



L'ORÉAL

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**2018**  
ANNUAL RESULTS

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CONSUMER PRODUCTS  
DIVISION

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Alexis PERAKIS-VALAT

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8 February 2019



# MASS MARKET

≈ +4%\*

\*L'Oréal internal estimates excluding soap, tooth paste and razors. 2018 provisional estimates.  
Net manufacturing price (sell-in). Growth at constant exchange rate



# L'ORÉAL

Consumer Products

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+2.5%\*  
like-for-like



# L'ORÉAL

Consumer Products

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**SELL-OUT  
ACCELERATION  
IN Q4\***

\*L'Oréal internal estimates - Sell-out in value



L'ORÉAL

Consumer Products

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**2018**  
HIGHLIGHTS

# OUTPERFORMING IN THE NEW MARKETS



NEW



**OILY, STICKY HAIR?**  
DISCOVER THE  
POWER OF CLAY.

**L'ORÉAL**  
PARIS

\*Consumer Test





L'ORÉAL  
Consumer Products

ASIA  
PACIFIC

+12.6%\*

\*2018 like-for-like sales growth

# L'ORÉAL

Consumer Products

CHINA

+15.7%\*

INDIA

+19.6%\*

PHILIPPINES +23.0%\*

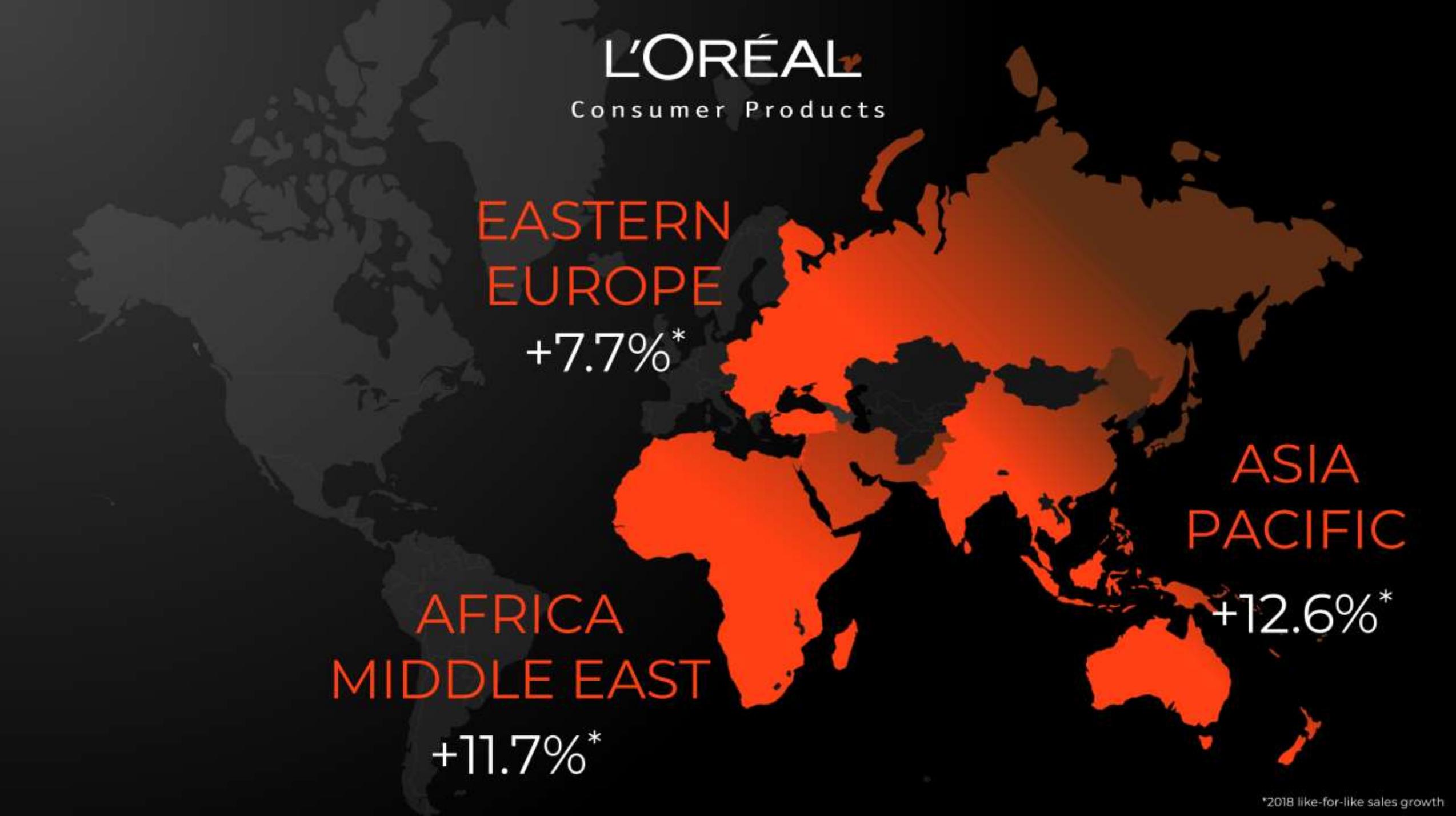




L'ORÉAL  
Consumer Products

EASTERN  
EUROPE  
+7.7%\*

ASIA  
PACIFIC  
+12.6%\*



L'ORÉAL  
Consumer Products

EASTERN  
EUROPE  
+7.7%\*

AFRICA  
MIDDLE EAST  
+11.7%\*

ASIA  
PACIFIC  
+12.6%\*

L'ORÉAL  
Consumer Products

# UNITED STATES

**MARKET SHARE GAINS**  
IN MAKEUP, HAIR CARE  
AND HAIR COLOR\*

\* Source : NIELSEN retail panel

A dark grey world map is centered on the screen. Two regions are highlighted in a bright orange color: Western Europe and Brazil. The text 'L'ORÉAL Consumer Products' is at the top center. The text 'WESTERN EUROPE' is to the right of the orange European region. The text 'BRAZIL' is to the right of the orange Brazilian region.

