LEAD TIME
NICOLAS HIERONIMUS TAKES THE REINS AT L’ORÉAL

THE 2020 BEAUTY TOP 100
How the World’s Largest Beauty Companies Fared During COVID-19

THE BRAINS BEHIND SKIN CARE’S HOTTEST BRAND
SHEENA YAITANES FINE-TUNES HER CREATIVITY
PREDICTING THE FUTURE OF WELLNESS
BECAUSE YOU’RE WORTH IT

CELEBRATING 50 YEARS OF WOMEN’S WORTH

L’ORÉAL PARIS
DEPARTMENTS

6 A NOVICE NO MORE
Charles Rosier may have been new to beauty when he cofounded Augustinus Bader, but its meteoric success is proof positive he’s a fast learner.

10 ON THE RIGHT SCENT
Fragrance has been one of the hottest categories during the pandemic. And with the new crop of scents, the momentum shows no signs of slowing.

12 ASSESSING THE UPS AND DOWNS
As manufacturers grapple with the impact of the pandemic, Allison Collins analyzes the new metrics of success.

15 INDEPENDENT SPIRIT
The top indies in the skin care sector, as chosen by the industry in the Beauty Inc Greatest vote.

14 A HEALTHY OUTLOOK
From mushrooms to mitochondria, what’s next in the ever-expanding world of wellness.

15 THE ART OF FRAGRANCE
Self-taught perfumer Maya Njie has fused her love of fragrance with a natural proclivity for storytelling to create a brand unlike any other.

50 STRIKING A CHORD
For Kosas founder Sheena Yaitanes, playing the piano provides equal parts meditation and inspiration.

FEATURES

16 WRITING A NEW CHAPTER
On the eve of becoming L’Oréal’s sixth CEO, Nicolas Hieronimus sat down with Beauty Inc for an exclusive interview to share his vision for the future of the world’s biggest beauty company — and reveal the key forces that have shaped his view of the business.

25 THE 2020 BEAUTY INC TOP 100
The year 2020 was a year unlike any other. Here, in our annual ranking of the world’s largest beauty companies, WWD Beauty Inc quantifies the impact of the global pandemic and analyzes the companies, categories and countries that have emerged stronger.

ON THE COVER:
Nicolas Hieronimus was photographed exclusively for WWD Beauty Inc at L’Oréal’s offices in Levallois, France.

Photograph by Emmanuel Fradin
Nicolás Hieronimus Joined L’Oréal in 1987, three years after the group became the top-ranked company in WWD’s annual survey of beauty’s largest manufacturers by global sales.

Since then, L’Oréal has steadfastly occupied the top spot — and Hieronimus has methodically worked his way up to the very highest echelons of the company. On May 1, he will become chief executive officer of the French giant, charged with maintaining the group’s growth trajectory in one of the most challenging times in the history of the business. Among his tasks: Keeping L’Oréal’s momentum in China while stimulating growth in mature markets and reenergizing key categories like color cosmetics in the U.S., all the while continuing to drive digital and sustainability efforts in a world rocked by the pandemic and social justice movements.

Those who have worked closest with him say he is more than up to the task, describing him as a quick thinker, keen competitor and team player able to rally people round a shared strategy.

Before the most recent lockdowns in France, European beauty editor Jennifer Weil sat down with Hieronimus for an exclusive interview since being named to the role. He shared strategy.

...
IT’S GO TIME!

BEAUTY BARRAGE IS IN STORE, ARE YOU?

We sympathize with many of you that have had to make the hard choice of letting your field team go. Thankfully, our proven team of Beauty Brand Ambassadors are ready to fill that void and help your brand recover from last year.

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BEAUTY BARRAGE
A NOVICE NO MORE

A neophyte to the beauty industry when he started, Charles Rosier has quickly shepherded Augustinus Bader through a period of explosive growth. BY JENNY B. FINE

CHARLES ROSIER WAS working in finance when a mutual friend who knew of his interest in biotech and medicine introduced him to Augustinus Bader. Rosier had heard of Bader’s groundbreaking research in wound healing, and was interested in helping to finance the research. The thought of launching a beauty business hadn’t occurred to him. But as he likes to tell it, Rosier had an epiphany that evening — and envisioned potential applications for Bader’s work that extended it beyond the medical realm. The rest is skin care history: With an irresistible origin story and starry cadre of celebs who praised its efficacy, Augustinus Bader has become one of the fastest-growing brands in beauty. Last year alone — during the teeth of the pandemic — sales tripled to $70 million and The Cream and Rich Cream were voted the top skin care product in a poll of more than 300 beauty industry insiders conducted by Beauty Inc earlier this year.

You were an investment banker for more than 15 years — how did you get into beauty?

I didn’t know anything about the industry on a professional basis. Of course, I use skin care and I have two sisters and a mother, so I was familiar with brands, but more from an outsider perspective. Before my dinner with Augustinus, I saw the picture of how his wound gel regenerated burned skin, and I thought, how can I finance the research? My brain at dinner went into burned skin — why not skin care? At dinner, I asked him, can you do an anti-wrinkle cream that works? It was an instant pragmatic thought about how we could fund his research. After I threw the concept on the table, it took me two years to convince him to take it seriously.

Professionally, the idea of becoming an entrepreneur was fascinating for me. I admire the capacity to build something from scratch and I have also always been passionate about medical science and research. I nearly studied medicine. So this project makes a lot of sense to me.

You knew very little about the beauty industry before you launched the brand. Was that a help or a hindrance?

A help at the beginning, because it gave me the faith to believe it was doable. Maybe if I had worked in the industry before, I would have understood how tricky it is. It is very competitive and it requires significant budget to have a voice. Having a great product is not enough.

When I started this project and decided to put all of my savings into financing the first year and a half of existence, I was convinced that if you have the right product and the product is really special and superior to the competition, you would be successful, but it is more complex than that. The lack of knowledge of the complexity of the beauty industry was an advantage, because there was no barrier to ambition.

Over the last few years, I’ve been asked to sit on boards of investment firms and I’ve seen how beauty is becoming a hot commodity for investors. It is not to be humble, but I’m not sure there is a recipe for success. If you start from zero, your chance to exist is not so high. I think a lot of our success is due to the product.

For the launch, you leveraged some Hollywood connections — Melanie Griffith and Don Johnson notably in the beginning — but there is a lot of celebrity beauty right now. What enabled you to cut through all of that noise?

It wasn’t celebrity endorsement in the sense of simple endorsement. It was a small investment partnership on their behalf. Their daughter is Dakota Johnson, who knows people. Melanie knows people. Don knows people. They have a circle. It is talking about something with passion. Melanie tried the product and saw the impact on her skin. She was a true believer. It was not like a paid endorsement.

Melanie also gifted the cream to a person who is a good friend of A-list actors and actresses and goes to their home every two weeks to give a vitamin drip. Because people didn’t see her for
The revolution signed by Chromavis. An exclusive “tailoring boutique” for make-up!
Earlier this year, Augustinus Bader introduced a vegan reformulation of its bestselling product.
Introducing Mary Kay Clinical Solutions™ Retinol 0.5 Set

Think you’re too young for pure, potent retinol? Think again.

For next-level results, connect with your Mary Kay Independent Beauty Consultant, or visit MaryKay.com/clinicalSolutions.

*Results based on an independent expert evaluator assessing 22 women during an 8-week clinical study in which women used Retinol 0.5 every other night for the first 2 weeks, then nightly weeks 3-8.
ON THE RIGHT SCENT

After fragrance gave prestige beauty a much-needed infusion at the end of 2020, brands are going all-in on the category. BY JAMES MANSO

Fragrance was a bright spot in beauty sales during the pandemic, and marketers are looking to maintain the momentum with a slew of launches for spring. “Since August, fragrance has had positive monthly dollar performance. It’s been a rebound,” said Larissa Jensen, vice president of beauty at the NPD Group. Scent’s power players are taking the category’s blossoming literally — many have an intensely floral bent. Here, the newest.

1. LOUIS VUITTON ON THE BEACH EAU DE PARFUM, $265. Louis Vuitton took inspiration from the California coast for its latest fragrance, which also boasts an Alex Israel-designed gradient flacon.

2. JO MALONE RED HIBISCUS COLOGNE INTENSE, $198. A unisex piece of Jo Malone’s Blossoms collection, Red Hibiscus accompanies several perfume and body mists, and is the first of the Blossoms series to be categorized as Cologne Intense.

3. BULGARI DOLCE ESTASI EAU DE PARFUM, $230. With five scents, Bulgari’s new customizable Allegra collection straddles medium-high and extremely high price points. Estasi features notes of heliotrope and musk.

4. CARTIER PURE ROSE, LES ÉPURES DE PARFUM, $275. Cartier’s in-house perfumer, Mathilde Laurent, combined notes of rose thorn and the blossom itself to recreate the flower as accurately as possible.

5. PARFUMS DE MARLY DELINA LA ROSÉE, $295. Delina La Rosée couples Turkish rose with vetiver and bergamot to add depth to the classic rose.

6. ESCADA CANDY LOVE, $84. Coty’s newest fragrance pillar for Escada, Candy Love, has candy apple top notes, rose centifolia heart notes, and a base of vanilla whipped cream.

After fragrance gave prestige beauty a much-needed infusion at the end of 2020, brands are going all-in on the category.
**DOWN TO EARTH**

On the other side of the fragrance spectrum, new launches include fresher, bolder and woodsier scent profiles. **BY JAMES MANSO**

Fragrance brands’ other new offerings aren’t coming up rosy. Grassier, woodier and smokier notes are also very much in play this season.

1. **MCM EAU DE PARFUM**, $95.
   The first product of the label’s agreement with Inter Parfums, MCM’s new scent is its largest launch to date.

2. **BYREDO MIXED EMOTIONS**, $265.
   After a big year for Byredo — including the launch of makeup and a collaboration with rapper Travis Scott — the brand is introducing Mixed Emotions to its lineup.

3. **SISLEY-PARIS IZIA LA NUIT**, $278.
   After its wildly successful go at hair care, Sisley-Paris is now prioritizing fragrance. Its latest scent, Izia La Nuit, is the majority launch for the first half of 2021.

4. **ATELIER COLOGNE LEMON ISLAND**, $142.
   Atelier Cologne’s latest is not only 92 percent natural origin ingredients, but ethically sourced. Production of the materials on the island of Rodrigues employs 260 lemon growers.

   Diptyque is celebrating its 60th anniversary — and last year’s home fragrance sales gains — with Orphéon, named for a nightclub of the same name adjoined to the first Diptyque boutique in Paris.

   Dior’s newest addition to its boutique-exclusive luxury line has notes of rainbow tobacco and cool narghile.

7. **OSCAR DE LA RENTA ALIBI EAU DE PARFUM**, $98.
   Oscar de la Renta’s newest perfume is the first designed by co-creative directors Fernando Garcia and Laura Kim, and is the first salvo in a bigger push for beauty for the brand.

On the other side of the fragrance spectrum, new launches include fresher, bolder and woodsier scent profiles.
ASSESSING THE UPS AND DOWN

Beauty brands posted sales dips during the coronavirus pandemic, but analysts looked at other things to determine overall corporate health. BY ALLISON COLLINS

BY THE NUMBERS, 2020 was a murky year.

Analysts who normally look at figures and craft corporate predictions found that in the midst of the global coronavirus pandemic, numbers weren't telling the whole story.

Sales at many companies, including major players like L’Oréal and the Estée Lauder Cos. Inc., slid downward. Shutdowns negatively impacted consumer spending in beauty, and the lifestyle changes demanded by COVID-19 meant that for many, buying makeup remained low on the priority list. For some businesses that posted gains, including L. Brands and P&G Beauty, those upticks were driven by nontraditional categories — hand sanitizer and soap, respectively — as people prioritized cleanliness over all else.

For the Wall Street community, the pandemic meant assaying things a little differently. In addition to looking through beauty’s numbers, which in mid-2020 were universally bad, analysts paid attention to how quickly companies pivoted and how successfully businesses were able to drive e-commerce sales. As the world hopefully emerges from the pandemic, they said those factors will continue to play important roles in their analyses — and that most beauty corporations navigated COVID-19 well enough to come out the other end in strong positions.

“It’s viewed as a temporary setback in general, but in some ways, it’s accelerated the transformation for many companies that may have previously relied on department stores or more traditional brick-and-mortar channels,” said Faiza Aliy, analyst at Deutsche Bank.

“It helped leapfrog the industry to a better place.” Part of that jump was the acceleration of online sales, which analysts paid close attention to during a year with temporary store closures and dismal foot traffic.

“I want to see digital — major digital change. It’s never going to go back to what it was before traffic wise,” said Jane Hali, chief executive officer at investment research firm Jane Hali & Associates. “I want to make sure that everyone is digitally proficient.”

“Where does percent of online sales or total digital e-commerce sales come out?” asked Stifel analyst Mark Astrachan, who noted that globally beauty has gone from 10 to 15 percent e-commerce to almost 30 percent. Ulta Beauty, for example, went from online sales of about 12 or 13 percent to e-commerce sales between 30 to 33 percent, Astrachan said.

For beauty companies, keeping up with those rates is crucial. “We’re trying to strip out, are you gaining share, or are you not? Are you keeping up with the industry pace on e-commerce? That has implications for profitability,” Aliy said, noting that it’s more profitable for companies to sell online than to sell in traditional retail channels.

Some analysts are looking beyond the numbers into services and offerings. Neil Saunders, managing director of GlobalData Retail, said he was looking to evaluate: “how businesses had adapted to the new realities of trading, how quickly they’d done that, how effectively they’d done it and how they served customers through different channels,” he said.

He also looked at leadership teams to see if they were making calculated changes, or having “knee-jerk” reactions, he said.

Steph Wissink, an analyst with Jefferies, agreed that leadership has been a key factor during the pandemic. “How did companies respond, how did they communicate with their consumers and employees, did they deepen trust or erode it, did they make business decisions to protect the business, conserve cash and redefine their short-term strategy for an elongated period of time?” she said.

Successful firms operated with the customer at the center, and constantly innovated to keep up with the evolution of their needs, Saunders added.

“We have conveniences now that we never had before,” Hali said. Beauty businesses needed to pivot to curbside pickup, buy online, pick up in store and convenient delivery offerings. “We’re going to expect that to continue.

We’ve gotten used to it, and we want it,” she said.

As far as the numbers, go, analysts focused on market share gains and losses and evaluating companies in comparison to their peers.

“It’s best to look at market share and relative performance,” Astrachan said.

Comparing company gains or losses to the overall category, or to corporate peers, was also a key tactic. “If overall beauty sales are down by 10 percent, if a retailer is down by 5 percent, really, it’s performing better than average,” Saunders said.

Going forward, analysts will continue those types of comparisons, and as 2021 numbers come out, will compare them to 2019 figures, they said.

“Will we return to 2019 levels or has there been permanent change to consumer use case [with] work from home, etc., attitudes, and therefore demand?” Wissink asked.

“The next few months are going to be really critical. It’s at the point where potentially red flags may emerge [if] you’re not growing in line with everyone else,” Aliy said.

“What gave me confidence about companies was how they were performing before the pandemic,” said Saunders, who noted that the pandemic has been disruptive, but hasn’t pushed strong companies “over the edge.”

“What it’s done is pushed those weaker companies over the edge,” he said, giving the example of L’Occitane in the U.S., which filed for bankruptcy in January in order to close stores.

“Everyone is saying apparel is going to be through the roof. No, I’m sorry — it was a struggling category before the pandemic,” Hali said. “Will cosmetics go through the roof? No. It will be better, but it’s still going to have difficulty.”
## INDEPENDENT SPIRIT

Last month, Beauty Inc unveiled the top-voted skin care products by leading industry insiders. Here, the indie brands that flooded the ballots. **By James Manso**

**WHEN BEAUTY INC SENT** ballots to industry insiders asking them to vote on the top skin care products, the common thread was clear: voters had strong opinions. In addition to the top 100, a subset of indie brands caught the attention of voters. Of the top 15, most are newcomers and many are woman-founded. Here, in alphabetical order, the indies that garnered the most votes.

<table>
<thead>
<tr>
<th><strong>Brand</strong></th>
<th><strong>Founder</strong></th>
<th><strong>Launched</strong></th>
<th><strong>USP</strong></th>
<th><strong>Hero Product</strong></th>
<th><strong>Price</strong></th>
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<tbody>
<tr>
<td>Biossance</td>
<td>Amyris</td>
<td>2017</td>
<td>The brand was one of the first to bring a sugarcane-derived squalane to market.</td>
<td>Squalane + Vitamin C Rose Oil, $72</td>
<td></td>
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<tr>
<td>Black Girl Sunscreen</td>
<td>Shontay Lundy</td>
<td>2016</td>
<td>Black Girl Sunscreen offers a range of vegan, cruelty-free, paraben-free, fragrance-free and reef-safe sunscreens that don’t leave a white cast on deeper skin tones.</td>
<td>Black Girl Sunscreen SPF 30, $18.99</td>
<td></td>
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<tr>
<td>Doctor Rogers Restore</td>
<td>Dr. Heather D. Rogers</td>
<td>2015</td>
<td>Dr. Rogers’s eponymous skin care line offers allergen-free alternatives to tried-and-true drugstore moisturizers.</td>
<td>Doctor Rogers Restore Healing Balm, $30</td>
<td></td>
</tr>
<tr>
<td>Josh Rosebrook</td>
<td>Josh Rosebrook</td>
<td>2009</td>
<td>Rosebrook’s range is rooted in biomimetic and herbal science, which is why the brand prepares all of its own extracts for each batch of products.</td>
<td>Daily Acid Toner, $29</td>
<td></td>
</tr>
<tr>
<td>KraveBeauty</td>
<td>Liah Yoo</td>
<td>2017</td>
<td>The YouTube star’s line offers a rebuttal to 12-step regimens with a tight edit of skin care heavyweights.</td>
<td>Matcha Hemp Hydrating Cleanser, $16</td>
<td></td>
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<tr>
<td>Nécessaire</td>
<td>Camila Pieroth, Heela Yang and Marc Capra</td>
<td>1996</td>
<td>Each product boasts a blend of seaweed, essential oils and active botanicals.</td>
<td>Undaria Algae Body Oil, $48</td>
<td></td>
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<tr>
<td>Oséa</td>
<td>Jenefer Palmer</td>
<td>2015</td>
<td>Inspired by the exotic locale of the same name, the brand brings Brazil’s sunny cultural point of view to hair care, body care and fragrance.</td>
<td>Brazilian Bum Bum Cream, $45</td>
<td></td>
</tr>
<tr>
<td>Sol de Janeiro</td>
<td>Camila Pieroth, Heela Yang and Marc Capra</td>
<td>2015</td>
<td>Inspired by the brand brings Brazil’s sunny cultural point of view to hair care, body care and fragrance.</td>
<td>Dew Point Moisturizing Gel Cream, $14.99</td>
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A HEALTHY OUTLOOK

From mushrooms to mitochondria, the future of beauty can be found in cutting-edge health and wellness developments. BY JAYME CYK

THE IMPACT OF wellness on beauty is undeniable, and its swath is broad.

According to the Global Wellness Institute, the wellness economy spans 11 sectors; within that, the personal care, beauty and antiaging segment is estimated to be a $1.1 billion market, a figure expected to increase as the connection between inner health and outer beauty strengthens.

“A wellness first approach to beauty will continue to influence a range of product categories,” said Sarah Barnes, content marketing manager at Trendalytics. “Category lines are being blurred and retailers like Sephora and Ulta are now stocking nontraditional beauty products and brands.”

So what’s next? To find out, Beauty Inc spoke to a slew of wellness experts and practitioners to discover how the thriving category is evolving.

Personalized skin care companies made news a few years back when they launched with a series of questions to prescribe a treatment product made specifically for the consumer. But according to Patti Kim, naturopathic doctor and acupuncturist, looking more closely at how the body detoxifies will be a gamechanger. “Focusing on mitochondria, which is the powerhouse of each cell, is really gaining awareness and becoming a bigger part of health and addressing chronic symptoms,” Kim said. “We’ll get a little bit more specific and look at individual genetic mutations and how that affects everything from acne to PMS to cancer history to Alzheimer’s. The only way skin care is truly customized is to look at your genes. That’s why you can’t just have data output through some computer program and be able to fix your health.”

Erica Chidi, chief executive officer of LOOM, a well-being platform empowering women through sexual and reproductive health education, noted that education and learning about the body is going to continue as consumers look to maintain their health. “We’re encouraging women to make health education a hobby and lifelong learning about the body something that you do for pleasure, empowerment and also for self-actualization,” Chidi said.

A new brand called Veracity is putting this type of model into place. Veracity uses at-home testing with its Skin + Health Discovery Kit to provide insights into the customer’s biochemistry by measuring biofactors such as hormones and pH levels as key indicators for greater health. “One size fits all doesn’t work for nutrition. You’ll see even dietary theories that are coming out about how to personalize it and make it fit for you,” said Mia Rigden, board-certified nutritionist, chef, author and health coach. “We’ll see a lot more of that in skin care and beauty coming up.”

Carolyn Barron, physician of East Asian medicine at Botanarchy Herbs and Acupuncture, is guided by gynecology, hormones and women’s health, and believes that using the menstrual cycle as a guide is here to stay. “Cycle syncing your seeds, your supplements, your daily activities, energetic output, or your workout feels like a big trend,” she said.

As women continue to gain a deeper knowledge about their bodies, solutions pre-, during and post-pregnancy will focus on the importance of nutrients and food as medicine. “Prenatal vitamins are complex in terms of ingredients with a lot of misinformation,” said Carson Meyer, birth doula and founder of C & The Moon.

For example, Meyer noted that a lot of prenatais contain folic acid instead of folate. “About 6 percent of women have a gene mutation that doesn’t allow their body to methylate the folate properly,” she said, “so they’re not getting the proper nutrients to combat folate deficiency.”

In terms of ingredients, mushrooms are furthering their reach beyond reishi in skin care and chaga in coffee. “Mushrooms can be used for conditions like diabetes, chronic pain, chronic fatigue, autoimmune issues and weakened immunity,” Barron said. “There are doctors that are working with laboratories to isolate bioactive compounds and mushrooms for pharmaceutical use. People are trying to standardize the magic and the medicine. There are supplement brands that are creating templates for psilocybin businesses once that opens up. The money and the infrastructure are there and waiting for the laws to pass.”

