

Olaplex

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Jason English: We're here with a still relatively recent company in public markets, but I'm going to start with a bit of a preamble.

So I'm not a big golf fan, although some of you may know I live in Jupiter, Florida, which is like the golf capital of the world. And one other guy who lives there is Tiger Woods. And I was entranced by his rise to his success in the late 1990s. He seemed almost superhuman; but eventually, it all came crashing down as personal issues and injuries arose, caused him to maybe claim an end to his golfing career.

But then in 2018, he was back, winning tournaments. Phenomenal comeback.

So what's my point? Well, the journey for the next company we have on stage has some parallels. Olaplex was founded in 2014. Within five years, it was generating \$150 million in sales, and just two years later it had quadrupled to \$600 million. It seemed like a superhuman accomplishment.

But now, the growth has been crashing down and investors question whether or not the brand can ever mount a comeback. Well, the company's leadership team is not only adamant that's possible; they argue that's inevitable. And here today to tell us what's happened, why the recent setback is just a pause in a long runway of growth, is the firm's CEO, JuE Wong, and CFO, Eric Tiziani.

JuE, Eric, thank you so much for joining us.

JuE Wong: Thank you, Jason.

Jason English: So I don't know if you agree or not with the parallels, but let's hope that that comeback story is exactly what we're seeing and talking about here at Olaplex in the next couple of quarters.

So as we step back so far, we've got two chapters. We've got the chapter of phenomenal growth; we've got the chapter of taking a pause, a reset, and let's hope the third chapter is what a revitalization. I know you guys are confident we'll get there, but before we get to

the revitalization, let's first ground ourselves in the very first chapter.

What led to such phenomenal success?

JuE Wong: Right. That's a very good question, and like anything, you need to have a product line that works. And we have a product line that not only works, but is backed by patented and proven technology. So when we saw that growth, it was really because it delivered on its promise and people could see the results.

Jason English: And that evidence, I think, was borne out first in the salon channel, where they became phenomenal advocates for you. How critical were they to the rise and stardom of the Olaplex brand?

JuE Wong: The professional community, the stylists, continues to be the backbone of who Olaplex is. Because when we do independent surveys, whether many years in a row, we still show that the number one source of truth is recommendations of hairstylists to their clients. So this is why when we talk about in our reset year how important it is that we continue to engage them, educate them, and support them.

Jason English: It sounds like that's where we should be. If that's tip-of-spear here, that's where we should be looking for proof points that the business is finding stability and turning. It's going to be let out at the professional channel. Is that your expectation?

JuE Wong: Well, it is -- the professional channel, let's first of all define it. We actually an omnichannel, right. The professional channel gives us what we call the credible authority. The retail channel gives us brand awareness. And the direct-to-consumer channel allows our consumers to have convenience, where they can reach us wherever, whenever, and however they want to. So it is synergistic. One channel cannot do without the other.

But ultimately, the reset year is about building a stronger and more resilient Olaplex to really be able to target and work with all of these channels.

Jason English: And why do we need a reset? What drove -- business was going exponential growth. What caused the pause? What caused -- actually not the pause, the drop. Like, the drop in demand that's caused this reset.

JuE Wong: So you -- you know, I definitely -- and we're built on this -- you sort of said it yourself. We grew tremendously. Like, we went IPO -- following the IPO in September, we reported a plus-82%, then a plus-112%, and last year was a plus-18%. All of this growth was because we have products that work. Our technology is there. And we felt like with all that is happening, we saw what was happening with the macroeconomics. We saw the promotionality that was happening in the category. The category is still the fastest-growing, that is the prestige hair category, albeit at a slower pace. And there was also a lot of misinformation about Olaplex out there. We felt that it was important to take a reset, because we could. We were still very -- we are still cash generating, high-profitable, and we have the opportunity to really take this reset and get ourselves to a stronger and better place. So that is why we took it. And we feel like, you know, things are working out because we mentioned in our -- in our Q1 earnings call that there were certain key things we were doing, spending and investing more behind sales and

marketing, more education, engaging our stylists, and having a more assertive PR program. And we were happy to report just on May 9th that from the Q1 reporting, our sell-through is stable. And we believe it will continue to do so.

Jason English: Where is it stable? It's stable Q-on-Q, stable year-on-year? What does stable mean?

