

L'ORÉAL

L U X E

NOVEMBER 25th 2025



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OUR
CONTEXT

THE LUXURY MARKET

THE LUXURY CLIENT

L'ORÉAL
LUXE



LUXURY PERSONAL GOODS



	2015	2024	CAGR 2015-2024
TOTAL	280	415	+4.8%
BEAUTY	50	81.5	+6.3%
LEATHER GOODS	44	78	+7.7%
FASHION / APPAREL	61	77	+2.6%
WATCHES	39	51	+3.2%
DESIGN & FURNITURE	35	50	+4.3%
ARTS	39	36	-1.0%
JEWELRY	16	31	+9.4%
SHOES	16	26	+5.6%



LUXURY BEAUTY

The Clients

MILLION OF CLIENTS: PURCHASING POWER > \$90	CAGR	WOB
TOTAL	+3%	100%
GEN α + GEN Z (-30)	+2%	23%
MILLENNIALS (30-45)	+3%	22%
GEN X (45-65)	+3%	33%
BOOMERS (+65)	+5%	22%

LUXURY BEAUTY

The Regions

SALES IN Bn€	2015	2019	CAGR 2015-2019	2024	CAGR 2019-2024	CAGR 2015-2024
TOTAL	50	70	+9%	81.5	+3%	+6%
EUROPE	15	16.5	+3%	20	+4%	+3%
NORTH AMERICA	16.5	20	+5%	26.5	+7%	+6%
NORTH ASIA	14	29.5	+20%	29	-0.4%	+11%
EMERGING COUNTRIES	4	4.5	+5%	6.5	+9%	+6%

LUXURY BEAUTY

The Categories

SELL IN M€	2015	2019	CAGR 2015-2019	2024	CAGR 2019-2024	CAGR 2015-2024	WOB
TOTAL	50	70	+8.9%	81.5	+3.2%	+6.3%	100%
SKINCARE	19.5	30	+13%	33	+1.8%	+6.9%	40%
MAKEUP	14.5	21.5	+10.5%	21	-0.2%	+4.5%	26%
FRAGRANCE	16	18.5	+2.8%	27.5	+9.7%	+7.2%	34%



