



L'ORÉAL

PROFESSIONAL PRODUCTS

SEPTEMBER 25, 2026



L'ORÉAL
PROFESSIONAL PRODUCTS

L'ORÉAL

THE LEADER IN
PROFESSIONAL
BEAUTY
FOR 117 YEARS

« A GREAT COMPANY AT THE SERVICE OF A
GREAT PROFESSION: *HAIRDRESSING* »



INNOVATION



EDUCATION



FIELD COMMITMENT

HAIRDRESSING AT A GLANCE

A LOCAL INDUSTRY WITH A STRONG *SOCIAL FOOTPRINT*

2M SALONS WORLDWIDE

FRANCE: 70,000 SALONS vs 39,000 BAKERIES / 20,000 PHARMACIES

7M HAIRDRESSERS WORLDWIDE

FRANCE: 180,000 HAIRDRESSERS
2nd LARGEST CRAFT SECTOR AFTER CONSTRUCTION
81 % OF BUSINESS OWNERS ARE WOMEN

~€140Bn MARKET TURNOVER WORLDWIDE

FRANCE: €6.3Bn EXCL. TAX



OVER THE LAST 10 YEARS,
THE INDUSTRY HAS
UNDERGONE *DEEP*
TRANSFORMATIONS

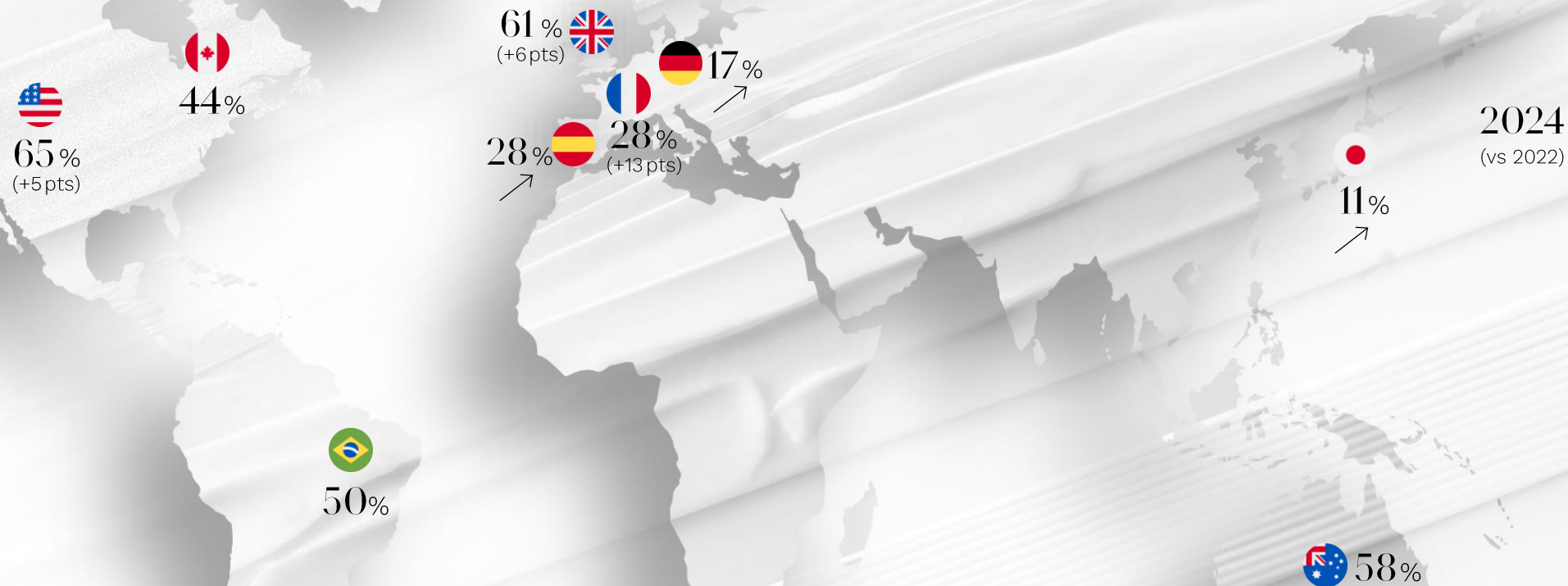
HYPER-FRAGMENTATION
OF THE SALON LANDSCAPE

NEW CONSUMER
TRENDS



HYPER-FRAGMENTATION

OF THE SALON LANDSCAPE



THE RISE OF INDEPENDENT STYLISTS

SOLO-PRENEURS (HOME-BASED STYLING ; CHAIR RENTAL) / WORK-LIFE BALANCE

NEW CONSUMERS & NEW CONSUMPTION *TRENDS*

LONGER, MORE TEXTURED HAIR



LONG/MEDIUM LENGTH HAIR

EUROPE 79% (+8 PTS)
USA 83% (+4 PTS) BOOMERS 60% (x5*)
CHINA 94% (+14 PTS)
2024 (VS 2016)

