

WaldenCast

Q1 2025 Earnings Presentation





MICHEL BROUSSET

CO-FOUNDER & CEO



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CHIEF FINANCIAL OFFICER

DISCLAIMER

Cautionary Statement Regarding Forward-Looking Statements

All statements in this release that are not historical, are forward-looking statements made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Such statements include, but are not limited to, statements about: Waldencast's outlook and guidance for 2025; our ability to deliver financial results in line with expectations; expectations regarding sales, earnings or other future financial performance and liquidity or other performance measures; our long-term strategy and future operations or operating results; expectations with respect to our industry and the markets in which it operates; future product introductions; developments relating to the ongoing investigation and legal proceedings; and any assumptions underlying any of the foregoing. Words such as "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "plan," "predict," "project," "should," and "will" and variations of such words and similar expressions are intended to identify such forward-looking statements.

These forward-looking statements are not guarantees of future performance, conditions or results, and involve a number of known and unknown risks, uncertainties, assumptions and other important factors, many of which are outside of our control, that could cause actual results or outcomes to differ materially from those discussed in the forward-looking statements, including, among others: (i) the impact of the material weaknesses in our internal control over financial reporting, including associated investigations, our efforts to remediate such material weakness and the timing of remediation and resolution of associated investigations; (ii) our ability to recognize the anticipated benefits from any acquired business, including the Business Combination; (iii) our ability to successfully implement our management's plans and strategies; (iv) the overall economic and market conditions, sales forecasts and other information about our possible or assumed future results of operations or our performance; (v) the general impact of geopolitical events, including the impact of current wars, conflicts or other hostilities; (vi) the potential for delisting, legal proceedings or existing or new government investigation or enforcement actions, including those relating to the restatement or the subject of the Audit Committee of our Board of Directors' review further described in our annual report filed on Form 20-F for the year ended December 31, 2022; (vii) our ability to manage expenses, our liquidity and our investments in working capital; (viii) any failure to obtain governmental and regulatory approvals related to our business and products; (ix) the impact of any international trade or foreign exchange restrictions, increased tariffs, foreign currency exchange fluctuations; (x) our ability to raise additional capital or complete desired acquisitions; (xi) our ability to comply with financial covenants imposed by the new 2025 credit agreement we entered into referenced in the section entitled "Liquidity" above and the impact of debt service obligations and restricted debt covenants; (xii) volatility of Waldencast's securities due to a variety of factors, including Waldencast's inability to implement its business plans or meet or exceed its financial projections and changes; (xiii) the ability to implement business plans, forecasts, and other expectations, and identify and realize additional opportunities; (xiv) the ability of Waldencast to implement its strategic initiatives and continue to innovate Obagi Medical's and Milk Makeup's existing products and anticipate and respond to market trends and changes in consumer preferences; (xv) any shifts in the preferences of consumers as to where and how they shop; (xvi) the impact of any unfavorable publicity on our business or products; (xvii) changes in future exchange or interest rates or credit ratings; (xviii) changes in, and uncertainty with respect to, laws, regulations, and policies, including as a result of the change in the U.S. administration; and (xix) social, political and economic conditions. These and other risks, assumptions and uncertainties are more fully described in the Risk Factors section of our 2024 20-F (File No. 01-40207), filed with the SEC on March 20, 2025, and in our other documents that we file or furnish with the SEC, which you are encouraged to read.

Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those indicated or anticipated by such forward-looking statements. Accordingly, you are cautioned not to rely on these forward-looking statements, which speak only as of the date they are made. Waldencast expressly disclaims any current intention, and assumes no duty, to update publicly any forward-looking statement after the distribution of this release, whether as a result of new information, future events, changes in assumptions or otherwise.

Non-GAAP Financial Measures

In addition to the financial measures presented in this release in accordance with U.S. GAAP, Waldencast separately reports financial results on the basis of the measures set out and defined below which are non-GAAP financial measures. Waldencast believes the non-GAAP measures used in this release provide useful information to management and investors regarding certain financial and business trends relating to its financial condition and results of operations. Waldencast believes that the use of these non-GAAP financial measures provides an additional tool for investors to use in evaluating ongoing operating results and trends. These non-GAAP measures also provide perspective on how Waldencast's management evaluates and monitors the performance of the business.

