



2024
ANNUAL RESULTS
7 FEBRUARY 2025
L'ORÉAL
Consumer Products

Alexis PERAKIS-VALAT
President Consumer Products



MASS
MARKET
GROWTH
 $\approx +6\%$



L'ORÉAL

Consumer Products

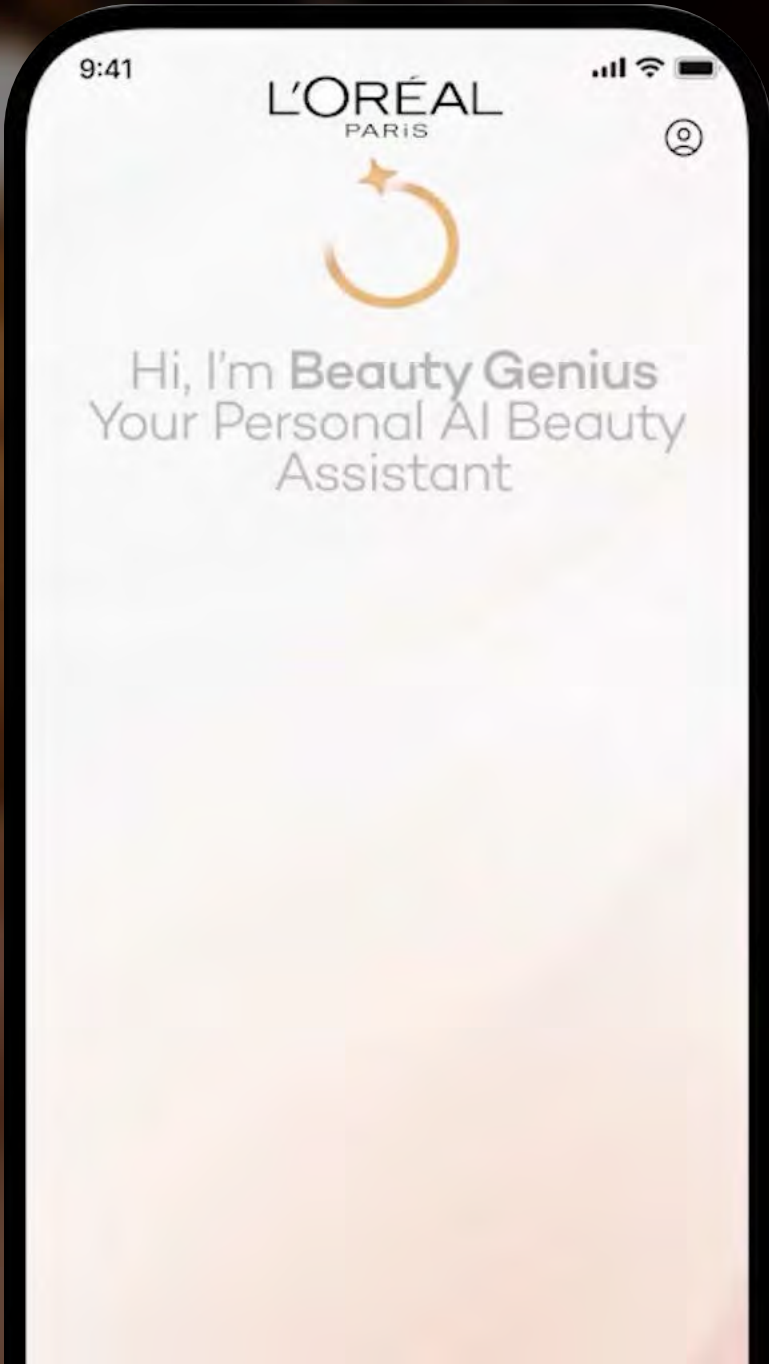
+5.4%



L'ORÉAL
PARIS

+9.2%

THE WORLD'S
LARGEST BEAUTY
BRAND



A square graphic with a blue and purple background, framed by a thin white border. It features the L'Oréal Paris logo at the top, followed by a large "+9.2%" in white. Below that, the text "THE WORLD'S LARGEST BEAUTY BRAND" is written in white, all-caps font.



