



ANNUAL RESULTS 2025

L'ORÉAL
Consumer Products

13 FEBRUARY 2026

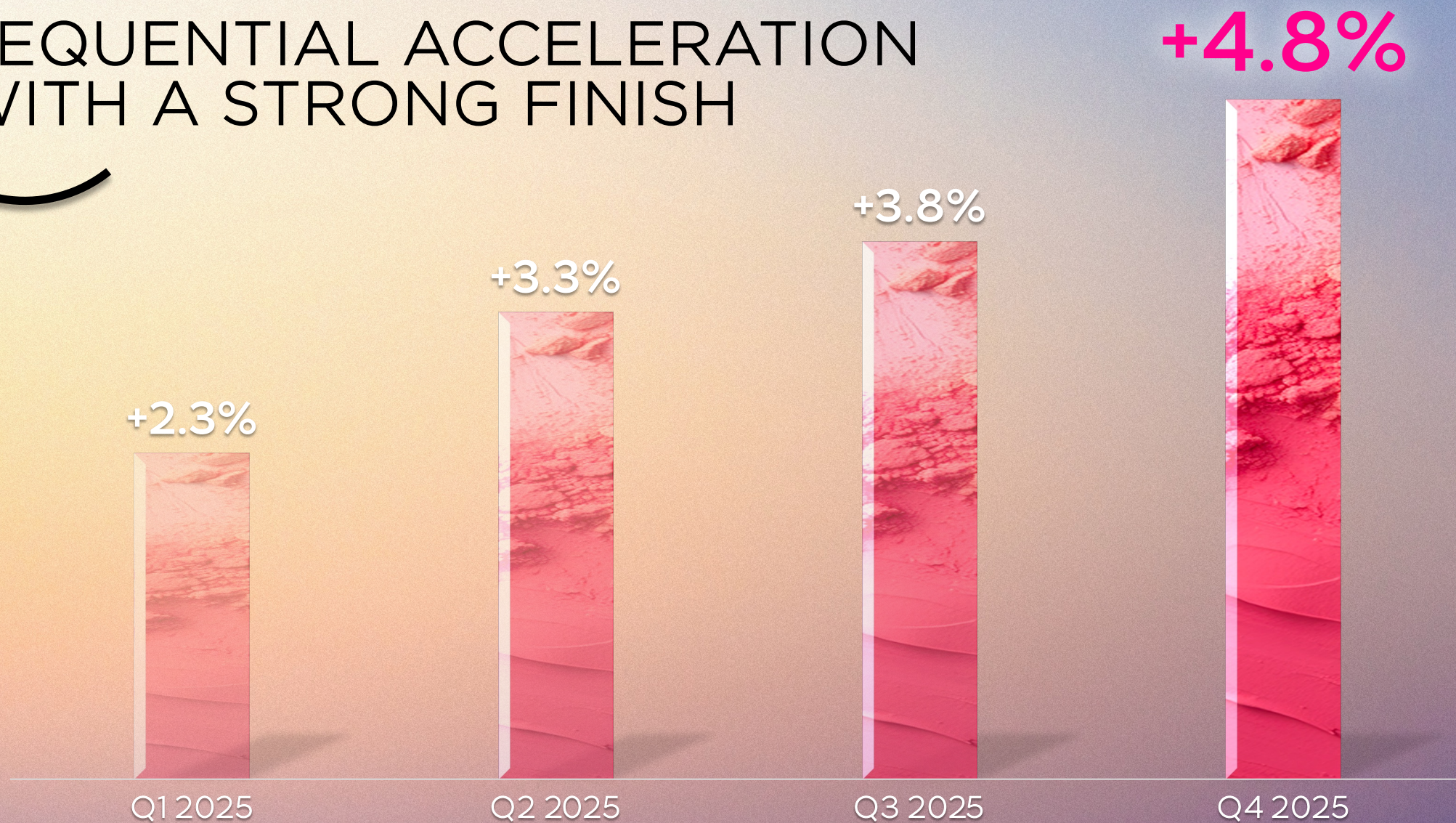
Fabrice MEGARBANE
President - Consumer Products



L'ORÉAL
CONSUMER PRODUCTS
+3.5%

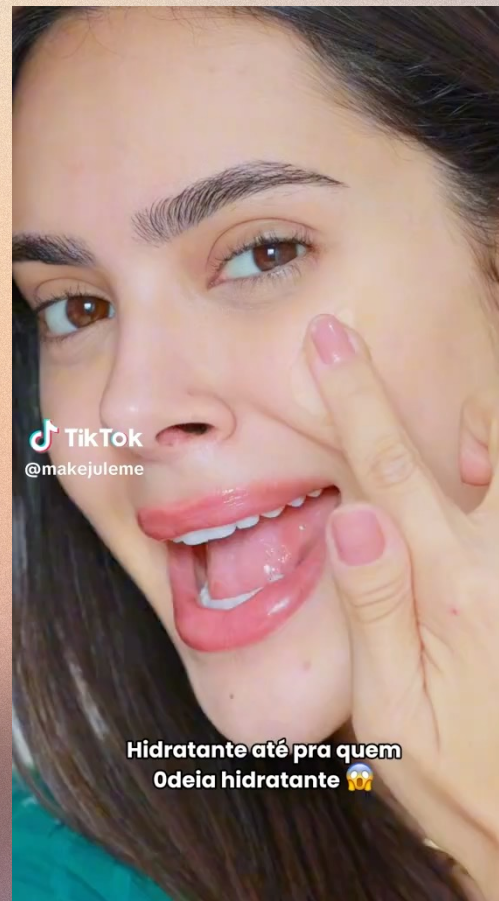
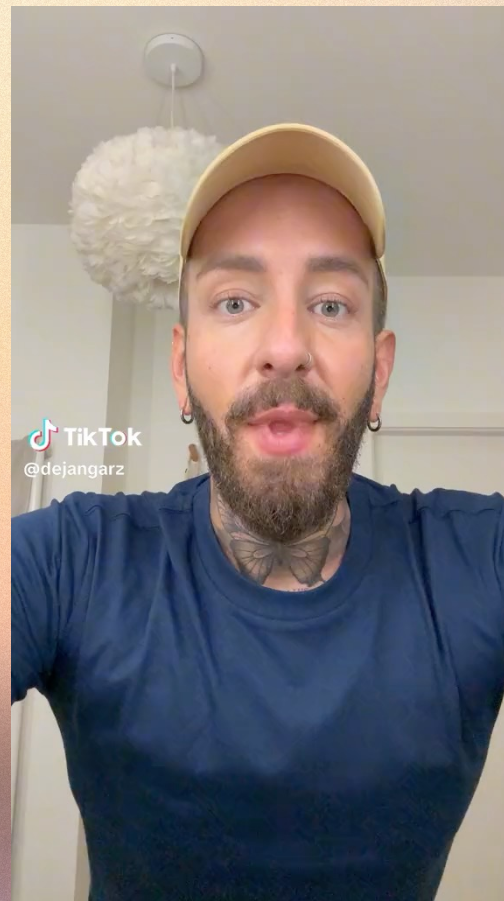


