



Capital  
Markets  
*Day*

L'ORÉAL  
INDIA

# A BIT ABOUT MY JOURNEY

29 YEARS | 8 ROLES | 3 LOCATIONS



ASEEM KAUSHIK  
Managing Director  
L'Oréal India

**2023**

Managing Director  
L'Oréal India

**2021**

PPD Zone Director  
L'Oréal SAPMENA

**2020**

PPD Zone Director  
L'Oréal APAC

**2017**

General Manager -  
CPD India

**2011**

General Manager -  
PPD India

**2005**

Brand General Manager -  
PPD India

**2001**

Business Development  
CPD India

**1995**

Started at  
L'Oréal India

# L'ORÉAL INDIA **LEADERSHIP**



**Aseem KAUSHIK**  
Managing Director

## DIVISIONS



**Raagjeet GARG**  
Director - CPD



**Zeenia SHROFF**  
Director - PPD



**Shreshta JANA**  
Director - Luxe



**Rami ITANI**  
Director - LDB

## FUNCTIONS



**Taimuraz MAMIEV**  
Chief Finance Officer



**Rasika MALHOTRA**  
Director - Human Resources



**Saloni SHAH**  
Chief Digital & Marketing Officer



**Arun SARAVANAKUMAR**  
Director - Supply Chain



**Kushal LOKHANDE**  
Director - Manufacturing



**Krishna VILASINI**  
Director - Corporate Affairs & Engagement



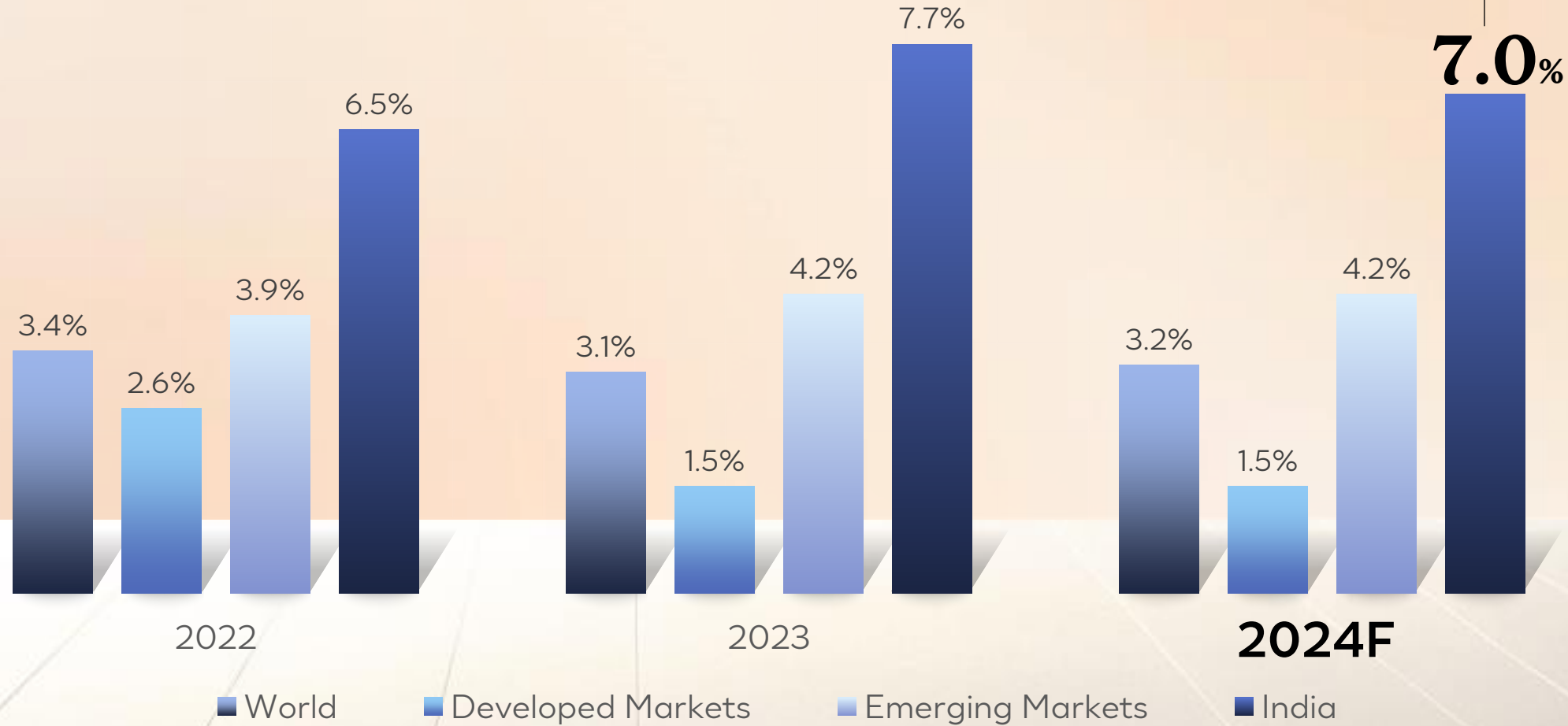
**Tejas SHAH**  
Chief Information Officer



**Dhimoy ROY**  
Director - R&I, Emerging Markets

# INDIA'S ECONOMIC STORY REMAINS **STRONG**

**5<sup>th</sup>** LARGEST ECONOMY  
IN **2023** AT **€3.6 TN**

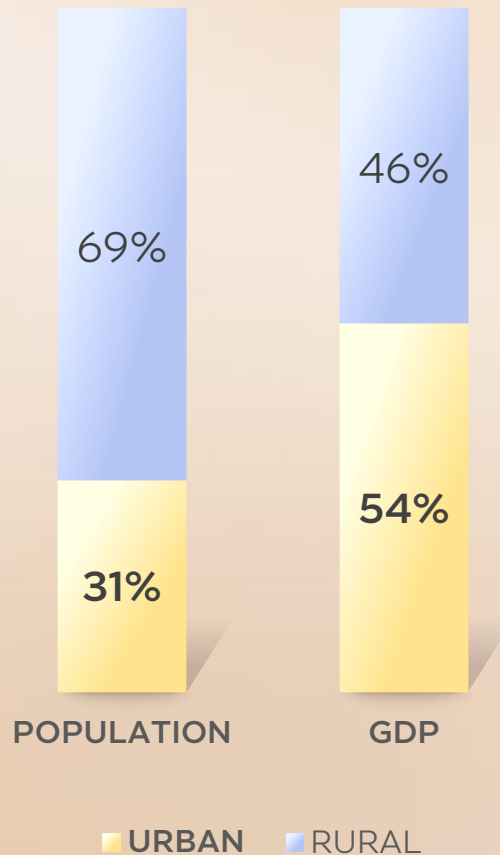


**Basis Real GDP**



# METROS ARE THE EPICENTERS OF ECONOMIC ACTIVITY

## BY URBAN/RURAL



## BY TOWN CLASS

	% POPULATION	% GDP
<b>TOP 6 METROS</b>	7.6%	<b>32%</b>
<b>MUMBAI</b>	1.5%	<b>10%</b>
<b>DELHI</b>	2.4%	<b>9%</b>
KOLKATA	1.1%	5%
BENGALURU	1%	3%
CHENNAI	0.9%	2%
HYDERABAD	0.8%	2%
<b>NEXT 54 CITIES</b>	6.4%	<b>15%</b>
<b>REST OF INDIA (U+R)</b>	86%	53%

As per Census India 2011 definitions of urban town class basis population:

Metro: 4M+  
Tier 1: 1-4M

Tier 2: 100K - 1M  
Tier 3,4: <100K

# OTHER MACROECONOMIC FUNDAMENTALS ALSO STRONG

4.7%

VS. Emerging markets 6.8% (2024)

