

()-()2018

Provisional quorum



	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%



- 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



- 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



- 10. 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



- 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



()-()2018

SOUND FUNDAMENTALS

Laurent Vacherot

2017: another year of earnings growth



E7,115m E1,321m	+5.3% +3.5%	€7,490m €1,367m
*	+3.5%	€1,367m
10 /07		
18.6%		18.3%
€3.79	+1.6%	€3.85
€963m	+4.0%	€1,002m
€1.50		€1.53
_	€3.79 €963m	€3.79 +1.6% €963m +4.0%

⁽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

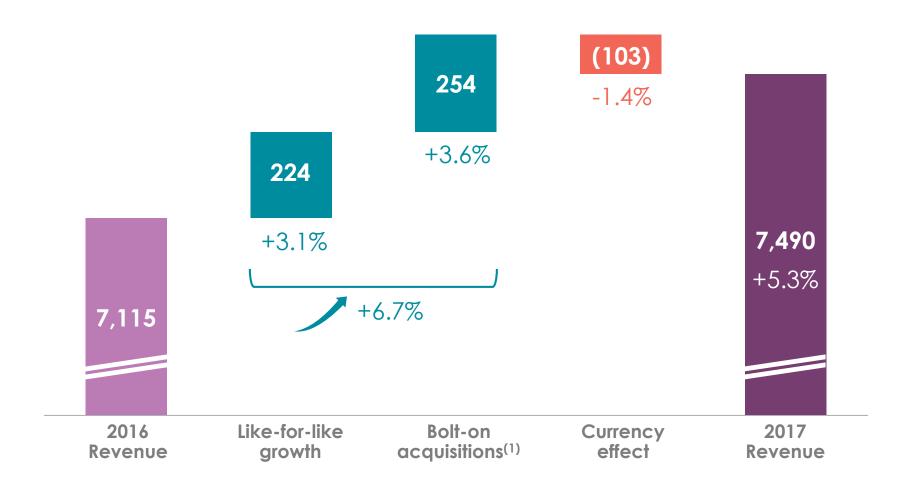
⁽³⁾ Net cash from operating activities less change in WCR and capital expenditure. Adjusted for non-recurring items related to the German competition authority (BKA) in 2016 and to 2017 items including costs linked to the proposed transaction with Luxottica along with the settlement of litigation

⁽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

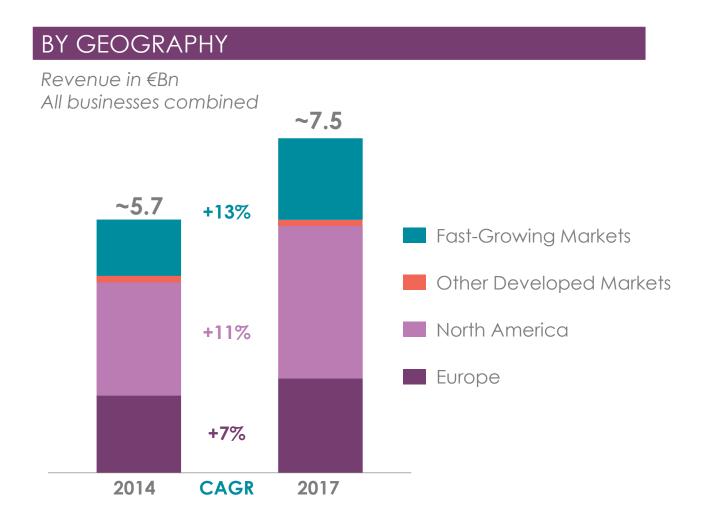


€ millions



Sustained revenue growth across geographies





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⁽¹⁾:
 24% of total sales

Important Factors for Consideration in 2017



Hive-down completed as of November, 1st 2017

ESSILOR INTERNATIONAL (Compagnie Générale d'Optique) French joint-stock company (S.A.) Registered with the Trade and Companies Registry (Registre du Commerce et des Sociétés) of Créteil under number 712 049 618

▼ 100%

ESSILOR INTERNATIONAL

French simplified joint-stock company (S.A.S.)
Registered with the Trade and Companies Registry (Registre du Commerce et des Sociétés) of Créteil under number 439 769 654

Equity holdings of the Essilor Group⁽²⁾

Holding company (listed company)

Chairman and Chief Executive Officer: Hubert Sagnières President and Chief Operating Officer: Laurent Vacherot

Operating company

Chief Executive Officer: Hubert Sagnières Deputy Chief Executive Officer: Laurent Vacherot Management Committee

2017 accounts are adjusted for non-recurring items

- Transaction costs related to the proposed combination with Luxottica: €109 million
- Costs related to employee shareholding plans⁽¹⁾: €45 million
- A gain from a tax reimbursement in France, redistributed to eradicate poor vision: €19 million
- 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

