast Industrial Park,
Saratel, BN, Romania

Sacks and bags with a minimum 90% biodegradability degree. "OK Home Compost" certified.

12 mEUR investment to be completed at the end of 2021



Retail bags
Waste management



Flexible packaging



Năsăud, BN, Romania

Flexible foils and packaging with applications in agriculture, construction materials, food, home use, FMCG.

Contributes to the flexible packaging portfolio of TeraPlast Folii Biodegradabile



Industrial packaging
Retail bags
Waste management



Polyethylene systems



Năsăud, BN, Romania

- PE systems for water and gas networks
- PE tubes for telecommunication cables
- PE fittings

Increases the production capacity of TeraPlast's Installation portfolio



Residential
Non-residential
Infrastructure

PRODUCTION UNITS

Current Group's production units (Plastics)

PVC Factory (RO)

9 production lines

52.800 tons/year

PP Factory (RO)

11 production lines

3.800 tons/year

PE Factory (RO)

8 production lines

11.500 tons/year

Windows & Doors Factory (RO)

5 production lines

>200.000 units/year

Recycling Factory (RO)

8 production lines

12.000 tons/year

New businesses & investments

Somplast Factory (RO)

Adds 38 production lines to the Group's production capacity. Completes the flexible packaging portfolio and adds capacity to the Installations systems.

PE Factory (RO)

Expands the production capacity for PE systems (pipes, manholes) for water, gas and irrigation networks.

Biodegradable packaging Factory (RO)

Biodegradable sacks and bags production.



No. of production lines



Production capacity

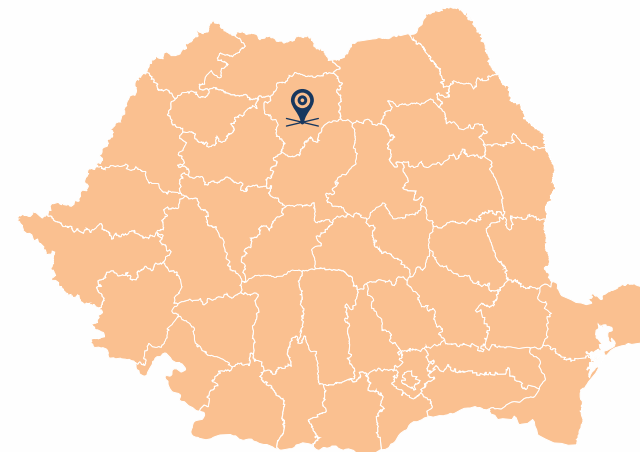
PRODUCTION SITES

TeraPlast Group's production sites sum up 306.518 square meters in surface out of which 83.513 sqm of buildings.

To the Industrial Park in Saratel an additional 13.794 sqm will be added in 2021, as follows:

- 4.410 sqm for the new PE factory
- 4.440 sqm for the biodegradable packaging factory
- 4.944 sqm of storage space

ROMANIA



BISTRIȚA

2008

28.598 sqm

8.785 sqm

1 factory

SĂRĂȚEL*

2007

232.015 sqm

48.240 sqm

7 factories

NĂȘĂUD

1978

45.905 sqm

26.488 sqm

1 factory

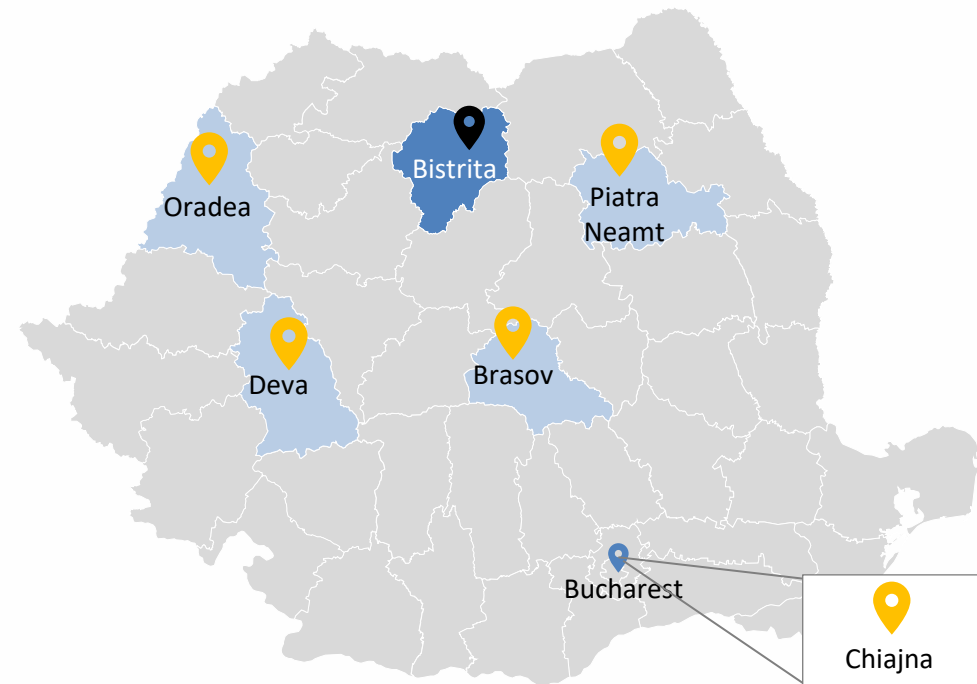
Our activity is assisted by the 6 distribution centers in Romania that sum up over 9.000sqm in surface.

All our distribution centers' locations are rented. During 2020, our strategy included capitalizing on the warehousing and terrain assets.

Advantages:

- Productive assets.
- Flexibility depending on the market evolution.

Romania



- State capital
- Group headquarters
- Showrooms & distribution centers

+103,5%

TeraPlast's share yield in 2020

1/ **BET inclusion**

TeraPlast's shares were included in the reference index BET at the Bucharest Stock Exchange

2/ **Free shares**

1 share per 3,3 shares owned were granted to the shareholders

3/ **Steel division**

TeraPlast signed an agreement to sell its Steel division (TeraSteel RO & RS, Wetterbest) to Kingspan Group

4/ **Real estate project**

We have announced the implementation of a real estate project on TeraPlast factory's old location

5/ **Investments**

We have announced investments of EUR 32 mln

6/ **FTSE Inclusion**

TeraPlast's shares were included in FTSE Russell's indices Total Cap & MicroCap

7/ **State aid**

We received the co-financing agreement (EUR 14 mln.) for the 3 investment projects

8/ **Window profiles**

We sold the window profiles business line to another Romanian producer

9/ **Dividends**

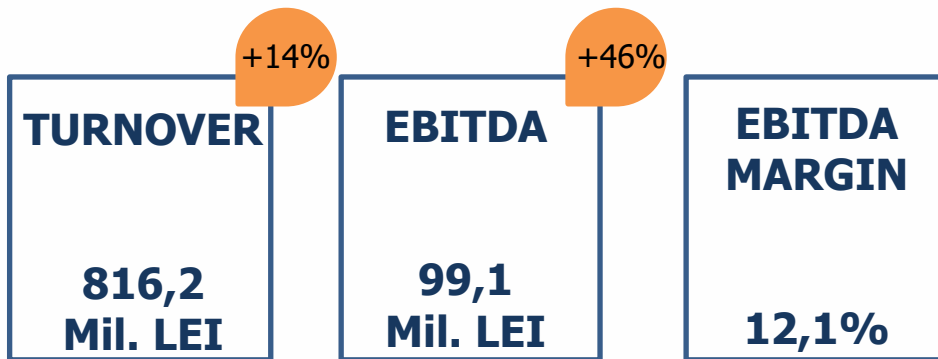
We distributed dividends worth EUR 9 mln.
The dividend yield was 6,2%

10/ **Acquisition**

We acquired 70% of the Romanian flexible packaging producer Somplast.

Q3 KEY FIGURES – TERAPLAST GROUP

JANUARY-SEPTEMBER 2020



JANUARY-SEPTEMBER 2019



- Organic growth of turnover and EBITDA
- The lifting of the state of emergency and, gradually, of some of the restrictions determined positive evolutions of the B2C businesses compared to the first 2 quarters
- Significantly improved EBITDA margin thanks to the performance of TeraPlast and TeraSteel in terms of profitability

STEEL DIVISION TRANSACTION

- Buyer: Kingspan Group
 - Leader on the high-performance insulation market
 - Listed on the London Stock Exchange
 - 11 billion GBP market capitalization
- Estimated value of the Steel division (headline price): RON 410 million – net debt +/- adjustments on the working capital
 - The result of the evaluation for the Steel division is superior to the TeraPlast evaluation on BSE
 - We add value to our shareholders
 - The yield of the investors increases
 - Sets the base for the future Plastics Division investment
- The transfer will be completed after all customary closing conditions are satisfied. For this we estimate 4Q20.

