A YEAR LIKE NO OTHER

2020

2020 REVIEW
WORLDWIDE BEAUTY MARKET\(^1\)

\[\approx -8\%\]

\(^1\)L’Oréal worldwide beauty market estimates, excluding razors, soaps and toothpastes. 2020 provisional estimates, at constant exchange rates.
L’Oréal worldwide beauty market estimates, excluding razors, soaps and toothpastes. 2020 provisional estimates, at constant exchange rates. *2020 like-for-like sales % change.
BACK TO GROWTH

H1: -11.7%
Q3: +1.6%
Q4: +4.8%

Like-for-like sales % change.
3 strategic bets
Go full blast on digital and e-commerce

Cover up with hats, gloves and scarves when braving the winter weather.
Maintain our key product launches in the second half
Unleash strong media support and business drivers
3 DIVISIONS OUT OF 4 SIGNIFICANTLY STRENGTHENED THEIR POSITIONS
ACTIVE COSMETICS

Best year

+18.9%
ACTIVE COSMETICS

$3 Bn
sales

2020 REVIEW
ACTIVE COSMETICS

+18.9\% \textsuperscript{2}

≈ +2\% \textsuperscript{1}

MARKET

L’ORÉAL

2020 REVIEW

L’Oréal worldwide beauty market estimates, excluding razors, soaps and toothpastes. 2020 provisional estimates, at constant exchange rates.

\textsuperscript{2}2020 like-for-like sales growth.
PROFESSIONAL PRODUCTS

2020

A remarkable year
Strong share gains

MARKET

L’ORÉAL

≈ -16%

-6.4%

L’Oréal worldwide beauty market estimates, excluding razors, soaps and toothpastes. 2020 provisional estimates, at constant exchange rates. -2020 like-for-like sales % change.
PROFESSIONAL PRODUCTS

Record 2\textsuperscript{nd} half

\[+8.7\%\] \textsuperscript{\textsuperscript{1}} in H2

Best growth in 16 years

\textsuperscript{1}H2-2020 like-for-like sales growth.
L’ORÉAL LUXE

Strong outperformance
10th consecutive year

L’Oréal worldwide beauty market estimates, excluding razors, soaps and toothpastes. 2020 provisional estimates, at constant exchange rates.

-8.1%²

≃ -14%¹

2020 REVIEW
L’ORÉAL LUXE

+4% in Q4

Q4-2020 like-for-like sales growth.
CONSUMER PRODUCTS

MARKET

L’ORÉAL

≈ -5%¹

-4.7%²

¹L’Oréal worldwide beauty market estimates, excluding razors, soaps and toothpastes. 2020 provisional estimates, at constant exchange rates.
²2020 like-for-like sales % change.
CONSUMER PRODUCTS

+8% IN H2 EXCLUDING MAKE-UP

H2-2020 like-for-like sales growth.
Outperformance in most regions
L'Oréal worldwide beauty market estimates, excluding razors, soaps and toothpastes. 2020 provisional estimates, at constant exchange rates.

1. 2020 provision sales % change.
2. 2020 like-for-like sales % change.
CHINA

Quick rebound

+27% Sales growth

2020 like-for-like sales growth.

2020 REVIEW
BRAZIL

Back in force

+10.5%

Profound transformations

2020 REVIEW
USA

Back to growth in H2

+2.8%
Sales growth

2020 REVIEW
USA

Strong acceleration of e-commerce

+83%¹

Sales growth

¹Like for like sales growth: Sales achieved on our brands’ own websites and estimated sales achieved by our brands corresponding to sales through our retailers’ websites (non audited data)
OPERATING MARGIN
(% SALES)

18.6%  18.6%

2019  2020

2020 REVIEW
EARNINGS PER SHARE

2019: €7.74
2020: €7.30

-5.7% decrease

Diluted earnings per share, excluding non-recurring items, after non-controlling interests
DIVIDEND PER SHARE

€3.85  €4.00¹

+3.9%

2019  2020

¹Will be proposed at the shareholders' meeting to be held on 20 April 2021.
LOYALTY BONUS

€4.00

+10%

€4.40

Dividend increase for shareholders who have continuously held shares in registered form for at least two years.
From December 31st, 2019 to December 31st, 2020

2020 REVIEW

CAC40
-7%

L'ORÉAL
+18%
Combative & Voluntarist
state of mind
A much more balanced Group
Breakdown of 2020 sales (as %)

