CELEBRATING



YEARS OF ACHIEVEMENT

YEAR IN REVIEW 2019

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PRESIDENT & CEO



We are celebrating a new decade, just as the Personal Care Products Council's (PCPC's) 125th anniversary year comes to an end. So much has happened over the last decade and the last year. I remain incredibly proud to be part of this industry and the work of PCPC's staff on behalf of our member companies and consumers around the world. Our organization is driven by four main objectives: advocating for modern government policies; promoting sound science; ensuring global access; and strengthening public trust in the beauty and personal care industry, and in the safe, innovative products families worldwide enjoy every day.

In 2019, our work with policymakers and advocacy groups to modernize state and federal laws continued to be a top priority. From cosmetics reform and animal testing to sunscreens and ingredient safety, we are actively engaging leaders around the world to ensure policies are rooted in the best available science and reiterating our commitment to communities far and wide.

We have made investments to advance our industry's approach to sustainability, while highlighting our member companies' commitment to creating a more beautiful and vibrant world. PCPC's new sustainability program is built on four key pillars: dynamic economic growth; exemplary citizenship; environmental stewardship; and ethical and transparent practices.

We value the important role cosmetics and personal care products have played in the lives of families for generations, and remain dedicated to advocating for our industry's ability to deliver safe, quality and innovative products that enhance the health and well-being of consumers across the globe.

2019 was an exciting year for the beauty and personal care industry. However, we know there is more to accomplish. I look forward to continuing our important work together with our domestic and international partners. I hope you enjoy this report and always welcome your feedback.

LEZLEE WESTINE

PRESIDENT & CEO

PERSONAL CARE PRODUCTS COUNCIL

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ASSOCIATION AT A GLANCE

Since 1894, the Personal Care Products Council (PCPC) has served as the leading national trade association representing the most trusted and beloved brands in beauty and personal care.

Headquartered in Washington, D.C., PCPC advocates on behalf of approximately 600 member companies to promote an effective and pragmatic regulatory environment that enables companies to manufacture, distribute and supply safe products to families around the world who trust and enjoy them every day. Sound science is at the core of everything we do.

We continually engage a variety of diverse stakeholders—policy makers, regulators, non-governmental organizations (NGOs), retail partners and the news media—to share the industry's perspective and educate about the complexity and scientific sophistication behind our products and the importance of harmonizing global regulation of our industry.

We stand united and resolute with our members in our commitment to consumer and product safety, quality and innovation.





THE PERSONAL CARE PRODUCTS COUNCIL (PCPC) HAS CONSISTENTLY ADVOCATED FOR THE USE OF SOUND SCIENCE TO HELP SHAPE PUBLIC POLICY.

Since 1894, PCPC has advanced our industry's commitment to science and to understanding the impacts of our products on human health and the environment. Today, we remain unequivocally committed to ensuring that our products help contribute to the social, economic and environmental well-being of communities where our companies operate, and we will continue to drive evidence-based decision-making in the shared goal of protecting consumers and the environment.

GEORGE CALVERT

CHAIR OF THE BOARD, PERSONAL CARE PRODUCTS COUNCIL
CHIEF SUPPLY CHAIN OFFICER, AMWAY



NEW INCI NAMES

CREATED

The International Nomenclature of Cosmetic Ingredients (INCI) system is key to ingredient labeling and communication among medical professionals, regulators, scientists and consumers. The International Nomenclature Committee created 990 new INCI names in 2019, which reflects the industry's drive for innovation. Many of the new ingredients are created through biotechnology processes and present new approaches to the guiding principles for designating globally standardized INCI names.

PERSONAL ()19 IMPACT

WEBINARS

AND MEETINGS

PCPC hosts a number of online and in-person continuing education and networking events-from our Annual Meeting, Legal & Regulatory Conference and Science Symposium to webinars on REACH and Brexit-throughout the year.

1.87 M **REACH VIA** COSMETICSINFO.ORG

The industry saw a significant increase in activity on CosmeticsInfo in 2019. PCPC's consumerfacing science and safety website includes factual, publicly available scientific information on ingredients most commonly used in cosmetics and personal care products globally.

