



DIGITAL, DATA & AI TRANSFORMATION STRATEGY

EssilorLuxottica

Strategy Review: Business, Digital, Data & AI

GROUP 5

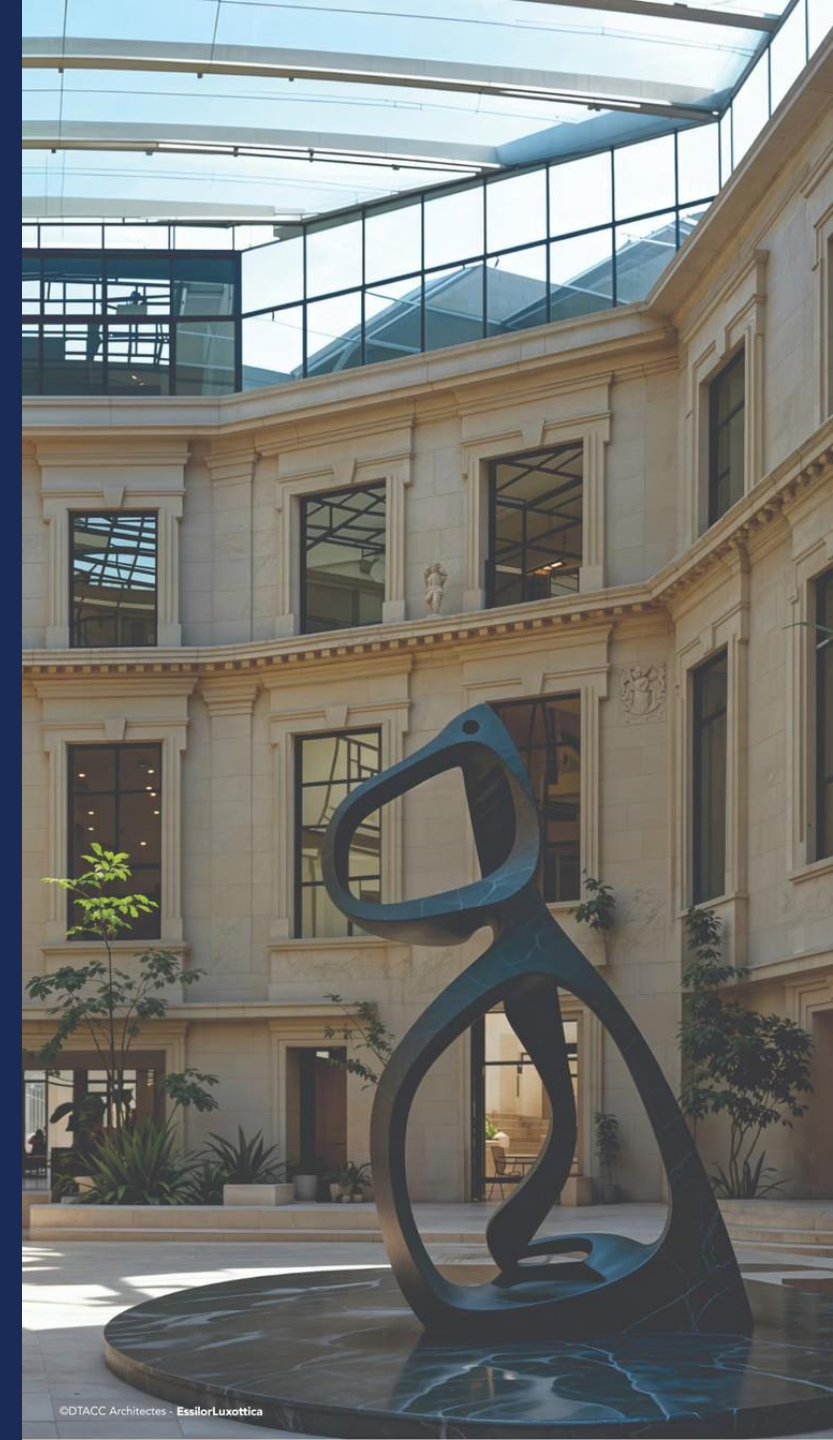
Giuliano Cerullo

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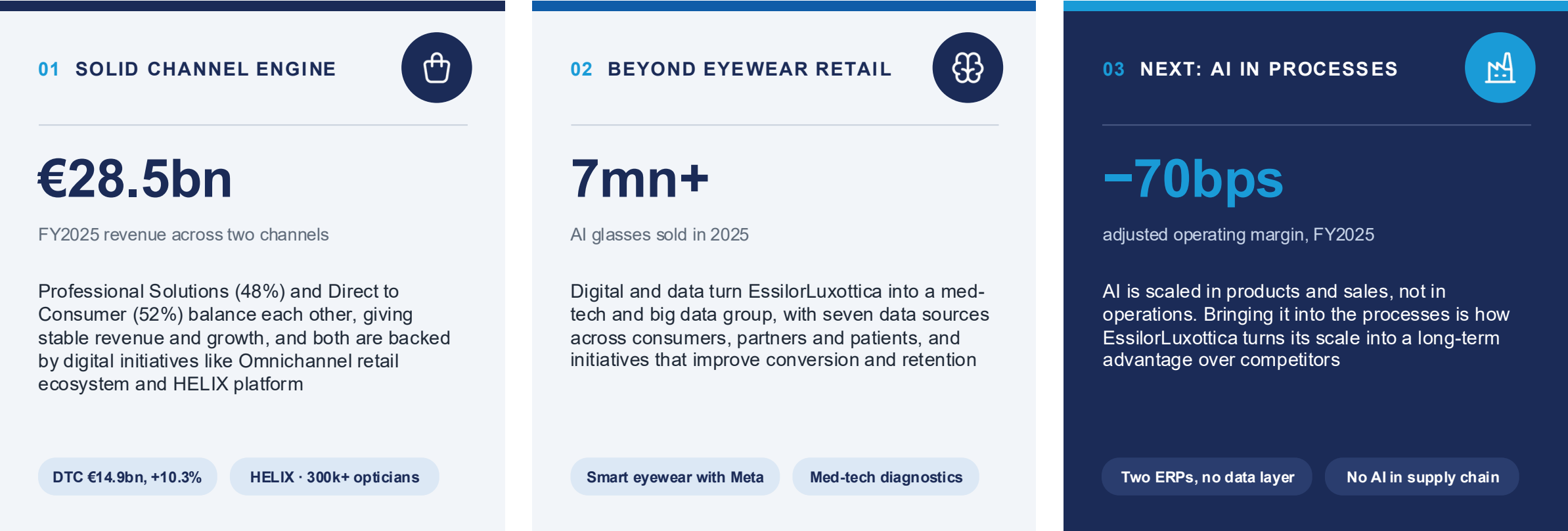
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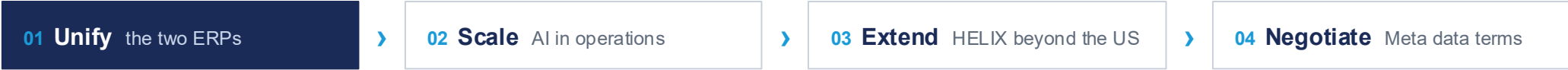
EM Normandie Business School · Financial Data Management · 2026/2027



Executive Summary: a digitally enabled leader, with AI still to bring into its processes



WAY FORWARD



Source: EssilorLuxottica FY2025 results and disclosures; group analysis (detailed in the following sections).

A vertically integrated eyecare leader, built on six strategic pillars

GLOBAL SCALE · FY2025

€28.5bn

Revenue

210k+

Employees

150+

Countries

150+

Brands

Eyewear Market: \$460bn+ by 2033, ~9–10% CAGR

TWO COMPLEMENTARY GO-TO-MARKET CHANNELS



SIX STRATEGIC PILLARS

How can Digital, Data, Architecture and AI power these pillars?



