













ATTHEHEART OF THE L'ORÉAL ADVENTURE

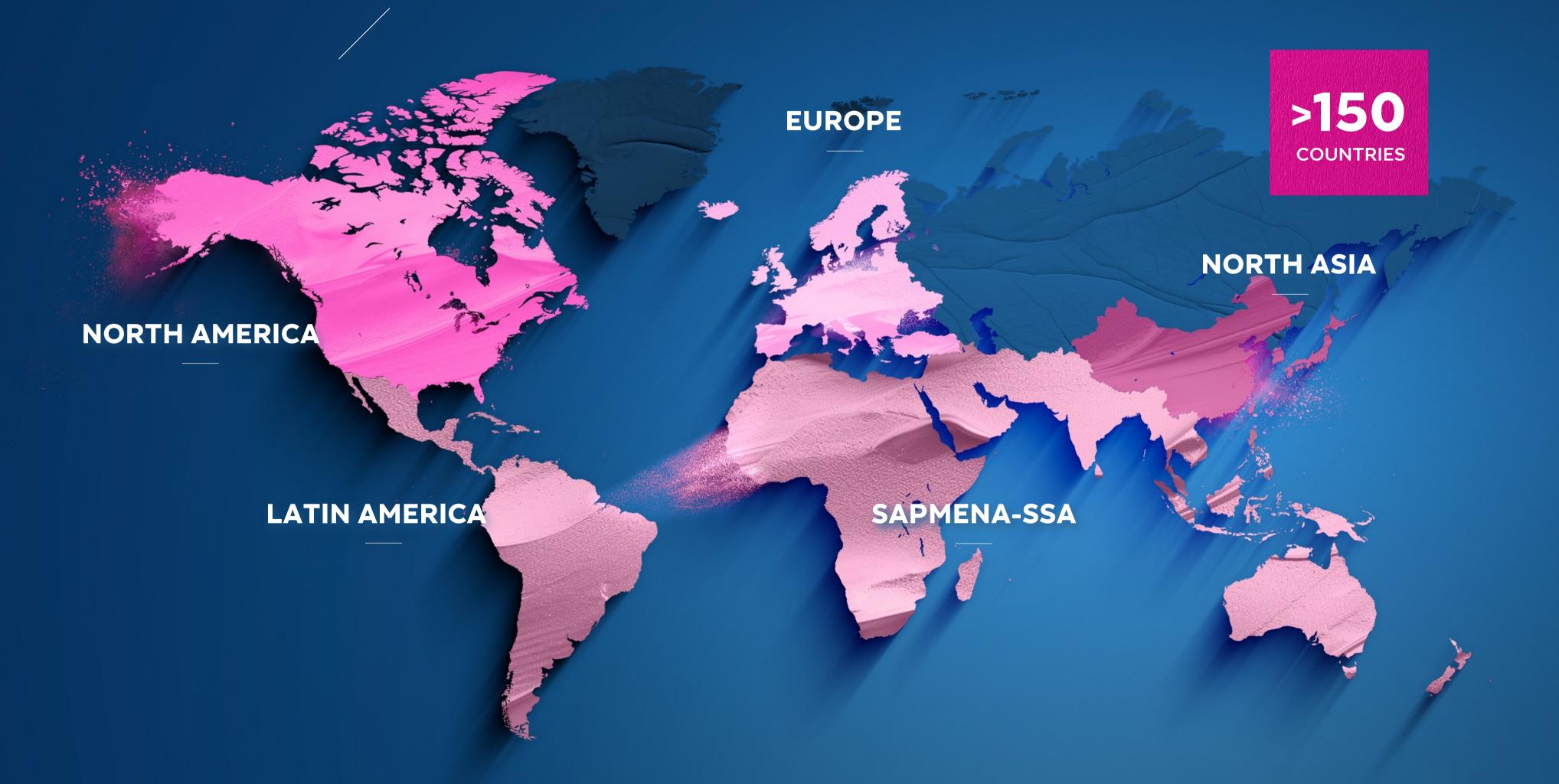




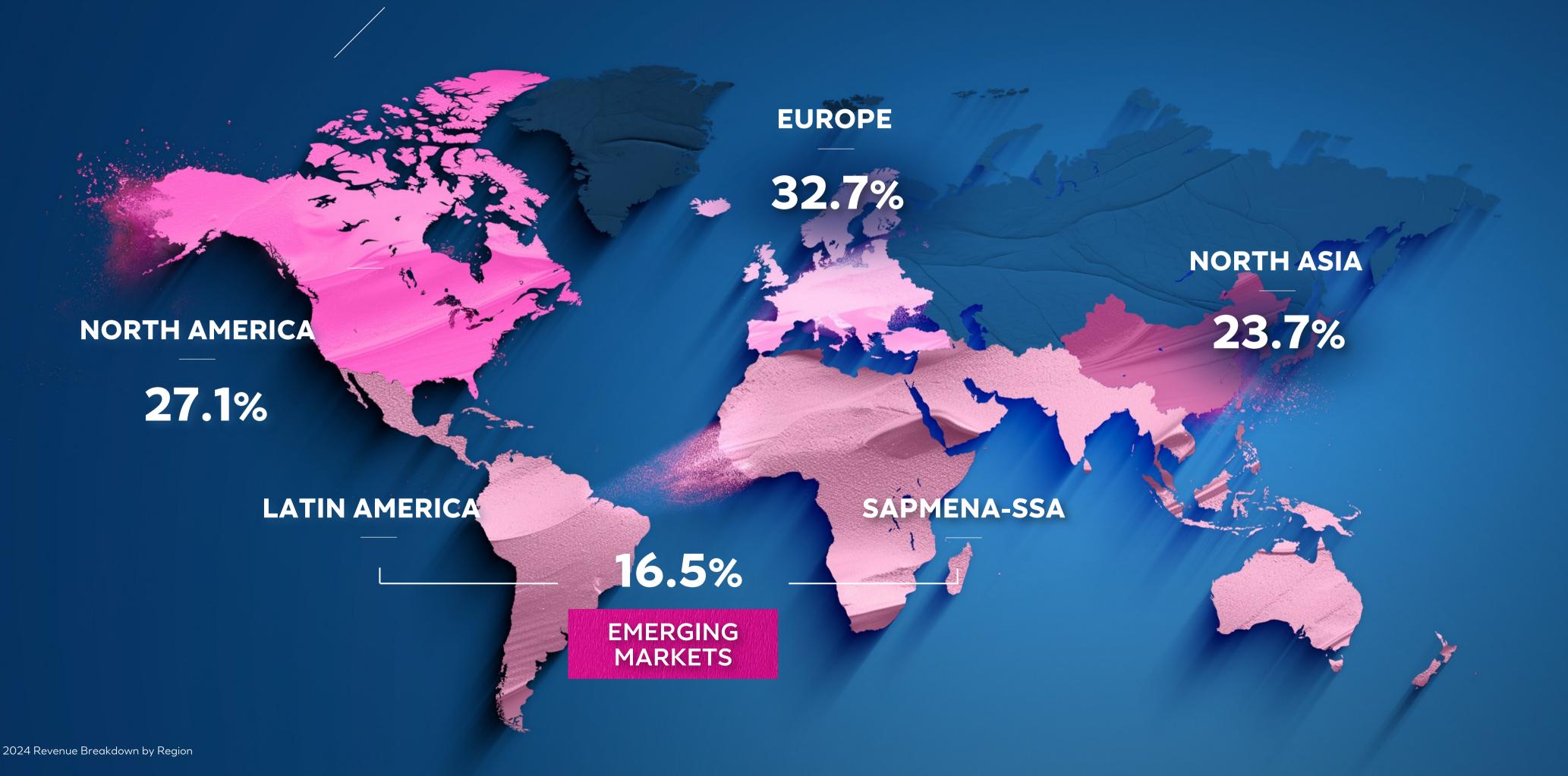




