

LUMA

REIMAGINING
FINE JEWELLERY
IN THE GCC

EXECUTIVE SUMMARY

Luma is a curated, digital first fine-jewellery platform for affluent GCC buyers,

Combining Premium Brands With A Trust-led, Concierge-grade Experience



Customer value

**Curated selection -
Effortless purchase**

Backed by authentication, concierge service, and premium fulfilment



Brand/partner value

Incremental access to high-value GCC clients

Consignment-led model with controlled brand presentation and insight sharing



Why now

GCC jewellery demand is shifting online

But no specialist, trust-led multi-brand platform has emerged yet

A founding team combining deep luxury know-how with fast, digital execution.

Luxury Expertise

From the world's most iconic maisons

RICHEMONT

VACHERON CONSTANTIN
GENÈVE

Tech & digital expertise

From the region's most disruptive platforms

Careem

hala.

Sanabil
venture studio
by Stryker

MARKET & GAP

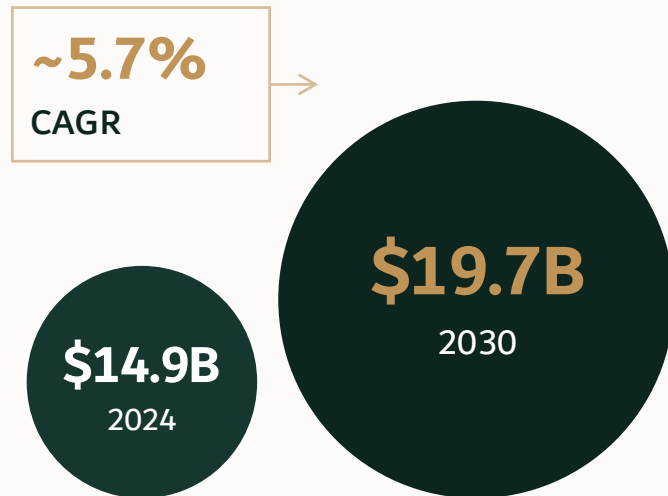
The GCC fine-jewellery opportunity



MARKET OPPORTUNITY & DIGITAL INFLECTION

A \$24B market where the consumer has already gone digital, but jewellery hasn't....

GCC jewellery market is growing



High-income buyers (>AED 40K) drive
43% of market value

Digital adoption is at all-time high

Instagram &
WhatsApp
drive discovery



>95%

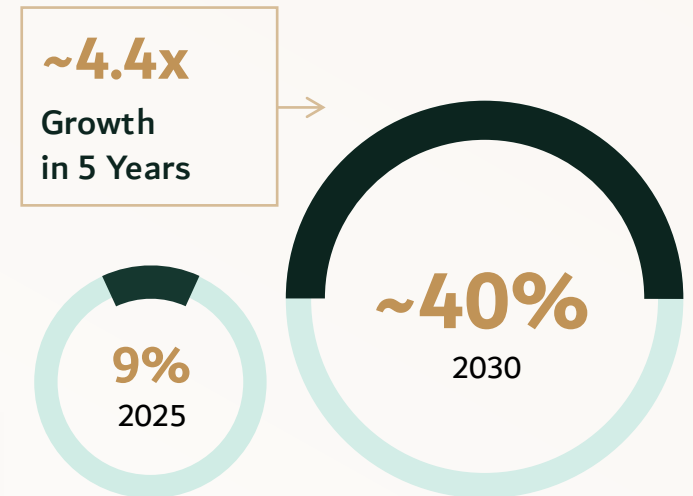
internet access
across GCC



99%

of MENA population
active on social

Online jewellery is at an inflection point

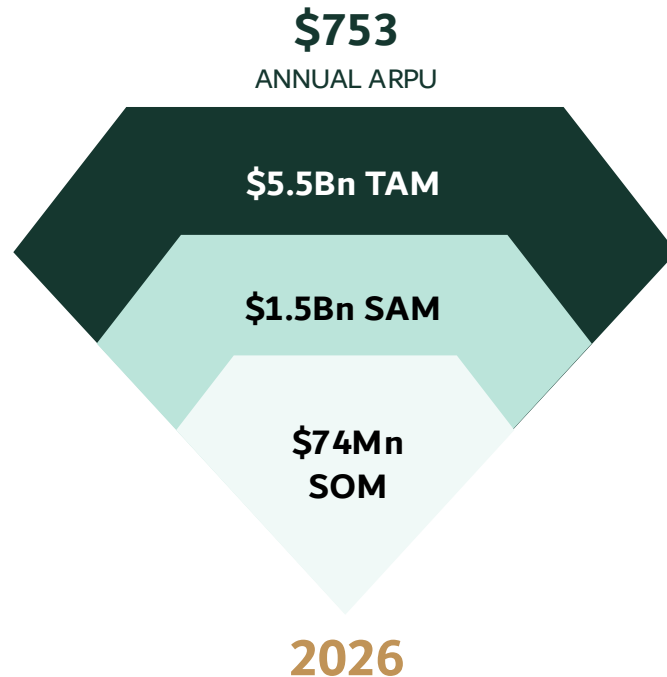


Offline Online

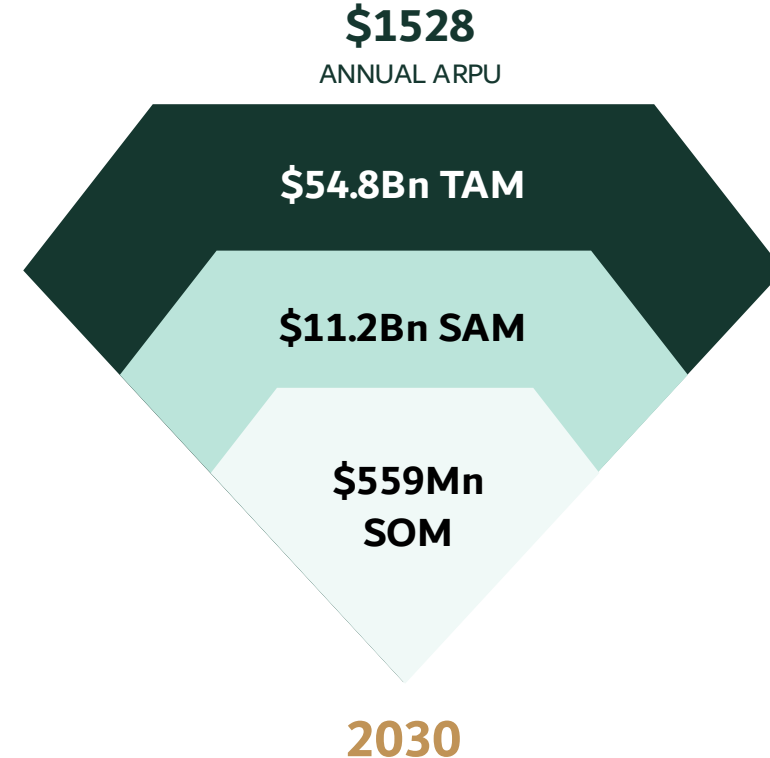
TAM SAM SOM

Large, focus opportunity within GCC fine jewellery

Online + Offline UAE



Online + Offline UAE, GCC, Saudi





Customer pain

Affluent shoppers face friction buying jewellery online..



44%

cite unclear pricing as the biggest barrier



34%

find traditional experiences time-consuming



42%

struggle with fragmented selection



66%

prefer multi-brand platforms over single-brand websites

(Survey: 300 UAE women, ages 20-60, spending 3K+ AED annually on jewellery, 2024)

Brand pain

Legacy brands lack online presence due to ..



Limited Digital Capabilities

Gaps in e-commerce and expertise for managing online channels.



Operational Complexity

Challenges in maintaining pricing consistency and managing high-value logistics across channels.



Channel Conflict Risk

Potential conflicts between online and offline store operations.



Lack of Data Visibility

Limited customer insights hinder personalized experiences and strategic decisions.

