A PURE PLAYER

30 YEARS OF LEADERSHIP IN THE BEAUTY INDUSTRY
### ALL CHANNELS, ALL CATEGORIES, ALL PRICES

#### Across All Distribution Channels

- **Hair Salons**
- **Mass Market**
- **Department Stores**
- **Perfumeries**
- **Pharmacies**
- **Drugstores**
- **Medispas**
- **Travel Retail**
- **Branded Retail**
- **E-commerce**

#### Across All Beauty Categories

- **Hair Care**
- **Hair Color**
- **Skincare**
- **Perfumes**
- **Make-up**
<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;I Employees</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>539</td>
<td>+3.1%</td>
</tr>
<tr>
<td>2010</td>
<td>582</td>
<td>+8.0%</td>
</tr>
<tr>
<td>2011</td>
<td>624</td>
<td>+7.3%</td>
</tr>
<tr>
<td>2012</td>
<td>680</td>
<td>+9.0%</td>
</tr>
<tr>
<td>2013</td>
<td>748</td>
<td>+10%</td>
</tr>
<tr>
<td>2014</td>
<td>761</td>
<td>+1.6%</td>
</tr>
<tr>
<td>2015</td>
<td>794</td>
<td>+4.4%</td>
</tr>
</tbody>
</table>

**A Strategy Based on Research, Innovation & Quality**

- **3,871** R&I Employees
- **794 M€** dedicated in 2015

**130 molecules in 40 years**
<table>
<thead>
<tr>
<th>Product</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>IONENE G</td>
<td>1978</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RECONSTRUCTED SKIN</td>
<td>1988</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEXORYL SX</td>
<td>1993</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LHA</td>
<td>1993</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VITREOSCILLA FILIFORMIS</td>
<td>1994</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEXORYL XL</td>
<td>1995</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AMINEXIL</td>
<td>1995</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CERAMIDE R</td>
<td>1995</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PRO-XYLATE</td>
<td>2006</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RUBILANE</td>
<td>2008</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ODS</td>
<td>2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CYLANE</td>
<td>2010</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LR2412</td>
<td>2011</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STEMOXYDINE</td>
<td>2012</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESVERATROL BE</td>
<td>2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CARMIN’R</td>
<td>2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QUINOA EXTRACT</td>
<td>2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### A UNIQUE PORTFOLIO OF COMPLEMENTARY BRANDS

<table>
<thead>
<tr>
<th>Professional Products</th>
<th>Consumer Products</th>
<th>L'Oréal Luxe</th>
<th>Active Cosmetics</th>
</tr>
</thead>
<tbody>
<tr>
<td>L'Oréal</td>
<td>CARITA</td>
<td>L'Oréal</td>
<td>cacharel</td>
</tr>
<tr>
<td>Kérastase</td>
<td>DECLÉOR</td>
<td>GARNIER</td>
<td>ROGER &amp; GALLET</td>
</tr>
<tr>
<td>L'Oréal</td>
<td>Lancôme</td>
<td>Biotherm</td>
<td>LA ROCHE-POSAY</td>
</tr>
<tr>
<td>Parfums de niche &amp; de luxe</td>
<td>Paris</td>
<td>Paris</td>
<td>Laboratoire dermatologique</td>
</tr>
<tr>
<td>Active Cosmetics</td>
<td>Active Cosmetics</td>
<td>Vichy</td>
<td>VICHY</td>
</tr>
<tr>
<td>Consumer Products</td>
<td>Consumer Products</td>
<td>L'Oréal Luxe</td>
<td>Active Cosmetics</td>
</tr>
<tr>
<td>REDKEN</td>
<td>MAYBELLINE</td>
<td>GIORGIO ARMANI</td>
<td>DIESEL</td>
</tr>
<tr>
<td>5TH AVENUE, NYC</td>
<td>NEW YORK</td>
<td>VIKTOR &amp; ROLF</td>
<td>HR</td>
</tr>
<tr>
<td>Matrix</td>
<td>essie</td>
<td>Kiehl's</td>
<td>Ralph Lauren</td>
</tr>
<tr>
<td>essie</td>
<td>SOFTSHEEN-CARSON</td>
<td>SINCE 1851</td>
<td>Fragrances</td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>SkinCeuticals</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
<tr>
<td>L'Oréal</td>
<td>L'Oréal Luxe</td>
<td>L'Oréal</td>
<td></td>
</tr>
</tbody>
</table>
A GLOBAL LEADER

