



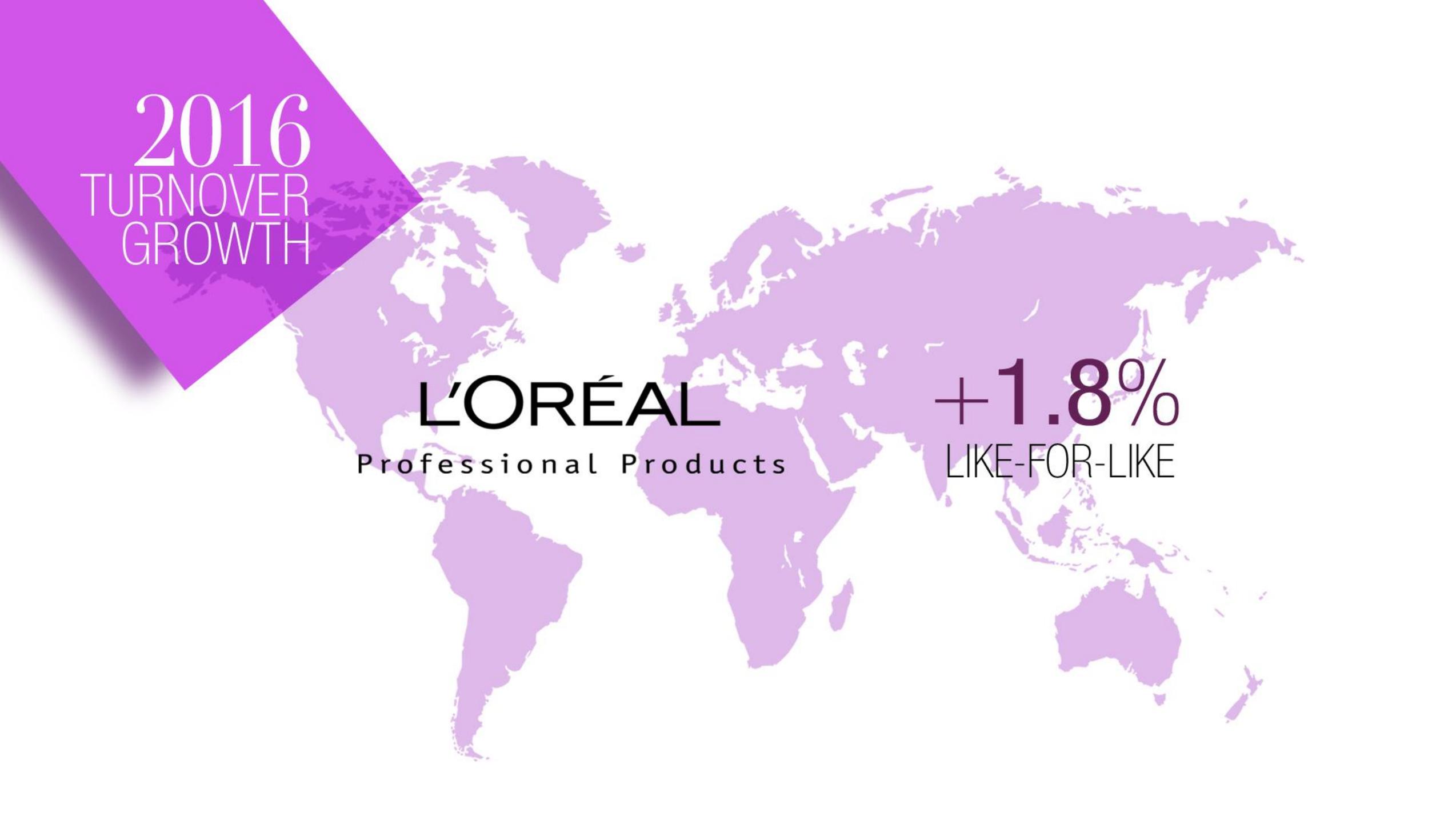
L'ORÉAL

Professional Products

FINANCIAL
INFORMATION
MEETING

February 10th, 2017

NATHALIE ROOS



2016
TURNOVER
GROWTH

L'ORÉAL
Professional Products

+1.8%
LIKE-FOR-LIKE

2016 WESTERN EUROPE*

UNITED
KINGDOM
+5%

WESTERN
EUROPE
+3%

SOUTHERN
EUROPE
+5%

L'ORÉAL
Professional Products

**2016 like-for-like sales growth*

2016 NEW MARKETS*

LATIN
AMERICA
+6%

AFRICA
MIDDLE
EAST
+11%

RUSSIA
+18%

INDIA
+18%

**2016 like-for-like sales growth*

L'ORÉAL
Professional Products

2016
UNITED
STATES

MIXED
PERFORMANCE



L'ORÉAL
Professional Products

4G

17:52



#professionalhair



PROMISING
PERSPECTIVES





THE NEW
COLOR
DYNAMISM



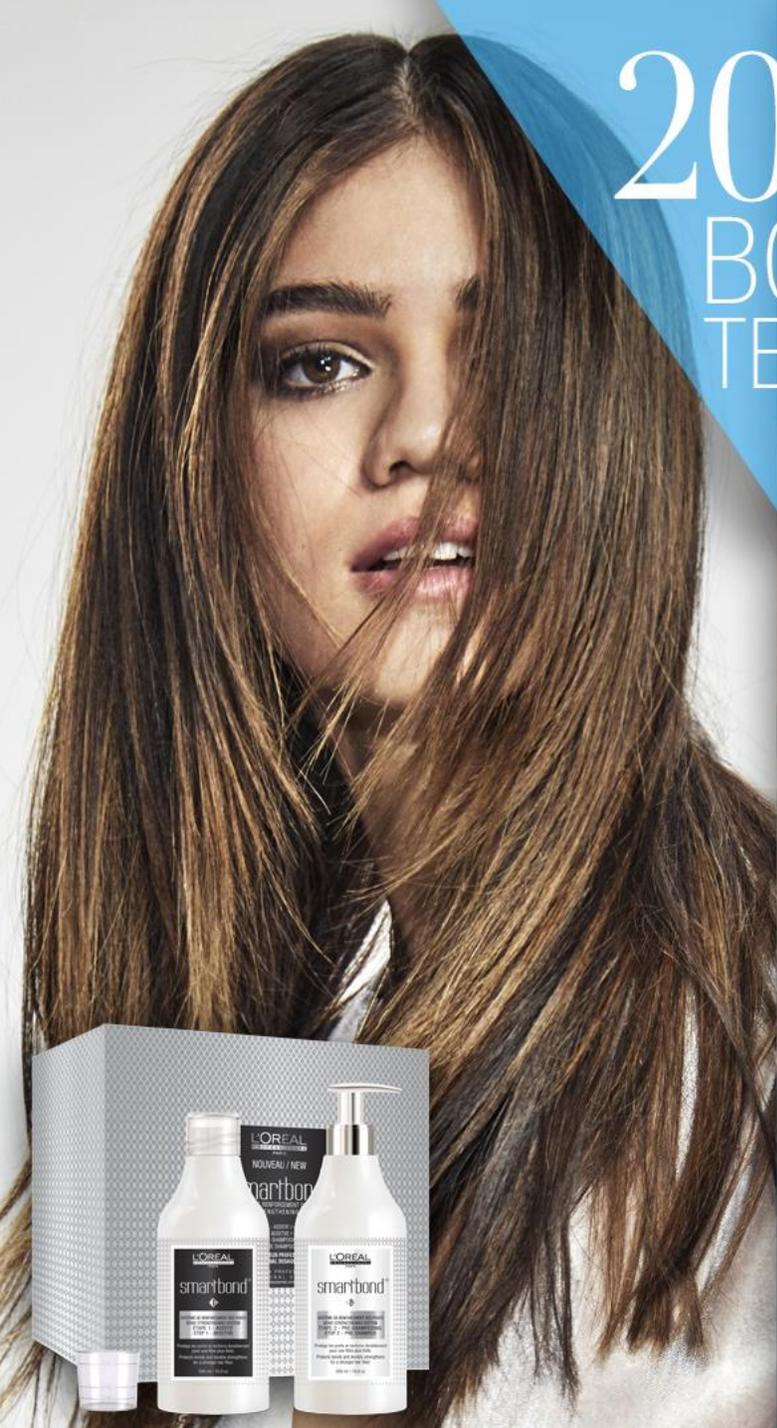
HAIRCOLOR IS
THE NEW MAKE-UP

2017

