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## Brief presentation of the L'Oréal Group in 2024 and key figures

### KEY FIGURES 2024

**No1**  
IN BEAUTY

**150+ countries**

International presence

**37**

international brands

**116 years**

Created in 1909

More than  
**90,000**  
employees

Recognised for the 15<sup>th</sup> time as one of the world's most ethical companies by the Ethisphere Institute

Recognised for the 9<sup>th</sup> time by the CDP with a triple "A" for L'Oréal's leadership and transparency in the fight against climate change and its action in favour of forests and water security.

#### L'Oréal For Youth:

25,000 work opportunities per year for under-30s.

**€43.48 billion**

2024 sales

(+5.6% based on reported figures, +5.1% like-for-like<sup>(1)</sup>)

**€8.69 billion**

Operating profit (20.0% of the sales)

**€12.66**

Net earnings per share<sup>(2)</sup> (on increase +4.8%)

**€7.00**

Dividend per share<sup>(3)</sup> (on increase +6.1%)

**6.6% per year**

Total annual shareholder return on L'Oréal shares over 5 years

**€182.7 billion**

Market capitalisation at 31/12/2024

**€1,354 million**

Research and innovation budget

**694**

patents filed in 2024

**97%**

renewable energy for its operated sites<sup>(4)</sup>

**76%**

of waste on industrial sites has been reused or recycled

**53%**

of the water used in the Group's manufacturing processes is recycled and reused

(1) Like-for-like: based on a comparable structure and identical exchange rates.

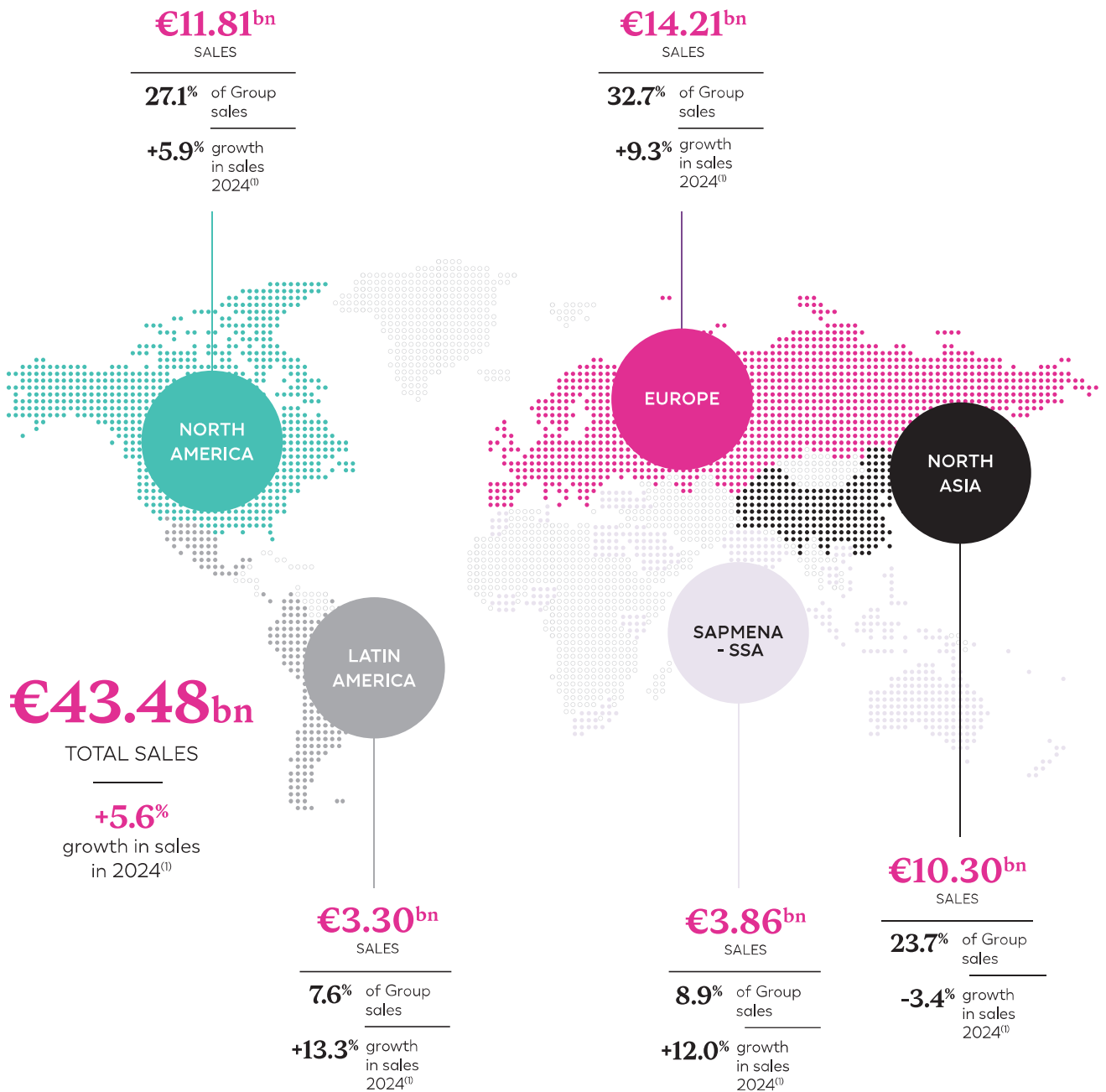
(2) Diluted net earnings per share excluding non-recurring items after non controlling interests.

