

2.2.2. List of corporate offices and directorships of the Directors exercised at 31 December 2020



JEAN-PAUL AGON

Chairman and Chief Executive Officer

French

Age: 64

Joined the L'Oréal Group in 1978. Following an international career as Chief Executive Officer of the Consumer Products Division in Greece and of L'Oréal Paris in France, International Managing Director of Biotherm, Chief Executive Officer of L'Oréal Germany, Chief Executive Officer of the Asia Zone, Chairman and Chief Executive Officer of L'Oréal USA, Jean-Paul Agon was appointed as Deputy Chief Executive Officer of L'Oréal in 2005, and then Chief Executive Officer in April 2006 and finally Chairman and Chief Executive Officer in 2011. A Director of L'Oréal since 2006, he is also the Chairman of the Strategy and Sustainability Committee. Jean-Paul Agon is also the Chairman of the L'Oréal Corporate Foundation and Director of Air Liquide. By decision of the Board of Directors following the 2021 Annual General Meeting, Jean-Paul Agon will hold the office of Chairman of the Board of Directors without assuming the office of Chief Executive Officer as from 1 May 2021.

EXPIRY DATE OF TERM OF OFFICE: 2022

- Professional address: L'Oréal – 41, rue Martre – 92117 Clichy Cedex – France
- Holds 1,365,432 L'Oréal shares

OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

French companies

Air Liquide S.A.*	Director
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Other

L'Oréal Corporate Foundation	Chairman of the Board
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L'Oréal Fund for Women	Chairman of the Board
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Raisesherpas	Director
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French Association of Private Enterprises (AFEP)	Director
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French Institute of International Relations (IFRI)	Director
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CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

None

* Listed company.



FRANÇOISE BETTENCOURT MEYERS

Vice-Chairwoman

French

Age: 67

Daughter of Lilliane Bettencourt and granddaughter of the founder of L'Oréal, Eugène Schueller, Françoise Bettencourt Meyers has been the Chairwoman of the family-owned holding company Téthys since 31 January 2012, and is the Chairwoman of the Supervisory Board of the investment subsidiary Téthys Invest, Chairwoman of the Bettencourt Schueller Foundation and Honorary Chairwoman of the Pour l'Audition Foundation. A Director of L'Oréal since 1997, Vice-Chairwoman of the Board of Directors since 2020, Françoise Bettencourt Meyers is also a member of the Strategy and Sustainability Committee, the Nominations and Governance Committee and the Human Resources and Remuneration Committee.

EXPIRY DATE OF TERM OF OFFICE: 2021

- Professional address: Téthys – 27-29, rue des Poissonniers – 92200 Neuilly-sur-Seine – France
- Holds 33,182,455 L'Oréal shares

OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

French companies

Téthys SAS	Chairwoman Chairwoman of the Supervisory Board
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Téthys Invest SAS	Chairwoman of the Supervisory Board
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Financière l'Arcouest SAS	Chairwoman
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Other

Bettencourt Schueller Foundation	Chairwoman of the Board of Directors
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Pour l'Audition Foundation	Honorary Chairwoman and member of the Board of Directors
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CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

EXPIRY DATE OF TERM OF OFFICE

Société Immobilière Sebor SAS	Chairwoman	2020
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2. CORPORATE GOVERNANCE

Composition of the Board of Directors



PAUL BULCKE

Vice-Chairman

Belgian and Swiss

Age: 66

Chairman of the Board of Directors of Nestlé. Paul Bulcke was a Director at L'Oréal from 2012 to June 2014 and has been back in that position since 2017. Paul Bulcke is Vice-Chairman of the Board of Directors, and is a member of the Strategy and Sustainability Committee, the Nominations and Governance Committee, and the Human Resources and Remuneration Committee. He is also a Director of Roche Holding (Switzerland).

EXPIRY DATE OF TERM OF OFFICE: 2021

- Professional address: Nestlé – Avenue Nestlé, 55 – CH 1800 Vevey – Switzerland
- Holds 3,000 L'Oréal shares

MAIN CORPORATE OFFICE HELD OUTSIDE L'ORÉAL

Nestlé S.A. (Switzerland)*	Chairman of the Board
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OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

Foreign companies

Roche Holding Ltd (Switzerland)*	Member of the Board of Directors
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Other

2030 Water Resources Group (WRG)	Co-Chairman
JP Morgan International Council	Member
Avenir Suisse Foundation (Switzerland)	Member of the Board
World Economic Forum (WEF)	Member of the Community of Chairpersons
European Round Table for Industry (Belgium)	Member

CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

EXPIRY DATE OF TERM OF OFFICE

Foreign companies

Nestlé Health Science S.A. in Lutry (Switzerland)	Member of the Strategic Advisory Board	2017
Nestlé Skin Health S.A. (Switzerland)	Member of the Strategic Advisory Board	2017
Cereal Partners Worldwide (Switzerland)	Co-Chairman of the Supervisory Board	2016
Nestlé S.A. (Switzerland)	Deputy Director	2016

Others

Consumer Goods Forum	Member of the Board of Directors and member of the Governance Committee	2017
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* Listed company.