SEQUENTIAL ACCELERATION WITH A STRONG FINISH



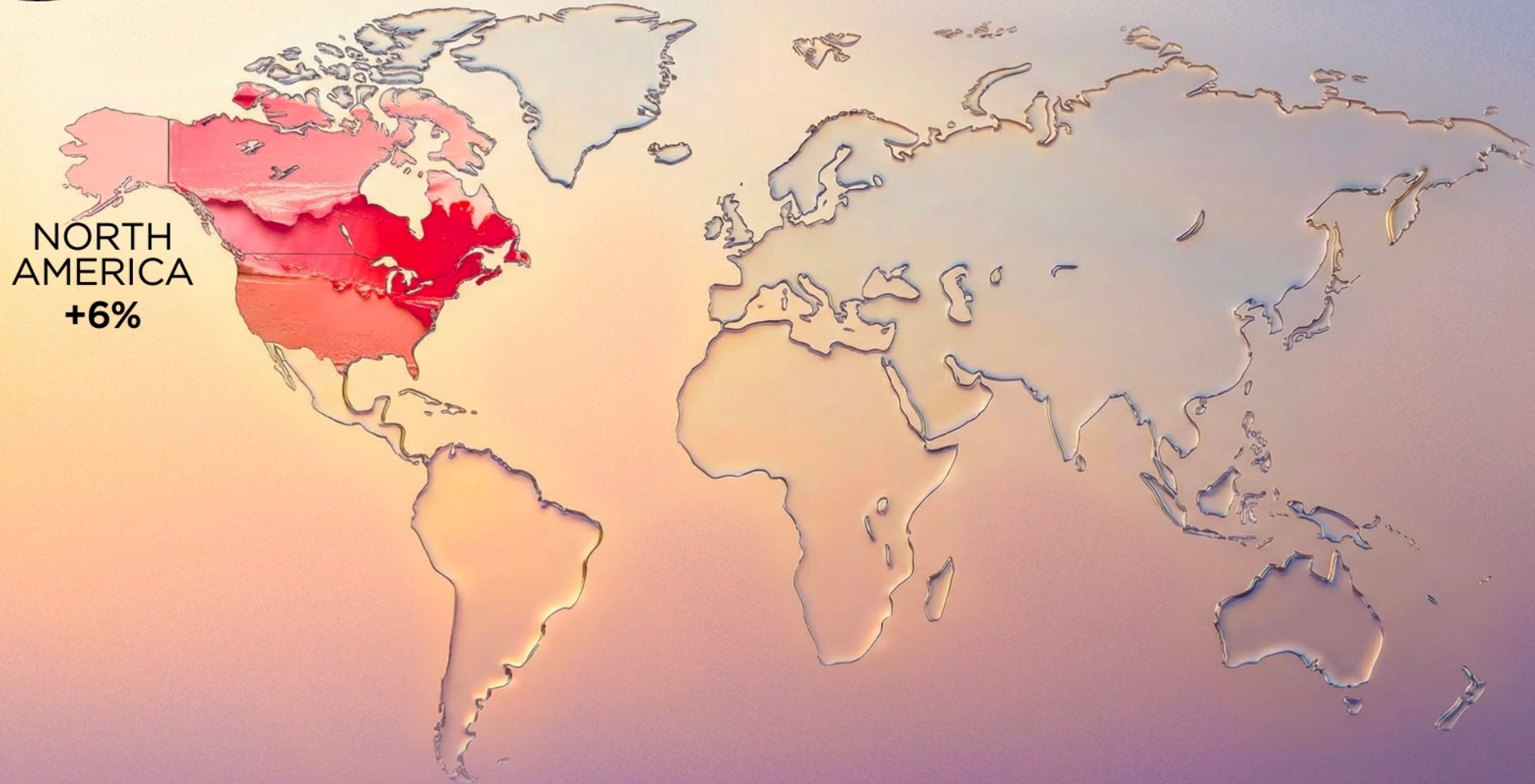
C1 - Internal use

GLOBAL APPETITE FOR MASS BEAUTY REMAINS HIGH



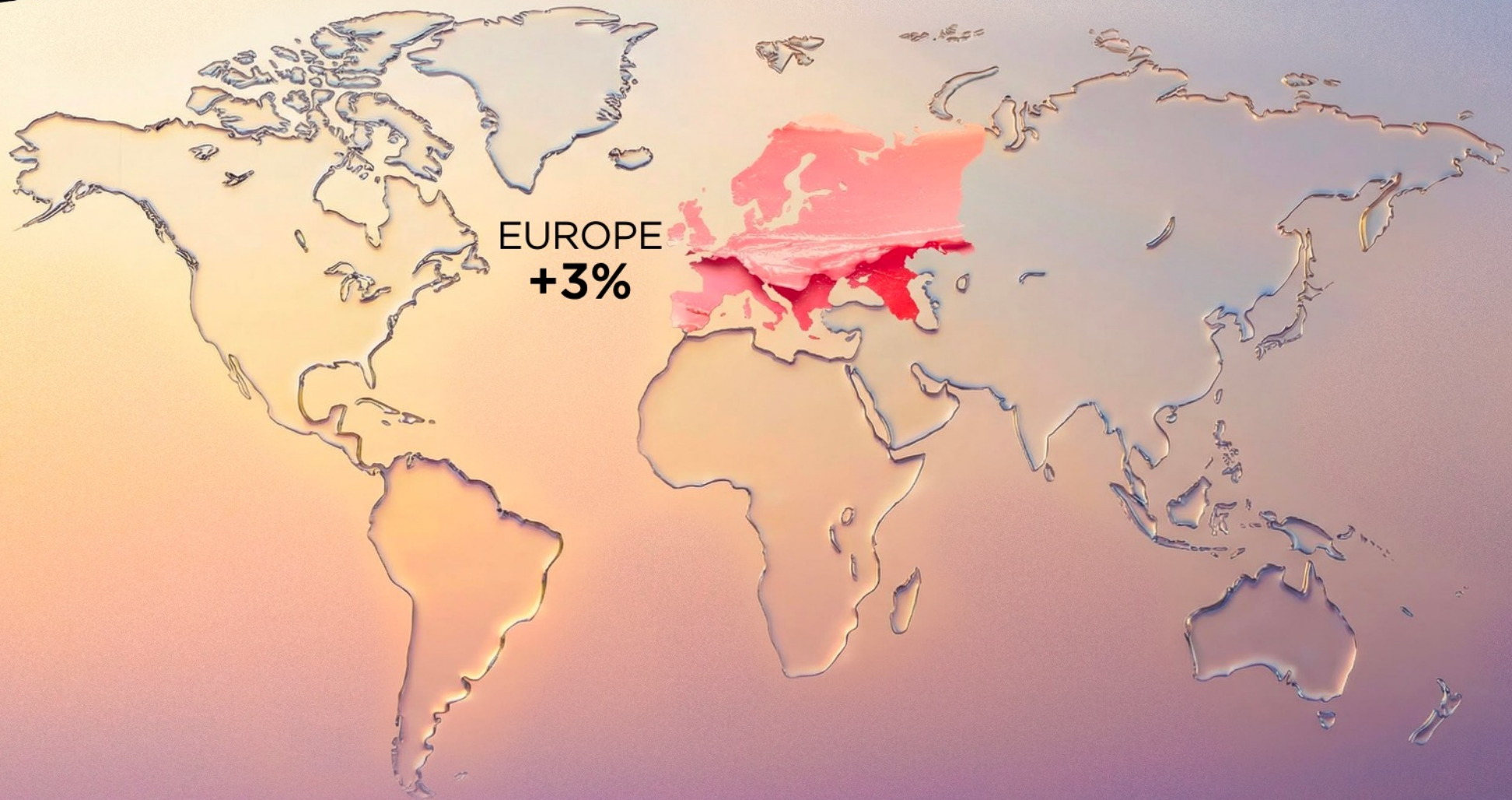
NORTH AMERICA

SPECTACULAR TURNAROUND



NORTH AMERICA
+6%

EUROPE SOLID & RESILIENT GROWTH





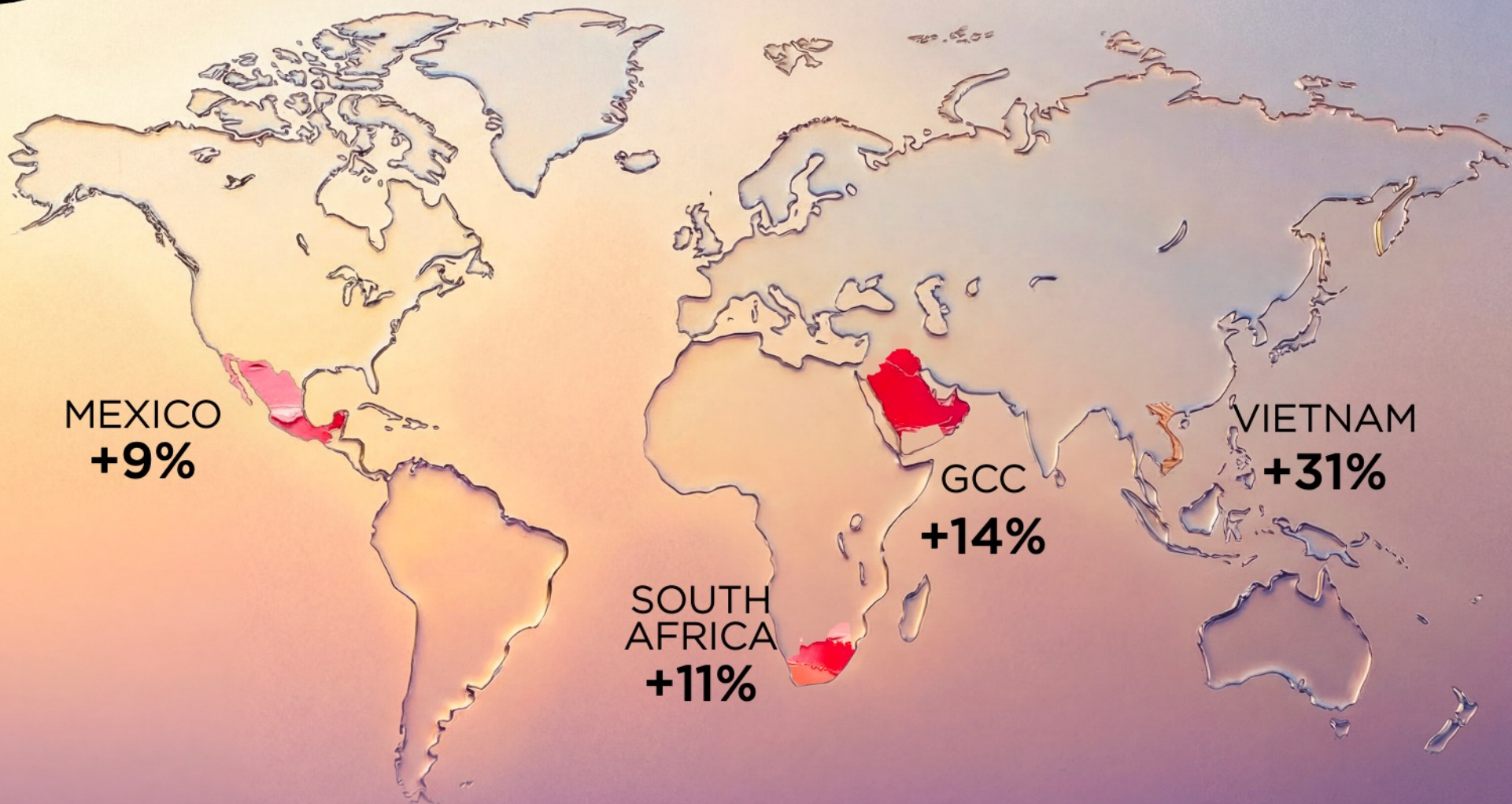
>40% OF TOTAL GROWTH





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

3
CE
STYLENANDA

Dr.G essie

THAYERS
NATURAL REMEDIES SINCE 1847





L'ORÉAL
PARIS

MID SINGLE-DIGIT
GROWTH



#1 BEAUTY
BRAND IN
THE WORLD





NATURAL HIGH-TECH
& FEEL-GOOD BRAND





GARNIER

LOW SINGLE-DIGIT GROWTH





MAYBELLINE
NEW YORK

**#1 MAKEUP BRAND
INTHE WORLD**





NYX

PROFESSIONAL MAKEUP

BRAND OF
ENTERTAINMENT

STARRING

PARIS HILTON
& SAWEETIE

IF YOU

NYX

PROFESSIONAL MAKEUP

YOU KNOW



HIGH SINGLE-DIGIT
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%

STRONG Q4
IN SELL-OUT

≈+4%




TOTAL MASS MARKET *

+5.7%



L'ORÉAL CONSUMER
PRODUCTS





HAIR CARE Q4 RESULTS

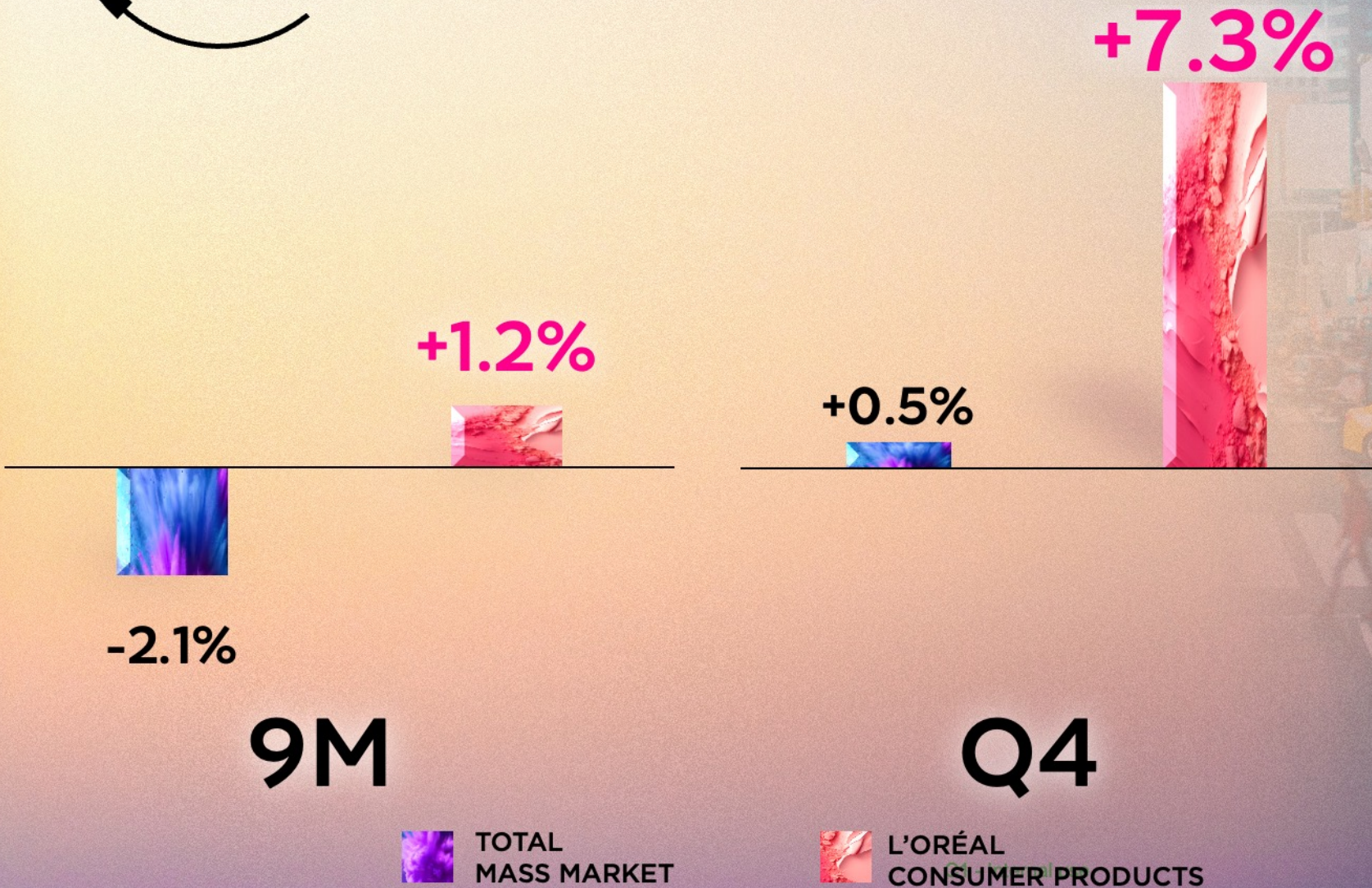
+13%



DOUBLE-DIGIT GROWTH

C1 - Internal use

Q4 U.S. MAKEUP MARKET STIMULATOR



9M

Q4

2025 KEY MILESTONES ACROSS EMERGING



2025 KEY MILESTONES ACROSS EMERGING



2025 KEY MILESTONES ACROSS EMERGING






2026 STRATEGIC LEVERS



1ST STRATEGIC LEVER

EXCEPTIONAL BRAND PORTFOLIO & RELEVANT INNOVATIONS



**DON'T
BLAME
YOUR
LIPSTICK.**

**STREET HARASSMENT
IS NEVER YOUR FAULT.**


NOTHING SHOULD STAND BETWEEN A WOMAN AND HER SELF-WORTH.

STANDUP
against street harassment
by **L'ORÉAL**
PARIS

with **RIGHT
TO
BE** _____

#WeStandUp

Get trained at standup-international.com





INNOVATIONS FOR ALL
DESIRABLE CATEGORIES

RECORD-BREAKING HAIRCARE



