

FRÉDÉRIC ROZÉ

DIRECTEUR GÉNÉRAL ZONE AMÉRIQUES

20 AVRIL 2017

A wide-angle photograph of the New York City skyline at dusk, viewed from across the water. The sky is a mix of light blue and soft orange, with scattered clouds. The buildings are silhouetted against the sky, with some lights beginning to glow. The water in the foreground is dark and calm, with a small white boat visible in the distance. A vertical blue line runs down the left side of the image, and a red star is positioned on it.

L'ORÉAL

USA DYNAMISME
& PERSPECTIVES
PROMETTEUSES

1^{ère} FILIALE
★ MONDE





1^{er} MARCHÉ
★ BEAUTÉ MONDIAL



1^{er} ACTEUR SUR LE MARCHÉ AMÉRICAIN





1^{ère} FILIALE
MONDE ★



6,2
Mds €

CHIFFRE
D'AFFAIRES
2016

RÉPARTITION
DU CHIFFRE
D'AFFAIRES 2016



27,3% US \$



24,7% €

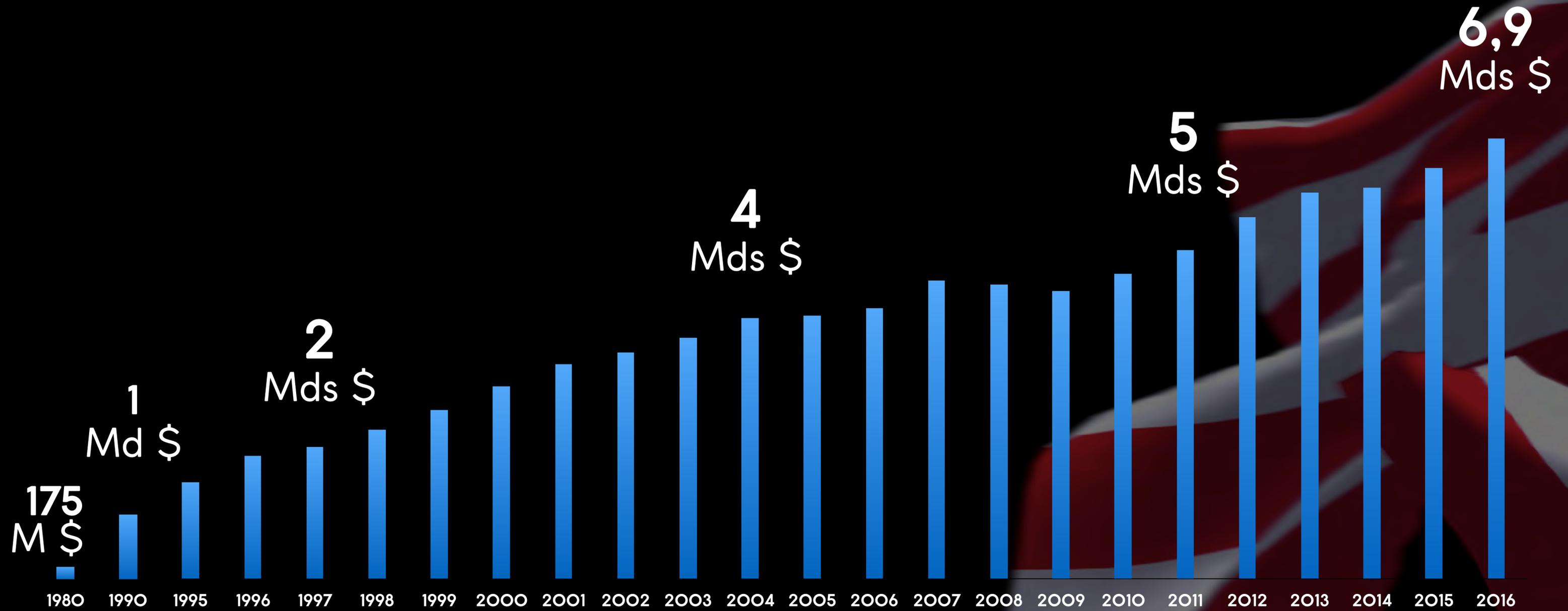
48% AUTRES

★ 1953





★ CHIFFRE D'AFFAIRES



*L'Oréal USA Chiffre d'affaires en \$

★ 5 USINES
AUX USA

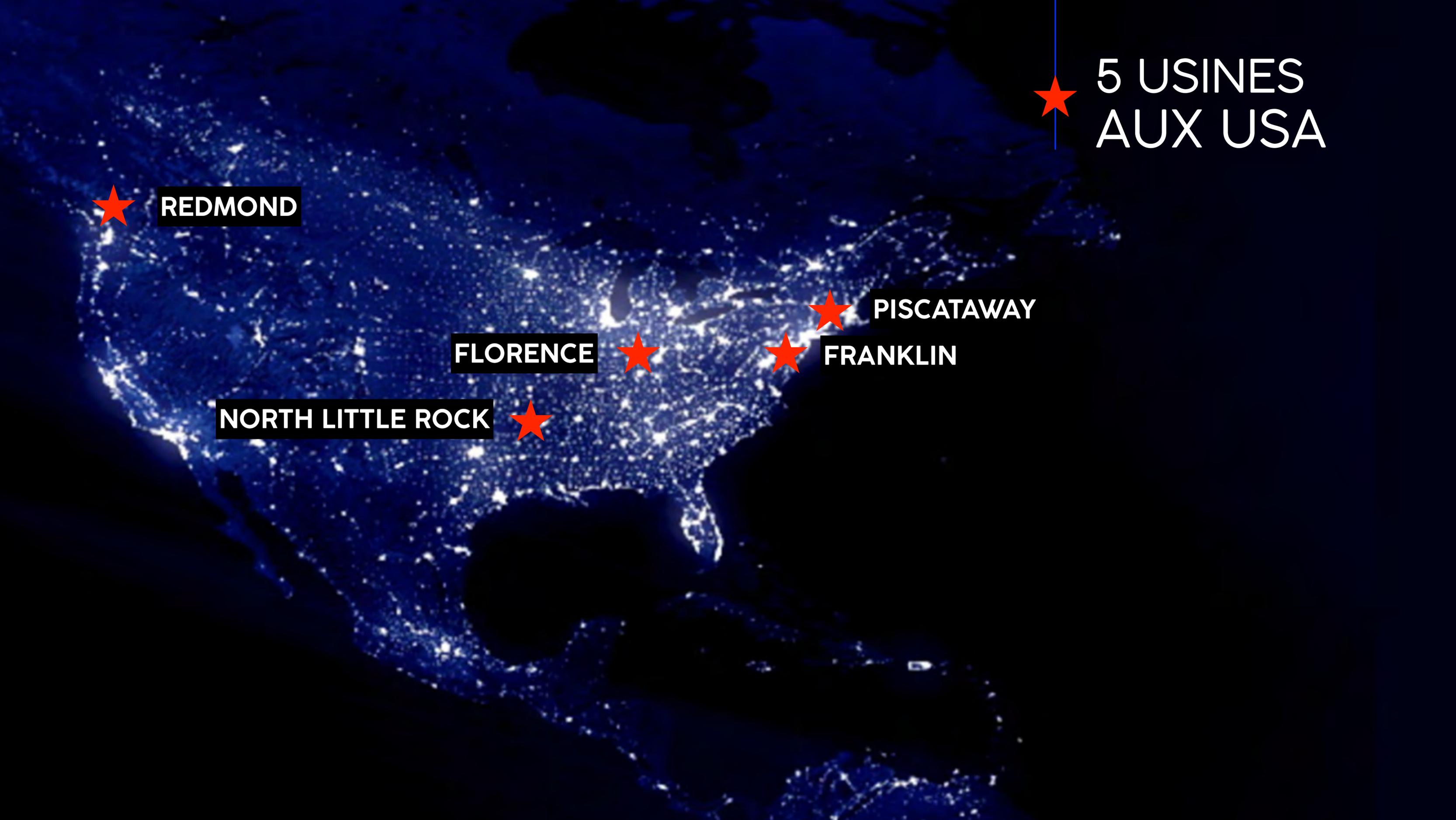
★ REDMOND

FLORENCE ★

NORTH LITTLE ROCK ★

★ PISCATAWAY

★ FRANKLIN







L'Oréal Paris
LUMINOUS

L'Oréal Paris
LUMINOUS

L'Oréal Paris
LUMINOUS

L'Oréal Paris
LUMINOUS

Black/Noir 373
L'Oréal Paris, NY 10017
MADE IN U.S.A.
NET WT. 0.27 FL. OZ. / 8.1 ml

