

### 2023: un altro anno record per EssilorLuxottica

- Fatturato in aumento del 7,1% a cambi costanti<sup>1</sup> nel quarto trimestre e nell'anno, con una crescita superiore al 7% per il terzo anno consecutivo
- Buona accelerazione in Nord America nel quarto trimestre, l'EMEA conferma il solido ritmo di crescita del terzo trimestre
- L'innovazione è un fattore chiave del business, da Stellest a Varilux XR fino a Ray-Ban Meta
- Nuovi brand hanno ulteriormente rafforzato il portafoglio eyewear, licenze in crescita a doppia cifra
- Nuance Audio, la rivoluzionaria innovazione del Gruppo, presentato con successo al CES di Las Vegas
- Margine operativo adjusted<sup>2</sup> a 16,9% a cambi costanti<sup>1</sup>
- Free cash flow<sup>5</sup> a 2,4 miliardi di Euro nell'anno, dopo gli importanti investimenti in ambito produttivo, nel digitale e nelle tecnologie di IA
- Dividendo proposto a 3,95 Euro per azione, in aumento del 22% rispetto al 2022
- Si rafforza il legame con la comunità dei dipendenti con la definizione dei nuovi valori del Gruppo

**Charenton-le-Pont, Francia (14 febbraio 2024 – ore 18:00)** – Il Consiglio di Amministrazione di EssilorLuxottica si è riunito il 14 febbraio 2024 per l'approvazione del progetto di bilancio consolidato per l'esercizio chiuso al 31 dicembre 2023. Quest'ultimo è stato sottoposto a revisione, la relazione di revisione è in corso di emissione.

Francesco Milleri, Presidente e Amministratore Delegato, e Paul du Saillant, Vice Amministratore Delegato di EssilorLuxottica, hanno commentato: *“Siamo orgogliosi di condividere ottimi risultati e un altro anno di crescita<sup>1</sup> del fatturato superiore al 7%, con un'accelerazione nel quarto trimestre e il contributo di tutte le aree geografiche. Manteniamo una redditività forte, con un utile netto di gruppo adjusted<sup>2</sup> record vicino ai 3 miliardi di Euro e un free cash flow<sup>5</sup> a 2,4 miliardi. È stato anche un anno di importanti investimenti, con il consolidamento di nuove categorie di prodotto, da Stellest nella miopia a Ray-Ban Meta nei dispositivi indossabili, l'ampliamento del portafoglio marchi con brand iconici come Moncler e Jimmy Choo, l'integrazione dell'intelligenza artificiale e della business intelligence, l'espansione del nostro network produttivo e il rafforzamento della rete retail a livello globale. Tutto questo contribuirà all'evoluzione del nostro Gruppo e alla trasformazione del settore nel prossimo decennio.*

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*Inoltre, il debutto di Nuance Audio al CES ha creato grande entusiasmo intorno a EssilorLuxottica e alla nostra capacità di innovazione nel campo delle soluzioni acustiche con cui uniremo due settori, migliorando la qualità sia della vista sia dell'udito.*

*Abbiamo ottenuto risultati importanti anche nell'ambito del nostro programma di sostenibilità Eyes on the Planet, raggiungendo la carbon neutrality in Europa, e mantenuto l'impegno a riunire progressivamente la nostra comunità di persone in tutto il mondo attorno a una cultura comune e a valori condivisi, sostenendo la crescita dei nostri dipendenti-azionisti – oggi quasi 80.000.*

*Forti di questi risultati positivi, siamo certi di continuare a crescere a questo ritmo per raggiungere gli obiettivi di lungo periodo che ci siamo prefissati. Alla luce degli ottimi risultati raggiunti negli ultimi tre anni, il Consiglio di Amministrazione ha deliberato all'unanimità la distribuzione di un dividendo pari a 3,95 Euro per azione”.*

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## Highlight del quarto trimestre e del 2023

### Principali dati del conto economico adjusted<sup>2</sup>

<i>Milioni di Euro</i>	<b>2023 Adjusted<sup>2</sup></b>	<b>2022 Adjusted<sup>2</sup></b>	<b>A cambi costanti<sup>1</sup></b>	<b>A cambi correnti</b>
Fatturato	25.395	24.494	+7,1%	+3,7%
Utile Lordo	16.090	15.606	+6,7%	+3,1%
<i>% del fatturato</i>		63,7%	63,5%	63,4%
Utile Operativo	4.178	4.115	+7,7%	+1,5%
<i>% del fatturato</i>		16,8%	16,9%	16,5%
Utile Netto di Gruppo	2.946	2.860	+9,4%	+3,0%
<i>% del fatturato</i>		11,7%	11,9%	11,6%

### Principali dati del conto economico

<i>Milioni di Euro</i>	<b>2023</b>	<b>2022</b>	<b>A cambi costanti<sup>1</sup></b>	<b>A cambi correnti</b>
Fatturato	25.395	24.494	+7,1%	+3,7%
Utile Lordo	16.048	15.583	+6,6%	+3,0%
Utile Operativo	3.176	3.157	+8,2%	+0,6%
Utile Netto di Gruppo	2.289	2.152	+14,3%	+6,3%
Utile per azione base (Euro)	5,11	4,87		
Utile per azione diluito (Euro)	5,08	4,83		

### Fatturato per segmento operativo e area geografica

<i>Milioni di Euro</i>	<b>2023</b>	<b>2022</b>	<b>A cambi costanti<sup>1</sup></b>	<b>A cambi correnti</b>
Professional Solutions	12.199	11.770	+7,4%	+3,6%
Direct to Consumer	13.195	12.724	+6,9%	+3,7%
<b>FATTURATO TOTALE</b>	<b>25.395</b>	<b>24.494</b>	<b>+7,1%</b>	<b>+3,7%</b>

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<i>Milioni di Euro</i>	<b>Q4 2023</b>	<b>Q4 2022</b>	<b>A cambi costanti<sup>1</sup></b>	<b>A cambi correnti</b>
Professional Solutions	2.986	2.905	+8,1%	+2,8%
Direct to Consumer	3.264	3.201	+6,1%	+1,9%
<b>FATTURATO TOTALE</b>	<b>6.250</b>	<b>6.106</b>	<b>+7,1%</b>	<b>+2,4%</b>

<i>Milioni di Euro</i>	<b>2023</b>	<b>2022</b>	<b>A cambi costanti<sup>1</sup></b>	<b>A cambi correnti</b>
Nord America	11.637	11.492	+4,2%	+1,3%
EMEA	9.184	8.749	+8,2%	+5,0%
Asia-Pacifico	3.036	2.842	+14,3%	+6,8%
America Latina	1.537	1.410	+9,9%	+9,0%
<b>FATTURATO TOTALE</b>	<b>25.395</b>	<b>24.494</b>	<b>+7,1%</b>	<b>+3,7%</b>

<i>Milioni di Euro</i>	<b>Q4 2023</b>	<b>Q4 2022</b>	<b>A cambi costanti<sup>1</sup></b>	<b>A cambi correnti</b>
Nord America	2.910	2.892	+5,9%	+0,6%
EMEA	2.150	2.086	+6,4%	+3,1%
Asia-Pacifico	757	731	+10,3%	+3,6%
America Latina	433	398	+12,7%	+8,8%
<b>FATTURATO TOTALE</b>	<b>6.250</b>	<b>6.106</b>	<b>+7,1%</b>	<b>+2,4%</b>

Nel 2023 EssilorLuxottica ha visto, per il terzo anno consecutivo, una crescita dei ricavi superiore al 7% a cambi costanti<sup>1</sup>. L'anno si è chiuso a +7,1% su base annua, che segue il +7,5% del 2022 rispetto al 2021<sup>4</sup> e il +7,4% del 2021<sup>4</sup> rispetto al 2019<sup>4</sup>. In termini di marginalità, nel 2023 l'Utile Operativo adjusted<sup>2</sup> e l'Utile Netto di Gruppo adjusted<sup>2</sup> sono cresciuti rispettivamente del 7,7% e del 9,4% a cambi costanti<sup>1</sup>, in un anno in cui l'inflazione ha inciso su diverse voci di costo e in particolare su quella del lavoro.

Mentre il processo di integrazione del Gruppo avanza spedito, l'attenzione del management verso l'innovazione viene confermata quale elemento centrale dell'identità e della strategia del Gruppo, come dimostra il successo di due nuove categorie di prodotto che EssilorLuxottica ha sviluppato, ovvero le lenti per la gestione della miopia (in particolare Stellest) e gli smart glasses (Ray-Ban Meta, lanciati a settembre 2023). Oltre a ciò, e in modo ancora più ambizioso, EssilorLuxottica sta guardando anche al promettente campo delle soluzioni acustiche, con Nuance Audio, gli occhiali che integrano una tecnologia rivoluzionaria per i disturbi uditivi di entità lieve e moderata. Il prodotto è stato presentato con successo al CES di Las Vegas all'inizio di gennaio 2024 e sarà lanciato sul mercato nella seconda metà dell'anno. Nel corso del 2023, EssilorLuxottica ha lanciato anche la nuova versione delle Varilux XR series, firmato nuovi accordi di licenza con Jimmy Choo, Kodak (licenza perpetua) e Moncler, e un accordo di co-branding con Roger Federer per Oliver Peoples. Sul fronte retail, il Gruppo ha rinnovato l'accordo di licenza per i negozi Target Optical e firmato un accordo di joint-venture con Chalhoub Group

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volto alla crescita del retail nell'area GCC.

Nel quarto trimestre dello scorso anno, il Gruppo ha registrato ricavi pari a 6.250 milioni di Euro, in crescita del 7,1% su base annua a cambi costanti<sup>1</sup> (+2,4% a cambi correnti), in accelerazione rispetto al +5,2% del terzo trimestre. L'anno si è chiuso con ricavi pari a 25.395 milioni di Euro, in crescita del 7,1% a cambi costanti<sup>1</sup>. Tutte e quattro le aree geografiche e i due segmenti operativi hanno contribuito a questa performance, riflettendo il modello ben bilanciato e diversificato del Gruppo.

A livello geografico, i mercati in via di sviluppo hanno registrato le performance migliori del trimestre, con l'Asia-Pacifico (+10,3% a cambi costanti<sup>1</sup>) e l'America Latina (+12,7%) entrambe in crescita a doppia cifra, trainate dai rispettivi mercati principali, ovvero Cina e Brasile. Anche i mercati maturi hanno contribuito alla performance, con il Nord America (+5,9%) in buona accelerazione rispetto al terzo trimestre, trainato sia dal business wholesale sia da quello retail, e l'EMEA (+6,4%) che conferma il ritmo sostenuto del trimestre precedente in entrambi i segmenti operativi. Anche guardando all'intero anno, l'Asia-Pacifico (+14,3%) e l'America Latina (+9,9%) sono cresciute più velocemente rispetto all'area l'EMEA (+8,2%) e al Nord America (+4,2%).

Per quanto riguarda i segmenti operativi, nel trimestre la divisione Professional Solutions ha registrato ricavi in crescita dell'8,1% mentre quella Direct to Consumer del 6,1% a cambi costanti<sup>1</sup> (rispettivamente +2,8% e +1,9% a cambi correnti). Su base annua, la performance ha seguito un andamento simile confermando un peso stabile delle due divisioni sul totale del fatturato del Gruppo, 48% per Professional Solutions e 52% per Direct to Consumer. Le vendite di negozi comparabili<sup>3</sup> sono aumentate di oltre il 5% sia nel quarto trimestre sia nell'intero anno, con il business vista come unico driver e il sole invariato in entrambi i periodi. I ricavi dell'e-commerce hanno chiuso il trimestre leggermente positivi, superando i 1,65 miliardi di Euro nell'intero anno (pari al 7% del fatturato totale del Gruppo).

Per quanto riguarda i prodotti, tutte le categorie sono sostanzialmente allineate in termini di andamento dei ricavi dell'anno a cambi costanti<sup>1</sup>, con l'unica eccezione della categoria abbigliamento, calzature e accessori leggermente positiva. Il business mix si conferma stabile, con il business vista che vale circa tre quarti del fatturato totale del Gruppo e il sole a circa un quarto. Con riferimento ai brand, Crizal e Varilux hanno trainato il business lenti, insieme a Stellest che ha più che raddoppiato i ricavi. La categoria eyewear è stata sostenuta sia dai marchi di proprietà, con Ray-Ban in linea con la crescita complessiva del Gruppo supportato anche da Ray-Ban Meta, sia dai marchi in licenza con una crescita nell'ordine del 15% trainata dai marchi dei gruppi Prada e Armani.

