



Capital Markets *Day*

November, 16 & 17 2023
Paris



Nicolas HIERONIMUS

Chief Executive Officer

November 16, 2023

L'ORÉAL
GROUPE

A woman with vibrant red hair and dramatic eye makeup looks down at another woman lying down. The woman lying down has dark hair and is wearing a dark, shimmering top. The background is a deep blue gradient.

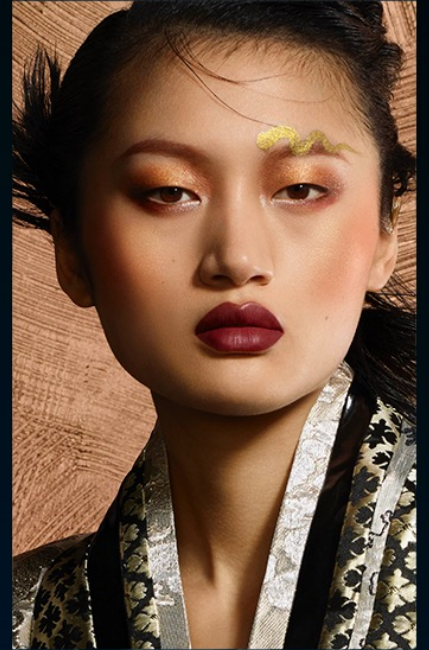
L'ORÉAL

1
WHAT
MAKES US
UNIQUE?



ONLY BEAUTY





BEAUTY
IS AN ESSENTIAL
HUMAN NEED


BEAUTY
IS A
SOCIAL NEED



BEAUTY
REFLECTS
SOCIETAL CHANGES

BEAUTY HAS A DOPAMINE EFFECT

FRANCE 24 Eurozone inflation at lowest level since Ukraine war but more interest rate rises



EUROZONE INFLATION

EUROZONE INFLATION EASES
ECB SAYS CPI 'STILL TOO HIGH', SUGGESTS SMALLER RATE HIKES

BUSINESS

0:57 / 5:27

The New York Times
Drastic Economic Moves Highlight Russia's Wartime Bind



Ukraine war risks further deglobalization and inflation

Tuesday
Gaza City

BREAKING NEWS
U.N. URGES STATES TO DEFLUSE SITUATION IN GAZA



CNN

THE WALL STREET JOURNAL
Ukraine War and Inflation to Limit Global Trade Growth in 2023, WTO Says

FINANCIAL TIMES
Global markets ride Ukraine war roller-coaster



A group of five diverse models (three women and two men) are standing in a narrow hallway with dark wood-paneled walls. The models are dressed in contemporary, textured clothing. From left to right: a man in a white beanie and a brown argyle sweater vest; a woman with short purple hair in a dark jacket; a woman with braided hair in a yellow top and plaid skirt; a woman with long brown hair in a grey plaid blazer; and a man with dreadlocks in a teal turtleneck sweater. The lighting is dramatic, casting shadows on the walls.

**BEAUTY
HAS THE POWER
TO MOVE THE WORLD**



**BEAUTY
IS A UNIQUE EXPERTISE**

ALL BEAUTY



OUR MARKET SHARE OPPORTUNITIES ARE ALL OVER THE WORLD

NORTH AMERICA
<15%

EUROPE
≈20%

NORTH ASIA
<15%

LATIN AMERICA
≈10%

SAPMENA-SSA¹
>10%

#1

BEAUTY MARKET DRIVER

**THE RISE OF
THE MIDDLE CLASS**

~+800M¹
BY 2030



ADDITIONAL MIDDLE-CLASS BY 2030

SAPMENA

INDIA

190M¹

INDONESIA

50M¹

NORTH ASIA

CHINA

275M¹

#2

BEAUTY MARKET DRIVER

THIRST FOR QUALITY

&

CONSTANT PREMIUMIZATION



UNRIVALLED PORTFOLIO OF BRANDS

L'ORÉAL
PROFESSIONAL PRODUCTS

L'ORÉAL
Consumer Products

L'ORÉAL
LUXE

L'ORÉAL
Dermatological Beauty

L'ORÉAL
PROFESSIONNEL
PARIS

L'ORÉAL
PARIS

GARNIER

LANCÔME

YVES SAINT LAURENT

LA ROCHE POSAY
LABORATOIRE DERMATOLOGIQUE

KÉRASTASE
PARIS

MAYBELLINE
NEW YORK

Kiehl's
SINCE 1851

ARMANI

CeraVe
DEVELOPED WITH DERMATOLOGISTS

REDKEN
5TH AVENUE NYC

NYX
PROFESSIONAL MAKEUP

3CE
STYLENANDA

BIOHERM

HR
TRUENATURE

shu uemura

VICHY
LABORATOIRES

matrix

essie

Mixa

VALENTINO

Aēsop.