Black/Noir 373
L'Oréal Paris, NY 10017
MADE IN U.S.A.
NET WT. 0.27 FL. OZ. / 8.1 ml

Black/Noir 373
L'Oréal Paris, NY 10017
MADE IN U.S.A.
NET WT. 0.27 FL. OZ. / 8.1 ml

1er
MARCHÉ
★ BEAUTÉ
MONDIAL





1/4

MARCHÉ
MONDIAL



★ LUXE





MAQUILLAGE



RICHESSSE
DU PORTEFEUILLE
DE MARQUES
MAQUILLAGE

L'ORÉAL
PARIS

GIORGIO ARMANI

LANCÔME
PARIS

YVES SAINT LAURENT

MAYBELLINE
NEW YORK

UD
URBAN DECAY

essie

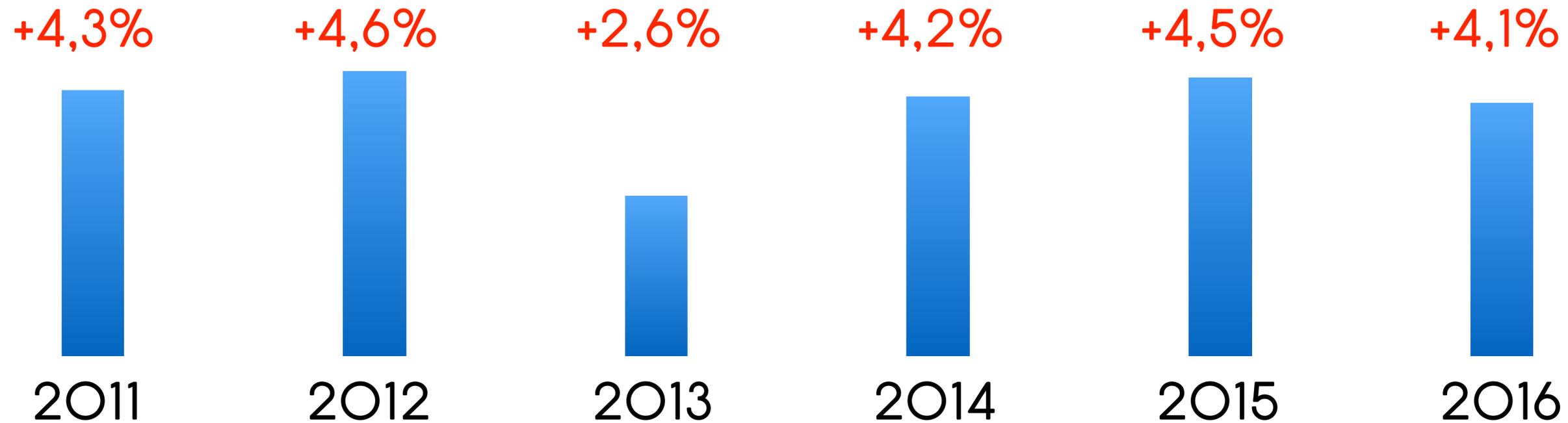
it COSMETICS®

NYX
PROFESSIONAL MAKEUP

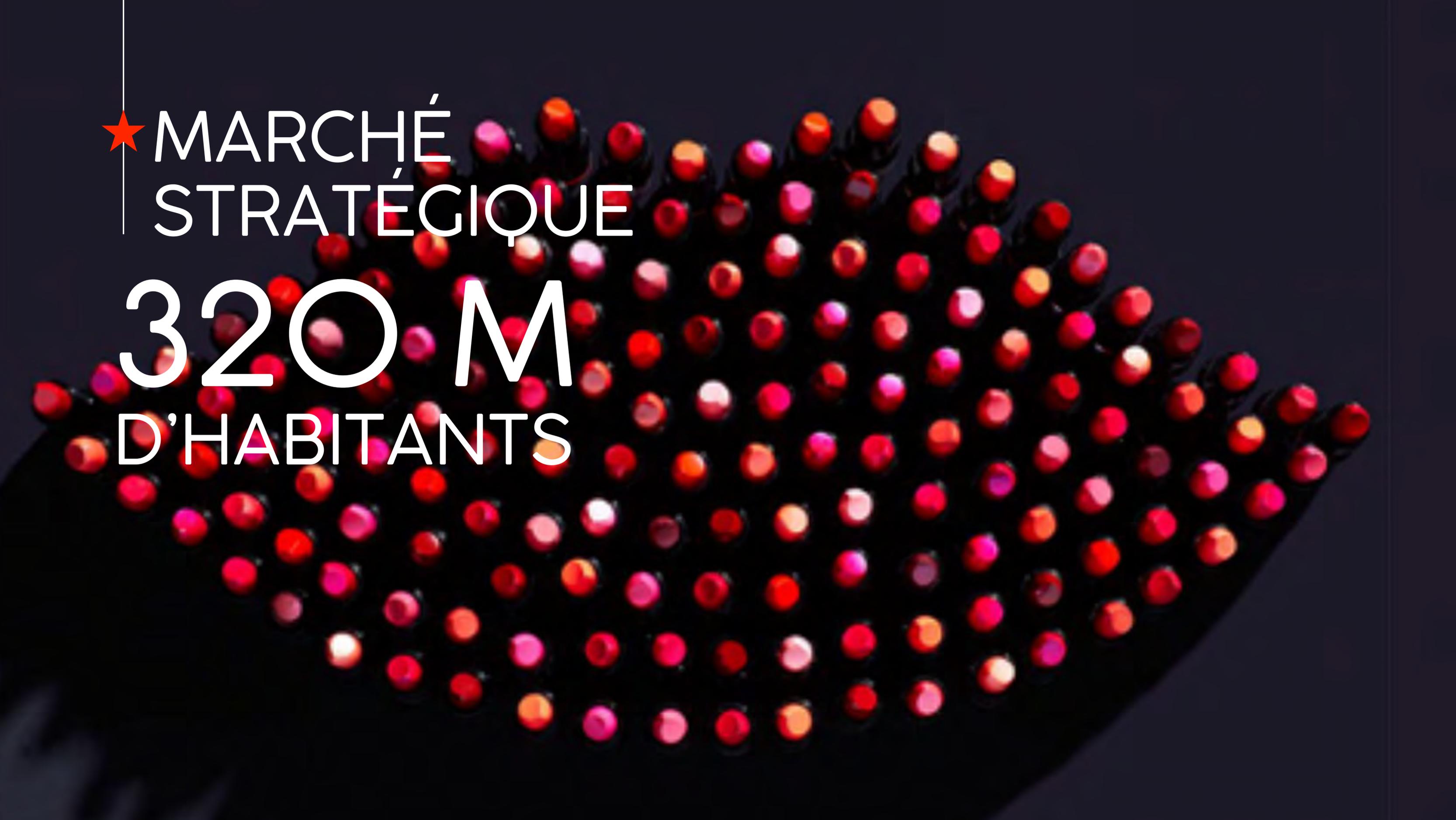
shu uemura

★ UN MARCHÉ DYNAMIQUE

+4% ★
CROISSANCE
MOYENNE
2011 / 2016



*Hors savons, dentifrices et rasoirs. Source : estimations L'Oréal. Croissance à changes constants

A hand holding a fan of colorful pens, with the pens fanned out from the bottom left towards the top right. The pens have various colored caps in shades of red, pink, orange, and purple. The background is dark grey.

