



L'ORÉAL

Lubomira Rochet
Chief Digital Officer

**DRIVING GROWTH THROUGH REINVENTING
BEAUTY EXPERIENCES, CONTENT & COMMERCE TRANSFORMATION**

DIGITAL TRANSFORMATION

1

HAS
REINVENTED
L'ORÉAL

2

HAS REINVENTED
COMMERCE,
CONTENT &
EXPERIENCES

3

WILL SHAPE THE
FUTURE

A TEN YEAR JOURNEY... SO FAR

Jean-Paul Agon declares the year of digital

- E-comm acceleration program
- Precision advertising program
- Influencer marketing program

- CDO nominated
- Definition of governance
- Upskilling program

- Jean-Paul Agon declares the year of ROI
- Real time performance tracking platform: "Cockpit"
- Open innovation programs

- Advocacy marketing program
- Social commerce program
- Live streaming Academy

- Group's data platforms program
- Websites factories
- Marketing / content efficiency program

- Acquisition of Modiface
- Marketing 3.0 org.
- "Excellence in execution" program

- Total media under CDO governance
- Consumer care transformation
- COVID-19

← -- Organic initiatives and projects across the Group -- →

2010

2014

2015

2016

2017

2018

2019

2020

WE ARE TODAY A DIGITAL-FIRST COMPANY

26.6%*

E-COMMERCE

63%*

DIGITAL MEDIA

25

HERO
SERVICES

840M*

CONSUMER
ENGAGEMENTS

+340M

CONSUMER
CONTACTABLE DATA

1.2Bn

VISITS TO OUR
WEBSITES

30%

YOUTUBE BEAUTY
TRAFFIC

50K*

PEOPLE
UPSKILLED

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2020: THE BIGGEST DIGITAL STRESS TEST

+50%

TIME SPENT
ON YOUTUBE

+70%

USE OF
INSTAGRAM

+70%

USE OF
MESSAGING APPS

2Bn

DOWNLOADS
OF TIKTOK

+15%

ONLINE BEAUTY
CONVERSATIONS

+20%

WEB TRAFFIC

+68%*

TOTAL US E-RETAIL
GROWTH

DIGITAL HELPED US MITIGATE THE CRISIS

**ABSORBING DECLINE
OF BRICK & MORTAR**

**ENSURING OUR
BRANDS' VISIBILITY**

**STRENGTHENING
CONNECTIONS
WITH OUR CONSUMERS**

GAINING MARKET SHARE

FAST FORWARD TO BEAUTY MARKET'S DIGITALISATION

The collage features several key elements:

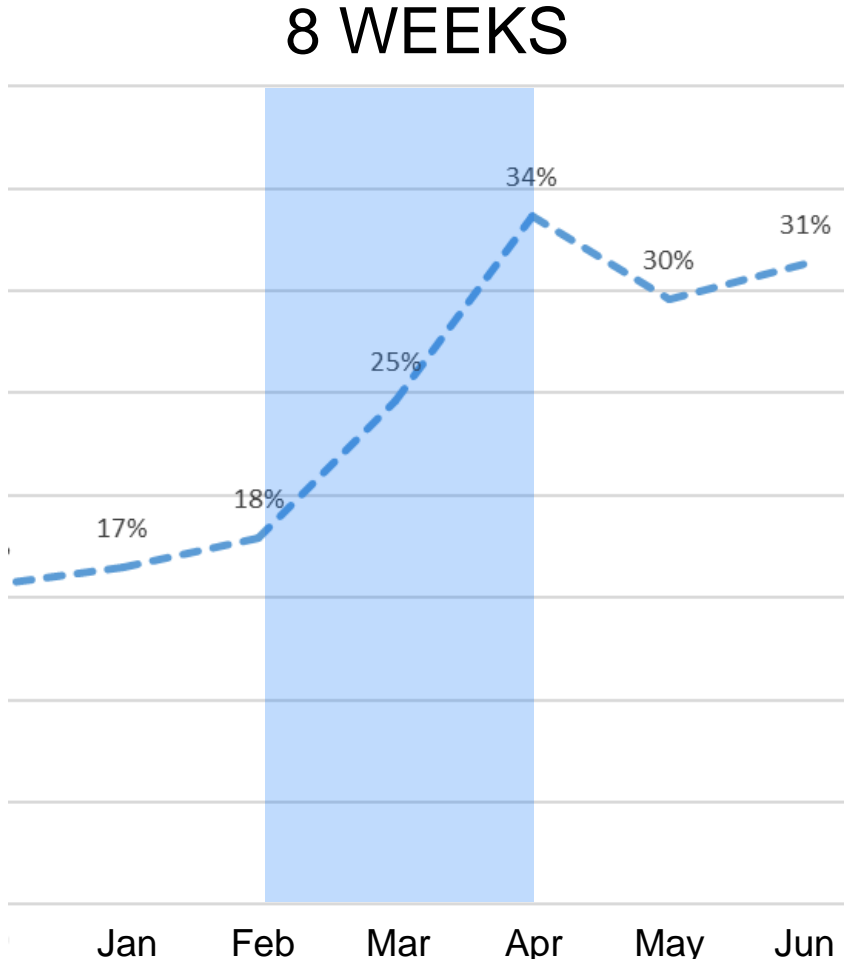
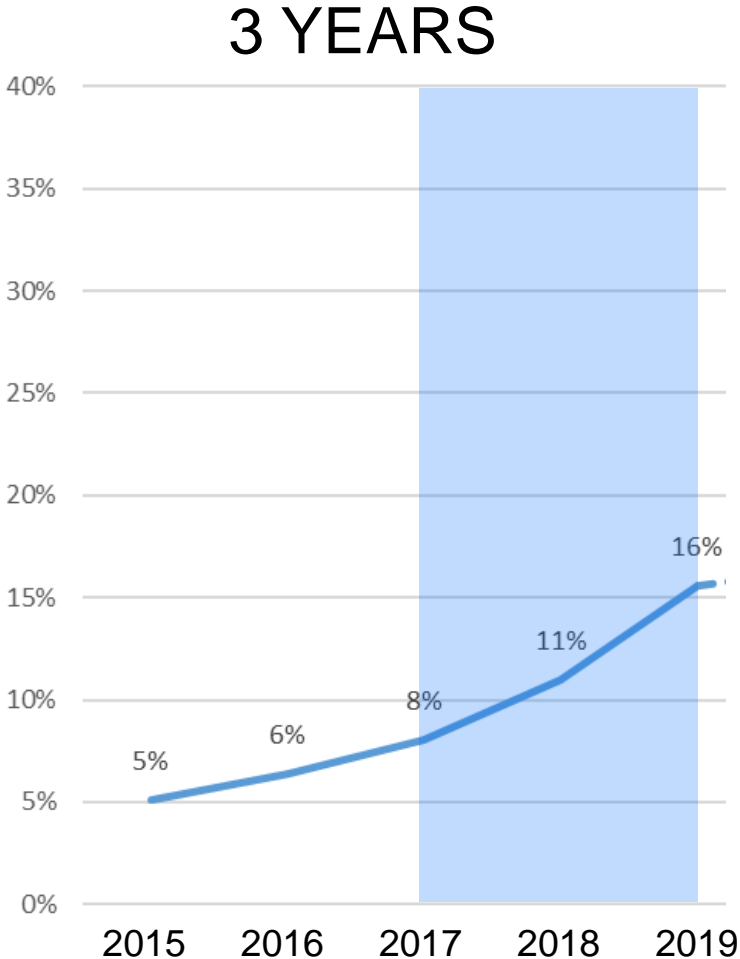
- Social Media:** Three TikTok-style posts at the top left. The first shows a woman in a blue and red costume. The second shows a woman with white hair and cat ears. The third shows a man with a beard and glasses.
- Beauty Influencer:** A central image of a woman with a glowing face mask and a lemon slice over her eye.
- Beauty Products:** A grid of four images showing women using various beauty products like makeup palettes and skincare.
- Lifestyle & Fitness:** A grid of six images showing a woman in a red shirt, a woman in a black top, a woman in a black top, a woman in a black top, a woman in a black top, and a woman in a black top.
- Live Streaming:** Three screenshots of a L'Oréal Paris live stream at the bottom left, showing a woman presenting products with various offers.
- Text Overlays:** Large white text reads "CONNECTED", "LIVE", "COACHING", "SOCIAL CONVERSATIONAL", "ENTERTAINMENT", "E-COMMERCE", and "& OMNI-CHANNEL".



