

A woman with dark hair and a serene expression is shown from the chest up. She is wearing a large, vibrant pink flower that appears to be made of petals or fabric, which is positioned around her head like a crown. The background is a dark, starry night sky with numerous small, bright white stars. The overall mood is elegant and artistic.

# 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**

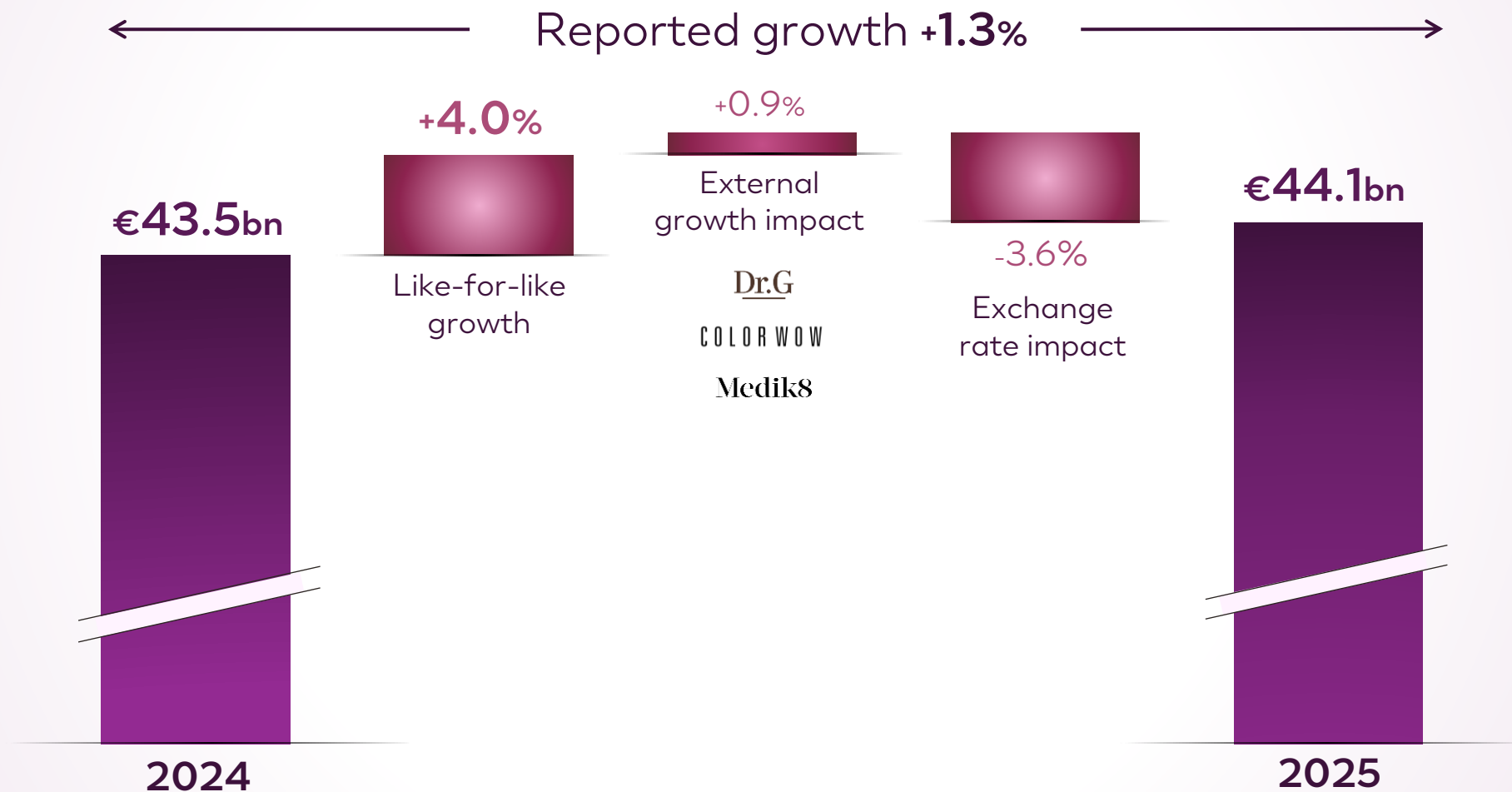
