

BRILLIANT EARTH[®]

Noble Capital Markets NobleCon21 Conference

December 3, 2025





Forward-Looking Statements

This Presentation and statements to be made during the Noble Capital Markets NobleCon21 Conference (collectively, the "Presentation"), contain forward-looking statements. We intend such forward-looking statements to be covered by the safe harbor provisions for forward-looking statements contained in Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"). All statements other than statements of historical facts contained in this Presentation may be forward-looking statements. Statements regarding our future results of operations and financial position, including expectations regarding net sales, Adjusted EBITDA and Adjusted EBITDA margin, growth rates, gross margin, marketing expenses as a percentage of net sales, business strategy, plans and objectives of management for future operations, including, among others, statements regarding expected growth and increased market share, introduction of new products, and future capital expenditures are forward-looking statements. In some cases, you can identify forward-looking statements by terms, such as "ahead," "anticipate," "believe," "contemplate," "continue," "could," "estimate," "evolve," "expect," "intend," "may," "plan," "potential," "predict," "seek," "should," "strategy," "target," "will," or "would," or the negative of these terms or other similar expressions. Accordingly, we caution you that any such forward-looking statements are not guarantees of future performance and are subject to risks, assumptions, and uncertainties that are difficult to predict. You should not rely upon forward-looking statements as predictions of future events. We have based these forward-looking statements largely on our current expectations and projections about future events and trends that we believe may affect our financial condition, results of operations, business strategy, short term and long-term business operations and objectives, and financial needs. Although we believe that the expectations reflected in these forward-looking statements are reasonable as of the date made, actual results may prove to be materially different from the results expressed or implied by the forward-looking statements. These forward-looking statements are subject to a number of risks, uncertainties, and assumptions, including, but not limited to: fluctuations in the pricing and supply of diamonds, other gemstones, and precious metals, particularly responsibly sourced natural and lab-grown diamonds and repurposed precious metals such as gold; an overall decline in the health of the economy and other factors impacting consumer spending, such as recessionary or inflationary conditions, governmental instability, the impact of any changes in trade policy, including the imposition of new or increased tariffs on goods imported into the United States and any resulting retaliatory trade actions by other governments, war and fears of war, and natural disasters; if we fail to cost-effectively turn existing customers into repeat customers or acquire new customers; our rapid growth in recent years and limited operating experience at our current scale of operations; our ability to manage growth effectively; increased lead times, supply shortages, and supply changes; our expansion plans in the United States; our ability to compete in the fine jewelry retail industry; our ability to maintain and enhance our brand and to engage or expand our base of customers; our ability to effectively develop and expand our sales and marketing capabilities and increase our customer base and achieve broader market acceptance of our e-commerce and omnichannel approach to shopping for fine jewelry; our profitability and cash flow being negatively affected if we are not successful in managing our inventory balances and inventory shrinkage; a decline in sales of Design Your Own rings; our heavy reliance on our information technology systems, as well as those of our third-party vendors and service providers, for our business to effectively operate and to safeguard confidential information and risks related to any significant failure, inadequacy or interruption of these systems, security breaches or loss of data; the impact of environmental, social, and governance matters on our business and reputation; our ability to manage risks related to our e-commerce and omnichannel business; our ability to effectively anticipate and respond to changes in consumer preferences and shopping patterns and introduce new products and programs that appeal to new or existing customers; our dependence on distributions from Brilliant Earth, LLC, our principal asset, to pay our taxes and expenses, including payments under the Tax Receivable Agreement; risks related to our obligations to make substantial cash payments under the Tax Receivable Agreement and risks related to our organizational structure; and the other risks, uncertainties and the factors described in the section titled "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2024 which was filed with the Securities and Exchange Commission on March 13, 2025 and is available at www.sec.gov. We qualify all of our forward-looking statements by these cautionary statements. These forward-looking statements speak only as of the date of this Presentation. Except as required by applicable law, we undertake no obligation to update or revise any forward-looking statements contained in this Presentation, whether as a result of any new information, future events or otherwise.

Disclosure Regarding Non-GAAP Financial Measures and Key Metrics

This Presentation contains certain financial measures not presented in accordance with US Generally Accepted Accounting Principles ("GAAP"). These non-GAAP financial measures provide users of our financial information with useful information in evaluating our operating performance and exclude certain items from net income that may vary substantially in frequency and magnitude from period to period. Please refer to the section of this presentation entitled "Non-GAAP Metrics and Reconciliations" for a reconciliation of GAAP to non-GAAP financial information. This Presentation also contains certain key business metrics which are used to evaluate our business and growth trends, establish budgets, measure the effectiveness of our sales and marketing efforts, and assess operational efficiencies. We define net cash as cash and cash equivalents less the total principal balance of our outstanding debt. We define free cash flow as net cash provided by operating activities minus net cash used in investing activities. We define Bookings for each period as the dollar value of confirmed orders as of the date of order placement. We believe Bookings, which represent a measure of gross sales and potential future Net Sales, provide useful information to investors to assess the performance of our business. We define total orders as the total number of customer orders delivered less total orders returned in a given period (excluding those repair, resize, and other orders which have no revenue). We view total orders as a key indicator of the velocity of our business and an indication of the desirability of our products to our customers. Total orders, together with AOV, is an indicator of the net sales we expect to recognize in a given period. Total orders may fluctuate based on the number of visitors to our website and showrooms, and our ability to convert these visitors to customers. We believe that total orders is a measure that is useful to investors and management in understanding our ongoing operations and in an analysis of ongoing operating trends. We define average order value, or AOV, as net sales in a given period divided by total orders in that period. We define average selling price, or ASP, as the total retail sales price of products sold in a given period divided by the total number of product units sold during that same period. We believe that AOV and ASP, are measures that are useful to investors and management in understanding our ongoing operations and in an analysis of ongoing operating trends. AOV and ASP may also fluctuate as we expand into and increase our presence in additional product types and price points, and open additional showrooms.

