

From Vision Care to Human Empowerment

2025 Annual Report

EssilorLuxottica

ESSILORLUXOTTICA AT A GLANCE

€28.5 bn
Revenue

200,000+
People[a]

150+
Countries

150+
Major brands

3,500+
New eyewear models every year

16,500+
Patents & designs

602
Mass production facilities & optical labs

113 mn
Prescription frames & sunglasses produced

97 mn
Non-prescription reading glasses sold

755 mn
Prescription & sun plano lenses produced

79 mn
Contact lens packages distributed

300,000+
Optical partners

18,000~
Stores[b]

89
Eye clinics & diagnostic facilities[c]

500 mn
Patients & consumers

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(a) 210,000 as of publication date
(b) 20,000~ as of publication date
(c) As of publication date

WHO WE ARE

A vision without boundaries

At EssilorLuxottica,

We are a Company in constant motion, continuously redefining the boundaries of what our industry can deliver.

We are an innovator with intent, advancing health, elevating quality of life and strengthening human connections in ways that are more meaningful than ever before.

We stand as a med-tech, science- and data-driven powerhouse, expanding deep optical expertise into new frontiers of healthcare, diagnostics and advanced technologies.

We steward the entire consumer-patient journey, transforming sight into insight, advancing beyond correction to prediction and beyond treatment to lifelong care.

We are a global, end-to-end, omnichannel player, mastering every step of the value chain, from research to real-life human experiences.

We accelerate technological adoption and personal expression, through a portfolio of iconic, culture-shaping brands that anchor groundbreaking innovation in everyday life.

We are a sustainable value creator, embedding environmental and social impact at the core of everything we do.

Above all, we are a purpose-driven organization, committed to **Empowering Humans**.

Fortune
'World's Most Admired Companies'

Fast Company
'World's Most Innovative Companies'
top 3 in medical device

Time
'100 Most Influential Companies'

Forbes
'Best Brands for Social Impact'

OPENING MESSAGE FROM THE CHAIRMAN AND CEO AND THE DEPUTY CEO



●●

'Our strong financial performance reflects both the strength of our traditional vision care and eyewear activities and the growing relevance of our wearables and med-tech initiatives.'

At EssilorLuxottica, the past year has been one of real transformation and accelerating momentum. Guided by a clear strategy and determination, we advanced our ambition to evolve from a 'traditional' optical leader into a med-tech, science and data-driven Company. What we are building today goes far beyond transforming how people see. In line with our mission of 'Empowering Humans', we are redefining how they connect with the world and experience healthcare, technology and everyday life.

At the heart of this evolution is a unique convergence of capabilities we have been building to make this vision a reality. We have developed deep expertise across engineering, AI, clinical science, neuroscience, oculomics and data. This scientific foundation is further strengthened by collaborations with leading technology innovators, top academic institutions and the guidance of our Scientific Advisory Committee, bringing together five of the world's most sought-after scientists and thought leaders to ensure that innovation is grounded in scientific rigor and ethical responsibility. Together, these strengths create an ecosystem allowing us to lead across multiple frontiers: next-generation lenses, myopia management, wearables, hearing-enhancing eyewear and data-enabled healthcare platforms that connect patient experiences with meaningful medical value.

Our progress builds on solid business foundations we have strengthened for more than seven years. Since 2018, we have created an open network Company with a unique business model, combining integrated industrial and omnichannel distribution capabilities, advanced technology platforms, and a powerful portfolio of products, brands and patents. This model continues to set our Group apart and support our long-term growth at the intersection of multiple disciplines.

Smart eyewear is a powerful example of this convergence in action. Powered by iconic brands such as Ray-Ban and Oakley, AI-enabled glasses are creating a new paradigm that integrates vision care, connectivity and intelligent AI companions seamlessly into everyday life. Over the past year, we expanded our product line-up with Ray-Ban Meta Gen 2, Oakley Meta and Meta Ray-Ban Display. We also launched Nuance Audio hearing-enhancing glasses, now available across 16,000 stores in thirteen markets[(a)]. As we continue to deploy these technologies, we believe smart eyewear has the potential to redefine personal and wearable computing and evolve into a platform for well-being and preventive healthcare, positioning our Group at the center of a profound technological and societal shift.

Vision care and medical technologies represent other frontiers where we are breaking new ground. One example of this is our Stellest platform, now including 2.0 lenses, smart glasses and pre-myopia solutions, with which we are moving from management toward evidence-based prevention to improve lifelong outcomes for millions of young patients worldwide.

At the same time, with Heidelberg Engineering, Espansione and RetinAI, we are bringing together imaging platforms, AI-powered analysis models and therapeutic technologies that are extending our capabilities into predictive medicine, medical AI and diagnostics in broader health domains. This includes early detection of metabolic, neurological and cardiovascular conditions through the emerging field of oculomics. While with Optegra and Signifeye, we are bringing together a network of clinical expertise – enabling a vertically integrated medical platform that supports the entire patient journey.

These strategic advances further power the engine behind our strong financial performance. Last year, we reached a historic milestone, delivering double-digit annual sales growth[(b)] for the first time, supported by another record fourth quarter, up 18.4%[(b)]. Adjusted operating profit exceeded €4.4 billion, up 6.8%[(b)], adjusted Group net profit surpassed €3 billion, up 7.2%[(b)], and free cash flow reached €2.8 billion, €400 million higher than the previous year. In an uncertain macroeconomic and geopolitical environment, and despite US tariff headwinds, these results reflect both the strength and importance of our traditional vision care and eyewear activities. They also demonstrate the growing relevance of our wearables and med-tech initiatives. We are advancing these efforts with our global community of 300,000 optical partners, continuously enhancing patient care and expanding access to life-changing innovations.

Above all, our progress is made possible thanks to the dedication of our more than 200,000[(c)] colleagues worldwide. Their creativity, passion and ability to embrace change and execute with excellence are the true driving forces behind our success. As a global leader and community, we stayed true to our values and sustainability commitments, achieving significant milestones that are reflected in leading ESG ratings.

Looking ahead, our trajectory for the future is clear and compelling. While we confirmed we are on track with our five-year outlook from 2022, we updated it, with a commitment to solid revenue growth, with the adjusted operating profit's pace broadly aligned over the coming five years, at constant exchange rates. This extended horizon reflects the scaling of our AI-driven med-tech and healthcare platform.

Thank you for your continued trust in our strategy and our ability to execute it. Together, we are writing the next chapter of EssilorLuxottica, one that not only improves vision but meaningfully contributes to human health and empowerment. We are confident that even greater achievements lie ahead.

Francesco Milleri, Chairman and Chief Executive Officer
Paul du Saillant, Deputy Chief Executive Officer

(a) As of publication date
(b) At constant exchange rates
(c) 210,000 as of publication date

A Board driving impact and innovation

14
Directors

- **7** Independent
- **2** Representing employees
- **1** Representing Valoptec[(a)]
- **58.33%** Independence ratio[(b)]
- **59** Average age
- **5** Nationalities

7
Board meetings in 2025

- **100%** Attendance rate

BOARD OF DIRECTORS

EssilorLuxottica's vision is guided by a high-profile Board of Directors, whose collective expertise, diversity of perspectives and forward-thinking leadership accelerate the Group's transformative journey.

At a pivotal moment in our evolution, the Board plays a central role in unlocking our full potential, steering our expansion across technology and med-tech with clarity, purpose and ambition.

Its strength lies in the breadth of its expertise

Directors bring experience across strategy, finance, healthcare, retail, luxury and digital transformation, combined with a strong understanding of global markets and complex industrial environments. This diversity enables decisions that are both rigorous and forward-looking, fully aligned with the Group's strategic trajectory.

Sustainability and responsibility are integral to its mandate

Through their governance roles in CSR initiatives, external institutions and foundations promoting healthcare, education and inclusion, Board members actively contribute to environmental stewardship, climate action and social impact.

Together, they ensure that sustainability, ethics and corporate purpose remain foundational to long-term value creation.



