

# L'ORÉAL

APRIL 17<sup>TH</sup>, 2018

## ANNUAL GENERAL 2018 MEETING

### STEPHANE RINDERKNECH

L'ORÉAL CHINA GENERAL MANAGER





欧莱雅中国  
L'ORÉAL  
CHINA







L'OREAL  
PARIS

ONIKYO  
安機

日立 HITACHI

SHAN

NIKO

“ Put a lipstick  
in the hand of every  
**Chinese woman**



”





欧莱雅中国  
L'ORÉAL  
CHINA





TURNOVER 2017

**2.2 Bn€**

SALES



**x4 in 10 years**



# Best performance

SINCE 2011

## +13.3%\*

\*2017 LIKE-FOR-LIKE SALES GROWTH



# Market growth





2

nd

largest market  
worldwide



# The country of **the colossal**





POPULATION  
**1.4 Bn**





# 200 cities

POPULATIONS OF 1M+





# 200 M NEW URBAN « CITYZENS » IN THE PAST 10 YEARS



# Rising middle classes





**Middle classes**  
**560 M people\***

\*SOURCE : WORLD DATA LAB FOR L'ORÉAL, 2017

A family consisting of a man, a woman, and two children are sitting at a table. They are all looking at a tablet computer together. The man is pointing at the screen.

# Consumer revolution



MENTALITIES  
AND ASPIRATIONS



BEHAVIORS  
AND CONSUMPTION



A photograph of two young women with long, wavy hair, wearing white sleeveless dresses and sunglasses perched on their heads. They are smiling and looking at a white smartphone held by the woman on the right. They are standing in front of a glass window, and several white shopping bags are visible in the foreground. The background is a blurred outdoor scene with trees and buildings.

