SOLIDARITY WITH THE PEOPLE OF UKRAINE

TOP PRIORITY: PROTECTING OUR EMPLOYEES & THEIR LOVED ONES

350 EMPLOYEES AND THEIR FAMILIES HAVE LEFT THE COUNTRY

€5M DONATED TO CHARITIES ALONG WITH 600,000 PERSONAL CARE ESSENTIALS
OUR POSITION

STRONG CONDEMNATION OF THE INVASION OF UKRAINE
OUR POSITION

STRONG CONDEMNATION OF THE INVASION OF UKRAINE

TEMPORARY CLOSURE OF OUR POINTS OF SALE & OUR BRANDS’ E-COMMERCE SITES

SUSPENSION OF INDUSTRIAL & MEDIA INVESTMENTS IN RUSSIAN AND BELARUSIAN TELEVISION NETWORKS

APPLICATION OF EUROPEAN & AMERICAN SANCTIONS PAUSE IN SALE OF MOST OF OUR BRANDS
RECORD-BREAKING PERFORMANCE IN 2021

CONFIDENCE & AMBITION FOR 2022 AND BEYOND
2021

STRONG BEAUTY MARKET REBOUND

~+8%  

¹ L’Oréal beauty market estimates based on manufacturer’s net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
THE BEAUTY MARKET HAS TRANSFORMED

HEALTH & SAFETY

TRANSPARENCY

SUSTAINABLE DEVELOPMENT

SCIENCE

DIGITAL
2021
AN EXCEPTIONAL YEAR
L’ORÉAL
2021
AN EXCEPTIONAL YEAR

HISTORIC
BALANCED
RESPONSIBLE
IN 33 YEARS
GROWTH
STRONGEST
IN 33 YEARS
THE MARKET

2 x \(X'\)

\(^1\) 2021 like-for-like sales growth.
BALANCED GROWTH IN ALL ZONES DIVISIONS CATEGORIES
RESPONSIBLE

SHARING OUR SUCCESS WITH OUR EMPLOYEES

INVESTING IN OUR SOCIAL & ENVIRONMENTAL COMMITMENTS
2021 Like-for-like sales growth. L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.

+16.1% \(^{1}\)  
2 x THE MARKET

+11.3% \(^{1}\)  
VS. 2019

+12 Pts L’ORÉAL VS. MARKET  
2021 VS. 2019

\(^{1}\) 2021 Like-for-like sales growth. L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
SHARED PERFORMANCE

[ A GRAND SLAM ]

ALL

DIVISIONS | ZONES | CATEGORIES
Based on 2021 sales.
#3 WORLDWIDE

1 L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades.
A LEADER IN PREMIUM SKINCARE
A REMARKABLE YEAR FOR
OUR COUTURE BRANDS

YVES SAINT LAURENT

ARMANI
SUCCESSFUL FIRST STEPS

VALENTINO

PRADA
POSITION AS GLOBAL LEADER STRENGTHENED
STRENGTHENED LEADERSHIP IN CHINA & EUROPE
ADAPTING THE OFFER TO LOCAL ASPIRATIONS
MARKET SHARE GAINS IN EMERGING MARKETS

INDIA

MEXICO

BRAZIL
IMPORTANT SUCCESSES
IMPORTANT SUCCESSES

> €6Bn

L’ORÉAL PARIS

* 2021 sales.
IMPORTANT SUCCESSES

Green Beauty

€6Bn

L'Oréal Paris

2021 sales.
IMPORTANT SUCCESSES

#1 MASCARA

GREEN BEAUTY

> €6Bn

1 2021 sales.
MAJOR PERFORMANCE IN MAKEUP
TOTAL BUSINESS MODEL TRANSFORMATION
STRONG E-COMMERCE GROWTH
MAJOR TECHNOLOGICAL INNOVATIONS
HAIR COLOUR

SALON REOPENINGS

SUPERIOR FORMULAS
DOUBLED IN SIZE IN 4 YEARS¹
#1 IN DERMATOLOGICAL BEAUTY

¹ Like-for-like sales growth from 2017 to 2021.
1 L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades.
In dermocosmetics, L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades.

