

A close-up portrait of a woman with dark hair pulled back and light blue eyes. She is wearing a dark, sleeveless top. The background is a dark teal color. Overlaid on the right side of her face and hair is a digital particle effect consisting of many small, bright blue and white dots and lines, resembling a data stream or a digital aura.

VIVA TECHNOLOGY 2024

L'ORÉAL
GROUPE

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WELCOME

Welcome to VivaTech!

We're excited to present "Beauty For Each, Powered by Beauty Tech," which is about creating beauty solutions that are not only sustainable and inclusive but also deliver unique and rich experiences for everyone, celebrating our diverse needs and dreams.

Technology is transforming people's lives and social interactions. It has disrupted the way we shop, monitor our well-being, how we connect with one another and how we live, leading to new business models across industries. And the beauty industry is no exception: beauty is being augmented by tech.

For the past 115 years, L'Oréal has been dedicated to beauty, and beauty alone. We place science and technology at the service of beauty to develop the best cosmetic products for each and every beauty need and desire. Innovation is part of our DNA, from the first harmless chemical hair dye and the first solar filter to the first reconstructed human epidermis and the first eco-designed ingredient, Pro-Xylane.

We started our digital transformation nearly 15 years ago and now, in 2024, we continue to be the indisputable leader in Beauty Tech, by fulfilling the promise of 'Beauty for Each, Powered by Beauty Tech'. With cutting-edge tech like augmented beauty tools, data-driven diagnostics, and smart devices, we're making our products more personal and tailored than ever before.

We're also keeping our promise to the planet. Many of our innovations are designed with sustainability at their core, with ever more sustainable formulas and packaging, achieving results using less water, and helping consumers find the right product.

Thanks for joining us on this journey.

We hope you have a fantastic time exploring all that VivaTech 2024 has to offer!

Blanca Juti
Chief Corporate Affairs
& Engagement Officer,
L'Oréal Groupe

NEWS RELEASE

L'ORÉAL ACCELERATES BEAUTY TECH LEADERSHIP WITH ADVANCED BIOPRINTED SKIN TECHNOLOGY AND GEN AI CONTENT LAB TO AUGMENT CREATIVITY

“To be the leader in beauty today, you must be the leader of Beauty Tech,” says Barbara Lavernos, Deputy Chief Executive Officer in charge of Research, Innovation and Technology at L'Oréal, ahead of Viva Technology Paris 2024 keynote

Paris, 21 May 2024 – Reinforcing its commitment to beauty that is more personalized, inclusive and responsible, today at Viva Technology in Paris, L'Oréal will unveil innovations that deliver **'Beauty for Each, Powered by Beauty Tech'**. They include a portfolio of cutting-edge skin and hair diagnostics, a GenAI-powered personal beauty assistant, a GenAI Beauty Content Lab called CREAITECH to augment creativity, a revolutionary hair dryer based on infrared light technology, a micro-resurfacing device for advanced skincare performance, and the most realistic, human skin-like technology platform for scientific research and product testing.

“Having pioneered Beauty Tech for years, we are firm believers that technology can push the boundaries of what's possible for beauty to improve the lives of people around the world. With advanced diagnostics, augmented beauty services, GenAI assistants, augmented creativity in the GenAI era, and breakthrough electronic devices, we are shaping the beauty of the future to be more personalized, more inclusive and more responsible,” said **Barbara Lavernos, Deputy CEO in charge of Research, Innovation and Technology, L'Oréal Groupe**. “This week at VivaTech, alongside other breakthrough innovations, we are unveiling Skin Technology by L'Oréal: a new bioprinted skin that more closely mimics real human skin and opens up exciting possibilities for researchers across the cosmetic and health sectors.”

Made possible by the convergence of biology, mechanics and electronics, Skin Technology by L'Oréal more closely mimics the vast diversity of real, human skin, including conditions such as eczema and acne, as well as the ability to tan and heal from injury. L'Oréal is currently working with start-ups and renowned institutes worldwide on further developing the technology to enable skin that can actually feel. Skin Technology promises to raise the standards of product testing and encourage beauty without animal cruelty – a commitment of L'Oréal's since 1989.

The Groupe is also debuting its in-house GenAI Beauty Content Lab, CREAITECH, an advanced lab with tools set to transform content production for the Groupe. CREAITECH is being used as a safe space for GenAI experimentation. CREAITECH allows L'Oréal to scale the creation of brand-compliant and localized content across its 37 beauty brands, and in parallel, upskill L'Oréal marketers on the latest creative technologies. The Groupe is also announcing a partnership with Meta and leading content creators to continue to push the boundaries of creativity.

“With human creativity, technology is at its most awe-inspiring, giving people a powerful tool for self-expression and brand expression,” said **Asmita Dubey, Chief Digital and Marketing Officer, L'Oréal Groupe**. “Our CREAITECH GenAI Beauty Content Lab is a testament to what a human hand and a GenAI tool can achieve together in creativity. With our new Brand Custom Models, we can train GenAI to recognize the unique visual

codes of our brands and launch innovative beauty campaigns faster. Importantly, we can do so without compromising our principles of responsible AI, which include not using AI generated life-like images of the face, body, hair and skin to support or enhance product benefits in our external communication.”

Dubey continued: “Meanwhile, with Meta we unveil the New Codes of Beauty Creator Program to empower the next generation of 3D, AR, and AI creators and explore new creative frontiers in beauty. Our brands L'Oréal Paris, Lancôme, and La Roche-Posay are pioneering and embracing these new creative territories through collaborations with a squad of 30 creators adept at leveraging cutting-edge tools and techniques. Our goal is to unleash technological creativity in a rising creator economy.”

