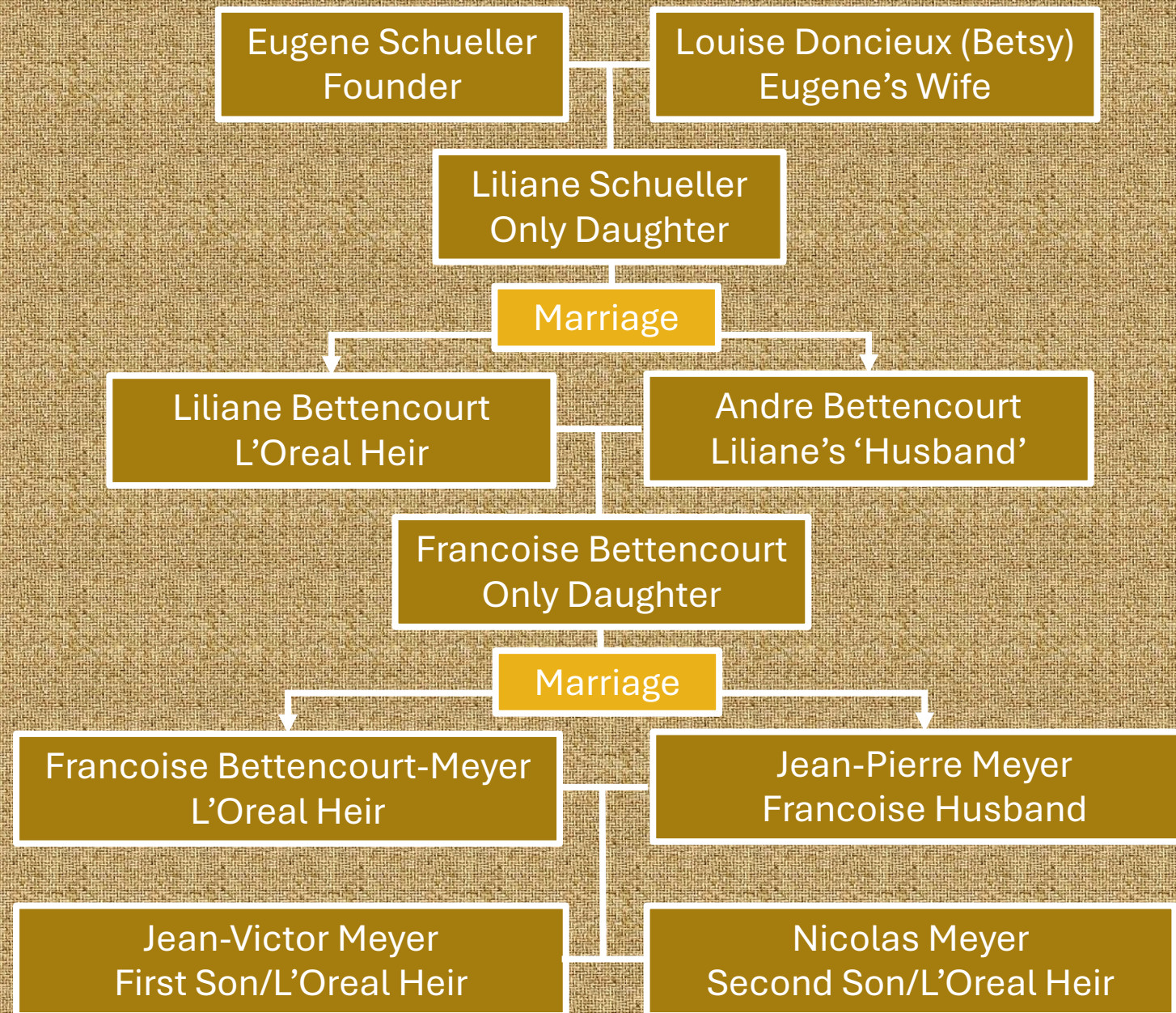


L'Oreal

A Case Study

Loreal Founder/Heirs Family Tree



L'Oreal Finances

L'OREAL PUBLISHED ACCOUNTS FOR THE YEARS 2009 – 2024

Year	Annual Revenue (R)		LESS		COST OF GOODS AS		Annual Gross Profit (GP)		LESS		OPERATING COSTS		Annual EBITDA*		Annual Operating		Total Non-operating		LESS		Annual Net Income+	
	Billions USD	Cost to produce goods	PERCENTAGE	Billions USD	Operating costs	AS PERCENTAGE OF GP	Billions USD	Operating costs	AS PERCENTAGE OF GP	Billions USD	Income	Income/Expense	Pre-Tax Income	Income Taxes	Billions USD	Income/Expense	Pre-Tax Income	Income Taxes	Billions USD	Income Taxes	Billions USD	After Tax
	TOTAL REVENUE		OF TOTAL REVENUE	(R) less cost to produce goods						(GP) less operating costs	Billions USD			(GP) less operating costs	Billions USD							
2024	\$ 47,057.00	\$ 12,149.00	25.82	\$ 34,908.00	\$ 23,500.00	67.32	\$ 11,408.00	\$ 9,401.00	\$ (276.00)	\$ 9,125.00	\$ 2,181.00	\$ 6,944.00										
2023	\$ 44,572.00	\$ 11,653.00	26.14	\$ 32,919.00	\$ 22,249.00	67.59	\$ 10,670.00	\$ 8,813.00	\$ (154.00)	\$ 8,659.00	\$ 1,960.00	\$ 6,699.00										
2022	\$ 40,311.00	\$ 11,144.00	27.65	\$ 29,167.00	\$ 19,692.00	67.51	\$ 9,475.00	\$ 7,856.00	\$ 162.00	\$ 8,018.00	\$ 2,001.00	\$ 6,017.00										
2021	\$ 38,199.00	\$ 9,977.00	26.12	\$ 28,222.00	\$ 18,827.00	66.71	\$ 9,395.00	\$ 7,288.00	\$ (134.00)	\$ 7,154.00	\$ 1,710.00	\$ 5,444.00										
