



# ASSEMBLÉE GÉNÉRALE 2021

L'ORÉAL

Nicolas HIERONIMUS

L'ENTREPRISE

*d'une vie*

1964

1987

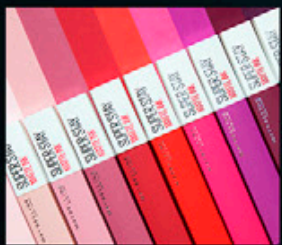
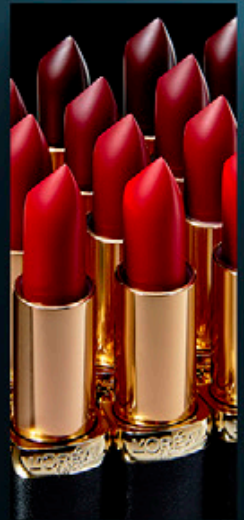
2008

2017

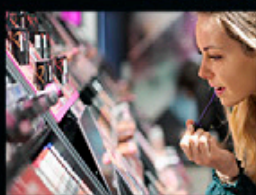
2021

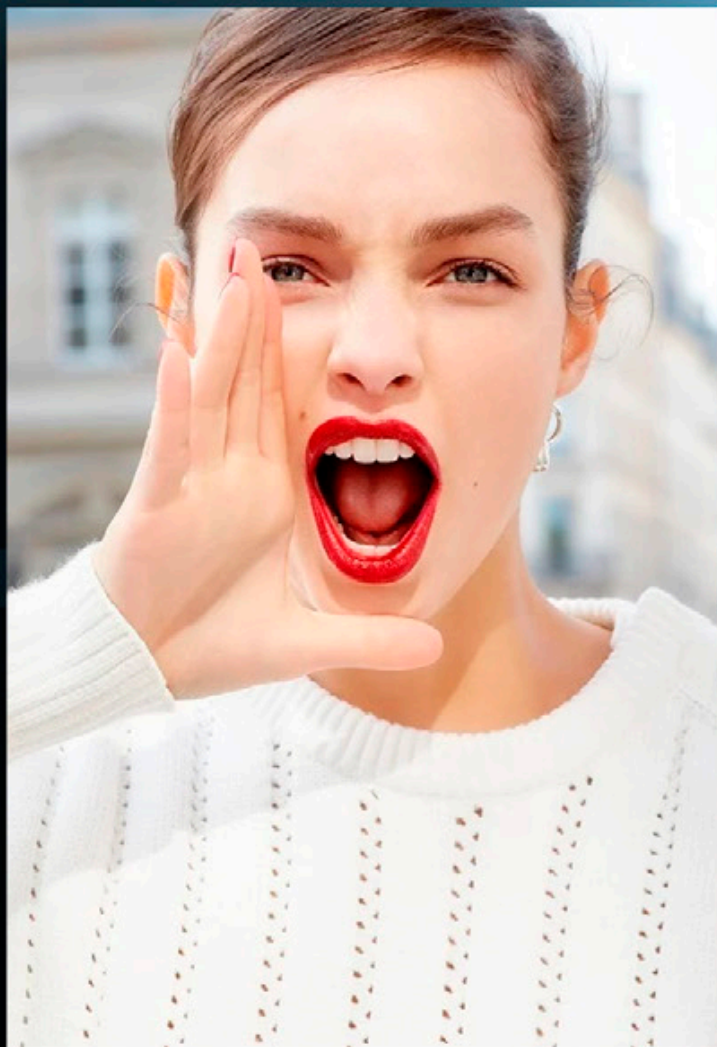
L'ORÉAL

41



# L'ORÉAL 34 ans





L'ORÉAL

Produits Grand Public



L'ORÉAL

Produits Professionnels



L'ORÉAL

LUXE

# DÉVELOPPEMENT MARQUES

L'ORÉAL PARIS

DERMO-EXPERTISE

Efficacité anti-rides 73 %,  
une peau plus ferme dès 4 heures :  
Qui parle de lifting ?

**REVITALIFT**  
SOIN ANTI-RIDES + FERMETÉ.

- Efficacité anti-rides constatée : 73%\*,  
PRO-SÉNOLA transporté au cœur  
des rides par les RetAosomes.
- Efficacité fermeté : jusqu'à +37% en 4h\*\*.  
Efficacité en "DEMO-LASTEL",  
présentant complexe retAosomes.

PARCE QUE VOUS LE MERITEZ.

N°1 MONDIAL DE L'ANTI-RIDES  
**L'ORÉAL**  
PARIS

Ante McCormac

LABORATOIRES  
**GARNIER**

**FRUCTIS**  
SHAMPOING FORTIFIANT AU  
CONCENTRÉ ACTIF DE FRUITS.

UNE FORCE NOUVELLE  
VA FAIRE BRILLER VOS  
CHEVEUX.

**GARNIER**  
FRUCTIS  
SHAMPOING FORTIFIANT  
AU CONCENTRÉ ACTIF DE FRUITS  
250ml

Fructis, le premier shampooing fortifiant au concentré actif de fruits, nourrit le cheveu à la racine, fortifie la fibre capillaire, et lisse les écailles jusqu'à la pointe. Il rend les cheveux 2 fois plus forts et 3 fois plus lisses dès la 10<sup>ème</sup> application.

**LES CHEVEUX BRILLENT DE TOUTE LEUR FORCE.**

GARANTI PAR LES LABORATOIRES **GARNIER**

L'ORÉAL PARIS

He thinks he looks 'The Daddy'.  
You think he looks more like Father Christmas.

Looking tired and worn out?  
**HYDRA ENERGETIC**  
DAILY ANTI-FATIGUE  
MOISTURISING LOTION

Expression wrinkles?  
**WRINKLE DE-CREASE**  
ANTI-EXPRESSION WRINKLES  
MOISTURISING CREAM

Seeing the signs of aging?  
**VITA LIFT**  
FATIGUE SKIN ACTIVE  
MOISTURISING CREAM

Expert technology for every man's skin.

