



PUIG NICHE AMBITION

Thomas James | President, Niche & Wellness Brands



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NICHE AT PUIG

Why niche and how to win?

- 
1. **WHY NICHE?**
 2. **OUR RECIPE**
 3. **WHAT'S NEXT?**



WHY NICHE?



FASTEST GROWING SEGMENT

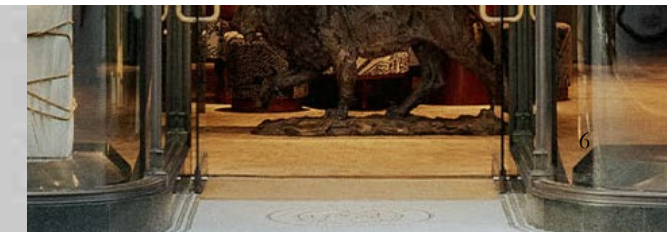
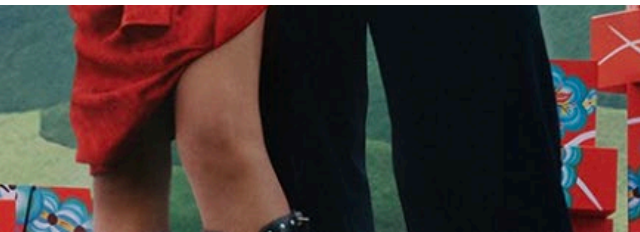
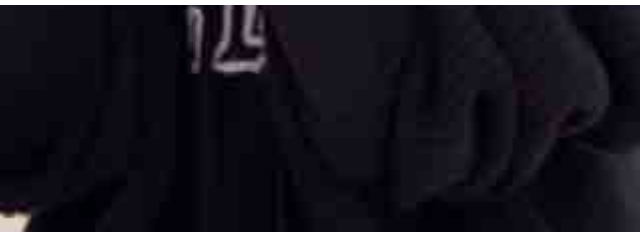
STRONG VALUE CREATION