AZZARO

SKINCEUTICALS
ADVANCED PROFESSIONAL SKINCARE

PUREOLOGY
PROFESSIONAL COLOR CARE

MUGLER

PRADA

it COSMETICS

URBAN DECAY

RALPH LAUREN

TAKAMI

CARITA
PARIS

skinbetter
SCIENCE

Maison Margiela
PARIS

VIKTOR ROLF

DIESEL

BILLIONAIRE BRAND CLUB



L'ORÉAL
PARIS



LANCÔME



GARNIER



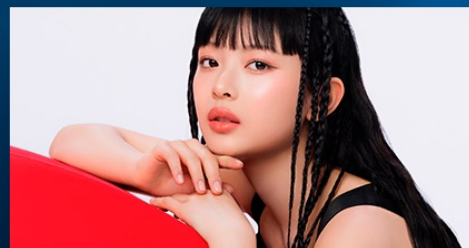
MAYBELLINE
NEW YORK



YVES SAINT LAURENT



LA ROCHE POSAY
LABORATOIRE DERMATOLOGIQUE



ARMANI



Kiehl's
SINCE 1851



KÉRASTASE
PARIS



L'ORÉAL
PROFESSIONNEL
PARIS



CeraVe
DEVELOPPÉ AVEC DERMATOLOGISTES

L'ORÉAL
PARIS

#1

BEAUTY BRAND
IN THE WORLD

L'ORÉAL
PARIS

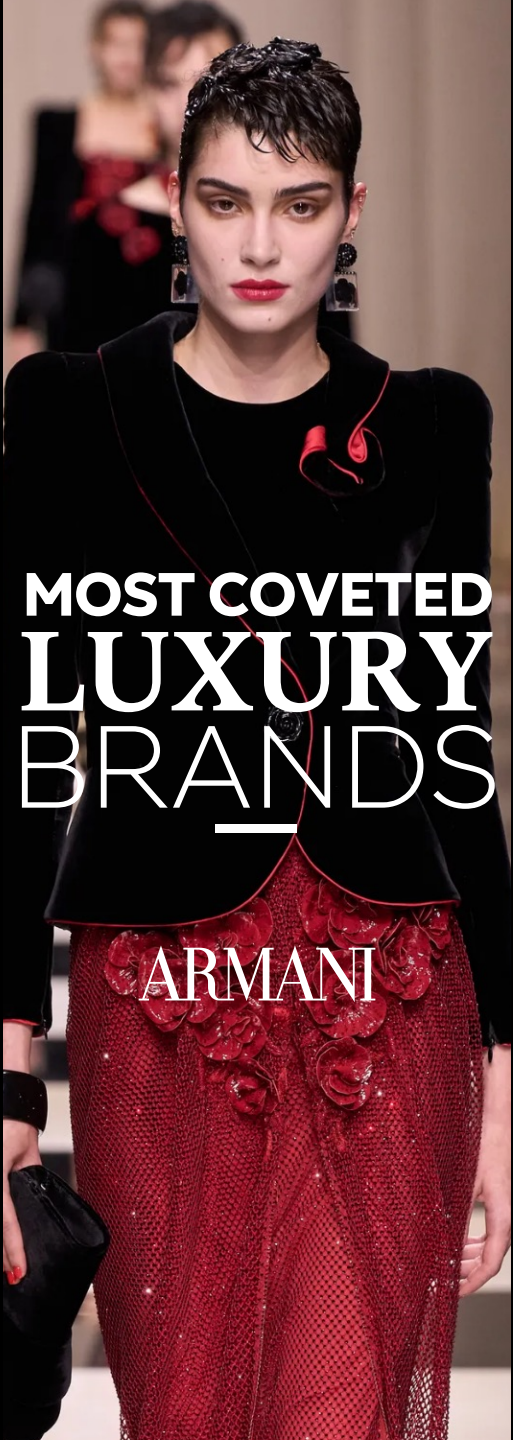




YVES SAINT LAURENT



LANCÔME PARIS



MOST COVETED
LUXURY
BRANDS

ARMANI



VALENTINO



PRADA

MOST PRESCRIBED BRANDS

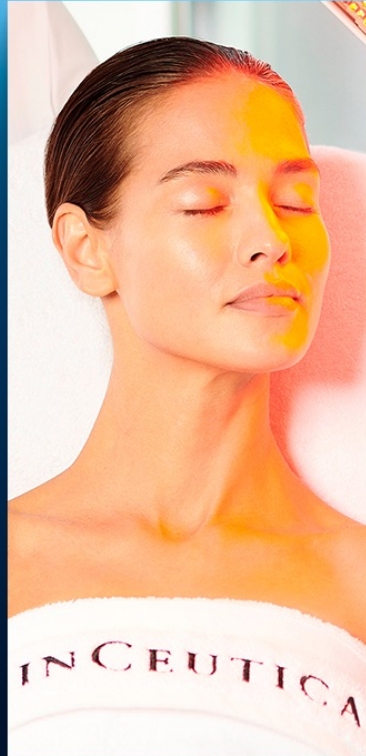
