



**GENERAL
MEETING
2026**
L'ORÉAL

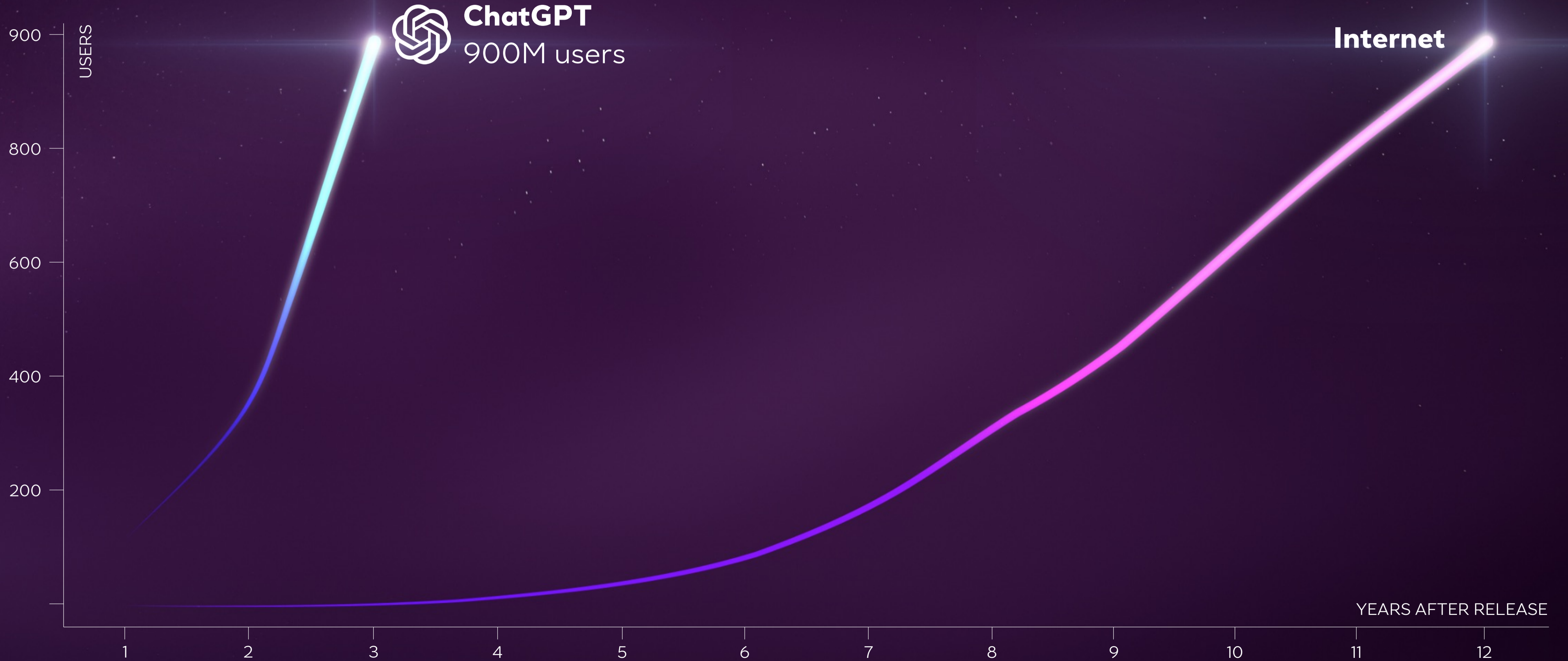
Samuel du RETAIL

General Manager AI
Data - Shared Services



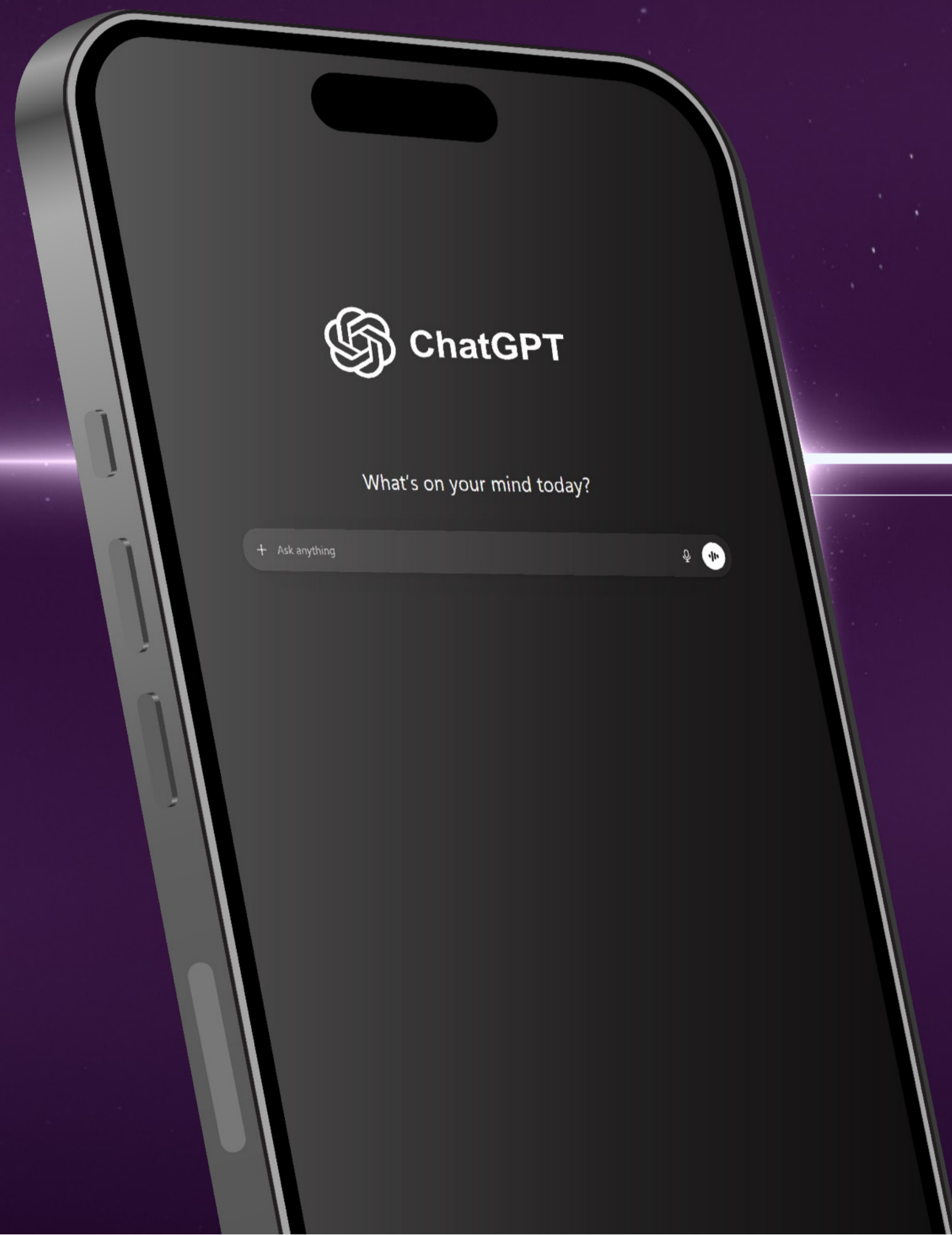
ARTIFICIAL INTELLIGENCE

AI: A PARADIGM SHIFT



A NEW CONSUMPTION MODEL

GLOBAL ADOPTION



39%

USE AI

~54%

AGED 20-40

47%

CONSIDER AI THEIR PREFERRED
SOURCE OF INFORMATION

AI: ALREADY A LEADER IN HEALTH & BEAUTY

280M

WEEKLY MESSAGES
ABOUT HEALTH & BEAUTY

L'ORÉAL
ALREADY DIGITAL

2010
THE YEAR
OF DIGITAL

L'ORÉAL
BEAUTY TECH

THE WORLD'S LARGEST BEAUTY INFORMATION DATABASE

17

TERABYTES
OF DATA

8,000

EXPERTS

8

BUSINESS
AREAS

DIGITAL
& MARKETING

