AS Company S.A.

Corporate Presentation

November 5th 2025

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Today's Agenda

1. A few words about **AS**
2. Key financial figures
3. Our Strategy
4. Q & A

Today’s panel

Theodora Koufou
General Director

Panagiotis Papaspyrou
Group CFO

Efstratios Andreadis
President & CEO

Apostolos Petalas
Vice-President

OUR JOURNEY OUR MISSION OUR EDGE

1990	1993	2000	2016	2018	2024
Founded	Power Rangers Launch	Listed on ASE	Cyprus Market Expansion	Romania Market Expansion	Baby Product Category

Create JOY & KNOWLEDGE for small and big kids!

Speed · Simplicity · Trust

COMPETITIVE EDGE

- Long-term channel relashionships
- In-house R&D & marketing
- Healthy balance sheet
- Exclusive agreements
- Dedicated teams

Strong Mega Brands

ty

Εξυπνούλης™

chicco®

baby Clementoni®

μαθαίνω & δημιουργώ®

Cry Babies

Happi Hobbi®

Silverlit®

EXOST™

Shoko

AS Games

GAME ZONE AS

Solid Partnerships & Licenses

Disney
MARVEL ©MARVEL
ty
chicco
moose
Canal Toys
baby Clementoni
Disney Junior Mickey
Disney Junior Minnie
Hasbro
SuperThings Rivals of Kaboom
IMC Toys
Jurassic World
Peppa Pig
Marvel Spider-Man
Cry Babies
Cars
Disney Stitch
magicbox toys
Disney Frozen
Disney Princess
CREATE YOUR WORLD
EXOST
Goliath
Silverlit
Clementoni
SONIC THE HEDGEHOG
UNIVERSAL

Consumers can find us everywhere...

JUMBO
ΣΚΛΑΒΕΝΙΤΗΣ
JouéClub!
ΜΟΥΣΤΑΚΑΣ

King Jouet
MAX STORES
smyk
μασούτης

Hondos Center
Υπέροχο ταξίδι ομορφιάς
SYNKA super markets
TOY Shop
Auchan
Carrefour

Public
eMAG
My market
Μαζί, για όσα αγαπάς
Kaufland

Γαλαξίας
Το Ελληνικό Σούπερ Μάρκετ
πλαίσιο
Perfectoys
ΠΑΝΤΑΖΟΠΟΥΛΟΣ
PRC
RETAIL GROUP
GROW WITH US
Toys24.GR

With cross media plans covering TV, Digital, Social..