Vertical Integration

Full value-chain control



Comprehensive Eye Care

The entire vision-care journey



Market Expansion

New categories & geographies



Partnership Ecosystem

Fashion, med-tech, AI



Open Platform

Open to all industry players

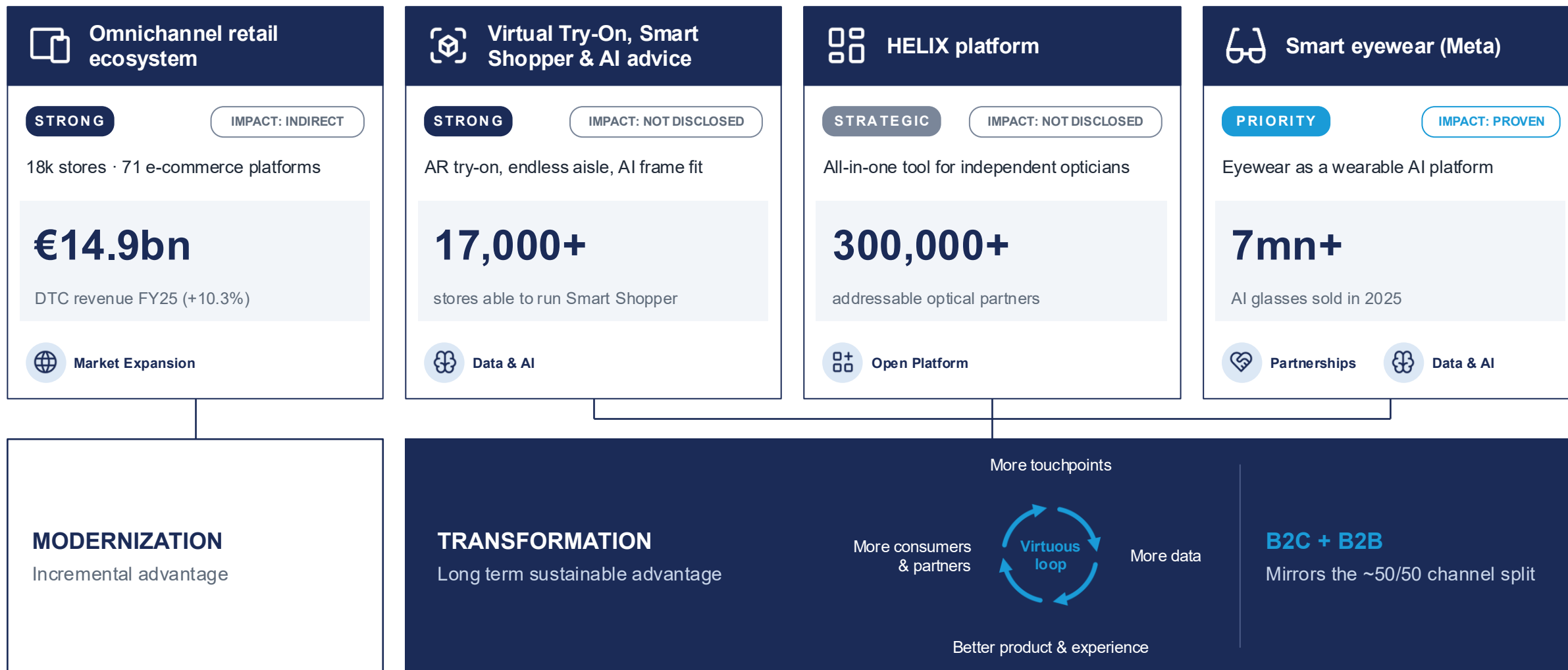


Data-Driven & AI

Med-tech and big data group

Source: EssilorLuxottica FY2025 results; industry estimates.

Four digital initiatives: modernize the channels and turn scale into a data advantage



Source: EssilorLuxottica FY2025 results and disclosures; group analysis.

Seven data sources across consumers, partners and patients

	DOMAIN	DATA SOURCE	FROM	VALUE OF DATA
DIGITAL INITIATIVES	 Omnichannel retail	18k stores + 71 e-commerce	Consumers	Personalization & demand planning
	 Virtual Try-On & AI advice	In-store AR, face & preference data	Consumers	Point-of-sale personalization
	 HELIX	Practice, billing & patient data	Partners	Partner infrastructure & lock-in
	 Smart eyewear (Meta)	Camera, audio & AI-interaction data	Consumers	Product design & personalization
	 Med-Tech / Clinical	Diagnostic imaging (Heidelberg, RetinAI), 89 clinics	Patients	Train diagnostic AI, better care
BEYOND DIGITAL	 EyeMed	Claims, member & provider data	Consumers	Price plans, steer members to EL
	 Leonardo	Training & certification data	Partners	Target training, raise service quality

