

PUIG

Consolidated Annual Accounts and Consolidated Management Report

for the year ended December 31, 2025

Puig Brands, S.A. and subsidiaries

(Translation of a report officially issued in Spanish. In the event of a discrepancy, the Spanish language version prevails)

Consolidated
Annual
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Consolidated Annual Accounts

at December 31, 2025

(Translation of a report originally issued in Spanish. In the event of a discrepancy, the Spanish language version prevails)

Consolidated Financial Statements

at December 31, 2025

Consolidated Balance Sheet

As of December 31, 2025 and 2024

(Thousand euros)	Notes	2025	2024
Assets			
Property, plant and equipment	14	400,038	380,356
Intangible assets	15	4,598,653	4,705,720
Right-of-use assets	16	373,505	365,076
Investments in associates and joint ventures	17	414,760	395,190
Financial investments	18	209	689
Other non-current assets	18	35,245	130,865
Deferred tax assets	13	192,374	171,826
Total non-current assets		6,014,784	6,149,722
Inventories	19	693,605	720,312
Trade accounts receivable	18	578,466	567,529
Other current assets	20	224,367	282,991
Cash and cash equivalents	21	1,036,392	882,646
Total current assets		2,532,830	2,453,478
Total assets		8,547,614	8,603,200
Liabilities			
Share capital	22	128,499	128,499
Reserves and retained earnings		4,058,057	3,612,174
Treasury shares	22	(80,281)	(80,281)
Unrealized gains reserve		(15,194)	(27,720)
Cumulative translation adjustment	22	(191,813)	(106,568)
Equity attributable to the Parent Company		3,899,268	3,526,104
Non-controlling interests	22	12,574	11,580
Total equity		3,911,842	3,537,684
Non-current bank borrowings	24	718,327	1,129,931
Deferred tax liabilities	13	622,130	619,128
Provisions and other liabilities	26	1,041,736	1,513,147
Total non-current liabilities		2,382,193	3,262,206
Current bank borrowings	24	634,189	527,173
Trade accounts payable		245,164	229,492
Other current liabilities	29	1,337,065	999,020
Income tax payable	13	37,161	47,625
Total current liabilities		2,253,579	1,803,310
Total liabilities and equity		8,547,614	8,603,200

Notes 1 to 34 of the attached Consolidated Report form an integral part of the Consolidated Balance Sheet as of December 31, 2025 and 2024.

Consolidated Income Statement

For the years ended December 31, 2025 and 2024.

(Thousand euros)	Notes	2025	2024
Net revenues	5-6-7	5,042,026	4,789,779
Cost of sales	8	(1,255,132)	(1,201,679)
Gross profit		3,786,894	3,588,100
Distribution expenses		(232,232)	(220,384)
Advertising and promotion expenses		(1,647,541)	(1,551,285)
Selling, general and administrative expenses		(1,094,681)	(1,057,717)
Operating profit		812,440	758,714
Other operational income and expenses	9	22,022	(146,626)
Operational profit		834,462	612,088
Financial result	12	(59,413)	19,358
Result from associates and joint ventures and impairment of financial assets	18	44,755	61,060
Profit before tax		819,804	692,506
Income tax	13	(202,702)	(149,973)
Net profit for the year		617,102	542,533
Net profit attributable to non-controlling interests		(23,406)	(11,884)
Net profit attributable to the Parent Company		593,696	530,649
Earnings per share (euro)	23	1.05	0.94

Notes 1 to 34 of the attached Consolidated Report form an integral part of the Consolidated Income Statement as of December 31, 2025 and 2024.

Consolidated Comprehensive Income Statement

For the years ended December 31, 2025 and 2024.

(Thousand euros)	Notes	2025	2024
Net profit for the year		617,102	542,533
Net gains (losses) from cash flow hedges		16,092	(32,059)
Income tax effect (Note 13)		(3,086)	6,724
Translation difference gain /(losses)		(86,180)	914
Items that may be reclassified to the income statement		(73,174)	(24,421)
Financial instruments at fair value through equity		(480)	(15,671)
Income tax effect (Note 13)		—	2,351
Items that may not be reclassified to the income statement		(480)	(13,320)
Comprehensive consolidated income for the period		543,448	504,792
Attributed to:			
Parent Company		520,890	492,481
Non-controlling interests		22,558	12,311

Notes 1 to 34 of the attached Consolidated Report form an integral part of the Consolidated Statement of Comprehensive Income as of December 31, 2025 and 2024.

Consolidated Statement of Changes in Net Equity

For the years ended December 31, 2025 and 2024.

(Thousand euros)	Attributable to the Parent Company (Note 22)						Non-controlling interests	Total
	Capital	Reserves	Interim dividend	Treasury shares	Unrealized gains reserve	Cumulative translation adjustment		
Balance at December 31, 2023	144,000	1,087,933	(80,000)	(105,907)	10,935	(107,055)	9,303	959,209
Comprehensive income for the period	—	530,649	—	—	(38,655)	487	12,311	504,792
Transactions with shareholders	(15,501)	1,718,018	—	25,626	—	—	(6,433)	1,721,710
Capital increase	4,091	1,641,252	—	—	—	—	—	1,645,343
Capital decrease	(19,592)	19,592	—	—	—	—	—	—
Dividends	—	(186,086)	—	—	—	—	(6,433)	(192,519)
Treasury shares	—	243,260	—	25,626	—	—	—	268,886
Acquisition of non-controlling interests	—	181,604	—	—	—	—	—	181,604
Business combinations	—	—	—	—	—	—	159,667	159,667
Other changes in equity	—	93,970	80,000	—	—	—	(163,268)	10,702
Put-Call options	—	182,215	—	—	—	—	—	182,215
Reclassification of non-controlling interests	—	3,601	—	—	—	—	(3,601)	—
Other changes in equity	—	(91,846)	80,000	—	—	—	(159,667)	(171,513)
Balance at December 31, 2024	128,499	3,612,174	—	(80,281)	(27,720)	(106,568)	11,580	3,537,684
Comprehensive income for the period	—	593,696	—	—	12,526	(85,332)	22,558	543,448
Transactions with shareholders	—	(212,260)	—	—	—	—	(1,580)	(213,840)
Dividends	—	(212,260)	—	—	—	—	(1,580)	(213,840)
Acquisition of non-controlling interests	—	—	—	—	—	1,126	—	1,126
Other changes in equity	—	64,447	—	—	—	(1,039)	(19,984)	43,424
Put-Call options	—	33,035	—	—	—	—	—	33,035
Reclassification of non-controlling interests	—	20,682	—	—	—	—	(20,682)	—
Share-based payments	—	12,377	—	—	—	—	—	12,377
Other changes in equity	—	(1,647)	—	—	—	(1,039)	698	(1,988)
Balance at December 31, 2025	128,499	4,058,057	—	(80,281)	(15,194)	(191,813)	12,574	3,911,842

Notes 1 to 34 of the attached Consolidated Report form an integral part of the Statement of changes in consolidated equity as of December 31, 2025 and 2024.

Consolidated Cash Flow Statement

For the years ended December 31, 2025 and 2024.

(Thousand euros)	Notes	2025	2024
Cash flows from operating activities			
Net profit attributable to the Parent Company		593,696	530,649
Net profit attributable to non-controlling interests		23,406	11,884
Adjustments to the net profit			
Depreciation and Amortization	11	235,703	210,495
Deferred taxes	13	(2,046)	(20,283)
Finance lease expenses	12	10,652	8,868
Financial result from investing and financing		28,846	40,189
Non-cash items and other *		(4,741)	(1,906)
Result from associates and joint ventures and impairment of financial assets	17	(44,755)	(61,060)
Other non-current assets and liabilities cash items		(22,997)	(20,375)
Gross cash flow from operating activities		817,764	698,461
Changes in working capital	30	41,284	41,231
Net cash flow from operating activities (I)		859,048	739,692
Cash flows from investing activities			
Purchases of property, plant and equipment and intangible assets	14 - 15	(198,488)	(190,919)
Disposals of property, plant and equipment and intangible		23,180	139
Dividends received	17	23,977	14,722
Finance income	12	19,577	18,028
Business Combinations (net of cash)	4	—	(265,288)
Acquisition non-controlling interests		(13,485)	(811,476)
Loans issued to related parties (net)	18	99,158	(5,759)
Net cash from investing activities (II)		(46,081)	(1,240,553)
Cash flows from financing activities			
Capital increases	22	—	1,377,091
Treasury shares	22	—	(357)
Dividends paid	22	(213,840)	(192,519)
Issuance bank borrowings	24	266,090	658,572
Repayment bank borrowings and interests	24	(614,465)	(1,224,867)
Repayment of lease debt	16	(91,326)	(79,571)
Net cash from financing activities (III)		(653,541)	538,349
Net effect of changes in exchange rates (IV)		(5,680)	(7,743)
Change in cash and cash equivalents (I+II+III+IV)		153,746	29,745
Cash and cash equivalents at the beginning of the year		882,646	852,901
Cash and cash equivalents at the end of the year		1,036,392	882,646

* Include mainly adjustments on Earn-outs, Employee Benefits, income tax accruals and payments and other. Notes 1 to 34 of the attached Consolidated Report form an integral part of the Consolidated Statement of Cash Flows as of December 31, 2025 and 2024.

Notes to the Consolidated Annual Accounts

For the year ended December 31, 2025.

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1. Corporate information

Puig Brands, S.A. (“Parent Company”, the “Company”, “**Puig** Brands”), formerly Jorba B.V., was established on February 25, 1983. On November 20, 2015 it changed its corporate name to Jorba Perfumes, S.L. Sociedad Unipersonal. The Company changed its registered office on December 18, 2015, and is currently located at Plaza Europa 46-48 in L'Hospitalet de Llobregat, Barcelona, Spain. On November 8, 2022, Exea Inversión Empresarial, S.L., previously named Puig, S.L., the sole shareholder of **Puig** Brands (“Sole Shareholder” or Exea Inversión Empresarial, S.L.), approved the transformation of the Company into a public limited company, and, on March 20, 2023, decided to change the corporate name to **Puig** Brands S.A., Sociedad Unipersonal.

On May 3, 2024, the class B shares of **Puig** Brands, S.A. were admitted to trading on the four Spanish Stock Exchanges through the Stock Exchange Interconnection System (Continuous Market).

The consolidated annual accounts and the consolidated management report of **Puig** Brands and subsidiaries (hereinafter “**Puig**” or “the Group”) corresponding to the financial year ended December 31, 2025 have been prepared by the directors of **Puig** Brands on February 16, 2026 in Barcelona.

Puig is a global player in the premium beauty industry, home of iconic brands in the Fragrance and Fashion, makeup and skincare business categories.

Since 1914, the **Puig** family has run the family business. The **Puig** family is the backbone of the company’s values, which have been passed on for the last three generations. Their entrepreneurial spirit, creativity and passion for innovation have made **Puig** a reference in the field of beauty and fashion. Present in the Fragrance and Fashion, Makeup, and Skincare business categories, its brands are reinforced by a powerful ecosystem of founders and generate engagement through storytelling that connects with people’s emotions.

The **Puig** founding family has always aspired to leave behind a better and stronger company than the one it inherited. This legacy forms the foundation of **Puig**’s ambition to be a driving force for sustainable change, creating a prosperous future for both the planet and people.

Puig operates across three segments: Fragrance and Fashion, Makeup and Skincare through owned and licensed brands. **Puig** is based on a unique system of brands, led by unique personalities, with whom it establishes lasting and productive relationships, through shared values and the same brand building vision. Most of the business generated by **Puig** is built on its owned brands, highlighting Carolina Herrera, Jean Paul Gaultier, Rabanne, Charlotte Tilbury, Nina Ricci, Dries Van Noten, Penhaligon’s, L’Artisan Parfumeur, Kama Ayurveda, Loto del Sur, Byredo, Dr.Barbara Sturm, Apivita and Uriage. Additionally, **Puig** markets licensed brands products, mainly Christian Louboutin, Adolfo Domínguez, Antonio Banderas.

Puig owns minority interests in other entities, with the most relevant ones being ISDIN, S.A., Ponteland Distribução, S.A. (Granado) and Sociedad Textil Lonia, S.A.

Each of **Puig**'s Love Brands is rooted in a distinctive ethos, shaped by cultural relevance, creative vision, and emotional resonance, that informs every decision across the value chain. This identity-driven approach ensures that all touchpoints, from product creation to consumer experience, remain coherent, elevated, and true to what makes each brand unique.

Puig's fully integrated business model allows the company to translate these differentiated universes into products and experiences that inspire lasting connections across geographies and generations. While it executes most of the value chain in-house, it also draws on the capabilities of selected partners, from suppliers to distributors and retailers, ensuring quality, consistency, and operational excellence are upheld at every step.

The Company's ambition and determination have underpinned its international expansion since 1962, when it founded its first subsidiary outside Spain, and have helped it extend its activity across all continents. This extensive global presence is managed from the Barcelona headquarters. **Puig** has production plants in Europe (6) and India (1), with brand headquarters and subsidiaries in 33 countries.

2. Basis of presentation

2.1. Basis of presentation

The consolidated annual accounts have been prepared in accordance with the International Financial Reporting Standards (hereinafter, IFRS), adopted by the European Union (EU-IFRS).

The consolidated annual accounts are presented, unless expressly mentioned, in thousands of euros.

These consolidated annual accounts have been prepared under the going concern principle, in the absence of doubts about the Company's ability to continue its operations.

2.2. Basis of consolidation

The consolidated annual accounts corresponding to the financial year ended December 31, 2025 have been prepared in accordance with EU-IFRS.

Subsidiaries are entities over which the Company has control and, therefore, the power to govern their financial and operating policies. The results of subsidiaries acquired during the year are included in the consolidated annual accounts from the effective acquisition date.

Control is defined over three elements that must be complied with: having power on the relevant activity of the subsidiary, exposure, or the right to variable returns from its investment, and the ability to use such power to influence on those returns.

The share of non-controlling interests of the equity and income of the subsidiaries is under “Non-controlling interests” in the Consolidated Balance Sheet and “Profit attributable to non-controlling interests” in the Consolidated Income Statement.

All the intercompany balances and transactions have been eliminated, including unrealized profits arising from intragroup transactions.

Each of the companies included in the scope of consolidation prepares its annual accounts and other accounting records in accordance with the corresponding reporting standards, based on the legislation in force in the country of origin. Where these recognition and measurement criteria differ from those adopted by the Company in preparing its consolidated financial statements, they are adjusted to present the consolidated financial statements using uniform accounting policies. The financial statements of companies with a functional currency other than the euro have been translated as follows:

- Assets and liabilities are translated into euros at the exchange rates prevailing at year-end.

- Items composing the equity of these companies are translated to euros at the historical exchange rates used in the preparation of their historical consolidated annual accounts.
- Income and expenses are translated into euros using the average exchange rate for the year.

The differences arising from the application of these exchange rates are included in consolidated equity under “Translation differences”.

Associates, in which **Puig** does not have control but has significant influence, have been accounted for using the equity method. For consolidation accounting purposes, it has been estimated that **Puig** has significant influence when holding more than 20% of companies’ share capital and/or it can be verified that such significant influence exists.

Subsidiaries are consolidated from the date on which control is transferred and cease to be consolidated when such control disappears. In the event of a loss of control over a subsidiary, the consolidated financial statements incorporate the results of said subsidiary for the portion of the reporting year in which **Puig** still held the control.

Almost all the entities included in the scope of consolidation have December 31st financial year ends. The financial statements of the entities whose yearly closing does not coincide with that of the Company have been duly adapted. The accounting principles used by subsidiaries and associates have been adapted in the consolidation process to make them coincide with those applied by the Company.

All the companies included in the scope of consolidation have been consolidated using the full consolidation method, except for Ponteland Distribução, S.A. (Granado), Sociedad Textil Lonia, S.A., Isdin, S.A. and Beijing Yitian Shidai Trading, Co, LLC, which have been consolidated using the equity method.

2.3. Changes in accounting policies and in information breakdowns

The accounting policies used in the preparation of the consolidated annual accounts are the same as those applied in the consolidated annual accounts of 2024 of **Puig** Brands, S.A. and its subsidiaries, except for the following standards, interpretations and amendments that have been applied for the first time this exercise.

- **Standards and interpretations approved by the European Union applied for the first time in 2025**

Puig has not experienced significant impacts on these consolidated annual accounts due to new standards and interpretations.

- **Standards and interpretations issued by the IASB but not yet applicable in 2025**

Puig intends to adopt the standards, interpretations, and amendments to standards issued by the IASB that are not mandatorily applicable in the European Union when they become effective if they are applicable. Although Puig is currently analysing their impact, based on the analyses conducted to date, it estimates that their initial application will not have a significant impact on its consolidated financial statements.

2.4. Scope of consolidation

For fiscal year 2025, there are no significant changes compared to fiscal year 2024. The main changes in 2024 related the acquisition of Dr. Barbara Sturm as indicated in Note 4.

3. Accounting policies

The consolidated annual accounts have been prepared by the Directors of the Parent Company, in accordance with the International Financial Reporting Standards adopted by the European Union (IFRS-EU) as of December 31, 2025.

3.1. Business combinations - put-call options on minority interests

When a business is acquired, its assets, liabilities and contingent liabilities are measured at fair value at their acquisition date, as provided on IFRS 3, Business Combinations. When performing the purchase price allocation for the business combination, **Puig** records the identified intangible assets like brands or customer relationships. Any excess in the cost of acquisition over the fair values of the identified net assets is recognized as goodwill. If the cost of acquisition is lower than the fair value of the identifiable net assets, the difference is credited to profit or loss on the acquisition date.

At the business combination date, variable contingent consideration is estimated. Subsequently, differences are recorded in profit and loss.

The interest of non-controlling shareholders is stated at their proportion of the fair value of the assets and liabilities recognized. After initial recognition, non-controlling interests are adjusted by the profit / loss obtained.

On business combinations executed in stages, previous investments are valued at fair value with differences recorded in profit and loss.

In recent years, **Puig** has carried out business combinations in which it obtained the majority of voting (and economic) rights in entities like Charlotte Tilbury, Dr.Barbara Sturm or Byredo AB, among others, thereby gaining control over these businesses (Note 4). In these transactions, specific purchase put-call options were agreed for the acquisition of the remaining stake.

When **Puig** acquires a business without obtaining all its voting shares, but agrees a put and call option to acquire the minority stake in the future, and if the terms and conditions of the contract permit it, **Puig** follows IFRS 10 as outlined below:

- It calculates the value at which the non-controlling interests (minorities) should have been recorded according to IFRS 10.
- Subsequently, at the year-end closing, minority interests are accounted for as if they were acquired on that date.

- A financial liability is recognized for the current value of the amount payable as consideration for the exercise of the minority's put option, as an acquisition of minorities. The revaluation of the financial liability is reflected in consolidated equity.

In subsequent years to the acquisition, **Puig** recognizes the amount of profit attributable to minority interests in the consolidated income statement and subsequently reclassifies the minority interest as reserves.

3.2. Investments in associates and joint ventures

Puig's investments in associates and joint ventures are accounted for using the equity method.

Associates, in which **Puig** does not have control but has significant influence, have been accounted for using the equity method. For consolidation accounting purposes, it has been estimated that **Puig** has significant influence when holding more than 20% of companies' share capital and/or it can be verified that such significant influence exists. Associates are defined in Note 2 and Annex I.

Joint ventures are those entities over whose activities **Puig** has joint control, established by contractual arrangement. According to IFRS 11, Joint Arrangements, these entities are accounted for using the equity method in the consolidated financial statements.

The value of these investments on the consolidated balance sheet implicitly includes, where applicable, the goodwill arising on their acquisition.

Puig evaluates annually the impairment of the investments in associates and joint ventures.

3.3. Foreign currency translation

The financial statements of the standalone subsidiaries and associates are expressed in their functional currency. Note 2.2 provides a detailed explanation of how **Puig** has translated local currency into euros.

The main functional currencies other than the euro are the US dollar (USD) and the pound sterling (GBP). A detail of all the companies in the scope of consolidation and their corresponding functional currencies is included in Annex I.

The financial statements of **Puig** companies whose functional currency is the currency of a hyperinflationary economy (Argentina) are adjusted for inflation in accordance with the procedure described in the following paragraph prior to their translation to euros. Once restated, all the items of the financial statements are converted to euros using the closing exchange rate. Amounts shown for prior years for comparative purposes are not modified. All impacts are accounted for within currency translation differences in equity.

To determine the existence of hyperinflation, **Puig** assesses the qualitative characteristics of the economic environment of the country, such as the trends in inflation rates over the previous three years. The financial statements of companies whose functional currency is the currency of a hyperinflationary economy are adjusted to reflect the changes in purchasing power of the local currency, so that all items in the balance sheet not expressed in current terms (non-monetary items) are restated by applying a general price index at the financial statement closing date, and all income and expense, profit and loss are restated monthly by applying appropriate adjustment factors.

The exchange rate applied at the end of the year was the following:

Argentine peso	2025	2024
Year-end exchange rate	1,695	1,064

3.4. Property, plant, and equipment

Property, plant and equipment are recorded at the lower of acquisition cost, net of its accumulated depreciation, and recoverable value.

Tangible fixed assets category	Depreciation method	Useful life
Buildings	Straight-line	33 years
Machinery and tools	Straight-line	4 to 10 years
Office furniture and other equipment	Straight-line	3 to 10 years

Expenditure relating to repairs or maintenance is included in the consolidated income statement. The costs of improvements or enhancements which extend the useful lives of the assets are capitalized.

The net carrying value of property, plant and equipment is reviewed for impairment when events or changes in circumstances indicate that the net carrying value may not be recoverable. If any such indication exists, and where the net carrying value exceeds the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amounts.

The recoverable amount of plant and equipment is the greater of net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks inherent to the asset. Impairment losses are recognized as an expense in the income statement.

3.5. Intangible assets other than goodwill

Brands acquired as a result of business combination are stated at their fair value at the acquisition date. Intangible assets are valued regularly to make sure that their net book value is not higher than their recoverable value, in which case a loss would be recorded.

The recoverable amount of intangible assets is the greater of net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks inherent to the asset. Impairment losses are recognized as an expense in the income statement.

Depreciation of intangible assets is calculated on a straight-line basis over the estimated useful lives of the assets, which are as follows:

Intangible assets	Depreciation method	Useful life
Brands	—	Indefinite
Software, ERP and other intangibles	Lineal	3 to 5 years

Puig considers that its brands have an indefinite useful life since there is no foreseeable limit for the period over which the brands are expected to generate net cash inflows based on legal and competitive factors, since Puig’s brands have a consolidated position in the market.

Where the recoverable amount of an asset is below its carrying amount, the carrying amount is written down to its recoverable amount. An impairment loss is immediately recognized in profit or loss. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount. However, the increased carrying amount will not exceed the carrying amount that would have been determined had no impairment loss been recognized for the asset (or the cash-generating unit) in prior years. The reversal of an impairment loss is recognized immediately in profit or loss.

3.6. Goodwill

Goodwill is initially accounted for as the difference between the value of the contribution made for the acquisition of business and the fair value of the acquiree’s identifiable assets, liabilities and contingent liabilities.

Goodwill is no longer amortized on application of IFRS 3. Instead, goodwill is internally tested annually unless impairment indicators are detected. Impairment indicators are for example significant differences between the business performance versus business plans and macroeconomic factors.

In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of cash flows have not been adjusted.

The composition of the Puig's Cash Generating Units (CGUs) and the methodology for the impairment tests are explained in Note 15.

3.7. Inventory

Inventory is valued at the lower of cost and net realizable value.

The cost of inventory comprises all costs related to purchase and conversion and design, logistic and transportation costs and the necessary costs directly attributable to bring the inventory to its present location and condition.

Costs incurred in bringing each product to its present location and conditions are accounted for as follows:

- **Raw material:** Purchase cost on a first-in, first-out basis
- **Finished goods and work in progress:** Direct costs and a portion of indirect costs based on a normal operating capacity.

Net realizable value is the estimated selling price in the ordinary course of business, less the costs necessary to complete or perform the sale.

Obsolete and slow-moving products have been reduced to their estimated realizable value. This provision is based on product type, inventory turnover and expiry date.

3.8. Interest-bearing loans and borrowings

All loans and borrowings are initially recognized at cost, being the fair value of the consideration received net of issue costs associated with the borrowing.

After initial recognition, interest-bearing loans and borrowings are stated at their amortized value applying the effective interest rate method and considering emission expenses.

Derecognition of interest yield loans and credits

Puig derecognizes a previously recognized loan from the balance sheet when the obligation under the liability is extinguished because payment to the creditor for cancelling the debt has been made (through payments in cash or other goods or services) or because the debtor is legally released from any responsibility for the liability.

A loan is derecognized as follows: the difference between the carrying amount of the financial liability (or the part of it that has been derecognized) and the consideration paid, including any attributable transaction costs, which also has to include any new asset transferred other than cash or liability assumed, is recognized in the income statement in the year to which it relates.

Debt restructuring

In certain cases, **Puig** restructures its debt commitments to its creditors. For example: extending the maturity date of the principal in exchange for a higher interest rate, not paying and grouping interest in a single bullet payment of the principal and interest at the end of the life of the debt, etc.

There are several ways in which the terms on a debt may be changed:

- Immediate payment of the nominal amount (before maturity) followed by the refinancing of all or a portion of the nominal amount through a new debt (“exchange of debt”).
- Modifying the terms of the debt agreement before maturity (“modification of debt”).