**+7.8%**

Operating net  
cash flow

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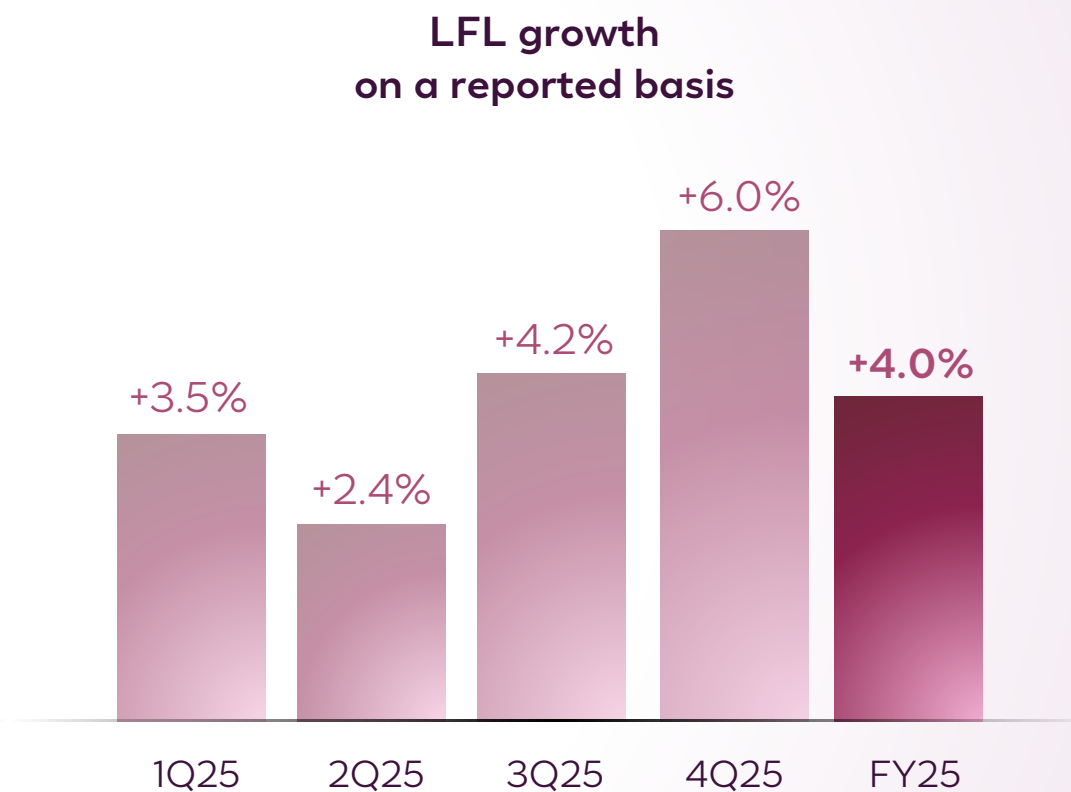
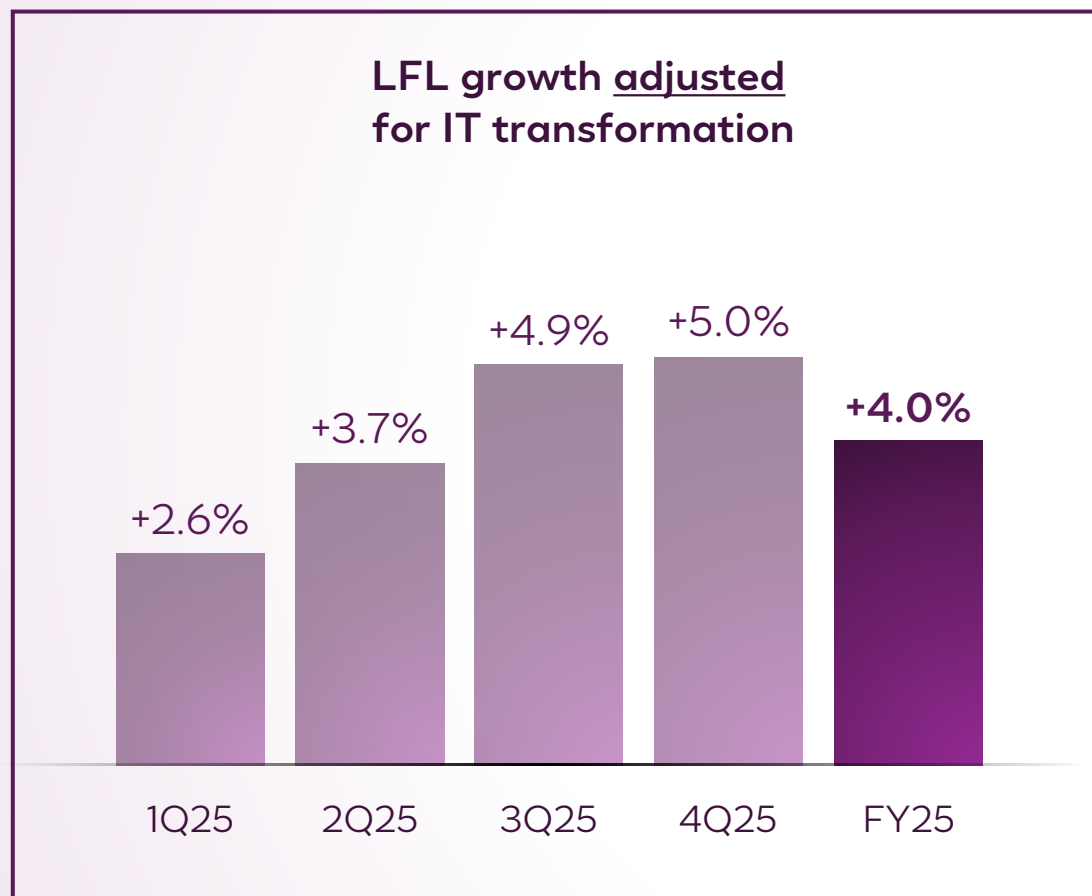
## 2025 Consolidated sales | Solid like-for-like growth



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## 2025 adjusted LFL growth | Sequentially accelerating