2020 Covid	\$ 31,975.00	\$ 8,604.00	26.91	\$ 23,371.00	\$ 15,104.00	64.63	\$ 8,267.00	\$ 5,950.00	\$ (494.00)	\$ 5,456.00	\$ 1,382.00	\$ 4,074.00										
2019	\$ 33,458.00	\$ 9,032.00	27.00	\$ 24,426.00	\$ 16,020.00	65.59	\$ 8,406.00	\$ 6,213.00	\$ (153.00)	\$ 6,060.00	\$ 1,856.00	\$ 4,204.00										
2018	\$ 31,813.00	\$ 8,659.00	27.22	\$ 23,154.00	\$ 16,031.00	69.24	\$ 7,123.00	\$ 5,813.00	\$ 309.00	\$ 6,122.00	\$ 1,517.00	\$ 4,605.00										
2017	\$ 29,415.00	\$ 8,319.00	28.28	\$ 21,096.00	\$ 14,433.00	68.42	\$ 6,663.00	\$ 5,286.00	\$ 57.00	\$ 5,343.00	\$ 1,019.00	\$ 4,324.00										
2016	\$ 28,591.00	\$ 8,124.00	28.41	\$ 20,467.00	\$ 13,867.00	67.75	\$ 6,600.00	\$ 5,024.00	\$ (240.00)	\$ 4,784.00	\$ 1,344.00	\$ 3,440.00										
2015 (Peak Bettencourt Affair)	\$ 28,047.00	\$ 8,081.00	28.81	\$ 19,966.00	\$ 14,057.00	70.40	\$ 5,909.00	\$ 4,872.00	\$ 144.00	\$ 5,016.00	\$ 1,358.00	\$ 3,658.00										
2014 (Peak Bettencourt Affair)	\$ 29,952.00	\$ 8,642.00	28.85	\$ 21,310.00	\$ 15,000.00	70.39	\$ 6,310.00	\$ 5,172.00	\$ -	\$ 5,172.00	\$ 1,477.00	\$ 3,695.00										
2013	\$ 30,520.00	\$ 8,769.00	28.73	\$ 21,751.00	\$ 15,488.00	71.21	\$ 6,263.00	\$ 5,147.00	\$ 199.00	\$ 5,346.00	\$ 1,412.00	\$ 3,934.00										
2012	\$ 28,889.00	\$ 8,472.00	29.33	\$ 20,417.00	\$ 14,772.00	72.35	\$ 5,645.00	\$ 4,755.00	\$ 230.00	\$ 4,985.00	\$ 1,293.00	\$ 3,692.00										
2011	\$ 28,334.00	\$ 8,150.00	28.76	\$ 20,184.00	\$ 14,742.00	73.04	\$ 5,442.00	\$ 4,586.00	\$ 243.00	\$ 4,829.00	\$ 1,428.00	\$ 3,401.00										
