



GENERAL MEETING 2025

Jean-Paul Agon

CHAIRMAN OF THE BOARD OF DIRECTORS

HEADING TOWARDS THE FUTURE





WILL TO INNOVATE

STRENGTH

DETERMINATION



AMBITION & COMMITMENTS

「COMMITMENT #1」

CREATE FOR OUR
VALUE SHAREHOLDERS



WORLD #1
IN BEAUTY



RESILIENT BUSINESS MODEL



CREATING VALUE FOR ALL





INSPIRING LEADER

L'ORÉAL
GROUPE



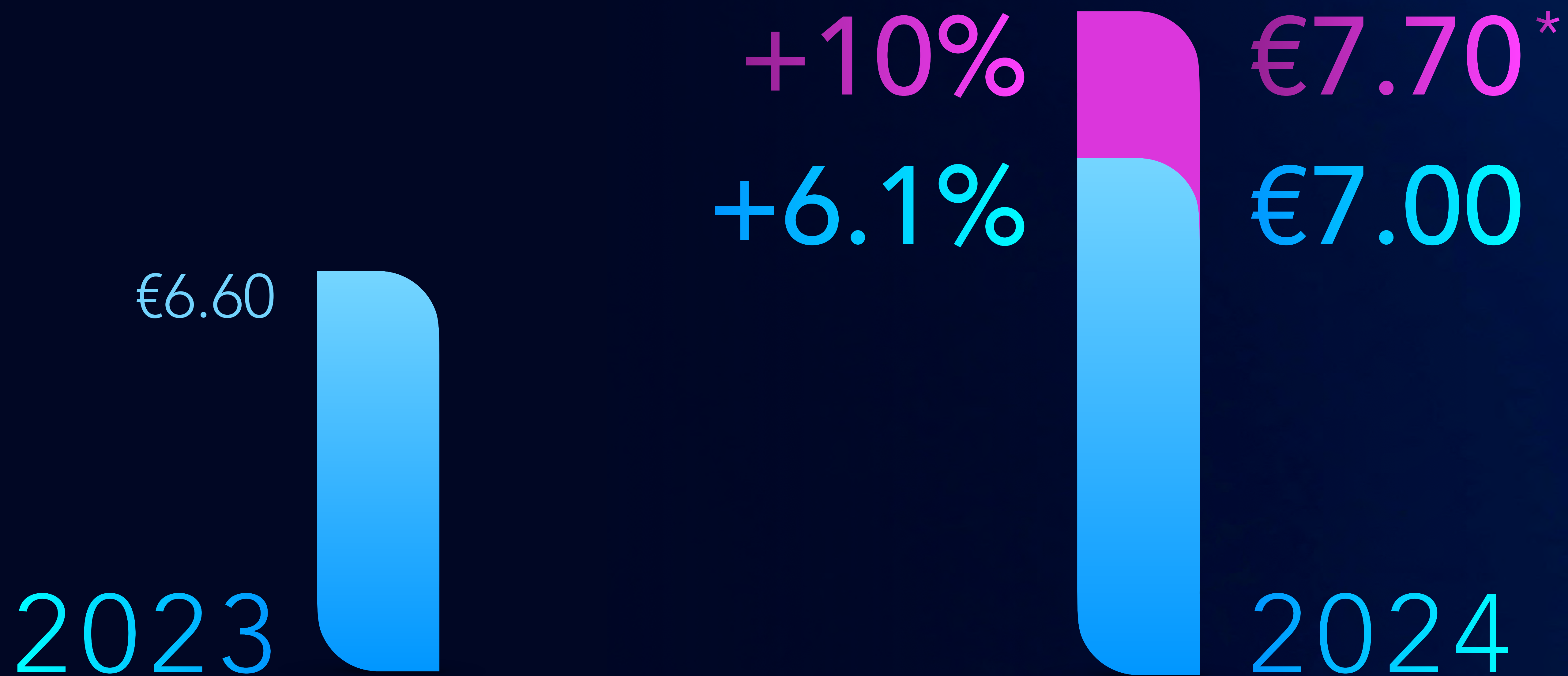
OVERCOME CHALLENGES

SEIZE OPPORTUNITIES

DRIVE CONTINUOUS ADAPTATION

The background is a deep blue gradient with flowing, organic, wave-like shapes that create a sense of movement and depth. The text is centered in the upper half of the image.

