No. 91
SPRING SUMMER 2026

THE LETTER TO **SHAREHOLDERS**

SPECIAL EDITION **2026 ANNUAL GENERAL MEETING**

EXTRACTS FROM SPEECHES BY THE **CHAIRMAN** & **CEO**

IN FOCUS: ARTIFICIAL INTELLIGENCE

YOUR QUESTIONS & **OUR NEWS**

L'ORÉAL
FINANCE

JEAN-PAUL AGON,
Chairman of the Board of Directors of L'Oréal

> **"The strength of the L'Oréal model lies within us, more vibrant than ever. This is what allows us to weather the storms of a complex global environment."**

"Ladies and Gentlemen, dear Shareholders,

Over the past 20 years, I have had the pleasure of addressing you to share the best of L'Oréal and the formidable development of your Company, which most of you have probably witnessed. Back in 2006:

- We had 18 brands – today, we have 40.
- Our sales totalled €14.5 billion, compared to €44 billion last year.
- Market capitalisation was €41 billion; at the date of this Annual General Meeting, it stands at €200 billion.

Twenty years ago, I shared with you the reasons for believing in the L'Oréal model. These figures confirm this belief, which I hold even more deeply today.

2025 was a year of movement and profound transformation. Led by your CEO with the full support of the Board, major strategic priorities were initiated: sustained increases in research and technology budgets, significant acquisitions that have enriched our brand portfolio, and of course, our global footprint paired with our local relevance across future growth drivers.

In a challenging environment, your Company demonstrated its resilience in 2025 while preparing for the future. L'Oréal consolidated its position as the world's No. 1 beauty company by widening the gap with its major competitors while sustaining growth and strengthening margins. This outperformance confirms the robustness of our long-term value creation model.

The Board of Directors has decided to propose a dividend of €7.20, an increase of + 2.9% compared to 2025. The dividend has multiplied sevenfold over 20 years. For shareholders registered for over two years, the +10% preferential dividend stands at €7.92. Over the last 20 years, your initial capital has multiplied by 8.5, while total shareholder return has exceeded 11% per year.

In terms of corporate citizenship, our resolve to act remains intact. Our environmental leadership was once again recognised by the CDP(1), which is the independent global benchmark. We have surpassed our goal of helping 100,000 people from disadvantaged communities gain access to employment. Meanwhile, over 5 million people have been supported through our brands' social engagement programmes.

We stayed the course in 2025 thanks to the strength of character of our 95,000 employees. Our teams are fully aligned with our ambition and share that 'extra measure of resilience' that is so important for succeeding in an uncertain world. I have absolute confidence in our fundamental strengths, entirely focused on one unwavering goal: to invent the future of beauty with exacting standards and responsibility."

(1) L'Oréal is the only company in the world to have been awarded a triple 'A' rating by the Carbon Disclosure Project for ten years in a row.

During the AGM, the Chairman paid tribute to two eminent Board members who, in line with the completion of their roles at Nestlé, expressed their wish to step down from their directorships at the end of the AGM. Excerpts:

Tribute to Mr. Paul Bulcke, Vice-Chairman of the Board and former Chairman of Nestlé:

"You embodied the strength, stability and mutual trust that define the relationship between L'Oréal and Nestlé. For over a decade, you have been a pillar of our Board. Your contribution has been decisive, driven by your keen appetite for innovation and disruptive technologies, as well as your uncompromising commitment to corporate social responsibility. I would like to express our profound respect and deepest gratitude for your unflagging devotion and outstanding contribution to L'Oréal."

Tribute to Ms. Béatrice Guillaume-Grabisch, Director and Audit Committee member:

"I commend the quality of your active contribution, your consummate marketing expertise and your recognised skills in steering HR and IT transformations. I wish to extend my most sincere thanks for your exceptional ten-year commitment to the work of the Board and Audit Committee."

The AGM approved the candidacies submitted to it:

- **Mr. Pablo Isla,** Chairman of the Board of Directors of Nestlé and former Chairman and CEO of Inditex, becomes Vice-Chairman of the Board of Directors alongside Jean-Victor Meyers. He also joins the Strategy and Sustainability Committee, the Nominations and Governance Committee and the Human Resources and Remuneration Committee;
- **Ms. Anna Lenz,** Global Head of Human Resources at Nestlé, joins the Audit Committee;
- **Ms. Christel Bories,** Chair and interim CEO of Eramet.

The reappointments of **Mr. Jean-Paul Agon**, Chairman of the Board, and **Mr. Patrice Caine** were approved.