DIGITAL REINVENTED COMMERCE

COVID-19 HAS ACCELERATED THE CHANNEL SHIFT

E-COMMERCE WEIGHT



OUR E-COMMERCE LEADERSHIP IS STRONGER THAN EVER

+62%¹

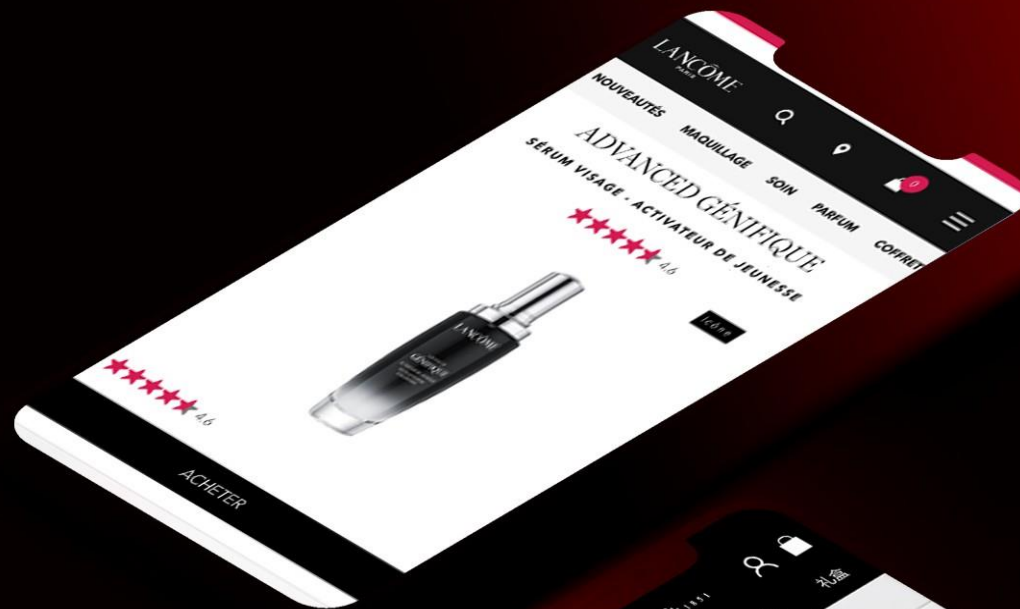
Yoy growth

1,5x

market

27%¹

OF TOTAL SALES



¹Évolution à données comparables. Chiffre d'affaires 2020 sur nos sites en propre + estimation du CA réalisé par nos marques correspondant aux ventes sur les sites e-commerce de nos distributeurs (donnée non-auditée).

**ECOMMERCE
IS THE**

#1

**L'ORÉAL
MARKET**

€7.4BN*



AN EVEN STRONGER LEADERSHIP POSITION

x2

MARKET GROWTH
ON ECOMMERCE

INCREASED SHARE OF
VOICE ON YOUTUBE
& FACEBOOK

+60%

WEB TRAFFIC IN NORTH
AMERICA
L'ORÉAL LUXE: +37%

#2
BEAUTY GROUP ON
CHINESE FESTIVALS

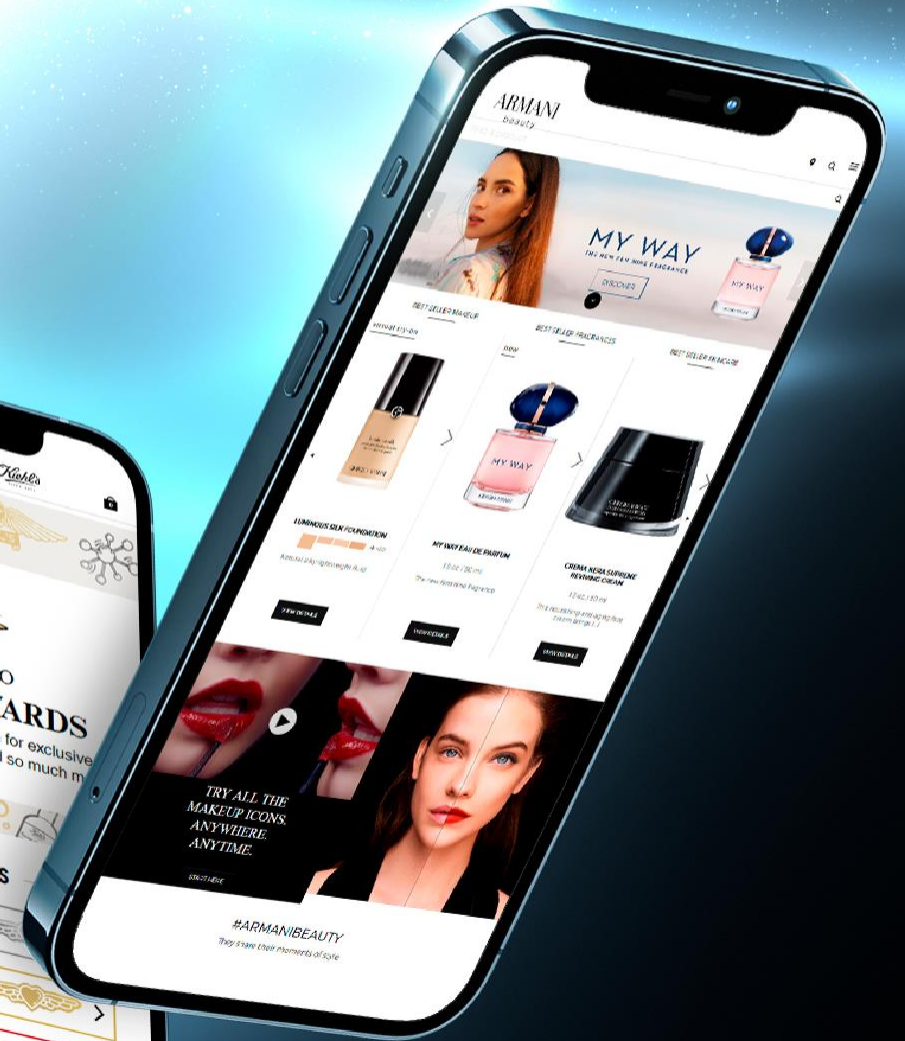
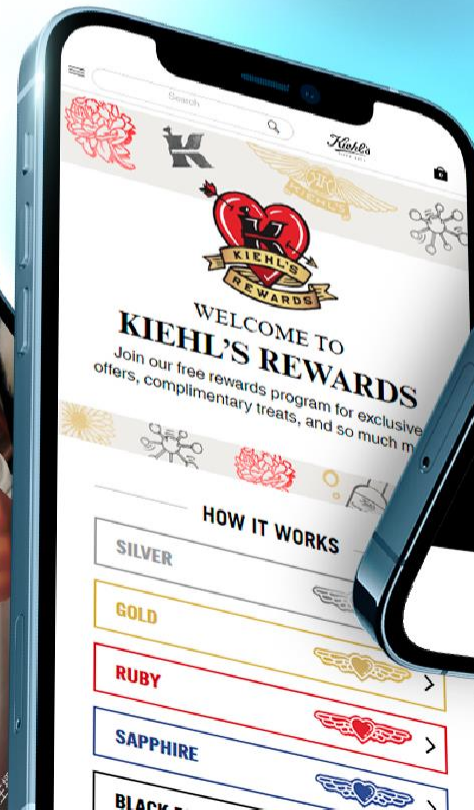
53%

