

# CREIGHTONS<sub>plc</sub>

## Results Presentation

Full Year March 2025  
17 July 2025

QUALITY SERVICE INNOVATION





# AGENDA



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## Introduction

Paul Forster  
Non-executive Chairman

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## About Creightons and Highlights

Pippa Clark  
Chief Executive Officer

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## Financial Review

Qadeer Mohammed  
Chief Financial Officer

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Pippa Clark  
Chief Executive Officer

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Pippa Clark,  
Chief Executive Officer

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## Q+A

Pippa Clark  
Chief Executive Officer

Qadeer Mohammed  
Chief Financial Officer

Martin Stevens  
Group Manufacturing Director  
& Deputy MD

Paul Forster  
Non-executive Chairman



# ABOUT CREIGHTONS AND HIGHLIGHTS

Pippa Clark  
Chief Executive Officer



# ABOUT CREIGHTONS



## Our Vision:

Best in Class Consumer–Centric Beauty and Wellness Product business

## What we Do:

Creightons Designs, Develops, Manufactures and Distributes High Quality Beauty, Personal Care and Wellness products in a broad range of categories

## How we Do It:

Full-service supply to major retails chains and brands in a broad range of products and categories:  
UK and International markets  
Delivered with Flexibility, Agility and Expertise

## Route to market:

Three revenue streams:  
Private Label, Owned Brands and Contract Manufacturing

## The Team:

380 employees over two manufacturing sites in the UK:  
Head Office Peterborough, Cambridgeshire and Tiverton, Devon



**Award  
Winning**



**Performance  
Products**



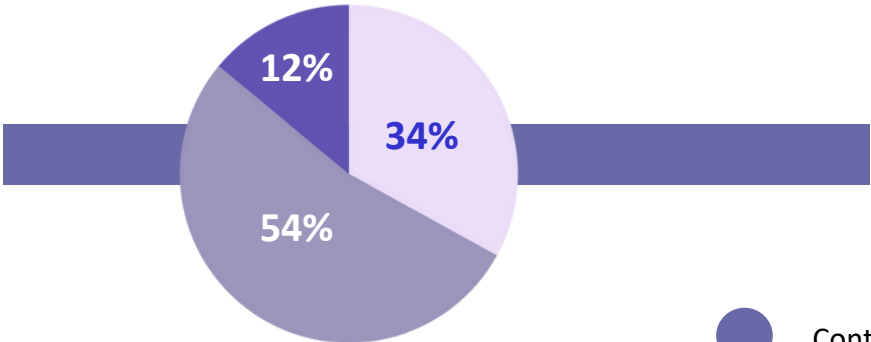
**Innovative  
Solutions**



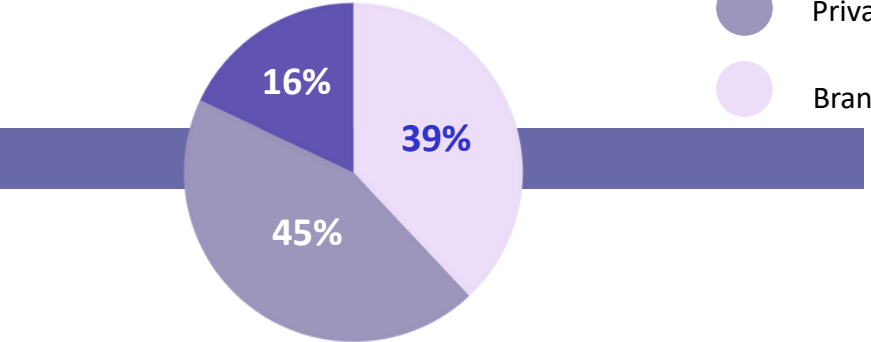
**Global  
Appeal**

## Group Sales by Revenue Stream

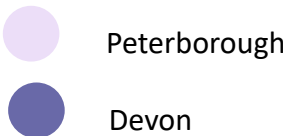
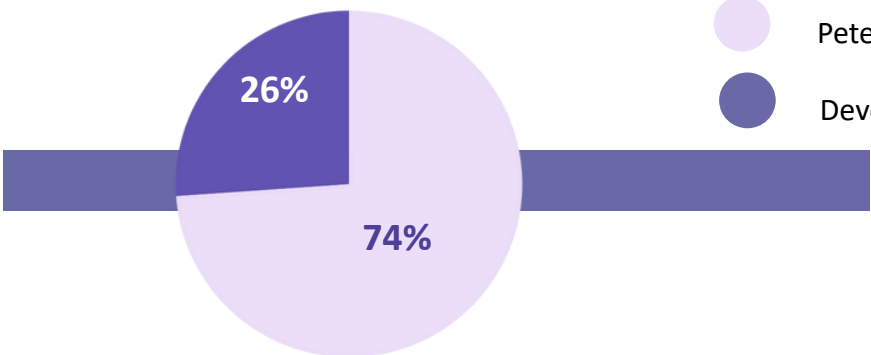
April 24 – March 25



April 23 – March 24



## Employees By Site



# FINANCIAL HIGHLIGHTS



## Revenue Growth

£54.1m (2024: £53.2m)



## Gross Margin Improvement

By 1.8% to 44.7% (2024: 42.9%)



## Adjusted Profit Before Tax\*

£3.5m (2024: £1.2m)



## EBITDA\*

£5.1m (2024: £3.2m)

Key Drivers: Margin Improvement, Cost Reduction, Private Label Growth, Brand Portfolio Rationalisation



## Net Cash on hand positive\*\*

£3.0m (2024: £2.2m)



## Proposed Dividend

0.50p share (2024 : 0.45p)



## Adjusted Diluted EPS\*\*\*

Increased to 3.29p (2024: 1.42p)

\*Excluding impairment of £4.4m in FY 2024

\*\*Cash and Cash Equivalents less short-term element of obligations under finance leases and borrowings

\*\*\*Adjusted for Exceptional Items in FY 2024



# OPERATIONAL HIGHLIGHTS



01

Protect gross profit margin - improvement in gross margin by 1.8% to 44.7% (2024: 42.9%).

