



FRÉDÉRIC ROZÉ

EXECUTIVE VICE-PRESIDENT OF THE AMERICAS ZONE

20 APRIL 2017



L'ORÉAL

USA DYNAMISM
& BRIGHT
OUTLOOK



N°1 SUBSIDIARY
WORLDWIDE






N°1 BEAUTY
★ MARKET
WORLDWIDE



N°1 BEAUTY
COMPANY
IN THE USA





N°1 SUBSIDIARY
WORLDWIDE





6.2
BILLION €

IN SALES
IN 2016

WEIGHT IN 2016
CONSOLIDATED
SALES



27.3% US \$



24.7% €

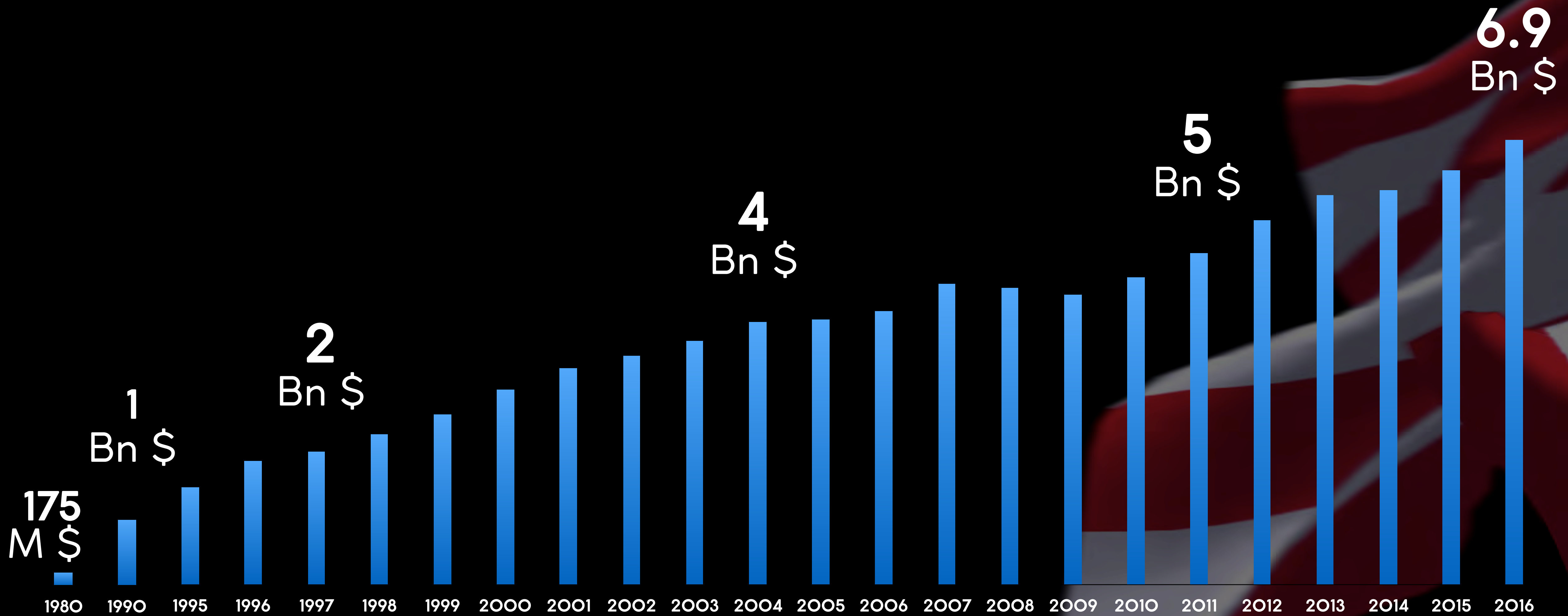
48% OTHER

★ 1953





★ SALES



*L'Oréal USA sales in \$



★ 5 PLANTS IN THE USA

★ **REDMOND**

FLORENCE ★

NORTH LITTLE ROCK ★

★ **PISCATAWAY**

★ **FRANKLIN**





L'Oréal Paris
LUMINOUS

L'Oréal Paris
LUMINOUS

L'Oréal Paris
LUMINOUS

L'Oréal Paris
LUMINOUS

Black/Noir 373
USA, Inc., New York, NY 10017
Made in U.S.A.
27 FL. OZ. / 8.1 ml

Black/Noir 373
USA, Inc., New York, NY 10017
Made in U.S.A.
27 FL. OZ. / 8.1 ml

Black/Noir 373
USA, Inc., New York, NY 10017
Made in U.S.A.

N°1

BEAUTY

★ MARKET
WORLDWIDE





25%
OF
WORLDWIDE
MARKET



★ LUXURY





MAKE-UP



RICHNESS
OF OUR MAKE-UP
BRAND
PORTFOLIO

L'ORÉAL
PARIS

GIORGIO ARMANI

LANCÔME
PARIS

YVES SAINT LAURENT

MAYBELLINE
NEW YORK

UD
URBAN DECAY

essie

it COSMETICS®

NYX
PROFESSIONAL MAKEUP

shu uemura

★ A DYNAMIC MARKET

+4% ★
AVERAGE
GROWTH
2011 / 2016

+4.3%



2011

+4.6%



2012

+2.6%



2013

+4.2%



2014

+4.5%



2015

+4.1%



2016

*Excluding soaps, toothpastes and razors. Source : L'Oréal estimates. Excluding exchange rate impact.

A hand holding a fan of colorful pens, with the text overlaid on the left side.