(3) Proposed at the Annual General Meeting of 29 April 2025.

(4) On the Group's operated sites, excluding safety and security installations.

THE 5 GEOGRAPHIC ZONES

<b>3</b> Zones with sales of over €10bn	<b>2</b> Zones promising future growth	<b>150+ Countries</b> International footprint
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(1) Reported figures.

## Comments

Commenting on the figures, Nicolas Hieronimus, CEO of L'Oréal, said:

"We delivered solid, broad-based growth of 5.1%, once again outperforming the global beauty market. Excluding North Asia, where the Chinese ecosystem remained challenging, sales advanced in high single digits. I am particularly proud of the quality of the P&L management as the Group achieved record gross and operating margins. At 20%, the latter increased 20 basis points. On a comparable basis, excluding Aēsop, our operating margin grew 40 basis points and that after a 10 basis points increase in our brand fuel.

2024 was a defining year as we made L'Oréal future fit and laid many foundations for our next conquests: we augmented our marketing and R&I capabilities with AI and tech, advanced with the harmonisation of our IT, simplified our organisational structures, and strengthened

our industrial and supply chain resilience. We also continued to sharpen our portfolio: we acquired the Miu Miu license and Korean brand Dr.G, and took minority stakes in Galderma and Amouage.

This will allow us to go ever faster and further in our conquest of new beauty spaces: geographic, demographic and highly promising technologies that offer innovative science-based beauty solutions to the consumer of tomorrow. In 2025, as we take the first steps in this conquest, we remain optimistic about the outlook for the global beauty market, and confident in our ability to keep outperforming it and to achieve another year of growth in sales and profit. We expect growth to accelerate progressively, supported by our beauty stimulus plan, which will be driven by an exciting pipeline of new launches and continued strong brand support."

## Overview of the results for 2024

- **Sales: €43.48 billion**, +5.6% reported and +5.1% like-for-like<sup>(1)</sup>.
- **Another year of outperformance** in a normalising global beauty market.
- **Like-for-like growth in all Divisions** with three out of four outperforming the market.
- **Like-for-like growth in all regions** except North Asia.
- **Growth driven by both value and volume.**
- **Record operating margin** at 20.0% (+20 bps and +40 bps excluding Aēsop).
- **Earnings per share<sup>(2)</sup>: €12.66**, up +4.8%.
- **Dividend<sup>(3)</sup>: €7.00**, up +6.1%.
- **Net cash flow: €6.6 billion**, up +8.6%.
- **Sustainability leader**: platinum medal by EcoVadis, which ranked L'Oréal in the global top 1% of companies in terms of environmental and social performance.

