



L'ORÉAL

CONSUMER PRODUCTS DIVISION

#LetsTalkBeauty

ALEXIS PERAKIS-VALAT, PRESIDENT CONSUMER PRODUCTS DIVISION

L'Oréal Consumer Products at a Glance

**2022
REVENUE**

€14Bn
37% of Group

**2022
UNITS**

5Bn
>70% of Group

**2022
OPERATING PROFIT**

€2.7Bn

EMPLOYEES

23K

**2022
OPERATING MARGIN**

19.8%

**BILLIONAIRE
BRANDS**

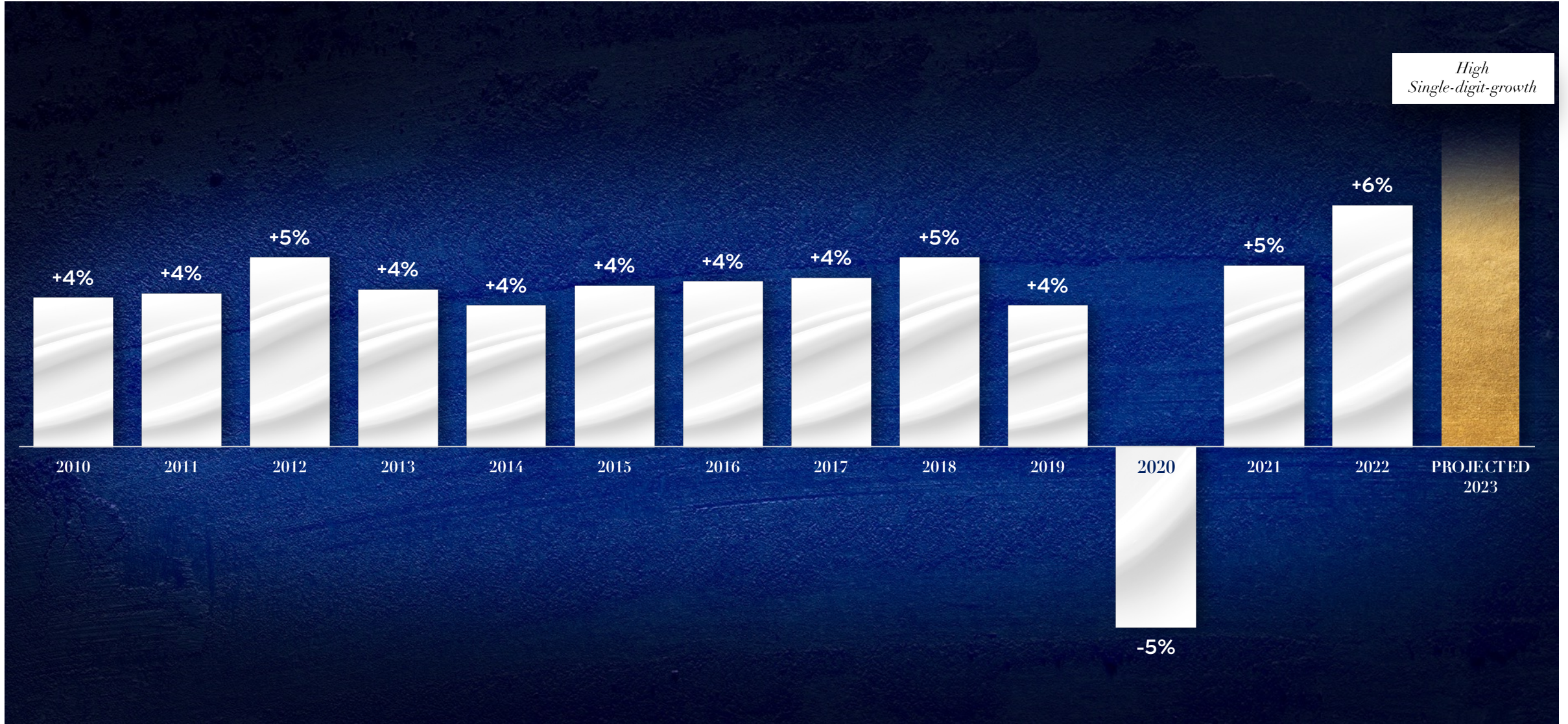
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The Mass Beauty Market

A GOLDEN OPPORTUNITY

The Mass Beauty Market is Accelerating



L'Oréal internal estimates excluding soap, tooth paste and razors. 2021 provisional estimates. Net manufacturing price (sell-in). Growth at constant exchange rate

Social Media Fuels Consumer Savviness and Spreads Beauty Expertise at Mass



BEAUTY
QUERIES


19.2Bn^{*}
(+9%)

BEAUTY VIEWS
ACROSS
PLATFORMS

+99%^{**}



Sources: * Google ** Traackr Tik Tok + Instagram + Facebook + X (Twitter) + YouTube

