



L'ORÉAL

Consumer Products

FINANCIAL INFORMATION MEETING

Alexis Perakis-Valat

2017



L'ORÉAL

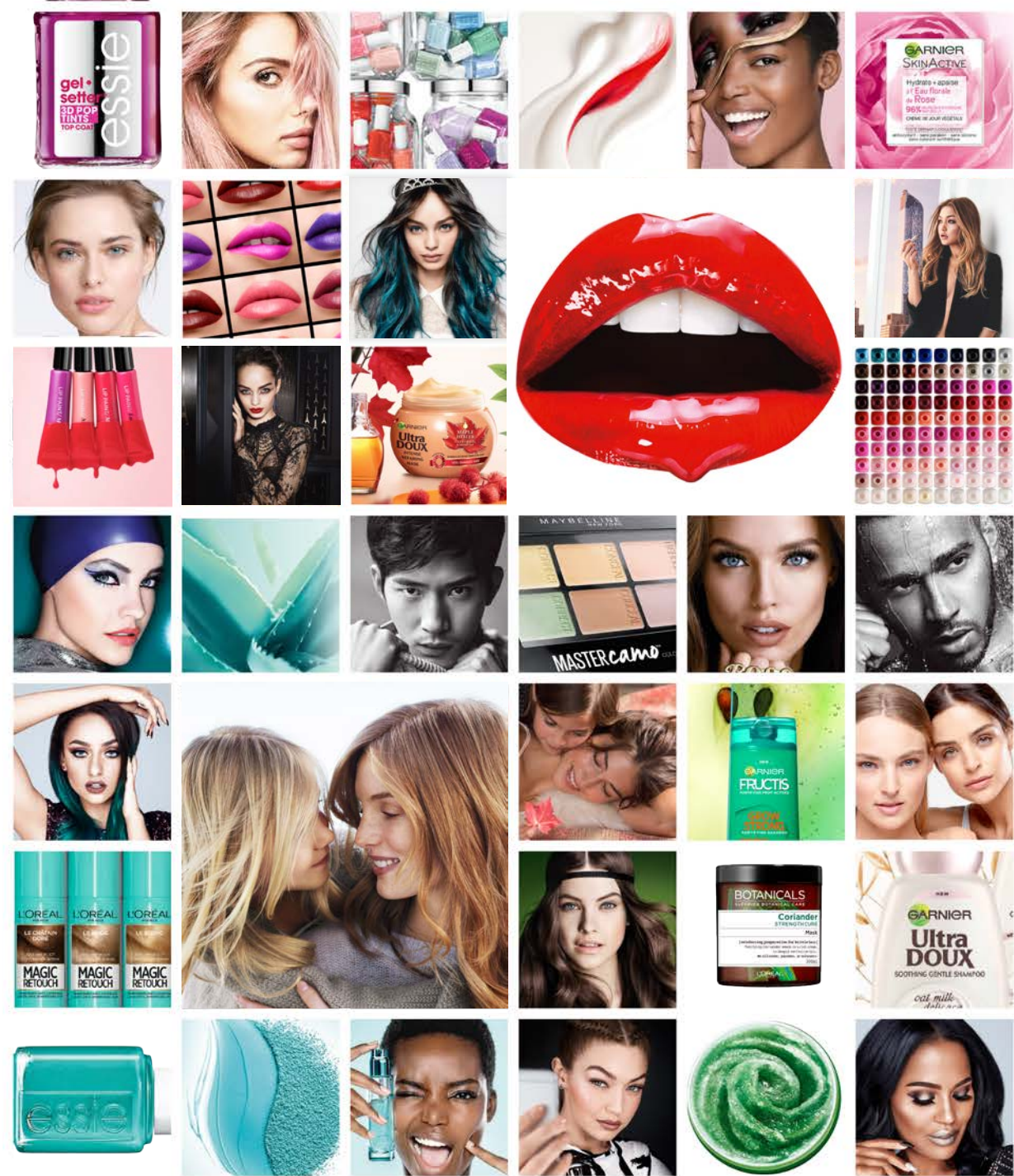
Consumer Products

+4.4%*

Market

~ +4%**

*Like-for-like sales growth
 ** L'Oréal internal estimates - excluding soap, toothpaste and razors. 2016 provisional estimates. Net manufacturing price (sell-in). Growth at constant exchange rate.



