

L'ORÉAL
BRANDSTORM
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Contents

- INTRODUCTION.....3**
- YOUR MISSION 3**
- DELIVERABLES & FRAMEWORK6**
- EVALUATION CRITERIA.....8**
- L'ORÉAL CONSUMER PRODUCTS DIVISION 10**
 - The story of CPD: a division in growth 10**
 - Beauty Mass Market insights..... 10**
 - Powerful Brand Portfolio..... 11**
 - Mission & Values 12**
 - Strategy 12**
 - CPD today 14**
- MALE SEGMENT MASS MARKET 15**
- TECH..... 19**
 - L'Oréal Groupe BeautyTech transformation 20**
 - Focus on the role of CPD in Innovation 21**
- L'ORÉAL GROUPE COMMITMENTS..... 24**
 - Diversity, Equity & Inclusion at L'Oréal Groupe 24**
 - Focus on the role of CPD in Diversity, Equity & Inclusion 26**
 - Sustainability at L'Oréal Groupe 29**
 - Focus on the role of CPD in Sustainability 30**
 - Game on! 32**

INTRODUCTION

Dear Brandstormers,

Welcome to this new edition of L'Oréal Brandstorm!

This document will be your guide to kickstart your journey and help you build the innovative project you will present for the competition.

We are happy to share with you all the key information regarding L'Oréal Brandstorm 2025 mission. It is equally as challenging as today's evolving business landscape, so that you can test yourselves on a real case within the context of today's business environment. We hope that you will **learn, innovate, and enjoy this mission!**

The different steps & deadlines of the competition will be communicated to you on your **country challenge page on brandstorm.loreal.com** by your local Brandstorm manager. Do not hesitate to contact them if you have any questions and stay tuned to your challenge page for updates and all things on Brandstorm!

YOUR MISSION

It's time to rewrite the rules of Beauty & Care. Men need to be as invested in looking and feeling their best and deserve products and routine that speak directly to them. This is your chance to create a future where men's grooming takes center stage. Are you ready to break down stereotypes and empower men to embrace self-care?

L'Oréal Brandstorm 2025 mission in partnership with L'Oréal's Consumer Products Division is:

MEN. BEAUTY & CARE.

GAME ON

THROUGH TECH, PRODUCTS AND BEYOND

To uncover innovative ways to engage these new target consumers, **you can explore** one or more of the playing fields below:

- **TECH** – At L'Oréal, "Beauty Tech" represents the intersection between beauty and technology, driving innovations that astonish, inspire, and empower consumers. Think personalized products and experiences, smart and connected devices, and seamless omnichannel beauty journeys—an entire ecosystem of possibilities awaits passionate people eager to make their mark. Are you ready to shape the future of beauty? **We invite you** to reinvent the beauty and care experience for men through personalized, inclusive, sustainable tech solutions. Harness the power of data, digital tools, augmented reality, and Generative AI and propose truly innovative ideas that shatter expectations, answer consumer unique needs, and guide them in their choices of beauty. Imagine a world where technology anticipates your needs, delivering tailor-made beauty and tech solutions that redefine what it means to look and feel your best. Dare to be at the forefront! Shape the future!

At L'Oréal, tech is ingrained in every step, from designing groundbreaking products to crafting seamless consumer journeys. In our Consumer Products Division, Beauty Tech services are a key value driver for Business and Experience. They represent 80% of L'Oréal Groupe's volume of service sessions.

- **PRODUCTS** – **We invite you** to develop high-performance, results-driven products that capture trends and cater to the specific needs of men's skin, hair and body. We are not just meeting men's needs, we are inspiring them to adopt new habits. This encompasses superior formulas infused with science, desirable packaging, and cutting-edge devices.

Every brand in CPD launches new products every year. Often, the most successful launches are those that bring something the market has never seen before. Take, for example, the launch of Garnier Good hair color – a reinvented formula with 90% natural ingredients, a reinvented sensoriality that smells and feels great, and a reinvented packaging in the ice cream tube style. How will you reinvent products for men?

- **AND BEYOND** – **We invite you** to push the boundaries of beauty for men experience beyond the product. This includes building online communities that foster connection and education, creating e-commerce services & solutions and engaging immersive digital content that resonates with men across every touchpoint to capture their attention and fuel their desire. Think bigger, bolder, further!

What are you expected to do?

We challenge you to unleash your creativity and design groundbreaking devices, products, or services that will revolutionize the male beauty & care experience.

Below are the elements you have to respect in your projects:

- **Men at the Forefront:** Dive deep into the evolving landscape of men's beauty & care. Identify the unmet needs, challenge traditional norms, and explore the explosive opportunities within this dynamic market.
- **Tech as Your Weapon:** Harness the power of technology! Integrate data, digital tools, augmented reality, and the magic of Generative AI to create truly innovative solutions that shatter expectations.
- **Inclusivity & Sustainability:** Build with purpose! Ensure your creations are inclusive, catering to the diverse needs of all men, and champion sustainable practices for a brighter future.

For the initial submission the participants will be asked to upload **3 slides explaining their idea** (ppt, pptx or pdf format) and a **3-min pitch video** (mp4 format) **presenting their team by answering questions based on L'Oréal's 5 dimensions of potential.**

DELIVERABLES & FRAMEWORK

For the first stage of competition, you are asked to produce:

1) 3-slide pitch to explain your project (ppt, pptx or pdf format, 50MB max)

Use **3 slides only** to pitch your idea. No introduction/welcome or final thank you slide is necessary. Give information about the solution, e.g., how it is feasible and scalable, how does it align with sustainability and inclusivity.

Use the frame below to help you develop and pitch your project:

OBJECTIVE	EXPLANATION
Focus your project on a L'Oréal business scope (remember that it must be scalable)	Please choose what of the below scopes your project will cover: <ul style="list-style-type: none"> • L'Oréal Groupe (project scalable to all the Group) • L'Oréal CPD division (project focus only to a division of the group) • L'Oréal CPD brand (specific focus on a brand) • L'Oréal products & services axis (focus only on a business axis, e.g.: the fragrances, the skincare diagnosis...)
Elevator pitch: Describe your innovation in one simple paragraph	In few sentences present your concept and explain what makes your solution innovative.
Does your solution align with sustainability and inclusivity commitments of L'Oréal?	Show how your solution is sustainable and inclusive e.g., choice of materials, target group.
Is your solution scalable at a worldwide level?	Explain if it would be possible to introduce your solution globally and why?
Would it be feasible in terms of cost and profitability? What would be the approximate selling price?	Be aware of how realistic your solution is, it can be based on estimations. You don't have to build a business plan; we are interested in hearing your idea more!
Describe the Key Performance Indicators (KPIs) you will use to assess the success of your innovation.	How will you measure the success of the implementation of your solution, e.g., number of users, sold units, engagement.

2) **3 minutes pitch video to present your team by answering 5 questions based on L'Oréal's 5 dimensions of potential (mp4 format, 50MB max)**

In the **video**, focus on presenting your team. Tell us more about who you are by answering 5 questions, based on L'Oréal's 5 dimensions of potential (that you can find below). The team can assign questions amongst themselves, ensuring everyone gets a chance to speak in the video.

Please answer the following questions:

- 1) **Judgment:** What guided your decision-making in complex situations?
- 2) **Resilience:** What were the hurdles during the project and how did the team overcome them?
- 3) **Ambition:** What were the vision and long-term goals of your project?
- 4) **Empathy:** How do you support each other as a team?
- 5) **Learning Agility:** Did you encounter unfamiliar topics and how did you deal with it?

EVALUATION CRITERIA

Project evaluation criteria at every step of the competition

At each step, the projects will be evaluated out of 25 points. The criteria are detailed below.

EVALUATION CRITERIA	MAX POINTS
INNOVATIVE	5
SUSTAINABLE	5
INCLUSIVE	5
FEASIBLE	5
SCALABLE	5
TOTAL GRADE	25

What are we expecting from you?

