



2023
ANNUAL RESULTS
9 FEBRUARY 2024
L'ORÉAL
Consumer Products

Alexis PERAKIS-VALAT
President Consumer Products Division



MASS
MARKET
GROWTH

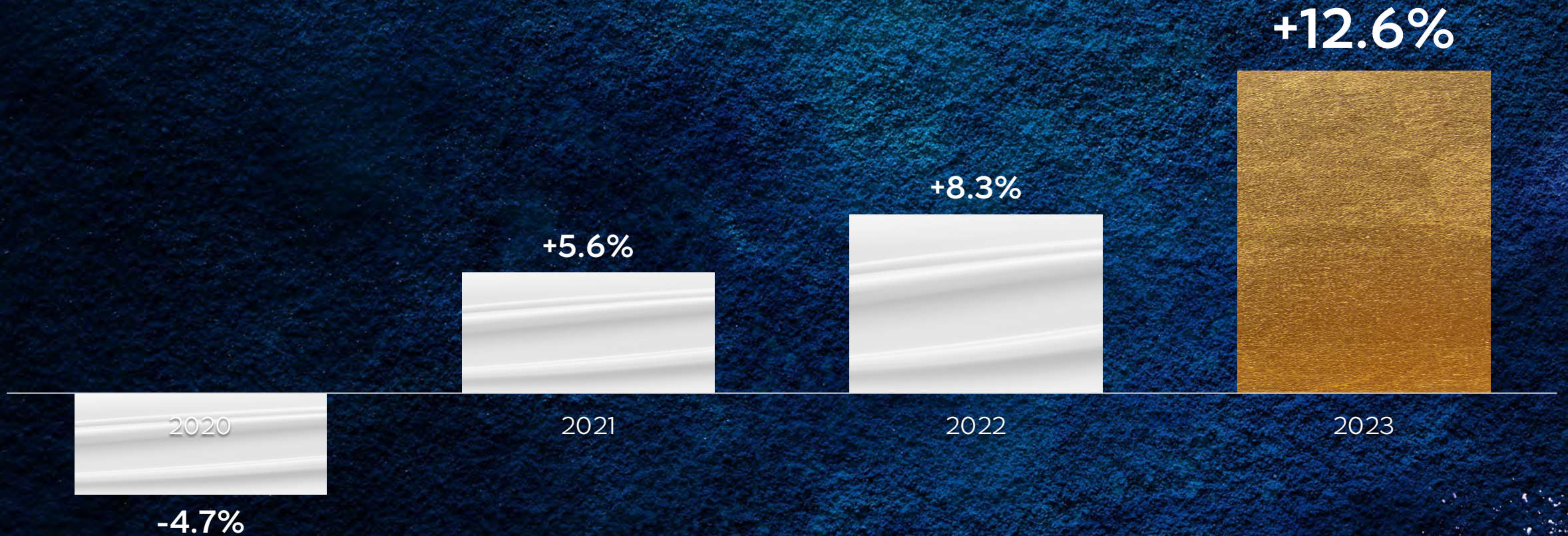
≈ +9%



L'ORÉAL
Consumer Products

+12.6%

CONSISTENT ACCELERATION



DEMOCRATIZATION

VOLUME

$\approx +4\%$

Premiumization

VALUE

$\approx +9\%$



L'ORÉAL
PARIS

+11%
€7Bn+

GARNIER

+17%





MAYBELLINE
NEW YORK

+17%



NYX
PROFESSIONAL MAKEUP
+21%



Mixa
SENSITIVE SKIN EXPERT

MASS MEDICAL EXPERT



3CE
STYLENANDA

K-BEAUTY MAKEUP



HAIRCARE & MAKEUP
HIGH-TEENS



SKINCARE
HIGH SINGLE
DIGITS



EXCEPTIONAL
YEAR IN
EUROPE

GERMANY
HUB

+23%

L'ORÉAL
PARIS

NEU
INFAILLIBLE
MATTE RESISTANCE
16H LIPPENSTIFT

WEIL DU ES DIR WERT BIST

ESSENCE

Leibnizstrasse



NORDICS

+26%

L'ORÉAL
PARIS
ELVIVE
BREAKTHROUGH
BOND REPAIR

BOND REPAIR COMPLEX
WITH
[CITRIC ACID]

REPAIRS SEVERELY
DAMAGED HAIR

L'ORÉAL ELVIVE
BOND REPAIR
5'...

L'ORÉAL ELVIVE
BOND REPAIR
12'...

L'ORÉAL ELVIVE
BOND REPAIR
20'...