RETAIL
& E-COMMERCE

CONSUMER
& MARKET
INTELLIGENCE

INFORMATION
TECHNOLOGY

RESEARCH
& INNOVATION

FINANCE

HUMAN
RESSOURCES

OPERATIONS



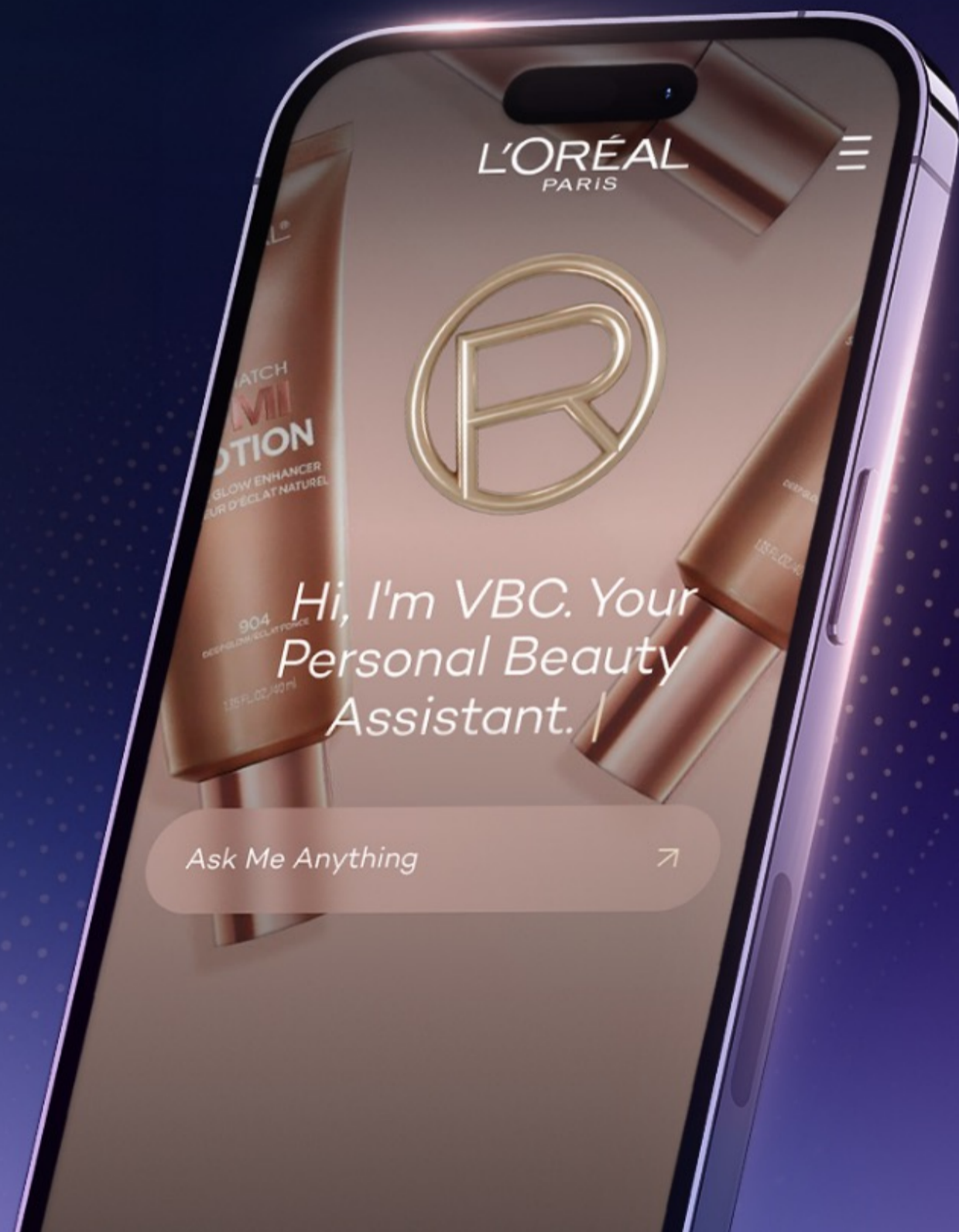
ONE
L'ORÉAL

POWERED BY

AI

3 PILLARS FOR ACCELERATION POWERED BY AI

CONSUMER JOURNEYS



MÉTIERS

R&I
CDMO
COMMERCE
HR
SUSTAINABILITY

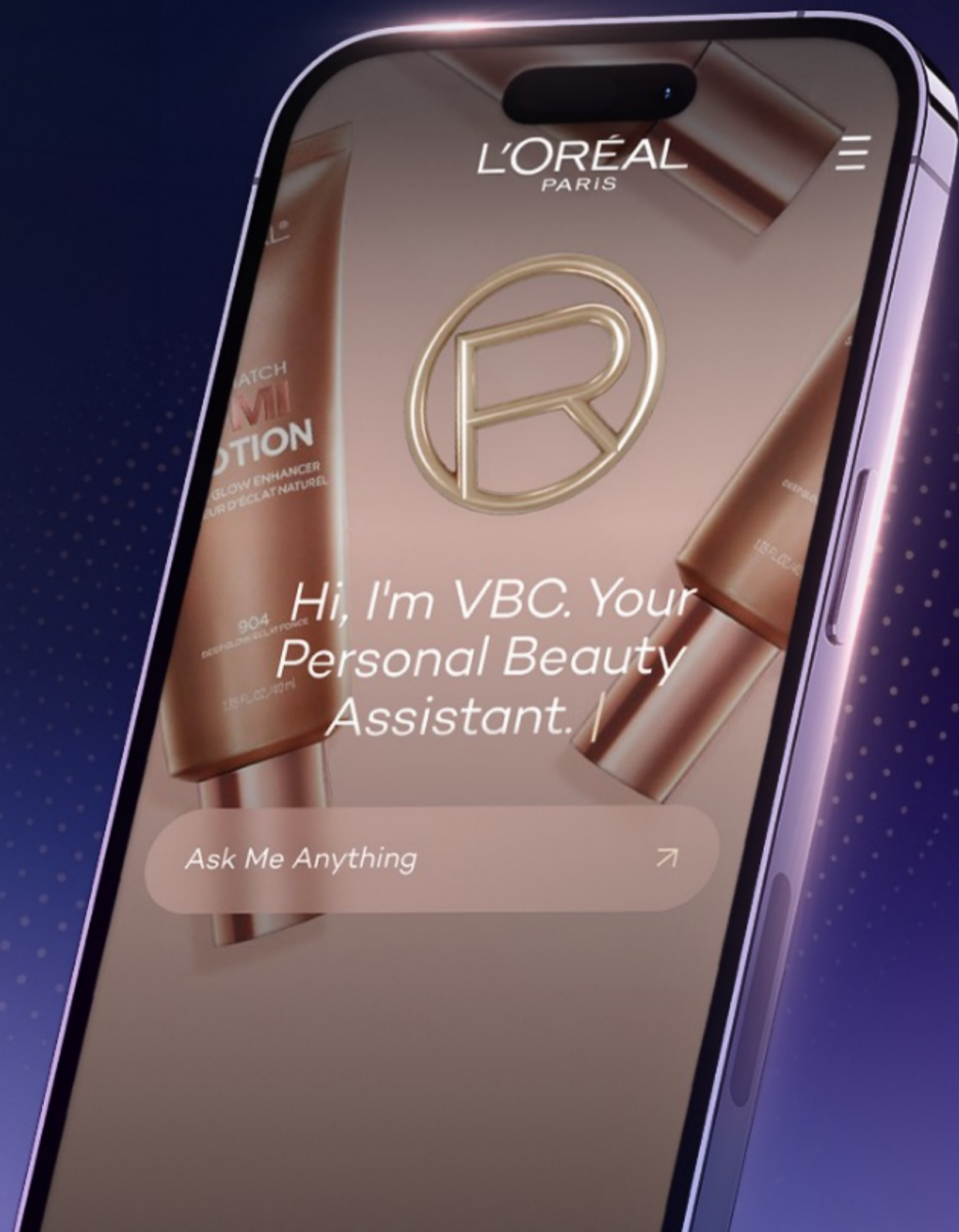
DMI
OPERATIONS
FINANCE & LEGAL
IT
CA&E

EMPLOYEES



3 PILLARS FOR ACCELERATION POWERED BY AI

CONSUMER JOURNEYS



MÉTIERS

R&I
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IT
CA&E

EMPLOYEES





+ I have fair skin and I'm heading to the Basque Coast this weekend. What sunscreen do you recommend?



