LuxExperience

Investor Presentation

September 2025

Legal Disclaimer

LuxExperience

Forward Looking Statements & Industry Information

This presentation contains forward-looking statements that are subject to risks and uncertainties. All statements other than statements of historical fact or relating to present facts or current conditions included in this presentation are forward- looking statements. Forward-looking statements give the Company's current expectations and projections relating to the YNAP acquisition and the operation of the combined companies; the Company's financial condition, results of operations, plans, objectives, future performance and business, including statements relating to financing activities; the impact of restrictions on identifiers for advertisers (IDFA); future sales, expenses, and profitability; future development and expected growth of our business and industry; our ability to execute our business model and our business strategy; having available sufficient cash and borrowing capacity to meet working capital, debt service and capital expenditure requirements for the next twelve months; and projected capital spending. You can identify forward-looking statements by the fact that they do not relate strictly to historical or current facts. These statements may include words such "anticipate," "believe," "continue," "could," "estimate," "expect," "intend," "may," "ongoing," "plan," "potential," "predict," "project," "should," "will," "would," or the negative of these terms or other comparable terminology, although not all forward-looking statements contain these words. The forward-looking statements contained in this presentation are based on assumptions that the Company has made in light of its industry experience and perceptions of historical trends, current conditions, expected future developments and other factors it believes are appropriate under the circumstances. As you read and consider this presentation, you should understand that these statements are not guarantees of performance or results. They involve risks, uncertainties (many of which are beyond the Company's control) and assumptions. Although the Company believes that these forward-looking statements are based on reasonable assumptions, you should be aware that many factors could affect its actual operating and financial performance and cause its performance to differ materially from the performance anticipated in the forward-looking statements. The Company believes these factors include, but are not limited to: the risk that the completed YNAP transaction and the post-transaction integration could have an adverse effect on the ability of YNAP to retain customers and retain and hire key personnel and maintain relationships with their brand partners and customers and on their operating results and businesses generally; the risk that problems may arise in successfully integrating the businesses of YNAP and Mytheresa, which may result in the combined company not operating as effectively and efficiently as expected; the risk that the combined company may be unable to achieve cost-cutting synergies or that it may take longer than expected to achieve those synergies; LuxExperience's ability to effectively compete in a highly competitive industry; LuxExperience's ability to respond to consumer demands, spending and tastes; general economic conditions, including economic conditions resulting from deteriorating geopolitical and macroeconomic conditions, such as the recent global trade war that escalated after the U.S. imposed tariffs on countries across the globe, and the adoption of retaliatory tariffs by those countries, that may adversely impact consumer demand; LuxExperience's ability to acquire new customers and retain existing customers; consumers of luxury products may not choose to shop online in sufficient numbers; the volatility and difficulty in predicting the luxury fashion industry; LuxExperience's reliance on consumer discretionary spending; and LuxExperience's ability to maintain average order levels and other factors. Should one or more of these risks or uncertainties materialize, or should any of these assumptions prove incorrect, the Company's actual operating and financial performance may vary in material respects from the performance projected in these forward-looking statements.

Any forward-looking statement made by the Company in this presentation speaks only as of the date on which it is made. Factors or events that could cause the Company's actual operating and financial performance to differ may emerge from time to time, and it is not possible for the Company to predict all of them. We caution you therefore against relying on these forward-looking statements, and we qualify all of our forward-looking statements by these cautionary statements. The Company undertakes no obligation to publicly update any forward-looking statement, whether as a result of new information, future developments or otherwise, except as may be required by law.

We are not able to forecast net income (loss) on a forward-looking basis without unreasonable efforts due to the high variability and difficulty in predicting certain items that affect net income (loss), including, but not limited to, Income taxes and Interest expense and, as a result, are unable to provide a reconciliation to forecasted Adjusted EBITDA.

Unless otherwise indicated, information contained in this presentation concerning our industry, competitive position and the markets in which we operate is based on information from independent industry and research organizations, other third- party sources and management estimates. Management estimates are derived from publicly available information released by independent industry analysts and other third-party sources, as well as data from our internal research, and are based on assumptions made by us upon reviewing such data, and our experience in, and knowledge of, such industry and markets, which we believe to be reasonable. In addition, projections, assumptions and estimates of the future performance of the industry in which we operate and our future performance are necessarily subject to uncertainty and risk due to a variety of factors, including those described above. These and other factors could cause results to differ materially from those expressed in the estimates made by independent parties and by us. Industry publications, research, surveys and studies generally state that the information they contain has been obtained from sources believed to be reliable, but that the accuracy and completeness of such information is not guaranteed. Forecasts and other forward-looking information obtained from these sources are subject to the same qualifications and uncertainties as the other forward-looking statements in this presentation.

The preliminary financial data, financial targets for FY 25 of YNAP and non-IFRS measures included in this document has been prepared by, and is the responsibility of, the Company's management. PricewaterhouseCoopers SpA has not audited, reviewed, examined, compiled nor applied agreed-upon procedures with respect to the accompanying preliminary financial data, financial targets for FY25 and non-IFRS measures and, accordingly, PricewaterhouseCoopers SpA does not express an opinion or any other form of assurance with respect thereto.

Non-IFRS Measures; Trademarks

This presentation includes certain financial measures not presented in accordance with IFRS including but not limited to Adjusted EBITDA, Adjusted Operating Income and Adjusted Net Income (and Adjusted EBITDA Margin, Adjusted Operating Income Margin and Adjusted Net Income Margin). These financial measures are not measures of financial performance in accordance with IFRS and may exclude items that are significant in understanding and assessing the Company's financial results. Therefore, these measures should not be considered in isolation or as an alternative to loss after tax, net sales, gross profit or other measures of profitability, liquidity or performance under IFRS. You should be aware that the Company's presentation of these measures may not be comparable to similarly titled measures used by other companies, which may be defined and calculated differently. See the appendix for a reconciliation of certain of these non-IFRS measures to the most directly comparable IFRS measure.

Illustrative key operating and financial metrics included in business highlights by segment are non-IFRS financial measures that we present by segment for each period and were prepared by combining the historical standalone statements of operations for each of legacy YNAP and Mytheresa. These measures are provided for illustrative purposes only and do not purport to represent what the actual consolidated results of operations or consolidated financial condition would have been had the acquisition actually occurred on the date indicated, nor do they purport to project the future consolidated results of operations or consolidated financial condition for any future period or as of any future date. In addition, these measures have not been prepared in accordance with Article 11 of Regulation S-X.