Plastics Division



Steel Division



STEEL PRODUCT PORTFOLIO



Sandwich panels



TeraPlast Industrial Park,
Saratel, BN, Romania
Leskovac, Serbia

- Polyurethane foam sandwich panels
- Mineral wool sandwich panels
- Lead turnkey halls
- Metal accessories

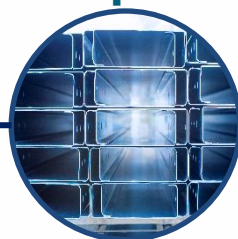
Leader of the Romanian sandwich panels market



Non-residential



Galvanized steel purlins



Bistrita, BN, Romania

- Z, C, U & Sigma galvanized steel purlins
- Joinery profiles accessories

One of the largest producers in the CEE area



Non-residential



Self-supporting trapezoidal sheet



Leskovac, Serbia

Corrugated sheet of 153mm

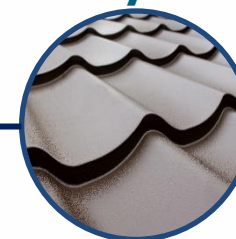
The line started producing in March 2018.



Non-residential



Complete roof systems



Baicoi, PH; Podari, DJ & Saratel, BN, Romania

- 5 metallic roof tiles profiles
- 4 types of self-supporting trapezoidal sheet
- Complete roof accessories

Second largest metallic roof tiles producer in Romania



Residential
Non-residential



The sale of the window profiles business line

- Buyer: Dynamic Selling Group
- Estimated value of the transaction: EUR 4,5 million
 - The value shall be adjusted at the moment of the transfer depending on the working capital level
- Reasons to sell:
 - Group strategy is to be among the first 2 players on the markets we address
 - The development strategy of the Group focuses on other business areas



Somplast acquisition

- Acquired: 70% stake in the company
- Financed from the sale of the Brasov warehouse terrain, previously sold for cca. 1,3 million euros
- We are waiting for the Competition Council's notice
- Reasons to acquire:
 - The company is already present on the flexible packaging market that we will address through TeraPlast Folii Biodegradabile
 - Strengthens the portfolio for both flexible packaging and PE piping systems

Experienced management team

Board of Directors



Alexandru Stanean
CEO TeraPlast Group

- CEO since July 2018
- In his 2nd mandate
- Within the Group since 2006

Ioana Birta
CFO TeraPlast Group

- CFO since June 2017
- ACCA & CAFR member
- More than 10 years of experience in auditing



Sergiu Petri
TeraPlast Recycling CEO

- Wide experience within various TeraPlast departments
- Wide experience on the PVC product development



Alin Brişan
Somplast CEO

- Joined Somplast in 2014
- Over 14 years of experience in financial analysis



Sergiu Manolache
TeraGlass CEO

- Wide experience within TeraGlass
- Former sales director, with expertise in various departments of the company



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CONSTRUCTION SECTOR IN ROMANIA

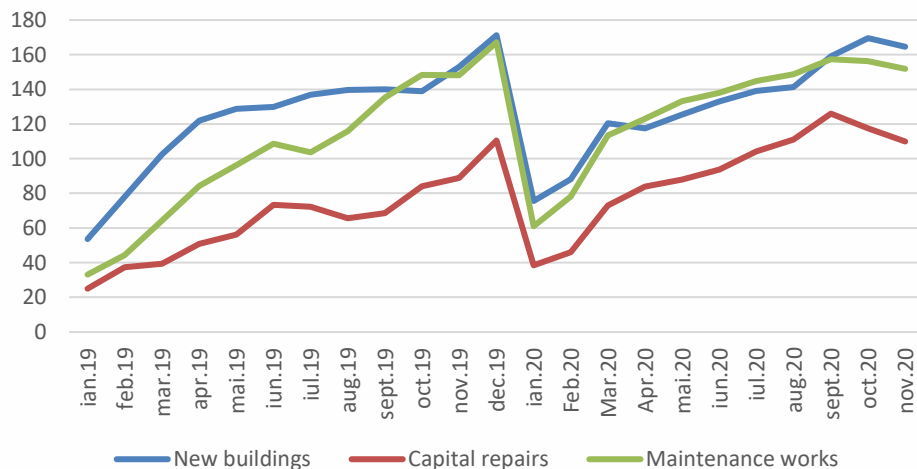
The construction sector in Romania kept its positive trend in the first 11 months of 2020 compared to the same period of 2019.

By the adjusted series, the total volume of the construction works registered a 19,3% increase compared to the first 11 months of 2019.

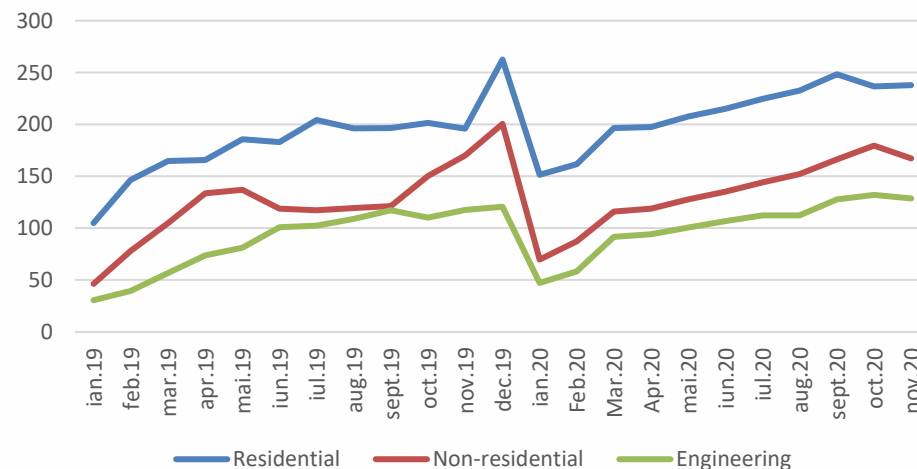
The positive evolution of the infrastructure works reflects in the increases registered by the capital repairs works (+49%), by the maintenance works (+38,4%). By construction objects, the engineering works registered the highest increase (+23,1%).

The residential and non-residential construction volumes also had a positive evolution, increasing by 20,4% and 14,2% respectively.

By structure elements



By construction object



Source: The most recent [report](#) of INS from January 15, 2021.

OPPORTUNITIES - INFRASTRUCTURE

52.9%



Of the resident population in Romania is connected to a sewerage network that has a treatment station*

35%



Of the resident population in Romania is connected to the national natural gas network**

25%



Of the total EUR 1,5 bln funds available for irrigation projects were spent

54.2%



Of the resident population in Romania is connected to the sewerage network*

70.9%



Of the resident population in Romania is connected to the public water supply system* (Bulgaria over 95%)

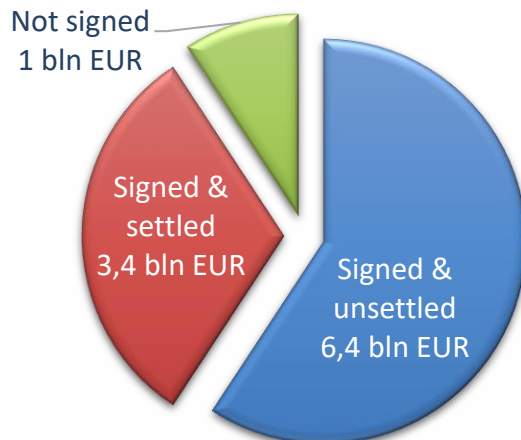
11,5%



Represents the contracted surface for irrigation projects out of the total irrigable surface

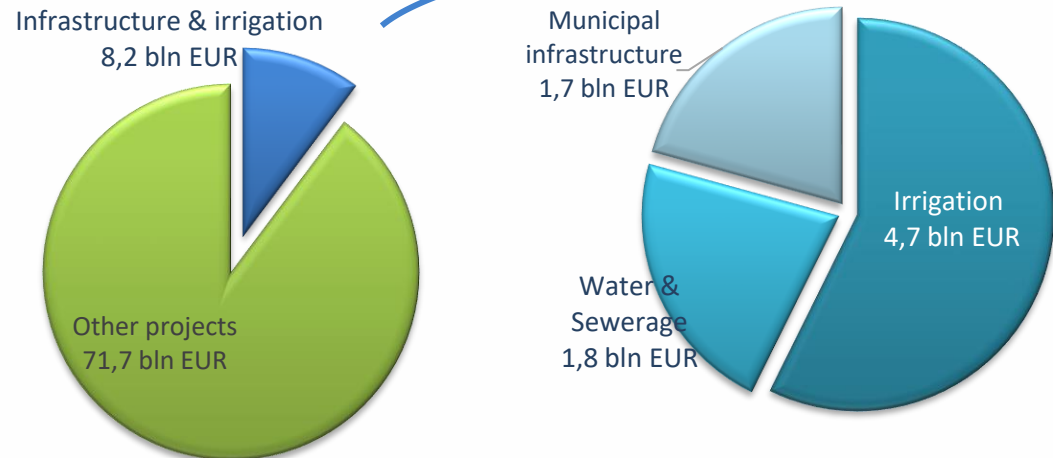
LARGE INFRASTRUCTURE (POIM)****

Total available funds: 10,8 bln EUR



RECOVERY & RESILIENCE NATIONAL PROGRAM (PNRR)***

Total available funds: 79,9 bln EUR



*Latest INS reports available for [sewerage](#) & [water](#)

**According to state representatives' statements

***[Government decision](#)

****[Official website](#)

The European Commission issued in 2015 a directive regarding the usage of plastic bags with the objective of reducing the plastic bags consumption from over 400 bags/person to 40 bags/person by 2025.