# Revolution & in mentalities aspirations















**An opportunity**  
**for L'Oréal**



# Revolution & in behaviors consumption





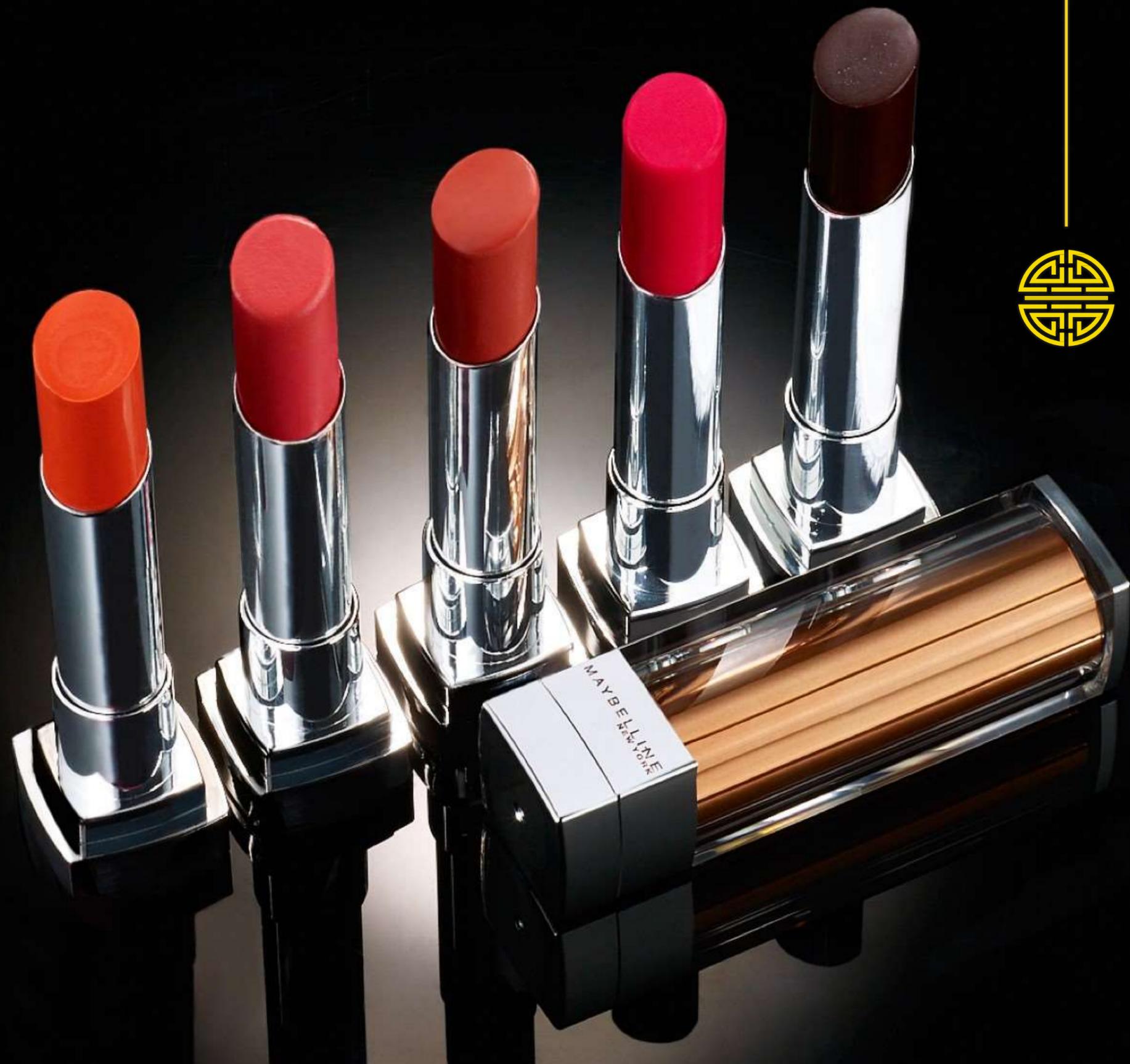






# Quality





**Premium**

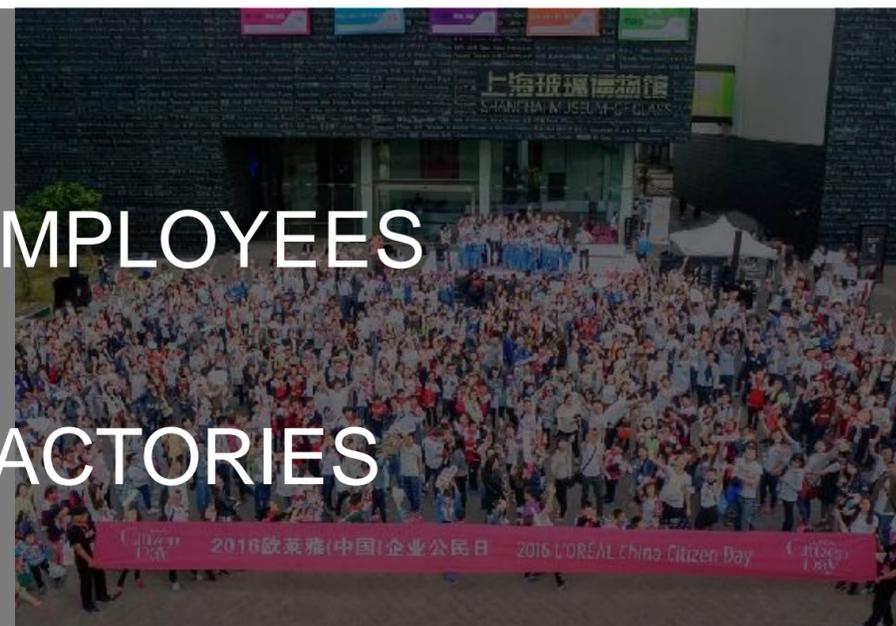


L'Oréal has seized  
**the opportunities**



A beauty  
**leader**  
in **China**







> 100,000,000  
CONSUMERS



#1  
BEAUTY  
BRAND\*

L'ORÉAL  
PARIS  
巴黎欧莱雅

\*产品使用效果因人而异

# Leader in 6 categories or channels

**#1**  
SKINCARE\*

**#1**  
MAKEUP\*

**#1**  
LUXURY  
PRODUCTS\*\*

**#1**  
DERMOCOSMETICS\*\*\*

**#1**  
PROFESSIONAL  
PRODUCTS\*\*\*\*

**#1**  
MENS'  
SKINCARE\*\*\*\*\*

\*SOURCE : EUROMONITOR BPC PANEL 2016

\*\*SOURCE : BEAUTÉ RESEARCH LUXE SELL-OUT PANEL (DS + BOUTIQUES) /  
BEAUTÉ RESEARCH LUXE SELL-IN PANEL (ALL CHANNELS)

\*\*\*SOURCE : EUROMONITOR DERMOCOSMETICS MARKET STUDY 2017

\*\*\*\*SOURCE : KLINE SALON HAIR STUDY 2016

\*\*\*\*\*SOURCE : EUROMONITOR BPC PANEL 2016 / KANTAR INDIVIDUAL PANEL 2017

#1 SKINCARE



# 10X\* [玻尿酸] 浓缩安瓶精华

淡纹·弹润 7天密集修护\*\*

REVITALIFT  
FILLER [HA]

复颜玻尿酸水光充盈  
7天安瓶精华\*\*



MAYBELLINE  
NEW YORK

# #1 MAKEUP



\*

# #1

## LUXURY PRODUCTS\*



\*SOURCE: BEAUTÉ RESEARCH LUXE SELL-OUT PANEL (DS + BOUTIQUES) / BEAUTÉ RESEARCH LUXE SELL-IN PANEL (ALL CHANNELS)

\*SOURCE: BEAUTÉ RESEARCH LUXE SELL-OUT PANEL (DS + BOUTIQUES) / BEAUTÉ RESEARCH LUXE SELL-IN PANEL (ALL CHANNELS)





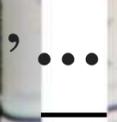
NY

Paper

KIEHL'S  
COFFEE HOUSE  
- NYC -

Spirit

Kiehl's  
SINCE 1851



A close-up photograph of a woman in a white lab coat, likely a dermatologist, examining a patient's face. The woman is looking down at the patient with a slight smile. The patient's face is partially visible on the right side of the frame. The background is softly blurred.

