

L'ORÉAL

2018
ANNUAL
RESULTS

—
L'ORÉAL LUXE

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8 February 2019



L'ORÉAL
LUXE

2018
HISTORICAL
— YEAR —



2018 SALES
€9.4Bn

+14.4%
LIKE-FOR-LIKE

L'ORÉAL
LUXE



SECOND HALF

+15.1%
LIKE-FOR-LIKE

L'ORÉAL
LUXE



OUTPERFORMED
THE MARKET
FOR THE 8th
CONSECUTIVE
YEAR

L'ORÉAL
LUXE



WE ARE
WINNING
IN NEARLY EVERY REGION

L'ORÉAL
LUXE

GREAT PERFORMANCE

ASIA
PACIFIC
—
+35%

L'ORÉAL
LUXE

* 2018 like-for-like sales growth.



CHINA

+52%

L'ORÉAL
LUXE

* 2018 like-for-like sales growth.



TRAVEL
RETAIL
—
+28%

L'ORÉAL
LUXE

* 2018 like-for-like sales growth.

TWO DYNAMIC MARKETS

LATIN
AMERICA

—
+10%

EASTERN
EUROPE

—
+14%

L'ORÉAL
LUXE

* 2018 like-for-like sales growth.



WESTERN
EUROPE

—
+2%

L'ORÉAL
LUXE

* 2018 like-for-like sales growth.



NORTH
AMERICA

—
+2%

L'ORÉAL
LUXE

* 2018 like-for-like sales growth.

A STRONG & BALANCED PORTFOLIO

L'ORÉAL
LUXE



LANCÔME
PARIS



YVES SAINT LAURENT



ARMANI



VALENTINO



BIOTHERM
THE HEALING POWER OF LIFE PLANKTON



Kiehl's
SINCE 1851



UD
URBAN DECAY



HELENA RUBINSTEIN



IT
COSMETICS



shu uemura



YUESAI



Atelier Cologne



clarisonic
The power to be beautiful.



RALPH LAUREN



cacharel



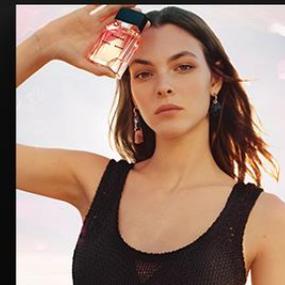
VIKTOR & ROLF



Maison Margiela
PARIS



DIESEL



Proenza Schouler



HOUSE
99

OUR 4 BILLIONAIRE BRANDS

GROWING DOUBLE-DIGIT



LANCÔME
PARIS



YVES SAINT LAURENT



ARMANI



Kiehl's
SINCE 1851

OUR 4 BILLIONAIRE BRANDS

GROWING DOUBLE-DIGIT



LANCÔME
PARIS



YVES SAINT LAURENT



ARMANI



Kiehl's
SINCE 1851

OUR 4 BILLIONAIRE BRANDS

GROWING DOUBLE-DIGIT



LANCÔME
PARIS



YVES SAINT LAURENT



ARMANI



Kiehl's
SINCE 1851



ARMANI

LICENCE
RENEWED
UNTIL
2050

Kiehl's
SINCE 1851

BROKE
NEW
RECORDS



KIEHL'S
DERMATOLOGIST SOLUTIONS
Powerful-Strength Line-Reducing Concentrate
12.5% VITAMIN C
+ Hyaluronic Acid
2.5 fl. oz. - 75 ml



Kiehl's
SINCE 1851
MIDNIGHT RECOVERY BOTANICAL CLEANSING OIL
with Squalane, Evening Primrose Oil, and Lavender Essential Oil
for all skin types