**L'ORÉAL**  
men expert  
THEY'RE WORTH IT TOO

# EXPÉRIENCES PAYS

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L'ORÉAL  
UK



L'ORÉAL  
MÉXICO



# L'ORÉAL

Produits Professionnels



**100** years  
dedicated to  
**hairstylists**







oxydation  
pour une odeur agréable  
- CONFORT OPTIMUM

colorant  
sans ammoniaque  
technologie ODS<sup>2</sup>

L'ORÉAL  
PROFESSIONNEL  
PARIS

INOA

coloration d'oxydation  
sans ammoniaque pour une odeur agréable  
technologie ODS<sup>2</sup> - CONFORT OPTIMUM

oxydation  
pour une odeur agréable  
- CONFORT OPTIMUM

INOA



L'ORÉAL  
LUXE





**L'ORÉAL**  
Produits Professionnels



**L'ORÉAL**  
LUXE

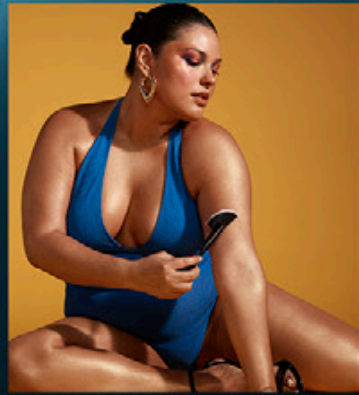


**L'ORÉAL**  
Cosmétique Active

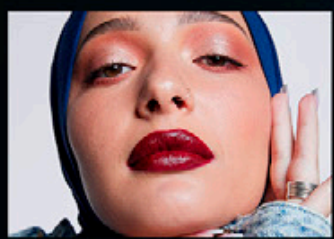
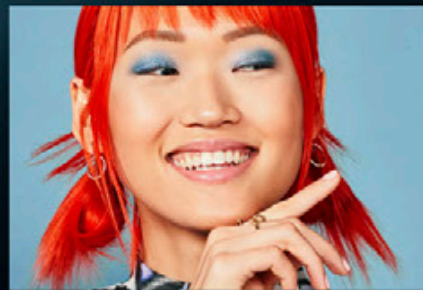
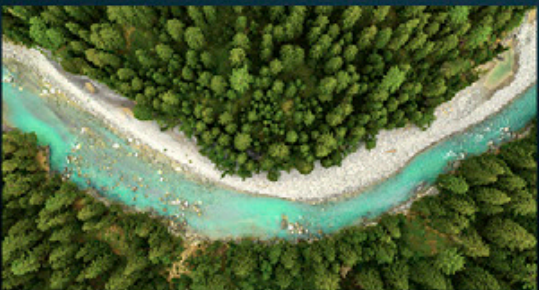


**L'ORÉAL**  
Produits Grand Public

excellence  
entrepreneur  
coopération  
performance  
tolérance  
bienveillance  
inclusion  
diversité

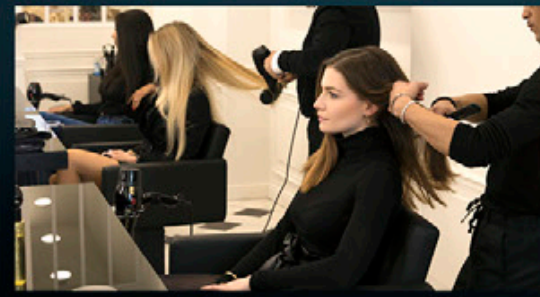


# VALEURS & CULTURE





# SOLIDE CONNAISSANCE





—  
CONTINUITÉ



—  
CONFIANCE



—  
INVENTER LE FUTUR  
DE LA BEAUTÉ



L'ORÉAL

CONTINUITÉ

1







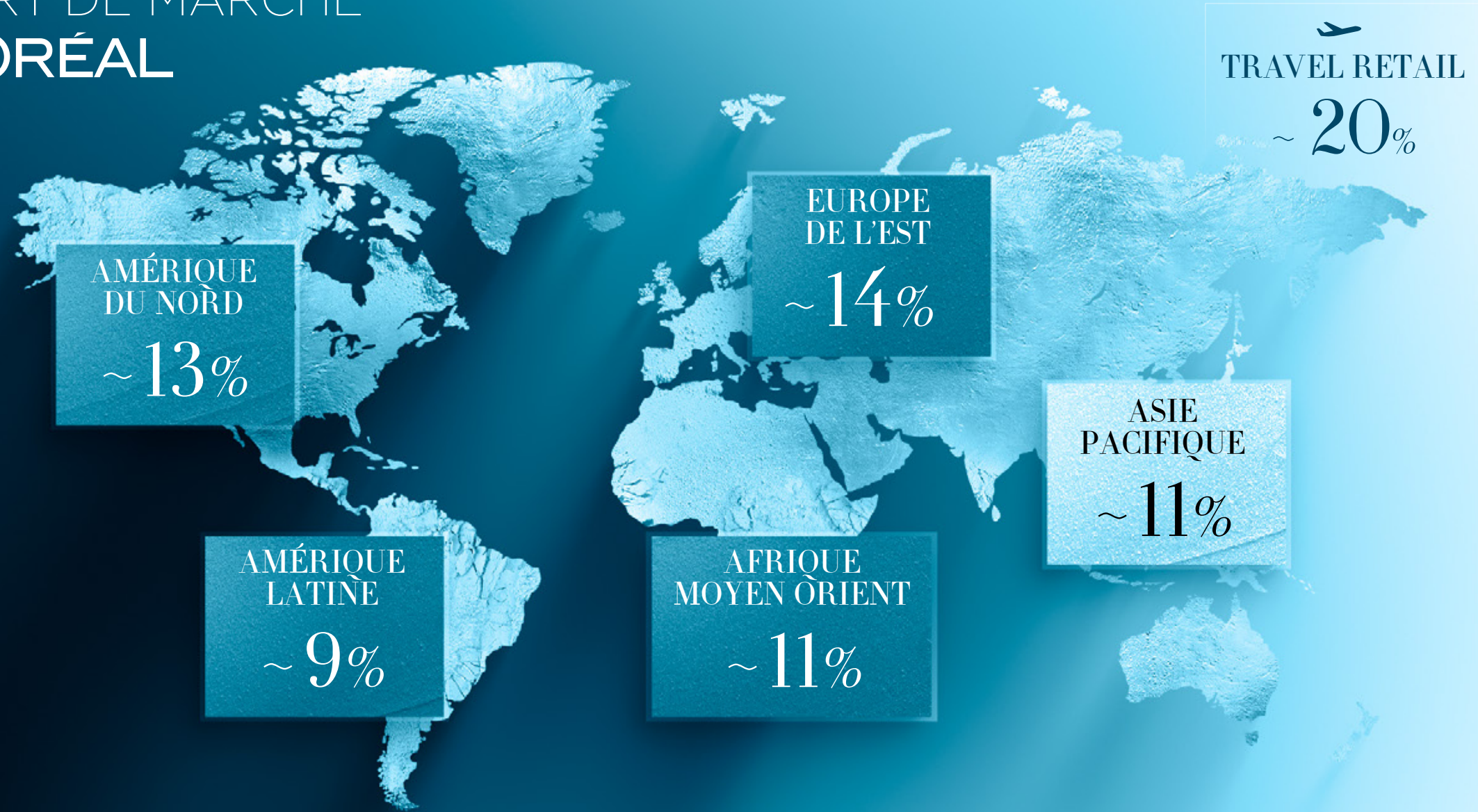
**CROISSANCE**  
DU CHIFFRE  
D'AFFAIRES **&**  
**SURPERFORMANCE**  
DU MARCHÉ

