

**ANSWERS TO WRITTEN QUESTIONS FOR
ESSILORLUXOTTICA SHAREHOLDERS' MEETING OF MAY 21, 2021**

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1. To be in line with the Paris Agreement, what CAPEX are expected by 2025? How will those CAPEX be allocated across the entire value chain between “maintenance CAPEX” and “growth-oriented CAPEX”? What is their geographical breakdown?

EssilorLuxottica is developing a comprehensive, long-term sustainability roadmap, including the definition of objectives, initiatives and related investments to continue reduce its environmental footprint, promote employees' well-being and contribute to the economic and social progress of local communities. In the meantime, it is worth remembering that every year investments are allocated into advanced technologies, machineries and increasingly effective production processes which guarantee a more efficient use of energy and natural resources. These also include investments in self-generating renewable energy plants close to the manufacturing sites. For instance, in the second half of 2020 two big photovoltaic systems were installed in Agordo (Italy) and Sedico (Italy) sites. This effort is expected to continue in 2021, with the installment of other photovoltaic systems at other sites and further attention to renewable energy sourcing. At the same time, innovative projects are under development to reduce, recover and regenerate obsolete polymeric materials derived from scraps of manufacturing processes as well as warehouse stocks. The aim is to create a circular process that makes it possible to reintroduce waste materials into the production cycle, thereby limiting disposal and reducing plastic waste. This approach is consistent with EssilorLuxottica's commitment to optimizing the use of natural resources and reducing its environmental footprint across the value chain, from manufacturing to distribution.

2. How do you limit the impact of the biodiversity loss on your future income? Specify the indicators and the methods put in place.

EssilorLuxottica applies environmental best practices that conform to ISO 14001 certification and facilitate management of the related impacts at its manufacturing sites, export labs and distribution sites and manage their outputs such as waste, wastewater and emissions in full compliance with local regulations. The sole objective is to avoid any harm to biodiversity and guarantee respect of the local ecosystem.

By preparing its long-term sustainability roadmap, the Company confirms its commitment to address climate change and preserve the environment with concrete actions along the value chain. EssilorLuxottica and its subsidiaries are already involved with daily actions to mitigate the environmental impact of their activities and protect the local territories and ecosystems. As an example, in December 2020 a first major forest restoration project has been launched in an area of 30 hectares in the foothills of the Dolomites (UNESCO World Heritage Site), which were damaged in 2018 by the severe storm Vaia and are situated behind the Luxottica's main production plant in Agordo. By doing so, the Company is taking charge of 15,000 trees and is planting 2,000 new ones, using only locally sourced species, to increase the forest's biodiversity and resilience in accordance with scientific guidance. In addition, the gradual integration of sustainable product development criteria is testament to the Company's objective to develop products with an ever-decreasing impact on the

environment by analyzing product life cycles, favoring eco-friendly designs and the use of biobased materials, optimizing shipping flows and production processes, and working with its suppliers to source raw materials in a sustainable and responsible manner.

3. How do you anticipate the scarcity/shortage of certain natural resources and the difficulties in supplying your strategic resources? How does this affect your business models and how do you secure your supply chains?

The Company aims to maintain a good knowledge of global climate projections and assess its exposure to physical risks of climate change to improve its resilience and prepare the business for potential consequences. Through its operating subsidiaries, EssilorLuxottica has made efforts across the value chain with the ambition of limiting and reducing its impact on the climate. These include investing in energy efficiency programs and optimizing their production equipment and logistics flows, while innovating in the field of sustainable raw materials and low-carbon products and services.

