



Company Overview



Company Overview

- Ticker: ULTA
- Headquarters: Bolingbrook, Illinois
- Market Cap: \$21 billion
- Number of Stores: 1,302
- Revenue: \$6.1 billion (2020)
- Current Price: \$377







Company History



Company History





Business Segments



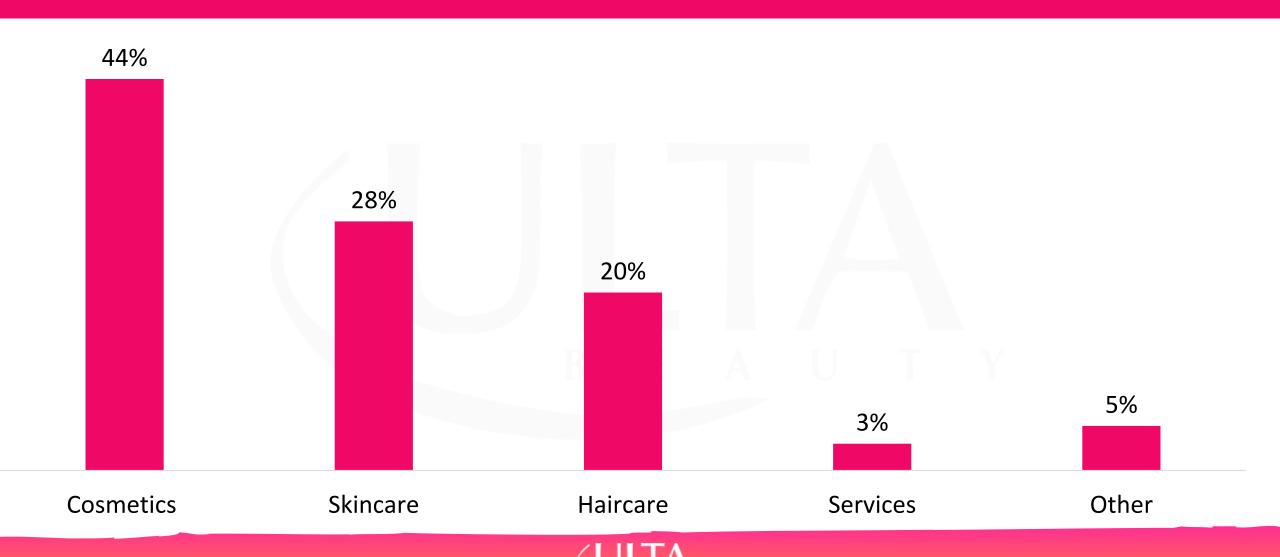
Business Segments

- 1. Cosmetics
- 2. Skincare
- 3. Haircare
- 4. Services
- 5. Other





Revenue by Segment



Cosmetics

Cosmetics

- Foundation
- Lipsticks
- Mascara
- Makeup tools





Skincare

Skincare

- Cleansers
- Moisturizers
- Treatment and Serums
- Eye Treatments
- Sun Care
- Supplements





Haircare

Haircare

- Shampoo & Conditioner
- Treatment
- Hair Color
- Hair Styling Tools
- Styling Products





Haircare

Haircare

- Shampoo & Conditioner
- Treatment
- Styling Products
- Hair Color
- Hair Styling Tools





