RELEASE

PUBLICATION OF THE COMPONENTS OF REMUNERATION OF CORPORATE OFFICERS MADE PURSUANT TO THE AFEP-MEDEF CODE OF CORPORATE GOVERNANCE FOR LISTED COMPANIES OF DECEMBER 2022

Clichy, 10 October 2025 – Allocation of performance shares to the Chief Executive Officer by the Board of Directors at its meeting on 10 October 2025.

Within the scope of the authorisation of the Extraordinary General Meeting of 23 April 2024 (resolution 19), and in accordance with the 2025 remuneration policy approved by the General Meeting of 29 April 2025 (resolution 16), the Board of Directors decided, on 10 October 2025, on the recommendation of the Human Resources and Remuneration Committee, to grant 20,000 shares, subject to performance conditions assessed over 3 full financial years, to Mr Nicolas Hieronimus, Chief Executive Officer of L'Oréal.

The full vesting, in whole or in part, of these shares, which will be recorded at the end of a vesting period of 4 years following the date of granting, is subject to the achievement of performance conditions. The number of shares definitively vested will depend, for 40% of the shares granted, on the growth in comparable cosmetics sales as compared to a panel of competitors; for 40%, on the growth in L'Oréal's consolidated operating profit[1]; for 15%, on the fulfilment of environmental and social responsibility commitments made by the Group as part of the L'Oréal for the Future programme, and for 5%, on the fulfilment of a 40% gender balance commitment within strategic positions including the Executive Committee.

Mr Nicolas Hieronimus will retain, in registered form, 50% of the shares which will be definitively vested to him for a duration of 2 years after the end of the vesting period. As recommended by the AFEP-MEDEF Code, Mr Nicolas Hieronimus has undertaken not to use any risk hedging instruments until the end of the above-mentioned holding period.

This decision falls within the wider framework of the conditional grants of 703,500 to 2,648 beneficiaries, representing 0.1% of the share capital. The allocation in favour of Mr Nicolas Hieronimus represents 2.84% of the total allocation and 0.004% of the share capital as of 10 October 2025.

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[1] Starting from the 2025 fiscal year, consolidated operating profit is calculated excluding the impact of exchange rates, given the context of significant rate volatility and in order to better reflect L'Oréal's intrinsic performance over the long term.

About L'Oréal

For 115 years, L'Oréal, the world's leading beauty player, has devoted itself to one thing only: fulfilling the beauty aspirations of consumers around the world. Our purpose, to create the beauty that moves the world, defines our approach to beauty as essential, inclusive, ethical, generous and committed to social and environmental sustainability. With our broad portfolio of 37 international brands and ambitious sustainability commitments in our L'Oréal for the Future programme, we offer each and every person around the world the best in terms of quality, efficacy, safety, sincerity and responsibility, while celebrating beauty in its infinite plurality.

With more than 90,000 committed employees, a balanced geographical footprint and sales across all distribution networks (ecommerce, mass market, department stores, pharmacies, perfumeries, hair salons, branded and travel retail), in 2024 the Group generated sales amounting to 43.48 billion euros. With 21 research centers across 13 countries around the world and a dedicated Research and Innovation team of over 4,000 scientists and 8,000 Digital talents, L'Oréal is focused on inventing the future of beauty and becoming a Beauty Tech powerhouse.

In 2025, L'Oréal Groupe has been named the most innovative company in Europe by Fortune magazine, out of 300 companies, in a ranking spanning 21 countries and 16 industries in Europe.

More information on https://www.loreal.com/en/mediaroom

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