GrandVision

Second Quarter and Half Year 2021 Results

Disclaimer

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1. Key Highlights and Financial Summary

Continued resilience in 1H21 despite COVID-related uncertainties with inherent strength evident in 2Q21

- France highly challenged in 1H21 with >300 commercial center stores temporarily closed until mid-May. Strong revamp in June as stores opened
- Positive momentum continued as COVID-19 restrictions eased. Italy remains hardest-hit country in the Other Europe segment
- E-commerce at banner websites up 66% and digitally influenced stores sales grew 122% vs HY20
- Continued cost discipline, structural improvements and improved product/price mix contributed to underlying performance
- June recorded the highest revenue and absolute adjusted EBITA in GrandVision's history
- Joined UN Global Compact and improved ranking on Sustainalytic's ESG benchmark
- Store network: 7,265 at the end of June (FY20: 7,260)
- Transaction between HAL and EssilorLuxottica closed on 1 July 2021

Revenue
€1,891mn
1H21
€993mn
2Q21

Growth LFL
+32.3%
vs HY20
+90.3%
vs 2Q20

Comp growth
-5.9%
vs HY19
-1.2%
vs 2Q19

EBITA
€217mn
1H21
€138mn
2Q21

EBITA %
11.5%
-40bps vs HY19
13.9%
+120bps vs 2Q19

Net Debt
€556mn
€539mn YE20
€755mn HY20

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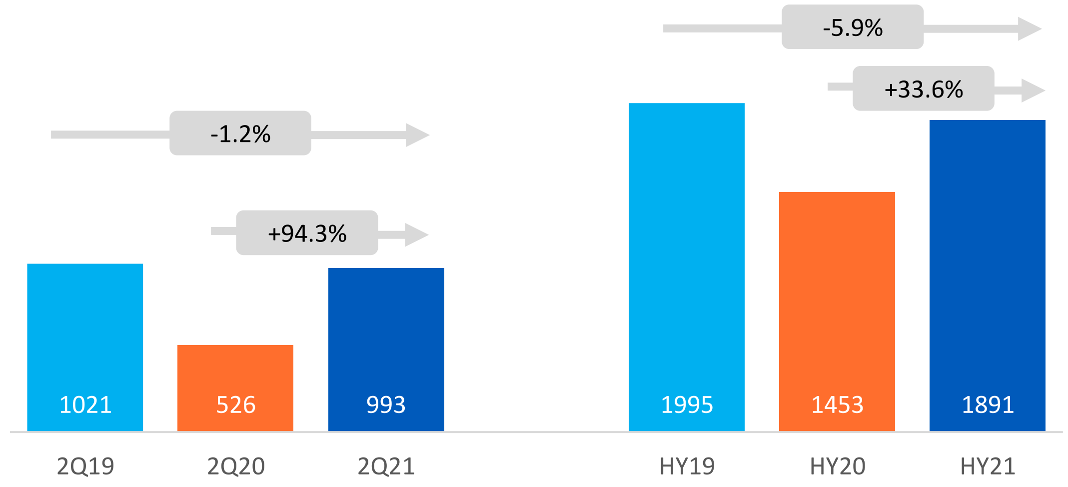
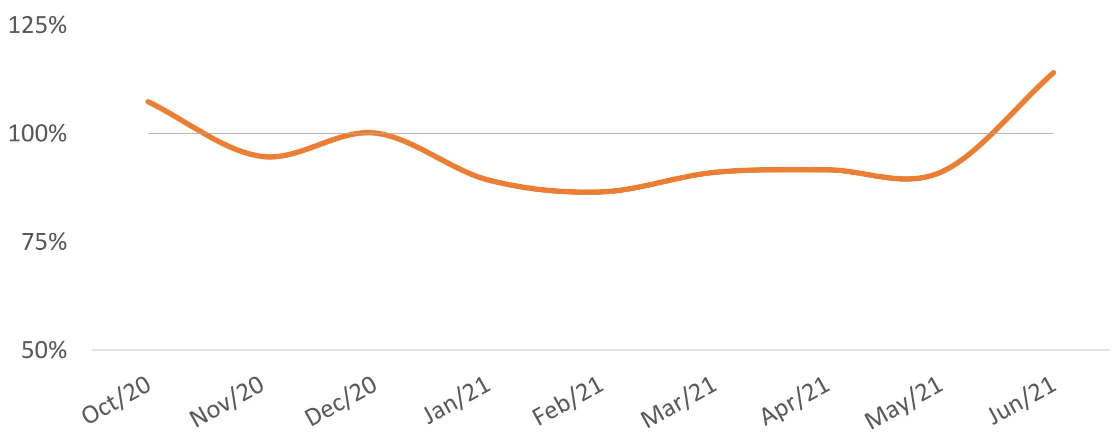
HY21 Results: Resilient business performance amidst ongoing challenging operating environment

- HY21 revenue: €1,891mn, +30.2% (+32.3% at constant exchange rates)
- Comparable revenue +33.6% vs HY20, and -5.9% vs HY19
- Top-line drivers:
  - Continued positive trend in conversion ratios, despite footfall remaining below 2019 levels
  - France strongly impacted with ~50% of own stores temporary closed from February to May
  - Robust general recovery as COVID-19 related restrictions eased at the end of 2Q20
  - June recorded the highest revenue in GrandVision's history
  - Positive price/product mix due to higher-value optical product sales. Continued good performance in online and subscription models in Scandinavia
  - New POS system in >600 stores in France and integration of all 105 Óptica2000 stores into global omnichannel and CRM platforms
  - FX: negative impact €30mn (depreciation of Turkish lira and LatAm currencies)

Revenue (€mn) and comparable growth[1]



Comparable Revenue development on a 2019 basis[2]

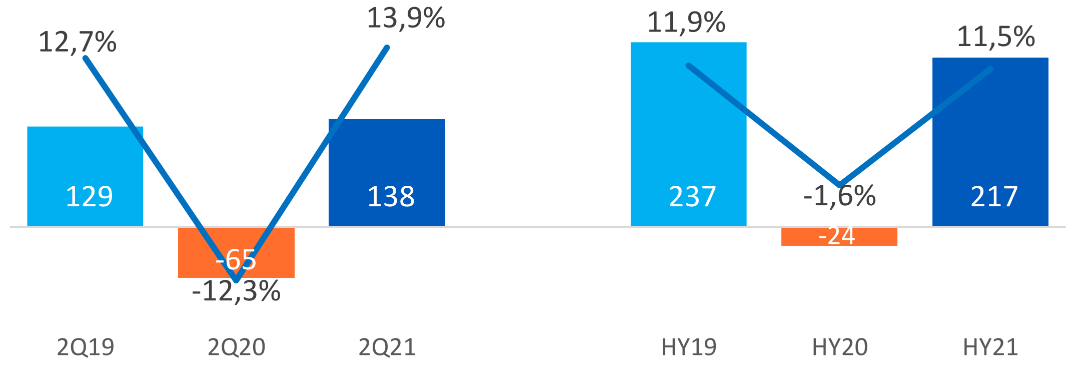


[1] Comparable growth. Comparable growth base 2019 is defined as revenue growth from comparable stores in 2019 and remain open in 2021
[2] Indexed to 100% vs the same month in 2019

