



ANNUAL
GENERAL
MEETING
2021

L'ORÉAL

Nicolas HIERONIMUS

THE COMPANY

of a lifetime

1964

1987

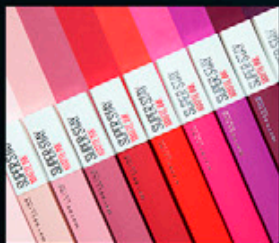
2008

2017

2021

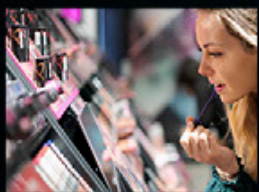
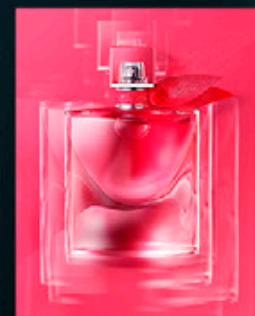
L'ORÉAL

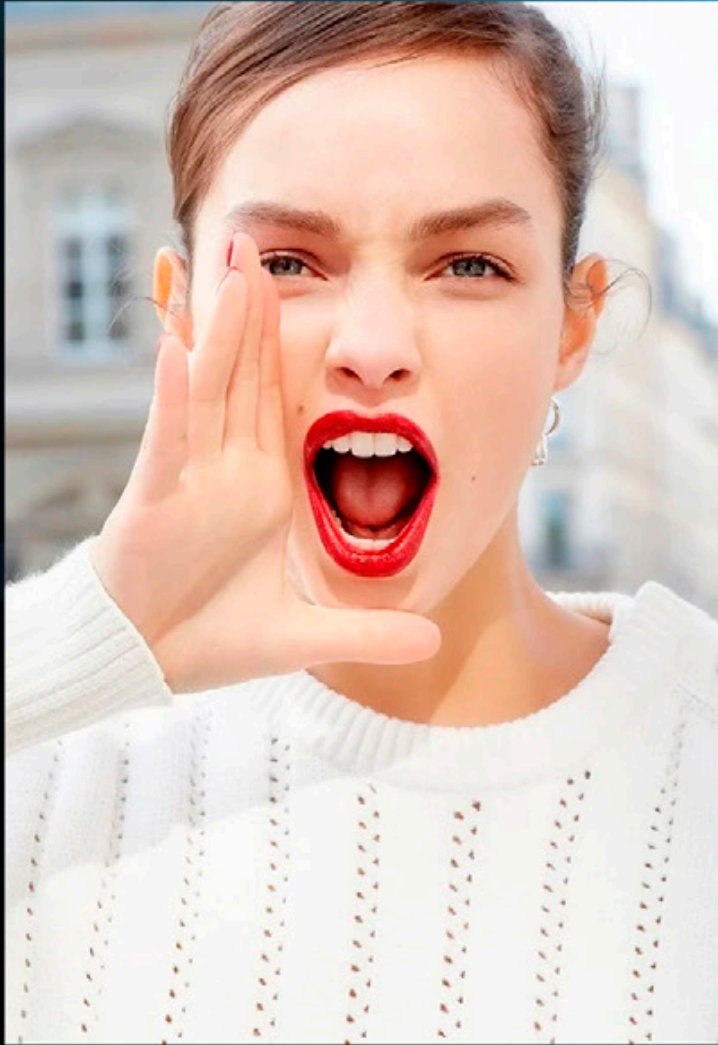
41



L'ORÉAL

34
years





L'ORÉAL
Consumer Products



L'ORÉAL
Professional Products



L'ORÉAL
LUXE

BRAND DEVELOPMENT

L'ORÉAL PARIS

DERMO-EXPERTISE

Efficacité anti-rides 73 %, une peau plus ferme dès 4 heures: Qui parle de lifting?

REVITALIFT
SOIN ANTI-RIDES + FERMETÉ.

- Efficacité anti-rides constatée : 73%*, PRO-SÉNOLA transporté au cœur des rides par les RetAosomes.
- Efficacité fermeté : jusqu'à +37% en 4h**, grâce au BEMO-LASTEL™, puissant complexe retinoloïque.

PARCE QUE VOUS ÊTES BELLE.

N°1 MONDIAL DE L'ANTI-RIDES

L'ORÉAL PARIS

Ante McClellan

LABORATOIRES GARNIER

FRUCTIS

SHAMPOING FORTIFIANT AU CONCENTRÉ ACTIF DE FRUITS.

UNE FORCE NOUVELLE VA FAIRE BRILLER VOS CHEVEUX.

FRUCTIS, le premier shampoing fortifiant au concentré actif de fruits, nourrit le cheveu à la racine, fortifie la fibre capillaire, et lisse les écailles jusqu'à la pointe. Il rend les cheveux 2 fois plus forts et 3 fois plus lisses dès la 10^{ème} application.

LES CHEVEUX BRILLENT DE TOUTE LEUR FORCE.

GARANTI PAR LES LABORATOIRES **GARNIER**

L'ORÉAL PARIS

He thinks he looks 'The Daddy'.
You think he looks more like Father Christmas.

Looking tired and worn out?
HYDRA ENERGETIC
DAILY ANTI-FATIGUE
MOISTURISING LOTION

I express wrinkles!
WRINKLE DE-CREASE
ANTI-EXPRESSION WRINKLES
MOISTURISING CREAM

Seeing the signs of aging?
VITA LIFT
FUTURE SKIN ACTIVE
MOISTURISING CREAM

Expert technology for every man's skin.

L'ORÉAL men expert
THEY'RE WORTH IT TOO

COUNTRY EXPERIENCE

L'ORÉAL
UK



L'ORÉAL
MÉXICO





100 years
dedicated to
hairstylists





oxydation
pour une odeur agréable
- CONFORT OPTIMUM

coloration
sans ammoniaque
technologie ODS²

L'ORÉAL
PROFESSIONNEL
PARIS

INOA

coloration d'oxydation
sans ammoniaque pour une odeur agréable
technologie ODS² - CONFORT OPTIMUM

oxydation
pour une odeur agréable
- CONFORT OPTIMUM

INOA



L'ORÉAL
LUXE





L'ORÉAL
Professional Products



L'ORÉAL
LUXE

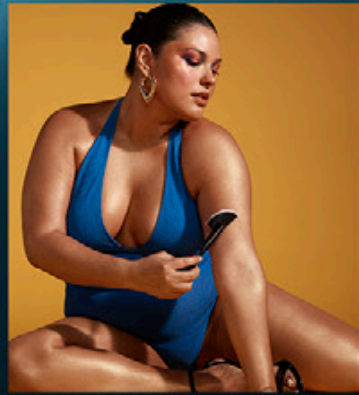


L'ORÉAL
Active Cosmetics

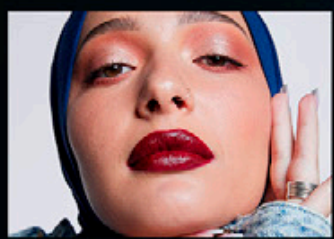
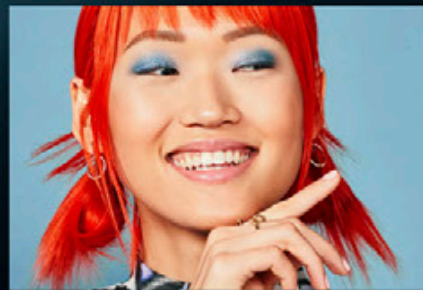
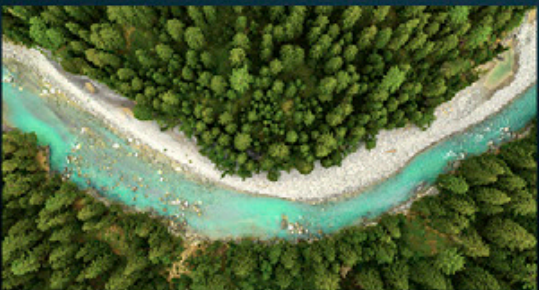