Barbara Lavernos and Asmita Dubey will co-headline L'Oréal's keynote, **“SHAPING THE FUTURE OF BEAUTY WITH BEAUTY TECH” at VivaTech on 22nd May on Stage 1**. From 22-25 May, L'Oréal Beauty Tech experts at VivaTech will welcome guests and showcase the following innovations in booth F37:

BEAUTY TECH FOR CONSUMERS

Kiehl's Derma-Reader evaluates customers' skin using clinical imaging technology, measuring over 11 skin attributes both on and below the skin surface and recommends appropriate ingredients and lifestyle tips in addition to a targeted routine to add into the customer's daily skincare routine.

Lancôme RENERGIE NANO-RESURFACER | 400 BOOSTER is a beauty device that has been specifically developed to boost cosmetic penetration into stratum corneum and amplify product performance. This device is powered by breakthrough patented nanochip technology made of more than 400 ultra-precise nano-tips for clinically tested results at home.

L'Oréal Paris Beauty Genius is a Gen AI-powered, all-in-one personal beauty assistant that offers its users personalized diagnostics and recommendations, enabling consumers to learn anything about beauty simply and easily.

L'Oréal Professionnel AirLight Pro is a revolution in hair drying that is better for the hair and the environment. Made for both beauty professionals and consumers at home, AirLight Pro combines infrared light with high-speed wind to efficiently dry water on the hair's surface, helping provide better hair quality and resulting in smooth, shiny hair for each individual.

L'Oréal Professionnel My Hair [iD] Hair Reader is a unique hair color analyzer which uses ultra-precise optics to analyze hair health and measure hair color, including natural color

and color on lengths, gray percentage, hair fiber diameter and density to offer consumers the right, personalized hair color every single time.

BEAUTY TECH FOR INDUSTRY

Skin Technology by L'Oréal For over 40 years, L'Oréal has led reconstructed human skin with state-of-the-art testing models for biological and dermatological research. Skin Technology by L'Oréal combines the best of biology, mechanics, and electronics to create inclusive testing models that mimic the complexity of human skin, raising testing standards in the cosmetics industry, while enabling players in health industries, start-ups and research institutes to benefit from this expertise.

L'Oréal CREAITECH GenAI Beauty Content Lab

Over the last eight months, the CREAITECH Gen AI Beauty Content Lab has used the WPP NVidia engine as well as several other Large Language Models, diffusion models and partners. A safe space for experimentation, the Groupe has tested more than 20 Gen AI Tech and conducted dozens of workshops with their brands to create more than 1,000 beauty images. Further to this, CREAITECH is pioneering the development of Brand Custom Models, trained with the essential codes of L'Oréal brands, to generate brand-compliant content. La Roche-Posay and Kérastase are first movers, utilizing this tailored service in their content creation process.

New Codes of Beauty: Creator Economy

L'Oréal Groupe and Meta unveil the New Codes of Beauty Creator Program to empower the next generation of 3D, AR, and AI creators and explore new creative frontiers in beauty. Our brands L'Oréal Paris, Lancôme, and La Roche-Posay are pioneering and embracing these new creative territories through collaborations with a squad of 30 creators adept at leveraging cutting-edge tools and techniques. Our goal is to unleash technological creativity in a rising creator economy.

Digital Sustainability

As the world's fourth largest advertiser, L'Oréal is committed to lead and enable the industry to measure the CO₂ emissions generated by our digital activities and to identify levers to reduce their environmental impact. At VivaTech, we will highlight three of our partnerships that permit us to strive for 360 digital sustainability:

- IMPACT+, a French Sustaintech startup that allows us to measure our digital media carbon footprint,
- ADGREEN, a Greentech partner that allows us to measure the baseline carbon footprint of our content production shoots,
- And FRUGGR, a French startup that allows us to measure our website's carbon footprint.

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DIAGNOSIS FOR EACH

DERMA-READER

KIEHL'S

Go beyond the skin's surface with Kiehl's Derma-Reader

This state-of-the-art deep skin analysis tool works to evaluate a customer's skin using clinical imaging technology, measuring over 11 skin attributes both on and below the skin surface. Part of Kiehl's Healthy Skin Consultation, the complimentary in-store service, led by a Kiehl's Skin Pro, begins by taking 9 pictures of the entire face using a tri-polar light technology combining standard and cross-polarized light with UV flashes, to deliver a high-resolution diagnosis.

Surface attributes include wrinkles and fine lines, dark spots, texture, firmness, visible pores, visible redness, eye puffiness, dark circles, and crow's feet. The below skin surface attributes include UV damage and clogged pores.

When paired with the expertise of Kiehl's Skin Pros, the Derma-Reader technology enables customers to learn about their skin and its unique needs in a much deeper capacity than what is visible to the naked eye - all without a visit to the dermatologist. Based on the customer's results, a Kiehl's Skin Pro can recommend appropriate ingredients and lifestyle tips in addition to a targeted routine to add into the customer's daily skincare routine. With complimentary samples to get them started, customers leave with the knowledge and resources - both on and offline - to progress on their journey to healthier-looking skin.

DIAGNOSIS FOR EACH

MY HAIR [iD] HAIR READER L'ORÉAL PROFESSIONNEL

Our first color diagnosis powered with artificial intelligence

My Hair [iD] Hair Reader is a unique hair color evaluator analyzer, which uses ultra-precise optics to analyze hair health and measure hair color, including natural color and color on lengths, gray percentage, hair fiber diameter, and in a second step, density. With more precise base color measurement, hair pros can augment the accuracy of their service and coloration results.

