

2025 Consolidated Financial Statements AFR

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L'Oréal S.A. is a French company, with its head office in France. It acts as a holding company and provides strategic coordination, particularly for brands, as well as R&I and Tech coordination for the L'Oréal Groupe throughout the world. At the same time, it performed a sales activity until this activity was subsidiarised on 1 July 2023 to the companies L'Oréal France and L'Oréal International Distribution, as approved by the Annual General Meeting of 21 April 2023 in its 19th and 20th resolutions.

The subsidiaries operate the Group's business activities in the countries or region(s) in which they are located, on the domestic or the export markets. To do so, they define the development strategy specific to their market(s), make the most suitable choices in terms of consumer targets and distribution channels, and manufacture, directly or indirectly, and market the brands they decide to sell on their market(s).

Almost all of the subsidiaries are owned by L'Oréal S.A. which has a holding or control percentage equal or close to 100%.

The financial statements set out in this chapter present the results of the L'Oréal Groupe as a whole, including all subsidiaries.

The Statutory Auditors' report on the consolidated financial statements can be found at the end of this chapter.

5.1 Compared Consolidated Income Statements

€ millions	Notes	2025	2024	2023
Net sales	3.1	44,052.0	43,486.8	41,182.5
Cost of sales		(11,313.4)	(11,227.0)	(10,767.0)
Gross profit		32,738.6	32,259.8	30,415.5
Research & Innovation expenses		(1,380.6)	(1,354.7)	(1,288.9)
Advertising and promotion expenses		(14,177.8)	(14,008.9)	(13,356.6)
Selling, general and administrative expenses		(8,288.3)	(8,208.7)	(7,626.7)
Operating profit	3.1	8,891.9	8,687.5	8,143.3
Other income and expenses	4	(505.4)	(437.7)	(449.9)
Operational profit		8,386.5	8,249.8	7,693.4
Finance costs on gross debt		(365.8)	(373.4)	(226.7)
Finance income on cash and cash equivalents		167.7	148.7	162.1
Finance costs on net debt		(198.1)	(224.7)	(64.6)
Other financial income and expenses	9.4	(38.0)	(39.8)	(51.5)
Dividends received		351.9	447.6	423.6
Profit before tax and associates		8,502.2	8,432.9	8,001.0
Income tax	6	(2,363.1)	(2,015.1)	(1,810.6)
Share of profit in associates		(5.5)	(1.3)	0.2
Net profit		6,133.7	6,416.5	6,190.5
Attributable to:				
• owners of the Company		6,127.2	6,408.7	6,184.0
• non-controlling interests		6.5	7.8	6.5
Earnings per share attributable to owners of the Company (euros)	11.4	11.48	11.99	11.55
Diluted earnings per share attributable to owners of the Company (euros)	11.4	11.44	11.95	11.52
Earnings per share attributable to owners of the Company, excluding non-recurring items (euros)	11.4	12.75	12.70	12.11
Diluted earnings per share attributable to owners of the Company, excluding non-recurring items (euros)	11.4	12.71	12.66	12.08

5.2 Consolidated Statement of Comprehensive Income

€ millions	Notes	2025	2024	2023
Consolidated net profit for the period		6,133.7	6,416.5	6,190.5
Cash flow hedges		116.9	(77.1)	(137.3)
Cumulative translation adjustments		(985.3)	260.6	(425.8)
Income tax on items that may be reclassified to profit or loss ⁽¹⁾		(12.4)	4.1	22.7
Items that may be reclassified to profit or loss		(880.9)	187.7	(540.3)
Financial assets at fair value through other comprehensive income	9.3	848.4	1,144.9	(76.3)
Actuarial gains and losses	11.3	104.4	154.2	(119.3)
Income tax on items that may not be reclassified to profit or loss ⁽¹⁾		(58.6)	(72.5)	28.9
Items that may not be reclassified to profit or loss		894.2	1,226.6	(166.7)
Other comprehensive income		13.3	1,414.3	(707.0)
CONSOLIDATED COMPREHENSIVE INCOME		6,147.0	7,830.8	5,483.6
Attributable to:				
• owners of the Company		6,141.5	7,823.2	5,477.7
• non-controlling interests		5.4	7.5	5.9

(1) The tax effect is as follows:

€ millions	2025	2024	2023
Cash flow hedges	(12.4)	4.1	22.7
Items that may be reclassified to profit or loss	(12.4)	4.1	22.7
Financial assets at fair value through other comprehensive income	(29.3)	(33.3)	(1.3)
Actuarial gains and losses	(29.3)	(39.2)	30.2
Items that may not be reclassified to profit or loss	(58.6)	(72.5)	28.9
TOTAL	(71.1)	(68.3)	51.6

5.3 Compared Consolidated Balance Sheets

Assets

€ millions	Notes	31.12.2025	31.12.2024	31.12.2023
Non-current assets		39,622.7	39,879.9	35,529.7
Goodwill	7.1	14,469.7	13,382.0	13,102.6
Other intangible assets	7.2	5,072.0	4,594.8	4,287.1
Right-of-use assets	3.2	1,663.2	1,763.2	1,692.4
Property, plant and equipment	3.2	4,211.9	4,202.0	3,867.7
Non-current financial assets	9.3	12,867.3	14,838.1	11,631.6
Investments accounted for under the equity method	8	376.0	126.4	27.0
Deferred tax assets	6.3	962.7	973.3	921.2
Current assets		22,198.5	16,473.5	16,325.4
Inventories	3.3	4,543.3	4,630.1	4,482.4
Trade accounts receivable	3.3	5,500.3	5,601.8	5,092.7
Other current assets	3.3	2,063.8	1,955.3	2,270.6
Current tax assets		226.0	234.1	191.6
Cash and cash equivalents	9.2	9,865.0	4,052.3	4,288.1
TOTAL		61,821.2	56,353.4	51,855.1

Equity & liabilities

€ millions	Notes	31.12.2025	31.12.2024	31.12.2023
Equity	11	35,003.8	33,137.8	29,081.6
Share capital		106.8	106.9	106.9
Additional paid-in capital		3,509.8	3,444.3	3,370.2
Other reserves		18,166.5	16,144.8	13,799.1
Other comprehensive income		7,043.0	7,028.6	5,614.2
Net profit attributable to owners of the Company		6,127.2	6,408.7	6,184.0
Equity attributable to owners of the Company		34,953.2	33,133.3	29,074.3
Non-controlling interests		50.6	4.5	7.3
Non-current liabilities		11,450.9	8,579.6	7,873.8
Provisions for employee retirement obligations and related benefits	5.4	684.0	668.9	562.0
Provisions for liabilities and charges	12.1	84.5	76.8	68.8
Non-current tax liabilities	6	236.6	224.3	255.7
Deferred tax liabilities	6.3	1,013.2	964.5	846.6
Non-current borrowings and debt	9.1	8,069.7	5,187.1	4,746.7
Non-current lease debt	9.1	1,362.9	1,458.0	1,394.2
Current liabilities		15,366.5	14,636.0	14,899.7
Trade accounts payable		6,727.7	6,468.5	6,347.0
Provisions for liabilities and charges	12.1	1,117.7	1,093.1	977.2
Other current liabilities	3.4	4,782.9	4,949.6	4,816.1
Income tax		254.8	275.1	208.1
Current borrowings and debt	9.1	2,048.9	1,381.3	2,091.5
Current lease debt	9.1	434.5	468.6	459.8
TOTAL		61,821.2	56,353.4	51,855.1

5.4 Consolidated Statements of Changes in Equity

€ millions	Common shares outstanding	Capital	Additional paid-in capital	Retained earnings and net profit	Other comprehensive income	Treasury shares	Equity attributable to owners of the Company	Non-controlling interests	Total equity
AS OF 31.12.2022	535,186,562	107.0	3,368.7	17,382.2	6,320.6	—	27,178.5	8.0	27,186.5
Consolidated net profit for the period				6,184.0			6,184.0	6.5	6,190.5
Cash flow hedges					(113.9)		(113.9)	(0.6)	(114.5)
Cumulative translation adjustments					(425.9)		(425.9)	0.1	(425.8)
Other comprehensive income that may be reclassified to profit and loss					(539.7)		(539.8)	(0.6)	(540.3)
Financial assets at fair value through other comprehensive income					(77.5)		(77.5)		(77.5)
Actuarial gains and losses					(89.2)		(89.2)		(89.2)
Other comprehensive income that may not be reclassified to profit and loss					(166.7)		(166.7)	—	(166.7)
CONSOLIDATED COMPREHENSIVE INCOME				6,184.0	(706.5)		5,477.6	5.9	5,483.6
Capital increase	810,545	0.2	1.5	—			1.7		1.7
Cancellation of Treasury shares		(0.3)		(503.2)		503.3	(0.2)		(0.2)
Dividends paid (not paid on Treasury shares)				(3,248.4)			(3,248.4)	(6.2)	(3,254.6)
Share-based payment				168.5			168.5		168.5
Net changes in Treasury shares	(1,271,632)					(503.3)	(503.3)		(503.3)
Changes in the scope of consolidation							—		—
Other movements ⁽¹⁾				(0.1)			(0.1)	(0.4)	(0.6)
AS OF 31.12.2023	534,725,475	106.9	3,370.2	19,983.1	5,614.2	—	29,074.3	7.3	29,081.6
Consolidated net profit for the period				6,408.7			6,408.7	7.8	6,416.5
Cash flow hedges					(72.5)		(72.5)	(0.4)	(72.9)
Cumulative translation adjustments					260.4		260.4	0.2	260.6
Other comprehensive income that may be reclassified to profit and loss					187.9		187.9	(0.2)	187.7
Financial assets at fair value through other comprehensive income					1,111.6		1,111.6		1,111.6
Actuarial gains and losses					115.0		115.0		115.0
Other comprehensive income that may not be reclassified to profit and loss					1,226.6		1,226.6	—	1,226.6
CONSOLIDATED COMPREHENSIVE INCOME				6,408.7	1,414.5		7,823.2	7.5	7,830.8
Capital increase	895,103	0.0	69.8				69.9		69.9
Cancellation of Treasury shares		(0.1)		(497.4)		497.5	—		—
Dividends paid (not paid on Treasury shares)				(3,565.1)			(3,565.1)	(7.1)	(3,572.1)
Share-based payment				239.1			239.1		239.1
Net changes in Treasury shares	(1,308,557)					(497.5)	(497.5)		(497.5)
Changes in the scope of consolidation							—		—
Other movements			4.3	(14.9)			(10.6)	(3.2)	(13.8)
AS OF 31.12.2024	534,312,021	106.9	3,444.3	22,553.5	7,028.6	—	33,133.3	4.5	33,137.8

€ millions	Common shares outstanding	Capital	Additional paid-in capital	Retained earnings and net profit	Other comprehensive income	Treasury shares	Equity attributable to owners of the Company	Non-controlling interests	Total equity
AS OF 31.12.2024	534,312,021	106.9	3,444.3	22,553.5	7,028.6	—	33,133.3	4.5	33,137.8
Consolidated net profit for the period				6,127.2			6,127.2	6.5	6,133.7
Cash flow hedges					104.0		104.0	0.4	104.4
Cumulative translation adjustments					(983.9)		(983.9)	(1.4)	(985.3)
Other comprehensive income that may be reclassified to profit and loss					(879.9)		(879.9)	(1.0)	(880.9)
Financial assets at fair value through other comprehensive income					819.1		819.1		819.1
Actuarial gains and losses					75.1		75.1		75.1
Other comprehensive income that may not be reclassified to profit and loss					894.2		894.2	—	894.2
CONSOLIDATED COMPREHENSIVE INCOME				6,127.2	14.3		6,141.5	5.4	6,147.0
Capital increase	827,643	0.2	65.5	(0.1)			65.5		65.5
Cancellation of Treasury shares		(0.3)		(501.2)		501.5	—		—
Dividends paid (not paid on Treasury shares)				(3,774.6)			(3,774.6)	(7.0)	(3,781.6)
Share-based payment				248.3			248.3		248.3
Net changes in Treasury shares	(1,356,636)					(501.5)	(501.5)		(501.5)
Changes in the scope of consolidation							—	46.1	46.1
Other movements ⁽¹⁾				(359.3)			(359.3)	1.5	(357.8)
AS OF 31.12.2025	533,783,028	106.8	3,509.8	24,293.7	7,043.0	—	34,953.2	50.6	35,003.8

(1) Corresponds essentially to the commitment to buy back the minority shareholders of Medik8 for €325 million. (see note 2.1.1).

5.5 Compared Consolidated Statements of Cash Flows

€ millions	Notes	2025	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES				
Net profit attributable to owners of the Company		6,127.2	6,408.7	6,184.0
Non-controlling interests		6.5	7.8	6.5
Elimination of expenses and income with no impact on cash flows:				
• depreciation, provisions and non-current tax liabilities ⁽¹⁾		1,817.4	1,855.3	1,715.0
• changes in deferred taxes	6.1	68.2	(37.4)	(95.3)
• share-based payment (including free shares)	5.5	248.3	239.1	168.5
• capital gains and losses on disposals of assets		37.8	15.2	6.9
Other non-cash transactions		17.4	21.1	14.1
Share of profit in associates net of dividends received		6.7	2.9	(0.2)
Gross cash flow		8,329.5	8,512.6	7,999.5
Changes in working capital ⁽²⁾	3.5	327.4	(226.6)	(394.9)
Net cash provided by operating activities (A)		8,656.9	8,286.0	7,604.6
CASH FLOWS FROM INVESTING ACTIVITIES				
Purchases of property, plant and equipment and intangible assets		(1,495.3)	(1,641.7)	(1,488.7)
Disposals of property, plant and equipment and intangible assets		5.7	13.6	12.8
Changes in other financial assets (including investments in non-consolidated companies)	2.3.1	2,509.0	(1,927.0)	(170.7)
Effect of changes in the scope of consolidation	2.2	(2,426.6)	(148.9)	(2,497.2)
Net cash from investing activities (B)		(1,407.1)	(3,703.9)	(4,143.7)
CASH FLOWS FROM FINANCING ACTIVITIES				
Dividends paid		(3,917.0)	(3,614.9)	(3,425.6)
Capital increase of the parent company		65.6	69.9	1.5
Disposal/(acquisition) of Treasury shares		(501.5)	(497.5)	(503.3)
Purchase of non-controlling interests		(16.3)	(13.9)	—
Issuance (repayment) of short-term loans		(609.7)	(1,775.9)	(823.7)
Issuance of long-term borrowings		4,057.3	1,529.4	3,567.1
Repayment of long-term borrowings		(22.6)	(7.9)	—
Repayment of lease debt		(453.6)	(474.3)	(430.6)
Net cash from financing activities (C)		(1,397.8)	(4,785.1)	(1,614.6)
Net effect of changes in exchange rates (D)		(39.2)	(32.8)	(175.9)
Change in cash and cash equivalents (A+B+C+D)		5,812.8	(235.8)	1,670.4
Cash and cash equivalents at beginning of the year (E)		4,052.3	4,288.1	2,617.7
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD (A+B+C+D+E)⁽²⁾	9.2	9,865.0	4,052.3	4,288.1

(1) Following the outcome in 2023 of the dispute with the French Competition Authority, the reversal of the provision and the reversal of the debt for the same amount of €189.5 million were presented in operations without impact on cash flow.

(2) Including:

En millions d'euros	2025	2024	2023
Income tax paid	(2,390.0)	(2,024.4)	(1,995.7)
Interest paid (excluding interest on lease debts)	(299.9)	(323.1)	(184.9)
Dividends received from non consolidated companies	351.9	447.6	423.6
Cash outflow relating to leases	(581.2)	(611.7)	(539.2)
of which paid interests on lease debts	(58.4)	(58.9)	(43.8)

5.6 Notes to the Consolidated Financial Statements

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Note 1 Accounting principles

The consolidated financial statements of L'Oréal and its subsidiaries ("the Group") published for 2025, have been prepared in accordance with *International Financial Reporting Standards* (IFRS), as adopted in the European Union as of 31 December 2025.

On 12 February 2026, the Board of Directors closed the consolidated financial statements at 31 December 2025. The financial statements will not become final until they have been approved by the Annual General Meeting of shareholders to be held on 24 April 2026.

The Group did not anticipate any standards or interpretations not mandatorily applicable in 2025.

In April 2024, the IASB published IFRS 18 *Presentation and Disclosure in Financial Statements*, applicable from 1 January 2027 and adopted by the European Union on 13 February 2026. The Group is currently analysing the impacts of the standard.

1.1 Use of estimates

The preparation of the consolidated financial statements in accordance with international accounting standards requires that the Group make a certain number of estimates and assumptions that may affect the value of the Group's assets, liabilities, equity and net profit (loss).

These estimates and assumptions mainly relate to the estimated amounts deducted from net sales, the measurement of goodwill and other intangible assets, operating lease terms, provisions, non-current tax liabilities, pension obligations and share-based payments. Estimates used by the Group in relation to these different areas are made based on information available when the accounts are prepared and are described in detail in each specific associated note.

1.2 Scope and methods of consolidation

All companies included in the scope of consolidation have a financial year ending 31 December or close their accounts on that date.

All companies directly or indirectly controlled by the parent company L'Oréal have been fully consolidated.

Group companies that are jointly controlled with a limited number of other shareholders under a contractual agreement are consolidated under the equity method in accordance with IFRS 11.

Associates over which the Group has a significant influence have been accounted for by the equity method.

1.3 Translation of the accounts of foreign subsidiaries

The assets and liabilities of foreign subsidiaries are translated at closing exchange rates. Income statement items are translated at average exchange rates for the year.

The resulting translation difference attributable to the Group is entered directly under equity under the item *Cumulative translation adjustments*, while the translation difference attributable to non-controlling interests is recognised under the *Non-controlling interests* item.

1.4 Valuation of goodwill in foreign currencies

Goodwill generated on foreign companies is considered to form part of the assets and liabilities of the foreign company, and is therefore expressed in the entity's functional currency and translated using the closing exchange rates in effect at the closing date. Goodwill recorded before 1 January 2004 continues to be recorded in euros.

Note 2 Main events of the period

2.1 Changes in the scope of consolidation

2.1.1 Year 2025

Takeovers

L'Oréal Groupe announced on 23 December 2024 the signing of an agreement with Swiss retail group Migros for the acquisition of its subsidiary **Gwoonsesang Cosmetics Co., Ltd.**, including Dr.G, the Korean skincare brand founded by dermatologist Dr. Gun Young Ahn in 2003 and based in Seoul. Dr.G joins L'Oréal Groupe's Consumer Products Division (CPD) to address the growing success of K-Beauty worldwide and expand its offering with effective, science-based, yet accessible skincare.

In 2024, the brand's sales amounted to €128.4 million.

The acquisition was finalised on 25 March 2025 and has been fully consolidated since that date.

L'Oréal Groupe announced on 9 June 2025 the signing of an agreement to acquire a 77.4% majority stake in the British skincare brand **Medik8**.

As part of the transaction, Inflexion, a leading European mid-market private equity firm, will remain a minority shareholder. The Founder will continue to serve on the board, with the current management committee also remaining in place.

This acquisition further strengthens L'Oréal's Luxe portfolio, adding a premium science-backed skincare brand with a proven track record of success, with strong potential for global growth.

In 2024, Medik8's sales amounted to £66,1 million.

This acquisition was finalized on 10 September 2025 and is fully consolidated.

As part of the agreement, L'Oréal has also secured rights to buyout in full the minority shareholders valued at €325.3 million at the end of 2025 and exercisable in 2029. This liability is recorded as long-term financial debt (see note 9.1.1).

L'Oréal Groupe announced on 30 June 2025 the signing of an agreement to acquire Color Wow, one of the world's fastest growing and most innovative professional haircare brands.

Founded in 2013 by Gail Federici, **Color Wow**, based in the US and UK, offers a unique range of products that have gained a loyal and devoted following amongst stylists, media and consumers alike. Color Wow is a renowned prestige brand in the US haircare market, and is experiencing rapid growth, thanks in part to advocacy and its highly engaged online community. Still true to its professional origins, the brand is now omnichannel, and is already distributed in salons, selective distribution and e-commerce platforms.

This acquisition further strengthens L'Oréal's Professional products portfolio, with a proven track record of success and strong potential for global growth.

In 2024, Color Wow's sales amounted to \$270.4 million.

The acquisition was finalised on 9 September 2025 and has been fully consolidated since that date.

The provisional allocation of the purchase prices led to the recognition of goodwill amounting to €1,761.4 million in respect of these acquisitions and is presented as follows:

€ million	Fair value at the date of acquisition
Net assets at 100% ⁽¹⁾	698.4 Note 7.2
Net assets attributable to minority shareholders	-45.2
Goodwill on the Group's shares	1,761.4 Note 7.1
ACQUISITION PRICE	2,414.6

⁽¹⁾ The acquired assets consist mainly of brands and other intangible assets recognized within the framework of the purchase price allocation.

The impact of these acquisitions on revenue and operating profit for the full year 2025 is €547.0 million and €124.5 million.

Equity-accounted investment

During the first semester of 2025, L'Oréal has acquired a stake in the **SkinSpirit** network of aesthetic clinics in the United States with 38.37% of the voting rights and 36.13% of the interests (note 8).

2.1.2 Year 2024

Takeovers

On 9 January 2024, L'Oréal announced the signing of an agreement to acquire the entire capital of **Gjosa**, the Swiss company pioneer in the development of water micronization technology. L'Oréal had already made a first minority investment in Gjosa in 2021 up to 15% via its venture capital fund, BOLD (Business Opportunities for L'Oréal Development).

The closing was finalized on 31 January 2024 and has been fully consolidated since that date.

L'Oréal completed on 31 October 2024 the finalisation of the acquisition of 70% of a group of six aesthetic clinics located in China. **YesSkin** is founded by Dr. Song, a renowned and influential dermatologist in China. The aesthetic clinics offer injectables and machine treatments to clients and generate a turnover of 126 million yuan (corresponding to €16 million) in 2023.

This acquisition is fully consolidated.

The cost of these acquisitions represented €77.2 million. The total amount of goodwill and other intangible assets resulting from these acquisitions amounted to €91.7 million.

Equity-accounted investment

During the third quarter of 2024, L'Oréal completed the acquisition of a minority stake in **Amouage SAOC**, the Oman-based *haute parfumerie* house founded in 1983 and controlled by SABCO Group LLC.

2.1.3 Year 2023

Takeovers

On 3 April, L'Oréal announced that it had signed an agreement with Natura & Co to acquire **Aēsop**, the Australian luxury beauty brand, for \$2.6 billion. Created in 1987, Aēsop is a global super brand known for its skin, hair and body products, available across luxury retail, beauty and hospitality locations around the world. Aēsop operates online and in around 400 exclusive points of sale across the Americas, Europe, Australia and Asia, with a nascent footprint in China where the first store opened in 2022.

This acquisition was completed on 30 August 2023 and has been fully consolidated since that date.

In 2023, this acquisition represented €557.5 million in full-year net sales and €13.1 million in full-year operating profit.

The final allocation of the purchase price led to the recognition of goodwill of €1,784.3 million and is as follows:

€ million	Fair value at the date of acquisition
Intangible assets ⁽¹⁾	577.0
Other assets	428.4
Cash	74.8
Other liabilities	(513.4)
Aēsop net assets	566.8
Goodwill	1,784.3
ACQUISITION PRICE	2,351.1

(1) Including €521.8 million of brand and €54.9 million of technological assets.

On 4 December 2023, L'Oréal completed the acquisition of **Lactobio**, a leading probiotic and microbiome research company based in Copenhagen (Denmark). The strategic acquisition builds on 20 years of advanced research by L'Oréal into the microbiome scientific territory, deepening its knowledge of the microorganisms that live on the skin's surface and reinforcing the Group's leadership in this field. The acquisition also opens up new scientific opportunities, including leveraging Lactobio's microbiome expertise and significant IP portfolio to develop safe and effective new cosmetic solutions using live bacteria.

The cost of these acquisitions represented €2,401.5 million. The total amount of goodwill and other intangible assets resulting from these acquisitions amounted to €2,411.9 million.

2.2 Impact of changes in the scope of consolidation in the cash flow statement

For 2025, these changes mainly related to Dr.G, Color Wow, and Medik8 acquisitions.

For 2024, these changes mainly related to Gjosa, YesSkin and Amouage acquisitions.

For 2023, these changes mainly related to Aēsop acquisition.

2.3 Other highlights

2.3.1 Year 2025

Sale of Sanofi shares

L'Oréal Groupe announced on 3 February 2025 the signing of an agreement for the sale of approximately 29.6 million **Sanofi** shares to Sanofi representing 2.14% of the shares held, at a price of €101.5 per share, for a total amount of €3 billion.