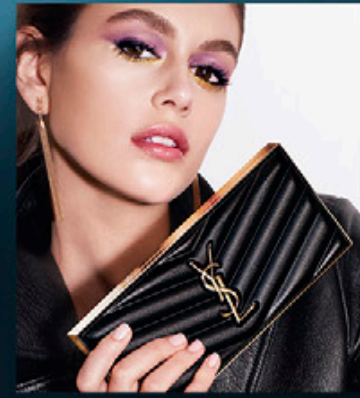
L'ORÉAL
Consumer Products

excellence
entrepreneurial spirit
cooperation
performance
tolerance
inclusion
diversity
kindness

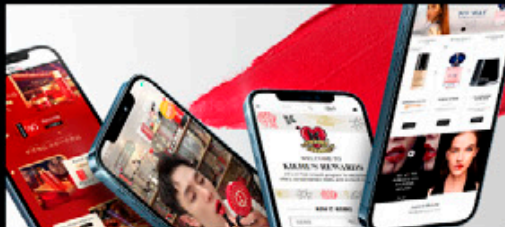


VALUES & CULTURE





DEEP KNOWLEDGE

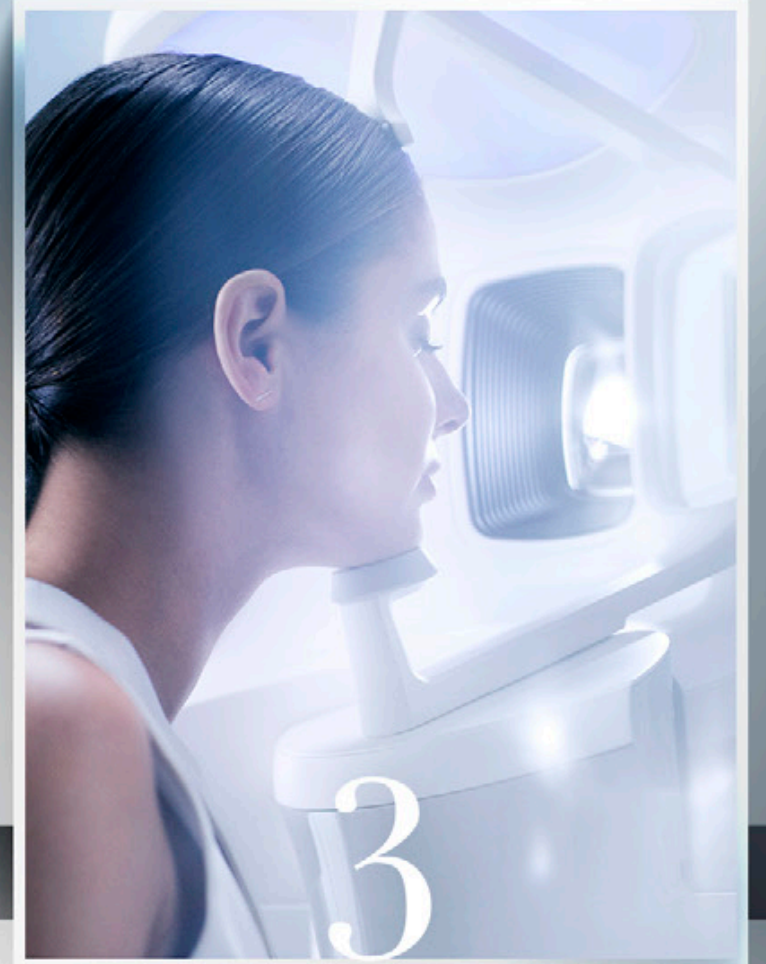




—
CONTINUITY



—
CONFIDENCE



—
**CREATING THE FUTURE
OF BEAUTY**



L'ORÉAL

CONTINUITY

1





GROWTH
IN SALES &

OUTPERFORM
THE MARKET



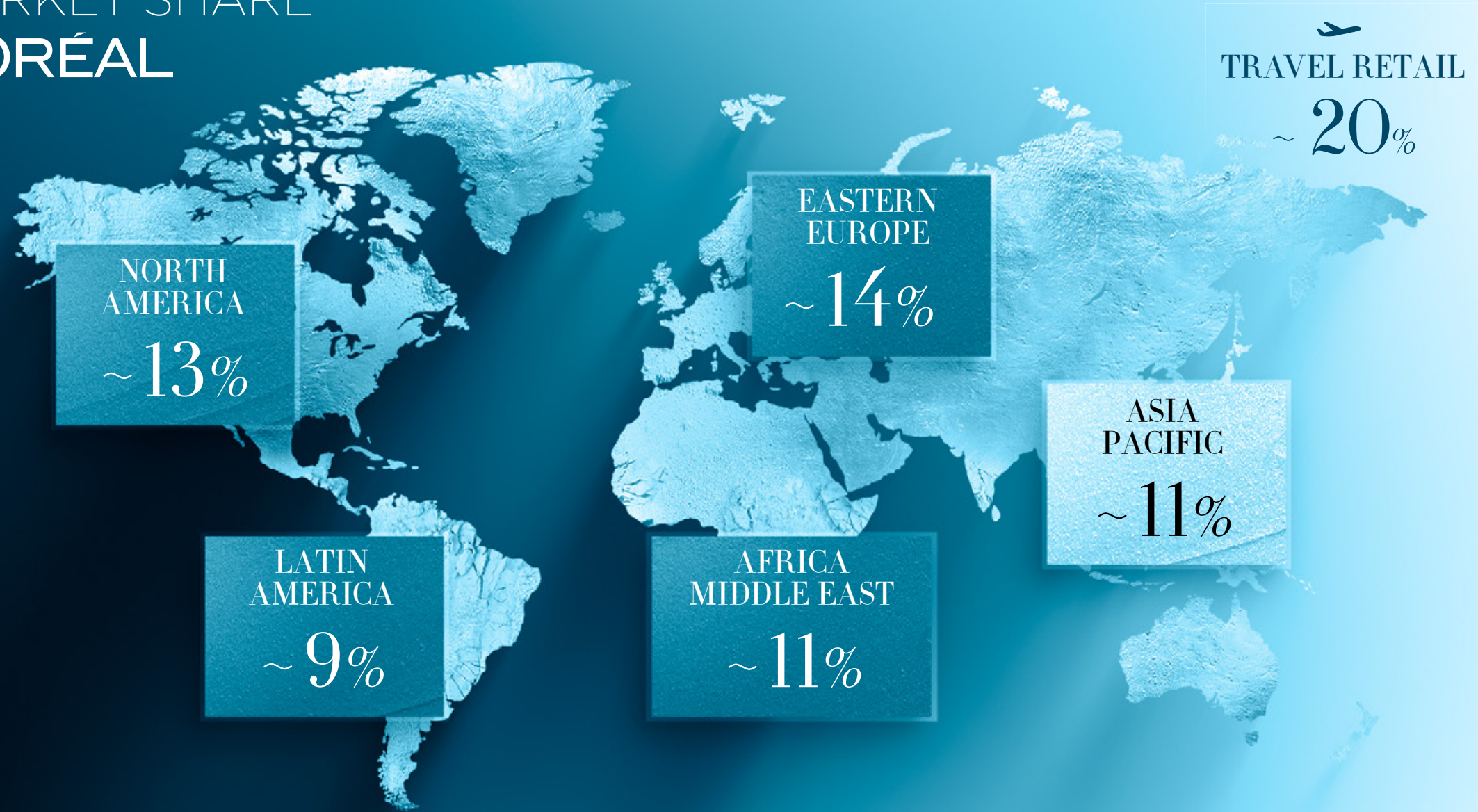
MARKET SHARE
L'ORÉAL



GLOBAL
MARKET SHARE

~ 13%

MARKET SHARE L'ORÉAL





MARKET SHARE L'ORÉAL



WESTERN EUROPE
16% to 30%

3 REGIONAL PRIORITIES



PURSUING
CHINESE
MOMENTUM



BOOSTING
GROWTH
IN THE USA

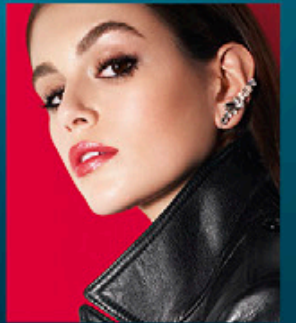
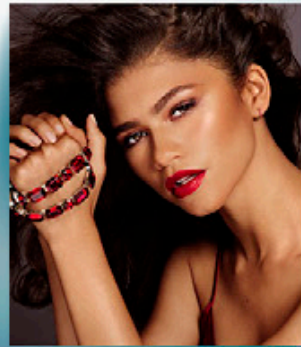
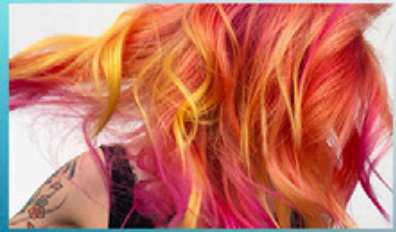


ACCELERATING
IN EMERGING
MARKETS

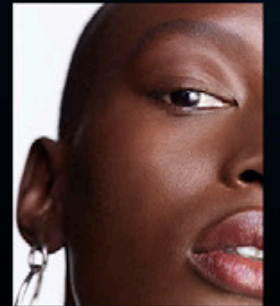
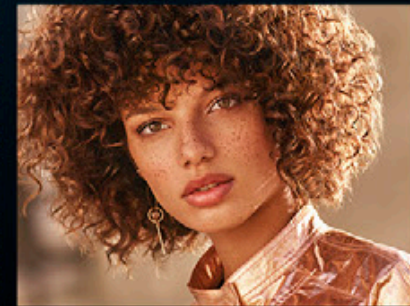
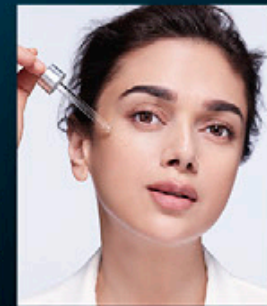


