



PUIG PRESTIGE ACCELERATION

Ana Trias | President, Prestige & Fashion Brands



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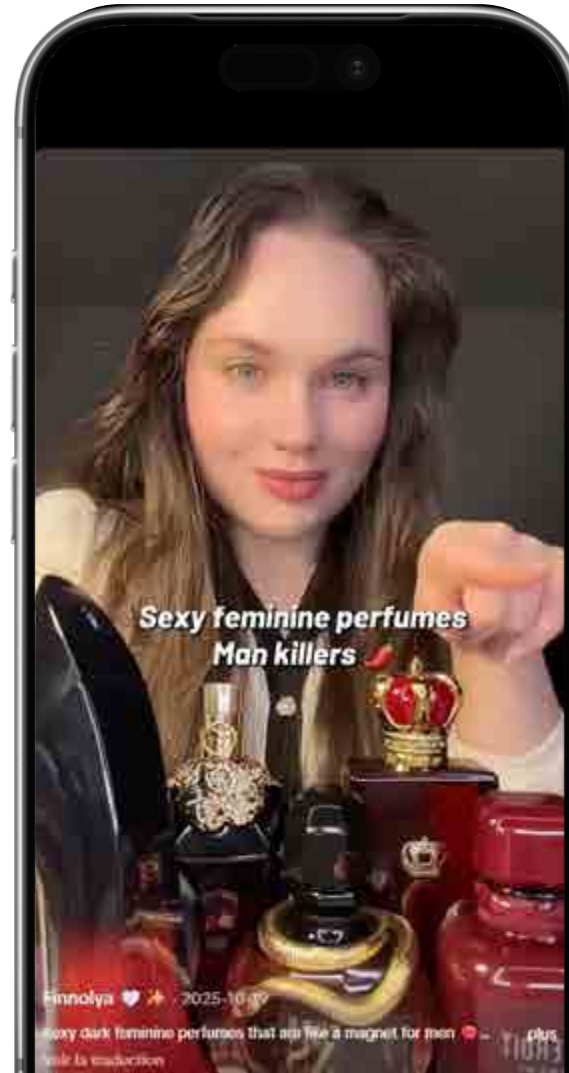
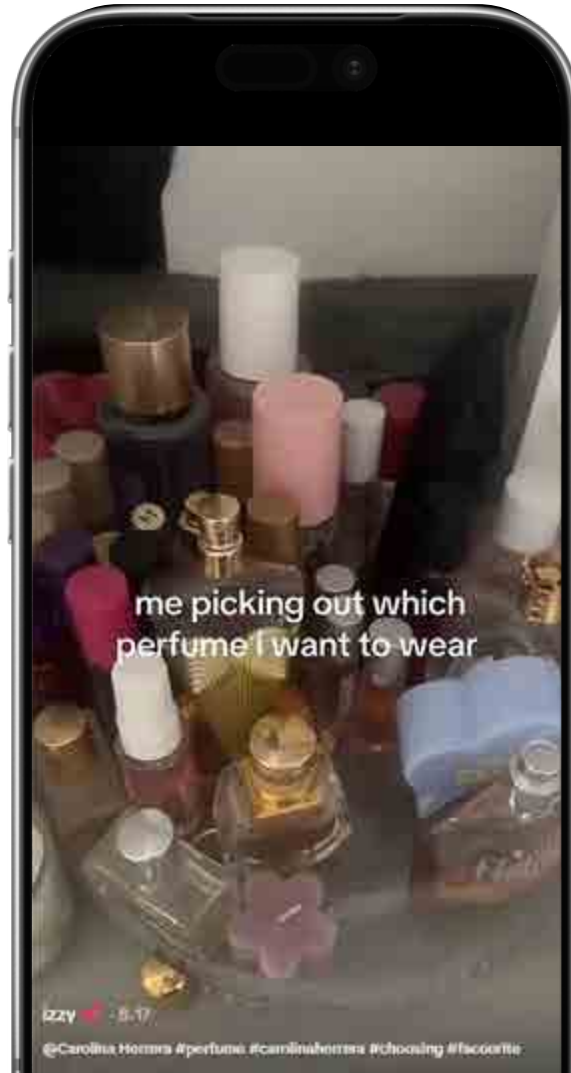
- 
- A man in a white suit is riding a white horse through a field. He is holding a large, flowing silver flag that is billowing in the wind. The background is a vast, open landscape under a clear sky.
1. FRAGRANCE: A GROWING MARKET
 2. WHAT MAKES PUIG UNIQUE?
 3. HOW TO GROW NEXT?



FRAGRANCE: A COMPELLING, GROWING MARKET

FRAGRANCE SUSTAINS HIGH VISIBILITY & ENGAGEMENT

PRESTIGE
1. FRAGRANCE: A GROWING MARKET



HOW FRAGRANCE CONSUMPTION IS CHANGING

PRESTIGE
1. FRAGRANCE: A GROWING MARKET



**A BROADER
FRAGRANCE
AUDIENCE**



**MORE
KNOWLEDGEABLE
CONSUMERS**



**FRAGRANCE
WARDROBES ACROSS
CATEGORIES**

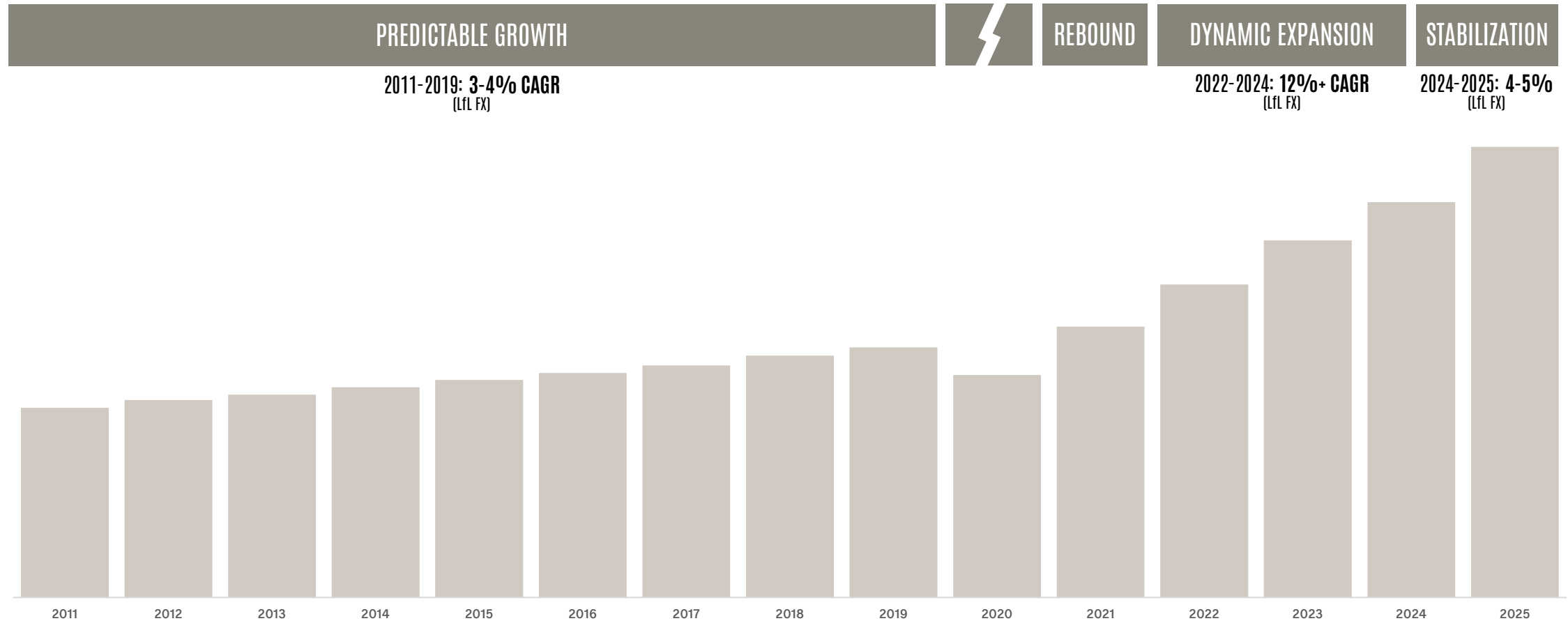


**EXPANSION
ACROSS
PRICE POINTS**



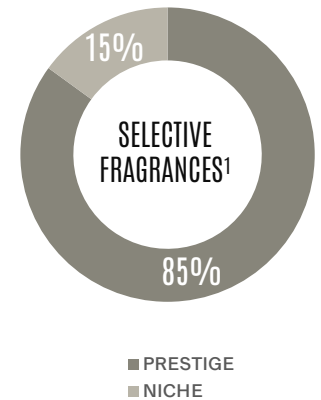
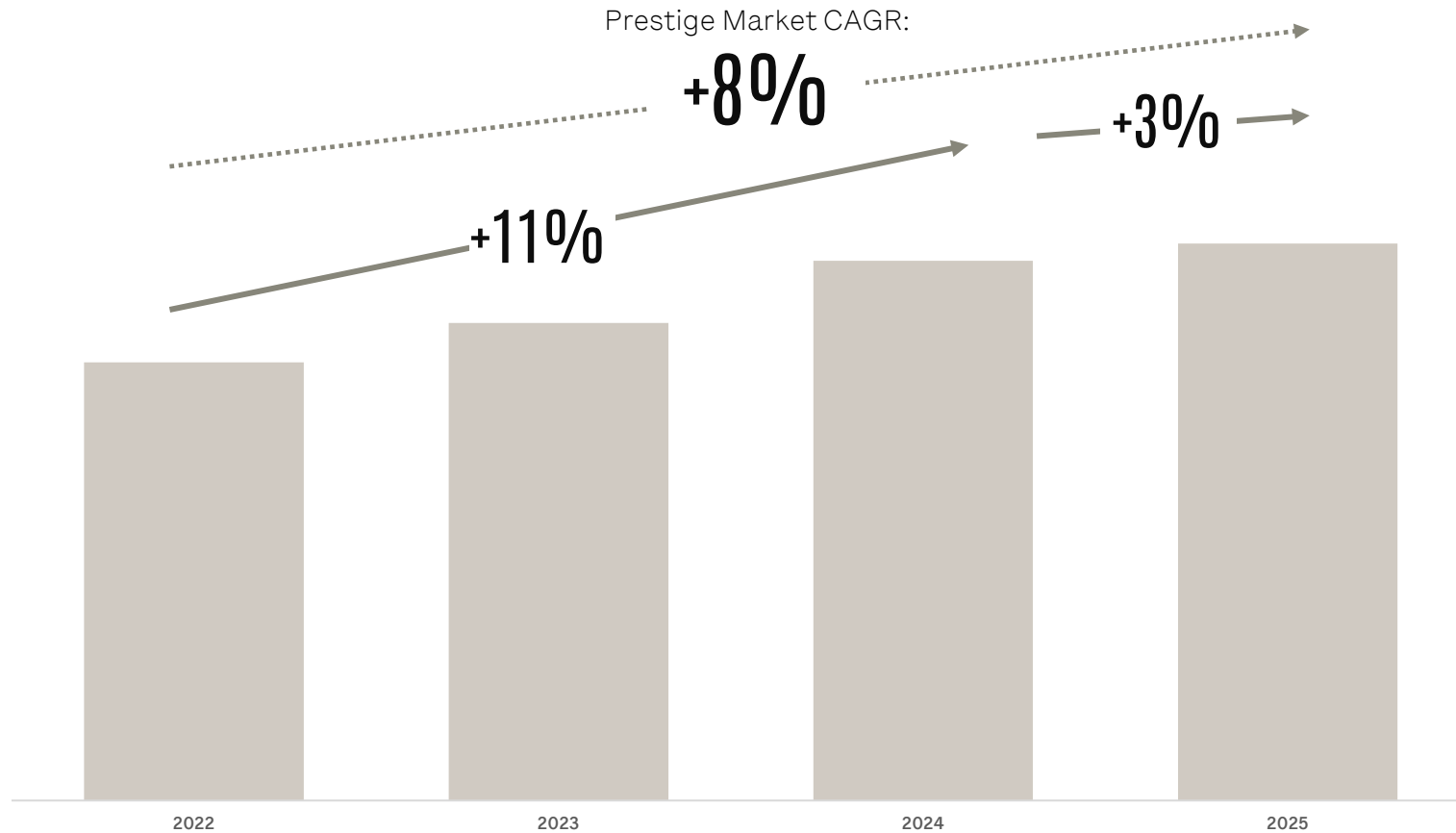
**A NOVELTY-SEEKING,
MORE EXPLORATORY
CONSUMER**

THE FRAGRANCE CATEGORY HAS EVOLVED FROM BEING PREDICTABLE, TO DYNAMIC AND RESILIENT

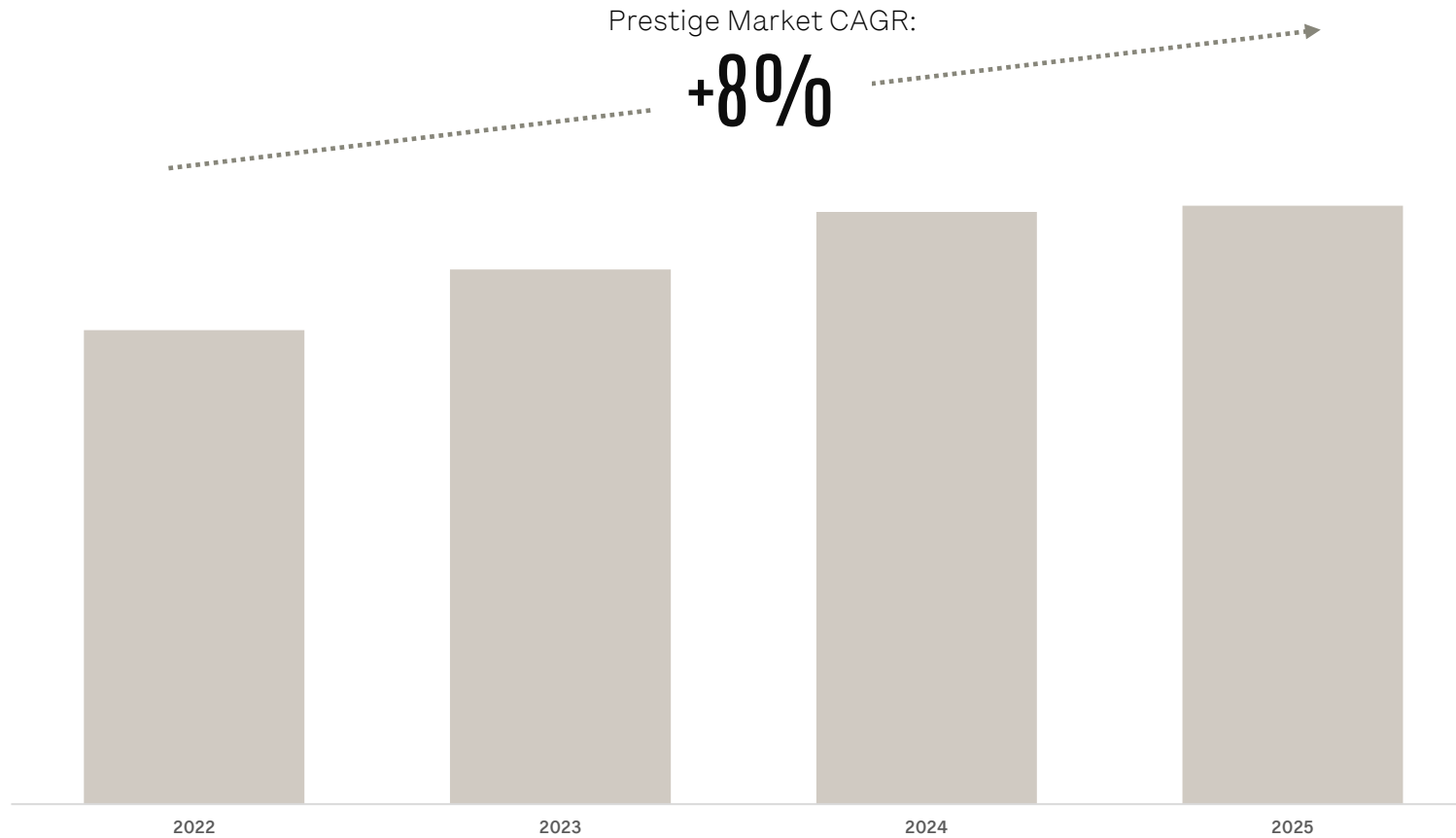


PRESTIGE HAS STABILIZED TOWARDS ITS HISTORIC GROWTH LEVELS

following a period of dynamic expansion

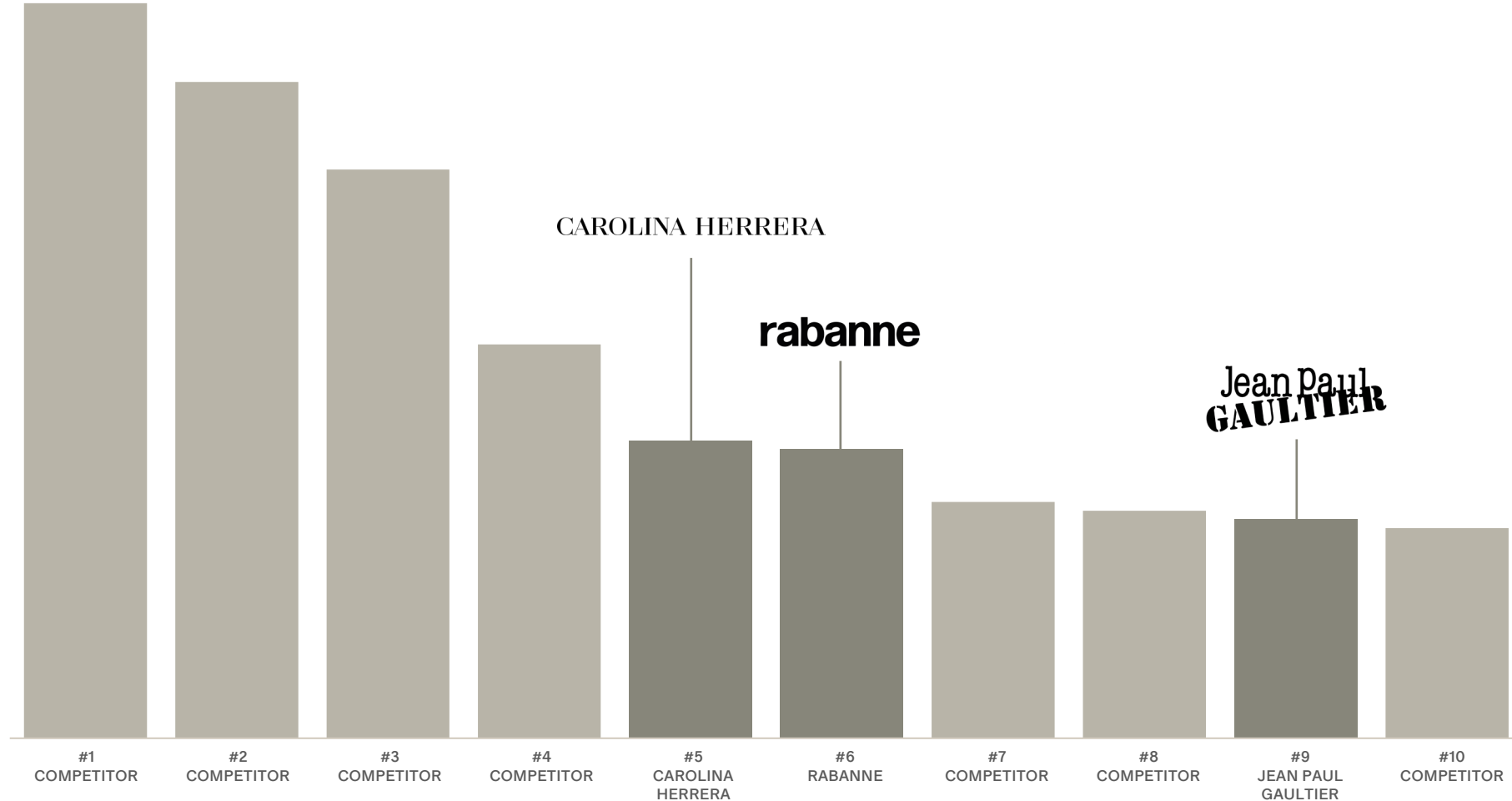


PUIG HAS OUTGROWN THE MARKET IN PRESTIGE



Puig Prestige
Net Revenues CAGR:
+12%

TODAY, 3 BRANDS IN GLOBAL TOP 10 FRAGRANCES



#5

CAROLINA HERRERA

#6

rabanne

#9

Jean Paul
GAULTIER

A man with dark, wavy hair and light-colored eyes is shown in profile, looking towards the left. He is wearing a dark leather jacket. His right hand is raised, with fingers slightly curled, near his face. The background is a dark, solid color. Overlaid on the image is the text "WHAT MAKES PUIG PRESTIGE UNIQUE?" in a large, white, sans-serif font.

