

L'ORÉAL

ANNUAL
RESULTS

2020

L'ORÉAL LUXE

CYRIL CHAPUY

12 FEBRUARY 2021



2020

A CHALLENGING YEAR

FOR LUXURY BEAUTY

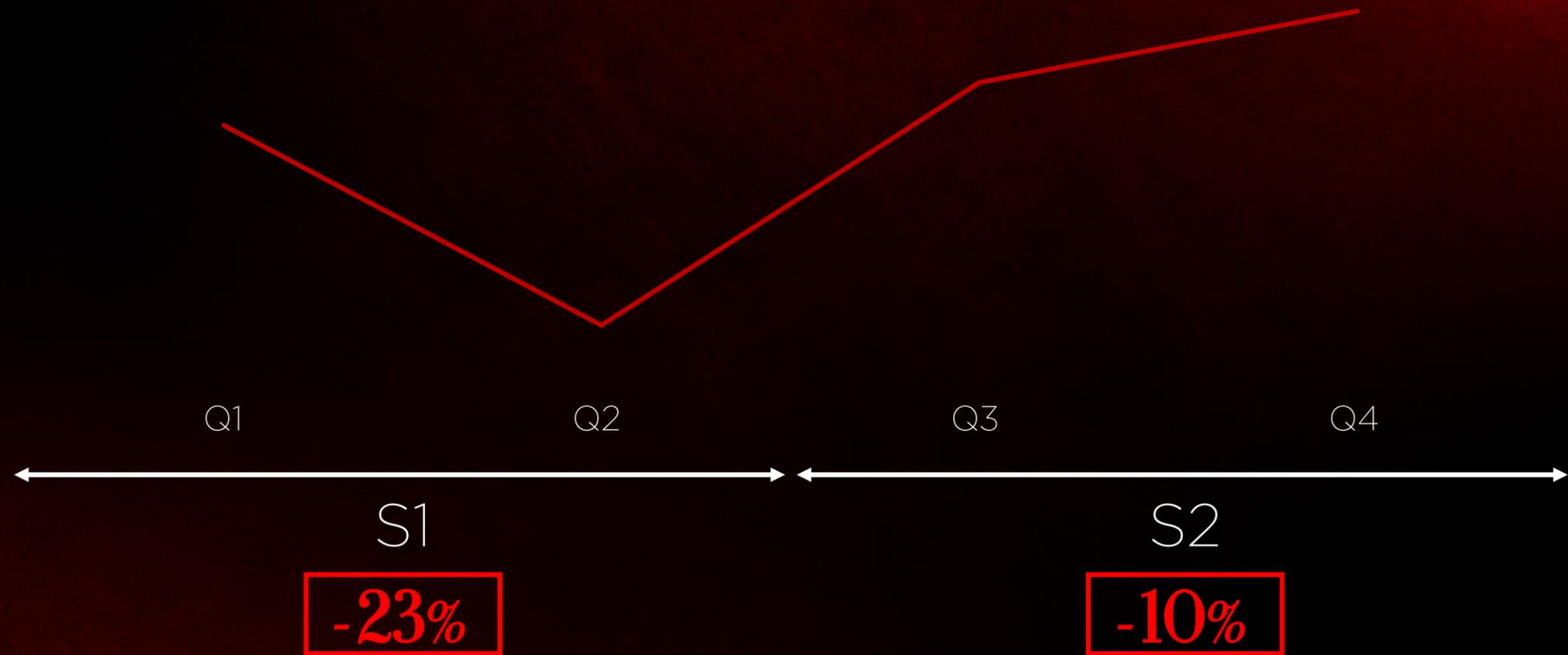
SHARP
SLOWDOWN
OF THE MARKET

-14%*

*L'ORÉAL ESTIMATE. % CHANGE AT CONSTANT EXCHANGE RATES.



LUXURY BEAUTY MARKET*



*L'ORÉAL ESTIMATE. % CHANGE AT CONSTANT EXCHANGE RATES.

STRONG
PERFORMANCE
— OF —
L'ORÉAL LUXE



€10.2Bn
2020 SALES

-8.1%
LIKE-FOR-LIKE

OVERPERFORMING THE MARKET

EVERY QUARTER

- LUXURY BEAUTY MARKET*
- L'ORÉAL LUXE**



*L'ORÉAL ESTIMATE. % CHANGE AT CONSTANT EXCHANGE RATES.
**SALES % CHANGE LIKE FOR LIKE.



