



L'ORÉAL

ANNUAL RESULTS

L'ORÉAL LUXE 2021

Cyril CHAPUY

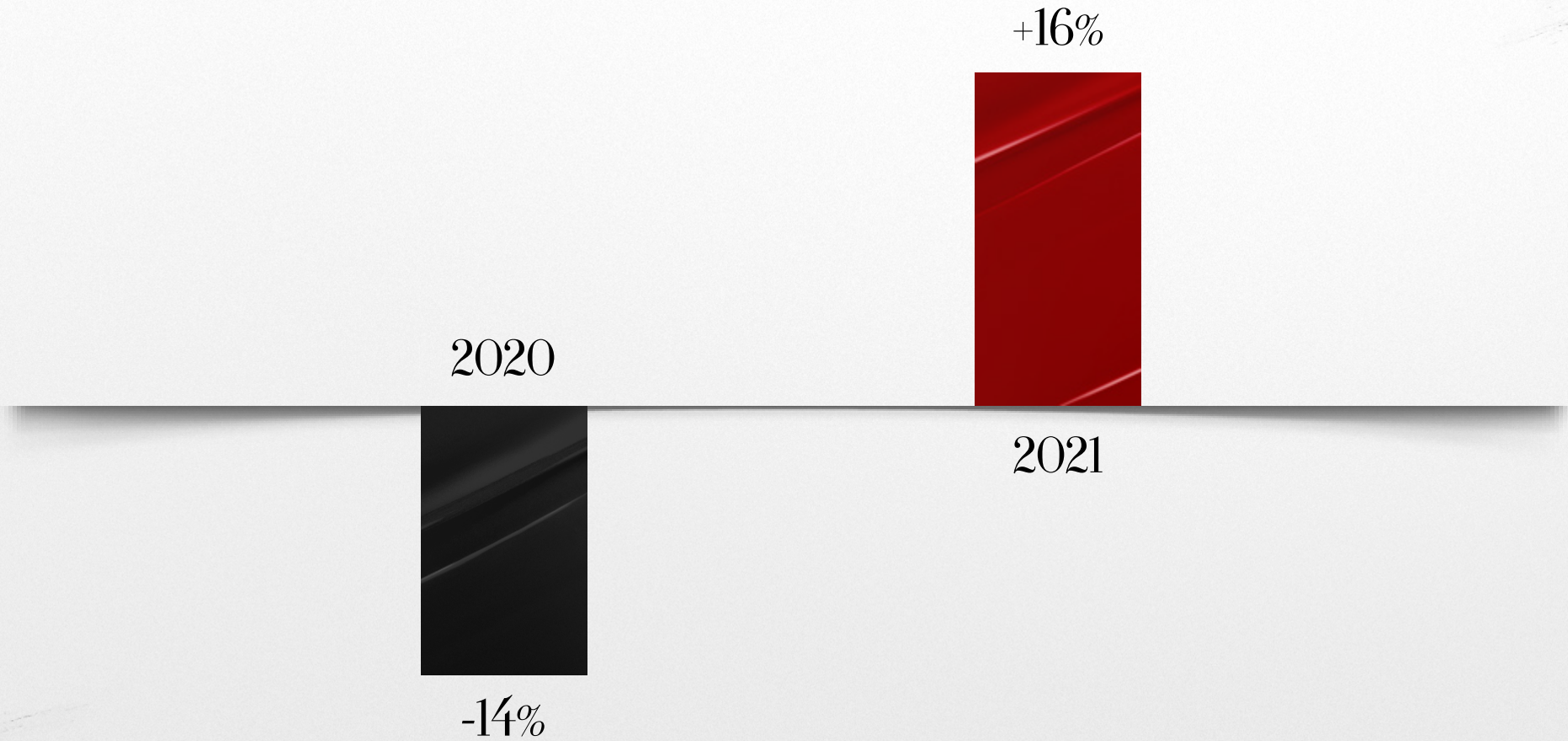
FEBRUARY 10TH, 2022



2021
THE LUXURY BEAUTY MARKET
**BOUNCES
BACK**

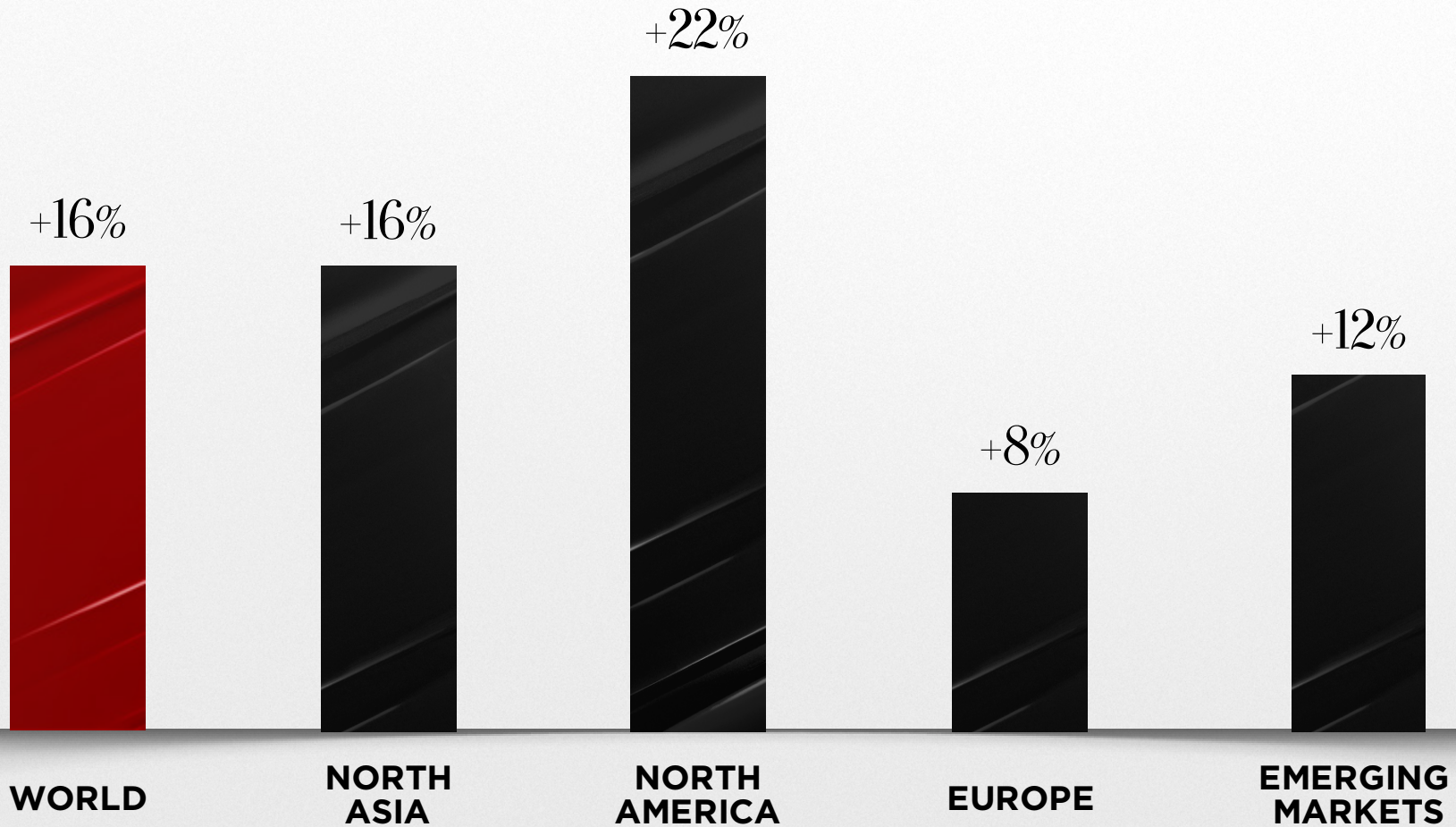
L'ORÉAL
LUXE

ALMOST BACK TO PRE-COVID*



*SELL OUT EVOLUTION

STRONG GROWTH IN ALL KEY REGIONS*



*SELL OUT EVOLUTION



SUPERB PERFORMANCE

OF L'ORÉAL LUXE