ANA SOFIA AMARAL

Portuguese

Age: 55

Scientific and Technical Affairs Director for L'Oréal Portugal. Ana Sofia Amaral was appointed in 2014 by L'Oréal's Instance Européenne de Dialogue Social (European Works Council) as a Director representing employees; her tenure was renewed for a period of four years in 2018. She is a member of the Human Resources and Remuneration Committee.

EXPIRY DATE OF TERM OF OFFICE: 2022

- Professional address: Rua Dr António Loureiro Borges, Edifício 7 – Arquiparque – Miraflores – 2796-959 Linda A Velha – Portugal

OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

Foreign companies

EMBOPAR Embalagens de Portugal SGPS S.A.	Permanent representative of L'Oréal Portugal on the Board of Directors Member of the Remuneration Commission
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CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

EXPIRY DATE OF TERM OF OFFICE

Sociedade Ponto Verde	Director Member of the Remuneration Commission	2020
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SOPHIE BELLON

French

Age: 59

Chairwoman of the Board of Directors of Sodexo. After a career in finance in the United States, she joined Sodexo in 1994, where she held a variety of positions, including as the Country Manager for the Business Division in France then as R&D and Innovation Strategy Manager. Sophie Bellon has been a Director of L'Oréal since 2015. She is the Chairwoman of the Nominations and Governance Committee, the Human Resources and Remuneration Committee, and a member of the Audit Committee.

EXPIRY DATE OF TERM OF OFFICE: 2023

- Professional address: Sodexo – 255 Quai de la Bataille de Stalingrad – 92130 Issy-Les-Moulineaux – France
- Holds 1,043 L'Oréal shares

MAIN CORPORATE OFFICE HELD OUTSIDE L'ORÉAL

Sodexo* Chairwoman of the Board of Directors

OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

French companies

Bellon S.A.[§] Member of the Management Board

PB Holding SAS[§] Chairwoman

Other

French Association of Private Enterprises (AFEP) Member of the Board of Directors

French Association of Joint Stock Companies (ANSA) Member of the Board of Directors

France-China Committee (CFC) Member of the Board of Directors

United Way Alliance (UWA) Member of the Board of Directors

CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

EXPIRY DATE OF TERM OF OFFICE

French companies

Sodexo Vice-Chairwoman of the Board of Directors 2016
In charge of Research-Development-
Innovation Strategy

Other

Pierre Bellon Foundation Founding Member 2018

SWIFT (Sodexo Women's International Forum for Talent) Co-Chair 2018

* Listed company.

§ Sodexo group company.



2. CORPORATE GOVERNANCE

Composition of the Board of Directors



PATRICE CAINE

French

Age: 50

Chairman and Chief Executive Officer of Thales Group since December 2014, after holding management positions in various operating units (Aviation and Naval, Communications, Navigation and Identification, Air Systems, Radio-Communication Products, Network and Infrastructure Systems, and Protection Systems) from 2002 to 2013. Patrice Caine has been a Director of L'Oréal since 2018, and is a member of the Strategy and Sustainability Committee and the Nominations and Governance Committee.

EXPIRY DATE OF TERM OF OFFICE: 2022

- Professional address: Thales – Tour Carpe Diem – 31 place des Corolles – 92098 Paris La Défense Cedex – France
- Holds 1,000 L'Oréal shares

MAIN CORPORATE OFFICE HELD OUTSIDE L'ORÉAL

Thales*	Chairman and Chief Executive Officer
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OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

French companies

Naval Group (ex-DCNS)	Director
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Other

National Association for Research and Technology (ANRT)	Chairman
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France Industrie (Cercle de l'Industrie et le Groupe des Fédérations Industrielles)	Vice-President and director
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French Aerospace Industries Association (GIFAS)	Vice-Chairman
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CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

EXPIRY DATE OF TERM OF OFFICE

Others

École des Mines de Paris	Director	2016
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* Listed company.



FABIENNE DULAC

French

Age: 53

Chairwoman and Chief Executive Officer of Orange France and Deputy Chief Executive Officer of the Orange Group, which she joined in 1997. She has held various positions in marketing, business development, communications and digital. She joined the Executive Committee of the Orange Group in 2015 as Executive Director of Orange France. She is also a Director of Willa (an incubator dedicated to Female entrepreneurship). Fabienne Dulac has been a Director of L'Oréal since 2019 and is a member of the Audit Committee and the Human Resources and Remuneration Committee.