Adjusted⁽¹⁾ Net Profit Up 4.8%



€ millions

	2017 Adjusted ⁽¹⁾	2016 Reported	Change
Revenue	7,490	7,115	+5.3%
Contribution from operations ⁽²⁾	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%

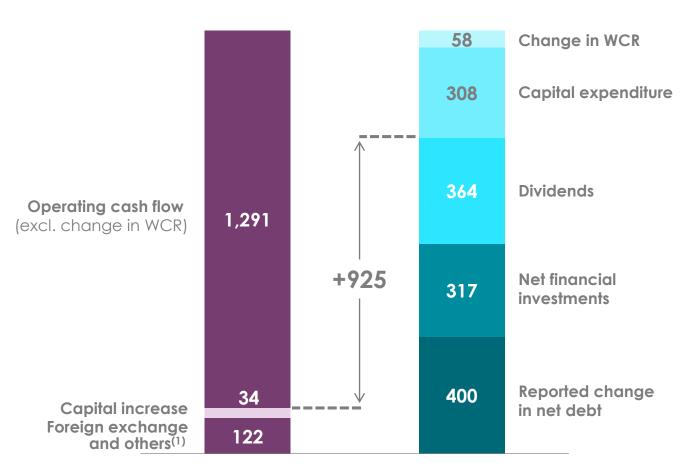
⁽¹⁾ The 2017 accounts are adjusted for non-recurring items related, on one hand, to expenses associated with the proposed combination with Luxottica and, on the other hand, to the positive effects of tax changes in the United States and France

