



13 June 2007

## 1. Introduction

## 2. Market Overview

## 3. Business Overview

- A. Detergents & Cosmetics

- B. Human Health

- C. Veterinary & Animal Products

- D. Organic Products

## 4. Business Strategy

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# Company Overview



- Alapis is a diversified provider in the detergents, cosmetics, medical equipment, veterinary products, pet accessories, and organic product markets with a long-term focus on generic pharmaceuticals
- The Company was formed following the recent merger by absorption of Lamda Detergent S.A. ("Lamda Deterent" or "Lamda"), EBIK S.A. ("EBIK") and Elpharma S.A. ("Elpharma") by Veterin S.A. ("Veterin")
- On a pro forma basis and for the fiscal year 2006, Alapis reported revenue of €273.5 million and EBITDA of €46.1 million

## Alapis

Detergents & Cosmetics	Human Health	Veterinary & Animal Products	Organic Products
Detergents Cosmetics	Human health Pharmaceuticals Medical devices	Animal health Pet accessories	Organic products Nutritional supplements Store network
Sales: €178.9m EBITDA: €29.0m	Sales: €37.0m EBITDA: €10.7m	Sales: €42.7m EBITDA: €2.9m	Sales: €14.9m EBITDA: €3.5m

Source: Alapis 2006 pro forma IFRS financial information

# Alapis: Key Investment Highlights



## Strong Market Dynamic

- Strong regional GDP growth to fuel increasing consumption
- Consolidation opportunities in highly fragmented markets with growth potential
- Import substitution in the South Eastern European detergents and cosmetics market
- Opportunity in the domestic generic pharmaceuticals market

## Broad Product Portfolio

- Broad range of products across important categories spanning detergents, cosmetics, pharmaceuticals, medical devices and organic products
- Different product segments share distribution channels and end markets enabling differentiation through bundling and 'one-stop-shop'

## Operating Excellence

- High quality manufacturing capabilities with significant capacity to increase output with limited capital expenditure impact
- Extensive distribution and logistics infrastructure covering regional footprint

## Long-Term Relationships

- Long-standing partnerships with multinationals
- Close relationships of trust with broad range of customers
- Strong relationships with key suppliers

## Financial Performance

- Track record of revenue growth and margin improvement
- Solid profit and cash flow generation
- Past and future M&A expected to drive both organic and synergy-driven revenue growth and cost synergies

## Management Strength

- Capable, experienced and successful team with complementary backgrounds
- Experienced management in identifying acquisition opportunities and integrating them into existing businesses

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# Overview of key markets of Alapis



## Household products

- Estimated market size of household products (includes products not currently offered by Alapis)
  - Greece: c. €2.1 billion <sup>(a)</sup>
  - South Eastern European market (ex-Greece): c. €1.5 billion <sup>(b)</sup>
- Highly concentrated market
- Multinational companies own the majority of brands
- Private label is an underdeveloped market in Greece

## Pharmaceuticals

- Greek pharmaceutical market size of c. US\$ 5.4 billion <sup>(c)</sup>.
- Market comprises prescription and Over-the-Counter ('OTC') pharmaceuticals
- Low penetration of generics compared to other European countries
- Prescribed medicines sold exclusively by State-authorised pharmacies with prices mandated by Government
- Mandatory 20% price cut post patent expiration on both originator and generics

## Medical Devices

- Estimated market size in Greece of approximately \$1.0 billion <sup>(d)</sup>
- Market comprises disposable medical devices and medical equipment
- Product supply dominated by imports from multinational companies (approximately 95% <sup>(d)</sup> of total market)
- Highly fragmented market with small players distributing imported products

## Veterinary Pharmaceuticals

- Veterinary market expected to grow modestly in next few years
  - SEE growth expected stronger
- Generic products form a small proportion of the market

## Pet Accessories

- Estimated pet accessories market size in Greece at approximately €80 million <sup>(e)</sup>
- Products sourced from local and international manufacturers
- Sold through pet shops, supermarkets and independents

