



L'ORÉAL

2019  
ANNUAL RESULTS  
DIVISIONS

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7 February 2020



# L'ORÉAL

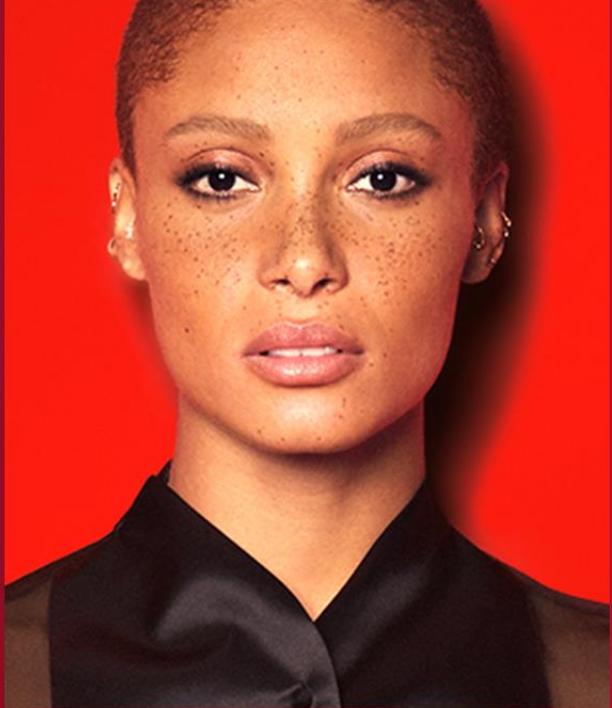
2019

+8.0%

—  
BEAUTY MARKET

~ +5.0/5.5%

\* 2019 like-for-like sales growth. Source: L'Oréal 2019 estimates.  
Excluding razors, soaps and toothpastes. Excluding exchange rate impact.



L'ORÉAL  
LUXE

+13.8%



L'ORÉAL  
Active Cosmetics

+15.5%



L'ORÉAL  
Consumer Products

+3.3%



L'ORÉAL  
Professional Products

+3.2%

MARKET

~ +10%

~ +7%

~ +4%

~ +2.5%

\* 2019 like-for-like sales growth. Source: L'Oréal 2019 estimates. Excluding razors, soaps and toothpastes. Excluding exchange rate impact.

