



# Sarantis Group Investors Presentation

April 2026



# Forward-looking statement

This document contains certain “forward-looking” statements. These statements may generally, but not always, be identified by the use of words such as “outlook”, “forecast”, “objective”, “expect”, “plan”, “intend”, “anticipate”, “believe”, “target”, “will”, “aim” and other similar expressions of future performance, results, actions or events. All statements other than statements of historical facts, including, among others, statements and information regarding the future financial position and results of Sarantis Group, the outlook for 2025 and future years as per Sarantis Group’s business strategy, Sarantis Group’s acceleration of its growth plan, Sarantis Group’s portfolio optimisation towards global or scalable brands, the capabilities and potential of such brands, future operational models, strategies, growth potential, performance and returns, as well as the effects of global and local economic conditions, effective tax rates, dividend distribution and Management initiatives regarding Sarantis Group business and financial conditions are, or may be deemed to be, forward-looking statements. Forward-looking statements can be made in writing but also may be made verbally by directors, officers and employees of Sarantis Group (including during management presentations) in connection with this announcement. Such forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially, because current expectations and assumptions as to future events and circumstances may not prove accurate. Actual results and events could differ materially from those anticipated in the forward-looking statements for many reasons, including potential risks described in Sarantis Group Annual Financial Report for the period January 1st until December 31st, 2025.

These forward-looking statements are based upon current beliefs, expectations and assumptions regarding anticipated developments and other factors affecting Sarantis Group. They are not historical facts, nor are they guarantees of future performance or outcomes. All forward-looking statements contained in this announcement are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. The forward-looking statements speak only as of the date of this announcement. Except as required by any applicable law or regulation, Sarantis Group expressly disclaims any intention, obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in Sarantis Group’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. New risks and uncertainties arise over time, and it is not possible for us to predict those events or how they may affect us. In addition, we cannot assess the impact of each factor on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements. Neither Sarantis Group’s directors, employees, advisors nor any other person assumes responsibility for the accuracy and completeness of the forward-looking statements.

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# With you today



**Giannis Bouras**  
**Group Chief Executive Officer**



**Christos Varsos**  
**Group Chief Financial Officer**



# Strategic Overview

Giannis Bouras, Group Chief Executive Officer

# A long history of over 60 years

**1964**

Establishment of  
GR. SARANTIS S.A.

**1994  
2000**

New production facilities  
in Athens  
Expansion in Eastern  
Europe

**2015  
2025**

Milestone acquisitions:  
Polipak, Ergopack, Stella  
Pack  
Investments in  
infrastructure  
New exclusive strategic  
agreements

**1994**

Listed on the  
Athens Stock  
Exchange

**2001  
2014**

Intense Acquisition  
activity  
Establishment of  
strong strategic  
partnerships

# Reinforcing our strategic foundations

## OUR SCOPE

- CEE and Selected International Markets on beauty
- Beauty, Skin and Sun Care
- Personal Care
- Home Care Solutions
- Bold on value accretive acquisitions
- Strategic Partnerships

## OUR COMPETITIVE ADVANTAGE

- We design for the CEE region with deep local consumer understanding
- We are the revitalisers of local “jewel” brands
- We invest in infrastructure in the region
- Proven track record of integrating local relevant brands and businesses
- Household supply chain – cost competitiveness
- Long-term approach – family culture
- Frontline leadership – fast decision-making – Big Start-Up mindset

