



FINANCIAL INFORMATION MEETING

FEBRUARY 9TH, 2018
NICOLAS HIERONIMUS

L'ORÉAL
LUXE



2017

AN EXCEPTIONAL
YEAR

L'ORÉAL
LUXE



L'ORÉAL
LUXE

2017 SALES
€8.472Bn

+10.5%
LIKE-FOR-LIKE



L'ORÉAL
LUXE

OUTPERFORMED
THE MARKET
FOR THE 7TH
CONSECUTIVE
YEAR

L'ORÉAL
LUXE

ACCELERATION
OF CHINESE
GROWTH



CHINA'S FAVOURITE



—HAPPY—
NEW YEAR

新春快乐



LANCÔME
PARIS

LANCÔME



LANCÔME
PARIS



—HAPPY—
NEW YEAR

新春快乐



—HAPPY—
NEW YEAR

新春快乐



LANCÔME
PARIS

中央商场



TH CENTRAL

2018
Happy New Year

L'ORÉAL
LUXE

CHINA

#1



SALES GROWTH

LIKE-FOR-LIKE

ASIA PACIFIC

+19%

L'ORÉAL
LUXE

SALES GROWTH
LIKE-FOR-LIKE

TRAVEL RETAIL

+21%

L'ORÉAL
LUXE

SALES GROWTH

LIKE-FOR-LIKE

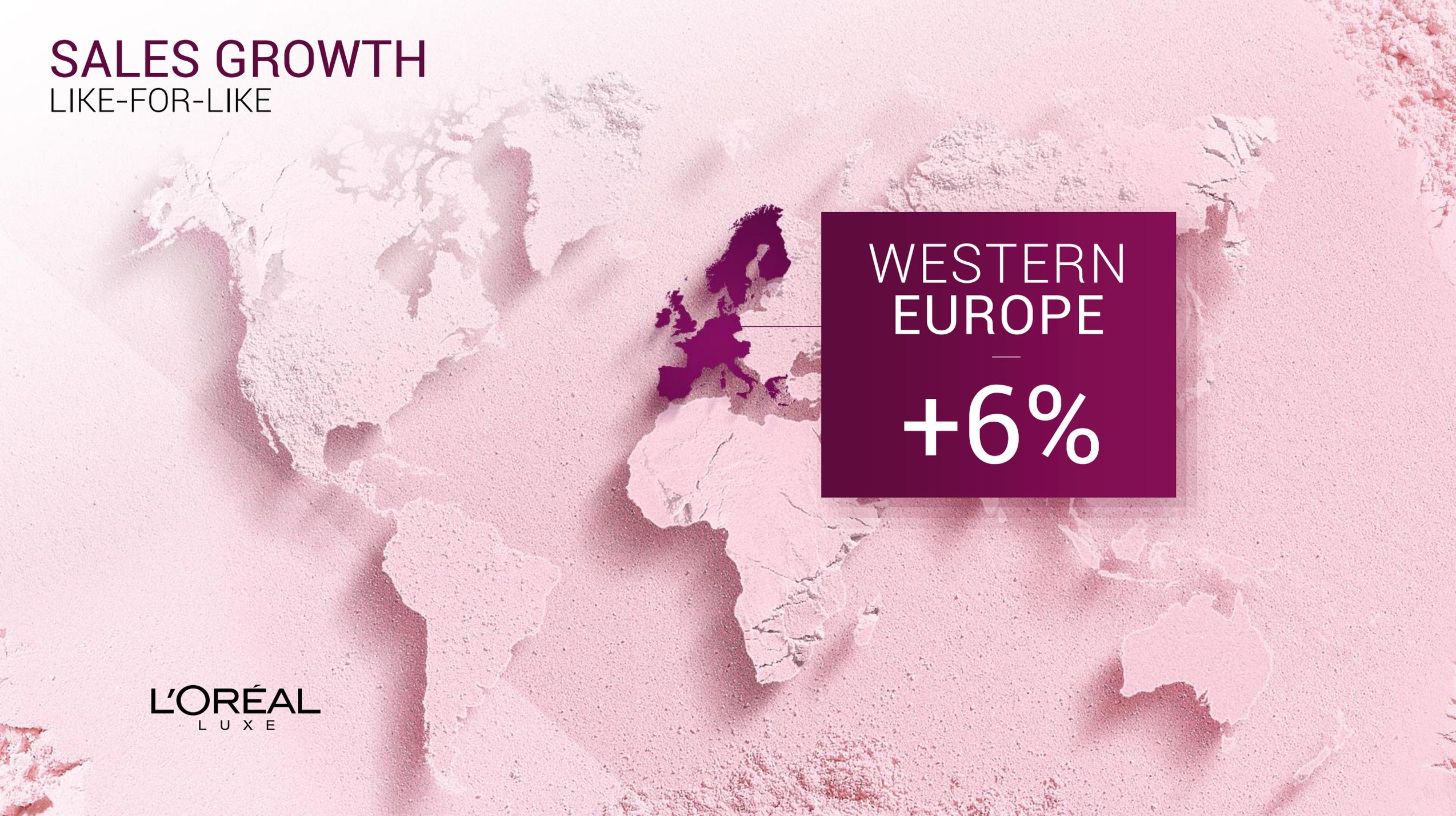
NORTH AMERICA

+2%

L'ORÉAL
LUXE

SALES GROWTH

LIKE-FOR-LIKE



WESTERN
EUROPE

+6%

L'ORÉAL
LUXE

STRONG
GROWTH
OF MAKE-UP
WORLDWIDE

L'ORÉAL
LUXE

+18%*
MAKE-UP

L'ORÉAL
LUXE

* 2017 like-for-like sales growth



SUCCESS OF COUTURE BRANDS

L'ORÉAL
LUXE

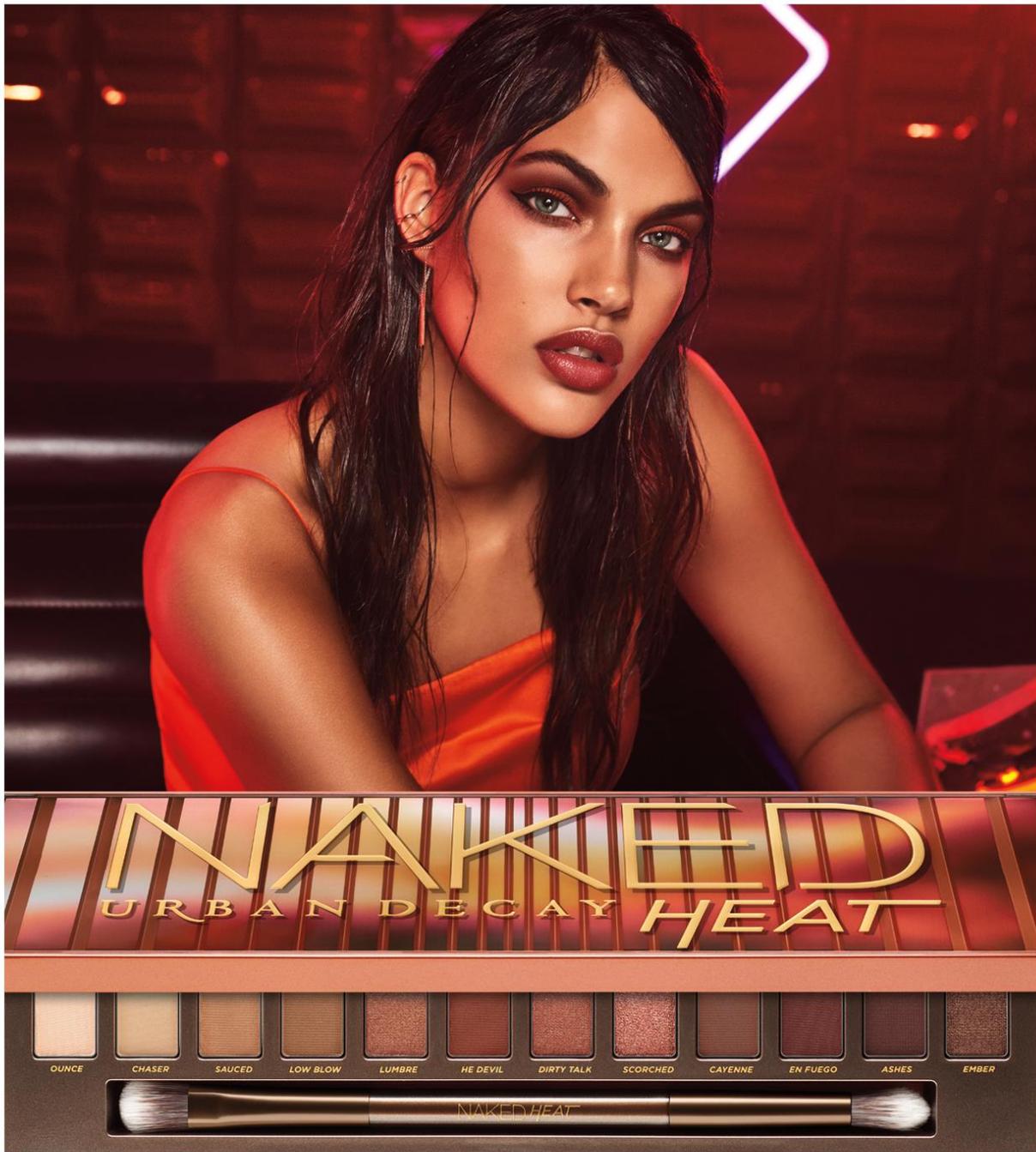


