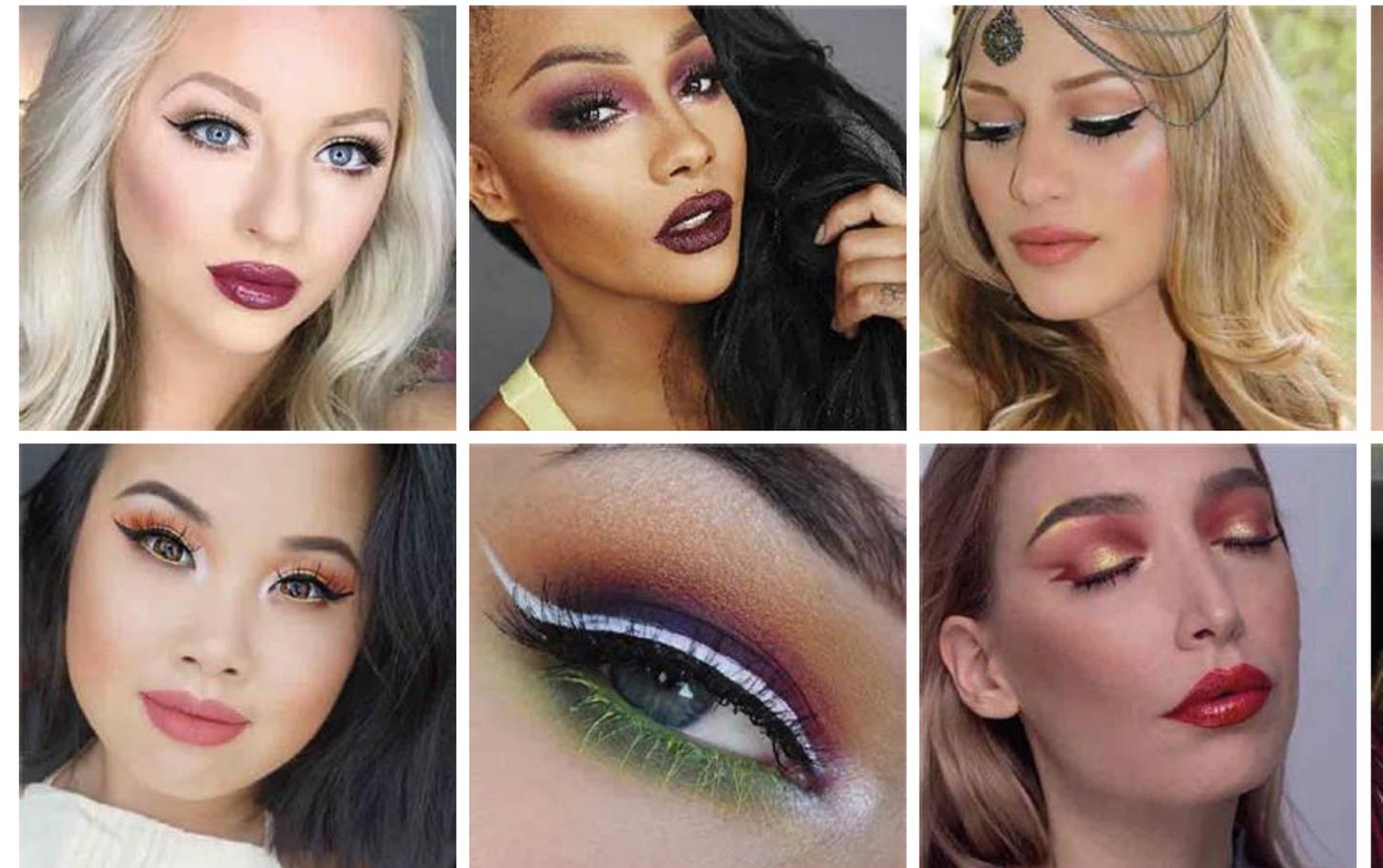




ANNUAL SHAREHOLDER MEETING

ALEXANDRA PALT
CHIEF SUSTAINABILITY OFFICER

20 APRIL 2016



SUSTAINABLE DEVELOPMENT



***SHARING
BEAUTY
WITH ALL***

An aerial photograph of a lush green rice paddy field. A narrow, winding irrigation canal or path cuts through the dense green rice plants, creating a series of interconnected loops and curves. The water in the canal is a dark, reflective brown. The overall scene is vibrant and healthy, representing agricultural sustainability.