★ STRATEGIC
MARKET

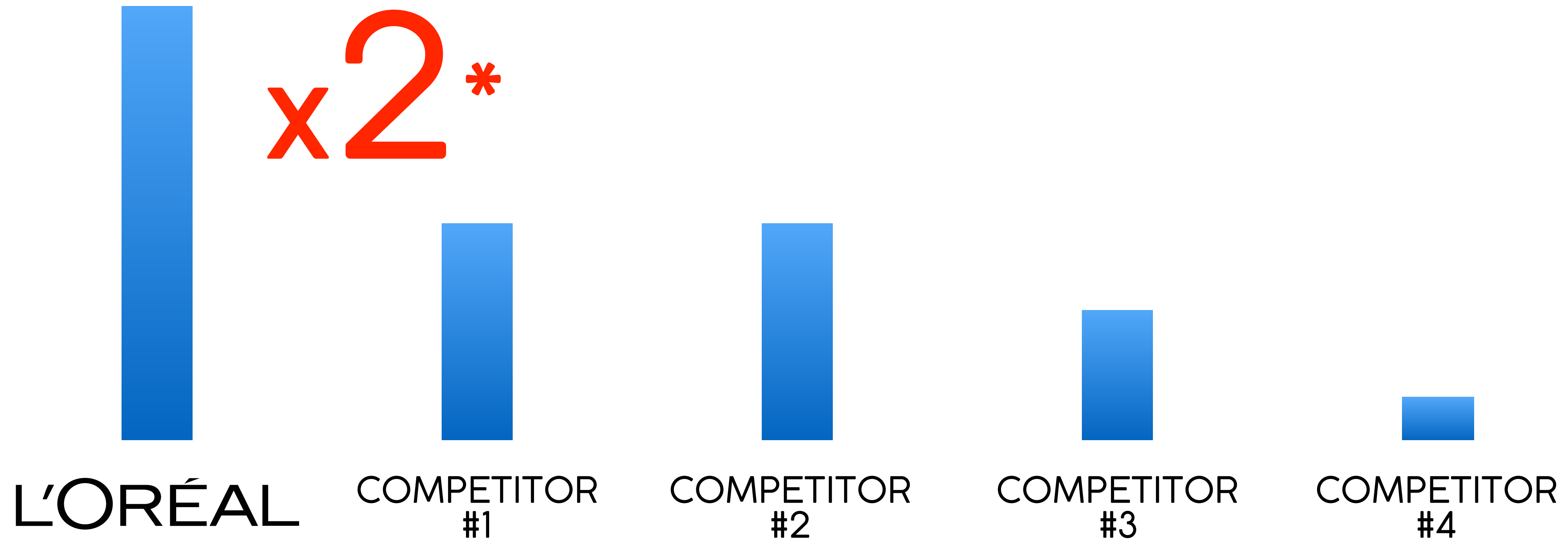
320 M

PEOPLE

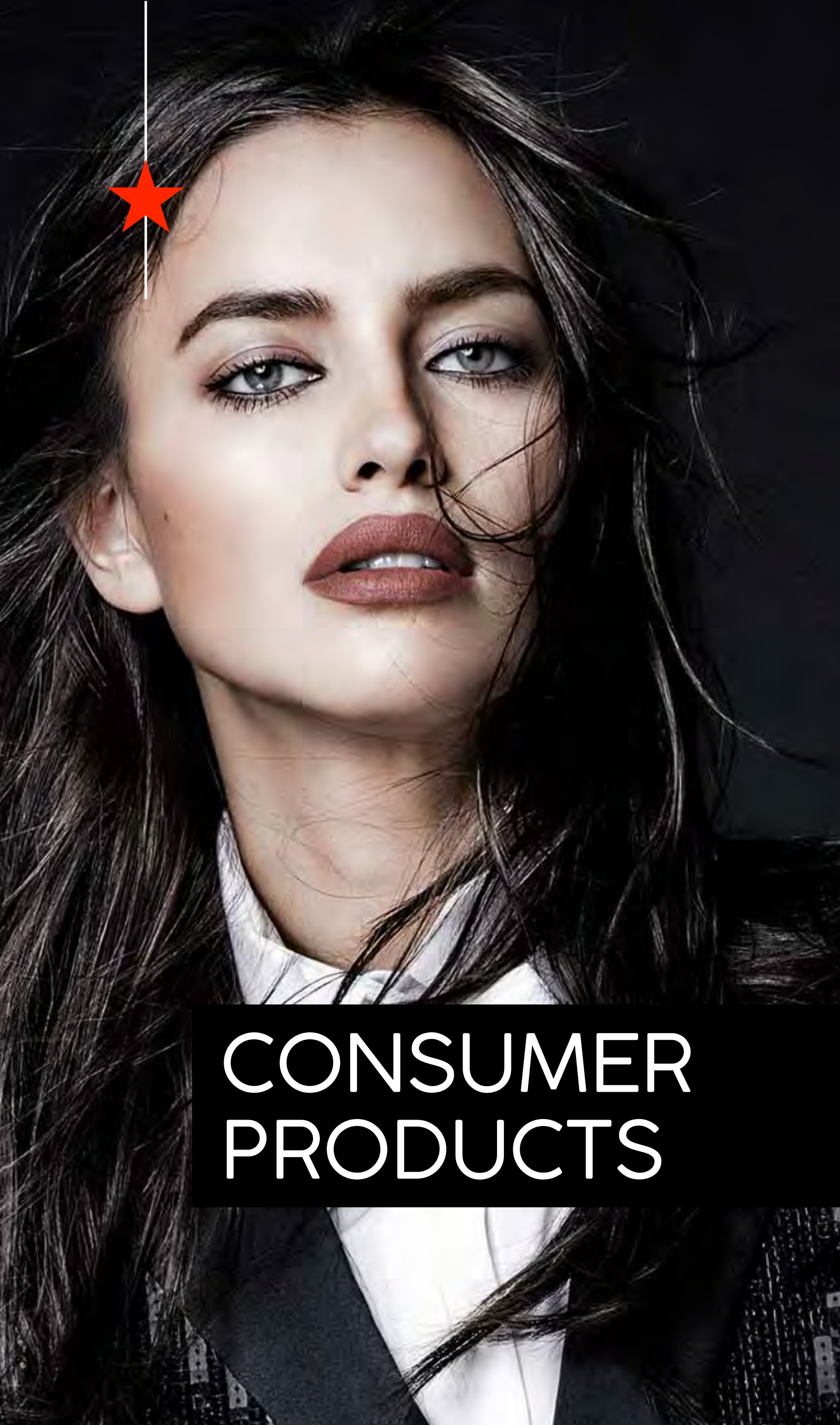


N°1
IN THE USA

★ A LEADER
FOR 20 YEARS



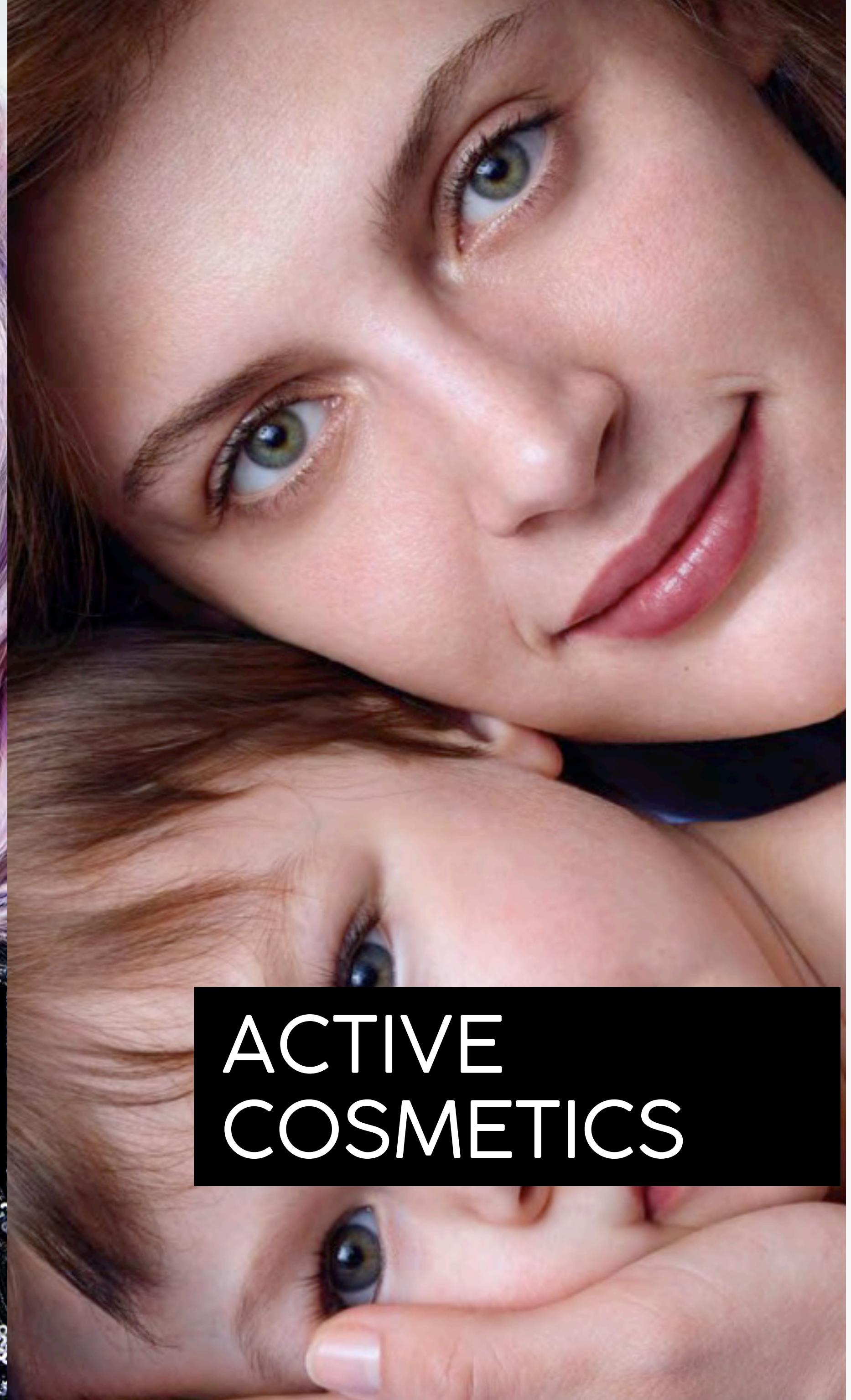
*L'Oréal estimates



**CONSUMER
PRODUCTS**

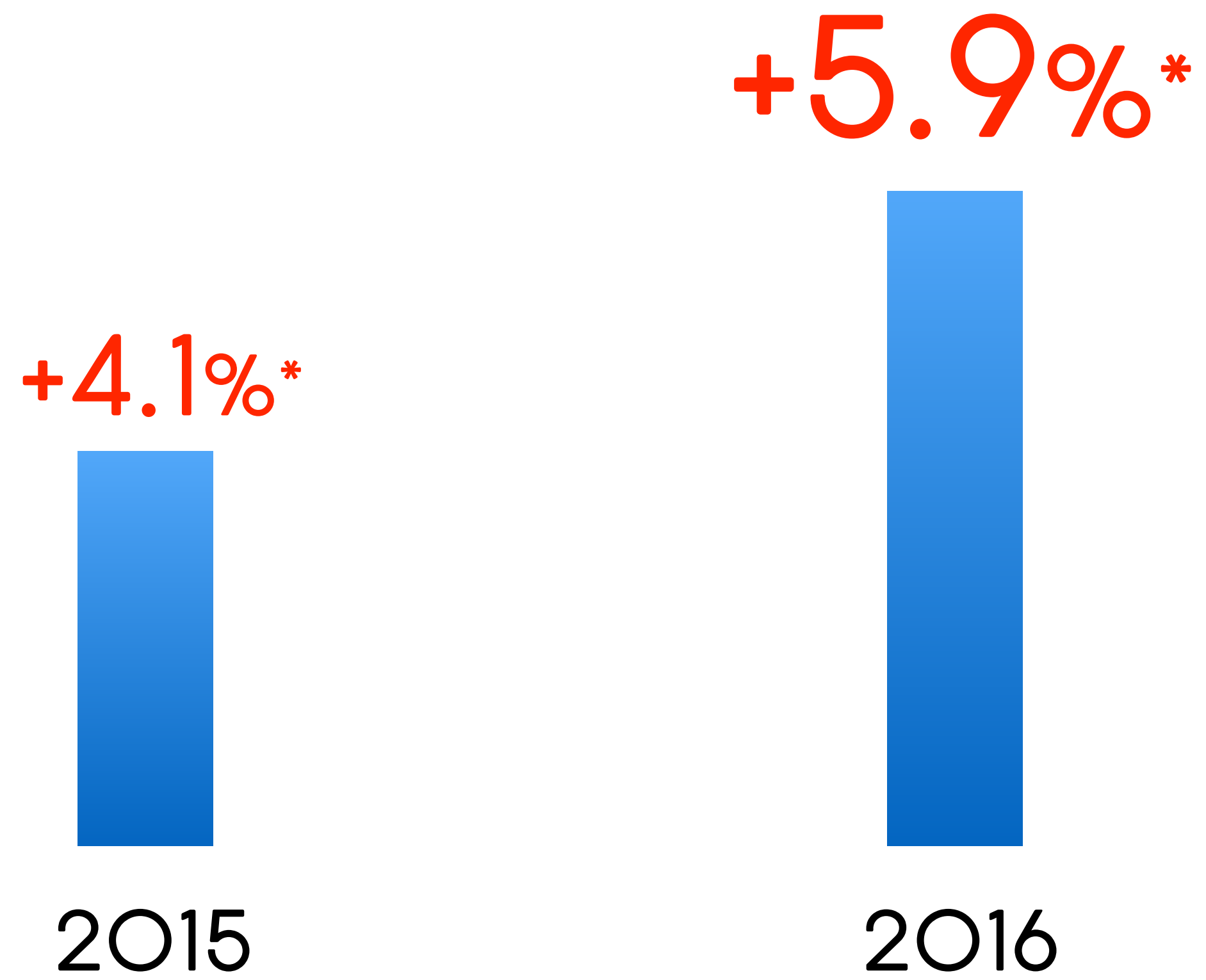


**PROFESSIONAL
PRODUCTS**



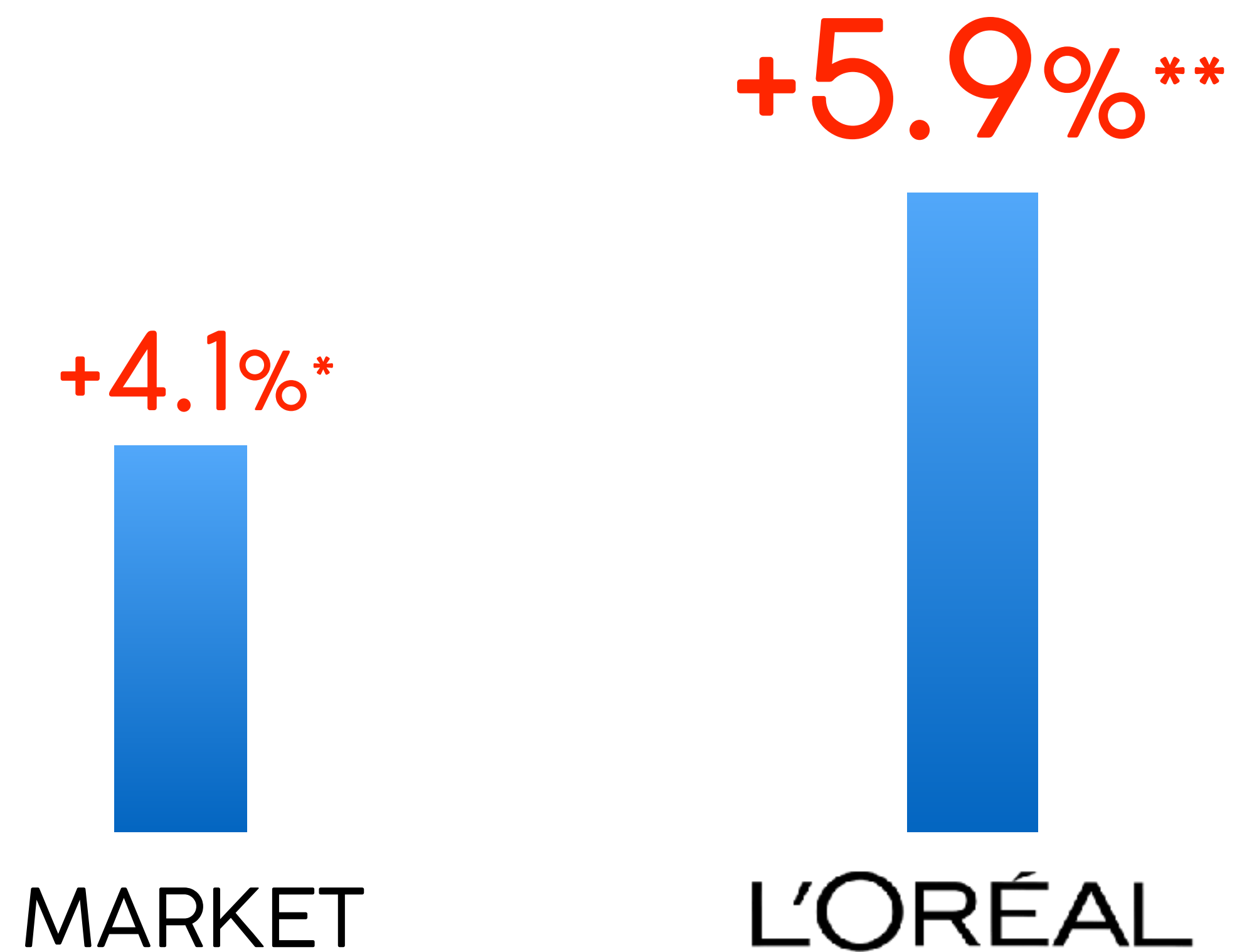
**ACTIVE
COSMETICS**