Service

Service

- Styling courses
 - 4,800 professionals
- Salon services





Service

Service

- Styling courses
 - 4,800 professionals
- Salon services





Other

Other

- Nail products
- Accessories
- Credit cards
- Gift cards



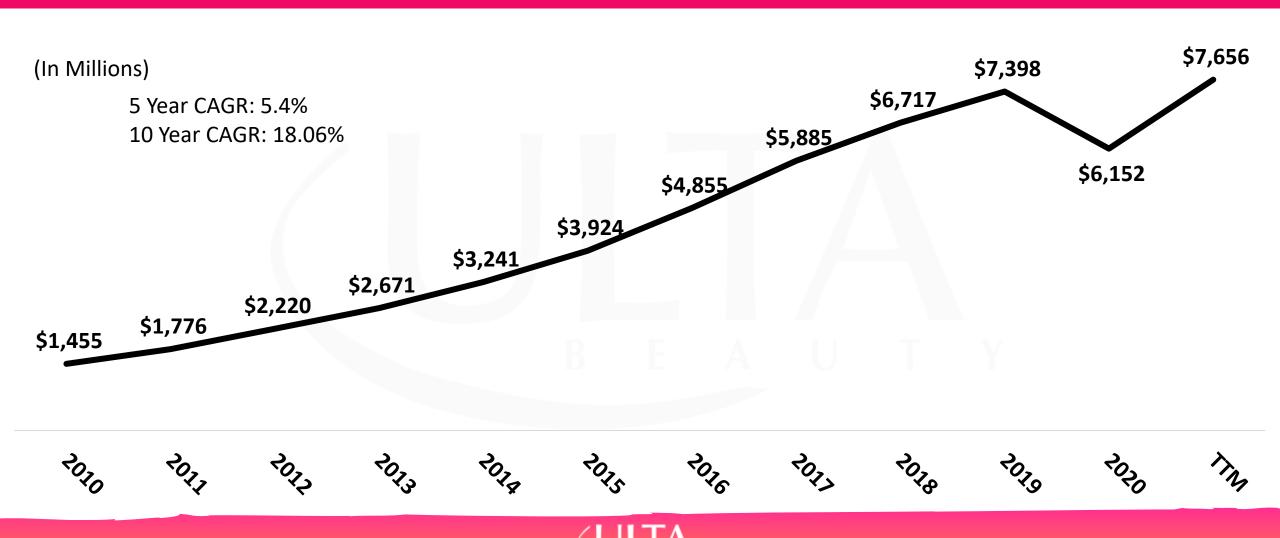




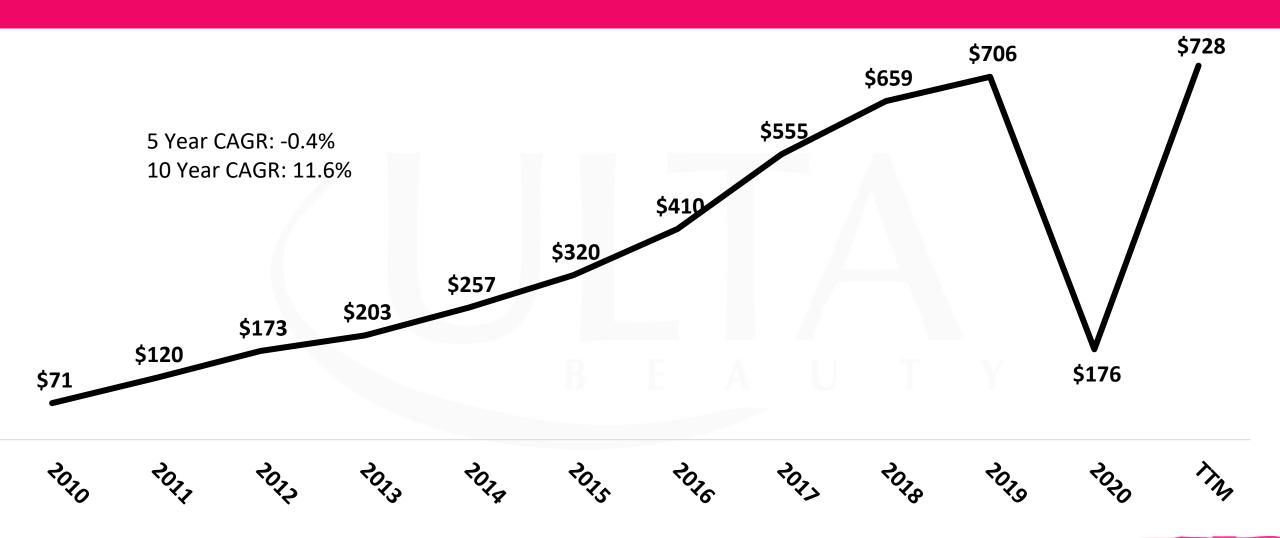
Interpretation of Financial Statements



Revenue

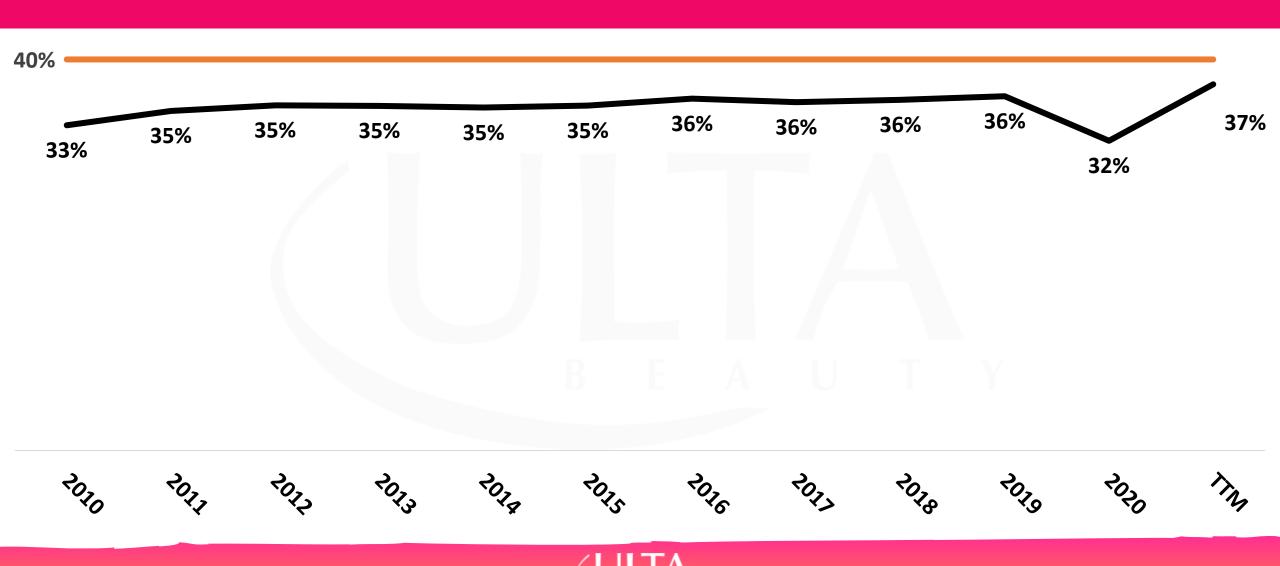


Net Income

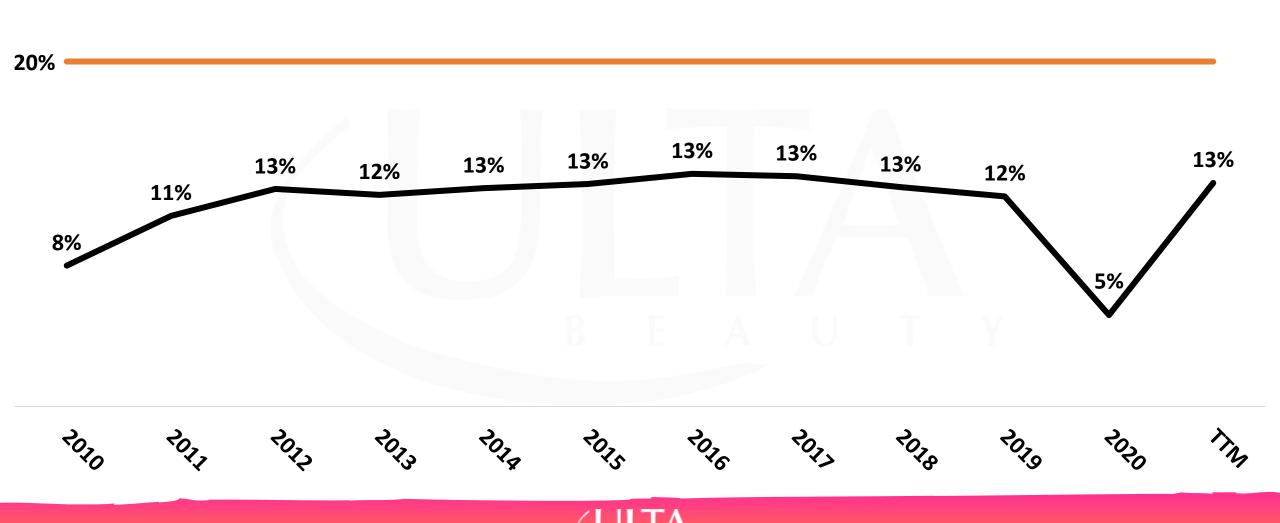




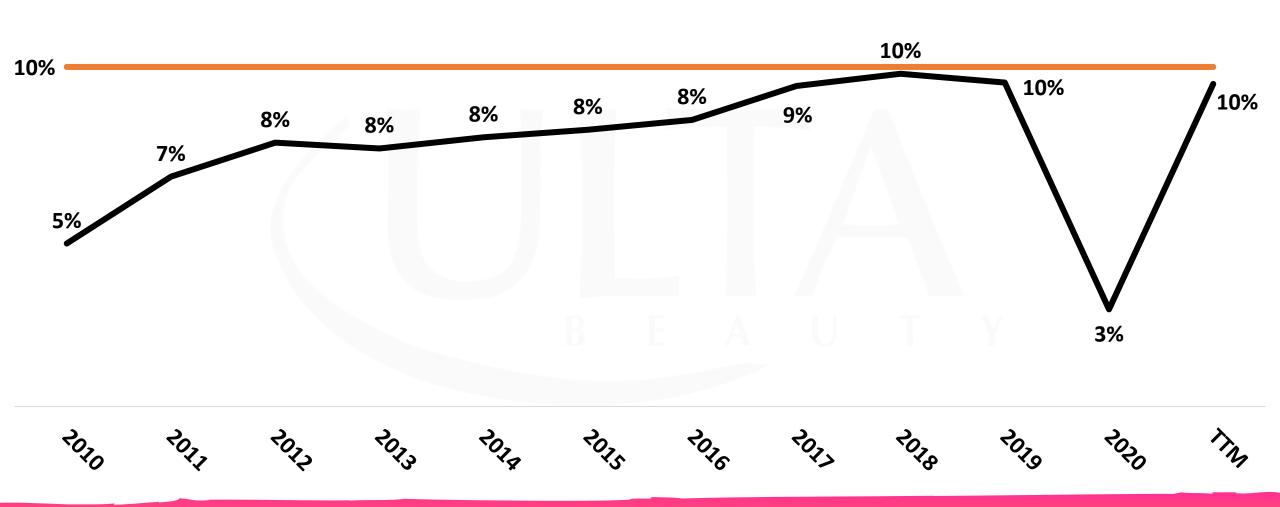
Gross Margin



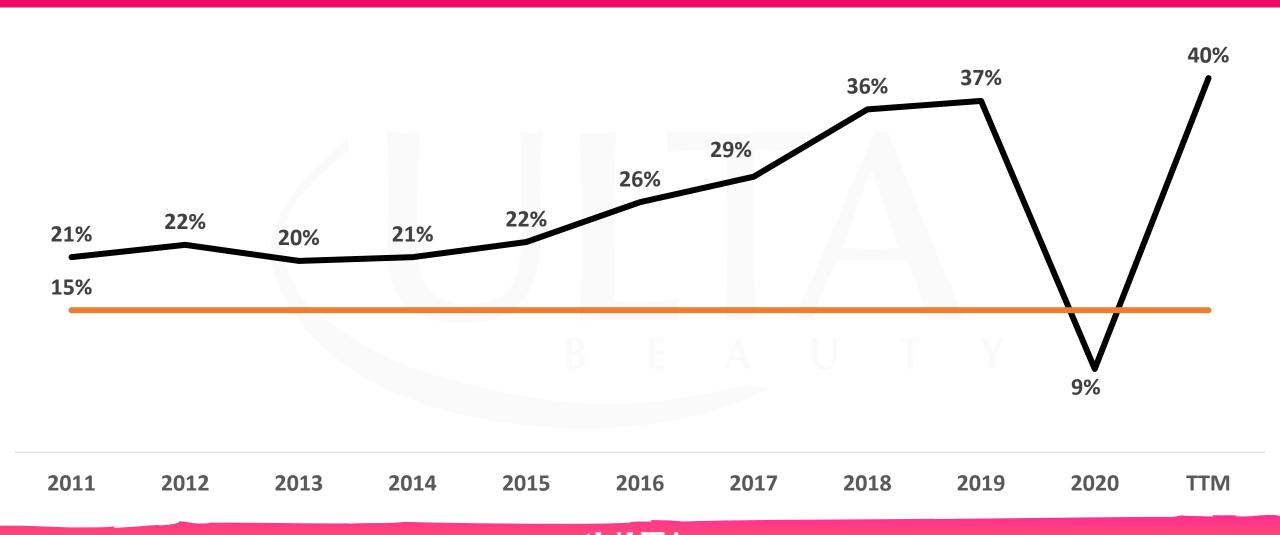
Operating Margin



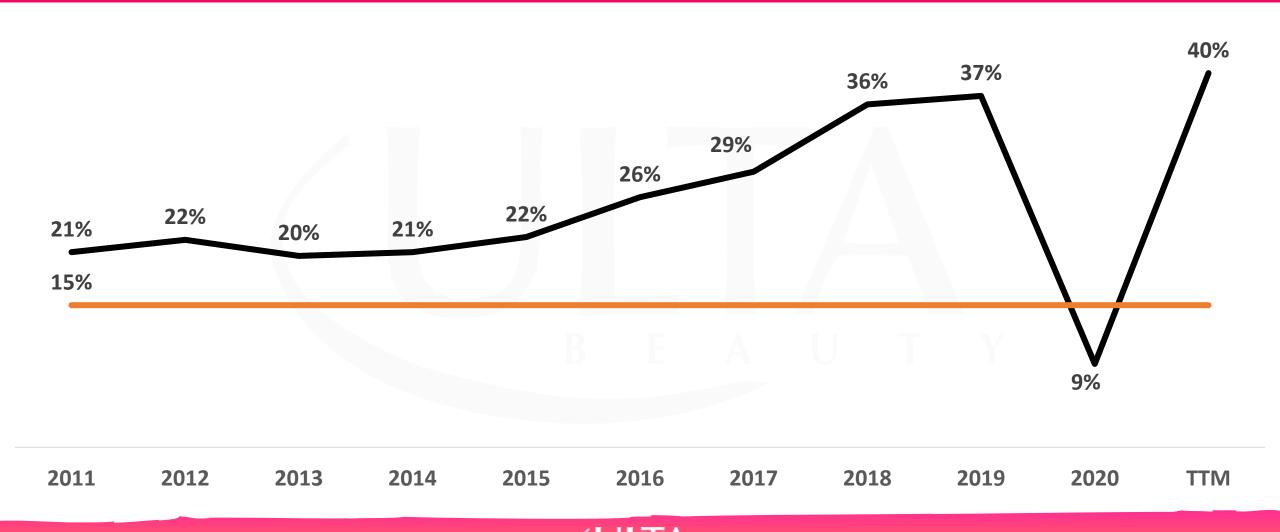
Net Margin



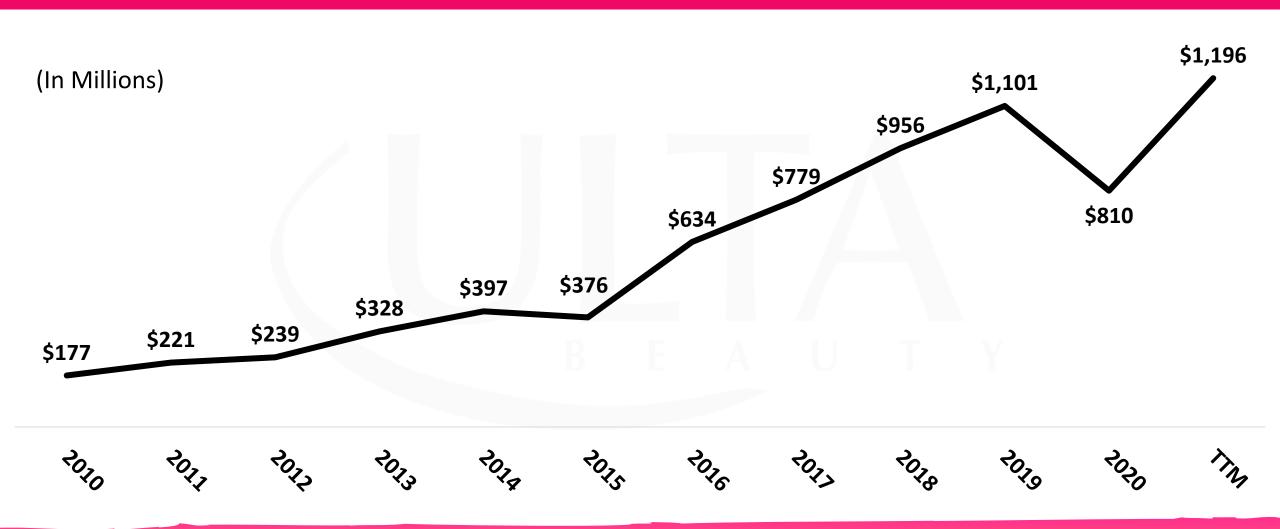
Return on Equity



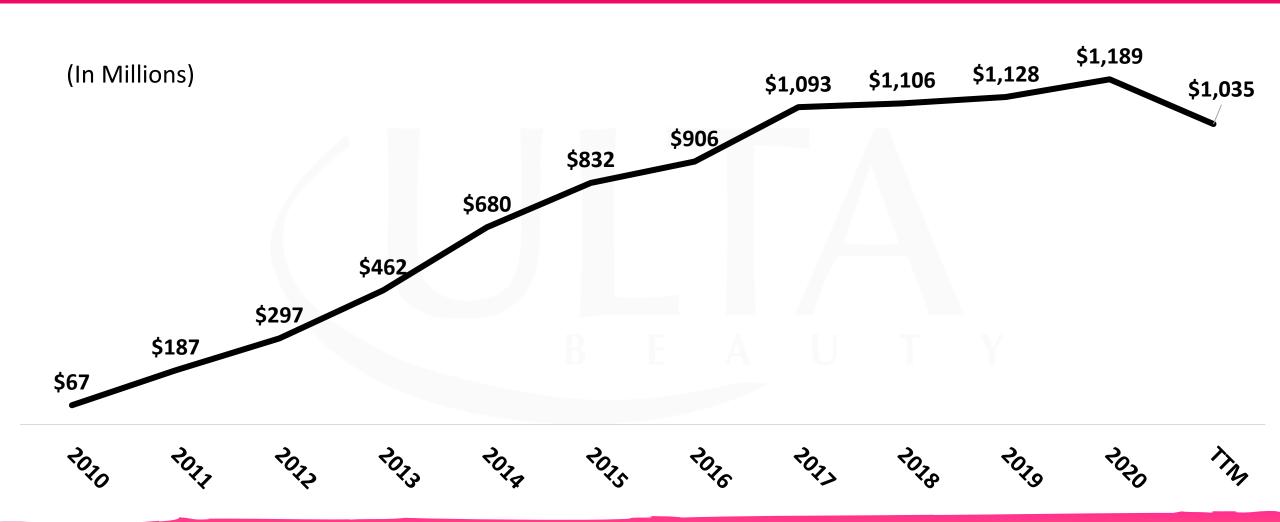
Return on Invested Capital



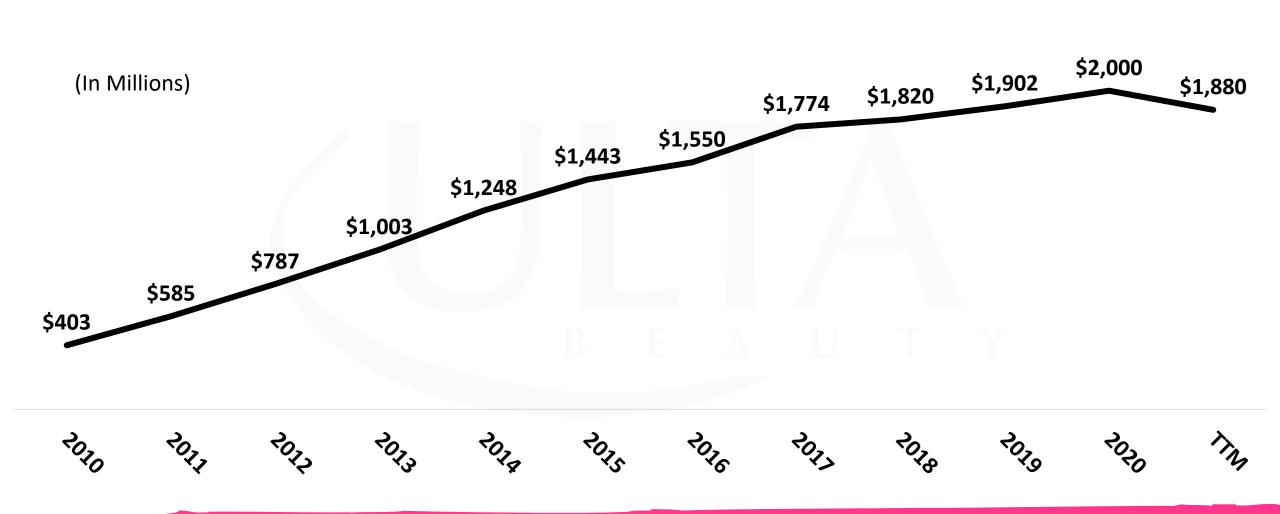
Cash Flow from Operations



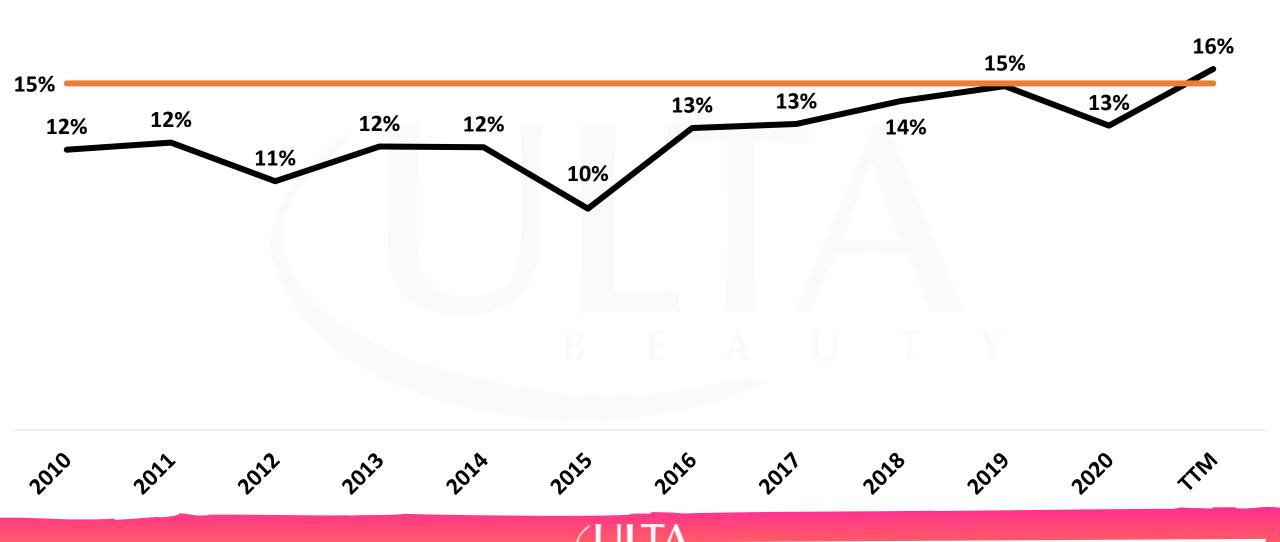
Retained Earnings



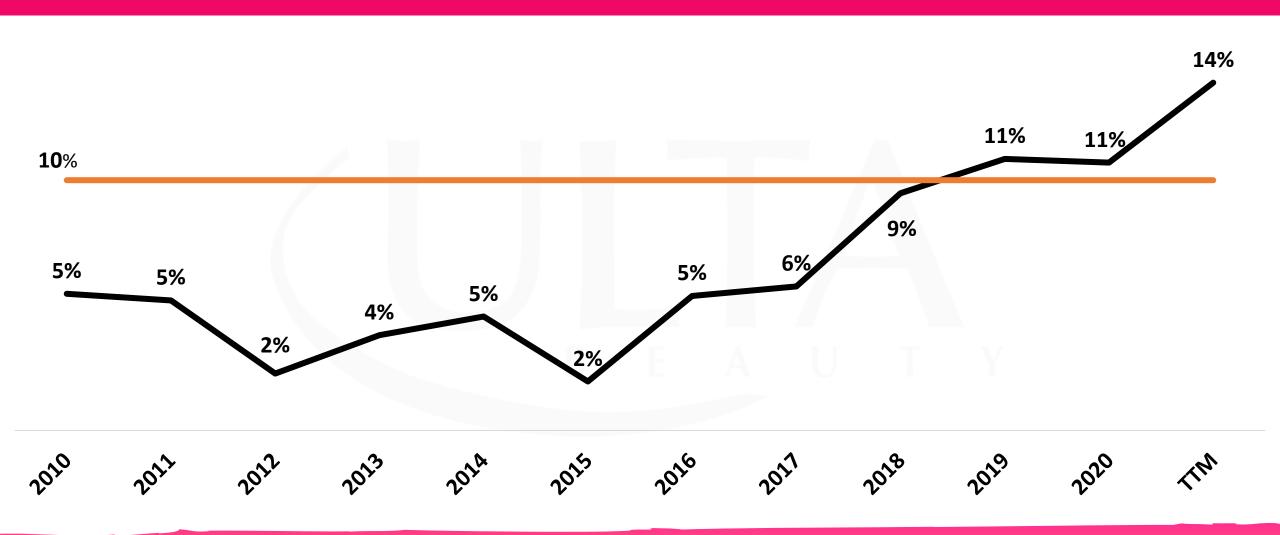
Total Shareholders' Equity



Cash Flow from Operations Margin

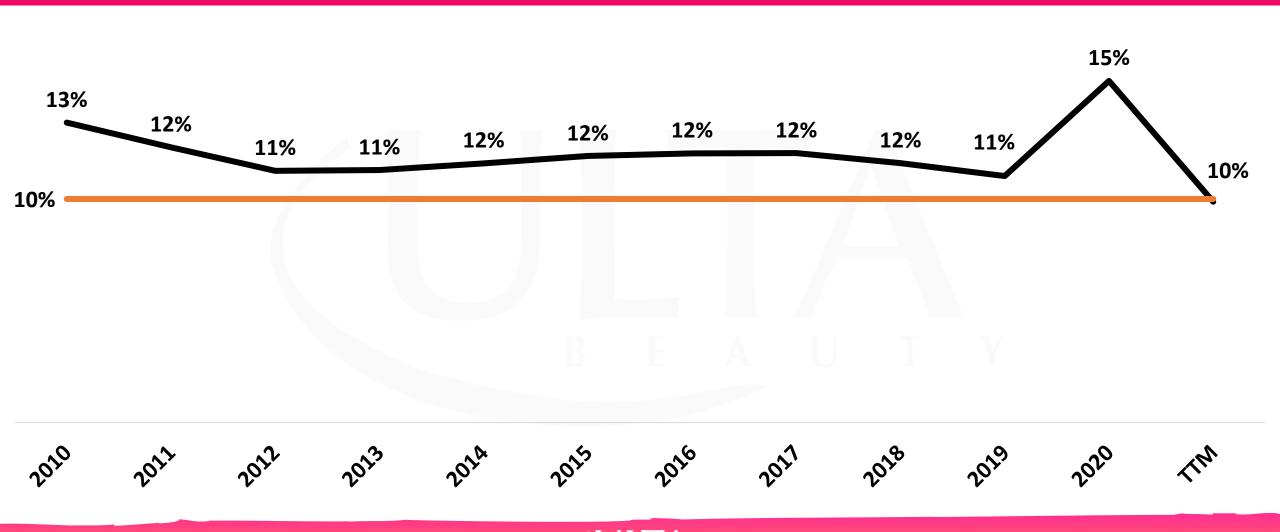


Free Cash Flow Margin

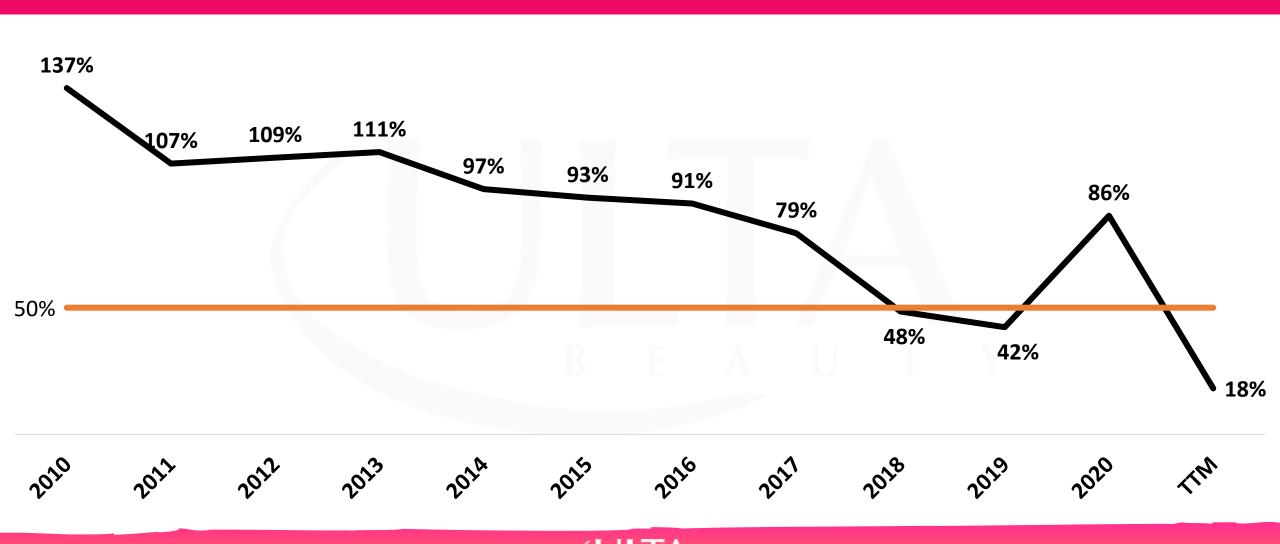




Depreciation & Amortization to Gross Profit



Capital Expenditures to Net Income



Obligation Ratio

Add: ST Debt \$0 (In Millions)

Add: LT Debt \$0

Add: Leases *7 \$2,233

Add: Pension Shortfall \$0

Add: Preferred Stock \$0

Less: Cash Assets \$605

Net Income \$2,828

Obligation Ratio 0.58 Years





Economic Moat



Intangible Assets

- In-Store Experience
- Strategic Partnerships
- Exclusive Lines and Products
- Registered Trademarks
- Brand Loyalty
- Rewards Program
- Consumer Data