SOCIAL

& ENVIRONMENTAL
ISSUES



INNOVATION :

ECONOMIC EFFICIENCY
INNOVATION



2015

A MILESTONE

COP

21







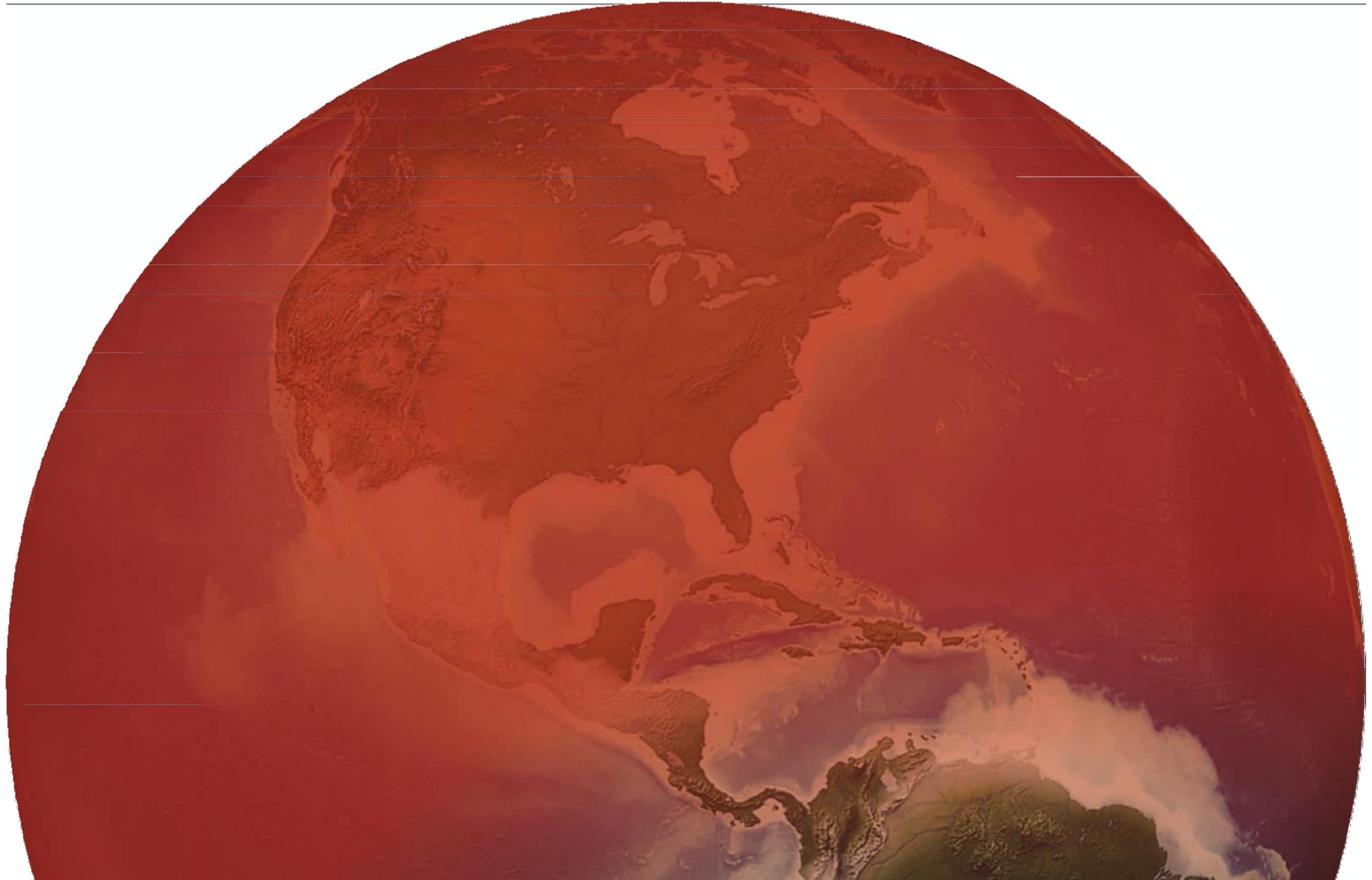








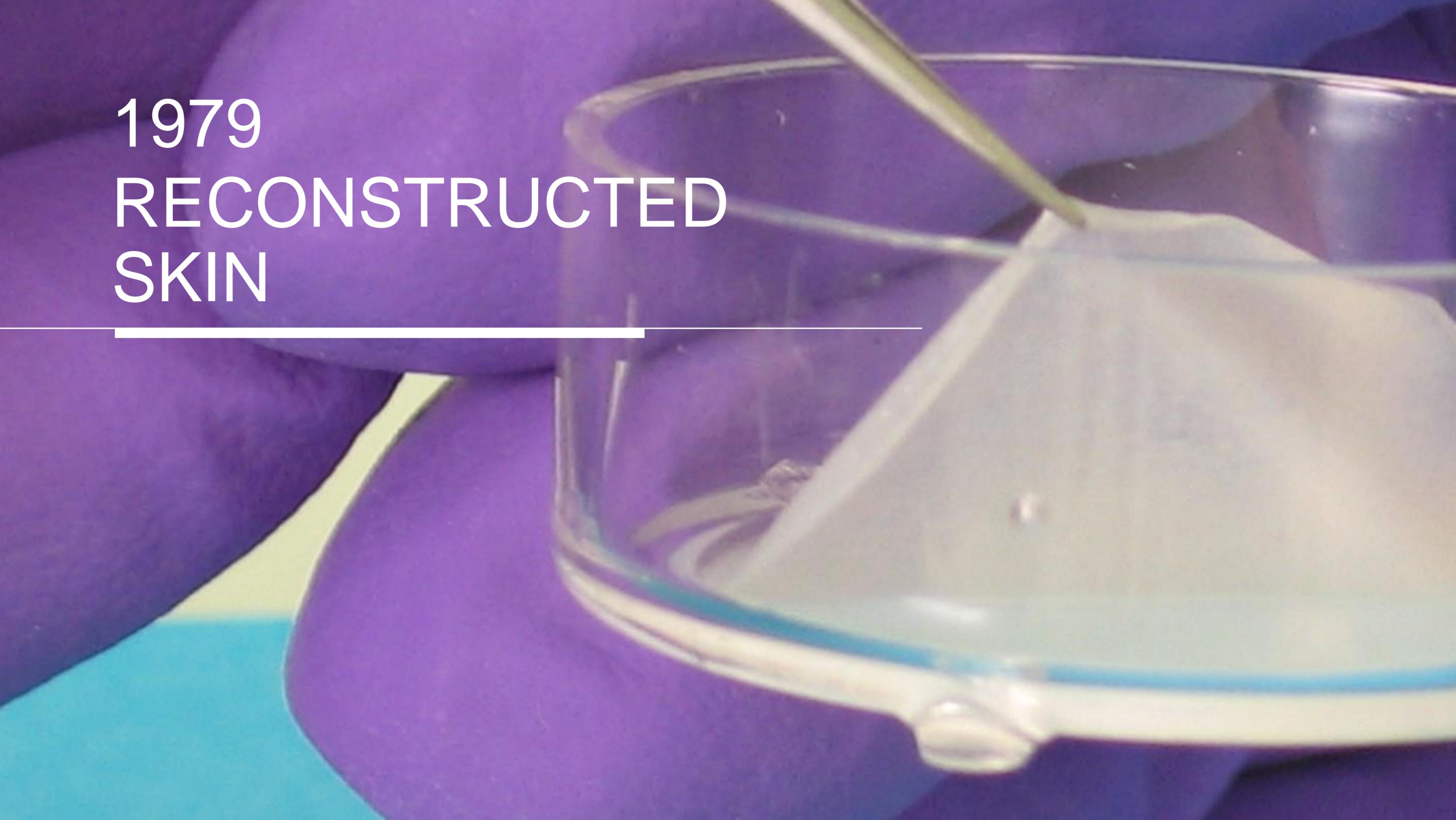






2015
A TURNING
POINT

1979
RECONSTRUCTED
SKIN



A female scientist with long blonde hair, wearing a white lab coat, is looking intently into a biosafety cabinet. The cabinet is illuminated by a bright light. In the foreground, several petri dishes are visible, each containing a vibrant green liquid culture. The scientist's hand is visible on the right side, holding a petri dish. The background shows the interior of the biosafety cabinet with various tubes and equipment.

1995 ENVIRONMENTAL
RESEARCH LABORATORY

2002

SOCIAL AUDITS



A photograph showing a woman with voluminous, dark, curly hair being styled by two other women. The woman being styled is in the foreground, looking slightly to the right. The two women styling her hair are behind her, one on the left and one on the right, both looking down at her hair. The woman on the left is wearing a dark sleeveless top, and the woman on the right is wearing a light-colored long-sleeved top. The background is a plain, light-colored wall.

