



ANNUAL RESULTS 2025

L'ORÉAL

13 FEBRUARY 2026

Christophe BABULE

Chief Financial Officer



2025 Highlights | Solid growth and record margins

+4.0%

Like-for-like growth

74.3%

Gross margin

+10bps

20.2%

Operating margin

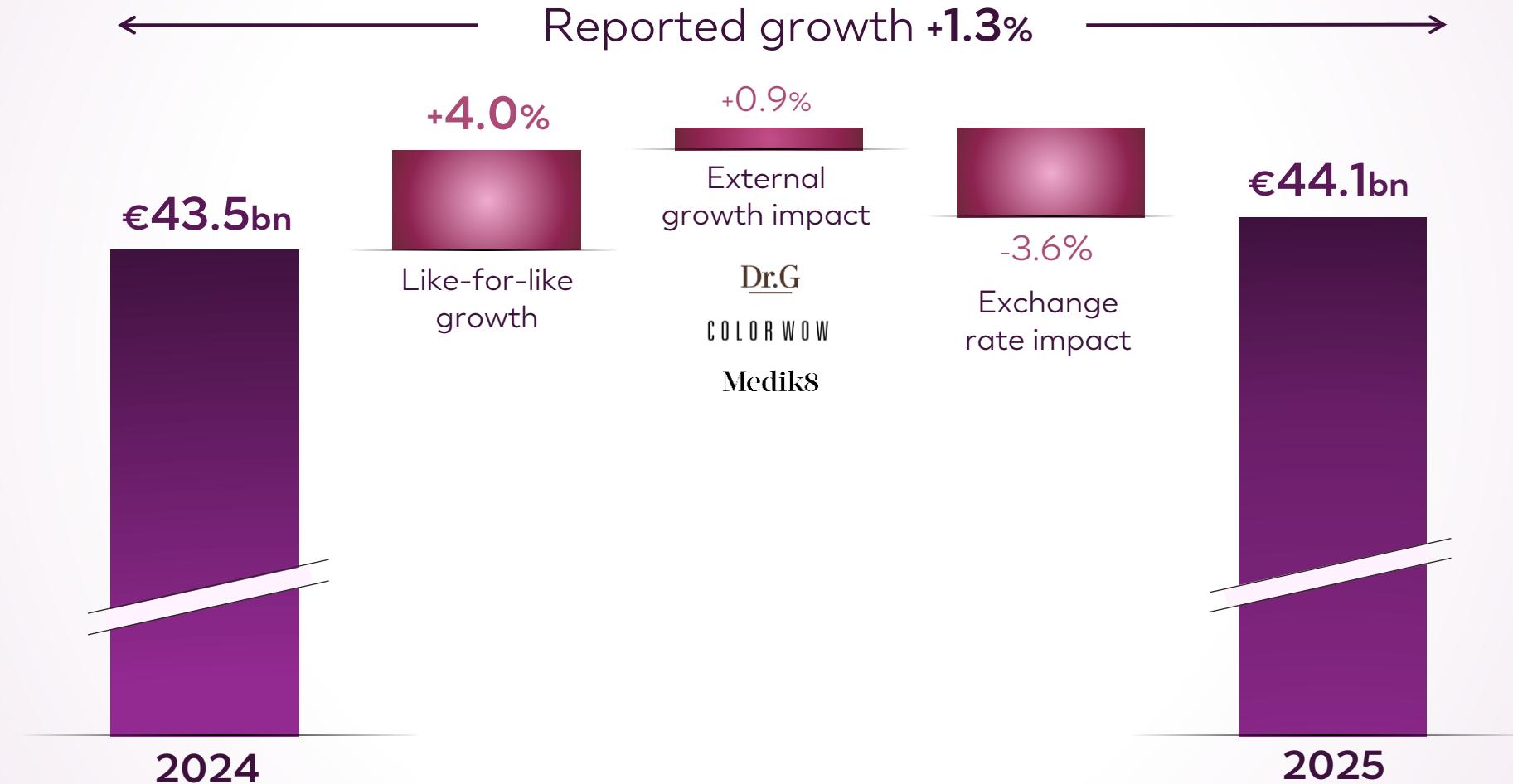