# L'ORÉAL

Consumer Products

WESTERN  
EUROPE

BRAZIL



L'ORÉAL  
PARIS

+4.6%\*

\*2018 like-for-like sales growth



MAYBELLINE  
NEW YORK

+5.0%\*

\*2018 like-for-like sales growth



**FACE CARE  
ACCELERATION**

**DOUBLE DIGIT  
GROWTH\***

\*2018 like-for-like sales growth



**FACE CARE  
ACCELERATION**

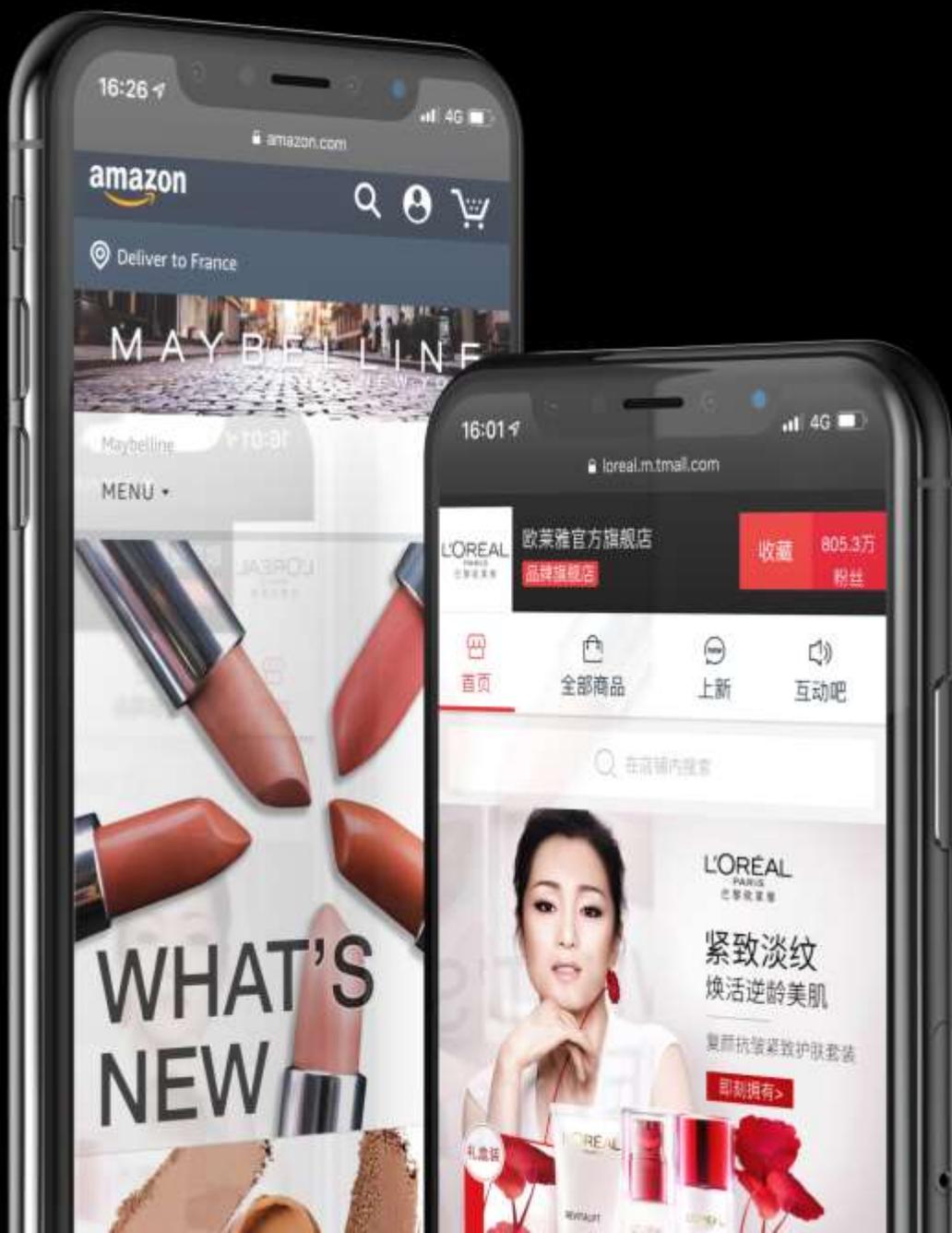
**DOUBLE DIGIT  
GROWTH\***

\*2018 like-for-like sales growth



OUTPERFORMING  
**IN MAKEUP\***

\* Source : NIELSEN retail panel



# E-COMMERCE

+38%\*

\*2018 like-for-like sales growth. Sales achieved on our brands' own websites + pure players & estimated sales achieved by our brand corresponding to sales through our retailers' websites (non-audited data)

2019

# 4 ENGINES

TO ACCELERATE  
THE GROWTH OF THE DIVISION



N°1

THE POWER  
OF INNOVATION



CONSTANTLY  
REINVENTING  
OUR CORE

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L'ORÉAL  
PARIS

REVITALIFT



LONG HAIR  
GOALS?  
SAVE YOUR  
LAST 3 CMS.