OUR REGIONAL ORGANISATION

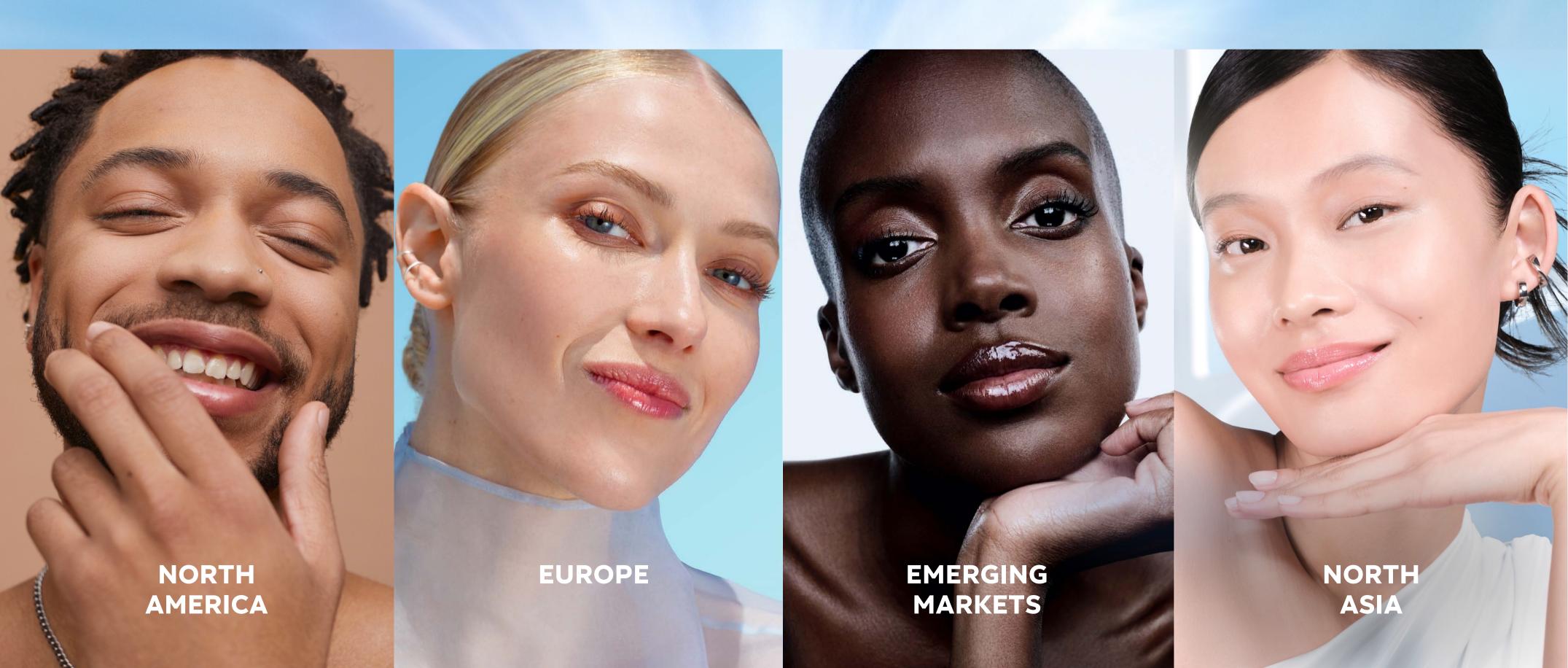


THE STRENGTH OF OUR MULTIPOLAR MODEL



