



**The leading digitally
native omnichannel optical
brand in Europe**



Investor Meeting Presentation
March 2024

Looking ahead

Agenda for today

1

Company

2

FY 2023 Results



1

Company



Our purpose

We empower and inspire people to wear glasses with joy and confidence



Mister Spex at a glance

The #1 online-driven omnichannel optical brand in Europe

€224m

Revenue 2023

6%

YoY revenue growth

51%

Gross margin 2023

+212bp

YoY growth

€0.9m

AEBITDA 2023

€111m

Cash and cash equivalents 2023

10

Countries

75

Stores

>7.4m

Customers

72%

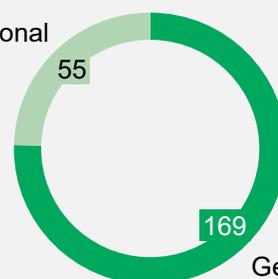
Aided Brand Awareness⁽¹⁾



Revenue by segment

m€

International



Germany

Revenue by category

Miscellaneous services

Contact lenses (CL)

2%

27%

30%

Sunglasses (SG)

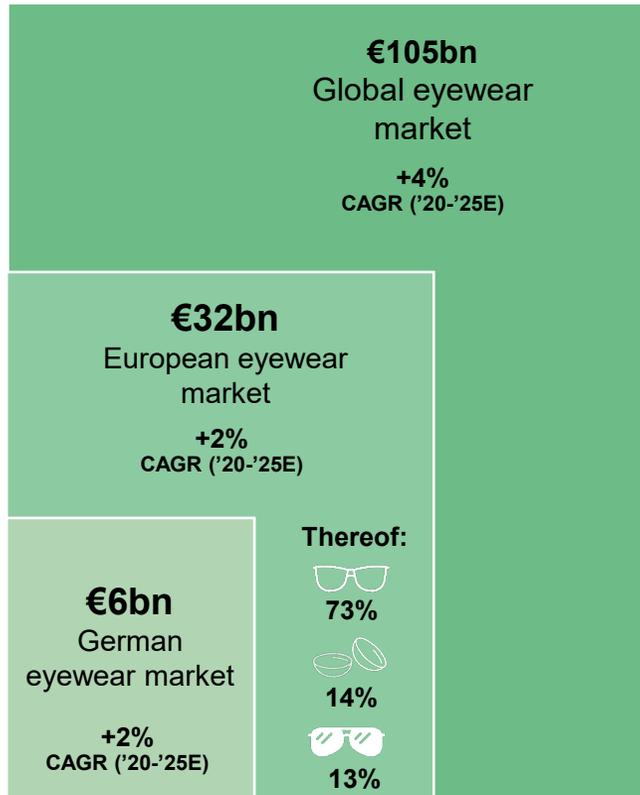
Prescription glasses (PG)

40%

(1) Q4 2020 Germany; online shoppers 18-59 years old

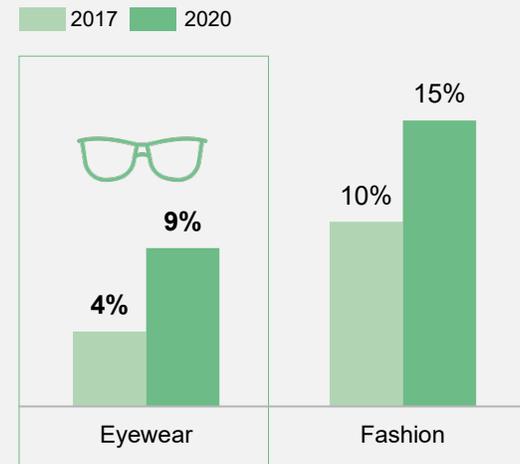
The eyewear market is large and hasn't changed in the last 100 years

Sizable global eyewear market⁽¹⁾ ... that is further propelled by structural tailwinds



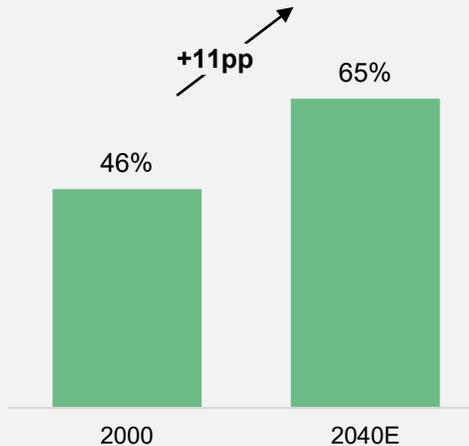
① Consumers are more willing to **shop online**, but the possibilities are limited...

Online penetration by industry in Europe (%)⁽²⁾



② ... at the same time European population is gradually **ageing**

% European population by age group⁽³⁾



③ ... and doesn't see eyewear as only a medical device...

Fashion and luxury eyewear
Frame market growth CAGR (2015-19)⁽⁴⁾

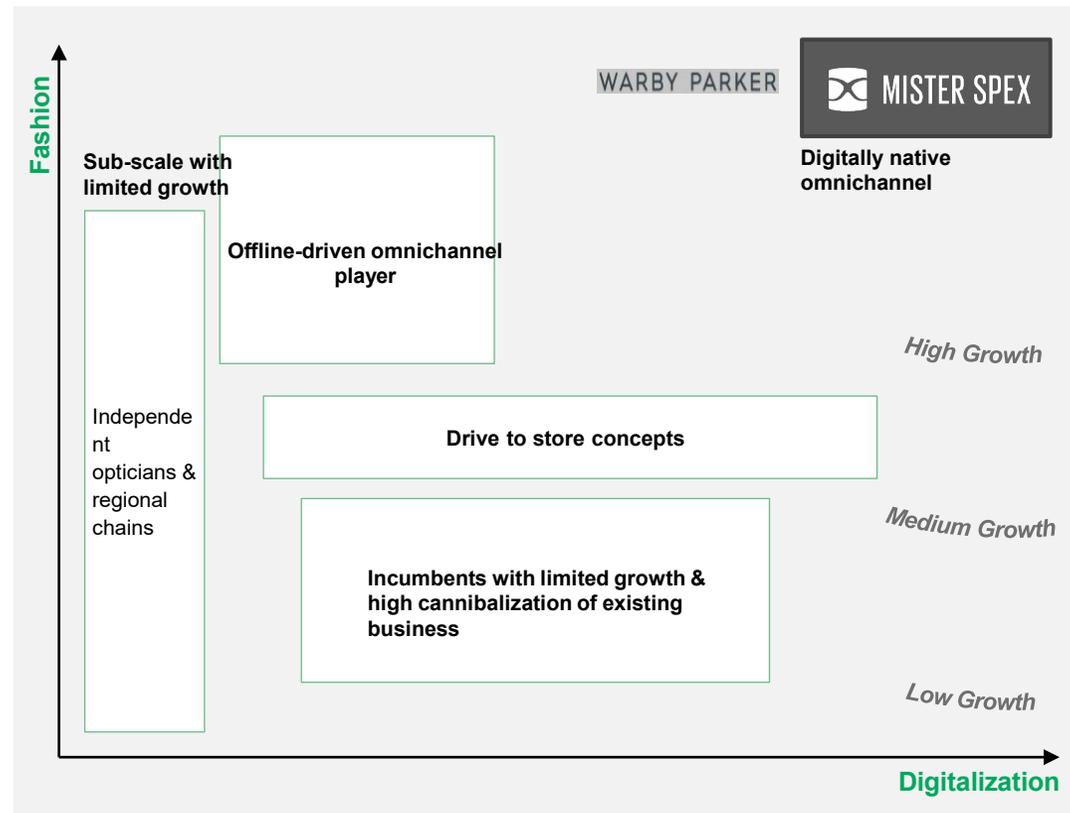


(1) Source: 2020 market sizes per Euromonitor (2021); Graph not to scale
(2) Source: Euromonitor (2021), Statista (2020)

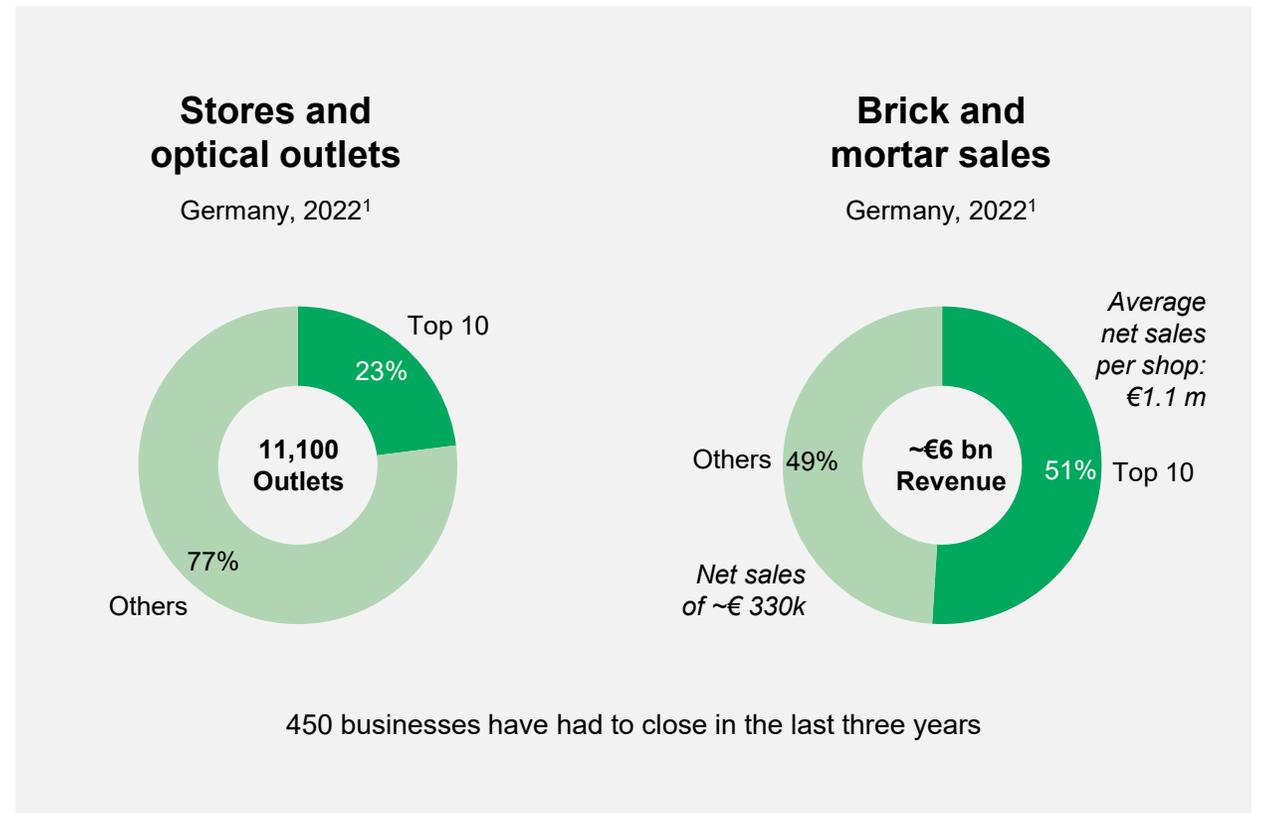
(3) World Bank, database population estimates and projections (2020) – includes European Union, Switzerland and UK
(4) Based on net frames revenue, with Luxury eyewear defined as gross frame prices above €300, Germany only