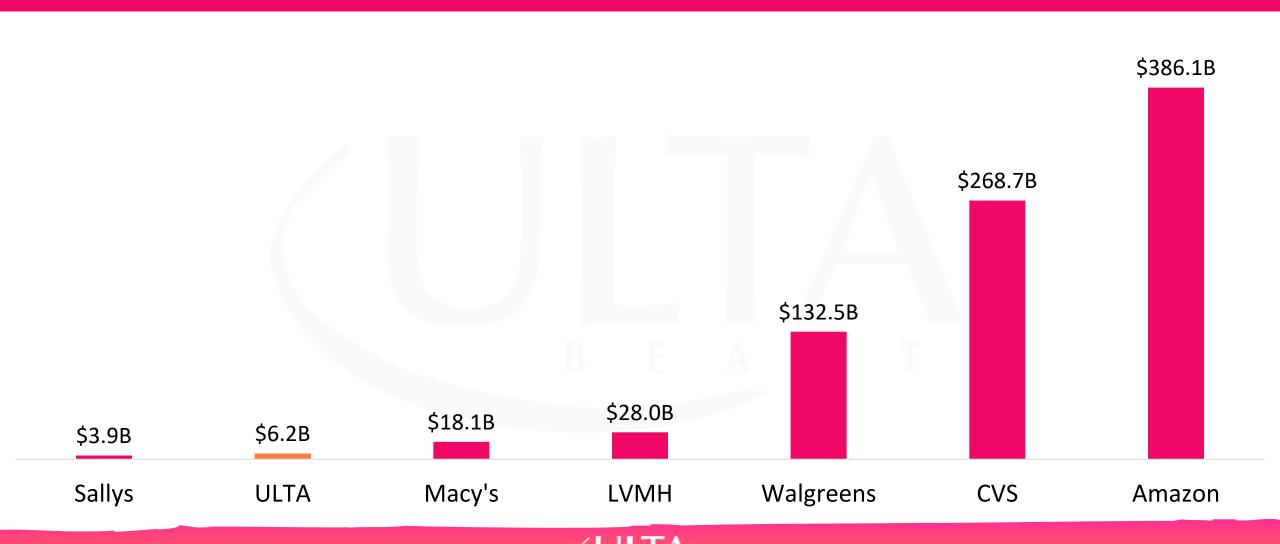




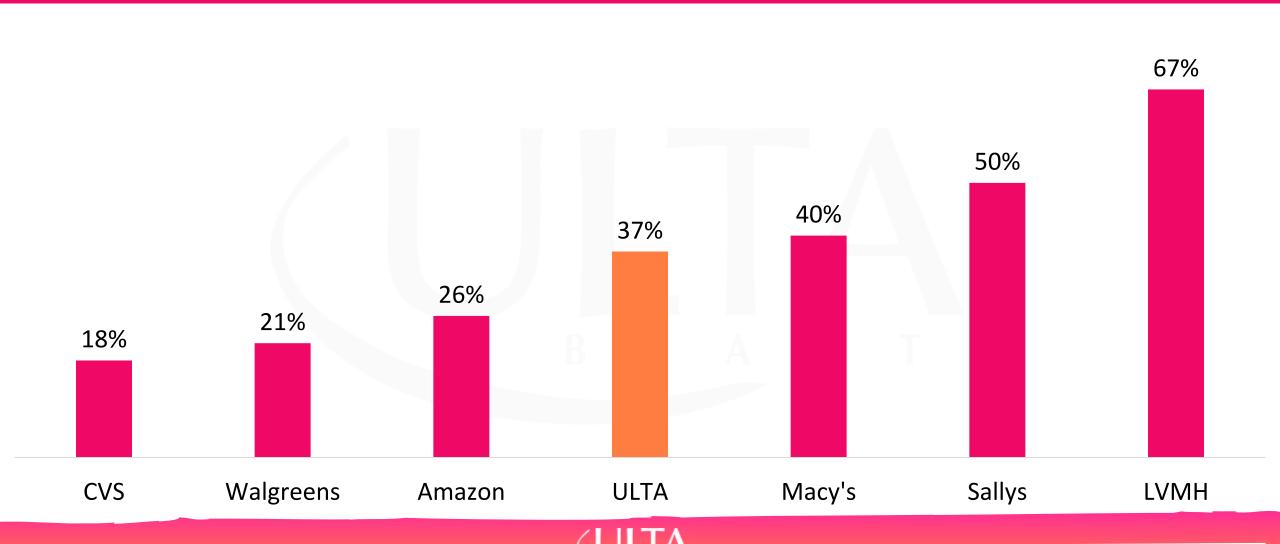
Competitor Analysis



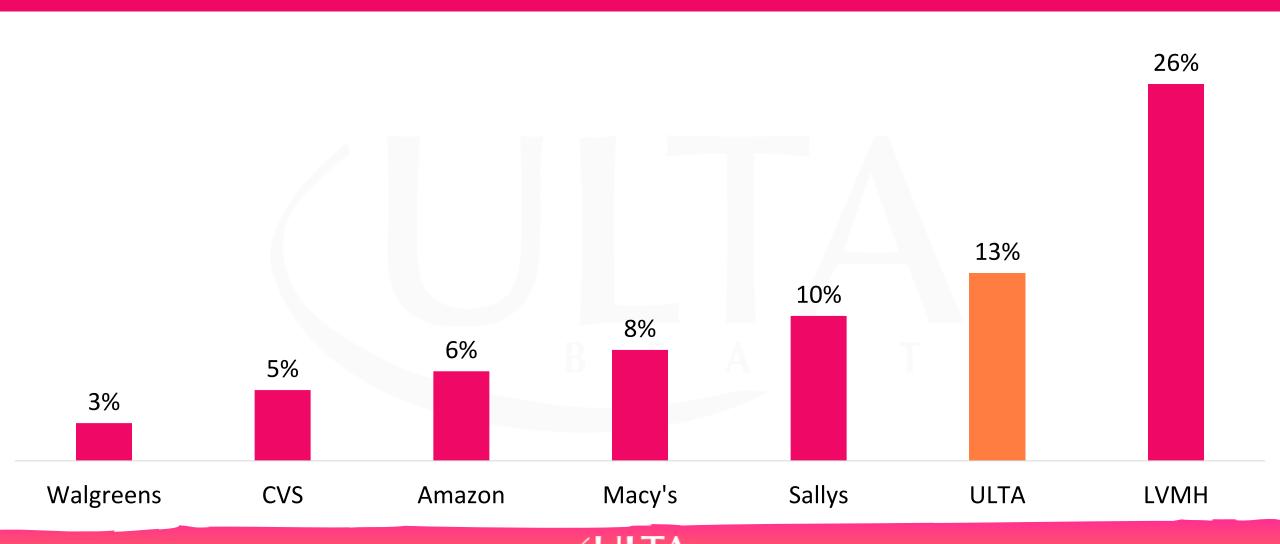
Competitor Analysis: Revenue



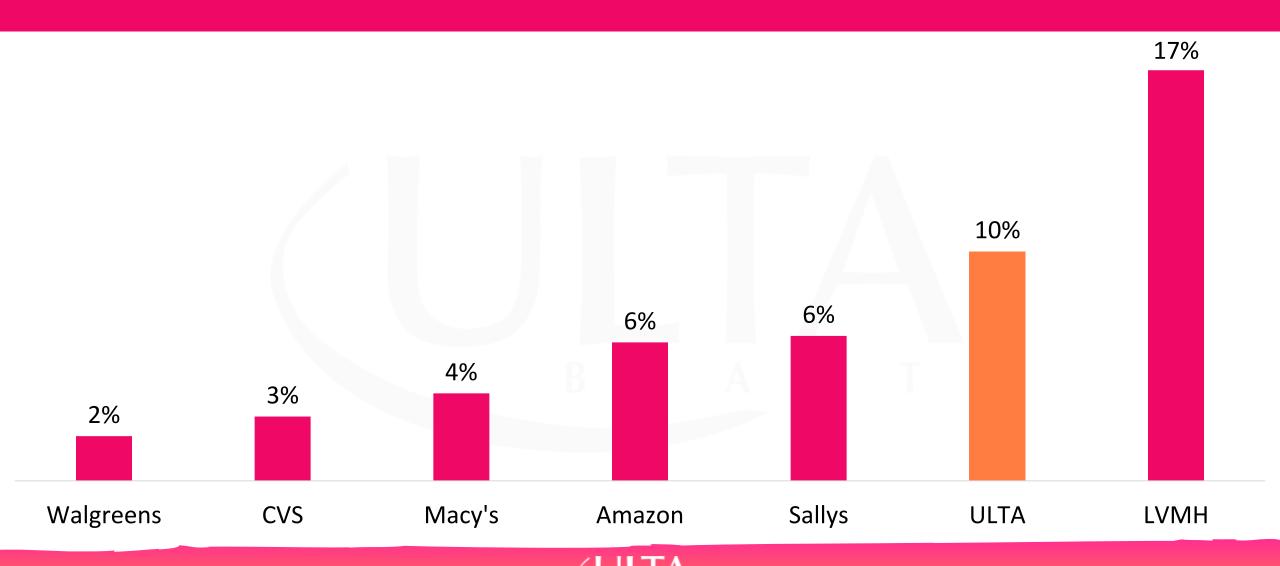
Gross Margin



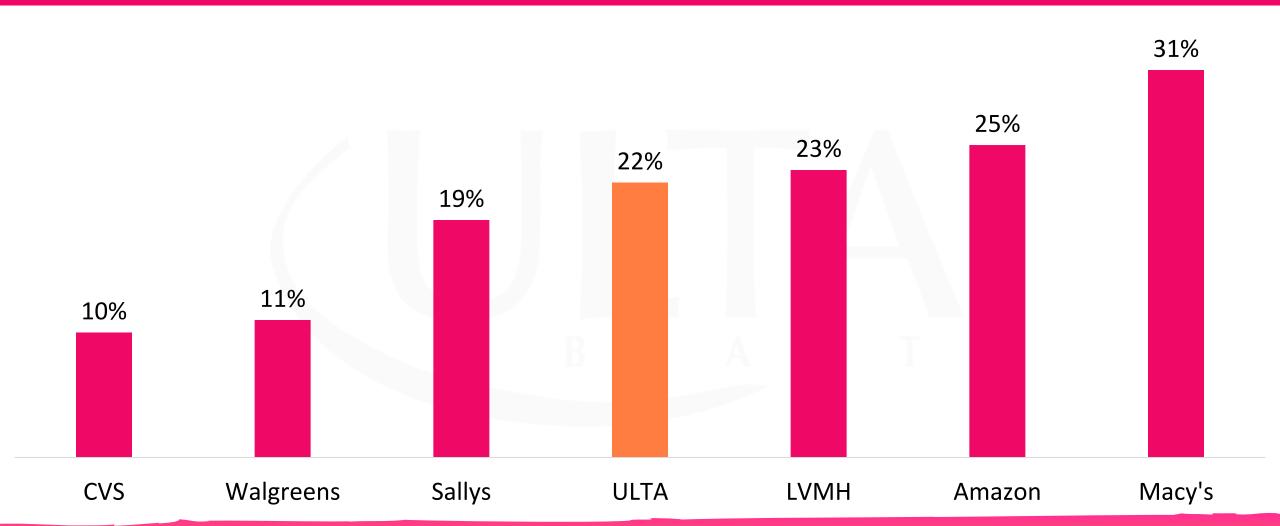
Operating Margin



Net Profit Margin

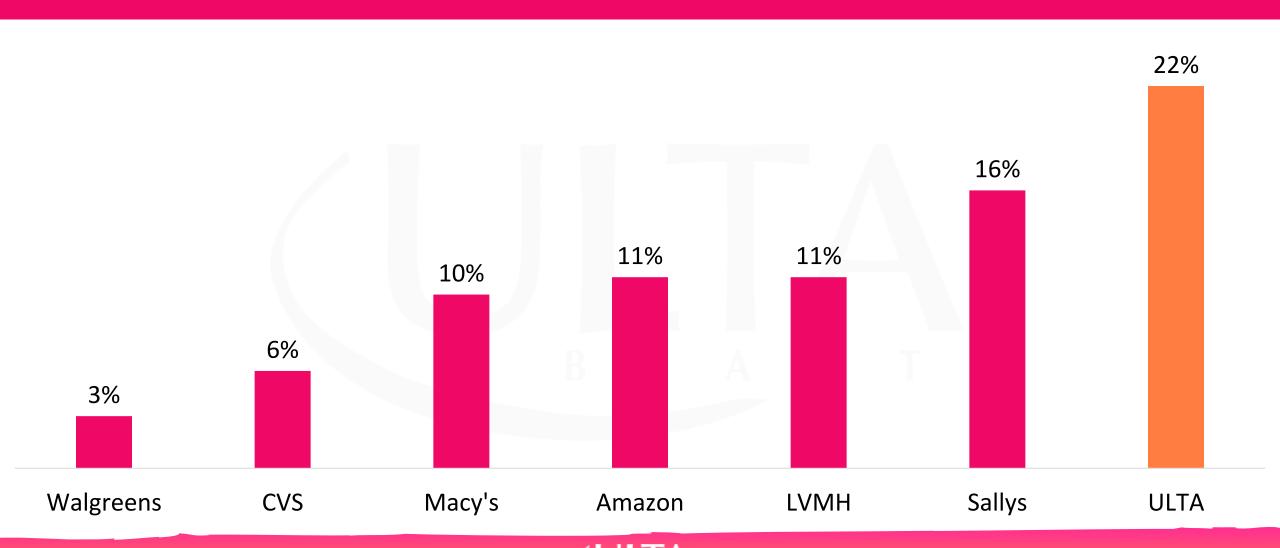


Return on Equity





Return on Invested Capital





Industry Specific

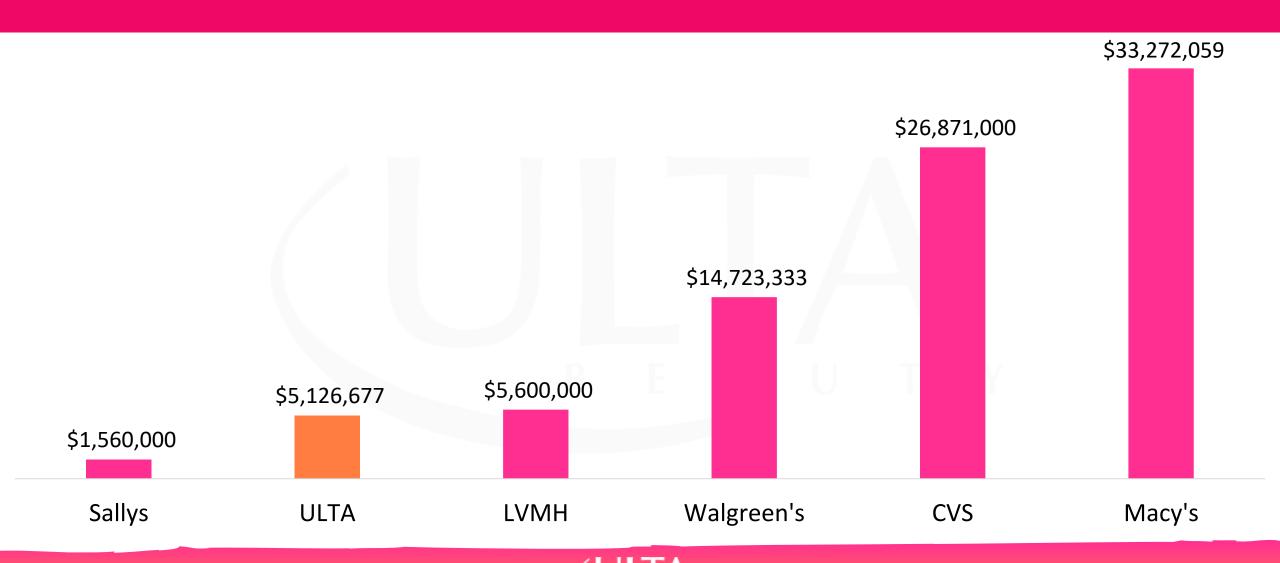


Competitor Analysis Overview

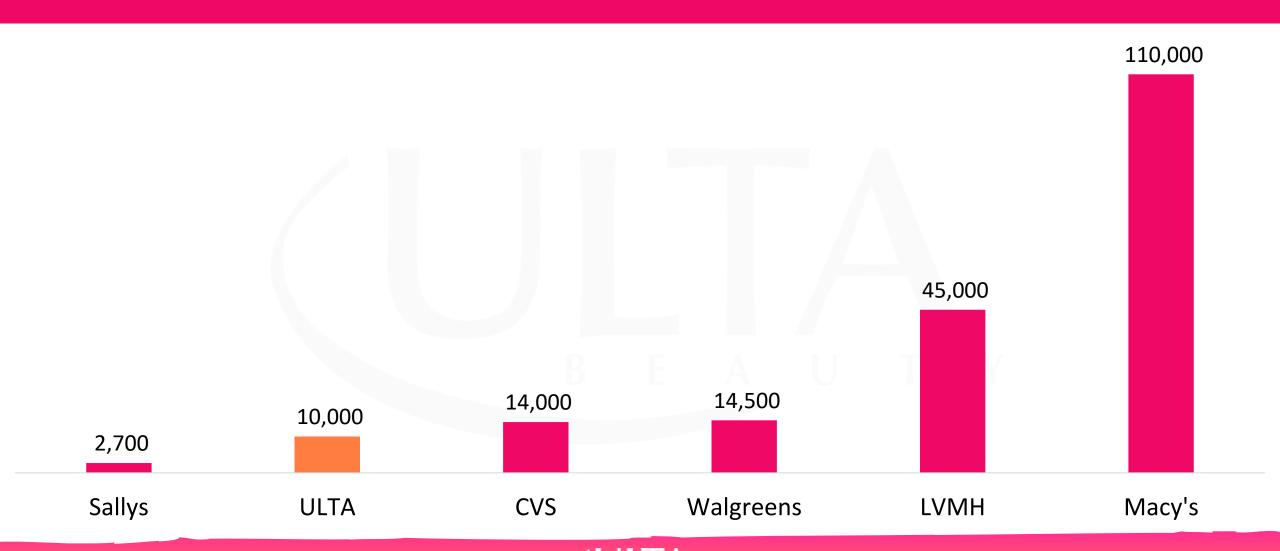
	ULTA	♥CVS	w	macys	SALLY BEAUTY	LVMH
Market Cap	\$22.3B	\$122.3B	\$40.4B	\$9.6B	\$2.2B	\$397B
# of Stores	1,310	9,968	9,277	732	2,500	2,600
Revenue	\$6.2B	\$268.7B	\$132.5B	\$18.1B	\$3.9B	\$28B



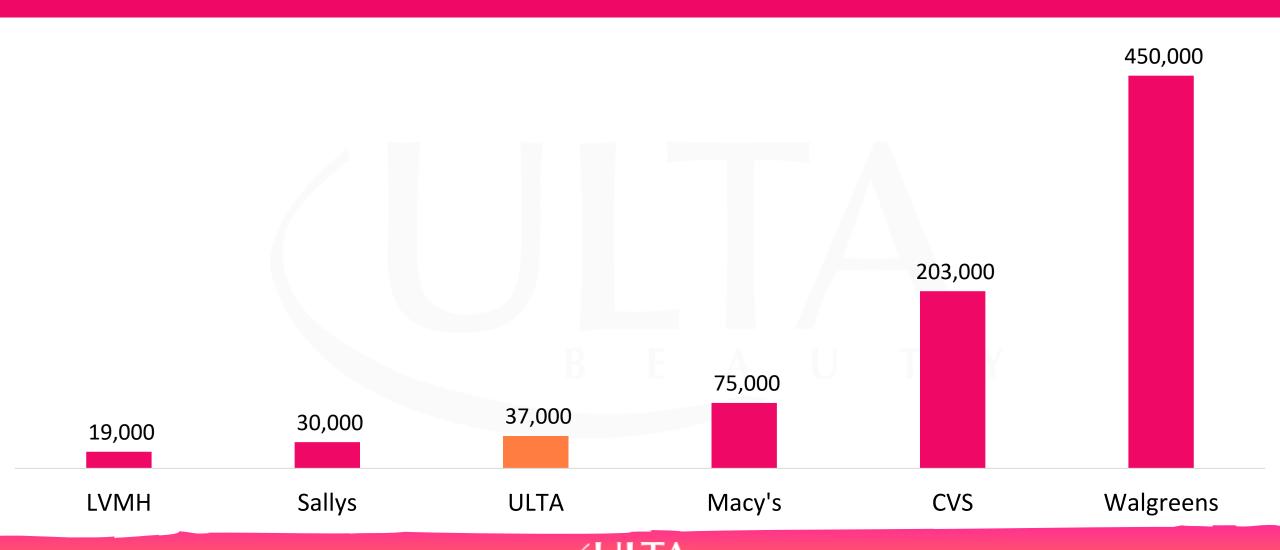
Competitor Analysis: Sales per Store



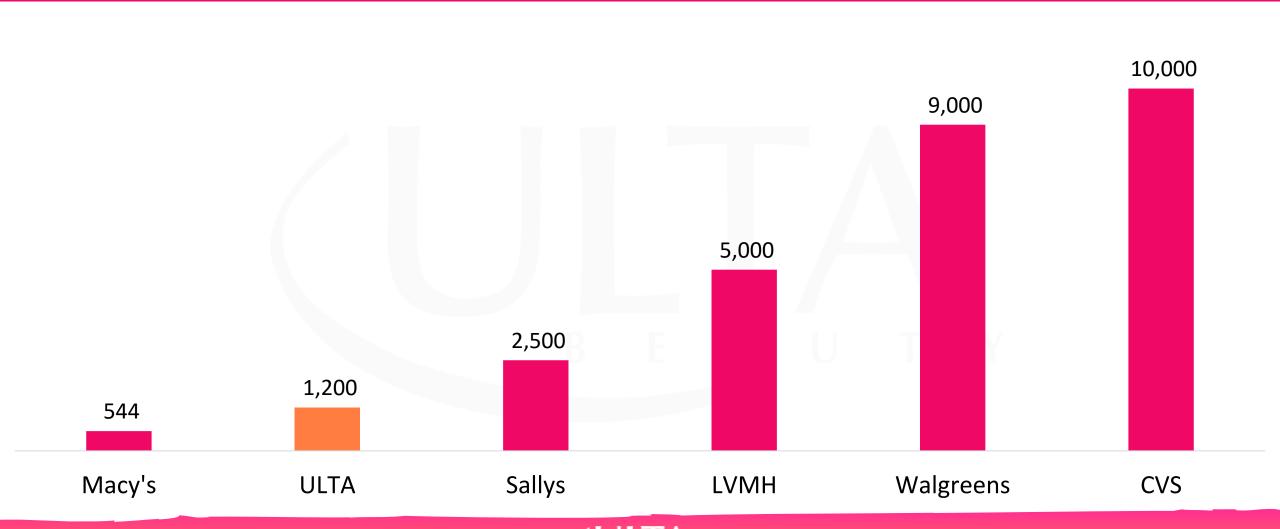
Competitor Analysis: Avg Sq ft per Store



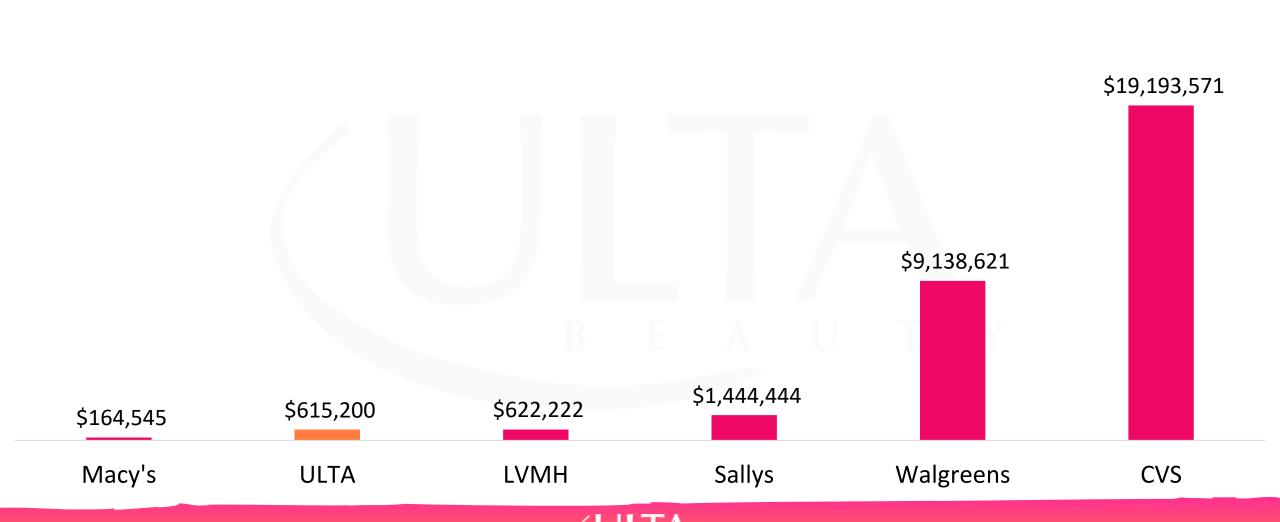
Competitor Analysis: Total Employees



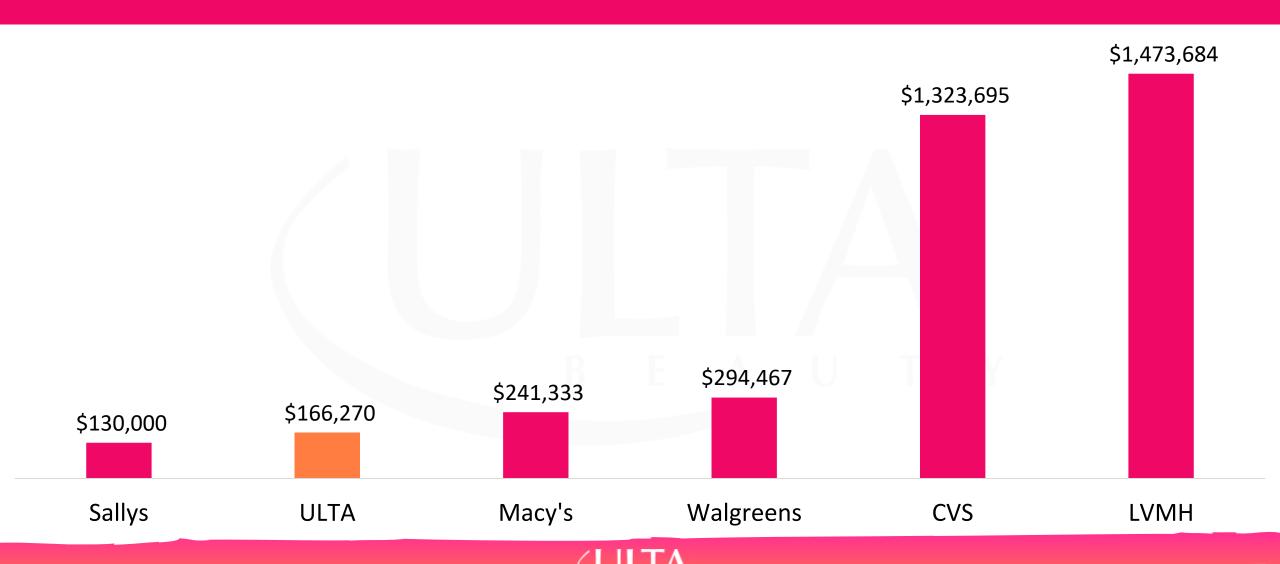
Competitor Analysis: Total Stores



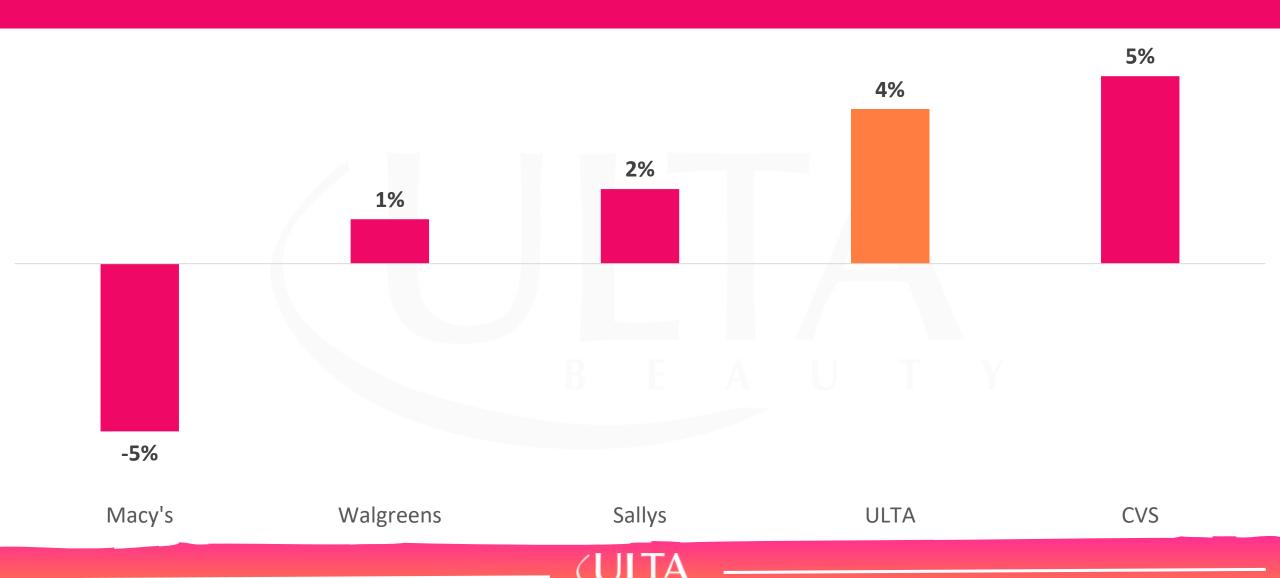
Competitor Analysis: Sales per Sq Feet



Competitor Analysis: Sales per Employee



Same Store Sales 5-YR Average





Risk Factors



Battle of the Beauty Queens





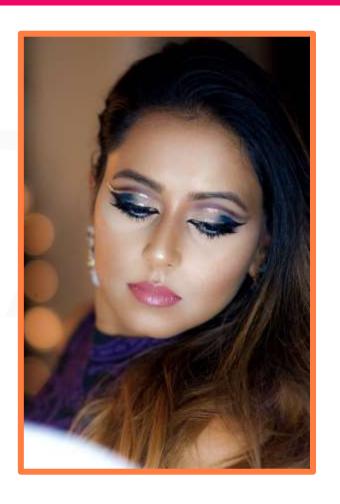




Consumer Cyclical

"Au Naturel" - The New Makeup







Makeup to Cover Up

Approximately 20% of girls between 8 and 18 who wear makeup describe feeling <u>unappealing</u>, <u>undesirable</u> and simply <u>not confident</u> when not wearing makeup.