WHAT MAKES
PUIG PRESTIGE UNIQUE?

FRAGRANCE MAKERS

since 1914



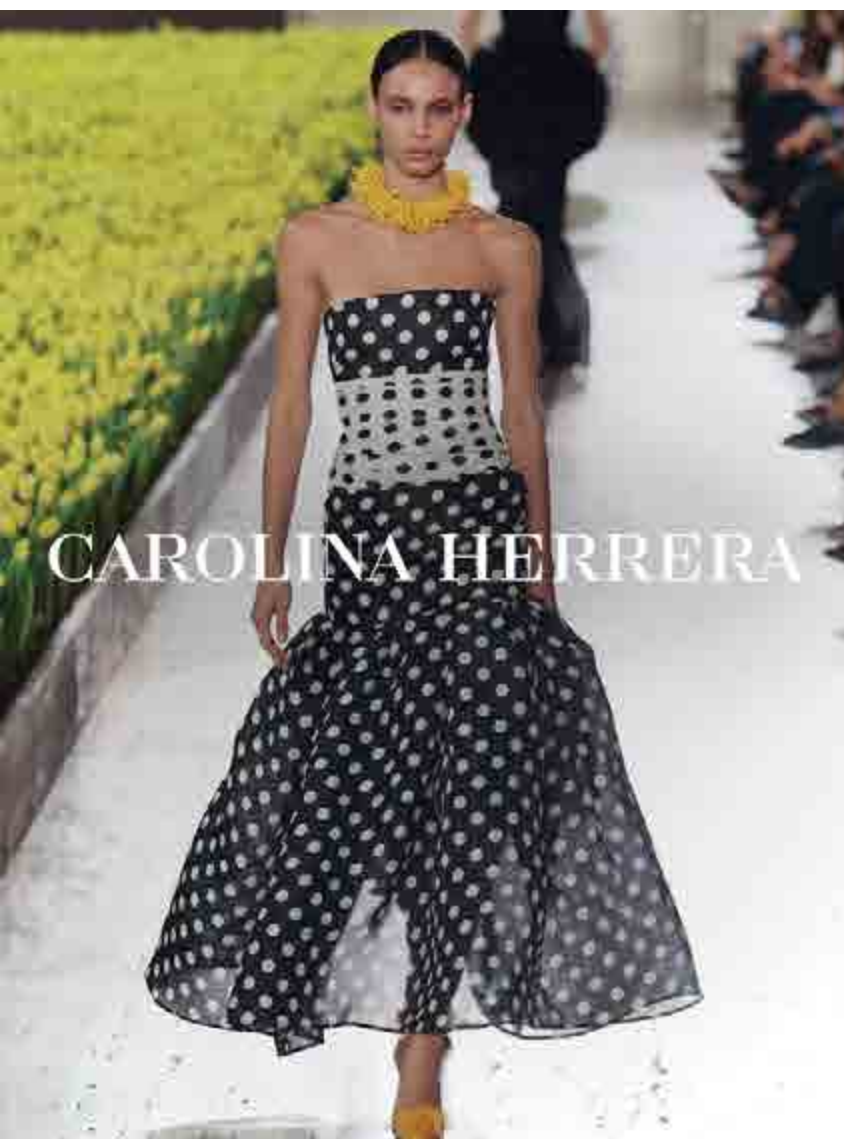
OWNED LOVE BRANDS

our difference



FASHION & BEAUTY OWNERSHIP

One Brand, One Vision, One Team



CAROLINA HERRERA



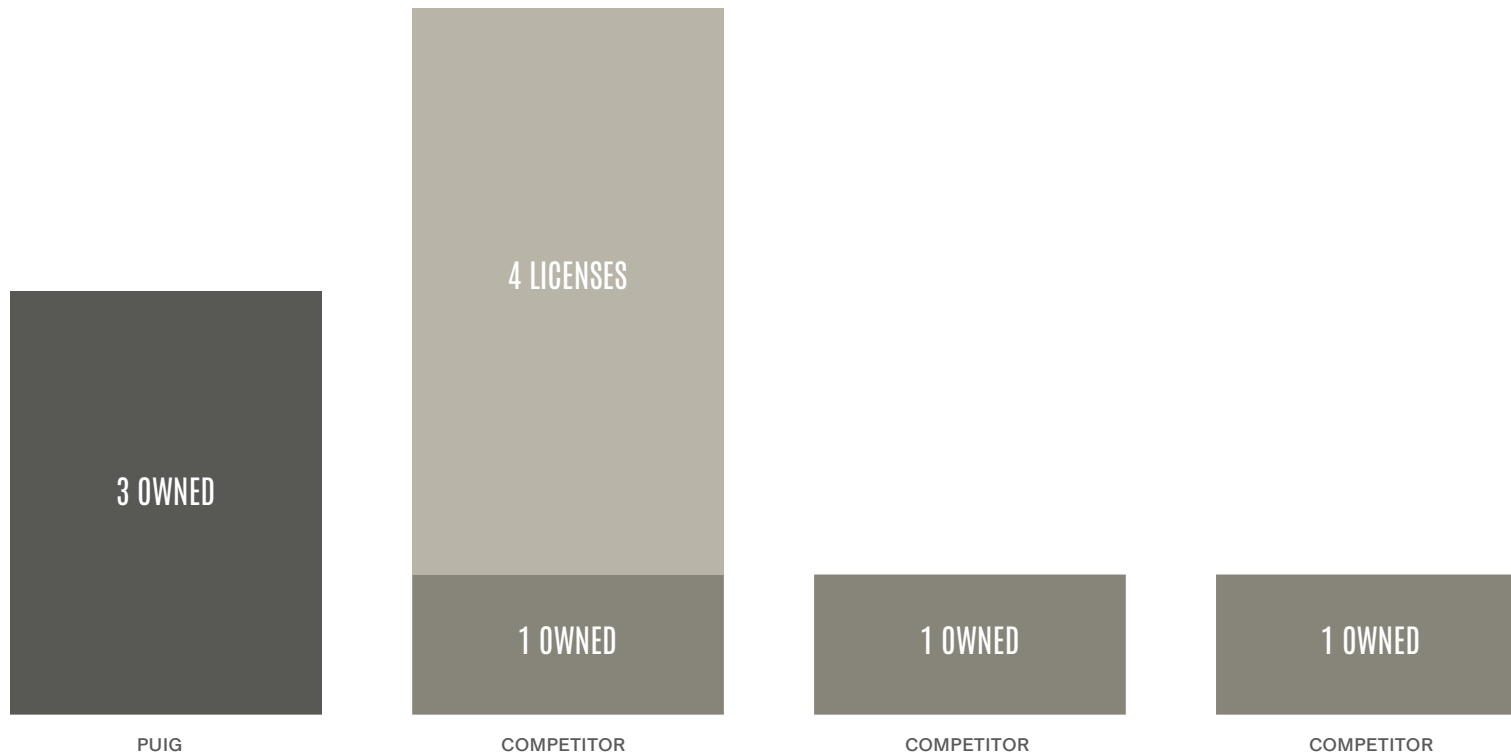
rabanne



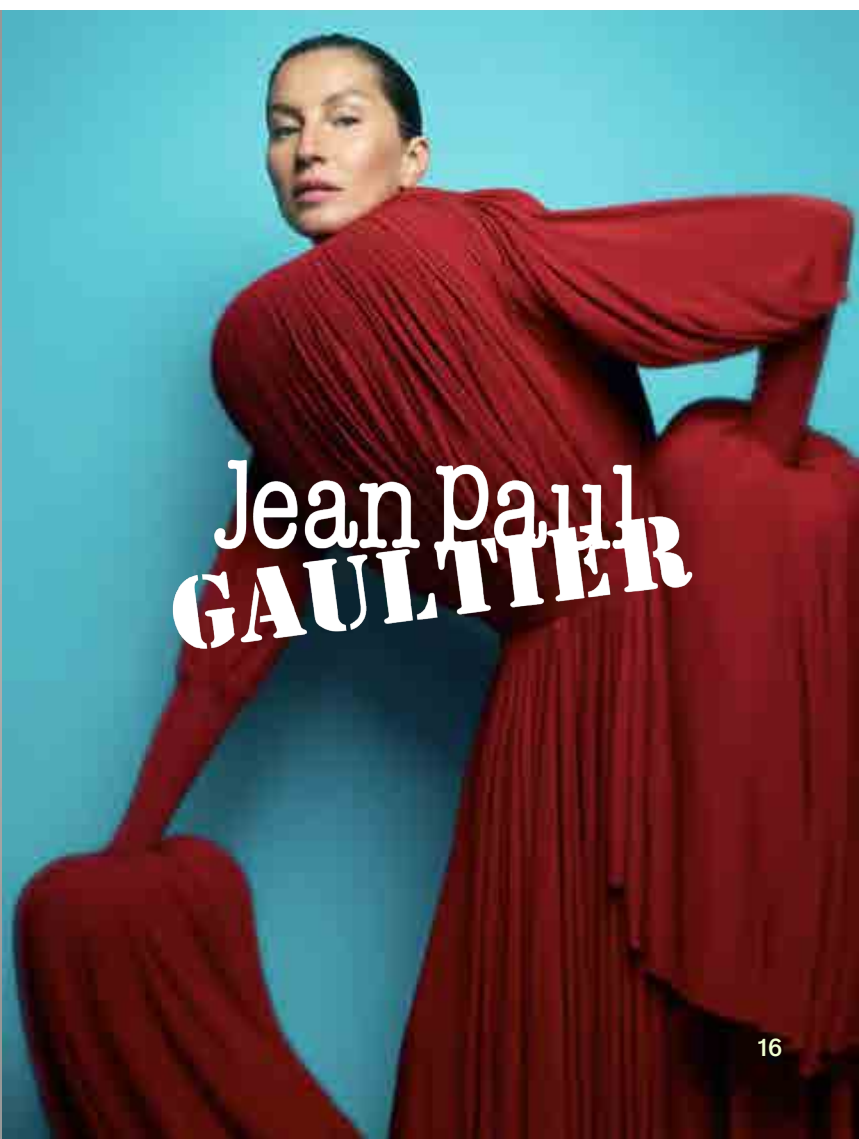
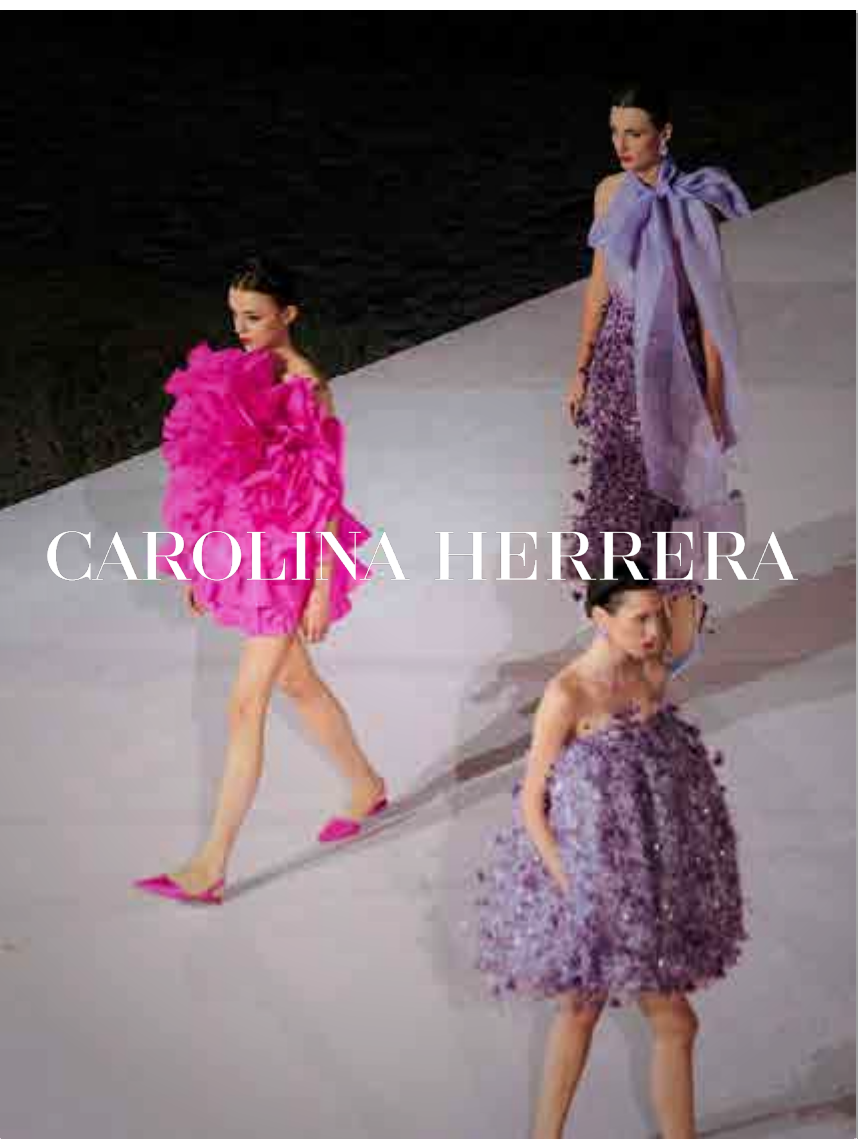
Jean Paul
GAULTIER

PUIG: ONLY GROUP WITH 3 OWNED PRESTIGE BRANDS IN TOP 10

our difference



HIGHLY DISTINCTIVE IDENTITIES & CREATIVE AUTONOMY



ONE BRAND ECOSYSTEM AS BRAND AMPLIFIER



CAROLINA HERRERA

CAROLINA HERRERA

LA BOMBA

BUILDING ENDURING ICONS

our know-how



BUILDING ENDURING ICONS

proven over time in an innovation-led market

#2 Masculine
Fragrance

launched in 1995



#2 Feminine
Fragrance

launched in 2016



#9 Masculine
Fragrance

launched in 2008



#11 Masculine
Fragrance

launched in 2013



BUILDING ENDURING ICONS

shaping the next generation

#18 Feminine
Fragrance

launched in June 2025



NEW LAUNCH

launched in Sept. 2026



ENGAGING WITH THE CONSUMER

at every touchpoint



ENGAGING WITH THE CONSUMER

at every touchpoint



STANDING OUT AT
POINTS OF SALES

CAROLINA HERRERA

LA BOMBA POP-UP (HARRODS, UK) 22

ENGAGING WITH THE CONSUMER

at every touchpoint



ENGAGING WITH THE CONSUMER

at every touchpoint



ENGAGING WITH THE CONSUMER

at every touchpoint

CAROLINA HERRERA

HERRERA'S

45TH ANNIVERSARY AFTER PARTY (NYFW)

rabanne

PASSEUR

UNMISSABLE
EVENTS

PACO CLUB (PARIS)

Jean Paul
GAULTIER

LA
FAVORITE

LA FAVORITE PARTY (PARIS)

ENGAGING WITH THE CONSUMER

at every touchpoint



HOW TO GROW NEXT?

