



# 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%



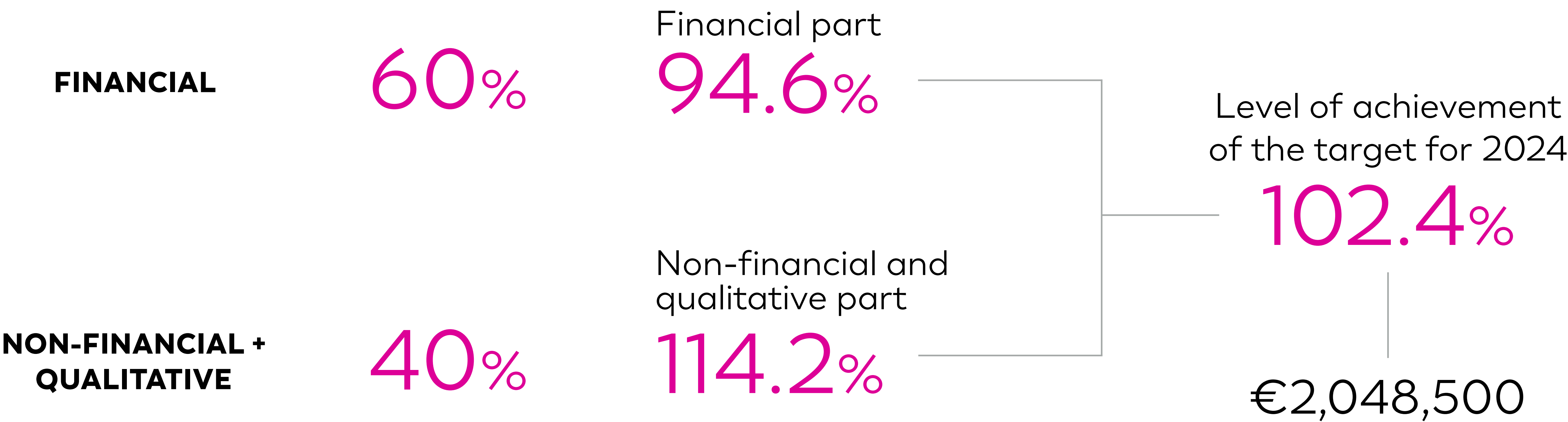


2024

REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

ANNUAL VARIABLE REMUNERATION  
CRITERIA AND WEIGHTINGS

OBJECTIVES      BREAKDOWN      LEVEL OF ACHIEVEMENT







# 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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<b>TOTAL</b>	<b>€4,048,500</b>
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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	<b>16,000</b> <b>performance shares</b>
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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 1<sup>ST</sup> 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

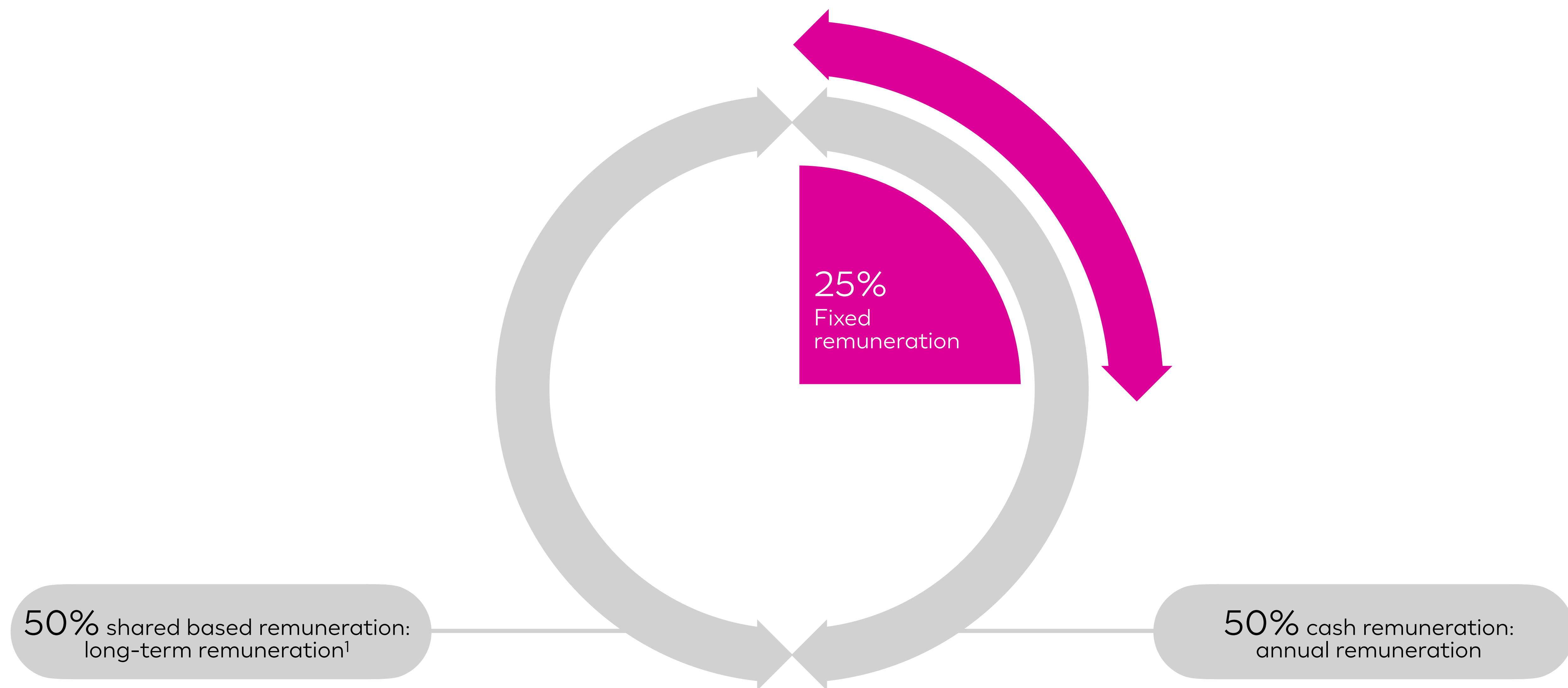
Remuneration that creates medium and long-term value for the shareholders