★ MARCHÉ
STRATÉGIQUE

320 M

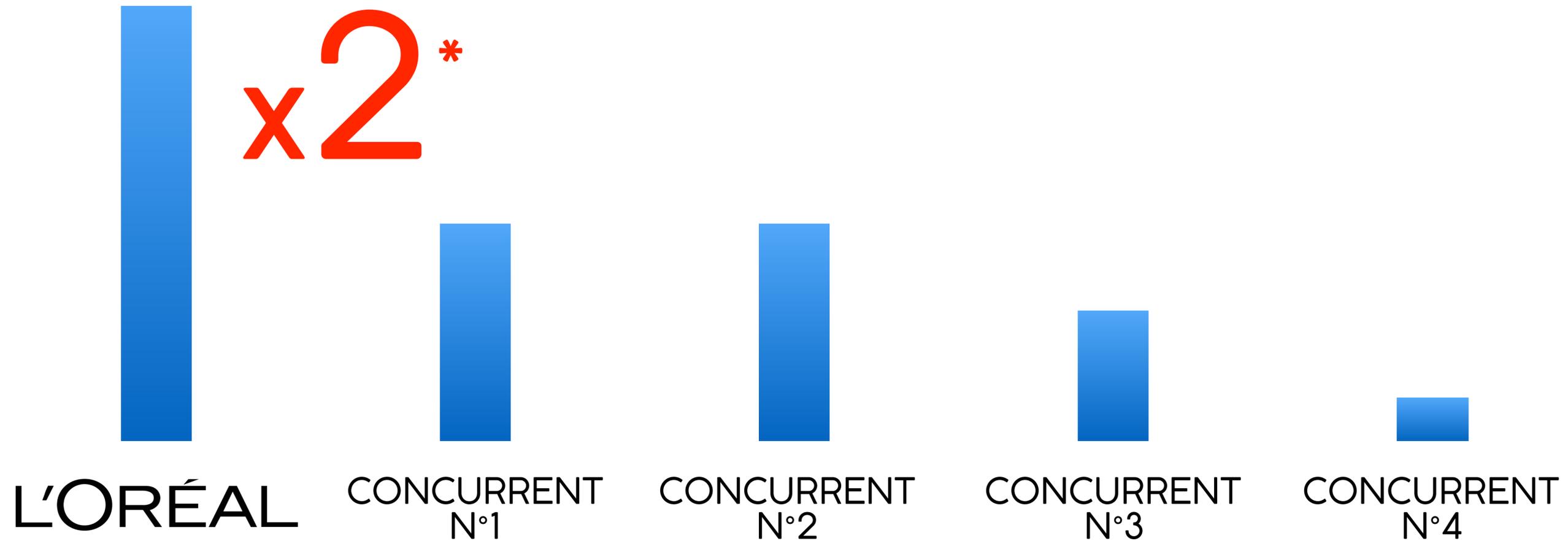
D'HABITANTS



N°1
AUX
ÉTATS-UNIS



LEADER DEPUIS 20 ANS



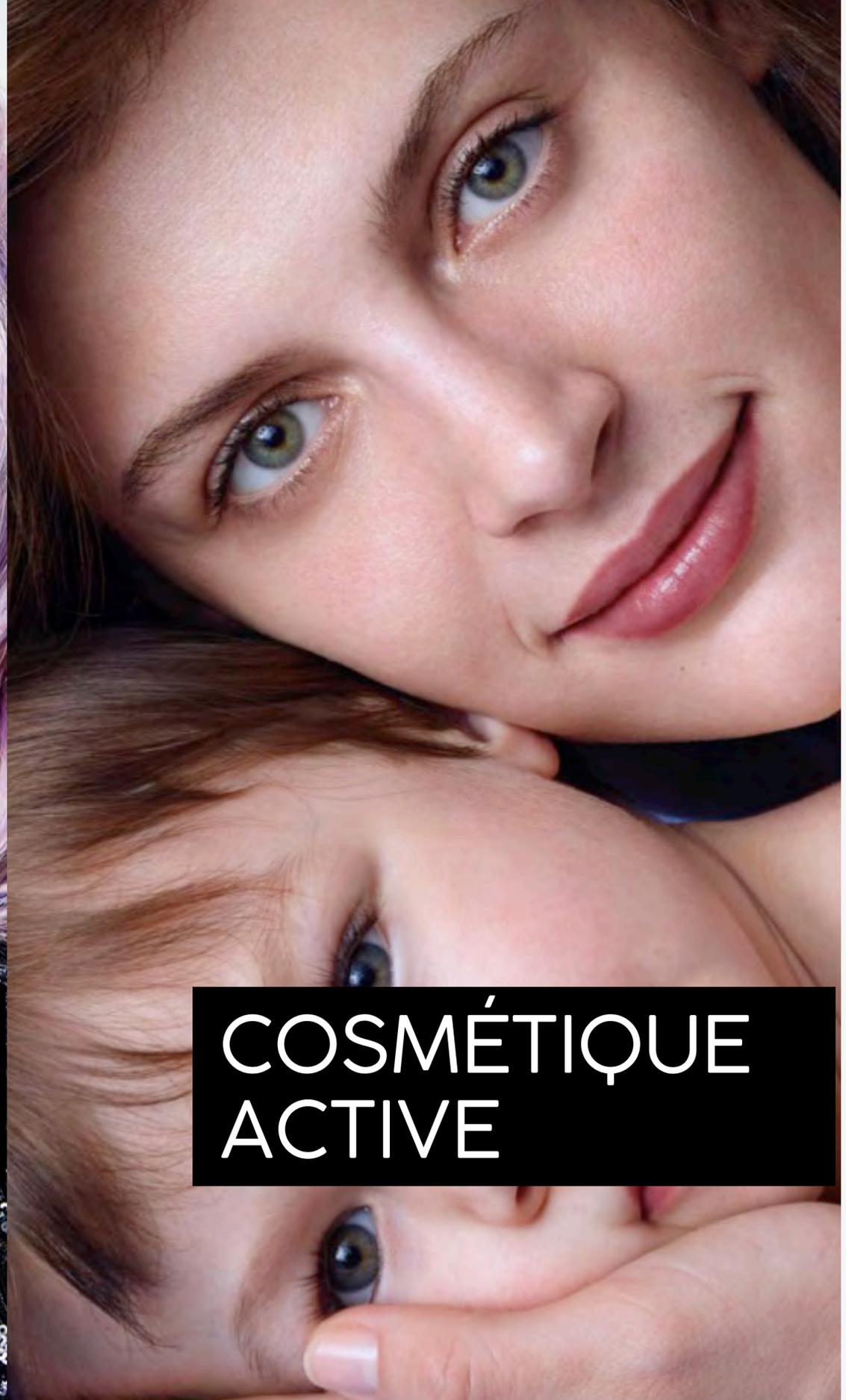
*Estimations L'Oréal



**PRODUITS
GRAND PUBLIC**

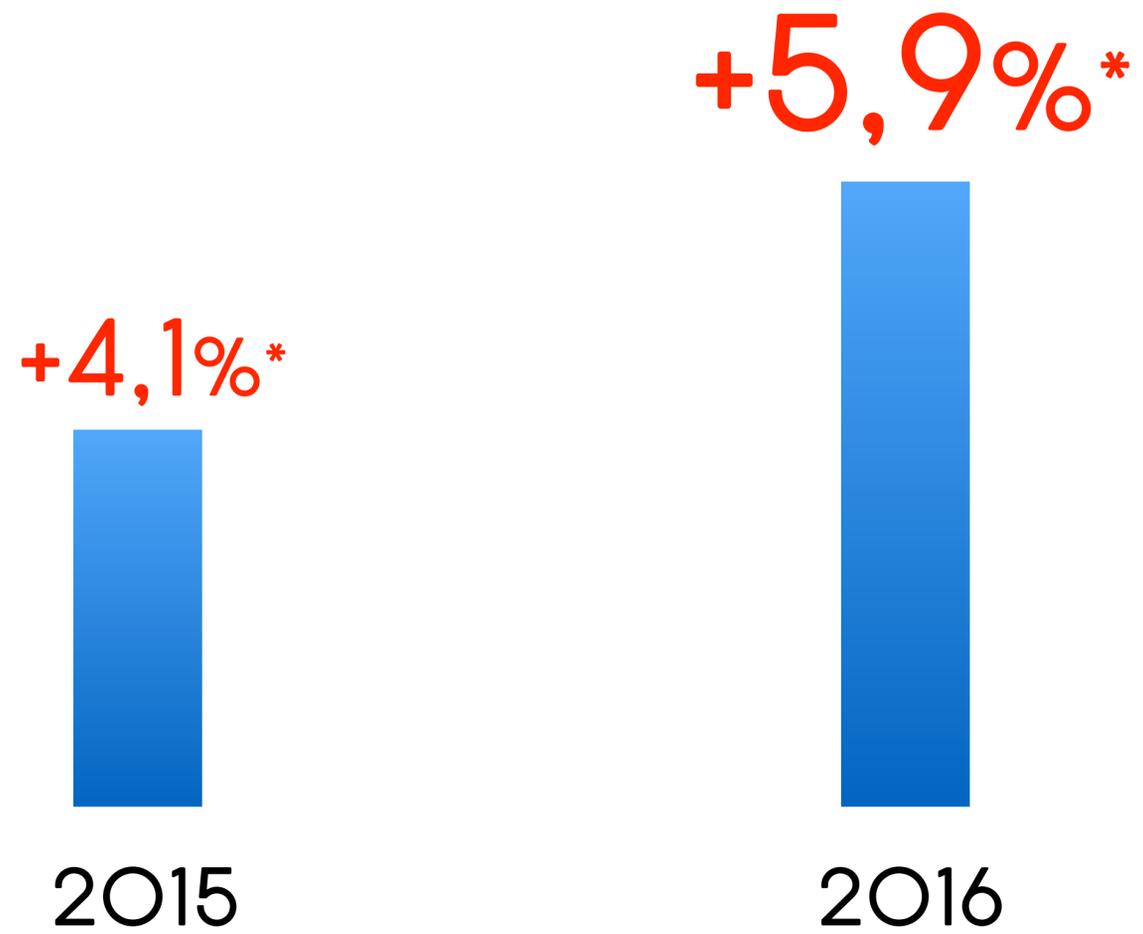


**PRODUITS
PROFESSIONNELS**



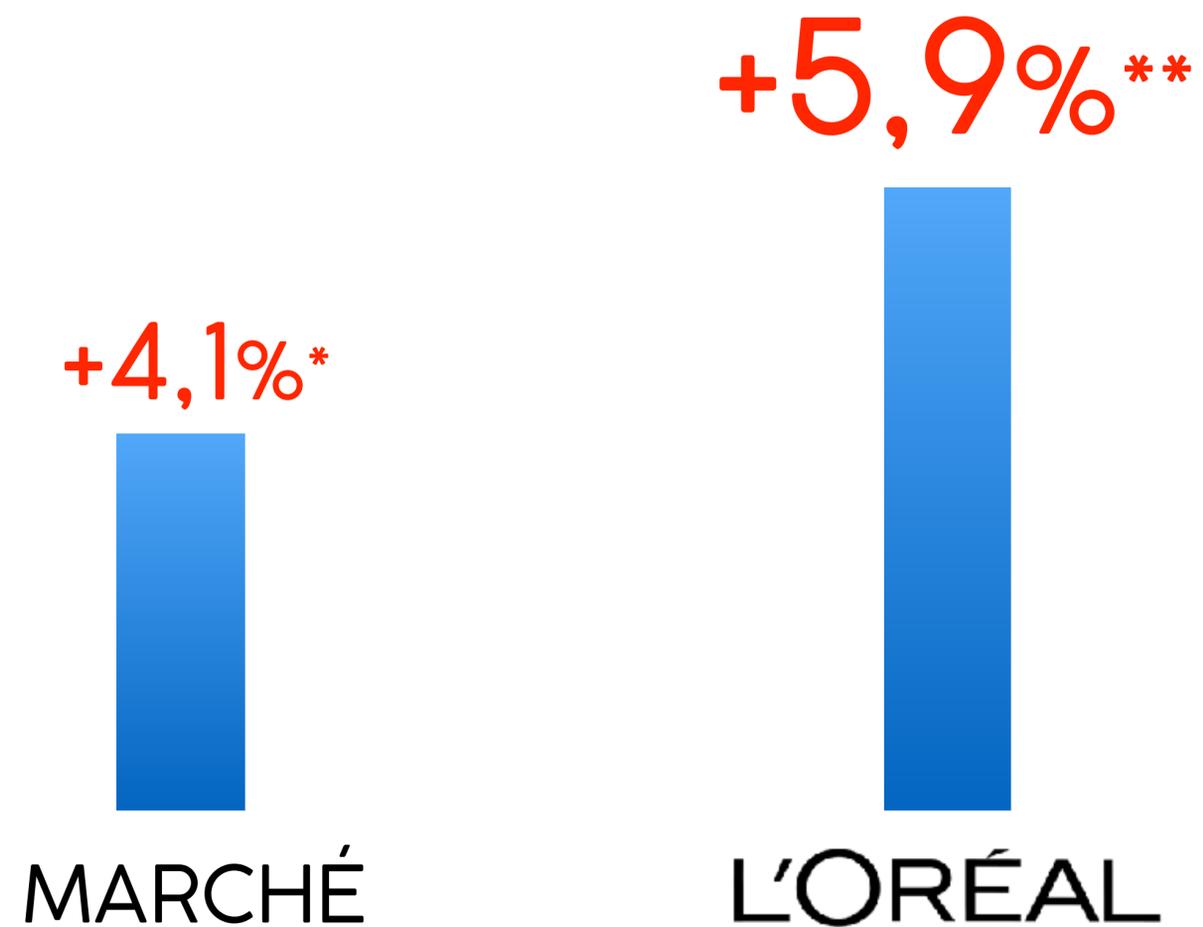
**COSMÉTIQUE
ACTIVE**

★ 2016
ACCÉLÉRATION



*Chiffre d'affaires, évolution à données comparables

★ 2016 ACCÉLÉRATION



★ CROISSANCE
1,5 x
SUPÉRIEURE
AU MARCHÉ
COSMÉTIQUE

*Hors savons, dentifrices et rasoirs. Source : estimations L'Oréal 2016. Croissance à changes constants.

