



L'ORÉAL WORLD LEADER IN BEAUTY

€43.5Bn **2024 SALES**

€6.4Bn 2024 NET PROFIT

~7Bn **UNITS SOLD**

>150 **COUNTRIES**

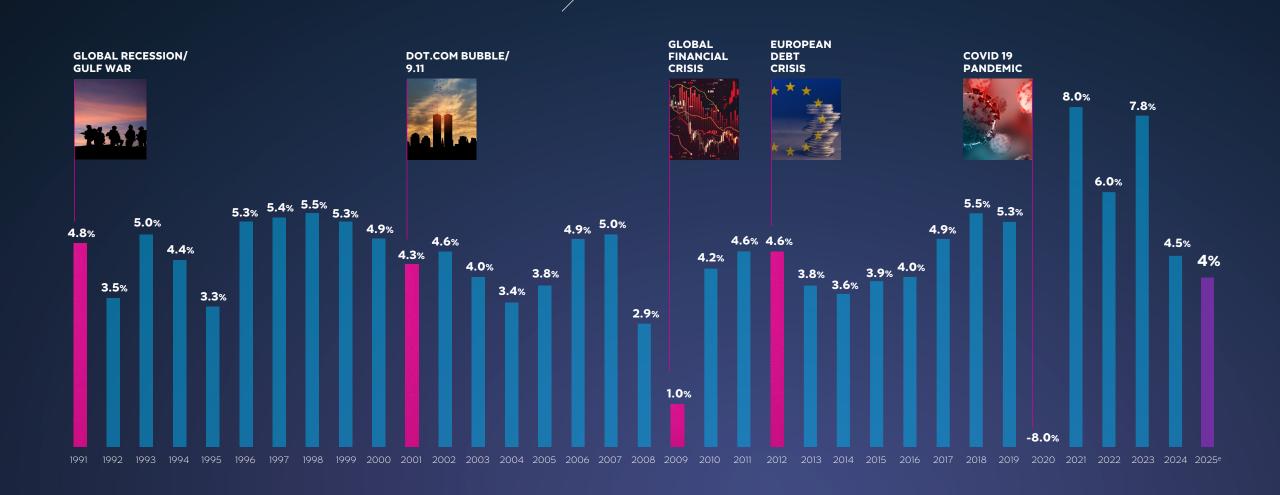
90,000

~€200Bn MARKET CAPITALIZATION²





BEAUTY IS A RESILIENT CATEGORY



LONG-STANDING RECORD OF OUTPERFORMANCE







L'ORÉAL KEEPS THE COURSE

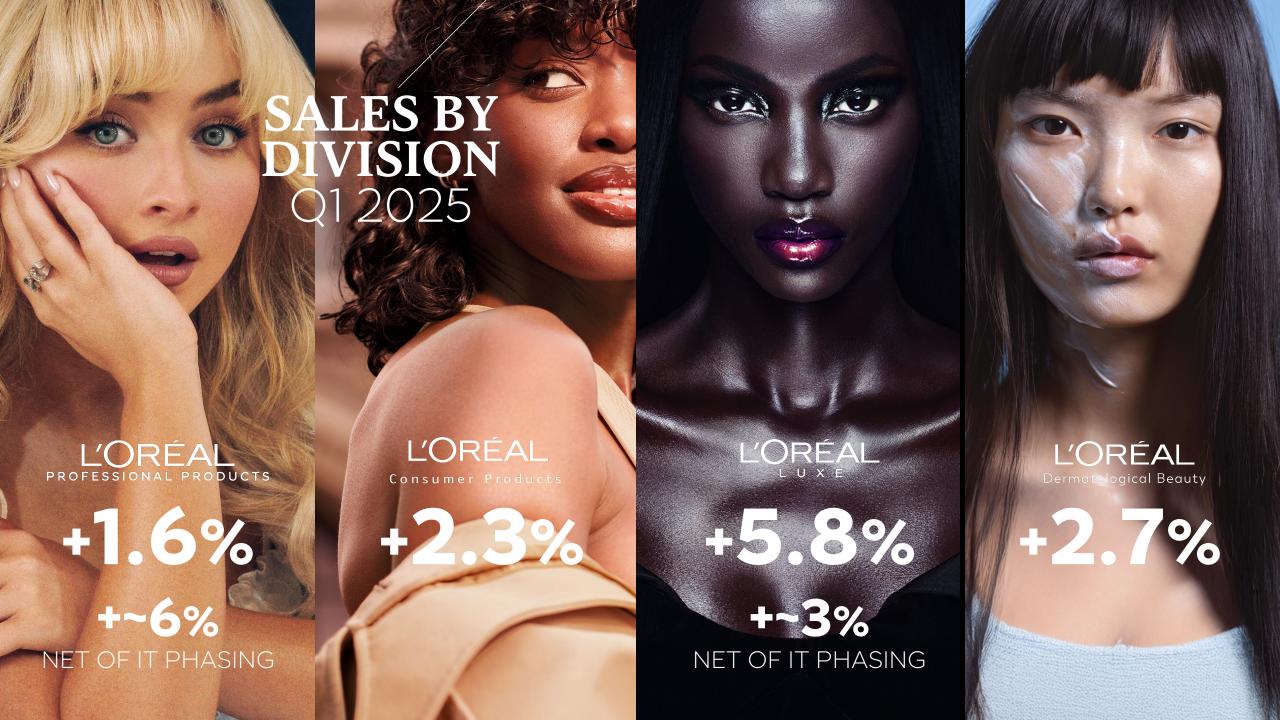
SOLID 1ST QUARTER 2025 PERFORMANCE

GROWTH

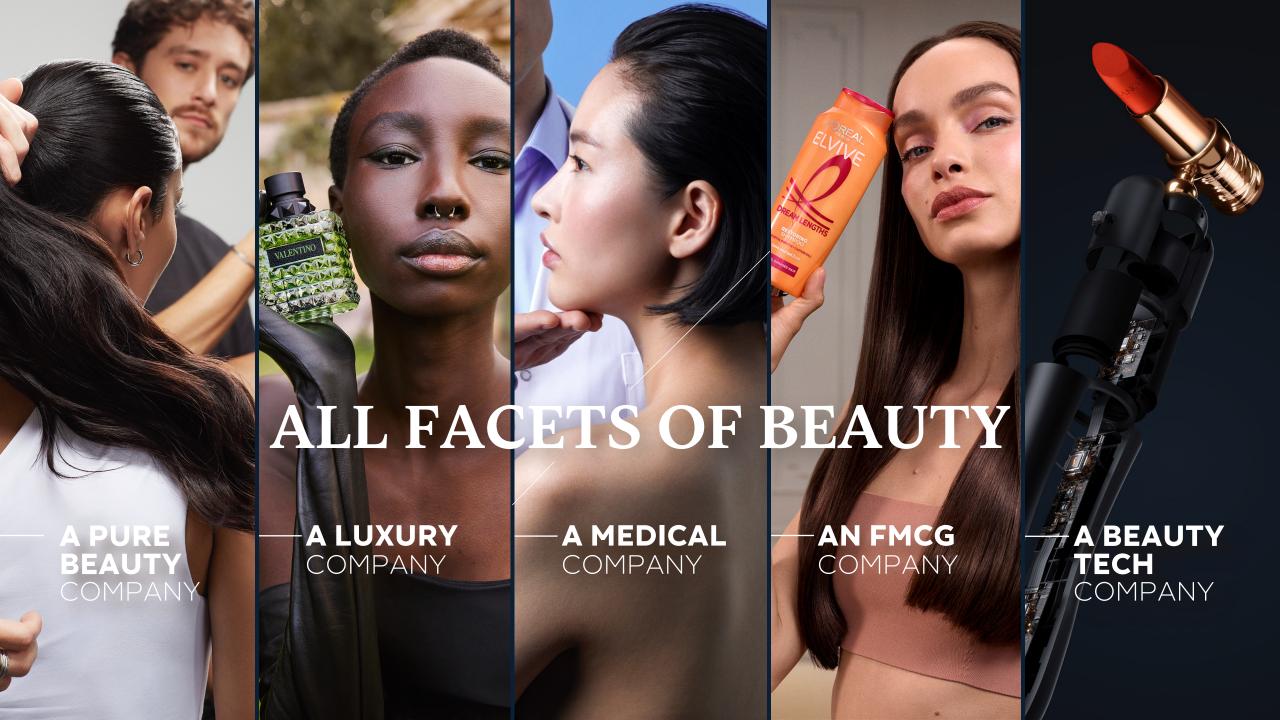
+3.5%

+2.6%

NET OF IT PHASING

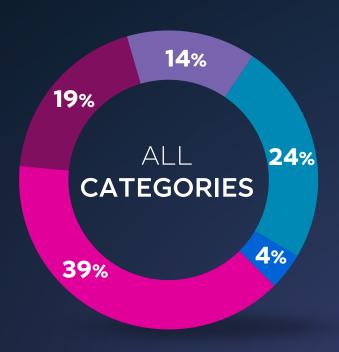






THE ONLY TRULY MULTIPOLAR COMPANY

