



REMUNERATION OF CORPORATE OFFICERS

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CHAIRWOMAN OF THE HUMAN RESOURCES
AND REMUNERATION COMMITTEE



2024 2025

REMUNERATION OF CORPORATE OFFICERS

—— COMPONENTS OF THE REMUNERATION FOR 2024

—— REMUNERATION POLICIES FOR 2025



2024

REMUNERATION OF THE CHAIRMAN OF THE BOARD OF DIRECTORS

RESOLUTION 12

REMUNERATION OF MR JEAN-PAUL AGON

Fixed annual remuneration

€1,166,667



2024

REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

RESOLUTION 13

REMUNERATION OF MR NICOLAS HIERONIMUS

Fixed annual remuneration	€2,000,000
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Annual variable remuneration	€2,000,000
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Target: 100% of the fixed remuneration

Maximum: 120% of the fixed remuneration
in case of outperformance



2024

REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

ANNUAL VARIABLE REMUNERATION
CRITERIA AND WEIGHTINGS

OBJECTIVES	BREAKDOWN	CRITERIA	WEIGHTINGS
FINANCIAL	60%	Like-for-like sales	15%
		Sales growth differential/panel	15%
		Operating profit	10%
		Earnings per share	10%
		Cash flow	10%
NON-FINANCIAL + QUALITATIVE	40%	CSR “L’Oréal for the Future”	10%
		Human Resources	7,5%
		Digital Development	7,5%
		Qualitative criteria	15%



2024

REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

ANNUAL VARIABLE REMUNERATION
CRITERIA AND WEIGHTINGS

OBJECTIVES

BREAKDOWN

LEVEL OF ACHIEVEMENT

FINANCIAL

60%

Financial part

94.6%

NON-FINANCIAL +
QUALITATIVE

40%

Non-financial and
qualitative part

114.2%

Level of achievement
of the target for 2024

102.4%

€2,048,500



2024

REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

RESOLUTION 13

SUMMARY OF THE FIXED AND VARIABLE REMUNERATIONS OF MR NICOLAS HIERONIMUS

Fixed annual remuneration	€2,000,000
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Annual variable remuneration	€2,048,500
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TOTAL	€4,048,500
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2024

REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

RESOLUTION 13

SUMMARY OF THE FIXED AND VARIABLE REMUNERATIONS OF MR NICOLAS HIERONIMUS

Fixed annual remuneration	€2,000,000
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Annual variable remuneration	€2,048,500
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LONG-TERM REMUNERATION

Performance shares	16,000 performance shares
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2025

REMUNERATION POLICIES FOR DIRECTORS & CORPORATE OFFICERS

———— FOR THE CHAIRMAN OF THE BOARD OF DIRECTORS

———— FOR THE CHIEF EXECUTIVE OFFICER

———— FOR DIRECTORS



2025

REMUNERATION POLICY APPLICABLE TO THE CHAIRMAN
OF THE BOARD OF DIRECTORS

RESOLUTION 15

REMUNERATION POLICY APPLICABLE TO MR JEAN-PAUL AGON

Unchanged policy

Fixed annual remuneration	€950,000
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Annual variable remuneration	NO
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Long-term remuneration Performance shares	NO
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2025

REMUNERATION POLICY APPLICABLE TO
THE CHIEF EXECUTIVE OFFICER

RESOLUTION 16

REMUNERATION POLICY APPLICABLE TO MR NICOLAS HIERONIMUS

—— UNCHANGED POLICY SINCE 2021

—— EVOLUTION OF THE POLICY AS OF 1ST JANUARY 2025

—— **RENEWED PRINCIPLES**

Same foundations and instruments as those applied to the company's senior executives