# PART DE MARCHÉ L'ORÉAL

MONDE

~ 13%

# PART DE MARCHÉ L'ORÉAL



# PART DE MARCHÉ L'ORÉAL

EUROPE DE L'OUEST

16% à 30%

# 3 PRIORITÉS GÉOGRAPHIQUES



POURSUIVRE  
LA DYNAMIQUE  
CHINOISE



RENFORCER  
LA CROISSANCE  
AUX USA

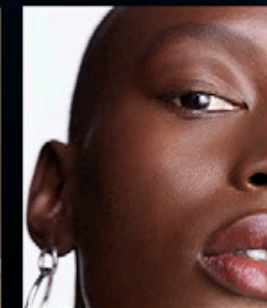
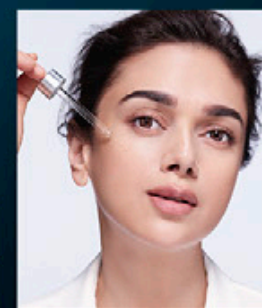
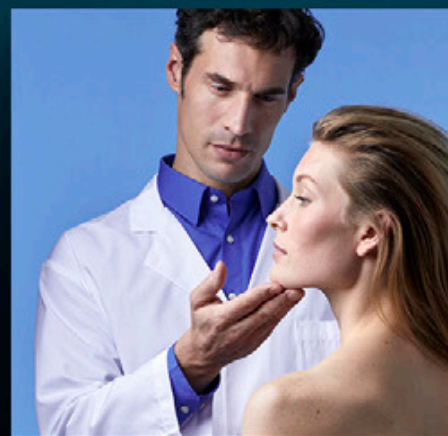
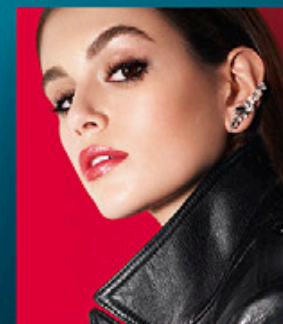
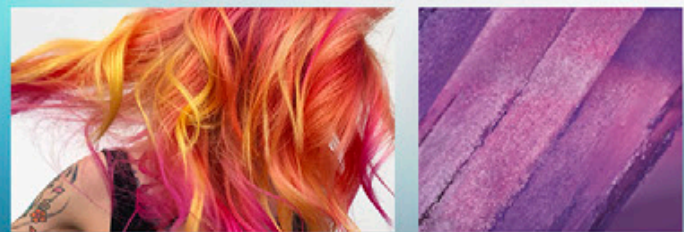


ACCÉLÉRER  
DANS LES MARCHÉS  
ÉMERGENTS

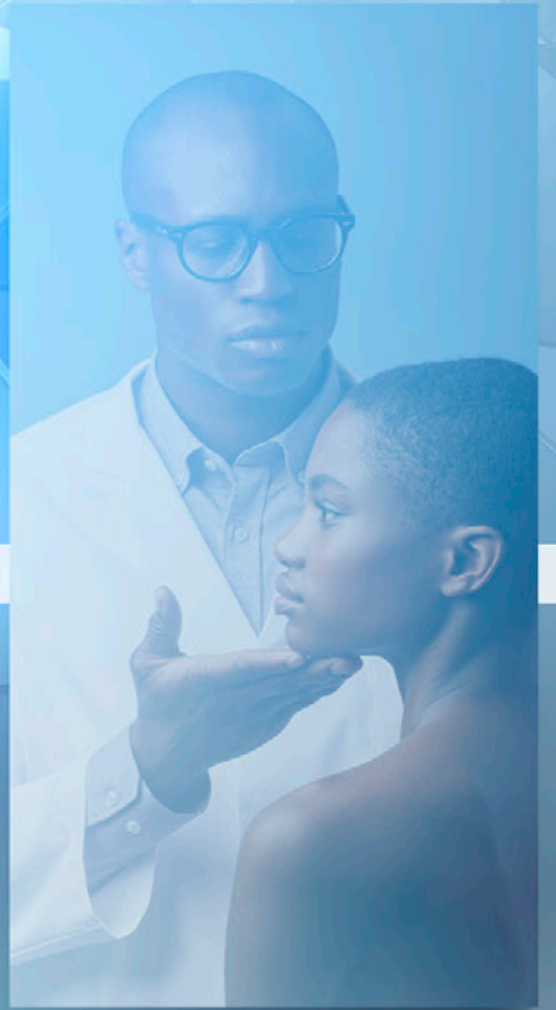
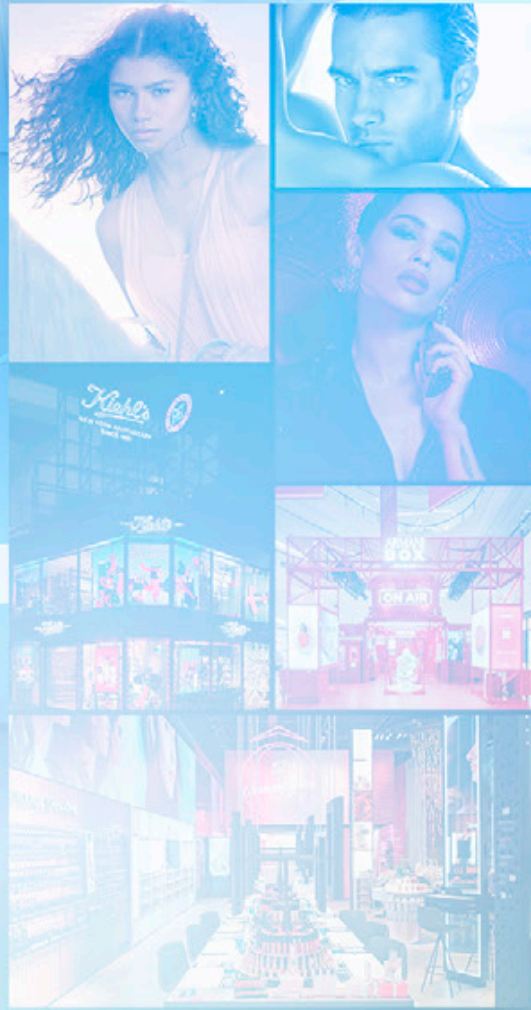


