





	Shareholders	Shares
Postal ballot	000,000	000,000
Present and represented	000,000	000,000
TOTAL	000,000	000,000

#### Required quorum

- 20% of the capital for OGM
- Participation rate: 00%

#### AGENDA FOR THE ORDINARY MEETING

- 1. Approval of the 2017 parent Company financial statements
- 2. Approval of the 2017 consolidated financial statements
- 3. Allocation of earnings and setting of the dividend

#### AGENDA FOR THE ORDINARY MEETING

60

- 4. Renewal of the Director's term of office of Mr. Antoine BERNARD DE SAINT-AFFRIQUE
- 5. Renewal of the Director's term of office of Ms. Louise FRÉCHETTE
- 6. Renewal of the Director's term of office of **Mr. Bernard HOURS**
- 7. Renewal of the Director's term of office of Mr. Marc ONETTO
- 8. Renewal of the Director's term of office of **Mr. Olivier PÉCOUX**
- 9. Renewal of the Director's term office of Ms. Jeanette WONG



- Appointment of Ms. Jeanette WONG as Director of the Company in replacement of Ms. Henrietta FORE (as from the completion date of the combination with Luxottica)
- 11. Approval of the undertakings referred to in article L. 225-42-1 of the French Commercial Code relating to the severance payment granted to Mr. Laurent VACHEROT, President and Chief Operating Officer, in the event that his employment contract is terminated under certain conditions

- 60
- 12. Approval of the fixed, variable and exceptional compensation components comprising the total compensation and benefits in kind paid or awarded in respect of the 2017 fiscal year to Mr. Hubert SAGNIÈRES, Chairman and Chief Executive Officer
- 13. Approval of the fixed, variable and exceptional compensation components comprising the total compensation and benefits in kind paid or awarded in respect of the 2017 fiscal year to Mr. Laurent VACHEROT, President and Chief Operating Officer
- 14. Approval of the compensation policy applicable to the Executive Board Officers
- 15. Powers to carry out formalities



# 6-02018

## SOUND FUNDAMENTALS

Laurent Vacherot

## 2017: another year of earnings growth

	2016	Croissance	2017
Revenue	€7,115m	+5.3%	€7,490m
Adjusted Contribution from operations <sup>(1)(2)</sup>	€1,321m	+3.5%	€1,367m
As a percentage of revenue	18.6%		18.3%
Adjusted Earnings per share <sup>(2)</sup>	€3.79	+1.6%	€3.85
Adjusted Free Cash Flow <sup>(3)</sup>	€963m	+4.0%	€1,002m
Dividend per share <sup>(4)</sup>	€1.50		€1.53

(1) Contribution from operations corresponds to revenue less cost of sales and operating expenses (research and development costs, selling and distribution costs and other operating expenses)

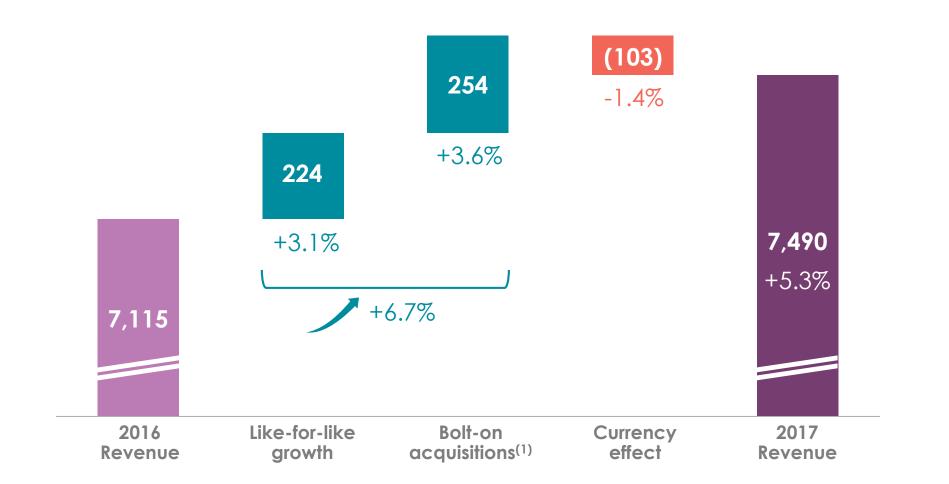
(2) The 2017 accounts are adjusted for non-recurring items related, on one hand, to expenses associated with the proposed combination with Luxottica and, on the other hand, to the positive effects of tax changes in the United States and France. 2016 results are not adjusted

(3) Net cash from operating activities less change in WCR and capital expenditure. Adjusted for non-recurring items related to the German competition authority (BKA) in 2016 and to 2017 items including costs linked to the proposed transaction with Luxottica along with the settlement of litigation

(4) To be submitted for shareholder approval at the April 24, 2018 Annual General Meeting

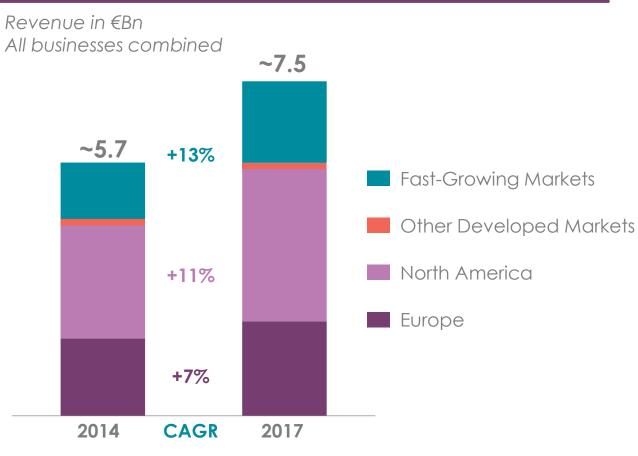
#### 2017: a balanced revenue increase between like-for-like growth and bolt-on acquisitions

€ millions



## Sustained revenue growth across geographies

#### BY GEOGRAPHY



#### 2017 HIGHLIGHTS

- Lenses: solid momentum driven by new products and e-commerce
- Continued progression in Sunglasses & Readers
- Equipment and Instruments performed well
- Fast-Growing Countries<sup>(1)</sup>: 24% of total sales

(1) Fast-growing countries include China, India, ASEAN, South Korea, Hong Kong, Taiwan, Africa, the Middle East, Russia and Latin America

## Important Factors for Consideration in 2017



A gain from the tax reform in the USA: €73 million

(1) Lifting of the performance conditions of 2 employee shareholding plans and "Boost 2017" program

