



L'ORÉAL
BNP PARIBAS
CEO CONFERENCE
2026

Nicolas HIERONIMUS
Chief Executive Officer

2 June 2026

BEAUTY

IS A RESILIENT CATEGORY



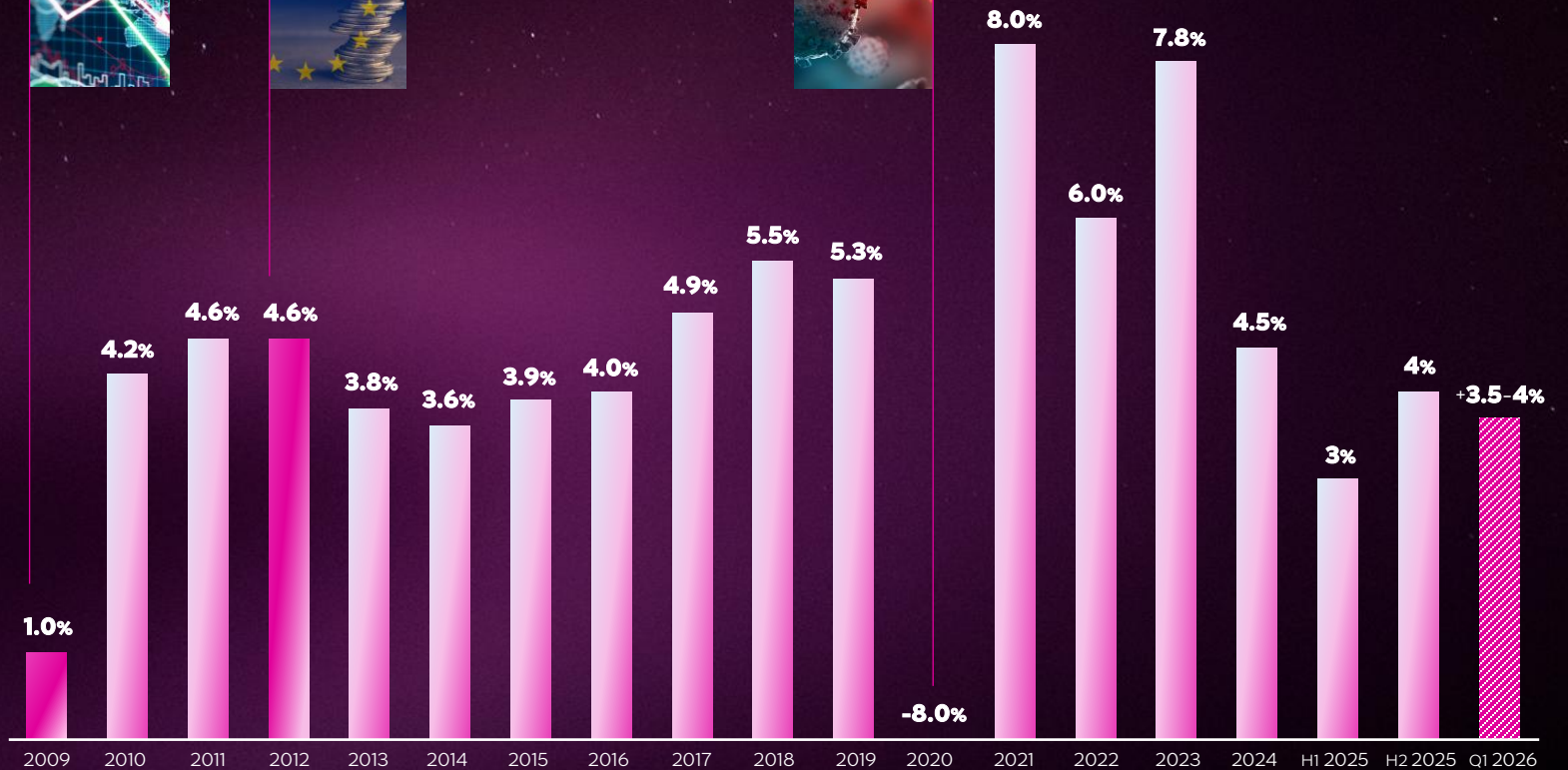
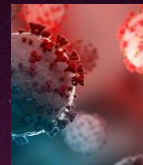
GLOBAL
FINANCIAL
CRISIS



EUROPEAN
DEBT
CRISIS



COVID 19
PANDEMIC



L'Oréal beauty market estimates based on manufacturer's net prices, excluding soap, toothpastes, razors and blades. At constant exchange rate.

A VERY
STRONG START
TO THE YEAR

+6.7%¹
Q1 2026

~+3.5-4%²
MARKET GROWTH

¹ Like-for-like growth adjusted for the net impact of the phasing ahead of the IT transformation in Q126 and Q125.

² L'Oréal beauty market estimates based on manufacturer's net prices, excluding soap, toothpastes, razors and blades. At constant exchange rate.



DURABLE STEP-UP IN INNOVATION



WEIGHT OF LAUNCHES

+100 Bps | **+200 Bps**
H1 2025 | H2 2025

+250 Bps
Q1 2026



ACCELERATION ENGINES

BEAUTY CONSUMER
INCREASE

BEAUTY ROUTINE
SOPHISTICATION

MULTICULTURAL
BEAUTY

LONGEVITY

AI-POWERED
BEAUTY



L'ORÉAL

FIRESIDE CHAT

Q&A



L'ORÉAL

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