Industry and Market Data

We include in this Presentation statements regarding factors that have impacted our industry. Such statements are statements of belief and are based on industry data and forecasts that we have obtained from internal company surveys, publicly available information, industry publications and surveys and third-party studies. Industry publications, surveys and forecasts generally state that the information contained therein has been obtained from sources believed to be reliable, but there can be no assurance as to the accuracy or completeness of such information. Certain market, ranking and industry data included in the Presentation, including the size of certain markets and our size or position and the positions of our competitors within these markets, including our services relative to our competitors, are based on estimates of our management. These estimates have been derived from our management's knowledge and experience in the market in which we operate, as well as information obtained from internal company surveys, industry publications and surveys, third-party studies and other publicly available information related to the market in which we operate. Unless otherwise noted, all of our market share and market position information presented in this Presentation is an approximation based on management's knowledge. In addition, while we believe that the industry information included herein is generally reliable, such information is inherently imprecise. While we are not aware of any misstatements regarding the industry data presented herein, our estimates involve risks and uncertainties and are subject to change based on various factors.

Trademarks

This Presentation includes our trademarks and trade names which are protected under applicable intellectual property laws and are our property.



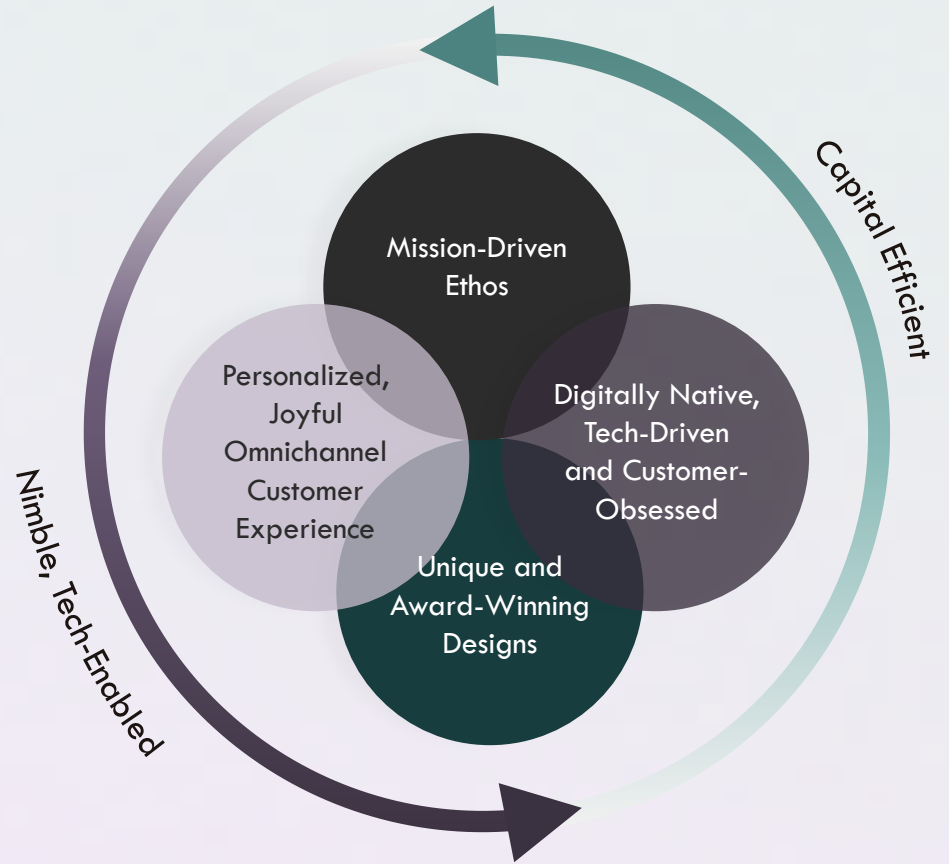
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The Next Generation Fine Jeweler for Today's Consumer

Brilliant Earth is a global leader in fine jewelry. We are successfully executing our strategy to transform and modernize the jewelry industry.



Our Path to Becoming the Next Generation Fine Jeweler

Amplifying Our Differentiators



Integrating & Executing Across Three Critical Growth Priorities



Build Brilliant Earth into the world's most loved and trusted jewelry brand by pioneering responsible practices and fostering emotional connections that redefine accessible luxury.

Create distinctive, ownable collections that blend innovative, personalized design with masterful craftsmanship to build affinity for the Brilliant Earth brand.

Deliver distinctive and personalized omnichannel experiences that delight customers, foster lasting relationships, and set new standards for modern luxury retail.



Our Opportunity & Differentiators



1 VAST INDUSTRY THAT IS RIPE FOR DISRUPTION

2 AGILE BUSINESS MODEL THAT CAN SWIFTLY ADAPT

3 USING DATA AND AI TO INFORM DECISION-MAKING
ASSET LIGHT MODEL NOT BURDENED
BY HOLDING EXCESS INVENTORY

4 OMNICHANNEL MODEL PROVIDES A JOYFUL, SEAMLESS
SHOPPING EXPERIENCE

5 OUR VALUES STRONGLY RESONATE WITH
OUR CUSTOMERS



Vast Industry Ripe For Disruption

- ~\$350B, fragmented global jewelry market projected to grow at **4% CAGR from 2024 to 2029¹**
- Bridal purchases are an enduring, resilient tradition with **~2M annual marriages in the US²**
- Today, Brilliant Earth represents under 1% of the global bridal market, with **significant share gain potential**