SINCE **KIEHL'S** 1851
CALENDULA HERBAL-EXTRACT TONER
Alcohol-Free
Made with Whole Flowers and Pure Extracts
for a normal-to-oily skin type
This effective toner is formulated with select herbal extracts to gently cleanse and soothe normal to oily skin types without the use of alcohol or harsh synthetic astringent agents. Our Calendula Herbal-Extract Toner may be used to soothe and improve problem areas.
DIRECTIONS: Moisten a cotton pad with toner and apply to areas where needed, avoiding the eye area.
INGREDIENTS: Aqua/Water, Propylene Glycol, Pentylene Glycol, Glycerin, Disodium EDTA, Arctium Lappa Root Extract, Calendula Officinalis Flower Extract, Calendula Officinalis Flower Extract, Hydrolyzed Corn Starch, Calendula Officinalis Root Extract - Ivy Leaf/Stem Extract, Calendula Officinalis Root Extract, Fragrance



SINCE *Kiehl's* 1851
CALENDULA & ALOE SOOTHING HYDRATION MASQUE
Refreshes and Revitalizes for Healthy-Looking Skin
for all skin types
This lightweight gel masque, formulated with hand-picked Calendula flower petals and Aloe Vera, turns into a refreshing surge of cooling hydration upon application to instantly achieve hydrated and soothed skin. With continued use, skin is revitalized for a healthy-looking complexion.
3.4 fl. oz. - 100 ml





HR

HELENA RUBINSTEIN

SUCCESSFUL
REPOSITIONNING
ON ULTRA PREMIUM



AWAKEN THE HEALING POWER
OF LIFE PLANKTON™



BIOThERM
THE HEALING POWER OF LIFE PLANKTON™



cacharel

INCREDIBLE
SUCCESS
OF
Yes I Am



clarisonic®

BEAUTY TECH



INTERNATIONAL ROLL-OUT



DYNAMIC ASIAN BRAND PORTFOLIO

shu uemura

 YUESAI





THE
MAGIC RECIPE

L'ORÉAL
LUXE

LONG-STANDING POWER-FRANCHISES...



...AND BREAKTHROUGH INNOVATIONS





SKINCARE GROWTH

+24%

* 2018 like-for-like sales growth.



