

L'Oréal Luxe Today

Our Mission: Crafting the future of luxury beauty

Today, L'Oréal Luxe is the global leader in the luxury beauty market. As such, we have a great responsibility to think ahead, driving change and innovation for the industry.

Our unique Culture : La Culture de l'Écart

The ‘twist culture’. It’s our signature, our unique savoir-faire, our secret sauce. It is what drives us to always stay ahead, to think differently, to strive for what’s never been done before and to always search for the twist, the disruption, the extraordinary. With our 27 iconic brands, we’re on a constant quest to push the boundaries and to craft the very best in luxury beauty. La Culture de l’Écart is how we elevate our creativity, this is what makes L'Oréal Luxe so unique.

You can discover more about it in our Documentary series [here](#), on our Youtube's channel.

L'Oréal Luxe 2024 Performance

€15.6 billion sales
#1 in Luxury Beauty Worldwide
36% of group's sales
#1 in the US
14% Growth in Fragrance Sales

L'Oréal Luxe grew 2.7% like-for-like, 4.5% reported.

In 2024, the Division reinforced its worldwide leadership in Luxury Beauty.

Its solid progress reflected its increasingly balanced regional footprint. Outside North Asia, it grew at a remarkable, **double-digit pace**; the **single largest growth contributor was North America**, where it became the **number one luxury beauty player for the first time**, a position **it already holds and further consolidated in China, Europe and emerging markets**.

This allowed the Division to more than **offset the ongoing softness in North Asia**, where operating conditions remain challenging and where it continued to grow ahead of the market both offline and online, driven by the **successful expansion of its couture**

brands Prada and Valentino – recently launched in the region – and its latest acquisitions, Aesop and Takami.

The Division continued to **strengthen the balance between its categories**. In **fragrances**, outstanding momentum was driven by **global successes** in both, the feminine (*Paradoxe* by Prada, *Born in Roma* by Valentino, *Libre* by Yves Saint Laurent) and masculine segments (*Stronger with You* by Armani, *Wanted* by Azzaro, *Polo 67* by Ralph Lauren, *MYSLF* by Yves Saint Laurent).

Makeup growth accelerated thanks to the ongoing strength of Yves Saint Laurent in Western markets as well as China, driven by the *YSL Loveshine* and *Touche Eclat* pillars. In skincare, Aesop, Takami and Youth to the People pursued their globalisation strategy with very encouraging results.

A Zoom on our Division's strengths:

Fragrance – a sensory embodiment of our “Culture de l’Écart”

Fine fragrance is experiencing unprecedented growth. In this highly **dynamic category**, the Luxe Division continues to disrupt and elevate, delivering spectacular results and affirming its leadership position. This success is deeply rooted in our unique culture, which we call “la Culture de l’Écart”: a constant quest to think differently, find the twist, the extraordinary, in everything we do, and always surprise our consumers.

Our diverse portfolio – from lifestyle scents to couture creations and super premium collections – fulfils all fragrance aspirations of luxury consumers. These include bestselling feminine and masculine blockbusters such as Yves Saint Laurent’s Libre and MYSLF, Prada Paradoxe, Valentino’s Born in Roma Donna and Uomo and Azzaro Wanted. In addition, the Division offers a super-luxury approach with the exquisite sensory universe of Aēsop and exclusive collections from Maison Margiela, Valentino Anatomy of Dreams, Armani Privé and Lancôme Absolue Les Parfums. All our iconic fragrances are the result of our proven savoir-faire, harmoniously integrating scent composition, bottle design and highly aspirational storytelling.

Our unique fragrance creation model, The Art & Science of Fragrance: For 60 years, L’Oréal has mastered the balance between art and science in fragrance, becoming the global leader in fine fragrances.

- **Creating Icons:** We craft scents that resonate across generations and geographies, with years of refinement with the recent example of YSL Libre, which took 7 years and 1,500 trials to develop.
- **Preserving the French fragrance savoir-faire heritage,** crafted and produced in our Aulnay-sous-Bois and Gauchy facilities in France.
- **Unmatched Expertise:** A team of 100+ in-house olfactive experts and collaborations with world-class perfumers ensure excellence from ingredient to bottle.
- **Constant Innovation:** We pioneer new olfactive experiences, bottle designs, and technologies, like our exclusive Cosmo & Osmobloom partnership for sustainable scent extraction.
- **Celebrating Fragrance:** Our exclusive Art & Science of Fragrance exhibition, first hosted in Paris, traveled to China’s CIIE.