Francesco Milleri

Start date: Oct. 2018
Renewal: May 2021 - Apr. 2024
End date: 2027 Shareholders' Meeting



Paul du Saillant

Start date: Mar. 2020
Renewal: May 2021-Apr. 2024
End date: 2027 Shareholders' Meeting



Margot Bard

Start date: Sept. 2021
Renewal: July 2024
End date: July 2027



Romolo Bardin

Start date: Oct. 2018
Renewal: May 2021-Apr. 2024-Apr. 2026
End date: 2029 Shareholders' Meeting



Jean-Luc Biamonti

Start date: May 2021
Renewal: Apr. 2024
End date: 2027 Shareholders' Meeting



Sébastien Brown

Start date: Sept. 2021
Renewal: July 2024
End date: July 2027



Marie-Christine Coisne-Roquette

Start date: May 2021
Renewal: Apr. 2024
End date: 2027 Shareholders' Meeting



José Gonzalo

Start date: May 2021
Renewal: Apr. 2024-Apr. 2026
End date: 2029 Shareholders' Meeting



Virginie Mercier Pitre

Start date: Jan. 2022
Renewal: Apr. 2024-Apr. 2026
End date: 2029 Shareholders' Meeting



Mario Notari

Start date: June 2022
Renewal: Apr. 2024-Apr. 2026
End date: 2028 Shareholders' Meeting



Swati Piramal

Start date: May 2021
Renewal: Apr. 2024-Apr. 2026
End date: 2029 Shareholders' Meeting



Cristina Scocchia

Start date: Oct. 2018
Renewal: May 2021-Apr. 2024-Apr. 2026
End date: 2028 Shareholders' Meeting



Nathalie von Siemens

Start date: May 2021
Renewal: Apr. 2024-Apr. 2026
End date: 2028 Shareholders' Meeting



Andrea Zappia

Start date: May 2021
Renewal: Apr. 2024-Apr. 2026
End date: 2028 Shareholders' Meeting

- Non-independent director
- Independent director
- Director representing employees
- Director representing Valoptec
- Nomination and Compensation Committee
- Corporate Social Responsibility Committee
- Audit and Risk Committee

(a) Valoptec is not an employees' shareholding representative body within the meaning of Article L.225-23 of the French Commercial Code.
(b) Excluding the two Directors representing employees as per AFEP-MEDEF

FINANCIAL PERFORMANCE

Record double-digit sales growth[(a)] in 2025

Revenue
€28.5 bn
+11.2% vs. 2024[(a)]

Operating profit[(b)]
€4.5 bn
+6.8% vs. 2024[(a)]

Operating margin[(a)(b)]
16.0%
-70bps vs. 2024[(a)]

Group net profit[(b)]
€3.2 bn
+7.2% vs. 2024[(a)]

Free cash flow
€2.8 bn

Net debt
€10.9 bn

Capex / revenue
5.4%

Dividend per share
€4.00

Long-term outlook

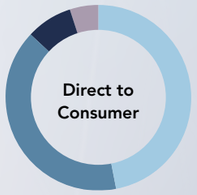
On average, over the next five years, at constant exchange rates, the Company is planning to deliver a solid growth of its total revenue and a broadly aligned growth of the adjusted operating profit.

Breakdown of 2025 sales

Revenue by geography

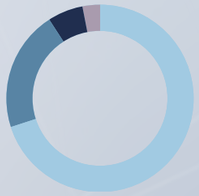


- **44%** North America
- **34%** EMEA
- **16%** Asia-Pacific
- **6%** Latin America



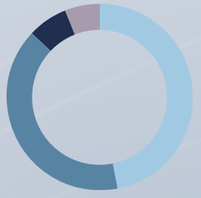
- **46%** North America
- **41%** EMEA
- **8%** Asia-Pacific
- **5%** Latin America

Revenue by product



- **70%** Vision care
- **21%** Sunglasses
- **6%** AI glasses
- **3%** Apparel, footwear & accessories

Revenue by segment

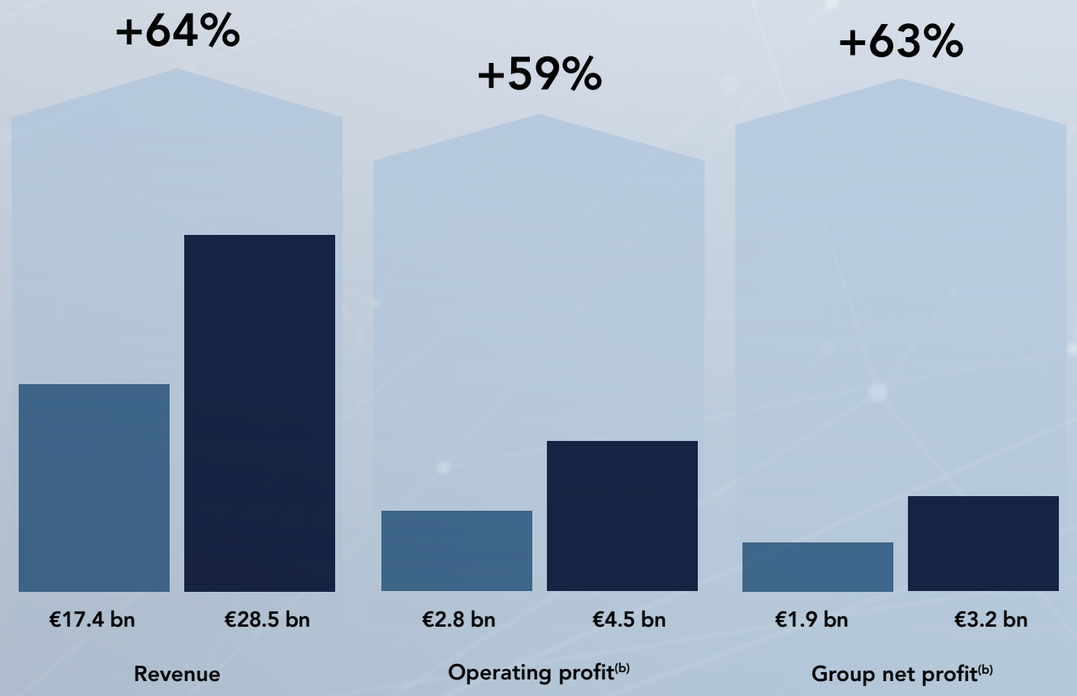


- **48%** Professional Solutions
- **52%** **Direct to Consumer**
  - **40%** Brick-and-mortar
  - **7%** E-commerce
  - **5%** Managed Vision Care

(a) At constant exchange rates
(b) Adjusted measures



2019 – 2025: Six years of EssilorLuxottica





Group strategy

A COMMON PURPOSE AT THE HEART OF OUR STRATEGY

We are shaping a future where our eyes are a powerful gateway to maximize human potential, reveal health insights and connect us to the world in entirely new ways.

For generations, we have redefined the boundaries of sight, creating the most beautiful, high-performing products that improve vision and elevate personal expression, and we have created access to trusted, quality eye care for millions of people. Today, through the seamless integration of science and groundbreaking technology, we are opening new horizons for our industry.

Our vision is a bold and inspired one. While continuing to elevate the way people see the world, we will leverage everything from med-tech innovation and diagnostics to wearables, AI and biometrics to empower with a deeper sense of health, well-being and connectivity. At the intersection of style, fashion and innovation, our iconic brands make this technology desirable, culturally relevant and truly wearable.

Tapping into our pioneering roots and embracing the most transformative technologies of the future, we help people live their best lives through innovation that is inclusive, purposeful and deeply human.

With every step forward, we are not only helping people see more and be more.

We Are Empowering Humans.