Consumer Savviness Inspires New Beauty Habits at Mass



SERUMS

PENETRATION RATES


-  +58% vs. 2019
(+4M NEW SERUM BUYERS VS. 2019)
-  3x vs. 2020



HAIRCARE TREATMENT


GROWTH RATES*

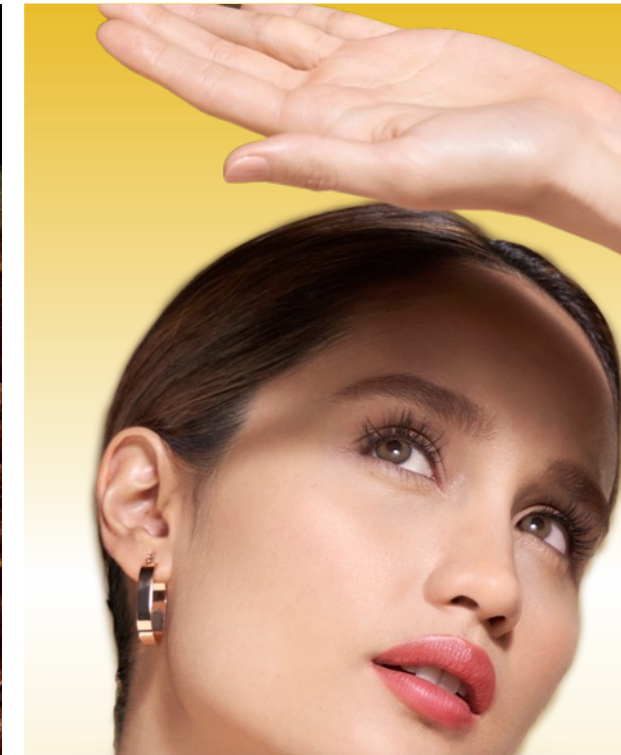
-  TREATMENTS 2.5x vs. SHAMPOO
-  TREATMENTS 2x vs. SHAMPOO