2 STRATEGIC **GROWTH** CATEGORIES

MAKE UP & HAIRCARE



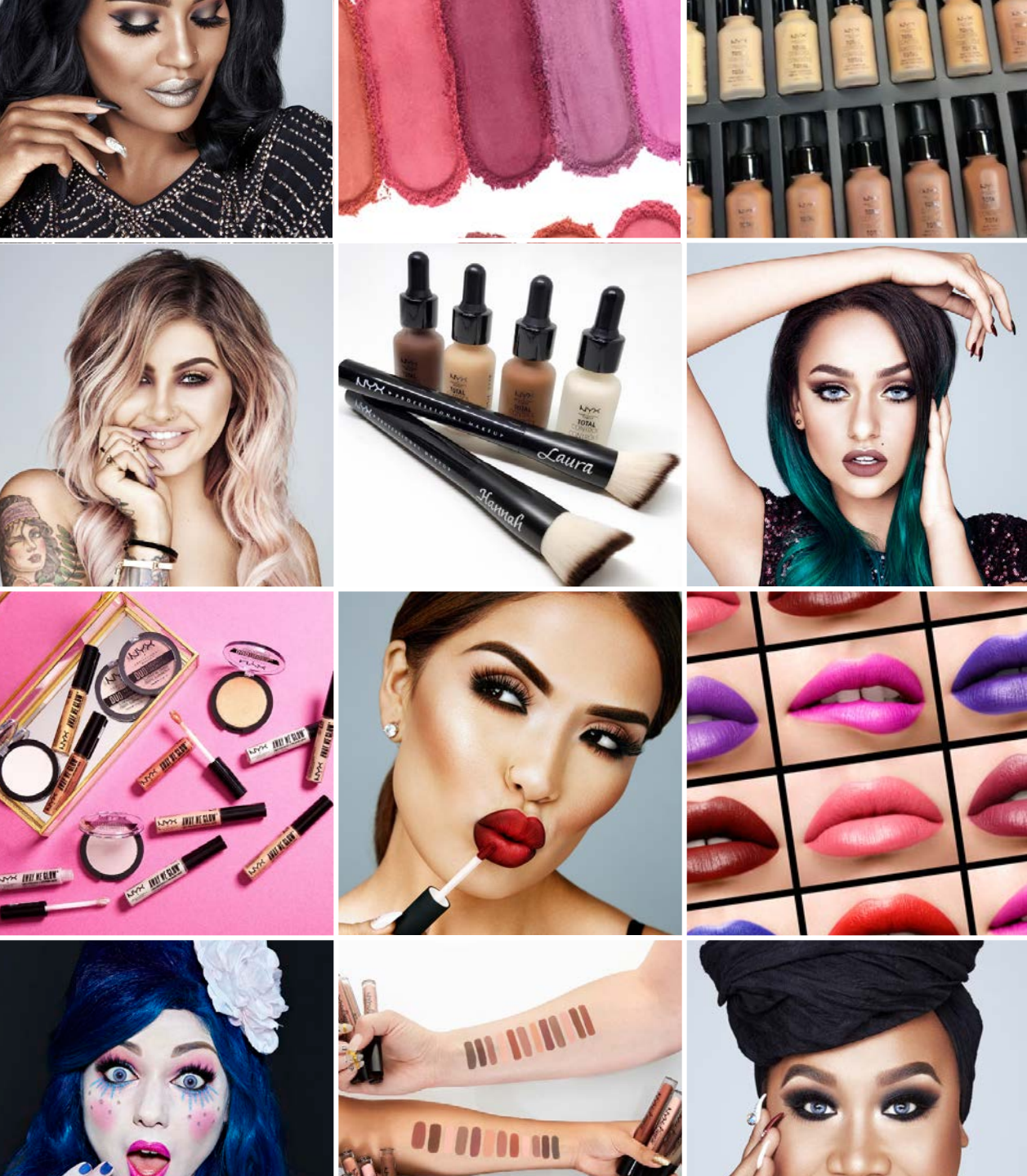
MAKE UP
DOUBLE DIGIT
GROWTH



MAYBELLINE[®]
MAKE IT HAPPEN™ NEW YORK



L'ORÉAL
MAKEUP DESIGNER/**PARIS**



NYX

PROFESSIONAL MAKEUP



essie

USA's nail salon expert. Since 1981.