## IT Transformation | 60% completion by end 2026



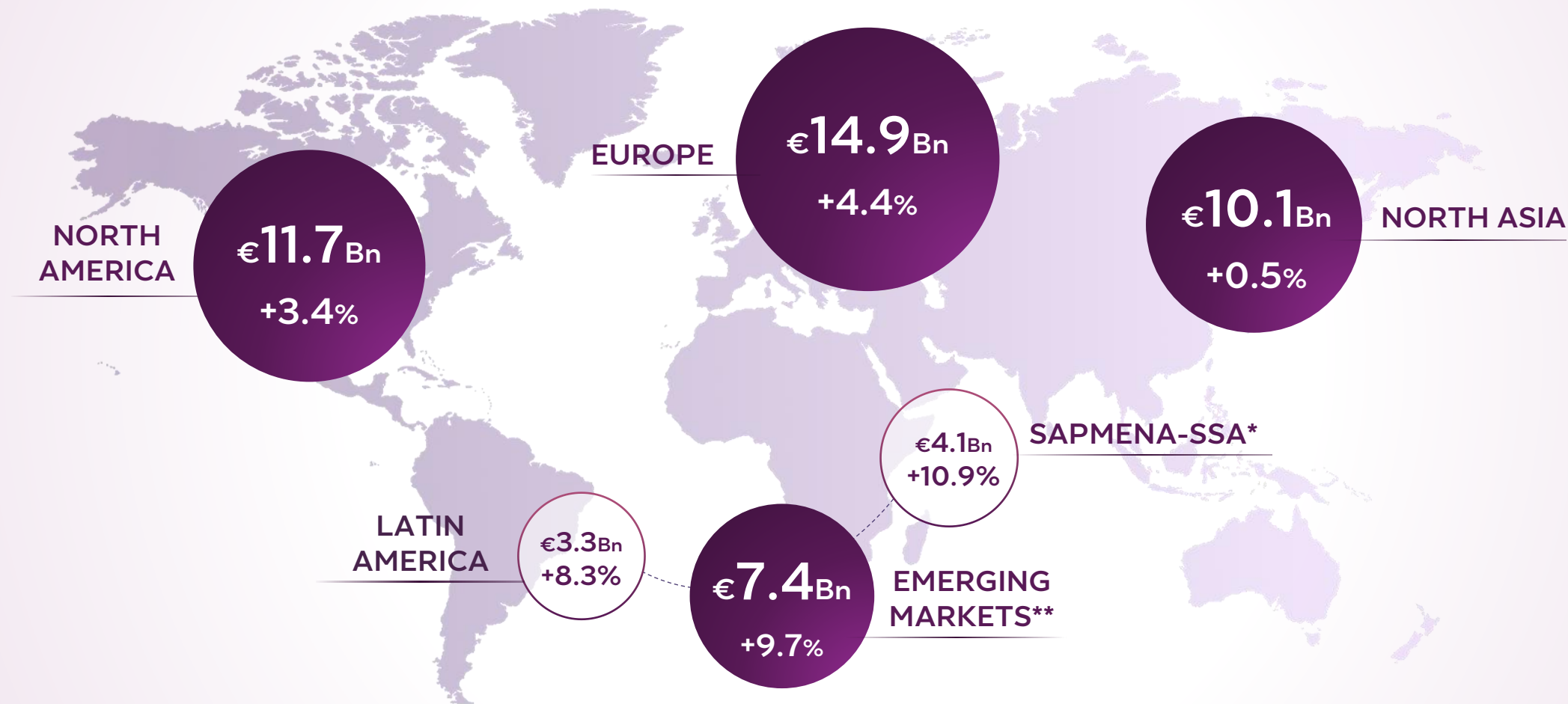
~30%\*  
BY END 2025

~60%\*  
BY END 2026





## 2025 Sales by region | All regions grew



All growth figures are on like-for-like basis

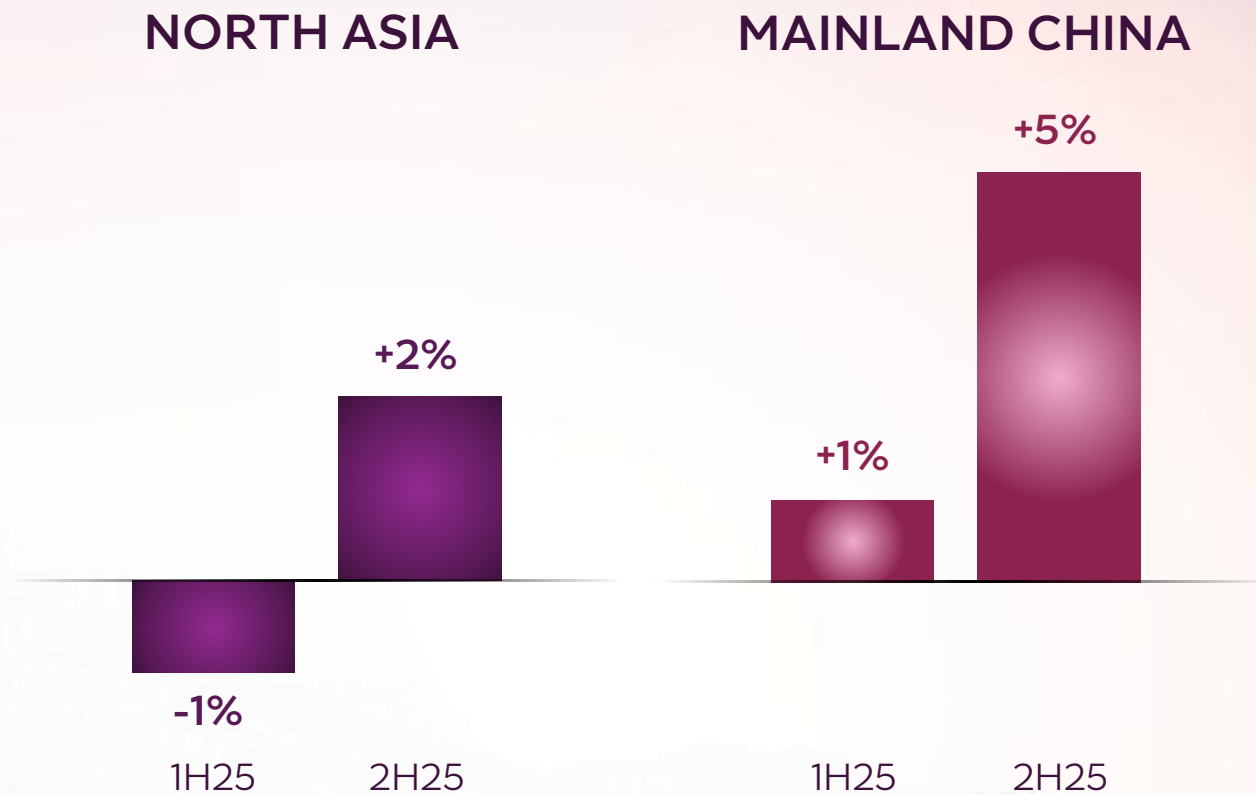
\* South Asia Pacific, Middle-East, North Africa - Sub-Saharan Africa

\*\* Emerging Markets combine Latin America and SAPMENA-SSA

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## North Asia | Mainland China accelerated strongly



All growth figures are on like-for-like basis

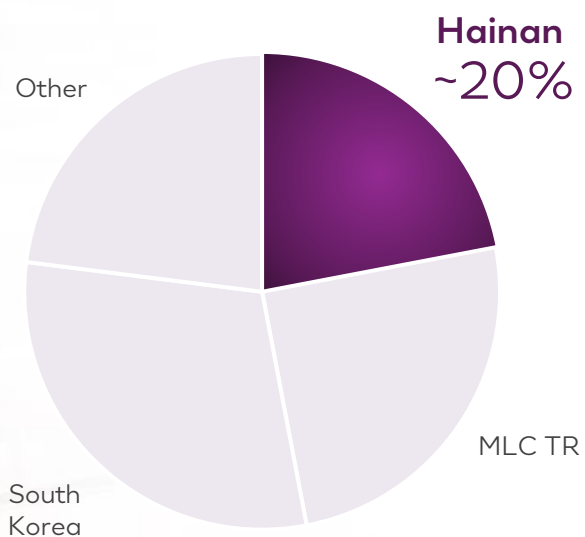
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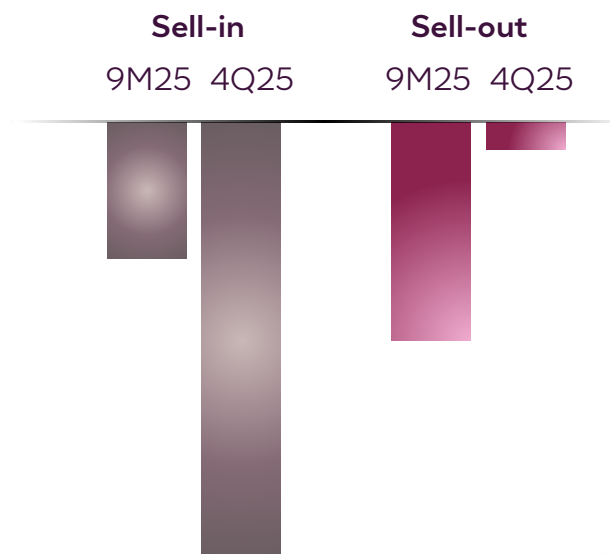
## North Asia | Travel Retail still under pressure