NEW CONSUMERS
ON D2C
x2 CONVERSION RATE

5 BRANDS
IN TOP 6
GARTNER IN CHINA

E-COMMERCE

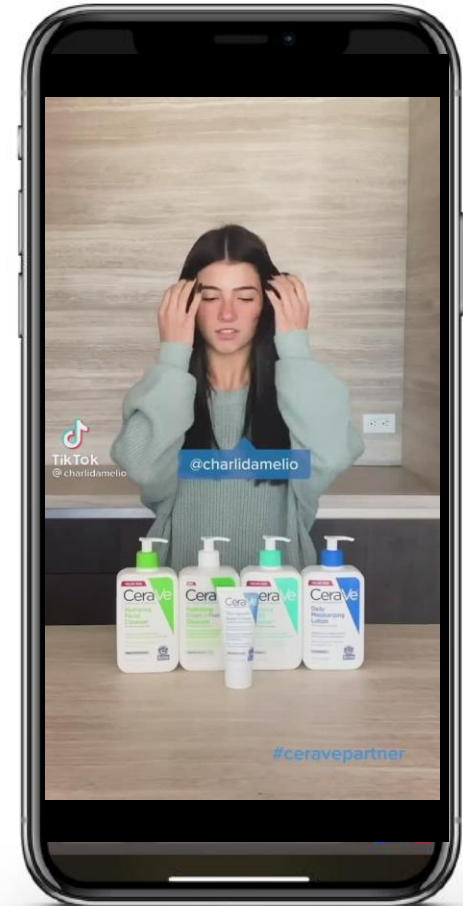
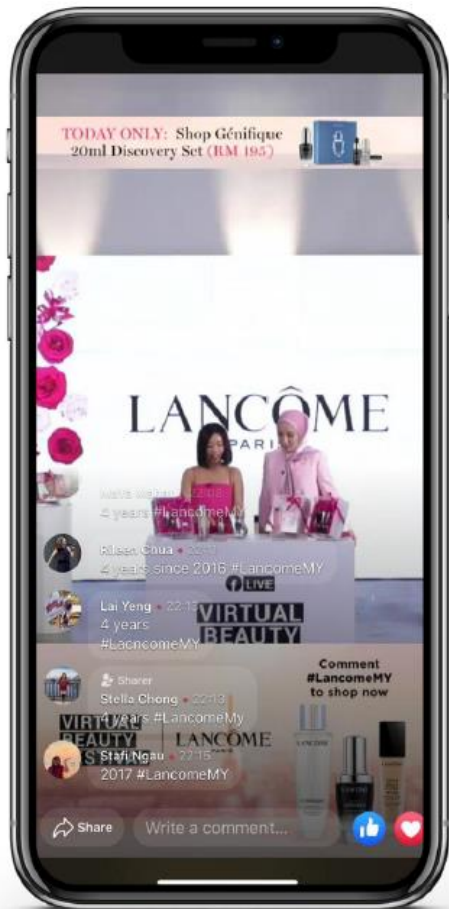
50%
Of SALES





**DIGITAL
REINVENTED
BEAUTY
EXPERIENCES
& CONTENT**

LIVESTREAMING, TIKTOK & LIVE SHOPPING



A STRONGER DIRECT-TO-CONSUMER PROFILE

+63% GROWTH
ON OUR D2C ECOMMERCE

+40% BEAUTY CONVERSATIONS

80M VIEWERS ENGAGED
WITH LIVE-STREAMING

1.5BN CONSUMER DATA POINTS



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FUTURE

THE FUTURE
OF BEAUTY IS
RETAILTAINMENT



FROM CONVENIENCE TO EXPERIENCE

平价直入 > 1名 帮TA冲榜

L'ORÉAL PARIS

2000万

双11当天 法国巴黎 10元 入会领取

直播间抽奖 50大惊喜

镇店之宝

z**3 正在去买

丝也是推荐第十套吗?

铁粉1 smile曼 66.33岁适合哪款护肤品?

