



LUXOTICA®

A long way to grow

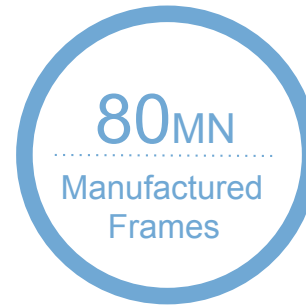
Corporate Presentation

Overview of Luxottica Group



OVER 50 YEARS OF EXCELLENCE

Key figures



OVER 50 YEARS OF CAREFULLY PLANNED GROWTH

Acquisition of the license					2009	STELLA McCARTNEY	TORY BURCH					
					2007	POLO RALPH LAUREN	2008	TIFFANY & CO.				
Enters the Group	1971	Sferoflex	1990	VOGUE eyewear	1999	CHANEL		2006	DOLCE & GABBANA	BURBERRY®		
					1996	BVLGARI		2003	VERSACE	PRADA	2003	DONNA KARAN
						1995	Persol		2007		Includes: Oliver Peoples and The Paul Smith License	
						1990	Ray-Ban	REVO		2007	OAKLEY	
										2012	alain mikli	
										2012	Sun Planet	
												»

1961 / Inception Leonardo Del Vecchio founds Luxottica di Del Vecchio enters the group e C. S.A.S. which in 1964 was transformed into a joint-stock company named Luxottica S.p.A.

1971 / The first Luxottica brand optical eyewear collection makes its debut at the MIDO international trade fair in Milan.

LUXOTTICA™

1988 / Is launched. The foundation provides free vision care and eyewear around the world to those in need.

OneSight
A Luxottica Group Foundation

1990 / Luxottica Group is listed on the NYSE.

1995 / One of the largest optical retail chains in North America.

LENSCRAFTERS

2000 / Luxottica Group is listed on the Milan Stock Exchange's Mercato Telematico Azionario managed by Borsa Italiana.

2001 / A major distributor of premium sunglasses.

sunglass hut

2003 / Among the leading optical retailers in Australia and New Zealand.

OPSM








2004 / A leading retail chain in North America.

Cole National

2011 / Acquisition of TecnoL, Brazil.