## OUR STRATEGIC PRIORITIES

### Strong Organic Growth

Creating an engine of sustainable organic growth with acquisitions coming on top

### Simplification and Efficiency

Unlock value and release energy in the organisation

### Organizational Capability

Skills upscaling, leadership development

# Consistent organic growth with acquisitions coming on top

## Sarantis Group Growth Drivers

### Beauty, Skin & Sun Care

*Disproportionate growth*



KOLASTYNA



### Personal Care

*Core Profit Generator*



### Home Care Solutions

*Significant growth driver*



### Strategic Partnerships

*Market leverage*



**Complementary acquisitions on top in key priority categories maximizing incremental value**

# Branded Business outperformed Private Label amid mixed category dynamics

FY 2025	NET SALES % Δ y-o-y	CONTRIBUTION TO TOTAL SALES
Beauty, Skin & Sun Care	€ 73.1m <b>+ 21.3%</b>	12.2%
Personal Care	€ 112.3m <b>- 3.8%</b>	18.7%
Home Care Solutions	€ 205.5m <b>- 3.3%</b>	34.3%
Private Label	€ 51.0m <b>- 14.6%</b>	8.5%
Strategic Partnerships	€ 157.7m <b>+ 4.6%</b>	26.3%
<b>Sarantis Group</b>	<b>€ 599.6m - 0.1%</b>	<b>100.00%</b>

NET SALES	FY 2025	% Δ	FY 2024
<b>Branded Business*</b>	€ 548.6m	<b>+ 1.5%</b>	€ 540.3m
<b>Private Label</b>	€ 51.0m	<b>- 14.6%</b>	€ 59.8m
<b>Sarantis Group</b>	€ 599.6m	<b>- 0.1%</b>	€ 600.1m

NET SALES % Δ y-o-y	
* Top 15 HERO brands	<b>+ 3.4%</b>

# Advancing in key geographies across varied market conditions

FY 2025	NET SALES % Δ y-o-y	CONTRIBUTION TO TOTAL SALES
Greece (domestic market)	€ 152.8m + 1.0%	25.5%
Selected international markets	€ 30.8m + 60.0%	5.1%
Poland	€ 175.9m - 4.5%	29.3%
Romania	€ 93.9m - 5.1%	15.7%
Czech, Slovakia & Hungary	€ 63.6m + 7.7%	10.6%
West Balkans	€ 38.5m - 4.9%	6.4%
Bulgaria	€ 23.0m + 5.0%	3.8%
Ukraine*	€ 21.1m - 15.8%	3.5%
<b>Sarantis Group</b>	<b>€ 599.6m - 0.1%</b>	<b>100.00%</b>



\*Like-for-like  
(excl. €2.9m FY 2024 sales  
contribution from Stella Pack  
Ukraine, which was sold in  
February 2025)

FY 2025  
Net sales Ukraine  
**- 4.8%**


# International expansion gaining tangible traction


## Growth Drivers for Exports

### Beauty, Skin & Suncare



## Expanding footprint and market reach

 continued strengthening of in-store positioning, distribution footprint and expansion across online platforms





 Carroten US expansion scaling further with additional SKUs planned to support penetration and long-term growth

## 2025 Selected international markets


**Net Sales €30.8m**  
**+60.0% y-o-y**  
**EBIT €11.2m**  
**+122.5% y-o-y**  
**EBIT margin 36.3%**  
**+1,022bps y-o-y**

## Expansion of international markets portfolio



### USA

-  **#1** in Tanning Category at Oils and Lotions in Amazon US
-  **#100** in Beauty and Personal Care Category in Amazon US (among 70,000+ brands)
-  **Launched with physical delivery** in February 2025
-  Already positioned in **1,900 stores**


### Australia

-  **Listed** in one of Australia's leading Retailers

### Philippines

 Launch of new product developments  
 Gaining momentum

### Middle East

-  Officially positioned to:
  - Saudi Arabia's #1 Retailer** in Health and Beauty
  - United Arab Emirates' #2 Retailer** in Health and Beauty

# Delivering on our strategic transformation agenda

## DIGITAL TRANSFORMATION

- **New SAP implementation: Building a unified data platform across markets**
  - Go-live of first wave successfully completed in 2025 for Greece, Czech, Slovakia and Hungary
  - Go-live of second wave successfully completed in January 2026 for West Balkans, Romania, Bulgaria
  - Poland expected to finalise the implementation by 2027, Ukraine will follow
- **Integrated Business Planning completed:** Improving forecast and planning accuracy
- **New digital tools and platforms:** continue enhancing our digital capabilities