Ms. Catherine Olivry, Director representing employees, replaces Thierry Hamel and joins the Human Resources and Remuneration Committee.

NICOLAS HIERONIMUS,
Chief Executive Officer
of L'Oréal

"Today, I am convinced that L'Oréal is stronger than ever and ideally positioned to sustainably accelerate its growth."

"Ladies and Gentlemen, dear Shareholders,

2025 was a decisive year for L'Oréal: we achieved solid results and consolidated our position as the world's No. 1 beauty company while profoundly transforming the Group against a challenging geopolitical backdrop.

L'Oréal achieved another year of growth with sales up 4% like-for-like, outperforming the global beauty market which posted growth of around 3.5%. 2025 sales were marked by constant quarter-on-quarter growth, a trend that has continued into the first quarter of 2026.

Economic performance and corporate social responsibility are closely intertwined and form the backbone of our strategy of sustainable value creation. **In 2025, we reached a historic milestone by achieving 100% renewable energy across all of our operated sites and stores.**

2025 was a major year for acquisitions marked by the integration of the Korean brand Dr.G, followed by Medik8 and Color Wow. We also signed the Jacquemus licence and, most notably, acquired Kering Beauté, which allows us to operate the licences for Bottega Veneta, Balenciaga and, eventually, Gucci, while strengthening our presence in haute perfumery with the Creed brand.

2025 was also a record year for scientific research in which Fortune magazine recognised L'Oréal as the 'Most Innovative Company in Europe' across all sectors. This recognition reflects the excellence of our 4,000 researchers and the 725 patents filed in 2025 – the biggest number in L'Oréal's history.

Finally, 2025 was a record year for technology and IT investments, which totalled more than €1.5 billion. All of these investments formed part of the 'ONE L'Oréal' agenda, the catalyst of which will be our mastery of artificial intelligence. This initiative aims to integrate AI at all levels of the Company, from consumer engagement to all business functions, while driving employees' professional development and creating value for our shareholders.

In this context, L'Oréal has all the assets to win: the scale of a major international group combined with the agility of a start-up, the legacy of our founder's entrepreneurial spirit. Today, I am convinced that L'Oréal is stronger than ever and ideally positioned to sustainably accelerate its growth.

The beauty market is stimulated by a number of long-term, structural trends that serve as future growth drivers for L'Oréal. First, the number of consumers is constantly increasing, driven by the rise of the middle classes in emerging markets and longer life expectancy in mature markets. Meanwhile, beauty routines and protocols are becoming increasingly sophisticated, creating new premiumisation opportunities in haircare and body care and through the rise of haute perfumery.

We are also witnessing the emergence of new regional centres of influence. We have lost no time in capitalising on these trends, for example through the acquisition of K-beauty brands Dr.G and 3CE and by taking minority stakes in Amouage and To Summer. **Finally, the obsession with longevity and 'aging well' is fundamentally redefining the consumer journey.** We are proactively pursuing this trend through our advanced research programmes and the upcoming joint venture with Kering focused on wellness, while we continue to explore the aesthetics world by recently increasing our stake in Galderma to 20%.

One thing remains constant in this ever-shifting world: **the essential role of beauty for humanity.** Far from paralysing us, the challenges of a changing world have stimulated L'Oréal's ability to reinvent itself in order to pursue its mission: **Create the beauty that moves the world."**

OTHER HIGHLIGHTS OF 2025:

- For the first time since 2022, we achieved growth across all **regions, divisions and product categories.**
- **Emerging markets** accounted for 17% of sales and nearly 40% of sales growth.
- **E-commerce** grew across all regions and now accounts for 30% of L'Oréal sales.
- L'Oréal generated an **operating profit margin** of 20.2% of sales (up 20 basis points versus 2024).

To watch the Annual General Meeting replay

scan this QR code

SAMUEL DU RETAIL
Group General Manager AI,
Data and Shared Services

ARTIFICIAL INTELLIGENCE (AI) THAT SERVES ALL

During the Annual General Meeting, Samuel du Retail, Group General Manager AI, Data and Shared Services, presented L'Oréal's strategy for artificial intelligence (AI).

"Our aim is to become 'One L'Oréal, powered by AI', where artificial intelligence augments humans in order to drive our business in three key areas : serving consumers, serving business functions and serving employees. To date :

- 73,000 employees have been trained through the 'Generative AI for All' module ;
- Over 56,000 employees have access to L'OréalGPT, our proprietary conversational model ;
- Over 22,000 individual AI 'companions' have been created.