2010	\$ 25,890.00	\$ 7,565.00	29.22	\$ 18,325.00	\$ 13,290.00	72.52	\$ 5,035.00	\$ 4,060.00	\$ 126.00	\$ 4,186.00	\$ 1,208.00	\$ 2,978.00										
2009 (Baseline)	\$ 24,374.00	\$ 7,200.00	29.54	\$ 17,174.00	\$ 12,415.00	72.29	\$ 4,759.00	\$ 3,596.00	\$ (149.00)	\$ 3,447.00	\$ 943.00	\$ 2,504.00										
Increase 2010 - 2024 (16 years)	\$ 22,683.00	\$ 4,949.00	-3.72%	\$ 17,734.00	\$ 11,085.00	-4.97%	\$ 6,649.00	\$ 5,805.00		\$ 5,678.00	\$ 1,238.00	\$ 4,440.00										
INCREASE PER YEAR AVERAGE (16 YEARS)	\$ 1,417.69	\$ 309.31		\$ 1,108.38	\$ 692.81		\$ 415.56	\$ 362.81		\$ 354.88	\$ 77.38	\$ 277.50										
Increase 2010-2019 (10 Years)	\$ 7,568.00	\$ 1,467.00	-2.54%	\$ 6,101.00	\$ 2,730.00	-6.70%	\$ 3,371.00	\$ 2,153.00		\$ 1,874.00	\$ 648.00	\$ 1,226.00										
INCREASE PER YEAR AVERAGE	\$ 756.80	\$ 146.70		\$ 610.10	\$ 273.00		\$ 337.10	\$ 215.30		\$ 187.40	\$ 64.80	\$ 122.60										
Increase 2020-2024 (5 Years)	\$ 15,082.00	\$ 3,545.00	-1.18%	\$ 11,537.00	\$ 8,396.00	2.69%	\$ 3,141.00	\$ 3,451.00		\$ 3,669.00	\$ 799.00	\$ 2,870.00										
INCREASE PER YEAR AVERAGE (5 YEARS)	\$ 3,016.40	\$ 709.00		\$ 2,307.40	\$ 1,679.20		\$ 628.20	\$ 690.20		\$ 733.80	\$ 159.80	\$ 574.00										
INCREASE BETWEEN TWO AVERAGES	4.00	4.83		3.78	6.15		1.86	3.21		3.92	2.47	4.68										
% INCREASE BETWEEN TWO PERIODS	400%	483%		378%	615%		186%	321%		392%	247%	468%										