There are limitations to non-GAAP financial measures because they exclude charges and credits that are required to be included in GAAP financial presentation. The items excluded from GAAP financial measures such as net income/loss to arrive at non-GAAP financial measures are significant components for understanding and assessing our financial performance. Non-GAAP financial measures should be considered together with, and not alternatives to, financial measures prepared in accordance with GAAP.

Please refer to definitions set out below and the tables included in the Appendix for a reconciliation of these metrics to the most directly comparable GAAP financial measures.

Adjusted Gross Profit is defined as GAAP gross profit excluding the impact of amortization of the supply agreement and formulation intangible assets, and the amortization of the fair value of the related party liability from the Obagi Medical China Business, which was not acquired by Waldencast at the time of the business combination with Obagi Medical and Milk Makeup (the "[Business Combination](#)"). The Adjusted Gross Profit reconciliation by Segment for each period is included in the Appendix.

Adjusted Gross Margin is defined as Adjusted Gross Profit divided by GAAP Net Revenue.

Adjusted EBITDA is defined as GAAP net income (loss) before interest income or expense, income tax (benefit) expense, depreciation and amortization, and further adjusted for the items as described in the reconciliation below. We believe this information will be useful for investors to facilitate comparisons of our operating performance and better identify trends in our business. Adjusted EBITDA excludes certain expenses that are required to be presented in accordance with GAAP because management believes they are non-core to our regular business. These include non-cash expenses, such as depreciation and amortization, stock-based compensation, the amortization and release of fair value of the related party liability to the Obagi Medical China Business, change in fair value of assets and liabilities, and foreign currency translation loss (gain). In addition, adjustments include expenses that are not related to our underlying business performance including (1) legal, advisory and consultant fees related to the financial restatement of previously issued financial statements and associated regulatory investigation, and (2) other non-recurring costs, primarily legal settlement costs and restructuring costs. The Adjusted EBITDA by Segment for each period is included in the Appendix.

Adjusted EBITDA Margin is defined as Adjusted EBITDA as a percentage of net revenue. The Adjusted EBITDA Margin reconciliation by Segment for each period is included in the Appendix.

Net Debt Position is defined as the principal outstanding for the 2022 term loan and 2022 revolving credit facility minus the cash and cash equivalents as of March 31, 2025.

Our ambition is to build a global
best-in-class beauty and wellness
multi-brand platform by
creating, acquiring, accelerating,
and scaling **the next generation**
of high-growth, purpose-driven
brands

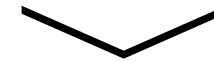




WHERE WE ARE

Milk
MAKEUP

OBAGI[®]
MEDICAL



WHERE WE ARE HEADED

Skin	US	Professional	Prestige
Color	APAC	Specialty	Masstige
Hair	Europe	Online	Mass
Body	LATAM	Food / Drug / Mass	
Wellness			
Fragrance			
Categories	Geographies	Channels	Price Points

COMBINED FINANCIAL PROFILE: Q1 2025

waldencast

Milk
MAKEUP

OBAGI
MEDICAL

NET REVENUE

\$65.4M
(4.1)%

\$29.3M
(15.1)%

\$36.2M
7.1%

ADJ. GROSS PROFIT¹

\$50.0M
76.4%

\$20.4M
69.5%

\$29.7M
82.0%

ADJ. EBITDA²

\$4.4M
6.7%

\$4.4M
14.9%

\$5.9M
16.3%



Refer to page 3 for definitions of non-GAAP financial measures.

¹Waldencast Gross Profit of \$47.2M, Milk Makeup Gross Profit of \$20.4M, and Obagi Medical Gross Profit of \$26.9M adjusted for reconciling items, refer to the Appendix pages 36 and 37. ²Waldencast Net Loss of \$20.7M, Milk Makeup Net Loss of \$1.0M, and Obagi Medical Net Loss of \$9.1M adjusted for non-recurring add-backs, refer to the Appendix pages 38 and 39.