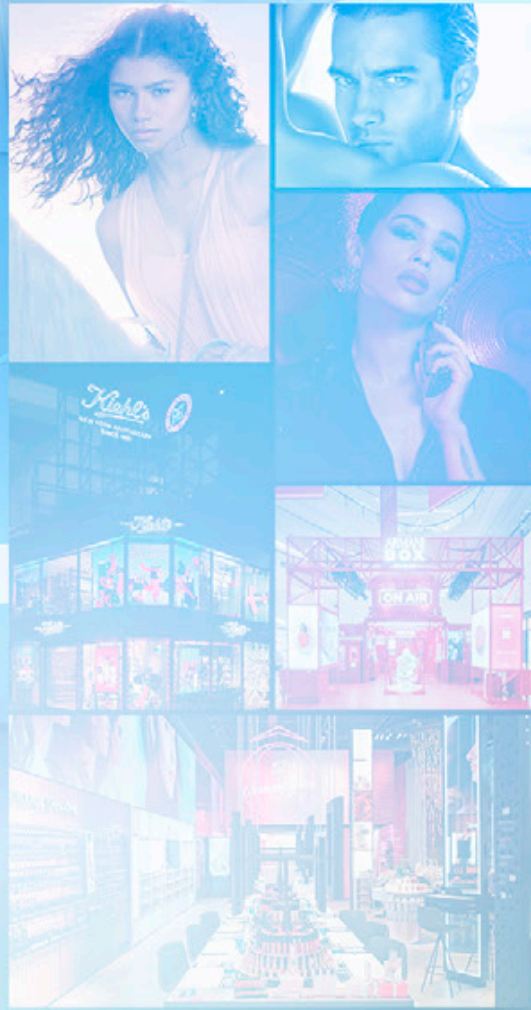
L'ORÉAL

CONFIDENCE



MULTIFACETED PURE PLAYER IN BEAUTY

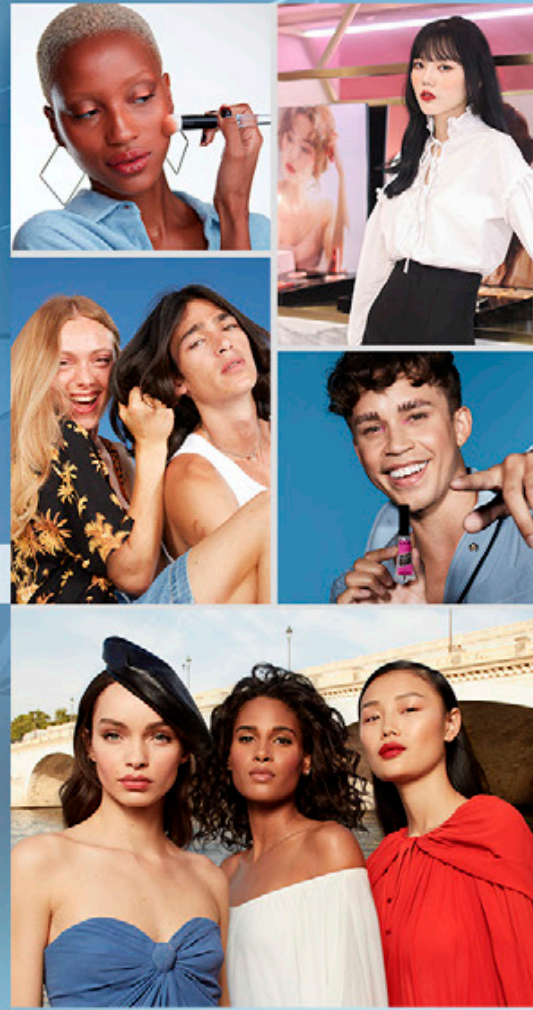




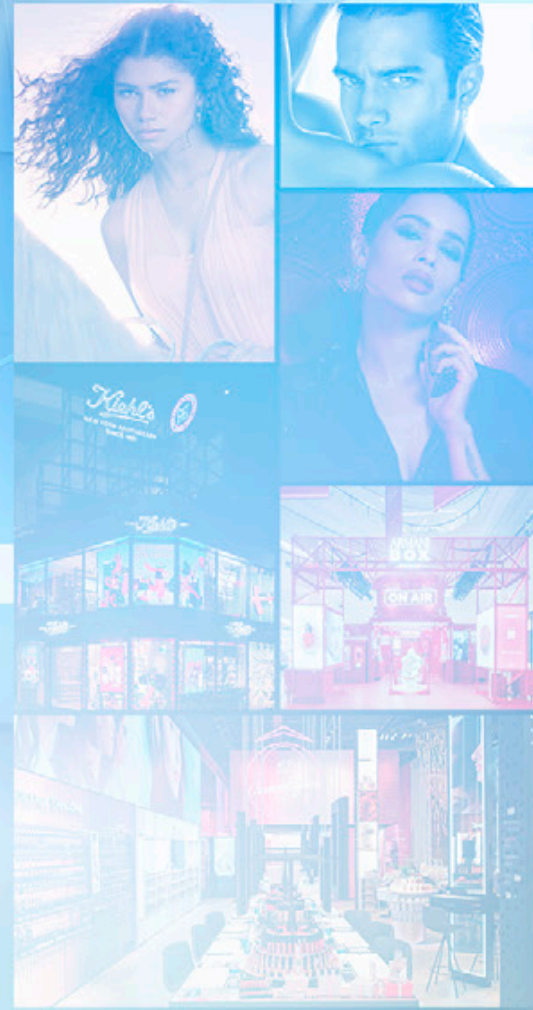
—
PROFESSIONAL



PROFESSIONAL

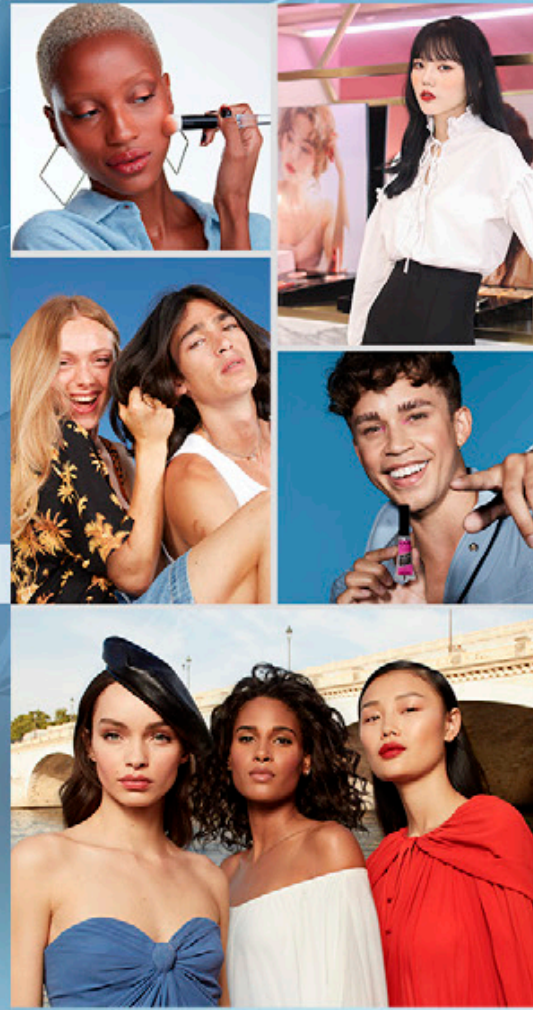


FMCG PLAYER

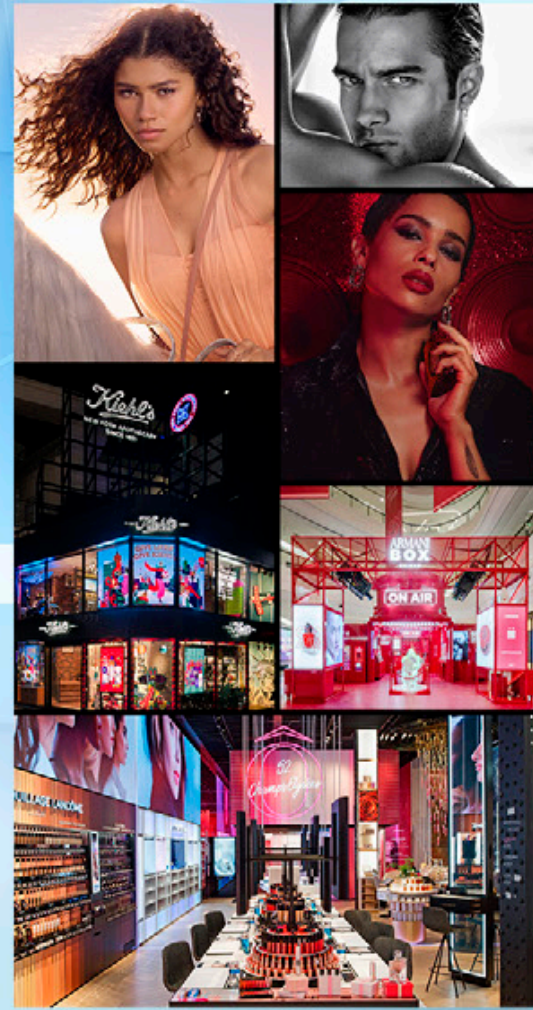




PROFESSIONAL



FMCG PLAYER

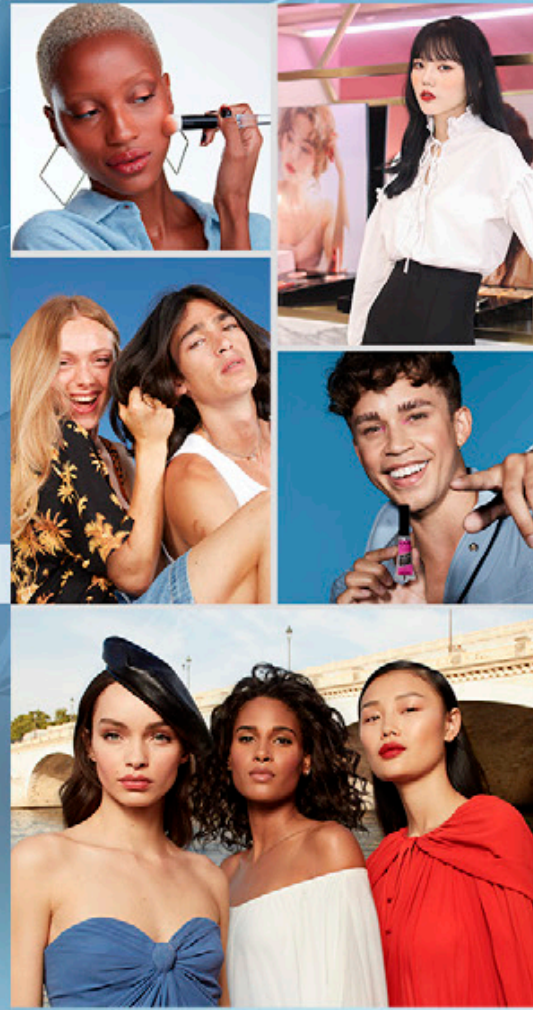


LUXURY

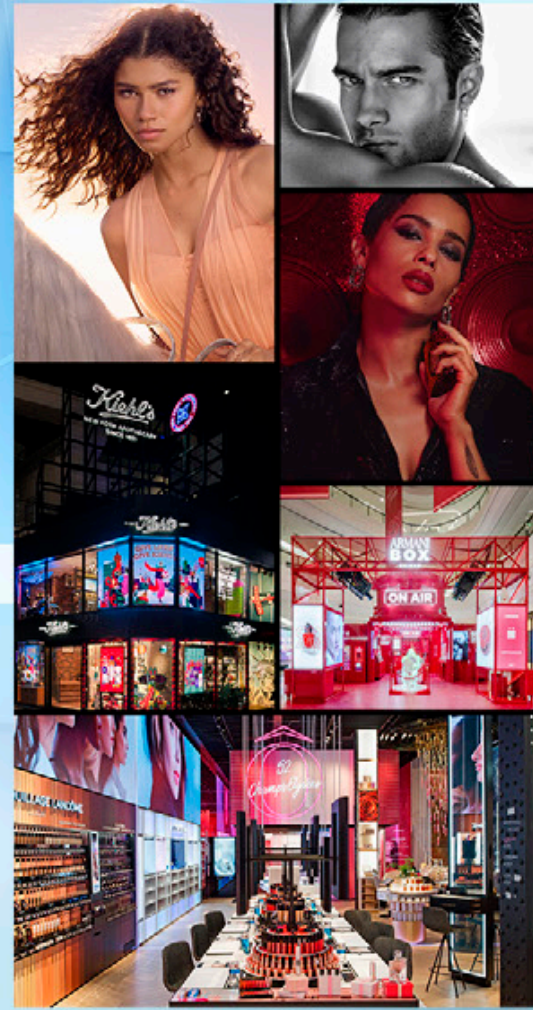




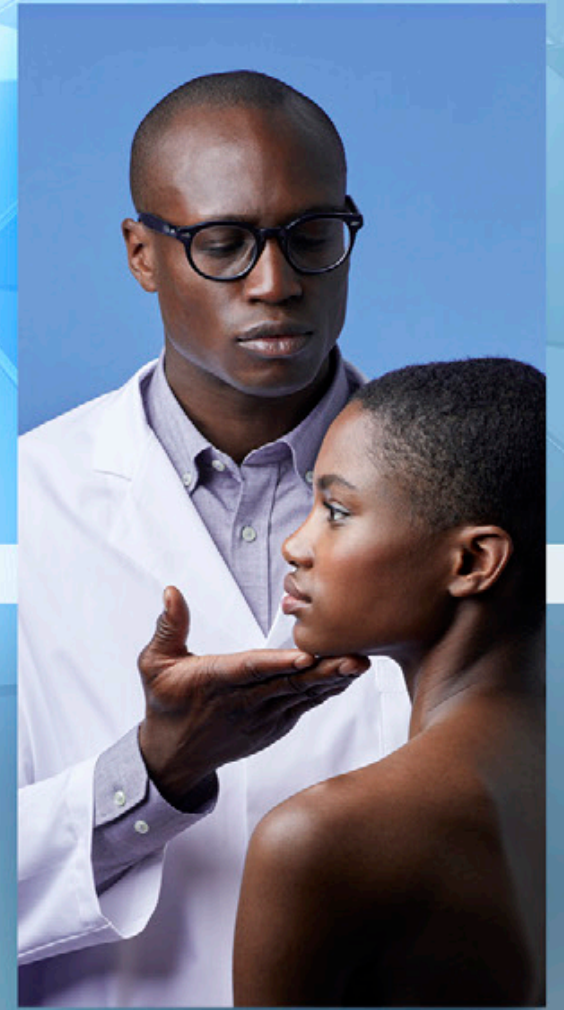
PROFESSIONAL



FMCG PLAYER



LUXURY



DERMATOLOGICAL
BEAUTY

A close-up portrait of a woman with dark hair pulled back, revealing her striking blue eyes. She is wearing a futuristic, multi-layered gold collar around her neck. The background is a soft, light blue with a bokeh effect of water droplets and a faint molecular structure on the right side. A white horizontal bar is positioned behind the text on the right.

BEAUTY

SCIENCE

+

CREATIVITY

RESEARCH & INNOVATION

3.4%
OF TOTAL SALES

/Administrative
/Human Resources
/Legal
/Accounting
/Finance
/Marketing
/Publicity
/Promotion
/Research
/Business
/Development
/Engineering
/Manufacturing
/Planning