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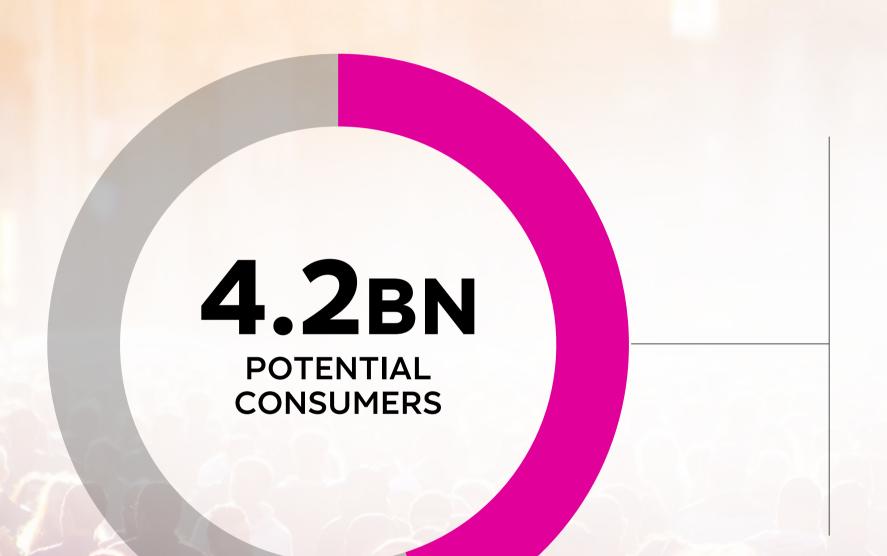
AS CLOSE AS POSSIBLE TO OUR CONSUMERS