+20bps

+7.8%

Operating net
cash flow



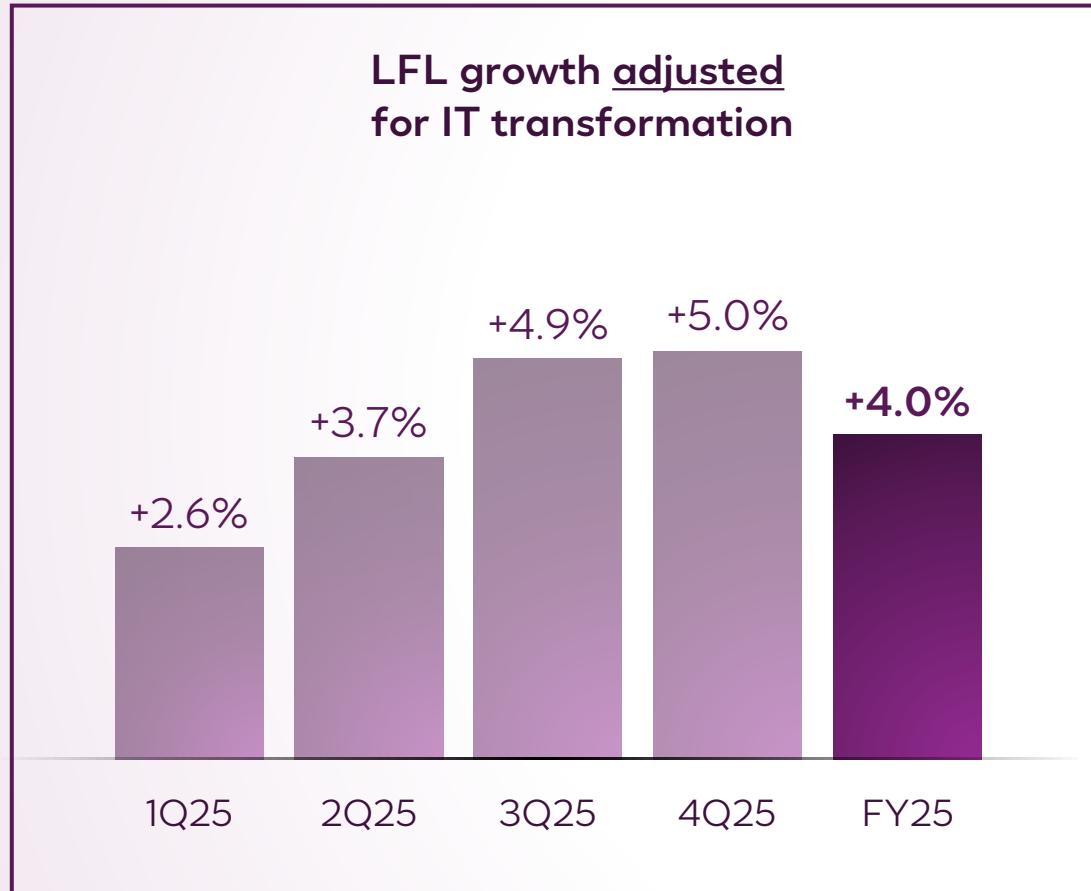
2025 Consolidated sales | Solid like-for-like growth



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2025 adjusted LFL growth | Sequentially accelerating