02

Increase efficiency and capacity in each factory to maximise the benefit of single shift working across both sites

03

Cost control and scalability - Maintained administrative costs at £17.9m (2024: £17.8m) despite £0.9m revenue increase

04

Restructuring warehousing and logistics - Distribution costs reduced by 20.8% to £2.8m (2024: £3.5m)

05

Stock levels increased to £8.9m (2024: £8.2m) in line with revenue growth, against a prior year stock reduction of £2m

06

Cost Saving Initiative : ongoing cross-functional programme to counter impact of government 2024 NI and National Living Wage budget

07

Digital Transformation : Warehouse Management System (WMS) implementation across both sites – Go Live w/c 16 June 25





# FINANCIAL REVIEW

Qadeer Mohammed  
Chief Financial Officer



# REVENUE STREAMS



Improved profitability driven by higher revenue, increased gross profit, and operating margin.



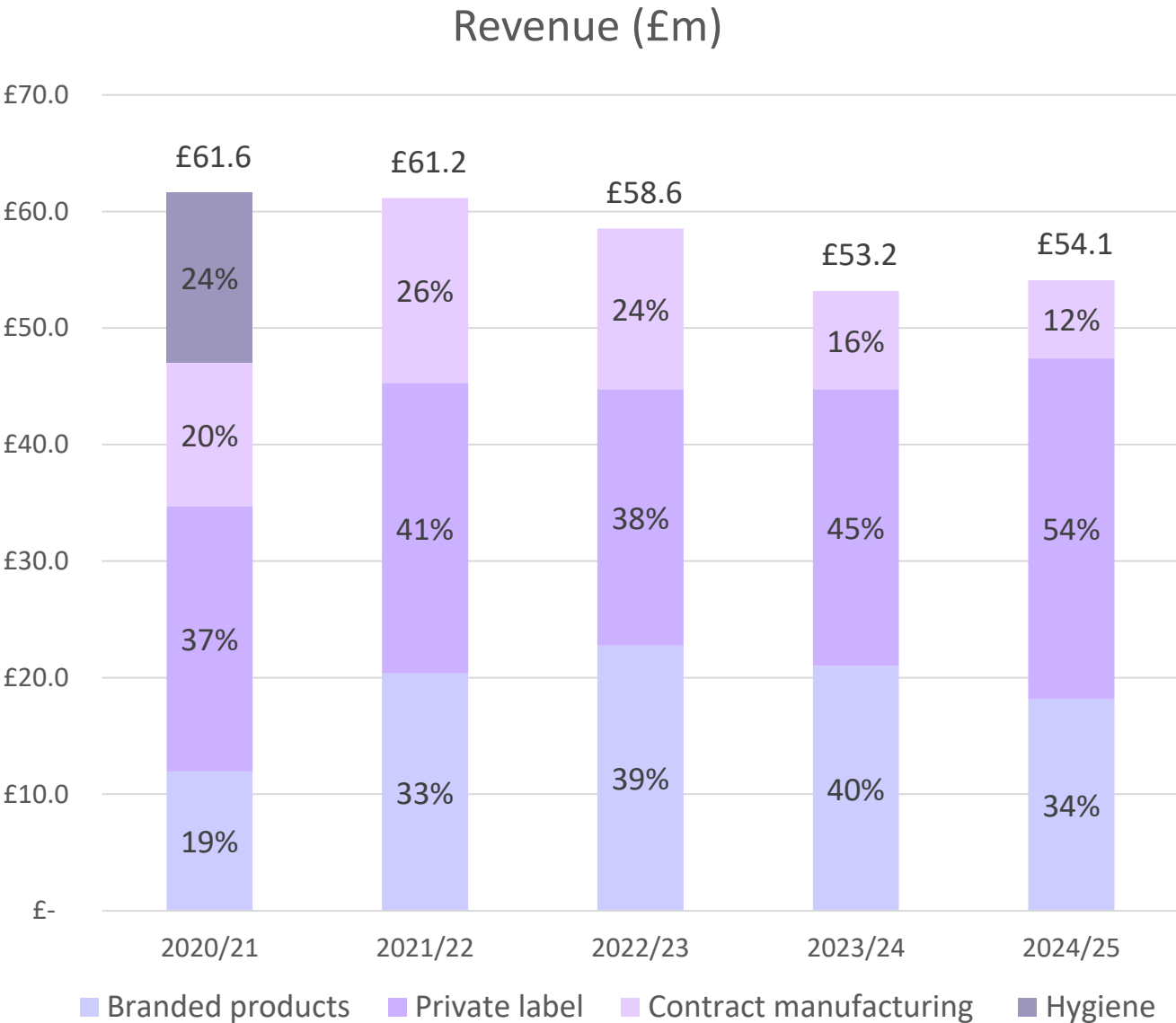
Revenue for the year was £54.1m an increase of 1.8% (2024: £53.2m)