3,923

CERTIFICATES OF FREE SALE ISSUED

Certificates of Free Sale are required by numerous foreign governments to assure products exported from the United States to their countries are the same as products sold in the U.S., presumably meeting all state and federal laws and regulations. Exports to these countries must be accompanied by a valid certificate, or the product will not be admitted.

MORE CONFIDENT

On February 4, 2019 -World Cancer Day - Look Good Feel Better (LGFB) released results of its annual Global Participant Survey. Responses were collected and reported by 11 countries in the LGFB global network. The data demonstrates the positive impact of LGFB among 10,000 women who participated in the survey.

MEMBER FLY-INS

PCPC's government affairs team invited members to join them for fly-ins at State Capitols around the country and on Capitol Hill in Washington, D.C. to advocate for issues important to the beauty and personal care industry.

CANCER PATIENTS

SERVED

The re-launched LGFB hospital-based workshops served 1,500 patients through 350 group workshops. These workshops continue to increase in popularity as new hospital partners join the Look Good Feel Better Alliance on a weekly basis.

ENGAGING POLICY MAKERS

PCPC represents the industry at the federal, state and local levels on issues of interest to cosmetics and personal care products companies. Through strategic partnerships, PCPC advocates for policies based on the best available science.

Major federal priorities PCPC continues to champion include Congressional funding for the U.S. Food and Drug Administration's (FDA) Office of Cosmetics and Colors; modernization of FDA's laws regulating cosmetics and personal care products; and advancing federal animal testing ban legislation.

State and local governments increasingly make policy decisions that have a global impact, affecting a wide range of industries, including the personal care and cosmetics sectors. Legislation ranges from product and ingredient bans to intellectual property threats.

HISTORIC PARTNERSHIP ON FEDERAL ANIMAL TESTING LEGISLATION

The industry advocated for and achieved a bicameral, bipartisan introduction of federal animal testing ban legislation through a historic collaboration with the Humane Society of the United States (HSUS) and Congress. PCPC's partnership with HSUS to reach strong consensus on the Humane Cosmetics Act aligns with industry's global animal testing principles. This legislation helps protect animal welfare while supporting the continued development of safe and innovative cosmetics and personal care products.

FEDERAL COSMETICS REFORM

PCPC worked proactively with Energy and Commerce Committee Chairman Frank Pallone (D-NJ), Congressman John Shimkus (R-IL), FDA and a broad group of other key stakeholders, including the Environmental Working Group (EWG), to advance cosmetics reform legislation and achieve a number of key policy changes. PCPC is committed to advancing bipartisan cosmetics reform legislation to modernize FDA oversight and continues to advocate on behalf of industry to align legislative proposals with its Board-approved legislative principles.

APPROPRIATIONS

PCPC successfully advocated for inclusion of Appropriations report language on a number of key issues on behalf of the industry in the FY2020 bill that was signed into law on December 20, 2019.

OVER THE COUNTER (OTC) MONOGRAPH REFORM

PCPC secured key sunscreen legislative provisions in the Senate OTC monograph reform bill that helps modernize the monograph process, ensures continued consumer access to sunscreens and protects member companies' ability to market sunscreen products in the U.S. The Senate passed OTC reform legislation on December 10, 2019.

PCPC & CRUELTY FREE INTERNATIONAL

PCPC cooperated with Cruelty Free International (CFI) to develop a common approach to cosmetics animal test ban legislation at the state level. In providing an approach that has the support of a leading global animal rights group, as well as the beauty industry, PCPC and CFI's common position should encourage enactment of reasonable and effective legislation.

CALIFORNIA & NEW YORK: INGREDIENT DISCLOSURE

In California, PCPC worked with non-governmental organizations (NGOs) to align on language for substantial new fragrance ingredient disclosure while protecting confidential business information.

In New York, PCPC successfully advocated against an expansive new state-specific regulatory program. The New York budget proposal would have created a state specific program like California's Proposition 65 with pre-market reporting to State Agencies and onerous labeling and reporting system.

CALIFORNIA: INGREDIENT BILL

PCPC successfully advocated against a bill that would have forced the reformulation of over 50,000 products. PCPC continues to advocate for science-based policy and supports California's dynamic regulatory framework, which includes Safe Cosmetics Act and Safer Consumer Products law.

CROWN ACT

PCPC supported passage of the CROWN Act to prohibit discrimination against an individual based on their natural hairstyle. In 2019, the legislation was signed into law in both California and New York.

