



# REMUNERATION OF CORPORATE OFFICERS

**SOPHIE BELLON**

CHAIRWOMAN OF THE HUMAN RESOURCES  
AND REMUNERATION COMMITTEE

2025 **2026**

# REMUNERATION OF CORPORATE OFFICERS

- COMPONENTS OF THE REMUNERATION FOR 2025
- REMUNERATION POLICIES FOR 2026

**2025**

REMUNERATION OF THE CHAIRMAN OF THE BOARD OF DIRECTORS

**RESOLUTION 11**

REMUNERATION OF MR JEAN-PAUL AGON

Fixed annual remuneration

€950,000

# 2025

## REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

### RESOLUTION 12

#### REMUNERATION OF MR NICOLAS HIERONIMUS

Fixed annual 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

# 2025

## 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 %

# 2025

## REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

### ANNUAL VARIABLE REMUNERATION ASSESSMENT OF 2025 PERFORMANCE

OBJECTIVES

BREAKDOWN

PAYMENT RATE

**FINANCIAL**

**60%**

Financial part

**102.1%**

Payment rate for 2025

**106.2%**

**NON-FINANCIAL  
+  
QUALITATIVE**

**40%**

Non-financial and  
qualitative part

**112.4%**

**€2,762,000**

# 2025

## REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

### RESOLUTION 12

#### SUMMARY OF THE FIXED AND VARIABLE REMUNERATIONS OF MR NICOLAS HIERONIMUS

Fixed annual remuneration	€2,300,000
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Annual variable remuneration	€2,762,000
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<b>TOTAL</b>	<b>€5,062,000</b>
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# 2025

## REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

### RESOLUTION 12

#### SUMMARY OF THE FIXED AND VARIABLE REMUNERATIONS OF MR NICOLAS HIERONIMUS

Fixed annual remuneration	€2,300,000
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Annual variable remuneration	€2,762,000
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#### LONG-TERM REMUNERATION

Performance shares	<b>20,000 performance shares</b>
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2026

# REMUNERATION POLICIES FOR DIRECTORS & CORPORATE OFFICERS

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

———— FOR THE CHIEF EXECUTIVE OFFICER

———— FOR DIRECTORS

# 2026

## REMUNERATION POLICY APPLICABLE TO THE CHAIRMAN OF THE BOARD OF DIRECTORS

### **RESOLUTION 14**

#### **REMUNERATION POLICY APPLICABLE TO MR JEAN-PAUL AGON**

*Unchanged policy*

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

# 2026

## REMUNERATION POLICY APPLICABLE TO THE CHIEF EXECUTIVE OFFICER

### RESOLUTION 15

#### REMUNERATION POLICY APPLICABLE TO MR NICOLAS HIERONIMUS

*Unchanged policy*

#### — **REAFFIRMED 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

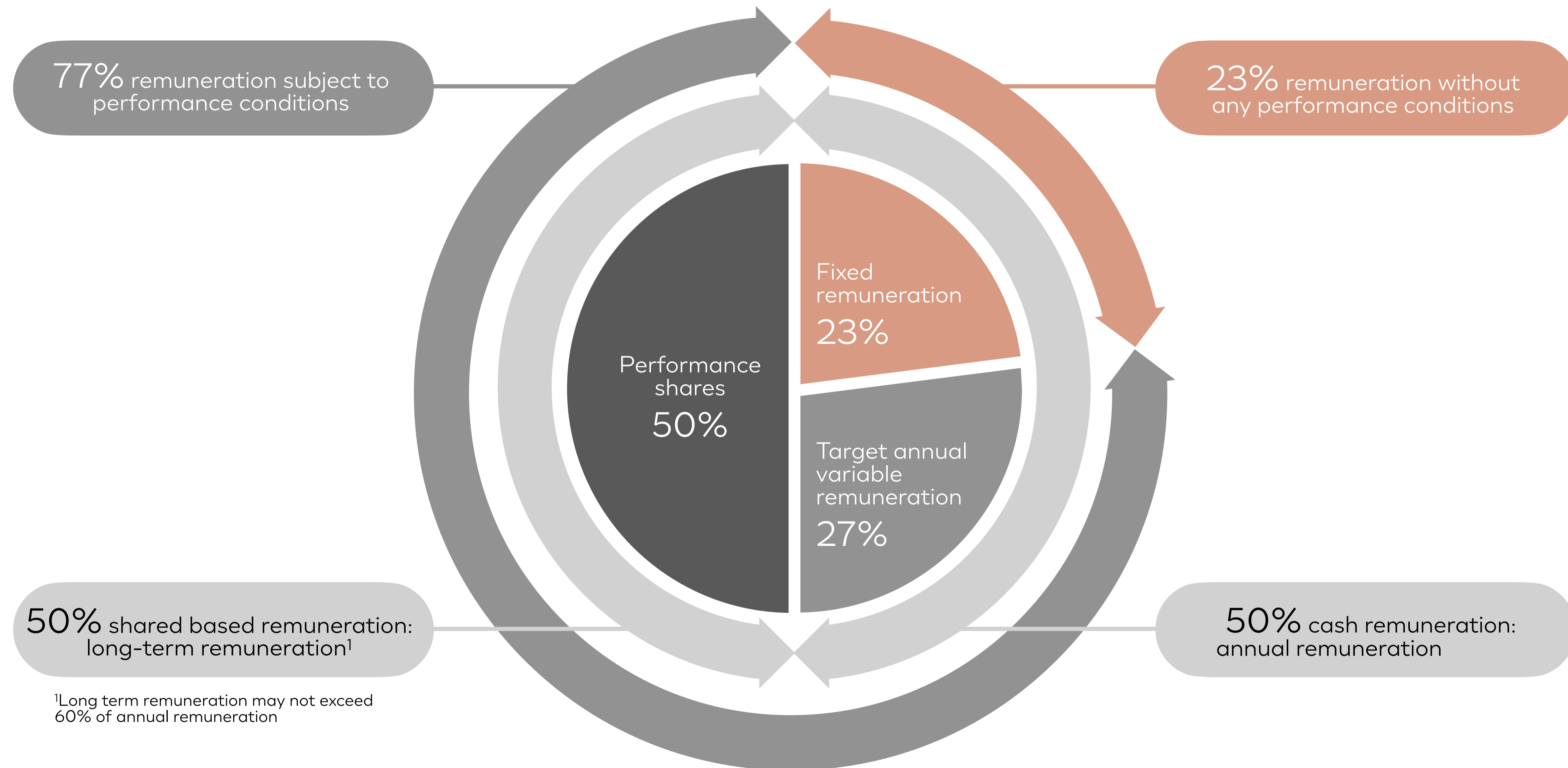
Remuneration directly in line with the CSR Group's commitments