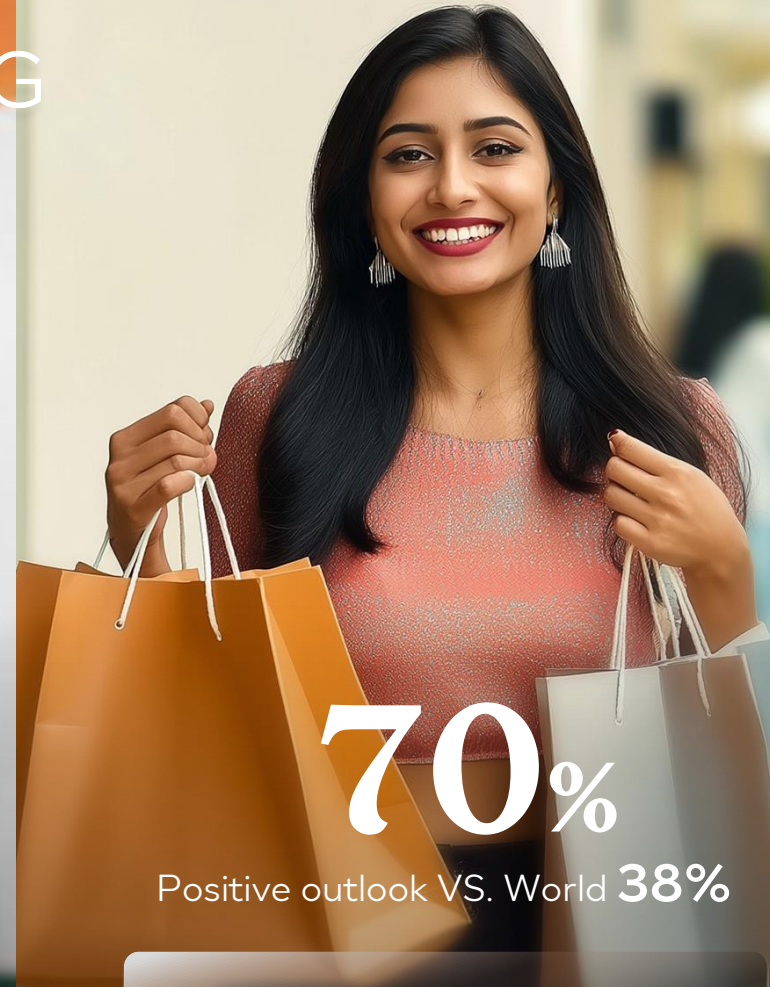
INFLATION IN  
CONTROL



+960mn

Registered voters 67% turnout

POLITICAL  
STABILITY



70%

Positive outlook VS. World 38%

STRONG CONSUMER  
SENTIMENT



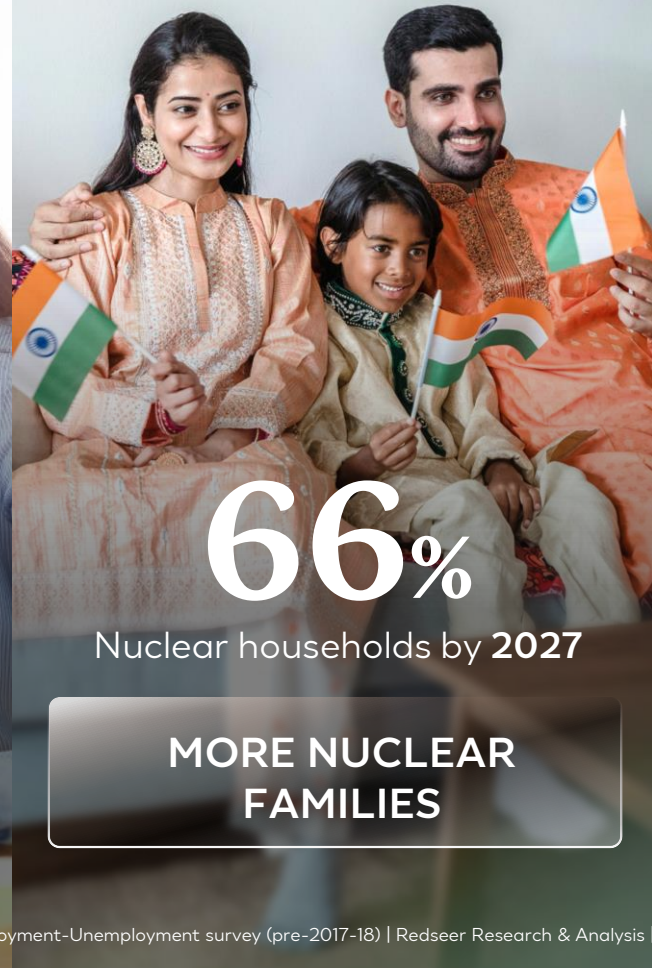
# WITNESSING **SIGNIFICANT SHIFTS** IN **SOCIETY**