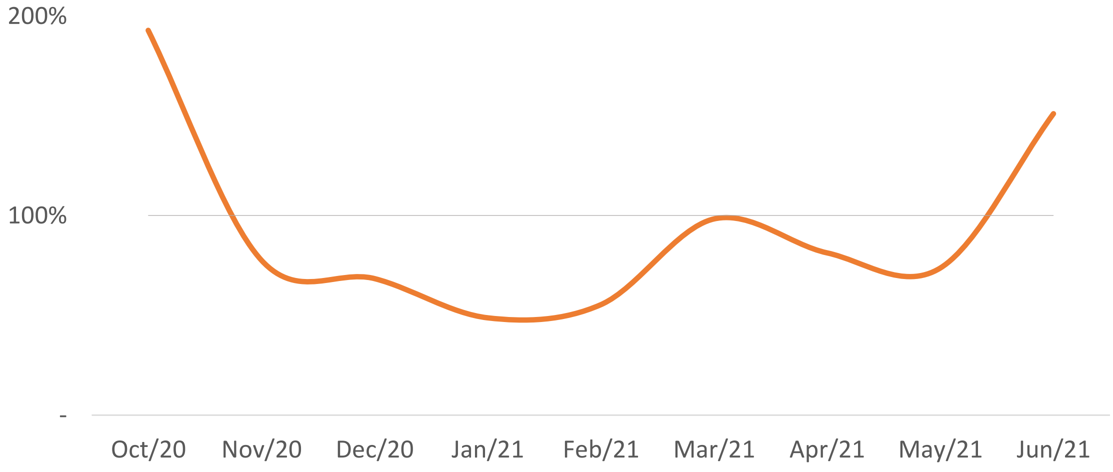
Adjusted EBITA margin improvement in the second quarter despite challenged operating leverage

- HY21 Adj. EBITA[1]: €217mn or +1,040% at constant exchange rates
- Drivers:
  - \+ Ongoing improvements in price and product mix
  - \+ Continued cost discipline and efficiencies across the Group
  - \+ Efficiency gains in historically underperforming markets
  - \+ Strong commercial execution
  - \- Lower operational leverage when stores were closed
- EBITA momentum continued in HY21 despite increased COVID-19 restrictions
  - June recorded the highest absolute adjusted EBITA in GrandVision's history
- EBITA[1] margin
  - +1,313bps vs -1.6%% in HY20
  - -40bps vs 11.9% in HY19

Adjusted EBITA[1] (€mn) and margin



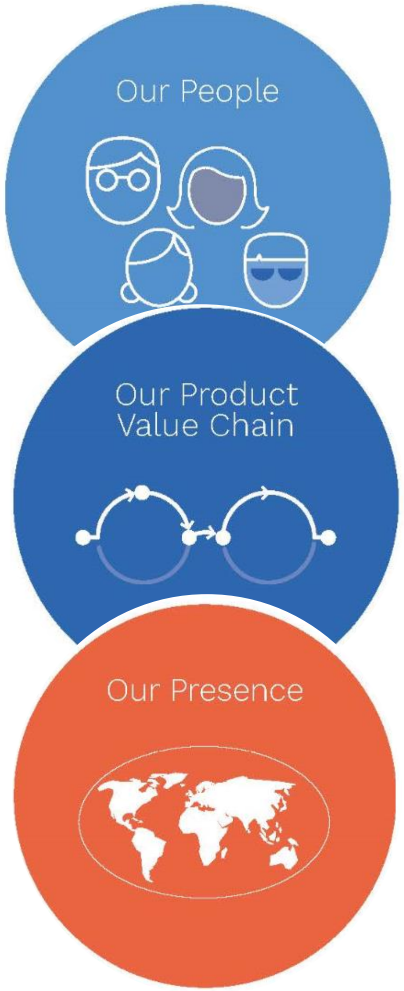
EBITA development (growth at current rates vs 2019[2])



[1] All EBITA figures on an adjusted basis, i.e., excluding non-recurring items.
[2] Indexed to 100% vs the same month in 2019. Growth at current exchange rates

Embedding sustainability into our strategic framework and corporate culture

‘GrandVision Cares’ as part of our strategy seeks to integrate strong ESG priorities into each of our strategic accelerators through three pillars:



1. Our People

- Commitment to establish a culture of inclusion and diversity, and nurture top talent in eye care

2. Our Product Value Chain

- Improved Environmental Management in Supply Chain and good Social Supplier Standards
- Increased sustainable materials in our Exclusive Brand collections and introduction of more sustainable third-party brands to the markets

3. Our Presence

- Introduction of more second life and product recycling programs
- Established effective Corporate Governance and improved transparency and communication about our tax strategy and principles

1H21 Progress

- ✓ Strengthened our Diversity and Inclusion agenda and launched global D&I policy
- ✓ Improved our Sustainalytics benchmark rating from 80 to 85 making us the leader in our category

  Launched sustainably-friendly brands such as Karun and DbyD
- ✓ Inclusion in the UN Global Compact Initiative