Eric Tiziani: Yes. The intent of that comment is to say that sellout dollar trend, in absolute dollars, has stabilized across channels. And we track that through sellout data that we received from all of the accounts, key accounts in the US, and most of our distributors internationally as well. That has stabilized since our Q4 call at the end of February up until this point. And we think that that step, that's step one. The actions we've taken have worked to stabilize that trend as we continue to invest, and build momentum as we go into the second half of the year.

Jason English: Is that like-door, like-for-like?

Eric Tiziani: Yes. Yes.

Jason English: Okay.

Eric Tiziani: These are absolute dollar sell --

Jason English: Because you had distribution expansion still in the system, right?

Eric Tiziani: Yeah. Yes. That's mostly in our international markets. And so on a like-for-like basis, step one was stabilize the sales against some of the challenges that we experienced in the last few quarters, and build, and build from there. And we believe in the investments in actions that we're taking will help us to build that momentum into the back half.

Jason English: And the international business has been performing substantially better; is that really just distribution? Or what do like-for-like sales look like internationally?

Eric Tiziani: It's not just distribution. So in the first quarter of the year, international sales were flat relatively much better than the US. Within that, we have parts of the business in Western Europe where we're deploying our omnichannel strategy. We've anniversaried a lot of the distribution gains there, but we're still seeing strong tailwinds. We have parts of the world, you know well our cross-border e-commerce business into China is growing and becoming a more material part of our business there as well. Those are all tailwinds.

Those were offset by some of the more mature international markets, like the UK, Australia, that had trends more similar to underlying trends in the US.

Jason English: Okay. And I think the rumor is the bad PR, we're talking about the hair loss stuff, right?

JuE Wong: Yep.

Jason English: And even -- I was looking on Sephora last week, as I'm typing up some questions for this, and I'm looking at the reviews. And there's days-old reviews of people saying, "My hair fell out." So it's -- and they're top. Like, I click on reviews. They're top of the list, it's the first thing I see as a consumer looking here. So it sounds like we have -- those

haven't gone away. They're still pervasive. How do you get them to go away if they're not -- if they're not founded in something? Like, if they're baseless, why are they still there and recurring so much?

JuE Wong: So I think what is important is to take a little bit of a step back. When -- you know, we look at this, we also take independent sort of survey with a third party, to count, really understand where is this sentiment, where are the -- where is the conversation and where is the chatter. And we are finding that positive sentiments are trending up. Negative sentiments are trending down. Yet we are saying that when you go on certain sites, you are seeing some negative reviews. But we have been very clear and very transparent in making sure that we help ourselves count, like, look at where all this information is being directed.

So we have published clear methodology of how our products are being tested so that they actually, we can prove that it's compliant against FDA standards, against the manufacturing compliance of safety, and that our products do not cause hair loss or hair breakage. And when we are able to do that not only in a PR setting, but also in an education setting with our stylists, with our business partners, with the beauty advisors, it will help intercept and bring the noise down.

But we are not going to rest on the fact that sentiments have improved, because you just brought it up, look, and seeing it on a review website or a site. So we will continue to be diligent, because ultimately, conversations need to be had. We are empathetic to the people going through this emotional toll. But we can categorically say with the testing that we have done, with the information that we have on our health help, we are confident our products do not cause hair loss or hair breakage.

Jason English: Has anything changed in the formulas? Does your -- and you've been out there in the market for nine years?

JuE Wong: Since 2014.

Jason English: Yes. And nobody was complaining about losing their hair until all of a sudden just a couple months ago?

JuE Wong: Well, I don't think that you know, people are complaining for the sake of complaining, right. I think what happens is, it's a fact of life, when a brand gets to a certain high profile you generate a lot of buzz and interest, positive or negative. It is the job of the brand to help answer those misinformation.

Jason English: And you weren't ready, right? You weren't ready to respond to that, respond to it quickly, because you didn't have the right people, the right investment, the right capabilities. And that's what's happening in the reset period.

JuE Wong: But I think the reset acknowledges the fact that we need to do more. We actually did come out, you know, and very transparently showed and published the testing methodology. What we are saying is that we've been doing a lot of things, but what we need to do is more of them. So what are the more? The more is in sales and marketing. We have always been very focused on performance marketing, which is the lower funnel of marketing. We are now looking at a full funnel, which includes brand building;

consideration, which is more like education; and then the performance, which we have always done.

So it's amplifying what works for us, and then double-clicking on things, on new activations that even perform better for us.