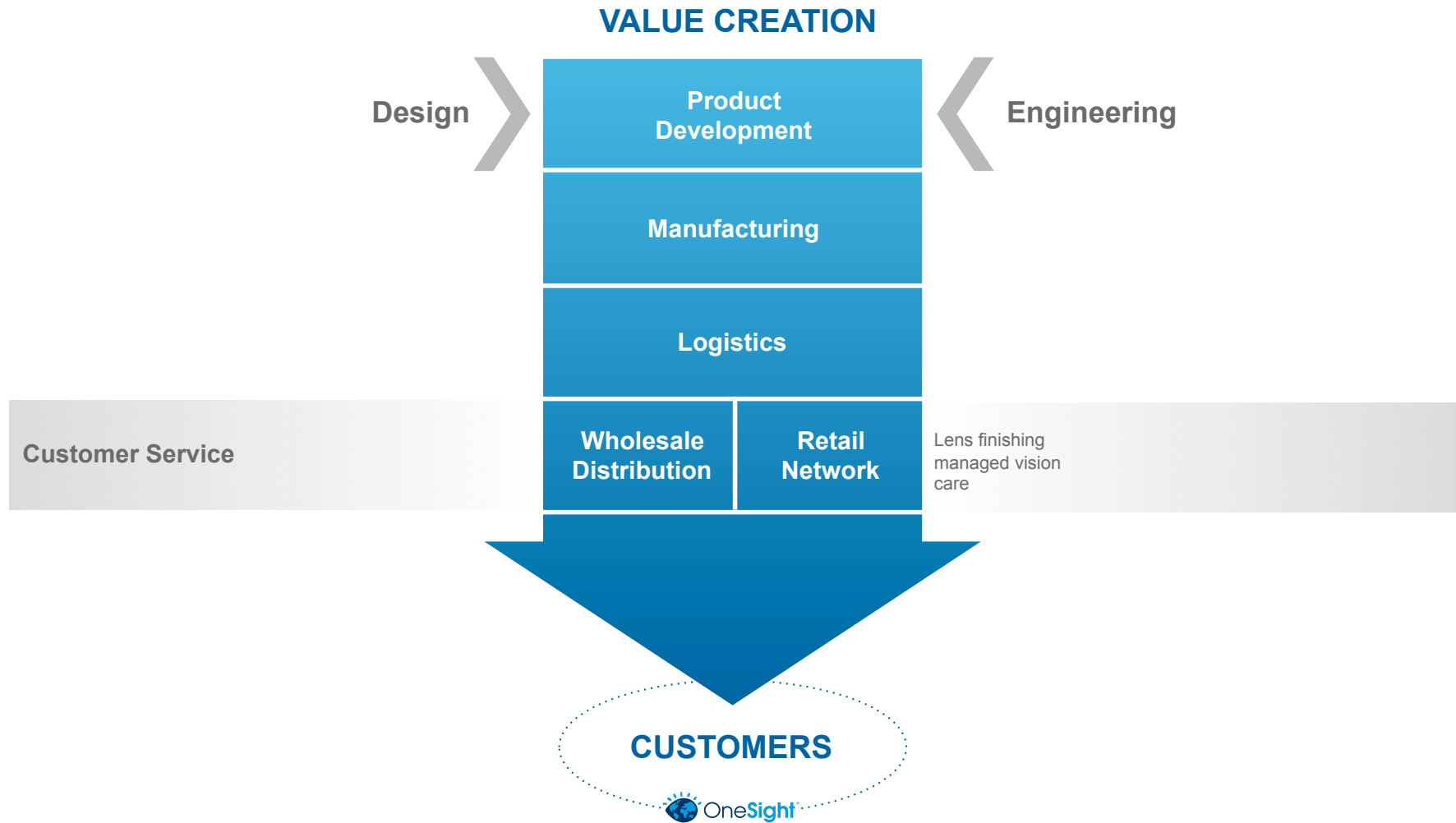
TecnoL

THE BEST BRAND PORTFOLIO IN THE INDUSTRY

House Brands					LUXOTTICA [®]
			Sferoflex	VOGUE ^{eyewear}	OLIVER PEOPLES [®]
	MOSLEY TRIBES [®]				

License Brands	BVLGARI [®]	BURBERRY ESTABLISHED 1856		CHANEL	DOLCE & GABBANA
	DONNA KARAN EYEWEAR	DKNY DONNA KARAN NEW YORK	EMPORIO ARMANI	GIORGIO ARMANI	MIU MIU
	Paul Smith	POLO RALPH LAUREN	PRADA	RALPH LAUREN	RALPH RALPH LAUREN
	STELLA MCCARTNEY			VERSACE	 EST. 1941
	TIFFANY & CO.				