OPPORTUNITY Curated Fine Jewellery Multi Brand Platform

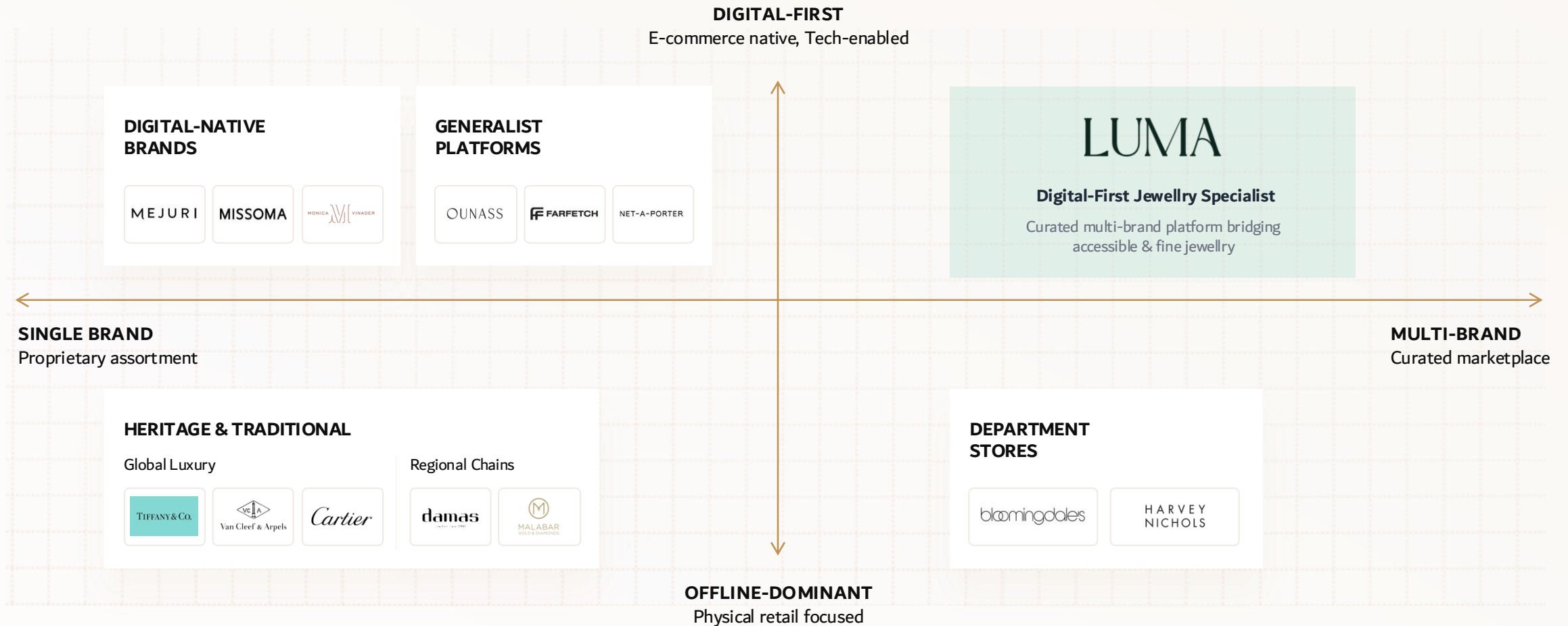
LUMA

Build the leading digital-first fine-jewellery platform in the region

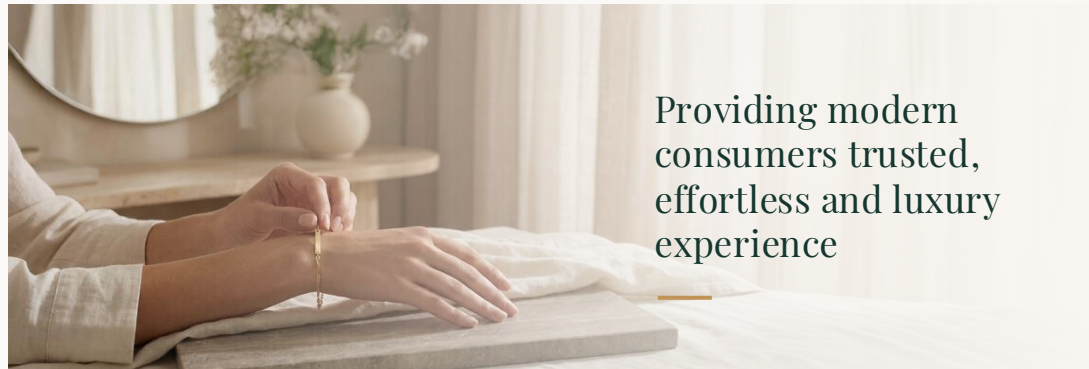
A multi-brand platform that helps legacy jewellery brands expand online and while offering affluent modern consumers an effortless luxury experience