The Company conducts specific climate risk assessments in addition to the CSR risk assessment which is part of with the Group-wide risk assessment process. Water risks are also assessed in the main areas where EssilorLuxottica's sites are located combining results from the WWF Water Risk Filter with both basin risk assessment and site-specific information. By doing so, the Company is able to identify water risks, seize their potential impact and monitor the implementation of water stewardship projects. In 2020, based on a renewed assessment for an expanded scope of sites, manufacturing sites in five locations (Delhi and Bangalore in India, Chihuahua and Tijuana in Mexico and Madrid in Spain), accounting for 3% of the Company's total water use, are exposed to water risks with potential restrictions on water withdrawals imposed by local authorities, increases in the cost of water as well as potential questions from local stakeholders who are also dependent on these water resources. EssilorLuxottica mitigates the related water risks by defining a more stringent water roadmap for these sites with specific water efficiency targets, water supply management and interaction with local communities.

Finally, the Company's employees are also involved in specific initiatives aimed at raising awareness around climate change and sustainability, such as climate change awareness workshops and e-learning modules on water and energy saving and on the protection of the environment.

Please, refer to the *Climate change* section of Chapter 4 of the EssilorLuxottica 2020 Universal Registration Document.

4. Solidarity between economic players, large and small companies, seems necessary to limit the negative impacts of the current crisis. How is your group adapting, nationally and internationally, its purchasing or selling practices to support its suppliers or clients affected by the crisis? Do you apply specific policies for SME and micro-enterprises?

As a global industry leader, EssilorLuxottica is conscious of the effects generated by the COVID-19 pandemic on the global economic framework and especially on SMEs and micro-enterprises. For this reason, since the onset of the pandemic, the Company has been working closely with eyecare professionals by implementing new sales protocols, donating personal protective equipment including masks and hand sanitizer, sharing health and safety protocols (e.g. how to re-organize in-store spaces for increased safety and safe use of instruments for eye exams and measurement), offering innovative remote order taking tools and providing access to enhanced digital tools such as the "Digital Reach Out" platform to create a safe and meaningful connection with clients. The Company also assisted customers with a new product offering, as well as training in order to accompany a safe return to practice. EssilorLuxottica also adapted its internal safety protocols setting new standard for industrial hygiene across its plants, labs, and distribution going forward.

To preserve the value of the Company's supply chain and maintain strong relationships with partners and suppliers, while still efficiently managing payment terms, the Company implemented supply chain financing tools that allowed suppliers to receive immediate payments at a competitive cost. Furthermore, throughout the course of the pandemic, the Company has carefully considered the strong impact of COVID-19 in dealing with its clients, especially the smaller ones.

To protect its network of inclusive businesses – the primary vision care entrepreneurs providing sustainable access to vision care to communities at the base of the pyramid – the Company's social impact fund, Vision For Life, announced a Euro 300,000 financial support scheme to help over 1,800 entrepreneurs whose livelihoods are at risk. Based in India, Bangladesh, Indonesia, Cambodia and Kenya, each primary vision care entrepreneur is to receive a cash assistance sum, equivalent to one month's income.

To support the communities where EssilorLuxottica operates, the Company has also donated over 2 million units of personal protective equipment including safety goggles, protective eyewear, face masks and face shields to hospitals, public institutions, and partners globally. Since September of last year, EssilorLuxottica has produced approximately 150 million masks on behalf of the Italian government and 500,000 KN95 masks have been produced in-house for employees in China. In France, the Company donated 20,000 masks, 10,000 protective goggles and 15,000 pairs of gloves along with hydroalcoholic gels, hospital gowns, overshoes, gloves and protective caps to frontline workers including healthcare personnel, firefighters, caregivers and security forces.

5. How is the Group managing the social impacts related to the massive take-up of remote working since the start of the pandemic? Particularly in terms of psychosocial risk management, contributing toward employee costs, employee satisfaction surveys, changes in employee choices, number of employees working from home, etc.

In keeping with the historical values of Essilor and Luxottica, the Board of Directors approved the creation of a COVID-19 fund, initially of €100 million and subsequently increased to approximately €160 million, to protect the Group's human capital and the adoption of an emergency compensation plan to support the most vulnerable employees and their families.

