WHO WE ARE

OUR 2021 RESULTS

CONFIDENT & AMBITIOUS FOR THE FUTURE
L’ORÉAL

WHO WE ARE
L’ORÉAL
WORLD LEADER
IN BEAUTY

€32Bn
2021 SALES

~7Bn PRODUCTS
PER YEAR IN 150 COUNTRIES

€232.5Bn
MARKET CAPITALIZATION**

~€5Bn
2021 NET PROFIT*

85,400
EMPLOYEES

36th
IN THE WORLD**

* Net Profit excluding non recurring items after non controlling interests.  ** As of 31 December 2021.
L’ORÉAL

OVER THE LAST 10 YEARS

1.6 x OUR SALES

1.9 x OUR PROFIT
L’ORÉAL

SHAREHOLDER STRUCTURE

34.7%
BETTENCOURT-MEYERS FAMILY

20.1%
NESTLÉ

45.2%
PUBLIC & EMPLOYEES
L’ORÉAL
OUR BUSINESS MODEL
- 4 PILLARS & KEYS TO OUR SUCCESS
CREATE THE BEAUTY THAT MOVES THE WORLD

FOR 112 YEARS
APPETITE & INFINITE BEAUTY FOR IMMENSE APPETITE
L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
L’Oréal Estimates.
ALL DISTRIBUTION CHANNELS
ONLINE & OFFLINE

E-COMMERCE  BRICK & MORTAR  TRAVEL RETAIL
FOUR SEPARATE DIVISIONS

L’ORÉAL
CONSUMER PRODUCTS DIVISION

L’ORÉAL
LUXE

L’ORÉAL
Professional Products

L’ORÉAL
Active Cosmetics
A LEADING LUXURY GROUP

L'ORÉAL LUXE
BORN AS
PROFESSIONAL

L’Oreal
Professional Products
LEADING
DERMATOLOGICAL BEAUTY

L'ORÉAL
Active Cosmetics
OUR IDEAL
BALANCED PROFILE

ZONES

EUROPE
NORTH AMERICA
NORTH ASIA
LATIN AMERICA
SAPMENA / SUB-SAHARAN AFRICA*

DIVISIONS

CONSUMER PRODUCTS
PROFESSIONAL PRODUCTS
L’ORÉAL LUXE
ACTIVE COSMETICS

CATEGORIES

SKINCARE
HAIR PRODUCTS
MAKE UP
FRAGRANCES

* SAPMENA / SSA: South Asia - Pacific - Middle East - North Africa / Sub-Saharan Africa.
FUELED BY INNOVATION
RESEARCH & INNOVATION

4,000 RESEARCHERS

>€1Bn INVESTMENT

>3% OF ANNUAL SALES
OUR ACCRETIVE GROWTH MODEL
OPERATING PROFIT AS A % OF SALES*

* Excluding companies consolidated under the equity method as from 2013 and TBS as from 2017.
VERY DYNAMIC DIVIDEND POLICY

IN EUROS

Loyalty bonus of +10%**

Dividend increase for shareholders who have continuously held shares in registered form for at least two full calendar years

* Proposed at the Annual General Meeting of 21 April 2022.
** 2021 dividend paid in 2022: pay-out of the 10% loyalty bonus (preferential dividend of +10%) for shares held in registered form since 2019.
OUR 2021 RESULTS

L’ORÉAL
HISTORIC

BALANCED

RESPONSIBLE
L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
BEST GROWTH SINCE 1988

+16.1% | +11.3%

2 X THE MARKET

L’ORÉAL VS. MARKET
2021 VS. 2019

+12 PTS

1 2021 like-for-like sales growth. L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
COLLECTIVE PERFORMANCE
A GRAND SLAM
—
EVERY
DIVISION | ZONE | CATEGORY
Based on 2021 sales.
L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soaps, toothpastes, razors and blades. Excluding currency effects.

MARKET

+16%¹

+21%² | +11%²

VS. 2019

¹ L’Oréal beauty market estimates based on manufacturer's net prices, excluding soaps, toothpastes, razors and blades. Excluding currency effects.

² 2021 like-for-like sales growth.
THE DIVISION STRENGTHENED ITS FRAGRANCE LEADERSHIP
#1 IN VOLUME

1 2021 like-for-like sales growth, L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
TOP 3 EMERGING BEAUTY MARKETS

- BRAZIL
- INDIA
- MEXICO
L’ORÉAL

CONSUMER PRODUCTS DIVISION

MARKET

+4.5%\(^1\)

+5.6%\(^2\)  |  +6.5%\(^2\)

Q4 2021

\(^1\) L’Oréal beauty market estimates based on manufacturer's net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.

\(^2\) 2021 like-for-like sales growth.
TRANSFORMATION OF ITS BUSINESS MODEL
MARKET

+11%¹

+25%²  |  +17%²

VS. 2019

¹ L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
² 2021 like-for-like sales growth.
LEADERSHIP IN DERMATOLOGICAL BEAUTY

HAS DOUBLED ITS SIZE IN 4 YEARS’

1 Like-for-like sales growth from 2017 to 2021.
THE MEDICAL PRESCRIPTION MODEL
L’Oreal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.