Private label continues positive sales momentum



Challenging markets for Contract and Branded sales





# GROSS PROFIT MARGIN



1

FY 2021:

Covid 19, increased costs of air-freighting goods and reduced productivity

2

FY 2023:

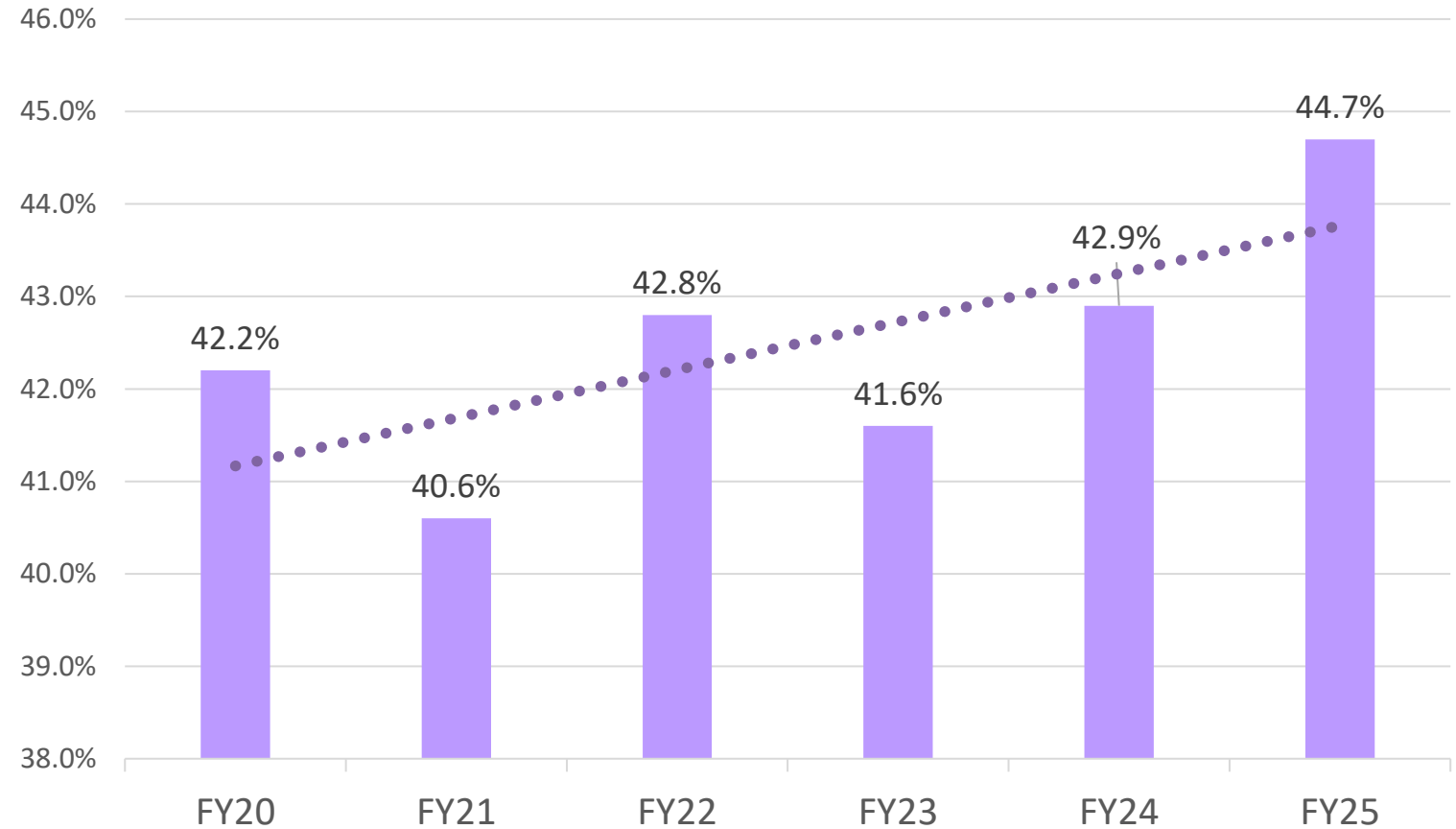
Increase in direct costs due to global supply chain and inflationary pressures

3

FY 2023 onwards:

GPM has been on an increasing trend

Gross profit margin %



# OPERATING PROFIT BEFORE EXCEPTIONAL COSTS



As a result of the increase in Revenue the operating profit before exceptional items has increased significantly