**Chiffre d'affaires 2016, évolution à données comparables

RAISON

★ N°1

PERSÉVÉRANCE
INNOVATION
& QUALITÉ



★ N°1
AMÉRICAIN



WHAT WE LEARN ON THE TRACK
DOESN'T STAY ON THE TRACK
@LIDLIS

Looking good in selfies?
I've mastered it.

MAYBELLINE
NEW YORK

MAKE IT HAPPEN™

NEW
MASTERCAMO
COLOR CORRECTING KIT BY BYEFACESSTUDIO

3 kits for
light, medium
& deep skin tones.
#MASTERCAMO

Viacom

INVICTA



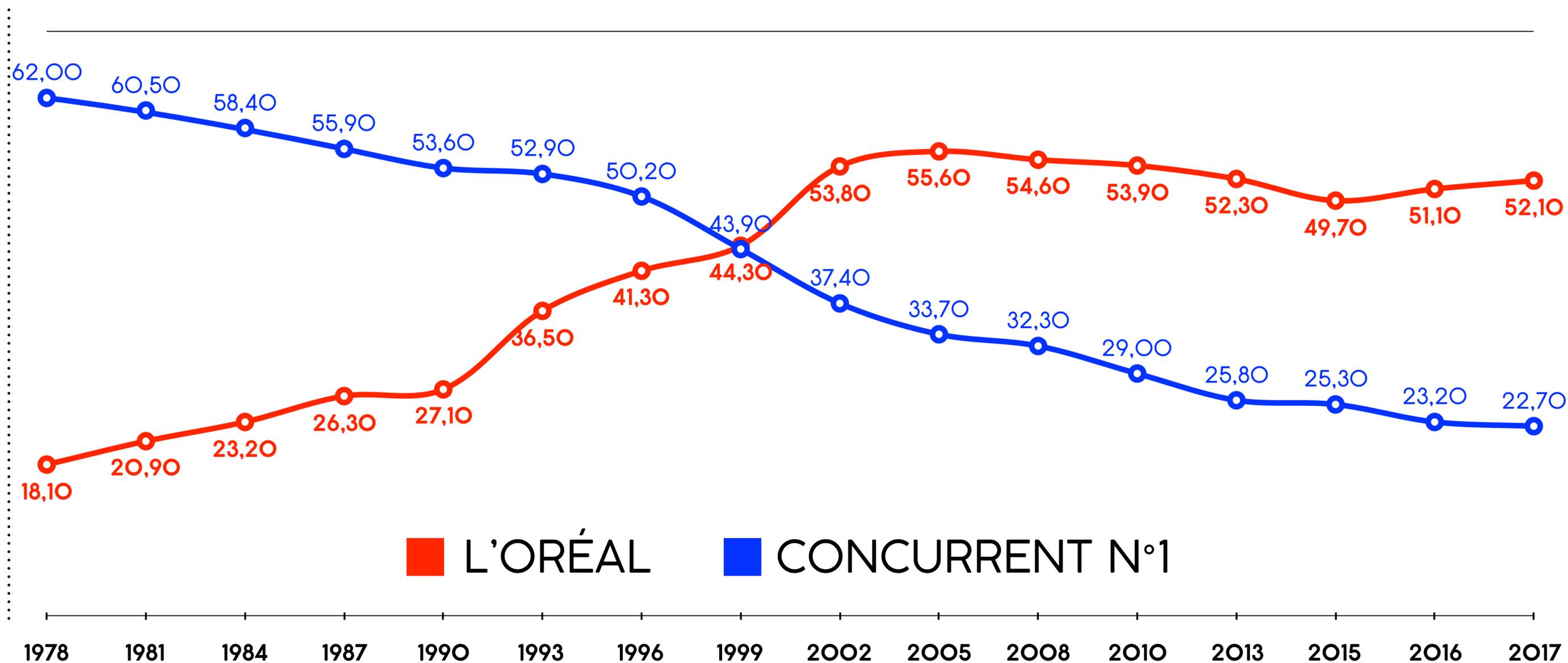
L'ORÉAL
PARIS





COLORATION GRAND PUBLIC

PARTS DE MARCHÉ (EN%)