L'ORÉAL

CONFIANCE



# UN ACTEUR MULTI-FACETTES DE LA BEAUTÉ

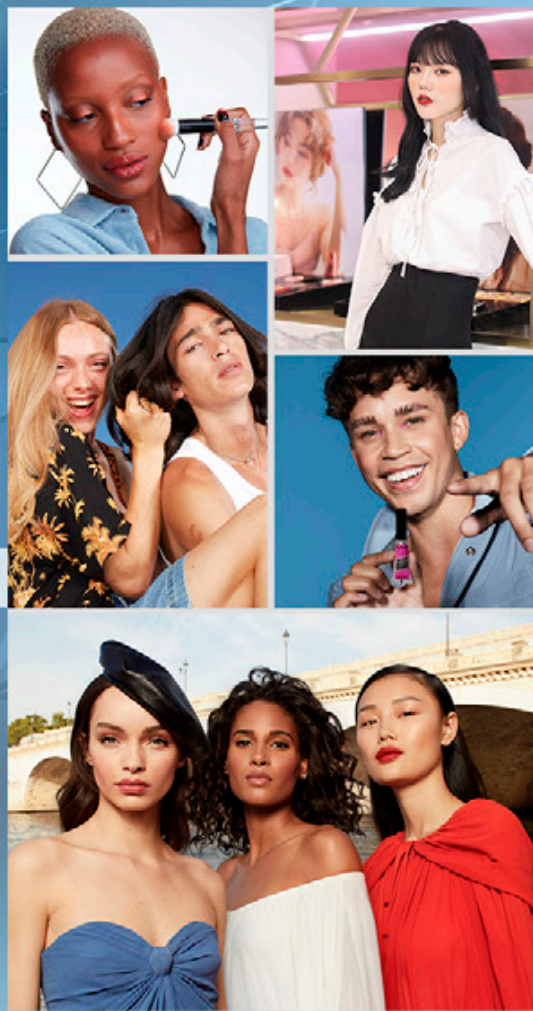


PROFESSIONNELS

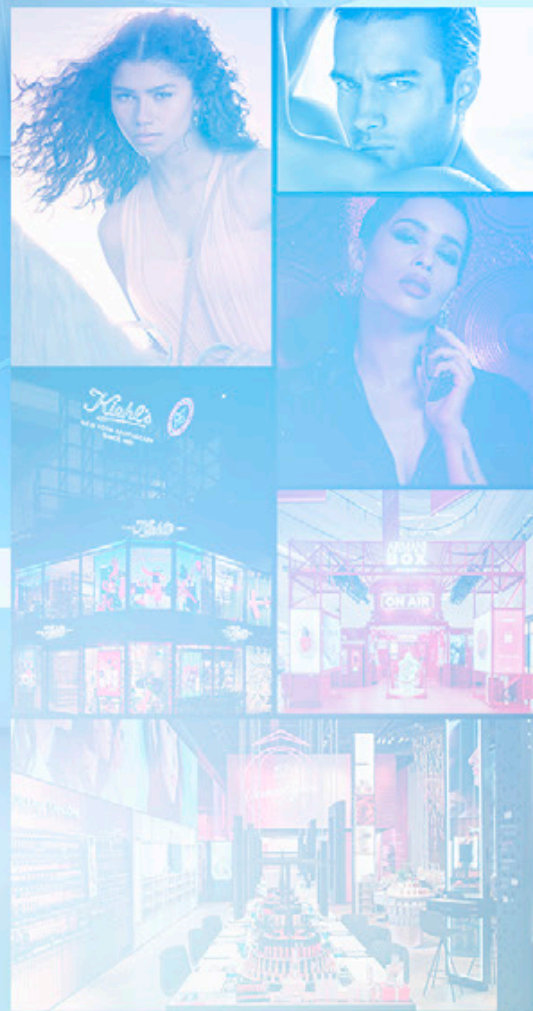




PROFESSIONNELS



GRANDE  
CONSOMMATION

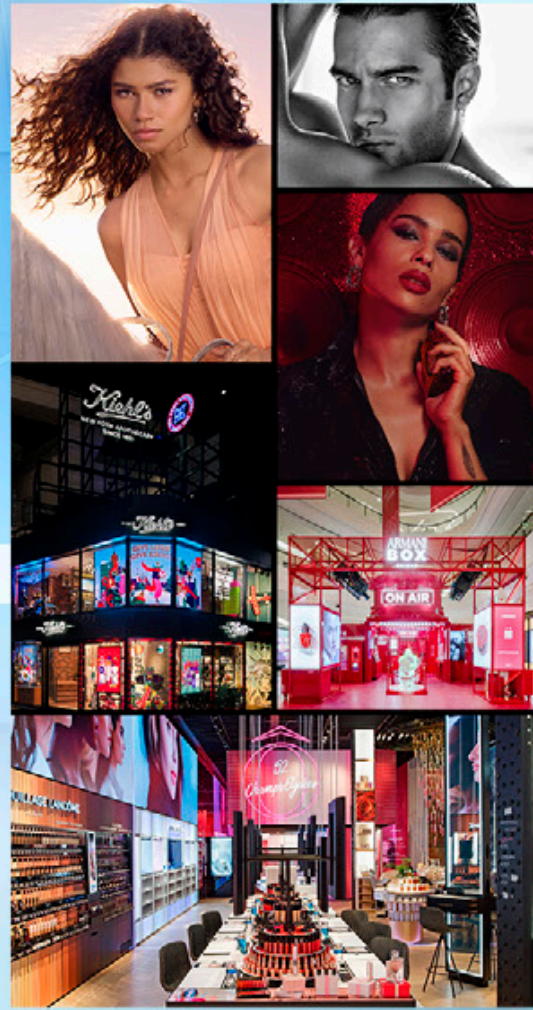




PROFESSIONNELS



GRANDE  
CONSOMMATION



LUXE

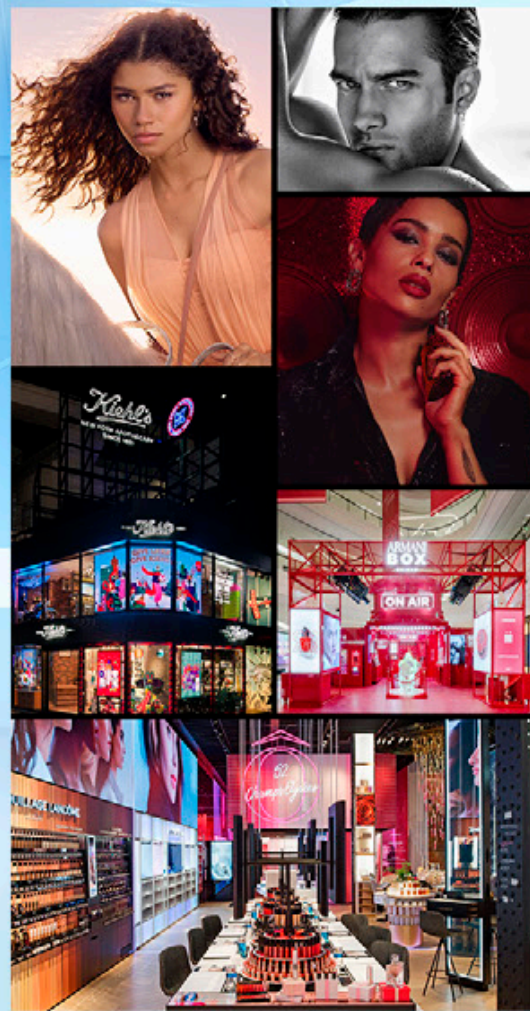




PROFESSIONNELS



GRANDE  
CONSOMMATION



LUXE



BEAUTÉ  
DERMATOLOGIQUE

A close-up portrait of a woman with dark hair pulled back, revealing her striking blue eyes. She is wearing a futuristic, multi-layered gold collar around her neck. The background is a light blue gradient with faint, glowing molecular structures. A white horizontal bar is positioned behind the text on the right side of the image.