EssilorLuxottica's success is deeply intertwined with the over 140,000 employees worldwide who provide products of high technical and stylistic quality together with unparalleled levels of service. The search for excellence in the well-being of its employees across the world is of strategic importance and entail a working environment where everyone feels valued and is respectful of employees' physical and moral integrity.

According to the various phases of the pandemic, remote working is or has been the norm for employees whose job allows this practice. EssilorLuxottica is committed to making this happen under the best possible conditions. Many initiatives have been put in place to prevent psychosocial risks, as examples:

- phone assistance services for employees in difficulty;
- increased use of telemedicine;
- loan or financing of office equipment allowing work in good conditions.

EssilorLuxottica also wished to continue efforts to train employees, while adapting to the pandemic. At both Essilor and Luxottica, traditional classroom programs were replaced quickly by new digital learning initiatives, such as:

- at Essilor, the webinar series "See more, Learn More" and free access to learning content on "EssilorUniversity@home" were created to support employees working largely from home and

facing new challenges. Other webinars such as “Managing in a Remote Environment“, “Building Resilience” and “Mastering Digital Communication Tools”, have been offered and facilitated by local experts with a high level of satisfaction from the internal audience and a rating of more than 4.5/5;

- at Luxottica, innovative, engaging training contents were made available in up to 40 languages to the majority of its employees and customers through Luxottica University. In addition, the introduction of virtual classrooms, first in Italy and then in the rest of the world, has completely transformed the learning experience. This interactive, engaging format reaches a broader audience and challenges conventional concepts of classroom training, as shown by the approximately 100,000 hours of distance learning it delivered in 2020. As a result, online course completions (including interactive modules and virtual classrooms) grew 40% from 2.5 million in 2019 to over 3.6 million in 2020.

Moreover, several questions related to remote working and the pandemic impact have been included into the employee’s survey carried out in order to feed the thoughts the Company has to adapt at best its organization.

6. Do you have a definition of a “decent wage” that goes beyond local legal minimum wage requirements? If so, what is your definition? How does your company ensure that its employees and its suppliers’ employees receive a decent salary?

EssilorLuxottica adopts a remuneration policy aimed to ensure that all the compensation packages of its employees are aligned or above market practices in their reference country. The Company entities have to ensure compensation and benefits provided to workers are in compliance with local or national laws when they exist or with applicable collective agreements. EssilorLuxottica also has a firm commitment to paying employees equally for the same work, as professional roles and promotions are evaluated and assigned to guarantee a fair and meritocratic workplace. All these efforts are complemented by strong support for employees’ well-being.

A Human Rights policy is being rolled out within the Group since September 2020 with a dedicated section on Fair Wages. All entities seek, as a minimum, to provide a commensurate compensation for each employee. Wages must contribute to employees’ ability to satisfy their and their family’s basic needs and to afford a decent standard of living.

Moreover, the Company keeps broadening its employee shareholding programs, a pillar of its governance model and long-term strategy. The subscription rate in the international employee shareholding operation Boost 2020 reached over 62% of eligible employees (i.e. more than 49,000 employees), during an unprecedented health crisis.

Regarding suppliers, EssilorLuxottica relies on the standards that Essilor and Luxottica have each defined and requested suppliers to respect and adhere to the Company’s commitments in the areas of ethics, labor, health, safety and the environment. These programs are described in Section 4.4.3.1 of the 2020 Universal Registration Document and are:

- Essilor’s Supplier Sustainability Program (SSP) that has been contributing to reinforcing the application of ambitious standards, in particular on human rights, since 2016;
- Luxottica Responsible Sourcing and Manufacturing program (LRSM) set in 2013 guarantees the full alignment of suppliers with Luxottica’s principles on ethics, labor, health and safety and the environment.

7. Do you consider environmental and social criteria in your profit-sharing agreements for employees in France? If so:

- What are the criteria? Have they changed since April 1, 2020?

- What proportion of the profit-sharing formula do these criteria make up? Has it changed in the past year?