# 2025

REMUNERATION POLICY APPLICABLE TO  
THE CHIEF EXECUTIVE OFFICER

## STRUCTURE OF THE TARGET REMUNERATION OF THE CHIEF EXECUTIVE OFFICER



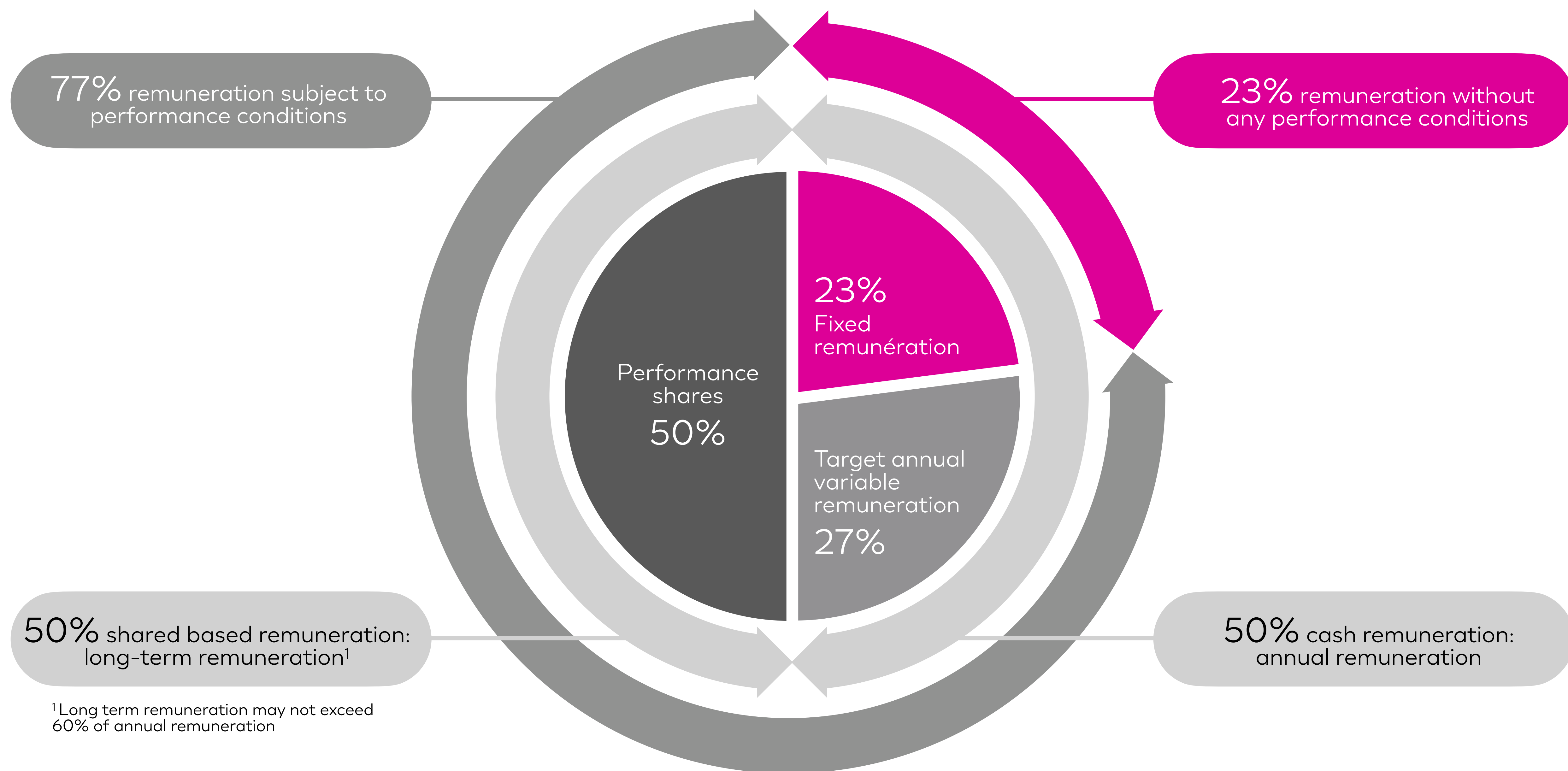
<sup>1</sup>Long term remuneration may not exceed 60% of annual remuneration



# 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
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Annual variable remuneration	€2,600,000
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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**