MAKEUP "PLUS" GESTURES



PENETRATION RATES

-  SETTING SPRAY 2.5x vs. 2019
-  HIGHLIGHTERS 34x vs. 2016



UV PROTECTION

PENETRATION RATES

-  FACIAL UV 2x vs. 2016
-  UV PRODUCT +23% vs. 2016

High-Potential Consumer Groups Offer New Opportunities for Growth at Mass



GEN Z



BOOMERS



MEN



YOUTH IN EMERGING



Our Division Today
STRONGER THAN EVER



The CPD 3.0 Transformation

The CPD 3.0 Transformation



CREATION

Brand
Equity

Product
& Service
Development

Asset
Development

DEVELOPED
WORLD

CHINESE
WORLD

EMERGING
WORLD

Activation
Strategy

Consumer
Activation

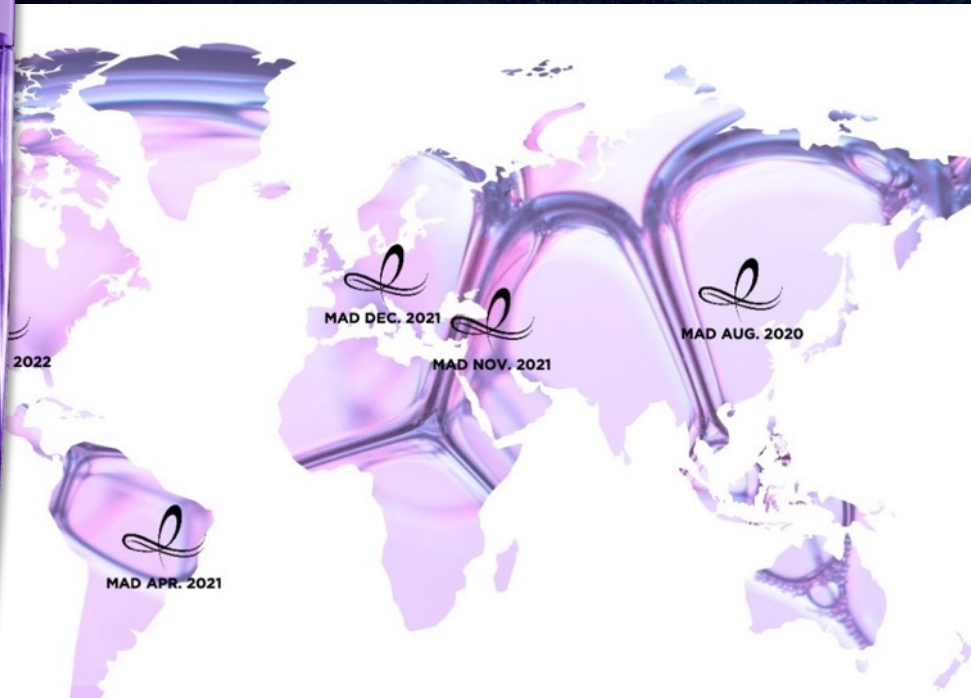
Sales & Retail
Activation

ACTIVATION

Desirable Creations



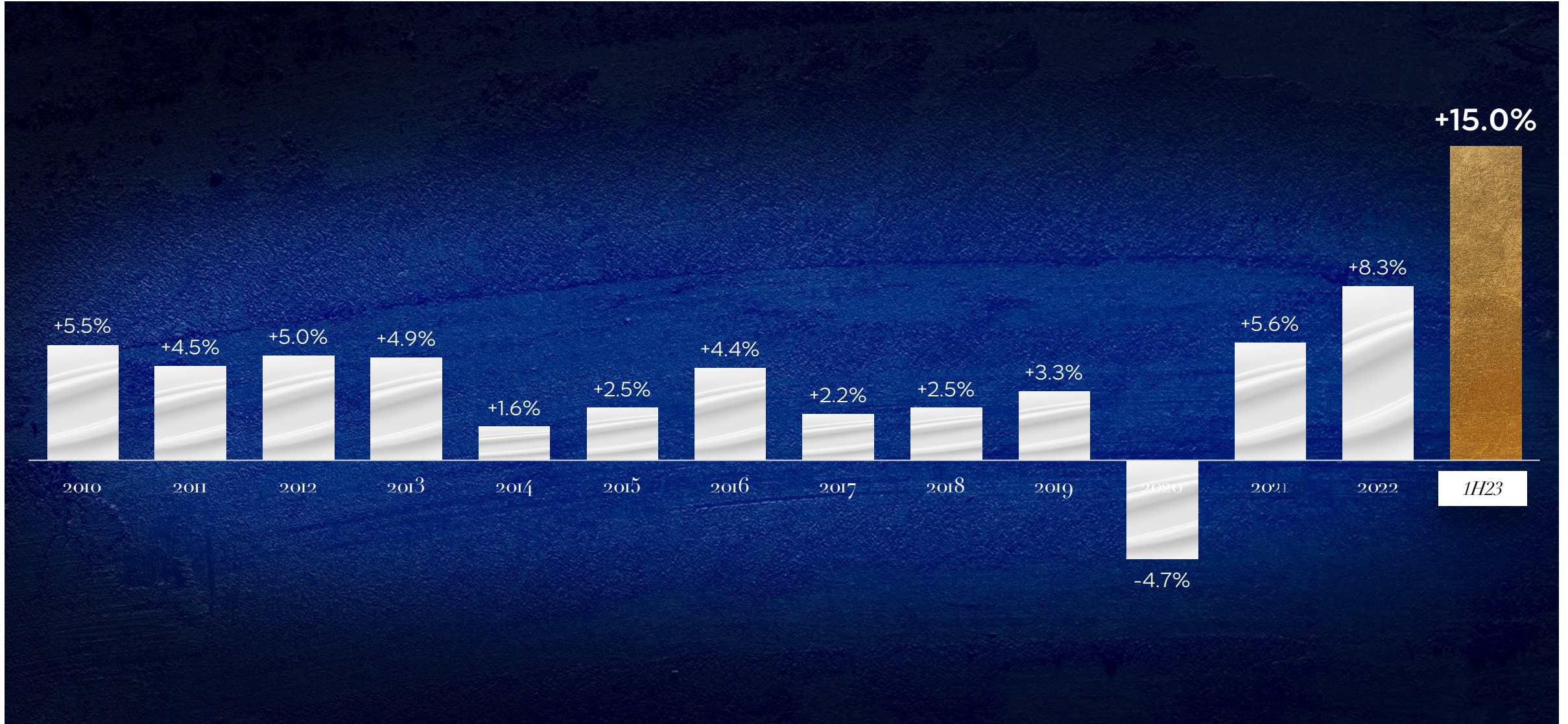
Rolled Out Faster Across the World



Step Change of our Partnerships with Retailers

2019	2020	2021	2022
MANUFACTURER M	MANUFACTURER E	MANUFACTURER D	L'ORÉAL CONSUMER PRODUCTS DIVISION TOP-TIER 4
MANUFACTURER N	MANUFACTURER F	L'ORÉAL CONSUMER PRODUCTS DIVISION MIDDLE-TIER 5	MANUFACTURER F
MANUFACTURER O	L'ORÉAL CONSUMER PRODUCTS DIVISION MIDDLE-TIER 7	MANUFACTURER F	MANUFACTURER F
L'ORÉAL CONSUMER PRODUCTS DIVISION BOTTOM-TIER 14	MANUFACTURER O	FMCG Manufacturer Rankings based on Retailer feedback	
MANUFACTURER Q	MANUFACTURER H		

Our Division is Thriving



Sources: like-for-like sales growth

A low-angle, upward-looking photograph of a woman with long dark hair and bright red lipstick. She is wearing a black short-sleeved top and shiny, bright red pants. She is climbing a silver metal pole, with her arms raised and hands gripping the top. The background shows a city street with multi-story brick buildings and a fire escape. A red horizontal bar is overlaid across the middle of the image, containing the text.