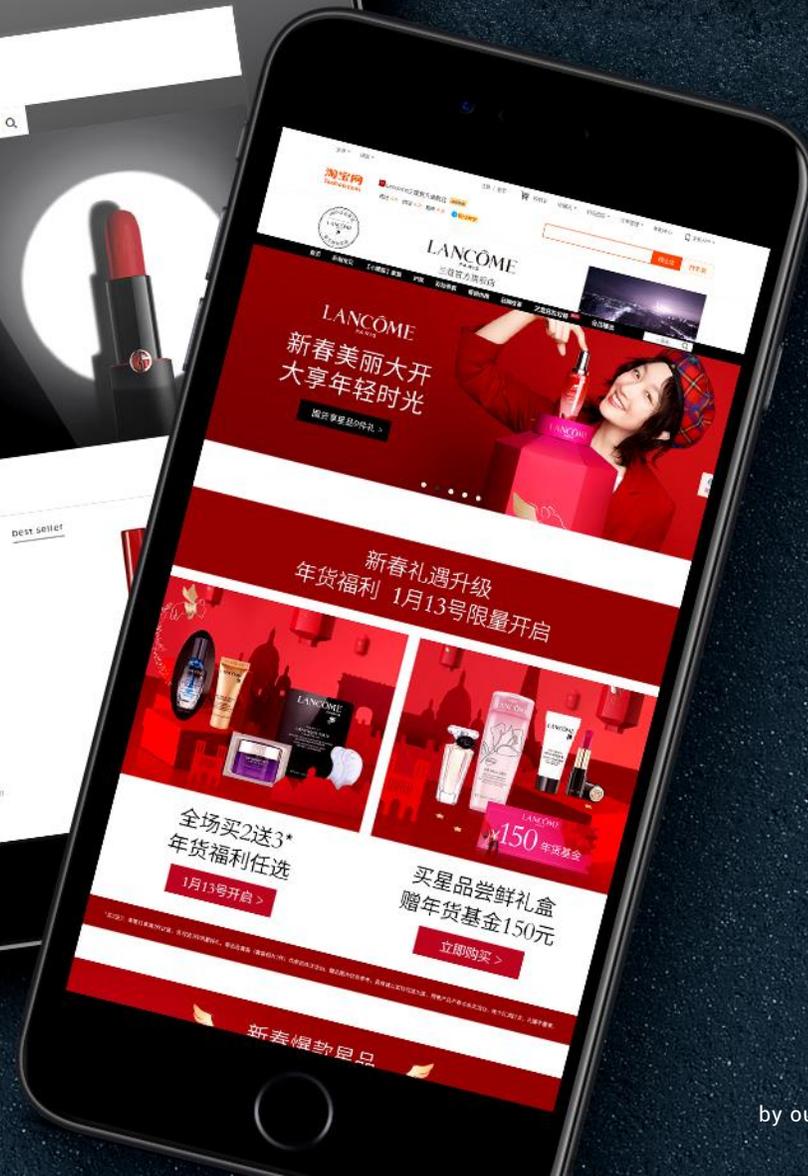