Shaping the beauty universe of couture brands

L'Oréal Luxe excels in translating the **DNA of couture houses** into **beauty products and experiences**, showcasing brands with exponential potential. From Yves Saint Laurent's rock, cutting-edge energy to Valentino's refined stud detailing and the elegant textures of Armani, each brand expresses its unique identity through distinct beauty codes, highlighted in the science of our formulas, packaging design and consumer experience excellence.

In the **dynamic luxury makeup category**, the Division has **fueled consumer desirability** through powerful launches such as Loveshine by Yves Saint Laurent that has accelerated the brand's growth worldwide, while remaining the No. 1 makeup brand in China. Prada and Valentino continue to make consumers dream with their **innovative creativity, superb colour palettes and sophisticated packaging**. Couture skincare products have also demonstrated how L'Oréal Luxe combines state-of-the-art science with the aspirational appeal of our couture brands, using high-quality ingredients linked to our brand universes, like Moroccan saffron in Yves Saint Laurent's Or Rouge or Revisentalis in Armani's Crema Nera.

The **luxury beauty experience is enhanced by each consumer touchpoint**. From retail spaces to social media and pop-up stores, every interaction tells a story, immersing the consumer in the brand's memorable universe. Our expertise in couture brands is confirmed by the trust Miu Miu has placed in L'Oréal in granting us its licence, following the success of Prada Beauty.

Omnichannel approach for lifelong consumer connections

An omnichannel strategy is central to how L'Oréal Luxe brings consumers exceptional products and memorable experiences. From beauty advisors to online services, every interaction along the customer journey aims to fulfil consumer aspirations and build lasting relationships that strengthen consumer engagement and loyalty.

Aēsop's boutiques, with their unique concept and design, are conceived as cultural destinations, where the poetry of the surroundings weaves an emotional connection with consumers. In 2024, the brand opened 42 new doors globally, including 13 in China, and this dynamic expansion will continue in 2025.

The unique relationship with consumers is also cultivated online through tailor-made strategic partnerships. The exclusive launch of Lancôme's La Vie Est Belle Rose Extraordinaire and Kiehl's introduction to the Amazon Premium Beauty Store in the US confirm this winning strategy. Kiehl's ranked third in luxury skincare on the platform and has won over a wider male audience – a complement to its direct-to-consumer approach.

Social commerce, especially in China, has become a key lever for engaging young consumers. With aspirational content and carefully chosen influencer collaborations, Yves Saint Laurent has achieved remarkable success, ranking No. 1 in makeup and No. 5 in fragrances in the luxury segment.

Reinventing the gestures of luxury beauty: the refill revolution

The essence of luxury is to create beautiful objects that are made to last. L'Oréal Luxe is reinventing the codes of luxury beauty through innovative, desirable and more sustainable products. We rigorously measure the environmental impact of our new launches and renovated products throughout their lifecycle and encourage consumers to adopt more responsible consumption.

The Division is advancing the development of refillable products in fragrance, skincare and makeup, constantly increasing the visibility of refills all along the consumer journey – in advertising, on e-commerce platforms and in-store with multi-brand fragrance refill fountains. We are also accelerating on developing refills across our best-selling products such as Lancôme La Vie Est Belle, Yves Saint Laurent Libre, Prada Paradoxe, Lancôme Génifique Ultimate Serum and Kiehl's Ultra Facial Cream. By leveraging the aspirational power of our brands and the influence of ambassadors like Emma Watson for Prada, Austin Butler and Dua Lipa for Yves Saint Laurent we are making refills “the new normal”.

Fragrance Market Insights

Fragrance Luxury Drivers

We encourage you to download **the full report** on the L'Oréal Brandstorm website in the resources section! Source: sociovision groupe IFOP (April 2022)

Executive Summary 1/2

Data Source

A dedicated online survey of **selective women 15-54***, covering the US, Europe 5 (France, UK, Germany, Italy, Spain) and China.

In order to understand selective consumers' **benefits, attitudes and behaviours** towards perfume, **16 key needs** were identified **across 4 territories** (see opposite).



Sensorial Stimulation: Perfume as a physical addictive and pleasurable experience that hacks the senses and triggers memories.
Mindful Wellness: Perfume as an emotional positive experience that makes people reconnect to the world and to themselves.
Social Impact: Perfume as a passport and enabler that helps people belong, socialize, and influence others.
Personal Assertion: Perfume as a cultural booster that unlocks private fantasies, stimulates personal growth and enriches one's identity.