⁽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

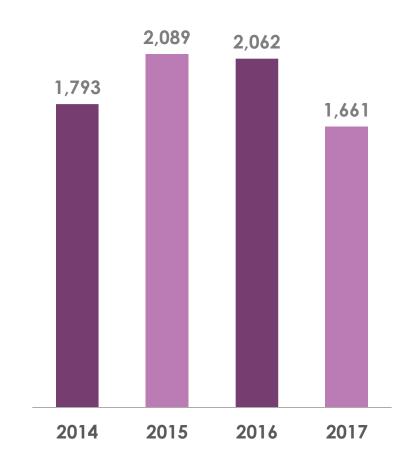






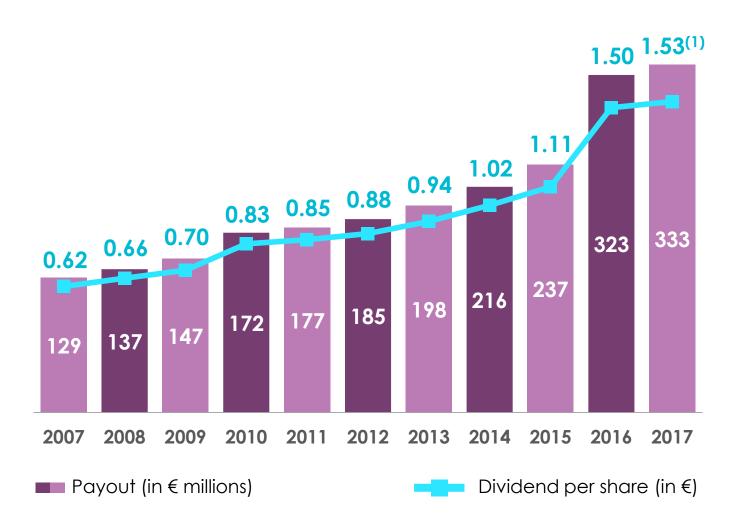
FAST DE-LEVERAGING

Net debt in € millions



Dividend per share

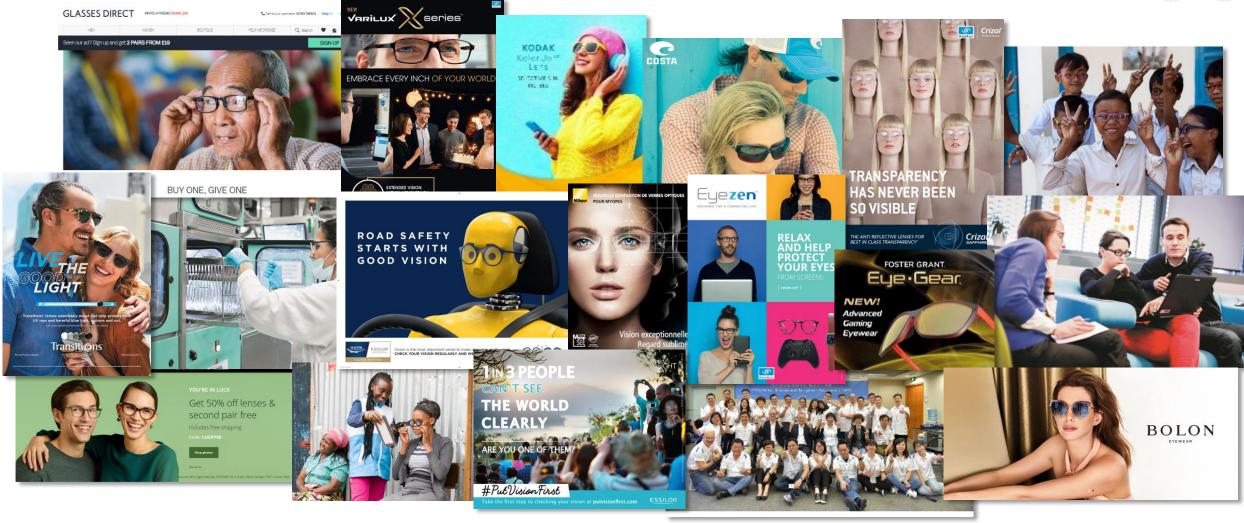




⁽¹⁾ To be submitted for shareholder approval at the April 24, 2018 Annual General Meeting

Strengthening our foundations for future growth





Successful rollout of new products





Vision-RTM 800







Continued growth in developed markets





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

BOLON

myopilux Eyezen start

- 1.3 bn people
- 45% are myopes
- ▼ ~500 million have uncorrected poor vision

18% REVENUE GROWTH OVER 3 YEARS(1)



Continuing to invest in Fast-Growing⁽¹⁾ Markets



AFRICA-MIDDLE EAST



ASIA-PACIFIC



LATIN AMERICA



4 countries representing 500 Million people

Increased focus on employee engagement



CREATING AN INCLUSIVE AND STIMULATING ENVIRONMENT





ESSILOR

10 New languages



New development program



■ Safety and well-being

RAPID EXPANSION OF EMPLOYEE SHAREHOLDING









Accelerating our fight against poor vision



AWARENESS



INCLUSIVE BUSINESS



STRATEGIC GIVING



Essilor Social Impact Fund



- More than 3,000 Essilor employees volunteered globally
- Global contribution of €49M

On track to reach our 2020 sustainability targets



Improve the lives of 50 million individuals at the "base of the pyramid"(1)



Create 25,000 primary vision care providers



Invest €30 million in philanthropic visual health programs

















REDUCING ENVIRONMENTAL **FOOTPRINT**

Reduce water intensity by 20%⁽²⁾



Lower energy intensity by 15%⁽²⁾







CARING FOR OUR PEOPLE

Decrease by 30% work-related injury frequency rate⁽³⁾



Give 100% of employees access to Essilor University online training platform



35% of employees as shareholders, with a longer-term ambition of 50%







WORKING WITH SOCIETY

100% of strategic suppliers receive external CSR audit



100% of preferred suppliers acknowledge Essilor's Supplier Charter







- (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





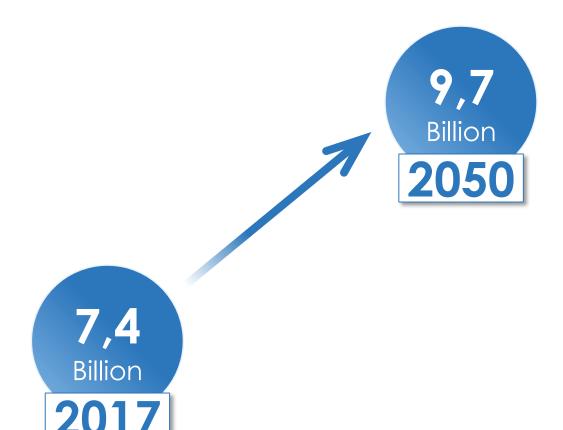
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READY TO ACCELERATE IN A GROWING MARKET

Paul du Saillant

Bringing good vision to everyone, everwhere by 2050

Worldwide population



CORRECTION



■ Primary objective of Essilor lenses

PROTECTION



■ UV rays

PREVENTION



- Harmful blue light
- High myopia

Source: United Nations

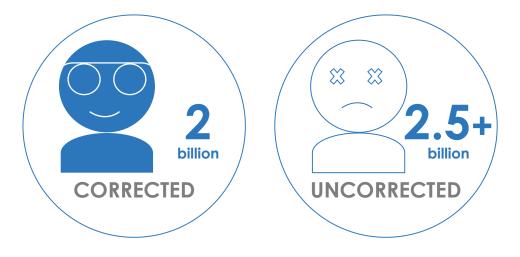
Poor vision, the world's largest disability



7,4 BILLION PEOPLE WORLDWIDE

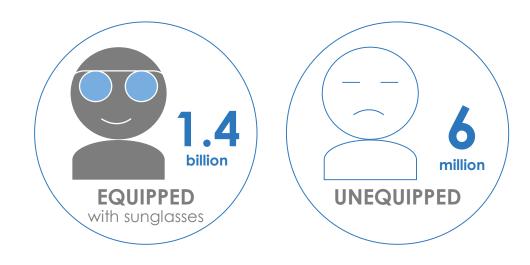
VISION CORRECTION

4.6 billion people require vision correction



VISION PROTECTION & PREVENTION

■ 100% should protect their eyes (sun, UV, blue light)