CONSUMER PREFERENCE

APAC REALITY

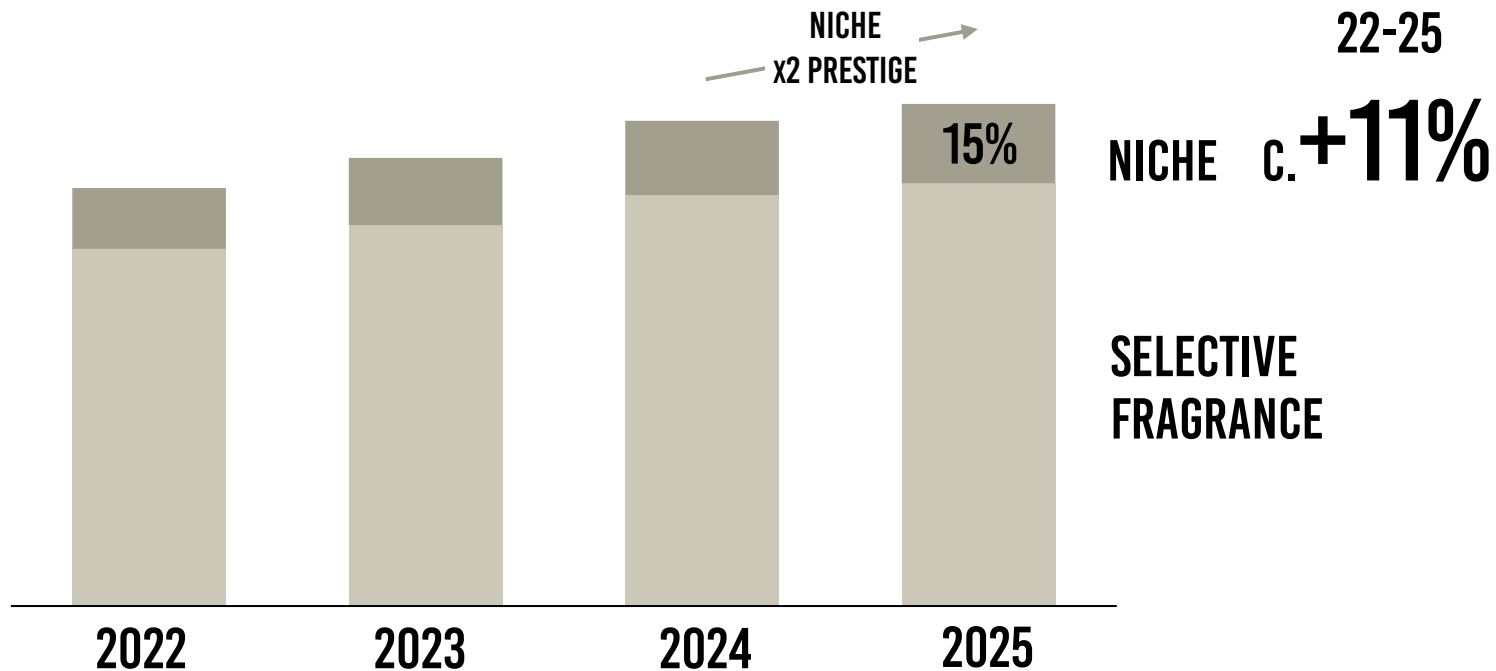
HIGH GROSS MARGIN

DIRECT-TO-CONSUMER



THE FASTEST GROWING SEGMENT IN SELECTIVE FRAGRANCE

SELECTIVE FRAGRANCE MARKET GROWTH, 2022-2025, CAGR





A PORTFOLIO OF LOVE BRANDS WITH A UNIQUE STORYTELLING



EACH BRAND HAS A CLEAR & COMPLEMENTARY POSITIONING



BYREDO

CULTURE EXPLORER



PENHALIGON'S
EST. LONDON 1870

BRITISH LIFESTYLE



L'ARTISAN PARFUMEUR

FRENCH CONNOISSEUR



DRIES VAN NOTEN

ARTISTIC CURATED BEAUTY

DRIVING DOUBLE DIGIT GROWTH AT PUIG

PUIG NICHE JOURNEY



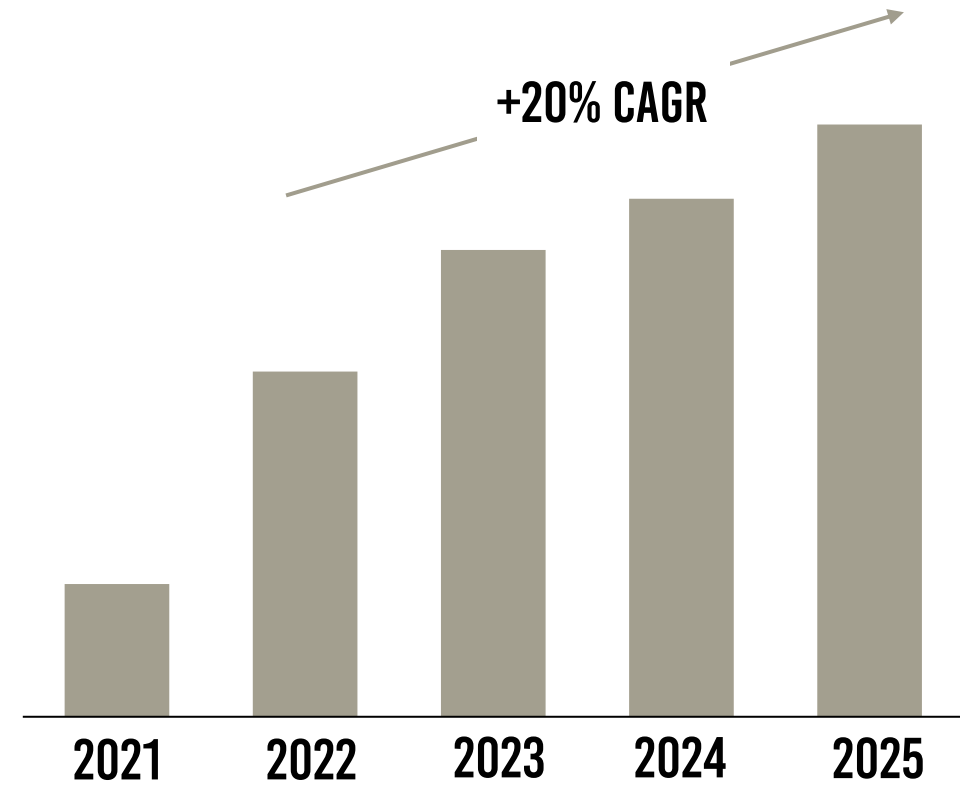
ACQUISITION 2015



LAUNCH 2022

ACQUISITION 2022

PUIG NICHE BRANDS NET REVENUES, 2021-2025



OUR RECIPE





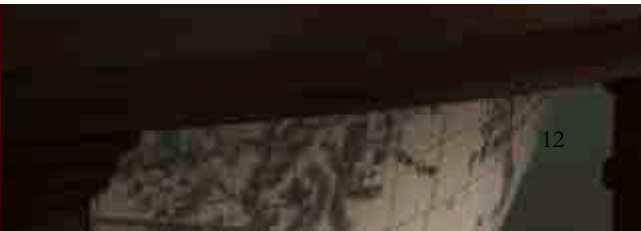
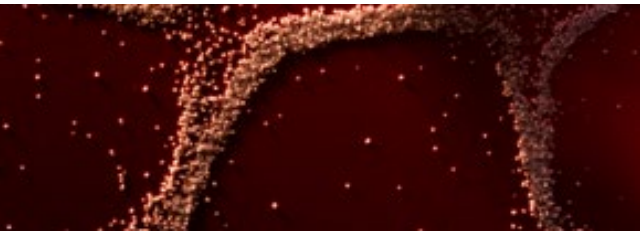
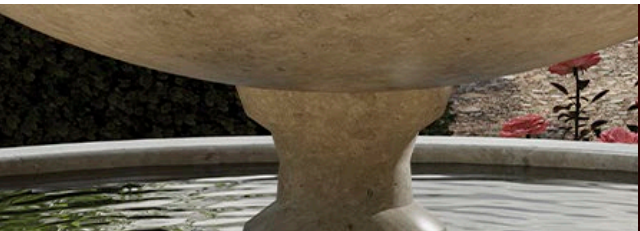
CREATIVE ENGINE



OUR RECIPE



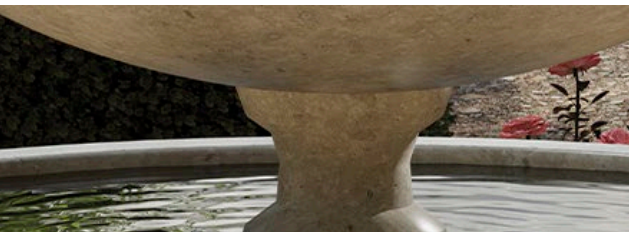
COLLECTION DISCIPLINE





CREATIVE ENGINE

COLLECTION DISCIPLINE



A group of women in red dresses are captured in a synchronized dance or movement outdoors. Their hands are raised and arms are extended, creating a sense of unity and grace. The background is a soft-focus green, suggesting a natural setting. The text "TRANSLATING MEMORIES AND EMOTIONS" is overlaid in the center.

TRANSLATING MEMORIES AND EMOTIONS

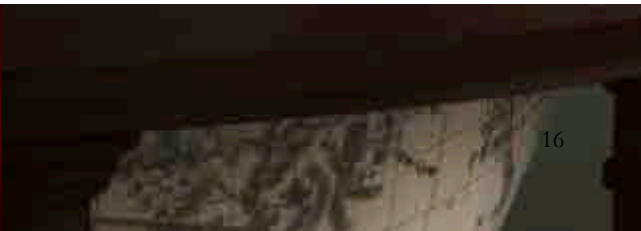
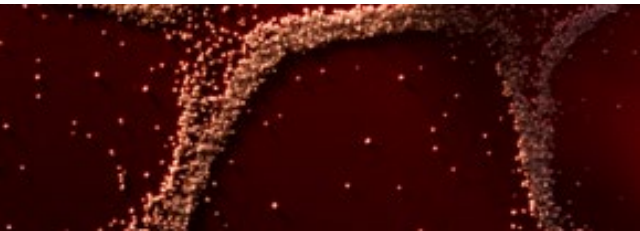
*Classic British style
gets a new attitude.*





CREATIVE ENGINE

COLLECTION DISCIPLINE



HOUSE OF 5 HEROES



#1 IN CHINA



#1 IN EUROPE



#1 IN US



#1 IN KOREA



#1 IN MIDDLE EAST

Note: Sell-out Ranking within Byredo Brand Portfolio

HOUSE OF 5 HEROES



#1 ASIA



#2 ASIA



#3 ASIA



#1 EMEA & US



#2 EMEA & US

Note: Sell-out Ranking within Penhaligon's Brand Portfolio

WHAT DO WE NEED TO BUILD HEROES?