Good question – especially for the Basque Coast, where the sun plus the reflection off the water = a pretty intense combo 😊

👉 **For fair skin: minimum SPF 50**

Clearly, with fair skin, you should aim for SPF 50 or even 50+. Why?

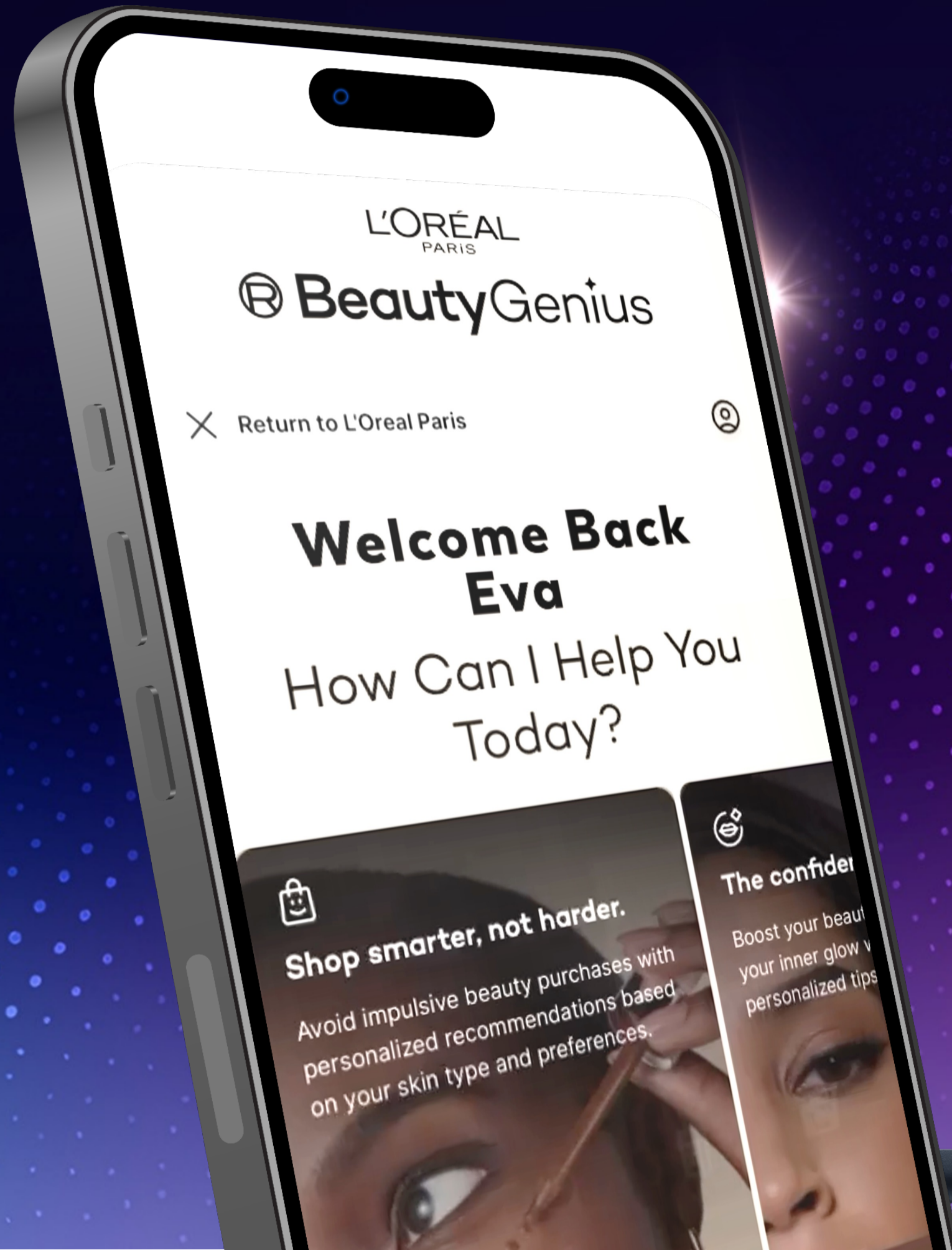
- Fair skin burns faster and is more sensitive to UV rays [garnier.fr](https://www.garnier.fr)
- SPF 50 offers **very high protection**, recommended for beach exposure [vichy.fr](https://www.vichy.fr)

👉 **Basically:**

- **SPF 50** = okay for daily use / in the city
- **SPF 50+** = beach, ocean, surfing → your situation this weekend