BY SKIN PROFESSIONALS OR HAIR EXPERTS



LA ROCHE POSAY
LABORATOIRE DERMATOLOGIQUE



CeraVe
DEVELOPED WITH DERMATOLOGISTS



SKINCEUTICALS
ADVANCED PROFESSIONAL SKINCARE



L'ORÉAL
PROFESSIONNEL
PARIS

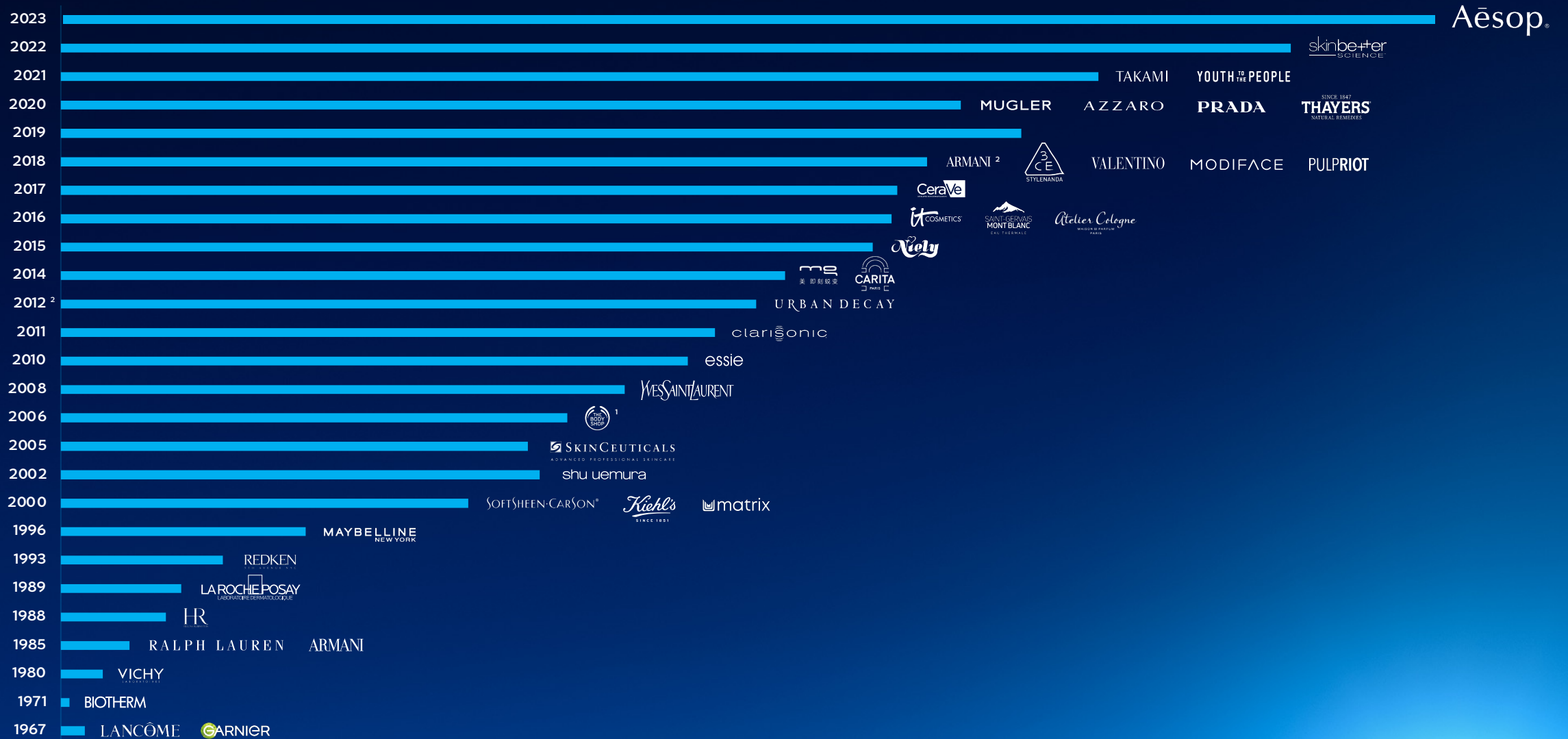


KÉRASTASE
PARIS



REDKEN
5TH AVENUE NYC

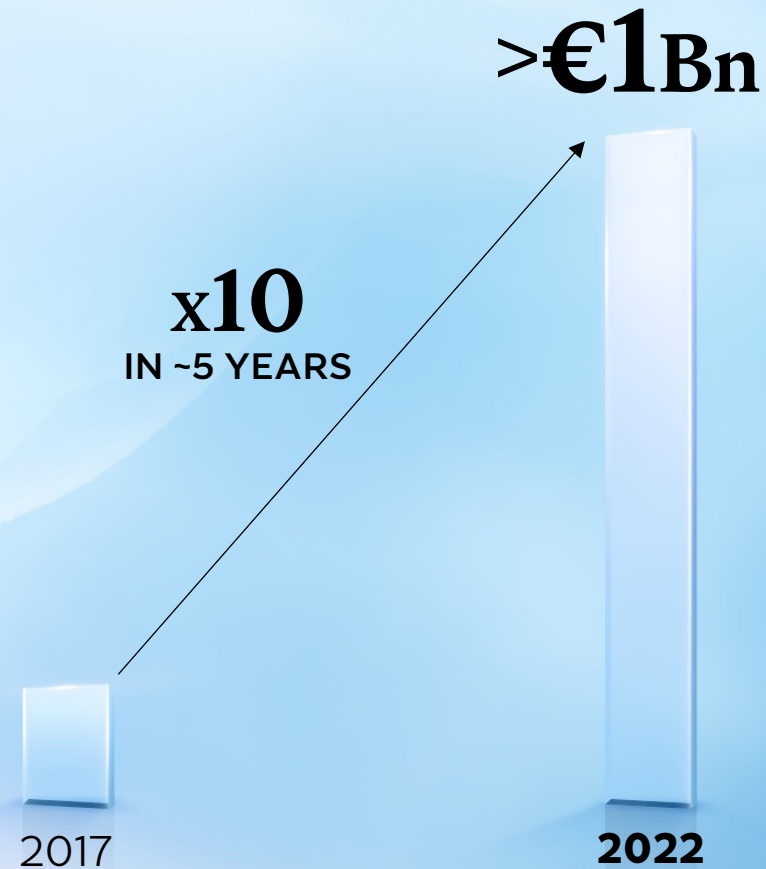
ACQUISITIONS SUPPORT ORGANIC TOP-LINE GROWTH



¹ The Body Shop was sold in 2017. ² License renewal.

