

L'ORÉAL

Active Cosmetics

FINANCIAL INFORMATION MEETING

February 10th, 2017

Brigitte Liberman

2016

A VERY GOOD YEAR

+5.7%\*\*


ACTIVE COSMETICS

+4.5%\*

DERMO-COSMETICS  
MARKET

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

\*\* 2016 like-for-like sales growth.



ALL THE ZONES  
RECORDED  
GROWTH





+9%\*

NORTH  
AMERICA

+16%\*

LATIN  
AMERICA

+14%\*

AFRICA  
MIDDLE  
EAST



OUR CONVICTION  
HEALTH  
IS THE FUTURE  
OF BEAUTY

NATURAL & MEDICALISED



**VICHY**  
LABORATOIRES



# 4 KEY SUCCESS FACTORS

COMPLEMENTARY BRAND  
PORTFOLIO

PRODUCT INNOVATIONS

INCREASED DIGITALISATION

PARTNERSHIP  
WITH DERMATOLOGISTS



1

# COMPLEMENTARY BRAND PORTFOLIO





LA ROCHE-POSAY  
LABORATOIRE DERMATOLOGIQUE

DOUBLE DIGIT  
GROWTH  
FOR THE 7<sup>th</sup> YEAR  
RUNNING

 SKINCEUTICALS

ADVANCED PROFESSIONAL SKINCARE

# 1 US  
MEDICAL AESTHETIC  
SKINCARE BRAND  
WORLDWIDE

\*Source Euromonitor International limited







SANOFLORE





8 STORES  
OPENED  
IN CHINA



SANOFLORE

3<sup>RD</sup> YEAR  
OF DOUBLE  
DIGIT GROWTH  
IN FRANCE



SANOFLORE  
LABORATOIRE BIO

Aqua  
magnifica

Essence botanique  
perfECTRICE DE PEAU  
Libère des impuretés,  
oxygène la peau,  
resserre les pores et illumine.

CONCENTRÉ BREVETÉ  
D'HUILES ESSENTIELLES BIO  
RÉVÉLATEUR D'ÉCLAT

PEAU PARFAITE & SANS IRREGULARITÉS



**VICHY**  
LABORATOIRES

NATURAL  
HEALTH  
TREND



AQUALIA THERMAL



2

PRODUCT  
INNOVATIONS

# VICHY

LABORATOIRES



A MOVE INTO THE SCIENTIFIC FIELD  
OF THE « EXPOSOME »

