

5.

INFORMATION CONCERNING DIRECTORS WHOSE APPOINTMENT OR RENEWAL IS PROPOSED TO THE ANNUAL GENERAL MEETING

APPOINTMENTS PROPOSED TO THE ANNUAL GENERAL MEETING



NICOLAS HIERONIMUS

French

Age: 57

Deputy Chief Executive Officer of L'Oréal in charge of Divisions since May 2017.

Within the L'Oréal Group since 1987, Nicolas Hieronimus became Marketing Director of the Laboratoires Garnier in 1993. After an international career as General Manager of the Garnier Maybelline Division in the UK, General Manager France then International General Manager of L'Oréal Paris, CEO of L'Oréal Mexico, Nicolas Hieronimus was appointed President of the L'Oréal Professional Products Division and joined the Executive Committee in 2008. In 2011, he was appointed President of L'Oréal Luxe, a role that he held until the end of 2018. In 2013, Nicolas Hieronimus took up the position of President Selective Divisions (Luxury, Active Cosmetics, Professional Products).

- Professional address: L'Oréal - 41, rue Martre - 92117 Clichy Cedex - France
- Holds 182,520 L'Oréal shares

OTHER CORPORATE OFFICES AND POSITIONS HELD

None

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

EXPIRY DATE OF TERM OF OFFICE

French company

L'Oréal Produits de Luxe International	Managing Director	2019
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5. INFORMATION CONCERNING DIRECTORS WHOSE APPOINTMENT OR RENEWAL IS PROPOSED TO THE ANNUAL GENERAL MEETING

Appointments proposed to the annual general meeting



ALEXANDRE RICARD

French

Age: 48

Chairman and Chief Executive Officer of Pernod Ricard since February 2015.

A graduate of ESCP, the Wharton Business School and the University of Pennsylvania, Alexandre Ricard joined Pernod Ricard in 2003, after seven years as a strategy consultant at Accenture and a M&A consultant at Morgan Stanley. In 2004, he was appointed Director of Finance and Administration of Irish Distillers, and then in 2006, Chief Executive Officer of Pernod Ricard Asia Duty Free. In 2008, he was appointed Chairman and Chief Executive Officer of Irish Distillers and joined the Executive Committee of Pernod Ricard. In 2011, he joined the General Management of Pernod Ricard as Deputy Chief Executive Officer in charge of the distribution network.

- Professional address: Pernod Ricard, 5, cours Paul-Ricard - 75008 Paris - France
- Holds 250 L'Oréal shares

MAIN CORPORATE OFFICE HELD OUTSIDE L'OREAL

Pernod Ricard*	Chairman and Chief Executive Officer
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OTHER CURRENT OFFICES AND POSITIONS

French companies

Pernod Ricard Europe, Middle East and Africa ^{PR}	Member of the Supervisory Board, permanent representative of Pernod Ricard
Martell & Co SA ^{PR}	Director
Société Paul Ricard	Member of the Management Board
Le Delos Invest I	Director
Le Delos Invest II	Director

Foreign companies

Suntory Allied Limited (Japan) ^{PR}	Chairman
Geo G. Sandeman Sons & Co. Ltd (United Kingdom) ^{PR}	Director
Havana Club International SA (Cuba) ^{PR}	Member of the Board of Directors "Junta de Directores"
Bendor SA (Luxembourg)	Director

CORPORATE OFFICES AND DIRECTORSHIP OVER THE LAST FIVE YEARS THAT HAVE EXPIRED

EXPIRY DATE OF TERM
OF OFFICE

French companies

Pernod SAS ^{PR}	Director, permanent representative of Pernod Ricard	2016
Ricard SAS ^{PR}	Director, permanent representative of Pernod Ricard	2016

Foreign companies

Havana Club Know-How SARL (Luxembourg) ^{PR}	Managing Director	2018
Havana Club Holding SA (Luxembourg) ^{PR}	Director	2018

* Listed company.

^{PR} Pernod Ricard Group company.

RENEWALS PROPOSED TO THE ANNUAL GENERAL MEETING



FRANÇOISE BETTENCOURT MEYERS

Vice-Chairwoman

French

Age: 67

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

Other

Bettencourt Schueller Foundation	Chairwoman of the Board of Directors
<i>Pour l'Audition</i> Foundation	Honorary Chairwoman and member of the Board of Directors

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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Renewals proposed to the Annual General Meeting



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
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JP Morgan International Council	Member
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Avenir Suisse Foundation (Switzerland)	Member of the Board
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World Economic Forum (WEF)	Member of the Community of Chairpersons
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European Round Table for Industry (Belgium)	Member
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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 Health Science S.A. in Lutry (Switzerland)	Member of the Strategic Advisory Board	2017
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Nestlé Skin Health S.A. (Switzerland)	Member of the Strategic Advisory Board	2017
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Cereal Partners Worldwide (Switzerland)	Co-Chairman of the Supervisory Board	2016
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Nestlé S.A. (Switzerland)	Deputy Director	2016
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Others

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



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* Chairwoman of the Management Board

OTHER CORPORATE OFFICES AND DIRECTORSHIPS HELD

French companies

Idinvest Partners[£] Chairwoman of the Supervisory Board

Foreign companies

Alpine Newco Inc. (US)[£] Chairwoman

Eurazeo North America Inc. (US)[£] Chairwoman

Moncler SpA (Italy)* Member of the Board of Directors

Other

Human Rights Watch Co-Chair of the Paris Committee

Eurazeo endowment fund[£] Chairwoman 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

Eurazeo Chief Operations Officer 2018

Asmodee Holding Chairwoman of the Supervisory Board 2018

Eurazeo PME Chairwoman of the Supervisory Board 2018

Grandir (Les Petits Chaperons Rouges investment) Member of the Supervisory Board 2018

CPK Vice-Chairwoman of the Supervisory Committee 2018

Vivendi Member of the Supervisory Board 2018

Legendre Holding 43 (People Doc investment) Chairwoman 2017

Legendre Holding 44 (Fintrax investment) Chairwoman 2017

Legendre Holding 47 (Les Petits Chaperons Rouges investment) Chairwoman 2017

AccorHotels Director 2016

Elis Member of the Supervisory Board 2016

LH APCOA Chief Operations Officer 2016

Legendre Holding 45 Chairwoman 2016

Legendre Holding 46 Chairwoman 2016

Foreign companies

Moncler SpA (Italy) Vice-Chairwoman of the Board of Directors 2019

Abasic SL (Spain) Director 2018

Open Road Parent LLC (US) Member of the Board of Directors 2018

Trader Interactive LLC (US) Member of the Board of Directors 2018

APCOA Group GmbH (Germany) Managing Director 2016

* Listed company.

£ Subsidiary or investment of Eurazeo (whether alone or in concert).