**42%**

Female labour force participation

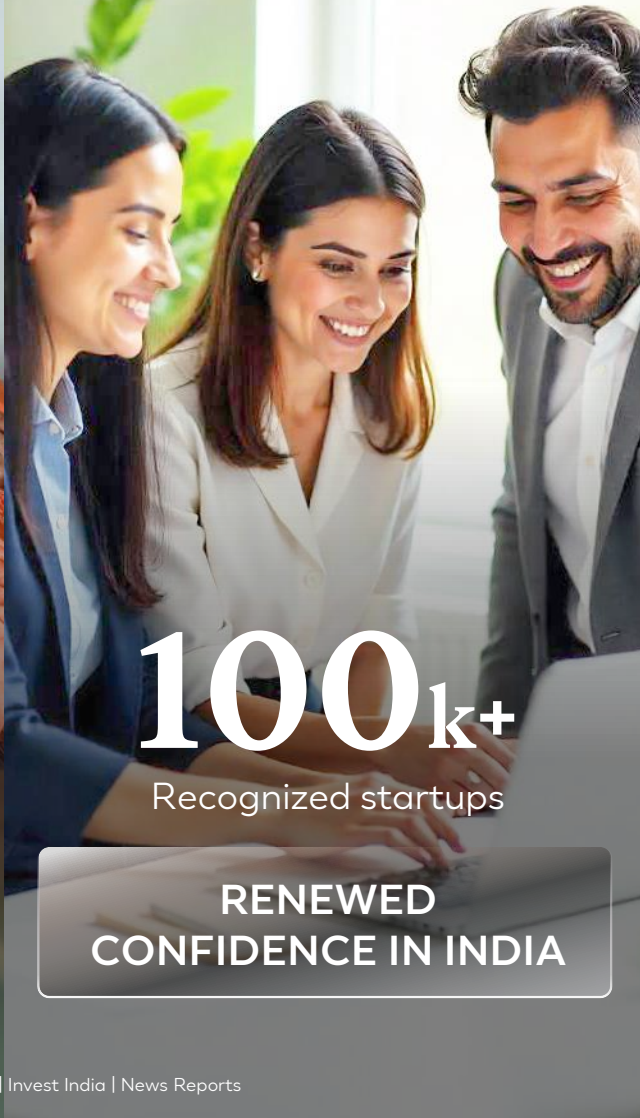
**GENDER CODES RIGID,  
BUT EVOLVING**



**66%**

Nuclear households by 2027

**MORE NUCLEAR  
FAMILIES**



**100k+**

Recognized startups

**RENEWED  
CONFIDENCE IN INDIA**



**>100 mn**

Viewership of Olympics '24

**NEWER FACES  
THAT INSPIRE**



# INDIANS ARE **YOUNG**, **RISING IN AFFLUENCE** AND MORE **CONNECTED**



**28 YEARS**

Median age | **40%** of population  
under 25 yrs

**DEMOGRAPHIC  
DIVIDEND**



**200mn+**

Middle and rich income households  
by **2030** | **+74%** vs. 2022

**RISING  
AFFLUENCE**



**821mn**

Internet users | **59%** of total  
population

**DIGITAL  
CONNECTIVITY**



# THE INDIAN CONSUMER IS MORE **INFORMED** THAN EVER



**821MN**  
INTERNET  
USERS

**6H 45MIN**  
AVERAGE TIME  
SPENT ONLINE

**35%**  
TIME SPENT ON SOCIAL MEDIA



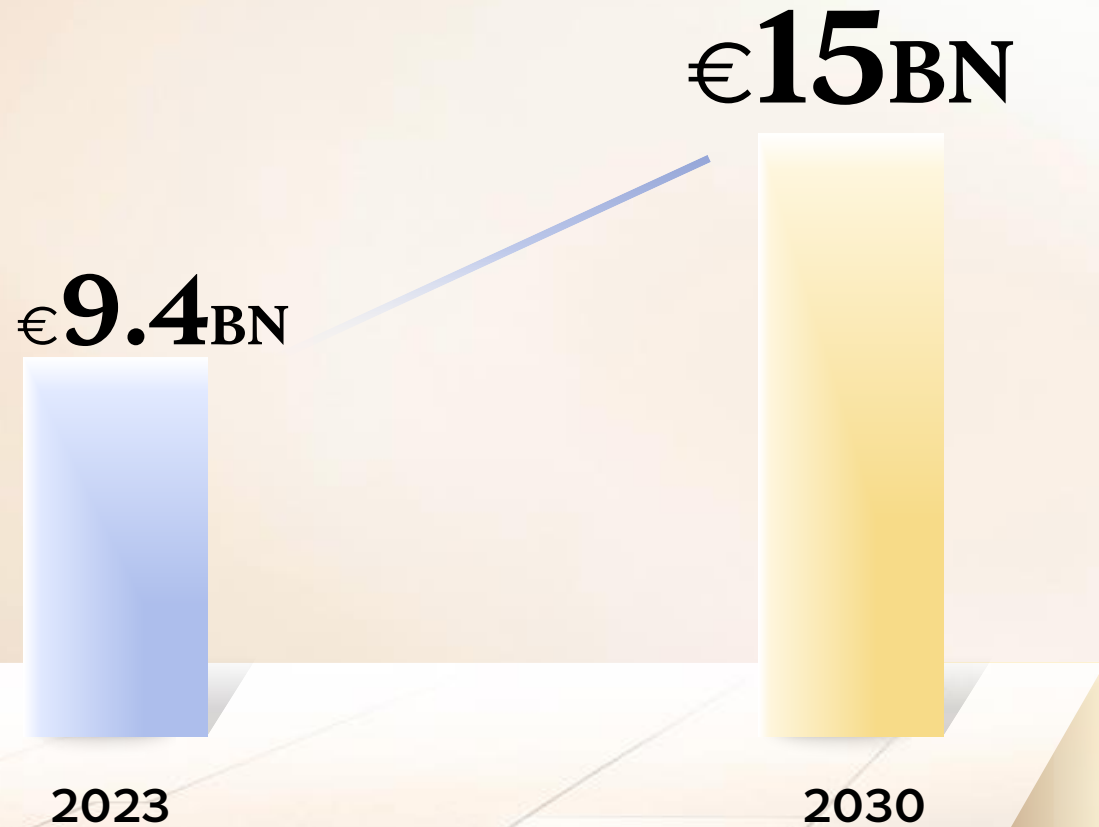
**3.3 BN**  
SEARCHES ON BEAUTY



**10BN**  
# OF REELS PLAYED PER DAY ON BEAUTY

# PAVING THE WAY FOR A **BUOYANT BEAUTY MARKET**

**+8~10% EXPECTED GROWTH TILL 2030**



## TOP BEAUTY MARKETS (2023)

COUNTRY	BN(EURO)
US	€92Bn
CHINA	€64Bn
JAPAN	€24Bn
BRAZIL	€23Bn
GERMANY	€18Bn
UK	€15Bn
FRANCE	€13Bn
SOUTH KOREA	€11Bn
ITALY	€11Bn
<b>#10 INDIA</b>	<b>€9Bn</b>



# WHICH IS CONCENTRATED IN **URBAN** AND **MASS**

## URBAN

2023

**~80%**

2030 (est.)

**~85%**



## HAIR & SKIN

2023

**~70%**

2030 (est.)

**~70%**



## MASS

2023

**~83%**

2030 (est.)

**~78%**



## ONLINE

2023

**~17%**

2030 (est.)

**~25%**







**L'ORÉAL**  
**INDIA**



# L'ORÉAL INDIA'S 30 YEAR JOURNEY

**1800+**

EMPLOYEES

5000+ BA'S,  
PSR/DSR'S ETC.