+75% vs. 2020¹

#3 in dermocosmetics²

¹ 2021 Like-for-like sales growth.
² L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades.
PERFORMANCE BY GEOGRAPHIC ZONE

L’ORÉAL
GLOBAL MARKET SHARE

2021
~14.2%
+1 pt

~13.2%
2020

*L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades.*
NORTH AMERICA

#1 GROWTH CONTRIBUTOR
NORTH ASIA

+18%*
EUROPE

THE GROUP’S BASTION

20.1%
MARKET SHARE

UNITED KINGDOM

GERMANY

+70 BASIS POINTS
IN STRATEGIC COUNTRIES

1 L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
LATIN AMERICA

AN EXCEPTIONAL YEAR

+21%¹

¹ 2021 like-for-like sales growth.
SAPMENA & SUB-SAHARAN AFRICA

+14% 1

1 2021 like-for-like sales growth.
SKINCARE

#1 GROWTH CONTRIBUTOR FOR THE GROUP

[ 2.5 X' THE MARKET ]

1 2021 sales, like-for-like. L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
FRAGRANCES

STRONG ACCELERATION

+35%

VS. 2020

1 2021 Like-for-like sales growth.
2021 like-for-like sales growth. L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
HAIRCARE

AN INNOVATIVE & PREMIUMISED OFFERING

[Images of various hair care products]
DISTRIBUTION

L’ORÉAL
BRICK & MORTAR STORES

+13%
TRAVEL RETAIL

+22%¹

¹ 2021 Like-for-like sales growth
E-COMMERCE ACCELERATION

+26%¹

29% OF SALES

¹ Like-for-like sales growth. 2021 sales on our own websites + estimated sales by our brands on distributor e-commerce websites (non-audited data).
STRONG CONSUMER ENGAGEMENT STRATEGY

WEIGHT OF DIGITAL MEDIA

73%

420 “CONTENT” WEBSITES

230 DIRECT-TO-CONSUMER SALES WEBSITES
A PERFECTLY BALANCED PROFILE

ZONES

EUROPE
NORTH AMERICA
NORTH ASIA
LATIN AMERICA
SAPMENA / SSA*

DIVISIONS

CONSUMER PRODUCTS
PROFESSIONAL PRODUCTS
ACTIVE COSMETICS
L'ORÉAL LUXE

CATEGORIES

SKINCARE
HAIRCARE
MAKEUP
FRAGRANCES

* SAPMENA / SSA: South Asia - Pacific - Middle East - North Africa / Sub-Saharan Africa.
A PERFECTLY BALANCED PROFILE

ZONES

EUROPE
NORTH AMERICA
NORTH ASIA
LATIN AMERICA
SAPMENA / SSA*

DIVISIONS

CONSUMER PRODUCTS
L'ORÉAL LUXE
PROFESSIONAL PRODUCTS
ACTIVE COSMETICS

CATEGORIES

SKINCARE
HAIRCARE
MAKEUP
FRAGRANCES

* SAPMENA / SSA: South Asia - Pacific - Middle East - North Africa / Sub-Saharan Africa.
A PERFECTLY BALANCED PROFILE

CATEGORIES
- SKINCARE
- HAIRCARE
- MAKEUP
- FRAGRANCES

ZONES
- NORTH AMERICA
- NORTH ASIA
- LATIN AMERICA
- SAPMENA / SSA*

DIVISIONS
- CONSUMER PRODUCTS
- L'OREAL LUXE
- PROFESSIONAL PRODUCTS
- ACTIVE COSMETICS

DIVISIONS
- L'OREAL LUXE
- CONSUMER PRODUCTS
- PROFESSIONAL PRODUCTS
- ACTIVE COSMETICS

* SAPMENA / SSA: South Asia - Pacific - Middle East - North Africa / Sub-Saharan Africa.
L’ORÉAL

AN EXCEPTIONAL YEAR IN TERMS OF RESULTS
AN EXCEPTIONAL YEAR

RESULTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Gross Margin (% Sales)</th>
<th>Selling, General &amp; Administrative Expenses (% Sales)</th>
<th>Advertising &amp; Promotion Investments (% Sales)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>73.1%</td>
<td>20.1%</td>
<td>30.9%</td>
</tr>
<tr>
<td>2021</td>
<td>73.9%</td>
<td>18.8%</td>
<td>32.8%</td>
</tr>
</tbody>
</table>
AN EXCEPTIONAL YEAR

RESULTS

OPERATING PROFIT
(% SALES)

2020: 18.6%
2021: 19.1%

+50 BASIS POINTS
THE L’ORÉAL VIRTUOUS CIRCLE

BUSINESS GROWTH

SIGNIFICANT ADVERTISING & PROMOTION INVESTMENTS

HIGH GROSS MARGIN

STEADILY INCREASING PROFITS

CONTROLLED SELLING, GENERAL & ADMINISTRATIVE EXPENSES
L’ORÉAL

EXTRA-FINANCIAL PERFORMANCE
L’ORÉAL USA’S SITES ACHIEVED CARBON NEUTRALITY IN SEPTEMBER 2021
AAA FOR THE 6th CONSECUTIVE YEAR
ESG PERFORMANCE