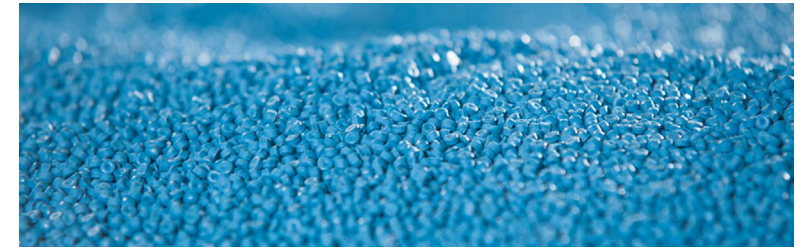
## MANUFACTURING UPGRADE

- **Stella Pack regranulation upgrade completed in 2025** to drive efficiency, sustainability and cost savings from 2026
- **Oinofyta plant (Greece) expansion** invested in 2025, with project execution continuing through 2026 to increase capacity and support growing Beauty, Skin & Sun Care sales
- **Sustainability-linked capex:** supporting circularity, energy efficiency and operational upgrades across plants
- **Plant automation manufacturing:** increasing productivity and operational efficiency



## ESG

- **Improving ESG ratings** supported by disciplined business plan execution and ongoing engagement with ESG rating agencies
- **Measurable climate progress** achieving an 11.5% y-o-y reduction in absolute Scope 1 & 2 CO<sub>2</sub> emissions (2025 vs. 2024) advancing toward the Group's 42% reduction target by 2030



**Cost efficiency - Agility - Resilience - Growth**

# Strengthening ESG performance through execution and engagement



Improved to **Medium Risk** category  
(from High Risk previously)



Overall risk **improved to Medium**  
(from High previously),  
with strongest progress in Governance



CDP 2024: First full disclosure with  
**C-level scores, aligned with  
industry benchmarks**



Our **score increased to 37/100**  
(from 28/100 previously)



**63/100** achieved on first assessment  
ranking in the top 35%

**ESG ratings improving**  
supported by **business plan execution**  
and **ongoing engagement with ESG raters**

# Well-placed for Sustainable Growth



Net Sales €445.1m  
EBITDA €45.5m  
EBIT €32.2m

2022

Net Sales €482.2m  
EBITDA €61.6m  
EBIT €47.1m

2023

Net Sales €600.1m  
EBITDA €81.6m  
EBIT €61.0m

2024

EBITDA €89.0m  
EBIT €67.0m

2025

\*Net Sales €620m  
\*EBITDA €97m

2026

2X EBITDA to €120m  
2X EBIT to €95m  
from 2023

2028

Overdelivered  
vs 5Y Plan  
Net Sales +8.2%  
EBITDA +1.7%  
EBIT in line

Broadly in line  
with 5Y Plan

\*As per guidance





# Financial Performance

Christos Varsos, Group Chief Financial Officer

# Strong first-quarter performance

## Q1 2026 Net Sales

€ 147.1m  
+ 3.7%

## Q1 2026 EBITDA

€ 23.3m  
+ 19.9%

EBITDA margin 15.8% +214bps

## Q1 2026 EBIT

€ 17.5m  
+ 18.2%

EBIT margin 11.9% +147bps

## Robust Financial Position

Net debt € 5.5m

as of March 31, 2026  
(vs €5.7m Net cash as of March 31, 2025\*)

\*benefited from the €20.6m installment from Estée Lauder, with the final installment expected in January 2028)