In an exchange or modification of debt with the same creditor, **Puig** analyzes whether a substantial change in the terms on the original debt has occurred. If so, the accounting treatment is as follows:

- The book value of the original financial liability (or of its corresponding portion) is derecognized from the balance sheet.
- The new financial liability is initially recognized at fair value.
- Transaction costs are recognized in the income statement.
- The difference between the book value of the original financial liability (or the portion thereof that has been derecognized) and the fair value of the new liability is also recognized in the income statement.

On the contrary, if after the analysis, **Puig** concludes that both debts are not substantially different (they are essentially the same debt), the accounting treatment is as follows:

- The original financial liability is not derecognized (that is, it is kept on the balance sheet).
- The fees paid in the restructuring transaction are recorded as an adjustment to the debt’s carrying amount.
- The difference between the present value of cash flows excluding refinancing fees discounted at the effective interest rate prior to the refinancing and the previous amortized cost shall be presented as finance profit/(cost).

- A new effective interest rate is calculated as from the restructuring date. The amortized cost of a financial liability is determined by applying the effective interest rate, which equates the carrying amount of the financial liability on the modification date to the cash flows to be paid as per the new terms.

The contractual terms are considered to be substantially different, among others, when the present value of the cash flows from the new contract, including any commission paid, net of any commission received, differs by at least 10% of the present value of the cash flows yet to be paid on the original contract, when the effective interest rate of the original contract has been applied to both amounts.

Certain modifications to the determination of cash flows may not pass this quantitative analysis, but may also give rise to a substantial modification of the liability, such as: change from a fixed to a floating interest rate on the payment on the liability, restatement of the liability in a different currency, conversion of a loan at a fixed interest rate into a participation loan, among others.

3.9. Provisions

Provisions are recognized when:

- There is a present obligation (legal or implicit) as a result of a past event;
- It is probable that an economic outflow will be required to settle the obligation; and,
- A reliable estimate can be made of the amount of the obligation.

Provisions for restructuring costs are recognized when **Puig** has a formal plan for restructuring that has been notified to the affected parties.

If the effect of the cash temporary value is significant, the amount of the provision is discounted. Any increase in the provision value derived from the passing of time is recorded as “Financial expenses” in the consolidated income statement.

There are no risks giving rise to future significant contingencies that affect **Puig** and have not been considered in these financial statements.

Additionally, contingent liabilities are possible obligations arising as a consequence of past events, which may or may not occur depending on one or more future events beyond the **Puig's** control. Unlike provisions, contingent liabilities are not recognized in the consolidated balance sheet but disclosed in the notes thereto unless they are not considered remote.

3.10. Post-employment benefits and shared-based payments

Post-employment pension plans

Puig has entered into post-employment pension plans with some of its employees.

Under defined contribution retirement plans, **Puig** pays fixed contributions on a current basis into a separate (third party) recognized pension fund and will have no obligation to pay further contributions. Such fixed contributions are recognized in the income statement on the due date.

Under defined benefit retirement plans, **Puig** is obliged to pay certain benefits upon retirement. The liabilities of **Puig** concerning defined benefit retirement plans, and the related service cost, are determined using the projected unit credit method. The following concepts are recognized in the income statement for the year: the service costs for the current year, costs due to interest, expected yield of any plan asset, cost of previous services, and the effect of any type of curtailments and settlements of the plan. Any actuarial gains and losses are recognized outside the income statement and presented in the statement of changes in equity according to IAS 19. The amount recognized in the balance sheet represents the present value of the defined benefit obligation, net of related assets.

Share appreciation plan

Puig has several “share appreciation rights” (SARs) for executives and employees. The related employee benefits expense is determined based on the fair value of the liability at the vesting date and it is recognized based on the best estimate made by Management. This expense is recognized over the stipulated period during which the services are rendered and adjusted based on actual employee rotation.

Most of the SARs plans grant the beneficiaries the right to choose whether the share-based payment transaction is settled in cash or by delivering equity instruments, and consequently, it meets the definition of a compound financial instrument, which includes a debt component and an equity component. In order to measure each component, the Company has concluded that there is always a cash event enforceable for the Company in relation to all shares granted, and consequently, the accounting for these plans has been treated as a cash settlement, being the equity component measured at nil.

In the case that the shares are finally acquired by the employees, crossed put and call options are put in place. For some plans, in the case of a public offering, the put and call options would no longer have any effect, except when lock up periods apply, in which case **Puig** retains a call option.

Some specific plans have been defined as cash-settled plans, as they are always settled in cash.

Equity-settled share-based payment

In 2025, Puig approved a new share-based remuneration plan to be settled through equity instruments.

In accordance with IFRS 2 – Share-based Payment, equity-settled share-based payment arrangements are recognized as equity transactions when Puig receives services as consideration for its own equity instruments.

The fair value of the equity instruments granted is measured at the grant date and is recognized as a personnel expense in the consolidated income statement on a straight-line basis over the vesting period, based on the estimated number of equity instruments expected to vest, taking into account the fulfilment of non-market vesting conditions.

The corresponding credit is recognized directly in equity, within reserves, as no liability is incurred since the plans are settled by own equity instruments.

At each reporting date, the company revises its estimates of the number of equity instruments expected to vest as a result of non-market vesting conditions, with any adjustment recognized prospectively in profit or loss and equity. Market-based vesting conditions are incorporated into the grant-date fair value and are not subsequently revised.

3.11. Leases

Puig leases are in line with market terms and conditions. The main types of lease agreements, as well as their main characteristics are described below:

- **Offices and warehouses:** contract terms include an average lease length between 10 and 15 years and fixed rent updated based on inflation rates. In some of these contracts **Puig** has unilateral option to extend from 5 to 10 years.
- **Stores:** contract terms include an average lease length between 3 and 12 years. Rent payments always include a fixed component and some of them also include a variable component linked to the sales of the respective store which is added to the fixed component.
- **Transport equipment:** contract terms include an average lease length between 3 and 4 years and fixed rent updated based on inflation rates.

Variable lease payments, which do not depend on an index or rate, are not included in the measurement of the lease liability and the right-of-use asset, and are recorded as an operating expense as they are incurred.

At the commencement date of the lease, a right-of-use asset and a lease liability shall be recorded.

Initial valuation of the asset by right of use

At the commencement date of the lease, the right-of-use asset is measured at cost, which shall comprise:

- The amount of the initial measurement of the lease liability.
- Any lease payments made at or before the commencement date, less any lease incentives received.
- Any initial direct costs incurred by the lessee.
- An estimate of costs to be incurred by the company in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.
- In the cases in which there are variable amounts, the minimum lease payment shall be considered in the price.

Initial measurement of the lease liability

At the commencement date, the lease liability shall be measured at the present value of the lease payments that are not paid at that date. The lease payments shall be discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, **Puig**'s incremental borrowing rate shall be used. The lease payments included in the initial measurement of the lease liability comprise the following payments:

- Fixed payments less any lease incentives receivable.
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date of the lease.
- Amounts expected to be payable by the lessee under residual value guarantees.
- The exercise price of a purchase option if the lessee is reasonably certain to exercise that option.
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

Puig has included in the measurement of the lease liability the future cash flows for the periods it estimates that it will keep the contracts. For some of the lease contracts, the Group has extension options for additional periods, which can be freely exercised by the Group only.

These extension options have been considered in the value of the lease liability when **Puig** has reasonable certainty to exercise these options, due to significant investments performed, and the complexity to find similar leases in the market.

Subsequent measurement of the right-of-use asset

The right-of-use asset shall be measured at cost less any accumulated depreciation and any accumulated impairment losses, and adjusted for any remeasurement of the lease liability.

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

Subsequent measurement of the lease liability

The lease liability shall be measured by: (i) increasing the carrying amount to reflect interest on the lease liability; (ii) reducing the carrying amount to reflect the lease payments made; and (iii) remeasuring the carrying amount to reflect any reassessment or lease modifications.

The lease payments associated with short-term leases or leases for which the underlying asset is of low value are recognized in the consolidated income statement as an expense on a straight-line basis over the lease term. A short-term lease is a lease that, at the commencement date, has a lease term of 12 months or less.

Modifications to lease payments linked to an index, such as the consumer price index, are treated as modifications to lease liabilities at the date the index is revised and based on remaining cash flows.

The balancing entry of a modification to the lease liability is an adjustment to the right-of-use asset.

3.12. Revenue

Revenue is recognized at the carrying amount of the consideration received. Sales agreements contain one single performance obligation that is satisfied at a point in time.

There are no contracts with customers with significant financing components.

Gross sales

Income from the sale of finished goods is recognized when control over the goods is transferred to the customer, which occurs when the significant risks and rewards of ownership of the goods have passed to the buyer and can be reliably measured, which is, in general terms, when the goods are delivered.

Puig's revenue comes from the following business segments: Fragrance and Fashion, Makeup, Skincare.

Sales rebates and returns

Sales rebates include all the discounts given to end customers, volume-based incentives, etc.

Sales rebates and refunds are part of the sale transaction and deducted from the consideration in revenue recognition.

Puig receives promotional support services from certain customers, such as placing products in display stands and publishing offers, among others. These services are not under **Puig's** control neither fulfill any obligation and thus considered as a rebate. These amounts are deducted from the consideration for revenue recognition purposes if net revenue recognition criteria is met under IFRS 15.

Royalty income

Royalty income is related to licenses that **Puig**'s brands (Nina Ricci, Rabanne, Jean Paul Gaultier and Carolina Herrera) give to third parties to commercialize certain products such as eyewear and fashion and accessories. Royalty income is accounted for on an accrual basis, based on the percentage established for each of the licenses over the sales carried out by the third parties.

3.13. Income tax

The Parent Company and all of its Spanish subsidiaries pay corporate income tax under a consolidated tax regime, with the top entity responsible before the tax authorities being Exea Inversion Empresarial, S.L. The income tax expense is recognized in the income statement except when it refers to items recorded directly under equity.

Deferred income tax is recorded applying the liability method, on all temporary differences existing at the balance sheet date between the carrying amount of an asset or liability in the balance sheet and its tax base. Deferred tax liabilities are recognized for all taxable temporary differences except when the deferred income tax liability arises from an acquired goodwill, whose amortization is not tax deductible, or the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor the taxable profit or loss. Likewise, deferred tax liabilities are also recognized for all taxable temporary differences arising from the carrying amount of investments in subsidiaries or associates, except when the following two conditions are jointly met: the timing of the reversal of the temporary differences can be controlled by the Parent Company and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognized for all deductible temporary differences, carry-forward of unused tax assets and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry-forward of unused tax assets and unused tax losses can be utilized except, when the deferred income tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of transaction, affects neither the accounting profit nor taxable profit or loss.

3.14. Financial instruments

Puig determines the most appropriate classification for each financial instrument based on its business model and the characteristics of contractual cash flows and reviews it only in the event of a change in the business model for managing said assets. Current and non-current financial instruments are classified into the following categories:

Financial assets at amortized cost

Financial assets at amortized cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified, or impaired. **Puig's** financial assets at amortized cost includes trade receivables, deposits, loans and other current assets.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognized in the statement of profit or loss. This category includes derivative instruments to cover loans in foreign currencies and some non-listed equity investments (Note 18).

Financial assets at fair value through other comprehensive income

Upon initial recognition, **Puig** can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under IAS 32 Financial Instruments. The classification is determined on an instrument-by-instrument basis. Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognized as other income in the statement of profit or loss the right of payment has been established. Equity instruments designated at fair value through OCI are not subject to impairment assessment. The Group elected to classify irrevocably its listed and some other non-listed equity investments under this category (Financial Assets – Note 18).

Financial liabilities at amortized cost

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the effective interest rate (“EIR”) method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process. Amortized cost is calculated by taking into account any fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the statement of profit or loss.

This category generally applies to interest-bearing loans, trade payables, other current liabilities and lease liabilities.

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss includes earn-outs and share based payments designated upon initial recognition as at fair value through profit or loss.

Puig determines the fair value of financial instruments in accordance with the following hierarchy:

- **Level 1:** Observable prices for identical finance assets/liabilities in active markets.
- **Level 2:** Other measurement techniques in which the parameters with a significant impact on the determination of fair value are obtained directly or indirectly from the market.
- **Level 3:** Other measurement techniques in which the parameters with a significant impact on the determination of fair value are not obtained from the market. Fair value is mainly determined based on future economic projections for the underlying asset (or business).

3.15. Derivative financial instruments

Derivative instruments are initially recorded in the consolidated balance sheet at their cost of acquisition and are subsequently adjusted in order to always be recorded at their fair value. These adjustments are recorded as assets in case they are positive or as liabilities if they are negative.

For accounting purposes, and once the financial instrument has been designated as being a hedging instrument, the following classifications have been used:

- **Fair value hedges:** when hedging against the exposure to changes in the fair value of a recognized asset or liability. Any gain or loss from re-measuring the hedging instrument at fair value is recognized immediately in the income statement, netting its effect in the same caption of the income statement.
- **Cash flow hedges:** changes in fair value of hedging instruments are recorded for their effective proportion in the “Unrealized gains (losses) reserve” (Shareholders’ equity). The portion of the gain or loss of the hedging instrument that is determined to be an effective hedge is recognized directly in equity and the ineffective portion is recognized in net profit or loss.

The fair value of the different derivative financial instruments is calculated applying the following methods:

- At year-end exchange rate.
- Applying the discount of expected cash flows with regard to the market conditions, both for cash and futures at year end closing.

3.16. Use of estimates and judgments

The preparation of the financial statements in accordance with IFRS-EU requires **Puig** to make estimates and judgments (including fair value) that affect the application of accounting policies and the balances of assets, liabilities, revenues, and expenses.

These estimates and judgments are based on historical experience and various other factors that are considered reasonable under the circumstances, and their results form the basis for determining opinions on the carrying amounts of assets and liabilities that are not readily available from other sources.

The macroeconomic assumptions used in the estimates are based on figures provided by reputable entities and are tailored to **Puig's** specifications, including inflation, interest rates, exchange rates, etc. **Puig** incorporates these macroeconomic assumptions into its business planning and strategy.

The business plans prepared by management are used in the estimates made by **Puig** for the preparation of the annual accounts (e.g., impairment testing, recognition of deferred taxes or valuation of liabilities, etc.). However, actual results may differ from the estimates made in the business plans, both in the forecasts of business developments and in the assumptions applied for the calculations.

Puig's main estimates are as follows:

- The useful life and fair value of property, plant and equipment, and intangibles assets (Notes 14 and 15).
- The assumptions used in the Purchase Price Allocation (PPA) (Note 4) carried out in each business combination. In all cases, the PPA is prepared by external advisors.
- The assumptions used in determining the fair value/value in use of various Cash Generating Units (CGUs) or groups of them to assess the potential impairment of goodwill or other assets (Notes 15 and 17).
- Estimation of expected credit losses on accounts receivable and inventory obsolescence (Notes 3, 8, 18, and 19).
- Estimation of deductions from net sales (returns and rebates) (Notes 7 and 29).
- The fair value of financial instruments and certain unquoted financial assets (Notes 18 and 25).
- Assumptions used in determining the fair values of liabilities related to business combinations (notes 3.1 and 25). Contingent consideration liabilities fall under level 3 of the fair value hierarchy in accordance with IFRS 13.

- Provisions: An estimate is made of amounts to be settled in the future, including those related to contractual obligations, pending litigation and other future costs. These estimates are subject to interpretations of current facts and circumstances, projections of future events, and estimates of the financial effects of these events.
- Evaluation of the recoverability of tax credits, including carryforward tax losses and deduction rights. Deferred tax assets are recognized to the extent that future tax benefits are available against which temporary differences can be offset, based on management's assumptions regarding the amount and timing of future tax benefits.

4. Business combinations

In 2025, **Puig** did not complete any business combinations.

Dr. Barbara Sturm

In January 2024, **Puig** acquired 65% (economic and voting rights) of Dr. Barbara Sturm (Barbara Sturm Molecular Cosmetics GmbH). With this acquisition, **Puig** reinforces its presence in the premium skincare business. Dr. Barbara Sturm was founded in 2014 with the objective to deliver science-based and effective skincare treatments. Dr. Barbara Sturm is a luxury, science-focused skincare brand with seven owned spas and boutiques offering high-performance treatments.

Transaction costs amounting to 5.7 million euros were recorded in the 2024 income statement (Note 9).

The respective carrying amounts and fair values of Dr. Barbara Sturm's identified assets and liabilities at the acquisition date were as follows:

(Thousand euros)	Net carrying amount	Fair value
Long term assets	10,464	192,315
Current assets	19,148	21,098
Cash and cash equivalents	10,535	10,535
Non-current liabilities	(18,667)	(76,068)
Current liabilities	(24,854)	(24,854)
Total net assets	(3,374)	123,026
Cash paid		275,823
Put & call option		159,667
Variable contingent consideration (earn-out)		965
Goodwill (Note 15)		313,429

Dr. Barbara Sturm's assets and liabilities are denominated in euros.

The most important differences between the net carrying amount and their corresponding fair values corresponded to the brand and customer relationships, with net fair values of 168 million euros and 14 million euros respectively. Additionally, there are deferred tax liabilities associated with the fair value of the intangible assets that arose in the purchase price allocation process, amounting to 57 million euros.

The respective fair values of Dr.Barbara Sturm's brand and customer relationships were determined through valuations conducted by an independent expert using the royalty savings method and the MEEM (Multi-period Excess Earning Method) methodology. The key assumptions for the estimation of fair values at the acquisition date referred to net revenue growth and royalty rate aligned with the expected market evolution and considering the specifications of the brand. Additionally, a post-tax discount rate of 9.3% and a long-term growth rate of 3% were considered. The assumptions used in terms of business evolution were based on strategic plans approved by **Puig**.

Puig recognized a goodwill in connection with the synergies that **Puig** obtains from Dr.Barbara Sturm improving other **Puig** cash-generating units (Note 15).

As part of the acquisition, **Puig** agreed to put and call options for the acquisition of the remaining 35% of Dr.Barbara Sturm's shares not currently owned (Note 26). The valuation of these options was based on a net revenue multiple, adjusted according to market multiples. A minimum price, equivalent to the cash payment when control is taken, is guaranteed.

Additionally, an earn-out payable were agreed as part of the acquisition. The valuation of the earn-out is based on a net revenue multiple, adjusted considering net revenue targets (Note 26).

These liabilities were discounted at a 9.3% at the time of the business combination.

At the acquisition date, the amount of the put call options amounted to 160 million euros, which were initially recognized as non-controlling interest, and subsequently reclassified as a liability at the reporting date.

The results of Dr.Barbara Sturm's operations were included in the 2024 financial statements from the acquisition date, January 1st. The amount of net revenue from the acquisition date until December 31, 2024, amounted to 54 million euros.

5. Segment reporting

The information presented below regarding segments has been prepared in accordance with IFRS 8, identifying the corresponding operating segments based on the type of products offered in each of them.

Puig's business activities are organized into three segments: Fragrance and Fashion, Makeup, and Skincare.

The segment reporting is presented with this breakdown as it is used by the senior management and board of directors of **Puig** to monitor the business. For the purposes of IFRS 8, the board of directors should be understood as the highest authority for operational decision-making at **Puig**.

Fragrance and Fashion

The Fragrance and Fashion business segment focuses on the creation, marketing and sale of fragrances, and to a much lesser extent, clothing, accessories, and other fashion-related items. Although fashion is a small portion of our revenues, it has been a key enabler of the fragrance industry, especially in the premium segment, where a major part of the top premium fragrance brands are inspired by a fashion brand. **Puig** recognizes the value of the deep connection that consumers build with fashion brands and how that translates to fragrances.

Under this business category, **Puig** designs, develops and markets fragrances in various forms, including eau de parfum sprays and colognes, as well as lotions, powders, creams, candles, and soaps, that are based on a particular fragrance. In addition, **Puig** designs, produces, and markets clothing, footwear and accessories.

The **Puig** portfolio of brands operating in the Fragrance and Fashion business category includes Carolina Herrera, Jean Paul Gaultier, Nina Ricci, Rabanne, Byredo, Christian Louboutin, Dries Van Noten, L'Artisan Parfumeur, Penhaligon's, Adolfo Domínguez and Banderas among others.

Makeup

The Makeup business segment focuses on the creation, marketing, and sale of a comprehensive range of high-quality cosmetic products including, among others, foundations, concealers, lipsticks, lip glosses, eyeliners, blushes, mascaras and eyeshadows.

The **Puig** portfolio of brands operating in the Makeup business segment includes Carolina Herrera, Charlotte Tilbury, Rabanne, Byredo, Christian Louboutin and Dries Van Noten.

Charlotte Tilbury and Christian Louboutin are the brands with the largest revenue contribution to our Makeup business segment. Charlotte Tilbury is the leader in this segment in terms of know-how and acts as the driver for the expansion of makeup products to brands that are already established in other segments.

Skincare

The Skincare business segment focuses on the creation, marketing, and sale of a variety of products to meet the needs of different skin types and concerns, such as cleansers, toners, moisturizers, serums, body care, exfoliators, acne, and oil correctors, facial masks and sun care products.

The **Puig** portfolio of brands under this segment skews heavily towards Dermo-Cosmetics but also includes Prestige skincare. **Puig's** brands operating in the Skincare business segment include Uriage, Apivita, Dr.Barbara Sturm, Kama Ayurveda, Loto del Sur and Charlotte Tilbury.

The distribution of net revenues, operating profit, depreciations and amortizations and operating assets among segments is as follows:

2025

(Thousand euros)	Net revenues	Operating profit	Amortization and impairment (*)	Operating assets
Fragrance and Fashion	3,646,055	683,144	176,166	3,610,581
Makeup	844,751	96,429	38,267	2,021,891
Skincare	551,220	32,867	21,270	1,011,795
	5,042,026	812,440	235,703	6,644,267

2024

(Thousand euros)	Net revenues	Operating profit	Amortization and impairment (*)	Operating assets
Fragrance and Fashion	3,513,253	677,585	155,618	3,649,204
Makeup	763,004	44,069	34,309	2,119,360
Skincare	513,522	37,060	20,568	970,429
	4,789,779	758,714	210,495	6,738,993

* No impairment losses were recorded for the years 2025 and 2024 (Note 14).

Eliminations in Net revenues amounting to 16.4 million euros (24.7 million euros in 2024) and 0.6 million euros (2.6 million euros in 2024) have been allocated to Fragrance & Fashion and Skincare, respectively.

For the purpose of the reconciliation with the total assets of **Puig** consolidated financial statements, assets are split as follows:

(Thousand euros)	Note	2025	2024
Fixed assets	14	400,038	380,356
Intangible assets	15	4,598,653	4,705,720
Right-of-use assets	16	373,505	365,076
Inventories	19	693,605	720,312
Trade accounts receivable	18	578,466	567,529
Total operational assets		6,644,267	6,738,993
Corporate assets		1,903,347	1,864,207
Total assets		8,547,614	8,603,200

Operational assets are those assets managed in the business segments.
Corporate assets are those assets centrally managed by the Parent Company.

6. Geographical reporting

In the presentation of information by geographical areas, net revenues are based on the geographical location of customers, while operational assets are based on the geographical location of assets.

Puig reports using three geographical areas: EMEA (Europe, Middle East and Africa), Americas and Asia-Pacific.

The distribution of net revenues and operational assets by geographical areas is as follows:

2025

(Thousand euros)	Net revenues	Operating assets
EMEA	2,751,961	3,787,222
Americas	1,759,573	1,835,836
Asia-Pacific	530,492	1,021,209
	5,042,026	6,644,267

2024

(Thousand euros)	Net revenues	Operating assets
EMEA	2,620,004	3,872,892
Americas	1,714,634	1,813,553
Asia-Pacific	455,141	1,052,548
	4,789,779	6,738,993

The net carrying amount of property, plant and equipment, intangible assets, and right of use assets located in Spain amounted to 382,243 thousand euros as of December 31, 2025 (2024 347,980 thousand euros).

7. Net revenues

In notes 5 and 6 above, net revenues by operating segment and by geographical area are presented.

A reconciliation between gross sales and net revenues is detailed as follows:

(Thousand euros)	2025	2024
Gross sales	5,695,299	5,380,826
Royalty income	23,886	24,984
Sales rebates	(534,767)	(505,805)
Sales returns	(142,392)	(110,226)
	5,042,026	4,789,779

Puig has deducted from its gross sales an amount of 677,159 thousand euros corresponding to discounts, returns and promotional support services from certain customers when these support services are not under **Puig** control neither fulfil any obligation (2024: 616,031 thousand euros) .

Puig does not have any customer with a sales volume greater than 10% of its net revenue.

8. Cost of sales

The breakdown of sales costs is as follows:

(Thousand euros)	2025	2024
Procurement and production costs	1,152,864	1,068,028
Inventory losses (note 19)	72,131	70,304
Gross inventory variation (note 19)	30,137	63,347
	1,255,132	1,201,679

Procurement and production costs are mainly related to the industrial production cost of products sold. This caption also includes finished goods produced by third parties.

Inventory losses reflects the obsolete stocks and slow-moving products, that, in line with **Puig** policies have been reduced to their estimated realizable value.

Gross inventory variation shows the difference between prior year and current year gross inventory (excluding provisions for obsolete stocks, slow-moving products and changes in scope from business combinations).

