



ΠΑΡΟΥΤΣΑΝΗΣ

SINCE 1870

Annual General Meeting

Apr 17th, 2024



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2023 Highlights

ARKADI full Merger 1/1/23



OWN BRANDS Strong Growth



ECOVADIS Certification



Important New PARTNERSHIP

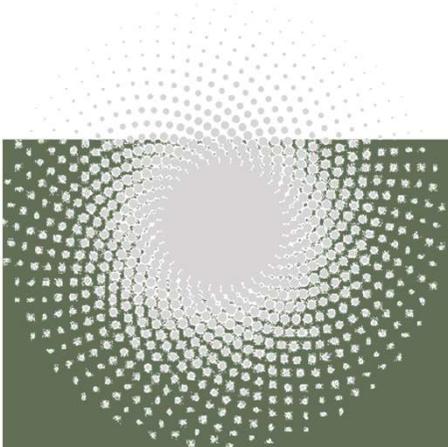


HEMOCARE production in-house



IFS HPC Certification





OUR AMBITION

An **iconic**
Greek corporation
that leads **sustainable innovation**
and **financially solid growth**.
A reference for **agility, consistency**
and **resilience**.

Strategic Imperatives

The background of the slide features a stack of three green soap bars. The top bar is embossed with the Greek text 'ΠΑΠΟΥΤΣΑΝΗΣ' and 'ΠΟΙΟΤΗΣ ΕΒΑΙΡΕΤΙΚΗ' along with a leafy branch logo. The soap is surrounded by a pile of fine, light-colored shavings, suggesting a natural or handmade product.

- 1 Aggressively drive **own brands growth**
- 2 Continue to build & **diversify contract client base**
- 3 Lead **Sustainable Innovation** in our industry
- 4 Attract & **engage** future-ready **talent**
- 5 **Fuel a sustainable, profitable growth** embracing value-adding change



28+
NEW LAUNCHES
in 2023



**OWN
BRANDS**



#1
in Hand Wash/
Sanitizers/ Baby
Detergent
Fastest Growing in
Bath & Shower



€500M
MARKET size
with the entry in
3 new categories



Strategic Imperatives

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Contract Customers YoY Evolution

40%

TOP 5 - 2023 Turnover
Contribution in Total (-9pts)

10 CUSTOMERS

Make up 90% of contract
client turnover (5 in 2022)

Strategic Imperatives

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2023 Innovation Projects

80 NEW

Formulations developed
by in-house R&D

1 in 3

Sustainable & Eco-Certified
new products

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Supporting Future Professionals

48%

Employees with a higher education degree

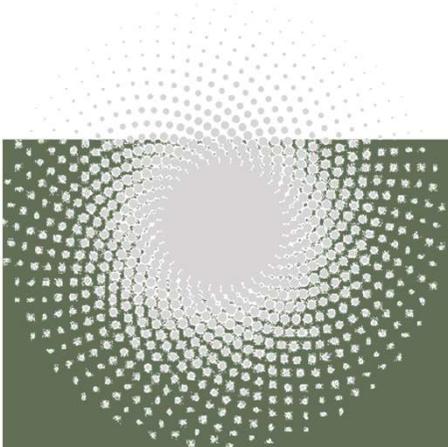
8 INTERNSHIPS

1 in 2 hired in newly created positions

Strategic Imperatives

The background of the slide features a stack of several bars of light green soap. The top bar is prominently displayed and has embossed text in Greek: 'ΠΑΠΟΥΤΣΑΝΗΣ' and 'ΠΟΙΟΤΗΣ ΕΒΑΙΡΕΤΙΚΗ'. To the right of the text is an embossed logo of a crown above a laurel wreath. The soap bars are surrounded by a generous amount of finely ground almond shavings, which are scattered across the surface and on top of the soap. The lighting is soft and natural, highlighting the texture of the soap and the shavings.