FOCUS · SMART EYEWEAR

A priority business built on data Meta holds

7mn+ AI glasses sold in 2025

EL OWNS

- Frame & lens design
- Retail & sales data
- Customer relationship

META OWNS

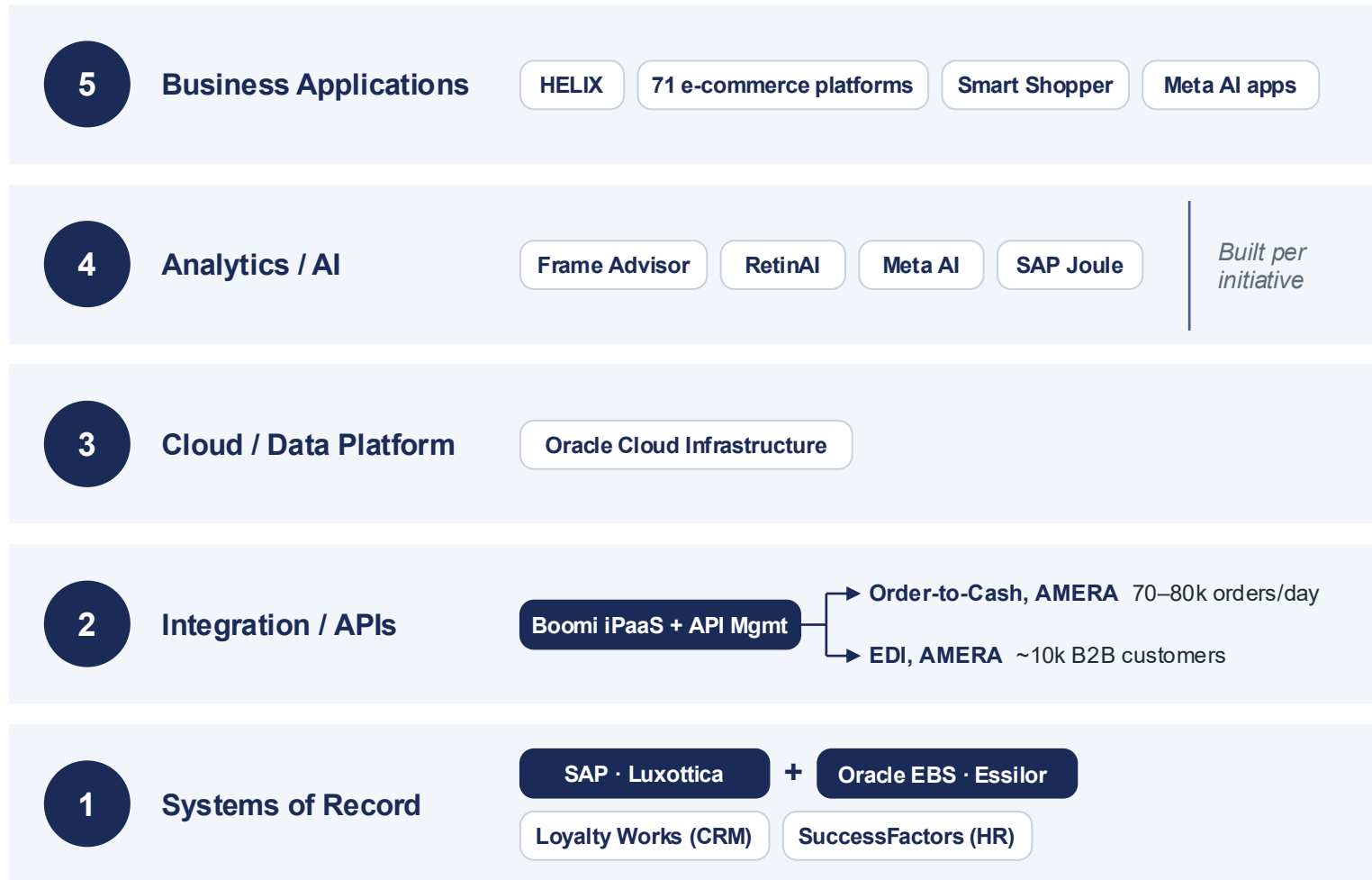
- Camera & audio
- AI interactions
- Usage data

GAP & RISKS

- Access to usage data depends on Meta, on undisclosed terms
- Reputational risk without data control

Source: EssilorLuxottica FY2025 results and disclosures; Meta privacy policy; group analysis.