INTUITION — & CREATIVITY



MAYBELLINE
NEW YORK

L'ORÉAL
PARIS

ARMANI

GARNIER

LANCÔME
PARIS

YVES SAINT LAURENT

LA ROCHE POSAY
LABORATOIRE DERMATOLOGIQUE

Kiehl's
SINCE 1851

L'ORÉAL
PROFESSIONNEL
PARIS

BIOThERM
THE HEALING POWER OF LIFE PLANKTON

VICHY
LABORATOIRES

shu uemura

SKINCEUTICALS
ADVANCED PROFESSIONAL SKINCARE

YUESAI

BRANDS

CeraVe
DEVELOPED WITH DERMATOLOGISTS

it COSMETICS

3
CE
STYLENANDA

ud
URBAN DECAY

PRADA

NYX
PROFESSIONAL MAKEUP

KÉRASTASE
PARIS

MUGLER

essie
ESTABLISHED 1981

VIKTOR & ROLF

cacharel

REDKEN
27th AVENUE NYC

VALENTINO

HR
HELENA RUBINSTEIN

AZZARO

mg
PARIS

Maison Margiela
PARIS

RALPH LAUREN

DIESEL

Atelier Cologne
MAISON DE PARFUM
PARIS



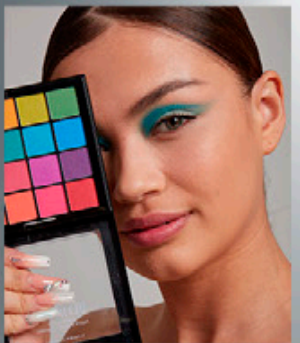
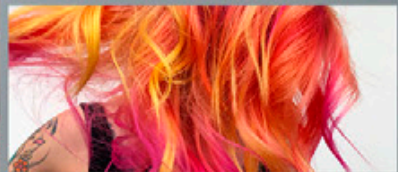
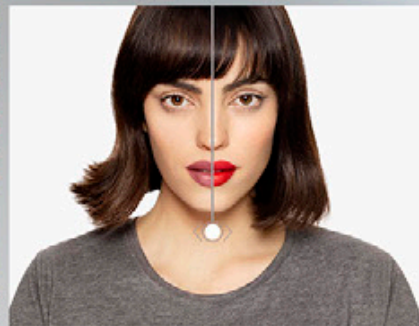
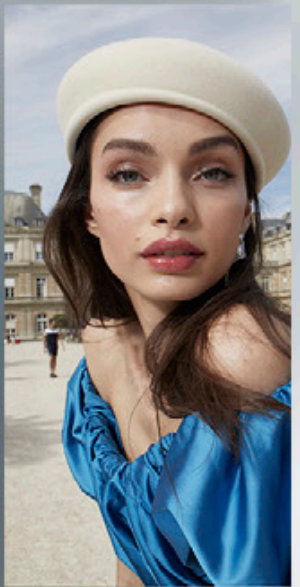
SOLIDITY
— & **STABILITY**