Empowering Humans

Our strategic drivers

MED-TECH
With the ambition to improve lives through an evolving array of medical technologies and clinical care offerings, even beyond vision care

SMART EYEWEAR
Pioneering seamless, natural, hands-free wearable experiences designed to enrich everyday life and deepen interaction with the world

ICONIC BRANDS
Serving as a powerful platform for communication, accelerating the adoption of technologies that combine innovation, desirability, cultural relevance and emotional resonance

Our dynamic, future-ready value-creating business model

VERTICALLY INTEGRATED
Control of the entire value chain, from raw materials to manufacturing, logistics, brands and go-to-market

PATIENT-CENTRIC
Management of the entire vision care pathway, to accompany patients across the full spectrum of eye-related needs throughout life and across lifestyles

MARKET-EXPANSIVE
Continuous market expansion through greater eye health awareness, more appealing eyewear, stronger go-to-market strategy, investment in emerging markets and new categories

COLLABORATIVE
Long-term collaborations across fashion, luxury, academia, med-tech, AI, wearables and distribution to address complex challenges through collective intelligence

OPEN NETWORK
Expertise, scale, industrial capabilities and go-to-market platform accessible to all industry players, from leading companies seeking full or partial value-chain coverage to independent designers creating capsule collections

DATA-DRIVEN
An AI-native organization powered by artificial intelligence and big data acting as the connective tissue across all dimensions of the Company

Industry trends

UNDERSERVED MARKET
Low awareness and limited access to care creating unmet needs

DEMOGRAPHIC SHIFT
Aging populations driving a structural health decline

LIFESTYLE CHANGES
Screen-dependence and chronic noise accelerating sensory damage

SOCIAL TRENDS
Beauty and longevity trends fueling premium demand

TECHNOLOGICAL DISRUPTION
Tech-innovation turning eyewear into intelligent platforms

Our strengths

PEOPLE
200,000+* employees, nearly half of whom are shareholders

SUSTAINABILITY COMMITMENTS
Eyes on the Planet and OneSight EssilorLuxottica Foundation

GLOBAL FOOTPRINT
Granular presence in 150+ countries

SCIENCE & INNOVATION
Across all product categories, supported by an ecosystem of software and data

SUPPLY CHAIN
Resilient and vertically integrated, combining centralized large-scale production with decentralized customization

WORLD-CLASS BRANDS
Unrivalled portfolio with 150+ brands

OMNICHANNEL GO-TO-MARKET
From professional solutions and brick-and-mortar stores to e-commerce and inclusive last-mile distribution

* *210,000 as of publication date*

A community of talent

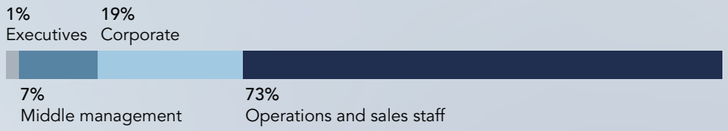
OUR GREATEST STRENGTH LIES IN OUR PEOPLE

Behind every innovation, every breakthrough and every success stands a global community of over 200,000[a] EssilorLuxotticans. Across geographies and cultures, they fuel our momentum through their expertise, collective energy and shared belief in what we can accomplish together.

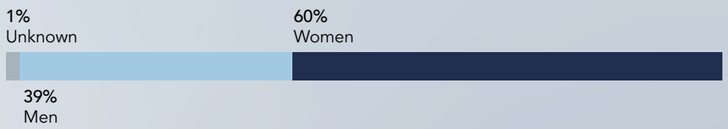
Employees by region



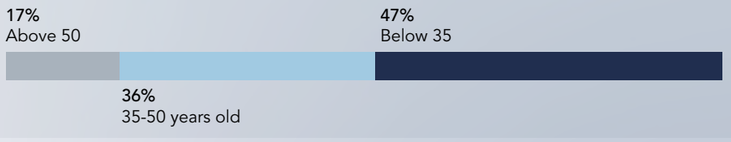
Employees by category



Employees by gender



Employees by age



A CULTURE OF OWNERSHIP

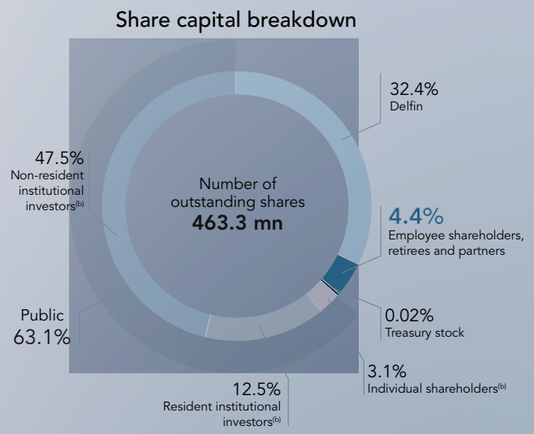
Our entrepreneurial spirit is reflected in an exceptional level of employee engagement. Nearly one in two employees is a shareholder of EssilorLuxottica, an expression of deep ownership, shared ambition and strong alignment between individual aspirations and Company purpose.

up to **97,000**
Employee shareholders

85
Countries

35,000
Valoptec Association members

Share capital breakdown



(a) 210,000 as of publication date
(b) Estimates at December 31, 2025



ENABLING PEOPLE TO THRIVE

We believe that when people feel genuinely cared for, supported and connected, they can achieve extraordinary things.

Since 2021, we have delivered over 12 million hours of learning, underscoring our continued investment in talent and skills development. Structured career pathways and partnerships with leading institutions enable growth across all regions.

Through flexible work models, comprehensive health and well-being programs for employees and their families, and initiatives that bring people and communities closer together, we foster an environment where every individual feels valued, heard and empowered.

From Eyes on Food to Family Days, international summer camps and education support for employees' children, we cultivate a workplace where people can grow and thrive.

Championing environmental and social impact

As a global leader, we embrace our responsibility to drive real, meaningful and lasting change.

Through Eyes on the Planet, we have established a results-driven framework that embeds environmental and social responsibility across our entire value chain.

What began as a set of commitments has evolved into a structured, measurable roadmap, guiding our operations and investments and strengthening our resolve to create value for both people and the planet.

DISTINCTIONS

Our progress is reflected in leading ESG benchmarks and recognitions, including top ratings as well as inclusion in major sustainability and diversity indices.

CDP
Climate Change A
Water Security A-

S&P Global
CSA
66

EcoVadis
sustainability assessment
Silver Medal
(89th percentile)

Dow Jones
Best-in-Class Europe & World Index constituent

MSCI ESG
AAA

Sustainalytics
Low Risk

Financial Times
'Diversity Leaders list'

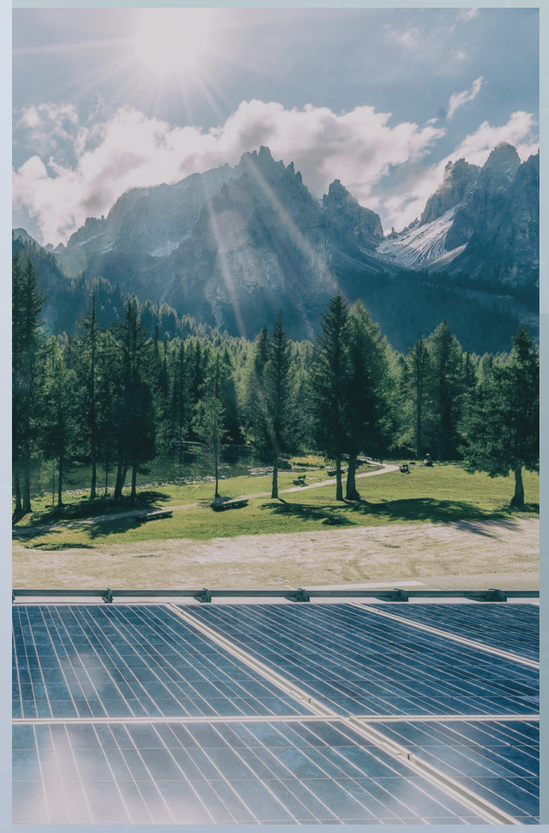
Fortune
'Change the World' list

THROUGH EYES ON THE PLANET, WE STRIVE TO:

Minimize the environmental footprint
empowering sustainable solutions

Inspire collective action
empowering our communities

Shape a better world
addressing social challenges with purpose



Environmental & social highlights: *2025 progress*

MINIMIZING OUR ENVIRONMENTAL FOOTPRINT

Of our operations, products and services by responsibly using natural resources and raw materials