The digital backbone: an integration layer connecting two ERP estates



Two ERPs, One Group

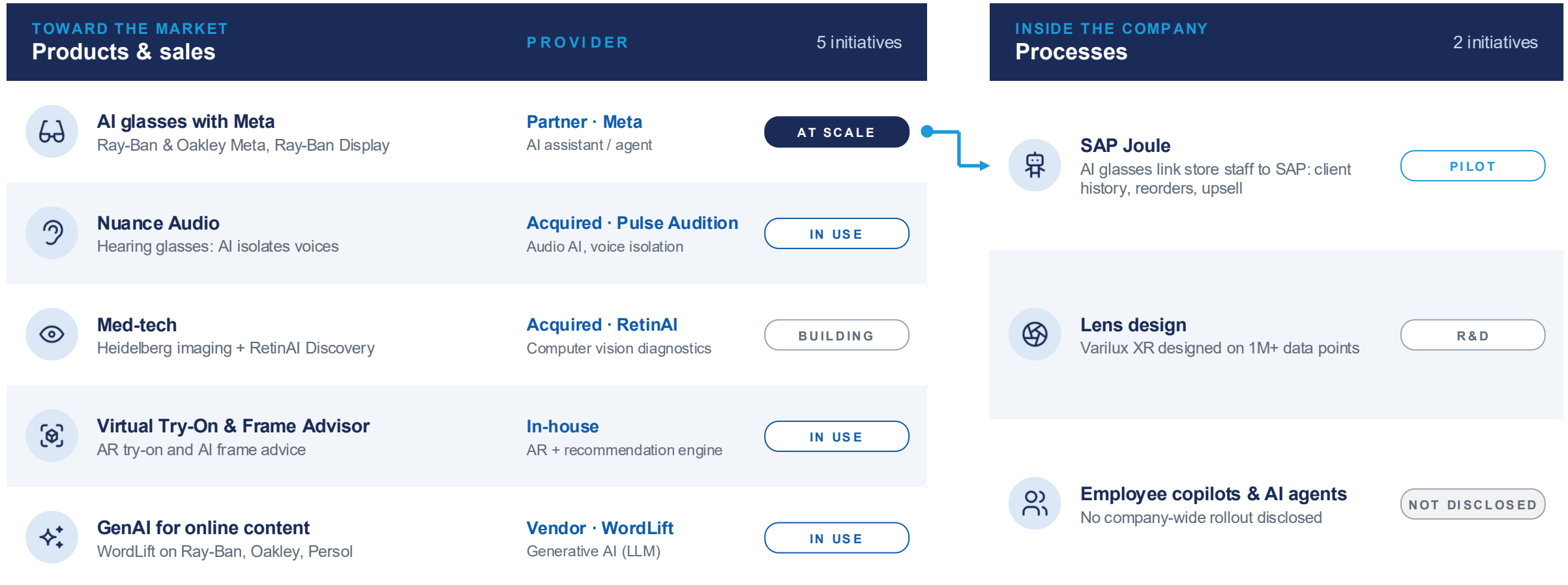
LUXOTTICA → SAP
One platform since 2014

ESSILOR → ORACLE
EBS for 13 lens factories

- 2018** Merger: two ERPs run side by side
- 2019–20** One IT platform chosen; Essilor EBS moved to **Oracle Cloud**
- 2021** GrandVision adds a **third retail IT estate**
- 2022** **Boomi** integrates order processing (AMERA)
- 2026** Retail on **SAP S/4HANA**; Joule AI pilots

Sources: SAP News Center; Chain Store Age; CIO Online; Boomi / Business Wire; EssilorLuxottica FY2025 Annual Report.