In termini di redditività, la performance del Gruppo è stata temporaneamente sotto pressione nel 2023, a causa sia dell'impennata dell'inflazione a livello globale sia dei principali cambi sfavorevoli, nonché dei costi sostenuti per le nuove iniziative sopra menzionate.

L'utile lordo adjusted<sup>2</sup> è stato pari a 16.090 milioni di Euro nell'anno, raggiungendo il 63,4% del fatturato, 30 punti base in meno rispetto al 2022 (o -20 punti base a cambi costanti<sup>1</sup>).

L'utile operativo adjusted<sup>2</sup> ha raggiunto nell'anno 4.178 milioni di Euro, pari al 16,5% del fatturato, rispetto al 16,8% nel 2022, con una diluizione del margine di 30 punti base, mentre a cambi costanti<sup>1</sup> il margine è cresciuto di 10 punti base attestandosi al 16,9% del fatturato.

L'utile netto adjusted<sup>2</sup> è stato pari a 2.946 milioni di Euro nell'anno, pari all'11,6% dei ricavi, rispetto all'11,7% nel 2022, con una diluizione del margine di 10 punti base, mentre a cambi costanti<sup>1</sup> il margine è aumentato di 20 punti base a 11,9% dei ricavi.

L'utile operativo e l'utile netto del Gruppo derivanti direttamente dal bilancio consolidato IFRS ammontano nell'intero esercizio rispettivamente a 3.176 milioni di Euro e 2.289 milioni di Euro.

Il free cash flow<sup>5</sup> consolidato è stato pari a 2.394 milioni di Euro nell'anno.

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La Società ha chiuso l'anno con 2,56 miliardi di Euro di liquidità e mezzi equivalenti e un indebitamento finanziario netto<sup>6</sup> di 9,10 miliardi di Euro (compresi 3,24 miliardi di Euro di passività per leasing) rispetto a un indebitamento finanziario netto<sup>6</sup> di 10,25 miliardi di Euro a fine dicembre 2022.

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Store Count al 31 dicembre 2023

	Nord America	EMEA	Asia-Pacifico	America Latina	Store Corporate	Franchising & Altri	Totale
Sunglass Hut	1.652	572	314	411	2.949	232	3.181
LensCrafters	1.014		87		1.101	5	1.106
Vision Express		855			855	152	1.007
Apollo		682			682	223	905
Target Optical	574				574		574
MasVisión		71		469	540	7	547
Pearle		509			509	218	727
Générale d'Optique		392			392	291	683
OPSM			377		377	25	402
GMO				351	351		351
GrandOptical		326			326	76	402
GrandVision		275		47	322	31	353
Oakley	187	13	78	25	303	79	382
Atasun Optik		299			299	33	332
Ray-Ban	37	53	131	44	265		265
Synoptik		248			248		248
Salmoiraghi & Viganò		247			247	24	271
Luxoptica		221			221		221
Mujosh			144		144	363	507
Aojo			109		109	151	260
Pearle Vision	108				108	462	570
MultiÓpticas		108			108	112	220
Bolon			72		72	182	254
Óticas Carol				24	24	1.426	1.450
Altri	260	1.113	132	735	2.240	131	2.371
<b>Totale EssilorLuxottica</b>	<b>3.832</b>	<b>5.984</b>	<b>1.444</b>	<b>2.106</b>	<b>13.366</b>	<b>4.223</b>	<b>17.589</b>

# EssilorLuxottica

## Outlook di lungo periodo

La Società conferma il proprio obiettivo di crescita del fatturato annuo “mid-single-digit” dal 2022 al 2026 a cambi costanti<sup>1</sup> (sulla base dei ricavi *pro forma*<sup>4</sup> del 2021) e prevede di raggiungere un utile operativo adjusted<sup>2</sup> compreso tra il 19 e il 20% del fatturato entro la fine di tale periodo.

## Dividendo

In occasione dell'Assemblea Annuale che si terrà il 30 aprile 2024, il Consiglio di Amministrazione proporrà agli azionisti di approvare il pagamento di un dividendo pari a 3,95 Euro per azione. Agli azionisti sarà offerta la possibilità di percepire il dividendo in denaro o in azioni di nuova emissione (*scrip dividend*). La data di stacco sarà il 6 maggio 2024 e il dividendo sarà pagato – o le azioni emesse – a partire dal 3 giugno 2024.

## Buyback

Alla fine del 2023, la Società deteneva 1.803.854 azioni proprie (0.4% del capitale sociale), avendo acquistato 1.801.923 azioni nell'ambito dei programmi di buy-back avviati nel corso del 2023 e avendo attribuito oltre 2 milioni di azioni nel corso dell'anno (performance share awards, piani di stock-option e piani di azionariato diffuso).

## Azionariato Diffuso

Il numero totale dei dipendenti che detengono una partecipazione azionaria nel Gruppo, distribuiti in 86 paesi, si attesta attualmente a 77.500, rispetto ai 72.000 del 2022 e ai circa 67.000 del 2021. Il piano di azionariato internazionale “Boost 2023” ha raggiunto un tasso di sottoscrizione del 67%.

Ciò riflette la fiducia dei dipendenti nella strategia e nei risultati dell'azienda. L'azionariato dei dipendenti è centrale nella cultura di EssilorLuxottica, poiché allinea gli interessi dei dipendenti a quelli del Gruppo e degli altri azionisti.



# EssilorLuxottica

## Mission

I problemi di vista non corretti colpiscono 2,7 miliardi di persone in tutto il mondo, con un impatto ancora più forte sulle popolazioni fragili, ostacolandone l'istruzione, la sicurezza e l'inclusione sociale. EssilorLuxottica, riconoscendo l'importanza della cura della vista, si propone la mission di aiutare le persone in tutto il mondo a "vedere meglio e vivere meglio".

Nel 2023, la Fondazione OneSight EssilorLuxottica ha intensificato le proprie azioni a livello globale, facendo ulteriori passi avanti nel raggiungimento dell'ambizione del Gruppo di contribuire a eliminare i problemi di vista non corretti in una generazione. In collaborazione con partner che ne condividono gli obiettivi, la Fondazione ha fornito a 177 milioni di persone accesso permanente alle cure oculistiche, ha distribuito più di 14 milioni di paia di occhiali a chi ne aveva bisogno e ha creato più di 4.900 punti di accesso, portando le cure per la vista in aree che non ne erano provviste.

Tra i principali risultati del 2023 c'è l'espansione della Fondazione in America Latina, con l'obiettivo di fornire cure oculistiche a 190 milioni di abitanti che vivono con problemi di vista non corretti. In occasione della Giornata mondiale della vista, nell'ambito dell'impegno globale del Gruppo, sono state visitate oltre 270.000 persone e distribuiti 108.000 paia di occhiali in 49 paesi. Nel corso dell'anno, oltre 3.800 dipendenti EssilorLuxottica e 2.120 volontari esterni al Gruppo hanno supportato la Fondazione, sia attraverso il volontariato tradizionale sia grazie a iniziative basate sulle competenze, migliorando l'erogazione di cure oculistiche nelle rispettive aree geografiche.

Le partnership con importanti ambassador e con prestigiosi marchi di EssilorLuxottica hanno rafforzato il ruolo della Fondazione per il raggiungimento di obiettivi globali e hanno sottolineato l'importanza della vista per avere un mondo più equo.

Dal 2013, la Fondazione è presente in 130 paesi in tutto il mondo, fornendo complessivamente cure oculistiche a oltre 762 milioni di persone, distribuendo occhiali a 71,8 milioni di individui e creando 27.700 punti di cure oculistiche nelle aree rurali.

## Sostenibilità

Dal lancio del suo programma di sostenibilità "Eyes on the Planet" nel 2021, EssilorLuxottica ha raggiunto risultati importanti in ciascuno dei pilastri strategici – carbon neutrality, circolarità, qualità della vista, etica e inclusione – compiendo ulteriori passi avanti nell'integrazione della sostenibilità lungo tutta la catena del valore.

Tra i risultati più significativi del 2023, il Gruppo ha raggiunto l'obiettivo di carbon neutrality per le sue attività dirette (emissioni Scope 1 e 2) in Europa, dopo averlo raggiunto in Italia e Francia alla fine del 2021. Continuando a migliorare l'efficienza energetica in tutte le sue sedi e aumentando l'autoproduzione e l'uso di energie rinnovabili, EssilorLuxottica sta ponendo le basi per diventare carbon neutral (Scope 1 e 2) nel mondo entro il 2025. Inoltre, il Gruppo si è impegnato a fissare obiettivi di riduzione delle emissioni nel breve termine secondo i criteri Science-Based Target (SBTi), rafforzando il proprio impegno nella lotta al cambiamento climatico.

L'impegno di EssilorLuxottica per il clima è in linea con il suo obiettivo di circolarità lungo tutta la catena del valore, grazie all'innovazione sostenibile in termini di materiali, processi, prodotti e servizi. Nel 2023 l'approccio alla circolarità è stato esteso anche ai punti vendita, promuovendo l'allungamento della vita del prodotto attraverso riparazioni in negozio, formule di abbonamento e la possibilità di riciclare o riutilizzare gli occhiali usati. EssilorLuxottica sta investendo in modo significativo nella sostenibilità dei negozi, concentrandosi su efficienza energetica, utilizzo circolare dei materiali, gestione dei rifiuti e un piano triennale per l'ottenimento della certificazione WELL in 400 negozi in Europa e negli Stati Uniti.

# EssilorLuxottica

In linea con il suo costante impegno a un comportamento etico, il Gruppo ha aggiornato il proprio Codice Etico e ha introdotto il suo primo Codice di condotta per i partner commerciali, così da definire pratiche armonizzate, aspettative e principi etici, oltre a proteggere i diritti umani e del lavoro lungo tutta la catena del valore. Inoltre, la Società ha introdotto il sistema di reporting interno SpeakUp, come parte del suo impegno più ampio. Questo sistema non solo dà voce ai dipendenti, ma estende la sua portata anche ad alcuni partner esterni, offrendo loro una piattaforma per segnalare comportamenti non etici o illegali in maniera confidenziale.

Nel 2023, Leonardo – la piattaforma del Gruppo dedicata alla formazione – ha avviato una serie di importanti iniziative in diverse aree geografiche, con l'obiettivo di promuovere un dialogo aperto tra i dipendenti e incoraggiare un ambiente di lavoro inclusivo. L'obiettivo era non solo quello di accrescere le competenze individuali, ma anche stimolare una cultura del lavoro che valorizzi la diversità, incoraggi la comunicazione e sostenga l'inclusività.

In linea con il suo impegno per promuovere l'importanza della vista nel 2023 EssilorLuxottica ha lanciato una campagna in collaborazione con l'Inviato speciale delle Nazioni Unite per la sicurezza stradale. L'obiettivo è promuovere l'importanza della vista tra tutti gli utenti della strada. Inoltre, l'azienda ha intrapreso iniziative di responsabilità sociale volte a preservare il patrimonio culturale. Queste attività mirano a rendere l'arte più accessibile al grande pubblico attraverso approcci innovativi.

All'inizio del 2024, EssilorLuxottica ha raggiunto una tappa significativa nella costruzione della propria cultura aziendale definendo i suoi nuovi valori. In linea con il modello di business aperto e inclusivo del Gruppo, decine di migliaia di dipendenti hanno contribuito attivamente alla definizione di questi valori, tramite questionari o workshop dedicati. L'identità culturale di EssilorLuxottica trova le sue radici nella capacità di innovazione e nell'agilità operativa, nonché nella passione delle sue persone e nell'ispirazione per realizzare la mission del Gruppo.

# EssilorLuxottica

## Conference Call

Oggi alle 18:30 CET si terrà una conference call in inglese.  
Sarà possibile seguire la call in diretta o riascoltarla al seguente link:  
<https://streamstudio.world-television.com/1217-2090-39016/en>

## Prossimi appuntamenti per gli investitori

- 18 aprile 2024: fatturato del primo trimestre 2024
- 30 aprile 2024: Assemblea Annuale degli Azionisti
- 25 luglio 2024: fatturato del secondo trimestre 2024 e risultati del primo semestre 2024
- 17 ottobre 2024: fatturato del terzo trimestre 2024

# EssilorLuxottica

## Note al comunicato

*I totali delle tabelle si basano su cifre non arrotondate; pertanto, potrebbero sussistere discrepanze tra questi totali e la somma delle singole cifre arrotondate.*

**1 Dati a cambi costanti:** i dati a cambi costanti sono stati calcolati utilizzando i tassi di cambio medi in vigore per il corrispondente periodo dell'anno precedente.