A three-panel portrait of a woman with dark hair pulled back, wearing large gold hoop earrings and a dark top. She is applying mascara to her upper eyelashes. The panels show her in profile, then a three-quarter view, and finally a full frontal view. The background consists of vertical gold bars. The text 'MAKEUP LEADER' is overlaid on the left panel, with a white circular graphic element partially enclosing the word 'MAKEUP'.

MAKEUP LEADER

MAKEUP MARKET DISRUPTOR



**LASH SENSATIONAL
BODY MASCARA**

MAYBE SHE'S BORN WITH IT,
MAYBE IT'S MAYBELLINE™

The advertisement features a close-up of a woman's face with long, dark, and voluminous eyelashes. She is holding a tube of Maybelline Lash Sensational Body Mascara. In the foreground, several tubes of the same product are displayed, some standing upright and others lying down. The background is a soft, warm-toned image of a city skyline at dusk or dawn. The overall aesthetic is glamorous and sophisticated.

MAKEUP MARKET DISRUPTOR



A promotional advertisement for Maybelline Serum Lipstick. The central focus is a woman with long, wavy, light brown hair and bangs, wearing a black lace top. She has a soft smile and is looking slightly off-camera. The background is a gradient of pink and purple. In the foreground, several Maybelline Serum Lipstick tubes are displayed. Some are standing upright, showing their tips in various shades of red and pink. Others are lying horizontally, revealing the brand name 'MAYBELLINE' embossed on the tube. The text 'MAYBELLINE NEW YORK' is visible on some of the tubes. A large, white, stylized signature is overlaid on the woman's face. The overall aesthetic is modern and glamorous.

MAYBELLINE
NEW YORK

MAYBELLINE
SERUM LIPSTICK