★ 2016
ACCELERATION



*Like-for-like sales growth

★ 2016 ACCELERATION



★
OUTPERFORMING
COSMETICS
MARKET BY
1.5 x

*Excluding soaps, toothpastes and razors. Source : 2016 L'Oréal estimates. Excluding exchange rate impact. **2016 like-for-like sales growth

REASON

★ N°1

PERSEVERANCE
INNOVATION
& QUALITY



★ N°1
ON THE
AMERICAN
MARKET





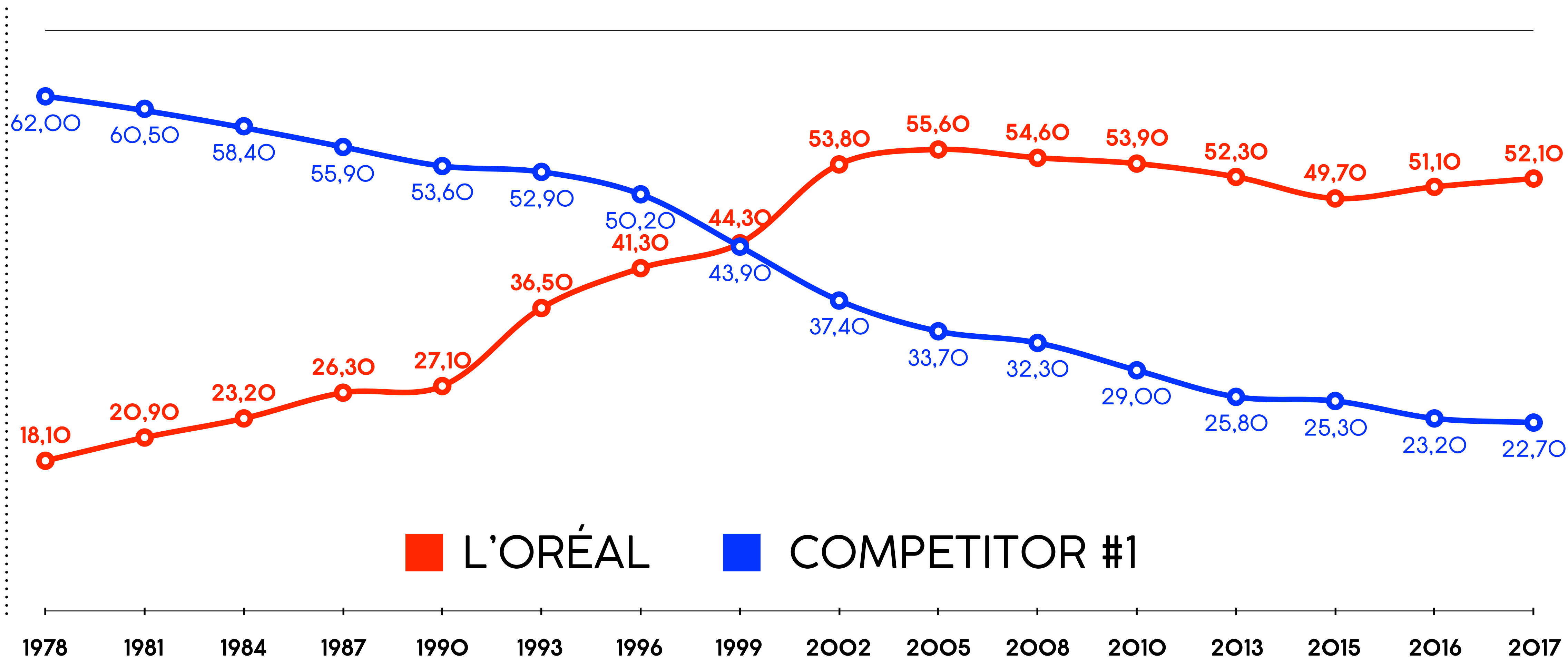
L'ORÉAL
PARIS





HAIR COLOR CONSUMER PRODUCTS

MARKET SHARES (IN %)



*Source: Nielsen, Scanning Data through P5 12/31/2016- Total xAOC



L'ORÉAL
PARIS

★ N°1
BEAUTY
BRAND*

*Euromonitor 2016

Because I am worth it Because I am worth it

Because I am worth it Because I am worth it Because I am worth it Because I am worth it Because i am worth it B