#1

DERMOCOSMETICS\*



# #1 PROFESSIONAL PRODUCTS\*



沙龙高定精华护理  
秀发即现臻美转变

NEW

巴黎卡诗  
高定护理

专属定制护理方案  
秀发即现四重臻美转变  
修护·滋养·绚亮·顺滑



\*SOURCE : KLINE SALON HAIR STUDY 2016

#1

MENS'  
SKINCARE\*



\*SOURCE : EUROMONITOR BPC PANEL 2016 /  
KANTAR INDIVIDUAL PANEL 2017



蕴含法国葡藤植物能  
8重功效抗衰老



全新

锐能抗皱紧致

- 8重功效对抗衰老

# #1 MENS' SKINCARE\*



\*SOURCE : EUROMONITOR BPC PANEL 2016 /  
KANTAR INDIVIDUAL PANEL 2017

L'ORÉAL  
MEN EXPERT  
欧 莱 雅 男 士



苏妆20160001

广告





**Success**





**4 major**  
strengths





1

**A portfolio  
of iconic brands**





**Quality**

**SECURITY**

**Creativity**



L'ORÉAL  
PARIS

LANCÔME  
PARIS

巴黎欧莱雅沙龙专属  
L'ORÉAL  
PROFESSIONNEL  
PARIS

VICHY 薇姿  
LABORATOIRES

KÉRASTASE  
PARIS  
VERY PERSONAL CARE FOR EXCEPTIONAL HAIR

HR  
HELENA RUBINSTEIN