3x
On-site renewable energy production

67%
Valorized waste

64%
'Alternative to air' ratio

1,500
EMEA stores with take-back programs

INSPIRING COLLECTIVE ACTION

Empowering partners, consumers and the industry to be catalysts for change

4.2 mn
Education hours on Leonardo

+48%
Responsible sourcing audits

40+
Eyes on Art projects since 2021

SHAPING A BETTER WORLD

Unlocking human potential at every stage of life: empowering children to learn, adults to work, and older generations to live independently

ONESIGHT
EssilorLuxottica Foundation

1 bn
People with access to vision care since 2013

100 mn
Individuals equipped with eyeglasses since 2013

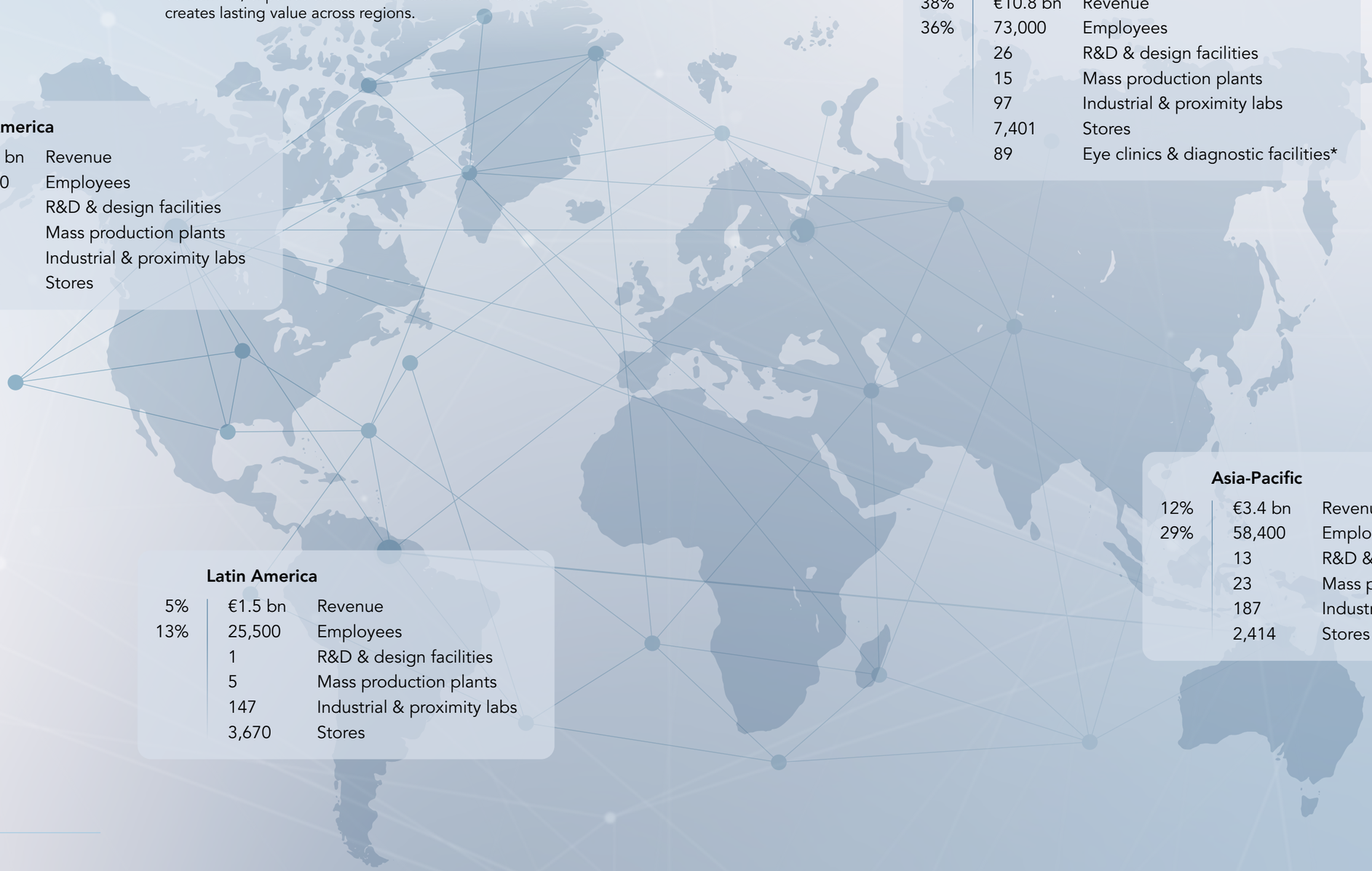
144
Countries with social impact initiatives

A network built for impact

A DIVERSIFIED AND GLOBAL PRESENCE ACROSS 150+ COUNTRIES

With operations spanning more than 150 countries, our Group combines global scale with deep local proximity.

Our integrated model across R&D, manufacturing, logistics and distribution, drives agility, precise execution and resilience. It enables us to anticipate evolving needs, deliver excellence worldwide and naturally mitigate regional volatility. This truly global platform brings innovation closer to patients and consumers, expands access to transformative solutions and creates lasting value across regions.



North America

45%	€12.8 bn	Revenue
22%	44,300	Employees
	11	R&D & design facilities
	4	Mass production plants
	124	Industrial & proximity labs
	4,265	Stores

EMEA

38%	€10.8 bn	Revenue
36%	73,000	Employees
	26	R&D & design facilities
	15	Mass production plants
	97	Industrial & proximity labs
	7,401	Stores
	89	Eye clinics & diagnostic facilities*

Latin America

5%	€1.5 bn	Revenue
13%	25,500	Employees
	1	R&D & design facilities
	5	Mass production plants
	147	Industrial & proximity labs
	3,670	Stores