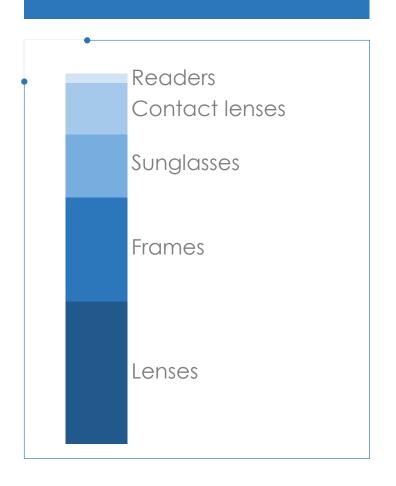


Source: Essilor - 2016 estimates

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



A €100 BN MARKET...



...HIGHLY FRAGMENTED...

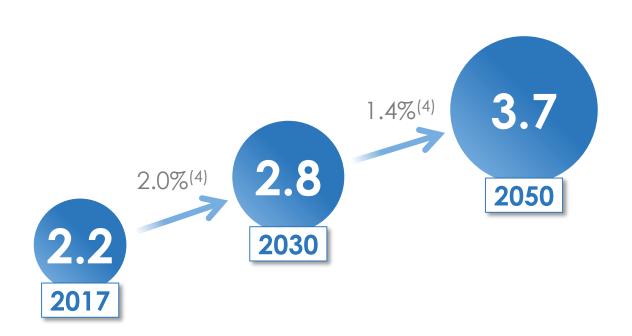
- **¬** > 2,000 laboratories
- **¬** > 1,000 Brands
- Traditional and emerging business models (Retail, Online)

...GROWING VISION HEALTH NEEDS

- ▼ Presbyopia
- Myopia
- Harmful rays exposure

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

TRENDS

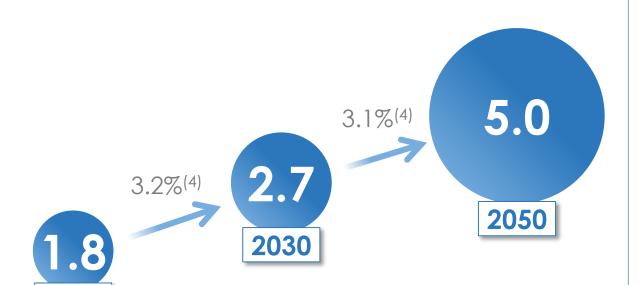
- Ageing population
- In mature markets, Seniors are more equipped than mid lifers
- In fast growing markets: large mid lifers active population

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





TRENDS

CONSUMER CHALLENGES

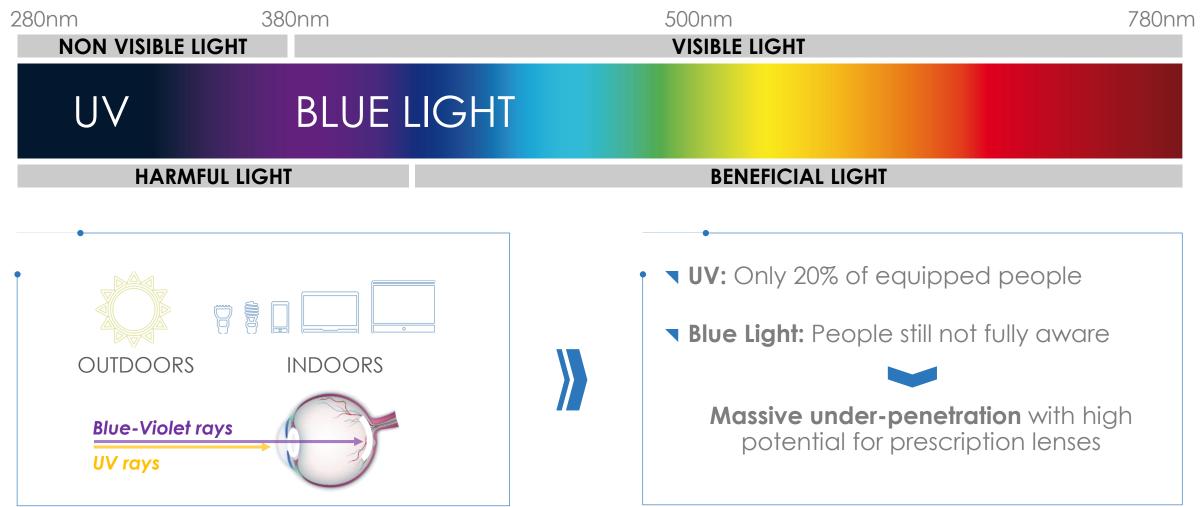
- Poor aesthetics and physical comfort
- Growing prevalence of myopia in children⁽²⁾
- Risk of eye disease in high myopias⁽³⁾