# Solid sales with strong delivery in profitability

## Consolidated Statement of Comprehensive income

Amounts In €m <i>(unless otherwise stated)</i>	FY 2025	FY 2024	Δ
Net Sales	599.6	600.1	- 0.1%
Gross Profit	222.5	226.2	- 1.7%
Gross Profit margin	37.1%	37.7%	- 59bps
EBITDA	89.0	81.6	9.1%
EBITDA margin	14.8%	13.6%	+ 124bps
EBIT	67.0	61.0	10.0%
EBIT margin	11.2%	10.2%	+ 102bps
Financial Expenses	(1.5)	(4.3)	-65.6%
EBT	65.6	56.7	15.6%
EBT margin	10.9%	9.5%	+ 149bps
Taxes	12.5	10.7	+ 17.4%
Effective tax rate	19.1%	18.8%	
Net Income	53.1	46.0	15.3%
Net income margin	8.8%	7.7%	+ 118bps
Earnings per share (in €)	0.83	0.71	17.0%



# Strong profitability in strategic growth categories

## FY 2025 figures

	NET SALES % Δ y-o-y	EBIT % Δ y-o-y	EBIT % Δ y-o-y
Beauty, Skin & Sun Care	€ 73.1m + 21.3%	€ 17.5m + 98.2%	24.0% + 931bps
Personal Care	€ 112.3m - 3.8%	€ 17.5m - 1.6%	15.6% + 35bps
Home Care Solutions	€ 205.5m - 3.3%	€ 22.1m - 8.1%	10.7% - 55bps
Private Label	€ 51.0m - 14.6%	-€ 1.5m	
Strategic Partnerships	€ 157.7m + 4.6%	€ 11.4m + 15.3%	7.2% + 67bps
<b>Sarantis Group</b>	<b>€ 599.6m -0.1%</b>	<b>€ 67.0m +10.0%</b>	<b>11.2% +102bps</b>



# Solid performance in key markets

## FY 2025 figures

	NET SALES %Δ y-o-y	EBIT %Δ y-o-y	EBIT% Δ y-o-y
Greece	€ 152.8m + 1.0%	€ 18.7m + 12.3%	12.2% + 123bps
Selected international markets	€ 30.8m + 60.0%	€ 11.2m + 122.5%	36.3% + 1,022bps
Poland	€ 175.9m - 4.5%	€ 9.4m - 11.4%	5.3% - 42bps
Romania	€ 93.9m - 5.1%	€ 14.0m - 9.5%	14.9% - 74bps
Czech, Slovakia & Hungary	€ 63.6m + 7.7%	€ 7.5m + 11.0%	11.8% + 35bps
West Balkans	€ 38.5m - 4.9%	€ 3.9m 0.0%	10.2% + 51bps
Bulgaria	€ 23.0m + 5.0%	€ 3.2m + 5.6%	13.8% + 8bps
Ukraine*	€ 21.1m - 15.8%	-€ 0.8m - 87.0%	- 3.8% - 208bps
<b>Sarantis Group</b>	<b>€ 599.6m - 0.1%</b>	<b>€ 67.0m + 10.0%</b>	<b>11.2% + 102bps</b>

## Poland

### Branded product portfolio

### Private Label

NET SALES %Δ y-o-y	EBIT %Δ y-o-y	EBIT% Δ y-o-y
€ 175.9m - 4.5%	€ 9.4m - 11.4%	5.3% - 42bps
€ 124.9m - 2.5%	€ 10.9m + 4.8%	8.7% + 60bps
€ 51.0m - 9.0%	-€ 1.5m	-2.9% - 329bps

\*Like-for-like (excl. Stella Pack Ukraine\*\*)

NET SALES	EBIT	EBIT%
- 4.8%	- 32.8%	- 107bps

\*\*FY 2024 Sales of Stella-Pack Ukraine: €2.9m  
FY 2024 EBIT of Stella-Pack Ukraine: €0.2m



# Balance sheet strength and financial flexibility

- **Balance sheet empowers financial strength and flexibility to**
  - invest organically
  - support the transformation of the Group
  - fuel M&A activity
- **Robust financial position with net cash of €23.5m** as of 31.12.2025 (net debt of €8.5m as of 31.12.2024)
- **Receipt of first instalment of €20.6m in January 2025**, from the sale of the **Group's share in Estee Lauder** (final instalment expected in January 2028)
- **Early repayment of €15.7m debt**, supporting lower financing costs going forward