ETHICS & GENDER EQUALITY

GOVERNANCE
47% WOMEN IN TOP 300

COMMITMENT TO DIVERSITY

1 Source: Carol System.
FOR YOUTH

18,000 OPPORTUNITIES SHARED

L’ORÉAL FOR YOUTH
CREATE THE BEAUTY THAT MOVES THE WORLD

BEAUTY GIVES US CONFIDENCE IN WHO WE ARE AND WHO WE WANT TO BE.
We were among the first companies in 2019 to sign the United Nations (UN) Standards of Conduct for Business to combat all forms of discrimination.

CREATE THE BEAUTY THAT MOVES THE WORLD

AT L’ORÉAL, WE BELIEVE NATURE IS THE FUTURE OF BEAUTY.
92% of the ingredients used in our products are from plant-origin. By 2030, 95% will be renewable, derived from abundant mineral sources or from circular processes.

CREATE THE BEAUTY THAT MOVES THE WORLD

AT L’ORÉAL, WE BELIEVE IN SOCIAL INNOVATIONS FOR OUR EMPLOYEES.
We ensure that all our employees around the world have access to the best social protection, healthcare coverage and well-being at work.
OUR CULTURE & OUR TEAMS
CONFIDENCE & AMBITION FOR 2022 AND BEYOND
A DYNAMIC FIRST QUARTER

+13.5% Q1 2022

1 Like-for-like Q1 sales growth.
INFLATION IN COST OF GOODS SOLD
PARTIALLY OFFSET BY

OPERATIONAL AGILITY
OPERATIONAL AGILITY

ATTRACTIVE LAUNCHES

...PARTIALLY OFFSET BY
OPERATIONAL AGILITY

...PARTIALLY OFFSET BY

ATTRACTION LAUNCHES

PRICE-PROMOTION-FORMAT MIX
OPTIMISATION OF MARKETING EXPENSES
L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
OUR MARKET SHARE POTENTIAL

~14.2%¹

NORTH AMERICA
~14%

EUROPE
~20%

LATIN AMERICA
~11%

NORTH ASIA
~12%

SAPMENA / SSA*  
~11%

¹ L'Oréal beauty market estimates based on manufacturers' net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.

* SAPMENA / SSA: South Asia - Pacific - Middle East - North Africa / Sub-Saharan Africa.
MARKET SHARE OPPORTUNITIES

NORTH ASIA

UNITED STATES

EMERGING MARKETS
L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.

NORTH ASIA

MARKET SHARE

~12%
Mainland China + Hong Kong S.A.R., Like-for-like sales growth.
THE MIDDLE CLASS IN CHINA

+370M

BY 2030
UNITED STATES
MARKET SHARE
~14%†

† L’Oréal beauty market estimates based on manufacturers' net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
MARKETS

EMERGING MARKETS

MARKET SHARE

~11% ́

L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpastes, razors and blades. Excluding currency effects.
1 L’Oréal beauty market estimates based on manufacturers’ net prices, excluding soap, toothpaste, razors and blades. Excluding currency effects.
EIGHT BILLIONAIRE BRANDS

- Lancôme Paris
- Yves Saint Laurent
- Armani
- L'Oréal Paris
- Kiehl's Since 1941
- Maybelline New York
- Garnier
- La Roche-Posay
FUTURE BILLIONAIRE BRANDS
ACQUISITIONS
MAINTAINING OUR COMPETITIVE ADVANTAGE IN DIGITAL INNOVATION
TWO MAJOR TRANSFORMATIONS

BEAUTY TECH

SUSTAINABLE DEVELOPMENT
COLORSONIC

YSL ROUGE SUR MESURE

WATER SAVER
A NEW ERA FOR R&I
AI-POWERED FORMULATION TOOLS
STRATEGIC PARTNERSHIPS
FOCUSED ON DATA
ACCELERATION TOWARDS GREEN SCIENCES
COMMITMENT TO SUSTAINABLE DEVELOPMENT
DIVERSITY & DIFFERENCES
This document does not constitute an offer to sell, or an offer to buy L’Oréal shares. If you wish to obtain more comprehensive information about L’Oréal, please refer to the public documents registered in France with the Autorité des Marchés Financiers (which are also available in English on our internet site: www.loreal-finance.com). This document may contain some forward-looking statements. Although the Company considers that these statements are based on reasonable hypotheses at the date of publication of this release, they are by nature subject to risks and uncertainties which could cause actual results to differ materially from those indicated or projected in these statements.”