2023
ANNUAL GENERAL MEETING
L’ORÉAL
GROUPE
Christophe BABULE
2022 Highlights – Another excellent performance

Like-for-like growth: +10.9%
Operating margin: 19.5%, +40bps
Earnings per share*: +27.6%, €11.26

* Diluted earnings per share attributable to owners of the company, excluding non-recurring items
2022 Consolidated sales - Momentum remains strong

Reported growth +18.5%

2021
€32.28bn

Exchange rate impact +7.2%
External growth impact +0.4%
Like-for-like growth +10.9%

2022
€38.26bn

L’ORÉAL
Sales by division

- **Professional Products**
  - €4.5bn
  - 12% of total
  - Reported
  - +18.3%
  - +10.1%*

- **Consumer Products**
  - €14.0bn
  - 37% of total
  - Reported
  - +14.6%
  - +8.3%*

- **L’Oréal Luxe**
  - €14.6bn
  - 38% of total
  - Reported
  - +18.6%
  - +10.2%*

- **L’Oréal Dermatological Beauty**
  - €5.1bn
  - 13% of total
  - Reported
  - +30.6%
  - +21.9%*

* Like-for-like growth vs 2021
Sales by region
(as a % of total sales, in billion euros)

- **North America**: 26.6% (€10.2bn, +10.4%*)
- **Europe**: 29.9% (€11.4bn, +11.6%*)
- **North Asia**: 29.6% (€11.3bn, +6.6%*)
- **Latin America**: 6.2% (€2.4bn, +18.6%*)
- **Emerging Markets**: 13.9% (€5.3bn, +20.5%*)
- **SAPMENA-SSA**: 7.7% (€2.9bn, +22.0%*)

* Like-for-like growth 2022/2021
** South Asia Pacific, Middle-East, North Africa - Sub-Saharan Africa
*** Emerging Markets combine the Latin America and the SAPMENA-SSA Zones
Contribution to growth – The key word is ‘Balance’  
(%, like-for-like growth)

<table>
<thead>
<tr>
<th>By Division</th>
<th>By Region</th>
<th>By Component of growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>36% L’Oréal Luxe</td>
<td>32% Europe</td>
<td>33% Value: price</td>
</tr>
<tr>
<td>29% Consumer Products</td>
<td>25% North America</td>
<td>34% Volume</td>
</tr>
<tr>
<td>24% L’Oréal Dermatological Beauty</td>
<td>24% Emerging Markets*</td>
<td>33% Value: mix</td>
</tr>
<tr>
<td>11% Professional Products</td>
<td>19% North Asia</td>
<td></td>
</tr>
</tbody>
</table>

* Emerging Markets combine the Latin America and the SAPMENA-SSA Zones
# Profit and loss account: from sales to operating profit
(in millions euros)

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>32 287</td>
<td>38 260</td>
<td>+18.5%</td>
</tr>
<tr>
<td>Operating profit</td>
<td>6 160</td>
<td>7 456</td>
<td>+21.0%</td>
</tr>
<tr>
<td>Operating margin (%)</td>
<td>19.1%</td>
<td>19.5%</td>
<td>+40bp</td>
</tr>
<tr>
<td>Net profit excluding non-recurring items after non-controlling interests</td>
<td>4 938</td>
<td>6 054</td>
<td>+22.6%</td>
</tr>
<tr>
<td>Net profit after non-controlling interests</td>
<td>4 597</td>
<td>5 706</td>
<td>+24.1%</td>
</tr>
</tbody>
</table>
> €38bn
Sales
+28% reported
+23% comparable

€7.5bn
Operating profit
+34%

19.5%
Operating margin
+90bps

> €12bn
A&P spend
+31% in value
+70bps relative*

* Relative to sales: from 30.8% in 2019 to 31.5% in 2022

2019 to 2022 - From strength to strength
A substantial increase in earnings per share (in euros)

2021

€8.82
Number of shares**
559.8

2022

€11.26*
Number of shares**
537.6

* Impact of the distribution of the EuroAPI dividend of €0.13 per share
** Diluted average number of shares in million
Cash flow statement (in millions euros)

Gross cash flow

- Net profit: 5,713
- Amortisation and provisions: 1,536
- Others: 41

Operating net cash flow

- Changes in working capital: -1,011
- Investments: -1,343

Net profit: 4,935
A healthy financial situation

**Net debt as of 31 December 2022**
*(in billion euros)*

- **Lease debt**: 1.6
- **Net debt excluding financial lease debt**: 1.4
- **Total net debt**: 3.0

**Gearing***
*(net debt/EBITDA)*

- **11%**

**Leverage**

- **0.3x**

**Credit ratings**

- **Short term** (September 2022)
  - Standard & Poor's: A1+
  - Moody's: Prime - 1

- **Long term** (March 2022)
  - Standard & Poor's: AA
  - Moody's: AA1

*Net debt/equity attributable to owners of the company (5.2% excluding financial lease debt)
A robust balance sheet (in billion euros)

