



ANNUAL GENERAL MEETING

Jean-Paul AGON
Chairman of the Board of Directors

SUCCESS



AMBITION



RESPONSIBILITY





DUAL FINANCIAL & SOCIAL
excellence



PERFORMING
& EXEMPLARY



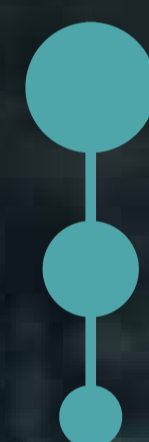


CREATING VALUE
that benefits everyone



CREATING VALUE
for our shareholders

A NEW REMARKABLE YEAR





RESILIENCE &
OUTPERFORMANCE



Robust, virtuous,

VALUE CREATING BUSINESS MODEL



DECISIVE ROLE



SWIFTLY RISING

to crisis



Seizing

EVERY OPPORTUNITY



QUALITY OF RESULTS



2021

€4.80

+25%

2022

€6.00

Will be proposed at the Shareholders' Meeting to be held on 21 April 2023

x5
IN 17 YEARS

€6.00



DIVIDEND PER SHARE SINCE 2006 IN EUROS

Will be proposed at the Shareholders' Meeting to be held on 21 April 2023

2021

€4.80

+25%

2022

€6.60

+10%

Will be proposed at the Shareholders' Meeting to be held on 21 April 2023. Loyalty bonus for shareholders who have continuously held shares in registered form for at least two years.

MONDE

104

Professionnel
Kérastase
Redken
Matrix
Pureology
Pulp Riot
L'Oréal Paris
Garnier
Maybelline New
NYX Professionnel
Stylenanda
Essie
Mixa
Dark and Long
Lancôme
Yves Saint
Giorgio
K
Helena