BEAUTÉ

SCIENCE

+

CRÉATIVITÉ

# RECHERCHE & INNOVATION

3,4%

DU CHIFFRE D'AFFAIRES

/Administratif  
/Ressources  
/Legal  
/Accounting  
/Finance  
/Marketing  
/Publicity  
/Promotion  
/Research  
/Business  
/Development  
/Engineering  
/Manufacturing  
/Planning

# INTUITION — & CRÉATIVITÉ



MAYBELLINE  
NEW YORK

L'ORÉAL  
PARIS

ARMANI

GARNIER

LANCÔME  
PARIS

YVES SAINT LAURENT

LA ROCHE POSAY  
LABORATOIRE DERMATOLOGIQUE

Kiehl's  
SINCE 1851

L'ORÉAL  
PROFESSIONNEL  
PARIS

BIOThERM  
THE HEALING POWER OF LIFE PLANKTON

VICHY  
LABORATOIRES

shu uemura

SKINCEUTICALS  
ADVANCED PROFESSIONAL SKINCARE

YUESAI

MARQUES

CeraVe  
DEVELOPED WITH DERMATOLOGISTS

it COSMETICS

3  
CE  
STYLENANDA

ud  
URBAN DECAY

PRADA

NYX  
PROFESSIONAL MAKEUP

KÉRASTASE  
PARIS

MUGLER

essie  
ESTABLISHED 1981

VIKTOR & ROLF

cacharel

REDKEN  
27th AVENUE NYC

VALENTINO

HR  
HELENA RUBINSTEIN

AZZARO

mg  
PARIS

Maison Margiela  
PARIS

RALPH LAUREN

DIESEL

Atelier Cologne  
MAISON DE PARFUM  
PARIS



**SOLIDITÉ**  
**— & STABILITÉ**

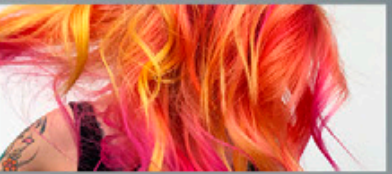
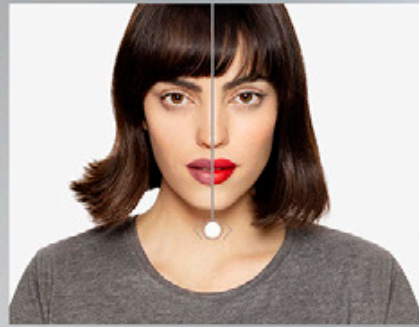
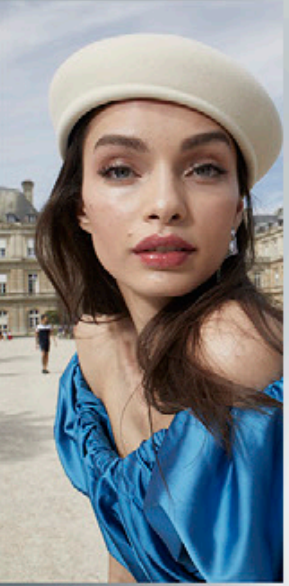