Key Highlights

US & EUROPE

Western Europe remains the 1st WW market in terms of usage penetration (78% of selective women use perfume daily), while the **US has made some progress** (daily usage: 64%, +7%).

Post-covid recovery is well underway, as **daily use is up** across all generations (and most markedly so among US GENZers).

Regarding underlying motivations:

- In Europe, perfume use is mostly **inner-directed** and connected to **personal pleasure**. Perfume use is mostly linked to **MINDFUL SELFCARE** (Smelling fresh in order to Feel Good) and brands are expected to blend Chic with consciousness (an ideal brand being Couture + Eco-friendly + Safe)
- In the US, perfume fulfills first and foremost **a social role** and is expected to offer strong **sensorial stimulation**. Perfume use is mostly driven by a need for **FRESHNESS** and **SEXY CONFIDENCE**. In order to seduce, brands needs to be "cool" and meet customer's expectations regarding **ethics** (inclusivity and eco-friendliness).

CHINA

Daily use of perfume has become a habit for **more than half (53%) of selective Chinese women**. Usage increase between 2017 and 2021 is especially strong among GenZ (from 32% to 56%).

- Selective consumers have turned to perfume as a **new way of expressing themselves**, namely a marker of **fashion savvy and edginess** as well as **personal and social differentiation**.

- Note that **Exception is driving the market**, (34% of all selective Chinese perfume users have used an Exception level perfume in the past 6 months (vs 10% in Europe / 15% in US)).

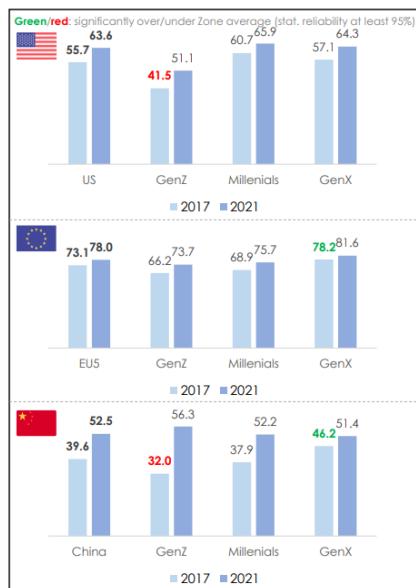
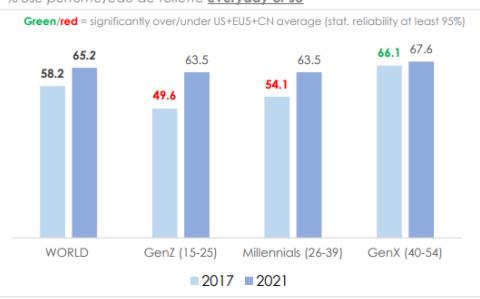
*Online survey of 5,500 WOMEN 15-54 in the US (top 50%), EU5 (top 80%) and CHINA (top 20% urban areas) - Fieldwork: October - December 2021

*Selective Perfume Users (at least 2/3 times a week) = Selective Perfume Buyers who use Perfume / Eau de toilette at least 3 times a week. (See price points by country at the end of the Methodology section).

DAILY USAGE OF PERFUME/EAU DE TOILETTE

FROM 2017 (PRE-COVID) TO 2021

% Use perfume/eau de toilette **everyday or so**



Figures computed on Selective Perfume **WEEKLY USERS** in order to guarantee comparable results with the 2017 Drivers wave.