CURATED FINE JEWELRY, BUILT DIGITAL-FIRST

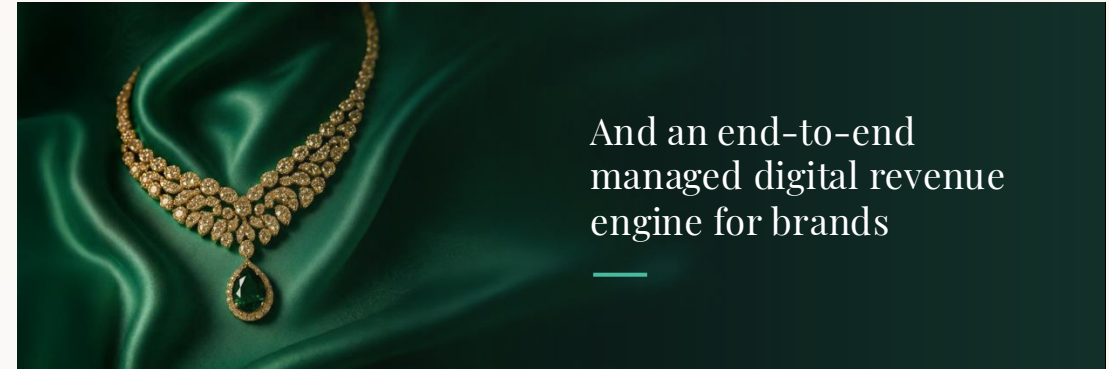
The New White Space in Jewellery Retail



SOLUTION



Providing modern consumers trusted, effortless and luxury experience



And an end-to-end managed digital revenue engine for brands



Curated & premium selection

Breadth and depth

Editorial storytelling

Personalized discovery



Effortless luxury experience

Hybrid concierge model

Digital-first journey

Luxury delivery



Trusted quality & brand authority

Radical transparency

Assurance services

Educational role

Maintain control, elevate brand, add demand



Stay in control



Brand elevation



Incremental demand

New online sales channel

Consignment model, Zero setup cost, Complete digital infrastructure

Affluent GCC customer access




Targeted high-spend jewellery buyers

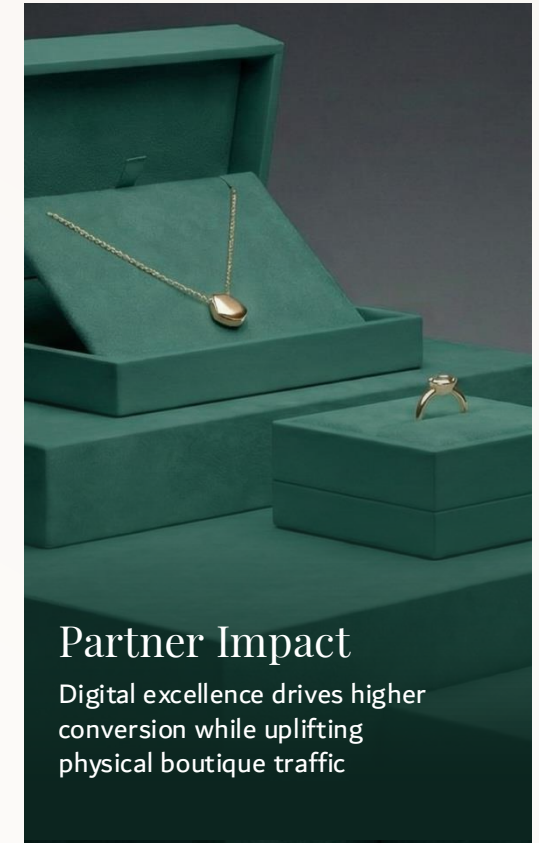
Data-insight led growth

Pricing, Assortment and CRM optimization based on Insights

CUSTOMER JOURNEY TRANSFORMATION




Transforming the Customer Journey with Simplicity, Trust & Technology

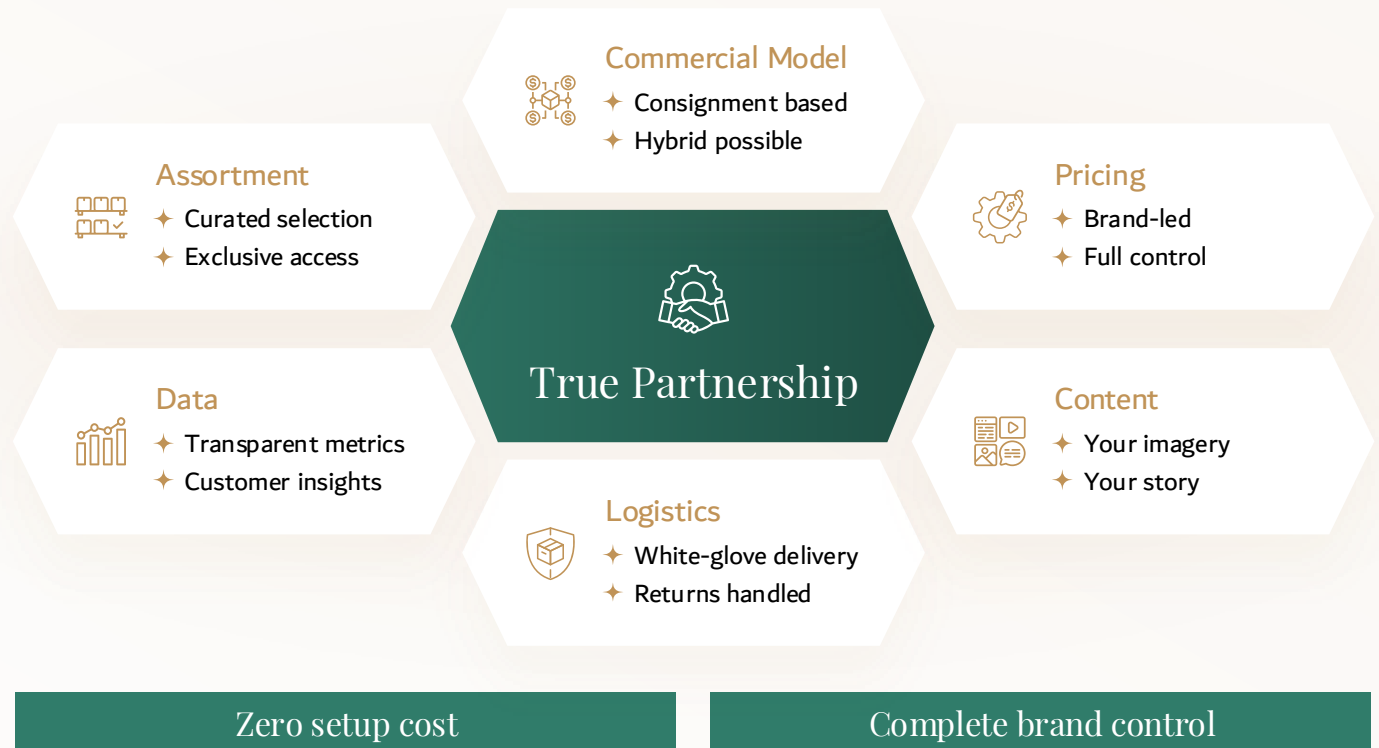
	BEFORE	PHASE 1: CORE FOUNDATION Focuses on conversion and trust	PHASE 2: ADVANCED GROWTH
 Discovery & Selection	<ul style="list-style-type: none"> ✦ Visiting multiple stores ✦ Overwhelming displays ✦ Limited comparison 	<ul style="list-style-type: none"> ✦ Centralized platform ✦ Smart filters 	<ul style="list-style-type: none"> ✦ 3D visualization ✦ Curated AI recommendations
 Experience & Trust	<ul style="list-style-type: none"> ✦ Pressure sales ✦ Uncertainty about authenticity 	<ul style="list-style-type: none"> ✦ Transparent fixed pricing ✦ Guaranteed quality ✦ Emotional reassurance 	<ul style="list-style-type: none"> ✦ AR Virtual try-ons
 Purchase & Beyond	<ul style="list-style-type: none"> ✦ One-time payments ✦ Transactional relationship 	<ul style="list-style-type: none"> ✦ Lifetime relationship mgmt ✦ Personalized service 	<ul style="list-style-type: none"> ✦ Flexible BNPL options



PARTNERSHIP MODEL

Enhance your digital presence with zero setup cost, no operational effort, and complete brand control

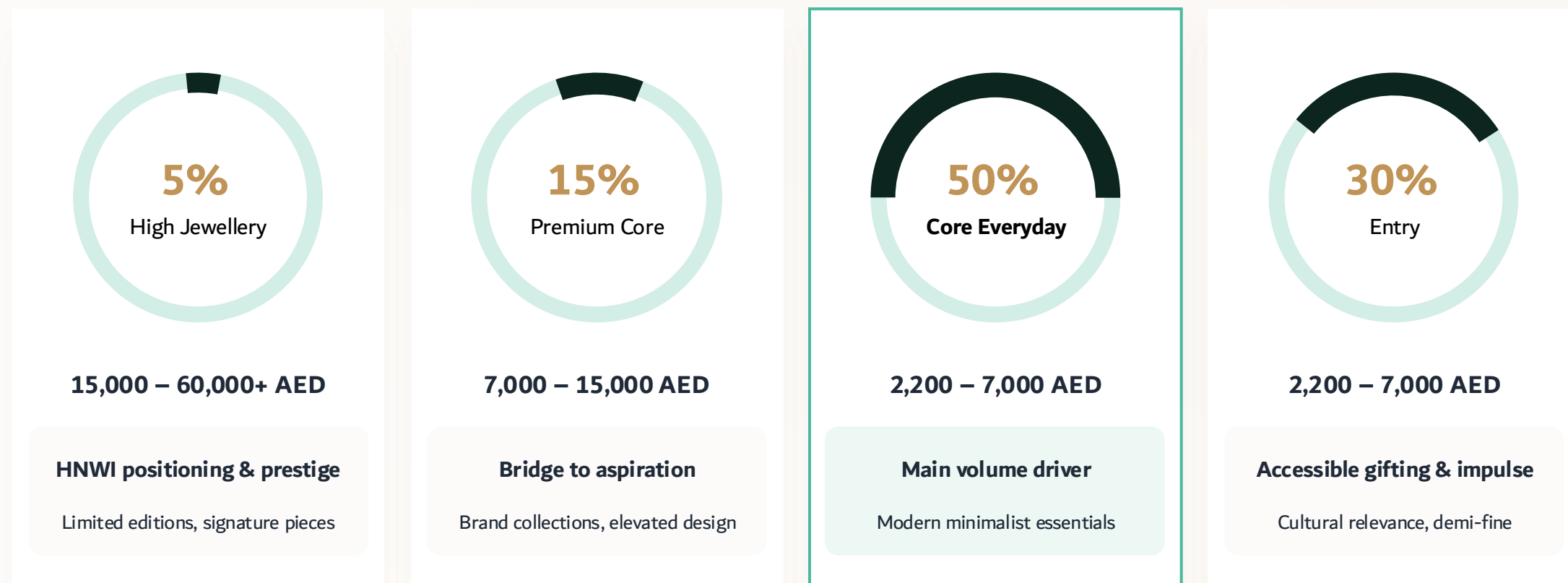
Partnership Models	Brand Partnership (Consignment)
 Inventory	You retain ownership until sold
 Revenue Model	Commission on sales
 Brand Identity & Control	Complete control on your brand, pricing & positioning



PRODUCT ASSORTMENT (1/2)

