

Resilience and Beyond “*Made in Asia 2020*”

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L'ORÉAL



ABOUT L'ORÉAL

L'ORÉAL

1st

COSMETICS GROUP WORLDWIDE

€29.9Bn

OF SALES IN 2019

150

SUBSIDIARIES WORLDWIDE

88,000

EMPLOYEES

€ 174 Bn

MARKET CAPITALIZATION*



L'ORÉAL
Consumer Products

9 BRANDS

—

€12.7Bn



L'ORÉAL
LUXE

17 BRANDS

—

€11.0Bn



L'ORÉAL
Active Cosmetics

5 BRANDS

—

€2.7Bn



L'ORÉAL
Professional Products

5 BRANDS

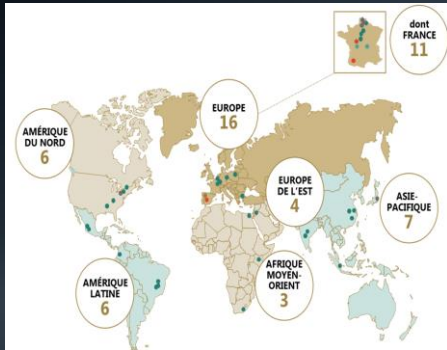
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€3.4Bn

* Based on November 2020

RESILIENCE @ CORE

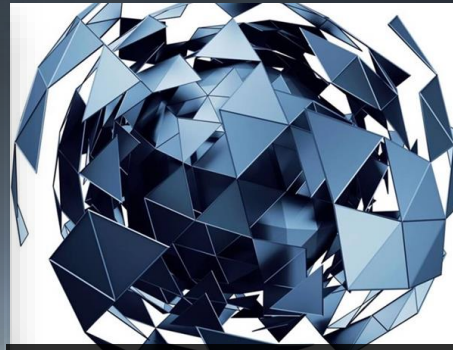
ACCELERATE INDUSTRY APPROPRIATE ACTIONS TO ENSURE
Reliable – Efficient & Resilient – Sustainable Supply Chains



GLOBAL FOOTPRINT



AGILITY BY DESIGN



EXTENDED ECOSYSTEMS



DIGITIZATION OF SUPPLY CHAIN

The **successful** warrior
is the **average** man,
with **laser-like** focus.

Bruce Lee

OPERATIONAL EXCELLENCE @CORE





COVID CRISIS :
AN EXISTING TREND ACCELERATOR
« Saisir ce qui commence... »

- Sustainability
- O+O / E-Commerce
- Digitization
- Health, Trust & Transparency
- Science
- Ways of working

Wei Ji

危机

Danger + Opportunity

L'ORÉAL



ENTREPRENEURIAL CULTURE

- Operating Model
- Engagement
- Enablement

L'ORÉAL

At L'Oréal, we share a common purpose to

Create the beauty
that moves the
world



L'ORÉAL
FOR THE FUTURE

Our
Sustainability
& Social
commitments
for 2030