(1) Like-for-like: based on a comparable structure and identical exchange rates.

(2) Diluted earnings per share (EPS), based on net profit, excluding non-recurring items, after non-controlling interests.

(3) To be proposed at the Annual General Meeting of 29 April 2025

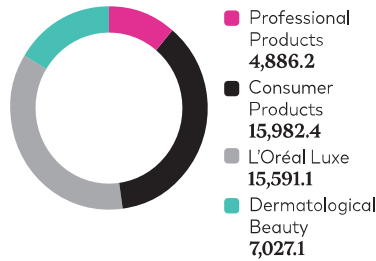
## 2024 sales

CONSOLIDATED NET SALES  
(€ millions)

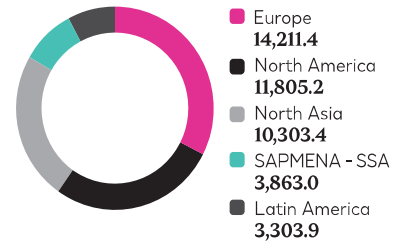


BREAKDOWN OF NET SALES  
(€ millions)

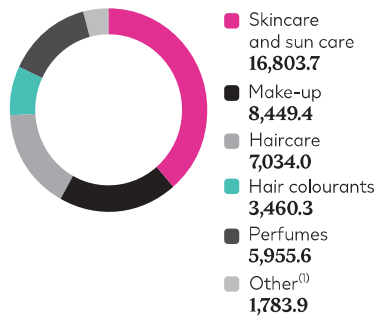
### BY OPERATIONAL DIVISION



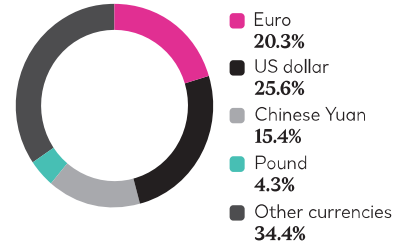
### BY GEOGRAPHIC AREA



### BY BUSINESS SEGMENT

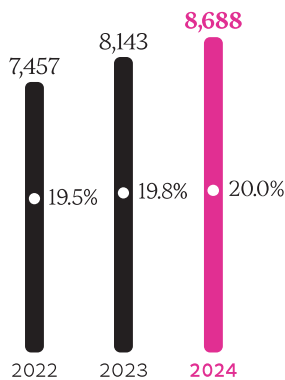


### BY CURRENCY



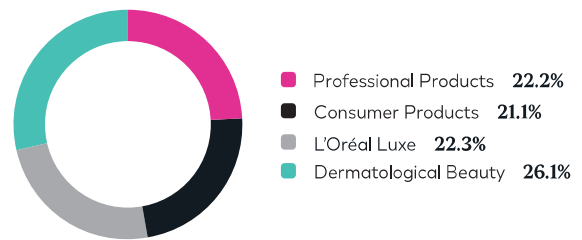
(1) "Other" includes hygiene products and sales by American distributors with non-Group brands.

OPERATING PROFIT  
(€ millions)



○ Operating margin as a % of sales

BREAKDOWN OF OPERATING PROFIT  
BY OPERATIONAL DIVISION



## 2024 Consolidated sales

Sales amounted to €43.48 billion at 31 December 2024, up +5.6% reported.

Like-for-like, i.e., based on a comparable structure and identical exchange rates, sales grew by +5.1%.

The net impact of changes in the scope of consolidation was +1.7%.

Growth at constant exchange rates came out at +6.8%. Currency fluctuations had a negative impact of -1.2% at the end of 2024.