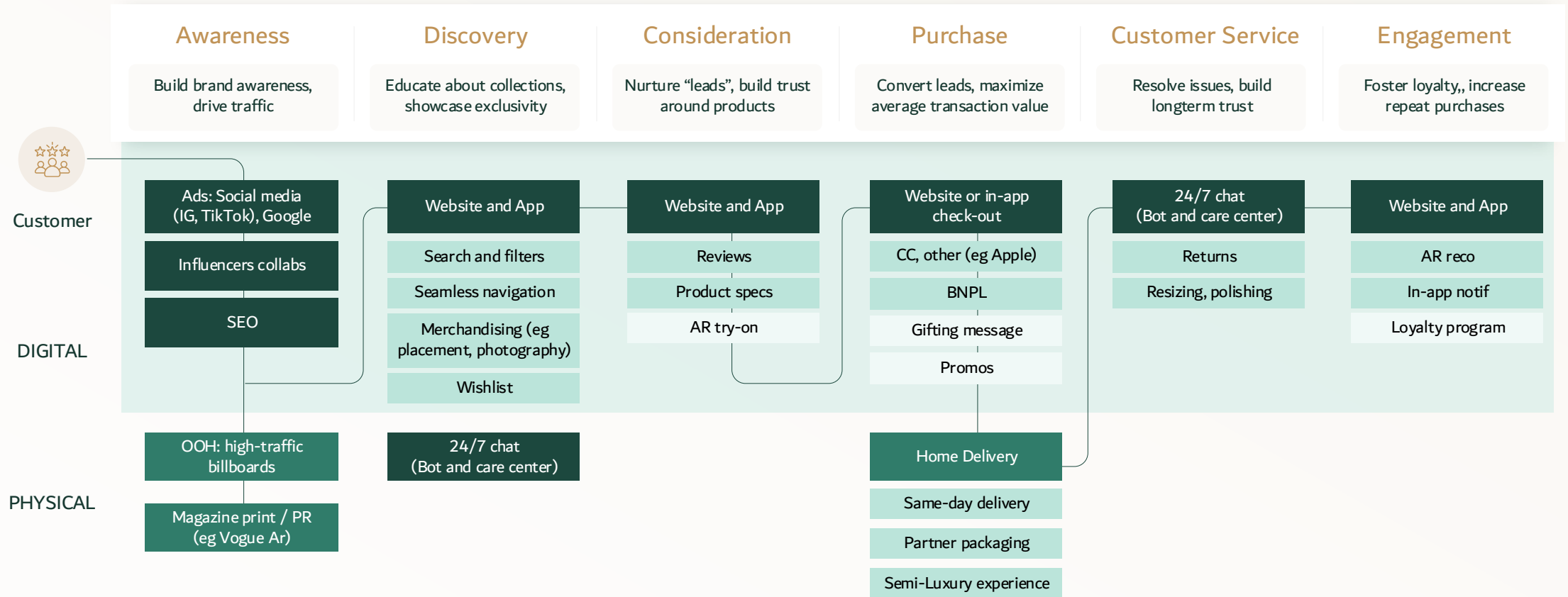
Strategic Price Architecture

Everyday Luxury Core Drives Volume; HNWI Halo Establishes Credibility and Brand Authority



CUSTOMER ACQUISITION ENGINE

Journey led luxury engine that turns first views into lifelong patrons



TECH LEVERAGE

AI-Led Omnichannel Experience: Personalized, Secure, Seamless



Digital Discovery & Engagement

Advanced search powered by AI

Web & Mobile luxury browsing

AR/3D virtual try-ons

Personalized product display for each customer

Higher conversion rates, reduced returns, elevated brand perception



Personalized Service Excellence

WhatsApp concierge support

Professional home visits

Curated private try-ons

Personal stylist consultations

AI-enabled personalized recommendations

Increased AOV, enhanced customer loyalty, premium market positioning



Trust & Security Assurance

Insured door-to-door delivery

Built-in renewable insurance

Authentication certificates included

Transparent sourcing disclosure

Greater customer confidence, reduced purchase friction, brand protection



Seamless Omnichannel Continuity

Unified customer profiles

Synchronized cross-channel experiences

Real-time inventory visibility

Consistent luxury journey, effortless post-purchase care

PARTNERSHIP MODEL

Enhance your digital presence with zero setup cost, no operational effort, and complete brand control



Commercial Setup

Consignment-first (preferred) | Hybrid options where relevant

No upfront investment to participate

Commission structure aligned to sell-through performance



Brand Control

Brand-led pricing strategy maintained

Assortment selection agreed jointly for optimal fit

Content and storytelling validated by the brand



Operations (White-Glove Standard)

Elevated delivery + secure premium packaging

Strict SLAs for dispatch, delivery, and returns

After-sales coordination: repairs, resizing, care



Data & Insights

Access to performance dashboards: sell-through & demand signals

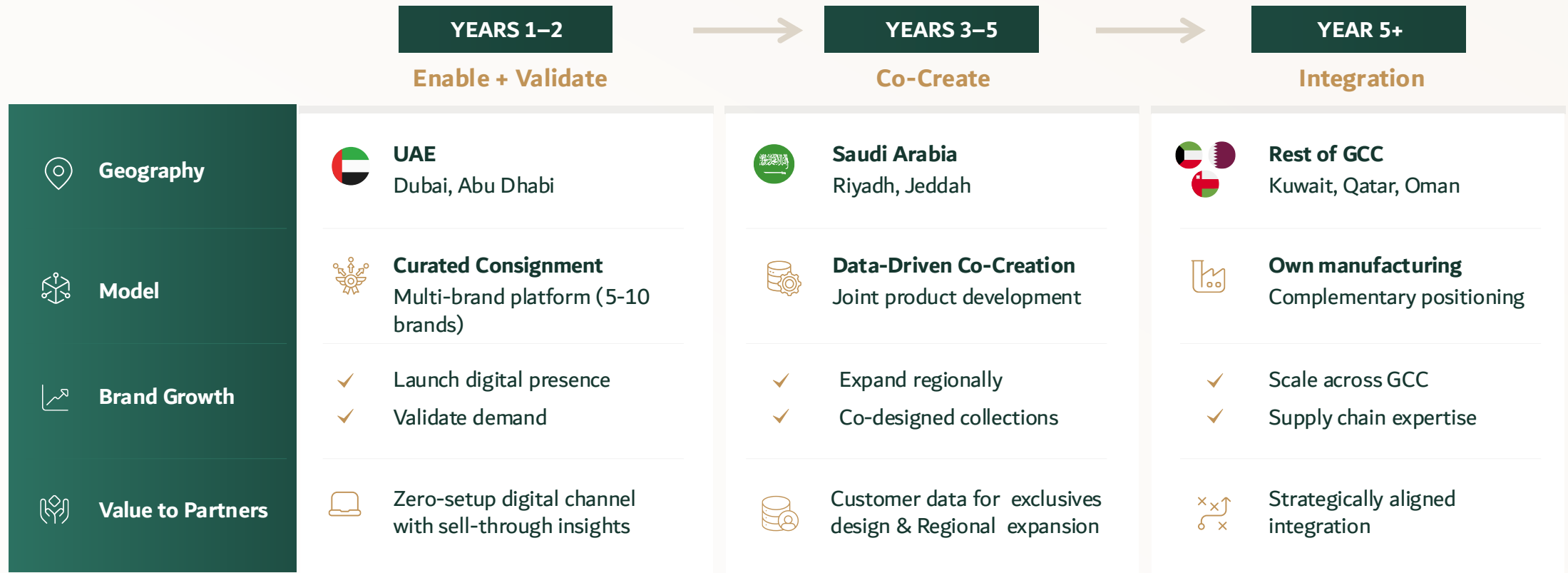
Privacy-compliant sharing; customer trust protected

Insights used to improve assortment and conversion

“Our role = your managed digital growth channel, with luxury-grade execution and full brand integrity”

ROADMAP

Three-Phase Evolution: From Digital Enabler to Strategic Co-Creator and Innovation Partner



Defensibility & Long-Term Advantage

An advantage compounding across supply, demand, trust, and data



Each layer reinforces the next, increasing switching costs for brands and customers.