We have a unique positioning in a **fragmented** eyewear market

Positioning in the eyewear market



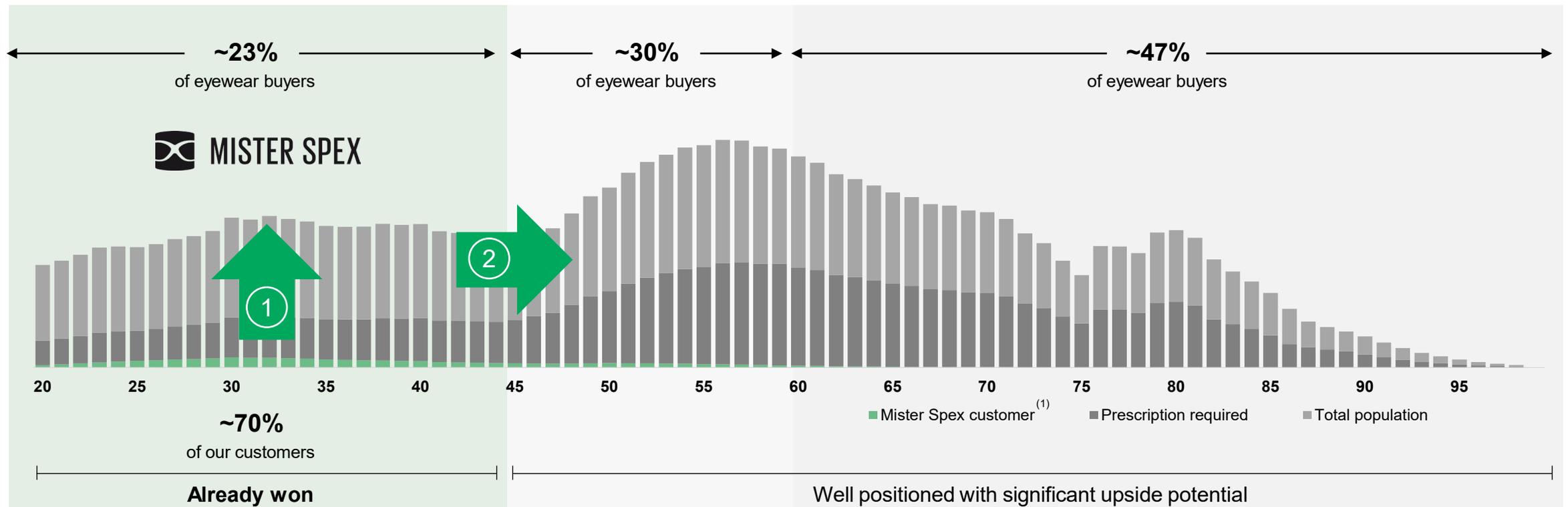
German eyewear market is highly **fragmented**



(1) Source: ZVA Branchereport Augernoptik: Märkte, Consumer und Trends 2022|2023

As **the consumer** becomes more digitally savvy, the ease and experience will play a key role

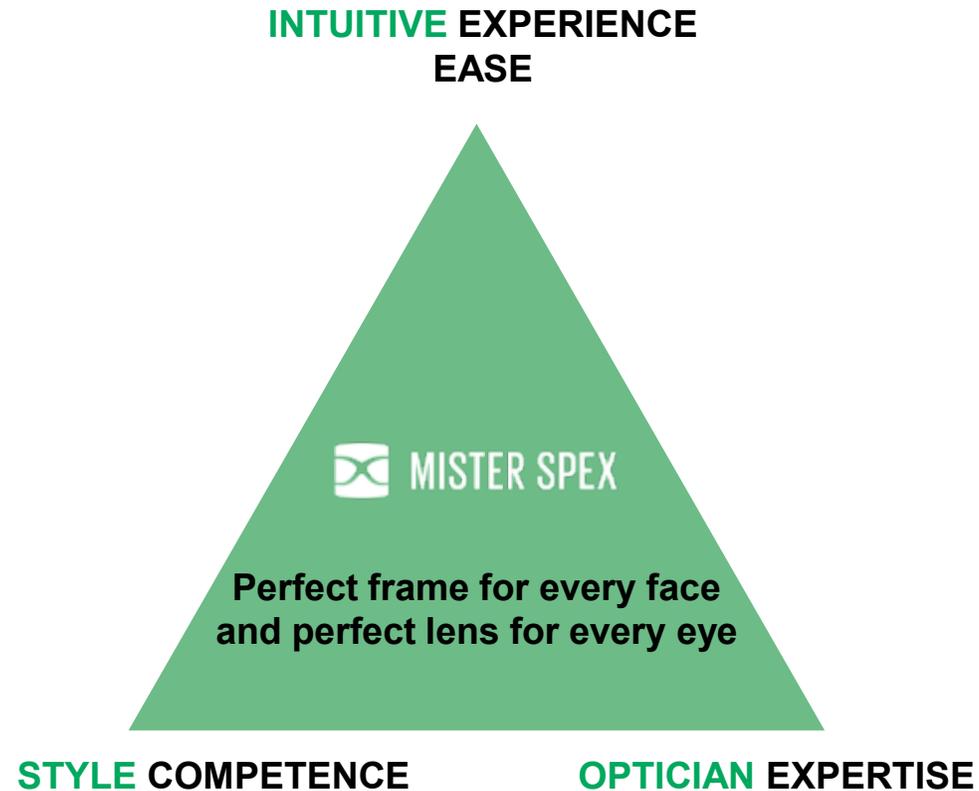
- ① Our **core customers** are digital natives. They value **ease** of the shopping experience and the latest fashion **look** that they can achieve
- ② We **expand our addressable market** by providing an **omnichannel experience** and providing industry leading **expertise** and product knowledge



Source: Company information, Statistisches Bundesamt (2020), Allensbach & ZVA (2019)

(1) All customers that bought prescription products or eye exam vouchers

Therefore, our omnichannel model focuses on delivering on a **brand promise** of...



We aim to deliver proof at **every customer touchpoint**

Delivering a superior customer value proposition

Brand promise

INTUITIVE EXPERIENCE
EASE



STYLE COMPETENCE

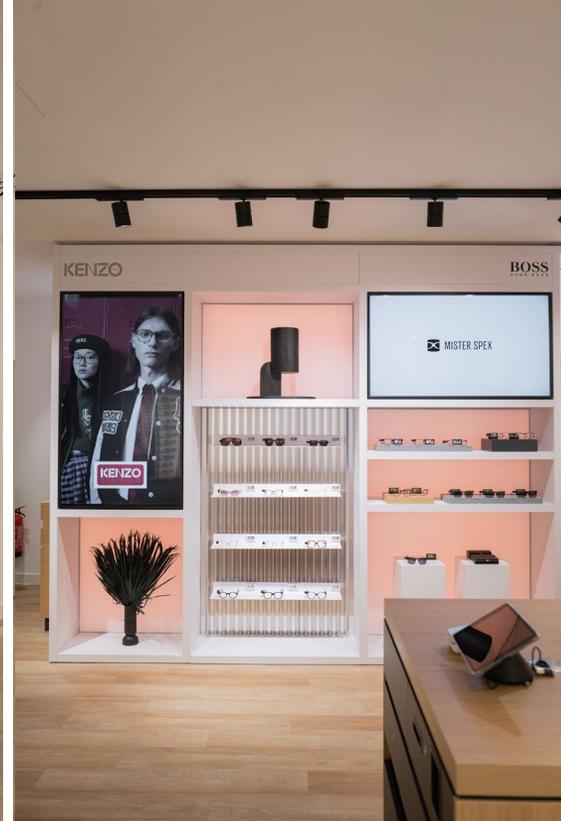
OPTICIAN EXPERTISE

Strong value proposition

FY 2023

- ✓ 10 Countries and 75 Stores
Network of >320 Partner Opticians
- ✓ 1,293 Employees
62 Nationalities
70 Optician trainees
- ✓ 16% Own Brand share
18% Boutique share¹
- ✓ >150 Brands
>2,700 Boutique and Own Brand SKUs
17 collaborations in 2022

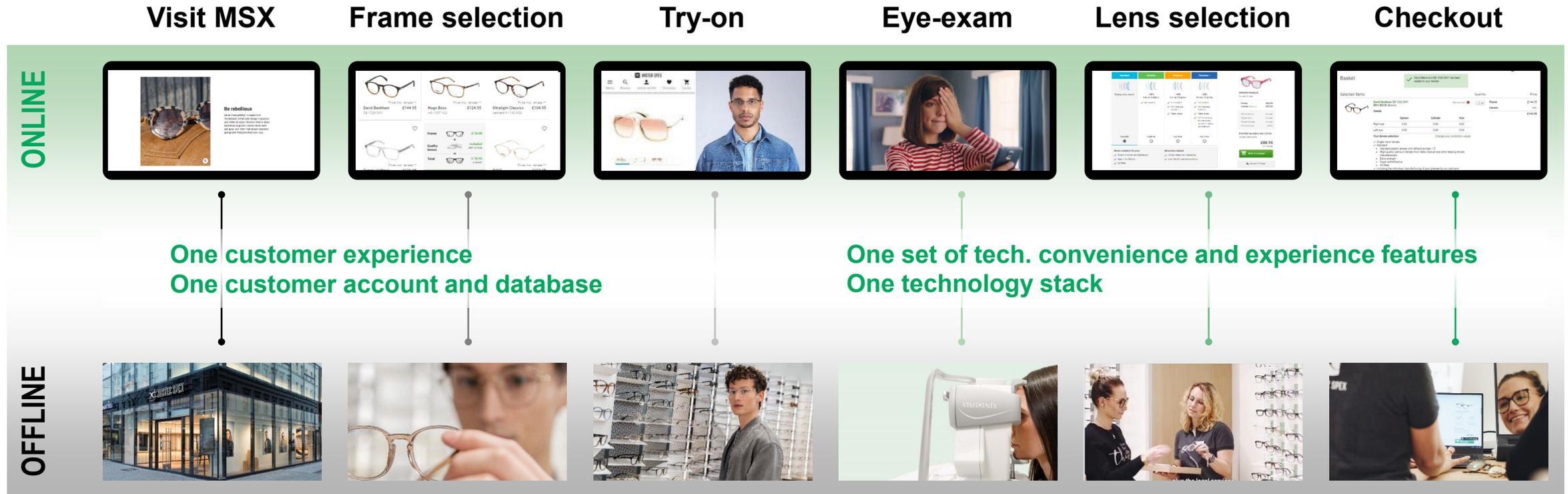
1. Boutique share in Prescription and Sunglasses: 24%



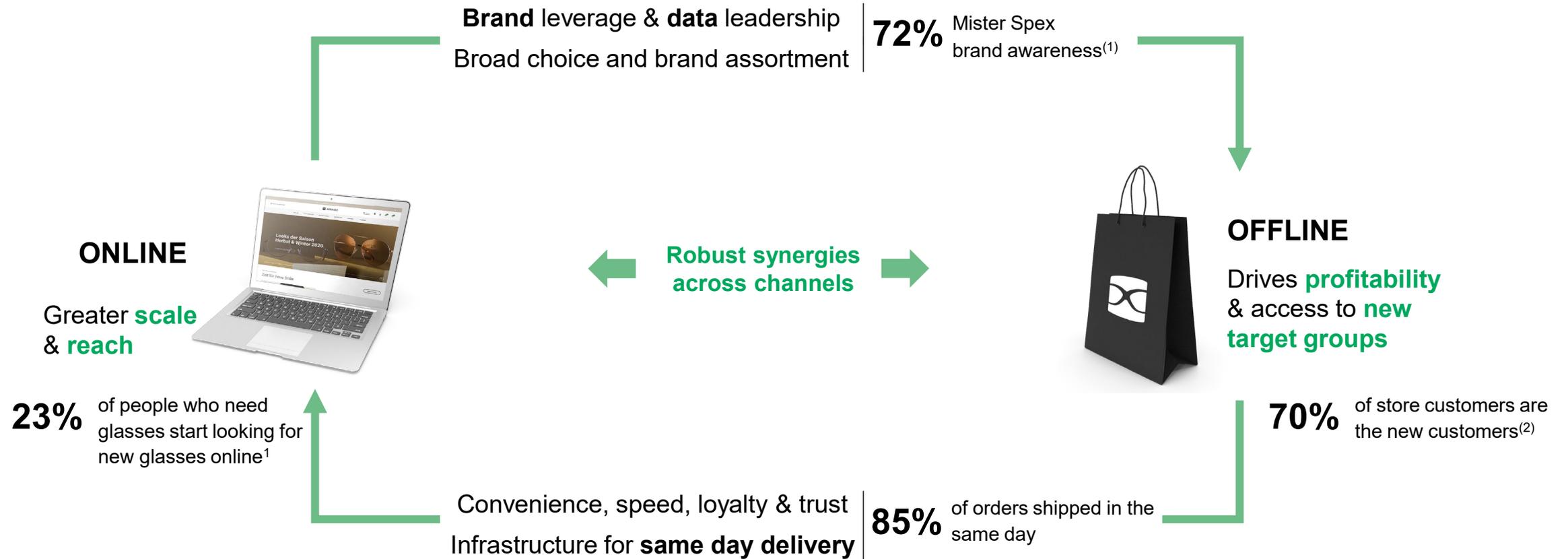
Flagship Store Cologne



We ensure a consistent **customer experience** across all online and offline touchpoints