EASY TO SPOT



EASY TO LOVE



EASY TO GIFT

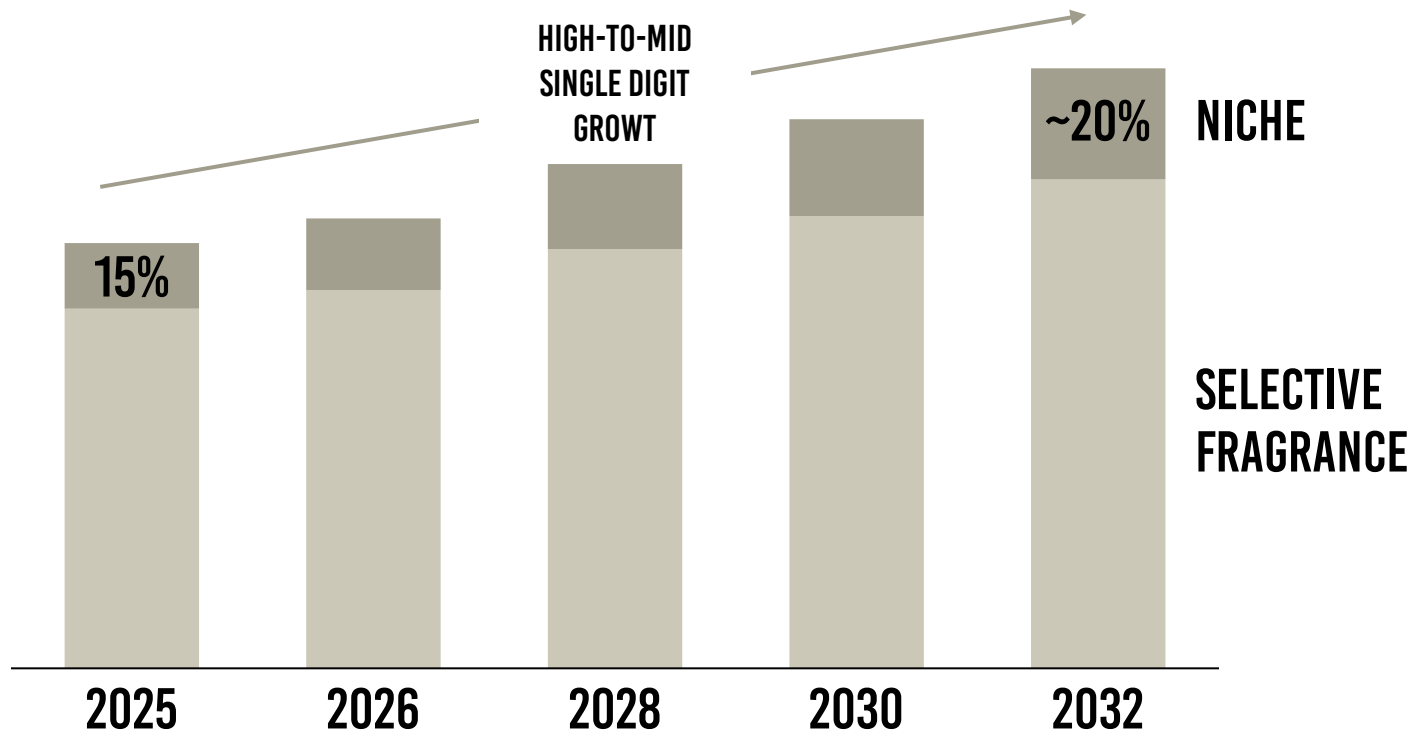


WHAT'S NEXT?

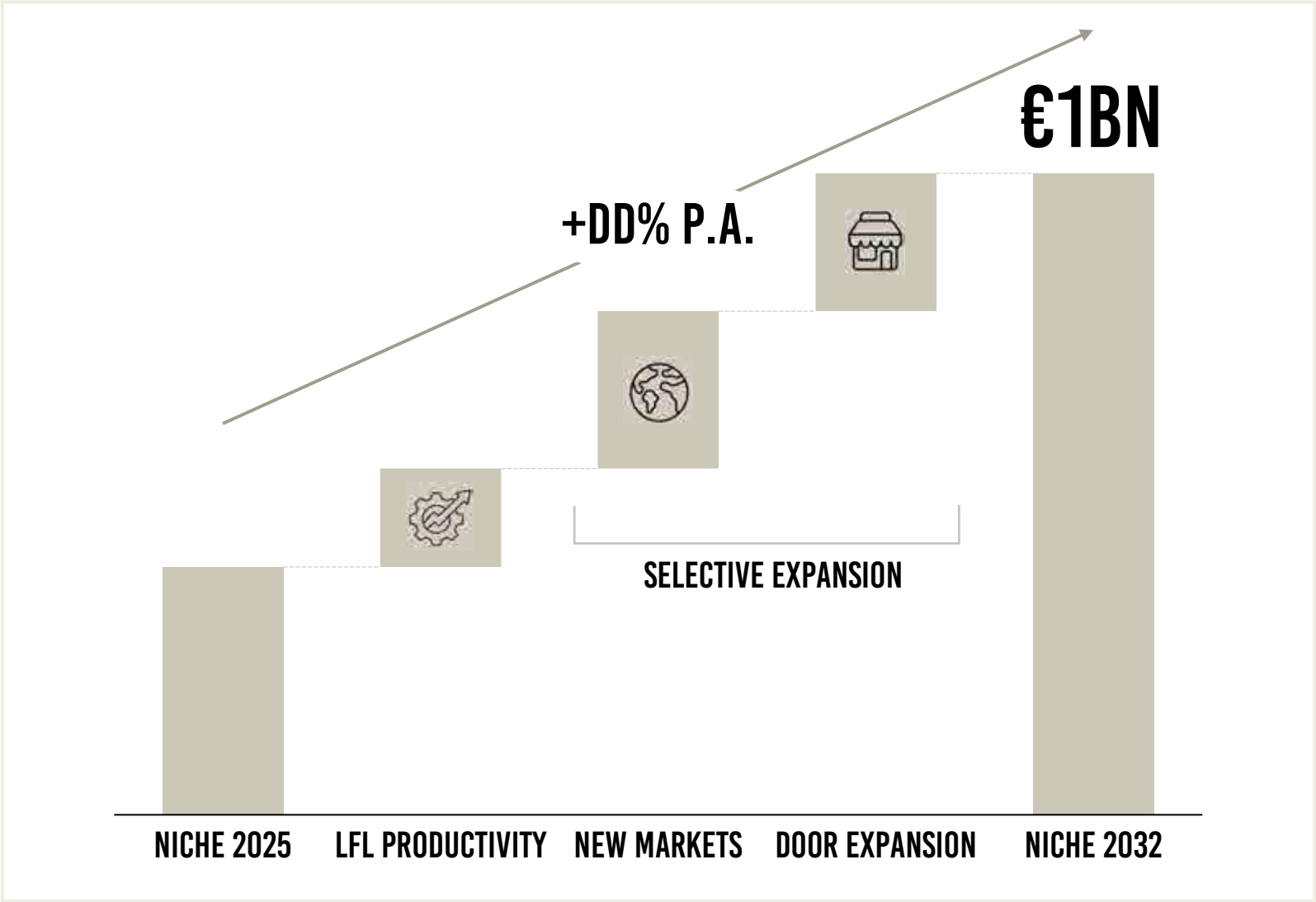
future growth horizon

NICHE MARKET IS EXPECTED TO CONTINUE OVERPERFORMING

EXPECTED SELECTIVE FRAGRANCE MARKET GROWTH, 2025-2032



PUIG NICHE GROWING 2x FASTER THAN THE NICHE MARKET



Note: Graph for illustrative purposes to describe the growth levers, not to scale



