



ANNUAL RESULTS 2025

L'ORÉAL
PROFESSIONAL PRODUCTS

13 FEBRUARY 2026

Omar HAJERI

PRESIDENT – PROFESSIONAL PRODUCTS

2025 YEAR OF
OUTPERFORMANCE
& PROFITABLE
EXPANSION



2025

L'ORÉAL
PROFESSIONAL PRODUCTS

+7.5%*

MARKET

~ +3%**

*Like-for-like sales growth vs 2024

**BMS 2025 (L'Oréal estimates)



€5 *BILLION*
IN SALES

L'ORÉAL
PROFESSIONNEL
PARIS

L'ORÉAL
PROFESSIONNEL
PARIS

L'ORÉAL
PROFESSIONNEL
PARIS



L'ORÉAL
PROFESSIONAL PRODUCTS

27%^{*}
RECORD
MARKET SHARE

*BMS 2025 + Kline 2024



SUCCESSFUL
PREMIUMIZATION
STRATEGY





22.9%^{*}
RECORD
OPERATING MARGIN

*As a % of sales

EXPERTISE,
PASSION &
SPIRIT OF
CONQUEST



A woman with long, wavy red hair and a black leather jacket stands in the center of a city street at night. The background is filled with blurred light trails from cars, creating a sense of motion. The text is overlaid on the right side of the image.

OUR
SUCCESS
RELIES ON
4 KEY
DRIVERS



1. STRATEGIC FOCUS ON *PREMIUM* HAIRCARE

DYNAMIC PREMIUM HAIRCARE *MARKET*

12 + 6%*





SOPHISTICATED
HAIRCARE
ROUTINES



NEW *GESTURES*



LASTING
UNDERLYING
TRENDS

PRO HAIRCARE: 1 OUT OF 10 HAIRCARE PRODUCTS* SOLD IN THE *US*

KÉRASTASE
PARIS

Available at the finest
salons worldwide

Find a salon near you



ELIXIR ULTIME



*Market 360 USA YTD September 2025

STRONGLY
OUTPERFORMING
IN PREMIUM HAIRCARE

+15%*

*Like-for-like sales growth vs 2024

POWERFUL BRAND *PORTFOLIO*

shu uemura
art of hair

KÉRASTASE
PARIS

COLOR WOW

L'ORÉAL
PROFESSIONNEL
PARIS

REDKEN
5TH AVENUE NYC

 matrix

 BIOLAGE
PROFESSIONAL HAIR SPA

 PUREOLOGY®
PROFESSIONAL COLOR CARE

MIZANI
TEXTURE LOVE SINCE 1991

PULPRIOT

SUPERHEROES & INNOVATIONS





L'ORÉAL
PROFESSIONNEL
PARIS

**Absolut Repair
Molecular Oil**

PEPTIDES BONDER + 5 AMINO ACIDS

PROFESSIONAL BI-PHASE OIL

Repairs 2 years of damage
3-day anti-frizz & 100 hours of

SERIE EXPERT 90

MOST
ADVANCED
DISCOVERIES



KÉRASTASE
PARIS

KÉRASTASE
PARIS

WORLD'S LEADING LUXE
PROFESSIONAL HAIR CARE

LIVE YOUR LIFE IN GLOSS
KÉRASTASE
PARIS
X
SYDNEY SWEENEY
NEW GLOSS
ABSOLU
UP TO 4 DAYS ANTI-FRIZZ
BOUNCY, GLOSSY HAIR
WITH PERSIMMON SCENT

KÉRASTASE
LUXURY BOUTIQUE
KÉRASTASE x RENAU TEAM
SEMPER CITY
Visit & enjoy various FREE activities
inside our boutique!
PERSONALIZED DIAGNOSIS
Get your hair color & hair condition
and discover your personalized solution
TO GET COMPLIMENTARY GIFT
Get your hair personalized color treatment
and receive your personalized solution
SERUM APPLICATION
Discover the power of hair color
with a scalp massage

ELIXIR ULTIME
THE ICONIC HAIR OIL
NOW REFIILLABLE
OUR REFIILLABLE

KÉRASTASE
PARIS

GENESIS
DUAL ANTI-FALL
ACTION HAIR CARE

GLOSS ABSOLU

2.
OMNICHANNEL
EXCELLENCE

INDONESIA

~ 400,000*
SALONS

PROFESSIONAL HAIR SOLUTIONS 专业护发方案

KÉRASTASE
PARIS

L'ORÉAL
PROFESSIONNEL
PARIS

HAIR COLOR

L'ORÉAL
PROFESSIONNEL
PARIS

New Majirel
-38% Environmental footprint.