QUALITY OF RESULTS



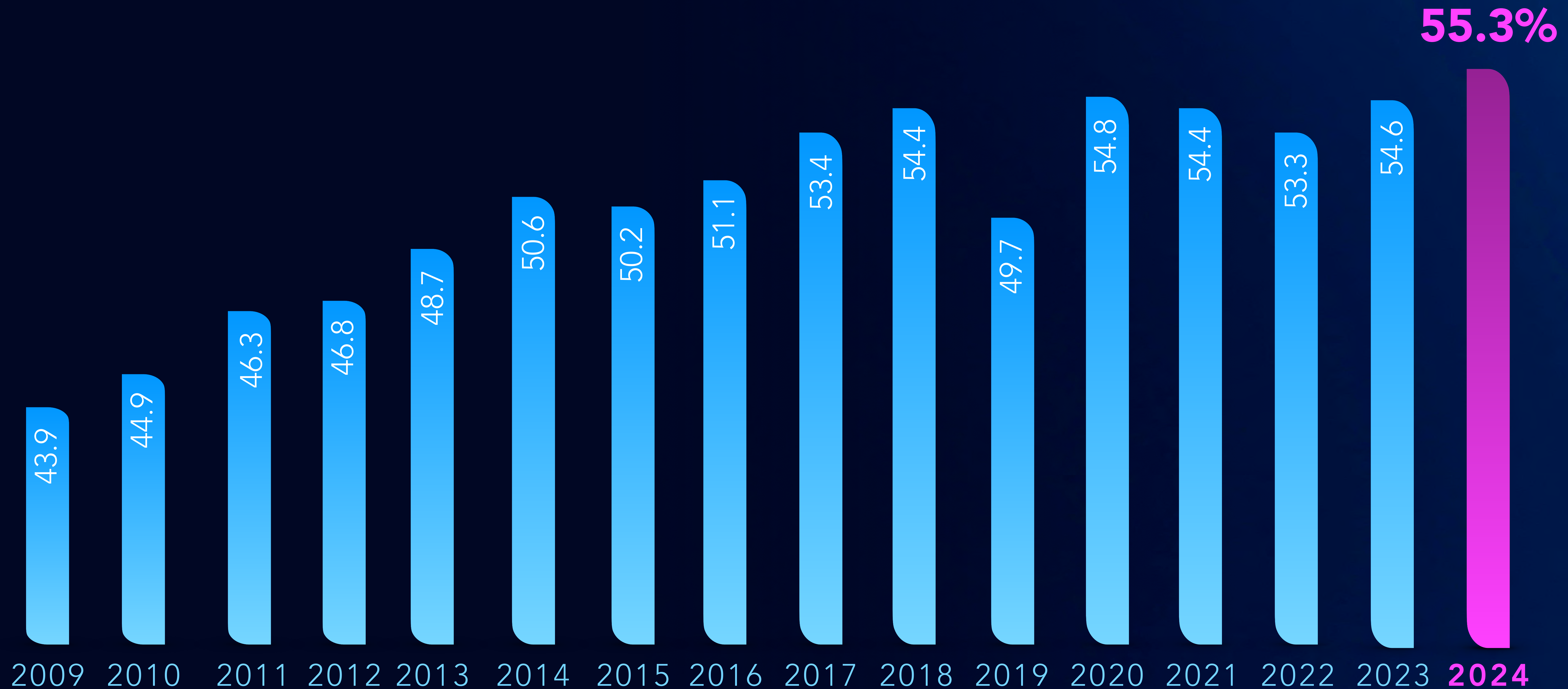
Proposed at the Annual General Meeting of April 29, 2025

* Loyalty bonus for shareholders who continuously hold their shares in registered form for a minimum of two full calendar years



