ADOREBEAUTY GROUP

FY25 RESULTS PRESENTATION

25 August 2025

RECORD EBIT & PROFIT MARGINS

Improved quality of revenue, CODB efficiencies, and own brand driving profit growth

FY25 SUMMARY[1]

\$198.8M Revenue +1.6%	**35.3%** Gross profit margin +1.9ppts	**\$8.1M** Reported EBITDA +67.8% *EBITDA margin 4.1%*
\$4.0M Reported EBIT +74.8% *EBIT margin 2.0%*	**\$12.7M** Cash at 30 June 2025 +8.7% to Dec '24	**1.35M** Total contactable database +20.4%

1. Comparisons to 12 months ending 30 June 2024 ('prior corresponding period', 'PCP') unless otherwise stated
2. EBITDA and EBIT are normalised, excluding one-off acquisition and restructuring costs

KEY FY25 ACHIEVEMENTS

Delivered EBITDA of $8.1 million, up 67.8%; and EBIT of $4.0 million[2], up 74.8%; margins up 160bpts and 80bpts respectively

Record gross profit margin for a financial year, up 190bpts supported by owned brands, retail media, reduced promotional cadence and disciplined inventory management

Opened 4 retail stores across Adore Beauty and iKOU brands with 3 stores under construction at year end, additional 12-14 locations confirmed for FY26

Onboarded 60 new brands with a strong forward launch pipeline into FY26

Launched "Adore Rewards" loyalty program to increase LTV, order frequency and basket size, over 440,000 active members now in the program

Significantly enhanced online experience with advanced AI personalisation and site infrastructure driving conversion improvements

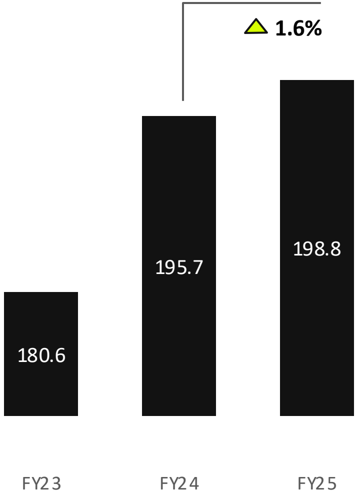
Re-engineered organisational design and processes to deliver omni-channel capability

1. Comparisons to 12 months ending 30 June 2024 (‘prior corresponding period’, ‘PCP’) unless otherwise stated. 2. EBITDA and EBIT are normalised, excluding one-off acquisition and restructuring costs.

STEP-UP IN PROFITABILITY DRIVEN BY RECORD GP MARGIN, COST MANAGEMENT, INVENTORY EFFICIENCIES

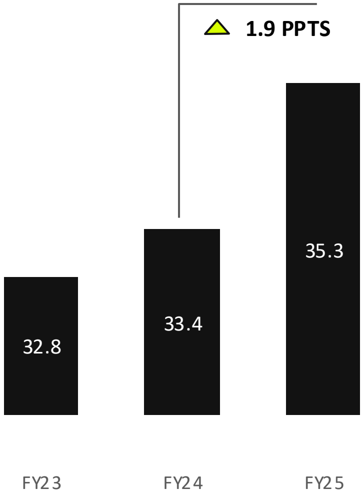
On track to exceed FY27 EBIT margin target of >5%

REVENUE
($A Million)



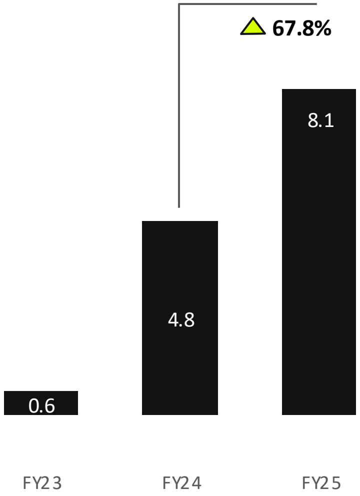
Improved quality of revenue
Resetting promotional cadence to improve revenue quality

GROSS PROFIT MARGIN
(%)



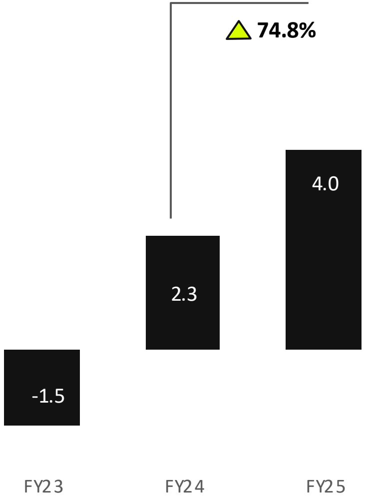
Record profit margins
Growing owned brands and retail media deliver step-up in margin expansion