E-Commerce & Direct to Consumer







Management



Management



CEO Dave Kimbell

Tenure: 8 Years ULTA

Joining ULTA in 2013 Dave served as CMO and VP. He also served as CMO for PepsiCo. and managed brands for Procter and Gamble starting in 1995. He worked closely with former CEO Mary and assumed leadership in June 2021.



Former CEO Mary Dillon

Tenure: 8 Years ULTA

She served as the Executive VP at McDonalds and CEO of US Cellular. Mary tripled ULTA's market cap, doubled the stores fleet, and doubled its loyalty members. Mary is currently a non-executive director of Starbucks.





COO – Kecia Steelman – 2021

Tenure: 7 Years ULTA
Began her career at Target.
Then became manager of various departments at Home Depot and served as VP at Dollar Stores.



CFO – Scott Settersten – 2013
Tenure: 16 Years ULTA
Before ULTA he worked at PWC
for 15 years as a CPA serving in
various senior manager roles.



CMO – Monica Arnudo – 2019
Tenure: 4 Years ULTA
Previously, Monica worked for
Sephora and supported top
brands such as Chanel, Bobbi
Brown, and Bare Escentuals.



Capital Allocation



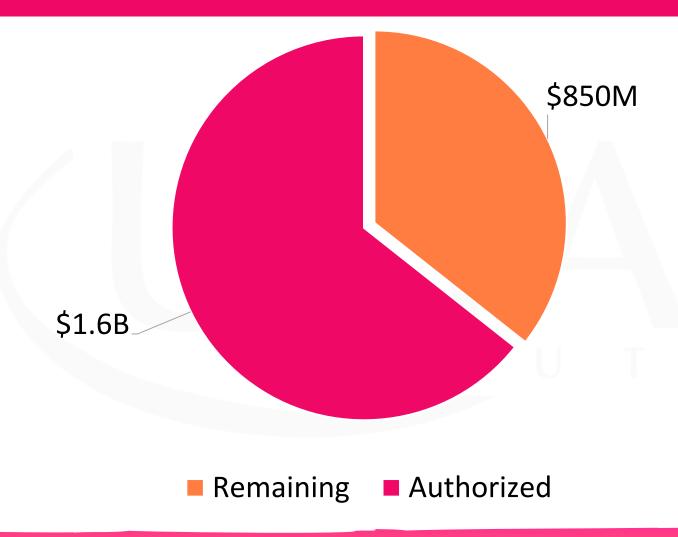
Share Repurchases

•3Q Repurchased Shares for \$166 M

Projecting \$850M Total Repurchases in 2021



Share Repurchases



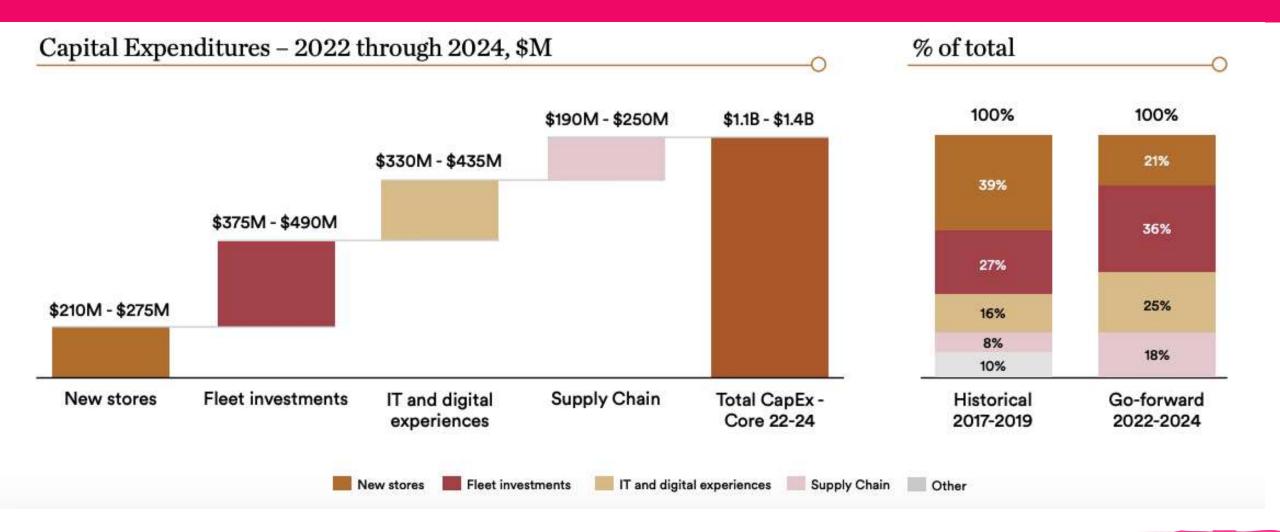


Shares Outstanding





Capital Expenditures Outlook







Acquisitions



THE ULTIMATE VIRTUAL MAKEOVER



Acquisitions

QM Scientific

•GLAM LAB





Growth Opportunities





Coming Soon Near You....

Driving growth through stores

End of year store count







ULTA

Store Location and Count

2021 Total open stores: 1,300+



Ulta Beauty Stores Ulta Beauty at Target

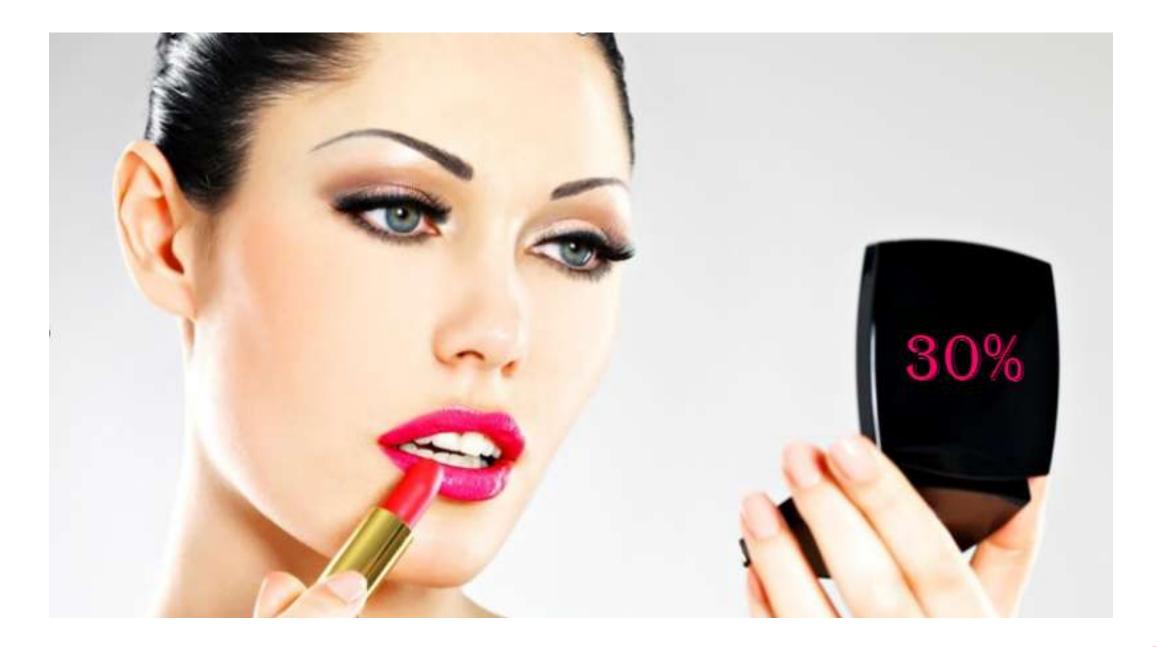


ULTA at Target

- 1,000 Sq. Ft
- 50+ Prestige and Emerging Brands
- Same assortment on Target.com
- Curation of:
 - Core best sellers
 - Hottest new items
 - Limited Edition Products



















Disruption





Disruption Creativity



Disruption Creativity Success







New Braunfels Branch ULTA Store Manager Gorey



UB Media





Market Growth

Beauty category returning to growth



[&]quot;Source: Euromonitor Beauty and Personal Care in the USA 2021 report.

I'Ulta Beauty proprietary beauty market model









Branded Partnerships



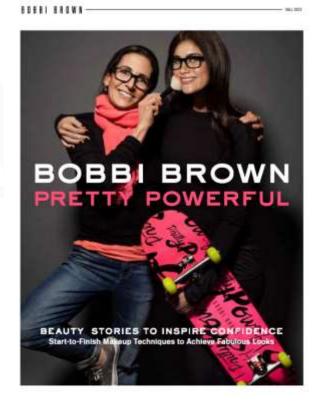
Elaluz







UNDONE Beauty







Influencers

• 3,100+

Pieces of unique content created

• 5,200,000

Total impressions

• 143,000

New @ultabeauty Followers





Salon Services

• ½ of Salon Customers make a double purchase.

