

2.2 Composition of the Board at 31 December 2025

At 31 December 2025										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		69	M	French			25/04/2006	2026	19	C			
Chief Executive Officer	Nicolas Hieronimus		61	M	French			20/04/2021	2029	4				
Bettencourt Meyers family	Jean-Victor Meyers Vice-Chairman		39	M	French			13/02/2012	2028	13	•		•	•
	Nicolas Meyers		37	M	French			30/06/2020	2028	5			•	•
	Téthys, represented by Alexandre Benais		50	M	French			29/04/2025	2029	<1	•	•		
Directors linked to Nestlé	Paul Bulcke ** Vice-Chairman		71	M	Belgian-Swiss			20/04/2017	2029	8	•		•	•
	Béatrice Guillaume-Grabisch		61	W	French			20/04/2016	2028	9		•		
Independent Directors	Sophie Bellon		64	W	French	2	◆	22/04/2015	2027	10			C	•
	Patrice Caine		55	M	French	1	◆	17/04/2018	2026	7	•			C
	Fabienne Dulac		58	W	French	1	◆	18/04/2019	2027	6		•	•	
	Aurélie Jean		43	W	French		◆	29/04/2025	2029	<1				
	Ilham Kadri		56	W	French-Moroccan	2	◆	30/06/2020	2028	5	•			
	Alexandre Ricard		53	M	French	1	◆	20/04/2021	2029	4		•	•	
	Jacques Ripoll		59	M	French		◆	23/04/2024	2028	2			C	•
	Isabelle Seillier		65	W	French	1	◆	29/04/2025	2029	<1		•		•
Directors representing employees	Thierry Hamel		71	M	French			21/04/2022	2026	3			•	
	Benny de Vlieger		61	M	Belgian			21/04/2022	2026	3		•		

57.9
YEARS
average age of Directors

53%
independent Directors***

40%
of Directors are women***

60%
of Directors are men***

◆ 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 such affiliates).
** Paul Bulcke was a Director of L'Oréal from 2012 to June 2014 and then again since 2017.
*** Excluding Directors representing employees, in accordance with the French Commercial Code (Code de commerce) and the AFEP-MEDEF Code.