# KEY FACTORS OF PERFORMANCE



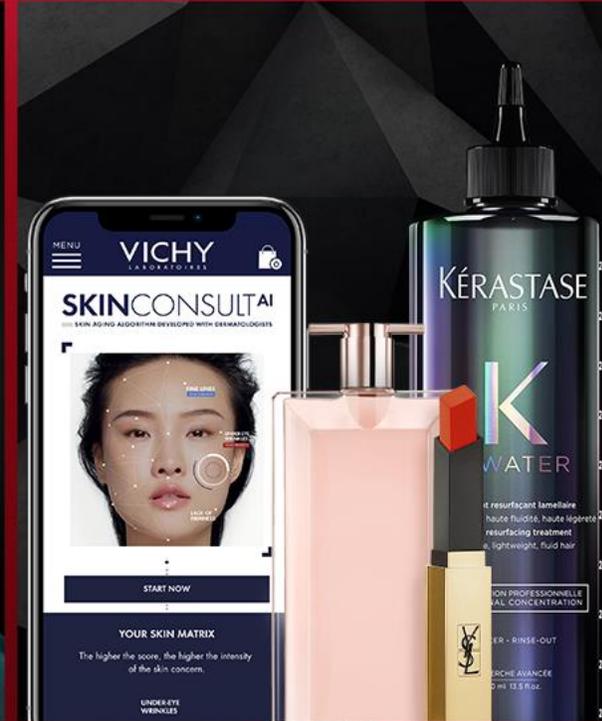
1

POWER OF  
BRAND PORTFOLIO



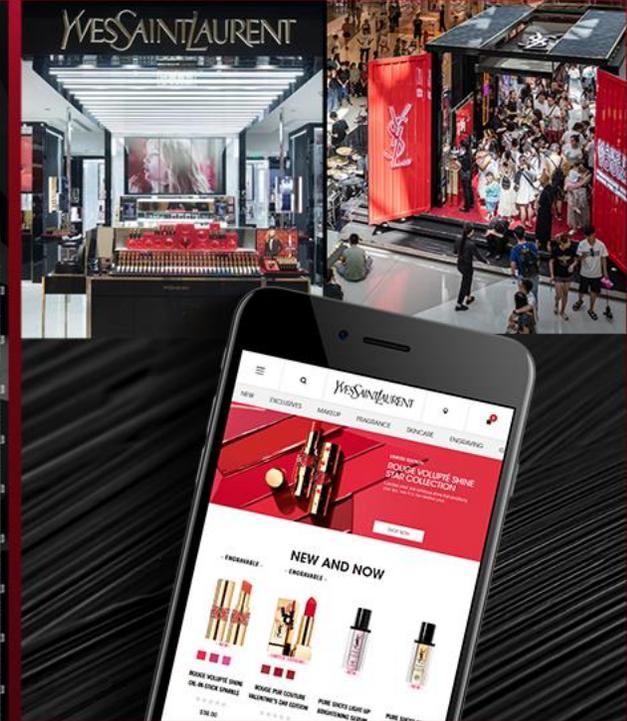
2

SKINCARE  
ACCELERATION



3

PRODUCTS & SERVICES  
INNOVATION



4

O+O  
STRATEGY

1

BIG BRANDS  
*are winning*

+9.1%

L'ORÉAL  
PARIS

LANCÔME  
PARIS

GARNIER

YVES SAINT LAURENT

MAYBELLINE  
NEW YORK

ARMANI

Kiehl's  
SINCE 1851

L'ORÉAL  
PROFESSIONNEL  
PARIS

LA ROCHE-POSAY  
LABORATOIRE DERMATOLOGIQUE

  
**LA ROCHE-POSAY**  
LABORATOIRE DERMATOLOGIQUE



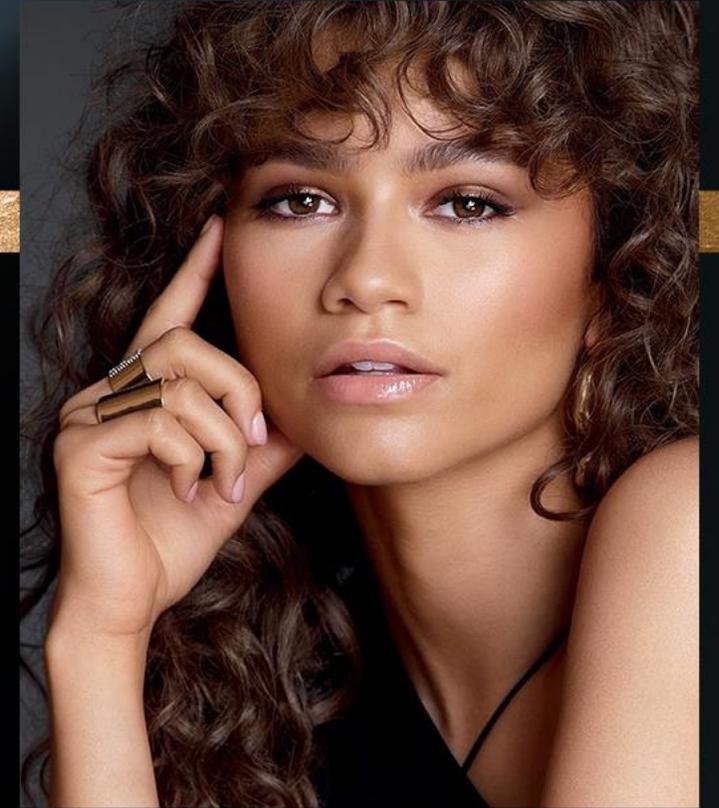
**9<sup>TH</sup> BILLIONAIRE  
BRAND**

**L'ORÉAL**  
PARIS



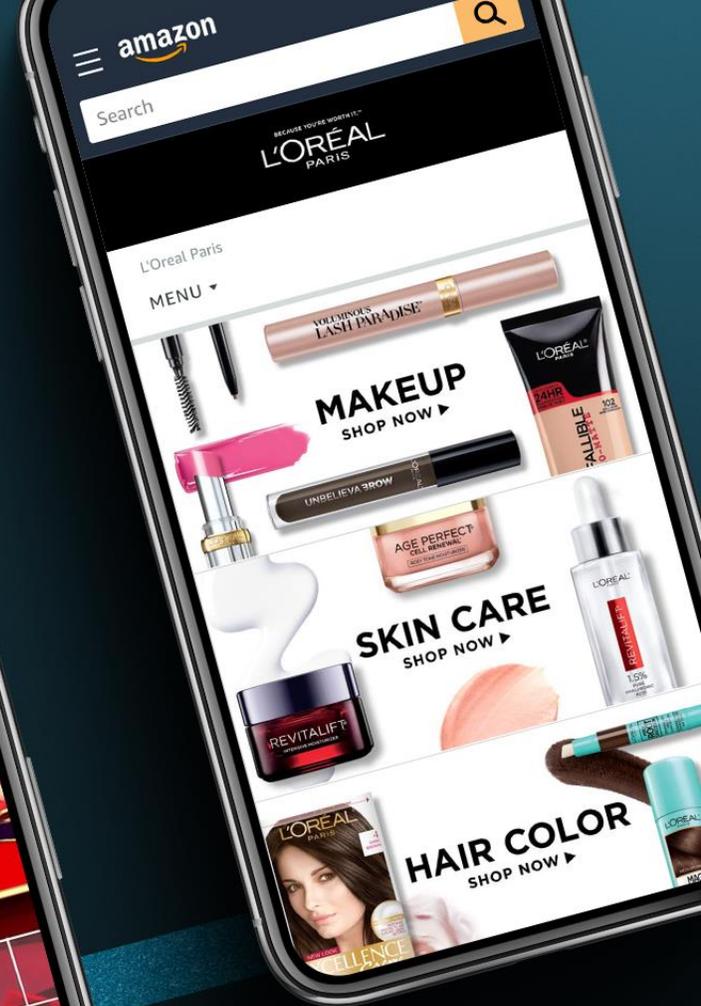
**#1 BEAUTY  
BRAND IN THE WORLD**

**LANCÔME**  
PARIS

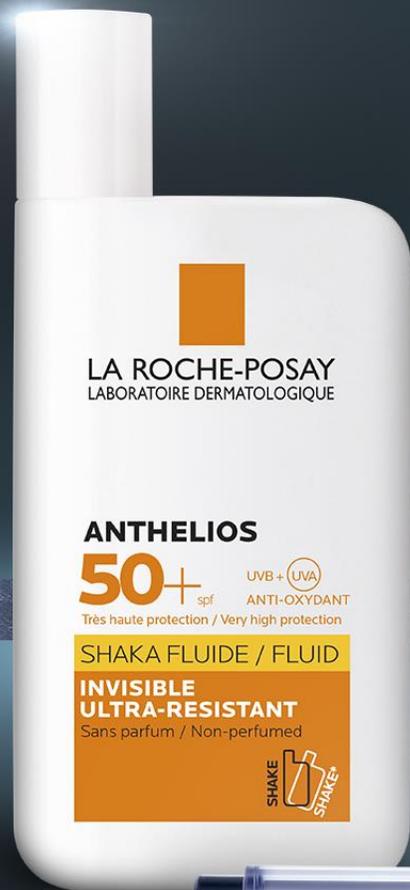


**#1 LUXURY BEAUTY  
BRAND IN THE WORLD**

# BIG BRANDS *got agile*



# HERO *products*



*Building*  
THE  
FUTURE

2018



2019

VALENTINO

2020

AZZARO  
MUGLER

2021

PRADA



**CARITA**  
PARIS

LA CRÈME PARFAITE 3  
SOIN PRÉCIEUX ANTI-ÂGE UL  
ULTIMATE ANTI-AGEING PRECI  
MÉTHODE PROFESSIONNELLE

**DECLÉOR**  
PARIS

AROMESSENCE  
MAGNOLIA BLANC  
SÉRUM-HUILES ESSENTIELLES  
ESSENTIAL OILS-SERUM  
100% ORIGINE NATURELLE\*

**PORTFOLIO**  
*— optimization*