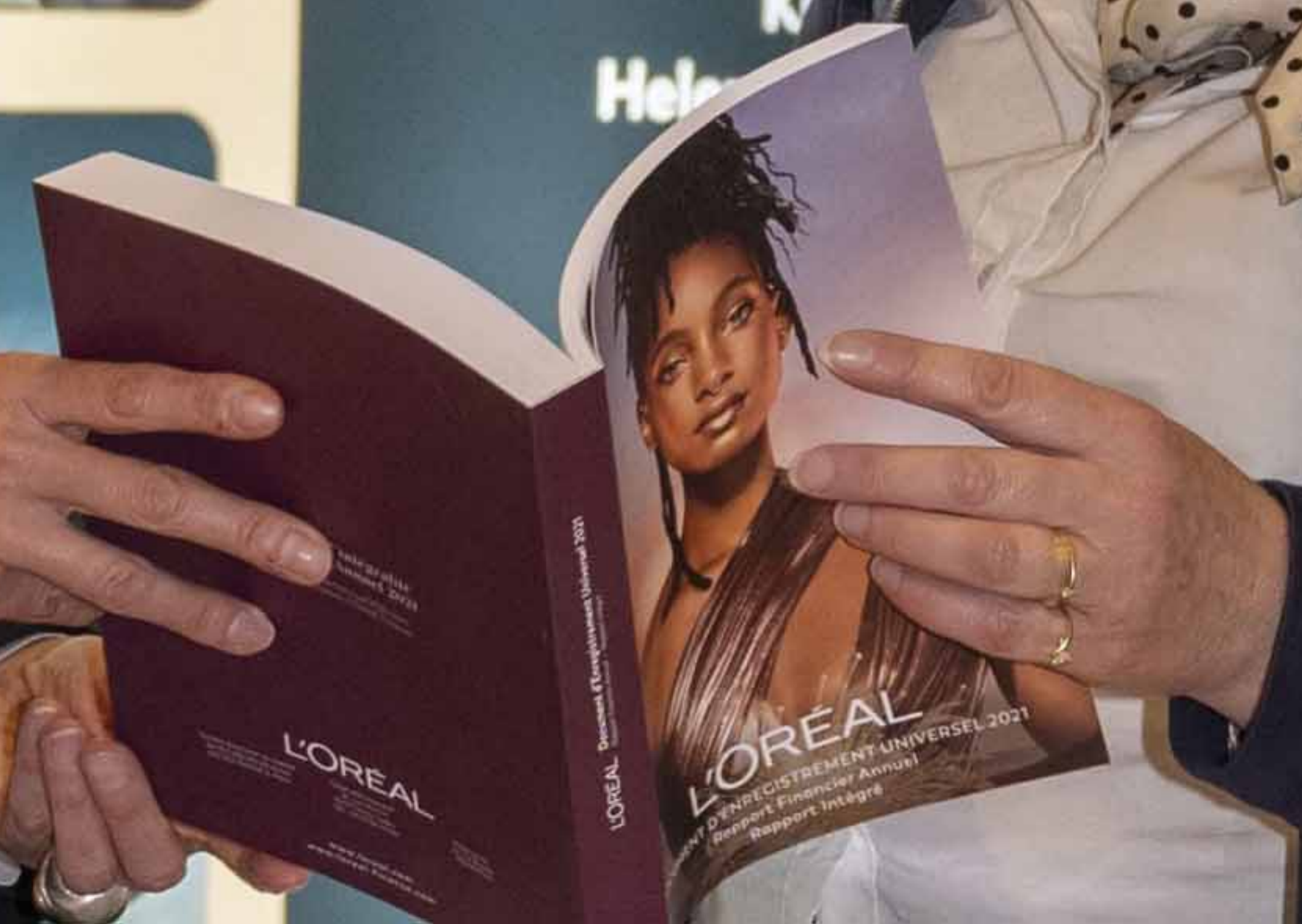
Quality of our RELATIONSHIP



MONDE

104

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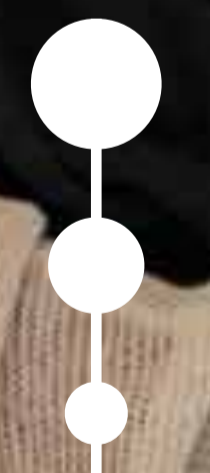


Always better
meeting your
EXPECTATIONS





Confidence & EXCHANGES







N°1 de la beauté dans le monde

< PARTAGER

Avec plus de 7 milliards de produits vendus et 32 milliards d'euros de chiffre d'affaires en 2022, L'Oréal a réalisé une année de croissance. Découvrez la performance financière, sociale et environnementale du Groupe et les faits marquants 2022 en explorant notre rapport annuel éco-conçu.

↓ Toutes nos performances 2022



Plongez
au cœur
de la beauté

Plongez au cœur de la beauté

DREAL



L'OREAL

FINANCE

Lettre aux Actionnaires n°82

Madame, Monsieur,

L'Oréal a le plaisir de vous adresser sa Lettre aux Actionnaires – édition automne 2022. Retrouvez le



