

A close-up photograph of a woman with a joyful expression, wearing bright pink lipstick and a pink top. She is surrounded by a dense array of colorful ribbons in shades of pink, yellow, blue, and purple, which are draped and flowing around her. The background is a clear, bright blue sky.

L'ORÉAL

2021 ANNUAL RESULTS

Consumer Products Division

Alexis PERAKIS-VALAT

10 February 2022



WORLDWIDE
Mass Market

≈ +4.5%

L'Oréal internal estimates excluding soap, tooth paste and razors. 2021 provisional estimates. Net manufacturing price (sell-in). Growth at constant exchange rate.



L'ORÉAL

CONSUMER PRODUCTS DIVISION

+5.6%
VS 2020

QUARTERLY SALES ACCELERATION *vs 2019*



SELL-OUT PERFORMANCE GAP

Division vs the Market





UNITED STATES

**DOUBLE-DIGIT
GROWTH IN H2**



UNITED KINGDOM

GROWING
2X THE MARKET

GERMANY

2021 like-for-like sales growth





CHINA

**DOUBLE-DIGIT
GROWTH**

L'ORÉAL PARIS

NOVO

REVITALIFT
SÉRUM PREENCHEDOR
1.5% ACIDO HIALURÔNICO

-40% LINHAS DE EXPRESSÃO

O PODER DO HIALURÔNICO

ELSEVE
HIDRA
[HIALURÔNICO]

This advertisement for L'Oréal Paris features two main product lines. The top section promotes 'REVITALIFT SÉRUM PREENCHEDOR' with 1.5% hyaluronic acid, showing two glass bottles. Below this, a purple banner highlights a 40% reduction in expression lines. The bottom section promotes 'ELSEVE HIDRA [HIALURÔNICO]' with images of three purple product containers.



BRAZIL

**STRONG
OUTPERFORMANCE**

MEXICO

A storefront advertisement for Garnier products. The ad features a woman's face on the left and a product bottle on the right. Text includes 'GARNIER SKINACTIVE', 'VITAMINA C', and 'ALTA CONCENTRACIÓN'. A sign in the window reads 'HORARIO' and 'DIA'. The background shows a street scene with cars and buildings.

NUEVO

GARNIER SKINACTIVE

Vitamina C ALTA CONCENTRACIÓN

REDUCE MANCHAS VISIBLEMENTE DESDE EL 3^{ER} DÍA

EXPRESS ACLARA
ANTI-MANCHAS
BOOSTER SÉRUM

Vitamina C
ALTA CONCENTRACIÓN
EFICACIA DERMATOLÓGICAMENTE PROBADA

This advertisement for Garnier Express Aclara Vitamin C serum features a woman smiling and holding a dropper. The product bottle is shown with a yellow and white design. The text is in Spanish and highlights the product's effectiveness in reducing spots and its high concentration of Vitamin C.