Trendalytics reported that mushrooms were featured in its top 100 trends for 2021 and are continued to keep growing.

Barron added that she has created blends of medicinal mushrooms, elderberry and Chinese herbs for Ambarella Organics. The brand’s mission is to get consumers back into the garden and be more in alignment with nature, a trend that more and more practitioners are betting on when it comes to wellness and the beauty industry.

Meanwhile, in the U.K., The National Health Service is aiming to prevent and tackle mental health through prescribing nature outings. “Consumers are taking things into their own hands instead of seeking outside of themselves for the answers,” said Brianna Cherniak, certified herbalist.

“The bottom line is that we are going to see a huge upward trend of all things proactive and preventative wellness in all different categories,” said Deepika Chopra, “ways to enhance our immunity, happiness, mental stamina, pleasure, emotional well-being and endurance. Wellness is not a state of being but more so a state of living a healthy lifestyle. It’s an active process, an intentional way of living life toward enhancing the quality and optimization of our everyday and future experience.”
MAYA NJIE AND HER ART OF FRAGRANCE

The self-taught perfumer works in a multisensorial fashion. BY JENNIFER WEIL

Maya Njie didn’t have the job of perfumer in mind while growing up in the industrial town of Västeras, about an hour outside of Stockholm. But she was sensitive to scent.

Njie has a vivid memory of smelling CK Be for the first time, before moving to London at the age of 19.

“I remember where I was, who was wearing it,” she said. “I remember coming into the room, and I was just blown away. I knew I had to have it and saved up. When I moved to London, my mom had some money put aside for my first deposit and stuff. The first thing I did was go out and buy one of those bottles.

“It kind of set the tone,” Njie continued. “When I think about my first two, three years in London, I wore that fragrance.”

The self-taught perfumer, still based in London, often revisits the link between fragrance and memories. Yet she started out as a visual artist. “I’ve always been visually driven,” she explained.

As an adult, Njie returned to university to take a surface design course, involving textile printing, wallpaper, ceramics, homeware and fashion.

“Whilst I was there, I took inspiration from my old family photographs a lot,” she said. “I’m half Swedish, half Gambian, and I have this old photo album of pictures of my family before I was born.

“It tells a traditional Scandinavian story, but with an African influence in there,” continued Njie, who would visit Gambia every few years when she was a girl. “I’ve always been really drawn in by ’60s and ’70s fashion, and decided to try and tell that story through my designs. Then I started wondering if I could also tell an olfactory story alongside it. That’s how I started to experiment.”

For her first scent, Nordic Cedar, she had in mind a photograph of her older sister as a child with three women outside the tiny allotment summerhouse the family had.

“It’s that feeling of being surrounded by the forests,” reminisced Njie, who mixed notes of cardamom (often used in Swedish baking), cedar wood and patchouli — among her favorite olfactory notes. “It encapsulates a lot for me in terms of the Scandinavian wilderness and my upbringing.”

Her second fragrance riffs on a snap of a family celebratory gathering, but this time with an indoor element.

“I experimented with vanilla as a note,” she said. “I thought it fitted really well with the photograph and the palette, because all of a sudden it goes from primary colors into something more kind of pastelly and warm. It changed the [Nordic Cedar] formula completely.

‘Then from that I worked with an inspiration from my grandfather’s apartment, a picture of him and my sister,” Njie said. “It’s kind of brown and beige in its tones.”

Njie’s grandfather was a stoker and smoked a pipe. So she called the scent, with tobacco leaf and vetiver notes, Tobak.

Her fourth scent is Les Fleurs (“it’s really bright green, lush”) and the fifth one, Tropica (“very much a kind of sunscreen smell”), is based on her memory of going on holiday to tropical Gambia.

The genderless fragrances are sold internationally, including at Liberty in the U.K.; Sniph in Sweden, and Muse Experiences and Tigerlily Perfumery in the U.S.

Njie’s other creations nod to various other arts. “Music I find really inspiring,” she said. “Sometimes it’s characters from something I’ve watched. It could be an imaginary person. Sometimes it’s people that I see on the street. I can get inspired by somebody’s style, and it makes me want to create something for them.”

Njie enjoys snapping documentary-style shots with her Nikon, although hasn’t been in a darkroom for a couple of years now. She color picks photos, like on her Instagram page, which includes vintage car imagery.

Njie is keen to explore multisensory avenues more.

“I’d like to be able to express fragrance in multiple ways,” she said. One example is a project for 2022 that involves expressing one’s own take on an old building through scent.

Or it could entail working with other visual artists, such as those in film or fashion. “I like the combination of paper and scent,” she said. “So I’m looking at different technologies within that, having my fragrance translated into ink.”

In collaboration with Scent Trunk, Njie conceived a perfume after being given three elements to work with: the month of November, tree moss as the key note and a place — Pelister Park in Macedonia.

“Scent can be so much more than beauty,” Njie said.
Writing a new Chapter

On the eve of becoming L’Oréal’s sixth CEO, Nicolas Hieronimus lays out his strategic vision for guiding the world’s largest beauty company through one of the most turbulent times in history.

BY JENNIFER WEIL
PHOTOGRAPH BY EMMANUEL FRADIN

Nicolas Hieronimus may have started his career at L’Oréal as product manager of a hairspray called Invisible, but there’s been nothing inconspicuous about his career.

Hieronimus, who first joined the world’s largest beauty company in February 1987, is poised to take its reins as chief executive officer on May 1. He will be responsible guiding the business through one of the most turbulent periods in history.

Hieronimus’ rise through the ranks has been steady and notable — but talk to him about his achievements and it’s clear that he views himself as only one small part of the success.

“I really believe in the power of the team and of the collective,” said the 57-year-old die-hard sportsman — and fan. “No success can be achieved alone, and my role as a leader is to build the best possible team and — keeping with the sports analogy — to put the best players in the best position for them. Then to give them the confidence, trust, empowerment and freedom to operate and leverage their skills.”

L’Oréal CEOs have long been fond of sports analogies, but whereas Hieronimus’ immediate predecessors Jean-Paul Agon and Lindsay Owen-Jones favored nautical metaphors, his conjure up images of team sports, usually of the soccer or football ilk.

Hieronimus is clearly confident, with a probing intellect and deep-seated curiosity that have enabled him to quickly master any subject and set clear strategies.

In an exclusive interview with WWD Beauty Inc, Hieronimus shared his thoughts about the past, present and future as he prepares to lead L’Oréal. On this day, Hieronimus is relaxed, sitting in the company’s Seine 62 building for the Selective Divisions in the Paris suburb of Levallois-Perret, overlooking the river Seine. It’s where his office is for just a short time longer, before he decamps to company headquarters in the nearby Clichy suburb.

Hieronimus might be taking on a new title, but little about being CEO should be unfamiliar to him, since he has been deputy CEO, in charge of divisions, working side-by-side with Agon, L’Oréal chairman.
and CEO, since May 2017.

Before starting in the role, Hieronimus also worked closely with Agon, as head of the group’s Selective Divisions, which includes the Professional Products, Active Cosmetics and L’Oréal Luxe Divisions, starting in 2013. He has been involved in each of the company’s transformational decisions since then.

As deputy CEO, part of his mission was to strengthen the overall and transversal vision of the group’s four divisions — in other words, facilitate the best practices, ideas and ways of working from division to division amid a rapidly shifting beauty landscape.

“I use three words to describe my vision: continuity, confidence and ambition,” Hieronimus said.

“We are in a transition process with Jean-Paul, and things are going fantastically,” the executive continued. “He is extremely generous with both his time and the way he is [passing] the baton.”

That relay-race-like transition is, indeed, running smoothly, despite the raging coronavirus pandemic, which has just entered its second year.

Hieronimus lauded his predecessor, who will become chairman once the CEO-ship is transferred. The process follows a similar pattern as the prior CEO handoff, between Owen-Jones and Agon.

Agon succeeded Owen-Jones as CEO in April 2006, and in March 2011, Owen-Jones retired from his chairmanship and Agon became both chairman and CEO.

“I really want to pay tribute to the incredible work done by Jean-Paul as a CEO,” Hieronimus said.

He described the group’s success during Agon’s tenure as twofold: One is the financial side, with major market-share and -cap gains, the latter of which increased fivefold, with L'Oréal's share price rising to 324 euros.

Second is L'Oréal's outstanding extra-financial performance — including ethics, social responsibility and gender equality, which have been gaining recognition and “are really a source of pride,” Hieronimus said.

Ditto for the company’s digital and sustainability transformations that keep ramping up.

“Jean-Paul declared 2010 to be the year of digital, when frankly nobody really knew what it meant,” Hieronimus said laughing. “But we decided, as we do at L’Oréal, that we would get excited about it, and make it happen. The same around sustainability, with the Sharing Beauty With All program.

“So you know, as they say: ‘Big shoes to fill.’ I’m both very honored and also very happy to continue working with Jean-Paul. It's fantastic, because I’ve worked with him for many years. We get along very well, and continuing this relationship is a pleasure, an honor and a chance,” Hieronimus said.

Agon expects that many of the initiatives he created will flourish under Hieronimus.

“We are just starting the digital journey — the tech journey — the green journey and the human journey. So I’m sure he and the team will go much further in these three directions that are, in my opinion, critical for the 21st century,” Agon said.

As the industry continues to change and evolve at exponential speed, Agon said the most important attribute Hieronimus and his team will need is the ability to anticipate what is to come.

“It’s super important to have this sensitivity to what is changing, what is moving,” he said, citing the motto of François Dalle, L’Oréal’s CEO from 1957 to 1984: “Saisir ce qui commence” (or “seize what is starting”).

Agility and speed are also of the essence, he said, and third is the ability to rally the entire organization behind what Agon called “this new adventure.”

If all such goals are met, “we’re going to do miracles,” he said.

“That’s why Nicolas is a fantastic person to become the new captain — he has these three strengths.

“He is able to guess the evolution of the world, able to move the company, the teams, very quickly to adapt,” Agon continued, “and able to gather the teams in order to move in new directions.”

Travel might be off the table due to the COVID-19 crisis, but that hasn’t stopped Hieronimus from continually meeting with teams virtually around the globe.

“I was with China this week, the U.S. the week before, with the L’Oréal Paris DMI [Direction de Marque Internationale, or Global Brand Management] to prepare the 2022 launch plans last Friday,” Hieronimus said.

Such meetings dovetail with many of his stated top priorities as CEO, including maintaining momentum in China, accelerating business in the U.S. and taking stronger share in emerging markets.
“The objective for L’Oréal is to continue to beat the market,” Hieronimus said. “So in order to beat the market, you have to beat it everywhere.”

L’Oréal is emerging from the COVID-19 crisis in a position of strength, having weathered many of the challenges wrought by the pandemic. “I was very impressed by the agility, reactivity, courage, the fighting spirit of the L’Oréal teams around the world,” Hieronimus said.

As well, he learned from how Agon handled the health situation, particularly when it comes to the teams.

“The number-one lesson is that you have to be extremely close to your people, cautious about them — both about safety, which was the number-one priority, but to be in touch with everyone regularly, thanks to technology like Teams or Zoom,” Hieronimus said. “That keeps you having a very clear vision of what you want to do — short term, medium term and long term — gives people perspective and keeps everyone in action.”

That strategy paid off literally as well as figuratively.

L’Oréal, with sales of 27.99 billion euros in 2020, generated 39 percent of its business from skin care and 36 percent from luxury products. Asia accounted for 35 percent of group sales and e-commerce, 26.6 percent — demonstrating that L’Oréal is operating at full throttle in each of the hottest product categories, geographic zones and distribution channels of today.

Hieronimus is stepping into the CEO role at a company that the financial community often lauds as best in class.

Eva Quiroga, an analyst at Bank of America, praised L’Oréal’s long-term vision, encompassing everything from smoothly laying the groundwork for the CEO succession to investing in growth, and its agility in the short term.

“That makes this such an amazing company,” she said. “In digital, they’re unbeatable because they really have everything lined up, whether it’s the e-commerce, the communication, the technology.”

Still, there is work to be done, Quiroga said, in some key geographies and categories. “The building sites are still the U.S. and in Consumer Products,” she elaborated. “The two are interlinked — they’ve been adversely impacted by makeup being so weak because they’re both relatively overexposed to [the category].”

Even before a sharp decline in makeup sales due to the pandemic, both the U.S. and Consumer Products Division were relatively underperforming.

In China, homegrown competition on the mass-market side is a potential danger spot. “Especially on the makeup side, there are quite a few Chinese players that are gaining share beyond just [their] region,” Quiroga said. “One of the questions clearly is whether the Garnier brand has to go and can go back into China.”

There’s a need to make sure that the luxury portfolio gets expanded further into the country, too.

Quiroga ticked off opportunities in Africa and the Middle East, where a brand like SoftSheen Carson could be well leveraged.

Pierre Tegnér, an analyst at Oddo BHF, cited L’Oréal’s digital transformation over the past decade, which started about six years before the competition’s, as a key to the group’s future development. He also lauded the company’s presence in China and the strength of L’Oréal’s brand portfolio in which each brand has a clear, distinct identity and purpose.

“(Hieronimus) is taking the helm of a company that is very solid, and where there are no specific issues to fix or address,” Tegnér said. “Nevertheless, there is room for improvement and some strong challenges,” he continued, citing among them that the executive stays the course Agon set vis-à-vis management, strategy and operational discipline “to preserve the L’Oréal strengths.”

Another challenge is the shift from brick-and-mortar to digital. Thirdly, according to Tegnér, is the speedy deployment of digital capabilities not just marketing-wise, which L’Oréal has already done well, but mainly in terms of supply chain and manufacturing as business velocity hastens.

“On this topic, they have a very nice track record with the Chinese business,” said Tegnér, who added accelerating digital rollouts of supply chain capabilities is clearly an opportunity to widen the gap even more between L’Oréal and its competition.

The supply chain and manufacturing challenges are among those that will be met head on by Barbara Lavernos, chief research, innovation and technology officer at L’Oréal, who will also become the group’s deputy CEO on May 1. She and Hieronimus have worked together for almost 30 years in various capacities.

“He’s super fast and super smart,” said Lavernos, noting Hieronimus’ ability to process information quickly. While she was in purchasing, manufacturing and supply chain management and he was more focused on the commercial and marketing sides of L’Oréal’s business, for instance, Hieronimus was always quick to understand issues in her domain.

Lavernos described Hieronimus as 

**Off Duty**

*Because life isn’t all work and no play, Beauty Inc asked Nicolas Hieronimus to share his favorite out-of-office activities.*

**Favorite Activity: Biking**

Hieronimus is an avid road cyclist who clocks in about 50 miles every weekend. Once as president of the Professional Products Division, there was an off-site executive committee meeting 20 miles away from Paris. “I offered to go there by bike to those who wanted. Half the ExCo opted in, but some underestimated the challenge, so we arrived long after nightfall and dinner time,” he said. “No hard feelings, and a great memory.”

**Favorite Team: U.S.**

Following a summer in Wisconsin after high school, Hieronimus developed a love of American football. The Chicago Bears are his team of choice. “I could have chosen the Green Bay Packers,” he said, “but I went to Chicago and fell in love with that beautiful city. It was in the early ’80s, and the Bears were extremely strong.”

**Favorite Music:**

Hieronimus describes his taste as “eclectic” and said he likes everything except classical music. “Lots of ’80s music. I love Brit rock/pop (i.e. Oasis), soul/funk (i.e. Prince, M.J. Beyoncé), rap (i.e. Drake, Eminem) and French electro (Daft Punk, Yuksek, Sebastien Tellier, La Femme).”

**Top three concerts:**

Prince in Paris, U2 in Mexico and Mano Negra (French rock) in Paris. 

**Dream job as a boy:**

Oceanographer

“I was amazed by Cousteau; Hieronimus said. “I was watching all those films about [seeing] the dolphins, the sharks, etc. I had the Cousteau encyclopedia. It’s a huge thing, like 50 books.”

He memorized the Latin names of fish, but then realized that he’d have to be a scientist as an oceanographer. “That was not my forte,” he said. “Second, the odds were that I was going to be somewhere studying plankton rather than sailing the seas with the dolphins. So I said: ‘OK, that’s not for me. I will continue to read, swim and do some scuba diving. But I’ll go into marketing.’”

With Géraldine and Andie MacDowell at the Cannes Film Festival in 2002.
“Competition is a catalyst for him. It brings him energy.”
— Barbara Lavernos

Rinderknech was heading up L’Oréal Luxe in South Korea when he met Hieronimus, who at the time oversaw the L’Oréal Luxe division.

“He loves all sports — rugby, football, tennis, bicycling,” said Rinderknech, ticking through the list, adding Hieronimus is also a big fan of the NHL, NFL and NBA.

“He’s got the fighting and competitive spirit, but in a collective way,” Rinderknech said. “That’s very important to understand him — it’s always about a team of which he is a part.”

Each person has a position, and teammates fight for and support each other. Performance, excellence and execution are paramount.

Hieronimus also finds inspiration in a wide variety of arts, particularly music.

“Music gives him this amazing sensitivity to people, his listening ability,” Rinderknech added. “He’s always super well-prepared. It’s not about improvisation. He loves the beauty of being prepared, like a professional sportsman or a musician. Practice makes perfect, and he’s all about that.”

Rinderknech called Hieronimus a “modern leader of today,” who’s compassionate and caring, and leaves people room to express their own ideas, which he processes for an even better result.

Hieronimus has had many inflection points during his career trajectory, and he always ties them into a broader context.

After graduating from ESSEC, among France’s top business schools, his start at L’Oréal was in the Consumer Products Division as a sales rep on the road — a requisite starting point for company managers at the time.

It was an experience that stands him good stead today. Hieronimus explained all leaders in the group are expected to have a strategic vision, but simultaneously remain extremely close to the realities of the beauty business — its consumers, retailers and other partners.

“Which is why in normal times, when we can travel, we always do market visits, where we spend the whole day in stores — because that’s where you’re as close as possible to real life,” he said.

In the Consumer Products Division, Hieronimus held various roles, related to hair care, makeup and styling, and was responsible for creating the Fructis brand for Garnier in the mid-1990s.

“The intention was to create a new hair care line that could be global,” he said, noting that previously Garnier’s only hair care offer was Ultra Doux gentle shampoos.

“On the one hand, our hair-care labs had discovered the efficacy of fruit acid AHAs on strengthening the hair fiber,” he said. “On the other hand, as a marketer, I was observing the rise of energy drinks, things that young people were taking, which was legit — no drugs! Combining the two we created Fructis.”

Hieronimus and his team shook up the market codes with Fructis’ fluorescent green packaging.

“It took me a bit of time to convince my bosses that disrupting the market that way could work,” he said. “With a few consumer tests, I was able to convince the mangers at the time, and Fructis has been a major success globally.”

Hieronimus called it “the epitome of L’Oréal magic,” an amalgamation of science, marketing creativity, surprise and disruption, plus passion.

Next, Hieronimus went to the U.K., where he served as general manager of Garnier Maybelline, launching Maybelline and Fructis there. Under his leadership in the U.K., between 1998 and 2000, Garnier’s sales rose 44 percent and Maybelline’s increased 40 percent.

Then, while steering L’Oréal Paris between 2000 and 2005, Hieronimus created the first DMI for the Consumer Products Division.

“I had the chance to build my team from scratch, which is very unique. Usually, you go into a job and there is at team there,” he said.

“So I could single-handedly pick every member and create a very diverse team from L’Oréal, from outside, from every country.”

Hieronimus — who says he’s very demanding as a manager but gives people a lot of trust — enjoys and has a knack for identifying and growing emerging talents.

“I believe in building people and building the team,” he said. “In all my career, I’ve tried to identify the people who were really great and whom I could push, develop, stretch.”

Many of the those whom he brought onboard have become top leaders at the company today, including Délphine Viguier, L’Oréal...
Paris global brand president; Arnaud Jeanteur, deputy general manager of the Professional Products Division, and Laetitia Toupet, global president of La Roche-Posay.

The group transformed L’Oréal Paris into an aspirational, accessible luxury brand, including developing Plenitude skin care, with the new name Dermo Expertise, creating Men Expert and pushing makeup. Under Hieronimus, L’Oréal Paris’ annual sales grew 36 percent, to 3.8 billion euros.

Another defining time for Hieronimus was when he ran L’Oréal’s activity in Mexico for three years.

“That’s the moment when you really have to question yourself, to adapt to a new culture, new purchasing power of consumers, a new style of consumer, a new way to manage people, a new relationship to hierarchy and — obviously — to a new type of distribution,” he said.

“I loved it.

It was there that he really understood the power of L’Oréal’s “universalization” model, which encompasses having worldwide brands with global technologies and innovations, but then adapting them to local realities.

After Mexico, Agon tapped Hieronimus to take responsibility of the Professional Products Division, beginning in 2008. That is the birthplace of L’Oréal, which got its start in the hair dye business.

“It’s really the cradle of the L’Oréal culture and group — this craftsmanship, the relation with hairdressers, who are both artists and artisans,” he said.

It’s also a division that doesn’t rely on big-budget advertising, but on creating products and working on service, support and training.

Around the period of the 2008 financial crisis, in response to the difficult times, the Professional division came out with a big innovation, Inoa, the ammonia-free permanent hair color, and hosted a large celebration for hairstylists, syncing with the company’s 100th anniversary.

An event was held for more than 4,000 hairdressers at Le Zénith arena in Paris, where Hieronimus also presented a vision of hairdressing of the future.

“One of these visions, by the way, was the green salon,” he said. “And the green salon is actually happening now, led by the Professional division.”

Hieronimus called the morale-building responses “very L’Oréal” and noted similarities between those and the way L’Oréal is handling the COVID-19 pandemic.

“We get mobilized to try to go forward. We come up with new ideas and products, and we don’t stop innovating,” he said. “We want to animate the market and at the same time, we care about our ecosystem.”

Whereas the party for hairstylists was to give them a vision of a bright future, during the time of COVID-19 L’Oréal helped them financially, to reopen and launched products for the channel.

