YOOX GROUP AND THE NET-A-PORTER GROUP TO MERGE

Investor Presentation

31 March 2015
This presentation is for informational purposes only. All data contained into this presentation refer to calendar year 2014 and 2013. Financials related to YOOX Net-A-Porter Group are calculated as the sum of the two corresponding figures. Figures for The Net-A-Porter Group included in this presentation are prepared according to UK GAAP, refer to the retail calendar (52 weeks) and they are sourced from the unaudited internal management accounts. These accounts may therefore potentially differ from the consolidated accounts for the twelve months ended 31 December 2014 and 31 December 2013. The Net-A-Porter Group financials were converted to Euro at an average €/£ rate of 0.8062 for 2014 and of 0.8493 for 2013. Certain numerical figures have been subject to rounding adjustments and therefore minor inconsistencies might have occurred.

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Italian Consob Regulation No. 11971 of May, 1999 (as subsequent amended)
Prior to the extraordinary general meeting of YOOX S.p.A. to resolve upon the merger, YOOX S.p.A. will voluntarily make available an information document pursuant to Article 70, paragraph 6, of the Consob Regulation No. 11971 of May, 1999 (as subsequent amended), in accordance with the applicable terms.
CREATING A LEADING ONLINE LUXURY FASHION RETAILER WORLDWIDE

YOOX GROUP

“The global internet retailing partner for leading fashion brands”

NET-A-PORTER GROUP

“The world’s premier online luxury fashion destination for content and commerce”

A leading online luxury fashion retailer worldwide
Highly complementary businesses with **significantly enhanced growth potential**

A **unique ecosystem** covering all key strategic geographical luxury markets and all luxury fashion customer segments

An **unrivalled client base** of more than 2 million high-spending customers and 24 million monthly unique visitors worldwide

The independent **global partner of choice** of the world’s leading luxury fashion brands for all online channels
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- HIGHLIGHTS
- THE NET-A-PORTER GROUP
- YOOX NET-A-PORTER GROUP
- CLOSING REMARKS AND TIMELINE
- Q&A
AN INDUSTRY-SHAPING MERGER, UNDERPINNED BY A COMPELLING STRATEGIC RATIONALE

2 leaders in a fast-growing, resilient and defendable market

Full coverage of all luxury customer segments across the entire product lifecycle

Wider addressable audience in the most attractive market segments

Broader global reach leveraging complementary geographical footprint

Highly complementary competences

Increased scale driving operating leverage and efficiencies

Expanded platform for stronger partnerships with Brands

Most attractive Employer worldwide for online luxury fashion

Enhanced growth profile

More diversified business portfolio

~€60m annual run rate synergies expected in the third full year
### KEY TRANSACTION HIGHLIGHTS

#### Deal Structure
- All-share merger through the absorption into YOOX S.p.A. of an Italian holding company owning The Net-A-Porter Group Limited
- Combined entity remains incorporated and listed in Italy
- Combined entity to be renamed YOOX Net-A-Porter Group (or abbreviated YNAP)

#### Consideration
- Richemont to receive 50% of the combined entity share capital with voting rights limited to 25%

#### Governance
- Combined entity to remain independent
- Richemont to receive ordinary shares for 25% of the voting share capital of the combined entity and the balance as non-voting shares carrying same economic rights as ordinary (convertible into ordinary upon sale to a third party)
- Transaction not to trigger any change of control clauses included in certain mono-brand agreements
- Board of Directors composed of 12-14 members, of which 2 designated by Richemont and at least half independent.
- 3-year lock-up on Richemont’s shares equal to 25% of the combined entity’s total capital; 3-year standstill and 3-year commitment of Richemont not to enter into any shareholder agreement
- CEO: Federico Marchetti; Executive Chairman: Natalie Massenet

#### Capital Increase
- Capital increase of up to €200m (or in any case not greater than 10% of the combined entity’s share capital) to fund future growth opportunities and the integration, potentially to allow entry of strategic investors, while retaining maximum balance sheet flexibility
- Executed with or without option rights (or a mix)
- Authorisation to Board of Directors to be proposed to the EGM resolving upon the merger

#### Timetable
- Board of Directors approving merger plan in the second half of April
- EGM to resolve upon the merger and the authorisation for capital increase expected for the first half of June
- Completion subject to antitrust clearances and other customary conditions
- Closing expected in September 2015 following expiry of creditors’ opposition period