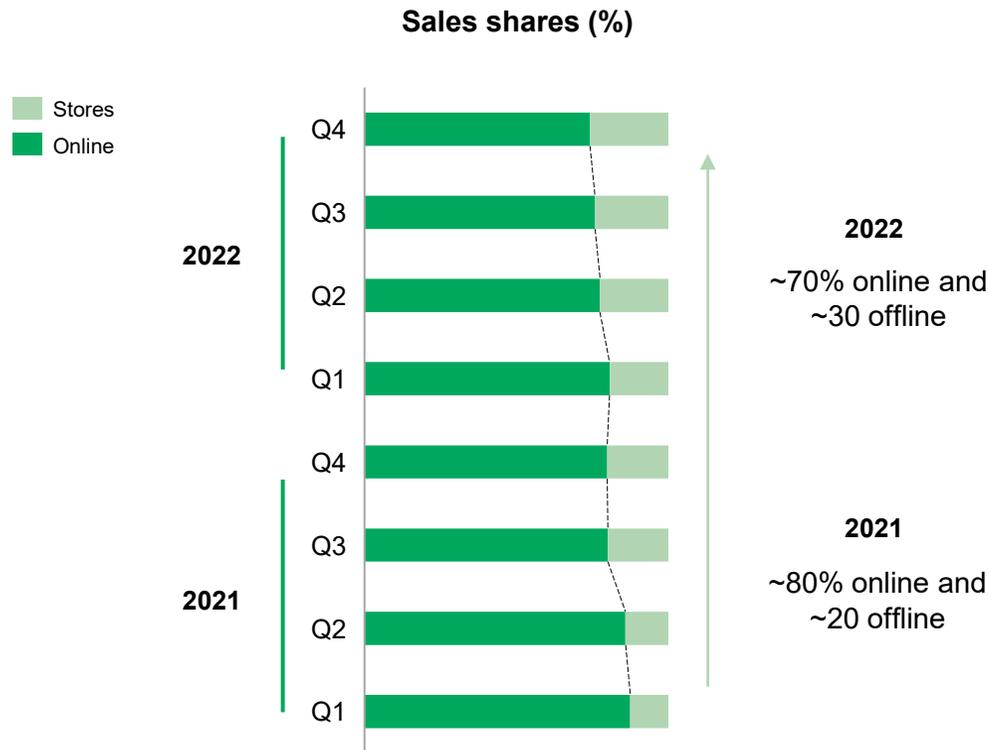
The omnichannel allows us to achieve **robust synergies** across channels



(1) Source: Mister Spex market research 2021

(2) 2016-2017 store cohorts – share of new customers within 12 months post store opening

The growing store-based sales continues to support online business



~25% of online sales involved **store touch points** (e.g., returns, eye tests)



~20% of **prescription glasses (PG)** customers are omnichannel (at least one offline and one online order)

Prescription glasses orders Germany - Regions with stores¹

Shares (%)



- ~30% are by customers who have so far only bought in stores
- ~30% of all PG orders are by omnichannel customers
- ~40% bought only online

■ Store only ■ Omnichannel ■ Online only

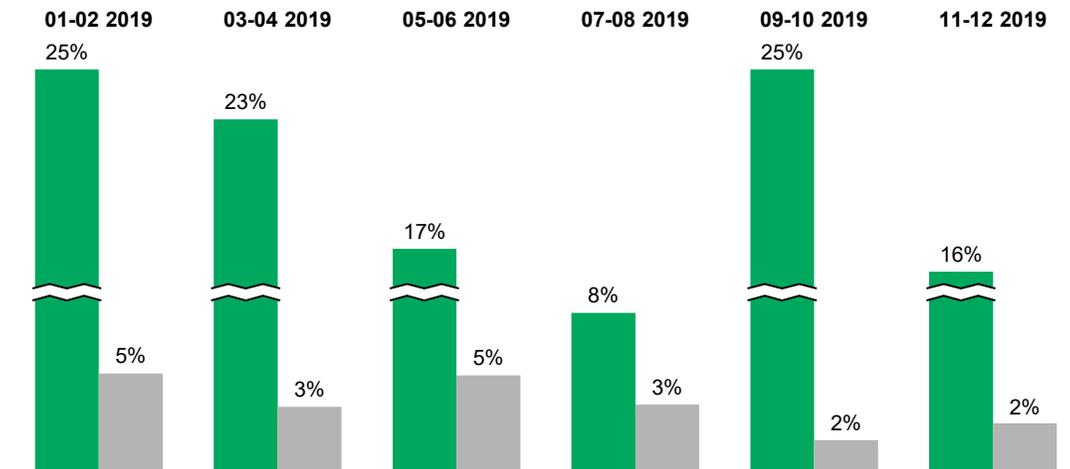
(1) Source: store region encompasses a radius of 6-10km, depending on the store

Our omnichannel model allows us to outperform ..

... in a **normal** market environment...

Germany – Unit growth in 2019

1



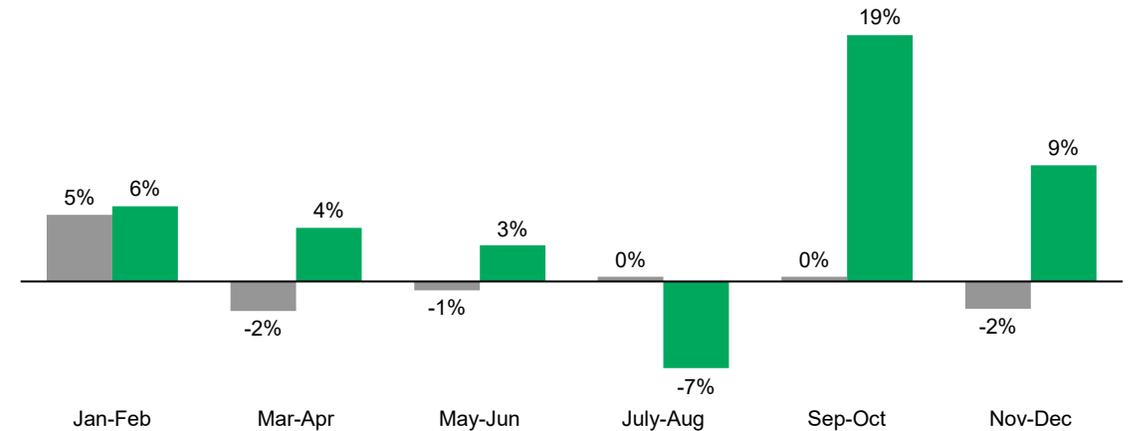
Market outperformance:



... and when consumer sentiment is **down**

Germany – Unit growth in 2023

■ MSX (growth YoY) ■ Market¹ (growth YoY)



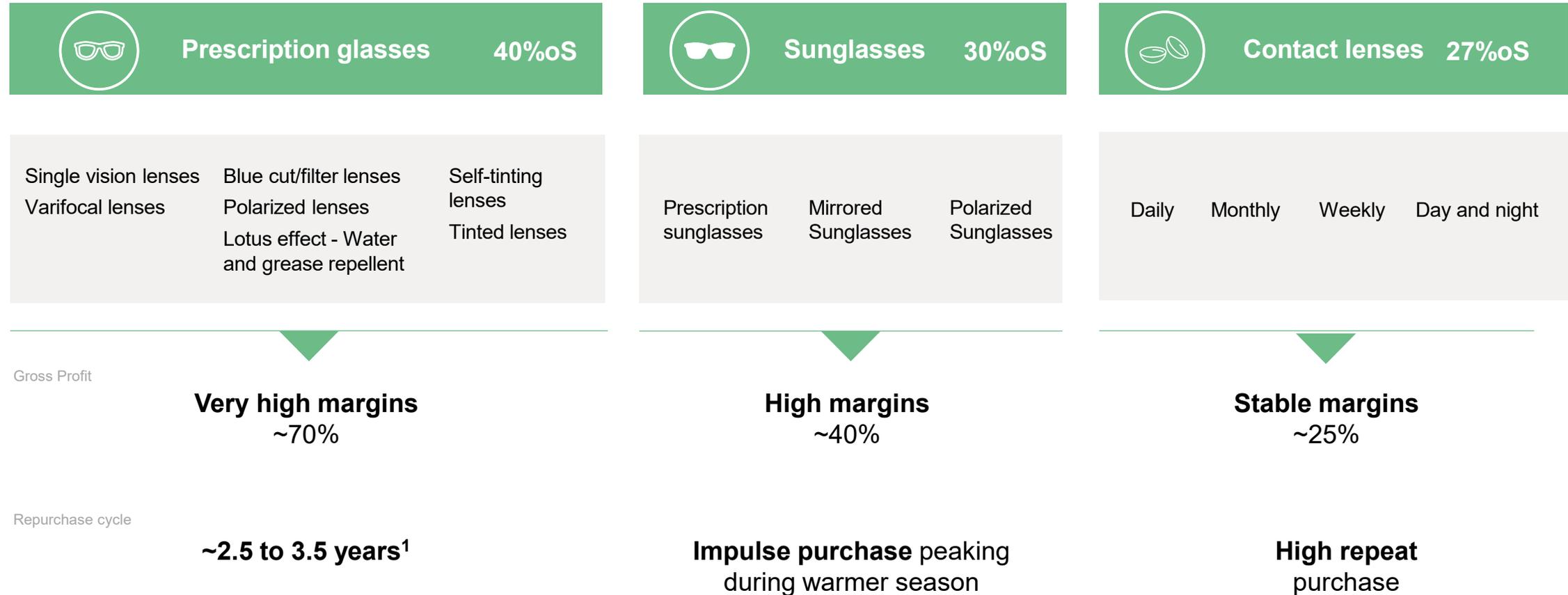
Market outperformance:



1. Market data for independent optical retail of frames, excluding lenses; MSX data including lenses
Source: GfK Panel Report Optics Total DE (Last update: March 2024)

We are addressing **all product categories**, with increasing share of prescription glasses

