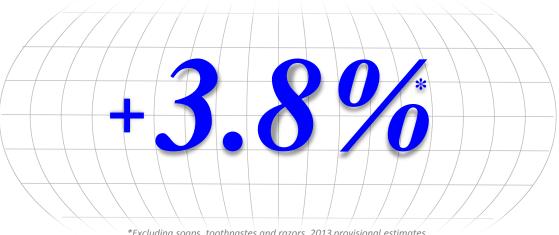






THE COSMETICS MARKET

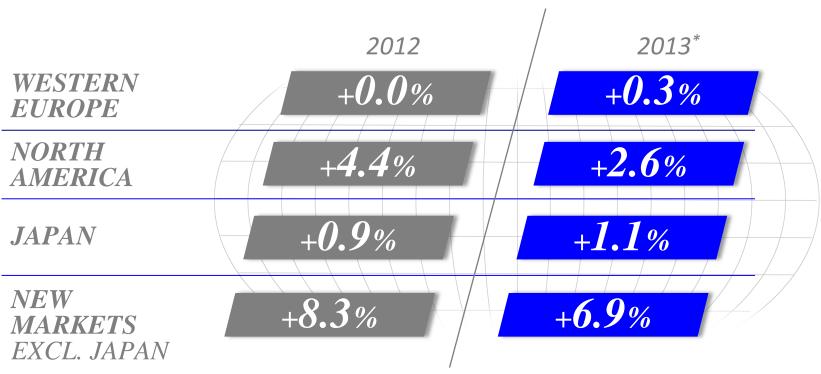




*Excluding soaps, toothpastes and razors. 2013 provisional estimates. Source: L'Oréal estimates. Excluding exchange rate impact.

WORLDWIDE COSMETICS $MARKET^*$

BY GEOGRAPHIC ZONE



*Excluding soaps, toothpastes and razors. 2013 provisional estimates. Source: L'Oréal estimates. Excluding exchange rate impact.

WORLDWIDE COSMETICS $MARKET^*$

BY GEOGRAPHIC ZONE



*Excluding soaps, toothpastes and razors. 2013 provisional estimates. Source: L'Oréal estimates. Excluding exchange rate impact.





OUTPERFORMING
THE MARKET IN
ALL REGIONS
AND ALL DIVISIONS



WESTERN EUROPE

+1.9%

+ 4.0%*

+ 2.5%*

SCANDINAVIA

UNITED KINGDOM

GERMANY

FRANCE (

+6.5%*

+2.3%*

10// February 11th 2014

LORÉAL



EASTERN EUROPE

+8.2%



NORTH AMERICA /

+3.8%



LATIN AMERICA

+11.5%



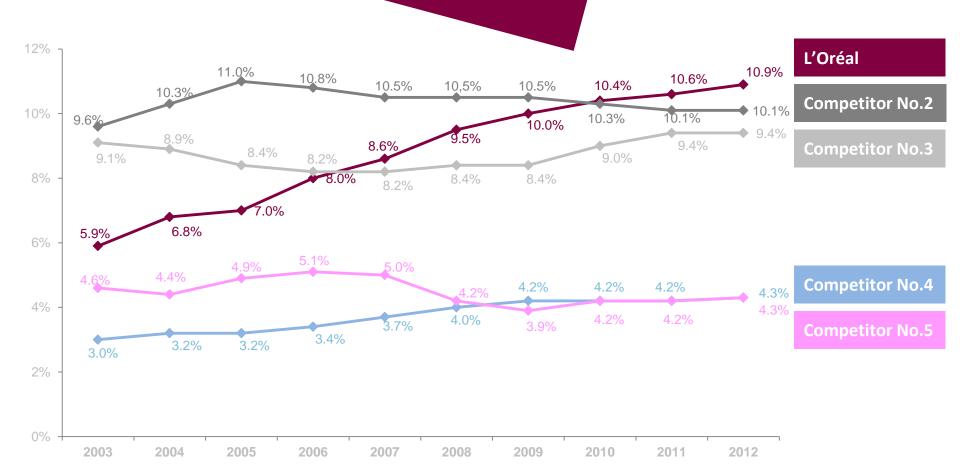


ASIA PACIFIC EXCL. JAPAN

+9.5%

No.1 BEAUTY COMPANY IN ASIA

TOTAL BEAUTY MARKET ASIA (EXCL. JAPAN)



Source: Euromonitor 2013 - Asia-Pacific excluding Japan = China, South Korea, Taiwan, Hong-Kong, India, Indonesia, Thailand, Philippines, Malaysia, Singapore, Vietnam, Australia & New Zealand



