EssilorLuxottica

Q2/H1 2025 RESULTS

Sound revenue growth at 7.3% in Q2 and H1

AI glasses speeding up further

- **Group's revenue growing 7.3% in both Q2 and H1 (constant exchange rates[1])**
- **North America accelerating in PS, DTC keeping a solid growth pace**
- **EMEA confirming the strong performance of PS and DTC, as the best region for the Group**
- **AI glasses Ray-Ban Meta up more than 200% in sales in H1**
- **AI glasses Oakley Meta on the blocks, successful launch of the 50th anniversary edition**
- **Nuance Audio already rolled out in 10k doors across North America and Europe**
- **Adjusted[2] operating margin stable at 18.3% in H1 (constant exchange rates[1])**
- **Sound free cash flow[5] generation at Euro 951 million**
- **Acquisition of Optegra clinics marking a further step into the new MedTech journey**

Paris, France (July 28, 2025 - 6:00 pm) – The Board of Directors of EssilorLuxottica met on July 28, 2025 to approve the condensed consolidated interim financial statements for the six months ended June 30, 2025. The Statutory Auditors have performed a limited review of these financial statements.

Francesco Milleri, Chairman and CEO, and Paul du Saillant, Deputy CEO at EssilorLuxottica commented: *"With a strong first half, including top-line growth and momentum across all regions and businesses, we are keeping pace with our growth targets despite a volatile environment.*

We are leading the transformation of glasses as the next computing platform, one where AI, sensory tech and a data-rich healthcare infrastructure will converge to empower humans and unlock our full potential. The success of Ray-Ban Meta, the launch of Oakley Meta Performance AI glasses and the positive response to Nuance Audio are major milestones for us in this new frontier.

As we advance our med-tech journey and prepare to welcome Optegra, we're shaping the most personalized, adaptive patient experience to date. Our offering will span comprehensive eyecare, advanced diagnostics and eye treatment, while paving the way for early detection of broader systemic conditions. We are fortifying our leadership in myopia management with Stellest 2.0. At the same time, as we proudly celebrate Oakley's 50th anniversary, we continue driving innovation at our core, with AI-powered Varilux Physio Extensee technology and Ray-Ban's bold Puffer collection among others wins that have us moving into the second half with confidence.

As always, we remain true to our long-term ambitions and our commitment to shaping a future of meaningful global change, and we are thankful to our over 200,000 passionate and talented colleagues who help bring our vision to life".

Q2 & H1 Highlights

P&L key adjusted[2] data

Euro millions	H1 2025 Adjusted[2]	H1 2024 Adjusted[2]	Constant exchange rates[1]	Current exchange rates
Revenue	14,024	13,290	+7.3%	+5.5%
Gross Profit	8,896	8,541	+6.1%	+4.2%
% of revenue		*64.3%*	*63.5%*	*63.4%*
Operating Profit	2,532	2,431	+7.1%	+4.1%
% of revenue		*18.3%*	*18.3%*	*18.1%*
Group Net Profit	1,799	1,746	+6.1%	+3.1%
% of revenue		*13.1%*	*13.0%*	*12.8%*

P&L key data

Euro millions	H1 2025	H1 2024	Current exchange rates
Revenue	14,024	13,290	+5.5%
Gross Profit	8,842	8,529	+3.7%
Operating Profit	2,003	1,943	+3.1%
Group Net Profit	1,387	1,365	+1.6%
EPS basic (Euro)	3.04	3.02	
EPS diluted (Euro)	3.00	2.98	

Group revenue by segment and region

Euro millions	H1 2025	H1 2024	Constant exchange rates[1]	Current exchange rates
Professional Solutions	6,565	6,414	+4.2%	+2.4%
Direct to Consumer	7,459	6,876	+10.2%	+8.5%
TOTAL REVENUE	**14,024**	**13,290**	**+7.3%**	**+5.5%**

Euro millions	Q2 2025	Q2 2024	Constant exchange rates[1]	Current exchange rates
Professional Solutions	3,329	3,334	+3.9%	-0.1%
Direct to Consumer	3,846	3,621	+10.4%	+6.2%
TOTAL REVENUE	**7,175**	**6,955**	**+7.3%**	**+3.2%**

Euro millions	H1 2025	H1 2024	Constant exchange rates[1]	Current exchange rates
North America	6,184	5,973	+4.9%	+3.5%
EMEA	5,404	4,969	+9.5%	+8.8%
Asia-Pacific	1,702	1,589	+9.0%	+7.1%
Latin America	735	759	+8.7%	-3.1%
TOTAL REVENUE	**14,024**	**13,290**	**+7.3%**	**+5.5%**

Euro millions	Q2 2025	Q2 2024	Constant exchange rates[1]	Current exchange rates
North America	3,104	3,098	+5.5%	+0.2%
EMEA	2,856	2,648	+9.1%	+7.9%
Asia-Pacific	849	821	+7.8%	+3.5%
Latin America	366	387	+8.2%	-5.6%
TOTAL REVENUE	**7,175**	**6,955**	**+7.3%**	**+3.2%**

In the second quarter of the year EssilorLuxottica recorded sound growth of the revenue, keeping the exact pace of the first quarter, up 7.3% at constant exchange rates[1] (up 3.2% in current terms, essentially discounting the US dollar devaluation, to Euro 7,175 million), leading to the same growth performance in the first semester, with Direct to Consumer segment still outpacing Professional Solutions. The Group's well balanced and diversified revenue mix continued to support the top line performance, with some extra help arising from M&A (in particular regarding Supreme and Heidelberg Engineering, both consolidated on 1 October 2024). In terms of the operating margins of the first semester of the year, the Group managed to confirm the level of last year, with the adjusted[2] operating profit at 18.3% of the revenue at constant exchange rates[1], despite the headwind represented by the new import duties in the US.

AI glasses gained further traction in the first half of the year, with Ray-Ban Meta more than tripling in revenue year-over-year. The new Oakley Meta was announced in June, being on the blocks with the HSTN collection equipped with Oakley Prizm lenses, that will be available later this summer. Nuance Audio was launched in February in the US and Italy, then rolled out to other four countries in Europe (France, the UK and Germany, plus Spain in July) and is available today in around 10 thousand doors in the six countries, in both the wholesale and retail channel. The product is proving to be effective in addressing mild-to-moderate hearing impairment in different conditions and the wearers' feedback sounds extremely supportive, which bodes well for the gradual ramp-up of the sales of such a new disruptive category. Wearables apart, the core business of vision care, which still makes up the vast majority of the Group's business, confirmed its solid growth trajectory, leveraging its high degree of diversification and rich content of innovation.

Looking at the revenue by geographies in the second quarter, once again all the regions materially contributed to the Group's growth, with the M&A addition being more visible in the Direct to Consumer segment in Asia and the US. North America rose 5.5% at constant exchange rates[1], with Professional Solutions accelerating throughout the period and Direct to Consumer nicely growing in comparable-store sales[3] year-on-year, with the addition of Supreme stores and online. EMEA was the best performing region for the Group, rising 9.1% at constant exchange rates[1], driven by both Professional Solutions and Direct to Consumer, respectively up high-single digit and double digits. Asia-Pacific grew 7.8% at constant exchange rates[1], slowing slightly down in China in Professional Solutions. Latin America advanced by 8.2% at constant exchange rates[1], keeping the sound pace of the first quarter in both the channels.

As for the operating segments, in the second quarter Professional Solutions rose by 3.9% at constant exchange rates[1] (flattish in current terms) and Direct to Consumer increased by 10.4% (up 6.2% in current terms). The brick-and-mortar comparable-store sales[3] advanced close to 7%, with both optical and sun nicely growing, whilst e-commerce jumped by one fourth including Supreme and high-single digit excluding it, on the back of the strong performance of Ray-Ban.com and SunglassHut.com.

In the first six months of the year, the Group's revenue reached Euro 14,024 million (up 5.5% year-over-year), rising 7.3% at constant exchange rates[1], with all the regions nicely growing and Direct to Consumer segment outpacing Professional Solutions.

The adjusted[2] gross profit amounted to Euro 8,896 million in the first semester of the year, reaching 63.4% of revenue, 90 basis points lower than H1 2024 (or -80 basis points at constant exchange rates[1]), due to the new US import tariff impact and higher weight of wearable revenue, partly counterbalanced by the positive contribution of the price-mix.

The adjusted[2] operating profit reached Euro 2,532 million in the semester, representing 18.1% of revenue, compared to 18.3% in H1 2024, with a margin dilution of 20 basis points. At constant exchange rates[1], the margin kept flat at 18.3% of revenue, despite the headwind represented by the new US import duties, after the effective cost containment at the G&A level (up only 1% at constant exchange rates[1]).