TEXTURED HAIR

1/3 OF EUROPEAN MILLENNIALS
WITH CURLY HAIR TYPE 4+

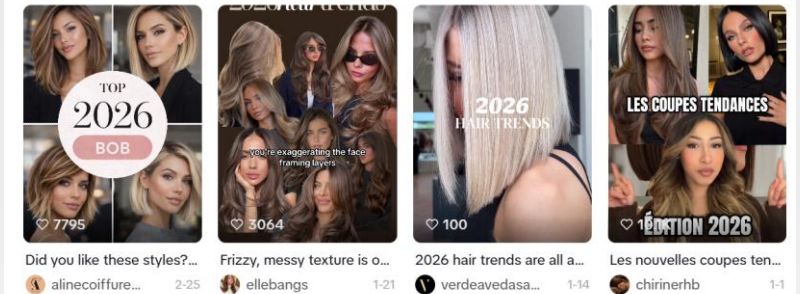
SOPHISTICATED ROUTINES



NEW HAIRCARE ROUTINES

>3 STEPS
FOR 72% OF WOMEN
IN FRANCE

ULTRA CONNECTION



EXPLOSION OF CONVERSATIONS

#HAIRSTYLING 13Bn VIEWS / MONTH
#HAIRCARE 6Bn VIEWS / MONTH
ON SOCIAL MEDIA

E-COMMERCE ACCELERATION

~ ONE IN TWO AMERICAN WOMEN
BOUGHT A HAIRCARE PRODUCT ONLINE
IN PAST 6 MONTHS

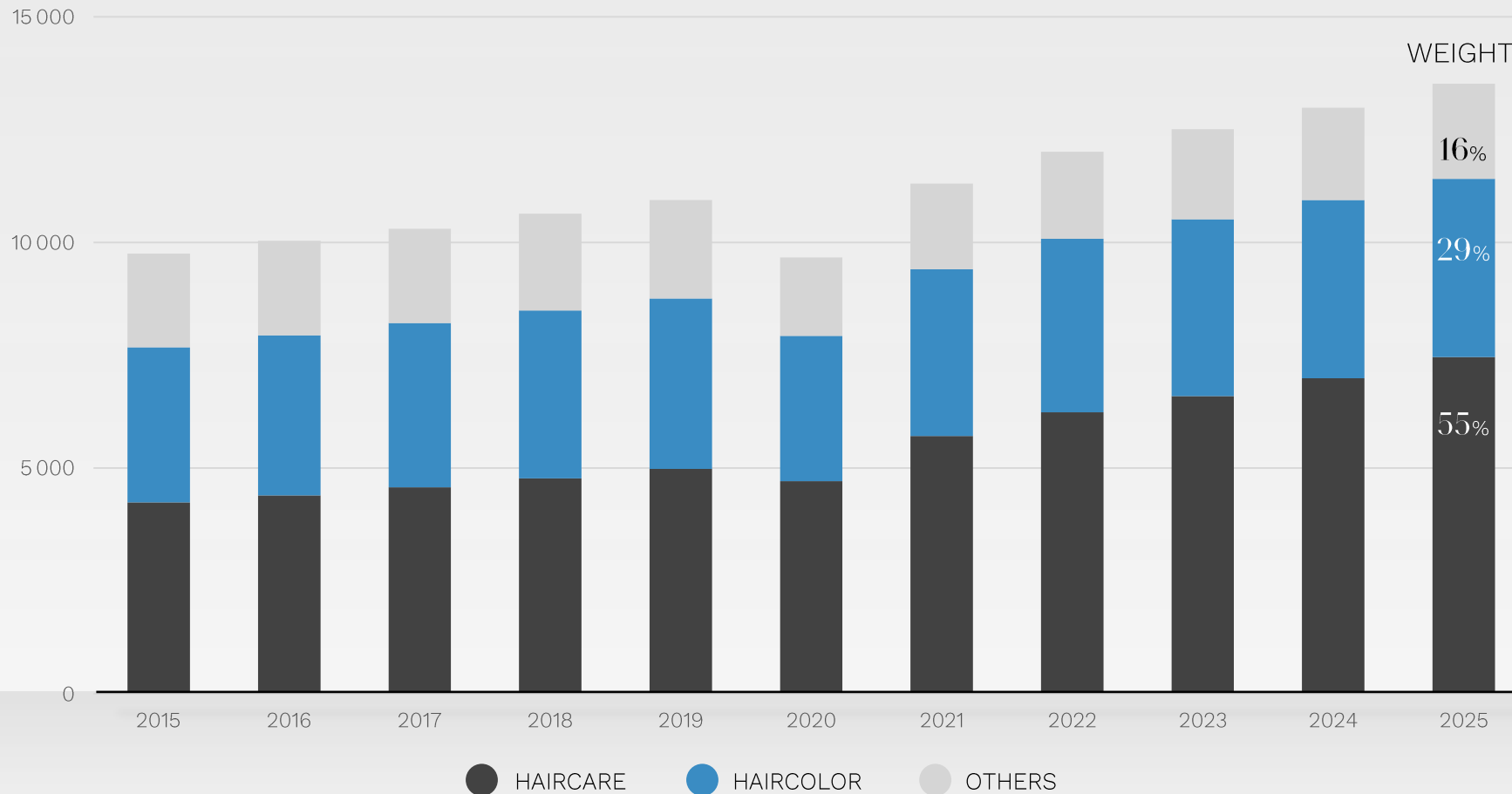
1.

THE PROFESSIONAL
PRODUCTS
MARKET



A €14Bn MARKET

DRIVEN BY HAIRCARE



CAGR 2015–25
MARKET

> + 3 %

CAGR 15–19

~ + 3 %

MARKET

CAGR 21–25

+ 4 – 5 %

~ + 4 %

HAIRCARE

~ + 7 %

+ 2 – 3 %

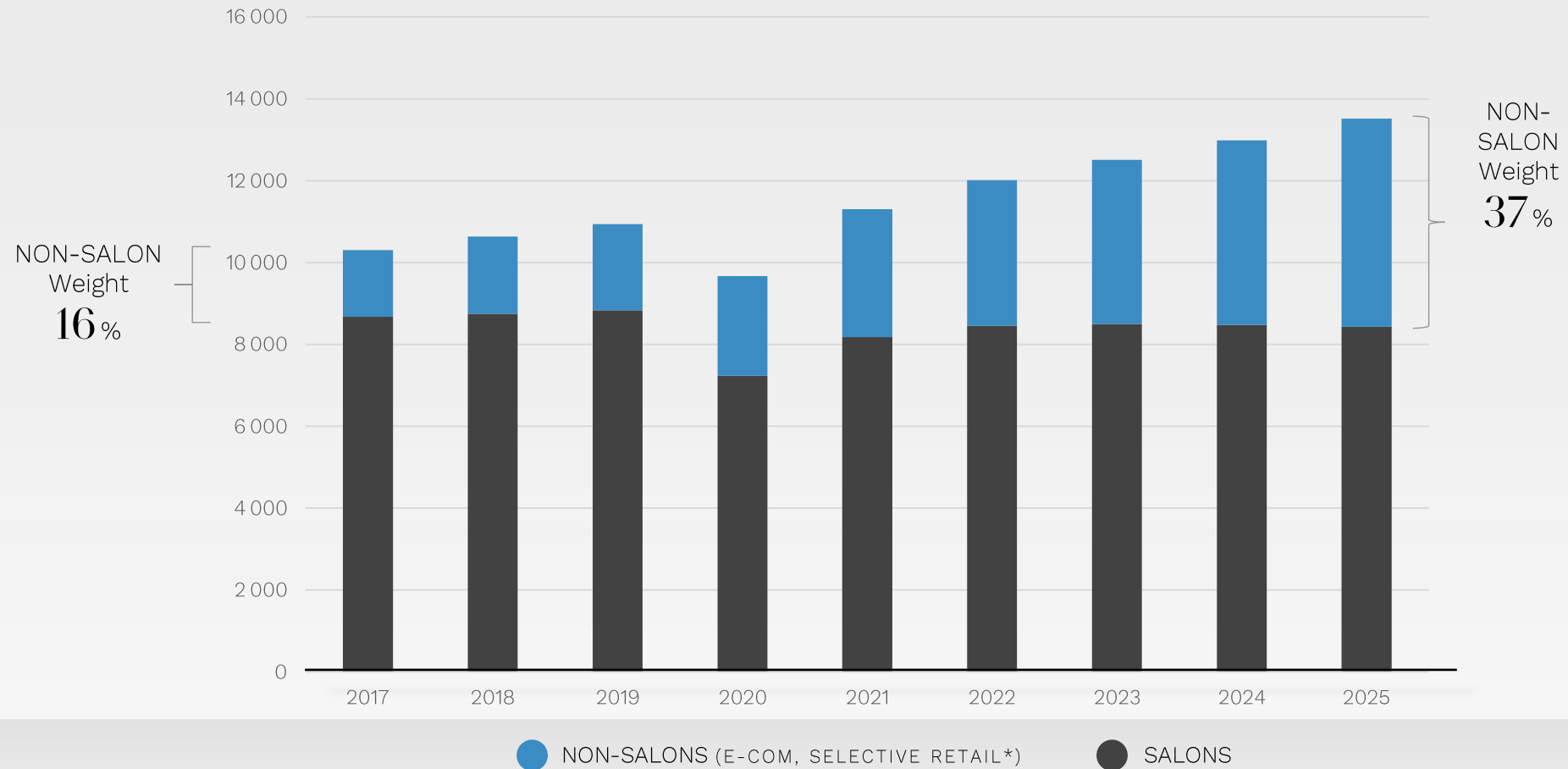
HAIRCOLOR

+ 1 – 2 %

AN *OMNI-CHANNEL* MARKET

EMERGENCE OF NON-SALON CHANNELS

(E-COMMERCE, SELECTIVE RETAIL)