## Organic Produce

- Organic products growth for the past years has exceeded that of total market in Greece <sup>(f)</sup>
- Certified producers of organic products have more than doubled in past few years in Greece <sup>(f)</sup>
- Increasing awareness is expected to drive demand attracting supermarket chains

(a) Source: Household products Euromonitor 2006

(b) Source: Cosmetics and toiletries – Euromonitor reports (Greece – June 2006, Bulgaria – May 2006, Romania – May 2006)

(c) Source: Business Monitor International, "Greece Pharmaceuticals & Healthcare Report", Q1'07

(d) Source: Medical Device Outlook – Greece – Espicom Business Intelligence, QIII 2006

(e) Source: "Pet Food & Accessories", Hellastat, June 2007

(f) Source: "Organic Agriculture & Products", Hellastat, April 2007, 2nd edition

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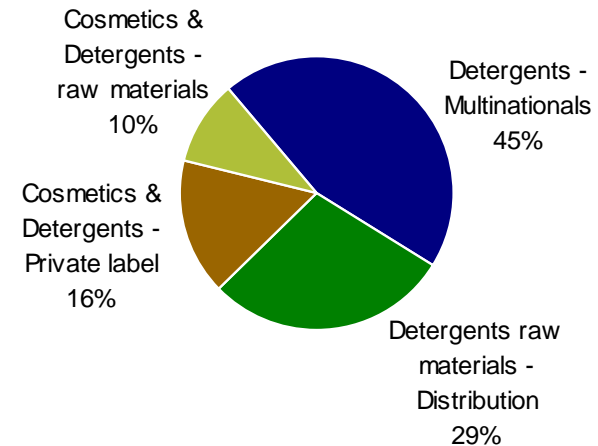
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# Detergents & Cosmetics: Overview

- A leading toll manufacturer of detergents for multinationals and for private labels in Greece
- Produces detergents in powder and liquid form
- Processes raw materials for detergents and cosmetics
- Supplies approximately 150 product lines and approximately 800 product codes of detergents and cosmetics
- Key private label customers are Greek supermarket chains
  - Serves 9 of the 12 largest chains
- As of 31 March 2007, the division employed 128 people

## Revenues – 2006

### by Product

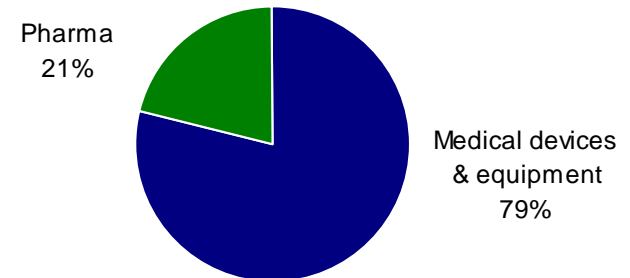




- Supplier of human pharmaceuticals and medical devices
- Clients include hospitals, physicians and pharmacists in Greece and Cyprus
- The division comprises five companies:
  - Remek Pharmaceuticals
  - Omikron Medical
  - OME Expomed
  - EI Spedipharm
  - Therapeutiki
- The division had 74 employees as of 31 March 2007

## Revenues – 2006

### by Business



### Group of companies

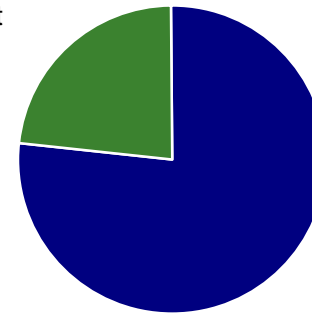
Remek	■ Processing, packaging and marketing of pharmaceutical products
Omikron Medical	■ Distribution of medical equipment and devices; operator of bio-pharmaceutical and food testing unit
OME Expomed	■ Import and distribution of medical equipment and devices to hospitals and clinics in Cyprus
EI Spedipharm	■ Production and distribution of pharmaceutical products
Therapeutiki	■ Provision of dietary and nutritional advice and complementary medicines