Silicone free¹.

Vegan formula².

Recyclable tube.

Made in a factory
that has reached
100% renewable
energy³.

Less packaging
material⁴.

Style
My Hair
PRO

PRO TOOLS

NEW TREND

Pioneer
Performance
Professional
Paris

CHINA

*Estimate

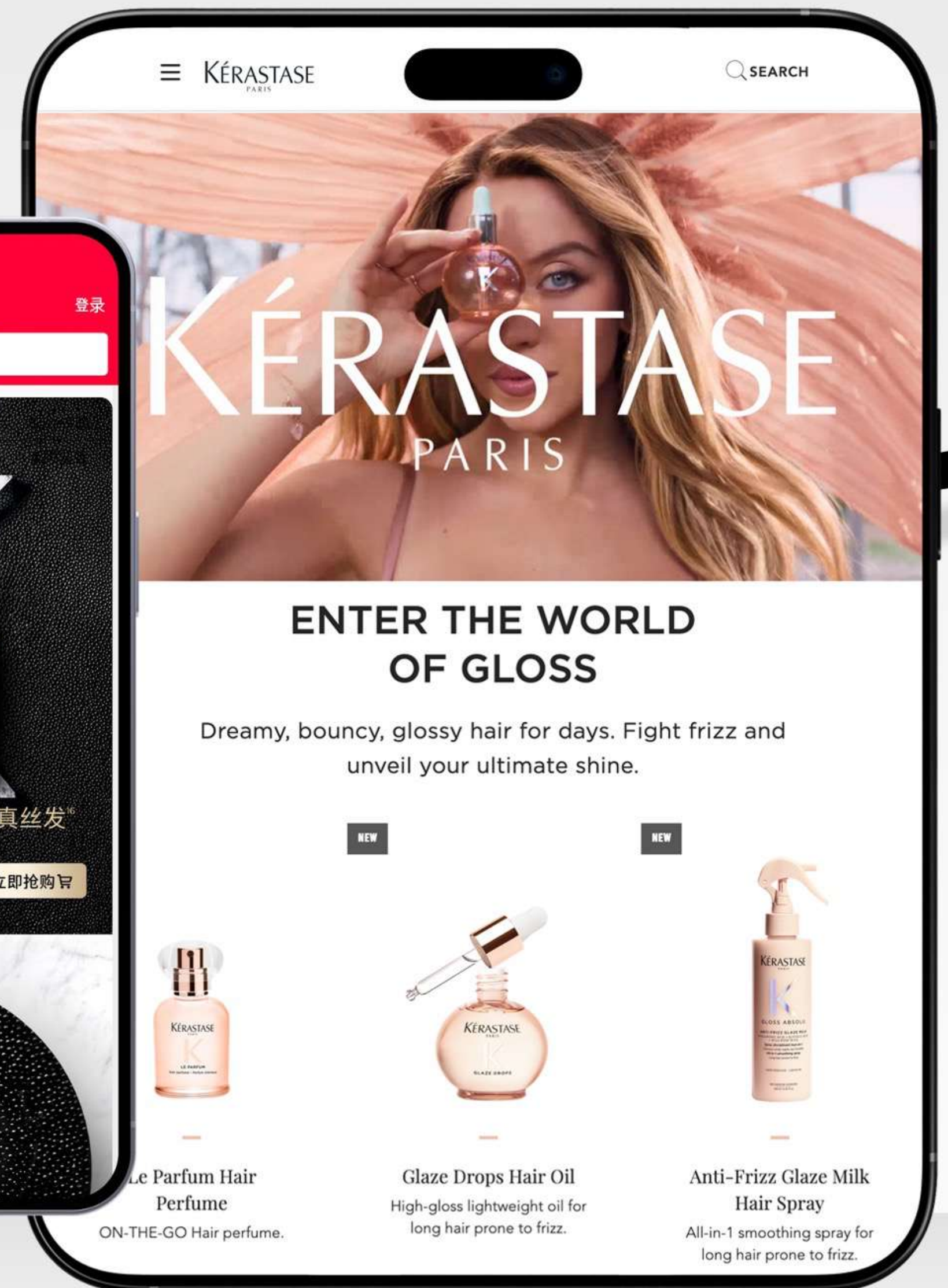


AirLight Pro

NEW
BEAUTY
TECH
TOOLS



DOUBLE-DIGIT GROWTH IN *E-COMMERCE* *



*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); like-for-like