NEW

**SLOW ÂGE**





**LA ROCHE-POSAY**  
LABORATOIRE DERMATOLOGIQUE

# EFFACLAR DUO (+) UNIFIANT

INNOVATION  
FOR ACNE-PRONE  
SKIN





THE BRAND'S MOST  
SUCCESSFUL LAUNCH  
OVER THE LAST 8 YEARS

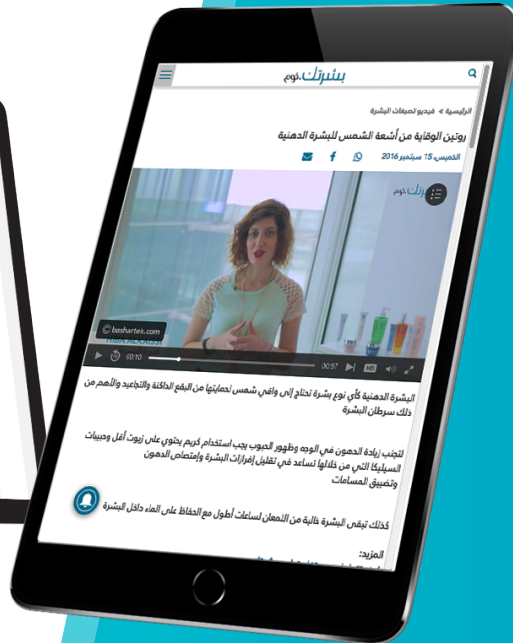


3

INCREASED  
DIGITALISATION



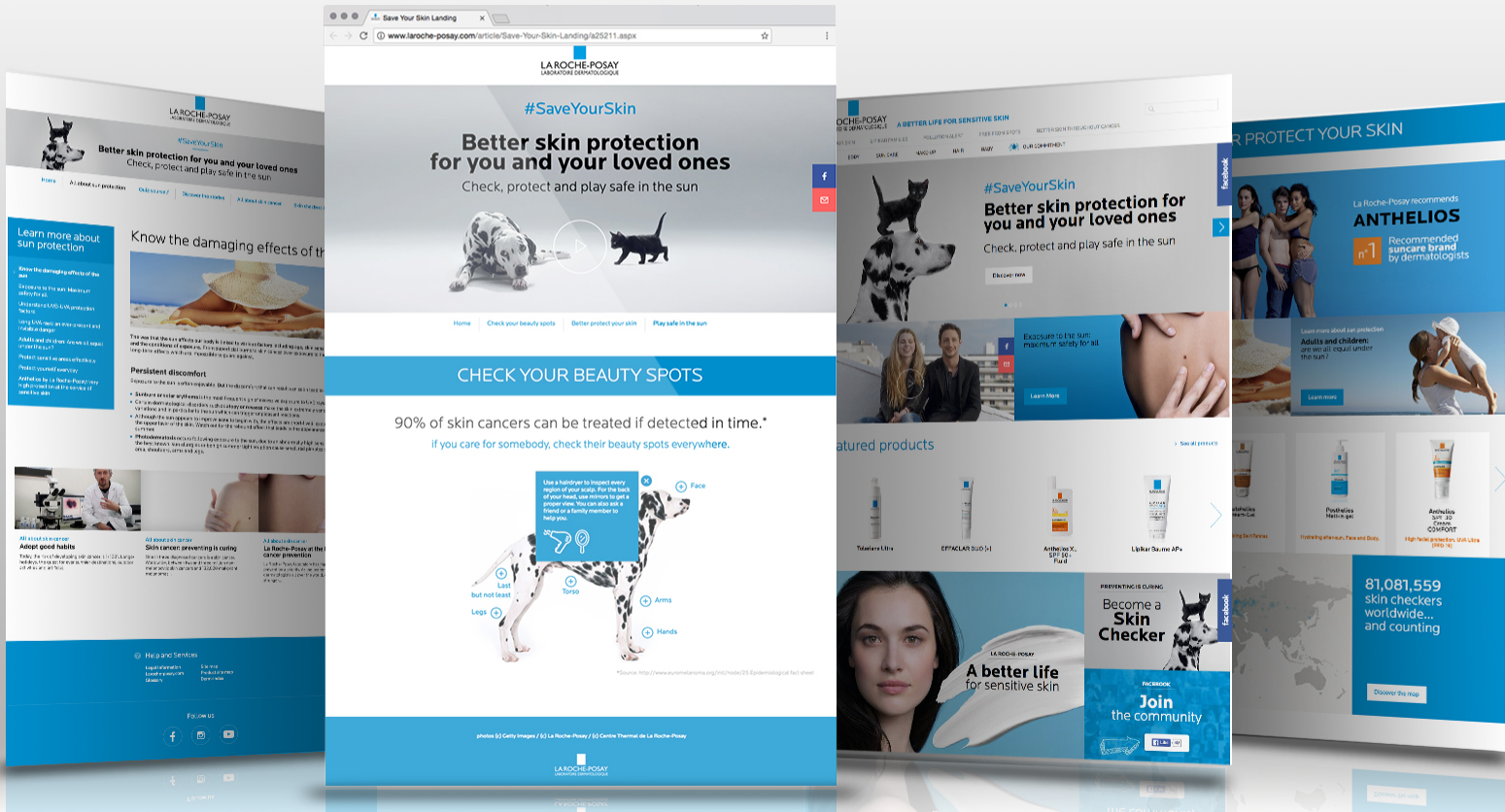
# EDITORIAL MULTIBRAND PLATFORMS ATTRACTING MILLIONS OF CUSTOMERS



TUTORIALS  
& DIAGNOSTICS  
BY EXPERTS

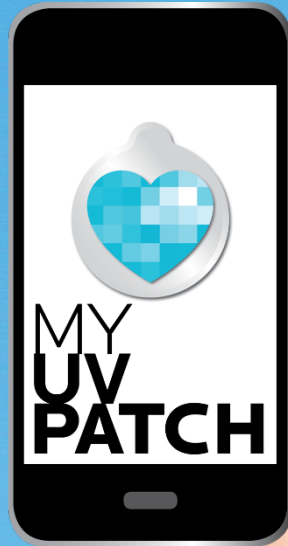
# SKINCHECKER CAMPAIGN

## 80 MILLION PEOPLE ENGAGED



**LA ROCHE-POSAY**  
LABORATOIRE DERMATOLOGIQUE

THE 1<sup>ST</sup> CONNECTED PATCH  
THAT EDUCATES PEOPLE  
HOW TO PLAY SAFE  
IN THE SUN.





# E-COMMERCE

NEARLY  
**+40%\***



\* 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)

# 4

## PARTNERSHIP WITH DERMATOLOGISTS



100,000 PHYSICIANS  
50,000 DERMATOLOGISTS





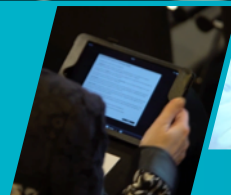
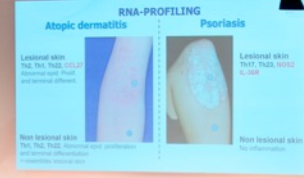
**SKIN**ALLIANCE

IN DERMOCOSMETIC SCIENCE



WORLDWIDE FORUM  
ON RESEARCH & EXPERTISE  
IN DERMOCOSMETICS

Key opinion leaders  
dermatologists



US

# ACQUISITION: 3 AMERICAN BRANDS\*



\* Agreement to acquire.



US

# X2 DIVISION'S TURNOVER IN THE US



\* Agreement to acquire.



HEALTH  
IS THE FUTURE  
OF BEAUTY