*“Saisir ce qui commence”*



# FORCE DU MODÈLE L'ORÉAL

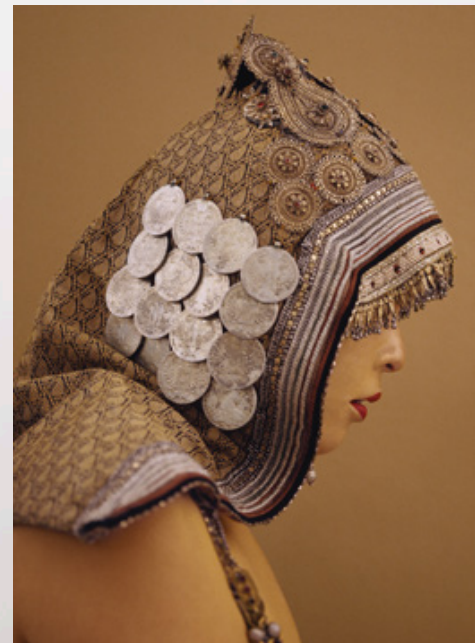




L'ORÉAL

LEADER  
DE LA **BEAUTÉ**

LA  
**BEAUTÉ**  
A ÉTÉ, EST & SERA  
UNE ASPIRATION  
UNIVERSELLE



INTERACTIONS  
SOCIALES



# PREMIERS SIGNES DE REPRISE



# PREMIERS SIGNES DE REPRISE



L'ORÉAL  
PARIS

L'ORÉAL  
PARIS

סיצוק וזוהר/ חידוש תאים/ שיקום והזנה לעור ברג

טיפול בקמטים, סתיחה ומיצוק העור

טיפול בקמטים, סתיחה ומיצוק העור

69

49

55

essie

essie

# FACTEURS DE CROISSANCE DU MARCHÉ



CLASSES MOYENNES & SUPÉRIEURES



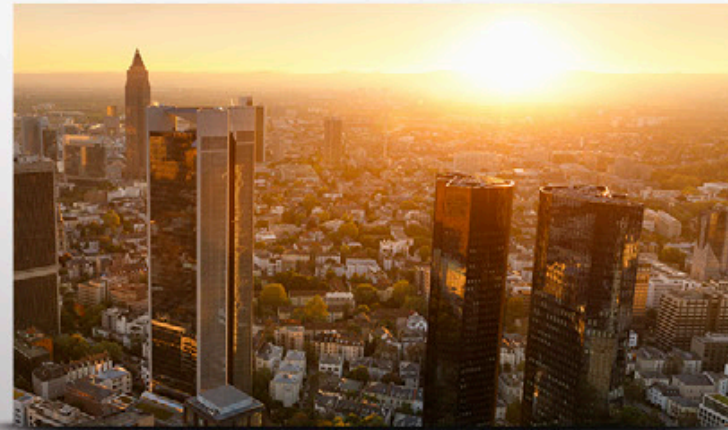
JEUNES



SÉNIORS



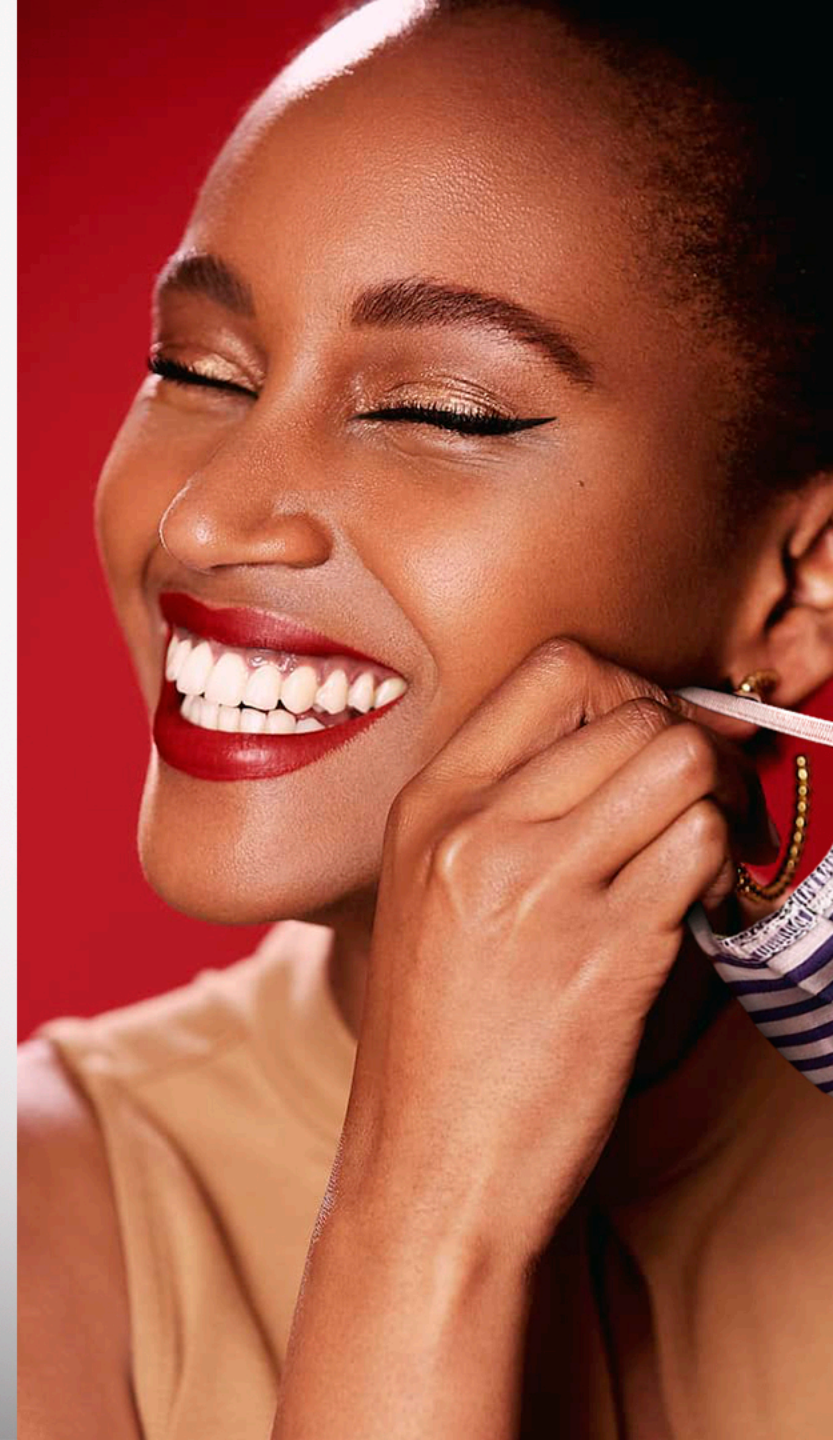
HOMMES



URBANISATION



LA  
**BEAUTÉ**  
— VA —  
**REBONDIR**





A woman with dark hair in a ponytail is shown in profile, looking towards a futuristic, white, glowing beauty device. The device has a large, curved lens or screen. The background is a bright, futuristic interior with white walls and glowing elements.

L'ORÉAL

INVENTER  
LE FUTUR  
DE LA BEAUTÉ

3

DIGITAL

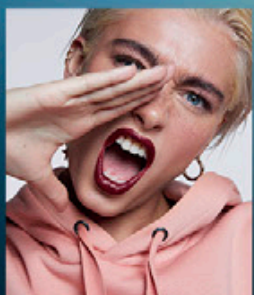
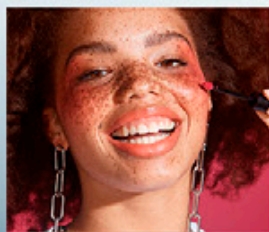
SCIENCE  
& TECHNOLOGIE

# TENDANCES — PUISSANTES

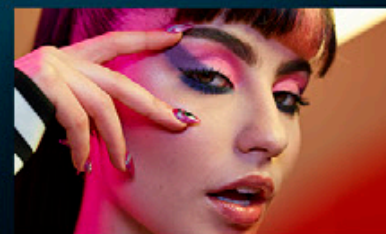
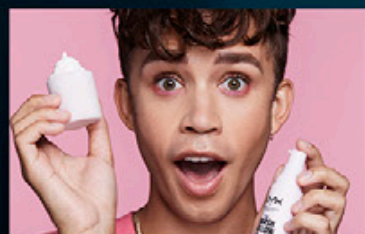
ENVIRONNEMENT