The trademarks included herein are the property of the owners thereof and are used for reference purposes only. Such use should not be construed as an endorsement of the products or services of the Company.

LuxExperience Offers A Unique Investment Opportunity

Outstanding market opportunity given resilience of luxury and high growth potential of online

Unique valuable assets in differentiated brands, global geographic reach, and a large, high-value customer base

Bold transformation plan and highly experienced management team to deliver on the ambition

Ambitious financial targets for value creation, backed by a healthy balance sheet

LuxExperience

Business Highlights Q4 FY25 & Full FY25

LuxExperience Business Highlights Q4 FY25 & Full FY25

LuxExperience

Luxury | Mytheresa	• Very good GMV growth with +11.1% vs. Q4 FY24 and +8.2% vs. the full FY24 • Top Customer growth of 3.6% vs. Q4 FY24 and growth of GMV per Top Customer of +16.1% vs. Q4 FY24 • Outstanding increase in AOV LTM with +10.0% to now EUR 773 • Continued Gross Profit Margin increase of 90bps to 48.3% in Q4 FY25 underlining increased full-price share • High-impact top customer activations and true “money can’t buy” experiences in Europe, the US and Asia • Launch of exclusive capsule collections and pre-launches in collaboration with Dolce & Gabbana, Pucci, Versace, Chloe, Missoni, Alaïa, Bottega Veneta, The Row and many more
Luxury | NAP & MRP	• Continued GMV decline of 9.1% vs. Q4 FY24 and decline of 11.4% vs. the full FY24 • US GMV declining by 8.0% and EU (excl. UK and Germany) declining by 6.5% in Q4 FY25 • Top Customer spend increase in Q4 FY25 of +3.8% • Strong increase in AOV LTM of +14.5% vs. Q4 FY24 • Stable Gross Profit Margin of 51% vs. Q4 FY24 • Immediate appointment of new, experienced leadership at NET-A-PORTER and MR PORTER
Off-price | YOOX & THE OUTNET	• Significant GMV decline of 19.6% vs. Q4 FY24 and decline of 13.6% vs. the full FY24 • US GMV declining by 21.8% and EU (excl. UK and Germany) declining by 15.6% in Q4 FY25 • Increased Top Customer spend of +12.7% in Q4 FY25 shows clear focus on high-quality customers and good progress • Very strong growth in AOVs LTM in Q4 FY25 of +17.3% • Declining Gross Profit Margin by 490bps vs. Q4 FY24 due to inventory clearance • Separation and simplification of YOOX and THE OUTNET businesses from luxury already well progressed
LuxExperience B.V.	• GMV decline of 5.3% vs. Q4 FY24 and decline of 6.3% vs. full FY24 • Reorganization of the Group to new operating model almost completed • Cost reduction actions started across all operations functions • Tech migration for luxury and simplification of separate off-price tech stack started • Customer data analytics across the Group enabled • Full transformation of Finance and HR functions started to support new Group operating model

LuxExperience's Business Performance As Expected in Q4 FY25

LuxExperience

Luxury | Mytheresa — Luxury | NAP & MRP — Off-Price | YOOX & TON

Gross Merchandise Value (GMV) (in €mm)

Gross Margin (in %)

Adj. EBITDA (in €mm)

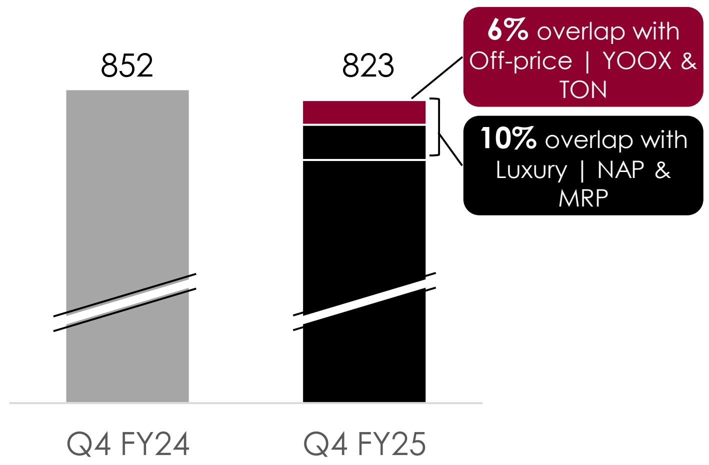
Note: LuxExperience B.V. ("LuxExperience"; together with its subsidiaries "LuxExperience Group") acquired 100% shares of YOOX Net-A-Porter Group S.p.A. ("YNAP") (together with its subsidiaries, "YNAP Sub-Group") on April 23, 2025 (YNAP Acquisition). These charts show illustrative key operating and financial metrics by segment for LuxExperience Group including the YNAP Sub-Group as if it was part of the LuxExperience Group for the full periods presented but do not take into account the financial statement impact from the acquisition accounting. These measures are non-IFRS measures and are provided for illustrative purposes only and do not purport to represent what the actual consolidated results of operations or consolidated financial condition would have been had the combination actually occurred on the date indicated. In addition, these measures have not been prepared in accordance with Article 11 of Regulation S-X.