REPORTED EBITDA[1]
($A Million)



Record reported EBITDA; margin in line with full-year guidance
Disciplined cost management and record GP margin deliver significant profit growth

REPORTED EBIT[1]
($A Million)



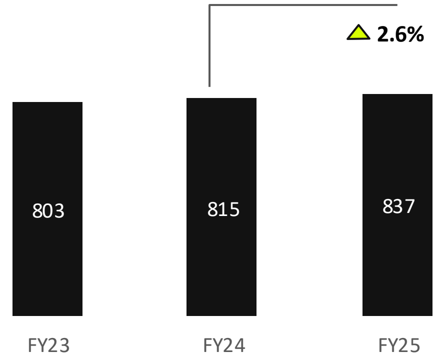
Working capital efficiencies; improved inventory turnover
On track to exceed 5% EBIT margin for the full-year in FY27

1. EBITDA and EBIT are normalised, excluding one-off acquisition and restructuring costs.

HIGHER QUALITY CUSTOMER BASE

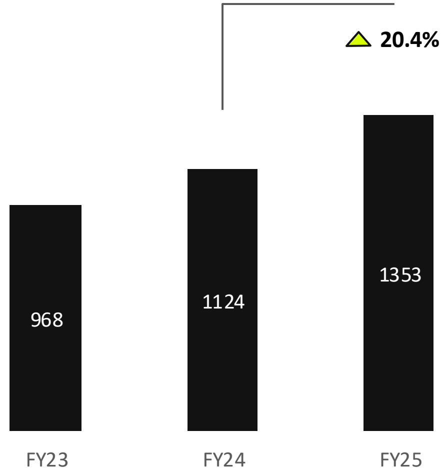
Loyalty initiatives and new channels increase new customers and frequency

ACTIVE CUSTOMERS[1]
('000)



Growth driven by new customers, new loyalty program and early benefit of retail store network on brand awareness.

TOTAL CONTACTABLE DATABASE[2]
('000)



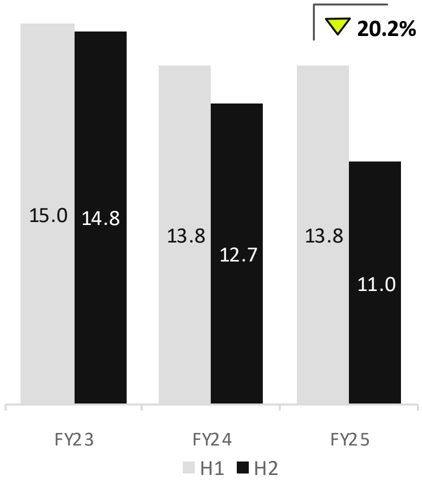
Significant opportunity to cost-effectively grow active customers and share-of-wallet.

1. Customers who have ordered in the last 12 months . 2. Customers that have provided consent to be contacted via email for marketing purposes

MORE PROFITABLE CUSTOMER GROWTH IN H2 [1]

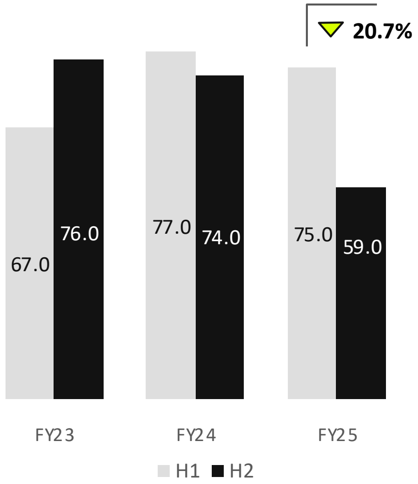
Further benefit across FY26 & FY27 as targeted acquisition unlocks additional efficiencies

MARKETING SPEND
(% of revenue)



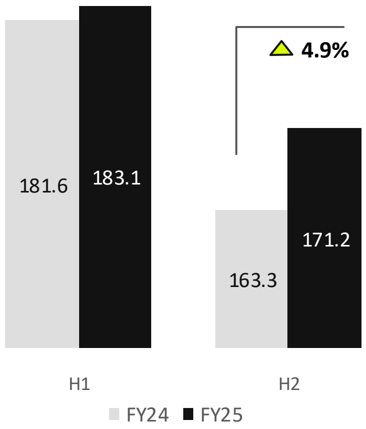
Improved marketing efficiency in H2 FY25
Targeted customer acquisition strategy focused on profitable growth