WE
REINVENT
COLOR



2017 BONDERS TECHNOLOGY



2017 THE NATURAL TREND OPPORTUNITY



BIOLAGE
MATRIX





4,500 SALONS
+15% TO +30%*



2017
SALON EMOTION
ACCELERATION

*business growth depending on the salon

2017 DIGITAL REINVENTION



FEELUNIQUE

I'm looking for... Search

Men Brands A-Z Offers What's New The Lounge Beauty Haul
Skin Bath & Body Hair Makeup Brows Sun & Tan Healthy Living Electricals Gifts Nails

Livraison Offerte A partir de 50€ de commande
Maximiles chez feelunique 3 points pour chaque € dépensé
Echantillons gratuits A partir de 30€ de commande
 Paiement sécurisé Achetez en toute confiance

Une solution sur mesure pour nourrir, traiter et protéger le cheveu, en fonction de trois niveaux de sécheresse.

J'ACHÈTE

Nutritive : HAIR LANGUAGE - Le film

COLOR COACH
WITH JASON BACKE

STYLE MY HAIR
TESTEZ LES LOOKS DE L'OREAL
LAISSEZ-VOUS INSPIRER PAR PURETRENDS

STYLE MY HAIR

TESTEZ LES LOOKS DE L'OREAL
CHOOSE THE COLOUR
CHOOSE THE EFFECT
HA COURE

PRO FIBER
PROFESSIONAL HAIR DAMAGE SCIENCE

MY HAIR PROFILE

ESTIMATED HAIR AGE 2 year old
HAIR EXPOSURE MECHANICAL SENSITIZATION (regular sun exposures blow-dryer)
CHEMICAL SENSITIZATION (global coloring)

Based on your current hair habits, a 2 year old have endured:
728 shampoos
152 chemical services
4380 brush strokes

You are level 2 (out of 3) of hair damage

PRO FIBER
PROFESSIONAL HAIR DAMAGE SCIENCE

PROFIL CAPILLAIRE

Commencer votre diagnostic pour découvrir votre profil cheveux & recevoir votre prescription personnalisée.