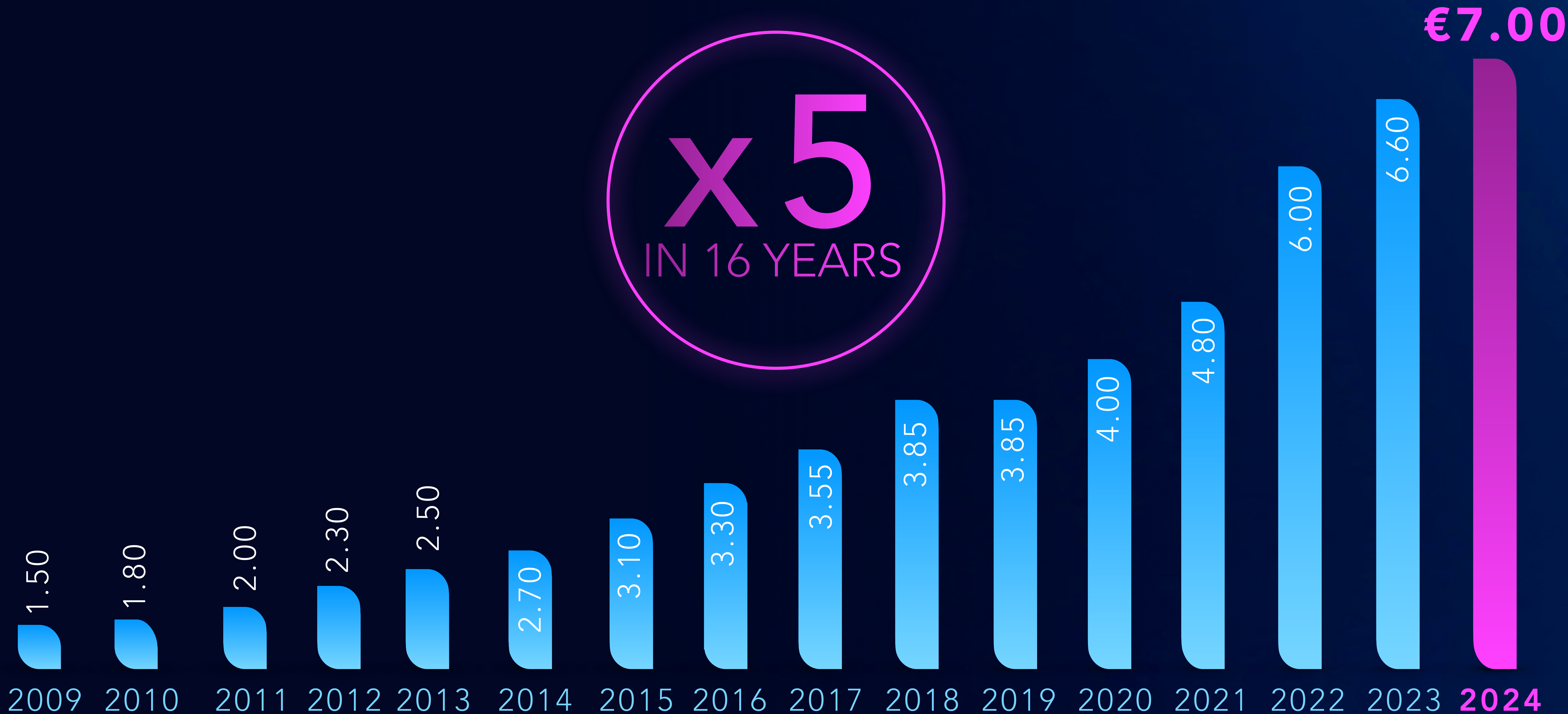
LOYALTY REWARDED

SHARE OF PROFITS DEDICATED TO DIVIDENDS (%)



Proposed at the Annual General Meeting of April 29, 2025

STEADY INCREASE IN DIVIDEND PER SHARE (€)



Proposed at the Annual General Meeting of April 29, 2025

A large, diverse audience is seated in a theater with red seats, looking towards a stage. The audience is composed of people of various ages and ethnicities, all appearing engaged. The theater has a modern design with a dark ceiling and walls. The text is overlaid on the upper portion of the image.

+120,000

NEW INDIVIDUAL SHAREHOLDERS IN 2024

INDIVIDUAL SHAREHOLDERS

x2
IN 4 YEARS

LONG-TERM PERFORMANCE OF L'ORÉAL STOCK

TOTAL SHAREHOLDER RETURN FOR SHAREHOLDERS

12.2%
PER YEAR

Total Shareholder Return based on the share price of December 31, 2024.