Artificial intelligence enhances and accelerates our capacity for innovation. It enriches beauty chats with consumers by making them more intimate, more informed and more personal."

AI serving our business functions

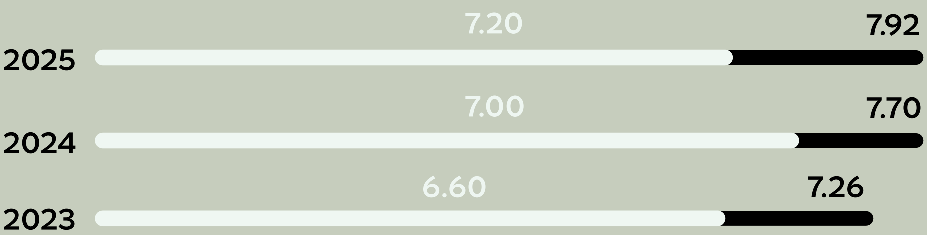
Artificial intelligence significantly accelerates the work of our Research & Innovation teams. For example, over four years, we have tripled the number of molecules tested and reduced their development time fourfold.

AI serving consumers

The collaboration between our beauty advisers and AI agents allows more pertinent responses to be delivered three times faster than before.
As a result, our advisers can dedicate more time to conversations and reduce the time spent on administrative tasks by up to 80%.

DYNAMIC SHAREHOLDER RETURN POLICY

DIVIDEND PER SHARE (IN EUROS)



+10% preferential dividend for shareholders who continuously hold their shares in registered form for a minimum of two full calendar years, up to a maximum of 0.5% of the capital for the same shareholder.

GENERAL DISCUSSION: YOUR QUESTIONS, OUR ANSWERS

During the Annual General Meeting, shareholders had the opportunity to take the floor and ask questions. Read a summary of some of the topics discussed between L'Oréal and its shareholders.

Behind the scenes of the AGM (in French): watch now by

scanning this QR code

What is the impact of the situation in the Middle East on the Group's business and supply chain?

The safety of our 1,500 employees in the region remains our top priority. In terms of operations, the impact is under control: L'Oréal has no production facilities located in conflict zones, just one factory in Egypt which is operating without disruption. L'Oréal's multipolar model has allowed it to partly offset any impact on first quarter 2026 sales.

Should the conflict persist, other impacts on logistics and raw material costs could affect the second half of the year. However, the Group's management teams are showing great agility in absorbing these extra costs and meeting targets.

What are the future impacts of artificial intelligence on productivity and employment at L'Oréal?

At L'Oréal, we view AI as an "augmentation" of humans. The goal is not to replace our employees, but to free them from repetitive tasks such as basic data compilation and analysis. These productivity gains allow our teams to focus on creation, invention and research. By leveraging our marketing and content creation capabilities, AI is becoming an accelerator of growth and a strategic lever for strengthening our position as a future-driven company.

What are the details of the acquisition of Kering's beauty division and what is its expected contribution?

This strategic acquisition cements a long-term partnership and confirms L'Oréal Luxe's global leadership. We immediately acquire 50-year licences for Balenciaga and Bottega Veneta. Eventually, we will also acquire the prestigious Gucci licence with the aim of replicating the success achieved with Yves Saint Laurent. Finally, the acquisition of the Creed brand positions us as a leader in the "ultra-high-end perfumery" segment, a booming market that offers us significant growth potential.

Following the acquisition of Korean brand Dr.G, where does L'Oréal stand in the K-beauty market and in the face of local competition in Asia?

Following the 2024 acquisition of Dr.G, Korea's No. 1 skincare brand, L'Oréal is surfing the crest of the K-beauty wave by rolling out the brand at global level. More broadly, while local brands are growing in Asia, they are doing so largely at the expense of other Asian players. L'Oréal continues to gain market share in China, driven by the power of our international brands such as Lancôme, Helena Rubinstein, CeraVe and La Roche-Posay.

A LOOK BACK AT
FIRST QUARTER 2026
RESULTS

€12.15 B
Sales

+6.7 %
Adjusted like-for-like growth

Double digit
growth online

Growth
across all Divisions[1]

“Despite current geopolitical and macroeconomic uncertainties, we are optimistic about the outlook for the global beauty market.”

NICOLAS HIERONIMUS,
Chief Executive Officer,
L'Oréal

“Dear shareholders,

L'Oréal is off to a great start with adjusted like-for-like growth of +6.7%. We not only outperformed a beauty market that remains dynamic but accelerated our market share gains around the world. Driven by the step-up in our innovation plan, we continue to win in fragrances, haircare and makeup and started seeing some encouraging signs in skincare.