IT Transformation | 60% completion by end 2026

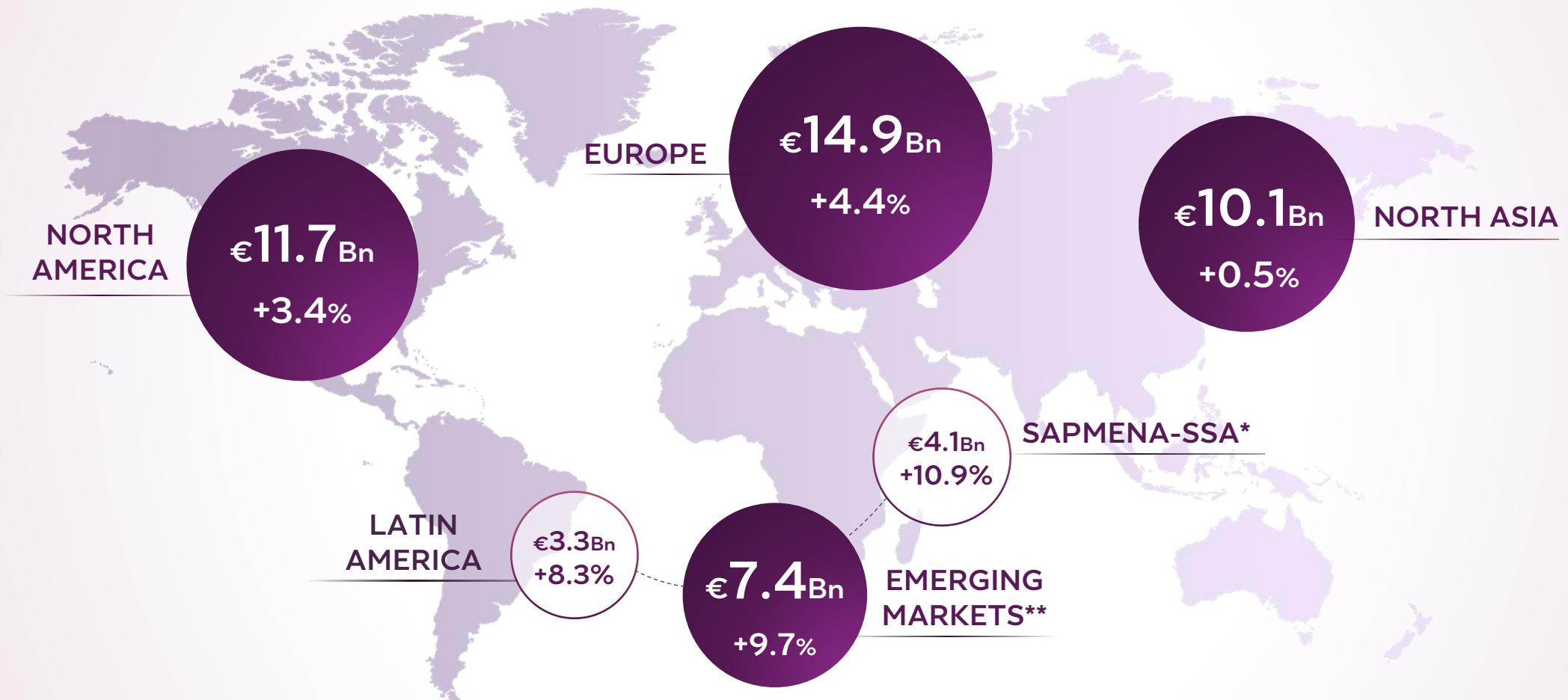


~30%*
BY END 2025

~60%*
BY END 2026



2025 Sales by region | All regions grew



All growth figures are on like-for-like basis

* South Asia Pacific, Middle-East, North Africa - Sub-Saharan Africa

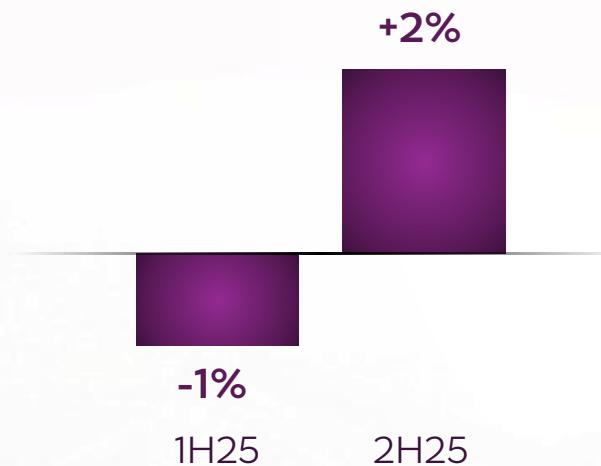
** Emerging Markets combine Latin America and SAPMENA-SSA

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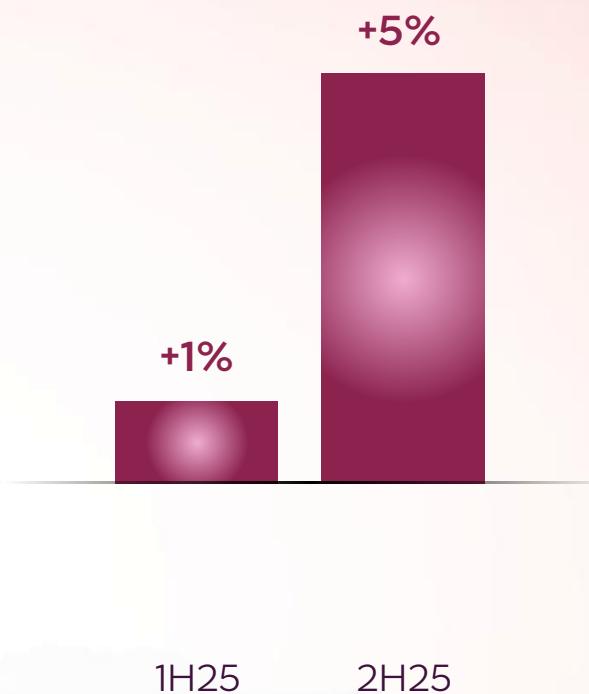