#### Financial Impact and Value Creation
- Combined 2014 Net Revenues of €1.3bn and Adjusted EBITDA of €108m
- Expected ~€60m annual run-rate synergies in the third full year after completion

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1. On a fully diluted basis.
2. YOOX Group EBITDA excludes incentive plan costs. The Net-a-Porter Group EBITDA is sourced from the unaudited internal management accounts, refers to the retail calendar (52 weeks), excludes Richemont’s management fee, incentive plan costs and FX gains.
## YOOX GROUP AND THE NET-A-PORTER GROUP AT A GLANCE

### CY2014 Highlights

<table>
<thead>
<tr>
<th></th>
<th>YOOX GROUP</th>
<th>THE NET-A-PORTER GROUP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Online stores</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>yoox.com</td>
<td></td>
<td>net-a-porter.com</td>
</tr>
<tr>
<td>thecorner.com</td>
<td></td>
<td>multi-brand in-season destination for luxury</td>
</tr>
<tr>
<td>shoescribe.com</td>
<td></td>
<td>women’s fashion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>mrporter.com</td>
</tr>
<tr>
<td></td>
<td></td>
<td>multi-brand in-season online destination for men</td>
</tr>
<tr>
<td></td>
<td></td>
<td>theoutnet.com</td>
</tr>
<tr>
<td></td>
<td></td>
<td>multi-brand fashion outlet for women</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Online flagship store for Jimmy Choo</td>
</tr>
<tr>
<td><strong>Net Revenues</strong></td>
<td>€524.3m</td>
<td>€753.8m</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>€50.1m</td>
<td>€58.3m</td>
</tr>
<tr>
<td><strong>Monthly Unique Visitors</strong></td>
<td>15.2m</td>
<td>9.0m</td>
</tr>
<tr>
<td><strong>Average Order Value (AOV)</strong></td>
<td>€202</td>
<td>€481</td>
</tr>
<tr>
<td><strong>Active Customers</strong></td>
<td>1.3m</td>
<td>0.8m</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>885</td>
<td>2,455³</td>
</tr>
<tr>
<td><strong>Distinctive Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-standing strategic partner to the world’s leading luxury and fashion brands</td>
<td>Leading destination for fashion content and commerce and an authoritative industry voice</td>
<td></td>
</tr>
<tr>
<td>World-class online retailing skills in fashion</td>
<td>Multi-brand in-season online luxury fashion retailer of choice</td>
<td></td>
</tr>
<tr>
<td>Unrivalled B2B competences in developing mono-brand online stores for luxury and fashion brands</td>
<td>Award-winning editorial content and integrated marketing platform</td>
<td></td>
</tr>
<tr>
<td>Global state-of-the-art techno-logistics platform tailored for fashion</td>
<td>Innovative luxury customer service and experience</td>
<td></td>
</tr>
</tbody>
</table>

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Note: The Net-A-Porter Group financials converted in Euro at an average €/£ rate of 0.8062

1. YOOX Group EBITDA excludes incentive plan costs; The Net-a-Porter Group EBITDA is sourced from the unaudited internal management accounts, refers to the retail calendar (52 weeks), excludes Richemont’s management fee, incentive plan costs and FX gains
2. An Active Customer is defined as a customer who has placed at least one order in the 12 preceding months
3. Includes in-house fulfilment and customer care personnel
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THE NET-A-PORTER GROUP - KEY MILESTONES

Richemont's stake increases to 93%¹

Richard Tشغلتéné’s stake increases to 93%¹

Completion of automation of the UK distribution centre

Launch of Publishing Division with Porter, a shoppable magazine in print and digital, distributed in 60 countries with worldwide circulation of 152,500

Launch of Beauty

Translation of net-a-porter.com in French, German and Chinese

Opening of the HK distribution centre and Shanghai office

Launch of own-label Iris & Ink

Opening of the Manhattan office

Launch of Beauty

Translation of net-a-porter.com in French, German and Chinese

Opening of the HK distribution centre and Shanghai office

Launch of own-label Iris & Ink

Opening of the Manhattan office

Source: Company information

1. See-through stake based on ordinary capital
THE NET-A-PORTER GROUP SNAPSHOT

THE NETAPORTER GROUP

The world’s premier online luxury fashion destination for content and commerce

Launched in 2000

NET-A-PORTER.COM

Global fashion destination for content and commerce for the season’s must-have womenswear collections from over 350 designers