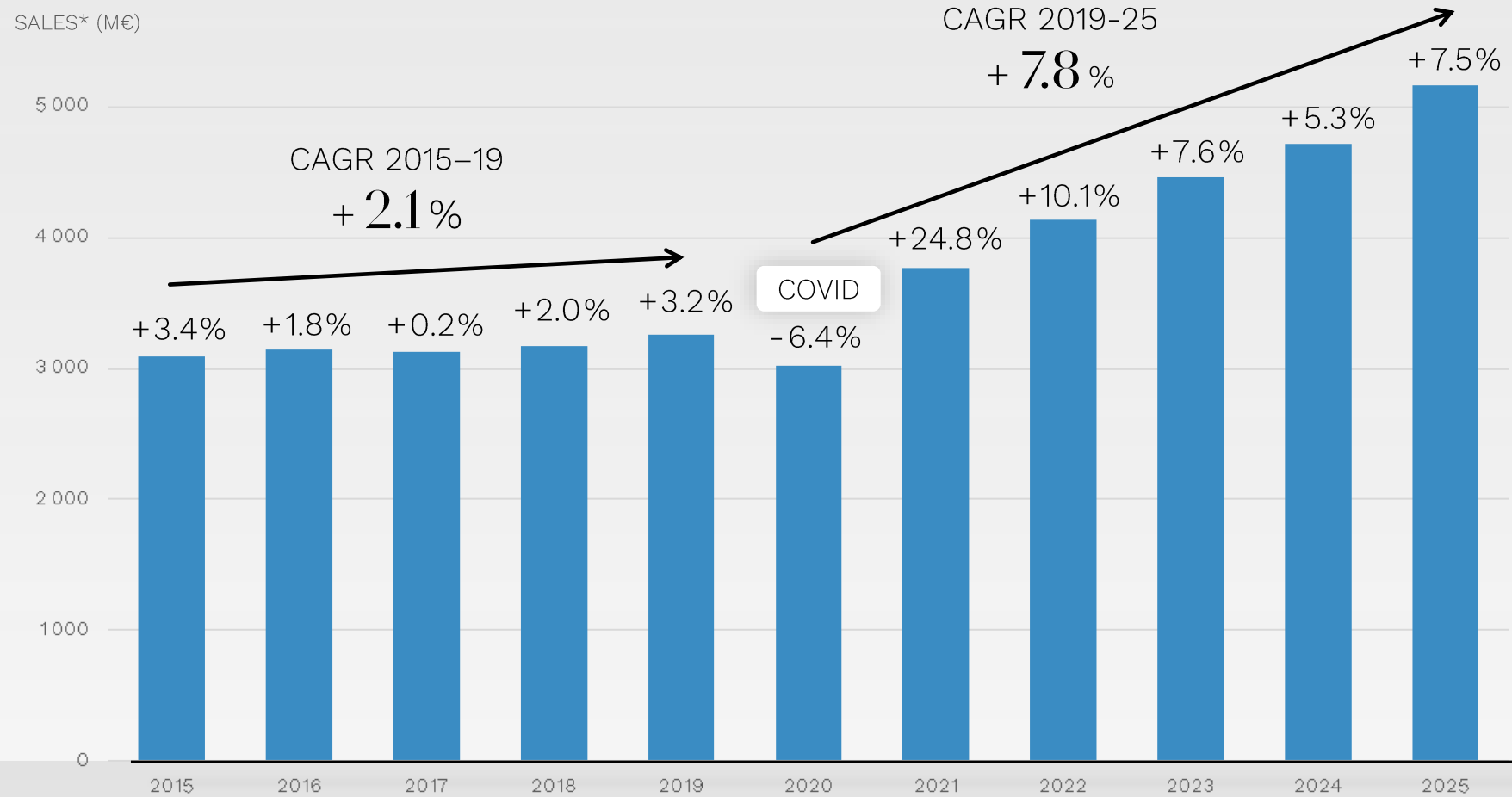


A woman with long, wavy red hair and light-colored eyes is looking directly at the camera. She is wearing a black turtleneck and a shiny, black leather jacket with wide, ruffled lapels. She stands on a city street at night, with long-exposure light trails from cars and streetlights in the background. The scene is dark, with the primary light sources being the city lights and the woman's hair.