*“Seize what
is starting”*



THE POWER OF THE L'ORÉAL MODEL





L'ORÉAL

BEAUTY

LEADER

BEAUTY

IS AND WILL
ALWAYS BE
ESSENTIAL



SOCIAL
INTERACTIONS



EARLY SIGNS OF RECOVERY

MAKE-UP

ORS

WELCOME

YOUR EYES YOUR POWER

WE RE
GENEROUS
WE ARE
DETER
W
UNSE
WE
BO
W
H
WE
KN
WE



EARLY SIGNS OF RECOVERY



L'ORÉAL
PARIS

L'ORÉAL
PARIS

שיקום וזוהר/ חידוש תאים/ שיקום והזנה לעור ברג

טיפול בקמטים, מתיחה ומיצוק העור

טיפול בקמטים, מתיחה ומיצוק העור

69

49

55

essie

essie

MARKET GROWTH DRIVERS



MIDDLE & UPPER CLASSES



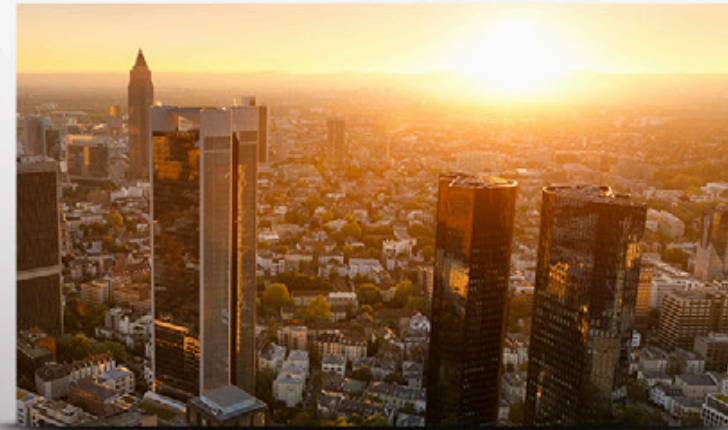
YOUTH



SENIORS



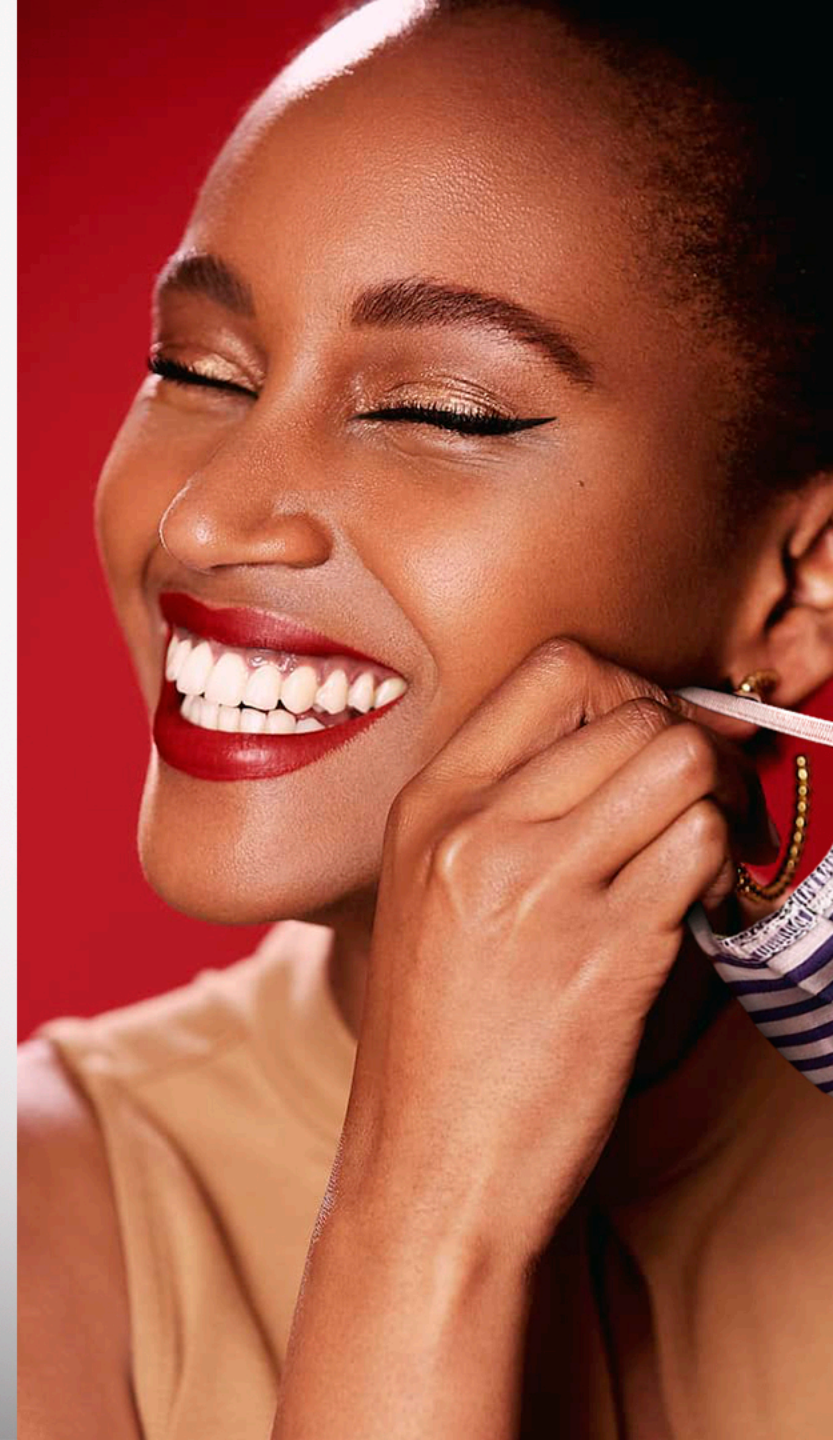
MEN



URBANIZATION



BEAUTY