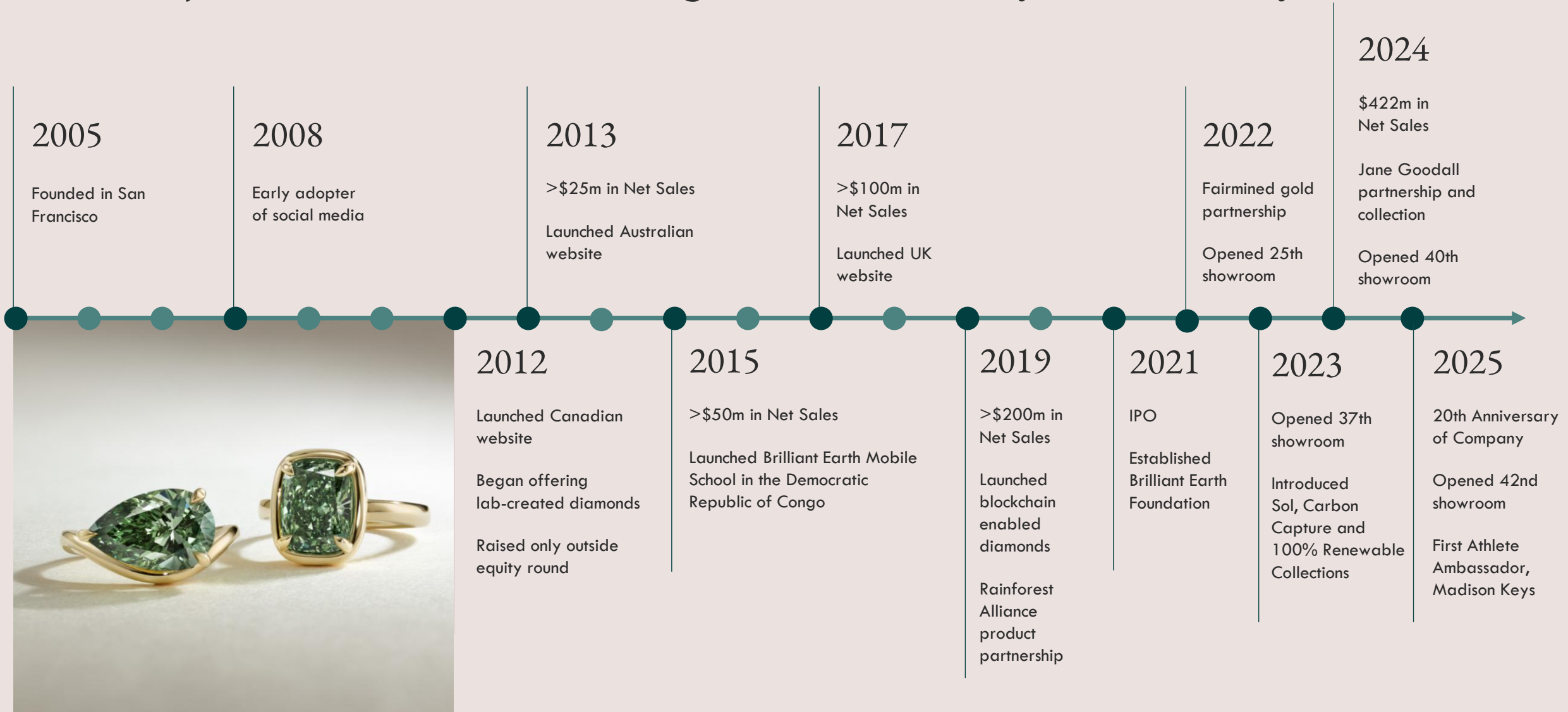
¹Statista: Revenue of the jewelry industry worldwide 2018-2029, ²CDC National Center for Health Statistics



Grand Nadia Diamond Ring, Olivetta Double Row Diamond Ring

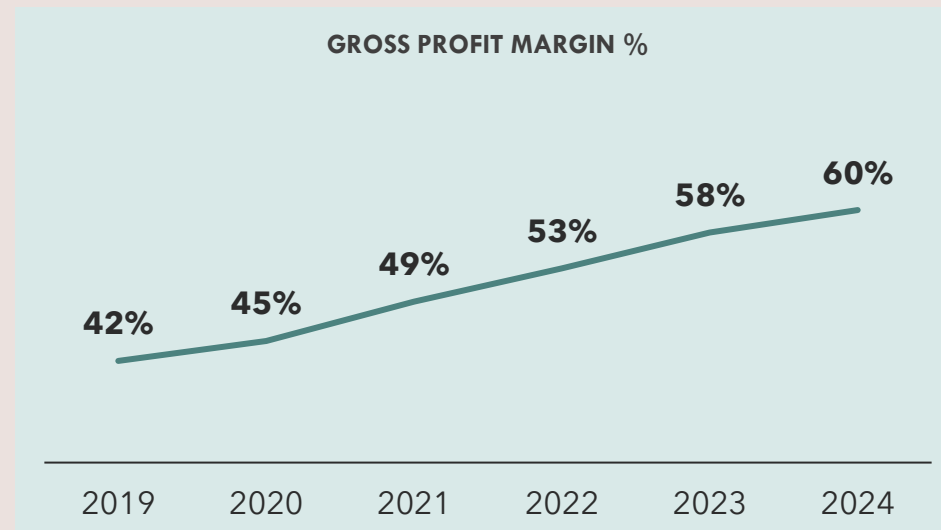
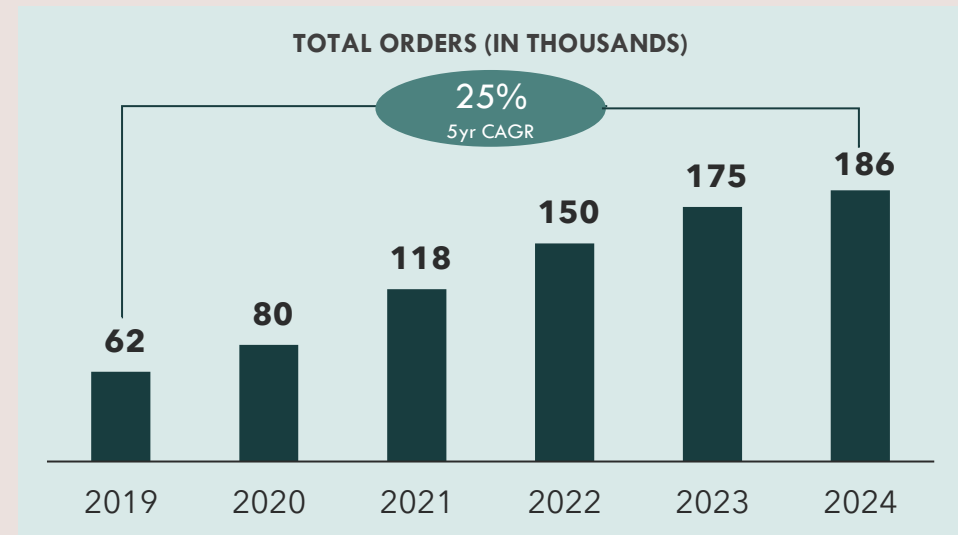
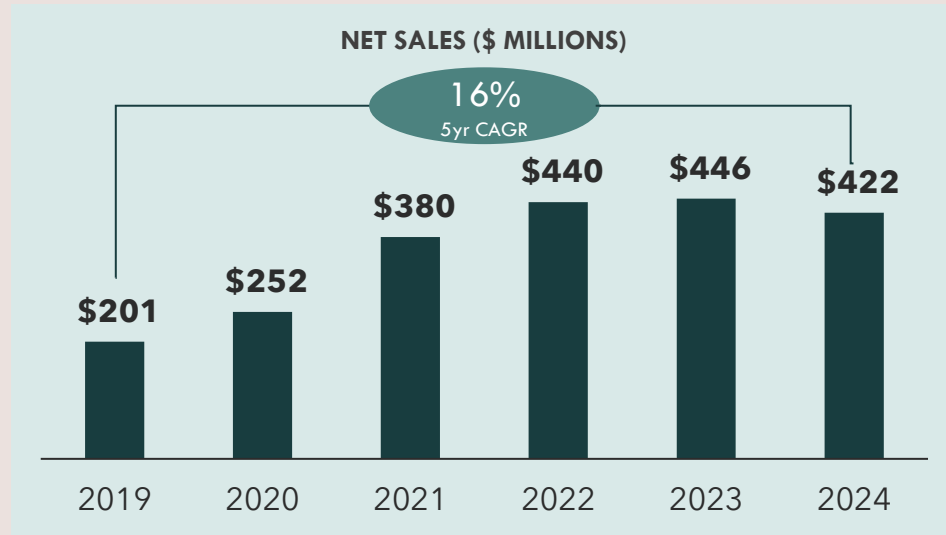