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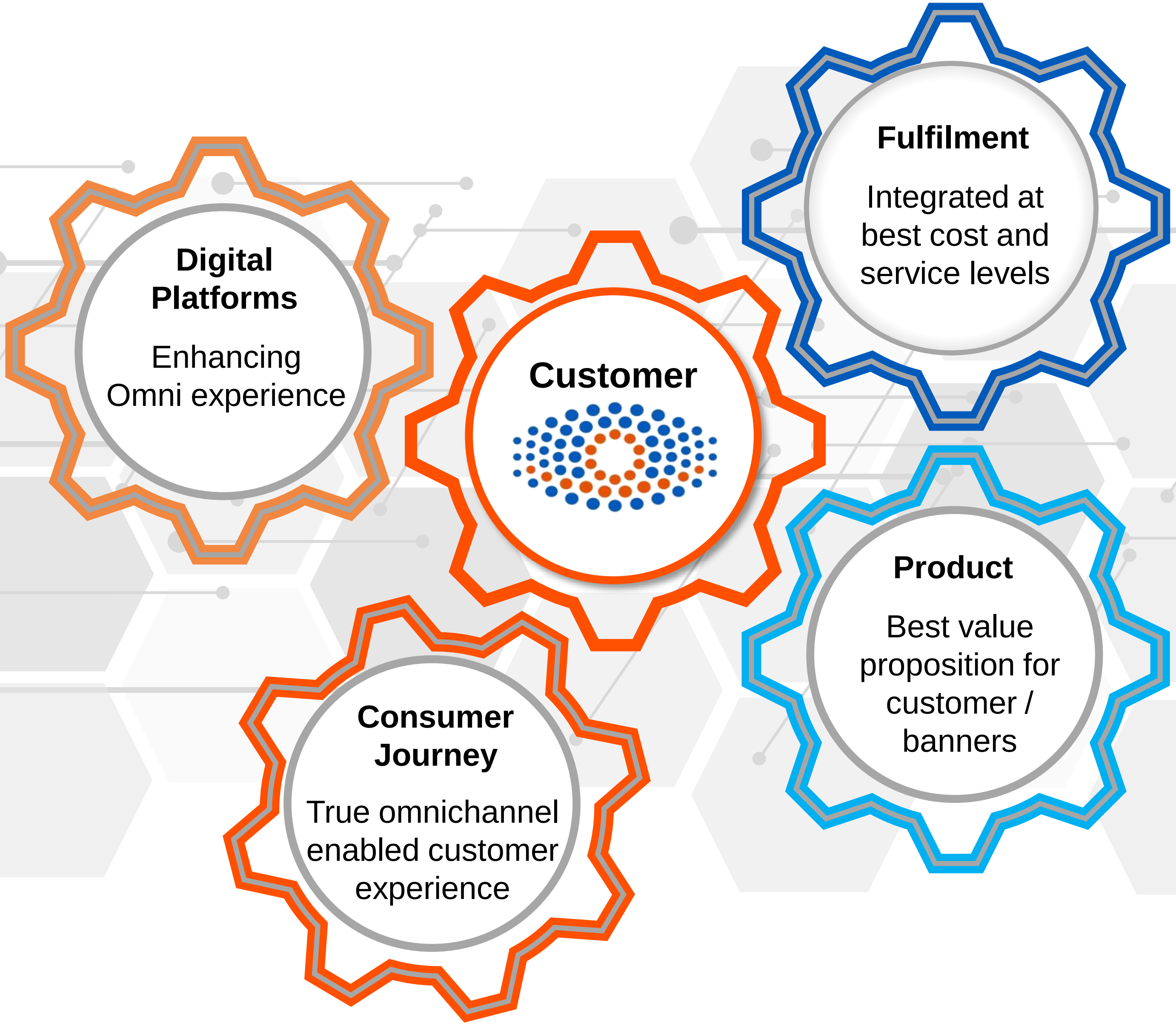
Retained focus on long-term strategic transformation of omnichannel capabilities to improve end-to-end customer journey



Successful rollout of digital platforms central to enhancing Omnichannel experience

Digital Platforms

- Digital platform piloted in Portugal in 2018 prior to roll out across 15 banners across 11 countries as of 1H21
- Our new CRM platform which is the next level of holistic customer understanding and personalized customer communication activities is now present in 13 markets
- Completed Linsenmax and Charlie Temple acquisitions to accelerate growth in digital revenues while expanding our pureplay capabilities
- Launched Lenstore in German in 2018, followed by Sightful in 2019
- Continuous expansion of features, functionalities and offers
- Joined Google's Digital Acceleration Program for retail (DAP)
- Focussed on increasing Customer Lifetime value amongst Pure Players

CRM platform live in 13 markets

YTD DISS sales +122%
vs 2020

YTD Online sales +27%
vs 2020

Banner online sales +66%
vs 2020

Pureplay sales +9%
vs 2020

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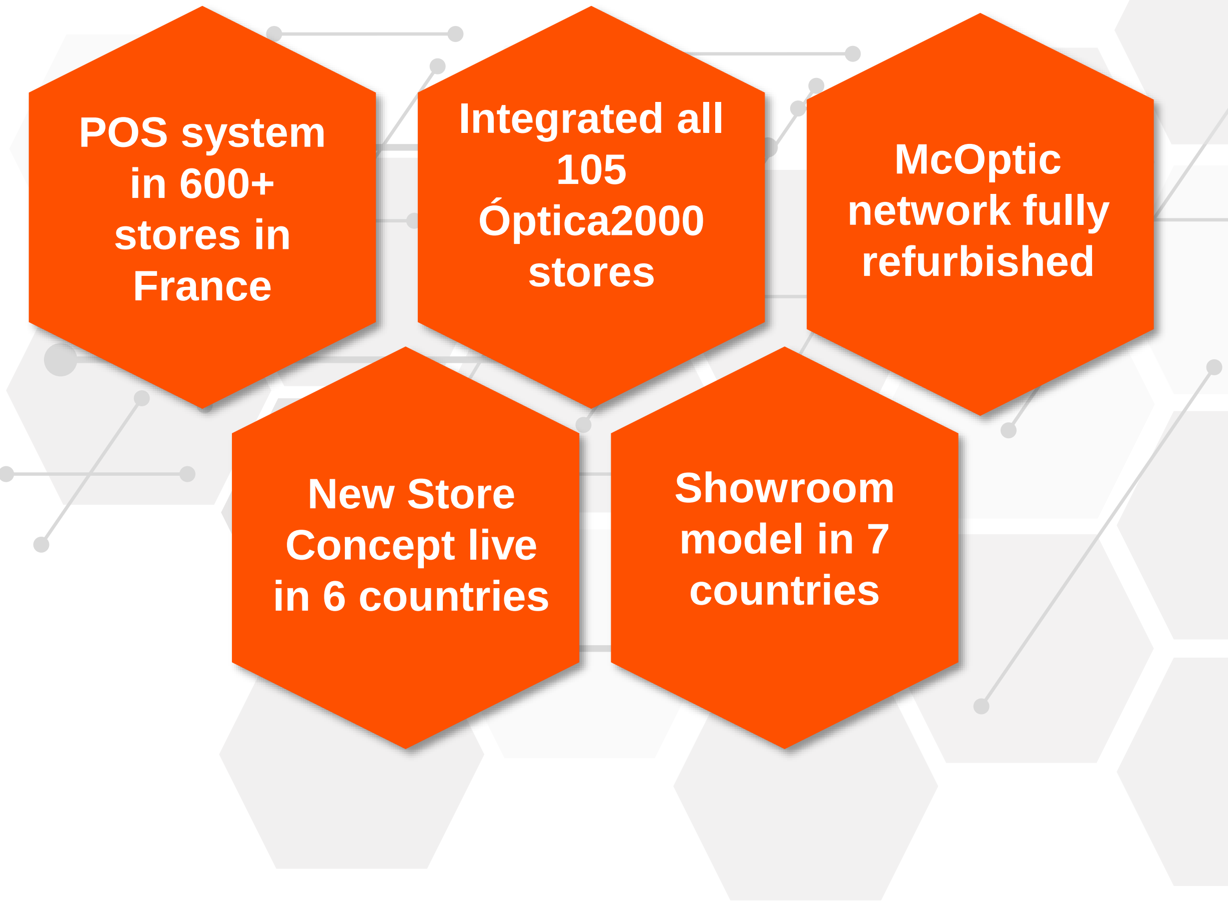
Customer journey focused on turning customers into fans