FY 2022



Source: Company information
 1. Germany: 4.1 to 4.5 years repurchase cycle

Our offering includes **third-party** brands and **own brands**



Mister Spex offering

Own brands and collaborations

>10,000
SKUs

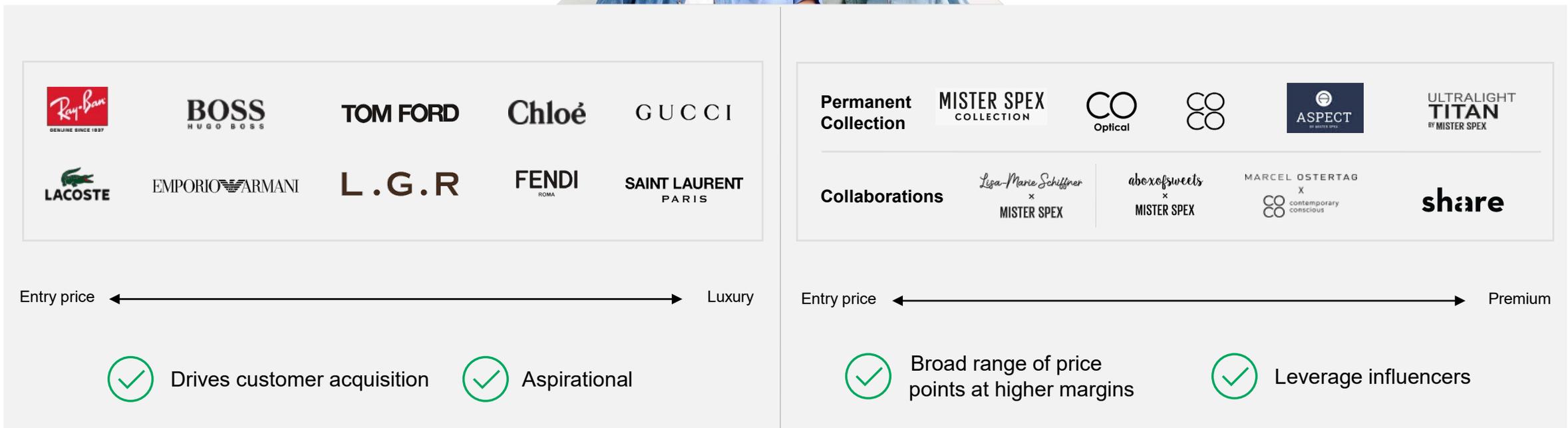
>150
brands

18%
Boutique share

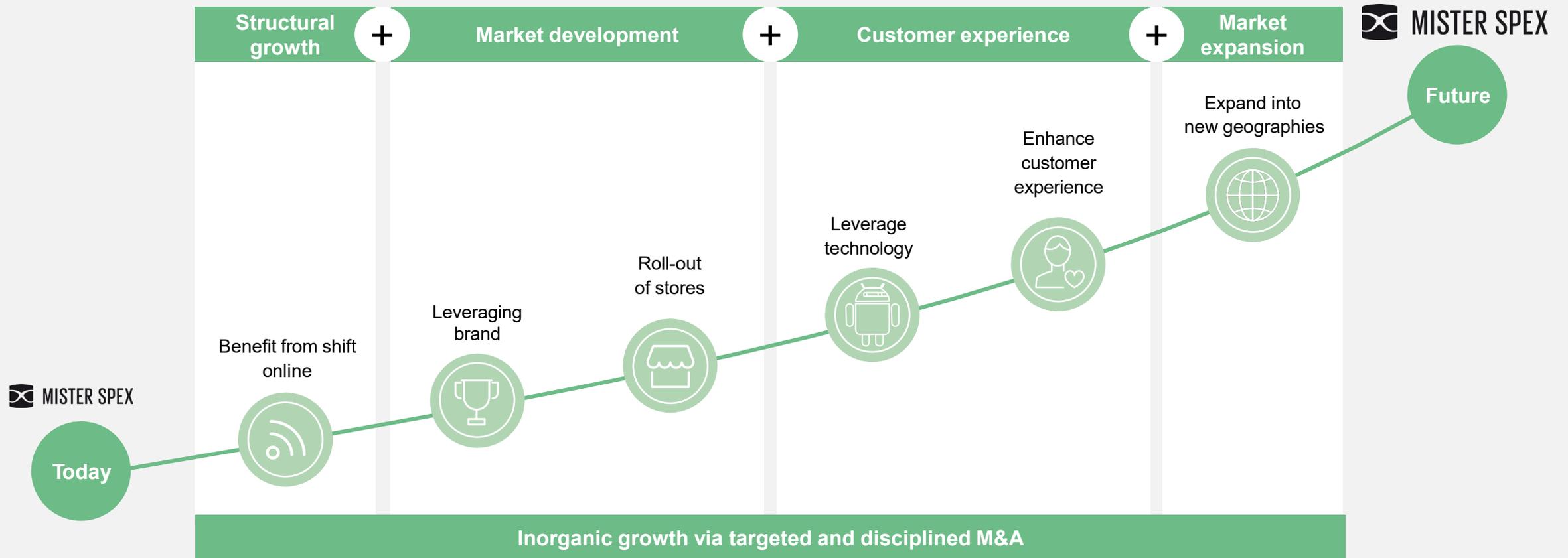
>1,200
SKUs

7
brands

17%
of total revenue



Multiple drivers of predictable and profitable long-term growth





FY 2023 Results





Looking ahead

Agenda of today

- ① **Strategic update**
- ② **CFO priorities**
- ③ **Financial update**
- ④ **Guidance**
- ⑤ **Q&A**

The eyewear market and Mister Spex's position

Eyewear market

+3% Market growth¹ in 2023
0% in Units
+3% in Average Sales Price

Concentration of the industry has continued

~200 stand alone opticians close every year²

Further polarization of the market towards economy and luxury, squeezing the midscale segment



Mister Spex

+6% Revenue growth
(+12% in Prescription and Sun)

+1% in Orders and -2% in Units
(+4% in Units for Prescription and Sun)

+7% in Average Order Value
(+8% in Prescription and +10% in Sun)

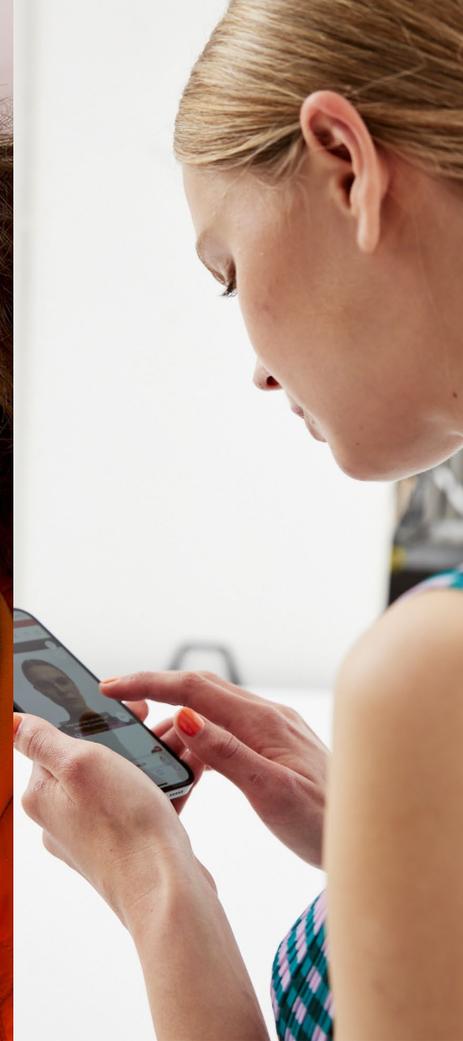
Positive Adjusted EBITDA

+€ 9 million improvement YoY
+435 bps in Adjusted EBITDA Margin improvement

>150 Brands and
>2,700 Boutique and Own Brand SKUs

1. Germany, net sales for prescription glasses and sunglasses, based on GfK 2. Refer to slide 33 for more information

**Mister Spex is
a unique
brand with
15-year
history and a
strong
competitive
position**



Omnichannel model

10 Countries and 75 Stores
Network of >320 Partner
Opticians

Brand expertise

>150 Brands
16% Own Brand share
18% Boutique share¹

Tech capabilities

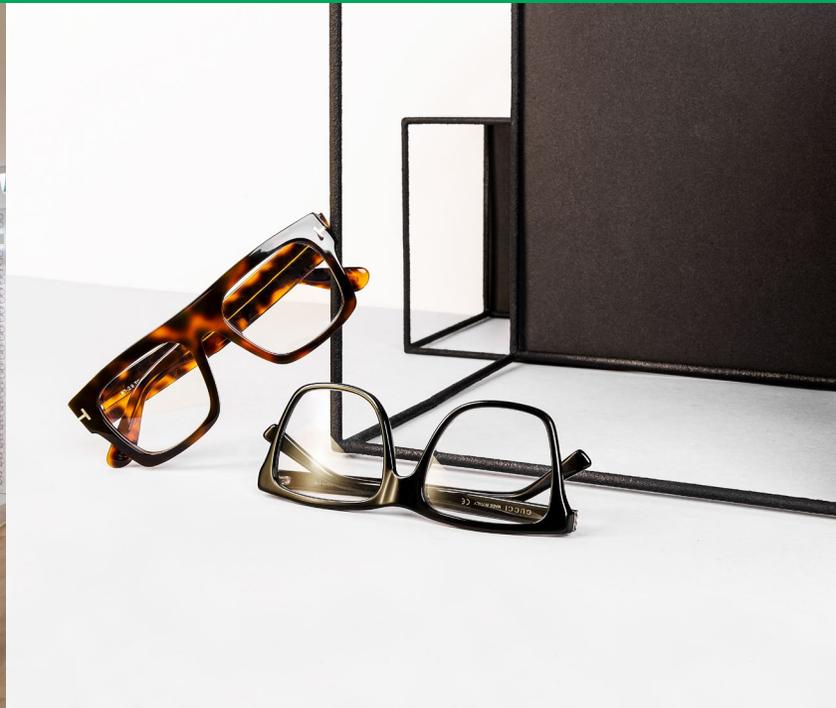
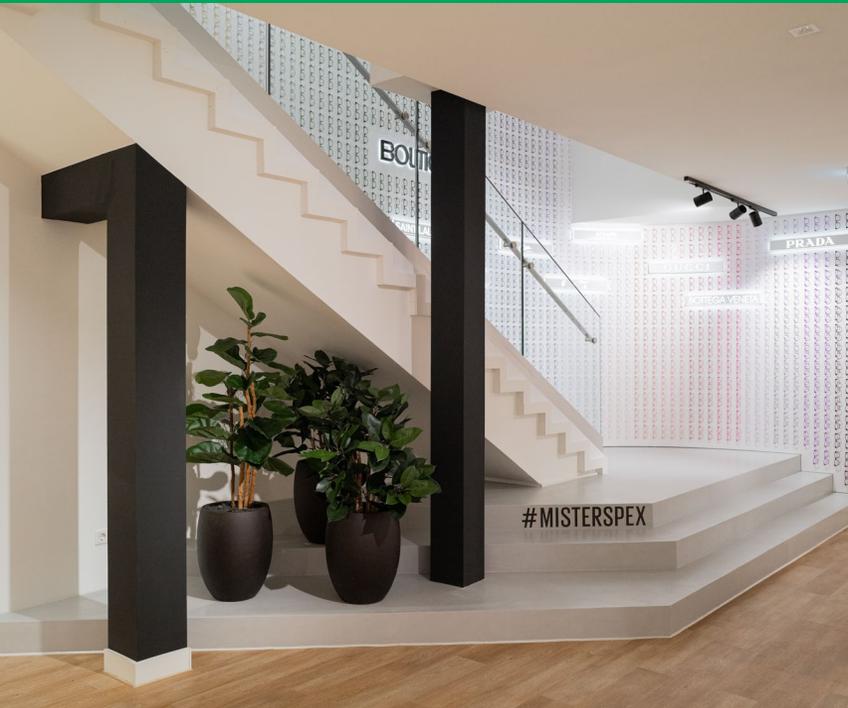
Recommendation Tools
ChatBot
3D Face Scanning

People

1,293 Employees
62 Nationalities
70 Optician trainees

1. Boutique share in Prescription and Sunglasses: 24%

The **journey** of Mister Spex in the last years...