SOLID LEVEL
OF PROFITABILITY

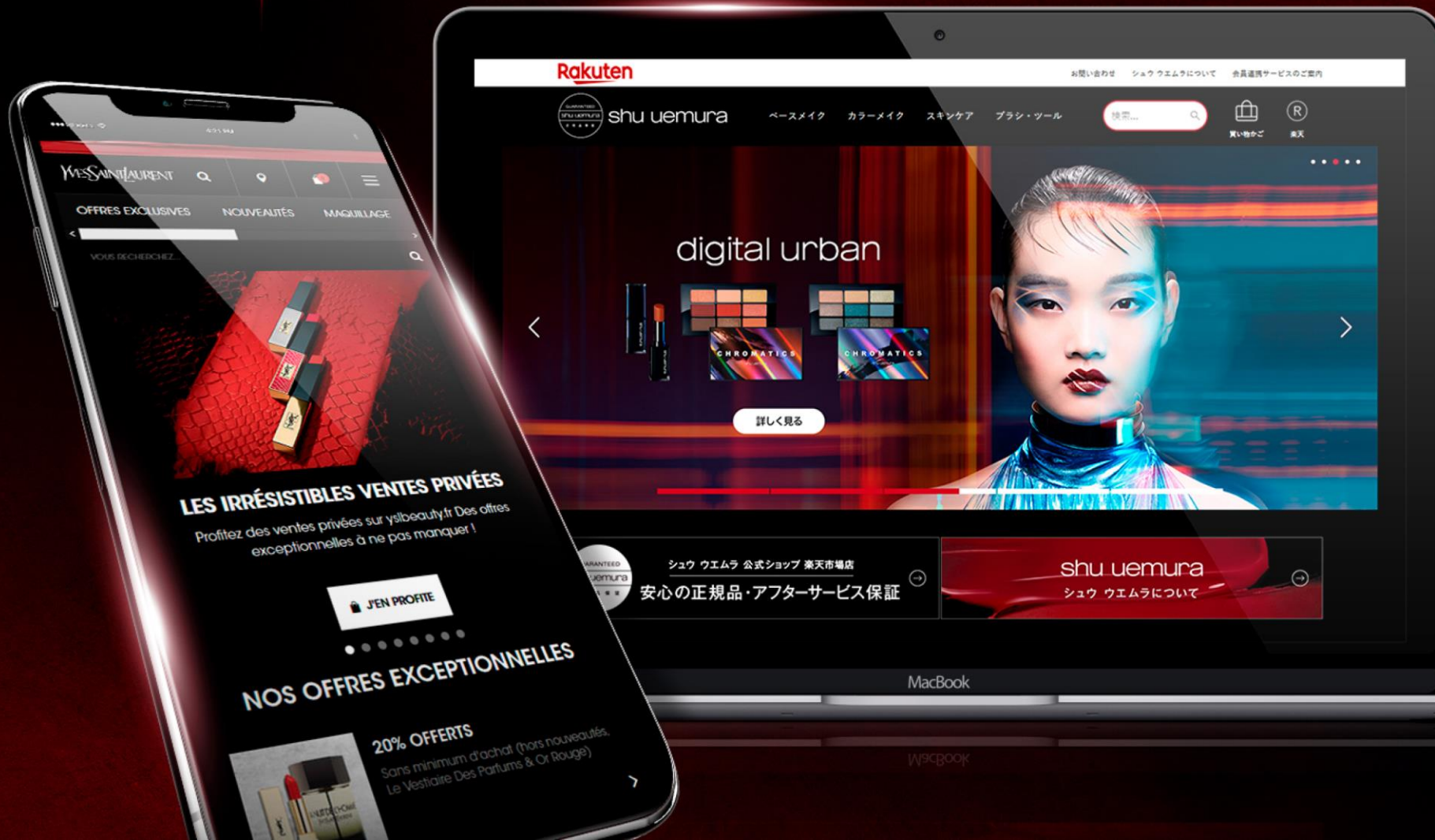
22.4%

OUR TRANSFORMATIVE

CHOICES

1

STRONG E-COMMERCE ACCELERATION IN ALL REGIONS

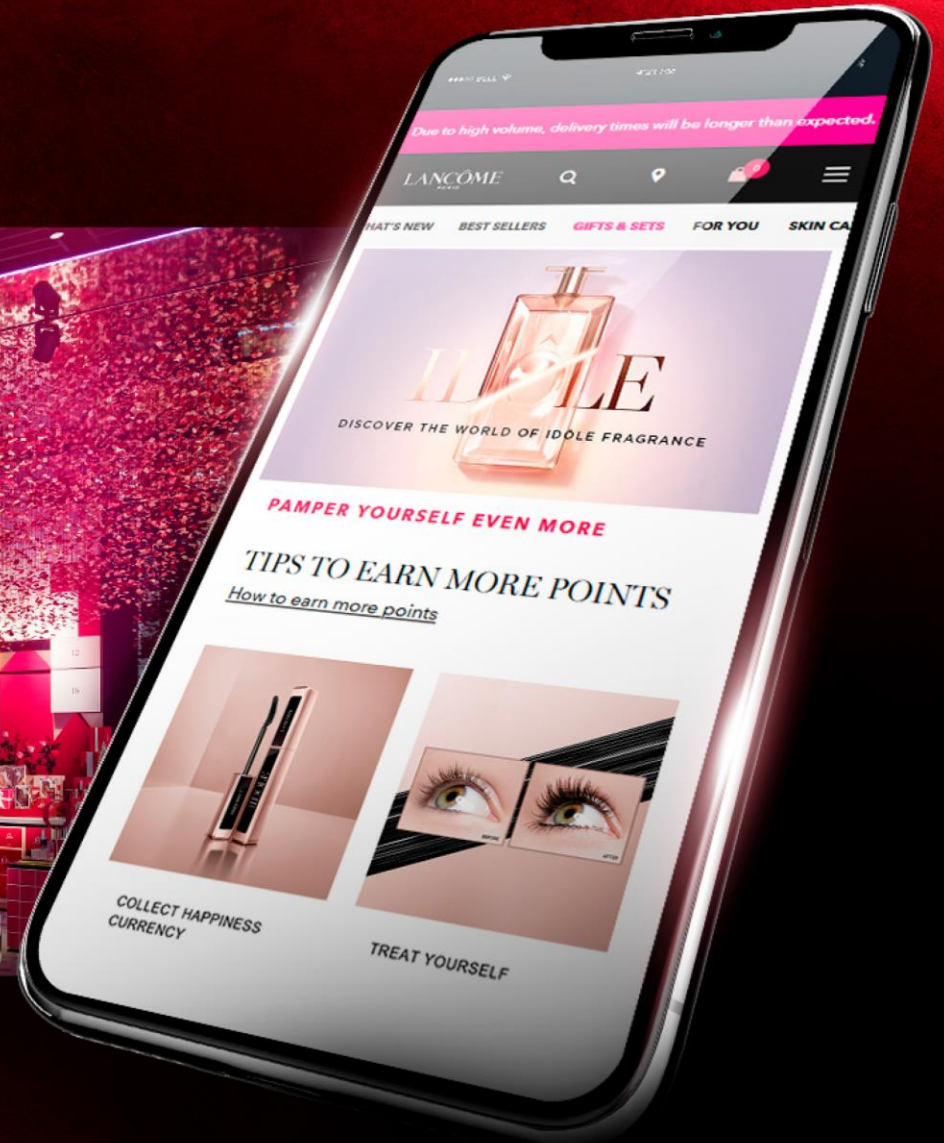


