



2024

ANNUAL RESULTS

7 FEBRUARY 2025

L'ORÉAL
LUXE

CYRIL CHAPUY
PRESIDENT, L'ORÉAL LUXE

L'ORÉAL
LUXE
Performance

+2.7%

LIKE-FOR-LIKE

+4.5%

REPORTED

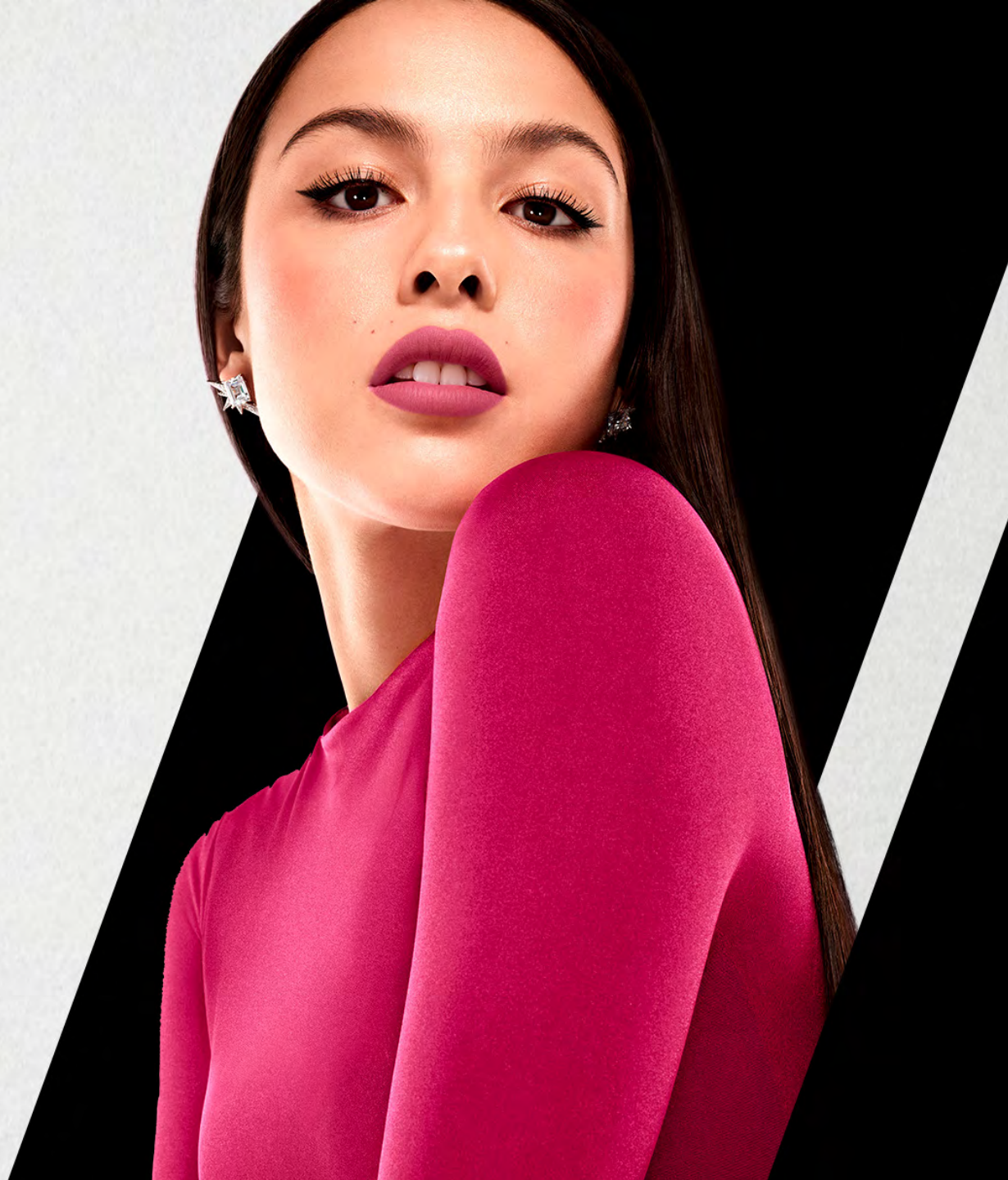
15.6B€

NET SALES



L'ORÉAL
LUXE
Accelerating

+2.3% | +3.2%
H1 H2



SOLID LEADER

#1 IN
LUXURY
BEAUTY





Outperforming
THE MARKET