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MAKEUP MARKET DISRUPTOR



L'ORÉAL
PARIS

EXTENSIONIST

NEW BROWN MASCARA

EXTENDED LENGTH, VOLUME AND CURL.

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

YOU'RE WORTH IT.

NOW
IN TRUE
BROWN SHADE

MAKEUP MARKET DISRUPTOR



The advertisement features a vibrant pink and purple color scheme. On the left, two large tubes of 'jelly job' lip gloss are shown: one in a dark brown shade and one in a bright pink shade. Both tubes are labeled 'NYX PROFESSIONAL MAKEUP' and 'jelly job', and specify 'FULL-BODIED SHINE GLOSS GLOSS BRILLIANT REPLENISHANT 0.25 fl. oz. / 7.5 mL'. In the center, three smaller tubes of different shades (brown, pink, and red) are displayed, each with a 'Smooth precision applicator' tip. A callout bubble states 'Infused with peptide complex'. Below the tubes, a large, glossy pink lip is shown with the text 'Jelly Yeah!' written in a cursive font. To the right, a woman with dark hair and freckles is applying the lip gloss to her lips. She is wearing a pink heart-shaped earring and a necklace with a 'JELLY' tag. A 'New!' badge is visible near her. At the bottom, a pink banner reads 'NO FILLER. JUST JELLY! FULL BODIED SHINE! JELLY VOLUME! JELLY SMOOTH! IN 16 JELLY-CIOUS SHADES!'. The background is a soft, out-of-focus pink and purple.

NYX PROFESSIONAL MAKEUP

jelly job

FULL-BODIED SHINE GLOSS GLOSS BRILLIANT REPLENISHANT 0.25 fl. oz. / 7.5 mL

NYX PROFESSIONAL MAKEUP

jelly job

FULL-BODIED SHINE GLOSS GLOSS BRILLIANT REPLENISHANT 0.25 fl. oz. / 7.5 mL

NYX PROFESSIONAL MAKEUP

jelly job

FULL-BODIED SHINE GLOSS GLOSS BRILLIANT REPLENISHANT 0.25 fl. oz. / 7.5 mL

Smooth precision applicator

Infused with peptide complex

Jelly Yeah!