L'ORÉAL
LUXE



SOLID GROWTH OF FACE MAKE-UP

L'ORÉAL
LUXE





ACCELERATION
OF SKINCARE

L'ORÉAL
LUXE



SKINCARE
+11%*

L'ORÉAL
LUXE

* 2017 like-for-like sales growth



Kiehl's

SINCE 1851

NEW RECORDS



SINCE *Kiehl's* 1851

CALENDULA & ALOE
SOOTHING HYDRATION MASQUE
Refreshes and Revitalizes for Healthy-Looking Skin
for all skin types

This lightweight gel masque, formulated with hand-picked Calen
dula flower petals and Aloe Vera, creates a refreshing surge of cooling hydration upon applicati
on to dry, irritated, or sun-kissed skin. With continued use, skin is revitalized for a healthy-looki
ng complexion.

3.4 fl. oz. - 100 ml

Kiehl's
SINCE 1851

MIDNIGHT RECOVERY
BOTANICAL
CLEANSING OIL
*with Squalane, Evening Primrose Oil,
and Lavender Essential Oil*
for all skin types

This aromatic, lightweight oil emulsifies with water to a cleaning
foam, gently yet effectively dissolving even hard-to-reach makeup
and impurities without over-drying, leaving skin clear and
refreshed. Infused with a blend of pure botanical oils—Squalane,
a plant-derived lipid similar in structure to natural skin lipids,
Evening Primrose Oil, rich in Omega-6 Fatty Acids, and Lavender
Essential Oil—this all-in-one cleansing formula leaves skin feeling
comfortable, soothed and prepared for night-time repair. Alcohol-
free. Sulfate-free. Mineral Oil-free. Non-comedogenic.

INGREDIENTS: Ethylhexyl Palmitate, Zea Mays Germ Oil (Corn
Meal Oil), Isopropyl Myristate, Caprylic/Capric Triglyceride,
Polyglyceryl-10 Dioleate, Polyglyceryl-6 Dicaprate, Coconut
Fatty Acid, Evening Primrose Oil, Polyglyceryl-2 Oleate,
Squalane, Coriandrum Sativum Seed Oil/Coriander Seed Oil,
Phenoxyethanol, Lavandula Angustifolia Oil/Lavender Oil,
Limonene, Lauryl Sarcosinate, Dicaprylyl Ether, Dipropyl
Adipate, Geranium Maculatum Oil, Rosmarinus Officinalis Leaf
Oil/Rosemary Leaf Oil, Linoleic Acid, Tocopherol (Vitamin E),
Citronellol, Limonene, Glycine Soja Oil/Soybean Oil, Citrus
Scented Citrus, Fimla 685734 S.F.I.L. Code D1890401