The cost to produce goods % went down between 2009-2024 3.72% saving 1.750 Billion in 2024 (see slide 3)

The operating costs % went down between 2009-2024 4.97% saving 1.7 Billion in 2024 (see slide 4)

L'oreal SA annual and quarterly EBITDA history from 2010 to 2024. EBITDA can be defined as earnings before interest, taxes, depreciation and amortization.
 L'oreal SA annual/quarterly net income history and growth rate from 2010 to 2024. Net income can be defined as company's net profit or loss after all revenues, income items, and expenses have been accounted for.

2010-2019 DURING/POST BETTENCOURT AFFAIRE/PRE COVID
 Profits went up 7.56 Billion (OVER 10 YEARS) WHICH MEANS THE AVERAGE INCREASE PER YEAR IS - 756 MILLION
 Over 10 years the cost of goods as a percentage goes down 2.5% as Annual Revenue increase 9 Billion Dollars
 Over 10 years the operating costs percentage goes down 6.7% as Annual Gross profits increased 7.3 Billion Dollars

2020 - 2024 COVID/POST COVID
 Profits went up 2020-2024 - 15.1 Billion (OVER 5 YEARS) WHICH MEANS THE AVERAGE INCREASE PER YEAR IS 3 BILLION
 Over 5 years the cost of goods as a percentage goes down 1.18% as Annual Revenue increase 15 Billion Dollars
 Over 5 years the operating costs percentage goes up 2.69% as Annual Gross profits increased 11.5 Billion Dollars

L'OREAL COST TO PRODUCE GOODS 2009 – 2024

Year	Annual Revenue (R) Billions USD TOTAL REVENUE	LESS Cost to produce goods	COST OF GOODS AS PERCENTAGE OF TOTAL REVENUE	IF PERCENTAGE FROM 2009 STAYED AT 29.54%	SAVINGS FROM REDUCING COST TO PRODUCE
2024	\$ 47,057.00	\$ 12,149.00	25.82	\$ 13,900.64	1751.64
2023	\$ 44,572.00	\$ 11,653.00	26.14	\$ 13,166.57	1513.57
2022	\$ 40,311.00	\$ 11,144.00	27.65	\$ 11,907.87	763.87
2021	\$ 38,199.00	\$ 9,977.00	26.12	\$ 11,283.98	1306.98
2020	\$ 31,975.00	\$ 8,604.00	26.91	\$ 9,445.42	841.41
2019	\$ 33,458.00	\$ 9,032.00	27.00	\$ 9,883.49	851.49
2018	\$ 31,813.00	\$ 8,659.00	27.22	\$ 9,397.56	738.56
2017	\$ 29,415.00	\$ 8,319.00	28.28	\$ 8,689.19	370.19
2016	\$ 28,591.00	\$ 8,124.00	28.41	\$ 8,445.78	321.78
2015	\$ 28,047.00	\$ 8,081.00	28.81	\$ 8,285.08	204.08
2014	\$ 29,952.00	\$ 8,642.00	28.85	\$ 8,847.82	205.82
2013	\$ 30,520.00	\$ 8,769.00	28.73	\$ 9,015.61	246.61
2012	\$ 28,889.00	\$ 8,472.00	29.33	\$ 8,533.81	61.81
2011	\$ 28,334.00	\$ 8,150.00	28.76	\$ 8,369.86	219.86
2010	\$ 25,890.00	\$ 7,565.00	29.22	\$ 7,647.91	82.91
2009	\$ 24,374.00	\$ 7,200.00	29.54	\$ 7,200.08	0.00
Totals		\$ 137,340.00		\$ 146,820.59	\$ 9,480.59
Avg per year		\$ 9,156.00		\$ 9,788.04	\$ 632.04