The adjusted[2] Group net profit amounted to Euro 1,799 million in the semester, representing 12.8% of revenue, compared to 13.1% in 2024, a margin dilution of 30 basis points (or -10 basis points at constant exchange rates[1] to 13.0% of revenue), also reflecting a slight increase of the tax rate.

The IFRS operating profit and the Group net profit reported in the interim consolidated financial statements amounted to Euro 2,003 million and Euro 1,387 million respectively in the semester.

The consolidated free cash flow[5] amounted to Euro 951 million in the semester.

The Group ended the first semester with Euro 2.79 billion in cash and cash equivalents and a net debt[6] of Euro 11.26 billion (including Euro 3.47 billion lease liabilities) compared to a net debt[6] of Euro 9.76 billion at the end of June 2024.

Store Count on June 30, 2025

	North America	EMEA	Asia-Pacific	Latin America	Corporate Stores	Franchising & Other	Total Storecount
Sunglass Hut	1,564	561	307	443	2,875	237	3,112
LensCrafters	1,012		78		1,090	9	1,099
Vision Express		852			852	117	969
Apollo		674			674	219	893
Target Optical	580				580		580
MasVisión		53		475	528		528
Pearle		509			509	208	717
Générale d'Optique		393			393	281	674
OPSM			376		376	21	397
GMO				344	344		344
GrandVision		266		53	319	44	363
GrandOptical		313			313	58	371
Atasun Optik		306			306	36	342
Oakley	183	11	78	26	298	69	367
Ray-Ban	45	67	121	48	281		281
Synoptik		247			247		247
Salmoiraghi & Viganò		244			244	25	269
Luxoptica		230			230		230
Mujosh			177		177	285	462
Bolon			122		122	250	372
Pearle Vision	108				108	448	556
MultiÓpticas		104			104	110	214
Aojo			89		89	109	198
Óticas Carol				25	25	1,402	1,427
Supreme	6	4	8		18		18
All Others	306	1,205	235	715	2,461	118	2,579
Total EssilorLuxottica	**3,804**	**6,039**	**1,591**	**2,129**	**13,563**	**4,046**	**17,609**

Long-Term Outlook

The Company confirms its target of mid-single-digit annual revenue growth from 2022 to 2026 at constant exchange rates[1] (based on 2021 *pro forma*[4] revenue), targeting a range of €27-28 billion, and expects to achieve an adjusted[2] operating profit as a percentage of revenue in the range of 19-20% by the end of that period.

Conference Call

A conference call in English will be held today at 6:30 pm CEST.

The meeting will be available live and may also be heard later at:

https://streamstudio.world-television.com/1217-2090-41873/en

Forthcoming Investor Events

Company Results:

- October 16, 2025: Q3 2025 Revenue

Investor Conferences:

- September 10, 2025: KeplerCheuvreux Autumn Conference in Paris
- September 16, 2025: BNP Paribas Exane "IR Day" Conference in Milan
- September 23, 2025: BNP Paribas Exane ESG Conference in Paris
- November 13, 2025: J.P. Morgan Luxury Goods Conference in Paris
- November 18, 2025: Jefferies Healthcare Conference in London
- November 20, 2025: Bank of America Consumer and Retail Conference in Paris

Notes

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

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 to 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.

DISCLAIMER

This press release contains forward-looking statements that reflect EssilorLuxottica's current views with respect to future events and financial and operational performance. These forward-looking statements are based on EssilorLuxottica's beliefs, assumptions and expectations regarding future events and trends that affect EssilorLuxottica's future performance, taking into account all information currently available to EssilorLuxottica, and are not guarantees of future performance. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future, and EssilorLuxottica cannot guarantee the accuracy and completeness of forward-looking statements. A number of important factors, not all of which are known to EssilorLuxottica or are within EssilorLuxottica's control, could cause actual results or outcomes to differ materially from those expressed in any forward-looking statement as a result of risks and uncertainties facing EssilorLuxottica. Any forward- looking statements are made only as of the date of this press release, and EssilorLuxottica assumes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information or for any other reason.

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About EssilorLuxottica

EssilorLuxottica is a global leader in the design, manufacture and distribution of advanced vision care products, eyewear and med-tech solutions. Its Mission is to help people around the world to see more and be more by addressing their evolving vision needs, personal style aspirations and desire to feel more connected to the world around them. EssilorLuxottica is home to the most innovative lens technologies, including Varilux, Stellest and Transitions, iconic brands such as Ray-Ban, Oakley and Supreme, the most desired luxury licensed brands and world-class retailers including Sunglass Hut, LensCrafters, Vision Express and Apollo. Backed by robust R&D investments, distinctive capabilities and a top-quality asset portfolio, the Company drives innovation across categories, from cutting-edge medical instruments and solutions for eye health to category-defining smart glasses, all of which push the boundaries of the industry and reimagine the eyes as a gateway to new possibilities. With over 200,000 employees across 150 countries, 600 operations facilities, serving 300,000 eye care professionals and operating 18,000 stores, the Group generated consolidated revenue of Euro 26.5 billion in 2024. Its OneSight EssilorLuxottica Foundation has given access to sustainable vision care to nearly 1 billion people in underserved communities. EssilorLuxottica trades on the Euronext Paris market and is included in the Euro Stoxx 50 and CAC 40 indices. Codes and symbols: ISIN: FR0000121667; Reuters: ESLX.PA; Bloomberg: EL:FP. www.essilorluxottica.com.

First-half 2025 Management Report

Table of contents

Significant events of the period ... 2
Consolidated revenue ... 6
Statement of profit or loss and Alternative Performance Measures ... 10
Statement of financial position, net debt, cash flows and other non-GAAP measures ... 14
Acquisitions and Partnerships ... 18
Mission and Sustainability ... 19
Risks factors ... 21
Subsequent events ... 21
Outlook ... 21
Notes ... 22
Appendix - Excerpts from the Condensed Consolidated Interim Financial Statements ... 23
- Consolidated statement of profit or loss ... 23
- Consolidated statement of financial position ... 24
- Consolidated statement of cash flows ... 25

As table totals presented in this document are based on unrounded figures, there may be discrepancies between these totals and the sum of their rounded components.

Significant events of the period

Acquisition of the AI Driven French Start-Up Pulse Audition

On January 2, 2025, EssilorLuxottica announced the acquisition of Pulse Audition, a French start-up delivering AI-based noise reduction and voice enhancement through algorithms allowing people with hearing impairment to better understand speech, even in noisy environments.

By integrating Pulse Audition's proprietary technologies, expertise in AI software development, embedded AI, and audio signal processing, as well as its top talents, EssilorLuxottica will complement proprietary hardware and software to improve the quality of its products and solutions in the long-term. This acquisition aligns seamlessly with the Group's strategy in the hearing solutions space, marking a natural evolution in the journey started in 2023 with the acquisition of Nuance Hearing.

EssilorLuxottica Receives FDA Clearance and EU Certifications for Nuance Audio, Making it Available to Consumers in the U.S. and Europe

On February 3, 2025, EssilorLuxottica announced that it had received clearance from the Food and Drug Administration (FDA) for its OTC Nuance Audio Glasses. The Group had simultaneously achieved the CE marking under the Medical Devices Regulation in the EU, alongside the development of an ISO Quality Management System certification dedicated to Hearing Aids, which allowed Nuance Audio to launch in Europe.

Paving the way for a disruptive new category in the med-tech space, Nuance Audio Hearing Aid Software is the first FDA cleared, preset Software as Medical Device (SaMD) in the US. It delivers a groundbreaking open-ear hearing solution seamlessly integrated into a pair of stylish smart glasses. After decades of adoption barriers ranging from comfort to visibility, consumers will finally be able to see clearly and hear clearly with a single product that is both beautiful and highly functional.

Nuance Audio is available for purchase in the US, Italy, France, UK and Germany.

As part of EssilorLuxottica's open business model, the Group is leveraging its extensive retail network, while also engaging both traditional audiology practices and optical wholesale customers to make this technology accessible to consumers wherever possible.

EssilorLuxottica Acquires the Canadian Med-Tech Start-Up Cellview

Furthering its commitment to elevating industry standards and enhancing the quality of vision care, EssilorLuxottica announced, on February 11, 2025, the acquisition of Cellview Imaging Inc, a Canadian start-up specialized in innovative diagnostic via retinal imaging. With the company's proprietary technologies, the Group is building a wider portfolio of ophthalmic instruments and solutions, pursuing its journey into the med-tech space.

Based in Toronto, Cellview designs and manufactures innovative and highly performant diagnostic imaging instruments leveraging solid internal R&D expertise. Currently distributed in North America, Cellview's solutions allow eyecare practitioners to diagnose retinal pathologies thanks to the ultrawidefield retinal camera capable of capturing significantly larger images compared to most existing technologies. Cellview's product offering is FDA and CE approved and targets a large market base – from eyecare practices in retail locations to ophthalmology clinics – and is set to be distributed in different geographies, starting with Europe.