GARNIER

GARNIER

COMMITTS TO GREEN BEAUTY



more information on www.garnier.in

INDIA

+25%

बेस्ट





L'ORÉAL
PARIS

+5.5%
€6 Bn

GARNIER

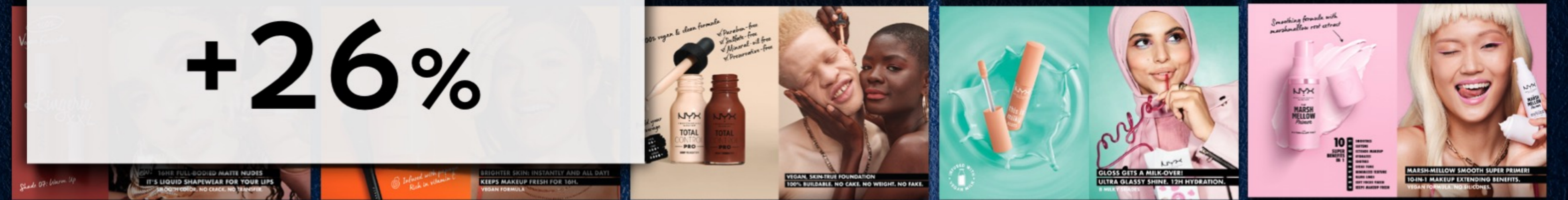
GREEN BEAUTY CHAMPION



MAYBELLINE
NEW YORK

GREAT VINTAGE
OF INNOVATIONS





NYX
PROFESSIONAL MAKEUP

+26%



N°1 MASS MAKEUP BRAND





MAKEUP

+13%



HAIRCARE

+9%

A STRONG Q1 2022 *Innovation Plan*



THREE KEY PRIORITIES *for the Future*



*1 / Lead
Premiumization*



*2 / Accelerate in
Emerging Markets*



*3 / Champion
Tech & Digital*

1 / LEAD *Premiumization*



*Premium
Science*



*Premium
Quality*



*Premium
Price Tag*

HAIRCARE

AVERAGE
PRICE PER ML

+9.5%

FULL RESIST *China*



FRUCTIS

Hair Food



L'ORÉAL
PARIS

AGE PERFECT CELL RENEWAL*
MIDNIGHT SERUM

WITH ANTIOXIDANT RECOVERY COMPLEX

YOU'RE WORTH IT.

PREFERRED
TO THE
#1 LUXURY
NIGHT
SERUM**



RENEW SKIN
NIGHT AFTER NIGHT

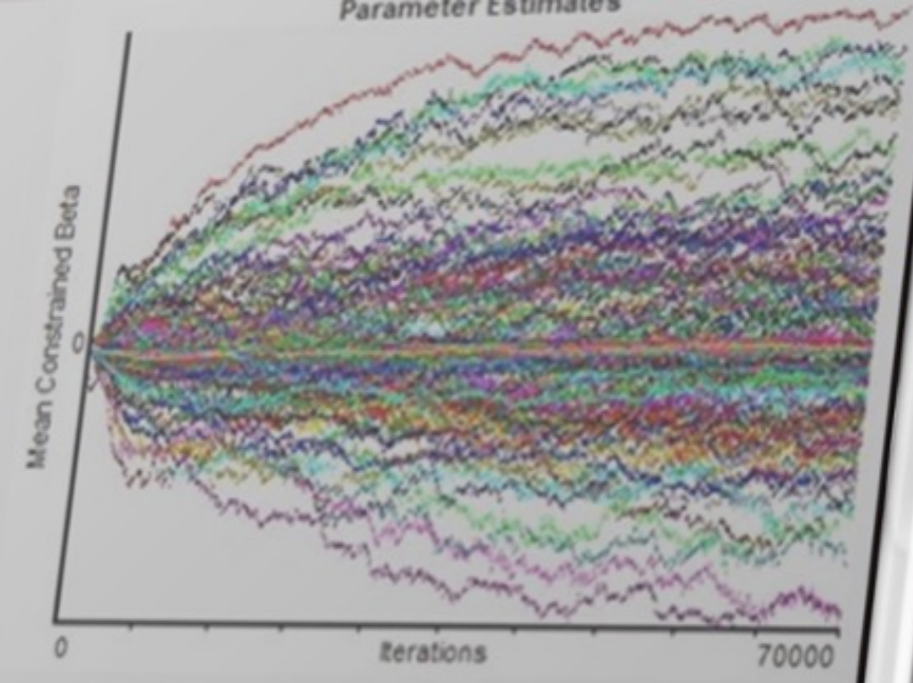
FOR SMOOTHER, FIRMER,
MORE RADIANT SKIN

* Skin surface cell exfoliation
** Based on a head-to-head consumer preference study of 350 women vs. the #1 luxury night serum retailing for \$75 (1 fl oz.) within specialty & dept store, brick & mortar and online channels (6 months through Jan 2021).

Viola Davis

DATA SCIENCE *of Pricing*

Preliminary iterations 50000
Draws used per respondent 20000
Total iterations 70000



Iterations/Sec 0.35
Time Elapsed 54:53:34
Time Remaining 0:00:00

0.02	-0.88	0.52	0.41	-1.02	-0.91	-1.55	-1.36	0.30	0.76
1.00	1.72	2.04	2.75	2.69	3.30	0.26	-0.46	-1.59	0.60
-0.63	-0.07	-0.49	0.30	0.61	-1.07	-0.59	-1.70	-0.56	-0.40
-2.09	-1.11	-1.22	-0.54	-0.02	1.16	0.97	-1.07	-2.03	-0.95
-1.50	-0.77	-0.40	-1.00	0.05	-0.54	0.62	1.59	0.50	1.37
-0.49	0.91	-0.11	0.69	-0.89	0.96	2.29	1.16	2.13	-0.61
-1.16	-0.53	-1.37	-0.10	0.26	-0.04	-0.10	0.35	1.01	0.08
2.08	1.76	3.11	3.02	-0.04	-0.13	-0.10	0.35	1.01	0.08
0.99	0.30	2.55	-1.86	0.32	-0.70	0.64	0.52	0.71	0.44
-0.15	0.15	-0.13	0.29	0.96	-0.46	-0.46	-1.56	-0.87	0.42
								1.73	1.13