### Assets

<table>
<thead>
<tr>
<th></th>
<th>31 December 2021</th>
<th>31 December 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; cash equivalents</td>
<td>2.7</td>
<td>2.6</td>
</tr>
<tr>
<td>Current assets</td>
<td>9.4</td>
<td>11.4</td>
</tr>
<tr>
<td>Non-current assets</td>
<td>30.9</td>
<td>32.8</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>43.0</strong></td>
<td><strong>46.8</strong></td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th></th>
<th>31 December 2021</th>
<th>31 December 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial debt*</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11.5</td>
<td>12.3</td>
</tr>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>27.2</td>
<td>23.6</td>
</tr>
<tr>
<td>Shareholder’s equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.7</td>
<td>1.6</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5.7</td>
<td>6.3</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>43.0</strong></td>
<td><strong>46.8</strong></td>
</tr>
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*Of which €1 620m due to financial lease debt at the end of December 2022 (IFRS 16) and of €1 670m at the end of December 2021
Internal control
A range of tools and procedures
2.30
2.50
2.70
3.10
3.30
3.55
3.85
3.85
4.00
4.80

2022 dividend

Loyalty bonus +10%**
Dividend increase for shareholders who have continuously held shares in registered form for at least two full calendar years

€6.00 per share
+25% over the previous year

Loyalty bonus of +10%, i.e. €6.60 per share for shares held continuously under the registered form for at least two calendar years**

* Proposed at the Annual General Meeting held on 21 April 2023
** 2022 dividend paid in 2023: pay-out of the 10% loyalty bonus (preferential dividend of +10%) for shares held in registered form since 2020
L’Oréal and CAC 40 index
since the end of 2019* as of 20 April 2023

Total Shareholder Return (TSR)
As of 31 December 2022

<table>
<thead>
<tr>
<th></th>
<th>L’Oréal</th>
<th>CAC 40 Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 years</td>
<td>+9.6%</td>
<td>+5.3%</td>
</tr>
<tr>
<td>5 years</td>
<td>+14.0%</td>
<td>+7.0%</td>
</tr>
<tr>
<td>10 years</td>
<td>+14.0%</td>
<td>+9.3%</td>
</tr>
</tbody>
</table>

Source: L’Oréal URD, Eikon Datastream

* CAC 40 index rebased on L’Oréal share price as of 31.12.2019
Source: Eikon Datastream, until 20.04.2023
First quarter 2023 sales by division

<table>
<thead>
<tr>
<th>Division</th>
<th>Reported Sales</th>
<th>++%</th>
<th>Like-for-like ++%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Products</td>
<td>€1.1Bn</td>
<td>+7.6%*</td>
<td></td>
</tr>
<tr>
<td>Consumer Products</td>
<td>€3.8Bn</td>
<td>+14.7%*</td>
<td></td>
</tr>
<tr>
<td>L’Oréal Luxe</td>
<td>€3.7Bn</td>
<td>+6.5%*</td>
<td></td>
</tr>
<tr>
<td>L’Oréal Dermatological Beauty</td>
<td>€1.6Bn</td>
<td>+30.6%*</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>€10.3Bn</td>
<td>+14.6%</td>
<td>+13.0%</td>
</tr>
</tbody>
</table>

* Like-for-like growth vs 2022
First quarter 2023 sales by region
(in billion euros, like-for-like growth)

North America

€2.6Bn
+16.6%*

Latin America

€0.6Bn

Europe

€3.3Bn
+16.0%*

SAPMENA-SSA**

€0.8Bn

Emerging Markets***

€1.5Bn
+24.7%*

North Asia

€2.8Bn
+1.9%*

* Like-for-like 2023/2022
** South Asia Pacific, Middle-East, North Africa - Sub-Saharan Africa
*** Emerging Markets combine the Latin America and the SAPMENA-SSA Zones
By 2025, all of our sites will achieve carbon neutrality* by improving energy efficiency and using 100% renewable energy.

By 2030, 100% of the water used in our industrial processes will be recycled and reused in a loop.

By 2030, 100% of the biobased ingredients for formulas and packaging materials will be traceable and will come from sustainable sources, none will be linked to deforestation.

By 2030, 95% of our ingredients in formula will be biobased, derived from abundant minerals or from circular processes.

By 2030, 100% of our plastic packaging will be either from recycled or biobased sources (we will reach 50% in 2025).

* A site can claim "carbon neutral" status if it meets the following requirements: 1) Direct CO2 (Scope 1) = 0, with the exception of the gas used for catering, the fuel oil used for sprinkler tests, fossil energy consumptions during maintenance of on-site renewable facilities, cooling gas leaks if they are lower than 130 tons CO2eq./year; and 2) Indirect CO2 Market Based (Scope 2) = 0. The renewable energy sources must be located on-site or less than 500 kilometres from the site and be connected to the same distribution network. The "carbon neutral" status, as defined above, is achieved without carbon offsetting.
Corporate Social & Environmental Responsibility

For the 14th time

Score of 85/100

For the 6th year in a row

Employer attractiveness

Low risk score

For the 11th year in a row

ESG Rating Agencies

S&P Global Ratings
Score of 85/100

Moody’s ESG Solutions
1st in the “Luxury & Personal goods” sector

MSCI ESG Ratings
AAA

Low risk score

Corporate ESG Performance
Prime

For the 11th year in a row

Ratings and awards

Environmental

For the 7th year in a row

CDP A List 2022
CLIMATE FORESTS WATER

For the 7th year in a row

Ethical and social

For the 14th time

2023 WORLD’S MOST ETHICAL COMPANIES
ETHISHERE
14-TIME HONOREE

For the 6th year in a row

Bloomberg Gender-Equality Index 2022

For the 7th year in a row

Top 100 Company 2022
Diversity and Inclusion Index

L’ORÉAL