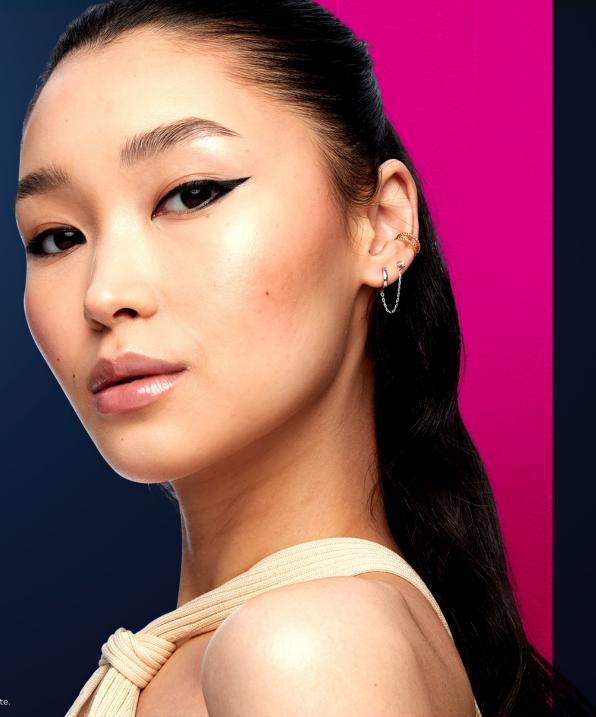


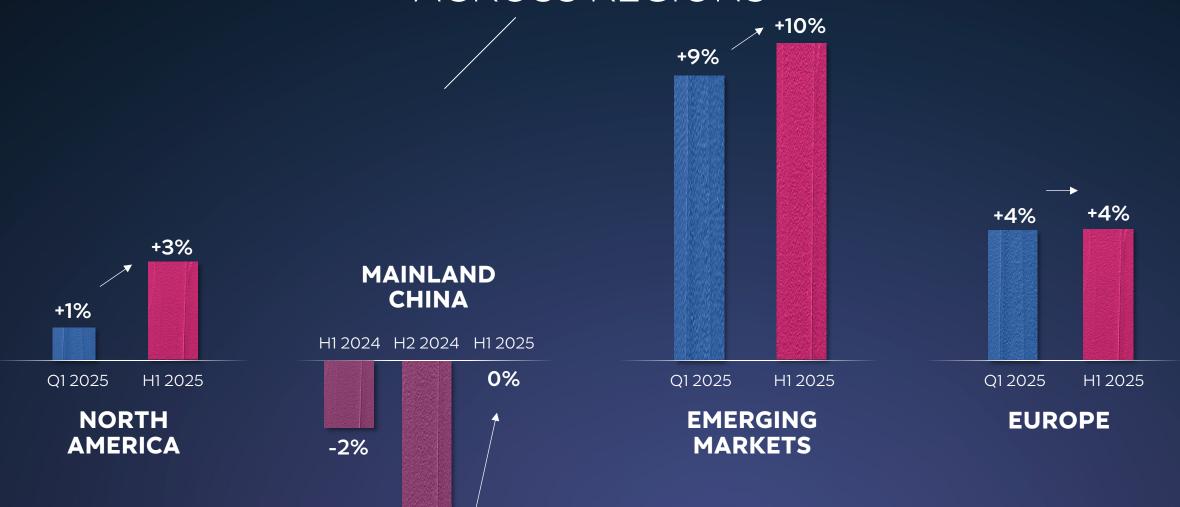
GRADUAL IMPROVEMENT IN BEAUTY MARKET GROWTH