HAIRCARE MARKET SHARE GAIN



4 GLOBAL BRANDS



L'ORÉAL
PARIS



GARNIER



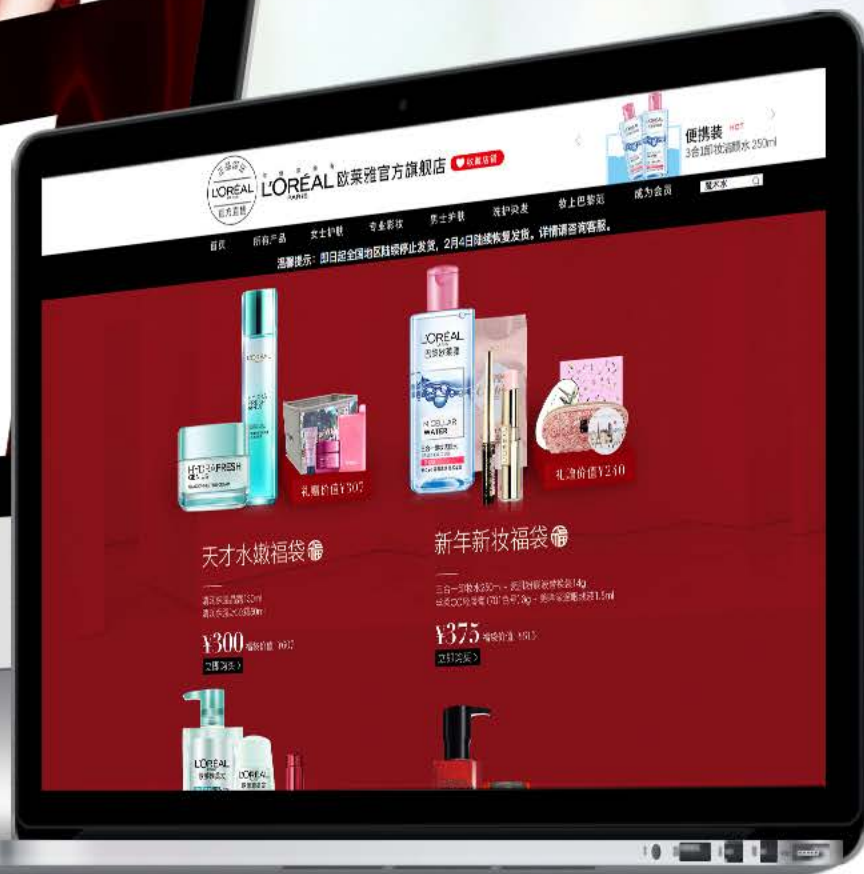
MAYBELLINE
MAKE IT HAPPEN™ NEW YORK



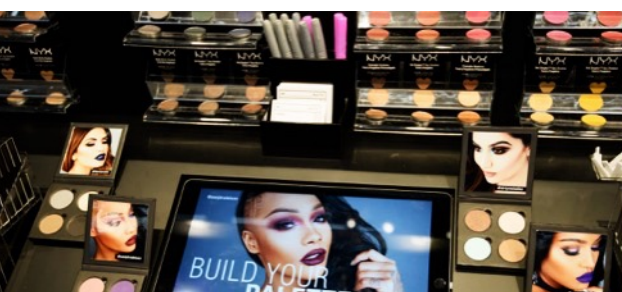
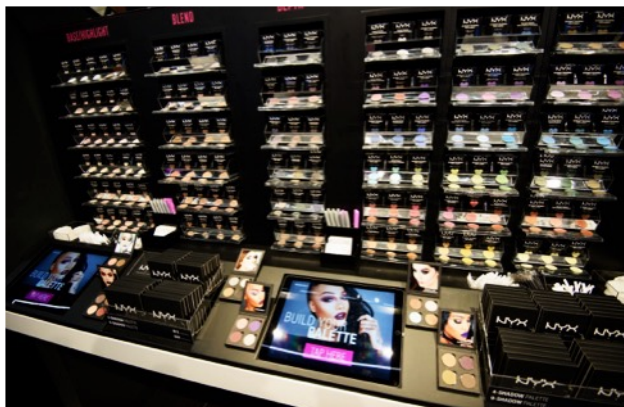
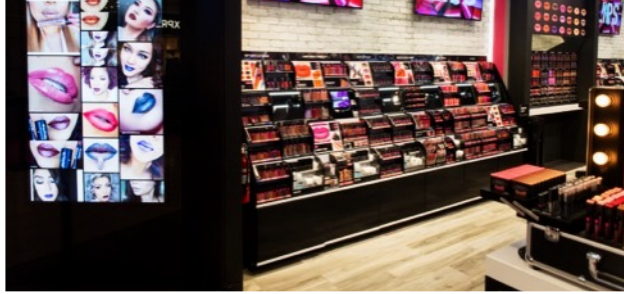
NYX
PROFESSIONAL MAKEUP

eCOMMERCE

+31%*



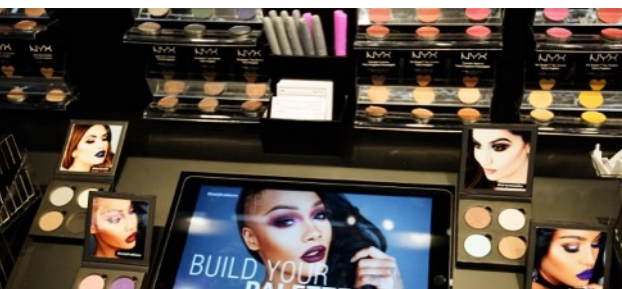
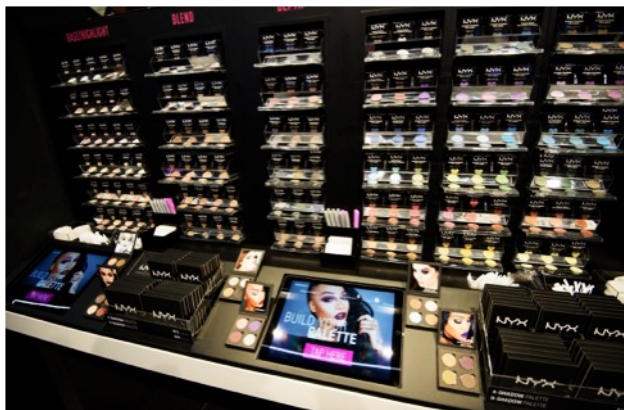
*2016 like-for-like sales growth. Sales achieved on our brands' own websites & estimated sales achieved by our brand corresponding to sales through our retailers' websites (non-audited data)





NYX
PROFESSIONAL MAKEUP

100TH
STORE





MAJOR REGIONS PERFORMING WELL



North America

+7.5%*

* 2016 like-for-like sales growth



North America

+ 7.5%*

Market

+ 3.6%**

* 2016 like-for-like sales growth

** L'Oréal internal estimates

excluding soap, toothpaste and razors. 2016 provisional estimates. Net manufacturing price (sell-in). Growth at constant exchange rate.