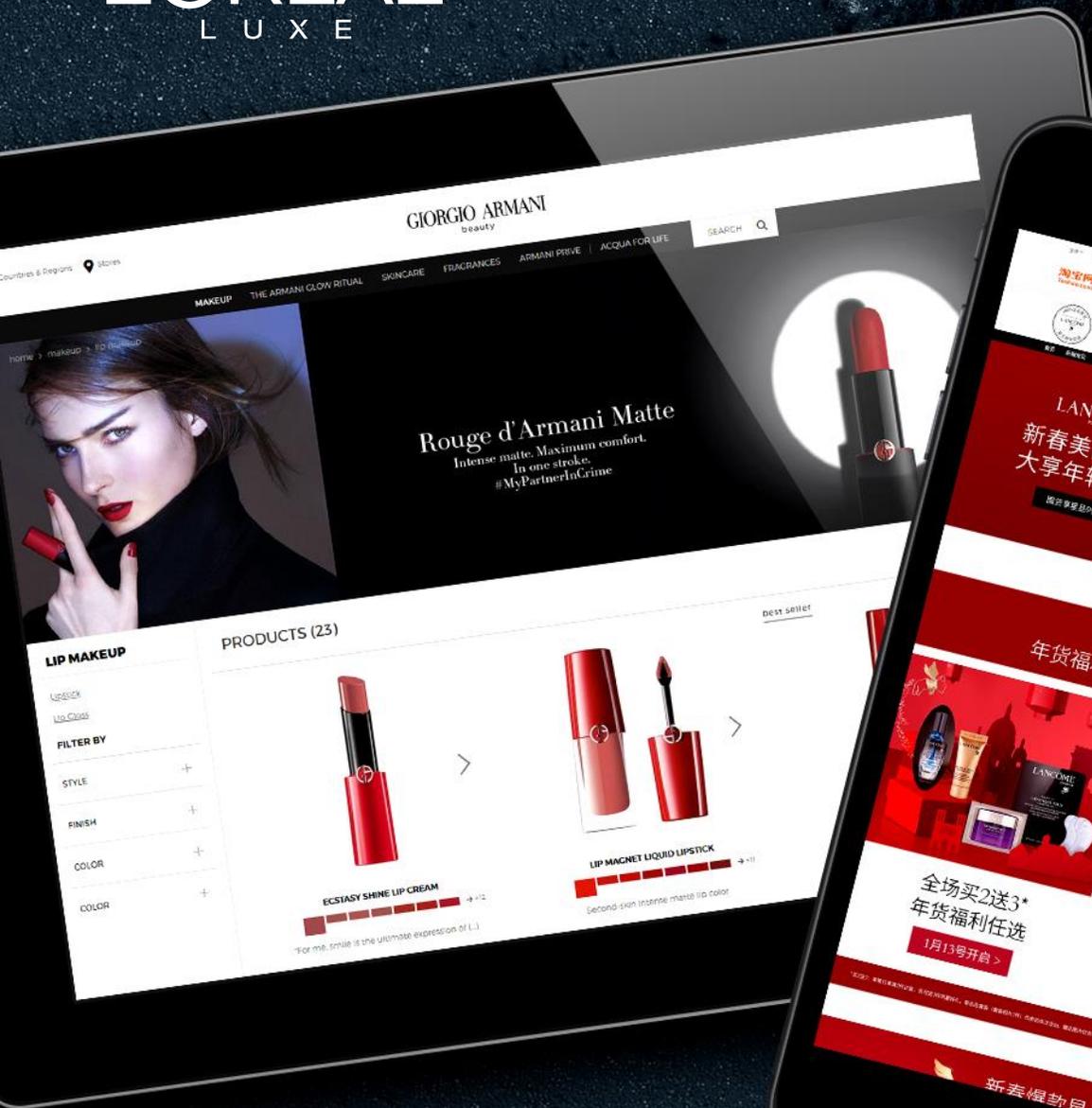
EUROPEAN TOP 6