The Vision Ahead
PLAN OF CONQUEST

L'Oréal Groupe Business Skewed Towards The Most Affluent Consumers



Our Target: Upper Half of the Middle Class

2023
2.4Bn

2030
3.1Bn

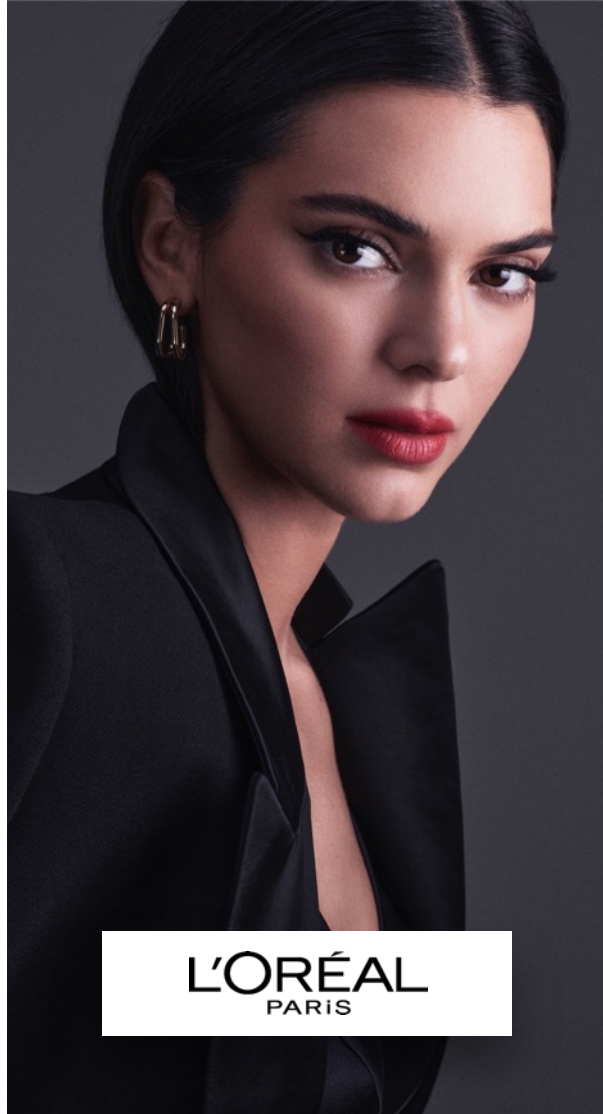
EMERGING:
38%

EMERGING:
43%

Our Strategy:

DEMOCRATIZE & PREMIUMIZE

Our 4 Powerful Global Brands





World's #1
Beauty Brand

L'ORÉAL
PARIS

CUTTING-EDGE SCIENCE,
FEMININE & FEMINIST,
PARISIAN LUXURY



GARNIER

Champion
of Green
Beauty



World's #1 Makeup Brand

MAYBELLINE
NEW YORK

WORK HARD, PLAY HARD,
MAKE CHANGE



NYX
PROFESSIONAL MAKEUP

Brand of
Entertainment

Our Regional Growth Driver Brands



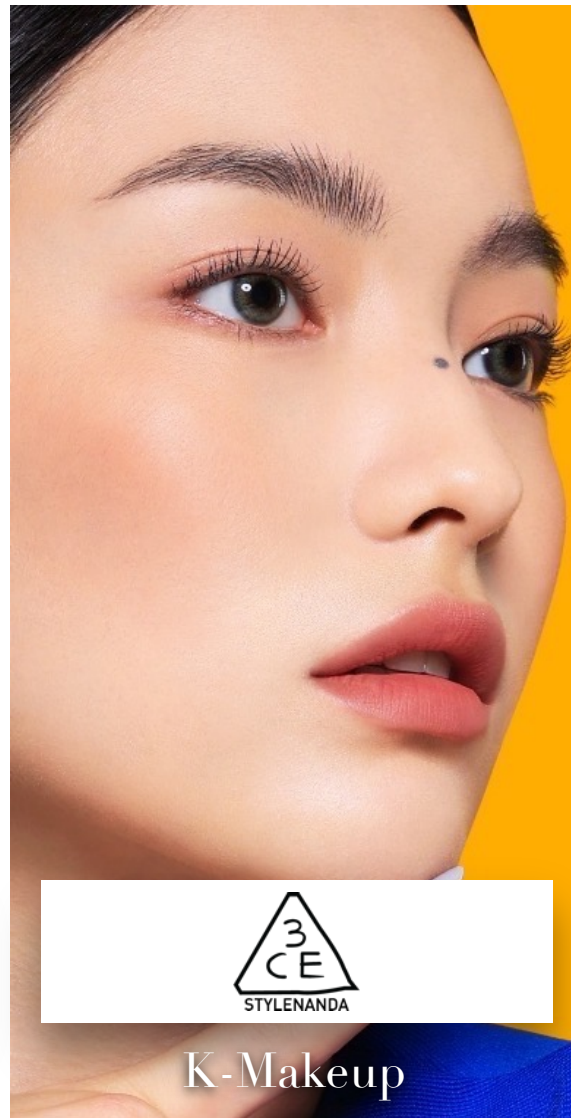
Mixa
SENSITIVE SKIN EXPERT

Mass Medical Expert



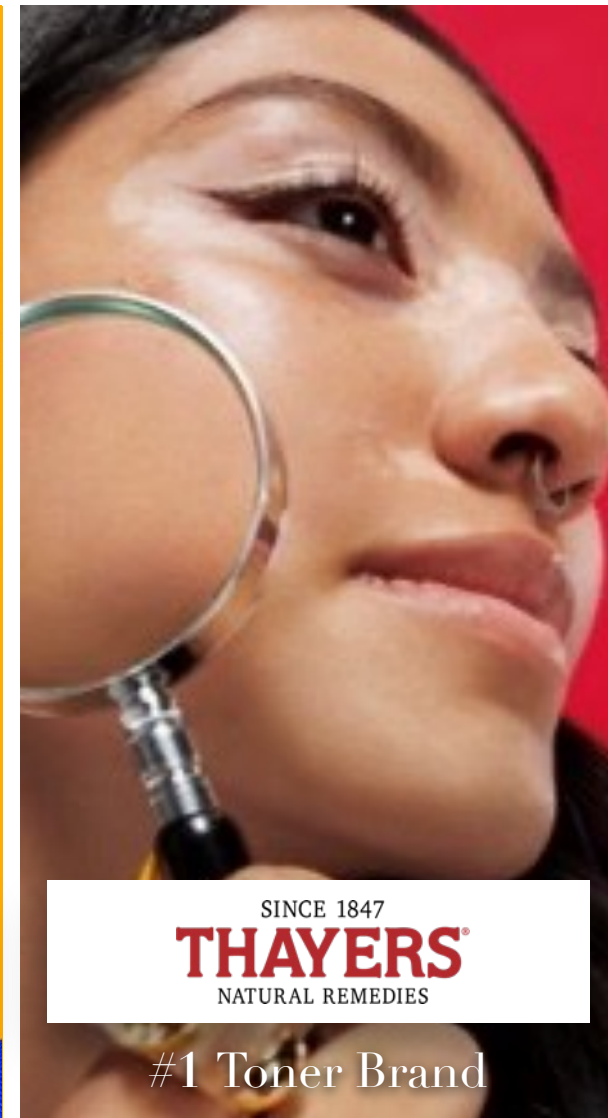
essie

USA's Nail Salon Expert



STYLENANDA

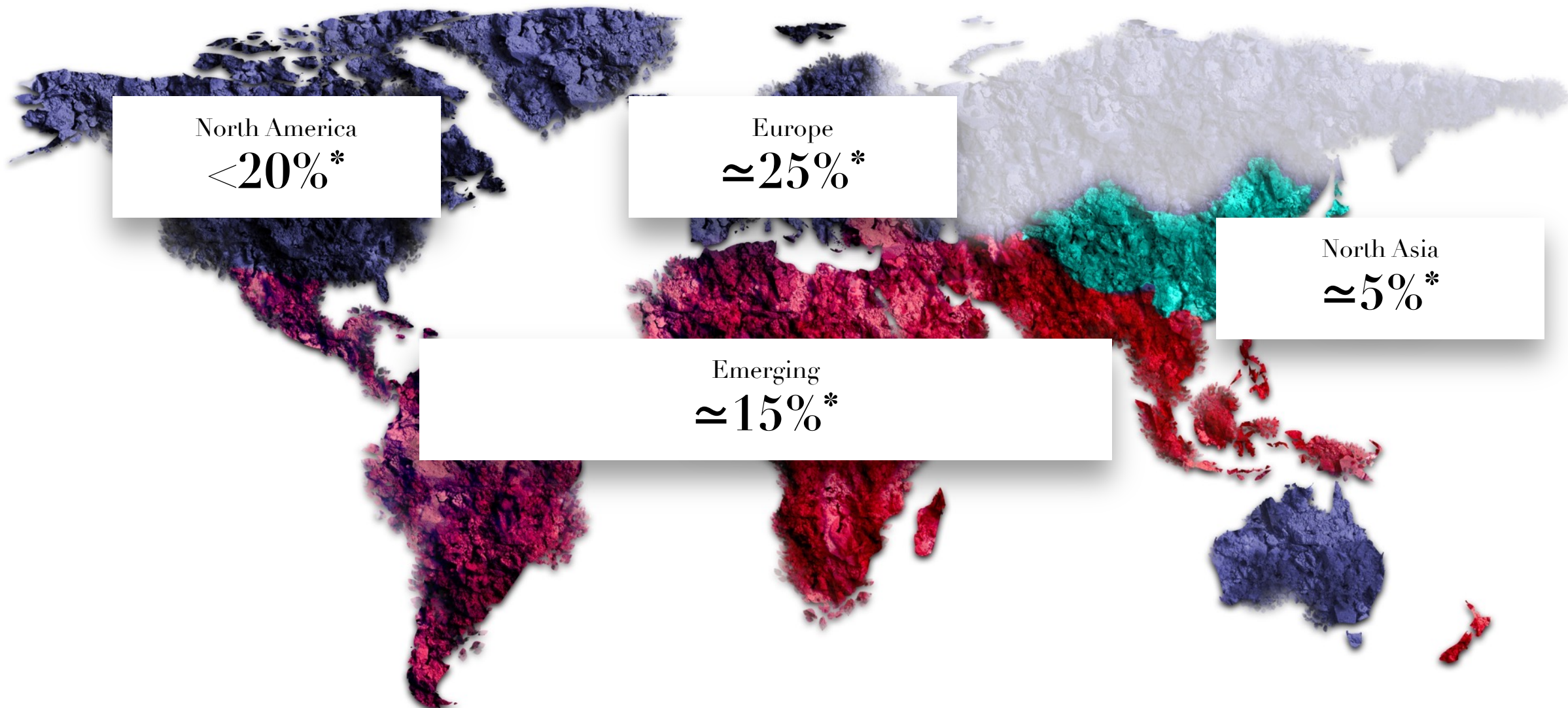
K-Makeup



SINCE 1847
THAYERS
NATURAL REMEDIES