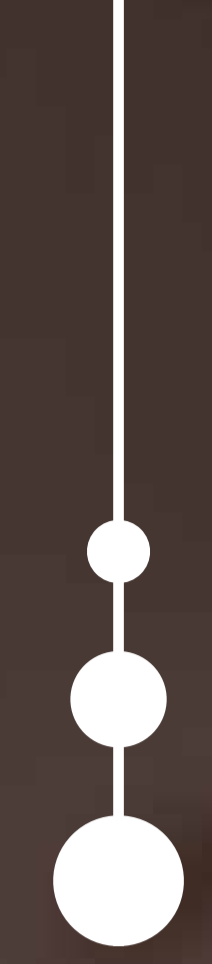
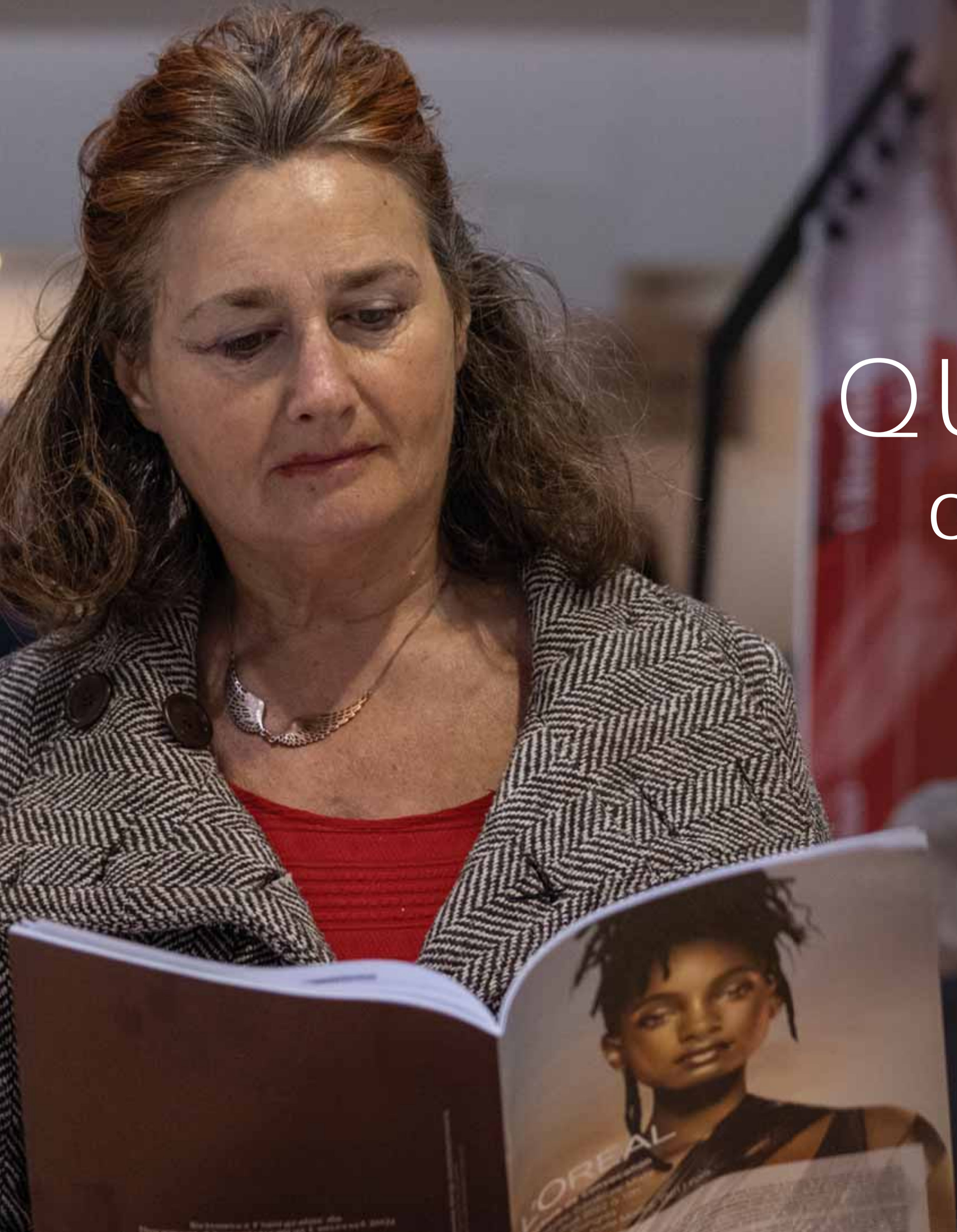
—●●● INCREASINGLY NUMEROUS



MORE THAN 30,000
new registered shareholders



CONFIDENCE
in the L'Oréal Adventure



QUALITY & STABILITY
of our shareholder structure



CREATING VALUE
thanks to our employees



THANK YOU





Shared performance

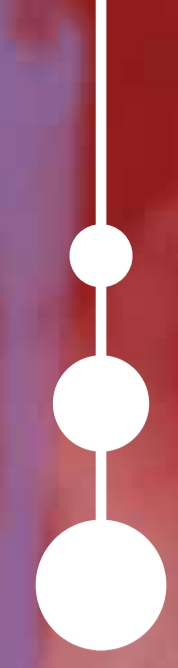


1/3 of employee shareholders worldwide

A close-up portrait of a woman with long, dark, wavy hair. She is looking directly at the camera with a neutral expression. The background is a light, out-of-focus wall with a framed picture. A dark grey horizontal bar is overlaid at the bottom of the image, containing white text.