FRANCE
+8%

EMERGING

+24%

L'ORÉAL
PARIS

CHU TRÌNH CHUYÊN SÂU
SÁNG DA TẠI NHÀ



MỚI



TIỀN NGÀN CÙNG
ĐƯỢC KIỂM NGHIỆM
BỞI CHUYÊN GIA
L'ORÉAL PARIS



1 5 4 0 B R O

L'ORÉAL
PARIS

L'ORÉAL
PANOUÉ
L'ORÉAL
PARIS

UNITED
STATES

+8%

Disney

FOREV
FOREVER 21

CHINA

OUTPERFORMED
THE MARKET



风生水

闹手

L'OREAL

GROSS MARGIN

+220BP
IN 2023

OPERATING MARGIN

2022

+19.8%

+70BP

2023

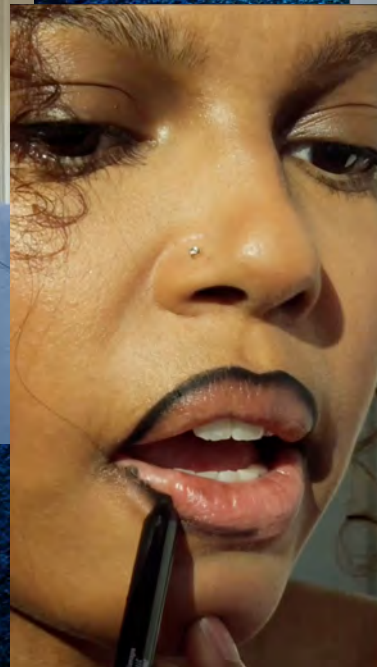
+20.5%

GARNIER



BEAUTY
KNOWLEDGE
& DESIRE

EDUCATED AND INSPIRED MASS CONSUMERS



BEAUTY VIDEO
VIEWS ACROSS
PLATFORMS

x2*

442Bn

EFFICIENT &
DESIRABLE PRODUCTS



NEW BEAUTY
HABITS





OUR STRATEGY

DEMOCRATIZE

&

PREMIUMIZE

OUR TARGET

UPPER HALF OF THE MIDDLE CLASS



OUR TARGET

MORE THAN
2Bn CONSUMERS





4

STRATEGIC
GROWTH DRIVERS
IN 2024

-1-

**OBSESSION
WITH
INNOVATION**





L'ORÉAL PARIS ELVIVE

BREAKTHROUGH
GLYCOLIC GLOSS

[WITH GLYCOLIC ACID]

GET THE SHINIEST HAIR OF YOUR LIFE.

A HAIR TRANSFORMATION
THAT LASTS THROUGH 10 SHAMPOOS*

YOU'RE WORTH IT.

*INSTRUMENTAL TEST AFTER ONE APPLICATION OF THE TRINOME AND 10 APPLICATIONS OF THE SHAMPOO



L'ORÉAL
PARIS
ELVIVE
SULFATE FREE
NEW
GLYCOLIC GLOSS
SHAMPOO
FILLS FIBER WITH CARE
2% GLOSS COMPLEX
WITH GLYCOLIC ACID
DULL, POROUS HAIR

L'ORÉAL
PARIS
ELVIVE
NEW
GLYCOLIC GLOSS
5 MINUTE LAMINATION
RISE-OFF
SEALS CUTICLES WITH
A LASTING SHINE GLAZE
17% GLOSS COMPLEX
WITH GLYCOLIC ACID
DULL, POROUS HAIR

L'ORÉAL
PARIS
ELVIVE
NEW
GLYCOLIC GLOSS
CONDITIONER
PERFECTLY SMOOTHS
THE FIBER'S SURFACE
11% GLOSS COMPLEX
WITH GLYCOLIC ACID
DULL, POROUS HAIR



GARNIER FRUCTIS

NEW

HAIR FILLER + VITAMIN Cg

REVERSES UP TO
1 YEAR OF DAMAGE
IN 1 USE



INSPIRED BY THE POWER OF A SKIN FILLER
FILLS HAIR WITH STRENGTH 7 LAYERS DEEP

@charlidamelio

VEGAN
FRIENDLY

Cruelty Free
INTERNATIONAL



L'ORÉAL PARIS

NEW

BRIGHT REVEAL™

DARK SPOTS SERUM



VISIBLY FADES ALL TYPES OF DARK SPOTS*

YOU'RE WORTH IT.

*In a clinical study over 12 weeks, expert grading of dark spots (age & sun spots) & post-acne marks

DERMATOLOGIST-VALIDATED RESULTS

-40%*

- ✓ POST-ACNE MARKS
- ✓ AGE SPOTS
- ✓ SUN SPOTS



Average results on dark spots

12% NIACINAMIDE + AMINO SULFONIC + FERULIC

MAYBELLINE
NEW YORK



L'ORÉAL
PARIS

PANORAMA
MASCARA

PANORAMIC VOLUME,
1.4X BIGGER-LOOKING EYES.