This directive must be implemented in the national law system of all European states. To achieve this objective, each country can apply various measures such as additional taxes for the plastic bags and/or the obligation of using biodegradable products. If the bags are made from sustainable, biodegradable materials, no supplementary taxes apply.

This directive was transposed in Romania since 2018. Since January 1st, 2019, all plastic bags thinner than 50 microns are forbidden to be sold in the market.

Opportunities:

- Accelerated consumption growth due to national regulations: +106% increase in total internal consumption in 2019 compared to 2018
- Underdeveloped local market:
 - Cca. 15 Romanian producers of biodegradable flexible packaging
 - 54% of the local consumption was covered by imports in 2019
- Market estimates show an average of 20% increase of the biodegradable bags and foils market annually, for the next 4 years.

*according to Neomar Consulting study from December 2020



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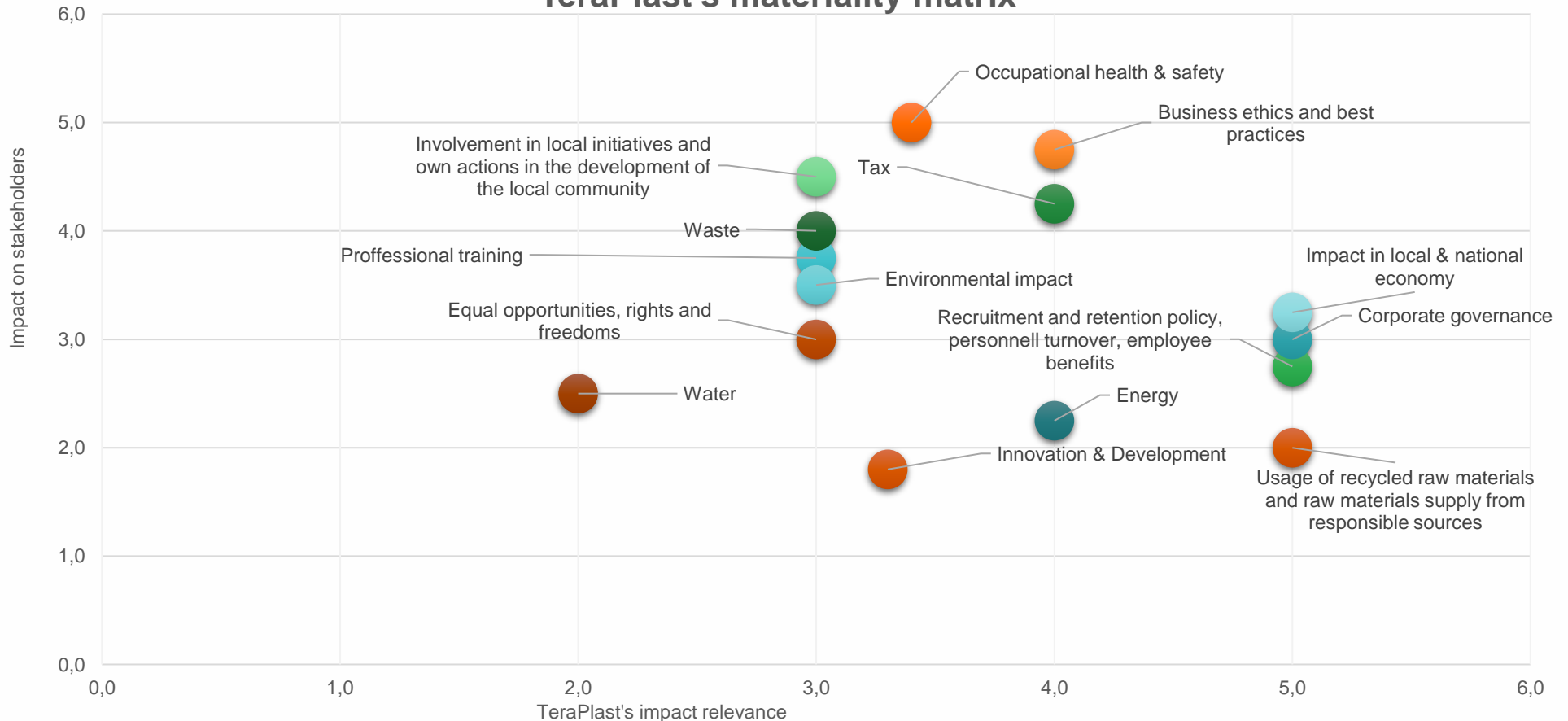
SUSTAINABLE DEVELOPMENT

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We constantly analyze our impacts and set our sustainability strategy based on the inclusiveness principle to ensure that the opinion of our stakeholders is included. Our sustainability reports are made in accordance with the GRI Standards, Core option.

TeraPlast's materiality matrix



VALUE CHAIN

While carrying out our daily activity we consider the responsibility we have towards our entire value chain as well as to the environment and the communities.

In our view, a healthy business goes beyond the financial performance. We pay attention to collaborate with partners who share our values and business principles and include non-financial topics in their strategy.

We consider that success is the results of collaboration and optimal operation of all processes. TeraPlast Group is growth-oriented and in order to achieve our objectives we rely on the input our colleagues and partners have in continuous improvement.



- Group's infrastructure: high-performance equipment, optimised production plants, clear procedures
- HR&Financial&Legal: experienced employees, risk monitoring, process development, training, controlling
- Technology: IT systems and digital solutions, optimized production, RPA, certified testing laboratory
- Acquisition: supplier diversification, vertical integration (TeraPlast Recycling), high-quality raw materials, reduced dependency



Planning and supply chain	Inbound logistics	Production & Operations	Outbound logistics	Marketing & Sales	Services
Supplier diversification	Just-in-time deliveries	Production & packaging	Order planning and delivery	Market studies	Technical trainings
Strategic acquisition	Own fleet of tankers	Product development	Inventory management	Products & services promotion	Warranties
Materials and raw materials availability		Quality management	Delivery documents compliance	CRM	Design and technical support
Raw materials & finished goods inventory planning				Quotation	After-sales services
				Receipts management	



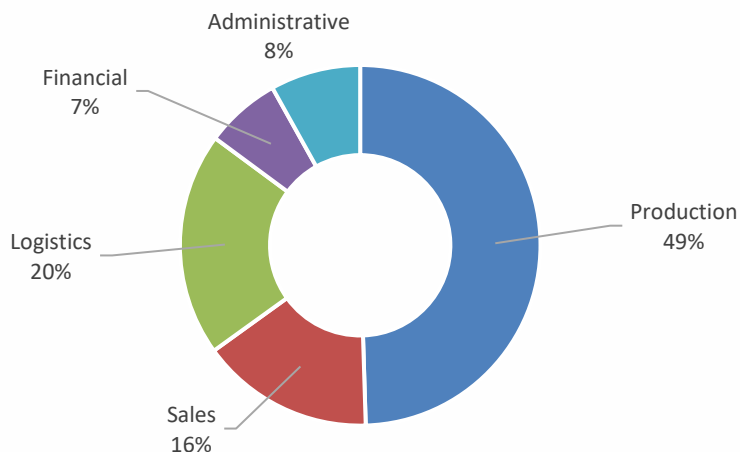
EMPLOYEES

Our HR policy also aims at ensuring an objective remuneration in line with a series of criteria like medium wage, level of expertise, comparison to similar positions. At the same time, it ensures that any discriminatory criteria (social, ethnic, religious, gender, political, racial) is eliminated.

Thus, at Group level there is an equilibrium between the men and women gross wage level and, overall, the Group medium gross wage is 31% higher than the national Romanian medium gross wage in 2019.