**6**

OFFICES

HEAD OFFICE IN  
MUMBAI


**27**


BRANDS

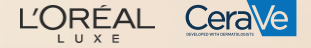
1.8 MN OUTLETS



**2**  **FACTORIES**

**2**  **R&I + ADV. R&I**  
MUMBAI, BENGALURU

**4**  **REGIONAL SALES OFFICE (RSO)**  
MUMBAI, BENGALURU, KOLKATA, DELHI



1994

Creation of Laboratories Garnier India, 100% subsidiary of L'Oréal SA

1996

L'Oréal Paris enters with crème hair colour

1997

Creation of Professional Products Division with L'Oréal Professional

1998

Maybelline New York

2005

Matrix and Kérastase

2016

NYX Professional Makeup

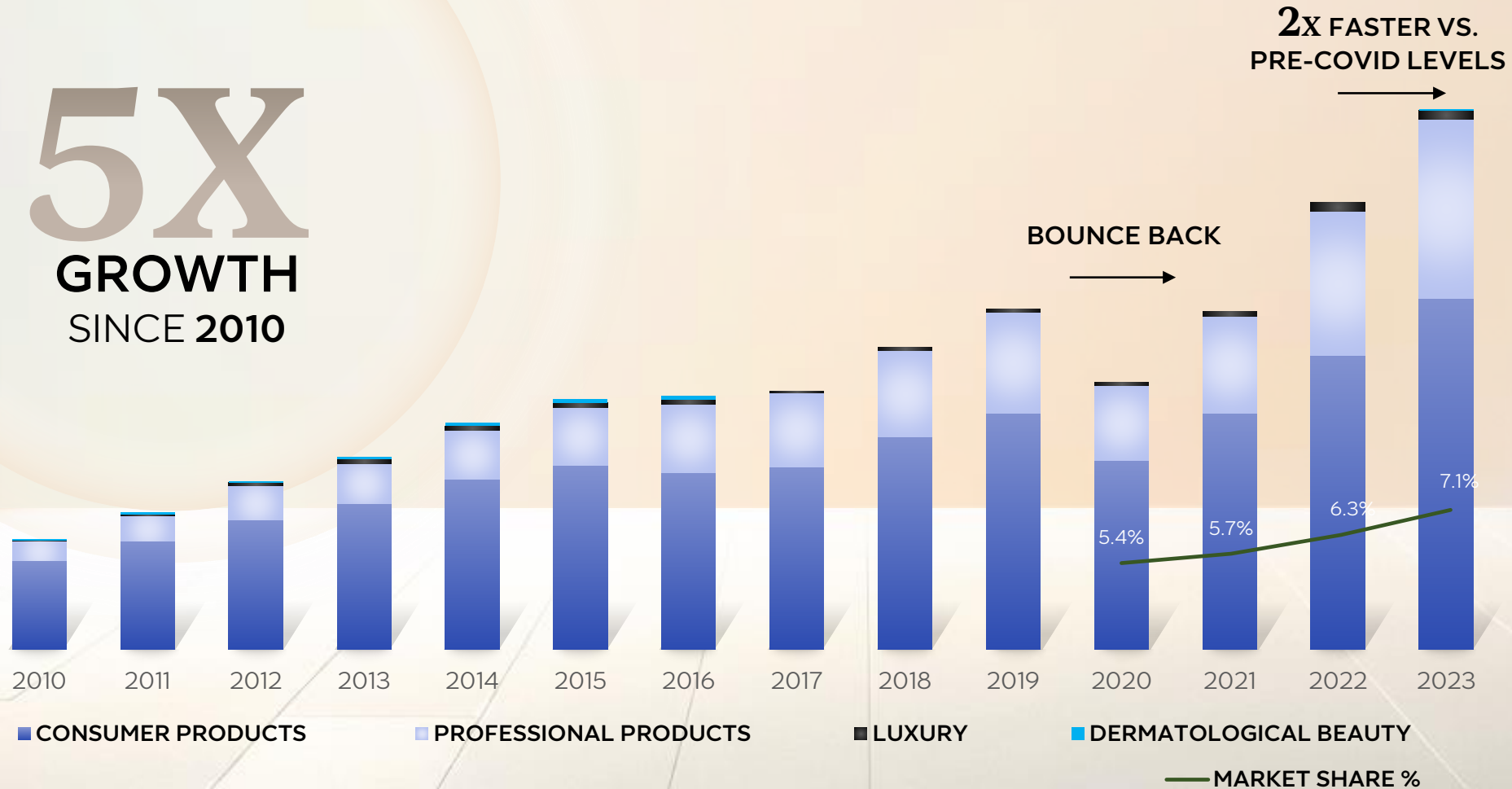
2023

Redken

2022-2024

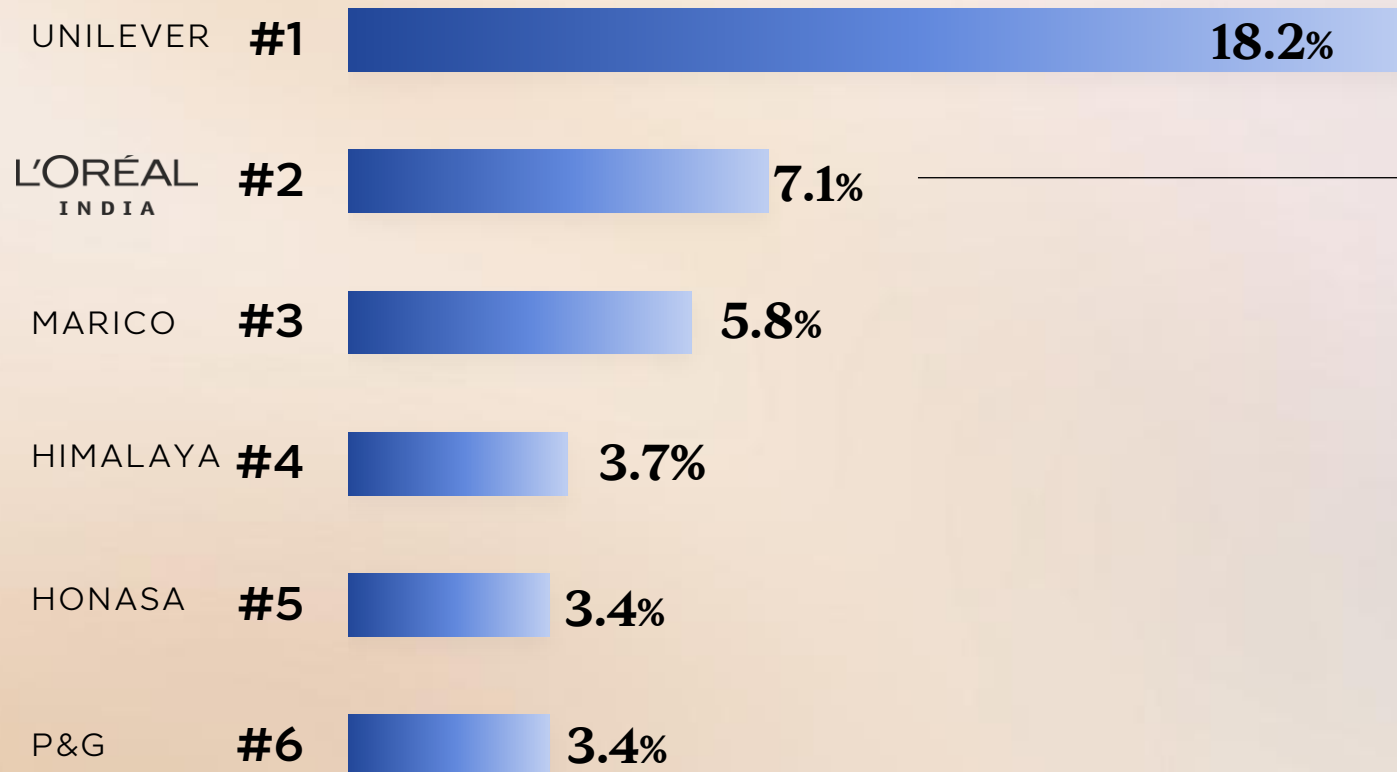
LDB launch with CeraVe | Luxe re-launch with 17 brands

5X GROWTH SINCE 2010



# BECOMING THE **2ND LARGEST BEAUTY COMPANY** IN INDIA TODAY

## COMPETITION MARKET SHARE



#2

**BEAUTY COMPANY**

7.1% MARKET SHARE

#1

**HAIR COLOR  
MEN'S SKIN  
SALONS  
LUXURY FRAGRANCE**

#1

**ONLINE ACROSS  
MAKE-UP  
HAIR CARE  
HAIR COLOR  
LUXURY FRAGRANCE**

# L'ORÉAL HAS PIONEERED NEW BEAUTY FRONTIERS IN INDIA

FROM HENNA TO...



CRÈME COLOR



LAUNCHED IN 1996

FROM OIL TO...

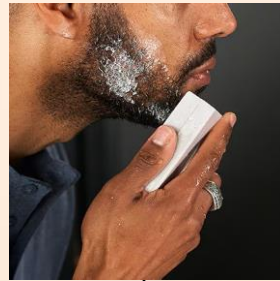


CONDITIONER



LAUNCHED IN 1994

FROM SOAP TO...

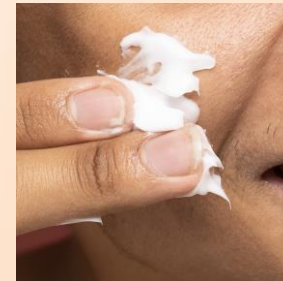


FACE WASH



LAUNCHED IN 2009

FROM CREAMS TO...



SERUM



LAUNCHED IN 2023

FROM SURMA TO...



KAJAL



LAUNCHED IN 2011

HAIR

SKIN

MAKEUP



A man in a light blue shirt is sitting cross-legged in a small, cluttered shop. He is smiling and looking towards the camera. The shop is filled with various products, including snacks, drinks, and household items. The shelves are packed with goods, and the man is holding a plate of food.

# TWO BIG BARRIERS TO REACH CONSUMERS ARE BROKEN

DEEP  
DISTRIBUTION

Image source: Wikipedia

A man and a woman are sitting on a couch, watching a television. The woman is on the left, wearing a red top, and the man is on the right, wearing a yellow shirt. The television screen shows a blurred image of a person. The background is a brick wall.

TRADITIONAL  
MEDIA



# DIFFERENTIATED STRATEGY

FOR CONSUMER  
ACQUISITION

#1  
CATEGORY

#2  
CHANNEL

#3  
COMMUNICATION



*Consumer  
Acquisition*



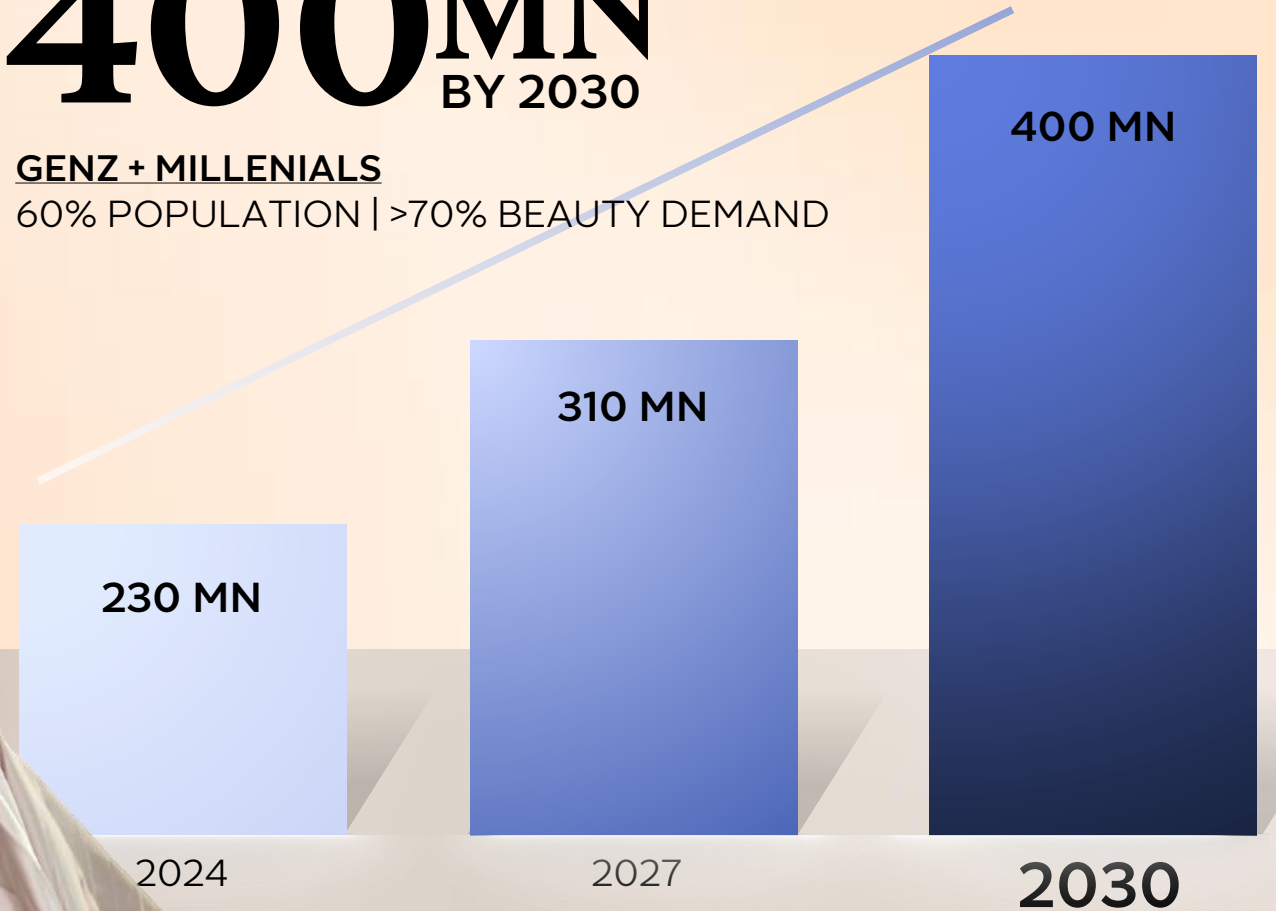
OVER **230**MN  
ADDRESSABLE CONSUMERS TODAY