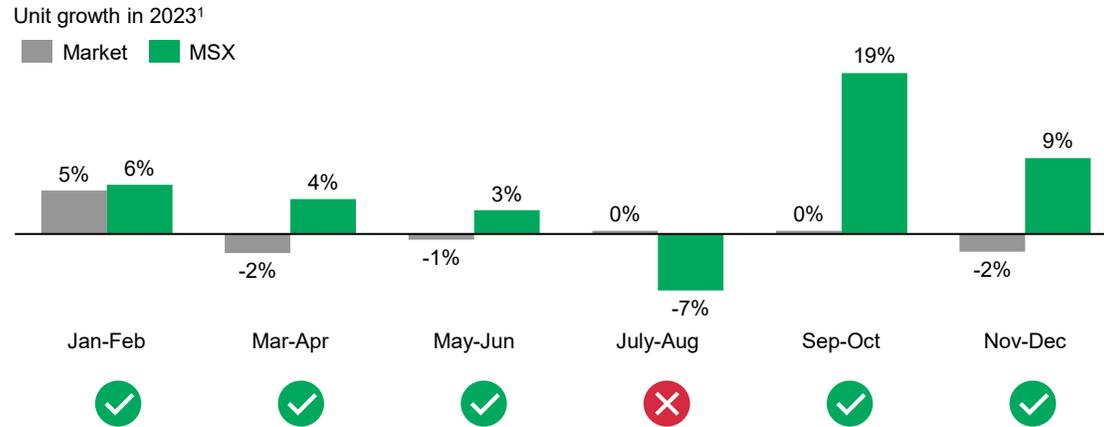


Building store network on top of robust IT platform, driving synergies and benefitting from high awareness

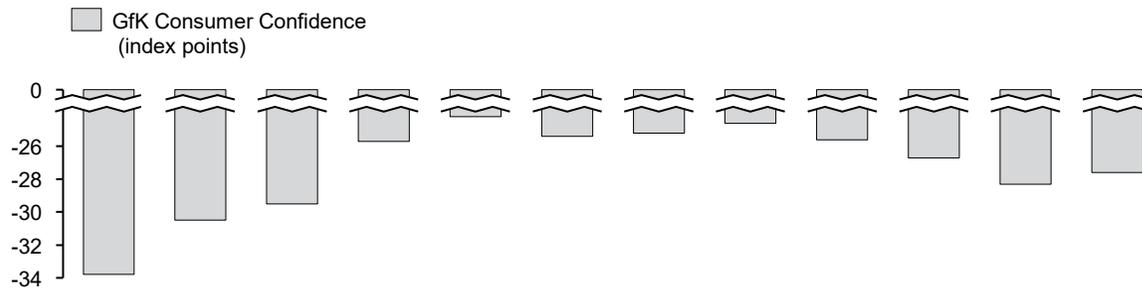
Focusing on our brand promise of perfect frame for every face and perfect lens for every eye

Embedding cost consciousness inside the organization without losing entrepreneurial spirit and ability to move fast

...drove consistent outperformance...



...despite continuously negative Consumer Sentiment



1. Market data for independent optical retail of frames, excluding lenses; MSX data including lenses
 Source: GfK Panel Report Optics Total DE (Last update: January 2024)





Lean 4 Leverage built an important foundation

Drive growth in core

- +3% LfL Growth
- Higher **labor flexibilization**
- New personnel planning tool
- **Sales training** for all store employees

Gross margin focus

- Reduced **discounts by 140 bps** and selective price increases
- Actively steering for **prescription and sunglasses**
- Growing boutique share to **18%**

What have we achieved in 2023 with **Lean 4 Leverage**

Leaner organization

- **Lean management** implemented
- >50% of Employees in the HQ trained
- Reduction in other operating expenses and especially external services

Personalization

- The iOS app on the App Store now enables precise face measurements
- **Mister Spex EyeD** (bespoke 3D printed frames) now in all German stores



Moving on to our next
chapter of **excellence**

Four pillar strategy to drive long-term growth



Simplicity

Lean process within the organization supports efficient customer journeys

Customer centricity

Core of business model and brand

Optical expertise

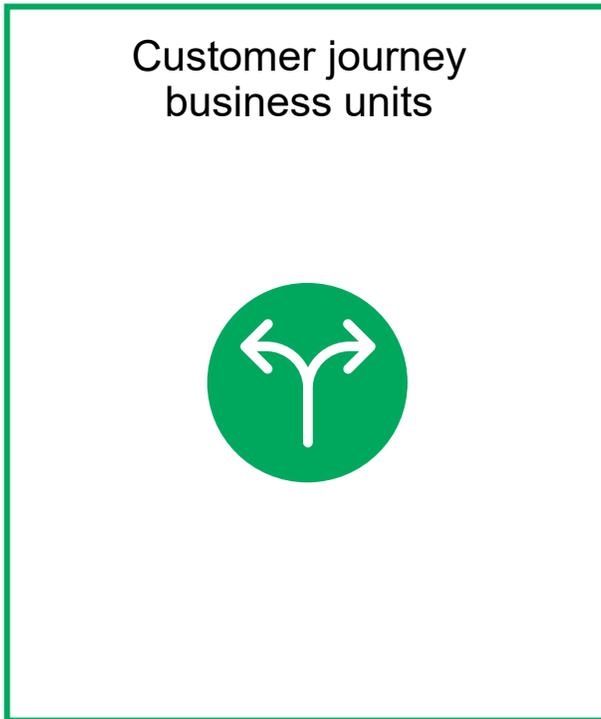
Fuel our image with trust and expertise

Fashion and style

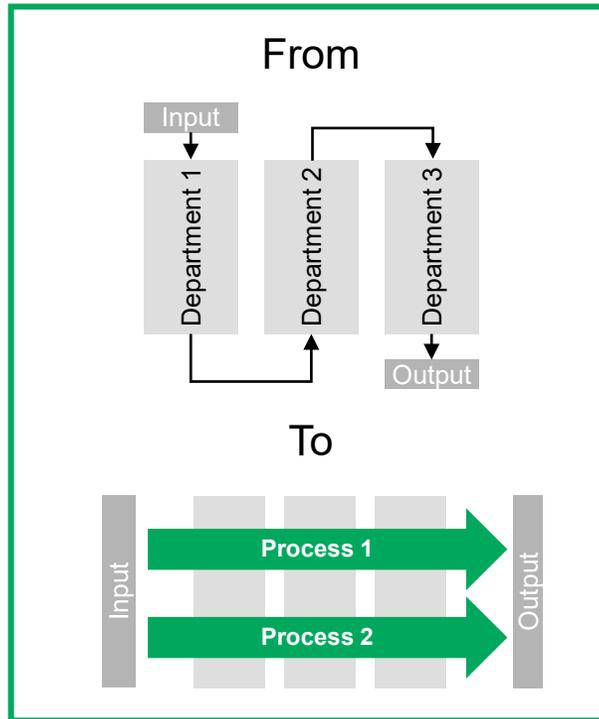
Curated assortment, strategic collaborations and personalized recommendations

We have already started to **simplify**

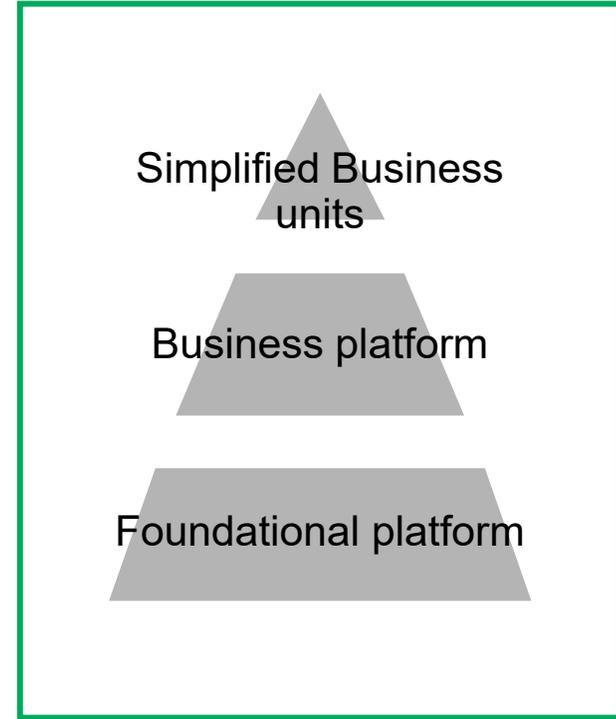
Customer led processes



Lean 4 Leverage process management



Platform operating model



Customer focus over 15 years results in ...

Overall superior experience

47%

Enjoy buying glasses at Mister Spex vs 36% for the market

“ Very convenient and relaxed experience ”

High repurchase intention and repurchase rate

59%

Will “definitely” purchase again at Mister Spex vs 54% with the next closest competitor

35%

Buy prescription glasses every 1-2 years vs 28% for the wider market

“ Really stylish well-made glasses, I could not be more pleased ”

Wide range of eyewear styles

48% vs 33% (Ø)

Consider that Mister Spex excels in offering wide selection of models, shapes and colors while allowing to do everything online

“ I love my Glasses. They are so beautiful and unique and also so light and comfortable ”

Trustpilot

Optical expertise is at the core of our promise



Knowledgeable and trained employees



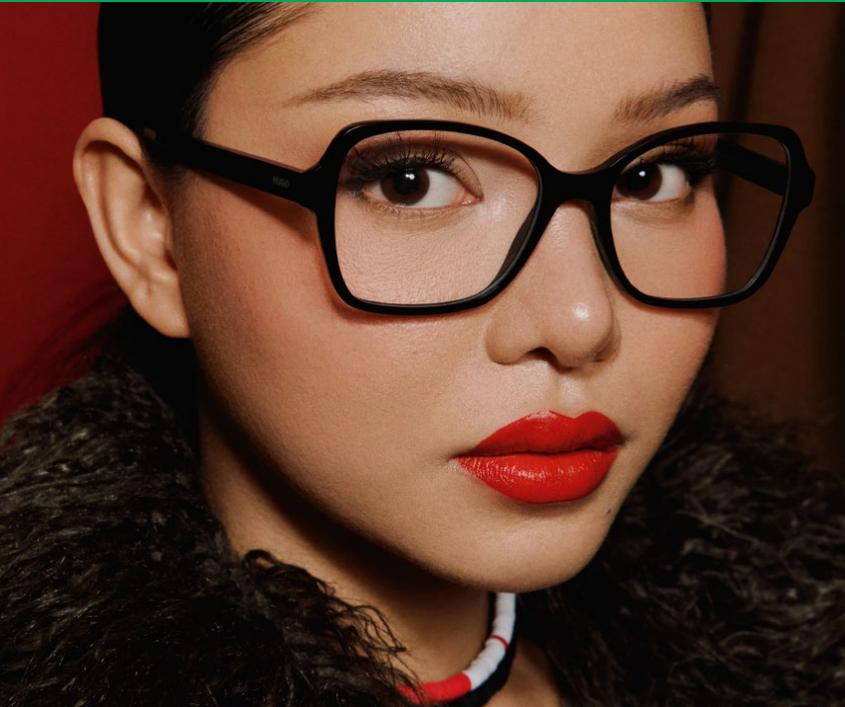
Innovative technology with wide lens offering



Clear, customer-focused communication with relevant product details



Advancing **Fashionable Eyewear** in the Market



Strategically bolster own brands while staying attuned to boutique and luxury trends



Staying ahead with fashion trends, providing personalized consultations



Exclusive eyewear collections and collaborations
20 collaborations in 2023



Key takeaways

With Mister Spex the customer gets...