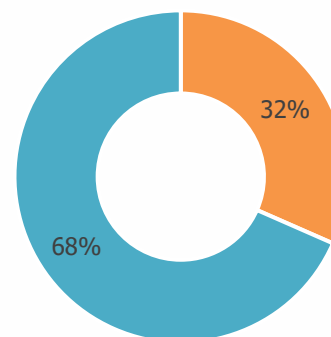
Personal and professional development of our colleagues is another important element in ensuring a pleasant and productive workplace. Besides the trainings and courses, we carry out for workplace specialization, our colleagues can subscribe to trainings on their own and the company will bear the costs.

Employee distribution by department - Group level



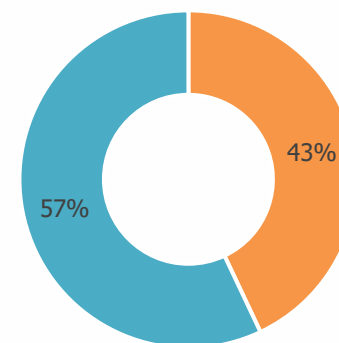
Gender distribution Group level

Women Men



Gender distribution in management

Women Men



In 2019, at TeraPlast Group level, 20 trainings for qualification/specialization were carried out. Out of the total number of participants, 12% are managers and, by gender, 25% are women. By the total training hours at Group level, we have 1,55 hours of training per employee in 2019, double compared to 2018.

By the area of activity, 66% of the participants are directly-productive while 34% are indirectly-productive, which shows that the professional development strategy of the Group aims at ensuring a unitary development of the Group's activities in order to increase the quality and productivity, as well as the employees' satisfaction.

SUSTAINABLE DEVELOPMENT PRODUCTS, COMMUNITY AND CORPORATE GOVERNANCE

- Implementing corporate governance best practices in order to raise the company competitiveness on the capital market and add value to our shareholders



- Photo-voltaic plant that will ensure cca 11.5% of the necessary energy for the Saratel Industrial Park and will reduce, on long term, the CO2 emissions



- Rigid PVC recycling factory has an annual processing capacity of 12.000 tons.

- Permanent monitoring of the product portfolio performance and recipe development; launching new enhanced and sustainable solutions (biodegradable packaging, PE 100-RC pipes & usage of recycled PVC in sewerage multi-layered pipes production)



- Active multi-level community involvement through the *Building Romania Together* CSR platform by three main areas: Education, Social, Health & Environment





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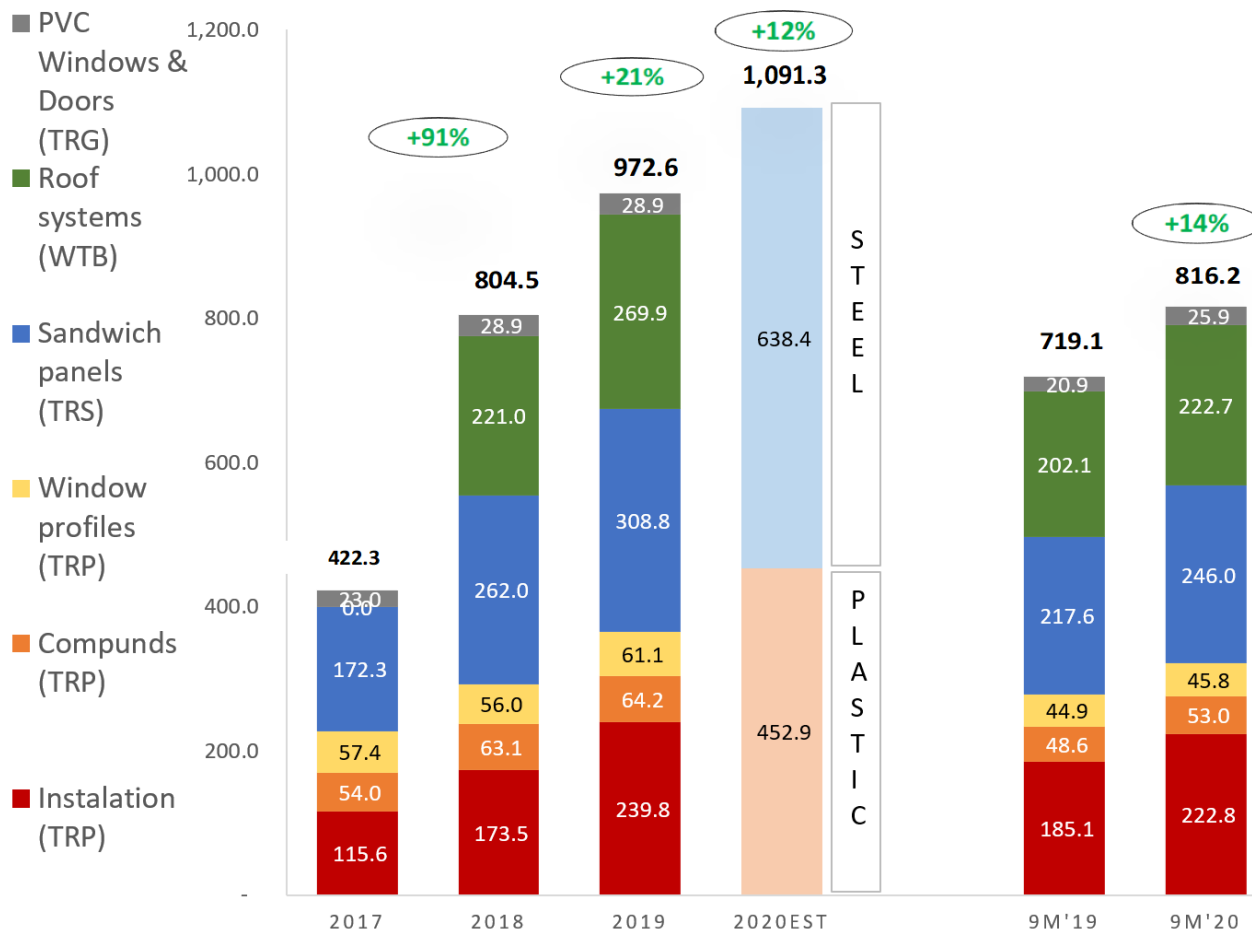
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NET SALES BY SEGMENT

NET SALES BY SEGMENT (AMOUNTS IN MRON)



TeraPlast (TRP):

- Still the most profitable company of the Group
- The infrastructure works kept their positive trend that sustained the outstanding results of the Installation business line
- Development plans include HFFR (Halogen Free, Fire Resistant) production line for which we are in the ramp up phase with customer trials and testing;
- Window profiles – revising business model to be closer to customers;
- Recycling – has reached its capacity, enabling profitability growth;

Terasteel (TRS)

- Increased production volumes (3,3 mil sqm in Jan-Sept 2020)
- No. 1 on the Serbian and Romanian sandwich panels markets

Wetterbest (WTB)

- Increasing EBITDA and a significantly improved profitability margin
- During Q2 and especially during Q3 the new production unit's potential began to be seen

TeraGlass (TRG)

- Largest turnover increase of the companies
- Improved EBITDA in the third quarter
- Still in focus for future improvement

