

Towards autonomous and accountable Segments Strategy update on Capital Markets Day 2023

Mensdorf, Luxembourg – November 21, 2023 (7:00 CET)

B&S Group S.A. (“B&S” or the “Company”), a company in the consumer goods industry, will today host its Capital Markets Day for investors and analysts to present its strategy update and growth plans for the period 2024-2026.

Highlights

- B&S is well positioned to take advantages of the opportunities in the consumer goods industry due to our global warehousing capabilities, our digitized processes, our network and our people.
- Our updated 2024 – 2026 strategy focuses on
 - Autonomous and Accountable Segments
 - Digitization
 - Operational Excellence
 - Culture, Governance and Sustainability
 - Value creation
 - Other Strategic options such as Mergers and Acquisitions, strengthening our logistical backbone as well as opportunities in the global Government and Defense market.
 - Building our centers of excellence in the Holding around Digitization, Logistics, Human Resources, Finance and Legal.
- Portfolio management across the group to create value.
- Our Mid Term financial objectives 2024 – 2026 are as follows:
 - Annual organic turnover growth between 5% - 7%
 - EBITDA margin between 5 – 6%
 - Return on Invested Working Capital >25%
 - Net Debt EBITDA leverage ratio < 3.0
 - A dividend pay-out ratio of 40%

B&S signed an agreement with the minority shareholders of FNet Acquisition Company LLC (“Fragrance Net”) to acquire 12.5% of the shares in Fragrance Net for \$23.9 million , of which \$10.5 million is deferred over a period of 7 years in equal instalments. Following this transaction, B&S holds 87.5% of the shares in Fragrance Net.

Peter van Mierlo, CEO: “B&S owns six different segments united in branded consumer goods and operating in different markets. The six segments are operating in the following industries: Beauty, Food, Health, Liquors, Personal Care and Travel Retail. Over the past years the group as a whole has been resilient throughout volatile macro-economic circumstances. We have created a strong global network of warehouses and have continuously digitized our internal and external processes and embedded sustainability in our processes.

We create value, by distributing branded consumer goods globally, by solving complexities in the value chain, by building sustainable partnerships, by providing easy access and smart delivery and most of all by empowering our people and partners with our technology.

Our segments operate close to their markets and benefit from a decentralized management approach. All are led by strong commercial teams. The networks in which they operate are segment specific which is also true for their business models.

The acquisition of 12.5% in Fragrance Net within the Beauty segment follows from the original acquisition contract dated in 2018. As the executive board we congratulate the Beauty segment with the additional acquired 12.5%. It is another major step in the strategy execution of our largest segment.”

This press release contains information within the meaning of Article 7(a) of the Market Abuse Regulation.

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About B&S

B&S (EURONEXT:BSGR) exists to make branded consumer goods available to everyone, anywhere. We believe that getting access to consumer products that bring joy and comfort into everyday lives, should be easy around the globe.

With our ever-growing international network and physical local presence, we bring suppliers, brand owners, logistics partners, wholesalers, retailers and consumers all over the world together that are in many ways difficult to connect.

We work with the world's premium consumer brands in beauty, liquors, personal care, food, health and travel retail to serve millions of consumers daily - either directly or through our wholesaler and reseller partners.

Powered by our logistical backbone, our digital solutions and our supply chain expertise, we provide sourcing, warehousing, distribution, digital commerce, marketing and brand development solutions that enhance choice, speed up delivery, drive conversion and increase reach.

Additional information can be found on our [website](#) and on [LinkedIn](#).

Forward Looking Statements

This press release includes forward-looking statements. Other than reported financial results and historical information, all statements included in this press release, including, without limitation, those regarding our financial position, business strategy and management plans and objectives for future operations, are, or may be deemed to be, forward-looking statements. These forward-looking statements may be identified by the use of forward-looking terminology, including the terms "believes", "estimates", "plans", "projects", "anticipates", "expects", "intends", "may", "will" or "should" or, in each case, their negative or other variations or comparable terminology, or by discussions of strategy, plans, objectives, goals, future events or intentions. These forward-looking

statements are based on our current expectations and projections about future events and are subject to risks and uncertainties that could cause actual results to differ materially from those expressed in the forward-looking statements. Many of these risks and uncertainties relate to factors that are beyond B&S's ability to control or estimate precisely, such as future market conditions, the behavior of other market participants and the actions of governmental regulators. Readers are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date of this press release and are subject to change without notice. Other than as required by applicable law or the applicable rules of any exchange on which our securities may be traded, we have no intention or obligation to update forward-looking statements.