+63%
OF GROWTH

37%
OF NET SALES

2

D2C, DIRECT-TO-CONSUMER OUR FIRST GROWTH DRIVER



3

MEANINGFUL INNOVATIONS



4

REINFORCING OUR LEADERSHIP ON CHINESE CONSUMER



4

REINFORCING OUR LEADERSHIP
ON CHINESE CONSUMER

L'ORÉAL
LUXE

1

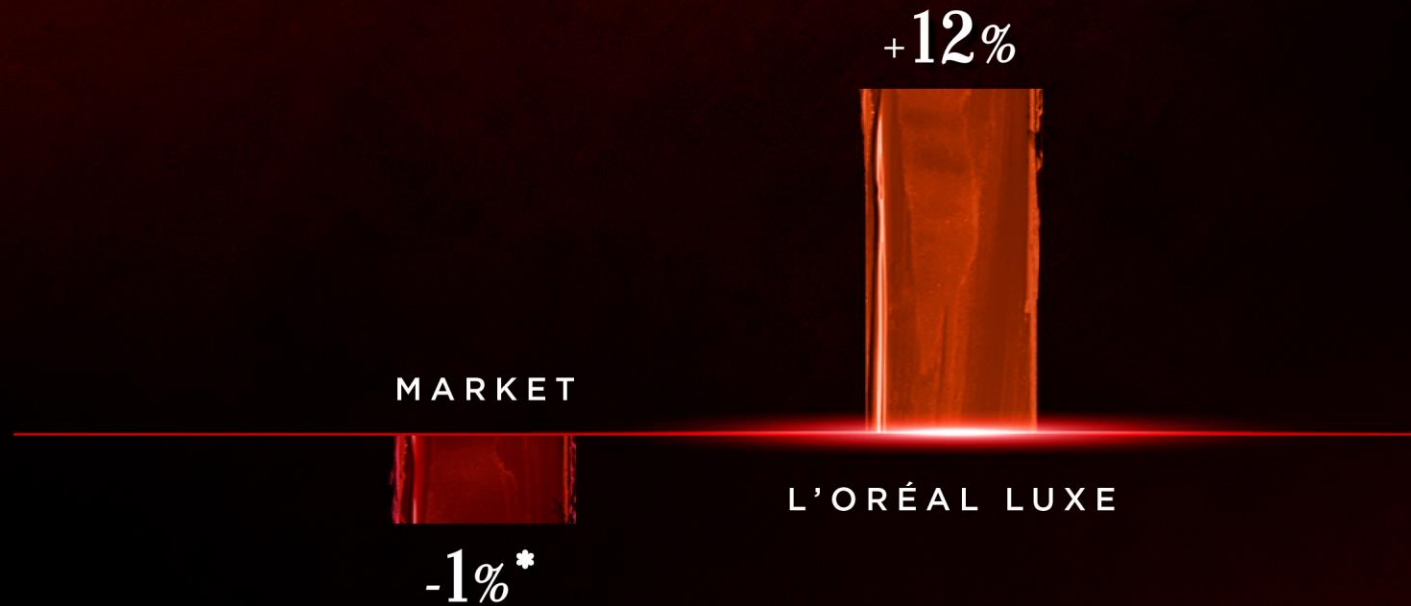
#1
IN CHINA



GAINING MARKET SHARES
IN NEARLY EVERY