EMERGING MARKETS

MAJOR DEMOGRAPHIC TRANSFORMATION



45%

= 2BNCONSUMERS
IN EMERGING
MARKETS

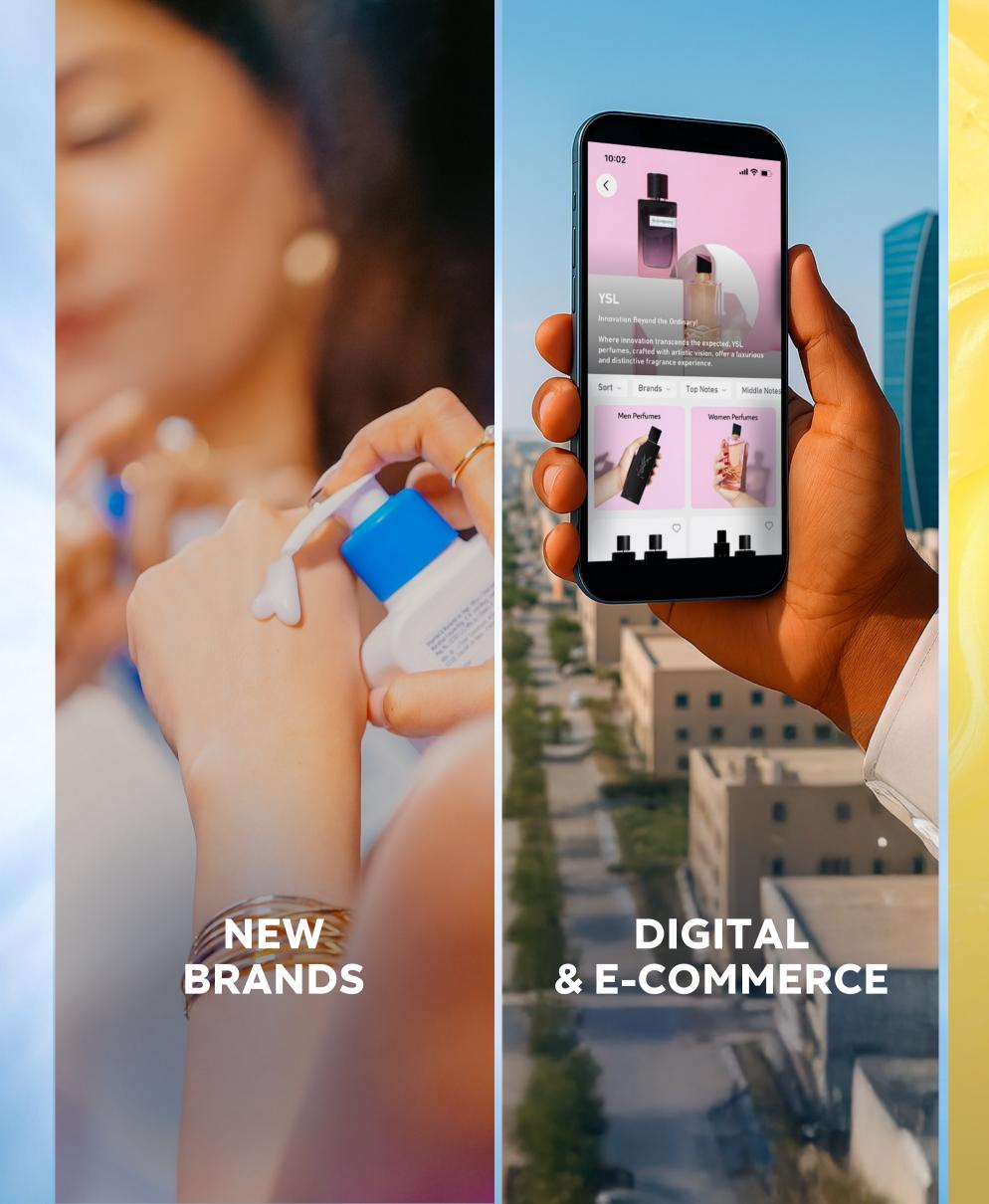


MARKET SHARE OPPORTUNITIES





ACTION PLAN FOR EMERGING MARKETS





PRODUCT INNOVATION & LOCAL ENGAGEMENT

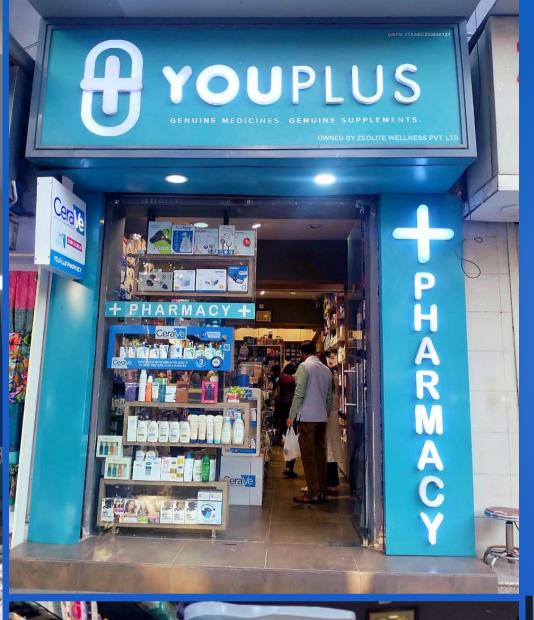












7,000 PHARMACIES 1ST YEAR OF LAUNCH





LAUNCH OF THE KOREAN BRAND















INTERNATIONALISATION POTENTIAL OF OUR BRANDS

PRESENCE IN EMERGING MARKETS

(52 COUNTRIES)