DRIVE LIKE-FOR-LIKE PRODUCTIVITY



SELECTIVE EXPANSION





DRIVE LIKE-FOR-LIKE PRODUCTIVITY



SELECTIVE EXPANSION





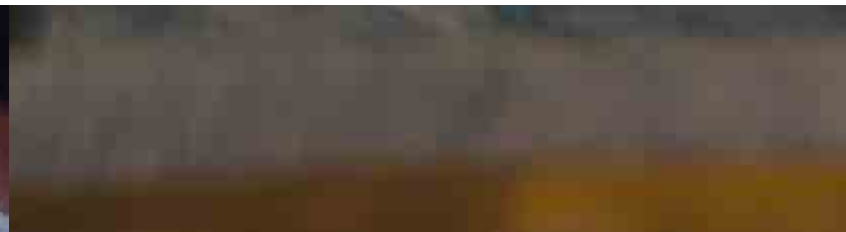
1 AWARENESS



2 EXPERIENCE



3 INNOVATION



PENHALIGON'S

EST. LONDON 1870



33% AWARENESS IN UK vs 13% IN US



A photograph of a courtyard with a brick building and a garden with sculptures. The building has a red-tiled roof and a series of arches. The garden is filled with various sculptures, including tall, thin, column-like structures and smaller, more abstract pieces. The text "BYRRIED" is overlaid on the top part of the image.

BYRRIED

DOUBLE DOWN ON CULTURE

49% AWARENESS IN KOREA VS 15% IN EUROPE





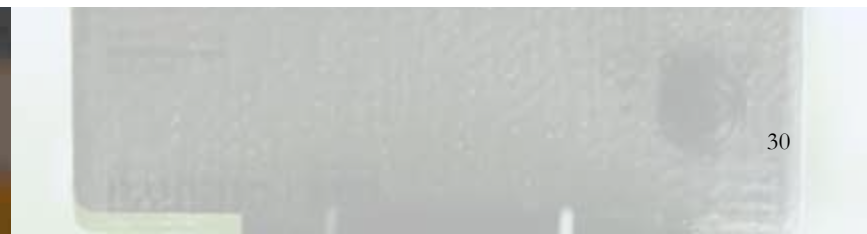
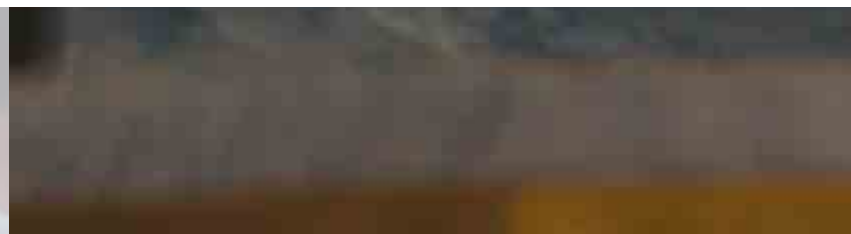
1 AWARENESS