**Distribution costs have decreased by 20.8% to £2.8m (2024: £3.5m)**

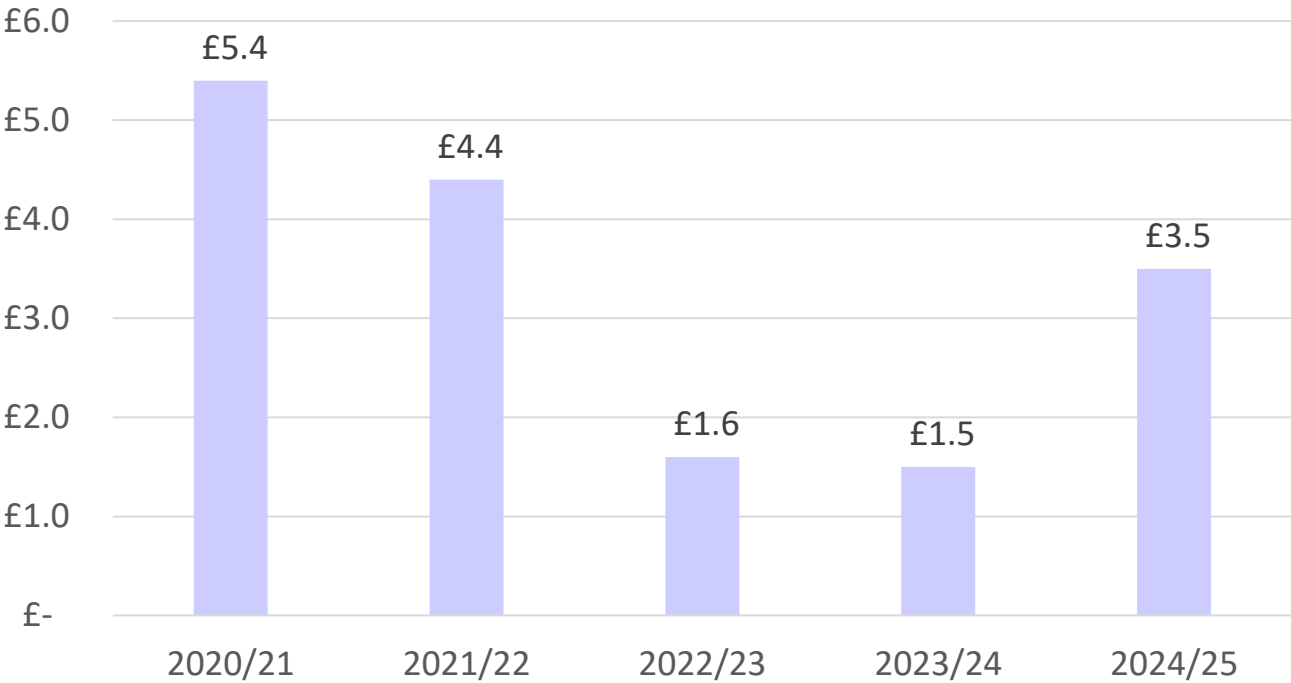
Bringing picking and packing in-house, exiting third-party logistics, and improving stock management have driven greater efficiency, resulting in a £0.4m reduction in net costs.

A change in the sales mix has contributed to a reduction in outbound freight costs by £0.3m.

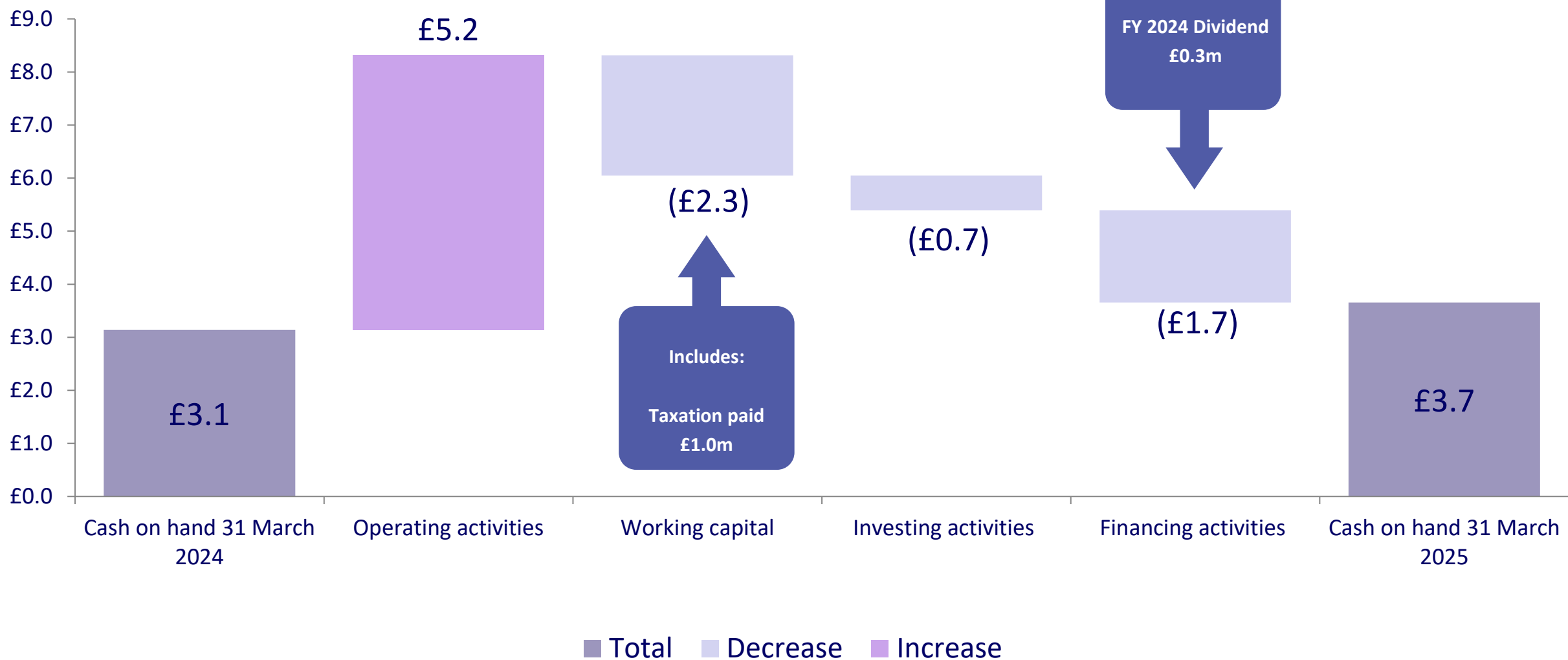
**Administrative costs have increased by 0.6% to £17.9m (2024: £17.8m)**

Increased revenue delivered on a flat overhead base, highlighting a lean and efficient cost structure.