SUPERCHARGING ACQUISITIONS

EXAMPLE: CERAVE SUCCESS STORY



Aēsop®



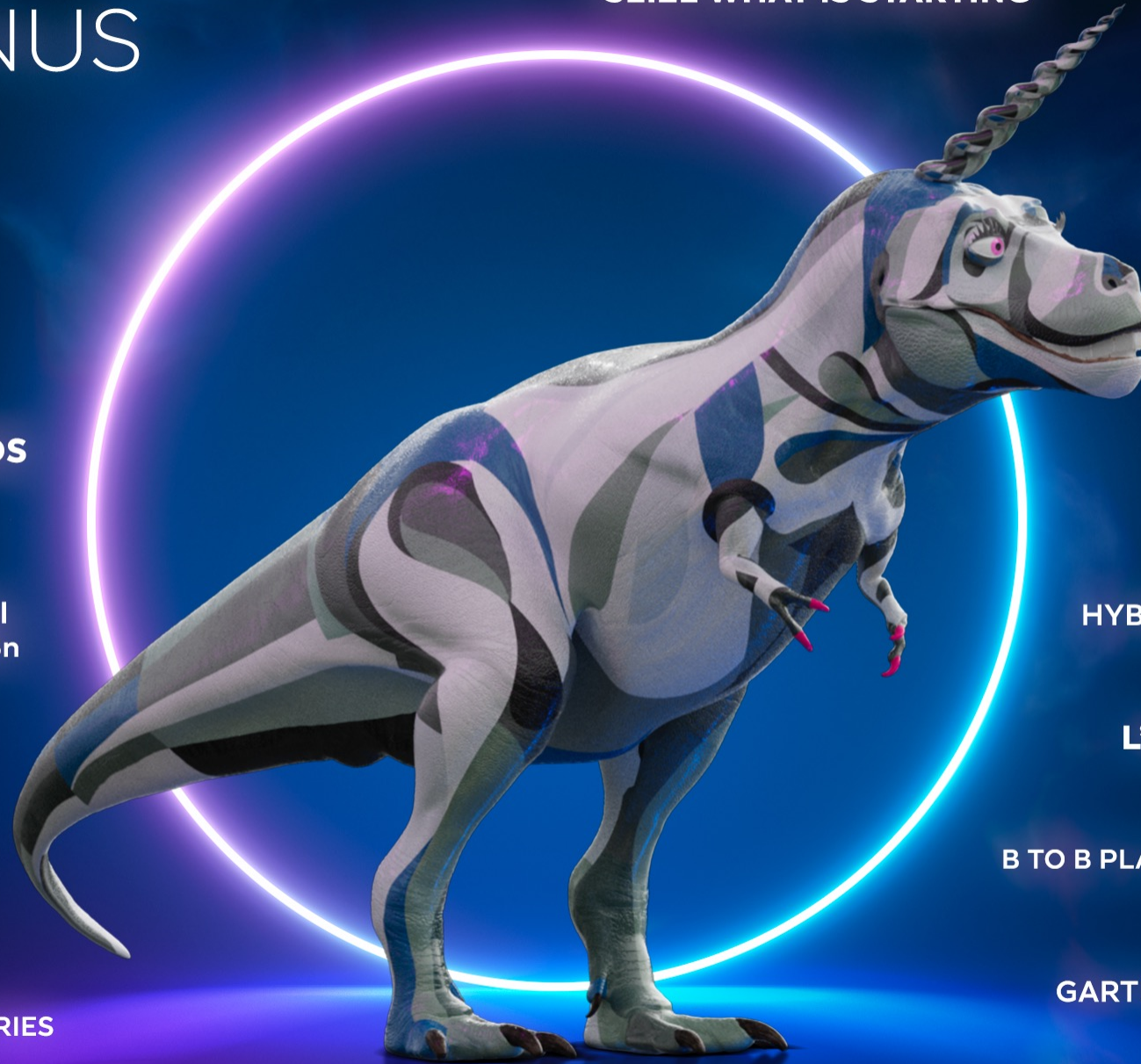


L'ORÉAL

WHAT
— KEEPS US
UNIQUE?