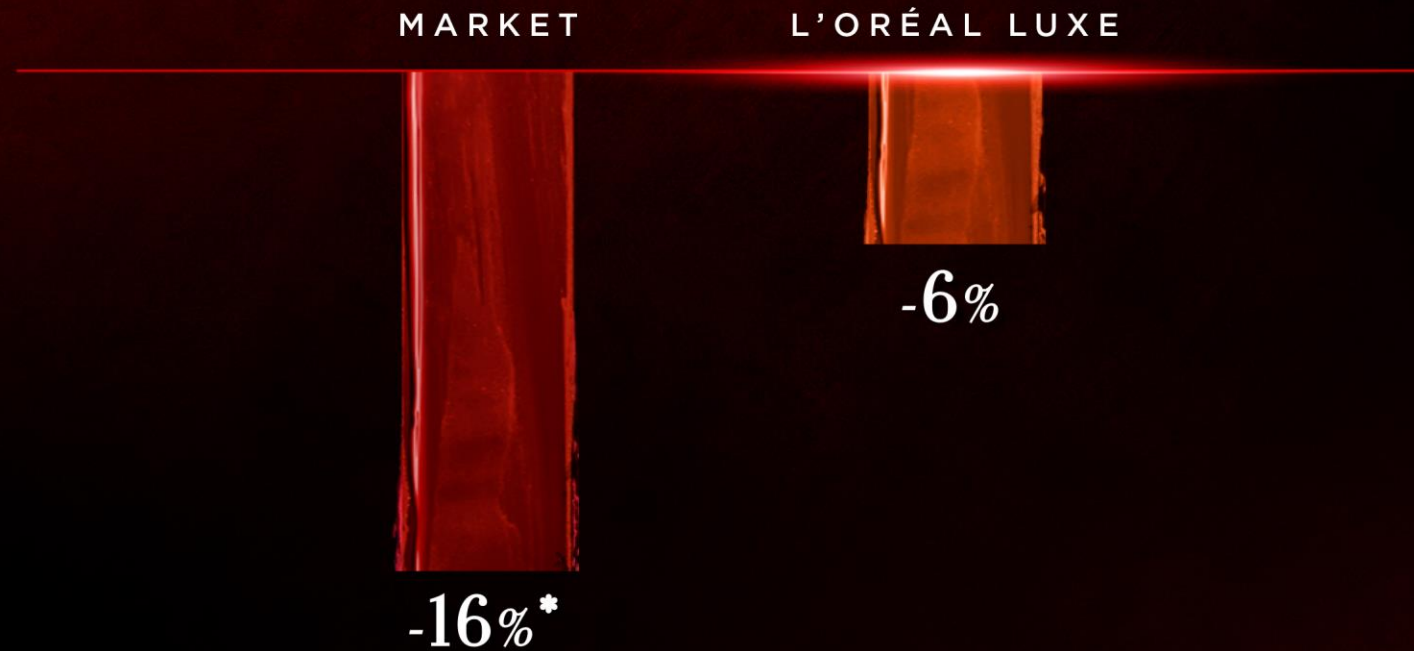
REGION

REINFORCED #1 MARKET SHARE IN ASIA PACIFIC



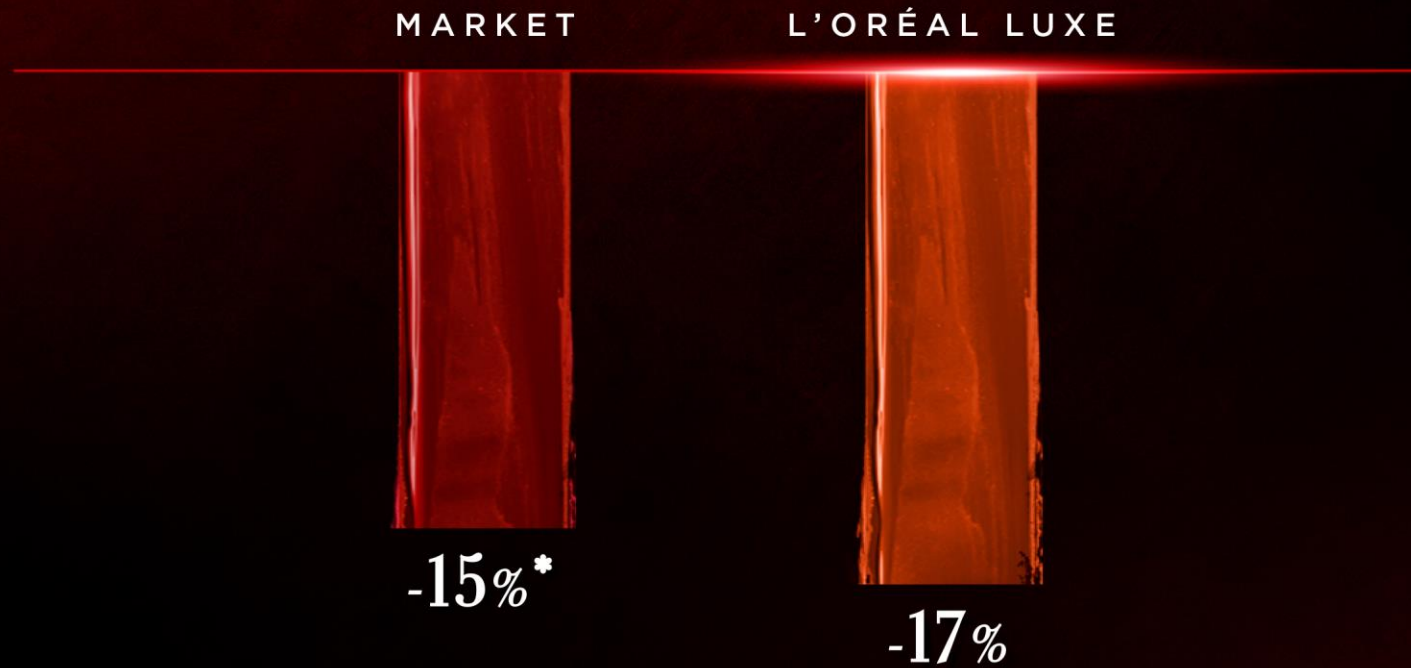
*EXCLUDING TRAVEL RETAIL, 2020 SALES, LIKE-FOR-LIKE % CHANGE.

