



ANNUAL RESULTS 2025

L'ORÉAL

Consumer Products

13 FEBRUARY 2026

Fabrice MEGARBANE
President - Consumer Products



L'ORÉAL
CONSUMER PRODUCTS

+3.5%



SEQUENTIAL ACCELERATION WITH A STRONG FINISH

+2.3%



Q1 2025

+3.3%



Q2 2025

+3.8%



Q3 2025

+4.8%

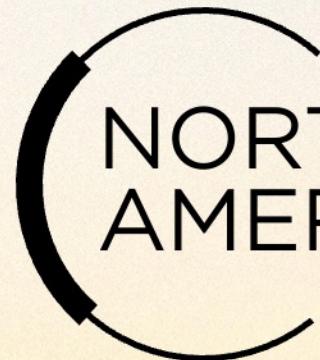


Q4 2025



GLOBAL APPETITE FOR MASS BEAUTY REMAINS HIGH



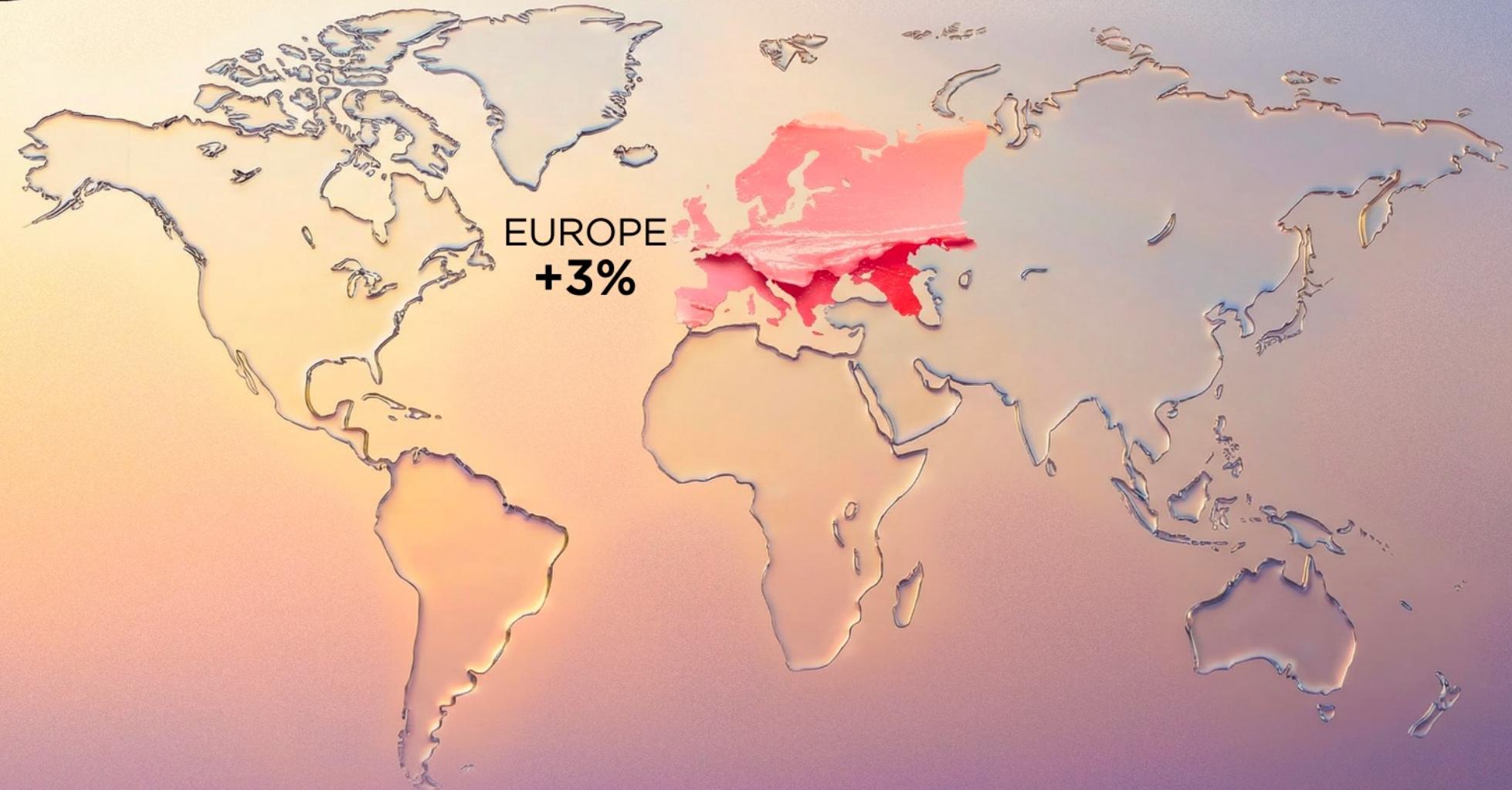


SPECTACULAR TURNAROUND





EUROPE SOLID & RESILIENT GROWTH



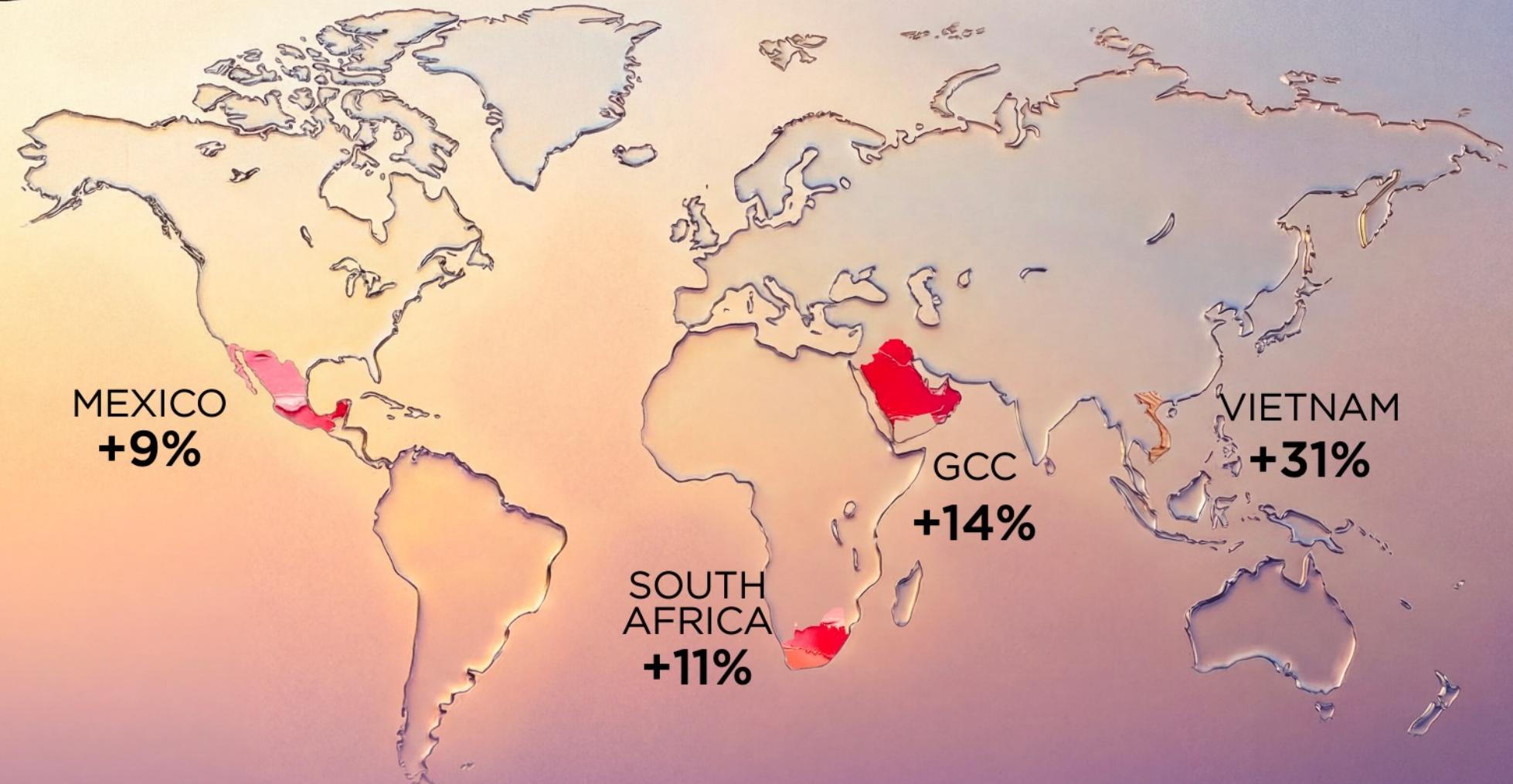


>40% OF TOTAL GROWTH



EMERGING MARKETS

>40% OF TOTAL GROWTH





CHINA

L'ORÉAL
PARIS

#1 BRAND



UNIQUE & COMPLEMENTARY
PORTFOLIO

L'ORÉAL
PARIS

GARNIER

MAYBELLINE
NEW YORK

NYX
PROFESSIONAL MAKEUP

Mixa
SENSITIVE SKIN EXPERT



Dr.G essie THAYERS





L'ORÉAL
PARIS

MID SINGLE-DIGIT
GROWTH



#1 BEAUTY
BRAND IN
THE WORLD





GARNIER

NATURAL HIGH-TECH
& FEEL-GOOD BRAND



LOW SINGLE-DIGIT
GROWTH



MAYBELLINE
NEW YORK

#1 MAKEUP BRAND
IN THE WORLD





STARRING
**PARIS HILTON
& SAWEETIE**

NYX
PROFESSIONAL MAKEUP