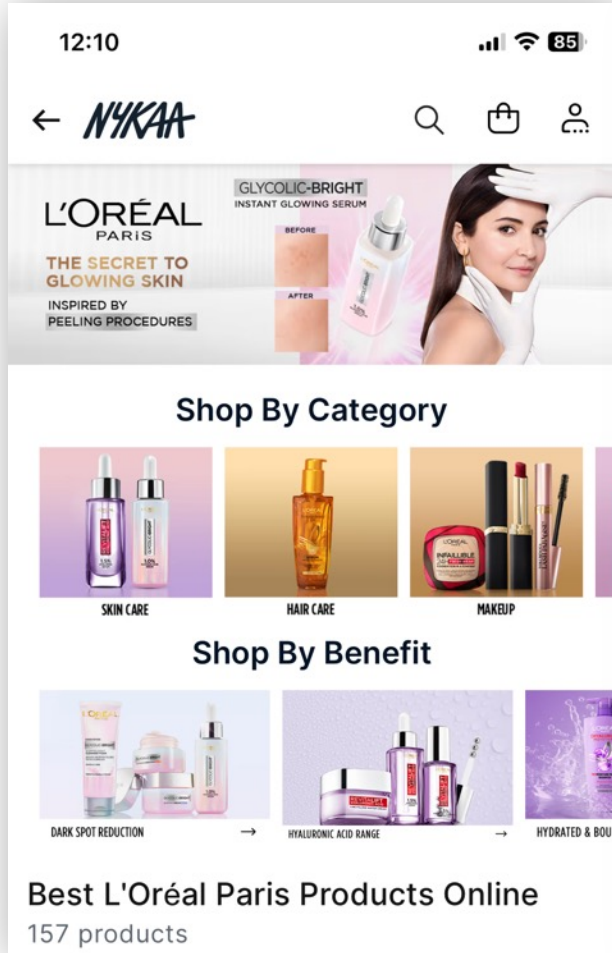
#1 Toner Brand

Our Growth and Market Share Opportunities Are All Over The World

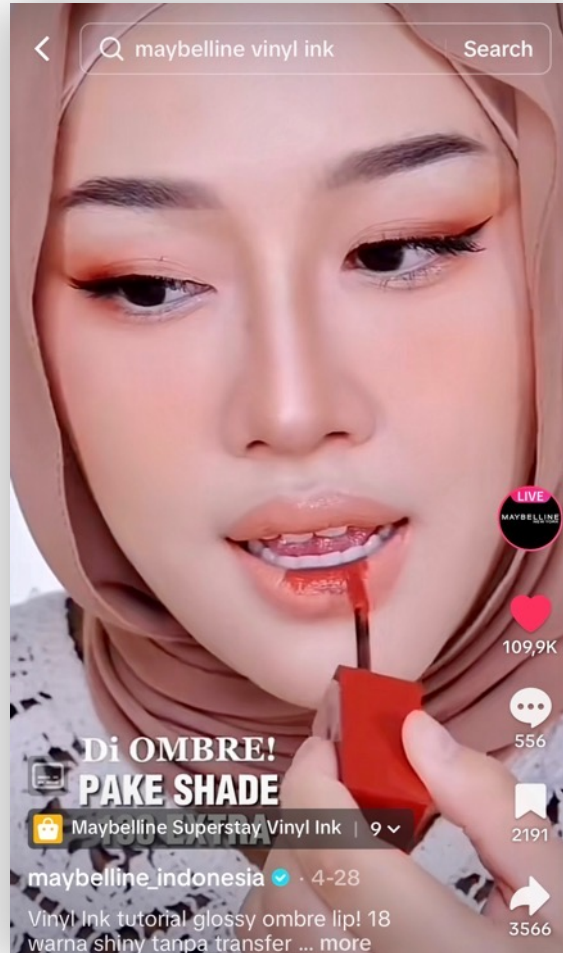


Sources: *CPD Omnichannel H1'2023

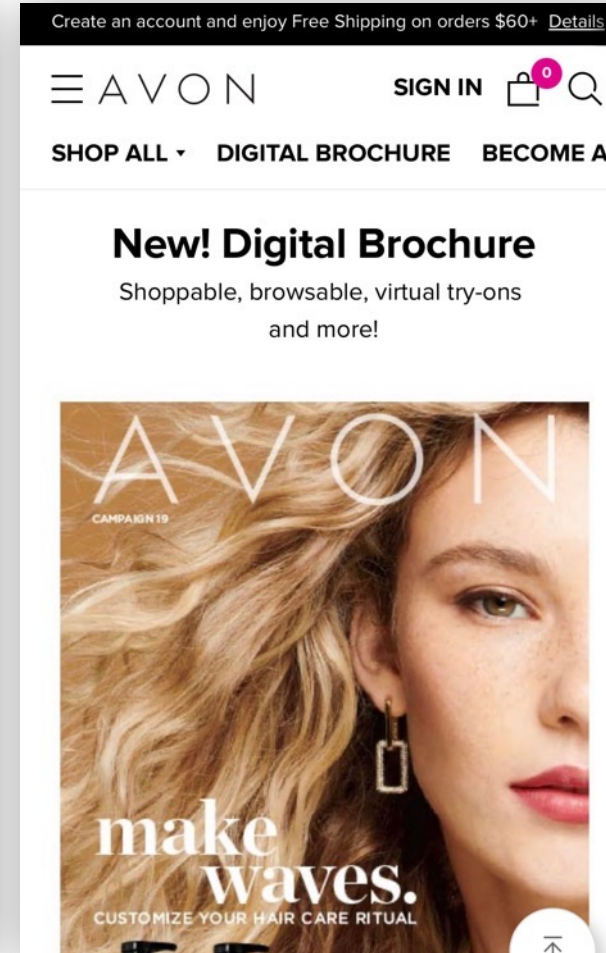
We Have a Once-in-a-lifetime Opportunity In Emerging Markets*



E-Commerce
Boom



Explosion
of Social Media



Door-to-door
Recruitment Reservoir



Rise & Sophistication
of Upper Middle Class

*Southeast Asia, India, Middle East, Latin America, And Sub-saharan Africa

We are Well-Positioned to Capture The Rising Upper-Middle-Class in Emerging Markets

India Beauty Consumption

SOCIO-ECONOMIC CLASSES	MARKET	L'ORÉAL CONSUMER PRODUCTS DIVISION
MIDDLE / UPPER	76%	85%
LOWER	24%	15%

Brazil Beauty Consumption

SOCIO-ECONOMIC CLASSES	MARKET	L'ORÉAL CONSUMER PRODUCTS DIVISION
MIDDLE / UPPER	72%	79%
LOWER	28%	21%

Mexico Beauty Consumption

SOCIO-ECONOMIC CLASSES	MARKET	L'ORÉAL CONSUMER PRODUCTS DIVISION
MIDDLE / UPPER	74%	82%
LOWER	26%	18%

Our Disruptive Innovations are Newer, Different, Better



Opening New Opportunities with the +1 Strategy



Valorizing with Premium Launches



x2
AVERAGE PRICE OF
THE CATEGORY*

x3
AVERAGE PRICE OF
THE CATEGORY*

*Average price per unit for Good and per ml for Bond Repair compared to the existing lines