82,811 employees
in 140 countries

3rd worldwide advertiser**

2nd company worldwide for its ethical reputation***

11th company preferred by business students worldwide****

*AT DECEMBER 31ST 2015 - **ADAGE – RANKING FOR 2014 - ***COVALENCE ETHICAL QUOTE - ****2015 UNIVERSUM RANKING
A POWERFUL & LONG-TERM BUSINESS MODEL
2015 CONSOLIDATED SALES

GROWTH AT CONSTANT EXCHANGE RATES  +4.9%

- like-for-like growth  +3.9%
- external growth impact  +1.0%
Exchange rate impact  +7.2%

REPORTED GROWTH  +12.1%

Consolidated sales at the end of December

€22.53Bn

€25.26Bn

2014

2015
2015 STRONG FINANCIAL RESULTS

**Diluted Earnings Per Share Based on Net Profit from Continuing Operations, Excluding Non-Recurring Items, After Non-Controlling Interests**

- **2014:** 3,890.7
- **2015:** 4,387.7
  - **Change:** +12.8%

- **Operating Profit in Million €**
  - **2014:** 17.3%
  - **2015:** 17.4%
  - **Change:** +10 bp

- **Operating Margin**
  - **2014:** 5.34
  - **2015:** 6.18
  - **Change:** +15.7%
### A Balanced Geographical Presence

Breakdown of 2015 sales by region*

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH AMERICA</td>
<td>27.4%</td>
</tr>
<tr>
<td>WESTERN EUROPE</td>
<td>33.1%</td>
</tr>
<tr>
<td>NEW MARKETS</td>
<td>39.5%</td>
</tr>
<tr>
<td>LATIN AMERICA</td>
<td>7.7%</td>
</tr>
<tr>
<td>EASTERN EUROPE</td>
<td>6.3%</td>
</tr>
<tr>
<td>ASIA, PACIFIC (excl. Japan)</td>
<td>20.8%</td>
</tr>
<tr>
<td>AFRICA, MIDDLE-EAST</td>
<td>3.0%</td>
</tr>
<tr>
<td>JAPAN</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

* COSMETICS DIVISIONS TOTAL
BALANCED OPERATING MARGINS

BY DIVISION*
As a % of 2015 sales

<table>
<thead>
<tr>
<th>Division</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Products</td>
<td>20.0%</td>
</tr>
<tr>
<td>Consumer Products</td>
<td>20.1%</td>
</tr>
<tr>
<td>L’Oréal Luxe</td>
<td>20.7%</td>
</tr>
<tr>
<td>Active Cosmetics</td>
<td>22.8%</td>
</tr>
</tbody>
</table>

20.5%**

BY REGION*
As a % of 2015 sales

<table>
<thead>
<tr>
<th>Region</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
<td>22.7%</td>
</tr>
<tr>
<td>North America</td>
<td>18.9%</td>
</tr>
<tr>
<td>New Markets</td>
<td>19.7%</td>
</tr>
</tbody>
</table>

* BEFORE CENTRAL GROUP EXPENSES, FUNDAMENTAL RESEARCH EXPENSES, STOCK-OPTION & FREE GRANT OF SHARES EXPENSES AND MISCELLANEOUS ITEMS.
** COSMETICS DIVISIONS TOTAL.
SUSTAINED GROWTH
Sales since 1985 in million euros

x12
IN 30 YEARS

2,127
1985

25,257
2015

Sales since 1985 in million euros
SUSTAINED PROFIT INCREASE

Net profit since 1985 in million euros*

113
1985

x31
IN 30 YEARS

3,490
2015

* NET OPERATING PROFIT, EXCL. NON-RECURRING ITEMS ATTRIBUTABLE TO OWNERS OF THE COMPANY, WITH SYNTHÉLABO CONSOLIDATED FULLY UP TO 1998; NET PROFIT EXCL. NON-RECURRING ITEMS ATTRIBUTABLE TO OWNERS OF THE COMPANY, WITH SANOFI-SYNTHÉLABO EQUITY CONSOLIDATED FROM 1999 TO 2004; NET PROFIT EXCL. NON-RECURRING ITEMS ATTRIBUTABLE TO OWNERS OF THE COMPANY INCLUDING SANOFI DIVIDEND FROM 2004; IFRS SINCE 2005
A DYNAMIC DIVIDEND POLICY

Dividend per share since 1963 in euros

**LOYALTY BONUS**

+10% Dividend increase for shareholders who have continuously held shares in registered form for at least two years