### TRAVEL RETAIL ASIA

#### Market\* Breakdown



#### L'Oréal growth



**WOB\*\*  
for L'Oréal  
<4% of sales**

**L'Oréal  
Market Share\*\*\*  
+260bps**

\* Market in sell-out  
\*\* Weight of business  
\*\*\* Socrates Est FY 2025 (sell-out)

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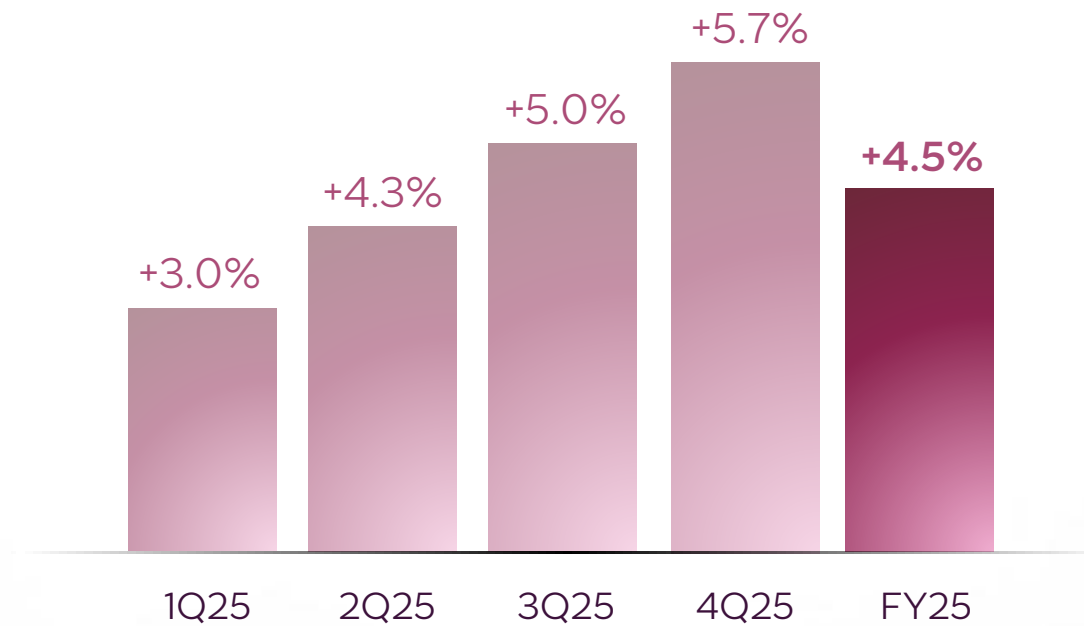






## Excluding Travel Retail Asia | Steady acceleration in LFL growth

LFL growth adjusted  
for IT transformation excl. TR Asia



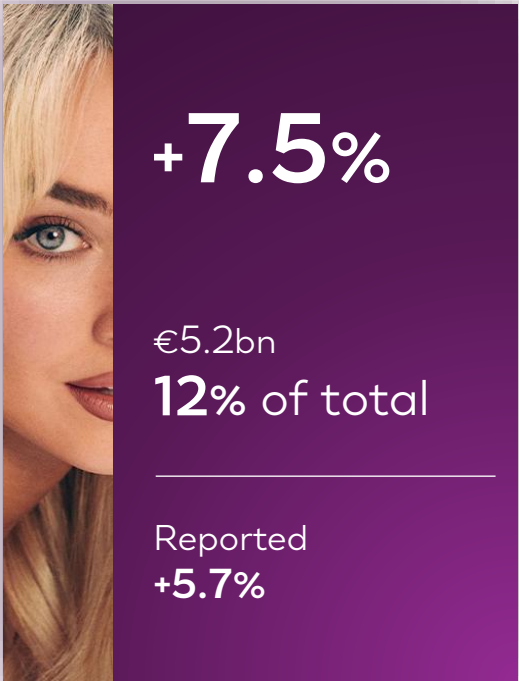
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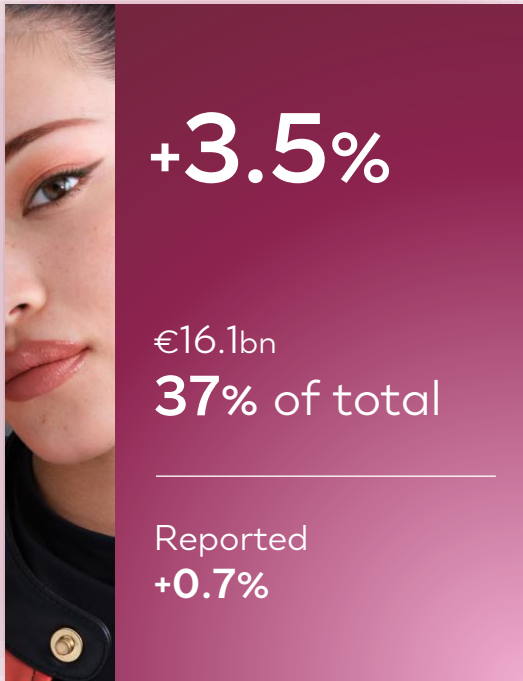