L'Oréal was created upon hair color more than 100 years ago. Client diagnosis remains a central part of the professional experience. However, Colorists still need to find the best mix (manually) by themselves, which can be stressful and sometimes inaccurate, and further, the color is not tracked over time in a precise way.

Completing the expertise of hair professionals, this technology offers consumers the right hair color every single time. The design is sleek, ergonomic and user-friendly with just one button for easy use. With 5 patents filed internationally, it encapsulates a very highly precise optics system in the head of the device while still providing a cordless, hand fitting and well-balanced product. The embedded tactile screen on the top is an easy and accessible user interface.

The algorithm has been trained with over 10,000 images from L'Oréal's internal expertise color experts and classifications to make it capable of diagnosing hair color parameters as well as an expert colorist.



COACHING FOR EACH

BEAUTY GENIUS L'ORÉAL PARIS

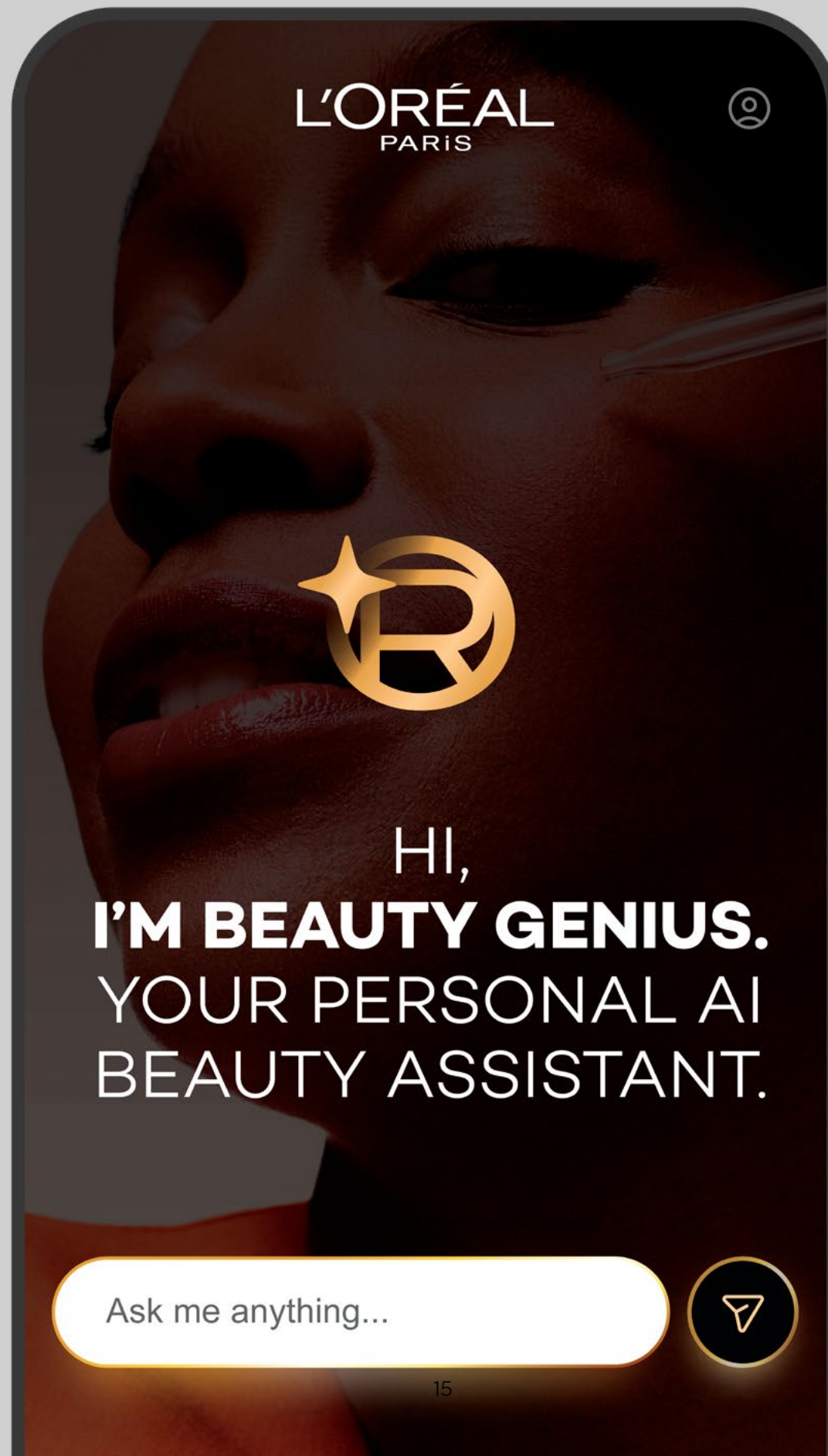
The first Gen AI-powered personal beauty assistant

Today, consumers have a hard time finding the right products, with 70% overwhelmed by the number of choices available. They ask friends, search online, or watch videos to try and make sense of the sheer number of products on store shelves, often facing decision paralysis. Further, consumers have very personal questions they aren't comfortable discussing publicly, but don't get answers because they have no one to turn to.

To solve this, as the number one beauty brand in the world, L'Oréal Paris is launching Beauty Genius, a Gen AI-powered personal beauty assistant that will be available 24/7

in our consumers' pockets. L'Oréal Paris Beauty Genius leverages the unique amount of L'Oréal Paris proprietary knowledge on beauty in Hair Care, Hair Color, Makeup, Skin Care, as well as clinical studies, ingredients, routines, and extensive product catalog to guide consumers and help them make better choices.

It offers users personalized diagnostics and Virtual Try-On of skin, haircare and skintone; tailored recommendations for over 750 skincare, makeup and hair color L'Oréal Paris products and customized knowledge curated with videos and content from brand platforms.