**+14.8% vs. 2014**

*PROPOSED AT THE ANNUAL GENERAL MEETING TO BE HELD ON APRIL 20th, 2016*
DOUBLE-DIGIT TSR
ANNUAL TOTAL SHAREHOLDER RETURN*

*TAKES INTO ACCOUNT THE VALUE OF THE SHARE AND THE DIVIDEND INCOME RECEIVED (EXCLUDING TAX CREDITS), AT DECEMBER 31ST 2015
PROSPECTS AND STRATEGY
PROSPECTS AND STRATEGY

Continuous market growth

L’Oréal’s strong potential

Strategy by Division

The New L’Oréal
THE BEAUTY MARKET CONTINUES TO DEVELOP

Worldwide Beauty Market 1993-2016*

*EXCLUDING SOAPS, TOOTHPASTES AND RAZORS. 2015 PROVISIONAL ESTIMATES
SOURCE: L’OREAL ESTIMATES. EXCLUDING EXCHANGE RATE IMPACT

~+3.5%
AND WILL CONTINUE TO GROW

NEW CONSUMERS
MIDDLE CLASS

NEW TARGETS
SENIORS
MEN

NEW NEEDS
URBANISATION

NEW DESIRES
DIGITAL
NEW CONSUMERS
RISE OF THE MIDDLE CLASS

2Bn
IN 2010

3Bn
IN 2020

1Bn  1Bn  1Bn
2010  2020

in developed countries
in emerging countries

L’ORÉAL
NEW TARGETS
SENIORS AND MEN

PEOPLE AGED 65+

600M
TODAY

more than
1Bn
2030

IN CHINA

3 men out of 4
are using
skincare products

TODAY

2030

L’ORÉAL
NEW NEEDS
URBANISATION

ALREADY 3.6Bn
PEOPLE LIVING IN CITIES

PROJECTED TO GROW
+40% BY 2030

Socialisation

Pollution increases
skin concerns:
dullness, sensitivity, acne,
pores and pigment spots
NEW DESIRES DIGITAL

IN THIS DIGITAL WORLD
WITH BOOMING SELFIES AND SOCIAL NETWORKS
APPEARANCE IS MORE THAN EVER ESSENTIAL

MAKE-UP
1.7x
FASTER THAN TOTAL BEAUTY MARKET GROWTH
PROSPECTS AND STRATEGY

Continuous market growth

L’Oréal’s strong potential

Strategy by Division
The New L’Oréal
A LEADER WITH SIGNIFICANT POTENTIAL

Ranking and market share by geographic zone 2015*

<table>
<thead>
<tr>
<th>Geographic Zone</th>
<th>No.</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH AMERICA</td>
<td>No1</td>
<td>13.7%</td>
</tr>
<tr>
<td>WESTERN EUROPE</td>
<td>No1</td>
<td>19.6%</td>
</tr>
<tr>
<td>EASTERN EUROPE</td>
<td>No1</td>
<td>12.5%</td>
</tr>
<tr>
<td>JAPAN</td>
<td>No8</td>
<td>2.2%</td>
</tr>
<tr>
<td>LATIN AMERICA</td>
<td>No4</td>
<td>8.8%</td>
</tr>
<tr>
<td>AFRICA, MIDDLE-EAST</td>
<td>No2</td>
<td>11.8%</td>
</tr>
<tr>
<td>ASIA PACIFIC excl. Japan</td>
<td>No2</td>
<td>9.3%</td>
</tr>
<tr>
<td>JAPAN</td>
<td>No8</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

L'ORÉAL “WORLD”: 12.5%

“NEW MARKETS”: 8.5%

*EXCLUDING SOAPs, RAZORS AND TOOTHPASTES. L’ORÉAL ESTIMATES BMS RANKING BASED ON EUROMONITOR 2015 FIGURES
EXISTING BRANDS + TARGETED ACQUISITIONS

FOSTERING OUR ORGANIC GROWTH

THE ANNOUNCEMENT ON FEBRUARY 11TH, 2014 OF THE DISPOSAL OF 50% OF GALDERMA LEADS TO ACCOUNT FOR THIS BUSINESS IN ACCORDANCE WITH IFRS 5 ACCOUNTING RULE ON DISCONTINUED OPERATIONS.