LA ROCHE-POSAY  
LABORATOIRE DERMATOLOGIQUE  
理肤泉

Kiehl's  
SINCE 1851

BIOHERM

DIESEL

shu uemura 植村秀

MAYBELLINE  
MAKE IT HAPPEN NEW YORK

GIORGIO ARMANI  
beauty

SKINCEUTICALS 修丽可

白底黑字

me  
美即面膜

ROGER & GALLET  
RUE SAINT HONORE - PARIS

Ultra 淳  
DOUX 萃  
风靡法国 萃选自然

Atelier Cologne

RALPH LAUREN

clarisonic  
科莱丽

永西

YUESAI

YVES SAINT LAURENT  
BEAUTE





Declaring  
Happiness  
宣言幸福

by  
LANCÔME  
PARIS

Declaring  
Happiness  
宣言幸福  
LANCÔME

Declaring  
Happiness  
宣言幸福  
LANCÔME







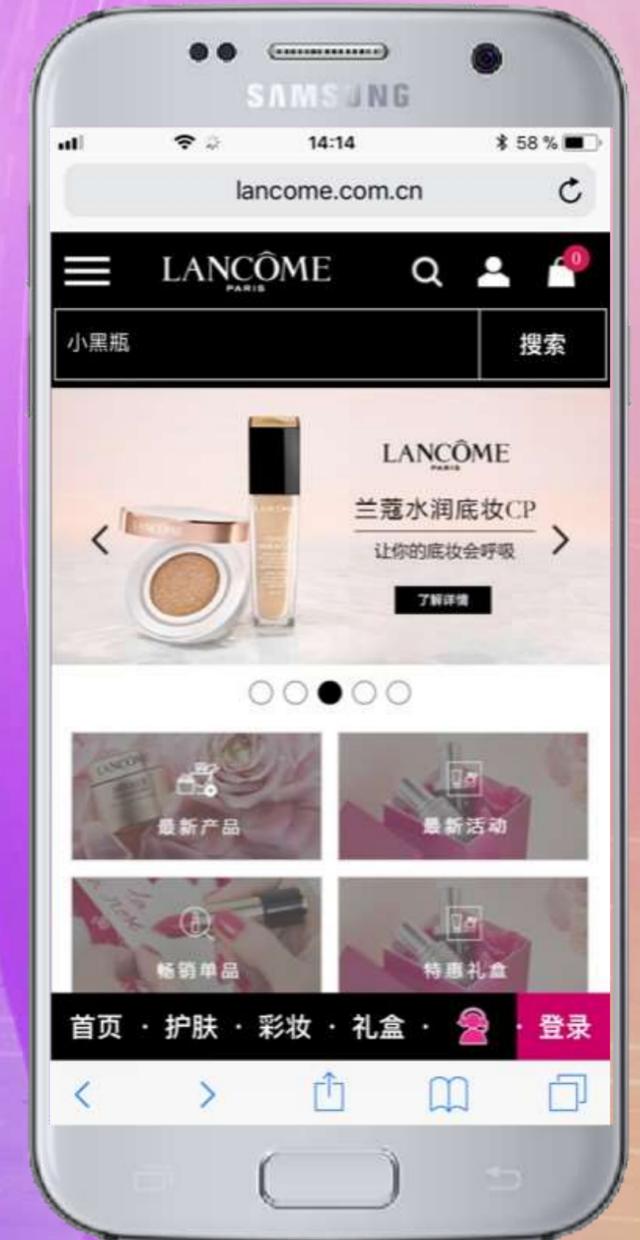
YVES SAINT LAURENT

L'ORÉAL  
PARIS



Well balanced  
growth

LANCÔME  
PARIS



*Kiehl's*  
SINCE 1851



YVES SAINT LAURENT  
BEAUTÉ



GIORGIO ARMANI  
beauty



LA ROCHE-POSAY  
LABORATOIRE DERMATOLOGIQUE  
理 肤 泉

SKINCEUTICALS 修丽可