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**400**MN  
BY 2030

**GENZ + MILLENNIALS**

60% POPULATION | >70% BEAUTY DEMAND



15yrs+ CONSUMERS SPENDING >\$20

# LEVERAGING THE POWER OF

# ONE L'ORÉAL

## L'ORÉAL

Consumer Products

L'ORÉAL  
PARIS

GARNIER

MAYBELLINE  
NEW YORK

NYX  
PROFESSIONAL MAKEUP

## L'ORÉAL PROFESSIONAL PRODUCTS

L'ORÉAL  
PROFESSIONNEL  
PARIS

matrix

KÉRASTASE  
PARIS

REDKEN  
5TH AVENUE NYC

SYSTÈME  
BIOLAGE

## L'ORÉAL LUXE

YVES SAINT LAURENT

Kiehl's  
SINCE 1851

LANCÔME

DESIGNER FRAGRANCES

## L'ORÉAL Dermatological Beauty

CeraVe  
MIT DERMATOLOGEN ENTWICKELT



# MAKING INDIA THE CONSUMER ACQUISITION ENGINE FOR THE GROUP

**115MN**

ACQUIRED  
CONSUMERS  
by **2024**

*50% Penetration*

**250MN**

ACQUIRED  
CONSUMERS  
by **2030**

*60% Penetration*



CONTENT  
THAT WINS



SERVICES  
THAT DELIVER

MEDIA THAT  
AUGMENTS

# CATEGORY







116 SCIENTISTS  
IN MUMBAI & BENGALURU LABS



>45,000 CONSUMERS  
DECODED LAST 2 YEARS



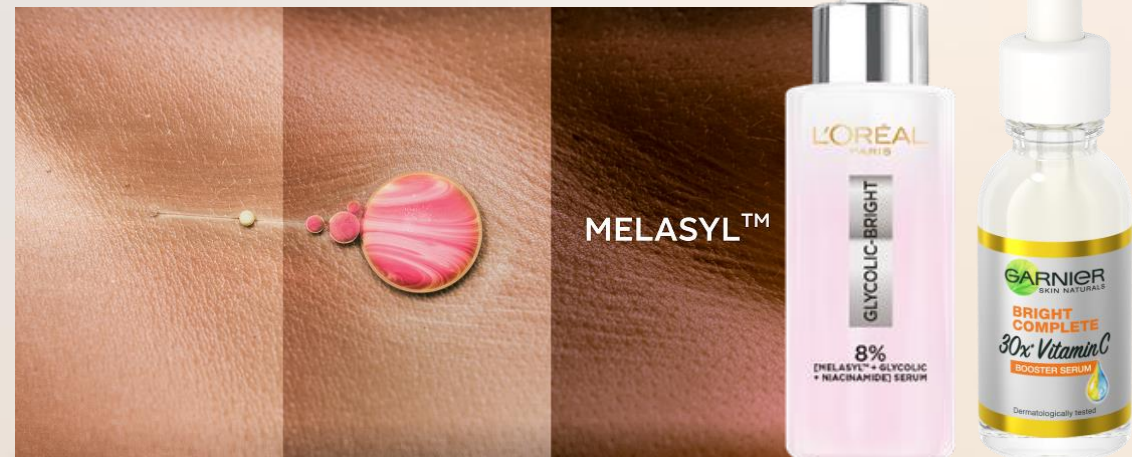
11 AREAS OF EXPERTISE  
6 NEW, INCLUDING GREEN SCIENCES