North America

22.8%

Record Market Share*

* IRI-Nielsen

Western Europe

+2.0%*

[IMPURITIES? TOO MUCH SHINE? - NO.
[PURIFY AND MATTIFY WITH AN EXPERT DETOX - YES.



#INSTADETOX

PURE CLAY MASK

SUPERCHARGED WITH THE UNPARALLELED PURIFYING POWER OF GREEN
DUCLAYTUS AND 3 EXCEPTIONAL OIL-ABSORBING CLAYS, THIS MASK TRAPS
TOXINS AND DEEPLY CLARIFIES. 10 MINUTES FOR AN INSTANT DETOX FOR
BEAUTIFUL SKIN EVERY DAY.

L'ORÉAL
SKIN EXPERT/PARIS

BECAUSE YOU'RE WORTH IT. BEAUTIFULSKIN.COM

* 2016 like-for-like sales growth

Western Europe

A map of Western Europe with the United Kingdom, Ireland, Germany, and Spain highlighted in orange. The rest of the map is in black and white. Lines connect the text labels to their respective countries on the map.

UK
& Ireland

+11%*

Germany

+6%*

Spain

+7%*

New Markets +4.2%*

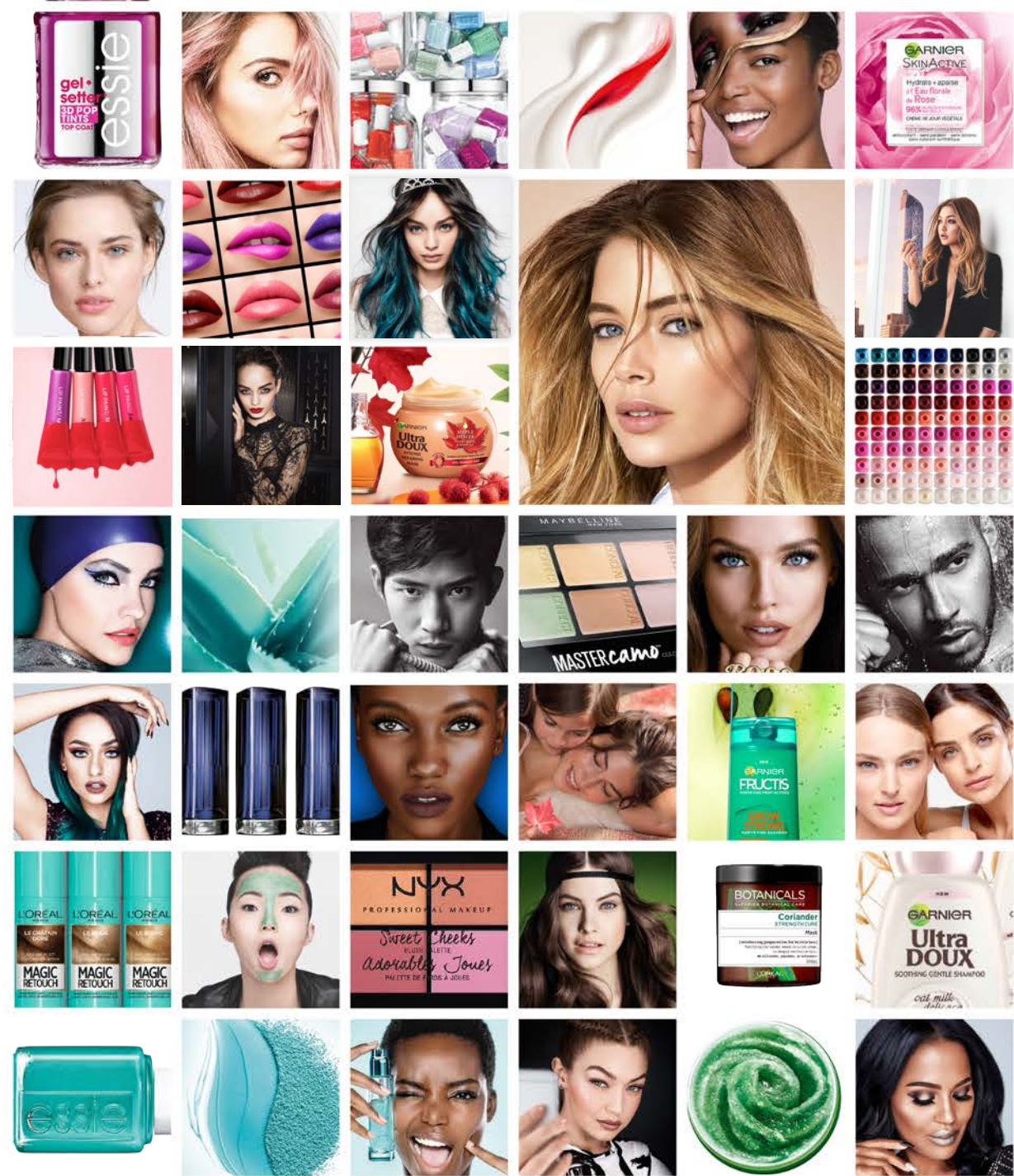


* 2016 like-for-like sales growth

New Markets



* 2016 like-for-like sales growth



4 STRATEGIC LEVERS

1ST STRATEGIC LEVER

DEPLOY GAME CHANGING INNOVATIONS





L'ORÉAL PARIS
LIGHT GOLD
BLOND
INSTANT ROOT
CONCEALER
**MAGIC
RETOUCH**