North Asia | Mainland China accelerated strongly

NORTH ASIA

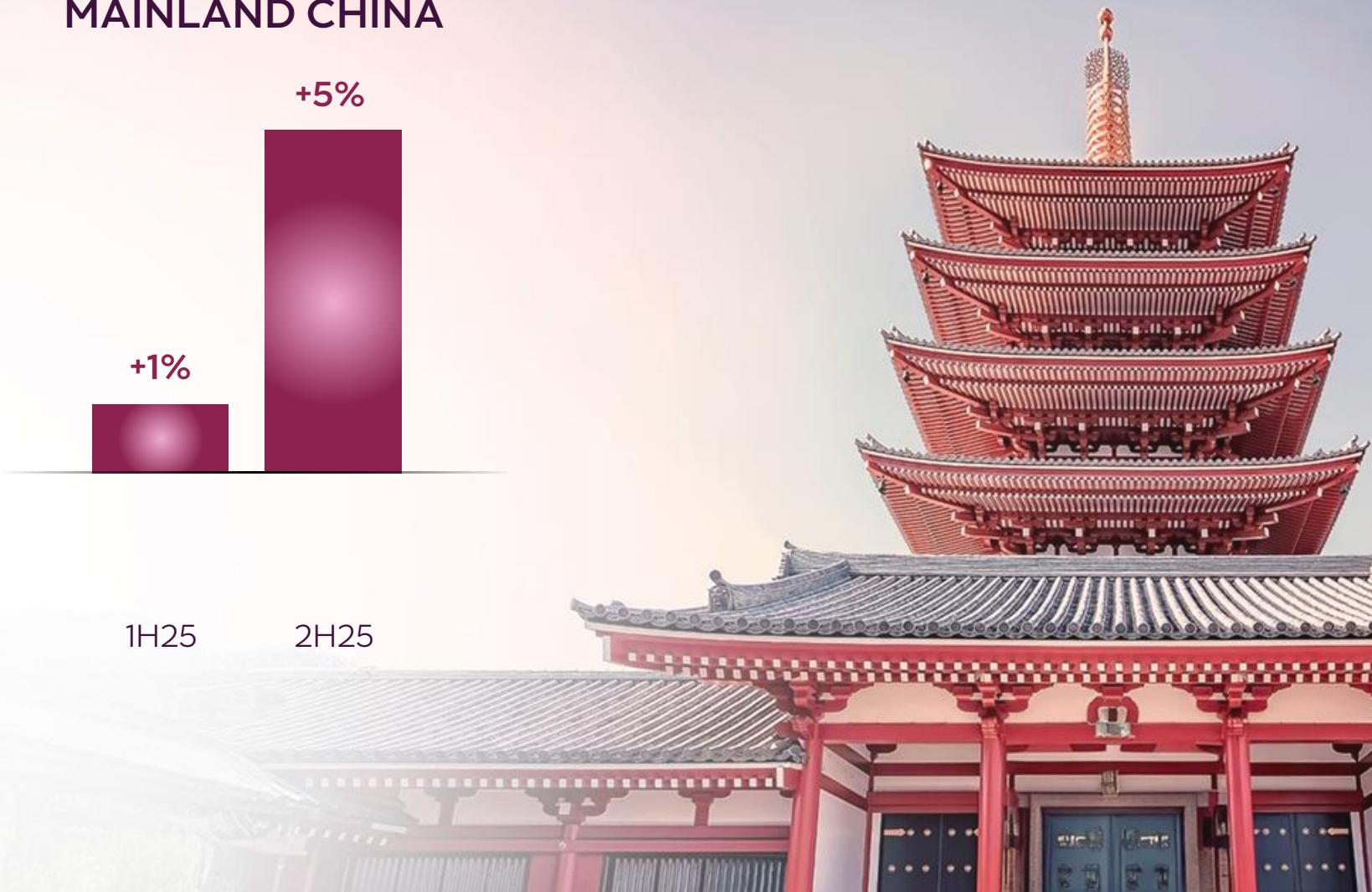


MAINLAND CHINA



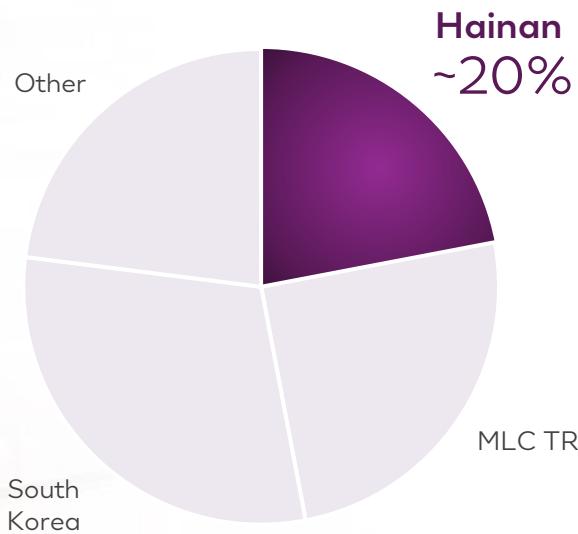
All growth figures are on like-for-like basis

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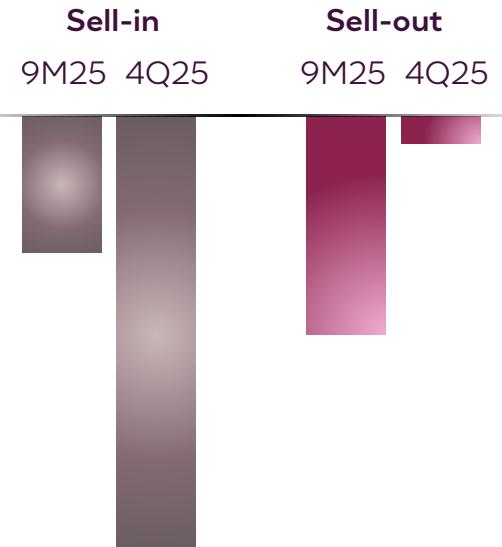