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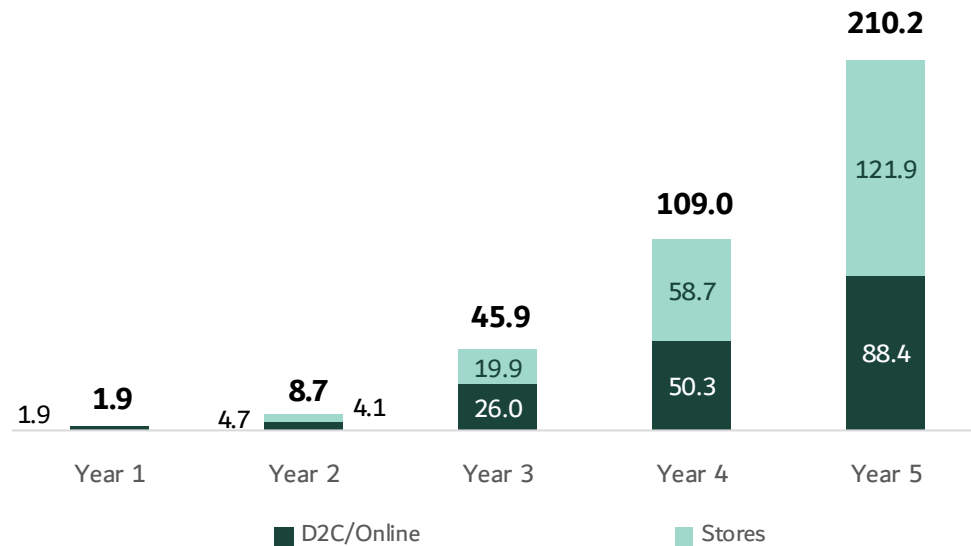
Financial projections; cost distribution

Detailed cost distribution (as % of revenues)

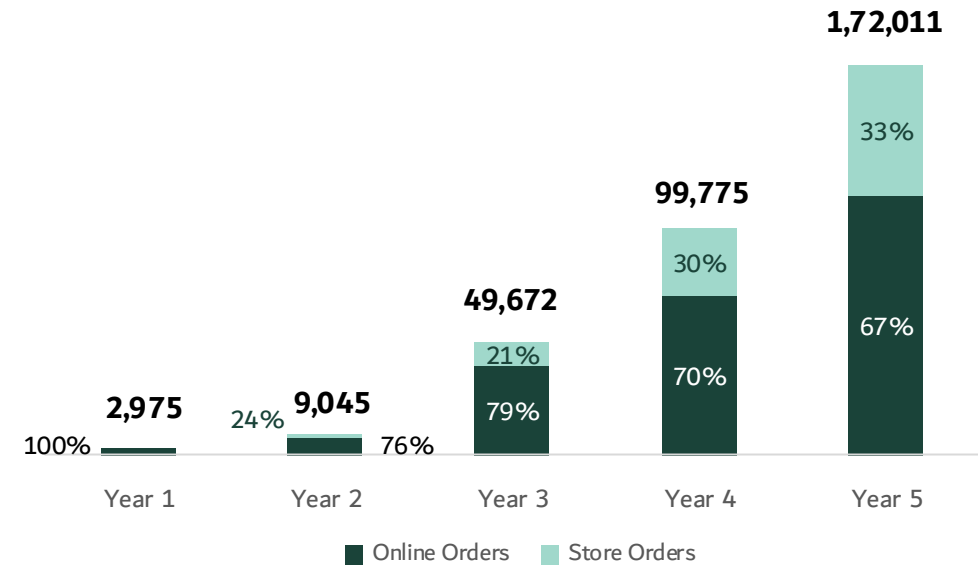
Particulars	Year 1		Year 2		Year 3		Year 4		Year 5	
Revenue	1,866	100%	8,729	100%	45,925	100%	1,08,979	100%	2,10,239	100%
COGS	1,045	56%	4,812	55%	24,456	53%	57,600	53%	1,10,182	52%
Packaging cost	59	3%	186	2%	888	2%	1,832	2%	3,234	2%
Transportation cost	15	1%	36	0%	218	0%	410	0%	707	0%
D2C Fuel Cost	2	0%	5	0%	23	0%	43	0%	71	0%
POS cost	52	3%	241	3%	1,262	3%	2,991	3%	5,768	3%
Manufacturing rental + utilities	–	0%	–	0%	2,448	5%	2,570	2%	2,698	1%
Rental + Utility Stores	–	0%	680	8%	2,659	6%	6,043	6%	11,067	5%
Insurance cost	52	3%	241	3%	1,262	3%	2,991	3%	5,768	3%
Tech cost	52	3%	241	3%	1,262	3%	2,991	3%	5,768	3%
Marketing cost	3,713	199%	4,311	49%	11,035	24%	14,276	13%	18,582	9%
Pre opening cost Stores	–	0%	103	1%	690	2%	820	1%	1,294	1%
Professional Fees	200	11%	333	4%	467	1%	600	1%	733	0%
Employee overheads	350	19%	717	8%	1,139	2%	1,580	1%	2,094	1%
Total Employee cost	2,795	150%	6,983	80%	13,301	29%	20,217	19%	29,624	14%

Growing share of offline revenues but majority of transactions still online

Channel wise revenue split in \$Mn



Channel wise orders split

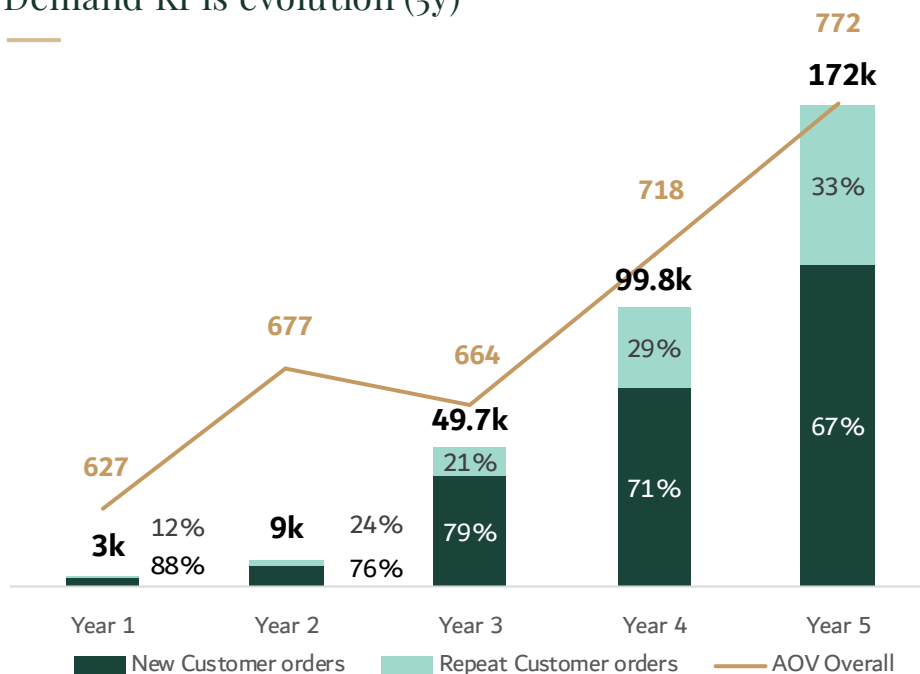


Online is volume-driver while offline will help us grow our revenue over time (value driver)

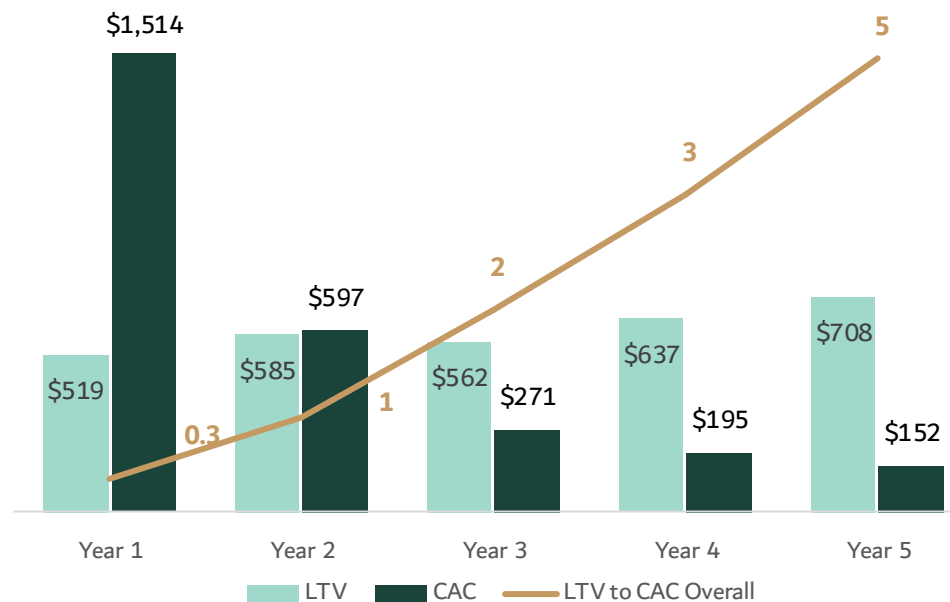
NEW

Financial projections; Growth KPIs

Demand KPIs evolution (5y)