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OUR FINANCIALS



2023 Financial Highlights



€62,3M

2023 NET SALES
-12% vs 2022

55%

EXPORTS % IN TOTAL

0,15

EARNINGS PER SHARE
+36% VS 2022

*EBITDA adjusted incl. one-off items

2023 Financial Highlights



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-12% vs 2022

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EXPORTS % IN TOTAL

0,15

EARNINGS PER SHARE
+36% VS 2022

€21M

GROSS PROFIT
+€4M VS 2022

34%

GP % ON NET SALES
+970bps VS 2022

€9,5M

EBITDA*
+€2M VS 2022

15%

EBITDA* % ON NET SALES
+470bps VS 2022

*EBITDA adjusted incl. one-off items

2023 Key Financial Drivers



Raw Material
Price Correction



Reduced
Energy Cost



Productivity Increase &
Production Cost
Consolidation



Solid Net Sales &
Profitability Growth
of Own Brands
(Consumer & Hotel)

αρκάδι

Robust Contribution
from Newly Acquired
ARKADI



Financial Results (in €'000)

	2023	2022	D%
Net Sales	62.275	70.749	-12%
Gross Profit	21.239	17.297	23%
<i>Gross Profit margin</i>	<i>34,1%</i>	<i>24,4%</i>	
Earnings before Taxes, Interest & Depreciation (EBITDA)	9.217	7.236	27%
<i>EBITDA margin</i>	<i>14,8%</i>	<i>10,2%</i>	
Earnings before Taxes, Interest, Depreciation & one off items (Adjusted EBITDA)	9.473	7.411	28%
<i>Adjusted EBITDA margin</i>	<i>15,2%</i>	<i>10,5%</i>	
Earnings before Tax (EBT)	5.035	3.933	28%
<i>EBT margin</i>	<i>8,1%</i>	<i>5,6%</i>	
Earnings after Tax (EAT)	4.081	2.995	36%
<i>EAT margin</i>	<i>6,6%</i>	<i>4,2%</i>	
Earnings per share	0,1506	0,1107	36%

Gross Profit improvement attributed to:

- RM costs prices
- Energy cost
- Production cost efficiencies

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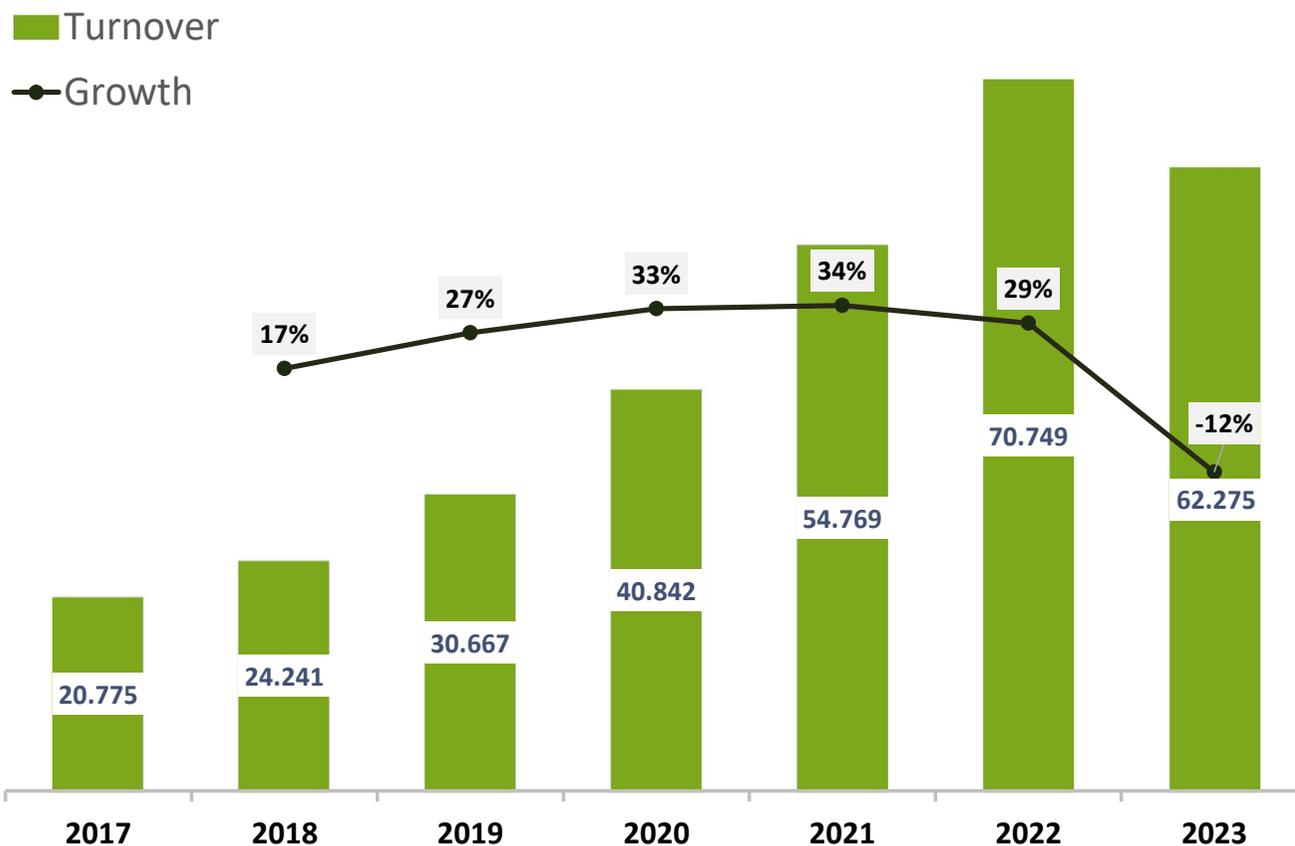
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- Energy cost
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Dividends