2007

FONDATION
L'ORÉAL

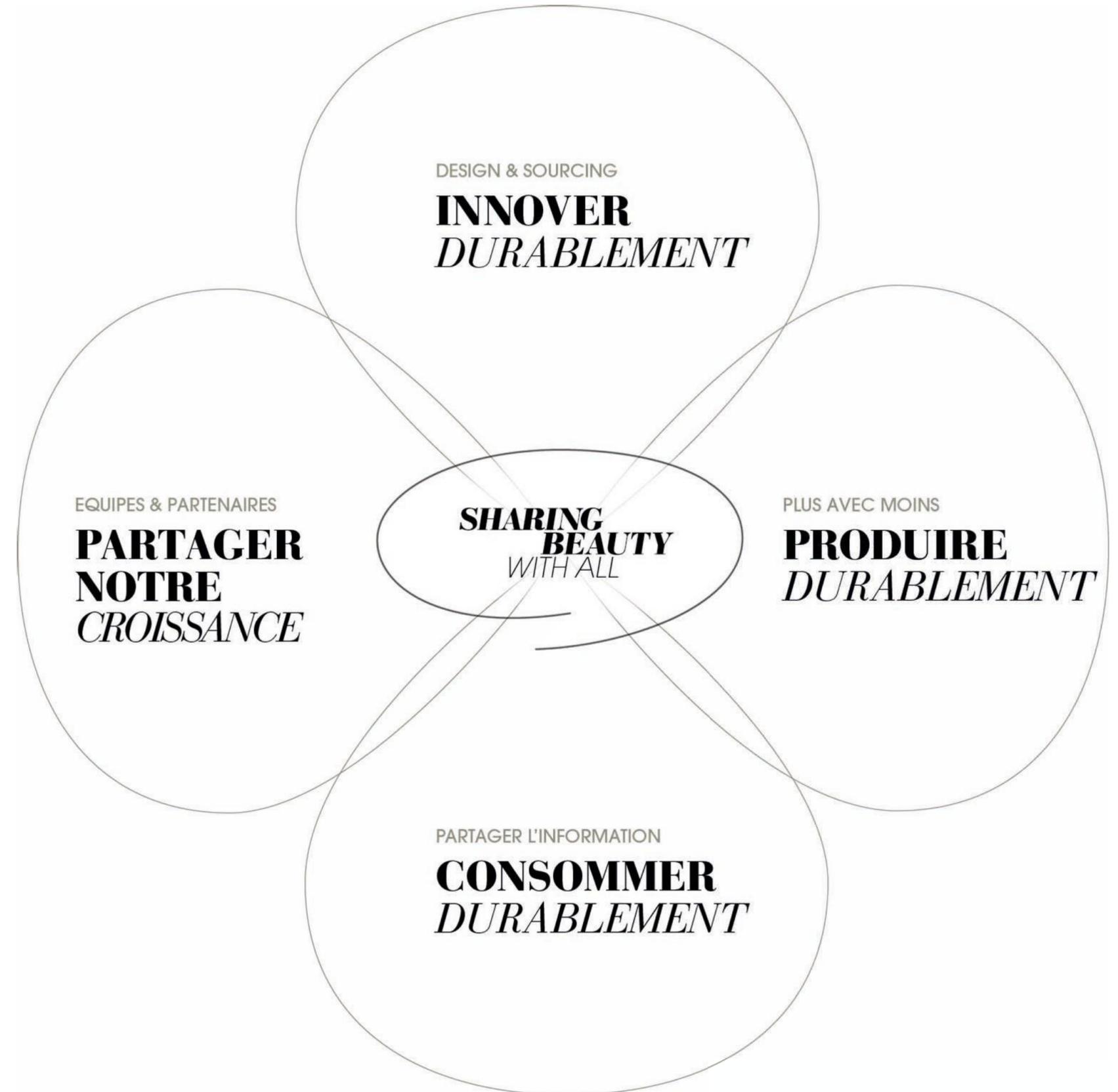




2013

SUSTAINABLE DEVELOPMENT AS A STRATEGIC PILLAR

**SHARING
BEAUTY**
WITH ALL



A close-up photograph of a woman with dark hair and blue eyes, wearing a white lab coat. She is holding a small green plant with roots in a clear glass flask. Her hands are visible, wearing several rings. The background is slightly blurred, showing what appears to be a laboratory setting.