Differentiated Luxury Customers and Minimal Overlap With Off-price Customers

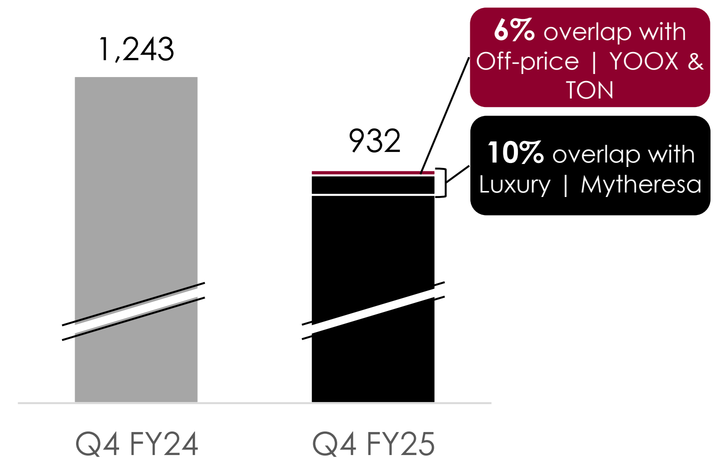
LuxExperience

Total Active Customers LTM
(in '000)

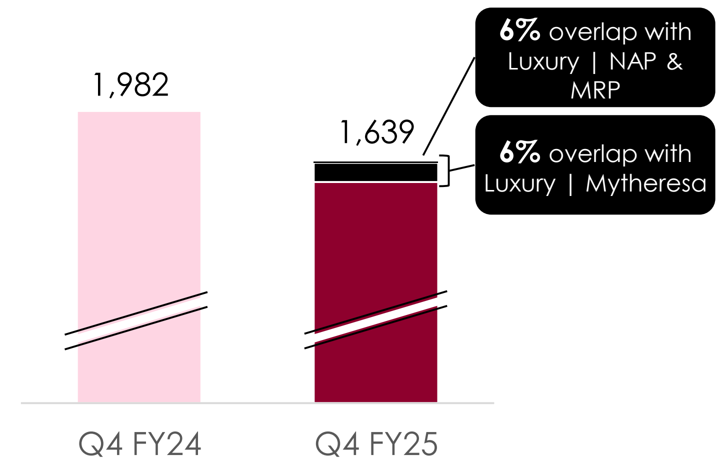
Luxury | Mytheresa



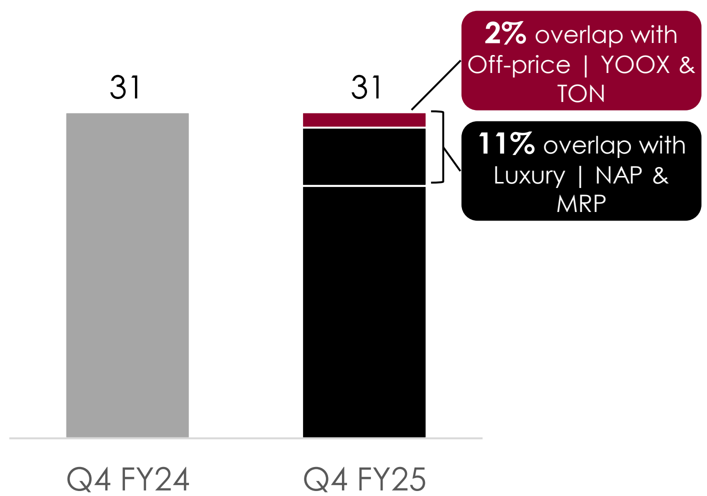
Luxury | NAP & MRP

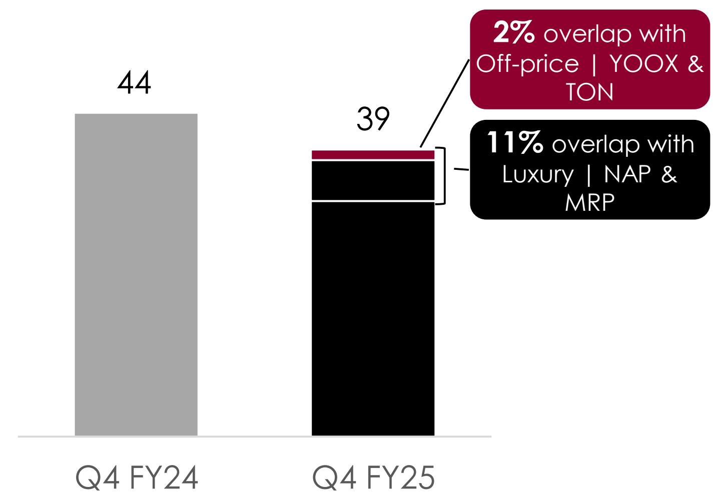


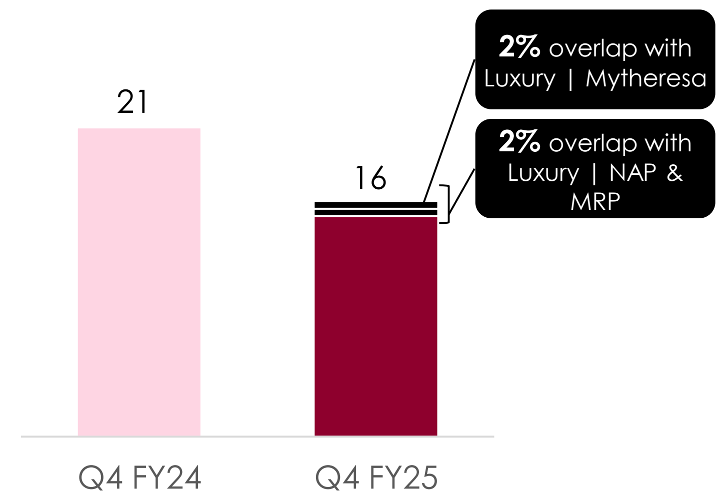
Off-Price | YOOX & TON



Top Customers LTM
(in '000)







Very Fast Start to Transformation of Group Structure, Processes and Infrastructure

Organization	• Reorganization of Group to **new operating model** almost completed • New **leadership teams** appointed at all store brands of YNAP • **Complete separation of off-price** central functions from luxury businesses in addition to customer-facing functions
Operations	• **Cost reduction actions** started across all operations functions • Streamlining and simplification of **warehouse footprint and fulfilment models** • Renegotiation of global **carrier contracts** • Reduction of **customer service footprint** and separation luxury and off-price
Technology	• **Tech migration for luxury** and **simplification of separate off-price tech** stack already started • **Scope alignment** for luxury migration completed and team ramp up almost finalized • YOOX tech **simplification and cost reduction** through legacy cleanup begun
Data Analytics	• Customer **data analytics across the Group** already enabled • Set up of separate email, **marketing intelligence and customer analytics** for separate segments • **Joint data analytics layer** across Mytheresa and YNAP data platform successfully created • Approach defined for joint luxury **data platform** and separate off-price platform
Corporate	• Full **transformation of Finance** and **HR functions** started to support new Group operating model, comply with new global reporting standards and drive **significant G&A savings** • Partial **workforce reduction across** recently acquired **YNAP** store brands announced