WE'RE WORTH IT.





NYX

PROFESSIONAL MAKEUP

LW



PROFESSIONAL MAKEUP

DUCK PLUMP

DEMOCRATIZE ACCESSIBLE FORMATS



DEMOCRATIZE NEW BEAUTY HABITS



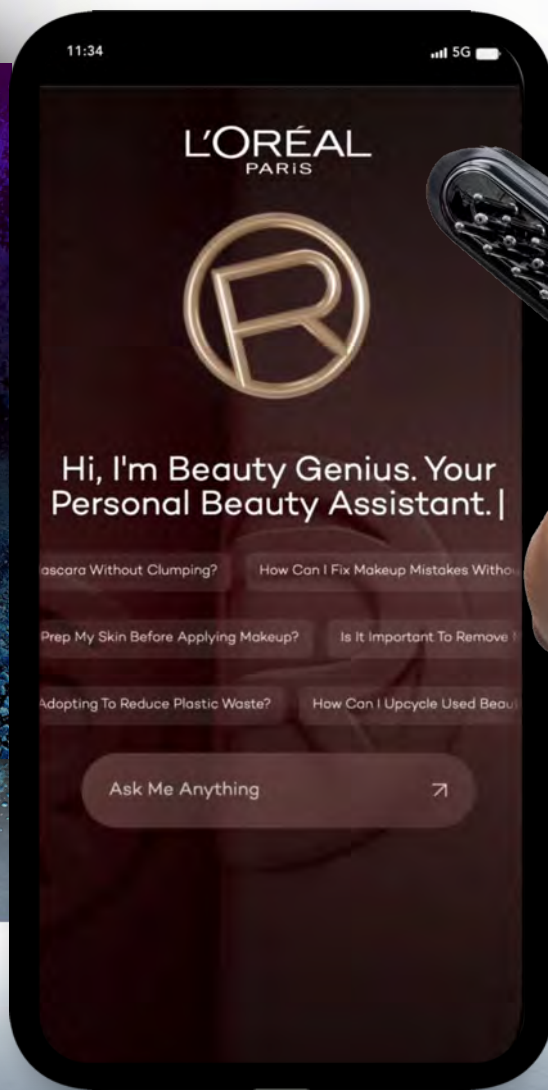
DEMOCRATIZE SUSTAINABLE BEAUTY

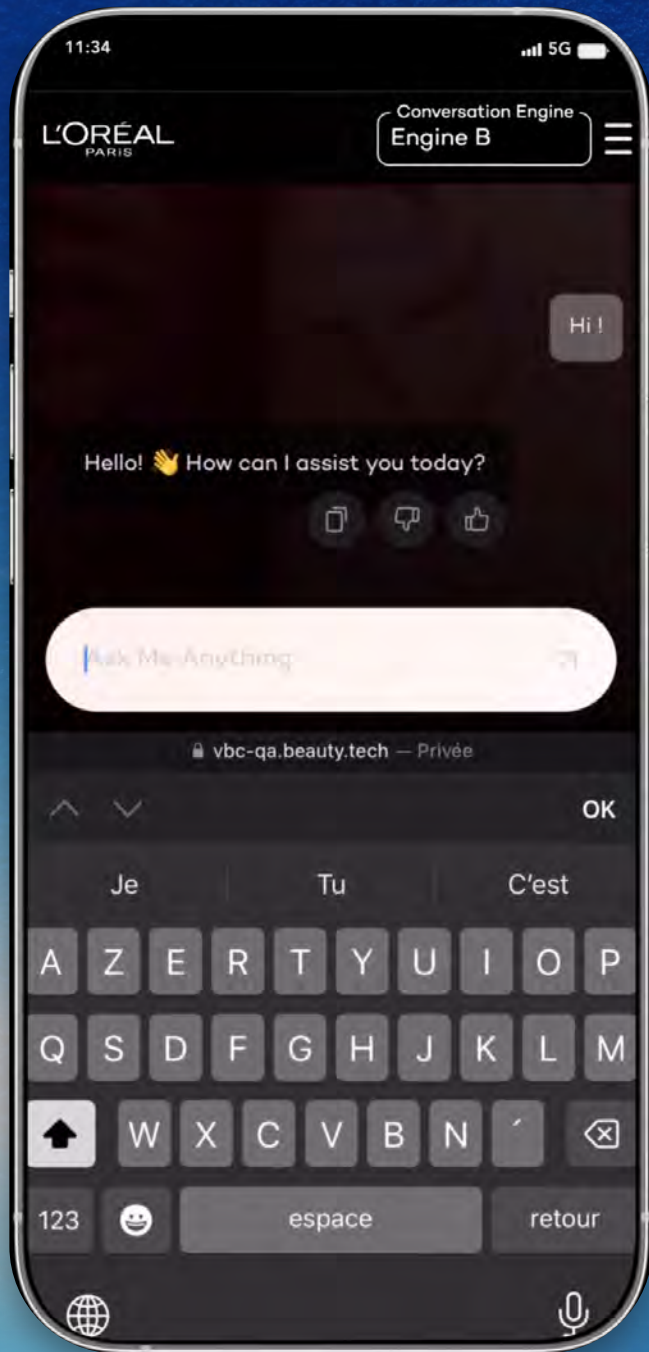


60%
LESS PLASTIC

-2-

BEAUTY TECH





L'ORÉAL
PARIS

® BeautyGenius

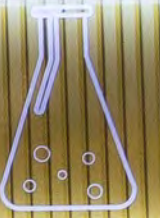


COLORSONIC

HAIR STRAIGHTENER DEVICE

SKINCARE CENTER

Brands you love for all your skincare needs!



ERMA
Neutrogena
DEVELOPED WITH DERMATOLOGISTS
OLAY

L'ORÉAL PARIS
N°1 BEAUTY BRAND IN THE WORLD™

GARNIER

MICELLAR BAR

GLYCOLIC-BRIGHT
INSTANT GLOWING SERUM
CLINICALLY PROVEN
VISIBLY REDUCES
5 YEARS OF DARK SPOTS
IN 2 WEEKS.

SERUM

4% SALICYLIC ACID + VITAMIN C + NIACINAMIDE + ANA
NEW FAST CLEAR BOOSTER SERUM
50% PIMPLES™ ON ACNE PRONE SKIN



- 3 -
FOCUS
ON
FLAWLESS
EXECUTION





SERVICE
LEVEL
+420BP

RETAILERS RANKING OF THEIR FMCG SUPPLIERS

2019	2020	2021	2022 & 2023