- (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

2017

Everyday exposure to harmful light is a major vision health risk for each person on the planet

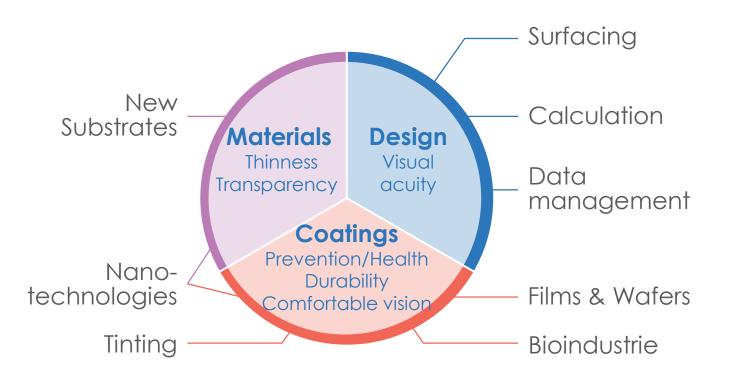




Innovative solutions for all vision needs exist



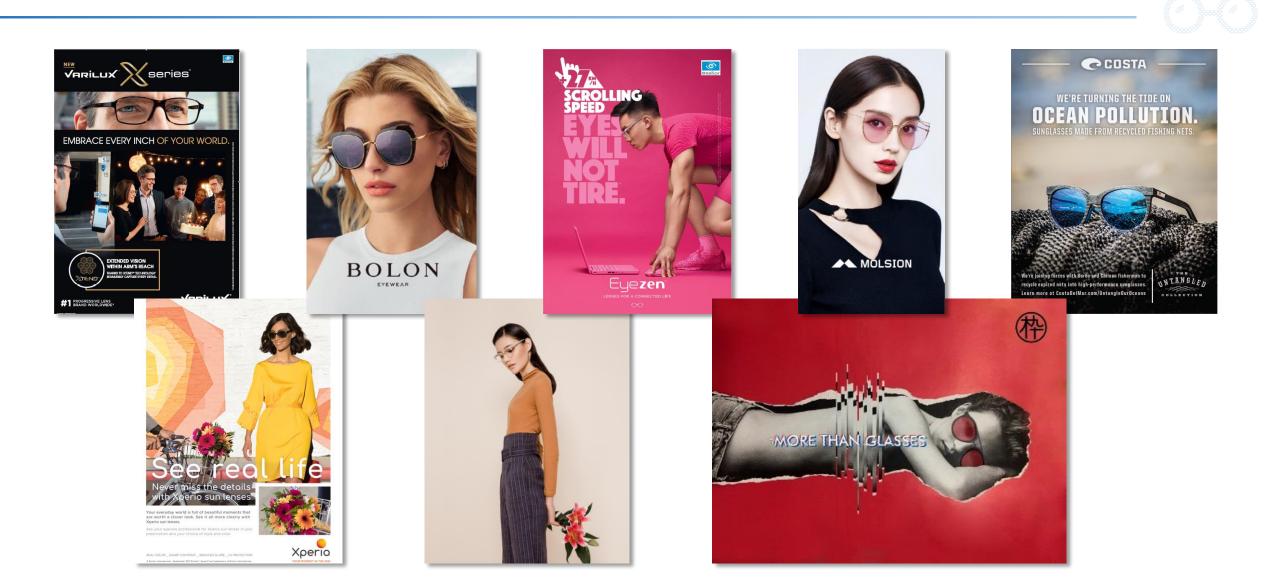
LENS TECHNOLOGIES



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

≥FT ∧ III

Independent practice



- ▼ Personalized Consumer Experience
- Very developed in mature markets

Retail



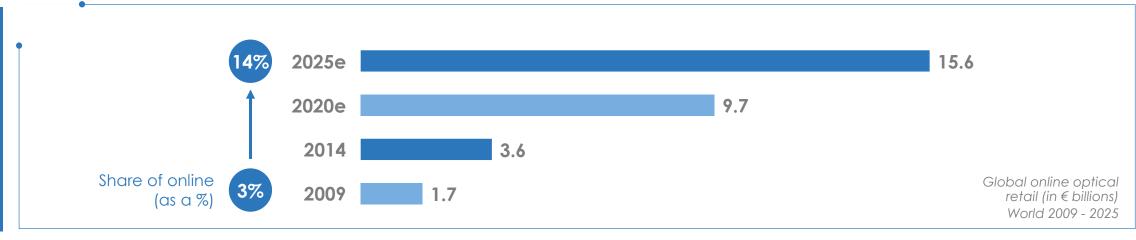
- Mono-brand & Franchise model
- Growing fast in emerging markets