❖ Total gross amount : **0,07**

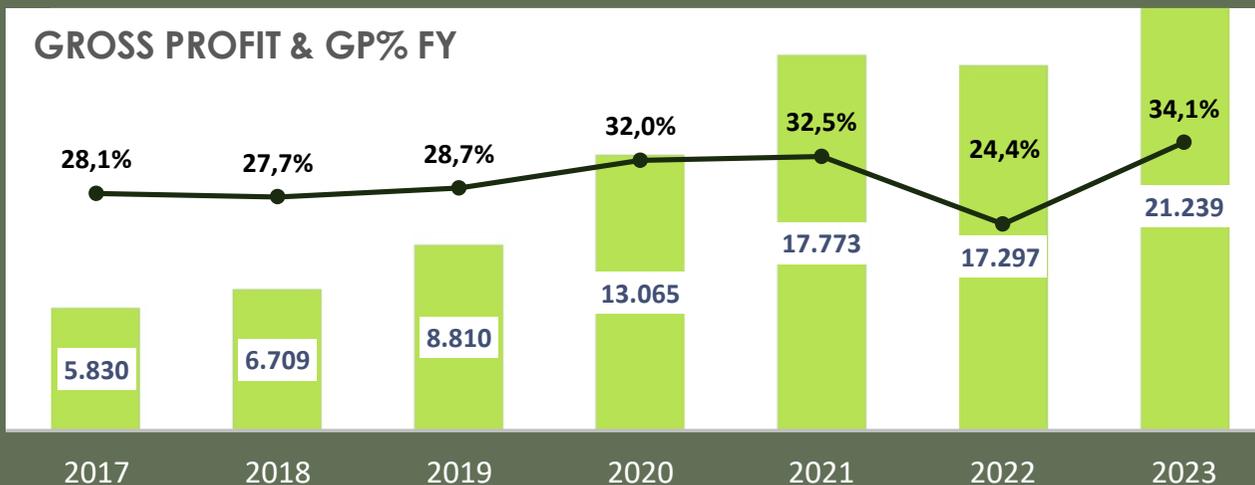
2023 FY Turnover (in €'000)



Evolution per Category

- Own Consumer Brands +36%
- Hotel Amenities -32%
- 3rd Party & PL -11%
- Specialty Soap Bases -32%

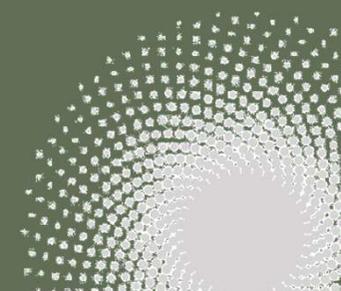
GP & EBITDA (adjusted) Evolution FY 2023 (in €'000)