PROFIT & LOSS SUMMARY Plastic Division

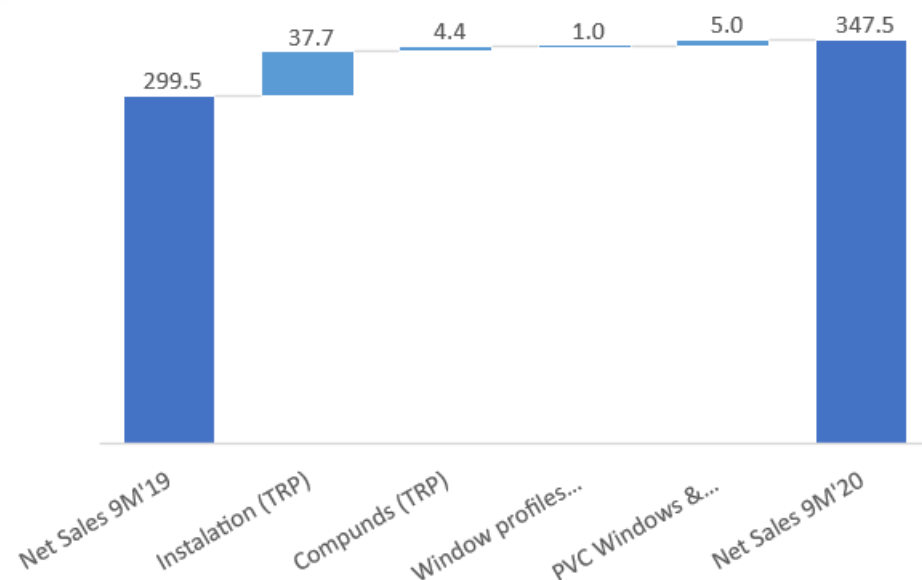
all amounts in million RON

Plastic Division P&L summary for the period	Plastic 9M '19	Plastic 9M '20	Plastic Δ 9M'20-'19	Plastic 12M '19	Plastic 12M '20e	Plastic Δ 12M'20-'19
Total Net Sales	299.5	347.5	16%	393.9	452.9	15%
Total Operating Income	299.7	347.9	16%	394.3	453.4	15%
Raw materials, consumables & merchandise	(200.2)	(212.1)	6%	(261.2)	(274.3)	5%
Salaries and employee benefits	(35.1)	(40.9)	17%	(47.8)	(54.9)	15%
Amortization, impairments, provisions and FV adj	(12.3)	(16.6)	35%	(21.2)	(22.2)	5%
Other operating expenses	(35.9)	(38.7)	8%	(48.0)	(49.9)	4%
Operating result	16.3	39.6	143%	16.2	52.0	222%
<i>Operating result % in Net Sales</i>	<i>5.4%</i>	<i>11.4%</i>		<i>4.1%</i>	<i>11.5%</i>	
Financial result	(5.1)	(3.0)	-41%	(6.5)	(4.0)	-39%
Profit before tax	11.2	36.6	227%	9.6	48.1	400%
Income tax expense	(0.7)	(3.4)	372%	(1.1)	(4.4)	291%
Net Profit for the year	10.5	33.2	217%	8.5	43.6	415%
<i>Net Profit % in Net Sales</i>	<i>3.5%</i>	<i>9.6%</i>		<i>2.2%</i>	<i>9.6%</i>	
EBITDA	29.5	55.0	86%	38.2	73.0	91%
<i>EBITDA % in Net Sales</i>	<i>9.9%</i>	<i>15.8%</i>		<i>9.7%</i>	<i>16.1%</i>	

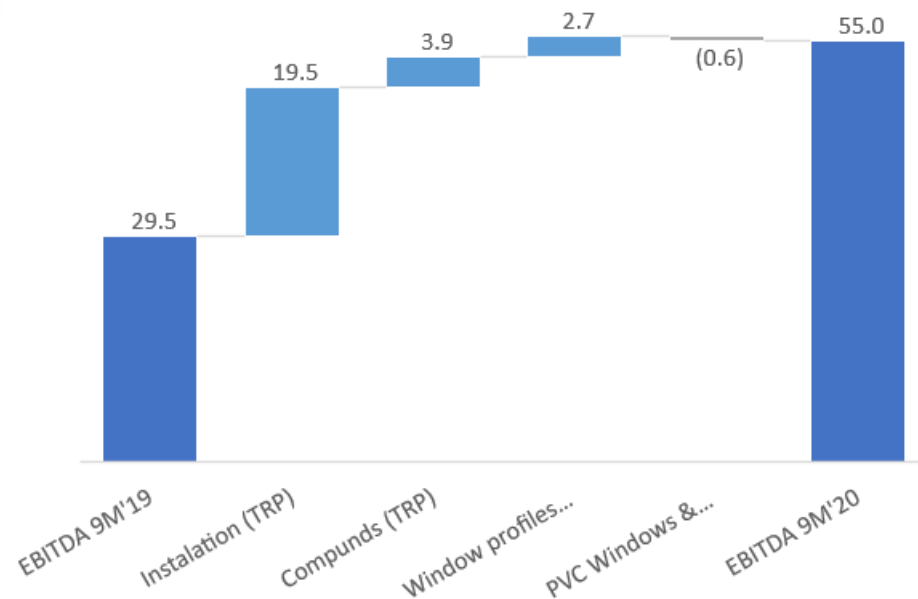
- Good perspectives for the infrastructure market evolution in the following 2 - 3 years
- Leaders on the Installation and Compounds markets
- Benefited from the raw materials acquisition strategy

PLASTIC | NET SALES AND EBITDA BRIDGE 9M'2020 VS 9M'2019

PLASTIC | Net Sales Bridge 9M'20 vs 9M'19



PLASTIC | EBITDA Bridge 9M'20 vs 9M'19



Segment	Plastic Net Sales (mRON)				Plastic EBITDA (mRON)				Plastic EBITDA Margin (%)		
	9M'19	9M'20	vs 9M'19 (abs)	vs 9M'19 (%)	9M'19	9M'20	vs 9M'19 (abs)	vs 9M'19 (%)	9M'19	9M'20	vs 9M'19 (%)
Instalation (TRP)	185.1	222.8	37.7	20%	18.7	38.1	19.5	104%	10.1%	17.1%	70%
Compounds (TRP)	48.6	53.0	4.4	9%	5.6	9.6	3.9	70%	11.6%	18.0%	56%
Window profiles (TRP)	44.9	45.8	1.0	2%	3.5	6.2	2.7	76%	7.9%	13.6%	73%
PVC Windows & Doors	20.9	25.9	5.0	24%	1.7	1.1	(0.6)	-35%	7.9%	4.1%	-48%
Total Plastic Division	299.5	347.5	48.1	16%	29.5	55.0	25.5	86%	9.9%	15.8%	61%

PROFIT & LOSS SUMMARY Steel Division

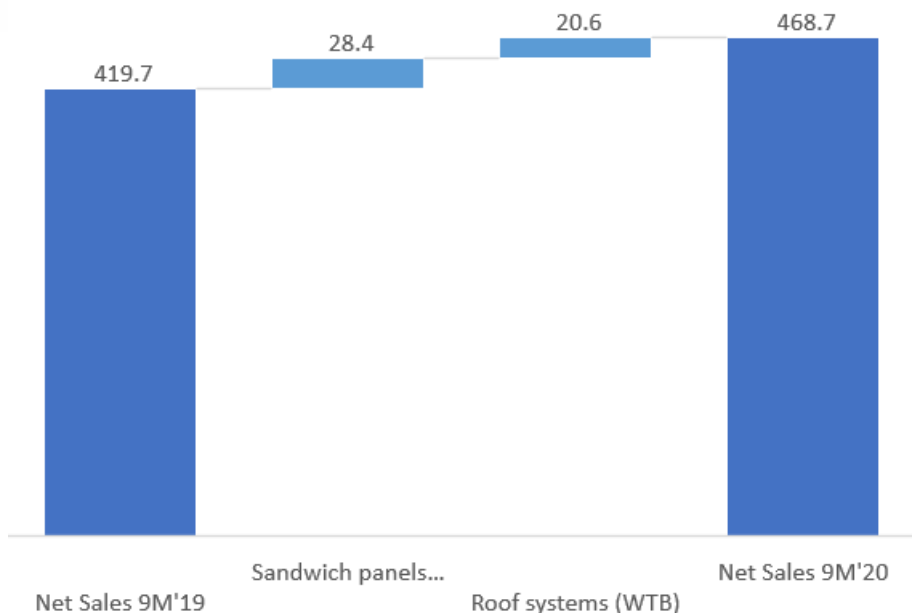
all amounts in million RON

Steel Division P&L summary for the period	Steel 9M '19	Steel 9M '20	Steel Δ 9M'20-'19	Steel 12M '19	Steel 12M '20e	Steel Δ 12M'20-'19
Total Net Sales	419.7	468.7	12%	578.7	638.4	10%
Total Operating Income	420.1	470.6	12%	579.6	642.2	11%
Raw materials, consumables & merchandise	(320.1)	(354.6)	11%	(439.7)	(481.8)	10%
Salaries and employee benefits	(26.9)	(33.4)	24%	(38.4)	(43.8)	14%
Amortization, impairments, provisions and FV adj	(8.9)	(8.9)	-1%	(13.8)	(11.9)	-14%
Other operating expenses	(34.1)	(37.7)	11%	(49.0)	(51.6)	5%
Operating result	30.1	36.1	20%	38.8	53.2	37%
<i>Operating result % in Net Sales</i>	<i>7.2%</i>	<i>7.7%</i>		<i>6.7%</i>	<i>8.3%</i>	
Financial result	(2.8)	(2.7)	-1%	(3.7)	(3.3)	-10%
Profit before tax	27.3	33.3	22%	35.1	49.9	42%
Income tax expense	(4.0)	(6.3)	57%	(4.7)	(9.1)	93%
Net Profit for the year	23.3	27.0	16%	30.4	40.8	34%
<i>Net Profit % in Net Sales</i>	<i>5.5%</i>	<i>5.8%</i>		<i>5.3%</i>	<i>6.4%</i>	
EBITDA	38.2	44.1	15%	51.0	64.2	26%
<i>EBITDA % in Net Sales</i>	<i>9.1%</i>	<i>9.4%</i>		<i>8.8%</i>	<i>10.1%</i>	