9. Other operational income and expenses

The breakdown of this item is as follows:

(Thousand euros)	2025	2024
Transaction costs	(1,914)	(17,825)
IPO	—	(119,473)
Other	23,936	(9,328)
	22,022	(146,626)

Transaction costs refer to the expenses incurred for business combinations (Note 4) and other corporate transactions. These costs encompass various fees and expenses necessary for completing the transactions.

In 2024, IPO costs refer to the extraordinary awards given to employees and other costs incurred during the process and the extraordinary pre-IPO incentive plans.

In 2025, “Other” consists of the profit from the disposal of Puig’s factory in France (Note 14).

In 2024, “Other” are mainly costs related to **Puig Women’s America’s Cup** amounting to 9,1 million euros.

10. Operating expenses

The following items are classified as expenses in the income statement based on their function:

(Thousand euros)	2025	2024
Employee benefits expenses	902,602	964,606
Lease expenses (note 16)	14,727	20,804
Research and development expenses	43,896	41,834
	961,225	1,027,244

In 2025 the average headcount was 11,553 employees, of which 8,603 were female, 2,940 were male and 10 were non-binary/undisclosed (2024: 10,909, of which 8,088 were female, 2,809 were male and 12 were non-binary).

The headcount by professional category is as follows:

	Headcount at year-end			Total	Average number
	Women	Men	Non-binary/ Not stated		
2025					
Senior executives	138	137	—	275	265
Sales and marketing	2,942	756	—	3,698	3,576
Point of sale personnel	4,557	937	12	5,506	4,291
Technicians	1,710	893	—	2,603	2,529
Administrative	123	11	—	134	132
Production staff	423	377	—	800	760
	9,893	3,111	12	13,016	11,553
2024					
Senior executives	143	130	—	273	272
Sales and marketing	2,457	670	8	3,135	3,051
Point of sale personnel	4,056	846	42	4,944	3,912
Technicians	1,915	900	11	2,826	2,758
Administrative	118	11	—	129	126
Production staff	433	376	—	809	790
	9,122	2,933	61	12,116	10,909

The average number of people employed during the year with a disability equal to or greater than 33%, by category, in the companies domiciled in Spain to which Royal Decree 1/2021 of January 12, 2021 is applicable, is as follows:

	2025	2024
Sales and marketing	1	1
Point of sale personnel	1	1
Technicians and administrative	18	15
Production staff	13	13
	33	30

As of December 31, 2025, the Board of Directors consisted of 13 members, 9 men and 4 women (2024: 13 members, 9 men and 4 women).

Employee expenses

(Thousand euros)	2025	2024
Wages and salaries	675,451	645,076
Social security costs	142,043	127,189
Pension costs	17,578	16,024
Additional employee expenses	67,530	176,317
	902,602	964,606

The increase in wages and salaries for 2025 and 2024 mainly corresponds to the increase in the average headcount of the year as well as inflation.

The “Additional employee expenses” includes multiannual employee remuneration amounting to 15,007 thousand euros in 2025 (43,426 thousand euros in 2024), indemnities amounting to 18,514 thousand euros (7,393 thousand euros in 2024) and other additional fringe benefits such as employee insurances, meal and food allowances, employee cars and other employee benefits. Additionally in 2024, it included the IPO exceptional award amounting in 2024 to 94,340 thousand euros.

11. Depreciation and impairment

The breakdown of depreciation and amortization expenses and impairment is as follows:

(Thousand euros)	2025	2024
Depreciation and impairment of property, plant and equipment (note 14)	105,116	93,420
Depreciation and impairment of intangible assets (note 15)	47,463	41,154
Depreciation and impairment of right-of-use assets (note 16)	83,124	75,921
	235,703	210,495

Overall expenses shown above relate to property, plant, and equipment, intangible assets, and right-of-use assets.

12. Financial result

The detail of the financial income and expenses is as follows:

(Thousand euros)	2025	2024
Finance income from investments in financial institutions and others	17,339	16,598
Finance income with related parties	2,237	3,266
Other finance income (Note 26)	9,894	86,591
Total finance income	29,470	106,455
Finance costs from bank borrowings, commissions	(51,038)	(67,939)
Finance lease expenses (Note 16)	(10,652)	(8,868)
Total finance costs	(61,690)	(76,807)
Net exchange differences	(27,193)	(10,290)
Total exchange differences	(27,193)	(10,290)
Financial result	(59,413)	19,358

Finance income

Financial income primarily corresponds to interest generated by investments held in financial institutions.

In 2025, finance income with related parties corresponds to interest amounting to 2,237 thousand euros of loans issued to employees (3,266 thousand euros in 2024).

Other financial income in 2025 and 2024 corresponds to the change in the valuation of the earn outs (Note 26).

Finance expenses

Financial expenses from financial debts with credit institutions, including loans, interest rate swaps, fees, and others, primarily refer to the interest on loans granted and credit lines used during the current year.

The finance costs from bank borrowings for the year 2025 have decreased compared to 2024 mainly due to bank borrowing reduction.

Finance lease expenses exclusively concern to the financial impact of applying IFRS 16.

Exchange differences

In 2025 the negative impact of exchange gains mainly corresponds with the depreciation of the US dollar and Emerging Market currencies.

In 2024, the negative impact of foreign exchange differences was mainly attributable to the depreciation of the Argentine peso.

As detailed in note 3.3, **Puig** applies adjustments in hyperinflationary economies.

13. Taxes

Puig Brands is subject to corporate income tax under the consolidated taxation regime in Spain, with Exea Inversión Empresarial, S.L. being responsible for such tax consolidation. Annex II provides details of the companies that are part of the tax consolidation group led by Exea Inversión Empresarial, S.L.

The remaining companies generally pay corporate income tax on an individual basis, except in some jurisdictions where taxation occurs under a tax consolidation regime (Annex II).

In February 2024, Exea Inversión Empresarial, S.L. received a notification for inspection for the corporate income tax regarding fiscal years 2019-2022, as well as for the value added tax and withholding taxes for fiscal years 2020-2022. At the same time, Antonio **Puig**, S.A.U. received a notification for inspection for the corporate income tax regarding fiscal years 2019-2022, value added tax and withholding taxes for fiscal years 2020-2022. In March 2025, **Puig Brands**, S.A. received a notification for inspection for the corporate income tax regarding fiscal years 2019-2022 as well as for the value added tax and withholding taxes for fiscal years 2020-2022. In December 2025, **Puig** received assessments to the aforementioned tax inspections. As of the date of preparation of these Consolidated Annual accounts, minutes have been signed both in agreement and disagreement. The part signed in disagreement is composed of different matters that involve complex multi-jurisdictional issues common among group entities. At this stage amounts are being reviewed, not yet definitive. The Company considers that adjustments proposed should not have a significant impact on the consolidated financial statements, as mechanisms in place to avoid international double taxation could be used in those cases where they are available and necessary, and claims with solid arguments of defense will be filed with regards to the rest.

On December 31, 2025, **Puig** has ongoing tax inspections (started in 2024 and 2025) for companies within the group located in the United States, Peru and France. As of the date of preparation of these Consolidated Annual accounts, no significant tax contingencies are expected from the outcomes of these inspections.

Under tax regulations prevailing in countries where **Puig** companies are domiciled, tax returns may not be considered final until they have either been inspected by tax authorities or until the corresponding inspection period has expired. The years open to inspection in relation to the main taxes vary according to the tax legislation of each country in which the Group operates. **Puig** considers that, in the event of a tax inspection, no significant tax contingencies would arise in the consolidated financial statements.

Pillar 2 legislation was approved in certain jurisdictions where **Puig** operates. This legislation became effective for annual reporting periods starting from January 1, 2024. As of December 2025, the effective tax rates under Pillar 2 in the jurisdictions where **Puig** operates are close to the rate established by Pillar 2 legislation, with the differences not being significant at the Group level. The Group continues to follow Pillar 2 legislative developments, as further countries enact the Pillar 2 model rules, to evaluate the potential future impact on its consolidated results.

The breakdown of the tax balances is as follows:

(Thousand euros)	2025	2024
Assets		
Deferred tax assets	192,374	171,826
Current tax refund assets (Note 20)	116,604	136,749
Liabilities		
Deferred tax liabilities	(622,130)	(619,128)
Current tax settlement liabilities (Note 29)	(115,100)	(102,510)
Current income tax liabilities	(37,161)	(47,625)
	(465,413)	(460,688)

Short-term income tax liabilities in the consolidated balance sheet correspond to the provision for income tax for the year, net of withholdings and prepayments made during the year.

Current tax refunds assets mainly refers to indirect taxes and income tax advance payments.

The deferred tax reflects the income tax amounts to be paid or recovered in future years and arises from the recognition of deferred tax assets or liabilities.

The reconciliation between the expense for tax on profits before tax and the tax rate applicable is as follows:

(Thousand euros)	2025	2024
Profit before taxes	819,804	692,506
Spanish tax rate (25%)	(204,951)	(173,127)
Permanent differences	13,666	16,840
Incentives and tax credits	10,171	10,687
Uncapitalized tax credits used in the period	(225)	120
Effect of the application of different tax rates	(601)	2,240
Deferred tax income / (expense) due to change in tax rates	1,590	429
Deferred tax on capitalization losses from prior periods	(292)	(433)
Other tax provisions	(22,060)	(6,729)
Corporate income tax income / (expense)	(202,702)	(149,973)
Effective tax rate	24.7%	21.7%

Income tax includes expense from both current and deferred tax.

Current tax is the income tax amount payable related to tax on profit for the period and other tax charges derived from compliance with income tax regulations.

Additionally, most of the companies of the Group have accumulated positive results in their net equity. If these reserves were distributed, they could be subject to taxation. These consolidated financial statements do not include the tax impact of the distribution when it is not probable to happen under the exemption of IAS 12.

The breakdown of income tax income / (expense) is as follows:

(thousand euros)	2025	2024
Current income tax	(204,748)	(170,256)
Deferred income tax	2,046	20,283
Income tax	(202,702)	(149,973)

Deferred taxes

Deferred tax assets and liabilities movements as of December, 31 are as follows:

Deferred tax assets

2025

(Thousand euros)	Intra-group transactions	Capitalized tax loss carryforward	Provisions	Others	Total
As of January 1, 2025	39,954	18,008	16,852	97,012	171,826
Charge / credit to income statement	480	(4,907)	13,677	9,665	18,915
Charge / credit to equity	—	—	—	(3,154)	(3,154)
Currency translations and others	196	(431)	73	4,949	4,787
Deferred tax assets at December 31, 2025	40,630	12,670	30,602	108,472	192,374

2024

(Thousand euros)	Intra-group transactions	Capitalized tax loss carryforward	Provisions	Others	Total
As of January 1, 2024	30,133	23,242	14,007	79,180	146,562
Charge / credit to income statement	9,821	(8,091)	701	14,501	16,932
Charge / credit to equity	—	428	(24)	196	600
Business combinations	—	2,429	—	—	2,429
Currency translations and others	—	—	2,168	3,135	5,303
Deferred tax assets at December 31, 2024	39,954	18,008	16,852	97,012	171,826

Deferred tax liabilities

2025

(Thousand euros)	Intangible assets from business combinations	Derivatives	Other	Total
As of January 1, 2025	593,919	937	24,272	619,128
Charge / credit to income statement	(1,210)	351	17,728	16,869
Charge / credit to equity	—	(30)	(38)	(68)
Currency translations and others	(17,057)	(257)	3,515	(13,799)
Deferred tax liabilities at December 31, 2025	575,652	1,001	45,477	622,130

2024

(Thousand euros)	Intangible assets from business combinations	Derivatives	Other	Total
As of January 1, 2024	521,216	4,013	28,512	553,741
Charged/(credited) to the income statement	1,206	—	(4,557)	(3,351)
Charged/(credited) to equity	—	(3,080)	(5,395)	(8,475)
Business combinations	57,401	—	—	57,401
Currency translations and others	14,096	4	5,712	19,812
Deferred tax liabilities at December 31, 2024	593,919	937	24,272	619,128

At December 31, 2025 Puig had non-capitalized unused tax loss carry forwards (base) amounting to 82 million euros (2024: 73 million euros). Additionally, and at the same date it had no unused tax credits.

The non-capitalized tax loss carryforward (base) maturities are as follows:

(Thousand euros)	2025	2024
Less than five years	9,836	5,947
More than five years	72,550	66,578
	82,386	72,525

14. Property, plant, and equipment

The breakdown of property, plant and equipment is as follows:

(Thousand euros)	Land and buildings	Machinery and tools	Office furniture and other equipment	Assets under construction and other	Total
Cost					
As of January 1, 2025	377,024	322,853	352,550	5,976	1,058,403
Additions	50,640	30,084	64,064	328	145,115
Disposals	(29,564)	(1,723)	(8,959)	(19)	(40,265)
Transfers and other	14,941	(22,748)	(11,510)	(2,913)	(22,231)
Translation differences	(12,221)	(782)	(15,282)	(59)	(28,344)
As of December 31, 2025	400,819	327,684	380,862	3,312	1,112,678
Accumulated amortization					
As of January 1, 2025	(205,683)	(229,203)	(237,740)	(3,538)	(676,164)
Amortization (Note 11)	(28,438)	(20,863)	(55,575)	(240)	(105,116)
Disposals	29,911	1,542	5,653	19	37,125
Transfers and other	(7,108)	6,711	17,424	962	17,990
Translation differences	5,157	259	9,904	88	15,409
As of December 31, 2025	(206,160)	(241,554)	(260,333)	(2,709)	(710,757)
Impairment					
As of January 1, 2025	(383)	(1,399)	(101)	—	(1,883)
Impairment (Note 11)	—	—	—	—	—
As of December 31, 2025	(383)	(1,399)	(101)	—	(1,883)
Net at January 1, 2025	170,958	92,251	114,709	2,438	380,356
Net at December 31, 2025	194,276	84,730	120,428	603	400,038

(Thousand euros)	Land and buildings	Machinery and tools	Office furniture and other equipment	Assets under construction and other	Total
Cost					
As of January 1, 2024	335,135	307,487	269,548	8,640	920,810
Additions	35,101	32,824	66,205	2,618	136,748
Disposals	(8,672)	(9,004)	(3,031)	(170)	(20,877)
Transfers and other	669	(9,165)	14,047	(5,099)	452
Business combinations (Note 4)	4,566	—	2,159	—	6,725
Translation differences	10,225	711	3,622	(13)	14,545
As of December 31, 2024	377,024	322,853	352,550	5,976	1,058,403
Accumulated amortization					
As of January 1, 2024	(182,107)	(226,423)	(179,804)	(4,252)	(592,586)
Amortization (Note 11)	(24,988)	(19,744)	(47,784)	(904)	(93,420)
Disposals	7,459	6,120	5,408	174	19,161
Transfers and other	(736)	11,288	(12,598)	1,512	(534)
Business combinations (Note 4)	(2,291)	—	(849)	—	(3,140)
Translation differences	(3,020)	(444)	(2,113)	(68)	(5,645)
As of December 31, 2024	(205,683)	(229,203)	(237,740)	(3,538)	(676,164)
Impairment					
As of January 1, 2024	(383)	(1,399)	(101)	—	(1,883)
Impairment (Note 11)	—	—	—	—	—
As of December 31, 2024	(383)	(1,399)	(101)	—	(1,883)
Net at January 1, 2024	152,645	79,665	89,643	4,388	326,341
Net at December 31, 2024	170,958	92,251	114,709	2,438	380,356

The “Land and buildings” caption mainly includes production premises, stores and offices owned by **Puig**.

As part of the ongoing efforts to meet the highest manufacturing standards and keep upgrading our facilities, **Puig** will be moving the production plant in France to a new and very close facilities, within the same Cosmetic Valley in Chartres (France). As a result, in 2025 **Puig** has sold its production plant (Note 9) .

This move reinforces the strong relationship with the local and national stakeholders, while aligning with our longstanding commitment to the city of Chartres, and the important role of our manufacturing footprint in Cosmetic Valley. The move will allow us to significantly improve and increase capacity and flexibility in manufacturing processes compared to the existing one. This project started in 2025, and works will continue until the first semester of 2027 when the opening is planned, with no interruptions in production, while ensuring the best transition for our people.

Apart from the additions described above, the investments in 2025 and 2024 mainly correspond to investments in the production centers related to its activity, as well as leasehold improvements.

As of December 31, 2025, fully depreciated property, plant and equipment in use amount to 465,390 thousand euros (393,461 thousand euros in 2024).

As of December 31, 2025 and 2024 all property, plant and equipment items were covered by insurance policies taken out by **Puig**.

Additionally, none of the property, plant and equipment items has been pledged as collateral to third parties.

15. Intangible assets

The breakdown of intangible assets is as follows:

(Thousand euros)	Goodwill	Brands	Software	Others	Total
Cost					
As of January 1, 2025	2,114,430	2,431,964	184,168	261,498	4,992,060
Additions	—	—	40,640	12,733	53,373
Disposals and write-off	—	—	(2,942)	(39)	(2,981)
Reclassifications and other	—	—	(189)	350	161
Translation differences	(42,480)	(66,563)	(1,323)	(5,228)	(115,594)
As of December 31, 2025	2,071,950	2,365,401	220,354	269,314	4,927,019
Accumulated Amortization					
As of January 1, 2024	—	(35,280)	(124,731)	(95,818)	(255,829)
Amortization (Note 11)	—	—	(24,965)	(22,498)	(47,463)
Disposals and write-off	—	—	2,803	14	2,817
Reclassifications and other	—	—	39	(290)	(251)
Translation differences	—	301	706	1,864	2,871
As of December 31, 2025	—	(34,979)	(146,148)	(116,728)	(297,855)
Impairment					
As of January 1, 2025	(30,511)	—	—	—	(30,511)
Impairment (Note 11)	—	—	—	—	—
As of December 31, 2025	(30,511)	—	—	—	(30,511)
Net at January 1, 2025	2,083,919	2,396,684	59,437	165,680	4,705,720
Net at December 31, 2025	2,041,439	2,330,422	74,206	152,586	4,598,653

(Thousand euros)	Goodwill	Brands	Software	Others	Total
Cost					
As of January 1, 2024	1,766,203	2,211,127	187,330	189,688	4,354,348
Additions	—	—	34,561	19,610	54,171
Disposals and write-off	—	(3,030)	(6,251)	(546)	(9,827)
Business combinations (Note 4)	313,429	167,910	2,499	13,941	497,779
Reclassifications and other	—	—	(35,427)	36,441	1,014
Translation differences	34,798	55,957	1,456	2,364	94,575
As of December 31, 2024	2,114,430	2,431,964	184,168	261,498	4,992,060
Accumulated Amortization					
As of January 1, 2024	—	(38,092)	(125,846)	(55,632)	(219,570)
Amortization (Note 11)	—	—	(19,002)	(22,152)	(41,154)
Disposals and write-off	—	3,030	5,747	65	8,842
Business combinations (Note 4)	—	—	(975)	—	(975)
Reclassifications and other	—	—	15,953	(17,529)	(1,576)
Translation differences	—	(218)	(608)	(570)	(1,396)
As of December 31, 2024	—	(35,280)	(124,731)	(95,818)	(255,829)
Impairment					
As of January 1, 2024	(20,511)	—	—	—	(20,511)
Impairment (Note 11)	—	—	—	—	—
Reclassifications and other	(10,000)	—	—	—	(10,000)
As of December 31, 2024	(30,511)	—	—	—	(30,511)
Net at January 1, 2024	1,745,692	2,173,035	61,484	134,056	4,114,267
Net at December 31, 2024	2,083,919	2,396,684	59,437	165,680	4,705,720

In 2025 and 2024 the increase of software was due to the implementation of new IT systems and new e-commerce platforms for the different businesses.

The net value of brands and trademarks at year-end, were as follows:

(Thousand euros)	2025	2024
Charlotte Tilbury	1,115,108	1,173,508
Byredo	619,000	619,000
Dr.Barbara Sturm	167,910	167,910
Jean Paul Gaultier	111,770	111,770
Dries Van Noten	76,302	76,302
Uriage	76,137	76,137
Kama Ayurveda	36,856	43,777
Nina Ricci	37,031	37,031
Penhaligon's	34,513	36,320
Apivita	35,559	35,559
Loto del Sur	17,246	16,380
L'Artisan Parfumeur	2,990	2,990
	2,330,422	2,396,684

These brands are considered to have indefinite useful lives. There have not been any impairments with respect to these brands.

As a result of the business combinations described in Note 4, in 2024, **Puig** incorporated Dr.Barbara Sturm to its brand portfolio.

During 2025, there was a negative impact of 66 million euros in the carrying amounts of brands as a result of changes in the exchange rates between several functional currencies of the brands and the presentation currency (euro) (positive impact of 56 million euros in 2024).

Brand and goodwill impairment test

Puig, internally, tests annually for impairment the brands with indefinite useful lives and goodwill acquired in business combinations.

Cash Generating Units (CGUs) are the smallest identifiable group of assets that generate cash flows independently of cash flows produced by other assets or group of assets. **Puig** defines these CGUs by associating them with different brands or businesses. Brands may belong to different operating segments (Note 5).

In 2024, Dr.Barbara Sturm business was incorporated into the Niche and Wellness CGU.

The Niche and Wellness CGU is composed by L'Artisan Parfumeur, Penhaligon's, Dries Van Noten, Byredo, Kama Ayurveda, Loto del Sur and Dr.Barbara Sturm.

The breakdown of the main intangible assets with indefinite useful lives (brands and goodwill) by cash-generating unit, operating segment, pre-tax and post-tax discount rate (Weighted average cost of capital, hereinafter WACC) and long-term growth rate for 2025 and 2024 are as follows:

2025

Cash-generating unit	Operating segment	Gross value (*)	Net book value	Pre-tax discount rate	Post-tax discount rate	Long-term growth rate
Charlotte Tilbury	Skincare and Makeup	1,850,566	1,850,566	12%	10%	3%
Niche & Wellness	Fragrances, fashion & skincare	1,134,723	1,109,723	11%	10%	3%
Uriage	Skincare	152,095	152,095	13%	11%	3%
Jean Paul Gaultier	Fragrances & Fashion	117,359	117,359	11%	9%	3%
Apivita	Skincare	67,667	67,667	12%	11%	3%
Nina Ricci	Fragrances & Fashion	37,031	37,031	11%	9%	3%

(*) Gross value net of depreciation and impairment, except for the indefinite useful life impairments

2024

Cash-generating unit	Operating segment	Gross value (*)	Net book value	Pre-tax discount rate	Post-tax discount rate	Long-term growth rate
Charlotte Tilbury	Skincare and Makeup	1,946,949	1,946,949	13%	11%	3%
Niche & Wellness	Fragrances, fashion & skincare	1,146,432	1,121,432	12%	10%	3%
Uriage	Skincare	152,095	152,095	13%	11%	3%
Jean Paul Gaultier	Fragrances & Fashion	117,359	117,359	11%	9%	3%
Apivita	Skincare	67,667	67,667	13%	11%	3%
Nina Ricci	Fragrances & Fashion	37,031	37,031	11%	9%	3%

(*) Gross value net of depreciation and impairment, except for the indefinite useful life impairments

In addition to the above mentioned CGUs, **Puig** also operates other CGUs, with the most relevant ones being Rabanne and Carolina Herrera, that do not have significant intangible assets individually allocated to these CGUs.

Accumulated impairment of 25 million euros in Dries Van Noten refers to the goodwill impairment from covid period (before the integration into the Niche and Wellness CGU).

Regarding the goodwill arising from the acquisition of Byredo business (amounting to 711 million euros) and Dr.Barbara Sturm (313 million euros) business, **Puig**'s strategy encompassed not only the generation of cash flows within the acquired business', but also generating synergies across other CGUs distinct from Niche and Wellness. Consequently, since the allocation of the generated goodwill, for the purpose of measuring its potential impairment, could not be assigned to a specific CGU (Niche and Wellness) unless in an arbitrary manner. The assessment of the recoverability of such goodwill is conducted at the level of the group of CGUs for which it will generate cash flows (Niche, Carolina Herrera, Rabanne and Jean Paul Gaultier).

As of December 31, 2025, the gross and net values of the intangible assets with indefinite useful lives (brands and goodwill) of the mentioned CGUs were 2,060 million euros and 2,035 million euros (2024: 2,066 million euros and 2,041 million euros), the discounted pre-tax rate was 12% (2024: 12%), the post-tax rate was 10% (2024: 10%) and the long-term growth rate was 3% (2024: 3%).

Methodology of impairment test

The procedures for carrying out the impairment test, performed by the Company at least once a year, are as follows:

- The recoverable amount associated with different CGUs has been determined based on a value-in-use calculation using cash flow projections based on the business plans prepared by **Puig** for the next five years. The cash flows used for the impairment test include income tax payments.
- **Puig** uses the budgets and business plans of each CGU, which are prepared for a period of four or five years (approved by the Board of Directors/management), plus additional years based on the strategy of the Group and previous experience.
- The key assumptions used to prepare budgets and business plans are estimated growth in sales, evolution of operating expenses and gross margin of each cash-generating unit, based on experience and knowledge of each brand's performance, as well as macroeconomic indicators that reflect the current and foreseeable economic situation of each market, including the most recent evolution with respect to global trade regulations and tariff implementations.
- Sales growth assumptions are based on past performance, the growth potential of the industry itself, and **Puig**'s ability to gain market share. Current geopolitical conflicts and climate change are not expected to have a significant impact on the Group's current or future strategic plans, as sales exposure in the affected countries remains limited.
- A valuation analysis is carried out internally by **Puig**, which consists of applying the discounted free cash flow method, carrying out all the procedures necessary to determine the recoverable value of the assets in each CGU.