The capital gain realized in this respect amounts to €1.9 billion net of tax with no impact on the Group's income statement for the period as it is a financial asset at fair value through comprehensive income.

Following the transaction and after cancellation of the repurchased shares, L'Oréal holds 7.2% of Sanofi's share capital and 13.1% of the voting rights (note 9.3).

Minority investment

L'Oréal Groupe announced on 7 February 2025 a long-term, exclusive beauty partnership with **JACQUEMUS**, further solidified by a minority investment of 14.8%, finalised on 10 April 2025, supporting their independent development.

This acquisition is treated as *Non-current assets* (note 9.3).

Bond issuance

L'Oréal Groupe has successfully completed on 13 May 2025 its inaugural bond issuance on the American bond market for a total principal amount of \$1 billion, with a coupon of 5.00% per year. (note 9.1.2).

This issue is rated AA (Stable) by S&P and Aa1 (Stable) by Moody's.

On 12 November 2025, the L'Oréal Group successfully placed a bond issue with a total nominal amount of €3 billion (see note 9.1.2).

The net proceeds from the bonds will be used by the issuer for general corporate purposes, including partially financing the acquisition of Kering Beauté.

Exceptional tax contribution France

As part of the Finance Act of 14 February 2025, an exceptional tax on the profits of large companies (Article 48) was enacted. It applies to companies subject to corporate income tax with a turnover generated in France equal to or greater than €1 billion. This tax is based on the average taxable profit for the 2024 and 2025 fiscal years.

It is recorded as of 31 December 2025, at €252.7 million as corporate income tax and adjusted in *Net Income excluding non-recurring items* (note 11.4.1).

2.3.2 Year 2024

The group announced on 5 August 2024 that it had acquired a 10% stake for an amount of €1.8 billion in **Galderma Group AG**, the world leader exclusively dedicated to dermatology and one of the largest global players in the field of injectable aesthetics. In addition, L'Oréal and Galderma have agreed to work towards a strategic scientific partnership that will leverage the undisputed expertise of both companies:

Galderma's across a broad range of dermatological solutions, and L'Oréal's expertise in skin biology, diagnostic tools and evaluation methods.

This acquisition is treated as *Non-current financial assets* (note 9.3).

This transaction was financed via the issue of a €1.25 billion bond and the remainder through the Group's available cash.

Note 3 Operating items - Segment information

Accounting principles

Net sales

Net sales are recognised when the goods have been transferred to the customer.

Sales incentives, cash discounts and product returns are deducted from net sales, as are incentives granted to distributors or consumers resulting in a cash outflow, such as commercial cooperation, coupons, discounts and loyalty programmes.

Incentives granted to distributors or consumers are recognised as a deduction from sales: the service cannot be separated from the product sales transaction or it is not possible to reasonably estimate the fair value of the cost of the service.

Sales incentives, cash discounts, provisions for returns and incentives granted to customers are recorded simultaneously to the recognition of the sales if they can be estimated in a reasonably reliable manner, based mainly on statistics compiled from past experience and contractual conditions.

Cost of sales

The cost of goods sold consists mainly of the industrial production cost of products sold, the cost of distributing products to customers including freight and delivery costs, either directly or indirectly through depots, inventory impairment costs, and royalties paid to third parties.

Research and innovation expenses

Expenditure during the research phase is charged to the income statement for the financial year during which it is incurred.

Expenses incurred during the innovation phase are recognised as *Intangible assets* only if they meet all the following criteria set out in IAS 38:

- the project is clearly defined and the related costs are separately identified and reliably measured;
- the technical feasibility of the project has been demonstrated;
- the intention and ability to complete the project and to use or sell the products resulting from the project have been demonstrated;

- the resources necessary to complete the project and to use or sell it are available;
- the Group can demonstrate that the project will generate probable future economic benefits, as the existence of a potential market for the production resulting from the project, or its internal usefulness has been demonstrated.

In view of the very large number of innovation projects and uncertainties concerning the decision to launch products relating to these projects, L'Oréal considers that some of these capitalisation criteria are not met.

Advertising and promotion expenses

These expenses consist mainly of expenses relating to the advertisement and promotion of products to customers and consumers and beauty advisors. They are charged to the income statement for the financial year in which they are incurred.

Selling, general and administrative expenses

These expenses relate mainly to part of sales teams and sales team management, marketing teams and administrative services, as well as general expenses and the costs and expenses of free shares.

Operating profit

Operating profit consists of gross profit less research and innovation expenses, advertising and promotion expenses, and selling, general and administrative expenses.

Property, plant and equipment

Property, plant and equipment are recorded on the balance sheet at their purchase price. They are not remeasured.

Assets financed by lease contracts are recognised as assets on the balance sheet under *Right-of-use assets*. The corresponding debt is recognised as a liability under *Lease debt*.

The components of property, plant and equipment are recorded separately if their estimated useful lives, and therefore their depreciation periods, are materially different.

Property, plant and equipment are depreciated using the straight-line method, over the following useful lives:

Buildings	10-40 years
Industrial machinery and equipment	5-15 years
Point-of-sales advertising: stands and displays	3 years
Other property, plant and equipment	3-10 years

Depreciation and impairment losses are recorded in the income statement according to the use of the asset.

In view of their nature, property, plant and equipment are considered to have a value of zero at the end of the useful lives indicated above.

Leases

All leases are recognised using a single model consisting of recording lease liabilities as liabilities (amount of discounted future payments) and rights of use as assets.

The lease term corresponds to the non-cancellable term of each contract and includes any renewal options that the Group is reasonably certain to exercise, particularly if the estimated useful life of the fittings in which the Group invested initially or during the lifetime of the contract exceeds the initial contractual life. In the case of termination options subject to a short notice period, these options have not been taken into account in the assessment of the lease terms.

The right of use is amortised over the expected lease term.

The discount rate used to value the lease liability corresponds to the annual rate for each contract calculated using zero-coupon rates obtained by currency and by maturity tranche, increased by the Group's credit spread.

Deferred taxes are recorded during the initial recognition.

Inventories

Inventories are valued at the lower of cost or net realisable value. Cost is calculated using the weighted average cost method.

A provision is made for obsolete and slow-moving inventories on the basis of their probable net realisable value, estimated on the basis of historic and projected data.

Trade accounts receivable

Accounts receivable from customers are recorded at their nominal value, which corresponds to their fair value.

The current trade accounts receivable impairment methodology at L'Oréal reflects the level of expected losses on the customer portfolio, calculated on the basis of past statistics from the outset of the receivable. Moreover, this risk is contained thanks to the credit insurance policy applied by the Group.

Except when local conditions do not allow it, the Group has insurance cover for the subsidiaries.

3.1 Segment information

3.1.1 Information by business segment

The Group's business activities are organised into four Divisions. In its markets, each Division develops and enhances a range of its own brand of consumer products:

- the Professional Products Division aims to create the future of professional beauty.

For over 100 years, this Division has acquired extensive knowledge of, and provided tailored support solutions for, the hairdressing sector. It has built up a unique brand portfolio which currently includes L'Oréal Professionnel, Kérastase, Redken, Matrix and PureOlogy;

- the Consumer Products Division aims to democratise access to the best that the world of beauty has to offer.

The Division is underpinned by four major global brands (L'Oréal Paris, Garnier, Maybelline New York and NYX Professional Makeup), and by the deployment of its specialised and regional brands (Stylenanda, Essie, Mixa, etc.);

- the Luxe Division aims to create the future of luxury beauty via breakthrough innovations, meaningful commitments and memorable experiences.

The Division has built a unique portfolio of prestigious brands including iconic mainstream, aspirational, alternative and specialist brands (Lancôme, Yves Saint Laurent Beauté, Armani Beauty, Kieh'l's, Helena Rubinstein, Aēsop, Biotherm, Valentino, Prada, Shu Uemura, IT Cosmetics, Mugler, Ralph Lauren, Urban Decay, Azzaro, Maison Margiela, Viktor&Rolf, Takami etc.);

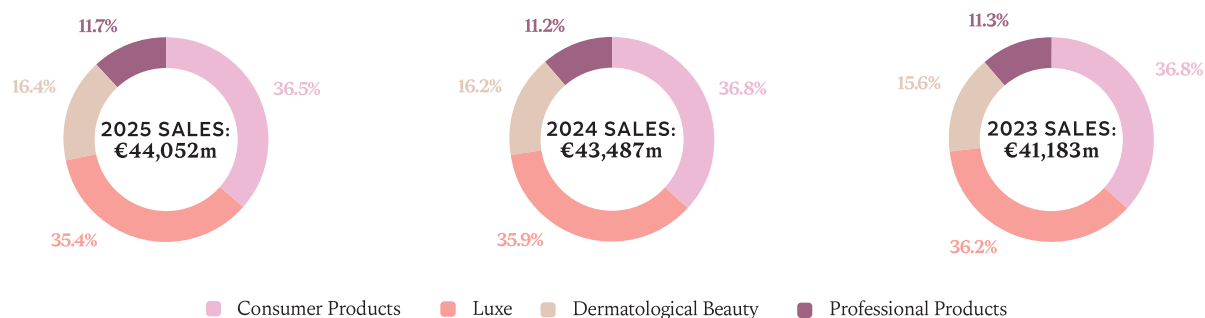
- the Dermatological Beauty Division aims to provide sustainable and life-changing dermatological solutions for all.

Its portfolio of highly complementary brands (La Roche-Posay, CeraVe, Vichy, SkinCeuticals, Skinbetter Science, etc.) is designed to keep pace with major skincare trends and recommendations of healthcare professionals.

The "non-allocated" item includes expenses incurred by the Functional Departments, Fundamental Research and the cost of free shares not allocated to the Divisions. It also includes non-core businesses, such as reinsurance.

The performance of each Division is measured on the basis of operating profit.

WEIGHT OF NET SALES BY DIVISION OVER THE THREE PERIODS



€ millions			Operational Assets ⁽¹⁾	Investments in property, plant and equipment and intangible assets	Depreciation, amortisation and provisions
2025	Sales	Operating profit			
Professional Products	5,163.0	1,180.3	5,059.0	137.2	224.9
Consumer Products	16,089.7	3,443.3	11,343.3	496.9	590.9
Luxe	15,595.1	3,488.1	12,884.1	391.9	638.9
Dermatological Beauty	7,204.1	1,882.1	4,681.2	132.9	171.0
TOTAL OF DIVISIONS	44,052.0	9,993.8	33,967.7	1,158.8	1,625.6
Non-allocated		(1,101.8)	2,059.6	342.7	259.9
GROUP	44,052.0	8,891.9	36,027.3	1,501.5	1,885.5

(1) Operational assets mainly include goodwill, intangible assets and property, plant and equipment, right-of-use assets, trade accounts receivable and inventories.

€ millions			Operational Assets ⁽¹⁾	Investments in property, plant and equipment and intangible assets	Depreciation, amortisation and provisions
2024	Sales	Operating profit			
Professional Products	4,886.2	1,086.2	3,960.6	134.9	225.3
Consumer Products	15,982.4	3,376.4	11,073.1	561.7	540.2
Luxe	15,591.1	3,469.7	12,865.4	430.4	566.5
Dermatological Beauty	7,027.1	1,832.7	4,801.2	135.6	132.5
TOTAL OF DIVISIONS	43,486.8	9,765.0	32,700.4	1,262.5	1,464.5
Non-allocated		(1,077.5)	1,999.1	397.2	273.8
GROUP	43,486.8	8,687.5	34,699.5	1,659.7	1,738.2

(1) Operational assets mainly include goodwill, intangible assets and property, plant and equipment, right-of-use assets, trade accounts receivable and inventories.

€ millions			Operational Assets ⁽¹⁾	Investments in property, plant and equipment and intangible assets	Depreciation, amortisation and provisions
2023	Sales	Operating profit			
Professional Products	4,653.9	1,005.3	3,704.8	121.7	183.8
Consumer Products	15,172.7	3,114.7	11,241.6	523.6	592.2
Luxe	14,924.0	3,331.8	12,584.0	428.6	559.7
Dermatological Beauty	6,432.0	1,670.9	4,319.2	90.5	94.3
TOTAL OF DIVISIONS	41,182.5	9,122.7	31,849.6	1,164.4	1,430.0
Non-allocated		(979.4)	1,222.9	341.4	191.2
GROUP	41,182.5	8,143.3	33,072.5	1,505.8	1,621.2

(1) Operational assets mainly include goodwill, intangible assets and property, plant and equipment, right-of-use assets, trade accounts receivable and inventories.

Operational assets can be reconciled to the 2025, 2024 and 2023 balance sheets as follows:

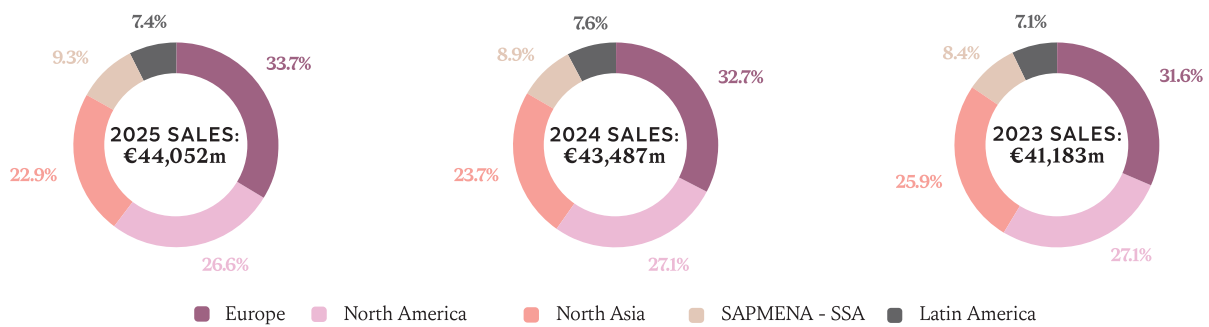
€ millions	2025	2024	2023
Operational assets	36,027.3	34,699.5	33,072.5
Non-current financial assets	12,867.3	14,838.1	11,631.6
Investments accounted for under the equity method	376.0	126.4	27.0
Deferred tax assets	962.7	973.3	921.2
Other current assets	1,723.0	1,663.8	1,914.7
Cash and cash equivalents	9,865.0	4,052.3	4,288.1
Non-allocated assets	25,793.9	21,653.9	18,782.7
TOTAL ASSETS	61,821.2	56,353.4	51,855.1

3.1.2 Information by region

All information is presented on the basis of geographic location of the subsidiaries.

3.1.2.1. Consolidated net sales by region

WEIGHT OF NET SALES BY REGION OVER THE THREE PERIODS



€ millions	2025	Growth (%)		2024	2023
		Published data	Excluding exchange effect		
Europe	14,864.5	4.6%	5.4%	14,211.4	13,007.8
of which France ⁽¹⁾	3,210.6	1.6%	1.6%	3,161.0	3,063.3
North America ⁽³⁾	11,718.1	(0.7%)	3.7%	11,805.2	11,147.2
North Asia ⁽²⁾	10,075.2	(2.2%)	1.6%	10,303.4	10,662.9
SAPMENA – SSA	4,114.3	6.5%	11.4%	3,863.0	3,447.7
Latin America	3,279.9	(0.7%)	10.7%	3,303.9	2,916.9
GROUP	44,052.0	1.3%	4.9%	43,486.8	41,182.5

(1) Corresponds to sales invoiced from France and including sales to European countries.

(2) Of which €7,074.7 million in 2025 for Mainland China.

(3) Of which €10,471.1 million in 2025 for the United States.

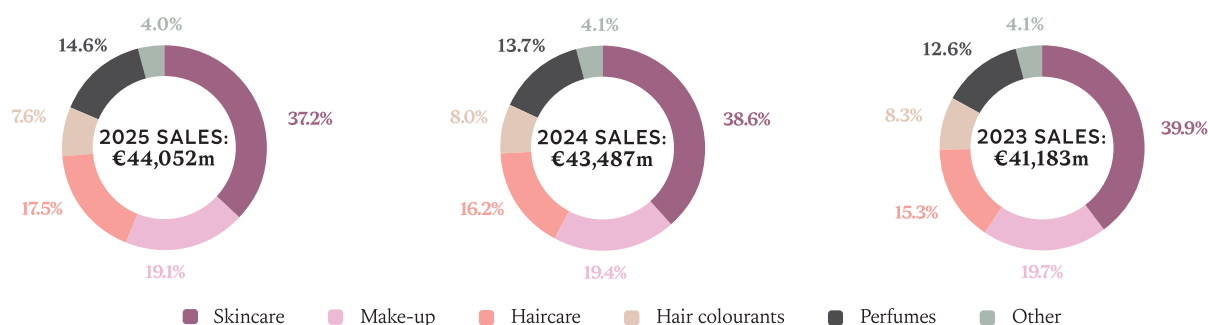
3.1.2.2. Breakdown of operational assets and consolidated investments by region

€ millions	2025		2024		2023	
	Operational assets	Investments in property, plant and equipment and intangible assets	Operational assets	Investments in property, plant and equipment and intangible assets	Operational assets	Investments in property, plant and equipment and intangible assets
Europe	14,770.8	464.6	13,560.6	523.0	13,621.9	494.2
North America	9,468.8	358.8	9,326.3	365.9	8,571.3	296.0
North Asia	3,852.3	111.9	3,878.4	172.7	3,972.6	194.5
SAPMENA – SSA	3,999.5	124.2	4,136.2	129.1	3,829.1	97.9
Latin America	1,876.3	99.4	1,798.8	71.8	1,854.8	81.7
Non-allocated	2,059.6	342.7	1,999.1	397.2	1,222.9	341.4
GROUP	36,027.3	1,501.5	34,699.5	1,659.7	33,072.5	1,505.8

Non-current assets consist of a significant portion of brand and goodwill, which must be analysed on the basis of sales that they generate by region and not according to the country of their legal ownership.

3.1.3 Sales by business segment

WEIGHT OF NET SALES BY PRODUCT CATEGORY OVER THE THREE PERIODS



€ millions	2025	Growth (%)		2024	2023
		Published data	Excluding exchange effect		
Skincare	16,383.5	(2.5%)	0.9%	16,803.7	16,447.1
Makeup	8,417.0	(0.4%)	3.4%	8,449.4	8,123.7
Haircare	7,711.1	9.6%	13.8%	7,034.0	6,319.6
Hair colourants	3,350.3	(3.2%)	0.4%	3,460.3	3,425.6
Perfumes	6,424.9	7.9%	10.8%	5,955.6	5,171.3
Other	1,765.3	(1.0%)	3.8%	1,783.9	1,695.3
GROUP	44,052.0	1.3%	4.9%	43,486.8	41,182.5

3.2 Depreciation and amortisation expense and Property, plant and equipment

3.2.1 Depreciation and amortisation in operating expenses

€ millions	2025	2024	2023
Depreciation and amortisation of property, plant and equipment and intangible assets	1,652.4	1,586.7	1,429.7
including right-of-use (IFRS 16)	482.5	474.5	426.0

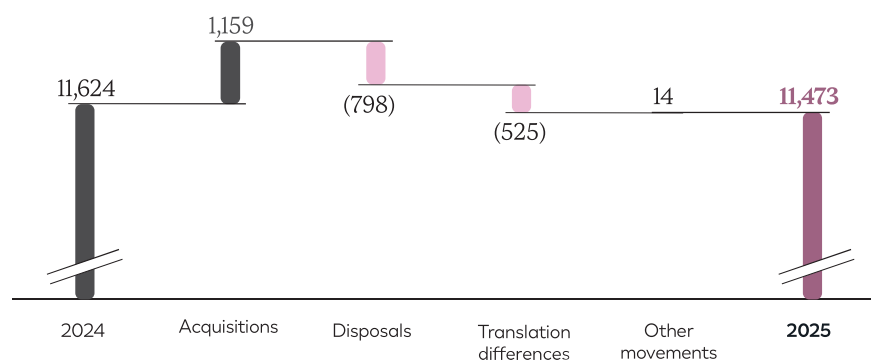
3.2.2 Property, plant and equipment

€ millions		Acquisitions/ Depreciation	Disposals/ Reversals	Translation difference	Other movements ⁽¹⁾	
2025	31.12.2024					31.12.2025
Land and buildings	2,796.0	79.7	(55.0)	(115.3)	79.4	2,784.9
Machinery and equipment	4,257.0	205.7	(145.9)	(154.3)	173.5	4,336.0
Point-of-sales advertising: stands and displays	1,897.5	283.9	(315.2)	(105.2)	116.9	1,878.0
Other property, plant and equipment and fixed asset in progress	2,673.2	589.3	(282.0)	(150.6)	(355.9)	2,474.0
Gross value	11,623.7	1,158.7	(798.1)	(525.3)	13.8	11,472.8
Land and buildings	1,422.7	93.0	(54.9)	(45.5)	(0.3)	1,415.0
Machinery and equipment	3,174.2	302.3	(144.9)	(114.3)	(6.0)	3,211.3
Point-of-sales advertising: stands and displays	1,379.9	358.4	(313.9)	(72.8)	10.5	1,362.1
Other property, plant and equipment	1,444.8	204.9	(282.0)	(94.1)	(1.1)	1,272.5
Depreciation and provisions	7,421.7	958.6	(795.7)	(326.7)	3.1	7,260.9
PROPERTY, PLANT AND EQUIPMENT - NET	4,202.0	200.1	(2.3)	(198.6)	10.7	4,211.9

(1) These mainly include the effect of changes in the scope of consolidation for €12.4 million (Medik8, Color Wow, Dr.G), the impacts of hyperinflation for €5.7 million and tangible assets in progress allocated to other fixed assets.

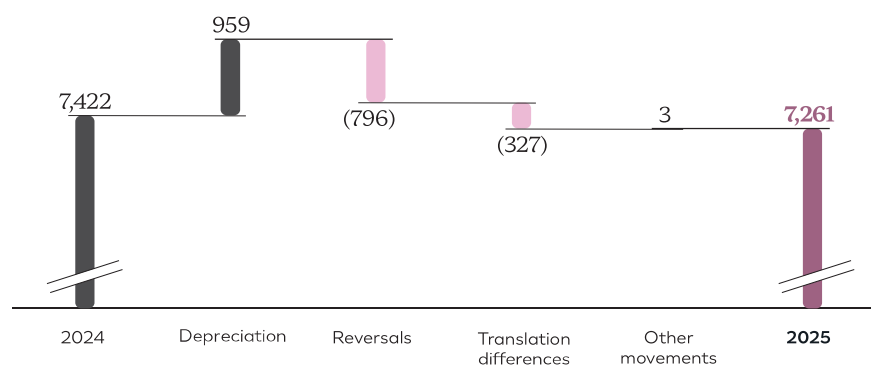
CHANGE IN GROSS FIXED ASSETS

(€ millions)

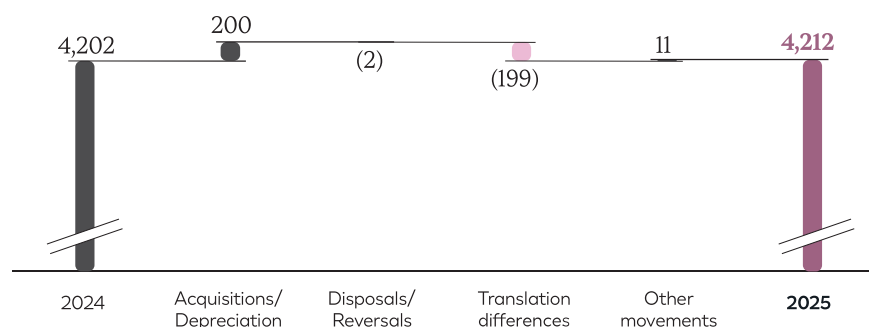


CHANGE IN DEPRECIATION, AMORTISATION AND PROVISIONS

(€ millions)



NET PROPERTY, PLANT AND EQUIPMENT
(€ millions)



€ millions		Acquisitions/ Depreciation	Disposals/ Reversals	Translation difference	Other movements ⁽¹⁾	
2024	31.12.2023					31.12.2024
Land and buildings	2,662.4	97.5	(28.3)	3.1	61.2	2,796.0
Machinery and equipment	4,100.5	226.0	(207.2)	22.3	115.5	4,257.0
Point-of-sales advertising: stands and displays	1,769.1	323.1	(286.4)	25.7	65.9	1,897.5
Other property, plant and equipment and fixed assets in progress	2,473.7	629.7	(170.7)	42.3	(301.8)	2,673.2
Gross value	11,005.8	1,276.3	(692.6)	93.4	(59.1)	11,623.7
Land and buildings	1,365.2	88.1	(27.3)	10.0	(13.3)	1,422.7
Machinery and equipment	3,108.7	285.6	(206.8)	20.9	(34.2)	3,174.2
Point-of-sales advertising: stands and displays	1,311.9	332.3	(286.5)	15.0	7.2	1,379.9
Other property, plant and equipment	1,352.3	202.4	(169.3)	29.5	29.9	1,444.8
Depreciation and provisions	7,138.1	908.4	(689.8)	75.4	(10.4)	7,421.7
PROPERTY, PLANT AND EQUIPMENT – NET	3,867.7	367.9	(2.8)	18.0	(48.7)	4,202.0

(1) These mainly include the effect of changes in the scope of consolidation for -€27 million linked to disposals, the impacts of hyperinflation for €0.7 million and tangible assets in progress allocated to other fixed assets.