Visit 2x as often

• 3x more is spent









Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Healthy Financials

Target Partnership

Virtual Reality

E-Commerce Growth

Individual Service

Management Depth & Experience



Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Virtual Reality

Healthy Financials

Target Partnership

Individual Service

E-Commerce Growth

Management Depth & Experience



Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Healthy Financials

Target Partnership

Virtual Reality

E-Commerce Growth

Individual Service

Management Depth & Experience



Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Healthy Financials

Target Partnership

Virtual Reality

E-Commerce Growth

Individual Service

Management Depth & Experience



Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Healthy Financials

Target Partnership

Virtual Reality

E-Commerce Growth

Indívidual Service

Management Depth & Experience



Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Healthy Financials

Target Partnership

Virtual Reality

E-Commerce Growth

Individual Service

Management Depth & Experience



Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Healthy Financials

Target Partnership

Virtual Reality

E-Commerce Growth

Individual Service

Management Depth & Experience



Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Healthy Financials

Target Partnership

Virtual Reality

E-Commerce Growth

Individual Service

Management Depth & Experience

Artificial Intellige

International Expansion



Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Healthy Financials

Target Partnership

Virtual Reality

E-Commerce Growth

Individual Service

Management Depth & Experience



Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Healthy Financials

Target Partnership

Virtual Reality

E-Commerce Growth

Individual Service

Management Depth & Experience



Margin Growth

Rewards Program

Store Expansion

Prestige Brands

Healthy Financials

Target Partnership

Virtual Reality

E-Commerce Growth

Individual Service

Management Depth & Experience



Margin Growth

Rewards Program

Store Expansion

Prestige Bra

Virtual Reality

ULTAmate

E-Commerce Growth

nership

Target

ial Service

Management Depth & Experience





Valuation

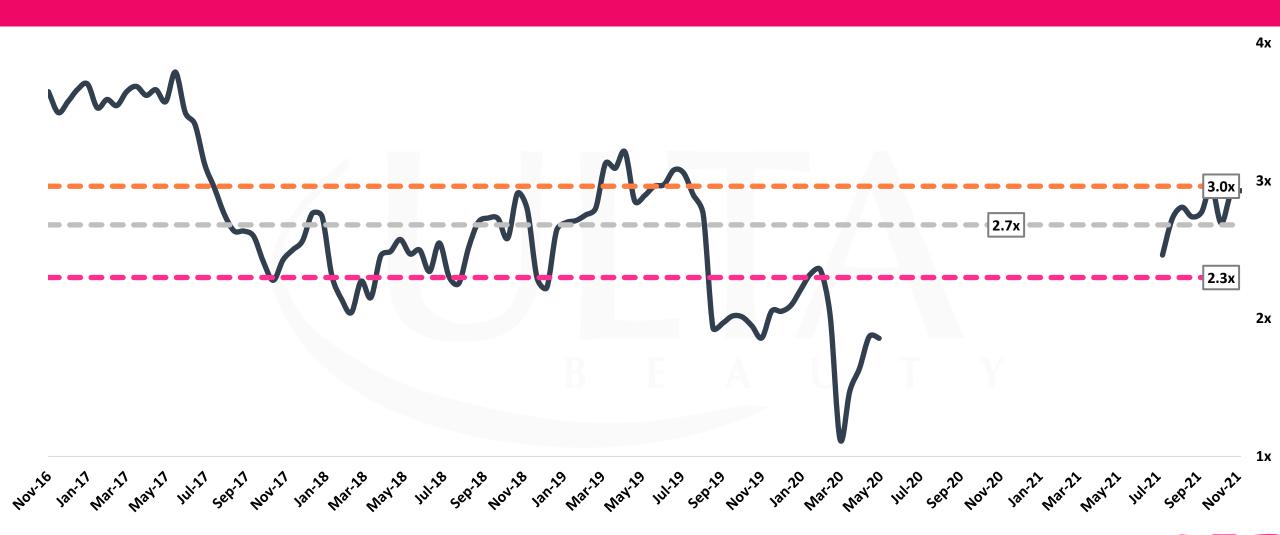




Value Bands

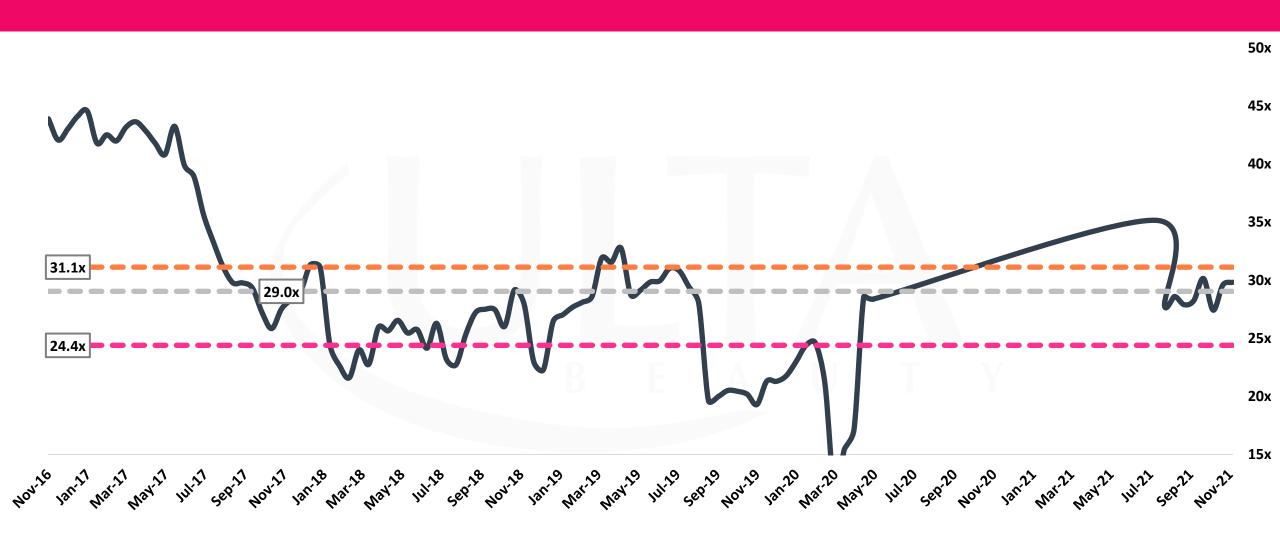


Price to Sales



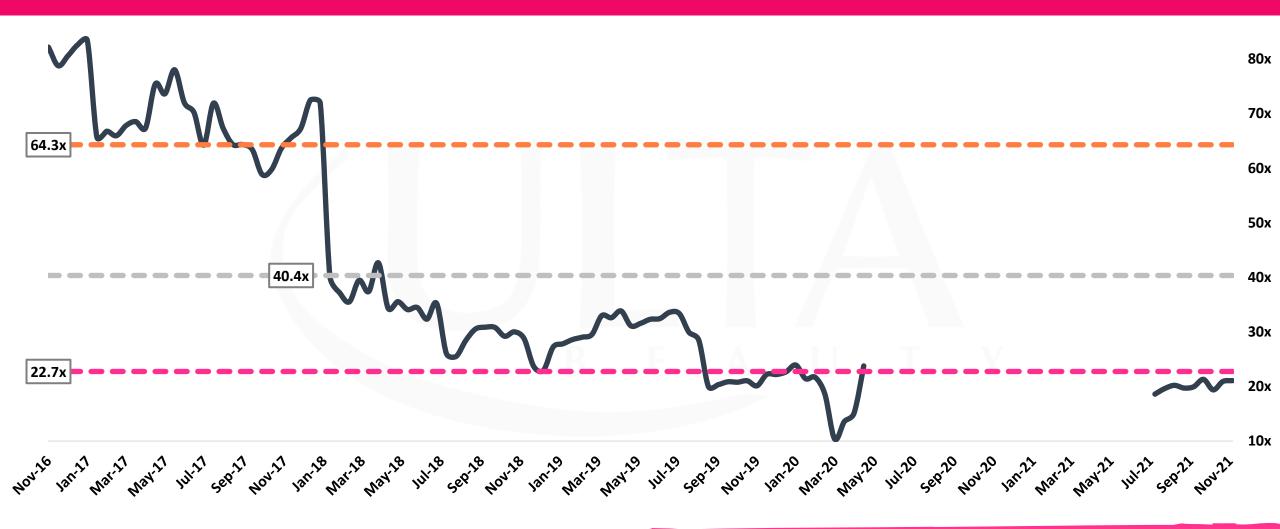


Price to Earnings



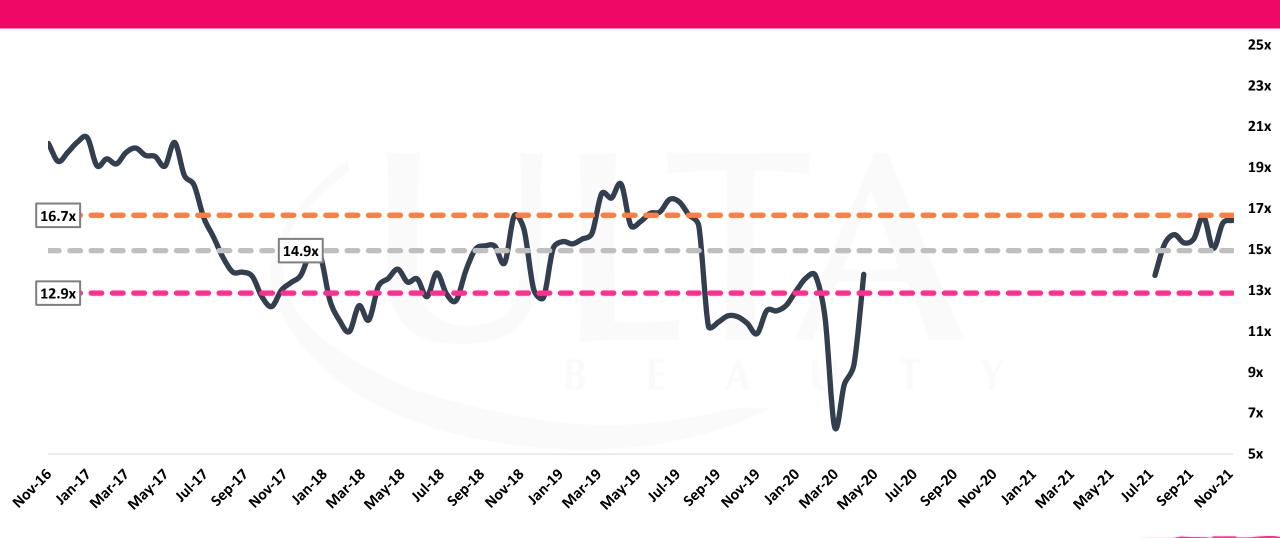


Price to Free Cash Flow



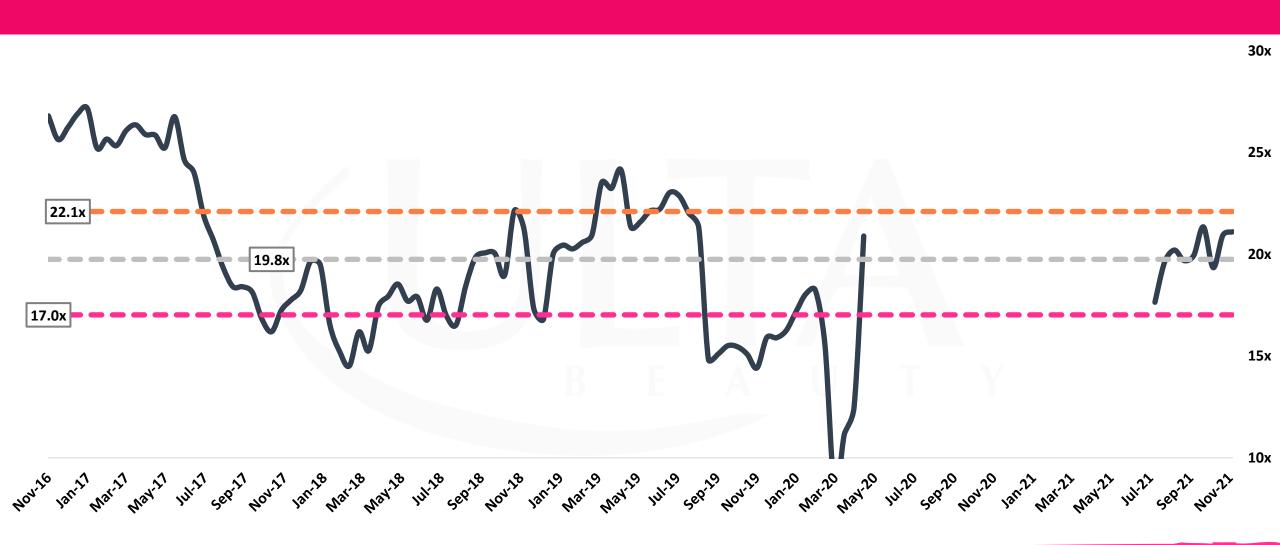


EV to EBITDA



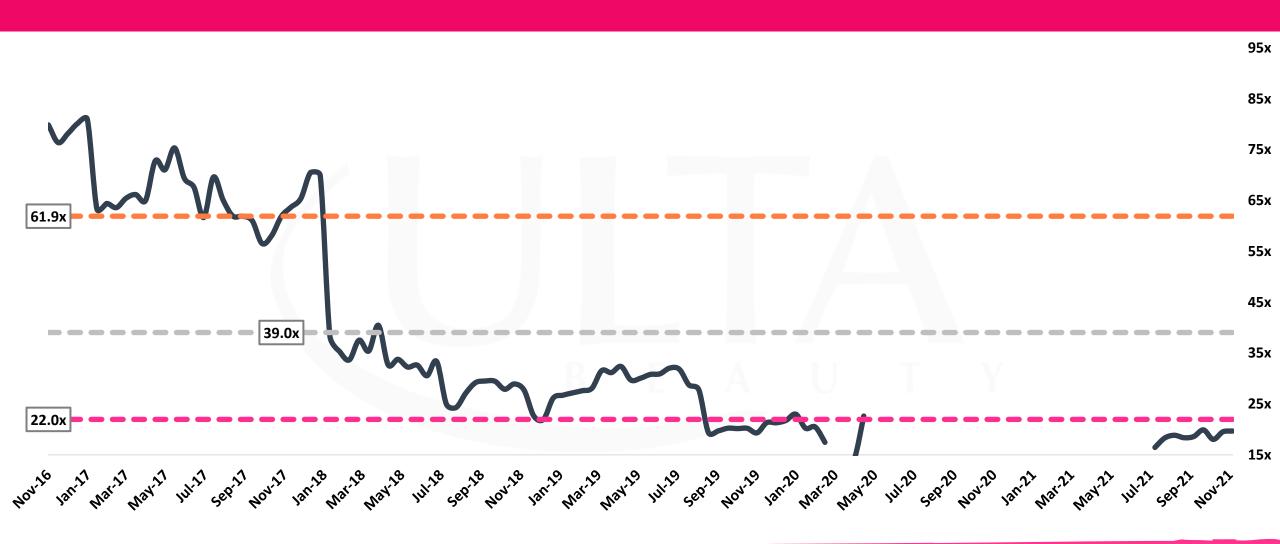


EV to EBIT



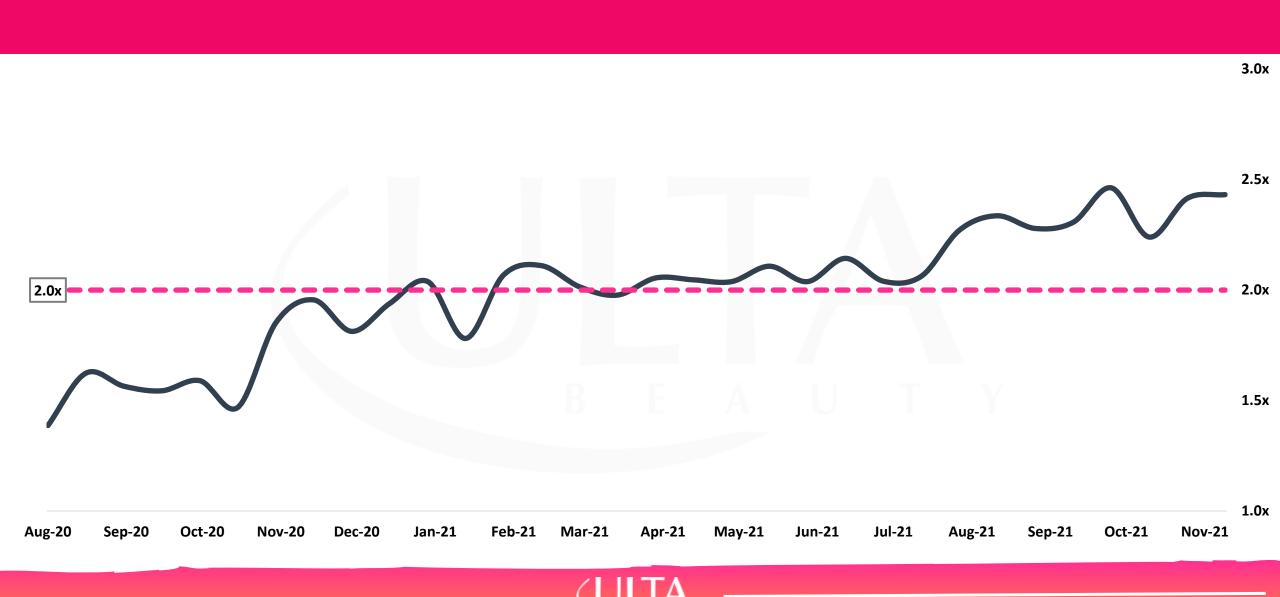


EV to Free Cash Flow

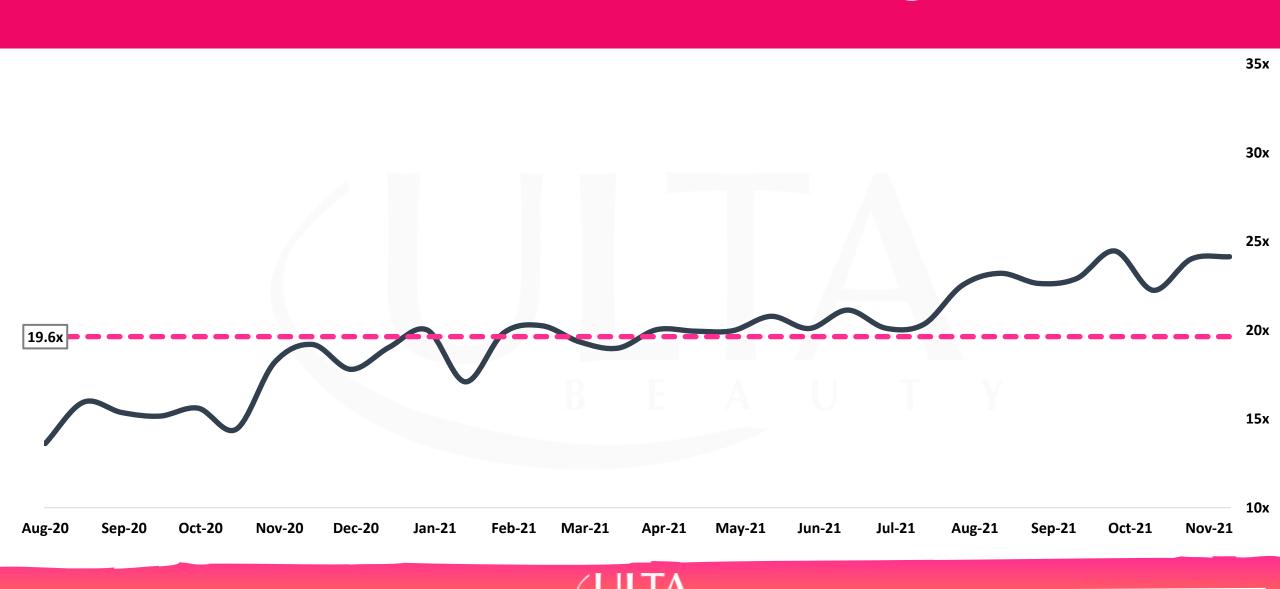




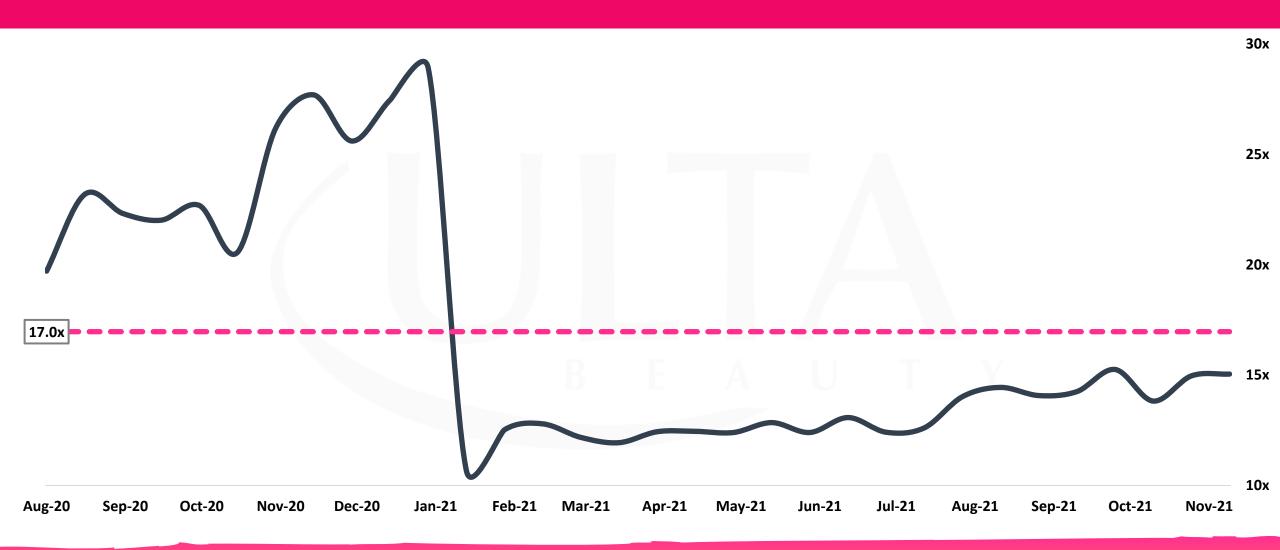
Forward Price to Sales



Forward Price to Earnings



Forward EV to EBITDA



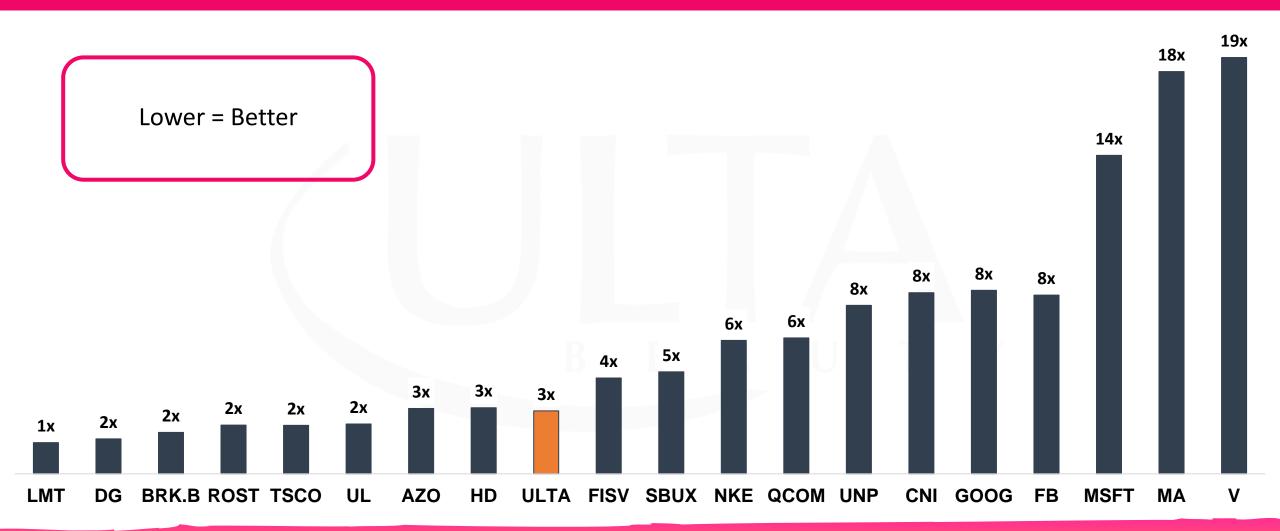




Intraportfolio Valuation

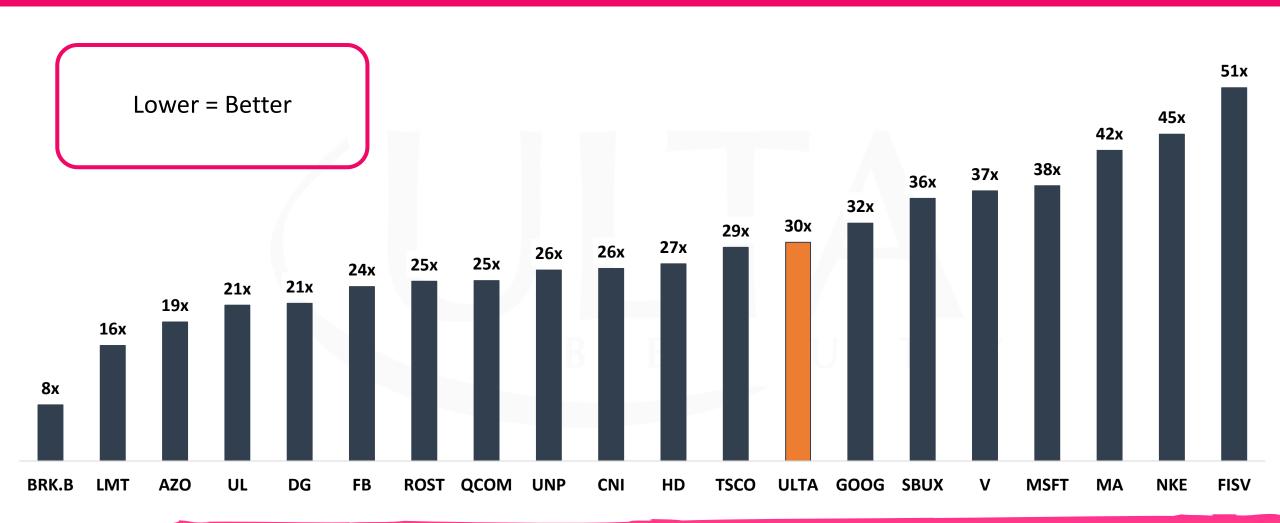


Price to Sales



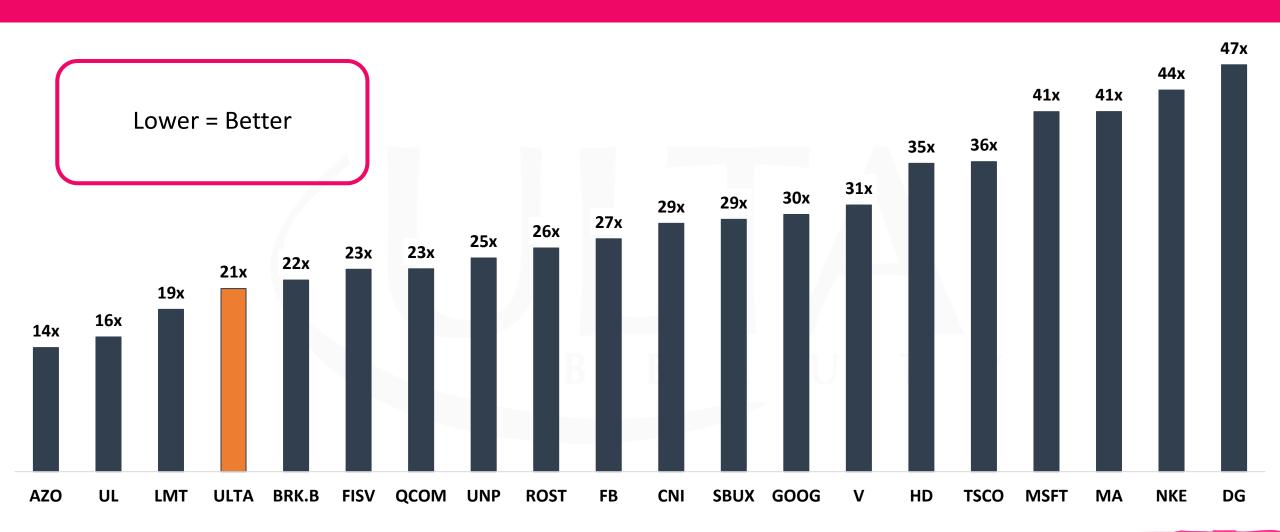


Price to Earnings



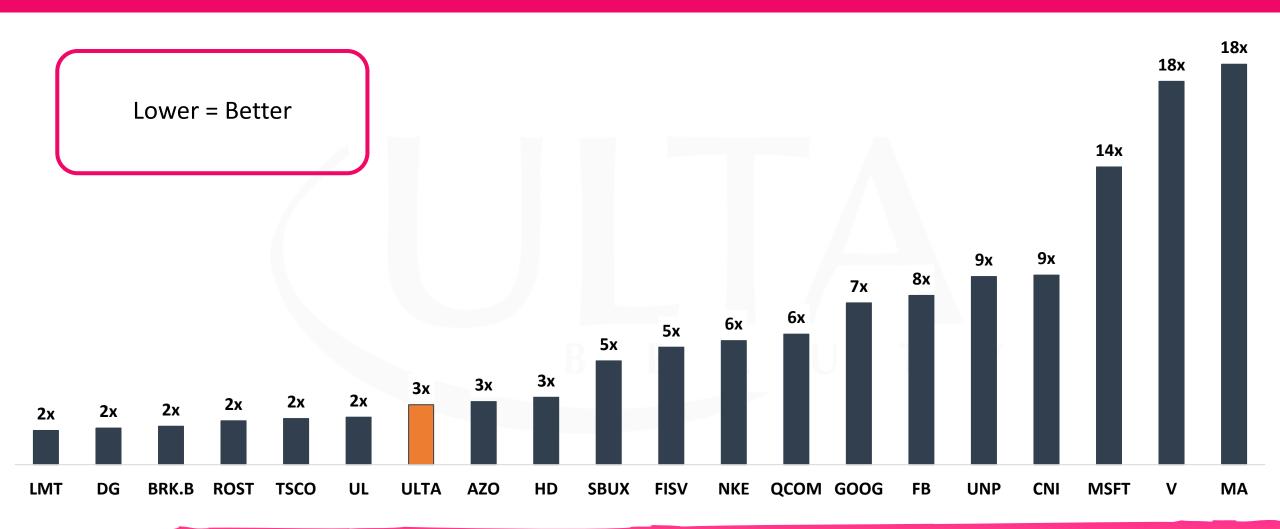


Price to Free Cash Flow



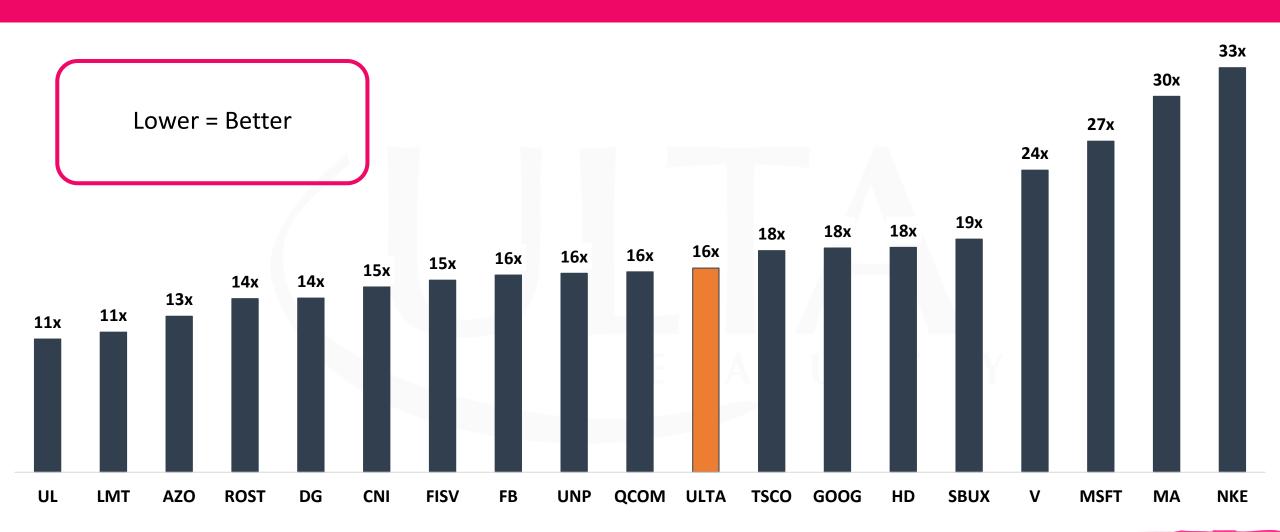


EV to Sales



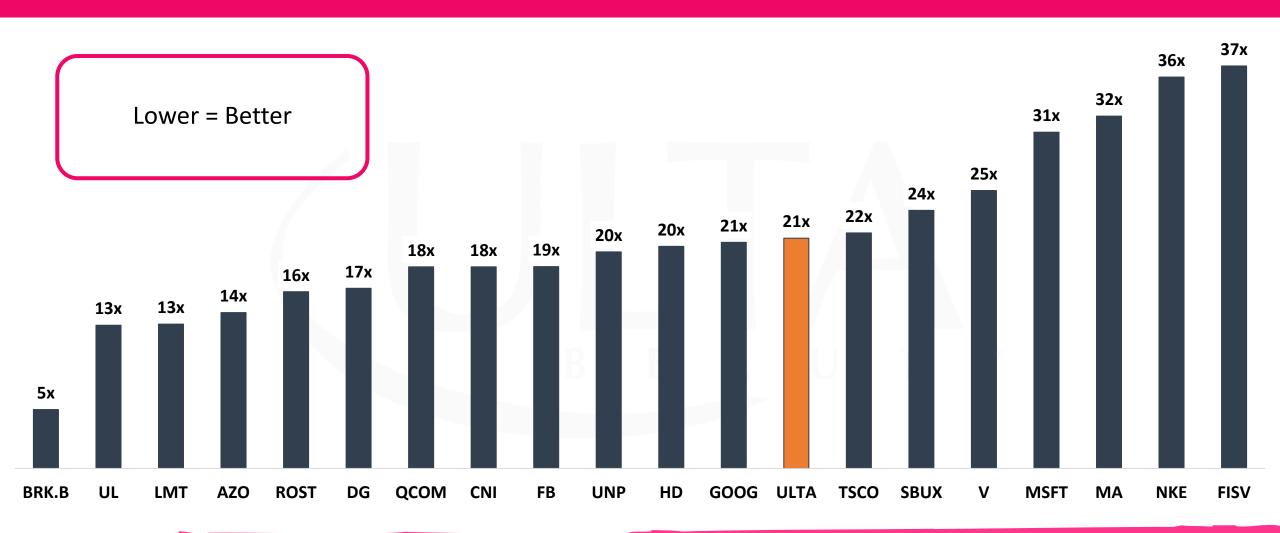


EV to EBITDA



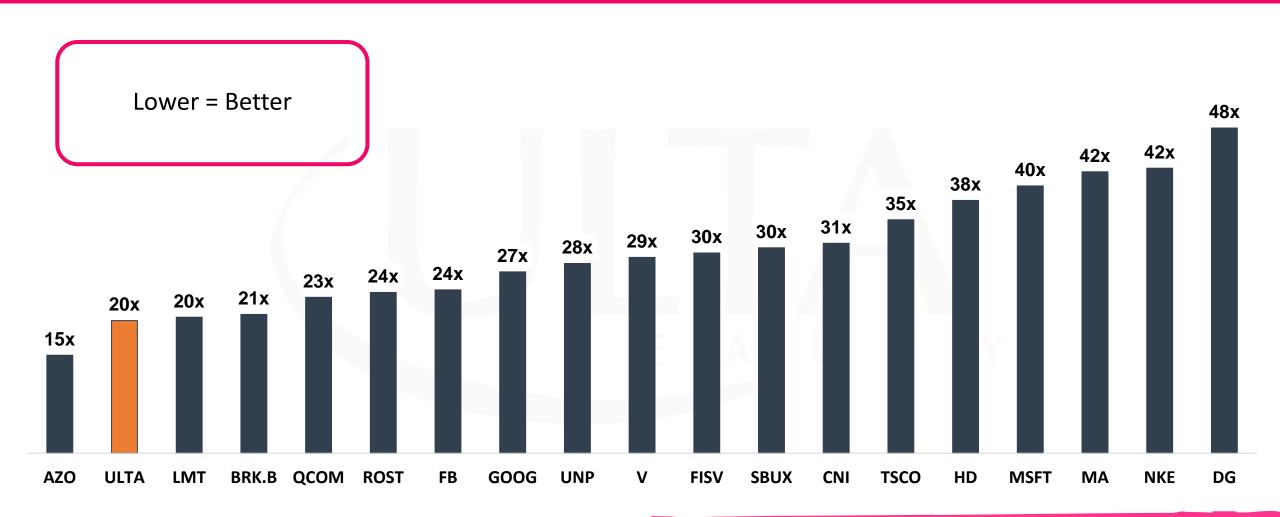


EV to EBIT



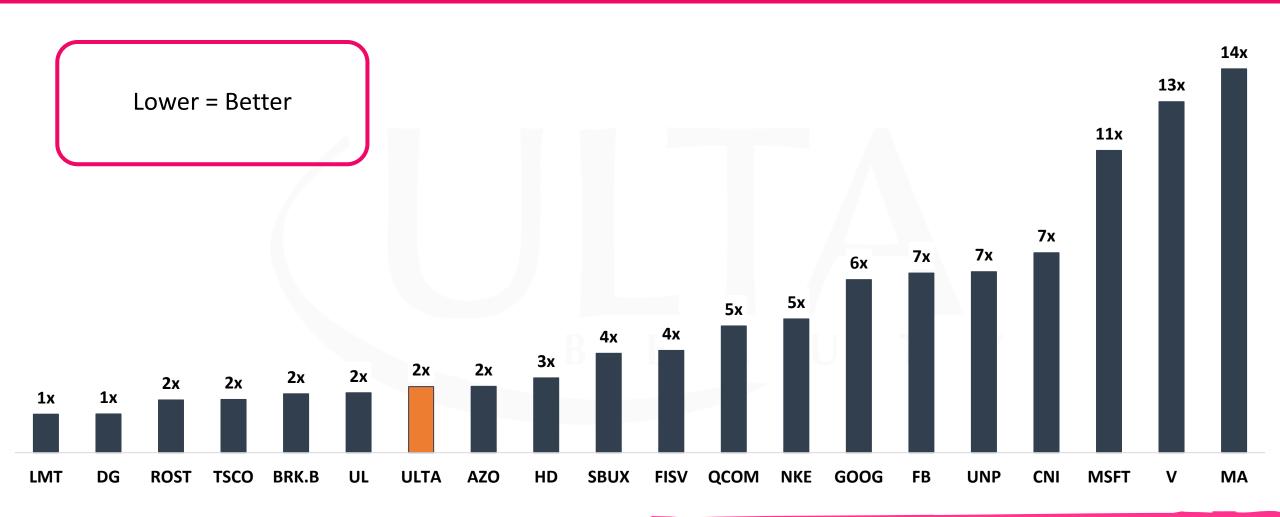


EV to Free Cash Flow



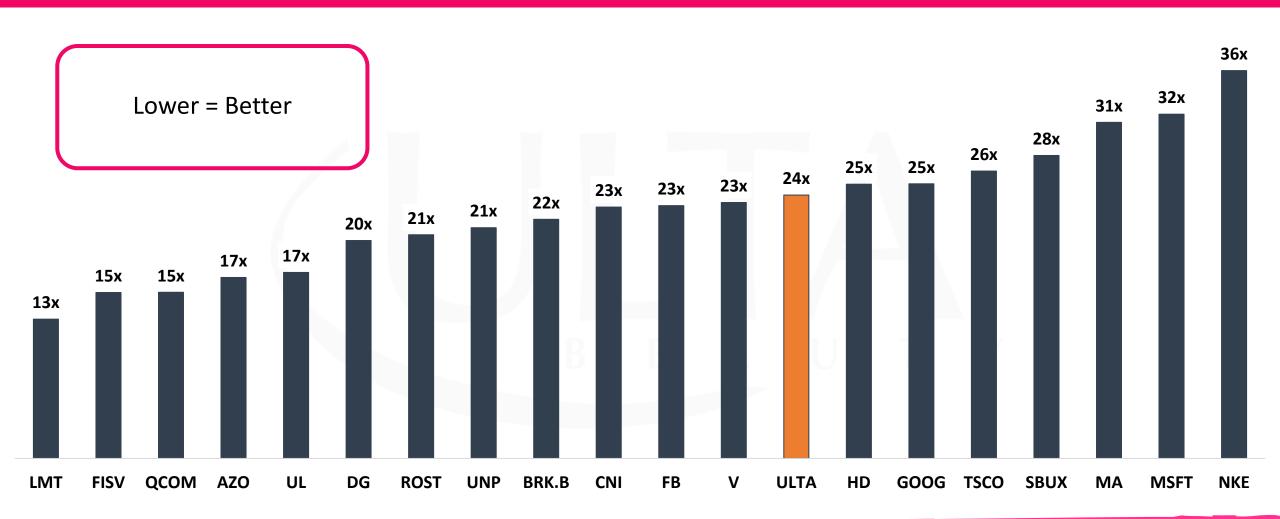


Forward Price to Sales



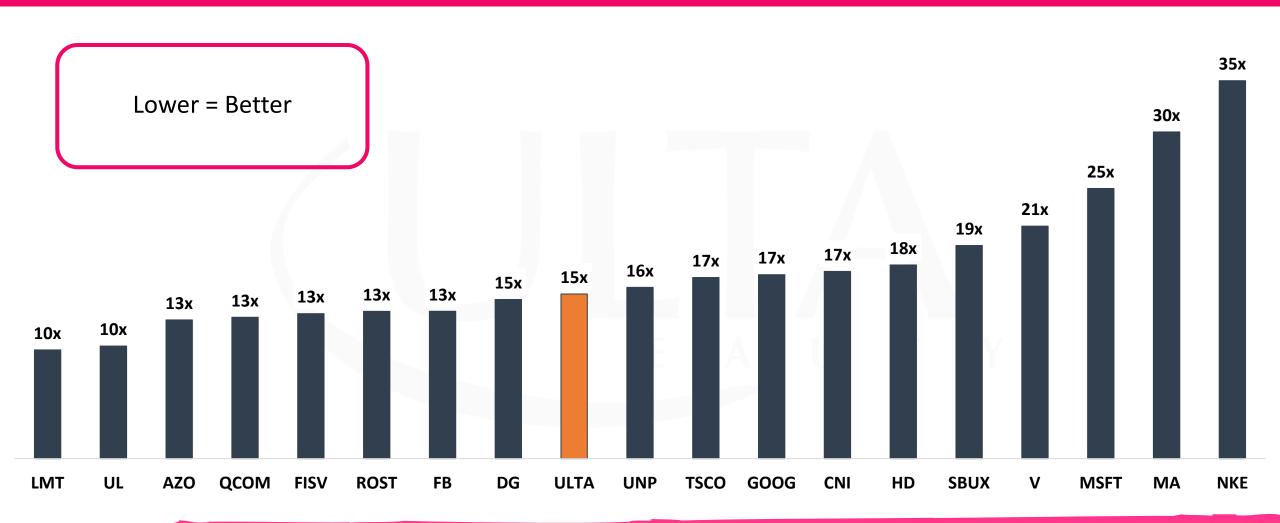


Forward Price to Earnings



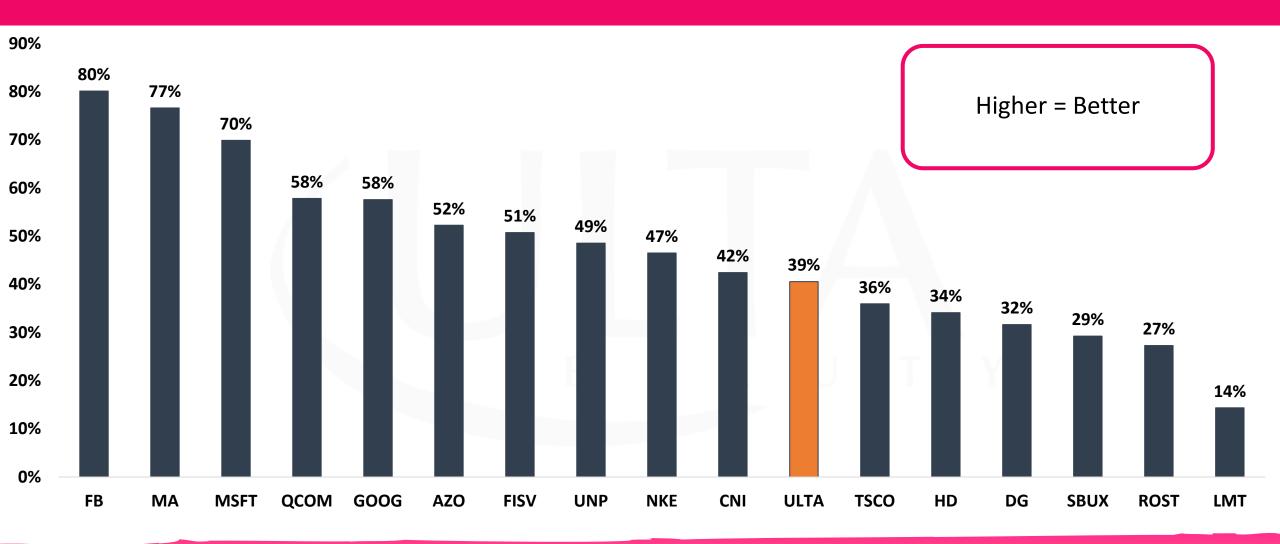


Forward EV to EBITDA



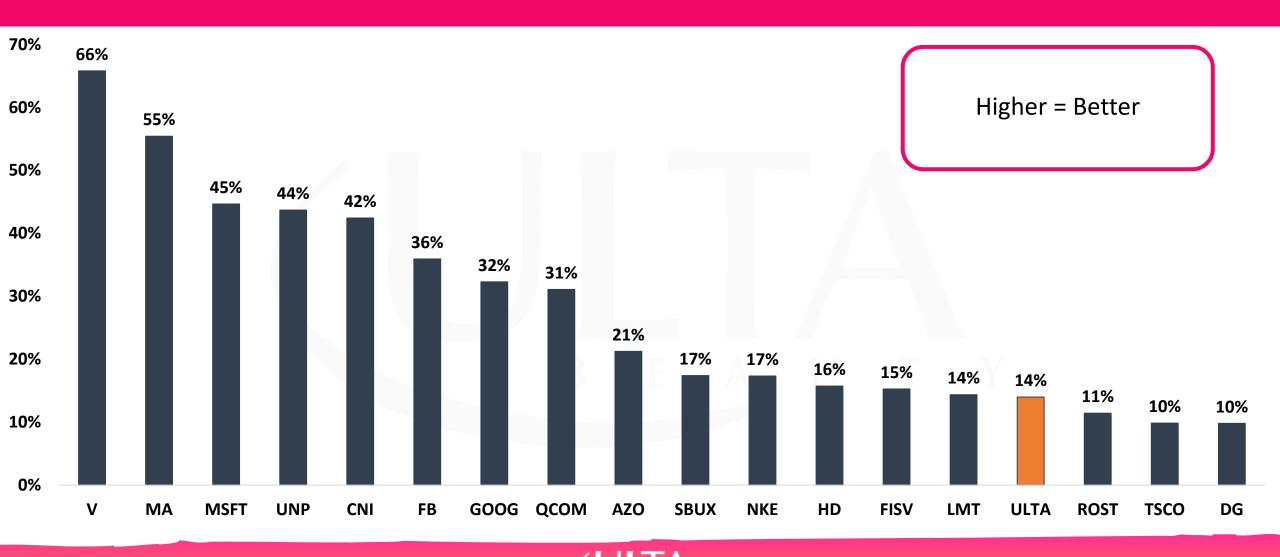


Gross Margin

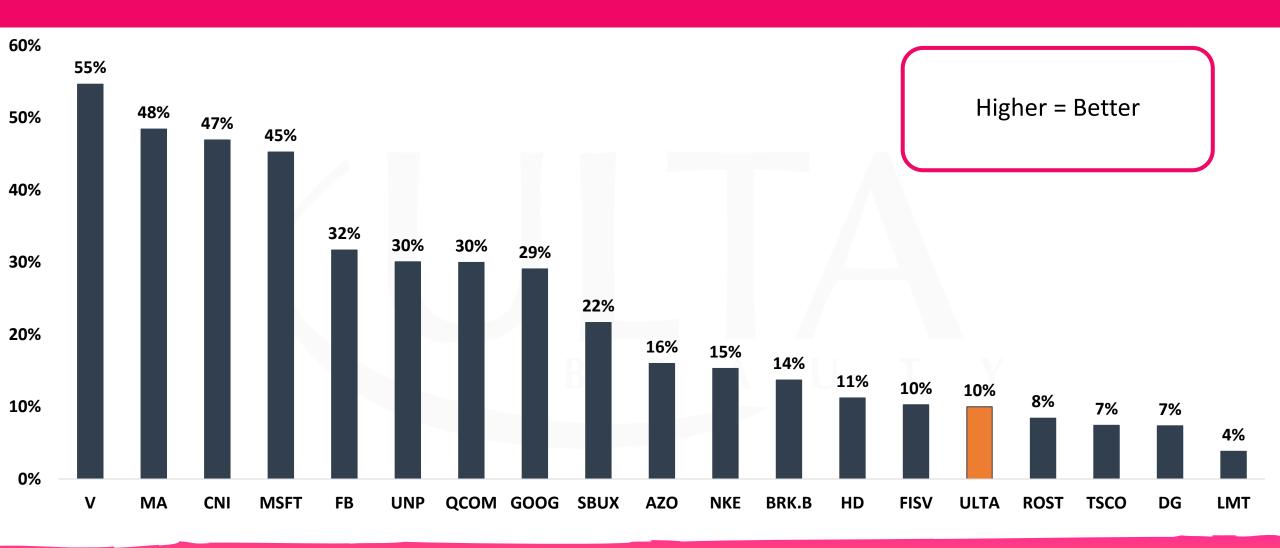




Operating Margin

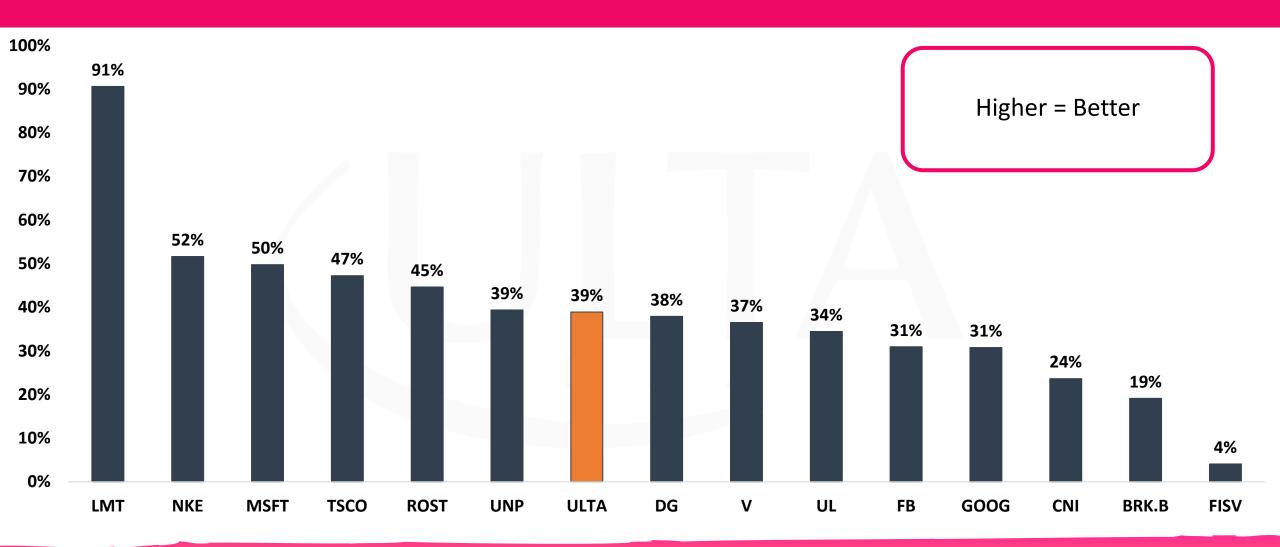


Net Margin



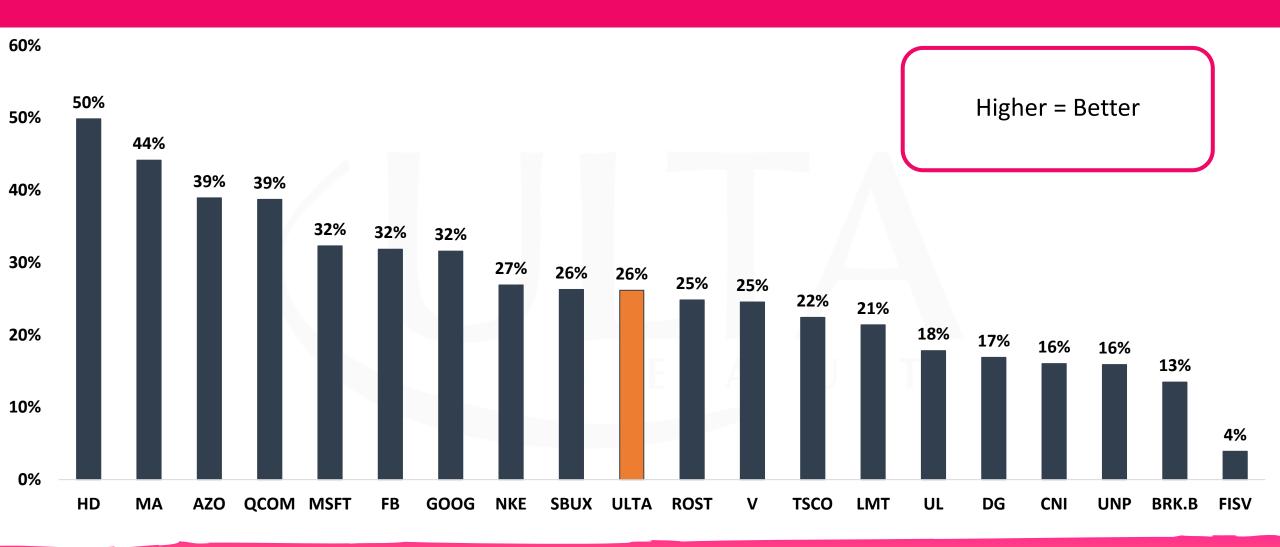