A VERTICAL INTEGRATED BUSINESS MODEL



Manufacturing

LUXOTTICA®

MANUFACTURING

Where we are



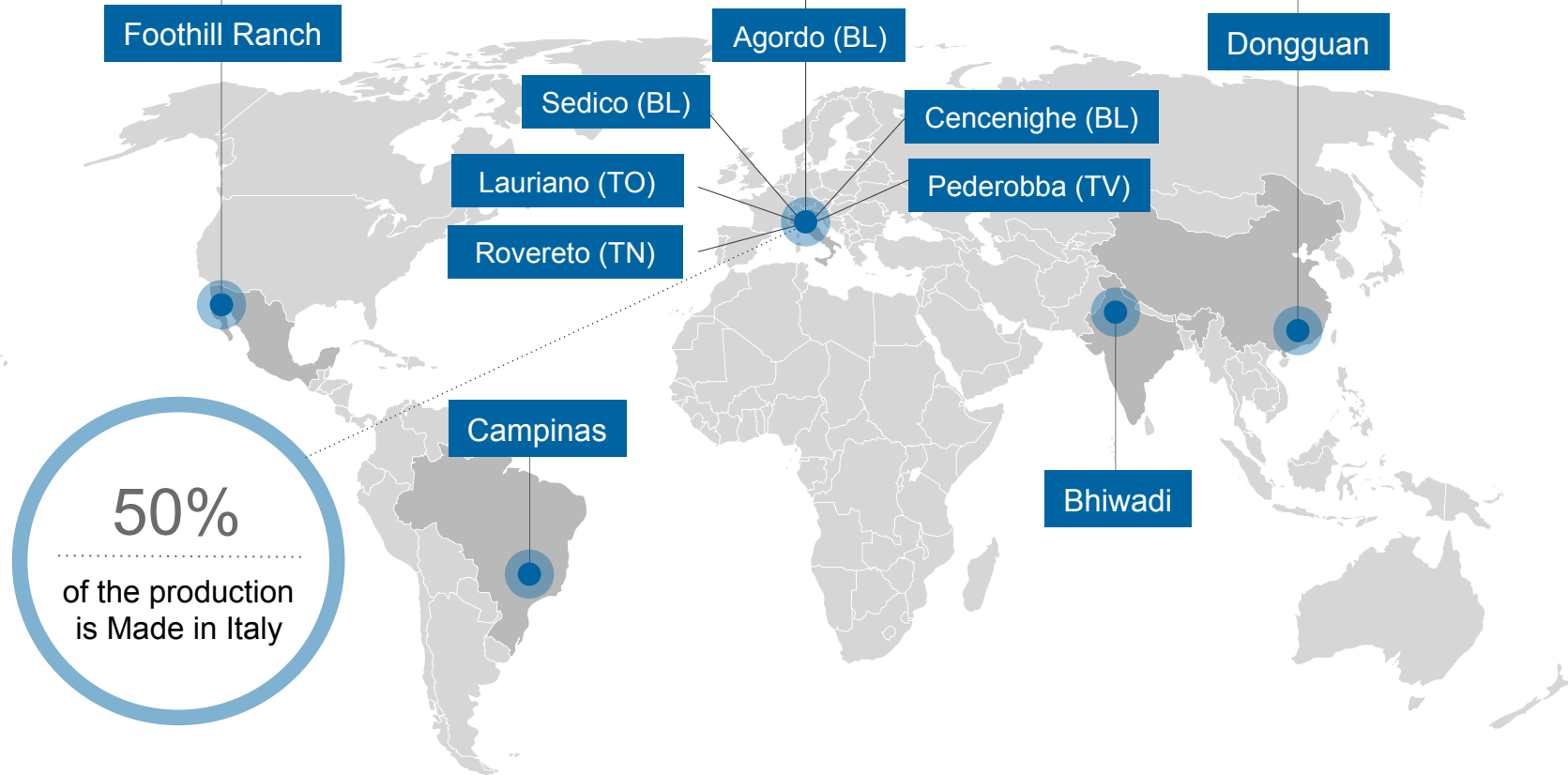
Foothill Ranch



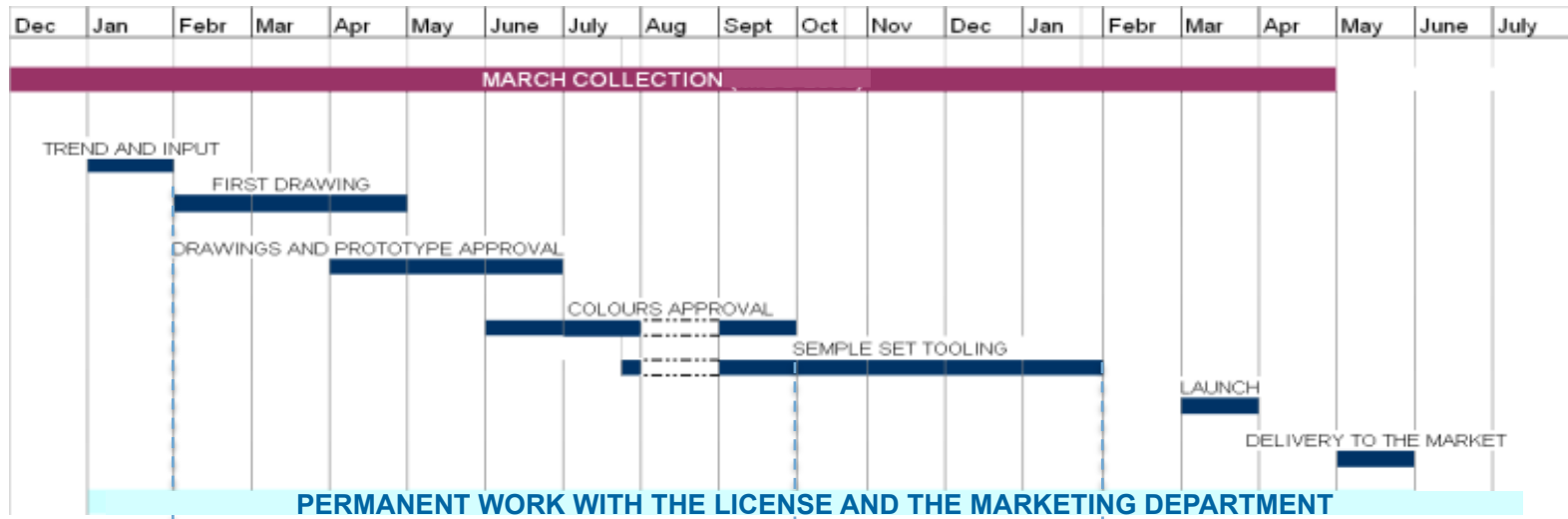
Agordo (BL)