€ millions		Acquisitions/ Depreciation	Disposals/ Reversals	Translation difference	Other movements ⁽¹⁾	
2023	31.12.2022					31.12.2023
Land and buildings	2,489.1	101.3	(51.3)	(37.2)	160.5	2,662.4
Machinery and equipment	3,914.9	176.9	(108.6)	(51.2)	168.4	4,100.5
Point-of-sales advertising: stands and displays	1,630.5	313.7	(210.8)	(53.5)	89.2	1,769.1
Other property, plant and equipment and fixed assets in progress	2,281.6	558.8	(128.5)	(57.0)	(181.2)	2,473.7
Gross value	10,316.2	1,150.6	(499.2)	(198.8)	237.0	11,005.8
Land and buildings	1,352.7	82.5	(51.1)	(19.7)	0.8	1,365.2
Machinery and equipment	2,972.0	268.4	(108.3)	(39.4)	16.0	3,108.7
Point-of-sales advertising: stands and displays	1,246.5	277.2	(210.9)	(41.3)	40.3	1,311.9
Other property, plant and equipment	1,263.2	169.3	(127.8)	(34.3)	82.0	1,352.3
Depreciation and provisions	6,834.5	797.3	(498.1)	(134.7)	139.1	7,138.1
PROPERTY, PLANT AND EQUIPMENT – NET	3,481.7	353.3	(1.2)	(64.0)	97.9	3,867.7

(1) These mainly include the effect of changes in the scope of consolidation for €52.5 million (including €63.6 million for Aēsop and -€11.1 million linked to disposals), the impacts of hyperinflation for €44.3 million and tangible assets in progress allocated to other fixed assets.

3.2.3 Leases

3.2.3.1. Right-of-use assets

Right-of-use assets break down by type of underlying asset, as follows:

€ millions	31.12.2025 Net ⁽¹⁾	Depreciation and impairment losses ⁽²⁾ 2025	31.12.2024 Net	31.12.2023 Net
Buildings	1,130.7	302.9	1,134.1	1,095.9
Stores	399.2	166.1	490.6	481.0
Others	133.2	11.9	138.5	115.5
RIGHT-OF-USE ASSETS	1,663.2	480.9	1,763.2	1,692.4

(1) Of which €480.5 million in right-of-use entries in gross value.

(2) Of which €482.5 million in depreciation for the period.

3.2.3.2. Lease debt

Lease debt break down as follows:

€ millions	31.12.2025	31.12.2024	31.12.2023
Lease debt due in more than 5 years	327.2	393.9	406.3
Lease debt due in between 1 and 5 years	1,035.6	1,064.1	987.9
Lease debt due in less than 1 year	434.5	468.6	459.8
LEASE DEBT	1,797.4	1,926.6	1,854.0

3.3 Inventories, Trade accounts receivable and Other current assets

3.3.1 Inventories

€ millions	31.12.2025	31.12.2024	31.12.2023
Finished products and consumables	3,916.9	4,019.2	3,826.9
Raw materials, packaging and semi-finished products	1,123.1	1,095.2	1,156.1
Gross value	5,040.0	5,114.4	4,983.0
Valuation allowance	496.7	484.3	500.6
INVENTORIES - NET	4,543.3	4,630.1	4,482.4

3.3.2 Trade accounts receivable

€ millions	31.12.2025	31.12.2024	31.12.2023
Gross value	5,527.3	5,631.0	5,125.5
Valuation allowance	27.0	29.2	32.8
NET VALUE	5,500.3	5,601.8	5,092.7

Trade accounts receivable are due within one year. The impairment of trade accounts receivable reflects the level of expected losses on the customer portfolio from the outset of the receivable. Moreover, except when local conditions do not allow it, the Group has insurance cover for the subsidiaries.

The non-collection risk on trade accounts receivables is therefore minimised, and this is reflected in the level of the allowance, which remains less than 1% of gross receivables at the end of 2025.

3.3.3 Other current assets

€ millions	31.12.2025	31.12.2024	31.12.2023
Tax and employee-related receivables (excluding income tax)	671.9	668.2	864.4
Prepaid expenses	599.4	522.5	655.8
Derivatives	214.1	150.1	177.7
Current financial assets	31.2	29.1	33.1
Other current assets ⁽¹⁾	547.2	585.3	539.6
TOTAL	2,063.8	1,955.3	2,270.6

(1) These mainly include year-end rebates for €123.0 million and advances and down-payments on purchase orders for €252.9 million.

3.4 Other current liabilities

€ millions	31.12.2025	31.12.2024	31.12.2023
Tax and employee-related payables (excluding income tax)	2,177.2	2,161.0	2,176.5
Credit balances on trade receivables	1,777.8	1,865.9	1,801.7
Fixed assets payables	261.0	315.1	290.1
Derivatives	172.2	232.2	127.1
Other current liabilities ⁽¹⁾	394.7	375.4	420.7
TOTAL	4,782.9	4,949.6	4,816.1

(1) These mainly include prepaid income for €179.5 million.

3.5 Changes in working capital

This caption is broken down as follows:

€ millions	2025	2024	2023
Inventories	(141.9)	(121.2)	(438.3)
Trade accounts receivable	(152.6)	(506.7)	(427.3)
Trade accounts payable	538.3	78.8	138.8
Other receivables and payables	83.6	322.5	331.9
TOTAL	327.4	(226.6)	(394.9)

Note 4 Other operational income and expenses

Accounting principles

Other income and expenses

The *Other income and expenses* item includes capital gains and losses on disposals of property, plant and equipment and intangible assets, impairment of assets, restructuring costs, and clearly identified, non-recurring income and expense items that are material to the consolidated financial statements.

The cost of restructuring operations is fully provisioned if it results from a group obligation towards a third party originating from a decision taken by a competent body which is announced to the third parties concerned before the end of the reporting period.

This cost consists mainly of severance payments, early retirement payments, the cost of unworked notice periods, the costs of training for employees affected by the restructuring measures, and other costs relating to site closures. Any write-offs of fixed assets or impairment charged against inventories and other assets related directly to these restructuring measures are also recorded as restructuring costs.

Operational profit

Operational profit is calculated based on operating profit and includes other income and expenses such as capital gains and losses on disposals of property, plant, and equipment and intangible assets, impairment of assets, and restructuring costs.

This item breaks down as follows:

€ millions	2025	2024	2023
Capital gains and losses on disposals of property, plant and equipment and intangible assets ⁽¹⁾	(37.7)	(15.2)	(6.7)
Impairment of property, plant and equipment and intangible assets ⁽²⁾	—	(50.8)	(270.6)
Restructuring costs ⁽³⁾	(208.5)	(237.1)	(88.5)
Other ⁽⁴⁾	(259.1)	(134.6)	(84.1)
TOTAL	(505.4)	(437.7)	(449.9)

(1) Including:

- in 2025, the impact of the sale of the brand Carol's Daughter (-€40 million);
- in 2024, the impact of the sale of two distribution centres and a factory in Israel (€10.5 million) and the sale of a factory in Turkey (-€26.2 million);
- in 2023, the residual impact of the sale of Logocos in Germany (-€5 million).

(2) Including:

- in 2024, the impairment of intangible assets of the Multicultural Brands Cash Generating Unit (€49.9 million);
- in 2023, the impairment of the goodwill of IT Cosmetics (€250 million) and that of the brand Decléor (€20 million).

(3) Including:

- in 2025, the continuation of strategic reorganization projects of the global Luxe Division (-€63.8 million), the resizing projects of the corporate organizations and the Professional Products division in North America (-€43.7 million), the restructuring and cluster creation projects in Europe and Asia (-€57.9 million) and the reorganization project of various Travel Retail structures (-€11.3 million);
- in 2024, the restructuring of the distribution of the Consumer Products, Professional Products and Operations Divisions in Europe and the United States (€74 million), the strategic reorganization projects of the global Luxe Division (€31.9 million) and the resizing project of the Group's organisations (€80.5 million);
- in 2023, the restructuring of the organisation and distribution of the Consumer Products and Professional Products Divisions in Europe (€39 million), the strategic reorganisation of legal entities in France (€17 million), the recognition following French pension reforms of additional charges on advanced leave provisions from previous restructuring (€7 million) and additional impairment concerning the right to use in Brazil (€9 million).

(4) Including:

- in 2025, costs related to some product disputes (-€179.3 million), the catch-up effect linked to the increase in the employer contribution on free shares in France impacting plans in progress (€31.2 million), corporate philanthropic donations (-€18.7 million), acquisition costs (-€49.5 million) and the impacts of downward revaluation of earn-out debts amounting to (+€21.2 million);
- in 2024, costs related to some products litigations (€99.9 million), corporate philanthropy donations (€28.3 million) and acquisition costs and post-acquisition reorganisations (€20.7 million);
- in 2023, corporate philanthropy donations (€29 million) and acquisition costs (€46 million).

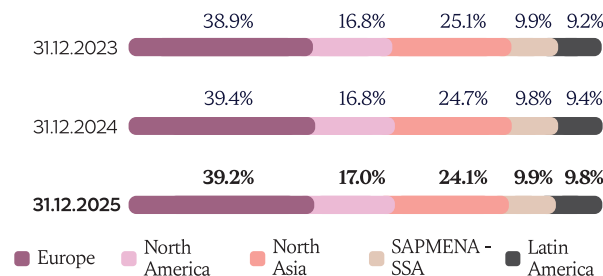
Note 5 Number of employees, personnel costs and employee benefits CSRD

5.1 Number of employees

	31.12.2025	31.12.2024	31.12.2023
Europe	37,071	37,166	36,839
North America	16,048	15,829	15,931
North Asia	22,791	23,281	23,783
SAPMENA – SSA	9,382	9,257	9,339
Latin America	9,318	8,864	8,713
TOTAL⁽¹⁾	94,610	94,397	94,605

(1) Excluding employees of equity-accounted companies.

NUMBER OF EMPLOYEES BY REGION



5.2 Personnel costs

€ millions	2025	2024	2023
Personnel costs (including welfare contributions)⁽¹⁾	8,538.9	8,474.3	7,796.0

(1) Excluding employees of equity-accounted companies.

Personnel costs include pension expenses (excluding interest components), the cost of any share-based payments (stock options and free shares), and payroll taxes.

5.3 Executive compensation

Costs recorded in respect of compensation and similar benefits granted to the Executive Committee, the Board of Directors as well as its Chairman, corporate officer can be analysed as follows:

€ millions	2025	2024	2023
Directors' fees	1.7	1.5	1.4
Salaries and benefits including employer welfare contributions	47.3	41.9	43.2
Employee retirement obligation charges	4.6	5.4	4.7
Share-based payment (stock options and free shares)	38.2	34.0	31.2

The number of executives who were members of the Management Committee and the Chairman of the Board of Directors was 22 at 31 December 2025 compared with 20 at 31 December 2024 and at 31 December 2023.

5.4 Post-employment benefits, termination benefits and other long-term employee benefits

Accounting principles

The Group operates pension, early retirement and other employee benefit schemes depending on local legislation and regulations.

For obligatory state schemes and other defined-contribution schemes, the Group recognises in the income statement contributions payable when they are due. No provision has been set aside in this respect as the Group's obligation does not exceed the amount of contributions paid.

The characteristics of the defined benefit schemes in force within the Group are as follows:

- French regulations provide for specific length-of-service awards payable to employees on retirement. An early retirement plan and a defined benefit plan have also been set up. In some Group companies there are also measures providing for the payment of certain healthcare costs for retired employees. These obligations are partially funded by an external fund;
- for foreign subsidiaries with employee retirement schemes or other specific obligations relating to defined benefit plans, the excess of the projected benefit obligation over the scheme's assets is also recognised by setting up a provision for charges on the basis of the actuarial value of employees' vested rights.

The charges recorded in the income statement during the year include:

- additional rights vested by employees during the accounting period;
- the impact of any change to existing schemes on previous years or of any new schemes;

- the change in the value of the discounted rights over the past year;
- income on external funds calculated on the basis of the discount rate applied to the benefit obligation.

The latter two items represent the interest component of the pension costs. The interest component is shown within *Net financial income* on the *Other financial income and expenses* item.

To determine the discounted value of the obligation for each scheme, the Group applies an actuarial valuation method based on the final salary (projected unit credit method). The obligations and the fair value of plan assets are assessed each year using length-of-service, life expectancy, staff turnover by category and economic assumptions (such as inflation rate and discount rate).

The Group applies a simplified granular approach to calculate its service cost for the period. Under this simplified approach, two different discount rates are used to calculate the obligation and the service cost based on the duration of the future cash flows relating to each of these items. Financial costs are calculated by applying the discount rate used for the obligation to plan assets and by applying the differential interest rate to service cost for the period.

Actuarial gains and losses arising on post-employment defined benefit obligations are recognised in equity.

Actuarial gains and losses in relation to other benefits such as jubilee awards and long-serve bonuses are immediately charged to the income statement.

The liability corresponding to the Company's net defined benefit obligation regarding its employees is recorded in the balance sheet on the *Provisions for employee retirement obligations and related benefits* line.

The actuarial assumptions used to calculate these obligations take into account the economic conditions specific to each country or Group company. The main weighted average assumptions for the Group are as follows:

In %	31.12.2025	31.12.2024	31.12.2023
Discount rate (commitment)	4.5%	4.2%	3.9%
Discount rate (service cost)*	4.8%	4.3%	4.1%
Salary increases	3.9%	3.9%	3.9%

* Used for the services cost for the following financial year.

	31.12.2025			31.12.2024			31.12.2023		
	Initial rate	Final rate	Application of final rate	Initial rate	Final rate	Application of final rate	Initial rate	Final rate	Application of final rate
Expected rate of health care inflation	5.8%	4.1%	2035	5.4%	4.1%	2031	5.6%	4.1%	2031

The discount rates are obtained by reference to market yields on high quality corporate bonds having term dates equivalent to those of the obligations.

Bond quality is assessed by reference to the AA-/Aa3 minimum rating provided by one of the three main credit-rating agencies.

Discount rates can be broken down by region as follows:

In %	2025	2024	2023
Weighted average (all countries) based on the benefit obligation	4.5%	4.2%	3.9%
Of which:			
EURO ZONE			
Discount rate (commitment) ⁽¹⁾	4.1%	3.4%	3.3%
Discount rate (service cost)*	4.2%	3.5%	3.4%
USA			
Discount rate (commitment)	5.3%	5.3%	4.8%
Discount rate (service cost)*	5.8%	5.5%	5.0%
UNITED KINGDOM			
Discount rate (commitment)	5.5%	5.5%	4.5%
Discount rate (service cost)*	5.8%	5.5%	4.5%

(1) The weighted average for 2025 consists of a 4.19% discount rate on annuity plans with an average term of 14.08 years and a 3.98% discount rate on capital plans with an average term of 9.46 years.

* Used for the service cost for the following financial year.

A 50 basis point decrease in the discount rates would increase the projected defined benefit obligations by €129.2 million for the euro zone, €44.2 million for the United States and €27.9 million for the United Kingdom.

The expected returns on plan assets are based on the discount rates used.

The breakdown of plan assets is as follows:

In %	31.12.2025	31.12.2024	31.12.2023
Equity securities ⁽¹⁾	36.8%	30.6%	28.2%
Bonds	60.5%	60.4%	61.2%
Property assets ⁽²⁾	2.0%	3.7%	4.7%
Monetary instruments	0.2%	0.7%	0.9%
Other	0.5%	4.6%	5.0%
TOTAL	100%	100%	100%

(1) Of which L'Oréal shares: none.

(2) Of which property assets occupied by Group entities: none.

The allocation of plan assets has to comply with specific investment limits for the different classes of assets and meet minimum rating criteria for monetary instruments and bonds.

Fluctuations during 2025, 2024 and 2023 are set out below:

<i>€ millions</i>	Present value of defined benefit obligation	Plan assets	Net commitment
Balance at 31 December 2022	3,736.5	(3,678.7)	57.9
Service cost during the period	190.5	—	190.5
Interest cost	149.3	—	149.3
Expected return on assets	—	(147.0)	(147.0)
Past service cost: new plans/plan amendments	0.2	—	0.2
Curtailments	(12.3)	—	(12.3)
Settlements	(1.6)	0.2	(1.4)
Benefits paid	(216.7)	158.0	(58.7)
Contributions paid	5.7	(60.4)	(54.7)
Actuarial gains and losses	239.8	(120.4)	119.3
Translation differences	(33.0)	21.5	(11.4)
Other movements	(0.3)	1.2	0.9
Balance at 31 December 2023	4,058.1	(3,825.6)	232.6
Service cost during the period	226.3	—	226.3
Interest cost	152.2	—	152.2
Expected return on assets	—	(141.3)	(141.3)
Past service cost: new plans/plan amendments	(0.1)	—	(0.1)
Curtailments	(8.7)	—	(8.7)
Settlements	—	—	—
Benefits paid	(240.3)	171.6	(68.7)
Contributions paid	5.5	(56.1)	(50.5)
Actuarial gains and losses	(149.3)	(4.1)	(153.3)
Translation differences	79.3	(69.7)	9.7
Other movements	(1.5)	1.2	(0.4)
Balance at 31 December 2024	4,121.5	(3,923.9)	197.6
Service cost during the period	237.3	—	237.3
Interest cost	159.5	—	159.5
Expected return on assets	—	(150.5)	(150.5)
Past service cost: new plans/plan amendments	4.9	—	4.9
Curtailments	(10.0)	—	(10.0)
Settlements	(113.5)	112.8	(0.7)
Benefits paid	(293.5)	206.3	(87.2)
Contributions paid	5.6	(73.0)	(67.4)
Actuarial gains and losses ⁽¹⁾	(63.7)	(40.7)	(104.4)
Translation differences	(172.3)	136.2	(36.1)
Other movements	(1.4)	1.4	0.1
BALANCE AT 31 DECEMBER 2025	3,874.5	(3,731.4)	143.1

(1) Including the plan assets ceiling.

The net commitment breaks down as follows:

<i>€ millions</i>	2025	2024	2023
Net commitment	143.1	197.6	232.6
Surplus funds for pension scheme commitments held in assets	(540.8)	(471.3)	(329.4)
Provision in the balance sheet	684.0	668.9	562.0

The total present value of defined benefit obligations breaks down as follows between wholly or partly funded plans and wholly unfunded plans:

€ millions	31.12.2025	31.12.2024	31.12.2023
Present value of defined benefit obligations wholly or partly funded	3,396.4	3,627.7	3,612.3
Fair value of plan assets	3,731.4	3,923.9	3,825.6
Net position of defined benefit obligations wholly or partly funded	(335.0)	(296.1)	(213.3)
Present value of defined benefit obligations wholly unfunded	478.1	493.7	445.8

The retirement expense charged to the income statement is recorded within personnel expenses for the operating part and within financial costs for the financial part and can be analysed as follows:

€ millions	2025	2024	2023
Service cost during the financial year	237.3	226.3	190.5
Interest costs	159.5	152.2	149.3
Expected return on assets	(150.5)	(141.3)	(147.0)
New plans/plan amendments	4.9	(0.1)	0.2
Curtailments	(10.0)	(8.7)	(12.3)
Settlements	(0.7)	—	(1.4)
TOTAL	240.6	228.4	179.2

Contributions to defined contribution schemes recognised as an expense for 2025, 2024 and 2023 amounted to €759.5 million, €781.8 million and €680.7 million, respectively.

A change of 1% point in medical cost inflation would have the following impact:

€ millions	Increase of 1%	Decrease of 1%
Impact on projected benefit obligation	3.26	-2.85
Impact on current service cost and interest costs	0.92	-0.80

Actuarial gains and losses for the periods presented are as follows:

€ millions	Present value of defined benefit obligation	Plan assets	Net provisions
2025			
Actuarial gains and losses: experience adjustments	157.9	(40.7)	117.2
Actuarial gains and losses: demographic assumptions	1.8	—	1.8
Actuarial gains and losses: financial assumptions	(223.3)	—	(223.3)
TOTAL	(63.7)	(40.7)	(104.4)

€ millions	Present value of defined benefit obligation	Plan assets	Net provisions
2024			
Actuarial gains and losses: experience adjustments	9.9	(4.1)	5.8
Actuarial gains and losses: demographic assumptions	(3.6)	—	(3.6)
Actuarial gains and losses: financial assumptions	(155.6)	—	(155.6)
TOTAL	(149.3)	(4.1)	(153.3)

€ millions	Present value of defined benefit obligation	Plan assets	Net provisions
2023			
Actuarial gains and losses: experience adjustments	44.1	(120.4)	(76.3)
Actuarial gains and losses: demographic assumptions	(12.9)	—	(12.9)
Actuarial gains and losses: financial assumptions	208.6	—	208.6
TOTAL	239.8	(120.4)	119.3

5.5 Free shares – Employee Shareholding Plan

Accounting principles

In accordance with the requirements of IFRS 2 “Share-based Payment”, the value of options or free shares granted as calculated at the grant date is expensed in the income statement over the vesting period, which is generally four years for free shares.

The fair value of free shares corresponds to the value of the share at the grant date, less dividends expected to be paid during the vesting period.

The impact of IFRS 2 on profit for the period is booked on the *Selling, general and administrative expenses* item of the income statement at Group level, and is not allocated to the Divisions or regions.

a) Free shares

The table below summarises the data on free share plans vesting after 1 January 2023.

Grant date	Vesting date	Number of shares granted	Number of shares issued/allotted	Number of shares not finally vested
STOCK SUBSCRIPTION PLANS				
18.04.2019	19.04.2023	843,075	776,975	—
14.10.2020	15.10.2024	713,660	661,270	—
07.10.2021	08.10.2025	588,750	549,595	—
13.10.2022	14.10.2026	700,000	2,025	675,800
12.10.2023	13.10.2027	650,580	—	636,655
10.10.2024	11.10.2028	700,000	—	696,421
10.10.2025	11.10.2029	703,500	—	703,500

For the conditional grant of shares, the plan provides for a four-year vesting period after which vesting is effective and final, subject to meeting the conditions of the plan.

The performance conditions apply to the 7 October 2021 plans:

- for 50% of shares granted, the growth in comparable Cosmetics sales in relation to growth in net sales for a panel of competitors of 2022, 2023 and 2024 financial years.
- for 50% of shares granted, the increase over the same period in the Group’s consolidated operating profit.

The calculation will be based on the arithmetic average of the performance in the 2022, 2023 and 2024 financial years.

and will use a predefined allocation scale based on the performance percentage achieved. No performance condition applies below a block of 200 shares.

For the 13 October 2022, 12 October 2023, 10 October 2024 and 10 October 2025 plans, the performance conditions comprise the following:

- 80% based on financial performance criteria, split evenly between:
 - growth – compared with that of a panel of competitors – in comparable cosmetics sales:
 - 2023, 2024 and 2025 financial years under the 2022 plan,
 - 2024, 2025 and 2026 financial years under the 2023 plan,
 - 2025, 2026 and 2027 financial years under the 2024 plan,
 - 2026, 2027 and 2028 financial years under the 2025 plan,

- the increase over the same period in the Group’s consolidated operating profit. The calculation will be made on the basis of the arithmetic average of the performances for:

- 2023, 2024 and 2025 financial years under the 2022 plan,
- 2024, 2025 and 2026 financial years under the 2023 plan,
- 2025, 2026 and 2027 financial years under the 2024 plan,
- 2026, 2027 and 2028 financial years under the 2025 plan;

- 20% based on non-financial performance criteria, of which:
 - 15% is associated with the fulfilment of environmental and social responsibility commitments made by the Group as part of the L’Oréal for the Future programme,
 - 5% is associated with the gender balance within strategic positions, including the Executive Committee.

No performance condition applies below a block of 100 shares.

At 31 December 2025, the performance conditions for plans in progress were deemed achieved.