TURBULENCE-PROOF



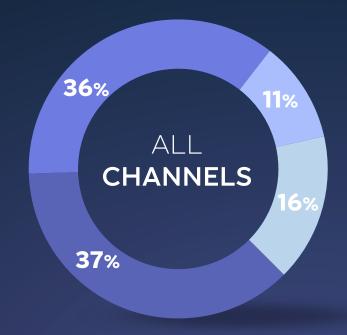


Makeup

Fragrances

Hair

Other

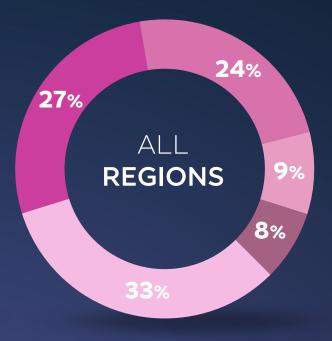




Luxe

■ Professional Products

■ Dermatological Beauty



- Europe
- North America
- North Asia
- SAPMENA-SSA¹
- Latin America

















ARMANI



KÉRASTASE









Aēsop.

BIOTHERM

BEST BRAND PORTFOLIO IN THE INDUSTRY









shu uemura









RALPH LAUREN



AZZARO

















DIESEL

A HIGHLY COMPLEMENTARY BRAND PORTFOLIO

PREMIUM PRICE POINT

CARITA

HR.

Aēsop.

RALPH LAUREN

WESSAINTAURENT VALENTINO

Maison Margiela

GIORGIO ARMANI

PRADA MUGLER

VIKTOR®ROLF JACQUEMUS

JEMUS MILL MILL

Atelier Cologne

AZZARO

LANCÔME

shu uemura

KÉRASTASE



LA ROCHE POSAY

skinbe+ter

SKINCEUTICALS
ADVANCED PROFESSIONAL SKINCARE



TAKAMI

YOUTH THE PEOPLE



URBAN DECAY

GLAMOUR













Kiehl's

GARNIER

BIOTHERM





THAYERS



BIOLAGE
PROFESSIONAL HAIR SPA

essie



ENTRY PRICE POINT

COMBINATION OF SCALE & AGILITY

UNDISPUTED BEAUTY LEADER L'ORÉAL WWD RANKING'



SCALING ACQUISITIONS







SCALINGBRANDS

FROM S
BILLIONNAIRE
BRANDS
IN 2014...