L'OREAL OPERATION COSTS 2009 – 2024

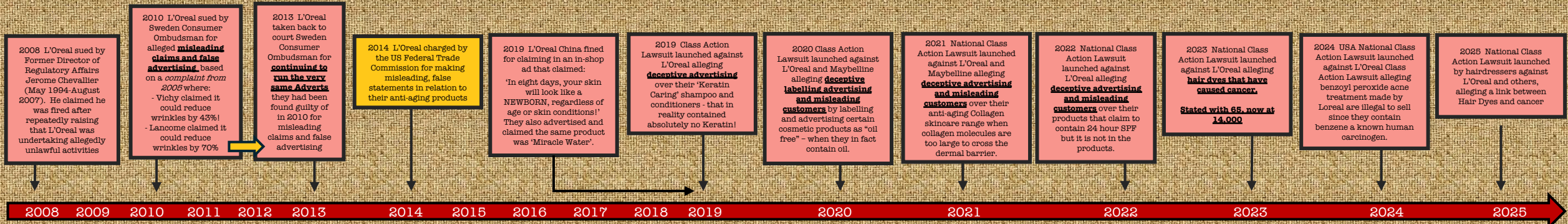
Year	Annual Gross Profit (GP) Billions USD (R) less cost to produce goods	LESS Operating costs	Operating Cost As a percentage Of GP	If percentage from 2009 Stayed at 72.52%	Savings from Reducing the operating costs
2024	\$ 34,908.00	\$ 23,500.00	67.32	\$ 25,234.99	1734.99
2023	\$ 32,919.00	\$ 22,249.00	67.59	\$ 23,797.15	1548.15
2022	\$ 29,167.00	\$ 19,692.00	67.52	\$ 21,084.82	1392.82
2021	\$ 28,222.00	\$ 18,827.00	66.71	\$ 20,401.68	1574.68
2020	\$ 23,371.00	\$ 15,104.00	64.63	\$ 16,894.90	1790.90
2019	\$ 24,426.00	\$ 16,020.00	65.59	\$ 17,657.56	1637.56
2018	\$ 23,154.00	\$ 16,031.00	69.24	\$ 16,738.03	707.03
2017	\$ 21,096.00	\$ 14,433.00	68.42	\$ 15,250.30	817.30
2016	\$ 20,467.00	\$ 13,867.00	67.75	\$ 14,795.59	928.59
2015	\$ 19,966.00	\$ 14,057.00	70.40	\$ 14,433.42	376.42
2014	\$ 21,310.00	\$ 15,000.00	70.39	\$ 15,405.00	405.00
2013	\$ 21,751.00	\$ 15,488.00	71.21	\$ 15,723.80	235.80
2012	\$ 20,417.00	\$ 14,772.00	72.35	\$ 14,759.45	-12.55
2011	\$ 20,184.00	\$ 14,742.00	73.04	\$ 14,591.01	-150.99
2010	\$ 18,325.00	\$ 13,290.00	72.52	\$ 13,247.14	-42.86
2009	\$ 17,174.00	\$ 12,415.00	72.29	\$ 12,415.08	0.00
Totals		\$ 247,072.00		\$ 260,014.84	\$ 12,942.84
Avg per year (15 years)		\$ 16,471.47		\$ 17,334.32	\$ 862.86

L'OREAL TAXES FOR THE YEARS 2009 – 2024

Year	Pre-Tax Income (Billions)	LESS Income Taxes (Billions)	Corporate tax rate in France	Tax due as per the Corporate tax rate In France	Difference Between Paid and Due (Millions)
2024	\$ 9,125.00	\$ 2,181.00	25.0%	\$ 2,281.25	\$ 100.25
2023	\$ 8,659.00	\$ 1,960.00	25.0%	\$ 2,164.75	\$ 204.75
2022	\$ 8,018.00	\$ 2,001.00	25.0%	\$ 2,004.50	\$ 3.50
2021	\$ 7,154.00	\$ 1,710.00	26.5%	\$ 1,895.81	\$ 185.81
2020	\$ 5,456.00	\$ 1,382.00	28.0%	\$ 1,527.68	\$ 145.68
2019	\$ 6,060.00	\$ 1,856.00	31.0%	\$ 1,878.60	\$ 22.60
2018	\$ 6,122.00	\$ 1,517.00	33.0%	\$ 2,020.26	\$ 503.26
2017	\$ 5,343.00	\$ 1,019.00	33.3%	\$ 1,779.22	\$ 760.22
2016	\$ 4,784.00	\$ 1,344.00	33.3%	\$ 1,593.07	\$ 249.07
2015	\$ 5,016.00	\$ 1,358.00	33.3%	\$ 1,670.33	\$ 312.33
2014	\$ 5,172.00	\$ 1,477.00	33.3%	\$ 1,722.28	\$ 245.28
2013	\$ 5,346.00	\$ 1,412.00	33.3%	\$ 1,780.22	\$ 368.22
2012	\$ 4,985.00	\$ 1,293.00	33.3%	\$ 1,660.01	\$ 367.01
2011	\$ 4,829.00	\$ 1,428.00	34.4%	\$ 1,661.18	\$ 233.18
2010	\$ 4,186.00	\$ 1,208.00	34.4%	\$ 1,439.98	\$ 231.98
2009	\$ 3,447.00	\$ 943.00	34.4%	\$ 1,185.77	\$ 242.77
		\$ 24,089.00		\$ 28,264.90	\$ 4,175.90