Established as a luxury brand, with authoritative content, curated product and unrivaled customer service

Dedicated weekly online magazine (The Edit)

Translated into English, French, German and Chinese

MR PORTER.COM

Launched in 2011

Global style destination for men, combining style solutions from the season with editorial content

Over 300 international brands

Dedicated weekly online magazine (The Journal)

THE OUTNET.COM

Launch in 2009

The men’s style destination

Professional destination for previous-season discounted pieces for the global style-conscious woman

Over 500 designer labels at up to 75% off as well as exclusive collections with the world’s best brands

Over 90% of stock bought directly from brands

Focused on a tightly curated selection of products alongside an authoritative editorial point of view to appeal to high net worth customers

In-house label of styling essentials “Iris and Ink” launched in 2012

Net Revenues by Geography

UK 16%
Rest of Europe 7%
US 21%
APAC 32%
RoW 24%

Net Revenues by Business Line

In-Season 17%
Off-Season 1%
Central Services 82%

All data refer to calendar year 2014. Geographic split for The Net-A-Porter Group calculated by applying relative weight of each region on Net Merchandise Revenue to total net revenue (Net Merchandise Revenue represents sale of merchandise on net-a-porter.com, mrporter.com, theoutnet.com net of returns and customer discounts. It does not include revenues from shipping, duties, advertising, white label services and miscellaneous).
THE NET-A-PORTER GROUP - KEY FINANCIALS

Net Revenues (€m)

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y-o-Y Growth</td>
<td>+25.7%</td>
<td></td>
</tr>
<tr>
<td>Amount</td>
<td>600</td>
<td>754</td>
</tr>
</tbody>
</table>

Gross Profit (€m)

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y-o-Y Growth</td>
<td>+28.0%</td>
<td></td>
</tr>
<tr>
<td>Amount</td>
<td>240</td>
<td>307</td>
</tr>
</tbody>
</table>

Adjusted EBITDA¹ (€m)

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y-o-Y Growth</td>
<td>+17.0%</td>
<td></td>
</tr>
<tr>
<td>Amount</td>
<td>50</td>
<td>58</td>
</tr>
</tbody>
</table>

% Margin on Net Revenues

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Margin on Net Revenues</td>
<td>8.3%</td>
<td>7.7%</td>
</tr>
</tbody>
</table>

2014 Key Cash-Flow Items (€m)

<table>
<thead>
<tr>
<th>Item</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAPEX</td>
<td>23</td>
<td>18</td>
</tr>
</tbody>
</table>

Company to be contributed net debt-free in the merger

Note: The Net-A-Porter Group financials were converted to Euro at an average €/£ rate of 0.8062 for 2014 and 0.8493 for 2013

¹ Adjusted EBITDA is sourced from the unaudited internal management accounts, refers to the retail calendar (52 weeks) and excludes Richemont’s management fee, incentive plan costs and FX gains
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YOOX NET-A-PORTER GROUP: SIGNIFICANTLY STRENGTHENED FINANCIAL PROFILE...

All data refer to calendar year 2014. Financials related to YOOX Net-A-Porter Group are calculated as the sum of the two corresponding figures, except for AOV.

1. YOOX Group EBITDA excludes incentive plan costs; The Net-a-Porter Group EBITDA is sourced from the unaudited internal management accounts, refers to the retail calendar (52 weeks), excludes Richemont’s management fee, incentive plan costs and FX gains.

2. YOOX Group EBIT excludes incentive plan costs; The Net-a-Porter Group EBIT is sourced from the unaudited internal management accounts, refers to the retail calendar (52 weeks), excludes Richemont’s management fee, incentive plan costs and FX gains.

3. Number of Active Customers related to YOOX Net-A-Porter Group calculated as the sum of the two corresponding Active Customer figures for calendar year 2014. An Active Customer is defined as a customer who has placed at least one order in the 12 preceding months.
...UNIQUELY POSITIONED AT THE HIGH END OF THE FAST-GROWING LUXURY MARKET...