UNICORNUS — REX

SEIZE WHAT IS STARTING



114 YEARS

37 GLOBAL BRANDS

OVER 84 COUNTRIES

R&I
€1Bn

87,400-STRONG TEAM

LEADERSHIP SCALE

€12Bn
A&P

38 FACTORIES

GREEN SCIENCES

BEAUTY TECH

DIGITAL-FIRST

AI + DATA

METAVVERSE

HYBRID WORK

L'ORÉAL FOR THE FUTURE

B TO B PLATFORM

BOLD VC

GARTNER GENIUS

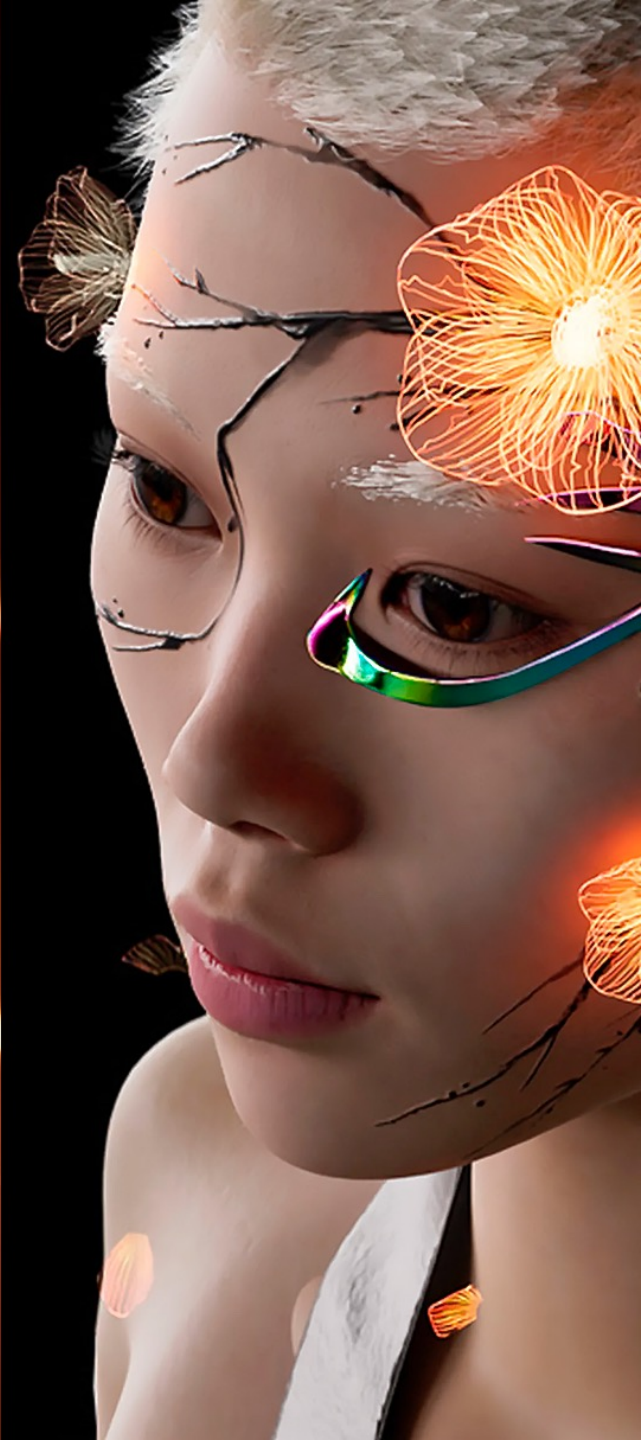


INNOVATION
AT THE CORE OF
— THE L'ORÉAL
ADVENTURE



BEAUTY TECH
AT THE HEART OF

SCIENCE & CREATIVITY





BEAUTY TECH AT THE HEART OF



SCIENCE & CREATIVITY





RESEARCH & INNOVATION

~€1Bn

INVESTED PER YEAR

3%¹

OF TOTAL SALES

4,000

RESEARCHERS

561

PATENTS

ANALYZE

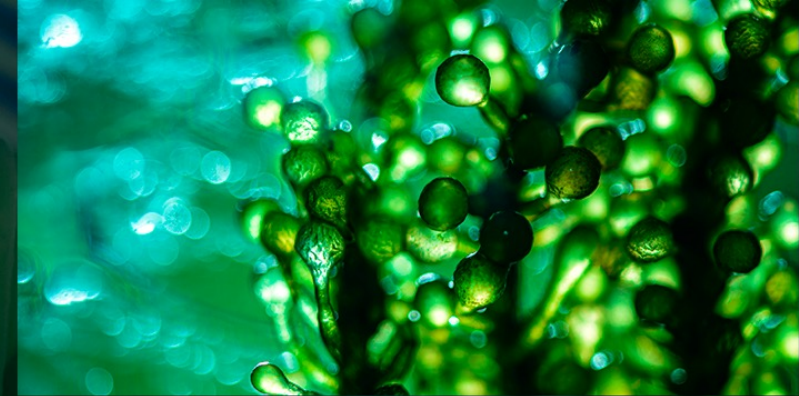
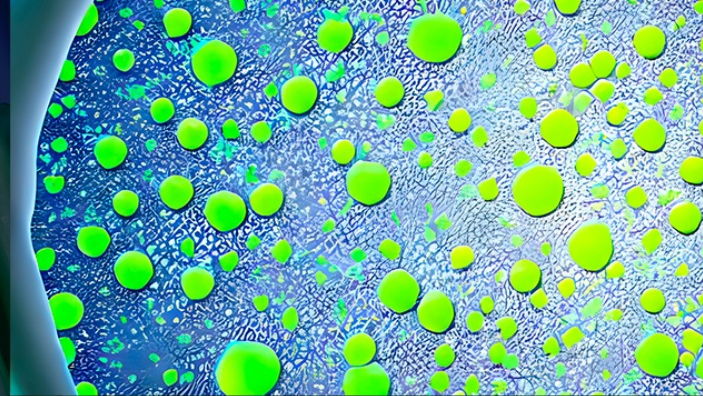
¹ Based on 2022 sales.