IN ACCORDANCE WITH IFRS 11 ACCOUNTING RULE, INNÉOV HAS BEEN CONSOLIDATED UNDER THE EQUITY METHOD AS OF JANUARY 1ST, 2014. 2013 FIGURES HAVE BEEN RESTATED ACCORDINGLY.
HIGHLIGHTS

CAGR
+10.8%
x7.7
Since 1995

CAGR
+15.7%
x51.9
Since 1988

CAGR
+21.7%
x23.3
Since 1999

CAGR
+8.7%
x6.8
Since 1992
2012-2015: SALES X3
LAUNCHED IN 35 COUNTRIES

PROFESSIONAL MAKE-UP
ACQUIRED IN 2014
DIGITALLY ACTIVATED
GOES GLOBAL IN 2016
PROSPECTS AND STRATEGY

Continuous market growth

L’Oréal’s strong potential

Strategy by Division

The New L’Oréal
CONSUMER PRODUCTS DIVISION
ACCELERATE GROWTH

1. RENEWING OUR CORE BRANDS
2. LEVERAGING GLOBAL BEAUTY TRENDS
3. MAXIMISING INNOVATION
4. MAKING THE MOST OF OUR DIGITAL EDGE
CONSUMER PRODUCTS DIVISION
SEIZING THE OPPORTUNITIES
OF GLOBAL MARKET TRENDS
## L’ORÉAL LUXE
**KEEP OUR STRONG PACE OF GROWTH**

### HISTORICAL BEAUTY BRANDS
- LANÇÔME
- BIOHERM
- YUE SAÏ
- H.RUBINSTEIN

### FASHION BEAUTY BRANDS
- YSL
- ARMANI
- DIESEL
- RALPH LAUREN
- VIKTOR&ROLF
- PROENZA SCHOULER
- MAISON MARGIELA
- CACHAREL

### “NEW LUXURY” BRANDS
- URBAN DECAY
- KIEHL’S
- SHU UEMURA
- CLARISONIC
ACTIVE COSMETICS SUSTAIN OUR STRONG GROWTH AND LEADERSHIP
PROFESSIONAL PRODUCTS
CONSOLIDATE OUR LEADERSHIP
AND BOOST THE MARKET
2016 OUTLOOK

AMBITION TO OUTPERFORM THE MARKET

CLEAR ACTION-PLAN BY DIVISION

GRADUAL ACCELERATION PHASED WITH LAUNCHES

ANOTHER YEAR OF SALES AND PROFIT GROWTH
PROSPECTS AND STRATEGY

Continuous market growth

L’Oréal’s strong potential

Strategy by Division

The New L’Oréal
THE NEW L’ORÉAL
MORE...
UNIVERSAL
DIGITAL
SUSTAINABLE
OUR STRATEGY
UNIVERSALISATION

GLOBALISING WHILE CAPTURING, UNDERSTANDING & RESPECTING DIFFERENCES

MORE UNIVERSAL
UNIVERSALISATION

GLOBALLY ASPIRATIONAL

LOCALLY RELEVANT

ELVIVE EXTRAORDINARY OILS
A STRONG R&I CENTER COUPLED WITH REGIONAL R&I/MARKETING HUBS

OPENING 2016
THE PERFECT MATCH
5 BILLION SEARCHES A YEAR

www.byrdie.com/best-beauty-blogs-2014 ▼ Traduire cette page
2 jul. 2014 - Beauty fanatics know that when you stumble upon a blog that speaks to you, it’s akin to finding a soulmate— you know that euphoric feeling of, ...

45 BILLION VIDEOS

fashionista.com/.../10-most-popular-beauty-youtube-... ▼ Traduire cette page
27 nov. 2013 - And the most viewed beauty videos EVER on YouTube are...
DIGITAL ENHANCING OUR COMPETITIVE EDGE

E-COMMERCE SALES*

1.3 Bn€
+38%

MORE THAN
5%
OF TOTAL GROUP SALES*

MORE THAN
1,000
DIGITAL PROFESSIONALS

25%
OF OUR MEDIA
DEDICATED TO DIGITAL

*LIKE-FOR-LIKE SALES GROWTH, DIRECT AND INDIRECT SALES
L’ORÉAL CHINA
RAPID TRANSFORMATION

MORE THAN 20% OF OUR CONSUMER PRODUCTS SALES IN E-COMMERCE
USA: 4 L’ORÉAL BRANDS IN THE L2 TOP 5
Source: L2 Digital IQ Index: Beauty