The fair value of free shares is determined using the following assumptions:

Grant date	Stock subscription plans						
	April 2019	October 2020	October 2021	October 2022	October 2023	October 2024	October 2025
Risk-free rate of return	(0.25%)	(0.53%)	(0.60%)	2.24%	3.07%	2.51%	2.63%
Discount for post-vesting transfer restrictions for French employees	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Expected dividends	1.58%	1.34%	1.11%	1.46%	1.50%	1.70%	1.85%
Share price	€243.80	€288.00	€360.00	€327.80	€399.90	€388.70	€378.85
FAIR VALUE							
• Employees resident in France	€226.25	€269.37	€339.34	€303.33	€371.96	€358.49	€348.48
• Employees not resident in France	€226.25	€269.37	€339.34	€303.33	€371.96	€358.49	€348.48

The expense recorded in 2025, 2024 and 2023 amounted to €216.4 million, €204.0 million and €164.5 million, respectively.

b) Capital increase reserved for employees

2024 plan

In June 2024, Group employees had the opportunity to join a Shareholding Plan based on a traditional format with discount and matching contribution.

The subscription price was set at €358.71, representing 80% of the average share price over the 20 trading sessions prior to the decision by the Chief Executive Officer setting the subscription period from 5 June to 19 June 2024 during which 199,641 shares were subscribed and 72,795 matching shares offered. This number does not include the subscription reserved for a Trustee under the laws of England and Wales, as part of a Share Incentive Plan established for Group employees in the UK, for which the number of shares will be finalised in April 2025.

For French employees, free shares were offered upon subscription in proportion to their personal contribution to the plan with a maximum of three shares offered for six shares subscribed.

For employees in other countries, shares were offered under a free share plan with a continued employment condition for the employee and proportionate to how much the employee contributes to the plan, with a maximum of three shares offered for six shares subscribed. The shares will be allocated to employees on 31 July 2029 provided they are still with the Group on that date.

The IFRS 2 expense measuring the benefit offered to employees includes an expense recognized on the subscription date based on the value of the discount granted to employees.

The capital was increased on 30 July 2024 by 230,423 shares including matching shares for French employees.

The total expense for shares granted for the 2024 plan amounted to €47 million.

This cost of matching shares for employees outside of France is amortised over the vesting period and corresponds to the share reference value adjusted for the expected dividends over the vesting period, namely €410.17 per share.

The IFRS 2 expense for the Employee shareholding plans recognised for the 2024 financial year amounts to €35.1 million.

2025 plan

In June 2025, Group employees had the opportunity to join a Shareholding Plan based on a traditional format with discount and matching contribution.

The subscription price was set at €301.66, representing 80% of the average share price over the 20 trading sessions prior to the decision by the Chief Executive Officer setting the subscription period from 11 June to 25 June 2025 during which 218,322 shares were subscribed and 59,087 matching shares offered. This number does not include the subscription reserved for a Trustee under the laws of England and Wales, as part of a Share Incentive Plan established for Group employees in the UK, for which the number of shares will be finalised in April 2026.

For French employees, free shares were offered upon subscription in proportion to their personal contribution to the plan with a maximum of three shares offered for six shares subscribed.

For employees in other countries, shares were offered under a free share plan with a continued employment condition for the employee and proportionate to how much the employee contributes to the plan, with a maximum of three shares offered for six shares subscribed. The shares will be allocated to employees on 30 July 2030 provided they are still with the Group on that date.

The IFRS 2 expense measuring the benefit offered to employees includes an expense recognized on the subscription date based on the value of the discount granted to employees.

The capital was increased on 29 July 2025 by 246,115 shares including matching shares for French employees.

The total expense for shares granted for the 2025 plan amounted to €36 million.

This cost of matching shares for employees outside of France is amortised over the vesting period and corresponds to the share reference value adjusted for the expected dividends over the vesting period, namely €338.56 per share.

The IFRS 2 expense for the Employee shareholding plans recognised for the 2025 financial year amounts to €31.9 million.

Grant date	Vesting date France	Vesting date international	Number of shares granted	Number of shares issued/allotted	Number of shares not fully vested
02.10.2020	02.10.2020	03.10.2025	496,991	487,149	—
22.06.2022	22.06.2022	23.06.2027	494,433	451,651	38,243
19.06.2024	19.06.2024	20.06.2029	276,236	231,391	41,299
25.06.2025	25.06.2025	26.06.2030	277,409	246,115	31,167

Note 6 Income tax

Accounting principles

The income tax charge includes the current tax expense payable by each consolidated tax entity and the deferred tax expense. Deferred tax is calculated whenever there are temporary differences between the tax basis of assets and liabilities and their basis for consolidated accounting purposes, using the balance sheet liability method.

The restatement of assets and liabilities relating to lease contracts results in the booking of deferred tax.

Deferred tax includes irrecoverable taxation on estimated or confirmed dividends.

Deferred tax is measured using the tax rate enacted at the closing date and which will also apply when the temporary differences reverse.

Deferred tax assets generated by tax loss carryforwards are only recognised to the extent it is probable that the entities will be able to generate taxable profit against which they can be utilised.

Under the French system of tax consolidation, the taxable profits of some French companies are offset when determining the overall tax charge, which is payable only by L'Oréal, the parent company of the tax Group. Tax consolidation systems also exist outside France.

Uncertain tax positions are recorded in the balance sheet under *Non-current tax liabilities*. These correspond to an estimate of tax risks and litigation related to income tax for the various countries in which the Group operates.

Established by the OECD and transposed in December 2023 in France, the Pillar 2 global tax reform aims to establish a minimum taxation of multinational groups at 15% and is applicable from the 2024 financial year. After analysis of the texts as stand current regulations and their consequences, the financial impact of this reform is insignificant, due in particular to the consistency between the Group's tax footprint and its operational and geographic footprint.

In May 2023, the IASB amended IAS 12 *Income Taxes* by introducing a temporary exception to the recognition of deferred taxes arising from the Pillar 2 reform. The European Union adopted these amendments on 9 November 2023. The Group has implemented this exception as of 31 December 2023.

6.1 Detailed breakdown of income tax

€ millions	2025	2024	2023
Current tax	2,294.9	2,052.5	1,905.9
Deferred tax	68.2	(37.4)	(95.3)
INCOME TAX	2,363.1	2,015.1	1,810.6

6.2 Analysis of tax charge

The income tax charge may be analysed as follows:

€ millions	2025	2024	2023
Profit before tax and associates	8,502.2	8,432.9	8,001.0
Theoretical tax rate	25.11%	25.09%	24.50%
Expected tax charge	2,134.7	2,116.1	1,960.4
Impact of permanent differences	87.7	47.1	62.0
Impact of tax rate differences	(165.0)	(170.7)	(160.3)
Change in unrecognised deferred taxes	3.1	2.2	4.2
Effect of non-current tax liabilities	39.6	7.9	11.7
Pillar 2 ⁽¹⁾	17.5	31.0	—
Exceptional tax contribution in France	252.7	—	—
Other ⁽²⁾	(7.3)	(18.5)	(67.4)
GROUP TAX CHARGE	2,363.1	2,015.1	1,810.6

(1) Of which €6.4 million in France in 2025.

(2) Including tax credits and taxes on dividend distributions.

The expected tax charge reflects the sum of pre-tax profit for each country, multiplied by the normal taxation rate. The theoretical tax rate reflects the total expected tax charge as a percentage of pre-tax profit.

The impact of any reduced tax rates existing in certain countries in addition to the normal tax rates is included on the line *Impact of tax rate differences*.

6.3 Deferred taxes in the balance sheet

The net change in deferred taxes (assets and liabilities) can be analysed as follows:

€ millions	
Balance of deferred tax assets at 31 December 2022	801.1
Balance of deferred tax liabilities at 31 December 2022	(905.6)
Income statement impact	95.3
Translation differences	(20.3)
Other effects ⁽¹⁾	104.2
Balance of deferred tax assets at 31 December 2023	921.3
Balance of deferred tax liabilities at 31 December 2023	(846.6)
Income statement impact	37.4
Translation differences	(16.0)
Other effects ⁽¹⁾	(87.3)
Balance of deferred tax assets at 31 December 2024	973.3
Balance of deferred tax liabilities at 31 December 2024	(964.6)
Income statement impact	(68.2)
Translation differences	20.7
Other effects ⁽¹⁾	(11.8)
BALANCE OF DEFERRED TAX ASSETS AT 31 DECEMBER 2025	962.7
BALANCE OF DEFERRED TAX LIABILITIES AT 31 DECEMBER 2025	(1,013.2)

(1) Including mainly the deferred tax impact of currency hedging instruments recognised in equity, as well as the tax effect on actuarial gains and losses recognised in equity.

Deferred tax assets and liabilities recorded in the balance sheet may be broken down as follows:

€ millions	31.12.2025		31.12.2024		31.12.2023	
	Deferred tax assets	Deferred tax liabilities	Deferred tax assets	Deferred tax liabilities	Deferred tax assets	Deferred tax liabilities
Temporary differences	926.1	796.2	952.2	634.2	899.2	530.8
Deferred tax liabilities on revaluation of Sanofi		217.2		330.4		315.8
Tax credits and tax loss carry-forwards	36.6		21.1		22.1	
DEFERRED TAX TOTAL	962.7	1,013.3	973.3	964.6	921.3	846.6

Deferred tax assets on temporary differences mainly relate to:

€ millions	2025	2024	2023
Provisions for pensions and early retirement	42.8	63.1	73.2
Provisions for liabilities and charges	253.1	236.2	194.5
Intra-group margin included in inventories	332.3	312.4	273.6

Deferred tax liabilities on temporary differences mainly include intangible assets acquired under business combinations other than non-tax-deductible goodwill.

Deferred tax assets whose recovery is not considered probable are not recorded in the financial statements; such assets amount to €20.5 million at 31 December 2025 compared with €21.8 million at 31 December 2024 and €16.3 million at 31 December 2023.

Note 7 Intangible assets

7.1 Goodwill

Accounting principles

Business combinations are accounted for by the purchase method. The assets, liabilities and contingent liabilities of the Company acquired are measured at fair value at the acquisition date. Any valuation differences identified when the acquisition is carried out are recorded under the corresponding asset and liability items.

Any residual difference between the cost of an acquisition and the Group's interest in the fair value of the identified assets and liabilities is recorded as *Goodwill* and allocated to the Cash Generating Units expected to benefit from the acquisition or the related synergies.

Goodwill generated on the acquisition of an associate is presented in the *Investments in associates* item.

For business combinations, the main accounting principles are set out below:

- for each acquisition, the Group chooses whether to recognise the full amount of goodwill regardless of the ownership interest acquired, or an amount of goodwill corresponding to its interest in the acquired company (previously the only method allowed);
- deferred tax assets recognised after the initial accounting is complete are included in profit or loss, and in contrast

to previous practices, the amount of goodwill that would have been recorded had the deferred tax asset been recognised as an identifiable asset at the acquisition date is not deducted;

- costs incurred in respect of a business combination are now expensed and no longer included in the acquisition cost;
- the acquisition cost, which includes contingent consideration, is recognised and measured at its acquisition-date fair value. Subsequent changes in fair value, affecting in particular the contingent consideration recorded in liabilities, are recognised in *Other income and expenses* in the income statement and no longer treated as an adjustment to goodwill;
- any previous interest held in the acquiree prior to the date control was obtained is now remeasured at its acquisition-date fair value, with the corresponding gain or loss on remeasurement recognised on the income statement;
- purchase commitments for minority interests are recognised in financial debt at the acquisition-date fair value. Subsequent changes in fair value of the commitment are recognised by adjusting equity.

Goodwill is allocated by Cash Generating Units or by groups of Cash Generating Units. A Cash Generating Unit (CGU) corresponds to one or more worldwide brands.

€ millions		Change in the scope of consolidation	Other movements	Translation difference	
2025	31.12.2024				31.12.2025
Redken/PureOlogy	736.5	15.8		(63.2)	689.1
L'Oréal Professionnel/Kérastase	449.7			(24.3)	425.5
Matrix	438.9			(45.2)	393.7
Color Wow ⁽⁴⁾	—	961.3		0.7	962.0
Professional Products Total	1,625.1	977.0	—	(131.9)	2,470.2
Maybelline and other Makeup brands ⁽¹⁾	1,828.0	—	2.0	(123.1)	1,706.9
L'Oréal Paris and other Premium brands ⁽²⁾	1,209.4	288.2	2.7	(59.3)	1,441.1
Garnier and other Access brands ⁽³⁾	888.0	(37.2)	2.6	(42.9)	810.5
Consumer Products Total	3,925.4	251.0	7.3	(225.3)	3,958.4
Retail Skincare	1,803.3			(85.4)	1,717.9
Perfumes	1,473.8			(2.9)	1,470.9
Lancôme	855.3			(8.0)	847.4
Skincare	630.2			(33.4)	596.8
Makeup	564.2			(48.3)	515.9
YSL Beauté	536.7			(0.8)	535.8
Medik8 ⁽⁴⁾	—	511.9		(3.7)	508.3
Luxe Total	5,863.4	511.9	—	(182.4)	6,192.9
SkinCeuticals/Skinbetter Science	794.6		(1.4)	(60.2)	733.0
CeraVe	660.7			(38.9)	621.8
Vichy	328.7			(11.7)	317.1
La Roche-Posay	184.0			(7.7)	176.2
Dermatological Beauty Total	1,968.1	—	(1.4)	(118.5)	1,848.2
GROUP TOTAL	13,382.0	1,740.0	5.9	(658.2)	14,469.7

(1) The Maybelline and other Makeup brands CGU mainly includes Maybelline, StyleNanda, Essie and NYX Professional Makeup brands.

(2) The L'Oréal Paris and other Premium brands CGU mainly includes L'Oréal Paris, Thayers and Dr.G brands.

(3) The Garnier and other Access brands CGU mainly includes Garnier, LaScad and Multicultural brands.

(4) The goodwill from Color Wow and Medik8 acquisitions have not yet been allocated to a CGU at 31 December 2025.

The Consumer Products division Cash Generation Units have been reallocated in connection with the finalization of its new global operating model, which is based on a multi-brand resource-sharing approach. Data from 2024 and prior years has been restated to reflect this new organization.

2025 acquisitions mainly relate to Color Wow for €961.3 million (purchase price allocation not yet finalised), Medik8 for €511.9 million (purchase price allocation not yet finalised) and Dr.G for €288.2 million.

The accumulated impairment losses related Makeup CGU (IT Cosmetics), Garnier and other Access brands (Multicultural Brands and Magic) and Lancôme (Yue Sai) amounted to -€492.6 million, -€296.5 million and -€29.6 million respectively at 31 December 2025.

€ millions		Change in the scope of consolidation	Other movements	Translation difference	
2024	31.12.2023				31.12.2024
Redken/PureOlogy	698.4	4.9		33.2	736.5
L'Oréal Professionnel/Kérastase	422.4	14.6		12.7	449.7
Matrix	416.5			22.3	438.9
Professional Products Total	1,537.4	19.5	—	68.2	1,625.1
Maybelline and other Makeup brands	1,777.0		5.6	45.4	1,828.0
L'Oréal Paris and other Premium brands	1,180.4		14.5	14.5	1,209.4
Garnier and other Access brands	935.2		(44.2)	(3.0)	888.0
Consumer Products Total	3,892.6	—	(24.1)	56.9	3,925.4
Retail Skincare ⁽¹⁾	1,751.6		102.0	(50.3)	1,803.3
Perfumes	1,471.8			2.0	1,473.8
Lancôme	831.4		20.3	3.6	855.3
Skincare ⁽²⁾	623.5			6.6	630.2
Makeup ⁽³⁾	547.9			16.4	564.2
YSL Beauté	536.2			0.5	536.7
Luxe Total	5,762.4	—	122.3	(21.3)	5,863.4
SkinCeuticals/Skinbetter Science	727.9	35.1		31.6	794.6
CeraVe	639.6			21.1	660.7
Vichy	322.4			6.3	328.7
La Roche-Posay	169.6		10.1	4.2	184.0
Dermatological Beauty Total	1,859.5	35.1	10.1	63.3	1,968.1
Lactobio ⁽⁴⁾	50.7		(50.7)		—
GROUP TOTAL	13,102.6	54.6	57.7	167.1	13,382.0

(1) The Retail Skincare CGU includes Aēsop and Kiehl's.

(2) The Skincare CGU includes Biotherm, Carita, HR, Takami and Youth To The People.

(3) The Makeup CGU includes IT Cosmetics, Shu Uemura and Urban Decay.

(4) The goodwill from Lactobio has been allocated to the Lancôme, L'Oréal Paris and La Roche-Posay CGUs.

The CGUs of the Luxe division were subject to a reallocation in connection with the reorganisation initiated in 2024 of the operating model focused on categories and the associated go to market. The 2023 and prior data have been restated to reflect this new organisation.

2024 acquisitions mainly relate to YesSkin for €35.1 million (purchase price allocation not yet finalised) and Gjosa for €14.6 million.

Other movements mainly include the impairment loss (€48.4 million) on Multicultural Brands and the definitive allocation of the goodwill of Aēsop and Lactobio.

The accumulated impairment losses related Makeup CGU (IT Cosmetics), Garnier and other Access brands (Multicultural Brands and Magic) and Lancôme (Yue Sai) amounted to -€547.9 million, -€366.2 million and -€32.1 million respectively at 31 December 2024.

€ millions		Change in the scope of consolidation	Other movements	Translation difference	
2023	31.12.2022				31.12.2023
Redken/PureOlogy	708.2	8.3		(18.0)	698.4
L'Oréal Professionnel/Kérastase	429.5			(7.1)	422.4
Matrix	428.8			(12.3)	416.5
Professional Products Total	1,566.5	8.3	—	(37.4)	1,537.4
Maybelline and other Makeup brands	1,822.0		4.4	(49.4)	1,777.0
L'Oréal Paris and other Premium brands	1,186.9		10.1	(16.6)	1,180.4
Garnier and other Access brands	951.4		9.4	(25.7)	935.2
Consumer Products Total	3,960.3	—	23.9	(91.6)	3,892.6
Retail Skincare	13.5	1,682.3		55.8	1,751.6
Perfumes	1,472.1			(0.3)	1,471.8
Lancôme	836.4			(5.0)	831.4
Skincare	642.5			(19.0)	623.5
Makeup	821.4		(249.9)	(23.6)	547.9
YSL Beauté	536.5			(0.2)	536.2
Luxe Total	4,322.3	1,682.3	(249.9)	7.7	5,762.4
SkinCeuticals/Skinbetter Science	718.5		28.7	(19.3)	727.9
CeraVe	650.9			(11.2)	639.6
Vichy	327.3	(1.5)		(3.4)	322.4
La Roche-Posay	171.9			(2.3)	169.6
Dermatological Beauty Total	1,868.5	(1.5)	28.7	(36.1)	1,859.5
Lactobio ⁽¹⁾	—	50.7		—	50.7
GROUP TOTAL	11,717.7	1,739.8	(197.3)	(157.5)	13,102.6

(1) The allocation of the goodwill from Lactobio to the Cash Generating Units was not yet finalised at 31 December 2023.

2023 acquisitions mainly relate to Aēsop for €1,682.3 million.

Other movements mainly reflect a recognition of an impairment loss (€249.9 million) on IT Cosmetics as well as the final goodwill allocation of Skinbetter Science.

7.2 Other intangible assets

Accounting principles

Intangible assets are recorded on the balance sheet at cost. Intangible assets identified following an acquisition as well as internally generated intangible assets are also included in this item.

a) Intangible assets acquired through business combinations

They mainly consist of brands, customer relationships and formulas and patents.

With regard to brands, the use of the “discounted cash flow” method is preferred to enable the value in use to be monitored more easily following the acquisition. Two approaches have been adopted to date:

- premium-based approach: this method involves estimating the portion of future cash flows that could be generated by the brand, compared with the future cash flows that the activity could generate without the brand;
- royalty-based approach: this involves estimating the value of the brand by referencing the levels of royalties demanded for the use of similar brands. It is based on sales forecasts drawn up by the Group.

These approaches are based on a qualitative analysis of the brand in order to ensure that the assumptions selected are relevant. The discount rate used is based on the weighted average cost of capital (WACC) for the target acquired. Terminal growth rates are consistent with available market data (generally 2.5% for Europe and 3% for the rest of the world, except in specific cases).

A brand may have a finite or an indefinite useful life span.

Local brands which are to be gradually replaced by an international brand already existing within the Group have a finite useful life span.

They are amortised over their useful lives as estimated at the date of acquisition.

International brands are brands which have an indefinite life span. They are tested for impairment at least once a year during the fourth quarter, and whenever an adverse event occurs.

Adverse events may result among other things from an increase in market interest rates or from a decrease in actual net sales or operational profit compared to forecasts.

The impairment test consists of calculating the recoverable amount of the brand based on the model adopted when the acquisition took place.

Customer relationships refer to relations developed with customers either through contractual arrangements or by non-contractual means through constant revenue streams resulting from the target's competitive position or reputation in its market.

The useful life of a customer relationship is limited and varies depending on the estimated attrition rate of existing customers at the time of the acquisition.

The Group may decide to identify and value patents and formulas that it intends to develop.

The value of a patent or a formula is assessed on the basis of the future profits expected from its ownership in the future, in accordance with the royalty-based approach.

The amortisation period applicable to patents corresponds to the period during which they enjoy legal protection.

b) Internally generated intangible assets

These mainly consist of software.

Innovation costs of software for internal use are capitalised for the programming, coding and testing phases. The costs of substantial updates and upgrades resulting in additional functions are also capitalised.

Capitalised innovation costs are amortised from the date the software is made available in the entity concerned and over its probable useful life, which, in most cases, is between five and eight years.

€ millions		Changes in the scope of consolidation ⁽²⁾					
2025	31.12.2024	Acquisitions/ Depreciation	Disposals/ Reversals	Other movements ⁽¹⁾	Translation difference	31.12.2025	
Brands with indefinite useful life ⁽³⁾	3,088.5			485.5	0.2	(217.9)	3,356.3
Amortisable brands and product ranges	85.5		(14.5)		2.7	(4.2)	69.5
Licences and patents	859.3	3.9	(0.6)	75.8	5.8	(8.4)	935.8
Software	1,712.2	64.1	(70.9)	3.3	161.3	(79.3)	1,790.6
Customer relationships	630.2	0.7	(12.0)	19.9		(67.4)	571.6
Assets under construction	758.7	273.0			(177.7)	(16.2)	837.8
Others	40.4	1.8	(10.7)	0.8	0.3	(3.7)	28.9
Gross value	7,174.8	343.6	(108.6)	585.4	(7.5)	(397.1)	7,590.5
Brands with indefinite useful life	352.0					(28.2)	323.8
Amortisable brands and product ranges	75.1	1.3	(9.6)			(3.6)	63.1
Licences and patents	245.6	35.5	(0.6)		0.1	(4.3)	276.4
Software	1,276.3	158.3	(70.9)	1.7	(2.3)	(65.8)	1,297.3
Customer relationships	603.9	8.2	(12.0)			(64.3)	535.8
Others	27.1	8.0	(10.7)		0.1	(2.5)	22.0
Depreciation and provisions	2,580.0	211.3	(103.8)	1.7	(2.0)	(168.7)	2,518.5
OTHER INTANGIBLE ASSETS - NET	4,594.8	132.3	(4.9)	583.6	(5.5)	(228.4)	5,072.0

(1) Other movements mainly consisted of YesSkin brand recognition (€2.5 million) following the acquisition of the group in China at the end of 2024, the allocation of the purchase price has been made in 2025.

(2) Changes in scope of consolidation mainly correspond to the allocation of the Dr.G goodwill to the brand (€100.7 million), customer relations (€10 million) and technology (€1.1 million); to the provisional allocation of the Color Wow goodwill to the brand (€235.3 million) and technology (€22.6 million), and to the provisional allocation of the Medik8 goodwill to the brand (€149.5 million), technology (€51.9 million) and customer relations (€7.2 million).

(3) At end of 2025, the gross value of brands with an indefinite useful life span breaks down as follows:

€ millions	31.12.2025
BRANDS WITH INDEFINITE USEFUL LIFE - GROSS VALUE	
Aēsop	498.5
Matrix	303.6
Color Wow	234.9
Mugler	232.9
IT Cosmetics	205.5
CeraVe	176.4
Skinbetter Science	154.2
Medik8	148.4
Kiehl's	134.5
Azzaro	121.0
NYX Professional Makeup	96.9
Dr.G	95.4
Shu Uemura	84.1
Urban Decay	79.1
Others	790.9
TOTAL	3,356.3

Accumulated impairment losses relating to brands amounted to €120.9 million on Magic, €93.8 million on Clarisonic, €54.4 million on Softsheen-Carson, €40.6 million on Yue Sai and €14 million on Biomedic at 31 December 2025.