- The discount rates applied to future cash flow projections have been calculated specifically for each cash-generating unit, considering in some cases a specific risk premium in accordance with the specific characteristics of each CGU and the inherent risk profile in the projected cash flows of each cash-generating unit. There are no significant variations in the discount rates across CGUs, as their nature and footprint are similar.
- Cash flows used for terminal value are extrapolated using a prudential growth rate compared to the expected long-term growth for the businesses involved.
- Carrying amounts of the CGUs include Brands and goodwill, other intangible assets, property plan and equipment allocated, right of use and other net assets assigned to the CGUs (including inventory and working capital amounts). Deferred tax liabilities are not included in the carrying amount of the CGUs.

Sensitivity analysis on key assumptions

Puig conducts a sensitivity analysis of the impairment calculation by applying reasonable variations to the key assumptions considered in the calculation. The following variations have been applied for CGUs and groups of CGUs:

- A variation of +1.5% in the discount rate would entail a negative impact to the net carrying amounts of the intangible assets recorded in 2025 amounting to 220,580 thousand euros (9,520 thousand euros in 2024).
- A variation of -1% in the long-term growth rate would entail a negative impact to the net carrying amounts of the intangible assets recorded in 2025 amounting to 49,091 thousand euros (978 thousand euros in 2024).
- A variation of -2% in the revenue growth compound annual growth rates (CAGR) would entail a negative impact to the net carrying amounts of the intangible assets recorded in 2025 amounting to 153,863 thousand euros (15,430 thousand euros in 2024).

Despite the fact that sensitivity analyses on key assumptions of the business plans may result in impairment under certain scenarios, the valuation of the underlying assets based on market multiples exceeds their carrying amount. As a result, no material impairment losses are expected in relation to intangible assets.

16. Leases

16.1. Right-of-use assets

The breakdown of Puig's leases by nature of the underlying asset as of December, 31, were as follows:

(Thousand euros)	2025	2024
Land and buildings	363,114	353,991
Machinery and tools	5,691	1,222
Office furniture and other equipment	4,700	9,863
	373,505	365,076

The movements in right-of-use assets were as follows:

(Thousand euros)	Cost	Accumulated amortization	Net value
At January 1, 2025	610,136	(245,060)	365,076
Additions	124,749	(83,124)	41,625
Terminations	(34,002)	27,606	(6,396)
Transfers	(12,037)	—	(12,037)
Translation differences	(26,276)	11,513	(14,763)
At December 31, 2025	662,570	(289,065)	373,505
At January 1, 2024	507,592	(219,670)	287,922
Additions	147,030	(75,921)	71,109
Terminations	(56,406)	54,932	(1,474)
Business combinations (Note 4)	1,611	(835)	776
Translation differences	10,309	(3,566)	6,743
At December 31, 2024	610,136	(245,060)	365,076

The additions in 2025 and 2024 mainly correspond to warehouses, new stores and offices in all regions. There are no impairments over Right-of-use assets.

16.2. Lease liabilities

The amounts recognized in the consolidated balance sheet as of December, 31, were as follows:

(Thousand euros)	2025	2024
Non-current liabilities (Note 26)	327,691	323,182
Current liabilities (Note 29)	77,075	74,501
	404,766	397,683

The movements in lease liabilities as of December, 31, were as follows:

(Thousand euros)	2025	2024
Starting balance	397,683	313,635
Additions	124,749	147,030
Terminations	(6,308)	(584)
Interests	10,652	8,868
Transfers	(12,037)	—
Translation differences	(18,647)	7,450
Business combinations (Note 4)	—	855
Lease payments	(91,326)	(79,571)
	404,766	397,683

The breakdown of the lease debt by maturity as of December, 31, is as follows:

(Thousand euros)	2025	2024
Less than 1 year	77,075	74,501
2 years	66,646	66,727
3 years	55,845	53,679
4 years	49,532	44,274
Subsequent	155,668	158,502
Total lease liabilities	404,766	397,683

The breakdown of the gross debt amounts and forecasted interests' by maturity as of December, 31, is as follows:

(Thousand euros)	2025	2024
Less than 1 year	88,582	79,571
2 years	76,613	75,936
3 years	64,287	61,207
4 years	56,630	50,410
Subsequent	169,417	172,875
Total lease liabilities	455,530	439,999

16.3. Other lease-related matters

The amounts recognized in the consolidated income statements for the years ended as of December, 31, were as follows:

(Thousand euros)	2025	2024
Depreciation of right-of-use assets (Note 16.1)	(83,124)	(75,921)
Finance costs (Note 16.2)	(10,652)	(8,868)
Expenses relating to leases of low-value assets, short-term and variable payments (Note 10)	(14,727)	(20,804)
	(108,503)	(105,593)

17. Investments in associates and joint ventures

Puig investments in associates and joint ventures have been accounted for using the equity method. The breakdown in this caption was as follows:

(Thousand euros)	% Ownership	Total assets (*)	Total liabilities (*)	Net revenues (*)	Operational profit (*)	Net profit (*)	Book value
Sociedad Textil Lonia, S.A. (España)	25%	458,018	92,370	416,440	39,401	35,684	153,374
Ponteland Distribuição, S.A. (Granado) (Brasil) (***)	35%	277,556	109,202	284,948	49,874	41,391	117,973
Isdin, S.A. (**) (***) (España)	50%	604,554	328,532	647,745	78,183	56,694	141,667
Beijing Yitian Shidai Trading Co, LLC (China) (***)	15%	10,013	2,256	19,048	(2,395)	(1,667)	1,746
Total at December 31, 2025							414,760

(Thousand euros)	% Ownership	Total assets (*)	Total liabilities (*)	Net revenues (*)	Operational profit (*)	Net profit (*)	Book value
Sociedad Textil Lonia, S.A. (España)	25%	498,561	138,067	414,611	48,431	37,364	150,453
Ponteland Distribuição, S.A. (Granado) (Brasil) (***)	35%	225,398	81,793	279,871	62,775	54,134	108,196
Isdin, S.A. (**) (***) (España)	50%	526,428	272,234	642,801	106,505	66,044	127,053
Beijing Yitian Shidai Trading Co, LLC (China) (***)	15%	15,460	4,796	27,655	(1,196)	(1,667)	9,488
Total at December 31, 2024							395,190

(*) Refers to 100% of the entity

(**) Joint Venture

(***) Amounts in local gaap

The book values of investments accounted for using the equity method includes implicit goodwill and other assets.

The movements in “Investments in associates” during years ended December 31, 2025 and 2024 were as follows:

(Thousand euros)	Sociedad Textil Lonia, S.A.	Ponteland Distribuição, S.A. (Granado)	Isdin, S.A.	Beijing Yitian Shidai Trading Co, LLC (Scent Library)	Total 2025
Balance at beginning of year 2025	150,453	108,196	127,053	9,488	395,190
Profit / (loss)	8,921	14,487	28,347	(250)	51,505
Net impairment	—	—	—	(6,750)	(6,750)
Dividends received	(6,000)	(4,244)	(13,733)	—	(23,977)
Translation differences	—	(466)	—	(742)	(1,208)
Balance at end of year 2025	153,374	117,973	141,667	1,746	414,760

(Thousand euros)	Sociedad Textil Lonia, S.A.	Ponteland Distribuição, S.A. (Granado)	Isdin, S.A.	Beijing Yitian Shidai Trading Co, LLC (Scent Library)	Total 2024
Balance at beginning of year 2024	147,112	114,187	104,508	9,405	375,212
Profit / (loss)	9,341	18,947	33,022	(250)	61,060
Net impairment	—	—	—	—	—
Dividends received	(6,000)	(4,245)	(10,477)	—	(20,722)
Translation differences	—	(20,693)	—	333	(20,360)
Balance at end of year 2024	150,453	108,196	127,053	9,488	395,190

As of December 31, 2025, Beijing Yitian Shidai Trading Co, LLC (Scent Library) had an impairment provision amounting to 26,441 thousand euros (19,591 thousand euros in 2024).

Impairment test on investments in associates and joint ventures

The methodology for testing impairment of interests in associated companies and joint ventures does not differ significantly from that applied to intangible assets (Note 15).

At year end **Puig** analyzes the recoverable amounts of investments in associates and joint ventures. The recoverable amount has been determined based on a value-in-use calculation using cash flow projections based on the business plans prepared by **Puig** for the next five years.

The long-term growth rate used for the projections above 5 years has been estimated between 3% and 5%.

The discount rate (WACC) before and after taxes and the long-term growth rate for the years 2025 and 2024 are as follows:

Investment in associated	2025			2024		
	WACC Pre-tax	WACC Post-tax	Long-term growth rate	WACC Pre-tax	WACC Post-tax	Long-term growth rate
Sociedad Textil Lonia, S.A.	13%	10%	3%	13%	10%	2%
Ponteland Distribuição, S.A. (Granado)	20%	15%	5%	20%	15%	5%
Isdin, S.A.	12%	10%	3%	12%	10%	3%
Beijing Yitian Shidai Trading Co, LLC (Scent Library)	17%	16%	5%	17%	16%	5%

Sensitivity analysis on key estimates

Puig conducts a sensitivity analysis of the impairment calculation by applying reasonable variations to the key assumptions considered in the calculation. The following variations have been assumed:

- A variation of +/- 1.50% in the discount rate in the investments would entail a negative impact in the net carrying amount recorded of 13,077 thousand euros (2024: 347 thousand euros) and a positive impact of 540 thousand euros (2024: 2,811 thousand euros), respectively.
- A variation of +/- 1.00% in the long-term growth rate in the main investments would entail a positive impact in the net carrying amount of 110 thousand euros (2024: 881 thousand euros) and a negative impact recorded of 2,135 thousands of euros (2024: 730 thousand euros), respectively.
- A variation of +/- 2.00% in the revenue growth compound annual growth rates (CAGR) would entail a positive impact in the net carrying amount of 1,070 thousand euros (2024: 1,608 thousand euros) and a negative impact recorded of 2,113 thousand euros (2024: 877 thousand euros), respectively.

18. Financial assets

The financial assets as of December 31, were classified as follows:

(Thousand euros)	2025	2024
Non-current financial assets		
Financial investments	209	689
Other non-current assets	35,245	130,865
Current financial assets		
Trade accounts receivable	578,466	567,529
Other current assets	224,367	282,991
Total	838,287	982,074

Financial investments include investments in which **Puig** does not have significant influence, therefore cannot be consolidated using the equity method. Financial investments are as follows:

	% Ownership		Change in fair value
	2025	2024	
Wemedia Shopping Network Holdings CO, Limited	6%	6%	OCI
Adolfo Dominguez, S.A.	14%	14%	OCI
Lanzatech Global, Inc	0.25%	0.25%	OCI

In 2025, the decreases in long-term financial investments, refers to the change in fair value of Lanzatech Global, Inc. In 2024 there was a decrease in long-term financial investments amounting to 15,670 thousand euros, due to the change in fair value of Wemedia Shopping Network Holdings CO, Limited and Lanzatech Global, Inc.

The total cost of these investments amounts to 35,635 thousand euros (2024: 35,635 thousand euros). The total amount of impairments as of December 2025 amounts to 35,418 thousand euros (2024: 34,946 thousand euros).

The breakdown of “Other non-current assets” as of December 31, was as follows:

(Thousand euros)	2025	2024
Deposits and other	27,985	20,888
Loans	4,853	103,808
Other assets at fair value	2,407	6,169
Total	35,245	130,865

There was no impairment recorded related to other non-current assets.

Loans correspond to loans granted to employees. There are no significant differences between the market value of the loans and their respective nominal amount as they accrue interest at a market rate.

In 2025, the reduction in loans issued to employees mainly reflects the repayment of loans by certain executives following the sale of their Class B shares to Exea Inversión Empresarial, S.L. This transaction enabled the executives to use the sale proceeds to settle loans granted by Puig and subsidiaries prior to the IPO in connection with prior share incentive plans.

Deposits include amounts given to the owners of leased commercial premises to guarantee the fulfillment of the conditions set forth in the lease agreements (Nota 16).

The “Other assets at fair value” caption corresponds to interest rate hedging derivatives (Note 25).

Total other-non current assets are accounted for at amortized cost except hedging derivatives, which are accounted for at their fair value through other comprehensive income.

The breakdown of “Trade accounts receivable” in the consolidated balance sheet as of December, 31, were as follows:

(Thousand euros)	2025	2024
Accounts receivable	600,667	578,288
Accounts receivable from related parties (Note 33)	4,787	5,522
Provision for impairment	(26,988)	(16,281)
Total	578,466	567,529

Accounts receivable include the balances that are expected to be collected within one year.

As of December 31, 2025, **Puig** reduced its accounts receivable by 142 million euros (2024: 136 million euros), through non-recourse factoring agreements. Consequently, the risks related to trade receivables were transferred to the corresponding financial entities.

As of December, 31, the breakdown by maturity of the “Trade accounts receivable” caption included in the table above were as follows:

(Thousand euros)	Total	Not due balances	Past due balances			
			30-90 days	90-180 days	180-365 days	>365 days
2025	605,454	506,452	65,965	14,436	10,499	8,102
2024	583,810	477,566	75,295	8,928	9,387	12,634

The balance of the “Trade accounts receivable” caption is shown net of the provision for impairment. Movements recorded in relation to this provision for the years ended December 31, were as follows:

(Thousand euros)	2025	2024
Provision at January 1	16,281	17,157
Charge for the year	28,246	5,550
Utilized and cancelled during the year	(16,275)	(6,264)
Translation differences	(1,264)	(162)
Provision at December 31	26,988	16,281

At December 31, 2025 the balance accounts receivable includes items in foreign currency amounting to 477 million euros (2024: 421 million euros).

19. Inventory

The breakdown of Inventories by category, net of the provision for obsolete stock, as of December, 31, were as follows:

(Thousand euros)	2025	2024
Raw materials	180,006	183,338
Work in progress	96,499	169,350
Finished goods	541,401	495,355
Inventory gross	817,906	848,043
Provisions	(124,301)	(127,731)
Total	693,605	720,312

(Thousand euros)	2025	2024
Provision at January 1	127,731	116,358
Charge in the income statement	72,131	70,304
Inventory write off	(71,975)	(66,140)
Translation differences	(3,586)	7,209
Provision at December 31	124,301	127,731

Provisions mainly refer to obsolete stocks and slow-moving products.

Puig has insurance policies to cover potential risks of damage.

20. Other current assets

The breakdown of “Other current assets” as of December 31, were as follows:

(Thousand euros)	2025	2024
Prepaid expenses	50,238	57,962
Tax receivable from tax authorities (Note 13)	116,604	136,749
Financial assets at fair value (Note 25)	9,814	1,789
Receivables related parties (Note 33)	3,857	52,954
Other accounts receivable	43,854	33,537
Total	224,367	282,991

The “Prepaid expenses” caption corresponds to balances generated by **Puig**’s ordinary activity, mainly advertising costs.

“Other accounts receivable” include rebates, royalties receivables and others.

The “Other assets at fair value” caption mainly includes foreign currency and interest rate derivatives (Note 25). The breakdown as of December, 31 is as follows:

(Thousand euros)	2025	2024
Interest rate hedges	470	1,789
Foreign currency hedging (transactions)	6,404	–
Foreign currency hedging (loans)	2,940	–
	9,814	1,789

21. Cash and cash equivalents

“Cash and cash equivalents” includes cash and short-term deposits of less than 3 months. The breakdown of this heading as of December, 31, were as follows:

(Thousand euros)	2025	2024
Cash at banks	552,799	528,719
Cash equivalents	483,593	353,927
Total	1,036,392	882,646

Cash at banks include the amounts related to unrestricted current accounts at banks and are not pledged as collateral.

Cash equivalents include the amount of deposits placed at several financial institutions that mature in less than 3 months.

22. Equity

Share capital

At December 31, 2025 and 2024, the share capital is set at 128,499 thousand euros, represented by 568,187,026 fully subscribed and paid-up shares, belonging to two different classes: (i) 393,367,348 shares belonging to Class A Shares of 0.30 euros of nominal value each, and (ii) 174,819,678 shares belonging to Class B Shares of 0.06 euros of nominal value each.

In accordance with the provisions of the Company's bylaws, Class A confers, in aggregate, 1,966,836,740 voting rights (5 votes per each Class A Share) and Class B shares confers in aggregate, 174,819,678 voting rights (1 vote per each Class B Share). Consequently, the total number of voting rights corresponding to Class A and Class B shares, in aggregate, is 2,141,656,418.

2024

On April 8, 2024, **Puig** announced the intention to proceed with the initial public offering (the “Offering” or “IPO”) of its Class B Shares to qualified investors. **Puig** intended to apply for admission of the Class B Shares to listing on the Barcelona, Madrid, Bilbao and Valencia Stock Exchanges and trading through the Automated Quotation System (Mercado Continuo). The Offering consisted of a primary offering tranche of newly issued Class B Shares by the Company (1,250 million euros) and a larger secondary offering of Class B Shares by the Company’s controlling shareholder, Exea Inversión Empresarial, S.L. (the “Selling Shareholder”).

On April 18, 2024, the IPO prospectus was approved and published by the Spanish Securities Market Commission (Comisión Nacional del Mercado de Valores, “CNMV”), and the book-building process began.

On May 2, 2024, the Offering was carried out and the following transactions took place:

- a notarial deed of share capital increase was granted by the Company in a total amount of 1,250,000 thousand euros (including share nominal amounting to 3,061.2 thousand euros plus share premium amounting to 1,246,938.8 thousand euros) by virtue of which 51,020,408 new Class B Shares fully subscribed and paid up were issued (the “New Offer Shares”);
- a notarial deed of conversion and share capital reduction in a total amount of 13,322.5 thousand euros by virtue of which 55,510,204 Class A Shares were converted into 55,510,204 Class B Shares (the “Secondary Offer Shares”),

- a notarial deed of conversion and share capital reduction in a total amount of 3,820.4 thousand euros by virtue of which of 15,918,367 Class A Shares were converted into 15,918,367 Class B Shares (the “Over-allotment Shares”). A call option on the Over-allotment Shares was granted by the Selling Shareholder under the stock lending agreement for the stabilization period after the IPO.

In addition, on May 2, 2024, **Puig Brands** granted:

- three notarial deeds of share capital increase in an aggregate amount of 420,582 thousand euros (including share nominal amounting to 1,029.7 thousand euros plus share premium amounting to 419,552.3 thousand euros) by virtue of which a total of 17,166,618 new Class B Shares fully paid up were issued and fully subscribed by the Minority Shareholders (Note 26).
- a notarial deed of conversion and share capital reduction in a total amount of 2,449.0 thousand euros in relation to an additional conversion by virtue of which a total of 10,204,081 Class A Shares held by the Selling Shareholder were converted into 10,204,081 Class B Shares.

Finally, on May 3, 2024, the Company’s Class B Shares were admitted to trading on the Barcelona, Madrid, Bilbao and Valencia Stock Exchanges through the Stock Exchange Interconnection System (Continuous Market). The price per share was set at 24.50 euros.

In accordance with IAS 32, incremental costs that are directly attributable to issuing new Class B shares amounting to 33.7 million euros (25.2 million euros post tax) were deducted from equity (net of any income tax benefit) at December 31, 2024.

At December, 31, **Puig Brands’** Shareholders ownership, is as follows :

Economic rights	2025	2024
Exea Inversión Empresarial, S.L. (controlled by Exea Quorum, S.L.)	74.4%	73.5%
Treasury shares	0.9%	0.9%
Others	24.7%	25.6%
Total	100%	100%

Voting rights	2025	2024
Exea Inversión Empresarial, S.L. (controlled by Exea Quorum, S.L.)	93.2%	93.0%
Treasury shares	0.2%	0.2%
Others	6.6%	6.8%
Total	100%	100%

Treasury Shares

	Number of treasury shares	Thousand of euros
Treasury shares at December 31, 2023	6,450,627	105,907
Reduction due to delivery of SARs plan	(1,498,216)	(24,598)
Delivered and sold	(84,332)	(1,385)
Acquisition	18,588	357
Treasury shares at December 31, 2024	4,886,667	80,281
Reduction due to delivery of SARs plan	–	–
Delivered and sold	–	–
Acquisition	–	–
Treasury shares at December 31, 2025	4,886,667	80,281

2025

There were no movements in treasury shares during the 2025 financial year.

At December 31, 2025, **Puig** owns 4,886,667 treasury shares (Class B Shares) amounting to 80,281 thousand euros.

2024

As a result of the delivery of Class B Shares under the 2024 Incentive Plan, the Chairman and CEO, other Senior Officers and other key employees as beneficiaries under this plan, received 1,498,216 treasury shares (Class B Shares) in 2024.

Additionally, **Puig** delivered and sold 84,332 treasury shares (Class B Shares) to members of the Board of Directors and other key related members. Also, in 2024, the Company repurchased 18,588 treasury shares (Class B Shares) from an employee who acquired them under the former incentive plans.

After **Puig** Brands Admission into the stock Spanish exchange all the put options granted by **Puig** to the beneficiaries ceased to be effective and resulted in the entire cancellation of the 238,868 thousand euros liability recorded at December 31, 2024 (Note 26).

At December 31, 2024, **Puig** owned 4,886,667 treasury shares (Class B Shares) amounting to 80,281 thousand euros.

Restricted reserves

As of December 31, 2025, restricted reserves amounted to 82,232 thousand euros (79,682 thousand euros as of December 31, 2024).

Unrealized gains (losses) reserve

This reserve mainly includes the fair value at year end of hedging derivatives to cover future transactions in foreign currency.

Application of the results of Puig Brands, S.A.

The proposal for the distribution of the results for fiscal year 2025, drafted by the Board Directors and expected to be approved by the General Meeting of Shareholders, is as follows:

(Thousand euros)	2025
Net profit	435,548
Application	
Dividend	237,478
Other reserves	198,070
Total	435,548

Dividends paid

In 2025, **Puig** general shareholders' meeting on May 28, 2025 approved a dividend distribution of 212,260 thousand euros out of the profit for the 2024 financial year.

In 2024, **Puig** general shareholders' meeting on April 5, 2024 approved a dividend distribution against share premium that amounted to 186,086 thousand euros. This dividend distribution was not made in respect of 2024 results.

Cumulative translation adjustment

In 2025, negative cumulative translation adjustments increased by 85,332 thousand euros, mainly driven by the depreciation of the British Pound (61,148 thousand euros), the United States Dollar (17,244 thousand euros) and the Indian Rupee (9,317 thousand euros).

As of December 31, 2025, the main cumulative translation differences relate to the Brazilian Real (89,427 thousand euros), the Argentine Peso (36,024 thousand euros), the British Pound (35,183 thousand euros) and the Indian Rupee (18,393 thousand euros).

Reserves

2025

The main impacts relate to the transactions described below;

- The valuation of put and call options in accordance with IFRS 10 had a positive impact amounting to 33,035 thousand (Note 26).
- The results of the companies with minority interests and put and call option were reclassified from non-controlling interests to reserves with a positive impact amounting to 20,682 thousand euros in 2025.
- The recognition of equity-settled share-based payment had a positive impact amounting to 12,377 thousand euros (Note 26).

2024

The main impacts relate to the transactions described below;

- Share capital increase due to the IPO amounting to 1,641,252 thousand euros.
- Share capital conversion and reduction amounting to 19,592 thousand euros.
- Dividend amounting to 186,086 thousand euros.
- Treasury shares transactions amounting to 243,520 thousand euros, which included the positive effect due to the cancellation of the 238,868 thousand euros liability recorded at December 31, 2024 after **Puig Brands** Admission into the stock Spanish exchange.
- In 2024 **Puig** agreed to acquire the minority interests in Prado Investments, Ltd and Byredo AB. The difference between the total considerations (856,808 thousand euros) and the liabilities from business combinations accounted for as long-term liabilities (1,038,405 thousand euros) amounted to 181,604 thousand euros and have had a positive impact in the **Puig Brands** reserves.
- The valuation of put and call options in accordance with IFRS 10 had a positive impact amounting to 182,215 thousand euros (Note 26).
- The results of the companies with minority interests and put and call option were reclassified from non-controlling interests to reserves with a positive impact amounting to 3,601 thousand euros in 2024.
- Other changes in equity were mainly due to the 80,000 thousand euros from an interim dividend based on the fiscal year 2023 results.

Non-controlling interests

The breakdown of non-controlling interests at December, 31 was as follows:

(Thousand euros)	2025	2024
Balance at beginning of year	11,580	9,303
Comprehensive income for the year to non-controlling interests	22,558	12,311
Dividends paid	(1,580)	(6,433)
Business combinations	—	159,667
Reclassification of put-call to long term liabilities (Note 26)	(20,682)	(159,667)
Reclassification of minority interest with put and call options	698	(3,601)
Balance at year-end	12,574	11,580

Business combinations in 2024, refer to the minority interests recorded as of the business combination date (Note 4).

For the percentage of shares in respect of which **Puig** has a put and call option, no minority interests are recorded at the end of the period. Instead, a liability at fair value is recognized at each December 31 (Note 26). Minority interest is reclassified from “Minority Shareholders” to “Reserves”.

The companies in which **Puig** holds non-controlling interests are included in Annex I.