2/3 of employee shareholders in France





A company
that shares
THEIR
VALUES

VALUE CREATORS







Entrepreneurial spirit



Courage, Respect, Transparency



Ethics & Responsibility





CREATING VALUE

for our ecosystem





L'ORÉAL

associates France with its performance

L'ORÉAL

LA JACQUES HOR

RUE
ROYALE



A global company

THRIVING ON ITS DIVERSITY





Our heart beats
IN FRANCE and
ALWAYS WILL



15,000 EMPLOYEES



IN FRANCE

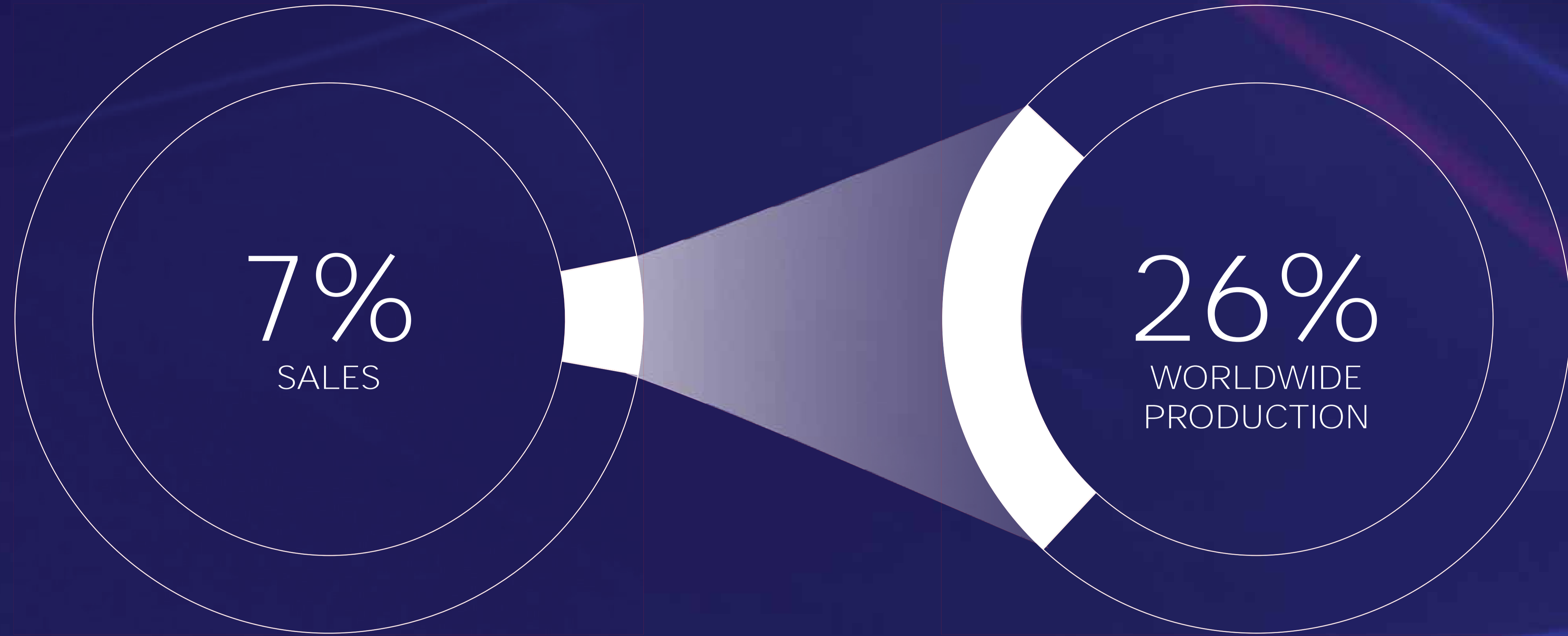


A blurred background image of a factory worker in a white lab coat working at a station. In the foreground, there are many small, clear glass vials arranged in rows on a surface. The text "900 SUPPLIERS" is overlaid in white, with a decorative line of three dots to its left.