€ millions							
2024	31.12.2023	Acquisitions/ Depreciation	Disposals/ Reversals	Change in the scope of consolidation ⁽²⁾	Other movements ⁽¹⁾	Translation difference	31.12.2024
Brands with indefinite useful life ⁽³⁾	3,047.9	27.5			(58.8)	72.0	3,088.5
Amortisable brands and product ranges	88.4			(6.1)	1.9	1.5	85.5
Licences and patents	813.5	0.4		39.7	6.9	(1.2)	859.3
Software	1,566.2	37.9	(116.2)	(2.9)	200.2	26.9	1,712.2
Customer relationships	614.6	0.5	(14.7)	2.3	(5.8)	33.5	630.2
Assets under construction	631.8	302.7			(181.3)	5.6	758.7
Others	38.2	15.2	(14.9)	(0.1)	0.1	2.0	40.4
Gross value	6,800.1	384.2	(145.7)	32.9	(37.0)	140.2	7,174.8
Brands with indefinite useful life	395.0	1.6			(58.8)	14.3	352.0
Amortisable brands and product ranges	74.9	2.8		(5.4)	1.6	1.3	75.1
Licences and patents	213.6	31.4		(0.8)	(0.1)	1.6	245.6
Software	1,222.5	145.2	(116.1)	(2.6)	4.5	22.7	1,276.3
Customer relationships	574.9	16.7	(14.7)		(5.8)	32.9	603.9
Others	32.1	8.7	(14.9)	(0.1)		1.3	27.1
Depreciation and provisions	2,513.0	206.3	(145.7)	(9.0)	(58.7)	74.1	2,580.0
OTHER INTANGIBLE ASSETS - NET	4,287.1	177.9	—	41.9	21.7	66.1	4,594.8

(1) Other movements mainly consisted of technology recognised (€9.9 million) as part of the final purchase price allocation following the acquisition of Lactobio at the end of November 2023.

(2) Changes in scope of consolidation mainly correspond to the acquisition of Gjosa (€40.6 million) of technology recognised in the preliminary purchase price allocation.

(3) At end of 2024, the gross value of brands with an indefinite useful life span breaks down as follows:

€ millions	31.12.2024
BRANDS WITH INDEFINITE USEFUL LIFE - GROSS VALUE	
Aēsop	523.4
Matrix	334.4
Mugler	232.9
IT Cosmetics	228.9
CeraVe	192.1
Skinbetter Science	171.6
Kiehl's	146.9
Azzaro	121.0
NYX Professional Makeup	107.9
Shu Uemura	91.2
Urban Decay	86.9
Others	851.4
TOTAL	3,088.5

Accumulated impairment losses relating to brands amounted to €130.9 million on Magic, €103.9 million on Clarisonic, €59.3 million on Softsheen-Carson, €44 million on Yue Sai and €14 million on Biomedic at 31 December 2024.

€ millions				Change in the scope of consolidation ⁽²⁾	Other movements ⁽¹⁾	Translation difference	
2023	31.12.2022	Acquisitions/ Depreciation	Disposals/ Reversals				31.12.2023
Brands with indefinite useful life ⁽³⁾	2,589.7	0.1		507.3	(0.1)	(49.1)	3,047.9
Amortisable brands and product ranges	93.9			(8.7)	6.0	(2.8)	88.4
Licences and patents	771.4	1.8	(6.6)	42.1	5.3	(0.5)	813.5
Software	1,624.7	46.6	(169.9)	16.5	80.8	(32.5)	1,566.2
Customer relationships	658.0			(7.4)	(13.8)	(22.2)	614.6
Assets under construction	416.8	296.7			(79.3)	(2.4)	631.8
Others	32.9	10.0	(2.8)	0.8	(1.6)	(1.1)	38.2
Gross value	6,187.1	355.1	(179.3)	550.6	(2.7)	(110.7)	6,800.1
Brands with indefinite useful life	403.5	19.8		(14.5)		(13.8)	395.0
Amortisable brands and product ranges	79.6	2.1		(8.7)	4.7	(2.8)	74.9
Licences and patents	210.3	20.3	(6.6)	(12.8)	3.0	(0.6)	213.6
Software	1,241.3	155.0	(169.7)	12.3	7.7	(24.1)	1,222.5
Customer relationships	586.8	18.9		(10.0)	0.5	(21.3)	574.9
Others	25.5	10.0	(2.7)	0.8	(0.6)	(0.9)	32.1
Depreciation and provisions	2,547.0	226.2	(179.0)	(32.9)	15.3	(63.5)	2,513.0
OTHER INTANGIBLE ASSETS - NET	3,640.1	128.9	(0.2)	583.5	(18.1)	(47.2)	4,287.1

(1) Other movements mainly consisted of the reduction in the gross value of the recognised customer relationship following the finalisation of the allocation of the price paid for the Skinbetter Science acquisition (-€13.8 million).

(2) Changes in scope of consolidation mainly correspond to the provisional allocation of Aēsop goodwill to the brand (€521.8 million), technology (€54.9 million) and software for (€4.2 million).

(3) At end of 2023, the gross value of brands with an indefinite useful life span breaks down as follows:

€ millions	31.12.2023
BRANDS WITH INDEFINITE USEFUL LIFE - GROSS VALUE	
Aēsop	539.4
Matrix	317.6
Mugler	232.9
IT Cosmetics	216.1
CeraVe	183.6
Skinbetter Science	162.1
Kiehl's	140.1
Azzaro	121.0
NYX Professional Makeup	101.9
Shu Uemura	93.6
Urban Decay	82.6
Others	857.0
TOTAL	3,047.9

Accumulated impairment losses relating to brands amounted to €126.3 million on Magic, €98.4 million on Clarisonic, €58.8 million on Decléor, €55.1 million on Softsheen-Carson, €42.4 million on Yue Sai and €14 million on Biomedic at 31 December 2023.

7.3 Impairment tests on intangible assets

Accounting principles

Goodwill is not amortised. It is tested for impairment at least once a year during the fourth quarter or whenever an adverse event occurs. Adverse events may result among other things from an increase in market interest rates or from a decrease in actual net sales or operational profit compared to forecasts.

Impairment tests consist of comparing the carrying amount of assets including goodwill and brands with the recoverable amount of each Cash Generating Unit. A Cash Generating Unit corresponds to one or more worldwide brands. A Cash Generating Unit can contain several brands in case of similar marketing position or depending on organisational criteria and particularly when distribution circuits and commercial/management structures are pooled. Recoverable values are determined on the basis of discounted operating cash flow forecasts covering a period of 10 years (the period considered necessary for the strategic positioning of an acquisition) and a terminal value.

The cash flows are determined in the currencies of the countries in question and are translated, in the same way as the net carrying amounts to which they are compared, at the estimated exchange rate for the following year. The discount rate used for these calculations is based on the weighted average cost of capital (WACC), which amounted to 8.5% in 2025, to 8.3% in 2024 and 9.2% in 2023 for amounts in euro. The discount rates are post-tax rates applied to post-tax cash flows, and result in recoverable amounts identical to those obtained by applying pre-tax rates to pre-tax cash flows. The assumptions adopted in terms of sales growth and terminal values are reasonable and consistent with the available market data (generally 2.5% for Europe and 3% for the rest of the world for terminal values except in specific cases).

The use of discounted cash flow forecasts is preferred in order to determine recoverable amounts, unless details of similar recent transactions are readily available.

Impairment charged against goodwill cannot be reversed.

Impairment tests of Cash Generating Units for which the carrying amount of goodwill and intangible assets with indefinite useful lives is significant, are carried out based on the following data and assumptions:

€ millions	2025	2024	2023
NET CARRYING AMOUNT OF GOODWILL AND BRANDS WITH AN INDEFINITE USEFUL LIFE			
Retail Skincare (Luxe)	2,350.9	2,473.5	2,431.2
Maybelline and other Makeup brands	1,916.8	2,053.9	1,998.0
Perfumes	1,841.2	1,844.0	1,842.0
L'Oréal Paris and other Premium brands	1,581.2	1,259.7	1,227.7
SkinCeuticals/Skinbetter Science	917.0	999.7	921.5
Garnier and other Access brands	888.3	966.1	989.1
Makeup (Luxe)	884.6	971.2	940.2
Lancôme	860.4	869.4	845.0
CeraVe	798.2	852.9	823.2
Redken/PureOlogy	775.5	833.3	789.6
Matrix	697.3	773.3	734.1
Skincare (Luxe)	682.7	722.4	712.3
YSL Beauté	535.8	536.7	536.2
L'Oréal Professionnel/Kérastase	425.5	449.8	422.4
Vichy	317.1	328.8	322.4
La Roche-Posay	176.2	184.0	169.6

Goodwill

The discount rates used at 31 December 2025 for the test were between 6.5% and 14.8% including 8.7% for the USA and 8.5% for international. This rate is the result of specific rates for each market or region based on the risks they represent.

At 31 December 2025, a 1% increase in the discount rate on all the Group's Cash Generating Units would not lead to an impairment loss.

A 1% decrease in the terminal growth rate on all the Group's Cash Generating Units would not lead to an impairment loss.

The terminal growth rate is consistent with market data, i.e. 2.5% for Europe and 3.0% for the rest of the world.

A 1-point decrease in the margin rate over the business plan period on all the Group's Cash Generating Units would not lead to an impairment loss.

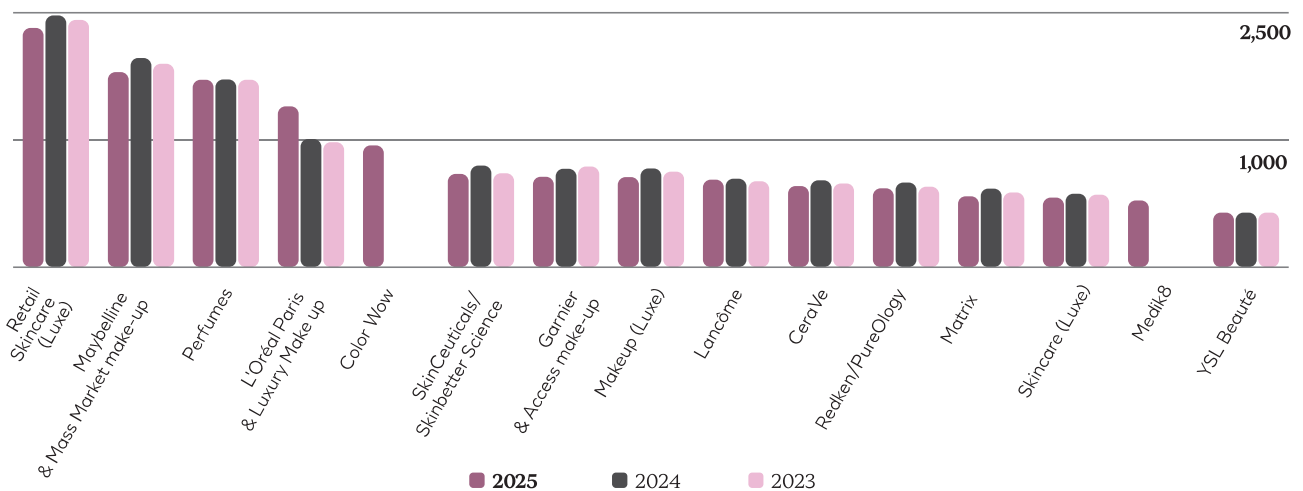
Climate change risks and opportunities

L'Oréal used two opposing scenarios to measure the risks and opportunities related to climate change that could impact the Group's activities in the medium and long term. The methodology used is in line with the practices of the TCFD (Task force on climate Financial Disclosure) and the TNFD (Taskforce on Nature-related Financial Disclosure). The scenarios used are:

- the IPCC SSP1-2.6 scenario (formerly RCP 2.6) called Climate Nature Equilibrium. This scenario foresees strong international cooperation to limit global warming to 1.5°C, in line with the Paris Agreement, by focusing on sustainable development and effective climate policies;

- the IPCC SSP5-8.5 scenario (formerly RCP 8.5) called Disorderly and Degraded based on warming above 4°C, with strong population growth, limited environmental regulations and minimal efforts to combat climate change. The integration of these scenarios into the business plans of the CGUs at risk did not reveal any significant impact likely to generate a risk of depreciation of assets.

The net carrying amount of goodwill and brands with indefinite useful life breaks down as follows for the largest Cash Generating Units:



Note 8 Investments accounted for under the equity method

€ millions	31.12.2025	31.12.2024	31.12.2023
INVESTMENTS ACCOUNTED FOR UNDER THE EQUITY METHOD			
SkinSpirit ⁽¹⁾	263.6	—	—
Amouage ⁽²⁾	93.2	102.0	—
Other	19.1	24.4	27.0
TOTAL	376.0	126.4	27.0

(1) Acquisition of a 36% stake in SkinSpirit, network of aesthetic clinics in the US.

(2) Acquisition of a 25% stake in Amouage in 2024.

Note 9 Financial assets and liabilities – Cost of debt

Accounting principles

Finance costs, net

Net financial debt consists of all current and non-current financial borrowings and debt, less cash and cash equivalents.

Net finance costs consist of income and expenses arising on the items making up net financial debt during the accounting period, including gains and losses on the corresponding foreign exchange rate hedges.

Borrowings and debt

Borrowings and debt are valued at amortised cost based on an effective interest rate.

Borrowings are therefore valued at issue at the present value to be paid, then at the amortized cost, calculated using the Effective Interest Rate (EIR). Transaction costs directly attributable to the acquisition or issue of a financial liability are reduced by the value of this financial liability. The costs are then actuarially amortized over the life of the liability, using the EIR method.

In accordance with the principle of fair value hedge accounting, fixed-rate borrowings and debt swapped at a floating rate are valued on the balance sheet at market value. The resulting changes in value are recorded as finance costs and are offset by changes in the value of the related interest rate swaps.

The fair value of fixed-rate debt is determined by the discounted cash flow method using bond yield curves at the closing date, allowing for the spread corresponding to the Group's risk class to be taken into account.

The carrying amount of floating-rate debt is a reasonable approximation of its fair value.

Medium- and long-term borrowings and debt are recorded under *Non-current liabilities*. Short-term borrowings and debt as well as the current portion of medium- and long-term borrowings and debt are presented under *Current liabilities*.

Cash and cash equivalent

Cash and cash equivalents consist of cash in bank accounts, units of cash unit trusts and liquid short-term investments with a negligible risk of changes in value and a maturity date of less than three months at the date of acquisition.

Investments in shares and cash, which are held in an account blocked for more than three months, cannot be recorded under cash and are presented under *Other current assets*.

Bank overdrafts considered to be financing are presented in *Current borrowings and debt*.

The money-market unit trusts are classified as financial assets at fair value through profit or loss. As such, they are valued in the balance sheet at their market value at the closing date. Any related unrealised gains are accounted for in Finance costs, *Net in the income statement*.

The carrying amount of bank deposits is a reasonable approximation of their fair value.

Non-current financial assets

Non-current financial assets include investments in non-consolidated companies and long-term loans and receivables maturing after more than 12 months.

Investments in non-consolidated companies are classified as financial assets at fair value through other comprehensive income. As such, they are valued on the basis of their fair value, and unrealised losses and gains are accounted for through equity on the line *Other comprehensive income*.

The fair value of listed securities is determined on the basis of the share price at the closing date. For unlisted securities, in the absence of specific events, their acquisition cost is deemed to be the best possible estimate of fair value.

Long-term loans and receivables are considered to be assets generated by the business. As such, they are valued at amortised cost. If there is an indication of a loss in value, a provision for impairment is recorded.

9.1 Borrowings and debt

The Group conducts bond issues to cover its medium-term financing needs and issues short-term marketable instruments in France and commercial paper in the US to cover its financing needs in the short term. None of the Group's borrowings or debt contains an early repayment clause linked to financial ratios (covenants).

9.1.1 Debt by type

€ millions	31.12.2025		31.12.2024		31.12.2023	
	Non-current	Current	Non-current	Current	Non-current	Current
Short-term marketable instruments	—	—	—	—	—	—
MLT bank loans	—	—	—	—	—	—
Lease debt	1,362.9	434.5	1,458.0	468.6	1,394.2	459.8
Overdrafts	—	54.1	—	36.3	—	67.0
Other borrowings and debt	504.1	667.2	209.5	263.4	18.3	219.3
Bonds	7,565.7	1,327.6	4,977.6	1,081.6	4,728.3	1,805.1
TOTAL	9,432.6	2,483.4	6,645.1	1,849.9	6,140.8	2,551.3

9.1.2 Bonds

Tranches	Issuance	Issuance	Rate	EIR ⁽¹⁾	Maturity	31.12.2025 ⁽²⁾	31.12.2024 ⁽²⁾	31.12.2023 ⁽²⁾	
In millions	type	date	type		date				
EUR	750	—	March 2022	Floating	2.40%	March 2024	—	—	754.5
EUR	1,000	—	March 2022	Fixed	0.58%	March 2024	—	—	1,002.3
EUR	1,250	SLB ⁽³⁾	March 2022	Fixed	1.05%	June 2026	1,259.0	1,253.9	1,252.9
EUR	1,000	EMTN ⁽⁴⁾	May 2023	Fixed	3.39%	May 2025	—	1,018.4	1,015.8
EUR	1,000	EMTN ⁽⁴⁾	May 2023	Fixed	3.08%	May 2028	1,013.2	1,011.3	1,009.5
EUR	800	EMTN ⁽⁴⁾	November 2023	Fixed	3.52%	January 2027	824.1	827.5	799.4
EUR	700	EMTN ⁽⁴⁾	November 2023	Fixed	3.47%	November 2029	700.1	699.5	699.0
EUR	750	EMTN ⁽⁴⁾	November 2024	Fixed	2.71%	November 2027	750.0	748.5	—
EUR	500	EMTN ⁽⁴⁾	November 2024	Fixed	2.94%	November 2031	500.4	500.2	—
USD	1,000	Bond ⁽⁵⁾	May 2025	Fixed	5.25%	May 2035	845.8	—	—
EUR	850	EMTN ⁽⁴⁾	November 2025	Floating	2.41%	November 2027	850.3	—	—
EUR	1,000	EMTN ⁽⁴⁾	November 2025	Fixed	2.83%	November 2030	999.7	—	—
EUR	1,150	EMTN ⁽⁴⁾	November 2025	Fixed	3.42%	January 2036	1,150.6	—	—
TOTAL						8,893.2	6,059.2	6,533.4	

(1) Effective interest rate before hedging instruments.

(2) Including undisbursed short-term and long-term accrued interest.

(3) Sustainability linked Bond.

(4) Euro Medium Term Notes.

(5) Bond on the American market.

Bond issues are mainly carried out as part of a "Euro Medium-Term Notes" program with a ceiling of €15 billion at 31 December 2025.

Sustainability-linked Bond

On 22 March 2022, the Group issued its first Sustainability-linked bond. This fixed-rate issue with a maturity of 4 years and 3 months and an amount of €1,250 million, has a coupon of 0.875% per year.

The financial characteristics of the Sustainability-linked bond are linked to three sustainability performance targets:

- all sites operated by L'Oréal will achieve 100% renewable energy (formerly called "carbon neutral") by 31 December 2025;

- Greenhouse gas emissions (Scopes 1, 2 and 3) from production to point of sale (cradle-to-shelf) will be reduced by 14% per product sold by 2025 compared to the 2021 reference year;
- 50% of the Group's plastic packaging will be of recycled or bio-sourced origin by 2025.

The targets relating to renewable energy and greenhouse gas intensity were not met by the end of 2025, resulting in a premium of 0.25% on this tranche.

New issues during the financial year

On 13 May 2025, the Group placed a bond issue on the American bond market for a total principal amount of \$1 billion, with a 10-year maturity and a coupon of 5.00 % per year.

The bond issue was carried out for the general needs of the Group; this transaction strengthens the Group's liquidity profile.

The L'Oréal Groupe successfully completed the placement of a bond issue with a total nominal amount of €3 billion on 12 November 2025, comprising three tranches:

- a €850 million tranche with a 2-year maturity with a floating-rate coupon of Euribor 3M + 20 basis points per year;

- a €1,000 million tranche with a 5-year maturity with a fixed-rate coupon of 2.750% per year;
- a €1,150 million tranche with a 10-year maturity, with a fixed-rate coupon of 3.375% per year.

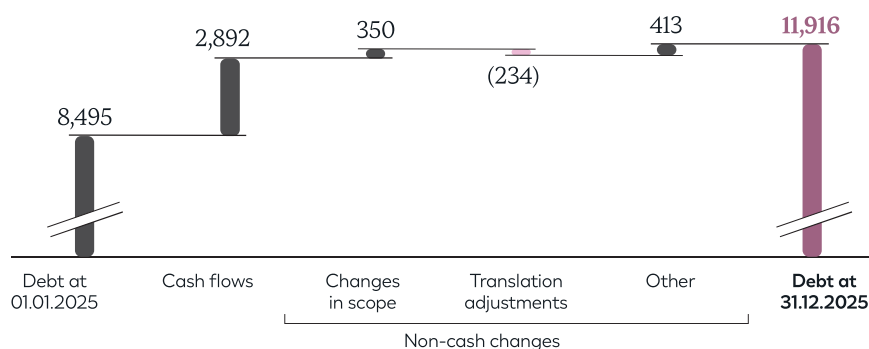
The bonds, which are rated AA (Stable) by S&P and Aa1 (Stable) by Moody's, have been admitted to trading on Euronext Paris from 19 November 2025, settlement-delivery date.

The net proceeds from the bonds will be used for the Group's general purposes, including to partially finance the acquisition of Kering Beauté.

9.1.3 Change in debt

€ millions	31.12.2024	Cash-flows	"Non-cash" changes				31.12.2025
			Changes in the scope of consolidation	Translation adjustments	Changes in fair value	Other ⁽¹⁾	
Short-term marketable instruments	—	—	—	—	—	—	—
MLT bank loans	—	—	—	—	—	—	—
Lease debt	1,926.6	(453.6)	24.4	(120.6)	—	420.6	1,797.4
Overdrafts and cash pooling	36.3	(56.1)	—	60.2	—	13.6	54.0
Other borrowings and debt	472.8	525.5	325.3	(130.9)	—	(21.4)	1,171.3
Bonds	6,059.2	2,876.5	—	(42.5)	—	—	8,893.2
TOTAL	8,495.0	2,892.3	349.7	(233.8)	—	412.8	11,916.0

(1) These are renewals and amendments to contracts and new leases location.



9.1.4 Debt by maturity date

€ millions	31.12.2025	31.12.2024	31.12.2023
Less than 1 year ⁽¹⁾	2,483.4	1,849.9	2,551.3
1 to 5 years	6,544.0	5,627.4	5,022.1
More than 5 years	2,888.5	1,017.7	1,118.6
TOTAL	11,916.0	8,495.0	8,692.1

(1) At 31 December 2025 the Group had confirmed undrawn credit lines for €11,000 million compared with €5,000 million at 31 December 2024 and 31 December 2023. These lines were not subject to any covenants.

These estimates are computed on the basis of the effective interest rate at the end of the financial year, after allowing for hedging instruments and assuming that no debt is rolled over at maturity.

The value recognized in the balance sheet does not show any significant difference with the nominal value of the loans (note 9.1.2).

9.1.5 Debt by currency excluding lease debts

€ millions	31.12.2025	31.12.2024	31.12.2023
Euro (EUR)	8,059.2	6,077.5	6,550.6
US Dollar (USD)	853.4	28.5	12.8
Korean Won (KRW)	461.1	74.0	105.7
Pound sterling (GBP)	325.3	—	—
Chinese Yuan (CNY)	179.9	204.4	—
Colombian Peso (COP)	64.5	19.4	55.0
Chilean Peso (CLP)	40.7	31.0	15.0
Indonesian Rupiah (IDR)	21.5	8.9	4.0
Turkish Lira (TRY)	16.3	22.4	30.0
Peruvian Sol (PEN)	15.2	14.1	11.4
South African Rand (ZAR)	14.2	7.6	7.2
Other	67.3	80.6	46.4
TOTAL	10,118.6	6,568.4	6,838.1

9.1.6 Breakdown of fixed rate – floating rate debt

€ millions	31.12.2025	31.12.2024	31.12.2023
Floating rate	1,089.4	82.3	821.5
Fixed rate including lease debts	10,826.6	8,412.7	7,870.6
TOTAL	11,916.0	8,495.0	8,692.1

9.1.7 Effective interest rates

At the end of 2025 as at the end of 2024 and 2023, the negotiable securities at closing have been fully repaid.