BRAND OF
ENTERTAINMENT

IF YOU NYX YOU KNOW



HIGH SINGLE-DIGIT
GROWTH



2025 CPD like-for-like sales growth



EUROPEAN
MASS MEDICAL
CHAMPION





EUROPEAN
MASS MEDICAL
CHAMPION

+27%





#1 K-MAKEUP
BRAND IN
THE WORLD



#1 K-MAKEUP
BRAND IN
THE WORLD

+10%

2025 CPD like-for-like sales growth



STRONG Q4
IN SELL-OUT

$\simeq +4\%$



TOTAL MASS MARKET *

+5.7%



L'ORÉAL CONSUMER
PRODUCTS

C1 - Internal use



HAIR CARE
Q4 RESULTS

+13%





DOUBLE-DIGIT
GROWTH

C1 - Internal use



Q4 U.S. MAKEUP MARKET STIMULATOR



9M

Q4

 TOTAL
MASS MARKET

 L'ORÉAL
CONSUMER PRODUCTS



2025 KEY MILESTONES ACROSS EMERGING



2025 KEY MILESTONES ACROSS EMERGING



CPD sales growth LFL, CPD Omnichannel, CPD consolidated panel (NielsenIQ, Circana)

2025 KEY MILESTONES ACROSS EMERGING



A close-up photograph of a woman with long, blonde hair and a bright red lip. She is wearing a shiny red jacket and is looking slightly to her left with a thoughtful expression. The background is a blurred image of a red brick building with arched windows.

