L’ORÉAL
Consumer Products

+4.4%*

Market

~ +4%**

*Like-for-like sales growth
** L’Oréal internal estimates - excluding soap, toothpaste and razors. 2016 provisional estimates.
Net manufacturing price (sell-in). Growth at constant exchange rate.
2 STRATEGIC GROWTH CATEGORIES

MAKE UP & HAIRCARE
MAKE UP
DOUBLE DIGIT GROWTH
4 GLOBAL BRANDS

L'ORÉAL PARIS

GARNIER

MAYBELLINE NEW YORK

NYX PROFESSIONAL MAKEUP
eCOMMERCE

+31%*

*2016 like-for-like sales growth. Sales achieved on our brands’ own websites & estimated sales achieved by our brand corresponding to sales through our retailers’ websites (non-audited data)
FREE STANDING STORES
NYX PROFESSIONAL MAKEUP

100TH STORE
MAJOR REGIONS PERFORMING WELL
North America

+7.5% *

* 2016 like-for-like sales growth
North America
+7.5%*

Market
+3.6%**

* 2016 like-for-like sales growth
** L’Oréal internal estimates
North America

22.8%

Record Market Share*

* IRI-Nielsen
Western Europe

+2.0%*

* 2016 like-for-like sales growth
UK & Ireland +11% *  
Spain +7% *  
Germany +6% *  

* 2016 like-for-like sales growth
New Markets +4.2%*
4 STRATEGIC LEVERS
1st Strategic Lever

Deploy Game Changing Innovations
L'Oréal Hair Colorist/Paris

COLORISTA

Color swatches and images of hair with various colors.
2nd Strategic Lever

Maximize the Power of Make Up
#MATTEADDICTION
BY COLOR RICHE

17 MATTER THAN MATTE COLORS
SO OBSESSIVE, SO CHIC, SO PARIS
BECAUSE YOU'RE WORTH IT.

L'ORÉAL
MAKEUP DESIGNER/PARIS
Like a boss? It's the only way.
3rd Strategic Lever

Champion Key Beauty Trends
NATURAL HAIRCARE

Ultra DOUX
NATURAL HAIRCARE

BOTANICALS
FRESH CARE

Safflower
RICH INFUSION

Shampoo

(FOR DRY HAIR)

Nourishing formula
Infused with safflower oil
To keep hair
& make it softer.

No silicones,
parabens or sulfates.
400mL

L’OREAL
PARIS

Softening Pomade

(FOR DRY HAIR)

Nourishing formula
Infused with safflower oil
To detangle
& make it softer.

No silicones,
parabens or sulfates.
100mL

L’OREAL
PARIS
STRENGTHEN OUR DIGITAL CLOUT
GET INSPIRED BY SOCIAL LISTENING
MASTER
PRECISION
ADVERTISING

ULTRA DOUX IN WESTERN EUROPE
REINVENT
THE DIVISION
TO LEAD THE NEW MASS BEAUTY MARKET