EXPERTISE FOR EACH

AIRLIGHT PRO

L'ORÉAL PROFESSIONNEL

Redefining hair drying for both people and planet

AirLight Pro is a revolution in drying hair, better for the hair and the environment. Made for both beauty professionals and consumers at home, it breaks through the barriers of performance, speed, hair visible health, inclusivity and sustainability.

With traditional hair drying technology, consumers and pros usually experience hair damage from overheating, high energy consumption and lack of personalization. To reinvent this experience, L'Oréal partnered with ZUVI, a leading hardware startup in light, optics and micro-electronics. We combined their deep-tech expertise with our unique 115 years of knowledge in haircare, from the cellular level to the fiber, for every hair type (curly, straight and coily).

Together, we apply a new way to generate heat, inspired by nature.

AirLight Pro combines infrared light to high-speed wind to efficiently dry water on the hair surface, helping provide better hair quality¹. Infrared light is a targeted energy source that's powerful and respectful. AirLight Pro is equipped with a special 17-blade, high-speed motor and patented infrared technology powered by 6 tungsten-halogen bulbs designed for fast hair drying¹, without damaging hair².

With customizable hardware and firmware, hydrated hair quality is preserved resulting in smooth, shiny hair for each individual.

¹Instrumental test, AirLightPro vs. AirLightPro without infrared light.

²Instrumental test, compared to naturally dried hair.



EXPERTISE FOR EACH

RENERGIE NANO-RESURFACER | 400 BOOSTER LANCÔME

Our Next-Generation At-Home Device with
Clinically Tested Efficacy

Not ready to go into clinics or institutes but dreaming of a great skin? RENERGIE NANO-RESURFACER | 400 BOOSTER is a beauty device that has been specifically developed to boost cosmetic penetration into stratum corneum and amplify product performance. This device is powered by breakthrough patented nanochip technology made of more than 400 ultra-precise nano-tips for clinically tested results in the comfort of your own home.

Gentle, yet high performing technology with no skin downtime. It's suitable for all skin types, even sensitive skin.

The anti-aging power of H.C.F. Triple Serum is now amplified with exclusive at-home micro-resurfacing technology. The high-performance synergy of RENERGIE NANO-RESURFACER | 400 BOOSTER and RENERGIE H.C.F. TRIPLE SERUM provides clinically proven efficacy and amplified instant results on four skin dimensions: wrinkles, fine lines, firmness, and tone evenness.

CREATIVITY FOR EACH

CREAITECH GEN AI BEAUTY CONTENT LAB L'ORÉAL GROUPE

Unleashing creative potential

Today, as technology and creativity move closer together than ever before, we reveal our unique GenAI Beauty Content Lab: CREAITECH.

With CREAITECH we are exploring how technology sparks creativity amongst Copy writers, 3D artists and Marketers, to build new codes of beauty and to shape the future of beauty.

CREAITECH is our safe place for experimentation. Here, we are using a Nvidia-WPP engine, as well as several other Large Language Models, Diffusion models and partners. CREAITECH has already produced more than 1,000 beauty images.

Importantly, as a Group, we have decided that we will not use AI Generated 'life-like' face, body, hair and skin, to support/enhance product benefit, in our external communication.

Taking the GenAI revolution a step further, the CREAITECH lab is pioneering the development of Brand Custom Models, trained with the essential codes of L'Oréal Brands, to generate Brand compliant content. La Roche-Posay and Kérastase are first movers, utilizing this tailored service in their content creation process.





CREATIVITY FOR EACH NEW CODES OF BEAUTY: CREATOR ECONOMY L'ORÉAL GROUPE

Exploring new creative frontiers in beauty

Beauty seekers want a two-way authentic conversation, between brands and consumers, leading to a new beauty influence.

This brings opportunities to foster intimate connections with our consumers, through human centric narrative. Here, L'Oréal co-creates with influencers offering edu-tainment, info-tainment & proof-tainment along the beauty journey.

We are collaborating with more than 60K influencers and 1,000s of prescribers and advocates for our brands, across skin-fluencers, beauty tok creators, med-influencers, glamers (gaming influencers) and hair-stylists.

L'Oréal is leading this new beauty influence, N°1 in advocated media with 29% of the share of beauty influence in 2023.

There is a rising creator economy. Here, we are partnering with a new generation of Creaitch artists, who are redefining beauty experiences using A/R, V/R, and 3D tools. We are redefining beauty experiences for our brands with these creators to shape and co-create new codes of beauty.

During VivaTech 2024, we are inviting visitors to participate in the Creativity for each corner, where they can have a unique and immersive experience.

Visitors will have the opportunity to play the role of a new age creator, wherein they can record an original video inspired by a few of our brands, influencers, experts and creators. This experience will encompass different beauty categories, including skincare, haircare, and make-up, and will feature three of our global brands: L'Oréal Paris, Lancôme, and La Roche-Posay.

NEW CODES OF BEAUTY CREATOR PROGRAM WITH META

L'Oréal Groupe and Meta unveil the New Codes of Beauty Creator Program to empower the next generation of 3D, AR, and AI creators and explore new creative frontiers in beauty.

Our brands L'Oréal Paris, Lancôme, and La Roche-Posay are pioneering and embracing these new creative territories through collaborations with a squad of 30 creators adept at leveraging cutting-edge tools and techniques. Our goal is to unleash technological creativity in this new creator marketing era.

Come to the Creator corner and step into the shoes of our influencers, experts & creator squads with our brands L'Oréal Paris, Lancôme, and La Roche-Posay.