LuxExperience

Luxury | Mytheresa
Q4 FY25 & Full FY25

Mytheresa Is The Leading Destination For Wardrobe-building High-end Customers

LuxExperience
Luxury | Mytheresa

Q4 FY25 Highlights Luxury | Mytheresa

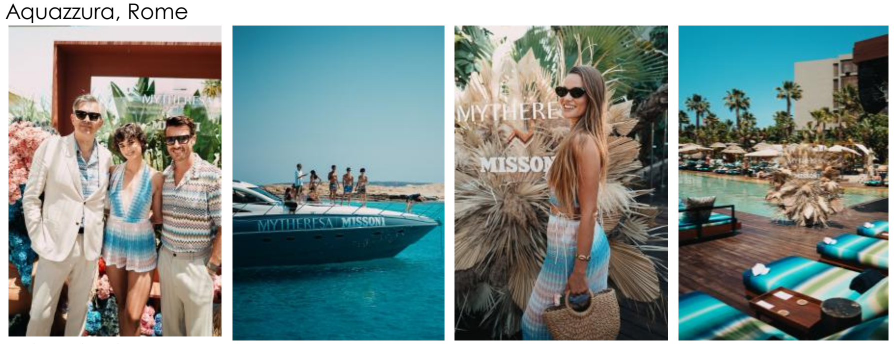
Total Active Customers LTM (in '000) **823** (3.4%) vs. LY	**Average Order Value (AOV)** (in €) **773** +10.0% vs. LY
Top Customer Share **8.6%** +80bps vs. LY	**Growth in Spend per Top Customer** **16.1%** vs. LY
Gross Profit Margin **48.3%** +90bps vs. LY	**NPS** (in %) **82.6** (40bps) vs. LY

Strong Top Customer Engagement With Digital and Physical Experiences at Mytheresa

Unique TC Events & Experiences

Dolce & Gabbana, Taormina

Aquazzura, Rome



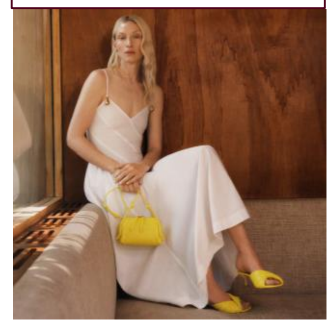
Missoni, Ibiza

High-End Luxury Brand Collaborations

DOLCE & GABBANA

Launch of Exclusive Taormina Capsule Collection for WW & KW, only available at Mytheresa.

BOTTEGA VENETA

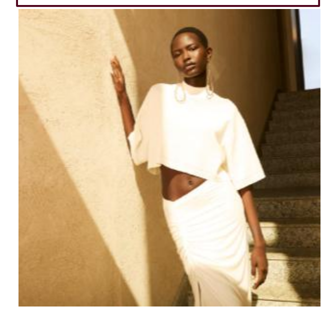


Launch of the new season exclusive styles for WW, only available at Mytheresa.

ALAIA

Exclusive Pre-Launch of the Archetypes Collection for WW, only available at Mytheresa.

PRADA

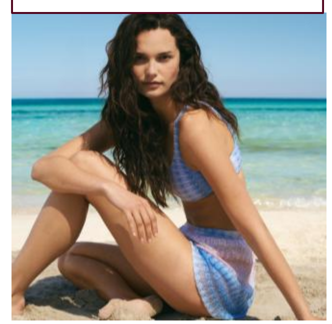


Launch of the new season collection feat. exclusive styles for WW & MW, only available at Mytheresa.

LA DOUBLEJ

Launch of Exclusive Capsule Collection for WW, only available at Mytheresa and La DoubleJ.

MISSONI



Launch of Exclusive Beachwear Capsule Collection for WW, only available at Mytheresa.

VALENTINO

Exclusive Pre-Launch of the Été Fou Capsule Collection for WW, only available at Mytheresa.

THE ROW

Exclusive Pre-Launch of the FW25 Collection for WW & MW, only available at Mytheresa.

Strong Growth On Top and Bottom Line for Mytheresa

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Luxury | Mytheresa

Illustrative Key Operating and Financial Metrics – Luxury | Mytheresa[1]

	Q4 FY25	*YoY Growth*	Full FY25	*YoY Growth*
LTM Active Customers ('000)	823	*(3.4%)*	823	*(3.4%)*
Gross Merchandise Value (€mm)	265.9	*11.1%*	988.5	*8.2%*
Net Sales (€mm)	248.9	*11.5%*	916.1	*8.9%*
Gross Profit Margin[2]	48.3%	*90bps*	47.0%	*130bps*
Adjusted EBITDA[3] (€mm)	16.1	*51.9%*	44.6	*72.9%*
Adjusted EBITDA Margin[2,3]	6.5%	*180bps*	4.9%	*180bps*

1) The illustrative key operating and financial metrics of Luxury MYTHRESA (excluding YNAP Sub-Group for the period between April 23, 2025 and June 30, 2025) has been prepared as if LuxExperience Group's management reporting included these segments during the fiscal periods presented here. This segment information should not be viewed as a substitute for LuxExperience Group's audited consolidated financial statements as of and for the fiscal years ended June 30, 2024 and 2025. Further, the segment information presented here is not necessarily indicative of LuxExperience Group's results to be expected for any future periods.
2) As a % of Net Sales.
3) Adjusted to exclude other transaction-related, certain legal and other expenses, share-based compensation and intercompany recharges.