*Source: Nielsen, Scanning Data through P5 12/31/2016- Total xAOC



L'ORÉAL
PARIS

★ 1^{ère}
MARQUE
BEAUTÉ*

*Euromonitor 2016

Because I am worth it Because I am worth it

Because I am worth it Because I am worth it Because I am worth it Because I am worth it Because i am worth it B

Because I am worth it

Because I am

Because I am worth it



ACQUISITION MARQUES



MAYBELLINE
NEW YORK

1996

SOFTSHEEN | CARSON
LABORATORIES ADVANCED RESEARCH
AFRICAN HAIR AND SKIN

2000

essie

2010

NYX
PROFESSIONAL MAKEUP

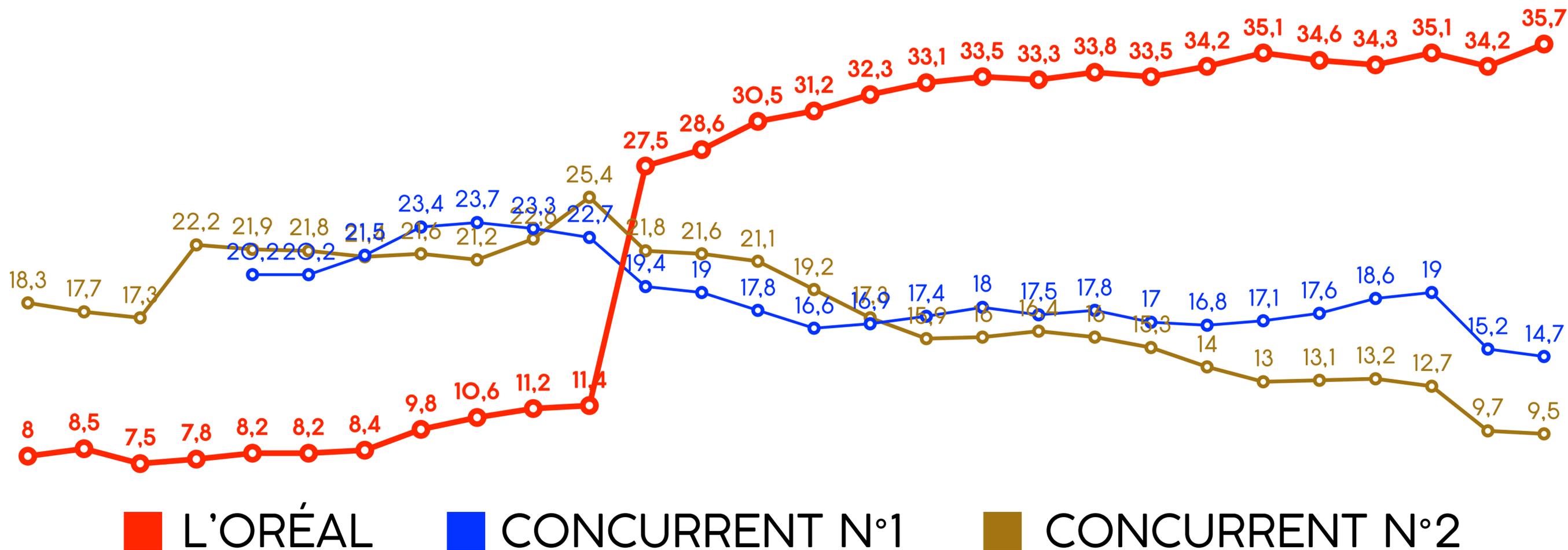
Carol's Daughter

2014



MAQUILLAGE

PARTS DE MARCHÉ (EN%)



1985 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2015 2016

*Source: Nielsen, Scanning Data through P5 12/31/2016- Total xAOC, excludes nail care

MAYBELLINE
NEW YORK

★ 1^{ère} MARQUE
DE MAQUILLAGE*

*Euromonitor 2016



essie

MAQUILLAGE
★ ONGLES





NYX
 ♥
 PROFESSIONAL MAKEUP



L'ORÉAL
PARIS

MAYBELLINE
NEW YORK

essie

NYX

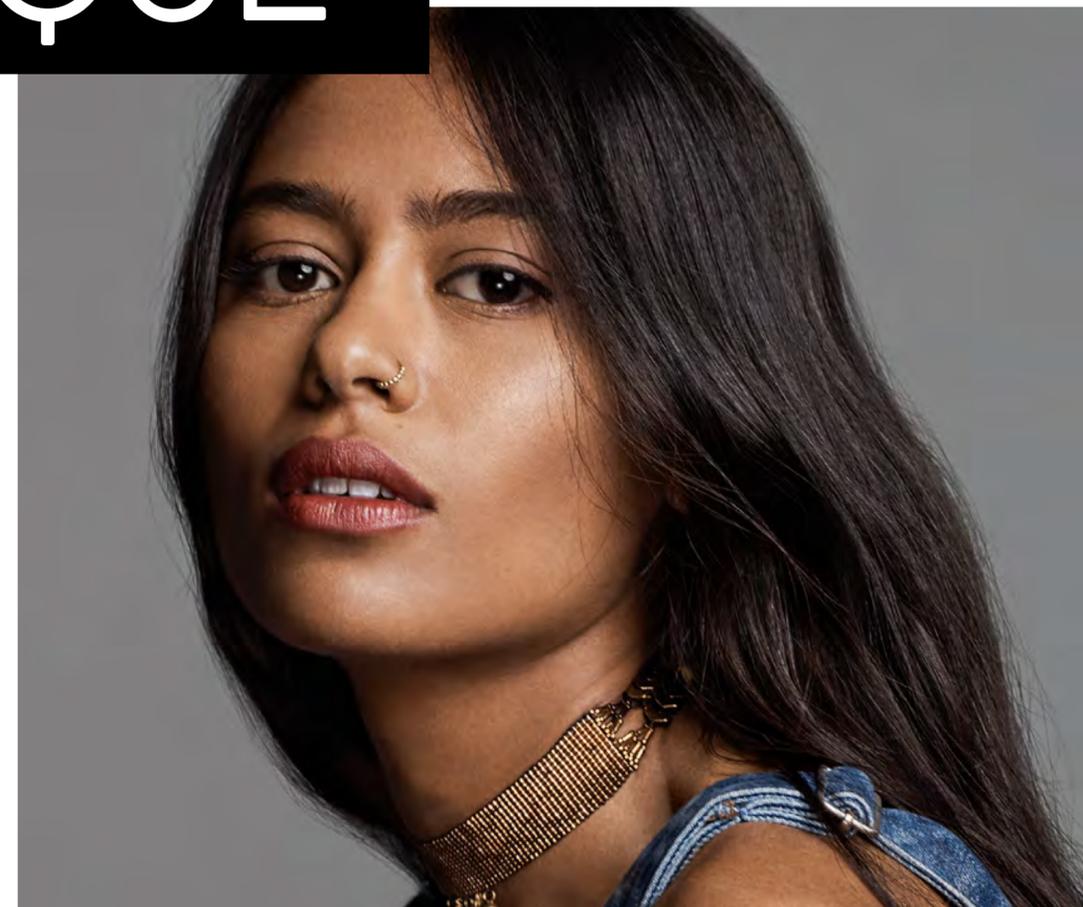
PROFESSIONAL MAKEUP



DÉVELOPPEMENT
EXCEPTIONNEL
EN MAQUILLAGE



MULTIETHNIQUE





Carol's Daughter[®]