白底黑字



LA ROCHE-POSAY 理肤泉  
LABORATOIRE DERMATOLOGIQUE

A BETTER LIFE FOR SENSITIVE SKIN



CICAPLAST  
BAUME B5

美容后修复

擦痕印痕

口角干燥脱屑

肌肤泛红

# Two Chinese brands



**鲜注膜力**

水润丰盈 光彩透现  
20倍精华原液\* 一触激活

美即面膜  
COSMEDICA™

突破性“膜液分离 一压即融”  
含玻尿酸精华原液  
新鲜注入 水感盈润

鲜注膜力  
美即面膜

美即鲜注膜力系列面膜

美即品牌大使：迪丽热巴

美即面膜承诺：选自天然，忠于自然，成就肌肤蜕变\*。

\* 使用面膜后，肌肤水润度显著增高 \* 膜布可蕴含及释出20倍的精华液



羽西 YUESAI

灵芝小鲜瓶\* 全新上市

羽西品牌元气大使 舒畅

灵芝生肌焕活鲜融双萃精华液



# me

MAGIC MOMENT

美即面膜



全新

灵芝鲜融双萃精华

鲜芝焕活 润养韧颜



羽西  
YUESAI

慧于中  
秀于外





朱砂红



2

Cutting-edge  
research









≈ 70%

SPECIFICALLY ADAPTED  
PRODUCTS





> **400** EXPERTS

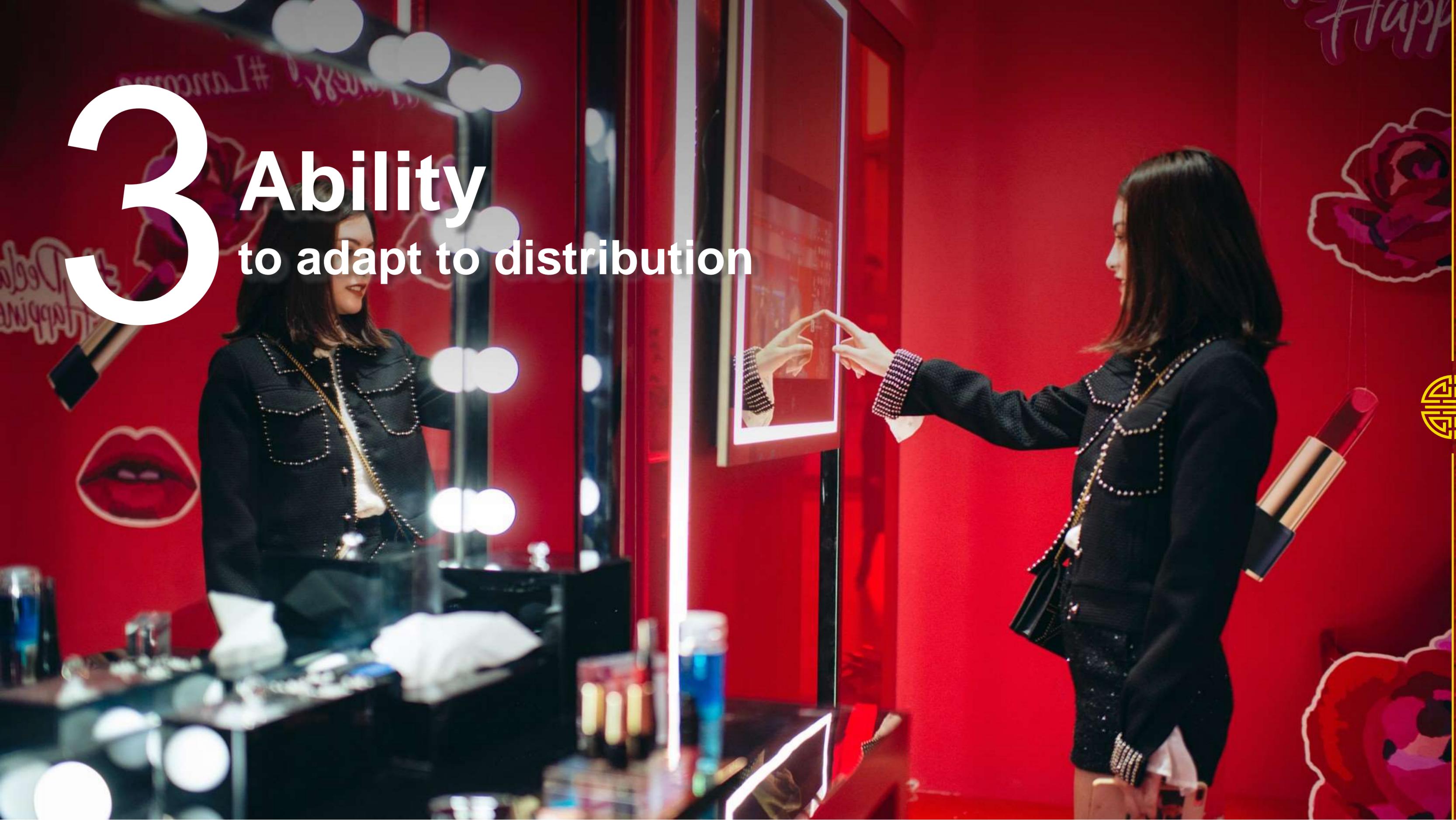


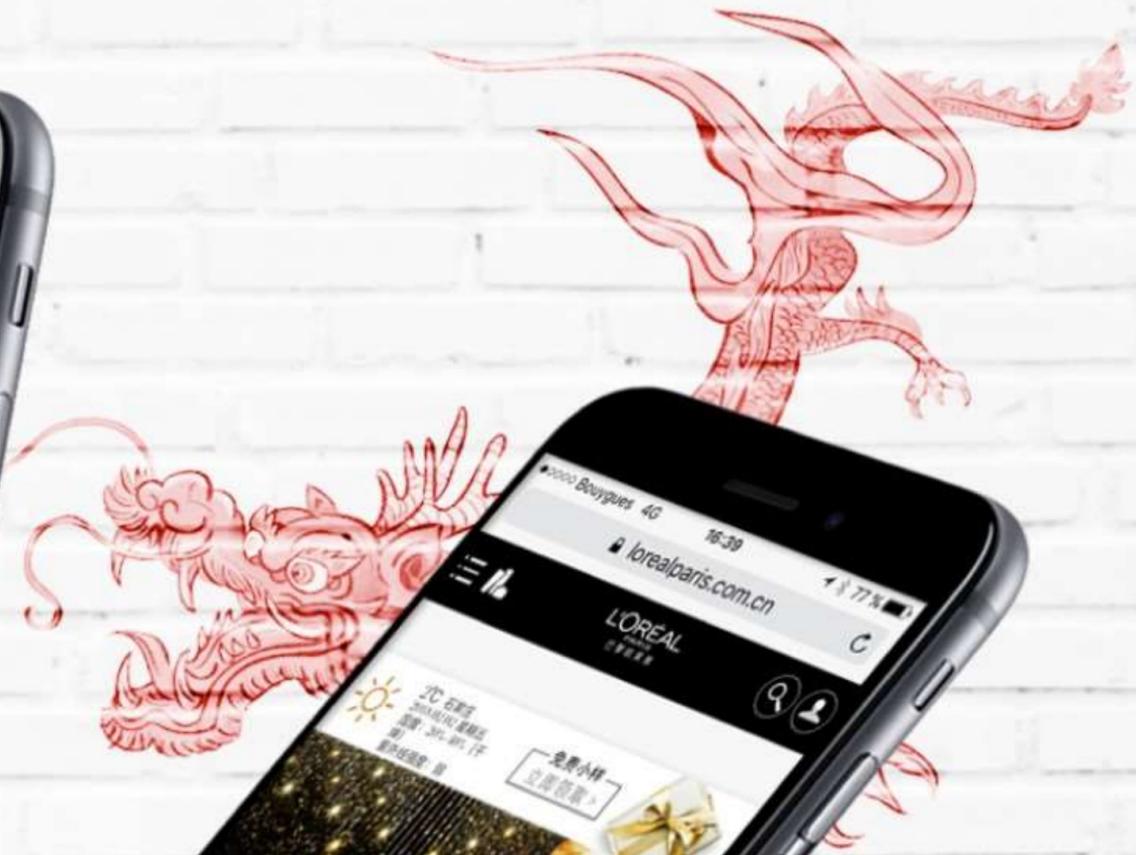
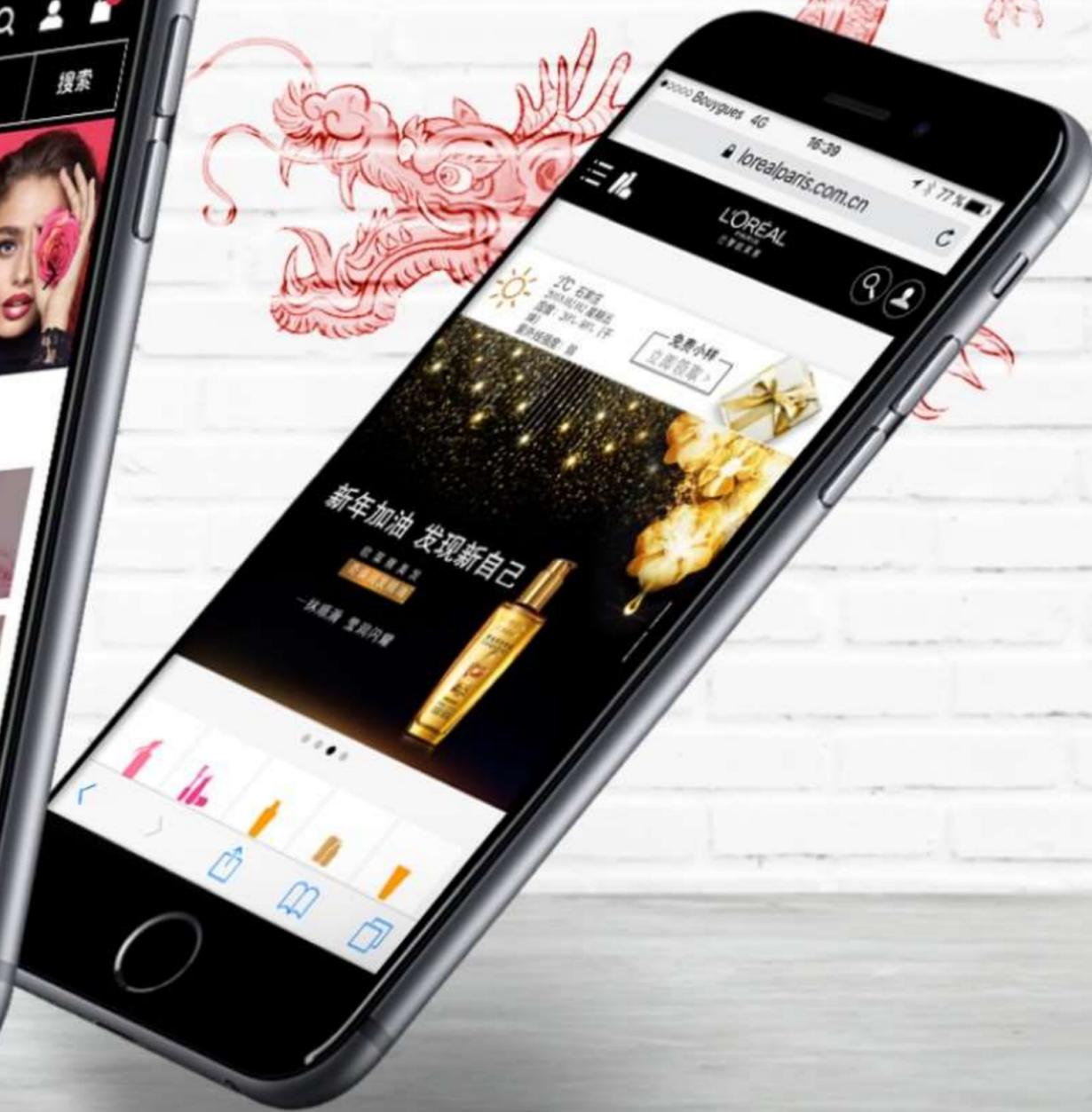
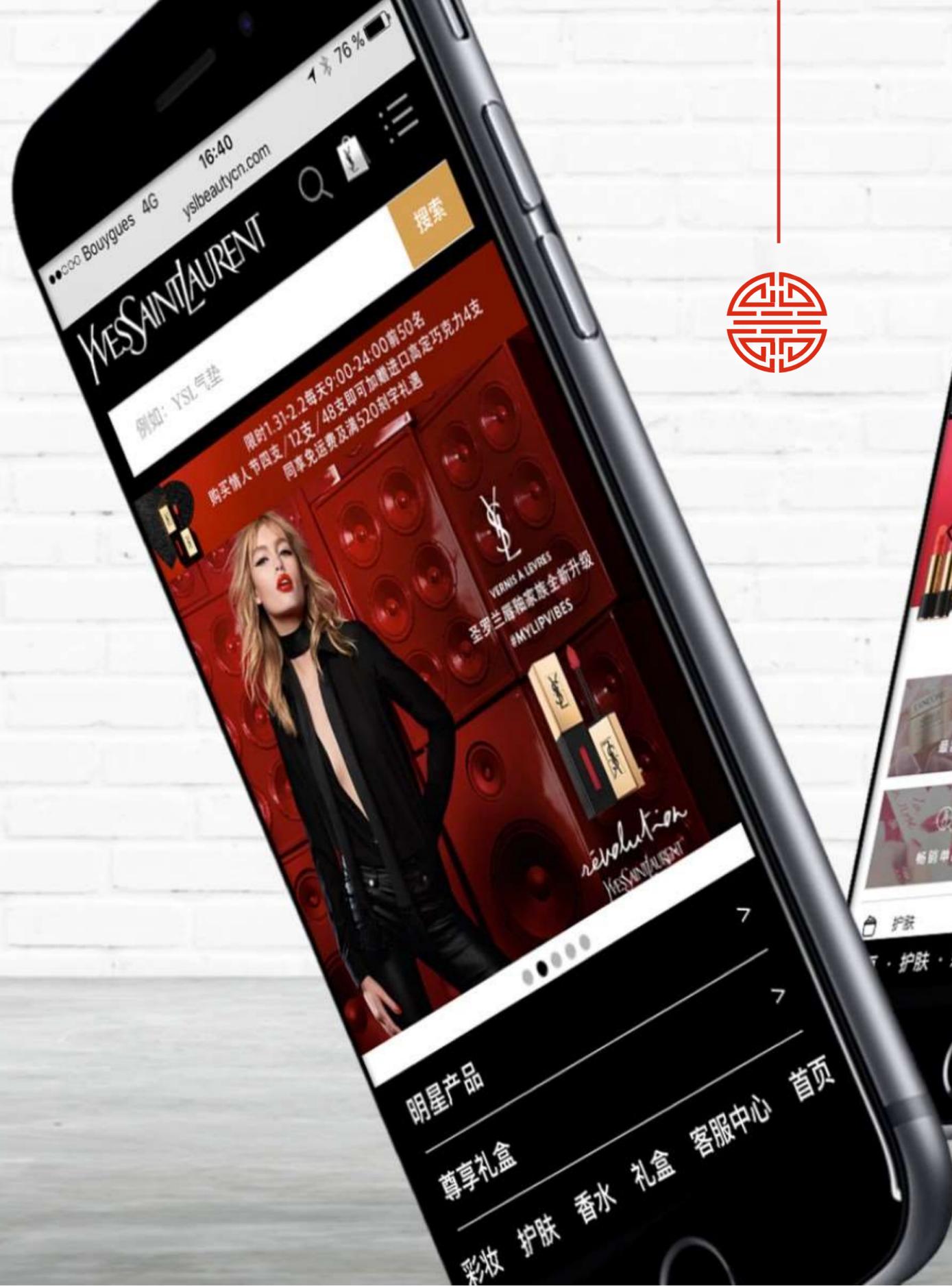