1

...highest level of frame and lens personalization, including Mister Spex EyeD

2

...outstanding explanation and visualization to support in decision making

3

...comprehensive set of omnichannel features

4

...widest and most fashion forward eyewear assortment

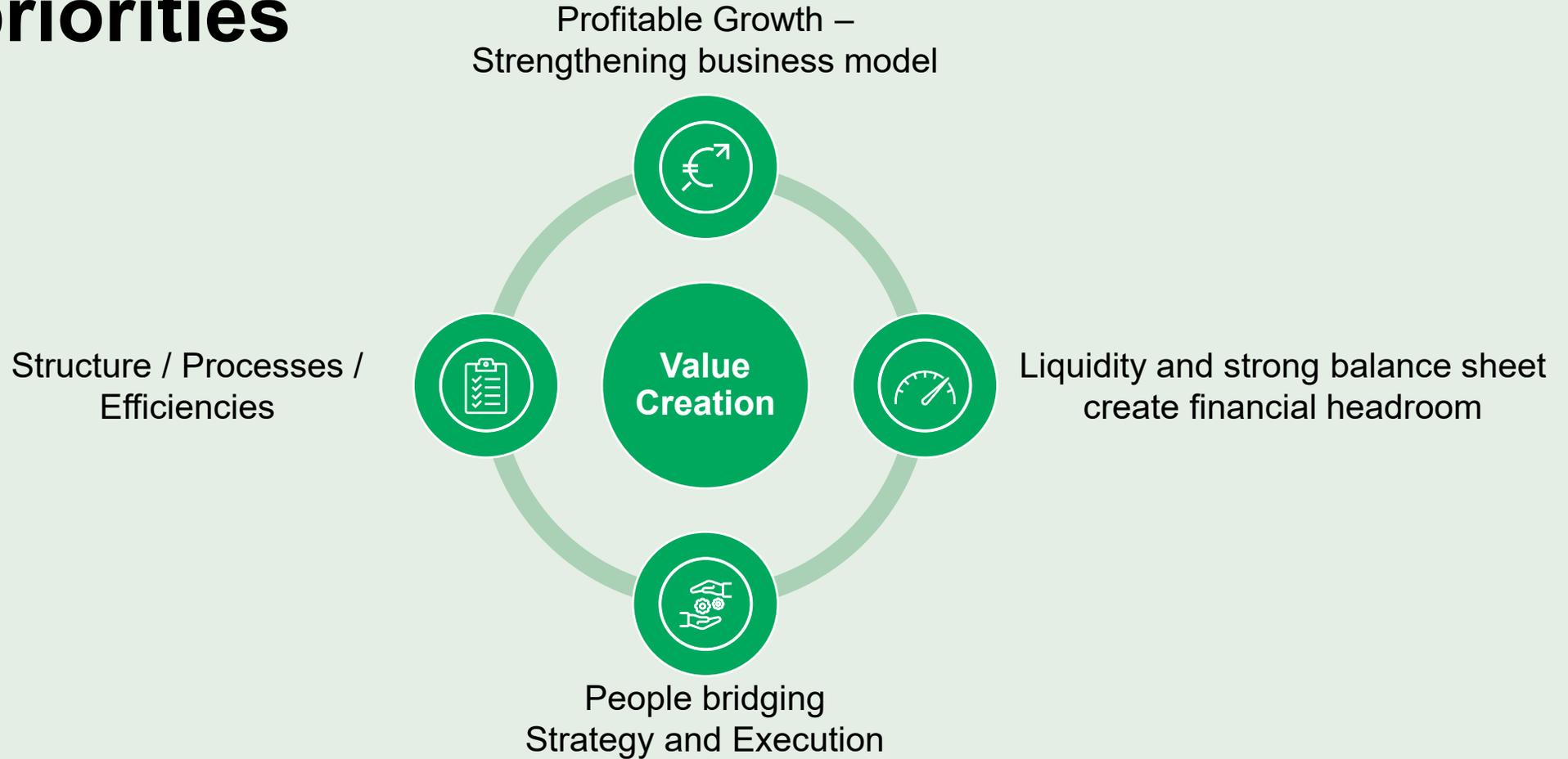


Looking ahead

Agenda of today

- ① Strategic update
- ② CFO priorities
- ③ Financial update
- ④ Guidance
- ⑤ Q&A

First impressions and priorities



Delivering on promises despite external headwinds



NET REVENUE
GROWTH

+6%

LfL: +3%
+8 new stores



ADJUSTED
EBITDA

€ 0.9m

Significant improvement in
store profitability has been
achieved



CASH & CASH
EQUIVALENTS

€ 111m

Net working capital
improvement

Net revenue driven by **both** channels

Net revenue
+6%



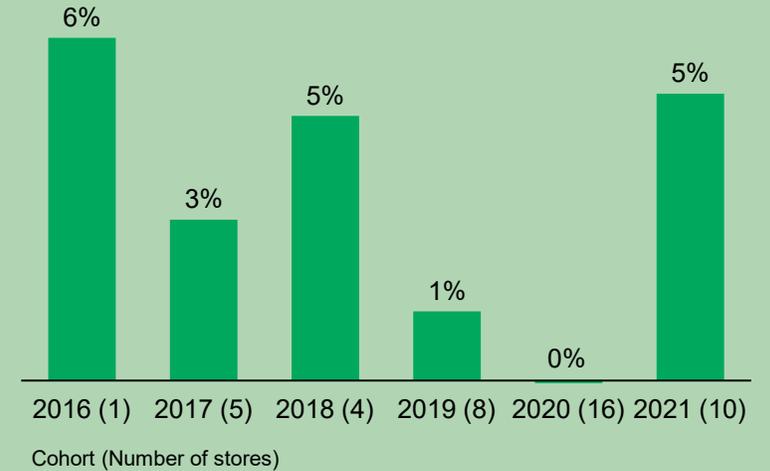
Online growth
Positive



LFL Growth
+3%



Store Cohort Revenue Growth in 2023

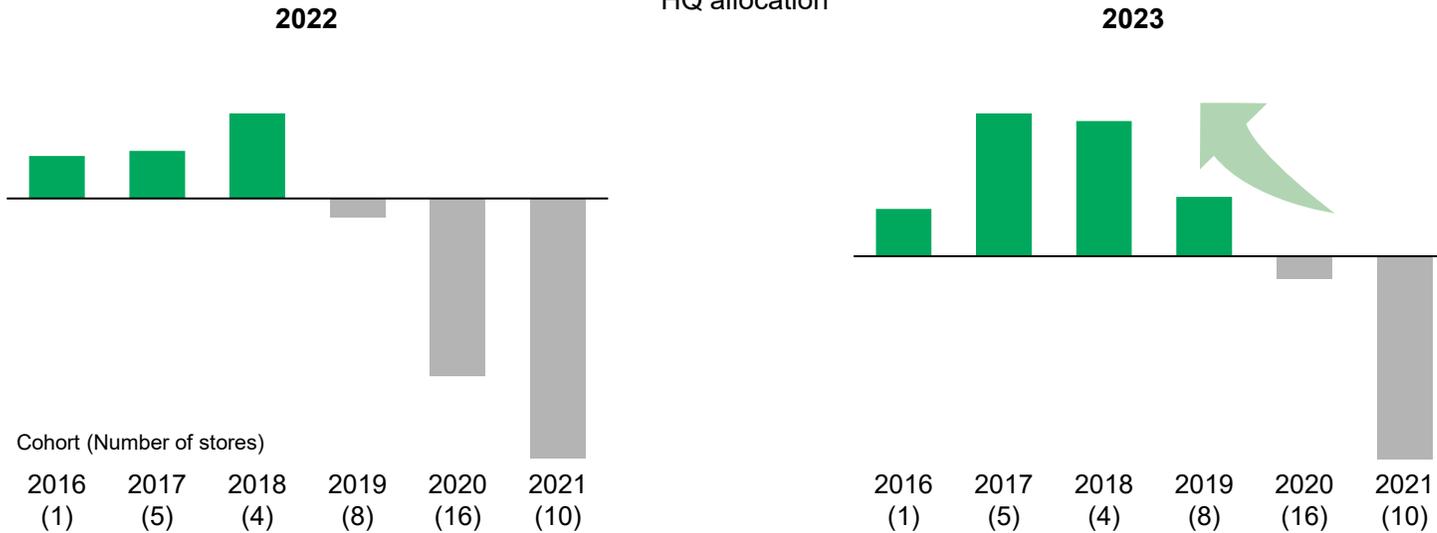


- Good momentum across **majority of cohorts**
- Despite a reduction of promotional activity and continued low consumer sentiment, Germany continued to deliver positive LFL growth of 2%
- The development is supported by **strong brand momentum** and increasing number of trainings
- International segment grew by 8%

Making strides in significantly improving profitability

Cohort profitability

Including rent and excluding HQ allocation

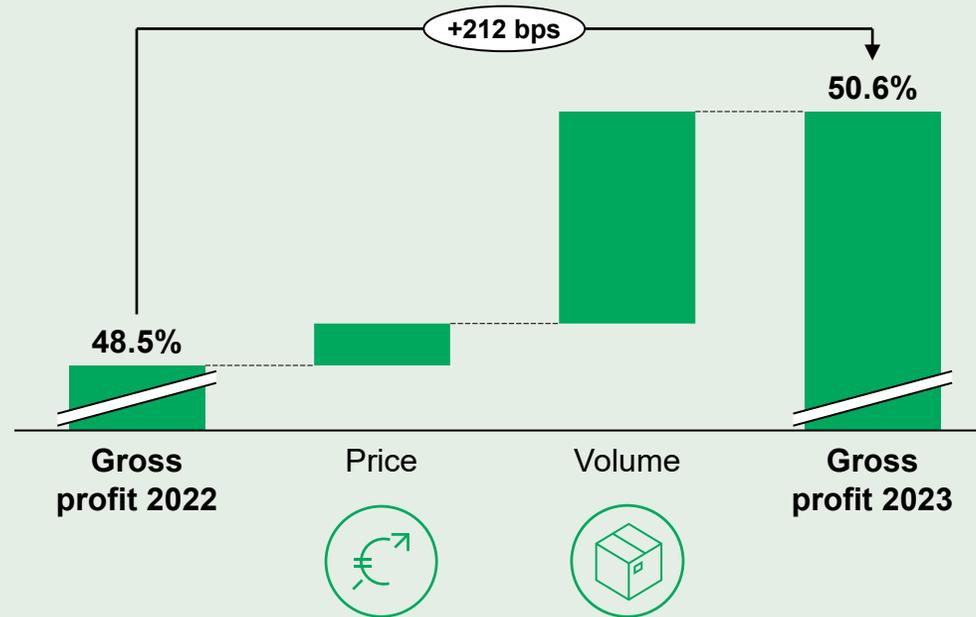


- Drivers behind **profitability improvement**:
 - Sales increases and store maturity
 - Lean 4 Leverage measures like staff flexibilization, gross margin focus and lean management
 - Dedicated spot-on measures like adjusting store teams

Focused Efforts: Enhancing Profitability of Newer Cohorts

Gross margin focus

Gross Margin improved by 212 bps due to improved mix and substantial volume growth



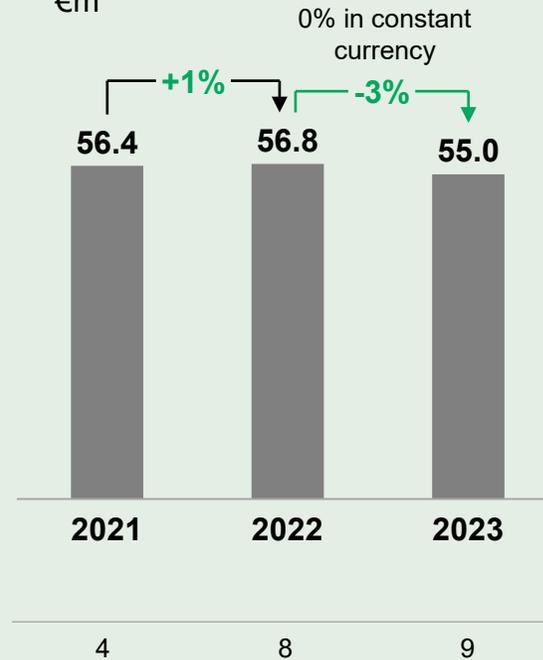
Germany continues the **double-digit** growth

Net revenue

Germany €m



International €m



What we have delivered

- We have opened 7 stores in Germany and 1 in Austria
- In 2023, the online market in Germany declined by approximately 12%². However, we managed to achieve positive online growth for the year.