BEAUTÉ
MULTICULTURELLE



SOFTSHEEN | CARSON
LABORATORIES

ADVANCED RESEARCH
AFRICAN HAIR AND SKIN

LEADER DU SOIN CHEVEU
MULTIETHNIQUE*

*Nielsen 2016



LEADER DANS LES SALONS DE COIFFURE*



*Kline 2016

E L I V E



REDKEN

5TH AVENUE NYC

N°1*

REDKEN

*Kline 2016

M A T R I X

IMAGINEZ TOUT CE QUE VOUS POUVEZ ÊTRE

N°2*



*Kline 2016



★ RÉSEAU DISTRIBUTEURS



RÉSEAU

★ DISTRIBUTEURS

saloncentric

VICHY
LABORATOIRES



Derm skin care

effective

Scientifically advanced formulas

gentle

Paraben-free

trusted

Recommended by dermatologists



COSMÉTIQUE
ACTIVE

VICHY
LABORATOIRES



LA ROCHE-POSAY
LABORATOIRE DERMATOLOGIQUE





SKINCEUTICALS

ADVANCED PROFESSIONAL SKINCARE





SKINCEUTICALS

ADVANCED PROFESSIONAL SKINCARE

100 M \$



SKINCEUTICALS
C E FERULIC®
HIGH POTENCY
TRIPLE ANTIOXIDANT TREATMENT
WITH 15% L-ASCORBIC ACID,
1% ALPHA TOCOPHEROL,
AND 0.5% FERULIC ACID
PREVENT
30 ml / 1 fl oz



SKINCEUTICALS
PHLORETIN CF
HIGH PERFORMANCE
BROAD-ACTION ANTIOXIDANT
TREATMENT WITH 2% PHLORETIN,
10% L-ASCORBIC ACID,
AND 0.5% FERULIC ACID
PREVENT
30 ml / 1 fl oz



SKINCEUTICALS
RESVERATROL B E
ANTIOXIDANT NIGHT
CONCENTRATE COMBINING
1% PURE RESVERATROL,
0.5% BAICALIN, AND
1% ALPHA TOCOPHEROL
PREVENT
30 ml / 1 fl oz