2026 STRATEGIC LEVERS

1ST STRATEGIC LEVER
**EXCEPTIONAL BRAND PORTFOLIO
& RELEVANT INNOVATIONS**







INNOVATIONS FOR
DESIRABLE CATEGORIES

ALL
CATEGORIES



RECORD-BREAKING HAIRCARE



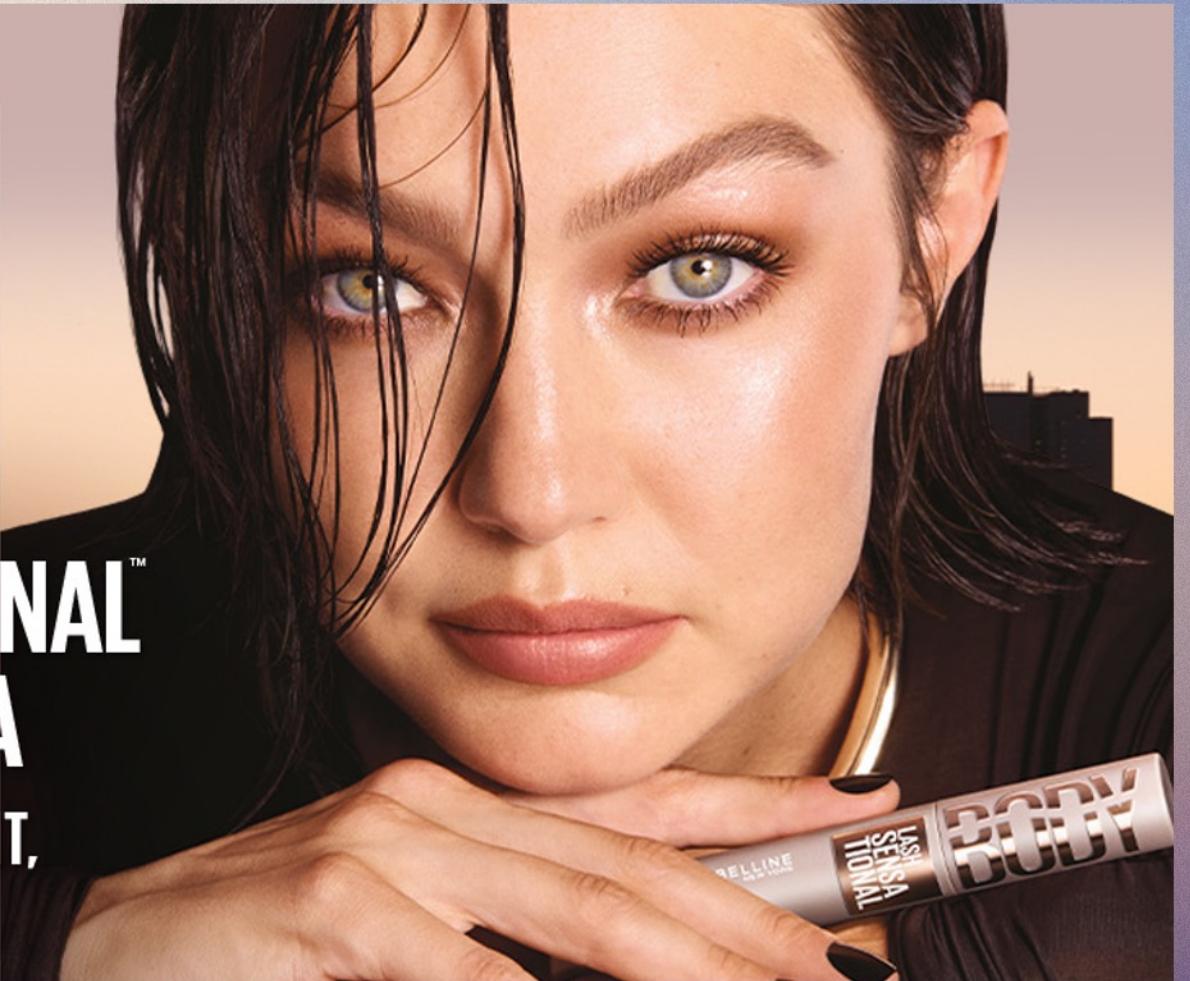


MAKEUP
LEADER





MAKEUP MARKET DISRUPTOR



C1 - Internal use



MAKEUP MARKET DISRUPTOR

A close-up portrait of Miley Cyrus with her signature blonde, wavy hair and bangs. She is wearing a black lace top and has a bold, reddish-pink lipstick on. A white, hand-drawn style signature 'Miley' is written across her shoulder. The background is a soft pink gradient. The Maybelline New York logo is in the bottom right corner. The text 'MAYBELLINE SERUM LIPSTICK' is prominently displayed in large, white, block letters across the bottom right of the image.

MAYBELLINE NEW YORK

MAYBELLINE SERUM LIPSTICK

© 1 - Internal use



MAKEUP MARKET DISRUPTOR

KENDALL JENNER



LASHES
SO EXTENDED,
THEY RISE +5MM
CLOSER TO BROWS.

YOU'RE WORTH IT.



L'ORÉAL
PARIS

EXTENSIONIST
NEW BROWN MASCARA

EXTENDED LENGTH, VOLUME AND CURL.

NOW
IN TRUE
BROWN SHADE



C1 - Internal use



MAKEUP MARKET DISRUPTOR

NYX PROFESSIONAL MAKEUP

jelly job

FULL-BODIED SHINE GLOSS
GLOSS BRILLANT REPULANT
0.25 fl. oz. / 7.5 mL

jelly job

FULL-BODIED SHINE GLOSS
GLOSS BRILLANT REPULANT
0.25 fl. oz. / 7.5 mL

Infused with peptide complex

Smooth precision applicator

Comfortable, moisturizing feel

Jell Yeah!

New!

NO FILLER. JUST JELLY!

FULL BODIED SHINE! JELLY VOLUME! JELLY SMOOTH!

IN 16 JELL-ICIOUS SHADES!