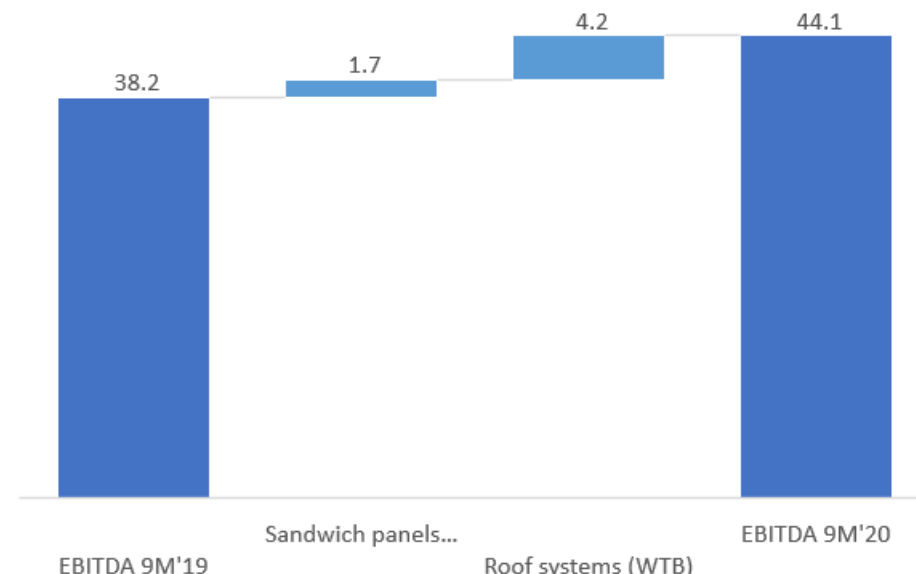
- Customary conditions for the transaction closing are on track
- Estimated value of the Steel division (headline price): RON 410 million – net debt +/- adjustments on the working capital

STEEL | NET SALES AND EBITDA BRIDGE 9M'2020 VS 9M'2019

STEEL | Net Sales Bridge 9M'20 vs 9M'19



STEEL | EBITDA Bridge 9M'20 vs 9M'19



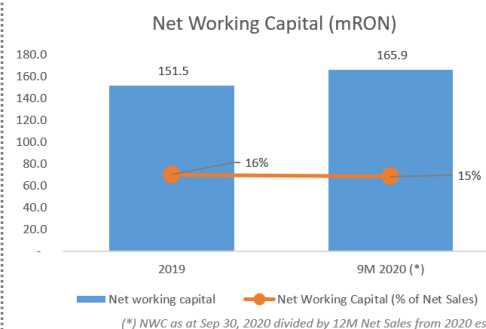
Segment	Steel Net Sales (mRON)				Steel EBITDA (mRON)				Steel EBITDA Margin (%)		
	9M'19	9M'20	vs 9M'19 (abs)	vs 9M'19 (%)	9M'19	9M'20	vs 9M'19 (abs)	vs 9M'19 (%)	9M'19	9M'20	vs 9M'19 (%)
Sandwich panels (TRS)	217.6	246.0	28.4	13%	24.9	26.5	1.7	7%	11.4%	10.8%	-6%
Roof systems (WTB)	202.1	222.7	20.6	10%	13.3	17.6	4.2	32%	6.6%	7.9%	19%
Total Steel Division	419.7	468.7	49.0	12%	38.2	44.1	5.9	15%	9.1%	9.4%	3%

Balance sheet (mRON)	2019	2020 9M	Plastic		Steel	
			@Sep'20	@Sep'20	@Sep'20	@Sep'20
Intangibles	44.0	44.5	43.5	1.0		
Tangible assets	296.9	299.2	187.6	111.6		
Other non-current assets	0.8	0.4	(2.0)	2.4		
Non-current assets	341.6	344.1	229.2	114.9		
Inventories	182.4	203.4	68.4	135.0		
Trade receivables	138.8	177.7	120.1	57.6		
Trade payables	(156.8)	(201.1)	(112.5)	(88.6)		
Trade working capital	164.4	180.1	76.1	104.0		
Other payables	(13.9)	(15.9)	(7.5)	(40.1)		
Other receivables	1.1	1.8	24.1	9.3		
Other working capital	(12.9)	(14.2)	16.6	(30.8)		
Net working capital	151.5	165.9	92.7	73.2		
Cash and cash equivalents	29.5	26.3	12.6	13.7		
Bank loans and leases	(212.4)	(163.3)	(107.7)	(55.6)		
Other non current liabilities	(15.8)	(9.6)	(9.7)	0.0		
Provisions	(1.1)	(1.1)	(0.7)	(0.4)		
Net (debt) / cash	(199.8)	(147.7)	(105.5)	(42.2)		
Subsidies	(17.3)	(30.5)	(20.4)	(10.1)		
Net assets	276.1	331.7	196.0	135.8		
Share capital	161.2	174.3	154.2	20.1		
Reserves	33.5	33.5	9.1	24.4		
Retained earnings	79.2	123.1	32.0	91.2		
Non-controlling interest	2.3	0.8	0.8	-		
Equity	276.1	331.7	196.0	135.8		

Investments 2019	mEUR
Installation (TRP)	6.9
Compunds (TRP)	2.0
Window profiles (TRP)	0.8
Sandwich panels (TRS)	1.0
Roof systems (WTB)	6.7
PVC Windows & Doors (TRG)	3.4
Total	20.8

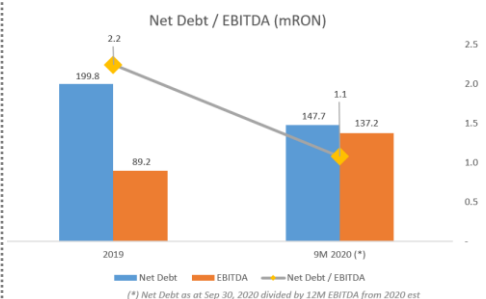
Investments in 2019

- We focused our investments in 2019 on the segments in need for margin improvement but also aimed to increase the overall capacity with great results visible through 2020;



NWC

- The significant increase in NWC in 2018 is mainly driven by steel inventory purchases near the end of 2018 to support the increase in business at the beginning of 2019;
- As a % of sales, NWC decreased each year as we're closely managing the working capital;
- Forecasted increase in NWC is in line with the overall development in our business with NWC/Sales expected to remain close to 17% by the end of 2020;



Net debt to EBITDA

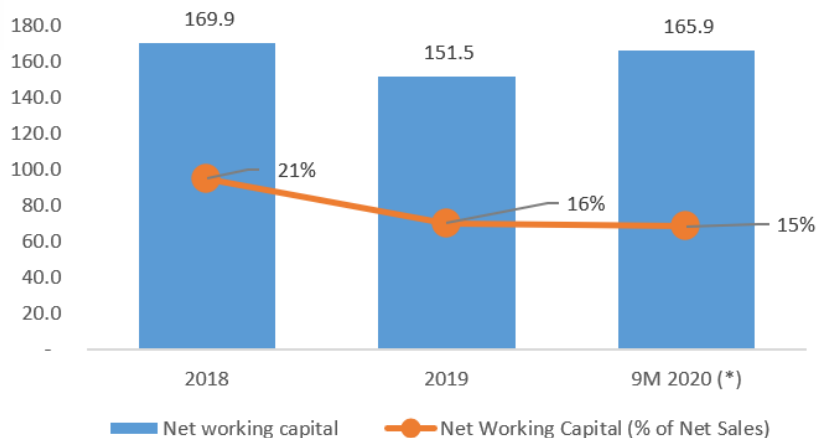
- with the significant improvements in EBITDA, we were able to use the cash generated to finance the investments while keeping the debt level low leading to a Net Debt to EBITDA of 2.1x in 2019;

Net debt structure

- Operating cash generated in 2019 (EUR 16m) was used mainly to finance the investments made throughout the year (EUR 2m); the remaining part was financed through debt;
- the split between short and long term financial debt is more balanced in 2020 as we took on the investment loan from EBRD;

NET WORKING CAPITAL AND CASH CONVERSION CYCLE

Net Working Capital (mRON)