NYX PROFESSIONAL MAKEUP

jelly job

NO FILLER. JUST JELLY!

FULL BODIED SHINE! JELLY VOLUME! JELLY SMOOTH!

IN 16 JELLY-CIOUS SHADES!

New!

JELLY

C1 - Internal use

MAKEUP MARKET DISRUPTOR





SKINCARE ATTACK PLAN

MEGA BRAND



L'ORÉAL
PARIS

ANTI AGING
PIONEER SCIENCE

MEGA BRAND



L'ORÉAL
PARIS

ANTI AGING
PIONEER SCIENCE

GLOBAL BRAND



GARNIER

UNISEX
GEN Z FOCUS

MEGA BRAND



L'ORÉAL
PARIS

ANTI AGING
PIONEER SCIENCE

GLOBAL BRAND



GARNIER

UNISEX
GEN Z FOCUS

EUROPE



Mixa
SENSITIVE SKIN EXPERT

ALL TARGETS
MASS MEDICAL CHAMPIONS

ASIA



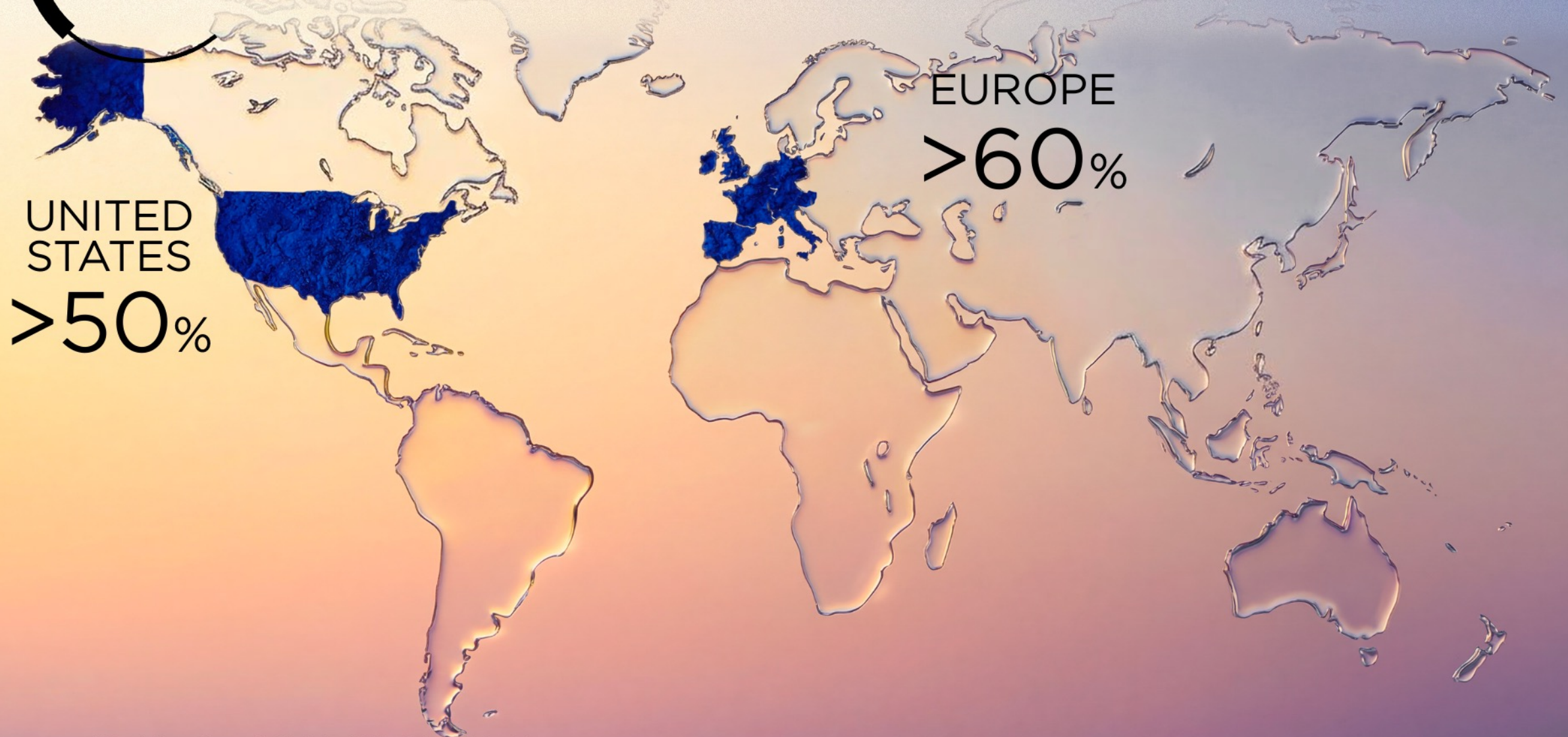
Dr.G



2ND STRATEGIC LEVER

UNIT GROWTH & CONSUMER RECRUITMENT

SIGNIFICANT PENETRATION IN EUROPE & THE U.S.