23. Earnings per share

Basic earnings per share are calculated as follows:

(Thousand euros)	2025	2024 (*)
Net profit attributable to the Parent Company	593,696	530,649
Average of shares	568,187,026	568,187,026
Treasury shares	4,886,667	4,886,667
Average of shares to determine earnings per share	563,300,359	563,300,359
Earnings per share (euro)	1.05	0.94

(*) In 2025, earnings per share for 2024 were restated to reflect the IPO and its impact on the average number of shares during the period, in accordance with IAS 33.

There are no differences between diluted earnings per share and basic earnings per share for the mentioned periods.

24. Bank borrowings

The breakdown of current and non-current borrowings at December 31, 2025 and 2024 were as follows:

(Thousand euros)	2025	2024
Current		
Current portion of non-current borrowings	546,430	444,453
Bank loans and overdraft	87,759	82,720
Total	634,189	527,173
Non-current		
Non-current borrowings	718,327	1,129,931
Total	718,327	1,129,931

The movements in borrowings were as follows:

(Thousand euros)	2025	2024
Balance at beginning of year	1,657,104	2,147,217
Additions to the scope of consolidation	—	18,495
Net finance cost	48,423	58,217
Proceeds from bank borrowings	266,090	658,572
Repayment of bank borrowings including finance cost	(614,465)	(1,224,867)
Translation differences	(4,636)	(530)
Balance at year-end	1,352,516	1,657,104

As of December 31, 2025, the debt subject to variable interest rates without interest rate hedging amounted to 89 million euros (2024: 74 million euros). **Puig** entered into interest rate swaps covering the entirety of the remaining loans subject to variable interest rates, which amounted to 742.5 million euros at December 31, 2025 (2024: 899 million euros). The debt subject to fixed interest rates amounted to 521 million euros (2024: 684 million euros).

As of December 31, 2025, **Puig** has reduced its bank borrowings compared to the year ended December 31, 2024. This reduction has mainly taken place at the Parent Company level and has included the scheduled amortization of loans totaling 441.8 million euros, as well as the early repayment of a loan contracted in 2023 amounting to 100 million euros.

These reductions have been partially offset by three new loans signed in 2025, totaling 235 million euros.

In 2024, between February and April, **Puig** Brands signed revolving credit facilities totalling 680 million euros, partially used to finance the acquisition of minority interests in Byredo and Prado Investments (Note 26). As of December 31, 2024, these credit facilities were reimbursed.

The breakdown of maturities were as follows at December, 31:

(Thousand euros)	2025	2024
2025	—	527,173
2026	634,189	547,925
2027	482,726	581,602
2028	175,601	404
2029 and subsequent years	60,000	—
Total	1,352,516	1,657,104

The breakdown of gross amounts and forecasted interest maturities was as follows as of December, 31:

(Thousand euros)	2025	2024
2025	—	566,761
2026	667,794	573,119
2027	495,875	594,554
2028	180,878	405
2029 and subsequent years	63,735	—
	1,408,282	1,734,839

As of December 31, 2025 and 2024, the Company had no relevant bank loans secured by collaterals or guarantees.

As of December 31, 2025, the total unused amount of the credit lines amounts to 894 million euros (905 million euros in 2024).

Borrowings were denominated in the following currencies at December, 31:

(Thousand euros)	Effective interest rate %	2025	2024
Euros	0.62% - 4.23%	1,276,590	1,585,486
Other currencies	0.50% - 15.6% (*)	75,926	71,618
Total		1,352,516	1,657,104

*Excluding effective interest rates of hyperinflationary economies (Argentina).

The effective interest rate incorporates both, the interest rates on bank borrowings and credit lines.

The majority of the borrowings in euros are granted to **Puig** Brands, S.A. (the Parent Company), amounted by 1,260,192 thousand euros (2024: 1,567,077 thousand euros). The effective interest rates, considering interest rate swaps, on the amounts granted were 2.5% (2.2% in 2024).

Most financial debt is annually subject to compliance with a financial ratio based on EBITDA and net financial debt (pre IFRS 16). As of December 2025 and 2024, **Puig** complied with the financial ratio requirement.

25. Derivative financial instruments

During 2025 **Puig** continued using derivatives to limit both interest and foreign currency risks on otherwise unhedged positions and to adapt its debt structure to market conditions. These financial instruments have been classified into the Level 2 measurement category.

At December 31, 2025 the following foreign currency hedges entered into by Group companies were in place:

Description	Notional	Maturity	Recognized in equity	Recognized in the income statement	Total
AUD/EUR	(56,700)	January 2026 - February 2027	(216)	175	(41)
BRL/EUR	(253,100)	January 2026 - February 2027	747	136	883
CAD/EUR	(23,600)	January 2026 - February 2027	(173)	33	(140)
CLP/EUR	(26,299,400)	January 2026 - February 2027	(294)	(5)	(299)
CNY/EUR	(68,600)	January 2026 - February 2027	(27)	—	(27)
GBP/EUR	(4,000)	January 2026	—	117	117
MXN/EUR	(1,051,600)	January 2026 - February 2027	(650)	(666)	(1,316)
PEN/EUR	(38,700)	January 2026 - February 2027	33	(62)	(29)
USD/EUR	(667,500)	January 2026 - February 2027	3,175	2,229	5,404
Total as of December 31, 2025			2,595	1,957	4,552

At December 31, 2024 the following foreign currency hedges entered into by group companies were in place:

Description	Notional	Maturity	Recognized in equity	Recognized in the income statement	Total
AUD/EUR	(28,900)	January 2025 - February 2026	248	9	257
BRL/EUR	(118,500)	January 2025 - October 2025	276	638	914
CAD/EUR	(9,100)	January 2025 - February 2026	(6)	(6)	(12)
GBP/EUR	(57,400)	January 2025 - January 2026	(574)	(595)	(1,169)
MXN/EUR	(1,152,000)	January 2025 - February 2026	(589)	419	(170)
PEN/EUR	(34,400)	January 2025 - February 2026	(120)	(72)	(192)
RUB/EUR	(259,800)	January 2025 - February 2026	—	(14)	(14)
USD/EUR	(323,300)	January 2025 - February 2026	(14,277)	(1,852)	(16,129)
ZCL/EUR	(23,786,800)	January 2025 - February 2026	23	162	185
Total as of December 31, 2024			(15,019)	(1,311)	(16,330)

Interest rate hedging transactions have been entered into through swaps to exchange floating interest rates for fixed interest rates.

As of December 31, 2025 and 2024, **Puig** had entered into the following interest rate hedging arrangements:

Currency	Notional currency 0.00	Maturity	Recognized in equity	Recognized in the income statement	Total
EUR	50,000	June 2026	326	—	326
EUR	20,000	June 2026	144	—	144
EUR	50,000	June 2026	(348)	—	(348)
EUR	50,000	June 2026	(345)	—	(345)
EUR	150,000	May 2027	1,051	—	1,051
EUR	113,000	May 2027	789	—	789
EUR	150,000	June 2027	(2,715)	—	(2,715)
EUR	50,000	June 2027	(861)	—	(861)
EUR	50,000	June 2028	248	—	248
EUR	60,000	June 2030	319	—	319
EUR	743,000		(1,393)		(1,393)

Currency	Notional currency 0.00	Maturity	Recognized in equity	Recognized in the income statement	Total
EUR	84,000	May 2025	873	—	873
EUR	35,000	May 2025	456	—	456
EUR	30,000	December 2025	460	—	460
EUR	50,000	June 2026	1,058	—	1,058
EUR	50,000	June 2026	899	—	899
EUR	50,000	June 2026	(987)	—	(987)
EUR	50,000	June 2026	(977)	—	(977)
EUR	200,000	May 2027	2,407	—	2,407
EUR	150,000	May 2027	1,805	—	1,805
EUR	150,000	June 2027	(4,431)	—	(4,431)
EUR	50,000	June 2027	(1,434)	—	(1,434)
EUR	899,000		129	—	129

From the effectiveness tests run by Management, **Puig** has concluded that foreign currency and interest rate hedging transactions are fully effective.

Additionally, as of December 31, 2025 and 2024, **Puig** entered into the following foreign currency hedging arrangements to cover intercompany loans taken out in foreign currencies:

Description	Notional	Maturity	Recognized in equity	Recognized in the income statement	Total
AUD	(43,179)	January 2026	—	(34)	(34)
GBP	168,598	March 2026	—	1,398	1,398
HKD	(216,030)	January 2026	—	165	165
JPY	(2,520,000)	January 2026	—	157	157
USD	(91,500)	March 2026	—	1,099	1,099
INR	(461,100)	September 2026	—	106	106
CHF	3,000	January 2026	—	12	12
SGD	2,320	January 2026	—	3	3
Total as of December 31, 2025					2,906

Description	Notional	Maturity	Recognized in equity	Recognized in the income statement	Total
USD	35,000	January 2025	—	(486)	(486)
CAD	300	January 2025	—	—	—
GBP	(60,000)	45658	—	(147)	(147)
TWD	22,663	January 2025	—	(3)	(3)
SGD	(200)	January 2025	—	1	1
JPY	1,770,000	January 2025	—	117	117
CHF	(5,000)	January 2025	—	(36)	(36)
AUD	22,950	January 2025	—	234	234
HKD	46,700	January 2025	—	(59)	(59)
SEK	(589,000)	January 2025	—	(13)	(13)
Total as of December 31, 2024					(392)

26. Provisions and other liabilities

The breakdown of “Provisions and other liabilities” as of December, 31, were as follows:

(Thousand euros)	2025	2024
Liabilities from business combinations	636,344	1,072,938
Other provisions	51,371	45,812
Employee pension plans	10,103	9,788
Long-term lease liabilities (Note 16)	327,691	323,182
Employee benefits (Note 27)	12,651	53,598
Long term derivatives (Note 25)	3,576	7,829
Total	1,041,736	1,513,147

The movements in “Liabilities from business combinations”, “Treasury shares commitments”, “Other provisions” and “Employee pension plans” during years ended December 31, 2025 and 2024 were as follows:

(Thousand euros)	Liabilities from business combinations	Treasury shares commitments	Other provisions	Employee pension plans
Balance at January 1, 2025	1,072,938	–	45,812	9,788
Income statement	(9,894)	–	23,174	694
Retained earnings	(33,035)	–	–	–
Payments and settlements	–	–	(15,800)	(379)
Translation differences	(42,317)	–	(1,845)	–
Reclassifications and others	(351,348)	–	30	–
Balance at December 31, 2025	636,344	–	51,371	10,103
Balance at January 1, 2024	2,177,665	238,868	25,161	8,328
Income statement	(86,591)	–	36,256	1,369
Retained earnings	(182,215)	–	–	–
Payments and settlements	(1,038,404)	(238,868)	(16,307)	(305)
Translation differences	56,462	–	896	–
Business combinations	160,632	–	–	–
Reclassifications and others	(14,611)	–	(194)	396
Balance at December 31, 2024	1,072,938	–	45,812	9,788

Liabilities from business combinations

When **Puig** acquires a company, it often prefers that the previous shareholders remain in the company with a minority stake. In this way, the seller / founder remains engaged and committed to the continued success of the brand.

At the time of the acquisition, the Company may enter into call and put option agreements granting the right or obligation to purchase the minority stake from the seller / founder at certain specified dates and at prices calculated based on an initially agreed adjusted multiple linked to the business performance of the related business. This is the case with the prior year's acquisition of Dr. Barbara Sturm, as well as previous years' acquisitions such as Byredo, Loto del Sur, Kama Ayurveda, Charlotte Tilbury, and Dries Van Noten.

These options have been recorded as liabilities in accordance with IFRS 10, and valued at fair value at each reporting period, with the changes in fair value recorded against equity.

At the time that the options are exercised, the Company will be required to make payments to the sellers / brand founders in the amounts due.

The options are valued based on market multiples and other adjusted multiples linked to the key financial metrics of the related business. These options are revised according to the expected performance at least at each year-end compared to the initial plan, until the expiration of the put and call options, guaranteeing a minimum price.

As of December 31, 2025 and 2024 the put and call options included in the balance sheet relate to Charlotte Tilbury (acquired in 2020), Kama Ayurveda (acquired in 2022), Loto del sur (acquired in 2022) and Dr. Barbara Sturm (acquired in 2024).

For period ended 2025 the decrease in liabilities from business combinations is mainly due to changes in the market multiple to which the put-call options are linked, as well as to translation differences and the business projections. The reclassification to the short term in this caption, amounting to 351,348 thousand euros, relates to the put-call option and earn-out of Charlotte Tilbury exercisable in 2026 (Note 29).

In 2024 **Puig** agreed to acquire the minority interests in Prado Investments, Ltd and Byredo AB. The difference between the total considerations (856.8 million euros) and the liabilities from business combinations accounted for as long-term liabilities (1,038.4 million euros) amounted to 181,604 thousand euros and had a positive impact in **Puig** Brands reserves.

In 2024, **Puig** extended the remaining put and call option agreement over Charlotte Tilbury, which was set to end in 2026, at different periods between 2026 and 2031. The new put and call option is valued based on a market multiple linked to the key financial metrics of Charlotte Tilbury's business. The extension of these put and call options, had a positive equity impact of 197,469 thousand euros, mainly due to the extension of the liability (which is discounted at present value), the new multiples agreed, and the projected financial metrics.

Also, in 2024, as part of the acquisition of Dr.Barbara Sturm, **Puig** agreed to put and call options for the acquisition of the remaining 35% of Dr.Barbara Sturm's shares not currently owned (Note 4).

The reclassification carried out in 2024, amounting to 14,611 thousand euros, related to the put-call option of Kama Ayurveda exercised in 2025 (Note 29).

In addition to the call and put options mentioned above, in this caption **Puig** includes liabilities for earn-outs arising from certain business combinations. At December 31, 2025, the balance regarding these liabilities amounts to 7,169 thousand euros (106,799 thousand euros in 2024).

The change of valuation in these earn-outs in 2025 and 2024 were mainly driven by the change in management's projections with respect to the expected business performance to which these liabilities are linked, and the effect of the discount factor and the exchange rate.

2024 was affected by the initial recognition of the business combination completed in the period that amounted to 965 thousand euros (Dr.Barbara Sturm - Note 4).

The amounts recognized as liabilities in the consolidated balance sheet have been discounted using the weighted average cost of capital ("WACC") of each business (Note 15).

These liabilities have been classified in the Level 3 measurement category. **Puig** conducts a sensitivity analysis of these liabilities by applying reasonable variations to the key assumptions considered in the calculation.

- A variation of +/- 2% in the CAGR of the main business indicator to which the liability valuation is linked would impact the liability recognized in the balance sheet as of December 31, 2025, resulting in an positive impact of 45 million euros or a negative impact of 40 million euros (2024: positive impact of 59 million euros or negative impact of 50 million euros).
- A variation of +/- 1.5% in the discount rate would impact the liability recognized in the balance sheet as of December 31, 2025, leading either a negative impact of 36 million euros or positive impact of 39 million euros (2024: negative impact of 55 million euros or positive impact of 50 million euros).

At December, 31, the maturity of these liabilities was as follows:

(Thousand euros)	2025	2024
Liability maturing in more than 1 and less than 3 years	176,366	342,002
Liability maturing between 3 and 5 years	7,169	203,491
Liability maturing in more than 5 years	452,809	527,445
	636,344	1,072,938

Treasury shares commitments

As of the date of the IPO, all put options granted by **Puig** to the beneficiaries of the prior SARs plans ceased to be effective. Accordingly, the entire 238,868 million euros liability recorded as of December 31, 2023 was reversed.

Employee pension plans

A portion of **Puig's** employees are covered by defined contribution or benefit retirement plans paid for by **Puig** companies. The type of plan varies according to the legal requirements of the country in which beneficiaries are employed.

- **Defined contribution plans.** For defined contribution plans, **Puig** undertakes to pay a defined contribution (e.g., a fixed amount or percentage of salaries).
 Defined contribution plans cover employees mainly in Spain, United States, France and United Kingdom, among other countries.
Puig does not assume any obligations or commitments other than the annual contribution.
- **Defined benefit plans.** For defined benefit plans, **Puig** undertakes to pay the employee a defined benefit (e.g. a retirement pension at a fixed amount or percentage of the employee's final salary).
 For the defined benefit plan, the present value of future benefits (which the company is liable to pay under the plan) is computed using actuarial principles and the projected unit credit method. The computation of present value is based on assumptions of interest rates, increases in salaries and pensions, investment yield, mortality and disability. The present value is computed exclusively for the benefits to which the employees have earned entitlement through their employment with the company. The Puig's defined benefit plans cover employees in France.

The defined benefit plan of French companies is not outsourced. The liability under the plan calculated on an actuarial basis is stated in the consolidated balance sheet at December 31, 2025 at an amount of 10.1 million euros (9.8 million euros in 2024).

The amounts recognized in income statement are the following:

(Thousand euros)	2025	2024
Current service cost	694	1,369
Total (benefit) /expense recognized in the income statement	694	1,369
Net actuarial (loss)/gains recognized	—	—
Actual return on plan assets	—	—

The present value of the obligations and the fair value of the plan assets are as follows:

(Thousands of Euros)	2025	2024
Present value of related obligations	10,103	9,788
Net liabilities	10,103	9,788

Movements of net liabilities for the years ended December, 31 are as follows:

(Thousands of Euros)	2025	2024
Balance sheet at January 1	9,788	8,328
Net cost of the plan	694	1,369
Contributions / benefits	(379)	(305)
Reclassifications	—	396
Balance as of December 31	10,103	9,788

The main actuarial assumptions used at December, 31 are as follows:

	2025	2024
Discount rates	4%	3%
Expected wage increase	4%	4%
Average retirement age	64	64

Defined benefit plans have been classified into the Level 3 measurement category.

Other provisions

Puig recognizes provisions for present obligations arising from past events when it is probable that an outflow of resources will be required to settle them and the amount can be reliably estimated, in accordance with IAS 37. These provisions mainly relate to operational contingencies and other risks inherent to the Group's activities.

The assessment of such matters involves a degree of judgment, and the amounts recognized are based on the best information available at the reporting date. Management reviews the provisions on a regular basis and considers them adequate to cover the Group's existing exposures.

27. Employees Benefits

Some employees are granted with long term incentive plans. As of December 31, 2025 long term incentive plans relate to share appreciation rights, share-based plans and long term cash plans.

All plans are vested based on services and specific performance conditions.

As of December 31, 2025 the plans and their characteristics are as follows:

2025 Share-Based Plan

On May 28, 2025, the General Shareholders' Meeting approved the Long-Term Incentive Plan 2025–2029.

The Plan is aimed at executive directors and key management personnel, with the objective of aligning their interests with those of shareholders, supporting long-term strategic and sustainable goals, and attracting and retaining top talent.

The Plan consists of the free delivery to the Beneficiaries of a certain number of Class B shares of **Puig** Brands, S.A.

The Plan is structured in three overlapping three-year cycles (2025–2027, 2026–2028 and 2027–2029) and is tied to the achievement of specific financial and non-financial performance metrics.

In accordance with IFRS 2 – Share-based Payment, equity-settled share-based payment arrangements are recognized as equity transactions when **Puig** receives services as consideration for its own equity instruments. Therefore, the corresponding credit is recognized directly in equity, within reserves, as no liability is incurred since the plans will be settled by own equity instruments. The carrying amount recognized in reserves in 2025 amounts to 12.4 million euros.

2024–2028 Plan (Share Appreciation Rights)

Puig granted some employees with a management incentive plan which vests over five years (2024–2028). Vesting conditions are based on time-based and business performance conditions.

The value of the plan is based on the appreciation of the shares of a **Puig** subsidiary, being the difference between the value of the shares granted at the beginning of the plan and the value of the shares expected at the end of the vesting period above a certain threshold. The valuation of the vested shares is calculated based on a formula linked to the business performance (level 3 fair value measurement).

At grant date, the beneficiaries choose between two types of settlement:

- Cash settlement.
- Acquisition of shares based on their nominal value. Once acquired, a call option is granted to **Puig** to re-acquire the shares from 2029 at a price calculated based on the value creation above a certain threshold. In addition, a put option is granted once the shares are acquired enabling the beneficiaries to execute them from 2029.

2024 Plan (Share Appreciation Rights)

Between January and March 2024 an extraordinary long-term incentive free shares plan was executed. As a result, a total of 1.498.216 Class B shares were delivered to the employees, with a total cost amounting to 36 million euros. This SARs plan relates to shares of **Puig Brands, S.A.**

2021 Plan (Share Appreciation Rights)

Puig granted some employees with a management incentive plan which vests over five years (2021-2025). Vesting conditions are based on time-based and business performance conditions.

The value of the plan is based on the appreciation of the shares of a **Puig** subsidiary, being the difference between the value of the shares granted at the beginning of the plan and the value of the shares expected at the end of the vesting period above a certain threshold. The valuation of the vested shares is calculated based on a formula linked to the business performance (level 3 fair value measurement).

At grant date, the beneficiaries choose between two types of settlement:

- Cash settlement.
- Acquisition of shares based on their nominal value. Once acquired, a call option is granted to **Puig** to re-acquire the shares between 2026 and 2029 at a price calculated based on the value creation above a certain threshold. In addition, a put option is granted once the shares are acquired enabling the beneficiaries to execute them between 2026 and 2029.

In 2025 the plan was completed and the call option will be exercised in 2026. Consequently 33,078 thousand euros has been reclassified to the short term.

The detail of plans based on share appreciation rights and shared based plan as of December, 31 are as follows:

2025

Number of SARs Rights	2021 Plan	2024 - 2028 Plan	2025 - 2027 Plan
Outstanding at January 1, 2025	21,498,976	13,837,104	—
Granted number	—	—	3,259,574
Forfeited number	(974,840)	—	—
Vested number	20,524,136	(477,142)	—
Outstanding at December 31, 2025	—	13,359,962	3,259,574
Exercisable at December 31, 2025	8,629,720	616,000	—
Delivered at December 31, 2025	14,762,000	338,283	—

2024

Number of SARs Rights	2021 Plan	2024 - 2028 Plan	2024 Plan
Outstanding at January 1, 2024	20,504,276	—	—
Granted number	2,259,400	14,314,245	1,498,216
Forfeited number	(481,800)	—	—
Vested number	(782,900)	(477,142)	(1,498,216)
Outstanding at December 31, 2024	21,498,976	13,837,104	—
Exercisable at December 31, 2024	883,191	308,000	—
Delivered at December 31, 2024	1,984,393	169,142	1,498,216

Exercisable SARs include shares that have already vested by employees but have not been exercised.

For the 2024-2028 Plan, the strike price and the exercisable price of the shares of the subsidiary that granted the plans depend on the year they were granted and vested. The carrying amount of the liability related to this plan as of December 31, 2025, amounts to 891 thousand euros (35,906 thousand euros in 2024).

Long Term Cash Plans

In addition, other employee benefits, includes long term cash bonuses when certain conditions are met. As at December 31, 2025, the liability amounted to 3,842 thousand euros (6,331 thousand euros in 2024).

This caption also includes other employee benefits amounting to 7,918 thousand euros in 2025 (11,361 thousand euros in 2024).

The movements in “Employee Benefits” included in the caption “Provisions and other liabilities” during the years ended December 31, 2025 and 2024 were as follows:

(Thousand euros)	2025	2024
Balance at January 1, 2025	53,598	54,023
Income statement	2,317	45,979
Payments and settlements	(282)	(39,292)
Translation differences	(816)	1,166
Reclassifications and others	(42,166)	(8,278)
Balance at December 31, 2025	12,651	53,598

28. Off-balance sheet commitments

At December 31, 2025, **Puig** granted bank guarantees amounting to 17 million euros (24 million euros in 2024) mainly related to their normal business activity.

The Parent Company also grants guarantees to its subsidiaries to support their access to external financing (Note 24).

Additionally, it should be noted that **Puig** has no significant legal or tax contingencies.

The Group is not aware of any significant off-balance sheet commitments other than those described above.

29. Other current liabilities

The breakdown of this caption as of December 31 was as follows:

(Thousand euros)	2025	2024
Tax and social security debt (Note 13)	115,100	102,510
Accrued payroll	151,902	110,784
Operating provisions	242,719	227,264
Payable for other services	382,368	429,080
Financial liabilities at fair value (Note 25)	2,579	16,722
Other liabilities	11,234	21,973
Liabilities from business combinations (Note 26)	351,348	14,611
Other liabilities related parties (Note 33)	2,741	1,575
Lease liabilities (Note 16)	77,075	74,501
Total	1,337,066	999,020

Operating provisions include accruals of commissions, returns and provisions for other services.

Liabilities from business combinations in 2025 amounting to 351,348 thousand euros relate to the call options on Charlotte Tilbury exercisable in 2026.

Liabilities from business combinations in 2024, amounting to 14,611 thousand euros, were related to the call option on Kama Ayurveda. In April 2025, **Puig** exercised the option, acquiring an additional 12.47% stake in the company and increasing its total ownership to 97.47% of the Indian brand. There were no changes in the value of the liability recorded as of December 2024 compared to the final payment in 2025.

The “Other liabilities at fair value” caption mainly includes foreign currency fair value hedging derivatives and interest rate hedging derivatives (Note 25). In 2025, the fair value of the derivatives amount to 2,579 thousand euros. The breakdown as of December, 31 is as follows:

(Thousand euros)	2025	2024
Foreing currency hedging (transactions)	1,852	16,330
Foreing currency hedging (loans)	34	392
Interest rate hedging	693	—
Total	2,579	16,722

30. Financial risk management, objectives and policies

In its normal course of business **Puig** is exposed to various financial risks: market risk (including foreign exchange risks and interest rate risks) and other risks such as credit risk, liquidity risk and capital risk management. **Puig's** management focuses on minimizing these risks implementing risk management policies to identify and analyze the risks faced by **Puig** and define appropriate risk limits and controls. **Puig's** management procedures are designed to have a control environment.