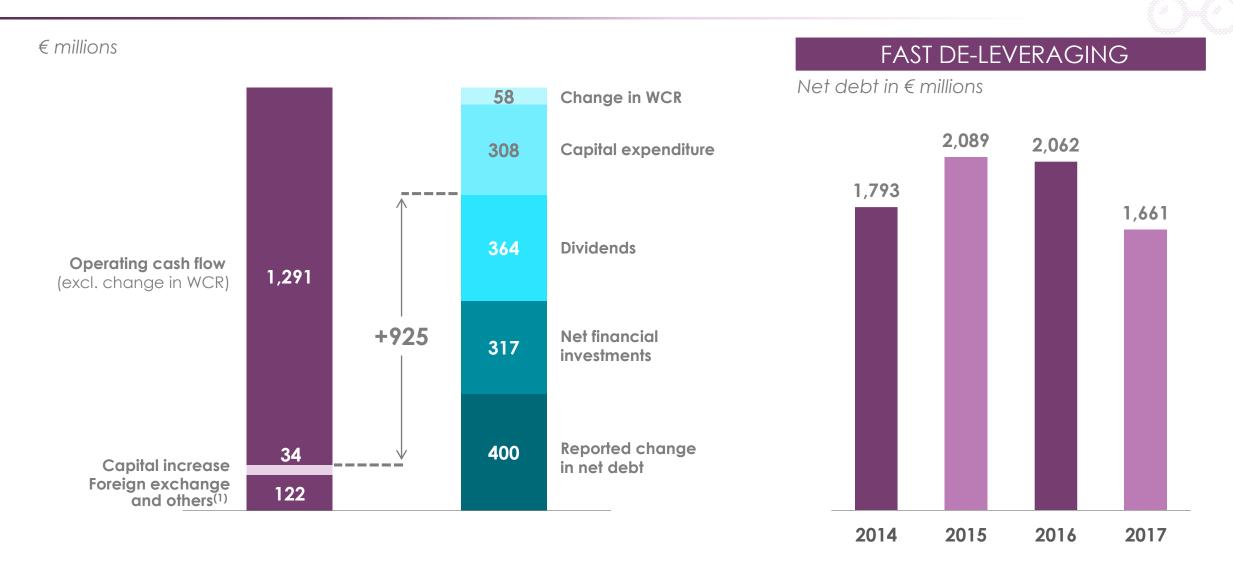
(2) Excluding the following subsidiaries: Essilor India Private Limited (EIPL), Essilor Manufacturing India Private Limited (EMIL), Essilor Korea Co, Ltd., Onbitt Co., Ltd., for which ESSILOR INTERNATIONAL (Compagnie Générale d'Optique) is shareholder

€ millions			
	<b>2017</b> Adjusted <sup>(1)</sup>	<b>2016</b> Reported	Change
Revenue	7,490	7,115	+5.3%
Contribution from operations <sup>(2)</sup>	1,367	1,321	+3.5%
Operating profit	1,248	1,230	+1.5%
Net profit	922	880	+4.8%
Profit attribuable to equity holders	833	813	+2.5%
Earnings per share (in €)	3.85	3.79	+1.6%

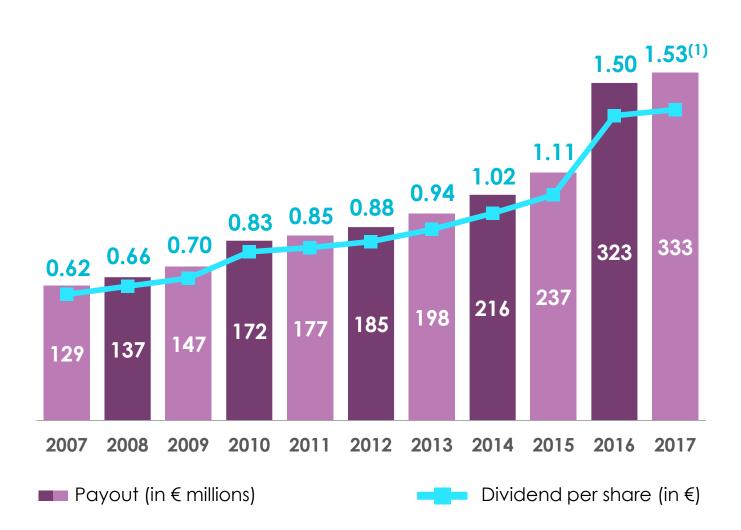
(1) The 2017 accounts are adjusted for non-recurring items related, on one hand, to expenses associated with the proposed combination with Luxottica and, on the other hand, to the positive effects of tax changes in the United States and France

(2) Contribution from operations corresponds to revenue less cost of sales and operating expenses (research and development costs, selling and distribution costs and other operating expenses)

## A Sound Financial Situation

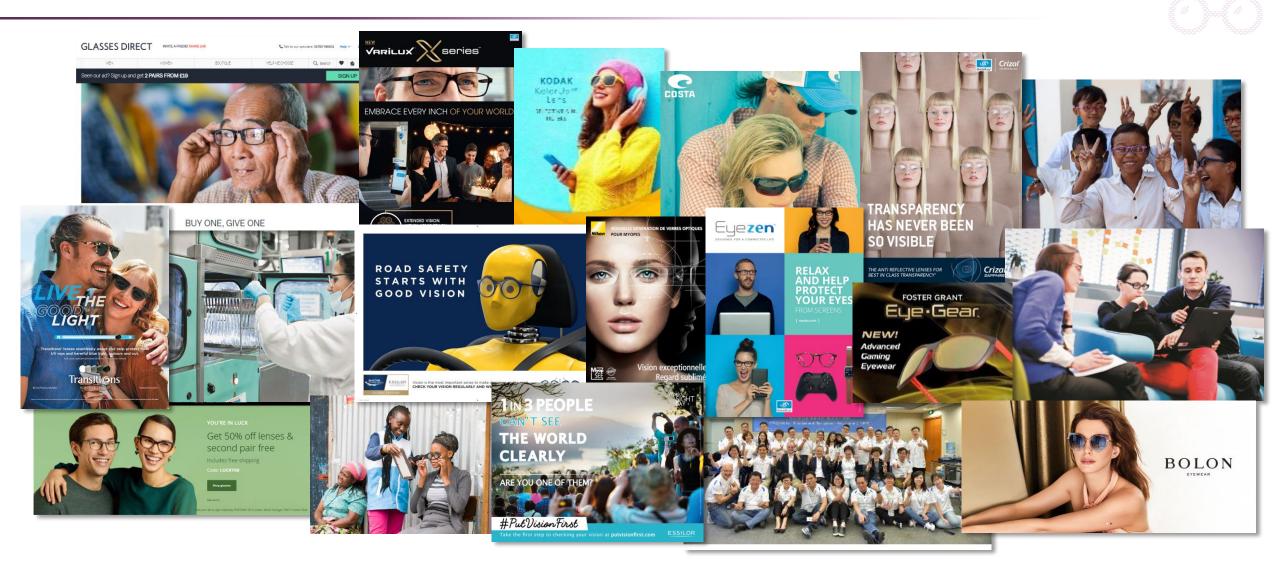


#### Dividend per share



(1) To be submitted for shareholder approval at the April 24, 2018 Annual General Meeting

