



Individual Shareholders Consultation Committee of September 24th, 2026

Agenda

Morning

Roundtable/Latest news on Individual Shareholders

Half-Year Results

Discussion with **Nicolas Hieronimus** (Chief Executive Officer) &
Christophe Babule (Chief Financial Officer)

Afternoon

Presentation of BOLD by **Muriel Atias** (Investment Director)

Tour of the CES - Centre Eugène Schueller

Presentation of the L'Oréal Paris brand by **Laetitia Toupet** (Brand Director)

MEMBRES CCAI

Promotion 2023



Hubert
D'ETE



Alain
PERROLLAZ



Laurence PORTEU
de la MORANDIERE

Promotion 2024 Actionnaires salariés



Simmoni
de WECK



Paul
JOSEPH-NOEL



Gérard
PIQUE



Isabelle
VAN DOORNE



Karine
BAUDIN
Actionnaire salariée



Tristan
NEVEUX
Actionnaire salarié

Promotion 2025



Paul-Camille
CHARLES



Thierry
LEVAUDEL



Vianney
VASSEUR



Yves
CHANY

Promotion 2026 L'ORÉAL FINANCE & LEGAL



Fabienne
FAURRE-LONDRES



Isabelle
HAZARD



Clémentine
JULLIEN
de POMMEROL



Françoise
PERRIOLAT