

L'ORÉAL

L'Oréal Launches E-Strat Challenge, The First Global Online Business Game

Paris, December 4th, 2000 - L'Oréal, the world's leading cosmetics company, is launching the 'L'Oréal e-Strat Challenge', the first global online strategy game (www.e-strat.loreal.com). This new-generation business game was created in partnership with STRAT-X, the world's leader in simulation and decision-support software.

For the first time on the Internet, this business game will allow students from all over the world to pit their strategic wits against those of their international counterparts. Over two months, they will be at the helm of a virtual cosmetics company, confronting all the challenges the new economy offers.

The game's parameters are based on the reality of today's global cosmetics market and on L'Oréal's expertise in international strategy.

The initiative represents a genuine innovation for universities around the world - and also illustrates the group's determination to place the new economy at the heart of its operations and growth strategies.

"This pioneering initiative, which is fully focused on the challenges of the new economy, reflects the natural evolution of our business towards new technologies. The Internet is a strategic tool which complements all of our activities", explains Béatrice Dautresme, Managing Director of Strategic Development for L'Oréal. *"Our goal is to adapt the Internet to beauty, and not to adapt beauty to the Internet. This is also the test of the L'Oreal e-strat challenge."*

"This business game was designed with our future strategists in mind, as part of our on-going Internet-based human resources strategy," adds François Vachey, L'Oréal's Vice President in charge of Human Resources. By the end of the year 2000, L'Oréal expects to have recruited some 15% of its new employees online.

For further information:

A press kit is available at www.press.loreal.com

About L'Oréal

L'Oréal has devoted itself to beauty for over 100 years. With its unique international portfolio of 34 diverse and complementary brands, the Group generated sales amounting to 25.8 billion euros in 2016 and employs 89,300 people worldwide. As the world's leading beauty company, L'Oréal is present across all distribution networks: mass market, department stores, pharmacies and drugstores, hair salons, travel retail, branded retail and e-commerce.

Research and innovation, and a dedicated research team of 3,870 people, are at the core of L'Oréal's strategy, working to meet beauty aspirations all over the world. L'Oréal's sustainability commitment for 2020 "Sharing Beauty With All" sets out ambitious sustainable development objectives across the Group's value chain. www.loreal.com

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This news release may contain some forward-looking statements. Although the Company considers that these statements are based on reasonable hypotheses at the date of publication of this release, they are by their nature subject to risks and uncertainties which could cause actual results to differ materially from those indicated or projected in these statements."

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