EssilorLuxottica's Employee Shareholding Plans Reach Record Investment

On April 2, 2025, EssilorLuxottica announced that following record-breaking investments in the SuperBoost 2025 international shareholding plan and the French PEE in 2024, internal shareholders totaled 97,000 across 85 countries, up from 83,500 in 2024.

In 2025, EssilorLuxottica introduced an enhanced version of its traditional program with three new investment options, expanding beyond traditional choices and matching conditions to encourage even greater participation and foster deeper employee engagement in the Company's growth.

Also on the rise was the number of employees choosing to become members of Valoptec association, reaching nearly 37,000 members, including employees, former employees and retirees. This growth reaffirms the Association's key role in supporting EssilorLuxottica's values and governance.

Renewal of the Exclusive Global Eyewear Collaboration Between the RF Brand and Oliver Peoples

On April 3, 2025, EssilorLuxottica and Roger Federer announced the renewal of their successful collaboration for the design, manufacture and worldwide distribution of eyewear under the Roger Federer ("RF") and Oliver Peoples brands. The partnership, which lives at the intersection of luxury and performance eyewear, extends through December 31, 2027, building on the success of their first collections.

What began as an inspired creative partnership between Federer and Oliver Peoples quickly evolved into eyewear collections that resonate with consumers around the world. The renewed agreement signals both brands' shared commitment to innovation, craftsmanship and timeless style, while setting the stage for even greater achievements in the years ahead.

Six-Year Clinical Findings of Essilor Stellest

On April 14, 2025, EssilorLuxottica unveiled new six-year clinical data at the 2025 China Optometry & Ophthalmology Conference (COOC), reinforcing the long-term efficacy of Essilor Stellest lenses in managing myopia progression and axial elongation in children and young adults. The results underscore the significant and sustained impact of Essilor Stellest lenses in controlling myopia progression, offering valuable insights into strategies for addressing the global myopia epidemic.

The findings were presented for the first time during a dedicated satellite session at COOC 2025 by Prof. Jinhua Bao from the Eye Hospital of Wenzhou Medical University (China), the principal investigator of the clinical trial. The study began in 2018 with children aged between 8 and 13 years old. After completing the initial five-year phase, participants continued wearing Essilor Stellest lenses for an additional two years to assess the long-term impact on myopia progression. By the time of the sixth-year follow-up, the participants were aged between 14 and 19 years. The six-year results showed that Essilor Stellest lenses slowed myopia progression by 1.95 D (57%) and slowed axial elongation by 0.81 mm (52%)[1] on average, compared to an extrapolated single-vision lens control group[2] model based on data from the first two years of the clinical trial. The findings demonstrate the continued efficacy of Essilor Stellest lenses, with effects sustained up to 19 years of age.

Ray-Ban I Meta Levels up with Smarter Tech, Market Expansion and Star-Studded Campaign

On April 23, 2025, EssilorLuxottica and Meta Platforms, Inc. announced accelerating its global momentum with Meta AI advancements and a bold expansion into three new markets: Mexico, India & the United Arab Emirates (UAE). The growth continues to further Ray-Ban Meta's mission to redefine the future of wearable technology to more consumers worldwide.

To celebrate, Ray-Ban Meta launched a new global campaign starring real-life couple and cultural icons Barbara Palvin and Dylan Sprouse. The duo brings their signature style and authentic chemistry highlighting a brand new colorway for the Sklyer style, Shiny Chalky Grey with Transitions® Sapphire lenses[3] seamlessly adapt, from clear or slightly tinted indoors to fully dark outdoors. Feel confident in your AI glasses in every light condition.

The launch also highlighted exciting advancements in Meta AI, available in more countries and languages, making the Ray-Ban Meta experience even more intuitive and globally accessible. With live translation available to all users, and, live AI with video and real-time collaboration capabilities coming, users can interact with Meta AI in more natural and dynamic ways. Along with the ability to send and receive direct messages hands free on Instagram and expanding access to music apps on the glasses beyond the US and Canada.

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[1] EssilorLuxottica. Myopia control efficacy of spectacle lenses with highly aspherical lenslets: results of a 6-year follow-up study. 2025. Data on file.

[2] Compared to the 60-month progression of the extrapolated control group (predicted average annual decrease in SER by 9.7% based on the initial 2-year control group, Smotherman C, et al. IOVS 2023;64:ARVO E-Abstract 811) & Compared to the 60-month progression of the extrapolated control group (predicted average annual decrease in AL by 15% based on the initial 2-year control group, Shamp W, et al. IOVS 2022;63:ARVO E-Abstract A0111).

[3] Block 100% UVA & UVB rays, darken outdoors & filters up to 32% of blue-violet light indoors & up to 85% outdoors. Blue-violet light is measured between 400 and 455nm (ISO TR 20772:2018).

Dividend Distribution

The Annual Shareholders' Meeting of EssilorLuxottica held on April 30, 2025 also approved the distribution of a dividend of €3.95 per ordinary share for the year 2024.

The Annual Shareholders' Meeting decided to grant to the shareholders the option to receive their dividend in newly issued shares at a price of €222.02 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, 2024, 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 9, 2025, up to, and including, May 30, 2025. At the end of that period, 316,917,525 dividend rights were exercised in favor of the payment of the 2024 dividend in shares. Accordingly, on June 5, 2025, 5,638,328 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 €547 million and was paid on the same date, June 5, 2025.

President Emmanuel Macron Inaugurates EssilorLuxottica's Excellence Laboratory in France, a Flagship for Innovation and Sustainability

On May 12, 2025, EssilorLuxottica's Excellence Rx Laboratory ("Labex") in the Grand Paris area (Wissous-91) was inaugurated by President Emmanuel Macron. This state-of-the-art industrial facility, a testament to the Company's optical expertise, aims to enhance the production of made-to-measure ophthalmic lenses in France. It combines advanced med-tech know-how with a strong commitment to sustainability, solidifying EssilorLuxottica's dedication to pushing the boundaries of innovation in a sustainable way.

EssilorLuxottica to Acquire Optegra Clinics

On May 30, 2025, EssilorLuxottica and MidEuropa announced they had entered into an agreement for EssilorLuxottica to acquire Optegra, a fast-growing and highly integrated ophthalmology platform operating in five key European markets: the UK, Czech Republic, Poland, Slovakia and the Netherlands.

The acquisition represents a significant milestone in EssilorLuxottica's med-tech strategy, building on the Group's offering which today spans far beyond frames and lenses to include AI-powered innovative technologies, wearables, medical instruments and science-backed eyecare solutions that improve the lives of millions of people.

The Optegra group, under the Optegra, Lexum and Iris brands, operates an extensive network of over 70 eye hospitals and diagnostic facilities across Europe, offering medically necessary ophthalmic treatments and elective vision correction procedures supported by AI in pre- and post-op stages. These include sight-saving cataract surgery, age-related macular degeneration and glaucoma treatments, refractive lens replacement and laser eye surgery, serving both publicly reimbursed and private-pay patients. Since 2007, its highly ranked surgeons and dedicated medical teams have established a strong foundation of clinical leadership and a trusted reputation for quality care and industry-leading outcomes, making the Optegra platform a natural fit for EssilorLuxottica's expanding med-tech portfolio.

The transaction is expected to close later in 2025 pending regulatory approvals and other customary closing conditions.

Successful €1 Billion Bond Issuance

On June 3, 2025, EssilorLuxottica successfully launched a bond issuance for a total amount of €1 billion maturing in January 2030, carrying a coupon of 2.625% with a yield of 2.76%.

The order book peaked over Euro 2.5 billion, attracting quality institutional investors, demonstrating high confidence in EssilorLuxottica's business model and credit profile.

On June 10, 2025, the Bonds were settled and admitted to trading on Euronext Paris.

Acquisition of A-Look, Seen and OWL Retail Stores in Malaysia

On June 5, EssilorLuxottica announced it had signed an agreement for the acquisition of one of the largest optical companies in Malaysia operating over 90 stores under the A-Look, Seen and OWL banners.

A-Look was founded in 2003 by Dato Terry Ngeow, with the opening of its inaugural store in Kuala Lumpur, Malaysia. At present, A-Look, Seen and OWL stores are located across East and West (or Peninsular) Malaysia.

With the acquisition of these renowned omnichannel and multi-branded stores, EssilorLuxottica aims at complementing its long-standing position in Malaysia, where the Group is currently present with both wholesale and retail activities. This move reflects the Group's commitment to continuously elevating the industry by raising the standards of vision care delivery and accelerating the digitalization of the market to enhance in-store consumer experience.

The transaction was closed on July 1, 2025.

