

An aerial photograph of a city at dusk, with a prominent tower in the foreground. The tower has a spherical observation deck and a tall, thin spire with a red and white striped top. The city below is illuminated with warm lights, and the sky is a mix of dark blues and oranges from the setting sun.

CAPITAL MARKET DAYS

NOVEMBER 2017

SOPHIE GASPERMENT

Group General Manager
Financial Communication & Strategic Prospective

L'ORÉAL



L'ORÉAL GERMANY

L'ORÉAL's

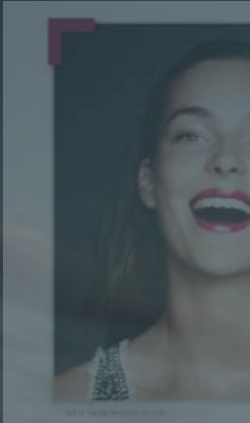
4TH BIGGEST
COUNTRY

#1 AND EXTENDING
OUR LEAD*

* Internal estimates, sell-in

L'ORÉAL

L'ORÉAL



GERMANY

#1 BEAUTY MARKET
IN EUROPE*

#5 BEAUTY MARKET
WORLDWIDE*

- HIGHLY DEMANDING, CONNECTED CONSUMERS
- STRETCHING ACROSS ALL AGE GROUPS:
SENIORS \approx MILLENNIALS
- SHARP RETAIL OPERATORS
- HOMELAND OF SEVERAL GLOBAL BEAUTY PLAYERS

* Internal estimates, sell-in

L'ORÉAL

L'ORÉAL



BERLIN

EMBLEMATIC
TRANSFORMATION

ENTREPRENEURIAL
VIBRANCY

#1 HUB IN EUROPE*

* EY, 2016

L'OREAL

L'OREAL



L'ORÉAL GERMANY

EMBRACING SHIFTS &
LEADING IN DIGITALISATION

WINNING THROUGH
CONSUMER OBSESSION

L'ORÉAL

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