WINNING
IN THE NEW LUXURY WORLD

L'ORÉAL
LUXE

L'ORÉAL
LUXE

GLOBAL E-COMMERCE



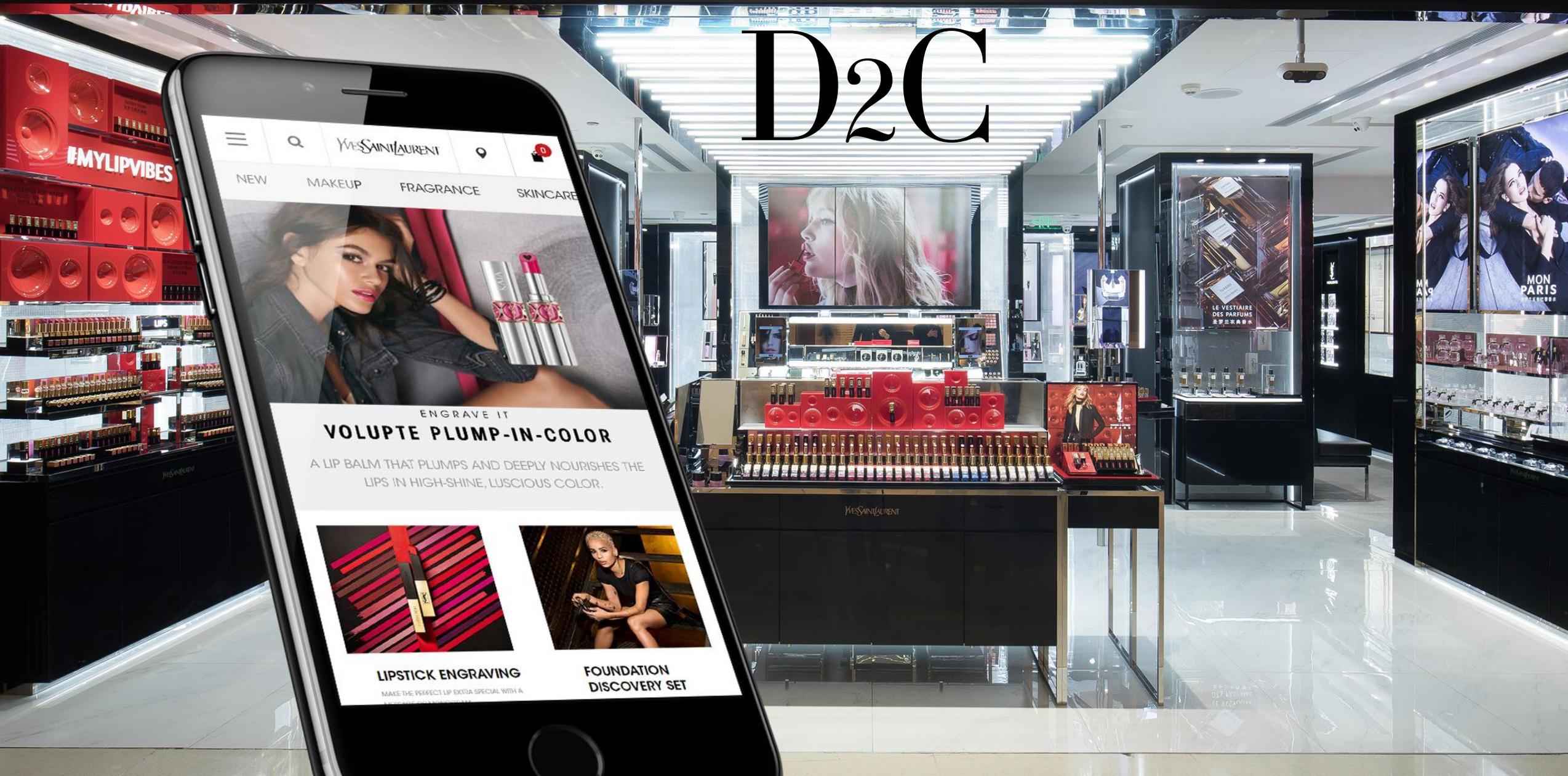
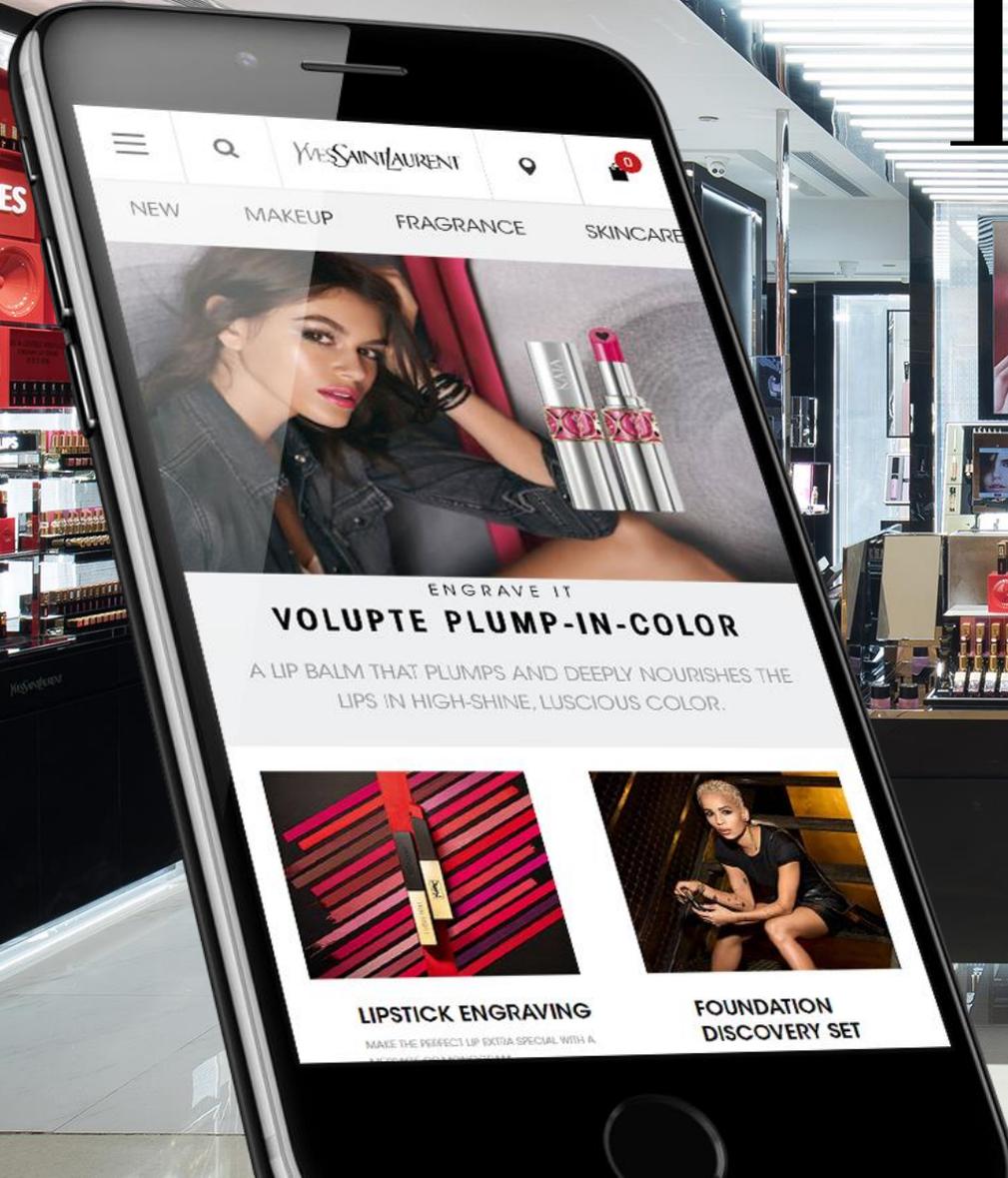
+42%
2018 GROWTH