2 EXPERIENCE



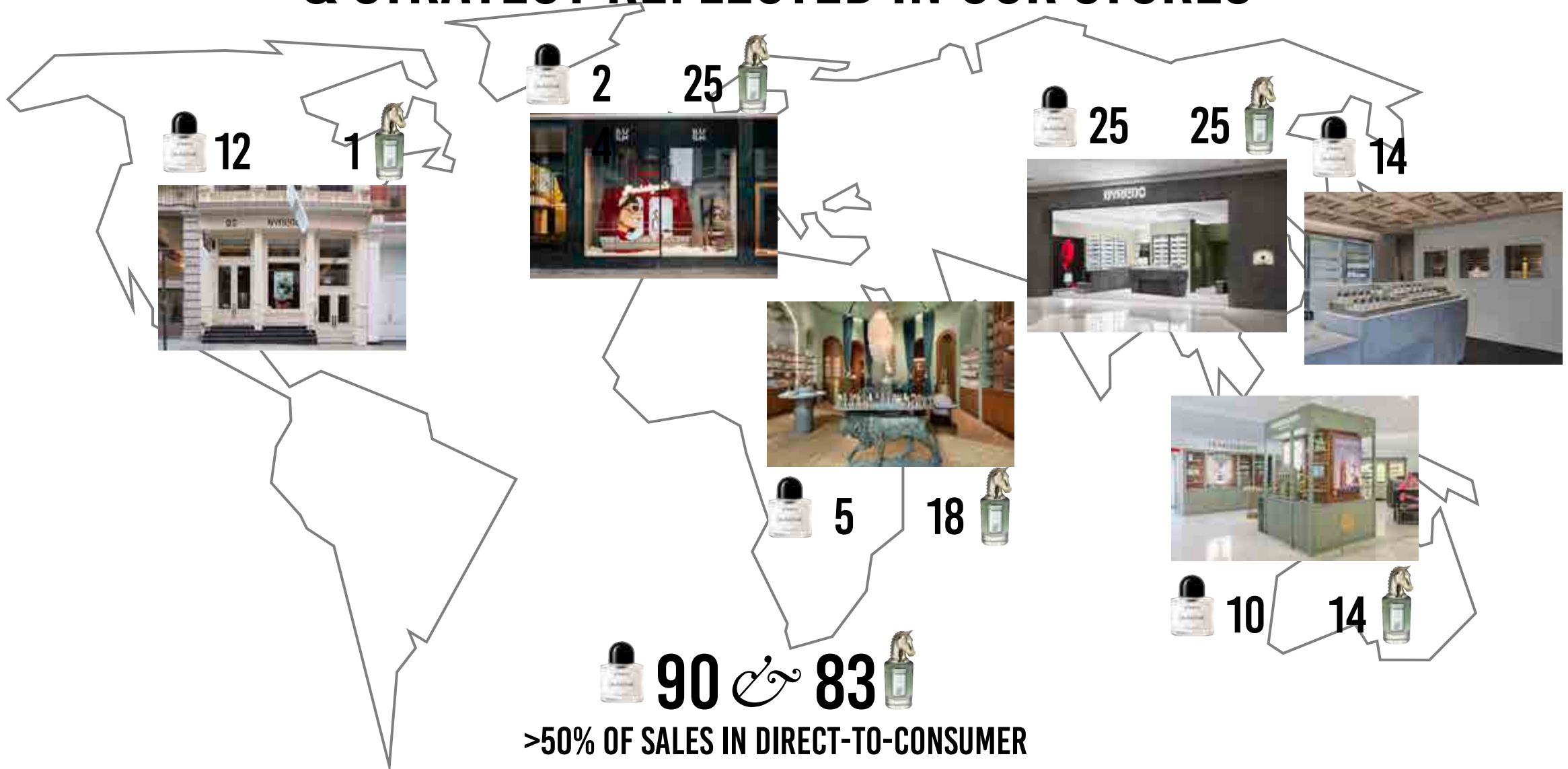
3 INNOVATION





DRIVE LIKE-FOR-LIKE
EXPERIENCE

BEST EXPRESSION OF OUR CREATIVITY & STRATEGY REFLECTED IN OUR STORES



A DIALOGUE BETWEEN CULTURES



A WORLD OF EXPRESSIONS



A photograph of a museum exhibit featuring a collection of perfume bottles on a circular, marble-topped pedestal. The bottles are arranged in a semi-circle, with some standing upright and others lying down. Behind the bottles are two black signs with white text. The top sign reads 'THE TRAGEDY OF LORD BYRON' and the bottom sign reads 'THE CONFESSION OF DUC D'ORANGE'. The background is a blurred museum interior with other exhibits and visitors. The text 'RETAIL IS MEDIA' is overlaid in large, white, bold letters across the center of the image.

RETAIL IS MEDIA

BRAND.COM : A FLAGSHIP OF ITS OWN



BRAND.COM : A FLAGSHIP OF ITS OWN

AI-POWERED FRAGRANCE FINDER

RECOMMENDING A FRAGRANCE THROUGH
THE VERY PERSONAL EMOTIONS
OF THE USER

IS THERE A
MEMORY
YOU OFTEN
THINK
ABOUT?

BRAND.COM : A FLAGSHIP OF ITS OWN

AI-POWERED FRAGRANCE FINDER

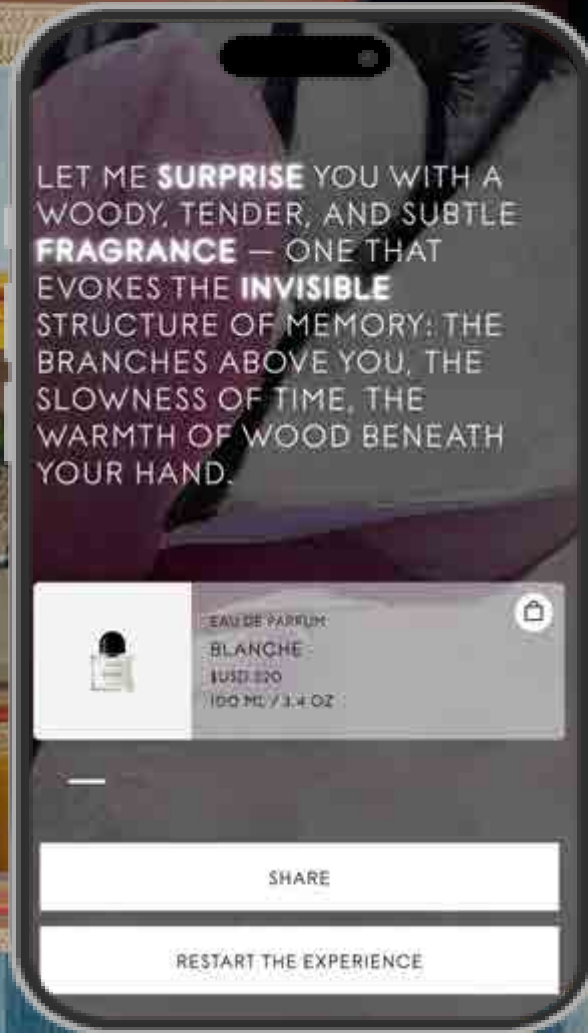
RECOMMENDING A FRAGRANCE THROUGH
THE VERY PERSONAL EMOTIONS
OF THE USER

BYRIEIDC

BRAND.COM : A FLAGSHIP OF ITS OWN

AI-POWERED FRAGRANCE FINDER

RECOMMENDING A FRAGRANCE THROUGH
THE VERY PERSONAL EMOTIONS
OF THE USER



BRAND.COM : A FLAGSHIP OF ITS OWN





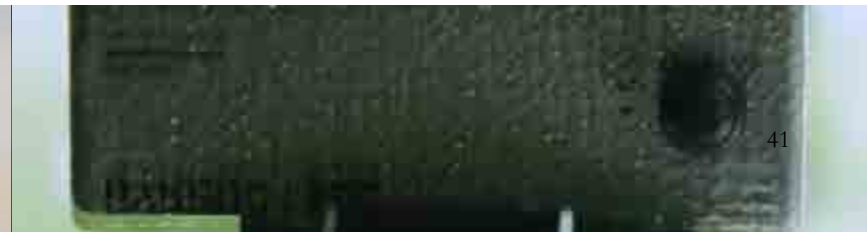
1 AWARENESS



2 EXPERIENCE



3 INNOVATION





DRIVE LIKE-FOR-LIKE
INNOVATION

IN US TOP-5
(FOR BYREDO)
SINCE LAUNCH (AUG 25)



IN US & EU TOP-5 DTC
(FOR BYREDO)
SINCE LAUNCH (AUG 26)



