



CAREER ROLES

Major Career Roles:

- Chair and former CEO, L'Oréal
- Member, European Round Table of Industry (ERT)
- Co-Chair, France-China Committee
- Board member, French Institute of International Relations
- Chair, Society of Friends of the City of Paris Museum of Modern Art
- Board member, AFEP (Association Française des Entreprises Privées)

Other Career Highlights:

- Lead Independent Director, Air Liquide SA

OVERVIEW

Jean-Paul Agon has 25 years of senior-leadership experience attained from working as Chair and CEO of CAC 40, DJ EURO STOXX 50, FTSE4Good, ASPI Eurozone and Ethibel Excellence Sustainability Index companies. Jean-Paul's extensive career at L'Oréal has given him a unique multi-industry knowledge of beauty, consumer goods, energy, technologies and services for industry and health, making him truly invaluable.

Jean-Paul is Chair of L'Oréal (FR). He is a member of the European Round Table of Industry (ERT), Co-Chair of the France-China Committee, a Board member of the French Institute of International Relations (Ifri) and Chair of the Society of Friends of the City of Paris Museum of Modern Art.

Jean-Paul has spent his entire career at L'Oréal, where he has successively led several of its brands, countries and geographical regions. For 5 years, he created and oversaw the Asia Pacific region, which was the group's first foreign sales focus. He then led North America from 2001 to 2005.

In 2006, Jean-Paul was appointed CEO of L'Oréal and then Chair and CEO in 2011. He has been Chair of L'Oréal since May 2021.

Convinced that financial and non-financial performance are inextricably linked, Jean-Paul established a joint focus for the company that combined economic performance and the establishment of L'Oréal as exemplar in its environmental, social, ethical and societal areas.

For 15 years, he adapted the company by leading in-depth strategic transformations, notably in the digital and e-commerce spaces, which transformed L'Oréal into a digital-first company, as well as one of responsibility and sustainability. L'Oréal is now regularly recognised worldwide as a gold-standard leader in these areas. Jean-Paul also increased the presence and market leadership of L'Oréal in Asia, one of the world's most dynamic markets.