**2 Adjusted (misure o dati):** rettificate dai costi o dai proventi relativi alla combinazione tra Essilor e Luxottica (la "Combinazione EssilorLuxottica"), all'acquisizione di GrandVision (l'"Acquisizione GrandVision"), alle acquisizioni strategiche e materiali e ad altre operazioni inusuali, non frequenti o non correlate al normale svolgimento dell'attività in quanto l'impatto dei suddetti eventi potrebbe influire sulla comprensione delle prestazioni del Gruppo. La descrizione delle altre operazioni inusuali, non frequenti o estranee al normale svolgimento del business è fornita nell'informativa semestrale e di fine anno (nel paragrafo dedicato *Misure Adjusted*).

**3 Vendite di negozi comparabili:** riflettono, a fini comparativi, la variazione delle vendite da un periodo all'altro tenendo conto nel periodo più recente soltanto dei negozi già aperti durante il periodo precedente comparabile. Per ciascuna area geografica, il calcolo applica a entrambi i periodi il cambio medio del periodo precedente.

**4 Comparabile o pro forma (fatturato):** il fatturato comparabile include il contributo dei ricavi di GrandVision a EssilorLuxottica come se la combinazione tra EssilorLuxottica e GrandVision (l'"Acquisizione GV") nonché le cessioni delle attività richieste dalle autorità antitrust nell'ambito dell'acquisizione GV, fossero avvenute all'inizio dell'esercizio (i.e. 1° gennaio). Il fatturato comparabile è stato predisposto a solo scopo illustrativo con l'obiettivo di fornire informazioni comparabili significative.

**5 Free Cash Flow:** *Flusso di cassa netto fornito dalle attività operative* meno la somma di *Acquisizione di immobilizzazioni materiali e immateriali* e *Pagamenti per la quota capitale delle passività di leasing* secondo quanto presentato nel rendiconto finanziario consolidato IFRS.

**6 Net debt: Indebitamento finanziario netto:** somma dei debiti finanziari correnti e non correnti, dei debiti per leasing correnti e non correnti, meno gli investimenti a breve termine, le disponibilità liquide e i derivati sul debito finanziario valutati a *fair value* così come riportati nel bilancio consolidato IFRS.

# EssilorLuxottica

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EssilorLuxottica

EssilorLuxottica è un leader globale nella progettazione, produzione e distribuzione di lenti oftalmiche, occhiali da vista e da sole. Costituita nel 2018, la sua mission è aiutare il mondo a vedere meglio e vivere meglio. L'azienda unisce le competenze complementari di due pionieri nel settore, uno nelle tecnologie all'avanguardia per lenti oftalmiche e l'altro nella realizzazione di occhiali da vista e da sole iconici, definendo nuovi standard nel settore dei prodotti per la cura della vista e nell'esperienza dei consumatori. Marchi iconici come Ray-Ban e Oakley nell'eyewear, Varilux e Transitions nelle lenti, Sunglass Hut, LensCrafters, Salmoiraghi & Viganò e GrandVision nel retail ottico e sole globale fanno parte della famiglia EssilorLuxottica. Con più di 190.000 dipendenti, nel 2023 EssilorLuxottica ha registrato ricavi consolidati di 25,4 miliardi di Euro. EssilorLuxottica è quotata sul mercato Euronext Paris ed è inclusa negli indici Euro Stoxx 50 e CAC 40. ISIN: FR0000121667; Reuters: ESLX.PA; Bloomberg:EL:FP. Per maggiori informazioni: [www.essilorluxottica.com](http://www.essilorluxottica.com).

# *Excerpt from 2023 Management Report*

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As table totals are based on unrounded figures, there may be discrepancies between these totals and the sum of their rounded component.

## *Significant events of the year*

### **Lead Director**

On February 22, 2023, the Board of Directors decided to appoint Mr. Jean-Luc Biamonti as lead director, following the announcement made on June 28, 2022 to examine the benefits of making such an appointment among the independent directors.

### **Update on licensed brands**

On February 22, 2023, EssilorLuxottica announced that it had renewed its licensing agreement with **Target** Corporation (Target), a Minneapolis-based retailer serving guests at nearly 2,000 stores across the U.S. and at Target.com, for the operation and management of Target Optical within Target stores. The multi-year agreement became effective on February 12, 2023.

On April 27, 2023, EssilorLuxottica and **Roger Federer** announced that they had signed an exclusive licensing agreement for the design, manufacture, and worldwide distribution of eyewear between the Roger Federer ("RF") and Oliver Peoples brands. The inaugural collection will launch in the Spring of 2024. The designs will take inspiration from their shared dedication to excellence in one's craft and appreciation for understated luxury.

On June 29, 2023, EssilorLuxottica and **Jimmy Choo** announced that they had signed an exclusive license agreement for the design, manufacture, and worldwide distribution of Jimmy Choo Eyewear. The agreement will be effective from January 1, 2024 until December 31, 2028, with an automatic renewal option of an additional five years. The first collection under the agreement will be available on the market from Q1 2024.

On July 27, 2023, EssilorLuxottica and Eastman Kodak Company announced that they had signed a perpetual worldwide license agreement granting EssilorLuxottica the exclusive right to use the **Kodak** registered trademarks for products and services in connection with EssilorLuxottica's business. Under the terms of the new agreement, effective January 1, 2024, EssilorLuxottica will continue to develop, manufacture and distribute optical products and services featuring the Kodak brand indefinitely.

On November 22, 2023, EssilorLuxottica and **Moncler** announced the signing of an exclusive licensing agreement that includes the design, production, and global distribution of Moncler eyewear. The agreement will be in effect from January 2024 until December 2028, with an automatic renewal option for an additional five years. The first Moncler Lunettes collection produced with EssilorLuxottica will be Fall-Winter 2024, available from September 2024.

### **EssilorLuxottica and ERG sign a long-term Corporate PPA agreement in Italy for the supply of electricity produced from renewable sources**

On March 9, 2023, EssilorLuxottica and ERG announced that they had signed a twelve-year Power Purchase Agreement (PPA) for the supply of approximately 900 GWh of green energy between 2023-2034. The agreement is based on the sale by ERG of approximately 75% of the energy produced by its Partinico-Monreale wind farm near Palermo, Italy, the first in the Group's portfolio to complete repowering activities. For EssilorLuxottica, this agreement marks an important step towards its objective of becoming carbon neutral in its direct operations (Scope 1 and 2 emissions) by 2025, starting with Europe in 2023, as outlined in its "Eyes on the Planet" Sustainability program.

### **Four-year clinical trial results of Essilor Stellest**

On April 26, 2023, EssilorLuxottica presented the four-year clinical trial results of its myopia control innovation Essilor Stellest lens for the first time at the 2023 ARVO annual meeting in New Orleans, United States of America. The findings show that Essilor Stellest lenses continue to exhibit strong efficacy in slowing myopia progression and axial eye elongation in children in the fourth year.

The clinical trial which began in 2018 was conducted at the Eye Hospital of Wenzhou Medical University in Wenzhou, China. The study assessed the four-year increase of myopia and axial eye length of children who wore spectacle lenses with highly aspherical lenslets (HAL). Essilor Stellest lenses are based on the optical

design of HAL lenses. The key findings from the study, presented by Dr. Björn Drobe from EssilorLuxottica's R&D team, include:

- HAL lenses saved more than one and a quarter dioptres of myopia on average over four years, demonstrating conclusive evidence of their effectiveness in slowing down myopia progression in children in the fourth year.
- Myopia progression and axial eye elongation in children wearing HAL lenses was slower compared to a modelled control single vision lens group, again indicating sustained myopia control efficacy of the lenses in the fourth year.
- HAL lenses remain effective in slowing myopia progression and axial eye elongation in older children (11-16 y.o.) in the fourth year.

Dr. Yee Ling Wong from the R&D team presented findings from a study that evaluated the eye growth of children wearing spectacle lenses with aspherical lenslets and with single-vision lenses, in comparison to eye growth patterns in non-myopic children in Wenzhou, China. These findings concluded that the eye growth pattern in 9 out of 10 children wearing HAL lenses full-time was similar or slower than that of non-myopic children, after two years.

The release of the four-year data follows the recent publication of the three-year clinical trial findings in the medical journal *American Journal of Ophthalmology*, which also highlights evidence of continued myopia control efficacy of the lens in slowing down myopia progression in children over three years. When children switched to HAL lenses in the third year after two years of wearing single vision lenses, myopia progression and axial eye elongation decreased significantly, compared to children wearing single vision lenses.

### **EssilorLuxottica and Chalhoub Group sign joint venture agreement to grow retail eyewear presence in GCC region**

On May 10, 2023, EssilorLuxottica and Chalhoub Group signed a joint-venture for the development of direct eyewear retail in the Gulf Cooperation Council (GCC) region. The agreement aims to shape the eyewear category and achieve new levels of customer service through combining EssilorLuxottica's eyewear expertise, technology, and brands, with Chalhoub Group's deep understanding of the region's consumers and delivery of unforgettable experiences. A series of mono-brand and multi-brand stores will be launched in the GCC for EssilorLuxottica's core and iconic global eyewear brands, including Ray-Ban, Persol, and Oliver Peoples, allowing the brand to expand its global footprint in the GCC region. The unique luxury multi-brand eyewear concept, David Clulow – born in the United Kingdom and well-known among Middle Eastern consumers from London – will also be introduced with new stores set to focus on an elevated customer experience, with unmatched service, along with the best in eyeglass technologies.

### **Dividend distribution**

The Annual Shareholders' Meeting of EssilorLuxottica held on May 17, 2023 approved the distribution of a dividend of €3.23 per ordinary share for the year 2022.

The Annual Shareholders' Meeting decided to grant to the shareholders the option to receive their dividend in newly issued shares at a price of €160.91 per share (so-called *scrip dividend*). This price corresponds to 90% of the average of the opening prices quoted on Euronext Paris over the twenty trading days preceding the date of the Annual Shareholders' Meeting less the dividend to be distributed for the financial year ended on December 31, 2022, this total being rounded up to the next Euro cent.

The period to opt for payment of the dividend in newly issued shares was open from May 24, 2023, up to, and including, June 7, 2023. At the end of that period, 294,375,414 dividend rights were exercised in favor of the payment of the 2022 dividend in shares. Accordingly, on June 13, 2023, 5,909,082 new EssilorLuxottica's shares were issued, delivered and admitted to trading on Euronext Paris. Those new shares confer the same rights as the existing shares and carry current dividend rights conferring the right to any distribution paid out as from the date of their issuance.

The total cash dividend paid to the shareholders who did not opt for the *scrip dividend* amounted to €487 million and was paid on the same date, June 13, 2023.



## **EssilorLuxottica to expand into the hearing solutions market with a new disruptive technology at the intersection of sight and sound**

On July 25, 2023, EssilorLuxottica announced that it will expand into the hearing solutions market. With a dedicated Super Audio team, in-house R&D resources and enabled by its 100% acquisition of Israeli startup Nuance, the Group will introduce a new breakthrough hearing technology to benefit the 1.25 billion consumers suffering from mild to moderate hearing loss<sup>a</sup>.

Similar to vision care, the hearing solutions market is underpenetrated for a number of reasons, from the visibility of traditional hearing aids, to discomfort and price. According to research<sup>b</sup>, globally there is an 83% service gap. The Group's Super Audio team is working on its first product to shift that paradigm, seamlessly embedding high-quality hearing technology into fashionable eyeglasses. The audio component will be completely invisible, removing a psychological barrier that has historically stood in the way of consumer adoption of traditional hearing aids. A prototype of the product was showcased at the Consumer Electronics Show (CES) in Las Vegas from January 9-12, 2024.

As part of its open business model, EssilorLuxottica will leverage traditional hearing aid channels as well as select optical wholesale customers, to make this technology accessible to consumers in 150 countries. The Company will also engage its retail network to support the new category and expand its reach across the world. Nuance Audio is expected to launch in the market starting with North America in the second half of 2024.

<sup>a</sup> World Health Organization, *World Report on Hearing*, 2021, page 40

<sup>b</sup> World Health Organization, *World Report on Hearing*, 2021, page 178 fig. 3.9a

## **Share buyback program**

On July 27, 2023, EssilorLuxottica announced the launch of its share buyback program reflecting the Group's confidence in its value creation and long-term prospects. With a view to implementing this share buyback program, EssilorLuxottica granted a mandate to an investment services provider for the purchase of up to 3,500,000 EssilorLuxottica shares, depending on market conditions, over a period starting from July 27, 2023, up until March 31, 2024. As of December 31, 2023, 1,681,923 EssilorLuxottica shares were purchased for an average price of €173.42 per share. The shares so acquired are intended to be awarded or transferred to employees and corporate directors of EssilorLuxottica and affiliated companies, especially in the context of profit-sharing plans, bonus and performance share awards, stock option plans, and employee share ownership plans. EssilorLuxottica launched this share buyback program in accordance to the 13<sup>th</sup> resolution approved by the Annual Shareholders' Meeting of May 17, 2023.