IN ASIA & ME TOP-5

**(FOR PENHALIGON'S)
SINCE LAUNCH (APR 25)**



#1 IN DTC

**(FOR PENHALIGON'S)
SINCE LAUNCH (AUG 26)**



BET ON BATH & BODY AND HOME



CORE OFFER
LOYALTY & PROFITABILITY



ACCESS PRICE POINT
RECRUITING & GIFTING



LIFESTYLE
FREQUENCY & GIFTING



EXCLUSIVITY
IMAGE & BRANDING

COVER ALL CONSUMER NEEDS & PRICE POINTS

HAND & B&B RECRUITING & GIFTING



€20

€32

€53

HOME FREQUENCY & GIFTING



€40

€80

€195

FRAGRANCE LOYALTY & PROFITABILITY



MIST
€70

30ML
€120

100ML
€245

75ML
€275

INTENSE
€335

EXCLUSIVE IMAGE & BRANDING



€480

€1'600

Weight of
Business

5-10%

> 90%



€39

€46

€57

€75

€78

€350



MIST
€75

50ML
€170

100ML
€245

100ML
€295

EXTRACT
€340



€490

€1'200

€3'700

Weight of
Business

15-20%

> 80%

< 5%

INTENSITY COVERING ALL CONSUMER NEEDS



BODY MIST



EAU DE PARFUM



ABSOLU DE PARFUM



EXTRAITS DE PARFUM



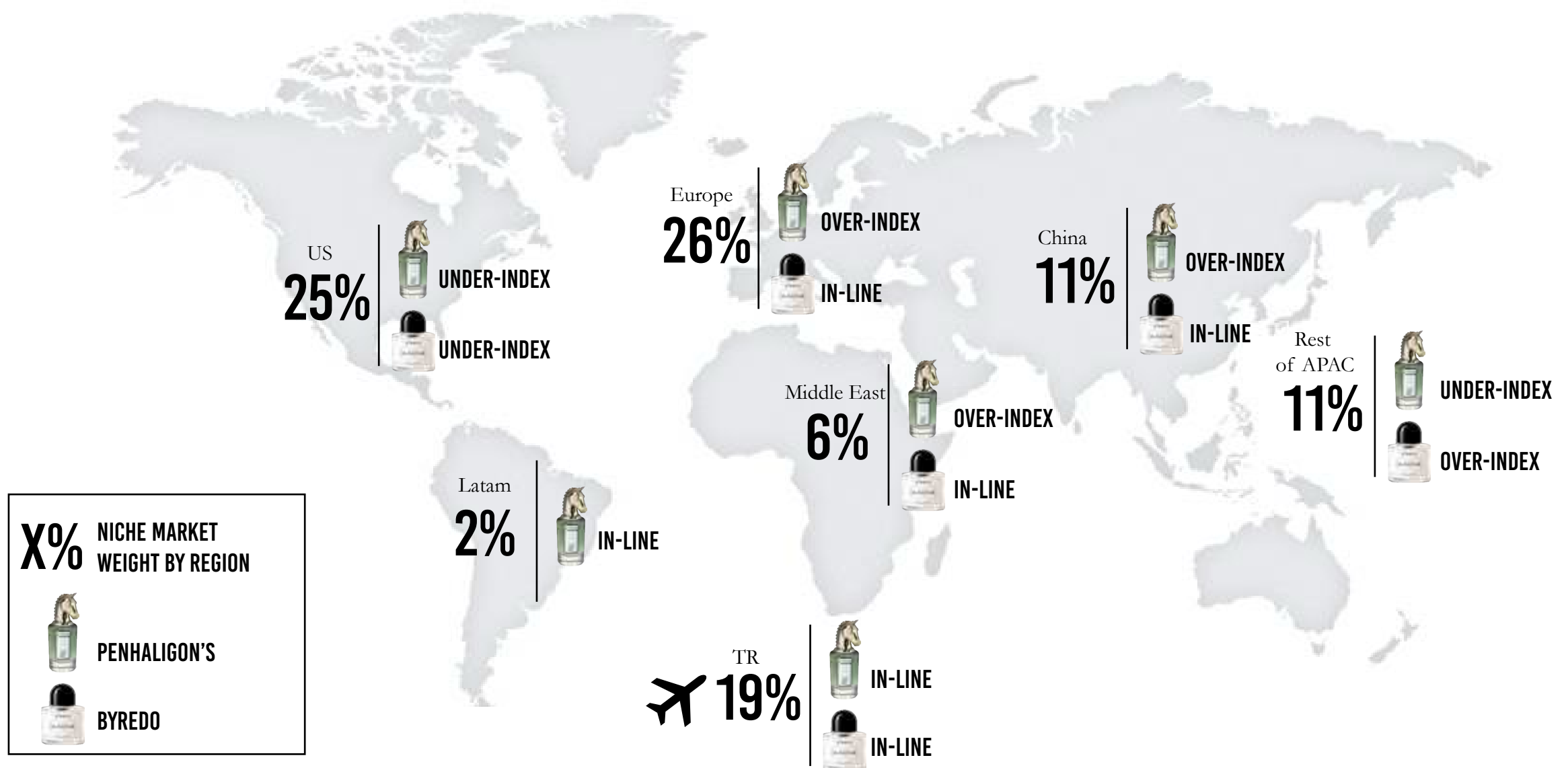
DRIVE LIKE-FOR-LIKE PRODUCTIVITY



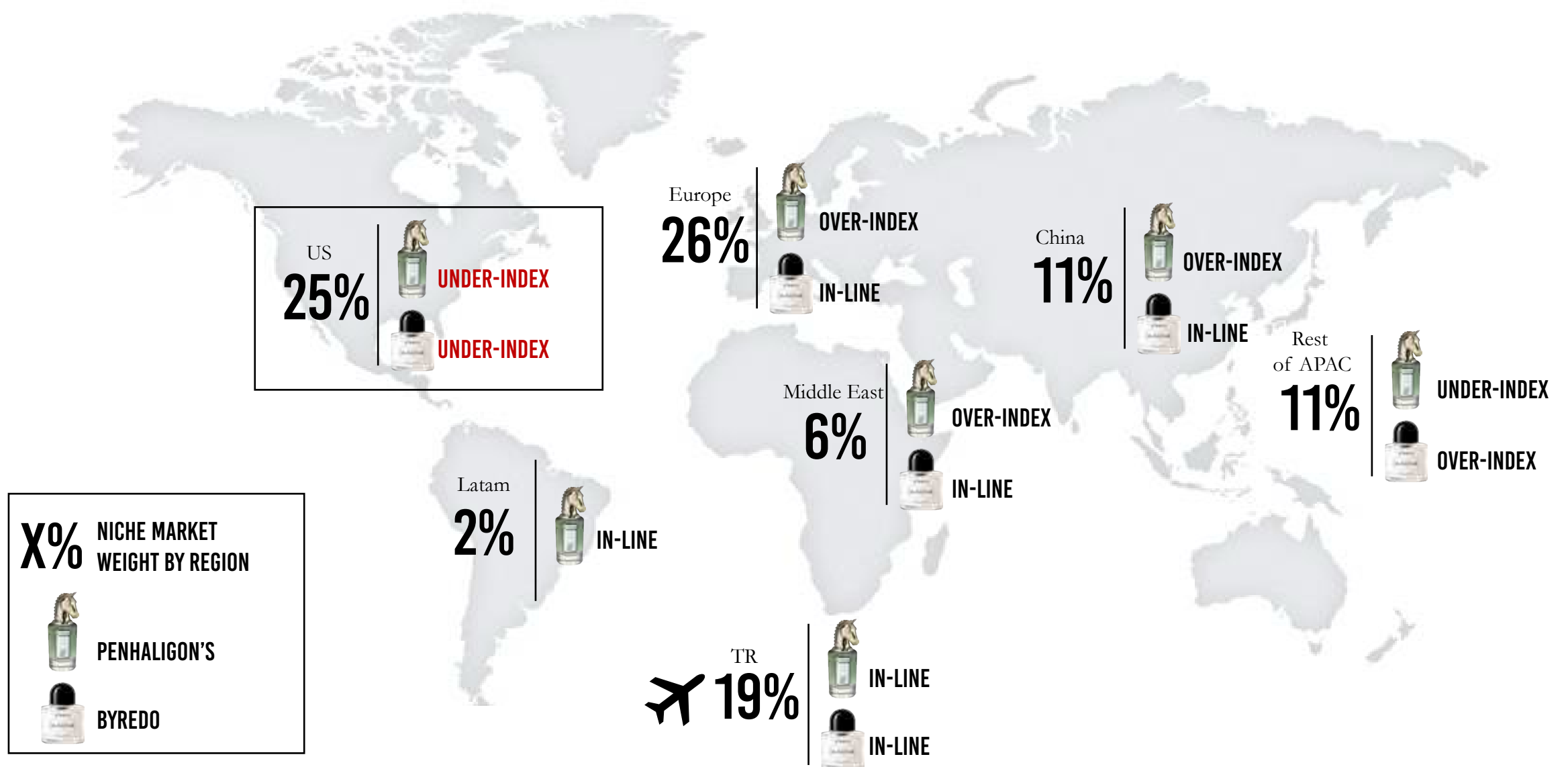
SELECTIVE EXPANSION



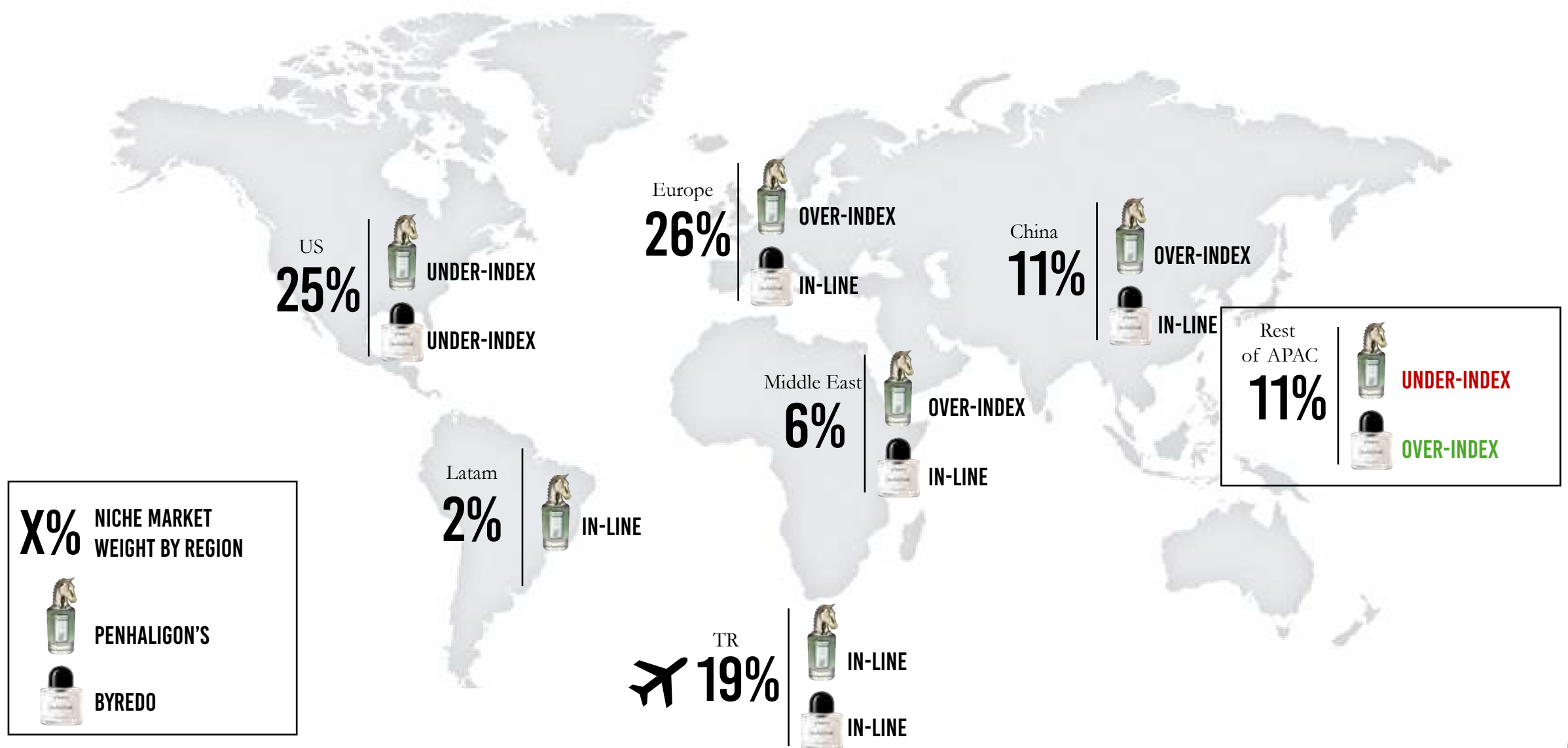
PUIG FOOTPRINT IS VERY DIFFERENT TO NICHE MARKET



OPPORTUNITY TO ACCELERATE IN THE US



OPPORTUNITY TO ACCELERATE IN APAC BEYOND CHINA



UNLOCK NEW RELAY OF GROWTH PENHALIGON'S



UK & ME

Consolidate Leadership from Challenger to Leader



CHINA & SEA

Consolidate Leadership from Challenger to Leader



US

Unlock to Scale



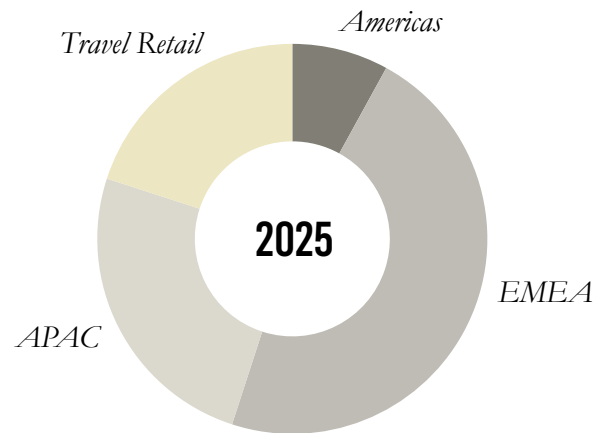
JAPAN & KOREA

Enter in Direct

PENHALIGON'S

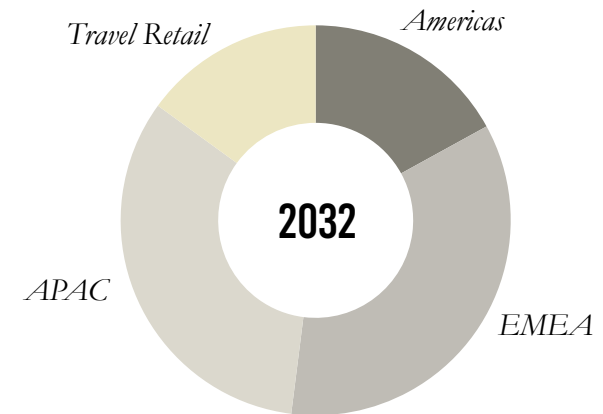
EST. LONDON 1870

FROM...