Customer Journey

- Piloted next-generation store concept in 2019 to upgrade customer navigation and experience, and incorporate new omni-channel touch points
- Enhanced omni-enabled concept piloted in six markets
- New POS system deployed in >600 stores in France
- Integration of all 105 Óptica2000 stores into global omnichannel and CRM platforms and McOptic store network fully refurbished to complete integration
- Showroom model now active in seven countries:
  - France, Finland, Germany, Denmark, Sweden, Spain, the UK and its banners
- Started to upgraded GV sales process (SSP 2.0) to better support strategic KPI’s



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Product strategy focused on portfolio rationalization to simplify customer journey

Product

- Consolidated exclusive brand portfolio from 21 brands to seven
- Global launch of Exclusive, Indie, and Sustainable friendly brands in 2021
  - Relaunched globally Unofficial and DbyD in the first six months as part of journey to strengthen four core Exclusive Brands during 2021
  - Sustainable friendly Brands: Karün and DbyD
  - Indie Brands: Quay, Karun, Komono, Bolon, Privé Revaux, and Hawkers
- Product Value chain focus on end-to-end planning, Implementing group-wide S&OP process, product master data, BI, and its link with the RFH supporting the globally standardized product catalog
  - All Operating Companies joining the S&OP global platform by end of 2021

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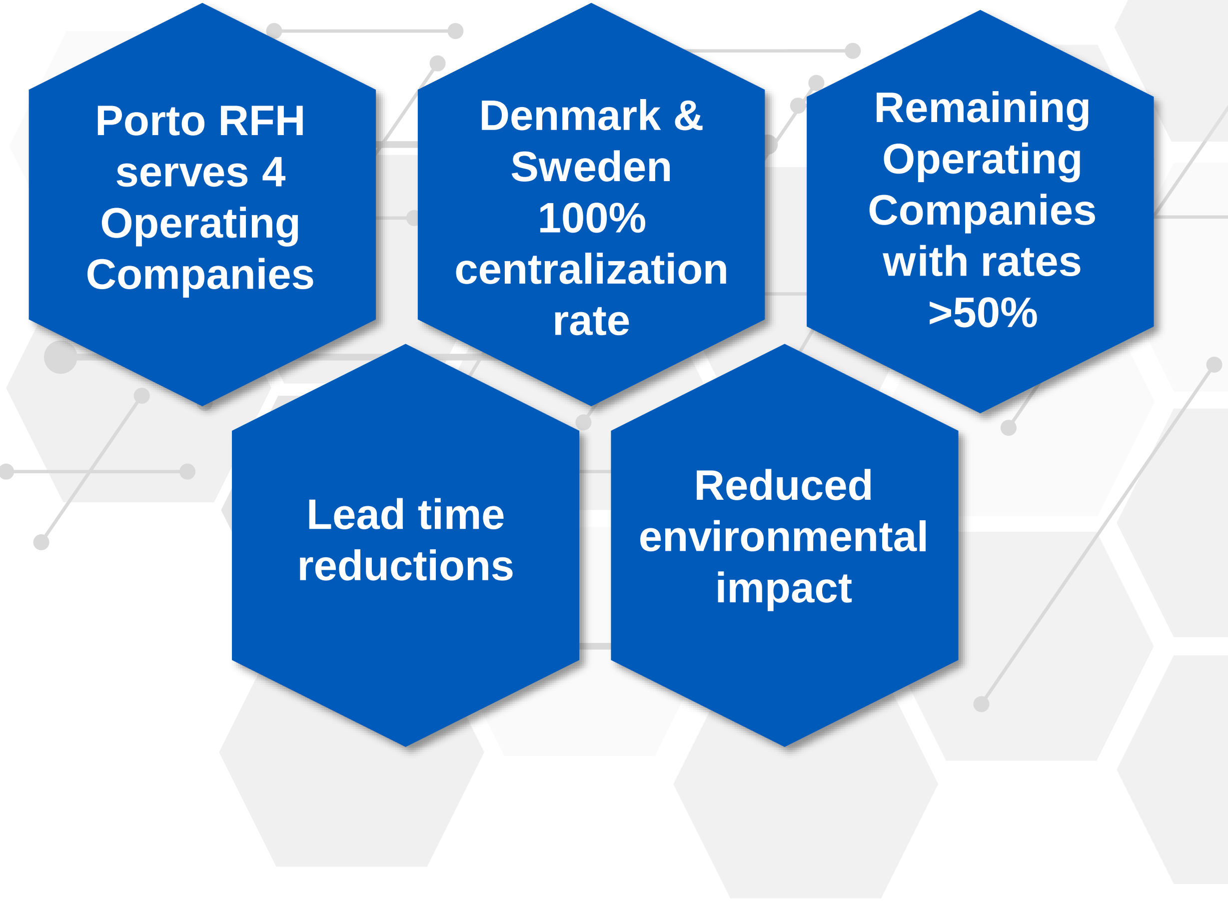
Fulfilment strategy focused on driving operational efficiencies and enhancing customer levels

Fulfilment

- Launched RFH in Porto in 2019 and developed into a fully integrated e-fulfilment system
- Continued focus on strengthening omnichannel activities, show-room model support, stock lenses grid integration and warehousing activities
- Porto RFH now serves 4 Operating Companies (Portugal, Denmark/Sweden, Spain and Italy). Showroom model still to be implemented in Portugal and Italy
- New digital (e-commerce) platform fully connectable to RFH Porto, while subscription model to be added
- Italy, Spain and Denmark/Sweden with lead time reductions
- Network will help save significantly on natural resources and reduce the Company's environmental impact