Consistent Growth & Profitability

2020
Net Sales
€19.607mill.
EBITDA
€3.115mill.
PBT
€2.405mill.

2021
Net Sales
€22.696mill.
EBITDA
€3.882mill.
PBT
€3.977mill.

2022
Net Sales
€28.658mill.
EBITDA
€4.659mill.
PBT
€3.284mill.

2023
Net Sales
€28.697mill.
EBITDA
€5.500mill.
PBT
€5.954mill.

2024
Net Sales
€31.007mill.
EBITDA
€5.166mill.
PBT
€5.568mill.

2024 our record year for Sales

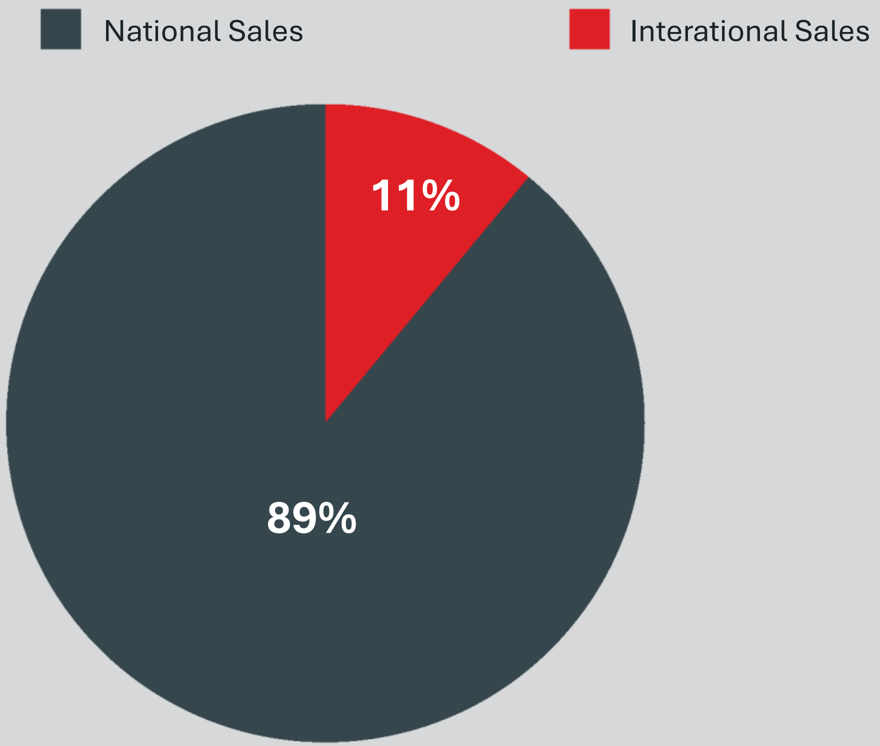
amounts € 000	2024	2023	%
Net Sales Turnover	31.007	28.697	+8,05%
Gross Profit **48,57%**	15.060	13.861	+8,65%
EBITDA **16,6 %**	5.166	5.500	-6,07%
PBT **18,0 %**	5.568	5.954	-6,48%
Profit after Tax **13,6 %**	4.210	4.533	-7,14%
Earnings Per Share (in €)	0,3226	0,3470	

A’ Half 2025 Results

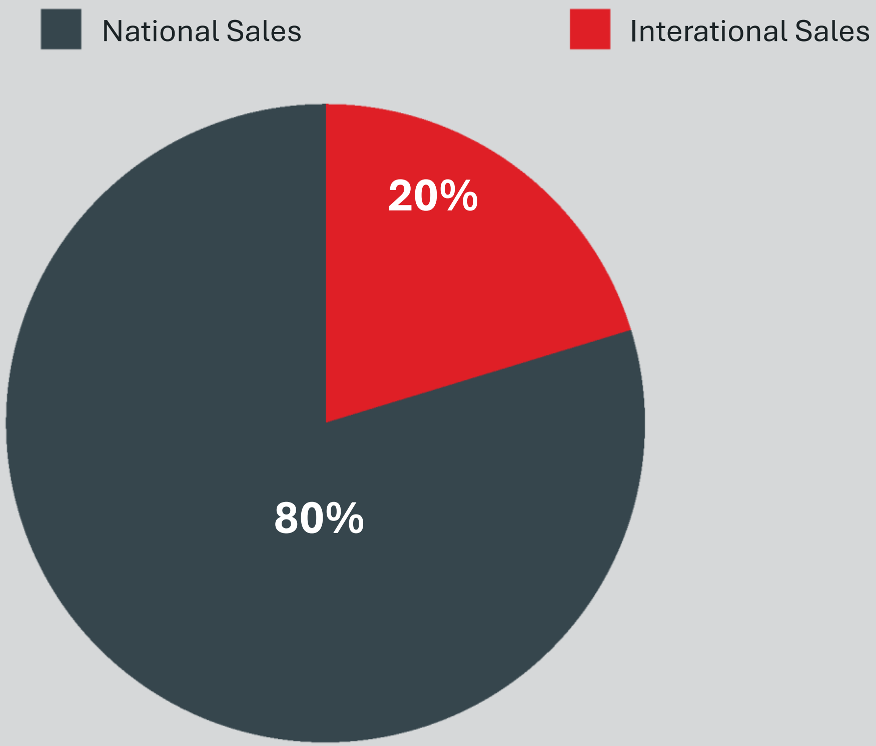
amounts € 000	30/06/2025	30/06/2024	%
Net Sales Turnover	15.311.651	11.597.932	+32,7%
Gross Profit **48,32 %**	7.399.092	5.981.197	+19,16%
EBITDA **16,18 %**	2.476.719	1.796.545	+42,14%
PBT **11,97 %**	1.832.936	1.974.459	-15,84%
Profit after Tax **9,30 %**	1.424.935	1.500.942	-13,58%
Earnings Per Share (in €)	0,1094	0,1149	

