



L'ORÉAL

ANNUAL
GENERAL
MEETING 2022



Great
REVOLUTION

Powerful
COMPETITIVE
asset





Beauty
TECH



Company's
EVOLUTION

Board's
WORK





Confidence
SERENITY

The background features a vibrant, multi-colored gradient of purple, pink, and blue. Overlaid on this are several wavy, ribbon-like shapes in shades of green, orange, and red. A prominent feature is a complex, dotted geometric pattern that resembles a stylized, multi-pointed star or a series of overlapping, curved lines, rendered in a light, shimmering white or light blue color. The overall aesthetic is modern and digital.

In the
BEST HANDS



NATURAL SEAMLESS

transition



Full
LEGITIMACY



Great
CAPTAIN





Both
continuity &
REINVENTION



BRILLANT
INSPIRING
leader



Full
CONFIDENCE



Fluidity

EFFICACY

Mutual

TRUST



Clear
ALLOCATION
of responsibilities



The background features a complex, glowing network of golden particles and lines, resembling a data visualization or a molecular structure. The particles are connected by thin, bright lines, creating a dense, interconnected web. The overall color palette is warm, dominated by shades of gold and yellow, set against a dark, almost black background. The network appears to be in motion, with some areas being more brightly lit than others, suggesting a dynamic or evolving system.

COMPLEMENTARY

roles



Full
OPERATIONAL
responsibility

The background features a dark, almost black, field filled with a dense pattern of golden-yellow particles. On the left side, there is a prominent, bright, horizontal band of these particles, which appears to be a cluster or a trail of larger, more defined hexagonal structures. From this band, a series of curved, parallel lines of smaller, more uniform particles extend towards the right, creating a sense of depth and movement. The overall effect is that of a microscopic view of a material or a complex data visualization.

Defines
STRATEGIC
orientations



corporate

GOVERNANCE



Guardian of
VALUES & CULTURE

The background features a series of golden bokeh lights that form a wave-like pattern across the frame. The lights are out of focus, creating a soft, shimmering effect. The overall color palette is dark with golden highlights.