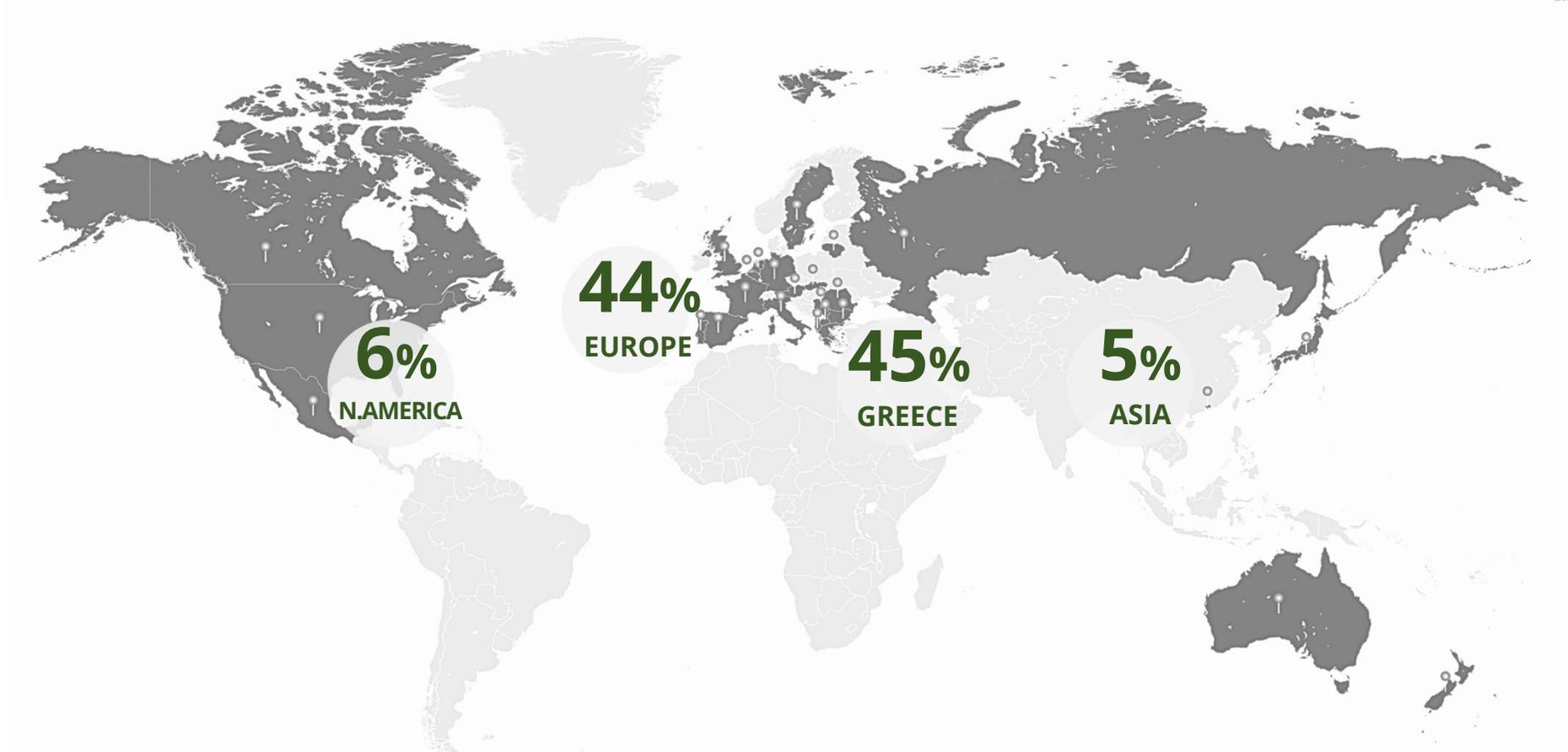
- Gross Profit & GP margin historically high
 - ▶ RM prices & Energy cost decline
 - ▶ Production cost savings



- EBITDA adjusted
 - ▶ Highest performance in absolute & strong improvement in margin