FOUR DISTINCTIVE WHITESPACES

BROADEN OUR PORTFOLIO

ACCELERATE ACROSS MARKETS & CHANNELS



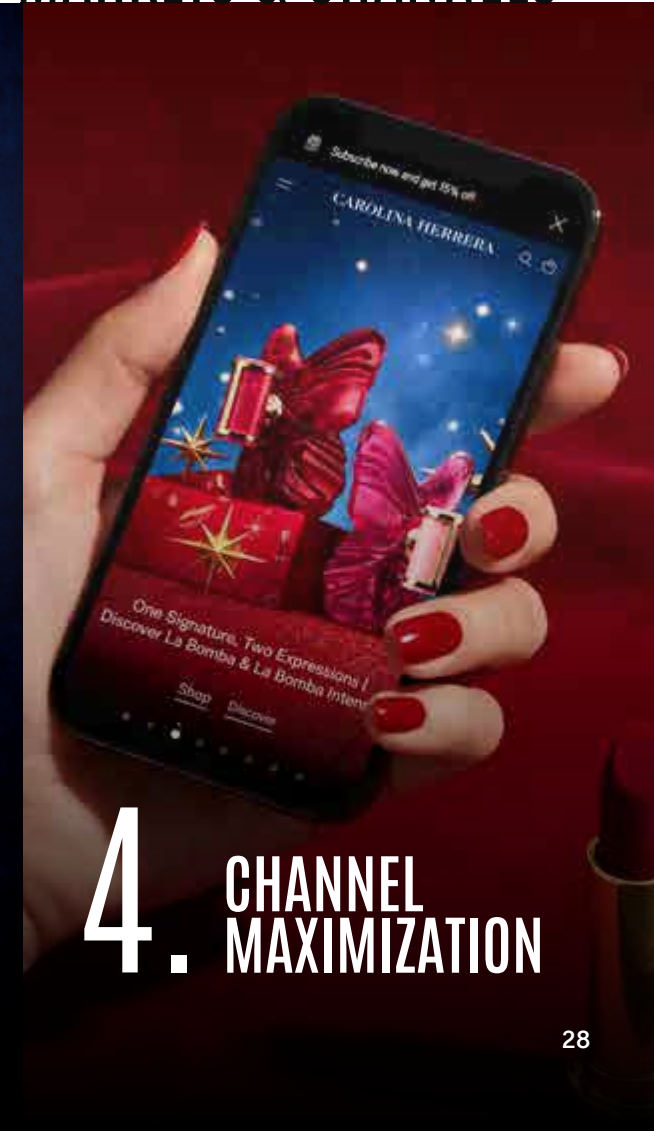
**1. DIVERSIFY
GENDER MIX**



**2. BEYOND
PRESTIGE CORE**



**3. GROWTH ACROSS
MARKETS**



**4. CHANNEL
MAXIMIZATION**

FOUR DISTINCTIVE WHITESPACES

BROADEN OUR PORTFOLIO

ACCELERATE ACROSS MARKETS & CHANNELS



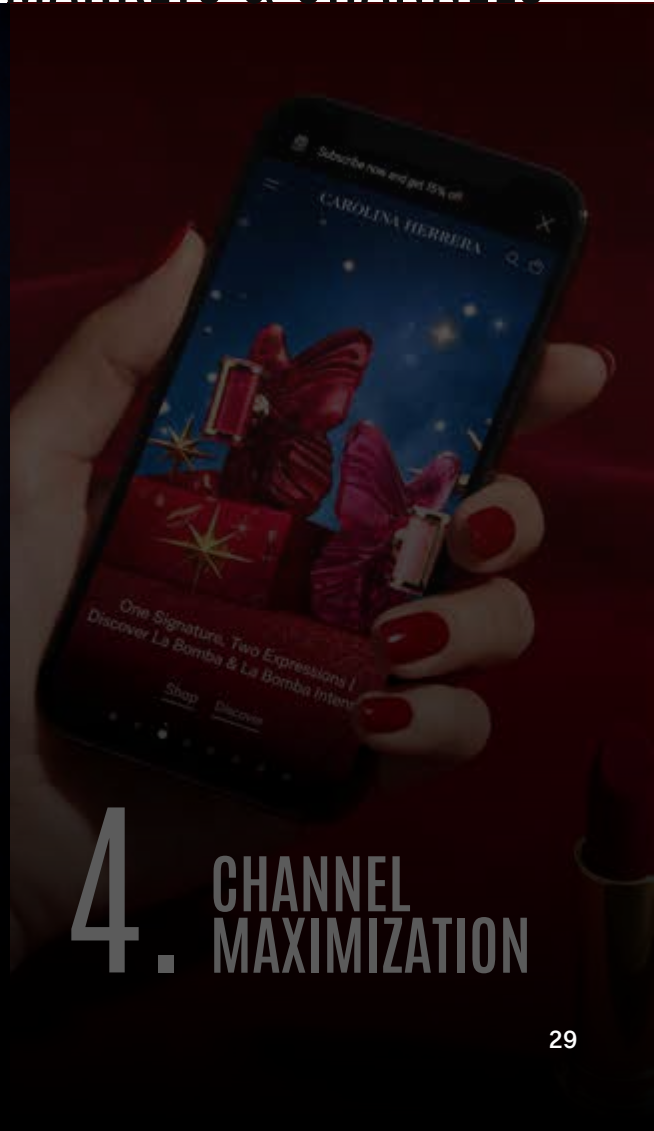
1. DIVERSIFY
GENDER MIX



2. BEYOND
PRESTIGE CORE

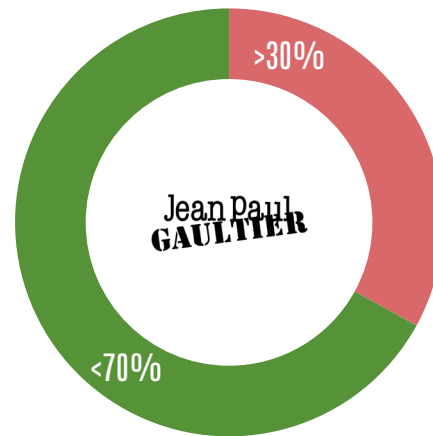
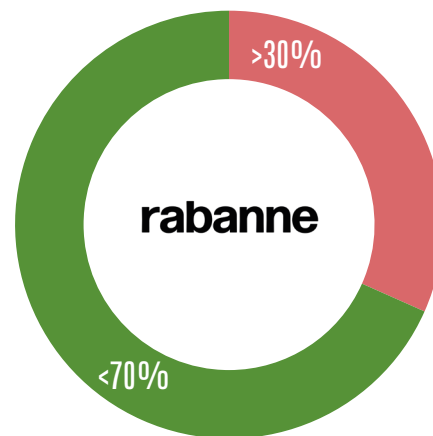
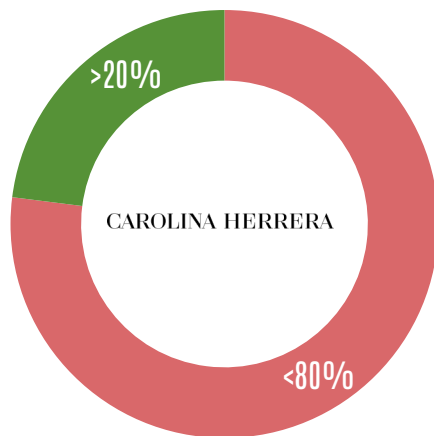
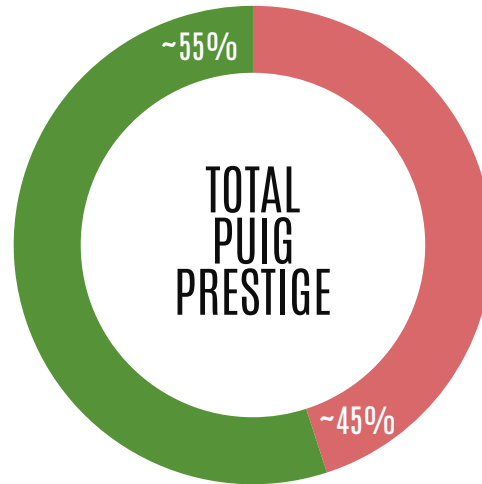
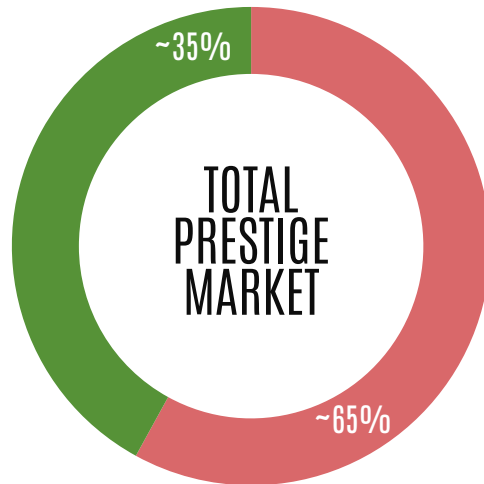


3. GROWTH ACROSS
MARKETS



4. CHANNEL
MAXIMIZATION

1. DIVERSIFY GENDER MIX: CONQUER FEMININE



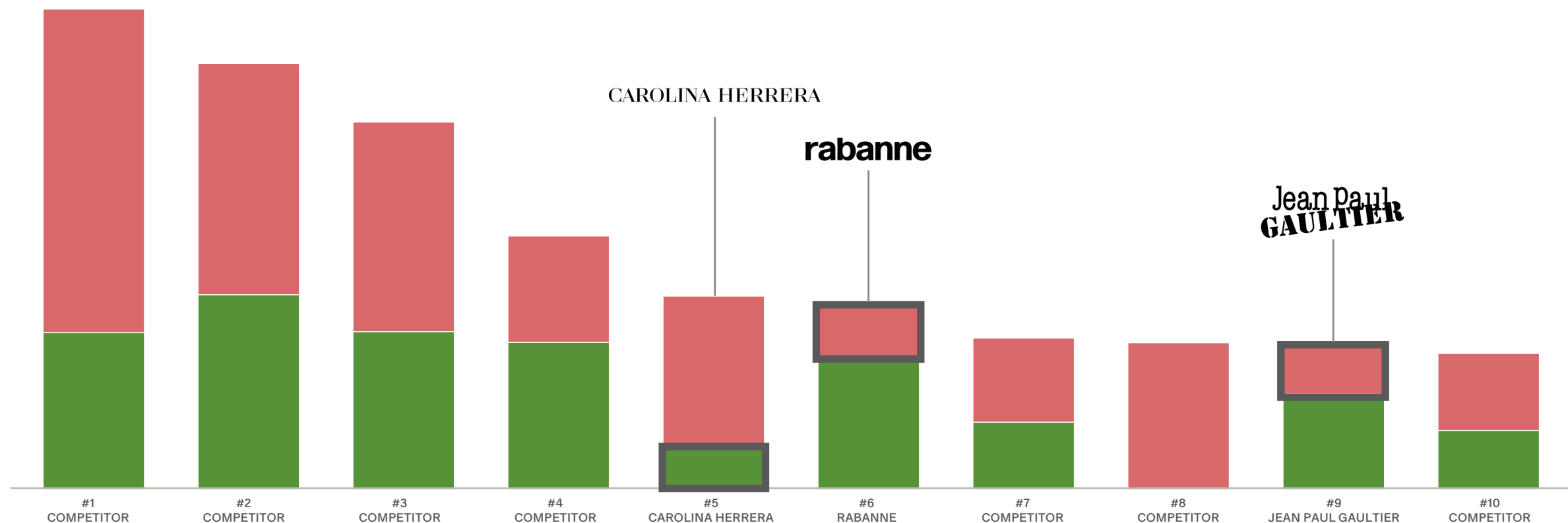
SOURCE: PUIG ANALYTICS SELL-OUT - WW PRESTIGE UNIVERSE + GENDER SPLIT FROM CIRCANA PANEL DATA - YTD JUNE 26

■ FEMININE
■ MASCULINE



1. DIVERSIFY GENDER MIX

clear opportunities to expand to the other gender



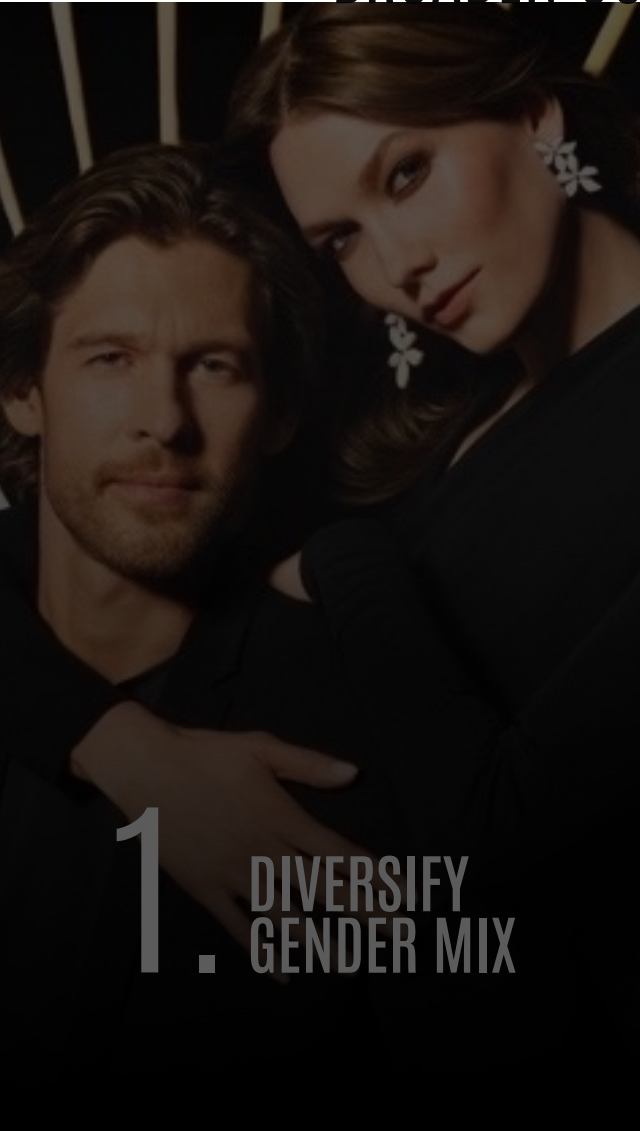
1. DIVERSIFY GENDER MIX



FOUR DISTINCTIVE WHITESPACES

BROADEN OUR PORTFOLIO

ACCELERATE ACROSS MARKETS & CHANNELS



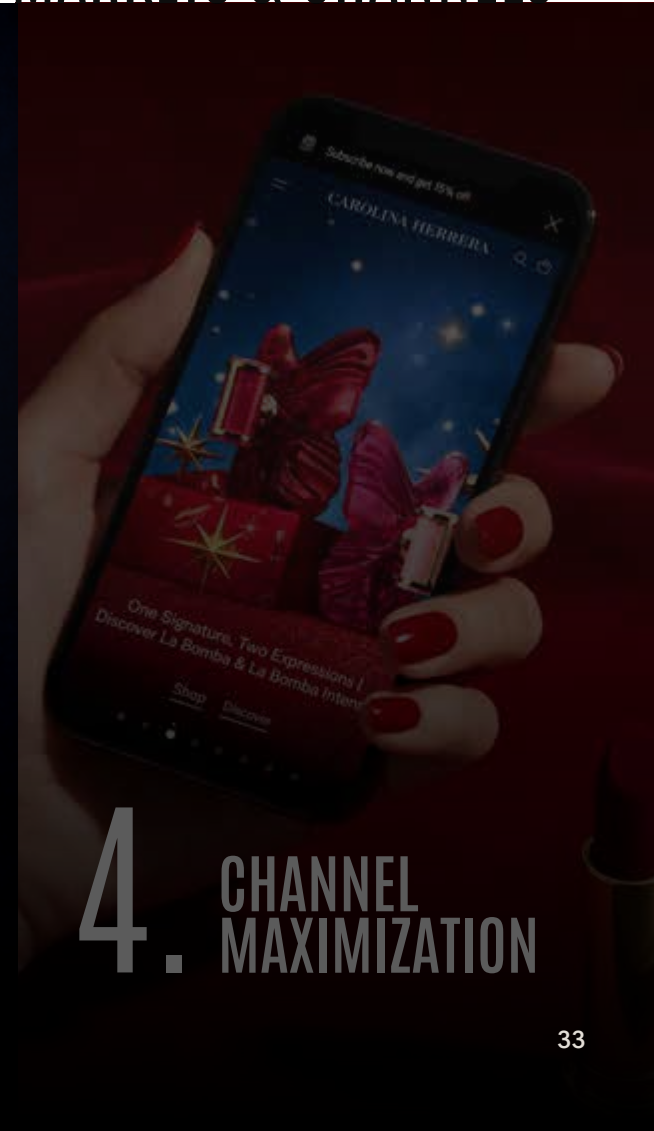
1. DIVERSIFY
GENDER MIX



2. BEYOND
PRESTIGE CORE



3. GROWTH ACROSS
MARKETS



4. CHANNEL
MAXIMIZATION

2. BEYOND PRESTIGE CORE OFFERING

expanding accessibility through new formats & entry price point



2. BEYOND PRESTIGE CORE OFFERING

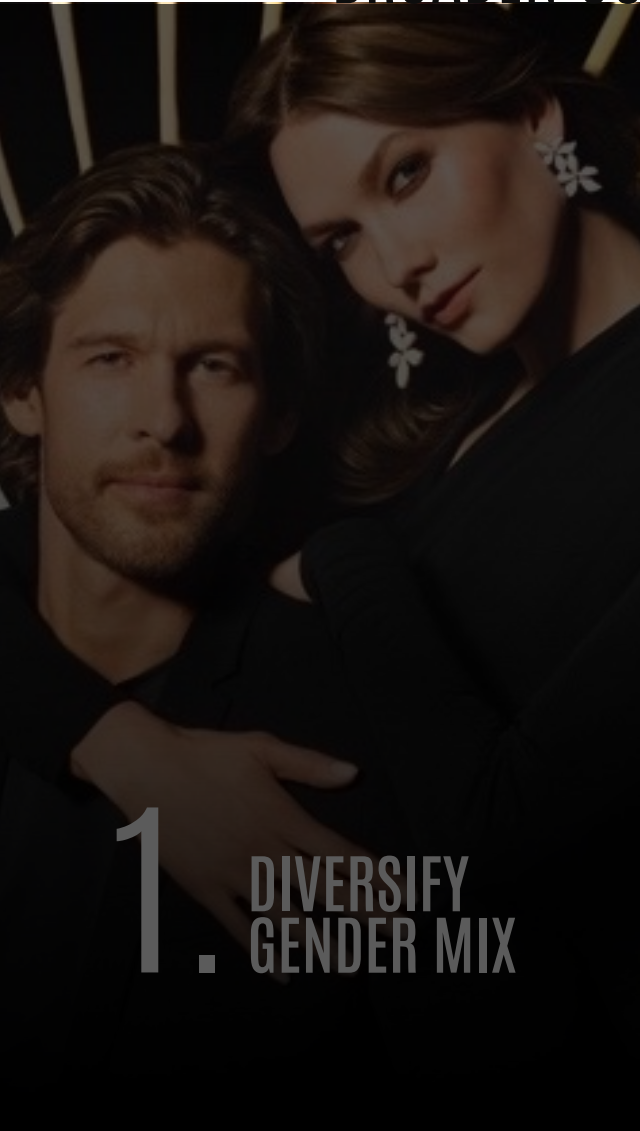
driving premiumization through private collections



