

















COMPOSITION OF THE BOARD AT 31 DECEMBER 2023

At 31 December 2023										Board Committees					
			Age	Female/Male	Nationality	No. of directorships in listed companies*	Independence	Initial appointment date	Expiry date of term of office (AGM)	Seniority on the Board (years)	Strategy and Sustainability	Audit	HR and Remuneration	Nominations and Governance	
Chairman	Mr Jean-Paul Agon		67	M	French			25/04/2006	2026	17	C				
	Chief Executive Officer	Mr Nicolas Hieronimus		59	M	French			20/04/2021	2025	2				
Françoise Bettencourt Meyers and her family	Ms Françoise Bettencourt Meyers Vice-Chair		70	W	French			12/06/1997	2025	26	●		●	●	57.8 YEARS average age of Directors
	Mr Jean-Victor Meyers		37	M	French			13/02/2012	2024	11	●				
	Mr Nicolas Meyers		35	M	French			30/06/2020	2024	3		●			
Directors linked to Nestlé	Mr Paul Bulcke** Vice-Chairman		69	M	Belgian Swiss	1		20/04/2017	2025	6	●		●	●	50% independent Directors***
	Ms Béatrice Guillaume-Grabisch		59	W	French			20/04/2016	2024	7		●			
Independent Directors	Ms Sophie Bellon		62	W	French	1	◆	22/04/2015	2027	8			C	●	
	Mr Patrice Caine		53	M	French	1	◆	17/04/2018	2026	5	●			C	
	Ms Fabienne Dulac		56	W	French	1	◆	18/04/2019	2027	4		●	●		50% female Directors***
	Ms Belén Garijo		63	W	Spanish	2	◆	17/04/2014	2026	9			●		
	Ms Ilham Kadri		54	W	French Moroccan	2	◆	30/06/2020	2024	3		●			
	Ms Virginie Morgon		54	W	French		◆	26/04/2013	2025	10			C		50% male Directors***
	Mr Alexandre Ricard		51	M	French	1	◆	20/04/2021	2025	2		●			
Directors representing employees	Mr Thierry Hamel		69	M	French			21/04/2022	2026	1			●		
	Mr Benny de Vlieger		59	M	Belgian			21/04/2022	2026	1		●			

◆ Independence within the meaning of the criteria of the AFEP-MEDEF Code as assessed by the Board of Directors ● Member of the Committee C Chairman 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 such affiliates).
 ** Mr 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.