From the Consumer division, Hieronimus learned the power of advertising and star products, and from the Professional division, he understood the importance of service, experience and empathy with the ecosystem. These insights he brought with him to L’Oréal’s Luxury Products Division, which he ran from 2011 and 2018.

The first decision he took at that division was to change its name.

“I said: ‘We have to call it L’Oréal Luxe, because luxury is not just about products,’” he said.

Experiential retail, for instance, is a key ingredient.

“I’m a great believer in brands and brand equities,” said Hieronimus, who added that a focus was on making sure that each brand was growing according to its DNA and potential. The strategy bore fruit, with Yves Saint Laurent, Giorgio Armani and Kiehl’s becoming billion-euro brands during his tenure.

Between the end of 2010 and 2018, the division’s sales grew exponentially, from 4.5 billion euros to 9.37 billion euros.

“Nicolas is a very talented businessman: He often sees things before all others and pushes the business, smoothly, in that direction,” said Giorgio Armani, who credits Hieronimus with taking the Armani beauty business from a male-focused perspective to one oriented on women, as well.

“After all, men and women are equal in the Armani world,” Armani continued. “Nicolas saw this as an opportunity and made it a priority.”

Key launches, such as Lip Maestro in 2012 and the Si fragrance in 2013, helped propel Armani Beauty into a key player in the luxury space.

“I found an unexpected and motivated ally in Nicolas when it came to my belief in the potential of the Armani DNA in the makeup world,” the designer continued. “My makeup line was launched in 2000, yet with a very limited distribution. It was Nicolas Hieronimus who believed in my vision and instigated a strong push toward a wider distribution. He sensed my intuition was right and helped a lot. Today, makeup is a significant contributor to and a growth engine for our business.”

Hieronimus, who has also been an important factor in L’Oréal’s top-ranked travel-retail business, in 2013 had his purview expanded to oversight of the Selective Divisions.

“And then for the last four years I was deputy CEO to Jean-Paul, which obviously was the best preparation for the role I’m about to take, on the first of May,” he said. “So a long career and a good mix of operational roles in the countries, running a business and also strategic and creative roles.

I worked in three of the four divisions of the group and supervised them. I can say that I know pretty well the L’Oréal business.”

Hieronimus remains extremely confident about the future of beauty, despite the market having turned negative, due to the COVID-19 pandemic.

“Beauty will start growing again because beauty...is essential, since the very first moments of humanity,” he said.

The rise of the middle classes, people living longer and younger people’s desire to express themselves through beauty are some of the factors that will contribute to that growth.

Yet, the industry must become more inclusive, too. “We live in a world [that] is both more global but more polarized, and the role beauty has to play [is] in allowing people both to express who they are and at the same time live together,” said Hieronimus. “I’m really eager...to have all our brands play their roles as promoters of diversity.”

Angela Guy, chief diversity and inclusion officer, L’Oréal North America, said of the executive: “I’m impressed with his openness and willingness to deeply understand all that is involved in these conversations around diversity. There has been so much happening, especially in the last year — from the pandemic to all the racial disruption in the U.S., specifically — and the curiosity he has shown is really quite motivating.”

Hieronimus, whom she calls “courageous” as well as “a good listener,” has been intent on understanding how the marketplace dynamics are impacting L’Oréal’s employees and consumers.

Another word Guy used to describe the executive is “committed.” “We’ve established this ambition to create beauty that moves the world,” she said.

“In order to do that you have to understand the world through all its individual differences.”

Hieronimus believes L’Oréal
must lead by example by having an executive committee, and leadership overall, that’s representative of the consumers the company serves. Recent executive nominations include Blanca Juti, a Mexican and Finnish national, as chief communications and public affairs officer; Vismay Sharma, an Indian national, as president of the newly created South Asia Pacific-Middle East-North Africa — or SAPMENA — zone; Omar Hajeri, a French and Tunisian national, as president of the Professional Products Division, and Ersi Pirishi, a French and Cypriot national, as president of the Latin America zone.

Sustainability is also a key issue, and L’Oréal has announced its ambitious For the Future program, which involves goals such as all of the group’s sites being carbon neutral by 2025.

Hieronimus deems beauty tech and green science as the two next great frontiers. They’re fields that fall under the oversight of Lavernos, confirming research and innovation’s crucial role at the company, which invests about 1 billion euros annually in R&I.

“Science is and will remain at the core of the L’Oréal adventure,” Hieronimus said. “But it’s a new science — it’s a science that’s green.”

Progress in biotech will create ingredients that are green, safe, efficient, renewable and controlled, and will transform the industry.

“There is the power of this triptych — performance, sustainability, safety — that will be a determining factor in the success of L’Oréal,” Hieronimus said. “People don’t want to sacrifice performance when they buy a green product. They want the products they use to respect the planet, and especially now they want products good for their health. Green sciences are precisely going to allow us to do that. It’s the beginning of a new chapter of research.”

Hieronimus calls “beauty tech” the second big revolution, which also falls under Lavernos’ responsibility.

“It’s a unique opportunity to leverage the data that we have from a history of 100 years of knowledge of beauty, biology and chemistry, and also the knowledge we acquire every day, from our consumers, from the feedback they give us on our products, the data we get from them — in full respect of their privacy — to boost our knowledge and the usage of new tech, such as artificial intelligence,” he said.

The power of tech combined with scientific expertise and green science will transform the industry and be a competitive advantage for L’Oréal, according to Hieronimus.

“We are a company of creators,” he said. “But at the same time, we want to have an industry and be a company that delivers strong financial performance, and that’s the focus, but also to be a company that contributes to a better world and moves the world. ‘Moves’ is much better in English than in French — there is this notion of emotion, because beauty is emotion.”

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### A Legacy of Leadership

**A Look at L’Oréal's CEOs through the ages**

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**1909-1957**

**Eugène Schueller**

In 1909, Eugène Schueller set up a company called La Société Française des Tintures Inoffensives pour Cheveux (or The Safe Hair Dye Company of France). His kitchen served as a laboratory and the dining room, a demonstration area. The leading principles of the firm, which would become L’Oréal in 1939, were established at the outset — science and innovation in the interest of individual beauty needs — as was the philosophy of serving the industry. “I did it all: formulas, sales and delivery,” wrote Schueller in a diary.

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**1957-1984**

**François Dalle**

When François Dalle became CEO, L’Oréal was still best known domestically. Like his predecessor, Dalle was an advocate of the power of advertising and “the constant betterment, the amelioration of the quality in existing products,” he told WWD in May 1984. Under Dalle, L’Oréal’s product mix widened and expanded past France’s borders and beauty parlors. L’Oréal entered the luxury market with the acquisition of Lancôme in 1964, and brands such as Biotherm and Garnier followed, as did licensing agreements with Guy Laroche and Cacharel.

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**1984-1988**

**Charles Zvika**

Charles Zvika joined L’Oréal in 1945 as a chemical engineer in the group’s Monsavon subsidiary. In 1965, he was appointed vice president of the management committee and director of applied research, development and research-marketing relations for L’Oréal. Prior to becoming CEO, he held other roles, too, such as group vice chairman.

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**1988-2006**

**Lindsay Owen-Jones**

Lindsay Owen-Jones, a Welshman, took a highly respected export-oriented firm deeply rooted in French culture and transformed it into the dominant leader worldwide, powered by an interlocking array of international brands that fused the three main vectors of the business — mass, class and professional. A heavy investment in R&D fueled the innovation needed to compete at every price level and in every geographic region. He globalized the business, and built an international portfolio of brands.

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**2006-2021**

**Jean-Paul Agon**

“I have tried to completely transform L’Oréal to adapt it to what I thought would be the world of tomorrow,” Jean-Paul Agon told WWD in 2018. And the executive has, indeed, succeeded. His key accomplishments include catching the digital wave early, pioneering record-producing programs in sustainability and social responsibility, and driving growth in key emerging markets and channels, including China and travel retail. Most recently, he successfully steered L’Oréal through the coronavirus pandemic, returning the company to growth in the second half of 2020.
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FAMILY
And this year, the WWD Beauty Inc Top 100, our annual ranking of the largest global beauty manufacturers by sales, tells a story of an industry — and world — rocked by the coronavirus pandemic.

For the first time since we have been tallying these figures, a majority of the companies on the list — 59 percent — posted a decline in sales. Total sales for all of the companies equaled $212.59 billion, a decrease of 6.6 percent.

And yet — the news wasn't all grim.

There were some bright spots in 2020 and some big winners, with 36 percent of the firms posting gains. Those are the companies pointing the way forward for the industry, and to get a better idea of what the future of beauty might look like, we analyzed the 2020 Top 100 to discover what it portends for the future. Here, the top 10 takeaways.

1. **China continues to be the primary driver of global beauty sales.** Businesses with a strong presence in China — and those that were proactive in adapting to the new market realities there — benefited disproportionately as China started to bounce back after the end of the first quarter. For many companies, China was the major and, in some cases, only driver of sales growth in 2020.

2. **Speed and adaptability were key differentiators.** Fast-acting leaders that pivoted to digital across all aspects of the business, from consumer-facing to operational to sales, more successfully offset the profound impact of COVID-19.

3. **Prestige beauty took a blow.** Between the steep decline in travel retail sales and the anemic performance of the makeup and fragrance categories, luxury beauty companies were the hardest hit for the year.

4. **But personal care surged.** In a year in which self care, sanitation and hygiene were top of mind, health and wellbeing were a prime concern. This benefited the big mass-market players with a strong presence in the category, which overall saw lesser declines than their peers; companies like L'Brands, for example, posted a massive sales leap thanks to cross-selling of products like hand sanitizer with personal care.

5. **Skin care, too, captured the consumer’s interest.** Skin care became not just the prevalent beauty category in China, but around the world as well. The Big winners were dermo-cosmetics and clinical brands, as concerns shifted more toward health and self care. Market leader L’Oréal, for example, saw strong gains for its Active Cosmetics division, while gains in the category at The Estée Lauder Cos. meant it now accounts for 60 percent of the firm’s total business.

6. **Is prestige hair the next big boom?** Prestige hair, a nascent category, grew throughout the pandemic as consumers linked hair health with the idea of wellness. Firms that capitalized on that — including Olaplex and the Luxury Brand Partners hair portfolio — did well, even as salons closed.

7. **Direct-to-consumer was a bright spot.** And not just for digitally native firms. Several of the historic direct marketers ramped up their digital and social selling initiatives and outperformed the overall market.

8. **J-beauty and K-beauty were among the hardest hit businesses.** Both countries had benefited in recent years from strong demand from inbound tourists, which nosedived last year as international travel stalled. Several of Japan’s players took a particularly strong hit, as the importance of customer service, largely dependent on brick-and-mortar retail, and slower uptake of e-commerce than many markets, hampered business. Nevertheless, Japan’s players were particularly proactive in implementing new tools like online consultations, and the shift is likely to be profound and to shape the industry for years to come.

9. **There’s a new player in the top 10.** South America’s beauty leader Natura entered the top 10 ranking for the first time, thanks to its acquisition of Avon. Notwithstanding the acquisition, the company’s sales growth was impressive for the current context — its like-for-like sales gained 12.1 percent for the year, although this was in part due to inflationary pressure, which impacted the other Brazilian players in the ranking, too. At constant currency and on a pro-forma basis, Natura & Co.’s sales actually fell 2.3 percent. Still, the company outperformed its peers significantly.

10. **Clear and meaningful sustainability goals are now table stakes.** Consumer expectations around the environmental impact of the products they purchase has spurred companies to create clear, meaningful — and measurable — goals. Purpose-driven companies are growing at a faster-rate than those without clear initiatives.
EMPOWERING THE FUTURE OF BEAUTY WITH AWARD-WINNING ENVIRONMENTAL PROTECTION BEAUTY EXPERIENCES.
THE WWD BEAUTY INC TOP 100 ranks the world's largest beauty manufacturers. Firms are arranged by their beauty sales for the 2020 calendar year. For those companies whose fiscal year did not run from Jan. 1 to Dec. 31, 2020, estimates were calculated. All sales figures were either obtained from the companies or generated with the help of industry sources, indicated by (EST.) in the ranking.

For this list, “beauty” includes fragrance, makeup, skin care, body care, sun care, hair care, deodorant, plus cellulite and shaving products. It does not take into account bar soaps, razors, toothpastes, food and diet foods, medicines, vitamins or detergents. The revenues only include sales of beauty products each firm manufactures and do not include business from private-label lines or products distributed for other companies. Information in the main brands section reflects each company’s holdings in 2020.

Year-on-year percentage changes are in reported terms, not on a like-for-like or constant-currency basis. Non-U.S.-based firms’ sales are converted into dollars, according to the 2020 average yearly exchange rate.  

*Includes the divestment of the professional division. The like-for-like sales decline was 28%.

FOR THE MAJORITY, SALES WERE DOWN

<table>
<thead>
<tr>
<th>Country</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>UP 36%</td>
</tr>
<tr>
<td>France</td>
<td>FLAT 4%</td>
</tr>
<tr>
<td>Japan</td>
<td>N/A 1%</td>
</tr>
<tr>
<td>Germany</td>
<td>DOWN 59%</td>
</tr>
</tbody>
</table>
Mergers and acquisitions in beauty and luxury brands

BlackRock has acquired Creed
Creed was advised by Michel Dyens & Co.

Estée Lauder has acquired Dr.Jart (South Korea)
Dr.Jart was advised by Michel Dyens & Co.

Kering has acquired Boucheron
Boucheron was advised by Michel Dyens & Co.

LVMH has acquired Hublot
LVMH was advised by Michel Dyens & Co.

L’Oréal has acquired Essie
Essie was advised by Michel Dyens & Co.

Bacardi has acquired Grey Goose
Grey Goose was advised by Michel Dyens & Co.

Unilever has acquired Tigi
Tigi was advised by Michel Dyens & Co.

Estée Lauder has acquired By Kilian
By Kilian was advised by Michel Dyens & Co.

Revlon has acquired The Colomer Group
CVC Capital Partners was advised by Michel Dyens & Co.

Aber has acquired Harry Winston
Harry Winston was advised by Michel Dyens & Co.
L’ORÉAL
Clichy, France
2020 Beauty Sales:
$3.95 billion
$27.99 billion
-6.3% vs. 2019

**MAIN BRANDS:**

Consumer Products:
- L’ORÉAL LUXE: Lancôme, Yves Saint Laurent, Giorgio Armani, Kiehl’s, Biotherm, Urban Decay, Shu Uemura, It Cosmetics, Helena Rubinstein, Ralph Lauren, Viktor & Rolf, Diesel, Atelier Cologne, Valentino, Viktor & Rolf, Diesel.
- Professional:
  - L’Oréal Professionnel, Redken, Kérastase, Matrix, Pureology.
- Cosmetic:
  - La Roche-Posay, Vichy, SkinCeuticals, CeraVe.

**KEY FINANCIALS:**

- Like-for-like Sales: -4.1%
- Constant-Currency Net Sales: -3.6%
- Operating Profit: +5.20 billion, -6.3%
- Net Profit: +6.41 billion, -5.9%
- Sales by Division:
  - Professional Products: +3.1 billion, +10% (+6.4% like-for-like)
  - Consumer Products: +€1.7 billion, -8.2% (+4.7% like-for-like)
- L’ORÉAL LUXE: +$18.10 billion, +76% (+81.1% like-for-like)
- Active Cosmetics: +€3.01 billion, +13% (+10.3% like-for-like)
- Consumer Products: +€3.01 billion, +13% (+10.3% like-for-like)

**BIGGEST MARKETS:**

- The U.S., China and France

**While the world’s biggest beauty company was far from immune to the unprecedented global situation in 2020, it limited long-term damage in part to the strength of its digital capabilities and of the Active Cosmetics division, which resonated with consumers’ increased focus on health and the high demand for skin care. Implementing rigorous cost-control measures, the company achieved an operating margin of 18.6 percent, stable versus 2019 (L’Oréal’s global margin at 9.6 percent).**

- **Key Trends:**
  - Demand decreased, though, for Unilever’s skin care, deodorants and hair care products. Skin care declined in the high-single digits, while deodorant sales dropped in the mid-single digits. In hair care, growth in demand for washing and care products offset declines in styling, with the category seeing a low-single-digit decline in sales.
  - In the prestige business, which has been a pillar of Unilever’s strategy in recent years, sales declined in the low-single digits, but the company said it

**2020 BEAUTY SALES:**

- **L’Oréal Paris:** $22.17 billion (EST.)
- **Unilever London:** $20.00 billion (EST.)

**2020 BEAUTY PROFIT:**

- **L’Oréal Paris:** +€19.42 billion (EST.)
- **Unilever London:** +€14.92 billion (EST.)

**KEY BRANDS: BINC TOP 100**

1. L’OCCITANE
2. Dior
3. Lancôme
4. Estée Lauder
5. Clinique
6. Shiseido
7. L’Oréal Paris
8. Kiehl’s
9.资生堂
10. 雅诗兰黛

**DIVISION OPERATING PROFIT:**

- **L’Oréal Paris:** +€12.1 billion, -3.4% (+underlying growth: +1.2%)
- **Unilever London:** +€4.3 billion, +4.6%

**TOTAL COMPANY REVENUES:**

- **L’Oréal Paris:** +€50.72 billion, +2.4%
- **Unilever London:** +€8.3 billion, +4.7%

**NET PROFIT:**

- **L’Oréal Paris:** +€6.07 billion, +0.8%
- **Unilever London:** +€4.7 billion, +0.8%

**Unilever’s purpose-driven approach — seen as key to resonating with consumers — was visible in initiatives under several of Unilever’s beauty brands last year. In the wake of the Black Lives Matter movement and growing demand for a more inclusive discourse in beauty, the company renamed the Fair & Lovely skin care brand Glow & Lovely.**

**Unilever’s suppliers and the use of its products by consumers.**

- In December, L’Oréal announced that it would acquire Japanese skin care company Taikam Co., which had sales of €50 million in 2019. The deal was finalized in February 2021, and adds a digital-first Asian skin care brand to L’Oréal’s portfolio.

**Sustainability continued to be a major focus, and the firm introduced L’Oréal’s 2050 goal:**

**Demand decreased, though, for Unilever’s skin care, deodorants and hair care products. Skin care declined in the high-single digits, while deodorant sales dropped in the mid-single digits. In hair care, growth in demand for washing and care products offset declines in styling, with the category seeing a low-single-digit decline in sales.**

**In the prestige business, which has been a pillar of Unilever’s strategy in recent years, sales declined in the low-single digits, but the company said it**
People, Parfum, Purpose

cosmo-fragrances.com
was nevertheless the best-performing luxury beauty business on the market last year. It generated sales in the region of €700 million, 50 percent of which were done online — compared with 9 percent for Unilever’s business overall.

The company is also flexing its muscles in what it sees as the high growth markets of the future, the U.S., India and China, where Unilever debuted its first external incubator, dubbed the Uni-Excubator, to collaborate with entrepreneurs and technology start-ups. The initiative involves a partnership with Truul for a flagship store, Uni-Topia Planet.

In India, Unilever acquired Vwash, an intimate hygiene business. As to people, Gülen Bengi joined Unilever as executive vice president of hair care, reporting to Sunny Jain. She was formerly president of the U.S. for adult and feminine care at Kimberly-Clark. Jason Goldberg was named CEO of Dollar Shave Club as the digital native brand entered physical retail.

In November, Unilever finalized the unification of its group legal structure under a single parent company, Unilever plc. The move, removing Unilever’s unique dual structure with headquarters in both London and Rotterdam, which had been in place since its inception in 1930, is intended to “provide the company with ‘greater strategic flexibility... better positioned for future success’.”

**THE ESTÉE LAUDER COS.**

**NEW YORK**

2020 BEAUTY SALES: $14.2 BILLION (EST.) -11% VS. 2019 (EST.)

MAIN BRANDS:


**KEY FINANCIALS (EST.):**

**SKIN CARE: $8.19 billion, +11%**

**MAKEUP: $3.92 billion, -35%**

**FRAGRANCE: $8.19 billion, -11%**

**HAIR CARE: $507 million, 13%**

**THE AMERICAS: $3.33 billion**

**EMEA: $6.08 billion**

**ASIA PACIFIC: $4.79 billion**

**SALES AT THE ESTÉE LAUDER Cos., like most major beauty companies, were negatively impacted by the COVID-19 pandemic, but the company was able to post growth in the final quarter of the year. The business was propelled by skin care, China and online sales, while travel retail, makeup and in-store sales remained sluggish as consumers continued to stay home. Revenues across the Asia Pacific region, but especially China, played a major role in the company’s stability during the pandemic. Total Asia Pacific sales were nearly $4.8 billion, comprising about one-third of Lauder’s total sales. The company continues to bet on the region, and is building a manufacturing facility in Tokyo and a new innovation center in Shanghai. Lauder’s online sales skyrocketed in 2020, and now make up roughly 30 percent of the tota...”

**SHISEIDO**

**TOKYO**

2020 BEAUTY SALES: $8.39 BILLION (EST.) $895.3 million, +53% VS. 2019 (-18.4% VS. 2019)

MAIN BRANDS:


**KEY FINANCIALS: TOTAL SALES: $303.04 billion, -29.7% CHINA: $23.58 billion, +9% REST OF ASIA PACIFIC: $59.17 billion, -15.3% THE AMERICAS: $51.92 billion, -25.7% EMEA: $94.28 billion, -20.4% TRAVEL RETAIL: $98.5 billion, -19.8% PROFESSIONAL SALES: $12.76 billion, -13.1% OPERATING PROFIT: $4.96 billion, -86.9% NET LOSS: $11.66 billion (versus net profit of $73.56 billion in 2019)

**2020 WAS THE final year of Shiseido’s five-year Vision 2025 management plan, which saw it implement a range of sustainability-focused activities. The company worked on providing more localized products to consumers and shifting business online, where sales grew. It also worked to shift its focus in line with consumers’ new needs, introducing innovations like a hand cream under Ultimune and a BB Cream under its Senka brand. In China, the market started to bounce back from March with new online sales gains, with prestige brands like Shiseido, Clé de Peau Beauté, IPSA and Nars growing significantly. This year’s gains were mostly counter openings and stronger investment in e-commerce. The company’s sales on Singles’ Day, which has been doubled, and e-commerce represented more than 40 percent of the group’s Chinese revenues for the year. In the rest of Asia Pacific, particularly South Korea and Thailand, sales fell but e-commerce continued significantly, driven by the Shiseido and Senka brands.