Innovative - We want your team to be bold and bring to the table the products and solutions never seen before.

Sustainable - We want your team to take the responsibility and be mindful of the impact that your project will have on the planet.

Inclusive - We want your team to be mindful of diverse needs in our society to not exclude any particular social groups (gender, sexual orientation, socio-economic and multicultural origins, people with disability, all ages & generations...), and to make your project as equally accessible as possible to all potential users.

Feasible - We want your project to be realistic and possible to implement.

Scalable - We want your team to present a project realizable on a big scale.

Team evaluation criteria at every step of the competition

Aside from the project evaluation, the L'Oréal HR teams will evaluate the teams' compatibility with L'Oréal's 5 dimensions of potential:

EVALUATION CRITERIA	MAX POINTS
JUDGMENT <i>What guided your decision-making in complex situations?</i>	Strongly observed (5 points) Observed (2 points) Not observed (0 point)
RESILIENCE <i>What were the hurdles during the project and how did the team overcome them?</i>	Strongly observed (5 points) Observed (2 points) Not observed (0 point)
AMBITION <i>What were the vision and long-term goals of your project?</i>	Strongly observed (5 points) Observed (2 points) Not observed (0 point)
EMPATHY <i>How do you support each other as a team?</i>	Strongly observed (5 points) Observed (2 points) Not observed (0 point)
LEARNING AGILITY <i>Did you encounter unfamiliar topics and how did you deal with it?</i>	Strongly observed (5 points) Observed (2 points) Not observed (0 point)
TOTAL GRADE	25

What are we expecting from you?

Judgment - Balance intuition and analysis to cut through complexity and take sound decisions.

Resilience- Leverage an ownership mindset, sense of purpose and personal values to persist and sustain energy to bounce back.

Ambition - Think big and ahead, set high ambition for oneself and for the company, and pushes oneself and others to do the extra mile to achieve exceptional performance.

Empathy - Be an active listener, understand and respect emotions, and create genuine and trustful relationships with a wide network of diverse people.

Learning agility - Learn constantly by showing openness & curiosity, and the courage to step outside of comfort zone.

L'ORÉAL CONSUMER PRODUCTS DIVISION

L'Oréal Brandstorm 2025 is brought to you in partnership with L'Oréal's Consumer Products Division (CPD), a division that is driving L'Oréal's growth.

The story of CPD: a division in growth

Emerging with the birth of mass distribution **in the 1960s**, the L'Oréal Consumer Products Division was created to reach the maximum number of consumers worldwide. The Division was **a pioneer of mass-market beauty**, and its iconic brands and products were accessible to millions of consumers for the first time.

From there, the Division expanded on a **global scale**, conquering new territories, and answering the beauty desires of diverse consumers worldwide. Its largest brand, L'Oréal Paris, established itself as the world leader behind the inspiring tagline "Because I'm Worth It." The Division grew and acquired a complementary portfolio of aspirational brands – Garnier, Maybelline New York, NYX Professional Makeup, and many more.

From its origins, the Division demonstrated a deep understanding of consumers' needs and desires. Today, the Division continues to reinvent itself with the evolving needs of consumers, its partners, and the planet.

Beauty Mass Market insights

Mass Beauty

The L'Oréal Consumer Products Division serves the mass beauty market, which refers to the category of beauty and personal care products that are widely available to the **general public** through mass-market **retail channels** such as supermarkets, drugstores, department stores, and online retailers. This market segment focuses on providing **accessible and affordable beauty** solutions to **a large consumer base**. The L'Oréal Consumer Products Division operates in four main categories – skincare, makeup, hair care & styling, and hair coloring – and in both offline and online commerce channels.

An offer-driven market

Beauty is an "offer-driven" market, which means innovation from manufacturers has the potential to inspire new habits and desires from consumers. There is always an appetite for new, value-adding offers. This gives brands an incredible opportunity – and responsibility – to move the market by launching new products and introducing impactful services.

A rising wave of beauty knowledge and desires

In recent years, social media and digital tools are setting off an important shift in the mass beauty market. Beauty is flooding social media with influencers, tutorials, and accessible information – with over 442 billion views of beauty videos last year alone. This is leading to a much more beauty-savvy consumer base. With more knowledge, consumers are seeking elevated products, routines, and experiences. We call this, "**the rising wave of beauty knowledge and desire**," and it's happening everywhere in the world!

Powerful Brand Portfolio

The heart of the Consumer Products Division is in its aspirational brands. We believe in the power of big brands that constantly evolve and reinvent themselves with the changing world. The Division includes **four international brands**, all of which achieved robust growth last year.

[L'Oréal Paris](#) is the world's #1 beauty brand. Operating across all four categories, L'Oréal Paris is known for its accessible luxury offer, bringing superior science and cutting-edge innovation to the mass beauty market. The brand champions women empowerment, behind its iconic tagline "Because I'm Worth It" and its Stand Up the street harassment social cause. Its "Men Expert" franchises cater to the specific desires of men consumers.

[Garnier](#) is the champion of Green Beauty. The brand brings together the power of nature and science, and sustainability is a pillar of all new product and campaign launches. Today, the brand is the largest beauty brand in the world to be certified Cruelty Free.

[Maybelline New York](#) is the largest makeup brand in the world. With its "work hard, play hard" ethos, the brand's iconic products and franchises have defined the makeup category, and it remains at the forefront of makeup trends and innovations.

[NYX Professional Makeup](#) is the brand of entertainment and makeup artistry. Headquartered in Los Angeles, the brand is closely tied to the entertainment industry, launching collaborations with blockbusters like Barbie, Avatar, Cirque de Soleil, and many more. The brand is known for its viral campaigns and Gen-Z voice.

Beyond its four flagship brands, the division includes a diverse range of unique brands, championing certain categories or regions, such as mass medical brand [Mixa](#), nail polish icon [Essie](#), Korean makeup brand [3CE Stylenanda](#) and US skincare brand Thayers.



Mission & Values

Democratizing and Premiumizing at the Heart

Strategy

Democratize & Premiumize Beauty

In the Consumer Products Division, our mission is to **democratize AND premiumize** mass beauty. That means celebrating and representing the diverse beauty of humanity and engaging the maximum number of people worldwide. But at the same time, we are elevating the mass beauty market with premium innovations, infused with ever-more science, tech, and sustainability. Democratize and Premiumize may seem like a contradiction, but we believe it's a strategy that's not just possible, but fully aligned with the rising wave of knowledge and desires in mass consumers today.

In focus: Beauty & Care for Men

CPD democratizing beauty requires brands and products that answer the needs of all targets, and that obviously includes men! Our portfolio includes brands that **are men-specific (like Men Expert by L'Oréal Paris, or Mennen in the French market)** and **unisex brands (like Garnier or Mixa)**. Beyond that, inspiring men means creating marketing and communications that speak to men, and engagement touchpoints in the physical and digital spaces where men are.

The currency of Trust

In crowded marketplace, where consumers are overwhelmed by content and offers, trust has become the hallmark of strong brand-consumer relationships. The CPD Division builds trust by demonstrating its powerful brands and products through evolving communications – growing social media advocacy, highlighting consumer testimonials and reviews, and tailoring campaigns to be locally relevant.

Transformed shopping experience

As the world changes and digitizes, the CPD Division is leading the transformation from a more elevated and seamless shopping experience for consumers. Today, the Division is truly **omnichannel**. It's no longer just about being present on all distribution channels, but about **creating a fluid and consistent customer experience across all touchpoints**. The Division continues to accelerate its e-commerce business as well as build up social commerce content and capabilities.

The physical store remains crucial to the mass market experience, and the Division is partnering with its retailers to make beauty aisles more exciting and informative. A prime example is **the Soriana skin center in Mexico**, a space designed to educate consumers about skincare routines and highlight the latest innovations. Similar store transformations have taken place around the world.