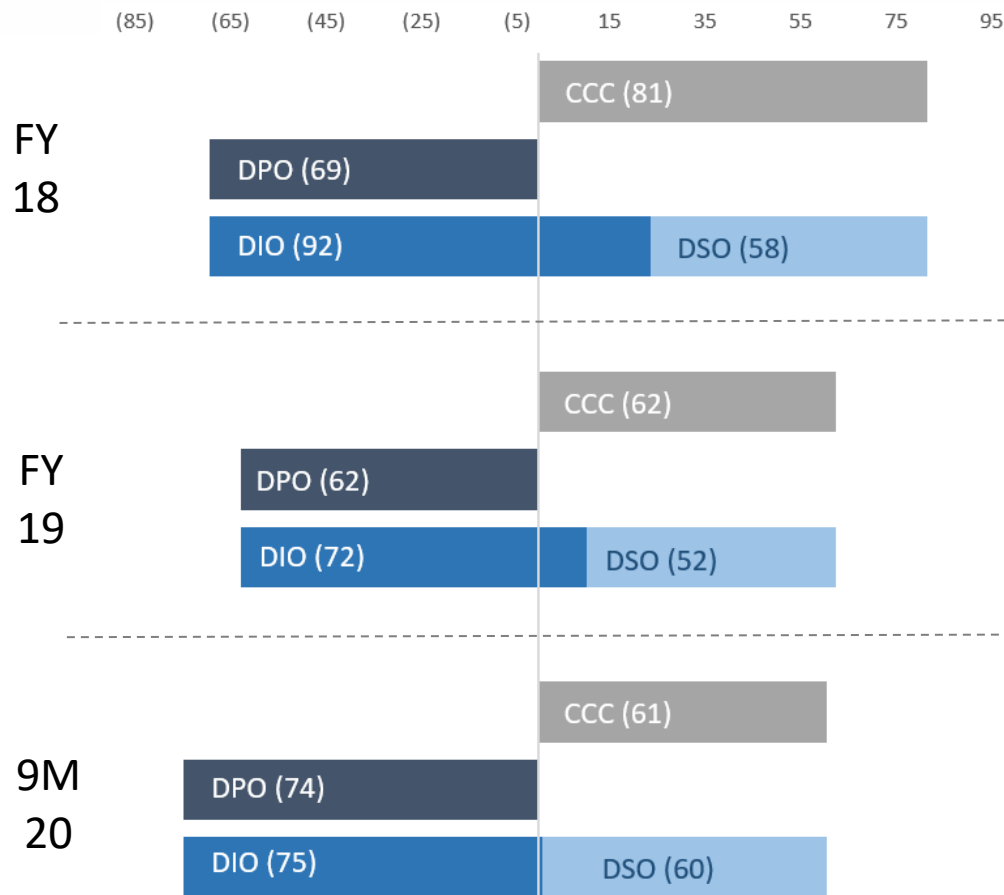
(*) NWC as at Sep 30, 2020 divided by 12M Net Sales from 2020 est

NWC

- The significant increase in NWC in 2018 is mainly driven by steel inventory purchases near the end of 2018 to support the increase in business at the beginning of 2019;
- As a % of sales, NWC decreased each year as we're closely managing the working capital;

CCC

- An improved credit policy, continuous improvements in warehouse and inventory management and a fair payable policy all led to a constant decrease of the cash conversion cycle;



Working capital management is at the top of our priority list at group level with KPI's being closely monitored and reviewed.

CASH FLOW SUMMARY

all amounts in mRON 2018 2019 9M 2020

Cash flows from operating activities

Net profit before tax	26.2	44.8	69.9
Amortization, impairments and provisions	30.8	34.0	27.1
Impairment of current assets	1.5	0.7	2.0
Gains/(losses) from sale, disposal or fair va	0.8	0.3	0.9
Dividend revenues	(0.1)	(0.1)	(0.0)
Interest expense	7.6	9.0	5.6
Gain from gaining control over an associate	-	-	-
Operating profit before changes in work	66.8	88.6	105.6
Impact of changes in NWC	(47.4)	1.0	(0.6)
Income tax paid	(3.2)	(6.0)	(5.0)
Interest paid, net	(7.6)	(9.0)	(5.6)
Other non cash items	(0.8)	0.9	(2.6)
Cash from operating activities	7.9	75.5	91.7

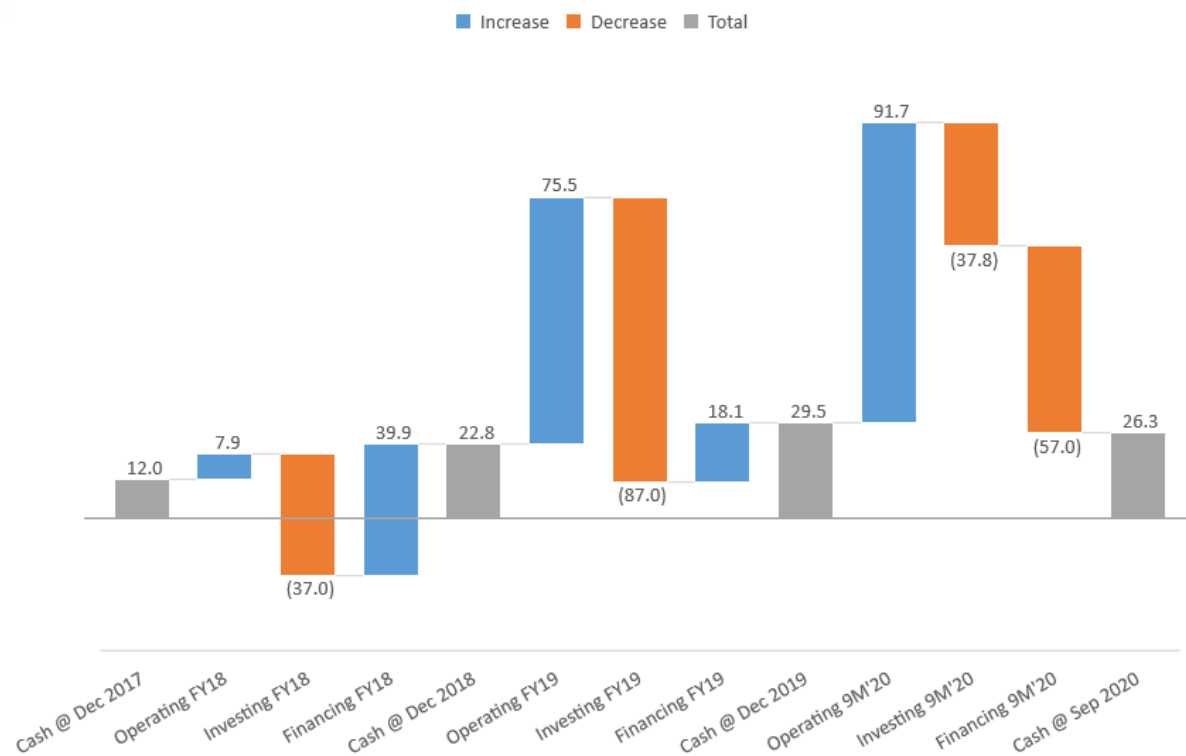
Cash flows from investments

Acquisition of tangible and intangible assets	(32.1)	(95.3)	(42.0)
M&A activity (net of purchased cash)	(6.2)	(4.8)	(20.4)
Proceeds form sale of tangible assets	2.0	1.0	8.7
Proceeds from state aid received	-	12.3	15.9
Share repurchase	(0.8)	(0.0)	-
Losses from share repurchase	-	(0.3)	-
Net cash from investments	(37.0)	(87.0)	(37.8)

Net cash from financing activities

Loan reimbursement	(16.0)	(23.0)	-
Loan drawings	12.9	32.7	19.1
Net drawings from credit lines	55.2	10.4	(76.7)
Dividends paid	(11.2)	(0.8)	-
Dividends received	0.1	0.1	0.0
Lease payments	(1.1)	(1.2)	0.6
Net cash from financing activities	39.9	18.1	(57.0)

Cash flow bridge 2018-9M'2020 (mRON)