2020 TARGET

100%

OF OUR PRODUCTS WILL HAVE
AN IMPROVED ENVIRONMENTAL
OR SOCIAL PROFILE



PERFORMANCE

PROFITABILITY

**CONTRIBUTION
TO SUSTAINABLE
DEVELOPMENT**



2015

74%

ALREADY
ACHIEVED



NOUVEAU

GARNIER

Ultra
DOUX

SHAMPOOING DOUX APAISANT

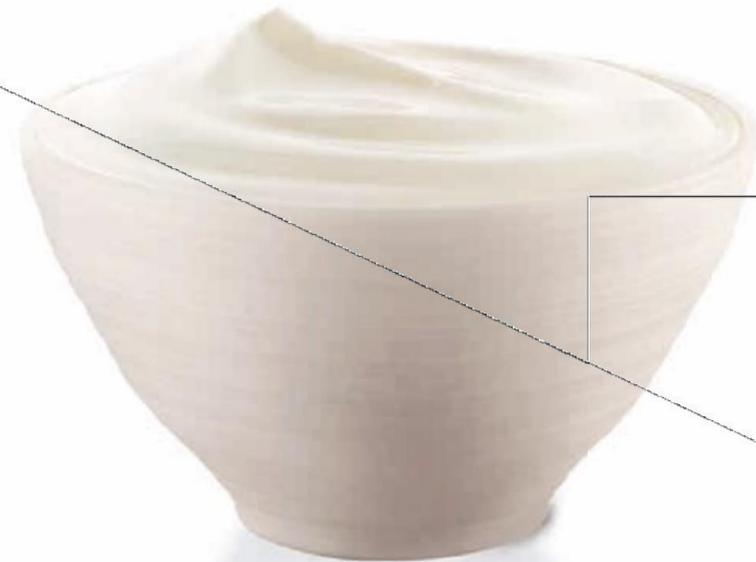
délicatesse
d'avoine

CRÈME DE RIZ
& LAIT
D'AVOINE

SANS PARABEN
Testé sur
cuir chevelu
SENSIBLE
EXTRAIT NATUREL

Apaise, hydrate et protège
Toucher souple et soyeux

CHEVEUX DÉLICATS



89%

BIODEGRADABILITY



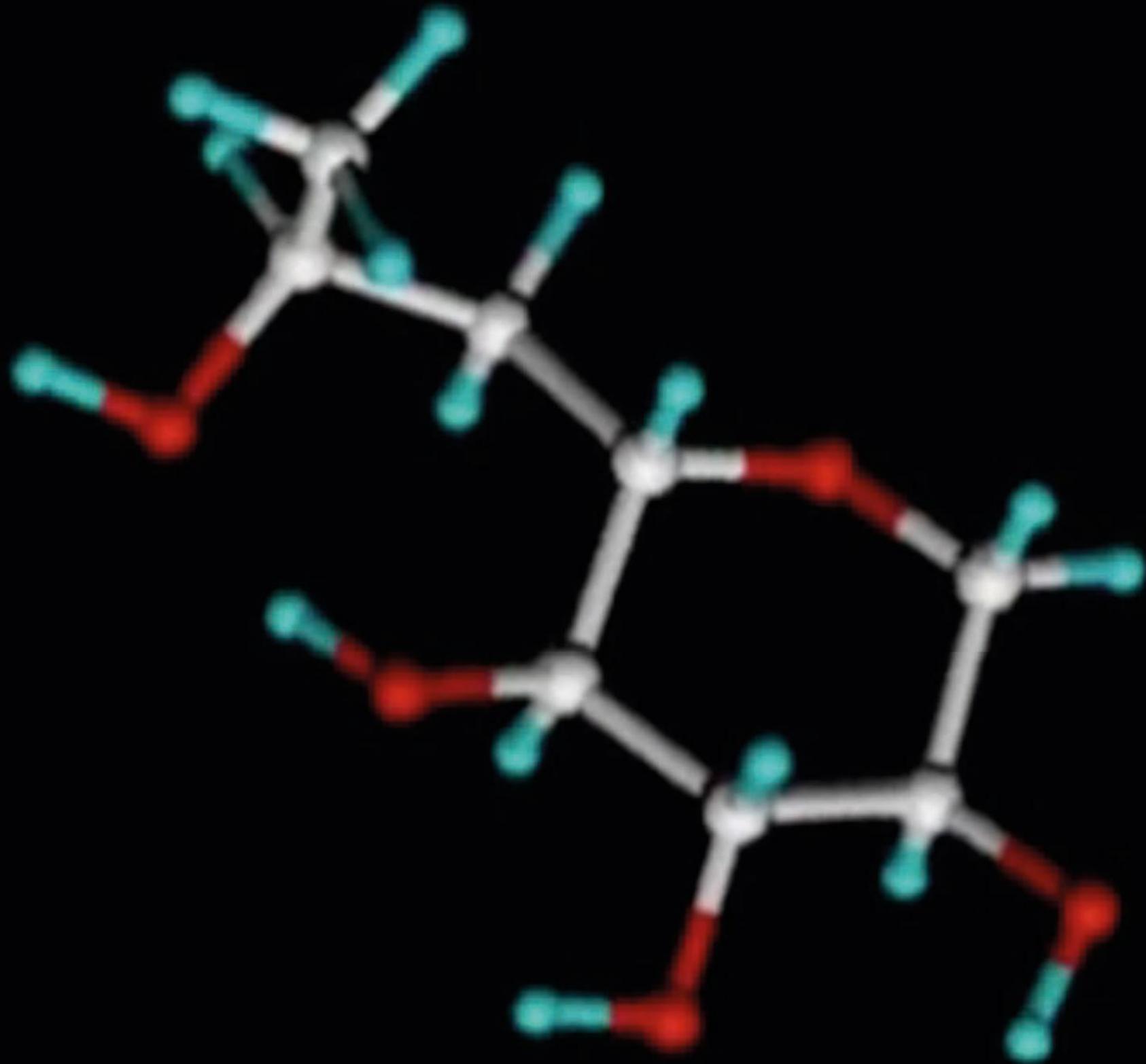
80%

RENEWABLE
INGREDIENTS