SUNUCATE

PCPC continued collaboration with the American Society for Dermatologic Surgery Association (ASDSA) to pass legislation allowing the use of sunscreen in schools. SUNucate was adopted by the Council of State Governments as model legislation and has become law in 24 states so far.



\$488 BILLION GLOBAL INDUSTRY

\$488.29 BILLION IN 2018

SOURCE: Euromonitor International Beauty and Personal Care Data 2018

SKINCARE IS THE LARGEST PRODUCT SEGMENT IN THE GLOBAL MARKET (25% OF ALL SPENDING)

SOURCE: Euromonitor International, The Future of Beauty and Personal Care In The Globe And Asia Pacific, 2015



\$144.3 BILLION IN WAGES AND INCOMES

SOURCE: PCPC Economic & Social Contributions Report 2016



EMPLOYS MORE THAN SIX THOUSAND SCIENTIFIC AND TECHNICAL PROFESSIONALS

SOURCE: PCPC Economic & Social Contributions Report 2016 \$64

ANNUAL CONSUMER SPEND ON PERSONAL CARE PRODUCTS

SOURCE: Euromonitor International, The Future of Beauty and Personal Care In The Globe And Asia Pacific. 2015

\$48⁺
BILLION
U.S. MARKET IN 2018

SOURCE: Kline Cosmetics and Toiletries 2018



+5.5% U.S. GROWTH THROUGH 2023

SOURCE: Kline Cosmetics and Toiletries 2018

\$237 BILLION CONTRIBUTION TO U.S. GDP

SOURCE: PCPC Economic & Social Contributions Report 2016



PRODUCT CATEGORIES INCLUDE: COLOR COSMETICS, FRAGRANCES, SKINCARE, HAIR CARE/COLOR, BATH/SHOWER, MEN'S GROOMING, DEODORANTS/ANTIPERSPIRANTS, ORAL CARE, BABY CARE, SUN CARE, HAIR REMOVAL, AND FEMININE CARE.

SOURCE: Euromonitor International, The Beauty and Personal Care Market: Global and Regional Overview, 2017

65%
OF TOTAL
EMPLOYMENT
IS IN SMALL
BUSINESSES
(< 50 EMPLOYEES)

SOURCE: PCPC Economic & Social Contributions Report 2016

EXPORTED \$16.9 BILLION WORTH OF PRODUCTS FROM THE U.S.

SOURCE: PCPC Economic & Social Contributions Report 2016

3.6 MILLION DOMESTIC JOBS

SOURCE: PCPC Economic & Social Contributions Report 2016

73%

% OF CONSUMERS SAY COSMETICS AND PERSONAL CARE PRODUCTS IMPROVE QUALITY OF LIFE

SOURCE: Cosmetics Europe, The Personal Care Association, June 2019



WOMEN COMPRISE

OF THE TOTAL WORKFORCE AND HOLD

52.9%

OF MANAGEMENT POSITIONS

SOURCE: PCPC Economic & Social Contributions Report 2016



PROMOTING SOUND SCIENCE



CASIC.

PCPC's diverse staff of scientists provide expertise on the science and regulation of personal care products with specialties in chemistry, microbiology, toxicology and environmental science. The Science team works to strengthen PCPC's science-based programs that support the safety of cosmetics and personal care products and their ingredients, as well as PCPC's influence in scientific and regulatory forums.

SUNSCREEN SAFETY

PCPC took the lead in preparing members' formal response to the U.S. Food and Drug Administration's (FDA) Tentative Final Monograph (TFM) rulemaking on sunscreens. PCPC developed complex work plans to support eight sunscreen ingredients to meet the September 2019 deadline. In response to extensive comments received, FDA has postponed finalization of the monograph until September 2020.

ENVIRONMENTAL RISK ASSESSMENT

The Global Environmental Safety Science Committee finalized a model that prioritizes cosmetics and personal care ingredients for further environmental risk assessment. PCPC scientists presented on UV filter coral risk assessment at the Annual Society of Environmental Toxicology and Chemistry (SETAC) meetings in Australia, Europe and North America.