VALEURS  
& RAISON D'ÊTRE

SANTÉ  
& TRANSPARENCE



LA BEAUTÉ DU FUTUR SERA  
**DIVERSE**  
& **INCLUSIVE**





Write  
Her Future  
LANCÔME  
PARIS



STAND UP  
L'ORÉAL  
PARIS

LA BEAUTÉ DU FUTUR SERA

# GÉNÉREUSE & ENGAGÉE



wd  
PRETTY  
DIFFERENT



BIOThERM  
WATER LOVERS



GARNIER

GREEN BEAUTY  
for all of us



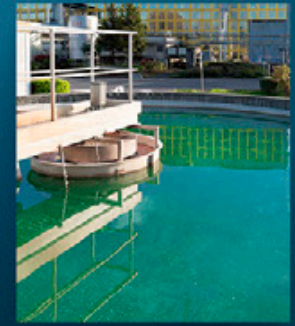
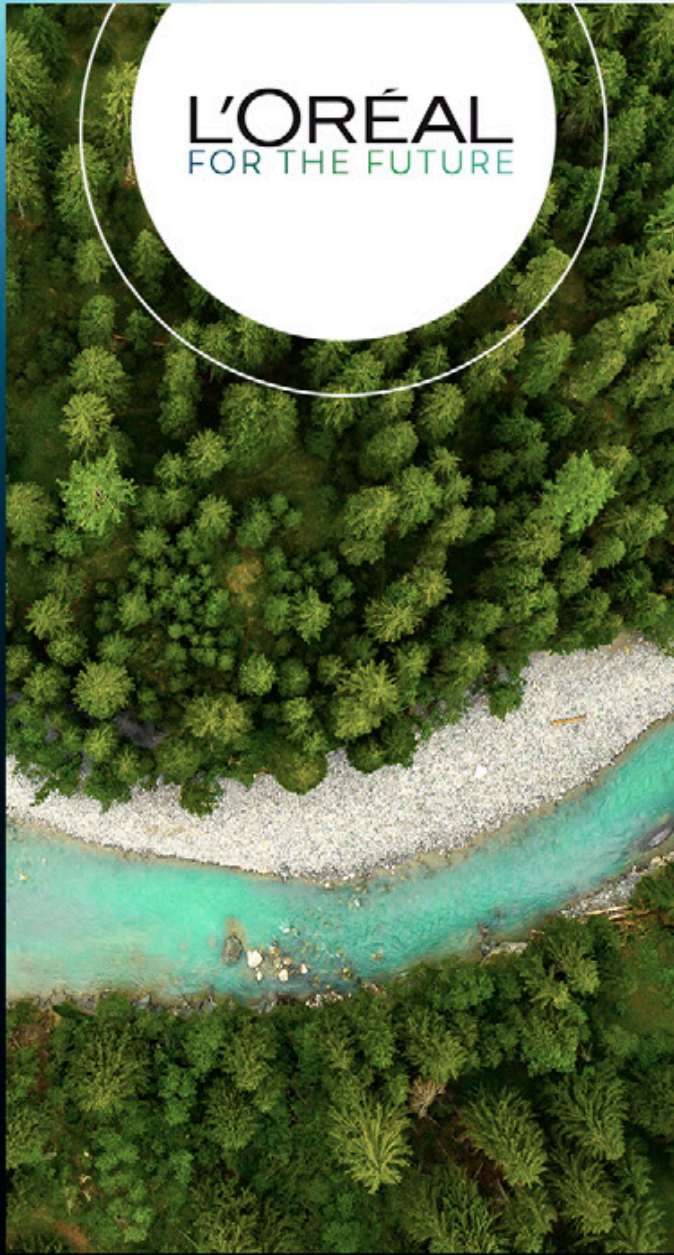
YSL  
BEAUTÉ