Operating profit before exceptionals - £m



# CASH FLOW MOVEMENT (£m)



# WORKING CAPITAL



## Stock levels increased by £0.7m compared to March 2024

Closing balance of stock reflecting a timing of manufacturing quantities held for customer product launches in the new year.

Warehousing costs saw a £0.4m reduction in underlying net costs.



## Stock turn (closing stock) is 3.4 times (2024 3.7 times)

Continue to monitor inventory levels closely to maintain operational efficiency, customer service level performance and avoid excess holding costs.



## Trade debtor days 63 days (2024: 58 days)

Debtors increased by £1.0m compared to March 2024.

This reflects longer trading terms driven by a shift in sales mix key UK retail partners - those in growth and new.



## Creditors increased by £0.6m compared to March 2024

Reflecting timing of supplier payments.

We are actively exploring extended supplier payment terms to assist with working capital.



# DIVIDEND



## Operational Performance

The Group has exhibited strong operational performance and generated cash which in turn has improved the Group's liquidity and reduced its gearing.



## The Objective

This is consistent with the Boards' objective to align future dividend payments to the future underlying earnings and cash requirements of the business.



## Proposed Final Dividend

The Board proposes a final dividend for the year ended 31 March 2025 of 0.50 pence per ordinary share (2024: 0.45).

## PASSIONFLOWER

Passionflower extract has calming skin benefits and can aid relaxation and help you to get a more restful night's sleep.



## MAGNESIUM

Optimal levels of magnesium have a beneficial impact on many of the body's functions including sleep.

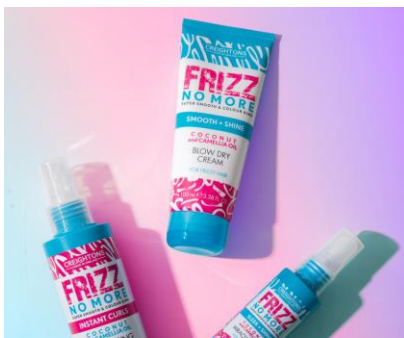


# STRATEGY UPDATE

Pippa Clark  
Chief Executive Officer



# STRATEGIC PILLARS



Build  
Brands

Grow  
Private Label  
Share

R+D  
Focused  
Business

Maintain  
Core Stable  
Foundations

Well Invested  
Manufacturing  
&  
Capabilities

Develop  
Teams  
and  
People

Deliver  
for  
Shareholders





# STRATEGIC OBJECTIVES



## Sustained revenue growth year on year

- **Global Markets:**  
invest in sales resource to grow Brand international sales in key markets
- **Product diversification:**  
extend product offer and capabilities via 3rd party supply
- **Digital DTC:**  
Marketplaces UK and Globally
- **Category Extensions:**  
2 new categories in Private Label wins in the next 12 months  
eg Fragrance, SPF, Haircare



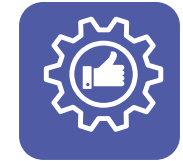
## Strengthen Private Label Market Position

- **Market Dominating:**  
Maintain position as leading UK private label supplier. Trade with all key retailers in all key PL categories
- **Manufacturing Profile:**  
Improve by 100% via online platforms, trade presence and industry networks over the next 12 months



## Invest in Brands for Growth, Awareness & Distribution

- **Must Win Brands**  
Increase retailer investment for additional store space and listings  
  
Additional investment social profiles and activity – Social platform management inhouse
- **Fast Follow Brands**  
Dedicated team to drive trading and volume opportunities
- **Brand Creation In-house**  
Launch additional brand  
Spring/Summer 2026
- **Brand Acquisition**  
Where fit makes sense and adds value