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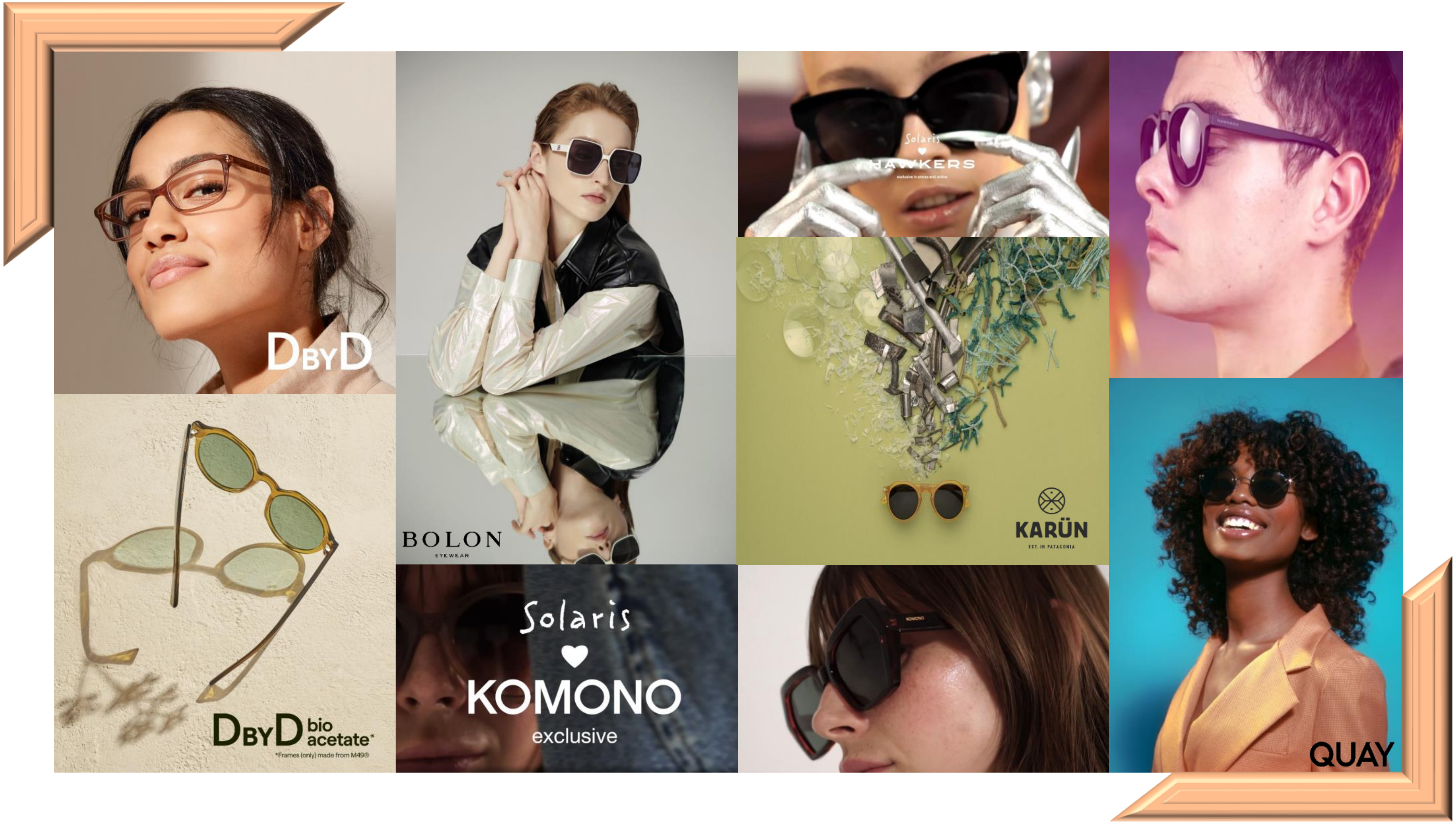
Our Exclusive, Indie, and Sustainable friendly Brands launched during 1H21



GrandVision continues to achieve worldwide awards, showing recognition from customers and employees

Customer

- GrandVision continues to be chosen as the **Best Optical Store** with strong recognition to our brands
  - Our social media platforms and digital in-store capabilities has been also awarded including the Social Ethics Award in Italy
  - Our PurePlay banners have also been recognized with top e-commerce awards

Employees

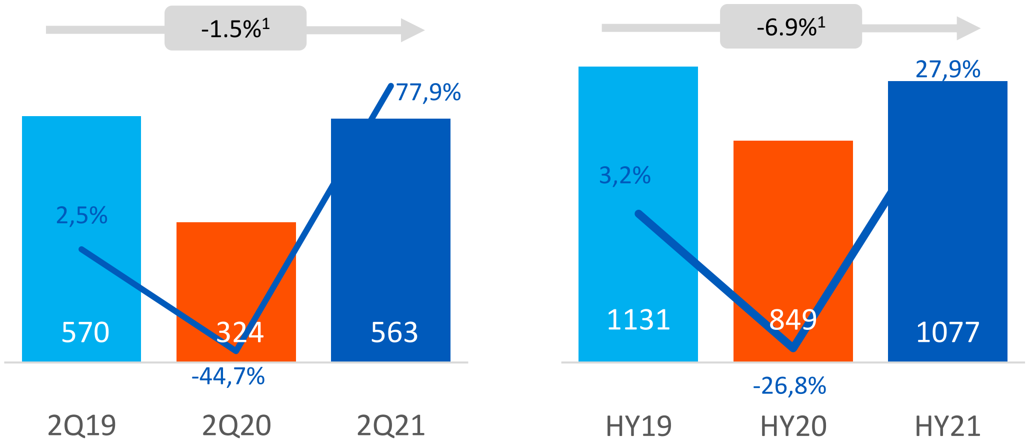
- **Employee recognition and engagement** continues despite challenging times with employee recommendations in the industry