~ 900 B&M DOORS

...TO



AIM TO DOUBLE B&M DOORS



NORTHEAST ASIA

Consolidate Leadership from Challenger to Leader



US



EUROPE

Conquer cities

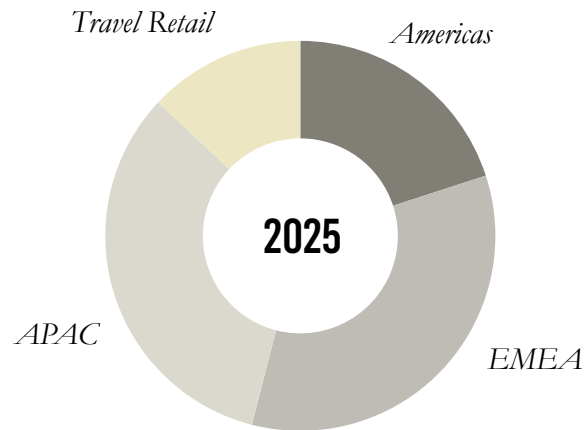


ME & SEA

Accelerate in Direct

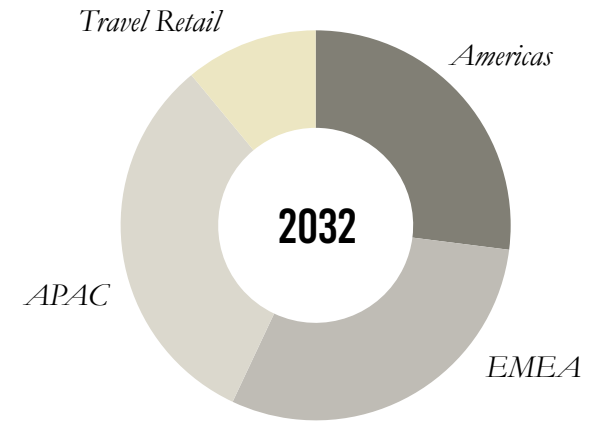
BYRIEDO

FROM...



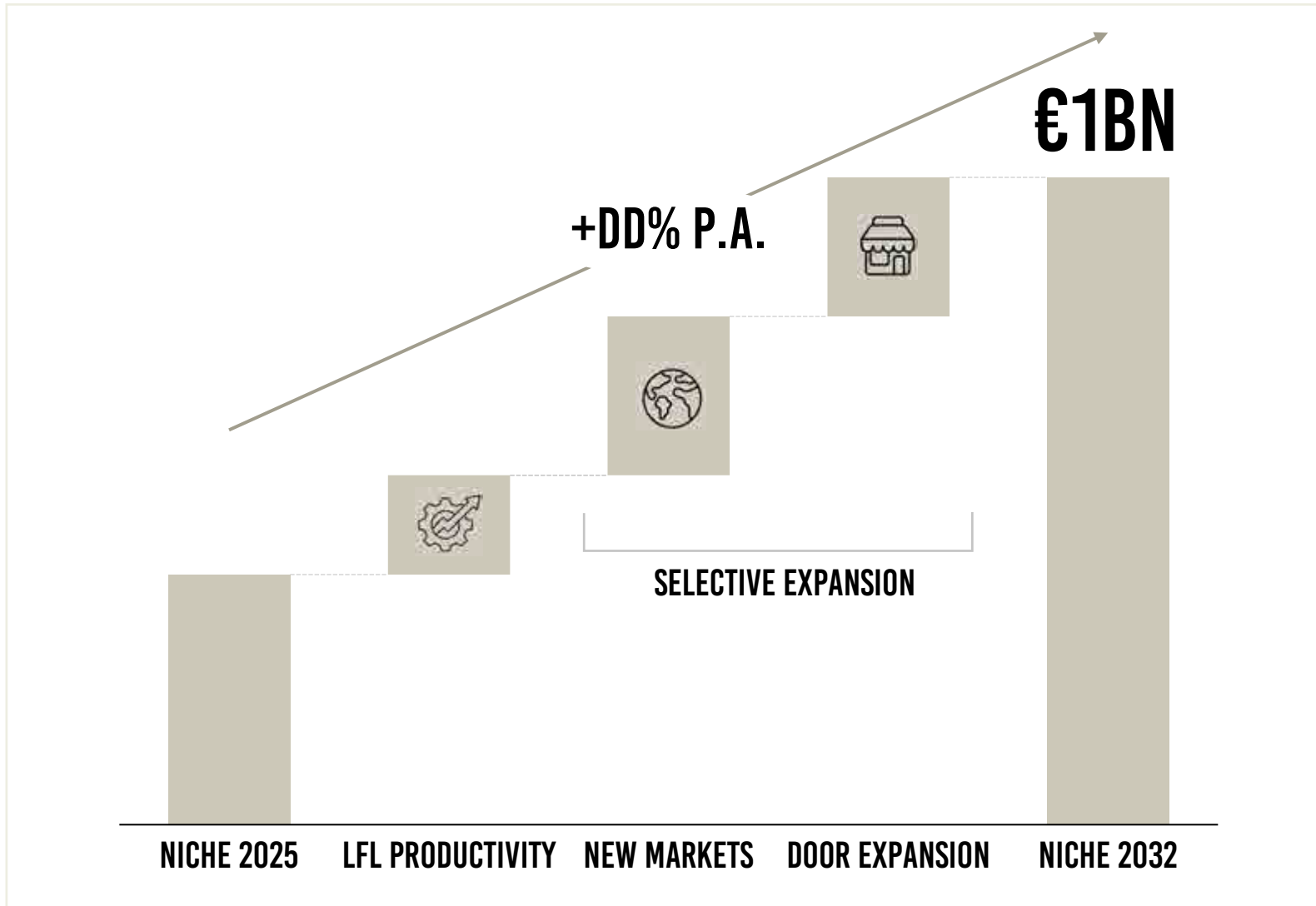
~ 1,250 DOORS

...TO



AIM TO EXPAND TO ~2,000 DOORS

REACHING €1BN IN NICHE FRAGRANCE



Note: Graph for illustrative purposes to describe the growth levers, not to scale

LOVE NICHE BRANDS WITH STRONG GROWTH AHEAD