132 PATENTS BY 2024  
58 IN LAST 24 MONTHS

# POWERED BY R&I IN INDIA, INNOVATING FOR THE WORLD

## TRANSFORMING INDIA'S BEAUTY NEEDS INTO BREAKTHROUGH INNOVATIONS





# WINNING WITH INNOVATIONS

# #1

FACE SERUM IN INDIA\*

# 35%

MARKET SHARE



## DEMOCRATIZING VITAMIN C SERUM

# #1

MEN'S SKINCARE

# 48%

MARKET SHARE



## DOMINATING MEN'S SKINCARE

# DOMINATING HAIR COLOUR

## ACROSS PRICE POINTS AND CHANNELS

PRICE SEGMENTS

>=6€



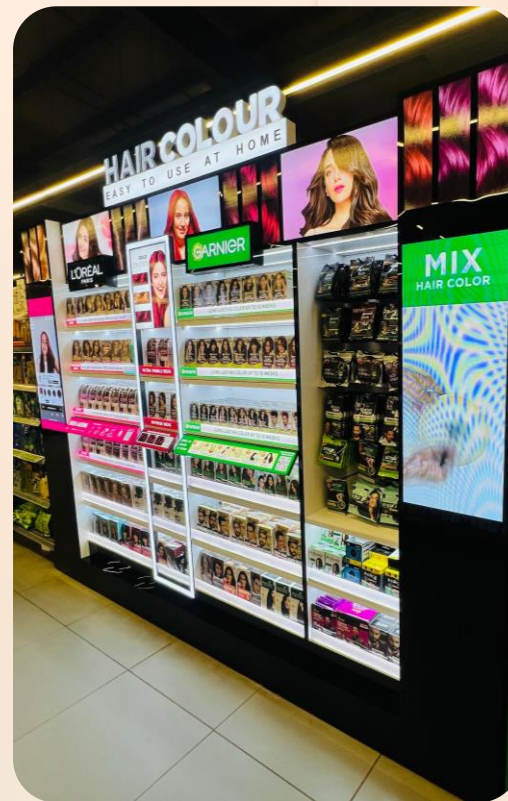
2€ - 6€



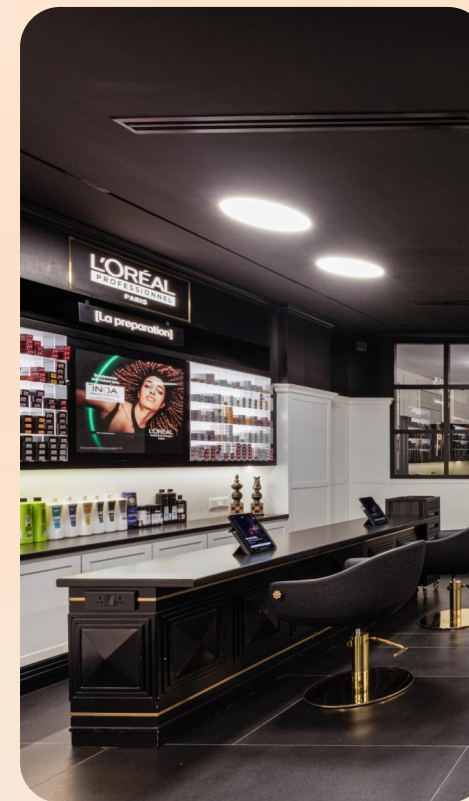
1€ - 2€



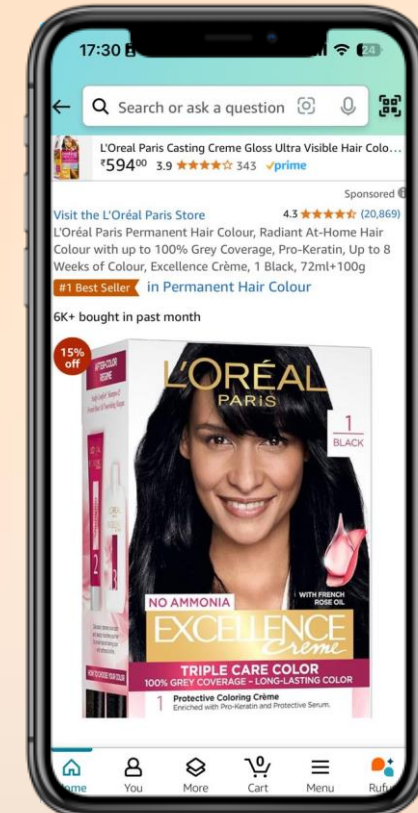
<1€



RETAIL



SALONS



ECOMMERCE

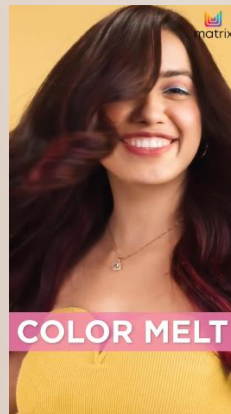


# LEVERAGING THE SYNERGIES OF ONE L'ORÉAL

## PPD CREATING THE RED TRENDS



## CPD AMPLIFYING THE TREND



GLOBAL & BALAYAGE  
TECHNIQUE

ACTIVATING VTO  
O+O

MELT  
TECHNIQUE

ACTIVATING  
CREATORS

DARE TO GO RED

VIBRANT COLOR VISIBLE ON DARK HAIR\*

3 Natural Oils +  
Color Boost Technology

NOURISHED HAIR,  
BOLDER COLOR

Quality First  
VEGAN

82k

HAIRDRESSERS  
TRAINED

20k

SALONS  
ACTIVATED

+116%

INCREASE IN SOCIAL  
CONVERSATIONS ON 'RED'  
HAIR COLOUR

83%(+6pts)

SPONTANEOUS  
AWARENESS  
SEPT '24



# OUTPERFORMING ACROSS ALL CATEGORIES

(GROWTH VS. MARKET)

**1.5x**

**HAIR COLOUR**

**1.7x**

**HAIR CARE**

**1.3x**

**MAKEUP**

**2.0x**

**SKINCARE**

**2.1x**

**FRAGRANCES**



CHANNEL





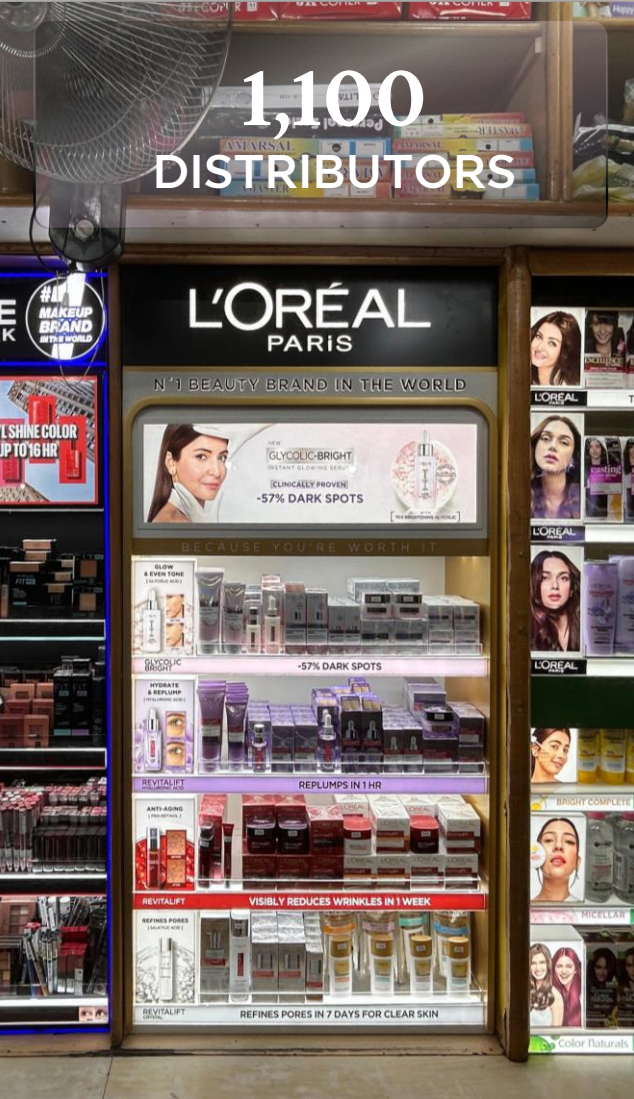
# OUR OFFLINE FOOTPRINT RESTS ON A SOLID FOUNDATION



1.8mn  
OUTLETS



50k  
SALONS



1,100  
DISTRIBUTORS



5,000  
BEAUTY ADVISORS





**TRANSFORMING BEAUTY  
IN OFFLINE  
WITH OUR MASS BUSINESS**





# CREATING THE SALON INDUSTRY

WITH OUR PROFESSIONAL BUSINESS



# CREATING THE PROFESSIONAL INDUSTRY IN INDIA



NO PROFESSIONAL PRODUCTS IN INDIA

NO SPECIFIC HAIRDRESSING SALONS

HAIRDRESSING SKILLS LIMITED TO **BASIC HAIRCUTS**

AVG SERVICE PRICE IN 'A' SALON **RS 400 (5€)**

NO RETAIL BUSINESS IN SALONS



→ **PRESENCE OF INTL & LOCAL BRANDS**

→ **>50K SALONS** USING PRO HAIR PRODUCTS

→ **HIGHLY SKILLED** HAIRDRESSERS.

→ AVG SERVICE PRICE IN 'A' SALON **RS 3500 (44€)**

→ **20- 25% RETAIL REVENUE** FOR SALONS

**27**  
YEARS

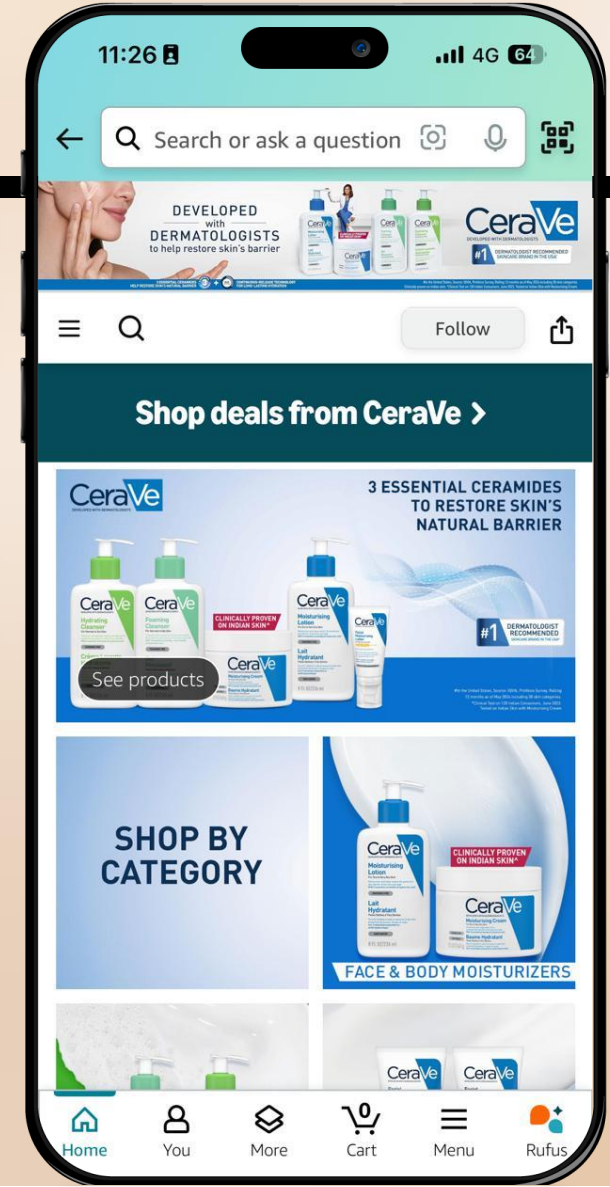
**5X**  
MARKET SHARE\* VS  
COMPETITION