2. Financial Review

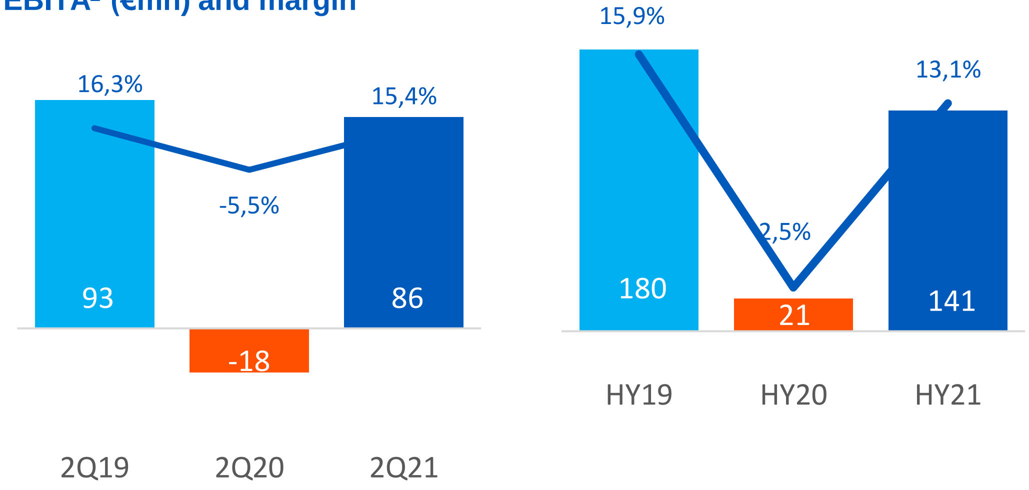
G4: Challenging start with stricter COVID-related measures disrupting market and traffic; June posted record-high EBITA following reopening of store network

- HY21 revenue: €1,077mn, +26.8% (+26.7% at constant exchange rates)
- Comparable revenue +27.9% vs HY20, and -6.9% vs HY19:
  - France strongly impacted with ~300 commercial center stores temporarily closed from Feb to mid-May
    - – Successful footfall redirection via our CRM
  - Gradual recovery in Germany and BeNe in 1H21
  - Strongest comparable growth vs 2019 in the UK
- HY21 EBITA[2] at €141mn, still below pre-pandemic levels driven by:
  - \- Lower operational leverage from stores closures
  - \+ Continued cost discipline and solid commercial execution
  - \+ Structural improvements in the UK business
- HY21 EBITA[2] margin +1,062bps vs HY20 and -280bps vs HY19 to 13.1%
- Store network: 3,455 (up 22 from 3,433 in FY20)

Revenue (€mn) and comparable growth[1]



EBITA[2] (€mn) and margin

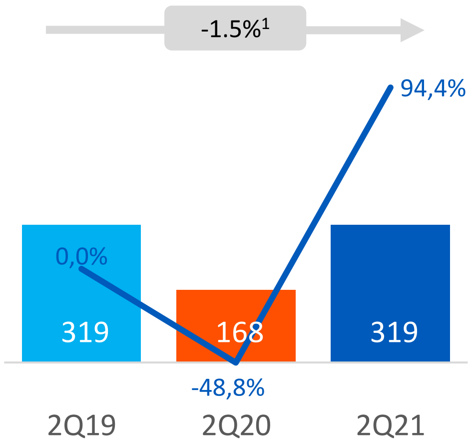


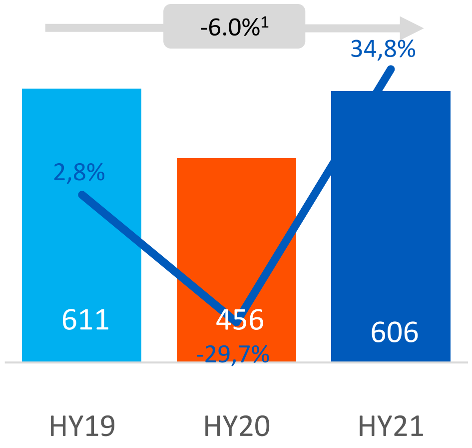
[1] Comparable growth. Comparable growth base 2019 is defined as revenue growth from comparable stores in 2019 and remain open in 2021
[2] All EBITA figures on an adjusted basis, i.e., excluding non-recurring items.

Other Europe: Comparable revenue gradually improved towards quarter-end, mainly in Northern Europe

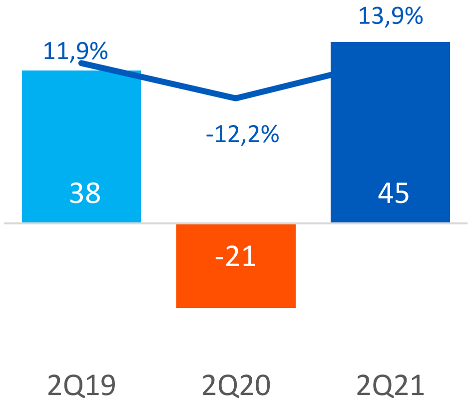
- HY21 revenue: €606mn, +32.9% (+33.0% at constant exchange rates)
- Comparable revenue +34.8% vs HY20 and -6.0% vs HY19:
  - Italy continues to be hardest-hit country with continued weekend closure of ~200 commercial center stores up until end of May
  - Denmark continues to benefit from commercial execution and subscription model
  - Switzerland with sustained good performance with business integration of McOptic now completed
  - Positive revenue trend with Scandinavian subscription model continued
- HY21 EBITA[2] at €67mn driven by:
  - \- Lower operational leverage from store closures
  - \+ Continued cost discipline and efficiencies and improved product/price mix
- EBITA[2] margin increased by +1,273bps vs HY20 to 11.1% in HY21
- Store network: 2,109 (down 5 from 2,114 in FY20)

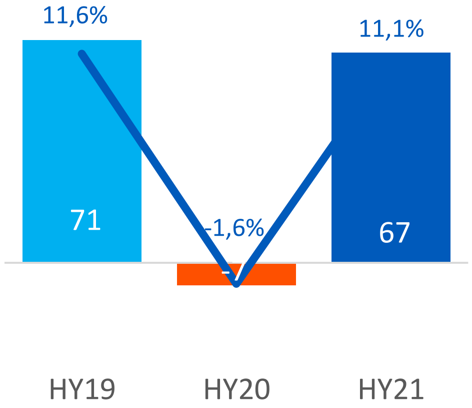
Revenue (€mn) and comparable growth[1]