ONLINE RETAIL INDUSTRY BY MARKET POSITIONING

YOOX NET-A-PORTER GROUP

Favourable structural trends in both developed and emerging markets benefiting luxury growth
- Online channel gaining share over offline
  - Generational shift, with millennials moving into top spending years
  - Double-digit growth in rents for prime locations
- Brands increasingly recognise the transformative impact of digital

PERSONAL LUXURY GOODS MARKET SIZE

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Market</th>
<th>CAGR</th>
<th>2013 (€bn)</th>
<th>2018 (€bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-2018</td>
<td></td>
<td></td>
<td>225</td>
<td>308</td>
</tr>
<tr>
<td>CAGR</td>
<td>+6%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

% Online Penetration:
- Online: 4%
- Offline: 7%

... AND EXPECTED TO INCREASE MARKET SHARE

1. Internet Retailer for amazon.com and latest available company data for the other online players
FULL AND STRENGTHENED COVERAGE OF ALL LUXURY FASHION CUSTOMER SEGMENTS

- A unique ecosystem catering to different luxury fashion customer segments through distinct and targeted propositions
- More balanced profile between multi-brand in-season, multi-brand off-season and the online flagship stores
- Amplified synergy potential between business lines

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**BUSINESS LINES**

- **Online Flagship Stores**
  - JVC with Kering
  - Alexander McQueen .com
  - Balenciaga .com
  - Bottega Veneta .com
  - Stella McCartney .com
  - Online Flagship Stores “Powered by YOOX”
    - Alexander Wang .com
    - Fendi .com
    - Gucci .com
    - Jimmy Choo .com
    - and many more...
  - Online Flagship Store “Powered by NAP”
    - Jimmy Choo .com

- **Multi-brand In-Season**
  - NET-A-PORTER
  - Mr Porter
  - THECORNER.COM
  - SHOESRIBE.COM

- **Multi-brand Off-Season**
  - THE OUTNET
  - YOOX.COM

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**CUSTOMER SEGMENTS**

- “Brand Lovers”
- “Style-Savvy”
- “Treasure Hunters”

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**BALANCED NET REVENUE BREAKDOWN BY BUSINESS LINE**

- **YOOX NET-A-PORTER GROUP**
  - Central services 1%
  - Multi-brand In-Season 82%
  - Multi-brand Off-Season 17%
  - Online Flagship Stores 62%
  - Multi-brand In-Season 12%
  - Multi-brand Off-Season 37%
  - 51% Total

- **YOOX GROUP**
  - Online Flagship Stores 27%
  - Multi-brand 73%

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1. All data refer to calendar year 2014. Financials related to YOOX Net-A-Porter Group are calculated as the sum of the two corresponding figures.
BROADER GLOBAL REACH THROUGH COMPLEMENTARY GEOGRAPHICAL FOOTPRINT

- Through Net-A-Porter, YOOX will enhance its proposition in UK & Australia, while Net-A-Porter will benefit from YOOX’s expertise in Italy, Japan and China.
- The Combined Group will be strongly represented worldwide, across both fast growing emerging countries (China, HK, The Middle East) and established online luxury markets (Europe and the US).

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2. Includes Not Country Related.

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1. Countries to benefit most from the combination
2. Key countries further strengthened
3. All other countries where the Combined Group delivers

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GLOBAL REACH WITH BALANCED GEOGRAPHICAL MIX

YOOX NET-A-PORTER GROUP

- UK: 15%
- APAC: 15%
- North America: 28%
- Rest of Europe: 30%
- RoW: 5%
- RoE: 24%
- RoW: 7%
- US: 32%
- UK: 21%

YOOX GROUP

- North America: 22%
- Rest of Europe: 47%
- RoW: 2%
- NCR: 2%
- KOR: 6%
- RoE: 16%
- JAP: 7%
- RoW: 16%
- IT: 16%
- RoE: 47%
GLOBAL OPERATIONS SIGNIFICANTLY ENHANCING LOCAL EXPERTISE

- Extended global operations coupled with strengthened local capabilities allowing for efficient management of local inventories, ensuring proximity to the customer thus further improving the overall shopping experience (same day delivery, several customer care languages, etc.)