BROAD-BASED MARKET ACCELERATION

ACROSS REGIONS



-6%



PROGRESSIVE GROWTH ACCELERATION

L'ORÉAL Q1

+2.6% ADJUSTED

L'ORÉAL Q2

+3.7% ADJUSTED

SOLID GROWTH

L'ORÉAL H1

+3.2%

ADJUSTED



L'ORÉAL L U X E

+2%
H1 2025

MARKET

+0%

H1 2025

OUTPERFORMING ACROSS ALL REGIONS & CATEGORIES



+300 bps

CONTRIBUTION OF NEW PRODUCTS







Dermatological Beauty

+3.1%

SELL-IN H1 2025 +6.7%

SELL-OUT H1 2025

MARKET

+5%

SELL-OUT H1 2025





CERAVE REGAINS TRACTION
IN THE US

8.5%

THERAPEUTIC HAIRCARE MARKET SHARE BALANCING AIR FOAM CLEANSER OFF TO A PROMISING START





FREE FROM SULFATES, MIT, PARABENS & FRAGRANCE



¹LDB WW sell-out consolidation YTD25



Consumer Products

+2.8%

H12025

MARKET

+4.5%

H12025



Consumer Products



STRONG LOCAL INNOVATIONS

USA MAKE-UP INNOVATION ROLL-OUT







EMERGING COUNTRIES IN THE TOP 10 GROWTH CONTRIBUTORS



EMERGING MARKETS



H12025







SUCCESSFUL 6:18





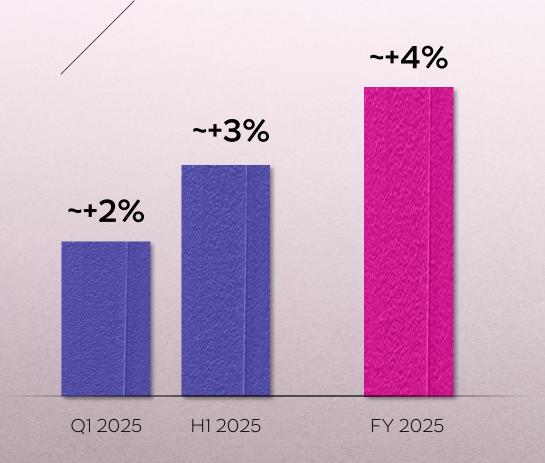
8 BRANDS 1N THE TOP 20







BEAUTY MARKET GROWTH





THE IMPORTANCE OF LOOKING FIT & ATTRACTIVE IS GROWING IN ALL REGIONS









BEAUTY STIMULUS PLAN ACCELERATION

OBJECTIVE H2 2025:

+300 bps

WEIGHT OF LAUNCHES VS H2 2024



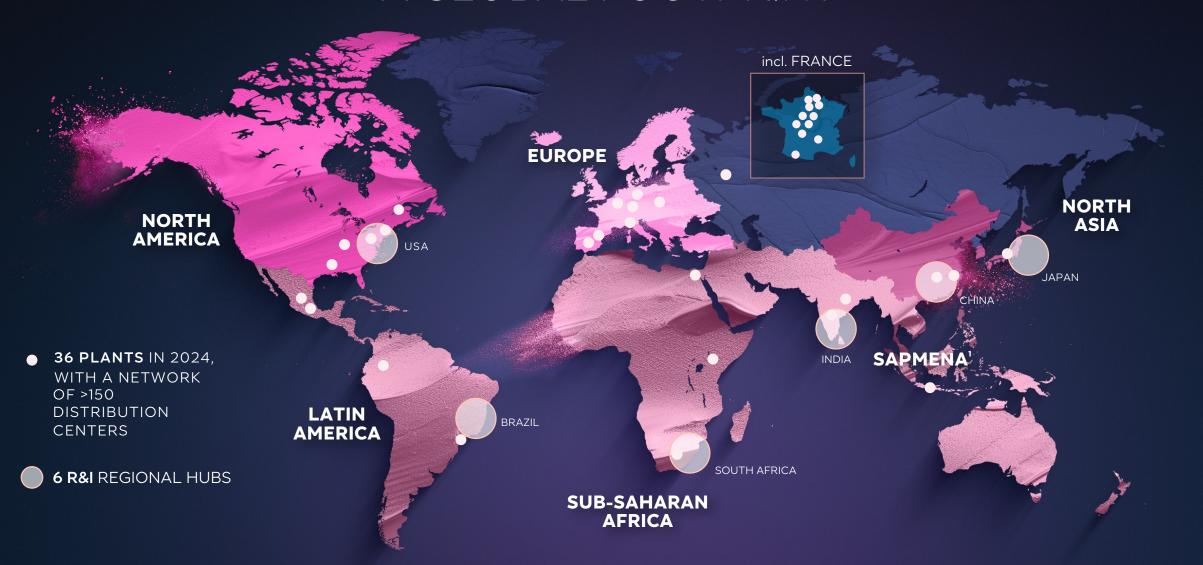






OPERATIONAL AGILITY

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%



A HIGHLY COMPLEMENTARY BRAND PORTFOLIO

PREMIUM PRICE POINT

CARITA

HR

Aēsop.

RALPH LAUREN

WESSAINTAURENT VALENTINO

Maison Margiela

GIORGIO ARMANI

PRADA MUGLER

VIKTOR®ROLF JACQUEMUS MILL MILL

MAYBELLINE

Atelier Cologne

AZZARO

LANCÔME

shu uemura

Kérastase



Kiehl's
YOUTH # PEOPLE

TAKAMI

BIOTHERM

GLAMOUR





skinbe++er

SKINCEUTICALS























THAYERS



essie



ENTRY PRICE POINT





A HIGHLY OMPLEMENTARY

PREMIUM PRICE POINT

CARITA

HR

Aesop.