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KEY TAKEAWAYS



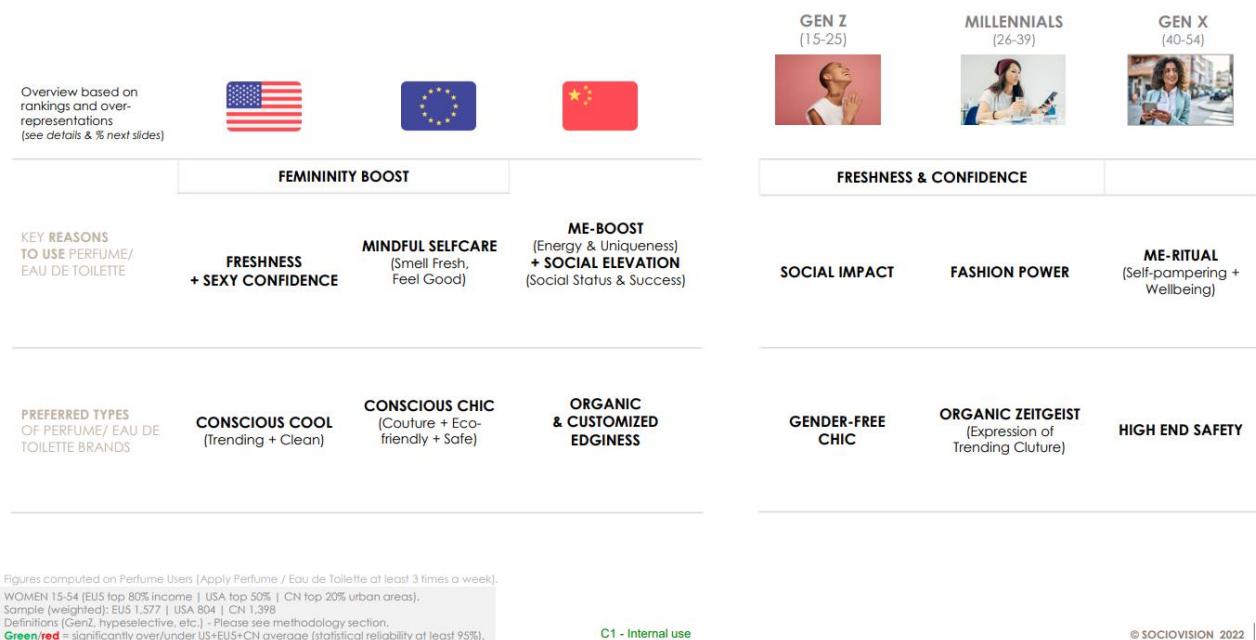
GEN Z (15-25 yo)	MILLENNIALS (26-39 yo)	GENX (45-54 yo)
GEN ZERS LAND OF OPPORTUNITY <ul style="list-style-type: none"> Gen Z are connected with a large variety of perfume key needs, namely: Desire for addictive scents, triggering memories. New age of femininity; strong, powerful, successful, confident and sexy (+ over-index vs. the oldest generations) on preference for gender-inclusive perfume brands) Quest for perfumes which are cool with a conscious touch (meaningful scents). 	PERFUME WITH PURPOSE <ul style="list-style-type: none"> Fragrant pleasant flashbacks, beyond just smelling nice. Personal assertion (strong femininity). Demand for smart transparency (i.e., fragrances created in a responsible and sustainable way). 	PAMPERING WITHOUT 'BLING' <ul style="list-style-type: none"> A simple way to pamper oneself (as opposed to Gen Z).
ACCESS <p>ALL ZONES</p> <p>ME-POTENTIALIZER</p> <p>Perfume key needs:</p> <ul style="list-style-type: none"> Strong femininity. Forbidden dreams. Home rituals. 	<p>US + EU5</p> <p>ENHANCED EXPERIENCE</p> <p>Perfume key needs:</p> <ul style="list-style-type: none"> Home rituals. Sweet memories. Forbidden dreams. Fashionable image. 	<p>CATEGORY GAME CHANGER</p> <p>3 key needs pillars:</p> <ul style="list-style-type: none"> Personal assertion: Understated chic / Strong femininity / Me unplugged / Forbidden dreams. Social impact: Sexy seduction / Fashionable image / Power and success. Sensorial stimulation: Sweet memories / Thrilling experiences.

SELF- & EXPERIENCE- DISCOVERY	EXCEPTION AS THE ABSOLUTE REFERENCE	NO RULES, MORE CREATIVITY
<p>The engagement in the category is essentially driven by Exception users and Millennials.</p> <ul style="list-style-type: none"> Exception users are mostly focused on personal assertion as well as sexy seduction. Millennials are more keen to a balanced mix between social impact, personal assertion, sensorial stimulation and mindful wellness, -- for instance, expecting thrilling experiences and meaningful scents. 	<p>The engagement in the category is largely driven by Exception users, who over-index on a broad spectrum of key needs including all dimensions led by the edgiest / youngest generation (e.g., mindful wellness and strong femininity).</p>	<p>China is mostly driven by Exception brands:</p> <ul style="list-style-type: none"> Helping consumers to express their individuality, stand out from the crowd and dare the unexpected. <p><i>White space alert:</i> Developing the scent signature / scent addiction would probably take the Chinese market to the next level.</p>

C1 - Internal use

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PERFUME USE TODAY:



HAUTE PARFUMERIE

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

Source: CMI L'Oréal Luxe (Oct. 2023)

KEY TAKEAWAYS

01 | EXCEPTION IS THE ELDORADO OF THE FRAGRANCE CATEGORY

- 7.5 billion sell-out value in 2022 with biggest growth of +29% vs LY among fragrance categories
- Growth expected to outpace prestige in the next 5 yrs (+13% vs +8% WW)
- Supported by the US (26% SOM), W.Europe (24%) & Asia (20%)
- L'Oréal Luxe is ranked #3 after Lauder Group and LVMH
- Mainly Gen Y/Gen X consumers, but Gen Z is booming especially in China (17% vs 10% in the US and 8% in France)

02 | THE DYNAMICS IS SUPPORTED BY A DUAL TARGET WHO STRETCHES THE MARKET...

- Expert consumers**: native target who seek excellence and avant-garde scents
 - Newcomers**: who mainly associate their exception fragrance as an extra fashion item to code their identity
- Two paths are therefore offered to Exception players

BUT BOTH ARE DRIVEN BY A COMMON INTANGIBLE MOTIVATION: ELEVATION & DISTINCTION

The desire of **elevation** manifests differently depending on the country/zone and the target.

- Elevation through **UNIQUENESS** (Expert Target)
- Elevation through **STATUS** (Newcomers)
- Elevation through **COMPLIMENTS** (Newcomers)

03 | AND A VERY TANGIBLE ONE: A ONE-OF-A-KIND JUICE

- The juice is the entry point to the category
- Top level technique is a must-have
- For perfumers, the genesis of an exception juice must come from a strong original inspiration (a memory, a place, a sensation) that will be easily identifiable in the final product. **Few mods, simple story, true to the artistic pulse** that first triggered the desire of creating a perfume.

04 | SOPHISTICATED NARRATIVES ARE ALSO EXPECTED TO PROVIDE DREAM

- While Prestige meets the need of archetyped incarnation, Exception fulfills a **broader desire of imaginaire**.
- Conceptual brands do 50% of the business while they have 1/3 share of offer.

05 | VIRALITY IS A NECESSARY BUT NOT SUFFICIENT SUCCESS BOOSTER

- Virality is here to **strengthen an already exceptional proposition**: killer juice + aspirational mix

06 | HOWEVER, POS EXPERIENCE KEEPS LAGGING BEHIND ALTHOUGH IT IS KEY FOR PERFUME DISCOVERY

- Consumers highly value the in-store experience as it provides them with advice, knowledge, and the feeling of being 'special'

07 | NO ONE SIZE FITS ALL RECIPE. EACH SUCCESS HAS ITS OWN MAGICAL, IMPONDERABLE DREAM FACTOR.

- Artistic creation** at the heart of the mix
- A different **notion of time** vs prestige that allows magic to happen

OFFER STRUCTURE : NICHE PURE PLAYERS DOMINATE SALES. NARRATIVE OFFER IS MORE DYNAMIC.



DUPES AUDIT

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

Source: semantiweb (March 2025)

CONTEXT. OBJECTIVES. METHODOLOGY – SCOPE OVERVIEW

1 OBJECTIVES

L'Oréal Luxe has received a study decoding how & why consumers bypass traditional purchase circuits for high end beauty products in the fragrance, make up and skincare categories. This analysis allowed to understand the size and dynamics of dupes, consumer motivations, key consumer targets, key dupe brands and key products to be duped.

As a second step, Semantiweb is providing ID cards and mapping of top duped L'Oréal Luxe perfumes.

2 METHODOLOGY

Semantiweb leverages a social listening methodology: Consumer & KOL conversations on relevant social media, forums and in e-commerce reviews are extracted, tagged and structured for quantitative KPIs and analysed in order to provide context and qualitative deep dives.

ZOOM ON L'OREAL TOP DUPED PRODUCTS:



3 SCOPE & SOURCES

SOURCES

- TikTok
- Instagram
- Reddit
- YouTube
- Blogs & Forums
- X (Twitter)
- Reviews
- Google Search

PERIOD

FY 2023 – 2025

COUNTRY

USA

L'Oréal Groupe Beauty Tech transformation

Our foundation is deeply rooted in a passion for innovation, a drive that traces back to our visionary founder, Eugène Schueller. This pioneering spirit of entrepreneurship and exploration continues to define our culture today as we constantly push the boundaries of the beauty industry.