And our e-commerce leadership allows us to double down on the winning channel with spectacular results across all Zones, especially emerging markets. The second half 2025 recovery in our two largest countries, the US and China, continued and we outpaced the market in both.

Despite current geopolitical and macroeconomic uncertainties, we are optimistic about the outlook for the global beauty market. Our ‘multi polar’ model, the determination of our teams, as well as our innovation power make me confident that we will continue to outperform and achieve another year of growth in sales and profit.”

(1) Adjusted like-for-like growth: like-for-like growth (+7.6%) adjusted for the net effect of the phase-ahead of the IT transformation in Q1 2026 (+3.4%) and Q1 2025 (+2.5%).

VIEW OUR **PUBLICATIONS**

THE DIGITAL ANNUAL REPORT

L'Oréal has received multiple awards for its Annual Report[2]. We invite you to discover the 2025 edition published in keeping with our responsible digital policy. Discover L'Oréal's dual excellence and the key initiatives of 2025 through exclusive and varied content (articles, videos, key figures, graphics and more).

lorealannualreport2025.com

THE UNIVERSAL REGISTRATION DOCUMENT (URD)

The 2025 edition, 100% accessible, includes the Annual Financial Report, the Integrated Report and the Sustainability Report. The URD presents the Group's balanced business model, strategic orientations, 2025 results, social and environmental performance and stakeholder relations.

loreal-finance.com

(2) Grand Prix Stratégies de la communication éditoriale, Grands Prix de la Communication, Communicator Awards of Excellence, TOP/COM Grands Prix Corporate Business, Trophées de la Communication, European Excellence Awards for the 2024 edition.

L'Oréal earns triple A score from CDP

L'Oréal has been awarded a triple A rating by the CDP global environmental non-profit organisation for the 10th year running, becoming the first and only company to achieve this distinction. The award recognises L'Oréal for its leadership in corporate transparency and performance in terms of climate change, forest preservation and water security.

Climate Forests Water
CDP
A List 2025

Additional €50m for the L'Oréal Fund for Women

L'Oréal announced an additional €50 million commitment to its L'Oréal Fund for Women. Having set up this endowment fund in 2020 to tackle social emergencies aggravated by the pandemic, L'Oréal has decided to renew the Fund for a five-year period (2026-2030) with the aim of enhancing the well-being, empowerment and resilience of 5 million women by 2030.

First 13 startups chosen for "L'AcceleratOR" programme

After reviewing around 1,000 applications from 101 countries, L'Oréal today announced the first 13 startups and SMEs to join L'AcceleratOR, its flagship sustainable innovation programme. The 13 selected companies stand out for their high impact potential in next-generation packaging, natural-origin ingredients, circularity-oriented solutions and predictive intelligence tools.

L'Oréal and the Pasteur Institute: a historical partnership

The longstanding scientific partnership between L'Oréal and the Pasteur Institute aims to deepen our understanding of skin as an essential organ of human health. By synergising L'Oréal's advanced research capabilities in beauty skin science with the Institute's world-leading expertise in immunology, microbiome and skin biomarker research, the teams will explore the role of microbes and immunity in skin health through a cutting-edge biological lens.

Beauty and predictive AI

L'Oréal has announced the expansion of its AI partnership with NVIDIA. The aim is to accelerate and re-define beauty innovation through AI-driven computational chemistry, enabling groundbreaking discoveries of new formulations by predicting how molecules will perform and interact at the atomic scale. The outcome is a discovery process that is 100x faster than traditional methods, resulting in a more agile innovation process that maximises the potential of the Group's proprietary active ingredients for skin protection and preventing premature aging.

L'Oréal strengthens its Beauty Tech leadership

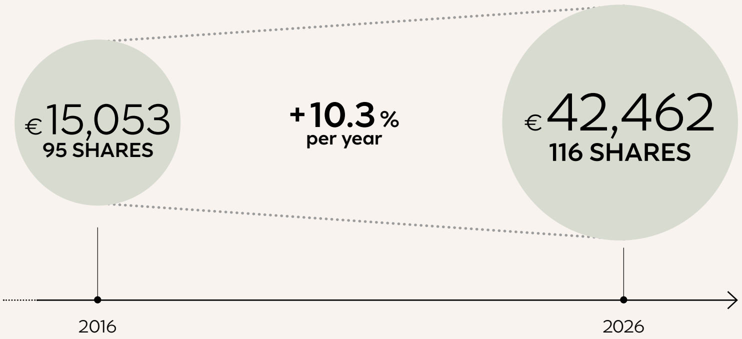
At this year's Consumer Electronics Show (CES), L'Oréal presented two breakthrough technologies that harness the power of light to revolutionise hair and skincare: Light Straight + Multi-styler and LED Face Mask, both of which received the CES 2026 Innovation Award. Light Straight + Multi-styler works 3 times faster and leaves hair 2 times smoother than leading premium hair stylers. The LED Face Mask delivers light directly to the face to combat visible signs of aging. Both are expected to launch in 2027.