*Nobile*

ROGER & GALLET  
PARIS  
DEPUIS 1862

EXTRAIT  
DE COLOGNE  
GINGEMBRE  
EXQUIS  
RUE SAINT-HONORÉ PARIS





# ANSWERING NEW CONSUMERS' *expectations*



BIOThERM

WATERLOVER  
SUN MILK  
VISAGE & CORPS / FACE & BODY

ECO-LABELLED  
SUNCARE  
100% RECYCLED  
PLASTIC BOTTLE



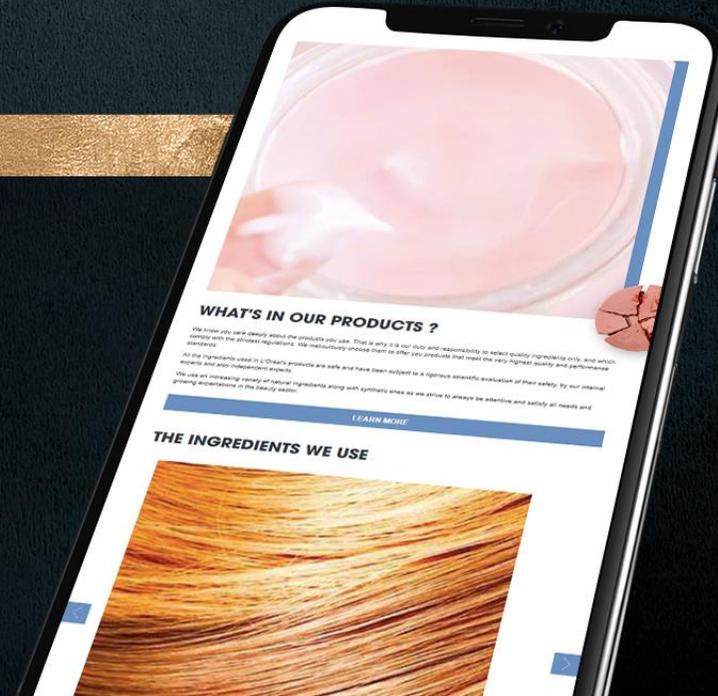
SOLAIRE  
ÉCO-LABELLISÉ  
FLACON 100%  
PLASTIQUE RECYCLÉ



50  
SPF

HAUTE / HIGH  
PROTECTION  
UVA LONG-UVB  
RÉSISTANT À L'EAU  
WATER RESISTANT

e 200 ml 6.76 FL. OZ



## WHAT'S IN OUR PRODUCTS ?

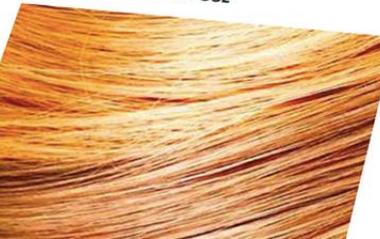
We never stop learning about the products you use. That is why it is our duty and responsibility to select quality ingredients only, and which comply with the strictest regulations. We meticulously choose them to offer you products that meet the very highest quality and performance expectations.

All the ingredients used in L'Oréal's products are safe and have been subject to a rigorous scientific evaluation of their safety, by our internal experts and/or independent experts.

We use an increasing variety of natural ingredients along with synthetic ones as we strive to always be attentive and satisfy all needs and growing expectations in the beauty sector.