Launch of Oakley Meta

On June 20, 2025, EssilorLuxottica and Meta Platforms announced Oakley Meta, a new category of Performance AI glasses that pair Meta's industry-leading AI technology with Oakley's pioneering design and PRIZM lenses to transform how consumers experience their biggest wins – on and off the field. Following the category-defining success of Ray-Ban Meta, the #1 selling AI glasses in the world which had sold millions of units since launch, Oakley Meta glasses is the next product line to come from this long-term partnership.

Oakley Meta HSTN, the first product in the collection, includes key tech improvements, including Ultra HD 3K recording, so videos are clearer and higher resolution than Full HD (1080p). People can enjoy their favorite music and podcasts with powerful open-ear speakers seamlessly integrated into the frames. Oakley Meta HSTN also provides 40% longer battery life, lasting up to eight hours of typical use and up to 19 hours on standby. The glasses come with a charging case that can deliver up to 48 hours of charging on the go.

Consumers have the option to fit their Oakley Meta HSTN with Oakley PRIZM Lens technology, one of the most advanced innovations in lens design. This revolutionary technology fine-tunes the light spectrum, amplifying color while filtering out visual noise. This allows subtle visual cues to come sharply into view, helping wearers see more, react quicker, and perform at their peak.

Macroeconomic Environment

Compared to the previous year, the macroeconomic environment during the period was marked by increasing volatility in US customs duties following April 2, 2025 announcement of new reciprocal import tariffs. In this evolving context, the Group has been implementing measures to mitigate the economic impacts of such tariffs, primarily leveraging its geographical diversified production footprint and applying selective price adjustments.

Consolidated revenue

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, optical retail chains, 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	H1 2025	H1 2024	Change at constant exchange rates[1]	Change at current exchange rates
Professional Solutions	6,565	6,414	4.2%	2.4%
Direct to Consumer	7,459	6,876	10.2%	8.5%
TOTAL REVENUE	**14,024**	**13,290**	**7.3%**	**5.5%**

€ millions	Q2 2025	Q2 2024	Change at constant exchange rates[1]	Change at current exchange rates
Professional Solutions	3,329	3,334	3.9%	-0.1%
Direct to Consumer	3,846	3,621	10.4%	6.2%
TOTAL REVENUE	**7,175**	**6,955**	**7.3%**	**3.2%**

Second-Quarter Revenue by Operating Segment

Professional Solutions

Professional Solutions posted revenue of €3,329 million, up 3.9% at constant exchange rates[1] compared to the second quarter of 2024 (-0.1% at current exchange rates).

EMEA and Latin America continued to be the growth engines advancing at a high-single-digit speed, followed by North America and Asia-Pacific, both up low-single digit. Ray-Ban together with its smart product range and Miu Miu once again secured the top spots as the most favored frame brands. The growth in lenses was led by myopia management with Nikon DOT ramping up swiftly.

Direct to Consumer

Direct to Consumer posted revenue of €3,846 million, up 10.4% at constant exchange rates[1] compared to the second quarter of 2024 (+6.2% at current exchange rates).

The growth in Direct to Consumer was bolstered by the vibrant performance of the brick-and-mortar stores, e-commerce and a contribution from Supreme. Comparable-store sales[3] were up close to 7% with both optical and sun banners trending positive. Ray-Ban Meta kept being on top of people's minds leaving a strong mark on the successful quarter. The product was rolled out to additional countries starting from May.

First-Half Revenue by Operating Segment

Professional Solutions

In the first half of 2025, Professional Solutions posted revenue of €6,565 million, up 4.2% at constant exchange rates[1] versus 2024 (+2.4% at current exchange rates).

The satisfactory performance was driven by EMEA and Latin America up high-single digit, while North America and Asia-Pacific wrapped up the semester in low-single-digit territory. Miu Miu stood out as the best performer for license brands, and Ray-Ban, lifted by its AI glasses, ranked top among house bands. The lens category continued to witness the robust growth of myopia management solutions.

Direct to Consumer

In the first half of 2025, the Direct to Consumer segment posted revenue of €7,459 million, up 10.2% at constant exchange rates[1] compared to 2024 (+8.5% at current exchange rates).

The brick-and-mortar comparable-store sales[3] were up high-single digit, driven by both optical and sun banners, with the latter also benefiting from a less challenging comparison base of 2024. All the regions contributed to the sound performance, especially EMEA and Latin America. Ray-Ban.com, strengthened by its brand's AI glasses, once again stood out as the primary impetus of the online business. Supreme, consolidated since October 2024, added some extra toppings to the results.

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	H1 2025	H1 2024	Change at constant exchange rates[1]	Change at current exchange rates
North America	6,184	5,973	4.9%	3.5%
EMEA	5,404	4,969	9.5%	8.8%
Asia-Pacific	1,702	1,589	9.0%	7.1%
Latin America	735	759	8.7%	-3.1%
TOTAL REVENUE	**14,024**	**13,290**	**7.3%**	**5.5%**

€ millions	Q2 2025	Q2 2024	Change at constant exchange rates[1]	Change at current exchange rates
North America	3,104	3,098	5.5%	0.2%
EMEA	2,856	2,648	9.1%	7.9%
Asia-Pacific	849	821	7.8%	3.5%
Latin America	366	387	8.2%	-5.6%
TOTAL REVENUE	**7,175**	**6,955**	**7.3%**	**3.2%**

Second-Quarter Revenue by Geographical Area

North America

North America posted revenue of €3,104 million, up 5.5% at constant exchange rates[1] compared to the second quarter of 2024 (+0.2% at current exchange rates), with a positive performance in both segments.

Professional Solutions was up low-single digit with independents part of the alliances and the partnership programs (like EL 360) gaining further momentum and the key accounts confirming the positive trend of the previous quarter. Shamir continued its journey becoming a reliable source of growth in the lens category. The frame business was powered by the continued excellent take up of Ray-Ban Meta paired with a solid performance of prescription frames. Sunglasses kept experiencing pressure in the department store channel. Miu Miu, Burberry and Jimmy Choo were among the hottest brands of the moment.

The healthy performance of the Direct to Consumer segment persisted throughout the second quarter underpinned by the growth of brick-and-mortar and e-commerce coupled with a boost from the consolidation of Supreme. Comparable-store sales[3] were up mid-single digit. LensCrafters continued to thrive thanks to the loyal demand of the insured consumers as well as a renewed momentum building in the free-to-choose segment. The trajectory at Sunglass Hut proved to be equally compelling fueled by the insatiable demand for Ray-Ban Meta. The success of the latter was also reflected in the vibrant performance of Ray-Ban.com, crowned as the best performing website once again. Nuance Audio continued to generate high interest among consumers, with the first feedback from early adopters sounding supportive.

EMEA

EMEA posted revenues of €2,856 million, up 9.1% at constant exchange rates[1] compared to the second quarter of 2024 (7.9% at current exchange rates), being the greatest contributor to the overall growth of the Group in the period, with Professional Solutions and Direct to Consumer up high-single digit and double digits respectively.

All product categories positively contributed to the sound performance of the Professional Solutions segment. The growth trajectory of Ray-Ban Meta continued to prove solid, supported by higher penetration and expanded distribution. Innovation fuelled the lens business in the period, with Stellest rising double digits, Transitions Gen S continuing to generate excitement among customers, and Varilux Physio extensee now live in the region. Sunglasses represented a key growth engine in the period, with Miu Miu and Chanel confirmed as leading forces among licenses. The distribution of Nuance Audio was successfully expanded during the quarter, with around two thousand doors now offering the product.

In Direct to Consumer, the optical business was up high-single digit in comparable-store sales[3], with the premiumization of the lens category successfully progressing and the subscription program "Vision as a Service" covering more than 1.3 million optical customers at the end of the quarter. Among major countries, the UK and Italy continued to grow nicely, France accelerated compared to the first quarter, while Germany softened slightly. After the successful launch in Italy in February, Nuance Audio was introduced in France, UK, and Germany during the second quarter, and in Spain in July, continuing to receive excellent feedback from wearers. Building on more than three consecutive years of strong growth, the sun banners increased double digits in the quarter, boosted by Ray-Ban Meta and with all countries contributing to the solid performance.

Asia-Pacific

Asia-Pacific posted revenue of €849 million, up 7.8% at constant exchange rates[1] compared to the second quarter of 2024 (+3.5% at current exchange rates), driven by a positive underlying performance and an additional uplift from Supreme.

In Professional Solutions, the growth of Greater China continued to be sustained by the myopia management category, up high-single digit. Nikon emerged as one of the top contributors in lenses, winning across its entire range covering single vision, progressive and DOT myopia control. The launch of Gen S, available from March, kept unlocking the growth of Transitions. Miu Miu turned out to be the most attractive license brand in frames, while Oakley delivered high-single digit growth in the region. Among the other countries in the region, India stood out boosted by the launch of Ray-Ban Meta in May.