C1 - Internal use



MAKEUP MARKET DISRUPTOR



C1 - Internal use



SKINCARE ATTACK PLAN



L'ORÉAL
PARIS
ANTI AGING
PIONEER SCIENCE

MEGA BRAND



L'ORÉAL
PARIS
ANTI AGING
PIONEER SCIENCE

GLOBAL BRAND



GARNIER
UNISEX
GEN Z FOCUS

C1 - Internal use



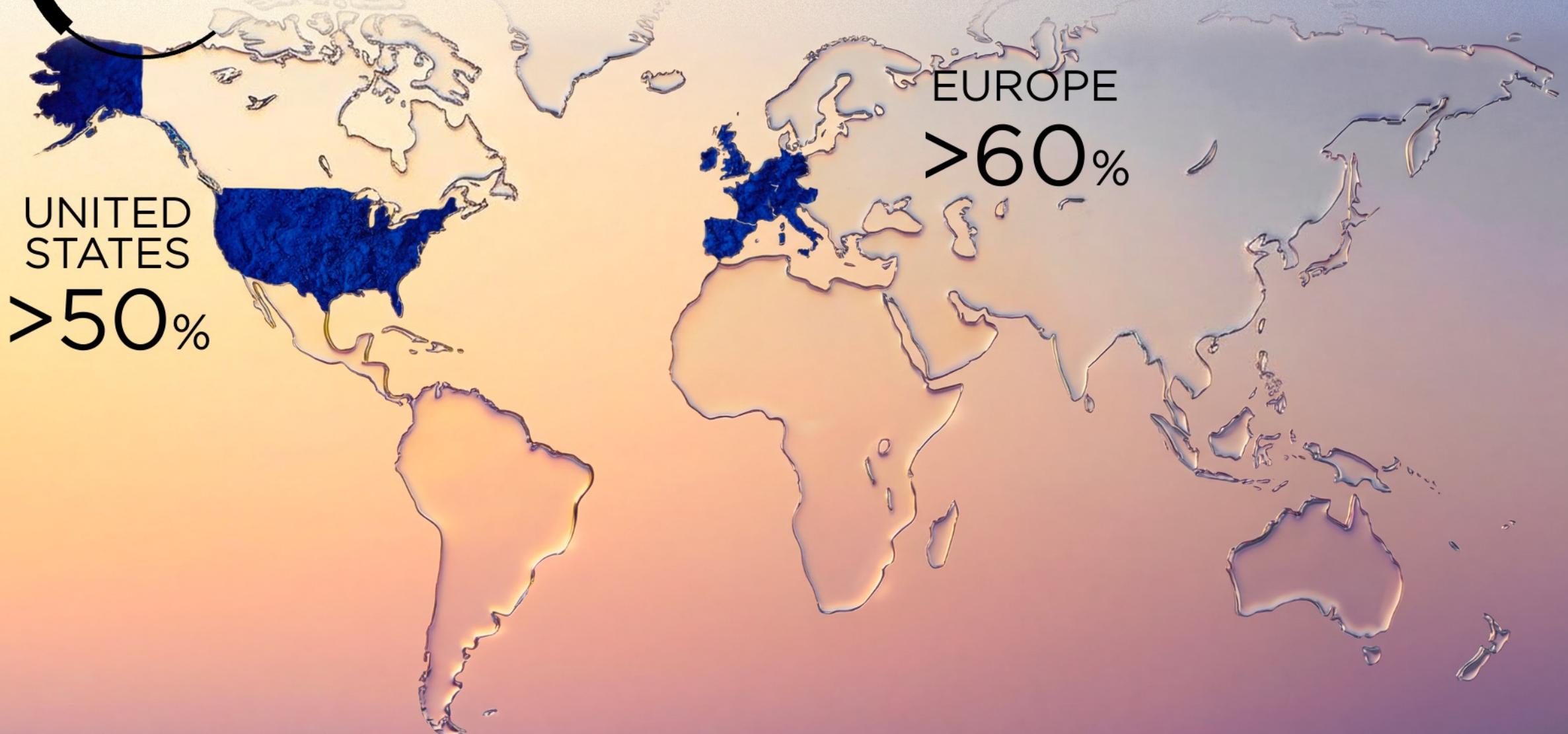
Mixa
SENSITIVE SKIN EXPERT

ALL TARGETS
MASS MEDICAL CHAMPIONS



2ND STRATEGIC LEVER
**UNIT GROWTH &
CONSUMER RECRUITMENT**

SIGNIFICANT PENETRATION IN EUROPE & THE U.S.





TARGET
ADDITIONS

ROOM TO GROW
IN CHINA





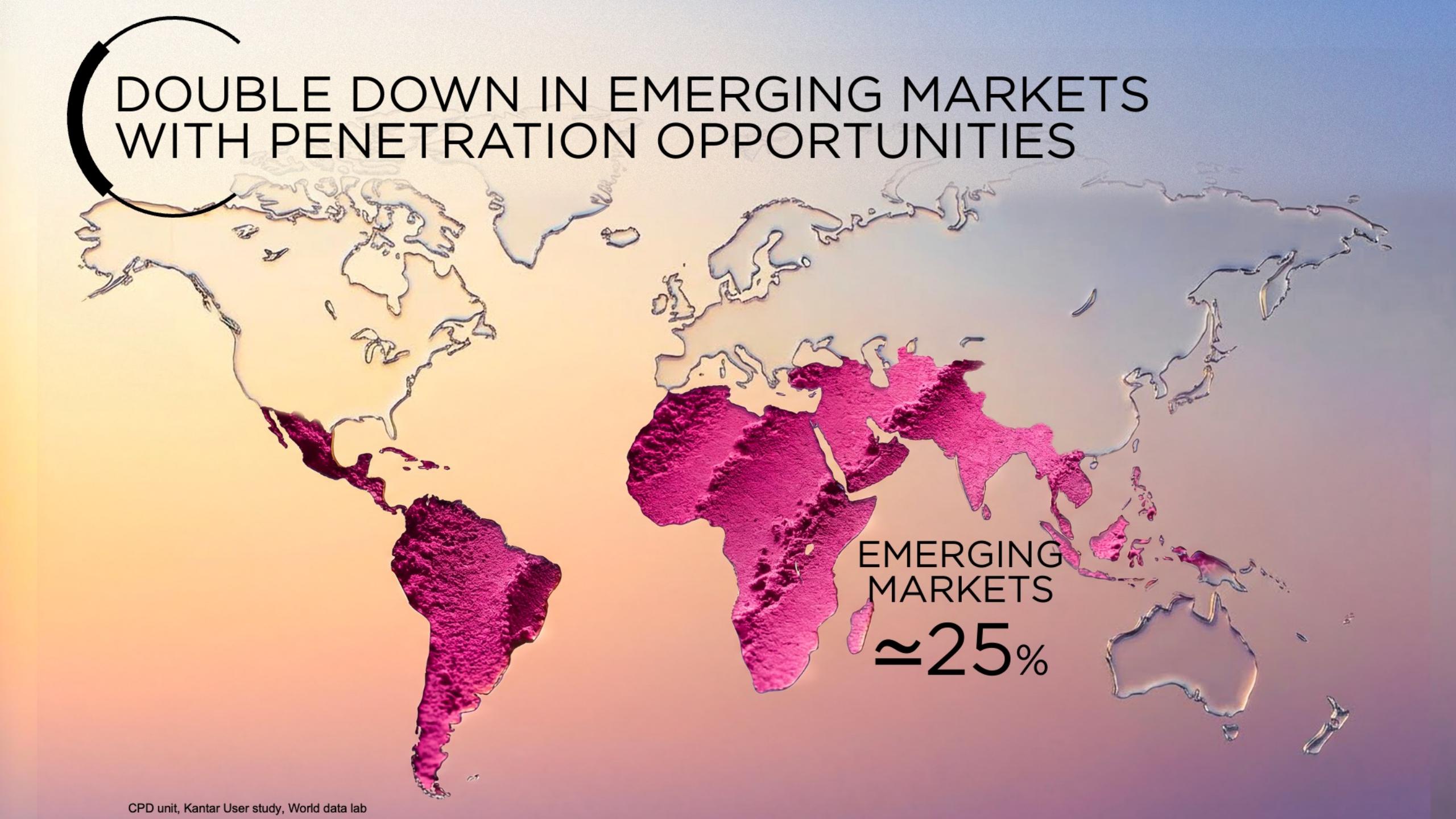
CHINESE ACCELERATION IN SKINCARE & HAIR CARE