2025 Sales by division | All divisions grew

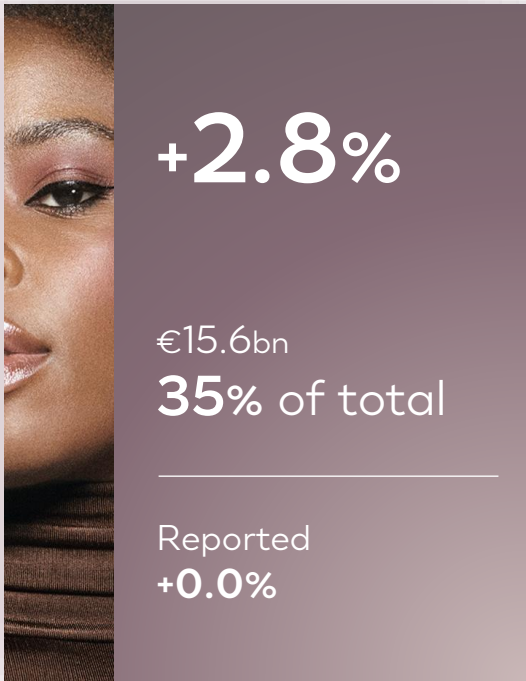
Professional Products



Consumer Products



L'Oréal Luxe



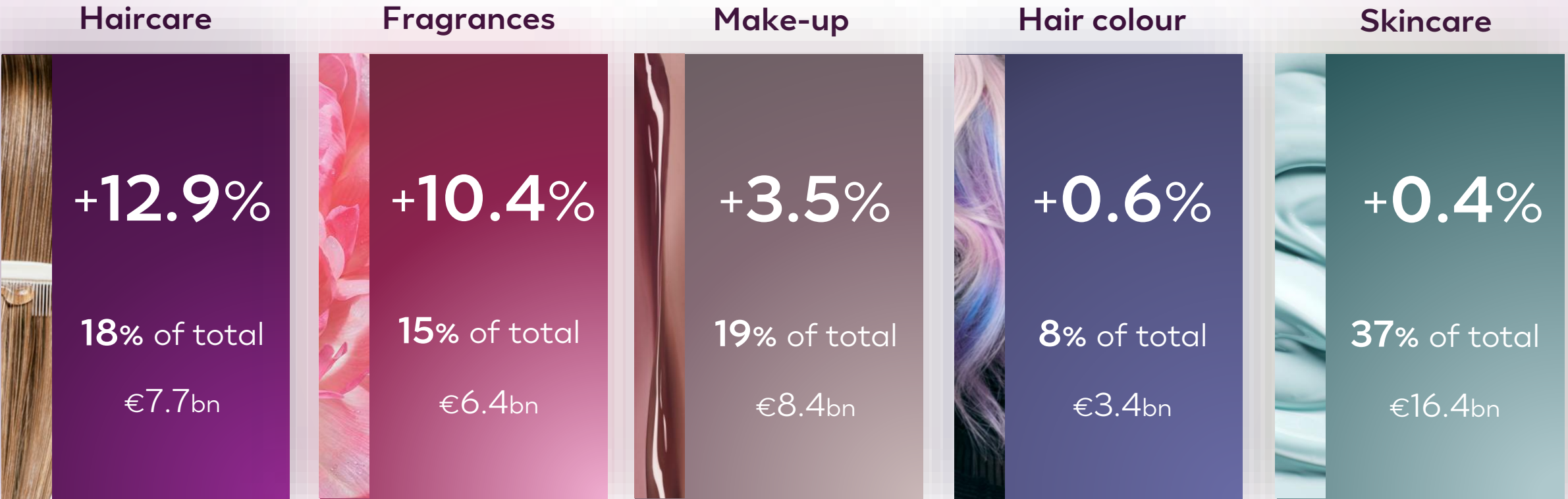
L'Oréal Dermatological Beauty







2025 Sales by category | All categories grew



2025 Like-for-like growth  
Note: Sum of percentages may not equal 100% - only main categories displayed



**E-commerce** | Becoming ever more important

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

**GROUP**

**EMERGING MARKETS**

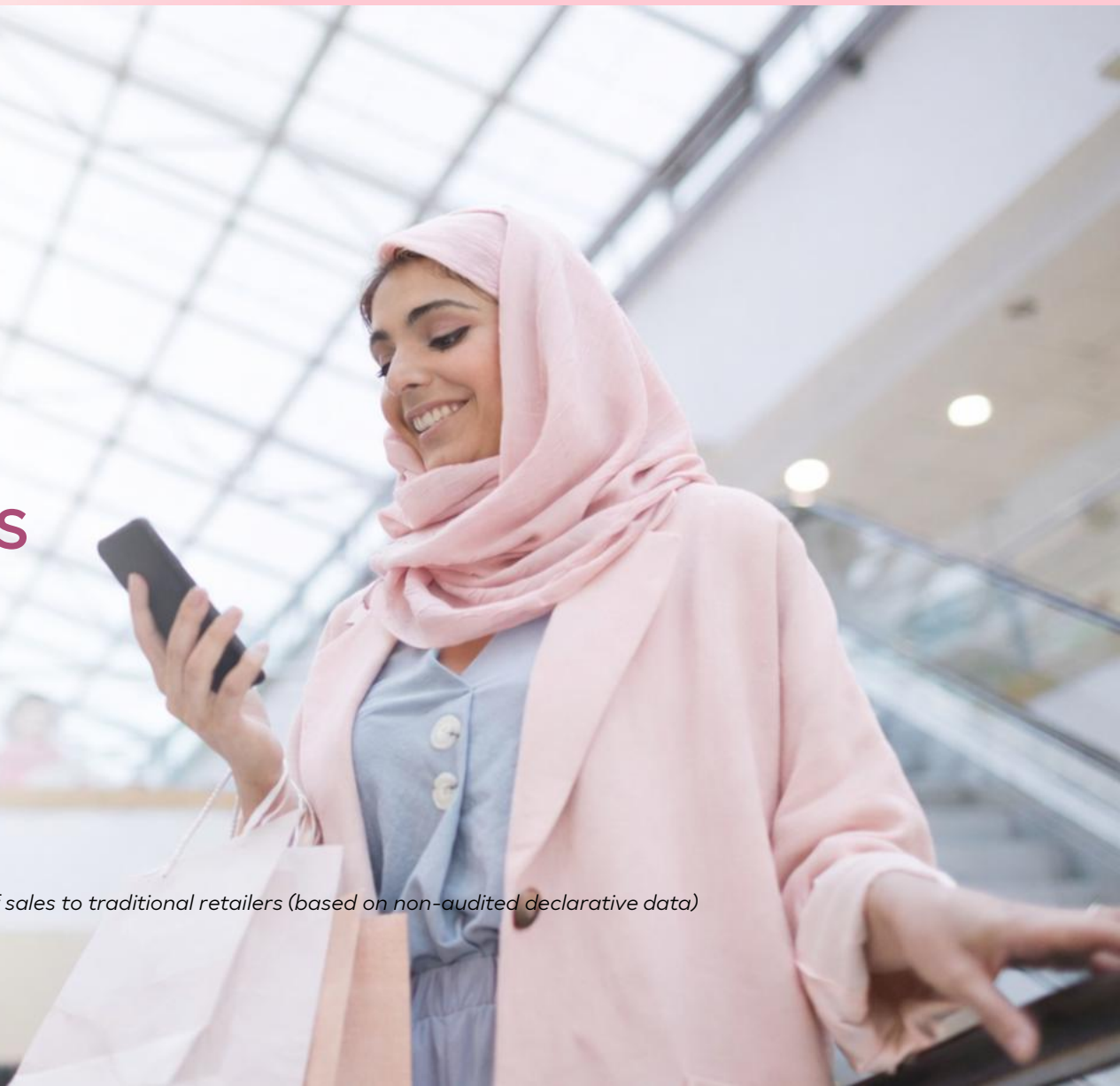
**+200bps\*\***

**+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*
<b>Sales</b>	<b>43 486.8</b>	<b>100.0%</b>	<b>44 052.0</b>	<b>100.0%</b>	<b>+1.3%</b>
Cost of sales	-11 227.0	25.8%	-11 313.4	25.7%	-10bps
<b>Gross profit</b>	<b>32 259.8</b>	<b>74.2%</b>	<b>32 738.6</b>	<b>74.3%</b>	<b>+10bps</b>
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
<b>Operating profit</b>	<b>8 687.5</b>	<b>20.0%</b>	<b>8 891.9</b>	<b>20.2%</b>	<b>+20bps</b>