In the Americas, the major focus for the year was restructuring at BareMinerals and ramping up marketing for Drunk Elephant, acquired in 2019. The company was impacted by retail closures — both temporary and permanent — and the makeup category was particularly challenging. E-commerce sales were strong, notably thanks to Drunk Elephant.

In Europe, the Middle East and Africa, business was also strongly impacted by the pandemic, but the company said its e-commerce business outperformed the market, notably thanks to Shiseido-brand skin care. Clé de Peau Beauté launched in Italy and Spain, and Drunk Elephant landed in Germany.

In travel retail, losses were tempered by the channel’s strong performance in Asia, in part thanks to an influx of tourists to China’s Hainan Island and demand from South Korea’s downtown duty-free stores and e-commerce.

Shiseido stepped up its environmental activities in 2020, launching a global initiative called Sustainable Beauty Actions, which will see it implementing a range of sustainability-focused activities. On one such initiative, the company launched a refill station at its newly opened Daimaru department store in Tokyo’s Ginza district. It also released the world’s first biodegradable lip palette in November, and said that it will make 100 percent
WE’VE REVOLUTIONIZED TURNKEY BEAUTY

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of its packaging sustainable by 2025.

The year also saw Shiseido establish a joint venture with device maker Yo-Mao to create Effectom Co., Ltd., which started operations in October, combining devices with beauty products initially being targeted at China. It launched a new sustainable brand, Baum. Plans were announced for a new innovation center in Shanghai’s The Oriental Beauty Valley.

In executive moves, the company announced in October that Yoichi Shimitani would retire from his position as representative director and executive vice president at the end of the year. He was replaced by Yukari Suzuki, whose title is representative director and executive corporate officer, making her effectively number two at the company behind CEO Masahiko Uotani. She is the first woman to hold such a role.

Marc Rey, president and CEO of Shiseido Americas and the group’s chief growth officer, stepped down in September, with Ron Gee, the U.S.-based operations CEO and Shiseido’s chief global executive officer, stepping in as interim CEO.

Nicole Tan was named president and CEO of the Asia Pacific business, effective Oct. 1. The latter is the former L’Oreal executive who is the first woman to hold a CEO title at Shiseido.

In February this year, the company announced plans to spin off its personal care business, in order to focus on its prestige activity, with CVC Capital Partners making up the operation for $1.5 billion.

BY THE NUMBERS

NATURA & CO.
SÃO PAULO
2020 BEAUTY SALES: $7.23 BILLION
R$6.92 BILLION +155.6% VS. 2019

MAIN BRANDS: Natura, Arma, Essência, Esha Flor, Bioflora, Humor, Ilia (fragrance and body care), Kaiak, Kriska, Luna, Turbano (fragrance), Chronos (skin care), Todoksa (cosmetics, skin care, deodorant), Sou (skin, bath and hair care), Exos (fragrance, hair and skin care), Uma (makeup, fragrance, skin care), Aquarela (makeup), Lumina (Plant, hair care), Sève, Erva Doce (body care), Natura Homem (men’s fragrance, skin care), Mamé e Bebê (mother and baby care), Ecolab (natural and biodegradable products,잇 stock with a stand-alone Bath & Body Works to separate the two businesses,

BATH & BODY WORKS SALES: $6.43 BILLION (+24.4%)

TOTAL VICTORIA’S SECRET SALES: $5.4 ($Billion - 20.7%)

L BRANDS SAW AN UPTICK in beauty sales in 2020, moving to messaging, that allows ranking, driven in significant part by soap and hand sanitizer purchases at Bath & Body Works.

Bath & Body Works did well, ending 2020 with sales up more than 20 percent from the prior-year period, to $6.4 billion. Business boosted, despite store shutdowns earlier in the COVID-19 pandemic. Bath & Body Works’ direct business more than doubled during the year, the company told Wall Street analysts. The direct business now makes up 31 percent of sales for Bath & Body Works, or about $2 billion.

Soaps and hand sanitizers were among the segments that benefited from the pandemic, as people sought to protect themselves and their loved ones. The brand also expanded its line of home fragrances, which also make up a significant part of the total business.

Victoria’s Secret has struggled — both because of store shutdowns and because of its outdated brand ethos, which no longer resonates with women’s sexiness as defined by men.

The company plans to change that, it has said, and switch to customers what it defines as sexy. Victoria’s Secret total sales dipped 20 percent during the year. Beauty sales, traditionally comprised of about 15 percent of the Victoria’s Secret business, which would put them at around $180 million for the year. Victoria’s Secret direct channel sales increased by 31 percent. A large part of the rise came in terms of physical retail. Bath & Body Works closed 30 stores during the year, but opened 27 others. Victoria’s Secret closed 225 stores, including six Victoria’s Secret Beauty and Accessories stores. L Brands collectively went from 2,669 stores, 278 fewer than the prior-year period.

L Brands spent much of 2020 restructuring the company to prepare both brands to operate as separate businesses. The company also laid out a plan to be a stronger competitor, including layoffs of about 15 percent of its corporate headquarters, or about 850 people.

L Brands had tried a deal to sell Victoria’s Secret to Sycamore Partners, but it fell through early on in the pandemic. The auction process to separate the two businesses, with a stand-alone Bath & Body Works looking to wear out of chapter 11. The separation could come sometime in 2021, but timing is not confirmed.

Les Wexner, the founder, longtime chairman and CEO of L Brands, stepped down from his post during the year, after being tried to sex offender Jeffrey Epstein.

GROSS PROFIT: $2.36 billion, +12.3%

GROUP CONSOLIDATED NET LOSS: R$650.2 million, compared with a net income of R$173 million in 2019

IT WAS A YEAR of massive change for Brazil’s Natura & Co., as it integrated Avon’s business and navigated the pandemic with its inherent shift toward online and social selling. The company said it performed 6 percentage points ahead of the global cosmetics and fragrances market for the year, and it became the first Brazilian beauty company to enter the top 10 of this ranking.

The brand also opened a new ship’s headquarters, on the street where it launched its first store 50 years earlier. The boutique offers experiences around personalized gifting and digital fragrance testing, as well as digital experiences to raise awareness of its communities in the Amazon rainforest. Visitors receive a free product when they return empty packages, helping minimize the environmental impact of packaging waste.

The company bought back The Body Shop’s operations in Japan, launched The Body Shop At-Home in the U.S. and progressed with plans to launch the operation in China. The Body Shop’s sales in the country grew by more than 200 percent, the company announced, in the fourth quarter, compared with the prior-year period.

The brand also opened 30 new stores in the country, on the street where it launched its first store 50 years earlier. The boutique offers experiences around personalized gifting and digital fragrance testing, as well as digital experiences to raise awareness of its communities in the Amazon rainforest. Visitors receive a free product when they return empty packages, helping minimize the environmental impact of packaging waste.

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technology for accelerating collagen production, and the Winter Jasmine line from The Body Shop.

The company initiated two capital increases, raising a total of R$7.6 billion.

**BEIERSDORF**

**HAMBURG, GERMANY**

**2020 BEAUTY SALES:**

$6.28 BILLION (EST.)

€5.50 BILLION (EST.)

-9.2% vs. 2019 (EST.)

**MAIN BRANDS:**

Nivea, Eucerin, La Prairie, Labello, 8x4, Hidrofugal, Florena, Atrix, Aquaphor, Maestro, Copperette.

**KEY FINANCIALS:**

**CONSUMER DIVISION SALES:**

$5.7 billion, -9.1% (organic sales: -6.6%)

€5.7 billion, -9.1%

**2020 BEAUTY SALES:**

HAMBURG, GERMANY

8

**MAIN BRANDS:**

Nivea, Eucerin, La Prairie, Labello, 8x4, Hidrofugal, Florena, Atrix, Aquaphor, Maestro, Copperette.

**KEY FINANCIALS:**

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$5.7 billion, -9.1% (organic sales: -6.6%)

€5.7 billion, -9.1%

**2020 BEAUTY SALES:**

HAMBURG, GERMANY

8

**MAIN BRANDS:**

Nivea, Eucerin, La Prairie, Labello, 8x4, Hidrofugal, Florena, Atrix, Aquaphor, Maestro, Copperette.

**KEY FINANCIALS:**

**CONSUMER DIVISION SALES:**

$5.7 billion, -9.1% (organic sales: -6.6%)

€5.7 billion, -9.1%
CHANEL LTD.
LONDON

2020 BEAUTY SALES: 
$3.30 BILLION (EST.)  
$4.64 BILLION (EST.)
-22% VS. 2019 (EST.)

MAIN BRANDS:  

KEY FINANCIALS:

TOTAL COMPANY REVENUES: $1.38 trillion, -8%  (-12.2% like-for-like)

COLOGNE: $234.1 billion, -22.4%  (-22.1% like-for-like)

BY MARKET:

JAPAN: ¥164.2 billion, -29.3%  
REST OF ASIA: ¥45.4 billion, +6.2% (+7.6% like-for-like)

AMERICAS: ¥5.5 billion, -8.4% (-6.3% like-for-like)

EUROPE: ¥19 billion, -7.9% (-9.6% like-for-like)

COLOGNE OPERATING INCOME: $2.6 billion, -38.8%

SKIN AND HAIR CARE SALES: $60.8 billion, +1.3%  (+1.4% like-for-like)

BY MARKET:

JAPAN: ¥177.7 billion, -10.9% (+74% like-for-like)

REST OF ASIA: $25.3 billion, expanded due to the pandemic, and the company stepped up its production of these products accordingly. As a result, sales of hand soap tripled and its market share grew by 6 points.

LG HOUSEHOLD & HEALTH CARE
SEUL, SOUTH KOREA

2020 BEAUTY SALES: 
$4.54 BILLION (EST.)  
KRW3.35 TRILLION (EST.)
+4.9% VS. 2019 (EST.)

MAIN BRANDS:

BEAUTY DIVISION: The History of Who, Sum37, O Hui, Bebeh, VDL, CNP RX, luxury skin care, makeup. Jane Parker (fragrance), Dr. Belmeur, Yehwadam, Iga Knox, Sooyereng, VDIVO, fmg (premium skin care, makeup). The Face Shop, Beyond (skin and hair care, makeup, fragrance), Avon (skin and body care, makeup, fragrance; in the U.S., Canada and Puerto Rico).

HOME CARE AND BEAUTY DIVISION: Veilment, On, The Body (body care), Physiogol (skin and body care, in Asia and North America), Fruits & Passion (body care, fragrance), Elastine, Dr.Groot, Ren, Organist (hair care).

KEY FINANCIALS:

TOTAL SALES: KRW7.8 trillion, +2.1%
OPERATING PROFIT: KRW1.2 trillion, +3.8%
BEAUTY DIVISION SALES: KRW4.46 trillion, -6.1%
BEAUTY DIVISION PROFIT: KRW823 billion, -8.3%

IT WAS A LANDMARK year for LG Household and Healthcare. For the first time in its history, it took over from rival Amorepacific Group to become the beauty leader on the domestic market in South Korea. This was largely due to the strong performance of what the company calls its “daily beauty products,” part of its Home Care and Daily Beauty division, thanks to a focus on premiumization and digitalization.

For the company’s beauty division, sales declined, impacted by the global health crisis and especially by sharp declines in travel retail. Its Beauty division sales in travel retail dropped 13.7 percent, although its luxury brands increased slightly in the channel. Leading brand The History of Who, despite its dependence
on travel retail, grew its business by 1 percent to reach KRW26.2 trillion. O Hui and CNF grew by 4 percent and 7 percent, respectively.

International sales for the Beauty division gained 12 percent, attributable to strong business in China, where sales were up 21 percent year-over-year.

The company’s personal care brands posted strong gains thanks to online expansion, digital marketing and live commerce. In China, Himalaya Pink Salt and Dr. Groot drove gains. Overall, Dr. Groot, a premium hair care brand, saw sales jump 53 percent, while premium body care brand Veilment gained 24 percent.

When it came to products, microbiome technology was an area of focus for several launches. Dr. Groot introduced products based on probiotics and new formulations to help rebuild the scalp microbiome, while Veilment harnessed microbiome technology for the body.

In May, LG bought the rights to dermo-cosmetics brand Physiogel from GlaucopharKiné in Asia and North America for $125 million, with the intention of boosting its presence in the category. It added new products to the lineup and began prepping to launch the brand in China, Japan and the U.S.

13

JOHNSON & JOHNSON
NEW BRUNSWICK, N.J.
2020 BEAUTY SALES: $4.45 BILLION (-3.1% VS. 2019)

MAIN BRANDS: Aveeno, Seba, Biafine, Clean & Clear, Coverblend, Dabao, Dr.Ci Labo, Euxviance, Labo, Le Petit Marseills, Lubriderm, Neosartra, Neutrogena, Pix Buin, Sundown (skin, body and hair care, including sunscreen).

Maui Moisture, Neutrogena, OGX, Rogaine (hair care).

KEY FINANCIALS:
U.S. SKIN HEALTH/BEAUTY SALES: $2.35 BILLION (-1.7%)

INTERNATIONAL SKIN HEALTH/BEAUTY SALES: $2.1 BILLION (-4.6% (-2.3% at constant currency)

2020 BEAUTY SALES: $4.45 BILLION (-3.1% VS. 2019)

MAIN BRANDS: Aveeno, Seba, Biafine, Clean & Clear, Coverblend, Dabao, Dr.Ci Labo, Euxviance, Labo, Le Petit Marseills, Lubriderm, Neosartra, Neutrogena, Pix Buin, Sundown (skin, body and hair care, including sunscreen).

Maui Moisture, Neutrogena, OGX, Rogaine (hair care).

KEY FINANCIALS:
U.S. SKIN HEALTH/BEAUTY SALES: $2.35 BILLION (-1.7%)

INTERNATIONAL SKIN HEALTH/BEAUTY SALES: $2.1 BILLION (-4.6% (-2.3% at constant currency)

LEADING IN TO THE science-rooted, professionally endorsed DNA of its brands helped Johnson & Johnson weather the challenges of 2020, posting only a 3 percent sales decline for its beauty business year-over-year. The company said the decline was due to the impact of COVID-19 as well as stock keeping unit rationalization, but was partially offset by growth in e-commerce and new product innovation.

Tapping into its network of endorsers has benefited Aveeno, one of its top performers, which purports to be the most trusted natural skin care brand by U.S. dermatologists.

Neutrogena also performed well. According to 2020 data from IRI, Rapid Wrinkle Repair was the second top-selling facial antiaging line in the U.S. The Neutrogena Hydro Boost line also nabbed the number-two spot in the facial category. Its acne treatments came in first place for facial cleansers in hair. In color, OGX was a strong performer in the U.S. According to IRI data, both its shampoo and conditioner were ranked top 10 sellers for the year. Sun care remained a bright spot for the company, too, with its Ultra Sheer line ranking second in sales in the Sunscreen & Oil category, per IRI. Similarly, Dr.Ci Labo was the top dermo-cosmetic line according to the company, which added that its rebrand mid-year led it to outpace the rest of the category.

Johnson & Johnson unveiled its Healthy Lives Mission in September 2020, which launched an $800 million going toward areas including inclusive alternatives, full transparency on ingredients and education surrounding sun care safety. Part of the initiative includes switching to entirely reusable, compostable or recyclable packaging by 2025 for Le Petit Marseills, Neutrogena, Johnson’s, OGX and Aveeno.

J&J named Elettes Kirby its global president of Skin Health, starting in June. Based in Singapore, she replaces Deepthi Khanna.

It also closed an equity investment in Dermalac Inc., which formulates skin care products for acne based off of personalization and respect to the skin’s microbiome, via its Johnson & Johnson Innovation vehicle. The two companies had been partnering on technology development since 2018.

COTY INC.
AMSTERDAM
2020 BEAUTY SALES: $4.2 BILLION (EST.)

-5.4% VS. 2019 (EST.)


Philosophy (skin care, fragrance), Kylie Skin, Lancaster (skin care), Gucci, Burberry (fragrance, color cosmetics), Mass. Cover Girl, Rimmel London, Max Factor, Bourjois, Manhattan (color cosmetics). Sally Hansen, Risque (nail products). Biocolor (retail hair color), Adidas, Cenoura & Bronze, Paixão, Bozzano, Monage (body care). Olay Bond, Bond & Banani, Katy Perry, David Beckham, Mexx, Nautica (mass fragrance).

KEY FINANCIALS:
LIKE-FOR-LIKE SALES DECLINED NOT INCLUDING THE DIVESTMENT OF THE PROFESSIONAL DIVISION: -28% (EST.).

THE U.S. GERMANY AND THE UK ARE COTY’S BIGGEST MARKETS, COLLECTIVELY ACCOUNTING FOR MORE THAN 40 PERCENT OF SALES.

• COTY INC. WAS ONE OF BEAUTY’S BIGGEST NEWSMANERS IN 2020. The company named industry veteran Sue Nabi CEO, completed the majority acquisition of Kylie Jenner’s beauty business, raked in a deal for 100 years of experience in the U.S., the company teamed up with a group of “disruptors” in the barber industry to launch Stfmt — pronounced “statement” — a line of grooming products for all genders and styles. The brand entered Ulta in September.

In May, Coty named Ellesha Kirby as president and CEO, joining the company after company founder and incubator named

BEAUTY CARE DIVISION OPERATING PROFIT: €246 million, -41.2%

GROUP SALES: €10.25 BILLION, -4.3%

• UNDER NEW CEO Carsten Kenz prepped for the new position on Jan. 1, 2020. Henkel launched an updated strategic agenda with the aim of returning the company to growth. The plan includes revising its portfolio and ramping up digital and sustainability. As part of the plan, Henkel has identified brands and categories with a sales volume of more than €1 billion across its consumer business, around half of which it plans to divest or discontinue by 2023. In tandem, it plans to continue acquiring new businesses it sees as a fit with its portfolio.

In 2020, it made wide-ranging changes in line with the new strategy. Acquisitions included the purchase of a 75 percent stake in Invincible Brands Holding, the owner of three German direct-to-consumer brands, Hello Beauty, BBox Beauty and Mermaid+Me, premium beauty and personal care lines with a clear, natural focus and 20 million active consumers, mainly in Europe. It also closed the acquisition of epiCS Skin Model Technology from SkinVitro GmbH. Its technology for reconstructing skin models under the Phenix brand offers an alternative to in vitro testing for the safety assessment of raw materials and finished products. The purchase of US-based Fero Labs, meanwhile, via the HenkelX Ventures unit, is intended to help Henkel use machine learning to optimize its manufacturing processes.

The year also saw the launch of Fritzi Beauty, an internet-first fancy and incubator named after company founder Fritz Henkel, to anticipate upcoming trends and identify new models and services to capture growth opportunities in beauty as well as laundry and home care.

Henkel relaunched the Nature Box, Gliss Kur and Syoss brands and introduced new hair-color innovations. It also switched to recycled aluminum tubes for the major brands in its hair color portfolio. Authentic Beauty Concept, a salon hair care brand introduced in 2019, added refill bars at selected salons in Europe. In the U.S., Henkel has partnered with a group of “disruptors” in the barber industry to launch Stfmt — pronounced “statement” — a line of grooming products for all genders and styles. The brand entered Ulta in September.

In May, Coty named Ellesha Kirby as president and CEO, joining the company after company founder
AMOREPACIFIC
SEUL, SOUTH KOREA
2020 BEAUTY SALES: $4.01 BILLION (EST.)
KRW4.73 TRILLION (EST.)
-21.9% VS. 2019 (EST.)
MAIN BRANDS:
- Amorepacific, Sulwhasoo, Hera, Primera, Likirs,\n  Iope, Laneige, Mamonde, Hanyul, Etude, Innisfree,\n  Espoir, Bro'Tips, Be Ready,\n  Sienu, Enough Project, Make\n  On (skin care & makeup), Mise-en-Scene, Ryo, Amos\n  Professional, Labo (hair care), Happy Bath, Illyoono (body care),\n  Goutal Paris (fragrance).
KEY FINANCIALS:
AMOREPACIFIC GROUP
TOTAL SALES: KRW49.94 TRILLION
-21.5%
AMOREPACIFIC GROUP OPERATING PROFIT:
KRW50.7 BILLION, 69.8%
DOMESTIC BEAUTY SALES: KRW3 trillion,
-24.8%
BEAUTY SALES IN THE REST OF ASIA:
KRW6.5 trillion, -15.9%
BEAUTY SALES IN NORTH AMERICA:
KRW76.6 billion, -37.6%
- TO COUNTER the decline in sales physical in retail in most markets last year, and particularly international travel, Amorepacific ramped up its focus on digital platforms both at home and abroad.
- By diversifying its marketing activities and upping its collaboration with digital platforms at home, including live commerce, the company ventured into Amorepacific Corp. was able to grow its online sales physically by 50 percent. It saw strong results for its flagship products including the Sulwhasoo Concentrated Ginseng line, Laneige's new Neo Cushion line, and Iope's Neo Cushion line. It also launched new brands in South Korea to target the premium market, including Siena, a high-end skin care brand, and scalp care line Labo. H. Nieuw products under the Cube Me, Bro'Tips and Be Ready brands were also growth drivers.
- Internationally, Sulwhasoo saw strong sales online during China’s key shopping festivals. The brand launch through Shopee in South East Asia and on Nykaa in India.
- The group sought to restructure its physical retail presence and expand in multibrand stores. Etude, for example, streamlined

KOSÉ CORP.
TOKYO
2020 BEAUTY SALES: $2.65 BILLION (EST.)
€282.83 BILLION (EST.)
-15% VS. 2019 (EST.)
MAIN BRANDS:
Decorté, Addiction, Clear Turn, One by Kosé, Infinity, Crie, Esprique,\nVisée, Fasio, Elia, Nail Hole, Softyo, Je L'Aime,\nKokotusei, Grace One, Suncut, Pédia, Paul Stuart,\nAwake, Imperea, Albion, Tarte, Phi Naturu, Formule,\nMahalda, Stephen Knoll New York, Cell Radiance,\Spawake, Carté HD.
KEY FINANCIALS (NINE MONTHS TO DECEMBER 2020):
COMPANY NET SALES: €204.14 billion, 18%\n(124% at constant currency)
OPERATING PROFIT: €11.14 billion, -70.6%

COLGATE-PA LMOLIVE
NEW YORK, N.Y.
2020 BEAUTY SALES: $3.46 BILLION (EST.)
+11.6% VS. 2019 (EST.)
MAIN BRANDS:
Palmolive, Speed Stick, Sanex, Procter, Caprice, Lady Speed Stick, Softsoap, Irish Spring, Tom's of Maine, (deodorant), Skin Care, lip care, PCA Skin, EltaMD, (professional skin care), Laboratoires Filorga Cosmetics.
KEY FINANCIALS:
TOTAL COMPANY SALES: €16.47 billion, +5%
ORAL, PERSONAL AND HOME CARE SALES: €13.6 billion, +3%
ORAL, PERSONAL AND HOME CARE SALES BY REGION:
NORTH AMERICA: €3.74 billion, +9.3%
LATIN AMERICA: €1.45 billion, -5%
EUROPE: €2.75 billion, +12.2%
ASIA PACIFIC: €2.7 billion, flat
AFRICA EURASIA: €1 billion, flat
COLGATE-PA LMOLIVE'S brands were already on a strong growth path prior to COVID-19, but several of its categories produced sales spikes endemic to habits that changed during the pandemic. Constant handwashing accelerated purchases of soaps like Softsoap and skin care including Sanex. Tom’s of Maine benefited from demand for cleaner formulas.