TRAVEL RETAIL ASIA

Market* Breakdown



L'Oréal growth



WOB**
for L'Oréal
<4% of sales

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Market Share***
+260bps

* Market in sell-out

** Weight of business

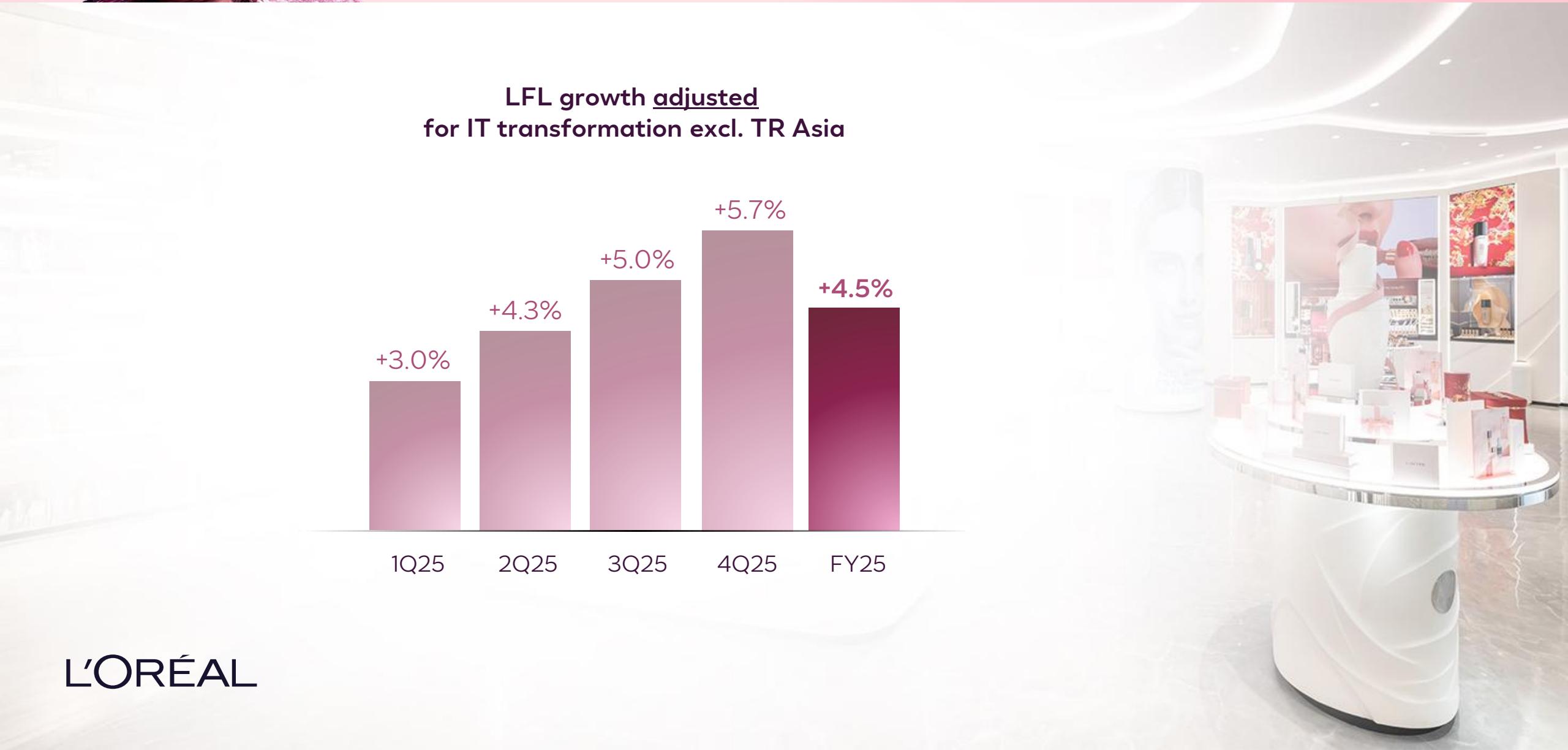
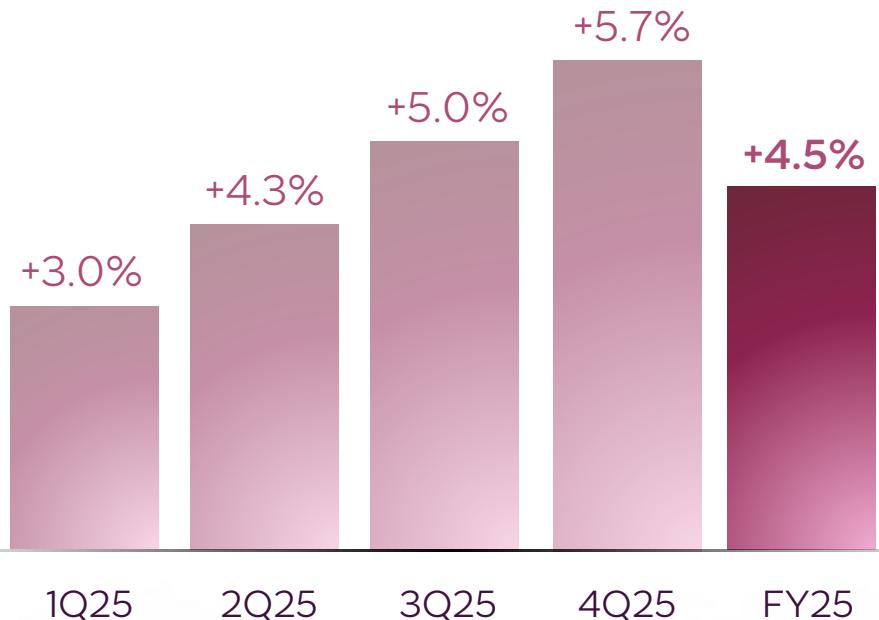
*** Socrates Est FY 2025 (sell-out)

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Excluding Travel Retail Asia | Steady acceleration in LFL growth

**LFL growth adjusted
for IT transformation excl. TR Asia**



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2025 Sales by division | All divisions grew

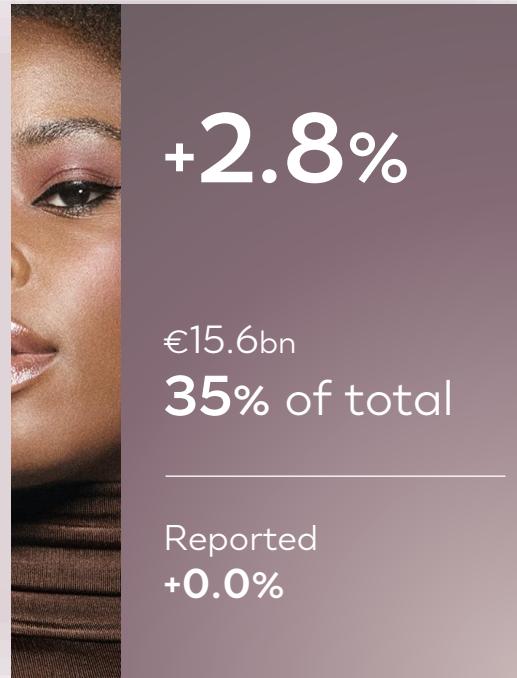
Professional Products



Consumer Products



L'Oréal Luxe



L'Oréal Dermatological Beauty



2025 Like-for-like growth

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2025 Sales by category | All categories grew