2
OUR
RESULTS

L'ORÉAL
LUXE

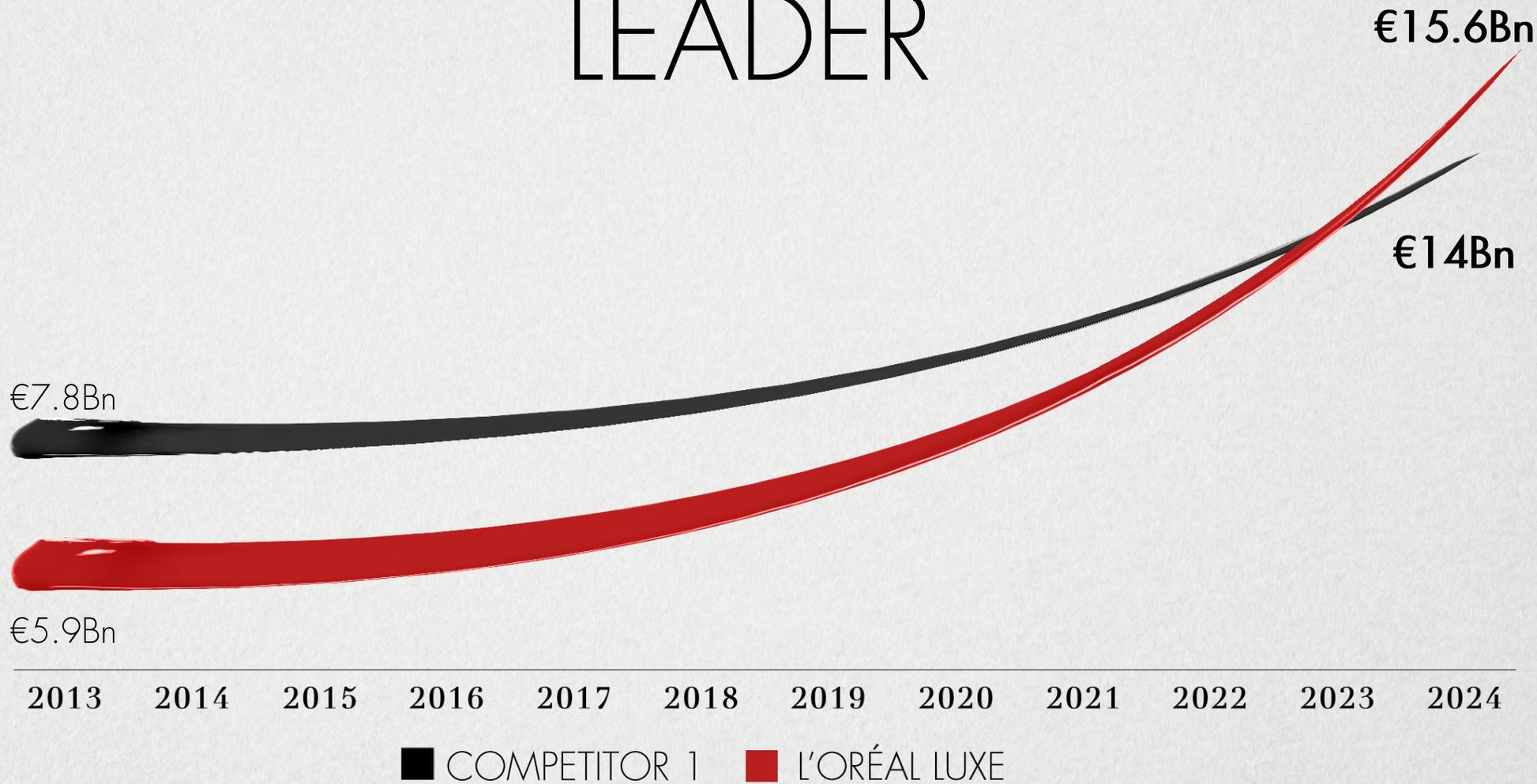
A STEADY & PROGRESSIVE *Conquest*

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
L'ORÉAL LUXE SALES IN Bn€	7.2	7.7	8.5	9.4	11.0	10.2	12.3	14.6	14.9	15.6



Outperforming
THE MARKET
FOR THE 14TH CONSECUTIVE YEAR

WORLDWIDE LEADER



L'ORÉAL LUXE
2025 YET ANOTHER YEAR OF
Surperformance



COMPARISON of Our Profitability

L'ORÉAL LUXE

22.3%

COMPETITOR 1

9.9%

COMPETITOR 2

8.0%

COMPETITOR 3

3.7%

COMPETITOR 4

15.8%



3
OUR
SECRET
SAUCE

L'ORÉAL
LUXE



The Unique Combination of
L'ORÉAL POWER HOUSE
&
Exceptional
LUXURY KNOW HOW

THE L'ORÉAL POWER HOUSE

L'ORÉAL LUXE AT THE FOREFRONT OF L'ORÉAL'S *R&I Discoveries*



THE L'ORÉAL POWER HOUSE

L'ORÉAL LUXE AT THE FOREFRONT OF L'ORÉAL'S *R&I Discoveries*



THE L'ORÉAL POWER HOUSE

L'ORÉAL LUXE AT THE FOREFRONT OF L'ORÉAL'S *Beauty Tech*



THE L'ORÉAL POWER HOUSE

L'ORÉAL LUXE AT THE FOREFRONT OF L'ORÉAL'S *Beauty Tech*



THE L'ORÉAL POWER HOUSE

L'ORÉAL LUXE SERVED BY L'ORÉAL'S STATE-OF-THE-ART *Operations*



THE L'ORÉAL POWER HOUSE

L'ORÉAL LUXE SERVED BY L'ORÉAL'S STATE-OF-THE-ART *Operations*



THE L'ORÉAL POWER HOUSE

L'ORÉAL LUXE SERVED BY L'ORÉAL UNIQUE'S *Talent Pool*

> 90 000
EMPLOYEES



> 40
NATIONALITIES



THE L'ORÉAL LUXE
LUXURY KNOW HOW

Exceptional
PRODUCTS



PRODUCTS
OF *Great Quality*





PRODUCTS
OF *Great Quality*



PRODUCTS
OF *Great Quality*



INNOVATION AS *Obsession*



INNOVATION AS *Obsession*



GIORGIO ARMANI
luminous silk
perfect glow flawless foundation
fond de teint éclat parfait

GIORGIO ARMANI

it
DO IT ALL
Radiant Concealer
+ MULTIVITAMIN SERUM
0.25 US FL. OZ. e 7ml

LASH IDOLE
CURL GODDESS

LANCÔME

YVES SAINT LAURENT

PRADA

GIORGIO ARMANI

GIORGIO ARMANI

VALENTINO

INNOVATION AS *Obsession*





THE L'ORÉAL LUXE
LUXURY KNOW HOW

Exceptional
PORTFOLIO OF BRANDS

A COMPLEMENTARY Portfolio

TO COVER ALL PRICE LEVELS

SUPER PREMIUM LUXURY

> 150 €

HR
HAUTE
PARFUMERIE
COUTURE SKIN
ABSOLUE
CARITA
PARIS
Aēsop.