MARY KAY
ADDISON, TEXAS
2020 BEAUTY SALES: $13.7 BILLION (EST.)
+5.7% VS. 2019 (EST.)
MAIN BRANDS:
Mary Kay Unlimited, Mary Kay Naturally, TimeWise,
KEY FINANCIALS:
N/A
- AFTER A YEAR hampered by a lack of product launches in 2019, Mary Kay returned to growth with products that resonated with consumers during the pandemic, according to estimates. It ramped up its focus on digital, integrating new tools online, which appealed to consumers unable to experience beauty in stores. These included

MARY KAY: 19

MARY KAY: $2.65 billion (EST.)
+6.25%
YVES ROCHER: 45.2% of sales (vs. 49.8% in 2019)
ARMOIRE: 26.4% (vs. 20.1%)
STANHOME: 9.2% (vs. 9.3%)
SABON: 4.5% (vs. 3.7%)
DR PIERRE RICAUD: DANIEL JOUVANCE AND ID PARFUMS: 3.1% (stable)
FLORMA (skin and body care, fragrance).
- DESPITE HAVING a strong presence in direct sales — mall order and direct-to-consumer account for more than half of its revenues — family-owned Groupe Rocher was penalized by the closure of retail stores in most of its markets during lockdowns, according to estimates. Growth in social selling mitigated losses, however. The Yves Rocher brand saw an estimated sales decrease of 15 percent, the Alain-Parfums division by 16 percent. The company’s overall sales in North America for the nine months to December declined by 14 percent.
- Kosé continues to expand its Vision2026 strategy, which has the goal of advancing the company to the next stage of growth as it looks ahead to the 80th anniversary of its founding in 2026. The company is focusing its activities on global and borderless growth.

GROUPE ROCHER
ISSY-LES-MOULINEAUX, FRANCE
2020 BEAUTY SALES: $2.37 BILLION (EST.)
€2.08 BILLION (EST.)
-5.2% VS. 2019 (EST.)
MAIN BRANDS:
Yves Rocher (makeup, fragrance, skin and body care), Arbonne (skin care, cosmetics), Stanhome, Kiotis (skin and body care, fragrance), Dr. Pierre Ricaud (skin and body care, makeup), Daniel Jouvance (skin and body care, makeup, fragrance), Kiotis (skin and body care, fragrance), Sabon (skin and body care, fragrance), Flormar (makeup), ID Parfums (fragrance).
KEY FINANCIALS (EST.):
GROUPE ROCHER: $2.58 billion, -6.25%
YVES ROCHER: 45.2% of sales (vs. 49.8% in 2019)
ARMOIRE: 26.4% (vs. 20.1%)
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founder Yves, spoke out in the French press, pushing for landlords to waive rents during lockdowns to relieve pressure on retailers; a significant proportion of Yves Rocher’s stores are franchises, and the company does around half of its business in its home market. In November, Briz Rocher won the award for “entrepreneur of the year” from French news channel BFMT.

In its first full year as a “mission-driven enterprise,” the company continued to put sustainability front and center. Key developments included core brand Yves Rocher launching concentrated shower gels and shampoos and a bio-sourced nail polish with an innovative formula that is 76 percent natural and includes beet and wood extracts. From October, all the bottles in the brand’s factories were made with 100 percent recycled (and recyclable) PET; resulting in a saving of 2,700 tons of virgin plastic, according to the company. Ariné introduced the AgeWell collection featuring the products she wishes to tell a “FabLab” at its historic base in La Gacilly, Brittany.

THE WELLA CO. was established in late 2020, following the spinoff of several brands form Coty Inc. into a joint venture. That JV is majority owned by KKR, which holds 60 percent, and minority owned by Coty, with 40 percent.

**UNDER SEVERAL YEARS OF Coty ownership, many of the Wella Co. brands had stable sales, except for Clairor, which struggled. But as the COVID-19 pandemic spread, many of Wella’s brands saw sales declines, as those brands are sold in the professional hair and nail channels, which were closed due to stay-at-home orders. The company’s professional hair care business saw declines of 19 percent, while retail hair product sales fell 6 percent.

**THE BUSINESS** appointed Anne Young-Scriber, the former Godiva CEO, as CEO in October. Deren Taskiran was named chief transformation officer, and Bill Bailey senior vice president, corporate and business development.

**REVLON INC.** saw another year of steep sales declines across its portfolio, with even the brightest spot of its business, Elizabeth Arden, tracking down in the double digits. Revlon unveiled its plans to restrucuture in March 2020, a plan that was expected to reduce costs by upward of $230 million. At the same time, it announced the refinancing of its senior notes with Jefferies Finance LLC, in which Jefferies would provide up to $850 million.

**THE BEAUTY COMPANY** put some employees on furlough, and asked others to reduce working hours, during the height of the coronavirus pandemic in April 2020.

**IN JULY 2020, Revlon and La Perla ended their licensing agreement, as the latter plans to integrate its beauty business more vertically.

**IN DECEMBER 2020, Revlon named Martine Williams its new chief marketing officer. She reports to CEO Debra Perelman. Williamson’s predecessor, Serge Judejiri, left the company, as did Silvia Gallo, global brand president for the Revlon brand. The company also appointed Sergio Pedrazzi as its new CEO, effective September 2020.

**REVLON INC. NEW YORK**

2020 BEAUTY SALES: $1.9 BILLION (-21.3% VS. 2019)

MAIN BRANDS:

**KEY FINANCIALS: REVLON NET SALES: $688.4 million, -28.2%
ELIZABETH ARDEN NET SALES: $443.5 million, -30.1%
PORTFOLIO NET SALES: $401.3 million, -177%
FRAGRANCES NET SALES: $351.1 million, -22.5%
OPERATING LOSS: $226.3 million, N/M vs. 2019
NET LOSS: $619 million, N/M vs. 2019**

**WALGREENS BOOTS ALLIANCE DEERFIELD, IL.**

2020 BEAUTY SALES: $1.76 BILLION (-10% VS. 2019)

MAIN BRANDS:
- No7, Botanics, Boots Soltan, Soap & Glory, Liz Earle, Sleek Makeup, YourGoodSkin

**KEY FINANCIALS: (FY ENDED AUG. 31, 2020) TOTAL SALES: $139.45 billion, +2%
RETAIL PHARMACY USA SALES: $1077 billion, +3%
RETAIL PHARMACY INTERNATIONAL SALES: $10 billion, +32.7%
DESPITE MOST OF ITS stores — Walgreens in the U.S. and Boots in the U.K. — operating in essential categories, Walgreens Boots Alliance’s revenues in beauty categories declined through the year due to lower footfall, according to estimates, although online sales saw significant growth.

**THE COMPANY SAID in July that Boots would be slashing 7 percent of its workforce — more than 4,000 jobs — as it shifts its focus online.

**ANNOUNCED AT THE beginning of 2021, the company’s move to spin off its wholesale pharmaceutical business was expected to allow it to focus on turning around its core retail pharmacy business.

**THE MARKET HAS** praised the company’s appointment of former Starbucks and Walmart executive Rosalind “Roz” Brewer as its new CEO in March. She takes over from Stefano Pessina, WBA’s largest single shareholder, who will become executive chairman.

**BRAND-WISE, No 7 — which reportedly remains the U.K.’s leading drug brand — introduced Advanced Retinol 1.5% Complex Night Concentrate, its first retinol product, which garnered a wait list of 100,000 people.

**IN THE U.K., the company invested in N6, adding new counters and fixtures, with plans to add 600 new counters pending to a third of its stores by February this year. The brand also offered personalized virtual consultations during lockdowns.

**L’OCCITANE INTERNATIONAL PL EdENBUIRCHEN, SWITZERLAND**

2020 BEAUTY SALES: $1.75 BILLION (+0.4% at constant currency) €1.19 billion, -8.9%

MAIN BRANDS:
- L’Occitane en Provence (skin, body and men’s care; fragrance; makeup). Elemis. Melvita. L’Occitane au Brasil. Eton, Borel, L’Oréal;

**KEY FINANCIALS: ESTIMATED SALES FOR THE CALENDAR YEAR Fell by 4.6% at constant-currency rates NINE MONTHS TO Dec. 31, 2020:
NET SALES: $1.19 billion, -8.9%
CONSTANT CURRANCY SALES PROGRESSION: -5.4%
SALES BY BRAND:
- L’OCCITANE EN PROVENCE — $932.8 million, -9.8% (-6.4% at constant currency)
- ELEMIS — $165.5 million, 10.7% (+0.4% at constant currency and on a comparable basis)
- LIMELIFE: — $79.1 million, +20.8% (+24.7%)
- OTHERS: — $61 million, -20.2% (-13.9%)

**THE BRAND ALSO continued to restructure to safeguard its resilience and financial flexibility, eliminating 300 positions worldwide starting in October. In January this year, the company filed for Chapter 11 bankruptcy proceedings for its U.S. activities, with the aim of “right sizing” its retail footprint in the wake of slow brick and mortar sales and online growth.

**ENHANCED SUSTAINABILITY initiatives implemented during the year are aimed at helping the firm achieve B Corp status by 2023 at the latest.

**IN JANUARY 2021, former Chanel executive Yves Blouin, who has extensive experience of Asian markets, was named executive director and group managing director, replacing Sylvain Desjonquères.**

**GROUPE CLARINS NEUILLY-SUR-SEINE, FRANCE**

2020 BEAUTY SALES: $1.71 BILLION (EST.) €1.5 BILLION (EST.) -25% VS. 2019 (EST.)

MAIN BRANDS: Clarins (skin care, makeup), Clarins Men (men’s skin care). My Blend by Dr. Olivier Courtin.

**KEY FINANCIALS (EST.):** LUXURIOUS PRODUCT AND CATEGORY SALES DECLINE; -10% PRODUCT CATEGORY BREAKDOWN: Skin care: 91%; Makeup: 9%; Fragrance N/A; CHANGE BY CATEGORY: Skin care: 71%; Makeup: 79%; CHANGE BY REGION: Asia: +9%; Europe: -12%; the Americas: -21%; the Middle East and Africa: -34%; Travel retail: -23%.

DOMESTIC SALES: 79%

PROGRESSION IN LARGEST INTERNATIONAL MARKETS: Mainland China: +29%; Travel retail: -23%; E-commerce: +83%.

**THE FAMILY-OWNED COMPANY** finalized its exit from the fragrance category, closing its sale to L’Oréal of the Mugler and Azzaro brands on March 31, 2020, accounting for a significant portion of its sales decline — at constant structure (without the fragrance activity), the group’s estimated sales dropped by 10 percent.

**CHINA AND ONLINE WERE** the major sales drivers last year. To boost its digital business during the pandemic, Clarins introduced a personalized consultation service called “Clarins and me” on all of its websites, with beauty coaches offering diagnosis and product advice sessions free of charge to consumers.

**THE BRAND ALSO** entered the subscription market in France with the Clarins Unlimited program. Every two months, the consumer either chooses the products she wishes to receive or opts for a surprise package. Three different price tiers are available for the offer.

**IN NOVEMBER, CLARINS** debuted a virtual store that will be the template for future physical locations, with sections for new products, makeup, skin care and consultations and an area dedicated to learning about the plants used in its products.

**IN JANUARY 2021, Virgin Courtin-Clarins, granddaughter of founder Jacques Courtin-Clarins, was named deputy CEO and head of corporate social responsibility. She previously oversaw the Thierry Mugler brand.**
**BY THE NUMBERS**

**BY A MARGIN**

It wasn’t just beauty’s players’ top lines that were dented by the coronavirus pandemic — as companies fought to stay afloat, profit margins in many cases plummeted. Here’s how the companies’ profit margins — for those that break out operating income specifically from beauty — stacked up in 2020.

<table>
<thead>
<tr>
<th>COMPANY</th>
<th>BEAUTY SALES</th>
<th>BEAUTY OPERATING PROFIT (LOSS)</th>
<th>PROFIT AS % OF SALES</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOEVIR HOLDINGS</td>
<td>$363 MILLION</td>
<td>$89.1 MILLION</td>
<td>24.6%</td>
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<tr>
<td>PROCTER &amp; GAMBLE</td>
<td>$13.36 BILLION</td>
<td>$2.74 BILLION</td>
<td>20.5%</td>
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<td>UNILEVER</td>
<td>$24.11 BILLION</td>
<td>$4.92 BILLION</td>
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<td>L’OREAL</td>
<td>$31.95 BILLION</td>
<td>$5.93 BILLION</td>
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<td>LG HOUSEHOLD &amp; HEALTH CARE</td>
<td>$3.78 BILLION</td>
<td>$697.9 BILLION</td>
<td>18.5%</td>
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<tr>
<td>MILBON CO. LTD.</td>
<td>$334.8 MILLION</td>
<td>$75.9 BILLION</td>
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<tr>
<td>FANCL</td>
<td>$711 MILLION</td>
<td>$180.3 BILLION</td>
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<td>INTER PARFUMS INC.</td>
<td>$539.01 MILLION</td>
<td>$70.08 MILLION</td>
<td>13%</td>
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<tr>
<td>BEIERSDORF</td>
<td>$6.51 BILLION</td>
<td>$801.3 MILLION</td>
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<tr>
<td>KAO CORP.</td>
<td>$5.09 BILLION</td>
<td>$502.3 MILLION</td>
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<td>NATURA &amp; CO.</td>
<td>$7.23 BILLION</td>
<td>$687.2 BILLION</td>
<td>9.5%</td>
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<td>POLA ORBIS HOLDINGS</td>
<td>$1.35 BILLION</td>
<td>$124.2 BILLION</td>
<td>9.3%</td>
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<tr>
<td>HENKEL</td>
<td>$4.28 BILLION</td>
<td>$250.8 BILLION</td>
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<td>KOSE CORP.</td>
<td>$1.91 BILLION</td>
<td>$104.4 BILLION</td>
<td>5.5%</td>
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<tr>
<td>E.L.F. BEAUTY</td>
<td>$225.44 MILLION</td>
<td>$11.27 MILLION</td>
<td>5%</td>
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<tr>
<td>THE ESTEE LAUDER COS.</td>
<td>$14.29 BILLION</td>
<td>$606 MILLION</td>
<td>4.3%</td>
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<td>CLIO COSMETICS CO. LTD.</td>
<td>$109.1 MILLION</td>
<td>$5.4 BILLION</td>
<td>2.9%</td>
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<td>AMOREPACIFIC GROUP</td>
<td>$4.32 BILLION</td>
<td>$122.5 BILLION</td>
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<td>MANDOM CORP.</td>
<td>$449.1 MILLION</td>
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<td>SHISEIDO</td>
<td>$8.63 BILLION</td>
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<td>LVMH</td>
<td>$3.59 BILLION</td>
<td>$91.3 MILLION</td>
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<tr>
<td>REVLON INC.</td>
<td>$1.98 BILLION</td>
<td>($226.3 MILLION)</td>
<td>-11.9%</td>
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<tr>
<td>ABLE C&amp;C</td>
<td>$258 BILLION</td>
<td>($55.934 BILLION)</td>
<td>-21.7%</td>
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<tr>
<td>COTY INC.</td>
<td>$4.72 BILLION</td>
<td>($124 BILLION)</td>
<td>-26.3%</td>
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<tr>
<td>YATSEN HOLDING LTD.</td>
<td>$758 MILLION</td>
<td>($388.5 MILLION)</td>
<td>-47.2%</td>
</tr>
</tbody>
</table>

**POLA ORBIS HOLDINGS**

**TOP YEN**

2020 BEAUTY SALES:
- $171.66 BILLION -20.1% VS. 2019

**MAIN BRANDS:**
- Pola (skin care, makeup), Orbis (skin care, makeup), Jurlique, H2O Plus, Three, Decencia, Amplitude, Itirin, Fivexim x Three.

**KEY FINANCIALS:**
- TOTAL NET INCOME: $176.31 billion, -10.8%
- BEAUTY CARE OPERATING INCOME: $12.97 billion, -57.1%
- POLA ORBIS’ BUSINESS suffered from the closure of retail and the absence of international tourists in Japan. The company worked to improve the profitability of its domestic and overseas operations, strengthening e-commerce for its brands and repositioning them for growth. POLA WORKED ON improving consumer retention, launching products centered on antiaging and skin brightening, and focusing on consulting and services. Its new B.A. Lotion, launched in September, was particularly well received and won several awards. E-commerce sales grew significantly.

- ORBIS WORKED ON brand differentiation as a means to improve profitability. The Orbis antiaging skin care series helped drive repeat consumption. The brand reformed its e-commerce business and launched a skin care screening service, AI Future Skin Simulation.

- JURLIQUE SAW HIGH GROWTH in Chinese e-commerce, but its overall sales declined due to its directly managed stores and department store operations in Australia and Hong Kong. The brand worked to reduce costs, and its operating loss declined consequently.

- H2O PLUS ENHANCED its advertising and promotional activities with the aim of expanding e-commerce. It saw an increase in sales.

- IN FEBRUARY 2021, POLA Orbis announced that it had acquired all shares of Tricot Inc., a company that develops personalized supplements and skin care products in Japan, and that it would become a subsidiary of the company.

**RODAN + FIELDS**

**2020 BEAUTY SALES:**
- $1.59 BILLION (EST.)
- $1.59 BILLION (EST.) -23.4% VS. 2019 (EST.)

**MAIN BRANDS:**
- Recharge, Redefine, Reverse, Unblemish, Soothe, Enhancements, Essentials, Spotless, Dermacosmetics (skin care).

**KEY FINANCIALS:**
- SOCIAL DISTANCING and other COVID-19 protocols stalled revenue development during 2020 for the direct-to-consumer company, according to industry analysts. The company was also challenged with attracting and retaining consultants. Compounding matters, skin care has become increasingly competitive.

- RODAN + FIELDS WAS ONE of 16 multilevel marketing companies that received a letter from the U.S. Federal Trade Commission for misleading claims on social media during the pandemic.


- THE COMPANY EXPANDED into Asia with its launch in Japan in June.

**PUIG**

**2020 BEAUTY SALES:**
- $1.99 BILLION (EST.)
- $1.99 BILLION (EST.)

**MAIN BRANDS:**
- Paco Rabanne, Carolina Herrera, Jean Paul Gaultier, Nina Ricci, Charlotte Tilbury, Penhaligon’s, Laris PM Parfumeur, Christian Louboutin, Comme des Garçons Parfums, Antonio Banderas, Shakira, United Colors of Benetton, Adolfo Dominguez.

**KEY FINANCIALS:**
- MAIN MARKET: The U.K., Spain and the U.S.

- PUIG’S BIGGEST NEWS for 2020 was the June acquisition of a majority stake in Charlotte Tilbury, adding a fast-growing makeup and skin care business to the group’s offerings.
shifted toward immunity and public health products. Skin care and color cosmetics were the hardest hit.

• **IN APRIL 2020, THE company announced plans to invest $500 million in digital initiatives, product development and sales incentives.**

**CARON DE LA TETE, FRANCE**

**2020 BEAUTY SALES:** $1.22 BILLION (EST.)

**MAIN BRANDS:** Caron, Casablanca, Miss Elyse, Parfums de Marly, Benamor, Diptyque

**KEY FINANCIALS:**
- **ORGANIC SALES DECLINE:** -9.6%
- **INTERNATIONAL SALES:** 71% of beauty revenues (up from 69%)
- **GROUP SALES:** $2.27 billion, -1.3%
- **DESPITE SALES DECLINES in most markets, Pierre Fabre said its body care and beauty revenues in China, its biggest international market, thanks to double-digit growth there in the second half. It succeeded in maintaining value market shares in both China and Europe, its core markets, during 2020.**
- **PIERRE FABRE REORGANIZED its business to focus more on a dual positioning built around medical products and naturalness. As a result, it decided to divest two of its beauty brands. Galénic was sold to China’s Yaten, owner of the Perfect Diary brand, while anti-cellulite body care brand Elancyl was acquired by Spain’s Canfrabrica Labs.**

**31 GROUPO BOTICÁRIO CURITIBA, BRAZIL**

**2020 BEAUTY SALES:** $6.22 BILLION (EST.)

**MAIN BRANDS:** G Boticário, Natura Spa (body and hair care), Make B., Intense (makeup), Floretta, Egoé Dolce, Malbec (fragrance). The Beauty Box (hair, bath and body care). Eume (hair care), Eudora, Quem Disse, Berenice, Vult.