TECH INVESTMENT

>€1Bn
INVESTED

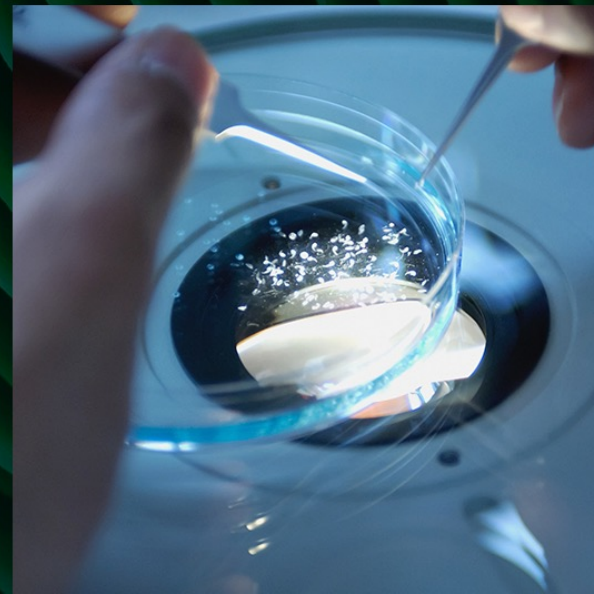
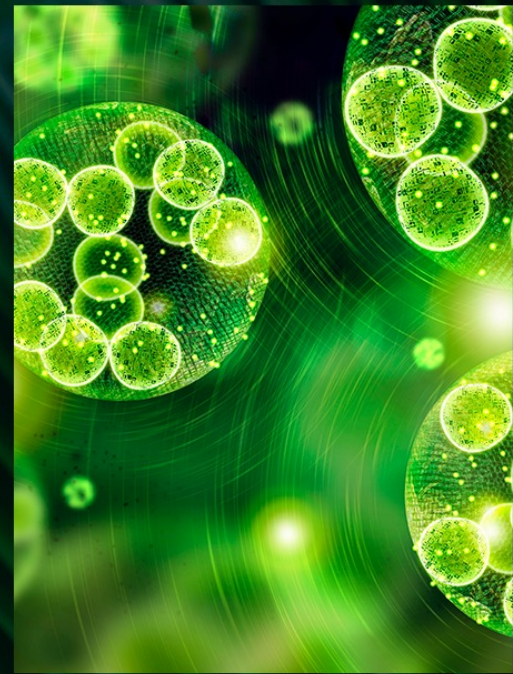
5,900
TECH & DATA TALENTS





TRANSFORMING WITH GREEN SCIENCES

61% BIO-BASED INGREDIENTS¹



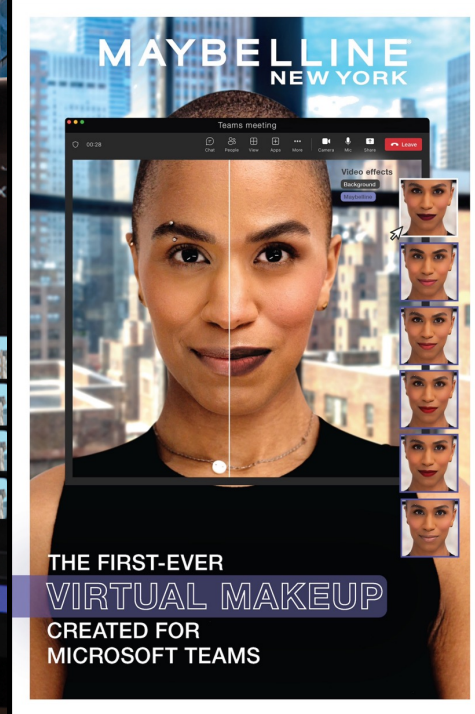
¹Or derived from abundant minerals ingredients.