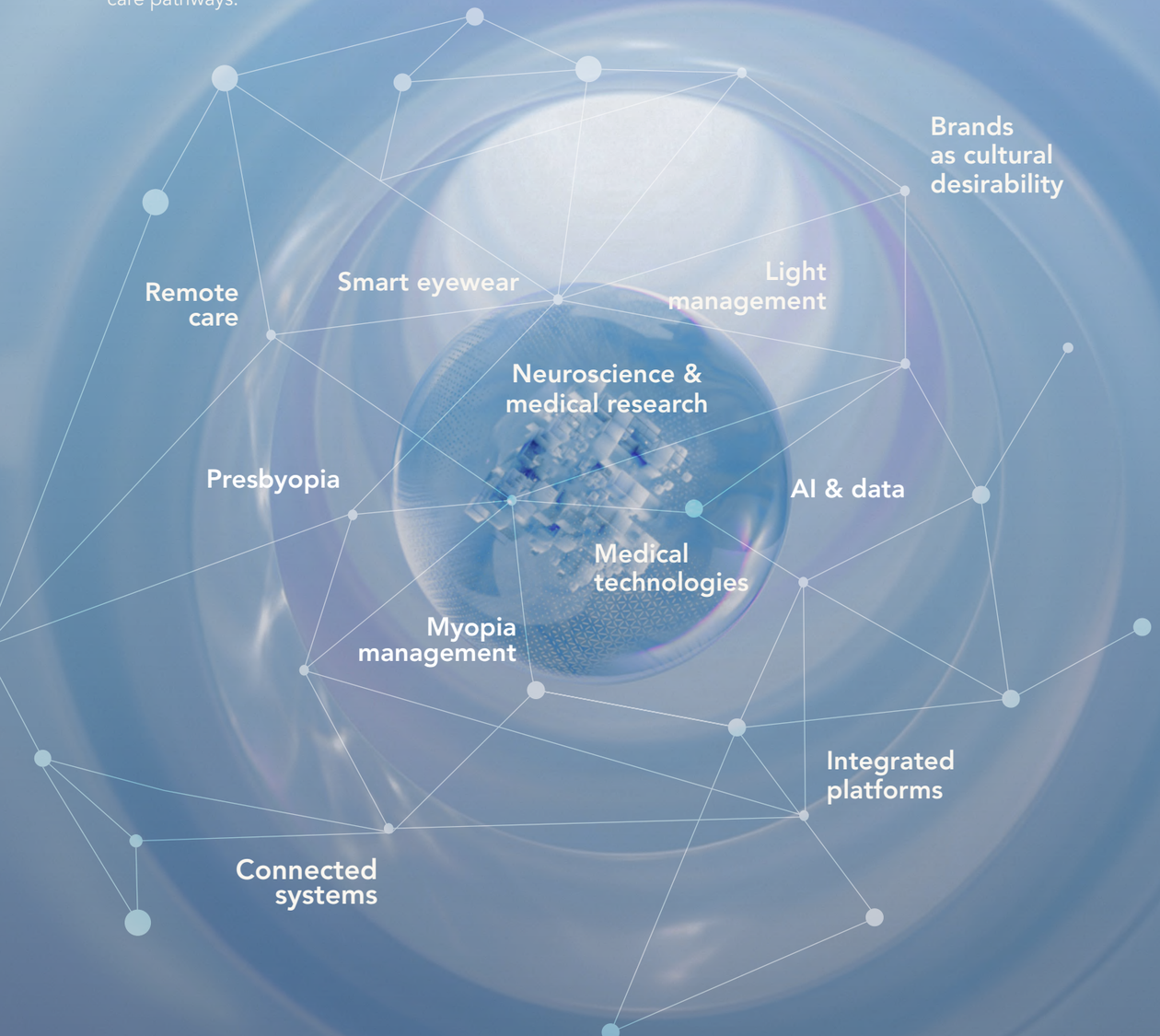
Asia-Pacific

12%	€3.4 bn	Revenue
29%	58,400	Employees
	13	R&D & design facilities
	23	Mass production plants
	187	Industrial & proximity labs
	2,414	Stores

* *As of publication date*

Shaping the future of vision

Our research ecosystem brings together scientists, engineers, designers and clinicians worldwide to advance vision science and translate scientific discovery into real-world impact.
We explore the most relevant and emerging fields including neuroscience, ophthalmology, oculomics, audiology, AI and data science, deepening our understanding of how the brain shapes vision and how early signals can inform better decisions.
By studying the retina as a gateway to broader health insights, we enable earlier detection, more predictive diagnostics and increasingly personalized care pathways.





VISION CARE

Advancing sight across a lifetime

From childhood myopia to age-related presbyopia, from light management to digital strain, we address the world's most critical visual challenges.
By combining neuroscience, modeling, behavioral insights and clinical expertise, we go beyond correction to redefine how vision is understood, protected and managed.
Powered by large-scale real-world data and advanced optical science, we elevate visual health at every stage of life.

A YEAR IN FOCUS

Breakthroughs in myopia management

Stellest lenses became the first and only spectacle lens to receive FDA market authorization, marking a major milestone in pediatric myopia management. Seven-year clinical data demonstrated its significant, sustained long-term efficacy. With new Stellest 2.0 lenses, pre-myopia solutions and smart glasses, the platform has expanded into a comprehensive approach, supporting everything from delaying onset to slowing progression and improving long-term outcomes.

TO LEARN MORE, SCAN THIS QR CODE OR VISIT
ESSILORLUXOTTICA.COM/EN/2025-HIGHLIGHTS/MYOPIA

MEDICAL TECHNOLOGIES

Toward the next frontier of care

By integrating advanced medical technologies with data intelligence, ophthalmology and clinical expertise, we are shaping an end-to-end, fully connected model of care.
From early screening to diagnostics, treatment and long-term disease management, each step of the patient journey becomes more seamless, precise and proactive, advancing from correction to prediction, and from treatment to lifelong care.



A YEAR IN FOCUS

Scaling a connected medical ecosystem

We accelerated the expansion of our med-tech portfolio through retinal screening technologies and AI- and data-driven solutions designed to support the management of major eye conditions, from age-related macular degeneration to diabetic retinopathy, and from glaucoma to cataracts and dry eye disease. Supported by our growing clinical network, we are strengthening a vertically integrated medical ecosystem that spans the full patient journey, enabling earlier detection, more precise interventions and continuous, coordinated care.

TO LEARN MORE, SCAN THIS QR CODE OR VISIT
ESSILORLUXOTTICA.COM/EN/2025-HIGHLIGHTS/MED-TECH



ICONIC EYEWEAR

Framing desire

With over 3,500 new models launched every year, we continuously redefine desirability.
Spanning luxury, sport performance and contemporary culture, our eyewear goes beyond esthetics to foster emotional connection and self-expression.
Driven by creativity and cultural relevance, we collaborate with visionary talents and pioneering designers, ensuring each frame tells a unique story and resonates deeply with those who seek eyewear as meaningful as it is desirable.

A YEAR IN FOCUS

New creative forces shaping eyewear and beyond

A$AP Rocky stepped in as first-ever Creative Director of Ray-Ban Studios, infusing his signature vision into the brand's iconic heritage. Travis Scott joined Oakley as its first Chief Visionary, marking the brand's 50th anniversary with a bold new era of performance and unconventional design. Ray-Ban Meta x Coperni limited edition brought together iconic design, advanced technology and a futuristic esthetic for a new generation of tech-forward, fashion-driven consumers. Oakley and Axiom Space joined forces to inspire the next generation and support astronauts on NASA's Artemis III returning to the Moon.
In licenses, we renewed our partnership with Dolce&Gabbana through 2050. Following the long-term renewals of Armani and Prada, this reflects a more elevated partnership model, rooted in shared values, creative excellence and strategic vision, designed to cultivate enduring desirability and long-term growth.

TO LEARN MORE, SCAN THIS QR CODE OR VISIT
ESSILORLUXOTTICA.COM/EN/2025-HIGHLIGHTS/BRANDS



AI & DATA

Advancing toward an AI-native model

Harnessing data, AI and next-generation technology, we are elevating every dimension of our model, transforming how we operate, innovate and serve patients and consumers.



SMART EYEWEAR

A new era of wearable possibility

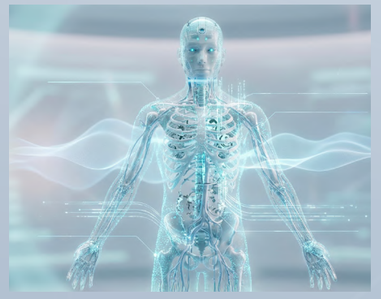
We continue to set the pace for a new generation of products that transform how we see, navigate and connect with the world.
By integrating advanced technology with fashion-forward, culturally resonant design, we create wearable computing that is both aspirational and accessible – eyewear that people want to wear and wear proudly. With true multi-generational appeal, our platforms unlock new possibilities for human connections, communication and productivity across everyday life. They span lifestyle, enabling immersive capture, sharing and interaction; performance, delivering a competitive edge in high-intensity sports; and health and well-being, extending capabilities in vision care, hearing and beyond.

A YEAR IN FOCUS

Wearables unleashed

Ray-Ban Meta has continued to crack the code with Gen 2, delivering enhanced AI performance and setting new standards in style. The brand also expanded its portfolio with Ray-Ban Meta Optics Styles, a line of optical-first AI glasses, designed specifically for prescription wearers. Oakley entered a new era of Athletic Intelligence with Oakley Meta HSTN and Vanguard, the first AI glasses for athletes and fans.
For the first time, Meta Ray-Ban Display combined the world's most popular AI glasses with an integrated display, paired with a neural band enabling control of the glasses with subtle hand and finger movements.
In hearing, Nuance Audio Glasses received FDA clearance, launching in the US and Europe, with an open-ear solution seamlessly integrated into stylish eyewear, creating a truly new and disruptive category.

TO LEARN MORE, SCAN THIS QR CODE OR VISIT
ESSILORLUXOTTICA.COM/EN/2025-HIGHLIGHTS/WEARABLES



Vision care & med-tech
AI and computational modeling are leveraged to analyze visual behavior and support the development of personalized lens solutions tailored to real-life conditions.
AI also brings together deep learning and real-world clinical data to advance diagnostics and treatment pathways.
It detects earlier signals and enables more precise monitoring of major eye conditions, from age-related macular degeneration to glaucoma and diabetic retinopathy, supporting faster, more accurate clinical decisions.