CUSTOMER ACQUISITION COSTS
($)



Profitability per customer improving
Customer acquisition costs reduced $15 in H2 FY25 as new customer growth increased 4.9% on PCP

NEW CUSTOMERS[1]
('000)



Customer growth up 4.9% in H2 FY25
Strong new customer growth in second half of year, improving quality of active customer base

1. Excludes iKOU

FY25 FINANCIAL RESULTS

FY25 P&L

A$M	FY24	FY25	CHANGE
Revenue	195.7	198.8	1.6%
Cost of sales	(130.3)	(128.6)	(1.3%)
Gross profit	65.5	70.2	7.3%
Gross profit margin	33.4%	35.3%	1.9 ppts
Employee costs	(20.6)	(23.5)	14.0%
Marketing and advertising costs	(26.0)	(23.8)	(8.6%)
Other costs[1]	(13.4)	(15.0)	11.8%
Operating EBITDA	5.4	7.9	46.4%
Margin	*2.8%*	*4.0%*	*1.2 ppts*
Share Based Payments	(0.6)	0.1	nm
Reported EBITDA	4.8	8.1	67.8%
	2.5%	*4.1%*	*1.6 ppts*
Depreciation and amortisation	(2.5)	(4.1)	61.4%
EBIT	**2.3**	**4.0**	**74.8%**
	1.2%	*2.0%*	*0.8 ppts*
Interest	0.5	(0.2)	(143.6%)
Profit/(loss) before tax	2.8	3.8	33.4%
Income tax expense	(0.7)	(1.1)	74.0%
Profit/(loss) after tax (NPAT)	**2.2**	**2.6**	**21.3%**

1. Other costs include IT expenses, bank and merchant fess, professional expenses
2. EBITDA and EBIT are normalised, excluding one-off acquisition and restructuring costs.

Revenue

- Revenue up 1.6% on prior year; continued focus on improving quality of earnings

Gross margin

- Gross profit margin improved 1.9ppts over PCP to 35.3%, benefitting from reduced promotional activity, improved inventory health, and margin accretive initiatives such as retail media and owned brand expansion

Improving profitability

- Reported EBITDA increased 67.8% to $8.1 million, at a margin of 4.1%, supported by disciplined promotional activity and CODB initiatives
- Improved marketing efficiency with marketing as a % of sales down 1.3ppts over PCP to 12%
- Investing in platform enhancements, omni-channel capability, and capital outlay for retail network

BALANCE SHEET

A$M AS AT	31 DEC 24	30 JUN 25
Cash and cash equivalents	11.7	12.7
Inventory	22.7	20.3
Other current assets	7.2	5.3
Other assets (non-current)	37.8	45.5
Total assets	79.3	83.8
Trade and other payables	22.4	22.1
Other current liabilities	7.2	12.4
Other liabilities (non-current)	9.8	9.1
Total liabilities	39.4	43.5
Net assets	39.9	40.2

- Debt-free and cash flow positive, with a closing cash balance of $12.7 million
- Healthy balance sheet supporting investment in strategic growth initiatives, including platform enhancements and retail store network
- Improved inventory efficiency, prioritising best-performing brands while ensuring product availability

PROGRESSING MID-TERM STRATEGY

OPERATIONAL PROGRESS TO DATE [1]

Delivering against 3-year strategic plan to unlock long-term value

- Opened five Adore Beauty retail stores across VIC, WA and NSW to grow market share and new customer acquisition; build brand awareness
- Strong retail media growth, reduced promotional cadence and disciplined inventory management delivering gross margin expansion
- New customer acquisition returned to growth in H2 with significant marketing efficiency delivered; launched tiered loyalty program
- Excellent progress across a number of operating initiatives delivering material core and new channel CODB efficiencies
- Significant investment in AI personalisation and site speed infrastructure with online platform redesign under construction launching Sept'25
- Growing iKOU sales in all channels, supported by expanded presence with two new retail stores (VIC and NSW), availability on ABY platform and leveraging Group shared services

EXECUTING ON 3-YEAR OMNICHANNEL GROWTH STRATEGY, TARGETING 30% REVENUE UPLIFT AND DOUBLING OF EBIT MARGIN TO >5%

1. As at 24th August 2025

INVESTING IN STORES TO DRIVE REVENUE & NEW CUSTOMER GROWTH [1]