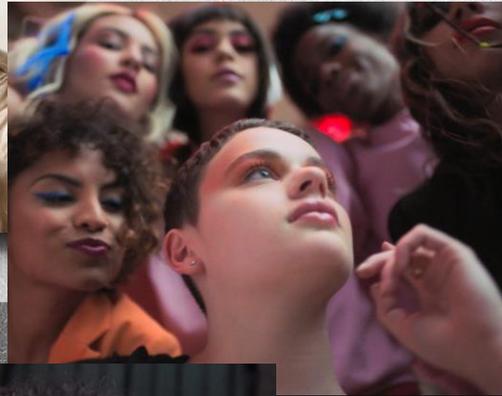
LEARN MORE

## THE INGREDIENTS WE USE



NEW  
**CONSUMERS'**  
*expectations*

—  
**INCLUSIVITY**



# NEW CONSUMERS' *expectations*

## SUSTAINABILITY



LANCÔME  
PARIS



NEW  
**CONSUMERS'**  
*expectations*

SOCIAL COMMITMENTS

L'ORÉAL  
PARIS

**78%**  
of women  
have experienced  
sexual harassment  
in public spaces.

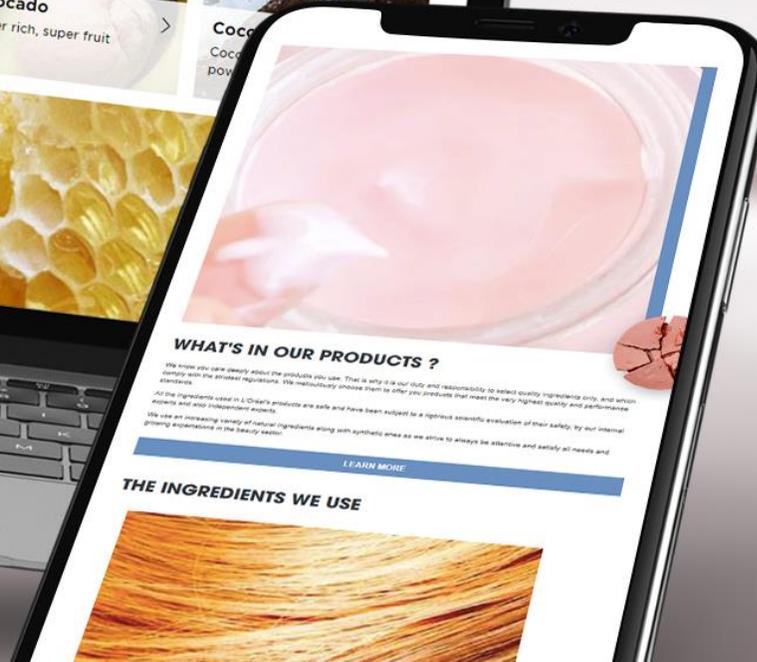
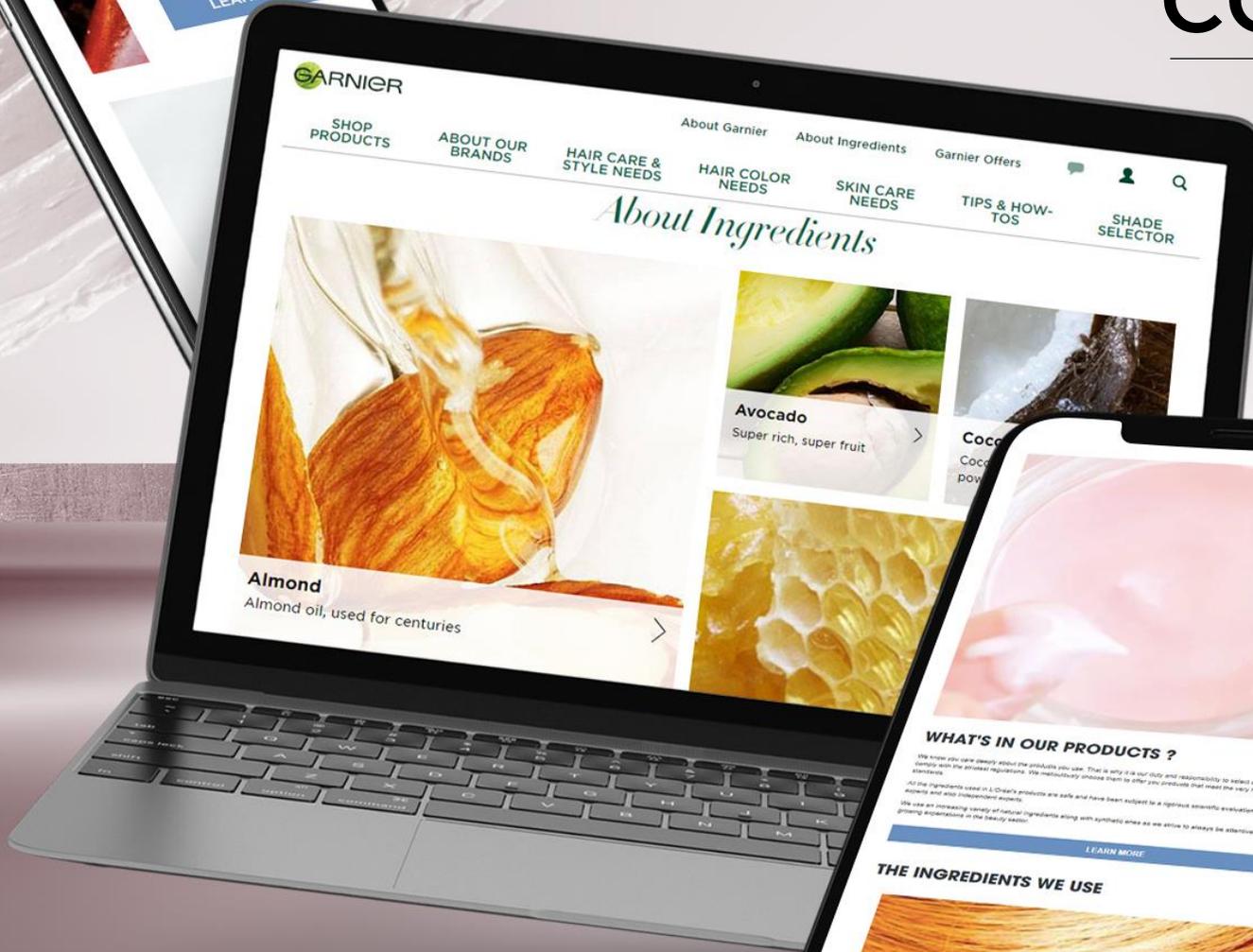
**STANDUP**  
against street harassment  
In partnership with  
L'ORÉAL PARIS **hollaback!**

Get your training program  
at [standup.lorealparis.com](http://standup.lorealparis.com)

\*Information only, conducted in 2015 by Ipsos with 4000 women, with 78% of women who have experienced sexual harassment in public spaces.