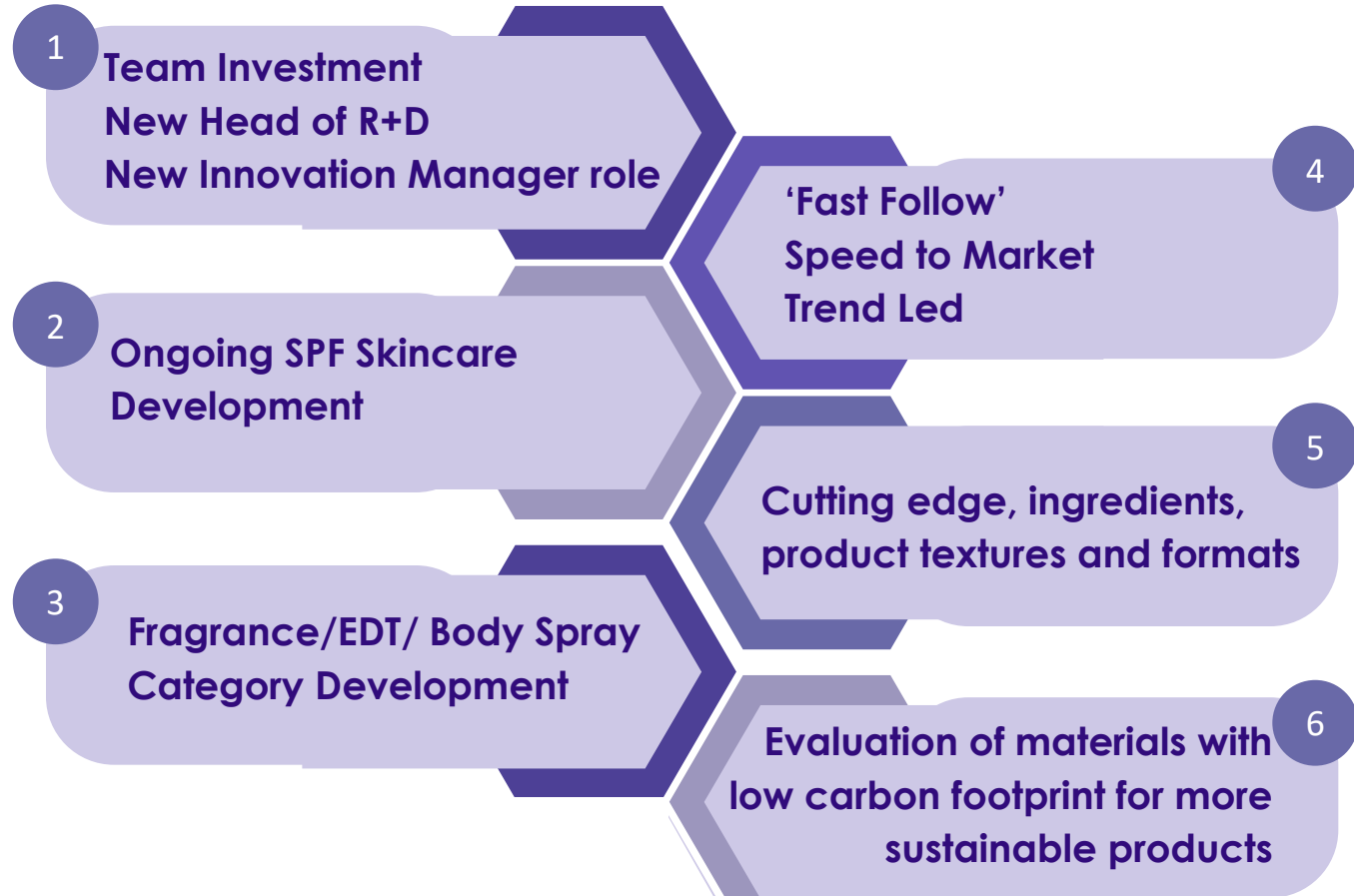


## Increase operational capacity & improve efficiencies

- **Capex Investment:**  
Continue to reduce labour reliance and increase capacities in line with growth
- **Digital Transformation & ERP:**  
Deliver key priorities focusing on cost savings and labour efficiencies
- **Leadtimes:**  
Improve concept to market by 4 weeks over next 12- 18 months
- **Sites:**  
Review site efficiencies  
options/benefits