Fruitful
COMPLEMENTARITY

Our new governance
is a **STRENGTH**

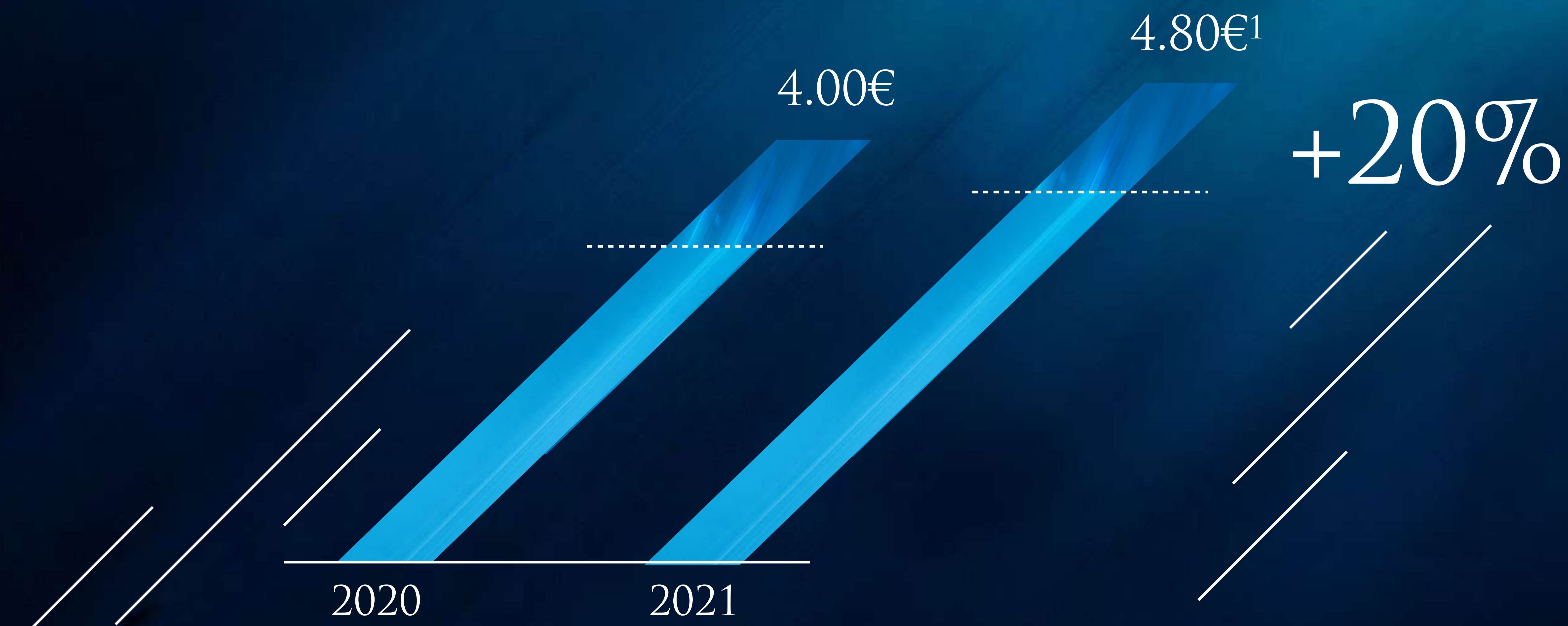


Quality of
RESULTS

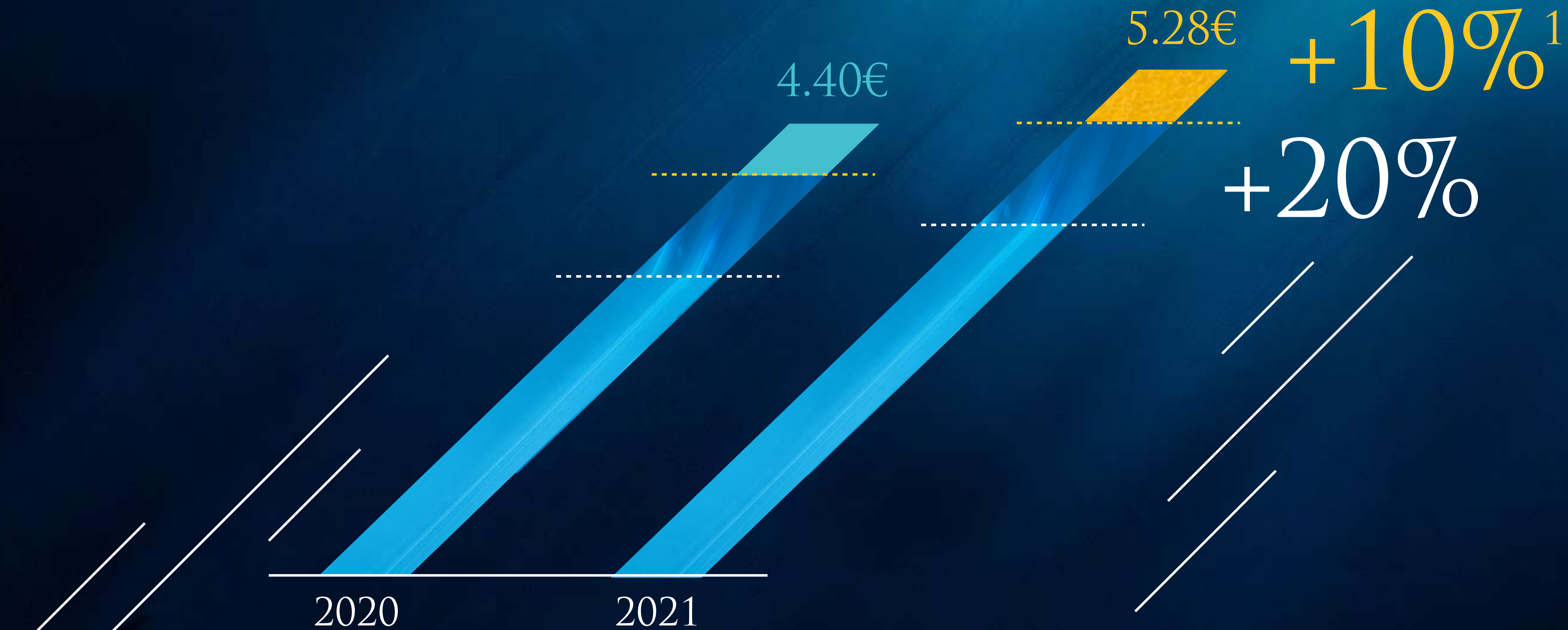
Managed the crisis
REMARKABLY

Continued its
VIRTUOUS
path

Strategic
CHOICES
that paid off



¹Will be proposed at the Shareholders' Meeting to be held on 21 April 2022.



¹Will be proposed at the Shareholders' Meeting to be held on 21 April 2022. Dividend increase for shareholders who have continuously held shares in registered form for at least two years.

54000 registered shareholders



Sharing **SUCCESS** with you



Virtuous
ROBUST
value
creator



Environmental Social
EXEMPLARITY
Ethical societal

A composite image featuring a scientist on the left and a natural scene on the right. The scientist, a Black man with short hair, is wearing a white lab coat, clear safety glasses, and blue nitrile gloves. He is holding a petri dish with a green circular sample, looking at it intently. The background is a lush green scene with many leaves and a body of water reflecting the light, suggesting a natural or environmental setting.

AT THE FOREFRONT



L'ORÉAL

POUR LE FUTUR

RADICAL

Transformation



Empreinte carbone



92g⁽¹⁾ par utilisation
92g pour 10ml

Empreinte eau



0,4⁽²⁾ par utilisation
0,3 pour 10ml

INCLUSIVITY



Supporting
ever more
WOMEN

#FWIS

FOR WOMEN IN SCIENCE







DOUBLE EXCELLENCE

The backbone of our strategy



Socially aware
COMPANY

Performing Responsible

Supportive

Committed


Ethical

Inclusive

L'ORÉAL