TARGET
ADDITIONS

ROOM TO GROW IN CHINA



CHINA
≈10%

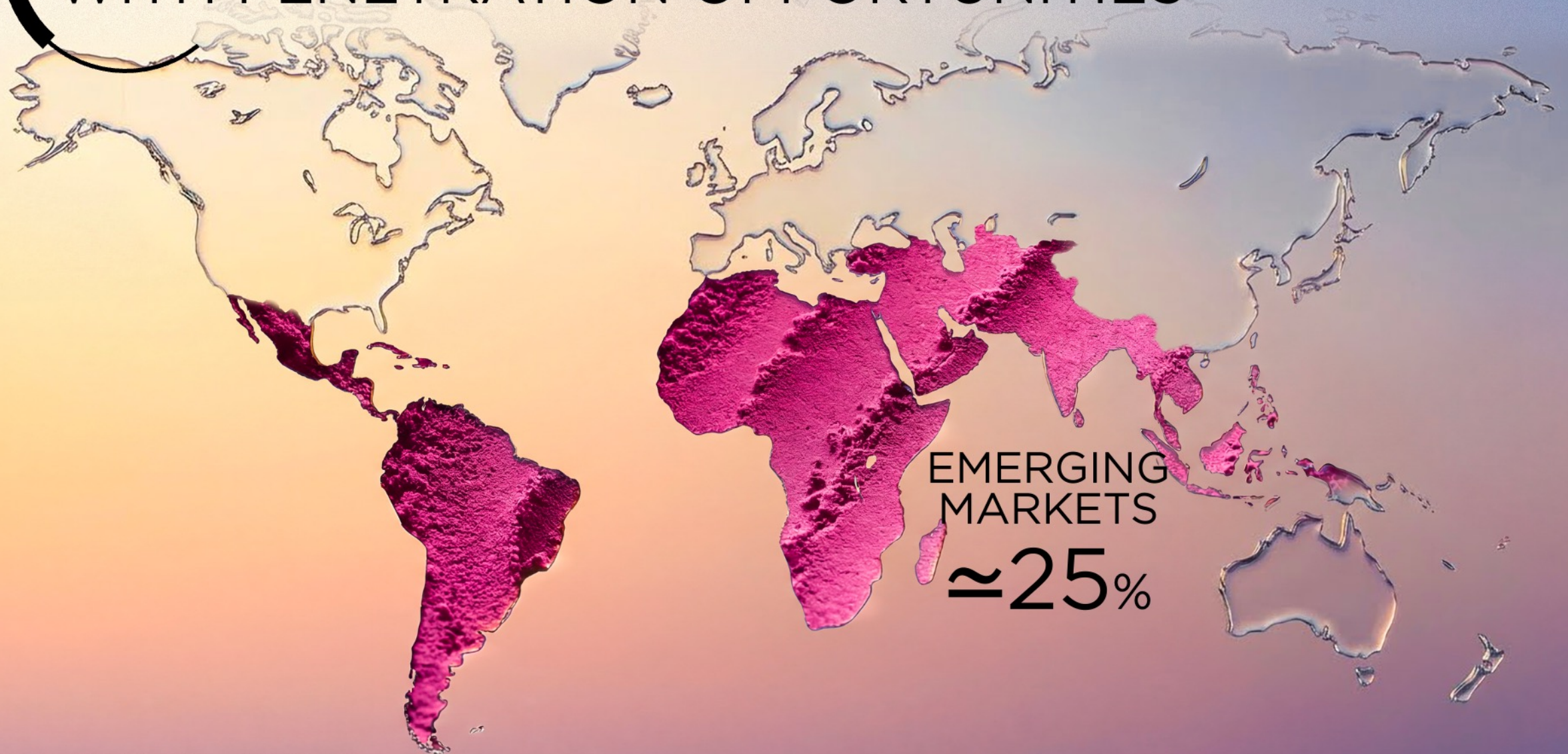
CHINESE ACCELERATION IN SKINCARE & HAIR CARE