# Major innovations



# 3 Ability to adapt to distribution



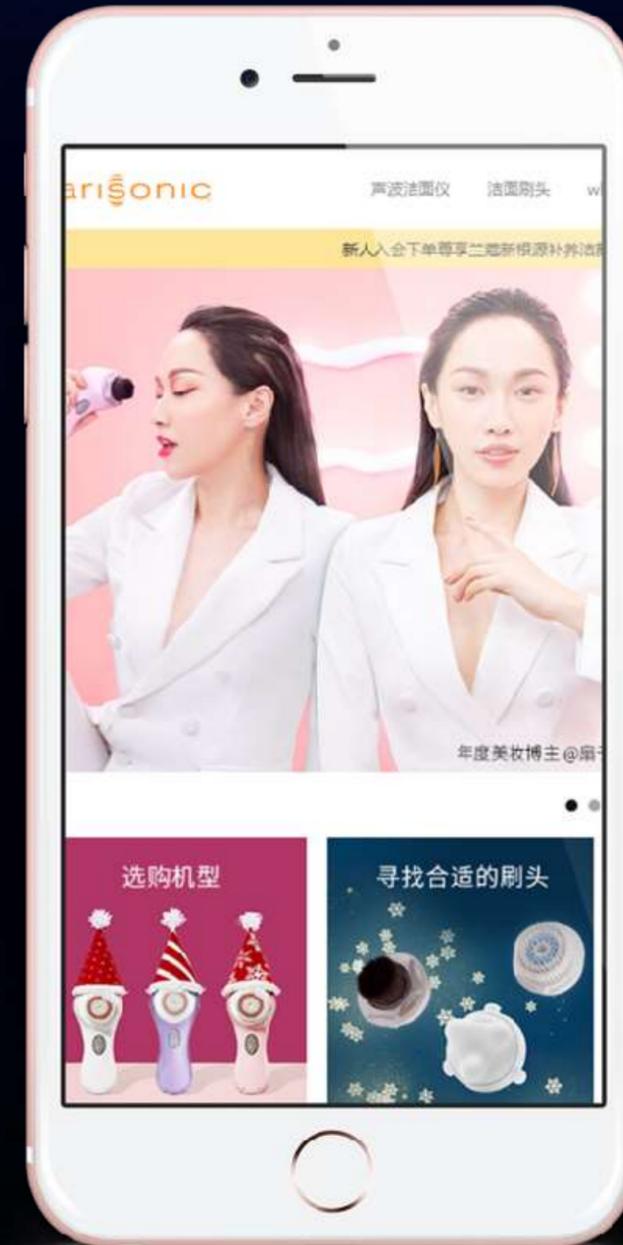




#1  
country  
FOR ONLINE  
BEAUTY



# Accelerating digital transformation





# Tmall

理想生活上天猫

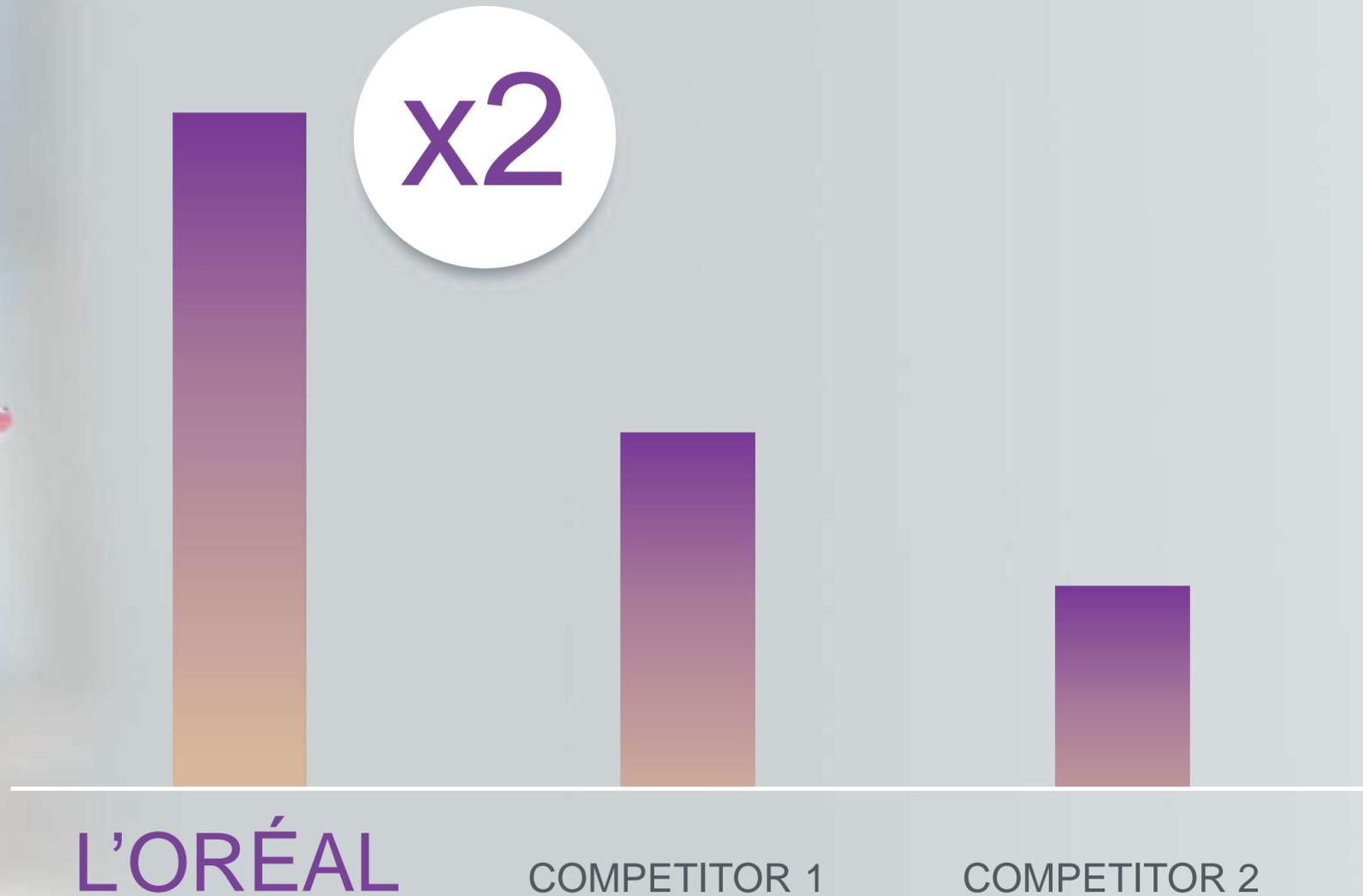