- **Operational working capital improvement** by c. **10 days**, releasing cash to the business
- **FCF** more than doubled in 2025 to **€79.5m** (2024: €32.8m)
- **Group's strength** enables future financing in more favorable terms

# Driving long-term shareholder value

Board's proposal to AGM for  
2025 dividend payment

€25.0m

**+25.0%** to PY

**€0.39** per share

Dividend payout ratio **47.1%**  
vs 43.5% in the PY

EPS €0.83  
**+ 17.0%**

Share buy-back  
program  
in place

Cancelation of  
treasury stocks

as of June 19th, 2025



# CAPEX framework and execution priorities

Capex	2024	2025	2026e	2027e	2028e
Digital* transformation	€ 6.0m	€ 6.5m	€ 4.5m	€ 1.0m	€ 1.0m
Stella Pack	€ 3.0m	€ 15.0m	€ 3.7m	€ 1.0m	€ 1.0m
Oinofyta plant expansion		€ 5.3m	€ 7.2m	€ 1.0m	€ 1.0m
Rest of Group	€ 8.5m	€ 10.5m	€ 4.6m	€ 7.0m	€ 7.0m
<b>Total</b>	<b>€ 17.5m</b>	<b>€ 37.3m</b>	<b>€ 20.0m</b>	<b>€ 10.0m</b>	<b>€ 10.0m</b>
<b>5-Year Plan</b>	<b>€ 20.0m</b>	<b>€ 33.0m</b>	<b>€ 12.0m</b>	<b>€ 8.0m</b>	<b>€ 8.0m</b>

**€94.8 m CAPEX investment 2024-2028 (+17.0% vs 5-year plan)**

Note: DC investment is currently under reconsideration, thus, was removed from the updated investment plan.



\*Funded by RRF loans

# Full Year 2026 Outlook

**2026 Net Sales at €620m**  
**+ 3.4% vs 2025**

**2026 EBITDA at €97m**  
**+ 9.0% vs 2025**  
**EBITDA % at 15.6%**  
**+76bps vs 2025**

**CAPEX €20m**  
**expected for 2026**

**FCF €63m**  
**expected for 2026**



# Delivering Strong Shareholder Value

5-Year Plan\*



*\*as communicated during the Investor Day in March 2024*

# Disproportional growth on Beauty, Skin & Sun Care

Net Sales (€m)	2023	2024*	2025	2026	2027	2028	CAGR 2023-2028
Own brands	349.6	454.3	481.7	509.0	537.7	568.7	10.2%
▲ Beauty, Skin & Sun Care	48.2	57.2	70.0	77.7	87.1	99.7	15.7%
Personal Care	102.8	108.1	112.7 ✓	120.1	127.8	134.9	5.6%
Home Care	198.7	288.9	299.1	311.3	322.8	334.0	10.9%
Strategic Partnerships	132.6	140.9	146.2 ✓	153.5	161.2	168.7	4.9%
Group	482.2	595.2	627.9	662.5	698.9	737.4	8.9%