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Luxury | NAP & MRP
Q4 FY25 & Full FY25

NET-A-PORTER and MR PORTER With Improved Quality of Business

Q4 FY25 Highlights Luxury | NAP & MRP

Total Active Customers LTM (in '000) **932** (25.0%) vs. LY	**Average Order Value (AOV) LTM** (in €) **811** +14.5% vs. LY
Top Customer Share **9.4%** +70bps vs. LY	**Growth in Spend per Top Customer** **3.8%** vs. LY
Gross Profit Margin **50.7%** (60bps) vs. LY	**NPS NET-A-PORTER** (in %) **60.9** +380bps vs. LY

Highly Regarded and Experienced New Leadership to Execute The Transformation Plan at NAP and MRP Already Appointed

LuxExperience
Luxury | NAP & MRP

NET-A-PORTER

NEW

Heather Kaminetsky
CEO
- Rejoined NAP in 2025
- Drove Mytheresa's significant growth in US since 2021; Extensive retail experience, incl. VP Global Marketing at NAP

NEW

Claudia Plant
Chief Brand & Customer Officer
- Rejoined NAP in 2025 as the company's first employee & a Co-founder
- Held senior executive roles at Burberry, Hunter & Stella McCartney

NEW

Brigitte Chartrand
Chief Buying & Merchandising Officer
- Joined NAP in 2025
- Built SSENSE Women's, Kids, Home and Beauty since 2014

Ankita Bhargava
Director Digital Marketing
- Joined NAP in 2019
- Developed Dynamic Feeds for The Telegraph as a Client Partner at Dentsu Aegis

Victoria Knight
Site Trading Director
- Joined NAP in 2022
- Drove expansion of Harrod's integrated concession and marketplace models

Jeffrey Trosch
President North America
- Joined YNAP in 2018 and NAP in 2022
- Led global communications at Shinola

Chris Chan
President APAC
- Joined NAP in 2012
- Headed J. Walter Thompson's digital advertising department, fueling rapid expansion in APAC

MR PORTER

NEW

Toby Bateman
CEO
- Co-founded MR PORTER, led establishment and rapid growth
- 30+ years in retail experience

NEW

Jeremy Langmead
Brand Director
- Rejoined MRP in 2025
- Served as Co-founding member of MRP & Editor-in-Chief from 2010 to 2014 and Brand, Content & Comms Director from 2015-2020

Daniel Todd
Buying Director
- Joined MRP 2010 & holds the position of Buying Director since 2023
- Deep level of knowledge and strong industry reputation

NEW

Anna Gardner
Merchandise Director
- Rejoined MRP in 2025
- Held the same role for NAP in 2011 and also MRP & TON from 2018-2022
- Commercial Director at Perfect Moments and co-founder of a retail consultancy business

NEW

Cassandra Bergsland
Customer Director
- Formed MRP between 2010 and 2017 as part of its original team
- Held senior positions at Charlotte Tilbury and John Lewis

Financial Turnaround Needed at NET-A-PORTER and MR PORTER Combined

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Luxury | NAP & MRP

Illustrative Key Operating and Financial Metrics – Luxury | NAP & MRP[1]

	Q4 FY25	*YoY Growth*	Full FY25	*YoY Growth*
LTM Active Customers ('000)	932	*(25.0%)*	932	*(25.0%)*
Gross Merchandise Value (€mm)	267.4	*(9.1%)*	1,092.6	*(11.4%)*
Net Sales (€mm)	255.3	*(9.0%)*	1,042.8	*(10.9%)*
Gross Profit Margin[2]	50.7%	*(60bps)*	44.8%	*(200bps)*
Adjusted EBITDA[3] (€mm)	(2.9)	*(119.0%)*	(7.2)	*(132.0%)*
Adjusted EBITDA Margin[2,3]	(1.1%)	*(660bps)*	(0.7%)	*(260bps)*

1) The illustrative key operating and financial metrics of Luxury NAP / MRP segment have been prepared have been prepared as if YNAP Sub-Group's management reporting included these segments during the fiscal periods presented here. This segment information contains non-IFRS measures that are for illustrative purposes only and should not be viewed as a substitute for YNAP Sub-Group's audited consolidated financial statements as of and for the years ended March 31, 2024 and 2025. Further, the segment information presented here is not necessarily indicative of YNAP Sub-Group's results to be expected for any future periods. In addition, these measures have not been prepared in accordance with Article 11 of Regulation S-X.
2) As a % of Net Sales.
3) Adjusted to exclude release of inventory write-down, other transaction-related, certain legal and other expenses and intercompany recharges.

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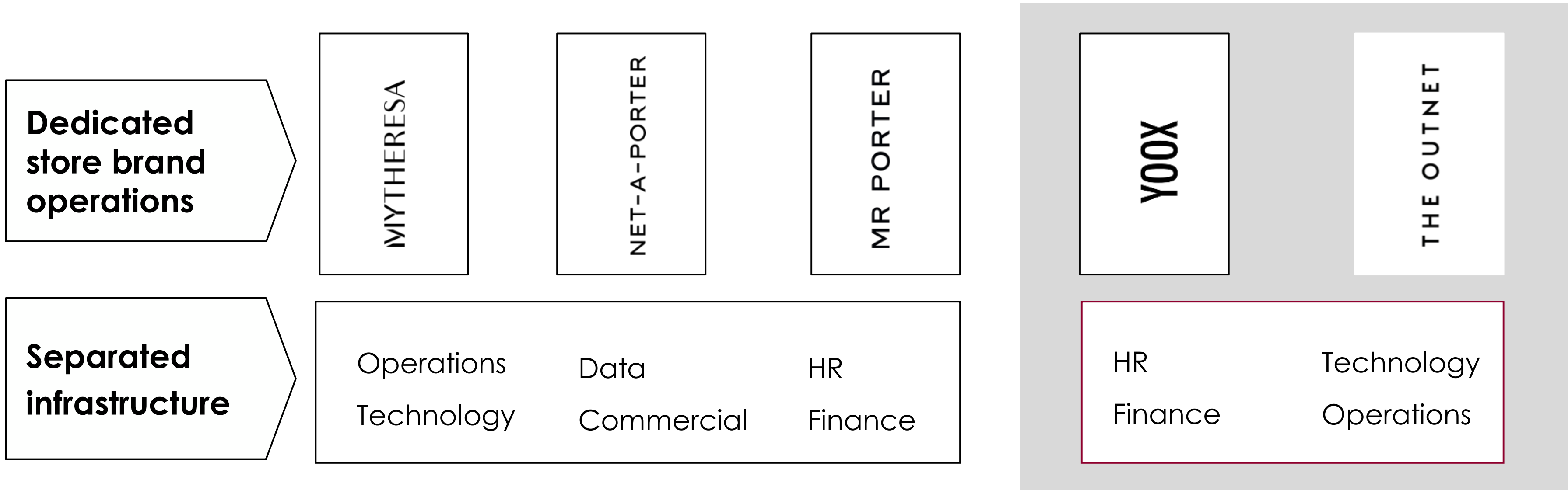
Off-price | YOOX & THE OUTNET
Q4 FY25 & Full FY25