EBITA[2] (€mn) and margin



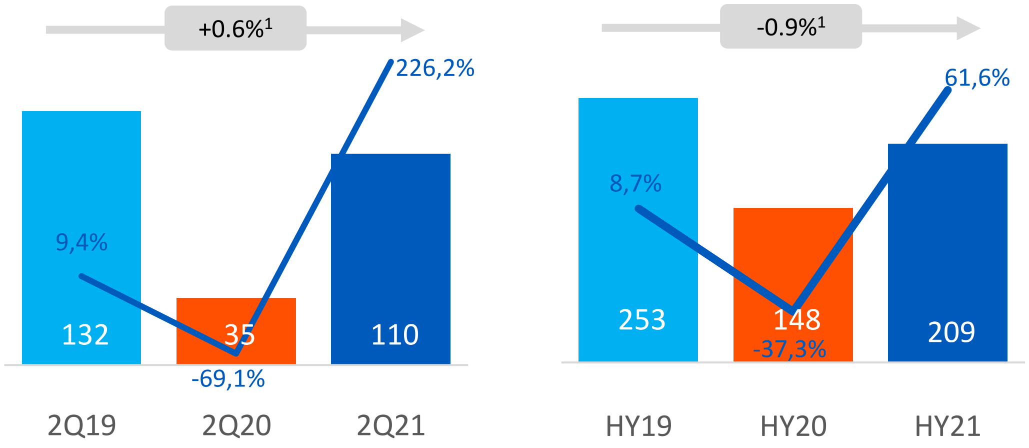


[1] *Comparable growth. Comparable growth base 2019 is defined as revenue growth from comparable stores in 2019 and remain open in 2021*
[2] *All EBITA figures on an adjusted basis, i.e., excluding non-recurring items.*

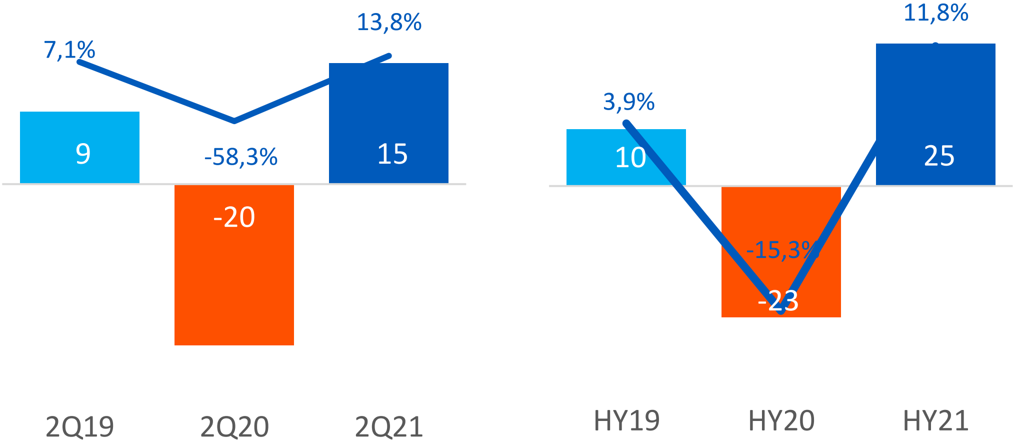
Americas & Asia: Good e-commerce momentum continued in Turkey and LatAm, with sustained improvement in underlying performance in the US

- HY21 revenue: €209mn, +41.4% (+62% at constant exchange rates). FX impact -20.6% largely due to Turkish lira and other LatAm currencies
- Comparable revenue increased by 61.6% vs HY20, and slightly decreased by -0.9% vs HY19:
  - Good results in Turkey, partly supported by positive online sales momentum
  - More than triple increase in online sales in LatAm, with highest relative growth in optical
  - LatAm digitally influenced store sales grew over 50% partially offsetting lower footfall due to COVID-19
- HY21 EBITA[2] at €25mn driven by:
  - + Cost efficiencies
  - + Underlying improvement from business turnaround in the US and strong performances in LatAm and Turkey
- EBITA[2] margin: +2,708bps vs HY20 to 11.8% in HY21
- Store network: 1,701 (down 12 from 1,713 in FY20)

Revenue (€mn) and comparable growth[1]



EBITA[2] (€mn) and margin



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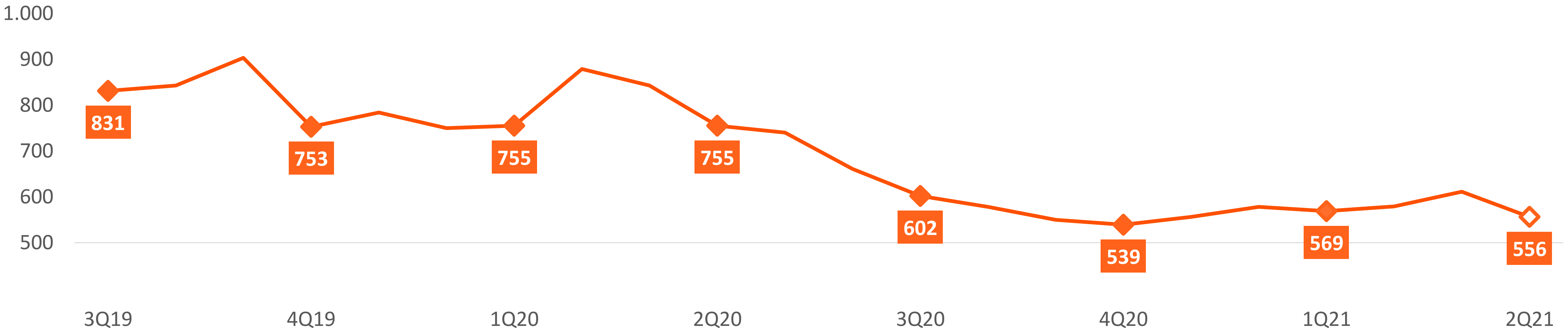
[2] All EBITA figures on an adjusted basis, i.e., excluding non-recurring items.

Net debt decrease in the quarter reflecting strong operational performance and financial discipline