CHINESE ACCELERATION ON E-PLATFORMS





DOUBLE DOWN IN EMERGING MARKETS WITH PENETRATION OPPORTUNITIES

EMERGING
MARKETS
 $\simeq 25\%$



EMERGING MARKETS OUR LARGEST RECRUITMENT RESERVOIR





EMERGING
MARKETS

YOUNGER
& DIGITALLY NATIVE
CONSUMERS



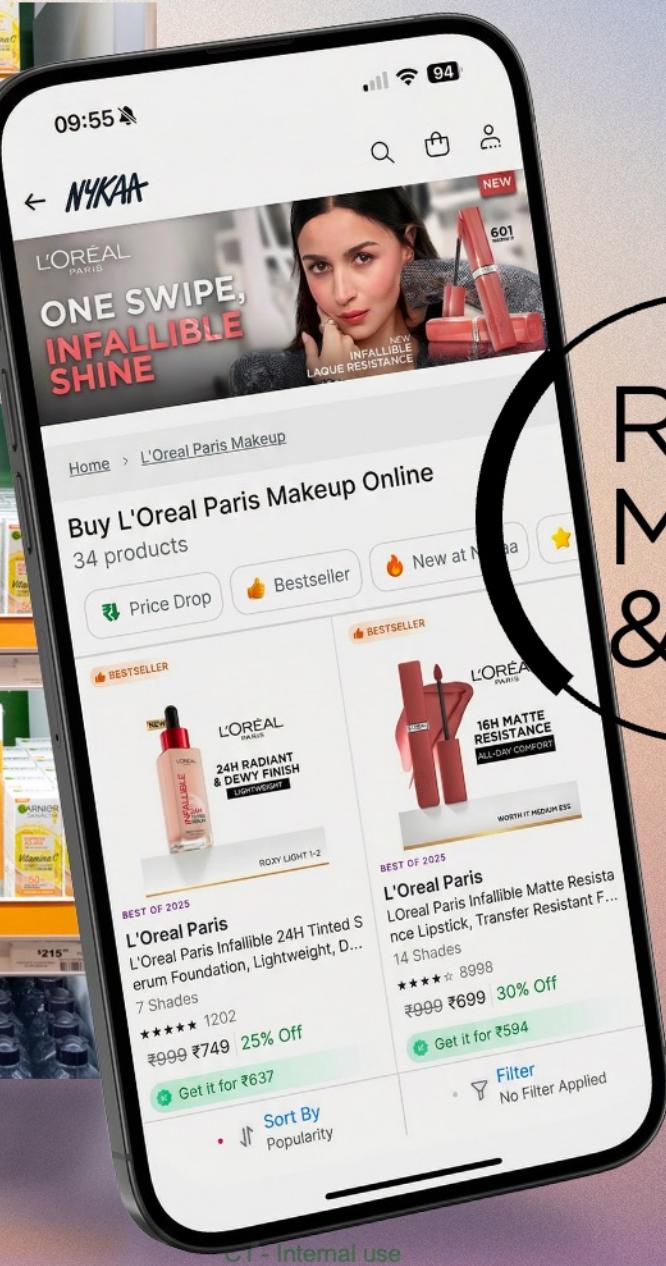
SCALING OUR GLOBAL BRANDS ACROSS EMERGING MARKETS