Major Milestones Throughout Our 20-year History





History of Net Sales Growth and Gross Margin Expansion



Design Leadership & Scalable Personalization Capabilities

Unique, award-winning, proprietary designs

- In-house, award-winning design team
- Innovative, curated, and proprietary collections

Agile product development

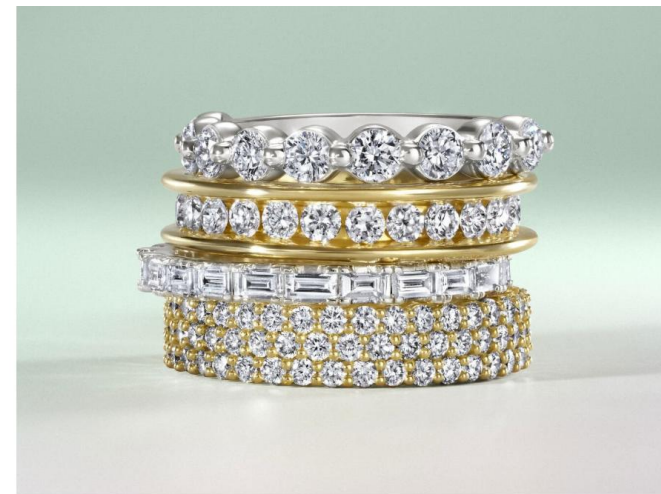
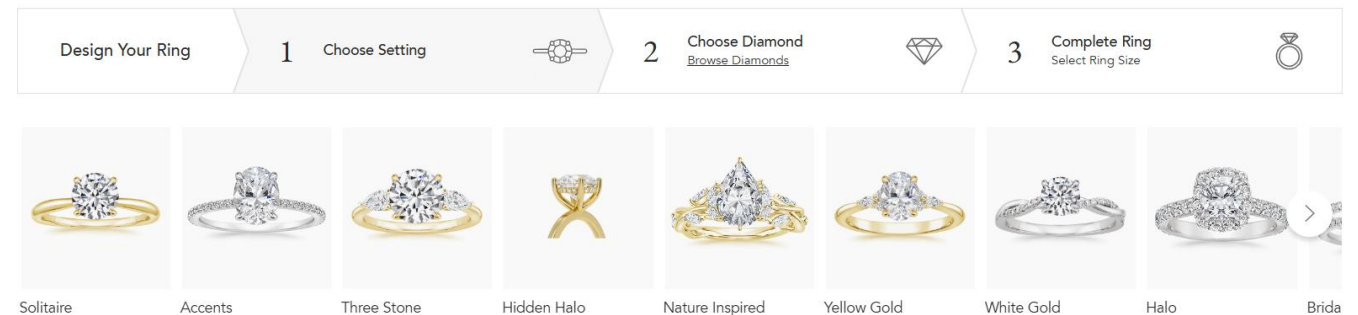
- Customer-insight and trend driven
- Fast, data-driven development cycle

Innovative Design-Your-Own model

- **Personalization at scale**, with delivery in 1-2 weeks for engagement and wedding and anniversary rings
- Beyond personalization, customers can work with our **custom design studio** to bring their one-of-a-kind vision to life

Engagement Rings

From solitaires to diamond accents, choose your dream engagement ring and we'll bring it to life.



Design Your Own Ring Stack

Go for a set that speaks to your style.

CONFIDENTIAL



Find My Matching Wedding Ring

Select your engagement ring, then discover the perfect wedding ring to match.

Asset Light Inventory Model

- Design Your Own make to order model and vast virtual inventory of hundreds of thousands of natural and lab-grown diamonds offers **broad consumer selection, while keeping balance sheet inventory low**
- Inventory turns of 4x as of Q3 2025 **significantly higher** than industry average
- Supply chain advantages from **long term strategic relationships and strong supplier technology integration**

Design Your Own Engagement Ring

Forever has a nice ring to it. It all starts by selecting a setting and your dream diamond to create your made-to-order design engagement ring.

Design Your Ring | 1 Choose Diamond | 2 Choose Setting Browse Settings | 3 Complete Ring Select Ring Size


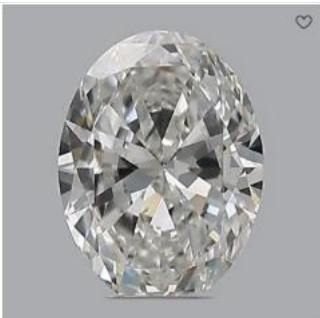

Diamond Origin: Natural Diamonds (selected) | Lab Grown Diamonds

Diamond Shape: Round, Oval, Emerald, Cushion, Elongated Cushion, Pear, Radiant, Princess, Marquise, Asscher, Heart