L'ORÉAL  
PARIS



FORMULA WITH  
VEGETAL KERATIN + CASTOR OIL

NEW  
**ELSEVE**  
*Dream length*



LONG DAMAGED HAIR

LONG DAMAGED HAIR



CLUMP-FREE  
VOLUME.  
ON & OFF  
IN A SNAP.

on in a snap

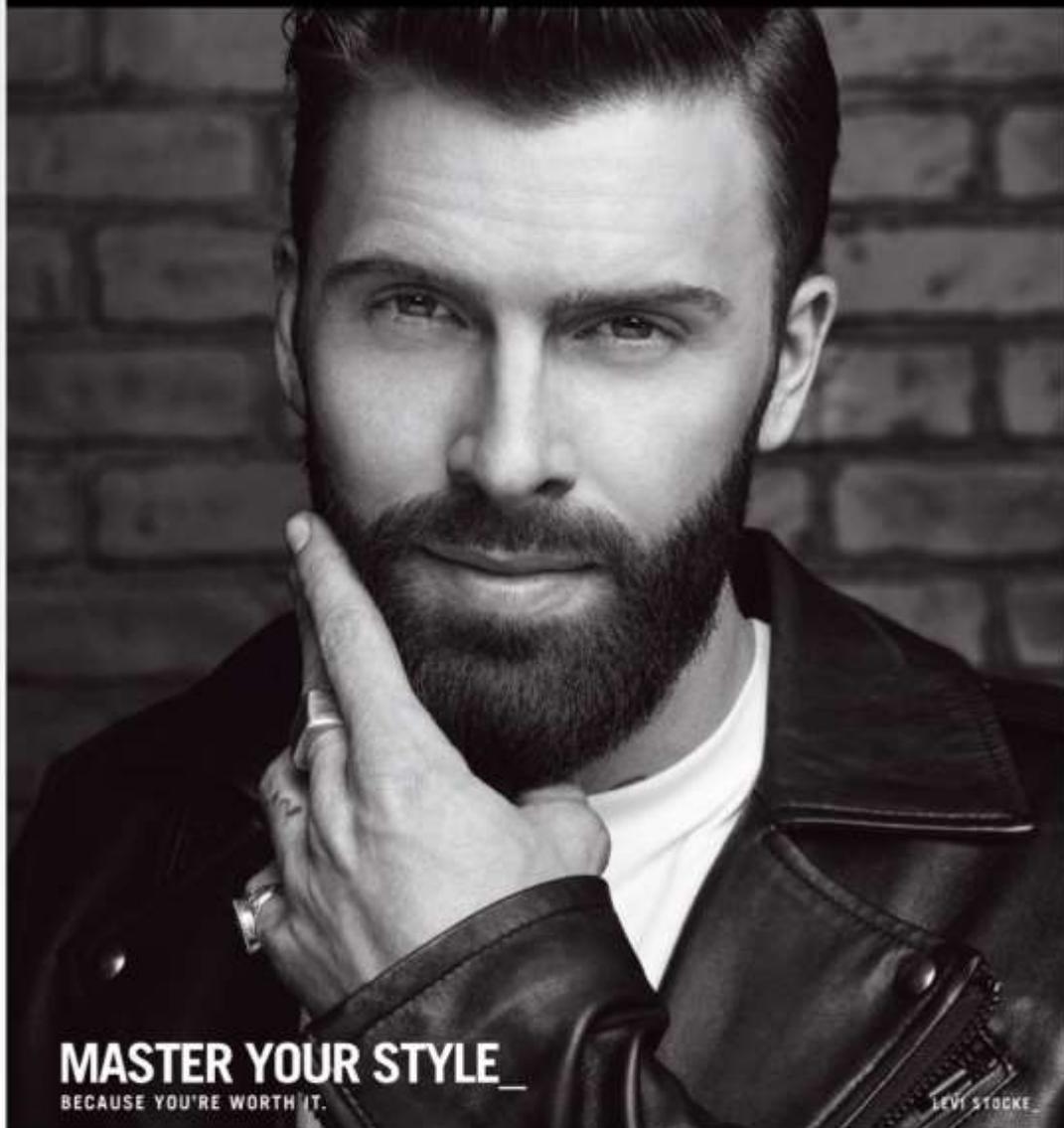
MAYBELLINE  
NEW YORK

NEW  
**SNAPSCARA**  
Easy On/Easy Off Mascara  
Not clumpy. Not flaky.  
Not just mascara.  
New Snapscara.

off in a snap

Cleans off in a snap.