DERMOCOSMÉTIQUE
ACCESSIBLE



CHIFFRE
D'AFFAIRES
DIVISION

x2

L'ORÉAL
LUXE

★ N°2
DU MARCHÉ
SÉLECTIF*

*Panel NPD 2016



L'ORÉAL
LUXE



GAINS
DE PARTS
DE MARCHÉ



LANCÔME
PARIS

★
N°2
DU MARCHÉ SÉLECTIF
AMÉRICAIN*

*Panel NPD 2016



★ **N°1**
PARFUMS
FÉMININS*

*Panel NPD 2016



★ MON
PARIS



★ FLOWER
BOMB



LA VIE
EST BELLE



N°2*

*Panel NPD 2016. Parfums féminins



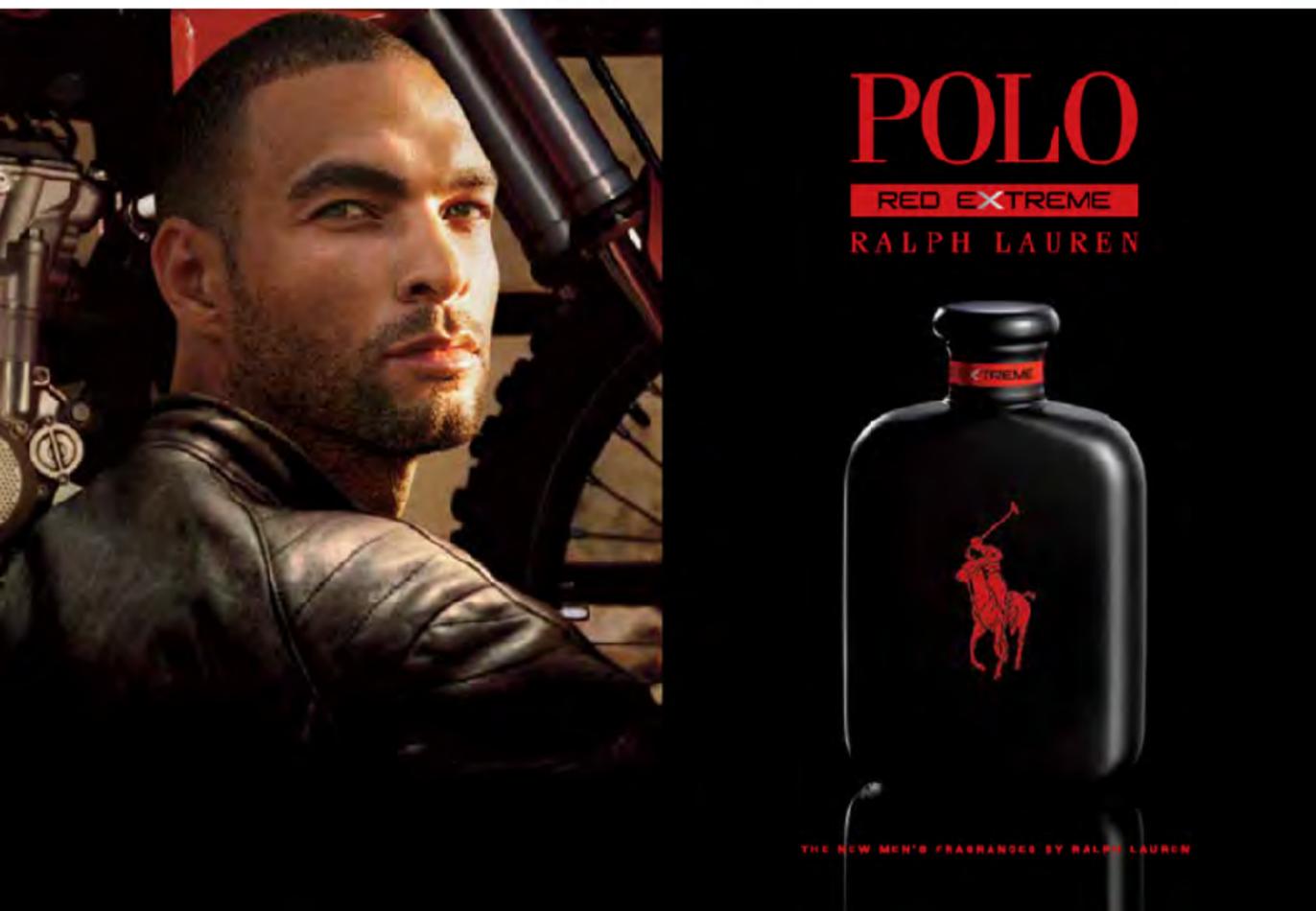
GIORGIO ARMANI

ARMANI
code
COLONIA, the new freshness



#FollowYourGuide

★ N°1
PARFUMS
MASCULINS*



POLO
RED EXTREME
RALPH LAUREN



THE NEW MEN'S FRAGRANCES BY RALPH LAUREN

*Panel NPD 2016

ud
URBAN DECAY

★ **N°2***
DU MAQUILLAGE
SÉLECTIF

*Panel NPD 2016

YVES SAINT LAURENT

★ +26%*
EN 2016



*Chiffre d'affaires, évolution à données comparables



FORTE CROISSANCE



it COSMETICS®





★ L'ORÉAL
LUXE

BIENTÔT
N°1



RAISON N°2

ACQUISITION
DE MARQUES
AMÉRICAINES



RALPH LAUREN
FRAGRANCES

REDKEN
5TH AVENUE NYC



essie

clarisonic

MATRIX
IMAGINEZ TOUT CE QUE VOUS POUVEZ ÊTRE

MAYBELLINE
NEW YORK

Kiehl's
SINCE 1851

it COSMETICS

CeraVe[®]
DEVELOPED WITH DERMATOLOGISTS

UD
URBAN DECAY

SKINCEUTICALS

SOFTSHEEN | CARSON
LABORATORIES
ADVANCED RESEARCH
AFRICAN HAIR AND SKIN



★ MARQUES
AMÉRICAINES
CROISSANCE
MONDIALE
DU GROUPE

MAYBELLINE
NEW YORK



90%
DU CHIFFRE
D'AFFAIRES
AUX ÉTATS-UNIS
EN 1996





MAYBELLINE
NEW YORK

★ LEADER
DU MARCHÉ
CHINOIS



MAYBELLINE
NEW YORK

CHIFFRE
D'AFFAIRES

X8

DEPUIS
1996



Kiehl's

SINCE 1851

★ 40 M \$
DE CHIFFRE
D'AFFAIRES
EN 2001





Kiehl's

SINCE 1851

★ 1 Md \$

+21%
CROISSANCE
ANNUELLE



RAISON N°3

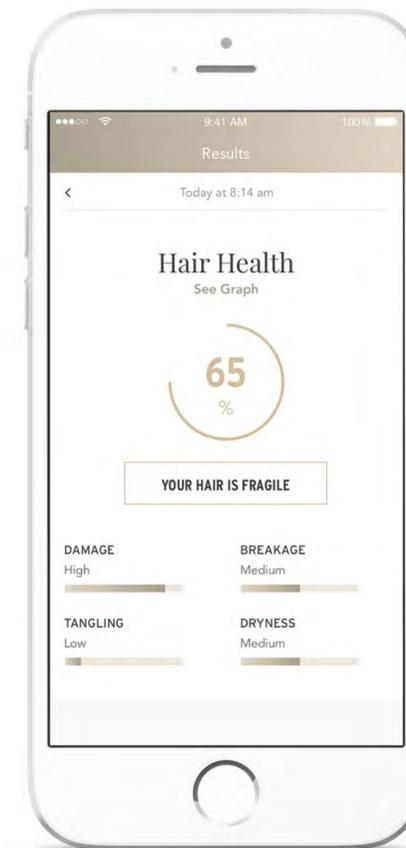
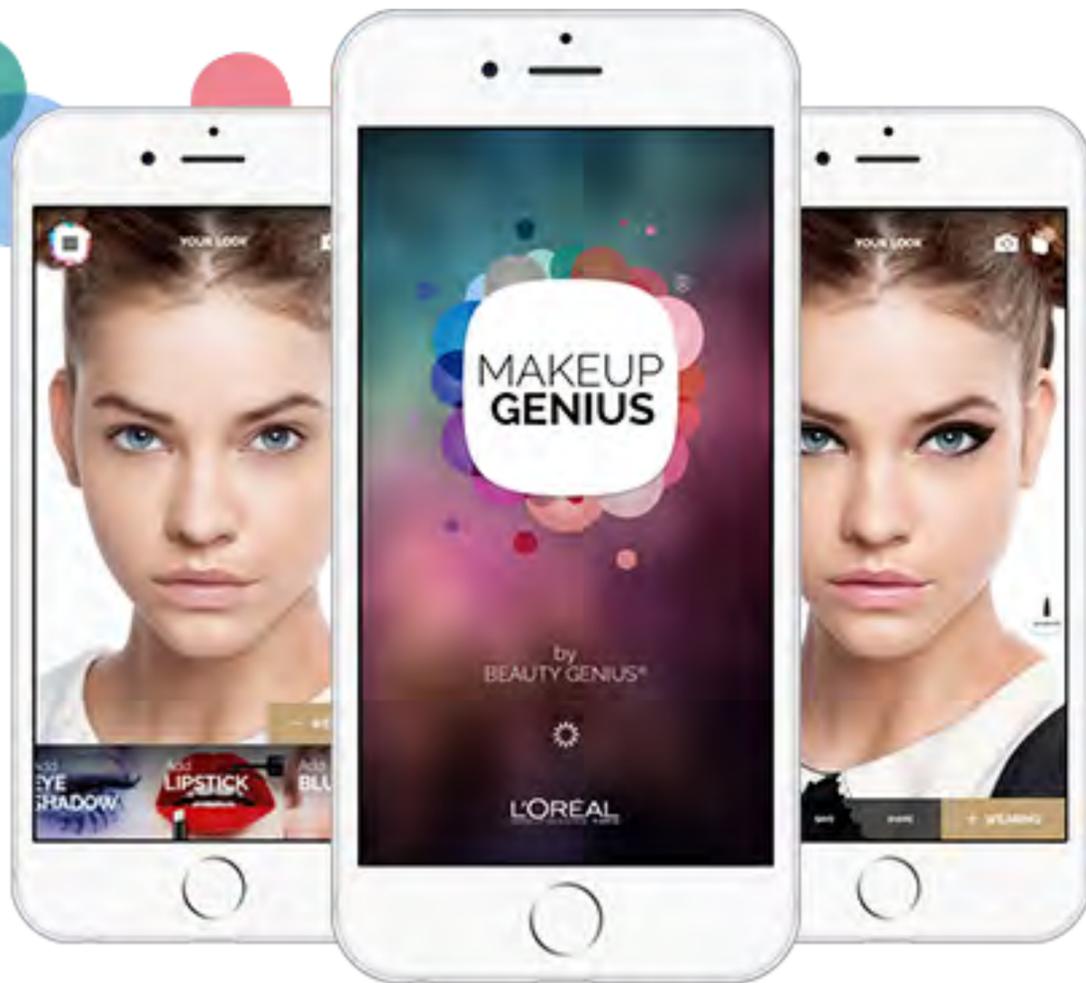
NOTRE
RECHERCHE



A close-up, profile view of a female scientist with dark hair pulled back, wearing a white lab coat over a white ribbed turtleneck sweater. She is wearing clear safety goggles and looking intently at a piece of laboratory equipment. The background shows a laboratory setting with a fume hood and various pieces of equipment. A red star icon is positioned to the left of the text.

400
CHERCHEURS

★ INCUBATEUR SILICON VALLEY



★ BROSSE
CONNECTÉE
KÉRASTASE





RAISON

N°4

FORCE
DU DIGITAL

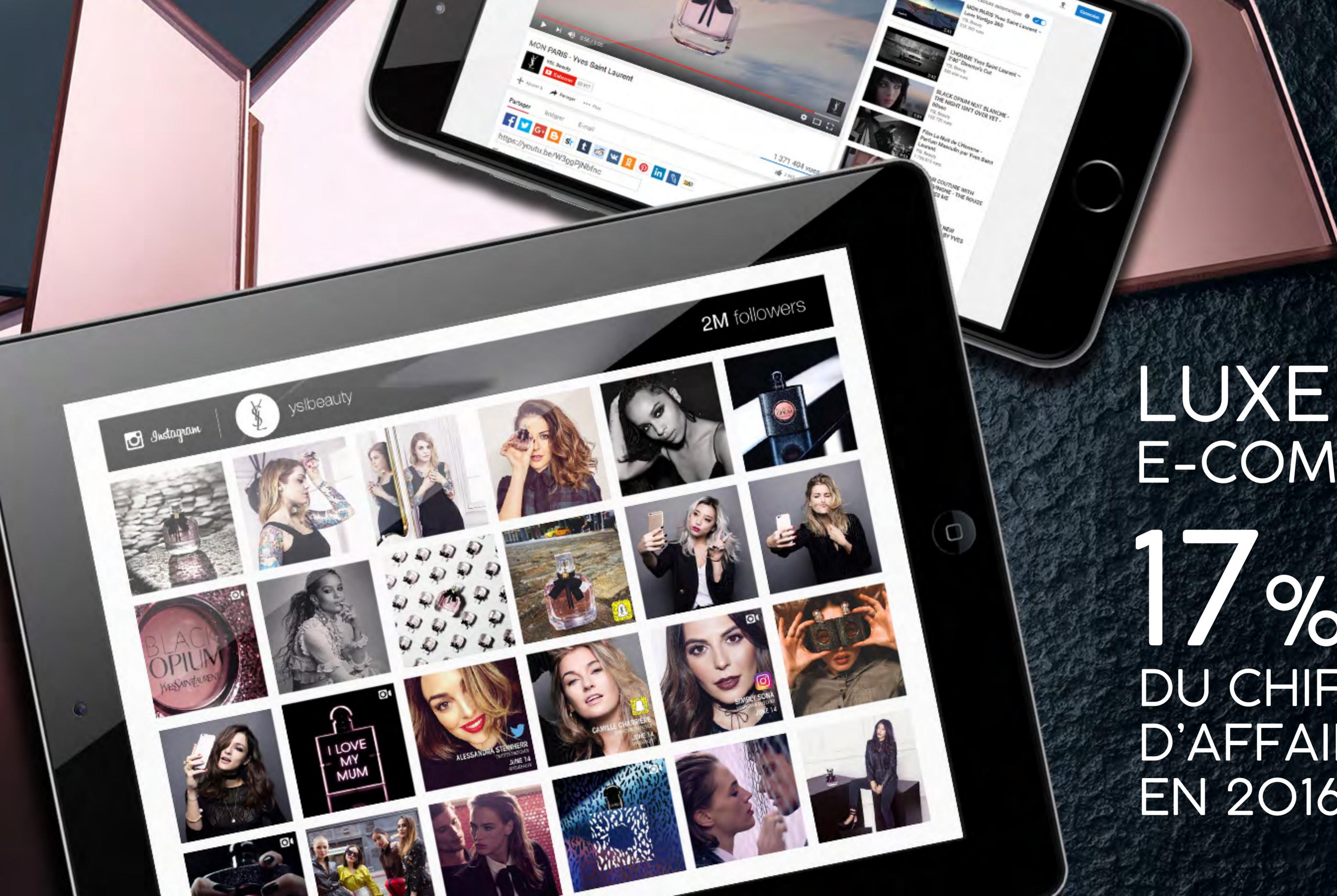


A woman with long red hair and glasses is shown in profile, looking down at a smartphone she is holding in her left hand. She is wearing a light-colored button-down shirt. The background is a blurred city street at night, with various lights and buildings creating a bokeh effect. The overall mood is professional and tech-oriented.