Jason English: We just had Weight Watchers on stage beforehand, and we talked about media, and they're spending a couple hundred million on their brand. We had Fresh Fit on earlier, a small company, pet food company. They're spending \$80 million in media buy. You don't really do any traditional media. Is that in the consideration set? As you're looking to go up the funnel?

JuE Wong: SO if you think about it when we started in 2014, we took the -- we took a new model, but we also took a harder road. It is much easier, or much harder I would say, to try to build a relationship, to build advocacy, and to build long-lasting support for the brand. But that's what we took. We started with the stylists. We really gave them and elevated their artistry with the technology that we have. And now, what we are ready in this reset year, is how do we help amplify the brand's awareness so that the pro community continues to benefit; our retailers continue to have the ability to drive traffic to their doors; and then our direct-to-consumer continues to provide that community.

So it is very intentional where we have come from. You're absolutely right. In the beginning, it was more organic, but it was also very deliberate, why we did what we did. Because we needed to build the foundation. Now, given our cash -- you know, our ability to generate cash that we do, we are highly profitable. We can now invest more materially and more deliberately into the business.

Jason English: Okay. And the long entrenched relationships with the pros, the salon stylists out there, have you seen any of that conviction, that loyalty, that commitment to you wane in the wake of some of these concerns out there?

JuE Wong: So, they have struggled. I mean, I'll be honest with you. They have struggled with all this misinformation coming at them. Hair stylists are very emotionally intelligent individuals. And when they see hurt like this, they want the brand to give them the tools to respond to it. So we have been doing that. You know, we could have been faster in doing that. That's why we are doing what we're doing now in the reset year, to provide them the tools, the knowledge, to really help advocate for the brand in a way -- in a knowledgeable way, not in a combative way.

Jason English: Okay. Okay. And are these concerns as pervasive internationally as they are in the US?

JuE Wong: No.

Eric Tiziani: So we talked about the international growth, or that it was flat year-over-year in sales in the first quarter. More insulated, you know, particularly in non-English-speaking markets, than some of the trends we've seen in those markets in the US. And there are tailwinds there. And there's a tremendous amount of white space to continue that growth for years to come.

Jason English: But it's flat with meaningful distribution expansion in pharmacies, in more [inaudible]

stores, in travel retail, suggesting if we strip those out the business is declining at probably a fairly substantial level in those markets as well?

- Eric Tiziani: As I mentioned, there's a mix impact within there as well of those parts of the world that are in good growth levels, and some of the markets that are more mature, that were more impacted by some of the same challenges we've seen in the US.
- Jason English: And what are the same challenges?
- Eric Tiziani: Like we said, macro misinformation and promotional intensity. Some of it went to the macro as well. The UK would be a good analogy and example of that closer to the trends that we've seen in the US.
- Jason English: And the competitive piece is a bit surprising. Because my perception is, you'd weather a lot of the storm. I mean, years ago, Wella came out with WellaPlex. I mean, you can't copycat any closer. L'Oréal had come out with a number of products. Estée had come out with Bumble and Bumble. The big well-heeled competitors that already come at you, and all of a sudden the competition wasn't an issue. Like, your business was growing exponentially through that. What made it more vulnerable in the last year to competition?
- JuE Wong: I think the tie-in with not only competition, but also the intensity in promotions. When you have promotions that are -- used to be you know, promotions were calendarized. You kind of know when they are coming, you know. Whether Retailer A was going to come out with an annual program. But today, you can tell. Almost every other week, people in this room itself will be getting an email soliciting that there is a special promotion, and [inaudible] time that last.
- Competition at the end of the day, we have not found one competitor or one competitive set of brands that are taking material market share away from us. What we do believe is that the consumers may be interested to try something, and they will. I mean, like, it's human nature. But at the end of the day, we are very confident our product works, because we have the technology not only to back it, we have the support of the stylists. And we are able to really show, before and afters are very compelling.
- So the confidence is not, you know, from a forced place, but rather seeing is believing and the products are delivering the results. And we are still the number one brand across the channel, number one prestige hair care brand across all the channels that we play in, and in virtually every segment that we participate in, we have the number one brand. And we are a partner of choice with our retailers.
- So we need to really continue to capture that love and that interest, and double-click on this reset year by investing behind it and really getting our message out collectively through all the cohorts in the space.
- Jason English: You're still the number one, but you're losing a lot of share year-on-year; is that right?
- JuE Wong: I think the -- sorry, go ahead.
- Eric Tiziani: Yes. If you look at the first quarter alone, we were lapping the incredibly successful

launch that we had into Ulta in January of last year, so that is true. We declined more than what the category grew in the first quarter. And that was expected. That's what we -
- we've had it in our guidance outlook for the first quarter.