铁粉1 李二破 1993 紫鬃斗现在还有赠品吗 付定金的

新粉2 存在的高傲 10号付订金会有赠品吗

新粉1 泥玩斋 16.5万

平价直入 > 1名 帮TA冲榜

L'ORÉAL PARIS

2000万

双11当天 法国巴黎 10元 入会领取

直播间抽奖 50大惊喜

镇店之宝

曾红莉52 来了

十三秒9 欧莱雅大卖

铁粉2 ks 妄想 欧莱雅大卖

新粉1 妖苒夕 3和19区别

新粉3 洪诺重洪铭睿 手都抽筋了, 居然没有

新粉2 @-Miss王 好难

新粉1 小萝莉 欧莱雅大卖

平价直入 > 1名 帮TA冲榜

L'ORÉAL PARIS

2000万

双11当天 法国巴黎 10元 入会领取

直播间抽奖 50大惊喜

镇店之宝

新粉1 我们的爱在... 来了

新粉2 下可诺叶子 欧莱雅大卖

新粉3 153淘气 欧莱雅大卖

新粉1 找话题 欧莱雅大卖

铁粉1 妮子客栈 欧莱雅大卖

新粉1 wangning19940926

LIVE SHOPPING

GAMIFICATION

BEAUTY TECH & SERVICES

2021 BRANDSTORM CHALLENGE

L'ORÉAL
BRANDSTORM
2021



JOIN THE ULTIMATE STUDENTS COMPETITION

 [BRANDSTORM.LOREAL.COM](https://brandstorm.loreal.com)