### SALES BY DIVISION AND GEOGRAPHIC ZONE

€ millions	2022	2023	2024		Change 2023/2024	
					% 2024 sales	Like-for-like
<b>By Division</b>						
Professional Products	4,476.8	4,653.9	4,886.2	11.2%	+5.3%	+5.0%
Consumer Products	14,021.3	15,172.7	15,982.4	36.8%	+5.4%	+5.3%
L'Oréal Luxe	14,638.1	14,924.0	15,591.1	35.9%	+2.7%	+4.5%
Dermatological Beauty	5,124.5	6,432.0	7,027.1	16.2%	+9.8%	+9.3%
<b>GROUP TOTAL</b>	<b>38,260.6</b>	<b>41,182.5</b>	<b>43,486.8</b>	<b>100%</b>	<b>+5.1%</b>	<b>+5.6%</b>
<b>By Region</b>						
Europe	11,436.7	13,007.8	14,211.4	32.7%	+8.2%	+9.3%
North America	10,164.0	11,147.2	11,805.2	27.1%	+5.5%	+5.9%
North Asia	11,321.4	10,662.9	10,303.4	23.7%	-3.2%	-3.4%
SAPMENA-SSA <sup>(1)</sup>	2,962.4	3,447.7	3,863.0	8.9%	+12.3%	+12.0%
Latin America	2,376.2	2,916.9	3,303.9	7.6%	+11.0%	+13.3%
<b>GROUP TOTAL</b>	<b>38,260.6</b>	<b>41,182.5</b>	<b>43,486.8</b>	<b>100%</b>	<b>+5.1%</b>	<b>+5.6%</b>

(1) SAPMENA-SSA South Asia Pacific, Middle East, North Africa, Sub-Saharan Africa.

### Summary by Division

#### Professional Products

The Professional Products Division reported robust growth of +5.3% like-for-like and +5.0% reported.

#### Consumer Products

The Consumer Products Division reported growth of +5.4% like-for-like and +5.3% reported.

#### L'Oréal Luxe

L'Oréal Luxe grew +2.7% like-for-like, +4.5% reported.

#### Dermatological Beauty

The Dermatological Beauty Division grew +9.8% like-for-like and +9.3% reported.

### Summary by Region

#### Europe

Sales in Europe advanced strongly at +8.2% like-for-like and +9.3% reported.

#### North America

Sales in North America grew +5.5% like-for-like and +5.9% reported.

#### North Asia

Sales in North Asia contracted, -3.2% like-for-like and -3.4% reported.

#### SAPMENA - SSA

Sales in SAPMENA-SSA grew +12.3% like-for-like and +12.0% reported.

#### Latin America

Sales in Latin America advanced +11.0% like-for-like and +13.3% reported.

## 2024 Consolidated results

### Operating profitability and consolidated income statement

	2022		2023		2024	
	€ millions	% sales	€ millions	% sales	€ millions	% sales
<b>Sales</b>	<b>38,260.6</b>	<b>100.0%</b>	<b>41,182.5</b>	<b>100.0%</b>	<b>43,486.8</b>	<b>100.0%</b>
Cost of sales	(10,577.4)	27.6%	(10,767.0)	26.1%	(11,227.0)	25.8%
<b>Gross profit</b>	<b>27,683.3</b>	<b>72.4%</b>	<b>30,415.5</b>	<b>73.9%</b>	<b>32,259.8</b>	<b>74.2%</b>
R&I expenses	(1,138.6)	3.0%	(1,288.9)	3.1%	(1,354.7)	3.1%
Advertising and promotion	(12,059.0)	31.5%	(13,356.6)	32.4%	(14,008.9)	32.2%
Selling, general and administrative expenses	(7,028.8)	18.4%	(7,626.7)	18.5%	(8,208.7)	18.9%
<b>OPERATING PROFIT</b>	<b>7,456.9</b>	<b>19.5%</b>	<b>8,143.3</b>	<b>19.8%</b>	<b>8,687.5</b>	<b>20.0%</b>

**Gross profit** amounted to €32,260 million, up +6% compared to the previous year; as a percentage of sales, it stood at 74.2% of sales. This is an increase of +30 basis points year-on-year and +50 basis points on a comparable basis (corrected for conversion and changes in scope). The impact from FX was negative at -30 basis points but was more than offset by a strong contribution from price effects (+60 basis points) as well as positive mix effects (+10 basis points) and cost efficiencies (+10 basis points).