SCALING BRANDS

BILLIONNAIRE BRANDS IN 2024

























SCALING INNOVATION

EXAMPLE: MELASYL SUCCESS STORY





SCALING TECHNOLOGY



INNOVATION SPEED

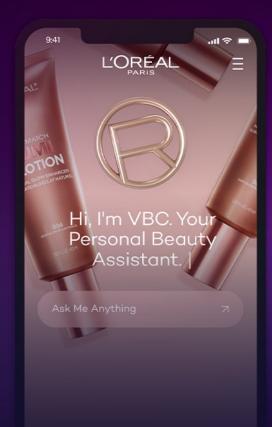


2021: UK

2023: China, US, DACH

2024: India, Spain

2025: France, Mexico



® **Beauty**Genius

>100,000 users in the US

ONE L'ORÉAL

COMPANY-WIDE TRANSFORMATION PROGRAM



ORGANIZATIONAL AGILITY SHARED SERVICE CENTERS





OPERATIONAL AGILITY

A GLOBAL FOOTPRINT





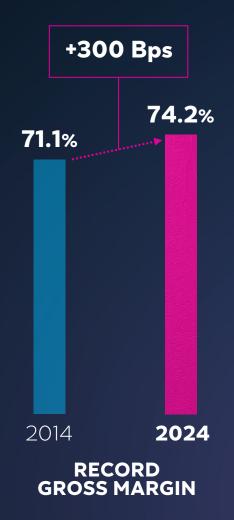
OPERATIONAL AGILITY ALIGNING PRODUCTION & CONSUMPTION

% OF UNITS LOCALLY SOURCED

EUROPE	~95%
NORTH AMERICA	~80%
NORTH ASIA	~70%
SAPMENA ¹	~75%
LATIN AMERICA	~85%

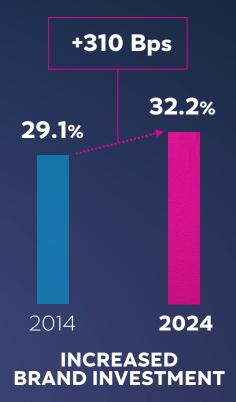
FINANCIAL AGILITY

A VIRTUOUS P&L **2014-2024**













THREE CONQUESTS





GEOGRAPHIES

INTERNATIONALIZATION POTENTIAL OF OUR BRANDS

PRESENCE IN EMERGING MARKETS (52 COUNTRIES)







MALE PRODUCTS

<10%

OF GLOBAL BEAUTY MARKET

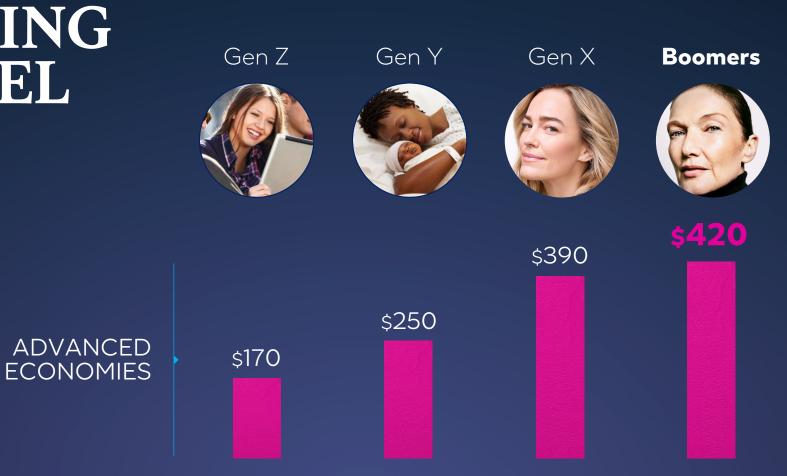
MEN

25%

OF GLOBAL BEAUTY USAGE



60+ SPENDING POTENTIEL







ABSOLUE LONGEVITY



BEAUTY SUPPLEMENTS

MARKET

~15Bn

~+7%

LONG-TERM GROWTH



Skin Health Dietary Supplement



skinbe+ter

Promotes skin health and visibly improves skin quality, including radiance and texture, combating visible signs of aging caused by the accumulation of Advanced Glycation Endproducts (AGEs) due to age, diet, and environment.*