The effective interest rate on bonds issued by the Group amounts to 2.84% in 2025.

There is no medium-term bank loan at 31 December 2025 as at 31 December 2024 and 31 December 2023.

9.1.8 Average debt interest rates

Average debt interest rates after allowing for hedging instruments break down as follows:

	31.12.2025	31.12.2024	31.12.2023
Euro (EUR)	2.75%	2.66%	2.09%
US dollar (USD)	3.67%	3.39%	3.58%

9.1.9 Fair value of borrowings and debt

The fair value of fixed-rate debt is determined for each loan by discounting future cash flows, based on bond yield curves at the balance sheet date, after allowing for the spread corresponding to the Group's risk rating.

The net carrying amount of outstanding bank loans and other floating-rate loans is a reasonable approximation of their fair value.

The fair value of borrowings and debt excluding IFRS 16 amounted to €10,118.6 million at 31 December 2025 compared with €6,568.4 million at 31 December 2024 and €6,838.1 million at 31 December 2023.

9.1.10 Debt covered by collateral

No debt was covered by material amounts of collateral at 31 December 2025, 2024 and 2023.

9.1.11 Confirmed credit lines

At 31 December 2025, L'Oréal and its subsidiaries had €11,000 million of confirmed undrawn credit lines compared with €5,000.0 million at 31 December 2024 and 31 December 2023.

The maturities of the credit lines at 31 December 2025 are broken down as follows:

- €4,000 million at less than one year;
- €7,000 million between one and five years;
- €0 million at more than five years.

9.2 Cash and cash equivalents

€ millions	31.12.2025		31.12.2024		31.12.2023	
	Carrying amount	Acquisition cost	Carrying amount	Acquisition cost	Carrying amount	Acquisition cost
Marketable securities	4,986.4	4,971.1	1,829.3	1,823.6	624.1	622.7
Bank accounts and other cash and cash equivalents ⁽¹⁾	4,878.7	4,879.9	2,223.0	2,224.4	3,664.0	3,664.2
TOTAL	9,865.0	9,851.1	4,052.3	4,048.0	4,288.1	4,286.9

(1) Including €273.7 million in cash in countries in which cash repatriation is difficult.

Marketable securities consist mainly of SICAV money-market funds and unit trusts (on which the return is based on €STR). They are considered as financial assets at fair value through profit or loss.

Term accounts with a maturity of less than three months at inception are shown on the *Bank accounts and other cash and cash equivalents* line.

9.3 Non-current financial assets

€ millions	31.12.2025		31.12.2024		31.12.2023	
	Carrying amount	Acquisition cost	Carrying amount	Acquisition cost	Carrying amount	Acquisition cost
INVESTMENTS IN NON-CONSOLIDATED COMPANIES						
Sanofi ⁽¹⁾	7,334.8	3,025.2	11,082.6	4,033.5	10,612.1	4,033.5
Galderma ⁽²⁾	4,145.5	1,812.9	2,550.0	1,812.9	—	—
Other listed securities ⁽³⁾	22.2	103.4	23.2	103.4	60.9	103.3
Unlisted securities ⁽⁴⁾	639.8	642.8	554.9	552.2	458.3	437.8
FINANCIAL ASSETS AT AMORTISED COST						
Non-current loans and receivables	184.1	188.6	156.0	159.4	171.0	175.0
Surplus funds for pension scheme commitments held in assets	540.8		471.3		329.4	
TOTAL	12,867.3	5,772.9	14,838.1	6,661.4	11,631.6	4,749.6

(1) L'Oréal's stake in Sanofi was 7.27% at 31 December 2025. The carrying amount (€7,334.8 million) at 31 December 2025 corresponds to the market value of the shares based on the closing price at that date (€82.72) representing a decrease of €747.8 million on the shares held. The sale of Sanofi shares resulted in a decrease in the value of the shares by €3,000 million. The revaluation of the shares sold at the date of sale amounted to €229.4 million. The acquisition cost of €3,025.2 million for the shares not sold corresponds to an initial cost of €34.12. The investment is measured at fair value through other comprehensive income.

(2) L'Oréal's stake in Galderma was 10.0% at 31 December 2025. The carrying amount at 31 December 2025 (€4,145.5 million) corresponds to the market value of the shares based on the closing price at this date (CHF 162.10 equivalent €174.25). The acquisition cost of €1,812.9 million (including acquisition fees) corresponds to an entry cost of CHF 71.11 (equivalent €75.60). The investment is measured at fair value through other comprehensive income.

(3) This heading includes listed securities of biotechnology start-ups as well as Euroapi shares.

(4) This heading mainly includes:

- the minority stake in Jacquemus for €103.2 million;
- the securities of Chando acquired in 2024 for €58.4 million;
- other investments in start-ups and other investment funds.

In the absence of specific events, their acquisition cost is deemed to be the best possible estimate of fair value.

9.4 Other financial income and expenses

This item is broken down as follows:

€ millions	2025	2024	2023
Interest component of pension costs	(9.0)	(10.9)	(2.2)
Other financial income and expenses	(29.0)	(28.9)	(49.3)
TOTAL	(38.0)	(39.8)	(51.5)

Note 10 Derivatives and exposure to market risks

Accounting principles

Derivative instruments entered into to hedge identifiable foreign exchange and interest rate risks are accounted for in accordance with hedge accounting principles.

Forward foreign exchange contracts and options are put in place in order to hedge items recorded in the balance sheet (fair value hedges) and cash flows on highly probable future commercial transactions (cash flow hedges).

All foreign exchange hedging instruments are recorded on the balance sheet at their market value, including those which relate to purchases and sales in the next accounting period. Hence changes in the fair value of these hedging instruments is recorded in shareholders' equity and the amount accumulated in shareholders' equity impacts the result on the date of completion of hedged transactions.

Any remaining hedge ineffectiveness is recognised directly in the income statement.

In accordance with hedge accounting, unrealised exchange gains and losses relating to unsold inventories are deferred in the inventories item in the balance sheet. Similarly, if a currency hedge has been taken out in respect of fixed assets purchased with foreign currency, these assets are valued in the balance sheet on the basis of the hedging rate.

The Group may decide to hedge certain investments in foreign companies. Exchange gains or losses relating to these hedges are directly charged to consolidated equity, under the item *Cumulative translation adjustments*.

With regard to interest rate risk, fixed-rate debt and financial loans hedged by interest rate swaps are valued in the balance sheet at their market value. Changes in the fair value of these items are recorded as finance costs and offset by adjustments to the fair value of the related hedging derivatives. Floating-rate debt and financial loans are valued at cost, which corresponds to their market value. The swaps or caps which hedge these items are valued in the balance sheet at their market value, with changes in value recorded directly through equity on the *Other comprehensive income* item.

The fair value of interest rate derivative instruments is their market value. This market value is calculated by the discounted cash flow method at the interest rate effective at the closing date.

To manage its exposure to currency and interest rate risks arising in the course of its normal operations, the Group uses derivatives negotiated with counterparties rated investment grade.

In accordance with Group rules, currency and interest rate derivatives are set up exclusively for hedging purposes.

10.1 Hedging of currency risk

The Group is exposed to currency risk on commercial transactions recorded on the balance sheet and on highly probable future transactions.

The Group's policy regarding its exposure to currency risk on future commercial transactions is to hedge, before the end of the year, a large part of the currency risk for the following year, using derivatives based on operating budgets in each subsidiary.

All the Group's future foreign currency flows are analysed in detailed forecasts for the coming budgetary year. Any currency risks identified are hedged by forward contracts or options in order to reduce as far as possible the currency

exposure of each subsidiary. The term of the derivatives is aligned with the Group's settlements. Exchange rate derivatives are negotiated by FINVAL or, in exceptional cases, directly by the Group's subsidiaries. Such transactions are supervised by the Group's Treasury department.

As a non-financial corporation, FINVAL is subject to the European Market Infrastructure Regulations (EMIR). Published by the European Commission in September 2012, EMIR is aimed at moving OTC markets towards a centralised model, thereby enhancing market transparency and regulatory oversight and decreasing systemic risk using a guarantee mechanism. As the Group's companies must borrow and invest their cash in their own currency, the exchange rate risks generated by managing their own cash and debt are almost non-existent.

Owing to the Group's policy of currency risk hedging a large part of annual requirements for the following year before the end of the current year, the sensitivity of profit or loss to changes in foreign exchange rates at 31 December is marginal. The impact of changes in foreign exchange rates on the foreign exchange cash flow hedges reserve is described in note 11.3.

All derivative financial instruments held for currency risk hedging purposes have a maturity of less than 18 months at inception and break down as follows:

€ millions	Nominal			Market value		
	31.12.2025	31.12.2024	31.12.2023	31.12.2025	31.12.2024	31.12.2023
CURRENCY FUTURES						
Purchase of EURO against foreign currencies	4,157.2	4,381.0	4,899.9	17.7	(83.7)	35.6
EUR/CNY	1,228.3	1,211.1	1,414.5	12.3	(23.6)	44.4
EUR/USD	871.6	447.3	505.8	24.1	(36.9)	9.8
EUR/GBP	325.8	479.2	410.0	4.0	(16.0)	(6.9)
EUR/BRL	267.6	171.1	205.9	(10.9)	15.1	(3.7)
EUR/MXN	267.3	237.2	266.3	(13.4)	11.5	(8.4)
EUR/CAD	164.6	161.4	148.2	3.0	0.2	0.1
EUR/CLP	98.7	96.3	87.5	(4.0)	0.8	3.1
EUR/SGD	81.6	528.6	746.9	9.1	(14.7)	(0.1)
EUR/CHF	78.2	65.7	—	0.9	(1.3)	—
EUR/THB	72.2	73.2	69.1	(1.0)	(4.9)	—
EUR/SAPMENA currencies	256.4	335.4	341.7	(2.2)	(2.3)	0.2
EUR/Europe currencies	243.3	263.8	250.2	(6.4)	(3.8)	(5.2)
EUR/North Asia currencies	109.1	203.1	359.1	7.0	(4.3)	4.6
EUR/Latin America currencies	51.6	54.8	54.7	(2.6)	(3.1)	(1.3)
EUR/SSA currencies	41.1	52.9	40.0	(2.3)	(0.5)	(0.9)
Sale of EUR against foreign currencies	156.0	58.4	231.8	(4.2)	(0.2)	1.2
EUR/PLN	86.8	26.7	8.5	0.2	(0.9)	(1.6)
EUR/North Asia currencies	39.2	—	—	(4.7)	—	—
EUR/SAPMENA currencies	20.7	16.0	30.9	0.2	0.5	(0.4)
EUR/Europe currencies	9.4	15.7	192.3	0.1	0.2	3.1
Purchase of USD against foreign currencies	819.9	821.0	870.2	(11.3)	33.9	(3.5)
USD/SAPMENA currencies	241.0	244.1	188.5	(1.7)	5.2	(3.3)
USD/Latin America currencies	184.6	192.6	193.3	(9.2)	15.7	(1.1)
USD/SAR	150.7	67.5	144.6	(0.4)	—	0.2
USD/North Asia currencies	141.3	189.3	284.4	0.7	7.6	1.3
USD/North America currencies	95.2	121.3	51.6	(0.1)	5.2	(0.3)
USD/Other currencies	7.1	6.2	7.8	(0.5)	0.2	(0.3)
Sale of USD against foreign currencies	719.1	1,226.8	1,501.0	(1.7)	(32.6)	12.7
USD/SGD	577.9	1,146.3	1,378.6	(4.9)	(30.4)	9.8
USD/Other currencies	141.2	80.5	122.4	3.2	(2.2)	2.8
Other currency pairs	749.8	789.8	772.4	7.1	(7.3)	(8.7)
DKK/SEK	85.9	95.4	76.8	(2.7)	(0.8)	(3.1)
JPY/KRW	89.6	50.9	46.6	3.1	(2.1)	1.3
Other currency pairs	574.2	643.6	648.9	6.8	(4.5)	(6.9)
CURRENCY FUTURES TOTAL	6,602.0	7,277.0	8,275.2	7.6	(89.9)	37.2
Currency options						
EUR/USD	—	260.4	—	—	2.9	—
CURRENCY OPTIONS TOTAL	—	260.4	—	—	2.9	—
Of which total options purchased	—	260.4	—	—	2.9	—
Other hedging elements						
Cross Currency Swap	3,372.9	1,554.1	1,620.1	34.3	4.8	13.5
OTHER ELEMENTS TOTAL	3,372.9	1,554.1	1,620.1	34.3	4.8	13.5
TOTAL	9,974.9	9,091.5	9,895.3	41.9	(82.1)	50.7

The market values by type of hedging are as follows:

€ millions	2025	2024	2023
Fair value hedges ⁽¹⁾	39.7	0.1	47.9
Cash flow hedges	3.8	(82.2)	2.7
Net foreign investment hedges	(1.6)	—	—
TOTAL	41.9	(82.1)	50.6

(1) Fair value hedges relate to currency risks on operating receivables and payables as well as on foreign currency investments and financing.

The fair value of the derivatives is their market value.

10.2 Foreign exchange gains and losses

Accounting principles

Foreign exchange gains and losses resulting from the difference between the value of foreign currency operating income and expenses translated at the spot rate effective on the transaction date and at the exchange rate effective on the settlement date are recognised directly on the appropriate income and expense lines, after allowing for hedging derivatives.

Foreign exchange gains and losses break down as follows:

€ millions	2025	2024	2023
Time value	(0.3)	(9.6)	(121.7)
Other foreign exchange gains and losses	12.1	9.0	41.1
TOTAL	11.8	(0.6)	(80.6)

Foreign currency transactions are translated at the spot rate at the transaction date.

Assets and liabilities denominated in foreign currencies have been translated using the exchange rates effective at the closing date. Foreign exchange gains and losses also include the following items relating to derivative instruments:

- changes in market value linked to variations in the spot rate between the inception of the hedge and the date when the hedged transactions are completed;

- residual ineffectiveness linked to excess hedges and recognised directly in the income statement under other foreign exchange gains and losses for -€8.6 million, -€6.5 million and €1.6 million in 2025, 2024 and 2023, respectively.

These amounts are allocated to the appropriate operating expense items. They are broken down as follows:

€ millions	2025	2024	2023
Cost of sales	16.4	(0.4)	(49.2)
Research and innovation expenses	(11.0)	(0.1)	(12.0)
Advertising and promotion expenses	2.7	(0.1)	(8.7)
Selling, general and administrative expenses	3.8	(0.1)	(10.7)
FOREIGN EXCHANGE GAINS AND LOSSES	11.8	(0.6)	(80.6)

10.3 Hedging of interest rate risk

The Group did not have any interest rate hedging instruments at 31 December 2025, 2024 and 2023.

10.4 Sensitivity to changes in interest rates

An increase of 100 basis points in interest rates would have had a direct positive impact of €87.8 million on the Group's net finance costs at 31 December 2025, compared with a direct positive impact of €39.7 million at 31 December 2024 and a direct positive impact of €34.7 million at 31 December 2023. This calculation allows for cash, cash equivalents and derivatives, and assumes that total net debt/cash remains stable and that fixed-rate debt at maturity is replaced are not impacted.

The impact of a 100 basis point rise in interest rates on the fair value of the Group's fixed-rate financial assets and liabilities, after allowing for any interest rate derivatives, can be estimated at -€90.3 million at 31 December 2025 compared with -€64.9 million at 31 December 2024 and -€60.2 million at 31 December 2023.

10.5 Counterparty risk

The Group has financial relations with international banks rated investment grade by specialised agencies. The Group thus considers that its exposure to counterparty risk is low.

Furthermore, the financial instruments used to manage exchange rate and interest rate risk are issued by leading international banking counterparties.

Accordingly, the Group considers its exposure to counterparty risk to be low.

10.6 Liquidity risk

The Group's liquidity risk can be assessed on the basis of its outstanding short-term debt under its short-term marketable instruments programme. Should these bank facilities not be renewed, the Group would have confirmed undrawn credit lines of €11,000 million at 31 December 2025. These lines were not subject to any covenants.

10.7 Shareholding risk

No cash has been invested in shares.

Available cash is invested with top-ranking financial institutions in the form of non-speculative instruments which can be drawn in very short periods. At 31 December 2025, marketable securities consist exclusively of unit trusts (note 9.2.).

At 31 December 2025, the Group held:

- 88,670,657 Sanofi shares for an amount of €7,334.8 million (note 9.3.). The initial share price for Sanofi shares was €34.12;
- 23,789,764 Galderma shares for an amount of €4,145.5 million (note 9.3). The initial share price for Galderma shares was €75.6.

The shares are valued based on their fair value, and unrealised losses and gains are accounted for through equity in the *Other comprehensive income* item.

At 31 December 2024, the Group held:

- 118,227,307 Sanofi shares for an amount of €11,082.6 million (note 9.3.);
- 23,789,764 Galderma shares for an amount of €2,550.0 million (note 9.3).

At 31 December 2023, the Group held 118,227,307 Sanofi shares for an amount of €10,612.1 million (note 9.3.).

10.8 Fair value hierarchy

IFRS 7 requires financial assets and liabilities recognised at fair value in the balance sheet to be classified according to three levels:

- level 1: quoted prices on an active market;
- level 2: valuation techniques using observable inputs;
- level 3: valuation techniques using unobservable inputs, such as investment funds valuation reports.

The table below provides an analysis of financial instruments recorded at fair value on the balance sheet by level of the fair value hierarchy.

€ millions					
31 December 2025		Level 1	Level 2	Level 3	Total fair value
ASSETS AT FAIR VALUE					
Foreign exchange derivatives			214.1		214.1
Sanofi shares		7,334.8			7,334.8
Galderma shares		4,145.5			4,145.5
Other securities		22.2		639.4	661.6
Marketable securities		4,986.4			4,986.4
TOTAL ASSETS AT FAIR VALUE		16,488.9	214.1	639.4	17,342.4
LIABILITIES AT FAIR VALUE					
Foreign exchange derivatives			172.2		172.2
TOTAL LIABILITIES AT FAIR VALUE		—	172.2	—	172.2

€ millions

31 December 2024	Level 1	Level 2	Level 3	Total fair value
ASSETS AT FAIR VALUE				
Foreign exchange derivatives		150.1		150.1
Sanofi shares	11,082.6			11,082.6
Galderma shares	2,550.0			2,550.0
Other securities	23.2		554.6	577.8
Marketable securities	1,829.3			1,829.3
TOTAL ASSETS AT FAIR VALUE	15,485.1	150.1	554.6	16,189.8
LIABILITIES AT FAIR VALUE				
Foreign exchange derivatives		232.2		232.2
TOTAL LIABILITIES AT FAIR VALUE	—	232.2	—	232.2

€ millions

31 December 2023	Level 1	Level 2	Level 3	Total fair value
ASSETS AT FAIR VALUE				
Foreign exchange derivatives		177.7		177.7
Sanofi shares	10,612.1			10,612.1
Other securities	60.8		457.3	518.1
Marketable securities	624.1			624.1
TOTAL ASSETS AT FAIR VALUE	11,297.0	177.7	457.3	11,932.0
LIABILITIES AT FAIR VALUE				
Foreign exchange derivatives		127.1		127.1
TOTAL LIABILITIES AT FAIR VALUE	—	127.1	—	127.1

10.9 Offsetting financial assets and financial liabilities

Financial assets and liabilities resulting from foreign exchange and/or interest rate hedging transactions entered into with the Group's counterparty banks are not offset in the balance sheet since they are FBF (French Banking Federation) or ISDA (International Swaps and Derivatives Association)

agreements that only provide for offsetting in the event of default by one of the parties to the agreement. Accordingly, they do not meet the offsetting criteria set out in IAS 32.

Had the agreements been offset at the level of each counterparty bank, assets and liabilities would have decreased by €136.4 million, €137.8 million and €105.5 million respectively in 2025, 2024 and 2023.

Note 11 Equity - Earnings per share

11.1 Share capital and additional paid in capital

Share capital consists of 533,783,028 shares with a par value of €0.20 at 31 December 2025 following the issue of 279,923 shares for the employee shareholding plan and 547,720 free shares and the cancellation of 1,356,636 shares.

Share capital consisted of 534,312,021 shares with a par value of €0.20 at 31 December 2024 following the issue of 230,423 shares for the employee shareholding plan and 664,680 free shares and the cancellation of 1,308,557 shares.

Share capital consisted of 534,725,475 shares with a par value of €0.20 at 31 December 2023, following the issue of 34,020 shares for the employee shareholding plan and 776,525 free shares and the cancellation of 1,271,632 shares.

11.2 Treasury shares

Accounting principles

Treasury shares are recorded at acquisition cost and deducted from equity. Capital gains/losses on disposal of these items net of tax are charged directly to equity and do not contribute to profit for the financial year.

a) 2025

The change in the number of shares in 2025 was as follows:

<i>In shares</i>	Share capital	Treasury shares	Common shares outstanding
At 01.01.2025	534,312,021	—	534,312,021
Shares cancelled	(1,356,636)	1,356,636	—
Options and free shares exercised	827,643	—	827,643
Treasury shares purchased	—	(1,356,636)	(1,356,636)
AT 31.12.2025	533,783,028	—	533,783,028

The change in treasury shares in 2025 was as follows:

<i>In shares</i>	Buyback programme	Allocated to free-share plans	Total	€ millions
At 01.01.2025	—	—	—	—
Shares cancelled	(1,356,636)	—	(1,356,636)	(501.5)
Options and free shares exercised	—	—	—	—
Treasury shares purchased	1,356,636	—	1,356,636	501.5
AT 31.12.2025	—	—	—	—

b) 2024

The change in the number of shares in 2024 was as follows:

<i>In shares</i>	Share capital	Treasury shares	Common shares outstanding
At 01.01.2024	534,725,475	—	534,725,475
Shares cancelled	(1,308,557)	1,308,557	—
Options and free shares exercised	895,103	—	895,103
Treasury shares purchased	—	(1,308,557)	(1,308,557)
AT 31.12.2024	534,312,021	—	534,312,021

The change in treasury shares in 2024 was as follows:

<i>In shares</i>	Buyback programme	Allocated to free-share plans	Total	€ millions
At 01.01.2024	—	—	—	—
Shares cancelled	(1,308,557)	—	(1,308,557)	(497.5)
Options and free shares exercised	—	—	—	—
Treasury shares purchased	1,308,557	—	1,308,557	497.5
AT 31.12.2024	—	—	—	—

c) 2023

The change in the number of shares in 2023 was as follows:

<i>In shares</i>	Share capital	Treasury shares	Common shares outstanding
At 01.01.2023	535,186,562	—	535,186,562
Shares cancelled	(1,271,632)	1,271,632	—
Options and free shares exercised	810,545	—	810,545
Treasury shares purchased	—	(1,271,632)	(1,271,632)
AT 31.12.2023	534,725,475	—	534,725,475

The change in treasury shares in 2023 was as follows:

<i>In shares</i>	Buyback programme	Allocated to free-share plans	Total	€ millions
At 01.01.2023	—	—	—	—
Shares cancelled	(1,271,632)	—	(1,271,632)	(503.3)
Options and free shares exercised	—	—	—	—
Treasury shares purchased	1,271,632	—	1,271,632	503.3
AT 31.12.2023	—	—	—	—

11.3 Other comprehensive income

The following tables indicate movements in this item:

<i>€ millions</i>	31.12.2025	31.12.2024	31.12.2023
SECURITIES AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME			
Reserve at beginning of period	7,706.1	6,561.2	6,637.5
Changes in fair value over period	848.2	1,144.9	(76.3)
RESERVE AT END OF PERIOD	8,554.3	7,706.1	6,561.2

<i>€ millions</i>	31.12.2025	31.12.2024	31.12.2023
CASH FLOW HEDGES - FOREIGN EXCHANGE			
Reserve at beginning of period	32.5	128.5	257.3
Changes in fair value over period	7.0	1.9	(184.6)
Changes in fair value recorded through other comprehensive income	88.1	(97.5)	55.8
Deconsolidation and other	—	(0.4)	(0.1)
RESERVE AT END OF PERIOD	127.6	32.5	128.5

The table below shows the impact of an increase or decrease of over 10% in the euro and US dollar against other currencies on the foreign exchange cash flow hedging reserve and the market value of the hedging instruments:

<i>€ millions</i>	31.12.2025	31.12.2024	31.12.2023
Impact of a 10% increase in the EUR against all other Group currencies	391.6	551.8	471.5
Impact of a 10% decrease in the EUR against all other Group currencies	(352.3)	(520.2)	(457.2)
Impact of a 10% increase in the USD against key Group currencies	(40.2)	(94.9)	(143.7)
Impact of a 10% decrease in the USD against key Group currencies	66.2	126.0	157.9

<i>€ millions</i>	31.12.2025	31.12.2024	31.12.2023
CASH FLOW HEDGES - INTEREST RATES			
Reserve at beginning of period	+11.8	(7.1)	+1.4
Changes in fair value over period	+21.8	+18.9	(8.5)
Changes in fair value recorded through other comprehensive income	—	—	—
RESERVE AT END OF PERIOD	+33.6	+11.8	(7.1)

<i>€ millions</i>	31.12.2025	31.12.2024	31.12.2023
ACTUARIAL GAINS/(LOSSES) AND IMPACT OF ASSET CEILING			
Reserve at beginning of period	(268.0)	(422.2)	(302.8)
Actuarial gains/(losses) over the period	111.0	153.2	(116.7)
Impact of asset ceiling	(6.5)	0.2	(2.5)
Deconsolidation and other	—	0.8	(0.2)
RESERVE AT END OF PERIOD	(163.5)	(268.0)	(422.2)

€ millions	31.12.2025	31.12.2024	31.12.2023
OTHER COMPREHENSIVE INCOME			
Gross reserve	8,552.1	7,482.4	6,260.5
Associated tax effect	(276.1)	(205.1)	(136.8)
RESERVE NET OF TAX	8,276.0	7,277.4	6,123.8

11.4 Net profit excluding non-recurring items – Earnings per share

Accounting principles

Earnings per share are calculated in accordance with the rules set out in IAS 33.