\* 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%	-
<b>Total before non-allocated expenses*</b>	<b>22.5%</b>	<b>22.7%</b>	<b>+20bps</b>
Non-allocated expenses	-2.5%	-2.5%	
<b>Group</b>	<b>20.0%</b>	<b>20.2%</b>	<b>+20bps</b>

\* 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
<b>Operating profit</b>	<b>8 687.5</b>	<b>8 891.9</b>	<b>+2.4%</b>
Financial revenues/expenses before dividends received	-264.5	-236.1	
Dividends received	447.6	351.4	
<b>Profit before tax and associates, excluding non-recurring items</b>	<b>8 870.6</b>	<b>9 007.7</b>	<b>+1.5%</b>
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	
<b>Net profit excl. non-recurring items, attributable to owners of the company</b>	<b>6 786.3</b>	<b>6 806.4</b>	
<b>Earnings per share (in euros)*</b>	<b>12.66</b>	<b>12.71</b>	<b>+0.4%</b>
Diluted average number of shares	536 078 431	535 366 634	

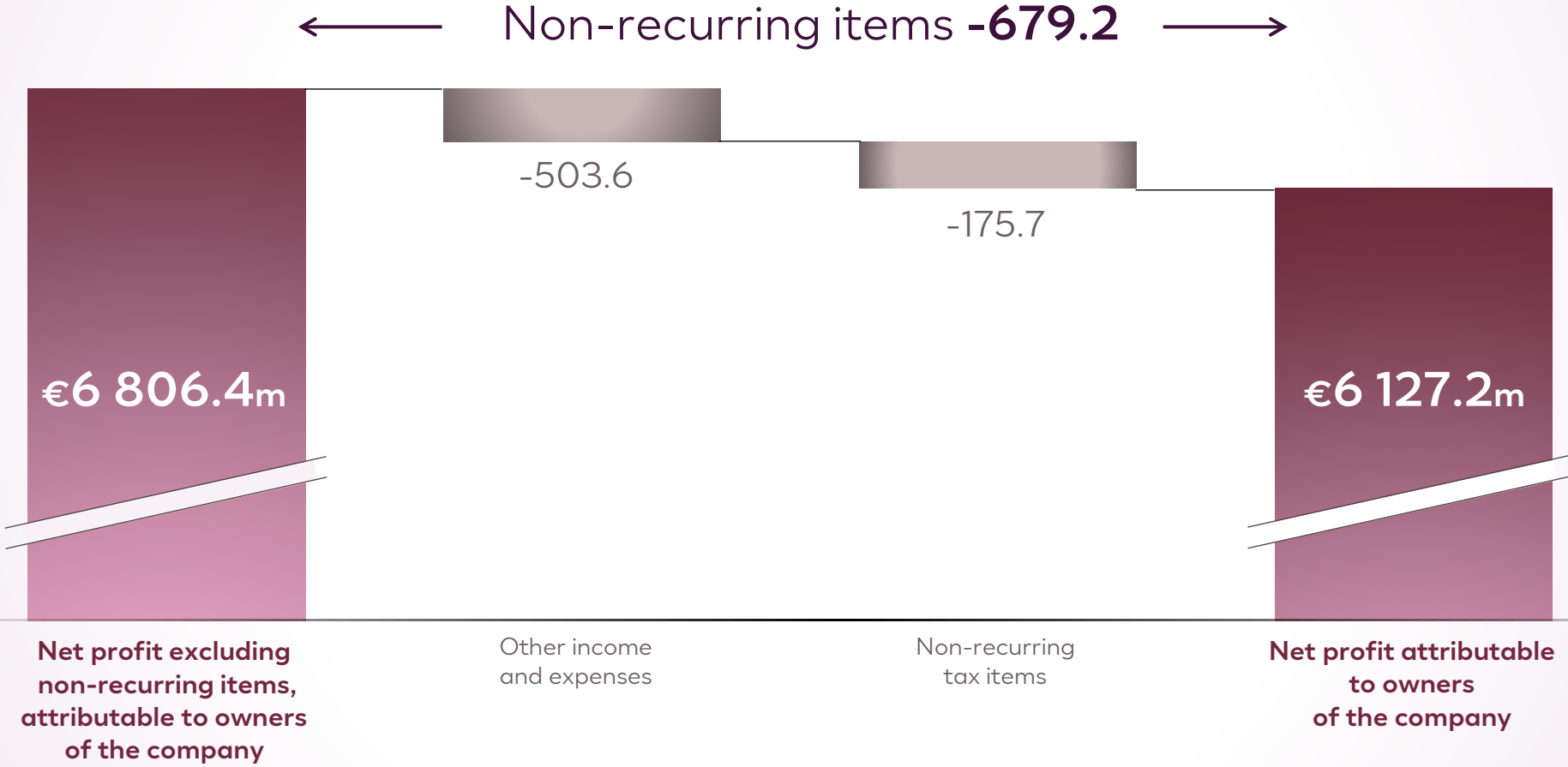
\* Diluted earnings per share attributable to owners of the company, excluding non-recurring items