FOUR DISTINCTIVE WHITESPACES

BROADEN OUR PORTFOLIO

ACCELERATE ACROSS MARKETS & CHANNELS



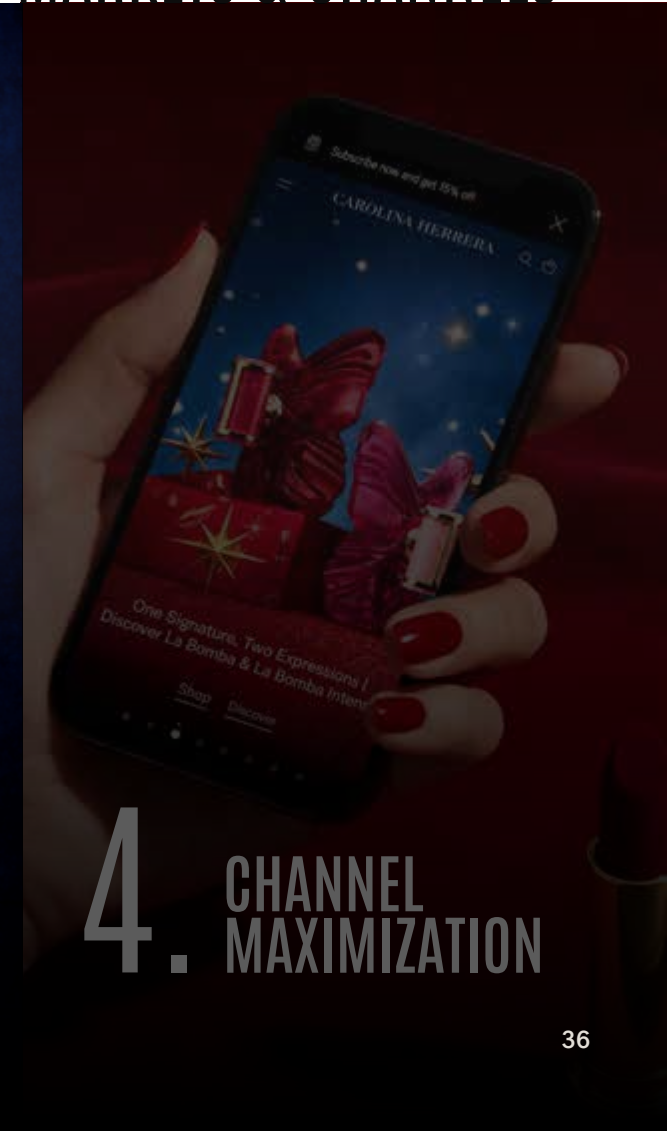
1. DIVERSIFY
GENDER MIX



2. BEYOND
PRESTIGE CORE



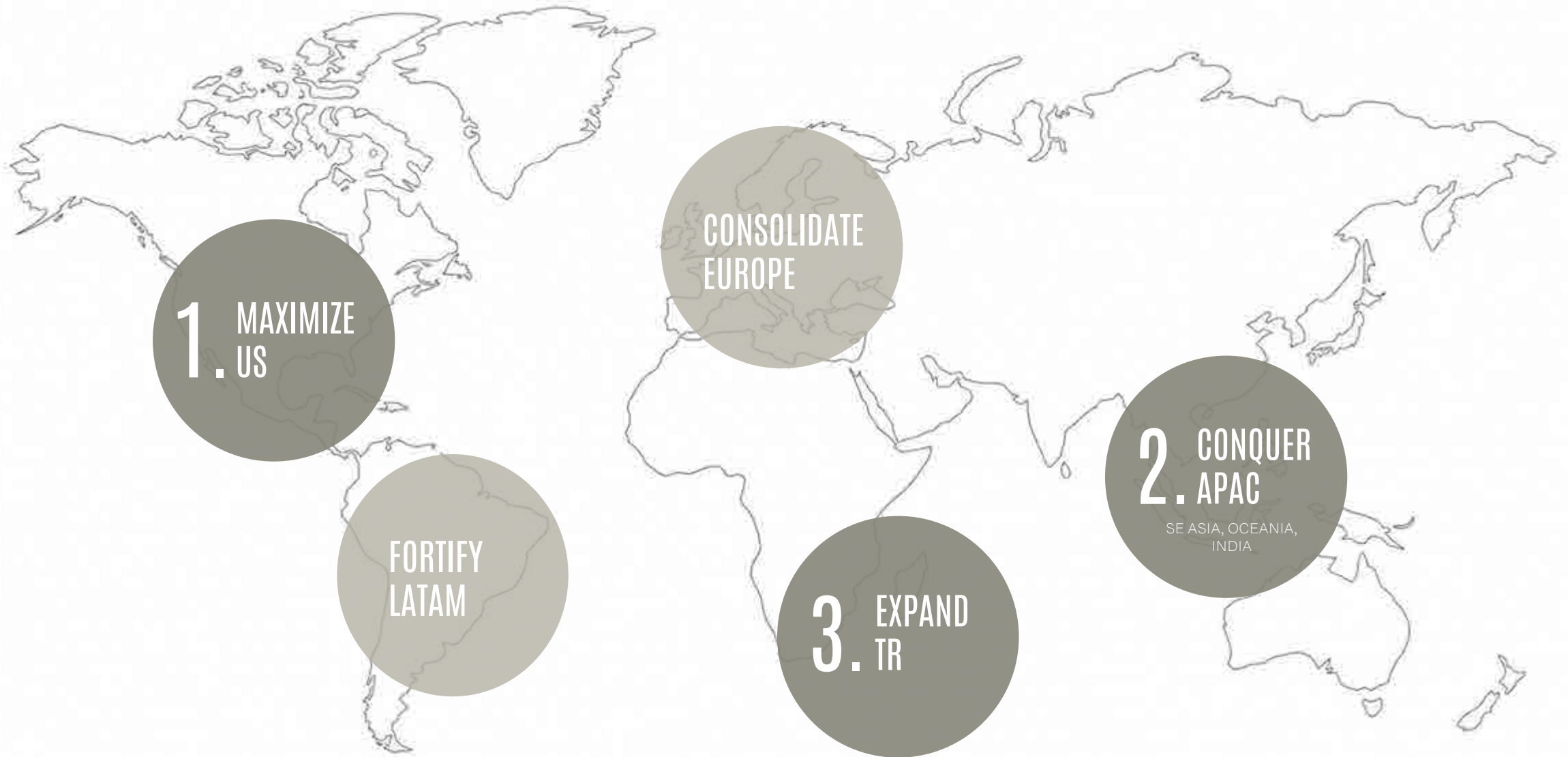
3. GROWTH ACROSS
MARKETS



4. CHANNEL
MAXIMIZATION

3. GROWTH ACROSS MARKETS

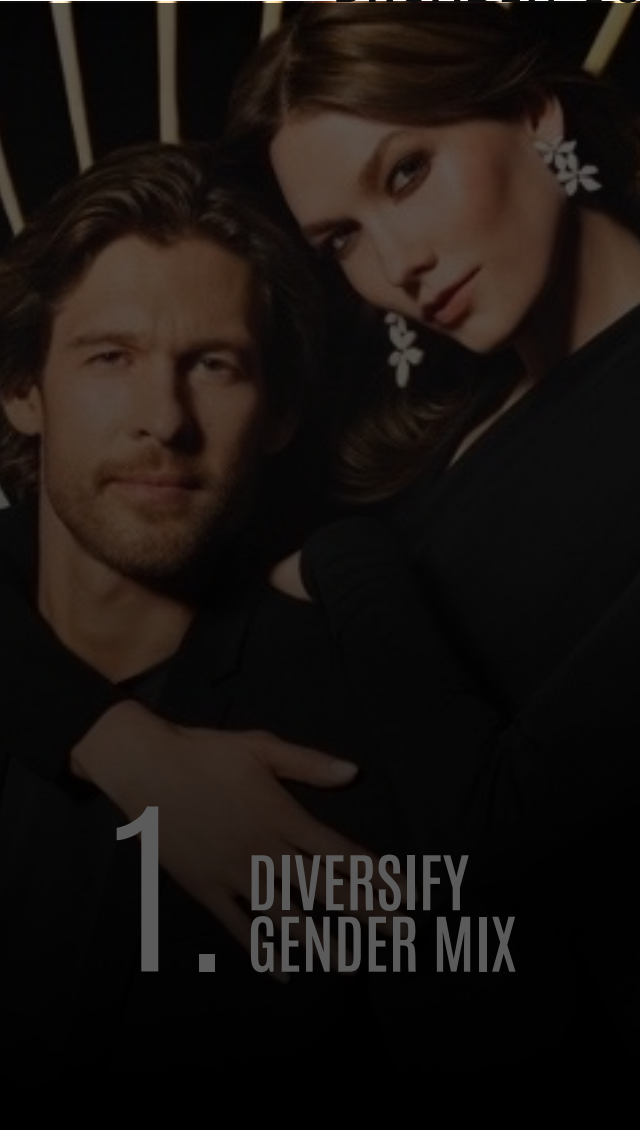
accelerating in high-potential growth markets



FOUR DISTINCTIVE WHITESPACES

BROADEN OUR PORTFOLIO

ACCELERATE ACROSS MARKETS & CHANNELS



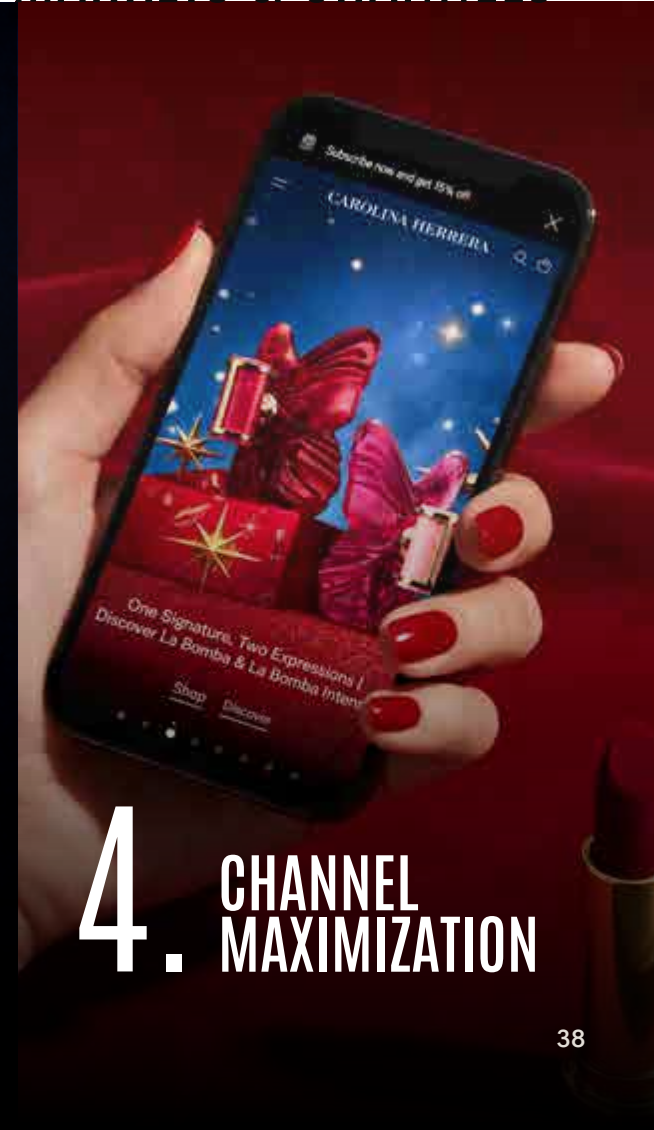
1. DIVERSIFY
GENDER MIX



2. BEYOND
PRESTIGE CORE



3. GROWTH ACROSS
MARKETS



4. CHANNEL
MAXIMIZATION

4. CHANNEL MAXIMIZATION

unlocking further growth through digital

30% Digital
penetration

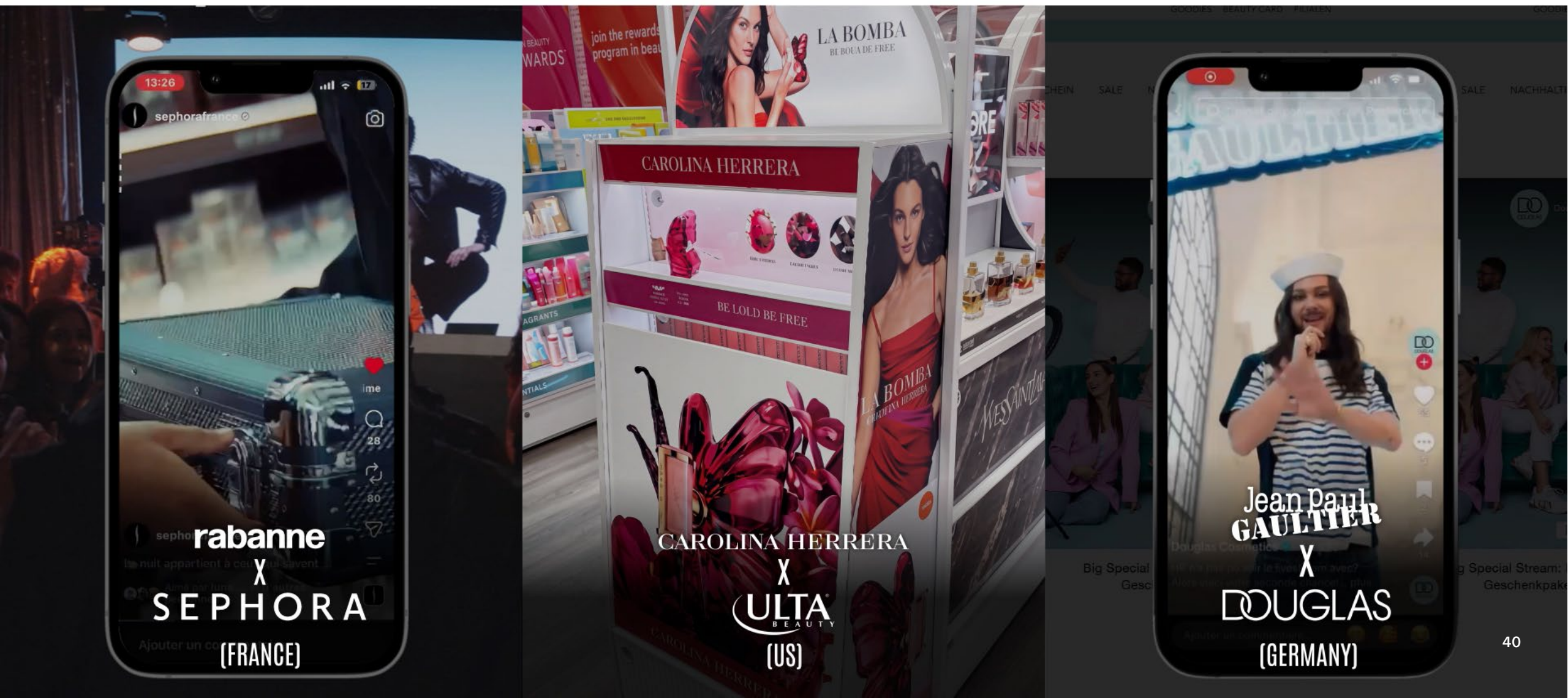


24% Digital
penetration



4. CHANNEL MAXIMIZATION

leveraging deep retailer partnerships as the partner of choice





**PRESTIGE FRAGRANCE
IS STRUCTURALLY
STRONGER THAN
10 YEARS AGO**

OUR STRENGTH FOR THE FUTURE:

- 3 OWNED PRESTIGE LOVE BRANDS IN TOP 10
- ABILITY TO BUILD ENDURING ICONS
- CAPACITY TO SHAPE THE ICONS OF TOMORROW
- A UNIQUE ONE BRAND MODEL
- SIZEABLE WHITESPACES

CAROLINA HERRERA

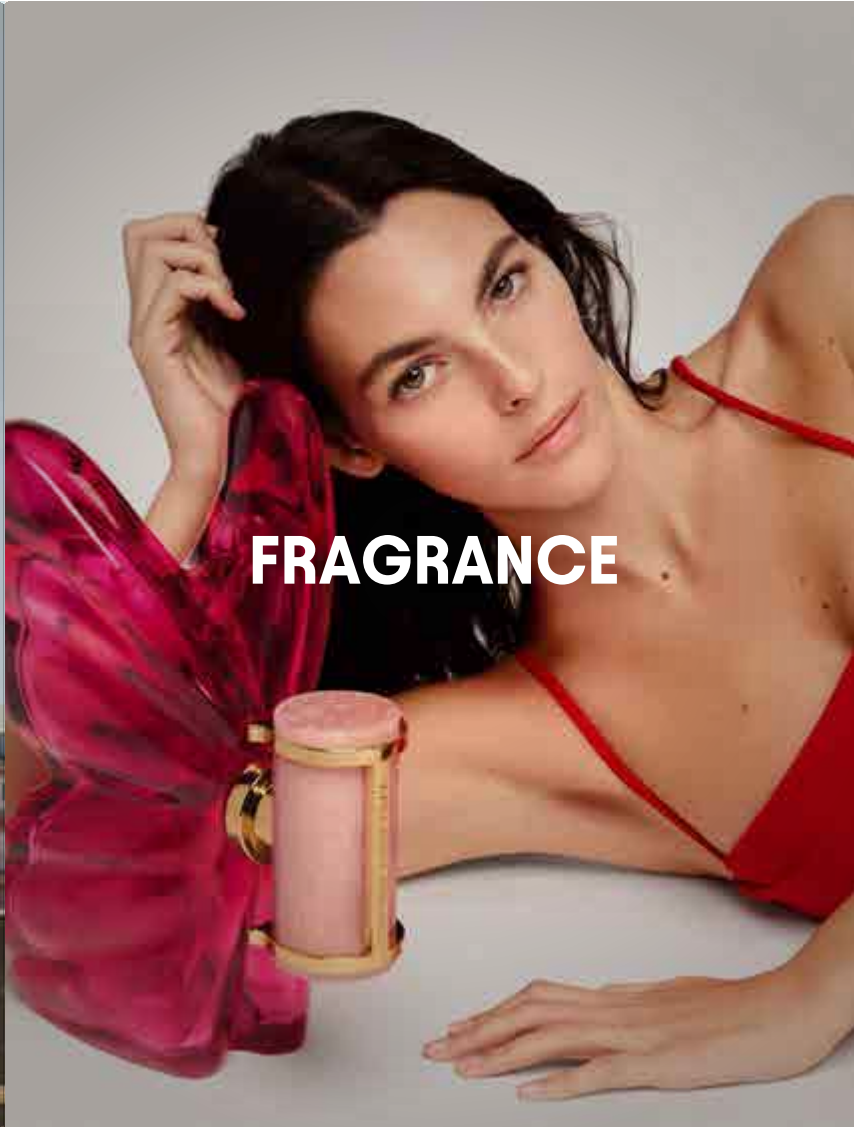
**A POWERHOUSE
BUILT WITH
ALEGRIA DE VIVIR**