This note provides information on **Puig's** exposure to risks, **Puig's** objectives, policies and processes for managing risks, the methods used to measure these risks and the financial instruments used to mitigate the corresponding risks.

The **Puig's** Audit Committee supervises how management controls comply with **Puig's** risk management procedures and policies and review whether the risk management policy is suitable considering the risks that **Puig** is exposed to.

Foreign Exchange risk

The Group operates in an international environment and therefore is exposed to exchange rate risk on transactions in currencies, especially with regards to the USD and the GBP (being the euro the functional currency of the Group and the currency of the Parent Company). Currency risk is associated with future commercial transactions, recognized assets and liabilities, and net investment in foreign currencies.

Puig has a significant portion of sales to customers and to their own subsidiaries as well as certain purchases in currencies other than their functional currency (euro). Hedging instruments are used to reduce the foreign exchange risks arising from the fluctuations of currencies different from the companies' functional currencies.

Before the end of the year, as part of the budget preparation, **Puig** companies are responsible for identifying the exposure to foreign currency cash flows. The Group centrally analyzes the exposure and arranges the appropriate hedges. The identified foreign exchange risks are hedged using forward contracts or options.

Puig has implemented a strict policy to manage, measure and monitor these risks. The activities are organized based on a clear segregation of duties between the front office, middle office and back office which are responsible for the measurement, hedging and administration and financial control. The hedging strategy must always be presented to the top management for approval.

Derivative instruments entered into hedge for foreign exchange are accounted for in accordance with hedge accounting principles.

The financing obtained by **Puig** is mainly in Euros representing 93% of the total debt (96% in 2024).

The following table shows a sensitivity analysis to possible reasonable changes in the exchange rate of the main foreign currencies with which **Puig** operates, keeping all other variables constant:

(Thousands of euros)	Increase/ Decrease in USD	Effect on income	Effect in equity
2025	10%	13,362	38,664
	(10%)	(13,362)	(38,664)
2024	10%	11,300	17,499
	(10%)	(11,300)	(17,499)

(Thousands of euros)	Increase/ Decrease in GBP	Effect on income	Effect in equity
2025	10%	23,954	11,455
	(10%)	(23,954)	(11,455)
2024	10%	(14,053)	(60,025)
	(10%)	14,053	60,025

Puig has arranged exchange rate hedges to cover potential fluctuations in foreign currency.

Interest rate risk

Puig's interest rate risk arises from current and non-current borrowings with banks. The objective of **Puig** is to have a high proportion of borrowings at fixed rate or floating interest rates hedged by interest rates swaps (IRS). The main objective of the management is to protect net profit from the impact of significant changes in interest rates.

Puig uses derivative financial instruments (interest rate swaps) to cover the risk of changes in the interest rates on some loans. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The fair value at December 31, 2025 amounts to (1,393) thousand euros (129 thousand euros in 2024).

As of December 31, 2025, the amount of debt subject to variable interest rates, without interest rate hedging, totaled 88.6 million euros (74 million euros in 2024), representing 7% of the total bank debt (4% in 2024).

An increase of 2% in the market interest rate could result in a financial interest expense increase of 1.7 million euros (2024: 1.5 million euros).

An increase of 2% in the market interest rate could result in a change of the valuation of the interest rate swaps of 11.8 million euros (19.7 million euros in 2024).

Credit Risk

Credit risk is the risk to which **Puig** is exposed in the event that a customer or counterparty fails to pay its obligation.

To mitigate this risk **Puig** has a credit policy and manages its exposure to collection risk in the normal course of its operations. **Puig** evaluates the credit given to all its customers above a certain amount. Likewise, **Puig** has a credit insurance for most of its accounts receivable.

The Group recognizes impairment based on its best estimate of the expected losses on trade and other receivables. The main impairment losses recognized are due to specific losses relating to individually identified risks. At year end, these impairment losses are immaterial.

The maximum exposure to credit risk in relation to trade receivables is the amount shown in Note 18 above amounting to 605,454 thousand euros (583,810 thousand euros in 2024). **Puig** customers are reasonably fragmented, so individually none of them represents more than 10% in the overall amount of trade receivables.

Puig has undrawn amounts from credit facilities that can be used to cover operating cash deficits.

Also, to mitigate this credit risk, the Group may sometimes partially transfer this risk to third parties via non-recourse factoring of trade receivables in which case the Group would not retain any credit risk.

Credit risk also arises from cash and cash equivalents, derivative financial instruments and deposits with banks and financial institutions. To mitigate this credit risk, the Group only works with banks with strong credit ratings as qualified by international rating agencies. The solvency of these institutions, as indicated in each institution's credit ratings, is reviewed periodically in order to perform active counterparty risk management.

The assets subject to the credit risk exposure recognized in the balance sheet were as follow:

(Thousands of euros)	2025	2024
Financial investments	209	689
Other non-current assets	35,245	130,865
Trade and other receivables	578,466	567,529
Other current assets	224,367	282,991
Cash and cash equivalents	1,036,392	882,646
Total	1,874,679	1,864,720

Liquidity Risk

Liquidity risk is the risk that the Group cannot meet its financial obligations as they fall due. The Puig's approach to managing liquidity is to ensure where possible, that it always has sufficient liquidity to settle its obligations at the maturity date.

Puig uses financial planning techniques to manage liquidity risk, taking into consideration the maturity of financial assets and liabilities and cash flow projections. **Puig** objective is to balance structural requirements and exceptional needs of cash with the loans and overdrafts taken out, to ensure that it will be able to use them depending on its liquidity situation.

As a consequence of the aforementioned the Group considers that it has liquidity and access to medium and long-term financing that allows the Group to ensure the necessary resources to meet the potential commitments for future investments.

Puig has undrawn amounts from credit facilities that can be used to cover operating cash deficits.

The maturities of the main financial liabilities, which include Leases (Note 16), Bank Borrowings (Note 24) and Liabilities for business combinations (Note 26) as of December, 31 are as follows:

2025

(Thousands of euros)	2026	2027	2028	2029	2030 and subsequent	Total
Bank borrowings	634,189	482,726	175,601	60,000	—	1,352,516
Liabilities from business combinations	351,348	—	176,366	7,169	452,809	987,692
Lease liabilities	77,075	66,646	55,845	49,532	155,668	404,766
Total	1,062,612	549,372	407,812	116,701	608,477	2,744,974

2024

(Thousands of euros)	2025	2026	2027	2028	2029 and subsequent	Total
Bank borrowings	527,173	547,925	581,602	404	—	1,657,104
Liabilities from business combinations	14,611	342,002	—	177,119	553,817	1,087,549
Lease liabilities	74,501	66,727	53,679	44,274	158,502	397,683
Total	616,285	956,654	635,281	221,797	712,319	3,142,336

Capital Risk Management

Puig's objective is to safeguard its capacity to continue managing its recurring activities and the capacity to continue to grow, by optimizing the debt-to-equity ratio and to create value for the shareholder.

The main purpose of **Puig** capital management is to ensure a financial structure that can optimize capital cost and maintain a solid financial position, in order to access to the financial markets at a competitive cost to cover financing needs.

Puig manages its capital to ensure that certain financial ratios are appropriate to develop its business, maintaining a high level of solvency so that it can provide appropriate returns to its shareholders. Net debt ratio is measured as follows:

(Thousands euros)	2025	2024
Net debt	716,037	1,068,130
Adjusted Ebitda	1,045,079	969,209
Net debt ratio (Net debt / Adjusted Ebitda)	0.69	1.10

Net Debt and Adjusted Ebitda are Alternative Performance Measures (Annex III).

The volume of capital is determined according to existing risks, making the corresponding adjustments to capital in accordance with changes in the economic environment and managed risks.

Changes in Working Capital

Breakdown of changes in working capital (net of changes in scope and non-cash items) is presented as follows:

(Thousand euros)	2025	2024
Inventory	(7,914)	77,602
Trade accounts receivable	(35,576)	(76,977)
Other current assets	56,432	(92,543)
Trade accounts payable	20,294	5,826
Other current liabilities	8,048	127,323
Changes in working capital	41,284	41,231

31. Other disclosures

31.1. Audit fees

Net fees accrued to Ernst & Young, S.L. as the auditor of Puig's consolidated annual accounts, or by any firms related to this auditor as a result of a relationship of control, common ownership or common management are as follows:

(Thousands euros)	2025	2024
Audit services	2,611	2,372
Other assurance services	590	974
Total audit and similar services	3,201	3,346
Tax services	—	—
Other services	249	191
Total professional services	3,450	3,537

Additionally, net audit fees for services provided by auditors other than the main auditor amounts to 146 thousand euros in 2025 (151 thousand euros in 2024).

31.2. Information on the Parent Company's Directors and key Management

During the year ended December 31, 2025 the Company's directors have not been party to any direct or indirect conflict of interest with **Puig**, except for the approval of the following resolutions in which one or several directors, as appropriate, refrained from deliberating and voting thereon as they could result in a conflict of interest situation:

- Approval of the subscription of loans with financial entities.
- Approval of an artwork lease arrangement with a related-party entity.
- Approval of the CEO's 2024 short-term incentive performance assessment.
- Approval of the CEO's 2025 short-term incentive structure.
- Approval of a venue lease for a corporate event with a related-party entity.
- Acknowledgement of a share transfer transaction between a related-party entity and certain employees of the Company.
- Approval of documentation in the context of a corporate transaction.

The remunerations for the year 2025 of the Key Management amounted to 15,810 thousand euros, respectively (34,881 thousand euros in 2024), for fixed and variable salaries, long terms incentive plans, fringe benefits, pension commitments, and life insurance premium payments.

The Chairman and CEO is also member of the Key Management of the Group and consequently, his remuneration has been accrued based on his executive services and it has been included in the Board of Directors remuneration section.

The remuneration accrued by the Board of Directors for the services provided as a members of the Board of **Puig** Brands and the executive services of the Chairman of **Puig** Brands, S.A. amounted to 7,808 thousand euros in 2025 (25,236 thousand euros in 2024).

Puig has paid Directors and Key Management liability insurance premiums in the amount of 248 thousand euros (2024: 248 thousand euros).

In 2025, Puig granted the Chairman and CEO a maximum of 522,430 shares under the First Cycle of the 2025 Share-based plan. The number of shares granted at target level would amount to 261,215 shares.

As of December 31, 2025, there were loans granted to the Key Management amounting to 2,876 thousand euros (2024: 63,014 thousand euros). The interest accrued related to the loans granted to the Key Management amounted to 1,390 thousand euros (2024: 1,764 thousand euros). The loans accrue interest at a rate between 1.5% and 3.25%.

Puig also has given long term incentive plans to its Key Management (which includes the CEO and Chairman of the Board of Directors with executive service) amounting to 424 thousand euros (22,153 thousand euros in 2024). This remuneration has been included in the total remunerations (Key Management and Board of Directors) indicated above and are disclosed in the period when the plans are fully vested (which is different from period of the accrual of the related expense).

As detailed in Note 27, during 2024, as part of the accelerated vesting of the long term incentive plan, **Puig** delivered 1,009,230 treasury shares to the Key Management and members of the Board of Directors with executive services.

As of December 31, 2025, members of the Board of Directors, including the Chairman of the Board of Directors) own a total amount of 4,408,077 shares of Puig Brands, S.A (4,408,077 in 2024).

31.3. Information on the average supplier payment period

The average payment period to suppliers of Spanish companies is as follows:

	2025	2024
(Days)		
Average payment period to suppliers	59	52
Ratio of transactions paid	63	55
Ratio of transactions pending payment	36	37
(Thousands of euros)		
Total payments made	1,330,160	1,157,111
Total payments pending	185,654	169,569
Monetary volume of invoices paid in a period lower than the maximum established in the late payment regulations.	1,043,838	867,242
Percentage of payments below the maximum payment period over total payments made.	78.5%	74.9%
(Number of invoices)		
Invoices paid in a period lower than the maximum established in the late payment regulations.	77,400	61,329
Percentage of total invoices	82.7%	80.5%

- **Average payment period to suppliers:** It will be understood as the weighted average between the ratio of paid operations and the ratio of unpaid operations.
- **Ratio of paid operations:** It will be understood as the weighted difference between the calendar days that have elapsed since the date of receipt of the goods or services (however, in the absence of reliable information about the moment in which this circumstance occurs, the date of receipt of the invoice) until the material payment of the operation.
- **Ratio of transactions pending payment:** It will be understood as the weighted difference between the calendar days that have elapsed since the date of receipt of the goods or services (however, in the absence of reliable information about the moment in which this circumstance occurs, the date of receipt of the invoice will be used) until the last day of the period to which the consolidated annual accounts refer.

31.4. Supplier financing arrangements

Puig has established a supplier finance arrangement that is offered to some of the key suppliers. Participation in the arrangement is at the suppliers' own discretion. Suppliers that participate in the supplier finance arrangement will receive early payment from the **Puig** external finance provider (external banks). If suppliers choose to receive early payment, they pay a fee to the external bank. In order for the finance provider to pay the invoices, the goods must have been received or supplied and the invoices approved by **Puig**. Payments to suppliers ahead of the invoice due date are processed by the finance provider and, in all cases, **Puig** settles the original invoice by paying the finance provider in line with the original invoice maturity date described above. Payment terms with suppliers have not been renegotiated in conjunction with the arrangement. **Puig** provides no security to the finance provider.

All trade payables subject to the supplier finance arrangement are included in the caption Trade Accounts Payables in the consolidated balance sheet.

(Thousand of euros)	2025	2024
Total amount agreed	88,242	88,152
Carrying amount of Trade Payables sent to the bank at the end of the period	54,085	17,585
Carrying amount of which suppliers have received payment	9,192	4,384

32. Environmental information

Puig aims to achieve responsible growth through its 2030 ESG Agenda, which is aligned with the UN Sustainable Development Goals (SDGs). **Puig** continuously strives to minimize its environmental footprint in all areas of its operations.

The company's strategy is in accordance with the most recognized international commitments, standards, certifications, and initiatives.

Puig's commitment to the environment goes beyond legal requirements, contributing globally to two ambitious goals:

- Helping limit global warming to 1.5 °C by 2030
- Becoming a net-zero organization by 2050

For detailed environmental information, see Section 2 of the Consolidated Non-Financial Information Statement and Sustainability Information.

33. Related parties

The main balances and transactions with **Puig** related parties are summarized as follows:

(Thousand euros)	Year	Sales and other income	Purchases and expenses	Financial income	Dividends	Accounts receivable and short-term financial investments	Accounts payable
Companies with significant influence over Puig	2024	—	151	—	—	42,358	331
	2025	—	175	—	—	1	4,505
Associated companies	2024	36,625	1,470	—	12,183	16,087	1,243
	2025	32,263	758	—	17,977	15,061	156
Other related parties	2024	2	12,621	1,502	11	40,825	959
	2025	2	15,313	847	—	2,033	634

Transactions with entities with significant influence over **Puig** for the years ended December 31, 2025 and 2024, primarily correspond to the ones related to Exea Inversión Empresarial, S.L. as the head of the Spanish tax group.

Transactions with associated companies for the years ended December 31, 2025 and 2024, primarily correspond to payments received for the manufacturing services that **Puig** Brands provides for Isdin, S.A. royalties that **Puig** receives from Sociedad Textil Lonia, S.A. in connection with the license of CH Carolina Herrera, and the dividend distributions from our associate and joint venture investments.

Transactions with other related parties for the years ended December 31, 2025 and 2024, primarily correspond to payments to Inmo, S.L. and its subsidiaries in connection with the lease of our headquarters in Barcelona, the lease of our manufacturing facility in Barcelona (which was closed in 2023), and the lease of our Carolina Herrera and Rabanne stores in New York and Paris, respectively. Puig Brands also granted loans to our Senior Officers and employees in connection with the acquisition and/or delivery of Class B Shares.

Balances and transactions with minority shareholders and key management are not considered in the previous table (Note 26 and Note 31.2).

34. Subsequent events

No significant subsequent events have occurred as of the date of preparation of the annual accounts.

Annex I. Consolidation scope

The companies included in the consolidation scope as of December 31, 2025 and 2024 are the following:

Full consolidation method

Name of the consolidated subsidiary	Address	Functional currency	Activity	% Ownership	
				2025	2024
Antonio Puig, S.A.U.	Plaza Europa 46-48, Hospitalet de Llobregat, Barcelona, Spain	EUR	Holding, manufacturing and commercial	100	100
Apivita Cosmetics - Diet - Pharmaceuticals Commercial and Industrial Société Anonyme (Apivita, S.A.)	Industrial Park of Markopoulo Mesogaias, Attica, 19003, Greece	EUR	Manufacturing and commercial	100	100
Apivita Ventures, S.L.U.	Plaza Europa 46-48, 08029, L'Hospitalet de Llobregat, Barcelona, Spain	EUR	Holding	100	100
Aubelia S.A.S.	40-52, boulevard du Parc 92200 Neuilly-sur-Seine, France	EUR	Holding	100	100
Barbara Sturm France SAS	65-67 Av. des Champs Elysées 75008 Paris, France	EUR	Commercial	Merged	65
Barbara Sturm Hong Kong Limited	21/F Edinburgh Tower, The Landmark, 15 Queen's RD Central, Hong Kong	HKD	Commercial	65	65
Barbara Sturm Limited	Grainhouse, 6 Dryden Street, London, England, WC2E 9NH	GBP	Commercial	65	65
Barbara Sturm Molecular Cosmetics GmbH	Königsallee 24, 40212, Düsseldorf, Germany	EUR	Holding and commercial	65	65
Byredo (Hong Kong) Limited	20/F, West Exchange Tower, 322 Des Vœux Road Central, Sheung Wan, Hong Kong	CNY	Commercial	100	100
Byredo (Hong Kong) Limited – Macau Branch	Avenida de Praia Grande No. 409, China Law Building, 16/FI. – B47 em, Macao	MOP	Commercial	100	100
Byredo (Shanghai) Limited	Room 6, 30th Floor (with physical floor at 26th floor), No.1717, West Nanjing Road, Jing'an District, Shanghai, China	CNY	Commercial	100	100
Byredo AB	Box 3065, SE-103 61, Stockholm, Sweden	SEK	Holding and commercial	100	100
Byredo GmbH	Sophienstraße 16, 10178 Berlin, Germany	EUR	Commercial	Merged	100
Byredo Japan KK	6-12-18 Jingumae, Shibuya-Ku, Tokyo, 150-0001, Japan	JPY	Commercial	100	100
Byredo Retail USA, LLC	630 5th Ave, 32nd Floor, New York, NY 10111, United States	USD	Commercial	100	100
Byredo UK Ltd.	Grainhouse, 6 Dryden Street, London, England, WC2E 9NH	GBP	Commercial	100	100
Byredo USA Inc.	630 5th Ave, 32nd Floor, New York, NY 10111, USA	USD	Commercial	100	100
Carolina Herrera Ltd.	501 7th Ave, New York, United States	USD	Commercial	100	100
Charlotte Tilbury Beauty (Macau) Limited	Avenida da Praia Grande, no. 409 China Law Building, 21st/F., Macau	MOP	Commercial	79	79
Charlotte Tilbury Beauty (Shanghai) Limited	15/F, No. 68, Yuyuan Road, Jing'an District, Shanghai, China	CNY	Commercial	79	79
Charlotte Tilbury Beauty Asia Pacific Limited	10th Floor, Lee Garden Five, 18 Hysan Avenue, Causeway Bay, Hong Kong	HKD	Commercial	79	79
Charlotte Tilbury Beauty Austria GmbH	Rotenturmstraße, 5-9, Top/512-513, 1010 Vienna	EUR	Commercial	79	79

Name of the consolidated subsidiary	Address	Functional currency	Activity	% Ownership	
				2025	2024
Charlotte Tilbury Beauty Canada Inc	C/O Gowling WLG, 160 Elgin Street Suite 2600 Ottawa, Ontario, K1P 1C3, Canada	CAD	Commercial	79	79
Charlotte Tilbury Beauty France SAS	10, boulevard Haussmann – 75009 Paris, France	EUR	Commercial	79	79
Charlotte Tilbury Beauty Germany GmbH (**)	c/o Fieldfisher Partnerschaft von Rechtsanwälten mbB, Amerigo-Vespucci-Platz 1, 20457 Hamburg, Germany	EUR	Commercial	79	79
Charlotte Tilbury Beauty Hong Kong Limited	10th Floor, Lee Garden Five, 18 Hysan Avenue, Causeway Bay, Hong Kong	KHD	Commercial	79	79
Charlotte Tilbury Beauty Inc	National Registered Agents Inc., 160 Greentree Drive, Suite 101, Dover, DE 19904. Business Address: 148 Lafayette Street, 2nd Floor, New York, New York, 10013, United States	USD	Commercial	79	79
Charlotte Tilbury Beauty Ireland Limited	6th Floor 2 Grand Canal Square, Dublin 2 D02 A342 Ireland	EUR	Commercial	79	79
Charlotte Tilbury Beauty Korea Limited	(Supyo-dong) 10F, 100 Cheonggyecheon-ro, Jung-gu, Seoul	KRW	Commercial	79	79
Charlotte Tilbury Beauty Turkey Kozmetik Limited Sirketi	Dikilitaş Mah. Hakkı Yeten Cad. No: 10N İç Kapı No: 8 Beşiktaş/İstanbul	TRY	Commercial	79	79
Charlotte Tilbury Beauty Limited	8 Surrey Street, London, United Kingdom WC2R 2ND	GBP	Commercial	79	79
Charlotte Tilbury Beauty Limited – Filiale a Italia	Piazza San Fedele 2, Milan, CAP 20121, Italia	EUR	Commercial	79	79
Charlotte Tilbury Beauty Limited Sucursal en España	Calle Maldonado, 4 28006 Madrid, Spain	EUR	Commercial	79	79
Charlotte Tilbury Beauty Netherlands BV (**)	Regus, Amsterdam Sloterdijk, Kingsfordweg 151, Amsterdam, 1043 GR, Netherlands	EUR	Commercial	79	79
Charlotte Tilbury Beauty Poland spzoo	pl. Władysława Andersa 3, piętrowy 11, 61-894 Poznań, Poland	PLN	Commercial	79	79
Charlotte Tilbury Beauty Propco US LLC	C/O Corporation Service Company, 251 Little Falls Drive, Wilmington DE 19808, United States	USD	Commercial	79	79
Charlotte Tilbury Beauty Switzerland AG	c/o Format A AG, Wiesenstrasse 9 8008 Zurich, Switzerland	CHF	Commercial	79	79
Charlotte Tilbury Limited	C/O Company Secretarial Department, 280 Bishopsgate, London EC2M 4AG, London, England, UK, EC2M 4AG	GBP	Holding	79	79
Charlotte Tilbury TM Limited	8 Surrey Street, London, United Kingdom, WC2R 2ND	GBP	Commercial	79	79
Charlotte Tilbury Beauty Mexico S.A. de CV	Avenida Patriotismo 229 Pisos 7 y 8, Colonia San Pedro de los Pinos, Ciudad de México, 03800, Mexico	MXN	Commercial	100	100
Cosmetika S.A.S.	Cra 7 # 180 - 75 Módulo 4 -14, Bogota, Colombia	COP	Commercial	67	67
Creano NV	Godefriduskaai, 36, 2000 Antwerp, Belgium	EUR	Holding	Merged	100
Distribuidora Puig Chile Limitada	Avenida del Valle, 869, Piso 6, 580000, Comuna de Huechuraba, Chile	CLP	Commercial	100	100
DNV S.A.R.L.	3 Rue du Plâtre, 75004 Paris, France	EUR	Commercial	Merged	100
Dries Van Noten (Shanghai) Commercial Trading Co., Ltd.	Room 302, No. 9 building, No 696 Wei Hai Road, Jing An , district, Shanghai, China	CNY	Commercial	100	100
Dries Van Noten Group NV	Godefriduskaai, 36, 2000 Antwerp, Belgium	EUR	Holding	100	100