ALTERNATIVE SAFETY TESTING

PCPC co-organized an International Cooperation on Cosmetics Regulation (ICCR) workshop titled, "Risk Assessment Principles and Their Application in Decision Making — A Key Tool in the Elimination of Animal Testing," which brought together industry and international cosmetics regulatory authorities to investigate how these principles are currently applied and how application of these principles can aid safety decisions in risk assessments using novel methodologies; proceedings are being prepared for publication.

VOLUNTARY FRAGRANCE INGREDIENT DISCLOSURE INITIATIVE

PCPC launched a new voluntary fragrance ingredient disclosure initiative. Member companies are asked to disclose to consumers the presence of specified fragrance ingredients, consistent with the fragrance ingredient disclosure guidelines in the Consumer Commitment Code, as soon as practical.

GOOD MANUFACTURING PRACTICES WORKSHOP

PCPC conducted a Good Manufacturing Practices (GMP) Workshop in Chicago, Illinois, which was co-facilitated by industry leaders, FDA's District Director Division III and several FDA compliance officers. The workshop provided a unique educational opportunity and promoted PCPC's partnership with both industry and FDA leadership on regulatory, import, export, quality and science issues.

COSMETIC INGREDIENT REVIEW EXPERT PANEL

The Cosmetic Ingredient Review (CIR) Expert Panel is an independent, nonprofit, scientific body that was established in 1976 to assess the safety of cosmetics ingredients used in the U.S. PCPC initiated the CIR program at the suggestion and with the support of the Food and Drug Administration (FDA) and Consumer Federation of America (CFA). The Expert Panel is comprised of world-renowned scientists and physicians who have been publicly nominated by consumer, scientific and medical groups; government agencies; and industry.

Representatives from FDA, CFA and PCPC serve as non-voting liaisons to the Expert Panel and are actively involved in the comment and discussion process. Expert Panel members must meet the same conflict of interest requirements regarding financial interests special non-government advisory experts to FDA. For more than 40 years, CIR has examined and evaluated worldwide published and unpublished scientific safety data for a majority of ingredients used in cosmetics and personal care products.

Meeting four times a year in Washington, D.C., the Expert Panel conducts those evaluations in an open and expert manner.

In 2019, the CIR Expert Panel issued 15 final reports on a total of 303 ingredients, concluding that 73 ingredients are safe as used, 209 ingredients are safe with qualifications, 20 ingredients have insufficient data to determine safety, and 1 ingredient is safe with qualifications for most product types. Of special note, the Expert Panel issued a final safety assessment, concluding that 20 paraben ingredients are safe as used in cosmetics when the sum of the total parabens in any given formulation does not exceed 0.8%. The Expert Panel also issued a Respiratory Exposure Resource Document for assessing the risk of incidentally inhaled products.

THE EXPERT
PANEL IS
COMPRISED OF
WORLD-RENOWNED
SCIENTISTS AND
PHYSICIANS WHO
HAVE BEEN PUBLICLY
NOMINATED BY
CONSUMER,
SCIENTIFIC AND
MEDICAL GROUPS;
GOVERNMENT
AGENCIES; AND
INDUSTRY.





The International Association Collaboration (IAC) forum is designed to foster strong industry cooperation to enable industry to have a "global voice" and to proactively address global challenges. By working together, IAC hopes to enhance consumer and stakeholder trust in global cosmetics products; increase industry's ability to offer innovative products; and drive compatible regulatory requirements around the globe.

10

DRIVING GLOBAL ACCESS



PCPC's Global Strategies team manages a number of programs to engage international regulators and assist members in complying with international laws.

MODERNIZING GLOBAL REGULATIONS

PCPC submitted comments to nearly 30 proposals affecting cosmetics regulations in every corner of the globe. These efforts resulted in, among others, positive outcomes in Latin America to eliminate requirements for Certificates of Free Sale; in the Middle East, to eliminate proposed environmental packaging requirements, and to avoid mandatory standards for natural and organic claims; in Kenya, to adjust requirements allowing more freedom of choice for third party certifying bodies: and in Taiwan, to seek postponement of a ban on the use of synthetic waxes.

In addition, the Global
Strategies team continued
to focus on the implementation of regulatory reform
measures in China, and
to advocate revisions to
cosmetics framework laws
in India, Taiwan and Israel,
where final rules will likely
result in more open and
consistent trade and
regulatory environments
for the industry.