Return on Equity



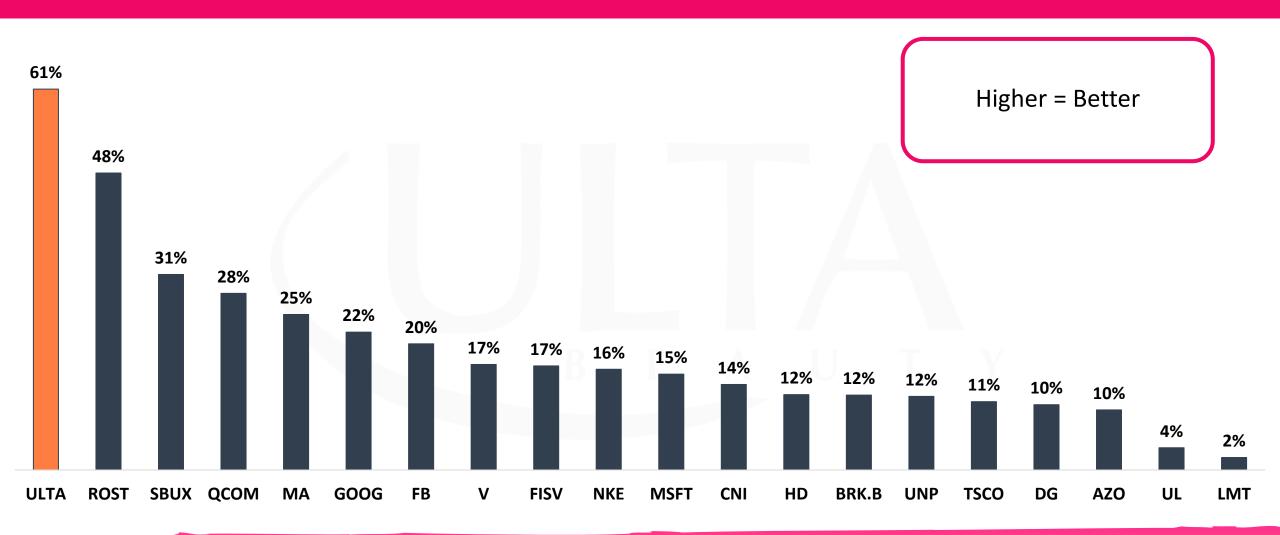


Return on Capital Employed





Long-term EPS Growth







Discounted Cash Flow Analysis



Ticker:	ULTA											
Price:	\$382.00		5 Yea	ar EPS F	oreca	ıst			Discount rate:	9%		
								P/E	Total Return Price	PV	5 YR Return	Annual Return
Bear	EPS	Current \$15.36	2021 \$16.90 <i>10%</i>	2022 \$18.59 <i>10%</i>	2023 \$20.44 10%	2024 \$22.49 10%	2025 \$24.74 10%	20.0x 25.0x 30.0x	\$494.75 \$618.44 \$742.12	\$321.55 \$401.94 \$482.33	29.5% 61.9% 94.3%	5.3% 10.1% 14.2%
Base	EPS	<u>Current</u> \$15.36	2021 \$17.20 <i>12%</i>	2022 \$19.27 <i>12%</i>	2023 \$21.58 12%	2024 \$24.17 12%	2025 \$27.07 12%	20.0x 25.0x 30.0x	\$541.39 \$676.74 \$812.09	\$351.87 \$439.83 \$527.80	41.7% 77.2% 112.6%	7.2% 12.1% 16.3%
Bull	EPS	Current \$15.36	2021 \$17.51 <i>14%</i>	2022 \$19.96 <i>14%</i>	2023 \$22.76 14%	2024 \$25.94 14%	2025 \$29.57 <i>14%</i>	20.0x 25.0x 30.0x	\$591.49 \$739.36 \$887.23	\$384.43 \$480.53 \$576.64	54.8% 93.5% 132.3%	9.1% 14.1% 18.4%



Ticker:	ULTA											
Price:	\$382.00		5 Yea	r EPS F	oreca	ast			Discount rate:	9%		
								P/E	Total Return Price	PV	5 YR Return	Annual Return
Bear	EPS	<u>Current</u> \$15.36	2021 \$16.90 10%	2022 \$18.59 <i>10%</i>	2023 \$20.44 10%	2024 \$22.49 10%	2025 \$24.74 10%	20.0x 25.0x 30.0x	\$494.75 \$618.44 \$742.12	\$321.55 \$401.94 \$482.33	29.5% 61.9% 94.3%	5.3% 10.1% 14.2%
Base	EPS	Current \$15.36	2021 \$17.20 12%	2022 \$19.27 <i>12%</i>	2023 \$21.58 <i>12%</i>	2024 \$24.17 12%	2025 \$27.07 12%	20.0x 25.0x 30.0x	\$541.39 \$676.74 \$812.09	\$351.87 \$439.83 \$527.80	41.7% 77.2% 112.6%	7.2% 12.1% 16.3%
Bull	EPS	Current \$15.36	2021 \$17.51 14%	2022 \$19.96 <i>14%</i>	2023 \$22.76 14%	2024 \$25.94 <i>14%</i>	2025 \$29.57 <i>14%</i>	20.0x 25.0x 30.0x	\$591.49 \$739.36 \$887.23	\$384.43 \$480.53 \$576.64	54.8% 93.5% 132.3%	9.1% 14.1% 18.4%



Ticker:	ULTA											
Price:	\$382.00		5 Yea	ır EPS F	oreca	ıst			Discount rate:	9%		
								P/E	Total Return Price	PV	5 YR Return	Annual Return
								· ·				
		<u>Current</u>	<u>2021</u>	2022	<u>2023</u>	<u>2024</u>	2025	20.0x	\$494.75	\$321.55	29.5%	5.3%
Bear	EPS	\$15.36	\$16.90	\$18.59	\$20.44	\$22.49	\$24.74	25.0x	\$618.44	\$401.94	61.9%	10.1%
			10%	10%	10%	10%	10%	30.0x	\$742.12	\$482.33	94.3%	14.2%
		<u>Current</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	2025	20.0x	\$541.39	\$351.87	41.7%	7.2%
Base	EPS	\$15.36	\$17.20	\$19.27	\$21.58	\$24.17	\$27.07	25.0x	\$676.74	\$439.83	77.2%	12.1%
			12%	12%	12%	12%	12%	30.0x	\$812.09	\$527.80	112.6%	16.3%
		_						00.0	.	•		
D. II	EPS	<u>Current</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	2025	20.0x	\$591.49	\$384.43	54.8%	9.1%
Bull	Ero	\$15.36	\$17.51	\$19.96	\$22.76	\$25.94	\$29.57	25.0x	\$739.36	\$480.53	93.5%	14.1%
			14%	14%	14%	14%	14%	30.0x	\$887.23	\$576.64	132.3%	18.4%



Ticker:	ULTA											
Price:	\$382.00		5 Yea	r EPS F	Foreca	ast			Discount rate:	9%		
								P/E	Total Return Price	PV	5 YR Return	Annual Return
Bear	EPS	<u>Current</u> \$15.36	2021 \$16.90 <i>10%</i>	2022 \$18.59 <i>10%</i>	2023 \$20.44 10%	2024 \$22.49 10%	2025 \$24.74 10%	20.0x 25.0x 30.0x	\$494.75 \$618.44 \$742.12	\$321.55 \$401.94 \$482.33	29.5% 61.9% 94.3%	5.3% 10.1% 14.2%
Base	EPS	<u>Current</u> \$15.36	2021 \$17.20 <i>12%</i>	2022 \$19.27 <i>12%</i>	2023 \$21.58 12%	2024 \$24.17 12%	2025 \$27.07 12%	20.0x 25.0x 30.0x	\$541.39 \$676.74 \$812.09	\$351.87 \$439.83 \$527.80	41.7% 77.2% 112.6%	7.2% 12.1% 16.3%
Bull	EPS	<u>Current</u> \$15.36	2021 \$17.51 <i>14%</i>	2022 \$19.96 <i>14%</i>	2023 \$22.76 14%	2024 \$25.94 14%	2025 \$29.57 14%	20.0x 25.0x 30.0x	\$591.49 \$739.36 \$887.23	\$384.43 \$480.53 \$576.64	54.8% 93.5% 132.3%	9.1% 14.1% 18.4%



Ticker:	ULTA											
Price:	\$382.00			Discount rate:	9%							
				r EPS F				P/E	Total Return Price	PV	5 YR Return	Annual Return