Micro-entrepreneurs



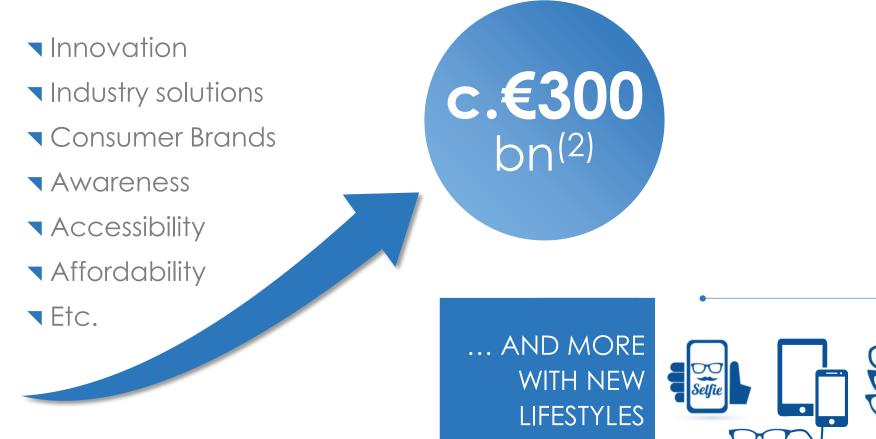
New inclusive business models





A market potential of €300bn





€100

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

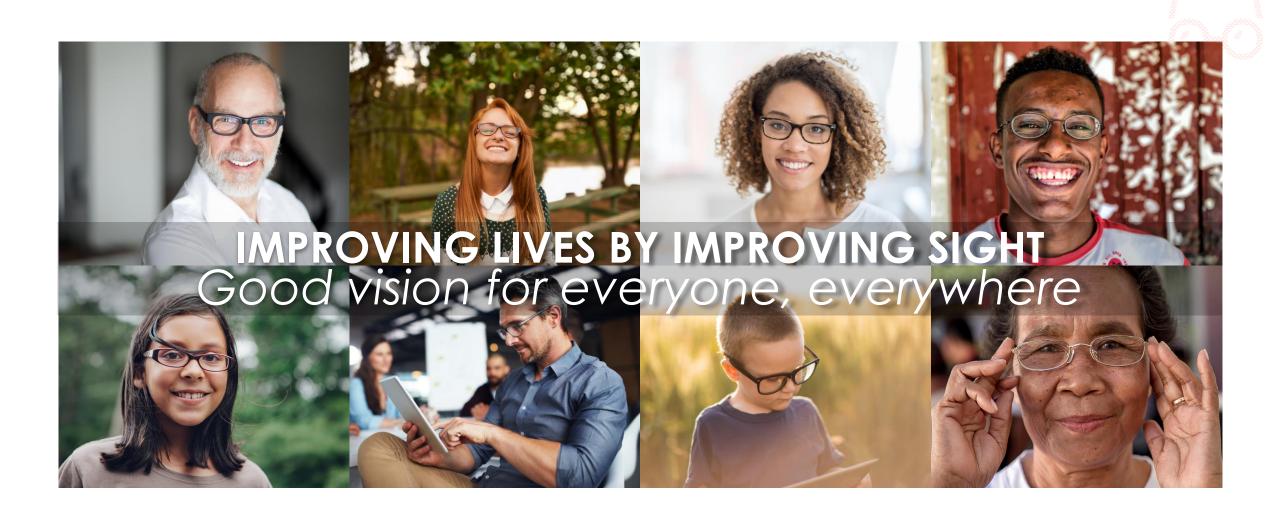
⁽²⁾ Assuming 100% of vision correction and protection needs addressed and fast-growing markets product mix in line with more advanced developing countries Source: Essilor estimates



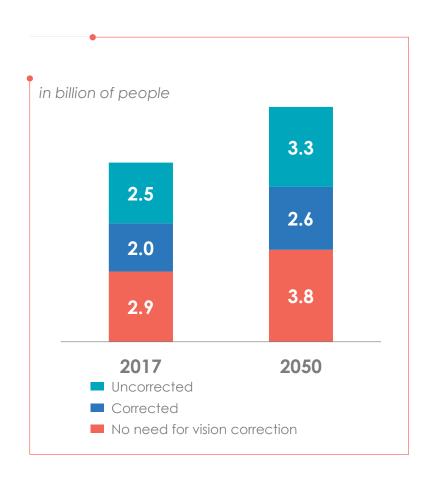
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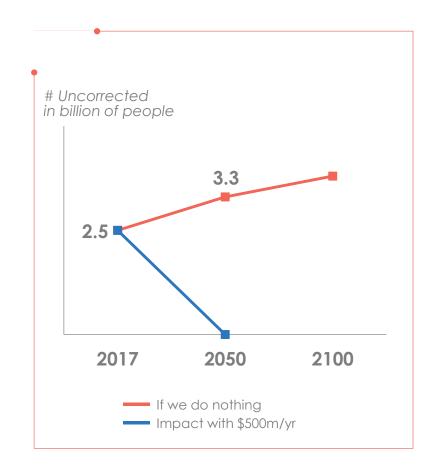
A POWERFUL MISSION CREATING VALUE FOR ALL