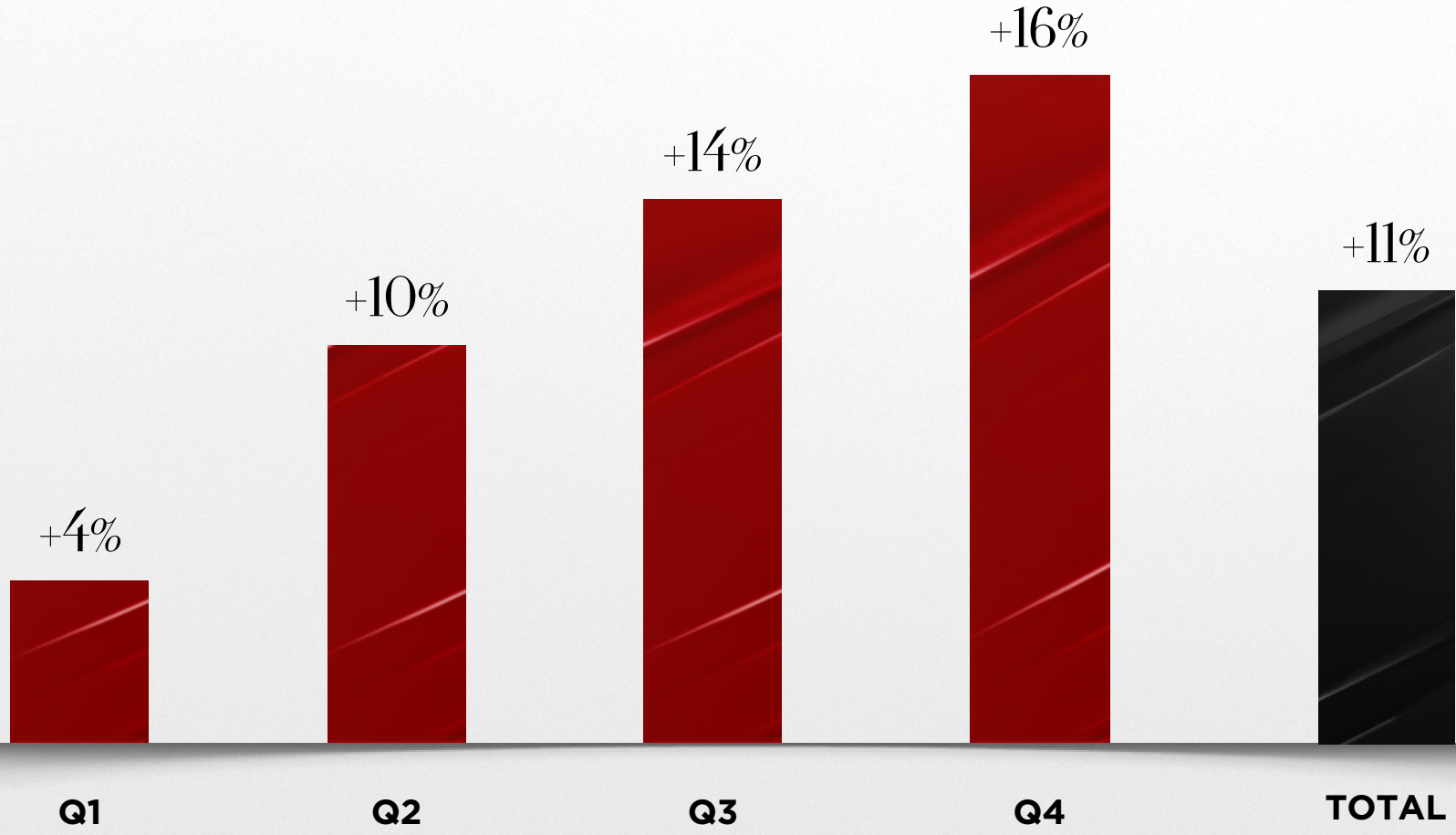
+21%
LIKE-FOR-LIKE SALES GROWTH



€12.3Bn
2021 SALES



+11.1% VS. PRE-COVID*
AND ACCELERATING EVERY QUARTER



* L'ORÉAL LUXE 2021 SALES GROWTH VS. 2019

FIRST
DIVISION
OF THE GROUP



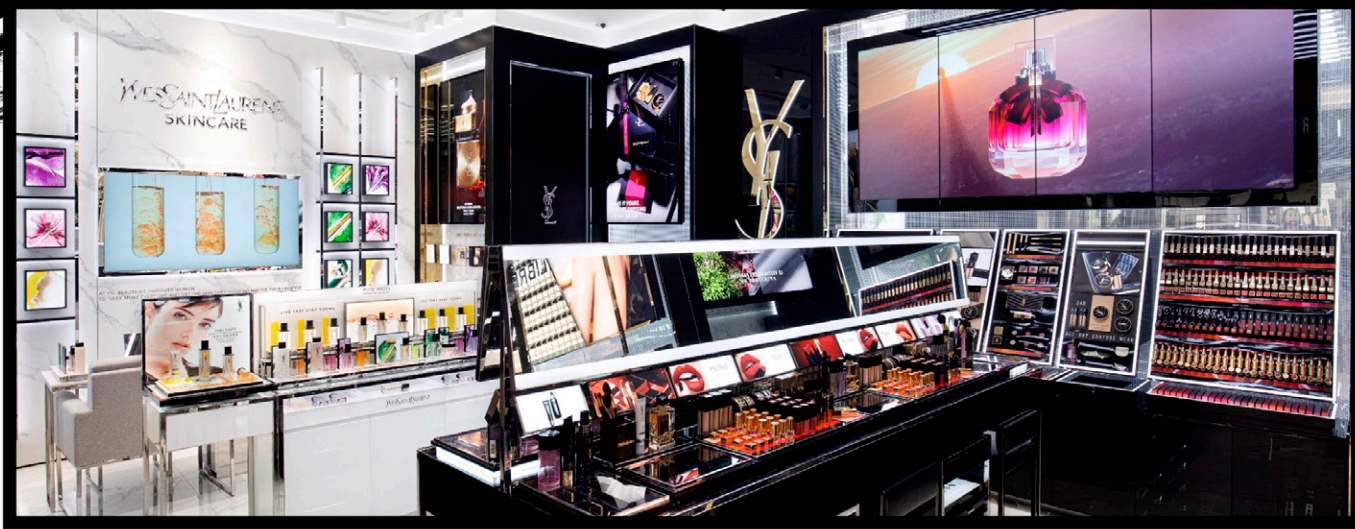


BRANDS
STRONGER 
THAN EVER

L'ORÉAL
LUXE



LANCÔME
>4Bn Euros



YSL, ARMANI, KIEHL'S
TOP 10 WW



VERY HIGH
CONTRIBUTION
OF RELAY BRANDS