TEMPORARY GREY COVERAGE
LASTS UNTIL SHAMPOO

L'ORÉAL PARIS
LE BRUN
INSTANT ROOT
CONCEALER SPRAY
**MAGIC
RETOUCH**
TEMPORARY GREY COVERAGE
WASHES OFF IN 1 SHAMPOO



L'ORÉAL PARIS
ELVIVE
Extraordinary
OIL
LOW SHAMPOO
GENTLE CLEANSING CREAM
NO FOAM
6 RARE
FLOWER OILS
+ AMLA OIL
FOR CURLY, FRAGILE HAIR

**PURE CLAY
MASK**

CLAY

GARNIER
SKINACTIVE
Micellar
Cleansing
Water in Oil
LONGWEAR MAKE-UP
REMOVES MAKE-UP
+ CLEANSSES + SOOTHES
No rinse off
Face, eyes, lips
Non Greasy - Sensitive skin
Dermatologically and
ophthalmologically tested
400ml = 200 Uses*





@lumagrothe in #turquoisehair



@cici in #greyhair



@gabrielle in #ronze



@natashapoly in #mermaidhair

L'ORÉAL
HAIR COLORIST/PARIS

COLO RISTA





2ND STRATEGIC LEVER

MAXIMIZE
THE POWER OF
MAKE UP



N^o 1

MAYBELLINE
MAKE IT HAPPEN™ NEW YORK

L'ORÉAL
MAKEUP DESIGNER/PARIS

NYX
PROFESSIONAL MAKEUP

essie



#MATTEADDICTION
BY COLOR RICHE

17 MATTER THAN MATTE COLORS
SO OBSESSIVE, SO CHIC, SO PARIS
BECAUSE YOU'RE WORTH IT.



PF
PARIS
FASHION
WEEK
OFFICIAL PARTNER

L'ORÉAL
MAKEUP DESIGNER/PARIS



Like a boss?
It's the only way.