A MULTICATEGORY HOUSE

PRESTIGE
OUR PRESTIGE LOVE BRANDS



FASHION



FRAGRANCE



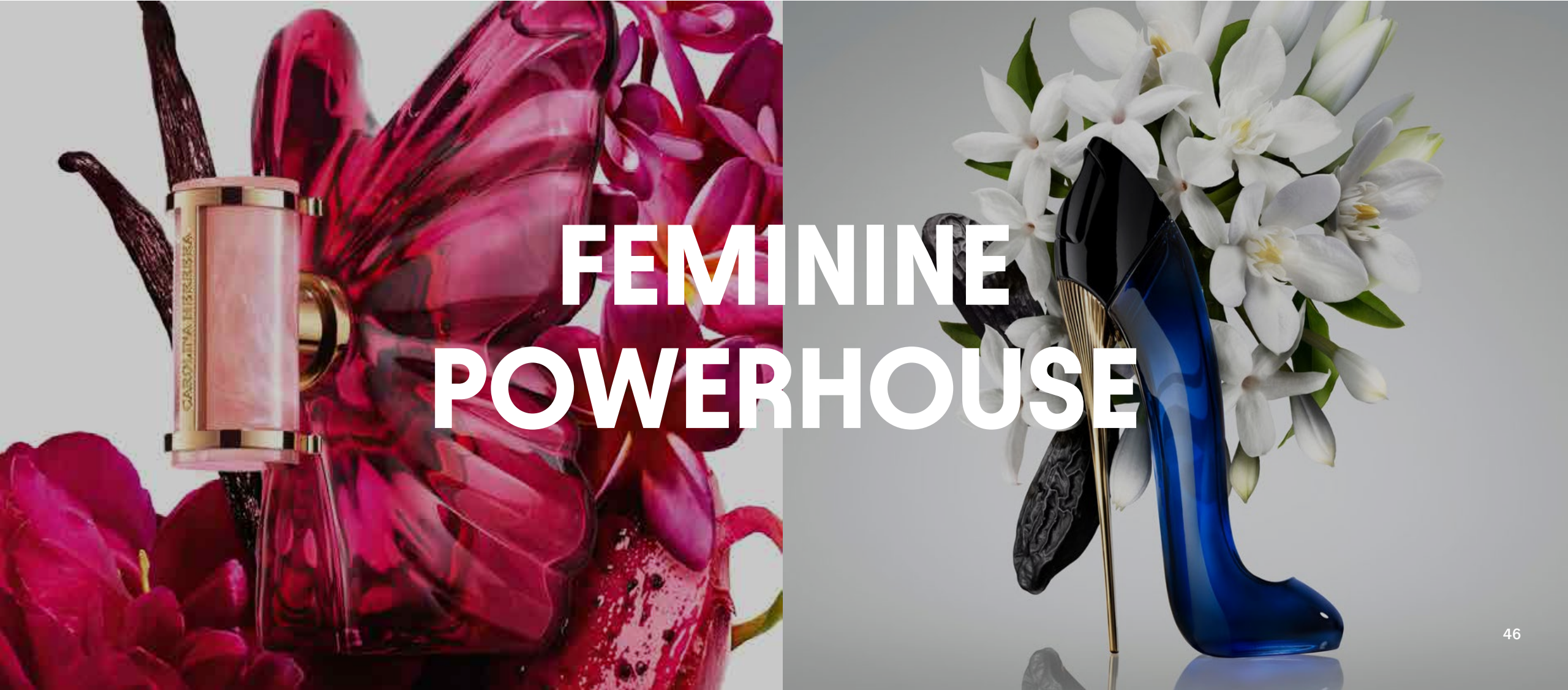
MAKEUP

FASHION: NORTHSTAR FOR CREATIVITY



**CREATIVE AND
CULTURAL AMPLIFIER**

FRAGRANCE: OUR GROWTH ENGINE



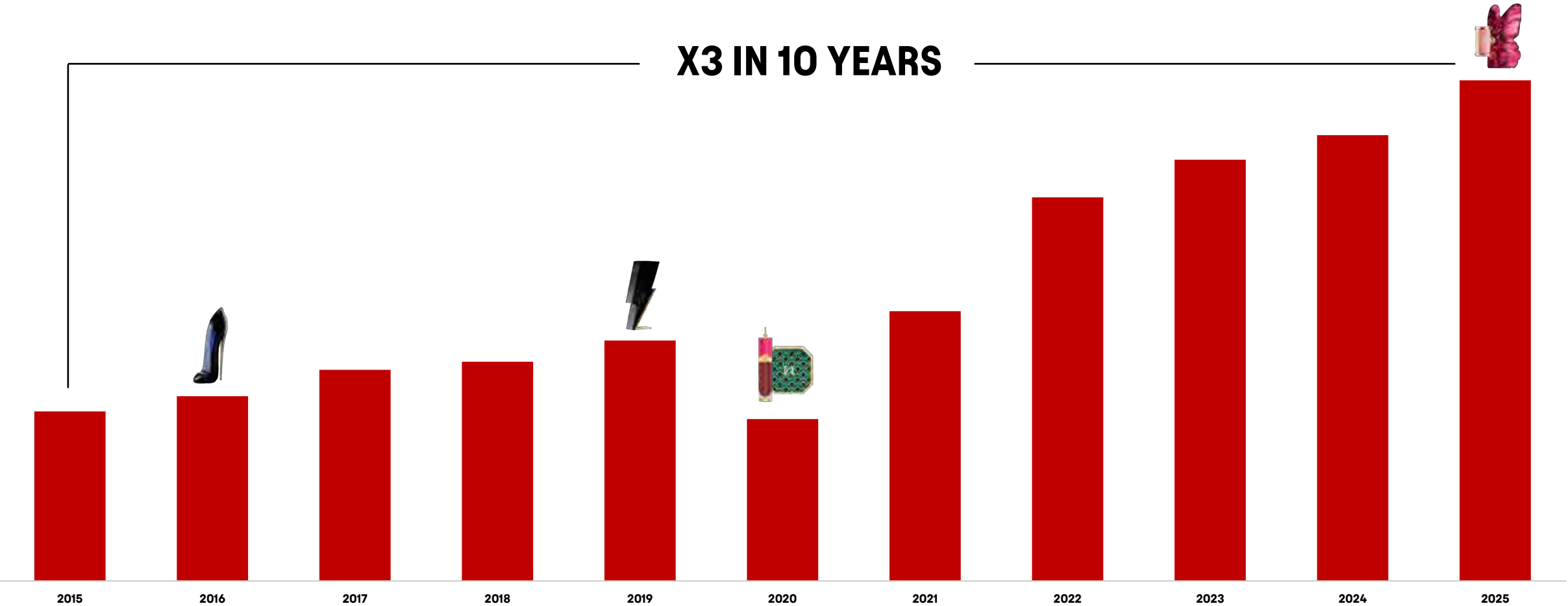
**FEMININE
POWERHOUSE**

MAKEUP: EXPANDING THE BRAND UNIVERSE



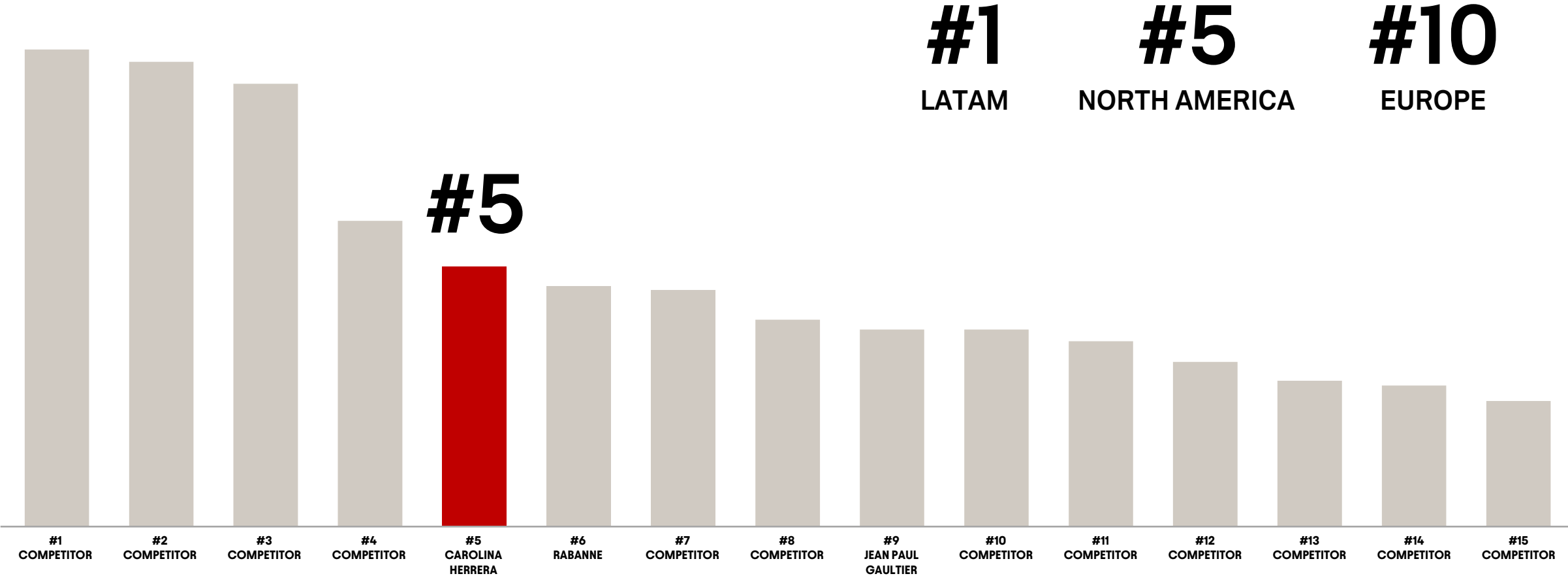
MULTIPLYING THE BUSINESS X3

REGIONAL BRAND IBERIA & LATAM	GLOBAL BRAND US & EU WITH GOOD GIRL	BRAND ACCELERATION GOOD GIRL #2 + LA BOMBA
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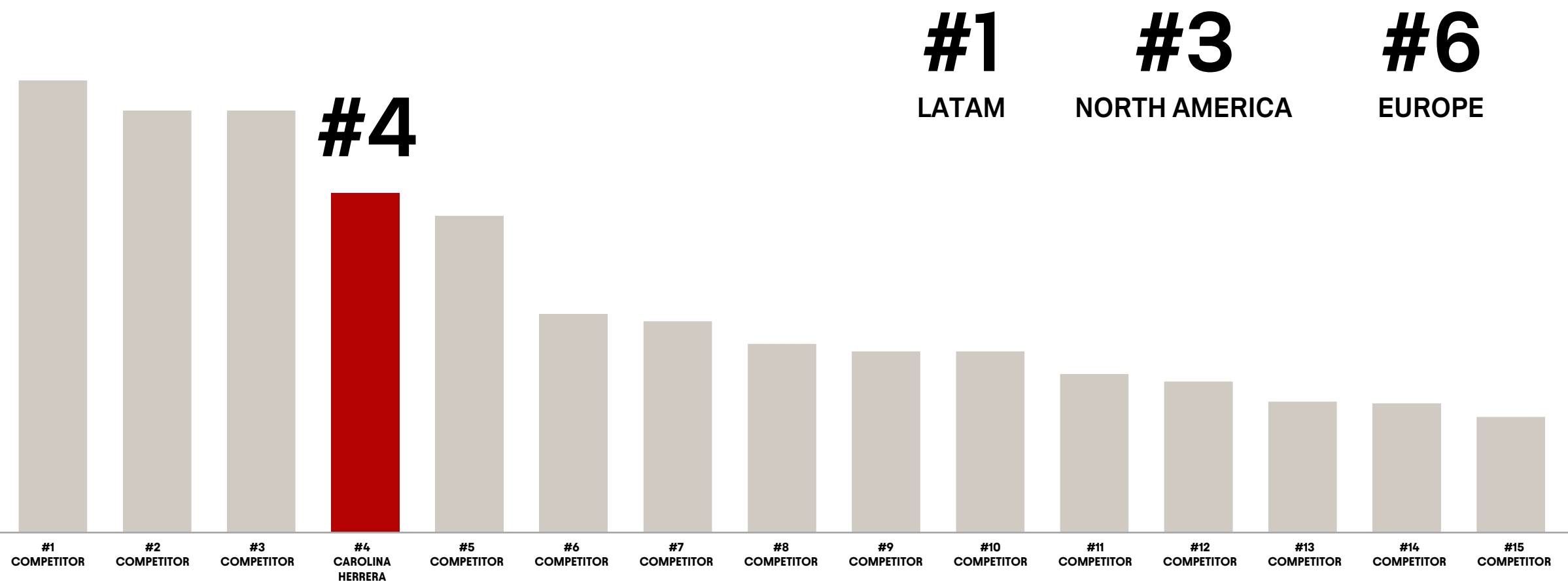


SOURCE: PUIG ANALYTICS NET REVENUES HISTORY (FASHION, BEAUTY, THIRD-PARTY ROYALTIES)

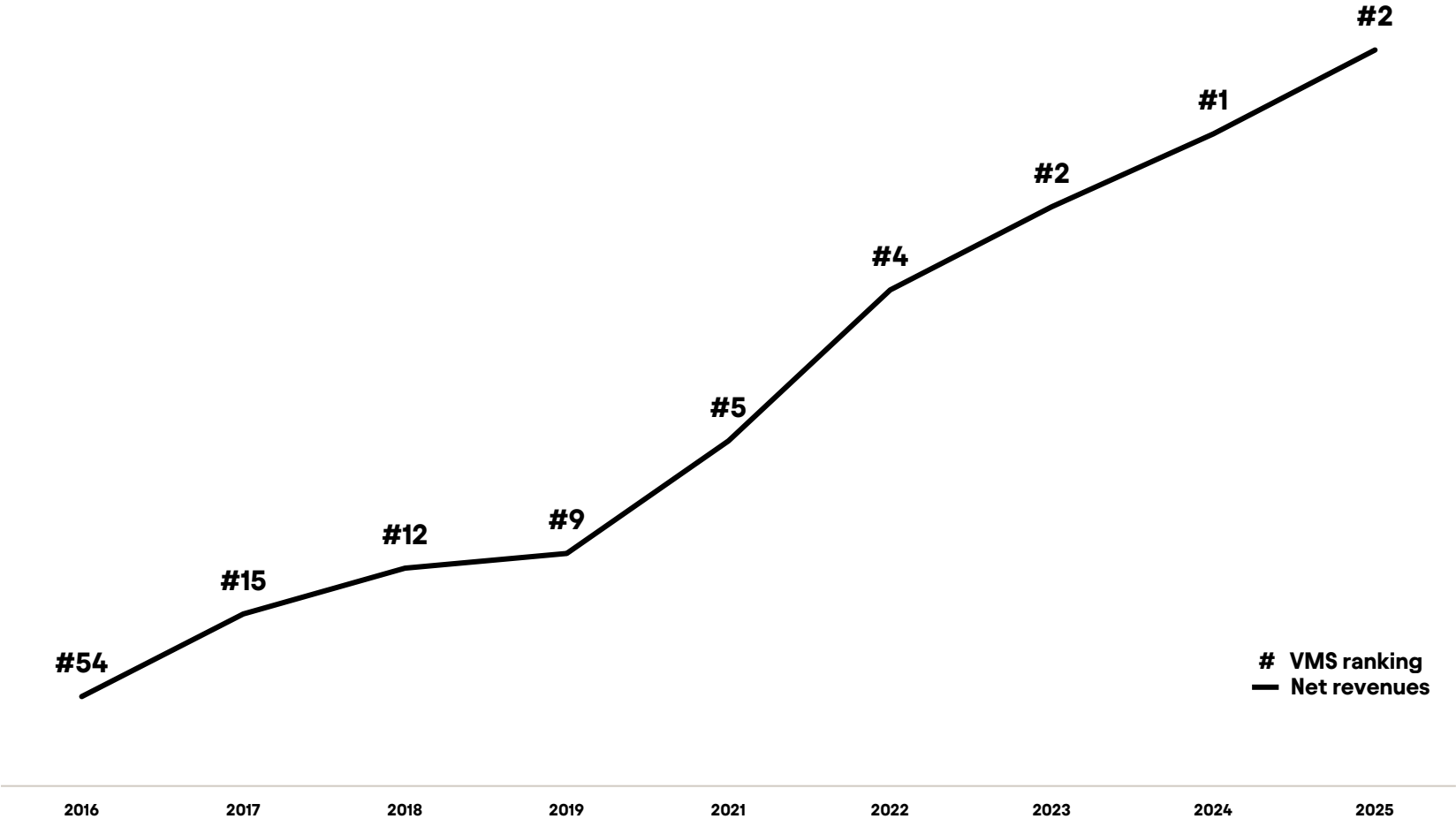
CONQUERING TOP 5 POSITION WW



CONQUERING TOP 4 FEMININE POSITION WW



GOOD GIRL: AN ICON CRAFTED FOR DECADES



**NET REVENUES
IN 10 YEARS**

LA BOMBA: STARTING THE PATH TO GROWTH



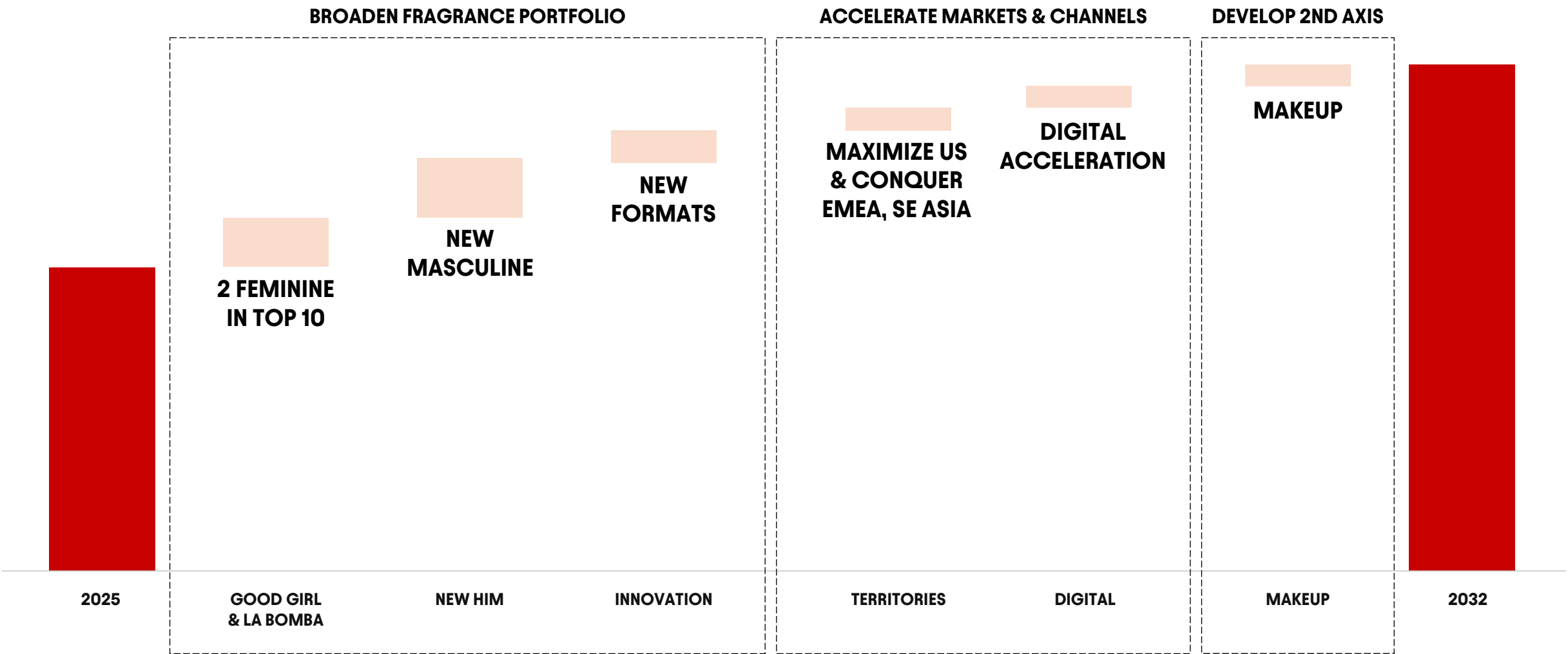
**LAUNCHED
SEPTEMBER 2025**

SOURCE: PUIG ANALYTICS SELL-OUT - VW PRESTIGE FEMININE UNIVERSE (EXCL. APAC) - YTD JUNE 26



**TOP 18 FEM FRAGRANCES
IN YTD JUNE 26**

FUTURE GROWTH: OUR ROADMAP TO 2032



SOURCE: NET REVENUES CLOSING 2025 - BRAND AMBITION 2026-2032. NOTE: FOR ILLUSTRATIVE PURPOSES TO DESCRIBE THE GROWTH LEVERS, NOT TO SCALE

MAXIMIZE OUR FEMININE POWERHOUSE

two Feminine in top 10 (2032 ambition)

**GOOD GIRL
REACH #1**



CONQUER THE MASCULINE SEGMENT

create the next iconic Masculine franchise, two Masculine in top 20 (2032 ambition)



NEW HIM

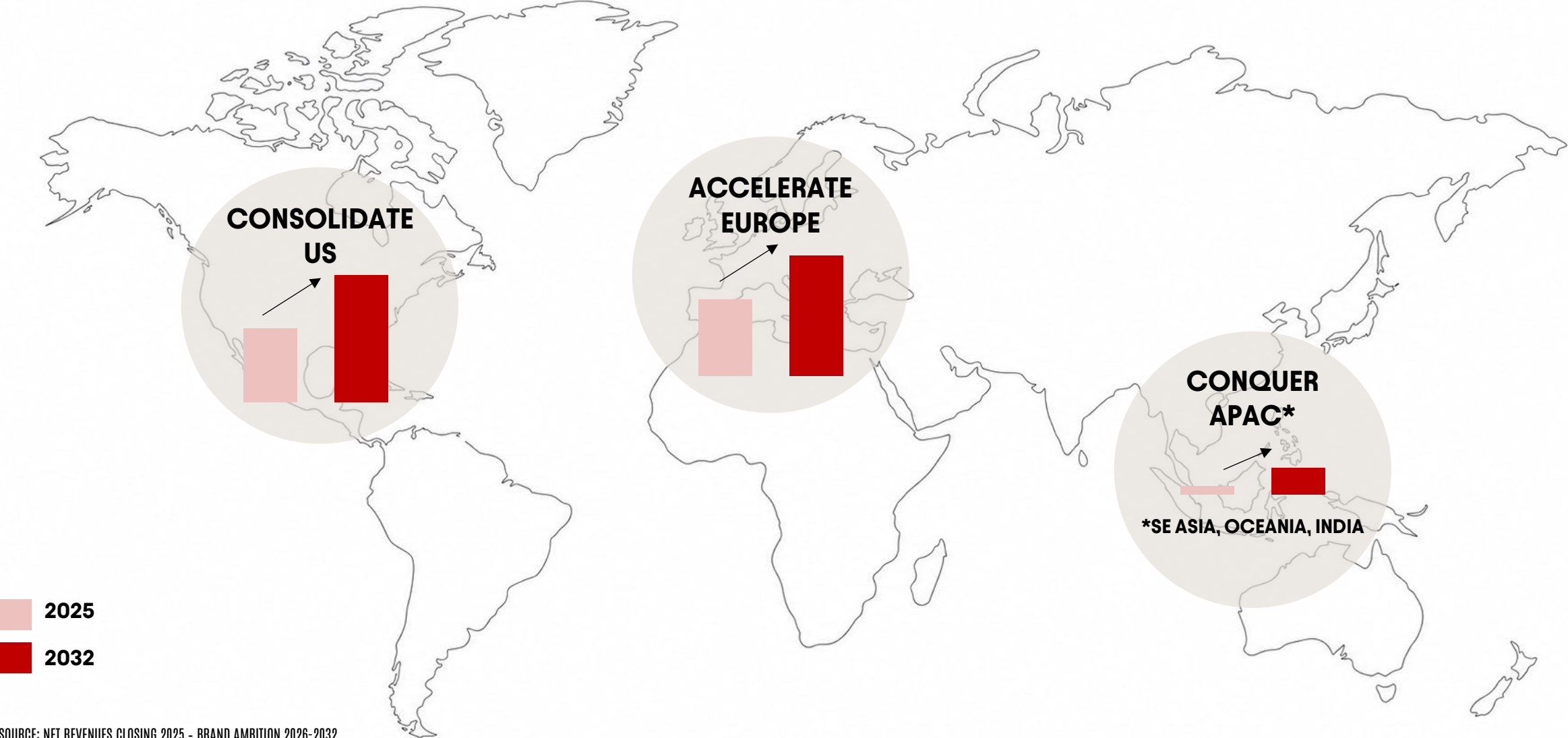
SOURCE: BRAND AMBITION 2026-2032



BAD BOY
#20

MAXIMIZE MARKETS & DIGITAL ACCELERATION

while accelerating in retail (2032 ambition)