NET REVENUE DRIVERS: Q1 2025

BREAKTHROUGH INNOVATION:

SOLD-OUT LAUNCH OF HYDRO GRIP GEL TINT ANNIVERSARYING COOLING
WATER JELLY TINT LAUNCH

DIRECT TO CONSUMER CHANNEL GROWTH:

CONTINUED DIGITAL ACCELERATION OF CONSUMER ACQUISITION AND
RETENTION EFFORTS

RETAIL FOOTPRINT EXPANSION:

ULTA BEAUTY LAUNCH CONTRIBUTING TO HIGH SINGLE DIGIT GROWTH OF
U.S. RETAIL SALES

OUT OF STOCKS:

ONGOING OBAGI MEDICAL SUPPLY CHAIN RESTRUCTURING IMPACTING
FULFILLMENT RATES & HYDRO GRIP GEL TINT STOCKOUT

INTERNATIONAL SOFTNESS:

UNFAVOURABLE COMPARISON AGAINST MILK MAKEUP'S PRIOR YEAR
INTERNATIONAL EXPANSION

RETAILER INVENTORY ADJUSTMENTS:

TIMING OF MILK MAKEUP'S RETAILER STOCK HOLDING LEVELS



NET REVENUE DRIVERS: YEAR TO GO

RETAIL FOOTPRINT EXPANSION:

SUSTAINED ULTA BEAUTY LAUNCH MOMENTUM & INCREASED DOOR COUNT

BREAKTHROUGH INNOVATION:

ROBUST INNOVATION PIPELINE STRENGTHENING OUR CORE OFFERINGS &
EXPANDING INTO NEW CATEGORIES

DIRECT TO CONSUMER CHANNEL GROWTH:

CONTINUED DIGITAL ACCELERATION OF CONSUMER ACQUISITION AND
RETENTION EFFORTS

BACK IN STOCK:

COMPLETION OF OBAGI MEDICAL SUPPLY CHAIN RESTRUCTURING LEADING
TO IMPROVED FULFILLMENT RATES & IN STOCK MILK MAKEUP INNOVATION

TARIFFS:

IMPACT TO CONSUMER SENTIMENT & SPENDING FROM CURRENTLY ENACTED
TARIFFS & MACROECONOMIC ENVIRONMENT



TARIFFS HEADWINDS

ESTIMATED IMPACT:

Low-Single-Digit %
Increase in COGS

Moderate exposure, with over two-thirds
of our sourcing based in the U.S. and
approximately 10% sourced from China

MITIGATING ACTIONS:

ACTION 1

Optimizing Supply
Chain Flows

ACTION 2

Implementing Modest
Pricing Actions

ACTION 3

Deepening Collaboration
with Supplier Partners

LIQUIDITY & SHARES OUTSTANDING

As of March 31, 2025

\$10.8M Cash & Cash Equivalents

\$172.1M Net Debt¹

\$22.5M Undrawn Commitment Under Revolving Credit Facility

Increase in Net Debt primarily due to refinancing-related costs, this new credit facility enhances financial flexibility & extends debt maturity profile to March 2030

As of April 30, 2025²

123.0M Ordinary Shares Outstanding

112.6M Class A Ordinary Shares Outstanding

10.4M Class B Ordinary Shares Outstanding



¹ Net Debt is defined as the principal outstanding for the 2022 Term Loan and 2022 Revolving Credit Facility minus the cash and cash equivalents as of March 31, 2025. Refer to Appendix page 40. ² As of December 31, 2024, we had 122,692,968 ordinary shares outstanding, consisting of 112,026,440 Class A shares and 10,666,528 Class B shares.

FY 2025 OUTLOOK

	NET REVENUE GROWTH	ADJ. EBITDA MARGIN	DRIVERS
FY 2025	MID TEENS	MID TO HIGH TEENS	<p>Milk Makeup expansion in both Brick & Mortar and E-Commerce channels in the U.S.</p> <p>Obagi Medical improvement of fulfillment rates as operational initiatives set in</p> <p>Blockbuster innovation and amplification of brand awareness initiatives</p>

IT'S NOT HOW YOU WEAR YOUR MAKEUP. IT'S WHAT YOU DO IN IT THAT MATTERS.

LIVE YOUR LOOK ^{Milk} MAKEUP



OUR VISION



#1 NEXT GENERATION BEAUTY BRAND

OUR MANTRA

LIVE YOUR LOOK

IT'S NOT HOW YOU WEAR YOUR MAKEUP.
IT'S WHAT YOU DO IN IT THAT MATTERS.