- New Markets: 48.5%
- North America: 24.7%
- Western Europe: 26.8%

15 YEARS OF TRANSFORMATION

2020 REVIEW
ASIA PACIFIC

1st Region

2020 REVIEW

15 YEARS OF TRANSFORMATION
CHINA

9th Market in 2006

2020 REVIEW

15 YEARS OF TRANSFORMATION
More balanced by Categories and by Channels

2020 REVIEW

15 YEARS OF TRANSFORMATION
15 years ago

HAIRCARE

Leading category

2020 REVIEW

15 YEARS OF TRANSFORMATION
SKINCARE

1st Category
More balanced by Channels
Breakdown of 2020 sales (as %)

**Consumer Products**
- Active Cosmetics: 10.8%
- Professional Products: 11.1%

**L’Oréal Luxe**
- Consumer Products: 41.8%
- Professional Products: 11.1%
Change of scale

Sales $x^2$ in 15 years

PROFITABILITY
(% SALES)

15.6%  18.6%

2005  2020

15 YEARS OF TRANSFORMATION

2020 REVIEW
NET PROFIT

L’Oréal created ever more value 

+350% in 15 years

Increase of L’Oréal share price: +363% between April 17th, 2006 and April 16th, 2021
Market capitalisation

Between April 17th, 2006 and April 16th, 2021

2020 REVIEW

15 YEARS OF TRANSFORMATION
TOTAL SHAREHOLDER RETURN¹

13.3%  16.2%  20.7%

15 YEARS  10 YEARS  3 YEARS

¹Takes into account the value of the share and the dividend income received. At December 31st, 2020.
NEW MISSION

Beauty for all
NEW AMBITION

To seduce

1 billion

new consumers
NEW STRATEGY
Universalisation

2020 REVIEW
15 YEARS OF TRANSFORMATION
NEW SENSE OF PURPOSE

Create
the beauty
that moves
the world
NEW
L’ORÉAL
TRANSFORMATIONS & REVOLUTIONS
1 REVOLUTION
Digital & E-commerce

2020 REVIEW
15 YEARS OF TRANSFORMATION
e-commerce sales in 2020

>€7 Bn

*Sales achieved on our brands' own websites and estimated sales achieved by our brands corresponding to sales through our retailers’ websites (non audited data)*
1st Market of the Group

27% of sales

Like for like sales growth. Sales achieved on our brands’ own websites and estimated sales achieved by our brands corresponding to sales through our retailers’ websites (non audited data)
Leader of e-commerce

15 YEARS OF TRANSFORMATION

2020 REVIEW
Reinvention of our marketing model

2/3 of media spend on digital
15 YEARS OF TRANSFORMATION

2020 REVIEW

Bn virtual try-ons
A MORE CONNECTED, MORE PERSONALISED, MORE SOCIAL BEAUTY
Champion of Beauty Tech

2020 REVIEW

15 YEARS OF TRANSFORMATION
Responsibility & Sustainability

2020 REVIEW

15 YEARS OF TRANSFORMATION
INNOVATING SUSTAINABLY

DEVELOPING SUSTAINABLY

SHARING BEAUTY WITH ALL

PRODUCING SUSTAINABLY

LIVING SUSTAINABLY

DESIGN & SOURCING

PEOPLE & PARTNERS

LESS & MORE

INFORM & EMPOWER
-81% CO₂ emissions

Réduction in CO₂ emissions from plants and distribution centres since 2005
150 Million euros

SUPPORTING VULNERABLE WOMEN

ADDRESSING ENVIRONMENTAL EMERGENCY
Universalisation of the best social practices
Social protection  Healthcare  Parenthood  Quality of life at work
Diversity & Inclusion

15 YEARS OF TRANSFORMATION

2020 REVIEW
Ethics
Pioneering approach

Ask all your QUESTIONS
POST AND VOTE BY 21st OCTOBER 2020
JEAN-PAUL AGON WILL ANSWER ON 22nd OCTOBER 2020

2020 REVIEW
15 YEARS OF TRANSFORMATION
Managerial
Cultural revolution

simplicity

Internal

- test & learn is the new perfection
- problem solving together is the new meeting behavior
- consumer satisfaction is the new product performance
- empowerment is the new management

15 YEARS OF TRANSFORMATION

2020 REVIEW
Solidarity
flexibility
efficacy
among our teams

2020 REVIEW
15 YEARS OF TRANSFORMATION
Dedication to one sole vocation

Beauty

2020 REVIEW
15 YEARS OF TRANSFORMATION
Primacy of Research
Quality
Efficacy
Safety
Responsibility
A balanced business model that creates value
Stronger, better equipped to win

2020 REVIEW

15 YEARS OF TRANSFORMATION
Confidence in the future

2020 REVIEW

15 YEARS OF TRANSFORMATION

L'ORÉAL
Thank you

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