**KEY FINANCIALS:**
- **HAVING JOINED the company at the age of 17 and after 12 years as its president, Artur Grybaum was named vice president of Group Gálico’s advisory board alongside founder Miguel Kipnis, with Fernando Magalhães Mode taking over as president, effective March 2021.**
- **THE COMPANY CREATED its own start-up incubator, GB Ventures, to promote innovation in the beauty industry.** 13 start-ups were selected to take part in the program in early 2021.
- **CSR WAS A MAJOR AREA of focus, with Grupo Boticário committing to increase the representation of minorities in its workforce, including vowing to have 50 percent of its top leadership female by 2025.**
- **CORE BRAND O BOTICÁRIO opened a new concept store in São Paulo, and added an Excert-certified organic line under the popular Natura Spa line.**

**30 GROUPE PIERRE FABRE PARIS**

**2020 BEAUTY SALES:** $1.12 BILLION -12.2% VS. 2019

**MAIN BRANDS:** Pierre Fabre Dermocosmétique: Eau Thermale Avène, A-Derma, Darrow, Glytone (skin and body care), Ducray, Klorane (skin, hair and body care). René Furterer (hair care).

**KEY FINANCIALS:**
- **SALES DECLINE NOT INCLUDING DIVERSEMENTS:** -11.7%
- **ORGANIC SALES DECLINE:** -9.6%
- **INTERNATIONAL SALES:** 71% of beauty revenues (up from 69%)

**29 AMWAY ADA, MICH.**

**2020 BEAUTY SALES:** $1.57 BILLION -5.8% VS. 2019

**MAIN BRANDS:** Amway: Artistry, Artistry Studio, Artistry Men (skin care, makeup), Body Series/ G&H (body care), Satinique, Erta (hair care).

**KEY FINANCIALS:**
- **TOTAL SALES:** $8.5 billion, +1.2%
- **BEAUTY SALES:** 13% of revenue

**TOP MARKETS:**
- China, the U.S., Japan.
- **AMWAY SAID** it has tripled its consumer base under the age of 35 via Artistry Studio, which also saw the new launch of Artistry Studio’s Shanghai Edition collection. China is one of Amway’s largest markets.
- **HAIR CARE AND BATH and body categories had the strongest year as buying formulas. In skin care, Skinerise launched to address the first signs of aging, and the Baby O brand relaunched with 95 percent natural ingredients.**

**35 EUROITALIA CAVENAGO DI BRIANZA, ITALY**

**2020 BEAUTY SALES:** €945.7 MILLION (EST.)

**MAIN BRANDS:** Versace, Moschino, Missoni, Dsquared2, Reporter, Atkinsons 1799 (fragrance), Naj Oleari Beauty (makeup), 1 Colonial (body and skin care).

**KEY FINANCIALS:**
- **EXPORTS:** 94% of sales
- **THE PANDEMIC didn’t stop the product launch activity across Euroitalia’s licensed portfolio. Introductions included Missoni Wave for men and Versace Dylan Turquoise for women.** The latter particularly resonated on social media with an ad campaign fronted by Haley Bieber and Bella Hadid.
- **THE U.S., CHINA, THE Middle East, Russia, the U.K, Germany and Italy were Euroitalia’s best-performing markets. Sales in China grew 25 percent.**
- **IN AUGUST, THE COMPANY acquired the Atkinsons 1799 and I Coloniali labels from Morris Proffumi.**

**34 ORIFLAME HOLDING AG SCHAFFAUSEN, SWITZERLAND**

**2020 BEAUTY SALES:** $1.14 BILLION (EST.)

**MAIN BRANDS:** Nu Skin, AgeLOC, Nutricentials, Epoch, Tru Face, Nu Colour.

**KEY FINANCIALS:**
- **PERSONAL CARE SALES INCLUDING DEVICES:** $1.49 billion, +4.8%
- **TOTAL COMPANY SALES:** $2.58 billion, +7%
- **SALES IN CHINA:** $625.5 million, -13%
- **SALES IN THE AMERICAS AND PACIFIC:** $511.9 million, +47%
- **SALES IN SOUTH KOREA:** $326.5 million, -1%

**33 NU SKIN ENTERPRISES PROVO, UTAH**

**2020 BEAUTY SALES:** $1.14 BILLION (EST.)

**MAIN BRANDS:** Nu Skin, AgeLOC, Nutricentials, Epoch, Tru Face, Nu Colour.

**KEY FINANCIALS:**
- **PERSONAL CARE SALES INCLUDING DEVICES:** $1.49 billion, +4.8%
- **TOTAL COMPANY SALES:** $2.58 billion, +7%
- **SALES IN CHINA:** $625.5 million, -13%
- **SALES IN THE AMERICAS AND PACIFIC:** $511.9 million, +47%
- **SALES IN SOUTH KOREA:** $326.5 million, -1%

**32 GALDERMA LAUSANNE, SWITZERLAND**

**2020 BEAUTY SALES:** $1.19 BILLION (EST) $1.12 BILLION (EST.)

**MAIN BRANDS:** Cetaphil (skin care), Proactiv (majority stake).

**KEY FINANCIALS:**
- **ACCORDING TO ESTIMATES, it was a good year for Cetaphil, which resonated with consumers’ demand for skin care with a health-focused positioning. In the U.S., the brand’s core market, its retail sales of facial cleansers in mass distribution grew 19.6 percent to $108.1 million in 2020 and its hand and body lotion sales gained 12.1 percent to $101 million, according to IRI data, although the facial moisturizer category declined 8.1 percent to $33.3 million.**
- **THE BRAND EXTENDED its partnership with actress Rachel Brosnahan, making her creative consultant for its “Up Close and Sensitive” digital campaign. It also launched a storefront on Amazon.**
- **CATPEL INTRODUCED** two new product lines: Deep Hydration and Sheer Hydration featuring a new patented ingredient complex, HydroSensitiv.
- **AT THE HEIGHT of the pandemic’s first wave, Cetaphil converted its production facilities to produce hand gels, gave away skin care products to front-line workers and launched a campaign to encourage good handwashing habits.
- **BUSINESS FOR PROACTIV declined significantly, according to market sources, and has been doing so for several years.**

**36 LUSH POOLE, U.K.**

**2020 BEAUTY SALES:** £924.9 MILLION (EST.) £720.7 MILLION (EST.)

**MAIN BRANDS:** Lush Fresh Handmade Cosmetics (bath, body, hair and skin care, makeup, fragrance).

**KEY FINANCIALS:**
- **CONCENTRATE SALES DECLINE:** -23%

**TOP MARKETS:**
- U.K.: £119.9 million, -21.6%
- JAPAN: £61.3 million, -18.3%
- NORTH AMERICA: £262.4 million, -23.8%
- **COVID-19 WAS THE overriding factor behind its drop in sales. The company began to see the impact as**
early as January in Hong Kong and Japan. At the height of lockdown in April, 833 of its 935 shops were closed.

- **THE COMPANY INITIALLY** concentrated on cash conservation and liquidity, ensuring that the group would have enough cash to manage the peak debt requirement leading up to Christmas. It postponed significant capital investment and took a firm stance with its landlords, deferring rent payments while negotiating rent holidays and improved deals going forward.

- **IT SAW A SIGNIFICANT** increase in online sales; the 23 percent decline in revenues is the net of a 40 percent decline in its shops and a 115 percent increase in online sales. Online grew from 11 percent of total sales in 2019 to 30 percent in 2020. The company has invested in its fulfillment and distribution operations to ensure that it can safely and efficiently satisfy demand at peak trading times.

- **IN 2020, THE COMPANY** reduced its entire product range by a quarter.

- **KEY INNOVATIONS INCLUDED** a new beauty subscription box service with the Lush Kitchen to Customization (an online service where customers can personalize bespoke packaging for gifts), a new Black hair care range and a bestselling Beauty Sleep face mask.

### 38 BELCORP
#### LIMA, PERU
2020 BEAUTY SALES: $880.0 MILLION (EST.)-24.8% VS. 2019 (EST.)

- **MAIN BRANDS:** Exaia, L’Bel, Cyzone (fragrance, makeup, skin, hair and body care).
- **KEY FINANCIALS:** MAIN MARKETS: Peru, Colombia and Mexico: 52% of sales

### 39 SISLEY
#### PARIS
2020 BEAUTY SALES: $1918.8 MILLION (EST.)-6.5% VS. 2019 (EST.)

- **MAIN BRANDS:** Sisley (fragrance, skin care, makeup). Hair Rituel by Sisley (hair care).
- **KEY FINANCIALS:** N/A

- **FAMILY-OWNED SISLEY** saw double-digit growth in Asia, with sales especially strong in China. In Europe and the Americas, the company’s business reportedly resisted the downturn well.

- **DIGITAL SALES INCREASED** threefold during the year.

- **FOR CORE BRAND SISLEY**, skin care was the most dynamic category, while Hair Rituel, in its third year on the market, grew by 25 percent.

- **KEY LAUNCHES INCLUDED** the ultra-premium Sisleya La Cure antiaging treatment program.

### 40 JOHN PAUL MITCHELL SYSTEMS
#### LOS ANGELES
2020 BEAUTY SALES: $575.0 MILLION (EST.)-2.9% VS. 2019 (EST.)

- **MAIN BRANDS:** Paul Mitchell, Paul Mitchell Clean Beauty, Awapuhi Wild Ginger, MarulaOil, Neuro, Neon (hair care), Tea Tree (hair and body care), MITCH (men’s grooming).
- **KEY FINANCIALS:** N/A

### 41 SHANGHAI JAWHA UNITED CO., LTD.
#### SHANGHAI
2020 BEAUTY SALES: $763.9 MILLION (EST.) CN¥16.27 BILLION (EST.) -74% VS. 2019 (EST.)

- **MAIN BRANDS:** Shanghai Vive (skin care, fragrance), Maxam (skin, body and hair care), Lishun (skin, body and hair care, fragrance), GF (men’s skin and hair care, fragrance), Herborist (skin care, makeup, men’s skin care). 21st Century (skincare), Frees Herb (skin care, makeup), Giving (baby care).
- **KEY FINANCIALS:** TOTAL COMPANY REVENUES: CN¥703.0 BILLION (EST.)-74% NET PROFIT: CN¥430 million, -22.8%

- **THE CHINESE COMPANY’S** first half was negatively affected by the pandemic, but sales picked up again in the second half. In the fourth quarter of the year, Jawha’s net profit jumped 606 percent.

- **ALEX PAN REPLACED DONG Fanghong as Jawha’s CEO and chairman of the board in June. Shares rose more than 40 percent because of this news.**

- **THE COMPANY ALSO** promoted brand innovation and worked to tap into consumer insight. Dr. Yu achieved triple-digit growth. Herborist Derma achieved rapid growth in drug store channels. Shanghai Vive launched a new brand image and achieved high-double-digit growth thanks to e-commerce promotions. GF simplified its line to increase the proportion of its high-end offerings.

- **IN THE THIRD QUARTER**, the company adjusted its e-commerce business structure, optimized the frequency and proportion of live broadcasts and cultivated live broadcast talents within the company to improve the profitability of its e-commerce businesses.

### 42 NEORA FARMERS BRANCH, TEXAS
2020 BEAUTY SALES: $760 MILLION (EST.) +10.9% VS. 2019 (EST.)

- **MAIN BRANDS:** ProLuxe Hair Care System and NeoraFit Set, Age IQ Night & Day Cream, Double-Cleansing Botanical Face Wash, Age-Defying Eye Serum, Illumaboost Brightening & Shield, Complexion Clearing Acne Treatment (skin and body care).
- **KEY FINANCIALS:** LARGEST MARKETS: U.S., Canada, Mexico

- **NEORA CLOSED ITS** operations in Germany, Austria and Switzerland in 2020. The company eyes greater growth potential in Hong Kong and the Greater China region. Fons Ho was named the general manager for Hong Kong and Greater China to help facilitate that growth.

- **THE DIRECT SELLER** announced plans in 2020 to expand its portfolio into weight management and wellness systems, including nutritional supplements, under its NeoraFit banner.

- **THE INTRODUCTION OF** new $20 enrollment kits for its consultants was designed to make kick-starting their business more accessible. The five different kits accentuate the company’s growing focus on wellness and holistic beauty.

### 43 YATSEN HOLDING LTD.
#### GUANGZHOU, CHINA
2020 BEAUTY SALES: $758.1 MILLION (EST.) CN¥12.23 BILLION (EST.) +72.6% VS. 2019 (EST.)

- **MAIN BRANDS:** Perfect Diary, Little Ondine (makeup), Abby’s Choice, Galénic (skin care).
- **KEY FINANCIALS:** TOTAL COMPANY SALES: CN¥3.36 BILLION, -74.5%

- **FOUNDED IN 2016**, Yatseen has seen rapid growth with its direct-to-consumer model in China’s fast-growing e-commerce beauty market. The Chinese company raised $615.9 million in a U.S. initial public offering last November.

- **DESPITE MASSIVE GAINS IN** sales and operating income, increased investment in promotion, product research and development and offline channel expansion saw the company’s profits slide significantly for the year.

- **PERFECT DIARY WAS** the bestselling Chinese beauty brand during the Singles’ Day shopping festival on Taobao in December.

- **THE COMPANY IS** diversifying its portfolio. In October last year, it acquired a controlling stake in skin care brand Galénic from Pierre Fabre. In March this year, it said it would buy another skin care label, Eve Lom, from Manzanita Capital.

- **YATSEN ENTERED INTO A** strategic collaboration with Sensient Technologies to jointly establish Innovative Color Laboratories with operations in Shanghai, Guangzhou, and Singapore last December.
As India's recovery began in the July to September quarter, advertising and sales promotion spend was back to pre-COVID-19 levels at 9.5 percent of sales. In the last quarter of the year, the India business witnessed robust demand trends across more than 95 percent of its portfolio. Domestic turnover for the last quarter rose 18 percent over the same period the previous year, and the company saw constant-currency growth of 8 percent for its international business.

Men's grooming and premium skin care declined in sales, but value-added hair oils grew across brands.

**Godrej Consumer Products Ltd. Mumbai**

2020 Beauty Sales: $707.5 million (est.), +0.4% vs. 2019 (est.)

Main Brands: Godrej Expert, Godrej Nupur, NYB, Bliclent, Godrej Professional, Motions, Protectif Mega Growth, African Pride, Just for Me, TCB, Darling, Valon, Illicit, Issue, 919, Renew, Inecto, Touch of Silver, Roby (hair care), Millefiori, Cinthol, Godrej No 1, Villeneuve, Tura (skin care), Pamela Grant (makeup).

Key Financials: Biggest Markets: India (56% of sales), Africa and the U.S. (23%), Indonesia (17%).

In 2020, soaps and hair care posted gains. GCPL continued to be one of the largest hair care players in emerging markets.

In India, the Godrej Expert Easy five-minute shampoo hair color was scaled up nationally, and a fashion hair color range with no ammonia was launched under the Godrej Expert Rich Crème. The company leveraged DIY trends and key influencer partnerships.

International Markets continued to show positive growth; the Darling brand relaunched in Africa and expanded distribution there. In Latin America, the company’s overall performance in beauty and personal care was strong.

**Dabur India Ltd. Ghaziabad, India**

2020 Beauty Sales: $680.8 million (est.), +50.4% billion rupees (est.)


Key Financials: International Sales: Approximately 60 percent of personal care revenues.

Dabur ramped up its focus on innovation in 2020, increasing its research and development spend in order to get innovations to market quicker.

While business conditions were complex, in the quarter ended December, Dabur revenues increased 15 percent, including a 13 percent sales gain in international markets. Shampoo sales rose 271 percent and hair oil, 11.6 percent.

**Mandom Corp. Osaka, Japan**

2020 Beauty Sales: ¥627.6 billion (est.), ¥66.9 billion (est.)

Main Brands: Men's Grooming: Gatsby (skin, body and hair care; hair care, fragrance, deodorant), Lúcido (skin, body and hair care; deodorant), Mandom (skin, body and hair care; fragrance), Tancho (hair care and color), Spalding (deodorant, fragrance, body care).

Women's Cosmetics: Pixy (skin care, makeup), Bifesta, Barrier Repair (skin care), Lúcido-L (hair care and color), Baby Veil (hair care), Lovilisa (fragrance), Miratone (hair color), Mandom (skin, body and hair care), Johnny Andread, Style Up (hair care), Simplicity (deodorant, Pucecle (fragrance, body care).

Key Financials: Nine Months to December 2020:

Net Sales: ¥47.94 billion, -23.6%

Operating Income: ¥813 million, -85.9%

Sales in Japan: ¥28.31 billion, -16.6%

Sales in India: ¥8.81 billion, -35.1%

Sales in other Markets: ¥9.32 billion, -30.5%

Biggest Markets: Japan, Indonesia and China.

Mandom Corp. was negatively impacted by the pandemic. Core men's brand Gatsby suffered from decline in demand for hair styling products — its revenues dropped 23.9 percent to ¥22 billion in the nine months to December — and is

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**BY THE NUMBERS**

**The Most and Least Shareholder Equity in 2020**

Shareholder equity is often used as a barometer of a company's financial health. Below, the companies with the most and least shareholder equity (an entity's assets minus its liabilities) are yearned.

Top 10 With Most Shareholder Equity

<table>
<thead>
<tr>
<th>Company</th>
<th>2020 Shareholder Equity</th>
<th>2020 Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Johnson &amp; Johnson</td>
<td>$63.28 billion</td>
<td>$82.58 billion</td>
</tr>
<tr>
<td>Procter &amp; Gamble</td>
<td>$48.54 billion</td>
<td>$71.01 billion</td>
</tr>
<tr>
<td>LVMH Moët Hennessy Louis Vuitton</td>
<td>$38.83 billion</td>
<td>$44.7 billion</td>
</tr>
<tr>
<td>L'Oréal</td>
<td>$29.2 billion</td>
<td>$37.5 billion</td>
</tr>
<tr>
<td>Unilever</td>
<td>$27.66 billion</td>
<td>$50.72 billion</td>
</tr>
<tr>
<td>Walgreens Boots Alliance</td>
<td>$20.06 billion</td>
<td>$39.5 billion</td>
</tr>
<tr>
<td>Compagnie Financière Richemont</td>
<td>$16.51 billion</td>
<td>$14.24 billion</td>
</tr>
<tr>
<td>Reckitt Benckiser</td>
<td>$19.16 billion</td>
<td>$13.07 billion</td>
</tr>
<tr>
<td>Kao Corp</td>
<td>$18.38 billion</td>
<td>$29.33 billion</td>
</tr>
<tr>
<td>Henkel</td>
<td>$17.29 billion</td>
<td>$22.03 billion</td>
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<tr>
<td>Hermès International</td>
<td>$17.39 billion</td>
<td>$20.58 billion</td>
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</tbody>
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Top 10 With Least Shareholder Equity

<table>
<thead>
<tr>
<th>Company</th>
<th>2020 Shareholder Equity</th>
<th>2020 Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revlon</td>
<td>($1.9 billion)</td>
<td>($1.74 billion)</td>
</tr>
<tr>
<td>L Brands</td>
<td>($1.56 billion)</td>
<td>($1.85 billion)</td>
</tr>
<tr>
<td>Tupperware Brands Corp</td>
<td>($204.7 million)</td>
<td>($1.74 billion)</td>
</tr>
<tr>
<td>Yatas Holding Ltd</td>
<td>($55.8 million)</td>
<td>($1.74 billion)</td>
</tr>
<tr>
<td>Cliao Cosmetics</td>
<td>($334.8 million)</td>
<td>($334.8 million)</td>
</tr>
<tr>
<td>Able C&amp;C</td>
<td>($168.8 million)</td>
<td>($138.5 million)</td>
</tr>
<tr>
<td>Emami Ltd.</td>
<td>($31.95 billion)</td>
<td>($31.95 billion)</td>
</tr>
<tr>
<td>E.L.F. Beauty</td>
<td>($266.4 million)</td>
<td>($300 million)</td>
</tr>
<tr>
<td>Provia Cosmetics Co. Ltd.</td>
<td>($340.2 million)</td>
<td>($340.2 million)</td>
</tr>
<tr>
<td>Milbon Co. Ltd.</td>
<td>($334.8 million)</td>
<td>($334.8 million)</td>
</tr>
</tbody>
</table>

undergoing a revamp, as is Bifesta, the biggest brand in Mandom’s women’s portfolio. Sales of women’s products declined 29.5 percent in the nine-month period, to ¥13.9 billion.  
• THE COMPANY WORKED to improve its brand value and strengthen its overseas business, notably in Indonesia, its biggest international market.  
• IT LAUNCHED A TIKTOK campaign for Gatsby in China.

**50**  
**FANCL CORP.**  
**YOKOHAMA, JAPAN**  
2020 BEAUTY SALES: ¥612.6 MILLION (EST.) ¥65.39 BILLION (EST.) -14.1% VS. 2019 (EST.)  
MAIN BRANDS: Fancl Cosmetics, Attenir Cosmetics (skin care, makeup), Boscia (skin care).  
KEY FINANCIALS (NINE MONTHS TO DEC. 31, 2020):  
• COSMETICS SALES: ¥48.13 billion, -17.9%  
• FANCL COSMETICS SALES: ¥136.54 billion, +22.2%  
• ATTenIR COSMETICS SALES: ¥9.32 billion, -4.4%  
• BOSCIA SALES: ¥17.7 billion, +32.9%  
• DOMESTIC ONLINE AND CATALOGUE SALES: ¥24.72 billion, +10.5%  
• DOMESTIC RETAIL STORE SALES: ¥12.37 billion, +47.5%  
• DOMESTIC WHOLESALE AND OTHERS: ¥5.96 billion, -20.4%  
• OVERSEAS SALES: ¥5.18 billion, -31.4%  
• COSMETICS DIVISION OPERATING PROFIT: ¥5.47 billion, -45.3%  
• IN THE NINE MONTHS to December, sales of Fancl Cosmetics fell by more than 20 percent, with retail store, wholesale and overseas sales declining. The company directed customers from retail stores to online and catalogue sales, but it wasn’t enough to offset the decline.  
• ATTenIR COSMETICS SAW an increase in overseas sales thanks to efforts to strengthen cross-border e-commerce to China, but that failed to counterbalance the drop in retail store sales.  
• BOSCIA WAS A BRIGHT SPOT. Sales increased by more than 30 percent as a result of strengthened e-commerce.