Carat: 0.25 to 18.06

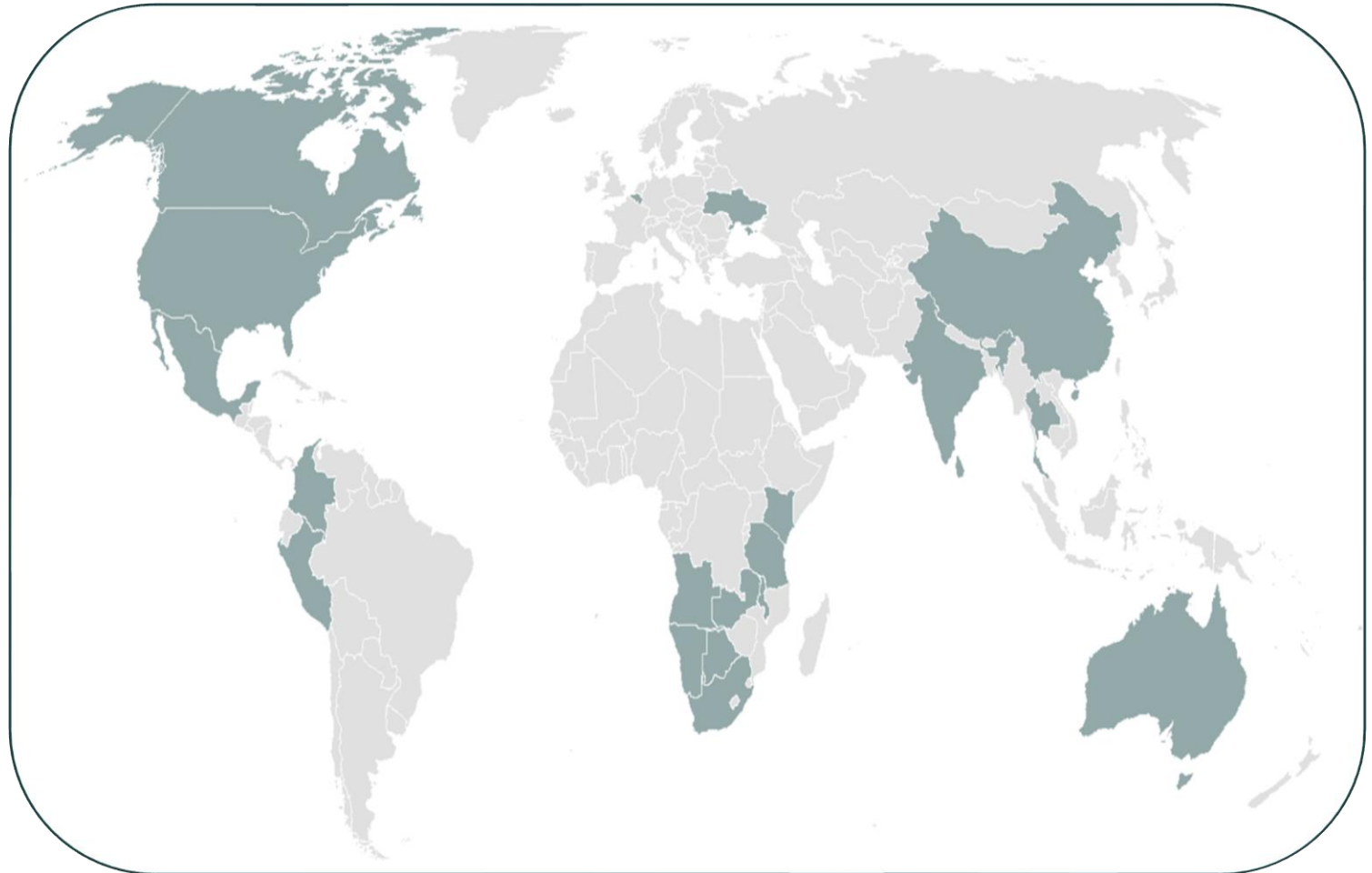
Visual | List | Quick Ship | Sort By: Most Popular

All Diamonds (117,306) | Compare (0)

		
1.01 ct. Round Diamond Super Ideal · F · VS2 \$5,150	1.00 ct. Oval Diamond Ideal · F · VS2 \$4,470	1.50 ct. Round Diamond Super Ideal · H · VS2 \$9,100
Select Diamond	Select Diamond	Select Diamond

Globally Diversified Supply Chain

- A **highly diversified supply chain** that reduces dependence on any one geography.
- **Broad and deep network** of longstanding, trusted supplier relationships.
- **Agile, tech-enabled business model** to continually adapt and improve our supply chain.



Omnichannel Excellence

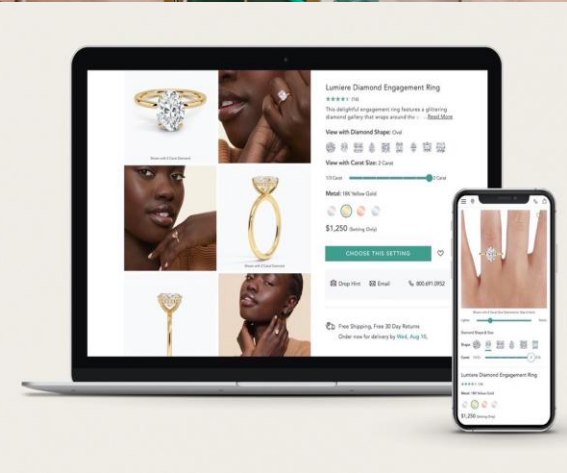
We have pioneered a seamless, omnichannel premium shopping experience with an efficient footprint of 42 showrooms in the U.S. and an innovative digital platform

Delightful Showroom Experience

- Premium, personalized luxury experience curated for customer preferences
- Appointment or walk-in retail, with innovations such as fine jewelry try-on bar
- Located in premier shopping districts with location selection informed by robust data and analytics
- Most showrooms deliver strong double-digit metro bookings uplift in 12 months post opening as of Q3 2025

Modern Digital Platform

- Leading digital capabilities: virtual try on, high resolution interactive videos, skin tone visualizer
- Intelligent personalized recommendations: Product configurators & recommendation engine
- Seamless omnichannel: Virtual appointments, chat/phone capabilities with integrated CRM across physical and digital channels





Meet Our Next-Gen Fine & Bridal Jewelry Customer

Our Primary Audience

- 25-44 years old
- HHI \$100K-\$200K+ annually
- Educated young professionals
- Couples shopping together, gift givers, and self-purchasers

Digital DNA

- Masters of multi-channel media and culture
- Expects continuity across all touchpoints
- Values exceptional experiences and personalization when shopping

Authenticity Required

- Prioritizes meaningful brand connections
- Personalization and self-expression are non-negotiable
- Prefers to seek out and support values-aligned companies

Media, Social & Celebrity

We've cultivated high-value celebrity and influencer partnerships rooted in authentic brand affinity.