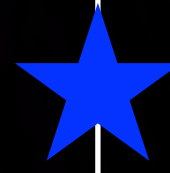
Because I am worth it

Because I am

Because I am worth it



BRAND ACQUISITIONS



MAYBELLINE
NEW YORK

1996

SOFTSHEEN | CARSON
LABORATORIES ADVANCED RESEARCH
AFRICAN HAIR AND SKIN

2000

essie

2010

NYX
PROFESSIONAL MAKEUP

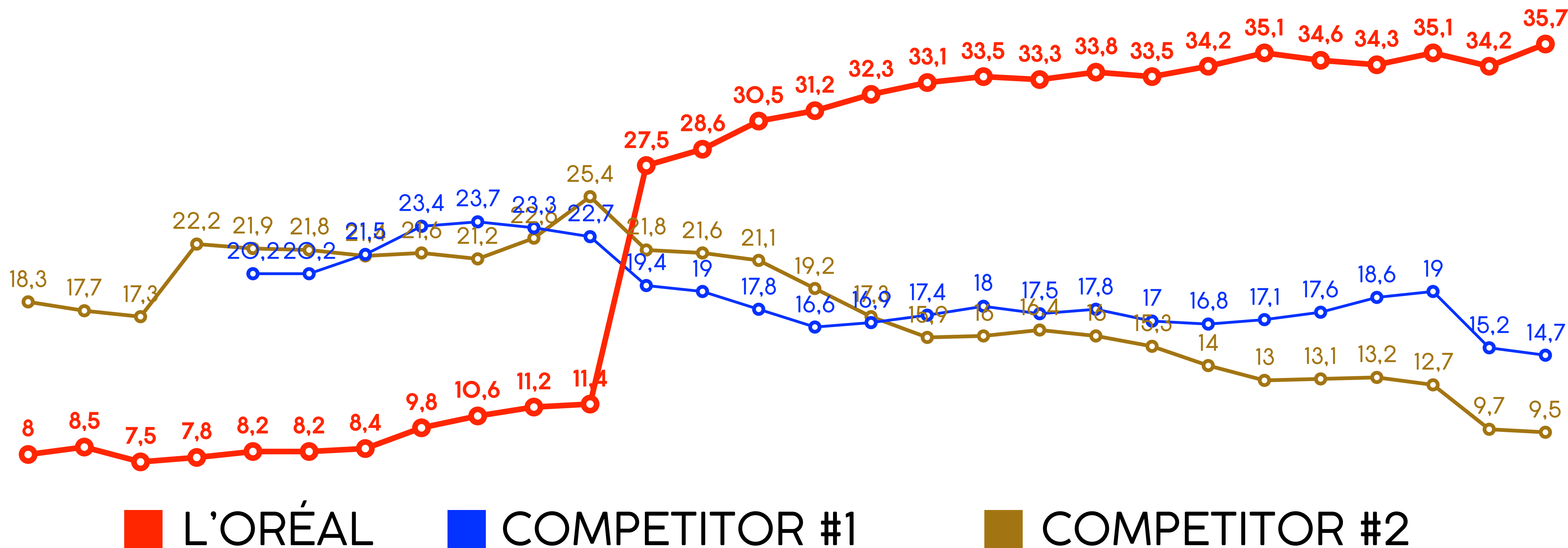
Carol's Daughter

2014



MAKE-UP

MARKET SHARES (IN %)



1985 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2015 2016

*Source: Nielsen, Scanning Data through P5 12/31/2016- Total xAOC, excludes nail care

MAYBELLINE
NEW YORK

★ N°1
MAKE-UP
BRAND*

*Euromonitor 2016



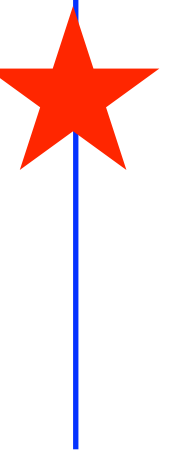
essie

MAKE-UP FOR
★ NAILS



NYX

PROFESSIONAL MAKEUP



L'ORÉAL
PARIS



MAYBELLINE
NEW YORK

essie

NYX



PROFESSIONAL MAKEUP



EXCEPTIONAL
DEVELOPMENT
IN MAKE-UP



MULTIETHNIC





Carol's Daughter[®]

MULTICULTURAL
BEAUTY



SOFTSHEEN | CARSON
LABORATORIES ADVANCED RESEARCH
AFRICAN HAIR AND SKIN

LEADER OF
MULTIETHNIC HAIRCARE*

*Nielsen 2016



LEADER IN HAIR SALONS*

*Kline 2016

E L I V E



REDKEN

5TH AVENUE NYC

N°1*

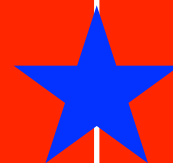
REDKEN

*Kline 2016

M A T R I X

IMAGINEZ TOUT CE QUE VOUS POUVEZ ÊTRE

N°2*



*Kline 2016



DISTRIBUTION NETWORK



PRAVANA
STYLIST CHOICE AWARDS
2016 WINNER
FAVORITE COLOR COMPANY

PRAVANA
ChromaSilk
PICK 3 SHADES & GET BACKBAR RENDEZVOUS

PRAVANA
PICK & COLOR 3 SHDES FOR \$25
GET FREE DEVELOPER COLOR KIT

PRAVANA
PICK & COLOR 3 SHDES FOR \$30
GET FREE ACTIVATION COLOR KIT

PRAVANA
NEW! ChromaSilk XL
ALMOST 8 TUBES OF COLOR IN 1 XL SIZE \$17.99 EACH

ONLY
From the runways of London
15% OFF
HAIR CARE PRODUCT

Beauty Lounge
Learn, Share, Dream, Create!