Maybelline.com  
©2018 Maybelline LLC



**MASTER YOUR STYLE**  
BECAUSE YOU'RE WORTH IT.

LEVI STÖCKE



**JOIN THE CLUB**  
**TAME YOUR BEARD**



NEW  
**BARBER CLUB**  
*LONG BEARD & SKIN OIL*

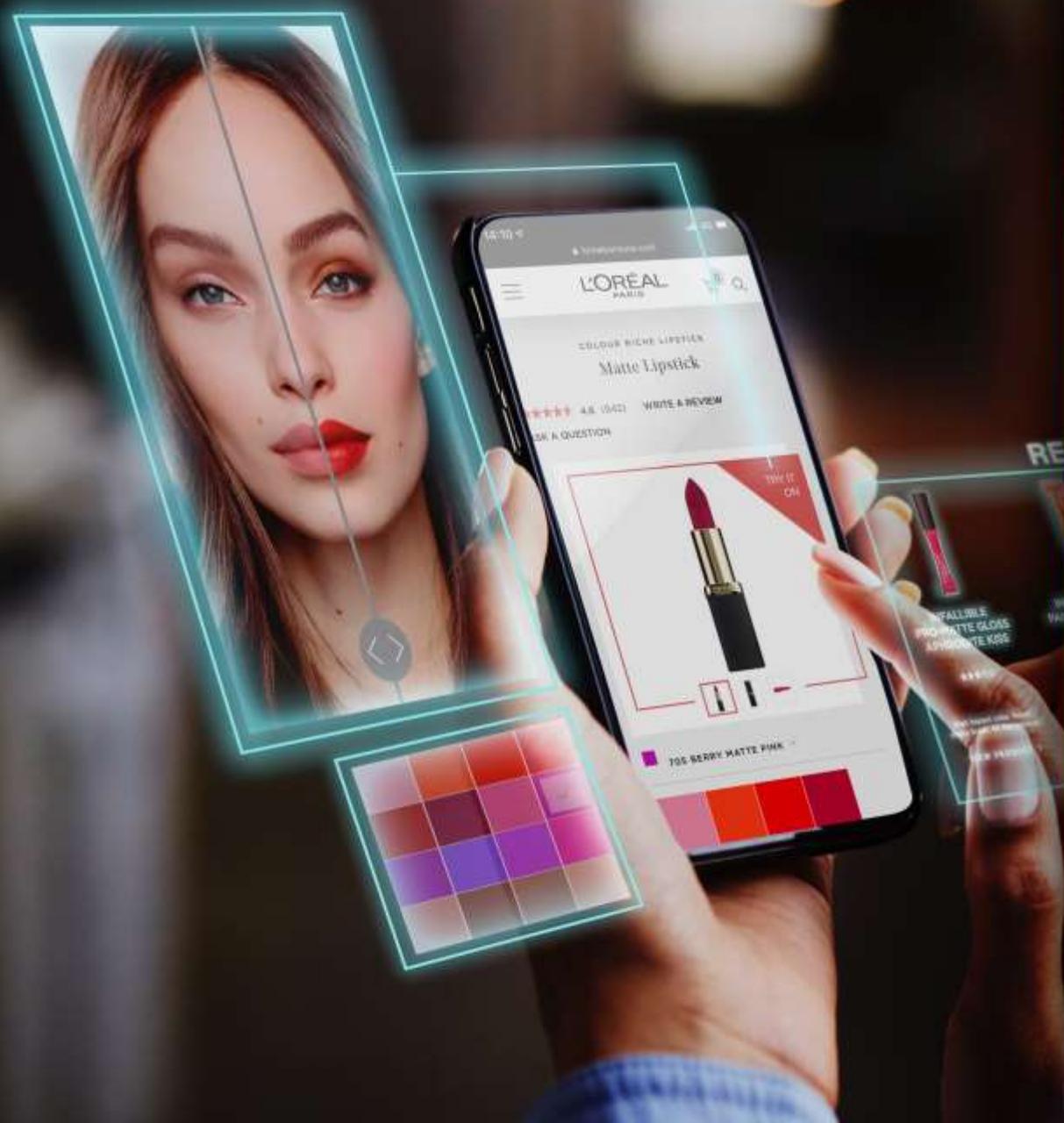
- Powered by cedarwood essential oil
- Tame and condition your beard
- Nourish and soothe skin underneath
- A best-in-class beard all day