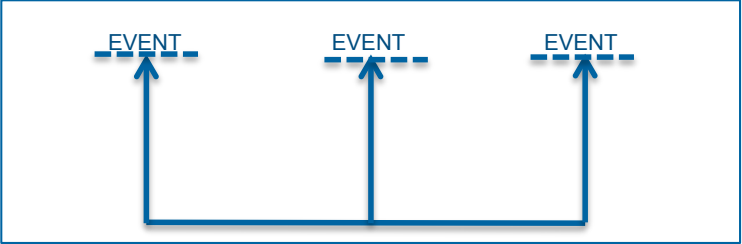



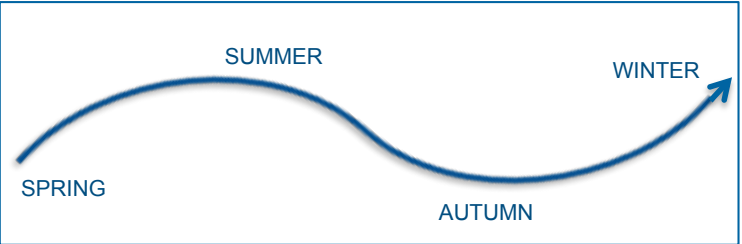
Dongguan



NEW MODELS 2012



PLANNING DIFFERENT DEMANDS

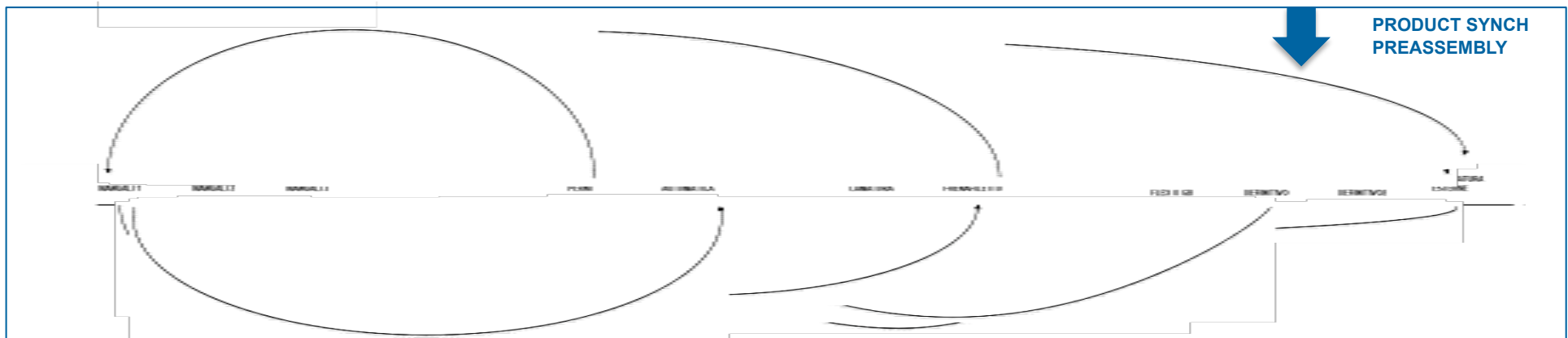
	DEMAND VARIABILITY	CHARACTERISTICS
EVENTS	 	<p>MEDIUM BATCH LOW MIX ABSOLUTE PUNCTUALITY</p>
COLLECTIONS	 	<p>COMPLEX PLANNING LOW QUANTITIES HIGH MIX LOW REPEATABILITY PUNCTUALITY</p>
ICONS	 	<p>LESS COMPLICATED PLANNING HIGH QUANTITIES HIGH REPEATABILITY PUNCTUALITY</p>

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Agordo metal flow (Example)