	Inputs		Outputs					
	Current REP	New change REP	Volume	Net sales	Profit	Volume M/S	Value M/S	
L'Oréal								
Product A	X.XXE	- +	X.XXE	XX (+XXE)	XX (+XXE)	XX (+XXE)	XXE (+XXE)	XXE (+XXE)
Product B	X.XXE	- +	X.XXE	XX (+XXE)	XX (+XXE)	XX (+XXE)	XXE (+XXE)	XXE (+XXE)
Product C	X.XXE	- +	X.XXE	XX (+XXE)	XX (+XXE)	XX (+XXE)	XXE (+XXE)	XXE (+XXE)
Product D	X.XXE	- +	X.XXE	XX (+XXE)	XX (+XXE)	XX (+XXE)	XXE (+XXE)	XXE (+XXE)
Competition								
Product E	X.XXE	- +	X.XXE	XX (+XXE)	XX (+XXE)	XX (+XXE)	XXE (+XXE)	XXE (+XXE)
Product F	X.XXE	- +	X.XXE	XX (+XXE)	XX (+XXE)	XX (+XXE)	XXE (+XXE)	XXE (+XXE)
Product G	X.XXE	- +	X.XXE	XX (+XXE)	XX (+XXE)	XX (+XXE)	XXE (+XXE)	XXE (+XXE)
Product H	X.XXE	- +	X.XXE	XX (+XXE)	XX (+XXE)	XX (+XXE)	XXE (+XXE)	XXE (+XXE)

A world map where emerging markets are highlighted in a vibrant red color, while other regions are shown in a muted grey. The red areas include South America, Africa, and parts of Asia and the Middle East. The grey areas include North America, Europe, and Australia. The map has a textured, almost crystalline appearance.