AFRICA, MIDDLE EAST

+14.3%

MARKET SHARE GAINS IN ALL DISTRIBUTION CHANNELS 2013 COSMETICS SALES*

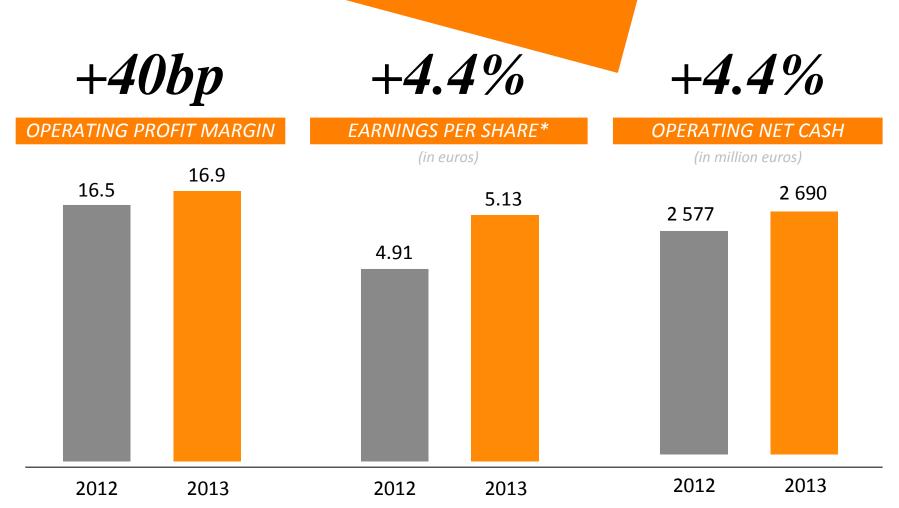






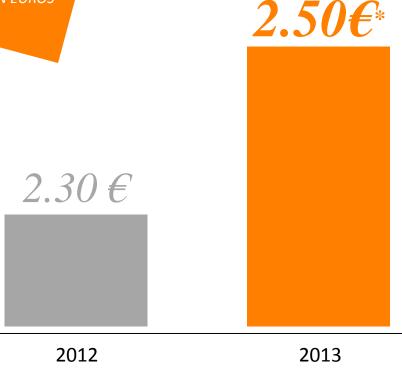


A BUSINESS MODEL THAT CREATES VALUE AND GENERATES CASH FLOW



^{*}Diluted earnings per share based on net profit excluding non-recurring items, attributable to owners of the company

DIVIDEND PER SHARE **IN EUROS**



+8.7%

^{*} Proposed at the Annual General Meeting to be held on April 17th, 2014.