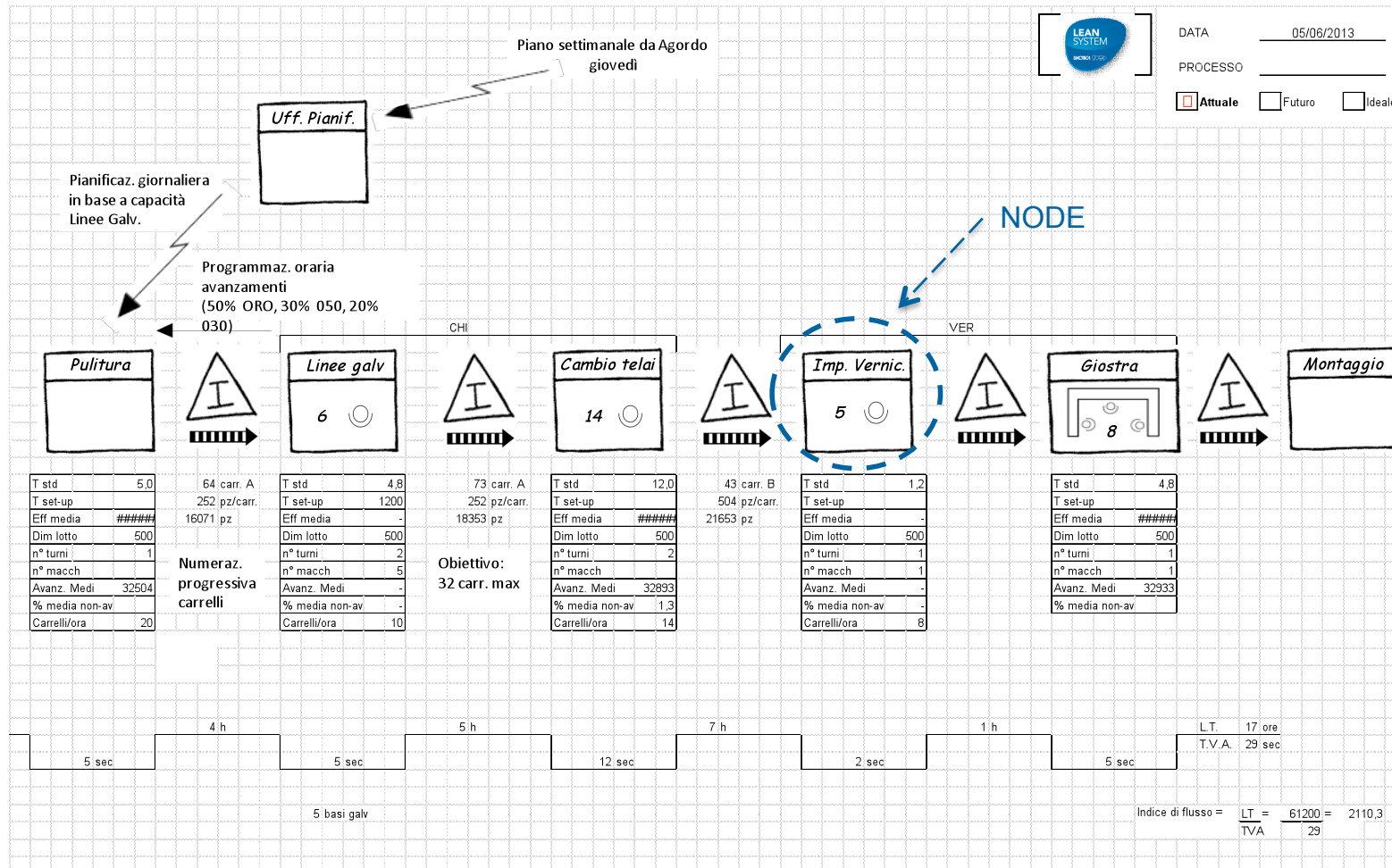


FAMILIES	-	-	-	-	-	-	-
MACHINES	-	-	-	-	-	-	-
MDO TASKS	-	-	-	-	-	-	-
CODES	-	-	-	-	-	-	-
PIECES DAY	-	-	-	-	-	-	-



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Planning process nodes







PEOPLE & MACHINES FLEXIBILITY

CRITICAL

SKILL MATRIX												
	OP. BMP	OP. FARO	RUOTE	AVVITATURA SGM	AVVITATURA LE CUREUX	INTESTATURA	RIBATTITURA	TIMBRATURA	C0	REGISTRAZIONE	FORATURA	PIEGA
OPERATORE 1					X	X				X		
OPERATORE 2				X	X			X				
OPERATORE 3			X		X	X	X					
OPERATORE 4	X	X		X	X		X					
OPERATORE 5	X	X		X	X		X					
OPERATORE 6			X	X	X		X					
OPERATORE 7										X		
OPERATORE 8					X	X	X				X	
OPERATORE 9			X									
OPERATORE 10				X	X		X					
OPERATORE 11			X	X			X			X		
OPERATORE 12				X	X		X					
OPERATORE 13				X	X		X		X			
OPERATORE 14				X	X		X					
OPERATORE 15									X			
OPERATORE 16										X		
OPERATORE 17										X		
OPERATORE 18				X		X	X	X			X	
OPERATORE 19										X		
OPERATORE 20			X							X		