## **EssilorLuxottica is building the practice management platform of the future, a digital ecosystem to simplify the lives of ECPs**

On September 25, 2023, EssilorLuxottica announced that it was taking another important step in the digitization of the eyecare industry with the launch of HELIX, a new division of the Company focused on helping ECPs leverage modern technology to improve the efficiency of their practices. Serving all of the ECP's digital needs in one intelligent, interconnected platform - from booking and ordering to teleoptometry and MVC - HELIX will help doctors to reduce the overwhelming amount of tech and administrative burdens found in today's practices. The first offering from HELIX, a next generation platform called Vision(X), will be available to US ECPs beginning in Q2 2024.

## **Ray-Ban and Meta launch the next generation of smart glasses**

On September 27, 2023, Meta Platforms, Inc. and EssilorLuxottica introduced their next generation of smart glasses, the Ray-Ban Meta smart glasses, during the annual Meta Connect event. The new collection offers the first ever eyewear with live streaming and Meta AI built-in, higher quality camera, and improved audio and microphone systems paired with a redesigned, more intuitive app and charging case.

## Consolidated revenue

### EssilorLuxottica revenue

€ millions	2023	2022	Change at constant exchange rates <sup>1</sup>	Change at current exchange rates
North America	11,637	11,492	4.2%	1.3%
of which Professional Solutions	5,337	5,243	4.8%	1.8%
of which Direct to Consumer	6,300	6,249	3.8%	0.8%
EMEA	9,184	8,749	8.2%	5.0%
of which Professional Solutions	3,949	3,802	6.9%	3.9%
of which Direct to Consumer	5,235	4,947	9.2%	5.8%
Asia-Pacific	3,036	2,842	14.3%	6.8%
of which Professional Solutions	2,088	1,943	15.0%	7.5%
of which Direct to Consumer	948	899	12.7%	5.4%
Latin America	1,537	1,410	9.9%	9.0%
of which Professional Solutions	825	781	8.8%	5.5%
of which Direct to Consumer	712	629	11.3%	13.2%
<b>REVENUE</b>	<b>25,395</b>	<b>24,494</b>	<b>7.1%</b>	<b>3.7%</b>

### Revenue by operating segment

EssilorLuxottica is a vertically integrated player whose go-to market strategy is based on two distribution channels.

The Group's operating segments are:

- the **Professional Solutions** (“PS”): representing the wholesale business of the Group, i.e. the supply of the Group's products and services to all the professionals of the eyecare industry (distributors, independent opticians, third-party e-commerce platforms, etc. ...); and
- the **Direct to Consumer** (“DTC”): representing the retail business of the Group, i.e. the supply of the Group's products and services directly to the end consumer either through the network of physical stores operated by the Group (brick and mortar) or the online channel (e-commerce).

€ millions	2023	2022	Change at constant exchange rates <sup>1</sup>	Change at current exchange rates
Professional Solutions	12,199	11,770	7.4%	3.6%
Direct to Consumer	13,195	12,724	6.9%	3.7%
<b>REVENUE</b>	<b>25,395</b>	<b>24,494</b>	<b>7.1%</b>	<b>3.7%</b>

€ millions	Q4 2023	Q4 2022	Change at constant exchange rates <sup>1</sup>	Change at current exchange rates
Professional Solutions	2,986	2,905	8.1%	2.8%
Direct to Consumer	3,264	3,201	6.1%	1.9%
<b>REVENUE</b>	<b>6,250</b>	<b>6,106</b>	<b>7.1%</b>	<b>2.4%</b>

## ***Fourth-quarter revenue by operating segment***

### **Professional Solutions**

The Professional Solutions segment recorded revenue of € 2,986 million, up 8.1% at constant exchange rates<sup>1</sup> compared to the fourth quarter of 2022 (+2.8% at current exchange rates).

North America gained strong momentum, advancing at mid-single digit after two quarters of low-single-digit growth, with all main product categories contributing. EMEA progressed similarly to the previous quarter at mid-single digit, growing across all major countries. Both regions successfully leveraged the introduction of the Varilux XR series. Asia-Pacific continued to expand at double digits, with Mainland China leading the way, boosted by Stellex lenses and Bolon frames. Latin America was up in the mid teens, with Brazil rebounding at double digits. The segment performance overall was sustained by all the product categories and brands, in both lenses and frames.

### **Direct to Consumer**

The Direct to Consumer segment recorded revenue of € 3,264 million, up 6.1% at constant exchange rates<sup>1</sup> compared to the fourth quarter of 2022 (+1.9% at current exchange rates). Brick-and-mortar comparable-store sales<sup>3</sup> rose slightly in excess of 5% in the quarter, while e-commerce closed just a touch positive.

On a regional basis, comparable-store sales<sup>3</sup> turned positive in North America, thanks to the accelerating optical banners and less negative sun. EMEA optical kept the 9% pace of the previous quarters, helped by the revenue synergies at the former GrandVision banners, and sun retail banners grew close to double digits, in acceleration from the previous quarter. Comparable-store sales<sup>3</sup> in Asia-Pacific slowed down to mid-single digit, mostly due to contracting sun in Australia. Latin America confirmed its high-single-digit increase, keeping the pace of the previous quarter in both optical and sun.

## ***Full-year revenue by operating segment***

### **Professional Solutions**

The Professional Solutions segment recorded revenue of € 12,199 million, up 7.4% at constant exchange rates<sup>1</sup> compared to 2022 (+3.6% at current exchange rates), once again topping the growth rate of the prior year. The segment represented 48% of the Group's total revenue in 2023.

During the year, all regions continued to grow at a healthy pace. The performance was driven by the double-digit rise in Asia-Pacific across categories, bouncing back to growth from February thanks to the reopening of China, where Stellest more than doubled its sales again for the second year. The other fast-growing region, Latin America, rose high-single digit. The robust performance also relied on the solid growth in the mature markets of EMEA and North America, up mid-to-high-single digit and mid-single digit, respectively. The former posted positive performance across channels and was driven by branded lenses and luxury sunglasses. Performance of the latter was supported by solid key accounts and independent ECPs, credit to the success of alliances and partner programs and thanks to the newly launched Varilux XR. All categories contributed positively to the growth with the exception of sunglasses in North America, however more than offset by the strong performance of sunglasses in the other regions.

### **Direct to Consumer**

The Direct to Consumer segment recorded revenue of € 13,195 million, up 6.9% at constant exchange rates<sup>1</sup> compared to 2022 (+3.7% at current exchange rates), driven by the solid growth in optical. The segment accounted for 52% of the Group's total revenue in 2023.

On a full-year basis, brick-and-mortar comparable-store sales<sup>3</sup> was up mid-single digit. After a nice debut in the first quarter, comparable-store sales<sup>3</sup> slowed down with the sun network turning negative especially in its peak season of the second and the third quarters. Sun banners closed the year overall flattish, as the negative performance in North America was offset by the solid performance in other regions, especially in EMEA. The optical banners performed steadily well throughout the year. Overall, EMEA, Latin America and Asia-Pacific all delivered strong growth with comparable-store sales<sup>3</sup> each up almost 10%, while North America was slightly negative impacted by the weak Sunglass Hut. The online business was flattish, overall representing 7% of the Group's total revenue.

## Revenue by geographical area

EssilorLuxottica's geographical areas are **North America**, **EMEA** (i.e. Europe, including Turkey and Russia, together with Middle East and Africa), **Asia-Pacific** and **Latin America**.

€ millions	2023	2022	Change at constant exchange rates <sup>1</sup>	Change at current exchange rates
North America	11,637	11,492	4.2%	1.3%
EMEA	9,184	8,749	8.2%	5.0%
Asia-Pacific	3,036	2,842	14.3%	6.8%
Latin America	1,537	1,410	9.9%	9.0%
<b>REVENUE</b>	<b>25,395</b>	<b>24,494</b>	<b>7.1%</b>	<b>3.7%</b>

€ millions	Q4 2023	Q4 2022	Change at constant exchange rates <sup>1</sup>	Change at current exchange rates
North America	2,910	2,892	5.9%	0.6%
EMEA	2,150	2,086	6.4%	3.1%
Asia-Pacific	757	731	10.3%	3.6%
Latin America	433	398	12.7%	8.8%
<b>REVENUE</b>	<b>6,250</b>	<b>6,106</b>	<b>7.1%</b>	<b>2.4%</b>

### *Fourth-quarter revenue by geographical area*

#### **North America**

North America posted revenue of € 2,910 million, up 5.9% at constant exchange rates<sup>1</sup> compared to the fourth quarter of 2022 (+0.6% at current exchange rates), with both divisions accelerating versus the previous quarter.

Professional Solutions was up mid-single digit. Branded lenses delivered strong results across the board led by Varilux as the best performer. The solid ramp up in distribution of the new XR series led to a positive effect on the growth of the entire Varilux portfolio. On the frame side, the performance of the luxury portfolio remained solid, while Ray-Ban accelerated following the successful launch of the upgraded Ray-Ban Meta smart glasses and the selective price increases implemented at mid-year. Contact lenses kept the positive trend. The overall growth was well balanced between the independent channel and key accounts.

Direct to Consumer was up mid-single digit. The solid performance was driven by the optical business fully prepared to execute effectively during the year-end peak season. The insured customer and favorable price-mix supported the performance at LensCrafters, Target and Pearle, all accelerating compared to the previous quarter. EyeMed underpinned the results confirming its double-digit sales trajectory. Overall, the resilience of the optical business once again successfully counterbalanced the negative performance of Sunglass Hut, which continued to suffer albeit to a lesser degree compared to the previous quarter. The lackluster demand for discretionary sunglasses also impacted the e-commerce channel which was down low-single digit.

## **EMEA**

EMEA posted revenue of € 2,150 million, up 6.4% at constant exchange rates<sup>1</sup> compared to the fourth quarter of 2022 (+3.1% at current exchange rates), fundamentally in line with the previous quarter and with both divisions equally contributing.

Professional Solutions was up mid-single digit. The segment continued to successfully leverage its well diversified geographical footprint. The mature markets kept marching at a sound pace led by France, Italy and Spain, while the developing markets consistently expanded at a faster rate. The lens business remained dynamic powered by its branded product offering. Varilux was supported by the extended roll-out of the new XR series supporting the favorable price-mix. The frame business continued to be an important growth engine bolstered by the new products, such as Ray-Ban Meta and the new Swarovski collection.

Direct to Consumer was up mid-single digit. Comparable-store sales<sup>3</sup> in optical grew 9% confirming the strong trend of the previous quarters. The excellent results were bolstered by the progressing integration of the former GrandVision banners with reviewed assortments in lenses and frames leading to a higher quality product offering, and the pursuit of successful initiatives such as the optical subscription model reaching nine countries in 2023. Overall, Vision Express (UK), Générale d'Optique (France), Salmoiraghi & Viganò (Italy) and Synoptik (Scandinavia) were the best performing banners. The sun business rebounded strongly from the previous quarter leveraging the successful launch of Ray-Ban Meta and more favorable weather conditions.

## **Asia-Pacific**

Asia-Pacific posted revenue of € 757 million, up 10.3% at constant exchange rates<sup>1</sup> compared to the fourth quarter of 2022 (+3.6% at current exchange rates), delivering the fourth consecutive quarter of double-digit revenue growth in the year.

Professional Solutions was up double digits. In addition to the favorable comparison base, China grew strongly in its underlying business. The lens category achieved excellent results with Stellest as the protagonist, more than doubling its revenues again. The frame business achieved robust growth with a booming Bolon brand. India, Japan and South Korea delivered a solid performance.

Direct to Consumer was up high-single digit. Comparable-store sales<sup>3</sup> in optical progressed in line with the previous quarter confirming positive trends at OPSM and double-digit growth at the Chinese business. Sunglass Hut turned negative in Australia but maintained the double-digit pace in the rest of the region.

## **Latin America**

Latin America posted revenue of € 433 million, up 12.7% at constant exchange rates<sup>1</sup> compared to the fourth quarter of 2022 (+8.8% at current exchange rates), rebounding strongly from the soft performance of last year.

Professional Solutions was up in the mid teens. The performance was driven by a vibrant Brazil, thanks to the recovery in the lens business, and a solid Mexico. In the region as a whole, Varilux and Kodak firmly supported the growth of the lens category, while on the frame side, Ray-Ban continued to thrive.

Direct to Consumer was up high-single digit. The optical banners expanded at double digits in comparable-store sales<sup>3</sup> fueled by the further integration of the former GrandVision banners in Mexico, while GMO kept a positive growth. Comparable-store sales<sup>3</sup> at Sunglass Hut progressed in line with the previous quarter at a mid-single-digit pace.