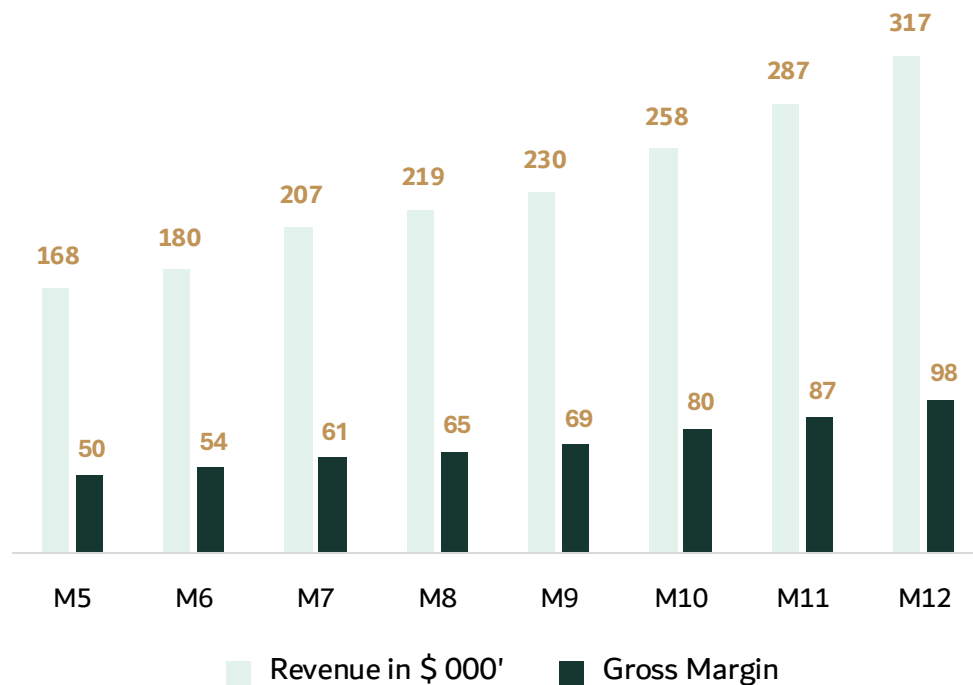
Growth strategy KPIs evolution (5y)



Lower CAC over time improving LTV to CAC

Financial projections; Year 1 only: monthly overview

Revenues & Gross profit in \$ 000' (monthly)

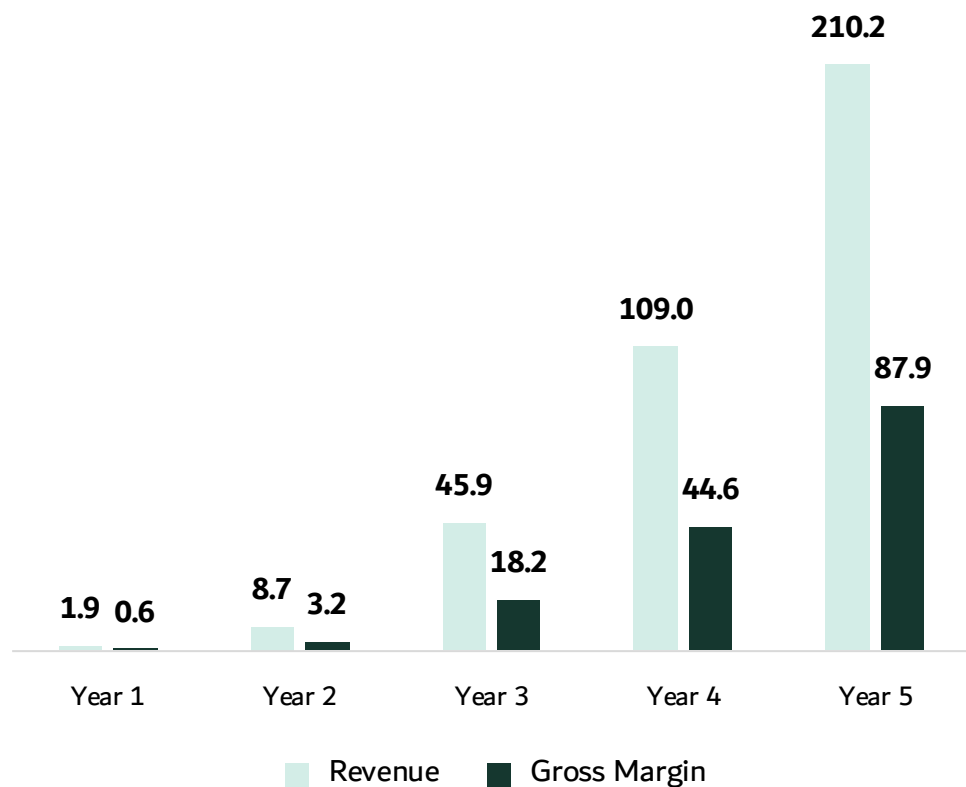


Breakdown of costs (yearly, for year 1)

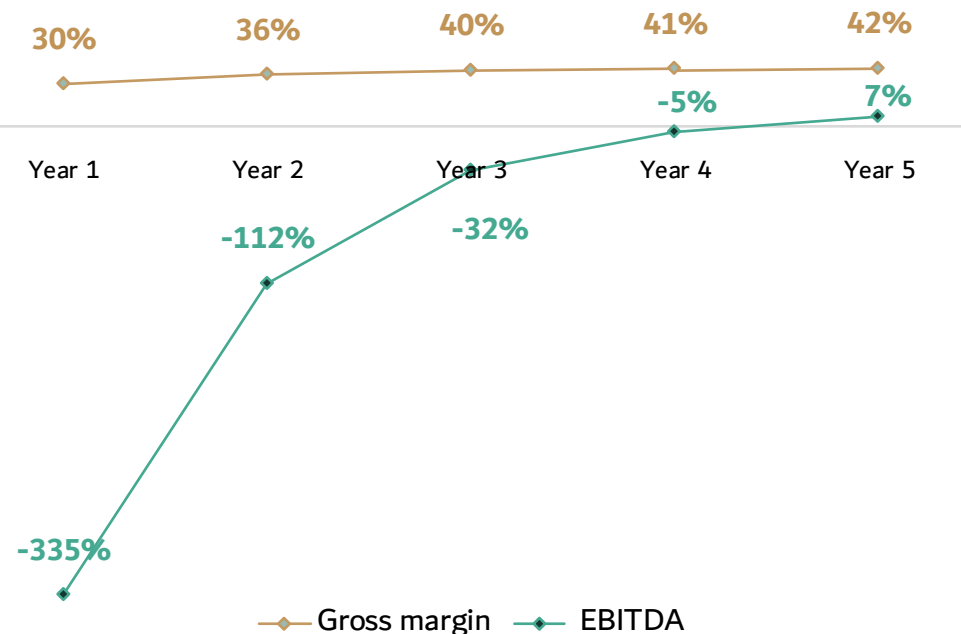
	Cost in \$ 000'	% of Revenue
COGS	1045	56%
Packaging cost	59	3%
Transportation cost	15	1%
D2C Fuel Cost	2	0%
POS cost	52	3%
Insurance cost	52	3%
Tech cost	52	3%
Marketing cost	3713	199%
Professional Fees	200	11%
Employee overheads	350	19%
Total Employee cost	2795	150%

Financial projections

Revenue in \$ Mn



Margin Performance (% of Revenue)



Sustained operational improvements and EBITDA profitability turnaround achieved in 5 years