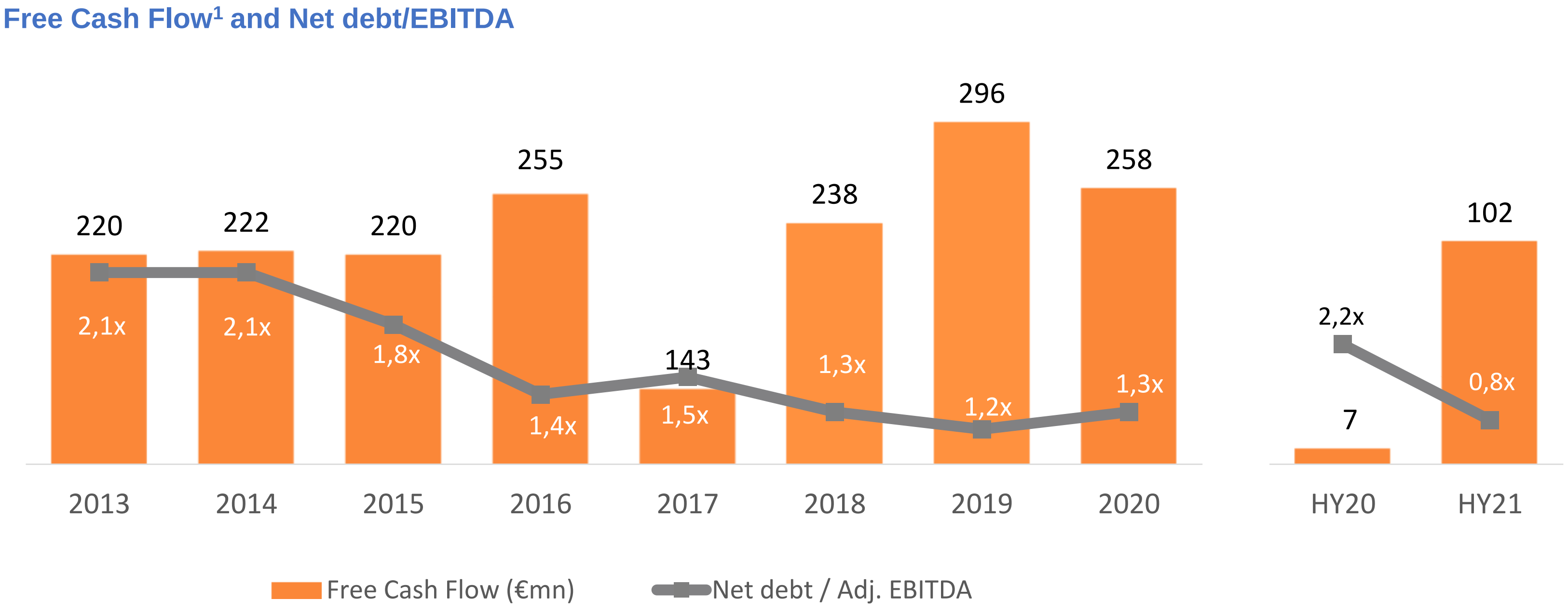
- Consolidated net debt decrease to €556mn at the end of June 2021 compared with €755mn a year ago
  - Continued business resilience and cash discipline resulted in a sustained strong financial position
  - Dividend payout of €89mn in May was more than offset by the strong operational performance

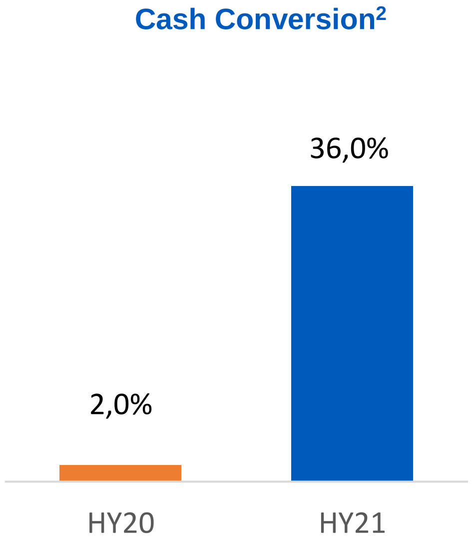
Net debt development (€mn)



Free cash flow generation and strong cash conversion leading to lower leverage

- Free Cash Flow[1] at €102mn in HY21 (+€95mn vs HY20) driven by strong cash conversion[2]
- Cash Conversion for HY21 at 36.0% (HY20: 2.01%)
- Normalized leverage ratio below max of 2.0x
  - Net Debt / EBITDA of 0.81x in HY21 vs 2.2x in HY20 and 1.35x at year-end 2020

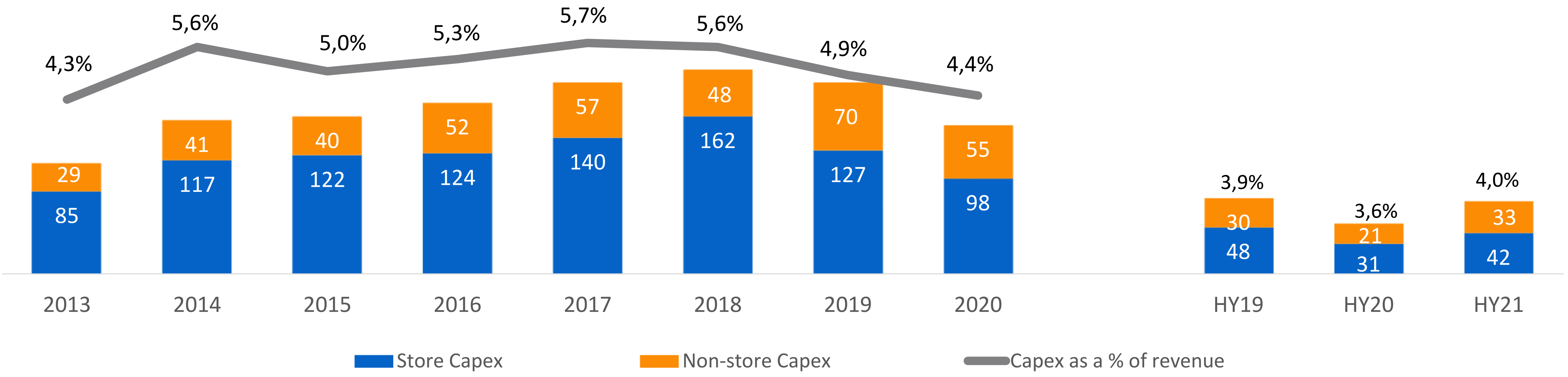




[1] Free cash flow defined as cash flow from operating activities minus capital expenditures minus net repayment of lease liabilities and receivables
[2] Free Cash Flow divided by EBITDA-covenants

Capital expenditures in-line with guided range of 4-6% of revenue

- Store capital expenditure increased to €42mn in HY21 (€31mn in HY20) including:
  - The ramp-up in planned store openings and refurbishments
  - Higher GrandVision store openings in the first half of the year compared with 2020
- Non-store capital expenditure was €33mn in HY21 (HY20: €21mn) including:
  - Strategic investments focused on the continued rollout of our omnichannel platform, as well as our end-to-end Product Value Chain transformation



2021 Guidance

- Assuming no further COVID-19 related restrictions introduced in the second half of the year:
    - GrandVision navigates with confidence in the second half of the year, expecting the Company to achieve comparable revenue at least at 2019 levels with improved absolute adjusted EBITA versus 2019
    - Capex is expected to reach high-end of the guided range of 4-6% of revenue
    - Net Debt to remain with the same low trend reflecting the good operational performance