## Strengthening our foundations for future growth



## Successful rollout of new products



## Continued growth in developed markets





(1) 2017 Combined revenue growth (like-for-like and bolt-on acquisitions), across all business divisions

## China: a consumer-driven organization to develop the world's biggest market



## A VAST MARKET WITH GROWING NEEDS myopi EUezen start ■ 1.3 bn people ◄ 45% are myopes BOLON ~500 million have uncorrected poor vision

#### 18% REVENUE GROWTH OVER 3 YEARS<sup>(1)</sup>



## Continuing to invest in Fast-Growing<sup>(1)</sup> Markets



4 countries representing 500 Million people

(1) Fast-growing countries include China, India, ASEAN, South Korea, Hong Kong, Taiwan, Africa, the Middle East, Russia and Latin America

#### Increased focus on employee engagement

# 6.0

#### CREATING AN INCLUSIVE AND STIMULATING ENVIRONMENT



## RAPID EXPANSION OF EMPLOYEE SHAREHOLDING



## Accelerating our fight against poor vision

#### AWARENESS

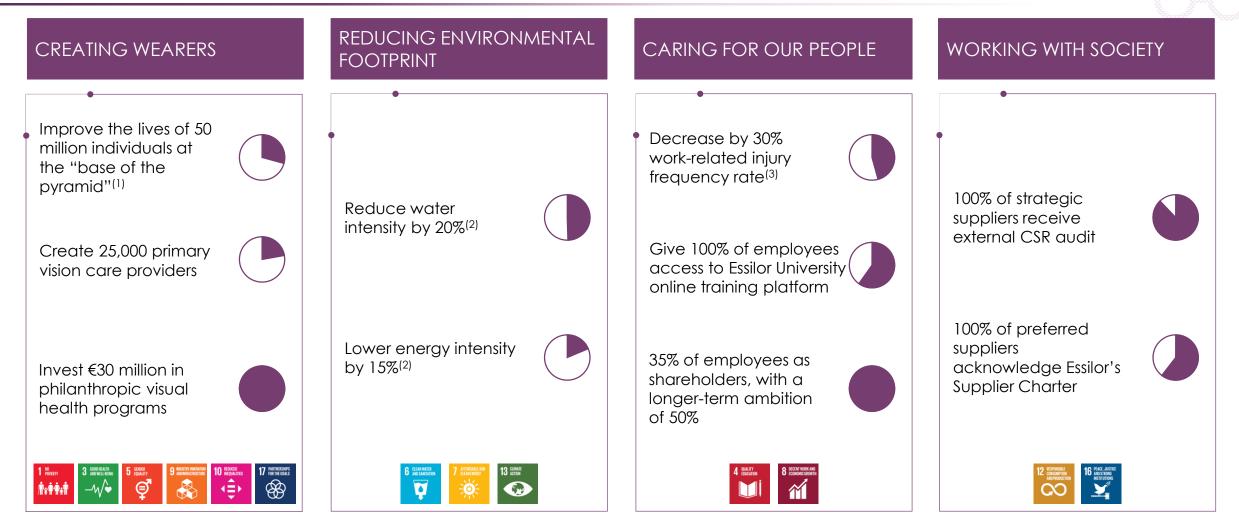


#### INCLUSIVE BUSINESS



STRATEGIC GIVING

## On track to reach our 2020 sustainability targets



- (1) "Base of the pyramid" refers to underprivileged and high-risk populations characterized by high rates of poverty, living on less than \$2.50 a day
- (2) Targets measured per "good" lens produced across a defined scope of manufacturing facilities with Group's most significant environmental footprint
- (3) Baseline for work-related injury frequency rate, 2015 with a a zero-accident goal

