



L'ORÉAL
BNP PARIBAS
EXANE
CEO CONFERENCE
2025

Nicolas HIERONIMUS
Chief Executive Officer

3 June 2025



ALL FACETS OF BEAUTY

A PURE
BEAUTY
COMPANY

A LUXURY
COMPANY

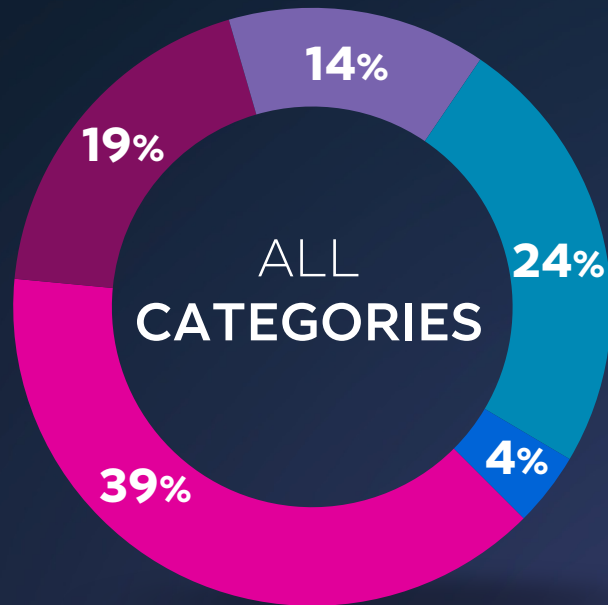
A MEDICAL
COMPANY

AN FMCG
COMPANY

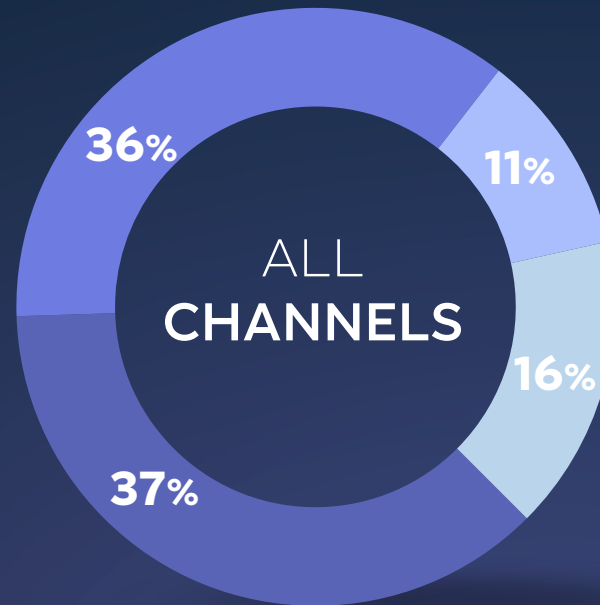
A BEAUTY
TECH
COMPANY

THE ONLY TRULY MULTIPOLAR COMPANY

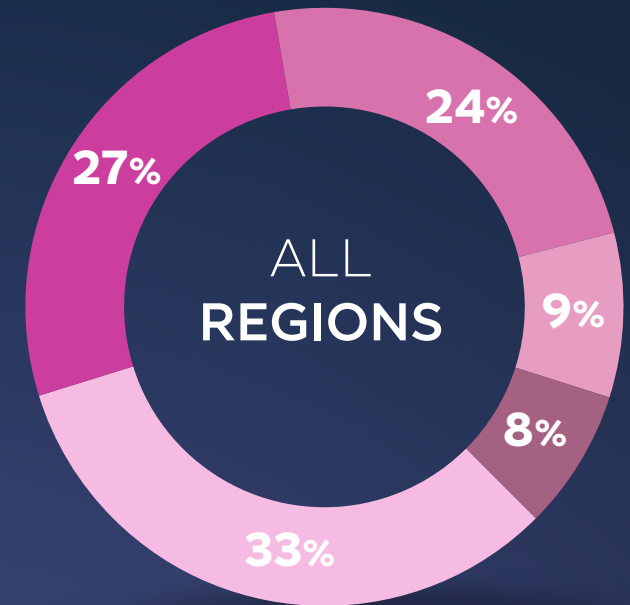
TURBULENCE-PROOF



- Skincare
- Makeup
- Fragrances
- Hair
- Other



- Consumer Products
- Luxe
- Professional Products
- Dermatological Beauty



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

Percent totals may not add up to 100% due to rounding.
Contribution to 2024 sales (in % of total).

¹ South Asia - Pacific - Middle East - North Africa/Sub-Saharan Africa.



L'ORÉAL
KEEPS THE COURSE

SOLID 1ST QUARTER
2025 PERFORMANCE

GROWTH

+3.5%¹

+2.6%

NET OF IT PHASING

¹ 2024 like-for-like sales growth.

LONG-TERM VALUE CREATION

> €43Bn

Sales

+46%
reported

+7.6%
5Y-CAGR¹

€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

¹CAGR 2019-2024 on a like-for-like basis.



L'ORÉAL
FIRESIDE CHAT
Q&A



L'ORÉAL

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