Bear	EPS	<u>Current</u> \$15.36	2021 \$16.90 <i>10%</i>	2022 \$18.59 <i>10%</i>	2023 \$20.44 10%	2024 \$22.49 10%	2025 \$24.74 10%	20.0x 25.0x 30.0x	\$494.75 \$618.44 \$742.12	\$321.55 \$401.94 \$482.33	29.5% 61.9% 94.3%	5.3% 10.1% 14.2%
Base	EPS	<u>Current</u> \$15.36	2021 \$17.20 12%	2022 \$19.27 <i>12%</i>	2023 \$21.58 12%	2024 \$24.17 12%	2025 \$27.07 12%	20.0x 25.0x 30.0x	\$541.39 \$676.74 \$812.09	\$351.87 \$439.83 \$527.80	41.7% 77.2% 112.6%	7.2% 12.1% 16.3%
Bull	EPS	<u>Current</u> \$15.36	2021 \$17.51 <i>14%</i>	2022 \$19.96 <i>14%</i>	2023 \$22.76 14%	2024 \$25.94 14%	2025 \$29.57 <i>14%</i>	20.0x 25.0x 30.0x	\$591.49 \$739.36 \$887.23	\$384.43 \$480.53 \$576.64	54.8% 93.5% 132.3%	9.1% 14.1% 18.4%



Ticker:	ULTA											
Price:	\$382.00		5 Yea	ır EPS F	oreca	ıst			Discount rate:	9%		
			0.00		0.000			P/E	Total Return Price	PV	5 YR Return	Annual Return
Bear	EPS	<u>Current</u> \$15.36	2021 \$16.90 <i>10%</i>	2022 \$18.59 <i>10%</i>	2023 \$20.44 10%	2024 \$22.49 10%	2025 \$24.74 10%	20.0x 25.0x 30.0x	\$494.75 \$618.44 \$742.12	\$321.55 \$401.94 \$482.33	29.5% 61.9% 94.3%	5.3% 10.1% 14.2%
Base	EPS	Current \$15.36	2021 \$17.20 <i>12%</i>	2022 \$19.27 <i>12%</i>	2023 \$21.58 12%	2024 \$24.17 12%	2025 \$27.07 12%	20.0x 25.0x 30.0x	\$541.39 \$676.74 \$812.09	\$351.87 \$439.83 \$527.80	41.7% 77.2% 112.6%	7.2% 12.1% 16.3%
Bull	EPS	<u>Current</u> \$15.36	2021 \$17.51 <i>14%</i>	2022 \$19.96 <i>14%</i>	2023 \$22.76 14%	2024 \$25.94 14%	2025 \$29.57 14%	20.0x 25.0x 30.0x	\$591.49 \$739.36 \$887.23	\$384.43 \$480.53 \$576.64	54.8% 93.5% 132.3%	9.1% 14.1% 18.4%



Sensitivity Analysis

Total RoR Sensitivity											
\$15.36		Est.	EPS gr	owth rate							
	,	10%	12%	14%							
ш	20.0x	5.3%	7.2%	9.1%							
P/E	25.0x	10.1%	12.1%	14.1%							
	30.0x	14.2%	16.3%	18.4%							





Conclusion



Conclusion

- Limit Order for 30 Shares at Market Price
 - 8% of Portfolio

Fortified Moat

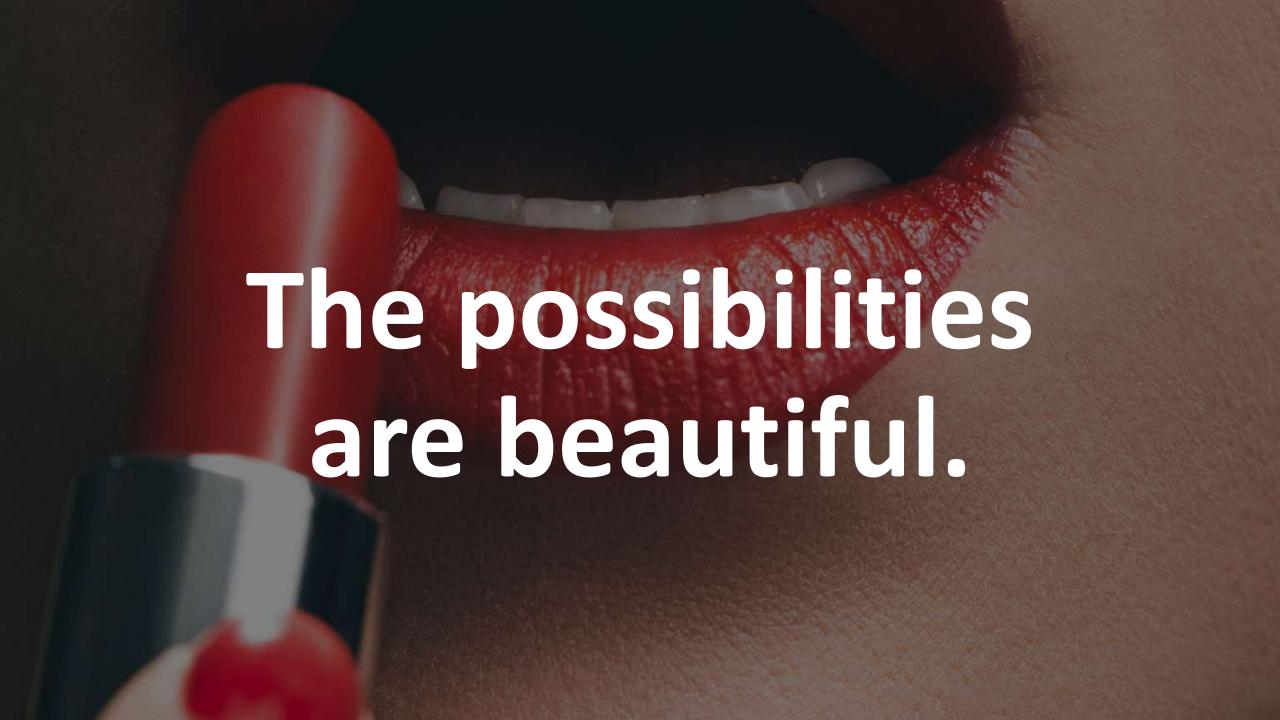
Runway of Growth



HAPPY HOLIDAYS!

HAPPY HOLIDAYS!

...AND ETHAN'S BIRTHDAY





Appendix



If we were to enter at \$390

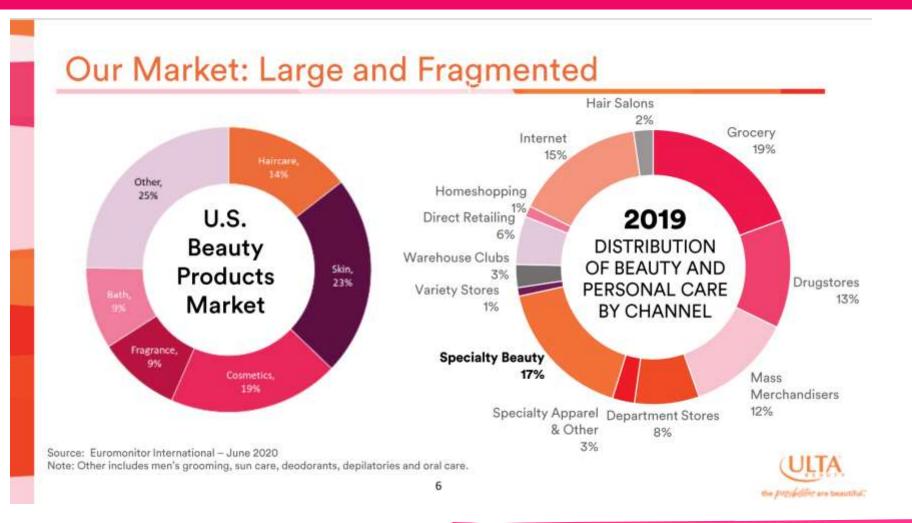
Ticker:	ULTA											
Price:	\$390.00	5	Year E	V/EBIT[DA Foi		Total Return		5 YR	Annual		
	•							EV/EBITDA	Price	PV	Return	Return
Deen		Current	<u>2021</u>	<u>2022</u>	2023	2024	<u>2025</u>	20.0x	\$441.60	\$287.01	13.2%	2.5%
Bear	P/E	\$13.71	\$15.08 10%	\$16.59 <i>10%</i>	\$18.25 <i>10%</i>	\$20.07 10%	\$22.08 10%	25.0x 30.0x	\$552.00 \$662.40	\$358.76 \$430.52	41.5% 69.8%	7.2% 11.2%
		Current	<u>2021</u>	<u>2022</u>	2023	2024	<u>2025</u>	20.0x	\$483.23	\$314.07	23.9%	4.4%
Base	P/E	\$13.71	\$15.36	\$17.20	\$19.26	\$21.57	\$24.16	25.0x	\$604.04	\$392.59	54.9%	9.1%
			12%	12%	12%	12%	12%	30.0x	\$724.85	\$471.10	85.9%	13.2%
		Current	2021	2022	2022	2024	2025	20.0x	\$527.95	\$343.13	35.4%	6.2%
Bull	P/E	\$13.71	\$15.63	2022 \$17.82	2023 \$20.31	2024 \$23.16	\$26.40	25.0x	\$659.94	\$428.91	69.2%	11.1%
	/ L	ψ13.71	14%	14%	14%	14%	14%	30.0x	\$791.92	\$514.70	103.1%	15.2%

Discount rate:

9%



U.S. Beauty Products Market





Anticipated Headwinds

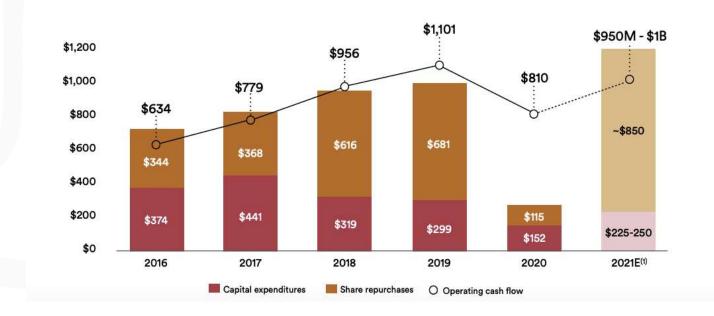
	Brick & Mortar	eCommerce					
Optimization efforts							
Renewals and lease optimization	++	n/a					
Promotional strategies	+	++					
Category management efforts	+	+					
Increasing Buy Online, Pickup in Store (BOPIS) penetration	+	++					
Continuous improvement	+	+					
Anticipate	ed headwinds						
IT and supply chain investments	-/+	-/+					
Increasing supply chain costs	-						
Increasing wage rates		_					
Select fleet experiential upgrades	_	n/a					



Capital Allocation

- Management is using Share Repurchases to contribute 3-4 points of EPS growth annually
- Low Double Digit EPS Growth Expected

 Strong cash flow generation will support strategic reinvestments and shareholder returns (\$M)