Jayanth Bhuvaraghan

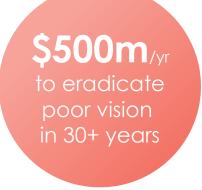


Our ambition to eradicate uncorrected poor vision by 2050









Another major step towards the fight against poor vision



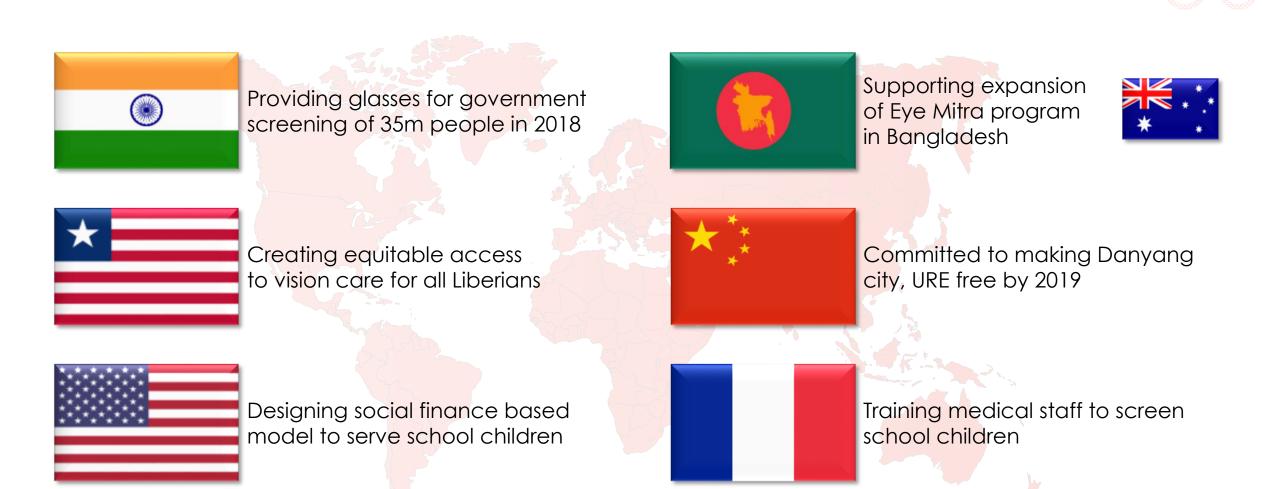
- **▼ 53** Commonwealth Governments
- **2.4 billion** people
- ▼ 900 million with uncorrected poor vision







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







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

■ Essilor AGM approval of transaction elements



Hive down

■ Contribution of the activities and equity holdings of Essilor International to its subsidiary "Essilor International"

■ Essilor special meeting approval of cancellation of double voting rights



Anti-trust

■ Regulatory proceedings in all relevant geographies



Exchange offer

- Completion of the contribution of the Luxottica's shares by Delfin to Essilor
- Post-Contribution, launch of mandatory exchange offer by Essilor for the remainder of Luxottica's shares, same economic terms as for Delfin contribution

Transaction expected to close in first part of 2018

Essilor's board of directors



Hubert Sagnières⁽¹⁾
Chairman and Chief Executive Officer



Philippe Alfroid
Director



Antoine
Bernard de Saint-Affrique
Independent Director



Maureen Cavanagh
Director representing
employees shareholders



Juliette Favre⁽¹⁾
Valoptec Association President
Director representing
employees shareholders



Louise Fréchette Independent Director



Bernard Hours (1)
Independent Director



Annette Messemer⁽¹⁾
Independent Director



Marc Onetto
Independent Director



Olivier Pécoux⁽¹⁾
Director



Laurent VacherotPresident and Chief Operating Officer



Independent Director



Delphine Zablocki⁽¹⁾
Director representing employees



Leonel Ascencao Pereira⁽¹⁾
Director representing
employees

(1) Board members of EssilorLuxottica

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

Committees composition



Strategic committee	All Directors
(merge february 28 th , 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



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CSR COMMITTEE Louise Fréchette

CSR Committe – 5 Years of work



- 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



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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 ⁽¹⁾		