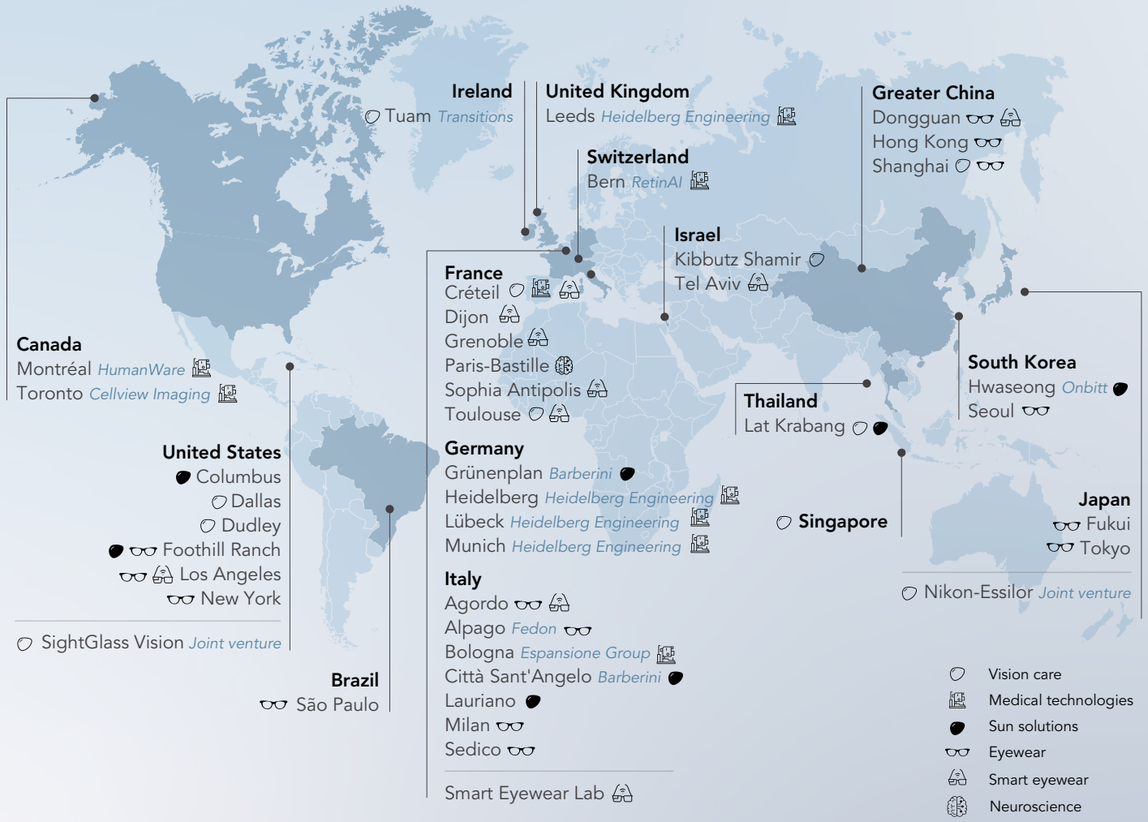
Operations
Intelligence flows continuously, connecting demand, production and logistics in real time.
Decisions become more immediate, flows more fluid, ensuring the right product reaches the right place at the right time. AI-powered customer service becomes more responsive, allowing teams to focus on meaningful, human interactions.



Consumer journey
AI senses, learns and adapts.
It reads style, mood and intent, translating them into guidance that helps each consumer find what feels right. Virtual try-on dissolves uncertainty, turning exploration into confidence. Across every touchpoint, experiences become seamless and adaptive, shaped in real time around each individual, where every interaction feels effortless, deeply personal and uniquely meaningful.

A WORLD-CLASS INNOVATION ECOSYSTEM

Internal R&D excellence network



Academic and scientific partnerships

Vision care
Flinders University (Australia)
Polytechnique Montréal (Canada)
Fondation Rothschild Hospital (France)
Inria Centrale Supélec Center (France)
Institut Mines-Télécom (France)
National Centre for Scientific Research (France)
Quinze-Vingts National Ophthalmology Hospital (France)
Sorbonne Université (France)
Vision Institute (France)
Shanghai Eye Disease Prevention and Treatment Center (Greater China)
Shanghai Eye Hospital (Greater China)
Zhongshan Ophthalmic Center (Greater China)
LV Prasad Eye Institute (India)
Institute of High Performance Computing (Singapore)

PREMYOM (France)
EIT Health

Sun solutions
University of California, Irvine (United States)
University of San Diego (United States)

Eyewear
Università degli Studi di Milano Statale (Italy)
Cambridge University (United Kingdom)
Interuniversity National Consortium of Materials Science and Technology

Smart eyewear
National Centre for Scientific Research – Laboratory for Analysis and Architecture of Systems (France)
Politecnico di Milano (Italy)
Huddersfield University (United Kingdom)

European Photonics Industry Consortium (France)
Chips-IT (Italy)
AR Alliance

Scientific Advisory Committee



Pr. Alain Aspect, PhD
France

Physics & Optics

2022 Physics Nobel Prize
2010 Wolf Prize

Exceptional Class Professor at Université Paris Saclay – Institut d'Optique, École Polytechnique

Member of the Académie Française



Pr. Alessio Figalli, PhD
Italy

Artificial Intelligence

2018 Fields Medal

Chaired Professor at ETH Zürich

Director of the Institute for Mathematical Research at ETH Zürich



Pr. Sharon Kujawa, PhD
United States

Audiology

2017 Callier Prize

Professor of Otolaryngology – Head and Neck Surgery, Harvard Medical School

Principal Investigator, Eaton-Peabody Laboratories, Mass Eye and Ear



Pr. José-Alain Sahel, MD
France, United States

Ophthalmology

2024 Wolf Prize

Distinguished Professor and Chairman of the Department of Ophthalmology, University of Pittsburgh School of Medicine

Exceptional Class Professor at Sorbonne Université



Pr. Effy Vayena, PhD
Greece, Switzerland

Ethics

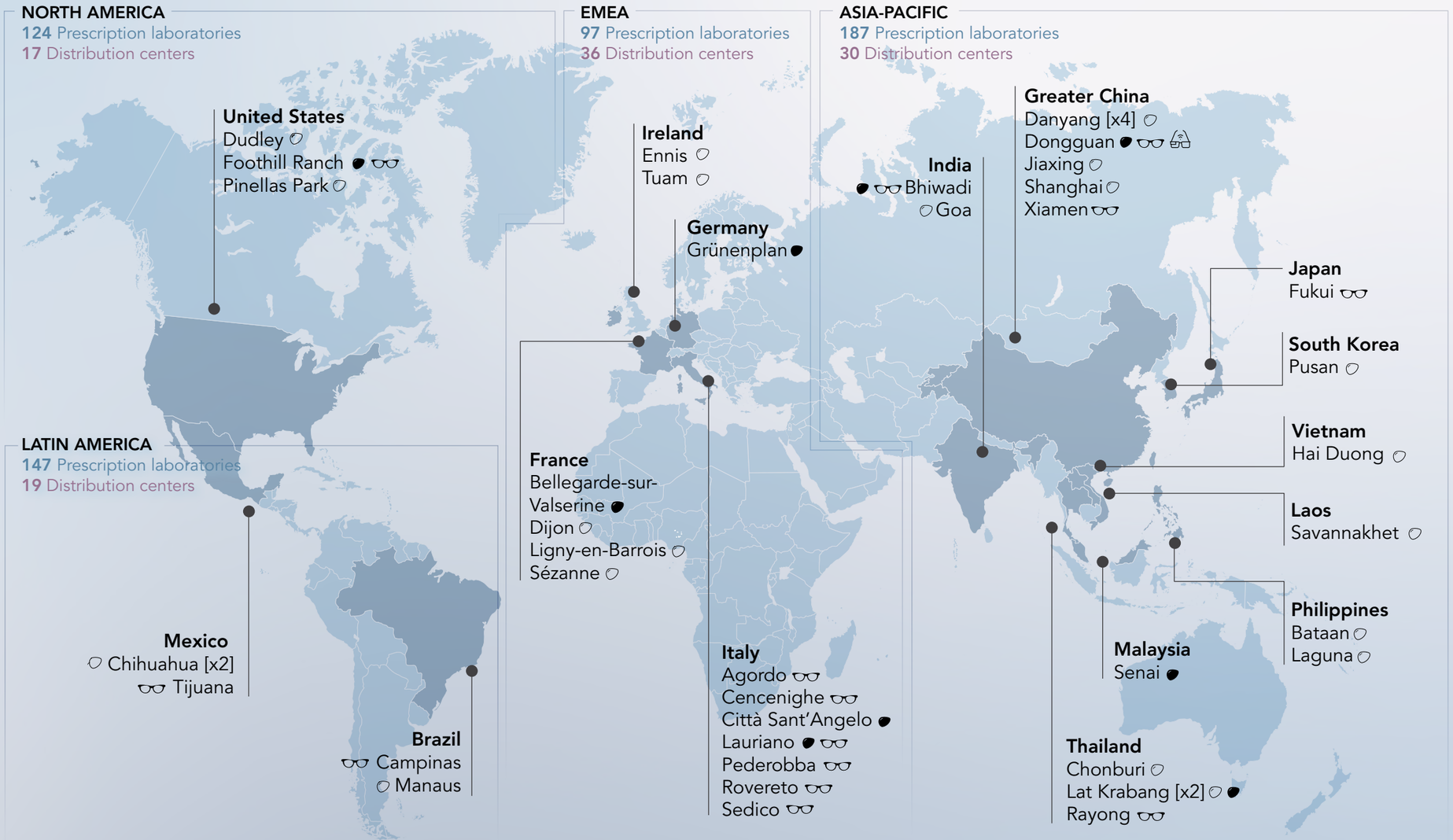
Professor of bioethics at Swiss Federal Institute of Technology