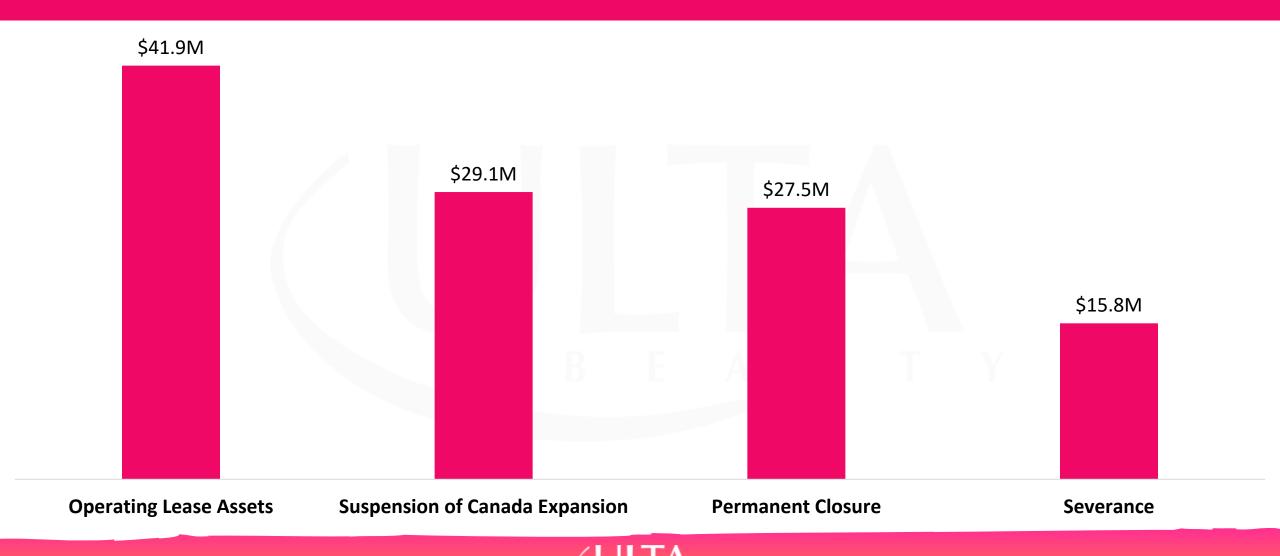


Effects to Net Income 2020

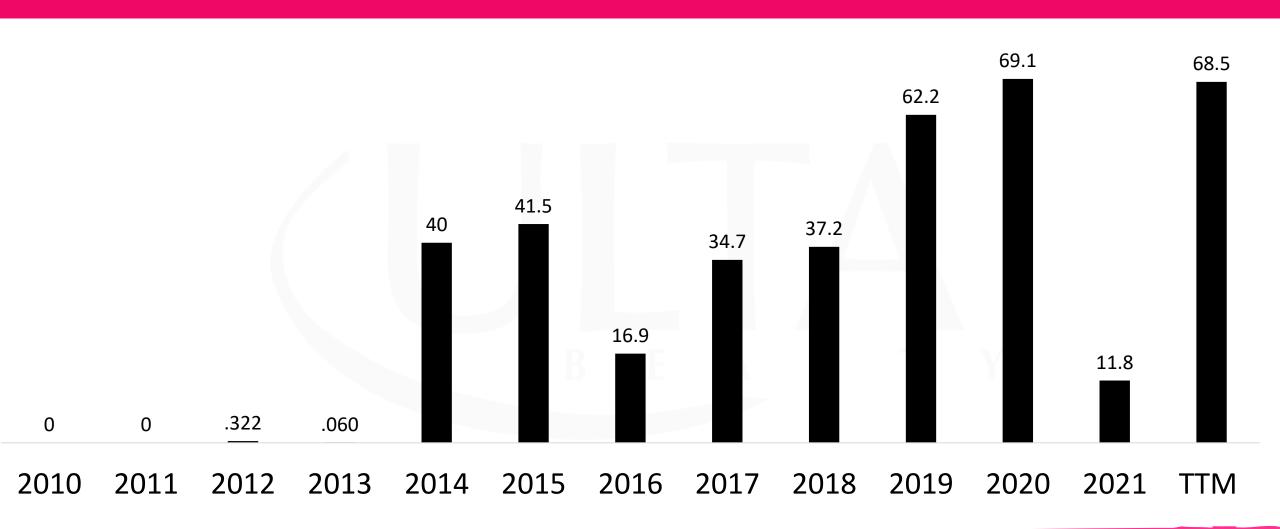
- \$114 Million in Impairment in 2020
 - \$41.9 million due to the impairment of tangible long-lived assets and operating lease assets associated with certain retail stores.
 - \$29.1 million related to the suspension of the planned expansion to Canada.
 - \$27.5 million related to the permanent closure of 19 stores.
 - \$15.8 million of severance charges.



Impairment

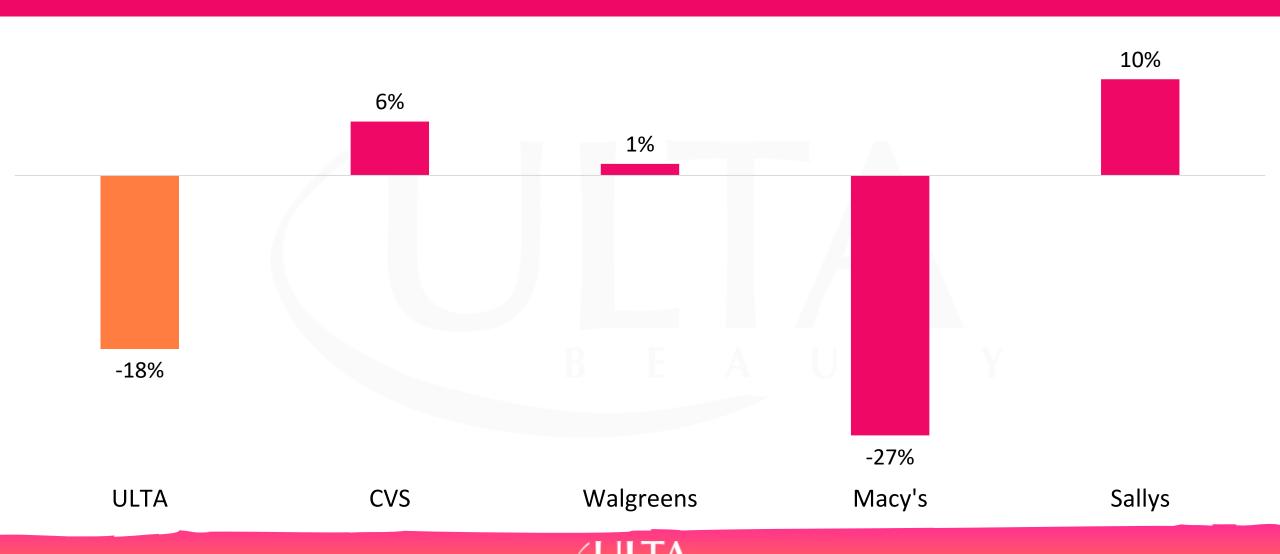


Share Repurchases

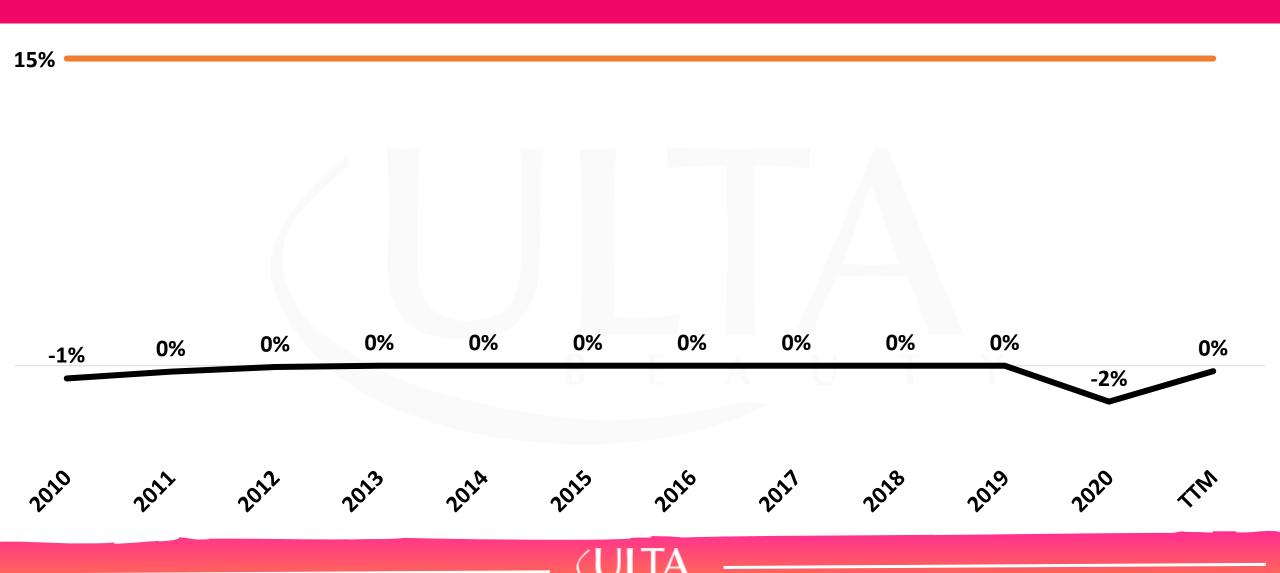




2020 Same Store Sales Growth



Interest Expense to Operating Income



Market Share and Same Store Sales

- According to Euromonitor, Ulta had 26.0% of the U.S. retail specialty beauty market in 2020, up from 12.8% in 2011 and nearly 12 percentage points above that of Sephora (14.1%).
- Beauty Brands was purchased by former Ulta CEO Lyn Kirby and a private equity firm in 2013. Kirby (who had left Ulta in 2010) became CEO of Beauty Brands and expanded the chain to 65 stores. However, she failed to replicate Ulta's success. She left Beauty Brands in 2017 and the chain filed for bankruptcy in early 2019.
- Ulta suffered a same-store sales decline of 18% in 2020 due to the virus, but we expect a rebound to mid-30% comparable growth in 2021 and then average same-store sales growth of 5% in 2022-30. While the U.S. cosmetics business has been stronger, Statista forecasts 8% compound average annual growth over the next five years.



Market Share and Rewards Program

Department stores' share of the market has dropped by about half since 2000 due to store closures, weak traffic, and discounting. Thus, prestige beauty brands have sought wholesale partners that they once shunned.

Between 2016 and 2019, according to NPD, Ulta's share of the U.S. prestige beauty category increased about 700 basis points to 24.5%. Ulta has added more than 250 brands since 2016, including prestige brands such as Chanel, NARS, wide-moat L'Oreal's Kiehl's, and wide-moat Estee Lauder's MAC.

The firm's program, called Ultamate Rewards, roughly tripled to 34.6 million(now 36m) members at the end of 2021's second quarter from about 11 million members at the end of 2012. As there are approximately 136 million women aged 15 and above in the U.S. (according to the U.S. Census Bureau), roughly 25% of American women are members of Ultamate.



Different Categories and Growth

Ultamate has different tiers based on the dollars spent at the store in a calendar year. Members who reach higher tiers receive more bonuses and coupons. Ultamate members account for more than 95% of Ulta's sales and spend an average of \$200 per year (about 30% of their annual beauty spending) at the store.

Ulta has space for both prestige boutiques and niche products. We believe both average consumers and professional stylists like to shop for haircare, fragrance, and makeup in stores so that they can sample products, search for new products, and get advice from Ulta's sales associates.

The \$61 billion (hair and nail salon business is very fragmented as national chains (such as those franchised by Regis) have less than 10% share. Ulta's market share is about 0.6% and salon services account for only about 4% of its revenue. However, outside of the pandemic, Ulta's salon operations have grown with the rest of the business, as we estimate salon revenue increased to more than \$300 million in 2019 from \$121 million in 2012.



Growth Expectations

Haircare products and styling tools composed 20% of Ulta's 2020 sales and are one of its highest margin categories. In the past, professional haircare products were primarily purchased through salons and some products were not widely available.

Ulta will achieve 10% compound average sales growth over the next 10 years, below its 16% average annual sales growth over the past decade

Valueline expects 11% compounded annual growth in sales

operating margins may get some benefit from its cost-reduction plan, which includes reductions in areas like logistics and technology, lower real estate costs, greater supply chain efficiency, and improved pricing and product mix.



Quarterly Results

	13 Weeks Ended					
	C	October 30,	(October 31,	No	ovember 2,
(Dollars in millions)		2021		2020		2019
Net sales	\$1	,995.8	\$	1,552.0	\$	1,682.5
Comparable sales		25.8%		(8.9)%		3.2%
Gross profit (as a percentage of net sales)		39.6%		35.1%		37.1%
Selling, general and administrative expenses	\$	503.4	\$	416.4	\$	449.2
Operating income (as a percentage of net sales)		14.2%		6.5%		10.0%
Diluted earnings per share	\$	3.94	\$	1.32	\$	2.25
New store openings, net		6		(2)		28



Quarterly Results

• During the third quarter of fiscal 2021, the Company repurchased 340,668 shares of its common stock at a cost of \$126.4 million

YTD

- •Net sales increased 49.3% to \$5.9 billion compared to \$4.0 billion in the first nine months of fiscal 2020
- •Comparable sales increased 47.1% compared to a decrease of 23.8% in the first nine months of fiscal 2020, driven by a 40.7% increase in transactions and a 4.6% increase in average ticket. Compared to the first nine months of fiscal 2019, comparable sales increased 11.5%.
- •Operating income increased to \$921.9 million, or 15.6% of net sales, compared to \$12.5 million, or 0.3% of net sales, in the first nine months of fiscal 2020
- •Diluted earnings per share increased to \$12.60 including a \$0.08 benefit due to income tax accounting for share-based compensation



Revised Guidance

The Company's updated outlook for fiscal 2021 is as follows:

	Prior FY21 Outlook	Updated FY21 Outlook
Net sales	\$8.1 billion to \$8.3 billion	\$8.5 billion to \$8.6 billion
Comparable sales	30% to 32%	36% to 37%
New stores, net	44	no change
Remodel and relocation projects	18	17
Operating margin	approximately 13%	14.3% to 14.5%
Diluted earnings per share	\$14.50 to \$14.70	\$16.70 to \$17.10
Share repurchases	approximately \$850 million	no change
Effective tax rate	24.8%	24.4%
Capital expenditures	\$225 million to \$250 million	\$200 million to \$225 million
Depreciation and amortization expense	\$270 million to \$280 million	no change



Highlights From Transcript

- Increase in members of the ULTAMATE Program by 13% to record 36 million members
- Makeup is still slightly below 2019 levels, but prestige makeup saw a sequential improvement from Q2; trends show that engagement is improving among the cosmetics and makeup categories and that they will return to growth in comparison to pre-pandemic levels
- will launch olaplex the number one prestige hair brand in the market in all Ulta beauty stores and ulta.com
- skin care delivered another quarter of strong double digit sales
- skin care routines including moisturizers serums and cleansers drove category growth new brands
- certified 19 new brands including lameque Wildcat and better not younger bringing the total number of certified conscious beauty brands to 275 at the end of Q3



Highlights from Transcript

- Partnering with DoorDash we launched same day delivery in Atlanta Boston Chicago Los Angeles Houston and Boise
- also relaunched skin services in 100 locations featuring a revamped menu with new services to address specific guests concerns such as hydration anti-aging and acne
- launched Ulta beauty at Target in 92 stores and on line during the third quarter and I
 am pleased to share we have reached our fiscal year goal of opening more than 100
 shops
- encouraged to see ultimate reward members linking their accounts with target circle
- ended the third quarter with 35.9 million active members 13% above last year and 6% above 2019. while we continue to add new members member growth this quarter quarter was largely driven by reactivation of last year's members and active member retention after experiencing headwinds last year due to the disruption from the pandemic



Highlights from Transcript

- member retention rates have recovered to pre pandemic levels and spend per member is at an all time high
- developed a unique digital experience to allow for easy discovery of holiday gifts on line
 and in store when guests visit bold.com or scan the QR codes on a banner at the front of
 our store an app clip will launch giving the guest in opportunity to easily explore top gifts
 by category
- expanded salon capacity to 100% in all Ulta beauty salons
- total company transactions for the quarter increased 16.8%, while average ticket increased 7.7% primarily due to an increase in average selling price reflecting favorable category mix shifts and lower promotional levels
- makeup was 45% of sales compared to 47% last year; hair care products and styling tools were 21% of sales compared to 20% last year; skin care with 16% of sales flat with last year; and the fragrance and bath category increase 200 basis points to 12% of sales



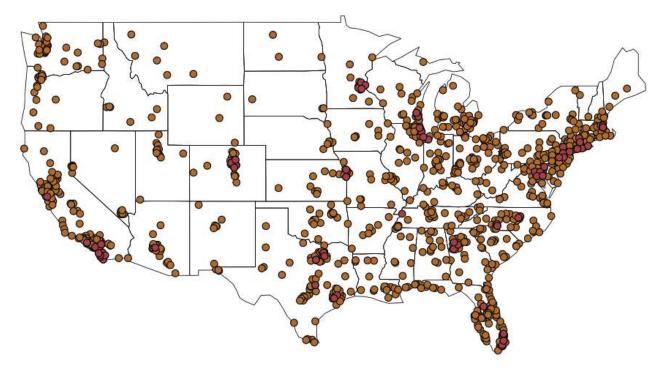
Highlights from Transcript

- ecommerce sales penetration in Q3 was about 500 basis points lower than last year
- targeting net sales growth between 5 and 7% in diluted earnings per share growth in the low double digit range on a compound annual growth basis using fiscal 2019's base through fiscal 2024
- targeting operating profit margins in the 13 to 14% range over the next three years
- investments related to projects or our multi year effort to upgrade our enterprise resource planning or ERP platform we expect to invest 160 to 180 million in capital over the next three years



Store Location and Count

2021 Total open stores: 1,300+





Ulta Beauty at Target



Basket expansion opportunity



Ulta Beauty Shopper Basket Size Across Price Points average spend per transaction

Mass or

Prestige Only

Mixed Bag (Mass

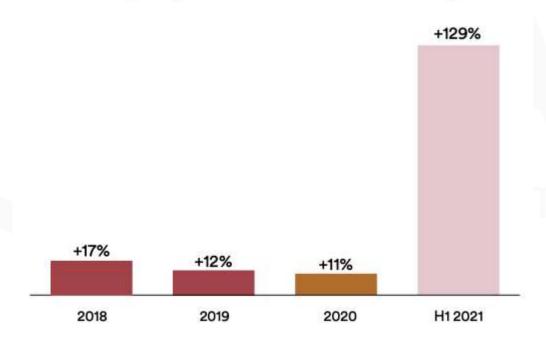
& Prestige)



FRAGRANCE & BATH

landscape overview

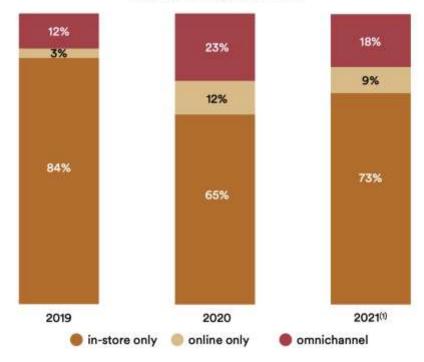
Ulta Beauty Fragrance & Bath Net Sales Growth by Year⁽¹⁾







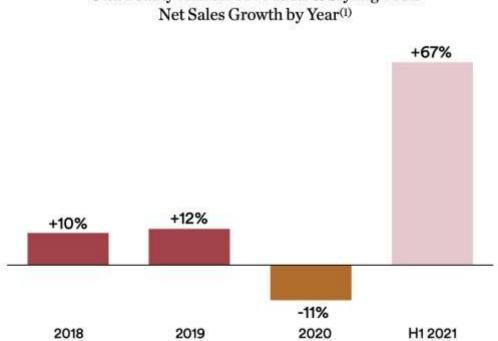
members by channel





HAIRCARE landscape overview

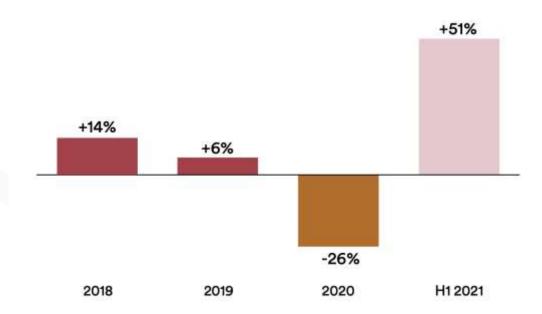
Ulta Beauty Haircare Products & Styling Tools Net Sales Growth by Year⁽¹⁾





MAKEUP landscape overview

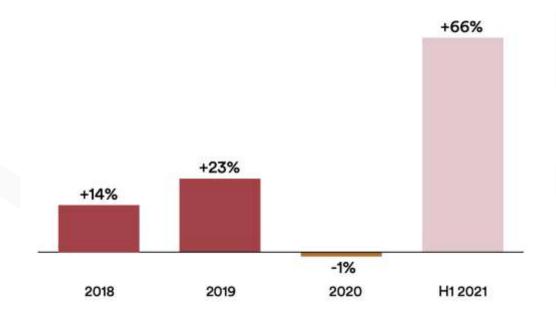
Ulta Beauty Makeup Net Sales Growth by Year(1)





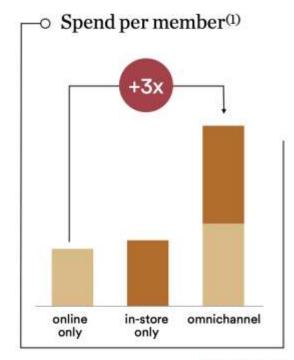
SKINCARE landscape overview

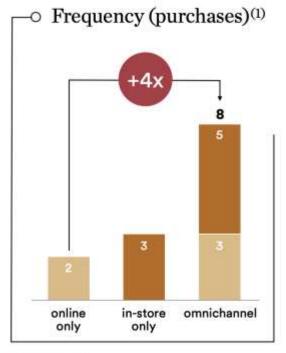
Ulta Beauty Skincare Net Sales Growth by Year(1)











in-store only online only