- Animal health products supplier in Greece
- Manufactures, trades and distributes:
  - Veterinary pharmaceutical products
  - Nutritional supplements for livestock and pet accessories
- Product portfolio includes vaccinations, powders, pharmaceutical tablets, sprays, premixes
- Distribution of pet foods and accessories
- Products sourced from Bayer, Lohmann Animal Health and Alpharma
- As of 31 March 2007, the division employed 258 people

## Breakdown - Revenues – 2006

### by Product

Distribution of pet  
foods and  
accessories  
23%



Veterinary  
pharmaceuticals  
& Nutritional  
supplements  
77%

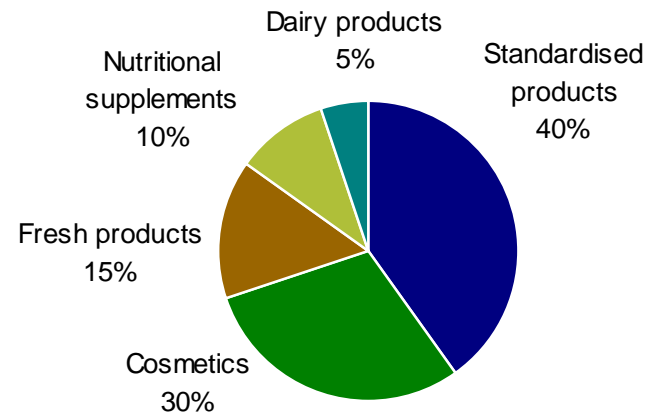


# Organic Products: Overview

- Supplier of organic food, cosmetics and related products
- Manufactures, trades and distributes products to supermarkets, independent retail stores and through store network
- Network of 16 outlets, 5 of which are franchised
  - 14 operating under the 'Biologikos Kyklos' (Organic Cycle) brand
  - 2 owned food-related outlets
- As of 31 March 2007, the division employed 135 people