Haircare



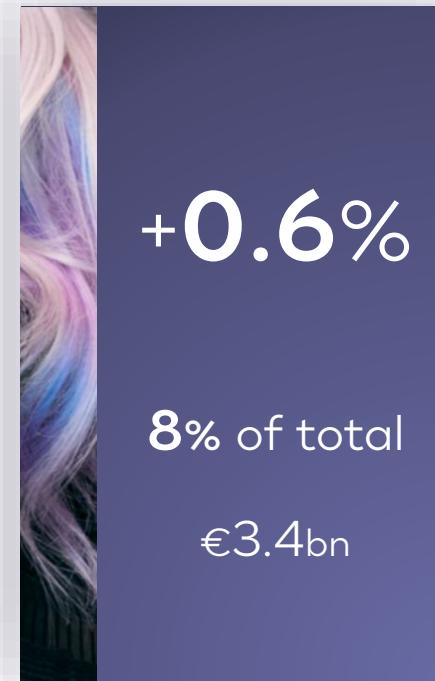
Fragrances



Make-up



Hair colour



Skincare



2025 Like-for-like growth

Note: Sum of percentages may not equal 100% - only main categories displayed

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E-commerce | Becoming ever more important

E-commerce*
passing the **30%** threshold
for the first time

GROUP EMERGING MARKETS

+200bps**

+400bps**

* Includes sales on L'Oréal's brand websites, sales to online pure players, and the e-commerce portion of sales to traditional retailers (based on non-audited declarative data)

**Year-on-year increase (as a % of sales)

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Profit and loss account | From sales to operating profit

(in million euros)	2024	% of sales	2025	% of sales	Change*
Sales	43 486.8	100.0%	44 052.0	100.0%	+1.3%
Cost of sales	-11 227.0	25.8%	-11 313.4	25.7%	-10bps
Gross profit	32 259.8	74.2%	32 738.6	74.3%	+10bps
Research and innovation expenses	-1 354.7	3.1%	-1 380.6	3.1%	-
Advertising and promotion expenses	-14 008.9	32.2%	-14 177.8	32.2%	-
Selling, general and administrative expenses	-8 208.7	18.9%	-8 288.3	18.8%	-10bps
Operating profit	8 687.5	20.0%	8 891.9	20.2%	+20bps

* In % for sales and in basis points for all other lines

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Operating margin by division | Each in excess of 21%

	2024	2025	% Change
Professional Products	22.2%	22.9%	+70bps
Consumer Products	21.1%	21.4%	+30bps
L'Oréal Luxe	22.3%	22.4%	+10bps
Dermatological Beauty	26.1%	26.1%	-
Total before non-allocated expenses*	22.5%	22.7%	+20bps
Non-allocated expenses	-2.5%	-2.5%	
Group	20.0%	20.2%	+20bps

* Central group expenses, fundamental research expenses, free grant of shares expenses and miscellaneous items as a % of total sales

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Profit and loss account

From operating profit to net profit excluding non-recurring items

(in million euros)

	2024	2025	% Change
Operating profit	8 687.5	8 891.9	+2.4%
Financial revenues/expenses before dividends received	-264.5	-236.1	
Dividends received	447.6	351.4	
Profit before tax and associates, excluding non-recurring items	8 870.6	9 007.7	+1.5%
Income tax excluding non-recurring items	-2 075.4	-2 187.4	
Net profit of equity consolidated companies, excluding non-recurring items	-1.3	-5.5	
Non-controlling interests	-7.6	-8.3	
Net profit excl. non-recurring items, attributable to owners of the company	6 786.3	6 806.4	
Earnings per share (in euros)*	12.66	12.71	+0.4%
Diluted average number of shares	536 078 431	535 366 634	

* Diluted earnings per share attributable to owners of the company, excluding non-recurring items

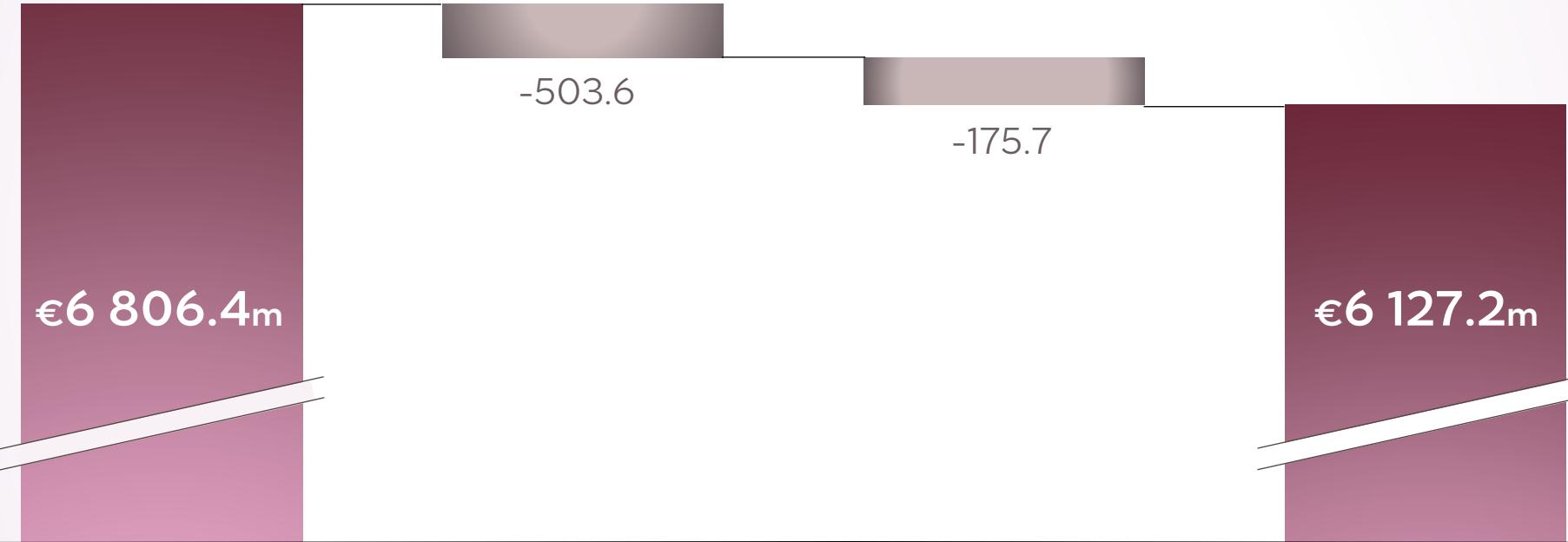
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Profit and loss account