Basic earnings per share are obtained on the basis of the weighted average number of shares outstanding during the year, less the average number of treasury shares held deducted from equity.

Where applicable, diluted earnings per share take into account dilutive stock options and free shares in accordance with the “treasury share method”, under which sums collected on exercise or purchase are assumed to be allocated firstly to share buybacks at market price.

11.4.1 Reconciliation with net profit

Net profit excluding non-recurring items reconciles as follows with net profit attributable to owners of the Company:

€ millions	2025	2024	2023
Net profit from attributable to owners of the Company	6,127.2	6,408.7	6,184.0
Capital gains and losses on property, plant and equipment and intangible assets	37.7	15.2	6.7
Impairment of property, plant and equipment and intangible assets	—	50.8	270.6
Restructuring costs	208.5	237.1	88.5
Other	259.1	134.6	84.1
Tax effect on non-recurring items	(97.4)	(91.6)	(100.7)
Exceptional tax contribution France	252.7	—	—
Non-controlling interests on non-recurring items	(1.8)	0.1	(0.2)
Tax effect on acquisitions and internal restructuring	20.4	31.4	(46.5)
NET PROFIT ATTRIBUTABLE TO OWNERS OF THE COMPANY EXCLUDING NON-RECURRING ITEMS	6,806.4	6,786.3	6,486.6

11.4.2 Earnings per share attributable to owners of the Company

The tables below set out earnings per share attributable to owners of the Company:

2025	Net profit – attributable to owners of the Company (€ millions)	Number of shares	Earnings per share attributable to owners of the Company (€)
Earnings per share	6,127.2	533,716,166	11.48
Free shares		1,650,468	
DILUTED EARNINGS PER SHARE	6,127.2	535,366,634	11.44

2024	Net profit – attributable to owners of the Company (€ millions)	Number of shares	Earnings per share attributable to owners of the Company (€)
Earnings per share	6,408.7	534,482,831	11.99
Free shares		1,595,600	
DILUTED EARNINGS PER SHARE	6,408.7	536,078,431	11.95

2023	Net profit – attributable to owners of the Company (€ millions)	Number of shares	Earnings per share attributable to owners of the Company (€)
Earnings per share	6,184.0	535,428,641	11.55
Free shares		1,592,398	
DILUTED EARNINGS PER SHARE	6,184.0	537,021,039	11.52

11.4.3 Earnings per share excluding non-recurring items

The tables below set out in detail earnings per share excluding non-recurring items:

2025	Net profit attributable to owners of the Company excluding non-recurring items (€ millions)	Number of shares	Earnings per share attributable to owners of the Company excluding non-recurring items (€)
Earnings per share excluding non-recurring items	6,806.4	533,716,166	12.75
Free shares		1,650,468	
DILUTED EARNINGS PER SHARE EXCLUDING NON-RECURRING ITEMS	6,806.4	535,366,634	12.71

2024	Net profit attributable to owners of the Company excluding non-recurring items (€ millions)	Number of shares	Earnings per share attributable to owners of the Company excluding non-recurring items (€)
Earnings per share excluding non-recurring items	6,786.3	534,482,831	12.70
Free shares		1,595,600	
DILUTED EARNINGS PER SHARE EXCLUDING NON RECURRING ITEMS	6,786.3	536,078,431	12.66

2023	Net profit attributable to owners of the Company excluding non-recurring items (€ millions)	Number of shares	Earnings per share attributable to owners of the Company excluding non-recurring items (€)
Earnings per share excluding non-recurring items	6,486.6	535,428,641	12.11
Free shares		1,592,398	
DILUTED EARNINGS PER SHARE EXCLUDING NON-RECURRING ITEMS	6,486.6	537,021,039	12.08

11.4.4 Calculation of the number of shares

All potential ordinary shares are included in the calculation of earnings per share since all stock option plans have a dilutive impact on the periods presented.

At 31 December 2025, 233,466,873 shares had been held in registered form for two years making them eligible for the 10% preferential dividend.

Note 12 Provisions for liabilities and charges – Contingent liabilities and material ongoing disputes

12.1 Provisions for liabilities and charges

Accounting principles

Provisions for liabilities and charges are set up to cover probable outflows for the benefit of third parties without any equivalent consideration being received by the Group in

return. They mainly relate to disputes, restructuring costs, industrial, environmental and commercial risks relating to operations such as breach of contract, product returns, and employee-related risks.

These provisions are estimated on the basis of the most likely assumptions or by using statistical methods, depending on the nature of the risks.

Provisions for liabilities and charges are recorded either as *Non-current liabilities* or as *Current liabilities*, depending on

their type. Provisions for liabilities or disputes which must be settled within 12 months of the closing date, and those linked to the normal operating cycle (such as product returns), are recorded as *Current liabilities*. Other provisions for liabilities and charges are recorded as *Non-current liabilities*.

12.1.1 Closing balances

€ millions	31.12.2025	31.12.2024	31.12.2023
Provisions for liabilities and charges	84.5	76.8	68.8
Non-current provisions ⁽¹⁾	84.5	76.8	68.8
Current provisions for liabilities and charges	1,117.7	1,093.0	977.2
Provisions for restructuring	204.4	219.3	100.3
Provisions for product returns	262.0	305.0	338.2
Other current provisions ⁽¹⁾	651.3	568.7	538.7
TOTAL	1,202.2	1,169.8	1,046.0

(1) This item notably includes provisions for tax risks and litigation excluding corporate income tax, industrial, environmental and commercial risks relating to operations (breach of contract), personnel costs, products disputes, as well as risks relating to investigations carried out by competition authorities (note 12.2.2.a and b).

12.1.2 Changes in provisions for liabilities and charges during the period

The change in this caption in 2025 can be analysed as follows:

€ millions	31.12.2023	31.12.2024	Charges ⁽²⁾	Reversals (used) ⁽²⁾	Reversals (not used) ⁽²⁾	Other ⁽¹⁾	31.12.2025
Provisions for restructuring	100.3	219.3	159.3	(127.0)	(27.5)	(19.7)	204.4
Provisions for product returns	338.2	305.0	277.7	(251.6)	(46.3)	(22.8)	262.0
Other provisions for liabilities and charges	607.5	645.4	427.7	(264.2)	(74.1)	0.9	735.8
TOTAL	1,046.0	1,169.7	864.7	(642.8)	(147.8)	(41.6)	1,202.2

(1) Mainly resulting from translation differences.

(2) These figures can be analysed as follows:

€ millions	Charges	Reversals (used)	Reversals (not used)
Operating profit	538.9	(461.4)	(120.4)
Other income and expenses	325.7	(181.4)	(27.5)
Net financial income	—	—	—

The change in this caption in 2024 can be analysed as follows:

€ millions	31.12.2022	31.12.2023	Charges ⁽²⁾	Reversals (used) ⁽²⁾	Reversals (not used) ⁽²⁾	Other ⁽¹⁾	31.12.2024
Provisions for restructuring	146.1	100.3	198.3	(71.4)	(11.2)	3.3	219.3
Provisions for product returns	395.3	338.2	282.2	(271.1)	(51.8)	7.5	305.0
Other provisions for liabilities and charges	732.0	607.5	354.2	(227.0)	(75.3)	(13.9)	645.4
TOTAL	1,273.3	1,046.0	834.7	(569.5)	(138.3)	(3.1)	1,169.7

(1) Mainly resulting from translation differences.

(2) These figures can be analysed as follows:

€ millions	Charges	Reversals (used)	Reversals (not used)
Operating profit	541.3	(469.3)	(121.4)
Other income and expenses	293.3	(100.2)	(16.9)
Net financial income	—	—	—

The change in this caption in 2023 can be analysed as follows:

€ millions	31.12.2021	31.12.2022	Charges ⁽²⁾	Reversals (used) ⁽²⁾	Reversals (not used) ⁽²⁾	Other ⁽¹⁾	31.12.2023
Provisions for restructuring	182.5	146.1	52.0	(74.7)	(22.4)	(0.7)	100.3
Provisions for product returns	405.9	395.3	384.8	(367.6)	(77.7)	3.4	338.2
Other provisions for liabilities and charges	698.7	732.0	322.9	(371.4)	(82.8)	6.9	607.5
TOTAL	1,287.1	1,273.3	759.7	(813.7)	(183.0)	9.6	1,046.0

(1) Mainly resulting from translation differences.

(2) These figures can be analysed as follows:

€ millions	Charges	Reversals (used)	Reversals (not used)
Operating profit	707.7	(547.6)	(156.4)
Other income and expenses	52.0	(266.1)	(26.6)
Net financial income	—	—	—

12.2 Contingent liabilities and material ongoing disputes

L'Oréal is party to several material disputes, described below.

Some of these disputes give rise to the creation of provisions according to the principles described in note 12.1. Other disputes are considered as contingent liabilities, either because no reliable estimate of the amounts likely to be charged to the Group can be provided based on the information available, or because the Group's management has determined, in particular in light of the opinions of advisors and experts assisting it in these disputes, that the probability that the dispute will give rise to a payment by the Group is low.

12.2.1 Tax disputes

Brazil - IPI indirect tax base challenged

In January 2015, decree 8.393/2015 stated that commercial companies in Brazil would be liable for the indirect IPI tax on certain products as from 1 May 2015. L'Oréal is challenging the legal grounds of this decree and its application. In light of changes in market practices and a favourable change in the opinion of its advisers, since 1 January 2018 L'Oréal has recognised the IPI collected under income.

L'Oréal received tax reassessment notices regarding the indirect IPI tax for financial years 2008 and 2011 to 2015 totalling €673 million, including interest and penalties. The Brazilian tax authorities are questioning the ex-works sales price to the commercial arm used to calculate the IPI tax base. After consulting with its tax advisors, L'Oréal considers that the Brazilian tax authorities' position is unfounded and has challenged these notices. L'Oréal continues its legal proceedings with the tax and legal authorities.

In light of the negative developments in administrative court decisions on the same matter for other Brazilian groups, L'Oréal funded a provision for €45 million to partially cover this risk.

India - Advertising, marketing and promotional costs challenged

L'Oréal received several tax reassessment notices regarding financial years 2007/08 to 2017/18 and 2019/20 to 2020/21 for the most part concerning the tax deductibility of advertising, marketing and promotional expenses for a total amount of €208 million including interest and penalties. After consulting with its tax advisors, L'Oréal decided to contest these notices and continues the legal proceedings with the administrative and legal authorities.

Mutual agreement procedures

Mutual agreement procedures were instigated vis-à-vis the French, Indonesian and Singaporean tax authorities in order to eliminate double taxation following disagreements between these authorities.

12.2.2 Investigations carried out by the competition authorities

The national competition authorities in several European countries have launched investigations targeting the cosmetics industry in particular.

a) Europe (excluding France)

In Germany, after the German competition authority filed a lawsuit in 2008 in the area of personal care products, which was definitively closed in 2015, distributors filed a lawsuit seeking damages against L'Oréal Germany which has resulted in dismissals by the courts at this stage. These proceedings are still ongoing. L'Oréal Germany is contesting the merits of these claims and denies that any damages occurred.

b) France

In France, on 18 December 2014, the French competition authority handed down a fine of €189.5 million against L'Oréal in the hygiene products sector for events that took place in the early 2000s.

This amount was confirmed by the Court of Cassation on 18 October 2023.

This final ruling has no impact on the Group's income statement and no cash flow impact, as the fine was paid in 2015.

Following this ruling, the distributors filed lawsuits for damages against L'Oréal. These proceedings are in initial stages or resulted in dismissals by the courts. These proceedings are still ongoing. L'Oréal contests the merits of these claims and denies that any damages occurred.

12.2.3 Disputes over product liability in North America

a) Disputes over products that may contain talc in the United States

The Group's US subsidiaries are currently being sued in the United States in product liability cases related to the alleged presence of asbestos particles in certain cosmetic products containing talc. To date, none of the cases involving the Group's subsidiaries have gone to trial. Some complaints have also been dismissed. As of 31 December 2025, approximately 620 proceedings are pending. L'Oréal strongly contests the claims made in these actions.

b) Disputes over hair relaxers in North America

Group entities are currently being sued in product liability cases related to the alleged presence of ingredients in hair relaxers that have caused various health problems. As of 31 December 2025, the Group's U.S. companies were sued in approximately 10,670 federal proceedings consolidated into a multi-district ("MDL") proceeding pending before the U.S. District Court for the Northern District of Illinois, and in approximately 1,140 individual actions (sometimes consolidated) before various state courts. The discovery phase is ongoing. Other actions are also pending in connection with the same products, including a class action, for financial damages. The Group strongly contests the claims brought in these actions.

At the present time, no other exceptional events or disputes are highly likely to have a material impact on the earnings, financial situation, assets, or operations of the Company or the L'Oréal Group.

Note 13 Sustainable development and climate

13.1 Measurement of assets and liabilities

a) Environmental risks

The Group strictly complies with regulations and laws relating to environmental protection, and does not expect current regulations to have any significant impact on the Group's operations, financial position, earnings or assets.

b) Measurement of assets

For many years, L'Oréal has shown a strong commitment to environmental, social and societal responsibility. L'Oréal placed sustainability at the heart of its strategy, notably the launch in 2013 of the Sharing Beauty With All programme with 2020 targets focused on sustainable production, sustainable innovation, sustainable consumption and shared growth.

In June 2020, L'Oréal initiated the second phase of its ambition to sustainable development, under the umbrella of the L'Oréal for the Future programme, with a new set of particularly ambitious and concrete targets for 2030, in order to cover all the impacts associated with its value chain: its production and distribution sites as well as its supply chains and the impacts associated with the use of products by consumers.

In 2025, halfway through this program launched in 2020, the Group assessed the progress made, learned from its experiences, refined its roadmaps and objectives for 2030. The L'Oréal for the Future program is described in the sustainability report.

These commitments made by the Group do not call into question the value of the assets or the useful lives of non-financial assets, in particular:

- the ongoing efforts to adapt products to consumer demand as part of the L'Oréal for the Future program are integrated in the short term into the strategic plans of the Group's Divisions included in the impairment tests for intangible assets with an indefinite useful life and have no impact on the carrying amount of the assets;

- the adaptation of factories and product formulations does not lead to the identification of a risk of obsolescence of production lines at this date and does not call into question the depreciation period of the assets.

Furthermore, as mentioned in note 7.3, the scenarios considered in order to determine the potential impacts of climate change on the Group's assets and in particular on the assets of the Group's Cash Generating Units, did not highlight any significant impact likely to generate a risk of depreciation of these assets.

13.2 Financing, investments and compensation

The Group's L'Oréal for the Future programme rests on its financing, short- and long-term investment and compensation strategies.

a) Financing

The credit lines indexed to the Group's sustainable development performance incorporate a borrowing cost adjustment mechanism.

The L'Oréal Group has a syndicated loan from 20 banks of €11 billion, which had not been used at the end of December 2025, of which €7 billion incorporate a mechanism whereby the margin is adjusted in line with the Group's performance with regard to ESG KPIs: climate, biodiversity and resources.

The Group issued in 2022 a €3 billion bond, one tranche of which in an amount of €1,250 million is sustainability-linked (note 9.1).

b) Short-term investment

The Group's available cash is mainly invested in SRI SICAV money-market funds (63% of all short-term investment in 2025), term accounts (30% of all short-term investment in 2025 of which 50% in CSR STI) and in paid accounts (7% of investments in 2025).

c) Long-term investment

The Group recorded a total of €154 million in non-current financial assets related to sustainable development activities, measured at fair value through equity (note 9.3).

- in 2025, L'Oréal launched its sustainable innovation accelerator with €100 million over five years, which aims to address the strategic challenges of the sector in terms of sustainable innovation by identifying solutions and accelerating their implementation towards achieving the ambitions of the L'Oréal for the Future Program;
- in 2024, joint creation with Chenavari of a Solstice fund of €50 million to support the decarbonisation effort of industrial suppliers and in particular within the framework of the Group's commitments in terms of scope 3 emissions (including €11 million at end-2025)
- at the end of 2021, investment in Circular Innovation Fund amounting to €50 million. L'Oréal is one of the main contributors to this fund, that aims at financing innovative companies in the field of recycling, plastic waste management or even materials from the bioeconomy;
- in 2020, the creation of a fund for Nature Regeneration to financially support projects to restore natural marine, forest and agricultural ecosystems. This dedicated fund has an endowment of €27.6 million;

- investment in start-ups (€66 million in total), including:

- the green chemistry start-up Carbios, which developed enzymatic processes for plastic biodegradation and biorecycling,
- the French biotech Microphyt which developed a process with a low carbon impact to produce microalgae,
- the American biotech company Debut, which specializes in the discovery, formulation and manufacturing of innovative natural and complex ingredients and products,
- the Chinese biotech ShineHigh (specializing in cutting-edge supra-molecular chemistry),
- Abolis, a French biotech, offering an integrated and versatile synthetic biology platform,
- and in particular in 2025, Veminsyn, a Chinese biotech company specializing in the discovery, development, and manufacturing of innovative bioactive compounds.

d) Remuneration

The variable portion of the Chief Executive Officer's current remuneration incorporates quantitative and qualitative nonfinancial objectives, including objectives associated with the L'Oréal for the Future programme. Since 2016, non-financial objectives in line with the Group's goals for sustainability have been included in the variable remuneration of the top management, including international brand managers and country managers.

For the conditional grant of free shares, plans since 2022 stipulate the fulfilment of non-financial performance criteria, of which:

- the fulfilment of environmental and social responsibility commitments made by the Group as part of the L'Oréal for the Future programme;
- gender balance within strategic positions including the Executive Committee.

Note 14 Off-balance sheet commitments

14.1 Lease commitments

These amounted to €127.3 million at 31 December 2025 compared with €94.5 million at 31 December 2024 and €91.0 million at 31 December 2023, of which:

- €47.5 million was due within one year at 31 December 2025, compared with €39.1 million at 31 December 2024 and €39.4 million at 31 December 2023;

- €74.0 million was due within one to five years at 31 December 2025, compared with €48.4 million at 31 December 2024 and €47.0 million at 31 December 2023;
- €5.8 million was due in over five years at 31 December 2025, compared with €7.0 million at 31 December 2024 and €4.6 million at 31 December 2023.

14.2 Other off-balance sheet commitments

Confirmed credit lines are discussed in note 9.1.11.

Purchase commitments related to equity investments are presented in notes 17 and 18.

Other significant off-balance sheet commitments have been identified and measured.

€ millions	31.12.2025	31.12.2024	31.12.2023
Guarantees given ⁽¹⁾	310.6	314.9	279.0
Guarantees received	126.5	123.0	126.5
Capital expenditure orders ⁽²⁾	407.3	528.1	581.7
Firm purchase commitments under logistics supply and service contracts ⁽³⁾	2,369.4	2,033.9	2,237.7

(1) These are essentially guarantees given to administrations or on loans granted to third-party partners of the Group, as well as net commitments made to the Endowment Fund and L'Oréal Foundation for its multi-year program.

(2) Despite their strategic nature, none of these investments taken individually is material enough at Group level to warrant more detailed disclosure.

(3) Including irrevocable commitments for energy purchase contracts, particularly on green energies such as purchase power agreements recognized as own use as well as IT service contracts.

Note 15 Transactions with related parties

15.1 Transactions with associated companies (Related parties)

The consolidated financial statements include transactions carried out between the Group and its equity-accounted companies, considered to be related parties. The main transactions with these related parties and the associated outstanding balances are as follows:

€ millions	2025	2024	2023
Sales of goods and services	10.8	10.7	11.4
Operating charges	(0.9)	(1.2)	(1.0)
Financial expenses and income	—	—	—

The following receivables and payables were recorded on the balance sheet for the related parties:

€ millions	31.12.2025	31.12.2024	31.12.2023
Operating receivables	2.4	2.3	2.6
Operating payables	0.2	0.3	0.1
Financial receivables	0.3	0.3	0.3

15.2 Related parties with a significant influence on the Group

L'Oréal has been informed that on 16 December 2016, the members of the Bettencourt Meyers family group, and Mr. Jean-Paul Agon for 100 shares, signed lock-up agreements under the Dutreuil law for 185,704,189 L'Oréal shares representing 33.065% of the capital and of the voting rights of the Company on the date of the agreement.

The lock-up agreements were concluded in application of Articles 787 B and 885 I bis of the French General Tax Code for a period of two years, tacitly renewable for one-year periods.

They do not include any preferential rights for sales or acquisitions for the benefit of the signatories and do not constitute a concerted action vis-à-vis the Company.

On 29 December 2023, the agreements concluded in 2016 were terminated and a new lock-up agreement was concluded pursuant to Article 787 B of the French General Tax Code, representing the same number of L'Oréal shares and similar to those concluded in 2016, with the addition of the company Financière L'Arcouest (controlled by Ms Françoise Bettencourt Meyers and her family) as a signatory.

Note 16 Fees accruing to auditors and members of their networks payable by the Group

€ millions excl. VAT 2025	Ernst & Young Audit				Deloitte & Associés			
	Auditor Ernst & Young Audit	Network	Total	As a %	Auditor Deloitte & Associés	Network	Total	As a %
REVIEW OF INTERIM, COMPANY AND CONSOLIDATED FINANCIAL STATEMENTS								
L'Oréal	1.6	n/a	1.6		1.7	n/a	1.7	
Fully consolidated subsidiaries	1.1	4.8	5.9		1.1	6.0	7.1	
Subtotal	2.7	4.8	7.5	67%	2.8	6.0	8.8	77%
NON-AUDIT SERVICES⁽¹⁾								
L'Oréal	0.1	2.4	2.5		0.1	0.1	0.2	
Fully consolidated subsidiaries	—	0.5	0.5		—	1.7	1.7	
Subtotal	0.1	2.9	3.0	27%	0.1	1.8	1.9	17%
SUSTAINABILITY CERTIFICATION								
L'Oréal	0.7	—	0.7		0.7	—	0.7	
Subtotal	0.7	—	0.7	6%	0.7	—	0.7	6%
TOTAL	3.5	7.7	11.2	100%	3.6	7.8	11.4	100%

(1) Mainly concerning acquisition audits and IT services.

€ millions excl. VAT 2024	Ernst & Young Audit				Deloitte & Associés			
	Auditor Ernst & Young Audit	Network	Total	As a %	Auditor Deloitte & Associés	Network	Total	As a %
REVIEW OF INTERIM, COMPANY AND CONSOLIDATED FINANCIAL STATEMENTS								
L'Oréal	1.8	n/a	1.8		1.8	n/a	1.8	
Fully consolidated subsidiaries	1.1	5.8	6.9		1.1	6.1	7.2	
Subtotal	2.9	5.8	8.7	64%	2.9	6.1	9.0	81%
NON-AUDIT SERVICES⁽¹⁾								
L'Oréal	0.2	3.1	3.3		0.1	0.4	0.5	
Fully consolidated subsidiaries	—	0.9	0.9		—	0.9	0.9	
Subtotal	0.2	4.0	4.2	31%	0.1	1.3	1.4	13%
SUSTAINABILITY CERTIFICATION								
L'Oréal	0.6	—	0.6		0.6	—	0.6	
Subtotal	0.6	—	0.6	4%	0.6	—	0.6	5%
TOTAL	3.8	9.8	13.6	100%	3.7	7.4	11.1	100%

(1) Mainly concerning acquisition audits and IT services.