## Sound fundamentals driving long term value creation





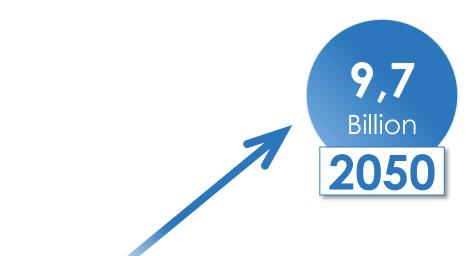
# **()**-()-2018

#### READY TO ACCELERATE IN A GROWING MARKET

Paul du Saillant

## Bringing good vision to everyone, everwhere by 2050

#### Worldwide population

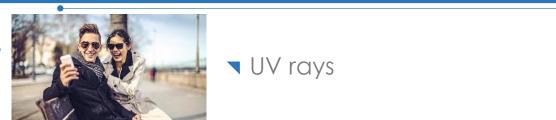


#### CORRECTION



 Primary objective of Essilor lenses

#### PROTECTION







- Harmful blue light
- High myopia

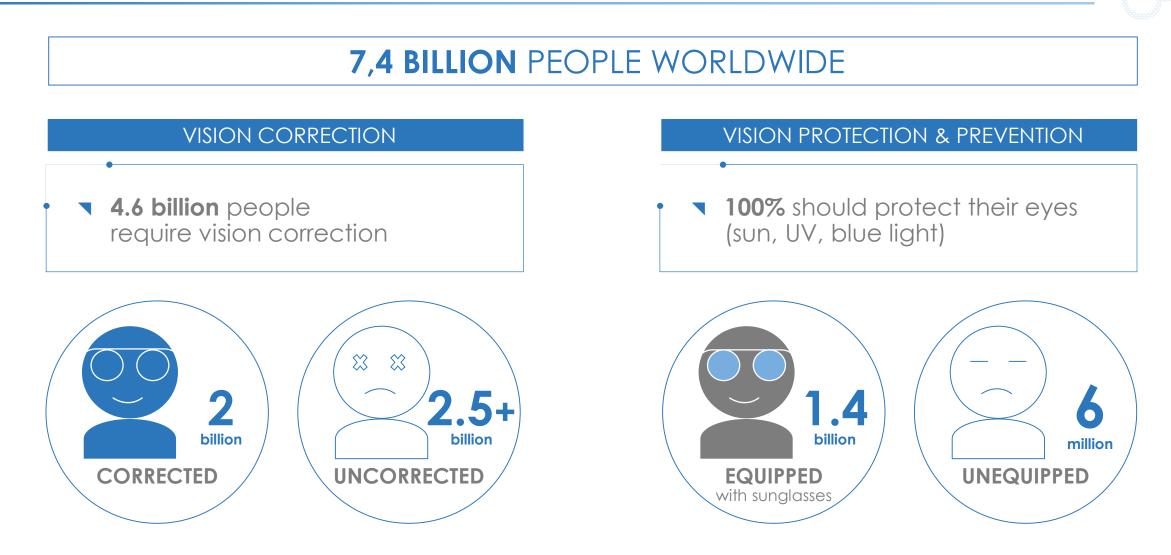
Source: United Nations

7,4

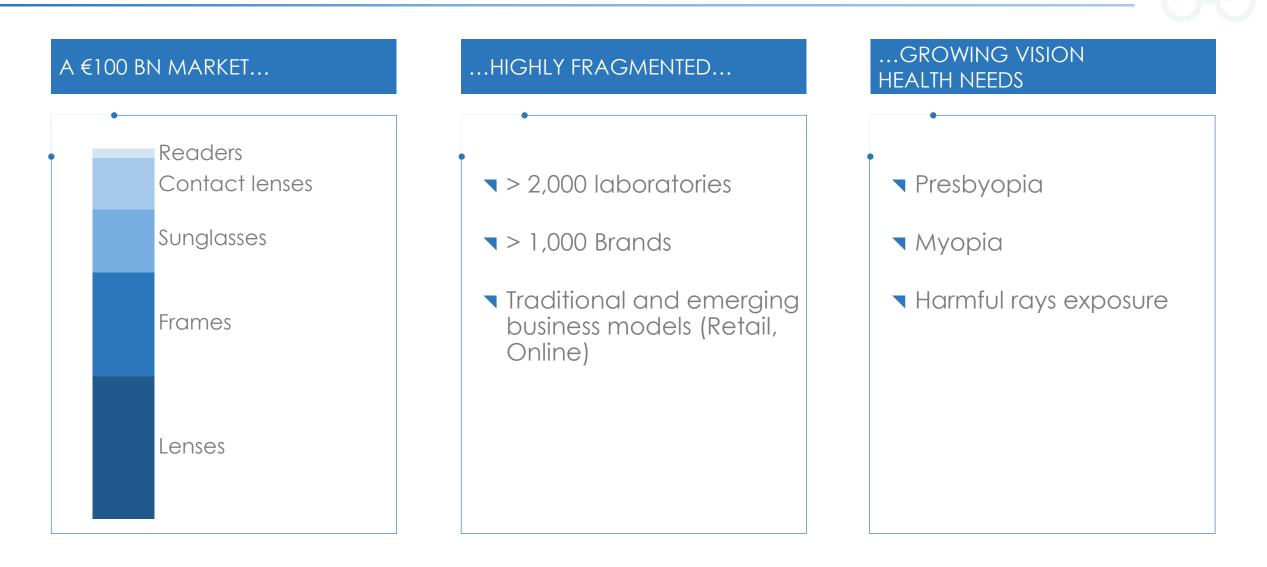
Billion

2017

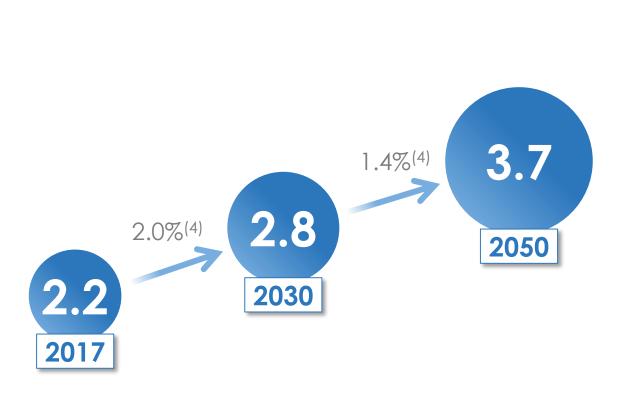
Poor vision, the world's largest disability



An underdeveloped optical market: ~€15 spent per inhabitant per year



## In 2030, more than 2.8 billion people will have Presbyopia



(1) Source: Essilor estimates, Brien Holden Vision Institute

(2) Morgan IG1, Ohno-Matsui K, Saw SM. Myopia. Lancet. 5 May 2012

(3) Verkicharla, Ohno-Matsui, Saw. Current and predicted demographics of high myopia and an update of its associated pathological changes, Ophtalmologic & Physiological Optics. 2015

#### (4)Compound Annual Growth Rate

Billion people<sup>(1)</sup>

#### TRENDS

#### Ageing population

- In mature markets, Seniors are more equipped than mid lifers
- In fast growing markets: large mid lifers active population

#### CONSUMER CHALLENGES

- Reduce stigma around ageing
- Solutions for all budgets
- Access to the solutions

#### In 2030, more than 2.7 billion people will have Myopia Billion people<sup>(1)</sup> **TRENDS** Changing lifestyles leading to Myopia pandemic: Urban & Connected 5.0 3.1%<sup>(4)</sup> CONSUMER CHALLENGES 2.1 3.2%<sup>(4)</sup> Poor aesthetics and physical comfort 2050 Growing prevalence of myopia 2030 . 8 in children<sup>(2)</sup> 2017 Risk of eye disease in high myopias<sup>(3)</sup>

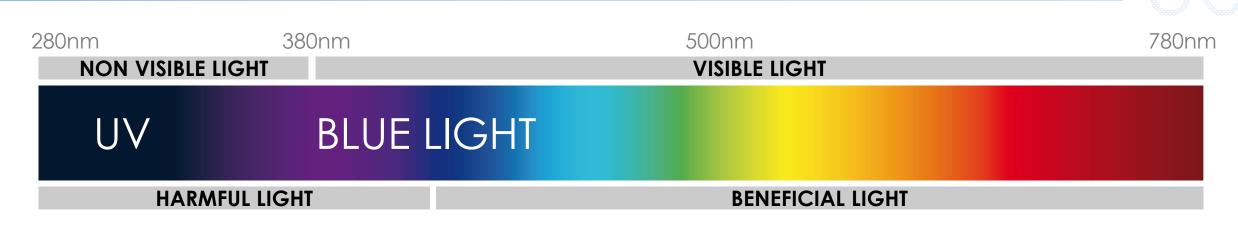
(1) Source: Essilor estimates, Brien Holden Vision Institute

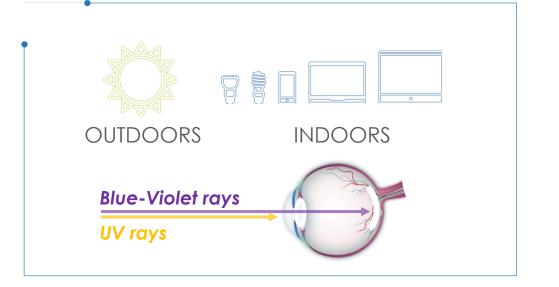
(2) Morgan IG1, Ohno-Matsui K, Saw SM. Myopia. Lancet. 5 May 2012

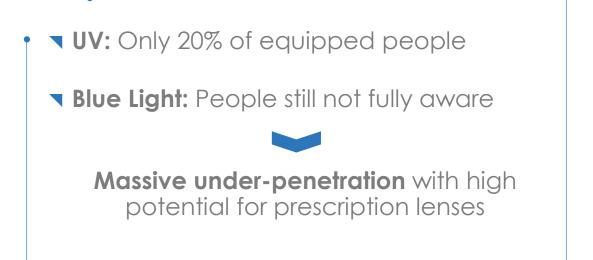
(3) Verkicharla, Ohno-Matsui, Saw. Current and predicted demographics of high myopia and an update of its associated pathological changes, Ophtalmologic & Physiological Optics. 2015