#Beautiful



OLAPLEX

OLAPLEX

OLAPLEX

OLAPLEX

OLAPLEX

OLAPLEX

OLAPLEX

DISTRIBUTION
★ NETWORK

saloncentric

VICHY
LABORATOIRES



Derm skin care

effective

Scientifically
advanced formulas

gentle

Paraben-free

trusted

Recommended
by dermatologists



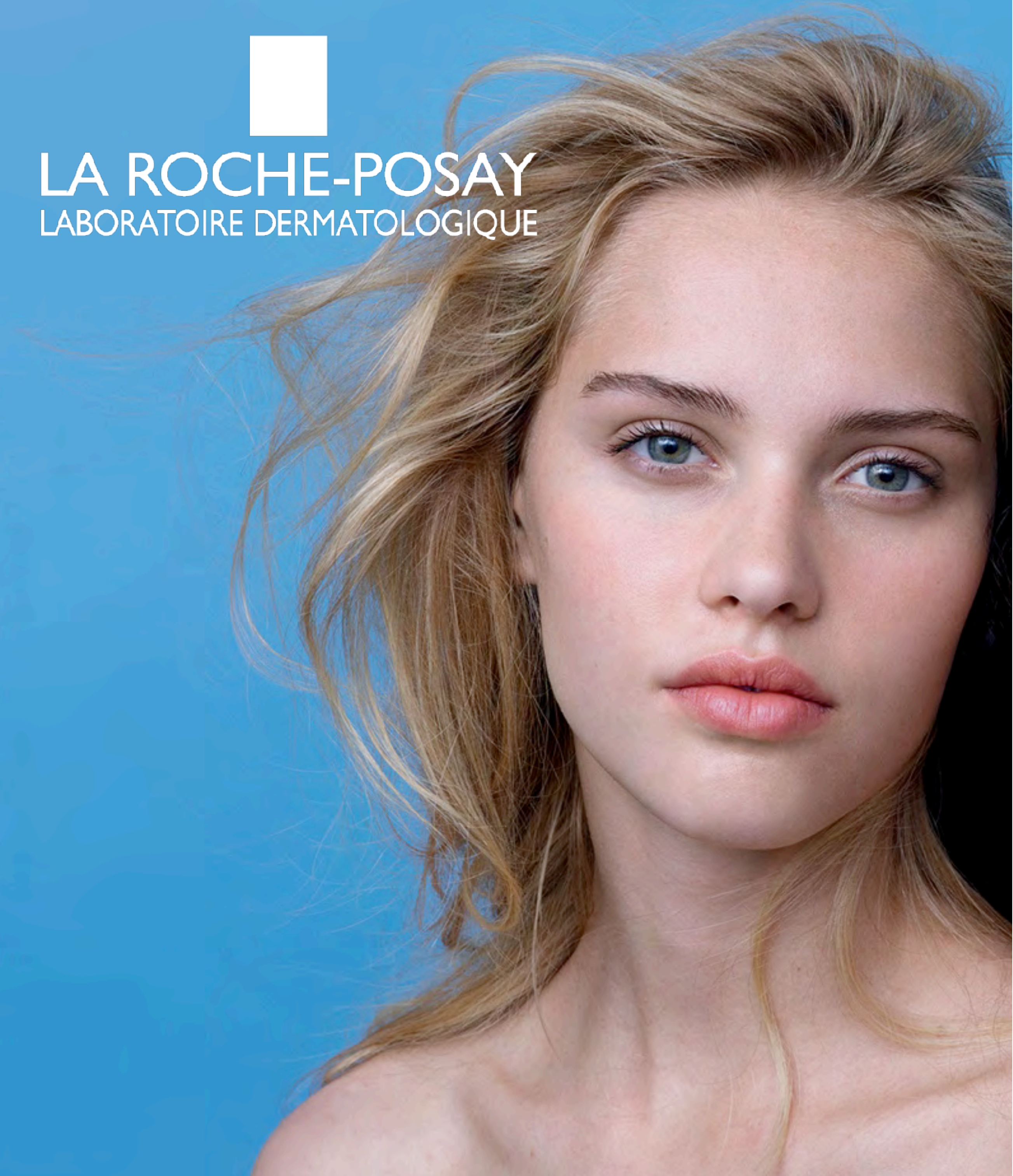
ACTIVE COSMETICS



VICHY
LABORATOIRES



LA ROCHE-POSAY
LABORATOIRE DERMATOLOGIQUE





SKINCEUTICALS

ADVANCED PROFESSIONAL SKINCARE





SKINCEUTICALS

ADVANCED PROFESSIONAL SKINCARE

\$ 100 M





MEDICAL
MASS



DIVISION
SALES

x2



L'ORÉAL
L U X E

★ N°2
IN SELECTIVE
MARKET*

*Panel NPD 2016



L'ORÉAL
LUXE



GAINS
IN MARKET
SHARE



LANCÔME
PARIS

★
N°2
IN AMERICAN
SELECTIVE
MARKET*

*Panel NPD 2016



★ **N°1**
IN WOMEN'S
FRAGRANCE*

*Panel NPD 2016



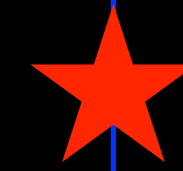
★ MON
PARIS



★ FLOWER
BOMB



LA VIE
EST BELLE



N°2*

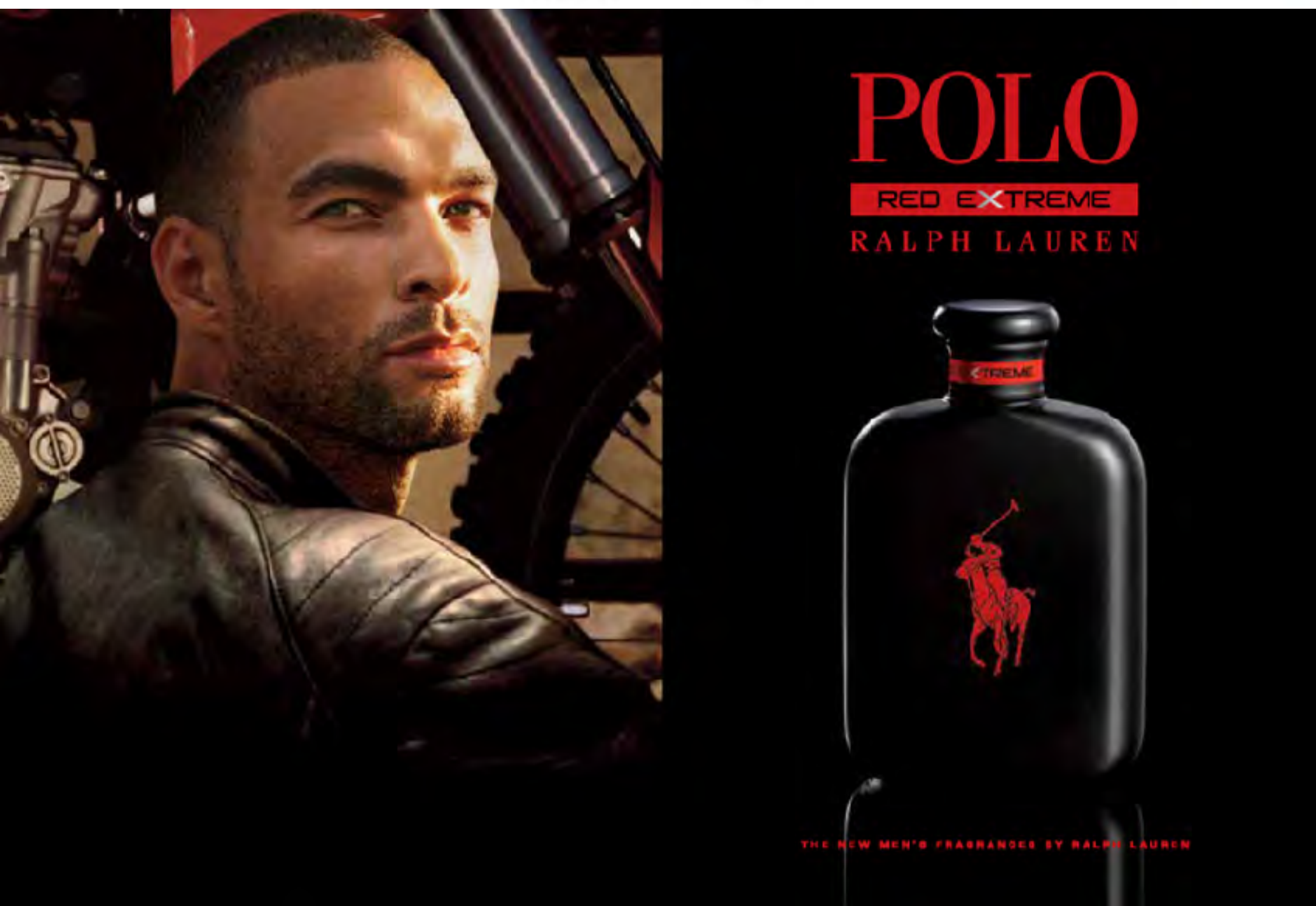
*Panel NPD 2016. Women's fragrance



ARMANI
code
COLONIA, the new freshness

#FollowYourGuide

★ N°1
IN MEN'S
FRAGRANCE*



THE NEW MEN'S FRAGRANCES BY RALPH LAUREN

*Panel NPD 2016

The Urban Decay logo, featuring the lowercase letters 'ud' in a stylized, gothic-style font.