In Direct to Consumer, in Australia the performance at OPSM decelerated on the back of a tough comparison base in the second quarter of last year, while comparable-store sales[3] at Sunglass Hut gained further momentum fueled by the desire for Ray-Ban Meta. The Oakley retail stores across the region flourished delivering 10% comparable-store sales[3].

Latin America

Latin America posted revenues of €366 million, up 8.2% at constant exchange rates[1] compared to the second quarter of 2024 (-5.6% at current exchange rates), with both segments and all countries contributing to the strong results.

The Professional Solutions segment benefited from the growth of both Brazil and Mexico, the two major countries in the region. The performance in Brazil was driven by lenses, with Transitions, Varilux and Crizal among best performing brands, while Oakley and Miu Miu stood out within the frame category. Óticas Carol franchise program continued to progress, with improved store services and product assortment, driving sound revenue expansion. Mexico turned positive in the quarter, accelerating with the frame category coupled with the successful launch of Ray-Ban Meta in the country. Argentina contributed to the overall results, driven by frame volumes, and with the lens portfolio enhanced by the launch of Transitions Gen S and Varilux XR.

In the Direct to Consumer segment, comparable-store sales[3] increased high-single digit in the quarter. Optical banners confirmed a solid growth pace, supported by the price-mix, with enriched product assortment sustaining the results in Mexico and Chile. Sunglass Hut increased double digits in the region, gaining momentum with the excellent performance of the international locations in Mexico and Chile as well as the introduction of smartglasses in the Mexican market.

First-half Revenue by Geographical Area

North America

In the first half of 2025, North America posted revenue of €6,184 million, up 4.9% compared to 2024 at constant exchange rates[1] (+3.5% at current exchange rates).

The Professional Solutions segment closed the semester in the low-single-digit territory, as lens sales gradually caught up in the second quarter in the independent channel and key accounts remained solid throughout the period, being the preliminary driver of the wholesale business. In Direct to Consumer, both sun and optical banners posted sustainable performance, helped by the surging Ray-Ban Meta. The AI glasses also boosted E-commerce sales in the region, marking Ray-Ban.com the outstanding performer. Nuance, available on the market since February, gained promising attraction in the market. The consolidation of Supreme also supported the results.

EMEA

In the first half of 2025, EMEA posted revenue of €5,404 million, up 9.5% compared to 2024 at constant exchange rates[1] (+8.8% at current exchange rates).

The reassuring growth in the region was driven by the continuously flourishing Direct to Consumer business as well as the robust Professional Solutions business. All countries posted positive results. In Professional Solutions, all the major product categories bolstered to the performance, led by sunglasses and AI glasses. The Direct to Consumer business was supported by comparable-store sales[3] growth across banners in both optical and sun segments thanks to excellent executions. Nuance also contributed to the growth fuelled by the continuous rollout across countries.

Asia-Pacific

In the first half of 2025, Asia-Pacific posted revenue of €1,702 million, up 9.0% compared to 2024 at constant exchange rates[1] (+7.1% at current exchange rates).

Positive performance registered across countries in the region. Professional Solutions in Greater China underpinned by lenses as well as luxury and Oakley frames, with the former continuously enhanced by myopia management solutions. India and Southeast Asia also contributed to the growth of the segment. The sound performance of Direct to Consumer was sustained by positive comparable-store sales[3] across countries, with OPSM in Australia up low-single digit. Oakley stores received affection from its audience in the region. Supreme further supported the growth of the region.

Latin America

In the first half of 2025, Latin America posted revenue of €735 million, up 8.7% compared to 2024 at constant exchange rates[1] (-3.1% at current exchange rates).

The solid performance of the region resulted from positive trends across countries. Brazil delivered robust growth, supported by both segments. In Direct to Consumer, optical banners grew well in Mexico and Chile, and Sunglass Hut gained momentum on the sun side of the retail business.

Statement of profit or loss and Alternative Performance Measures

EssilorLuxottica Consolidated Statement of Profit or Loss

€ millions	H1 2025	H1 2024	Change
Revenue	14,024	13,290	5.5%
Cost of sales	(5,182)	(4,761)	8.8%
GROSS PROFIT	**8,842**	**8,529**	**3.7%**
% of revenue	*63.1%*	*64.2%*	
Total operating expenses	(6,840)	(6,586)	3.9%
OPERATING PROFIT	**2,003**	**1,943**	**3.1%**
% of revenue	*14.3%*	*14.6%*	
PROFIT BEFORE TAXES	**1,916**	**1,861**	**2.9%**
% of revenue	*13.7%*	*14.0%*	
Income taxes	(463)	(428)	8.0%
Effective tax rate	*24.1%*	*23.0%*	
NET PROFIT	**1,453**	**1,433**	**1.4%**
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE PARENT	**1,387**	**1,365**	**1.6%**

The table above shows the performance of EssilorLuxottica activities in the first semesters of 2025 and 2024.

- *Revenue* increased by 5.5% compared to the first semester of 2024, 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 by 8.8% at current exchange rates versus the first semester 2024 leading to a lower *Gross profit margin* (63.1% versus 64.2% in the first semester of 2024). The main drivers of this trend are connected with the higher import tariffs implemented by the US Administration mainly starting from the second quarter of 2025 and a higher incidence on sales of the wearables products, partially compensated by a favorable product price-mix.
- *Operating expenses* are still materially affected by the depreciation and amortization resulting from the recognition of tangible and intangible assets following the purchase price allocation related to the combination between Essilor and Luxottica and the acquisition of GrandVision (approximately €455 million in the first semester 2025 versus approximately €485 million recorded in the same period of last year). The performance of the first semester 2025 (an increase of *Operating expenses* of 3.9% at current exchange rates) is mainly due to the go-to-market investments done by the Group to support the hearing solutions product category coupled with, however, an efficient management of the *General and administrative* expenses. The *Operating profit* represented 14.3% of revenue, a decrease of approximately 30 basis points compared with the first semester 2024.
- *Net profit* slightly increased compared to the first semester of 2024 (€1,453 million versus €1,433 million for the first semester 2024), as a result of the combined effect of an increase in the *Operating profit* offset by higher *Income taxes*.

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 condensed consolidated interim 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 condensed consolidated interim 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 period under review compared to previous periods, 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 condensed consolidated interim statements of profit or loss for the six-month period ended June 30, 2025.

In continuity with previous periods, adjusted measures in the first semester of 2025 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	H1 2025	Adjustments related to PPA impacts	Other non-GAAP adjustments	H1 2025 Adjusted[2]
Revenue	14,024	-	-	14,024
Cost of sales	(5,182)	4	49	(5,128)
GROSS PROFIT	**8,842**	**4**	**49**	**8,896**
% of revenue	*63.1%*			*63.4%*
Total operating expenses	(6,840)	416	59	(6,364)
OPERATING PROFIT	**2,003**	**420**	**109**	**2,532**
% of revenue	*14.3%*			*18.1%*
Cost of net debt and other*	(87)	0	-	(86)
PROFIT BEFORE TAXES	**1,916**	**421**	**109**	**2,445**
% of revenue	*13.7%*			*17.4%*
Income taxes	(463)	(85)	(22)	(570)
NET PROFIT	**1,453**	**336**	**87**	**1,875**
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE PARENT	**1,387**	**328**	**84**	**1,799**

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

The most significant Other non-GAAP adjustments of the first semester of 2025 resulted from:

- restructuring and reorganization projects (for an effect of approximately €18 million on the Operating profit) related to several initiatives across the Group, mainly with respect to the North-American market and the industrial operations;
- the cost related to the international employees' shareholding plan (SuperBoost) for an amount of €71 million, since in the previous year the plan was not offered to employees and therefore this significant amount affects the comparability of the financial performance. The SuperBoost cost is mostly recognized in *Cost of sales*;
- *Income taxes*, adjusted for an amount of €(22) million corresponding to the tax effect of the above-mentioned adjustments.