## Revenues – 2006

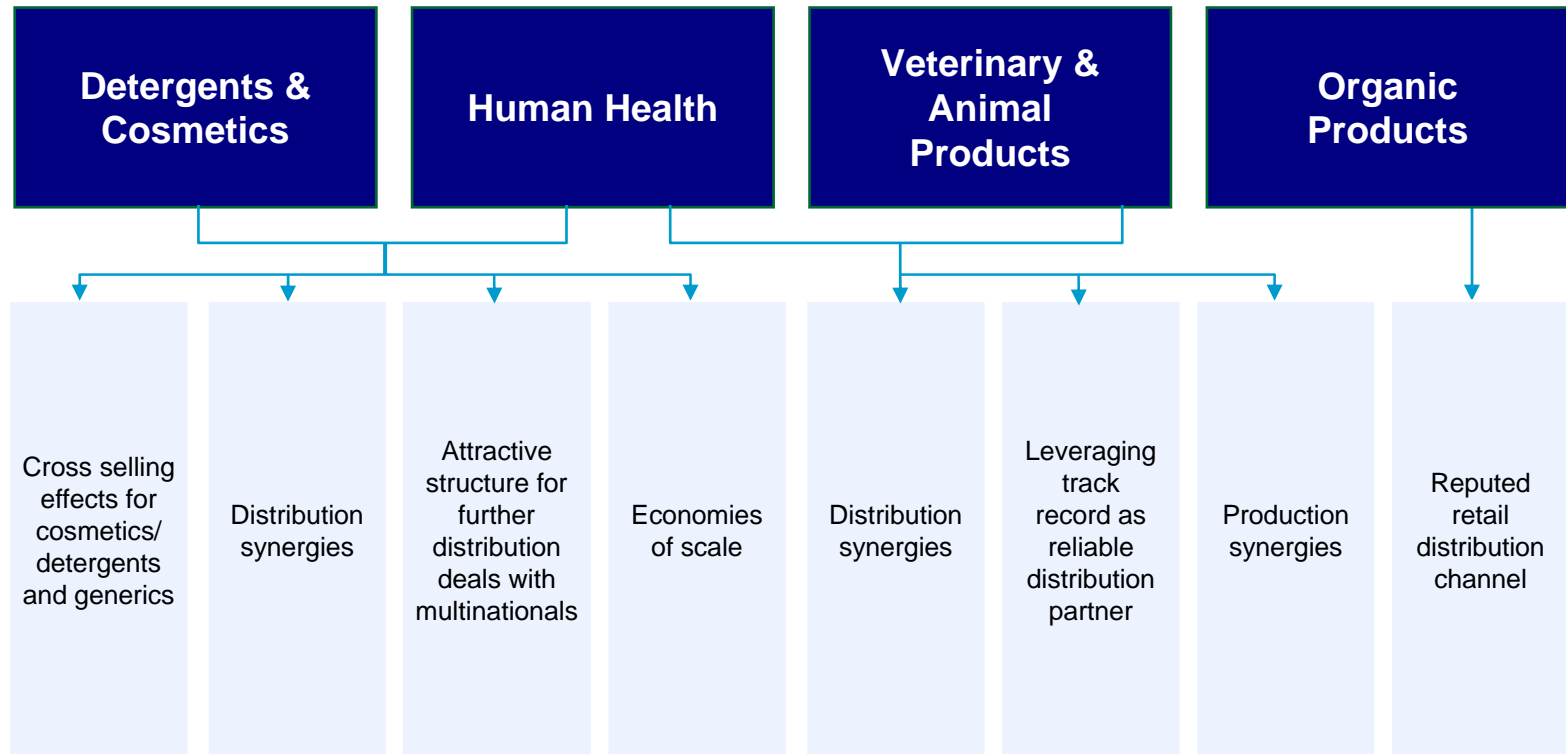
### by Product



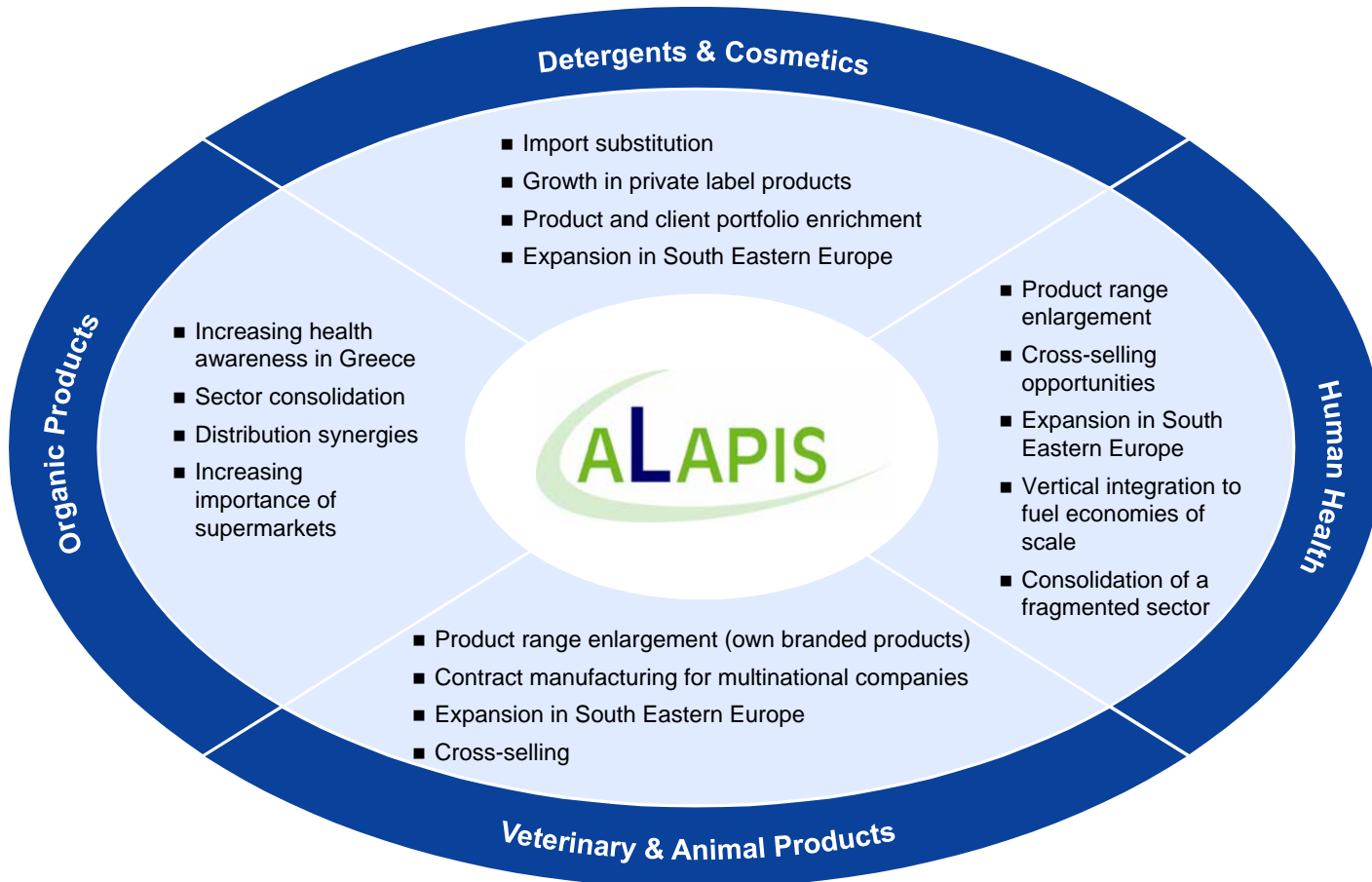
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- **New combination:** realization of synergies and platform for future expansion