EXPANDING OUR K-BEAUTY STARS IN EMERGING MARKETS





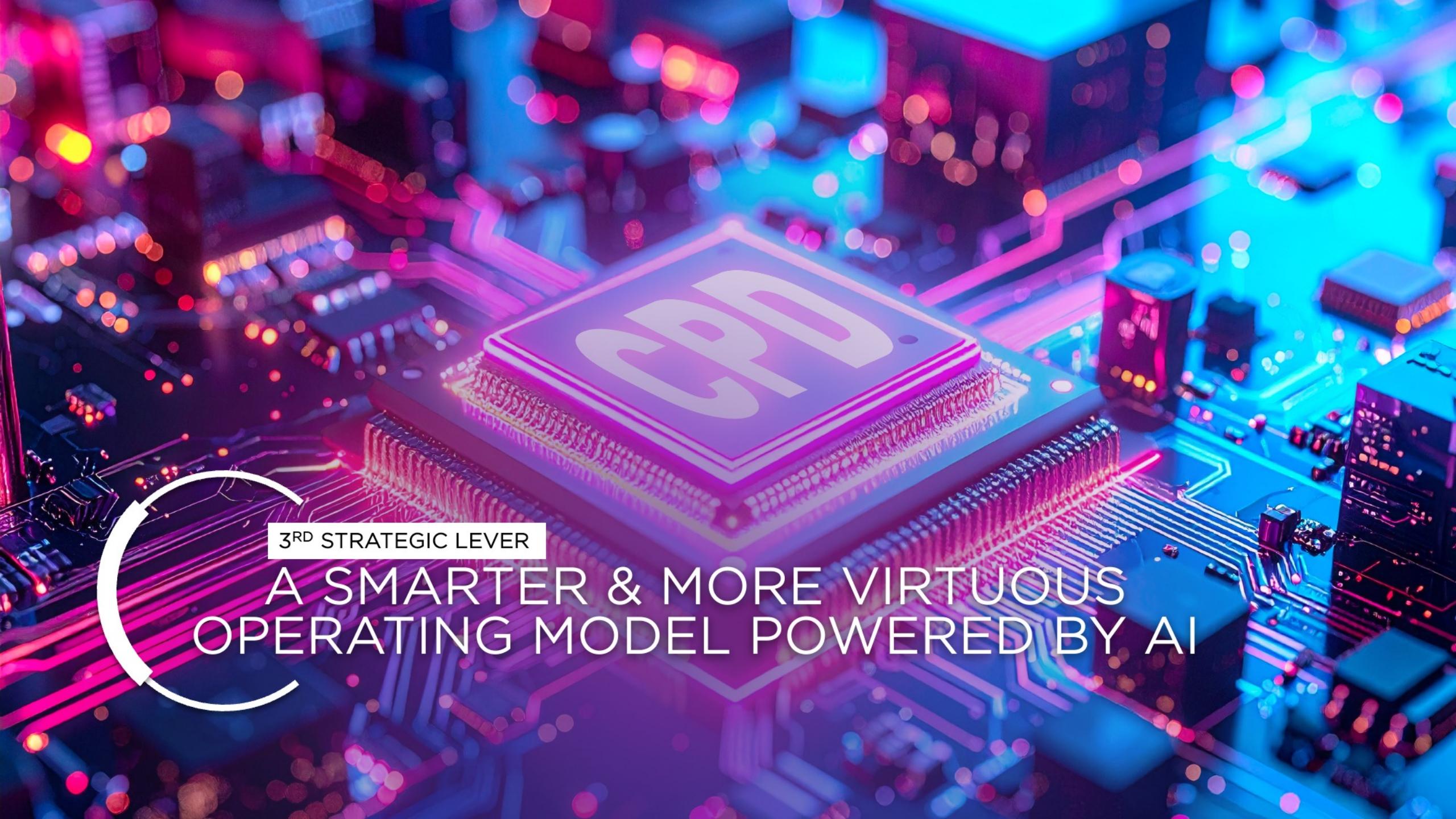
RISE OF MODERN TRADE & E-COMMERCE

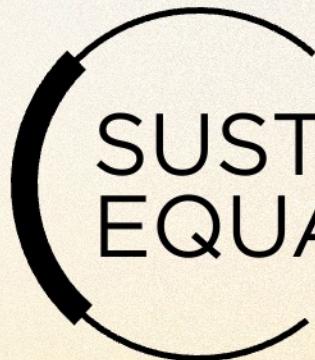




3RD STRATEGIC LEVER

A SMARTER & MORE VIRTUOUS
OPERATING MODEL POWERED BY AI





SUSTAINABLE GROWTH EQUATION