Milk
MAKEUP



GROWTH STRATEGY

1 INNOVATION

BREAKTHROUGH PRODUCTS THAT DELIVER AND ARE
GOOD FOR YOU

2 EXPAND BRAND & COMMUNITY

BROADEN BRAND AWARENESS + WELCOME NEW GROUPS

3 BROADEN FOOTPRINT

EXPAND ONLINE & OFFLINE PRESENCE DOMESTICALLY +
INTERNATIONALLY





HYDRO GRIP GEL SKIN TINT

THE WHY:

Most skin tints don't last! | Complexion is the largest category in Prestige Makeup

THE ROLE:

Trust | Complexion | High Replenishment | High loyalty | Skincare Performance

THE INNOVATION:

First gel skin tint | Longwear up to 12HR

THE CONSUMER:

Prestige / Loyal | Over-index with Millennial

THE DNA:

+ Natural | Clean | Vegan | Cruelty Free | Silicone Free | Fragrance Free | Paraben Free | Non-comedogenic | Clinically-Tested

VIRAL SUCCESS STORY YTD

\$18M

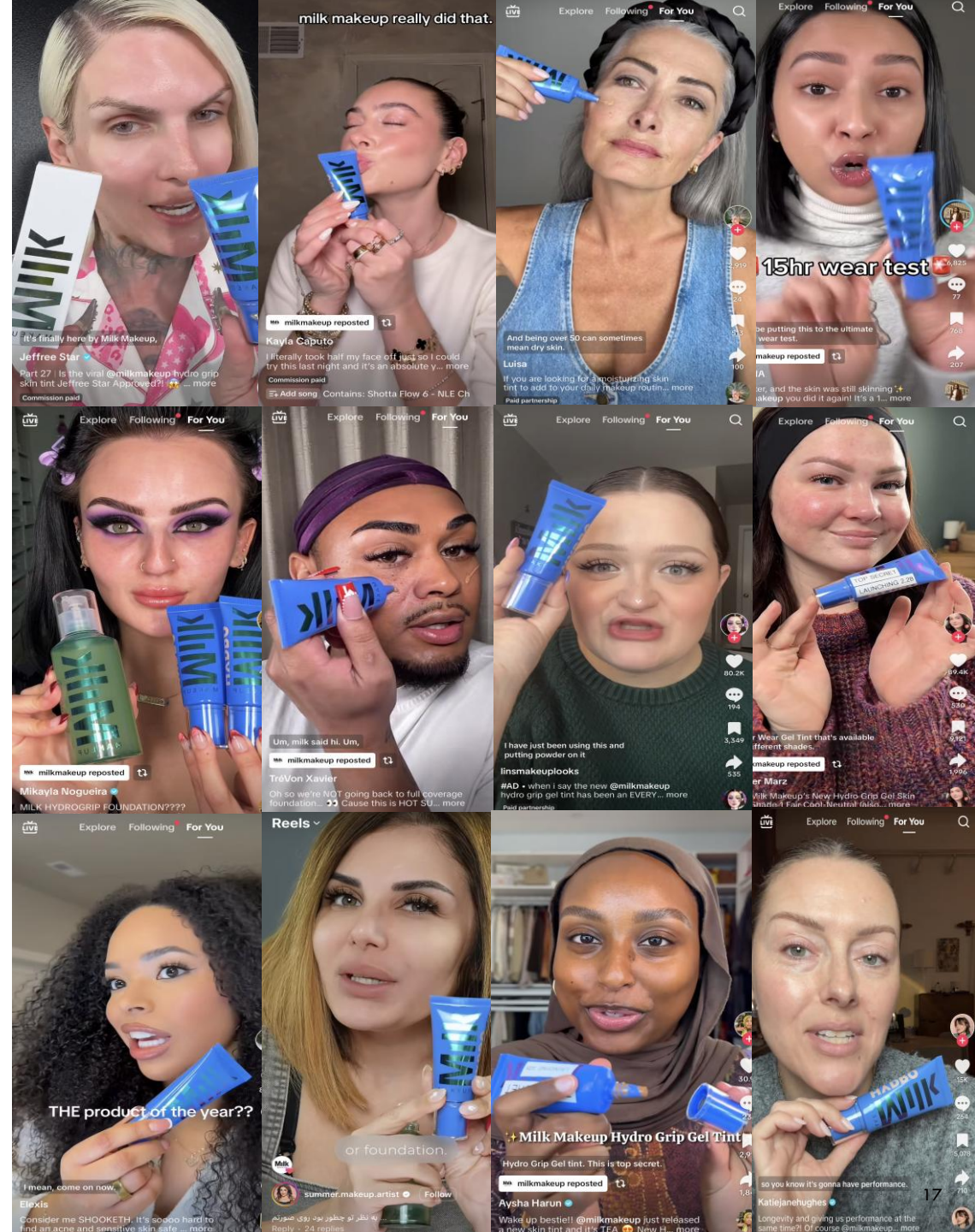
EMV

245M

IMPRESSIONS

406M

REACH



INNOVATION: HYDRO GRIP GEL SKIN TINT

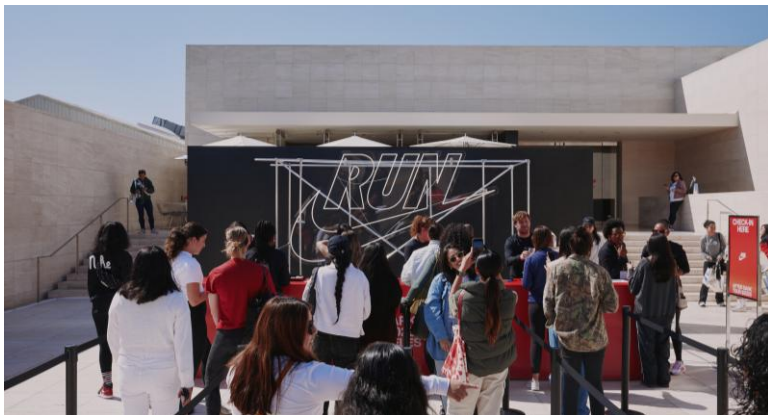
1 UNIT
SOLD PER MINUTE



Milk x **NIKE**
MAKEUP



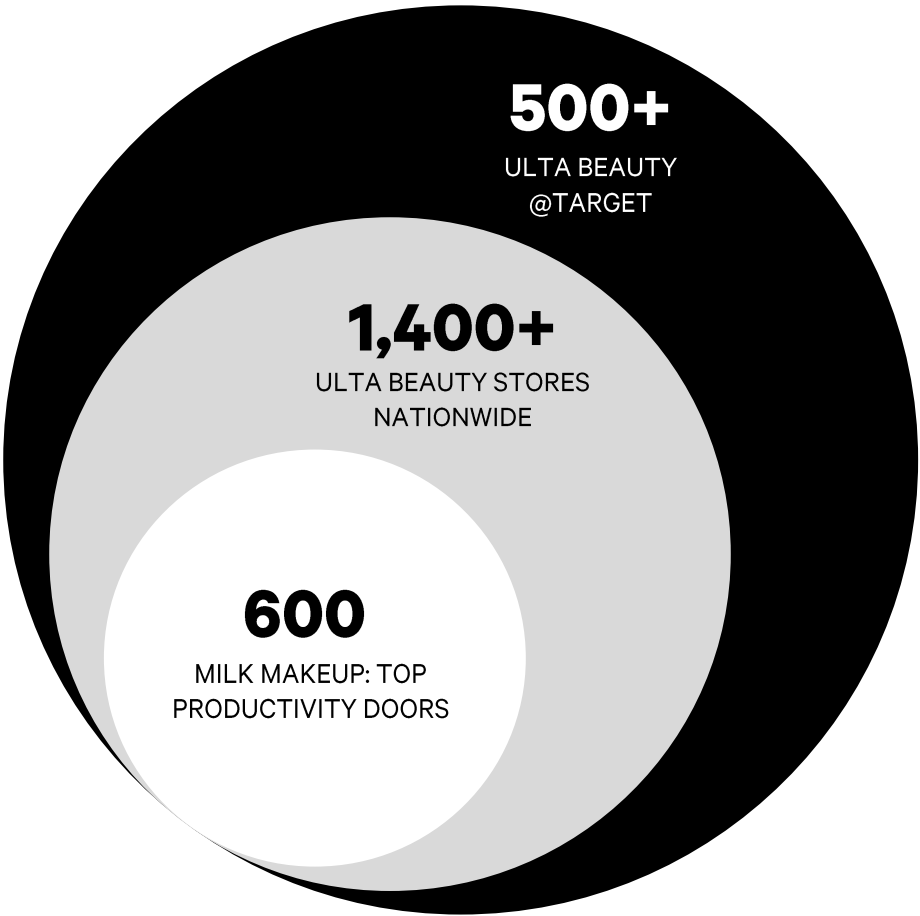
EXPAND BRAND & COMMUNITY: NIKE PARTNERSHIP