Jason English: How about in Sephora?

Eric Tiziani: We don't comment on specific customer trends, but that's true across the NPD space, which captures specialty retail and direct-to-consumer.

Jason English: Yeah. I ask only because I totally get it, and Ulta, I mean, that was a massive launch with -- that was really, really heavily supported. So it's going to be hard to comp-to-comp. But the rest of your retail universe doesn't have the same type of comps, hence the nature of the question.

JuE Wong: But ultimately like I said, we are still the number one brand for the -- we are still the number one in every segment that we play. So what I want to kind of like, emphasize, is the fact that we are still a partner of choice with them, and our consumers are still there. I mean, I was just there at Sephora Fifth Avenue this Saturday, and 50% of the customers that came were new to brand, and the other 50% were customers who were familiar with us. And nobody in that consumer set, I mean, I sold to at least 21 customers, one every 9 minutes. It really shows that the brand resonates.

Jason English: Yes. And for a cohort of consumers who has a problem, this stuff works phenomenally well, right? It solves a problem. But it seems like there was a cohort of consumers who were buying it in the last year or two who didn't really have a problem to solve, or that didn't have a problem to solve, they were there because it was the hot new thing. Is that fair? Is that a reasonable interpretation of kind of what's happened here? And how would you -- how do you become a little more targeted going forward, to make sure you're getting the product in the right people's hands? The consumer who's got a problem and therefore they're going to be a repeat consumer, and not just oh, this is neat, and now I'm moving on to the next shiny new toy that comes around.

JuE Wong: So, sampling is one of the key proven sort of programs that we have done in the past, and we will continue to do so. We have also said in our earnings call that there will be 10 million pieces of samples out there getting into the hands of people. And every time we sample, our conversion rate is anywhere between 25% to 35%. So we feel confident that there is a way for us to get back at the consumers who have not tried us, get to the consumers who have tried us but may not be familiar with some of the other products we have in our lineup, and ultimately it is still education.

Cue today, our first SKU that we launch, people still think it is a protein mask. And it's not. It is a bond-building treatment. So think about it. After nine years hearing the same song, they are still singing the wrong lyrics. So we need to correct that.

Jason English: Mm-hmm.

Eric Tiziani: And I would just also add to that, think about some of our recent product launches. Our dry shampoo this year, our clarifying shampoo, and our hair serum last year. There are primary benefits of those products which are to be the very best dry shampoo that we can offer to the consumer.

The secondary benefit is the bond building technology. So it's not all the primary benefit in every product we're offering; we're also offering new technologies in these spaces that really broaden the consumer base that we're able to reach.

Jason English: Yep. Innovation is a contributor; distribution has been a contributor. I was surprised to find your product now being sold on Walmart, and it looks like it's -- it looks like it's a 1P because Walmart is saying we're fulfilling it, it's not the marketplace-type product. Is that -- are you selling to Walmart?

Eric Tiziani: We are not. No. Thank you for asking, and we covered this a little bit, or we attempted to last week on our earnings call. Our business model has not changed. We are not selling directly into, for example, US mass drug/grocery customers. What you're seeing there is diverted product into those customers. Sadly, this is very common in the professional hair care category and space. You'll see other brands in those channels through diversion as well.

We take it very seriously. We don't just rest on that. We have technology in place; we have levers that we do seek to pull legally, operationally and with QR codes that we have in the product trace-back of the product. And we -- we intend to root that out. It's not easy to do overnight. It's there because the product is in high demand. And we do track it through data sources like Nielsen and it is still relatively small in terms of actual volume going through those channels. But it's noticeable and we want to root that out.

Jason English: If Nielsen's picking it up, right, it's not going through the brick and mortar. Or is it? Are you actually seeing it in-store?

Eric Tiziani: No, no, no. So we've seen what you've seen, Jason, which is Walmart 1P --

Jason English: Yeah. And I don't think Nielsen is picking that up.

Eric Tiziani: -- and in some other channels. It's just not about that customer.

Jason English: Okay. Yeah. So it's -- it sounds like it's one of your distributors. Who else has the volume to supply them?

Eric Tiziani: So what we tend to see is, one thing that's common in these cases is, aggregator distributors that are taking small bits of volume from lots of places, and then offering it to these customers. Even though it might be small volume, they might take them up on it.