# PRODUCT INNOVATION



MUST WIN BRANDS



Premium Positioning  
Skincare  
Wellness



Masstige Positioning  
Bath + Body  
Wellness



Mass Positioning  
Haircare  
Curls, Coils and Waves



Mass Positioning  
Skincare  
Ingredient-Led



Mass Positioning  
Skincare  
Blemish/Troubled Skin

FAST FOLLOW

Stylaa



Mass Positioning  
Haircare  
Styling

SUPER  
re-charge your skin



Mass Positioning  
Skincare  
Format, Ingredient Led

NATURAL  
WORLD  
A CREIGHTONS BRAND









Mass Positioning  
Bath + Body  
Ingredient Led



Mass Positioning  
Skincare  
Format Led

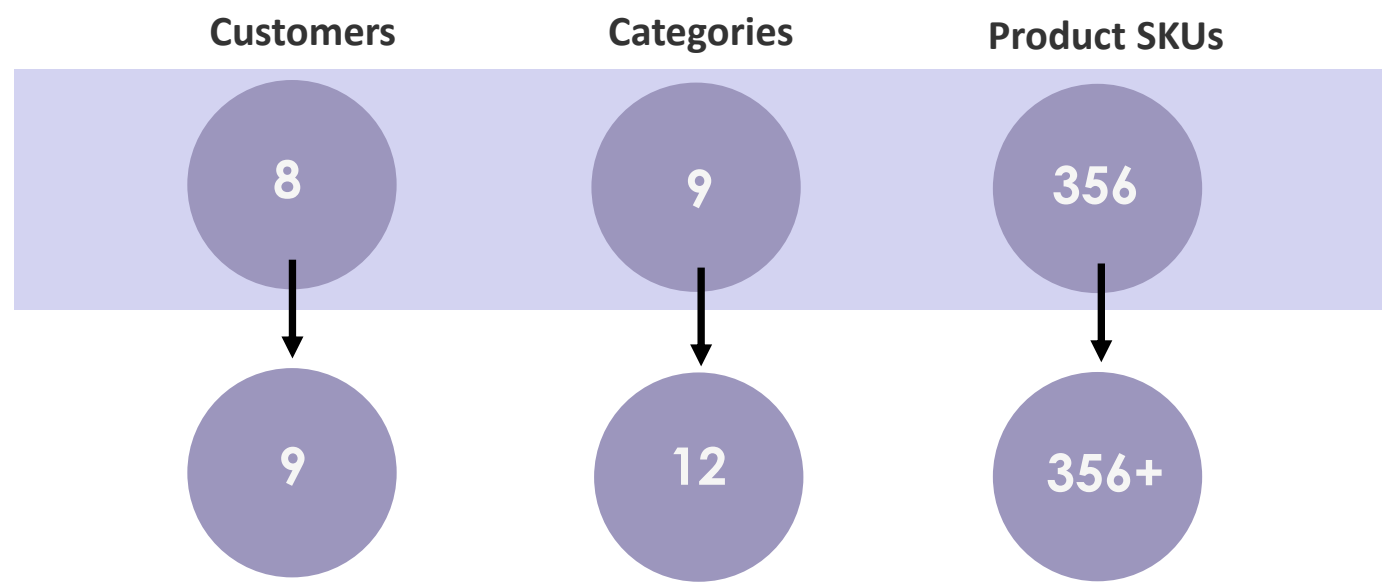
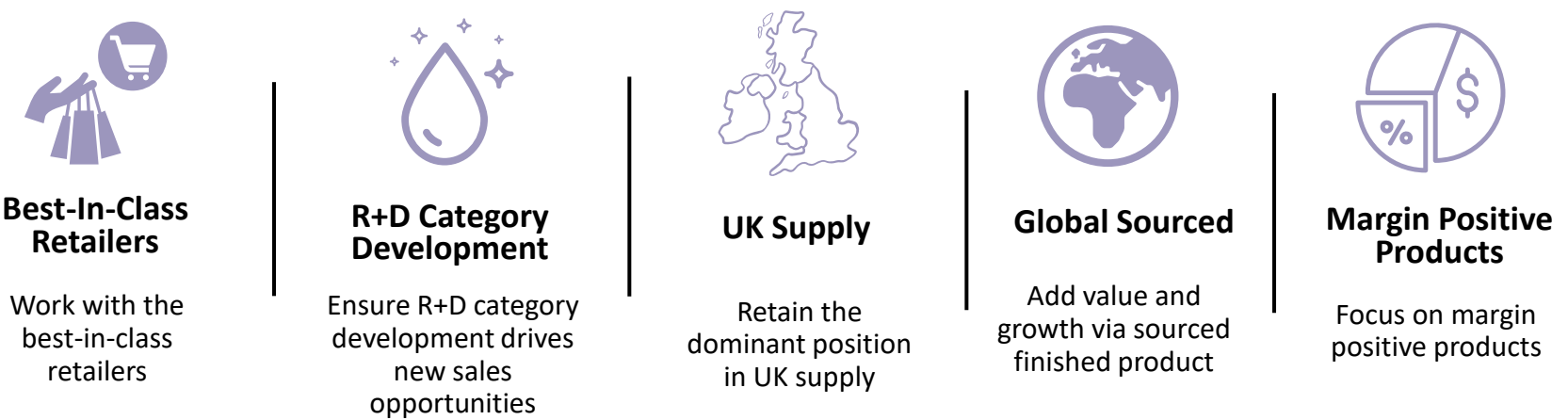
# BUILD + DEVELOP CORE BRANDS



|                                 |    |   |    |    |    |    |
|---------------------------------|---|---|---|---|---|---|
| Value % of total branded review | 27%   | 15%   | 15%   | 15%   | 15%   | 13%   |
| Customers                       | 21  | 17  | 11  | 12  | 7   | 9   |
| Stores UK (approx.)             | 2100  | 3093  | 132   | 3870  | 743   | 1164  |
| Stores Int'l (approx.)          | 2371  | 700   | 98  | 1400  | 300   | 1811  |
| New Listing UK                  |   |  |    |   |   |   |
| New Listing Int'l               |   |  |   |    |    |  |



# GROW PRIVATE LABEL SHARE



£

# OPERATIONAL STRATEGY

## CAPITAL INVESTMENT

Output, capacity and efficiency focused  
Invest in AI where it gives benefit

## COST FOOTPRINT

Ensure continual fit to sales and  
profit profiles

## TRAINING

Structured and targeted operational skills  
training and management team  
development