Sydney Sweeney



Ayo Edibiri



Laura Harrier



Charli D'Amelio



Selena Gomez



Sabrina Carpenter

VANITY FAIR

BAZAAR

GLAMOUR

E L L E

W

InStyle

Daily Mail .com

COSMOPOLITAN

THE HOLLYWOOD REPORTER

Brilliant Earth Aims To Be The Next-Generation Jeweler Forbes

Impact Through Action

With the Brilliant Earth Foundation, we're building a legacy of positive impact across our supply chain and communities.

Responsible Sourcing

Setting new standards for
industry excellence

Social Impact

Strengthening
communities through
targeted investment


Climate Action

Leading planet-first
initiatives that drive
change



Q3 2025
Results





Third Quarter 2025: Financial Highlights

\$110.3M

Net Sales

+10.4% Y/Y

\$2,209

Average Order Value

+17%

Y/Y Total Orders

+16%

Y/Y Repeat Orders

57.6%

Gross Margin

\$3.6M / 3.2%

Adjusted EBITDA/Margin

17

Consecutive Quarters of
Positive Adj. EBITDA

\$73.4M

Cash

See Appendix for a reconciliation from Net Income and Net Income Margin to Adjusted EBITDA and Adjusted EBITDA Margin



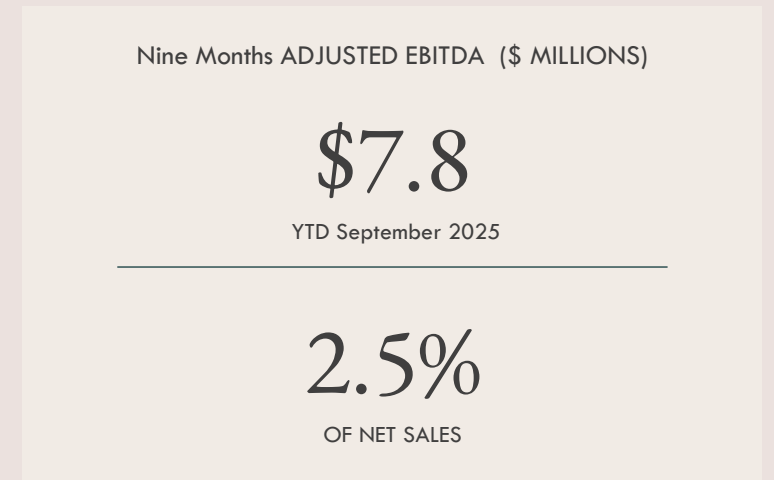
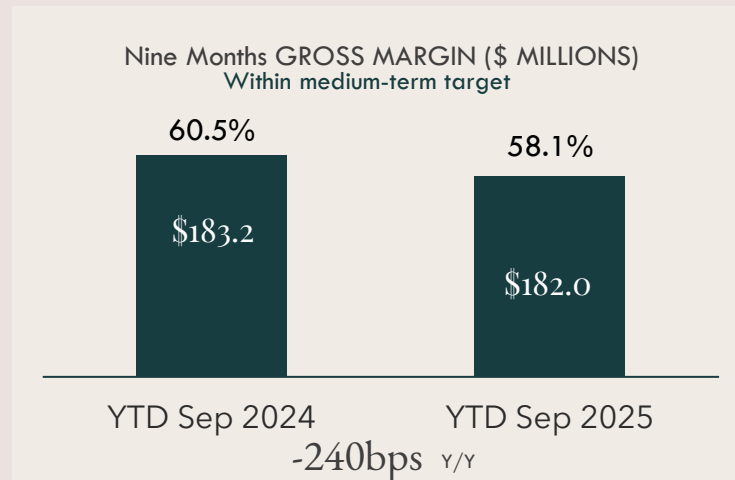
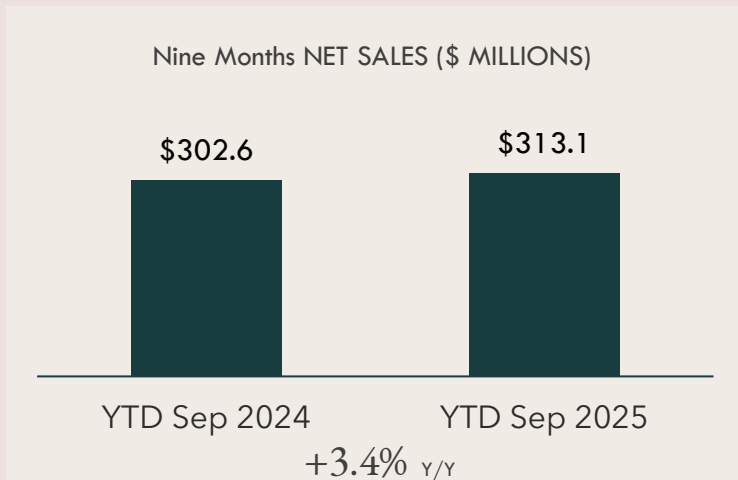
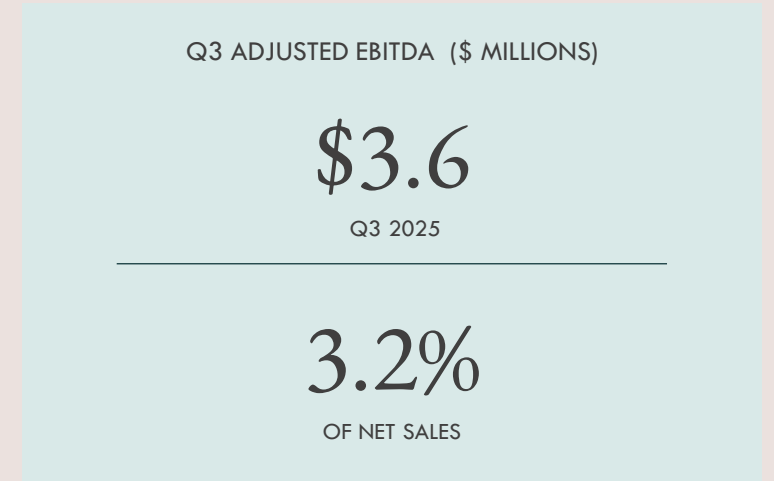
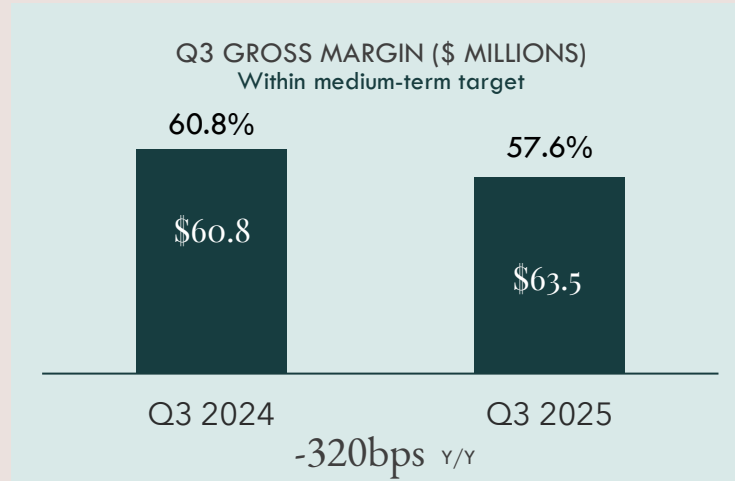
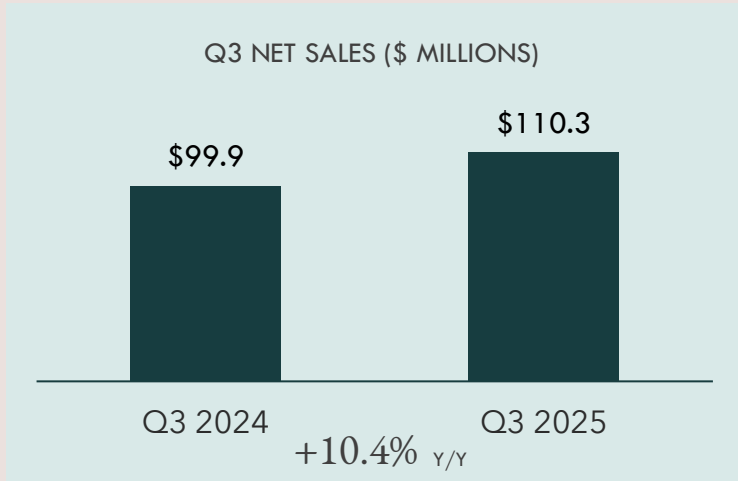
Third Quarter 2025 Highlights and Key Achievements