TOTAL SHAREHOLDER RETURN[1] INVESTED CAPITAL: **2.6X OVER 10 YEARS**

Amongst the various economic and financial measures of value creation, L'Oréal prefers Total Shareholder Return (TSR). This indicator is based on a range of criteria, including the share price and revenue received in the form of dividends excluding taxes on capital gains and dividends, based on the closing share price on 30th April 2026.

Hypothesis

Total Shareholder Return **over 10 years**, for €15,000 invested in L'Oréal shares, **including reinvestment of dividends,** excluding bank charges and tax.



+2.6 %	+10.3 %	+10.2 %
PER YEAR OVER 5 YEARS	PER YEAR OVER 10 YEARS	PER YEAR OVER 20 YEARS

THE ADVANTAGES OF REGISTERED SHARES: **LOYALTY BONUS ON THE DIVIDEND**

Before the end of 2026
Register your shares in your name.

2027-2028
Hold your registered shares continuously for two full calendar years.

2026 | 2027 | 2028 | 2029 | 2030

From 2029
For the 2028 fiscal year, you will receive **your first 10% loyalty bonus** (preferential dividend) in 2029 for shares held continuously in registered form in 2027 and 2028.

You will be entitled to receive the 10% loyalty bonus in subsequent years if you continue to hold your shares in registered form.

(1) Total Shareholder Return on investment, assuming that the shares are sold at the closing price on 30 April 2026.

Incorporated in France as a "Société anonyme" with registered capital of €106,477,308.00 – 632 012 100 RCS Paris – NAF code: 2042 Z – ISIN code: FR0000120321 – Registered office: 14, rue Royale, 75008 Paris – Headquarters: 41, rue Martre, 92117 Clichy Cedex France – Freephone number (from France): 0 800 66 66 66. For further information, write to L'Oréal, Financial Communication Department, 41, rue Martre, 92117 Clichy Cedex France, consult the website www.loreal-finance.com, download the L'Oréal Finance mobile app, or contact us by e-mail at contact@loreal-finance.com. Photo credits: Alain Buu/L'Oréal (cover) - Alain Buu/L'Oréal (p.2) - Alain Buu/L'Oréal (p.3) - Alain Buu/L'Oréal – Beauty Advisor, Kielh's 2025, Moh Aksya Dwi Mahardika/L'Oréal - L'Oréal Research & Innovation. An innovative AI-based formulation for beauty. White Background. Bottle. 2025, Joaquim Gomes/L'Oréal Research & Innovation (p.4) – Alain Buu/L'Oréal (p.5) - Triple AAA logo, CDP. 2025, CDP Driving Sustainable Economies/L'Oréal - L'Oréal Fund for Women, Un Village dans les étoiles association, Nepal, 2022/L'Oréal - L'Oréal Research & Innovation. An innovative AI-based formulation for beauty. Black background. Pot. 2025, Joaquim Gomes/L'Oréal Research & Innovation - L'Oréal LED Face Mask/L'Oréal Group - L'Oréal R&I. Advanced Research - Microbiome. 2024, Philippe Gotteland/L'Oréal Research & Innovation (p.7). Production: Bibiche. This document has been printed with vegetable inks using a water-based acrylic varnish by a printer who is a member of the Culture Papier association and holds Print Ethic and EcoVadis Gold certification

A TEAM THAT IS ATTENTIVE TO SHAREHOLDERS' VIEWS

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AGENDA

29th July 2026: H1 results

30th September 2026: shareholder meeting in Lyon

12th October 2026: shareholder meeting in Lille

For other key dates, please visit our website: **loreal-finance.com**

THE CONNECTED **SHAREHOLDER**

Download the L'Oréal Finance app and keep up to date with live news about your company. Available free on:

App Store | Google Store

To receive the Letter to Shareholders by email, fill in your email address at: loreal-finance.com/eng/keep-informed

If your situation or address changes, please inform us at contact@loreal-finance.com

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