2 / ACCELERATE *in Emerging Markets*

OUR 4TH GROWTH ENGINE

TOP 3 *Emerging Beauty Markets*



Brazil



India



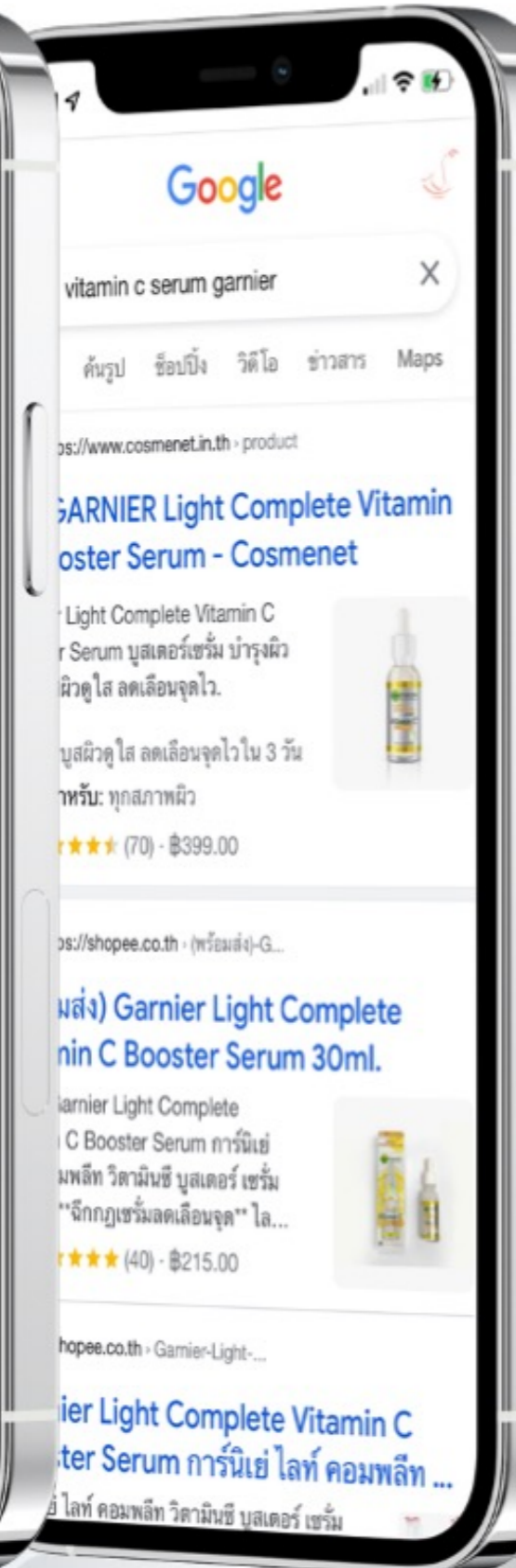
Mexico

MIDDLE-CLASS INCREASE *in Emerging Markets*

+500M
BY 2030



BEAUTY-SAVVY *New Generations*



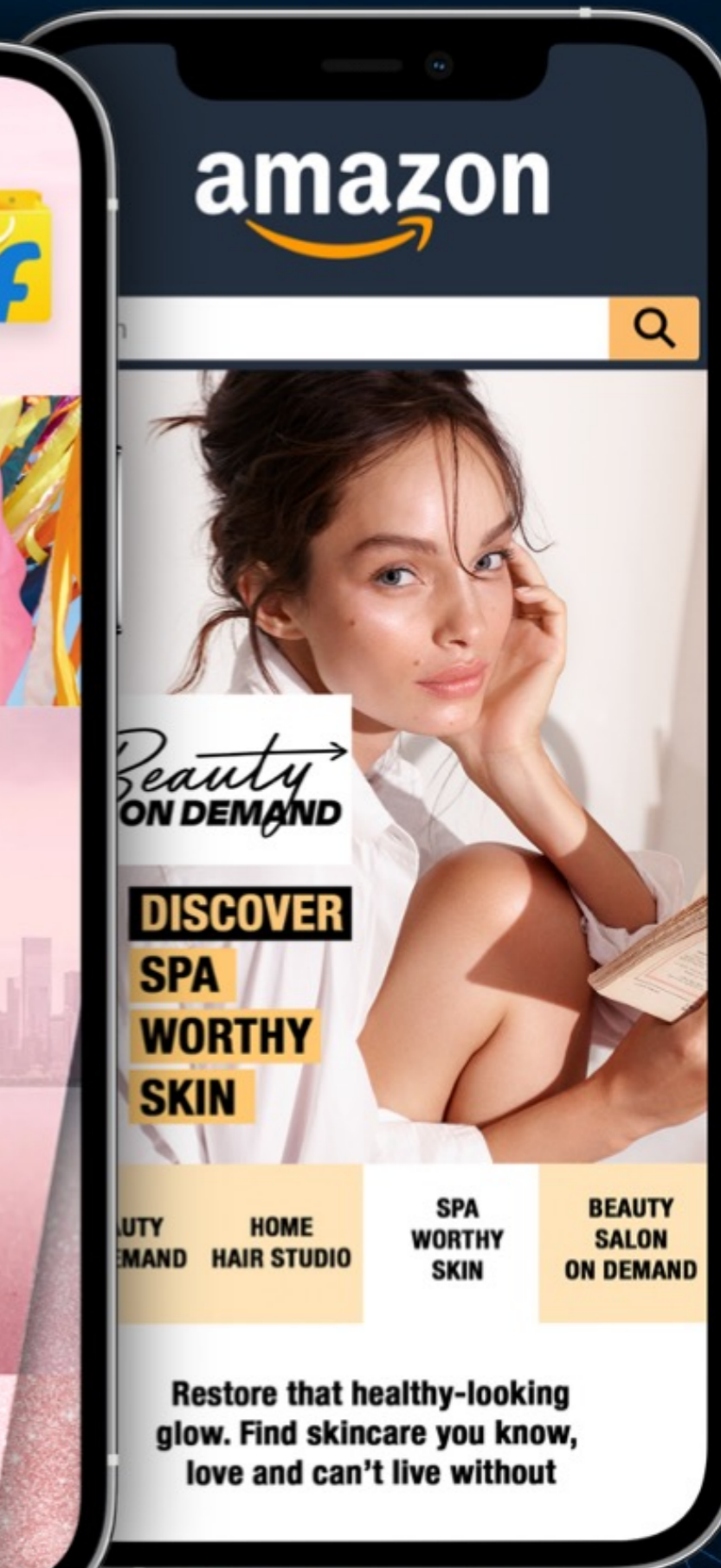
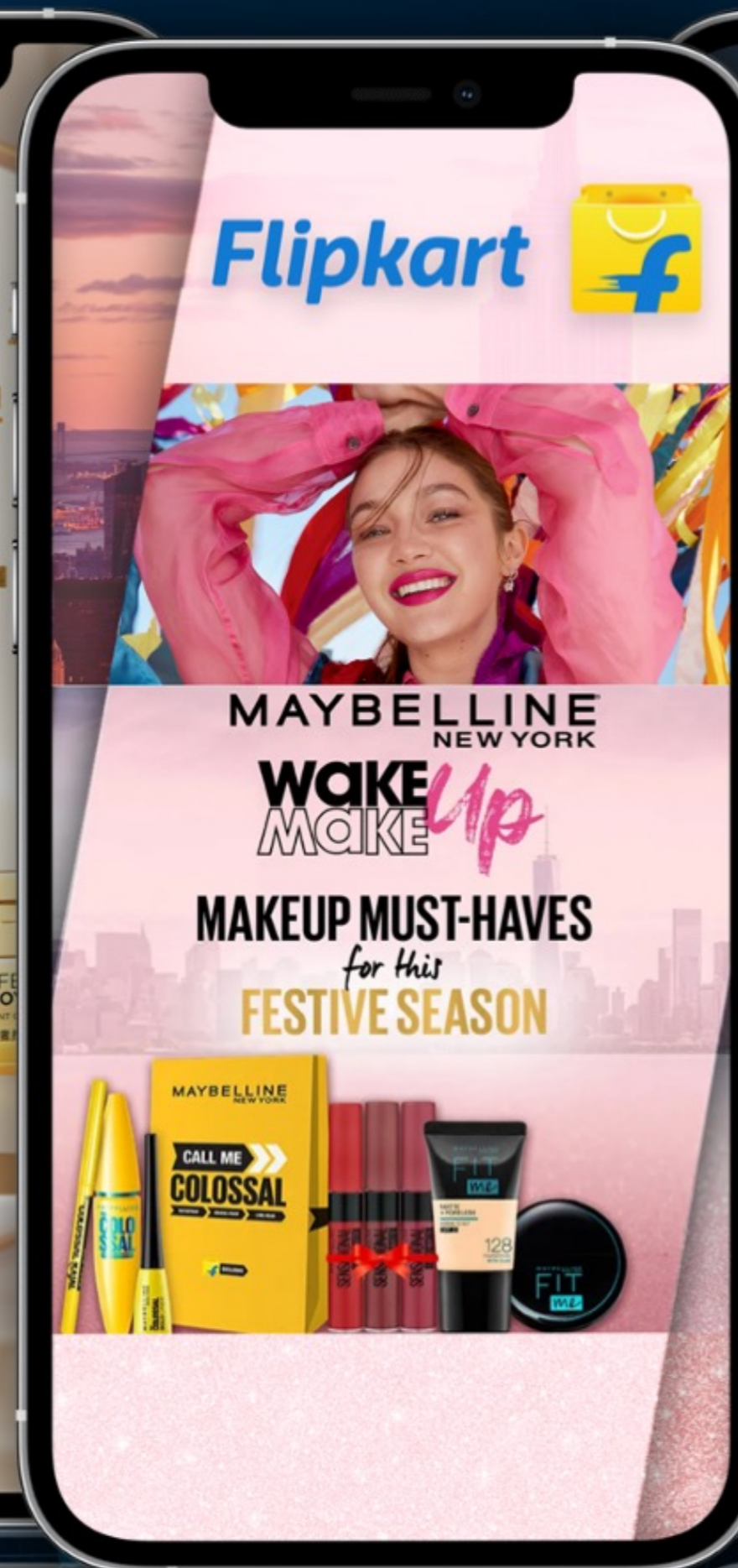


3 | CHAMPION
Tech & Digital

E-COMMERCE *Growth*

+18%
VS 2020

+73%
VS 2019



L'ORÉAL
PARIS

GARNIER
SKIN AI
COACH



Satu selfie untuk kulit sehat,
cerah dan glowing

SkinCoach Ai menganalisa dan
merekomendasikan rangkaian skincare
terbaik untukmu

MULAI ANALISA KULIT SAYA



SCAN TO
FIND YOUR SHADE
NOW!