RESPONSIBILITY FOR EACH

SKIN TECHNOLOGY

L'ORÉAL GROUPE

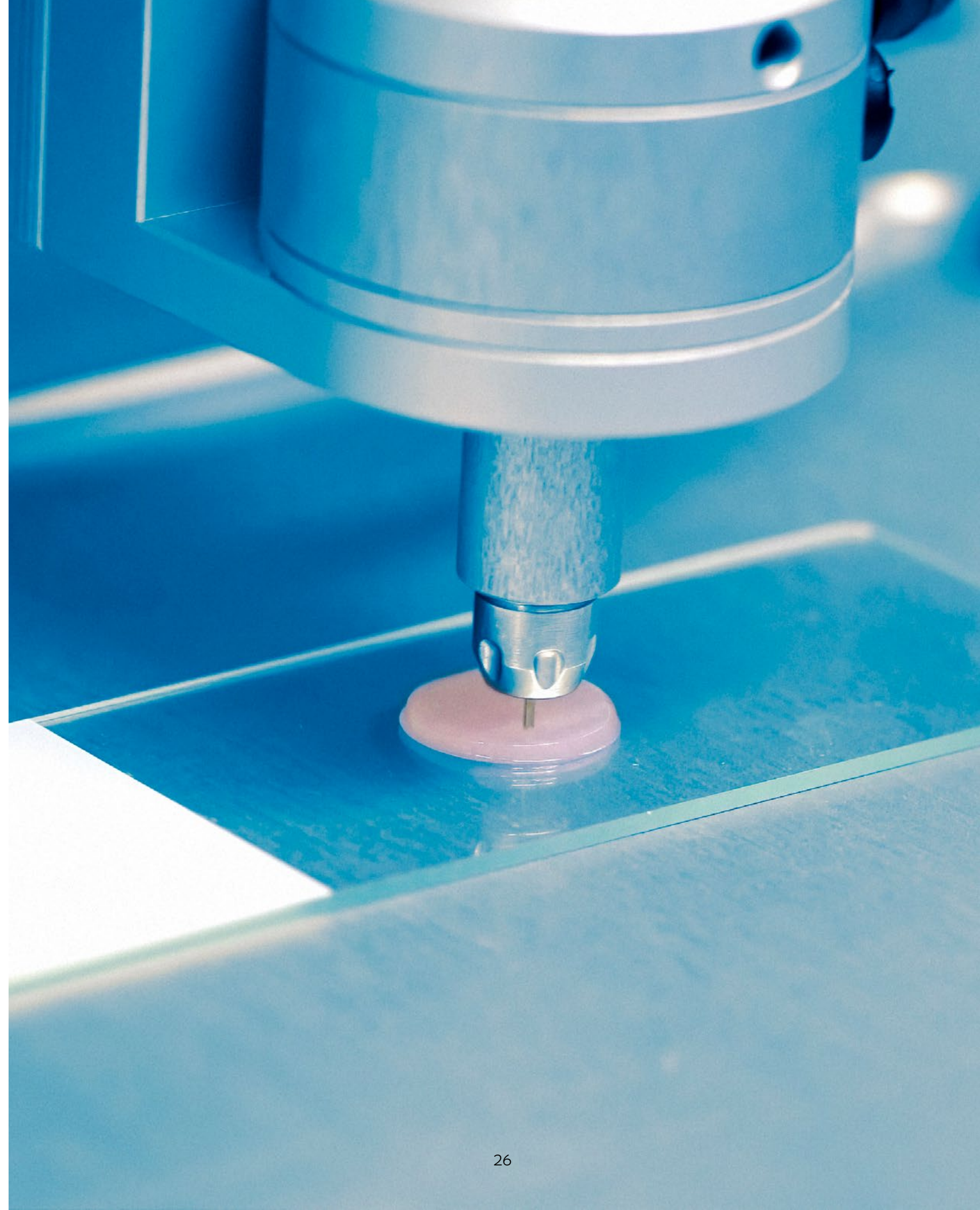
The most advanced science, powered by Tech:
For Beauty with No Animal Testing

For over 40 years, L'Oréal has been leading reconstructed human skin with state-of-the-art testing models for biological and dermatological research, leveraging its commitment for a Beauty With No Animal Testing.

Thanks to the most advanced science powered by technology, Skin Technology By L'Oréal is now combining the best of biology, mechanics, and electronics to create inclusive testing models that mimic the complexity of human skin. These functional reconstructed skins are capable of tanning, healing and even photoaging, thus allowing us to amplify our knowledge of the skin and invent new, ultra-personalized products and experiences.

With Skin Technology by L'Oréal, we continue to invest in research to advance the dermatological field, forging collaborations with healthcare industries, start-ups, and research institutes.

In 2024, L'Oréal, in partnership with the University of Oregon, has achieved a major breakthrough in tissue engineering by developing a bioprinted artificial skin model that closely resembles natural human skin. This innovation will catalyze transformative changes across the domains of tissue engineering and scientific research by offering customizable models, accelerated development and clinical translation potential, such as personalized skin grafts for burn victims or patients with skin diseases.



RESPONSIBILITY FOR EACH

DIGITAL SUSTAINABILITY L'ORÉAL GROUPE

Jump on Sustainability

The digital eco-system CO₂ emissions are expected to reach 7% of global CO₂ emissions by 2025 – equivalent to global car traffic emissions*.

As the world's fourth largest advertiser, L'Oréal is committed to lead and enable the industry to measure the CO₂ emissions generated by our digital activities and to identify levers to reduce their environmental impact, in congruence with our global L'Oréal for the Future program.