YOOX And THE OUTNET With Clear Need Of Business Improvements

Q4 FY25 Highlights Off-price | YOOX & THE OUTNET

Total Active Customers LTM (in '000) **1,639** (17.3%) vs. LY	**Average Order Value (AOV) LTM** (in €) **292** +17.4% vs. LY
Top Customer Share **2.5%** (10bps) vs. LY	**Growth in Spend per Top Customer** **12.7%** vs. LY
Gross Profit Margin **37.9%** (490bps) vs. LY	**NPS YOOX** (in %) **34.0** (300bps) vs. LY

Separation and Simplification of YOOX and THE OUTNET businesses from luxury already well progressed



- **Dedicated and independent leadership teams** from luxury for YOOX and THE OUTNET in Italy and the UK respectively
- Redefinition of commercial strategy and build up of **dedicated brand & marketing functions separate from luxury**
- Simplification of already dedicated **fulfilment footprint**
- Consolidation of **customer service network** and separation from luxury started
- Efficiency improvements for already dedicated **photo studio resources**
- Separation and simplification of **off-price technology** started including data platform solutions and clean up of legacy solutions
- Separation from luxury and streamlining of **corporate functions** Finance and HR started

Challenging Financials Off-Price Segment

Illustrative Key Operating and Financial Metrics – Off-price | YOOX & THE OUTNET[1]

	Q4 FY25	*YoY Growth*	Full FY25	*YoY Growth*
LTM Active Customers ('000)	1,639	*(17.3%)*	1,639	*(17.3%)*
Gross Merchandise Value (€mm)	159.1	*(19.6%)*	808.4	*(13.6%)*
Net Sales (€mm)	159.1	*(17.4%)*	792.8	*(13.1%)*
Gross Profit Margin[2]	37.9%	*(490bps)*	35.0%	*(70bps)*
Adjusted EBITDA[3] (€mm)	(28.5)	*100.5%*	(96.2)	*(14.2%)*
Adjusted EBITDA Margin[2,3]	(17.9%)	*1,120bps*	(12.1%)	*20bps*

1) The illustrative key operating and financial metrics of and Off Price – YOOX & THE OUTNET segments have been prepared have been prepared as if YNAP Sub-Group's management reporting included these segments during the fiscal periods presented here.. This segment information contains non-IFRS measures that are for illustrative purposes only and should not be viewed as a substitute for YNAP Sub-Group's audited consolidated financial statements as of and for the years ended March 31, 2024 and 2025. Further, the segment information presented here is not necessarily indicative of YNAP Sub-Group's results to be expected for any future periods , and has not been prepared in accordance with Article 11 of Regulation S-X.
2) As a % of Net Sales.
3) Adjusted to exclude release of inventory write-down, other transaction-related, certain legal and other expenses and intercompany recharges.

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Group Financial Results
Q4 FY25 & Full FY25

LuxExperience Group Financial Performance

LuxExperience

LuxExperience Group – Illustrative[1]

	Q4 FY25	*YoY Growth*	Full FY25	*YoY Growth*
Gross Merchandise Value (€mm)	692.4	*(5.3%)*	2,889.0	*(6.3%)*
Net Sales (€mm)	663.3	*(4.7%)*	2,751.7	*(5.9%)*
Gross Profit Margin[2]	46.7%	*(100bps)*	42.7%	*(20bps)*
Adj. EBITDA[3] (€mm)	(15.3)	*(225.1%)*	(58.7)	*(5.4%)*
Adj. EBITDA Margin[2,3]	(2.3%)	*(400bps)*	(2.1%)	*0bps*

1) LuxExperience B.V. acquired 100% shares of the "YNAP Sub-Group" on April 23, 2025 (YNAP Acquisition). These illustrative tables show financial and operating information for LuxExperience Group including the YNAP Sub-Group as if it was part of the LuxExperience Group for the full periods presented but do not take into account the financial statement impact from the acquisition accounting. Excluding OFS and FM. Illustrative view on performance as closing of the acquisition was on April 23, 2025. These measures are non-IFRS measures and are provided for illustrative purposes only and do not purport to represent what the actual consolidated results of operations or consolidated financial condition would have been had the combination actually occurred on the date indicated. In addition, these measures have not been prepared in accordance with Article 11 of Regulation S-X.
2) As % of Net Sales
3) Adjusted to exclude release of inventory write-down, other transaction-related, certain legal and other expenses, share-based compensation and intercompany recharges

LuxExperience Group P&L in Line With Expectations and Transformation Plan

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LuxExperience Group – Gross Profit and Cost Line Ratios by Segment - Illustrative