Service in self-service world

Mass beauty is a market without beauty advisors, but the CPD Division is solving that deficiency with Beauty Tech. The Division has launched powerful **tech tools to educate consumers and help them navigate the crowded aisles**. **Virtual try-on tools** allow consumers to try makeup and hair colour looks with a click, **skin diagnostic tools** recommend products and routines based on a photo, and **shade match tools** ensure consumers get the precise product for their skin tone.

In focus: Beauty Genius by L'Oréal Paris

Time is over for endless hours spent wondering about the best makeup shades. No more second-guessing or makeup mishaps. It's time to embrace a world where choosing the perfect product is no longer a daunting quest but an empowering experience that celebrates your individuality and leaves you feeling confident and radiant.

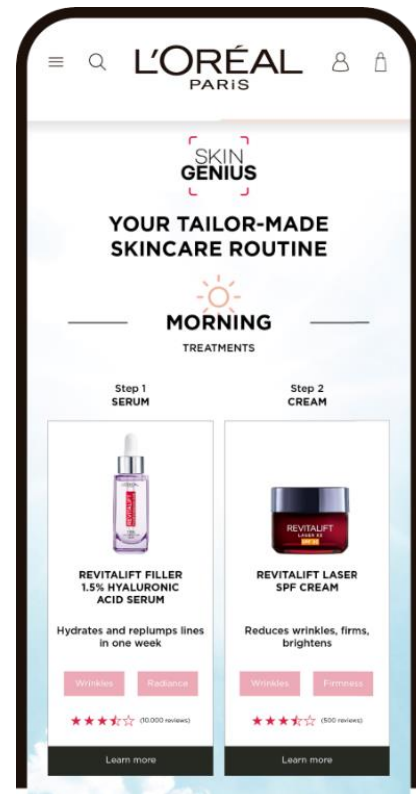
In 2024, L'Oréal Paris, stepped in with the solution Beauty Genius: **a game-changing digital service** launched to revolutionize the way consumers select their beauty products and simplify their consumption experience by navigating more easily the Beauty Industry.

This **virtual personal AI beauty assistant** is based on L'Oréal Paris beauty expertise powered by technology: **Gen AI, AI, Augmented Reality, Computer vision and color science**. It houses many Beauty Tech tools, including try-ons and diagnostics, as well as L'Oréal's beauty expertise accrued over 100 years as an industry leader.

Beauty Genius converses with consumers to understand their needs. **Available 24/7** on smartphones, **anywhere**, consumers can benefit from answers to their beauty questions, receive personalized recommendations and, therefore be able to build their own beauty routine adapted to them.

An all-in-one experience is offered by Beauty Genius, which gives consumers access to content and a choice of over 750 care products, a tailored diagnosis with virtual try-ons, personalized answers for sensitive topics that avoid awkward situations for example, answering questions such as skin concerns or hair loss.

With Beauty Genius, L'Oréal Paris isn't just keeping pace with the digital revolution, but strengthening its leadership in Beauty Tech. In the mass-market, consumers were often used to navigate a sea of products without the personalized guidance of a beauty advisor. Now, this tech device bridges this gap by empowering individuals on their journey to self-expression and confidence. This breakthrough creation is a major success with the brand that is engaging deeply with consumers. It is also supporting sales by increasing the conversion rate with the number of products recommended per user, boosting cross sales opportunities in all categories and improving media targeting for a higher return on ad spent.



CPD today

CPD 2023 Performance

€15.2 billion sales
36.8% of group sales
20.5% operating margin

The Consumer Products Division closed 2023 with over 15B€ in sales and grew by 12.6% like-for-like, its best result in more than 30 years. In the first half of 2024, the Division achieved a strong result of +8.9%.

Over the last 2 years, the **division has grown in both volume and value**, thanks to its **dual strategy of democratization and premiumization**. Europe has been a major growth driver. Emerging markets, including the Middle East, Africa, Latin America and Southeast Asia, have contributed significant growth, particularly high-potential countries like Mexico, Brazil and India. These regions represent a **substantial opportunity** for the division going forward, as they are home to a large number of younger consumers who are more digital and beauty savvy.

In 2024, all four of the Division's international brands reported robust growth with L'Oréal Paris exceeding 7 billion euros in sales for the first time in 2023.




This year, all categories also remained dynamic, fueled by **powerful innovations and activations**. Haircare is a particular highlight, driven by continued premiumization: L'Oréal Paris led the way with the remarkable success of Elvive Glycolic Gloss. Makeup delivered double-digit growth thanks to new launches like L'Oréal Paris Panorama mascara, NYX Professional Makeup Duck Plump lip gloss, and Maybelline New York's Sunkisser blush. Skincare remained very strong, with Garnier democratizing the daily use of UV fluids, L'Oréal Paris launching Bright Reveal, a scientific breakthrough in the fight against dark spots, and Mixa pursuing its successful expansion in Europe.

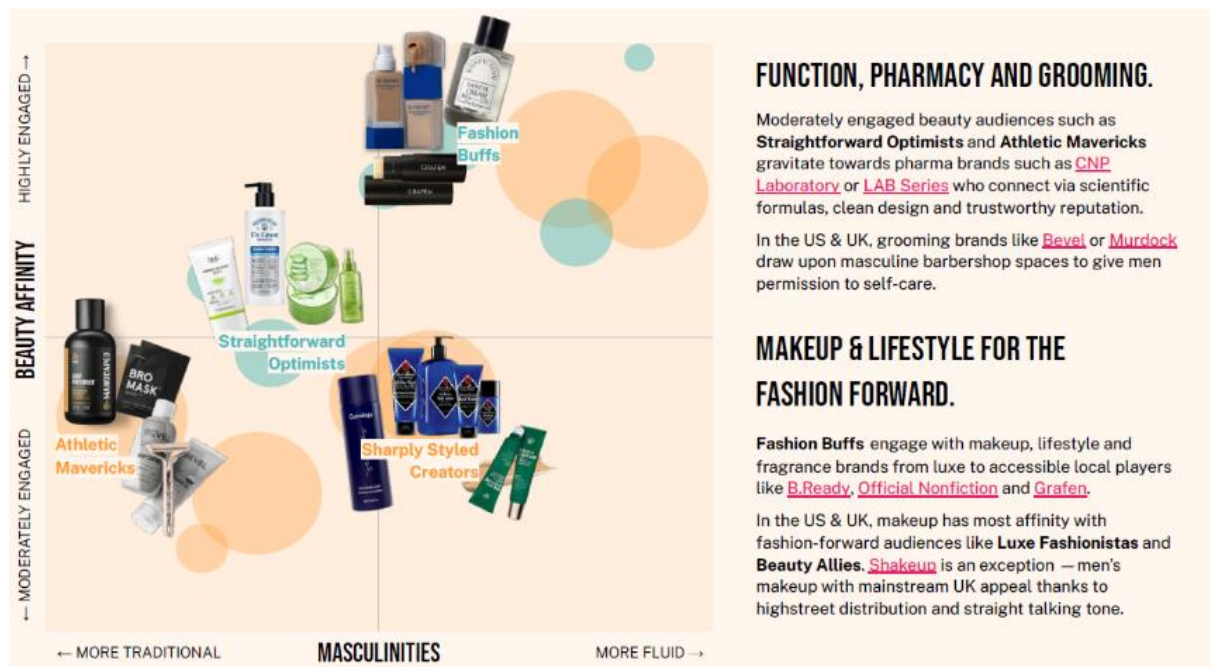
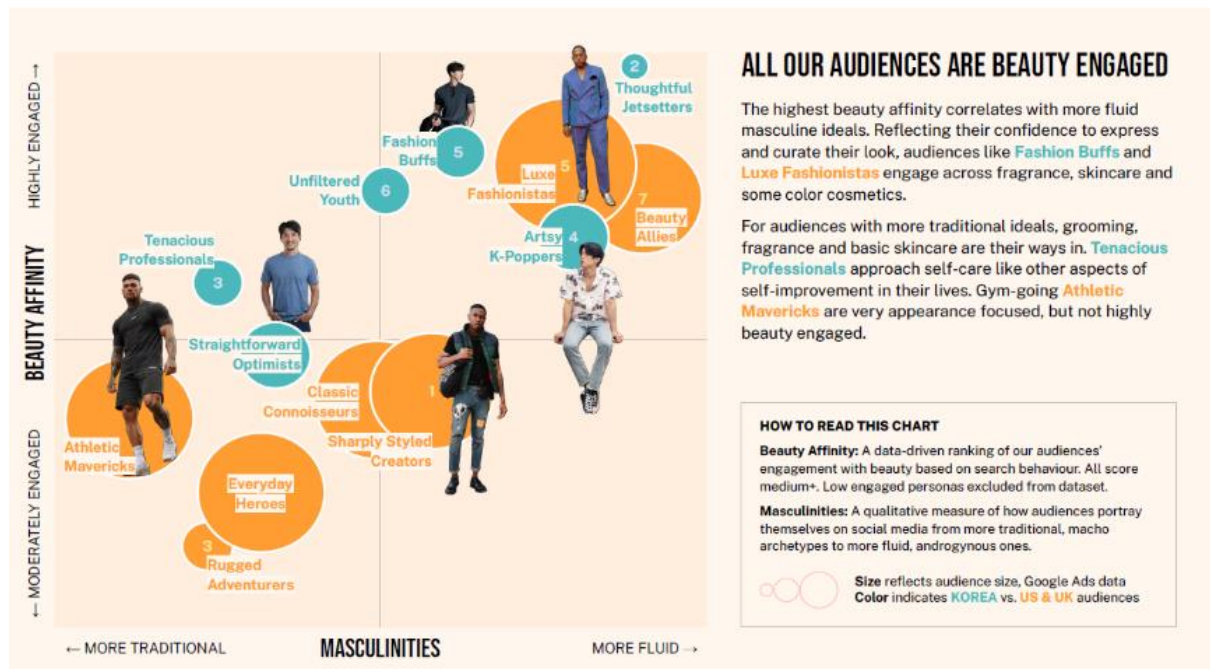
MALE SEGMENT MASS MARKET