16%
OF L'ORÉAL LUXE SALES

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

NEW ACCELERATION OF

D2C



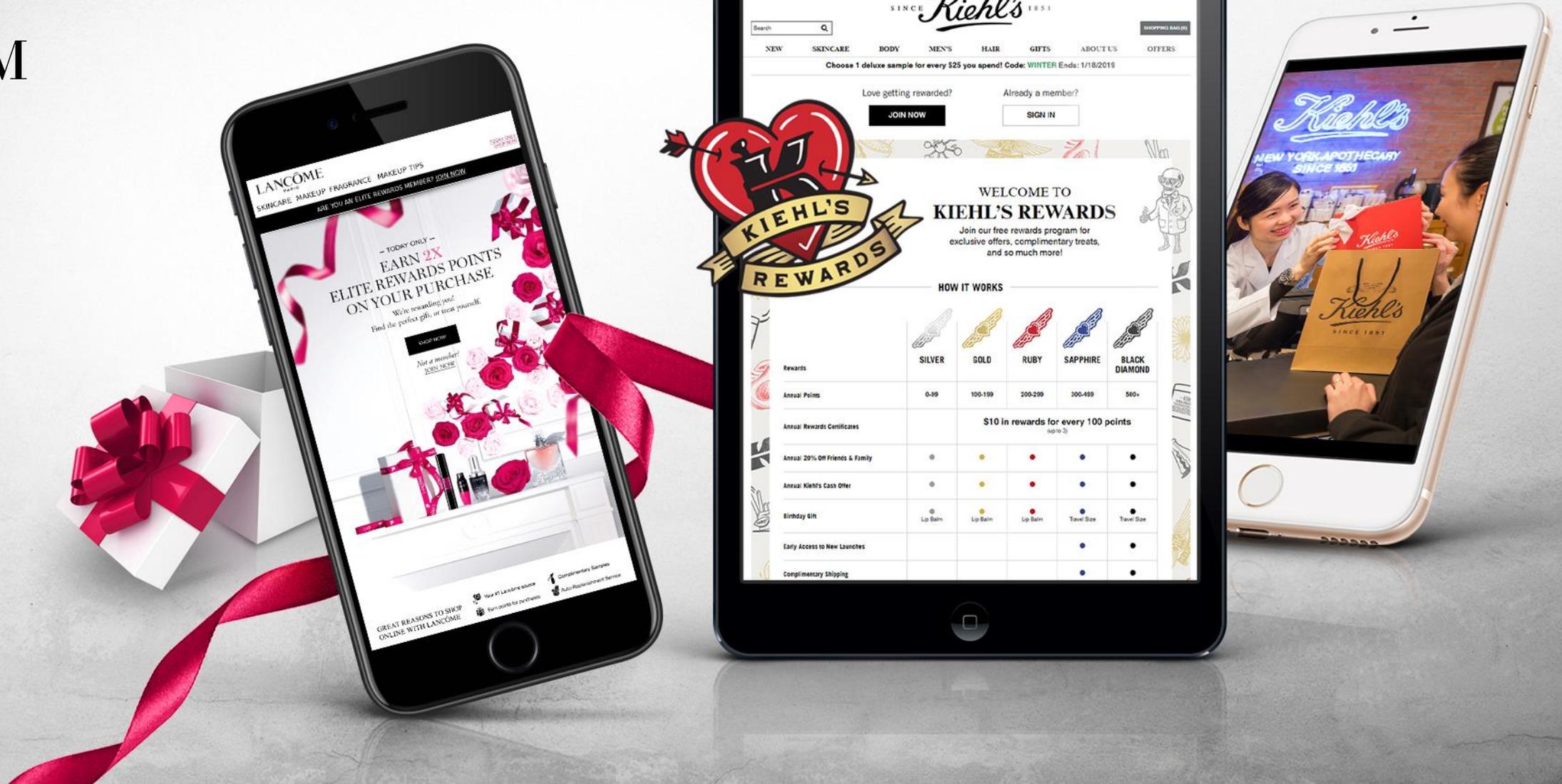
STORE IS THE NEW MEDIA



DATA DRIVEN MARKETING

LOYALTY PROGRAMS

CRM



LANCÔME PARIS

SKINCARE MAKEUP FRAGRANCE MAKEUP TIPS

ARE YOU AN ELITE REWARDS MEMBER? JOIN NOW

— TODAY ONLY —
EARN 2X
ELITE REWARDS POINTS
ON YOUR PURCHASE

We're rewarding you!
Find the perfect gift, or treat yourself.

Not a member?
[JOIN NOW](#)

GREAT REASONS TO SHOP ONLINE WITH LANCÔME

- Free shipping on orders over \$50
- Free returns
- Free gift wrapping
- Free personalization
- Free consultations
- Free samples
- Free auto-replenishment service

EMAIL SIGN UP

SINCE *Kiehl's* 1851

FREE SHIPPING WITH ANY \$50 PURCHASE!

Search

NEW SKINCARE BODY MEN'S HAIR GIFTS ABOUT US OFFERS

Choose 1 deluxe sample for every \$25 you spend! Code: WINTER Ends: 1/18/2019

Love getting rewarded? [JOIN NOW](#)

Already a member? [SIGN IN](#)

WELCOME TO KIEHL'S REWARDS

Join our free rewards program for exclusive offers, complimentary treats, and so much more!

HOW IT WORKS

Rewards	SILVER	GOLD	RUBY	SAPPHIRE	BLACK DIAMOND
Annual Points	0-99	100-199	200-299	300-499	500+
Annual Rewards Certificates	\$10 in rewards for every 100 points (up to 3)				
Annual 20% Off Friends & Family	●	●	●	●	●
Annual Kiehl's Cash Offer	●	●	●	●	●
Birthday Gift	Lip Balm	Lip Balm	Lip Balm	Travel Size	Travel Size
Early Access to New Launches				●	●
Complimentary Shipping				●	●



PERSONALIZATION



LANCÔME

LE TEINT
PARTICULIER
CUSTOM MADE
MAKEUP

—
*Customized
exclusively for*

Your Name

—
Complexion id
FL. 12256

—
Batch N°: **54BN56**

0.7 FL. OZ. (22ml)

SUSTAINABILITY
OF OUR PRODUCTS



SUSTAINABILITY OF OUR PRODUCTS



绿色包裹

碳足迹低 环保无污染

2019
—
OUTLOOK

L'ORÉAL
LUXE



— DYNAMIC LUXURY MARKET

— CONTINUED SKINCARE
ACCELERATION

— CHINESE UPPER MIDDLE CLASS
GROWTH

L'ORÉAL
LUXE



A STRONG LAUNCH PLAN



VALENTINO





L'ORÉAL

L U X E

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"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). 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."