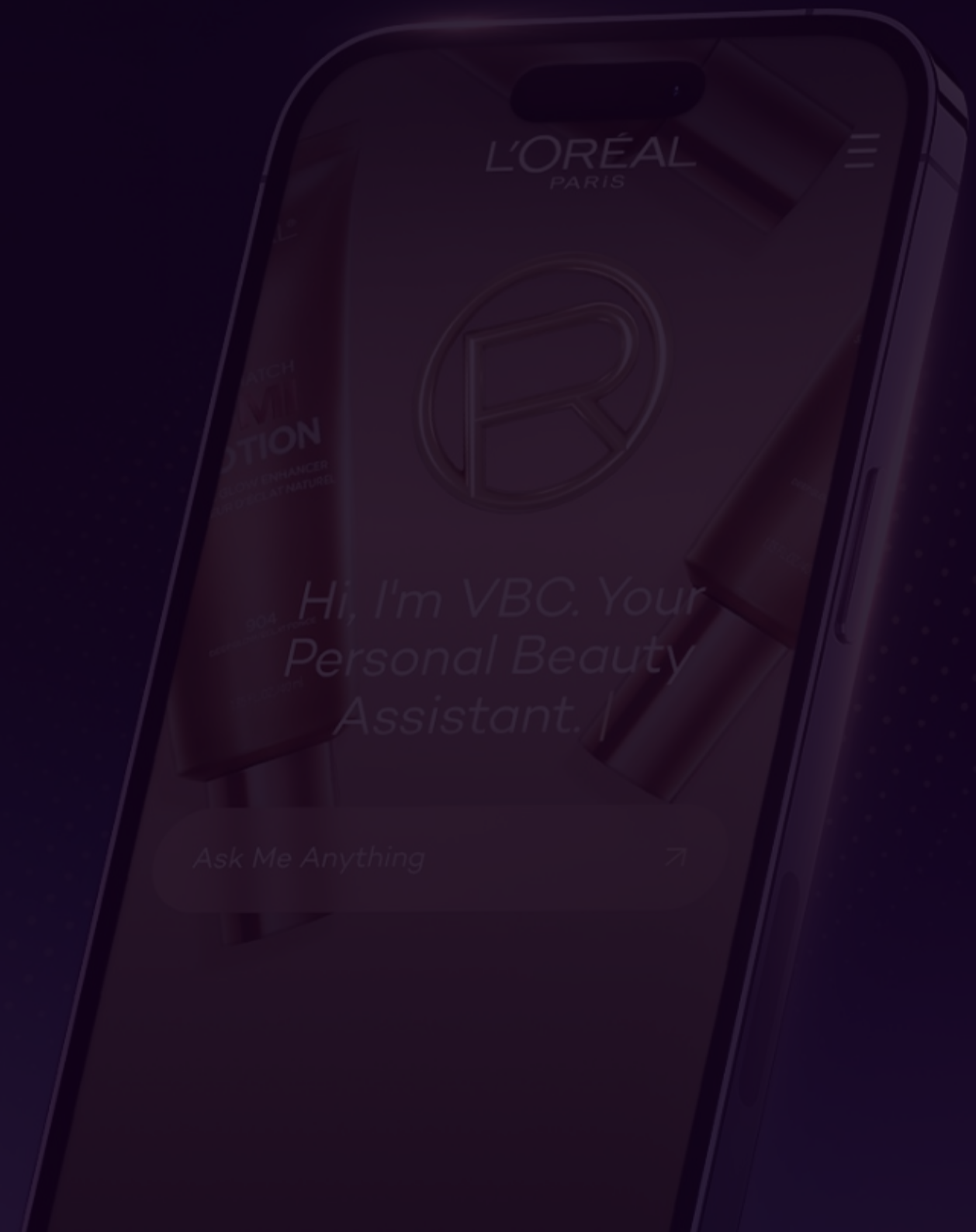


AI CREATES VALUE FOR THE CONSUMER



3 PILLARS FOR ACCELERATION POWERED BY AI

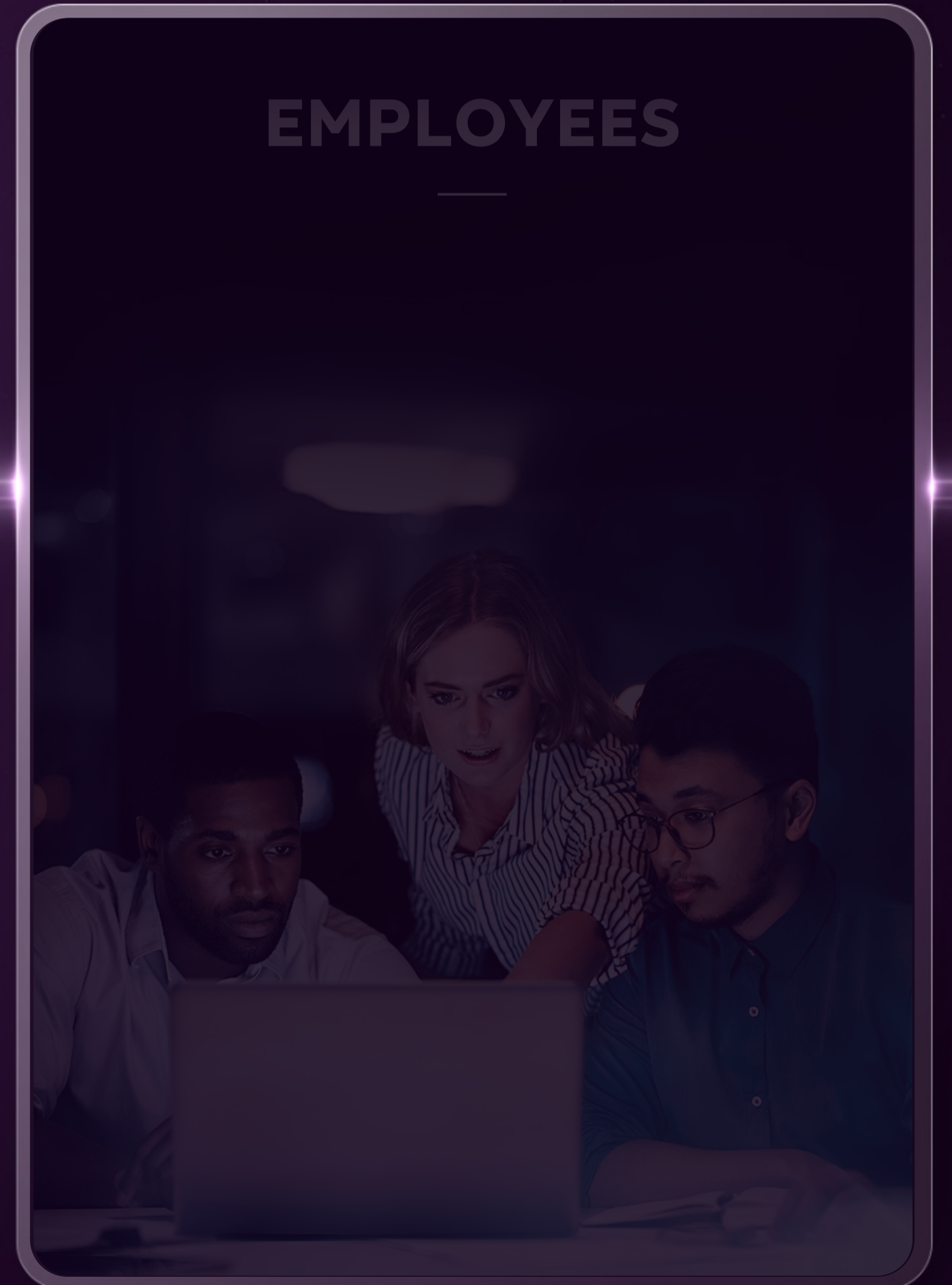
CONSUMER JOURNEYS



MÉTIERS

R&I
CDMO
COMMERCE
HR
SUSTAINABILITY
DMI
OPERATIONS
FINANCE & LEGAL
IT
CA&E

EMPLOYEES





AI FOR
OUR CUSTOMER SERVICE



AI FOR
OUR
SALES TEAMS

50%
FASTER

99%
ACCURACY



AI FOR
**OUR MARKETING
RESEARCH**



10,000

USERS

100,000