— WILL —
BOUNCE
BACK





L'ORÉAL

CREATING
THE FUTURE
OF BEAUTY

3

DIGITAL

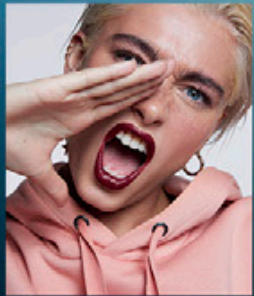
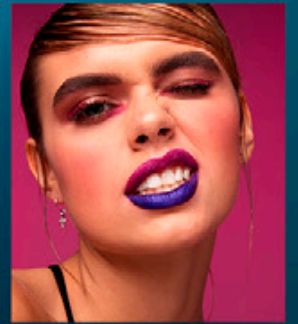
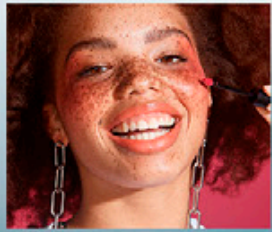
SCIENCE & TECH

LONG-TERM TRENDS

ENVIRONMENT

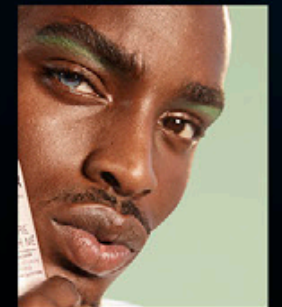
VALUES
& SENSE OF PURPOSE

HEALTH
& TRANSPARENCY



THE BEAUTY OF THE FUTURE WILL BE

DIVERSE & INCLUSIVE





Write
Her Future
LANCÔME
PARIS



STAND UP
L'ORÉAL
PARIS

THE BEAUTY OF THE FUTURE WILL BE

GENEROUS & COMMITTED



wd
PRETTY
DIFFERENT



ABUSE
IS NOT
LOVE



BIOTHERM
WATER LOVERS

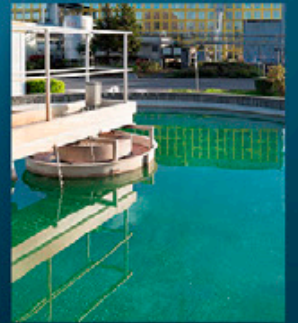
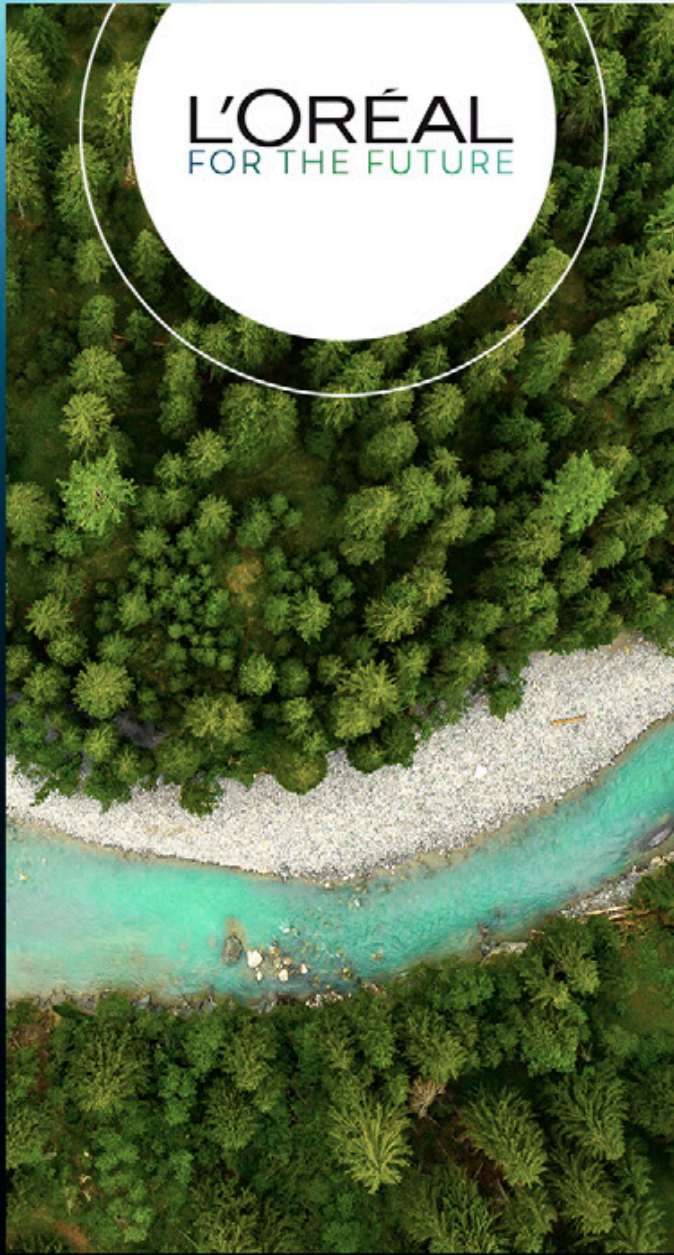