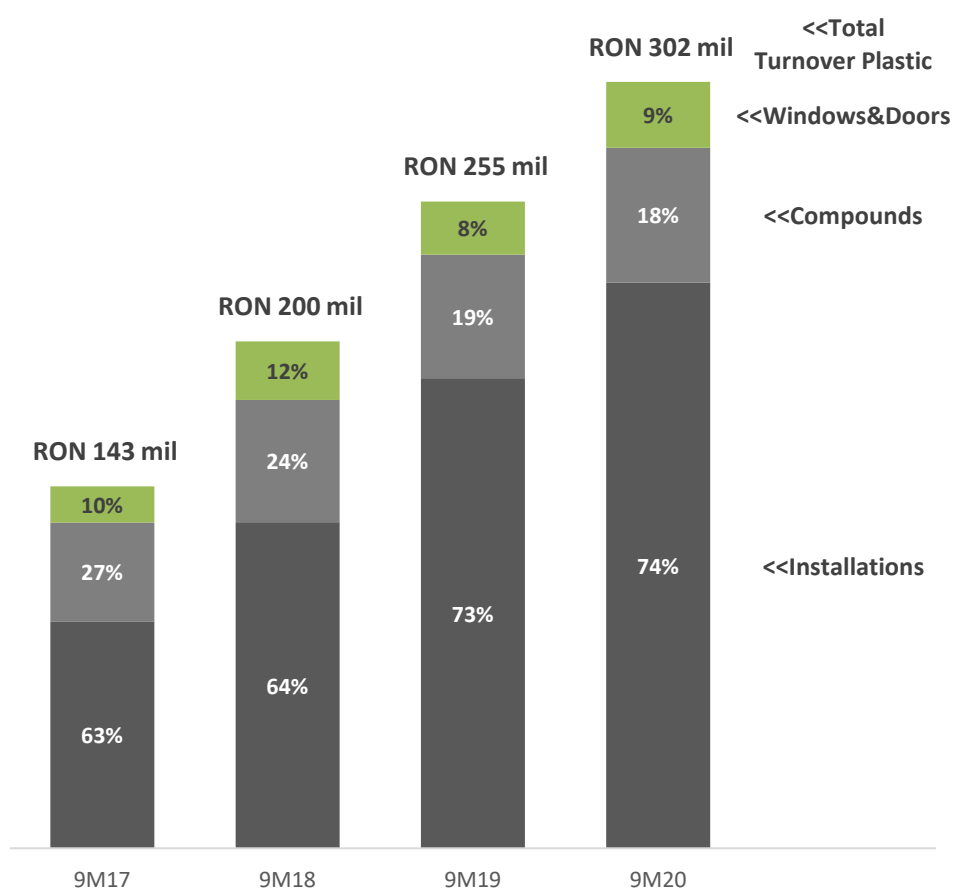


Among the main drivers of improved liquidity in 2019:

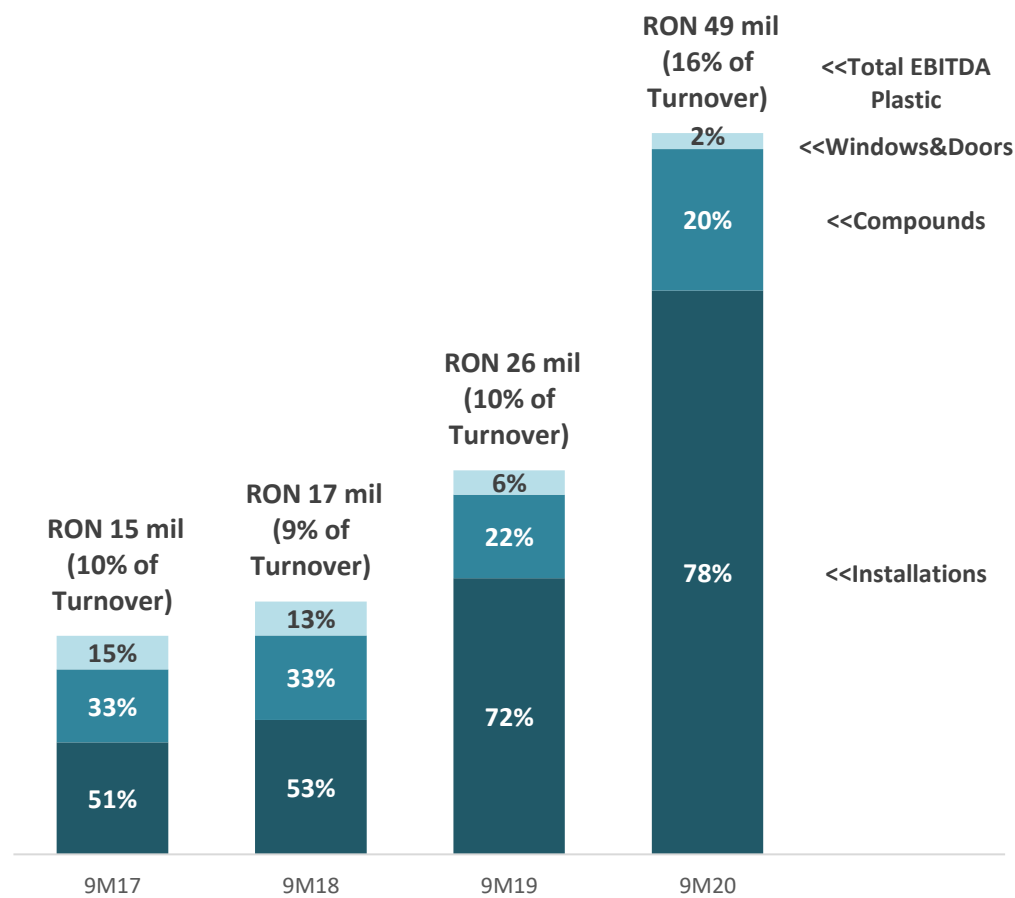
- improved margins across the main segments (Instalation & Sadwich Panels);
- continuous improvements year over year of working capital (see relevant section below);
- Support from shareholders: reinvested the profit into the operations (no dividends declared in 2019 for 2018 profit);
- We've seen further improvement in cash flows in 2020 when we finalized investments started in previous years; we will consolidate in the following year;

PLASTICS DIVISION - TURNOVER & EBITDA

Plastic Division Turnover Structure

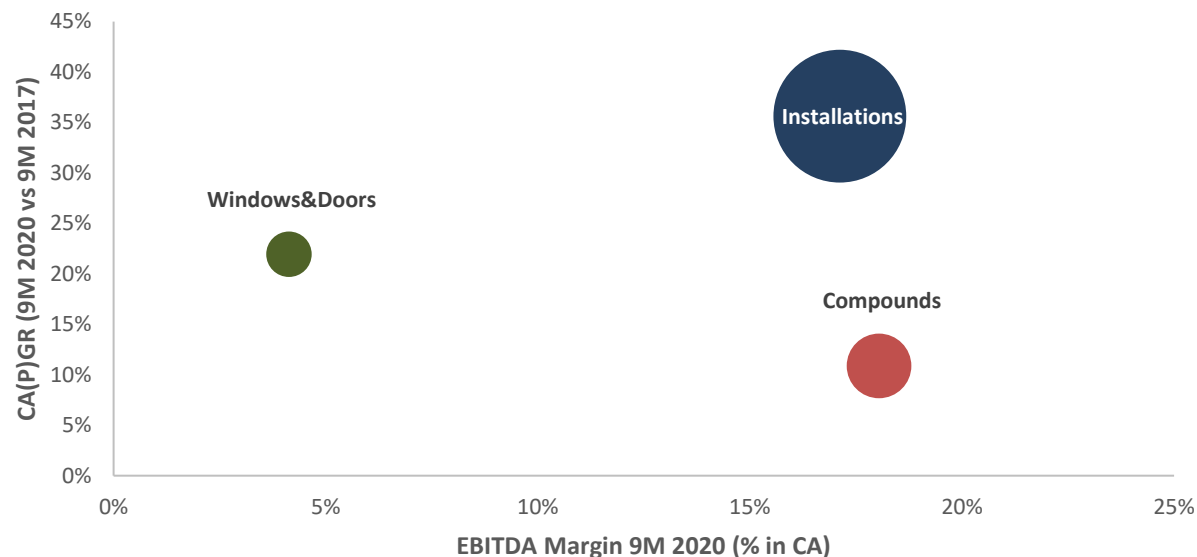


Plastic Division EBITDA Structure

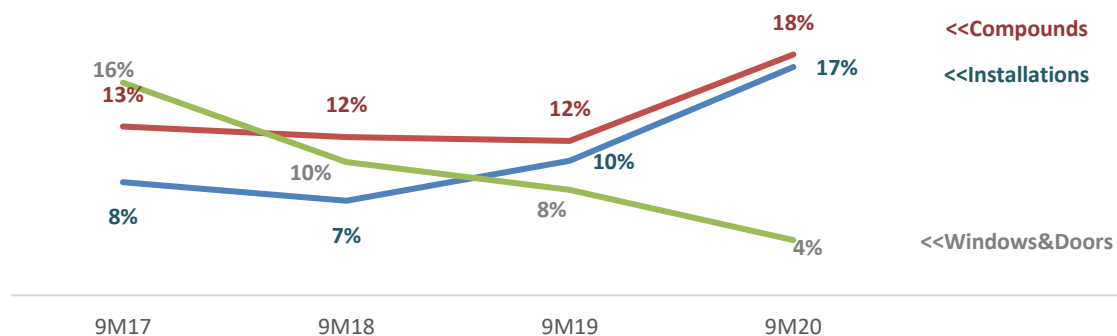


- Good evolution of the Installation business line thanks to the advance of the infrastructure works and portfolio development
- Windows & Doors underperforms in EBITDA and is in focus for future improvement. Its margin was affected by the Covid-19 context
- Compounds performs well in EBITDA and expands its portfolio with HFFR compounds.

Growth rate: turnover(oY) & EBITDA % (oX)
(the bubble dimension represents the turnover for 9M2020)



EBITDA % in turnover



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