Premiumizing the Shopping Experience



Before

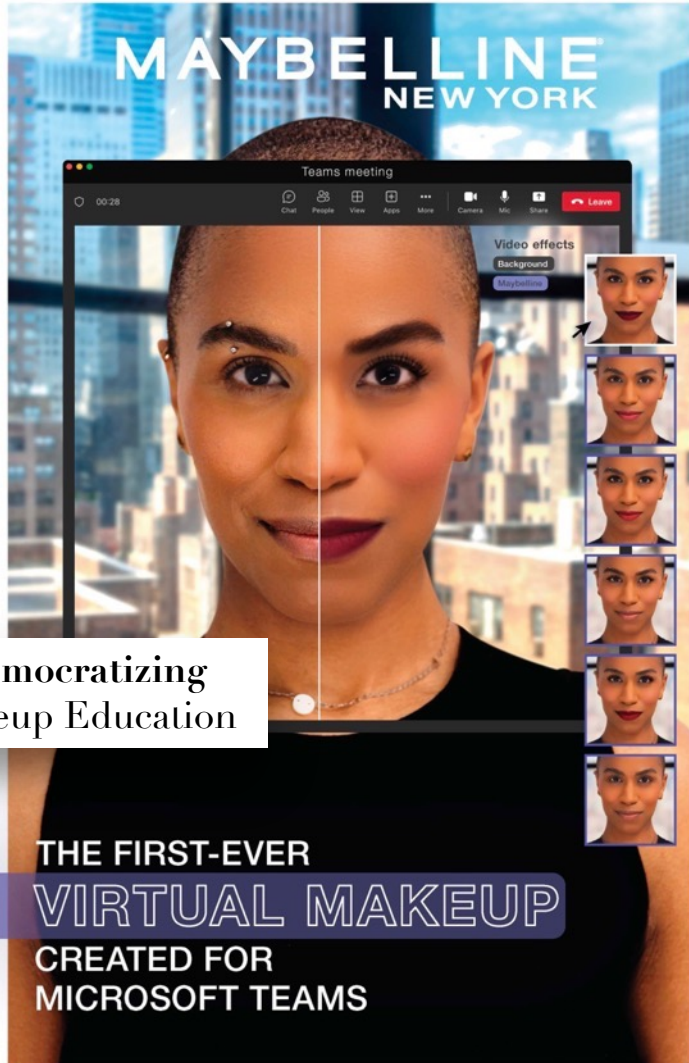


Premiumizing the Shopping Experience



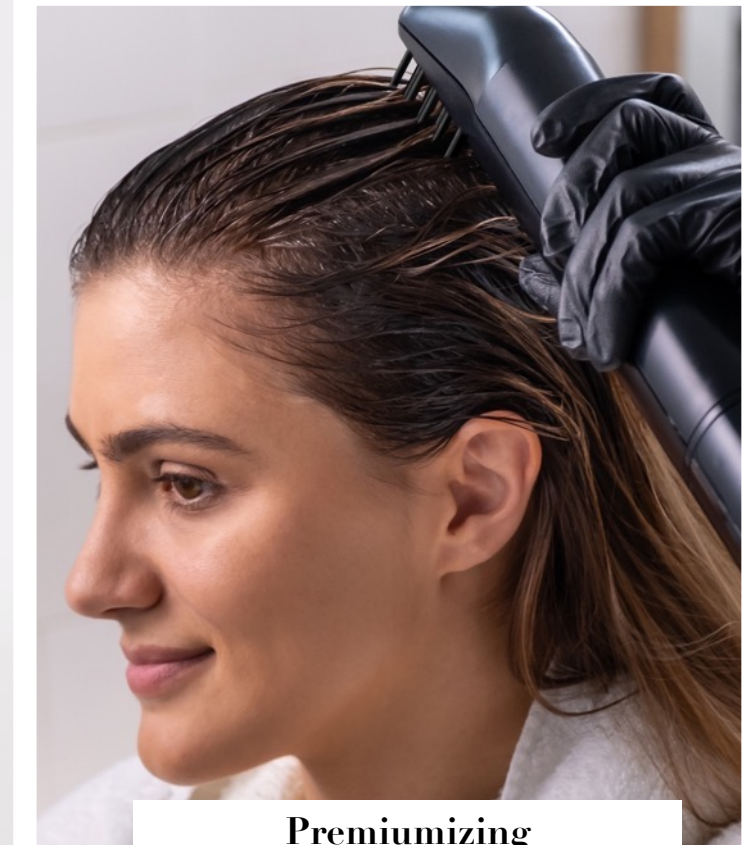
After

Pioneering Beauty Tech at Mass



**Democratizing
Makeup Education**

**THE FIRST-EVER
VIRTUAL MAKEUP
CREATED FOR
MICROSOFT TEAMS**



**Premiumizing
the Hair Color Experience**

Democratizing Sustainable Beauty

Educating with
Eco Impact Labels



Democratizing Sustainable Beauty

Educating with
Eco Impact Labels



Reducing Packaging
Intensity



Democratizing Sustainable Beauty

Educating with Eco Impact Labels



Reducing Packaging Intensity



Scaling Social Causes





We Strongly Believe in the Unlimited Potential of Beauty
DEMOCRATIZATION & PREMIUMIZATION