L'Oreal
& The
FDA

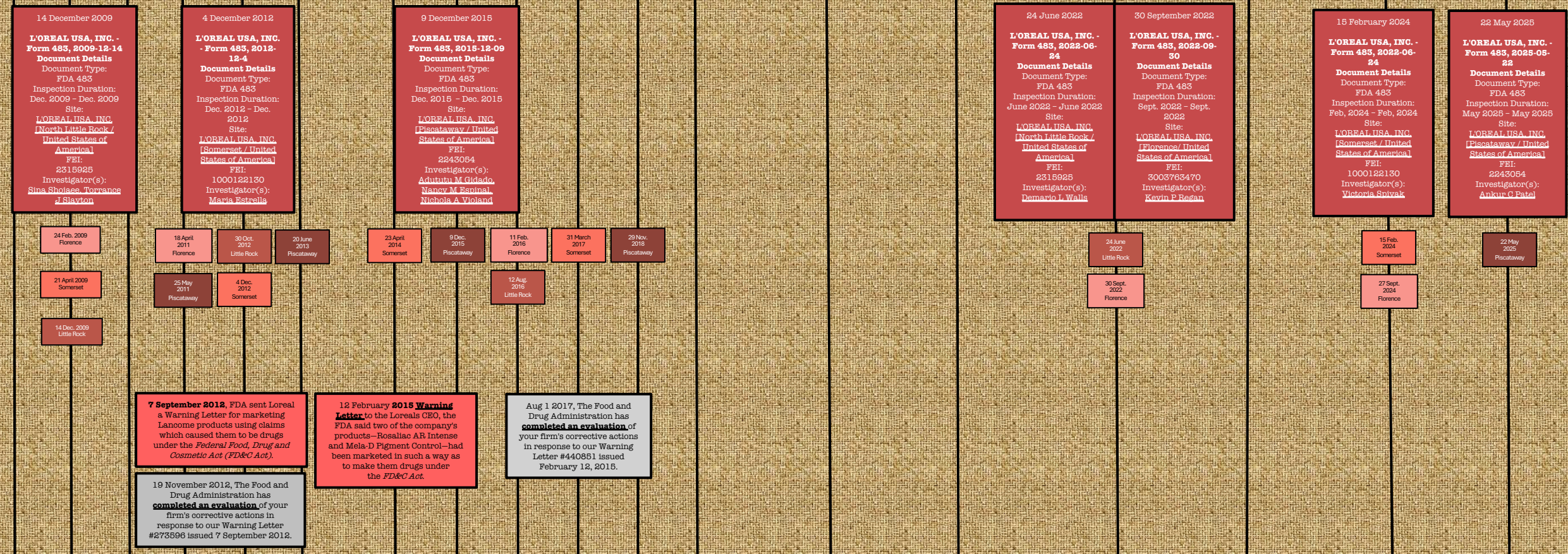
Lawsuits & Class Action Lawsuits



FDA 483

INSPECTIONS

WARNINGS LETTERS



L'OREAL USA PRODUCTS - FDA FILINGS TO CLASSIFY THEIR PRODUCTS AS OVER THE COUNTER DRUGS



Cosmetic Products under the Federal Law are described as: Cosmetics are any article "intended to be rubbed, poured, sprinkled or sprayed on, introduced into or otherwise applied to the human body ... for cleansing, beautifying, promoting attractiveness or altering the appearance." In other words, the products are intended to either clean the body or beautify it—not to heal it, cure it or otherwise affect its structure or function.

Drugs under the Federal Law are described as: The FDA defines a drug as any substance (other than food) intended for use in the diagnosis, cure, mitigation, treatment, or prevention of disease, or intended to affect the structure or any function of the body.

The purpose of an **FDA Warning Letter** is to formally notify the company of violations that the FDA has determined are significant. It typically **follows an FDA 483** when the agency concludes that the observations were **not adequately addressed.**

FDA OTC DRUG FILINGS