# NEW CONSUMERS' *expectations*

## TRANSPARENCY





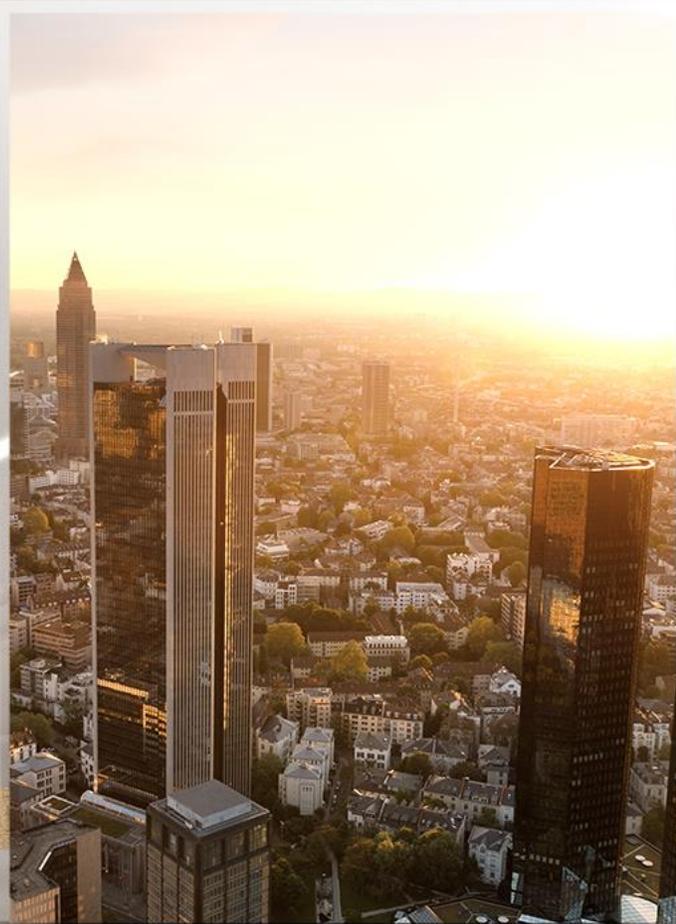
SKINCARE  
*acceleration*

+20%

\* Average 2019 sales growth.

## EXPOSOME

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## AGEING OF THE POPULATION

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## ASIA

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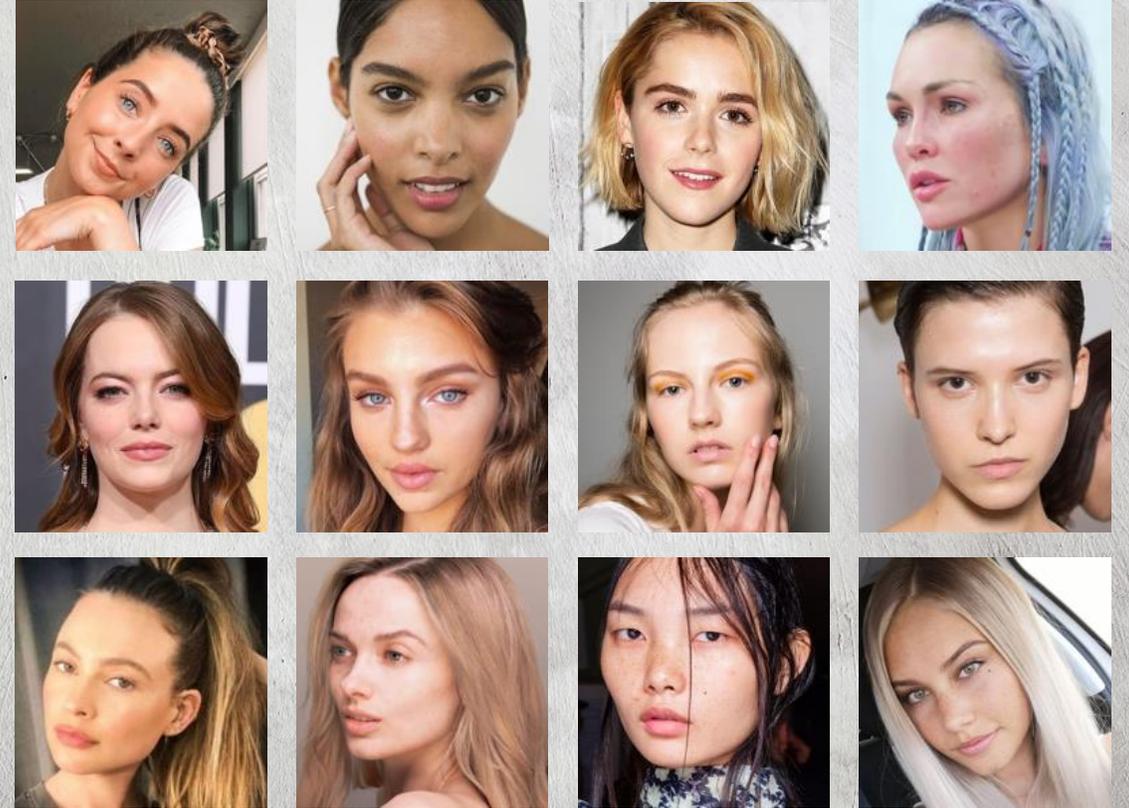




MAKEUP  
*slow down*



# NUDE MAKEUP



**MAKEUP**  
*growth*  
**+3%**



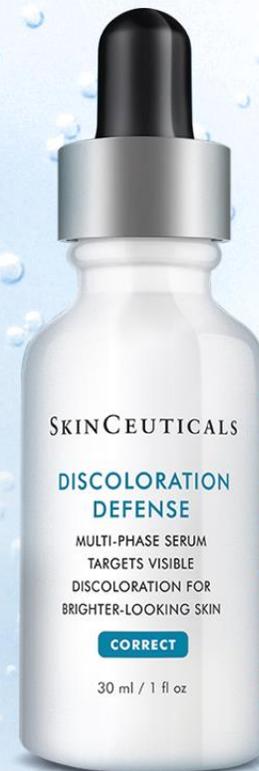
\* Average 2019 sales growth.