Seasoned operators bringing luxury, tech and scale experience together

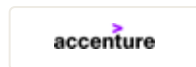
Management Team



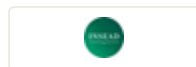
Christophe Ramel



MD



Consultant



MBA
General



Strategic
Innovation



Albane Berlin



Associate
Director



Manager,
Strategy



School of
Business



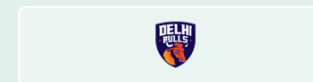
School of
Business

Strategic Advisors

Manish Kishore



Founder



CEO



BCom, MBA Finance

Advisor



CFO



SVP- Investor Relations,



Associate Partner



Tech

- ✦ **Head of Engineering**
(platform + integrations)
- ✦ **Data/AI lead**
(personalisation, pricing insights)



Ops

- ✦ **Ops lead**
(order-to-delivery + returns)
- ✦ **Customer experience/Concierge lead**
(WhatsApp + service SOPs)







Growth

- ✦ **Performance marketing lead**
- ✦ **CRM/Retention lead**
(clienteling, lifecycle, loyalty)

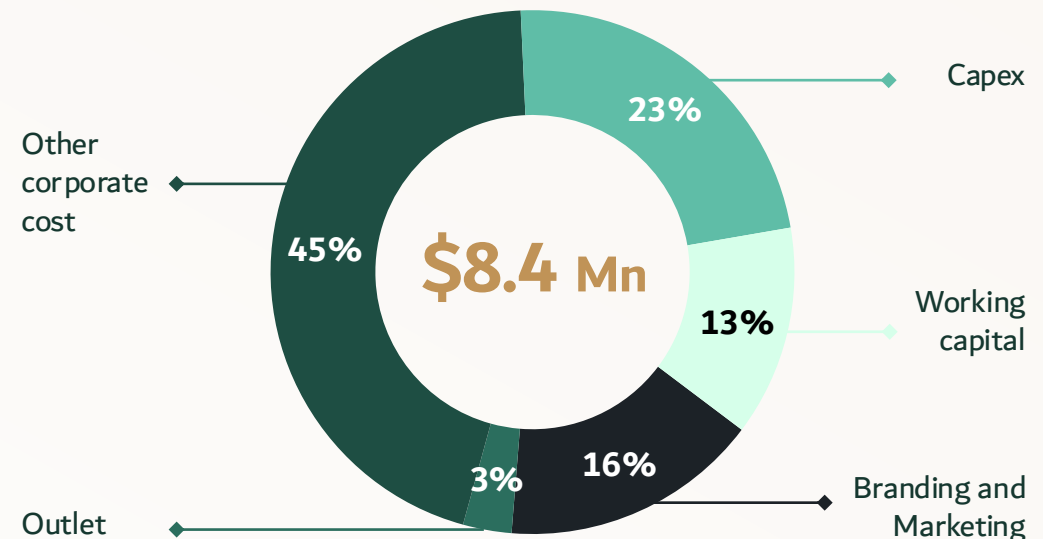
ASK & SPEND

\$8.4 Mn seed funding accelerates partner success and regional market leadership

Strategic investor benefits:

 <p>Priority partnership terms</p>	 <p>Enhanced consumer insights access</p>
 <p>Co-development opportunities</p>	 <p>Cobranded marketing campaigns</p>

Fund Ask & Deployment Plan







Capital unlocks a UAE launch, omnichannel + AI upgrades, and SKU/brand scale to prove the asset-light revenue engine in 18–24 months

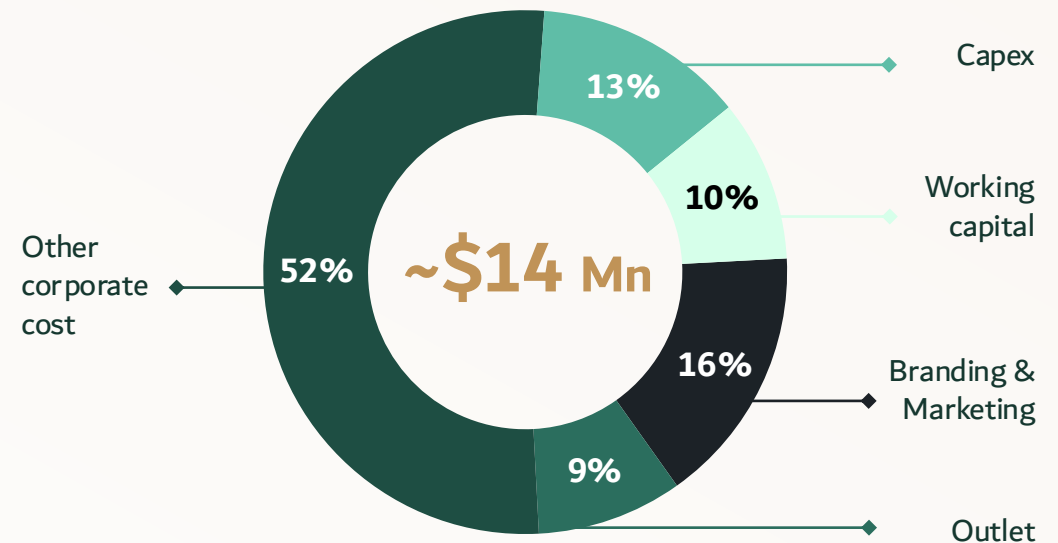
ASK & SPEND

~\$14Mn seed funding accelerates partner success and regional market leadership

Strategic investor benefits:

 <p>Priority partnership terms</p>	 <p>Enhanced consumer insights access</p>
 <p>Co-development opportunities</p>	 <p>Cobranded marketing campaigns</p>

Fund Ask & Deployment Plan



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WHY LUMA?

Exclusive supply, affluent demand, and trust layer create a defensible flywheel.



Supply moat (curation + exclusives)

- Curated premium edit
- Select exclusives and drops
- Partner-led assortments



Demand moat (affluent GCC women + clienteling)

- Affluent GCC women focus
- WhatsApp clienteling
- Stylists, private previews
- Occasion-led repeat



Trust layer (service + authenticity + after-sales)

- Authenticity and certificates
- Insured white-glove delivery
- Resizing, repairs, returns

Thank You

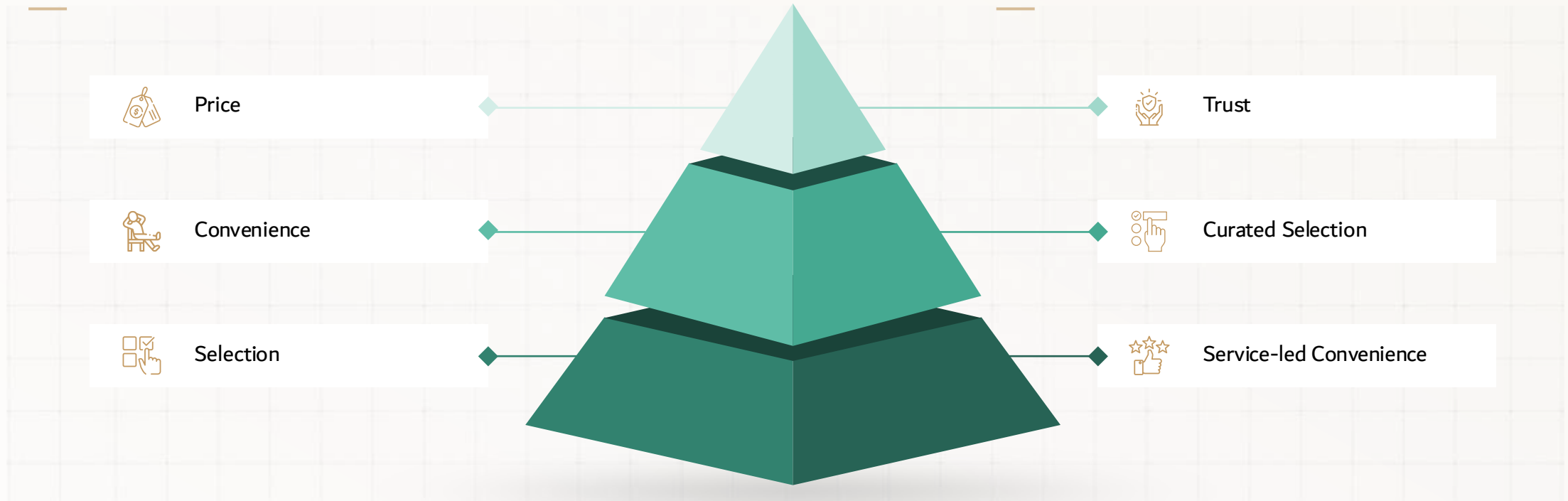


Classic retail triangle

The Strategic Reframe in Fine jewellery

Classic retail triangle

Fine jewellery reality (our model)

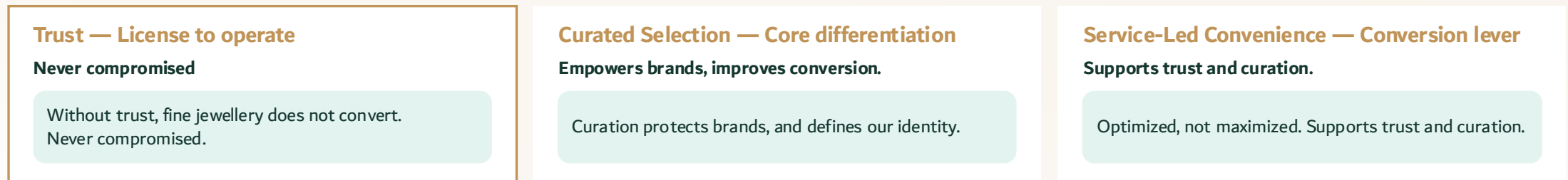


This is not spin. It is category-specific truth.