THE FUTURE
OF BEAUTY IS
E-COMMERCE



SEVEN FORMS OF E-COMMERCE

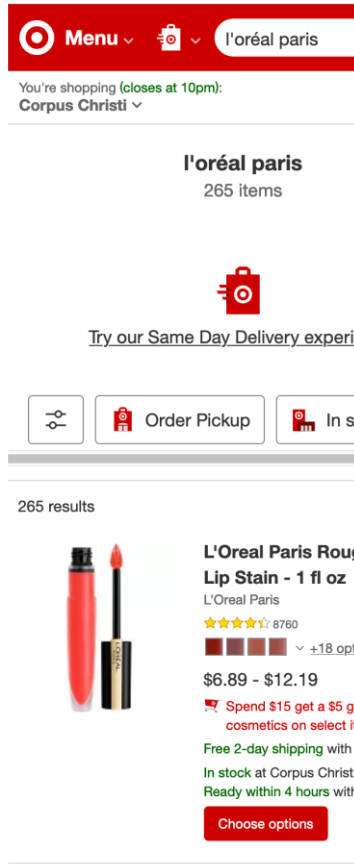


YOU TRICK, WE'LL TREAT
BUY BIG, GET FULL
LE SAVE UP TO 40%
 CODE: TREAT | ENDS: 10/31
 SELECT PRODUCTS ONLY
 SHOP NOW

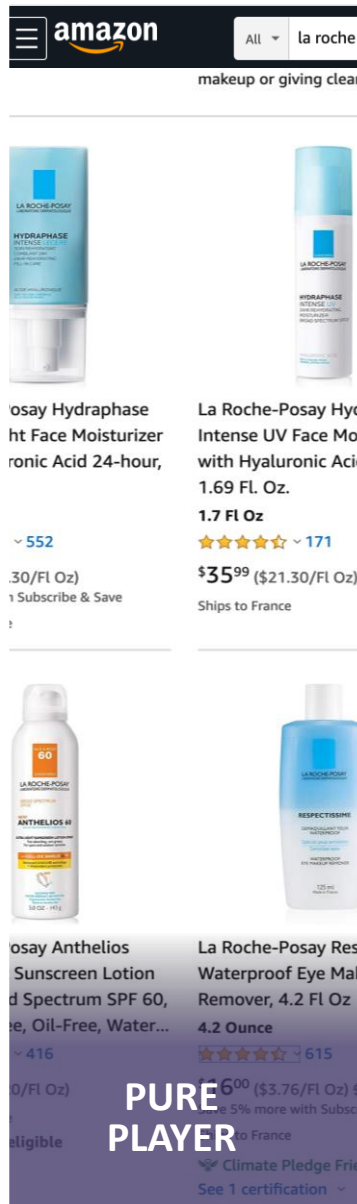
CUSTOMER FAVORITES

**D2C
 ECOMMERCE**

L'ORÉAL



E-RETAIL



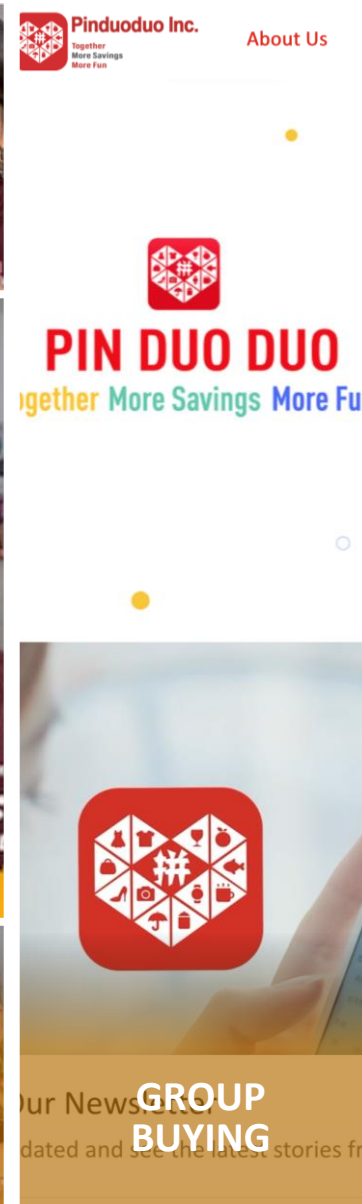
**PURE
 PLAYER**



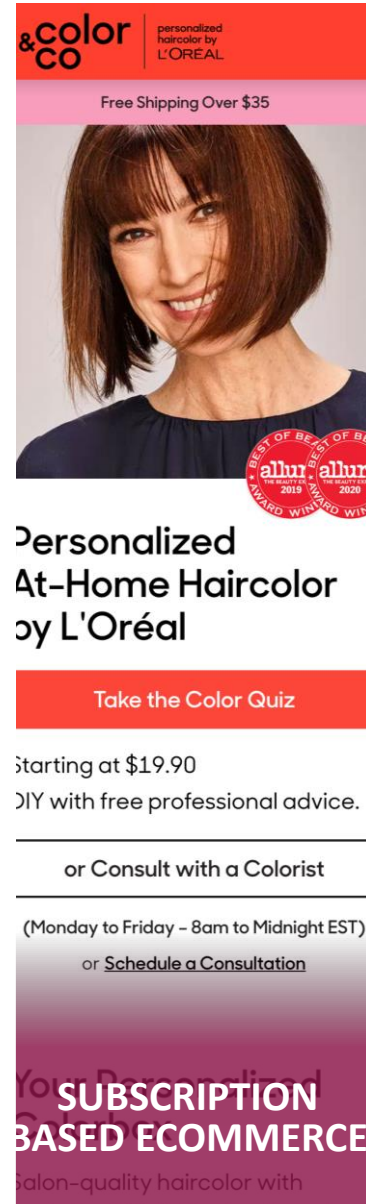
**LIVE
 SHOPPING**



**AFFILIATE SOCIAL
 COMMERCE**



**GROUP
 BUYING**



**SUBSCRIPTION
 BASED ECOMMERCE**

**THE FUTURE
OF BEAUTY IS
ADVOCACY &
SOCIAL SELLING**



L'ORÉAL IS BUILDING A POWERFUL ECOSYSTEM

POTENTIAL SOCIAL
SALEFORCE

+/- 5M



**LEVERAGING 110 YEARS OF SUCCESSFUL RELATIONSHIPS
WITH OFFLINE AND ONLINE PRESCRIBERS & INFLUENCERS**

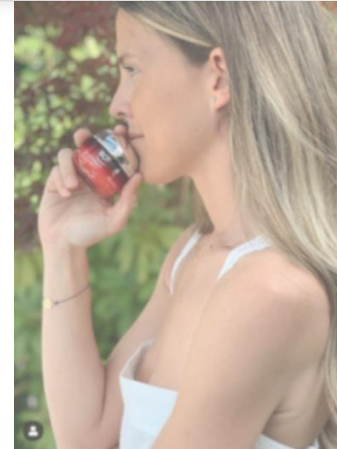
THE FUTURE
OF BEAUTY IS
CONVERSATIONAL



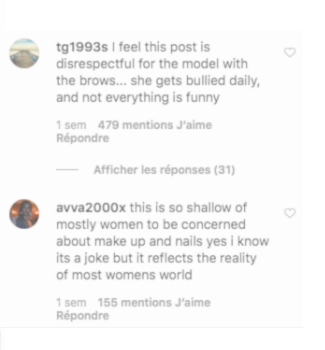
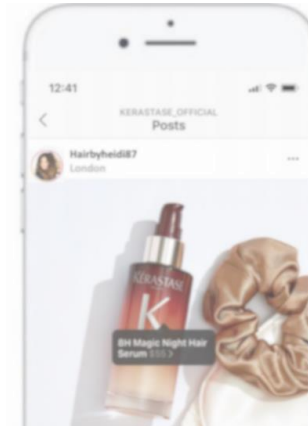
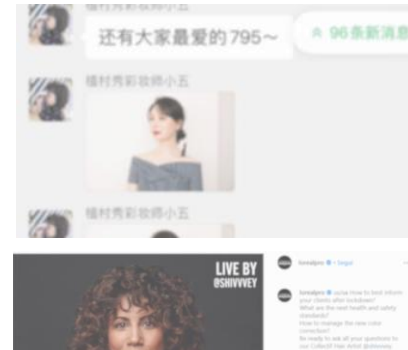
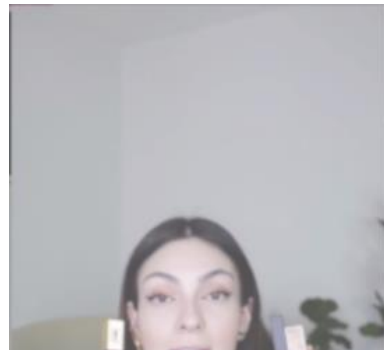
ON THE ROAD TO A 100% RESPONSIVE COMPANY