STUDIES

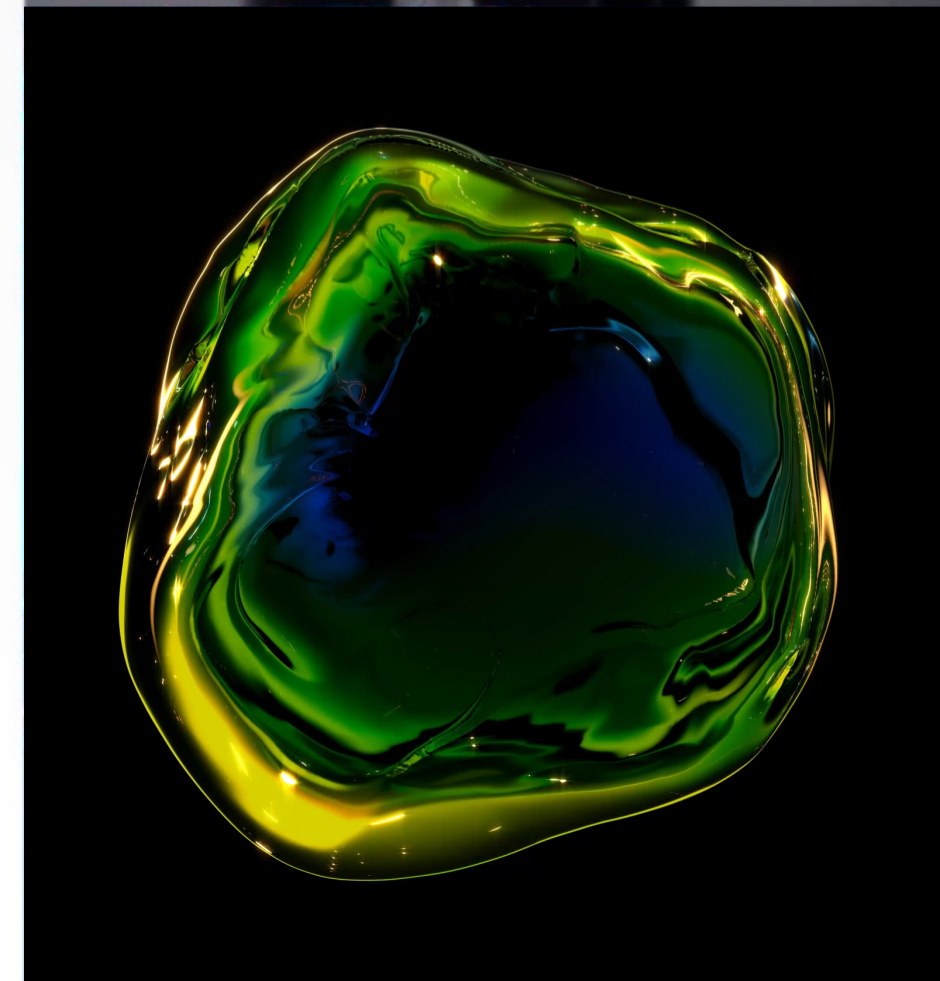
70

COUNTRIES

AI FOR CREATIVITY



L'ORÉAL
CREAITECH



AI FOR

OUR RESEARCH & INNOVATION



CONSUMER INSIGHTS

AI TO DECODE

the biological mechanisms
of skin and hair



SCIENTIFIC RESEARCH

AI TO EXPLORE

and discover
new proprietary molecules



FORMULATION

AI TO FORMULATE

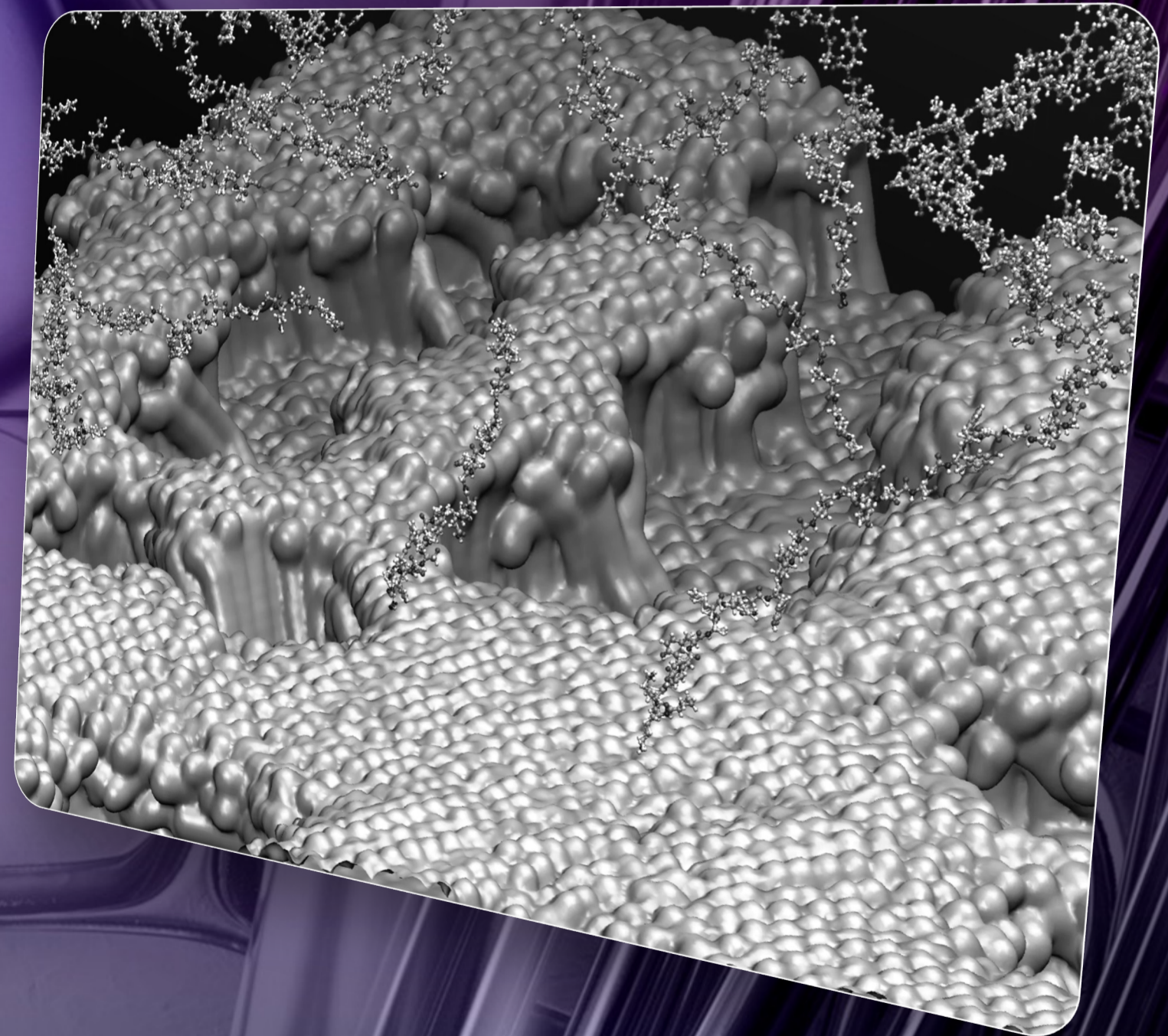
the most effective beauty products
on the market