Growing International Presence

2018



2024

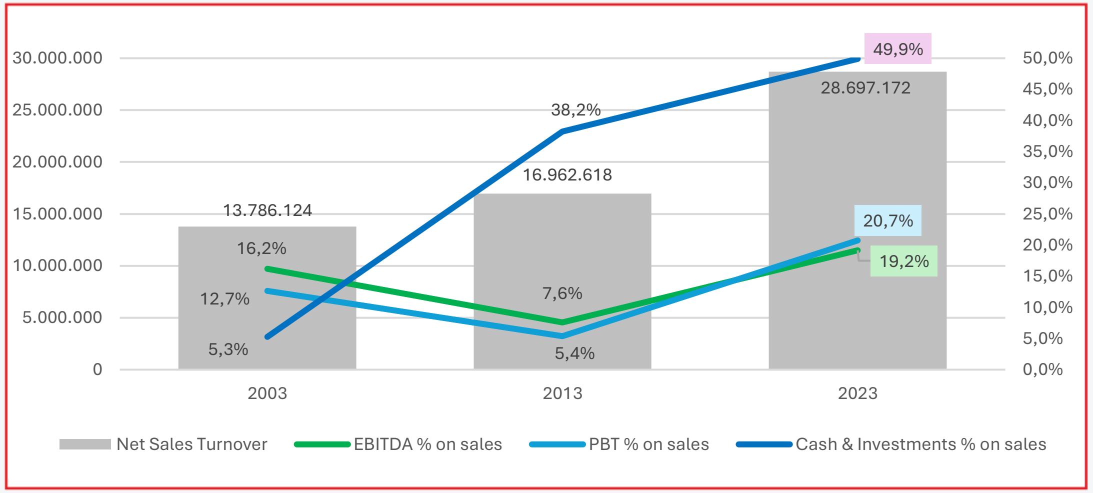


2024
we achieved €6.0mill
in Int’l Sales
vs €2.9mill in 2018.

Capital Discipline & Liquidity Strength

€mill.	2021	2022	2023	2024
EBITDA	3,88	4,66	5,50	5,17
Capital Expenditure	0,06	0,66	0,58	1,60
Total Income from Operating activities	4,37	3,36	-0,76	4,64

	2014	2024	CAGR %
Net Sales Turnover	**19.244.697**	**31.007.216**	**5,44 %**
EBITDA **EBITDA % on sales**	3.085.317 **16,0%**	5.165.980 **16,7%**	**5,90%**
PBT **PBT % on sales**	**13,4%**	**18,0%**	**8,89%**
Cash & Investments **Cash & Investments % on sales**	7.650.836 **39,8%**	15.851.825 **51,1%**	**8,44%**



CF supports our investments, acquisitions and consistent dividend payout to our shareholders

Solid Equity & Zero Net Debt (not including IFRS 16)

	30/06/2025	31/12/2024	%
Bank Lending	0	0	
Less: Cash & Investments	-19.274.158	-15.851.825	
Net Debt	**-19.274.158**	**-15.851.825**	**30,9%**
Owner’s Equity	38.491.425	39.338.113	
Leverage Ratio	-50,07%	-36,40%	

Maximizing Shareholders’ Value

Target 5% dividend Yield from the average share price

-	2017	2018	2019	2020	2021	2022	2023	2024
Share Capital refund & Dividends	0,04	0,05	0,07	0,07	0,0837	0,1163	0,1163	0,1906
Total Refund / Dividends paid	525.041 €	656.301 €	918.821 €	918.821 €	1.095.807 €	1.519.856 €	1.519.854 €	2.487.022 €
Total Net Equity	25.567.489 €	27.834.165 €	29.754.891 €	30.210.640 €	31.566.517 €	33.063.386 €	35.349.627 €	37.817.781 €
Number of shares	13.126.020	13.126.020	13.126.020	13.126.020	13.126.020	13.126.020	13.126.020	13.126.020
Book value per share	1,95 €	2,12 €	2,27 €	2,30 €	2,40 €	2,52 €	2,69 €	2,88