PRESTIGE LUXURY

50 -150 €

ARMANI
LANCÔME
YVES SAINT LAURENT
shu uemura
RALPH LAUREN
JACQUEMUS
MIU MIU
Atelier Cologne
VIKTOR & ROLF
Maison Margiela
MUGLER VALENTINO
PRADA

ACCESS LUXURY

< 50 €

Kiehl's
SINCE 1851
cacharel
AZZARO
IT COSMETICS
TAKAMI
DIESEL
YOUTH TO THE PEOPLE
BIOtherm
Mediks
URBAN DECAY
YUESAI



COMPLEMENTARY *Portfolio*
TO BALANCE OUR BUSINESS

N°2 IN SKINCARE

N°3 IN MAKEUP

N°1 IN FRAGRANCE



THE L'ORÉAL LUXE
LUXURY KNOW HOW

Exceptional
M&A POWER

2021 TAKAMI



2022 YOUTH ^{TO} THE PEOPLE



2023 Aēsop



2024 סורה סורה



2025 Medik8®



Medik8

CRYSTAL
RETINAL 9

Stable Retinol Night Serum
Super-Strength Vitamin A
INTERNATIONALLY PATENTED

30mL e / 1.0 FL. OZ.

Medik8

CRYSTAL
RETINAL 3

Stable Retinol Night Serum
Medium-Strength Vitamin A
INTERNATIONALLY PATENTED

30mL e / 1.0 FL. OZ.

Medik8

CRYSTAL
RETINAL 6

Stable Retinol Night Serum
Super-Strength Vitamin A
INTERNATIONALLY PATENTED

30mL e / 1.0 FL. OZ.

Medik8

CRYSTAL
RETINAL 10

Stable Retinol Night Serum
Ultra-Strength Vitamin A
INTERNATIONALLY PATENTED

30mL e / 1.0 FL. OZ.