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

# 2026

## REMUNERATION POLICY APPLICABLE TO THE CHIEF EXECUTIVE OFFICER

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



# 2026

## REMUNERATION POLICY APPLICABLE TO THE CHIEF EXECUTIVE OFFICER

### RESOLUTION 15

#### REMUNERATION POLICY (FIXED AND VARIABLE)

Fixed annual 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

# 2026

## REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

### ANNUAL VARIABLE REMUNERATION CRITERIA AND WEIGHTINGS

OBJECTIVES

BREAKDOWN

CRITERIA

WEIGHTINGS

**FINANCIAL**

**60%**

Like-for-like sales  
Sales growth differential/panel  
Operating profit  
Earnings per share  
Cash flow

15 %  
15 %  
10 %  
10 %  
10 %

**NON-FINANCIAL  
+  
QUALITATIVE**

**40%**

CSR "L'Oréal for the Future"  
Human Resources  
Digital Development  
Qualitative criteria

10 %  
7,5 %  
7,5 %  
15 %

# 2026

## REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

### RESOLUTION 15

#### REMUNERATION POLICY (FIXED AND VARIABLE)

Fixed annual 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

#### **Long-term remuneration**

Performance shares

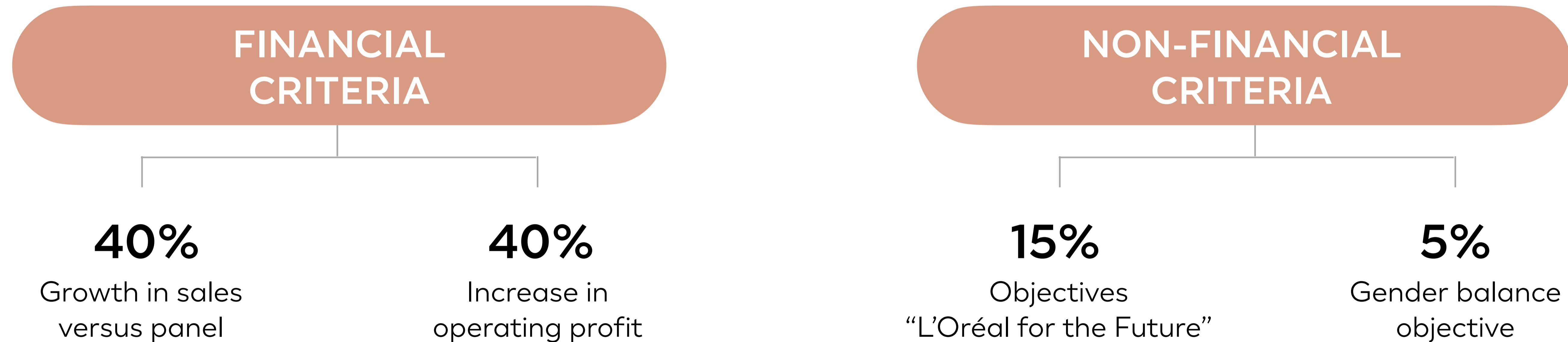
**Between 50% and 60%**

# 2026

## REMUNERATION OF THE CHIEF EXECUTIVE OFFICER

### LONG-TERM REMUNERATION DETAILS OF WEIGHTINGS OF CRITERIA

Performance conditions assessed on average of 3 full financial years



# 2026

## REMUNERATION POLICY FOR DIRECTORS

### RESOLUTION 9

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

New maximum annual amount proposed €2,100,000

### RESOLUTION 13

APPROVAL OF THE REMUNERATION POLICY FOR DIRECTORS

Increase of the remuneration for the Audit Committee Variable part  
€25,000

# HUMAN RESOURCES AND REMUNERATION COMMITTEE

INDEPENDANT  
CHAIRWOMAN



Sophie  
**BELLON**



Jean-Victor  
**MEYERS**



Paul  
**BULCKE**



Fabienne  
**DULAC**



Thierry  
**HAMEL**



Nicolas  
**MEYERS**



Alexandre  
**RICARD**



Jacques  
**RIPOLL**