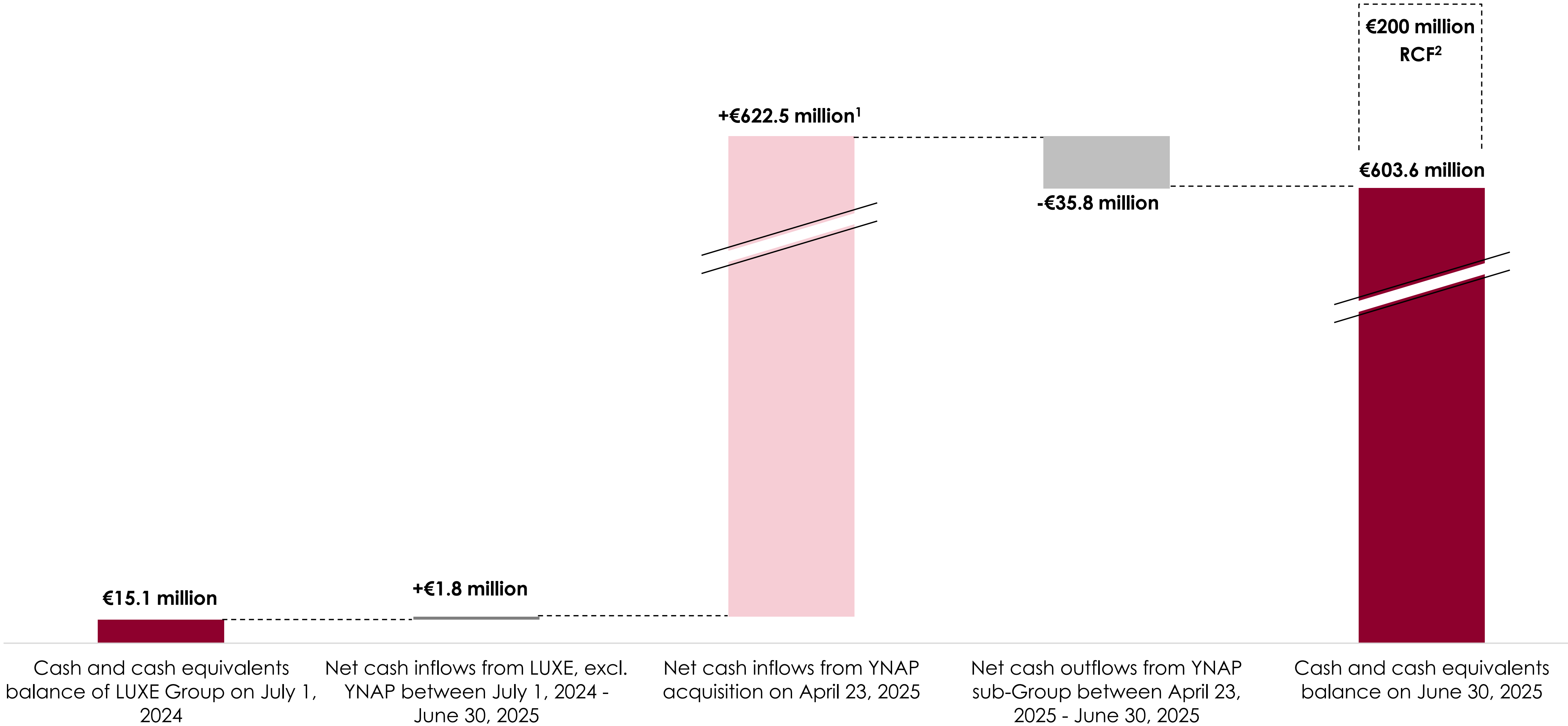
in €mm

	Luxury | Mytheresa		Luxury | NAP & MPR		Off-price | YOOX & TON		LuxExperience Group	
	Q4 FY25	***YoY Growth***	**Q4 FY25**	***YoY Growth***	**Q4 FY25**	***YoY Growth***	**Q4 FY25**	***YoY Growth***
Gross Profit (in €mm)	**120.1**	*13.5%*	**129.4**[1]	*(10.9%)*	**60.1**[1]	*(25.1%)*	**309.8**[1]	*(6.6%)*
Gross Profit Margin[2]	**48.3%**	*90bps*	**50.7%**	*(50bps)*	**37.9%**	*(490bps)*	**46.7%**	*(100bps)*
Shipping & Payment[3]	**12.9%**	*(180bps)*	**12.2%**	*(80bps)*	**16.4%**	*(100bps)*	**13.4%**	*(140bps)*
Marketing[3]	**12.7%**	*160bps*	**8.3%**	*(20bps)*	**7.1%**	*(20bps)*	**9.7%**	*70bps*
Adj. SG&A[3,4]	**13.4%**	*(70bps)*	**24.7%**	*290bps*	**28.1%**	*410bps*	**21.2%**	*130bps*

Notes:
Excluding OFS and FM. Illustrative view on performance as closing of the YNAP Acquisition was on April 23, 2025.
1 Adjusted for addition of pre-acquisition gross profit of YNAP sub-group business areas, removal of YNAP acquisition accounting related adjustments, and release of inventory write-down provision.
2 As a % of Net Sales.
3 As a % of GMV.
4 Adjusted to exclude other transaction-related, certain legal and other expenses and share-based compensation.

Turnaround Plan Fully Funded With Cash On Balance Sheet, And Significant Liquidity Headroom Left

LuxExperience



Notes:
1 At Completion, the SPA required Richemont to leave YNAP with a minimum Net Financial Position of EUR 555 million. The preliminary opening balance sheet shows EUR 620 million of cash, mainly due to timing of settlements and conservative classifications of certain balances, resulting in additional cash being left in the business.
2 Cash utilization of the RCF at €10 million as of June 30, 2025.

LuxExperience Provides Full FY26 Guidance

LuxExperience

Assumptions for Full FY26

1 Luxury | Mytheresa is expected to continue growing its GMV topline

2 Luxury | NAP & MRP segment is expected to still slightly decline in GMV

3 Off-price | YOOX & THE OUTNET segment is expected continue the restructuring of its business model and GMV therefore to continue to decrease considerably

Guidance for Full FY25

1 GMV between €2.5 billion to €2.9 billion and

2 Adjusted EBITDA Margin between (4%) to 1%

At Group Level, LuxExperience Targets €4bn Net Sales And 7-9% Adj. EBITDA In The Medium-term

LuxExperience

	Medium-term targets[1]
GMV / Net Sales *% Growth*	**10-15% CAGR** to achieve €4bn net sales in FY30
Adjusted EBITDA Margin *as % of Net Sales*	**7-9%**

1. These are not projections; they are goals / targets and are forward-looking, subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company and its management, and are based upon assumptions with respect to future decisions, which are subject to change. Actual results will vary and those variations may be material. For discussion of some of the important factors that could cause these variations, please consult the "Risk Factors" section of the Form 20-F filed with the U.S. Securities and Exchange Commission on September 12, 2024. Nothing in this presentation should be regarded as a representation by any person that these goals / targets will be achieved and the Company undertakes no duty to update its goals.