**51**  
**RITUALS COSMETICS ENTERPRISE B.V.**  
**AMSTERDAM**  
2020 BEAUTY SALES: €608.4 MILLION (EST.) €533 MILLION (EST.)  
FLAT VS. 2020 (EST.)  
MAIN BRANDS: Rituals (fragrance, home fragrance, skin, body and hair care, makeup).  
KEY FINANCIALS: N/A  
• KEY FINANCIALS: N/A  
• RITUALS CELEBRATED its 20th anniversary with the October opening of the House of Rituals, a giant flagship in Amsterdam that offers a range of exclusive collections including personalized products and a luxury fragrance bar, an expanded offer for the home and an Asian-Asian fusion restaurant. A spa and wellness center will open this year.  
• THANKS TO THE STRENGTH of the prestige body care category and a focus on wellbeing with consumers staying at home, the company maintained sales levels in 2020, according to estimates, as it ramped up its e-commerce capabilities by optimizing its operations in its core European markets, for example by delivering orders directly from its stores.  
• THE COMPANY SCALED its store expansion program, opening 40 new doors worldwide instead of the 100 initially planned.  
• THE BRAND RESTRUCTURED its US stores, doing around half of its stores and launching online with sephora.com.

**52**  
**PDC WELLNESS & PERSONAL CARE CO.**  
**STAMFORD, CONN.**  
2020 BEAUTY SALES: $606 MILLION (EST.) +15% VS. 2019 (EST.)  
MAIN BRANDS:  
• Dr Teal’s, Bodycology (wellness and bath), Cantu, Eylure (makeup), Food Fantasies, BOD Man (fragrance).  
KEY FINANCIALS: INTERNATIONAL SALES: 20% of revenues  
• LARGEST MARKETS: The U.S., U.K., Canada  
• WELLNESS AND BATH SALES: $295 million, +35%  
• PERSONAL CARE (FORMERLY BEAUTY): $218 million, +9%  
• FRAGRANCE: $92 million, -13%  
• UNDER A NEW NAME, PDC Wellness & Personal Care Co., the former PDC Brands restructured to better reflect its strategy. Wellness & Bath was renamed Wellness and Beauty is now Personal Care.  
• THE COMPANY ATTRIBUTED its strong sales gains to having hit consumers’ desires for wellness and stay-at-home personal care products. Investment in e-commerce drove market share, and the firm also benefited from its distribution footprint among essential outlets that remained open when other beauty outlets were shuttered.  
• NEW PRODUCT LAUNCHES included the Cantu Skin Therapy body care line. The brand also teamed up with 25 Black Women in Beauty (ZSBW) to create a mentorship program called CantuLife to help Black-owned businesses grow.  
• DR TEAL’S ADDED FACIAL toners. According to IRI data Dr Teal’s was the biggest brand by volume in the market mass in the bath/fragrance category.

**53**  
**JALA GROUP CO.**  
**SHANGHAI**  
2020 BEAUTY SALES: ¥605.9 MILLION (EST.) CN¥4.38 BILLION (EST.) -9.1% VS. 2019 (EST.)  
MAIN BRANDS: Chando, Maysu (skin care, makeup), Botanical Wisdom, Spring Summer, Biorrier (makeup), Como (makeup), Assassina (fragrance).  
KEY FINANCIALS: N/A  
• JALA GROUP INVESTED in its digital transformation in 2020, ramping up in areas including digital inventory management, through which it has been working to better control its supply chain, reduce delivery times and normalize prices, and in data collection and database management.  
• CORE BRAND CHANDO’s online sales increased 28 percent, driven by a new sales strategy incorporating videos and livestreams. The brand claimed it’s title as the best-selling domestic makeup brand on Singles’ Day, according to the company.  
• CHANDO ENTERED the personal care category and the group launched its first fragrance brand, Assassina.  
• THE COMPANY OPENED a subsidiary in Indonesia, with the Chando brand opening an 8,000-square-foot experience center.

**54**  
**INTER PARFUMS INC.**  
**NEW YORK**  
2020 BEAUTY SALES: $539 MILLION -24.5% VS. 2019  
KEY FINANCIALS:  
• KEY FINANCIALS: N/A  
• WITH CLEAN BEAUTY and skin care front and center among purchasing drivers for consumers, it was a good year for brands like Beautycounter, which saw its estimated sales jump 20 percent during the year.  
• WHILE PREDOMINANTLY focused on direct-to-consumer, the firm partnered with Sephora in the U.S. for a four-month tie-up through October.  
• THE COMPANY OPENED a retail store, in Venice, Calif., close to its Santa Monica headquarters.

**55**  
**BEAUTYCOUNTER**  
**SANTA MONICA, CALIF.**  
2020 BEAUTY SALES: $526.56 MILLION (EST.) +20% VS. 2019 (EST.)  
MAIN BRANDS: Beautycounter  
• KEY FINANCIALS: N/A  
• WITH CLEAN BEAUTY and skin care front and center among purchasing drivers for consumers, it was a good year for brands like Beautycounter, which saw its estimated sales jump 20 percent during the year.  
• WHILE PREDOMINANTLY focused on direct-to-consumer, the firm partnered with Sephora in the U.S. for a four-month tie-up through October.  
• THE COMPANY OPENED a retail store, in Venice, Calif., close to its Santa Monica headquarters.

**49**  
**NAOS**  
**AIX-EN-PROVENCE, FRANCE**  
2020 BEAUTY SALES: €633.3 MILLION (EST.) €537.3 MILLION (EST.) -13.9% VS. 2019 (EST.)  
MAIN BRANDS: LABORATOIRE BIODERMA: ABC Derm, Atoderm, Cicabio, Crealine/Sensibio, Hydrabio, Matricium, Sebium, Secure, Pigmentbio (skin care), Node (hair care), Photoderm (sun care).  
INSTITUT ESTHEDERM: Age Prevention, Age Correction, Body Care, Cabine Exclusive, Intensive Molecular Care, Cleansing Osmoclean.  
INTER PARFUMS ENTERED into an agreement with Clean Beauty leader Beautycounter.  
KEY FINANCIALS: N/A  
• INTERNATIONAL MARKETS:  
  • INSTITUT ESTHEDERM: Age Prevention, Age Correction, Body Care, Cabine Exclusive, Cellular Water Range, Cleansing Osmoclean, Intensive Molecular Care, Sun Care, White (skin care).  
• MAIN BRANDS: LABORATOIRE BIODERMA: ABC Derm, Atoderm, Cicabio, Crealine/Sensibio, Hydrabio, Matricium, Sebium, Secure, Pigmentbio (skin care), Node (hair care), Photoderm (sun care).  
• KEY FINANCIALS: LABORATOIRE BIODERMA: €404.4 million, -34%  
• INSTITUT ESTHEDERM: €42.5 million, -18%  
• INTERNATIONAL MARKETS: 76.4% of sales  
• KEY MARKETS: France, China and South Korea account for an estimated 45.8% of global sales.  
• HYGIENE AND SKIN care were the top drivers for Naos, thanks to products including Atoderm from Bioderma and Intensive Molecular Care under Esthederm.  
• BIODERMA UNVEILED a major innovation—the globally patented Biphase Lipo Alcoolique, a hand care product that kills viruses while replenishing the skin.  
• THE COMPANY OPENED subsidiaries in Vietnam, Croatia and Australia and added new distributors for Norway and Iceland.

**56**  
**MARKWINS BEAUTY BRANDS**  
**CITY OF INDUSTRY, CALIF.**  
2020 BEAUTY SALES: $507.93 MILLION (EST.) -16.2% VS. 2019 (EST.)  
KEY FINANCIALS: N/A  
• MARKWINS PROMOTED Eric Weeks to president of sales and revenue for North America (the U.S., Canada and Mexico). Weeks joined Markwins in 2001.  
• STEFANO CURTI, MARKWINS’ global president, left the company to join Coty as chief brands officer for its consumer division.  
• WET ‘N’ WILD HAD ITS FIRST influencer collaboration partnering with Bretman Rock. Physicians Formula collaborated with YouTuber Weylie Hoang.
**Proya Cosmetics Co. Ltd.**

**HANGZHOU, CHINA**

2020 BEAUTY SALES: $488.7 MILLION (EST.)
CN¥3.44 BILLION (EST.) +10% VS. 2019 (EST.)

**MAIN BRANDS:** Proya, Uzero, Anya, Yoya, Cats & Roses, Timage, Ins Baha.

**KEY FINANCIALS:**
- NET SALES FOR THE NINE MONTHS ENDED SEPT. 30, 2020: CN¥2.29 BILLION, +0.1%
- NET PROFIT FOR THE NINE MONTHS ENDED SEPT. 30, 2020: CN¥288.3 million, +21.1%

- **E-COMMERCE WAS the main driver of Proya’s 2020 sales growth. Its gross merchandise value on Alibaba’s platforms grew 40 percent and surpassed CN¥1.89 billion.**
- **THE COMPANY SET UP AN incubation program with Alibaba’s Tmall in May to foster start-ups in the beauty industry. It also made several donations to frontline workers and medical institutions in Wuhan early in the year.**
- **THE COMPANY INCREASED investment in its emerging cosmetics brands Timage and Ins Baha, and as a result, that division saw a 256.8 percent increase in sales in the third quarter of 2020, to CN¥132 million.**

**Nippon Menard Cosmetic Co. Ltd.**

**NAGoya, JAPAN**

2020 BEAUTY SALES: $475.9 MILLION (EST.)
¥50.8 BILLION (EST.) +1% VS. 2019 (EST.)

**MAIN BRANDS:** Authent (skin care, fragrance, body care), Embellir, Fairlucient (skin care, makeup), Hulnege Lisciare, Colax, Herb Mask (skin care), Beauness (skin care and body care), Jupiter, TK (makeup, skin care), Crowa (hair care, Divum (skin care, makeup, in China), Reliever (skin care, in China).

**KEY FINANCIALS:**
- BIGGEST MARKETS: Japan, China and Vietnam
- MENARD BUCKED THE trend among Japan’s beauty players last year, according to estimates, registering a slight increase in sales.
- FOLLOWING THE SUCCESS of the TK makeup line launched in 2019, Menard launched a skin care line under the same name, to replace the now discontinued line Tsukika.

**Yanbal International**

**LIMA, PERU**

2020 BEAUTY SALES: $456 MILLION (EST.)
¥355.35 BILLION (EST.) +2.3% VS. 2019 (EST.)

**MAIN BRANDS:** Yanbal, Unique (makeup, skin, body, sun and hair care, fragrance).

**KEY FINANCIALS:**
- N/A
- FACED WITH SEVERE lockdowns in its core markets, the Peruvian direct seller saw a significant decline in sales, according to estimates.
- THE COMPANY WORKED to accelerate digitalization, and partnered with engagement platform developer Rallywire to create the Maya platform, designed to be a personal assistant for its consultants with features including training and data-driven tools.

**Cosnova SE**

**SULzbach, Germany**

2020 BEAUTY SALES: $460 MILLION (EST.)
€403 MILLION (EST.) -9% VS. 2019 (EST.)

**MAIN BRANDS:** Essence, Catrice (makeup).

**KEY FINANCIALS:**
- INTERNATIONAL SALES: 61% of business
- BIGGEST NON-GERMAN-SPEAKING MARKETS (in alphabetical order): Italy, the Netherlands, North America, Russia, South Africa, Spain.
- DESPITE THE challenging market context, Cosnova’s budget-friendly makeup brands Essence and Catrice gained market share.

**Guthy-Renker El Segundo, Calif.**

2020 BEAUTY SALES: $446 MILLION (EST.)
-2% VS. 2019 (EST.)

**MAIN BRANDS:** Crepe Erase, Meaningful Beauty, Westmore, Specific Beauty, Dermaflash, It Cosmetics (repeat sales to existing customers), Mally Beauty, Sea Calm Skin, Joa Beauty.

**KEY FINANCIALS:**
- N/A
- THE CONFLUENCE of two trends, direct-to-consumer/online and celebrity-backed brands, helped Guthy-Renker weather the closing of specialty stores, notably Ulta Beauty, during much of 2020. The company continues to transform from a direct marketer to an incubator for brands, especially in conjunction with celebrities.
- GUTHY-REINKER HAS BEEN a standout in the celebrity beauty brand arena. Cindy Crawford’s Meaningful Beauty, which grossed more than $2 billion in sales worldwide since 2004, is the company’s biggest producer. In addition to direct sales, Meaningful Beauty is also sold at Ulta Beauty.
- LATE IN 2020, Guthy-Renker teased its next blockbuster candidate — Jo Beauty, a skin care collection developed by Ascendant Beauty LLC, a joint venture between Guthy-Renker and BRZ GR LLC. In addition to Jlobeauty.com and Amazon, Sephora stocks the new brand.

**Yanbal**

**NAGoya, JAPAN**

2020 BEAUTY SALES: $456 MILLION (EST.)
¥50.8 BILLION (EST.) +1% VS. 2019 (EST.)

**MAIN BRANDS:** Yanbal, Unique (makeup, skin, body, sun and hair care, fragrance).

**KEY FINANCIALS:**
- N/A
- FACED WITH SEVERE lockdowns in its core markets, the Peruvian direct seller saw a significant decline in sales, according to estimates.
- THE COMPANY WORKED to accelerate digitalization, and partnered with engagement platform developer Rallywire to create the Maya platform, designed to be a personal assistant for its consultants with features including training and data-driven tools.

**Deciem**

**TORONTO**

2020 BEAUTY SALES: $438.3 MILLION (EST.)
€46.7 BILLION (EST.) +33.9% VS. 2019 (EST.)

**MAIN BRANDS:** The Ordinary, NIOD, Hylamide, Perricone MD to the U.K., & Other Stories, & Roses, Divum (skin care, fragrance). (makeup, skin care, body, sun and hair care, fragrance).

**KEY FINANCIALS:**
- N/A
- FACED WITH SEVERE lockdowns in its core markets, the Peruvian direct seller saw a significant decline in sales, according to estimates.
- THE COMPANY WORKED to accelerate digitalization, and partnered with engagement platform developer Rallywire to create the Maya platform, designed to be a personal assistant for its consultants with features including training and data-driven tools.

**Lion Corp.**

**TOKYO**

2020 BEAUTY SALES: $438.3 MILLION (EST.)
€46.7 BILLION (EST.) +33.9% VS. 2019 (EST.)

**MAIN BRANDS:** Kose, Kanebo, Sana, Elvira, Kracie, Sekkisei, Lip Care, Middle, Pessaro, Sana, Holika Holika, Itsuka,马拉美丽, Nubian (makeup, skin care, fragrance). (makeup, skin care, body, sun and hair care, fragrance).

**KEY FINANCIALS:**
- N/A
- FACED WITH SEVERE lockdowns in its core markets, the Peruvian direct seller saw a significant decline in sales, according to estimates.
- THE COMPANY WORKED to accelerate digitalization, and partnered with engagement platform developer Rallywire to create the Maya platform, designed to be a personal assistant for its consultants with features including training and data-driven tools.
KIKO SPA
BERGAMO, ITALY
2020 BEAUTY SALES: $420 MILLION (EST.)
$368 MILLION (EST.)
-37.4% VS. 2019 (EST.)
MAIN BRANDS: Kiko Milano (makeup).
KEY FINANCIALS: BIGGEST MARKETS:
Italy, France and Spain
(65% of total sales)
DOMESTIC SALES: 31% of total
- KIKO COMPLETED a $270 million refinancing.
The amount was loaned by a pool of banks to support growth and internationalization projects, as well as personnel costs and rents in Italy.
- KIKO OPENED 28 NEW stores, 29 of them via franchising agreements.
- E-COMMERCE Grew 48 percent. Further improvements were made on social media marketing in order to increase engagement rates in the competitive makeup segment.

WELEDA ARLESHAM, SWITZERLAND
2020 BEAUTY SALES: $386.1 MILLION (EST.)
$333 MILLION +13.9% VS. 2019 (EST.)
MAIN BRANDS: Weleda (natural and organic skin and body care, men’s care, hair care, mother and baby care, lip balms, personal care).
KEY FINANCIALS: BIGGEST MARKETS:
Germany, France and Switzerland
- WHILE COVID-19 was a major challenge for Weleda, the company noted that it also created strong demand for natural and organic products, which helped the brand’s top line stay positive for the year.
- NEW LAUNCHES like the Sheer Hydration Facial Care Collection were key drivers.

EMBELLEZE GROUP
RIO DE JANEIRO, BRAZIL
2020 BEAUTY SALES: $377.9 MILLION (EST.)
$313 BILLION +14.3% VS. 2019 (EST.)
MAIN BRANDS: Novex, Amachai, Hairlife, Lisahair, SempreBella (hair care and treatment), Naturcos, Maxton (hair color), Nutrisalon (professional hair care).
BioSalut (personal care).
KEY FINANCIALS: INTERNATIONAL SALES:
10% of revenues
DOMESTIC SALES: +20%
- EMBELLEZE FOCUSED on e-commerce and affiliate marketing, with online sales and new accounts were major sales drivers.
- IN THE U.S., IT expanded its footprint in physical retail, entering Walmart, CVS and Rite Aid. It also entered new markets in Europe and Africa and increased its presence in Spain.
- THE COMPANY launched the Superfood line under core brand Novex, as well as BioSalut, created in response to increased demand for hygiene products.
- THE DEVALUATION of the Brazilian real had a significant impact on Embellete’s sales growth in local currency. In dollar terms, the company’s sales increased 8 percent.

NOEVIR HOLDINGS
KOBÉ/TOKYO
2020 BEAUTY SALES: $350.4 MILLION (EST.)
$374 BILLION -13.6% VS. 2019 (EST.)
MAIN BRANDS: Noevir Co.: Speciale, 505, 999Plus (skin care, makeup), Tokiwa Pharmaceutical Co.: Naneraka Honpo (skin care), Excel (makeup), Nov (skin care, makeup).
KEY FINANCIALS: (FY ENDED SEPT. 30, 2020):
- COSMETICS SALES: $38.74 billion, +14.2%
- COSMETICS OPERATING INCOME: 9.5 billion, -27.9%
- DOMESTIC BUSINESS: more than 90 percent of sales
- BIGGEST INTERNATIONAL MARKETS: Taiwan and China
- NOEVIR SAW a decrease in sales for its eponymous skin care brand, sold mainly through face-to-face channels, including its own retail stores and Noevir Beauty Studios.
- IN SELF-SELECTION cosmetics, sales of the Excel and Naneraka Honpo brands fell due to the pandemic, but the latter saw strong sales of new products.
- NOEVIR’S MEDIUM-term management plan includes policies such as pursuing innovation and profit generation in the domestic market, enhancing brand value, diversifying human resources and corporate structure, as well as R&D, production and logistics systems, and promoting a management style that is responsive to changes in the business environment.

BURT’S BEES DURHAM, N.C.
2020 BEAUTY SALES: $345 MILLION (EST.)
$302 MILLION (EST.)
-12.8% VS. 2019 (EST.)
MAIN BRANDS: Burt’s Bees (beauty, skin, lip, hair, men’s and baby care).
KEY FINANCIALS: DOMESTIC RETAIL SALES:
$328 million, -13% (based on IRI POS data)
- CLOROX CO.-OWNED Burt’s Bees suffered losses across cosmetics, lip care and face care in 2020. In response, the brand accelerated omnichannel strategies.
- KEY LAUNCHES were Squeepy Lip Balm and Truly Glowing Collection skin care.
- SUSTAINABILITY IS on the front burner. In 2020, the company achieved 50 percent recycled materials used across its packaging, a 99.6 percent average of ingredients of natural origin in its products, and 100 percent recyclable packaging. It is aiming to reach net-zero plastic by 2025.
- ITS THREE BIGGEST markets remained the U.S., Canada and the U.K.

POZ CUSSONS LONDON
2020 BEAUTY SALES: $335 MILLION (EST.)
$263 MILLION (EST.)
-12.2% VS. 2019 (EST.)
MAIN BRANDS: St. Tropez (skin and body care), The Sanctuary Spa, Imperial Leather (bath, body and skin care), Carex (hygiene, hand care).
KEY FINANCIALS: (SIX MONTHS TO NOV. 30, 2020):
- TOTAL COMPANY SALES FROM CONTINUING OPERATIONS: $212.9 million, +14.6%.
- LARGEST MARKETS: The U.K., U.S. and Nigeria
- JONATHAN MYERS, formerly Avon Products COO, joined as CEO in May. In the first six months of his tenure, group revenue increased by 14.6 percent, driven by the U.K., with growth in all key markets.
- REVENUE AT POZ CUSSONS’ “focus brands,” including St. Tropez and The Sanctuary Spa, grew by 21.9 percent. Carex hand hygiene led the growth in the division.
- IN THE SIX MONTHS, BEAUTY volumes were impacted by a decline in high street shopping, offset by reduced promotional spend and U.S. performance. The company said beauty revenue showed a “modest reduction” with the online performance of St. Tropez and Sanctuary almost offsetting the decline in the U.K. high street.
- IN FEBRUARY, ST. TROPEZ named Ashley Graham global ambassador. Graham’s role is a two-year deal, and is not tied to a specific product launch. She has approximately 12 million followers on Instagram.

FORMA BRANDS SAN FRANCISCO
2020 BEAUTY SALES: $400 MILLION (EST.)
$420 MILLION -9% VS. 2019 (EST.)
MAIN BRANDS: Bad Habit (skin care), Lipstick Queen, Morphe, Morphe 2 (makeup), Playa (hair care).
KEY FINANCIALS: N/A
- IN 2020, FORMA BRANDS was established as the parent company to Morphe, as well as the brand’s sister companies. The business is majority owned by investment firm General Atlantic.
- IN 2020, MORPHE’S sales decreased due to the impact of COVID-19. Morphe was forced to temporarily close its store locations, and the pandemic caused declines in makeup sales.
- THE BUSINESS STARTED executing on its multibrand strategy, launching Bad Habit, Morphe 2 and supplements brand Such Good Everything. It also acquired Lipstik Queen, from Manzanita Capital, and Playa, a high-end hair line sold at Sephora. Small brands underscored Forma’s acquisition strategy going forward.