Digital CO₂ footprint is generated by the energy that is needed to store, transmit and stream videos and images. At L'Oréal, since 2021, we have been working with the industry on thought leadership and by collaborating with the WFA (World Federation of Advertisers - GARM) & Ad Net Zero in the development of a Sustainability Action Guide. Furthermore, we have built strong partnerships across our full digital eco-system to make CO₂ measurement and reduction a reality. At VivaTech, we will highlight three of our partnerships that permit us to strive for 360 digital sustainability:

GET READY TO MEET OUR SUSTAINABILITY PARTNERS:

IMPACT+, a French Sustaintech startup operating in over 60 countries, allowing us to measure our digital media carbon footprint. Together, we have identified 4 levers for reduction, which are being implemented across all markets without impacting media key performance indicators. Optimized campaigns in 2023 show significant and tangible CO₂ reductions.

FRUGGR, a French startup allowing us to measure our website's carbon footprint. Implemented already in many of our websites, their tool enables the measurement and prioritization of levers for optimization to reduce our CO₂ impact.

ADGREEN, a Greentech partner allowing us to measure the baseline carbon footprint of our content production shoots, supported by our creative and production agencies. In this way, we can take preventative action prior to a shoot and develop content with eco-production principles in mind.

Get ready to jump into the world of digital sustainability at VivaTech 2024! With **JUMP ON SUSTAINABILITY**, step up to the challenge and immerse yourself in an interactive experience like no other. As you jump on different arrows, you'll answer questions and unlock the secrets of L'Oréal's digital sustainability initiatives. Are you ready to play? Let's jump on Digital Sustainability!

*Source: The Shift Project – March 2021

A HOME FOR THE SENSES

AESOP

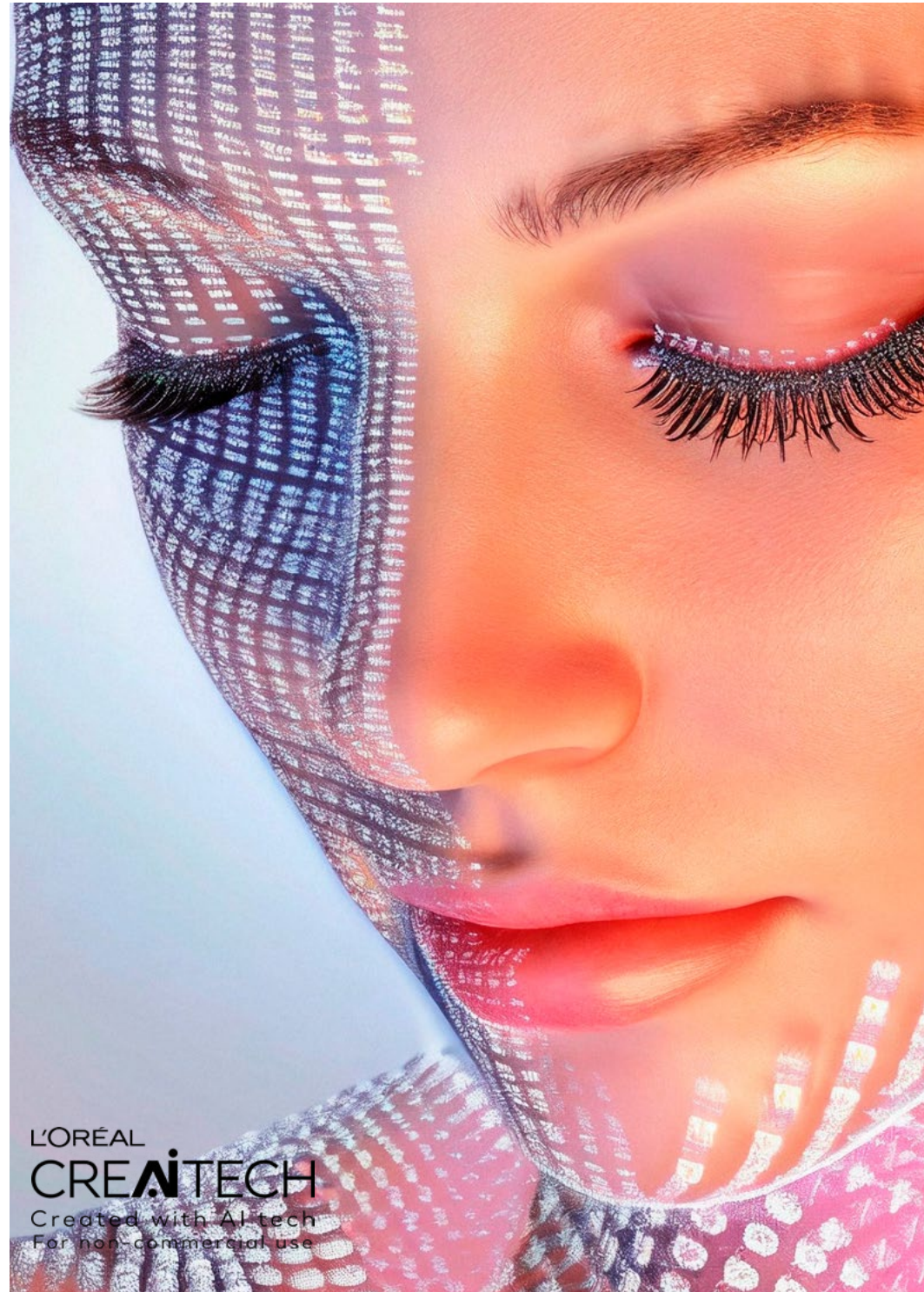
At VivaTech 2024, surrounded by high-tech exhibits, Aesop instead homes in on the ancient etymology of 'technology' and how the brand employs *technē* rather than 'tech' in its approach to skin care and customer service. The contemporary English word "technology" comes from two Ancient Greek words, transliterated as *technē* and *logos*. *Technē* denoted art, craft, skill, or technique, and was a philosophical concept that referred to making or doing-it included fields

as varied as geometry, mathematics, sculpture, music and astronomy. *Logos*, on the other hand, meant word, utterance or discourse.