# L'ORÉAL PARIS

## E-commerce pioneer



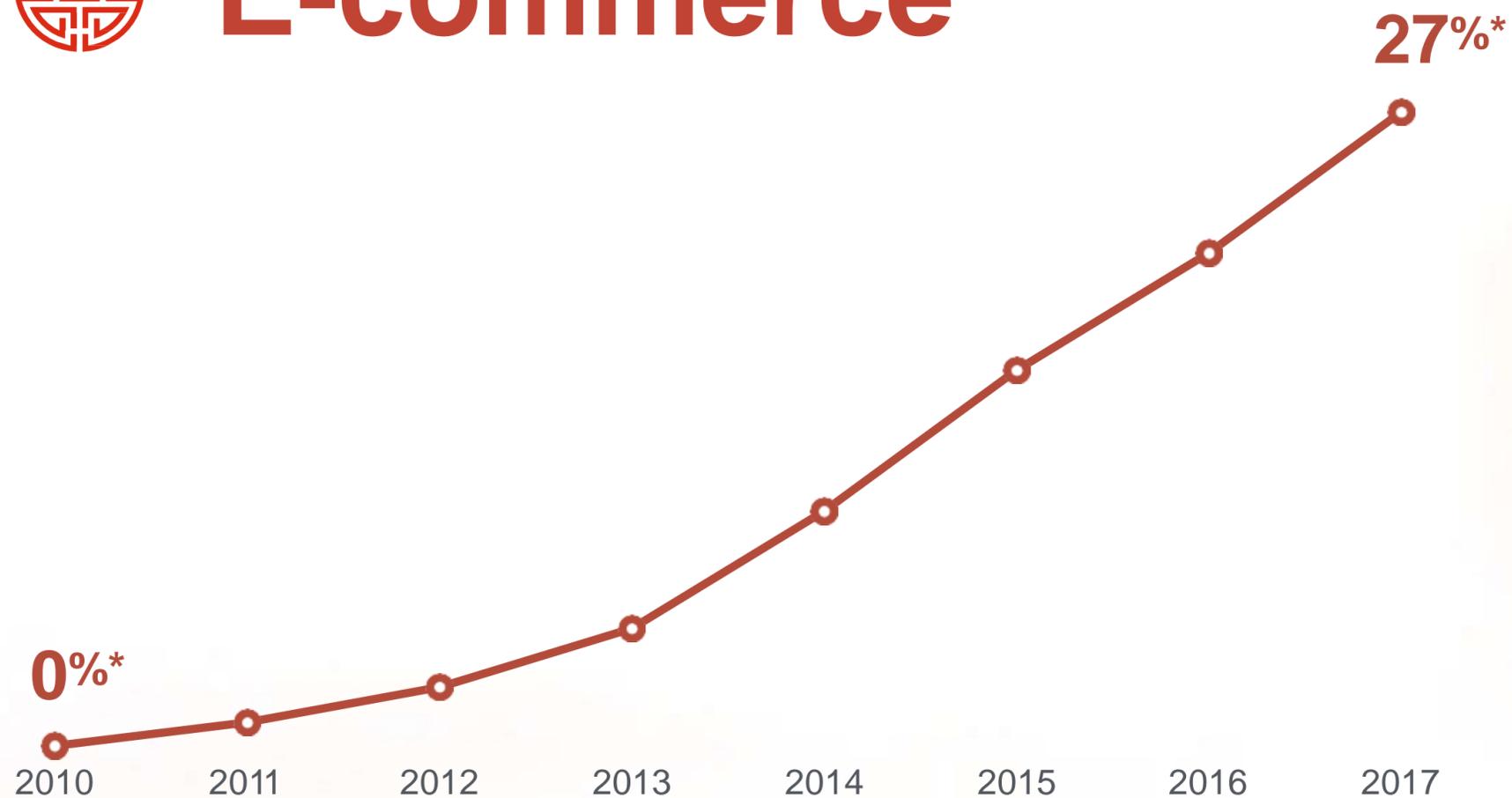


**#1** in e-commerce





# E-commerce



\*SALES ACHIEVED ON OUR BRANDS' OWN WEBSITES AND ESTIMATED SALES ACHIEVED BY OUR BRANDS CORRESPONDING TO SALES THROUGH RETAILERS' WEBSITES (NON-AUDITED DATA). AS A PERCENTAGE OF L'ORÉAL CHINA'S SALES.