Visiting Lecturer at the Center for Bioethics at Harvard Medical School

Faculty Associate at the Berkman Klein Center for Internet & Society at Harvard University

Manufacturing excellence

Our operations lie at the core of EssilorLuxottica's strategy, seamlessly blending centralized expertise in eyewear manufacturing with a decentralized approach to prescription lens production.
This unique balance enables us to combine large-scale precision with tailored customization, delivering unrivaled quality, optimizing service with agility and speed, and fueling continuous innovation. By overseeing every single aspect of our lens and frame business – from engineering to supply chain and logistics – our integrated model empowers our Group to meet the ever-evolving needs of consumers and fashion partners worldwide with passion, purpose and unparalleled excellence.



2025 OUTPUT

47 Mass production plants

33 Lens facilities

Lens production volume by region



- **80%** Asia-Pacific
- **9%** EMEA
- **6%** North America
- **5%** Latin America

14 Eyewear facilities

Frame production volume by region



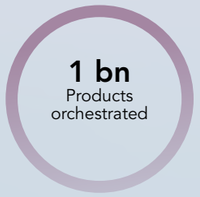
- **60%** Asia-Pacific
- **25%** EMEA
- **9%** North America
- **6%** Latin America

555 Prescription labs

62 Industrial labs + **493** Proximity labs



102 Distribution centers



PRESCRIPTION & NON-PRESCRIPTION SUN LENSES

We design, manufacture and customize corrective, plano and sun lenses to meet each individual's unique vision needs and lifestyle preferences. With a diverse and extensive range of lenses, we serve every segment of the ophthalmic market, offering advanced solutions to address and correct key visual health challenges, including myopia, hyperopia, presbyopia and astigmatism. Through continuous innovation, we are committed to enhancing vision, improving lives and shaping a clearer, brighter future for millions around the world.



PRESCRIPTION FRAMES & SUNGLASSES

With direct oversight of every step in the eyewear production – from raw materials to finished eyeglasses – we seamlessly combine the most exquisite craftsmanship, cutting-edge technology and regional expertise. Italy stands as the Group's luxury eyewear production hub, Japan specializes in titanium and solid gold eyewear, and the US focuses on sports and high-performance designs. Combining tradition with innovation, we ensure that each pair of glasses is a true work of art, with every detail thoughtfully crafted to reflect a unique expression of personal style.



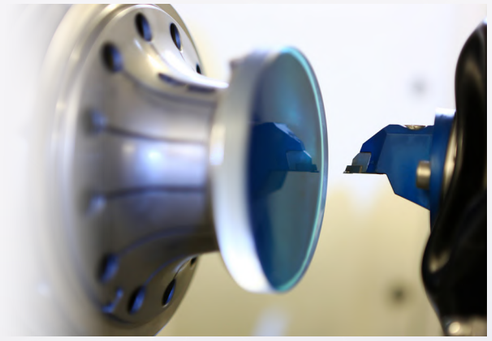
OPTICAL INSTRUMENTS

We design and develop a range of instruments encompassing refraction and eye care solutions, advanced diagnostic technologies and ocular therapy devices. We have strengthened our presence in the ophthalmology space and broadened our expertise beyond vision correction to address conditions such as age-related macular degeneration, diabetic retinopathy, glaucoma, cataract management and dry eye disease. This enables us to offer a comprehensive portfolio of solutions across the full patient journey



MACHINES FOR OPHTHALMIC & PRECISION OPTICS

EssilorLuxottica maintains a robust equipment ecosystem anchored by Satisloh and Automation & Robotics. Together they deliver advanced high-precision and automation technologies, enabling the production of a wide range of corrective and specialty lenses with unmatched accuracy and personalization.



CONTACT LENSES

We distribute a diverse portfolio of exclusive branded products, proprietary brands and third-party premium brands worldwide.



APPAREL, FOOTWEAR & ACCESSORIES

In addition to our core businesses, we design, develop, source and manage the distribution of our apparel, footwear and accessories portfolio. Through Supreme, Oakley and Costa, we maintain a strong connection to new audiences, languages and creativity.



A YEAR IN FOCUS

Strengthening our industrial footprint

We continued to reinforce our global manufacturing and innovation capabilities through targeted investments and strategic expansion. In Laos, a new facility in Savannakhet established a center of excellence for semi-finished and finished polycarbonate lenses. In Greater China, we expanded capabilities at our Dongguan campus to support accelerating global demand in wearables. In France, a new Excellence Laboratory will increase domestic production of made-to-measure lenses for Varilux, Transitions and Stellest by 40%, while expanding products certified 'Origine France Garantie'. In South Korea, the acquisition of PUcore's optical division strengthens upstream integration in high-index lens materials. In Belgium, Automation & Robotics will enhance our capabilities in high-performance automation, improving precision, efficiency and scalability across lens manufacturing.

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ESSILORLUXOTTICA.COM/EN/2025-HIGHLIGHTS/OPERATIONS

A rich portfolio designed to empower

EssilorLuxottica stands at the intersection of medical excellence, digital innovation and global desirability.
Our portfolio brings together some of the most beloved and well-recognized brands across vision care, iconic and AI-enabled eyewear, advanced medical technologies, leading retail banners and specialized eye clinics.

VISION CARE

essilor, Varilux, Stellest, Transitions, Crizal, Eyezen, shamir, Ray-Ban, Oakley, Barberini, Xperio, Nikon, Kodak Lenses, satisloh, AR Automation & Robotics

EYEWEAR

Proprietary & licensed brands

alain mikli paris, A|X Armani Exchange, Arnette, bliz, Bolon, Brooks Brothers, Brunello Cucinelli, Burberry, Chanel, Coach, Costa, DbyD, Diesel, Dolce & Gabbana, EA7 Emporio Armani, Emporio Armani, Fedon, Foster Grant, Giorgio Armani, Jimmy Choo, Luxottica, Michael Kors, Miu Miu, Molsion, Moncler Lunettes, Native, Oakley, Oliver Peoples, Persol, Polo Ralph Lauren, Prada, Prada, Ralph Lauren, Ralph, Ray-Ban, Seen, Sferoflex, Swarovski, Tiffany & Co., Tory Burch, Unofficial, Versace, vogue eyewear

SMART EYEWEAR

Ray-Ban | Meta, Oakley | Meta, nuance audio

MEDICAL TECHNOLOGIES

Essilor Instruments, Heidelberg Engineering, retinai, espansione group, Cellview Imaging, Humanware