The combination, therefore, signified a communication about an art or technique. Aesop's space within VivaTech embodies this meaning and eschews brightly lit distraction-there are no screens present-to create a room of warmth, serenity, and human conversation.



FAST FACTS



L'ORÉAL
CREAITECH
Created with AI tech
For non-commercial use

People & Global Figure

●
8,000+
Digital, Tech & Data
talents

●
11,000
Terabytes of data in our
Beauty Tech Data
Platform

●
800
Digital services available
(across 31 brands and 72
countries)

●
1.5 Bn
Products with QR codes
giving access to
experiences

●
N°4
Global advertiser

●
75%
Of our servers in the
public cloud (and 80%
of our applications)

Performance

●
100M
Uses of our digital
services

●
27%
Of consolidated sales in
e-commerce

●
N°1
In advocated media

●
29%
Share of beauty
influence

●
7
2024 CES innovation
Awards (and 18 total
since 2017)

●
1
Fast Company recog-
nition (2023 list of 100
Best Workplaces for
innovators)

Engagements

●
50%
Of our global tech &
data recruitment were
female talents

●
33%
Of our tech talents are
women

●
35,600
Employees trained
through the Data4all
program

●
175,000
Hours of training
(at L'Oréal University for
Tech, Data and Analytics)

●
74%
Employees trained on
our "Going Sustainable
Together" program

●
5 out of 10
Top brands belonged to
L'Oréal Groupe in the
USA Gartner Digital IQ
Index for personal care

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SPOKESPEOPLE

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BARBARA LAVERNOS

DEPUTY CHIEF EXECUTIVE OFFICER,
IN CHARGE OF RESEARCH, INNOVATION AND TECHNOLOGY
L'ORÉAL GROUPE



A graduate of the École des Hautes Études d'Ingénieur (HEI France), Barbara LAVERNOS joined the L'Oréal Group in 1991 to pursue a highly diversified career.

She was first a buyer, then purchasing manager at the Aulnay-sous-Bois plant, before taking over the management of the Rambouillet plant in 2000, which she managed until 2003.

In 2004, she was appointed General Manager of Purchasing for the Group. During six years, she succeeded in positioning purchasing at the center of the Group's strategic plan and set up a centralized purchasing Department with 600 employees.

In 2011, she conquered new territories by moving away from her area of expertise in operations to focus on commercial activities, taking over the General Management of Travel Retail, of which L'Oréal is the pioneer and historical leader. Also known as the Group's "6th continent", this is the sector which includes the commercial activity carried out in duty free shops, mainly in airports.

She joined L'Oréal's Executive Committee in 2014, becoming the Group's Chief Operating Officer: she now manages all factories, packaging laboratories, as well as purchasing and logistics, on a global scale.

Her teams of nearly 20,000 employees worldwide manufacture and manage the entire supply chain of more than 7 billion finished products per year. At Operations, she initiated a profound digital transformation, and established sustainability as a core value in all team actions.

In December 2018, she extended her responsibilities by integrating all the Information Technology (IT) teams on a global level, where she piloted a profound transformation aimed at establishing technology and data at the heart of each of the Group's businesses. She is thus at the forefront of L'Oréal's ambition to become the global champion of "Beauty Tech".

In February 2021, she was appointed to head a new Research, Innovation and Technology Department, where she manages 4,000 researchers and over 3,000 IT and Tech experts worldwide. Following the decision of the Board of Directors held on October 2020, she is appointed Deputy CEO of L'Oréal, alongside the Chief Executive Officer, Nicolas HIERONIMUS, as of 1 May 2021.

Barbara LAVERNOS is a 2023's WWD x FN x Beauty Inc 50 Women in Power, a Forbes 2022 Top 40 Most Powerful Women and has been recognized as the 36th most powerful woman in the world by Fortune Magazine in 2021.

ASMITA DUBEY

CHIEF DIGITAL & MARKETING OFFICER
L'ORÉAL GROUPE

Asmita Dubey is the Chief Digital & Marketing Officer for the L'Oréal Groupe, world leader in beauty, with a purpose to Create the Beauty that Moves the World.

She is steering the L'Oréal Groupe towards Augmented Marketing with Digital and Beauty Tech at the core.

Asmita has been awarded the 2023 World Federation of Advertisers, Global Marketer of the Year.

She is an Indian national, with a background in economics and statistics. She began her career in the advertising industry, working in both

India and China on campaigns for some of the world's biggest FMCG brands. She joined L'Oréal in 2013, as Chief Marketing Officer for L'Oréal China, where she was responsible for laying the foundations for the Group's e-commerce acceleration in China (including building the Group's first joint-business partnerships with Alibaba and Tencent). Since then she has taken many leadership and transformational roles within the group.

Asmita also serves as a Board member of the world's largest consumer healthcare company Haleon, as an Independent Non-Executive Director.





BLANCA JUTI

CHIEF CORPORATE AFFAIRS AND ENGAGEMENT OFFICER
L'ORÉAL GROUPE

An anthropologist by training, with a B.A., M.Phil. and Ph.D. from Cambridge University, Blanca has worked at L'Oréal as Chief Corporate Affairs & Engagement Officer since 2021. With a strong track-record in marketing, brand-building, sustainability and storytelling, Blanca is a purpose-driven leader who strongly believes that business can and should have a positive impact on society.