+40%
BEAUTY
CONVERSATIONS



x2
REPLY RATE
IN 12 WEEKS



OBJECTIVE: 100% REPLY RATE
COMPLETE REORGANISATION OF OUR CONSUMER
ENGAGEMENT PRACTICE + AUTOMATION

THE FUTURE
OF BEAUTY IS
TECH & SERVICES



SCALING MODIFACE'S COMPETITIVE ADVANTAGE

MODIFACE

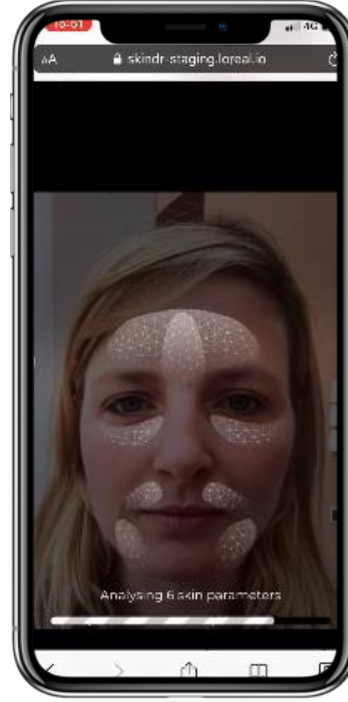
MAKE UP VTO
& VIRTUAL
TESTER



HAIR COLOR
VTO



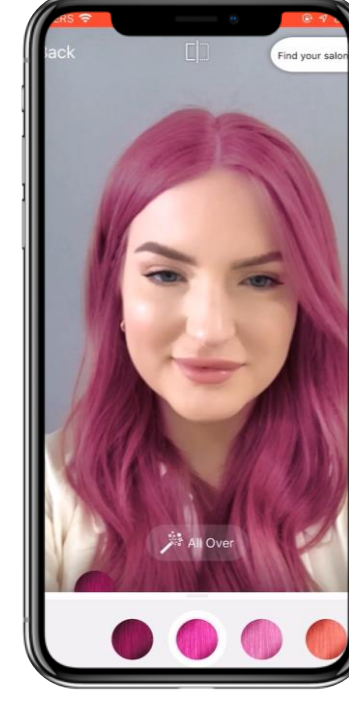
SKIN
DIAGNOSTIC



SHADE
FINDER



HAIRCARE
DIAG

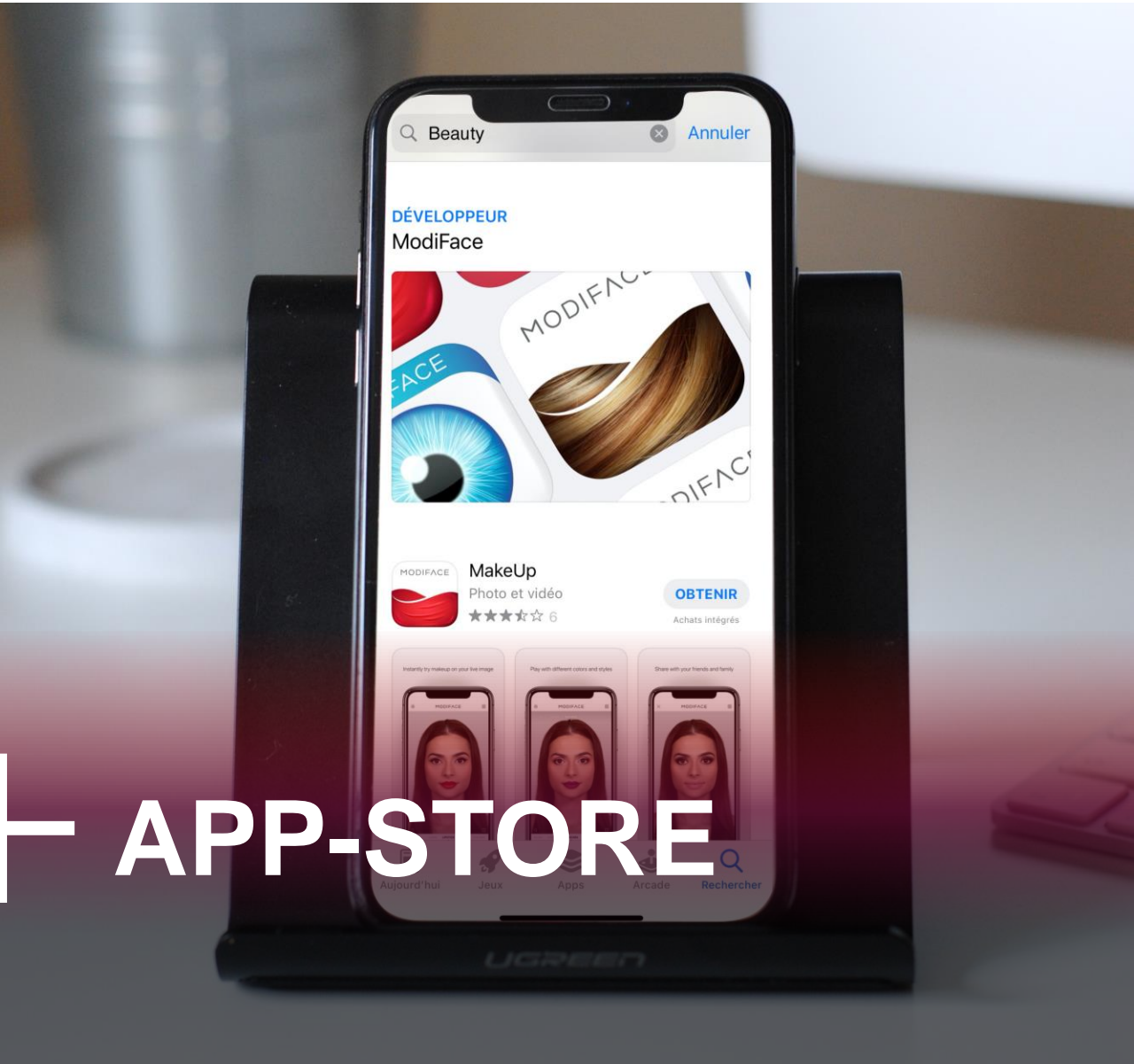


TELE
CONSULTATION



USAGE x5

BRINGING BEAUTY SERVICES TO OUR ECOSYSTEM



BEAUTY + APP-STORE

INTEGRATING BEAUTY TECH EVERYWHERE CONSUMERS SHOP...



matas

DOUGLAS



ROSSMANN



LOHACO



NOTINO
TODAY IS YOURS