900 SUPPLIERS

A close-up, shallow depth-of-field photograph of several Prada perfume bottles. The bottles are dark, rectangular glass containers with silver-colored spray nozzles. They are arranged in a row, each sitting in a white, custom-molded foam insert. The central bottle is in sharp focus, showing a red vertical label with the word 'PRADA' in white capital letters. The background is dark and out of focus, showing more bottles receding into the distance.

Strong industrial
ROOTS





€500M investment in 5 years



French excellence

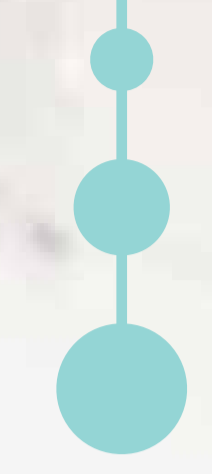


A land of
SCIENTIFIC EXCELLENCE



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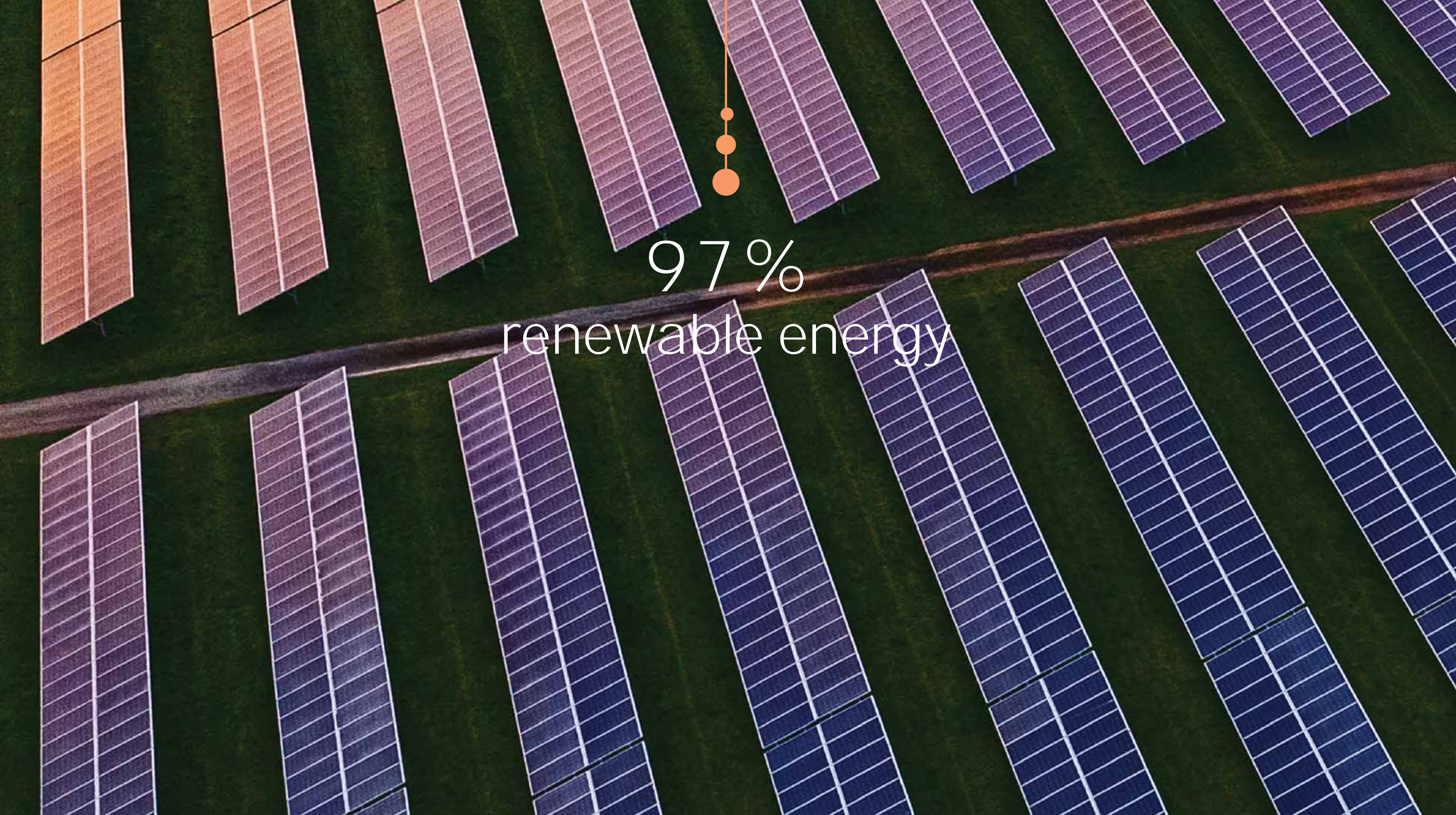
research centers