As the world's leading beauty company and the 4th largest advertiser worldwide, L'Oréal's mission is to create beauty that is inclusive, generous, and responsible.

As an active member of the group's Board of Diversity, Equity and Inclusion, Blanca works with teams from across our organization to bring this vision to life.

Blanca has a truly international profile: A joint Mexican-Finnish national, she speaks multiple languages, has leadership experience in emerging markets and has lived and worked in six different countries around the world. She is also the author of two books, 'Game Changer: How to make an impact in a fast-moving world' and 'Honest. Finnish. Magic.'

GUIVE BALOOCH

GLOBAL MANAGING DIRECTOR,
AUGMENTED BEAUTY AND OPEN INNOVATION
L'ORÉAL GROUPE

Guive Balooch is a scientist who is dedicated to bringing cutting-edge technology to the beauty industry. He has helped L'Oréal evolve from the world's foremost beauty company to a technology player that is empowering consumers through personalized products that solve their individual beauty and wellness desires.

Guive's team, based in Paris, New York, New Jersey, China, Japan and San Francisco, partners with entrepreneurs, academic institutions and experts across a diverse array of fields to unearth breakthrough research and first-to-market technologies.

Following a post-doc at Stanford in cell biomechanics, Guive began his tenure in the pharmaceutical industry researching new antibodies for bone-related diseases.

In 2008, he joined L'Oréal's Research and Innovation team where he was responsible for building collaborations with startups and universities. After drawing inspiration from the agile startup models that surrounded him, he entered a unique new role that would grant him exposure to the consumer and the business while remaining on the R&I team at the number one beauty company in the world. A native of California, Guive has a B.A. in Molecular and Cell Biology from the University of California, Berkeley and Ph.D. in Biomaterials from University of California, San Francisco.



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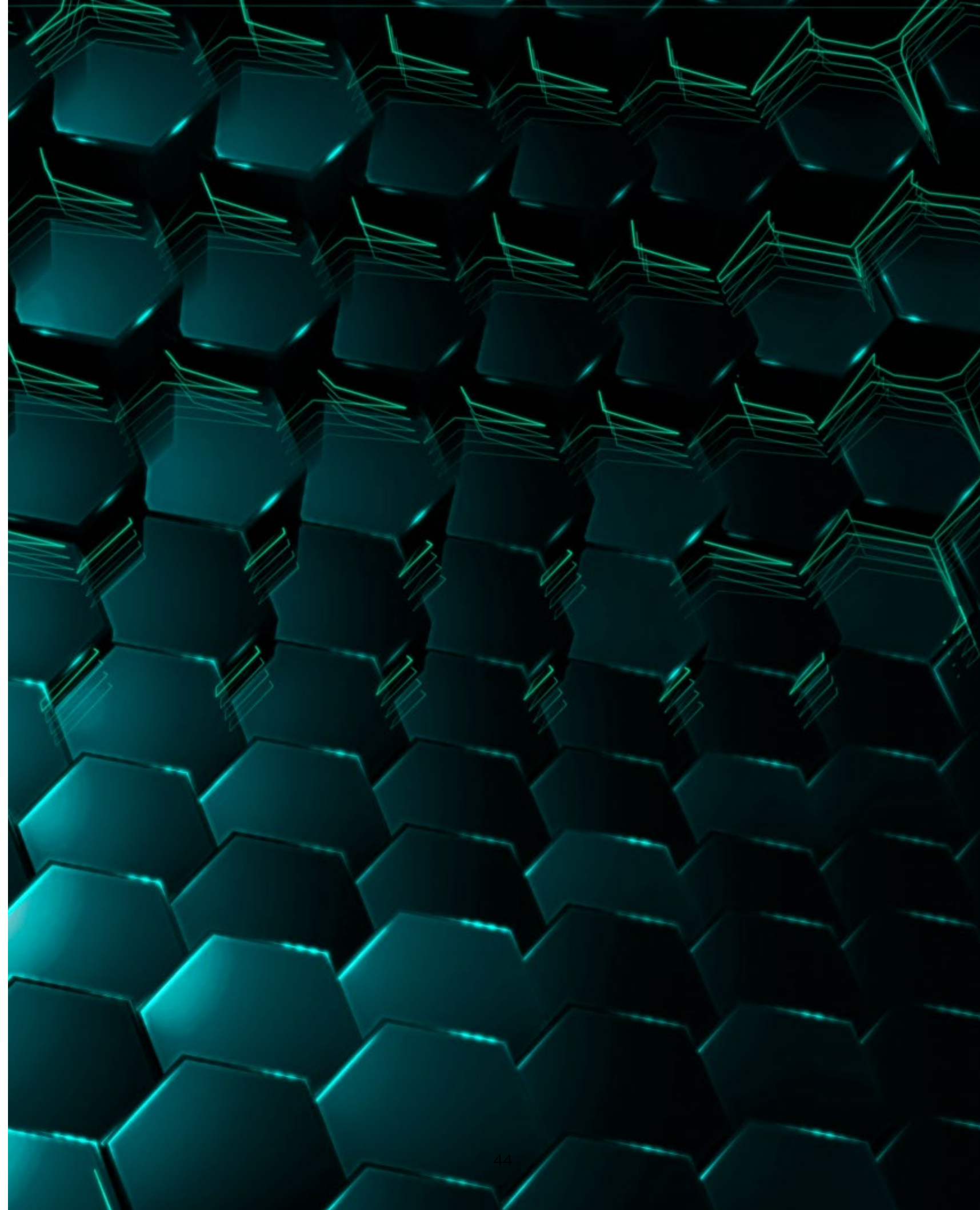
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