Our non-negotiables & deliberate trade-offs



Priority order (non-negotiable)



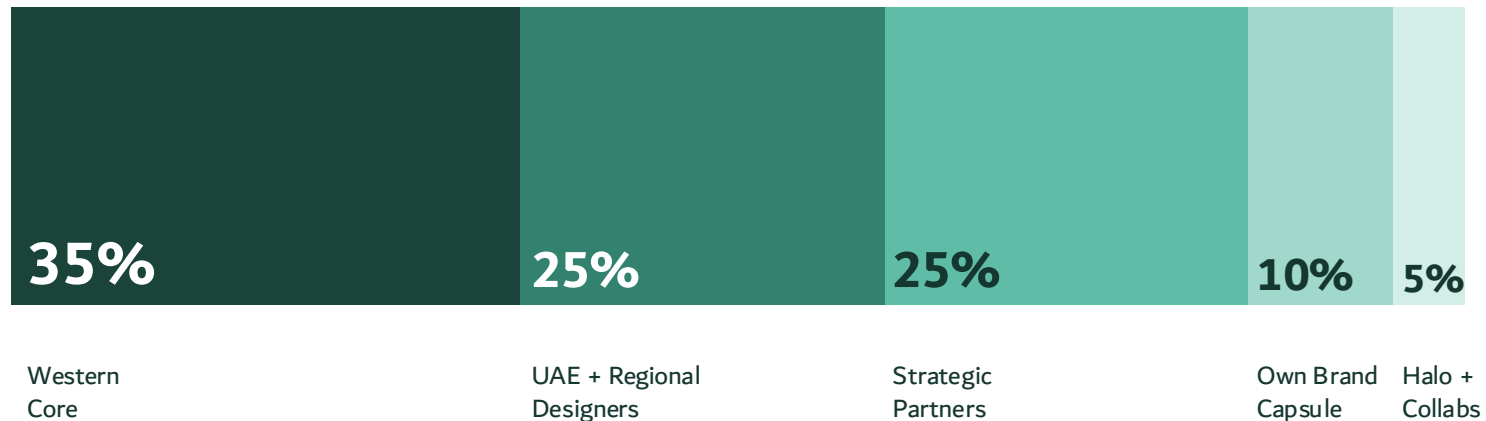
Explicit Trade-Offs (by design)



A Deliberately Balanced Assortment Model

Premium positioning + partner protection + scalable growth

Target Sku Mix (Directional)



No brand dominance
Diversified mix by design



Complementary roles
Core, gifting, discovery, prestige

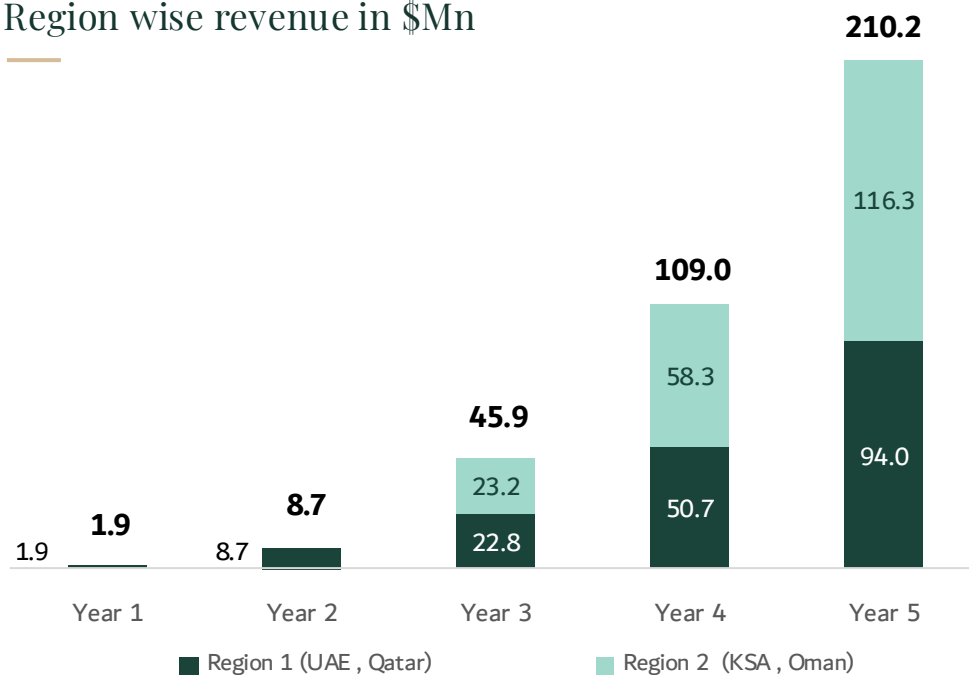


Flex over time
Mix evolves with demand and partners

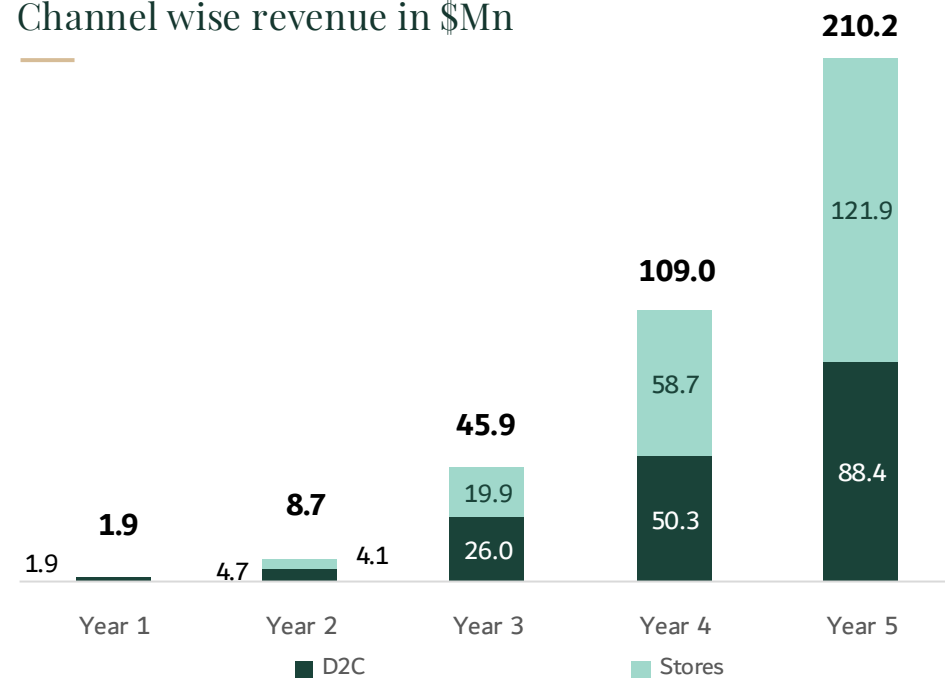
Built to grow partner brands while preserving brand equity.

Financial projections

Region wise revenue in \$Mn



Channel wise revenue in \$Mn



Revenue surges; KSA–Oman overtakes UAE–Qatar by Year5

Channels scale rapidly; stores lead growth by Year5