## ***Full-year revenue by geographical area***

### **North America**

North America posted revenue of € 11,637 million, up 4.2% at constant exchange rates<sup>1</sup> compared to 2022 (+1.3% at current exchange rates), in line with the growth of the year before.

The Professional Solutions division grew mid-single digit. The growth was supported by Varilux and Shamir as the best performers for lenses, while Ray-Ban and the license brands drove the results for frames. Independent ECPs, especially those supported by the partner program EssilorLuxottica 360, drove the growth together with key accounts.

Direct to Consumer was up mid-single digit. During the whole of 2023, the optical banners experienced a positive momentum and supported the growth together with the strong performance of the managed vision care division. Sunglass Hut witnessed continuous weakened demand throughout the year despite a slightly less negative trend in the fourth quarter.

### **EMEA**

EMEA posted revenue of € 9,184 million, up 8.2% at constant exchange rates<sup>1</sup> compared to 2022 (+5.0% at current exchange rates), on top of double digits last year, becoming the greatest contributor to the overall growth of the Group in 2023.

The Professional Solutions division was up mid-to-high-single digit. With the help of a favorable price mix, all categories posted growth in the year. The sunglasses category continued to drive the growth especially the luxury licensed brands led by Prada. Newly launched Varilux XR was very well received by the market, like Stelless in its first steps in the region. From a channel perspective, independent ECPs and key accounts led the growth.

The Direct to Consumer division grew high-single digit sustained by the progressing integration of GrandVision. Sun grew strongly closing the year at a double-digit pace. On the optical side, Vision Express (UK) and Salmoiraghi & Viganò (Italy) were the fastest growing banners.

### **Asia-Pacific**

Asia-Pacific posted revenue of € 3,036 million, up 14.3% at constant exchange rates<sup>1</sup> compared to 2022 (+6.8% at current exchange rates) led by Greater China, on the fast track starting from February thanks to the reopening.

Professional Solutions was up double digits. The rebound of Greater China came with strong growth across channels and products and was highlighted by Stelless more than doubling revenues for the second consecutive year. On the frame side, luxury licenses, Ray-Ban, Oakley and local brand Bolon were the top performers. India, Japan and South Korea also posted sound growth.

The Direct to Consumer division grew double digits, supported by a positive performance in OPSM and a strong Greater China with comparable-store sales<sup>3</sup> up double digits. Sunglass Hut grew solidly in the region, driven by the strong performance in South-East Asia and Greater China.

### **Latin America**

Latin America posted revenue of € 1,537 million, up 9.9% at constant exchange rates<sup>1</sup> compared to 2022 (+9.0% at current exchange rates), on top of a tough comparison base of last year.

The Professional Solution division was up high-single digit on top of double digits last year, supported by Brazil and Mexico. Both lens and frame sustained the growth, marked by the strong performance of Varilux and Ray-Ban, respectively.

Direct to Consumer posted double-digit growth for the second consecutive year, driven by the optical banners, up double digits in comparable-store sales<sup>3</sup>. The Mexican optical banners drove the growth fueled by the integration efforts, while GMO posted positive momentum. Sun posted mid-single-digit growth in comparable-store sales<sup>3</sup> across the region.

## Statement of profit or loss and Alternative Performance Measures

### EssilorLuxottica consolidated statement of profit or loss

€ millions	2023	2022	Change
Revenue	25,395	24,494	3.7%
Cost of sales	(9,347)	(8,910)	4.9%
<b>GROSS PROFIT</b>	<b>16,048</b>	<b>15,583</b>	<b>3.0%</b>
% of revenue	63.2%	63.6%	
<b>Total operating expenses</b>	<b>(12,871)</b>	<b>(12,427)</b>	<b>3.6%</b>
<b>OPERATING PROFIT</b>	<b>3,176</b>	<b>3,157</b>	<b>0.6%</b>
% of revenue	12.5%	12.9%	
<b>PROFIT BEFORE TAXES</b>	<b>3,035</b>	<b>3,032</b>	<b>0.1%</b>
% of revenue	12.0%	12.4%	
Income taxes	(609)	(751)	-18.9%
Effective tax rate	20.1%	24.8%	
<b>NET PROFIT</b>	<b>2,426</b>	<b>2,281</b>	<b>6.4%</b>
<b>NET PROFIT ATTRIBUTABLE TO OWNERS OF THE PARENT</b>	<b>2,289</b>	<b>2,152</b>	<b>6.3%</b>

The table above shows the performance of EssilorLuxottica activities in 2023 and 2022. The comparability of the financial information presented is no longer affected by the accounting of the combination between EssilorLuxottica and GrandVision, occurred on July 1, 2021.

- *Revenue* increased by 3.7% compared to 2022, at current exchange rates; the Group's net sales performance has been commented, by operating segment as well as by geographical area, in the paragraph *Consolidated revenue* above.
- *Cost of sales* increased showing a 4.9% variation at current exchange rates versus 2022 leading to a decrease in the *Gross profit* margin (63.2% versus 63.6% in 2022). Favorable price-mix and manufacturing efficiencies were broadly offset by inflation on labor and energy, coupled with a negative impact from the foreign exchange. Moreover, the *Gross profit* was affected by a non-recurring inventory write-off linked to the strategic decision to gradually change the product assortment in the GrandVision store network.
- *Operating expenses* are still materially affected by the amortization resulting from the recognition of intangible assets following the purchase price allocation related to the strategic and material acquisitions performed by the Group (such as the combination between Essilor and Luxottica and the acquisition of GrandVision), for an overall effect close to €1 billion both in 2023 and 2022. 2023 performance (an increase of operating expenses of 3.6% at current exchange rates) was affected by inflationary trends, particularly on labor costs, as well as by strategic decisions made on the GrandVision perimeter to foster its integration (see paragraph *Adjusted measures* for further details). The *Operating profit* represented 12.5% of revenue, showing a decline compared to 2022 due to the above impacts and the headwinds in terms of foreign exchange.
- *Net profit* significantly increased to €2,426 million from €2,281 million reported in 2022, as a result of the combined effect of an increase in financial expenses more than offset by a tax benefit related to the reassessment of an *uncertain tax position* (see paragraph *Adjusted measures*).



## EssilorLuxottica Alternative Performance Measures (APM)

### Adjusted measures

In this document, management presented certain performance indicators that are not envisioned by the International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and endorsed by the European Union. Such measures are not meant to be considered in isolation or as a substitute for items appearing in EssilorLuxottica consolidated financial statements prepared in accordance with IFRS. Rather, these non-IFRS measures should be used as a supplement to IFRS results to assist the reader in better understanding the operating performance of the Group and should be read in conjunction with EssilorLuxottica consolidated financial statements. Such measures are not defined terms under IFRS and their definitions should be carefully reviewed and understood by investors.

The combination of Essilor and Luxottica (the "EL Combination"), the acquisition of GrandVision (the "GV Acquisition"), other strategic and material acquisitions, as well as events that are unusual, infrequent or unrelated to normal operations, have a significant impact on the consolidated results. Accordingly, in order to provide additional comparative information on the results for the year under review compared to previous years, to reflect EssilorLuxottica actual economic performance and enable it to be monitored and benchmarked against competitors, some measures have been adjusted ("adjusted measures"). In particular, management adjusted the following measures: *Cost of sales*, *Gross profit*, *Operating expenses*, *Operating profit*, *Profit before taxes* and *Net profit*. Such adjusted measures are reconciled to their most comparable measures reported in the consolidated statements of profit or loss for the twelve-month periods ended December 31, 2023.

In continuity with previous years, in 2023 adjusted measures exclude: (i) the incremental impacts of the purchase price allocations related to the strategic and material acquisitions completed by the Group ("*Adjustments related to PPA impacts*"); and (ii) other adjustments related to transactions that are unusual, infrequent or unrelated to normal operations, as the impact of these events might affect the understanding of the Group's performance ("*Other non-GAAP adjustments*").

€ millions	2023	Adjustments related to PPA impacts	Other non-GAAP adjustments	2023 Adjusted <sup>2</sup>
Revenue	25,395			25,395
Cost of sales	(9,347)	10	32	(9,305)
<b>GROSS PROFIT</b>	<b>16,048</b>	<b>10</b>	<b>32</b>	<b>16,090</b>
% of revenue	63.2%			63.4%
<b>Total operating expenses</b>	<b>(12,871)</b>	<b>879</b>	<b>80</b>	<b>(11,912)</b>
<b>OPERATING PROFIT</b>	<b>3,176</b>	<b>889</b>	<b>112</b>	<b>4,178</b>
% of revenue	12.5%			16.5%
Cost of net debt and other*	(141)	(3)	—	(144)
<b>PROFIT BEFORE TAXES</b>	<b>3,035</b>	<b>886</b>	<b>112</b>	<b>4,033</b>
% of revenue	12.0%			15.9%
Income taxes	(609)	(181)	(147)	(938)
<b>NET PROFIT</b>	<b>2,426</b>	<b>704</b>	<b>(35)</b>	<b>3,095</b>
<b>NET PROFIT ATTRIBUTABLE TO OWNERS OF THE PARENT</b>	<b>2,289</b>	<b>691</b>	<b>(34)</b>	<b>2,946</b>

\* Including *Other financial income/(expenses)* and *Share of profit (loss) of associates*.

The most significant Other non-GAAP adjustments of 2023 resulted from:

- GrandVision integration (approximately €72 million), which includes the closing of the Schiphol headquarters and restructuring projects in few other countries as well as the *strategic product reassortment* in the GrandVision store network. The related effects were recognized in *General and administrative* expenses (approximately €40 million), *Selling and Advertising and marketing* expenses (€10 million), and *Cost of sales* (€22 million);
- the settlement of a significant class action in the US (€19 million) whose effect was recognized in *General and administrative* expenses;
- several restructuring initiatives, primarily in the lens business, aimed at rationalizing the manufacturing, logistic and laboratories footprint (approximately €34 million); the related effects were recognized in *Cost of sales* (€10 million), *General and administrative* expenses (€12 million) and other operating expenses lines (€12 million);
- positive effects resulting from the M&A activity for approximately €24 million, mainly recognized in *Other income/(expenses)*; and
- the clarification of certain tax treatments leading to a positive effect recognized in the *Income taxes* line, following discussions with the relevant tax authorities (€115 million).

## Adjusted<sup>2</sup> consolidated statement of profit or loss

€ millions	2023 Adjusted <sup>2</sup>	2022 Adjusted <sup>2</sup>	Change at constant exchange rates <sup>1</sup>	Change at current exchange rates
Revenue	25,395	24,494	7.1%	3.7%
Cost of sales	(9,305)	(8,888)	7.9%	4.7%
<b>GROSS PROFIT</b>	<b>16,090</b>	<b>15,606</b>	<b>6.7%</b>	<b>3.1%</b>
% of revenue	63.4%	63.7%		
Research and development	(333)	(343)	-1.3%	-2.9%
Selling	(7,502)	(7,190)	7.2%	4.3%
Royalties	(246)	(219)	16.2%	12.7%
Advertising and marketing	(1,700)	(1,692)	3.0%	0.5%
General and administrative	(2,126)	(2,045)	6.3%	4.0%
Other income/(expenses)	(4)	(3)	-12.0%	57.5%
<b>Total operating expenses</b>	<b>(11,912)</b>	<b>(11,491)</b>	<b>6.4%</b>	<b>3.7%</b>
<b>OPERATING PROFIT</b>	<b>4,178</b>	<b>4,115</b>	<b>7.7%</b>	<b>1.5%</b>
% of revenue	16.5%	16.8%		
Cost of net debt and other *	(144)	(129)	14.4%	11.9%
<b>PROFIT BEFORE TAXES</b>	<b>4,033</b>	<b>3,986</b>	<b>7.5%</b>	<b>1.2%</b>
% of revenue	15.9%	16.3%		
Income taxes	(938)	(978)		
Effective tax rate	23.25%	24.5%		
<b>NET PROFIT</b>	<b>3,095</b>	<b>3,007</b>	<b>9.4%</b>	<b>2.9%</b>
<b>NET PROFIT ATTRIBUTABLE TO OWNERS OF THE PARENT</b>	<b>2,946</b>	<b>2,860</b>	<b>9.4%</b>	<b>3.0%</b>

\* Including *Other financial income/(expenses)* and *Share of profit (loss) of associates*.

**Revenue** for the year totaled €25,395 million, an increase of 7.1% at constant exchange rates<sup>1</sup> (+3.7% at current exchange rates).

