

Clichy, 21 April 2021

L'ORÉAL

Publication of the components of remuneration of the Chairman and the Chief Executive Officer as of 1st May 2021, in accordance with the AFEP-MEDEF Code of Corporate Governance for listed companies, released in January 2020

Meeting on 20 April 2021, the Board of Directors of L'Oréal, on the recommendation of the Human Resources and Remuneration Committee, determined the components of remuneration of the corporate officers as of 1st May 2021.

Component of remuneration of the Chairman of the Board of Directors as of 1st May 2021:

Mr Jean-Paul Agon will perform the functions of Chairman of the Board of Directors and will relinquish the role of Chief Executive Officer as of 1st May 2021.

Taking into account his experience and the responsibilities and specific missions entrusted to him, Mr Agon will be paid a fixed remuneration of 1,600,000 euros gross per year, calculated *pro rata temporis* for the 2021 financial year. This remuneration excludes any other component, in accordance with the remuneration policy applicable to Mr Agon as Chairman of the Board of Directors, approved by the General Meeting of 20 April 2021 (Resolution no. 14).

Mr Agon will not receive any termination or non-competition indemnity on termination of his duties as Chief Executive Officer on 30 April 2021. The performance shares already allocated and currently within the acquisition period shall be maintained, in accordance with the remuneration policy applicable to Mr Agon as Chairman and Chief Executive Officer, approved by the General Meeting of 20 April 2021 (Resolution no. 12).

Mr Agon informed the Company of the termination of his employment contract, which was suspended during his term of office as Chairman and Chief Executive Officer, on 30 April 2021, in order to be able to benefit from his compulsory retirement rights as of 1st May 2021. Pursuant to the National Collective Bargaining Agreement for the Chemical Industries and the applicable Company-level agreements, Mr Agon, under the terms of his employment contract, will be paid a retirement indemnity of 2,110,166.68 euros gross.

Under the terms of his employment contract, Mr Agon may receive an annuity under L'Oréal's supplementary defined-benefit pension scheme "Garantie de Retraite des Membres du Comité de Conjoncture" (Pension Cover of Members of the Comité de Conjoncture) which has been closed since 31 December 2000.

The Board of Directors approved Mr Agon's wish to waive the benefit of this supplementary retirement annuity for the duration of his term of office as Chairman in order not to combine it with his remuneration as Chairman. The Board considers that this contributes to good corporate governance.

Components of remuneration of the Chief Executive Officer as of 1st May 2021:

L'Oréal's Board of Directors, on the recommendation of the Human Resources and Remuneration Committee and in accordance with the remuneration policy approved by the General Meeting of 20 April 2021 (Resolution no. 13), made the following decisions concerning the remuneration of Mr Nicolas Hieronimus as Chief Executive Officer of L'Oréal as of 1st May 2021.

Mr Hieronimus, as Chief Executive Officer, will receive a fixed remuneration of 2,000,000 euros. The target annual variable remuneration is set at 100% of the fixed remuneration, and may go up to 120% if he outperforms the objectives set. The performance appraisal criteria are set out in the 2020 Universal Registration Document (page 92 onwards).

The annual variable remuneration includes:

for 60% of the financial criteria directly correlated with the Company's performance indicators:

- evolution in comparable sales as compared to the budget
- evolution in market share compared to that of key competitors
- evolution in operating profit as compared to the budget
- evolution in net earnings per share as compared to the budget
- evolution in cash flow as compared to the budget

and for 40%

- of the non-financial criteria:
 - o L'Oréal for the Future: commitments to sustainable development for 2030
 - o Human Resources
 - o Digital development
- as well as qualitative criteria

Pursuant to Article L.22-10-32 of the French Commercial Code, the payment of this annual variable remuneration is subject to the approval of the resolution to be put to the vote of the shareholders at the Annual General Meeting of 21 April 2022.

The fixed remuneration and the annual variable remuneration will be calculated *pro rata temporis* for the 2021 financial year.

Lastly, the Board may decide to allocate performance shares to the Chief Executive Officer. This allocation will amount to between 50% and 60% of the total annual remuneration.

"This news release does not constitute an offer to sell, or a solicitation of 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, also available in English on our website www.loreal-finance.com.

This news release 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 their nature subject to risks and uncertainties which could cause actual results to differ materially from those indicated or projected in these statements."

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