GARNIER

NATURAL
INGREDIENTS
AUGMENTED
BY SCIENCE





MAYBELLINE
NEW YORK

WORLD'S #1
MAKEUP
BRAND



NYX
PROFESSIONAL MAKEUP

2X
THE MARKET
IN EUROPE & THE U.S.

EUROPE

+

NORTH
AMERICA

=

EMERGING
MARKETS

++

NORTH
ASIA

-

STRONG PROGRESSION
IN EUROPE
& THE EMERGING
MARKETS

A world map is shown in a light, textured style against a dark background. The map is centered, and a rectangular text box is overlaid on the top half. The text box has a blue and purple gradient background and a thin white border. The text inside the box is white and reads: "EMERGING MARKETS CONTRIBUTION TO GROWTH" followed by "50%".

EMERGING
MARKETS
CONTRIBUTION
TO GROWTH

50%



EMERGING
MARKETS
CONTRIBUTION
TO GROWTH

50%

MEXICO
+19%

SAUDI ARABIA
+20%

THAILAND
+19%

BRAZIL
+23%

**EUROPE
STRONG
DYNAMIC**

**UNITED KINGDOM
& IRELAND**

+11%

NORDICS

+11%

IBERIA

+9%



SOFT MAKEUP
MARKET
IN THE U.S.



