2012-2013 **HIGHLIGHTS**





Seeing the world better



Essilor is the world leader in ophthalmic optics, with an operating presence in more than 100 countries and 50,700 employees.

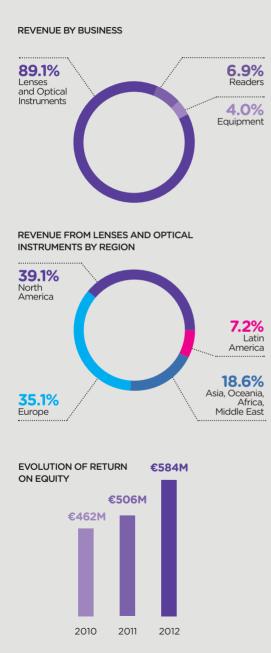
The success of the Group is the result of a strategy that has been driven by innovation for more than 160 years.

From design to manufacture, Essilor develops extensive ranges of lenses to correct and protect eyesight. The Group also develops and markets equipment for prescription laboratories, as well as instruments and services for eye care professionals. Since its acquisition of FGX International in 2010, Essilor is also the North American market leader in non-prescription reading glasses.

Our mission is to allow as many people as possible to see better in order to live better. Of the 7 billion people on earth today, 4.2 billion have impaired vision, but only 1.7 billion have the vision correction they need. 2.5 billion people around the world still have no access to vision correction. The Group is doing everything it can to ensure to offer exactly the right product to every individual.



€584 MILLION IN PROFIT ATTRIBUTABLE TO EQUITY HOLDER





ESEARCH AND INNOVATION



50,700 EMPLOYEES IN 56 COUNTRIES ON 5 CONTINENTS



400+ PRESCRIPTION LABORATORIES AND EDGING FACILITIES

PRODUCTION PLANTS WORLDWIDE

A LONG-TERM VISION THROUGH INNOVATION

Innovation in every part of the business is central to the Essilor growth strategy. It allows the Group to create a dynamic relationship with its customers, without ever losing sight of the need to deliver satisfaction for the consumers who ultimately use its products.

THE BEST EXPERTISE IN THE WORLD

Essilor develops and concentrates the best expertise available in the world today. Its research and development activity is structured into three core areas: optics, physics & chemistry and disruptive technologies. In 2011, the Group took the decision to bring all its innovation-focused strengths together in three Innovation and Technology Centers (ITCs) in France, the USA and Singapore. The goals behind this structural change were to encourage multidisciplinary collaboration and synergies, to optimize processes, and to deliver a more effective response to the expectations of customers and the specific needs of individual markets. At Essilor, innovation also means shared intelligence. In many areas, the Group works closely with universities and industry. This approach enriches its own specialties by drawing on the best new developments from other areas of expertise.

360° INNOVATION

Ranked by Forbes as one of the 'World's 30 Most Innovative Companies' for the second consecutive year, Essilor launched 232 new products in 2012. Highlights of the year included the marketing of two new generations of lenses: Crizal UV, which offers presbyopes a unique level of protection against ultraviolet rays, and the Varilux S Series, which gives long-sighted users a level of visual comfort very close to that of natural vision. The Group also introduced a series of innovations in terms of equipment, new sales support resources. services for opticians and the supply chain. As in previous years, this 360° innovation strategy was supported by a very active intellectual property policy. At the end of 2012, Essilor held approximately 5,600 patents worldwide.



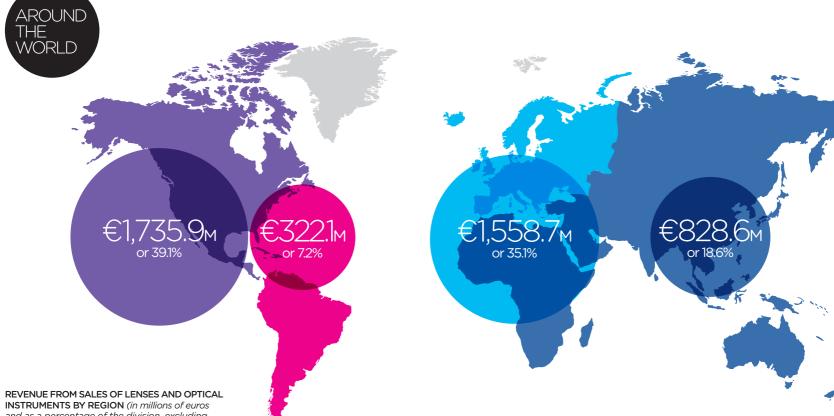
The Varilux S Series, which offers consumers a perfect balance between motion, wide-angle vision and shorter adaptation time, received a Gold Award at the Silmo optics tradeshow in Paris.