1. Calculated on combined orders in calendar year 2014

- Over 180 countries served and 1 order processed every 5 seconds
- 10 local Offices: New York, London, Milan, Bologna, Hong Kong, Shanghai, Tokyo
- 11 Customer care centres covering all time zones
- Butler service and authenticity RFID seal
- 3 automated DCs: US, UK, Italy
- 5 logistics hubs: US, China, Hong Kong, Japan
- 8 Digital production facilities: US, UK, Italy, China, Hong Kong, Japan
- Same-Day Delivery in London, Manhattan and Hong Kong
STRONG SYNERGY POTENTIAL

1. Estimated €60 million (EBITDA + Capex savings) of annual run-rate synergies in the third full year
2. Synergies expected to be net positive\(^1\) as soon as FY2017
3. Enhanced revenue growth driven by:
   - Expanded platform for stronger partnerships with Brands
   - Seamless exposure of the two Groups’ respective assortments to a wider audience worldwide and on multiple storefronts through a shared virtual global inventory
   - Complementary skills and geographical footprint
   - Greater mono-brand business development potential
4. Cost synergies mainly driven by:
   - Optimisation of overall logistics set-up
   - Scale in product sourcing
   - Greater efficiency in marketing spend
5. Capex synergy mainly driven by optimisation in technology research and development investments

Estimated annual run-rate synergies of ~€60 million by FY2018

\(^1\) Calculated as incremental EBITDA less incremental net capex
OVERVIEW OF MAIN SYNERGIES

REVENUE GROWTH

SALES & MARKETING
- Expanded platform for stronger partnerships with Brands
- Additional sales, improved sell-through and retail margin by seamlessly exposing The Net-A-Porter and YOOX Groups’ respective assortments to a wider audience worldwide and on multiple storefronts through a shared virtual global inventory
- Providing The Net-A-Porter Group’s top brands with YOOX’s leading mono-brand offer
- Enhanced mono-brand business potential leveraging Net-A-Porter’s editorial skills and luxury operations, YOOX’s creative agency expertise and magnified advertising opportunities
- Faster localisation of online stores leveraging complementary geographic footprint

OPERATIONS
- Optimisation of global logistics set-up and more efficient localisation of inventories closer to customers
- Scale benefits by bundling top suppliers (couriers, etc.)
- Sharing of best practice across the value chain to drive efficiency without compromising on quality

CORPORATE & TECHNOLOGY
- Consolidation of overlapping offices and scale benefits by bundling top suppliers (datacentres, etc.)

PROFITABILITY ENHANCEMENT

SALES & MARKETING
- Enhanced retail margin of both in-season and off-season businesses by leveraging augmented yoox.com + theoutnet.com scale and effectiveness
- Improved product sourcing conditions by combining yoox.com and theoutnet.com buying efforts
- Greater return on marketing spend driven by integrated search engine marketing strategy

TECHNOLOGY
- Optimisation of research and development investments through roll-out of one shared technology platform, connecting storefronts and distribution centres while allowing for one virtual global inventory

CASH FLOW GENERATION

SALES & MARKETING
- Expanded platform for stronger partnerships with Brands
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- Providing The Net-A-Porter Group’s top brands with YOOX’s leading mono-brand offer
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- Faster localisation of online stores leveraging complementary geographic footprint
1 FIRM, 3 HIGHLY SYNERGISTIC BUSINESS LINES WITH SEVERAL STOREFRONTS WITH DISTINCT DNA

- One firm, 3 highly synergistic business lines with several storefronts with distinct DNA, all leveraging a common global technology and logistics platform and corporate functions to fully unlock synergies.
- Multi-brand in-season and off-season will cater to their respective customer bases with very distinct value propositions and service levels.
- Creating the most attractive place to work in the luxury fashion e-commerce industry worldwide; talent, creativity and excellence recognised and valued.

Corporate functions

Multi-brand In-Season

Multi-brand Off-Season

Online Flagship Stores

JVO with Kering

Online Flagship Stores “Powered by YOOX”

- ALEXANDER MCQUEEN
- BALENCIAGA
- BOTTEGA VENETA
- STELLA McCARTNEY

Online Flagship Stores “Powered by NAP”

- ALEXANDER WANG
- JIL SANDER
- ARMANI
- MISSIONI
- MONCLER
- DOLCE & GABANNA
- VALENTINO
- EMILIO PUCCI
- and many more …

Common integrated global logistics platform

Shared technology platform
The Board of Directors of YOOX Net-A-Porter Group will be composed of the existing YOOX Group’s Board of Directors including Federico Marchetti (CEO), 2 Directors designated by Richemont, Natalie Massenet (Executive Chairman) and 2 to 4 additional Independent Directors.

- At least 50% of the Board will be composed of Independent Directors.
- Roles of CEO and Chairman to be separated.