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# Profit and loss account

From net profit excluding non-recurring items to net profit







## Cash flow statement | Operating net cash flow +7.8%

(in million euros)

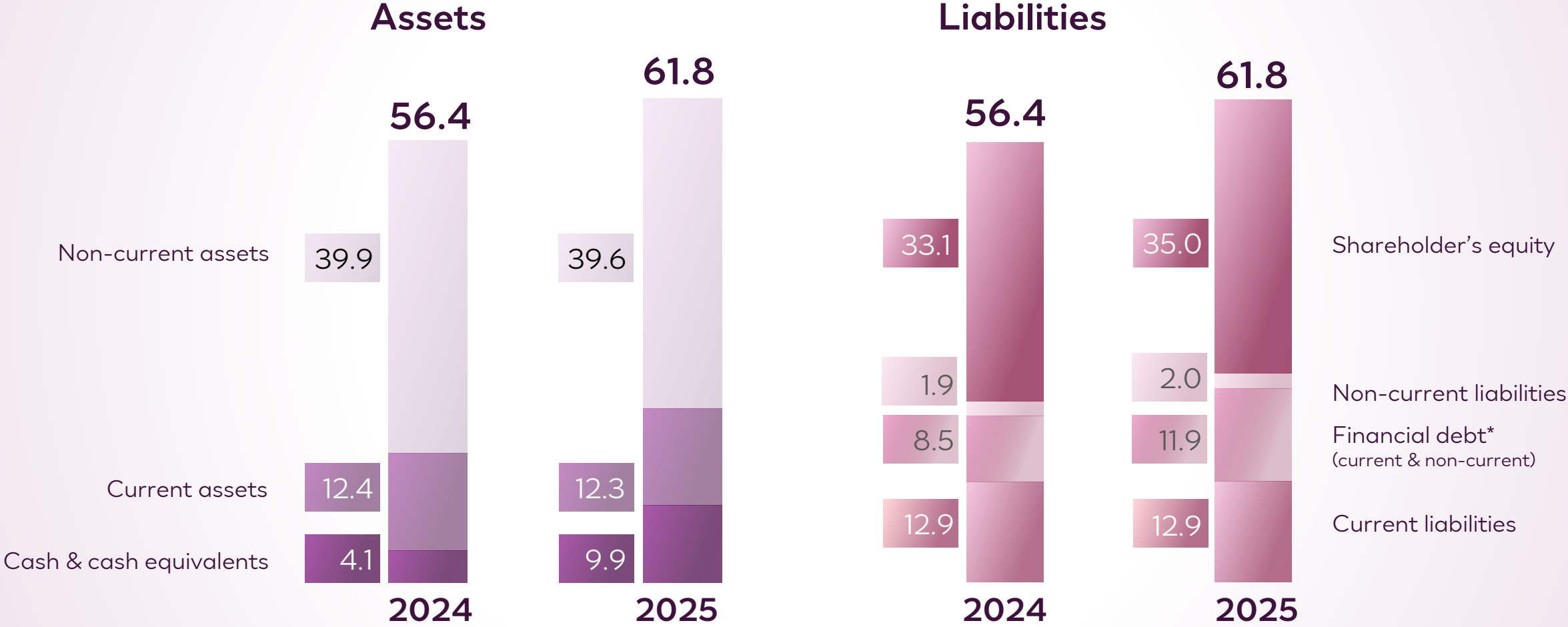
	2024	2025	% Change
Net profit	6 416.5	6 133.7	-4.4%
Depreciation, amortisation and provisions	1 855.3	1 817.4	
Capital gains / losses on disposals of assets, changes in deferred taxes, other	+238.0	+371.7	
Share of profit in associates, net of dividends received	+2.9	+6.7	
<b>Cash flow</b>	<b>8 512.6</b>	<b>8 329.5</b>	<b>-2.2%</b>
Changes in working capital	-226.6	327.4	
Investments	-1 641.7	-1 495.3	
<b>Operating net cash flow</b>	<b>6 644.3</b>	<b>7 161.6</b>	<b>+7.8%</b>
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	
<b>Residual cash flow</b>	<b>51.4</b>	<b>2 427.0</b>	

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# Balance sheet | A robust financial position

(in billion euros, as of 31 December)