ANOTHER YEAR OF PROGRESS





RENEWING OUR MAJOR BRANDS

ACQUISITIONS TO COMPLEMENT OUR BRAND PORTFOLIO AND GEOGRAPHIC PRESENCE

TRANSFORMING OUR ORGANISATION
TRANSFORMING OUR MARKETING MODELS
MAKING NEW COMMITMENTS IN SUSTAINABILITY

A SUPPLY-DRIVEN **MARKET**







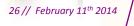












ELSEVE



















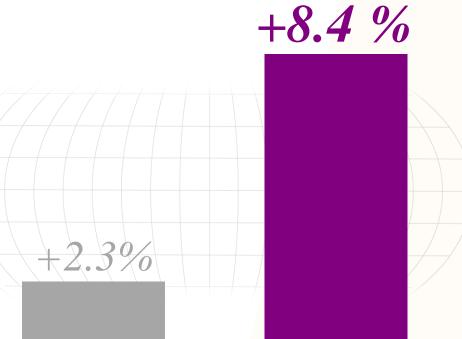
L'ORÉAL





REPORTED SALES AND R&I BUDGET *INCREASE*





REPORTED SALES

R&I BUDGET

FROM ADVANCED RESEARCH TO PRODUCT **DEVELOPMENT**



A STRONG NERVE CENTRE AND FIVE REGIONAL HUBS



RENEWING OUR MAJOR BRANDS

ACQUISITIONS TO COMPLEMENT OUR BRAND PORTFOLIO AND GEOGRAPHIC PRESENCE

TRANSFORMING OUR ORGANISATION

TRANSFORMING OUR MARKETING MODELS

MAKING NEW COMMITMENTS IN SUSTAINABILITY





































A UNIQUE PORTFOLIO OF COMPLEMENTARY BRANDS





KÉRASTASE







MAYBELLINE

SOFTSHEEN CARSON
LABORATORIES ADVANCER RESEARCH
ADVANCER RESEARCH
ADVANCER RESEARCH
ADVANCER RESEARCH
ADVANCER RESEARCH

essie

LANCÔME

GIORGIO ARMANI

WesSaint/aurent



BIOTHERM

URBAN DECAY

RALPH LAUREN

shu uemura

cacharel



DIESEL

cları§onıç

VIKTOR®ROLF















RENEWING OUR MAJOR BRANDS

ACQUISITIONS TO COMPLEMENT OUR BRAND PORTFOLIO AND GEOGRAPHIC PRESENCE

TRANSFORMING OUR ORGANISATION

TRANSFORMING OUR MARKETING MODELS

MAKING NEW COMMITMENTS IN SUSTAINABILITY

L'ORÉAL







ACCELERATING OUR PENETRATION



COLOMBIA

BRAZIL



KENYA

























































































RENEWING OUR MAJOR BRANDS

ACQUISITIONS TO COMPLEMENT OUR BRAND PORTFOLIO AND GEOGRAPHIC PRESENCE

TRANSFORMING OUR ORGANISATION

TRANSFORMING OUR MARKETING MODELS

MAKING NEW COMMITMENTS IN SUSTAINABILITY

SELECTIVE DIVISIONS













BUILDING UP OUR INNOVATION FIREPOWER

RENEWING OUR MAJOR BRANDS

ACQUISITIONS TO COMPLEMENT OUR BRAND PORTFOLIO AND GEOGRAPHIC PRESENCE

TRANSFORMING OUR ORGANISATION

TRANSFORMING OUR MARKETING MODELS

MAKING NEW COMMITMENTS IN SUSTAINABILITY

USA: 3 L'ORÉAL **BRANDS IN** THE TOP 3

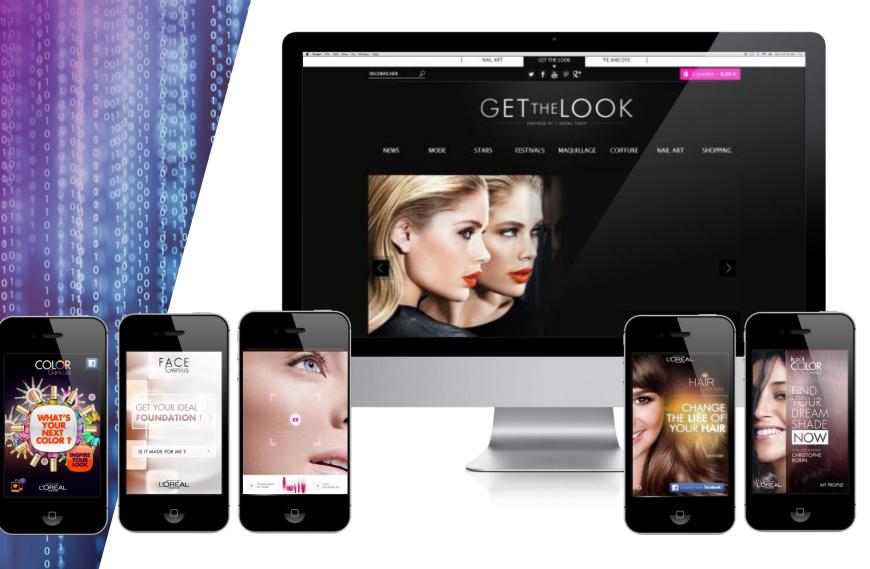
Source: L2 Digital IQ Index: Beauty







54// February 11th 2014 / **ORÉA**



80 80 91





LORÉAL



VICHY





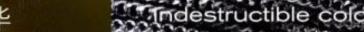


YOUR LASHES AND GO EXTREME















微胶原精华



RENEWING OUR MAJOR BRANDS

ACQUISITIONS TO COMPLEMENT OUR BRAND PORTFOLIO AND GEOGRAPHIC PRESENCE

TRANSFORMING OUR ORGANISATION

TRANSFORMING OUR MARKETING MODELS

MAKING NEW COMMITMENTS IN SUSTAINABILITY

L'ORÉAL

SHARING BEAUTY WITH ALL

THE L'ORÉAL SUSTAINABILITY COMMITMENT









INNOVATING SUSTAINABLY

BY 2020,
WE WILL INNOVATE
SO THAT 100% OF
PRODUCTS HAVE AN
ENVIRONMENTAL OR
SOCIAL BENEFIT.

ĽORÉAL



SUSTAINABLE INNOVATION

By 2020, we will innovate so that 100% of products have an environmental or social benefit.

SUSTAINABLE PRODUCTION

By 2020, we will reduce our environmental footprint by 60% from a 2005 baseline whilst bringing beauty to one billion new consumers.



SUSTAINABLE CONSUMPTION

By 2020, we will empower every L'Oréal consumer to make sustainable consumption choices while enhancing the beauty of the planet.



EMPLOYEES

By 2020, L'Oréal employees will have access to health care, social protection and training, wherever they are in the world.

SUPPLIERS

By 2020, 100% of our strategic suppliers will be participating in our supplier sustainability programme.





COMMUNITIES

By 2020, we will enable more than 100,000 people from underprivileged communities, equivalent to the size of our global workforce, to access work.



INNOVATING SUSTAINABLY

PEOPLE & PARTINERS

DEVELOPING
SUSTAINABLY

SHARING BEAUTY WITH ALL PRODUCING SUSTAINABLY

INFORM & EMPOWER

LIVING

SUSTAINABLY

Upgrading of our industrial facilities to increase efficiency and productivity,



Implementing a Supply Chain action plan to modernise our processes, /



Continuing optimisations and pooling in our organisations to improve their productivity.



A NEW L'ORÉAL





OUR STRATEGY



OUR OBJECTIVE

BILLION consumer



WE ARE STARTING
2014 WITH
CONFIDENCE AND
DETERMINATION



