N°1 BEAUTY MARKET WORLDWIDE
N°1 BEAUTY COMPANY IN THE USA
6.2 BILLION € IN SALES IN 2016
WEIGHT IN 2016 CONSOLIDATED SALES

27.3% US $

24.7% €

48% OTHER
SALES

*L’Oréal USA sales in $
5 PLANTS IN THE USA

- Redmond
- Florence
- Piscataway
- Franklin
- North Little Rock
25% OF WORLDWIDE MARKET
MAKE-UP
RICHNESS OF OUR MAKE-UP BRAND PORTFOLIO

L'ORÉAL

GIORGIO ARMANI

LANCÔME

YVES SAINT LAURENT

MAYBELLINE NEW YORK

URBAN DECAY

essie

IT COSMETICS

NYX

SHU UEMURA
A DYNAMIC MARKET

AVERAGE GROWTH 2011 / 2016

+4%

STRATEGIC MARKET

320 M

PEOPLE
IN THE USA
A LEADER FOR 20 YEARS

*L'Oreal estimates

L'Oreal

x2*

COMPETITOR #1

COMPETITOR #2

COMPETITOR #3

COMPETITOR #4
2016 ACCELERATION

+4.1%*

+5.9%*

2015 2016

*Like-for-like sales growth
OUTPERFORMING COSMETICS MARKET BY 1.5 X

2016 ACCELERATION

MARKET +4.1% 
L’ORÉAL +5.9%**

HAIR COLOR CONSUMER PRODUCTS
MARKET SHARES (IN %)

L’ORÉAL          COMPETITOR #1

18.10 20.90 23.20 26.30 27.10 36.80 43.80 55.60 53.90 52.30 50.70 51.10 52.10

*Source: Nielsen, Scanning Data through P5 12/31/2016 - Total xAOC
Because I am worth it
MAKE-UP
MARKET SHARES (IN %)


18.3 18.3 17.7 17.7

8 8.5 8.6 7.5 7.8 8.2 8.2 8.4 9.8 10.6 11.2 11.4

27.5 28.6 30.6 31.2 32.3 33.1 33.5 33.3 33.8 33.5 34.2 35.1 34.6 34.3 35.1 34.2 35.7

L’ORÉAL  COMPETITOR #1  COMPETITOR #2

*Source: Nielsen, Scanning Data through P6 12/31/2016- Total xAOC, excludes nail care
N°1 MAKE-UP BRAND*
essie
MAKING FOR
NAILS
L’ORÉAL PARIS
MAYBELLINE NEW YORK
essie
NYX
EXCEPTIONAL DEVELOPMENT IN MAKE-UP
MULTICULTURAL BEAUTY
LEADER OF MULTIETHNIC HAIRCARE*
LEADER
IN HAIR SALONS

*Kline 2016
ACTIVE COSMETICS
$100 M
N°2 IN SELECTIVE MARKET*
GAINS IN MARKET SHARE
N°2 IN AMERICAN SELECTIVE MARKET*
N°1
IN WOMEN'S FRAGRANCE*
Panel NPD 2016
LA VIE EST BELLE

N°2*

*Panel NPD 2016. Woman's fragrance
N°1 IN MEN'S FRAGRANCE*

*Panel NPD 2016
N°2
IN SELECTIVE MAKE-UP*

*Panel NPD 2016
EN 2016

Like-for-like sales growth
REASON
Nº2
ACQUISITION
OF AMERICAN
BRANDS

NYX
RALPH LAUREN
FRAGRANCES
REDKEN
NEW AVENUE
ARC
PUREOLOGY
serious colour care
essie
clarisonic
MATRIX
MAYBELLINE
NEW YORK
Kiehl's
since 1951
it COSMETICS
CeraVe
UD
URBAN DECAY
SkinCeuticals
SOFTSHEEN-CARSON
LABORATORIES
AMERICAN BRANDS WORLDWIDE GROWTH OF THE GROUP
90% OF SALES IN THE US IN 1996
LEADING MAKE-UP BRAND IN CHINA
SALES x8 SINCE 1996
40 M $ IN SALES IN 2001
$1 Bn SALES
+21% ANNUAL GROWTH
REASON
N°3
OUR RESEARCH
ACCELEROMETER CONNECTED BRUSH KÉRASTASE COUNTS STROKES
LUXE E-COMMERCE

17% OF SALES IN 2016
STRENGTHENING LEADERSHIP
WINNER
ON THE AMERICAN MARKET

L’ORÉAL

CONCURRENTS
A HUGE POTENTIAL

14%* NORTH AMERICA

20%* WESTERN EUROPE

Market shares

*Excluding soaps, toothpastes and razors. Source: 2016 L’Oréal estimates. Excluding exchange rate impact
L’ORÉAL
NEW-YORK
ENABLE CONNECTIONS AND SYNERGIES
THANK YOU