### Adjusted<sup>2</sup> Gross profit: +6.7% at constant exchange rates<sup>1</sup> (+3.1% at current exchange rates)

Adjusted<sup>2</sup> *Gross profit* in 2023 ended at €16,090 million, representing 63.4% of revenue (compared to 63.7% of revenue in 2022). The main drivers of the *Gross margin* dilution are the inflation, mainly on labor, the higher insurance claim costs in North America and the impact of some strategic investments in operations, partially offset by the favorable price-mix.

### Adjusted<sup>2</sup> Operating expenses: +6.4% at constant exchange rates<sup>1</sup> (+3.7% at current exchange rates)

Adjusted<sup>2</sup> *Operating expenses* amounted to €11,912 million in 2023, translating to 46.9% of revenue (46.9% in 2022).

The main variances related to *Operating expenses* refer to:

- *Selling* expenses amounting to €7,502 million, an increase of 7.2% at constant exchange rates<sup>1</sup> compared to 2022, the main driver of the cost increase is represented by the current inflationary trends, particularly on labor costs.
- *Advertising and marketing* expenses amounting to €1,700 million, increased of approximately 3.0% on a constant exchange rates<sup>1</sup> basis due to the specific investments supporting the launch of new products like RayBan META and Varilux XR and the introduction of Swarovski, Brunello Cucinelli, Ferrari, Jimmy Choo and Roger Federer collections. Marketing spending was also boosted by luxury brands performance.

- *General and administrative* expenses amounting to €2,126 million, increased of 6.3% at constant exchange rates<sup>1</sup> compared to 2022, due to increasing inflationary pressure and investments in the Group IT infrastructure, offsetting the synergies coming from GrandVision integration.

**Adjusted<sup>2</sup> Operating profit: +7.7% at constant exchange rates<sup>1</sup> (+1.5% at current exchange rates)**

The Group posted an adjusted<sup>2</sup> *Operating profit* of €4,178, representing 16.5% of revenue compared to 16.8% in 2022 (16.9% at constant exchange rates<sup>1</sup>, an improvement of approximately 10 basis points compared to 2022).

**Adjusted<sup>2</sup> Cost of net debt and other**

The adjusted<sup>2</sup> *Cost of net debt and other* increased compared to 2022 due to higher interest on lease liabilities (recognized according to lease accounting as per IFRS 16) while the cost of *Net debt excluding lease liabilities* decreased significantly by 70.0% at constant exchange rate<sup>1</sup> compared to 2022.

**Adjusted<sup>2</sup> Income taxes**

EssilorLuxottica reported an adjusted<sup>2</sup> tax rate of 23.25% in 2023 compared to an adjusted<sup>2</sup> tax rate of 24.5% in 2022.

**Adjusted<sup>2</sup> Net profit attributable to owners of the parent up 9.4% at constant exchange rates<sup>1</sup> (+3% at current exchange rates)**

## Statement of financial position, net debt, cash flows and other non-GAAP measures

### EssilorLuxottica reclassified consolidated statement of financial position

The reclassified consolidated statement of financial position aggregates the amount of assets and liabilities from the consolidated statement of financial position in accordance with functional criteria which considers the Group conventionally divided into the three fundamental areas focusing on resources investments, operations and financing.

€ millions	December 31, 2023	December 31, 2022
Goodwill	30,265	30,734
Intangible assets	11,014	12,122
Property, plant and equipment	5,182	4,747
Right-of-use assets	3,069	3,010
Investments in associates	81	83
Other non-current assets	803	817
<b>Fixed Assets</b>	<b>50,415</b>	<b>51,512</b>
<b>Trade working capital</b>	<b>3,306</b>	<b>3,189</b>
<b>Employees benefits and provisions</b>	<b>(1,010)</b>	<b>(1,016)</b>
Tax receivables/(payables)	(290)	(451)
Deferred tax assets/(liabilities)	(1,758)	(1,970)
<b>Tax assets/(liabilities)</b>	<b>(2,048)</b>	<b>(2,421)</b>
<b>Other operating assets/(liabilities)</b>	<b>(2,673)</b>	<b>(2,871)</b>
<b>Assets / (liabilities) held for sale</b>	<b>—</b>	<b>—</b>
<b>NET INVESTED CAPITAL</b>	<b>47,990</b>	<b>48,392</b>
<b>EQUITY</b>	<b>38,891</b>	<b>38,147</b>
<b>NET DEBT</b>	<b>9,098</b>	<b>10,246</b>

Fixed assets amount to €50,415 million and decreased by €1,097 million compared to December 31, 2022. The main variances in the categories of fixed assets are mentioned below.

- i. *Goodwill*: goodwill decreased by €469 million, of which €566 million due to foreign currency fluctuations, partially offset by an increase of €97 million resulting from the business combinations completed in the year, in particular, the one related to Nuance Hearing.
- ii. *Intangible assets*: the negative variance by €1,107 million is mainly driven by the amortization of the period, for €1,304 million (materially affected by the amortization resulting from the recognition of intangible assets following the purchase price allocation related to the EL Combination and GV Acquisition) partially offset by new additions for €315 million largely related to licenses, software and R&D projects.
- iii. *Property, plant and equipment and Right-of-use assets*: the overall increase of the period amounts to €495 million. The additions of the period (capital expenditure, for approximately €1,245 million, as well as the recognition of new *Right-of use assets* in connection with lease contracts signed in 2023, for €1,052 million) were counterbalanced by the depreciation and impairment of the period amounting to €1,662 million. The main additions in *Property, plant and equipment* were related to the expansion of the Group's manufacturing footprint with the new plants and labs in Thailand, Mexico and France, as well as to the improvement and renewal of the retail store network.

*Trade working capital* (i.e. the sum of inventories, trade receivables and trade payables) increased by €117 million compared to December 31, 2022, following, on one side, the growth trend experienced in the Professional Solutions segment and, on the other, the effects of foreign currency fluctuations.

*Equity* mainly increased for the net result attributable to owners of the parent (€2,289 million); its balance was also affected by the dividend distribution of the period that led to a decrease of €598 million, of which €487 million paid to EssilorLuxottica's shareholders who did not opt for the scrip dividend (see paragraph *Significant events of the year*) and €110 million distributed to minorities shareholders of the Group's subsidiaries. Share-based payments also affected the final balance (€195 million increase) as well as the net sale/(net purchase) of treasury shares (€274 million decrease).

*Net debt* decreased by €1,147 million compared to December 31, 2022 as illustrated in the dedicated paragraph.

## Other non-GAAP measures

Other non-GAAP measures such as Net debt, Free Cash Flow, EBITDA and the ratio Net debt to EBITDA are also included in this document in order to:

- improve transparency for investors;
- assist investors in their assessment of the Group's operating performance and its ability to refinance its debt as it matures and incur additional indebtedness to invest in new business opportunities;
- assist investors in their assessment of the Group's cost of debt;
- ensure that these measures are fully understood in light of how the Group evaluates its operating results and leverage;
- properly define the metrics used and confirm their calculation; and
- share these measures with all investors at the same time.

Those other non-GAAP measures are not meant to be considered in isolation or as a substitute for items appearing in EssilorLuxottica's consolidated financial statements prepared in accordance with IFRS. Rather, these other non-GAAP measures should be used as a supplement to IFRS results to assist the reader in better understanding the operating performance of the Group. Moreover, investors should be aware that the Group's method of calculating those non-GAAP measures may differ from that used by other companies.

The following table provides a reconciliation of those non-GAAP measures to the most directly comparable IFRS financial measures.

<i>€ millions</i>	<b>2023</b>	<b>2022</b>
Net cash flow provided by operating activities <sup>(a)</sup>	4,861	4,783
Purchase of property, plant and equipment and intangible assets <sup>(a)</sup>	(1,531)	(1,572)
Cash payments for the principal portion of lease liabilities <sup>(a)</sup>	(936)	(955)
<b>FREE CASH FLOW</b>	<b>2,394</b>	<b>2,256</b>
Operating profit <sup>(b)</sup>	3,176	3,157
Depreciation, amortization and impairment <sup>(a)</sup>	2,972	2,970
<b>EBITDA</b>	<b>6,148</b>	<b>6,127</b>
<b>NET DEBT <sup>(c)</sup></b>	<b>9,098</b>	<b>10,246</b>
<b>NET DEBT / EBITDA LTM <sup>(d)</sup></b>	<b>1.5</b>	<b>1.7</b>

(a) As presented in the consolidated statement of cash flows.

(b) As presented in the consolidated statement of profit or loss.

(c) Net debt is presented in Note 19 – *Financial debt* of the Notes to the consolidated financial statements. Its components are also reported in the *Net debt* paragraph below.

(d) EBITDA LTM = Last Twelve Months.

## Net debt

Group *Net debt excluding lease liabilities* amounted to €5,859 million at the end of December 2023, decreasing by over €1.2 billion compared to the position at the end of December 2022. Lease liabilities as of the end of December 2023 were broadly aligned with the balance at the end of 2022.

<i>€ millions</i>	<b>December 31, 2023</b>	<b>December 31, 2022</b>
Non-current borrowings	6,559	7,858
Current borrowings	1,858	1,164
<b>TOTAL LIABILITIES</b>	<b>8,417</b>	<b>9,022</b>
Short-term investments	—	—
Cash and cash equivalents	(2,558)	(1,960)
<b>TOTAL ASSET</b>	<b>(2,558)</b>	<b>(1,960)</b>
Financial debt derivatives at fair value	(0)	1
<b>NET DEBT EXCLUDING LEASE LIABILITIES</b>	<b>5,859</b>	<b>7,063</b>
Lease liabilities (current and non-current)	3,239	3,182
<b>NET DEBT</b>	<b>9,098</b>	<b>10,246</b>

Non-current borrowings decreased compared to December 31, 2022 due to the reclassification to current borrowings of the €1,3 billion Eurobonds due between January and April 2024. Current borrowings recorded a decrease of €1 billion due to the reimbursement of the Eurobond due in May 2023, offset by the reclassification mentioned above and by the issuance of Commercial Paper, mainly under the USCP program.

## Reclassified consolidated statement of cash flows

The reclassified consolidated statement of cash flows reconciles the EBITDA to the net cash flow generated by the Group highlighting the cash flow derived from its operations (*Free Cash Flow*).

<i>€ millions</i>	<b>2023</b>	<b>2022</b>
<b>EBITDA</b>	<b>6,148</b>	<b>6,127</b>
Changes in trade working capital <sup>(a)</sup>	(300)	(251)
Capital expenditure	(1,531)	(1,572)
Lease payments (excluding interests) <sup>(b)</sup>	(936)	(955)
Other cash flow from operations	(987)	(1,093)
<b>FREE CASH FLOW</b>	<b>2,394</b>	<b>2,256</b>
Dividends paid	(598)	(595)
Acquisitions net of cash acquired	(114)	(965)
Other changes in equity	(301)	(1,068)
Other changes in financial and non-financial assets	(78)	(83)
Changes in borrowings (excluding FX)	(590)	(962)
<b>NET CASH FLOW</b>	<b>712</b>	<b>(1,417)</b>

(a) *Trade working capital* comprises inventories, trade receivables and trade payables.

(b) *Cash payments for the principal portion of lease liabilities* as presented in the consolidated statement of cash flows.

*Capital expenditure* cash-out amounted to €1,531 million, substantially in line with the corresponding period of the prior year and representing approx. 6% of the Group's revenue.

The line *Acquisition net of cash acquired* represents the net cash-out related to business combinations completed during the year, and, to a lesser extent, price supplements and/or deferred payments on acquisitions completed in prior years. The cash-out incurred in 2023 is significantly lower than the prior year when major acquisitions were completed, namely Walman, SightGlass Vision and Fedon.

The line *Other changes in equity* includes, among the others, the effects of transactions with non-controlling interest (which were material for the Group in 2022 due to the acquisition of the full ownership of the Shamir group of companies) as well as the cash-out related to the share buyback program, compensated by the cash-in related to share capital increases and the exercise of stock options (€271 million in 2023, €431 million in the previous year).

The flows reported in *Other changes in financial and non-financial assets* for 2023 include the cash-out related to some financial investments in non-consolidated companies.

Finally, the line *Changes in borrowings (excluding FX)* was mainly affected by the movements described in the *Net debt* paragraph.



## ***Acquisitions and partnerships***

During 2023, EssilorLuxottica continued to pursue its M&A strategy in selected businesses and geographies. In February 2023, EssilorLuxottica completed the acquisition of Nuance Hearing, a startup developing highly effective solutions in the field of acoustic beamforming technology.

Other transactions closed during the year include minority buyouts and minority or majority stake acquisitions of companies operating across the eyecare and eyewear space.