URBAN DECAY



N°2

IN SELECTIVE
MAKE-UP*

*Panel NPD 2016



YVES SAINT LAURENT

★ +26%*
EN 2016



*Like-for-like sales growth



STRONG
GROWTH



it COSMETICS®





★ L'ORÉAL
LUXE

SOON TO BE
N°1



REASON N°2

ACQUISITION
OF AMERICAN
BRANDS



RALPH LAUREN
FRAGRANCES

REDKEN
5TH AVENUE NYC



essie

clarisonic

MATRIX
IMAGINEZ TOUT CE QUE VOUS POUVEZ ÊTRE

MAYBELLINE
NEW YORK

Kiehl's
SINCE 1851

it COSMETICS

CeraVe
DEVELOPED WITH DERMATOLOGISTS

ud
URBAN DECAY

SKINCEUTICALS

SOFTSHEEN | CARSON
LABORATORIES
ADVANCED RESEARCH
AFRICAN HAIR AND SKIN



★ AMERICAN
BRANDS
WORLDWIDE
GROWTH
OF THE GROUP

MAYBELLINE
NEW YORK



90%
OF SALES
IN THE US
IN 1996





MAYBELLINE
NEW YORK

★ LEADING
MAKE-UP
BRAND
IN CHINA



MAYBELLINE
NEW YORK

SALES

X8

SINCE
1996



Kiehl's

SINCE 1851

★ 40 M \$
IN SALES
IN 2001





Kiehl's
SINCE 1851

★ \$1 Bn
SALES

+21%
ANNUAL
GROWTH



REASON

N°3

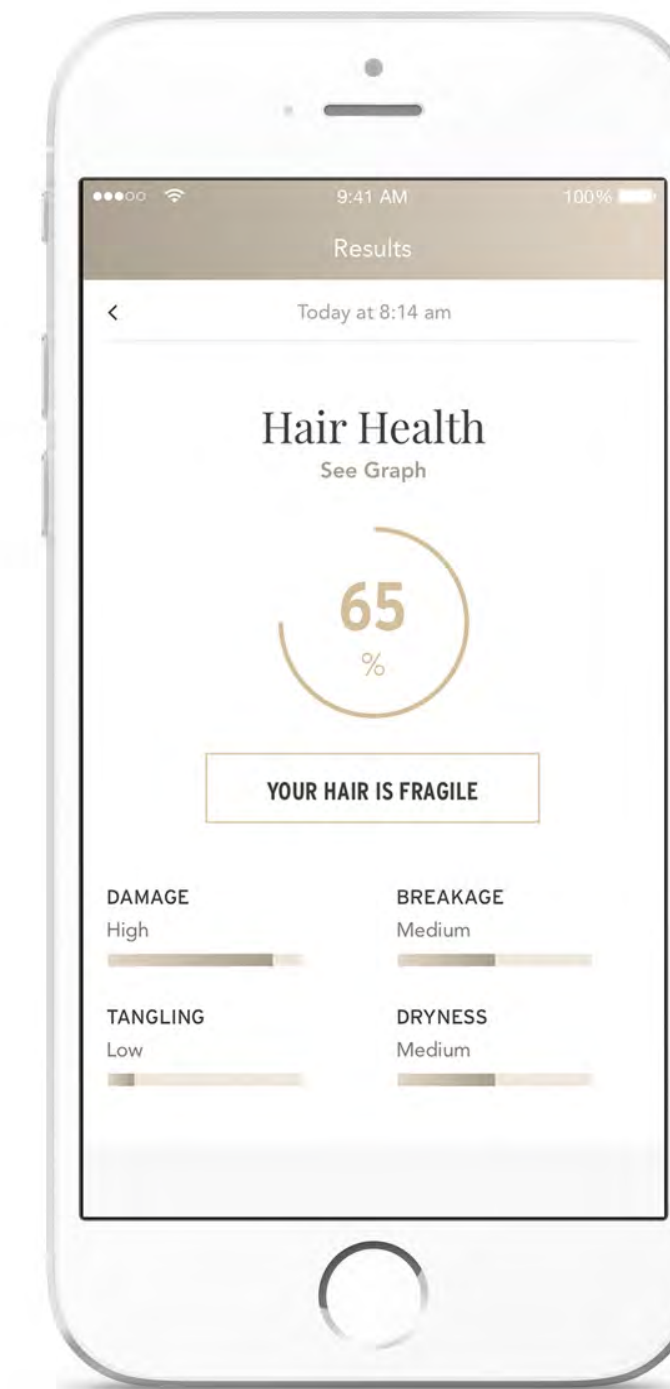
OUR
RESEARCH



A close-up, profile view of a female scientist with dark hair pulled back, wearing a white lab coat over a white ribbed turtleneck sweater. She is wearing clear safety goggles and looking intently at a piece of laboratory equipment. The background shows a laboratory setting with a fume hood and various pieces of equipment. A red star icon is positioned to the left of the text.