15-year TSR of a portfolio of approximately €15,000 invested in L'Oréal shares, with reinvestment of dividends, excluding bank fees and tax.



15-year TSR of a portfolio of approximately €15,000 invested in L'Oréal shares, with reinvestment of dividends, excluding bank fees and tax.

L'ORÉAL AND CAC40 PERFORMANCE OVER 15 YEARS

CAC 40
x2

L'ORÉAL
x4

From December 31, 2009 to December 31, 2024

CONSTANT APPEAL



THANK YOU
FOR YOUR TRUST



「COMMITMENT #2」

STRONG WITH OUR
RELATIONSHIP SHAREHOLDERS

No.1 in beauty
worldwide





LES RENDEZ-VOUS
L'ORÉAL
EXTRAORDINAIRES





L'ORÉAL
GROUPE



Journées
Européennes
du Patrimoine

115 ANS D'INNOVATION

DÉCOUVREZ LES LIEUX
OÙ NOUS INVENTONS
LE FUTUR DE LA BEAUTÉ

L'ORÉAL
PARIS

DÉ FI LÉ

WALK YOUR WORTH.
VOUS LE VALEZ BIEN.

23 SEPTEMBRE 2024 – 20H30
OPÉRA DE PARIS
PALAIS GARNIER - PLACE DE L'OPÉRA

FW
PARIS
FASHION
WEEK
PARTENAIRE OFFICIEL



SHARING
PROXIMITY
TRUST

Comité Consultatif des
Actionnaires Individuels
Réunion du 21 mars 2024

L'ORÉAL
FINANCE & LEGAL

Isabelle VAN DOORNE





「COMMITMENT #3」

ALWAYS **TO DO**
STRIVE **THEIR BEST**



A photograph of two women in an office environment. The woman in the foreground is a woman of East Asian descent with long black hair, wearing a red cardigan over a white top, and is smiling broadly while holding a silver laptop. The woman in the background is a woman of African descent with dark hair, wearing a pink blazer, and is also smiling. The background features a red wall and a glass partition. The text 'TOTAL CONFIDENCE' is overlaid in white on the right side of the image.

TOTAL CONFIDENCE



TOTAL
COMMITMENT

ANNUALISATION OF THE EMPLOYEE SHARE PLAN



A photograph of two women sitting at a wooden table in a bright, modern office setting. The woman on the left has long dark hair with bangs, wears black-rimmed glasses, a red blazer, and a necklace. She is smiling and holding a small clear bottle. The woman on the right has long dark hair, is wearing a yellow t-shirt, and has a green infinity symbol tattoo on her left forearm. She is also smiling and looking down at something on the table. A laptop is open in front of her. On the table, there is a white bottle with a blue cap and a green box. The background shows large windows and office partitions.