L'ORÉAL

# PRODUCTS & SERVICES *innovation*



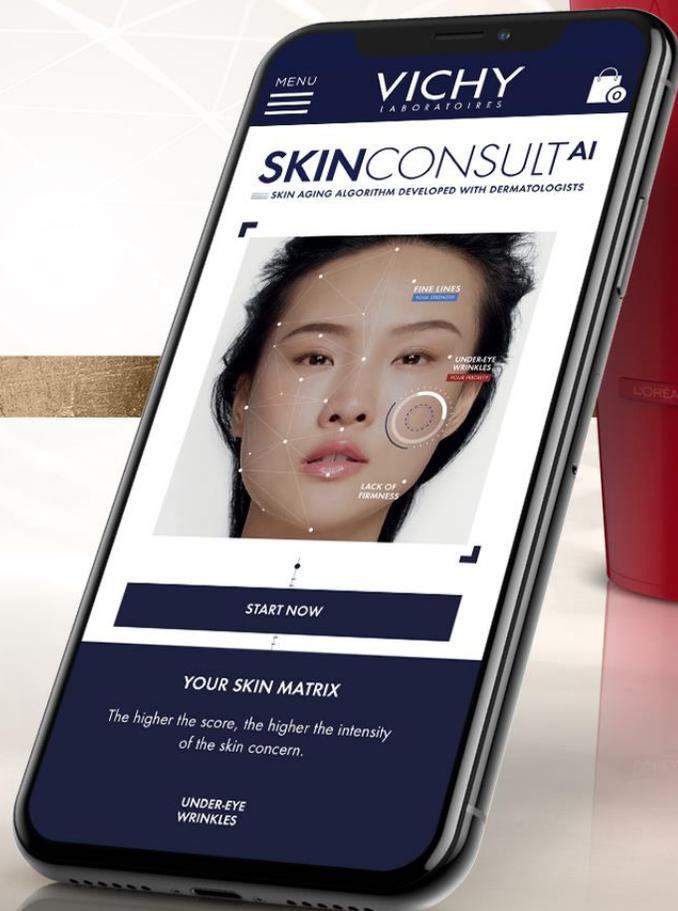
# SCIENCE DRIVEN *innovation*



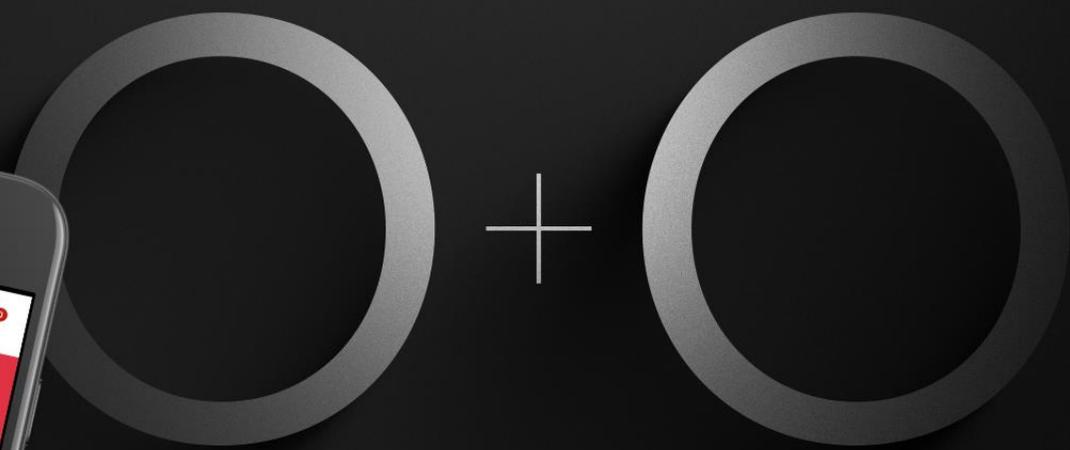
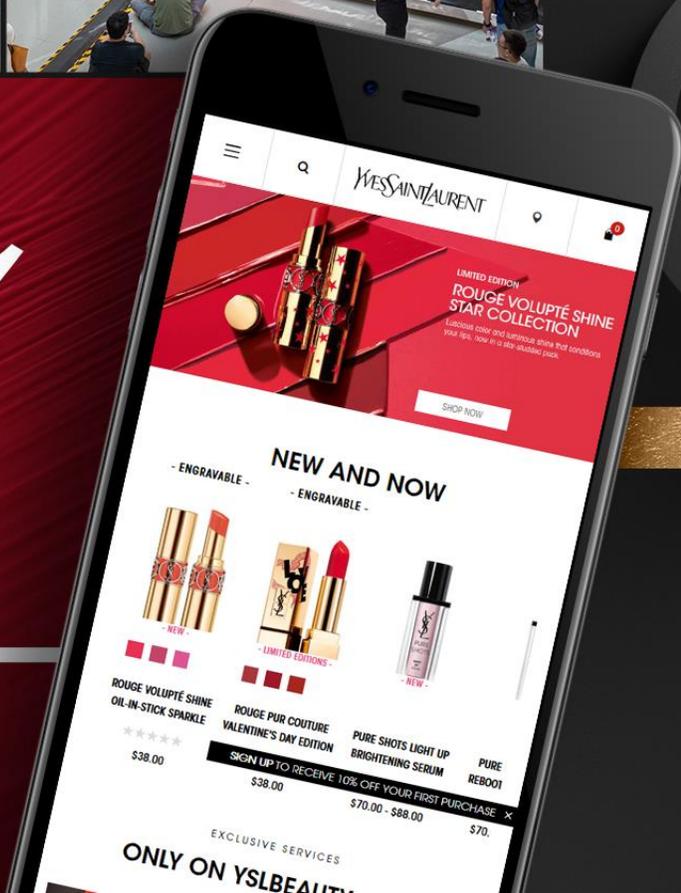
# NATURE DRIVEN *innovation*