HAIR

MAKEUP

SKIN



BALANCE
ACROSS
CATEGORIES

HAIRCARE

OUTSTANDING
PERFORMANCE

+14%

L'ORÉAL
PARIS
ELVIVE

SULFATE FREE

NEW
GLYCOLIC GLOSS
SHAMPOO

FILLS FIBER WITH CARE

2% GLOSS COMPLEX
WITH GLYCOLIC ACID

DULL, POROUS HAIR

L'ORÉAL
PARIS
ELVIVE

NEW
GLYCOLIC GLOSS
5 MINUTE LAMINATION
RINSE-OFF
SEALS CUTICLES WITH
A LASTING SHINE GLAZE

17% GLOSS COMPLEX
WITH GLYCOLIC ACID

DULL, POROUS HAIR

L'ORÉAL
PARIS
ELVIVE

NEW
GLYCOLIC GLOSS
CONDITIONER
PERFECTLY SMOOTHES
THE FIBER'S SURFACE

11% GLOSS COMPLEX
WITH GLYCOLIC ACID

DULL, POROUS HAIR



HEALTHY
GROWTH



UNITS
+1.2%



PRICE
+2.8%



MIX
+1.5%



DEMOCRATIZE

&

PREMIUMIZE

OPERATING MARGIN

2023

20.5%

+60BP

2024

21.1%



2025



PLAN OF CONQUEST



PLAN OF CONQUEST

TO STIMULATE
& OUTPERFORM
THE MARKET

-1-
ACCELERATE
INNOVATION





BOOMERS





MEN





GEN Z

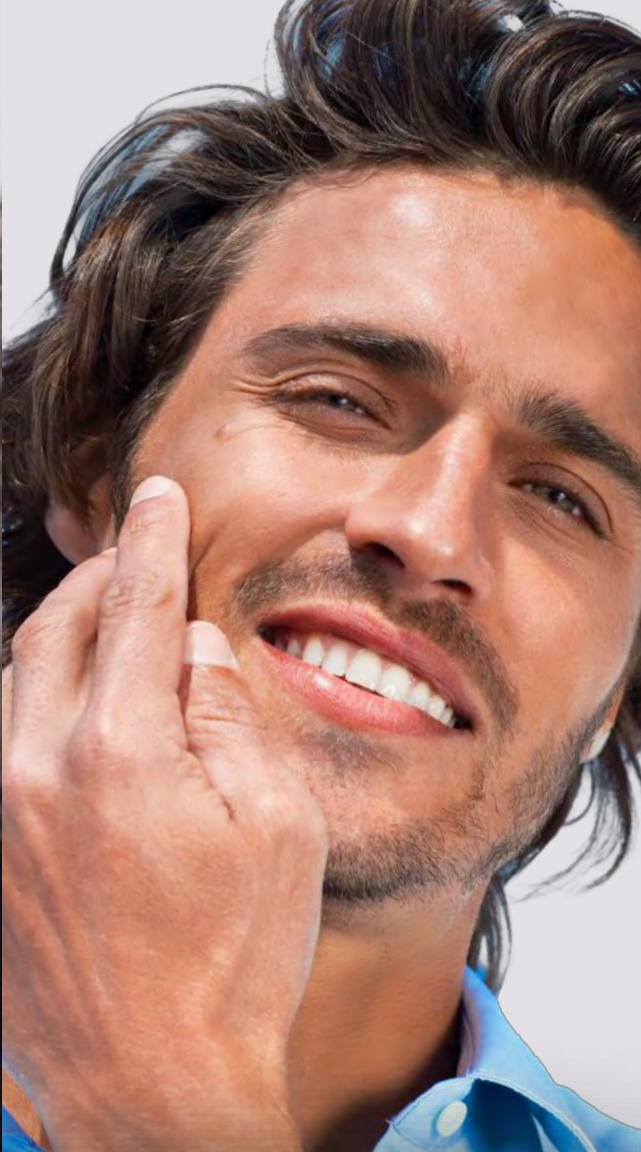
An advertisement for Garnier PureActive 8 Pimple Patch Invisible. The background is white. On the left, there are two bottles of NYX Professional Makeup 'The Face Glue' (one spray, one primer) and a box of Maybelline Super Stay Teddy Tint. In the center is a pink teddy bear. On the right is a tube of L'Oréal Paris Paradise Big Deal. The main product is a box of Garnier PureActive 8 Pimple Patch Invisible, which is white with green and red accents. The box features the text 'NOUVEAU GARNIER PureActive', '8 PIMPLE PATCH HEURES INVISIBLE', 'CLINIQUEMENT PROUVÉ: RÉDUIT LA VISIBILITÉ DES BOUTONS EN 8H', and 'Patch hydrocolloïde'. It also includes a circular icon with an eye and the text 'RÉDUIT LA VISIBILITÉ DES BOUTONS EN 8H' and 'x22 PATCHS 10mm, 12mm'. The L'Oréal Paris logo and 'Cruelty Free International' logo are also visible.

EMERGING MARKETS





BOOMERS



MEN



GEN Z



EMERGING
MARKETS



-2-

CAPTURE MAJOR
BEAUTY TRENDS





HEALTH &
SENSITIVE SKIN

Mixa
SENSITIVE SKIN EXPERT

3 MORE COUNTRIES
IN EUROPE IN 2025





K-BEAUTY



**#1 K-MAKEUP BRAND
IN THE WORLD**



Dr.G

**#1 MASS SKINCARE
BRAND IN KOREA**



-3-
DEMOCRATIZE
UNDER-
PENETRATED
SEGMENTS



NEW STEPS IN BEAUTY ROUTINES



**DAILY UV
PROTECTION**



**HAIRCARE
TREATMENTS**



**BROW
MAKEUP**



14€*



3€*

*The price indicated is indicative recommendation only; the customer remains free to set its own retail price

DIFFERENTIATED FORMAT STRATEGY



10€*

50ML



7€*

30ML



4€*

15ML



2€*

7ML

*The price indicated is indicative recommendation only; the customer remains free to set its own retail price