Name of the consolidated subsidiary	Address	Functional currency	Activity	% Ownership	
				2025	2024
DVN USA CORP	90, State Street, Suite 700, Office 40, 12207, Albany, New York, United States	USD	Commercial	100	100
Etablissement Thermale d'Uriage S.A.S.	40-52, boulevard du Parc 92200 Neuilly-sur-Seine / Establishment: 60 Place Déesse Hygie 38410 Saint-Martin-d'Uriage, France	EUR	Commercial	100	100
Het Modepaleis NV	Godefriduskaai, 36, 2000 Antwerp, Belgium	EUR	Commercial	100	100
Hôtel Restaurant les terrasses d'Uriage S.A.S.	Registered: 40-52, boulevard du Parc 92200 Neuilly-sur-Seine / Establishment: 60 Place Déesse Hygie 38410 Saint-Martin-d'Uriage, France	EUR	Commercial	100	100
Islestarr Holdings Limited	8 Surrey Street, London, United Kingdom, WC2R 2ND	GBP	Holding and commercial	79	79
Jean Paul Gaultier, S.A.S.	325 Rue Saint Martin, 75003 Paris, France	EUR	Commercial	Merged	100
Kama Ayurveda Private Ltd	3 Jungpura extension, commercial complex, New Delhi – 110014 (India)	INR	Manufacturing and commercial	97	85
L'Artisan Parfumeur S.A.R.L.	1 Rue Charles Tellier zone industrielle de Beaulieu 28000 Chartres, France	EUR	Commercial	100	100
Laboratoires Dermatologiques D'Uriage Deutschland GmbH	Änderung zur Geschäftsanschrift Zirkusweg 2, 20359 Hamburg (Germany)	EUR	Commercial	Merged	100
Laboratoires Dermatologiques D'Uriage Espagne S.L.U.	Calle Cardenal Marcelo Spinola 4, 1º, 28016, Madrid, Spain	EUR	Commercial	100	100
Laboratoires Dermatologiques D'Uriage France S.A.S.	40-52, boulevard du Parc 92200 Neuilly-sur-Seine, France	EUR	Commercial	100	100
Laboratoires Dermatologiques D'Uriage Italie S.R.L.	Via Maurizio Gonzaga n° 7 CAP 20123 Milano (Italia)	EUR	Commercial	100	100
Laboratoires Dermatologiques D'Uriage Portugal S.A.	Alameda dos Oceanos, Edifício Espace, Lote 1.06.1.4, Piso 3, Bloco A 1990-207 Lisbon, Portugal	EUR	Commercial	100	100
Laboratoires Dermatologiques D'Uriage Russie LLC	4, Yakimanskaya Naberezhnava, Building 1, 119180 Moscow, Russia	RUB	Commercial	100	100
LDU Belux S.R.L.	Boulevard International 55 boîte D – 1070 Anderlecht, Belgium	EUR	Commercial	100	100
Lendemain Distribution Inc.	630 5th Ave, 32nd Floor, New York, NY 10111, United States	USD	Commercial	100	100
Nina Ricci S.A.R.L.	39 Ave. Montaigne, 75008, Paris, France	EUR	Commercial	Merged	100
Paco Rabanne, S.A.S.	17 Rue François 1er, 75008 Paris, France	EUR	Commercial	Merged	100
Penhaligon's Inc.	630 5th Ave, 32nd Floor, New York, NY 10111, United States	USD	Commercial	100	100
Penhaligon's Ltd.	Grainhouse, 6 Dryden Street, London, England, WC2E 9NH	GBP	Commercial	100	100
Puig (Taiwan) Ltd. (formerly Penhaligon's Taiwan Ltd.)	18F., No. 97, Songren Rd., Xinyi Dist, Taipei City, Taiwan (Province of China)	TWD	Commercial	100	100
Penhaligon's (Singapore) Pte. Ltd.	18 Cross Street, #14-01, Cross Street Exchange, Singapore, 048423	SGD	Commercial	Merged	100
Perfumes e Cosméticos Puig Portugal Distribuidora S.A.	Rua Castilho 71, 4º direito, 1250-068, Lisbon, Portugal	EUR	Commercial	100	100
Prado Investments Limited	C/O Company Secretarial Department, 280 Bishopsgate, London EC2M 4AG, London, England, UK	GBP	Holding	100	100
Puig Hong Kong Ltd (Penhaligon's Pacific Ltd.)	20/F., West Exchange Tower, 322 Des Voeux Road Central, Sheung Wan, Hong Kong	HKD	Commercial	100	100

Name of the consolidated subsidiary	Address	Functional currency	Activity	% Ownership	
				2025	2024
Puig Macau Limited (Penhaligon's (Macau) Limited)	Av. de Praia Grande 371, Edificio Keng Ou, 22 andar A, Macau	MOP	Commercial	100	100
Puig (Shanghai) Business Trading Co., Ltd.	Room 4, 5 of 28/F (with physical floor at 24/F), No. 1717, West Nanjing Road, Jing'an District, Shanghai, China	CNY	Commercial	100	100
Puig Arabia Limited (Al Farida International Beauty Ltd Co.) (*)	Real Building 3824, Sari Street, Al Zahra'a District, 23424 Jeddah, Kingdom of Saudi Arabia	USD	Commercial	65	65
Puig Argentina S.A.	Calle Suipacha 1.111, 18º, C1008AAW, Buenos Aires, Argentina	ARS	Commercial	100	100
Puig Asia Pacific Pte Ltd.	12 Tai Seng Street, Luxasia Building, Level 6, Singapore 534118	SGD	Commercial	100	100
Puig Belux, S.A.	Boulevard International 55D, 1070 Bruxelles, Belgium	EUR	Commercial	100	100
Puig Brands, S.A.	Plaza Europa 46-48, Hospitalet de Llobregat, Barcelona, Spain	EUR	Parent Company	100	100
Puig Brasil Comercializadora de Perfumes, Ltda.	Avenida das Americas nº 3301, Bloque 03, Salas 202 E301 Barra da Tijuca, Rio de Janeiro, Brazil	BRL	Commercial	100	100
Puig Canada Inc.	2360 Bristol Circle, Suite 300, Oakville, Ontario L6H 6M5, Canada	CAD	Commercial	100	100
Puig Colombia S.A.S.	Carrera 7 #71-52, Oficina 1502, Torre B, Edificio Los Venados, Bogota D.C.	COP	Commercial	100	100
Puig Derma Trading (Shanghai) Co. Ltd.	Room 5, Level 22, Wheelock Square, 1717 West Nanjing Road, Jing'an District, Shanghai, China	CNY	Commercial	100	100
Puig Deutschland, GmbH (**)	Zirkusweg 2 D-20359, Hamburg, Germany	EUR	Commercial	100	100
Puig Emirates LLC (*)	Dubai Design District FZ LLC, D3, Building 07, 2nd Floor, Dubai, UAE	USD	Commercial	65	65
Puig France S.A.S.	65-67 Av. des Champs Elysées 75008 Paris, France	EUR	Manufacturing and commercial	100	100
Puig India Private Limited	3K Jangpura Extension, Commercial Circle, Jungpura, South Delhi, New Delhi - 110014 (India)	INR	Commercial	100	100
Puig International, S.A. (formerly Lesim)	Business Park Terre-Bonne, Bâtiment A4, Route de Crassier 17, 1262 Eysins, Switzerland	EUR	Holding and commercial	100	100
Puig Italia, S.r.l.	Via San Prospero 1, 20123 Milan, Italy	EUR	Commercial	100	100
Puig Japan, K.K.	6-12-18 Jingumae, Shibuya-Ku, Tokyo, 150-0001, Japan	JPY	Commercial	100	100
Puig Korea LLC	Unit 803, 191, Itaewon-ro, Yongsan-gu, Seoul, Korea	KRW	Commercial	100	100
Puig Malaysia Sdn. Bhd. (*)	Unit 30-01, level 30-01, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia	MYR	Commercial	51	51
Puig Mexico, S.A. de C.V.	Avenida Boulevard Manuel Ávila Camacho número 261, nivel 1, Oicina 103, Colonia Polanco, Alcaldía Miguel Hidalgo, Ciudad de México 11510, Mexico	MXN	Commercial	100	100
Puig Middle East FZCO (*)	Registered office: Jebel Ali Free Zone and is P.O.Box 17640, Jebel Ali Free Zone, Dubai, UAE Branch office for correspondence purposes: Dubai Design District FZ LLC, D3-Building 07, 2nd Floor (Offices A202, A203, A204), UAE	USD	Commercial	65	65

Name of the consolidated subsidiary	Address	Functional currency	Activity	% Ownership	
				2025	2024
Puig Nederland B.V. (**)	Regus – Hoofddorp, Azura, Saturnusstraat 46-62, 2132 HB Hoofddorp, the Netherlands	EUR	Commercial	100	100
Puig North America, Inc.	630 5th Ave, 32nd Floor, New York, NY 10111, United Estates	USD	Commercial	100	100
Puig Oceania Pty. Ltd.	Suite 502, Level 5, 388 George Street, Sydney NSW 2000, Australia	AUD	Commercial	100	100
Puig Österreich, GmbH	Leopold Ungar Platz 2, Stiege 2/ 1. Stock, 1190, Vienna, Austria	EUR	Commercial	100	100
Puig Perú, S.A.	Avenida José Larco 1232 piso 9, Oficinas 9-101, 9-102, 9-103 y 9-105, 15074, Miraflores, Lima, Peru	PEN	Commercial	100	100
Puig Retail US, LLC	630 5th Ave, 32nd Floor, New York, NY 10111, USA	USD	Commercial	100	100
Puig Rus, LLC.	Russian Federation, 119180, Moscow Yakimanskaya naberezhnaya, 4, bld.1, Russia	RUB	Commercial	100	100
Puig SEA Pte. Ltd. (*)	12 Tai Seng Street, #05-01 Luxasia Building Singapore 534118, Singapore	SDG	Commercial	51	51
Puig Suisse, S.A.	Business Park Terre-Bonne, Bâtiment A4, Route de Crassier 17, 1262 Eysins, Switzerland	CHF	Commercial	100	100
Puig UK Ltd.	Grainhouse, 6 Dryden Street, London, England, WC2E 9NH	GBP	Commercial	100	100
Puig USA Inc.	630 5th Ave, 32nd Floor, New York, NY 10111, United Estates	USD	Commercial	100	100
Scent Experience, S.L.U.	Plaza Europa 46-48, Hospitalet de Llobregat, Barcelona, Spain	EUR	Commercial	100	100
Sodifer S.A.R.L.	3 Rue du Plâtre, 75004 Paris, France	EUR	Commercial	Merged	100
Van Noten Andries NV	Godefriduskaai, 36, 2000 Antwerp, Belgium	EUR	Holding and Commercial	100	100

(*) Subsidiaries with non-controlling interests recognized in the Consolidated balance sheet.

(**) The company does not present audited annual accounts in its country of origin since it benefits from the exemption applied in this country. Puig Nederland B.V. and Charlotte Tilbury Beauty Netherlands BV take advantage of the exemption for the 403 Statement. Puig Deutschland GmbH and Charlotte Tilbury Beauty Germany GmbH benefit from the exemption applied in that country according to Sec. 264 para 3 no. 1 German Commercial Code.

Equity method

Name of the consolidated subsidiary	Address	Functional currency	Activity	% Ownership	
				2025	2024
Beijing Yitian Shidai Trading Co, LLC	4-4 Unit, No.4 Building, Chaoyangmen Beixiaojie street, Beijing, China	CNY	Commercial	15	15
Isdin, S.A.	Provençals 33, 08019 Barcelona, Spain	EUR	Manufacturing and commercial	50	50
Ponteland Distribuição, S.A.	Estrada São Domingos, s/n, Lote 14, Parte A, Bairro Boa Esperança, Seropédica, Rio de Janeiro, CEP 23894-080, Brasil	BRL	Manufacturing and commercial	35	35
Sociedad Textil Lonía, S.A.	Parque Empresarial Pereiro de Aguiar, s/n, 32792, Ourense, Spain	EUR	Manufacturing and commercial	25	25

Neither in fiscal year 2025 nor in 2024 there are no non-consolidated companies.

Annex II. Entities under tax consolidation regime

The companies included under tax consolidation regime at December 31, 2025 are as follows:

Tax Parent Company	Name of the consolidated tax subsidiary	Country
Exea Inversión Empresarial, S.L.	Puig Brands, S.A.	Spain
	Antonio Puig, S.A.U.	Spain
	Scent Experience, S.L.U.	Spain
	Apivita Ventures, S.L.U.	Spain
	Laboratoires Dermatologiques D'Uriage Espagne S.L.U.	Spain
Puig France S.A.S. (*)	Puig France S.A.S.	France
	L'Artisan Parfumeur S.A.R.L.	France
Aubelia S.A.S.	Aubelia S.A.S.	France
	Laboratoires Dermatologiques D'Uriage France S.A.S.	France
	Hôtel Restaurant les terrasses d'Uriage S.A.S.	France
	Etablissement Thermales d'Uriage S.A.S.	France
Puig UK Ltd.	Puig UK Ltd.	United Kingdom
	Prado Investments Limited	United Kingdom
	Penhaligon's Ltd.	United Kingdom
	Byredo UK Ltd.	United Kingdom
	Charlotte Tilbury Limited	United Kingdom
	Islestarr Holdings Limited	United Kingdom
	Charlotte Tilbury TM Limited	United Kingdom
	Charlotte Tilbury Beauty Limited	United Kingdom
Puig North America, Inc.	Puig North America, Inc.	United States
	Puig USA Inc.	United States
	Carolina Herrera Ltd.	United States
	Penhaligon's Inc.	United States
	Lendemain Distribution Inc.	United States

(*) As of December 31, 2025, Paco Rabanne, S.A.S., Nina Ricci S.A.R.L., and Jean Paul Gaultier, S.A.S. have merged with Puig France S.A.S. with retroactive effect from January 1, 2025.

Annex III. Alternative performance measures

Like-for-like net revenues growth

Like-for-like net revenues evolution reflects **Puig's** organic growth by adjusting net revenues for the impact of:

- Increases in scope/perimeter, by deducting from net revenues for the current year the amount of revenue generated over the months during which the acquired entities/brands were not consolidated in the prior year. For the avoidance of doubt, revenue generated by acquired entities/brands in the current year is included for the months when the acquired entities/brands were also consolidated in the prior year.
- Exchange rates fluctuations, calculated as the difference between current sales at current FX and current sales at previous year FX. This normalizes the impact from currency appreciation/depreciation compared to Euro to reflect the actual underlying performance of the company. This excludes the impact of high-inflation currencies (such as Argentine peso).

Like-for-like growth is used to provide a more homogeneous measure of Net Revenues and to provide a better understanding of the performance of the business.

Net revenues

(Thousand euros)	2024	2025	Growth
Net revenues	4,789,779	5,042,026	5.3%
Net revenues related to increases in scope/perimeter		—	—%
Net revenues related exchange effect rate		122,194	2.6%
Like-for-like net revenues growth	4,789,779	5,164,220	7.8%

(Thousand euros)	2023	2024	Growth
Net revenues	4,304,067	4,789,779	11.3%
Net revenues related to increases in scope/perimeter (*)		(53,559)	(1.2%)
Net revenues related exchange effect rate		35,648	0.8%
Like-for-like net revenues growth	4,304,067	4,771,868	10.9%

(*) Increase in scope in 2024 corresponds to the deduction of Net Revenues generated by Dr.Barbara Sturm.

We use constant perimeter growth to provide a more homogeneous measure of our net revenues by business segment and geography. The following tables provide the reconciliation to the corresponding measure:

Net revenues - by segment

Fragrance and fashion

(Thousand euros)	2024	2025	Growth
Net revenues fragrance and fashion	3,513,253	3,646,055	3.8%
Net revenues related to increases in scope/perimeter		—	—
Constant perimeter net revenue growth	3,513,253	3,646,055	3.8%
Net revenues related exchange effect rate		91,172	2.6%
Like-for-like net revenues growth	3,513,253	3,737,227	6.4%

(Thousand euros)	2023	2024	Growth
Net revenues fragrance and fashion	3,101,612	3,513,253	13.3%
Net revenues related to increases in scope/perimeter		—	—%
Constant perimeter net revenue growth	3,101,612	3,513,253	13.3%

Eliminations in Net revenues amounting to 16.4 million euros in 2025, 24.7 million euros in 2024 and 13.3 million euros in 2023 have been allocated to Fragrance & Fashion.

Makeup

(Thousand euros)	2024	2025	Growth
Net revenues Makeup	763,004	844,751	10.7%
Net revenues related to increases in scope/perimeter		—	—
Constant perimeter net revenue growth	763,004	844,751	10.7%
Net revenues related exchange effect rate		22,988	3.0%
Like-for-like net revenues growth	763,004	867,739	13.7%

(Thousand euros)	2023	2024	Growth
Net revenues Makeup	773,086	763,004	(1.3%)
Net revenues related to increases in scope/perimeter		—	—%
Constant perimeter net revenue growth	773,086	763,004	(1.3%)

Skincare

(Thousand euros)	2024	2025	Growth
Net revenues skincare	513,522	551,220	7.3%
Net revenues related to increases in scope/perimeter		—	—%
Constant perimeter net revenue growth	513,522	551,220	7.3%
Net revenues related exchange effect rate		8,034	1.6%
Like-for-like net revenues growth	513,522	559,254	8.9%

(Thousand euros)	2023	2024	Growth
Net revenues skincare	429,370	513,522	19.6%
Net revenues related to increases in scope/perimeter (*)		(53,559)	(12.5%)
Constant perimeter net revenue growth	429,370	459,963	7.1%

(*) Increase in scope in 2024 corresponds to the deduction of Net Revenues generated by Dr.Barbara Sturm.

Eliminations in Net revenues amounting to 0.6 million euros en 2025, 2.6 million euros in 2024 and 1.5 million euros in 2023 have been allocated to Skincare.

Net revenues - by geography

EMEA

(Thousand euros)	2024	2025	Growth
Net revenues EMEA	2,620,004	2,751,961	5.0%
Net revenues related to increases in scope/perimeter		—	—%
Constant perimeter net revenue growth	2,620,004	2,751,961	5.0%
Net revenues related exchange effect rate		11,301	0.4%
Like-for-like net revenues growth	2,620,004	2,763,261	5.5%

(Thousand euros)	2023	2024	Growth
Net revenues EMEA	2,322,116	2,620,004	12.8%
Net revenues related to increases in scope/perimeter (*)		(28,284)	(1.2%)
Constant perimeter net revenue growth	2,322,116	2,591,720	11.6%

(*) Increase in scope in 2024 corresponds to the deduction of Net Revenues generated by Dr.Barbara Sturm

Americas

(Thousand euros)	2024	2025	Growth
Net revenues Americas	1,714,634	1,759,573	2.6%
Net revenues related to increases in scope/perimeter		—	—%
Constant perimeter net revenue growth	1,714,634	1,759,573	2.6%
Net revenues related exchange effect rate		87,492	5.1%
Like-for-like net revenues growth	1,714,634	1,847,065	7.7%

(Thousand euros)	2023	2024	Growth
Net revenues Americas	1,542,978	1,714,634	11.1%
Net revenues related to increases in scope/perimeter (*)		(25,275)	(1.6%)
Constant perimeter net revenue growth	1,542,978	1,689,359	9.5%

(*) Increase in scope in 2024 corresponds to the deduction of Net Revenues generated by Dr.Barbara Sturm

Asia-Pacific

(Thousand euros)	2024	2025	Growth
Net revenues Asia-Pacific	455,141	530,492	16.6%
Net revenues related to increases in scope/perimeter		—	—
Constant perimeter net revenue growth	455,141	530,492	16.6%
Net revenues related exchange effect rate		23,402	5.1%
Like-for-like net revenues growth	455,141	553,894	21.7%

(Thousand euros)	2023	2024	Growth
Net revenues Asia-Pacific	438,973	455,141	3.7%
Net revenues related to increases in scope/perimeter		—	—%
Constant perimeter net revenue growth	438,973	455,141	3.7%

Gross Margin

Gross margin is calculated by dividing gross profit by net revenues. We use gross margin to understand the profitability of our core products or services, excluding overhead costs.

(Thousand euros)	2025	2024
Gross profit	3,786,894	3,588,100
Net revenues	5,042,026	4,789,779
Gross margin	75.1%	74.9%

Operating Margin

Operating margin is calculated by dividing operating profit by net revenues. We use operating margin to measure the efficiency of our core business operations in generating income from regular business activities.

(Thousand euros)	2025	2024
Operating profit	812,440	758,714
Net revenues	5,042,026	4,789,779
Operating margin	16.1%	15.8%

Operating margin - by segment

2025

(Thousand euros)	Net revenues	Operating profit	Operating margin
Fragrance and Fashion	3,646,055	683,144	18.7%
Makeup	844,751	96,429	11.4%
Skincare	551,220	32,867	6.0%
	5,042,026	812,440	16.1%

2024

(Thousand euros)	Net revenues	Operating profit	Operating margin
Fragrance and Fashion	3,513,253	677,585	19.3%
Makeup	763,004	44,069	5.8%
Skincare	513,522	37,060	7.2%
	4,789,779	758,714	15.8%

EBITDA

EBITDA (Earnings before interest, tax, depreciation and amortization) is an indicator that measures the group's operational profit before financial results, profit/(loss) from associates and joint ventures, taxes, impairments and depreciation and amortization. It is calculated as the operational profit plus depreciation, amortization and impairment losses (only those impairments included in the operational profit).

This measure, although not specifically defined under IFRS, is often referred to and published by companies and is intended to facilitate analysis and comparability.

(Thousand euros)	2025	2024
Operational profit	834,462	612,088
Depreciation and impairment (Note 11)	235,703	210,495
EBITDA	1,070,165	822,583

EBITDA Margin

The EBITDA margin is calculated by dividing EBITDA by net revenues. The EBITDA margin measures how the group turns revenue into EBITDA.

(Thousand euros)	2025	2024
EBITDA	1,070,165	822,583
Net revenues	5,042,026	4,789,779
EBITDA margin	21.2%	17.2%

Adjusted EBITDA

Adjusted EBITDA is the EBITDA adjusted by excluding restructuring expenses, acquisition-related expenses of material transactions, gains and losses from the sale of businesses or real estate, and certain non-operating items that are material to the consolidated financial statements.

Adjusted EBITDA provides the reader a view of the ongoing and recurrent EBITDA of the company.

(Thousand euros)	2025	2024
EBITDA	1,070,165	822,583
Transaction costs (Note 9)	1,914	17,825
IPO costs (Note 9)	—	119,473
Others (Note 9)	(27,000)	9,328
Adjusted EBITDA	1,045,079	969,209

“Others” does not include the depreciation associated with the factory sold in France amounting to 3,064 thousand euros as it is already included in Depreciation and Impairment (Note 11) and therefore in EBITDA.

Adjusted EBITDA Margin

The EBITDA adjusted margin is calculated by dividing adjusted EBITDA by net revenues. The adjusted EBITDA margin measures how the group turns revenue into EBITDA.

(Thousand euros)	2025	2024
Adjusted EBITDA	1,045,079	969,209
Net revenues	5,042,026	4,789,779
Adjusted EBITDA margin	20.7%	20.2%

Adjusted Net Profit Attributable to the Parent Company

Means our IFRS Net profit excluding non-recurring items.

Adjusted Net profit provides to the reader a view of the ongoing and recurring results of the company. The reconciliation between the APM and the figures corresponding to the consolidated statement of financial position of December 31, 2025 and 2024 are shown below:

(Thousand euros)	2025	2024
Net profit attributable to the Parent Company	593,696	530,649
Other operational income and expenses (Note 9)	(22,022)	146,626
Other finance income and costs (Note 12)	(9,894)	(86,591)
Net impairment losses on equity investments (Note 17)	6,750	—
Tax items	18,505	(36,546)
Minority interest on adjusted items	—	(2,815)
Adjusted net profit attributable to the Parent Company	587,035	551,323

Adjusted Net Profit Margin

The Adjusted net profit margin is calculated by dividing Adjusted net profit by Net revenues.

(Thousand euros)	2025	2024
Adjusted net profit attributable to the Parent Company	587,035	551,323
Net Revenues	5,042,026	4,789,779
Adjusted net profit margin	11.6%	11.5%

Adjusted Earnings Per Share

The Adjusted earnings per share is calculated by dividing Adjusted net profit by the average of shares outstanding (Note 23):

(Thousand euros)	2025	2024 (*)
Adjusted net profit attributable to the Parent Company	587,035	551,323
Average of shares (Note 22)	568,187,026	568,187,026
Treasury shares (Note 22)	4,886,667	4,886,667
Average of shares to determine earnings per share (Note 23)	563,300,359	563,300,359
Adjusted earnings per share (euro)	1.04	0.98

(*) In 2025, earnings per share for 2024 were restated to reflect the IPO and its impact on the average number of shares during the period, in accordance with IAS 33.

Net Debt

Net debt is one of the indicators used by management to measure the level of the group's debt.

It includes current and non-current bank borrowings and other interest-bearing loans received, lease liability minus cash and cash equivalents, deposits, bonds and other marketable securities and, loans issued that are interest-bearing.

(Thousand euros)	2025	2024
Non-current bank borrowings (Note 24)	718,327	1,129,931
Current bank borrowings (Note 24)	634,189	527,173
Lease liability (Note 16)	404,766	397,683
Loans issued to related parties and employees	(4,853)	(104,011)
Cash and cash equivalents (Note 21)	(1,036,392)	(882,646)
Net debt	716,037	1,068,130

Net Financial Debt

Net financial debt is one of the indicators used by Management to measure the level of the Group's debt.

It includes current and non-current bank borrowings and other interest-bearing loans received minus cash and cash equivalents, deposits, bonds and other marketable securities and, loans issued that are interest-bearing.

The reconciliation between the APM and the figures corresponding to the consolidated statement of financial position of December 31, 2025 and 2024 are shown below:

(Thousand euros)	2025	2024
Non-current bank borrowings (Note 24)	718,327	1,129,931
Current bank borrowings (Note 24)	634,189	527,173
Loans issued to related parties and employees	(4,853)	(104,011)
Cash and cash equivalents (Note 21)	(1,036,392)	(882,646)
Net financial debt	311,271	670,447

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Consolidated Management Report

1. Corporate information

Puig is a global premium beauty company with a distinctive identity shaped by more than a century of family ownership, entrepreneurial spirit, and cultural openness.

Its portfolio of 17 Love Brands spans three business segments: Fragrance and Fashion, Makeup, and Skincare. These brands, with origins in 10 different countries, are built to last, evolving with the times and resonating across three main geographical regions (Europe and the Middle East, the Americas, and Asia Pacific) while staying connected to their purpose.