From net profit excluding non-recurring items to net profit

← Non-recurring items **-679.2** →



**Net profit excluding
non-recurring items,
attributable to owners
of the company**

Other income
and expenses

Non-recurring
tax items

**Net profit attributable
to owners
of the company**

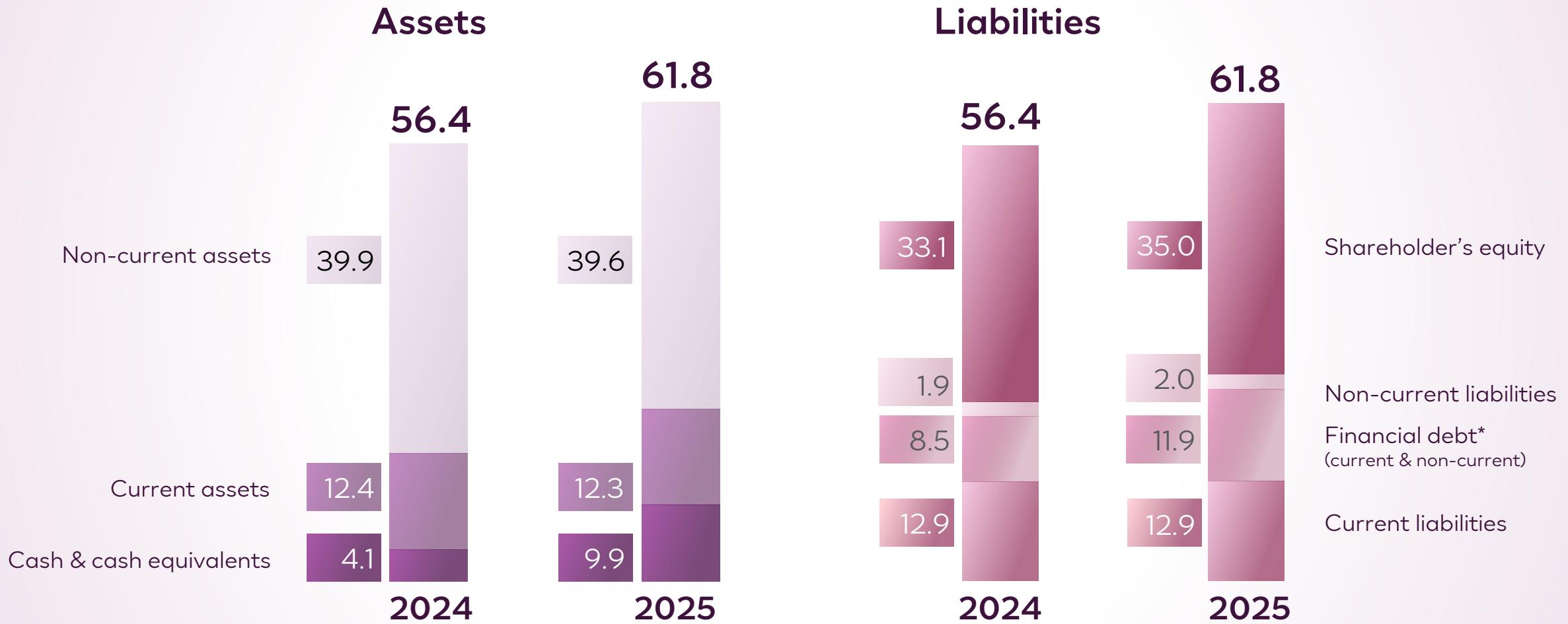


Cash flow statement | Operating net cash flow +7.8%

(in million euros)	2024	2025	% Change
Net profit	6 416.5	6 133.7	-4.4%
Depreciation, amortisation and provisions	1 855.3	1 817.4	
Capital gains / losses on disposals of assets, changes in deferred taxes, other	+238.0	+371.7	
Share of profit in associates, net of dividends received	+2.9	+6.7	
Cash flow	8 512.6	8 329.5	-2.2%
Changes in working capital	-226.6	327.4	
Investments	-1 641.7	-1 495.3	
Operating net cash flow	6 644.3	7 161.6	+7.8%
Dividends paid	-3 614.9	-3 917.0	
Acquisitions	-162.8	-2 442.9	
Lease debt repayment	-474.3	-453.6	
Acquisitions of treasury stock	-497.5	-501.5	
Capital increase	+69.9	+65.6	
Investment on non controlled entities	-1 913.3	2 514.7	
Residual cash flow	51.4	2 427.0	



Balance sheet | A robust financial position (in billion euros, as of 31 December)



* Of which €1 797m due to financial lease debt at the end of December 2025 (IFRS 16) and of €1 927m at the end of December 2024

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Net debt | A healthy financial situation (in million euros, as of 31 December)