LYKO



NOCIBÉ
la beauté libérée

KOHL'S



El Corte Inglés

... AND EVERYWHERE THEY LOOK FOR BEAUTY

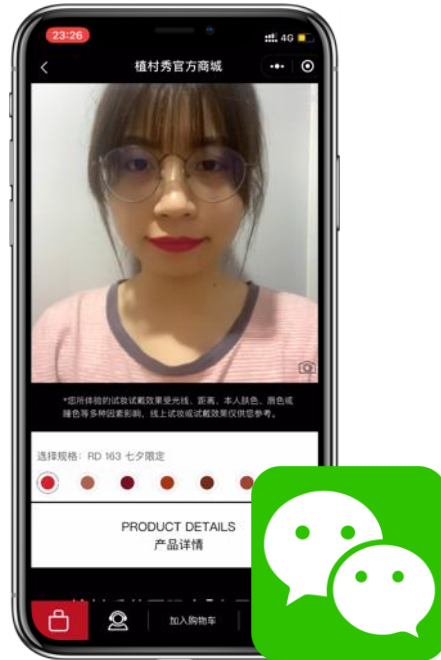
1ST EVER
AR ADS



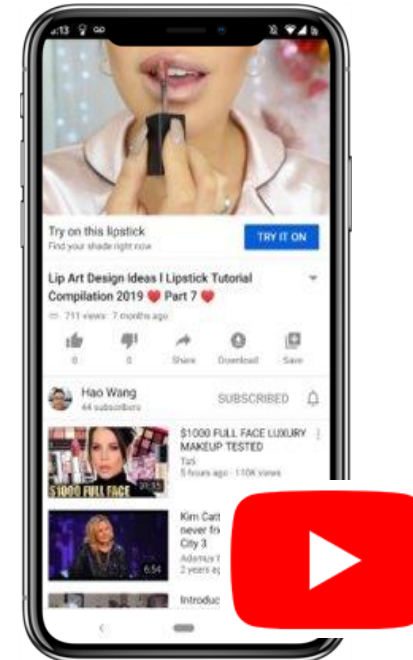
1ST EVER
BEAUTY AR SHOPPING



1ST EVER
WECHAT VTO



1ST EVER
AR VIDEO



1ST EVER HAIRCOLOR
VISUAL RECOGNITION



1BN VISITS

THE FUTURE
OF BEAUTY IS
PERSONALIZED,
PERSONAL &
PRIVATE



FIRST PARTY DATA IS KEY



CONTENT, SERVICES, CONSUMER CARE ARE
KEY TO COLLECT VALUABLE DATA

PUT THE DATA VALUE EXCHANGE
FRONT AND CENTER

SO IS DATA PRIVACY

DATA COLLECTION MUST BE BASED ON
TRUST, TRANSPARENCY AND CONSENT

ETHICS OF ALGORITHMS



L'ORÉAL

Lubomira Rochet
Chief Digital Officer

THANK YOU!