RALPH LAUREN

WEŞAINTAURENT VALENTINO

ĽORÉAL

Maison Margiela

GIORGIO ARMANI

PRADA MUGLER

JACQUEMUS טונט טונט VIKTOR®ROLF

Atelier Cologne

AZZARO

LANCÔME

shu uemura

KÉRASTASE

GLAMOUR

HEALTH



skinbe++er

SKINCEUTICALS



Medik8

BIOTHERM

TAKAMI

YOUTH THE PEOPLE

Kiehl's





⊌matrix







VICHY











BIOLAGE

GARNIER





essie



ENTRY PRICE POINT









CELL BIOPRINT







L'ORÉAL

BET IQ

9

BETiq



AI

AUGMENTED R&I

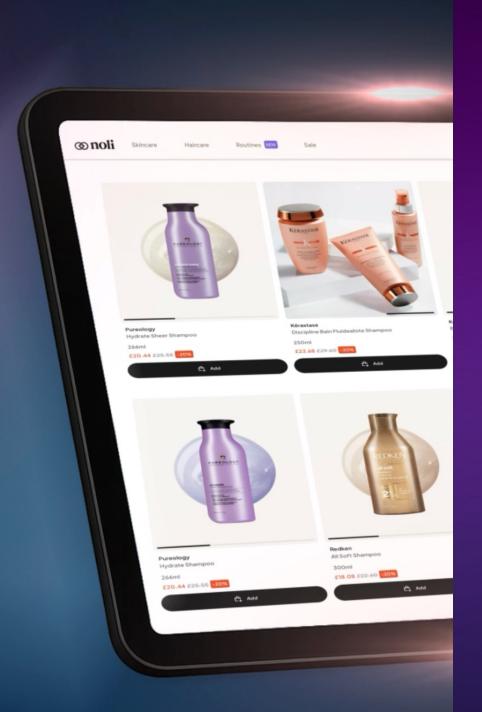
IBM





AUGMENTED OPERATIONS



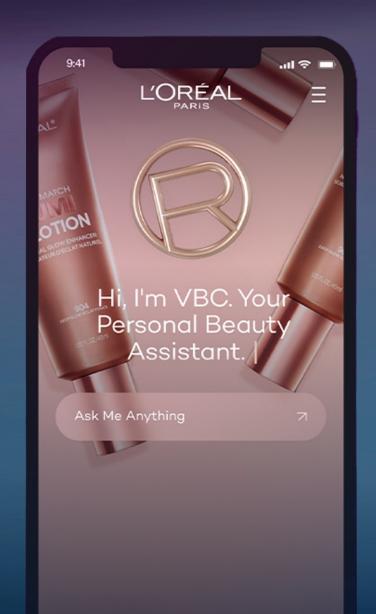


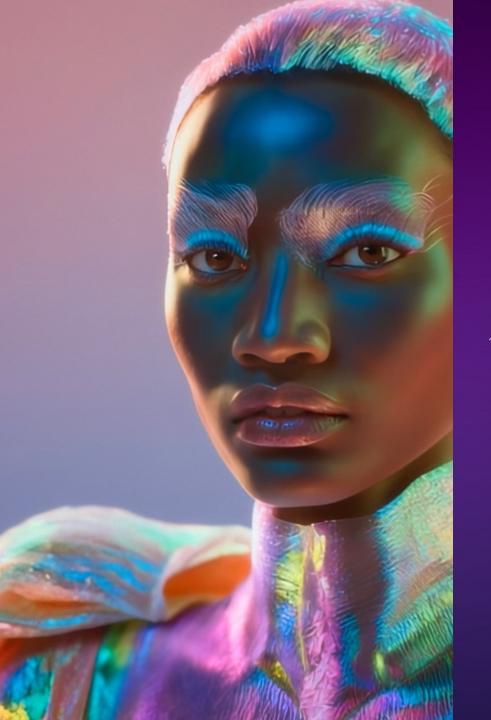
AUGMENTED CONSUMER SERVICES

BeautyGenius

® noli

500,000 CONVERSATIONS IN THE US





AUGMENTED **MARKETING**

CREATECH Genal Beauty Content Lab







AI

A&P OPTIMIZATION





LORÉAL HOST INNOVATIVE EUROPEAN COMPANY





CONCLUSION

FIRST HALF ACCELERATION

> QUALITY OF P&L MANAGEMENT

CONFIDENT IN THE SECOND HALF

> BEAUTY STIMULUS PLAN

EXCITED ABOUT
THE FUTURE

> BEAUTY TECH COMPANY



L'ORÉAL ORÉAL ORÉAL



L'ORÉAL

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