DOUBLE-DIGIT GROWTH* IN SELECTIVE RETAIL

*Like-for-like sales growth vs 2024





39%*
OF SALES IN
SELECTIVE RETAIL
& E-COMMERCE

*Based on 2025 sales



BRAZIL

3. GEOGRAPHIC *EXPANSION*

FULL YEAR 2025

+6%*

NORTH AMERICA & EUROPE

+7%*

NORTH ASIA

+14%*

EMERGING MARKETS

*Like-for-like sales growth vs 2024

EUROPE

HIGH SINGLE-DIGIT
GROWTH*



*Like-for-like sales growth vs 2024

SPAIN

NORTH AMERICA

STRENGTHENED
LEADERSHIP*

*Kline FY 2024

USA

NORTH ASIA

SIGNIFICANT
MARKET SHARE GAINS*



*Kline FY 2024

CHINA

EMERGING MARKETS

DOUBLE-DIGIT
GROWTH*



*Like-for-like sales growth vs 2024

INDONESIA

SALON MODERNIZATION



INDIA

FULL OMNICHANNEL *MODEL*

SAUDI ARABIA





4. • UNIQUE
CONNECTION
WITH HAIRSTYLISTS

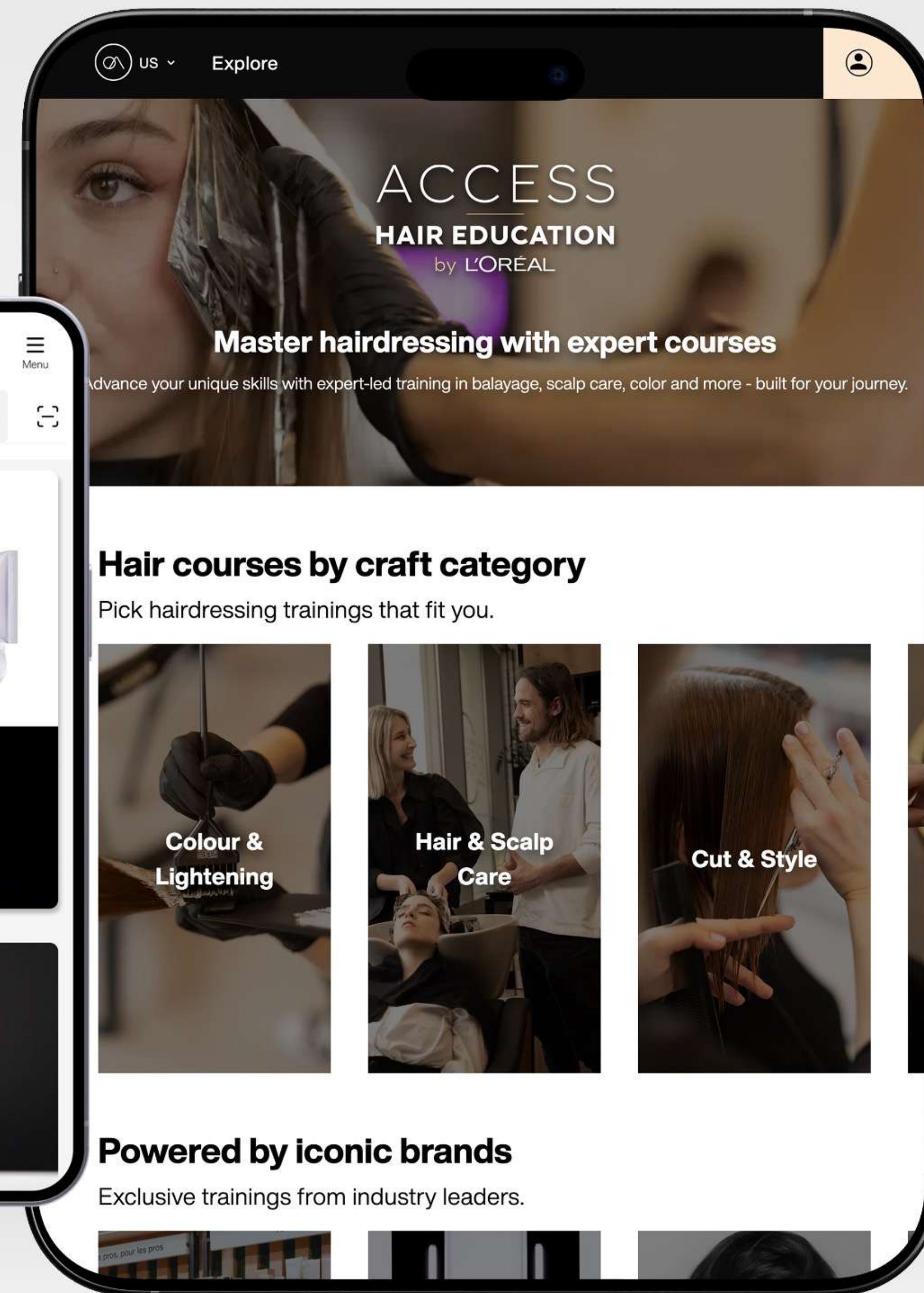
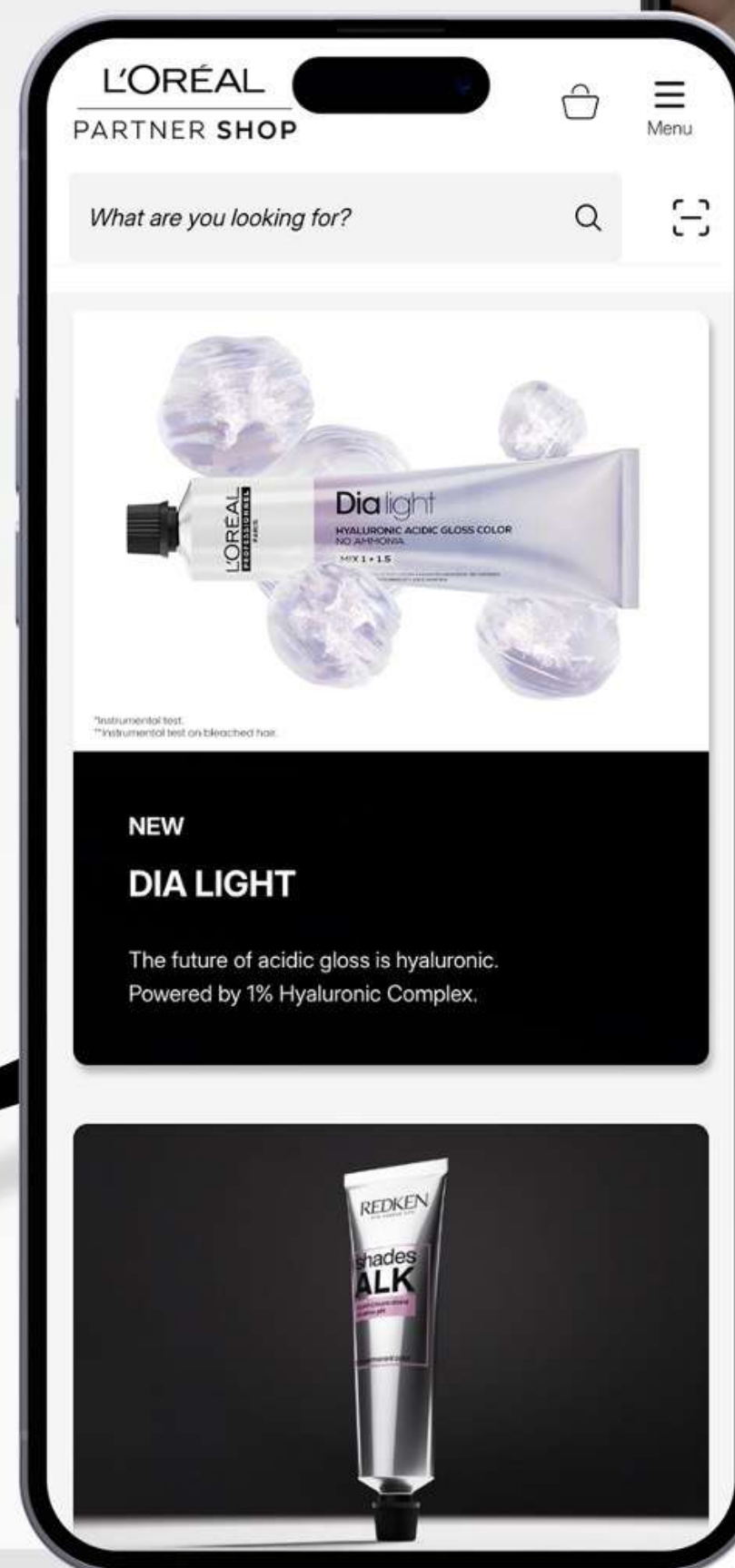
REDKEN
5TH AVENUE NYC