DEVELOPING
New Services

TIKTOK

Great Results on our Makeup Brands

GARNIER | **L'ORÉAL PARIS** | **MAYBELLINE NEW YORK** | **NYX PROFESSIONAL MAKEUP**



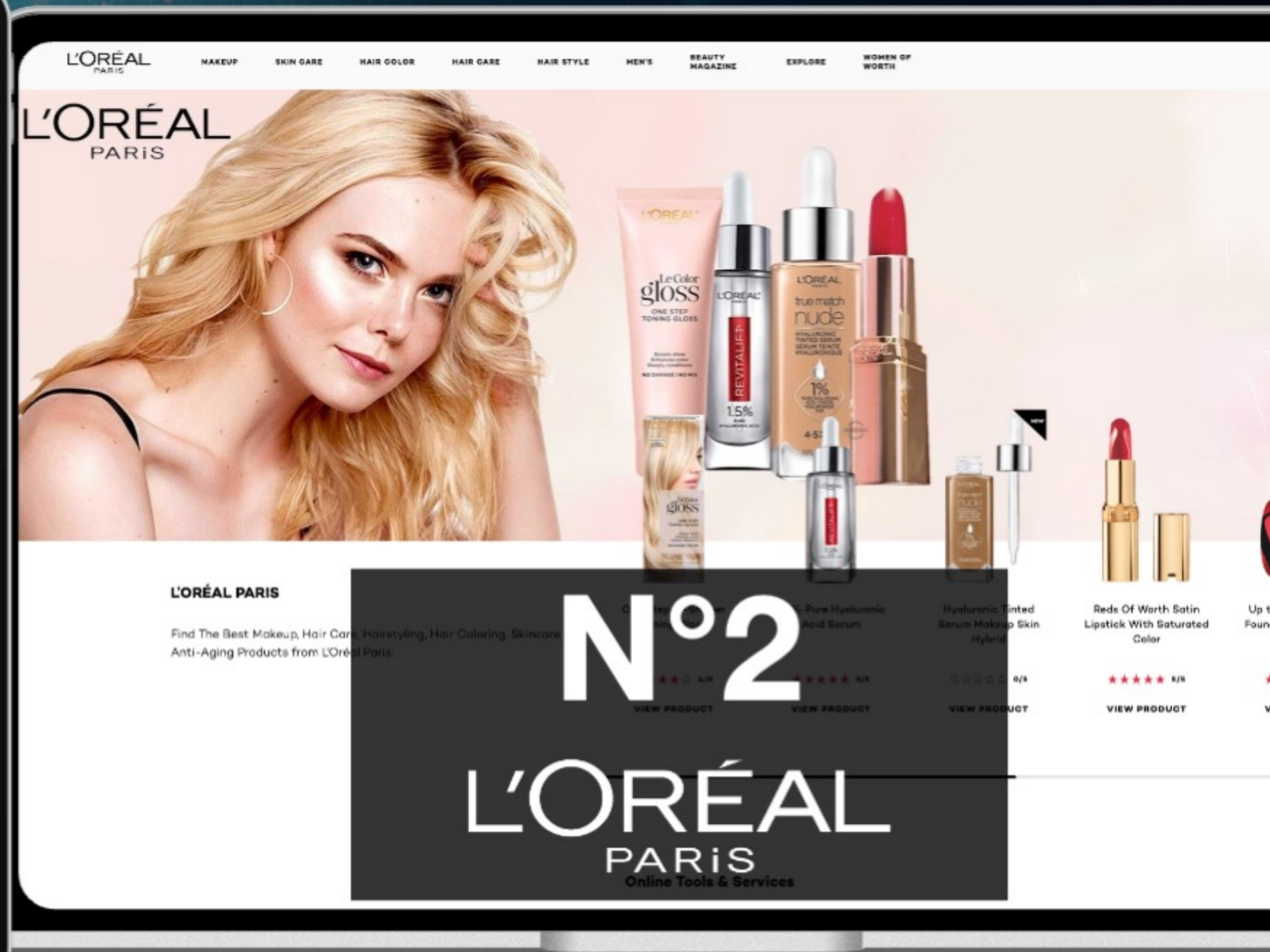
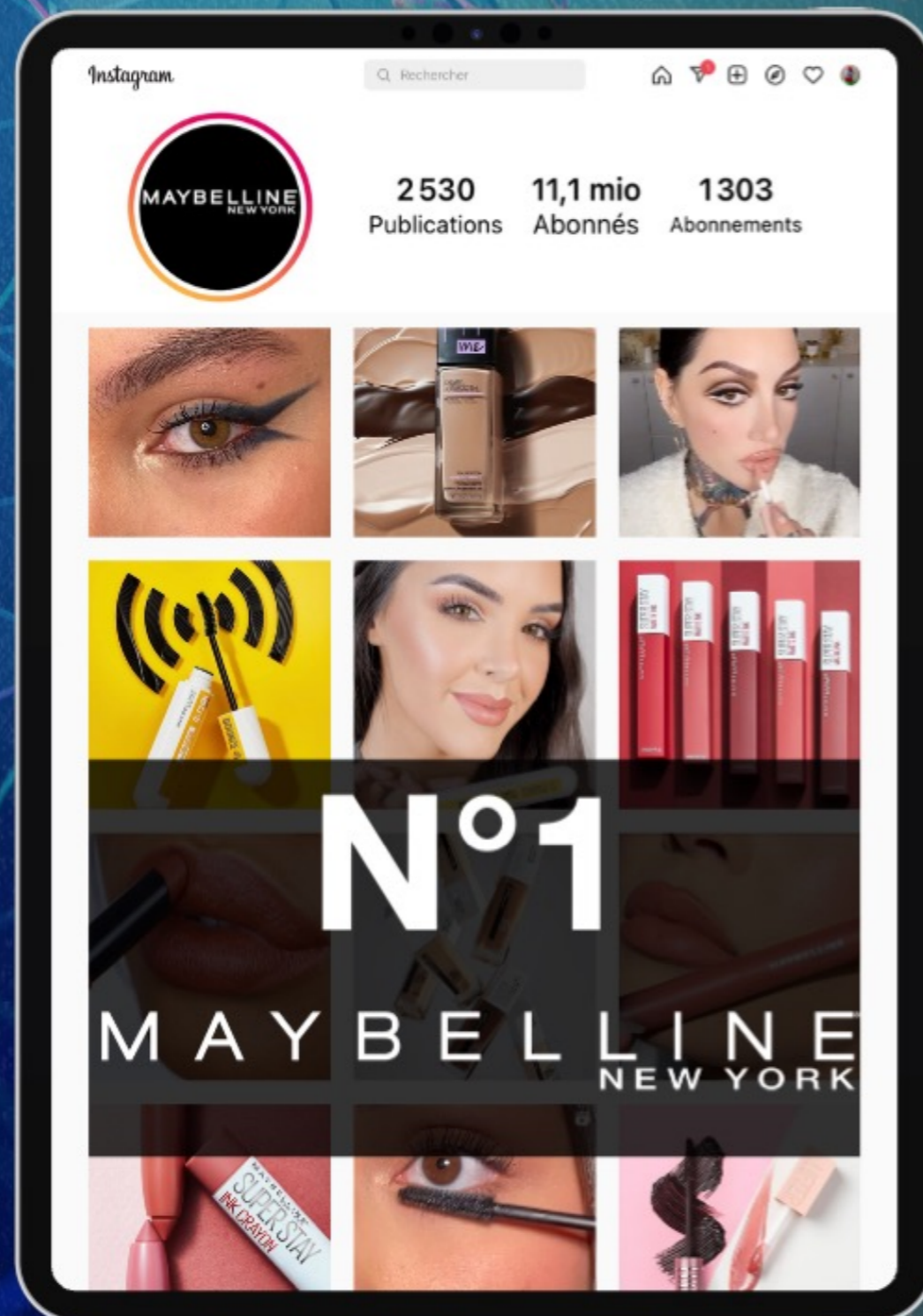
TikTok
made me buy it

THE BEST DIGITAL BRANDS *in the US*

Gartner®

Digital IQ Index

Beauty &
Personal
Care



STRONG FOCUS *on Consumer Data Collection*

*Partnerships with
our Retailers*

*Efficiency of
Media Investments
(60% Digital)*



BEAUTY *Tech*



COLORSONIC
by
L'ORÉAL
PARIS



THREE *Growth Engines*



*1 / Lead
Premiumization*



*2 / Accelerate in
Emerging Markets*



*3 / Champion
Tech & Digital*



L'ORÉAL

CONSUMER PRODUCTS DIVISION



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