MARKET SHARES
GAINS
ACROSS
ALL **3** CATEGORIES

L'ORÉAL
LUXE

SKINCARE

MARKET

L'ORÉAL LUXE

2021 vs 2020

+14%

+18%

ULTRA-PREMIUM



ANTI-AGING INNOVATIONS



FRAGRANCE

MARKET

L'ORÉAL LUXE

2021 vs 2020

+27%

+35%

WORLDWIDE PILLARS



SUCCESSFUL LAUNCHES



COLLECTION FRAGRANCES



MAKEUP

MARKET

L'ORÉAL LUXE

2021 vs 2020

+10%

+13%

AN IMPRESSIVE LANCÔME



L'ORÉAL
LUXE

SHU UEMURA CONTINUED SUCCESS



L'ORÉAL
LUXE

VALENTINO LAUNCH



L'ORÉAL
LUXE



MARKET SHARES
GAINS
ACROSS
KEY REGIONS



L'ORÉAL
LUXE



NORTH
ASIA

+16%
MARKET

+20%
L'ORÉAL LUXE

* 2021 SALES, LIKE-FOR-LIKE EVOLUTION

STRENGTHEN OUR LEADERSHIP ON THE TOTAL CHINESE ECOSYSTEM





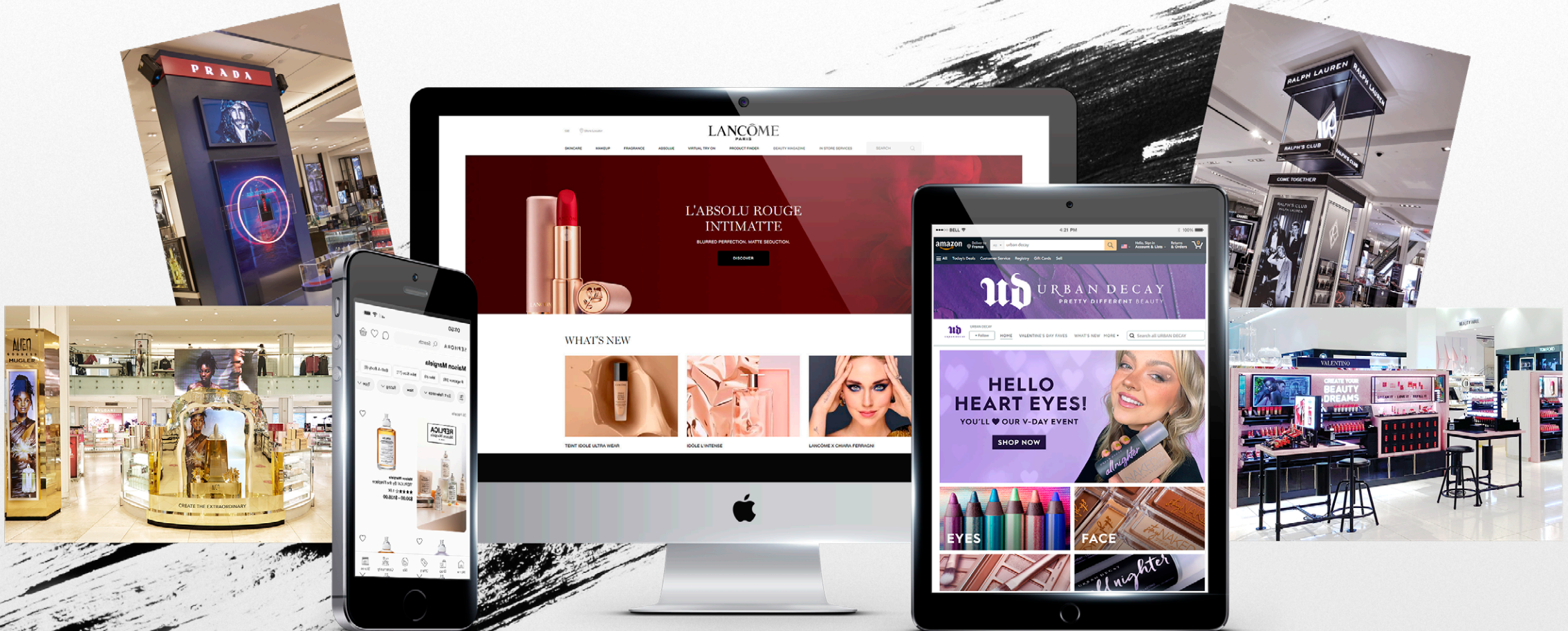
NORTH
AMERICA

+22%
MARKET

+34%
L'ORÉAL LUXE

* 2021 SALES, LIKE-FOR-LIKE EVOLUTION

RESHAPE SUCCESSFULLY OUR BUSINESS MODEL IN THE USA





EUROPE

+8%
MARKET

+13%
L'ORÉAL LUXE

* 2021 SALES, LIKE-FOR-LIKE EVOLUTION

A world map where the emerging regions of Africa, Latin America, and parts of Asia and Europe are highlighted in a vibrant red color. The rest of the map is in black. The background features abstract, dark, brushstroke-like patterns.