“We are thrilled to offer Milk Makeup to our guest community and are excited to partner with the Milk Makeup team as they are always pushing boundaries to drive innovation and disruption in beauty.”

- Monica Arnaudo, Ulta Beauty Chief Merchandising & Digital Officer





WE'VE ACHIEVED
TOP RANKINGS
PRIME + SET
BLUSH
SKIN TINT



OBAGI[®]
MEDICAL

We Are the Leading
U.S. Physician
Recommended
Brand*

FOR TOP-3 SKIN CONCERNS

#1

Pigmentation
Fine Lines & Wrinkles
Sagging Skin &
Loss of Elasticity

Our Global Vision

#1 Physician Dispensed
Dermatological Brand in the World

*Independent industry sources, USA (2023). Q: Which professional skin care brand are you most likely to recommend to your patients for at-home use for each skin condition? (N=262)



THE FASTEST GROWING PROFESSIONAL SKINCARE BRAND IN THE U.S. IN 2024*

*Among the Top 10 Professional Skin Care Brands in the U.S., According to Kline's 2024 Global professional Skin Care Series (China, Europe and the U.S.)

Growth Strategy

1 Cutting-Edge Science Backed Innovation

Robust global innovation pipeline launching clinically-proven products

2 Double-Down on Dermatological Brand DNA

Impactful clinical testing, acceleration of open development, deeper physician partnerships & ongoing brand refresh

3 Grow Brand Awareness & Footprint

Increase consumer recognition both domestically and internationally, fueling our physician-centered ecosystem



Cutting-Edge Science Backed Innovation: ELASTIDERM®



BEST MOISTURIZER FOR FINE LINES

"If you're looking for a product that delivers palpable results, Obagi's ELASTIDERM® Lift & Sculpt Moisturizer is a can't miss, leaving skin visibly more lifted and sculpted in just six weeks." – Isabelle Bueno

As seen in
BAZAAR

BEST WRINKLE-FILLER FOR SENSITIVE SKIN

"As a 30-year-old navigating the world of skincare, I was thrilled to try this out, especially since I don't do Botox or fillers because of my fear of needles. What I appreciate most is that it's fragrance-free, which is a win for my sensitive skin. I noticed my skin looked plumper and started glowing almost immediately after using it!" - Vanessa



Cutting-Edge Science Backed Innovation: SUZANOBAGIMD®

SUZANOBAGIMD® INNOVATION MOISTURE RESTORE HYDRATION REPLENISHING CREAM

MEDICAL-GRADE MULTI-LAYERED MOISTURE

Features a blend of multi-molecular-weight Hyaluronic Acids (HA) to deliver moisture to multiple layers of the skin while restoring and maintaining a healthy skin barrier.



- MULTI-MOLECULAR-WEIGHT HYALURONIC ACIDS (HA)
- LECITHIN & PLANKTON EXTRACT
- PALMITOYL TRIPEPTIDE-37

SUZANOBAGIMD® INNOVATION SUPER ANTIOXIDANT SERUM

MEDICAL-GRADE DEFENSE AGAINST OXIDATIVE STRESS

Features a potent antioxidant complex that visibly helps:

- 1 Offset oxidative stress
- 2 Reduce the appearance of fine lines and wrinkles
- 3 Promote a brighter complexion
- 4 Calm irritation
- 5 Boost hydration



- ENCAPSULATED SILYMARIN
- TETRAHEXYLDECYL ASCORBATE (THD - STABILIZED VITAMIN C)
- ARGIRELINE
- ERGOTHIONEINE
- HYDROGENATED LECITHIN
- 0.5% SALICYLIC ACID (BHA)

Cutting-Edge Science Backed Innovation: RETINOL + PHA

NEW

MEDICAL-GRADE SKIN RENEWAL OVERNIGHT

VISIBLY REFINES + RESURFACES SKIN IN 4 WEEKS*



*Results based on a 2024 -2025 clinical test. Photos have not been retouched. Individual results may vary.
Data on file at Obagi Cosmeceuticals LLC.