FOR 14TH CONSECUTIVE YEAR

+2.7%

L'ORÉAL LUXE

+2%
MKT

L'ORÉAL
L U X E
Profit

22.3%



A BALANCED
REGIONAL
Footprint

+10.2%
OUTSIDE NORTH ASIA





NEW HISTORIC MILESTONE

#1

IN USA

REINFORCING OUR LEADERSHIP *Worldwide*

#1

NORTH AMERICA

#1

EUROPE

#2

NORTH ASIA

#1

CHINA

#1

EMERGING



NORTH AMERICA

Victory year

+11%

L'ORÉAL LUXE

+7%
MKT

EUROPE

Firmly dynamic

+9%

L'ORÉAL LUXE

+8%

MKT





NORTH ASIA

Beating the market

-5.5%

L'ORÉAL LUXE

-7%
MKT

EMERGING MARKETS

High growth trajectory

+12%

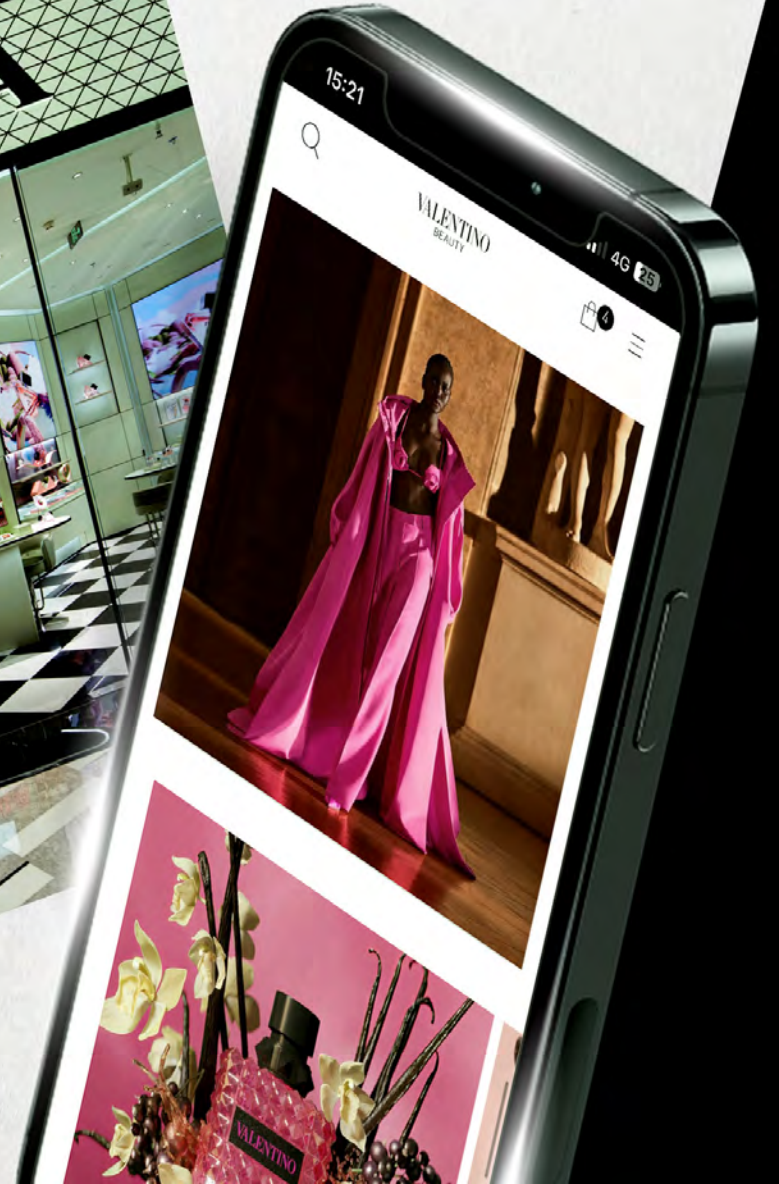
L'ORÉAL LUXE

+10%

MKT



OMINI
Driven
GROWTH



EXPERIENCES
OFFLINE



面部精华素

1. 方能够保湿肌肤，
2. 分包括蔷薇花油、维生素 C 和 B3。