GARNIER

GREEN BEAUTY
for all of us



A BETTER LIFE FOR CHILDREN WITH CANCER



THE BEAUTY OF THE FUTURE WILL BE

SUSTAINABLE



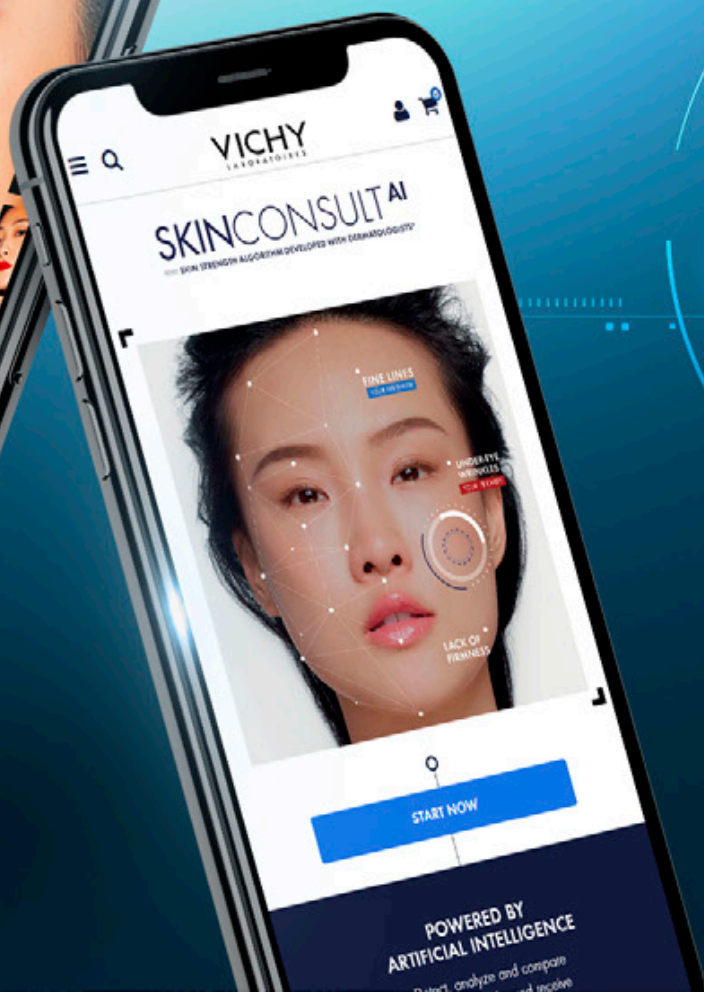
THE BEAUTY OF THE FUTURE WILL BE **INNOVATIVE**

GREEN SCIENCES



THE BEAUTY OF THE FUTURE WILL BE **INNOVATIVE**

TECH





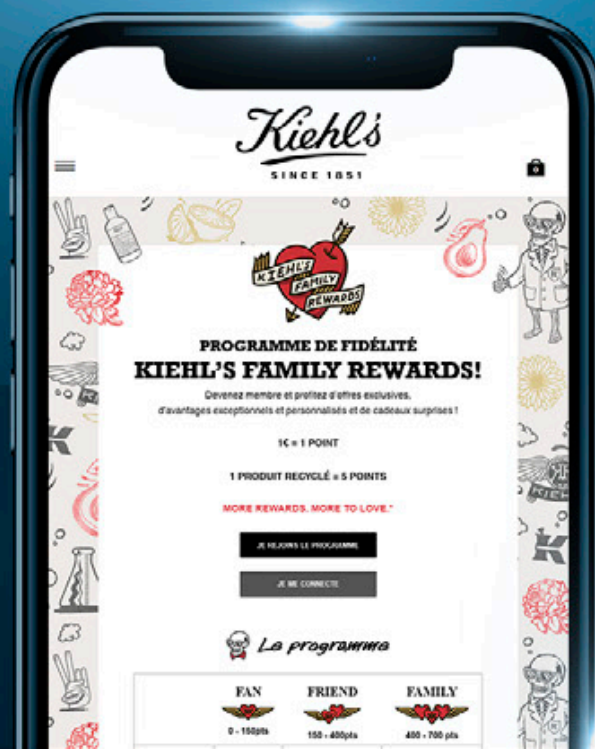
Barbara LAVERNOS

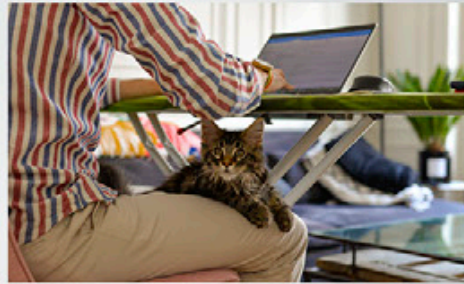
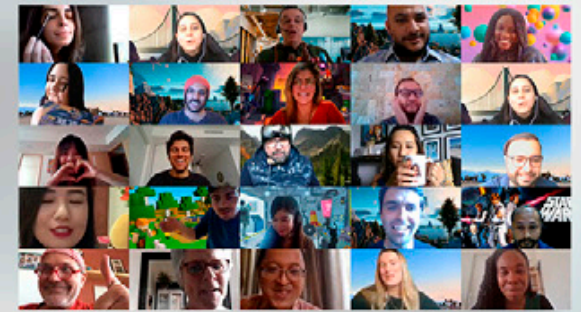
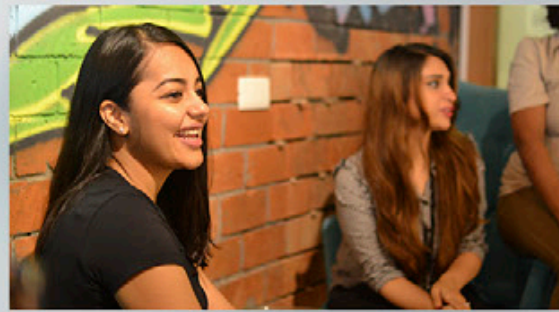
Deputy CEO, in charge of Research, Innovation and Technology

THE BEAUTY OF THE FUTURE WILL BE **DIGITAL**

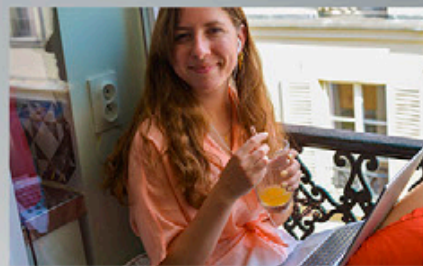
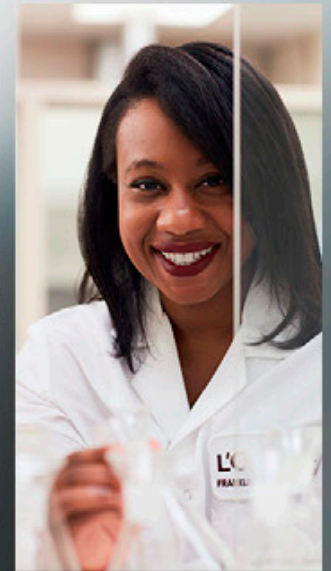
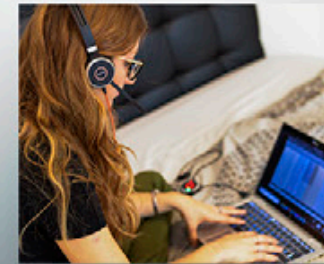
E-COMMERCE

50%
OF BUSINESS





THE COMPANY OF THE FUTURE



A low-angle, upward-looking photograph of several modern skyscrapers against a clear blue sky. The sun is visible in the upper left corner, creating a bright lens flare. The buildings are constructed with a mix of materials, including brick and glass. The word "AMBITION" is centered in the middle of the image in a bold, black, serif font, with a thick horizontal line underneath the letter "I".

AMBITION



OUTPERFORM — THE MARKET

STRONG INNOVATION PLAN

—
SALES & PROFITS

—
GROWTH DRIVERS



CONTINUE
— THE —
L'ORÉAL
ADVENTURE





CREATING
THE FUTURE

OF **BEAUTY**



CREATE THE
BEAUTY —
THAT **MOVES**
THE WORLD

L'ORÉAL