2025 JACQUEMUS



CREED
1760



BOTTEGA VENETA



BALENCIAGA

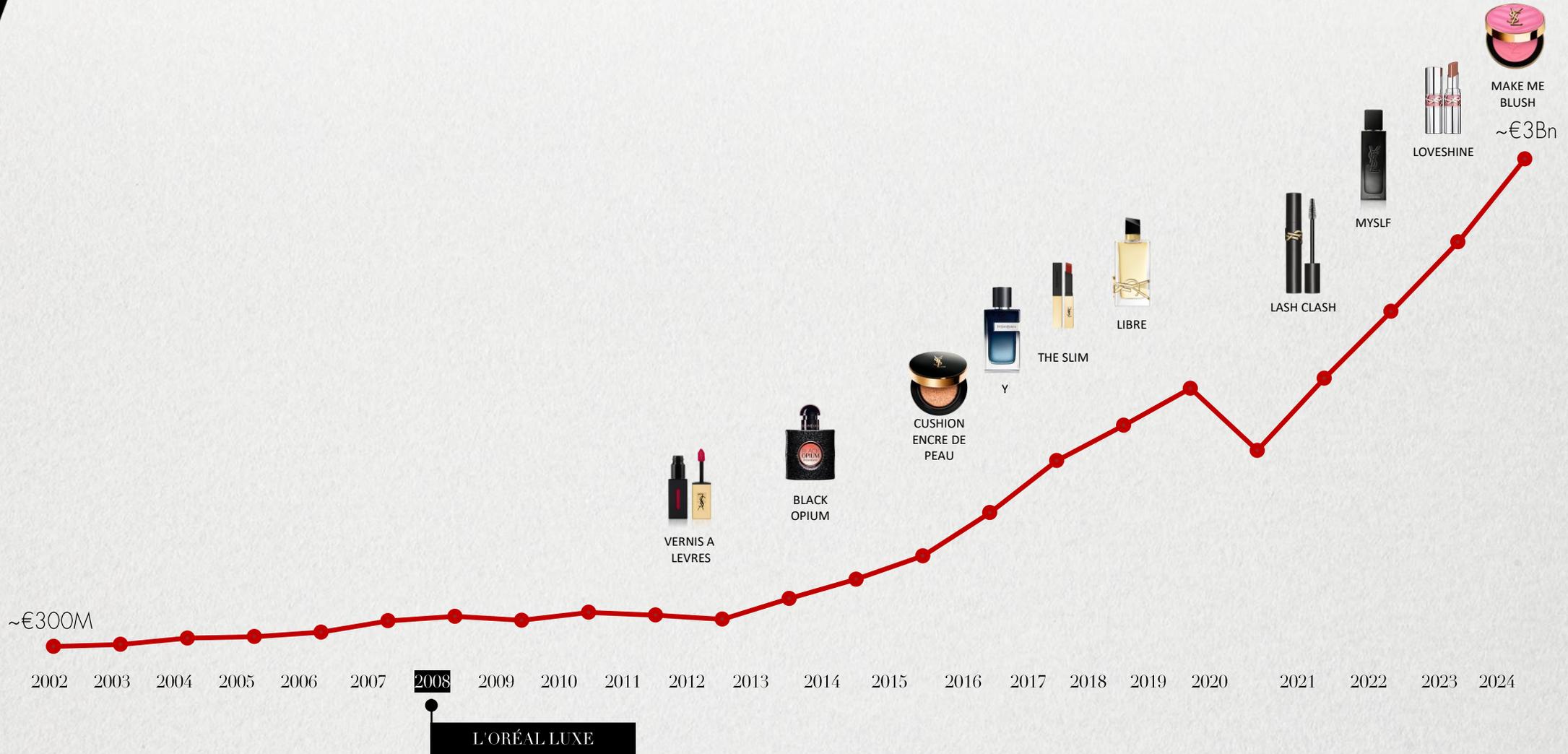


GUCCI WHEN AVAILABLE



A UNIQUE TRACK RECORD

YVES SAINT LAURENT



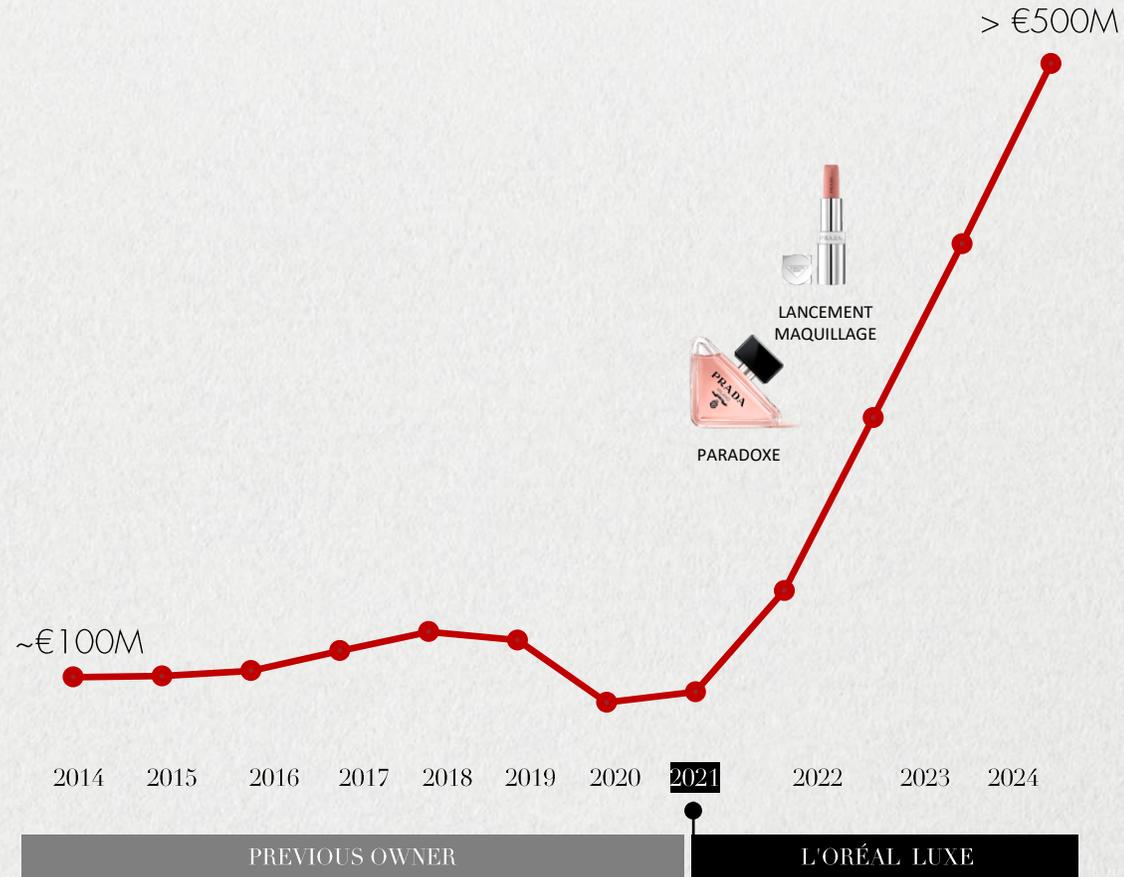
A UNIQUE TRACK RECORD

VALENTINO



A UNIQUE TRACK RECORD

PRADA





THE L'ORÉAL LUXE
LUXURY KNOW HOW

Exceptional