-4-

DOUBLE-DOWN ON
EMERGING
MARKETS

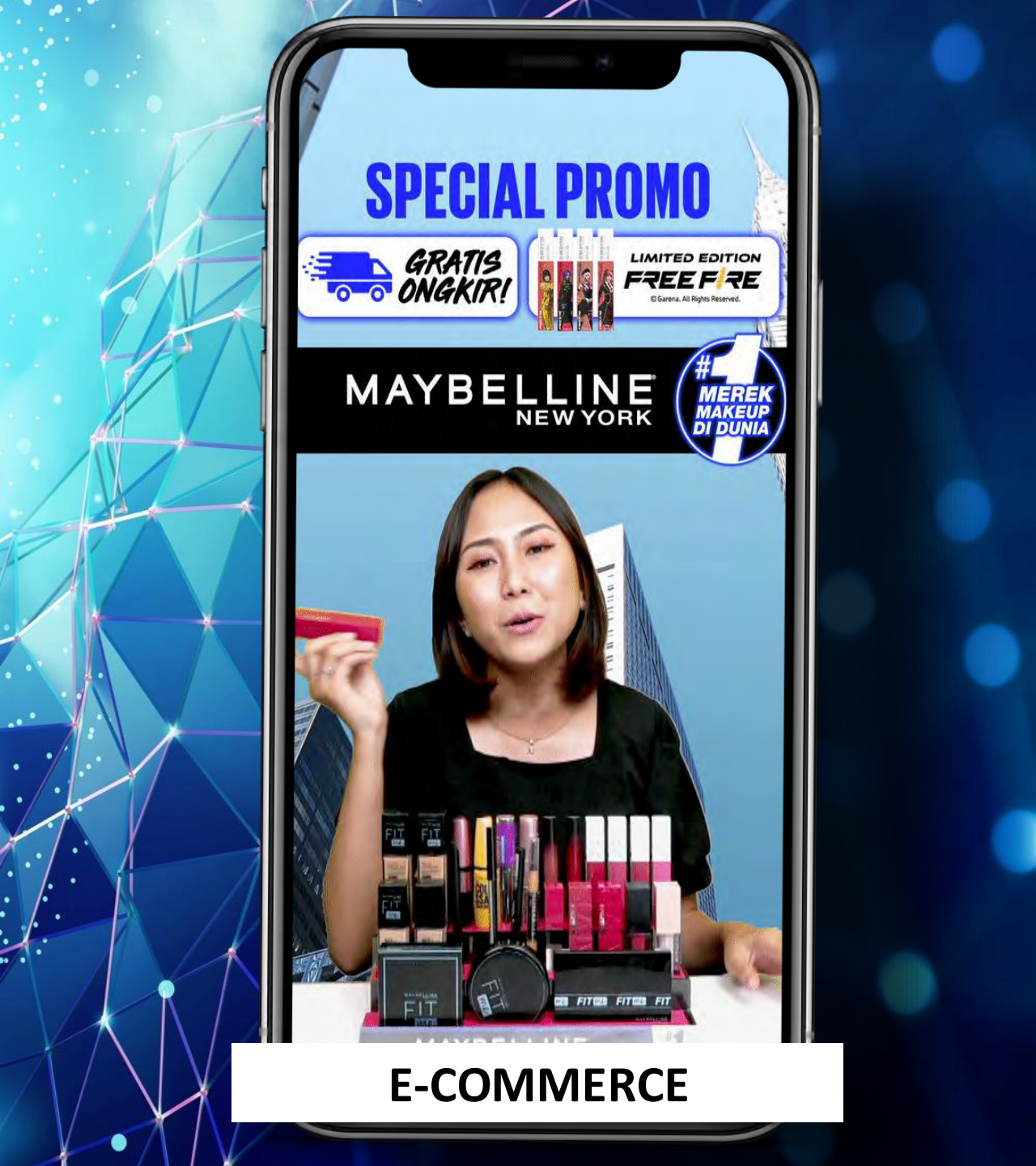




KEY
CONSUMER
SHIFTS



MODERN TRADE



E-COMMERCE



STRENGTH
OF OUR BRANDS



DOUBLE-DOWN
OUR FOCUS
& INVESTMENTS

MIDDLE EAST

INDIA

SOUTH-EAST
ASIA

AFRICA

LATIN AMERICA



1

**ACCELERATE
INNOVATION**



2

**CAPTURE
MAJOR BEAUTY TRENDS**




3

**DEMOCRATIZE
UNDER-PENETRATED
BEAUTY SEGMENTS**



4

**DOUBLE-DOWN ON EMERGING
MARKETS**



\approx 1BN
OUT OF
 \approx 4BN

POTENTIAL
CONSUMERS

L'ORÉAL
PARIS
VOUS LE VALEZ BIEN

CONFIDENCE
& DETERMINATION





DISCLAIMER

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