- How many employees are concerned?

Profit-sharing agreements have not changed in 2020.

Profit-sharing schemes at Essilor are based on criteria related to financial and economic performance: revenue growth and adjusted operating profit of EssilorLuxottica.

CSR objectives are part of the annual variable compensation of the Executive Corporate Officers (10% related to the reduction in greenhouse gas emissions) and that of Essilor's managers (between 10% and 20% of quantifiable objectives related notably to the reduction in greenhouse gas emissions, the reduction in water consumption, the strengthening of the employee shareholding programs and the increase of the proportion of women in management roles).

8. In terms of your employee savings plans, which funds have a responsible investment label (CIES, Finansol, Greenfin, SRI)? For each fund offered: what is the name of the label(s)? What is its percentage share of current employee savings? To what proportion of employees is it offered? In addition, what proportion of the Group's employees, in France and internationally, have access to other forms of work-related savings' plans, particularly in terms of pensions? What proportion of the assets corresponding to these savings is managed in a socially responsible manner and has "quality signs"? Which ones?

The Company's employee savings and retirement plans are established in accordance with the legislation and savings and pension systems specific to each country.

The Company's employee savings plans almost exclusively comprise funds invested in EssilorLuxottica shares. Close to 60% of our employees worldwide have access to a saving plan invested in EssilorLuxottica shares.

In France, Essilor's employees can choose to invest, in addition to the fund invested in EssilorLuxottica shares, in eight diversified funds among which three have been awarded a responsible investment label "Amundi Label Harmonie Solidaire ESR - E", "Multipar Monétaire Socialement Responsable" and "Multipar Solidaire Oblig Socialement Responsable".

All Essilor's employees in France benefit from the article 83 on a mandatory basis (defined-contribution pension scheme).

9. Do you apply the GRI 207 standard for your public tax reporting? If yes: does your reporting cover all the elements indicated in the standard and if not, which elements have you chosen not to publish and why? If you are not applying the standard: what are the reasons not to apply it and do you plan to apply it in the near future (next 1/2 years)? What other measures do you apply or plan to implement to meet the growing demand for tax transparency from your stakeholders?

As described on page 74 of the 2020 Universal Registration Document, the EssilorLuxottica Tax Department oversees compliance with applicable tax laws and regulations. It commits local subsidiaries to adopt a transparent, accurate and proactive policy of direct and constant interaction with tax authorities of the countries in which they operate. It also guides subsidiaries on tax matters,

provides guidance on the transfer pricing approach, defines the Company tax policies and suggests adequate tax solutions to the Company's business requirements.

In this context, the Tax Strategy of EssilorLuxottica endeavours to comply with all applicable French and international Laws and Regulations, in accordance with its Code of Ethics and it is committed to keep a cooperative and transparent relationship with the Tax Authorities in the countries where it operates, privileging, where possible, cooperative compliance regimes and utilizing, where available, tax dispute prevention instruments (such as Rulings, Advance Pricing Agreements) to ensure tax certainty.

EssilorLuxottica files the annual country-by-country report with the French tax authority and, where required, informs tax authorities in other jurisdictions that the report has been filed in France. Pursuant to information sharing agreements/treaties, the French tax authority shares the reports with tax authorities in many other jurisdictions. Therefore, EssilorLuxottica currently is not publicly disclosing the country-by-country reporting.

However, as the Company expands and strengthens its sustainability reporting according to non-financial reporting standards, including the guidelines of the Global Reporting Initiative (GRI), it will evaluate the application of the GRI 207 Standard – which is effective for reports issued after January 1st, 2021 - for financial year 2021. While there is no legal obligation to make public tax disclosures, EssilorLuxottica will give consideration to it in the context of its sustainability performance monitoring and management. Please see section “4.3.3 Protocol and organization of non-financial reporting” in the 2020 Universal Registration Document to know about the Company's Sustainability Reporting Protocol and Organization.