2. OUR *PERFORMANCE*

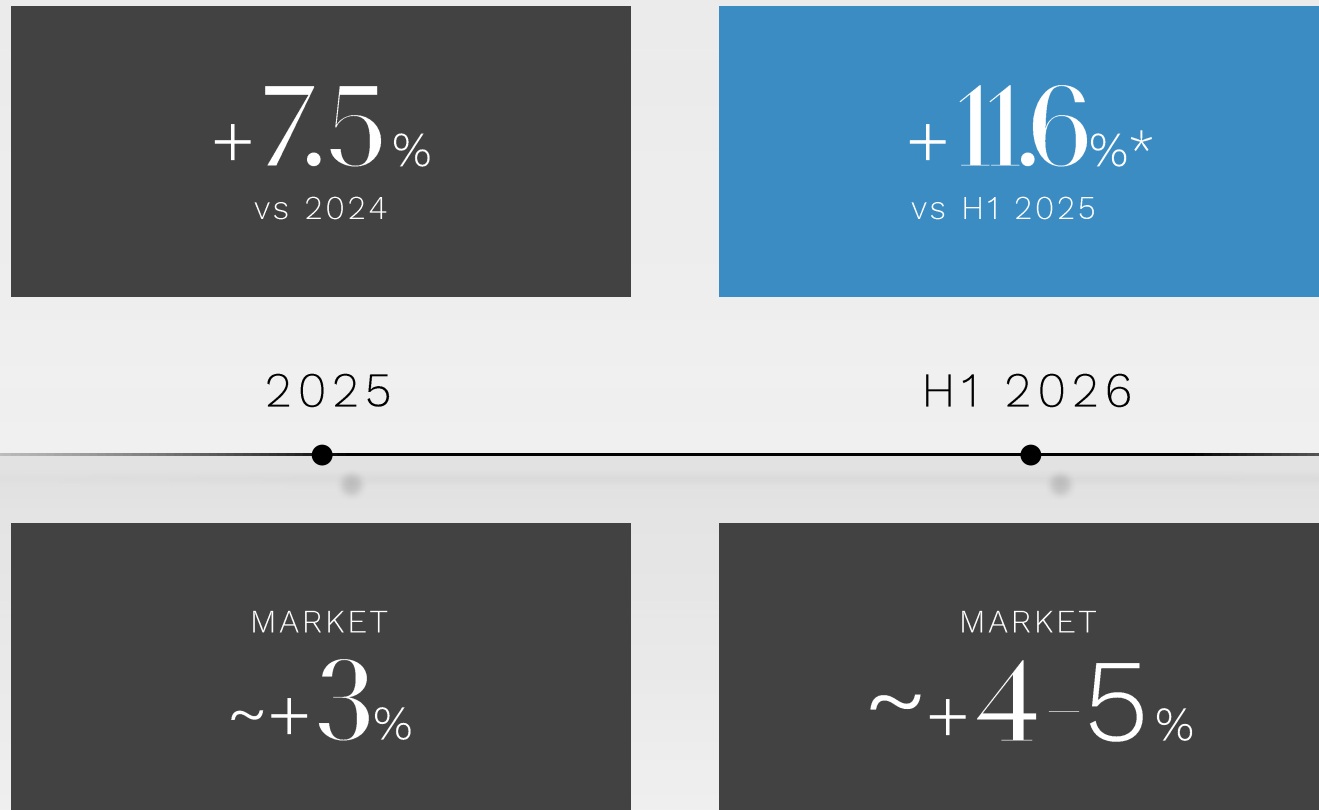
OUR *PERFORMANCE*

SALES EVOLUTION*



OUR *PERFORMANCE*

STRONG MOMENTUM



SOURCE: BMS JULY 2026

* LFL GROWTH ADJUSTED FOR THE NET IMPACT OF THE PHASING AHEAD OF THE IT TRANSFORMATION IN 1Q26 AND 1Q25

