



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

Jean Paul Agon is one of the most influential figures in the global beauty and personal care industry, celebrated for his leadership in building long lasting consumer brands, shaping corporate culture, and promoting responsible globalisation. He currently serves as Chair of L'Oréal (since 2021) and was previously Chair of Galderma (until 2008), steering two major companies in skincare and cosmetics.

Jean-Paul's career spans more than 40 years at L'Oréal, culminating in his roles as CEO (2006-2021) and Chair & CEO (2011-2021). Under his leadership, the company expanded geographically, underwent digital transformation, diversified its brand portfolio, and embedded sustainability and diversity into its core strategy. He gained global business experience earlier in his career by heading L'Oréal's operations in Asia and the U.S.

In addition to his current roles, Jean-Paul previously served as a Non-Executive Director of Air Liquide (2009-2017), the industrial gas company. He also contributes to academia and global industry collaboration, having been appointed Chair of HEC Paris's Board in 2022, further reflecting his commitment to leadership development and corporate responsibility.

He brings deep cross-sector expertise in:

- Global consumer brands – building and sustaining leadership across diverse markets and demographics
- Cultural & organisational leadership – driving transformation through purpose, inclusivity and innovation
- Sustainability & social impact – embedding responsible growth into strategy and operations
- Public company stewardship – chairing global boards with a focus on governance, investor relations, and continuity

A graduate of HEC Paris and lifelong advocate of inclusive capitalism, Jean-Paul is known for balancing creative energy with strategic discipline. His leadership continues to shape global consumer business through long-term vision, values-driven culture, and innovation-led growth.