since 1902

AVANT-GARDE SKINCARE since 1902

AVANT-GARDE

REPLASTY
INSTANT COSMETIC INTERVENTION

HR
HELENA RUBINSTEIN

CLINICAL GRADE FORMULA
WITH PRO-VITAMIN A

PRODIGY
CELLULON

SKINTECH
INTERACTIVES

HR
HELENA RUBINSTEIN



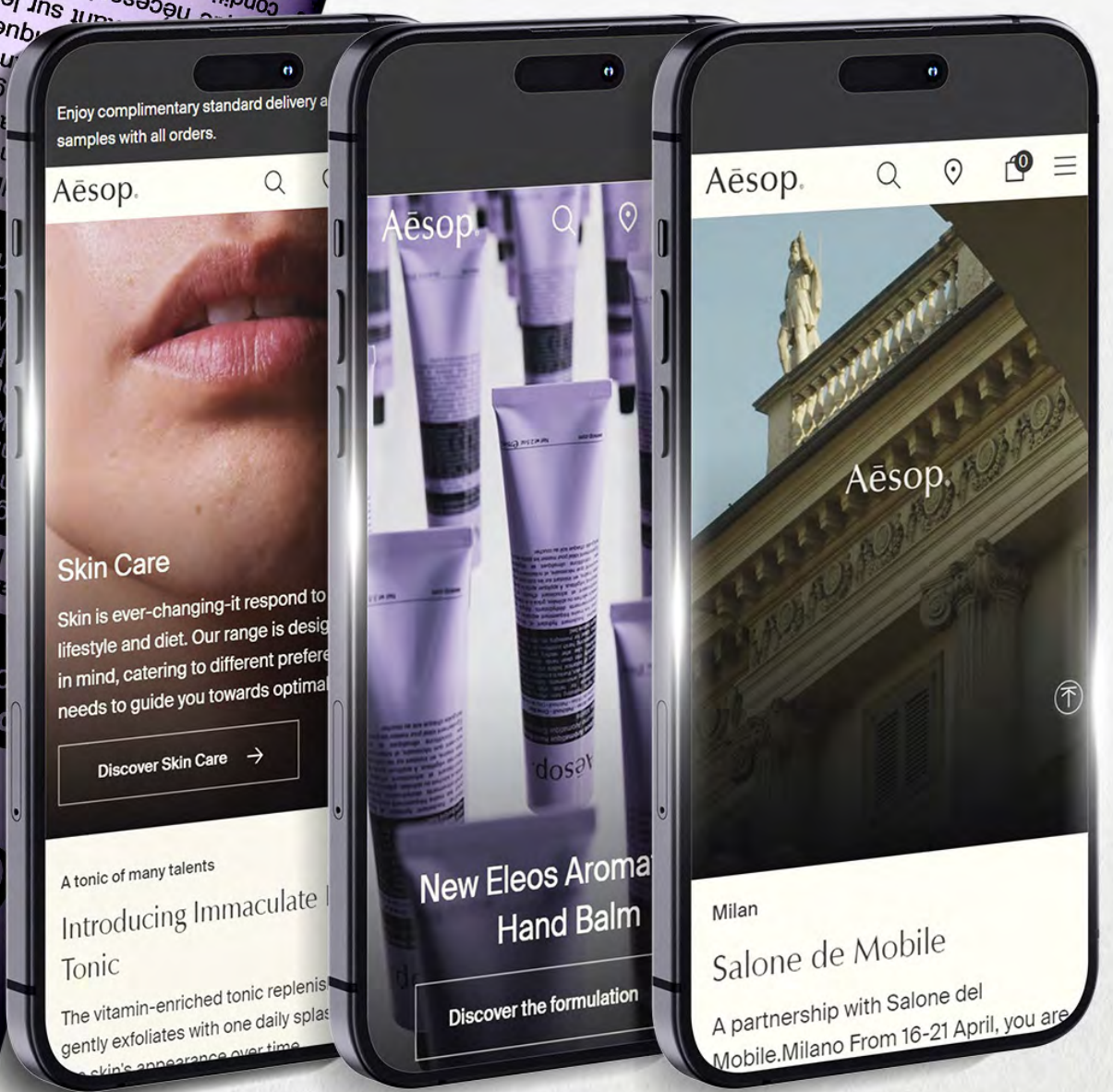
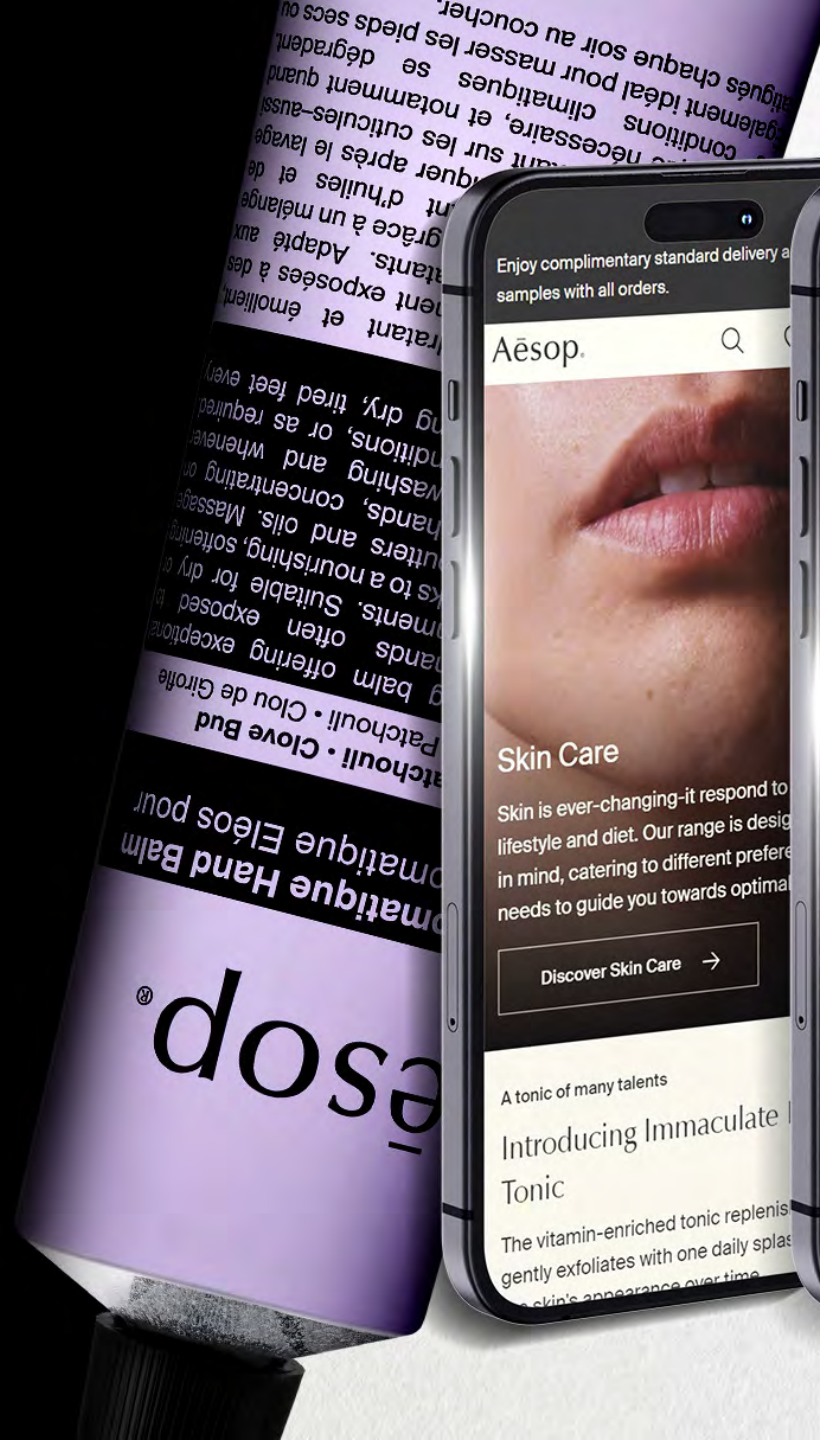
THE LUXURY MAGIC
ONLINE