COMBE INC.
WHITE PLAINS, N.Y.
2020 BEAUTY SALES: $380 MILLION (EST.)
$368 MILLION +1.3% VS. 2019 (EST.)
MAIN BRANDS: Just for Men, Control GX, Virtue Labs (hair care and color), Aqua Velva, Williams Lectric Shave, Bryncreem (men’s grooming, in North America), Vagisil (intimate skin care).
KEY FINANCIALS: N/A
- COMBE ACQUIRED majority ownership of Virtue Labs, a professional brand founded by Melissa Shaban.
- COVID-19 ACCELERATED sales in categories where Combe competes. IRI reported Just for Men Hair Color products rising more than 100 percent for the year-end 2020 in U.S. drugstores. Sales of Vagisil also accelerated.
- OMG BY VAGISIL launched in July to attract a younger audience.
- KEECH COMBE SHETTY, executive chair of Combe Inc., was elected board chair of the Personal Care Products Council.

MANZANITA CAPITAL LONDON
2020 BEAUTY SALES: $371 MILLION (EST.)
$304 BILLION +24% VS. 2019 (EST.)
MAIN BRANDS: Byredo, Diptyque (fragrance), Kevyn Aucoin (makeup), Eve Lom (skin care), Malin + Goetz (skin, body and hair care, fragrance); Susanne Kaufmann (skin, body and hair care).
KEY FINANCIALS: LIKE-FOR-LIKE SALES GROWTH: +18%
- MANZANITA’S BRANDS were not immune to the impact of COVID-19. In June, Space NK confirmed it was closing all eight of its U.S. stores, with plans to focus instead on its wholesale business in the U.S., which includes partnerships with Bloomingdale’s and Nordstrom.
- THE COMPANY sold Lipstick Queen to Forma Brands, Morphe’s new parent company, and in early 2021 it sold Eve Lom to China’s Yatsen Holding. Manzanita will continue to hold a minority stake in the business and enter into a strategic partnership with Yatsen.
- FRAGRANCE BRAND BYREDO launched a makeup collection.
- DIPTYQUE, WHICH has 22 stores in the U.S., opened two new stores in New York.

JAFRA COSMETICS INTERNATIONAL WESTLAKE VILLAGE, CALIF.
2020 BEAUTY SALES: $336 MILLION (EST.)
$364 MILLION -8.4% VS. 2019 (EST.)
MAIN BRANDS: Jafra (fragrance, skin care, color cosmetics, toiletries).
KEY FINANCIALS: BIGGEST MARKET: Mexico
- VORWERK-Owned Jafra used the year to usher in newness that had been lacking in the past few years, leveraging its accessibility as a direct market where physical doors were shuttered.
- IN LOCAL CURRENCIES, the company’s sales in Mexico, the U.S. and Indonesia increased year-on-year.
- SUSTAINABILITY PROJECTS include a multipronged plan to continue to reduce CO2 emissions and water use.

BRIGHTON, UK
2020 BEAUTY SALES: $328 MILLION (EST.)
$356 MILLION -8.2% VS. 2019 (EST.)
MAIN BRANDS: The Body Shop (beauty, skin care, color cosmetics, toiletries); Vitruvi (essential oils).
KEY FINANCIALS: N/A
- THE COMPANY acquired MANZANITA CAPITAL, the private equity firm that owns Combe and Combe Acquisition, for $714 million. The deal closed on Nov. 19.
- IN THE SIX MONTHS, BEAUTY sales were impacted by a decline in high street shopping, offset by reduced promotional spend and U.S. performance. The company said beauty revenue showed a “modest reduction” with the online performance of St. Tropez and Sanctuary almost offsetting the decline in the U.K. high street.
- IN FEBRUARY, ST. TROPEZ named Ashley Graham global ambassador. Graham’s role is a two-year deal, and is not tied to a specific product launch. She has approximately 12 million followers on Instagram.
MILBON CO. LTD.

2020 BEAUTY SALES: ¥334.8 MILLION ¥35.73 BILLION -1.5% VS. 2019

MAIN BRANDS: Milbon, Aqipa, Villa Lodola, Odreve, Sophistone, Neoliscio (hair care, color, styling and perming), Imprea (skin care).

KEY FINANCIALS: DOMESTIC SALES: ¥29.88 billion, -1.7% INTERNATIONAL SALES: ¥65.35 billion, -25.54% (86% of beauty revenues)

INTERNATIONAL SALES: ¥5.05 billion, -23.11% (14% of beauty revenues)

MAIN MARKETS: Japan, the rest of Asia, U.S.

• DHC benefited from the growing demand for J-beauty products internationally with double-digit growth in the U.S. and U.K. Sales in Japan, where it operated 202 company-owned stores and is sold in more than 72,000 mass merchandisers, declined.

• In August 2020, founder Yoshiaki Yoshida returned to lead the company as CEO, after stepping down in July 2019. In December, however, the gaffe-prone executive sparked backlash across social media for comments posted to the company’s website that were considered racist against ethnic Koreans.

OLAPLEX

NEW YORK

2020 BEAUTY SALES: $330 MILLION (EST.) +50% VS. 2019 (EST.)

MAIN BRANDS: Olaplex (hair care).

KEY FINANCIALS: D-TO-C SALES: +300% U.S.: 60% of sales

LARGEST INTERNATIONAL MARKETS: The U.K. and Germany

• Despite the pandemic, Olaplex grew across all channels, including professional and retail, but online took off with a 300 percent year-over-year sales increase.

• The company’s No. 0 Intensive Bond Building Hair Treatment was the strongest prestige hair launch in the U.S. in the third quarter, outpacing previous Olaplex launches No. 6 and No. 7 combined.

• Under the ownership of Advent International, Olaplex appointed Jim Macpherson as CFO and Tiffany Walden as COO.

BY THE NUMBERS

GAINERS AND LOSERS

Among beauty’s biggest gainers on the stock market last year, two companies that featured at the other end of the spectrum just 12 months earlier, Tupperware and L Brands, as the market rewarded their initiatives to turn business around. C-beauty also did well, with Proya and the newly listed Yatsen high on the list of market gainers. At the other end of the spectrum, both Revlon and Coty took severe hits, suggesting the market continues to await the results of their own turnaround efforts.

10 TOP PERFORMING BEAUTY STOCKS IN 2020

10 WORST PERFORMING BEAUTY STOCKS IN 2020

*Data used was closing price on the last day of the year the stock was traded.
81

E.L.F. BEAUTY

OAKLAND, CALIF.

2020 BEAUTY SALES: $300 million (EST.)
+9.4% VS. 2019 (EST.)

MAIN BRANDS:

E.L.F. Cosmetics (makeup, skin care, brushes, tools and devices), W3B Personalization (makeup, skin care), Keyscure (Skin care, home fragrance)

KEY FINANCIALS:

NINE MONTHS TO DEC. 31, 2020:

NET SALES: $225.4 million, +8%
ADJUSTED EBITDA: $48.2 million, -5%
NET INCOME: $6.3 million, -65.4%
U.S.: 89% of sales

• E.L.F. BEAUTY VIVID: from a single-brand to a multibrand platform following its February 2020 acquisition of W3l People. It also launched Keyscure, fronted by entertainer Alicia Keys, in December.

• THE DIGITALLY NATIVE company activated online, with digital channels making up 16 percent of its business. It was an early adopter of TikTok, and still has a presence there, as well as on video platforms Twitch and Triller. The company reaches more than 9 million followers across social platforms.

• CONSUMERS’ MIGRATION TO digital also drove growth, with consumption from Amazon and Elocosmetics.com up nearly three digits in the nine months to December.

• INTERNATIONAL SALES GREW 18.9 percent to $32 million for the year, primarily thanks to gains in Canada and the U.K.

82

L. CATTERTON

GREENWICH, CONN.

2020 BEAUTY SALES: $299.4 million (EST.)
+17% VS. 2019 (EST.)

MAIN BRANDS:

Bliss, CoverFX, Elvós, Jou, La Thérapie, Laboratoire Remède, StriVectin, Tula.

KEY FINANCIALS:

ORGANIC GROWTH (EXCLUDING THE ELEMIS BUSINESS, WHICH WAS SOLD IN MARCH 2019): +43%

• TULA, AN EARLY MOVIE IN probiotic skin care, had another year of rapid growth. Industry sources said the brand reached about $50 million in sales.

• L. CATTERTON CONTINUED updating and renovating its own store network.

83

SODALIS GROUP

LODI VECCHIO, ITALY

2020 BEAUTY SALES: $298.7 million (EST.)
+17% VS. 2019 (EST.)

MAIN BRANDS:

BioNike (skin care, body care, makeup), Lancia (skin care, deodorants), Leomecra, Dermolab (skin and sun care), Vichy (face care), Teorri D’Oriente, Dénim (body care, fragrances), Natural Honey (lotions), Noxema, Delpilz, Iprep (shrinking/dilatation), Biopoint (hair care, skin care and sun care), Brell, Wash & Go (hair care), Deborah, Debby, Rouge Baiser (makeup).

KEY FINANCIALS:

ITALY: €290 million, -7%
INTERNATIONAL: €70.3 million, -2%

• COVID-19 NEGATIVELY affected Sodalis’ sales of makeup, fragrances and sun care products. BioNike, a key brand, helped to counterbalance losses as it is mainly sold in pharmacies.

84

CAUDALIE

PARIS

2020 BEAUTY SALES: $296.8 million (EST.)
+120% VS. 2019 (EST.)

• E-COMMERCE GROWTH helped Caudalie to maintain sales levels in 2020.

• IN FRANCE, SELL-OUT VIA the pharmacy network grew by 5 percent, according to data from IQVIA. Caudalie was the number-five brand in French pharmacies for the year.

85

MEIYUME

HONG KONG

2020 BEAUTY SALES: $285.7 million (EST.)
-73% VS. 2019 (EST.)

MAIN BRANDS:

Collection Cosmetics (makeup), Finesse, Aqua Net, Harmony, Vosene, Bristows (hair care), Yardley of London (in Germany, Austria and the Americas), CD (bath and body) and Lyss (lip care), Witch, Handsan (skin care), Triple Dry (deodorant), Wrath, Cidal, Simple (soap, in the U.K., Ireland and Channel islands). Brisk (beard oil), The Beauty Mask Co. (facial sheet masks).

KEY FINANCIALS:

N/A

• MEIYUME’S SALES WERE impacted by the pandemic, but COVID19 did create a spike in demand for Yardley of London’s bath range, Brisk beard oil for men and facial sheet masks. Hair care and makeup sales, however, declined.

• COVID-19 RECOVERY EFFORTS were immediately instituted, with Meiyume transforming its Asia and U.K.-manufacturing facilities to produce hand sanitizers and creams.

• MATT HEUER was appointed new head of U.S. business.

86

DR. WOLFF GROUP

BIELEFELD, GERMANY

2020 BEAUTY SALES: $274.9 million (EST.)
+8% VS. 2019 (EST.)

MAIN BRANDS:

Dr. Wolff, Linola (skin care) Vigan (intimate hygiene).

KEY FINANCIALS:

PRELIMINARY GROUP SALES: €340 million, +8.5% (EST.)

• THANKS TO GAINS in Asia and online, sales increased.

• THE PLANTUR SHAMPOO brand saw growth attributed to its science-backed positioning and digital sales; Alpecin reportedly outperformed the domestic market with the launch of its e-commerce site.

• UNDER LINOLA, Seph Hygiene Balm launched, said to be the first hand cream to protect against the coronavirus.

87

FABERLIC

MOSCOW

2020 BEAUTY SALES: $219.8 million
+18.7 BILLION RUBLES
+76% VS. 2019

MAIN BRANDS:


88

ABLE C&C

SEODUL, SOUTH KOREA

2020 BEAUTY SALES: $295.3 billion
+27.9% VS. 2019 (EST.)

MAIN BRANDS:

Missha, Face A’Pieu, Swiss Pure, Mefactory, TR (skin, bath and body care; makeup).

KEY FINANCIALS:

OPERATING LOSS: KRW65.96 billion, versus an operating profit of KRW18.4 billion in 2019.

NET LOSS: KRW87.35 billion, versus KRW1 billion in 2019 (-809.1%)

• IN MARCH 2020, Cho Jeong-yeol joined Able C&C as CEO. Previously head of local pharmaceutical company Handok, she has also worked at multinational including Unilever and L’Oréal.

• FOLLOWING THE LAUNCH of its Nunc multibrand store concept in 2019, the company debuted an e-commerce platform, Mynunc.com, offering about 190 brands.

• IN CHINA, THE COMPANY teamed with Lily & Beauty, a division of Alibaba Group, to grow its sales there.

• MISSHA DEBUTED THE Missha Plus store concept in its home market, offering its namesake brand as well as A’Pieu, Mefactory and Celly.
**GUANGDONG MARUBI BIO-TECHNOLOGY CO. LTD.**

**GUANGDONG, CHINA**

**2020 BEAUTY SALES:** $256.6 MILLION (EST.)

**MAIN BRANDS:** Marubi, Haruki (skin care).

**KEY FINANCIALS:**
- Domestic sales: 84% of business (EST.)
- International sales: South Asian Association for Regional Cooperation (42%), Middle East, North Africa and Pakistan (34%), Commonwealth of Independent States (12%), Africa (7%). Others (5%)
- Marubi reinforced its online business, including through livestreaming. It performed well during the G18 online shopping festival in June, according to sources.
- With finding capital, Marubi launched a CNY1 billion investment fund to buy into beauty brands and suppliers.
- **93**

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**PAULA’S CHOICE**

**SEATTLE**

**2020 BEAUTY SALES:** $220 MILLION (EST.)

**MAIN BRANDS:** Paula’s Choice

**KEY FINANCIALS:**
- Profits: +18.09 BILLION RUPEES (EST.)
- **92**

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**HUDA BEAUTY**

**DUBAI, U.A.E.**

**2020 BEAUTY SALES:** $250 MILLION (EST.)

**MAIN BRANDS:** Huda Beauty (makeup), Kayali (fragrance), Wishful (skin care).

**KEY FINANCIALS:**
- Huda Beauty focused on one-commerce operations during 2020. The business combined the Huda Beauty blog with e-commerce, and expanded to China and South Korea via online sales.
- The company branched into skin care with the launch of Wishful.
- Founder Huda Kattan handed over the CEO role to Nathalie Kristo.

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**TUPPERWARE BRANDS CORP.**

**ORLANDO, FLA.**

**2020 BEAUTY SALES:** $233.9 MILLION

**MAIN BRANDS:** Avroy Shlain, Fuller Cosmetics, NaturCare, Nutrimetics, Nuvo Cosmetics (makeup, skin care, fragrance).

**KEY FINANCIALS:**
- Total net sales: $1.74 billion, -4.4%
- Operating income from beauty: $15.4 million (prior-year number unavailable)
- Tupperware’s beauty sales continued to slide in 2020, albeit at a slower rate than in several years. It is reviewing its portfolio and in early 2021 completed the sale of Avroy Shlain in South Africa for $33.6 million. Per an SEC filing, it is eyeing further divestitures to focus on its core beauty activities.
- Fuller Mexico gained due to the growth of its sales force and higher business-to-business sales.
- Miguel Fernandez joined in April 2020 as president and CEO. He was global president at Avon.

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**LUXURY BRAND PARTNERS**

**MIAMI**

**2020 BEAUTY SALES:** $210 MILLION (EST.)

**MAIN BRANDS:** R+Co, R+Co Bleu, IGK, V76 by Vaughn, In Common (hair care), Smith & Cult (makeup, nails), One/Size (makeup), Elaluz (makeup, skin care).

**KEY FINANCIALS:**
- Luxurys brand partners reorganized into two different groups: Prestige Hair, led by Dan Langer, and Prestige Skin and Makeup, led by Bob DeBaker.
- LBP launched several new brands including Patrick Starr’s One/Size, Camila Coelho’s Elaluz and R+CO Bleu, cruelty-free, vegan hair care.
- While 2020 was challenging for salon-based hair care businesses, R+Co launched an affiliate program for salons and stylists that pays high commissions on sales via weekly direct deposit.

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**ANASTASIA BEVERLY HILLS**

**LOS ANGELES**

**2020 BEAUTY SALES:** $200 MILLION (EST.)

**MAIN BRANDS:** Anastasia Beverly Hills (makeup).

**KEY FINANCIALS:**
- Anastasia Beauty saw its environmental footprint and develop 100 percent vegan fragrances.

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**CARTIER**

**PARIS**

**2020 BEAUTY SALES:** $196.3 MILLION (EST.)

**MAIN BRANDS:** Roger & Gallet

**KEY FINANCIALS:**
- With its acquisitions of Roger & Gallet, bought from L’Oréal in a deal finalized in June, and Aésop, Cartier began to build its own scent-maker, a new beauty player. The new owner has reportedly said it will invest more than $100 million in innovation for the brands.
- Aésop, which initially had total sales of €208.6 million in 2019, had been struggling to turn its business around, and filed for bankruptcy in July 2020.
- The company’s hairdressing activity, with estimated sales of around €45 million, was spun off and bought by its management as part of the deal, meaning the new company is only present in pharmacy distribution. Aésop’s sales fell 20 percent to €83.5 million in the first half of 2020, the last period for which it reported.
- Laboratory Native is headed by Stéphane Enouf, the former CEO of Caudalie.
- Roger & Gallet had annual sales of around €50 million.

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**LABORATOIRE NATIVE PARIS**

**2020 BEAUTY SALES:** $194.3 MILLION (EST.)

**MAIN BRANDS:** Pierre Fabre

**KEY FINANCIALS:**
- With its acquisitions of Roger & Gallet, bought from L’Oréal in a deal finalized in June, and Aésop, Cartier began to build its own scent-maker, a new beauty player. The new owner has reportedly said it will invest more than $100 million in innovation for the brands.
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**LABORATOIRES ESPANCHESE Paris, France**

**2020 BEAUTY SALES:** $391 MILLION (EST.)

**MAIN BRANDS:** Mustela, Babo Botanicals (infant skin care).

**KEY FINANCIALS:**
- Constant-currency sales growth for beauty: +2%
- Total company sales: $474.2 million, -2.6%
- International sales: +3%, 73.2% of total revenues
- Despite the pandemic, Laboratoires Espanche's international beauty sales continued to grow in 2020, notably in Brazil, the U.S., Turkey, Australia, South East Asia and Russia, although sales in Southern Europe suffered.
- The development of e-commerce, which accounted for more than a quarter of sales for the year, and new ranges, particularly Mustela’s organic baby care line, drove sales. Mustela, which accounts for the bulk of the business, celebrated its 70th anniversary last year.
- Babo Botanicals increased domestic sales by 30 percent.

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**Clio Cosmetics Co. Ltd., Seoul, South Korea**

**2020 BEAUTY SALES:** $235 MILLION (EST.)

**MAIN BRANDS:** Clio Professional, Peripera (makeup), Goodal, Dermafresh (skin care), Healing Bird (hair and body care).

**KEY FINANCIALS:**
- Operating profit: KRW6.33 billion, -66%
- Net income: KRW9.66 billion, +22.8%
- The firm attributed its decline to reduced brick-and-mortar business, but it still registered a sharp rise in net profit.

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**ALL BRANDS OFFERING FROM LAPOTHICELL, STILA (skin care), Healing Bird (hair and body care) and more.**
For Kosas founder Sheena Yaitanes, the piano is equal parts inspiration and meditation. By RYMA CHIKHOUNE

Sheena Yaitanes has turned to her love for piano during the pandemic. The founder of Kosas — the Los Angeles-based, cruelty-free beauty brand launched in 2015 — began taking lessons at the age of eight in Orange County, where she grew up.

“It was initiated by my mom,” Yaitanes said, chatting from her home in Calabasas, Calif. “I started then, and I really never stopped.... There has to be some natural pull toward music, and for me, there was. All of life has felt musical and so piano felt natural.”

Her training in her youth, taught by a strict piano teacher, Mrs. Kim, was centered in classical music, and she soon learned about household names like German composer Ludwig van Beethoven.

“There’s a lot of discipline, so I remember the feelings of frustration,” she said of those early days. “There was a lot of repetition, learning and memorizing scales, memorizing every key and type of chord.”

It’s a new language one has to acquire, she continued: “Once you learn it, it starts to feel a little more free.”

In college, she discovered French musician and composer Yann Tiersen, the man behind the accordion- and piano-filled soundtrack of “Amélie,” Jean-Pierre Jeunet’s 2001 romantic comedy.

“That was when I started to go my own way. I was really interested in contemporary, minimalist pianists, and he was one of them,” Yaitanes said.

She took a course on the history of jazz, which was “mind-opening,” she said, a welcome change from the world of classical.

“They would pick a key all together as a group, and then improvise within the key,” she went on. “And as long as you’re within the key and a couple other things, like within the time signature, you’re going to have a song.”

She continues to do that today, on her own while home: “On any day, I’ll pick a key and four chords that feel like they work together. That’s usually actually what people respond to, if anyone’s around. When they hear that, they’re like, ‘Wow, what is that? That’s so beautiful.’ People respond to that, because it’s easy for your mind to take it in.”

Her seven-year-old daughter is often nearby, wandering into the room when she hears her mother play. Yaitanes plans to introduce her to piano lessons in a year. “I know she’s interested.”

For Yaitanes, music has been a way of utilizing her creative energy in a new way.

“Right now, the Kosas brand is the playground for that energy, but it’s not really pure, because there’s so many considerations,” she said. “We have to make a commercially viable product and brand all the time, and so it’s not just a pure expression of whatever I feel like doing. There are a lot of other people involved, multiple stakeholders and other creators within the company. It’s a collaborative effort versus a singular pure expression for its own sake. So that’s what the piano is for me now.”

It’s her artistry that helped fuel the launch of Kosas, blending skin care and makeup to create products free of harsh chemicals. The growing business, found at retailers like Sephora, Credo and The Detox Market, began in her kitchen.

“I feel like I have a lot of ups and downs with the way that things are going creatively in the company, and so sitting down at a piano and not having anyone there — it’s not for anyone, not for anything, really for no reason other than for that moment — that feels nice,” she continued. “It feels like a pure expression and a personal expression.”
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