MAKEUP: DEVELOP A SECOND AXIS FOR THE BRAND

PRESTIGE
OUR PRESTIGE LOVE BRANDS





rabanne

HOUSE of EXCESSIVES & RUPTURISTS fantasies

A FASHION & FRAGRANCE HOUSE



FASHION



FRAGRANCE

FASHION: A NEW CREATIVE ERA

PRESTIGE
OUR PRESTIGE LOVE BRANDS



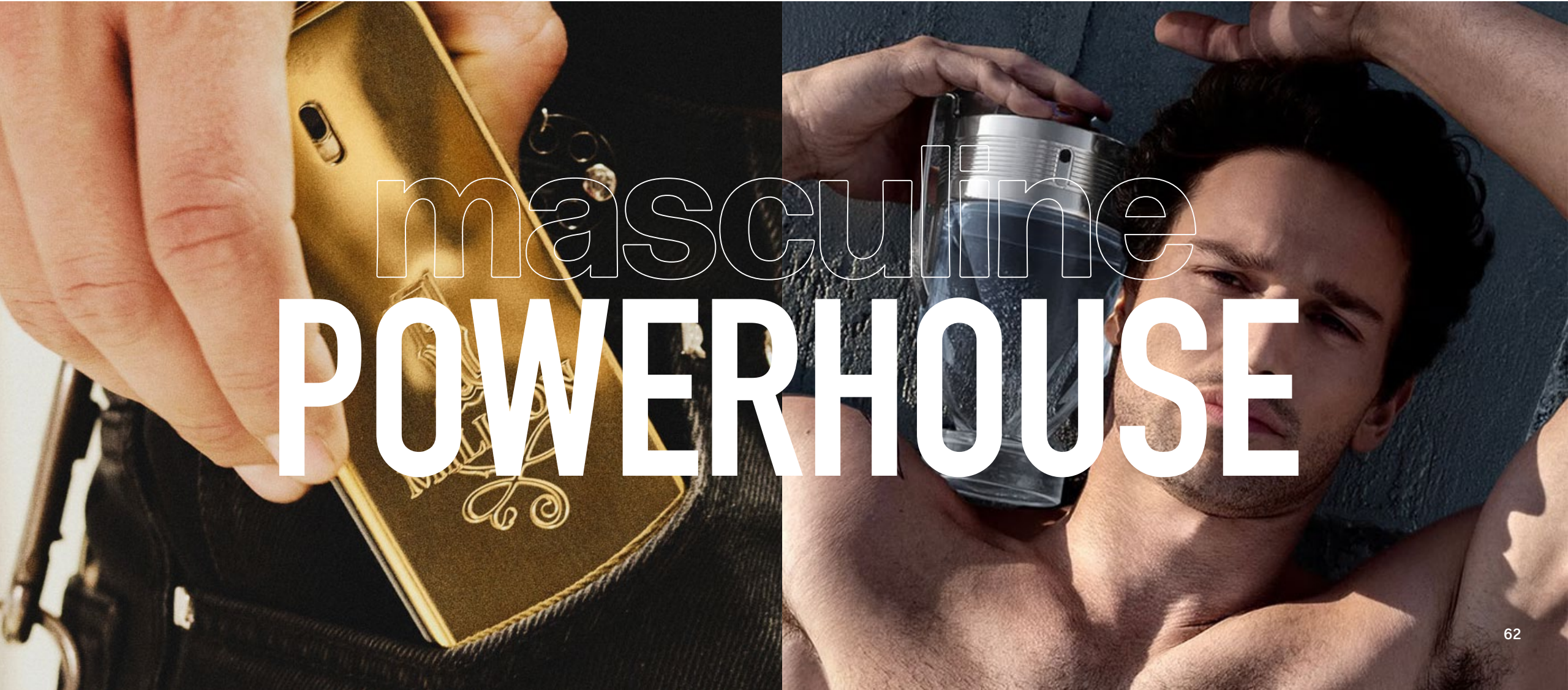
paco rabanne
From legacy



olivier rousteing
To new communities

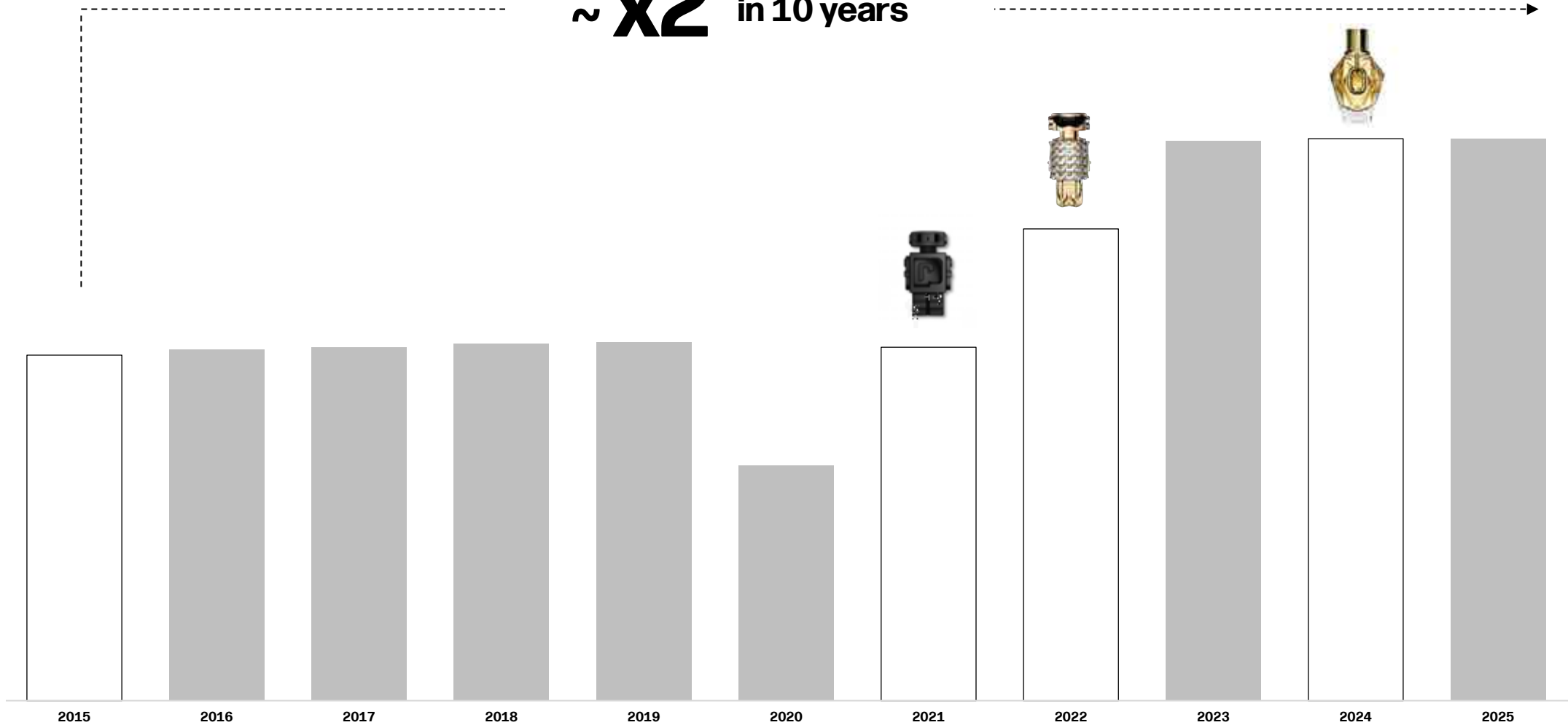
FRAGRANCE: OUR FOUNDATIONS

PRESTIGE
OUR PRESTIGE LOVE BRANDS

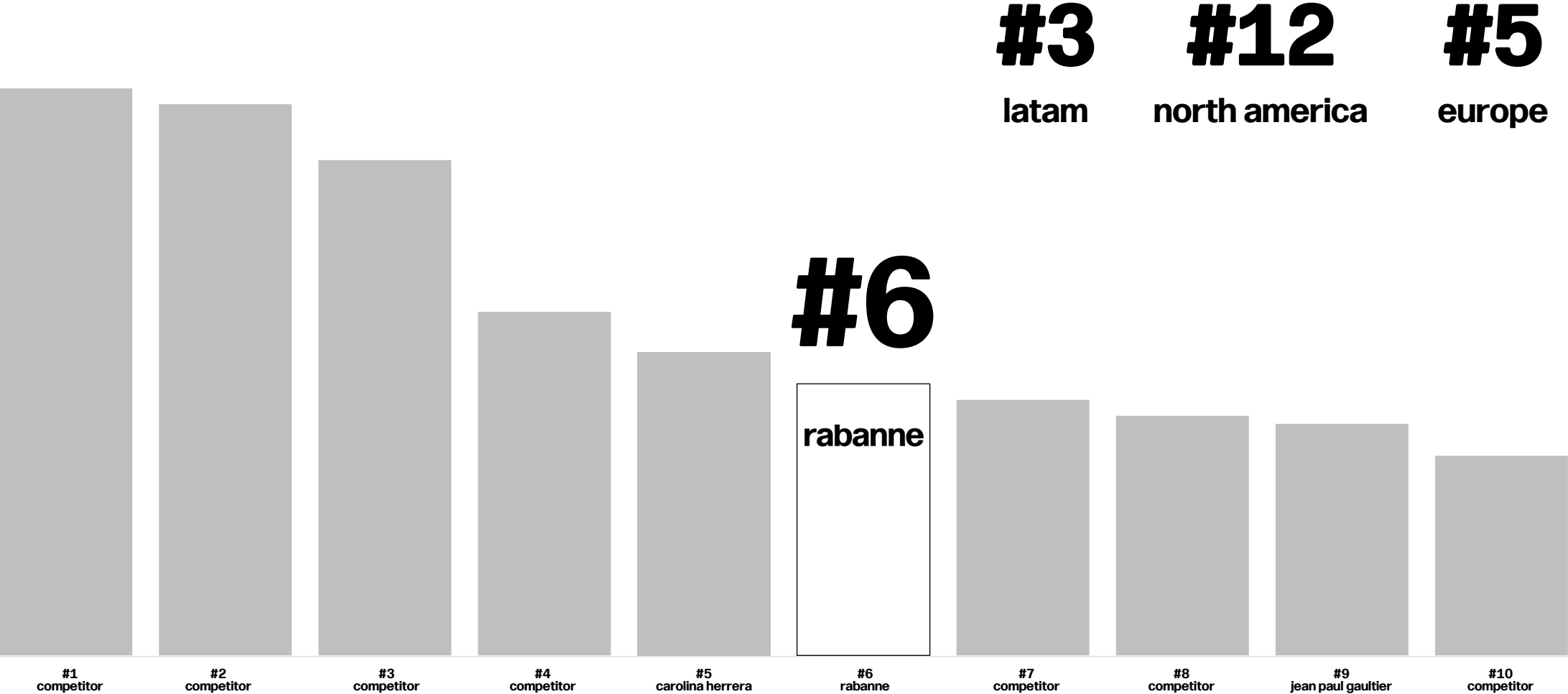


STRONG GROWTH TRAJECTORY, STABILIZING SINCE 2025

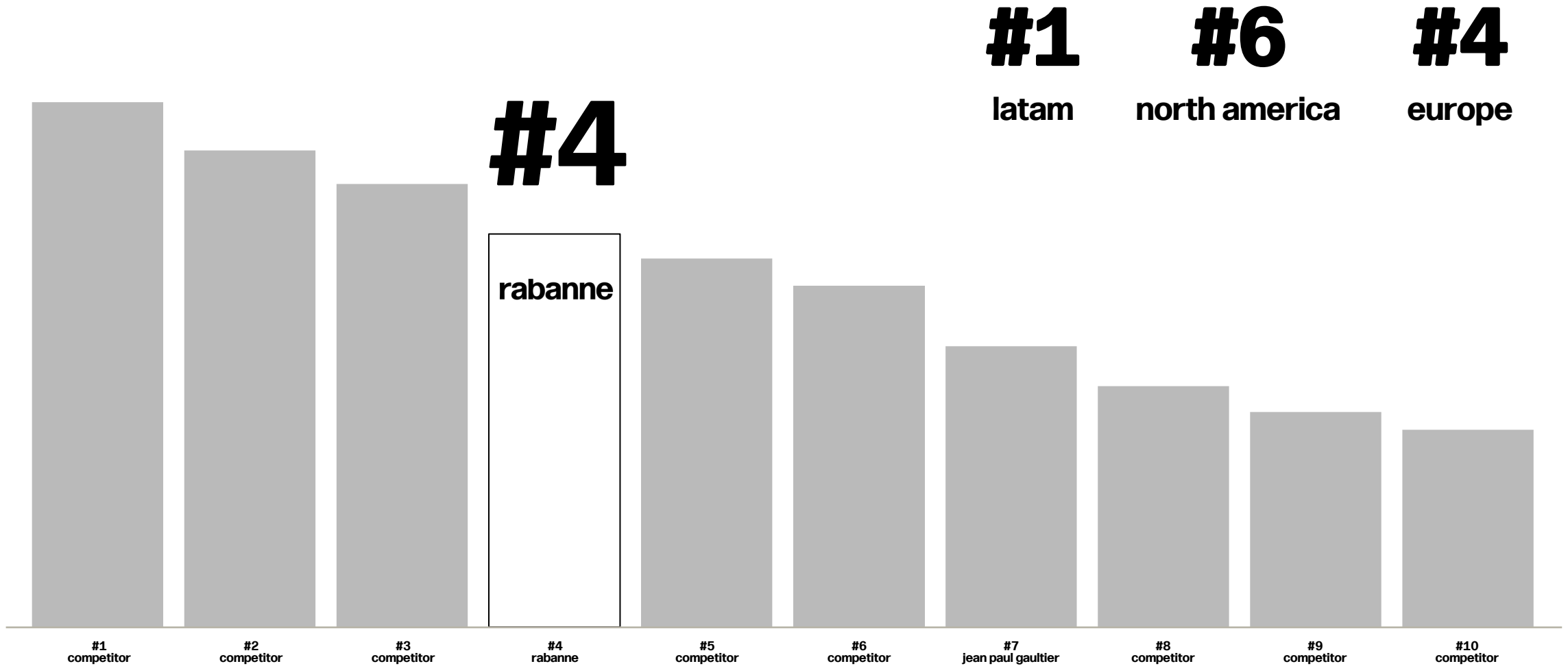
~ **x2** in 10 years



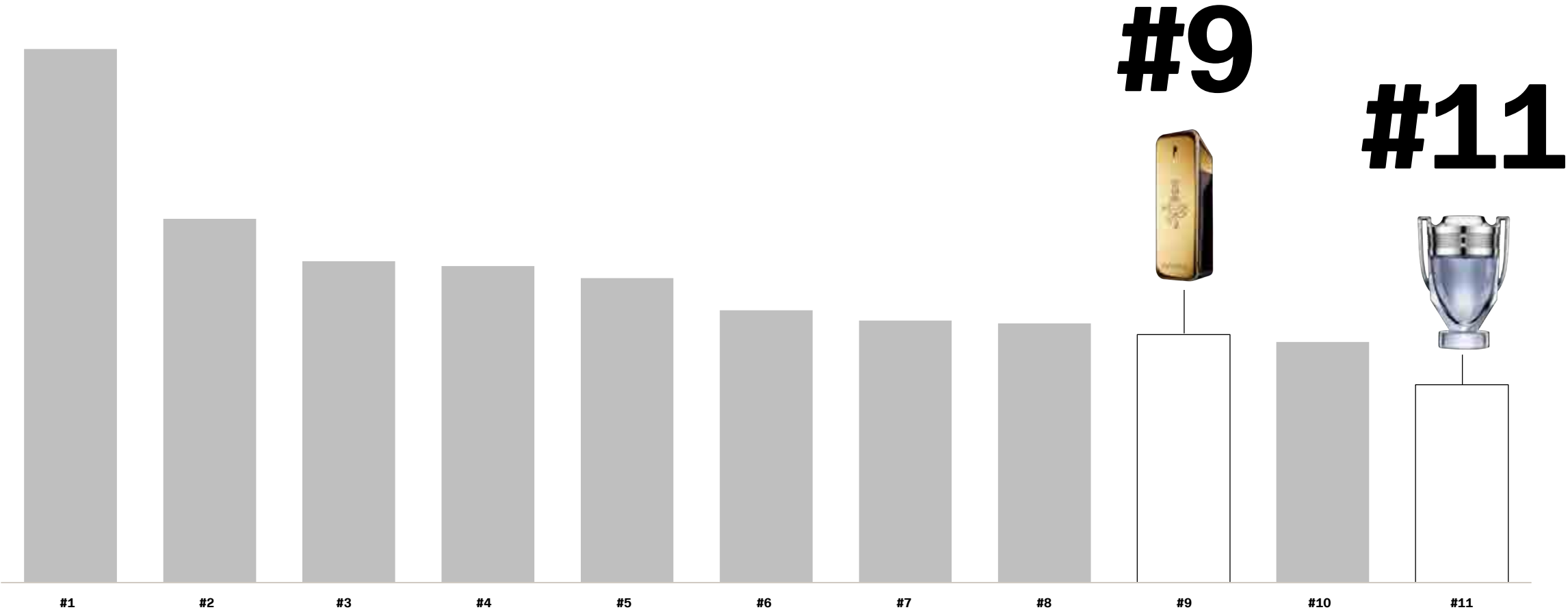
TOP 6 FRAGRANCE BRAND WW



TOP 4 MASCULINE BRAND WW



TWO LEADING MASCUINE ICONS



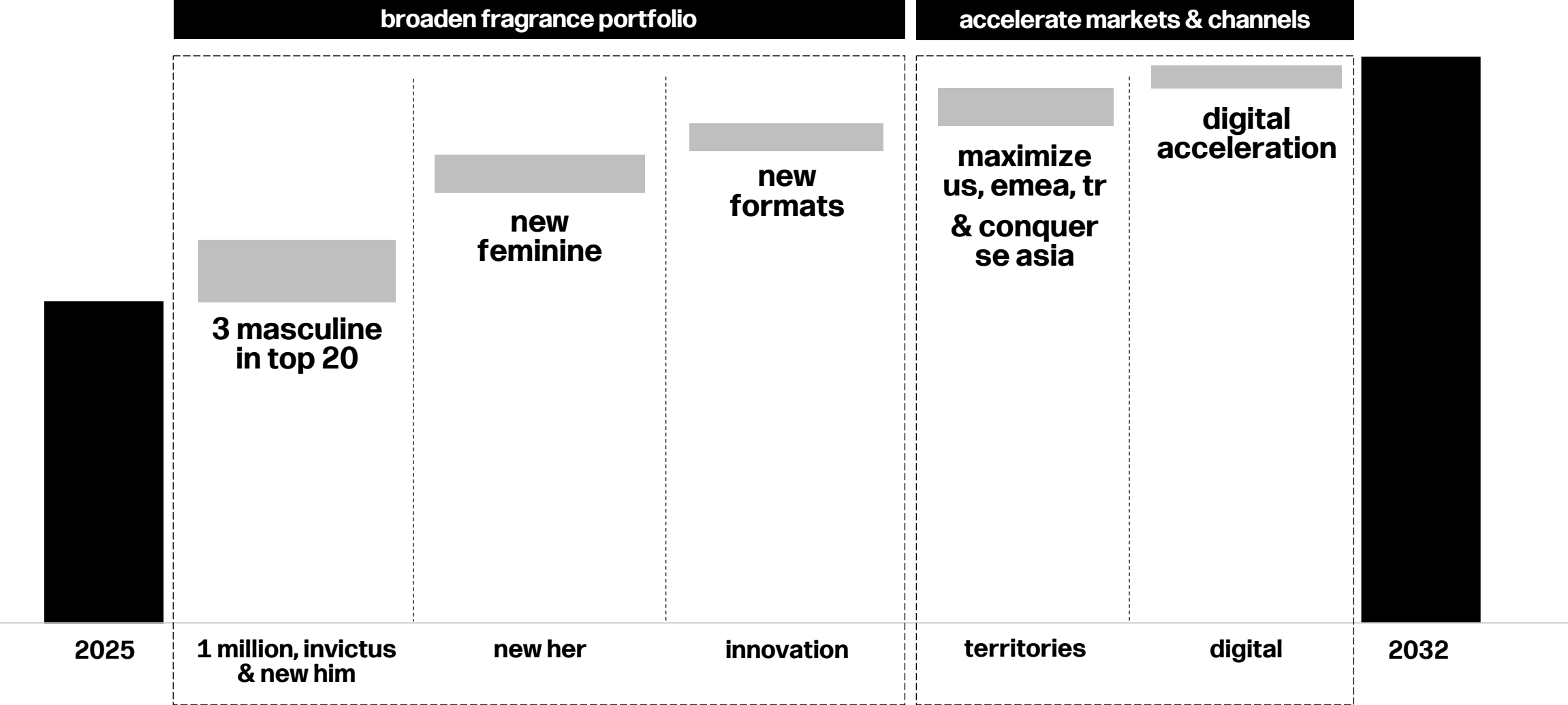
1 million

disruptive
SINCE 2008

2026: 1 MILLION BLACK PROMISING FIRST RESULTS



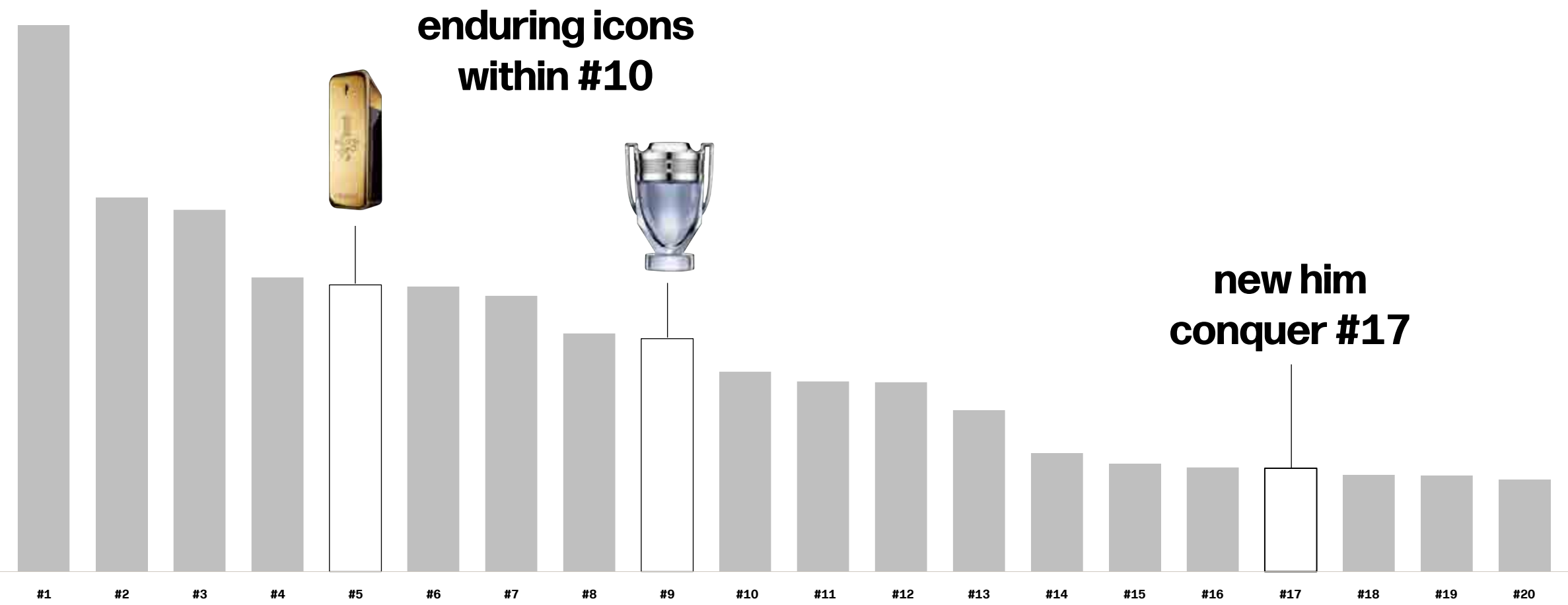
FUTURE GROWTH: OUR ROADMAP TO 2032



SOURCE: NET REVENUES CLOSING 2025 - BRAND AMBITION 2026-2032. NOTE: FOR ILLUSTRATIVE PURPOSES TO DESCRIBE THE GROWTH LEVERS, NOT TO SCALE

RABANNE: THE ABSOLUTE MEN'S POWERHOUSE

three Masculine in top 20 (2032 ambition)