GLOBAL COMMERCIAL CLOUT



POSITION *By Region*

N°1 IN EUROPE

N°1 IN NORTH AMERICA

N°1 IN EMERGING COUNTRIES

N°2 IN NORTH ASIA - #1 MAINLAND CHINA

POSITION *By Region*



#1

NORTH
AMERICA

#1

EUROPE

#1

CHINA
MAINLAND

#2

NORTH ASIA

#1

EMERGING
COUNTRIES

POSITION *By Region*





POSITION *By Channel*

N°1 IN OFFLINE

N°1 IN ONLINE

N°2 IN TRAVEL RETAIL



THE L'ORÉAL LUXE LUXURY KNOW HOW

Exceptional
CULTURE

THE QUEST FOR *The Extraordinary*



EXTRAORDINARY CUSTOMER EXPERIENCES

Offline



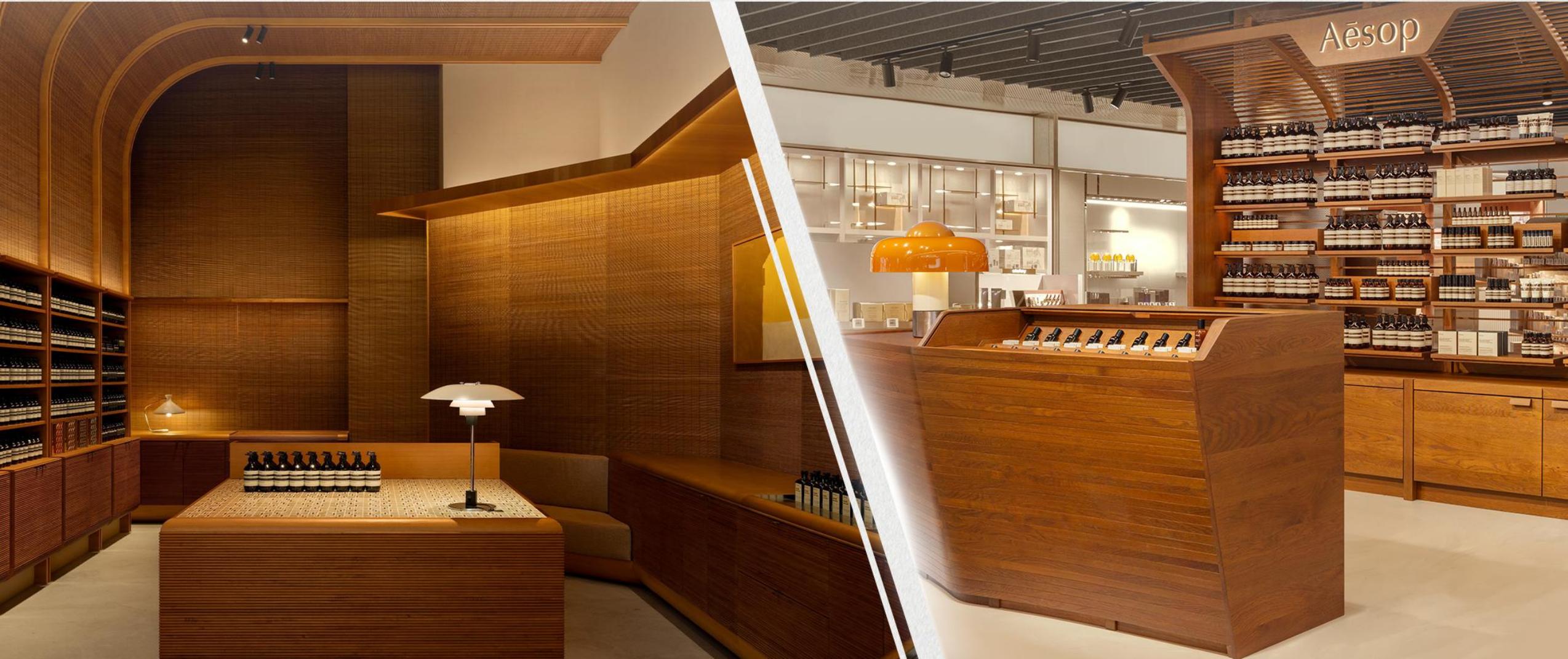
EXTRAORDINARY CUSTOMER EXPERIENCES

Offline



EXTRAORDINARY CUSTOMER EXPERIENCES

Offline

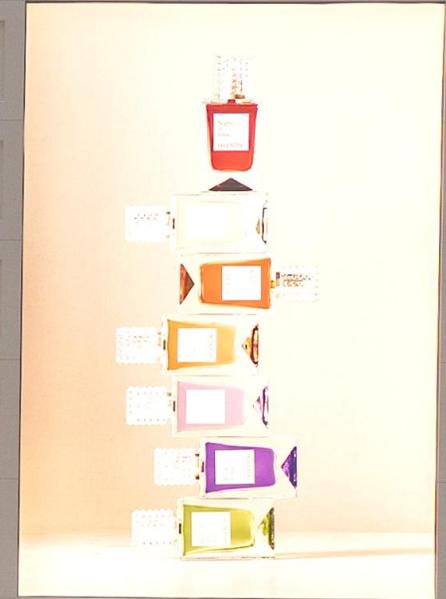