PREDICTING THE BENEFITS OF FORMULAS USING DIGITAL HAIR

**SIMULATION OF PRODUCT APPLICATION
ON DIGITAL HAIR**

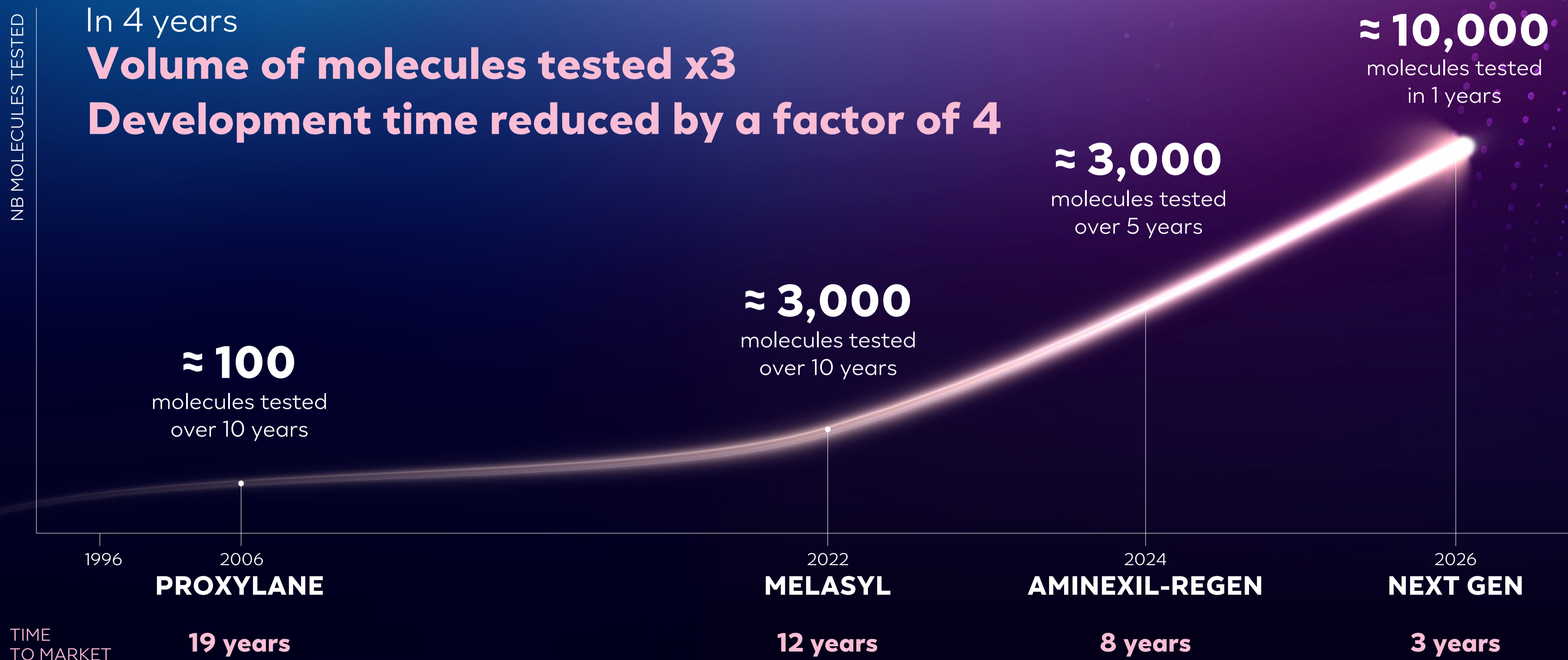
**RELIABLE PREDICTION
OF PRODUCT PERFORMANCE**