EXPIRY DATE OF TERM OF OFFICE: 2023

- Professional address: Orange – 1 avenue Nelson Mandela 94745 Arcueil Cedex – France
- Holds 500 L'Oréal shares

MAIN CORPORATE OFFICE HELD OUTSIDE L'ORÉAL

Orange*	Deputy Chief Executive Officer CEO Orange France
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OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

French companies

Orange France ^o	Chairwoman and Chief Executive Officer
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Française des Jeux*	Director
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Others

Willa	Member of the Board of Directors
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CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

EXPIRY DATE OF TERM OF OFFICE

French companies

Orange Bank	Member of the Board of Directors	2020
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* Listed company.

^o Orange Group companies.



BELÉN GARIJO

Spanish
Age: 60

Chairwoman and Chief Executive Officer of Merck Healthcare, an entity holding all the pharmaceutical operations of the German group Merck and member of the Executive Committee of this Group, Belén Garijo will hold the office of Chairwoman of the Management Board and Chief Executive Officer of the Merck Group as from 1 May 2021. Belén Garijo has been a Director of L'Oréal since 2014 and is a member of the Human Resources and Remuneration Committee. She is also a Director of BBVA (Spain).

EXPIRY DATE OF TERM OF OFFICE: 2022

- Professional address: Merck KGAA – Frankfurter STR 250 Postcode F131/314 – 64293 Darmstadt – Germany
- Holds 1,000 L'Oréal shares

MAIN CORPORATE OFFICE HELD OUTSIDE L'ORÉAL

Merck Healthcare (Germany) – until 30 April 2021	Chairman and Chief Executive Officer
Merck* (Germany) – as from 1 May 2021	Chairwoman of the Management Board and Chief Executive Officer of the Group

OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

Foreign companies

BBVA* (Spain)	Director
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CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

None

* Listed company.



BÉATRICE GUILLAUME-GRABISCH

French
Age: 56

Executive Vice-President Human Resources and Business Services of Nestlé Group, which she joined in 2013. She was formerly Chief Executive Officer of Nestlé Germany after a career in various consumer goods groups (Colgate-Palmolive, Beiersdorf, Johnson & Johnson, L'Oréal, Coca-Cola). Béatrice Guillaume-Grabisch has been a Director of L'Oréal since 2016 and is a member of the Audit Committee.

EXPIRY DATE OF TERM OF OFFICE: 2024

- Professional address: Nestlé – Avenue Nestlé, 55 – CH 1800 Vevey – Switzerland
- Holds 1,400 L'Oréal shares

MAIN CORPORATE OFFICE HELD OUTSIDE L'ORÉAL

Nestlé S.A. (Switzerland)*	Executive Vice-President Human Resources and Business Services
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OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

Others

GS1	Director
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CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

EXPIRY DATE OF TERM OF OFFICE

Foreign companies

Nestlé (Germany)	President	2019
Henkel (Germany)	Director	2016

Others

MarkenVerband/Brand producers' association (Germany)	Member of the Management Board	2019
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* Listed company.



2. CORPORATE GOVERNANCE

Composition of the Board of Directors



ILHAM KADRI

French and Moroccan

Age: 52

Ilham Kadri is Chairwoman of the Executive Committee and CEO of Solvay, which she joined in March 2019. She had been CEO and Chairwoman of the American company Diversey since 2013. Ms Kadri has international experience acquired in leading industrial companies (Shell, UCB, Dow, Sealed Air, etc.) where she performed roles in research & development, sales, marketing, strategy, business management and digital technology. She is also a Director of A.O. Smith Corporation (USA). Ilham Kadri has been a Director of L'Oréal since June 2020.

- Professional address: Solvay - 310 rue de Ransbeek - 1120 Brussels, Belgium
- Holds 250 L'Oréal shares

MAIN CORPORATE OFFICE HELD OUTSIDE L'ORÉAL

Solvay*	Chairwoman of the Executive Committee and CEO Member of the Board of Directors
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OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

Foreign companies

A.O. Smith Corporation*	Member of the Board of Directors
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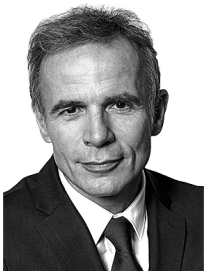
CORPORATE OFFICES AND DIRECTORSHIP OVER THE LAST FIVE YEARS THAT HAVE EXPIRED

EXPIRY DATE OF TERM OF OFFICE

Foreign companies

Diversey (USA)	Chairwoman and CEO	2018
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* Listed company.



GEORGES LIAROKAPIS

French and Greek

Age: 58

Coordinator of Sustainability for L'Oréal Western Europe. Georges Liarokapis was appointed by the CFE-CGC union as a Director representing employees in 2014; his term of office was then renewed for a period of four years in 2018. He is a member of the Audit Committee.