CONQUER THE FEMININE SEGMENT

2032 ambition

PRESTIGE
OUR PRESTIGE LOVE BRANDS



new feminine

SOURCE: BRAND AMBITION 2026-2032



million gold

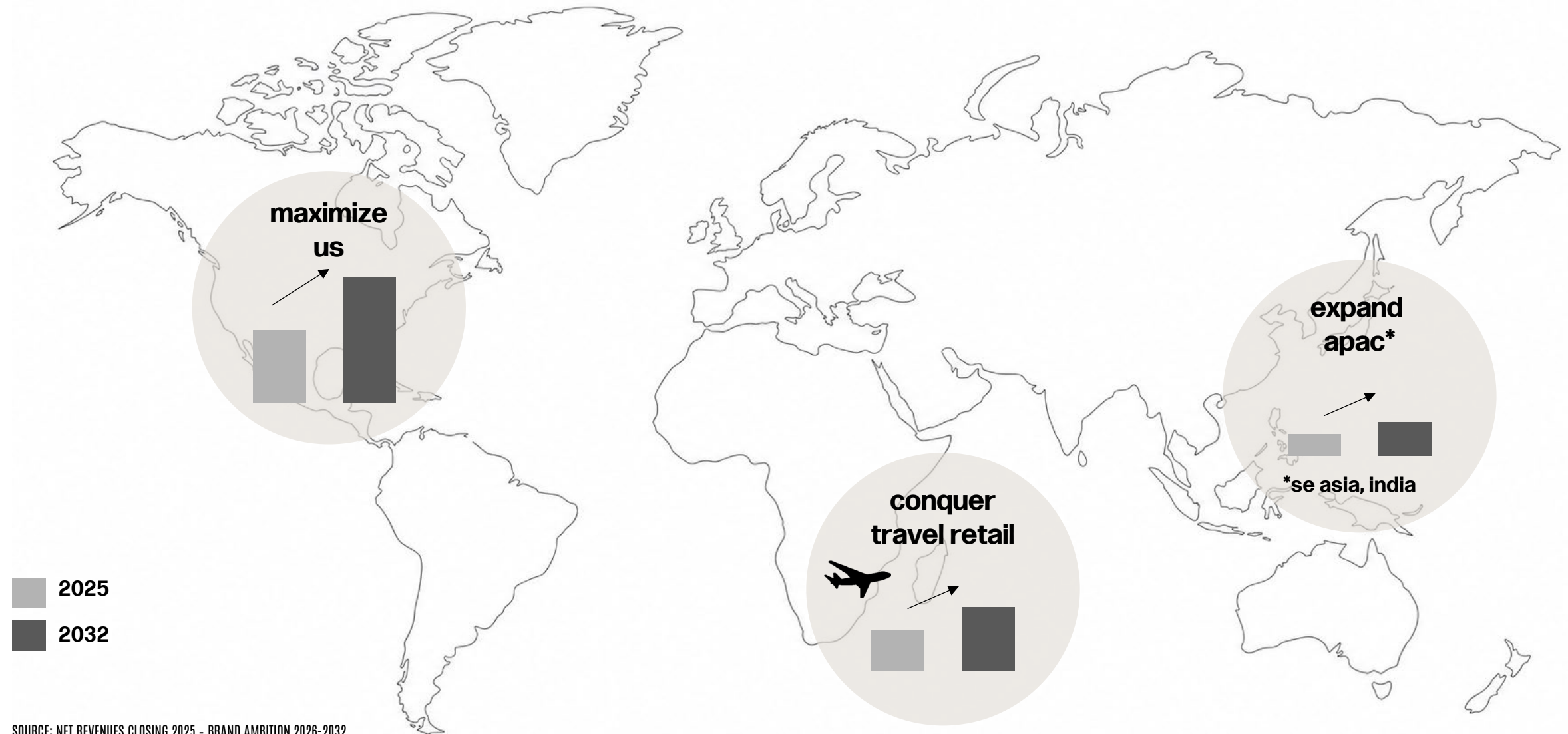
top 25



fame

WIN IN KEY REGIONS & DIGITAL ACCELERATION

2032 ambition



SOURCE: NET REVENUES CLOSING 2025 - BRAND AMBITION 2026-2032

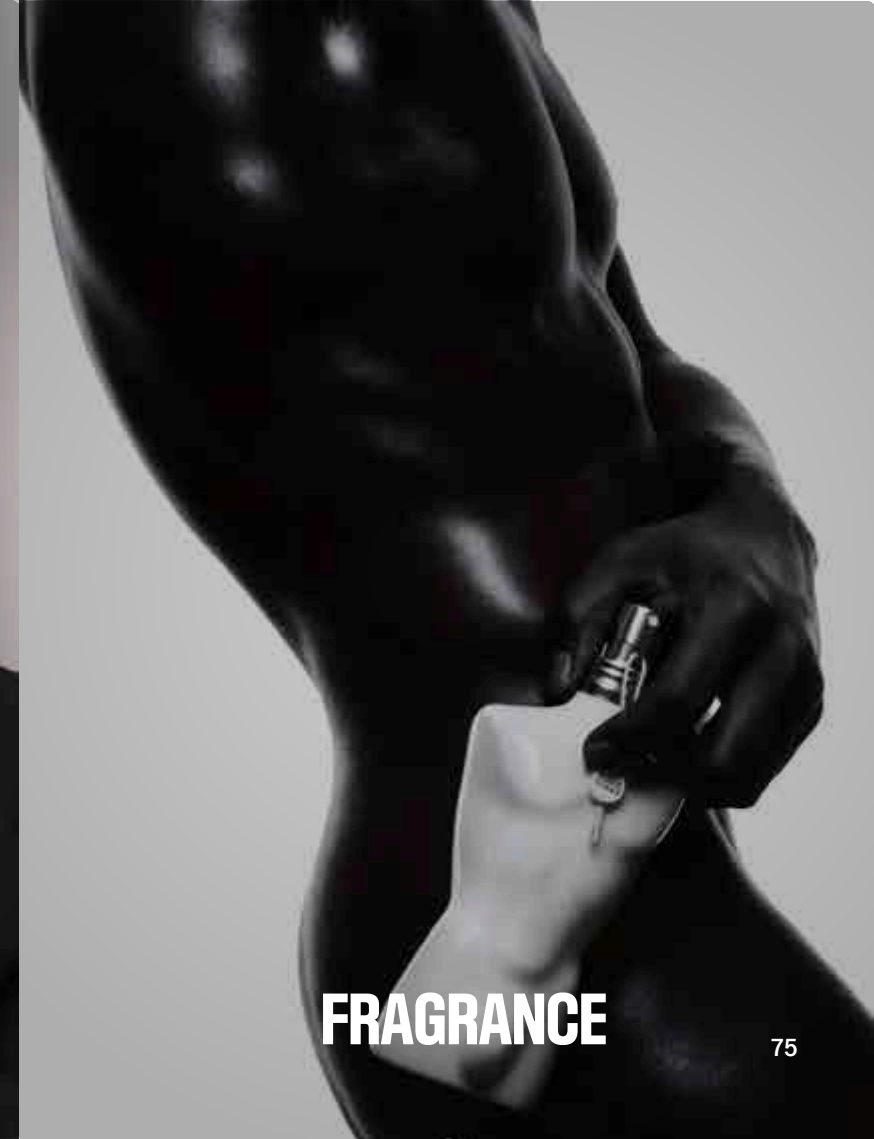


**THE
IRREVERENT
GRANDE MAISON
CELEBRATING
DIFFERENCES**

A MULTICATEGORY GRANDE MAISON



FASHION



FRAGRANCE

FASHION: OUR CREATIVE LABORATORY

PRESTIGE
OUR PRESTIGE LOVE BRANDS



**L'ENFANT
TERRIBLE
IS BACK**

FRAGRANCE: OUR GROWTH DRIVER

PRESTIGE
OUR PRESTIGE LOVE BRANDS



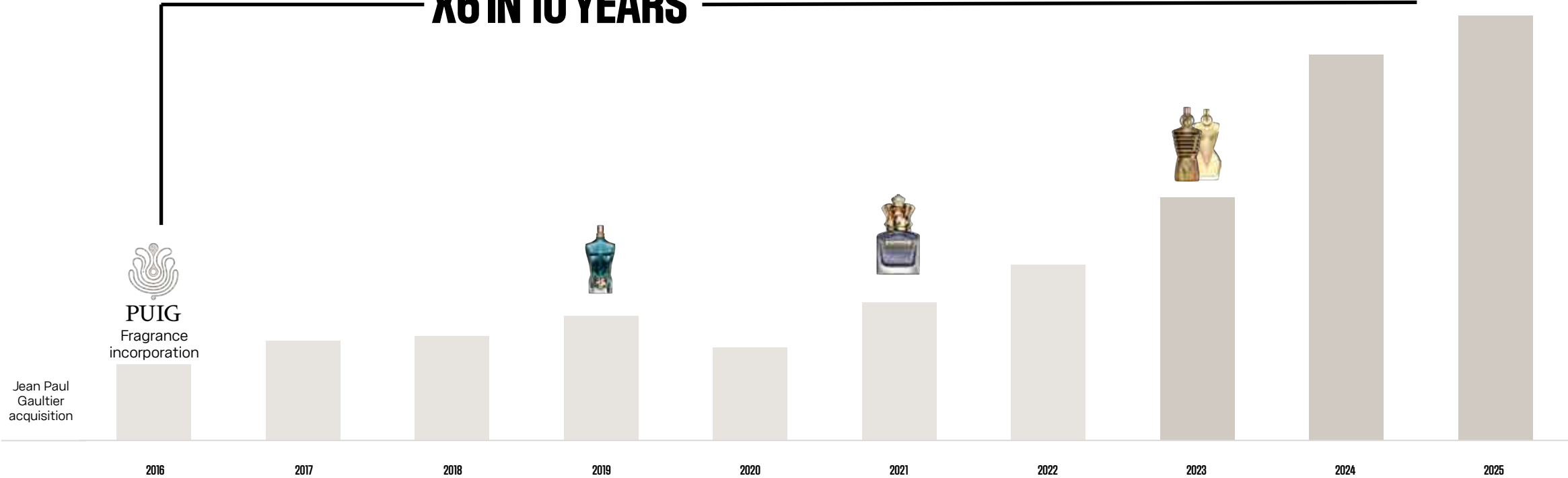
MASCULINE DISRUPTOR

MULTIPLYING THE BUSINESS X6

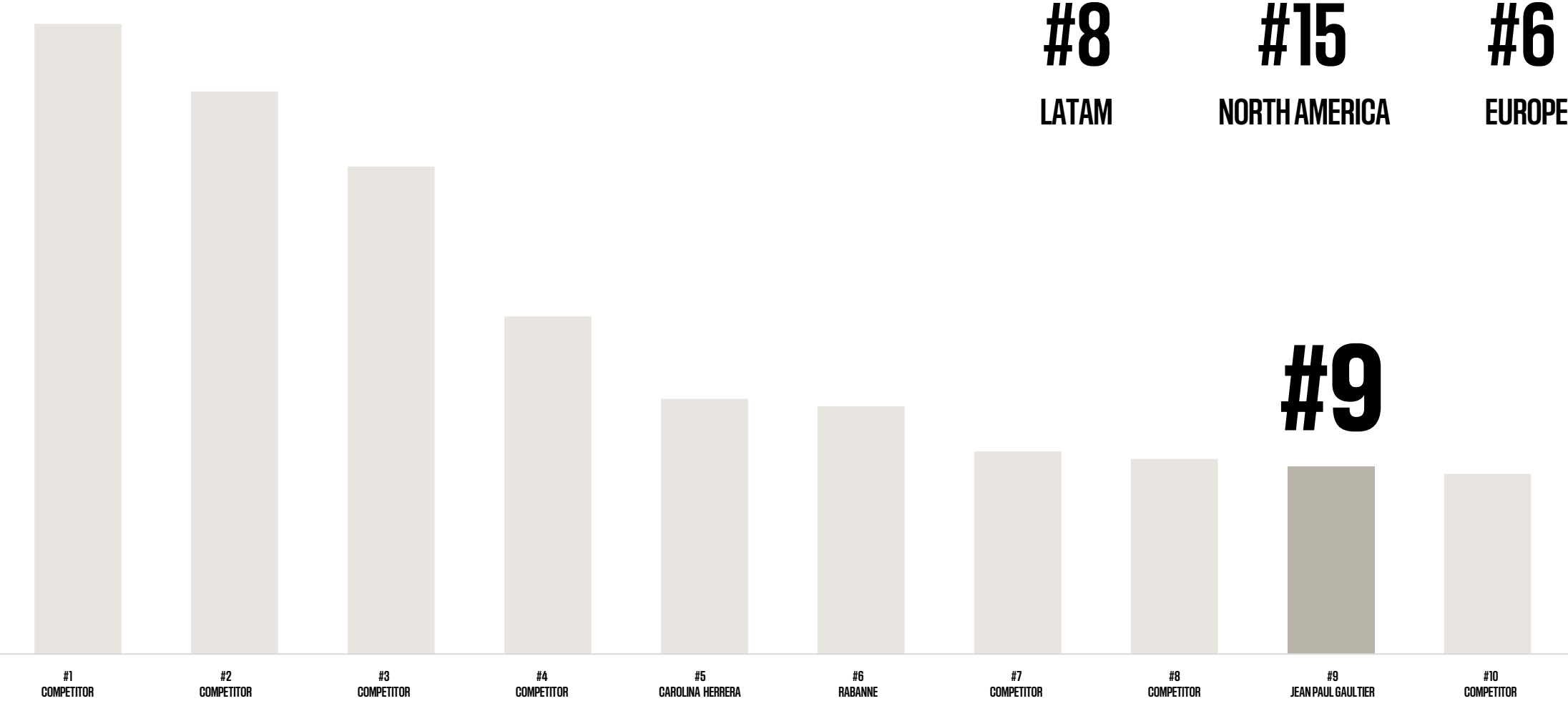
SET MASCULINE FOUNDATIONS

FROM VIRALITY TO SUSTAINED CONSUMER ENGAGEMENT

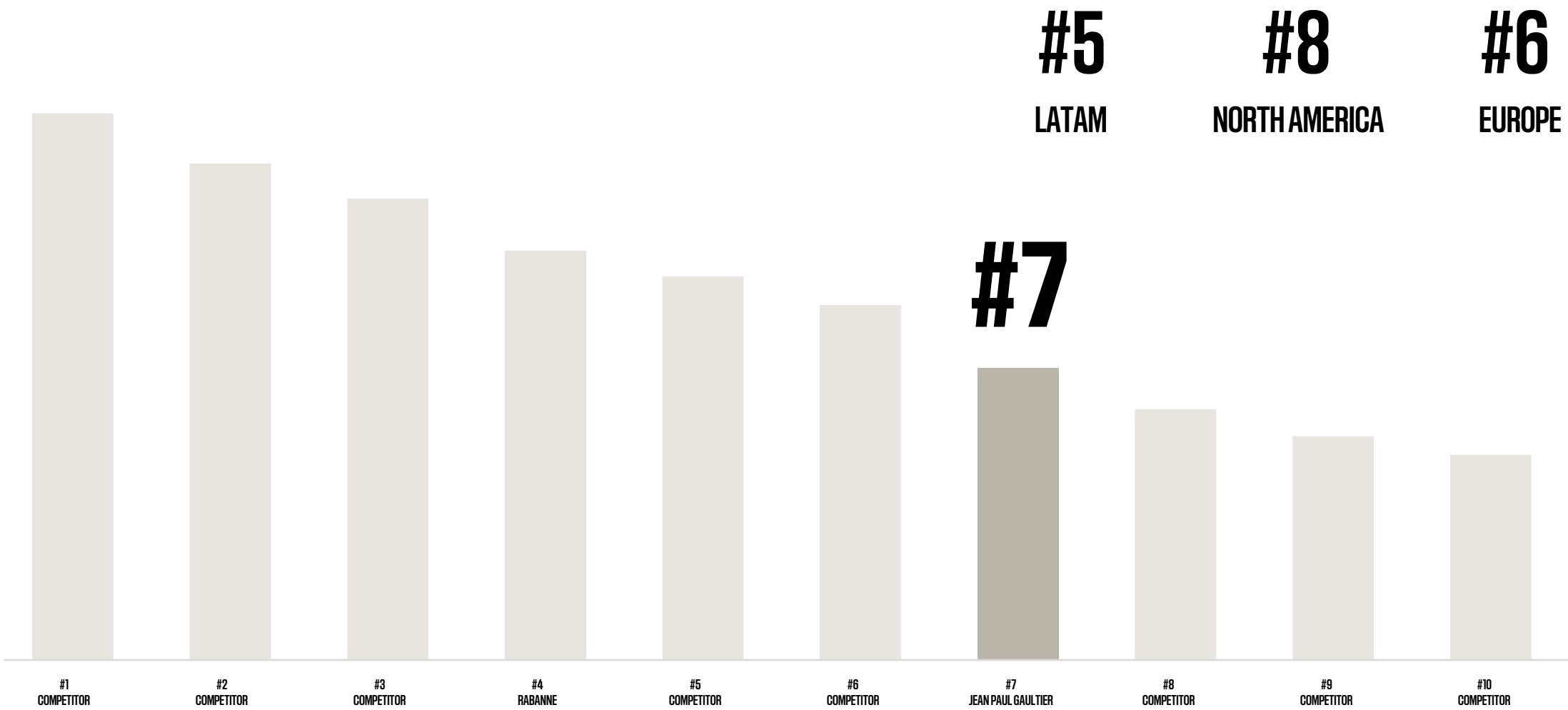
X6 IN 10 YEARS



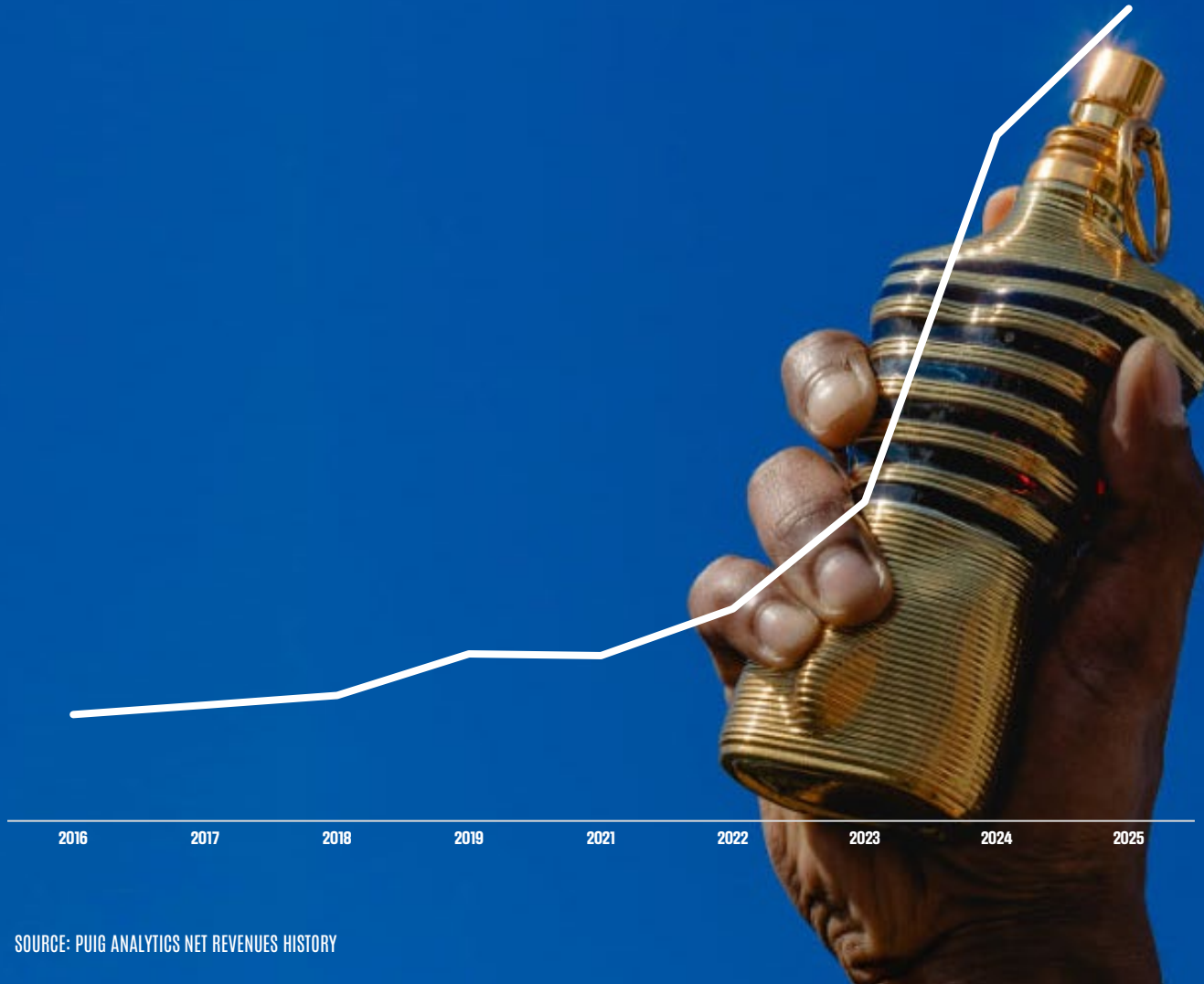
TOP 9 FRAGRANCE BRAND WW



TOP 7 MASCULINE BRAND WW



LE MALE ICON REVIVAL



SOURCE: PUIG ANALYTICS NET REVENUES HISTORY



5x

BUSINESS
IN 10 YEARS

30-YEAR ICON