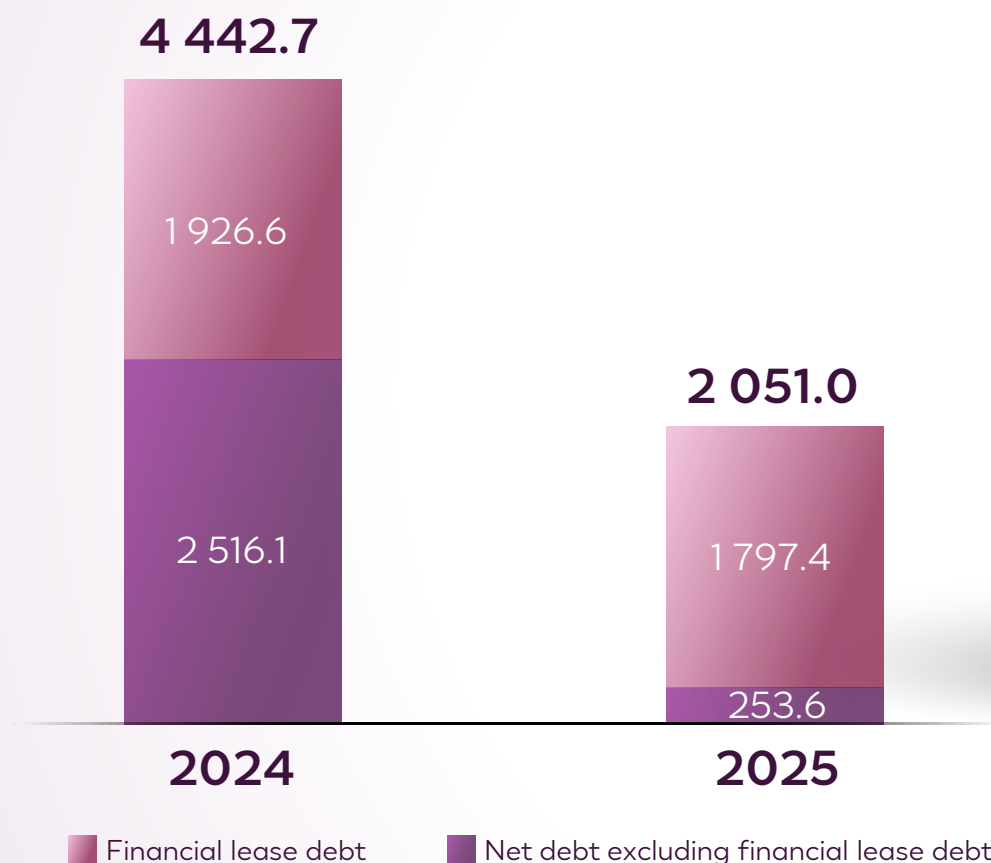


\* Of which €1 797m due to financial lease debt at the end of December 2025 (IFRS 16) and of €1 927m at the end of December 2024

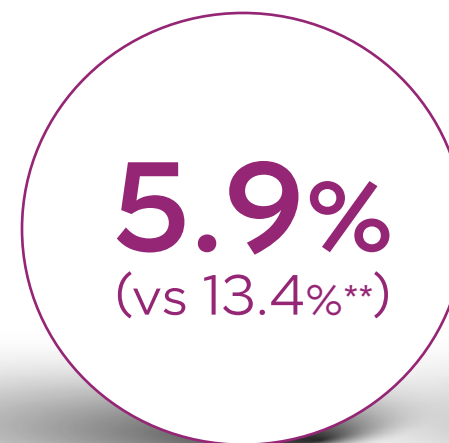


## Net debt | A healthy financial situation

(in million euros, as of 31 December)



### 2025 Gearing\*



### 2025 Leverage

(net debt/EBITDA)



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

\*\* Versus 2024

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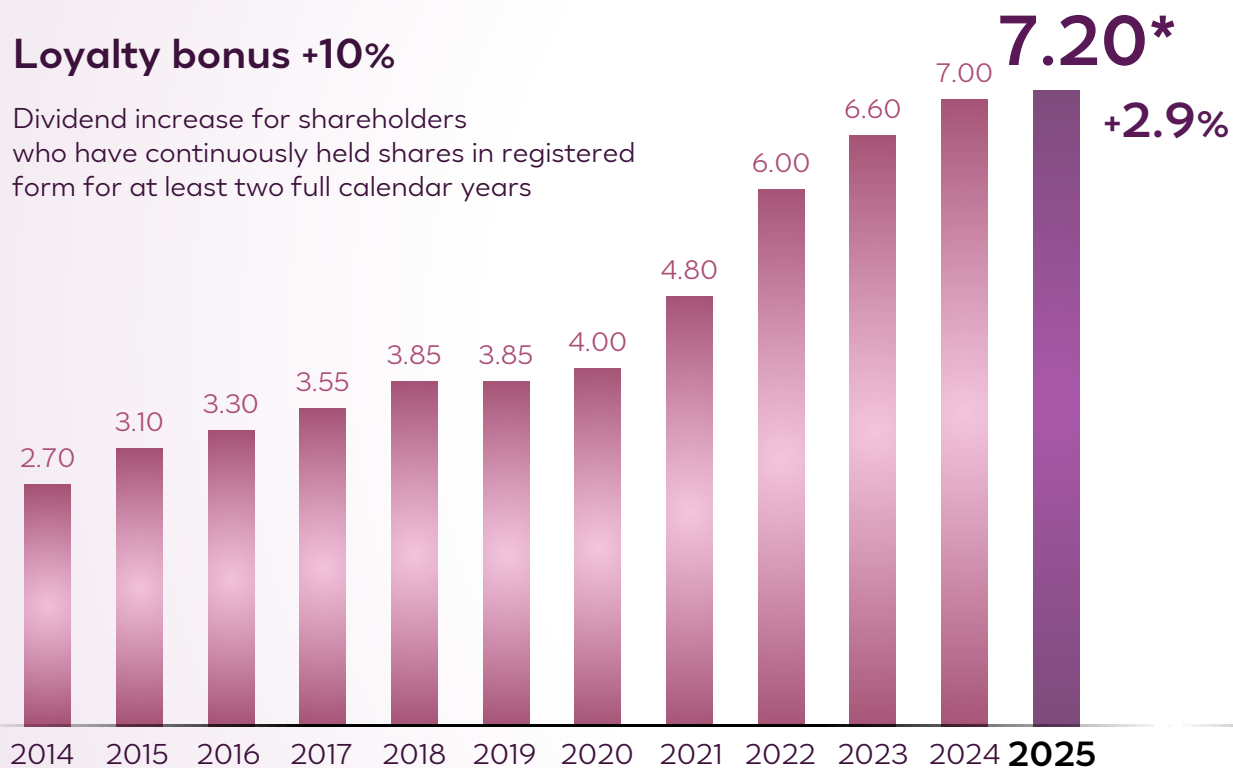


## Dividend and payout ratio | Another step-up in 2025

### 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 10<sup>th</sup> year in a row*



*Score 16.6 - Low Risk*



*For the 14<sup>th</sup> year in a row*

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### Employer attractiveness



*In the Top 10 most attractive employers for business school graduates*

### Ethical and social



*For the 16<sup>th</sup> time*



*In the Top 20*



**TOP 10 COMPANIES 2025**  
**FTSE Diversity & Inclusion Index**  
*Ranking 4<sup>th</sup>*



THANK  
YOU



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# APPENDIX

## Avertissement / Disclaimer

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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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