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(4)Compound Annual Growth Rate
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#### Everyday exposure to harmful light is a major vision health risk for each person on the planet

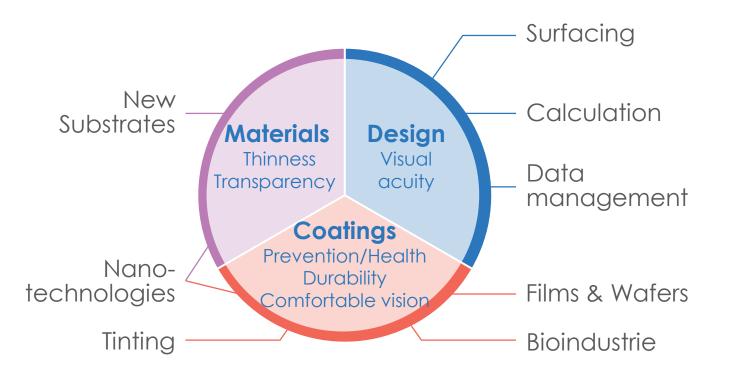






### Innovative solutions for all vision needs exist

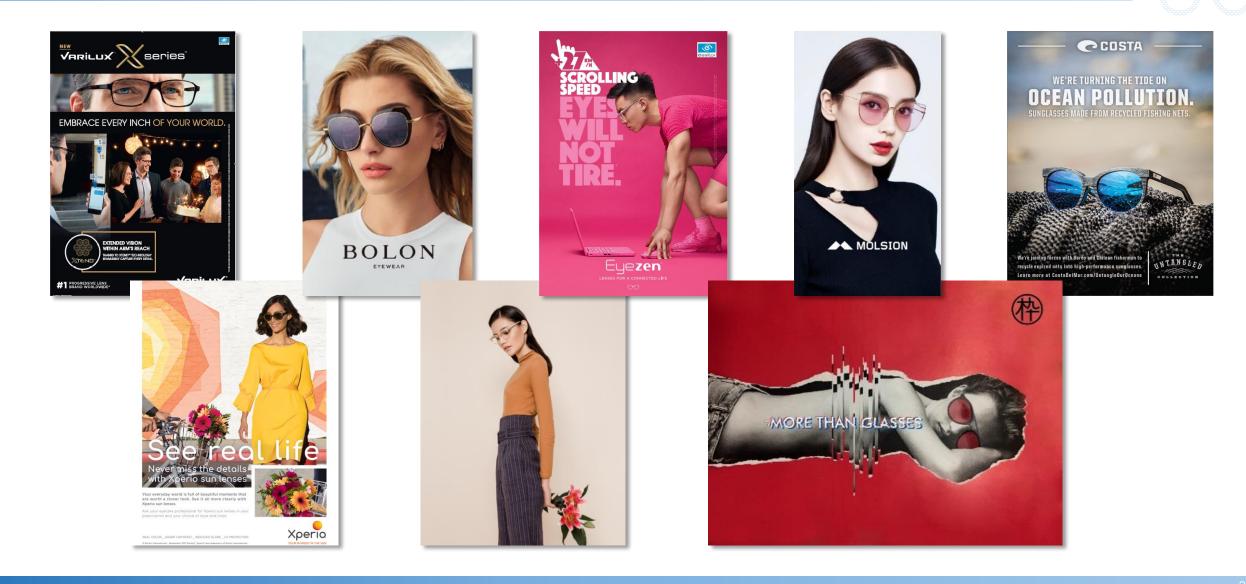
#### LENS TECHNOLOGIES



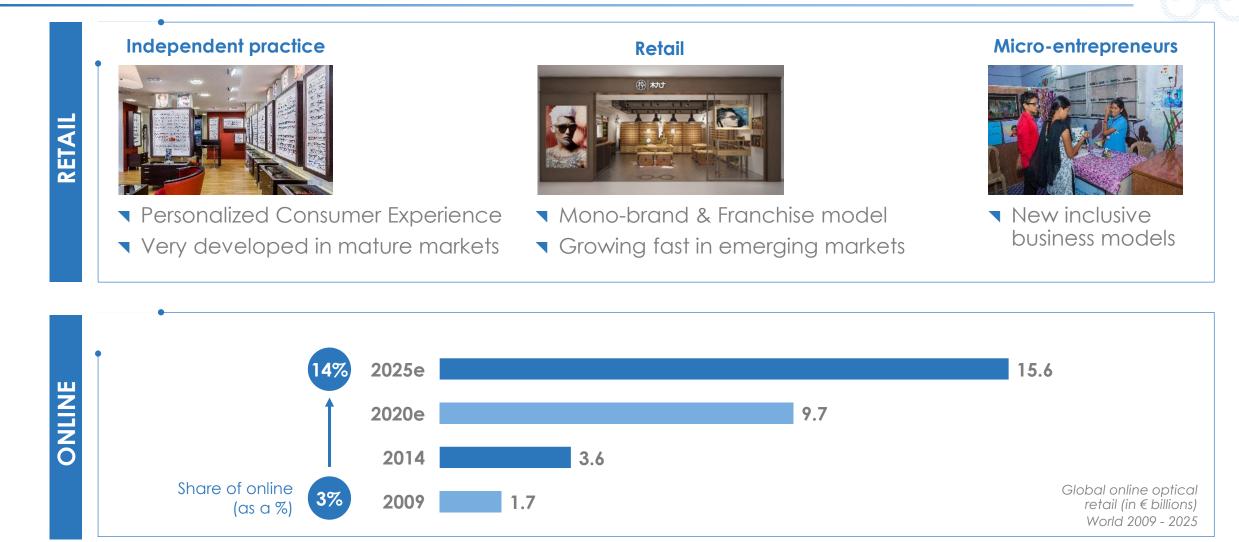
#### GLOBAL SUPPLY CHAIN

- A Worldwide organization:
  - 34 Plants
  - 14 Distribution centers
  - 481 Proximity laboratories
- Specific solutions to address the needs of each local market

### Consumer brands: combining vision and self expression



## Improving accessibility through strong multi-channel distribution



#### 33

#### A market potential of €300bn



(1) Sell-out value for contact lenses, spectacle lenses, readers, sunglasses and frames in 2016

(2) Assuming 100% of vision correction and protection needs addressed and fast-growing markets product mix in line with more advanced developing countries Source: Essilor estimates