## *Mission and sustainability*

### **To help people 'see more and be more'**

EssilorLuxottica's legacy is rooted in a commitment to vision care innovation and a deep understanding of the transformative power of good vision. The Group's Mission is to help people around the world 'see more and be more'. It drives its strategy and inspires its approach to sustainable development as well as its ambition to help eliminate uncorrected poor vision in a generation.

The Group's groundbreaking products correct, protect and frame the beauty of the most precious and powerful sensory organ: the eyes. By combining expertise in lens technology and eyewear manufacturing with a portfolio of brands consumers love and global distribution capabilities, EssilorLuxottica enables people everywhere to learn, work, express themselves and fulfil their potential.

A lack of awareness and access has led to a global vision crisis with severe social and economic consequences for billions of people. Beyond serving the evolving needs and changing lifestyles of the 2 billion people<sup>a</sup> who wear glasses today, EssilorLuxottica is inventing new ways to reach the 2.7 billion people<sup>b</sup> who suffer from uncorrected poor vision and the 6.2 billion people<sup>a</sup> who do not protect their eyes from harmful rays. Moreover by 2050, over 50% of the world's population<sup>c</sup> is expected to suffer from myopia, a figure likely to be reinforced by multiple years of pandemic-related lifestyle changes.

As a powerful advocate for the vision cause, a passionate campaigner for greater awareness and a pioneering innovator with solutions and styles that bring ever-greater improvement, EssilorLuxottica is deeply dedicated to elevating the importance of good vision as both a basic human right and a key lever for global development. The socio-economic implications of uncorrected poor vision are indeed profound. Without access to vision care and eyeglasses for those who need it, individuals face barriers to education and employment, perpetuating cycles of poverty and limiting their potential.

Following the launch of its landmark roadmap 'Eliminating Poor Vision in a Generation', EssilorLuxottica remains committed to advocating for the fundamental 'Right to See' recognizing its crucial role in global progress. This aligns with the 2021 UN resolution, 'Vision for Everyone', which unanimously aims to achieve global accessibility by 2030. The inclusion of eyecare in UN Sustainable Development Goals (SDGs) supports the Group's own goals and sustainable actions to help eliminate poor vision in a generation. To make this ambition a reality, in 2023 EssilorLuxottica remained focused on:

**Powering vision.** The Group continued to make strides toward the 'Vision for Everyone' resolution and its goal to help eliminate uncorrected poor vision in a generation through its OneSight EssilorLuxottica Foundation, which unites the Group's global advocacy and philanthropic actions, and the power and commitment of EssilorLuxottica, its employees and partners. Last year, the OneSight EssilorLuxottica Foundation radically scaled up and accelerated global actions to bring vision care to everyone around the world, including people in underserved communities. Since 2013, the Group, along with its partners, has created permanent access to vision care for over 762 million people, equipping 71.8 million people in underserved regions with eyeglasses and creating rural livelihoods in vision care through 27,700 rural optical points. Critical milestones in 2023 also included the establishment of the Foundation in Latin America, uniting the Group's long-standing philanthropy and advocacy initiatives in the region. Based in Bogotá, in Colombia, the Latin American affiliate of the Foundation and its partners focus on executing vision care programs and forging high-impact alliances to serve the estimated 190 million underprivileged people across the region. On the sidelines of the United Nations General Assembly (UNGA), the OneSight EssilorLuxottica Foundation raised awareness on the global lack of access to eyeglasses and the commitment to deliver high-quality vision care services, reinforcing how vision correction is a catalyst for social and economic development. On World Sight Day 2023, the OneSight EssilorLuxottica Foundation drew global attention to the significance of vision care. More than 270,000 beneficiaries were screened through vision clinics in 49 countries, resulting in the distribution of approximately 110,000 pairs of glasses. Facilitating these efforts, on World Sight Day and during the year, were over 3,878 dedicated EssilorLuxottica volunteers who actively contributed to the screening process, dispensed glasses and interacted with beneficiaries, ensuring a seamless and impactful vision care experience, among other contributions. Also, to elevate awareness on the importance of good vision, the Foundation continued to partner with influential ambassadors. These included Oakley athletes

Diamond DeShields from Dallas Wings of the Women's National Basketball Association (WNBA); Rohit Sharma, the captain of the Indian cricket team; Kylian Mbappé, the French football superstar; Li Zhixuan, the Chinese National Marathon runner; as well as Italo Ferreira, a Brazilian surfer and Olympic gold-medalist. Their support has proven instrumental in driving the Mission forward, especially in regions where awareness on the importance of wearing glasses is low, and stigma against wearing glasses is high. In realizing EssilorLuxottica's ambition to eliminate uncorrected poor vision in a generation, the OneSight EssilorLuxottica Foundation plays a crucial role. By aligning with global goals set out by the United Nations (UN) and the World Health Organization (WHO), the Foundation contributes to creating a clearer future for millions, emphasizing the critical need for clear sight in our journey toward a more equitable world.

**Powering style.** Combining the best in advanced lens technology with beautifully crafted and branded frames turns a necessary medical device into an accessory that not only fits and functions well, but also serves as a true expression of personal style. Eyewear, worn up to 18 hours a day, is the most visible fashion accessory and has become part of our cultural fabric. From the moment frame meets face, there is a sense of authenticity, creativity and confidence that consumers have come to love. Because of the power they exert, each pair of EssilorLuxottica frames is considered as a little work of art, from its first sketches to final handcrafted details. Every frame illustrates the passion, skill and commitment of EssilorLuxottica's people who are dedicated to making the best eyewear possible.

<sup>a</sup> EssilorLuxottica estimates.

<sup>b</sup> Essilor International, *Eliminating Uncorrected Poor Vision in a Generation*. Essilor International. 2019: 15.

<sup>c</sup> Brien Holden Institute.

## **Approach to Sustainable Development: Eyes on the Planet**

In 2021, EssilorLuxottica launched its ambitious, far-sighted Group-wide Corporate Sustainability program, titled **Eyes on the Planet**, aimed at embracing sustainability across its entire ecosystem, including employees, suppliers, partners and customers. This program includes concrete actions that support five strategic pillars – Carbon, Circularity, World Sight, Inclusion and Ethics.

- **Eyes on Carbon:** While setting the stage to achieve carbon neutrality for its global direct activities (Scopes 1 & 2 emissions) by 2025, last year EssilorLuxottica reached its target in Europe, after meeting it in its two historic home countries, Italy and France, at the end of 2021. This achievement is thanks to a far-sighted strategy of improving energy efficiency across facilities, increasing the self-production and use of renewable energy through the corporate Power Purchase Agreement (PPA) signed by the Group for the sourcing of wind electricity in Italy, and ultimately supporting carbon reduction projects beyond its value chain, such as the protection and restoration of natural ecosystems. To reinforce its efforts on climate change, in 2023 the Company committed to setting near-term emissions reduction targets according to the Science-Based Targets initiative (SBTi). This represents another step forward to deploy its carbon strategy by reducing the carbon footprint across its operations and along its value chain.
- **Eyes on Circularity:** EssilorLuxottica's climate commitment is deeply intertwined with its circularity goal along the value chain, leveraging its sustainable innovation expertise across its materials, processes, products and services. In 2023, the Group continued to work on the technical levers that support the circularity of sources, such as a continuous shift from fossil-based materials to bio-based materials, along with its ability to recycle industrial waste internally or through external partners, resulting in further enrichment of its sustainable product offering. EssilorLuxottica's approach to circularity encompasses its Direct-to-Consumer business as well. The Company's brick and mortar activities are becoming central in encouraging consumers to extend product life through circular services like in-store repairs, subscription models and the possibility of bringing used eyewear back to be recycled or repurposed. To advance in-store sustainability, EssilorLuxottica has embarked on an ambitious roadmap that includes major investments in retail related to energy efficiency, building less and better, circularity in the use of materials and waste management, as well as the implementation of a three-year plan aimed at obtaining the WELL certification for 400 stores in both Europe and the US.

- **Eyes on Ethics:** The Group's vertically integrated business model is key to delivering and ensuring a fair and ethical business approach wherever the Company operates. Reinforcing its ethics efforts, in 2023 EssilorLuxottica updated its Code of Ethics and developed a Code of Conduct for business partners to establish harmonized practices, clarify expectations and ethical principles, along with protecting human and labor rights across the entire value chain. Furthermore, EssilorLuxottica launched its internal reporting system SpeakUp where both employees and external stakeholders can report potential concerns and violations. Supply chain efficiency is a constant priority and to further enhance it the Group unified existing initiatives into one single EssilorLuxottica Responsible sourcing program based on pillars like Labor and Human Rights, Health&Safety, Environment, Governance and Ethics.
- **Eyes on Inclusion:** The Company's employees are leading players and contributors to EssilorLuxottica's sustainable development and value creation efforts. EssilorLuxottica seeks to develop a collective culture that fosters learning, nurtures diversity and prioritizes safety along with a working environment that offers everybody equal opportunities based on merit, fairness and without discrimination. In 2023, many initiatives were launched through the Leonardo learning platform and in different regions to promote open dialogue among employees and cultivate an inclusive work environment, with education and learning being key enablers. These efforts are complemented by a strong culture of health, safety and well-being in the workplace and extend to the communities where employees and their families live through a consistent welfare program.
- **Eyes on World Sight:** The launch of the OneSight EssilorLuxottica Foundation marked a new chapter in EssilorLuxottica's journey to accelerate its Mission and bring vision care to those in need. The Company's responsibility toward vision and society also includes corporate citizenship initiatives that cover different areas, including a partnership with the United Nations Special Envoy for Road Safety to promote better vision for better road safety. To address its responsibility toward vision and society, EssilorLuxottica also continued to deploy corporate citizenship initiatives aimed at preserving cultural heritage and making art accessible to the wider public in innovative ways, from the use of its broadcasting capabilities as an 'open air' museum to creating tactile exhibits in partnership with renowned museums.

## ***Investments made in 2023 and planned for 2024***

<i>€ millions</i>	<b>2023</b>	<b>2022</b>	<b>2021</b>
Property, plant and equipment and intangible assets <i>(gross of disposals)</i>	1,531	1,572	1,030
Depreciation, amortization and impairment	2,972	2,970	2,480
Financial investments net of cash acquired	114	965	7,078
Purchase / (sale) of treasury shares	271	431	317

### **Capital expenditure**

In 2023, EssilorLuxottica cash-out related to capital expenditures amounted to €1,531 million (6% on revenue, 6.4% in 2022), an amount broadly in line compared to 2022 and mainly related to the investments in operations (linked to the new production and distribution plants in France, Mexico and Thailand), the investments in the retail store network and IT infrastructure.

### **Financial investments**

Financial investments net of cash acquired amounted to €114 million in 2023 (compared to €965 million in 2022 and €7,078 million in 2021). These amounts represent the net cash-out related to business combinations completed during the year and, to a lesser extent, price supplements and/or deferred payments on acquisitions completed in prior years. In 2023, the amount was mainly related to the transactions described in the paragraph *Acquisitions and partnerships*, including the acquisition of the Israeli start-up Nuance Hearing; in 2022, the amount was mainly related to the acquisition of Walman, SightGlass Vision and Fedon, among the other; whereas in 2021, the amount was almost entirely related to the acquisition of GrandVision completed on July 1, 2021.

Moreover, in 2023, the Company acquired approximately 1.8 million EssilorLuxottica shares in the context of its share buyback programs, of which approximately 1.7 million in the context of the program launched at the end of July 2023 (see paragraph *Significant events of the year*) for a total cash-out amounting to €312 million (including bank and other fees). Similar programs were launched in 2022 and 2021, when the Company acquired, respectively, nearly 3 million EssilorLuxottica shares (for an average price per share of €156.74 and a total cash-out amounting to €470 million - including bank and other fees) and 2 million EssilorLuxottica shares (for an average price per share of €166.72 and a total cash-out amounting to €335 million - including bank and other fees). The shares acquired are intended to be awarded or transferred to employees and corporate directors of EssilorLuxottica and its subsidiaries, especially in the context of profit-sharing plans, bonus and performance share awards, stock option plans, and employee share ownership plan.

### **Main future investments**

In 2024, the Group will continue investing strongly in the renewal of its retail network, its manufacturing capacities (completion of the new sites), IT and technology platforms to complete the integration.

## ***Subsequent events***

### **EssilorLuxottica showcases its smart and hearing aided eyewear innovation at CES 2024 in Las Vegas**

For the first time, EssilorLuxottica exhibited at the Consumer Electronics Show (CES) in Las Vegas on January 9-12, 2024, showcasing the Company's bold moves in consumer technology.