AMAZON



TIKTOK Shop





D2C

CATEGORIES
Perspective



FRAGRANCES

#1 BY FAR

+14%



YVES SAINT LAURENT *Top Rankings*

#7

IN EUROPE

#5

IN USA



#2

IN EUROPE

#6

IN USA



VALENTINO Top Rankings

#2

IN USA



#3

IN USA



AZZARO / PRADA / ARMANI

Top Rankings

#10

IN USA



#5

IN EUROPE



#6

IN EUROPE



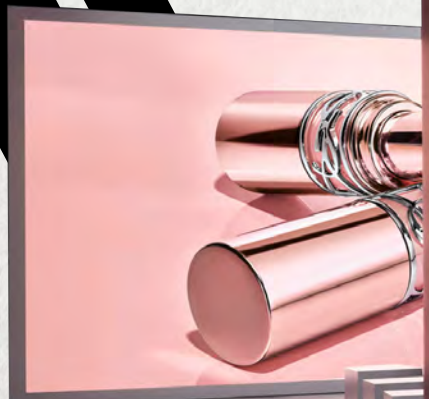
MAKE UP

STRATEGY
Shake-up

+5%



YVES SAINT LAURENT



VALENTINO / PRADA



SKINCARE

A
CONTRASTED
Reality



LANCÔME

LANCÔME
GÉNIFIQUE
ULTIMATE

超修降临 激活年轻
兰蔻「超修小黑瓶」登陆之夜
THE NIGHT OF GÉNIFIQUE ULTIMATE

超修降临 激活年轻
兰蔻「超修小黑瓶」登陆之夜
THE NIGHT OF GÉNIFIQUE ULTIMATE

LANCÔME
GÉNIFIQUE
ULTIMATE

LANCÔME

LANCÔME

LANCÔME

LANCÔME
Génifique

KIEHL'S Amazon



RECENT *Acquisitions*



#1 CLEANSER IN NORTH AMERICA



#1 SERUM IN NORTH ASIA