SCALE



RELEVANCE



PRECISE EXECUTION



OBSSESSION TO GROW IN UNITS
& TO VALORIZE

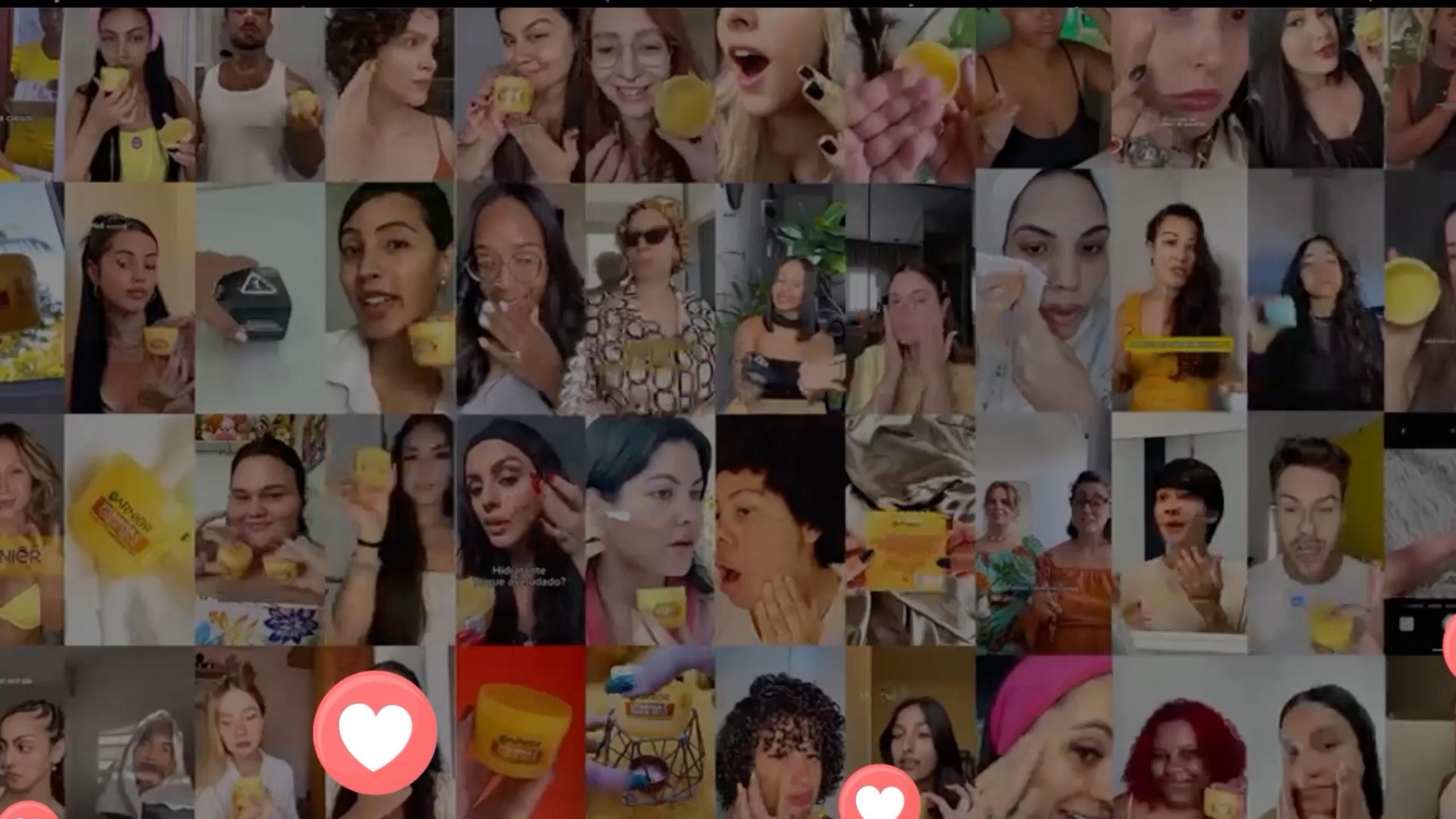


DEMOCRATIZE & PREMIUMIZE





REVENUE GROWTH MANAGEMENT





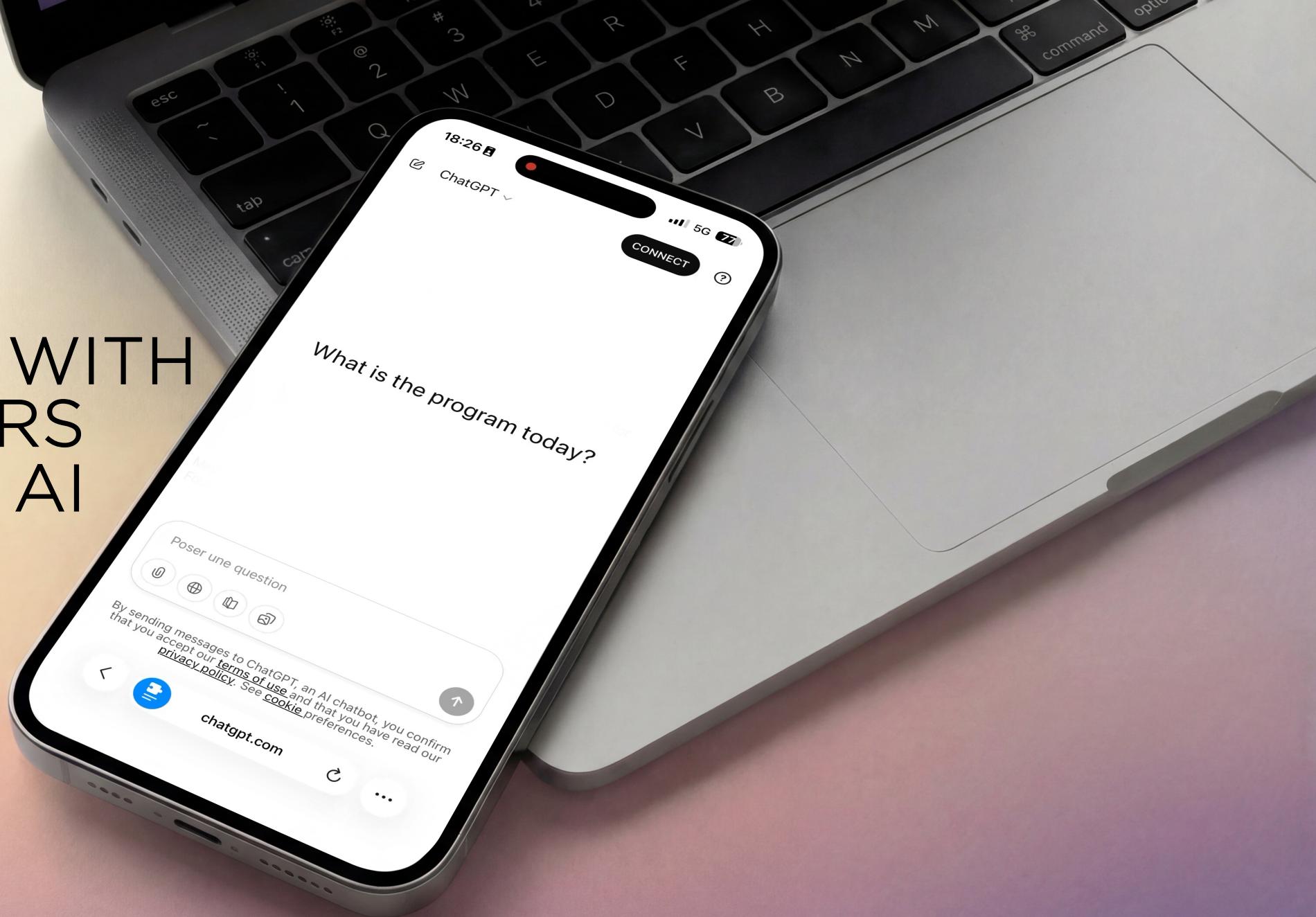
ADVOCACY & INFLUENCE

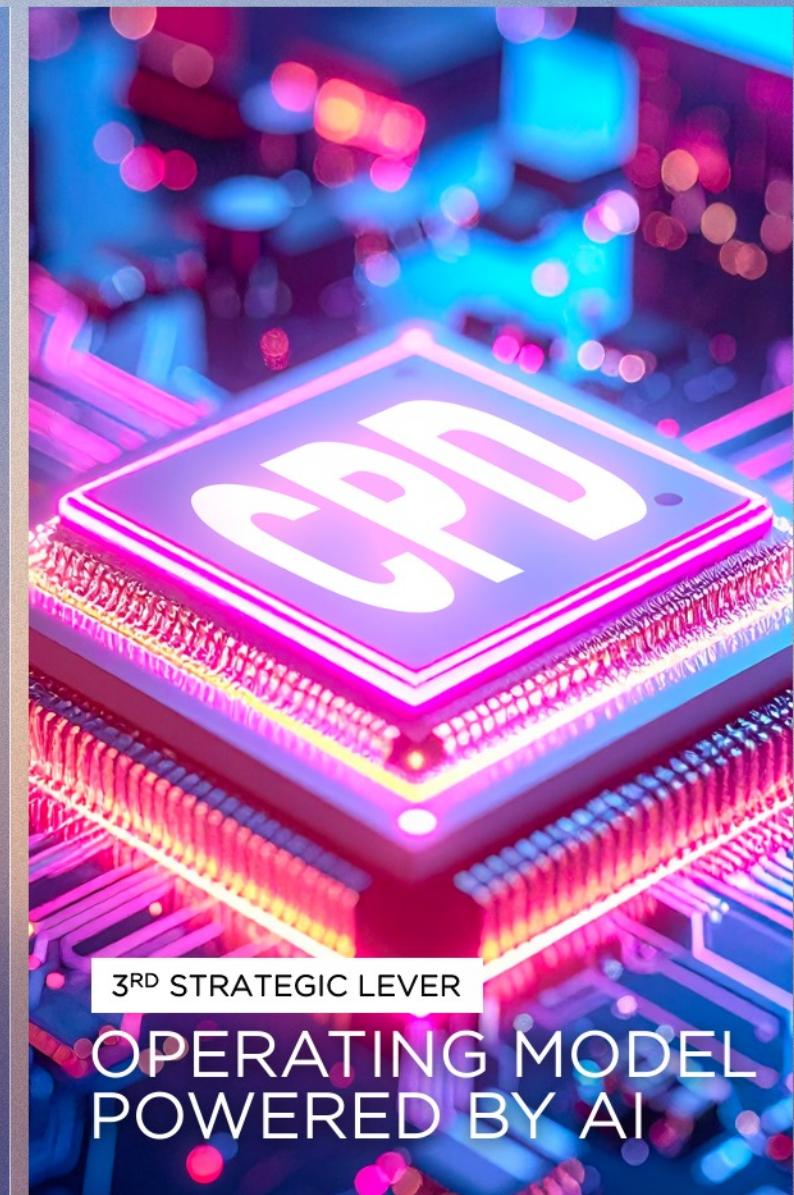