- HOLD/LONGEVITY
- SLIP/SMOOTHNESS



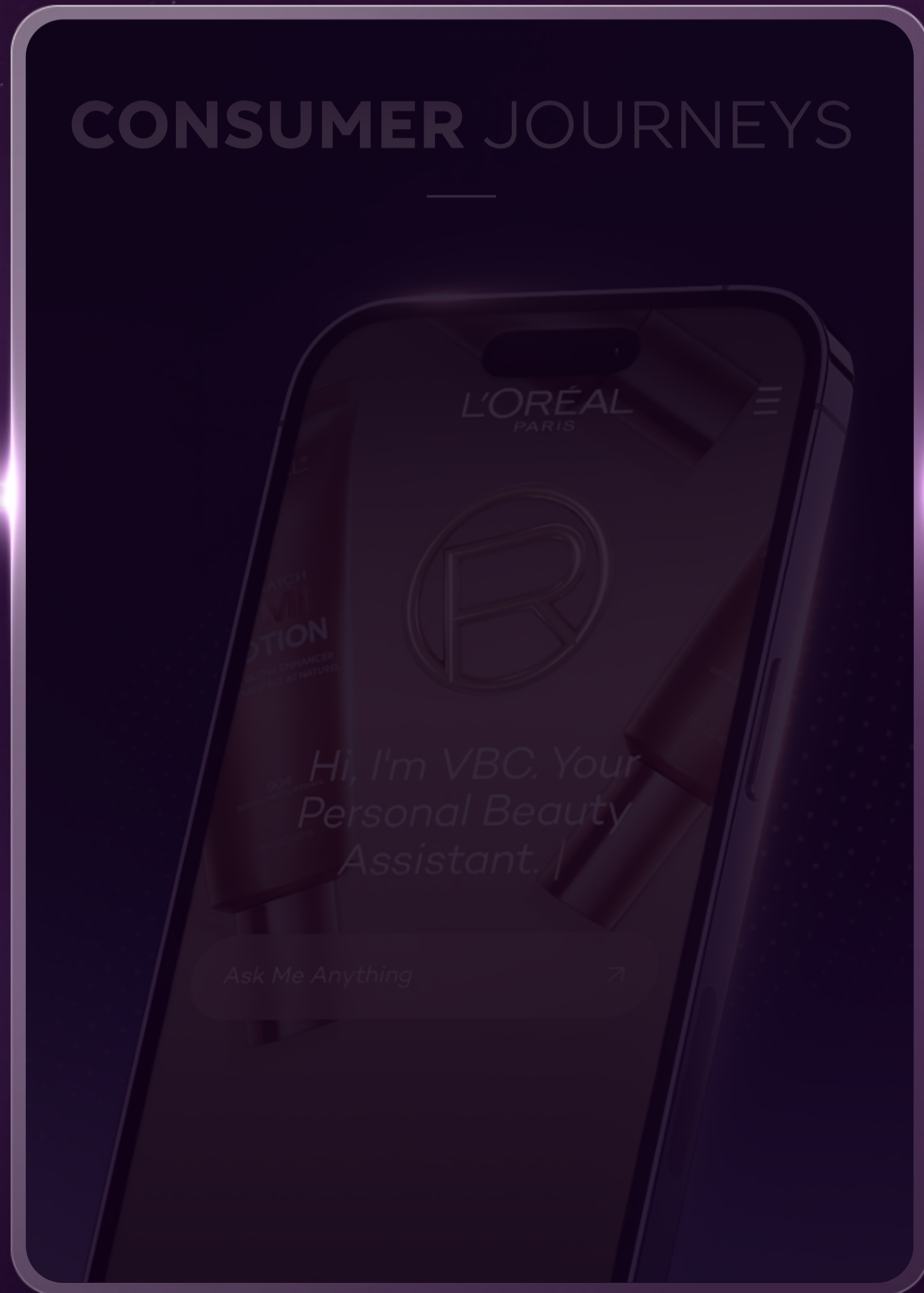
VIRTUALLY IDENTIFY FUTURE ASSETS

WHILE ACCELERATING TIME TO MARKET

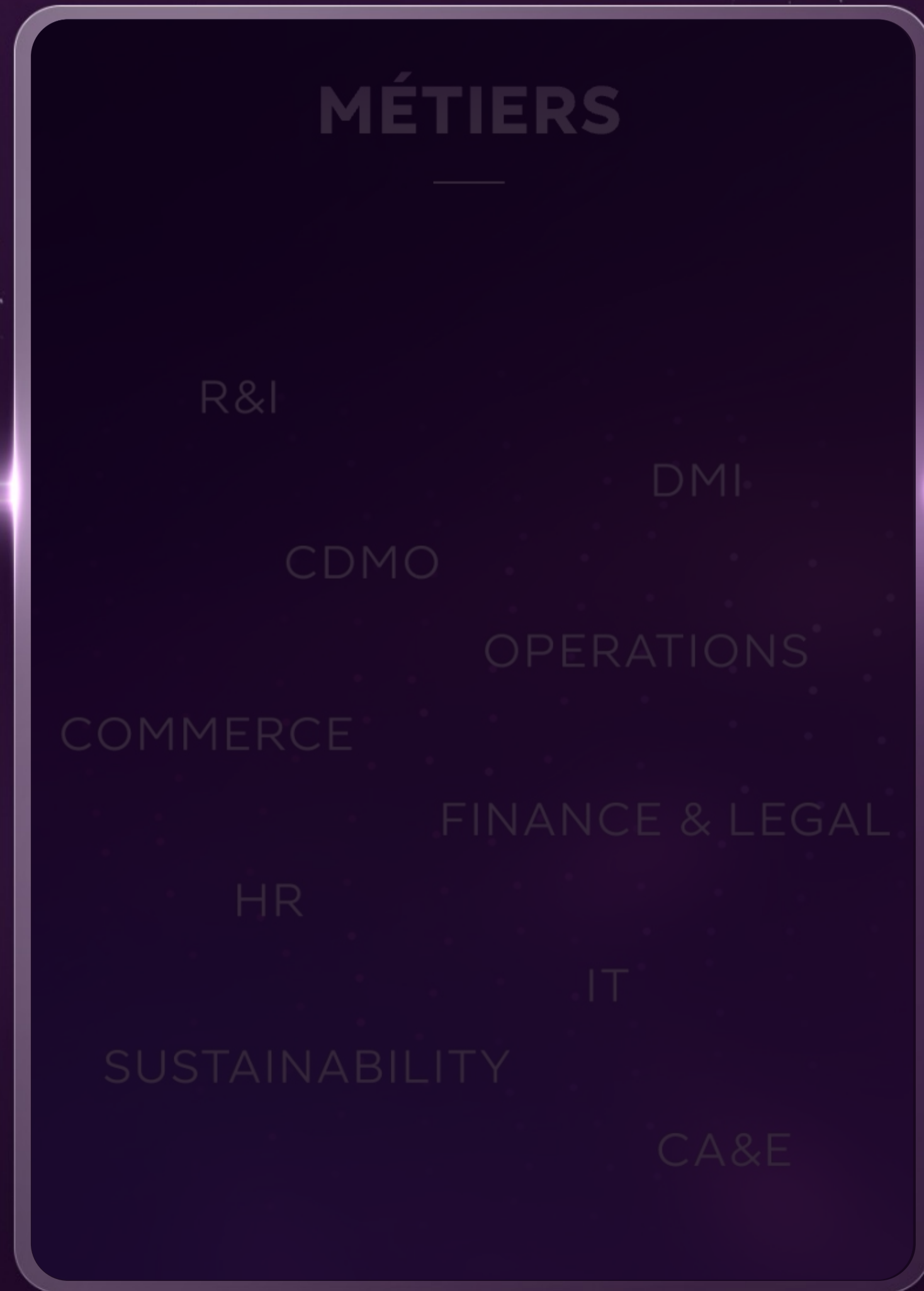


3 PILLARS FOR ACCELERATION POWERED BY AI

CONSUMER JOURNEYS



MÉTIERS



EMPLOYEES



PUTTING AI
TO WORK
FOR OUR
EMPLOYEES



73,000

EMPLOYEES TRAINED
IN GENERATIVE AI

AmplifAI

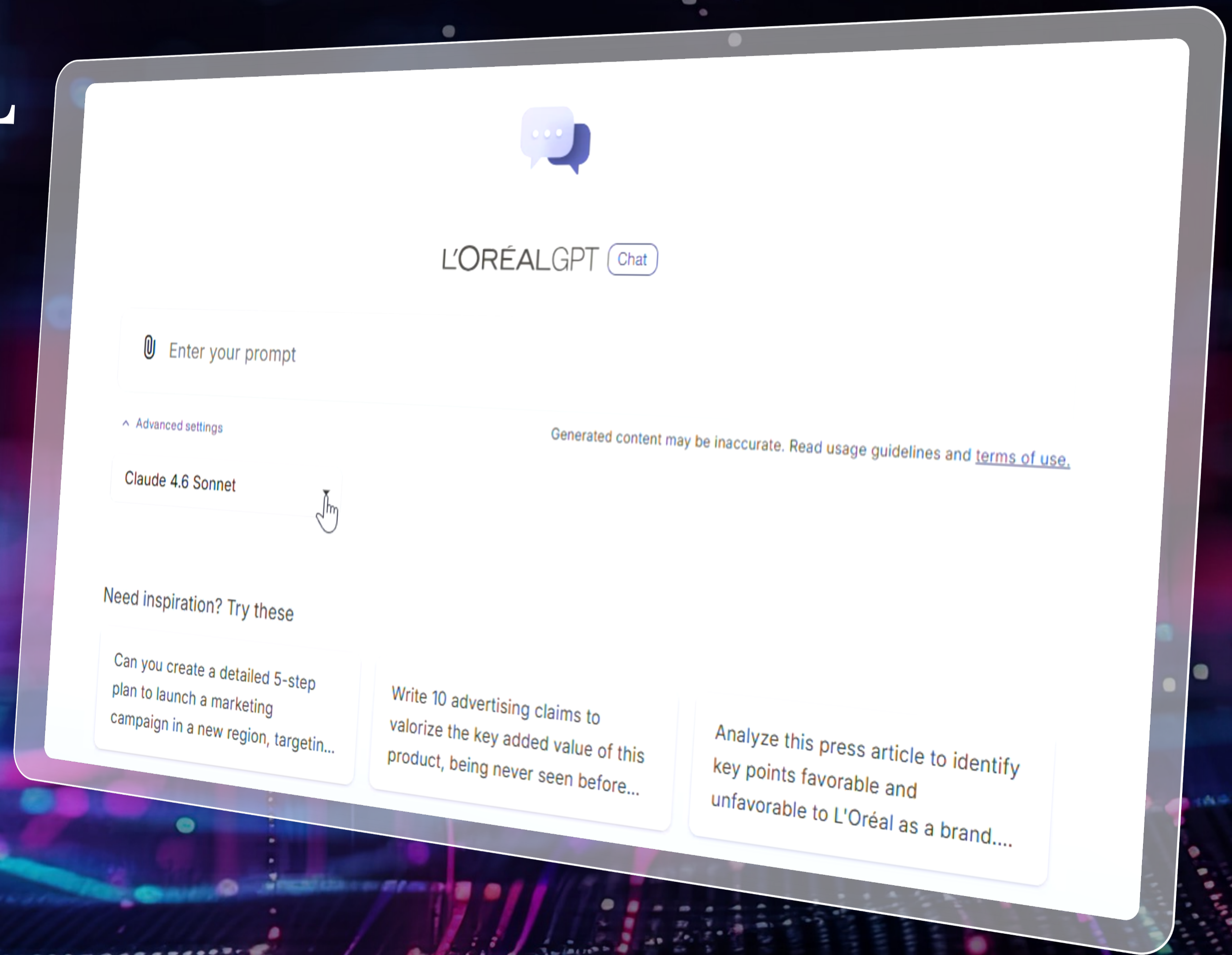
PROGRAM LAUNCH
MAY 2026

40,000

TARGET NUMBER
FOR SELF-EVALUATED EMPLOYEES
IN 2026