# SINGLES' DAY

11.11  
全球狂欢节  
2017



京东全球好物节  
11.1-12

11月  
全面

好物

天猫美妆 双11狂欢节 11.11 全球狂欢节 2017

距离双11开始还有 天 时 分 秒

L'ORÉAL PARIS 巴黎欧莱雅 x 11.11 全球狂欢节 2017

双11盛惠不落单

双11购物津贴 11.11当天使用 使用购物津贴 折后再满减 立即抢 >

全场2.9折起 >

2017.11.11 0:00-23:59

MacBook Air



> 5 M  
ORDERS ONLINE







**66%**  
OF MEDIA SPEND ON  
**Digital**



# Reinventing marketing





# Privileged relationship WITH CONSUMERS





# 3 brands

## in the Top 5

L2 DIGITAL IQ 2018

**L'ORÉAL**  
PARIS

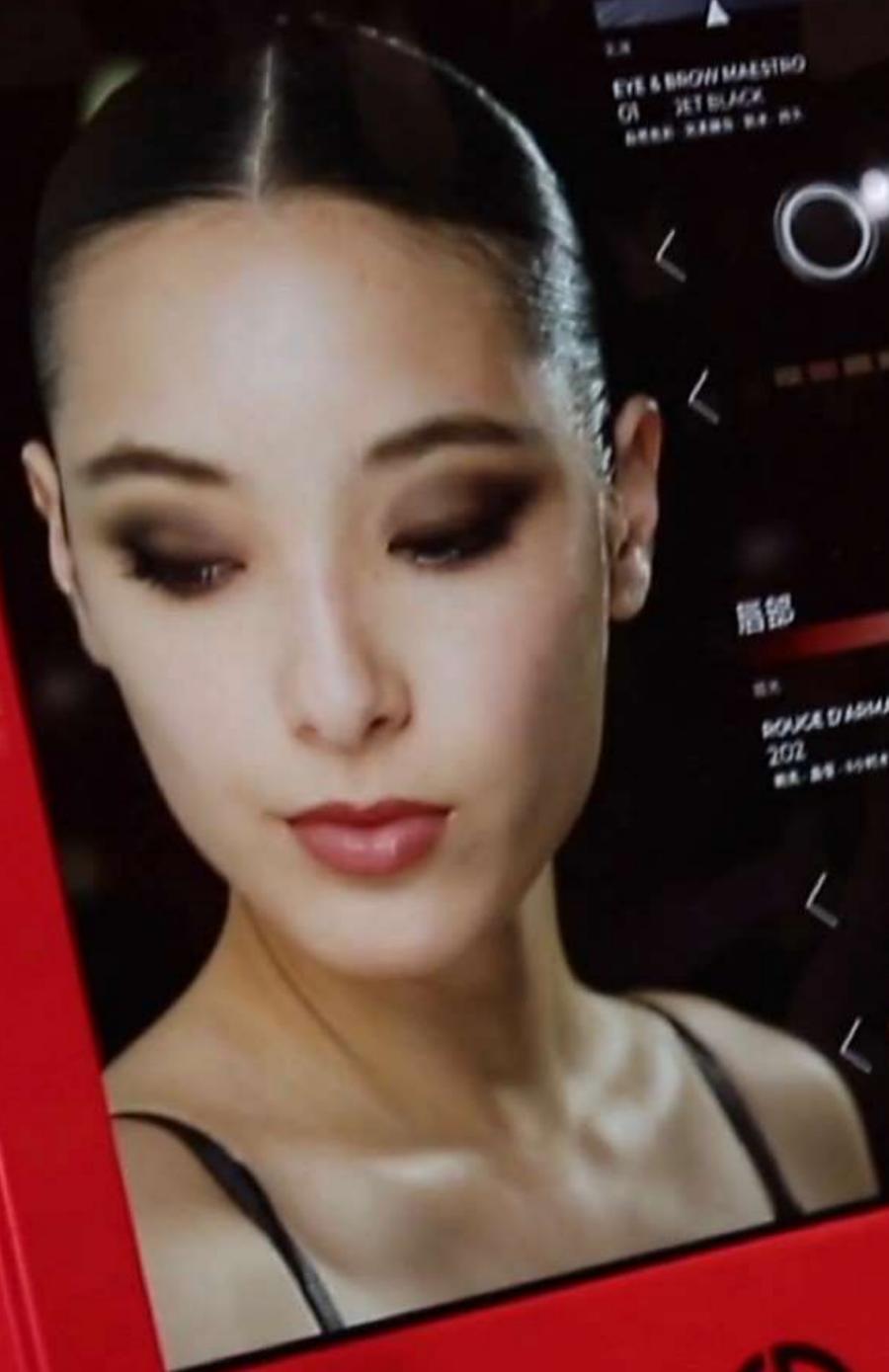
**LANCÔME**  
PARIS

MAYBELLE  
NEW YORK





打造您双眸和唇部妆容



眼部

EYE & BROW MAESTRO  
01 JET BLACK  
0000-0000-0000

唇部

ROUGE D'ADAMAN SHEED  
202  
00-00-0000



LANCÔME  
PARIS

本色当红

L'ABSOLU ROUGE

兰蔻菁纯柔润唇膏



Interactive digital display showing a woman in a denim jacket interacting with a virtual interface. The interface includes a large pink rose graphic and various product information.





# 4 Strong commitments

to build sustainable growth



*SHARING  
BEAUTY  
WITH ALL*

*THE L'ORÉAL SUSTAINABILITY COMMITMENT*







# Carbon neutral





**100% renewable  
electricity**





**Sustainable  
innovation**



# Positive impact





**2,500** beneficiaries



欧莱雅  
L'ORÉAL

# 京东·欧莱雅 包容美力计划发布

JD.COM · L'ORÉAL INCLUSIVE BEAUTY PROJECT LAUNCH



京东 X L'ORÉAL  
京东·欧莱雅包容美力计划  
INCLUSIVE BEAUTY PROJECT





**Reinforcing**   
**our leadership**



Immense **potential**



MIDDLE AND UPPER CLASSES

Number of people

**X2** BY 2030\*

Consumer  
spending

**X3** BY  
2030\*

\*SOURCE : WORLD DATA  
LAB FOR L'ORÉAL, 2017





# A very beautiful future







SOON TO BE  
**#1 market**  
of the Group

Be happy 恭喜发财 & prosperous





Thank you 谢谢