5.9 fl. oz. - 175 ml

SINCE *KIEHL'S* 1851

CALENDULA
HERBAL-EXTRACT TONER
Alcohol-Free
with Whole Flowers and Pure Extracts
for a normal-to-oily skin type

This gentle toner is formulated with select botanical
extracts to gently cleanse and soothe normal to
oily skin without the use of alcohol or harsh synthet
ic ingredients. Our Calendula Herbal-Extract Toner
is used to soothe and hydrate problem areas.
TONE: Moisturizing

3.4 fl. oz. - 100 ml

SINCE *Kiehl's* 1851

CALENDULA & ALOE
SOOTHING HYDRATION MASQUE
Refreshes and Revitalizes for Healthy-Looking Skin
for all skin types

This lightweight gel masque, formulated with hand-picked Calen
dula flower petals and Aloe Vera, creates a refreshing surge of cooling hydration upon applicati
on to dry, irritated, or sun-kissed skin. With continued use, skin is revitalized for a healthy-looki
ng complexion.

3.4 fl. oz. - 100 ml

Kiehl's
SINCE 1851

MIDNIGHT
RECOVERY
CONCENTRATE
Replenishing Elixir
with Essential Oils and
Distilled Botanicals to
Restore the Appearance
of Skin by Morning

1.0 fl. oz. - 30 ml



FRAGRANCES



L'ORÉAL
LUXE

EMPORIO ARMANI

EMPORIO ARMANI

EMPORIO ARMANI

EMPORIO ARMANI



LANCÔME
PARIS

#1
IN EUROPE

L'ORÉAL LUXE



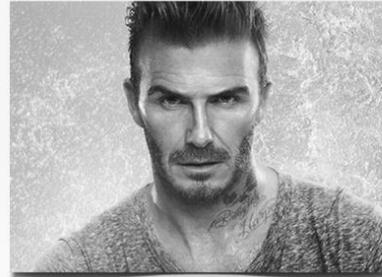
LANCÔME
PARIS



YVES SAINT LAURENT



GIORGIO ARMANI
beauty



BIOHERM
THE HEALING POWER OF LIFE PLANKTON



Kiehl's
SINCE 1851



URBAN DECAY



YUESAI



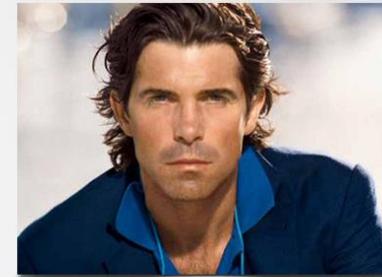
HELENA RUBINSTEIN



shu uemura



it COSMETICS



RALPH LAUREN



cacharel



Atelier Cologne
Maison de Parfum
PARIS



clarisonic



VIKTOR&ROLF



Maison Margiela
PARIS



Proenza Schouler



DIESEL

MAJOR BRANDS



LANCÔME
PARIS



YVES SAINT LAURENT



GIORGIO ARMANI
beauty

GROWTH-RELAY BRANDS



URBAN DECAY



Kiehl's
SINCE 1851

NEW GEMS



Atelier Cologne
— Maison de Parfum —