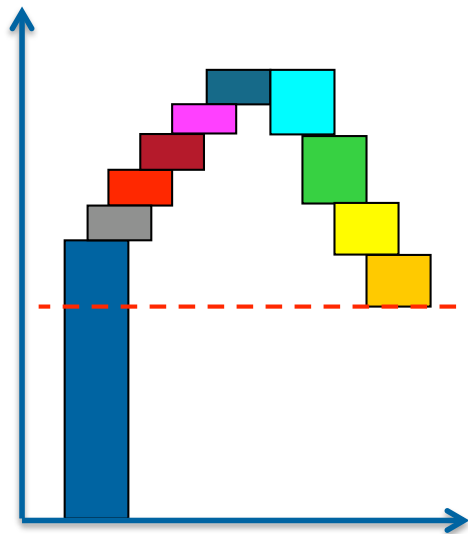
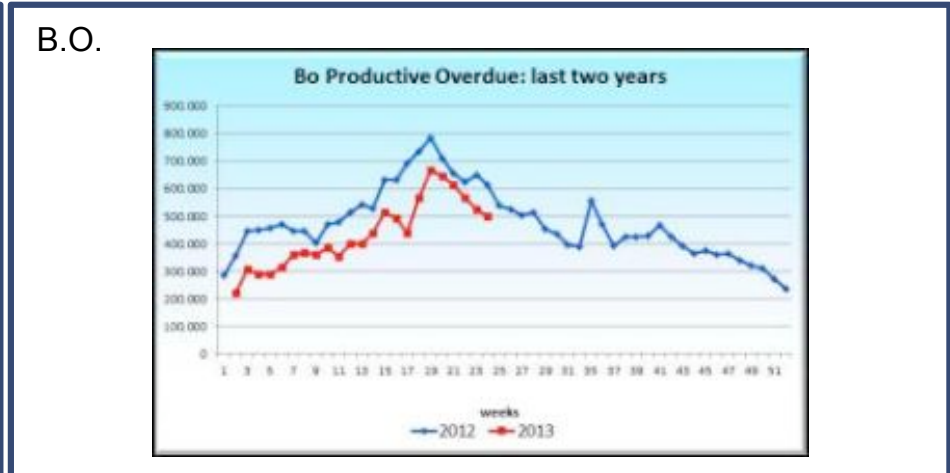
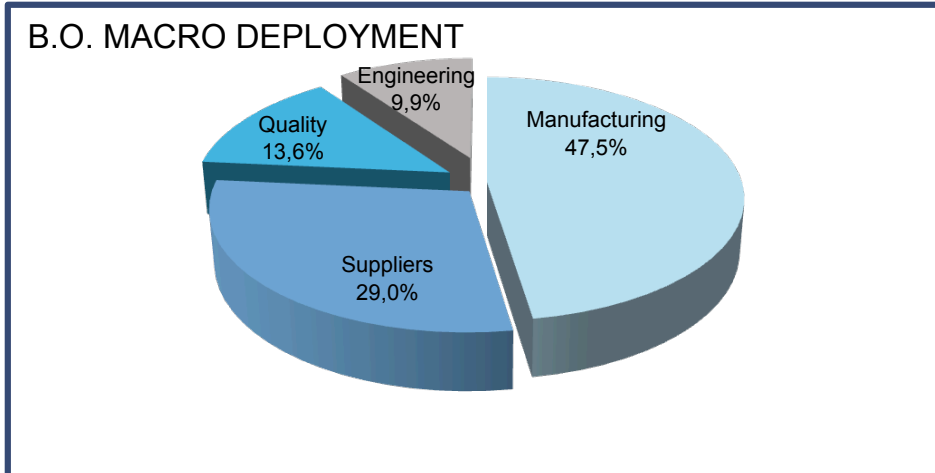
People training