# TECH DRIVEN *innovation*



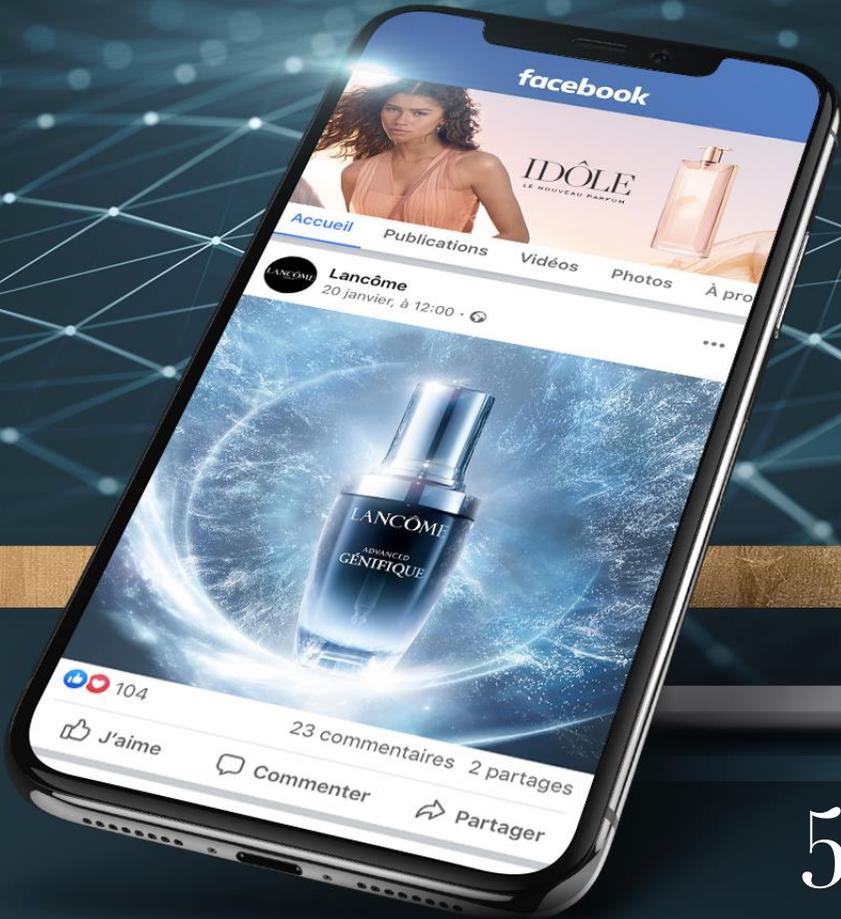
PERSO



*strategy*

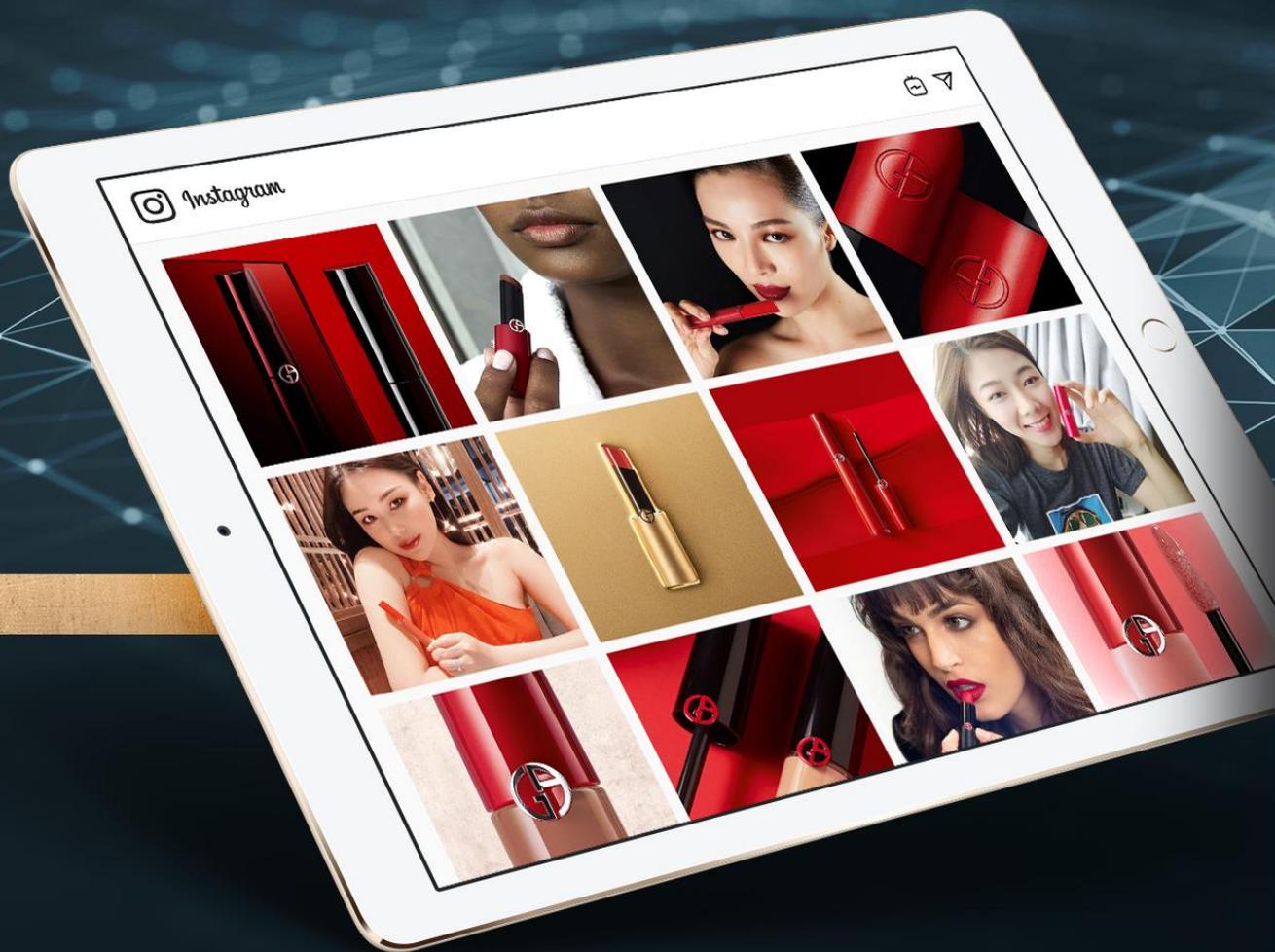
4

# DIGITAL *leader*



50% OF TOTAL MEDIA

# CONSUMER *engagement & advocacy*



# E-COMMERCE *explosion*

+52%

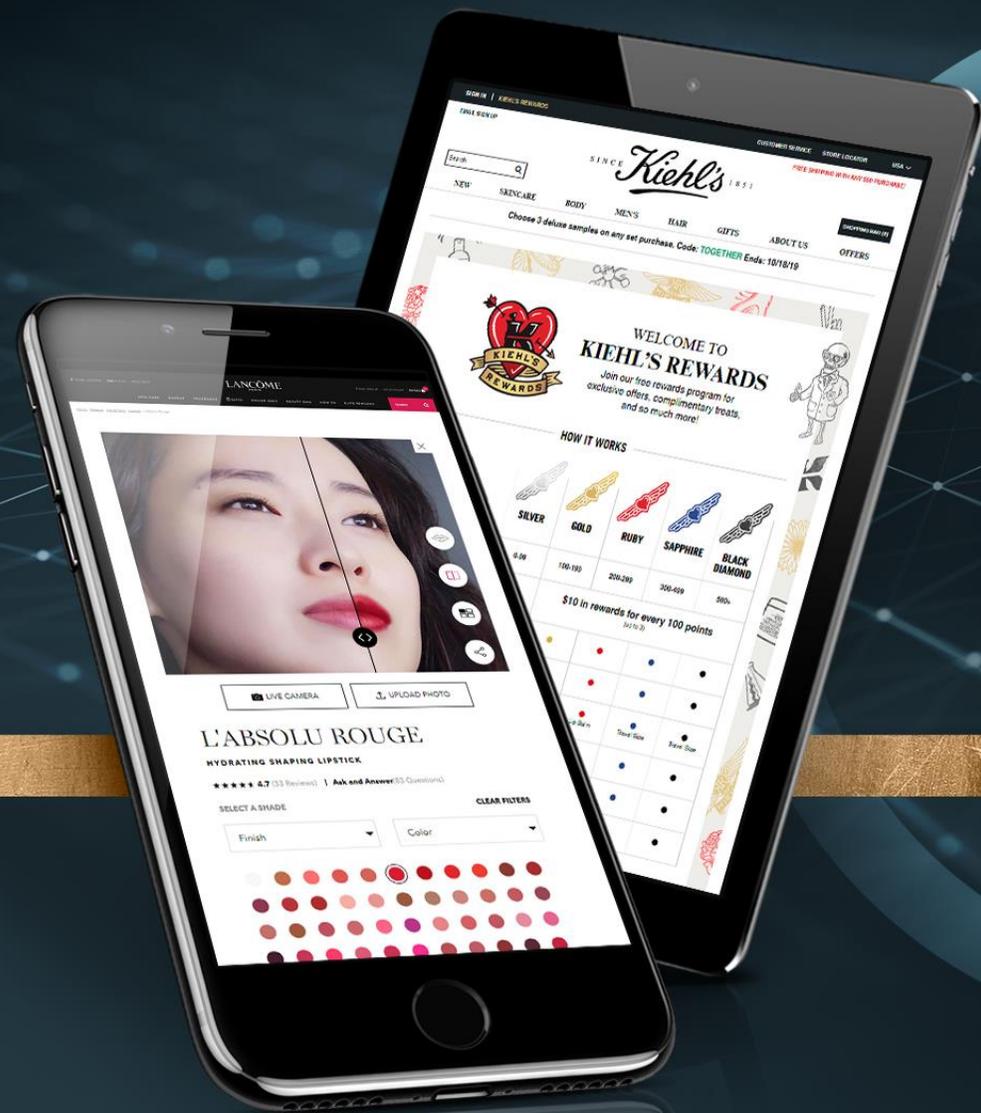


\* Sales achieved on our brands' own websites + estimated sales achieved by our brands corresponding to sales through our retailers' websites (non-audited data).

# BRICK WORLD

*experience*





# DATA DRIVEN

○ + ○



1.3 Billion  
CONSUMER DATA POINTS\*

\* Mass personalization of marketing and consumer interactions



# L'ORÉAL

Avertissement

« This document does not constitute an offer to sell, or a solicitation of an offer to buy, L'Oréal shares. If you wish to obtain more comprehensive information about L'Oréal, please refer to the public documents registered in France with the Autorité des Marchés Financiers (which are also available in English on our Internet site: [www.loreal-finance.com](http://www.loreal-finance.com)). 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. »