CHINA: 3 L’ORÉAL BRANDS IN THE L2 TOP 5
Source: L2 Digital IQ Index: Beauty
SHARING BEAUTY WITH ALL
THE L'ORÉAL SUSTAINABILITY COMMITMENT

MORE SUSTAINABLE

DESIGN & SOURCING
INNOVATING SUSTAINABLY

PEOPLE & PARTNERS
DEVELOPING SUSTAINABLY

LESS & MORE
PRODUCING SUSTAINABLY

INFORM & EMPOWER
LIVING SUSTAINABLY
COMMITMENTS FOR 2020

**SUSTAINABLE INNOVATION**
100% of products have an environmental or social benefit

**SUSTAINABLE PRODUCTION**
-60% environmental footprint from a 2005 baseline
  -60% CO₂ emissions
  -60% water consumption*
  -60% waste generated*

**SUSTAINABLE CONSUMPTION**
We will empower every L'Oréal consumer to make sustainable consumption choices

**EMPLOYEES**
L'Oréal employees will have access to health care, social protection & training, wherever they are in the world

**SUPPLIERS**
100% of our strategic suppliers will be participating in our supplier sustainability program

**COMMUNITIES**
100,000 people from underprivileged communities will access to work

*PER FINISHED PRODUCT
FOCUS ON CO₂ EMISSIONS

-56% REDUCTION in factories & distribution centres

WHILE PRODUCTION INCREASED BY +26%*

*IN ABSOLUTE VALUE, 2005-2015
OBJECTIVE:
BECOME "CARBON BALANCED" IN 2020

Capturing quantities of carbon equivalent to those we emit
Volatile
Uncertain
Complex
Ambiguous
L'ORÉAL

SOLID & SUSTAINED GROWTH

FURTHER MARKET SHARE GAINS

INCREASING PROFIT

STRONG CASH FLOW

GROWING DIVIDEND
« CE DOCUMENT NE CONSTITUE PAS UNE OFFRE DE VENTE OU LA SOLICITATION D’UNE OFFRE D’ACHAT DE TITRES L’ORÉAL. SI VOUS SOUHAITEZ OBTENIR DES INFORMATIONS PLUS COMPLÈTES CONCERNANT L’ORÉAL, NOUS VOUS INVITONS À VOUS REPORTER AUX DOCUMENTS PUBLICS DÉPOSÉS EN FRANCE AUPRÈS DE L'AUTORITÉ DES MARCHÉS FINANCIERS (ÉGALEMENT DISPONIBLES EN VERSION ANGLAISE SUR NOTRE SITE INTERNET WWW.LOREAL-FINANCE.COM). CE DOCUMENT PEUT CONTENIR CERTAINES DÉCLARATIONS DE NATURE PRÉVISIONNELLE. BIEN QUE LA SOCIÉTÉ ESTIME QUE CES DÉCLARATIONS REPOSENT SUR DES HYPOTHÈSES RaisonNABLES À LA DATE DE PUBLIcATIoN DU PRÉSENT COMMUNIQùE, ELLES SONT PAR NATURE SOUMISES À DES RISQUES ET INCERTITUDES POUVANT DONNER LIEU À UN ÉCART ENTRE LES CHIFFRES RÉELS ET CEUX INDIQUÉS OU INDUITS DANS CES DÉCLARATIONS. »

"THIS DOCUMENT DOES NOT CONSTITUTE AN OFFER TO SELL, OR A SOLICITATION OF AN OFFER TO BUY, L’ORÉAL SHARES. IF YOU WISH TO OBTAIN MORE COMPREHENSIVE INFORMATION ABOUT L’ORÉAL, PLEASE REFER TO THE PUBLIC DOCUMENTS REGISTERED IN FRANCE WITH THE AUTORITÉ DES MARCHÉS FINANCIERS (WHICH ARE ALSO AVAILABLE IN ENGLISH ON OUR INTERNET SITE: WWW.LOREAL-FINANCE.COM). THIS DOCUMENT MAY CONTAIN SOME FORWARD-LookING STATEMENTS. ALTHOUGH THE COMPANY CONSIDERS THAT THESE STATEMENTS ARE BASED ON REASONABLE HYPOTHESES AT THE DATE OF PUBLICATION OF THIS RELEASE, THEY ARE BY THEIR NATURE SUBJECT TO RISKS AND UNCERTAINTIES WHICH COULD CAUSE ACTUAL RESULTS TO DIFFER MATERIALLY FROM THOSE INDICATED OR PROJECTED IN THESE STATEMENTS."