▲ Beauty, Skin & Sun Care category outperforming internal estimates

Own brands grow faster than Strategic Partnerships



# Doubling the EBITDA Organically in the next 5 years

(€m)	2023	2024*	2025	2026	2027	2028
<b>Net Sales</b>	<b>482.2</b>	<b>595.2</b>	<b>627.9</b>	<b>662.5</b>	<b>698.9</b>	<b>737.4</b>
%YoY		23.5%	5.5%	5.5%	5.5%	5.5%
<b>Gross Margin</b>	<b>182.0</b>	<b>225.1</b>	<b>239.3</b>	<b>254.5</b>	<b>270.6</b>	<b>287.6</b>
% on NS	37.8%	37.8%	38.1%	38.4%	38.7%	39.0%
<b>A&amp;P</b>	<b>28.6</b>	<b>33.9</b>	<b>37.2</b>	<b>40.6</b>	<b>41.5</b>	<b>42.4</b>
% on NS	5.9%	5.7%	5.9%	6.1%	5.9%	5.7%
<b>Total OPEX</b>	<b>106.3</b>	<b>130.2</b>	<b>134.5</b>	<b>137.0</b>	<b>143.4</b>	<b>150.7</b>
%YoY		22.4%	3.4%	1.8%	4.6%	5.1%
% on NS	22.1%	21.9%	21.4%	20.7%	20.5%	20.4%
<b>Group EBIT</b>	<b>47.1</b>	<b>61.0</b>	<b>67.6</b>	<b>76.9</b>	<b>85.7</b>	<b>94.6</b>
%YoY		29.7%	10.8%	13.8%	11.4%	10.3%
% on NS	9.8%	10.3%	10.8%	11.6%	12.3%	12.8%
<b>Depreciation</b>	<b>14.6</b>	<b>19.2</b>	<b>22.7</b>	<b>23.6</b>	<b>24.6</b>	<b>25.7</b>
<b>EBITDA</b>	<b>61.6</b>	<b>80.2</b>	<b>90.3</b>	<b>100.5</b>	<b>110.3</b>	<b>120.2</b>
%YoY		30.2%	12.6%	11.3%	9.7%	9.0%
% on NS	12.8%	13.5%	14.4%	15.2%	15.8%	16.3%

**Acquisitions will accelerate the delivery**



# Why Sarantis has a strong Investment Case

01

- Sustainable organic growth engine
- Leading presence in our geographies
- Strong brand portfolio in the right categories
- Strong supply chain footprint with continuous investment plan

02

- **2X** EBITDA in **5 years** from 2023
- Consistent dividend > **38%** payout in recent years (47.1% for 2025)
- Robust balance sheet, strong free cash flow, funding set as war chest for acquisitions

03

- Experienced management team with vision

# ESG Strategy



# Raising Corporate Governance Standards

## Strengthening Board Independence & Gender Diversity

### Eight-member Board of Directors

- ✓ 2 Executive Directors \*
- ✓ 4 out of 8 members (50%) are Independent Non-Executive Directors
- ✓ 37.5% of the members are women
- ✓ 4-year term from initial formation (ending on 20 December 2027)

### \* Executive Directors

Kyriakos Sarantis, Chairman of the Board  
Giannis Bouras, Group CEO

### Long-term incentive scheme

- ✓ Running in three-year performance cycles extended with additional cycles through 2026–2030
- ✓ **Targets**  
**2023-2025 (achieved)\* & 2024-2026** cycles: EBITDA margin, Operating Working Capital as % of Net Sales  
**2025-2027:** EBITDA margin, EPS, CO2 reduction  
**2026-2030:** EBITDA margin, EPS, CO2 reduction, Operating Working Capital as % of Net Sales
- ✓ LTI grants free shares at the end of each three-year period (no dilution, treasury stock)
- ✓ Maximum award: up to 50% of annual salary
- ✓ Participants: Executive Team, General Managers and key personnel

### Clear Remuneration Structure for Non-Executive Directors

\*Table:  
Achievement >100%  
of the 2023-2025 targets

KPIs	Target	Result
Group EBITDA Margin	12.5%	14.8%
Operating Working Capital as % of Net Sales	17.7%	16.9%

All Committees comprise of Non-Executive Directors and are chaired by Independent Non-Executive directors.

