

Clichy, 6 March 2026

L'ORÉAL

Publication of information relating to the remuneration for the corporate officers of L'Oréal, in accordance with the AFEP-MEDEF Code of Corporate Governance for listed companies, released in December 2022

Meeting on 5 March 2026, the L'Oréal Board of Directors, on the recommendation of the Human Resources and Remuneration Committee, reached the following decisions concerning the remuneration of Mr. Nicolas Hieronimus, Chief Executive Officer and Mr. Jean-Paul Agon, Chairman of the Board of Directors.

Mr. Nicolas Hieronimus, Chief Executive Officer

Variable remuneration for the 2025 financial year

In accordance with the remuneration policy for corporate officers approved by the Annual General Meeting of 29 April 2025, the Board of Directors evaluated Mr. Nicolas Hieronimus' performance as Chief Executive Officer, based on the performance evaluation criteria detailed on pages 113-116 of the 2024 Universal Registration Document, to determine the annual variable portion of his remuneration, which may reach a maximum of 130.4% of fixed remuneration if objectives are exceeded, with the target set at 113% of fixed remuneration.

The Board concluded that the overall rate of payment was 106.2%, i.e. a payment rate of 102.1% for financial criteria¹ and 112.4% for non-financial and qualitative criteria.

Mr. Nicolas Hieronimus was therefore awarded a variable gross remuneration for the 2025 financial year of 2,762,000 euros. This amount represents 120.1% of the 2025 fixed remuneration.

Pursuant to Article L. 22-10-34 of the French Commercial Code, payment of this annual variable remuneration is subject to the approval of resolution n°12 to be submitted to the shareholders at the Annual General Meeting of 24 April 2026.

Fixed and variable remuneration from the 2026 financial year

The Board of Directors decided to maintain the fixed part of Mr. Nicolas Hieronimus' remuneration for the financial year 2026 at its current level of 2,300,000 euros gross per annum.

It also decided to continue to cap target variable remuneration at 113% of fixed remuneration, i.e. 2,600,000 euros gross at target, though variable remuneration may reach 130.4% of fixed remuneration if objectives are exceeded, i.e. 3,000,000 euros gross maximum.

¹ The criterion "sales growth differential as compared to main competitors" includes an estimate (based on the first nine months of 2025) for Henkel, whose annual results were not available at the time of the Board meeting on 5 March 2026.

Mr. Jean-Paul Agon, Chairman of the Board of Directors

Fixed remuneration for the 2026 financial year

The Board of Directors decided to maintain the fixed part of Mr. Jean Paul Agon's gross remuneration at its current level of 950,000 euros per annum.

"This news release does not constitute an offer of sale or solicitation of an offer to purchase 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 may contain forecast information. While the Company believes that these statements are based on reasonable assumptions as of the date of publication of this press release, they are by nature subject to risks and uncertainties which may lead to a discrepancy between the actual figures and those indicated or suggested in these statements."

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