In the Fragrance segment, **Puig** holds a leading position globally, with three of its brands ranked among the world's top 10 selective fragrances and a strong presence in the Niche perfumery category. In the Makeup and Skincare segments, **Puig** continues to expand with a selective approach, nurturing founders and creators who share the same entrepreneurial and innovative spirit.

Guided by strong values and purpose, **Puig** defines itself as a 'Home of Creativity', an open-minded space that empowers Creators of All Kinds. This enduring spirit is brought to life every day by a global team of 13,016 passionate, committed professionals.

Puig oversees its global operations from its headquarters in Barcelona, supported by three key regional hubs located in Paris, London, and New York.

With seven production plants across Europe and India, headquarters in Spain, and brand headquarters and subsidiary offices in 33 locations, **Puig** has an extensive commercial network, primarily driven by retailers and distributors, alongside 330 owned stores worldwide. This integrated network ensures that **Puig** products reach consumers in more than 150 countries.

The company's global footprint is constantly evolving, reflecting not only **Puig's** ambition but also its cultural openness, operational excellence, and willingness to create beauty that transcends borders.

2. Business evolution

Business Context 2025

2025 was a positive year for the global beauty market despite an environment marked by uncertainty and certain adverse factors, such as:

- An uncertain environment due to geopolitical and macro economic uncertainty, with ongoing conflicts in various regions all of which impacted slowing economic growth.
- While global inflation levels moderated over the course of the year, the beauty consumer in various jurisdictions has seen their disposable income reduced and adopting a more selective approach to beauty consumption.
- Within the beauty market, the fragrance market growth has shown noteworthy moderation over the course of FY 2025.

Results for the annual years ended December 31, 2025 and 2024

(Millions of euros, except %)	2025	2024	Y25/Y24 % Variation
Net revenues	5,042.0	4,789.8	5.3%
Cost of sales	(1,255.1)	(1,201.7)	4.4%
Gross profit	3,786.9	3,588.1	5.5%
Distribution expenses	(232.2)	(220.4)	5.4%
Advertising and promotion expenses	(1,647.5)	(1,551.3)	6.2%
Selling, general and administrative expenses	(1,094.7)	(1,057.7)	3.5%
Operating profit	812.4	758.7	7.1%
Other operational income and expenses	22.0	(146.6)	(115.0%)
Operational profit	834.5	612.1	36.3%
Financial result	(59.4)	19.4	(406.9%)
Result from associates and joint ventures and impairment of financial assets	44.8	61.1	(26.7%)
Profit before tax	819.8	692.5	18.4%
Income tax	(202.7)	(150.0)	35.2%
Net profit for the year	617.1	542.5	13.7%
Net profit attributable to non-controlling interests	(23.4)	(11.9)	97.0%
Net profit attributable to the Parent Company	593.7	530.6	11.9%

Net Revenues

In 2025, net revenues increased 5.3% to €5,042 from €4,789.8 million in 2024, continuing the positive growth trajectory from previous years, reflecting (i) strong organic growth in Puig’s core business, Fragrance and Fashion amidst a moderating market, due to the desirability of our brands and the strong demand of our products that allowed for the increase of value market share; (ii) strong performance from the largest brand in the makeup category, Charlotte Tilbury due to a compelling pipeline of innovation, brand activations and strategic distribution gains (iii) continued diversification into Skincare with strong organic growth; partially offset by (iv) the negative impact of foreign exchange fluctuations including a negative impact of (0.4%) due to the Argentine Peso which is included within Like-For-Like growth.

Organic growth (Like-for-like) reflects our organic growth by adjusting net revenues for the impact of

- i. changes in scope/perimeter, by deducting from net revenues for the relevant year the amount of net revenues generated over the months during which the acquired entities/brands were not consolidated in the prior year and
- ii. exchange rates fluctuations, calculated as the difference between net revenues for the relevant year at that year’s exchange rates against the euro and net revenues in the that same year at the prior year’s exchange rates against the euro, using the annual average exchange rate.

(Millions of euros, except %)	2025	2024	Growth
Net revenues	5,042.0	4,789.8	5.3%
Net revenues related to increases in scope/perimeter	—		—%
Net revenues related exchange effect rate	122.2		2.6%
Like-for-like net revenues growth	5,164.2	4,789.8	7.8%

The strong organic growth during the periods under review is 7.8% in 2025 (Like-for-like). There was no impact due to change of perimeter in FY 2025. Meanwhile, exchange rate fluctuations had a negative impact of (2.6%), primarily due to the US Dollar and Emerging Market currencies.

Net Revenues by Business Segment

The following table presents our net revenues by business segment for the years indicated together with the percentage change between years and the Like-for-Like growth:

(Millions of euros, except %)	2025	2024	Y25/Y24 % Variation	Like-for-like net revenues growth
Fragrance and Fashion	3,646.1	3,513.3	3.8%	6.4%
Makeup	844.8	763.0	10.7%	13.7%
Skincare	551.2	513.5	7.3%	8.9%
Total	5,042.0	4,789.8	5.3%	7.8%

Net revenues grew 5.3% in reported terms in 2025, with broad-based growth across business segments. Fragrance and Fashion saw an increase of €132.8 million, or 3.8%, compared to 2024), followed by Makeup (an increase of €81.7 million, or 10.7%, compared to 2024) and Skincare (an increase of €37.7 million, or 7.3%, compared to 2024) as further described below.

The growth in our Fragrance and Fashion business segment during the period under review was due to the growth of both Prestige and Niche brands, with Niche brands growing double-digit. Growth in our Makeup segment was driven Charlotte Tilbury due to a compelling pipeline of innovation, brand activations and strategic distribution gains. The skincare business showed strong organic growth driven mainly by the Derma brands complemented by Charlotte Tilbury Skincare.

Net revenues by business segment: quarterly evolution
(including allocation of eliminations)

2025

(Thousand euros)	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Fragrance & Fashion	896,391	788,278	932,354	1,029,032
Makeup	165,281	173,848	230,030	275,593
Skincare	144,182	131,341	134,515	141,182
	1,205,853	1,093,467	1,296,898	1,445,807

2024

(Thousand euros)	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Fragrance & Fashion	812,150	769,695	932,032	999,375
Makeup	172,561	161,850	200,607	227,986
Skincare	133,717	121,249	124,317	134,239
	1,118,428	1,052,794	1,256,957	1,361,600

Fragrance and Fashion

In 2025, net revenues in the Fragrance and Fashion business segment increased by 3.8% to €3,646.1 from €3,513.3 million in 2024. In Fragrance (with Fashion representing less than 5% of our net revenues in 2025), this increase was primarily driven by:

- i. An increase in net revenues from the Prestige portfolio category in spite of broad based moderation of the category worldwide which is illustrative of the desirability of **Puig** brands, in particular:
 1. Carolina Herrera's launch of the new feminine fragrance pillar, La Bomba in September 2025.
 2. Puig continues to maintain three brands in the Top 10 rankings worldwide: Rabanne #5, Carolina Herrera #6 and Jean Paul Gaultier #9.
- ii. Significant growth in net revenues coming from the Niche portfolio category, which grew double-digit in FY 2025, in particular:
 1. Byredo and Dries Van Noten led growth in the Niche Category
 2. Penhaligons and L'Artisan Parfumeur showed consistent and strong performance throughout 2025

Makeup

In 2025, net revenues in the Makeup business segment increased 10.7% to €844.8 million from €763.0 million in 2024. This was a result of:

- i. A very strong performance of Charlotte Tilbury, which makes up the vast majority of the makeup segment. In 2025, the brand delivered a standout pipeline of innovation which was well received by the market. In addition, the brand conducted activations in several key markets in APAC such as Australia and China. Further, the brand strategically expanded distribution by way of its entry into Mexico in Q3, and its launch on Amazon in the US in Q3. The brand also benefited from an easier comparable with FY 2024.
- ii. The smaller makeup offerings **Puig's** makeup portfolio delivered consistent performance throughout 2025.

Skincare

In 2025, net revenues in Skincare, our fastest growing business segment, increased 7.3% to €551.2 from €513.5 million in 2024. This increase was primarily driven by:

- i. The strong double digit of Dermo-Cosmetics brand Uriage, driven by the consistent performance of hero franchises and supplemented by new launches over FY 2025 such the Bariésun SPF innovations, Roséliane, Age Absolu and Hyseac Serums.
- ii. The performance of Charlotte Tilbury Skincare

Net Revenue by geographical segment

The following table presents our net revenues by geographical segment for the years indicated together with the percentage change between years and the Like-for-Like net revenues growth:

(Millions of euros, except %)	2025	2024	Y25/Y24 % Variation	Like-for-like net revenues growth
EMEA	2,752.0	2,620.0	5.0%	5.5%
Americas	1,759.6	1,714.6	2.6%	7.7%
Asia-Pacific	530.5	455.1	16.6%	21.7%
Total	5,042.0	4,789.8	5.3%	7.8%

In 2025, net revenues grew across all of our geographic segments. EMEA was the main contributor in absolute terms (an increase of €132.0 million or 5.0% growth compared to 2024), followed by the Asia-Pacific (an increase of €75.4 million or 16.6% growth compared to 2024) and the Americas (an increase of €44.9 million or 2.6% growth compared to 2024).

Net revenues by geography: quarterly evolution

2025

(Thousand euros)	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
EMEA	643,765	554,959	699,299	853,938
Americas	450,989	415,968	463,682	428,934
Asia-Pacific	111,099	122,540	133,917	162,935
	1,205,853	1,093,467	1,296,898	1,445,807

2024

(Thousand euros)	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
EMEA	616,965	536,578	676,055	790,406
Americas	404,445	409,545	476,678	423,965
Asia-Pacific	97,018	106,671	104,224	147,229
	1,118,428	1,052,794	1,256,957	1,361,600

EMEA

In 2025, net revenues in EMEA increased 5.0% to €2,752 from €2,620 million in 2024 reflecting a market backdrop which showed moderation over 2024 levels. This performance is a result of steady delivery in a moderate environment in fragrances, supported by continued strength in Charlotte Tilbury and Derma.

Europe is the home market for the majority of our brands, which reinforces our positioning on this continent. Our net revenues grew in the main markets of the region, which by decreasing size are the UK, Spain and France, with these three markets being within our top five worldwide.

In the Middle East, **Puig** experienced continued growth of fragrances of the Niche category.

Americas

In 2025, net revenues in the Americas increased 2.6% to €1,759.6 from €1,714.6 million in 2024, driven by our three main markets: the US, Brazil, and Mexico. All three are among our top ten markets worldwide.

The Americas geographical segment is divided into two areas with distinct characteristics:

- i. In North America (the US and Canada), our top market in terms of net revenues is the US (the largest beauty market in the world), where Fragrance and Fashion grew at a healthy pace over FY 2025, complemented by the growth in makeup with Charlotte Tilbury which was aided by the launch into Amazon in the US in Q3. The US was subject to the implementation of tariffs in the second half of the year as a response to which, price increases were implemented in this country market in August of 2025. While LFL growth remained compelling in the region, reported growth was adversely impacted due to the evolution of the US Dollar in 2025; and
- ii. Latin America, the Fragrance and Fashion remained the largest business segment. The region faced continuing competition during 2025 and was exposed to negative fluctuations in foreign exchanges in Brazil and Mexico. The negative Argentine Peso hyperinflation adjustment, compared to a positive one in 2024 generated a negative LFL impact in the region. 2025 also saw the launch of Charlotte Tilbury in Mexico.

Asia-Pacific

In 2025, net revenues in Asia-Pacific increased 16.6% to 530.5 from €455.1 million in 2024. During 2025, this region continued to benefit from the newly created subsidiaries of Japan, India and South Korea. In addition, Niche fragrances showed strong momentum in the region, as did Charlotte Tilbury due to the positive reception of new launches of the year and brand activations in China and Australia.

Operating profit

Operating profit increased 7% to €812.4 million from €758.7 million in 2024.

(Millions of euros, except %)	2025		2024		Y25/Y24 % Variation
	Operational profit	Operating margin	Operational profit	Operating margin	
Fragrances and fashion	683.1	18.7%	677.6	19.3%	0.8%
Makeup	96.4	11.4%	44.1	5.8%	118.8%
Skincare	32.9	6.0%	37.1	7.2%	(11.3%)
Total	812.4	16.1%	758.7	15.8%	7.1%

Fragrance and Fashion

In 2025, operating profit for Fragrance and Fashion increased 1% to €683.1 from €677.6 million in 2024. This reflects slightly higher continued advertising and promotion (A&P) to support growth in a normalising market, and new store investment to propel growth across Niche.

Makeup

In 2025, operating profit for Makeup increased 119% to €96.4 million from €44.1 million in 2024. This reflects the strong performance of Charlotte Tilbury, driven in part by the pipelining of Charlotte Tilbury into Amazon in the US. The smaller makeup initiatives continue to prioritize investments with a higher focus on returns. FY 2024 profitability in this segment was also adversely impacted by non-recurring events, which lowered the margin.

Skincare

In 2025, operating profit for Skincare decreased (11%) to €32.9 million from €37.1 million in 2024. Profitability was impacted by continued investment and integration costs related to Dr. Barbara Sturm and other subscale skincare brands.

3. Treasury shares

All transactions carried out with treasury shares are detailed in Note 22 of the consolidated report.

At December 31, 2025, the Company holds 4,886,667 of treasury shares (Class B Shares) amounting to 80,281 thousand euros.

4. Financial risk management

Foreign currency exchange rate risk management

The Group operates in an international environment and therefore is exposed to exchange rate risk on transactions in currencies, especially with regards to the USD and the GBP (being the euro the functional currency of the Group and the currency of the Parent Company). Currency risk is associated with future commercial transactions, recognized assets and liabilities, and net investment in foreign currencies.

Puig has a significant portion of sales to customers and to their own subsidiaries as well as certain purchases in currencies other than their functional currency (euro). Hedging instruments are used to reduce the foreign exchange risks arising from the fluctuations of currencies different from the companies' functional currencies.

Before the end of the year, as part of the budget preparation, **Puig** companies are responsible for identifying the exposure to foreign currency cash flows. The Group centrally analyzes the exposure and arranges the appropriate hedges. The identified foreign exchange risks are hedged using forward contracts or options.

Puig has implemented a strict policy to manage, measure and monitor these risks. The activities are organized based on a clear segregation of duties between the front office, middle office and back office which are responsible for the measurement, hedging and administration and financial control. The hedging strategy must always be presented to the top management for approval.

The financing obtained by **Puig** is mainly in Euros representing 93% of the total debt (2024: 96%).

Derivative instruments entered into hedge for foreign exchange are accounted for in accordance with hedge accounting principles.

Puig has arranged exchange rate hedges to cover potential fluctuations in foreign currency. Note 29 of the consolidated report presents the effect on our income statement and equity resulting from an appreciation or depreciation of the US dollar and the pound sterling, respectively. Our sensitivity to sterling is mainly due to Charlotte Tilbury's strength in the UK, our largest European market.

Interest rate risk

Puig's interest rate risk arises from current and non-current borrowings with banks. The objective of **Puig** is to have a high proportion of borrowings at fixed rate or floating interest rates hedged by interest rates swaps (IRS). The main objective of the management is to protect net profit from the impact of significant changes in interest rates.

Puig uses derivative financial instruments (interest rate swaps) to cover the risk of changes in the interest rates on some loans. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The fair value at December 31, 2025 amounts to (1,393) thousand euros (2024: 129 thousand euros).

An increase of 2% in the market interest rate could result in a financial interest expense increase of 1.7 million euros (2024: 1.5 million euros).

An increase of 2% in the market interest rate could result in a change of the valuation of the interest rate swaps of 11.8 million euros (19.7 million in 2024).

Credit risk

Credit risk is the risk to which **Puig** is exposed in the event that a customer or counterparty fails to pay its obligation.

To mitigate this risk **Puig** has a credit policy and manages its exposure to collection risk in the normal course of its operations. **Puig** evaluates the credit given to all its customers above a certain amount. Likewise, **Puig** has a credit insurance for most of its accounts receivable.

The Group recognizes impairment based on its best estimate of the expected losses on trade and other receivables. The main impairment losses recognized are due to specific losses relating to individually identified risks. At year end, these impairment losses are immaterial.

The maximum exposure to credit risk in relation to trade receivables is the amount shown in Note 18 above amounting to 605,494 thousand euros (2024: 583,810 thousand euros). **Puig** customers are reasonably fragmented, so individually none of them represents more than 10% in the overall amount of trade receivables.

Puig has undrawn amounts from credit facilities that can be used to cover operating cash deficits.

Also, to mitigate this credit risk, the Group has transferred this risk to third parties via non-recourse factoring of trade receivables in which case the Group would not retain any credit risk.

Credit risk also arises from cash and cash equivalents, derivative financial instruments and deposits with banks and financial institutions. To mitigate this credit risk, the Group only works with banks with strong credit ratings as qualified by international rating agencies. The solvency of these institutions, as indicated in each institution's credit ratings, is reviewed periodically in order to perform active counterparty risk management.

The assets subject to exposure to credit risk recognized in the balance sheet are detailed in Note 30 of the consolidated report.

Liquidity risk

Liquidity risk is the risk that the Group cannot meet its financial obligations as they fall due. The Group's approach to managing liquidity is to ensure where possible, that it always has sufficient liquidity to settle its obligations at the maturity date.

Puig uses financial planning techniques to manage liquidity risk, taking into consideration the maturity of financial assets and liabilities and cash flow projections. **Puig** objective is to balance structural requirements and exceptional needs of cash with the loans and overdrafts taken out, to ensure that it will be able to use them depending on its liquidity situation.

As a consequence of the aforementioned the Group considers that it has liquidity and access to medium and long-term financing that allows the Group to ensure the necessary resources to meet the potential commitments for future investments.

Puig has undrawn amounts from credit facilities that can be used to cover operating cash deficits.

The maturities of the main financial liabilities are detailed in Note 30 of the consolidated report.

Capital Risk Management

Puig's objective is to safeguard its capacity to continue managing its recurring activities and the capacity to continue to grow, by optimizing the debt-to-equity ratio and to create value for the shareholder.

The main purpose of **Puig** capital management is to ensure a financial structure that can optimize capital cost and maintain a solid financial position, in order to access to the financial markets at a competitive cost to cover financing needs.

Puig manages its capital to ensure that certain financial ratios are appropriate to develop its business, maintaining a high level of solvency so that it can provide appropriate returns to its shareholders. The net debt ratio, as well as its calculation, are detailed in Note 30 of the consolidated report.

The volume of capital is determined according to existing risks, making the corresponding adjustments to capital in accordance with changes in the economic environment and managed risks.

5. Information on the average payment period to suppliers

The average payment period to suppliers of Spanish companies in accordance with current legislation is detailed in Note 31.3 of the attached consolidated report.

Average payment period to suppliers: It will be understood as the weighted average between the ratio of paid operations and the ratio of unpaid operations.

Ratio of paid operations: It will be understood as the weighted difference between the calendar days that have elapsed since the date of receipt of the goods or services (however, in the absence of reliable information about the moment in which this circumstance occurs, the date of receipt of the invoice) until the material payment of the operation.

Ratio of transactions pending payment: It will be understood as the weighted difference between the calendar days that have elapsed since the date of receipt of the goods or services (however, in the absence of reliable information about the moment in which this circumstance occurs, it will be will take the date of receipt of the invoice) until the last day of the period to which the annual accounts refer.

6. Consolidated Non-Financial Information Statement and Sustainability Information

It is included as an Annex to this Management Report, and forms an integral part of it, the Non-Financial Information Statement and Sustainability Report for the 2025 fiscal year.

7. Annual Corporate Governance Report

It is included as an Annex to this Management Report, and forms an integral part of it, the Annual Corporate Governance Report for the 2025 fiscal year, as required by Article 538 of the Spanish Companies Act.

8. Annual Report on Directors' Remuneration

It is included as an Annex to this Management Report, and forms an integral part of it, the Annual Report on Directors' Remuneration for the 2025 fiscal year, as required by Article 538 of the Spanish Companies Act.

9. Production, research and development activities and social aspects

Production costs

We require high quality raw materials in order to manufacture our products, such as essential oils and alcohols, and also glass containers and packaging components, which we purchase from various third parties. The market price for raw materials that we require for our business depends on a wide array of factors that are out of our control and that are very difficult to predict, such as scarcity, competition between suppliers, fluctuations in raw materials indices, and inflation.

We have limited exposure to energy and commodity costs, which do not make up a large part of our operating expenses, and strong pricing power among consumers due to the high margins that characterize the premium segment of the beauty industry.

Research and development activities

As part of our strategy to lead innovation within the industry, **Puig** consistently promotes the entrepreneurial spirit of its brands and of the people who are part of the company.

Developing and launching new products helps maintain the appeal of **Puig** brands, increases customer loyalty, and encourages purchasing. The company's focus on this area is a critical component of its growth plan and its performance will depend, in part, on its ability to continue to be innovative and launch new products.

Product design is conducted internally, together with key partners, to ensure consistency and strengthen the character and identity of each brand. The process starts with an innovative idea at the core of the brand, which is worked on hand-in-hand with innovation and development teams to bring it to reality.

People

The most valuable asset that **Puig** has is its people. Our Ethical Code provides the foundation for the conduct expected from everyone working at Puig, as well as, from the third parties who collaborate with us. It reflects our commitment to being a benchmark for sustainable change, prioritizing environmental sustainability, diversity awareness, and a culture of respect.

The success of **Puig** as a company lies in the talent of the people who work for it. As the company faces new challenges, it becomes necessary to capture what is happening in the world and bring new and diverse perspectives.

Puig is aware of the critical importance of attracting, developing and retaining talented employees, and that the **Puig** working environment is characterized by a human rights-friendly, inclusive and non-discriminatory culture, as well as the need to adapt to a changing world.

In line with these commitments, a number of milestones occurred in 2025:

- In May 2025, **Puig** held its first Annual General Meeting since becoming a listed company in 2024.
- Creation of the Deputy CEO role and appointment of Jose Manuel Albesa for this new position.
- First Carolina Herrera fashion show outside of the Americas took place in Madrid, along with the launch of the fragrance La Bomba.
- Appointment of Duran Lantink as the new Creative Director of Jean Paul Gaultier.
- Uriage became B Corp certified for the first time, while Apivita renewed its certification with one of the highest scores ever recorded, 155.2 pts.
- Launch of the Carolina Herrera Scholarship in partnership with the Council of Fashion Designers of America (CFDA), supporting women students in fashion and arts & crafts programs in New York.
- Carolina Herrera supported the first museum exhibition dedicated to contemporary Latin American women artists at the Eduardo Sívori Museum in Buenos Aires.
- In 2025, Jean Paul Gaultier supported the LGBTQIA+ community through Center in New York City, Le Refuge in France, COGAM in Spain, and the Modern Military Association of America, the largest LGBTQ+ military organization in the United States, among others.
- **Puig** was awarded with the EcoVadis Gold Medal in recognition of its performance in the 2030 ESG Agenda.
- **Puig** reached the Low Risk Category in Sustainalytics rating for the first time.
- **Puig** achieved an A score in Water for the first time, becoming part of the CDP's A List for both Water and Climate, while maintaining an A- in Forests.
- **Puig** refined its social impact strategy to align globally, amplify results and ensure a genuine contribution to society aligned with its definition as Home of Creativity.
- Publication of **Puig, Home of Creativity** by Rizzoli, a book to celebrate 110 years of legacy.
- Presentation of Colonias Absolutas **Puig**, a collection that reflects **Puig's** identity and perfumery craft.

- Exhibition in Barcelona and Paris of 'Photographs from l'Empordá' by Jamie Hawkesworth, driven by **Puig** and curated by the studio M/M.
- Collaboration with Fundació Joan Miró for the exhibition Miró and the United States in Barcelona and Washington.
- **Puig** in Mexico became the first market to integrate the teams from Beauty, Derma and Charlotte Tilbury, while moving to a new office in the Puerta Polanco building.
- Commemorated 30 years of the Vacarisses Plant, one of **Puig's** seven production plants worldwide, dedicated to skincare.
- **Puig** laid the foundation stone of its new fragrance production plant in Chartres, within the same Cosmetic Valley.

10. Subsequent events

No significant subsequent events have occurred as of the date of preparation of the consolidated annual accounts.

The Board of Directors of **Puig** Brands, S.A., as of February 16, 2026, prepares the consolidated annual accounts in accordance with the International Financial Reporting Standards adopted by the European Union (composed of the consolidated balance sheet, the consolidated income statement, the consolidated statement of comprehensive income, the statement of changes in consolidated net worth, the consolidated statement of cash flows, the consolidated annual accounts report and the consolidated management report) corresponding to the annual year ended on December 31, 2025.

Mr. Marc Puig Guasch
Chairman and CEO

Mr. Manuel Puig Rocha
Vice Chairman

Mr. Rafael Cerezo Laporta
Board member

Mr. Patrick Raji Chalhoub
Board member

Mr. Jordi Constans Fernández
(identified in his passport as Jorge Valentín Constans Fernández)
Board member

Ms. Ángeles García-Poveda Morera
Board member

Mr. Daniel Lalonde
Board member

Ms. Christine Ann Mei
Board member

Mr. Nicolas Mirzayantz
Lead Director

Mr. Josep Oliu Creus
Board member

Mr. Yiannis Petrides
(identified in his passport as Ioannis Petrides)
Board member

Ms. María Dolores Dancausa Treviño
Board member

Ms. Tina Müller
Board member