LuxExperience Offers A Unique Investment Opportunity

Outstanding market opportunity given resilience of luxury and high growth potential of online

Unique valuable assets in differentiated brands, global geographic reach, and a large, high-value customer base

Bold transformation plan and highly experienced management team to deliver on the ambition

Ambitious financial targets for value creation, backed by a healthy balance sheet

LuxExperience

Appendix

Reconciliation to IFRS Metrics

LuxExperience

(in € millions)	Luxury MYTHERESA	Luxury NAP / MRP	Off-Price	Other*	Total
	Illustrative three months ended June 30, 2025 (Unaudited)				
LuxExperience Group Net sales	**248.9**	**207.7**	**113.5**	**17.6**	**587.7**
Addition of pre-acquisition net sales of YNAP sub-group business areas	-	47.6	45.5	8.1	101.2
Illustrative Net sales	**248.9**	**255.3**	**159.1**	**25.7**	**688.9**
LuxExperience Group Gross profit	**120.1**	**109.5**	**55.6**	**4.0**	**289.2**
Addition of pre-acquisition gross profit of YNAP sub-group business areas	-	27.5	20.3	1.6	49.5
Removal of YNAP acquisition accounting related adjustments		(2.5)	(14.7)		(17.2)
Release of inventory write-down provision [1]	-	(5.1)	(1.0)	-	(6.1)
Illustrative Adjusted Gross profit	**120.1**	**129.4**	**60.3**	**5.6**	**315.4**

(in € millions)	Luxury MYTHERESA	Luxury NAP / MRP	Off-Price	Other*	Total
	Illustrative three months ended June 30, 2025 (Unaudited)				
LuxExperience Group Net Income					**586.0**
Finance costs, net					11.0
Income tax (expense) benefit					0.9
Depreciation and amortization					10.4
LuxExperience Group EBITDA	**35.9**	**(15.3)**	**(21.7)**	**609.4**	**608.4**
Addition of pre-acquisition EBITDA of YNAP sub-group segments	-	(0.5)	(6.7)	0.7	(6.4)
Removal of YNAP acquisition accounting related adjustments	-	(2.5)	(14.7)	(608.2)	(625.4)
Illustrative EBITDA	**35.9**	**(18.3)**	**(43.0)**	**2.0**	**(23.4)**
Adjustments:					
Release of inventory write-down [1]	-	(5.1)	(1.0)	-	(6.1)
Other transaction-related, certain legal and other expenses [2]	6.8	3.0	5.2	(0.2)	14.8
Share-based compensation [3]	1.1	-	-	-	1.1
One-off Intercompany recharges [4]	(27.8)	17.4	10.4	-	-
Illustrative Adjusted EBITDA	**16.1**	**(2.9)**	**(28.5)**	**1.8**	**(13.6)**

Reconciliation to IFRS Metrics

LuxExperience

(in € millions)	Illustrative twelve months ended June 30, 2025 (Unaudited)				
	Luxury MYTHERESA	Luxury NAP / MRP	Off-Price	Other*	Total
LuxExperience Group Net sales	**916.1**	**207.7**	**113.5**	**17.6**	**1,254.9**
Addition of pre-acquisition net sales of YNAP sub-group business areas	-	835.0	679.3	146.9	1,661.2
Illustrative Net sales	**916.1**	**1,042.8**	**792.8**	**164.5**	**2,916.1**
LuxExperience Group Gross profit	**430.9**	**109.5**	**55.6**	**4.0**	**600.0**
Addition of pre-acquisition gross profit of YNAP sub-group business areas	-	384.9	259.4	14.4	658.8
Removal of YNAP acquisition accounting related adjustments		(2.5)	(14.7)	-	(17.2)
Release of inventory write-down provision (1)	-	(25.1)	(22.6)	-	(47.7)
Illustrative Gross profit	**430.9**	**466.8**	**277.7**	**18.5**	**1,193.9**

(in € millions)	Illustrative twelve months ended June 30, 2025 (Unaudited)				
	Luxury MYTHERESA	Luxury NAP / MRP	Off-Price	Other*	Total
LuxExperience Group Net Income					**552.3**
Finance costs, net					2.6
Income tax (expense) benefit					5.1
Depreciation and amortization					25.4
LuxExperience Group EBITDA	**12.9**	**(15.3)**	**(21.7)**	**609.4**	**585.3**
Addition of pre-acquisition EBITDA of YNAP sub-group segments	-	7.6	(59.3)	(20.6)	(72.3)
Removal of YNAP acquisition accounting related adjustments	-	(2.5)	(14.7)	(608.2)	(625.4)
Illustrative EBITDA	**12.9**	**(10.2)**	**(95.6)**	**(19.3)**	**(112.4)**
Adjustments:					
Release of inventory write-down (1)	-	(25.1)	(22.6)	-	(47.7)
Other transaction-related, certain legal and other expenses (2)	45.2	7.7	8.7	(0.4)	61.2
Share-based compensation (3)	14.3	3.0	3.0	-	20.3
One-off Intercompany recharges (4)	(27.8)	17.4	10.4	-	-
Illustrative Adjusted EBITDA	**44.6**	**(7.2)**	**(96.2)**	**(19.8)**	**(78.5)**

Reconciliation to IFRS Metrics

LuxExperience

(*) Other represents OFS and Feng Mao businesses of YNAP Sub-Group

1) In fiscal year 2024, YNAP Sub-Group management decided to recognize an extraordinary inventory write-down in accordance with IAS 2. These adjustments represent the release of a significant portion of this write-down reserve upon the sale of corresponding inventory in 2025.
2) Other transaction-related, certain legal and other expenses represent (i) professional fees, including advisory and accounting fees, related to potential transactions, (ii) certain legal and other expenses incurred outside the ordinary course of our business, (iii) other non-recurring expenses incurred in connection with the costs of closing distribution center in Heimstetten, Germany and (iv) finance costs in the form of RCF amendment fees.
3) Certain members of management and supervisory board members have been granted share-based compensation for which the share-based compensation expense will be recognized upon defined vesting schedules in the future periods. Our methodology to adjust for share-based compensation and subsequently calculate Adjusted EBITDA includes both share-based compensation expense connected to the IPO and share-based compensation expense recognized in connection with grants under the Long-Term Incentive Plan (LTI) for the LuxExperience Group key management members and share-based compensation expense due to Supervisory Board Members Plans. We do not consider share-based compensation expense to be indicative of our core operating performance.
4) One-off Intercompany recharges represent personnel, administrative and consulting expenses incurred by Luxury MYTHERESA on behalf and for the benefit of YNAP Sub-Group for YNAP Acquisition.

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NET-A-PORTER MR PORTER

LuxExperience

THE OUTNET YOOX

NET-A-PORTER MR PORTER MYTHERESA NET-A-PORTER MR PORTER

THE OUTNET YOOX MYTHERESA THE OUTNET YOOX