Number of countries

52







MASTERING CULTURAL CODES





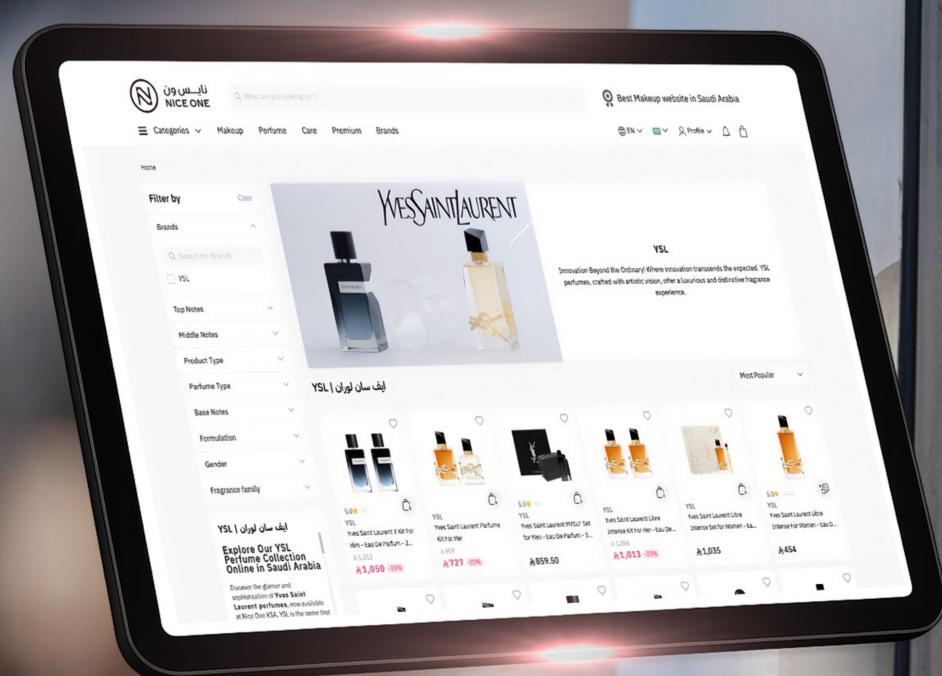




SAUDI ARABIA

PIONEERING PARTNERSHIP WITH







SAUDI ARABIA

SALES CONTRIBUTION FROM E-COMMERCE 2019 TO 2024



PRODUCT INNOVATIONS

& ENGAGEMENT STRATEGIES TAILORED TO LOCAL CULTURES













>1BN
VIEWS
ON
SOCIAL
MEDIA



45,000 POINTS OF SALE