DIRECT TO CONSUMER: BRICK-AND-MORTAR & ONLINE

OPTICAL

alain mikli paris, A-Look, AOJO, Apollo, Aspen, Atasun Optik, Bolon, brilleland, David Clulow, Econolentes, Econópticas, eyebuydirect, EyeQ, For Eyes, Generale d'Optique, GMO, grandOptical, GrandVision, GrandVision by FOROPTICA, instrumentarium, interoptik, Keops, Koch Optik, Lafam, Laubman&Pank, LensCrafters, Линзмастер, Люксоптика, +Visiōn, Mât Việt, Mathieu Opticien, E.B. Meyrowitz, McOptic, Miramas, Molsion, Mujosh, MultiOpticas, MY, Nikon, Nissen, Ofotért, Oliver Peoples, OPSM, OPTIblu, Оптика, Optica 2000, Optica Popular, OpticalCenter, Optical Lux, Place Vendôme, Optical Vision, optiplaza, Óticas Carol, O.V.L, O51, Pearle, Pearle Vision, Persol, Robin Look, salmoiraghi & viganò, Seen, smarteyes, Spectacle Hut, spex., Sunglass Island, Synoptik, Optical, TeamVision, Top Charoen, Triangle Visions, Visilab, Visioncenter, VisionExpress, Washin Optical, eyeMed

SUN

Oakley, Ray-Ban, Solaris, sunglass hut

APPAREL, FOOTWEAR & ACCESSORIES

Oakley, Supreme

PURE ONLINE

bliz, Brille24, clearly, contactsdirect, Costa, e)lens, eotica, eyebuydirect, Foster Grant, FramesDirect, Glasses.com, glassesdirec, Lensbest, lenstore, Lensway, Linsen Max, Native, nuance audio, Readers.com, VisionDirect, vogue eyewear

EYE CLINICS

Optegra, iris, Lexum, Signifeye

APPAREL, FOOTWEAR & ACCESSORIES

Supreme, Oakley, Costa



Excellence in serving patients and consumers worldwide

EssilorLuxottica connects with more than half a billion patients and consumers worldwide through a fully integrated omnichannel model integrating professional solutions, brick-and-mortar stores, e-commerce, eye clinics and inclusive last-mile distribution.
Wholesale remains a cornerstone of this model, fostering long-term relationships with over 300,000 customers and ensuring strong reach across a fragmented global landscape.
Our global retail network of around 18,000 stores and 71 e-commerce platforms generate valuable consumer insights enabling us to anticipate and meet the ever-changing consumer needs and preferences at best.
Through EyeMed Vision Care, one of the fastest-growing managed vision care companies, we serve 85 million people globally.
The recent acquisition of 89 eye clinics and diagnostic facilities in EMEA further extends our presence across the healthcare continuum.

A YEAR IN FOCUS

Accelerating growth across channels

In Asia, we continued to strengthen our retail network, integrating A-Look, Seen and OWL in Malaysia and acquiring a significant stake in Top Charoen, Thailand's leading retail brand with around 2,000 stores, bringing us closer to patients and consumers and elevating vision care standards across the region.
In Europe, we established a network of nearly 90 eye clinics and diagnostic facilities, advancing our integrated model that combines medical expertise with vision correction.
We also hosted our first SWITCH: Vision Innovation Summits in Orlando and Monte Carlo, gathering global experts to explore how AI, medical science and wearables are reshaping the future of vision care, and the pivotal role of eye care professionals in this transformation.

A TRUE OMNICHANNEL APPROACH TO DISTRIBUTION

Professional Solutions

Wholesale

150+ Countries

300,000+ Optical partners

WE EMPOWER OUR CUSTOMERS TO THRIVE THROUGH DEDICATED PARTNERSHIP PROGRAMS

WE ENGAGE AND EDUCATE THE INDUSTRY WITH OUR LEONARDO LEARNING ECOSYSTEM

Direct to Consumer

Brick-and-mortar stores[a]
18,000~
Including franchising & licensing

Managed Vision Care
85 mn
People served globally

E-commerce
71
Online platforms

Eye clinics & diagnostic facilities[b]
89
In EMEA

Our Direct to Consumer footprint

2025 STORE BREAKDOWN

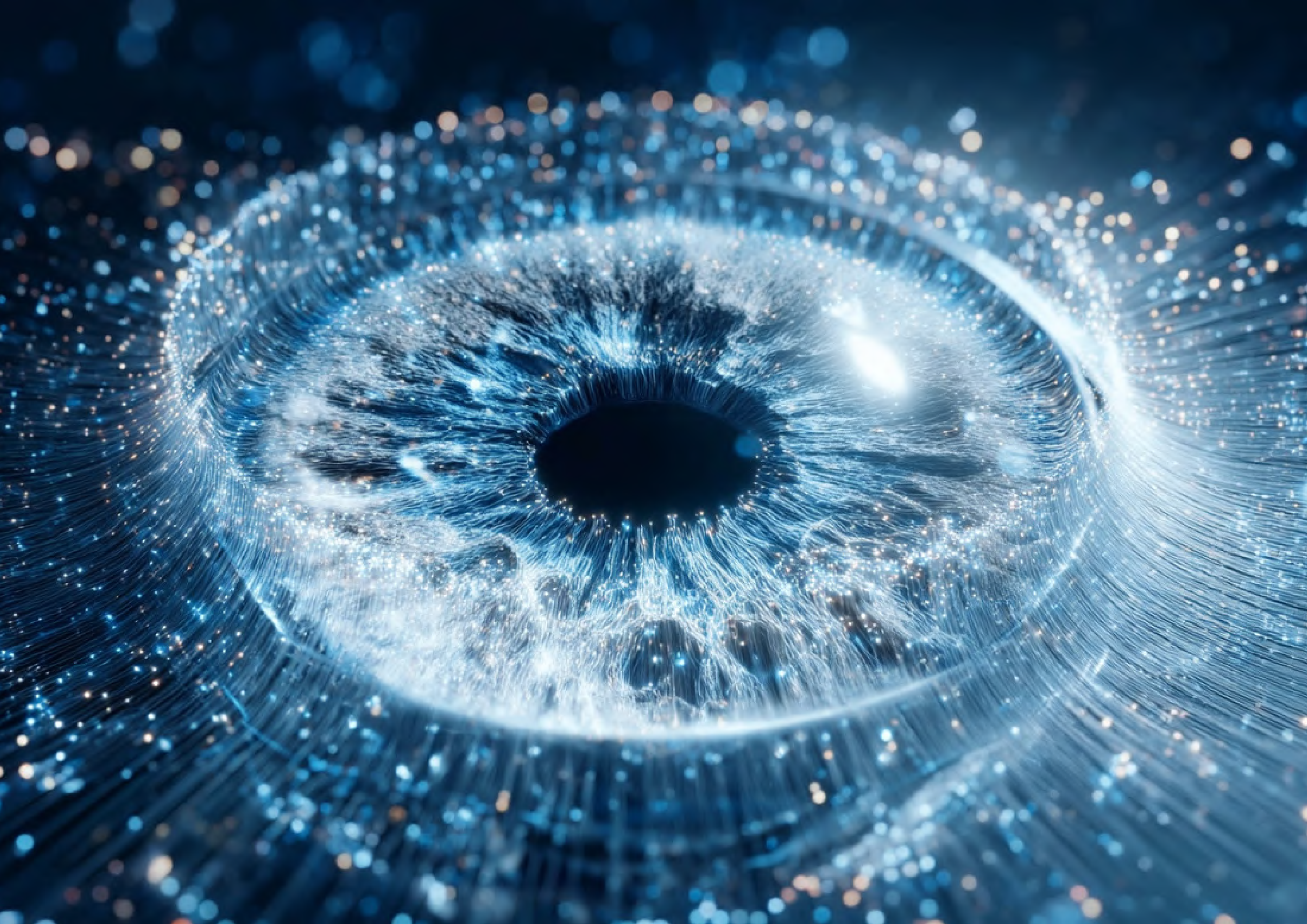


24% North America
13% Asia-Pacific
42% EMEA
21% Latin America



78% Optical
22% Sun & other

(a) 20,000~ as of publication date
(b) As of publication date



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