PARIS



Proenza Schouler



it COSMETICS™



MON
SIEUR
Big

LANCÔME

*double-digit
growth*

LANCÔME
PARIS



DOUBLED
IN SALES IN 3 YEARS

L'ORÉAL
LUXE

ONE BILLION EURO*
— CLUB —

Kiehl's
SINCE 1851

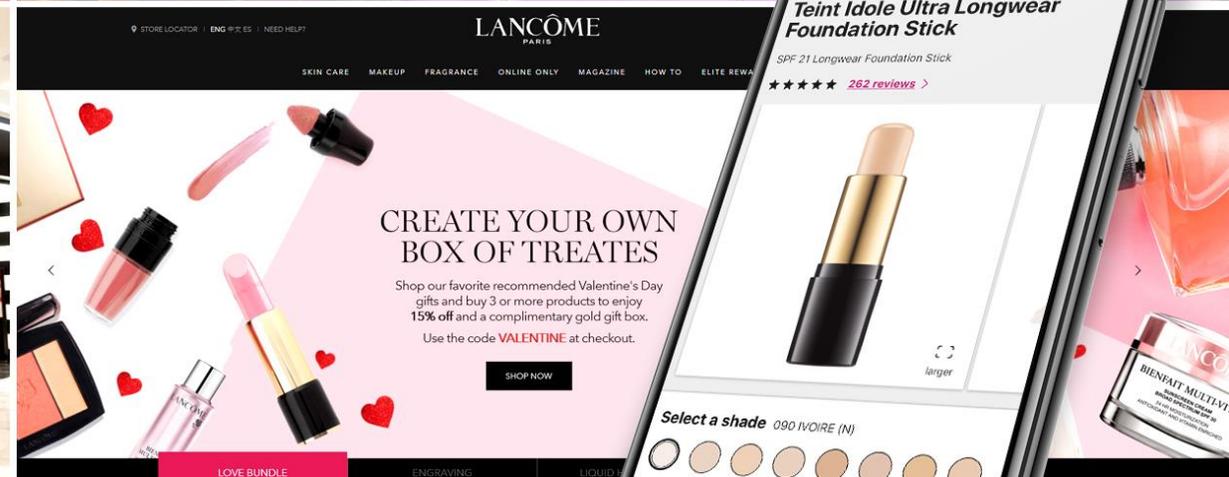
ONE BILLION EURO*
— CLUB —

GIORGIO ARMANI
beauty



L'ORÉAL
LUXE

DISTRIBUTION SHIFTS



L'ORÉAL
LUXE

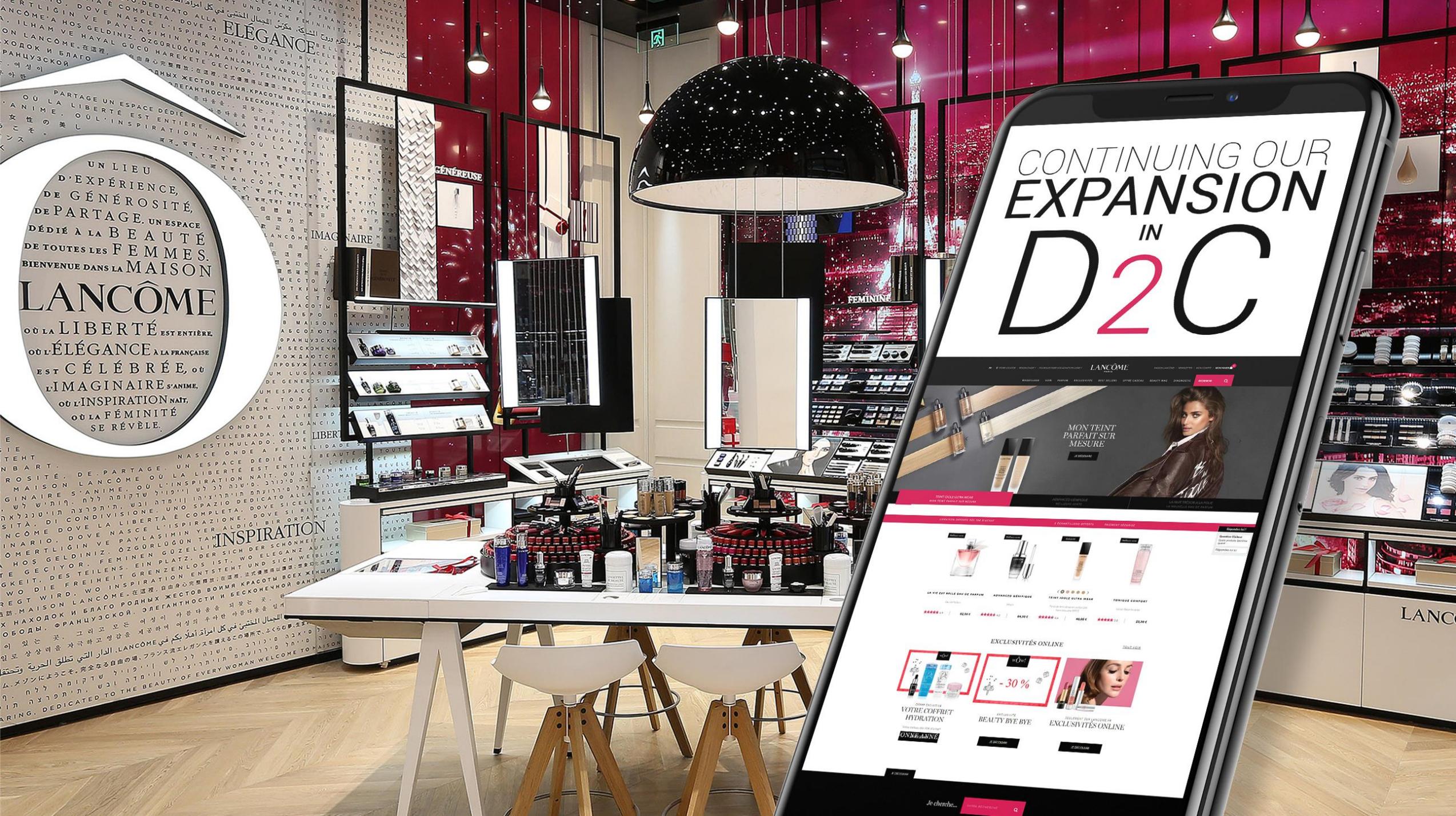
GLOBAL e-COMMERCE *

+29%

>12%

2017 SALES

* 2017 like-for-like sales growth. Sales achieved on our brands' own websites + estimated sales achieved by our brands corresponding to sales through our retailers' websites (non-audited data)



UN LIEU
D'EXPÉRIENCE,
DE GÉNÉROSITÉ,
DE PARTAGE. UN ESPACE
DÉDIÉ À LA BEAUTÉ
DE TOUTES LES FEMMES.
BIENVENUE DANS LA MAISON
LANCÔME
OÙ LA LIBERTÉ EST ENTIÈRE,
OÙ L'ÉLÉGANCE À LA FRANÇAISE
EST CÉLÉBRÉE, OÙ
L'IMAGINAIRE S'ANIME,
OÙ L'INSPIRATION NAIT,
OÙ LA FÉMINITÉ
SE RÉVÈLE.