L'ORÉAL

★ USA

AVANT-GARDISTE



LUXE 
E-COMMERCE

17%
DU CHIFFRE
D'AFFAIRES
EN 2016





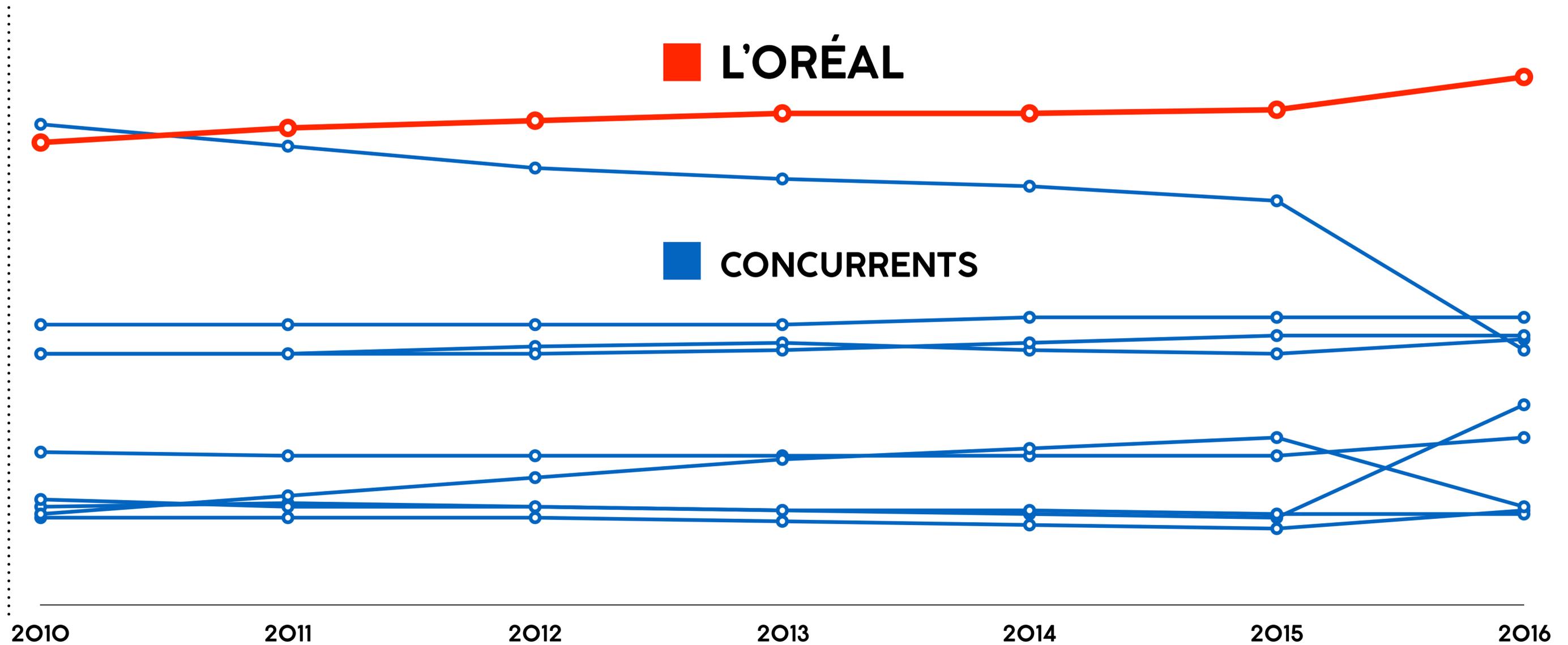
RENFORCER
SON



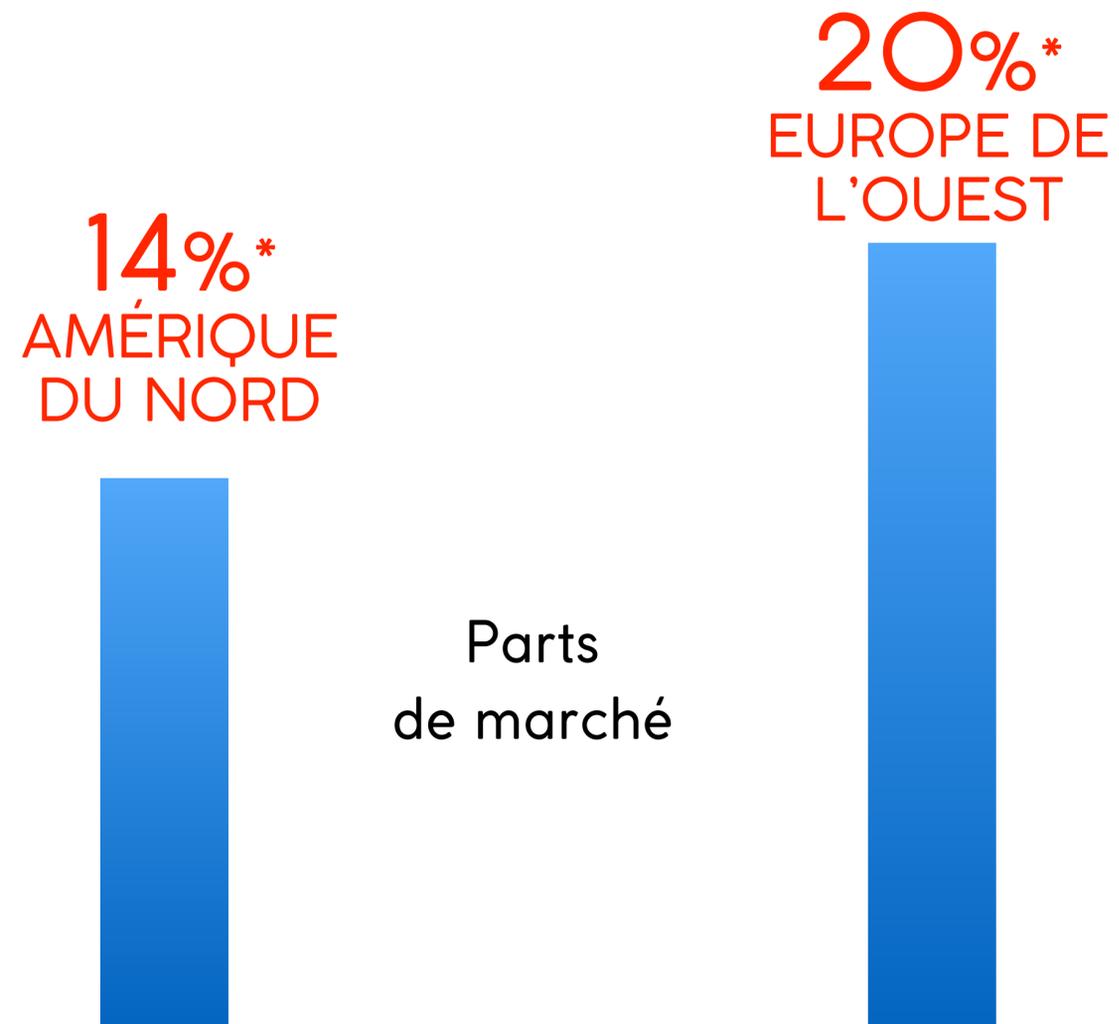
LEADERSHIP



GAGNANT SUR LE MARCHÉ AMÉRICAIN



★ UN POTENTIEL IMMENSE



*Hors rasoirs, savons et dentifrices. Source : estimations L'Oréal 2016



ENGAGEMENT ET TALENT





L'ORÉAL



NEW-YORK



FACILITER LES
ÉCHANGES
ET LES
SYNERGIES





L'ORÉAL
USA



CHAMPION
DE LA BEAUTÉ



★ MERCI