

L'ORÉAL

Geoff Skingsley Executive Vice President, Human Resources

Clichy, 3rd January 2005

Mr. François Vachey, Executive Vice-President Human Resources of the L'Oréal Group since 1990, has chosen to retire in December 2004. Mr. Geoff Skingsley will succeed him as from 1st January 2005.

Geoff Skingsley, British, joined the L'Oréal Group's marketing teams within L'Oréal UK, in 1986. In 1990, he was put in charge of the Consumer Products Division in the Netherlands, then in 1994 and for the next four years he was General Manager of L'Oréal India, before being named General Manager of L'Oréal UK at the end of 1999.

Geoff Skingsley became Deputy Director, Human Resources alongside François Vachey, at the beginning of 2004.

Lindsay Owen-Jones, Chairman and Chief Executive Officer of L'Oréal stated: "I wish to express my profound gratitude to François Vachey for his exceptional contribution, particularly over the past fifteen years at the head of Human Resources, a domain which, thanks to him, has successfully developed and increased in influence throughout the world. Geoff Skingsley will now be taking over from him: Geoff Skingsley is an accomplished boss, with a vast international experience as Country manager, who has achieved unerring success both in terms of managing businesses and winning market share, as in terms of the quality of his personal leadership. He is an experienced Manager, with rare human qualities".

Geoff Skingsley is thus nominated as from 1st January 2005, Executive Vice President, Human Resources, for the L'Oréal Group.

Contact at L'Oréal:

Mike Rumsby

Tél : 01 47 56 76 71

mrumby@dgc.loreal.com

News Release

About L'Oréal

L'Oréal has devoted itself to beauty for over 100 years. With its unique international portfolio of 34 diverse and complementary brands, the Group generated sales amounting to 25.8 billion euros in 2016 and employs 89,300 people worldwide. As the world's leading beauty company, L'Oréal is present across all distribution networks: mass market, department stores, pharmacies and drugstores, hair salons, travel retail, branded retail and e-commerce.

Research and innovation, and a dedicated research team of 3,870 people, are at the core of L'Oréal's strategy, working to meet beauty aspirations all over the world. L'Oréal's sustainability commitment for 2020 "Sharing Beauty With All" sets out ambitious sustainable development objectives across the Group's value chain. www.loreal.com

"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 Internet site 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."

Contacts L'OREAL (switchboard + 33 1.47.56.70.00)

Individual shareholders and market authorities

Jean Régis CAROF
Tel : + 33 (0)1.47.56.83.02
jean-regis.carof@loreal.com

Financial analysts and institutional investors

Françoise LAUVIN
Tel : +33 (0)1.47.56.86.82
francoise.lauvin@loreal.com

Journalists

Stéphanie Carson-Parker
Tel : + 33 (0)1 47 56 76 71
stephanie.carsonparker@loreal.com

For further information, please contact your bank, stockbroker or financial institution (I.S.I.N. code: FR0000120321), and consult your usual newspapers or magazines or the Internet site for shareholders and investors, www.loreal-finance.com, the L'Oréal Finance app or call the toll-free number from France: 0.800.66.66.66.

Anne-Laure RICHARD
Tél : +33 (0)1.47.56. 80.68
annelaure.richard@loreal.com

Polina Huard
Tél : +33 (0)1 47 56 87 88
polina.huard@loreal.com

Vanessa Wang
Tel : +33 (0)1 47 56 76 88
vanessa.wang@loreal.com