MANUFACTURER M	MANUFACTURER E	MANUFACTURER D	L'ORÉAL CONSUMER PRODUCTS DIVISION TOP-TIER 4
MANUFACTURER N	MANUFACTURER F	L'ORÉAL CONSUMER PRODUCTS DIVISION MIDDLE-TIER 5	MANUFACTURER F
MANUFACTURER O	L'ORÉAL CONSUMER PRODUCTS DIVISION MIDDLE-TIER 7	MANUFACTURER F	MANUFACTURER B
L'ORÉAL CONSUMER PRODUCTS DIVISION BOTTOM-TIER 14	MANUFACTURER O	MANUFACTURER M	MANUFACTURER N
MANUFACTURER Q	MANUFACTURER H	MANUFACTURER H	MANUFACTURER H



Before



OFFERTA

OFFERTA

PROMOZIONI
VALIDE
dal Lunedì 14 Aprile
a Martedì 5 Maggio



After



-4-

EMERGING MARKETS
OPPORTUNITY

L'OREAL PARIS

L'OREAL PARIS

REPLENADOR DE ACIDO HIALURONICO
HIDRATACION TAN INTENSA QUE RELLENA LINEAS DE EXPRESION.
REVITALIFT ACIDO HIALURONICO

N1 DEL RANCHO
LA PRIMERA CREMA ANTI-ARRUGAS QUE FUNCIONA EN SOLO 7 DIAS
REVITALIFT ANTI-ARRUGAS + FIRMESA

EFICAZ CONTRA EL MAQUILLAJE A PRUEBA DE AGUA
SIN SENSACION GRASOSA SIN ENJAGUAR
AGUA MICELAR BIFASICA DESMAQUILLANTE 3 EN 1