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# Financial Highlights –Profit & Loss Statement



(€ in million)	2005	2006	Q1'06	Q1'07	Pro forma Q1'07
Revenue	180.1	273.5	10.5	49.5	79.8
<i>Growth %</i>	--	51.8%	--	--	89.3%
Gross Profit	51.9	71.8	3.6	18.2	25.1
<i>% margin</i>	28.8%	26.3%	33.7%	36.8%	31.5%
EBITDA	25.8	46.1	1.0	12.5	18.8
<i>% margin</i>	14.4%	16.9%	9.9%	25.3%	23.6%
Pre-tax profit	13.7	27.1	0.6	9.8	14.6
<i>% margin</i>	7.6%	9.9%	5.8%	19.8%	18.3%
Net Income	(9.4)	20.1	0.5	7.8	12.1
<i>% margin</i>	(5.2%)	7.3%	4.5%	15.7%	15.1%

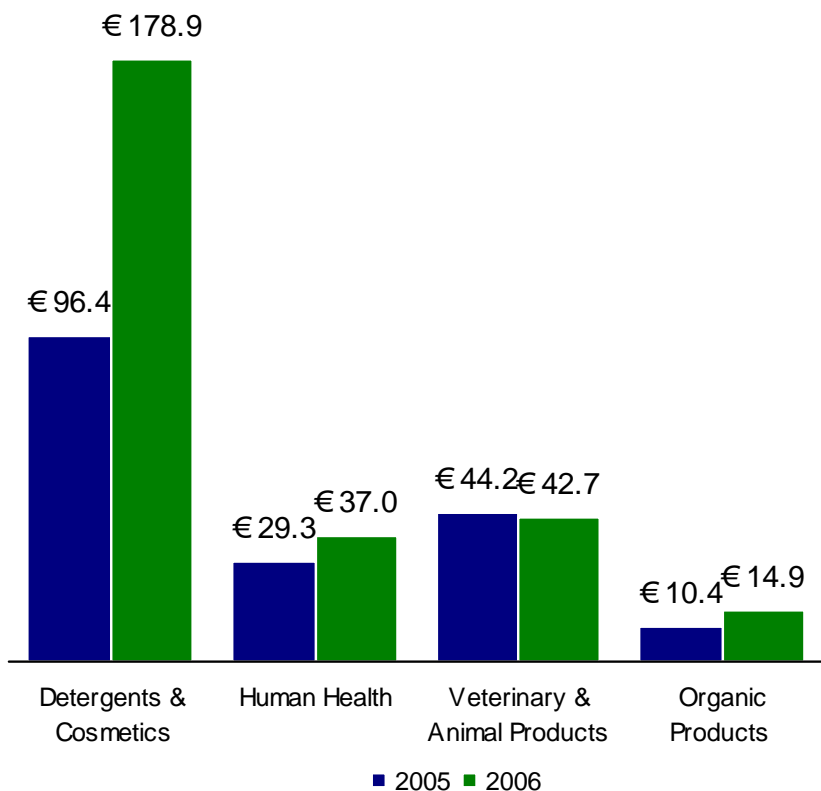
Note: Alapis pro forma IFRS financial information for 2005 and 2006; reported unaudited Q1'06, Q1'07 and pro forma Q1'07