50%

OF EMPLOYEE
SHAREHOLDERS











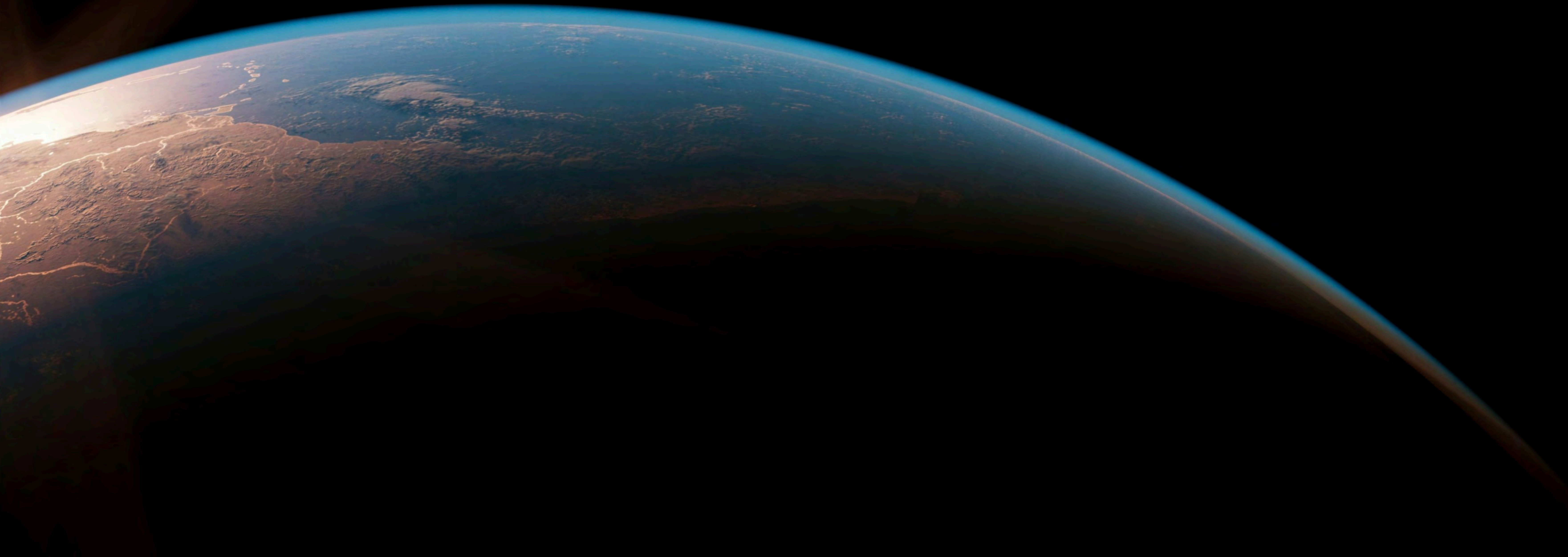
THE WAY
we ACT

Ethics



Ethics
DAY
OCTOBER 2024

COMMITTED TO TACKLING
COMMON CHALLENGES



「COMMITMENT #4」

RESPONSIBILITY

AT ALL TIMES



PRESERVE
THE PLANET

ADVOCATE
FOR WOMEN

SIGNIFICANT PROGRESS







SIDE BY SIDE WITH
OUR ECOSYSTEM



2030 AMBITIONS



FONDATION
L'ORÉAL



For Women
in Science



unesco

FONDATION
L'ORÉAL

4,700 WOMEN SCIENTISTS
140 COUNTRIES

A woman with long dark hair in a ponytail, wearing a black and white floral patterned shirt and a black apron, is styling the hair of a seated woman with long dark hair. She is using a black curling iron. The background features a wall with vertical stripes in various colors (red, yellow, green, blue, pink) and a wooden floor. There are green chairs and a whiteboard in the background.

Beauty for a better Life

FONDATION
L'ORÉAL

A woman with long dark hair in a ponytail, wearing a black and white patterned long-sleeved shirt and a black apron, is using a black curling iron to style the hair of a woman sitting in a green chair. The woman being styled has long, dark, wavy hair and is wearing a black top. The background features a wall with vertical stripes in various colors (red, yellow, green, blue, pink) and a wooden floor. In the distance, there are green chairs and a whiteboard. A circular graphic overlay on the right side of the image contains the text 'x2 WOMEN TRAINED' in white.

x2
WOMEN
TRAINED









*de toutes
beautés!*

LOUVRE

X

L'ORÉAL
GROUPE

The background is a complex, symmetrical geometric pattern. It features a central dark purple area that tapers towards the top and bottom. This central area is flanked by two large, light purple trapezoidal shapes that also taper towards the top and bottom. The outer edges of these shapes are composed of many thin, parallel lines that create a sense of depth and perspective. The overall color palette is dominated by various shades of purple, with a warm orange glow emanating from the central and side areas, creating a dramatic and modern aesthetic.

YOUR VALUABLE
SUPPORT



UNWAVERING

VISION & PRINCIPLES

The background is a complex 3D geometric composition. It features several large, flat planes in shades of deep purple and magenta. These planes are arranged to create a sense of depth and perspective, with some planes receding into the distance. On the left and right sides, there are vertical structures made of many thin, parallel yellow bars, resembling a stylized staircase or a modern architectural element. These structures are illuminated from below, casting a warm orange glow. The overall lighting is dramatic, with the yellow text and the orange-lit structures providing a strong contrast against the dark purple background.

THE FUTURE STARTS NOW
WITH YOU