CRITICAL

FLEXIBILITY MACHINES												
CODES	PUNTAURA 8.000 A	PUNTAURA 20.000 A	TAGLIO BRIDDA	TAGLIO SCHUSSLER	TAGLIO SGM	TAGLIO FARO	AVVITATURA SGM	AVVITATURA LE CUREUX	PIEGATURA	DIAMANTATURA SCHUSSLER	DIAMANTATURA SGM	MENISCATURA
				X			X					
		X		X	X		X		X	X	X	X
			X		X			X	X		X	
	X	X		X	X		X	X	X	X	X	X

Standard work

BUSINESS MODEL



Business Model :

Negative Factors:

- Engineering
 - Industrial Engineering
- Manufacturing
 - Planning
 - Production LT
 - Errors in Cycle Time
- Suppliers
 - On Time Delivery

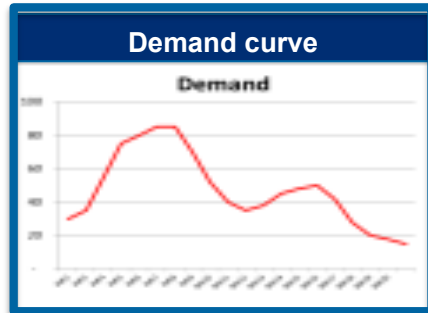
Positive Factors:

- Manufacturing
 - Daily control
 - New scheduling system
 - Luxottica Lean System
- Suppliers
 - On Time Delivery improvement

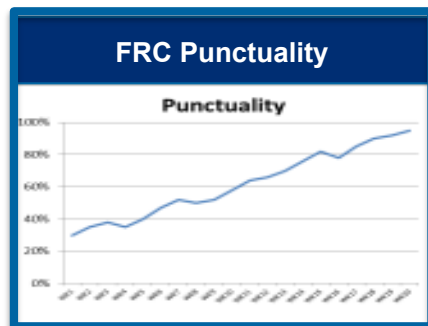
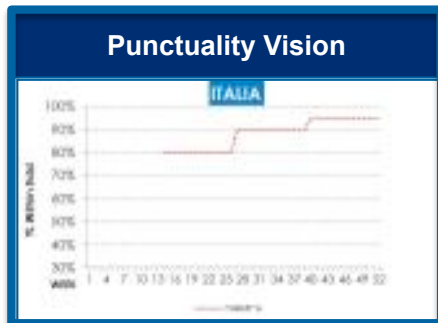
CLARITY OF OBJECTIVE



Objective

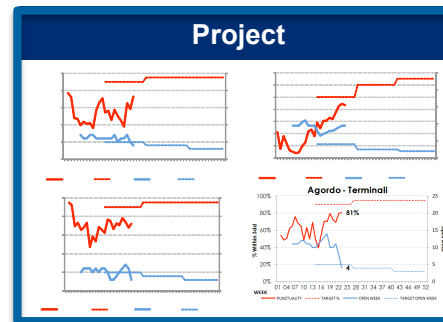
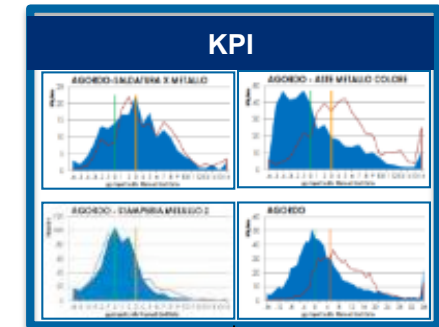


Objective

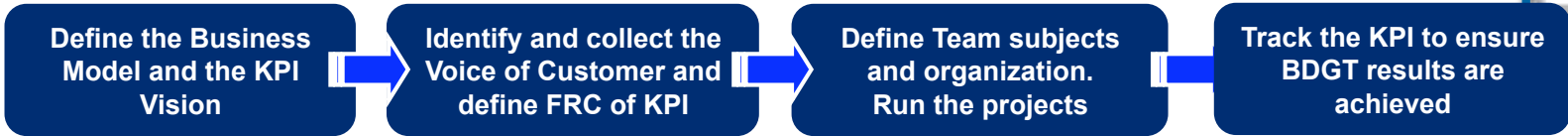


DEPARTMENT - DE JAVACOMM				DEPARTMENT - BELIAGALOMIA			
DEPARTMENT_1 • Signal • Signal • Signal	DEPARTMENT_2 • Signal • Signal • Signal	DEPARTMENT_3 • Signal • Signal • Signal	DEPARTMENT_4 • Signal • Signal • Signal	DEPARTMENT_5 • Signal • Signal • Signal	DEPARTMENT_6 • Signal • Signal • Signal	DEPARTMENT_7 • Signal • Signal • Signal	DEPARTMENT_8 • Signal • Signal • Signal
ORGANO - MONETIA	ORGANO - CERTIFICAZIONE	ORGANO - CONTAMINAZIONE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE
ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE
ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE	ORGANO - CALORE