AGUA MICELAR BIFASICA
TEXTURAS CREMOSAS CON 3 ARCILLAS PURAS
#MomentoDetox
ACIDOS HIALURONICOS
CARBON ACTIVADO
ILUMINA

L'OREAL PARIS LIMPIEZA PROFUNDA SIN RESECAR TU PIEL

EMERGING
MARKETS

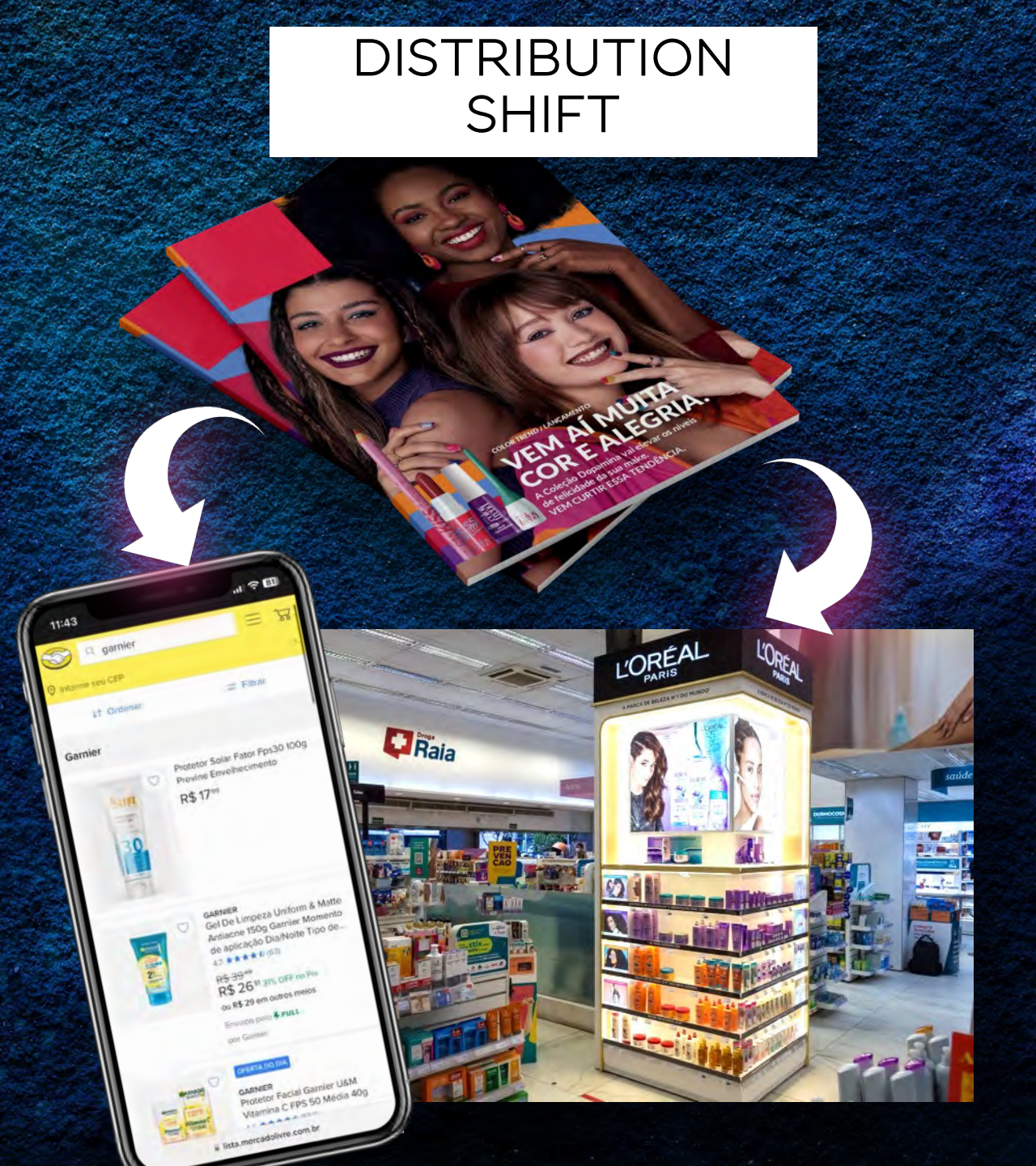
≈ 1Bn
CONSUMERS
IN 2030



CONSUMER SOPHISTICATION



DISTRIBUTION SHIFT





1
INNOVATION



2
BEAUTY TECH



3
FLAWLESS EXECUTION



4
EMERGING MARKETS

A stylized world map is shown in shades of purple and blue against a dark background. The map is composed of textured, glowing shapes. In the center of the map, there is a white-bordered square containing text.

GLOBAL
MARKET
SHARE

≈ 11%

A world map with a dark blue, textured background. The continents are highlighted in different colors: North America and South America are in a reddish-brown hue, Europe and Africa are in a reddish-pink hue, and Asia and Australia are in a light blue-grey hue. The text is overlaid on a dark purple rectangular box in the upper left quadrant.

EMERGING
MARKETS
MARKET
SHARE
 $\approx 8\%$



DEMOCRATIZATION & *Premiumization*

DISCLAIMER

This document does not constitute an offer to sell, or 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 nature subject to risks and uncertainties which could cause actual results to differ materially from those indicated or projected in these statements.