- Dansk
- Deutsch
- English
- Español
- Português

2017 DIGITAL EDUCATION



#trendalert #greyhair

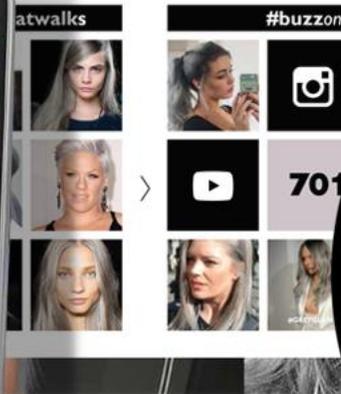
**THE GREY
TRENDR**



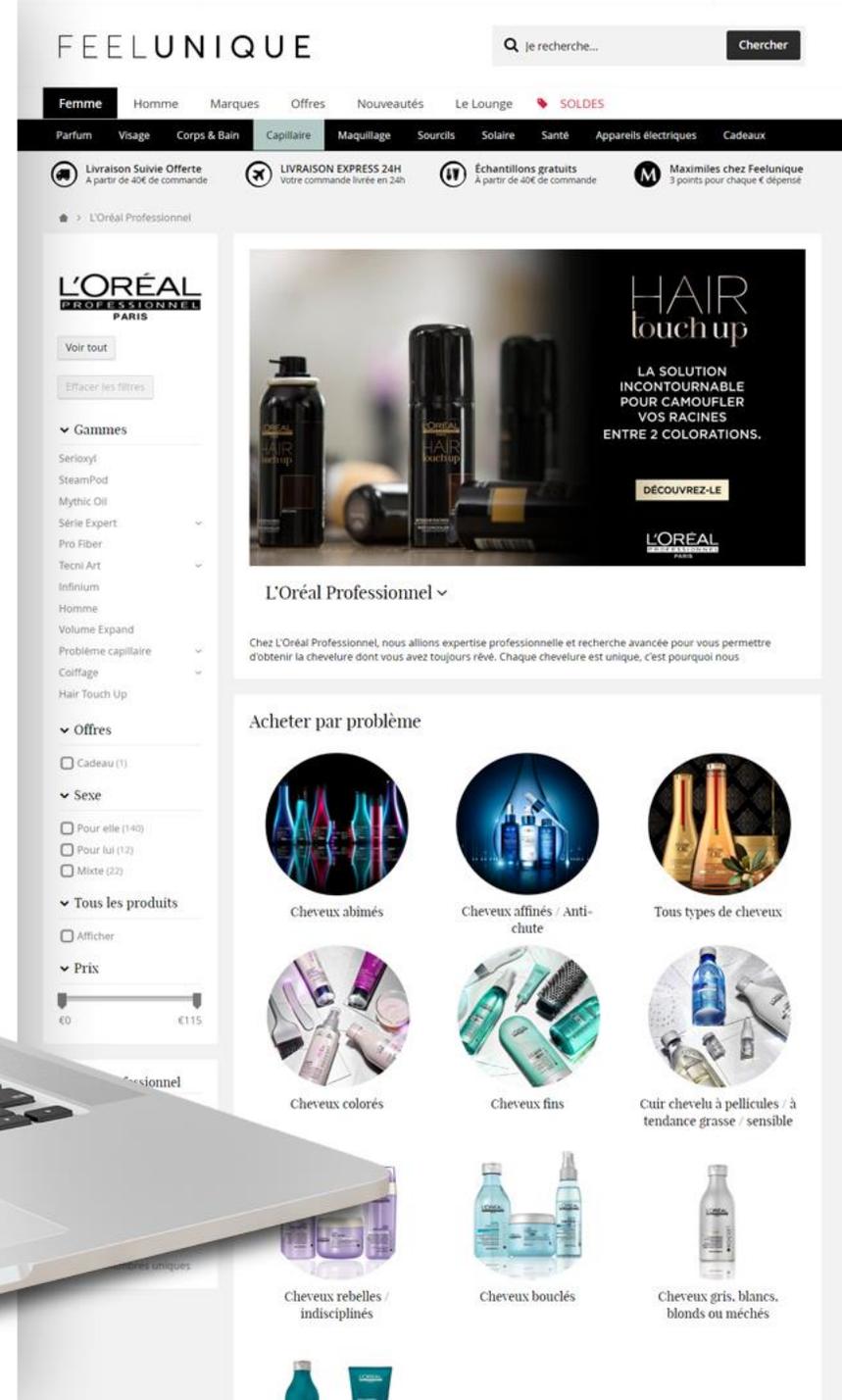
#lorealpro #coloristsecrets

**SPOTTED
EVERYWHERE**