10. What is the scope applied to the fairness ratios you publish? What is your analysis of the change in these ratios? Based on this analysis, have you modified your remuneration policies? If so, how?

The 2020 Universal Registration Document shows in page 133 the evolution of the ratios between the compensation of Executive Corporate Officers and the average and median compensation of the Company's employees over the past six years. EssilorLuxottica voluntarily calculated these ratios on a broad scope (more than 4,000 employees from the Company's French entities, i.e. around 80% of the workforce in France with all functions included: operations, R&D, marketing, HR, finance, commercial) to guarantee the relevance and consistency of the ratios.

The 2020 ratios are significantly decreasing because they take into account the voluntary solidarity measures decided by the Executive Corporate Officers and the Board of Directors' decision not to revise the scales used to determine their 2020 annual variable, in line with the Company's performance culture.

The Company's compensation policies take into consideration several key factors, in addition to the ratios disclosed in the Universal Registration Document, such as market practices in countries, local legislation, financial and individual performance.

EssilorLuxottica adopts voluntarist policies to share the value created through its employee shareholding programs. As a result of these mechanisms, 72,753 employees of the Company are EssilorLuxottica internal shareholders as at the end of 2020. They represent 4.27% of the share capital and 4.34% of the voting rights.

11. In terms of the implementation of your gender equality policy, could you tell us:

(i) The timetable and quantified objectives – achieved and to be achieved – relating to the various aspects of this policy (career, training, remuneration, work-life balance, etc.) at all levels of responsibility.

(ii) If this equality policy is applied in all Group companies, both in France and internationally, and if not, why not?

(iii) If so, what specific measures do you take to promote gender equality in those host countries where it is a difficult concept to apply?

EssilorLuxottica strives to create a community that values all backgrounds, identities and cultures. Operating across more than 150 different countries, the Company's workforce is made up of many different nationalities and languages, with talented people of every race, religion, gender, age and ability. The goal is to create an inclusive workplace where employees can be at their best, feel accepted, appreciated and inspired at work.

Our vision on Diversity and Inclusion is to have a diverse workforce in an inclusive environment. Therefore, we want to strengthen our Diversity and Inclusion, including gender, through global emphasis and local actions.

To cultivate a culture of diversity and inclusion, many initiatives exist in different regions to promote open dialogue among employees and provide an inclusive work environment, which are recalled in Section 4.4.1.2 of the 2020 Universal Registration Document. As a way of illustration:

- Latin America: Essilor has set a target of 40% female representation by 2022 in the top 180 leadership roles (vs 32.2% today). The manufacturing site of Luxottica in Brazil initiated a new annual program named "Olhar Consciente" (Informed Vision) in 2020, featuring a full week of activities dedicated to diversity and inclusion, and embracing surrounding communities;
- China: Essilor has designed a new initiative called "She Power Women Community" to drive diversity and improve women's workforce engagement. It is composed of various interactive activities, including panel discussions, debates, role model selection and best practice sharing that encourage women to seek higher roles. Similarly, Luxottica's manufacturing plant in China has an event dedicated to recognizing women who have served as high-performing role models for others throughout the year;
- United States: in 2020, Luxottica tapped into its employee base to get their expectations around diversity and inclusion in the workplace through surveys, panels and open conversations. These initiatives will allow opportunities for creating a more inclusive workplace. Meanwhile, Essilor of America continues to support the growth of its Business Resource Groups (BRG) and Engagement Ambassadors. BRGs are voluntary and employee-led, and bring employees together through common interests, backgrounds or demographics. The five BRGs represent Women, a Multicultural and Inclusive experience, the LGBTQ+ community, and all Generations and Military Veterans;
- France: Essilor has signed a new collective agreement with the Unions on Diversity and Inclusion for 2020-2023 that brings very concrete solutions to better balanced work and parenthood for both mothers and fathers (e.g. extension of a fully paid paternity leave, childcare services, school support). In 2021, Essilor obtained a score of 94/100 on the gender equality index. The aim is to maintain this high score.
- Italy: Luxottica's innovative welfare program enables employees to manage their work-life balance by providing personal and family services, youth and education opportunities, health and well-being services, and income support.