Jason English: Sure. Like we see La Mer in Costco. That's not Estee Lauder. But yet to your point, it happens.

Okay. So let's just make a list here real quick of all the initiatives you have. You mentioned 10 million samples. When and where are those samples?

JuE Wong: So they have started being deployed as of February of this year, and they are going to Sephora, Ulta, as well as -- and Ulta, specifically, in the 1300 salons, everybody who gets a service will get a sample. In terms of Sephora, it will be what they call buy online, pick up in store. We are also doing samples with the beauty supply locations. So all of this

will have some sort of feedback and return reported to us somewhere in Q3 of this year.

Jason English: Okay. Okay. And then you've got your feet on the street sales force, out there touching 400 --

JuE Wong: For the stores, yeah. And they have been deployed at this time, and we will be measuring them as it goes. And when we did that last year with 75 stores as a pilot test, we saw lift in those stores where we do have people in those premises.

Jason English: And that's happening now?

JuE Wong: Yes.

Jason English: And then you've got your salon education program.

JuE Wong: Yes. And so the education program has always been ongoing, but we are going to amplify even more because online, education is one thing. But in person, also, I mean, like -- the world is coming back. Look at this conference. I mean, you know, everyone is -- not in this hall but definitely in the leading -- all the --

Jason English: There's a lot of people, 28 one-on-ones happening simultaneously. There's a lot of people out there.

JuE Wong: Yes, exactly. So, yeah.

Jason English: Yeah. Okay. So -- and sorry, when does the amplification start on that?

JuE Wong: So it's ongoing, and we have already deployed the people in there. What I think you're also alluding to is the fact that we are also -- we have hired people to really target what we call the key opinion leader salons. These are salons that are very influential to the other hair stylists, and that is a group of salons that we are going after. And we have hired people that will be knocking on doors, calling them, and once they are secure the amount of operating is they actually will order online with us rather than having us see them on a frequent basis. But our interaction with them will be education, eventing and support for them.

Jason English: Okay. Okay. And what are the other chunky initiatives that are being deployed?

JuE Wong: So we -- we also have on the upper funnel, our home advertising, connected TV, digital advertising across the online medium. And all those are rolling out at the end of May.

Jason English: End of May, okay.

JuE Wong: Yeah.

Jason English: And then you've got an aggressive PR campaign, which has already been underway.

JuE Wong: Which is already ongoing, yeah, since February.

Jason English: Okay.

JuE Wong: So that continues. And we're also putting together a scientific advisory board, that's being assembled as we speak and should be deployed anytime soon.

Jason English: That sounds like it's additive to the PR stuff?

JuE Wong: Correct.

Jason English: Yeah. It's integrated within that. All right. What other chunky levers, or is that it? That's a big list, by the way.

JuE Wong: No, that's a big list. And I think what you know, Eric has always been very clear with the whole entire team, is that let's track, measure, and see what works. And when it works we are going to double click on it. And we don't have to wait until year-end to know, right.

As these things are being deployed, especially for the conversion part, the sampling and the people in store, if it works we can immediately see what the response is.

In terms of the upper funnel, the branding, in terms of the advertising, what we will need to do is measure on a monthly and quarterly basis the brand sentiment, brand health, and brand awareness metrics. All that will then tell us what is working and what is not working. Because when we tested it in November and December last year, in New York City, in Times Square, in SoHo, we found that when those billboards were there and directed to a call to action to the surrounding stores, those stores saw a lift.

Jason English: Okay. And I imagine you're tracking NPS levels with salon professionals, stylists?

JuE Wong: Correct.

Jason English: Okay. How are they trending now?

JuE Wong: At the moment, we still see -- you know, so we do independent third-party surveys through that. Overwhelmingly, 80% to 90% have told us that they want to continue to buy our products, were recommended to their clients. And if they're not certified by Olaplex, they intend to get certified.

Jason English: Okay. That sounds okay.

JuE Wong: You know, it's early days but we believe that they are working. That's what's important.

Jason English: So these are the proof point -- oh, these are the investments, and the proof points are going to be evident, should be evident, as we get to the third quarter, into the fourth quarter.

JuE Wong: Right.

Jason English: We're going to know if this stuff is working and if the base business has indeed turned a corner. And then we can start to focus on how you'll add on to the base. But if the base is leaking out, it's kind of a moot point.

Before I pivot to that, how we add on to the base, any questions from the audience? I don't see any hands rising, so we'll just keep this going. Okay.