Adjusted[2] Consolidated Statement of Profit or Loss

€ millions	H1 2025 Adjusted[2]	H1 2024 Adjusted[2]	Change at constant exchange rates[1]	Change at current exchange rates
Revenue	14,024	13,290	7.3%	5.5%
Cost of sales	(5,128)	(4,749)	9.5%	8.0%
GROSS PROFIT	**8,896**	**8,541**	**6.1%**	**4.2%**
% of revenue	*63.4%*	*64.3%*		
Research and development	(199)	(177)	13.3%	12.8%
Selling	(4,143)	(3,933)	7.0%	5.3%
Royalties	(132)	(130)	4.2%	1.9%
Advertising and marketing	(842)	(817)	4.5%	3.1%
General and administrative	(1,054)	(1,052)	1.2%	0.2%
Other income/(expenses)	7	(2)	>100 %	>100 %
Total operating expenses	**(6,364)**	**(6,109)**	**5.6%**	**4.2%**
OPERATING PROFIT	**2,532**	**2,431**	**7.1%**	**4.1%**
% of revenue	*18.1%*	*18.3%*		
Cost of net debt and other *	(86)	(83)	9.0%	4.5%
PROFIT BEFORE TAXES	**2,445**	**2,349**	**7.1%**	**4.1%**
% of revenue	*17.4%*	*17.7%*		
Income taxes	(570)	(528)		
Effective tax rate	*23.3%*	*22.5%*		
NET PROFIT	**1,875**	**1,820**	**6.0%**	**3.0%**
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE PARENT	**1,799**	**1,746**	**6.1%**	**3.1%**

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

Revenue for the semester totaled €14,024 million, an increase of 7.3% at constant exchange rates[1] (+5.5% at current exchange rates).

Adjusted[2] *Gross profit*: +6.1% at constant exchange rates[1] (+4.2% at current exchange rates)

Adjusted[2] *Gross profit* in the first semester of 2025 ended at €8,896 million, representing 63.4% of revenue. The main drivers of the *Gross margin* dilution are linked to the effect of the new import tariffs implemented by the US Administration and to a higher incidence on sales of the wearables products, partially compensated by a favorable product price-mix.

Adjusted[2] *Operating expenses*: +5.6% at constant exchange rates[1] (+4.2% at current exchange rates)

Adjusted[2] *Operating expenses* amounted to €6,364 million for the first semester of 2025, translating to 45.4% of revenue (46.0% in the first semester of 2024).

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

- *Selling expenses* amounting to €4,143 million, an increase of 7.0% at constant exchange rates[1] compared to the first semester of 2024, the main driver is the increase *year over year* in labor cost;
- *Advertising and marketing* expenses amounting to €842 million, increasing by approximately 4.5% on a constant exchange rates[1] basis, also in light of the go-to-market investments related to the launch of the new hearing solutions product category;
- *General and administrative* expenses amounting to €1,054 million, an increase of 1.2% at constant exchange rates[1] compared to the same period of 2024, thanks to an efficient management of the general expenses.

Adjusted[2] *Operating profit*: +7.1% at constant exchange rates[1] (+4.1% at current exchange rates)

The Group posted an adjusted[2] *Operating profit* of €2,532, representing 18.1% of revenue compared to 18.3% in the same period of 2024 (18.3 % at constant exchange rates[1], consistent with the first semester of 2024).

Adjusted[2] *Cost of net debt[6] and other*

The adjusted[2] *Cost of net debt[6] and other* increased compared to the first semester of 2024 mainly due to the negative effect resulting from the increase of the interest rates applicable to stores' lease agreements.

Adjusted[2] *Income taxes*

EssilorLuxottica reported adjusted[2] *Income taxes* of €570 million, an adjusted[2] tax rate of 23.3% for the first semester of 2025. For the full year, the annual adjusted[2] tax rate is expected to be broadly in line with 2024.

Adjusted[2] *Net profit attributable to owners of the parent* up 6.1% at constant exchange rates[1] (+3.1% 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	June 30, 2025	December 31, 2024
Goodwill	30,154	31,996
Intangible assets	10,025	11,047
Property, plant and equipment	5,388	5,689
Right-of-use assets	3,336	3,484
Investments in associates	85	85
Other non-current assets	1,524	1,535
Fixed Assets	**50,512**	**53,836**
Trade working capital	**4,272**	**3,756**
Employees benefits and provisions	**(861)**	**(939)**
Tax receivables/(payables)	(402)	(243)
Deferred tax assets/(liabilities)	(1,541)	(1,651)
Tax assets/(liabilities)	**(1,943)**	**(1,895)**
Other operating assets/(liabilities)	**(2,313)**	**(2,791)**
NET INVESTED CAPITAL	**49,668**	**51,967**
EQUITY	**38,405**	**41,001**
NET DEBT	**11,263**	**10,966**

Fixed assets amount to €50,512 million and decreased by €(3,324) million compared to December 31, 2024. The main variances in the categories of fixed assets are mentioned below:

i. *Goodwill*: goodwill decreased by €1,842 million, of which €1,991 million is due to foreign currency fluctuations, partially offset by an increase of €148 million resulting from some business combinations completed in the period.

ii. *Intangible assets*: the negative variance of €1,022 million is mainly driven by the amortization of the period, for €634 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) and by foreign currency fluctuations for €533 million, partially offset by new additions for €138 million mainly related to licenses and IT investments.

iii. *Property, plant and equipment* and *Right-of-use assets*: the overall decrease of the period amounts to €449 million. The depreciation of the period amounting to €911 million and the negative foreign currency fluctuations amounting to €498 million are partially offset by the additions of the period (capital expenditure, for approximately €435 million, as well as the recognition of new Right-of use assets in connection with lease contracts signed in the first semester of 2025, for €516 million).

Trade working capital (i.e., the sum of inventories, trade receivables and trade payables) increased by €516 million compared to December 31, 2024, following, on one side, the growth trend experienced in the Professional Solutions segment and, on the other, the seasonality of the business.

Equity mainly decreased due to the dividend distribution of the period to EssilorLuxottica's shareholders who did not opt for the scrip dividend by €547 million (see paragraph *Significant events of the period*) and to minorities shareholders of the Group's subsidiaries by €75 million as well as for the effects related to the translation of balances and flows in foreign currencies (a decrease of €3,266 million in the translation reserve of the Group). This decrease has been partially offset by the net result attributable to owners of the parent (€1,387 million).

Net debt[6] increased by €297 million compared to December 31, 2024 as illustrated in the dedicated paragraph.

Other Non-GAAP Measures

Other non-GAAP measures such as Net debt[6], Free Cash Flow[5], EBITDA and the ratio Net debt[6] 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.

These other non-GAAP measures are not meant to be considered in isolation or as a substitute for items appearing in EssilorLuxottica's condensed consolidated interim financial statements prepared in accordance with IFRS. Rather, they 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.

€ millions	H1 2025	H1 2024
Net cash flow provided by operating activities[(a)]	2,175	2,135
Purchase of property, plant and equipment and intangible assets[(a)]	(729)	(700)
Cash payments for the principal portion of lease liabilities[(a)]	(495)	(464)
FREE CASH FLOW	**951**	**971**
Operating profit[(b)]	2,003	1,943
Depreciation, amortization and impairment[(a)]	1,556	1,513
EBITDA	**3,559**	**3,456**
NET DEBT[(c)]	**11,263**	**9,758**
NET DEBT/EBITDA LTM[(d)]	**1.7**	**1.5**

(a) As presented in the consolidated statement of cash flows.
(b) As presented in the consolidated statement of profit or loss.
(c) Net debt[6] is presented in Note 15 Financial Debt, Including Lease Liabilities of the Notes to the consolidated financial statements. Its components are also reported in the Net debt[6] *paragraph below.*
(d) EBITDA LTM = Last Twelve Months, equal to €6,648million for the twelve-month period ended on June 30, 2025 and €6,309 million for the twelve-month period ended on June 30, 2024.

Net Debt[6]

Group *Net debt*[6] (excluding *Lease liabilities*) amounted to €7,793 million at the end of June 2025, increasing by €474 million compared to the position at the end of December 2024. *Lease liabilities* as of the end of June 2025 were down by €177 million compared to the end of 2024.

€ millions	June 30, 2025	December 31, 2024
Non-current borrowings	6,807	7,071
Current borrowings	3,773	2,498
TOTAL LIABILITIES	**10,580**	**9,570**
Short-term investments	-	-
Cash and cash equivalents	(2,786)	(2,251)
TOTAL ASSET	**(2,786)**	**(2,251)**
Financial debt derivatives at fair value	-	-
NET DEBT EXCLUDING LEASE LIABILITIES	**7,793**	**7,319**
Lease liabilities (current and non-current)	3,470	3,647
NET DEBT	**11,263**	**10,966**

Non-current borrowings decreased compared to December 31, 2024 due to the reclassification to current borrowings of a €1.25 billion Eurobond due in January 2026, partially offset by the issuance of a €1 billion Eurobond due in January 2030.

Current borrowings recorded an increase due to the aforementioned reclassification for €1.25 billion (face value), an increase of Commercial Papers mainly under the USCP program for €1.68 billion (face value) partially offset by the reimbursement of one Eurobond in May 2025 for €1.5 billion (face value).

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[5]).