HIGHEST HISTORICAL MARKET SHARE IN WESTERN EUROPE



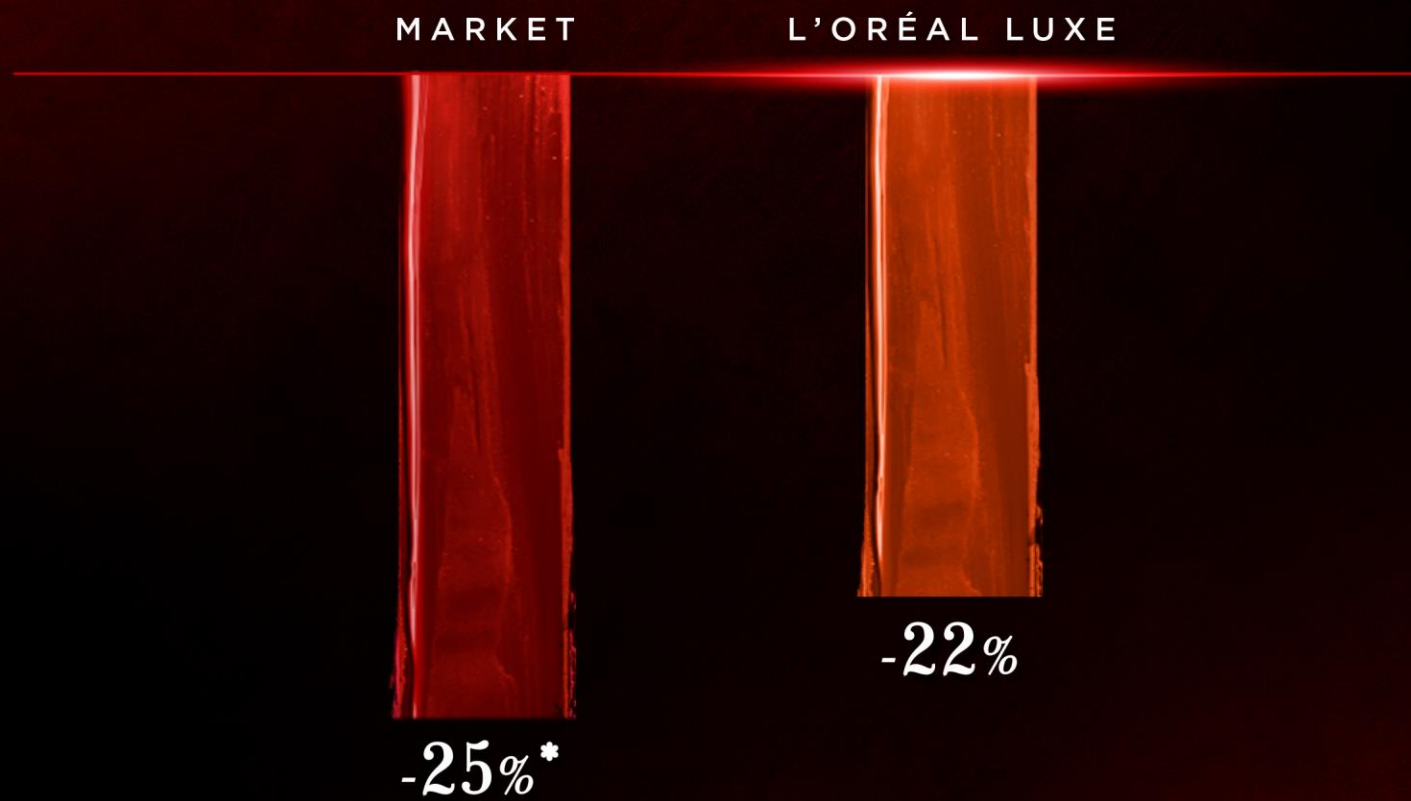
*EXCLUDING TRAVEL RETAIL, 2020 SALES, LIKE-FOR-LIKE % CHANGE.

PROGRESSIVE RECOVERY IN NORTH AMERICA



*EXCLUDING TRAVEL RETAIL, 2020 SALES, LIKE-FOR-LIKE % CHANGE.

KEEPING OUR STRONG POSITION IN TRAVEL RETAIL



*2020 SALES, LIKE-FOR-LIKE % CHANGE.

OUTPERFORMING IN ALL 3

CATEGORIES

SIGNIFICANT STRIDES IN
SKINCARE

+6%

Q4: +18%



STRONG YEAR IN
FRAGRANCE



GAINING SHARE IN MAKEUP



2021

OUTLOOK

CONFIDENCE
IN THE
LUXURY
BEAUTY
MARKET



AN INTACT DESIRE

FOR LUXURY BEAUTY





L'ORÉAL LUXE

READY TO TAKE
FULL ADVANTAGE

OF

RECOVERY

PORTFOLIO OF BRANDS
STRONGER THAN EVER



INNOVATIONS' LAUNCH PLAN

BEST IN CLASS



P&L RESHUFFLE
— TO FUEL —
GROWTH





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