ANNUAL GENERAL MEETING 2021

L’ORÉAL

Nicolas HIERONIMUS
THE COMPANY

of a lifetime
L’OREAL
34 years
100 years dedicated to hairstylists
CONTINUITY

CONFIDENCE

CREATING THE FUTURE OF BEAUTY
CONTINUITY
GROWTH IN SALES & OUTPERFORM THE MARKET
MARKET SHARE
L’ORÉAL

GLOBAL MARKET SHARE
~13%

Source: L’Oréal estimate 2020, excluding razors, soaps and toothpaste.
MARKET SHARE

L’ORÉAL

TRAVEL RETAIL
~ 20%

Source: L’Oréal estimate 2020, excluding razors, soaps and toothpaste.

NORTH AMERICA
~ 13%

LATIN AMERICA
~ 9%

AFRICA MIDDLE EAST
~ 11%

EASTERN EUROPE
~ 14%

ASIA PACIFIC
~ 11%
MARKET SHARE
L’ORÉAL

WESTERN EUROPE
16% to 30%

Source: L’Oréal estimate 2020, excluding razors, soaps and toothpaste.
Pursuing Chinese Momentum
Boosting Growth in the USA
Accelerating in Emerging Markets
PURE PLAYER
MULTIFACETED
IN BEAUTY
PROFESSIONAL  

FMCG PLAYER
LUXURY DERMATOLOGICAL BEAUTY

FMCG PLAYER

LUXURY

DERMATOLOGICAL BEAUTY

PROFESSIONAL
RESEARCH & INNOVATION

3.4% OF TOTAL SALES
BRANDS

L'Oréal Paris
Maybelline New York
Garnier
La Roche-Posay
Lancôme
Armani
Kiehl's
Yes Saint Laurent
Biotherm
Vichy
Shu Uemura
Biore
3CE
SkinCeuticals
CeraVe
Nyx Professional Makeup
Kérastase Paris
Valentino
Viktor & Rolf
Mugler
Urban Decay
Prada
Yves Saint Laurent
Cacharel
Essie
Redken
Maison Margiela Paris
Atelier Cologne
Azzaro
Ralph Lauren
Diesel
SOLIDITY & STABILITY
“Seize what is starting”

THE POWER
OF THE
L’ORÉAL
MODEL
BEAUTY IS AND WILL ALWAYS BE ESSENTIAL
EARLY SIGNS OF RECOVERY
EARLY SIGNS OF RECOVERY
MARKET GROWTH DRIVERS

MIDDLE & UPPER CLASSES

YOUTH

SENIORS

MEN

URBANIZATION
BEAUTY WILL BOUNCE BACK
CREATING THE FUTURE OF BEAUTY

L’ORÉAL

3
LONG-TERM TRENDS

DIGITAL

SCIENCE & TECH

VALUES & SENSE OF PURPOSE

ENVIRONMENT

HEALTH & TRANSPARENCY
THE BEAUTY OF THE FUTURE WILL BE DIVERSE & INCLUSIVE
THE BEAUTY OF THE FUTURE WILL BE GENEROUS & COMMITTED
THE BEAUTY OF THE FUTURE WILL BE SUSTAINABLE
THE BEAUTY OF THE FUTURE WILL BE INNOVATIVE

GREEN SCIENCES
THE BEAUTY OF THE FUTURE WILL BE INNOVATIVE

TECH

DATA & AI
Barbara LAVERNOS
Deputy CEO, in charge of Research, Innovation and Technology
E-COMMERCE
50% OF BUSINESS

THE BEAUTY OF THE FUTURE WILL BE DIGITAL
THE COMPANY
OF THE FUTURE
OUTPERFORM THE MARKET

STRONG INNOVATION PLAN
SALES & PROFITS
GROWTH DRIVERS
CONTINUE THE L'ORÉAL ADVENTURE
CREATING THE FUTURE OF BEAUTY
CREATE THE BEAUTY THAT MOVES THE WORLD

L’ORÉAL