€ millions	H1 2025	H1 2024
EBITDA	**3,559**	**3,456**
Capital expenditure	(729)	(700)
Lease payments (excluding interests)[(a)]	(495)	(464)
Tax paid	(331)	(297)
Changes in trade working capital[(b)] and other flows	(1,053)	(1,024)
FREE CASH FLOW	**951**	**971**
Dividends paid	(620)	(1,220)
Acquisitions net of cash acquired	(138)	(70)
Other changes in equity	(480)	(111)
Other changes in financial and non-financial assets	19	(6)
Changes in borrowings (excluding FX)	1,059	(30)
NET CASH FLOW	**790**	**(465)**

(a) Cash payments for the principal portion of lease liabilities as presented in the consolidated statement of cash flows.
(b) Trade working capital comprises inventories, trade receivables and trade payables.

Capital expenditure cash-out amounted to €729 million, slightly growing compared with the corresponding period of the prior year and representing approx. 5% of the Group's revenue.

The line *Acquisition net of cash acquired* represents the net cash-out related to business combinations completed during the period, and, to a less extent, price supplements and/or deferred payments on acquisitions completed in prior years.

The cash out related to *Dividend paid* decreased compared to the same period of 2024 mainly thanks to a lower distribution of dividend in cash to EssilorLuxottica shareholders (in 2025 70% of EssilorLuxottica shareholders opted for a dividend in share, so called *scrip* dividend, while in 2024 only 35% of EssilorLuxottica shareholders choose the *scrip* dividend).

The line *Other changes in equity* includes, among others, the effect of transactions with non-controlling interests as well as the cash-out related to the share buyback program (€469 million in the first semester of 2025, while no EssilorLuxottica shares were bought in the first semester 2024) partially compensated by the cash-in related to employee shareholding programs.

The flows reported in *Other changes in financial and non-financial assets* for the first semester of 2025 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*[6] paragraph.

Acquisitions and Partnerships

During the first half of 2025, EssilorLuxottica continued to purse its M&A strategy in selected businesses and geographies. Among others, key transactions include the following.

- On January 2, 2025, EssilorLuxottica announced the acquisition of Pulse Audition, a French startup delivering AI-based noise reduction and voice enhancement through algorithms allowing people with hearing impairment to better understand speech, even in noisy environments.
- On February 11, 2025, EssilorLuxottica acquired Cellview Imaging Inc, a Canadian start-up specialized in innovative diagnostic via retinal imaging. Cellview's solutions are FDA and CE approved and allow eyecare practitioners to diagnose retinal pathologies thanks to the ultrawidefield retinal camera capable of capturing significantly larger images compared to most existing technologies.
- On May 30, 2025, EssilorLuxottica and MidEuropa announced they entered into an agreement for EssilorLuxottica to acquire Optegra, a fast-growing and highly integrated ophthalmology platform operating in five key European markets: the UK, Czech Republic, Poland, Slovakia and the Netherlands. The Optegra group, under the Optegra, Lexum and Iris brands, operates an extensive network of over 70 eye hospitals and diagnostic facilities, offering medically necessary ophthalmic treatments and elective vision correction procedures supported by AI in pre- and post-op stages. The transaction is expected to close later in 2025 pending regulatory approvals and other customary closing conditions.
- On June 5, 2025, EssilorLuxottica announced it signed an agreement for the acquisition of one of the largest optical companies in Malaysia operating over 90 stores under the ALook, Seen and OWL banners. The transaction was successfully closed on July 1, 2025.

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

Mission and Sustainability

Mission, OneSight EssilorLuxottica Foundation

The Group, through the OneSight EssilorLuxottica Foundation, continues to champion 'The Right To See' for everyone, everywhere by working to provide vision care for the 2.7 billion people living with uncorrected poor vision, 90% of whom live in developing communities.

As a result of our efforts since January, 6 million more people in need are now equipped with a pair of eyeglasses and an additional 87 million people globally now have sustainable access to vision care through 2,270 newly established Rural Optical Points.

These efforts were supported by more than 2,440 employee volunteers globally.

Since 2013, the Group, along with its partners, has equipped over 92 million people with a pair of eyeglasses and established more than 35,600 Rural Optical Points worldwide.

Earlier this year, we crossed a significant milestone: over 1 billion people in underserved regions now have permanent access to a vision care facility through the network of Rural Optical Points that the Foundation has helped establish.

In Africa, the Foundation continues to accelerate its efforts. In 2024, together with our partners, we equipped 1 million people in Africa with eyeglasses - a first for our Mission actions in the continent within a single year. In 2025, we increased that momentum, reaching the same milestone in the first six months of the year.

As the Global Collaborating Partner of the World Health Organization's (WHO) SPECS 2030 initiative, the Foundation is leading coordinated global action to integrate refractive error services into primary healthcare systems.

Since the start of 2025, we have co-led SPECS 2030 workshops with the WHO, engaging top government officials in over 15 countries across Africa, Asia, and Latin America.

We are already witnessing an increased commitment from governments to join us in taking action against uncorrected refractive error:

- Following the success of the Foundation's 'Vision for All' school screening program in Goa, India, which led to a landmark advisory mandating annual vision screenings for all school children, the Government of Arunachal Pradesh has committed to replicate the model and mandate annual screenings in its schools as well.
- Building on the success of the Asha Kirana program, developed by the Government of Karnataka with the Foundation as a technical partner, the state is now scaling its efforts to integrate vision care into the public health system. As part of this expansion, the government has launched 393 new vision centers and committed to training all 40,000 community health workers, ensuring permanent access to vision care for all 44 million residents in the state.
- In Africa, we are in discussions with various governments to showcase and adopt our models of permanent vision care access creation as case studies for other countries to emulate.
- In Italy, in partnership with local WHO and government representatives, the Foundation launched its Social Impact Report and Vision Care Observatory to reflect on progress made so far and reaffirm long-term commitment to the vision care cause.

Within the Group, the Foundation is ramping up engagement around our Mission through iVolunteer, our global volunteering platform, and iGive, our employee donation platform that enables current and former EssilorLuxottica employees to stay connected to the vision care cause and help drive lasting impact.

In recognition of these efforts, EssilorLuxottica received the Sustainability 100+ Award in India for advancing school vision care at scale, and the YIMN Award in Indonesia for delivering vision care to underserved youth.

The Group remains steadfast in its efforts to deliver vision care services to those most in need and looks forward to expanding its initiatives, forging new partnerships, and leveraging innovative technologies to ensure that everyone, regardless of their location or circumstances, has access to the vision care they deserve.

Sustainability, Eyes on the Planet

At EssilorLuxottica, caring for our planet is a shared responsibility. Through its Eyes on the Planet program, the Group remains committed to having positive impacts throughout the value chain, in terms of environmental awareness, employee well-being and socio-economic development in the communities where the Group operates.

The Company's sustainability commitment and progress has been recognized by S&P Global, that selected EssilorLuxottica as a Sustainability Yearbook Member for 2025. The Sustainability Yearbook distinguishes companies within their industries that have each demonstrated strengths in corporate sustainability based on their 2024 Corporate Sustainability Assessment (CSA) Score. EssilorLuxottica was also named "Industry mover" in the "Health Care Equipment & Supplies" industry following the highest score increase within the industry over the previous year in the 2024 Corporate Sustainability Assessment released by S&P Global.

In the first half of 2025, EssilorLuxottica made significant strides in executing its Eyes on the Planet sustainability program, that are recalled below:

- Earth Day, on April 22nd, kicked off the fourth annual EssilorLuxottica Sustainability Week, featuring live virtual classes on Leonardo along with climate workshops to inspire action, highlight the impact of the Group's sustainability initiatives and create engagement around the Earth Day 2025 theme 'Our Power, Our Planet' for both employees and customers.
- Pursuing its commitment to a more responsible future, EssilorLuxottica inaugurated two examples of sustainable innovation, the Excellence Laboratory in France and Oasi Barberini in Italy.
  The new prescription laboratory is the first French industrial site aiming for LEED Gold certification, reflecting adherence to stringent standards for energy efficiency, water management, and biodiversity preservation. It is powered entirely by renewable energy, producing zero CO_2 emissions, and features 3,700 m² of photovoltaic panels supplying 15% of its energy needs. Innovative initiatives have led to a 64% reduction in energy consumption per lens and a 55% reduction in water usage. Chip compaction has reduced waste by 46%, with over 95% of waste being reused. The work environment prioritizes employee well-being through improved air quality, acoustic comfort, and natural lighting.
  Oasi Barberini in Città Sant'Angelo (Italy) is an innovative example of sustainability, circular economy and land regeneration across 40 hectares of reconverted industrial land. It features a large-scale solar farm with total power of 20 MW entirely built and managed by EssilorLuxottica and directly connected to the Group's Barberini plant, so to maximize self-consumption of the energy produced on site. Additionally, high-quality food crops are grown, including extra virgin olive oil, honey and tomato puree, for internal use and in line with the Group 'Eyes on Food' initiative (part of the Eyes on the Planet program).
- In honor of World Oceans Day (June 8th), EssilorLuxottica introduced a new commitment aimed at reducing single-use plastic packaging, focusing on B2C packaging for products sent directly to the final consumer, and B2B packaging for materials, components or products intended for distribution to other manufacturers or intermediaries. Targets are set to reduce single-use plastic packaging by 60% in its B2C stream by 2030 and 30% in its B2B stream by 2030, with 2023 volumes as a baseline. To achieve its 2030 targets, the Group will continue to prioritize the elimination of single-use plastics and favor replacement with reusable, non-plastic or recycled options.
- The Group progressed on its commitment to building a workplace culture where respect, equality and inclusion are paramount to ensure everyone can be proud to express their authenticity. In the first semester, the awareness-building process progressed with worldwide campaigns on the Leonardo learning platform and at local level to celebrate International Women's Day, Mental Health awareness month, and Pride month. All events gave a stage to employees from around the world who shared their personal experiences, further supporting a workplace culture that encourages open conversations.
- The same values of diversity and inclusion are the core of the Company's Summer Camp, a unique international experience for employees' children, now at its 10th edition. Approximately 1,830 participants aged between 9 and 16 from all over Europe are involved in a rich program of activities from June to August.
- Advancing its pledge to making art accessible for all through the Eyes on Art initiative, the Company designed tactile interpretations of art masterpieces for the Musée Granet in Aix-En-Provence, allowing blind and visually impaired visitors to explore Paul Cezanne's masterpieces within the international exhibition dedicated to the French post-impressionist painter. Within its fourth year of partnership with the Italy Patria della Bellezza Foundation (Fondazione Italia Patria della Bellezza), which promotes Italy's beauty and talent in various forms, EssilorLuxottica awarded the 'Eyes on Art' prize to Horti, a 3.5-hectare urban public park and garden of contemporary art located at the University of Pavia, Italy. For the occasion, a video was internally produced and broadcasted on EssilorLuxottica digital screens in key locations across Milan and New York City to showcase the park's natural beauty as well as its social, cultural and environmental contributions.

Risks factors

The main risks to which the Group is exposed are detailed in section 2.1 Risks Factors of the 2024 Universal Registration Document. As of the date of publication of this report, this description remains fully applicable.

In light of the current macroeconomic environment, Management considers that the impact of the additional US import tariffs introduced in the course of 2025 represents a factor of instability, as described in the specific *Political & Social Environment* risk factor disclosed in the 2024 Universal Registration Document, for which Management has been implementing mitigating measures.

Furthermore, information related to financial and market risks as of June 30, 2025, is presented in *Note 18 Financial Instruments and Risk Management* of the Condensed Consolidated Interim Financial Statements included in the Interim Financial Report.

Subsequent events

EssilorLuxottica to Acquire PUcore's Division Dedicated to the Development, Manufacturing and Sale of Ophthalmic Lens Material

On July 21, 2025, EssilorLuxottica announced that it had signed an agreement with the South Korean company PUcore for the acquisition of all its assets and entities involved in the development, manufacturing and sale of monomers used in the production of high index ophthalmic lenses.

The activities acquired by EssilorLuxottica include a R&D unit, a materials production facility and a sales office in the Republic of Korea. As part of the transaction, the Group will also acquire an intellectual property portfolio in relation to the formulations of products and production processes.

The transaction is expected to close by the end of 2025 pending regulatory approvals and other customary closing conditions.

Outlook

The Company confirms its target of mid-single-digit annual revenue growth from 2022 to 2026 at constant exchange rates[1] (based on 2021 *pro forma*[4] revenue), targeting a range of €27-28 billion, and expects to achieve an adjusted[2] 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 to 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 - Excerpts from the Condensed Consolidated Interim Financial Statements

Consolidated statement of profit or loss

€ millions	First semester 2025	First semester 2024
Revenue	14,024	13,290
Cost of sales	(5,182)	(4,761)
GROSS PROFIT	**8,842**	**8,529**
Research and development	(326)	(309)
Selling	(4,413)	(4,202)
Royalties	(132)	(130)
Advertising and marketing	(891)	(867)
General and administrative	(1,086)	(1,076)
Other income/(expenses)	8	(1)
Total operating expenses	**(6,840)**	**(6,586)**
OPERATING PROFIT	**2,003**	**1,943**
Cost of net debt	(112)	(79)
Other financial income/(expenses)	26	(2)
Share of profit (loss) of associates	(1)	(1)
PROFIT BEFORE TAXES	**1,916**	**1,861**
Income taxes	(463)	(428)
NET PROFIT	**1,453**	**1,433**
of which attributable to:		
• owners of the parent	1,387	1,365
• non-controlling interests	66	67
Weighted average number of shares outstanding:		
• basic	456,251,977	452,082,248
• diluted	461,971,715	458,604,742
Earnings per share (EPS) for net profit attributable to owners of the parent *(in euro)*:		
• basic	3.04	3.02
• diluted	3.00	2.98

Consolidated statement of financial position

Assets

€ millions	June 30, 2025	December 31, 2024
Goodwill	30,154	31,996
Intangible assets	10,025	11,047
Property, plant and equipment	5,388	5,689
Right-of-use assets	3,336	3,484
Investments in associates	85	85
Other non-current assets	1,524	1,535
Deferred tax assets	388	391
TOTAL NON-CURRENT ASSETS	**50,901**	**54,227**
Inventories	3,355	3,152
Trade receivables	3,437	3,261
Tax receivables	197	294
Other current assets	1,251	1,078
Cash and cash equivalents	2,786	2,251
TOTAL CURRENT ASSETS	**11,027**	**10,036**
TOTAL ASSETS	**61,928**	**64,264**

Equity and liabilities

€ millions	June 30, 2025	December 31, 2024
Share capital	83	82
Share premium reserve	24,789	23,539
Treasury shares reserve	(486)	(172)
Other reserves	12,050	14,568
Net profit attributable to owners of the parent	1,387	2,359
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT	**37,824**	**40,376**
Equity attributable to non-controlling interests	581	626
TOTAL EQUITY	**38,405**	**41,001**
Non-current borrowings	6,807	7,071
Non-current lease liabilities	2,566	2,733
Employee benefits	434	455
Non-current provisions	197	214
Other non-current liabilities	202	191
Deferred tax liabilities	1,929	2,043
TOTAL NON-CURRENT LIABILITIES	**12,136**	**12,707**
Current borrowings	3,773	2,498
Current lease liabilities	904	914
Trade payables	2,520	2,657
Tax payables	599	537
Current provisions	230	270
Other current liabilities	3,361	3,679
TOTAL CURRENT LIABILITIES	**11,387**	**10,555**
TOTAL EQUITY AND LIABILITIES	**61,928**	**64,264**

Consolidated statement of cash flows

€ millions	First semester 2025	First semester 2024
NET PROFIT	**1,453**	**1,433**
Depreciation, amortization and impairment	1,556	1,513
(Gains)/losses from disposal of assets	(2)	2
Expense arising from share-based payments	165	71
Income taxes	463	428
Finance result, net	86	81
Other non-cash items	(6)	14
Changes in provisions	(29)	(40)
Changes in trade working capital	(591)	(456)
Changes in other operating receivables and payables	(461)	(500)
Taxes paid, net	(331)	(297)
Interest paid, net	(129)	(113)
NET CASH FLOWS PROVIDED BY/(USED IN) OPERATING ACTIVITIES	**2,175**	**2,135**
Purchase of property, plant and equipment and intangible assets	(729)	(700)
Disposal of property, plant and equipment and intangible assets	8	4
Acquisitions of businesses, net of cash acquired	(138)	(70)
Changes in other non-financial assets	7	5
Changes in other financial assets	3	(15)
NET CASH FLOWS PROVIDED BY/(USED IN) INVESTING ACTIVITIES	**(849)**	**(776)**
Share capital increase	—	2
(Purchase)/sale of treasury shares	(420)	26
Dividends paid:		
• to the owners of the parent	(547)	(1,163)
• to non-controlling interests	(72)	(57)
Transactions with non-controlling interests	(60)	(138)
Cash payments for principal portion of lease liabilities	(495)	(464)
Issuance of bonds, private placements and other long-term debts	991	—
Repayment of bonds, private placements and other long-term debts	(1,500)	(1,300)
Changes in other current and non-current borrowings	1,567	1,270
NET CASH FLOWS PROVIDED BY/(USED IN) FINANCING ACTIVITIES	**(536)**	**(1,824)**
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	**790**	**(465)**
Cash and cash equivalents at the beginning of the financial year	2,251	2,558
Effects of exchange rate changes on cash and cash equivalents	(254)	72
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	**2,786**	**2,165**