**Chief Executive Officer**
- Founder of YOOX Group in 2000, served as the Company’s CEO since then.
- Experience in digital luxury fashion as Group CEO and previously during several years of corporate experience serving as advisor to CEOs and designers.
- Awarded the “Leonardo Award for Innovation” in 2012 by the Italian Government in recognition of YOOX Group’s pioneering spirit.
- Graduated in Economics from Bocconi University in Milan, and obtained an MBA from Columbia University.

**Executive Chairman**
- Founder of the NET-A-PORTER Group and Executive Chairman since 2000.
- Recognised as a pioneer in online luxury fashion and with a track record of innovation in digital media content.
- Received an MBE from HM The Queen for services to the fashion industry in 2009 and in 2014 named as one of the 100 most influential people by Time magazine.
- Chairman of the British Fashion Council since 2013.
- Graduated from UCLA.

**Board of Directors to be appointed by YOOX AGM on 30 April 2015**
- 2 Directors designated by Richemont.
- 2 to 4 Independent Directors.

Total of 6 to 8 Independent out of 12 to 14 Directors.

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1. YOOX Board of Directors to be appointed by the AGM convened for 30 April 2015.
2. With defined responsibilities.
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Creating value for shareholders with enhanced growth prospects, a more diversified business portfolio and strong synergy potential

Providing customers with an enriched shopping experience while maintaining the distinct DNA of each storefront

Becoming the most exciting and sought after employer attracting the best talent in the sector while fostering growth internally

Preparing to significantly strengthen our offer to Brand partners
### SUMMARY EXPECTED TRANSACTION TIMELINE

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>April</td>
<td>Announcement</td>
</tr>
<tr>
<td>May</td>
<td>BoDs to Approve Merger Plans</td>
</tr>
<tr>
<td>June</td>
<td>YOOX EGM</td>
</tr>
<tr>
<td>July</td>
<td>Creditors’ Opposition Period</td>
</tr>
<tr>
<td>August</td>
<td>Merger effective</td>
</tr>
<tr>
<td>September</td>
<td>Capital Increase</td>
</tr>
</tbody>
</table>

[...]

[Image]
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SHAREHOLDER STRUCTURE
### SHAREHOLDER STRUCTURE

<table>
<thead>
<tr>
<th>SHAREHOLDERS</th>
<th>TOTAL SHARE CAPITAL (ORDINARY + NON-VOTING)</th>
<th>TOTAL ORDINARY CAPITAL (VOTING)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federico Marchetti</td>
<td>7,152,653</td>
<td>7,152,653</td>
</tr>
<tr>
<td>Management team and other stock option holders</td>
<td>1,201,148</td>
<td>1,201,148</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td><strong>8,353,801</strong></td>
<td><strong>8,353,801</strong></td>
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<tr>
<td>Richemont</td>
<td>65,599,597</td>
<td>21,866,532</td>
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<tr>
<td>OppenheimerFunds</td>
<td>5,755,637</td>
<td>5,755,637</td>
</tr>
<tr>
<td>Renzo Rosso</td>
<td>5,456,310</td>
<td>5,456,310</td>
</tr>
<tr>
<td>Capital Research and Management Company</td>
<td>2,621,469</td>
<td>2,621,469</td>
</tr>
<tr>
<td>Balderton Capital</td>
<td>2,195,711</td>
<td>2,195,711</td>
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<tr>
<td>Federated</td>
<td>1,485,400</td>
<td>1,485,400</td>
</tr>
<tr>
<td>Pictet</td>
<td>1,261,023</td>
<td>1,261,023</td>
</tr>
<tr>
<td>Market</td>
<td>38,470,246</td>
<td>38,470,246</td>
</tr>
<tr>
<td><strong>Total Outstanding Shares</strong></td>
<td><strong>131,199,194</strong></td>
<td><strong>87,466,129</strong></td>
</tr>
<tr>
<td>Treasury Shares</td>
<td>17,339</td>
<td>17,339</td>
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<tr>
<td><strong>Total Issued Shares</strong></td>
<td><strong>131,216,533</strong></td>
<td><strong>87,483,468</strong></td>
</tr>
</tbody>
</table>

1. Computed on a fully diluted basis assuming that all the 3,593,104 stock options granted and vested under YOOX S.p.A.’s stock option plans are exercised
2. Excludes Federico Marchetti
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