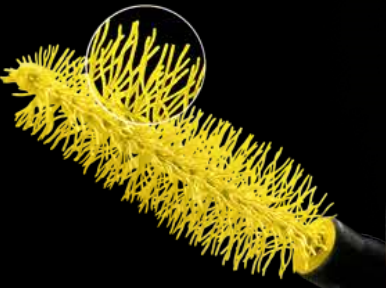


NEW the
**COLOSSAL
BIG SHOT**

SEE IT. BELIEVE IT.



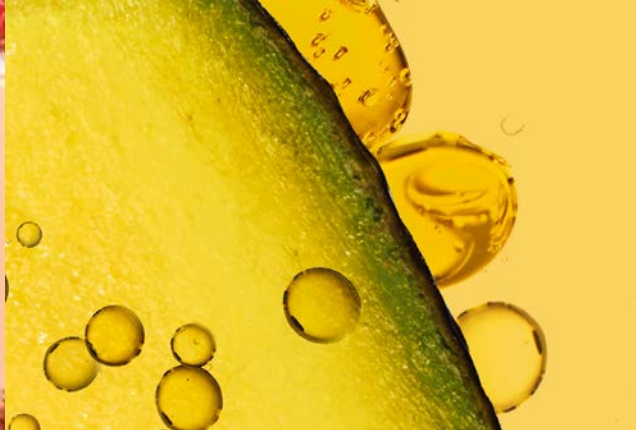
BEFORE AFTER



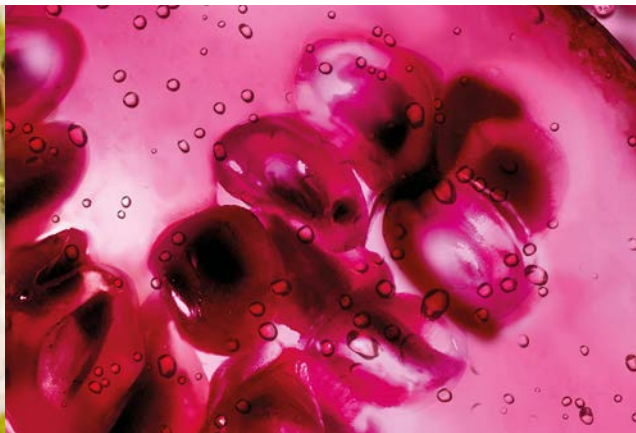
MAYBELLINE
NEW YORK

The Power of NUDE





3RD STRATEGIC LEVER
CHAMPION
KEY BEAUTY TRENDS

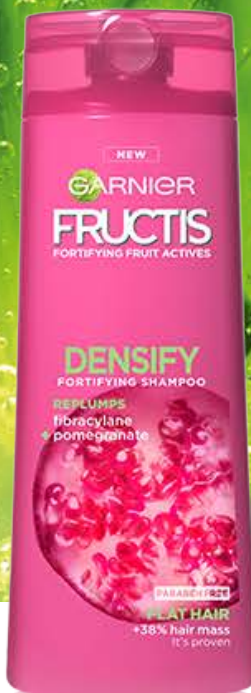


NATURAL HAIRCARE



**Ultra
DOUX**

NATURAL HAIRCARE



GARNIER



NATURAL
HAIRCARE
L'ORÉAL
PARIS

NATURAL SKINCARE



GARNIER

A close-up portrait of a woman with dark hair pulled back, wearing a white high-necked top. She is holding a white smartphone in her right hand, looking directly at the camera with a slight smile. The background is dark and out of focus.