BROW MAGIC
shu uemura



WATER SAVER
L'ORÉAL PROFESSIONNEL PARIS x gjosca



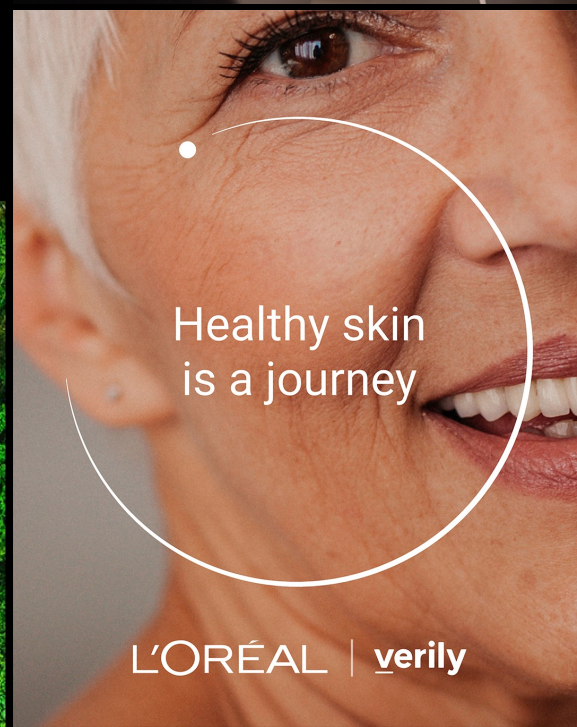
PUSHING THE BOUNDARIES OF BEAUTY



SPOTSCAN
LA ROCHE POSAY
LABORATOIRE DERMATOLOGIQUE

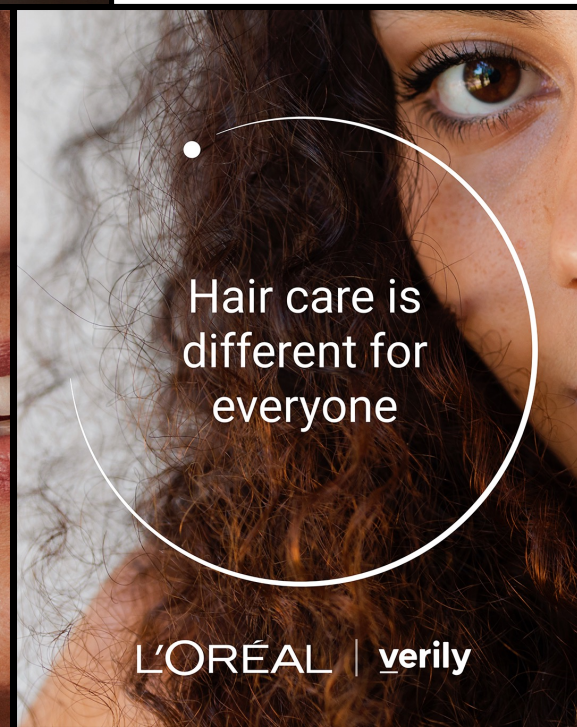


IMPACT+



Healthy skin is a journey

L'ORÉAL | verily

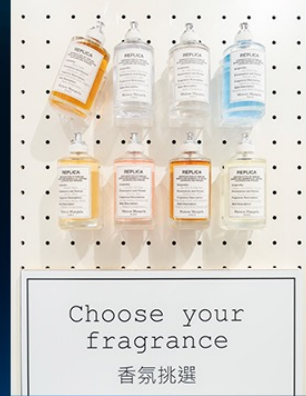


Hair care is different for everyone

L'ORÉAL | verily

WE EXPLORE
THE METAVERSE
& **GEN AI**





BEAUTY FOR EACH





L'ORÉAL

Disclaimer

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