4 442.7



2024

2025

■ Financial lease debt

■ Net debt excluding financial lease debt

*Net debt/equity attributable to owners of the company (0.7% excluding financial lease debt)

** Versus 2024

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2025 Gearing*

5.9%
(vs 13.4%**)

2025 Leverage (net debt/EBITDA)

0.2x
(vs 0.4x**)

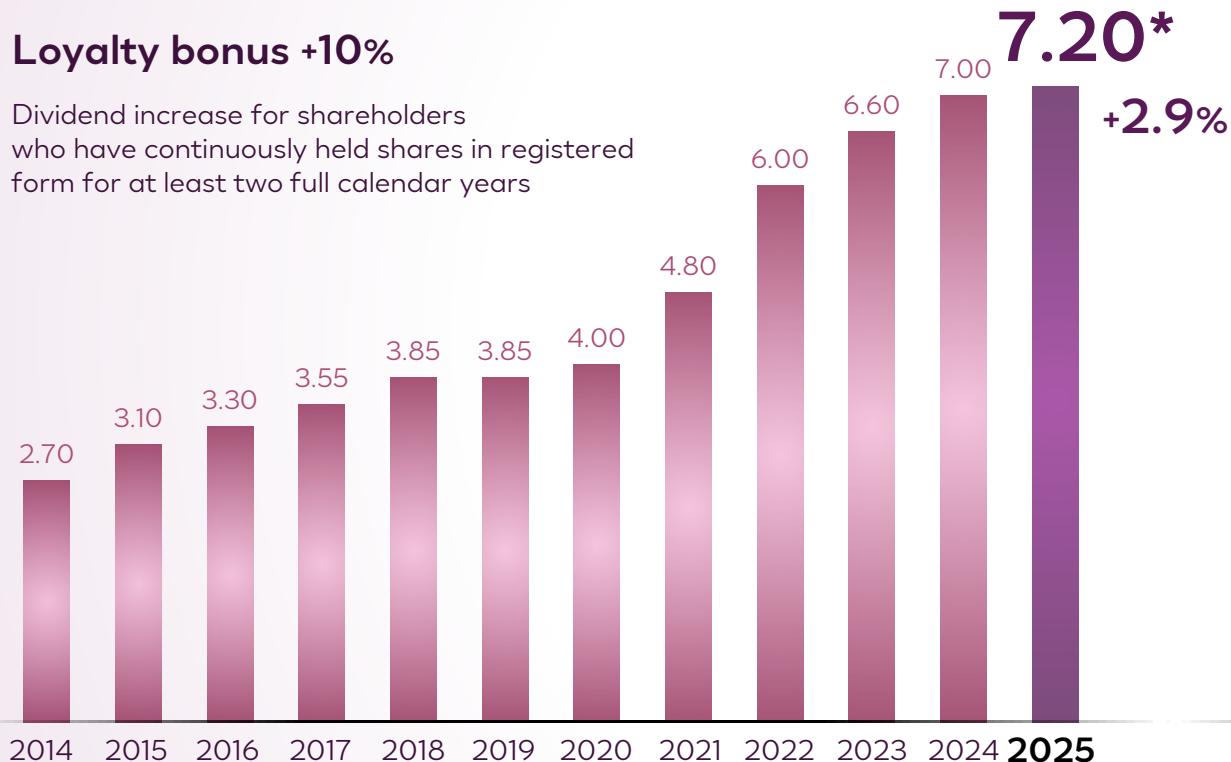


Dividend and payout ratio | Another step-up in 2025

Dividend in euros

Loyalty bonus +10%

Dividend increase for shareholders
who have continuously held shares in registered
form for at least two full calendar years



Payout ratio in %



* Proposed at the shareholders' meeting to be held on 24 April 2026

** Payout ratio – subject to the vote at the shareholder's meeting

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Corporate Social & Environmental Responsibility

L'Oréal for the Future

In 2025

Climate

At the end of 2025, L'Oréal reached **100% renewable energy** on its operated sites and stores*.

Nature

67% of ingredients in formulas were **sourced from nature**** or from recycled materials.

Circularity

37% reduction in absolute the **use of virgin plastic for product packaging** compared to 2019.

Communities

> 5 million people were **supported** through our brands' social engagement programs.

* Operated stores where we hold an electricity subscription.

** From plant or mineral sources.

Corporate Social & Environmental Responsibility

Rating and Awards

ESG rating agencies



Score 89/100 for environmental and social performance



For the 14th year in a row



For the 10th year in a row



Score 16.6 - Low Risk



Employer attractiveness



In the Top 10 most attractive employers for business school graduates

Ethical and social



For the 16th time



In the Top 20

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TOP 10 COMPANIES 2025
FTSE Diversity & Inclusion Index
Ranking 4th

THANK
YOU



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APPENDIX

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Changes in exchange rates (against the euro)

	Weight in 2025 consolidated sales	Average rate 2024	Average rate 2025	% Change 2025 vs. 2024
Euro	20.9%	—	—	—
US Dollar	25.4%	0.924	0.886	-4.1%
Chinese Yuan	15.1%	0.128	0.123	-4.0%
Pound Sterling	4.5%	1.181	1.167	-1.2%
Mexican Peso	2.4%	0.050	0.046	-9.0%
Canada Dollar	2.4%	0.674	0.634	-6.0%
Brazilian Real	2.2%	0.172	0.158	-7.9%
Australian Dollar	1.8%	0.609	0.571	-6.3%
Japanese Yen	1.4%	6.109	5.930	-2.9%
Indian Rupee	1.3%	0.011	0.010	-7.9%

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