Share Info

	30/06/2025	31/12/2024
Owner's Equity	38.491.425	39.338.113
Weighted Avg Shares	13.026.810	13.049.694
Book Value per Share	**2,95**	**3,01**
Cash & Investments	19.274.158	15.851.825
C&I/Shares	1,48	1,21

Share Info	
Price @ 27/10/2025	3,89
52 week high	4,25
52 week low	2,45
YoY%	49,62%
ADY	4,40%
P/E (TTM)	12,26
EPS (TTM)	0,32
MarketCap	€50,67mill.

Incorporating ESG into our daily operations

Reduce

The volume of paper and plastic parts in packaging is systematically reduced

Remove

ZERO WASTE

We remove non-recyclable materials from products and packaging, such as shrink wraps, PVC blisters, etc.

Recycle

We seek and use raw materials from suppliers with recyclable sources and ecological certifications such as FSC

Materials

We select and develop products from natural materials

Strengthening Corporate Governance Standards

Board Composition

Four (4) Executive Members
Four (4) Non- Executive Members
25% of the members are women
Three (3) independent non-executive members
Three (3) year term

Executive Directors

Efstratios Andreadis, executive member, President of the BoD and CEO.
Anastasia Andreadou, executive member and Executive Vice-President.
Theodora Koufou, General Director executive member.
Konstantinos Andreadis, Exports Director, executive member.

All Committees are comprised of non-executive members:

Apostolos Petalas, Non Executive Vice President of the BoD and Independent non-executive member of the BoD, President of the Audit Commitee, President of Nomination and Remuneration Committee with a diverse and vast background in consumer goods and focus on organizarional leadership and negotiations.

Athanasios Chrysafidis , Independent non-executive member of the Board, member of the Audit Committee, member of the Nomination and Remuneration Committee long-term experience in the financial services sector and extensive knowledge of capital markets and corporate governance.

Georgios Vletsos, Independent non-executive member of the BoD, member of the Audit Committee
CFO of "Redestos SA" overseeing the financial strategy and financial management of the group's companies domestically and abroad.

Theofilos Mechteridis, Non-executive member of the BoD, member of the Audit Committee, member of the Nomination and Remuneration Committee expertise in international transit trade, import and trade.

Portfolio Evolution & Category Diversification

AS Company’s product portfolio has evolved beyond traditional toys, reflecting a broader strategy to serve diverse age groups and consumer needs. The three primary categories are:

Toys

- Remain the core focus and main growth driver
- Includes gadgets, board games, stationery, art & craft
- Strong brand equity and seasonal performance

Infant Development

- A dynamic and fast-growing segment
- Includes baby bottles, pacifiers, teethers, and early learning toys
- Already contributing positively to turnover and expected to accelerate

Lifestyle

- Expands AS’s reach into the “Kidult” market and older age groups
- Includes creative kits, fashion accessories, and novelty items
- Supports brand diversification and cross-category engagement

This diversification positions AS Company as a **Growth & Play Experiences Provider**, offering entertainment and creativity for ages 0 to 99.

FY 2025 Outlook

Pillars	KPI / Goal
Sales Turnover	+10%YoY
International Sales Growth	>€6mill sales
AS Product Mix	40%
Asset Monetization	40% Profit
Dividend Yield	5%

2026 Looking ahead...

Pillars	KPI / Goal
Sales Turnover	+10%YoY
International Sales Growth	>€7mill sales
AS Product Mix	~43%
EBITDA Margin	>17%
Dividend Yield	5%

Q & A

For further information on the
AS Group please visit our website at
https://www.ascompany.gr/
And our Investor Relations site:
https://ir.ascompany.gr/el/