400
RESEARCHERS

★ SILICON VALLEY INCUBATOR



ACCELEROMETER

COUNTS STROKES



CONNECTED
BRUSH
KÉRASTASE





REASON

N°4

STRENGTH
IN DIGITAL

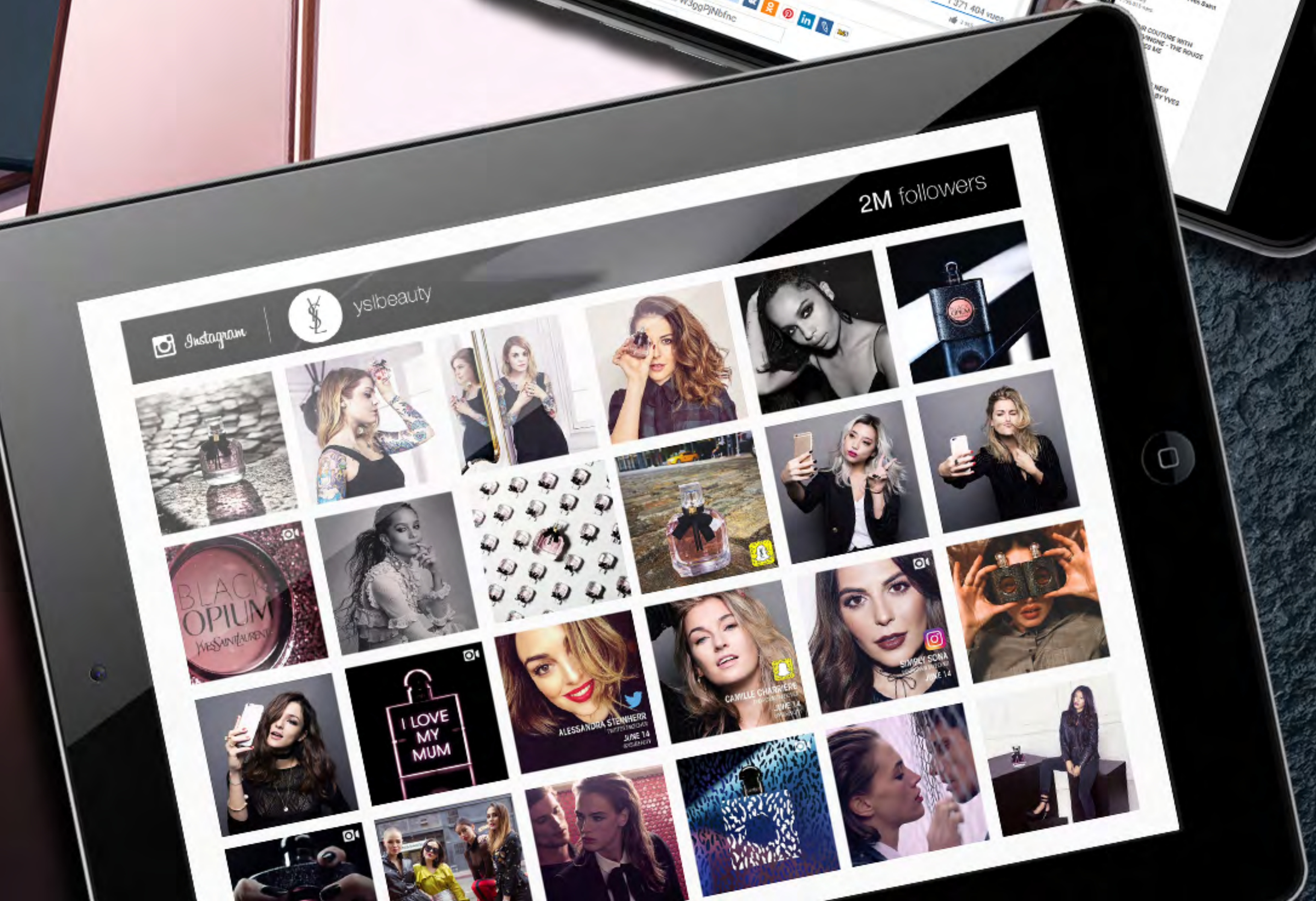


A woman with long red hair and glasses is shown in profile, talking on a mobile phone. She is wearing a light-colored button-down shirt. The background is a blurred city street at night, with various lights and buildings. The text 'L'ORÉAL' is overlaid in white at the top left.

L'ORÉAL

★ USA

AHEAD OF THE CURVE



LUXE 
E-COMMERCE

17%
OF SALES
IN 2016

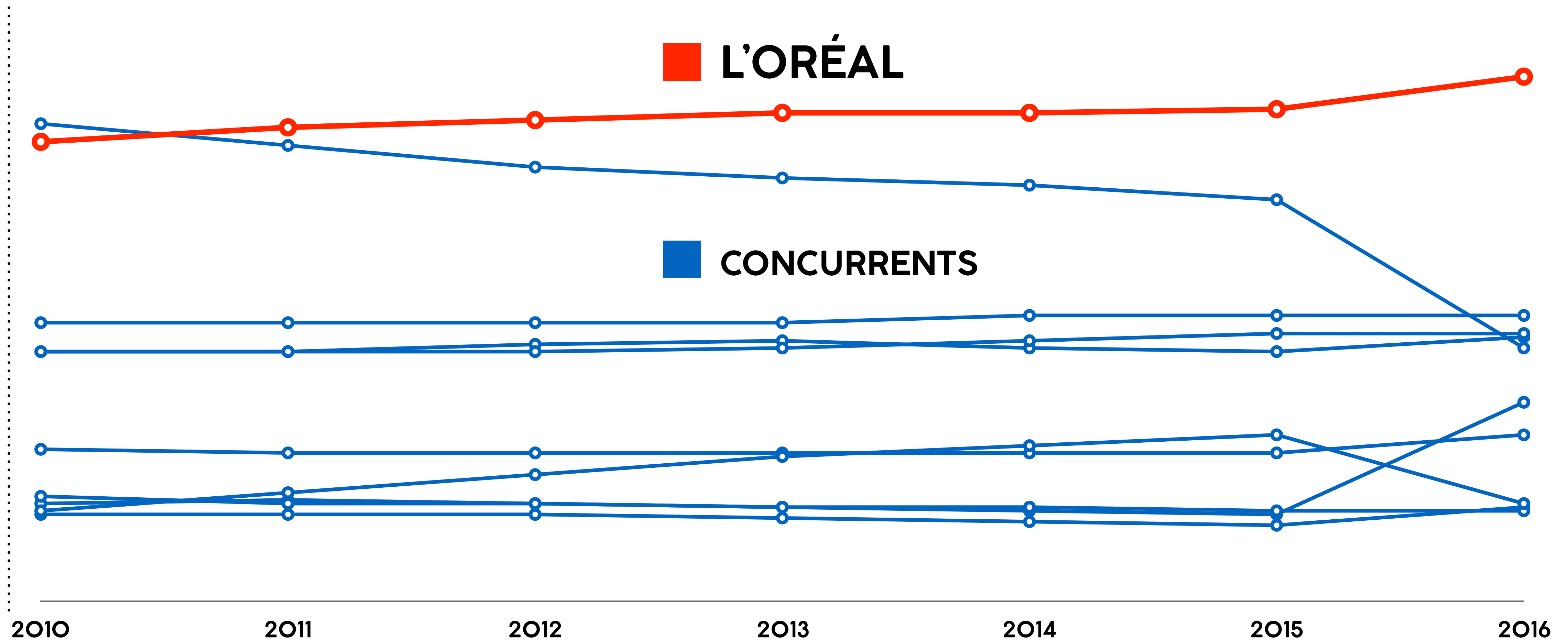




★ STRENGTHENING
LEADERSHIP



WINNER ON THE AMERICAN MARKET





A HUGE POTENTIAL

14%*
NORTH
AMERICA



Market
shares

20%*
WESTERN
EUROPE



*Excluding soaps, toothpastes and razors. Source : 2016 L'Oréal estimates. Excluding exchange rate impact





L'ORÉAL



NEW-YORK



ENABLE
★ CONNECTIONS
AND SYNERGIES



L'ORÉAL
USA



BEAUTY
CHAMPION



★ THANK YOU