

C O R E T I V E E R E R N H
E E P E O S P M E R E E S E
X I R L Y M S A D E R T U V
P N O F A G T D S A U E U I
E T V F E B E I T I S N Y C
R I T U O C L N L A A T R N
I M R **L O Y A L T Y** S I U A
E I A N N N E I O G U O X T
N D M Y S O S P O E R N U X
C A R O F R O N C N I V L H
E T C U S T O M E R I R E E
O A S P I R A T I O N A L R
R D A N E G A T I V E R T E
N R N R L A X P Y G E N U N



The Lines of Loyalty are Getting **Blurry**

Loyalty is **Not** a Given

58%

Have stopped purchasing from a brand they used to be loyal to



52%

Poor Value Perception



49%

Subpar Experiences



The Industry in Historical Context: From Niche to Scaled ... And Back?



Pre 17th & 18th century

**Luxury for the
Elites**

Fragmented and
Bespoke



19th to 20th century

"Brand" Emergence

Niche But Growing



1990s to 2008 plus

**Fin. Markets, M&A
Scaling & Growth**

Luxury Goes Big



Pre & Post Covid

Democratization

Luxury Industrial
Complex



Luxury Today

**Ultra Luxury and
VIC Driven**

Geopolitics Instability
Inflation & Tariffs
Environment
Gen Z Values

Are we going back to the **exclusivity** of the 18th century?

When Earth Isn't Enough

The New Luxury Benchmark



Japanese billionaire Yusaku Maezawa:
\$80M for 12 days in space (2021)



Virgin Galactic tickets:
\$600,000 per passenger

Between Two Extremes: **Ultra-Democratization** and **Hyper-Exclusivity**



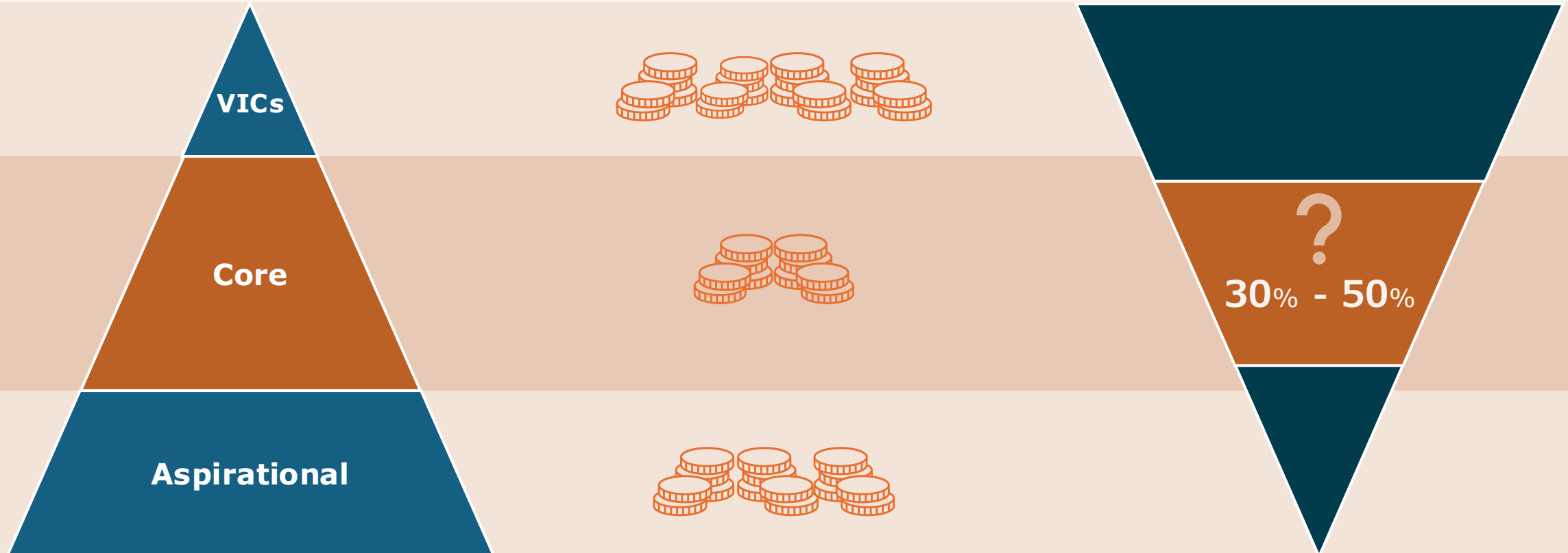
Where does this leave the **Core Middle Segment** ?

Tailwinds from VICs, but is **Concentration** Causing **Missed Opportunities**

Share of Customers

Brand Spend

Share in Revenue



The Bottom-Up Perspective: Can the Top Stay Healthy if the Core and Roots are Not?