INTERACTING WITH **3+** MILLION*
HAIRSTYLISTS



*Out of 7 million worldwide, estimate

UNIQUE *DIGITAL* ECOSYSTEM



UNRIVALLED ON-THE-GROUND *REACH*



FOSTERING
LOYALTY
WITH PROS



L'ORÉAL
PROFESSIONNEL
PARIS

K-SCAN
DIAGNOSIS
头皮科学诊断区

CHANGE THE FUTURE
OF YOUR HAIR
巴黎卡诗 AI智能头皮精测

PROFESSIONAL HAIR SOLUTIONS
专业护发方案

KÉRASTASE
PARIS

WE CARE
FOR OUR FUTURE

PROFESSIONAL HAIR SOLUTIONS
专业护发方案

L'ORÉAL
PROFESSIONNEL
PARIS

欧莱雅PRO
「瞬顺轻润洗发水」
发芯修护 72H真正柔顺不假滑

L'ORÉAL
PROFESSIONNEL
PARIS

SUPPORTING STYLISTS IN REGAINING MOMENTUM

CHINA



CRAFTING *NEW*
EXPERIENCES

4 GROWTH *DRIVERS*



1.
FOCUS ON
PREMIUM HAIRCARE



2.
OMNICHANNEL
EXCELLENCE



3.
GEOGRAPHIC
EXPANSION



4.
CONNECTION WITH
HAIRSTYLISTS



2026
GROWTH
MOMENTUM

1. RECRUIT NEW CONSUMERS



CHINA



STRONG
INNOVATION
PIPELINE

INNOVATION IN HAIRCARE





INNOVATION IN
HAIRCARE



INNOVATION IN
HAIRCARE



INNOVATION IN HAIR COLOR



INNOVATION IN STYLING

COLOR WOW

DOUBLE-DIGIT
GROWTH IN 2025 *

*Like-for-like



2.

AI & TECH

POWERFUL ACCELERATORS

LEVERAGING *AI*



BEAUTY TECH

GAME CHANGER

K-SCAN





TECHNOLOGICAL
LEADER

ENTERING *2026*
WITH *STRONG*
AMBITIONS



SHAPING THE
FUTURE
OF PROFESSIONAL
BEAUTY



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