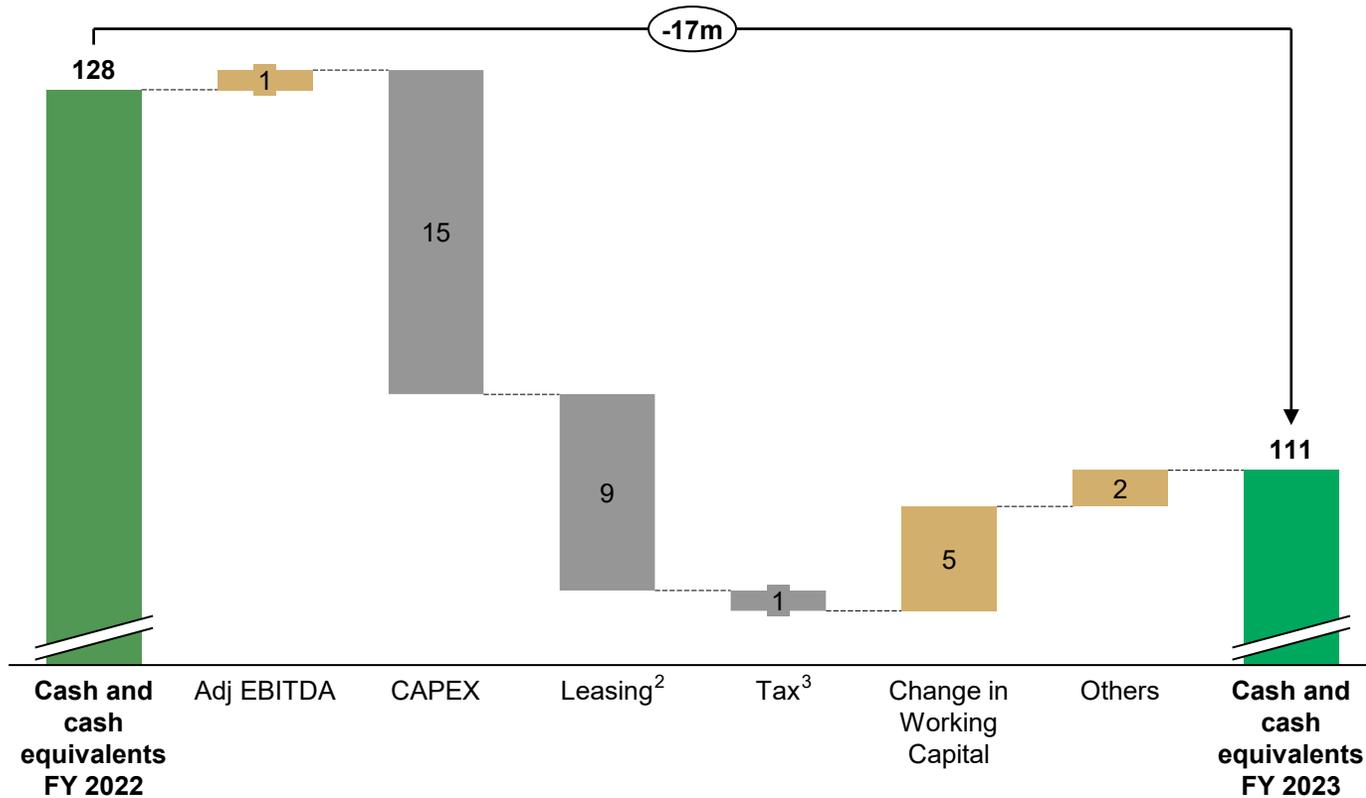
What is ahead of us

- Germany will remain to be in focus
- International portfolio will be continuously reviewed and analyzed

1. 1 store closure in Hamburg, all employees were relocated to another store. 2. Based on [bevh – Der E-commerce Verband](#)

Cash and equivalents of €111m

(In €m)



- The company reached Free Cash Flow break-even in Q2, supported by strong trading and working capital management
- In 2023 Mister Spex has significantly improved free cash flow from € -25 million in 2022 to € -18¹ million in 2023

1. Free cash flow is defined as net cash generated from Operating activities less capital expenditures plus cash inflows from disposal of fixed assets and including cash outflows for lease principal payments and other lease related items. 2. incl. IFRS 16 and Sale- Leaseback 3. Capital gains from money market deposits 2023

Improving gross margin and cost consciousness

	2022	2023	Change	Q4 2022	Q4 2023	Change
Gross Profit Margin	48.5%	50.6%	2.1pp	51.9%	56.4%	4.5pp
Personnel expense	(27.5)%	(27.7)%	(0.2)pp	(33.2)%	(31.2)%	2.0pp
Marketing expense	(12.2)%	(11.1)%	1.1pp	(10.2)%	(9.7)%	0.5pp
Other operating expense	(18.1)%	(16.7)%	1.4pp	(21.6)%	(20.4)%	1.1pp
EBITDA	(5.7)%	(2.1)%	3.6pp	(8.7)%	(2.7)%	6.0pp
Adjusted EBITDA	(3.9)%	0.4%	4.3pp	(8.5)%	0.0%	8.4pp

2023

Gross margin: strong increased driven by price increases and positive mix

Personnel: roughly flat despite new stores. In absolute terms, expense increased by 7%, including ~3% salary adjustment

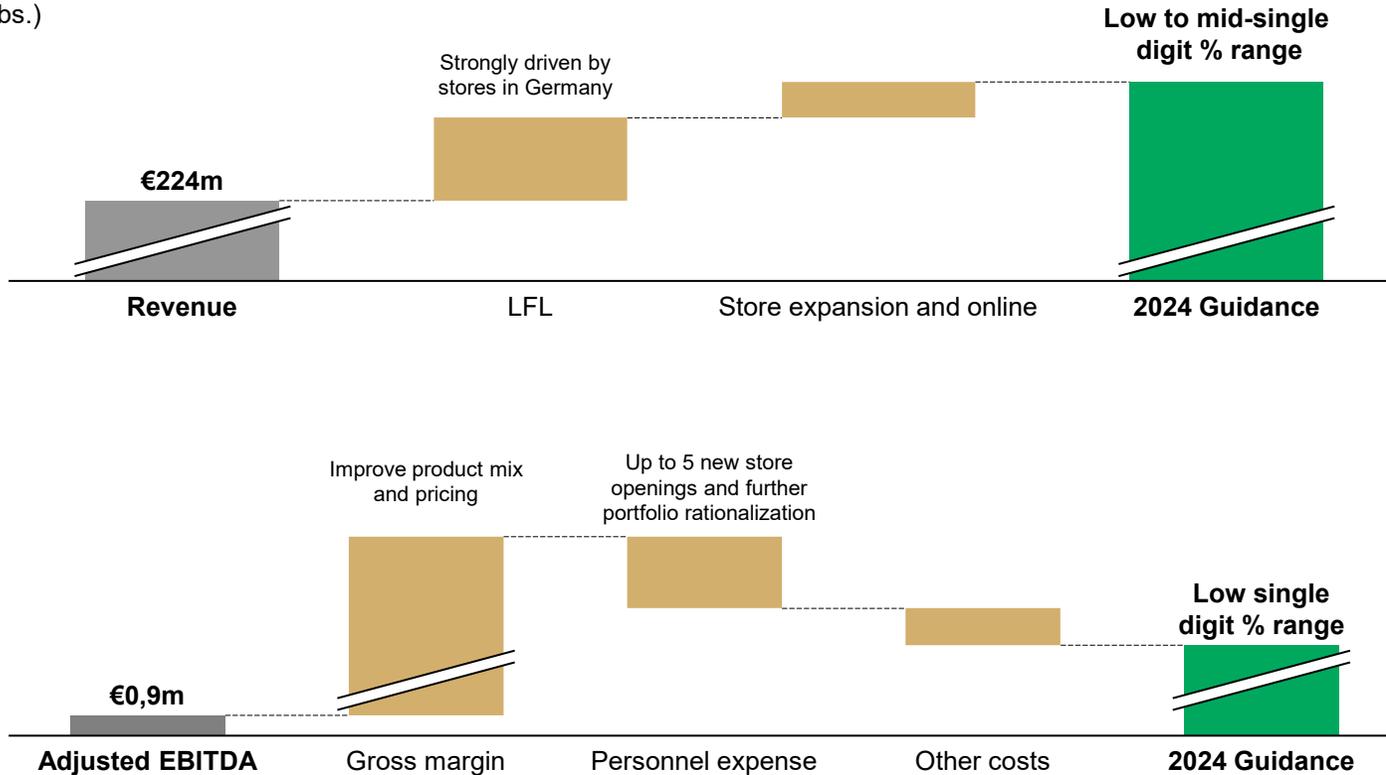
Marketing: strong improvement carried from H1. The costs decreased by 3%

Other operating expenses: lower usage of external services because of lean management, trainings and better planning. Improved unit economics (AOV) supported freight and fulfillment costs

Adjusted EBITDA: ~€ 9 million improvement year-on-year

Targeting another year of profitable growth

(Illustrative)
(abs.)



Guidance assumptions

- Mister Spex closes 2023 with solid momentum and enters 2024 with a portfolio of growth initiatives
- The macroeconomic outlook for 2024 remains however uncertain continued low consumer sentiment impacts overall demand patterns
- Germany will be the primary driver of sales growth in 2024
- Continuation of the Lean 4 Leverage efficiency program. This will be the foundation for sustainable profitable growth

The outlook is based on the assumption of a constant business portfolio and a stable exchange rate

Growing margins and improving cash generation profile

Financial ratios	FY 2022	FY 2023	FY 2024	Comments
Revenue	€ 210m	€ 223m	Low to mid-single digit percentage range	<ul style="list-style-type: none"> Germany will be the primary driver of sales growth. International segment, is expected to be roughly at the level of 2023 overall.
Gross profit	48.5%	50.6%	Improve	<ul style="list-style-type: none"> Driven by pricing, product mix as well as boutique and own brand assortment
Personnel expense	-27.5%	-27.7%	Improve	<ul style="list-style-type: none"> Striking balance between expansion and store portfolio rationalization while continuing to increase staffing efficiencies
Marketing expense	-12.5%	-11.1%	Roughly flat	<ul style="list-style-type: none"> Focus on improving marketing efficiency while continuing to grow
Other operating expense	-18.5%	-16.7%	Roughly flat	<ul style="list-style-type: none"> Revenue growth combined with strict cost consciousness to drive operating leverage
Adjusted EBITDA	-3.9%	0.4%	Low single-digit percentage range	<ul style="list-style-type: none"> All measures above and Lean 4 Leverage will continue to improve profitability
Free Cash Flow	€ -25m	€ -18m	Improve	<ul style="list-style-type: none"> Aiming for sustainable positive free cash flow generation // Approaching positive FCF in the next two years
Capex	~19	~15	~13	<ul style="list-style-type: none"> Up to 5 new stores in 2024 and selective store closures Reduced CAPEX Intensity
Inventory	30	32	~27	<ul style="list-style-type: none"> Further optimization
Cash and cash equivalents	128	111	>90	

Outlook is based on constant currency and no changes to the portfolio

Q&A



Looking ahead

Reporting

- 8 May** Q1 2024 financial results
- 29 August** H1 2024 financial results
- 14 November** Q3 2024 financial results

Conferences and roadshows

- 27 March** Bryan Garnier roadshow (virtual)
- 28 March** Company roadshow (virtual)
- 23 April** 10. Quirin Champions Conference (Frankfurt)



Appendix |



Latest store opening



Rostock - Kröpeliner Str. 57



Consolidated statement of profit or loss

Consolidated statement of profit or loss

in € k	Note	2023	2022	Change
Revenue	1.	223,530	210,067	6%
Other own work capitalized		4,826	6,845	-29%
Other operating income	3.	1,507	819	84%
Total operating performance		229,863	217,731	6%
Cost of materials	10.	-110,373	-108,182	2%
Personnel expenses	2., 14.	-61,970	-57,822	7%
Other operating expenses	3.	-62,213	-63,701	-2%
Earnings before interest, taxes, depreciation and amortization (EBITDA)		-4,693	-11,974	-61%
Depreciation, amortization and impairment and reversals of impairment	6., 7., 8., 16.	-43,026	-29,847	44%
Earnings before interest and taxes (EBIT)		-47,720	-41,821	14%
Finance income	4.	3,898	1,470	>100%
Finance costs	4.	-4,318	-4,065	6%
Financial result		-421	-2,595	-84%
Share of results of associates		0	-302	>100%
Earnings before taxes (EBT)		-48,141	-44,718	8%
Income taxes	5.	256	-209	>100%
Loss for the period		-47,884	-44,927	7%
Thereof loss attributable to the shareholders of Mister Spex SE		-47,884	-44,927	7%
Basic and diluted earnings per share (in €)	26.	-1.45	-1.33	-19%