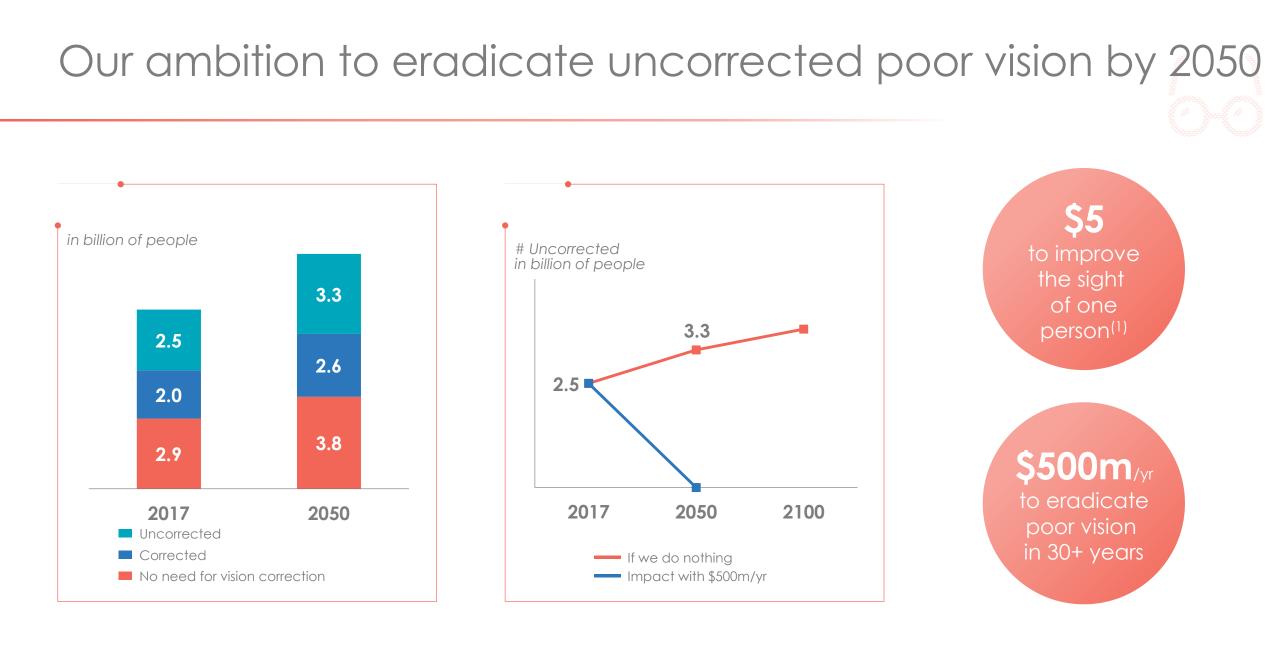


# 

A POWERFUL MISSION CREATING VALUE FOR ALL

Jayanth Bhuvaraghan

## IMPROVING LIVES BY IMPROVING SIGHT Good vision for everyone, everywhere



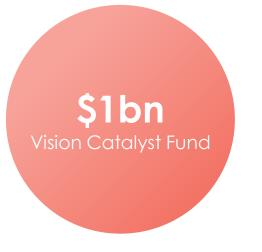
(1) Low-income populations and people living below the international poverty line

# Another major step towards the fight against poor vision



#### THE QUEEN ELIZABETH DIAMOND JUBILEE TRUST

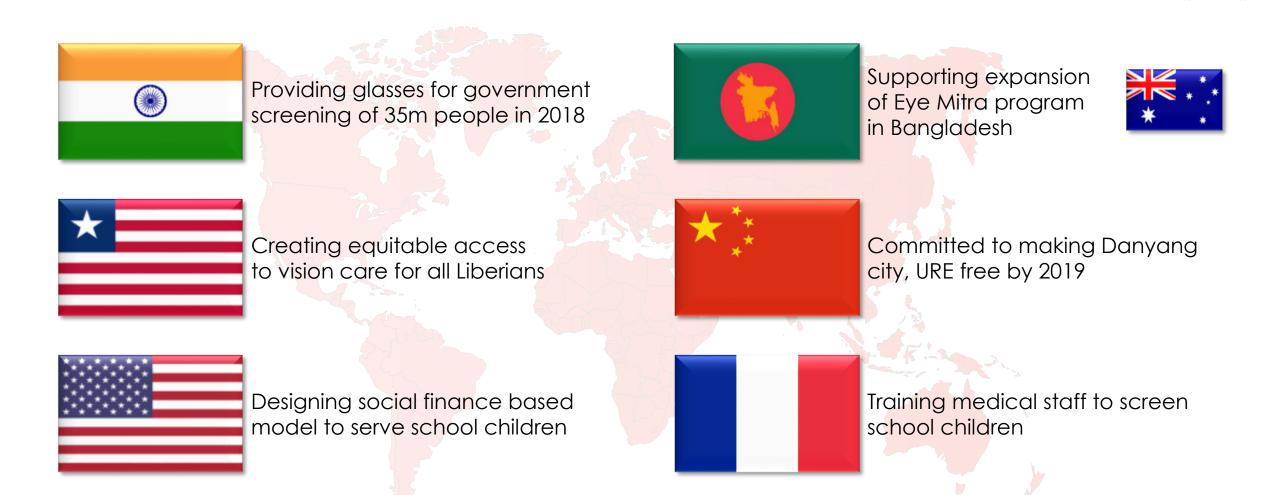
- **53** Commonwealth Governments
- 2.4 billion people
- **900 million** with uncorrected poor vision







# Working with governments and the public sector to make our ambition a reality



#### Our three main areas of action to reach the 2.5 billion



#### Inclusive Business

For-profit sustainable models to empower local communities



#### Strategic Giving

Funding and driving outreach programs



#### Awareness & Advocacy

Making good vision a global priority

#### BUILDING ACCESS AND AWARENESS

### IMPROVING LIVES BY IMPROVING SIGHT Good vision for everyone, everywhere





#### GOVERNANCE Hubert Sagnières

#### Key steps to closing

Main conditions to closing of the Delfin stake contribution	Works Council consultations	Essilor Works Councils' consultation/information process
	Other regulatory approval	AMF waiver of potential mandatory tender offer by Delfin for the shares of Essilor
	Essilor shareholders approval	<ul> <li>Essilor AGM approval of transaction elements</li> <li>Essilor special meeting approval of cancellation of double voting rights</li> </ul>
	Hive down	<ul> <li>Contribution of the activities and equity holdings of Essilor International to its subsidiary "Essilor International"</li> </ul>
	Anti-trust	■ Regulatory proceedings in all relevant geographies
	Exchange offer	<ul> <li>Completion of the contribution of the Luxottica's shares by Delfin to Essilor</li> <li>Post-Contribution, launch of mandatory exchange offer by Essilor for the remainder of Luxottica's shares, same economic terms as for Delfin contribution</li> </ul>