EXTRAORDINARY CUSTOMER EXPERIENCES

Offline

VALENTINO

ANA
TOMY
OF
DRE
AMS

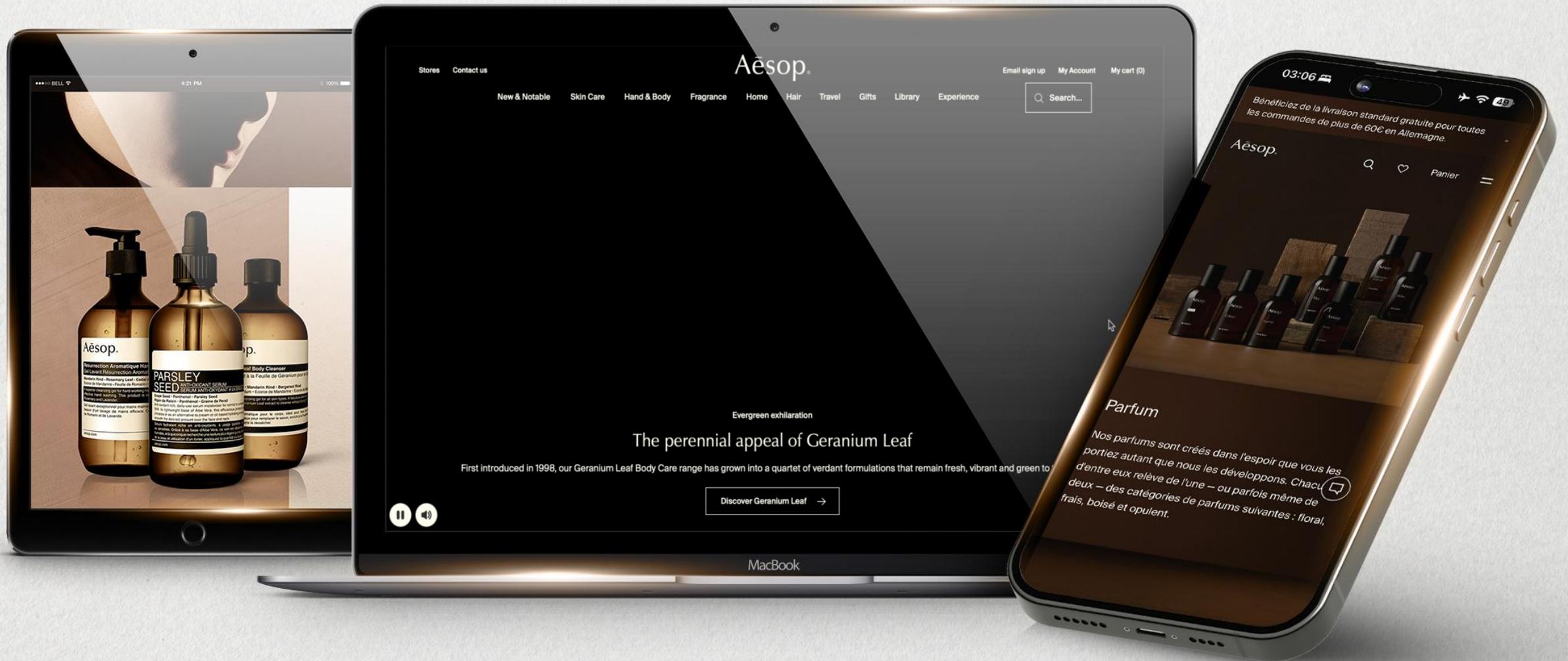


SERVICES AT THE HEART
OF OUR EXPERIENCE

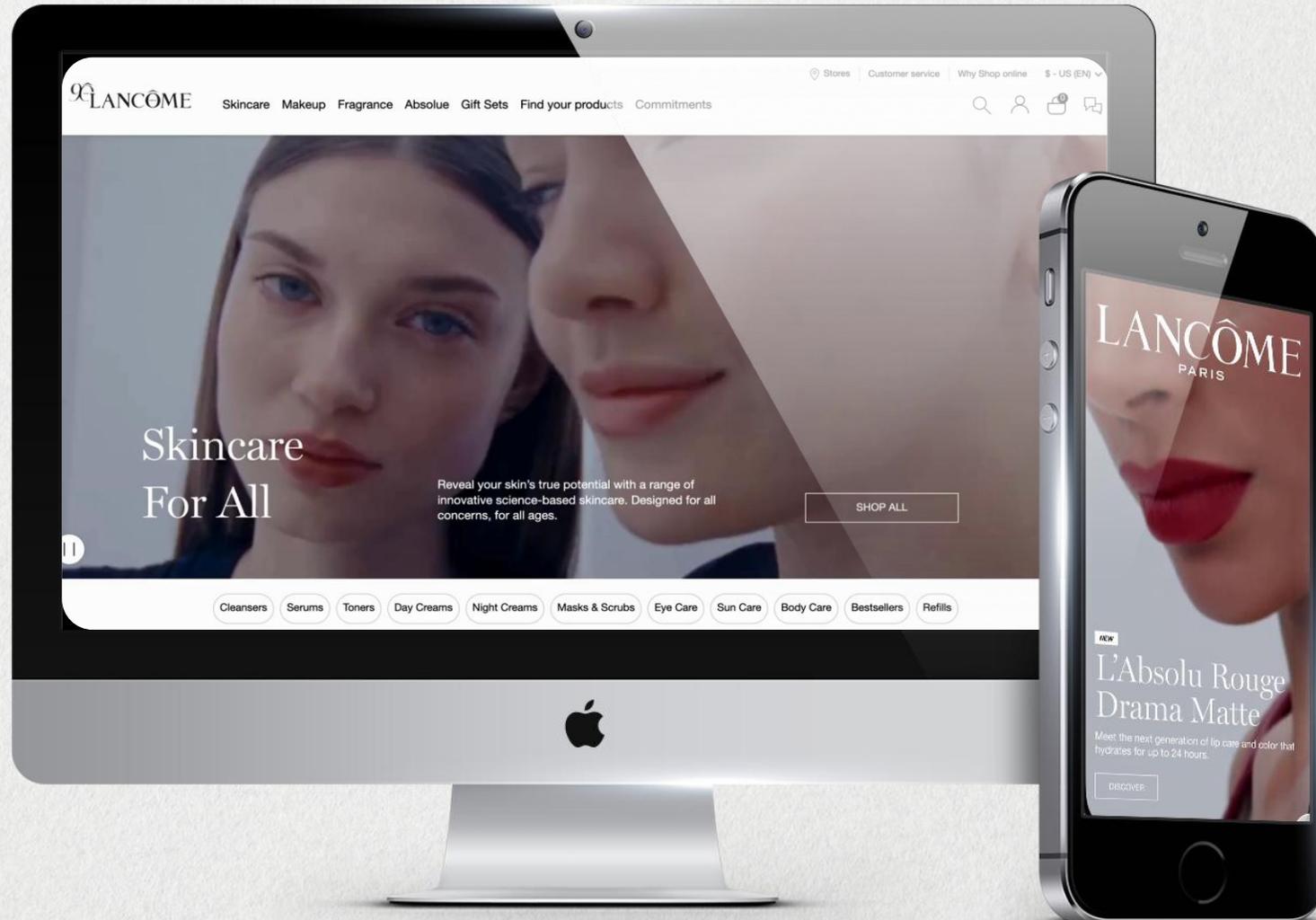
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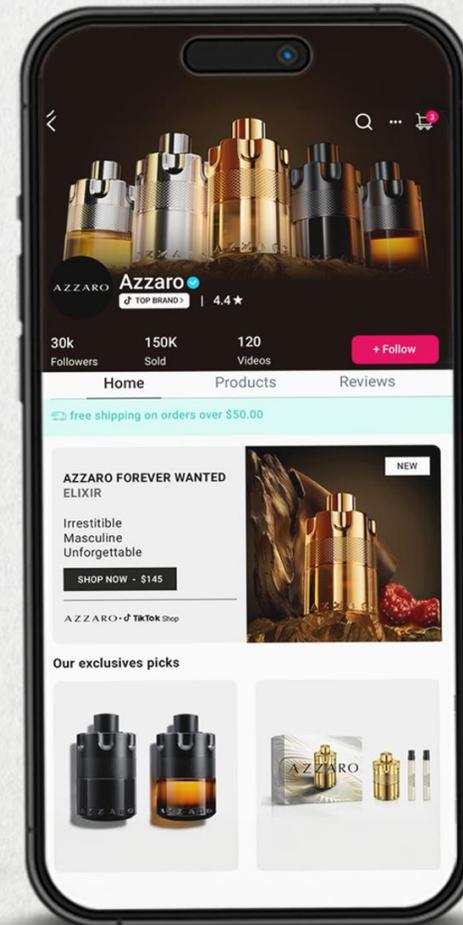