L'ORÉAL GPT OUR CONVERSATIONAL MODEL



L'ORÉAL GPT
USED DAILY



56,000

EMPLOYEES

21,000

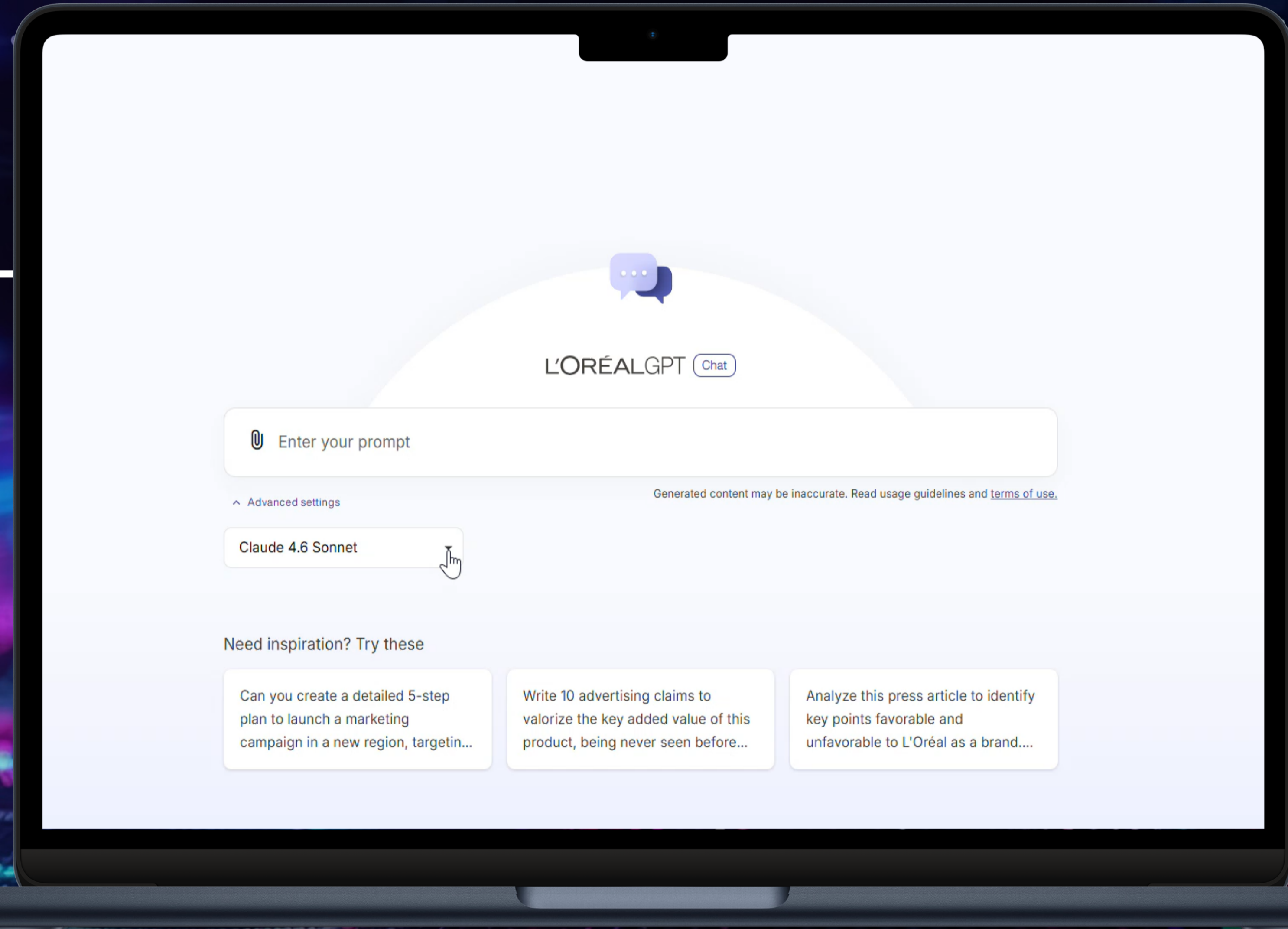
DAILY USERS

1M+

WEEKLY CONVERSATIONS

L'ORÉAL GPT A COMPANION FOR ALL

22,000+
INDIVIDUAL
COMPANIONS



RESPONSIBLE ARTIFICIAL INTELLIGENCE

RESPECTFUL OF PERSONAL DATA & INCLUSIVE

—
ENERGY-EFFICIENT

—
MONITORED BY OUR USERS





AI:
A CATALYST FOR INNOVATION

ENHANCING OUR TEAMS TO SUPPORT GROWTH





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2026**
L'ORÉAL