2,700
researchers



70%
investment
in R&D



97%
renewable energy



CREATING VALUE

for the environment and society





TRANSFORMATION of our business model





A PRIORITY
for our governance





A PILLAR
of our strategy





AN OBLIGATION
of results





SUSTAINABLE TRANSFORMATION



DRIVING FORCE



POSITIVE RESPONSIBILITY



SOCIAL IMPACT



FONDATION
L'ORÉAL

A more

INCLUSIVE & SUSTAINABLE
future



For Women in Science

unesco FONDATION
L'OREAL







Great

CONFIDENCE



The background features a dark blue gradient with a glowing horizon line. Below the horizon, a grid of small, light blue dots forms a perspective that recedes into the distance. The overall aesthetic is clean, modern, and futuristic.

●●● Create the best of
BEAUTY

The background is a dark blue gradient with a central bright spot that radiates light in a starburst pattern. The light rays are composed of many thin, overlapping lines that create a sense of depth and movement. The overall effect is ethereal and futuristic.

IDEAL & PERMANENT BALANCE

The background is a dark blue gradient with a central bright spot that radiates outwards in a starburst pattern. The rays are composed of many thin, overlapping lines that create a sense of depth and movement. The overall effect is futuristic and high-tech.

PERFORMANCE & RESPONSIBILITY

The background is a dark blue gradient with a central bright spot that radiates light in a starburst pattern. The light rays are composed of many thin, parallel lines that create a sense of depth and movement. The overall effect is futuristic and high-tech.

CONTINUITY & REINVENTION

The background is a deep blue gradient with a central, bright white and light blue glow. From this glow, numerous thin, curved lines radiate outwards, creating a sense of depth and movement, similar to light rays or a tunnel effect. The overall aesthetic is clean, modern, and futuristic.

AGILITY & VISION

The background features a central, bright white and light blue glow that radiates outwards in a starburst pattern. This glow is surrounded by numerous thin, curved lines in shades of blue and white, creating a sense of depth and movement. The overall color palette is dominated by various tones of blue, from deep navy to bright cyan, with the central white glow providing a focal point.

FAITHFULNESS & AVANT-GARDE





LE VISIONNAIRE

ESPACE FRANÇOIS DALLE





Elnett Satin

de enige transparante haarlak die na 3 seconden met uw hand verdwijnt.

LOREAL PARIS

Elnett Satin

de enige transparante haarlak die na 3 seconden met uw hand verdwijnt.