# Breakdown by Business

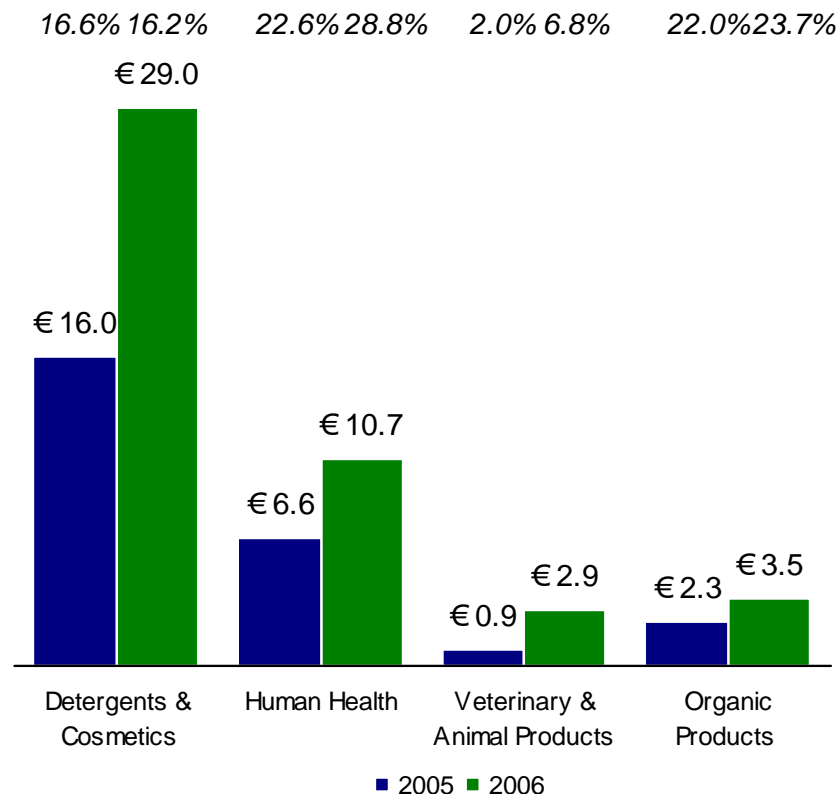
## Revenues

(€ in million)



## EBITDA and EBITDA margin

(€ in million)



Source: 2005 and 2006 pro forma IFRS financial information

# Financial Highlights – Balance Sheet



(€ in million)	Veterin <sup>(a)</sup>	Pro forma <sup>(b)</sup>	
	2006	2006	Q1'07
Cash	9.1	17.4	24.4
Current Assets <sup>(c)</sup>	37.9	156.9	203.2
Tangible Assets	40.6	176.6	180.2
Total Assets	90.1	985.0	1,030.1
Current Liabilities	18.5	129.8	158.9
Total Debt	28.0	128.4	179.3
Other Long-Term Liabilities	14.9	14.9	14.9
Shareholders' Equity	30.3	738.1	754.4
Total Liabilities & Shareholders' Equity	90.1	985.0	1,030.1

(a) Audited 2006 IFRS financial information

(b) Pro forma 2006 and Q1'07 IFRS financial information as per Company reported financial information

(c) Including cash



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