**51,841**  
DOORS

**33mn**  
CONTACTS TRAINED  
SINCE LAUNCH



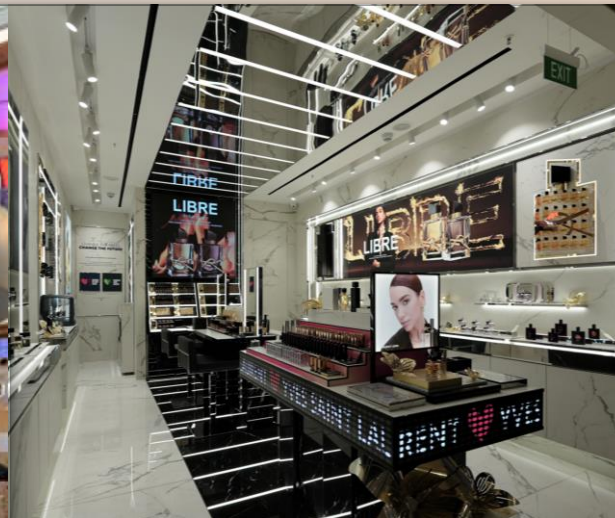
# BUILDING **DERMO-COSMETICS** CHANNEL IN INDIA WITH LDB





# AND CRAFTING **IMMERSIVE EXPERIENCES** WITH OUR **LUXURY BUSINESS**

---



# INVESTING AHEAD OF **CURVE ON ECOMMERCE**

~**30%** WEIGHT OF BUSINESS

~**3x** IN **4** YEARS

**43** PILOTS INITIATED

**20** PLAYBOOKS CREATED

## FOCUSING ON **CORE CAPABILITIES**

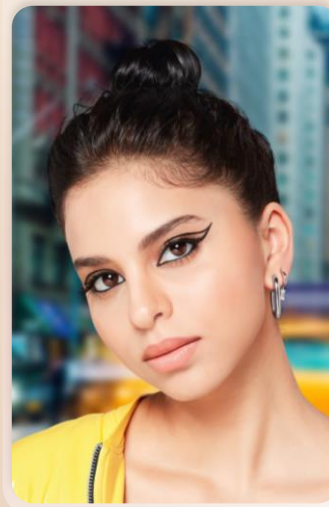
- Platform partnership
- Marketing ops
- Demand generation
- Organisation
- Supply chain
- Data & analytics
- Tech partnership

**LEADERSHIP POSITION** ACROSS CATEGORIES ONLINE

L'ORÉAL  
INDIA

**#1**

MAKE-UP



**#1**

HAIRCARE



**#1**

HAIR COLOUR



**#1**

FRAGRANCE







# COMMUNICATION





# SPEARHEADING THE DIGITAL WAVE

WITH CONTENT AND TECH



**~75%**

SPENDS ON DIGITAL MEDIA

**DIGITAL FIRST**



**~140k**

PIECES OF CONTENT

**CONTENT AT SPEED  
OF CULTURE**



**29mn**

VIRTUAL TRY ONS

**360° Video  
PERSONALIZATION  
AT SCALE**



# BUILDING COMMUNITIES

WITHOUT BOUNDARIES



**POWER OF  
GLOBAL  
AMBASSADORS**



**14k  
LOCAL  
INFLUENCERS**



**60  
DERMA  
EXPERTS**



**100k  
PROFESSIONAL  
ADVOCATES**



# LEADING THE MARKET

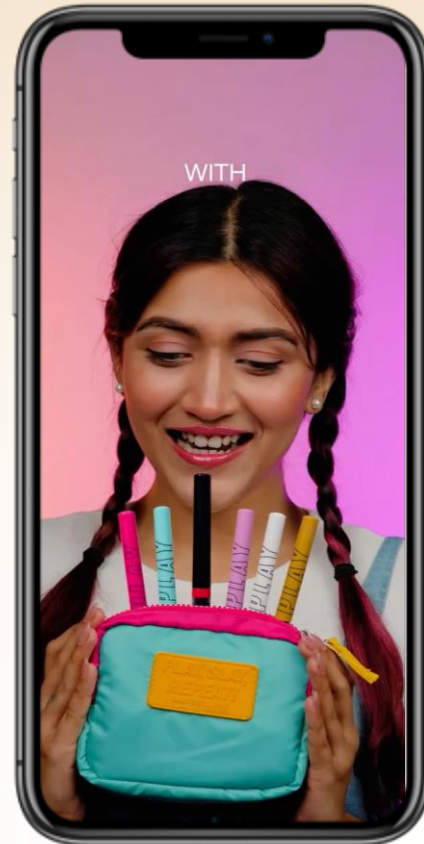
## IN DIGITAL AND ADVOCACY

# #1

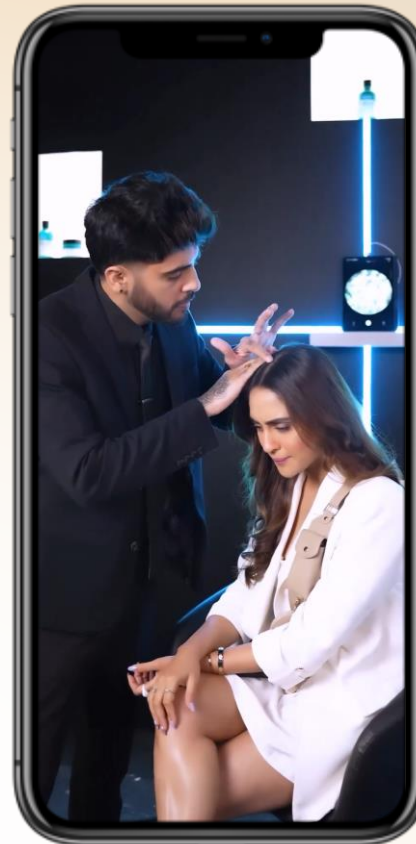
ONLINE ADVERTISER

# #1

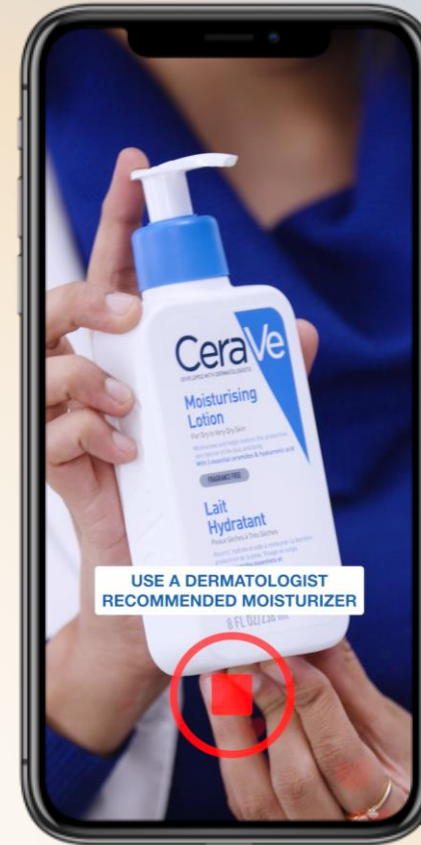
SHARE OF INFLUENCE



MAYBELLINE  
NEW YORK



L'ORÉAL  
PROFESSIONNEL



CeraVe  
DEVELOPED WITH DERMATOLOGISTS



LANCÔME  
PARIS



ENABLED BY **THE BEST-IN-CLASS**  
**INFRASTRUCTURE, TECH, AND PEOPLE**

A close-up photograph of a blue and white industrial robotic arm in a factory setting. The background is blurred, showing other machinery and lights.

**INFRASTRUCTURE**

A dark blue background with glowing blue lines and dots, resembling a digital network or data visualization.

**DATA & TECHNOLOGY**

A close-up photograph of a human eye, looking directly at the camera. The eye is brown and has a small white mark on the iris.