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

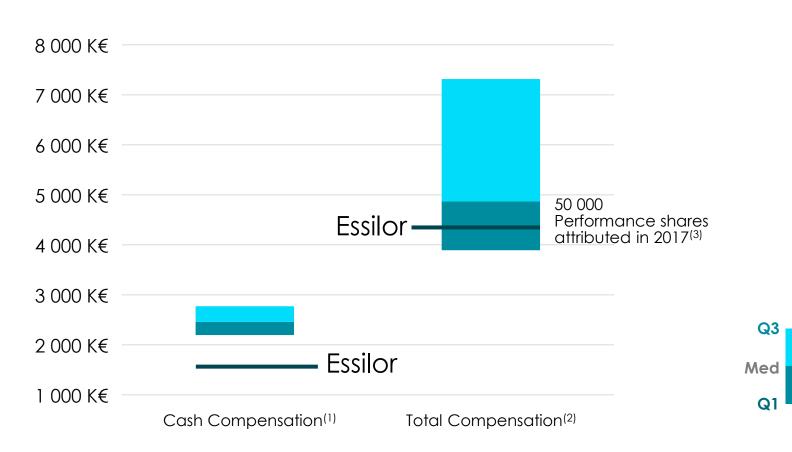


Specific objectives in the 2017 annual variable component	PDG	DGD
Ensuring the successful completion of the combination with Luxottica		
Strong support from the Valoptec Association Ratification of the planned combination by the shareholders in 2017	YES	YES
Approval of the anti-trust authorities in the main countries concerned		
The sustainability of Essilor's culture (Mission, Principles & Values and Employee Shareholding) Outstanding success of the "Boost" employee shareholding plan		
Employee shareholding rate of 54%, outperforming the 2020 target of 35%	YES	YES
Two-fold increase of EyeMitras (from 2,000 to 4,000) and increased contribution to the fund for the Mission's activities		
Development of long-term growth plans 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	2016 ⁽¹⁾	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	2016 ⁽¹⁾	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	

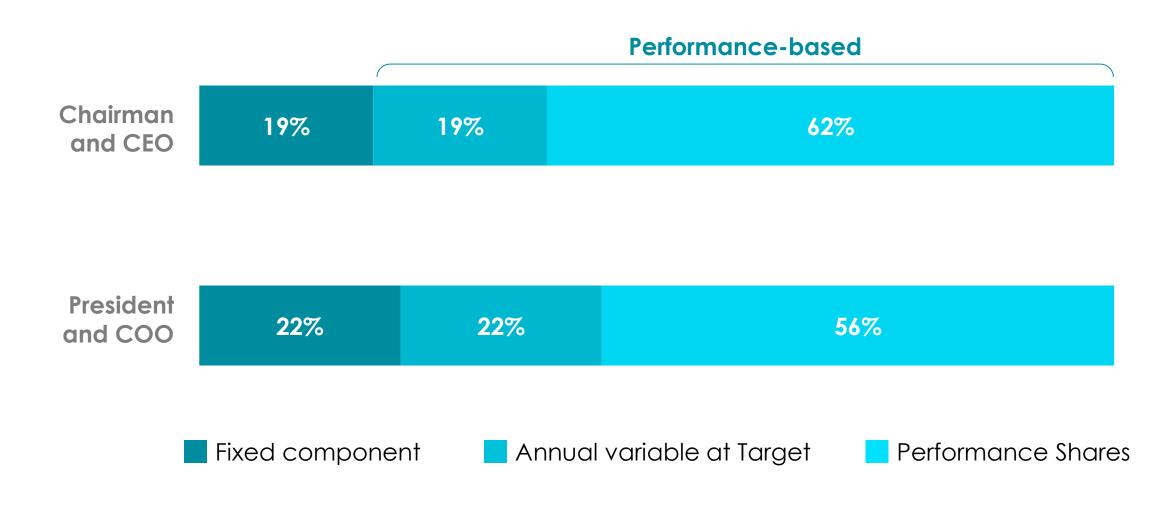
Resolution n°13: 2017 annual variable of the President and COO



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

2017 compensation structure





Resolution n°14: 2018 compensation policy



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%



()-()2018

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.



O-C 2018

QUESTIONS / ANSWERS



1 - 2018

VOTE DES RÉSOLUTIONS

First resolution



Approval of the 2017 parent Company financial statement

Second resolution



Approval of the 2017 consolidated financial statements

Third resolution



- Allocation of earnings and setting of the dividend
 - Dividend per share: €1.53

Fourth resolution



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

Fifth resolution



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

Sixth resolution



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

Seventh resolution



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

Eighth resolution



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

Ninth resolution



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

Tenth resolution



■ 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)

Eleventh resolution



■ 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

Twelfth resolution



■ 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

Thirteenth resolution



■ 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

Fourteenth résolution



Approval of the compensation policy applicable to the Executive Board Officers

Fifteenth resolution



▼ Powers to carry out legal formalities

ESSILOR