MEN MASCULINITY IN CRISIS REPORT

We encourage you to download **the full report** on the L'Oréal Brandstorm website in the resources section!

Source: Synthesis (April 2023)

US, KR, UK Men	Show intent to purchase	Show interest in skincare & cosmetics
	8% (13.2 million)	33% (54.5 million)
	25% (6.4 million)	55% (14.1 million)
	7% (2.4 million)	34% (11.5 million)



Expectations for the Future:

- 1 Beauty divide:** Genderless products? Some brands invest in gender-neutral pharma and clean beauty. Designed specifically for men? Some brands create hyper-personalization to answer men's specific needs
- 2 Beyond Beauty:** Beauty as part of a broader lifestyle and culture choices

MEN MARKET INSIGHTS

According to new *Mintel research*: 52% of US men use facial skincare products and are now more and more focusing on **CLEAN INGREDIENTS** and **PREMIUM PRODUCTS**.

THE EVOLUTION OF MEN'S GROOMING

We encourage you to download **the full report** on the L'Oréal Brandstorm website in the resources section!

Source: Euromonitor (July 2023)



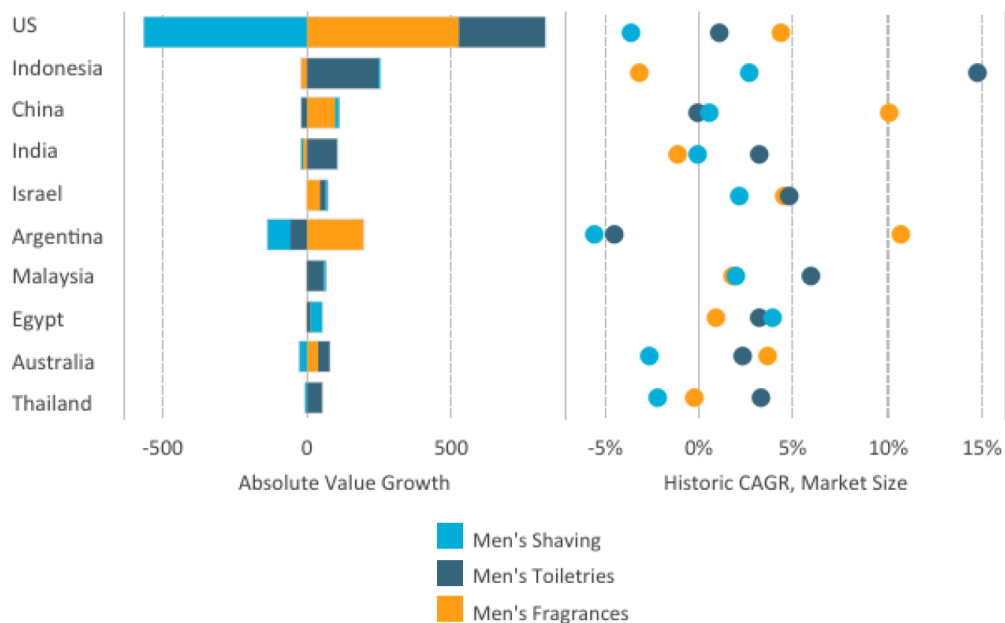
Key findings:

- Men's grooming **outperforms wider beauty and personal care** industry
- More consumers are **exploring beyond basic grooming products**
- **Social media content** serves as a **significant influencer** for men's grooming
- Top trends provide **unexplored market opportunities**

About the industry:

Men's Grooming in World: Breakdown by Category for Top 10 Countries with Biggest Absolute Value Growth 2017-2022

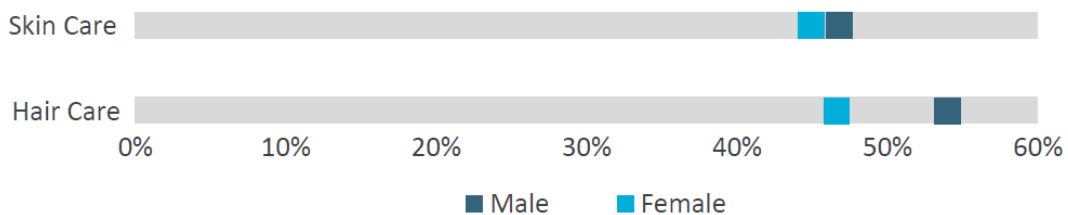
Retail Value RSP USD million



The Male consumer:

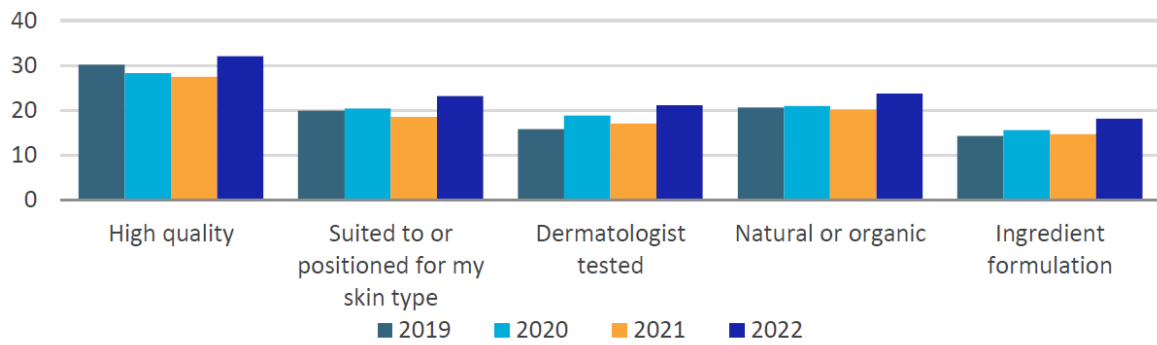
Loyalty to Beauty and Personal Care Brands 2022