Stores meeting or exceeding expectations; supporting core online business

REVENUE

+5.2%

Revenue outperforming expectations (4 stores)

CUSTOMERS

~30%

New customers tracking at 30% of transactions

MARGINS

+9pts

GM% ~9 bpts above eComm

TRAFFIC

+190k

Customers through the doors since opening

CATEGORY MIX

- Skincare 48%
- Haircare 20%
- Fragrance 18%
- Makeup 12%
- Wellness 2%

BRAND DISCOVERY

78%

78% of existing customers are purchasing a brand in-store they had never purchased online

AVERAGE CONVERSION

12.1%

Average conversion per customer visit

1. Southland (26 weeks), Watergardens (21 weeks), Carousel (5 weeks), Booragoon (3 weeks)

IKOU ACQUISITION BENEFITS GAIN MOMENTUM

Significant progress across growth and synergy benefits

REVENUE

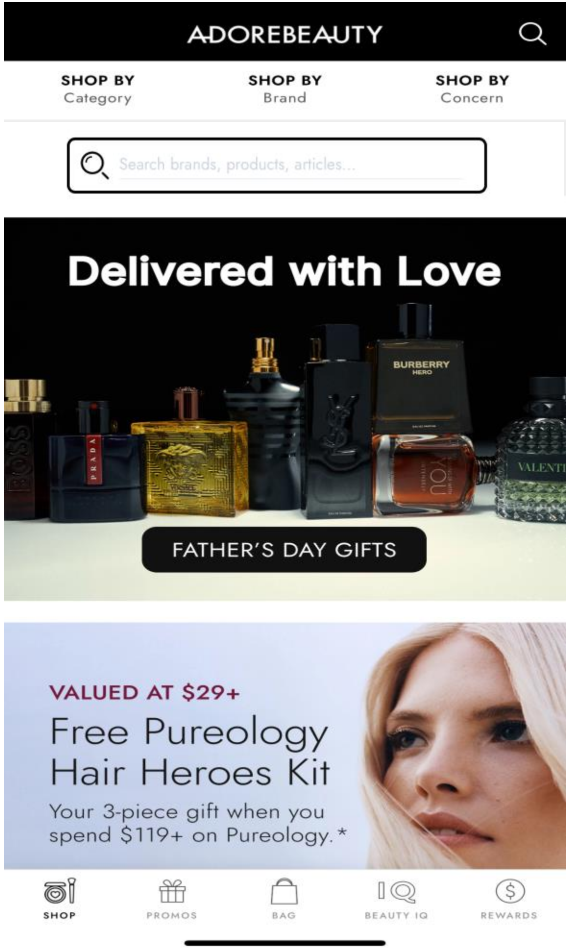
- Strong revenue growth across all channels in FY25
- Adore Beauty now iKOU's largest wholesale customer with 100+ SKU’s on the platform
- Opened Melbourne CBD flagship (May-25)
- Opened Berry (NSW) regional store with first in-house spa treatment facility (June-25)
- Sorrento (VIC) store on track to open Q2-FY26
- Marketplace partner (The Iconic) launched (Mar-25)
- 2-3 new stores planned through H2 FY26
- Recognised at the 2025 Clean & Conscious Awards, winning two golds, one silver and three Editors Choice awards

OPERATING EFFICIENCIES

- Online fulfilment moved to Adore CFC, leveraging scale and operational efficiencies (Apr-25)
- Group shared services leveraging Group capability in Finance, IT, People & Culture, Property & Store Development (Jan-25)

CAPABILITY

- Onboarded Managing Director (June-25) to drive strategic growth objectives and provide dedicated leadership focus
- Reset organisational structure with clear accountabilities by channel



INVESTING IN CORE BUSINESS TO DRIVE CONTINUED GROWTH

Significant platform enhancements through FY25 with platform refresh launching Q2-FY26

KEY INITIATIVES

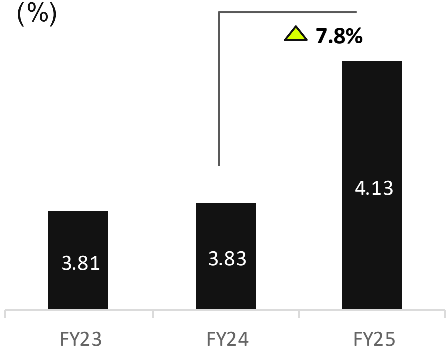
- Significant investment in online infrastructure in FY25
- Embedded AI-driven personalisation to improve product selection, customer experience
- Re-platformed tech stack delivering material site speed and conversion improvements