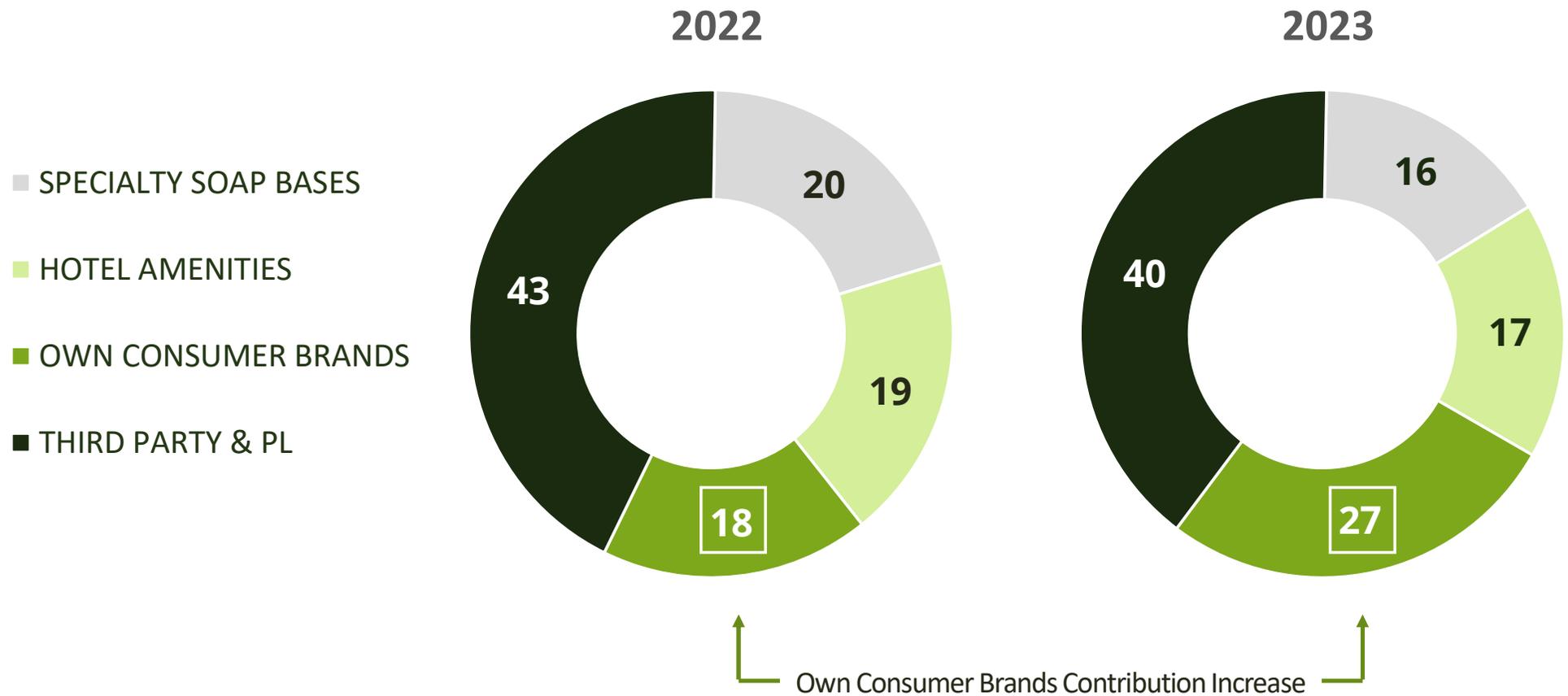
The Papoutsanis World



France, Italy, UK, Spain, Germany, Hungary, Portugal, Poland, Cyprus, Belgium, The Netherlands, Austria, Sweden, Denmark, Finland, Switzerland, Ireland, Serbia, Romania, Bulgaria, Lithuania, Ukraine, Czech Republic, Croatia, Slovenia, Slovakia, North Macedonia, Montenegro, Albania, Bosnia & Herzegovina, Turkey, USA, Canada, Mexico, Japan, Hong Kong, Australia, Singapore, Iraq

Review by Business Segment

2023 Sales Mix vs 2022 (in % of total turnover)



Review by Business Segment

	Sales (in €'000)	EBITDA adj (in €'000)	EBITDA (adj) %
Own Consumer Brands <i>Vs 2022</i>	16.918 <i>36%</i>	1.519 <i>+1.315</i>	9% <i>+734 bps</i>
Hotel Amenities <i>Vs 2022</i>	10.894 <i>-32%</i>	2.286 <i>-552</i>	21% <i>+331 bps</i>
3rd Party & PL <i>Vs 2022</i>	24.518 <i>-12%</i>	3.688 <i>+655</i>	15% <i>+412 bps</i>
Specialty Soap Bases <i>Vs 2022</i>	9.945 <i>-31%</i>	1.980 <i>+645</i>	20% <i>+1066 bps</i>
Total 2023 <i>Vs 2022</i>	62.275 <i>-12%</i>	9.473 <i>+2.062</i>	15% <i>+473 bps</i>

Statement of Financial Position FY 2023 (in €'000)



	31.12.2023	31.12.2022
ASSETS		
Non Current Assets	52.670	51.446
Current Assets	22.656	31.709
Total Assets	75.326	83.155
EQUITY	29.802	26.945
LIABILITIES		
Long-term Liabilities	26.638	28.824
Short-term Liabilities	18.886	27.386
Total Liabilities	45.524	56.210
Total Equity & Liabilities	75.326	83.155

KPIs:

- **Net Bank Debt: 18,3M**
(+0,2M vs '22)
- **Net Bank Debt/ EBITDA ratio: 1,9**
(-0,5 vs '22)
- **Debt to Equity ratio: 1,5**
(-0,6 vs '22)
- **Working Capital: 3,8M**
(-0,2M vs 22)

Statement of Cash Flows FY 2023 (in €'000)



	2023	2022
Operating Activities	4.464	6.480
Investment Activities	-4.531	-11.378
Financing Activities	-5.957	10.247
Cash & cash equivalents at the beginning of the period	11.727	6.378
Cash & cash equivalents at the end of the period	5.703	11.727

<i>Days of:</i>	2023	2022
Inventory Coverage	84	66
Sales Outstanding	25	33
Payables Outstanding	100	110

2024 Opportunities & Challenges

- Continuation of War in Ukraine
- New war in the Middle East
- Inflation/ Declining Consumer Disposable Income
- Volatility & Uncertainty
 - Interest rates
 - Political stability
 - Materials & Energy pricing

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 - Interest rates
 - Political stability
 - Materials & Energy pricing
- Further Production Cost Consolidation
- Hotel & Tourism upside
- Exports expansion
- Entry in Homecare
- Sustainability trend
 - Own brands pipeline
 - Syndet
 - Certified Soap Bases

2024 Strategic Imperatives & Opportunities



Enhance Plant Competitiveness

- State-of-the-art plant, vertically integrated
- Significant spare capacity at very competitive cost
- Solar Panels Installation (sustainability & cost reduction)

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Drive Growth on a Four Pillars' Model

- Aggressively drive own brands growth
- Entry in sizeable homecare categories
- Continue to build & diversify contract client base
- Lead sustainable innovation in our industry

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Attract & Engage Future-Ready Talent

- Continuous training & upskilling
- Empowerment via a Flat & Flexible Org. Structure
- Collaboration with Universities, Internships & support of young professionals

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Fuel Sustainable, Profitable Growth

- Restructuring & Rationalization of Expenditure
- Embrace value – adding change, reengineering and digitizing work flows
- Reduce borrowing by optimizing the parameters that affect it

Guidance for 2024

€70M

TURNOVER
TARGET

€5,5M

TOTAL CAPEX
(1M FOR SOLAR PANELS)

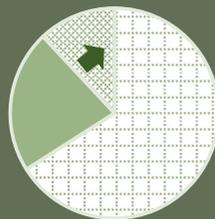
37%

OF CAPEX ON ENERGY SAVING &
SUSTAINABILITY PROJECTS

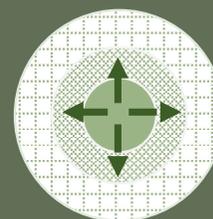
12%

TURNOVER GROWTH
THROUGH

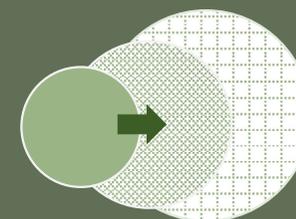
PENETRATION
GROWTH



NEW CATEGORIES
& CHANNELS



GEOGRAPHICAL
EXPANSION



Q1 2024



Q1 2024 Turnover (in €'000)

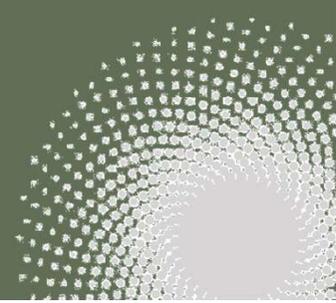


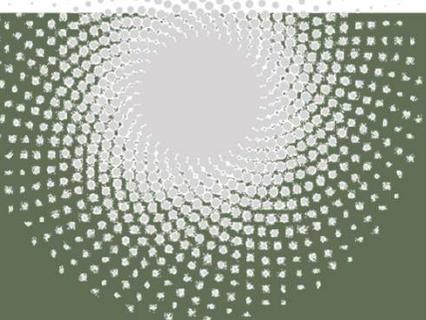
Value Evolution per Category

- Own Consumer Brands +19%
- Hotel Amenities -29%
- 3rd Party & PL -12%
- Specialty Soap Bases -3%

Projections

- FY Turnover expected to be higher vs 2023, as the full effect of new projects is projected in H2 2024
- Q1 2024 Profitability indices expected to be improved vs Q1 2023, in line with our FY projections





Thank you!

Happy to answer any questions
you may have