AI Strategy: scaled in the product and the market, still early in the processes

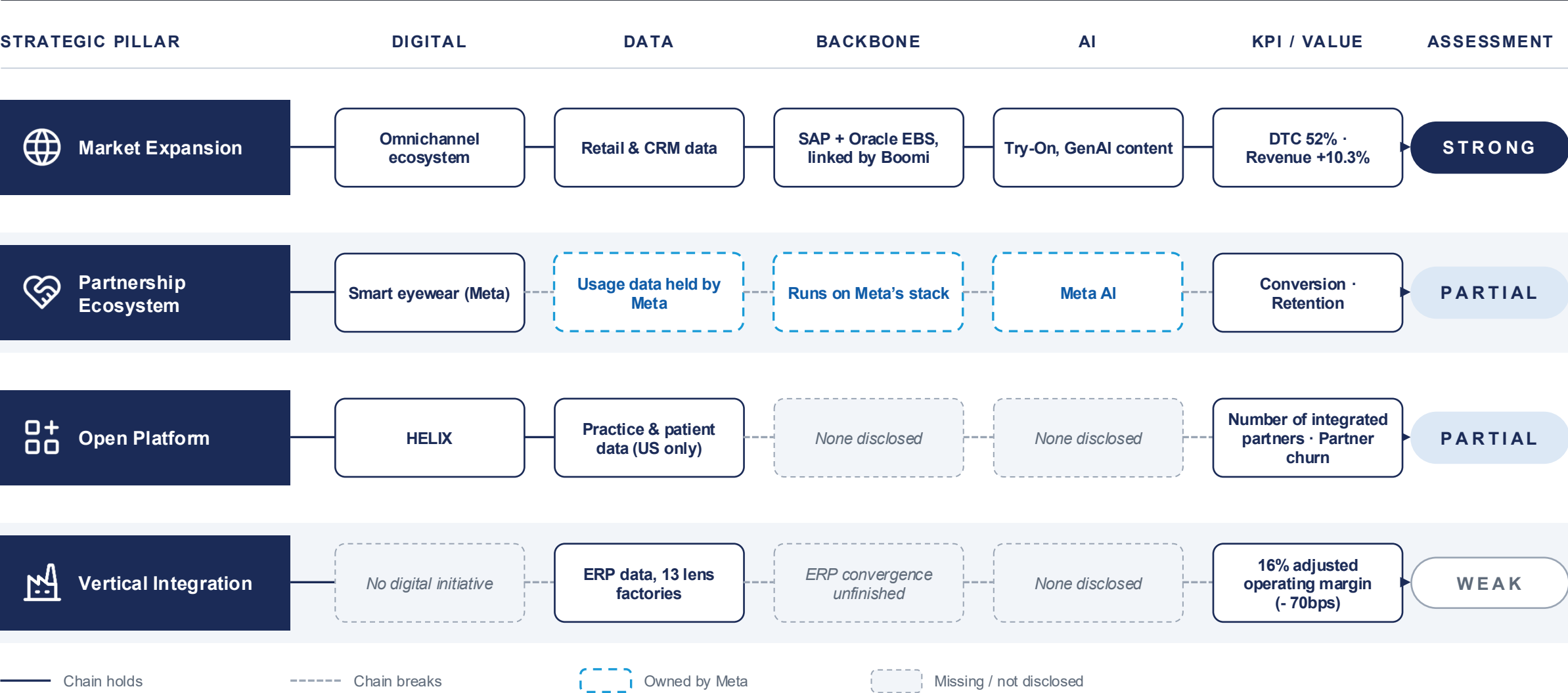


GAP

Focus on products and sales: **internal processes show little disclosed AI** (no AI declared in supply chain or back-office)

Sources: EssilorLuxottica FY2025 results and press releases; SAP News Center; WordLift case study; group analysis.

Strategic Alignment Matrix: a strong leader with some levers of improvements



Source: EssilorLuxottica FY2025 results and disclosures; group analysis.

Risks & gaps: where the chain breaks

01

Backbone



Vertical Integration



Two ERPs, no group-wide data layer disclosed

SAP/Oracle convergence unfinished since 2019; Boomi integrates, not a data layer

WHY IT MATTERS

Data stays in the silo of the initiative that created it, limiting sharing across the group, so the virtuous loop cannot completely compound

02

Operations AI



Vertical Integration



No AI in supply chain or back-office

Internal AI limited to SAP Joule (pilot) and lens-design R&D

WHY IT MATTERS

AI in operations could automate processes and lift efficiency (e.g. demand forecasting, inventory) while margin is down 70bps

03

HELIX reach



Open Platform



HELIX is US-only

300,000+ optical partners worldwide, but the platform serves only the US

WHY IT MATTERS

Partner lock-in and efficiency ensured by this tool stays limited outside the US, in a wholesale channel worth 48% of group revenue