- **Drove Net Sales of \$110.3M**, a 10.4% y/y growth, exceeding Company guidance range
- **Delivered \$3.6M of Adjusted EBITDA**, within Company guidance, and the 17th consecutive quarter of profitability as a public company
- **Achieved return to y/y growth in engagement ring bookings**
- **Drove 45% y/y growth in fine jewelry bookings**
- **Delivered highest-ever quarter of wedding and anniversary band bookings** with double-digit y/y bookings growth
- Ended the period with **\$73.4M in cash**
- **Paid a one-time dividend and distribution**, with total aggregate payments of approximately \$25M
- **Paid off outstanding term loan balance of \$34.8M**, closing the facility as of August 4th and leaving the Company with zero debt





Third Quarter & Nine Months Fiscal Year 2025 Financial Summary

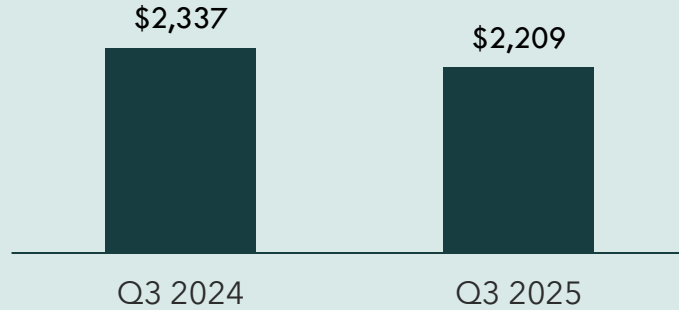


See Appendix for a reconciliation from Net Income and Net Income Margin to Adjusted EBITDA and Adjusted EBITDA Margin

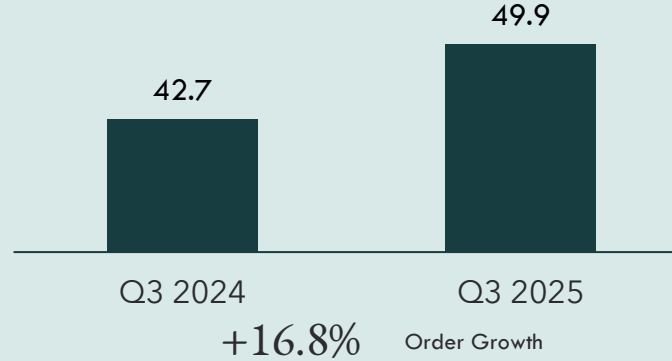


Third Quarter & Nine Months Fiscal Year 2025 Financial Results

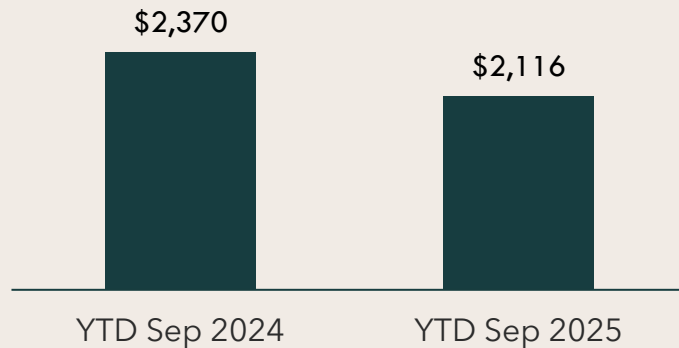
Q3 AVERAGE ORDER VALUE



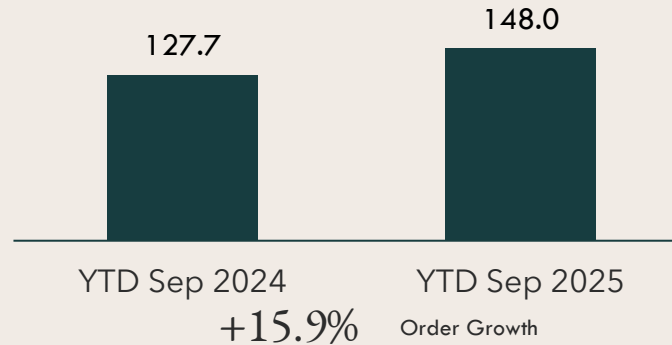
Q3 TOTAL ORDERS (IN THOUSANDS)



Nine Months AVERAGE ORDER VALUE



Nine Months TOTAL ORDERS (IN THOUSANDS)