% of respondents who selected "Always & sometimes buy same brand/product"



Desired Skin Care Features Among Male Consumers 2019-2022

% of respondents



Top five Skin Concerns : Male by Generation 2022

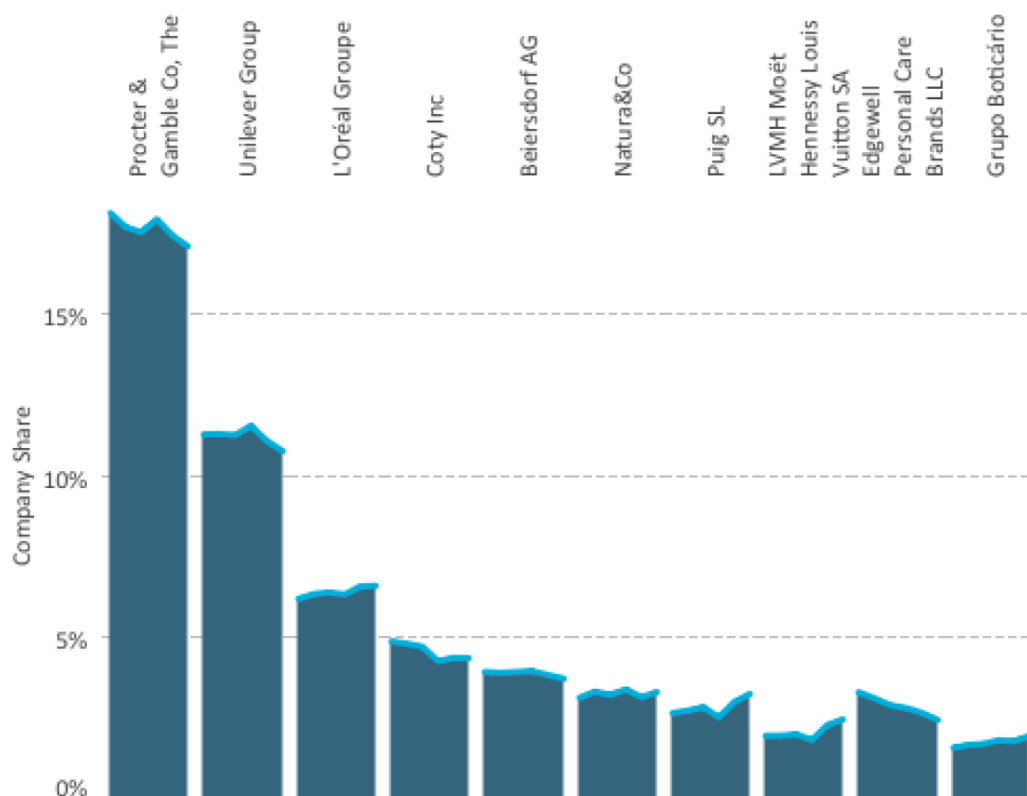
	#1	#2	#3	#4	#5
Gen Z	Blackheads	Blemish/acne-prone	Acne pits	Dark circles	Sensitive
Millennials	Blackheads	Sensitive	Blemish/acne-prone	Acne pits	Dark circles
Gen X	Blackheads	Wrinkles	Sensitive	Dark spots	Blemish/acne-prone
Baby Boomers	Wrinkles	Blackheads	Sensitive	Dark spots	Fine lines

Source: Euromonitor International Voice of the Consumer: Beauty Survey, 2022, n=6,085

Competitive landscape:

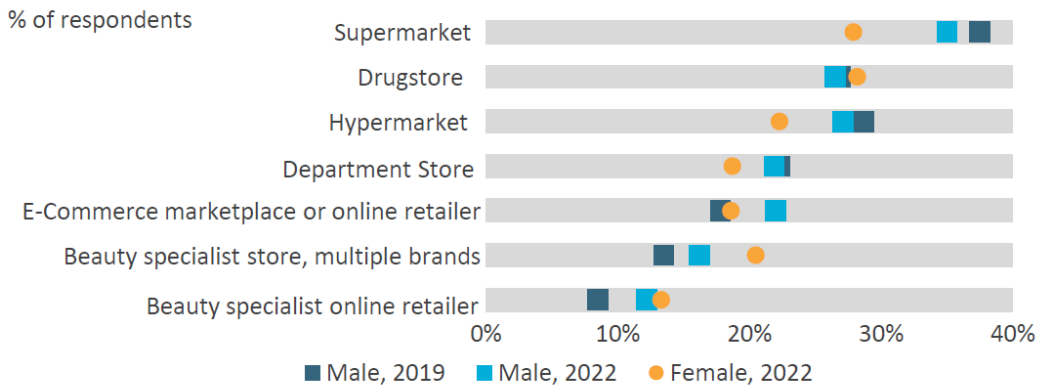
MarketMen's Grooming in World: Top 10 Companies 2017-2022

Retail Value RSP USD million

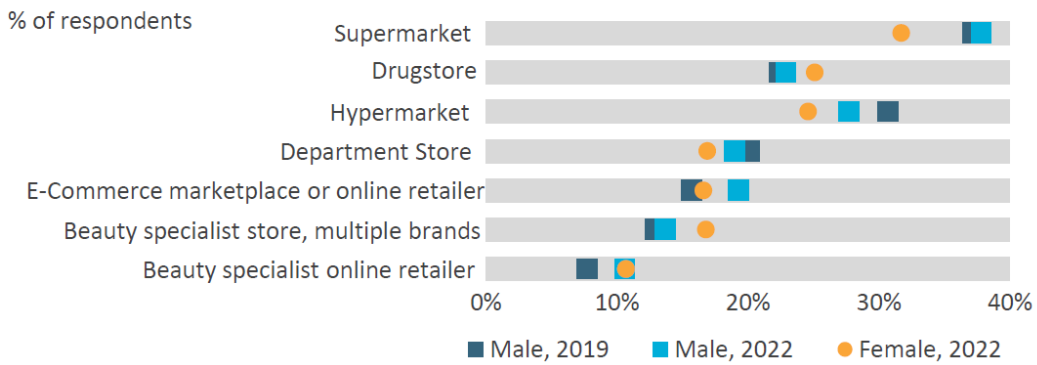


Retail environment:

Path to Purchase: Location, Skin Care 2022



Path to Purchase: Location, Hair Care 2022



Source: Euromonitor International Voice of the Consumer: Beauty Survey, 2022

Top trends shaping future men’s grooming:

Top trends provide unexplored market opportunities in men’s grooming

Trend	Icon	Description
Gender neutral wider consumer base, inclusivity		Gender neutral wider consumer base, inclusivity
Men’s cosmetic surgery demand for broader and advanced care offerings		Men’s cosmetic surgery demand for broader and advanced care offerings
Gamification engagement enjoyable and interactive		Gamification engagement enjoyable and interactive
Wellness spaces blurring and expansion holistic experiences, self-care		Wellness spaces blurring and expansion holistic experiences, self-care
Future Gen Z dominant force, tech-savvy, socially conscious		Future Gen Z dominant force, tech-savvy, socially conscious

Influence	Trend 1	Trend 2	Trend 3	Trend 4	Trend 5
Current influence on the industry					
Future influence on the industry					

TECH

L'Oréal Groupe BeautyTech transformation

Throughout its history, L'Oréal has been driven by a passion for innovation to bring ever-increasing value to consumers. This commitment to harnessing the power of our innovation, continuously enhancing the performance of our products and services, lies at the heart of our Sense of Purpose: "Create the Beauty that moves the world."

Being a Beauty Tech company and embedding tech services within our business model has become a crucial part of how we offer better products and experiences.

At L'Oréal, we believe that being ahead of the innovation curve comes with great responsibility. We want tech to be a force for good and contribute to creating and maintaining a sustainable, responsible, and inclusive digital economy and ecosystem.

There are massive opportunities for tech innovation and commitments in Beauty, since Beauty itself is fundamentally social.