1  L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.

2  2021 like-for-like sales growth.
GLOBAL MARKET SHARE

~13.2% 2020

+1 pt

~14.2% 2021

~13.2%

2020

1 L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades.
[ NORTH AMERICA ]

#1 GROWTH CONTRIBUTOR

+23%'

+15%
VS. 2019

1  2021 like-for-like sales growth.
CHINA’S GROWTH REMAINS DYNAMIC

H1 2021
+58%¹
VS. H1 2019

H2 2021
+49%¹
VS. H2 2019

¹ Like-for-like sales growth.
EUROPE
THE GROUP’S STRONGHOLD

~20% MARKET SHARE

UK

GERMANY

1 L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
SOUTH ASIA - PACIFIC - MIDDLE EAST - NORTH AFRICA / SUB-SAHARAN AFRICA

E-COMMERCE ACCELERATION

INDIA

+27%
LATIN AMERICA

GREAT YEAR

+21%‘

‘ 2021 like-for-like sales growth.
SKINCARE
#1 GROWTH CONTRIBUTOR — 2.5 X THE MARKET

1 2021 like-for-like sales growth. L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
FRAGRANCES

STRONG ACCELERATION +35\%^{1}

VS. 2020

^{1} 2021 like-for-like sales growth.
MAKE UP
INCREASED LEADERSHIP 1.6 X THE MARKET

1 2021 like-for-like sales growth. L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
HAIR PRODUCTS
A BREAKTHROUGH YEAR
BRICK & MORTAR

+13%

* 2021 like-for-like sales growth.
TRAVEL RETAIL

+22%
E-COMMERCE GROWTH

+26%  

29% OF OUR SALES

1 2021 like-for-like sales growth for sales achieved on our brands’ own websites + estimated sales achieved by our brands corresponding to sales through our retailers’ websites (non-audited data).
STRONG INVESTMENT IN CONSUMER ENGAGEMENT

DIGITAL MEDIA WEIGHT

[73%] - [20%]

SHARE OF VOICE
SKIN DIAGNOSIS

7M USERS
L'ORÉAL

'A REMARKABLE YEAR'
IN TERMS OF
P&L
ALL THE STARS WERE ALIGNED

P&L

GROSS MARGIN (% OF SALES)

2020: 73.1%
2021: 73.9%

SELLING GENERAL & ADMINISTRATIVE EXPENSES (% OF SALES)

2020: 20.1%
2021: 18.8%

A&P (% OF SALES)

2020: 30.9%
2021: 32.8%
ALL THE STARS WERE ALIGNED

P&L

2020: 18.6%
2021: 19.1%

OPERATING MARGIN (% OF SALES)
ALL THE STARS WERE ALIGNED

EARNINGS PER SHARE

2020  2021
7.30  8.82
+20.9%

IN EUROS

1 Diluted earnings per share, based on net profit, excluding non-recurring items, after non-controlling interests.
ALL THE STARS WERE ALIGNED

DIVIDEND PER SHARE

€4.00

+20%

€4.80

2020

2021

1 Proposed at the Annual General Meeting of 21 April 2022.
3

L’Oreal

Confident & Ambitious

For the Future
GROWTH OF THE BEAUTY MARKET

2022
~ +4.5%¹

¹ L’Oréal beauty market forecast based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
MARKET SHARE POTENTIAL

~14.2%

NORTH AMERICA
~14%

EUROPE
~20%

LATIN AMERICA
~11%

NORTH ASIA
~12%

SAPMENA / SSA*
~11%

1 L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.

* SAPMENA / SSA: South Asia - Pacific - Middle East - North Africa / Sub-Saharan Africa
MARKET SHARE OPPORTUNITIES
IN MANY REGIONS

NORTH ASIA
USA
EMERGING MARKETS
NORTH ASIA

MARKET SHARE

~12%¹

¹ L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
US BEAUTY MARKET

MARKET SHARE

\( \sim 14\% \)

1 L'Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
EMERGING MARKETS

MARKET SHARE

~11%¹

¹ L'Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
COSTS OF GOODS INFLATION ...
HEADWIND IN H1
...WILL PARTLY BE OFFSET

OPERATIONS
TEAMS AGILITY

AI-POWERED RGM

PRICING / PROMOTIONS / FORMAT MIX

PREMIUMIZATION
PRODUCTIVITY OPPORTUNITIES IN OUR A&Ps
L’ORÉAL
[A DIGITAL FIRST]
COMPANY
A NEW ERA OF R&I

THE LEADING BEAUTY TECH COMPANY

Barbara LAVERNOS
Deputy CEO in charge of R&I and Tech
AI-POWERED FORMULATION TOOLS
L’ORÉAL USA’S SITES ACHIEVED CARBON NEUTRALITY IN SEPTEMBER 2021
AAA FOR THE 6TH CONSECUTIVE YEAR
ONE OF THE MOST HIGHLY ENGAGED COMPANIES FOR THE 7th YEAR
SOCIAL & ENVIRONMENTAL PERFORMANCE

ETHIC & GENDER EQUALITY

GOVERNANCE
DIVERSITY & DIFFERENCES
L’ORÉAL
PEOPLE
& CULTURE
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