### Audit Committee

#### Michalis Imellos

Independent Non-Executive Director  
Chairman

### Remuneration and Nominations Committee

#### Marianna Politopoulou

Independent Non-Executive Director  
Chairwoman

### ESG Committee

#### Alexandra Gren

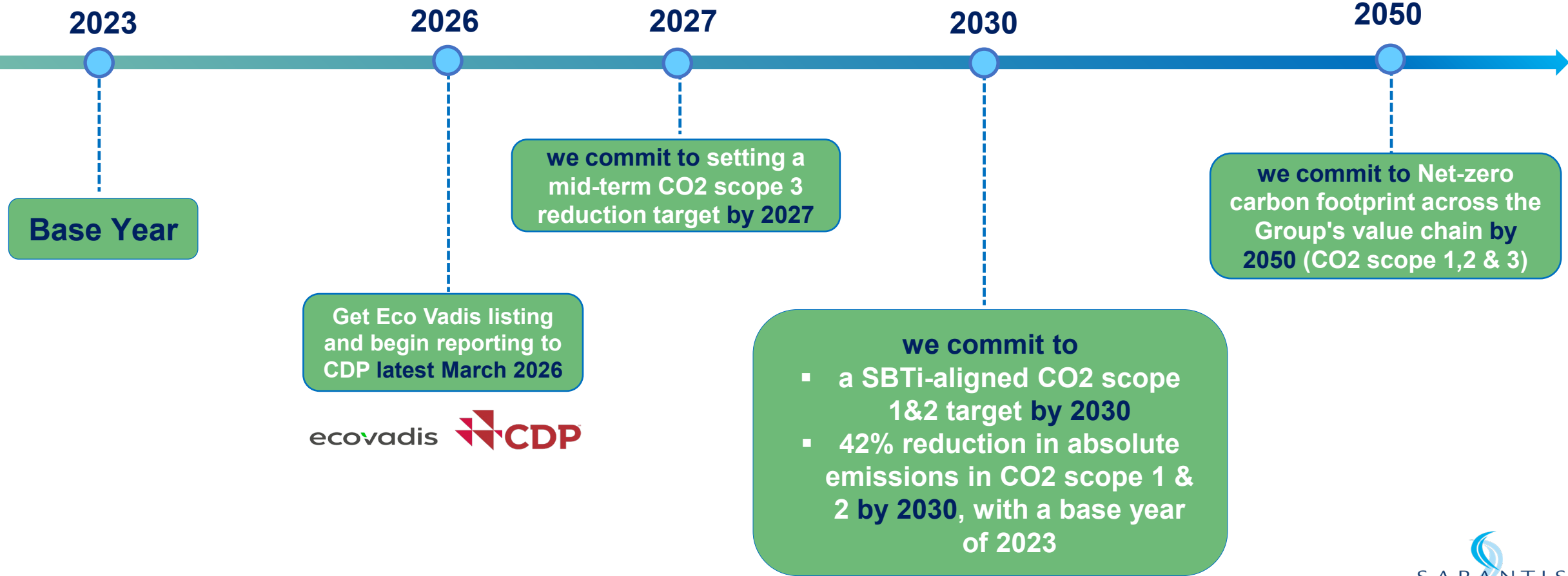
Independent Non-Executive Director  
Chairwoman

\***Angeliki Samara** Independent Non-Executive Director  
Member of the Audit Committee and the Remuneration & Nominations Committee

- ✓ **Long-Term (5-year) Incentive Plan for the period 01.01.2024 – 31.12.2028**
- ✓ **Applicable to the Executive Team:** Group CEO, Group Chief Financial Officer, Group Chief Human Resources Officer, Group Chief Marketing Officer, Group Chief Supply Chain Officer
- ✓ **KPI set: the Group EBITDA of €120m as of 31.12.2028** organic growth only, excluding acquisitions
- ✓ **\*The LTI plan unlocks 60% payout at €105m EBITDA 88% achievement**

# Committing to Science-Based Targets initiative (SBTi)-aligned targets

We align our strong financial performance with measurable sustainability initiatives that drive business value



# Appendix



# Our brands

## Beauty, Skin & Sun Care

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## Personal Care

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# Our brands – Home Care Solutions