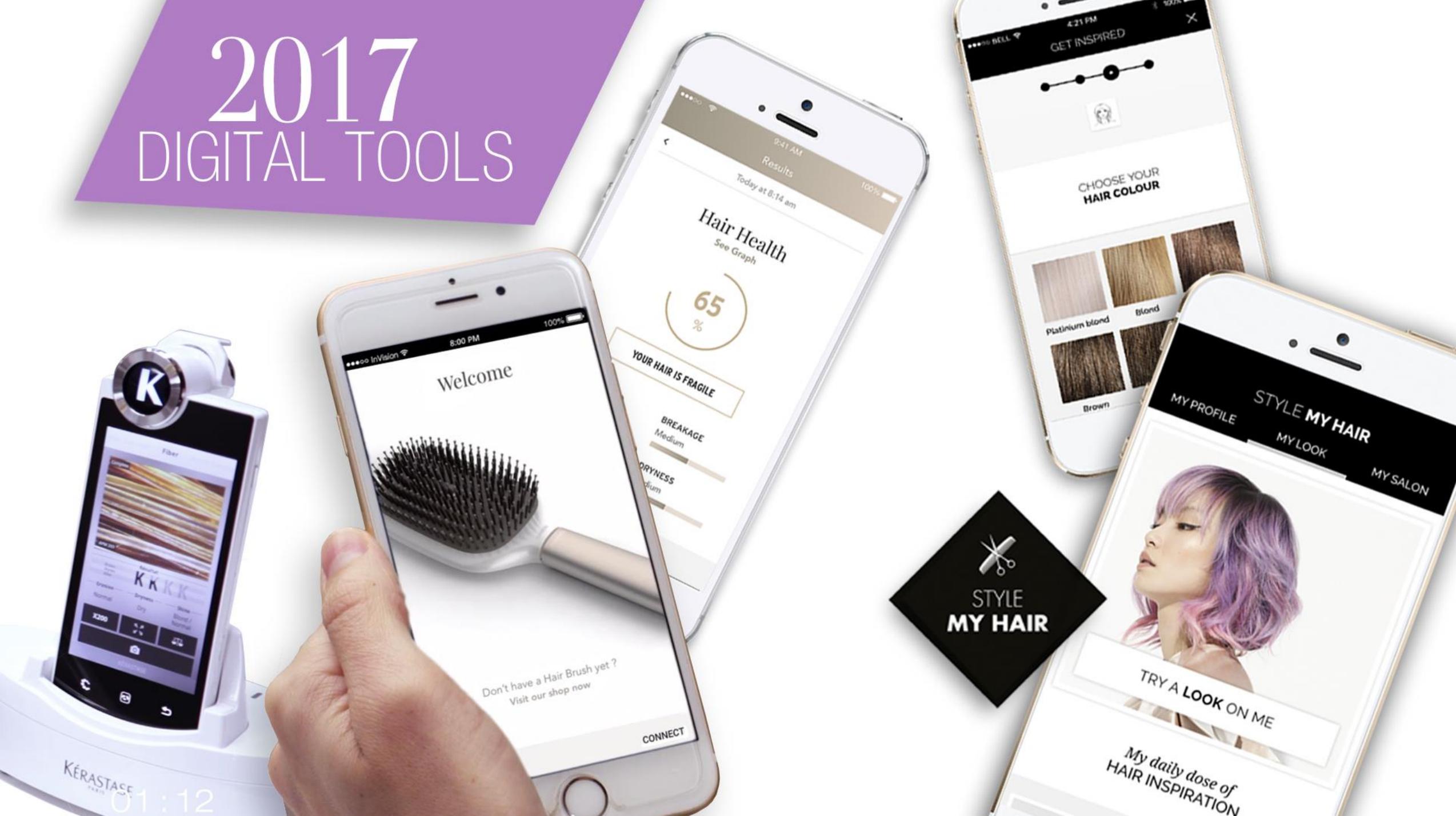
YOU USED TO COVER MIDDLE-AGED GREYS.
NOW YOU CAN TURN THE YOUNG IN GREY TO RECRUIT NEW



2017 E-COMMERCE OPPORTUNITY



2017 DIGITAL TOOLS



KÉRASTACE
PARIS

01:12



2017

WE REINVENT
PROFESSIONAL BEAUTY



L'ORÉAL
Professional Products