38K+
Conference
Attendees



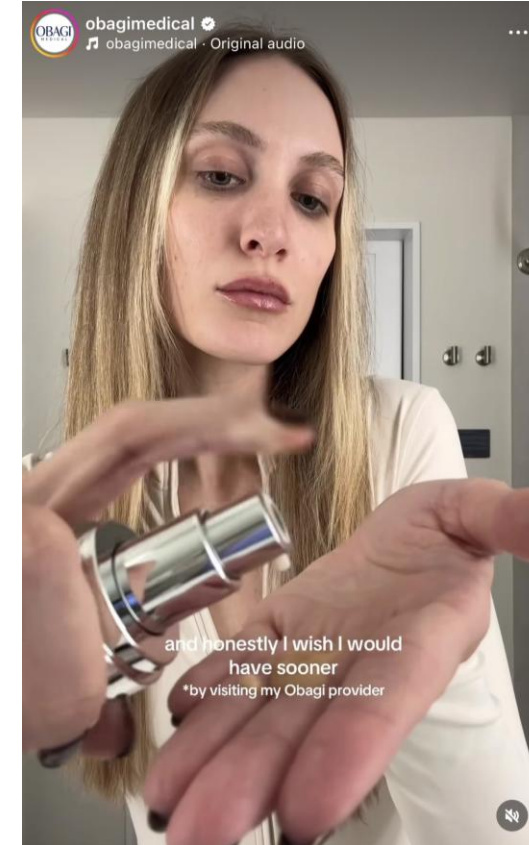
Double-Down on Dermatological Brand DNA: Drives Conversion Across All Channels

+30%
CVR Increase



Grow Brand Awareness & Footprint: Building a Flywheel to Drive Consumers to Practices

+61%
EMV YoY Growth





POISED FOR LONG-TERM PROFITABLE GROWTH



Operational scale of a **multi-brand platform**



Expertise in managing **global beauty brands** at scale



Balanced portfolio in structurally attractive segments of the category



Asset-light, nimble, and efficient vs. slow, inflexible, and costly traditional structures



Strong alignment of management incentives to **long-term value creation** through operational and capital allocation excellence

A photograph of three women posing together against a white background. The woman on the left is a Black woman with braided hair, wearing a blue ribbed crop top, laughing with her head tilted back. The woman in the middle is a white woman with blonde hair, wearing a yellow and black striped long-sleeved shirt, smiling. The woman on the right is a woman with dark curly hair, wearing a purple long-sleeved shirt with a colorful graphic, making a playful face with her hand near her mouth. The word "APPENDIX" is overlaid in large, bold, black capital letters in the center of the image.

APPENDIX

Q1 2025 HIGHLIGHTS

<i>(In \$ millions, except for percentages)</i>	Q1 2025	% Sales	% Growth	Q1 2024	% Sales
Waldencast					
Net Revenue	65.4	100.0%	(4.1)%	68.3	100.0%
Adjusted Gross Profit	50.0	76.4%	(4.0)%	52.1	76.3%
Adjusted EBITDA	4.4	6.7%	(61.5)%	11.4	16.6%
Obagi Medical					
Net Revenue	36.2	100.0%	7.1%	33.8	100.0%
Adjusted Gross Profit	29.7	82.0%	7.9%	27.5	81.4%
Adjusted EBITDA	5.9	16.3%	(12.5)%	6.7	20.0%
Milk Makeup					
Net Revenue	29.3	100.0%	(15.1)%	34.5	100.0%
Adjusted Gross Profit	20.4	69.5%	(17.3)%	24.6	71.3%
Adjusted EBITDA	4.4	14.9%	(56.4)%	10.0	29.1%

