

ANNUAL GENERAL MEETING 2021 – MESSAGE FROM THE CHAIRMAN

Dear Shareholders,

When I wrote to you last year, we were in the middle of a storm, one that required great courage and determination from our entire organization. While we can finally see bluer skies up ahead, the pandemic is still part of our everyday lives and so once more, we are holding this year's Annual Shareholders' Meeting virtually.

2020 was a year like no other. When I look back, I am humbled by the resilience and the shared sense of belonging EssilorLuxottica displayed in the face of this unprecedented health crisis. Fresh off the heels of our combination, we led the Group through uncharted waters while remaining true to our strategic commitments and ensuring the health and wellbeing of our 140,000 employees around the world.

Today, 60 years after the founding of Luxottica, I am proud to say that my lifelong dream of creating a fully integrated, all-round champion in the eyewear industry has come true. While it was not without its challenges, we successfully managed to lay the foundation for a new company. This brought us closer together with a common passion and Mission to help people *see more, be more and live life to its fullest*.

Despite the effects of the pandemic, last year EssilorLuxottica succeeded in creating value for all its stakeholders, thanks to its open business model, a global footprint across 150 countries, an unrelenting focus on digital transformation and its unique ability to connect a network of 400,000 opticians, optometrists, labs and wholesale customers around the world. These unique pillars, combined with the world's most recognized brands that consumers love and trust, are the building blocks for the eyewear and eyecare company of the future.

Among our first milestones as EssilorLuxottica, we made an investment in our people, expanding also the international Employee Share Ownership Plan to reward more of our hard-working and talented employees with an opportunity to take a much-deserved equity in EssilorLuxottica. Thanks to the latest plan, a total of approximately 63,000 current employees in 81 countries own EssilorLuxottica shares. The global footprint of this shareholding reflects our desire to align the interests of its most valuable asset – our people – with those of the Company over the long-term. I'm also particularly proud of our first product milestone as a combined company – a complete pair of iconic frames with the most advanced lens technology – which gives a first taste of our strong capabilities as a combined business.

Looking ahead, we have great ambitions for 2021 and beyond. With our farsighted managers at the helm and the right strategy and resources in place, we are taking flight as a new company destined to achieve great things. EssilorLuxottica will continue to be the company that our people, partners and consumers are proud to work with and we will take great care of your investment in us and our shared interests in the future. Thank you for your ongoing support and commitment.

Leonardo Del Vecchio