Elnett Satin
LOREAL

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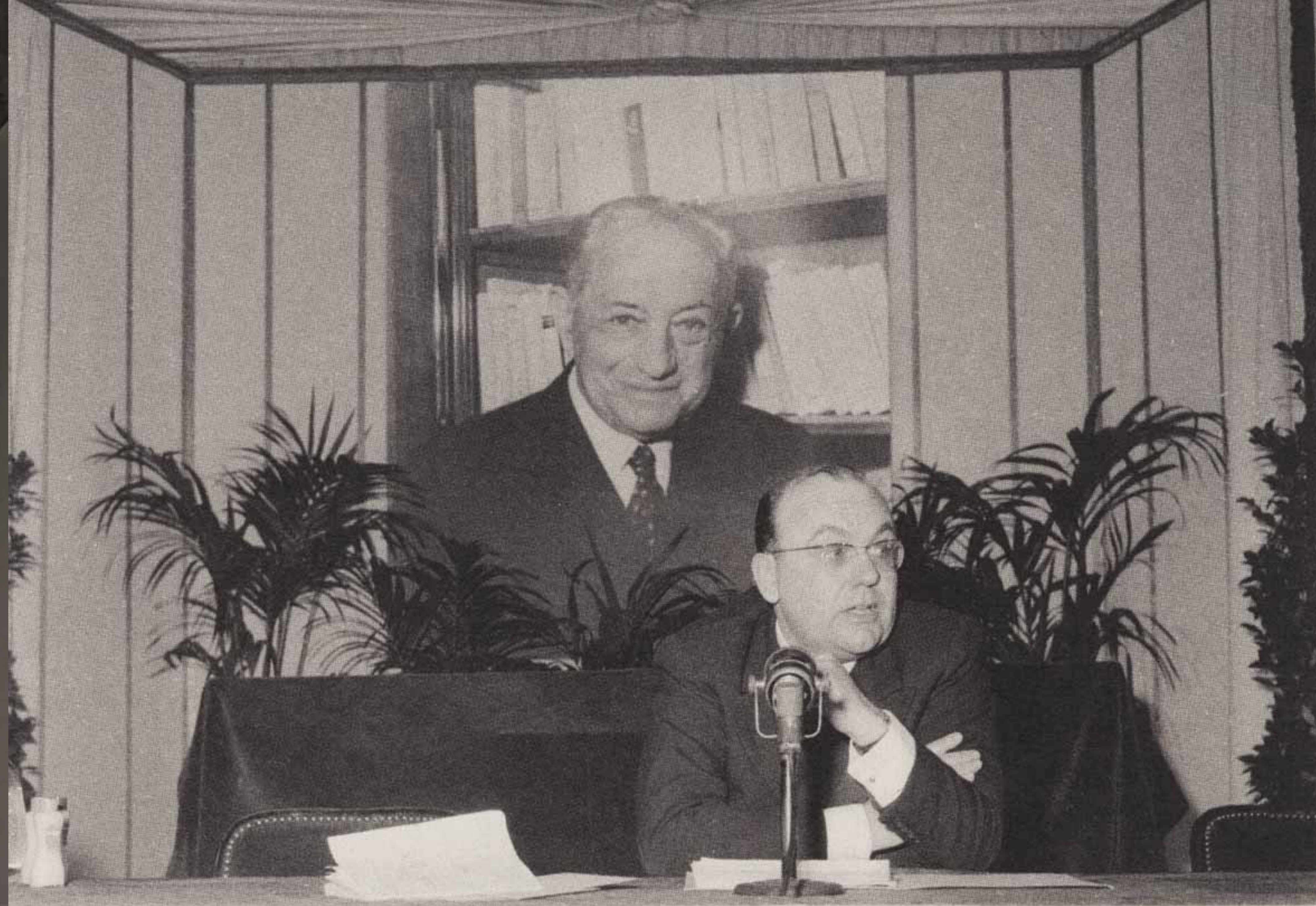
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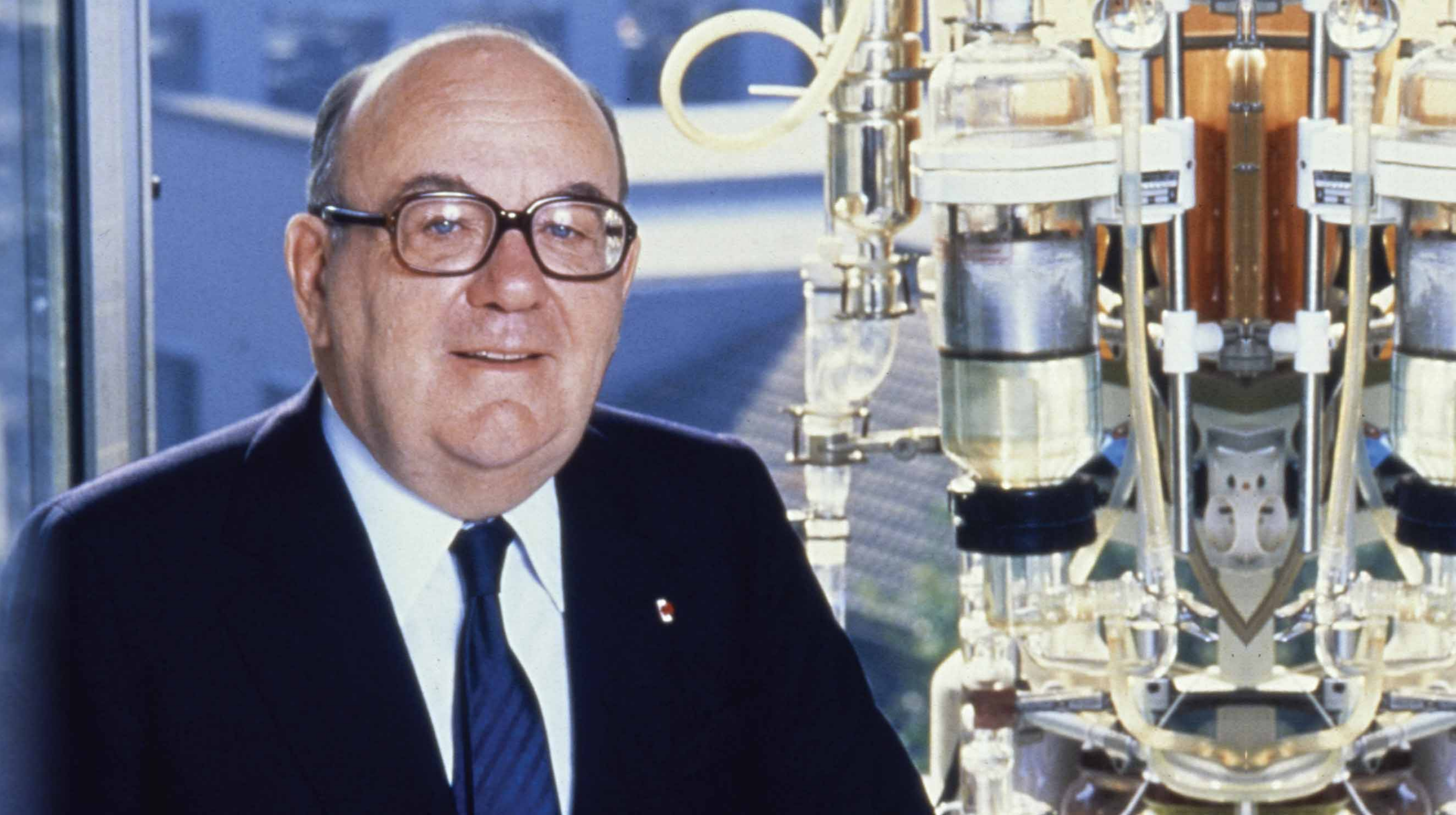
Elnett Satin
LOREAL

Elnett Satin
LOREAL

Elnett Satin
LOREAL



le Client c'est le Bon Dieu



A woman with dark hair pulled back, wearing a blue dress with a sheer panel on the shoulder, is looking upwards. The background is a bright blue sky with soft, white clouds. The lighting is dramatic, highlighting her face and the texture of her dress.

*« There is no progress without
the pursuit of adventure »*

François Dalle