SITE SPEED[1]

Metric	Target	Delivered
First Contentful Paint (FCP)	< 1.8 s	1.2 s
Largest Contentful Paint (LCP)	< 2.5 s	1.2 s
Interaction to Next Paint (INP)	< 200 ms	145 ms
Speed Index	< 4.3 s	2.7 s

SITE CONVERSION

(%)



1. Page Speed Insights https://pagespeed.web.dev/analysis/https-www-adorebeauty-com-au

OPERATIONAL EFFICIENCIES REDUCE CODB

On track to deliver 150bpts improvement by 2027

Marketing efficiency

- In-housed digital agency H2 FY25, delivering higher ROI and cost-savings
- Disciplined promotional activity to support profitable growth
- H2 FY25 marketing as a percentage of revenue reduced 20.2% over H1; new customer growth up 4.9% over PCP with 20.7% reduction in CAC

Inventory

- Optimised inventory management, creating $3.1M in improved working capital whilst maintaining in-stock benchmark

Operational Cost management

- iKOU DTC fulfilment integrated into Group operations, delivering freight savings
- New partnership with Group freight provider delivering material cost reduction from October 2025
- Commissioned machinery to automate carton making
- Awarded 3-year shopfit partner, delivering efficiencies at scale for ongoing store capital costs
- Rationalised and streamlined technology infrastructure partners

SUMMARY & OUTLOOK

FY26 TO DELIVER MATERIAL GROWTH

Strong start to FY26 with first 7 weeks trading up 9.0% on prior year

Targeting FY26 Group EBITDA margin of 5-6% (90-200bps increase on FY25)

Targeting Group EBIT margin of 2.5-3.5% in FY26 (50-150bps increase on FY25)

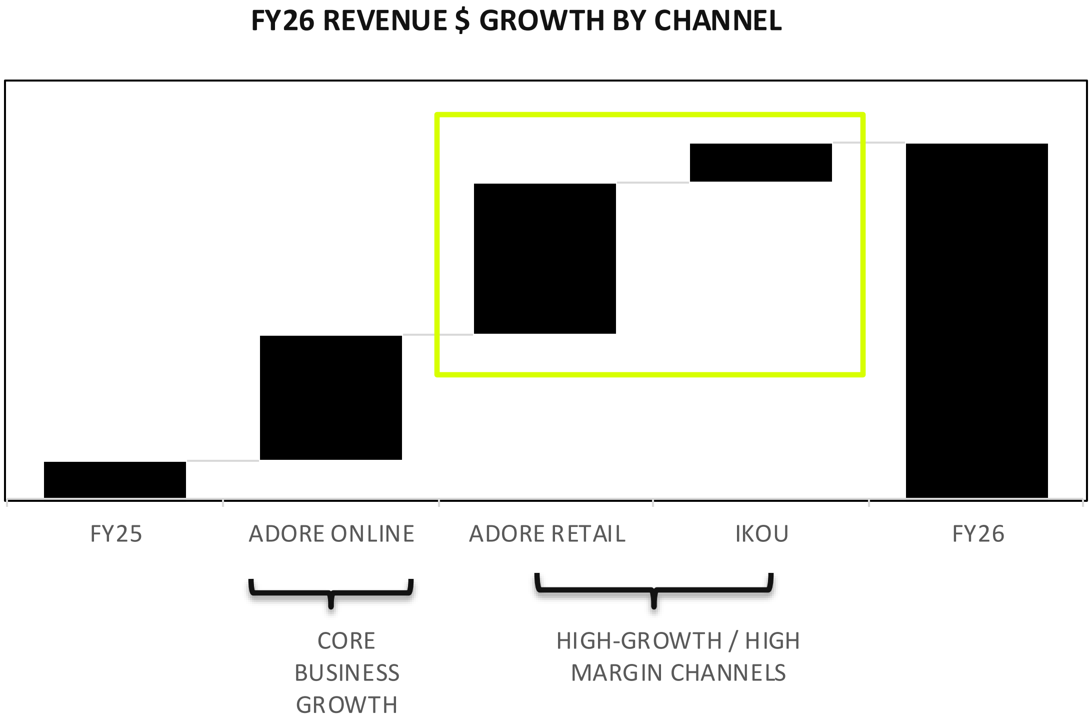
Owned brands expected to account for >6% of Group revenue in FY26

Continued customer growth in FY26; on track to achieve targeted 1.25M active customer base by 2027