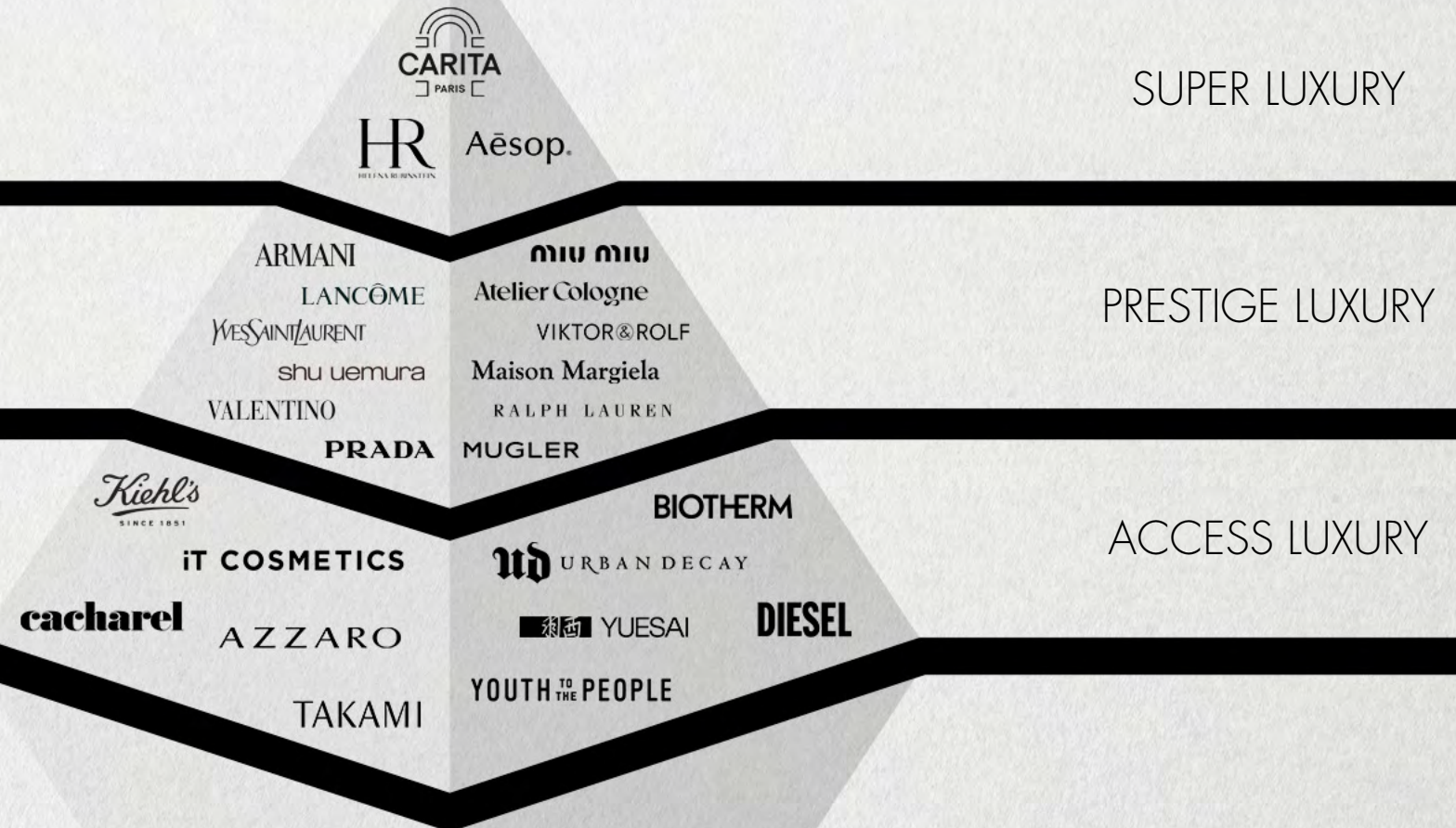
AESOP *Conquest*



A close-up portrait of a young Black woman with her hair pulled back, smiling warmly. She has gold shimmering eye makeup and is wearing a gold sequined top. The background is black with a white diagonal shape behind her.

2025 Outlook

LEVERAGE OUR BRAND Portfolio



ACQUISITIONS ROLL-OUT

Globally



ACQUISITIONS ROLL-OUT *Globally*





COMING SOON

MIU MIU



COMING SOON

JACQUEMUS

OUR INNOVATION
POWER



INNOVATIONS H1 2025

Fragrances



INNOVATIONS H1 2025

Makeup



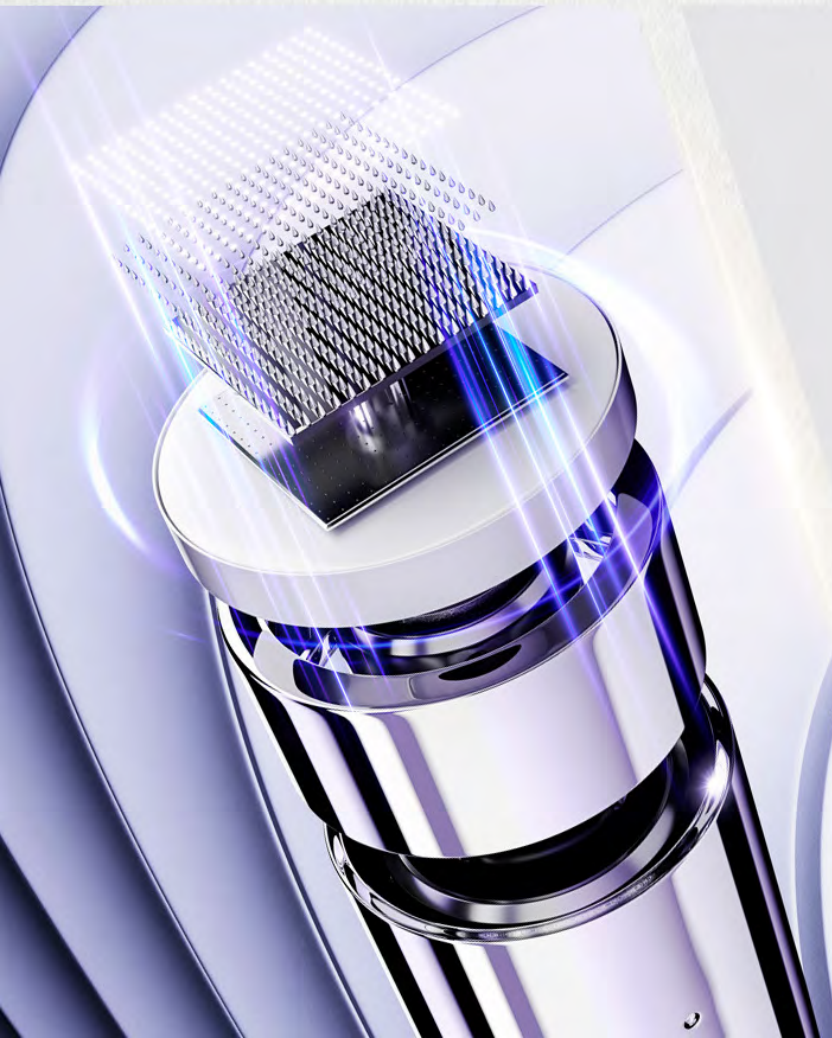
INNOVATIONS H1 2025

Skincare



INNOVATIONS 2025

Beauty Tech



WEIGHT OF
launches

+ 4 pts

WOB



CONTINUE REINFORCING *Our leadership*



USA



EMERGING



CHINA

FANTASTIC
Teams





2025
Ambitious
YEAR



Thank
YOU