So that's how we get like-for-like sales back up and growing. Then we've got expansion opportunities on top of that, distribution, geographic reach, as well as product segment stuff. Let's attack both. Which one do you want to attack first? Which one matters to you more, I suppose, in terms of building out the portfolio from a product perspective versus building out your distribution and geographic reach?

JuE Wong: So the good news with our product portfolio is that we have a clear line of sight all through 2028, because it takes 24 months to really build any launch innovation. So we have that. We have always said with the fundamentals of our category is strong, the fundamentals of our brand is just as strong. And if you look at the runway that we have, we are in the US -- 50% of our business is in the US; about 50% is in international, but primarily in Europe and the UK. We have the rest of the world. Latin America, the Middle East, Asia -- we started obviously in China as you have known. We have reported, albeit it's a smaller business. But we started in 2020 and cross-border. At any time, if we did nothing, the top-9 brands on [inaudible] cross-border. And when we have activation, like 11, 11, 618, they are the top three brands -- hair care brands, sorry.

So with that, so I think international is as important to us as our product innovation, as our people are. And we've been building the infrastructure.

Eric, I think if you want to build on that?

Eric Tiziani: I think you said it on international, JuE, and just on the product offering opportunity. First, within hair care, we still have many subsegments of the category that we don't exist in yet, which are incremental opportunities to us. Again, examples like a dry shampoo. Before we came out with that dry shampoo, you have to go off-brand to have that in your regimen. And we have many more examples like that in the pipeline.

Jason English: Like styling products coming to the line, what --

Eric Tiziani: That's a sub-segment. So you know, we have some styling products. Our Number 6 Smoother, or Number 7 Oil, and our Number 9 Serum, are used as styling products. But there are other styling products that don't exist in our portfolio today that represent significant opportunities for us.

Jason English: Okay.

JuE Wong: However you look at it, right, we have 12 retail SKUs. Forget about the back bar; there's four of them. Twelve retail SKUs, guided this year in a range that the productivity is really high. Compare us to any other brand out there to generate the revenue that we have, they need at least 100 students. So you can tell not only our runway for distribution, expansion and international is great -- our runway in product innovation is just as material.

Jason English: Yeah.

Eric Tiziani: Yeah.

Jason English: I hear you. And then the metrics as they stand today are still very impressive, and clearly not reflecting your stock. Your valuation is cheap even if your business was stable, for the amount of cash it spits off, suggesting of course investors don't believe it's going to be stable, that it's going to continue to shrink. So they're valuing a smaller business than consensus estimates have today.

And it all roots back to skepticism on the ability to resuscitate a brand like this. So I'm curious, are there case studies you're looking at? Because that's part of the thing. People invest like, hey, give me precedents of a brand that's gone through this cycle, had this phenomenal growth, came crashing down, and then turns back up like Maverick in the movie, shooting back up over the mountain.

Are you aware of any of those? What are the case studies [inaudible]?

JuE Wong: I would like to turn that question to you. You cover so many companies. What do you think?

Jason English: In this short a time frame, I can't think of any. I can definitely think of brands that got tired -- let's take beer -- Pabst, as an example. Old, mature brands that almost have a degree of nostalgia, and find a degree of revitalization years down the road because of something like that, but rich in heritage. And that's a different type of thing.

I struggle. I haven't come up with a good example.

Eric Tiziani: I would just say two things. One, I do want to refocus on the longer arc here, so the incredible growth that we've had as a business, triple-digit for many years in a row. It's still even 18% growth last year was the head of the category. And so you say crashing down, you know, this is a reset year. It's difficult in that sense. But we believe the reset is there to unlock this next phase of growth for the business.

And I don't like to use different companies' names, but one of the analogies and examples that's been given to us, a business that we have a tremendous amount of respect for, is a business like ELF that also went public, went through a period, and then is obviously performing very well today.

Jason English: Yes. I mean, I should look at that case study a little bit closer.

Okay. Any questions from the audience? On that note then, let's wrap it. You guys have had a phenomenal run. This is interesting. It's -- I hope this is just a transition phase. I think it is, and I think there's going to be real value creation on the horizon. But it's going to be a Show Me story, as the back of the year progresses. But I appreciate you detailing everything that you're doing. And now we know what to look for, and the key proof points to monitor as we progress through the year.

So, thank you so much.

JuE Wong: Thank you.

Eric Tiziani: Thanks, everyone.

Jason English: Take care.