Women represented 57% of the total number of the Company's employees and approximately 40% of management roles (senior and middle management) in 2020. EssilorLuxottica aims to foster their development with initiatives that promote their talent and leadership, as evidenced by the several women professionals that were honored among Vision Monday's list of the "Most Influential Women in Optical", representing wide-ranging industry recognition of their diverse and extensive background in the optical industry in North America.

12. How are your lobbying practices formalized and how do they fit into your group's CSR strategy? Can you describe your company's chain of responsibility for lobbying or institutional relations? In which cases can or should your group's supervisory body (board of directors, supervisory board) be contacted? What elements relating to your lobbying practices do you publish (public positions, allocated budgets, etc.), for each of your global markets?

Generally speaking, EssilorLuxottica has only very limited lobbying activities, and the issue is dealt with at the level of Essilor International and Luxottica Group S.p.A. and has not yet been integrated. In accordance with its mission, some lobbying activities may be conducted in markets where the Company operates, primarily in France and the US. These activities aim at raising awareness in connection with access to visual health, people's needs and the economic and social impact of poor vision as well as receiving reporting on potential or actual legislative developments related to optometry, opticianry, and eyecare in selected jurisdictions that are important from a business perspective and/or tend to be particularly active with respect to regulation in the areas of optometry and opticianry.

Given their scope, such activities may also be conducted through professional organizations, in which our Company is represented (e.g. the *Groupement des Industriels et Fabricants de l'Optique*, in France, and the EUROM I in the European Union), acting in favor of the promotion of visual health.

Such activities comply with the ethical and regulatory environment, in particular the French Sapin II law. An annual declaration of activities and allocated means is filed with the French *Haute Autorité de la Transparence de la Vie Publique*, which can be read on the website of such Authority at <https://www.hatvp.fr/le-repertoire>.

For more information regarding sustainability, please revert to Section 4.2.2 of EssilorLuxottica 2020 Universal Registration Document.

13. How, in concrete terms, do you associate social partners, both at Group level and locally, to engage your company in a fair transition? Do you intend to publish their opinion on your vigilance plan? Do you intend to publish their opinion on your non-financial statements?

As presented in EssilorLuxottica 2020 non-financial statement and the included Vigilance Plan, feedbacks and expectations of internal and external stakeholders played a key role to further improve EssilorLuxottica's sustainability fundamentals. The Group is leveraging notably the constant dialogue with its social partners like unions, Valoptec (the employee shareholder association) and professional associations to adapt its practices. Dialogue with stakeholders is an essential element of this continuous improvement, attested with an update of the CSR risks assessment and prioritization, strengthening of the non-financial reporting protocol with measurement of more common indicators, the adoption of the Task Force on Climate-related Disclosures (TCFD) recommendations and the deployment of the Code of Ethics.

Nonetheless, the Company's approach to sustainable development heavily relies on the environmental and social impacts of its business activities related to the various stakeholders along the value chain. The Company promotes a balanced approach where value creation and sustainable

growth go hand-in-hand with employee well-being and social impact across geographies and businesses. From product development and manufacturing to the sale to the end consumer, the Company deploys a unique go-to-market strategy globally, including retail, wholesale, e-commerce and inclusive business models.

EssilorLuxottica delivers solutions that meet the evolving needs and aspirations of its consumers and drives initiatives that aim to eliminate uncorrected poor vision from the world by 2050 through direct actions and the support of philanthropic partners. In this context, the proper consideration of local impacts, dialogue with stakeholders and the creation of shared value with partners, suppliers, governments and local communities is thus key for the success of the Company and to achieve its mission. Please, refer to Section 4.1 of Chapter 4 of EssilorLuxottica 2020 Universal Registration Document.