EXCITING

SOURCE OF
INNOVATION



PRO-XYLANE



GREEN CHEMISTRY



SUSTAINABLE INNOVATION



2020 TARGETS

-60% CO₂ EMISSIONS







CO₂
EMISSIONS
-56%

+26%
PRODUCTION



YICHANG
TIANMEI

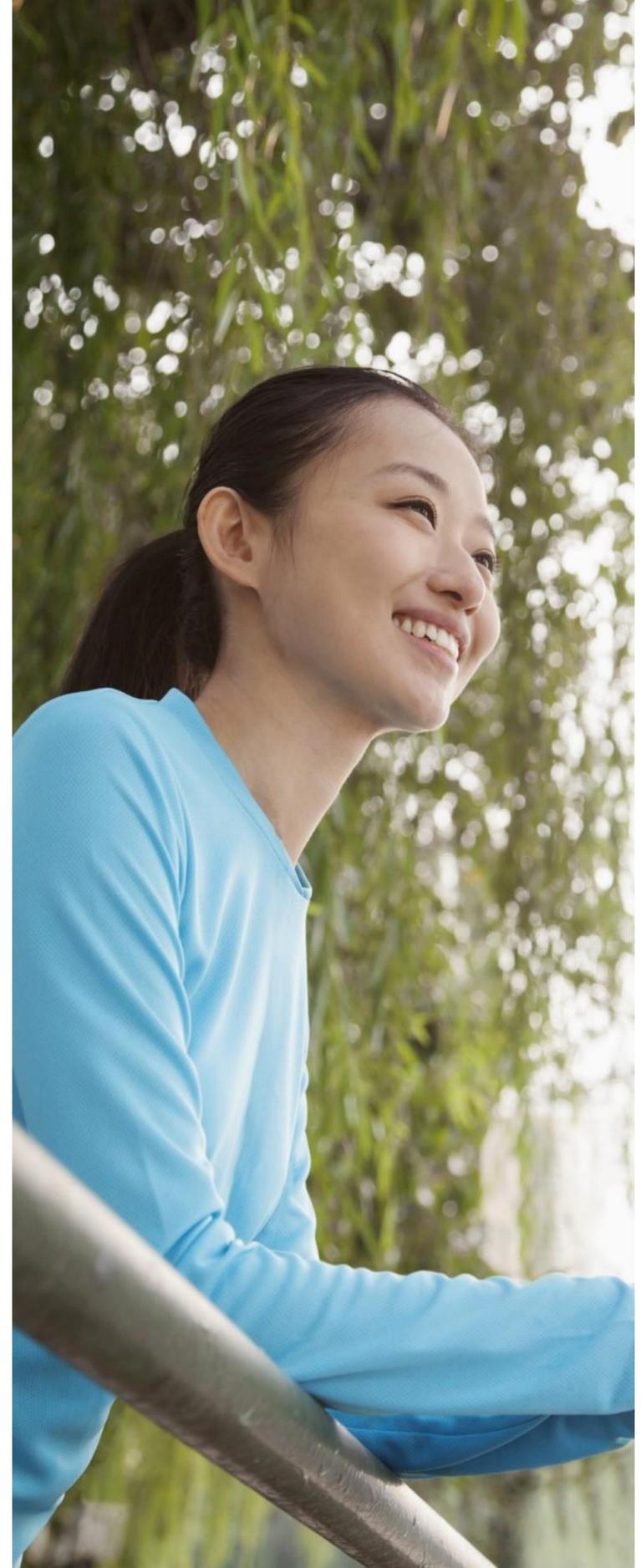


FIRST 100%

GREEN
ELECTRICITY
CHINESE FACTORY

A large, modern industrial building with a white facade and a wide, low-pitched roof. The roof is covered with a large array of solar panels. A metal walkway with railings runs along the edge of the roof. In the background, a tall, slender wind turbine stands against a clear sky. The foreground is a dry, grassy field.

9 PLANTS
WITH CARBON
NEUTRALITY



PROFESSIONAL

GENDER EQUALITY



HEALTHCARE PROTECTION













SUSTAINABLE SOURCING











INNOVATING
SUSTAINABLY



PRODUCING
SUSTAINABLY



LIVING
SUSTAINABLY



DEVELOPING
SUSTAINABLY

TO PREPARE THE FUTURE



TO LONG-TERM OUTPERFORM

An aerial photograph of a vast, flat landscape, likely a coastal plain or a large field, stretching towards the horizon. The sky is a clear, deep blue, and the ground below is a lighter, hazy blue, suggesting a wide expanse of land. The overall scene is serene and expansive.