Transaction expected to close in first part of 2018

#### Essilor's board of directors



Hubert Sagnières<sup>(1)</sup> Chairman and Chief Executive Officer



Philippe Alfroid Director

Bernard Hours <sup>(1)</sup>

Independent Director

Jeanette Wong<sup>(1)</sup>

Independent Director



Antoine Bernard de Saint-Affrique Independent Director



Maureen Cavanagh Director representing employees shareholders



Juliette Favre<sup>(1)</sup> Valoptec Association President Director representing employees shareholders



Louise Fréchette Independent Director



Laurent Vacherot President and Chief Operating Officer

(1) Board members of EssilorLuxottica

To be submitted for shareholder approval at the April 24, 2018 Annual General Meeting



Annette Messemer<sup>(1)</sup> Independent Director



Delphine Zablocki<sup>(1)</sup> Director representing employees



Marc Onetto Independent Director



Leonel Ascencao Pereira<sup>(1)</sup> Director representing employees



Olivier Pécoux<sup>(1)</sup> Director

Strategic committee	All Directors
(merge february 28 <sup>th</sup> , 2018)	Hubert Sagnières & Juliette Favre (consultatives voices on non-compensations questions)
Nominations and compensation committee	Bernard Hours (President) Olivier Pécoux Marc Onetto
CSR committee	Louise Fréchette (President) Antoine Bernard de Saint-Affrique Hubert Sagnières Juliette Favre
Audit and risks committee	Annette Messemer (President) Philippe Alfroid Juliette Favre Jeanette Wong





CSR COMMITTEE Louise Fréchette

#### CSR Committe – 5 Years of work

6-0

- Members: Louise Fréchette (Chair), Antoine Bernard de Saint-Affrique, Juliette Favre, Hubert Sagnières
- Goal: ensure that the Group effectively deploys Essilor's mission in a sustainable and responsible manner
- A mission closely tied to the Group's Social, Societal and Environmental issues (materiality matrix) periodically reviewed by the CSR Committee and the Board of Directors:
  - assessment of the Company's sustainable development strategy and 2020 targets
  - Review of the Company's policies on compliance and ethics
- A transversal management with the other committees
- A transversal meeting in 2017 with the Audit and Risk Committee meeting (chaired by Annette Messemer) for reviewing some cross-cutting topics (suppliers relationships, prevention of corruption, personal data protection, etc.)

#### CSR Committee – Recents topics

#### Sustainable development:

- Follow-up mission activities
- "Responsible purchasing" policy
- "Climate change" program including EHS initiative "ReBoost Water & Energy"
- Vision Impact Institute actions

#### Ethics and Compliance:

- Code of Ethics rolled out early 2018
- Essilor Group's human rights policy Risk mapping
- Policy to prevent sexual harassment
- Non financial reporting & associated performance





CORPORATE OFFICERS' COMPENSATION

**Bernard Hours** 

#### Resolution n°12: 2017 compensation of the Chairman and CEO



Target compensation	2015	2016	2017	Variation 2016 / 2015	Variation 2017 / 2016
Fixed	€800k	€800k	€800k	0.0%	0.0%
Target variable	€800k	€800k	€800k	0.0%	0.0%
Fixed + Target variable	€1,600k	€1,600k	€1,600 k	0.0%	0.0%

Performance-based compensation	2015	2016	2017	Variation 2016 / 2015	Variation 2017 / 2016
% Achievement variable	169%	120%	152%	-49 pts	+32 pts
% Variable at maximum	200%	200%	200%	+0 pt	+0 pt
Fixed + variable of the year	€2,150k	€1,760k	€2,014k	-18.2%	+14.5%
Performance shares	35 000	35,000	50,000 <sup>(1)</sup>		

(1) Including 15,000 shares subject to the contribution of Luxottica shares to Essilor being completed

#### Resolution n°12: 2017 annual variable of the Chairman and CEO



wEIGHT (A)	Objective	% Achievement (B)	% Achievement weighted (A) x (B)	Amount
25%	Organic growth	120%	30%	€240,000
25%	Restated NET EPS	187%	47%	€374,400
50%	Specific objectives	150%	75%	€600,000
100%			152%	€1,214,400

#### Resolutions n°12 and n°13: Specific objectives

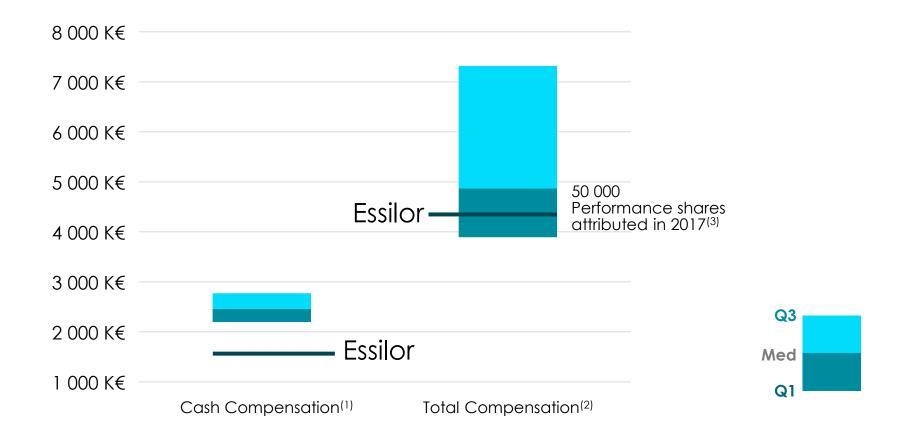


Specific objectives in the 2017 annual variable component	PDG	DGD
Ensuring the successful completion of the combination with Luxottica Strong support from the Valoptec Association Ratification of the planned combination by the shareholders in 2017 Approval of the anti-trust authorities in the main countries concerned	YES	YES
<b>The sustainability of Essilor's culture (Mission, Principles &amp; Values and Employee Shareholding)</b> Outstanding success of the "Boost" employee shareholding plan Employee shareholding rate of 54%, outperforming the 2020 target of 35% Two-fold increase of EyeMitras (from 2,000 to 4,000) and increased contribution to the fund for the Mission's activities	YES	YES
<b>Development of long-term growth plans</b> Definition and implementation of the new organization and governance structure in China Structuring of the Sun & Readers and Online divisions Presentation and implementation of the innovation plan	YES	YES
Support for the new President and COO in the Group's new organization Successful implementation of the new organization and governance of the top management	YES	
Adapting and strengthening internal control procedures to accompany the Group's growth Increased headcount in internal Audit, allowing the department to perform 30% more audits than in 2016 Establishment of a network of Finance correspondents in the main countries and regions with the main purpose of monitoring the internal Control mechanism Halving of the number of open cases following an audit		YES

#### External benchmark



#### International Panel – 20 companies (CEO)



(1) fixed + variable at target

(2) fixed + variable at target + performance shares valued according to the IFRS standards

(3) 35,000 performance shares and an additional 15,000 shares subject to the contribution of Luxottica shares to Essilor being completed