PRESTIGE
OUR PRESTIGE LOVE BRANDS



**THE ORIGINAL
ICON**

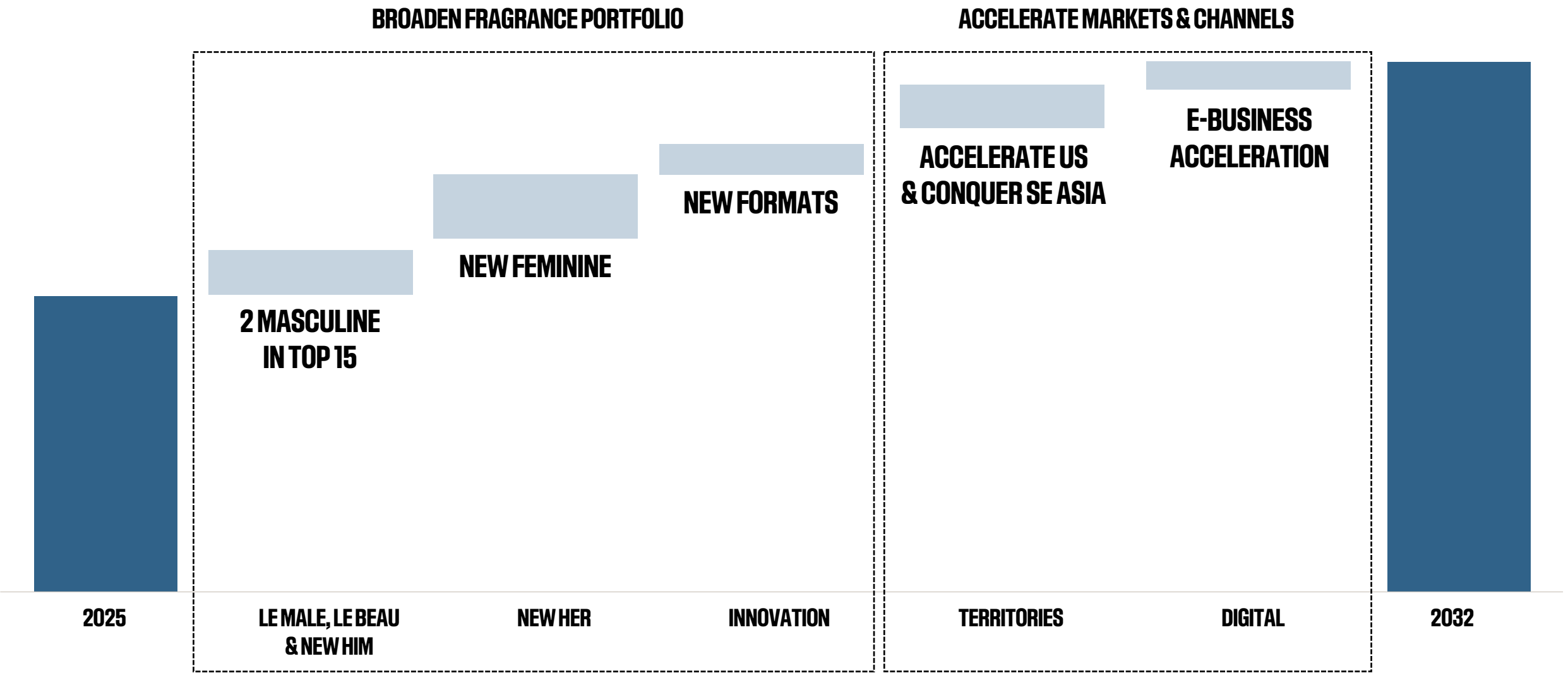


**THE NEW
GOLDEN HERO**



**THE GEN Z
CRUSH**

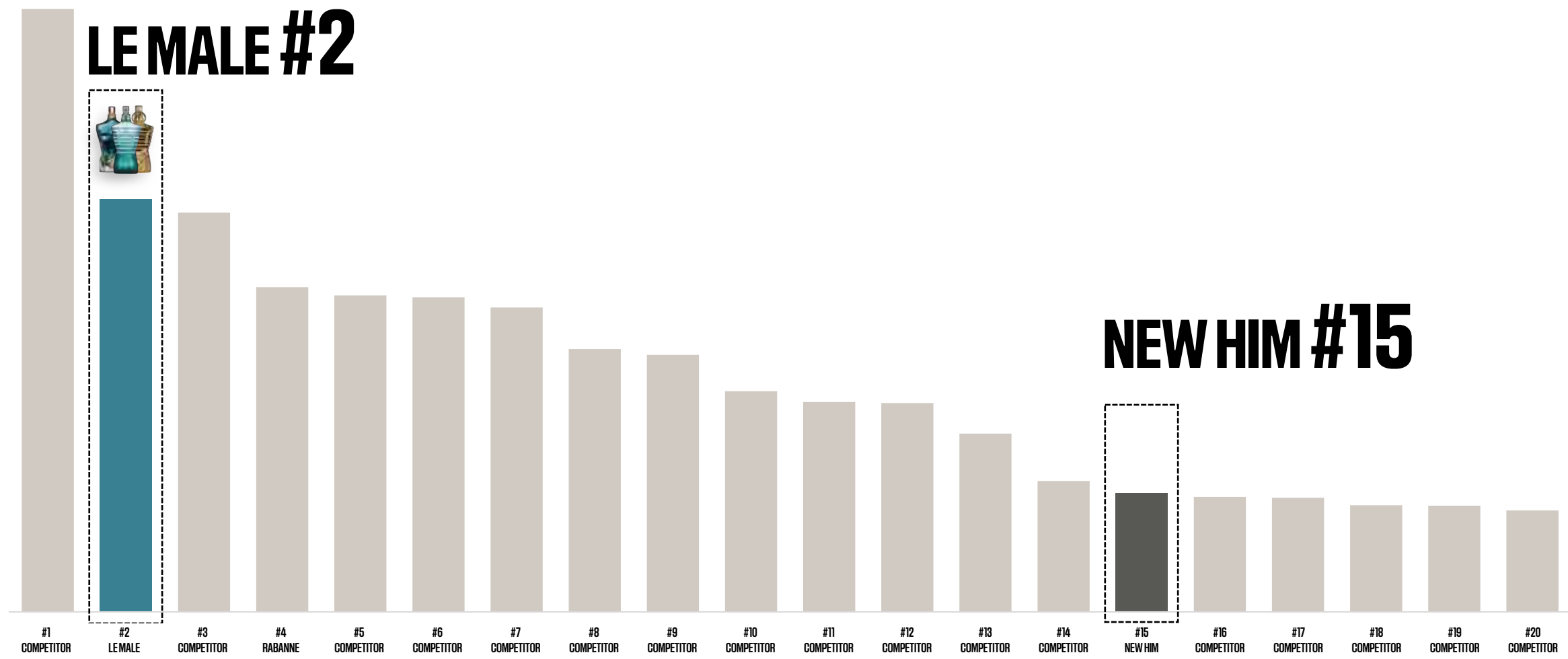
FUTURE GROWTH: 2032 ROADMAP



SOURCE: NET REVENUES CLOSING 2025 - BRAND AMBITION 2026-2032. NOTE: FOR ILLUSTRATIVE PURPOSES TO DESCRIBE THE GROWTH LEVERS, NOT TO SCALE

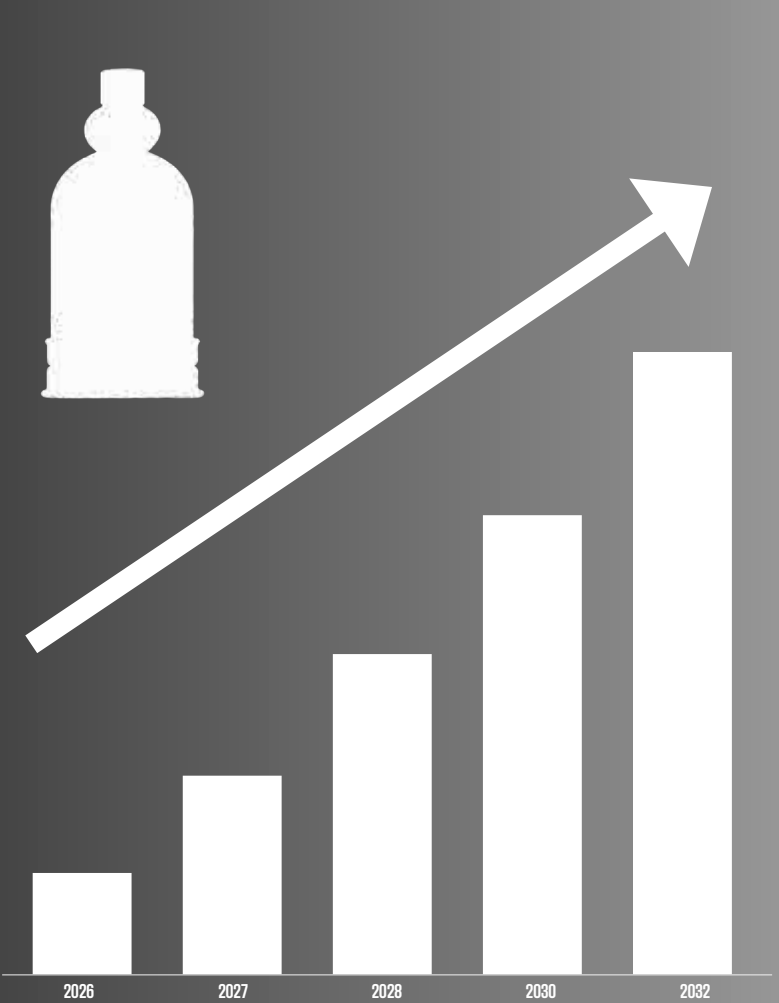
DRIVE LEADERSHIP IN MASCULINE

two Masculine in top 15 (2032 ambition)



CONQUER THE FEMININE SEGMENT

2032 ambition

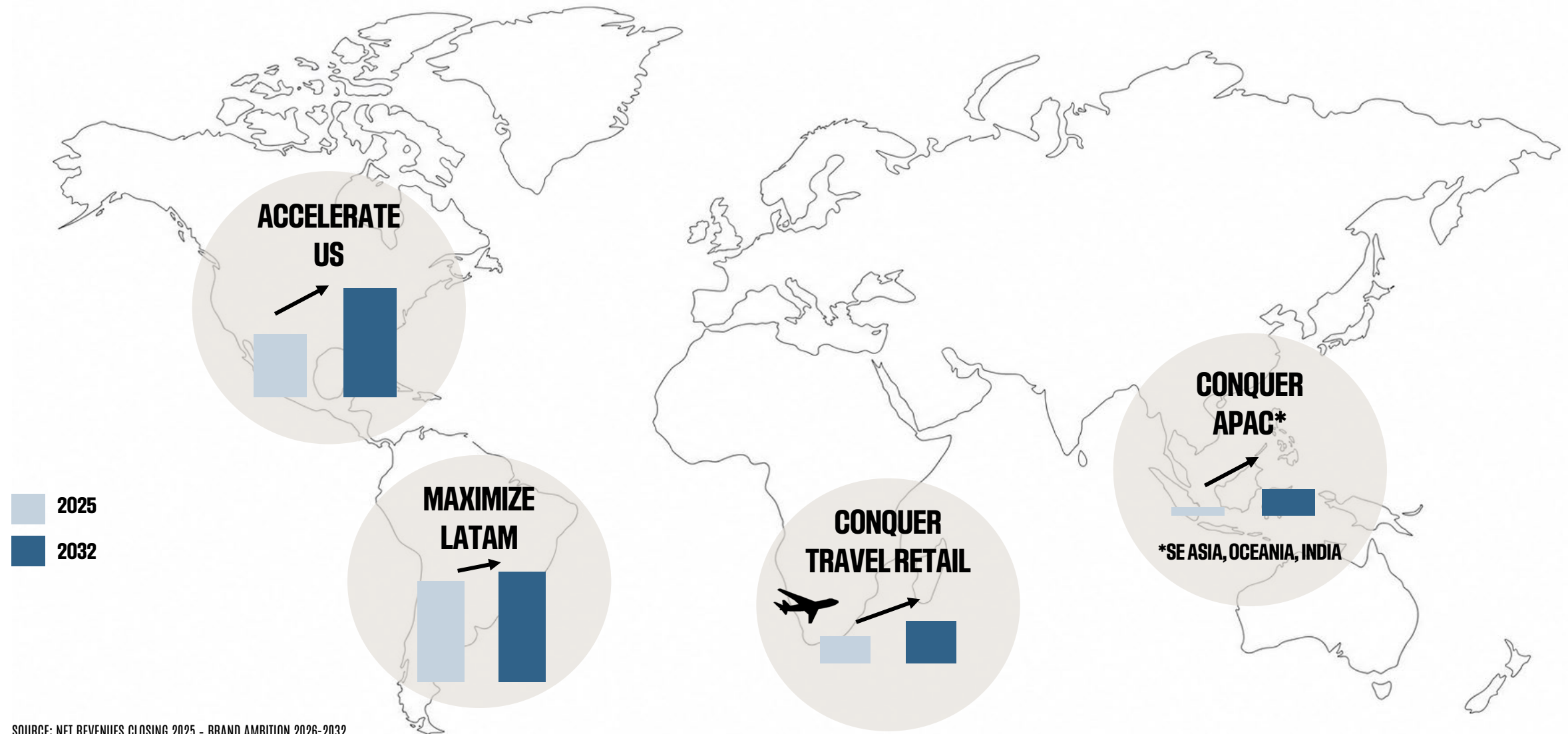


SOURCE: BRAND AMBITION 2026-2032. NOTE: FOR ILLUSTRATIVE PURPOSES TO DESCRIBE THE GROWTH LEVERS, NOT TO SCALE



ACCELERATE KEY REGIONS & DIGITAL

2032 ambition



SOURCE: NET REVENUES CLOSING 2025 - BRAND AMBITION 2026-2032

A close-up photograph of a hand holding a gold-colored smartphone. The phone has a 'MILLER' logo embossed on its back. The hand is positioned next to a black leather bag with a gold chain. The background is dark and out of focus.

WE HAVE FIRMLY ESTABLISHED
3 BRANDS IN THE GLOBAL TOP 10



OUR BIGGEST GROWTH OPPORTUNITIES
ARE STILL AHEAD