VITAMINA C

LOCAL ENGAGEMENT STRATEGY

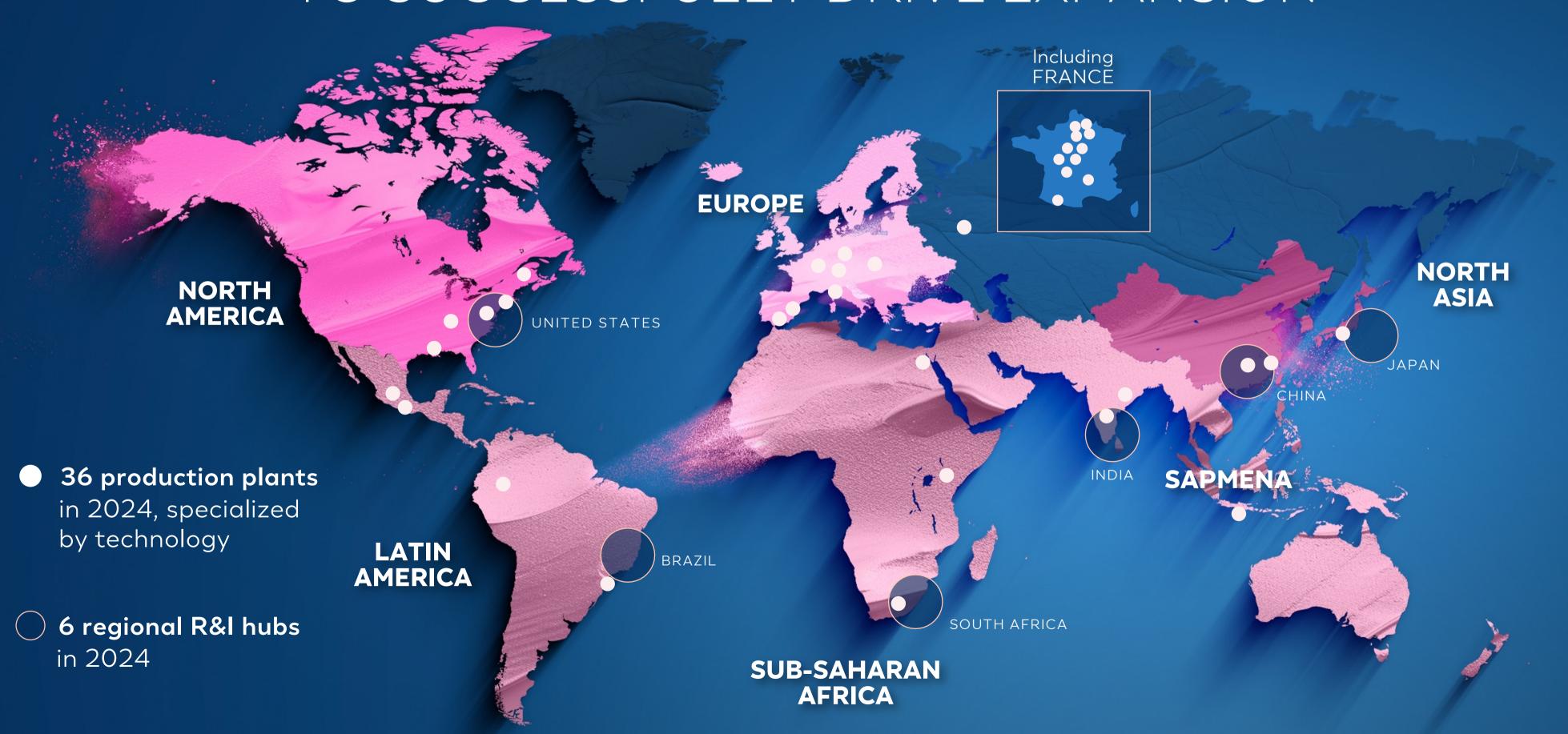






SOUTH AFRICA #1 SKINCARE **BRAND** SARNIOR EN BRIGHT VITAMIN C+ **BOOSTER SERUM**

THE RIGHT FOOTPRINT TO SUCCESSFULLY DRIVE EXPANSION





THE EXCELLENCE OF OUR LOCAL TEAMS





GROWTH DRIVERS IN OUR CORE MARKETS











UNITED STATES

DEMOGRAPHIC & ECONOMIC DYNAMISM