## OPERATIONAL CONTROL

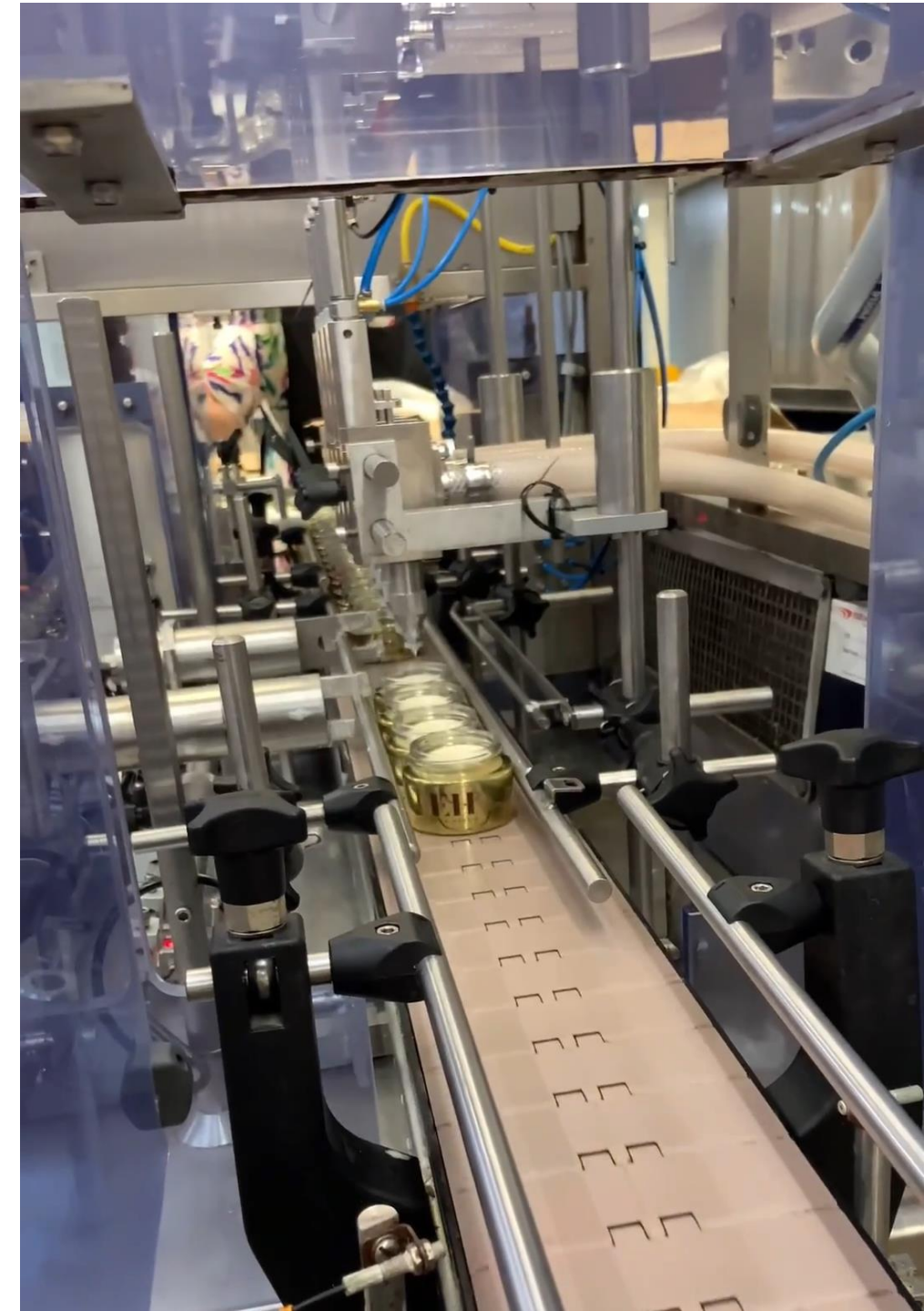
Review and utilise technology  
advancements to maximise productivity  
and investments

## DIGITAL TRANSFORMATION

Moving production and systems forward utilising technology and digital  
solutions for greater efficiency and driving growth

## ENVIRONMENTAL AND SAFETY REQUIREMENTS

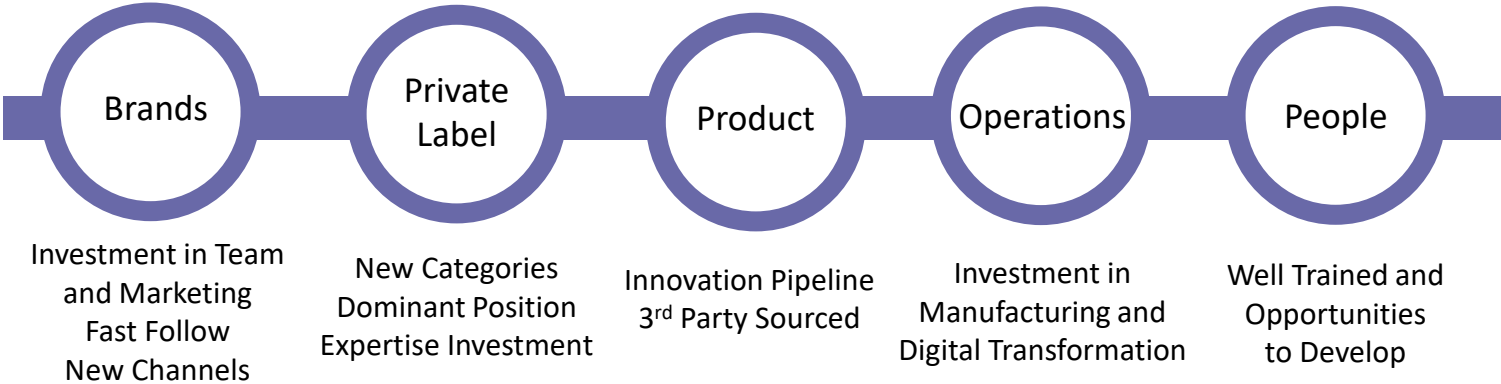
Ensure the Group's costs and asset base match demand, environmental and  
safety requirements





# SUMMARY

- Solid financial performance with positive cash generation, improving margins and PBT
- Return to revenue growth
- Ongoing cost control inline with revenue performance
- Continued improving operational efficiency in both manufacturing and systems via digital transformation projects
- Additional R+D investment to ensure an innovation pipeline
- Refined and focused strategic plan







Q+A



Paul Forster  
Pippa Clark  
Qadeer Mohammed  
Martin Stevens



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