L'ORÉAL
PROFESSIONAL PRODUCTS

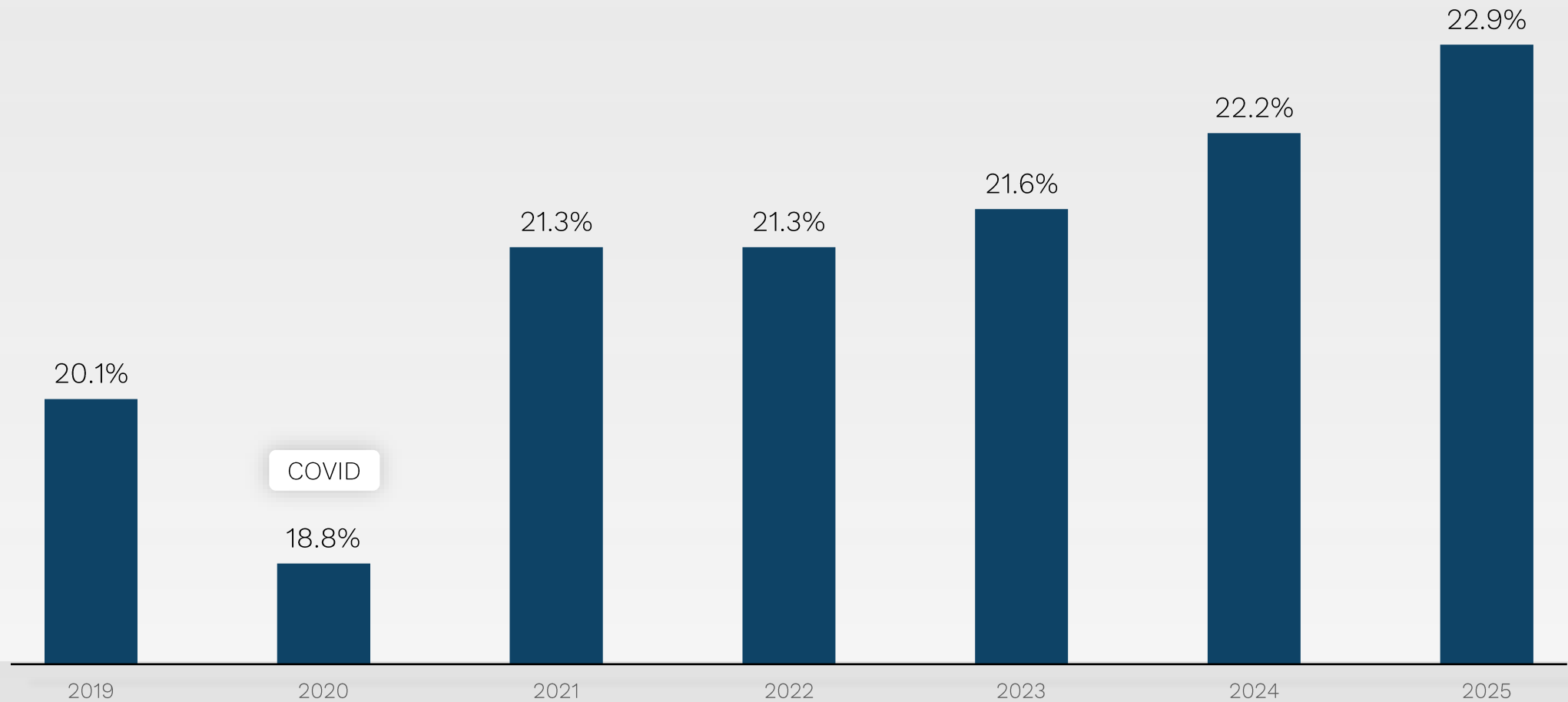
27%
RECORD
MARKET SHARE*



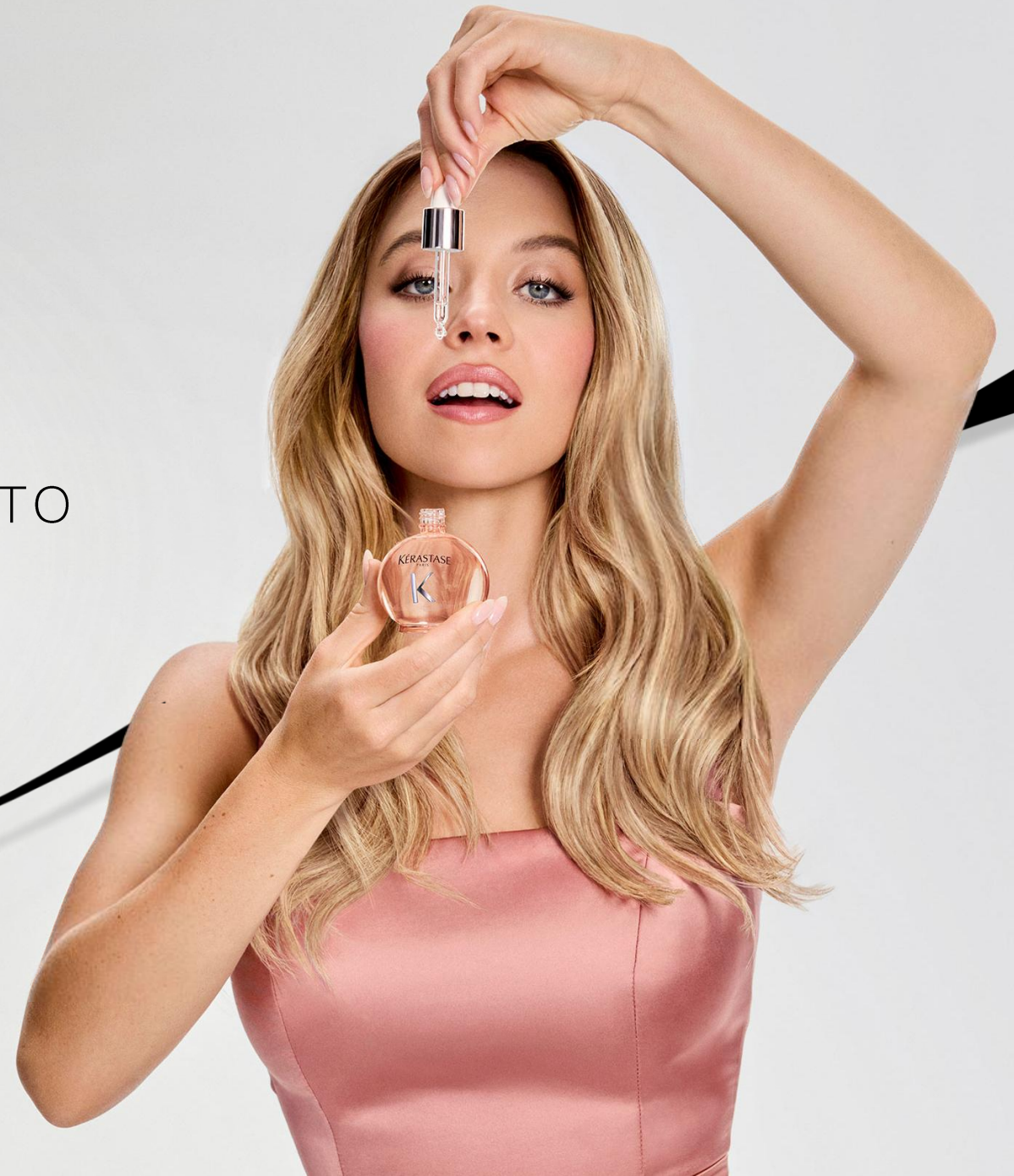
SOURCE: KLINE 2025,
* EXCLUDING COLOR WOW

OUR *PERFORMANCE*

OPERATING MARGIN EVOLUTION



3.
OUR KEYS TO
SUCCESS



1.