**Research & Innovation** expenses totalled €1,355 million, an increase of +5% year-on-year; as a percentage of sales, they remained broadly stable at 3.1%, in line with the long-term trend.

**Advertising and promotional** expenses amounted to €14,009 million, up +5% from the previous year; as a percentage of sales, they stood at 32.2%, -20 basis points

below prior year levels, but up +10 basis points on a comparable basis. L'Oréal continues to invest behind its brands by increasing investments behind both consumer engagement and shopper experience.

**Selling, general and administrative expenses** totalled €8,209 million, an increase of +8% year-on-year; as a percentage of sales, they increased +40 basis points to 18.9% but were stable on a comparable basis, reflecting efficient cost management, including reorganization and restructuring measures in several regions.

Overall, **operating profit** increased by +6.7% to €8,687.5 million, and amounted to 20% of sales, an improvement of +20 basis points. Operating margins increased +40 basis points on a comparable basis. In 2024, each division reported an operating margin in excess of 21%. Three divisions reported record operating margins.

### Operating profit by Division

	2022		2023		2024	
	€ millions	% sales	€ millions	% sales	€ millions	% sales
<b>By Division</b>						
Professional Products	953.6	21.3%	1,005.3	21.6%	1,086.2	22.2%
Consumer Products	2,774.9	19.8%	3,114.7	20.5%	3,376.4	21.1%
L'Oréal Luxe	3,350.4	22.9%	3,331.8	22.3%	3,469.7	22.3%
Dermatological Beauty	1,303.0	25.4%	1,670.9	26.0%	1,832.7	26.1%
<b>DIVISIONS TOTAL</b>	<b>8,381.9</b>	<b>21.9%</b>	<b>9,122.7</b>	<b>22.2%</b>	<b>9,765.0</b>	<b>22.5%</b>
Non-allocated <sup>(1)</sup>	(925.1)	-2.4%	(979.4)	-2.4%	(1,077.5)	-2.5%
<b>GROUP</b>	<b>7,456.9</b>	<b>19.5%</b>	<b>8,143.3</b>	<b>19.8%</b>	<b>8,687.5</b>	<b>20.0%</b>

(1) Non-allocated = Central Group expenses, fundamental research expenses, free grant of shares expenses and miscellaneous items.

The profitability of the **Professional Products Division** came out at 22.2% of sales, up 60 basis points.

The profitability of the **Consumer Products Division** came out at 21.1% of sales, up 60 basis points.

The profitability of the **Luxe Division** came out at 22.3% of sales, stable compared to 2023.

The profitability of the **Dermatological Beauty Division** came out at 26.1%, up 10 basis points.

**Non-allocated expenses** amounted to €1,007.5 million.

# 1 – Brief presentation of the L'Oréal Group in 2024 and key figures

2024 Consolidated results

## Net profit

Consolidated profit and loss accounts: from operating profit to net profit excluding non-recurring items.

€ millions	2022	2023	2024	Change
<b>Operating profit</b>	<b>7,456.9</b>	<b>8,143.3</b>	<b>8,687.52</b>	<b>+6.7%</b>
Financial revenues and expenses excluding Sanofi dividends	(73.0)	(113.4)	(261.4)	
Sanofi dividends	468.2	420.9	444.5	
<b>Profit before tax excluding non-recurring items</b>	<b>7,852.1</b>	<b>8,450.8</b>	<b>8,870.6</b>	<b>+5.0%</b>
Income tax excluding non-recurring items	(1,793.4)	(1,957.8)	(2,075.4)	
Net profit excluding non-recurring items of equity consolidated companies	+1.5	+0.2	(1.3)	
Non-controlling interests	(6.1)	(6.7)	(7.6)	
<b>Net profit after non-controlling interests excluding non-recurring items</b>	<b>6,054.1</b>	<b>6,486.6</b>	<b>6,786.3</b>	<b>+4.6%</b>
EPS <sup>(1)</sup> (in euros)	11.26	12.08	<b>12.66</b>	<b>+4.8%</b>
<b>NET PROFIT AFTER NON-CONTROLLING INTERESTS</b>	<b>5,706.6</b>	<b>6,184.0</b>	<b>6,408.7</b>	<b>3.6%</b>
Diluted earnings per share after non-controlling interests (euros)	10.61	11.52	11.95	
Diluted average number of shares	537,657,548	537,021,039	<b>536,078,431</b>	

(1) Diluted earnings per share, based on net profit, excluding non-recurring items, after non-controlling interests.