As L'Oréal's Deputy CEO, in charge of Research, Innovation & Technology, Barbara Lavernos said:

"Our 4,000 researchers and more than 8,000 Digital, Tech, and Data talents around the world share a single obsession: to innovate and offer our consumers, through our Brands, the best of tech, science, and creativity and create unequalled beauty experiences that meet the infinite diversity of their needs and aspirations."

With the declared ambition of becoming the number one Beauty Tech company, L'Oréal's transformation program was ramped up considerably in 2020. The Group is equipping itself to provide consumers with unmatched experience in terms of augmented products and services while helping its employees embrace new ways of working and interacting.

Further information on Digital and Tech: <https://www.loreal-finance.com/en/annual-report-2023/beauty-tech-champion/>

Focus on the role of CPD in Innovation

Today's highly informed consumers have higher expectations than ever before. To meet these expectations, the mass-market beauty industry must embrace technology to drive innovation and create high-performance, premium products. 2023, specially, was the year of the rising power of beauty knowledge in which consumers were more expert and demanding with digital tools.

Innovation moves at an even faster pace within CPD. With the new virtual try-on diagnostics using 3D imaging for more accuracy, new skin diagnostic based on images and lifestyle habits and QR codes bringing beauty services directly to consumers, L'Oréal is shaping the future of innovation...It's time to go even bigger for consumers and for business!

Skin Coach AI: By Garnier



Users simply need to scan a QRcode and take a selfie, to receive immediate skin analysis and personalized insights to **build a unique routine and get the most radiant skin**. This solution provides knowledge and tools needed for a successful skincare routine by offering personalized product recommendations, key ingredients breakdowns and expert advice **for each skin type, tone and gender**.

Skin Coach AI analyses 5 factors contributing to a healthy and glowing complexion: Radiance, Elasticity, Firmness, Smoothness and Evenness.

Developed over 20 years and protected by 9 patents, the **AI technology** utilizes a comprehensive database of 15,000 real faces to analyze the skin with accuracy.

Virtual make-up effects: By Maybelline New York

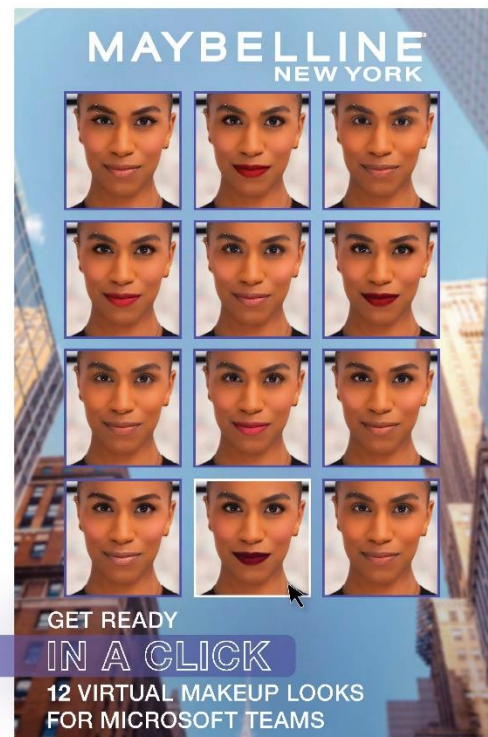
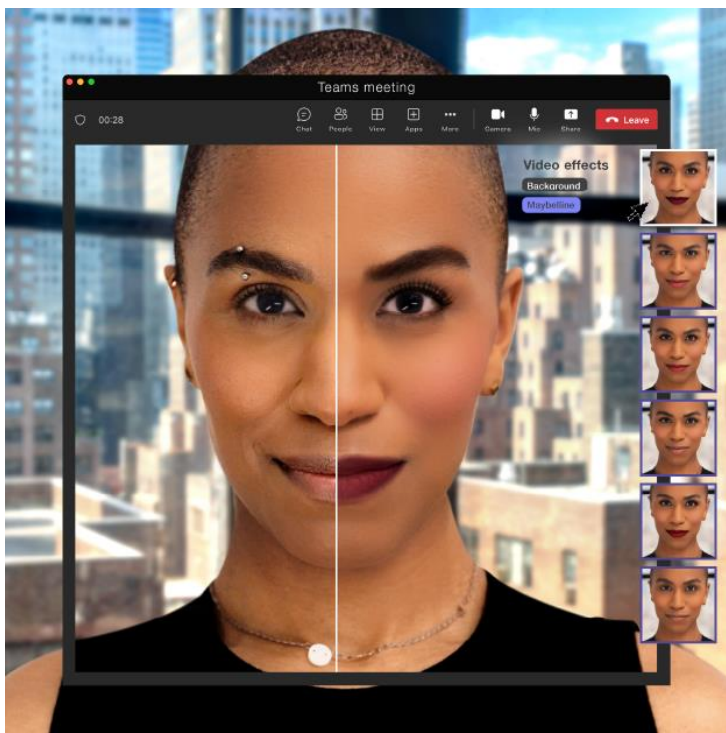
Say goodbye to those rushed morning meetings where you wish you'd had time for makeup.

The **new virtual make-up for video calls** launched by Maybelline New York in partnership with Microsoft Teams and ModiFace gives users a polished look in a few seconds and adjust personal style quickly from within a Teams meeting. The goal is to give everyone the self-confidence to express their beauty and make people's lives easier, combining **makeup know-how**, the **virtual try-on expertise** and the **connectedness and global reach**.

With the Maybelline Beauty app, it is as easy as changing a background! Users can select filters, preview them, and apply a look. Each look is decoded with a list of the Maybelline New York products and shades used, making it simple to replicate the virtual style in real life.

Designed in collaboration with the Geena Davis Institute, this app provides users with 12 unique looks reflecting a broad and diverse range of people globally. **The tool uses AI-powered functionality and Augmented Reality** to identify over 70 points of the users face to create a "virtual map" that allows the application of the digital filters. This granular detail focuses to understand the face and adapt it to be as accurate to real life as possible.

The filters allow to create interactions and engage in a totally disruptive way with new reached consumers on the crowded digital space on a daily basis. The goal of expanding accessibility is pushed further by **entering the virtual world at scale**.



Colorsonic: By L'Oréal Paris

At-home hair color used to be a risky endeavor, often failing to deliver the perfect shade and hair salon-worthy results...

However, today, **fast, error-free, for everyone**, it becomes as easy as brushing your hair! With the hair color applicator Colorsonic, **L'Oréal Paris has reinvented the hair coloring experience** with spectacular long-lasting results and finally addresses a widespread consumer concern with a reliable and effective approach.

The user presses a single button and the automated process of Colorsonic mixes and deposits color on the hair.

At each stroke, the device automatically blends color and developer, achieves complete hair coverage from root to tip in just 5 minutes, adjusts the speed to deposit the right amount of formula for each hair type thanks to an **intelligent technology**.



Thanks to this process, Colorsonic is designed for all hair types, lengths, and textures with 20 shades expertly formulated by L'Oréal Paris and providing a diverse range of color options with high-performance formulas free of ammonia, silicones, parabens, SLS, SLES and phthalates.

The www.Colorsonic.com website was designed to provide educational resource for consumers with a shade quiz, step-by-step video tutorials and colorists on hand to answer questions.

After nine years of research and development, Colorsonic was recognized as **one of Time Magazine's Best Inventions of the Year and received a CES Best of Innovation Award**. Colorsonic incorporates **recycled plastic, reusable gloves, and lightweight shipping packaging**. Included with the device is L'Oréal Paris' inaugural multi-use color cartridge, sufficient for a complete hair color treatment that allows for the first time to save what is not use for later.

This innovation underscores L'Oréal's rich heritage. First on a historical level, since the company invented the first synthetic hair color formula over a century ago, and secondly this technological device embodies three of its core values: **personalization, augmented performance and sustainability**.

