

Board of Directors

COMPOSITION AT DECEMBER 31st, 2008.

Sir Lindsay Owen-Jones⁽¹⁾

Age: 62. British. Joined the L'Oréal group in 1969. During his international career, he was Chief Executive Officer of L'Oréal in Italy from 1978 to 1981 and President (CEO) of L'Oréal USA from 1981 to 1984. He was appointed Deputy Chairman and Chief Executive Officer in 1984, Chairman and Chief Executive Officer in 1988, and has been **Chairman of the Board of Directors since April 25th, 2006**. L'Oréal Board member since 1984 (term of office renewed in 2006). Director and Chairman of the L'Oréal Corporate Foundation. Board member of Sanofi-Aventis and Ferrari (Italy). Vice-Chairman of the Board of Directors of Air Liquide.

Jean-Paul Agon

Age: 52. Joined the L'Oréal group in 1978. During his international career, he was General Manager of Consumer Products in Greece, and of L'ORÉAL PARIS in France, International Managing Director of BIOTHERM, Managing Director of L'Oréal in Germany, Managing Director of the Asia zone, and President and CEO of L'Oréal USA. Appointed Deputy Chief Executive Officer of L'Oréal in 2005 and then **Chief Executive Officer** in April 2006. L'Oréal Board member since 2006. Board member of the L'Oréal Corporate Foundation.

Jean-Pierre Meyers^{(2) (4) (6)}

Age: 60. L'Oréal Board member since 1987 (term of office renewed in 2005), **Vice-Chairman of the Board**. Nestlé SA (Switzerland) Board member.

Peter Brabeck-Letmathe^{(2) (4)}

Age: 64. Austrian. With the Nestlé group since 1968, appointed General Manager in 1992, then Chief Executive Office of Nestlé SA (Switzerland) in 1997, Vice-Chairman of the Board in 2001 and Chairman in 2005. L'Oréal Board member since 1997 (term of office renewed in 2005), **Vice-Chairman of the Board**. Vice-Chairman of the Board of Crédit Suisse Group (Switzerland). Board member of Roche Holding (Switzerland) and Delta Topco Limited (Jersey).

Liliane Bettencourt⁽²⁾

Daughter of Eugène Schueller, who founded L'Oréal a century ago. L'Oréal Board member since 1995 (term of office renewed in 2007).

Françoise Bettencourt Meyers

Age: 55. Daughter of Mrs Bettencourt. L'Oréal Board member since 1997 (term of office renewed in 2005).

Werner Bauer

Age: 58. German. With the Nestlé group since 1990, appointed General Manager in 2002. L'Oréal Board member since 2005. Board member of Alcon (Switzerland).

Francisco Castañer Basco^{(2) (6)}

Age: 64. Spanish. With the Nestlé group since 1964, appointed General Manager in 1997. L'Oréal Board member since 1998 (term of office renewed in 2006). Board member and Vice-Chairman of Alcon (Switzerland).

Charles-Henri Filippi⁽⁶⁾

Age: 56. French civil service from 1979 to 1987. Joined CCF (which became HSBC France in 2000) in 1987. Chief Executive Officer in 1995, Group Executive Committee member from 2001 to 2004, Chairman and Chief Executive Officer of HSBC France from 2004 to 2007 and Chairman of the Board from September 2007 to December 2008. Chairman of Alfina. L'Oréal Board member since 2007⁽⁷⁾. France Telecom Board member, Supervisory Board member of Euris and Censor of Nexity.

Xavier Fontanet

Age: 60. Appointed Chief Executive Officer of Essilor in 1991, Vice-Chairman and Chief Executive Officer in 1995, Chairman and Chief Executive Officer since 1996. L'Oréal Board member since 2002 (term of office renewed in 2006). Board member of Crédit Agricole SA.

Bernard Kasriel^{(2) (3)}

Age: 62. With the Institut du développement industriel from 1970 to 1975. Chief Executive Officer of Braud from 1972 to 1974. Executive Vice-President of the Société phocéenne de métallurgie from 1975 to 1977. Joined Lafarge in 1977, Deputy General Manager in 1982. Assigned to the United States from 1987 to 1989, appointed Executive Vice-President from 1989 to 2003, and then Chief Executive Officer from 2003 to 2005. L'Oréal Board member since 2004 (term of office renewed in 2008). Board member of Lafarge, Arkema and Nucor (United States). Partner, member of the Management Board of LBO France.

Marc Ladreit de Lacharrière

Age: 68. Member of the Institut. With L'Oréal from 1976 to 1991, former Executive Vice-President in charge of Administration and Finance, Group Executive Vice-President from 1984 to 1991. Chairman and Chief Executive Officer of Fimalac. Chairman of Fitch (United States). L'Oréal Board member since 1984 (term of office renewed in 2006). Board member of the L'Oréal Corporate Foundation. Board member of Renault and Casino.

Annette Roux

Age: 66. Joined Bénéteau in 1964, Chairman and Chief Executive Officer from 1976 to 2005, Vice-Chairman of the Supervisory Board thereafter. L'Oréal Board member since 2007. President of the Bénéteau Corporate Foundation. President of the Fédération des industries nautiques.

Louis Schweitzer

Age: 66. Joined Renault in 1986, Chairman and Chief Executive Officer from 1992 to 2005, Chairman of the Board thereafter (renewal of term of office as Board member not requested in 2009). Chairman of the Board of AstraZeneca (United Kingdom). Chairman of the Supervisory Board of Le Monde group. L'Oréal Board member since 2005. Board member of BNP Paribas, Veolia Environnement and AB Volvo (Sweden). Member of the Consultative Board of Allianz AG (Germany).

(1) Chairman of the Strategy and Implementation Committee.

(2) Member of the Strategy and Implementation Committee.

(3) Chairman of the Appointments Committee and the Remuneration Committee.

(4) Member of the Appointments Committee and the Remuneration Committee.

(5) Chairman of the Audit Committee.

(6) Member of the Audit Committee.

(7) Mr Filippi was co-opted as a member in November 2007 and appointed in 2008 for the remainder of the term of office of his predecessor, i.e. until 2010.

The statutory length of tenure of a L'Oréal director is four years, and is renewable. Each director holds a minimum of 1,000 L'Oréal shares. The full list of directors' offices and directorships, in accordance with legal requirements, is included in the Report of the Chairman of the Board of Directors (Vol. 2 of the Reference Document).