**L'ORÉAL**  
PARIS  
**MEN EXPERT**



N°2

MARKETING 3.0



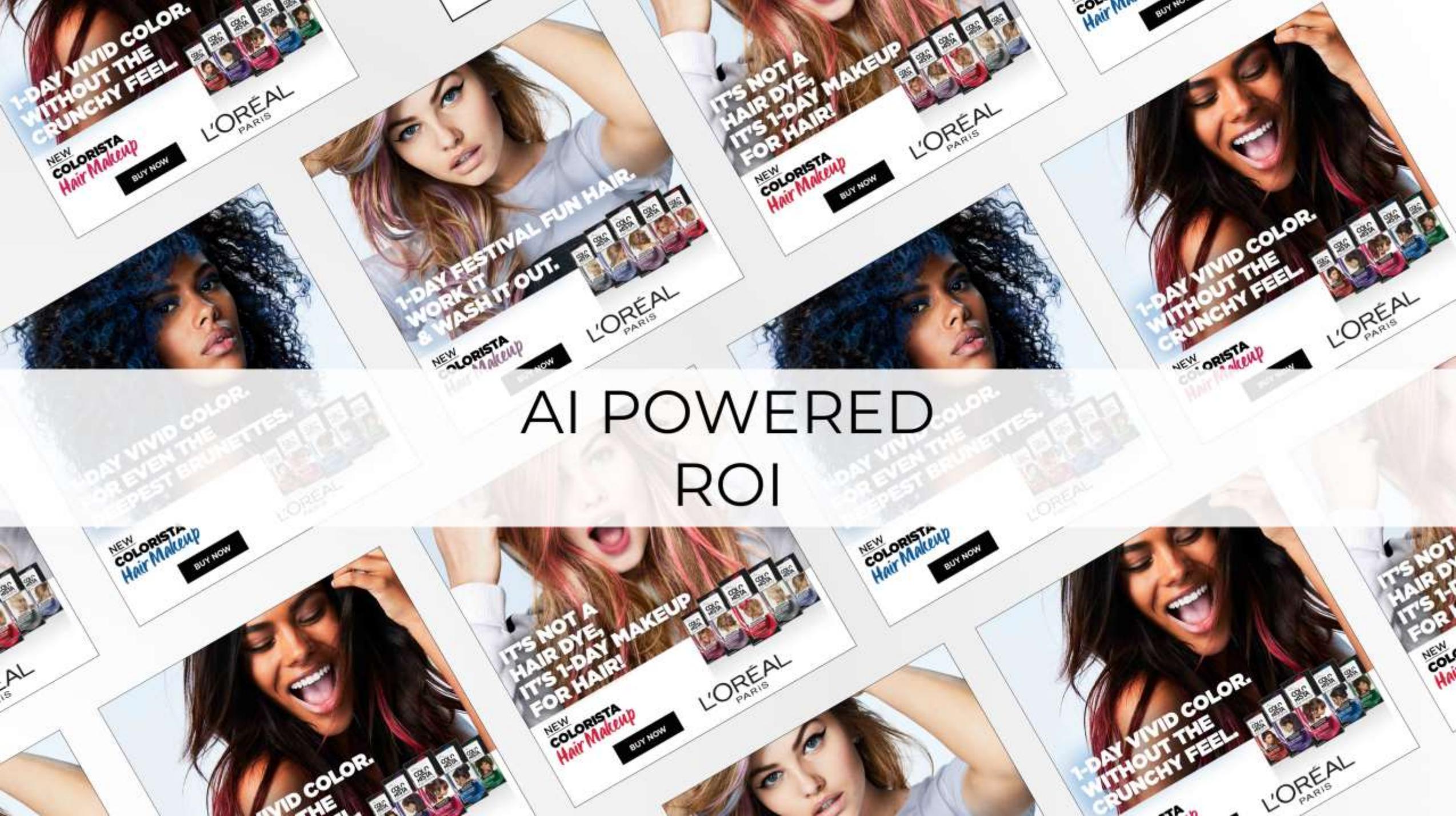
AUGMENTED  
REALITY

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MAKEUP  