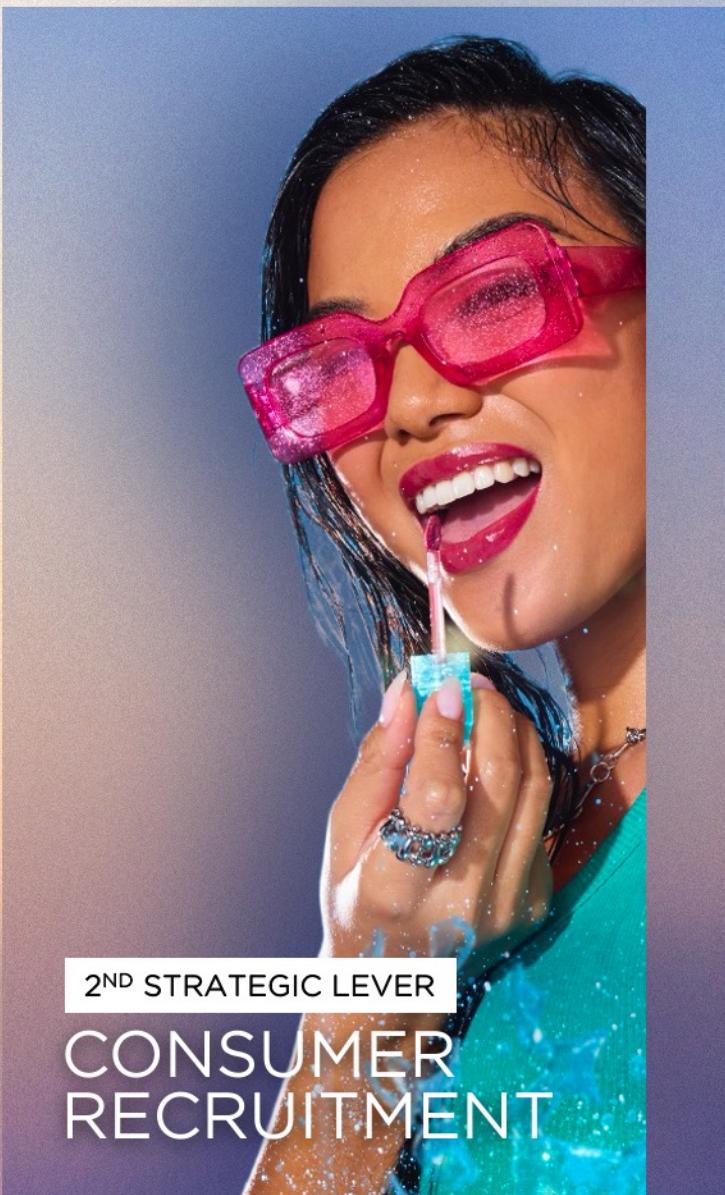
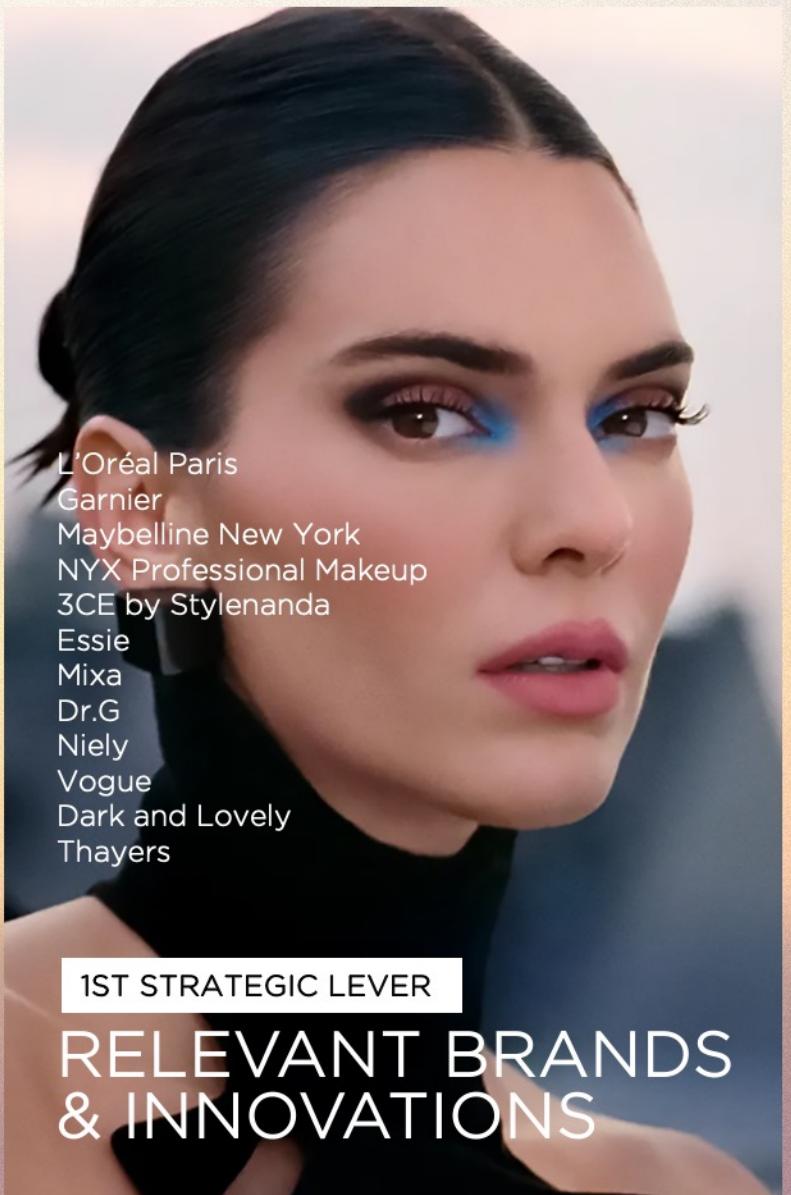


ASSVOCACYMAS
OCACYMASSVOC
MASSVOCACYMA
ASSVOCACYMAS
OCACYMASSVOC
MASSVOCACYMA



CONNECT WITH CONSUMERS THROUGH AI





WE'RE ALL WORTH IT





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