ABUSE  
IS NOT  
LOVE



LA FONDATION  
LA ROCHE-POSAY  
Childhood  
Cancer  
International

A BETTER LIFE FOR CHILDREN WITH CANCER



LA BEAUTÉ DU FUTUR SERA  
**RESPONSABLE**



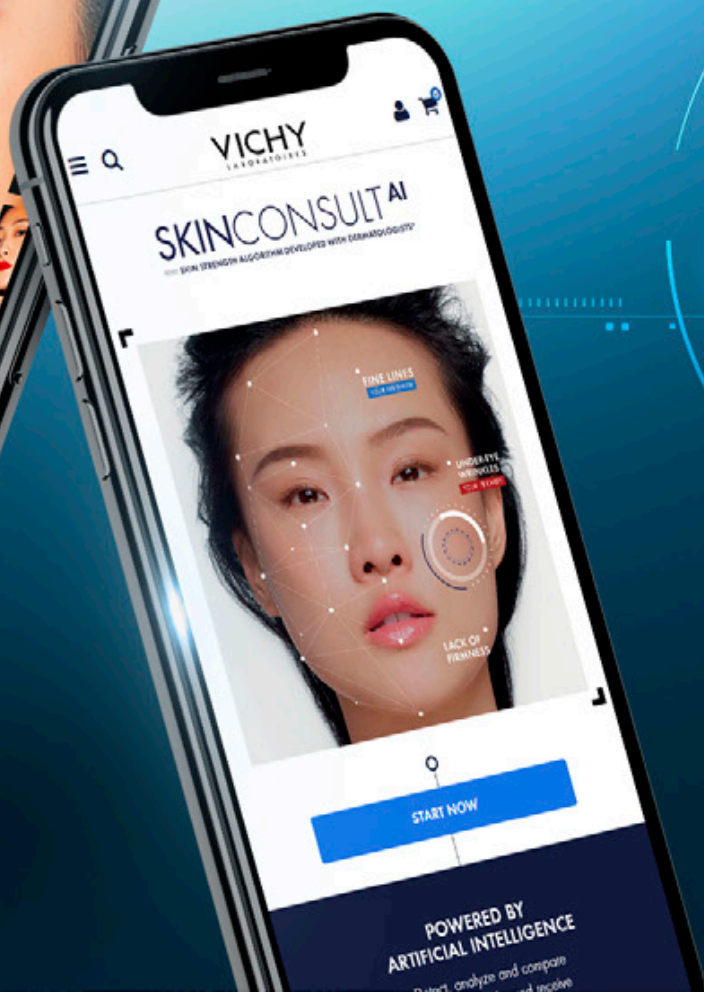
LA BEAUTÉ DU FUTUR SERA **INNOVANTE**

GREEN  
SCIENCES



LA BEAUTÉ DU FUTUR SERA **INNOVANTE**

**TECH**





**Barbara LAVERNOS**

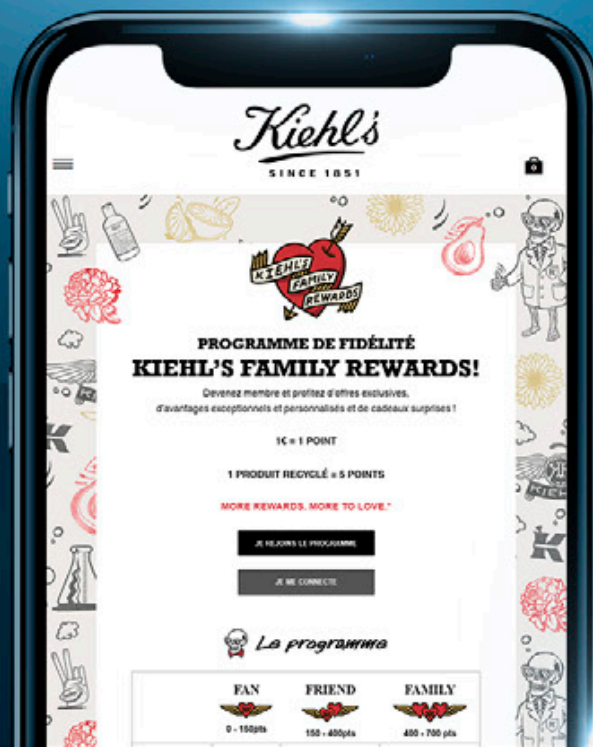
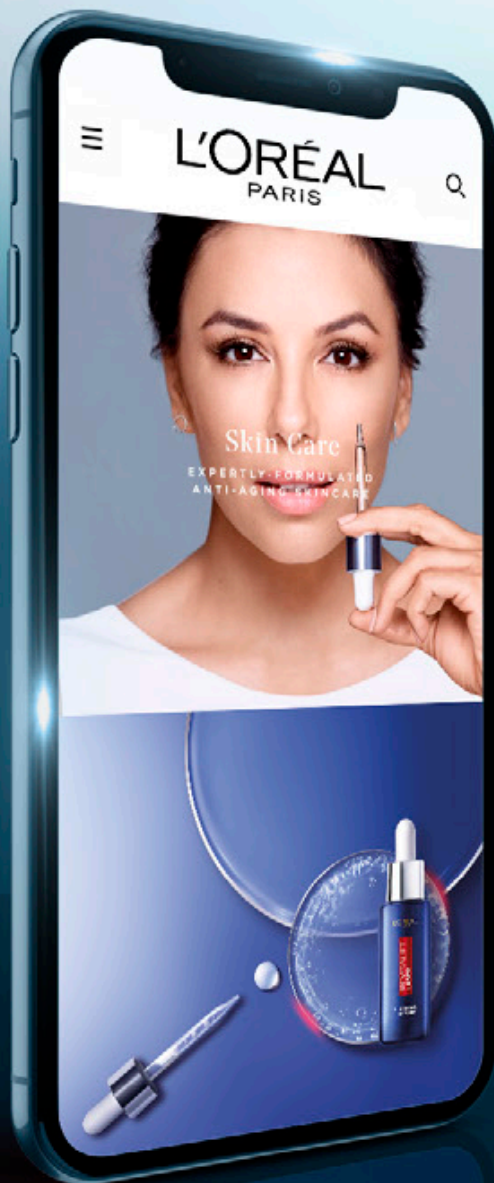
Directrice Générale Adjointe, en charge de la Recherche,  
de l'Innovation et des Technologies

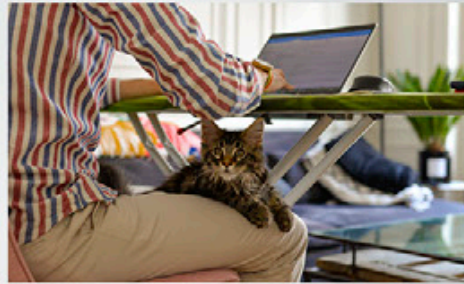
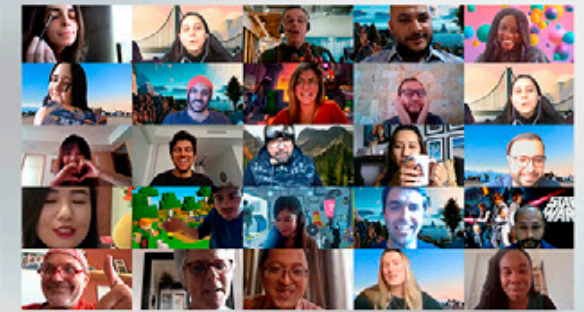
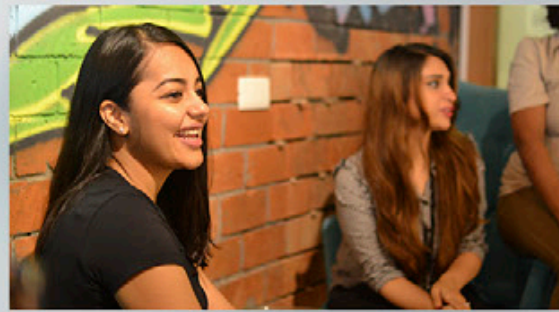


LA BEAUTÉ DU FUTUR SERA **DIGITALE**

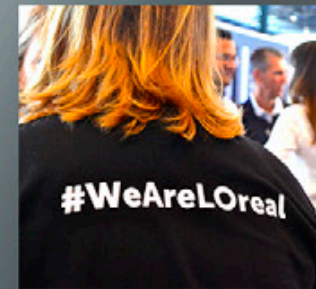
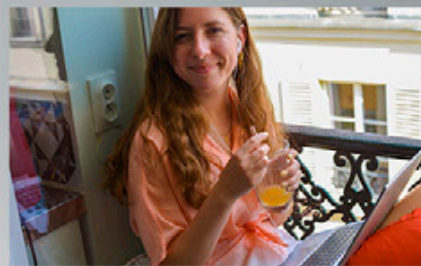
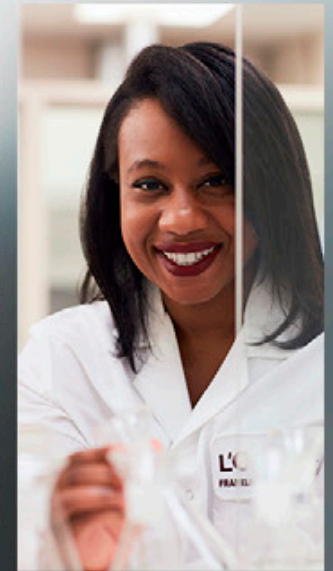
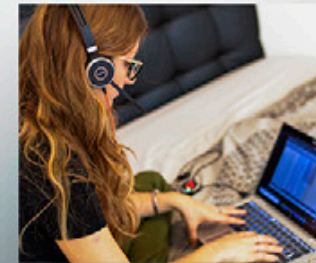
# E-COMMERCE

50%  
DE NOTRE ACTIVITÉ





# L'ENTREPRISE DU FUTUR



A low-angle, upward-looking photograph of several tall skyscrapers against a clear blue sky. The sun is visible in the upper left corner, creating a bright flare and lens flare effect. The buildings are made of various materials, including brick and glass. The word "AMBITION" is centered in the middle of the image in a black, serif font, with a thick horizontal line underneath it.

AMBITION



# SURPERFORMER

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## LE MARCHÉ

PLAN D'INNOVATION FORT

MOTEUR DE CROISSANCE

CHIFFRE D'AFFAIRES & RÉSULTATS



CONTINUER  
L'AVENTURE  
— L'ORÉAL



INVENTER  
LE FUTUR  
DE LA **BEAUTÉ**



CRÉER LA  
**BEAUTÉ**  
QUI FAIT  
**AVANCER**  
LE MONDE

L'ORÉAL