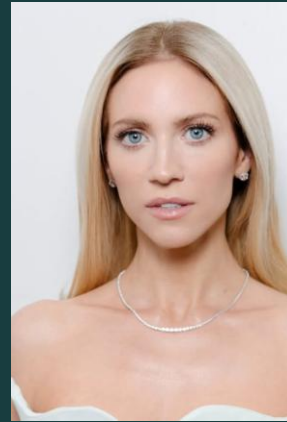
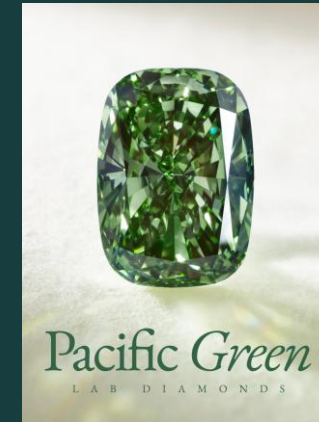


- Continued order growth demonstrates efficiency of customer acquisition and retention, brand resonance, and strong omnichannel performance across our products
- Q3 AOV reflects success broadening overall assortment including strong performance in our fine jewelry collection, which carries a comparatively lower price point, growth in engagement rings, and the sequential increases that we've seen in engagement ring ASPs in 2025



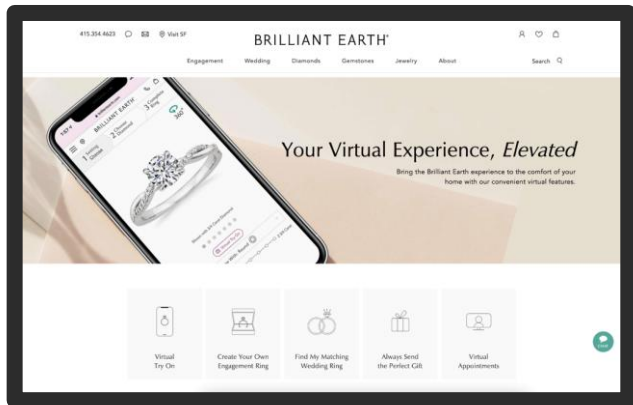
Premium Product Collections and Campaigns Driving Strong Results

- **Grew bookings y/y across the assortment**, including growth in engagement rings and double-digit growth in wedding and anniversary bands
- **Increased y/y bookings from Signature engagement ring collections** by nearly three times more than total engagement rings
- **Drove 45% y/y bookings growth in fine jewelry**, representing 14% of total bookings mix
- **Leveraged y/y marketing expense as a percent of Net Sales by 300 basis points**
- **Achieved strong celebrity placements** with stars like Justin Bieber, Sabrina Carpenter, Sydney Sweeney, Halsey, and Brittany Snow that resulted in 200+ placements and over 13 billion impressions



Business Model Drives Inventory Turns and Efficient Working Capital

- Design Your Own model and virtual inventory of hundreds of thousands of natural & lab-grown diamonds offers broad range of options for customers, while keeping balance sheet inventory low
- Inventory turns significantly higher than industry average
- Inventory ended ~28% higher y/y in Q3 principally driven by strategic procurement opportunities to purchase inventory at compelling prices
- Quarter end cash of ~\$73M. Free cash flow of \$12M in the twelve months ended September 30, 2025
 - Cash balance includes impact of one-time dividend and distribution of ~\$25M and paydown of debt in Q3, leaving the Company with no debt as of the end of Q3.



See Appendix for a reconciliation from Net cash provided by operating activities to Free Cash Flow

BRILLIANT EARTH®

2025
Priorities
and Medium-
Term Targets





2025 Priorities

1

CONTINUE ON OUR PATH TO BECOME THE WORLD'S MOST LOVED AND TRUSTED JEWELER FOR TODAY'S AND TOMORROW'S CONSUMER

2

CREATE DISTINCTIVE, OWNABLE COLLECTIONS THAT BLEND INNOVATIVE, PERSONALIZED DESIGN WITH MASTERFUL CRAFTSMANSHIP

3

DELIVER DISTINCTIVE OMNICHANNEL EXPERIENCES THAT DELIGHT CUSTOMERS, FOSTER LASTING RELATIONSHIPS, AND SET NEW STANDARDS FOR MODERN LUXURY RETAIL

4

INVEST IN INNOVATION, DATA, PEOPLE, AND PROCESSES TO DRIVE OPERATIONAL EFFICIENCY AND LONG-TERM SUSTAINABLE GROWTH





Medium-Term Targets

1 NET SALES GROWTH RATE: ACCELERATE TO LOW TEENS Y/Y GROWTH RATE IN 2027

2 GROSS MARGIN: HIGH 50s % THROUGH 2027

3 MARKETING % OF NET SALES: CONTINUE DECREASING FROM 2025 TO 2027

4 ADJUSTED EBITDA MARGIN: INCREASE TO DOUBLE DIGIT MARGIN IN 2027





Appendix



GAAP to Non-GAAP Reconciliations

ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN

(Unaudited and \$ in 000's)	Three months ended September 30,		Nine months ended September 30,	
	2025	2024	2025	2024
Net (loss) income, as reported	\$(672)	\$(1,075)	\$(5,052)	\$1,367
Interest expense	272	1,320	2,282	3,827
Income tax expense	44	211	56	222
Depreciation expense	1,549	1,341	4,581	3,846
Amortization of cloud-based software implementation costs	203	241	569	659
Showroom pre-opening expense	173	599	1,074	1,221
Equity-based compensation expense	2,256	2,524	6,953	7,536
Other income, net ¹	(837)	(1,525)	(3,215)	(4,476)
Loss on extinguishment of debt	573	—	573	—
Adjusted EBITDA	\$3,561	\$3,636	\$7,821	\$14,202
Net (loss) income margin	(0.6)%	(1.1)%	(1.6)%	0.5%
Adjusted EBITDA margin	3.2%	3.6%	2.5%	4.7%

1. Other income, net consists primarily of interest and other miscellaneous income, partially offset by expenses such as losses on exchange rates on consumer payments.



Reconciliation of Operating Cash Flow to Free Cash Flow

(Unaudited and \$ in 000's)	Trailing twelve months ended September 30,	
	2025	2024
Net cash provided by operating activities	\$16,642	\$14,204
Net cash used in investing activities	(4,670)	(3,945)
Free cash flow	\$11,972	\$10,259

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