Testing shows how Colorsonic can bring new younger consumers and increase the frequency of coloring. The activation also strengthened relationships with its targets thanks to a key retailer partnering for this launch.

L'ORÉAL GROUPE COMMITMENTS

Diversity, Equity & Inclusion at L'Oréal Groupe



We believe in beauty that is inclusive, generous, and sustainable. For us beauty is about self-expression, empowerment, and self-confidence. We believe that everyone can express themselves through their own individual beauty. When we feel like our true selves, we can do amazing things and have a positive impact for our loved ones, communities, and the planet.

We see beauty as a universal aspiration, that can be found in many sources and celebrates everyone.

What does inclusion mean for L'Oréal?

As a company of more than 90,000 individuals of 167 nationalities, L'Oréal has been committed and proactive on Diversity, Equity & Inclusion for over 20 years. Our mission is to be the most inclusive beauty leader in the world and to contribute to a society in which everyone can feel safe, equal and valued.

We are committed to being as diverse as the people we serve. We are convinced that when people of all identities, cultures and backgrounds are accepted and valued, this makes for a stronger company and more harmonious communities. Diverse teams with diverse perspectives are more adept at understanding different ideals of beauty, serving a diverse range of consumers and seizing opportunities. Diversity, equity, and inclusion fuel the innovation, inspiration and ambition that help us create the beauty that moves the world.

Our actions cover 4 pillars: Socio-economic & Multicultural Diversity; Disability and Physical, Mental & Social Well-being; Age & Generations and Gender Equity and LGBTQIA+, and they are reflected in:

- **Inclusive workplace** for everyone, enabling disclosure by denouncing any form of discrimination, physical or psychological violence and offenses to human rights.
- Accounting for the needs and preferences of **consumers of all identities, cultures, and backgrounds** in developing our products and marketing to respond to the many and varied ideals of beauty.
- **Hiring, promoting, and developing** people of all **identities, cultures, and backgrounds**; and training them in **leadership**.
- Supporting initiatives and **organizations that work for diversity, equity and inclusion**, in the commitments of our Group and its brands.
- Embedding DE&I in our **Inclusive Sourcing strategy** with our suppliers, empowering women, people of all genders, identities, cultures, and backgrounds **all along our supply chain**, in our “extended company”.

DE&I Awards & Distinctions

- **FTSE D&I Index:** In September 2024, L'Oréal was, for the second consecutive year, ranked in the top 5 companies of the 2024 FTSE Diversity & Inclusion Index Top 100 (formerly known as the Refinitiv D&I Index). L'Oréal ranked fifth globally and first among French companies. The FTSE Diversity & Inclusion Index ranks the top 100 organizations globally on a wide-ranging set of Diversity & Inclusion metrics among the over 15,000 international companies it assesses.
- **Equileap:** In 2024, Equileap recognized the Group's commitments towards diversity, equity and inclusion, in particular gender equity. L'Oréal was ranked ninth in the international ranking, and first in France.
- **Bloomberg Gender-Equality Index:** L'Oréal was recognized in Bloomberg's 2023 Gender-Equality Index (GEI) for the 6th year in a row. This recognition underlines the Group's long-term commitments to Diversity & Inclusion and to empower people of all genders.
- **Living Wage Certification:** In January 2024 and for the second time, L'Oréal was awarded the Living Wage Employer accreditation by Fair Wage Network, in recognition of our status as a committed global Living Wage employer. This accreditation follows a rigorous process, based on worldwide salary data audit and anonymous employee surveys selected randomly by Fair Wage Network in the markets in which we operate.

Focus on the role of CPD in Diversity, Equity & Inclusion

The Consumer Products Division is striving to embody these principles through its **brand causes, campaigns, products, and education efforts** as well as its **internal recruitments**. This commitment is deeply rooted in its democratizing strategy. Respecting diversity, equity and inclusion is even more important for CPD which aims to make beauty accessible to everyone, everywhere. The division for all and by all through its brands, offers a personalized approach to beauty, tailored to everyone. This translates into a diverse offer that reflects and serves the mosaic of consumers, their expectations, their full desires and their varied skincare needs.

In CPD, we represent for our consumers and employees, all humans, all colors, all hair & skin types, at all price points.



45 000 skin shades

Market-specific formulas

162 nationalities
represented

Brand Causes that Foster Inclusion

CPD brands are actively committed to having a positive impact on society by championing social causes.

L'Oréal Paris especially is deeply connected to women, as evidenced by its legendary advertising slogan, "Because You're worth it". This empowering message has become a symbol of self-confidence and women power globally. Translated into 40 languages and embodied by diverse and inspirational spokeswomen across generations, this rallying cry unites women worldwide around values of inclusive beauty and the celebration of diverse beauty standards.

Stand Up: By L'Oréal Paris



Street harassment remains a priority safety issue in public spaces and the number one issue facing women and girls worldwide. This widespread gender-based violence alters their behavior, challenges their self-confidence, diminishes their self-esteem, and forces them to rethink their appearance.

L'Oréal Paris doesn't just want to help women feel beautiful, but also wants to **empower them**. That's why the brand continues to rally to this cause and encourage people to get trained.

Stand Up is a program launched on **March 8, 2020** by L'Oréal Paris in partnership with Right to Be an international NGO. It aims to **raise awareness and train people on how to take action against street harassment**.

Because this societal challenge contradicts the very value that it embodies, L'Oréal Paris wants to take a stand and encourage the world to join this movement by visiting the website and using the **#WeStandUp on social media**. L'Oréal Paris is committed to shifting mindsets and advocating for a just and respectful world where women are free to be visible, powerful, decision-makers and fully embrace their self-worth. The training program is based on the Right To Be's 5D methodology: simple and effective tools to help women and men safely intervene when they witness or experience street harassment. The training was extended into the metaverse which allows to reach 50 million people trained.

Since the program's launch, over 2.5 million people have been trained in the Stand Up program across 44 countries. In 2022, L'Oréal conducted a global study measuring the impact of this program. The results show that 97% of those trained feel better equipped to intervene when witnessing street harassment and that after the training, people who had experienced street harassment felt less vulnerable (19%), scared (20%) and anxious (25%) than before. The impact is most visible in regions with high gender inequality.

Brave Together: By Maybelline New York



Mental health issues, particularly depression and anxiety, affect 1 in 4 teens and young adults every year.

To overcome this challenge, Maybelline New York **launched in 2020** Brave Together, a **long-term awareness and international training program**. In partnership with UNAFAM – the National Union of Families and Friends of people with Mental Illness, this project is deployed at a national level. The goal is to **destigmatize anxiety and depression** and make **mental health support accessible** to all by investing 10 millions of dollars over 5 years in research and by supporting 35 non-profit organizations.

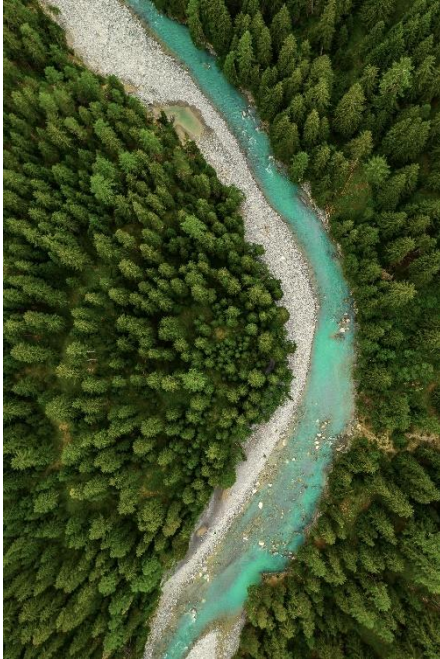
It provides every individual in need with access to the resources necessary for confidential support, **24 hours a day, 7 days a week**.

To date, the program, active in 25 countries, has helped 350 000 people worldwide access mental health support.