CHINESE ACCELERATION ON E-PLATFORMS



DOUBLE DOWN IN EMERGING MARKETS WITH PENETRATION OPPORTUNITIES



EMERGING MARKETS OUR LARGEST RECRUITMENT RESERVOIR

≈500M
NEW CONSUMERS
IN THE NEXT
5 YEARS



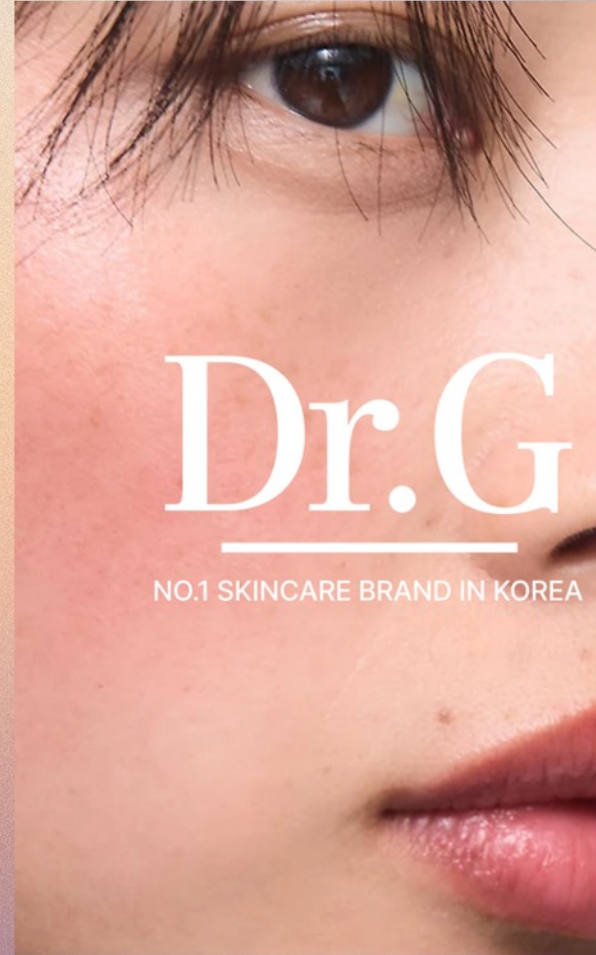
EMERGING MARKETS

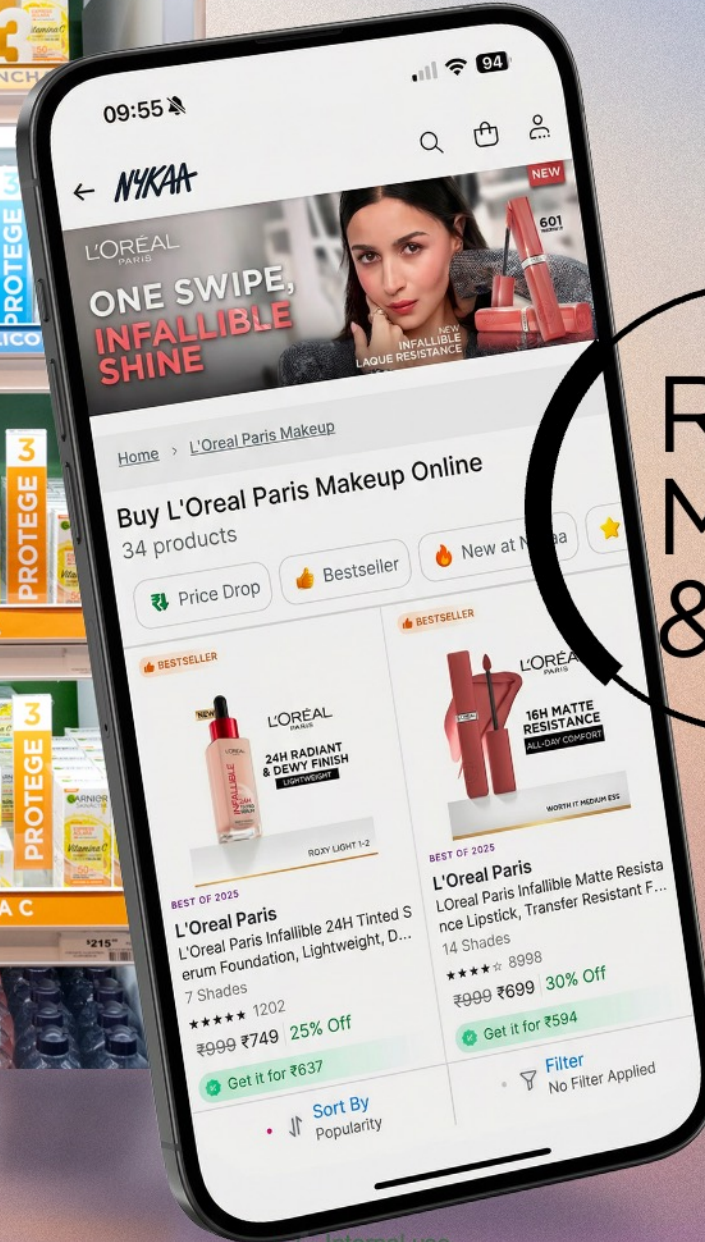
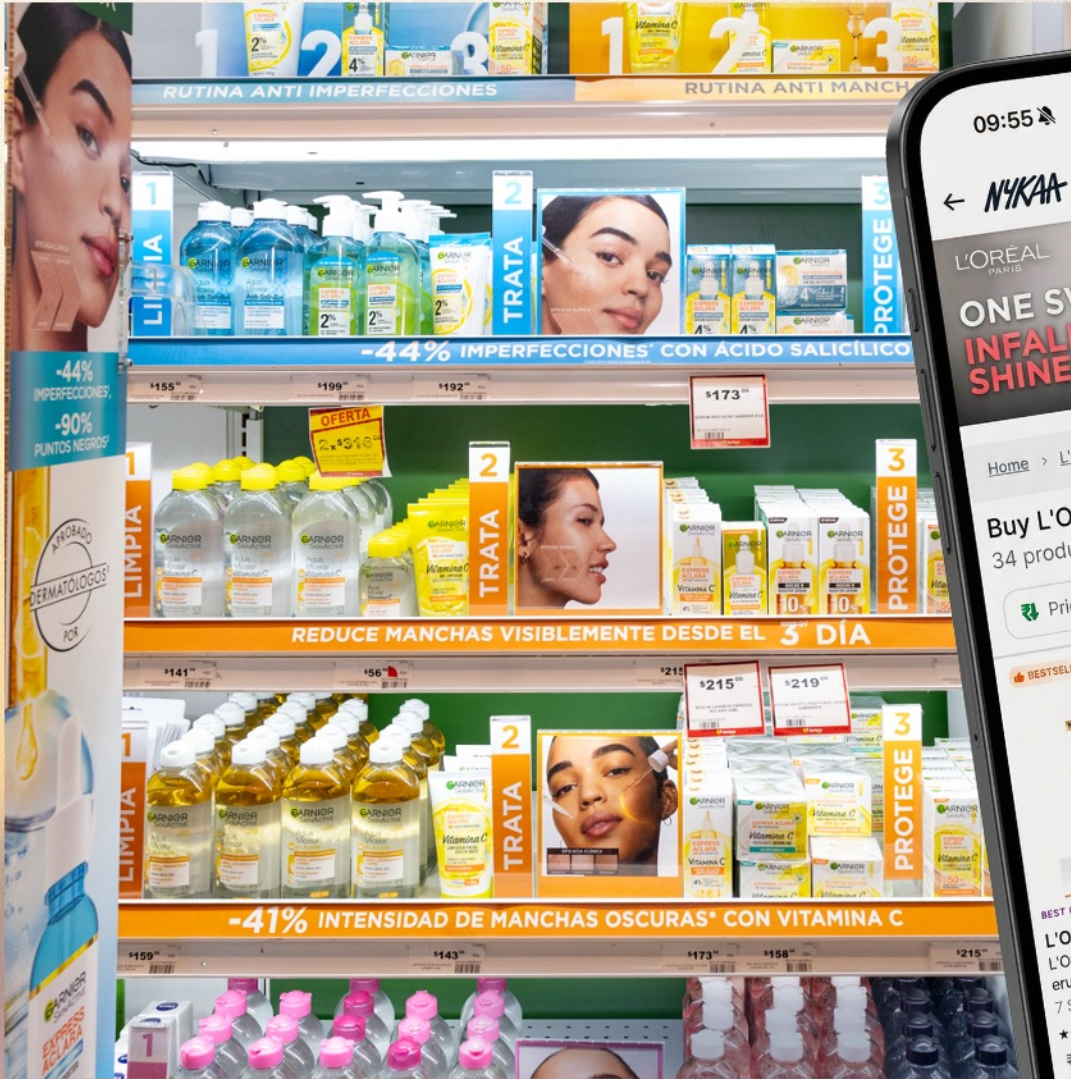
YOUNGER
& DIGITALLY NATIVE
CONSUMERS