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**SANITAS**

**topstar**



**AVA**

**Teza**



**tub.Oflo**

**Afroso**



# Strategic Partnerships – Mass Distribution



# Strategic Partnerships – Selective Distribution

LA PRAIRIE  
SWITZERLAND

 PUIG



Premium/  
Niche brands

CAROLINA HERRERA

**rabanne**

NINA RICCI

Jean Paul  
**GAULTIER**

BURBERRY

LANCASTER  
MONACO

KYLIE  
COSMETICS  
KYLIE JENNER

GUCCI

Chloé

**BOSS**

Calvin Klein

MAX FACTOR X

AMOUAGE

ATELIER DES ORS  
LA HAUTE PARFUMERIE AVEC POÉSIE

XERJOFF  
ITALIAN LUXURY PERFUME

  
VRANJES  
FIRENZE

MEMO  
PARIS

bdk  
PARFUMS

  
CREED  
1760

# Recent Acquisitions

2014



## Before Acquisition

- ✓ Cosmetics brand (deodorants, shower gel, shaving foam)
- ✓ €8.5m sales in 2014 & €1.4m. EBITDA

Cost at €8.7m  
(2x EBITDA post-synergies)

## After Acquisition

- ✓ Synergies in OPEX & production (transferred to own plant), commercial synergies
- ✓ Relaunch/redesign/repackaging A&P investment
- ✓ Entrance in new subcategories (liquid & bar soap, post-shave)

2015



## Before Acquisition

- ✓ Hand-dishwashing liquid
- ✓ €5.2m sales in 2015 & €0.5m EBITDA

Cost at €3.5m  
(2.5x EBITDA post-synergies)

## After Acquisition

- ✓ Synergies in OPEX & production (transferred to own plant), commercial synergies
- ✓ Relaunch/redesign/repackaging, A&P investment
- ✓ Entrance in new subcategories (liquid & bar soap, post-shave)

2015



## Before Acquisition

- ✓ Production of PL Garbage Bags
- ✓ Warehousing and production facilities in Poland
- ✓ €13.7m sales – 2% EBIT margin in 2015

Cost at €4.5m  
70% of share capital

## After Acquisition

- ✓ Sarantis business production transfer leading to better cost
- ✓ Increase of capacity and improvement of production processes - opportunities for further growth in sales

2018



## Before Acquisition

- ✓ Cosmetics brand (hand-body-foot care)
- ✓ No 1 in hand cream – 70 years of history
- ✓ €7.0m sales in 2017, marginal profitability

Cost at €8.5m  
(4.7x EBITDA post-synergies)

## After Acquisition

- ✓ Day 1 increased profitability
- ✓ Slovakia subsidiary leveraging INDULONA's strong commercial presence
- ✓ Exploit further synergies from production transfer
- ✓ Opportunities for further expansion in Sarantis region

2018



## Before Acquisition

- ✓ Leading player in the household market
- ✓ 46% of sales exported to Russia, CIS countries and Europe
- ✓ €26m sales - €3.1m EBITDA in 2017

Cost at €16.0m  
(5x EBITDA EV= €17.5m 90% of share capital)

## After Acquisition

- ✓ Debt-free business
- ✓ Expansion of the current business by overpassing previous obstacles
- ✓ Geographical expansion
- ✓ Opportunity in introducing Sarantis cosmetics brands within the new territory

2020



## Before Acquisition

- ✓ Cosmetics brand (bar & liquid soap, bath & shower)
- ✓ No1 in branded bar soap, hand wash & bath foam-30 yrs of history
- ✓ €16m sales in 2018

Cost at €10.8m  
(5x EBITDA post-synergies)

## After Acquisition

- ✓ Support on existing operation by leveraging the brand's strong presence
- ✓ Additional PZC brands through strategic partnership agreement
- ✓ Opportunities for further expansion & future production synergies

2024



## Before Acquisition

- ✓ Leading player in the household market (garbage bags, food packaging, cleaning items)
- ✓ Production plants, waste segregation lines, warehouses

EV €58.32m  
(5.3x EBITDA post 2024 synergies)

## After Acquisition

- ✓ Synergies across all business functions (consolidation of commercial activities, production, WHs)
- ✓ Further commercial and sustainability benefits (circular economy)

# Q & A

For further information on Sarantis Group please visit our website at <https://sarantisgroup.com/> or contact our Investor Relations team:

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