OUR POWERFUL
BRAND *PORTFOLIO*

shu uemura
art of hair

KÉRASTASE
PARIS

 PUREOLOGY®
PROFESSIONAL COLOR CARE

L'ORÉAL
PROFESSIONNEL
PARIS

REDKEN
5TH AVENUE NYC

COLOR WOW

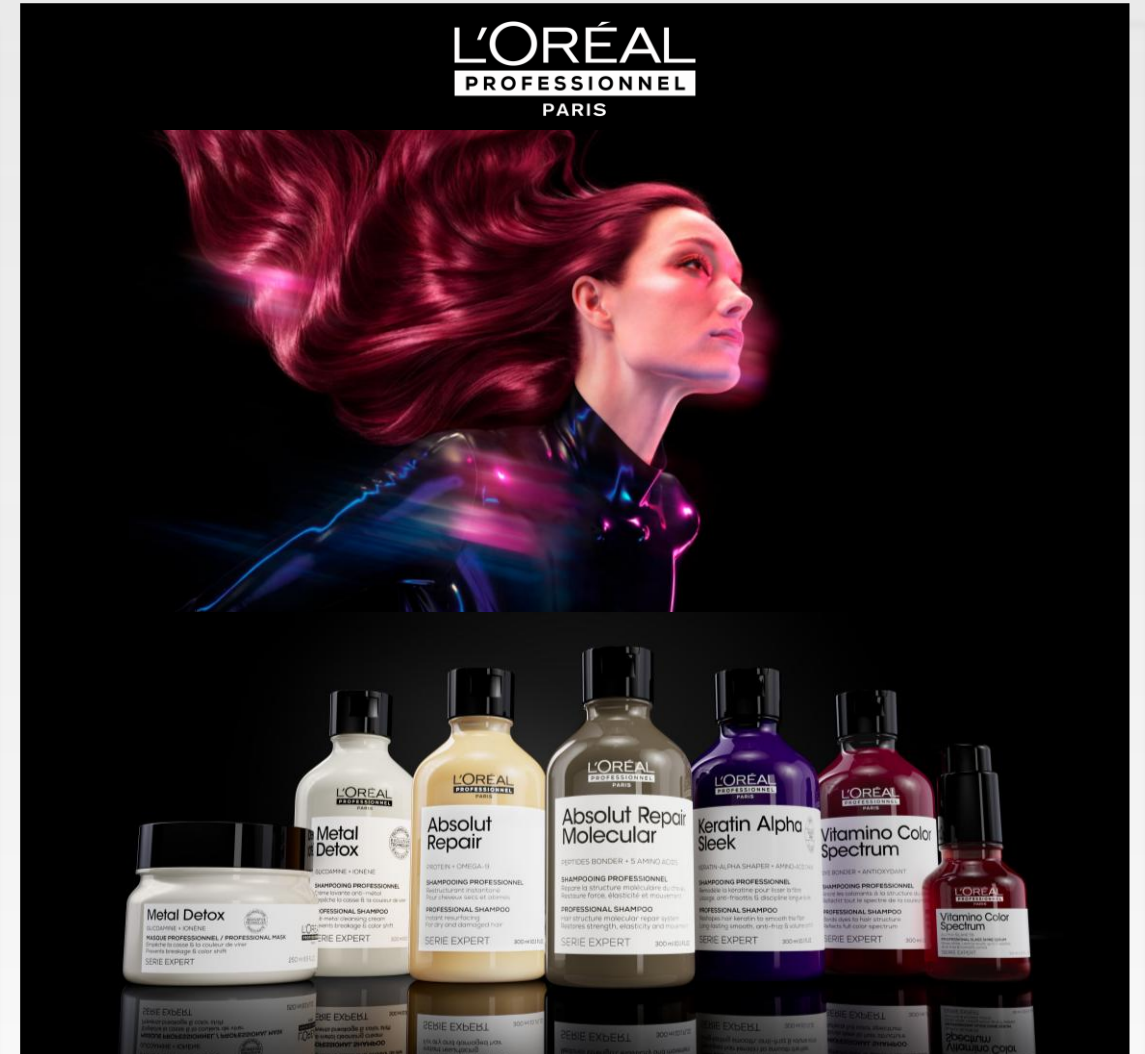
 BIOLAGE
PROFESSIONAL HAIR SPA

 matrix
PROFESSIONAL

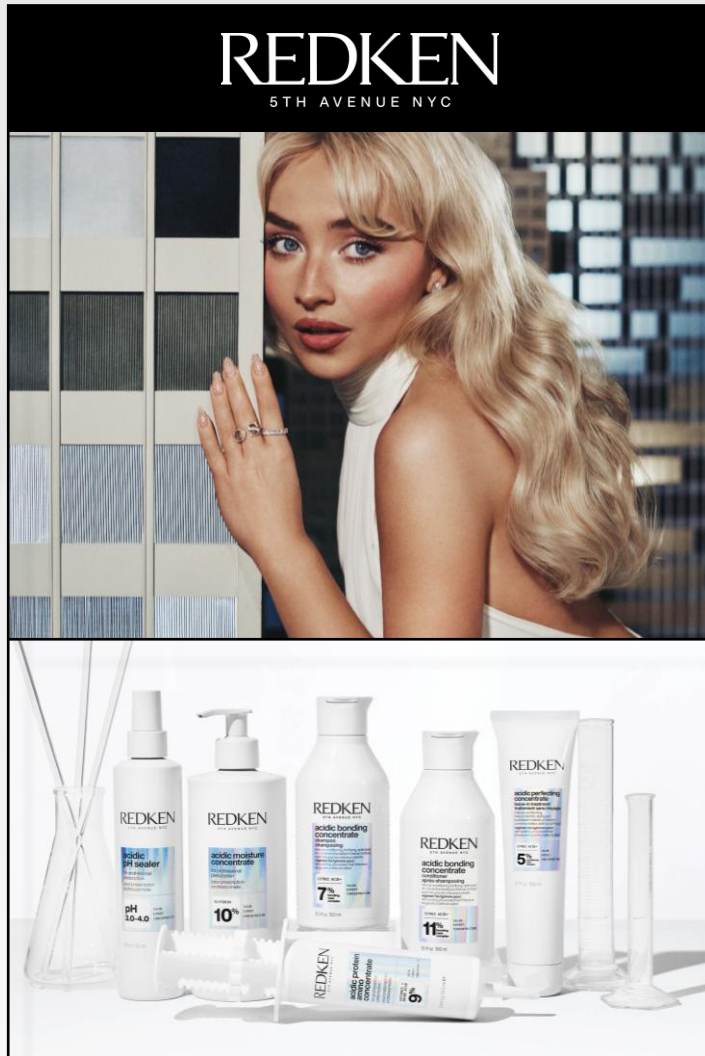
MIZANI®
TEXTURE LOVE SINCE 1991

PULPRIOT

2 BILLIONAIRE BRANDS



U.S. BRANDS

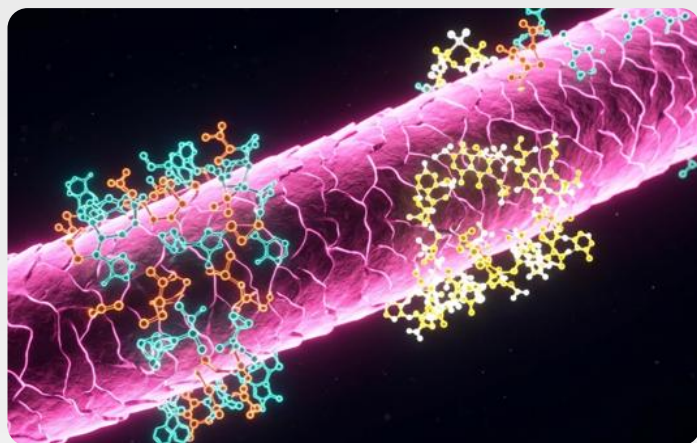




2. SUPERIOR *FORMULAS*
DEVELOPED THROUGH
L'ORÉAL'S *ADVANCED*
RESEARCH

AI-POWERED INNOVATION

CRACKING THE HAIR CODE WITH AI



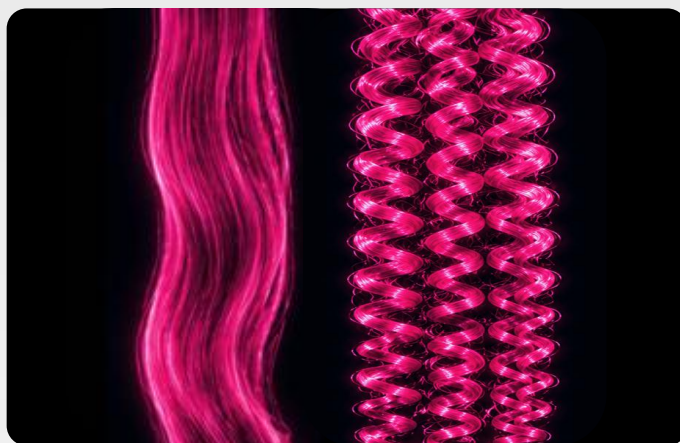
HAIR DIGITAL
TWINS

100x

HIGHER RESOLUTION

300

MOLECULES SIMULATED
IN 2025



DECODING THE HAIR
TEXTURE

8-scale

GLOBAL HAIR
CLASSIFICATION
from straight (type I)
to extremely curly (type VIII)