Objective



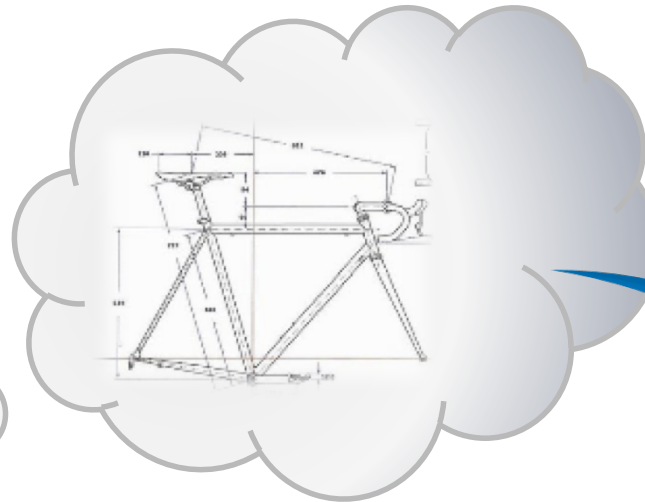
BDGT											
Day Class	01	02	03	04	05	06	07	08	09	10	11
01	02	03	04	05	06	07	08	09	10	11	12
13	14	15	16	17	18	19	20	21	22	23	24
25	26	27	28	29	30	31	32	33	34	35	36
37	38	39	40	41	42	43	44	45	46	47	48
49	50	51	52	53	54	55	56	57	58	59	60



THE PLANT MANAGER ROLE

Reactive Activities

The Plant Manager has to guarantee production volumes, with the right Quality, with lowest Cost in a Safe way



Strategic Activities

The Plant Manager has to define the guidelines to be adopted by the team that develops the Factory of the Future



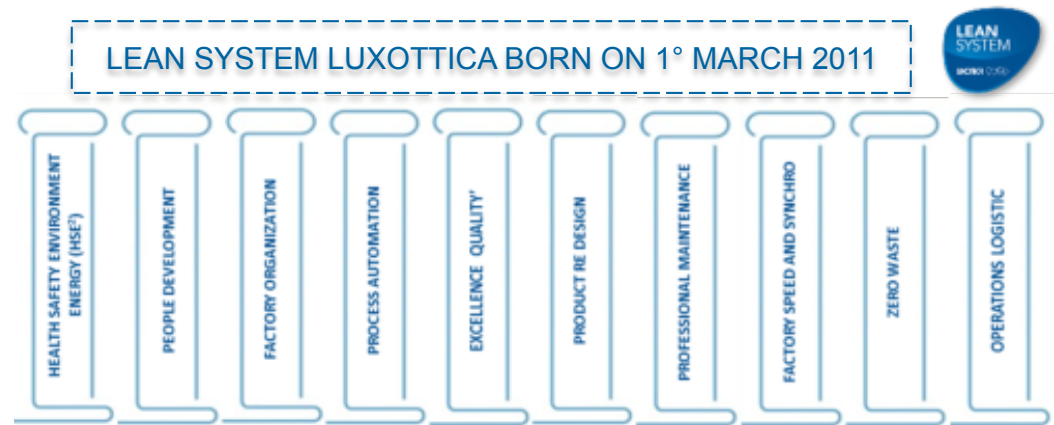
Focused Activities

The Plant Manager has to coordinate the day by day transformation of the factory to achieve the Factory of the Future



LUXOTTICA

Standardization and Integration



YEAR 2013	
107 PROJECTS	
FACTORY ORGANIZATION	14
FACTORY SPEED & SYNCHRO	6
HEALTH SAFETY ENVIRONMENT & ENERGY	26
OPERATIONS LOGISTICS	8
PROCESS AUTOMATION	10
PEOPLE DEVELOPMENT	12
PROFESSIONAL MAINTENANCE	9
EXCELLENCE QUALITY	14
ZERO WASTE	8
PRODUCT RE-DESIGN	T.B.D.

Thank you

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A long way to grow 18