**VIRTUAL TRY-ONS**



MORE THAN  
**4 BILLION** IMPRESSIONS



# AI POWERED ROI



N°3

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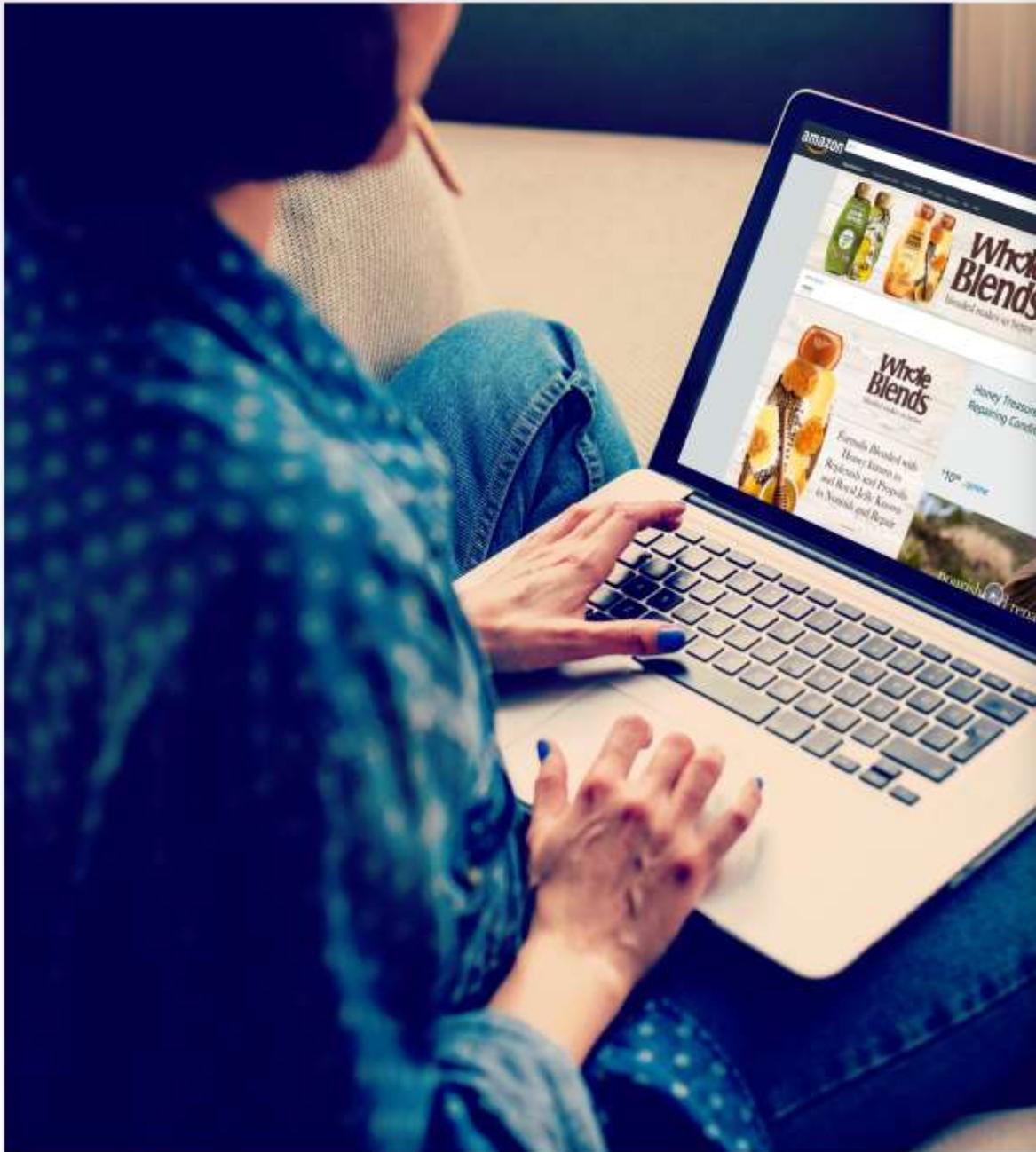
E-COMMERCE  
ACCELERATION