12-14 new retail stores planned in FY26 with 15 Adore & iKOU stores trading by end CY25; on track to deliver a national retail store footprint of 25+ stores across both brands by end FY27

STRONG GROWTH IN HIGHER-MARGIN STORES & IKOU

Core online growth complemented by high margin, high growth channels



FY27 STRATEGIC PLAN – TARGETS [1]

Our Vision is to make beauty a source of confidence, empowerment and wellbeing, offering personalised experiences that celebrate individuality

Total Group Revenue > $260 million / +30%[2]

Gross margin expansion >200bpts

CODB contraction/efficiencies >(150bpts)

EBITDA target >8% of revenue

EBIT target >5% of revenue

Owned brands >8% mix of total product revenue

Annual active customers > 1.25 million

1.Management targets, not a forecast. Based on management estimates and subject to timing and execution of each initiative
2.Comparison to FY24


TERRE
D'HERMÈS
EAU DE PARFUM
INTENSE
GUCCI GUILTY
EAU DE PARFUM
POUR HOMME
EAU DE PARFUM
PRADA
OCEAN
LUNA ROSSA
BURBERRY
HERO
EAU DE PARFUM

APPENDIX

PROFORMA ADJUSTMENTS TO STATUTORY INCOME STATEMENT

Statutory Actual			Pro-forma Actual	
A$M	FY24	FY25	FY24	FY25
Revenue	195.7	198.8	195.7	198.8
Cost of sales	(130.3)	(128.6)	(130.3)	(128.6)
Gross profit	65.5	70.2	65.5	70.2
Gross profit margin	33.4%	35.3%	33.5%	35.3%
Employee costs	(20.6)	(23.9)	(20.6)	(23.5)
Marketing and advertising costs	(26.0)	(23.8)	(26.0)	(23.8)
Other costs[1]	(13.4)	(17.1)	(13.4)	(15.0)
Operating EBITDA	5.4	5.4	5.4	7.9
Margin	*2.8%*	*2.7%*	*2.8%*	*4.0%*
Share Based Payments	(0.6)	0.1	(0.6)	0.1
Reported EBITDA	4.8	5.5	4.8	8.1
	2.5%	*2.8%*	*2.5%*	*4.1%*
Depreciation and amortisation	(2.5)	(4.1)	(2.5)	(4.1)
EBIT	2.3	1.5	2.3	4.0
	1.2%	*0.7%*	*1.2%*	2.0%
Interest	0.5	(0.2)	0.5	(0.2)
Profit/(loss) before tax	2.8	1.2	2.8	3.8
Income tax expense	(0.7)	(0.5)	(0.7)	(1.1)
Profit/(loss) after tax (NPAT)	**2.2**	**0.8**	**2.2**	**2.6**

A$M	FY24	FY25
Statutory profit/(loss) before tax	2.8	1.2
Acquisition-related transaction cost		2.0
Restructure costs		0.6
Total pro-forma adjustments	0.0	2.6
Pro-forma tax effective rate applied to pro-forma PBT	0.0	(1.1)
Net profit/loss after tax	2.2	2.6

1. Other costs include IT expenses, bank and merchant fess, professional expenses and acquisition-related costs.

DISCLAIMER

Forward Looking Statements

Certain statements made in this release are forward-looking statements. These forward-looking statements are not historical facts but rather are based on Adore Beauty's current expectations, estimates and projections about the industry in which Adore Beauty operates, and beliefs and assumptions. Forward looking statements can generally be identified by the use of forward looking words such as 'anticipate', 'believe', 'expect', 'project', 'forecast', 'estimate', 'likely', 'intend', 'should', 'will', 'could', 'may', 'target', 'plan' and other similar expressions within the meaning of securities laws of applicable jurisdictions. Indications of, and guidance or outlook on future earnings, distributions or financial position or performance are also forward-looking statements. These statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and other factors, some of which are beyond the control of Adore Beauty, are difficult to predict and could cause actual results to differ materially from those expressed or forecasted in the forward -looking statements. Adore Beauty cautions shareholders and prospective shareholders not to place undue reliance on these forward-looking statements, which reflect the view of Adore Beauty only as of the date of this release. There can be no assurance that actual outcomes will not differ materially from these forward-looking statements.

The forward-looking statements made in this release relate only to events as of the date on which the statements are made. Adore Beauty has no obligation to release publicly any revisions or updates to these forward-looking statements to reflect events, circumstances or unanticipated events occurring after the date of this release except as required by law or by any appropriate regulatory authority.