GROUP ADJUSTED GROSS PROFIT

	Group	
	Three months ended March 31, 2025	Three months ended March 31, 2024
<i>(In thousands, except for percentages)</i>		
Net Revenue	\$ 65,442	\$ 68,271
Gross Profit	47,205	49,580
Gross Profit Margin	72.1 %	72.6 %
Gross Margin Adjustments:		
Amortization of the fair value of the related party liability ⁽¹⁾	—	(316)
Amortization impact of intangible assets ⁽²⁾	2,801	2,801
Adjusted Gross Profit	\$ 50,006	\$ 52,065
Adjusted Gross Margin %	76.4 %	76.3 %

BRANDS ADJUSTED GROSS PROFIT

	Obagi Medical		Milk Makeup	
	Three months ended March 31, 2025	Three months ended March 31, 2024	Three months ended March 31, 2025	Three months ended March 31, 2024
<i>(In thousands, except for percentages)</i>				
Net Revenue	\$ 36,166	\$ 33,768	\$ 29,276	\$ 34,503
Gross Profit	26,851	24,989	20,354	24,597
Gross Profit Margin	74.2 %	74.0 %	69.5 %	71.3 %
Gross Margin Adjustments:				
Amortization of the fair value of the related party liability	—	(316)	—	—
Amortization impact of intangible assets	2,801	2,801	—	—
Adjusted Gross Profit	\$ 29,652	\$ 27,474	\$ 20,354	\$ 24,597
Adjusted Gross Margin %	82.0 %	81.4 %	69.5 %	71.3 %

GROUP ADJUSTED EBITDA

<i>(In thousands, except for percentages)</i>		Three Months Ended March 31, 2025	Three Months Ended March 31, 2024
Net Loss		\$ (20,735)	\$ (3,894)
Adjusted For:			
Depreciation and amortization		14,998	14,884
Interest expense, net		6,384	4,293
Income tax expense (benefit)		1,398	(685)
Stock-based compensation expense		2,368	1,059
Legal and advisory non-recurring costs ⁽¹⁾		1,474	7,924
Change in fair value of assets and liabilities		(1,167)	(12,160)
Amortization and release of related party liability ⁽²⁾		—	(316)
Other costs ⁽³⁾		(353)	246
Adjusted EBITDA		\$ 4,366	\$ 11,351
Net Revenue		\$ 65,442	\$ 68,272
Net Loss % of Net Revenue		(31.7)%	(5.7)%
Adjusted EBITDA Margin		6.7 %	16.6 %



¹ Includes mainly legal, advisory and consultant fees related to the financial restatement 2020-2022 periods and associated regulatory investigation, and the Business Combination. ² Relates to the fair value of the related party liability for the unfavorable discount to the Obagi Medical China Business as part of the Business Combination. ³ Other costs include legal settlements, foreign currency translation losses and (gains), and restructuring costs.

BRANDS ADJUSTED EBITDA

	Obagi Medical		Milk Makeup	
	Three months ended March 31, 2025	Three months ended March 31, 2024	Three months ended March 31, 2025	Three months ended March 31, 2024
<i>(In thousands, except for percentages)</i>				
Net Loss	\$ (9,056)	\$ (5,761)	\$ (1,004)	\$ 5,340
Adjusted For:				
Depreciation and amortization	10,420	10,395	4,578	4,489
Interest expense (income), net	3,385	3,187	(3)	(55)
Income tax expense (benefit)	1,369	(687)	25	—
Stock-based compensation expense	(526)	(781)	568	357
Legal and advisory non-recurring costs	189	467	—	—
Change in fair value of assets and liabilities	14	—	—	—
Amortization and release of related party liability	—	(316)	—	—
Other costs	104	239	206	(105)
Adjusted EBITDA	\$ 5,900	\$ 6,743	\$ 4,370	\$ 10,026
Net Revenue	\$ 36,166	\$ 33,768	\$ 29,276	\$ 34,503
Net Loss % of Net Revenue	(25.0)%	(17.1)%	(3.4)%	15.5 %
Adjusted EBITDA Margin	16.3 %	20.0 %	14.9 %	29.1 %

NET DEBT POSITION

<i>(In thousands)</i>	Reconciliation of Net Carrying Amount of debt to Net Debt
Current portion of long-term debt	\$ 7,740
Long-term debt	164,694
Net carrying amount of debt	172,434
Adjustments:	
Add: Unamortized debt issuance costs	10,401
Less: Cash & cash equivalents	(10,782)
Net Debt	\$ 172,053