**Net finance costs** amounted to €261.4 million, compared to €113 million in 2023, at 0.6% of sales. This is an increase of +30 basis points compared to the prior year, driven by an exceptional one-off cost in Argentina (linked to the repayment of the intra-group charges) and by costs for bonds issued in 2023 (financing of the Aēsop acquisition). This item includes net finance costs of €224.7 million – comprised of €373.5 million finance costs on gross debt and €148.7 million income on cash and cash equivalents.

**Sanofi dividends** totalled €444.5 million, a +6% increase from prior year levels (€420.9 million).

**Income tax excluding non-recurrent items** amounted to €2,075 million, an increase of +6% from 2023 (€1,958 million), representing a tax rate of 23.4%, a slight +20 basis point increase versus the previous year (23.2%).

**Net profit excluding non-recurring items after non-controlling interests** stood at €6,786 million, up +5% from last year, when net profit excluding non-recurring items after non-controlling interests amounted to €6,487 million.

**Earnings per share**<sup>(1)</sup>, at €12.66, increased by +4.8%.

**Non-recurring items after non-controlling interests**<sup>(2)</sup> amounted to €377.6 million net of tax. They include other income and expenses of €438 million, of which primarily €237 million of restructuring charges related to various reorganization measures at group, divisional and regional level, and €100 million related to product liability lawsuits.

**Net profit after non-controlling interests** came out at €6,408.7 million, increasing by +3.6%.

## Cash flow statement, Balance sheet and Cash position

Gross operating margin amounted to €8,512.6 million, an increase of €513.1 million or +6.4% from the prior year level of €7,999.5 million.

**Operating net cash flow** amounted to €6,644.3 million, an increase of €528.4 million or +8.6% from the prior year level of €6,115.9 million, primarily driven by a 513 million (+6.4%) increase in the gross operating margin, linked to a 3.7% rise in net income and a working capital requirement improvement of €168.3 million.

The **working capital requirement** increased by €227 million – €168 million lower than in 2023. This was primarily driven by an improvement in inventories to the tune of €317 million, related to the continued normalisation from the Covid period, which had seen a build-up in inventory levels, allowing the Group to fulfil customer demand and maintain production at a time of supply constraints. Trade accounts receivables increased by €80 million; trade accounts payable decreased by €78 million.

At €1,641.7 million, **operating investments** increased by €153 million, or +10%, from prior year levels, due to increased investments notably in industrial production tools and in new software. They stood at 3.8% of sales, +20 basis points above prior year levels (3.6%).

(1) Diluted earnings per share, based on net profit, excluding non-recurring items, after non-controlling interests.

(2) Non-recurring items include impairment of assets, capital gains and losses on disposals of long-term assets, restructuring costs and tax effects of non-recurring items.

In 2024, **acquisitions and financial investments** accounted for an outflow of €2,062.2 million, including an outflow of €148.9 million for purchases of consolidated investments, mainly in Luxury Division and L'Oréal Dermatological Beauty Division, and an outflow of €1,913.3 million for financial investments (mainly Galderma).

**Residual cash flow** amounted to €51.4 million compared to -€897.2 million in 2023, mainly due to substantial operating cash flow improvement and a favorable impact of acquisitions.

### **Proposed dividend at the Annual General Meeting of 29 April 2025**

The Board of Directors has decided to propose a dividend of €7.00 per share at the shareholders' Annual General Meeting of 29 April 2025, an increase of +6.1% compared with the dividend paid in 2024. The dividend will be paid on 7 May 2025 (ex-dividend date 5 May 2025 at 0:00 a.m., Paris time).

### **Share capital**

At 31 December 2024, the capital of the company is formed by 534,312,021 shares.