Crizal Prevenzia, the new range of preventive lenses providing selective protection against harmful blue light and UV, was launched by Essilor in 2013.



Opened in 2012, the Innovation and Technology Center in Dallas, USA brings the Group's marketing, research and development, operations and engineering teams together on a single site for the first time.



and as a percentage of the division, excluding Readers and Equipment)



a broad vision OF OUR MARKETS

The success of Essilor is closely linked to the way in which the Group establishes its presence around the world and builds strong networks as the basis for responding to the specific needs of local markets. This growth strategy, underpinned by partnerships and acquisitions, was continued in 2012.

INTERNATIONAL SCOPE, A DRIVER OF GROWTH

Essilor signed 24 partnerships in 2012, including 14 in fast-growing markets, which together represent full-year revenue of €171 million.

The Group established a new presence in five more countries, all which will benefit from its commitment to offering a better quality of vision for everyone: Ivory Coast, Laos, Sri Lanka, Togo and Tunisia. At the same time, it continued to deploy its multinetwork growth strategy in all countries in which the Group operates to accelerate distribution of its brands. Essilor also announced new partnerships with local market leaders in high-potential countries. In Colombia, for example, an agreement was signed for the acquisition of a majority shareholding in Servi Optica, the Colombian market leader in ophthalmic lens distribution.

PARTNERS AT THE HEART OF GROUP DEPLOYMENT

Essilor acquisitions are always made on the basis of partnership to enable the Group to cover all segments of the market, launch operations in new countries, develop business lines consistent with its mission or secure a major technology. The process of integrating new companies into the Group is based on a model that has come to symbolize the Essilor attitude. It's all about relationships built on respect and trust. Companies acquired by the Group retain a high degree of autonomy and their own identity, because Essilor relies on their experience to implement the most suitable strategies for their specific business environments. New partners appreciate the fact that by joining Essilor they are able to access new resources to develop the value of their own businesses



Essilor aims to generate €1.5 billion in annual revenue from fast-growing countries by 2015.



The acquisition of 'readers' market leader FGX International has given Essilor access to 80,000 new points of sale.



In 2012, Essilor strengthened its presence in North Africa with the acquisition of a majority equity stake in Tunisian distributor Sivo and Moroccan distributor Movisia.

A RESPONSIBLE VISION OF OUR OWN MISSION

Throughout its history, Essilor has focused consistently on protecting and improving vision. Enabling access to visual health for as many people as possible is both an ambition and a responsibility to which all Group teams contribute every day.

A SUSTAINABLE DEVELOPMENT POLICY

Essilor is now included in the Global 100 Most Sustainable Corporations in the World ranking. Its prime responsibility is directly linked with its ambition: to allow as many people as possible to see better in order to live better. The Group does everything in its power to develop its range of products and services, and distribute that range as widely as possible. Its status as market leader gives it a number of special responsibilities, including leading by example in terms of professionalism and market conduct. This mission is accompanied by demanding standards of quality and innovation worthy of the challenges involved. It is facilitated by the essential focus of Essilor on each individual, and a global policy of commitment to economic, human and social development. 2.5 BILLION PEOPLE AROUND THE WORLD HAVE PROBLEMS WITH THEIR SIGHT, BUT HAVE NO ACCESS TO VISION CORRECTION.



A more human vision of the future

The readiness of Essilor to reach out to those with no access to eyecare is another aspect of social commitment. The Group implements many socially beneficial initiatives, including screening for sight defects and programs to make vision correction accessible to as many people as possible. It also works in association with Lions Clubs International, which does a great deal of work to promote visual health. Essilor

has also established in 2007 the Essilor Vision Foundation in the USA, which develops and implements programs to detect and treat vision problems in children. Lastly, the Group has given its support to the creation of the Vision Impact Institute, whose role is to raise awareness of the worldwide economic impact imposed by impaired vision by collecting and publishing research work on this issue.



An energetic partnership

Since 2003, Essilor has partnered the Special Olympics, an international organization whose work promotes the social integration of mentally challenged athletes through sport. The Group is involved as the exclusive global distributor of corrective lenses under the Healthy Athletes program, which offers athletes free health examinations.