At its booth in CES's North Hall, the Company showcased a prototype for Nuance Audio, a pair of beautiful glasses with advanced hearing technology built in seamlessly. Designed for consumers with mild to moderate hearing loss, Nuance Audio will eliminate the psychological barrier that has stood in the way of adoption of traditional hearing aids integrating proprietary state-of-the-art open-ear hearing technology into fashionable eyeglasses. Nuance Audio is expected to launch in the market starting with North America in the second half of the year.

The EssilorLuxottica booth also featured Ray-Ban Meta, its iconic Ray-Ban glasses with built-in cameras, open-ear audio, AI-powered solutions and the ability to livestream and take calls hands-free, as well as the Group's new HELIX division with Vision(X), an intelligent and interconnected platform that will help modernize eyecare practices offering a full range of innovative digital solutions including tele-optometry and big data services for the world of optics.

Nuance Audio, Ray-Ban Meta and HELIX are a testament to EssilorLuxottica's commitment to moving the eyewear industry forward into a new era of interconnected and AI-powered devices and solutions.

## ***Outlook***

The Company confirms its target of mid-single-digit annual revenue growth from 2022 to 2026 at constant exchange rates<sup>1</sup> (based on 2021 *pro forma*<sup>4</sup> revenue) and expects to achieve an adjusted<sup>2</sup> operating profit as a percentage of revenue in the range of 19-20% by the end of that period.

## Notes

**1 Constant exchange rates:** figures at constant exchange rates have been calculated using the average exchange rates in effect for the corresponding period in the relevant comparative year.

**2 Adjusted measures or figures:** adjusted from the expenses or income related the combination of Essilor and Luxottica (the “EL Combination”), the acquisition of GrandVision (the “GV Acquisition”), other strategic and material acquisitions, and other transactions that are unusual, infrequent or unrelated to the normal course of business as the impact of these events might affect the understanding of the Group’s performance. A description of those other transactions that are unusual, infrequent or unrelated to the normal course of business is provided in the half-year and year-end disclosure (see dedicated paragraph *Adjusted measures*).

**3 Comparable-store sales:** reflect, for comparison purposes, the change in sales from one period to another by taking into account in the more recent period only those stores already open during the comparable prior period. For each geographic area, the calculation applies the average exchange rate of the prior period to both periods.

**4 Comparable or *pro forma* (revenue):** comparable revenue includes the contribution of GrandVision’s revenue to EssilorLuxottica as if the combination between EssilorLuxottica and GrandVision (the “GV Acquisition”), as well as the disposals of businesses required by antitrust authorities in the context of the GV Acquisition, had occurred at the beginning of the year (i.e. January 1). Comparable revenue has been prepared for illustrative purpose only with the aim to provide meaningful comparable information.

**5 Free Cash Flow:** *Net cash flow provided by operating activities* less the sum of *Purchase of property, plant and equipment and intangible assets* and *Cash payments for the principal portion of lease liabilities* according to the IFRS consolidated statement of cash flow.

**6 Net debt:** sum of *Current and Non-current borrowings*, *Current and Non-current lease liabilities*, minus *Short-term investments*, *Cash and cash equivalents* and the *Financial debt derivatives at fair value* as disclosed in the IFRS consolidated financial statements.

## Appendix 1 - Excerpts from the Consolidated Financial Statements

### Consolidated statement of profit or loss

<i>€ millions</i>	<b>2023</b>	<b>2022</b>
Revenue	25,395	24,494
Cost of sales	(9,347)	(8,910)
<b>GROSS PROFIT</b>	<b>16,048</b>	<b>15,583</b>
Research and development	(593)	(600)
Selling	(8,041)	(7,741)
Royalties	(246)	(219)
Advertising and marketing	(1,799)	(1,811)
General and administrative	(2,211)	(2,116)
Other income/(expenses)	19	61
<b>Total operating expenses</b>	<b>(12,871)</b>	<b>(12,427)</b>
<b>OPERATING PROFIT</b>	<b>3,176</b>	<b>3,157</b>
Cost of net debt	(116)	(131)
Other financial income/(expenses)	(24)	(0)
Share of profit (loss) of associates	(1)	6
<b>PROFIT BEFORE TAXES</b>	<b>3,035</b>	<b>3,032</b>
Income taxes	(609)	(751)
<b>NET PROFIT</b>	<b>2,426</b>	<b>2,281</b>
of which attributable to:		
• owners of the parent	2,289	2,152
• non-controlling interests	137	128
Weighted average number of shares outstanding:		
• basic	448,066,944	442,049,822
• diluted	450,765,862	445,659,252
Earnings per share (EPS) for net profit attributable to owners of the parent ( <i>in euro</i> ):		
• basic	5.11	4.87
• diluted	5.08	4.83



## Consolidated statement of financial position

### Assets

<i>€ millions</i>	<b>December 31, 2023</b>	<b>December 31, 2022</b>
Goodwill	30,265	30,734
Intangible assets	11,014	12,122
Property, plant and equipment	5,182	4,747
Right-of-use assets	3,069	3,010
Investments in associates	81	83
Other non-current assets	803	817
Deferred tax assets	387	408
<b>TOTAL NON-CURRENT ASSETS</b>	<b>50,802</b>	<b>51,920</b>
Inventories	2,750	2,789
Trade receivables	2,936	2,697
Tax receivables	271	259
Other current assets	1,206	936
Cash and cash equivalents	2,558	1,960
<b>TOTAL CURRENT ASSETS</b>	<b>9,721</b>	<b>8,641</b>
<b>TOTAL ASSETS</b>	<b>60,523</b>	<b>60,561</b>

## Consolidated statement of financial position

### Equity and liabilities

<i>€ millions</i>	<b>December 31, 2023</b>	<b>December 31, 2022</b>
Share capital	82	81
Share premium reserve	22,882	23,066
Treasury shares reserve	(312)	(360)
Other reserves	13,298	12,516
Net profit attributable to owners of the parent	2,289	2,152
<b>EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT</b>	<b>38,239</b>	<b>37,455</b>
Equity attributable to non-controlling interests	653	692
<b>TOTAL EQUITY</b>	<b>38,891</b>	<b>38,147</b>
Non-current borrowings	6,559	7,858
Non-current lease liabilities	2,399	2,336
Employee benefits	431	431
Non-current provisions	234	302
Other non-current liabilities	123	221
Deferred tax liabilities	2,145	2,377
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>11,890</b>	<b>13,525</b>
Current borrowings	1,858	1,164
Current lease liabilities	841	846
Trade payables	2,381	2,297
Tax payables	561	711
Current provisions	345	283
Other current liabilities	3,756	3,587
<b>TOTAL CURRENT LIABILITIES</b>	<b>9,741</b>	<b>8,888</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>60,523</b>	<b>60,561</b>

## Consolidated statement of cash flows

<i>€ millions</i>	<b>2023</b>	<b>2022</b>
<b>NET PROFIT</b>	<b>2,426</b>	<b>2,281</b>
Depreciation, amortization and impairment	2,972	2,970
(Gains)/losses from disposal of assets	4	2
Expense arising from share-based payments	195	191
Income taxes	609	751
Finance result, net	140	131
Other non-cash items	(5)	(72)
Changes in provisions	32	(51)
Changes in trade working capital	(300)	(251)
Changes in other operating receivables and payables	(159)	(105)
Taxes paid, net	(916)	(940)
Interest paid, net	(136)	(125)
<b>NET CASH FLOWS PROVIDED BY/(USED IN) OPERATING ACTIVITIES</b>	<b>4,861</b>	<b>4,783</b>
Purchase of property, plant and equipment and intangible assets	(1,531)	(1,572)
Disposal of property, plant and equipment and intangible assets	11	17
Acquisitions of businesses, net of cash acquired	(114)	(965)
Changes in other non-financial assets	5	83
Changes in other financial assets	(94)	(184)
<b>NET CASH FLOWS PROVIDED BY/(USED IN) INVESTING ACTIVITIES</b>	<b>(1,724)</b>	<b>(2,619)</b>
Share capital increase	34	37
(Purchase)/sale of treasury shares	(271)	(431)
Dividends paid:		
• to the owners of the parent	(487)	(454)
• to non-controlling interests	(111)	(140)
Transactions with non-controlling interests	(64)	(674)
Cash payments for principal portion of lease liabilities	(936)	(955)
Issuance of bonds, private placements and other long-term debts	—	—
Repayment of bonds, private placements and other long-term debts	(1,028)	(455)
Changes in other current and non-current borrowings	438	(507)
<b>NET CASH FLOWS PROVIDED BY/(USED IN) FINANCING ACTIVITIES</b>	<b>(2,425)</b>	<b>(3,580)</b>
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>712</b>	<b>(1,417)</b>
Cash and cash equivalents at the beginning of the financial year	1,960	3,293
Effects of exchange rate changes on cash and cash equivalents	(114)	83
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR</b>	<b>2,558</b>	<b>1,960</b>

## Appendix 2 - Revenue recap

**FY 2023**

### By operating segment

€ millions	Professional Solutions	Change at constant <sup>1</sup> FX	Change at current FX	Direct to Consumer	Change at constant <sup>1</sup> FX	Change at current FX	2023	Change at constant <sup>1</sup> FX	Change at current FX
Revenue 1Q	3,026	7.7 %	8.9 %	3,125	9.4 %	10.5 %	6,151	8.6 %	9.7 %
Revenue 2Q	3,208	8.2 %	4.9 %	3,491	7.8 %	4.8 %	6,699	8.0 %	4.9 %
<b>Revenue 1H</b>	<b>6,234</b>	<b>7.9 %</b>	<b>6.8 %</b>	<b>6,616</b>	<b>8.5 %</b>	<b>7.5 %</b>	<b>12,851</b>	<b>8.2 %</b>	<b>7.1 %</b>
Revenue 3Q	2,978	5.7 %	(1.7)%	3,316	4.7 %	(1.5)%	6,294	5.2 %	(1.6)%
Revenue 4Q	2,986	8.1 %	2.8 %	3,264	6.1 %	1.9 %	6,250	7.1 %	2.4 %
<b>Revenue 2H</b>	<b>5,965</b>	<b>6.9 %</b>	<b>0.5 %</b>	<b>6,579</b>	<b>5.4 %</b>	<b>0.2 %</b>	<b>12,544</b>	<b>6.1 %</b>	<b>0.4 %</b>
<b>Revenue Dec YTD</b>	<b>12,199</b>	<b>7.4 %</b>	<b>3.6 %</b>	<b>13,195</b>	<b>6.9 %</b>	<b>3.7 %</b>	<b>25,395</b>	<b>7.1 %</b>	<b>3.7 %</b>

### By geographical area

€ millions	North America	Change at constant <sup>1</sup> FX	Change at current FX	EMEA	Change at constant <sup>1</sup> FX	Change at current FX	Asia-Pacific	Change at constant <sup>1</sup> FX	Change at current FX	Latin America	Change at constant <sup>1</sup> FX	Change at current FX	2023
Revenue 1Q	2,859	7.0 %	11.4 %	2,194	8.9 %	6.8 %	750	12.0 %	9.4 %	349	11.5 %	15.7 %	6,151
Revenue 2Q	3,029	2.3 %	0.1 %	2,523	10.6 %	7.5 %	769	23.9 %	15.5 %	378	9.3 %	8.4 %	6,699
<b>Revenue 1H</b>	<b>5,888</b>	<b>4.5 %</b>	<b>5.3 %</b>	<b>4,717</b>	<b>9.8 %</b>	<b>7.2 %</b>	<b>1,519</b>	<b>17.9 %</b>	<b>12.4 %</b>	<b>727</b>	<b>10.3 %</b>	<b>11.8 %</b>	<b>12,851</b>
Revenue 3Q	2,839	2.1 %	(5.6)%	2,317	6.9 %	2.4 %	760	11.7 %	0.0 %	377	6.2 %	4.1 %	6,294
Revenue 4Q	2,910	5.9 %	0.6 %	2,150	6.4 %	3.1 %	757	10.3 %	3.6 %	433	12.7 %	8.8 %	6,250
<b>Revenue 2H</b>	<b>5,749</b>	<b>4.0 %</b>	<b>(2.6)%</b>	<b>4,468</b>	<b>6.7 %</b>	<b>2.8 %</b>	<b>1,517</b>	<b>11.0 %</b>	<b>1.8 %</b>	<b>810</b>	<b>9.6 %</b>	<b>6.6 %</b>	<b>12,544</b>
<b>Revenue Dec YTD</b>	<b>11,637</b>	<b>4.2 %</b>	<b>1.3 %</b>	<b>9,184</b>	<b>8.2 %</b>	<b>5.0 %</b>	<b>3,036</b>	<b>14.3 %</b>	<b>6.8 %</b>	<b>1,537</b>	<b>9.9 %</b>	<b>9.0 %</b>	<b>25,395</b>