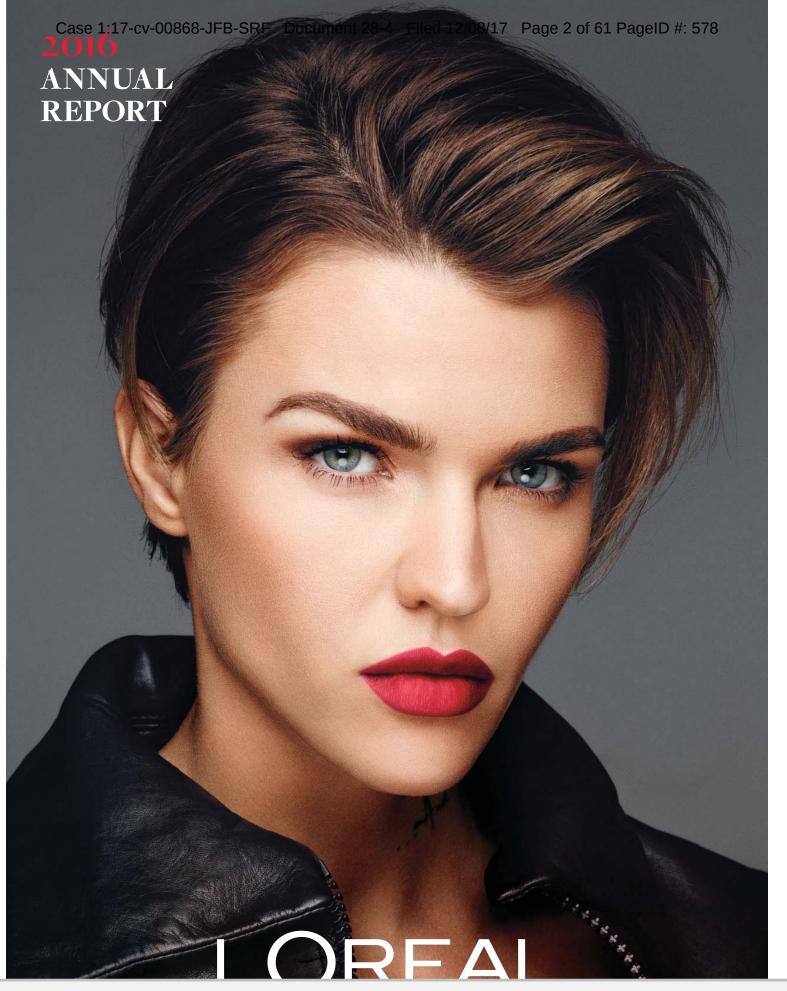
EXHIBIT 4



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Prospects

03_ Prospects by Jean-Paul Agon, Chairman and Chief Executive Officer



- $o6_{-}$ Mission and Strategy
- $o8_-$ The Board of Directors
- 10_ The Executive Committee
- 12_ Commitments
- 14_ Ethics





Performance

16_ Cosmetics Market19_ L'Oréal in figures24_ Worldwide advances

Expertise

 44_- Research and Innovation 46_- Operations 48_- Digital 50_- Human Relations 52_- Administration and Finance 54_- Corporate Social Responsibility



Brands

- **26**_ Consumer Products
- 30_ L'Oréal Luxe
- 34 _ Professional Products
- 38_ Active Cosmetics
- 42_ The Body Shop





A global flotilla of Complementary brands

patents registered in 2016

st cosmetics group worldwide(1)

140 Countries

25.84

billion euros

of sales

billion euros in operating profit⁽²⁾

Commitments
for 2020
"Sharing Beauty With All"



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