HIGH TECH SERVICES



BEAUTY TECH
TOOLS

ULTRA-PERSONNALIZATION
DIAGNOSTIC
TREATMENT
PERFORMANCE

SIGNIFICANT STEP-UP IN *INNOVATION*



3. A WINNING *OMNI-CHANNEL* STRATEGY

SALONS

Experience & Recommendation



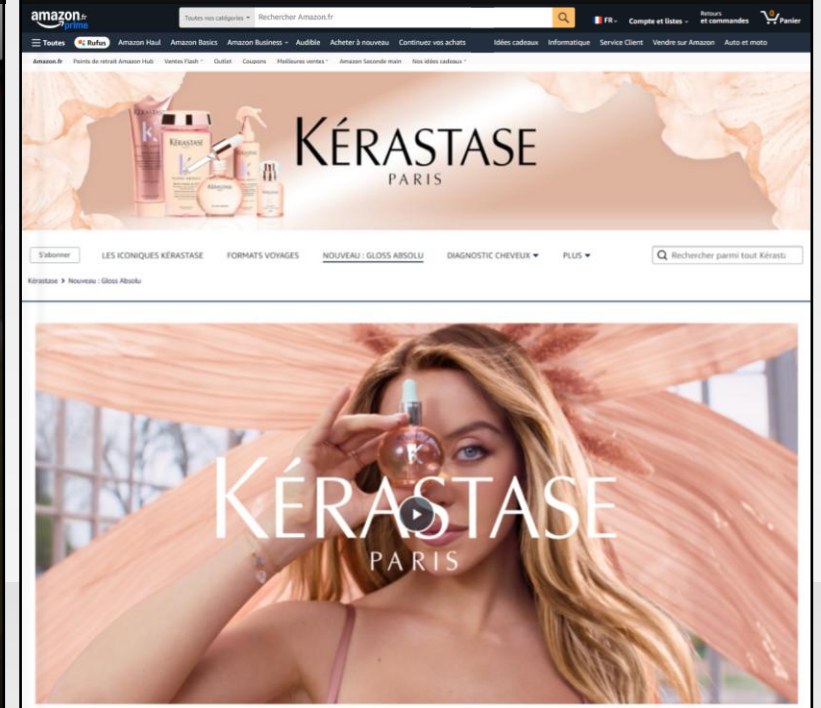
SELECTIVE RETAIL

Discovery



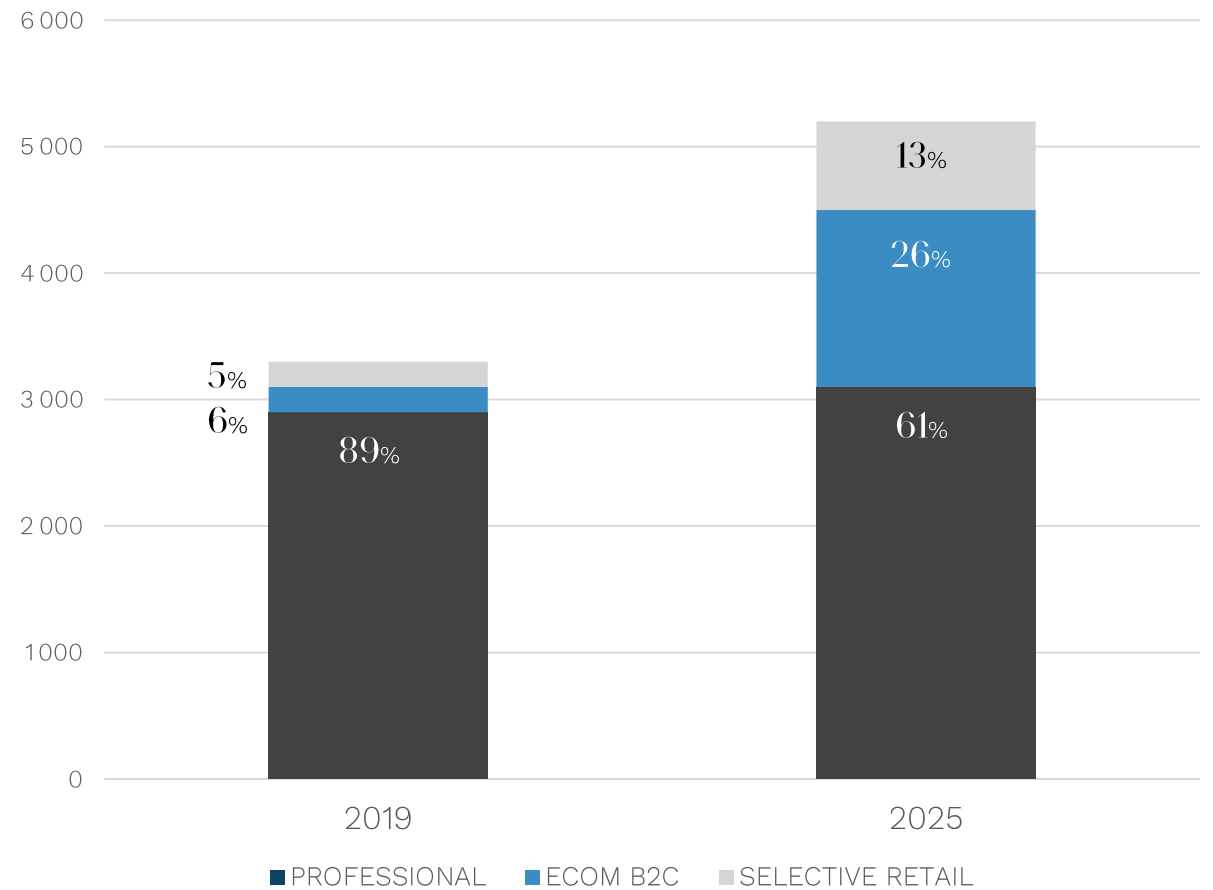
E-COM

Scale





WE ARE ACCELERATING IN NEW *CHANNELS*



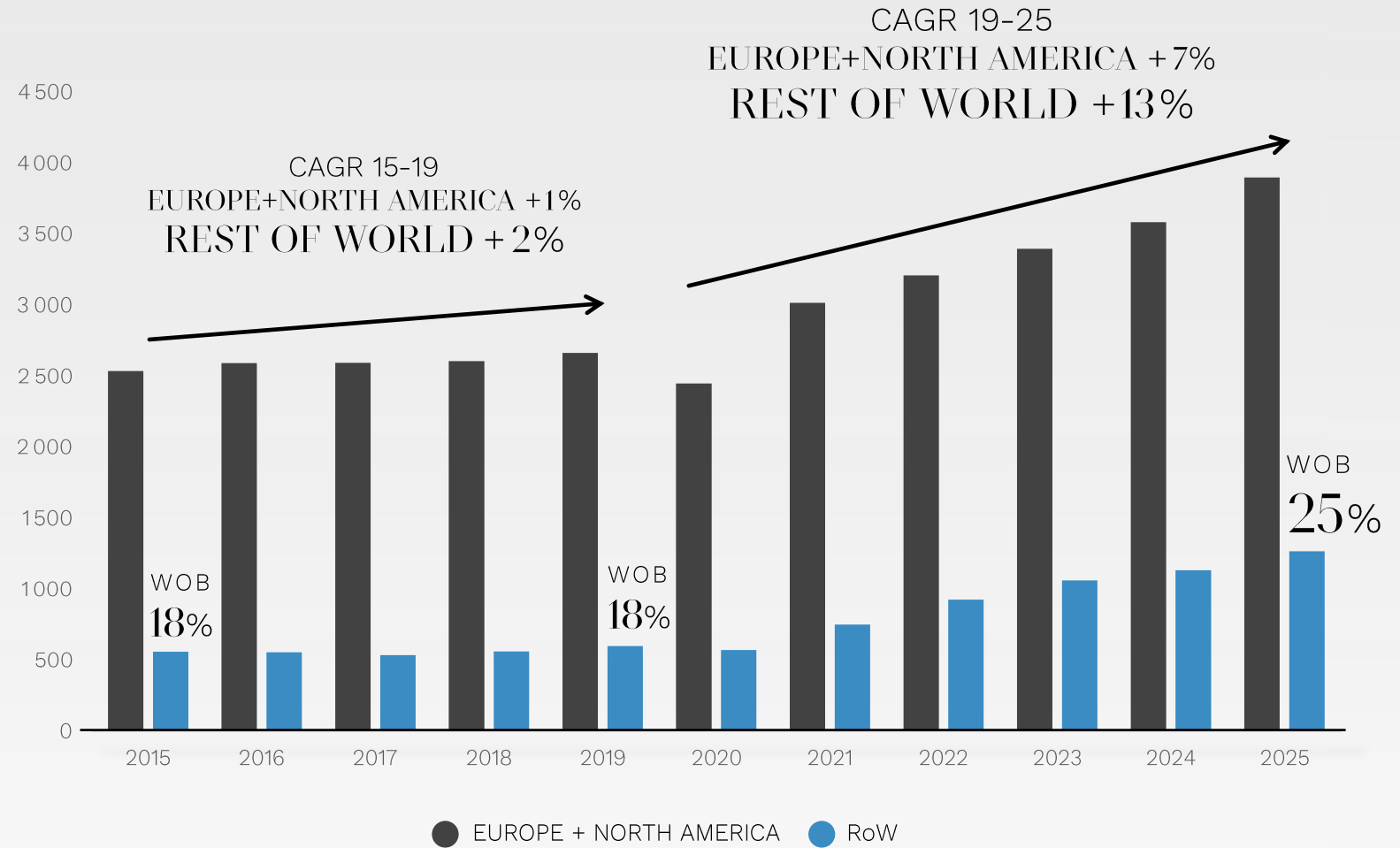
BASED ON SALES



4. *GEOGRAPHIC* EXPANSION



ACCELERATING IN NEW *MARKETS*



ACCELERATING IN NEW *MARKETS*

SALON MODERNIZATION



CONSUMER RECRUITMENT



CHINA x 4

BRAZIL x 2

INDIA x 2

SALES 2025 vs 2019

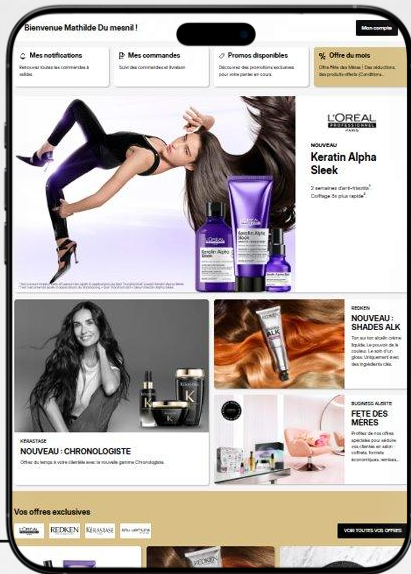
A hair salon scene with a stylist and a client. The stylist, a woman with a large, voluminous, curly afro in shades of brown and blonde, is smiling and touching the hair of a client. The client is a woman with short, curly blonde hair, wearing a black salon cape. They are in a modern salon with large windows overlooking a city skyline at dusk. A counter with various hair products is visible in the background.