04

Data ownership



Partnership Ecosystem



Smart-glasses data sits with Meta

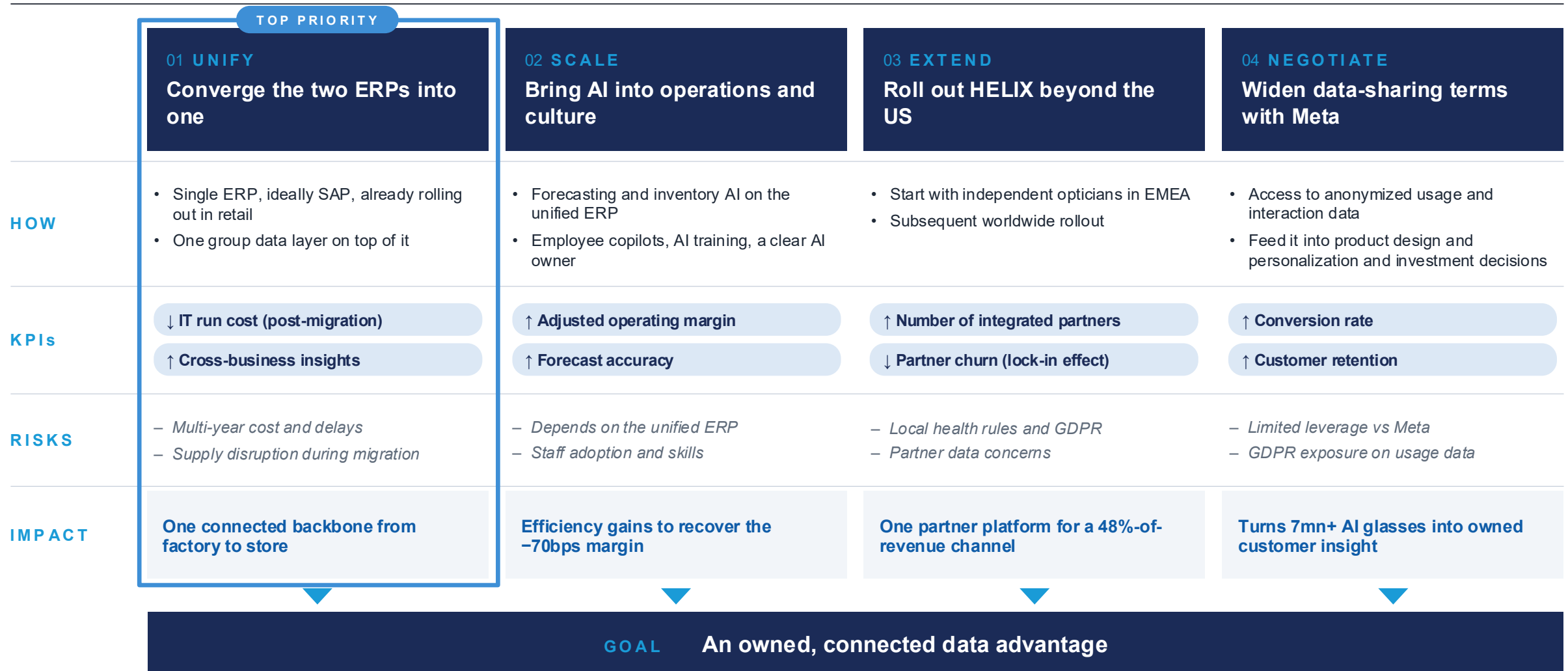
Camera, audio and AI-interaction data flow to Meta's app, on undisclosed terms

WHY IT MATTERS

A 7mn+ unit priority runs on data EL doesn't control: data that could personalize the offer, help product design and guide investment decisions

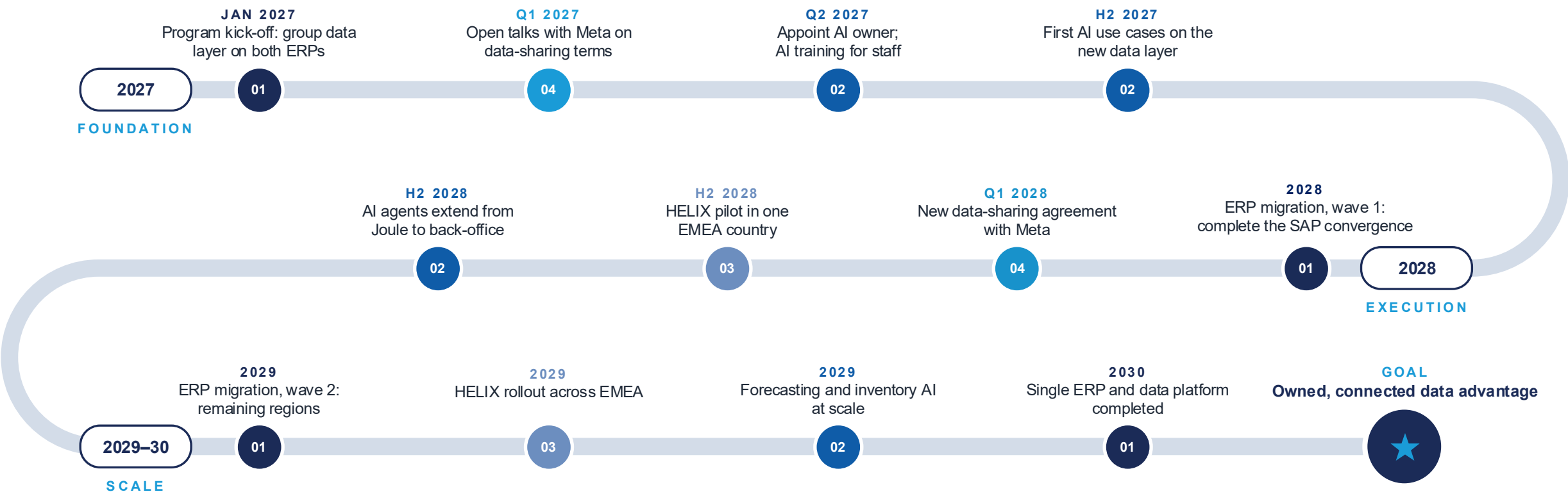
Source: EssilorLuxottica FY2025 results and disclosures; SAP News Center; Boomi / Business Wire; group analysis.