# E-COMMERCE ACCELERATION

## OUTPERFORMING IN CHINA\*

\*L'Oréal internal estimates excluding soap, tooth paste and razors. 2018 provisional estimates. Net manufacturing price (sell-in). Growth at constant exchange rate





# E-COMMERCE ACCELERATION

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**STRONG GROWTH**  
IN THE US\*

\*2018 like-for-like sales growth. Sales achieved on our brands' own websites + pure players & estimated sales achieved by our brand corresponding to sales through our retailers' websites (non-audited data)



# E-COMMERCE ACCELERATION

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INDIA, INDONESIA,  
RUSSIA, UK\*

\*2018 like-for-like sales growth. Sales achieved on our brands' own websites + pure players & estimated sales achieved by our brand corresponding to sales through our retailers' websites (non-audited data)

# Colorlab BY watsons



MAYBELLINE  
NEW YORK

L'ORÉAL  
PARIS

KATE  
COSMETICS

I'M HOT!



- 1
- 2
- 3
- 4
- 5

A photograph of a well-lit L'Oréal Paris store. The shelves are filled with various beauty products, including foundations, concealers, and lipsticks. A woman's face is featured in a large advertisement at the top. The store has a modern, clean aesthetic with black shelving and bright lighting.

L'ORÉAL  
PARIS

... Joli teint

... Embrasse-moi

... les yeux de beauté

PROFESSIONAL MAKEUP

...le  
drugstore  
parisien



N<sup>o</sup>4

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SEIZE  
WHAT'S STARTING



LOGONA  
NATURKOSMETIK

LOGONA  
NATURKOSMETIK

060  
Pflanzen  
HAARFARBE  
PULVER

Intensive Leuchtkraft,  
Glanz & Volumen

Vegan

LOGONA  
NATURKOSMETIK

FARBREFLEX  
SHAMPOO BRÄUNLICH-SCHWARZ  
BIÖL-HASELNUSS

Vegan

LOGONA  
von Natur aus schön –  
von der Kopfhaut bis in die Spitzen



SANTE  
NATURKOSMETIK

100% natürlich  
NATURKOSMETIK

BIO

Vegan

NATURKOSMETIK OHNE KOMPROMISSE



## LE NOUVEAU VISAGE DU **BIO**



LE POUVOIR ANTI-ÂGE DE L'HUILE D'OLIVE BIO,  
SOURCE DE JOUVENCE POUR LA PEAU.





# 4 ENGINES

- INNOVATION
- MARKETING 3.0
- E-COMMERCE ACCELERATION
- SCALING NEW TRENDS





## DISCLAIMER

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This document 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."