5. UNIQUE
CONNECTION
WITH *HAIRSTYLISTS*

REDKEN
5TH AVENUE NYC

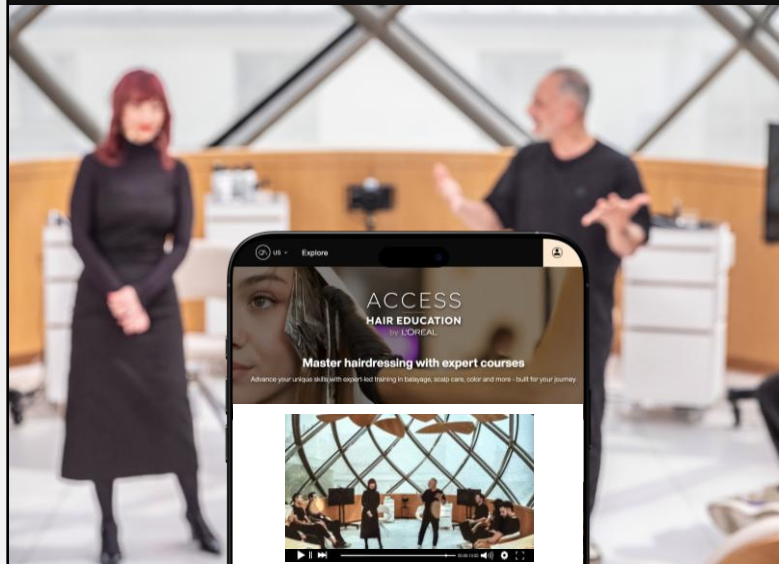
CREATING A “*STYLIST-CENTRIC*” MODEL TO SERVE A FRAGMENTED MARKET

B2B E-COMMERCE:
L'ORÉAL PARTNER SHOP,
SalonCentric.com



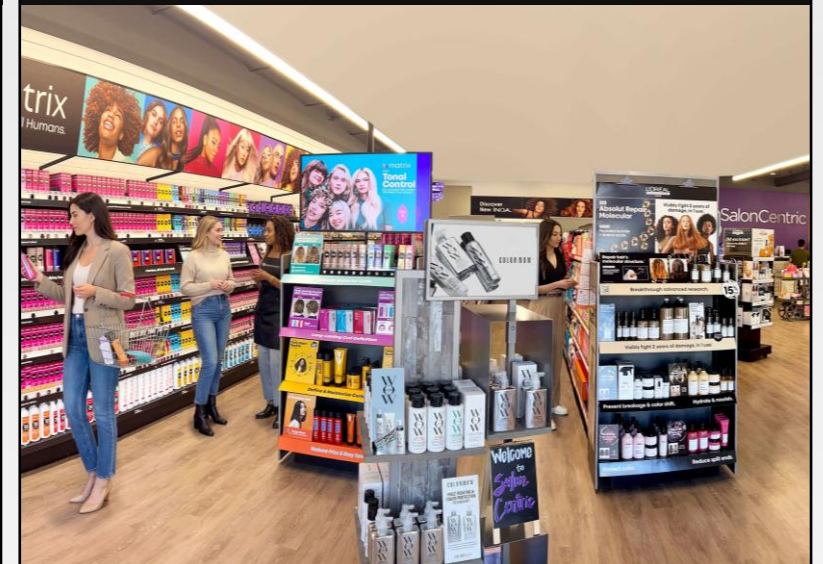
ROLL OUT IN 35+ COUNTRIES

SCALING EDUCATION:
L'ORÉAL ACCESS



2025: 2.5M STYLISTS TRAINED
vs 900,000 in 2019

FIELD PRESENCE



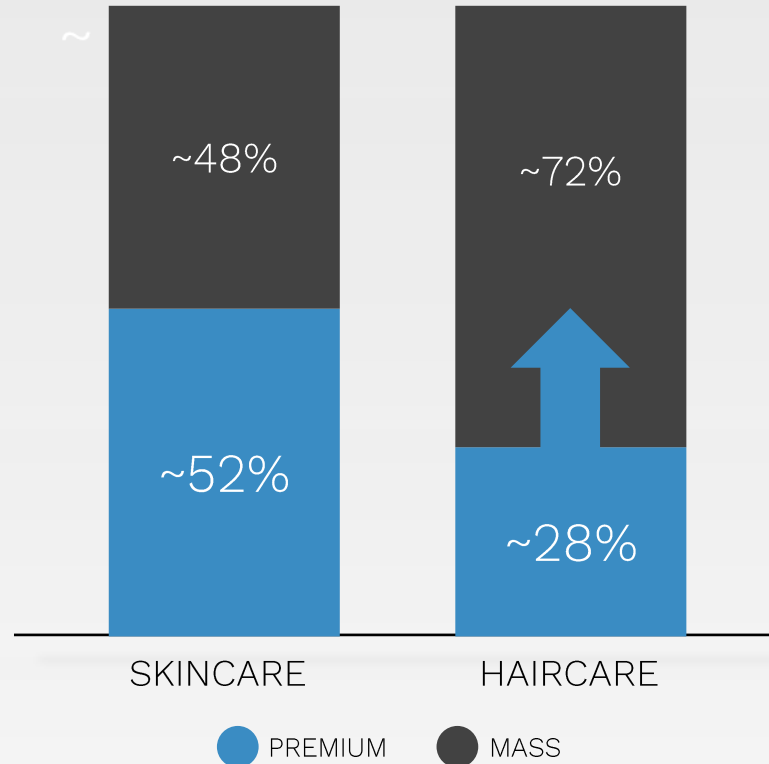
2,000+ REPRESENTATIVES (world)
700+ PRO STORES (NorAm)

3M+ HAIRSTYLISTS IN OUR DATABASES

4. *OUTLOOK*



PREMIUM *HAIRCARE*: SIGNIFICANT DEVELOPMENT POTENTIAL REMAINING



THE PREMIUM HAIR SEGMENT
IS YET UNDER-DEVELOPED IN COMPARISON
TO PREMIUM SKINCARE



PRO HAIR:
1 PRODUCT OUT OF 10
SOLD IN THE USA

PREMIUM HAIRCARE: LEVERAGING OPPORTUNITIES WITH HIGH-POTENTIAL *TARGETS*

GEN Z

SIGNIFICANTLY HIGHER USE
OF MASKS & SERUMS

MASKS	SERUMS
56% IN FRANCE *	42% IN FRANCE 52% IN CHINA



BOOMERS

NEW FRONTIER:
LONGEVITY



GLP-1

TESTED WITH GLP-1 USERS
91% OF GLP-1 USERS AGREED
HAIR FEELS THICKER*



1 SHAMPOO 2 CONDITIONER 3 SCALP & HAIR SERUM 4 INSTANT DENSIFYING SPRAY

*In a consumer test when using system of Shampoo, Conditioner, Serum & Spray; tested with GLP-1 users experiencing hair loss

* VS 44% ON TOTAL POPULATION

RE-INVENTING THE *EXPERIENCE* IN SALONS BY LEVERAGING *AI* & TECH

NEW HAIR SPA SERVICES



AI-POWERED DIAGNOSIS





ACCELERATING IN *STYLING* WITH THE ACQUISITION OF **COLOR WOW**

STYLING MARKET
CAGR 2022-24

~+ 6 %

SUSTAINABLE DEVELOPMENT

ROADMAP

REFILLS



REFILL SALES VOLUME x 2.5
(FY 2025 vs 2024)

HAIRSTYLISTS FOR THE FUTURE



75,000 COMMITTED SALONS

L'ORÉAL WATER SAVER
DEPLOYED IN **6,000** SALONS
Reduces water consumption at the backwash
by up to 40% per use

OUR
AMBITION

KEEP SIGNIFICANTLY
OUTPERFORMING
THE MARKET

SHAPING THE
FUTURE
OF PROFESSIONAL
BEAUTY





Q&A

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