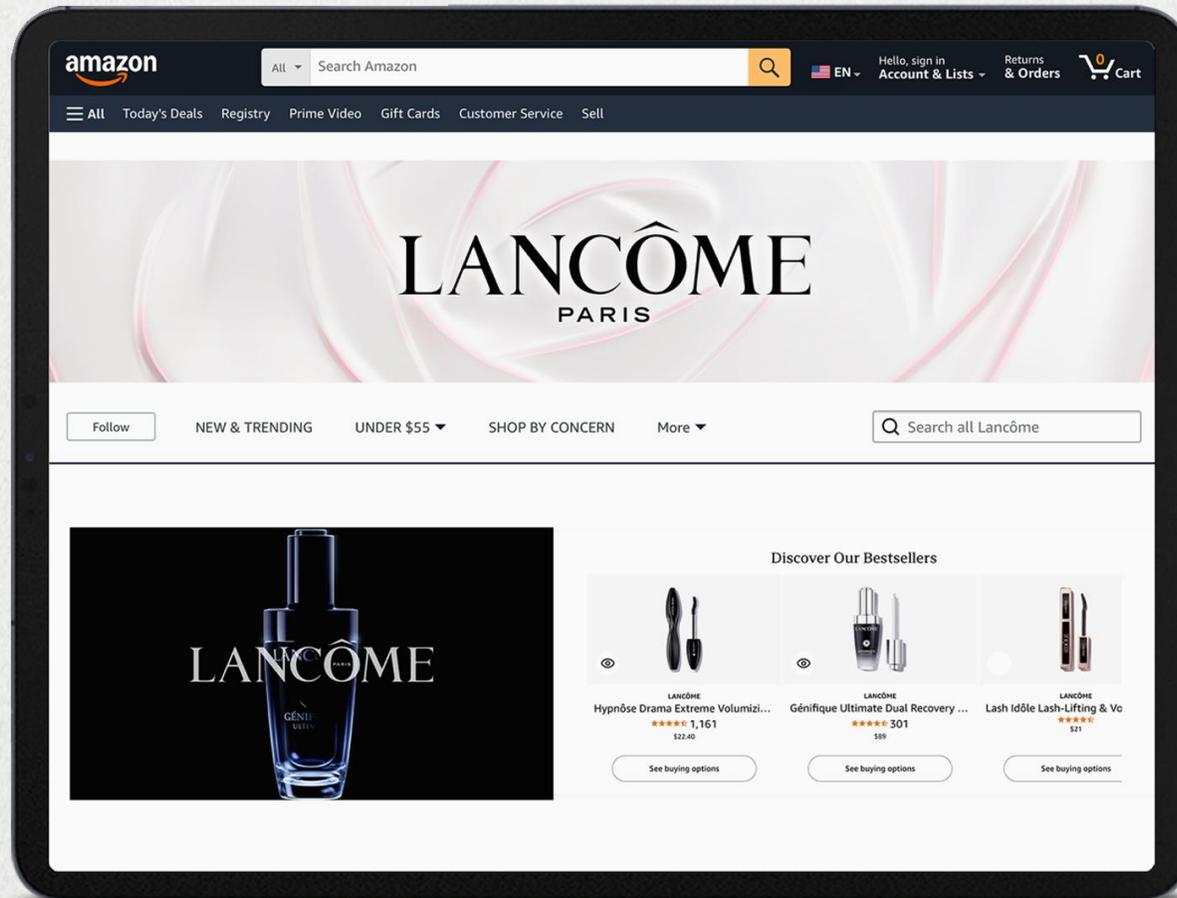
EXTRAORDINARY *Online* CUSTOMER EXPERIENCES



EXTRAORDINARY *Online* CUSTOMER EXPERIENCES



EXTRAORDINARY *Online* CUSTOMER EXPERIENCES





THE
OBSESSION TO
Seize what is Beginning

OUR UNIQUE CULTURE

Culture de l'Écart







Thank
YOU

L'ORÉAL
LUXE



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