Four moves to turn scale into an owned data advantage



Source: group analysis based on previous sections.

Roadmap 2027–2030: unify the backbone first, scale AI in parallel



INDICATIVE COST

01 Unify	€€€€	02 Scale	€€€€	03 Extend	€€€€	04 Negotiate	€€€€
€300–500m	Multi-year, largest program	€100–200m	Platforms, talent, training	Not disclosed · est. €50–100m		< €10m	Legal and commercial effort

TOTAL	~€0.5–0.8bn over 2027–30	≈ €120–200m per year	≈ 8–13% of annual capex	≈ 0.4–0.7% of annual revenue
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Costs are indicative orders of magnitude (group estimate); annual ratios on FY2025 revenue (€28.5bn) and capex (~5.4% of revenue); benchmark: Lidl's SAP program, ~€500m over 7 years.

FROM SCALE TO AN OWNED DATA ADVANTAGE

Thank you...

Questions & discussion

01

Unify

02

Scale

03

Extend

04

Negotiate

GROUP 5

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...but there's one more thing.

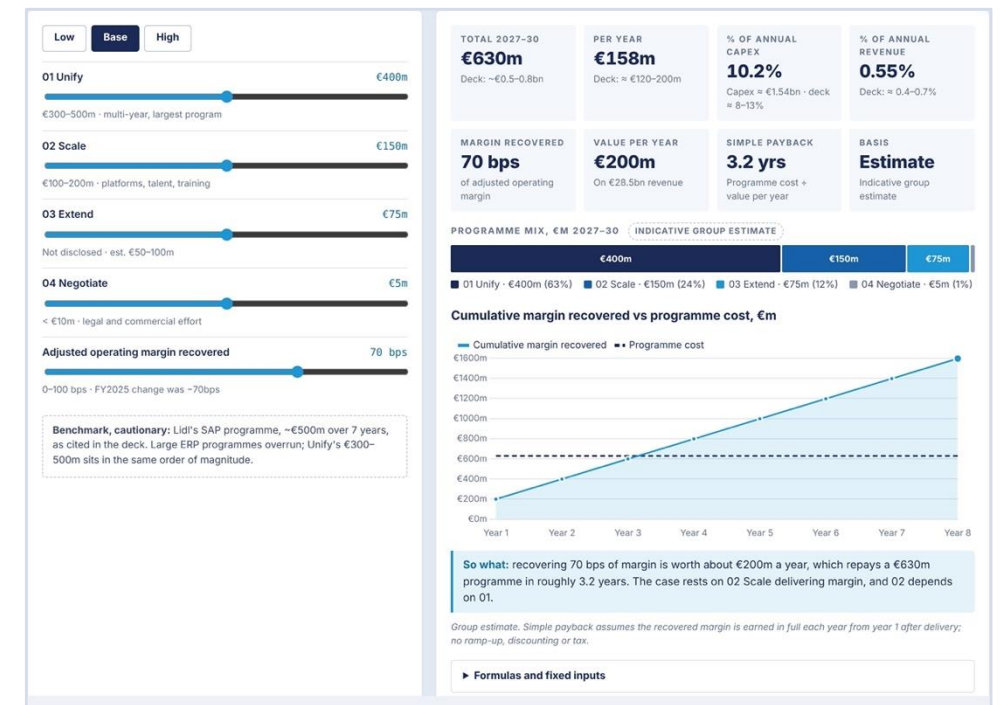
We just built an investment simulator.

Our four moves come with a price tag, so we made it testable instead of just quoting it.

Pick a **Low**, **Base** or **High** scenario and set how many basis points of operating margin the programme recovers (0–100 bps, against the –70 bps lost in FY2025).

The model instantly returns the **2027–30 programme mix**, its **weight on revenue** and **capex**, and the simple **payback in years**.

Every input is an indicative group estimate, and every formula is open to audit on the page.



Try it live: <https://claude.ai/artifact/NwfrYJRNtCZnHlFXQLxBq7>

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