At the heart of this drive is our purpose to “create the beauty that moves the world.” We believe in beauty as a powerful force for confidence, connection, and progress. This guiding principle shapes every facet of our business, guiding our mission to offer every person the best of beauty through an unwavering commitment to quality, innovation, responsibility, and inclusivity.

We believe that being a leader in innovation comes with great responsibility. Because we recognize that beauty is an essential human need and a powerful means of self-expression, we are committed to ensuring our technology is a force for good. We create solutions that not only enhance beauty experiences but also contribute to a more responsible and inclusive future, making beauty accessible to all.

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

“Our 4,000 researchers and 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.”

Science and technology have always been the driving force at the heart of L'Oréal's success. More than 10 years ago, we actively engaged in a digital revolution at L'Oréal and in 2018, we decided to embark the entire company on a second one to become the undisputed leader in Beauty Tech.

Today, we have embedded advanced technology at the core of our operations. By harnessing digital transformation, artificial intelligence, and data science, we are creating personalized and sustainable beauty experiences at scale. This technology helps us form stronger relationships with our consumers, understand them better, and astonish them with trailblazing innovations that augment their individual beauty journeys.

Our leadership in this new era of beauty has been celebrated once again, with L'Oréal recently being named Europe's Most Innovative Company by Fortune for 2025. This award underscores our leadership in beauty tech, our steadfast commitment to scientific research, and our creative marketing prowess.

Further information on Digital and Tech: [L'Oréal, the Beauty Tech champion | L'Oréal Finance](#)

Beauty Tech at L'Oréal Luxe:

YSL Beauty Scent-Sation



YSL Beauty's Scent-Sation is a 25-minute in-store experience that uses neuroscience and artificial intelligence to offer **personalized fragrance advice**. Thanks to a neuro-connected headset, Scent-Sation analyzes the brain's emotional reactions to different olfactory pairings, then uses an algorithm to recommend three YSL fragrances tailored to each consumer.

This scientific and technological approach allows us to discover the perfect fragrance by **revealing everyone's unique olfactory profile**.



YSL Beauty also proposes an online version based on cognitive science. Through immersive UX blending sounds and videos, it guides the consumers progressively and proposes fragrance recommendations.

Osmobloom™ by L'Oréal Groupe



Born from an **exclusive partnership with Cosmo International Fragrances**, a leading fragrance and cosmetics ingredient laboratory based in Grasse, Osmobloom™ marks a new era in perfumery. This collaboration grants L'Oréal sole access to this groundbreaking process, **positioning us at the forefront of ingredient innovation**.

Imagine capturing a flower's pure scent, unaltered – a perfumer's dream realized by Osmobloom™. A gentle, controlled airflow draws in the fragrant molecules naturally released by the blossom. These delicate components are then carried by the airflow and captured in a natural origin liquid, leaving the flower perfectly intact for other uses. This water-free and heat-free extraction process preserves the full complexity of the flower's scent, delivering high-fidelity extracts, true to nature.



Through a guided fragrance smelling session, immerse yourself in the world of Osmobloom™, discovering four exclusive extracts, including those from "mute" flowers like Lily of the Valley and Hyacinth, previously impossible to capture. Rediscover iconic orange blossom and tuberose, now with unprecedented fidelity to the flower on the stem. This expanded palette of natural ingredients empowers perfumers to create truly unique and captivating fragrances, as exemplified in Valentino *Private Talk* (Anatomy of Dreams collection), through the velvety Tuberose Osmobloom™.

This game-changing process is poised to revolutionize perfumery. If it can be smelled, Osmobloom™ can extract it! With a dozen ingredients already under development, Osmobloom™ embodies L'Oréal's commitment to innovation and sustainability, shaping the future of fragrance.



HAPTA by Lancôme

It is estimated that 50 million people around the world today have limited fine motor skills and 15% of the world's population live with some form of disability, which can create difficulties when applying makeup. HAPTA by Lancôme is a groundbreaking assisted lipstick application device designed to create an accessible and enjoyable makeup experience for all. Initially revealed as a prototype at CES in Las Vegas in 2023, HAPTA has received a number of accolades in the tech and beauty industries including the 2023 CES Innovation Award Honoree and TIME Best Inventions of 2023.

HAPTA is the world's first motion-stabilizing makeup device for users with limited hand, wrist, and arm mobility. It adjusts movements in real-time using smart motion controls with 360-degree rotation and up to 70-degree flexion.