

















COMPOSITION OF THE BOARD AT 31 DECEMBER 2024

At 31 December 2024										Board Committees					
			Age	Gender	Nationality	Number of directorships in listed companies*	Independence	First appointed	Term of office expires (AGM)	Seniority on the Board (years)	Strategy and Sustainability	Audit	HR and Remuneration	Nominations and Governance	
Chairman	Jean-Paul Agon		68	M	French			25/04/2006	2026	18	C				
	Chief Executive Officer	Nicolas Hieronimus		60	M	French			20/04/2021	2025	3				
Françoise Bettencourt Meyers and her family	Françoise Bettencourt Meyers Vice-Chairwoman		71	W	French			12/06/1997	2025	27	●	●	●	58.5 average age of Directors	
	Jean-Victor Meyers		38	M	French			13/02/2012	2028	12	●				
	Nicolas Meyers		36	M	French			30/06/2020	2028	4		●			
Directors linked to Nestlé	Paul Bulcke ** Vice-Chairman		70	M	Belgian-Swiss	1		20/04/2017	2025	7	●	●	●	50% independent Directors***	
	Béatrice Guillaume-Grabisch		60	W	French			20/04/2016	2028	8		●			
Independent Directors	Sophie Bellon		63	W	French	2	◆	22/04/2015	2027	9		C	●	43% women Directors***	
	Patrice Caine		54	M	French	1	◆	17/04/2018	2026	6	●		C		
	Fabienne Dulac		57	W	French	1	◆	18/04/2019	2027	5		●	●		
	Ilham Kadri		55	W	French-Moroccan	2	◆	30/06/2020	2028	4		●			
	Virginie Morgon		55	W	French		◆	26/04/2013	2025	11		C			
	Alexandre Ricard		52	M	French	1	◆	20/04/2021	2025	3	●		●		57% men Directors***
	Jacques Ripoll		58	M	French		◆	23/04/2024	2028	<1		●			
Directors representing the employees	Thierry Hamel		70	M	French			21/04/2022	2026	2			●		
	Benny de Vlieger		60	M	Belgian			21/04/2022	2026	2		●			

◆ Independence within the meaning of the criteria of the AFEP-MEDEF Code, as assessed by the Board of Directors ● Member of the Committee C Chair of the Committee

* Number of directorships (excluding L'Oréal) held in listed companies, including foreign companies, in accordance with the provisions of Article 20 of the AFEP-MEDEF code (i.e., excluding directorships held in subsidiaries and affiliates, held alone or in concert, by an executive corporate officer of companies whose main activity is to acquire and manage said affiliates).

** Paul Bulcke was a Director of L'Oréal from 2012 to June 2014 and then again since 2017.

*** Excluding Directors representing the employees, in accordance with the French Commercial Code (Code de commerce) and the AFEP-MEDEF Code.