EXPIRY DATE OF TERM OF OFFICE: 2022

- Professional address: 41, rue Martre - 92117 Clichy Cedex - France

OTHER CORPORATE OFFICES AND POSITIONS HELD

None

CORPORATE OFFICES AND POSITIONS HELD OVER THE LAST FIVE YEARS AND EXPIRED

None



JEAN-VICTOR MEYERS

French

Age: 34

A member of the Supervisory Board of the family-owned holding company Téthys since January 2011 and a member of the Supervisory Committee of the investment subsidiary Téthys Invest and Chairman of Exemplaïre and Constantine Capital, Jean-Victor Meyers has been a Director of L'Oréal since 2012 and is a member of the Audit Committee and the Strategy and Sustainability Committee.

EXPIRY DATE OF TERM OF OFFICE: 2024

- Professional address: Téthys – 27-29, rue des Poissonniers – 92200 Neuilly-sur-Seine – France
- Holds 1,500 L'Oréal shares

OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

French companies

Téthys SAS	Member of the Supervisory Board
Téthys Invest SAS	Member of the Supervisory Board
Exemplaïre SAS	Chairman
Constantine Capital SAS	Chairman

CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

None



NICOLAS MEYERS

French

Age: 32

Member of the Supervisory Board of the family holding company Téthys since 2011, member of the Supervisory Board of the investment subsidiary Téthys Invest since 2016, and Director of the Bettencourt Schueller Foundation since 2012. Nicolas Meyers has been a Director of L'Oréal since June 2020.

EXPIRY DATE OF TERM OF OFFICE: 2024

- Professional address: Téthys – 27-29, rue des Poissonniers – 92200 Neuilly-sur-Seine – France
- Holds 1,500 L'Oréal shares

OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

French companies

Téthys SAS	Member of the Supervisory Board
Téthys Invest SAS	Member of the Supervisory Board
Lille Capital SAS	Chairman

Others

Bettencourt Schueller Foundation	Member of the Board of Directors
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CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

None



2. CORPORATE GOVERNANCE

Composition of the Board of Directors



VIRGINIE MORGON

French

Age: 51

Chairwoman of the Management Board of Eurazeo, which she joined in 2008 after working for 16 years at Lazard, as well as Chairwoman of Eurazeo North America Inc. (USA). She is also Co-Chair of the Paris Committee of Human Rights Watch and Chairwoman of the Board of the Eurazeo endowment fund. Virginie Morgon has been a Director of L'Oréal since 2013 and is the Chairwoman of the Audit Committee.

EXPIRY DATE OF TERM OF OFFICE: 2021

- Professional address: 1, rue Georges Berger – 75017 Paris – France
- Holds 1,745 L'Oréal shares

MAIN CORPORATE OFFICE HELD OUTSIDE L'ORÉAL

Eurazeo* ^E	Chairwoman of the Management Board
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OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

French companies

Idinvest Partners ^E	Chairwoman of the Supervisory Board
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Foreign companies

Alpine Newco Inc. (US) ^F	Chairwoman
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Eurazeo North America Inc. (US) ^F	Chairwoman
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Moncler SpA (Italy)*	Member of the Board of Directors
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Other

Human Rights Watch	Co-Chair of the Paris Committee
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Eurazeo endowment fund ^E	Chairwoman of the Board of Directors
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CORPORATE OFFICES AND DIRECTORSHIPS HELD OVER THE LAST FIVE YEARS AND EXPIRED

EXPIRY DATE OF TERM OF OFFICE

French companies

Eurazeo	Chief Operations Officer	2018
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Asmodee Holding	Chairwoman of the Supervisory Board	2018
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Eurazeo PME	Chairwoman of the Supervisory Board	2018
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Grandir (Les Petits Chaperons Rouges investment)	Member of the Supervisory Board	2018
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CPK	Vice-Chairwoman of the Supervisory Committee	2018
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Vivendi	Member of the Supervisory Board	2018
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Legendre Holding 43 (People Doc investment)	Chairwoman	2017
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Legendre Holding 44 (Fintrax investment)	Chairwoman	2017
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Legendre Holding 47 (Les Petits Chaperons Rouges investment)	Chairwoman	2017
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AccorHotels	Director	2016
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Elis	Member of the Supervisory Board	2016
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LH APCOA	Chief Operations Officer	2016
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Legendre Holding 45	Chairwoman	2016
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Legendre Holding 46	Chairwoman	2016
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Foreign companies

Moncler SpA (Italy)	Vice-Chairwoman of the Board of Directors	2019
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Abasic SL (Spain)	Director	2018
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Open Road Parent LLC (US)	Member of the Board of Directors	2018
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Trader Interactive LLC (US)	Member of the Board of Directors	2018
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APCOA Group GmbH (Germany)	Managing Director	2016
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* Listed company.

^E Subsidiary or investment of Eurazeo (whether alone or in concert)