INSPIRATION

CONTINUING OUR
EXPANSION
IN
D2C

LANCÔME

MON TEINT
PARAÎT SUR
MESURE

LA VIE EST BELLE SAUVE PARFUM
ADVANCED SÉRUM
TEINT IDOLE ULTRA 24H
TOURNOI CONFORT

EXCLUSIVITÉS ONLINE

-30%

VOTRE COFFRET
HYDRATION

BEAUTÉ BYE BYE

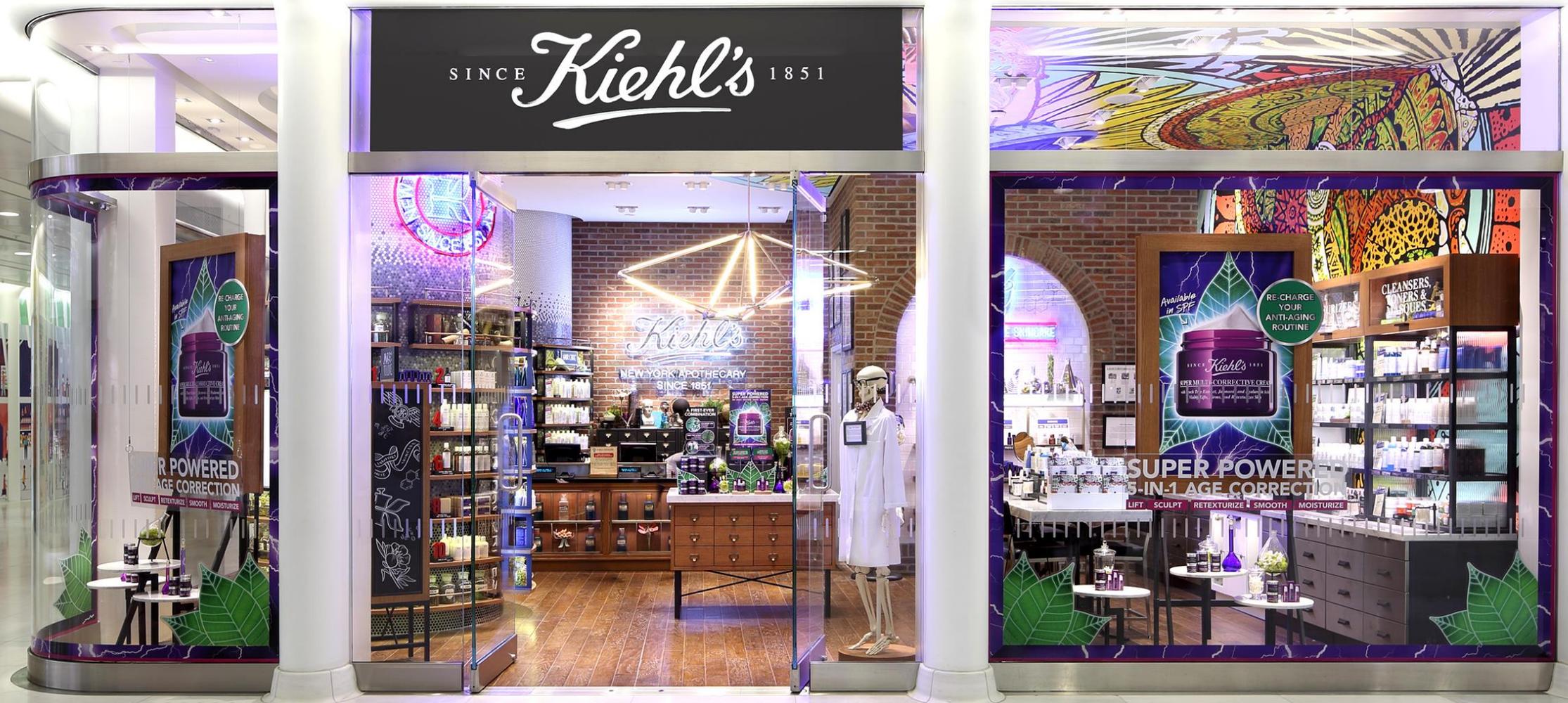
EXCLUSIVITÉS ONLINE

Je cherche...

THE
NEW
STORE

L'ORÉAL
LUXE

SINCE *Kiehl's* 1851



STORE IS
A NEW MEDIA

BIG DATA

CRM

PROGRAMMATIC



L'ORÉAL
LUXE



2018
A PROMISING
YEAR



L'ORÉAL
LUXE



CHINESE
GROWTH
WILL CONTINUE

L'ORÉAL
LUXE

A SOLID LAUNCH PLAN



Proenza Schouler

Arizona

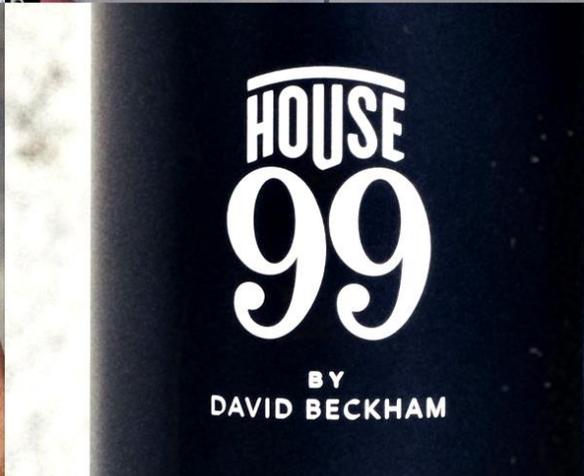
The New Eau de Parfum



Arizona

Proenza Schouler







L'ORÉAL
LUXE