Note 17 Acquisition in progress

Strategic partnership with Kering

Kering and L'Oréal announced on 19 October 2025 a long-term strategic partnership in luxury beauty and wellness. This binding agreement encompasses the acquisition of 100% of the shares of Kering Beauté which owns the **House of Creed and beauty** and **fragrance licences Kering's iconic brands, Gucci, Balenciaga and Bottega Veneta**.

A true heritage name in *haute parfumerie*, Creed stands among the leading high-end luxury fragrance Houses, celebrated for its craftsmanship and mastery of rare natural ingredients. As part of L'Oréal Luxe, Creed will be best positioned to accelerate even further its global development across both men's and women's markets.

Furthermore, the fifty-year Gucci licensing agreement will begin after the expiration of the current license with Coty, in compliance with Kering's obligations under the existing licensing agreement. The two other licenses were also granted for fifty years from the completion of the transaction.

Building on the success of Yves Saint Laurent Beauté, this alliance further consolidates the long history of collaboration of two global leaders with complementary strengths — iconic luxury brands of Kering and the world-class expertise of L'Oréal in beauty — to accelerate growth and unlock considerable value across high-potential categories.

This agreement amounts to €4 billion, payable in cash upon completion of the transaction, expected in the first half of 2026. L'Oréal will also pay royalties to Kering for the use of the licensed brands.

Note 18 Subsequent events

Bond issuance

On 7 January 2026, L'Oréal successfully placed a bond issue with a total nominal amount of €1.75 billion.

The offering consists of three tranches:

- a €650 million tranche with a 2-year maturity and a floating coupon of Euribor 3M + 20 basis points per year;
- a €500 million tranche with a 3-year maturity and a fixed coupon of 2.5% per year;
- a €600 million tranche with a 6-year maturity and a fixed coupon of 2.875% per year.

The net proceeds from the bonds will be used for general corporate purposes, including partially financing the acquisition of the additional 10% stake in Galderma announced in December 2025.

The bonds were delivered on 12 January 2026.

Equity-accounted investment

L'Oréal announced on 8 December 2025, the acquisition of an additional 10% stake in **Galderma Group AG**. This transaction will increase L'Oréal's stake in Galderma to 20%.

As part of this increased stake, Galderma's Board of Directors will consider the appointment of two non-independent directors representing L'Oréal, to replace the members of the consortium led by EQT, effective from the 2026 Annual General Meeting.

This additional investment was finalized on 10 February 2026, for €4.2 billion. From that date, L'Oréal consolidated this stake in Galderma using the equity method.

5.7 Main consolidated companies at 31 December 2025

5.7.1 Fully consolidated companies

Company	Head office	% interest
2. L'ORÉAL VERWALTUNGS GmbH	Germany	100.00%
AÉSOP AUSTRALIA PTY LTD	Australia	100.00%
AÉSOP AUSTRIA GmbH	Austria	100.00%
AÉSOP BELGIUM BVBA	Belgium	100.00%
AÉSOP COSMETICS AUSTRALIA PTY LTD	Australia	100.00%
AÉSOP COSMETICS SPAIN, S.L.	Spain	100.00%
AÉSOP DENMARK ApS	Denmark	100.00%
AÉSOP FRANCE	France	100.00%
AÉSOP GERMANY GmbH	Germany	100.00%
AÉSOP NETHERLANDS B.V.	The Netherlands	100.00%
AÉSOP NORWAY AS	Norway	100.00%
AÉSOP SWEDEN AB	Sweden	100.00%
AÉSOP ITALY S.R.L.	Italy	100.00%
AÉSOP SWITZERLAND AG	Switzerland	100.00%
AÉSOP UK LIMITED	United Kingdom	100.00%
AZZARO MUGLER BEAUTÉ FRANCE	France	100.00%
BEAUTY PARK HONG KONG LIMITED	Hong Kong SAR	100.00%
BEAUTY TECH LAB LTD	United Kingdom	100.00%
BEAUTYCOS INTERNATIONAL COMPANY LIMITED	China	100.00%
BEAUTYLUX INTERNATIONAL COSMETICS (SHANGHAI) CO LTD	China	100.00%
BEAUTÉ, RECHERCHE & INDUSTRIES	France	100.00%
BIOOTHERM	Monaco	99.80%
BOLD Business Opportunities for L'Oréal Development	France	100.00%
CENTRE THERMAL DE LA ROCHE-POSAY	France	100.00%
COBELSA COSMETICOS, S.A.	Spain	100.00%
COMPTOIR LAINIER AFRICAIN	Morocco	100.00%
COSBEL S.A. de C.V.	Mexico	100.00%
COSMELOR LTD	Japan	100.00%
COSMEPHIL HOLDINGS CORPORATION PHILIPPINES	The Philippines	100.00%
COSMÉTIQUE ACTIVE INTERNATIONAL	France	100.00%
COSMÉTIQUE ACTIVE PRODUCTION	France	100.00%
CSA TOPCO LIMITED	United Kingdom	77.40%
EGYPTELOL LLC	Egypt	100.00%
ELEBELLE (PROPRIETARY) LIMITED	South Africa	100.00%
EMEIS COSMETICS PTY LTD	Australia	100.00%
EMEIS HOLDINGS PTY LTD	Australia	100.00%
EMEIS TRADING PTY LTD	Australia	100.00%
EPISKIN	France	99.93%
EPISKIN BRASIL BIOTECNOLOGIA EIRELI	Brazil	99.93%
ERWITON S.A.	Uruguay	100.00%
FAPAGAU & CIE	France	100.00%
FAPROREAL	France	100.00%
FEDERICI BRANDS LTD	United Kingdom	100.00%
FINVAL	France	100.00%

Company	Head office	% interest
FRABEL S.A. de C.V.	Mexico	100.00%
GEMEY PARIS – MAYBELLINE NEW YORK	France	100.00%
GOWOONSESANG (SHANGHAI) CO., LTD.	China	100.00%
GOWOONSESANG COSMETICS, CO., LTD.	Korea	100.00%
GUANGZHOU L'ORÉAL BUYCOOR INTERNET SCIENCE & TECHNOLOGY CO., LTD	China	100.00%
HELENA RUBINSTEIN ITALIA S.p.A.	Italy	100.00%
HOLDIAL	France	100.00%
INTERBEAUTY PRODUCTS LIMITED	Kenya	100.00%
JSC L'ORÉAL	Russia	100.00%
KOSMEPOL Sp. z.o.o.	Poland	100.00%
L & J RE	France	100.00%
L'ORÉAL (CHINA) CO. LTD	China	100.00%
L'ORÉAL (THAILAND) LIMITED	Thailand	100.00%
L'ORÉAL (UK) LIMITED	United Kingdom	100.00%
L'ORÉAL ADRIA d.o.o.	Croatia	100.00%
L'ORÉAL AMERICA LATINA S.A. DE C.V.	Mexico	100.00%
L'ORÉAL ARGENTINA Sociedad Anonima	Argentina	100.00%
L'ORÉAL AUSTRALIA PTY LTD	Australia	100.00%
L'ORÉAL BALKAN d.o.o.	Serbia	100.00%
L'ORÉAL BALTIC SIA	Latvia	100.00%
L'ORÉAL BANGLADESH LIMITED	Bangladesh	100.00%
L'ORÉAL BELGILUX S.A.	Belgium	100.00%
L'ORÉAL BRASIL COMERCIAL DE COSMÉTICOS LTDA	Brazil	100.00%
L'ORÉAL BRASIL PESQUISAS E INOVACAO LTDA	Brazil	100.00%
L'ORÉAL BULGARIA EOOD	Bulgaria	100.00%
L'ORÉAL CANADA, INC.	Canada	100.00%
L'ORÉAL CENTRAL AMERICA S.A.	Panama	100.00%
L'ORÉAL CENTRAL WEST AFRICA LTD	Nigeria	100.00%
L'ORÉAL CENTREX, S.A. DE C.V.	Mexico	100.00%
L'ORÉAL CESKA REPUBLIKA s.r.o.	Czech Republic	100.00%
L'ORÉAL CHILE S.A.	Chile	100.00%
L'ORÉAL COLOMBIA S.A.S.	Colombia	100.00%
L'ORÉAL COSMETICS INDUSTRY S.A.E.	Egypt	100.00%
L'ORÉAL DANMARK A/S	Denmark	100.00%
L'ORÉAL DEUTSCHLAND GmbH	Germany	100.00%
L'ORÉAL EAST AFRICA LIMITED	Kenya	100.00%
L'ORÉAL ESPANA S.A.U.	Spain	100.00%
L'ORÉAL FINLAND OY	Finland	100.00%
L'ORÉAL FRANCE	France	100.00%
L'ORÉAL GUATEMALA S.A.	Guatemala	100.00%
L'ORÉAL HELLAS S.A.	Greece	100.00%
L'ORÉAL HONG KONG LIMITED	Hong Kong SAR	100.00%
L'ORÉAL INDIA PRIVATE LIMITED	India	100.00%
L'ORÉAL INTERNATIONAL DISTRIBUTION	France	100.00%
L'ORÉAL ISRAEL LTD	Israel	92.97%
L'ORÉAL ITALIA S.p.A.	Italy	100.00%
L'ORÉAL KAZAKHSTAN Limited Liability Partnership	Kazakhstan	100.00%
L'ORÉAL KOREA LIMITED	Korea	100.00%
L'ORÉAL LIBAN SAL	Lebanon	100.00%

Company	Head office	% interest
L'ORÉAL LIBRAMONT	Belgium	100.00%
L'ORÉAL MAGYARORSZAG KOZMETIKAI Kft	Hungary	100.00%
L'ORÉAL MALAYSIA SDN BHD	Malaysia	100.00%
L'ORÉAL MANUFACTURING MIDRAND (PROPRIETARY) LIMITED	South Africa	100.00%
L'ORÉAL MAROC	Morocco	50.00%
L'ORÉAL MEXICO S.A. de C.V.	Mexico	100.00%
L'ORÉAL MIDDLE EAST	United Arab Emirates	100.00%
L'ORÉAL NEDERLAND B.V.	The Netherlands	100.00%
L'ORÉAL NEW ZEALAND LIMITED	New Zealand	100.00%
L'ORÉAL NORGE AS	Norway	100.00%
L'ORÉAL PAKISTAN PRIVATE LIMITED	Pakistan	100.00%
L'ORÉAL PANAMA S.A.	Panama	100.00%
L'ORÉAL PERU S.A.	Peru	100.00%
L'ORÉAL PHILIPPINES, INC.	The Philippines	100.00%
L'ORÉAL POLSKA Sp. z o.o.	Poland	100.00%
L'ORÉAL PORTUGAL UNIPessoal, LDA	Portugal	100.00%
L'ORÉAL PRODUITS DE LUXE INTERNATIONAL	France	100.00%
L'ORÉAL PRODUKTION DEUTSCHLAND BETEILIGUNGS GmbH	Germany	100.00%
L'ORÉAL PRODUKTION DEUTSCHLAND GmbH & CO KG	Germany	100.00%
L'ORÉAL ROMANIA SRL	Roumania	100.00%
L'ORÉAL SAIPO INDUSTRIALE S.p.A.	Italy	100.00%
L'ORÉAL SAUDI ARABIA	Saudi Arabia	90.00%
L'ORÉAL SINGAPORE Pte Ltd	Singapore	100.00%
L'ORÉAL SLP S.A. de C.V.	Mexico	100.00%
L'ORÉAL SOUTH AFRICA HOLDINGS (PROPRIETARY) LIMITED	South Africa	100.00%
L'ORÉAL SUISSE S.A.	Switzerland	100.00%
L'ORÉAL SVERIGE AB	Sweden	100.00%
L'ORÉAL TAIWAN CO., LTD.	Taiwan Region	100.00%
L'ORÉAL TRAVEL RETAIL	France	100.00%
L'ORÉAL TÜRKIYE KOZMETİK SANAYİ VE TİCARET ANONİM ŞİRKETİ	Turkey	100.00%
L'ORÉAL U A E GENERAL TRADING LLC	United Arab Emirates	100.00%
L'ORÉAL UKRAINE	Ukraine	100.00%
L'ORÉAL URUGUAY S.A.	Uruguay	100.00%
L'ORÉAL USA, INC. (as a sub-group)	United States	100.00%
L'ORÉAL VIETNAM CO. LTD	Vietnam	100.00%
L'ORÉAL ÖSTERREICH GmbH	Austria	100.00%
LA ROCHE-POSAY LABORATOIRE DERMATOLOGIQUE	France	99.98%
LABORATORIOS DE COSMÉTICOS VOGUE S.A.S.	Colombia	100.00%
LOA15	France	100.00%
LOA6	France	100.00%
LOA6 USA, INC.	United States	100.00%
LUXURY OF RETAIL	France	100.00%
L'ORÉAL TRAVEL RETAIL AMERICAS, INC.	United States	100.00%
MAGIC HOLDINGS (as a sub-group)	China	100.00%
MASRELOR LLC	Egypt	100.00%
MEDI BEAUTY HONG KONG LIMITED	Hong Kong SAR	100.00%
MODIFACE INC.	Canada	100.00%
MUGLER FASHION	France	100.00%
NANTONG L'ORÉAL SUPPLY CHAIN MANAGEMENT CO., LTD	Chine	100.00%

Company	Head office	% interest
NIHON L'ORÉAL KABUSHIKI KAISHA	Japan	100.00%
NLO KABUSHIKI KAISHA	Japan	100.00%
NOVEAL	France	100.00%
NYX PROFESSIONAL MAKEUP SPRL/BVBA	Belgium	100.00%
P.T. L'ORÉAL INDONESIA	Indonesia	100.00%
P.T. YASULOR INDONESIA	Indonesia	100.00%
PRESTIGE ET COLLECTIONS INTERNATIONAL	France	100.00%
PROCOSA PRODUCTOS DE BELEZA LTDA	Brazil	100.00%
PRODUCTOS CAPILARES L'ORÉAL S.A.	Spain	100.00%
REAL CAMPUS BY L'ORÉAL	France	100.00%
SALONCENTRIC CANADA LP	Canada	100.00%
SCENTAL LIMITED	Hong Kong SAR	100.00%
SCIENCEMD	France	100.00%
SHANGHAI EPISKIN BIOTECHNOLOGY CO. LTD	China	99.93%
SHANGHAI L'ORÉAL INTERNATIONAL TRADING CO. LTD	China	100.00%
SHANGHAI MEICIFANG BUSINESS CONSULTING CO. LTD	China	100.00%
SHANGHAI MEICIFANG INVESTMENT CO., LTD.	China	100.00%
SHANGHAI YIMEI BUSINESS CONSULTING CO. LTD	China	100.00%
SHU UEMURA COSMETICS INC.	Japan	100.00%
SICOS & CIE	France	100.00%
SOCIÉTÉ HYDROMINÉRALE DE LA ROCHE POSAY - S.H.R.P.	France	99.98%
SOPROCOS	France	100.00%
SOPROREAL	France	100.00%
SPARLYS	France	100.00%
SUZHOU L'ORÉAL SUPPLY CHAIN MANAGEMENT CO., LTD	China	100.00%
YICHANG TIANMEI INTERNATIONAL COSMETICS CO LTD	China	100.00%
ZHEJIANG YESSKIN TECHNOLOGY CO. LTD.	China	70.00%

5.7.2 Equity-accounted companies

Company	Head office	% interest
AMOUAGE SAOC	Oman	25.00%
INNEOV DEUTSCHLAND GMBH	Germany	50.00% ⁽¹⁾
INNEOV MEXICO S.A. DE C.V.	Mexico	50.00% ⁽¹⁾
INNEOV TAIWAN CO. LTD	Taiwan Region	50.00% ⁽¹⁾
LIPP DISTRIBUTION	Tunisia	49.00%
NUTRICOS TECHNOLOGIES	France	50.00% ⁽¹⁾
SALON INTERACTIVE, INC.	United States	46.00%
SKINSPIRIT HOLDING LLC.	United States	36.13%

(1) Companies jointly owned with Nestlé.

5.8 Statutory auditors' report on the consolidated financial statement

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users. This statutory auditors' report includes information required by European regulations and French law, such as information about the appointment of the statutory auditors and the verification of the information concerning the Group presented in the Board of Directors' management report. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

L'Oréal

Year ended December 31, 2025

To the Annual General Meeting of L'Oréal,

Opinion

In compliance with the engagement entrusted to us by your annual general meeting, we have audited the accompanying consolidated financial statements of L'Oréal for the year ended December 31, 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with the independence requirements of the French Commercial Code (*Code de commerce*) and the French Code of Ethics for Statutory Auditors (*Code de déontologie de la profession de commissaire aux comptes*) for the period from January 1, 2025 to the date of our report and specifically, we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No. 537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Valuation of goodwill and indefinite-life brands

See Notes 7.1 - Goodwill, 7.2 - Other intangible assets, 7.3 - Impairment tests of intangible assets and 4 - Other operating income and expenses, to the consolidated financial statements

Risk identified	Our response
<p>As at December 31, 2025, the net book value of goodwill and indefinite-life brands amounted respectively to M€ 14,470 and M€ 3,032 (representing a total of 28% of total assets) as described in Notes 7.1 and 7.2 to the consolidated financial statements.</p> <p>These assets are subject to an impairment test whenever an adverse event occurs, and at least once a year, in order to verify that their book value does not exceed their recoverable value.</p> <p>The recoverable values of each cash-generating unit (CGU) are determined based on the discounted projections of future operating cash flows over a ten-year period (the necessary period for the strategic positioning of an acquisition) and a terminal value. The assumptions taken into account in the valuation of the recoverable value are described in Note 7.3 and mainly relate to:</p> <ul style="list-style-type: none"> • the increase in revenue and margin rate; • a long-term growth rate for calculating the terminal value, and • discount rates based on the weighted average cost of capital, including a country risk premium if necessary. <p>We considered the valuation of these assets to be a key audit matter given their relative proportion in the consolidated financial statements, and because determining their recoverable value requires significant judgment from Management to determine future cash flow projections and the main assumptions used.</p>	<p>We obtained an understanding of Management's methodology for conducting the impairment tests and sensitivity analyses.</p> <p>We evaluated these, especially by reconciling them with our own sensitivity analyses, in order to define the nature and scope of our work.</p> <p>We assessed the quality of the budgeting and forecasting processes.</p> <p>For the impairment tests of the assets considered the most sensitive, our work consisted, in particular, in assessing the reasonableness of the main estimates, and more specifically in:</p> <ul style="list-style-type: none"> • assessing the consistency of revenue and margin rates projections with the Group's past performance and the economic and financial context in which the Group operates; • corroborating the future growth rates used with the performance analyses of the global cosmetics market, taking into account the specificities of the local markets and distribution channels in which the Group operates; • analyzing the discount rates applied to future cash flows by comparing the parameters used with external references, long-term growth rates and royalty rates by including valuation experts in our engagement team; • examining sensitivity analyses against Management's key assumptions and against our own analyses. <p>We assessed the appropriateness of the information given in the notes to the consolidated financial statements.</p>

Revenue recognition: estimation of items deducted from revenue

See Note 3 - Operating items - Sector-specific information - Accounting principles - Revenue, to the consolidated financial statements

Risk identified	Our response
<p>The Group's revenue is presented net of product returns and discounts, rebates and other benefits granted to distributors or consumers (such as commercial cooperation), as described in Note 3 to the consolidated financial statements.</p> <p>These various deductions from revenue are recorded simultaneously with the recognition of sales in particular based on contractual terms and statistical data from past experience.</p> <p>At the end of the financial year, revenue measurement thus includes estimates related to the amounts deducted, which we considered to be (i) complex, due to the diversity of contractual agreements and commercial terms existing in the Group's various markets, (ii) sensitive, as revenue is a key indicator in assessing the performance of the Group and its Management, and (iii) significant, given their impact in the financial statements.</p> <p>Therefore, measurement of product returns, discounts, rebates and other benefits granted to customers is a key audit matter.</p>	<p>We assessed the appropriateness of the Group's accounting principles relating to the recognition of product returns, discounts, rebates and other benefits granted to customers, in accordance with IFRS.</p> <p>We obtained an understanding of the internal control system put in place in the Group's commercial entities, designed to evaluate and record the items deducted from revenue, especially at closing, and we tested, by sampling, the main controls of this system.</p> <p>We also carried out substantive tests in order to assess the reasonableness of the product returns and customer benefits estimates.</p> <p>These tests specifically consisted in:</p> <ul style="list-style-type: none"> • analyzing the valuation methods used, in particular, by critically examining the assumptions used, checking the permanence of the methods and analyzing the ageing and unwinding of provisions from the previous financial year; • reconciling the statistical data from the past experience and contractual terms with the data contained in the information systems used to manage commercial terms; • verifying the arithmetic accuracy of the calculation of the corresponding entries (including the residual liabilities at year-end), their recognition in the accounts and their presentation in the consolidated financial statements.

Valuation of provisions for tax risks and uncertain tax positions

See Note 6 - Income taxes and 12 -Provisions for risks and expenses – Contingent liabilities and significant outstanding litigation, to the consolidated financial statements

Risk identified	Our response
<p>Your Group is exposed to various business risks, in particular tax risks.</p> <p>When the amount or maturity can be estimated with sufficient reliability, a tax liability is recognized for these risks. Otherwise, your Group discloses information on contingent liabilities in the notes to the consolidated financial statements.</p> <p>Note 12.2.1 "Tax disputes" sets out, in particular, the state of tax disputes in Brazil and India, for which the tax authorities' claims amount to M€ 673 and M€ 208, respectively.</p> <p>The uncertain tax positions are classified in the balance sheet on the non-current tax liabilities line for M€ 237 as at December 31, 2025.</p> <p>The identification and valuation of these items represent a key audit matter given:</p> <ul style="list-style-type: none"> the high level of Management's judgment required to determine the risks which need to be provisioned, and to assess the amounts to be provisioned with sufficient reliability; the potential significant impact of these provisions on your Group's income. 	<p>In order to identify and obtain an understanding of all uncertain tax positions, existing liabilities and related judgments, we had discussions with tax departments at different levels of the organization, in France and abroad.</p> <p>We obtained an understanding of the internal control system put in place to identify and assess these risks. We reconciled the list of identified tax disputes with the information provided by the Group's tax departments and the main tax advisors.</p> <p>As for the main uncertain tax positions and tax risks for which a liability is made, we assessed the quality of Management's estimates by considering the data and assumptions used, as well as the calculations made.</p> <p>We also conducted a retrospective analysis by comparing the amounts paid over the last few years with the amounts previously provisioned.</p> <p>By including tax experts into our team, when necessary, we:</p> <ul style="list-style-type: none"> examined procedural matters and/or tax or technical opinions issued by external advisors selected by Management, in order to assess the appropriateness of a liability; carried out, on the basis of the information submitted to us, a critical analysis of the risk estimates, and evaluated whether Management's assessments are within acceptable ranges; Considered the continued application of the methods used for these assessments, when necessary. <p>With regard to contingent liabilities, by including tax experts, when necessary, we examined the procedural items and/or the tax or technical opinions issued by external advisors chosen by Management in order to assess the appropriateness of a lack of provision.</p> <p>We assessed the appropriateness of the information given in the notes to the consolidated financial statements.</p>

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information relating to the Group given in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on Other Legal and Regulatory Requirements

Format of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by statutory auditors regarding the annual and consolidated financial statements prepared in the European single electronic format, that the preparation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (*Code monétaire et financier*), prepared under the Chief Executive Officer's responsibility, complies with the single electronic format defined in Commission Delegated Regulation (EU) No. 2019/815 of 17 December 2018. Regarding consolidated financial statements, our work includes verifying that the tagging thereof complies with the format defined in the above-mentioned regulation.

On the basis of our work, we conclude that the preparation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF (*Autorité des marchés financiers*) agree with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of L'Oréal by the annual general meeting held on April 29, 2004 for DELOITTE & ASSOCIES and on April 21, 2022 for ERNST & YOUNG Audit.

As at December 31, 2025, DELOITTE & ASSOCIES was in the twenty-second year of total uninterrupted engagement and ERNST & YOUNG Audit in the fourth year.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as Management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users made on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code (*Code de commerce*), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management in the consolidated financial statements.
- Assesses the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report significant deficiencies, if any, in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France as set out in particular in Articles L. 821-27 to L. 821-34 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics for Statutory Auditors (*Code de déontologie de la profession de commissaire aux comptes*). Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense, March 9, 2026

The Statutory Auditors
French original signed by

DELOITTE & ASSOCIES

David Dupont-Noel

ERNST & YOUNG Audit

Céline Eydiéu-Boulté