4TH STRATEGIC LEVER

STRENGTHEN
**OUR DIGITAL
CLOUT**



GET INSPIRED BY
SOCIAL LISTENING



L'ORÉAL
HAIR COLORIST/PARIS

COLO
RISTA

MASTER PRECISION ADVERTISING

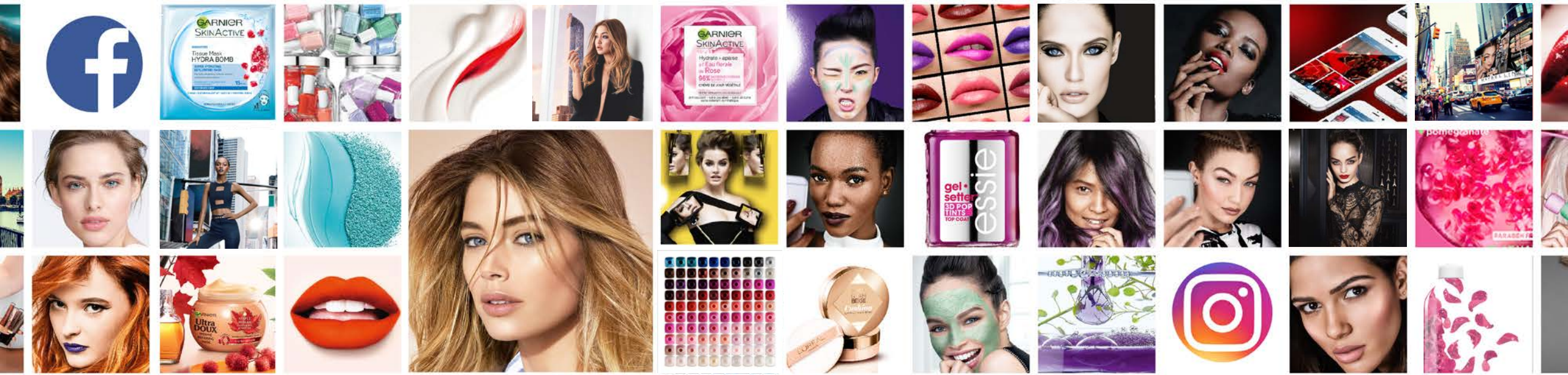
ULTRA DOUX IN WESTERN EUROPE





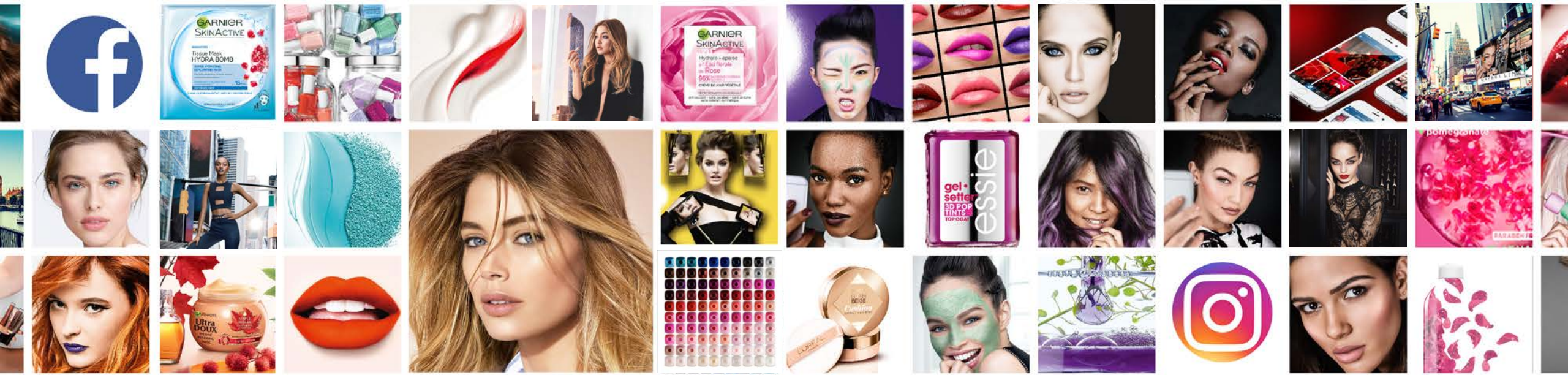
CREATE EDITORIAL CONTENT





REINVENT THE DIVISION





TO LEAD THE NEW MASS BEAUTY MARKET