Consolidated statement of comprehensive income

in € k	2023	2022	
Loss for the period	-47,884	-44,927	7%
Other comprehensive income/loss to be reclassified to profit or loss in subsequent periods			
Exchange differences on translation of foreign financial statements	-160	-307	-48%
Other comprehensive income/loss	-160	-307	-48%
Total comprehensive loss	-48,044	-45,234	6%
Thereof loss attributable to the shareholders of Mister Spex SE	-48,044	-45,234	6%



Consolidated statement of cash flows

Consolidated statement of cash flows

in € k	Note	2023	2022
Operating activities			
Loss for the period		-47,884	-44,927
Adjustments for:			
Finance income	4.	-3,898	-1,470
Finance costs	4.	4,313	4,065
Income tax income	5.	-256	209
Amortization and impairment of intangible assets	6.	7,468	7,932
Depreciation and impairment of property, plant and equipment	7.	8,402	6,335
Depreciation and impairment of right-of-use assets	16.	18,996	13,423
Impairment of goodwill	6.	8,160	2,158
Non-cash expenses for share-based payments and remeasurement of financial liabilities	15.	2,215	1,246
Increase (+)/decrease (-) in non-current provisions	18.	275	1,213
Increase (-)/decrease (+) in inventories	10.	-2,457	-6,890
Increase (-)/decrease (+) in other assets	11.	4,362	2,957
Increase (+)/decrease (-) in trade payables and other liabilities	15.,17.	7,168	-5,855
Share of results of associates		0	302
Loss from the deconsolidation of associates		0	674
Income tax paid	5.	-908	-230
Interest paid		-3,263	-2,176
Interest received		3,344	192
Cash flows from operating activities		6,037	-20,842

Consolidated statement of cash flows

in € k	Note	2023	2022
Investing activities			
Purchase of investments in consolidated subsidiaries, net of cash acquired		0	-1,000
Sale of other financial assets		0	24,427
Investments in property, plant and equipment	7.	-7,464	-10,717
Investments in intangible assets	6.	-7,142	-8,959
Cash flows from investing activities		-14,606	3,751
Financing activities			
Cash received from capital increases, net of transaction costs	13.	277	439
Cash received from borrowings	15.	1,941	3,350
Cash outflows from repayment of borrowings	15.	-928	-267
Payment of principal portion of lease liabilities	16.	-9,860	-8,283
Cash flows from financing activities		-8,569	-4,761
Net change in cash		-17,138	-21,852
Cash and cash equivalents at the beginning of the period		127,792	149,644
Cash and cash equivalents at the end of the period		110,654	127,792



Consolidated statement of financial position

Consolidated statement of financial position

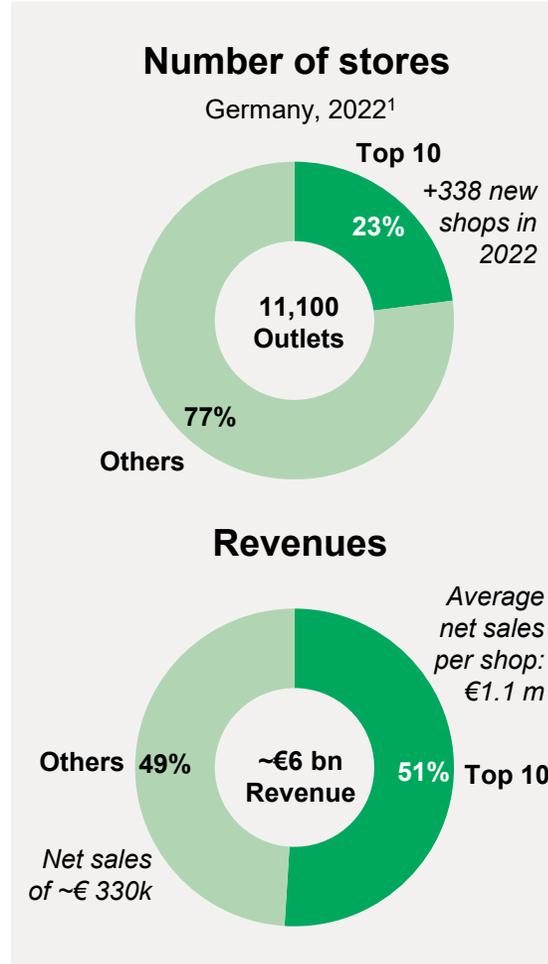
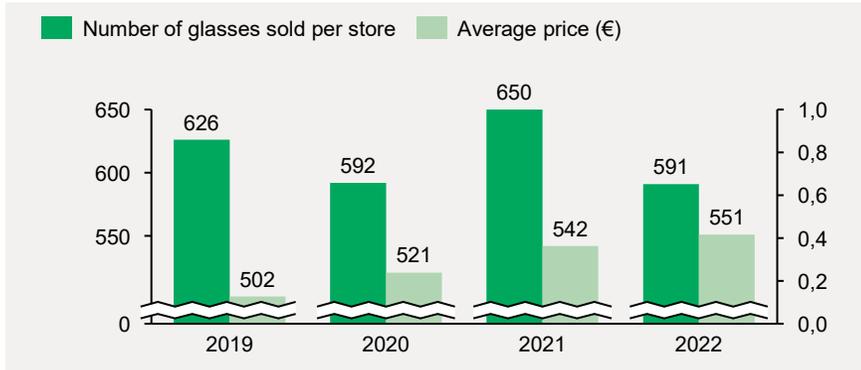
Assets			
in € k	Note	31 Dec 2023	31 Dec 2022
Non-current assets		122,673	120,411
Goodwill	6.	4,669	12,829
Intangible assets	6.	21,412	21,738
Property, plant and equipment	7.	22,845	23,922
Right-of-use assets	16.	69,126	53,193
Other financial assets	9.	4,620	8,729
Current assets		157,751	172,821
Inventories		32,498	30,041
Right of return assets	1.	783	759
Trade receivables	9.	2,213	2,742
Other financial assets	9.	975	868
Other non-financial assets	11.	9,790	10,619
Tax refund claims		838	0
Cash and cash equivalents	12.	110,654	127,792
Total assets		280,424	293,232

Consolidated statement of financial position

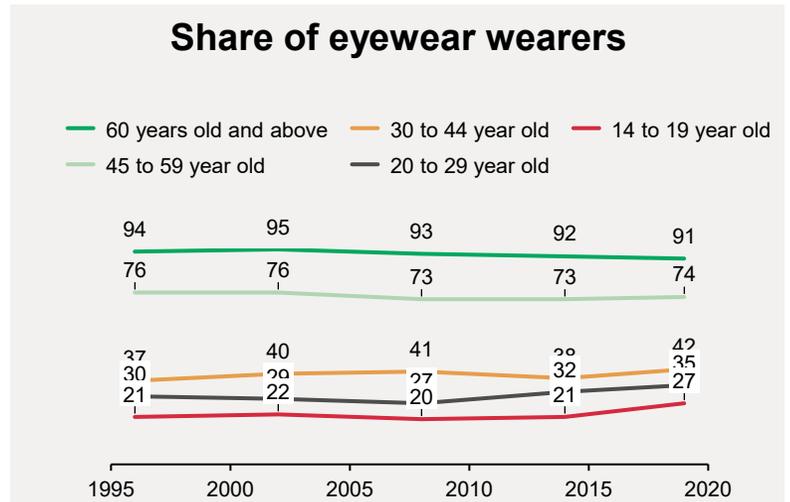
Equity and Liabilities			
in € k	Note	31 Dec 2023	31 Dec 2022
Equity	13.	155,453	201,005
Subscribed capital		34,075	33,866
Capital reserves		329,951	327,668
Other reserves		-1,254	-1,094
Accumulated loss		-207,319	-159,435
Non-current liabilities		77,168	56,736
Provisions	18.	1,839	1,563
Lease liabilities	16.	70,161	50,376
Liabilities to banks	15.	1,120	1,120
Other financial liabilities	15.	3,059	2,462
Other non-financial liabilities	17.	21	42
Deferred tax liabilities	5.	969	1,173
Current liabilities		47,803	35,491
Provisions	18.	1,006	1,054
Trade payables	15.	17,935	12,857
Refund liabilities	15.	1,974	2,166
Lease liabilities	16.	15,328	10,159
Other financial liabilities	15.	2,157	1,433
Contract liabilities	1.	1,821	1,121
Other non-financial liabilities	17.	7,582	6,700
Total equity and liabilities		280,424	293,232



Market data

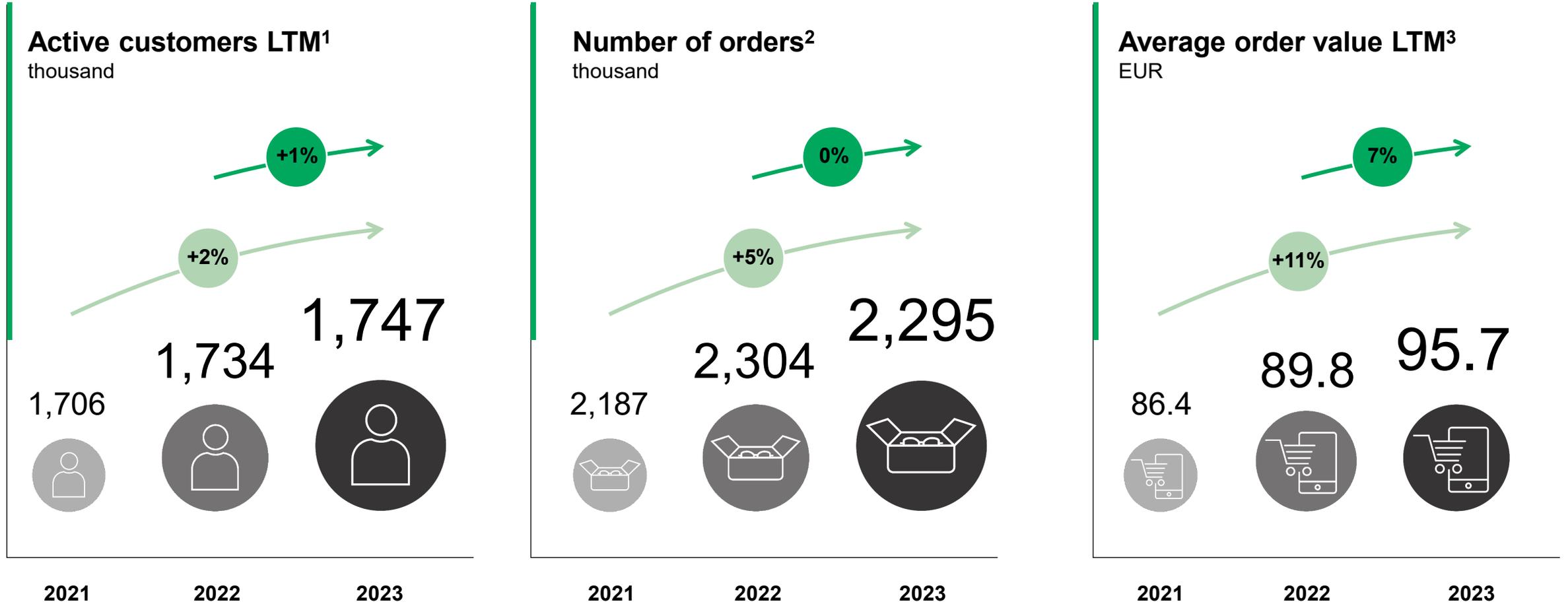


Myopia management is increasingly important
2010: 28% of the population has myopia
By 2050 it is expected to be ~50%



¹ Source: ZVA Branchereport Augernoptik: Märkte, Consumer und Trends 2022|2023

Revenue supported by resilient unit economics...



¹ Customers who ordered in the last 12 months excluding cancellations ² Orders after cancellations and after returns ³ Calculated as revenues divided by number of orders over the last 12 months