The campaign, centered around a manifesto film, was designed with young people in mind: It's being disseminated across social media platforms like YouTube, Instagram, Facebook, Snapchat, TikTok, Twitch as well as on specialized online media such as Madmoizelle, Konbini, through a series of podcasts, digital displays in several major French cities and featured by spokespeople like Amel Bent and Bilal Hassani. It then directs users to a digital training tool. This serious game, hosted at www.maybelline.fr/bravetogether, aims to teach users how to recognize the signs, choose the right words and find help, through three mini-games and articles.

To further increase access to mental health support, Maybelline is **launching Brave Talk**. This free training program equips students with the tools to support those around them experiencing mental troubles. It was launched on several US college campuses first, before going global in 2023.

Sustainability at L'Oréal Groupe



Innovation can also contribute to the sustainable transformation of our activities.

Very early on, L'Oréal became aware of the urgent need to address the challenges arising from the global environmental crisis, with its first sustainable development program launched in 2013. In 2020, the Group entered the second phase of its sustainable journey with L'Oréal for the Future. The commitments for 2030 are built on three pillars: **transforming our activities, empowering our business ecosystem and contributing to solving the challenges of the world.**

L'Oréal For The Future - Our Sustainability Commitments For 2030

With the L'Oréal For the Future program, we are in the midst of an even more radical transformation. This program addresses all impacts of the Group associated with its value chain: from research on ingredients to sourcing of raw materials, from packaging conception to production, from manufacturing to transportation of products, as well as consumption, and end of life. L'Oréal for the Future embodies our view as to what a company's vision, purpose, and responsibilities should be to meet the challenges facing the world.

Some of our achievements in 2023:

- **91%** renewable energy reached across all our operated sites
- **85%** recycled P.E.T plastic
- **65%** of our ingredients in formulas are biobased, derived from abundant minerals or from circular processes
- **14%** recycled or reused industrial water in our plants

Sustainability Awards & Distinctions

- **EcoVadis 2023 Sustainability Rating:** The Group earned a Platinum medal from EcoVadis. As part of the top 1% of companies assessed by the agency, L'Oréal received recognition for its extra-financial performance in four main areas: Ethics, Environment, Labour & Human Rights, and Sustainable Procurement.
- **CDP A-List:** In 2023, L'Oréal achieved an A score, the highest possible rating, for all three environmental themes assessed by CDP: tackling climate change, managing water sustainably and acting to protect forests. This global non-profit organization encourages businesses to disclose their environmental data and assesses their performance and efforts to pursue transparency. L'Oréal is the only company to have received a triple A for 8 years running.
- **S&P Global Ratings:** In July 2023, L'Oréal received an ESG Profile Score of 77 out of 100, one of the highest globally. Combined with a strong Preparedness Score (+8), the company's overall ESG Evaluation Score reached 85. Our ESG Evaluation reflects our ability to deliver a strong ESG performance thanks to our leadership's commitment to a comprehensive and ambitious sustainability strategy.

Focus on the role of CPD in Sustainability

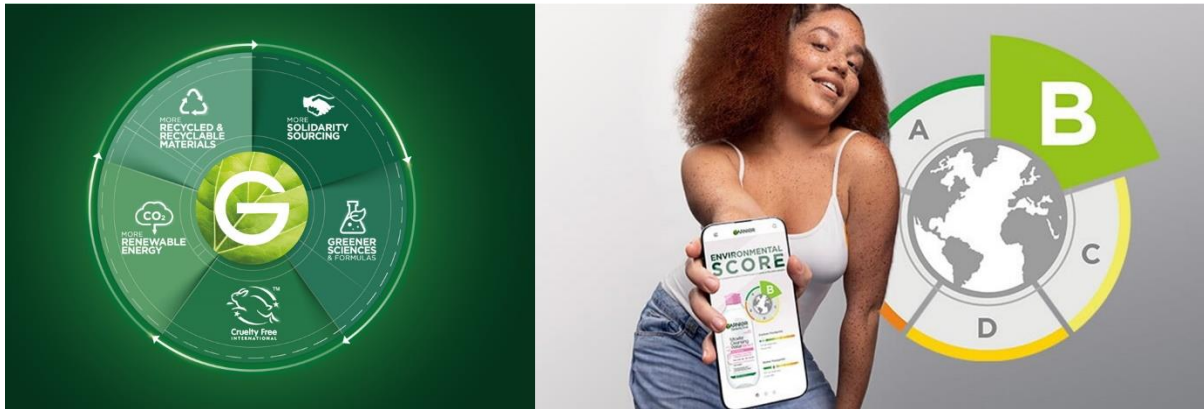
CPD is playing a leading role in the sustainability commitment of L'Oréal.

Its goal goes beyond transforming packaging, it's about pioneering a whole new era of sustainable solutions. The circular economy is at the heart of our design. The strategy is also focuses on finding sustainable alternatives to conventional ingredients.

Partnering with suppliers and retailers for impact

- Environmental consultancy Quantis to co-found the Sustainable Packaging Initiative for Cosmetics (SPICE)
- Carbios, a pioneering green chemistry company specialized in bioplastics, to create a consortium for recycling plastics using enzymatic bioprocesses on an industrial scale.
- LanzaTech and Total announced a world first: the production of the first cosmetic plastic bottle made from industrial carbon emissions.
- LOOP Industries and Purecycle to develop innovative new recycling processes
- The New Plastics Economy initiative

Product Impact Labelling



L'Oréal is a founding member of the EcoBeautyScore Consortium, that aims to develop an **industry-wide environmental impact assessment and scoring system for cosmetic products**. It will help provide consumers with **clear, transparent and comparable impact information**.

Product Impact Labelling (launched by 5 brands, for up to 2 product categories and in 20 European countries) is part of this commitment, providing consumers with information about the environmental impact of L'Oréal's products and empowering them to make the more sustainable consumption choices. It provides product's "Environmental Score" ranked on a scale of A to E which is the cumulative score of 14 planetary-impact factors measured at every stage of a product's life cycle. Check the eco score of products is the new industry standard.

Eco-designing desirable packaging: By L'Oréal Paris Elvive

Our top-selling Elvive franchise is the perfect product to scale a major sustainable impact. It's already made of **100% recycled PET plastic**, but it doesn't stop there.

We're introducing an **eco-recharge format**: Millions of shampoo and conditioner bottles will be replaced by a new pouch format, reducing plastic use by 70% and creating a new eco-friendly way to consume. Instead of buying new bottles each time, simply purchase a refill that inserts directly into the original product container designed for multiple uses.



Second, the bottles received makeover, with an optimized, slimmer design to minimize plastic waste by removing excess air and unused space. The new diamond-shaped bottle is more beautiful, but also uses 20% less plastic than the original design.

Elvive is taking concrete steps towards a more sustainable future by **reimagining the way products are used and designed**. It embraces a circular economy where consumers actively participate in reducing waste. These initiatives work in harmony to reflect a

holistic vision where each detail matters in minimizing environmental impact without compromising product quality or the consumer experience.

Focus on the champion of sustainability: Garnier



The Green Beauty initiative represents a holistic and sustainable approach to reducing or eliminating environmental impact at every stage of the value chain – **from sourcing ingredients to packaging, production, and beyond**. By 2025 Garnier is committed to achieving ambitious goals: supporting 1000 communities through its Solidarity Sourcing program, ensuring 100% of new products have an improved environmental profile, designing all packaging to be reusable, recyclable, or compostable with no virgin plastic and transitioning all industrial sites to carbon neutrality with the use of renewable energy. Furthermore, since 2021, all Garnier products have been officially approved by Cruelty Free International.

Game on!

You have now explored the **landscape of the Men Beauty & Care industry, unpacked key trends**, seen firsthand the **innovative solutions shaping the future** and understand **today's challenges**. With this initial knowledge, you are ready to tackle the L'Oréal Brandstorm 2025 mission. It's your turn to **disrupt, innovate and create** the groundbreaking solutions that will redefine men's relationship with Beauty & Care. The power is in your hands – make it happen!