# Resolution n°13: 2017 compensation of the President and COO

Target compensation	<b>2016</b> <sup>(1)</sup>	2017	Variation 2017 / 2016
Fixed	46 k€	650 k€	N/A
Target variable	46 k€	650 k€	N/A
Fixed + Target variable	92 k€	1 300 k€	N/A

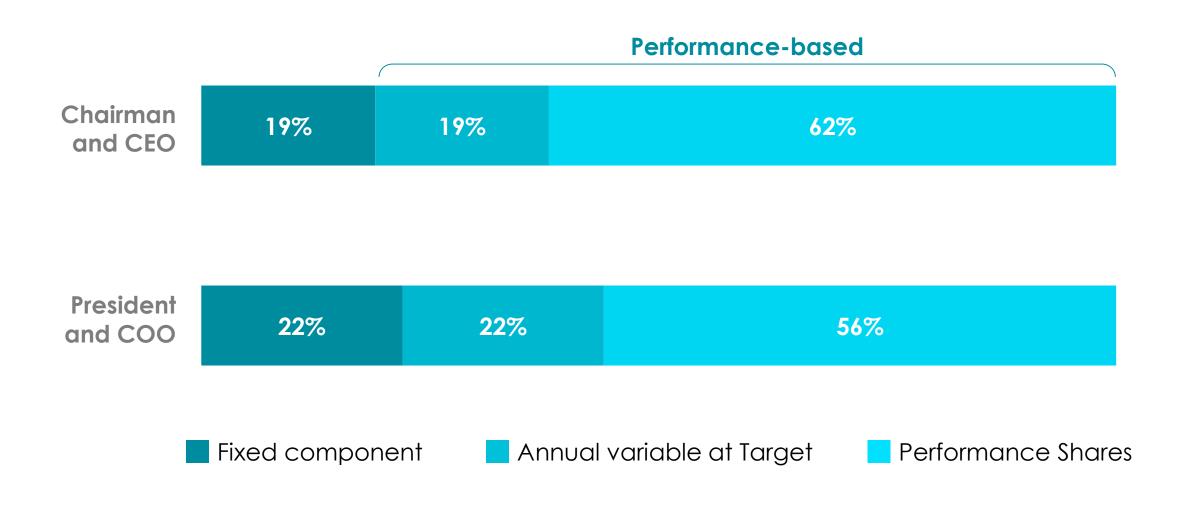
Performance-based compensation	<b>2016</b> <sup>(1)</sup>	2017	Variation 2017 / 2016
% Achievement variable	120%	152%	+32 pts
% Variable at maximum	200%	200%	+0 pt
Fixed + variable of the year	102 k€	1 639 k€	N/A
Performance shares	32 005	32 045	

(1) The sums outline for fiscal year 2016 correspond to compensation due for the period of the corporate office, i.e from December 6, 2016.

#### Resolution n°13: 2017 annual variable of the President and COO



Weight (A)	Objective	% Achievement (B)	% Achievement weighted (A) x (B)	Amount
30%	Organic growth	120%	36%	€234,000
30%	Restated NET EPS	187%	56%	€364,650
40%	Specific objectives	150%	60%	€390,00
100%			152%	€988,650



# 60

#### Resolution n°14: 2018 compensation policy

# 6.0

#### 2018 annual target variable component

	Hubert Sagnières Chairman and CEO	Laurent Vacherot President and COO
Organic growth	25%	30%
Restated NET EPS	25%	30%
Specific objectives	50%	40%





#### STATUTORY AUDITORS' REPORT

Olivier Lotz PricewaterhouseCoopers

#### Statutory Auditors' reports Ordinary Meeting



- Statutory Auditors' report on the financial statements of the parent company
  - First resolution: Approval of the 2017 Essilor International company financial statements
  - Pages 222 to 225 of the 2017 Registration Document
  - "In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2017 and of the results of its operations for the year then ended in accordance with French accounting principles"

#### Statutory Auditors' report on the consolidated financial statements

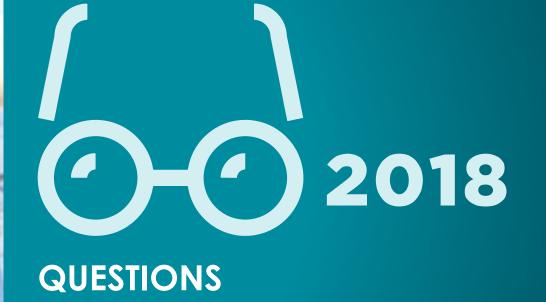
- Second resolution: Approval of the 2017 consolidated financial statements
- Pages 187 to 190 of the 2017 Registration Document
- "In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2017 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union"

#### Statutory Auditors' reports Ordinary Meeting



- Statutory Auditors' Report on related-party agreements and commitments
  - Pages 126 and 127 of the 2017 Registration Document
  - No new agreements / commitments authorized during the year and requiring the approval of the Shareholders' Meeting.
  - Agreements and commitments previously approved by the Shareholders' Meeting had no effect during the year ended December 31, 2017.
- Statutory Auditor's Report on the consolidated human resources, environmental and social information included in the Management Report
  - Pages 279 and 280 of the 2017 Registration Document
  - We have no matters to report in connection with this report.





QUESTIONS / ANSWERS





#### VOTE DES RÉSOLUTIONS





# Approval of the 2017 parent Company financial statement



### Approval of the 2017 consolidated financial statements





#### Allocation of earnings and setting of the dividend

Dividend per share: €1.53



## Renewal of the Director's term of office of Mr. Antoine BERNARD DE SAINT-AFFRIQUE



# Renewal of the Director's term of office of Ms. Louise FRÉCHETTE



# Renewal of the Director's term of office of Mr. Bernard HOURS



# Renewal of the Director's term of office of Mr. Marc ONETTO



## Renewal of the Director's term of office of Mr. Olivier PÉCOUX



# Renewal of the Director's term of office of Ms. Jeanette WONG



Appointment of Ms. Jeanette WONG as a new Director of the Company in replacement of Ms. Henrietta FORE (as from the completion date of the combination with Luxottica)



Approval of the undertakings referred to in article L. 225-42-1 of the French Commercial Code relating to the severance payment granted to Mr. Laurent VACHEROT, President and Chief Operating Officer, in the event that his employment contract is terminated under certain conditions



 Approval of the fixed, variable and exceptional compensation components comprising the total compensation and benefits in kind paid or awarded in respect of the 2017 fiscal year to Mr. Hubert SAGNIÈRES, Chairman and Chief Executive Officer



 Approval of the fixed, variable and exceptional compensation components comprising the total compensation and benefits in kind paid or awarded in respect of the 2017 fiscal year to Mr. Laurent VACHEROT, President and Chief Operating Officer



## Approval of the compensation policy applicable to the Executive Board Officers



#### Powers to carry out legal formalities

# ESSILOR