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

OBSESSION TO GROW IN UNITS
& TO VALORIZE

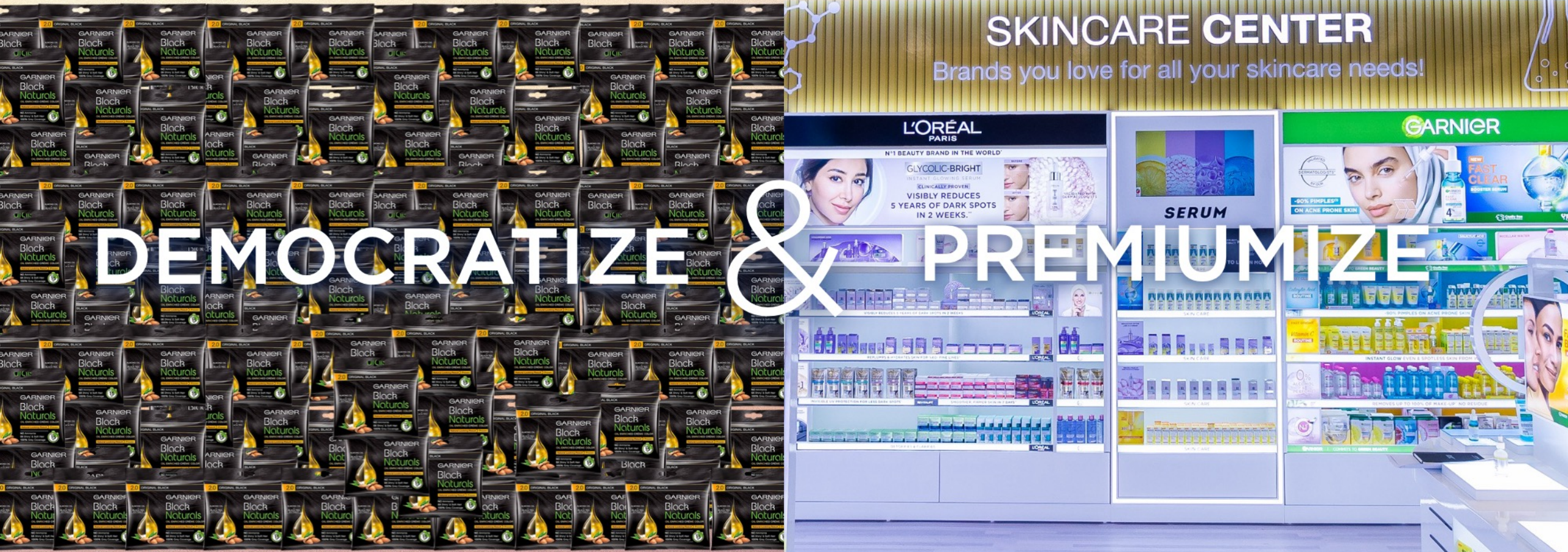
DEMOCRATIZE

&

PREMIUMIZE

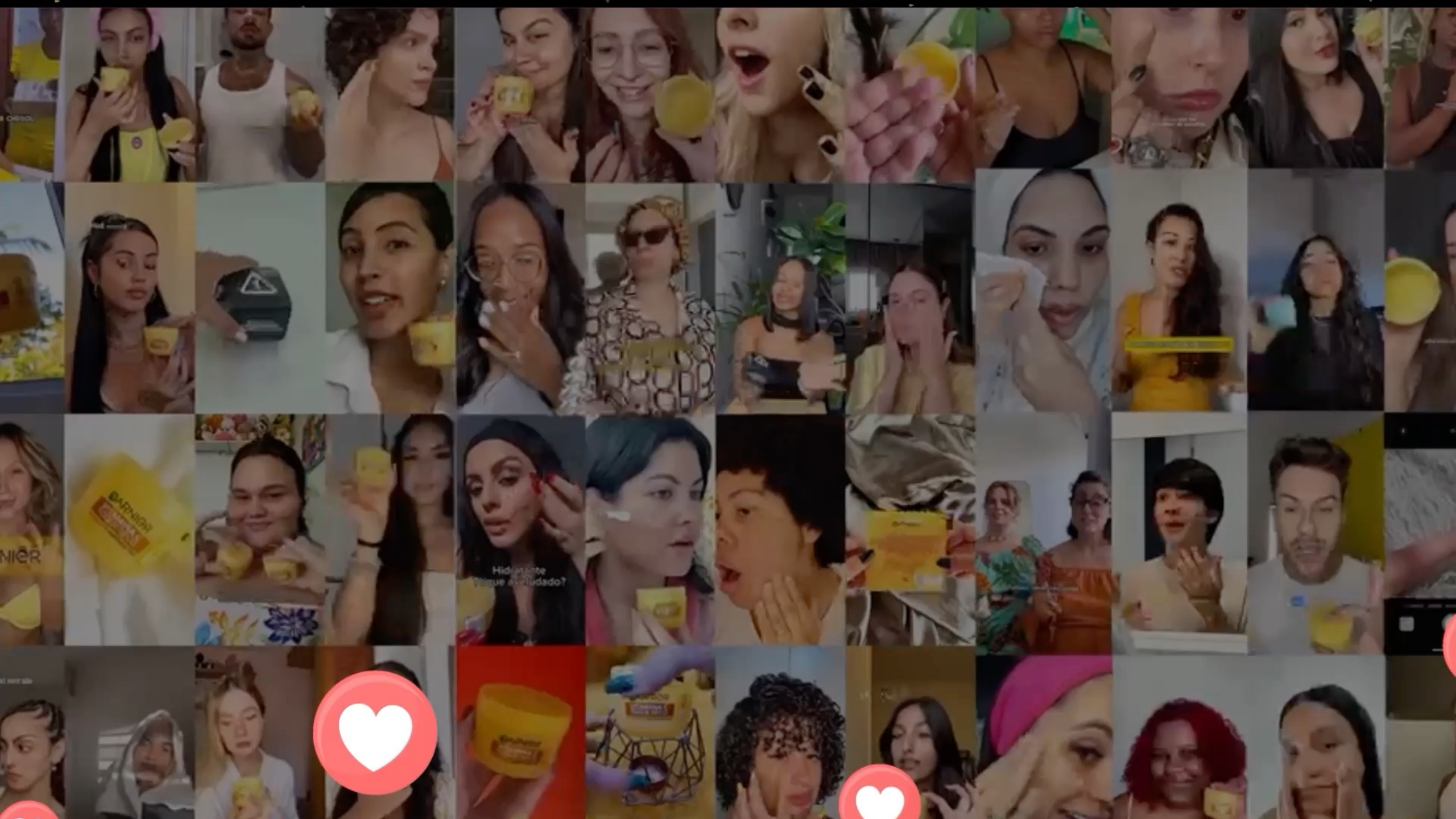
SKINCARE CENTER

Brands you love for all your skincare needs!





REVENUE GROWTH MANAGEMENT



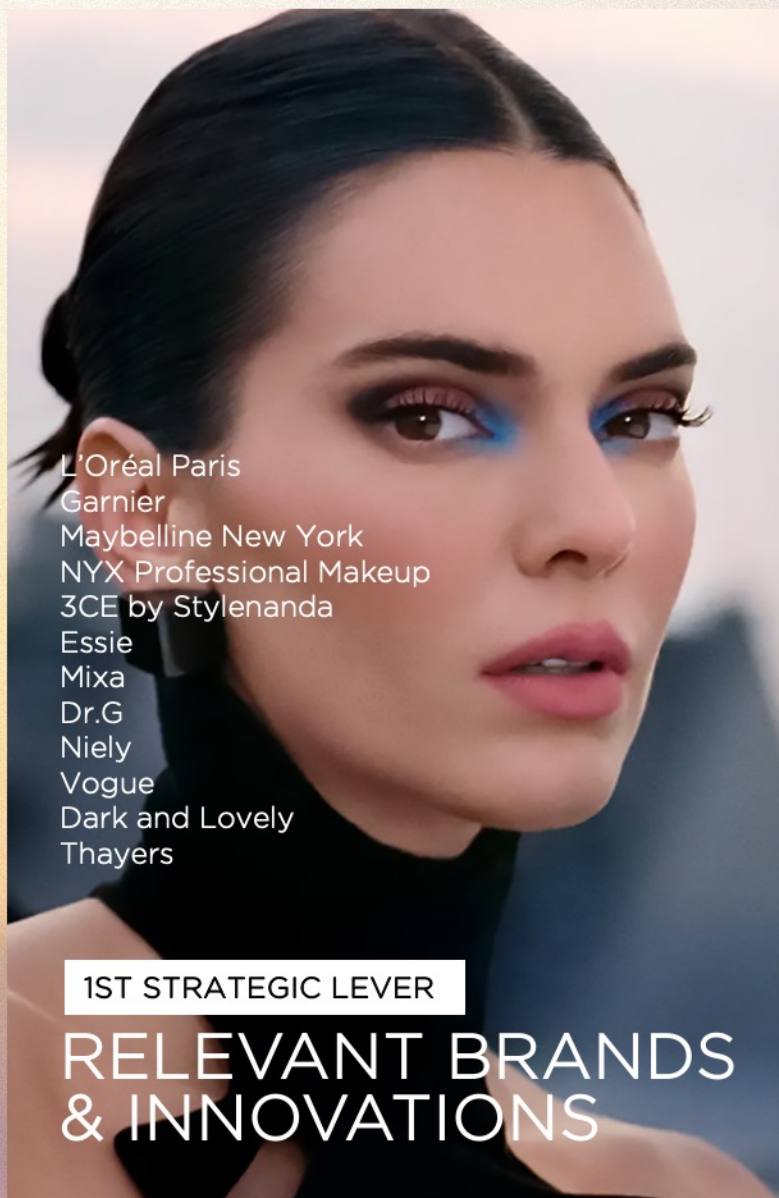


ADVOCACY & INFLUENCE



CONNECT WITH
CONSUMERS
THROUGH AI





L'Oréal Paris
Garnier
Maybelline New York
NYX Professional Makeup
3CE by Stylenanda
Essie
Mixa
Dr.G
Niely
Vogue
Dark and Lovely
Thayers

1ST STRATEGIC LEVER

RELEVANT BRANDS
& INNOVATIONS



2ND STRATEGIC LEVER

CONSUMER
RECRUITMENT



3RD STRATEGIC LEVER

OPERATING MODEL
POWERED BY AI

WE'RE ALL WORTH IT





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