EMERGING REGIONS

+12%
MARKET

+21%
L'ORÉAL LUXE

* 2021 SALES, LIKE-FOR-LIKE EVOLUTION



L'ORÉAL LUXE

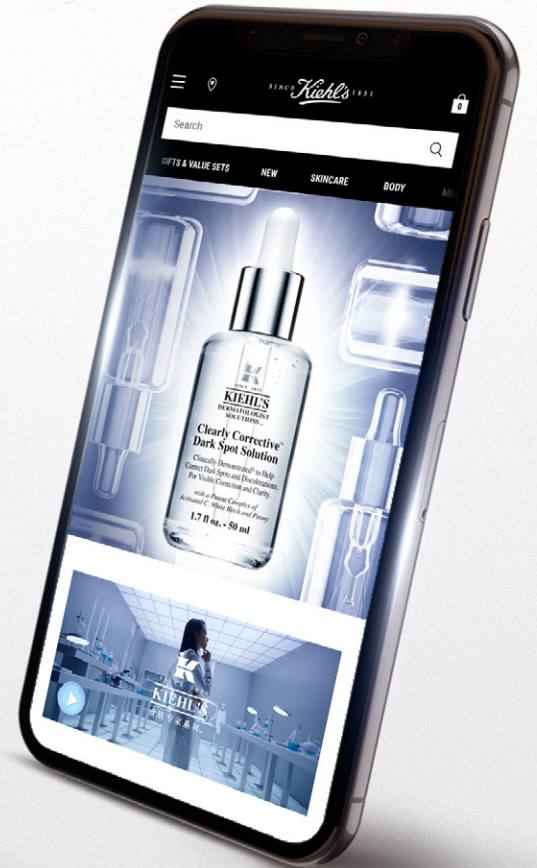
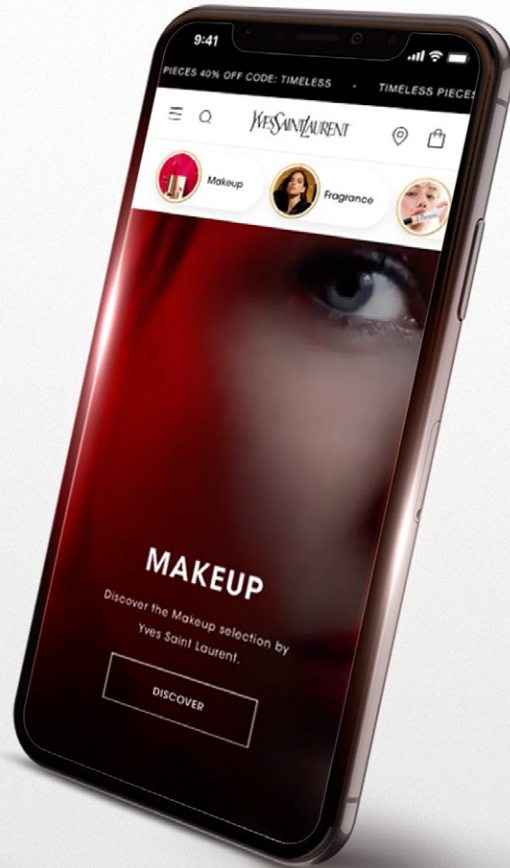
OUTPERFORMS
THE MARKET

FOR THE 11TH

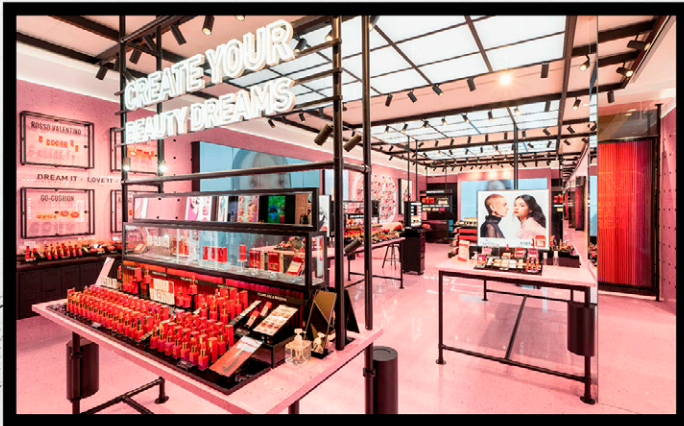
11

CONSECUTIVE YEAR

ONLINE +24%



OFFLINE +19%



BRIDGE THE 2 CHANNELS WITH DATA/CRM/LOYALTY





2022 OUTLOOK

L'ORÉAL
LUXE



STRONG DYNAMISM OF THE LUXURY MARKET



L'ORÉAL LUXE
WILL 
OUTPERFORM

L'ORÉAL
LUXE

ROBUST 
AND DIVERSIFIED
BRAND
PORTFOLIO

4 BILLIONAIRE BRANDS




COOUTURE GROWTH RELAYS



SKIN EXPERT GROWTH RELAYS





GRAND
CRU 
INNOVATION PLAN

GRAND CRU INNOVATION PLAN



GRAND CRU INNOVATION PLAN



GRAND CRU INNOVATION PLAN



GRAND CRU INNOVATION PLAN



KNOW-HOW OF OUR TEAMS





L'ORÉAL LUXE



2022

L'ORÉAL
LUXE



L'ORÉAL LUXE

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