The background features a complex, abstract pattern of thin, golden-yellow lines that swirl and curve across a solid black field. Interspersed among these lines are numerous small, bright golden-yellow dots and particles, some appearing as simple points while others have a slight glow or halo. The overall effect is one of dynamic energy and intricate detail, reminiscent of a star map or a digital data visualization.

Countless
ASSETS



85,000

Beauty experts

The background features a complex, abstract pattern of thin, golden-yellow lines that swirl and intersect across a solid black field. Scattered throughout this pattern are numerous small, bright golden-yellow dots, resembling a starry sky or a network of data points. The overall aesthetic is modern and sophisticated.

Quality
& stability of our
SHAREHOLDER
structure



key pillar for
SUCCESS



As close as possible
TO YOU



INVESTOR
AWARDS 2021

20^e Édition



Le Revenu

The background features a complex, abstract pattern of thin, golden-yellow lines and small dots on a black field. The lines are mostly curved and flow from the top right towards the bottom left, creating a sense of movement and depth. The dots are scattered throughout, some appearing as small clusters or stars.

Reinforced
SHAREHOLDER
stability



STRATEGIC MILESTONE

Repurchase by L'Oréal of 4% of its capital

The background features a complex network of thin, golden-yellow lines that curve and intersect across a black field. Scattered throughout are small, bright golden dots, some of which appear to be at the intersections of the lines, creating a sense of depth and movement, similar to a star map or a data visualization.

Developping
a long-term
VISION



Huge
CONFIDENCE
in the future



The century
of **BEAUTY**



BEAUTY

will need

L'ORÉAL

more than ever



WORLD

will need

committed

companies

more than ever

A NEW ERA