Competitive remuneration in comparison with a coherent reference panel

Remuneration directly linked to the Group's strategy

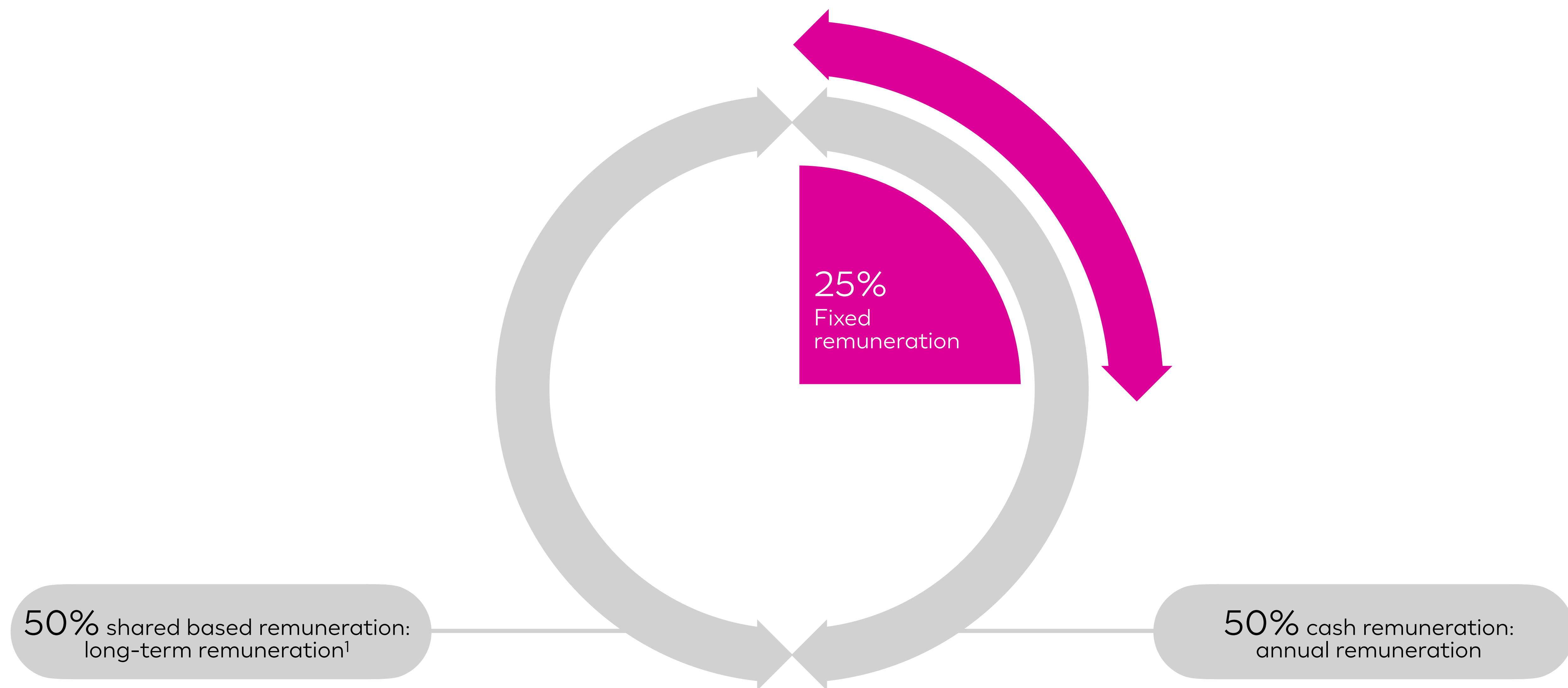
Remuneration directly in line with the CSR Group's commitments

Remuneration that creates medium and long-term value for the shareholders

2025

REMUNERATION POLICY APPLICABLE TO
THE CHIEF EXECUTIVE OFFICER

STRUCTURE OF THE TARGET REMUNERATION OF THE CHIEF EXECUTIVE OFFICER



¹ Long term remuneration may not exceed 60% of annual remuneration

2025

REMUNERATION POLICY APPLICABLE TO THE CHIEF EXECUTIVE OFFICER

STRUCTURE OF THE TARGET REMUNERATION OF THE CHIEF EXECUTIVE OFFICER





2025

REMUNERATION POLICY APPLICABLE TO
THE CHIEF EXECUTIVE OFFICER

RESOLUTION 16

REMUNERATION POLICY (FIXED AND VARIABLE)

Annual fixed remuneration

€2,300,000

Annual variable remuneration

€2,600,000

Target : 113% of the fixed remuneration

Maximum : 130.4% of the fixed remuneration in
case of outperformance, i.e. €3,000,000



2025

REMUNERATION POLICY APPLICABLE TO
THE CHIEF EXECUTIVE OFFICER

ANNUAL VARIABLE REMUNERATION CRITERIA AND WEIGHTINGS

OBJECTIVES

BREAKDOWN

CRITERIA

WEIGHTINGS

FINANCIAL

60%

Like-for-like sales

15%

Sales growth differential/panel

15%

Operating profit

10%

Earnings per share

10%

Cash flow

10%

**NON-FINANCIAL +
QUALITATIVE**

40%

CSR “L’Oréal for the Future”

10%

Human Resources

7,5%

Digital Development

7,5%

Qualitative criteria

15%



2025

REMUNERATION POLICY APPLICABLE TO THE CHIEF EXECUTIVE OFFICER

RESOLUTION 16

REMUNERATION POLICY (FIXED AND VARIABLE)

Fixed annual remuneration

€2,300,000

Annual variable remuneration variable

€2,600,000

Target : 113% of the fixed remuneration

Maximum : 130.4% of the fixed remuneration in case of
outperformance, i.e. €3,000,000

Long-term remuneration

Performance shares

Between 50% and 60%



2025

REMUNERATION POLICY APPLICABLE TO
THE CHIEF EXECUTIVE OFFICER

LONG-TERM REMUNERATION

DETAILS OF WEIGHTINGS OF CRITERIA

Performance conditions assessed on average of 3 full financial years

FINANCIAL CRITERIA

40%

Growth in sales
versus panel

40%

Increase in
operating profit

NON-FINANCIAL CRITERIA

15%

Commitments
“L’Oréal For the Future”

5%

Gender balance
objective

STRENGTHENING OF THE PERFORMANCE SHARE HOLDING PERIOD

2-year lock-up period for 50% of the shares granted and fully vested



2025

REMUNERATION POLICY FOR DIRECTORS

RESOLUTION 10

ESTABLISHMENT OF THE TOTAL MAXIMUM AMOUNT ALLOTTED TO DIRECTORS AS REMUNERATION FOR THEIR OFFICE

New maximum annual amount proposed	€2,000,000
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RESOLUTION 14

APPROVAL OF THE REMUNERATION POLICY FOR DIRECTORS

Increase of the remuneration for the Strategy and Sustainability Committee	Variable part €20,000
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2024

HUMAN RESOURCES AND REMUNERATION COMMITTEE

Chaired by



Sophie
BELLON



Françoise
**BETTENCOURT
MEYERS**



Paul
BULCKE



Fabienne
DULAC



Thierry
HAMEL



Alexandre
RICARD