60 Capsules



AESTHETICSOBSERVATION & PARTNERSHIPS





skinbe+ter

OUR BRANDS



PARTICIPATIONS IN CLINICS

GALDERMA

SCIENTIFIC PARTNERSHIP & 10% PARTICIPATION

BEAUTY TECH **DEVICES**





AirLight Pro



LONG-TERM VALUE CREATION

> €43Bn

Sales

+46%

reported

+**7.6**%

€32.3Bn

Gross profit

+120bp

margin expansion

+**8.1**%
5Y-CAGR

€8.7Bn

Operating profit

+140bp

margin expansion

+9.4%

5Y-CAGR

> €14Bn

A&P spend

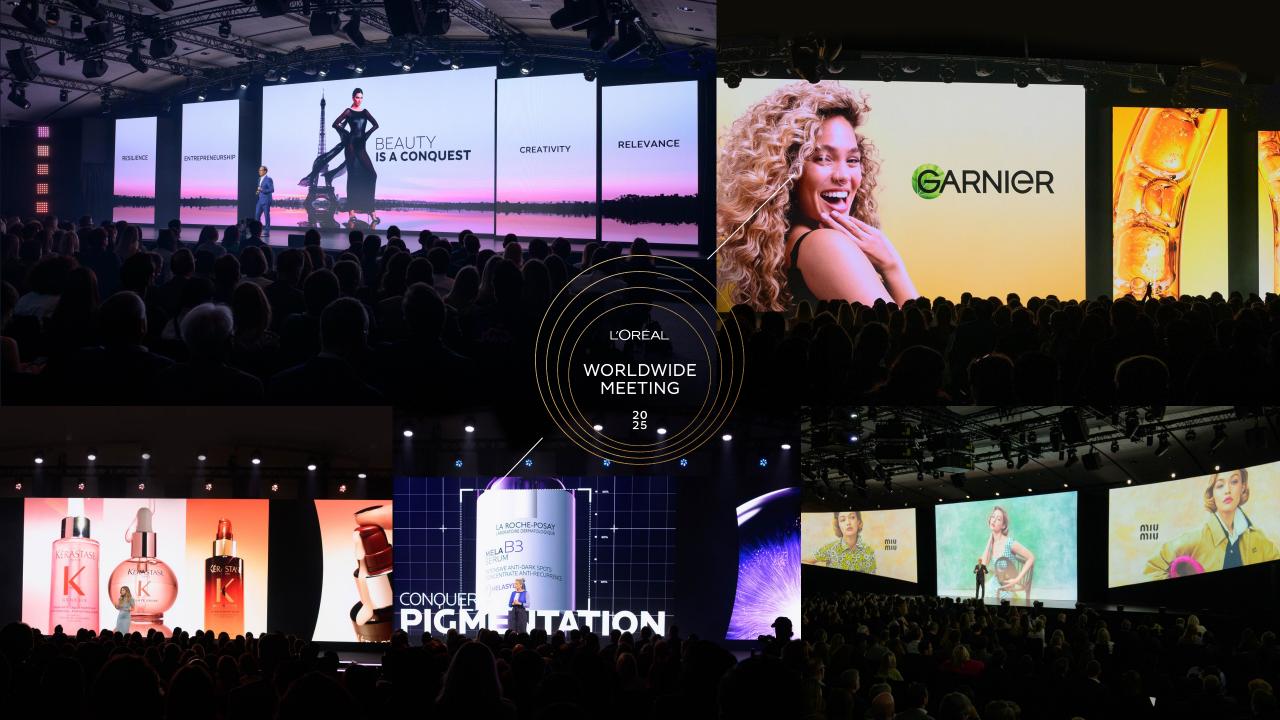
+140bps

as a % of sales

+8.8%

5Y-CAGR







L'ORÉAL

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