**PEOPLE**



# INVESTING IN BUILDING THE RIGHT **INFRASTRUCTURE FOR GROWTH**

## **450MN+**

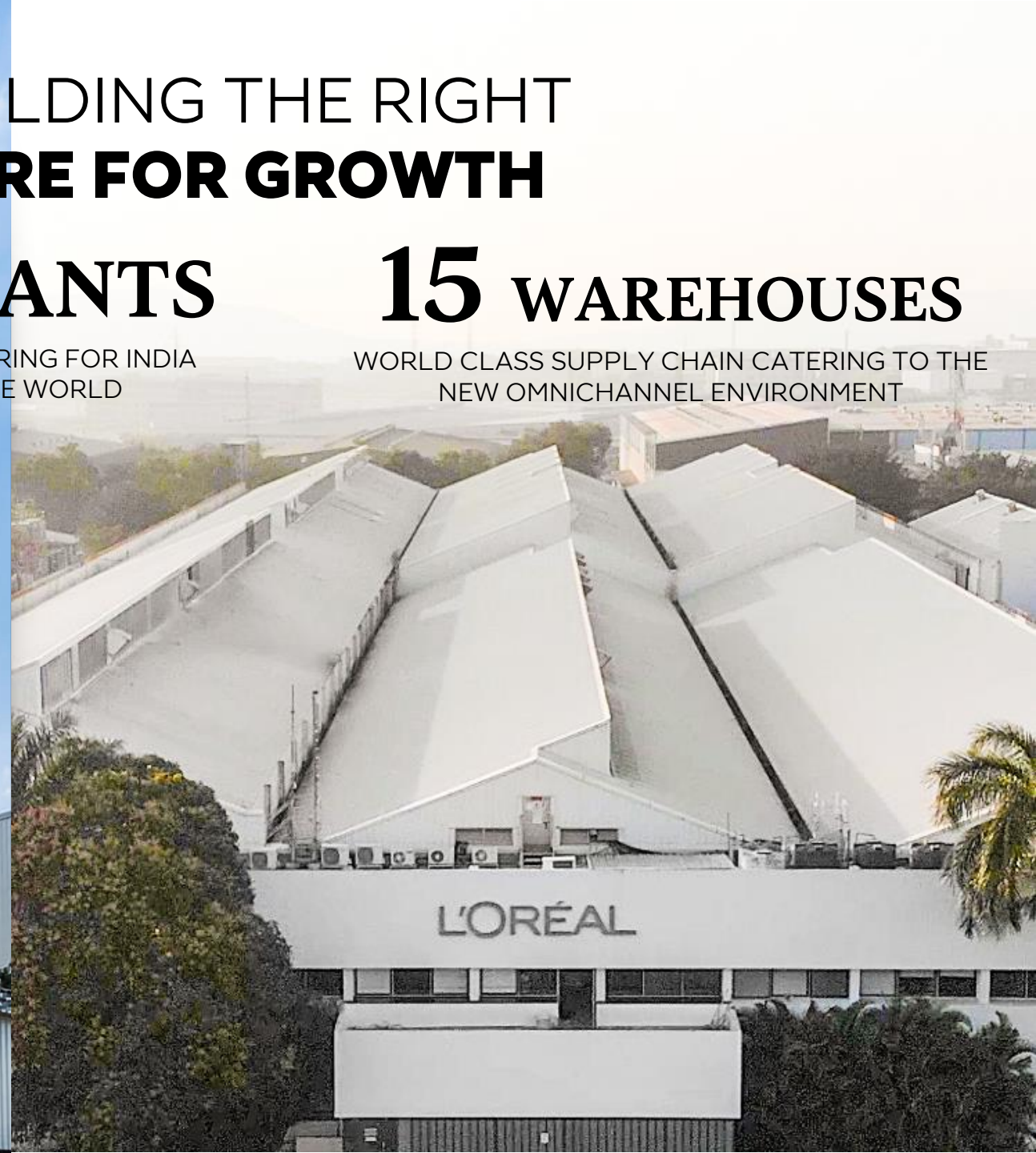
UNITS PRODUCED ACROSS 2 FACTORIES  
(LOCAL & EXPORTS)

## **2 PLANTS**

MANUFACTURING FOR INDIA  
AND THE WORLD

## **15 WAREHOUSES**

WORLD CLASS SUPPLY CHAIN CATERING TO THE  
NEW OMNICHANNEL ENVIRONMENT





# TECHNOLOGICAL TRANSFORMATIONS/ DATA & TECH

## CREATING NEW POSSIBILITIES



**5mn**

ANNUAL CLOUD BASED INVOICES BY 2025

**DISTRIBUTOR  
INVOICING SYSTEM**



**300k+**

RETAIL OUTLETS

**AI ASSISTED SKU  
MANAGEMENT**



**96%+**

SERVICE LEVELS

**INTELLIGENT  
ONLINE ORDER  
MANAGEMENT**





**PEOPLE**  
AT THE HEART OF INDIA

HEADCOUNT

**1782**

OFFICE : FIELD BASED

**38% : 62%**

(EXCL PLANT & R&I)

M: F

**71 : 29**

NON-FIELD WOMEN  
PARTICIPATION AT 47%

**11% & 74%**

Gen Z and MILLENIALS

INDIA FOR THE WORLD

**155 TALENTS  
EXPORTED**

INDIA FOR INDIA

**73% INTERNALLY  
GROWN LEADERS**

EDGE MOVE CERTIFIED  
ON GENDER EQUITY

**3 years in row**

GREAT PLACE TO  
WORK FOR

**2 years in row**





L'ORÉAL

FOR THE FUTURE

GROWING

**RESPONSIBLY**  
& **SUSTAINABLY**



# 100% RENEWABLE ENERGY

\*Operated sites, excluding safety and security installations

## -23%

REDUCTION  
IN ENERGY INTENSITY

## 21%

HYDROPOWER  
PRODUCED

## 16%

WIND ENERGY  
GENERATED

## +49%

INCREASE IN  
PRODUCTION  
(2019 - 2023)

## 15%

SOLAR ENERGY  
HARNESSED

## 27%

BIOMASS ENERGY  
PRODUCED

## WATER RECYCLE & REUSE

BY  
**2025**  
CHAKAN

BY  
**2027**  
BADDI



# 1.2 MN BENEFICIARIES SUPPORTED THROUGH BRAND CAUSES



1,000,000



108,000



900T Plastic

\*Global partnership with  
Plastics For Change



99,000



350



50

**STANDUP**  
against street harassment

MAYBELLINE  
NEW YORK  
**BRAVE  
TOGETHER**



**Head Up.**  
For hair pros' mental health

**POWER TALKS**  
KÉRASTASE  
PARIS

**Beauty  
Builders**



# DRIVING **POSITIVE CHANGE** ACROSS COMMUNITIES

## OUR GOAL BY 2030

**30,000**  
CHILDREN



**4,000** CHILDREN  
IN 2024

**1,000**  
SCHOLARS



**450** SCHOLARS  
SINCE 2015

**100,000**  
WOMEN



**24,000** WOMEN  
SINCE 2014 (12,000 IN 2024)

**10,000**  
HA OF LAND



**4,500** HA OF LAND  
SINCE 2021









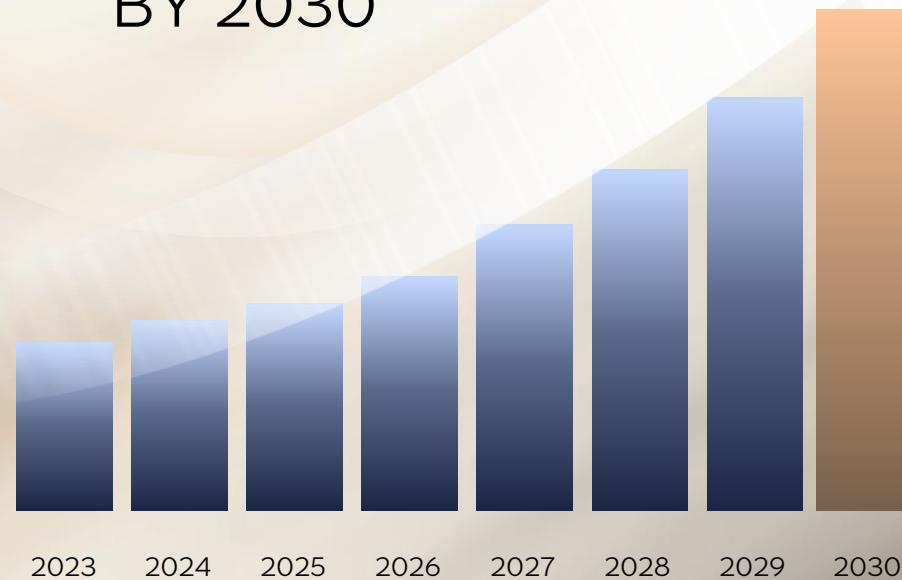
L'ORÉAL  
INDIA

**PROJECT UDAAN**  
Baddi, Himachal Pradesh, India





VISION 2030  
**GROWING**  
**3X**  
BY 2030





THANK YOU

L'ORÉAL  
INDIA