TARIFFS

Throughout 2019, PCPC was vocal in opposition to the use of retaliatory tariffs by the U.S. and other countries as a means of addressing trade concerns. PCPC submitted formal comments opposing inclusion of cosmetics products and inputs on U.S. retaliatory tariffs lists against China and France; participated in business coalitions advocating against retaliatory tariffs; and briefed U.S. congressional staffs on the negative impact of increased tariffs on our industry's global supply chains.

CHINA

PCPC provided input on several important regulatory proposals intended to implement China's cosmetics reform package, including the notification of certain imported products without animal testing, which has been a long-standing objective of our industry.

U.S.-MEXICO-CANADA AGREEMENT (USMCA)

Following the successful negotiation for a U.S.-Mexico-Canada Free Trade Agreement (USMCA), PCPC mounted a strong advocacy campaign to promote ratification of the Agreement by the U.S. Congress. The USMCA Cosmetics Annex includes strong commitments to international best regulatory practices for cosmetics that will enhance our industry's access to markets in Mexico and Canada and serve as a model for future free trade agreements. In addition, Canada's commitment to eliminate burdensome requirements on U.S. imports of OTC-like products will result in an approximate savings of more than \$102 million annually to U.S. exporters.



STRENGTHENING PUBLIC TRUST

PCPC remains a trusted, respected voice and advocate for the cosmetics and personal care products industry. The Public Affairs and Communications team informs, engages and serves as an information source and resource for key stakeholders including consumers, regulators, policy makers, media and non-governmental organizations (NGOs). In 2019, PCPC made important strides in educating about the industry's commitment to safe and innovative products and its contributions to the nation's economic and social well-being.

SUNSCREENS ADVOCACY

In 2019, the PCPC Public Affairs team developed a robust, integrated sunscreen advocacy initiative, which included digital advertising, media and stakeholder engagement. The team monitored and proactively responded to consumer confusion about the safety of certain active ingredients, providing important context around the safety concerns and educating about the critical role sunscreens play in addressing public health.

SUSTAINABILITY

The Public Affairs team led efforts to advance member company sustainability practices, while strengthening industry's narrative about its positive impact on communities and the world at large. PCPC developed a strategic framework and a focus for various work streams in this area, and published the industry's first Sustainability Report, Creating a More Beautiful World. The report showcases industry's commitment to the responsible management of environmental impacts, as well as economic and social value, and highlights the innovative wavs member companies have integrated sustainability into their business practices.

DIGITAL ENGAGEMENT

Launched in 2019, PCPC
Perspectives is a new
feature in the personalcarecouncil.org newsroom
that leverages subjectmatter experts to help
educate key stakeholders
about issues important
to the industry. Critical to
this effort is addressing
misleading news stories
and social media-driven
conversations that only tell
one side of the story.

More than 1.3 million viewers made more than 1.87 million visits to CosmeticsInfo.org, the beauty industry's science and safety website, which features information about thousands of ingredients used in cosmetics and personal care products and guides consumers through complex questions via blogs, infographics and video content.

PCPC and CosmeticsInfo's organic and paid social media reached nearly 750k people, utilizing original and third-party content addressing key industry issues and promoting proactive initiatives. In total, our following across channels is now well over 10k and quickly growing.

Top performing content on CosmeticsInfo's social media platforms discussed sunscreen safety, a topic the team emphasized throughout the year.



Cosmetics & Beauty, Science & Safety September 17, 2019 · 🚱

...

How do sunscreens work? What are some common ingredients in sunscreen? How are sunscreens regulated? Can my children use sunscreen while at school? Are the sunscreens I use on the beach ending up in the environment?

You have questions, we have answers! https://www.cosmeticsinfo.org/sunscreen-faq



Cosmetics & Beauty, Science & Safety Health/Beauty

Learn More





For 125 years, the Personal Care Products Council has proudly served global beauty and personal care companies. To highlight this important anniversary milestone, the team created dynamic video content to demonstrate the immense impact the industry and the association has on communities worldwide.



PCPC's support for the historic introduction of the Humane Cosmetics Act was the top-performing content on social media, which mirrored the messaging shared by HSUS.

LOOK GOOD FEEL BETTER FOUNDATION

The Foundation's groundbreaking cancer support program Look Good Feel Better (LGFB) celebrated its 30th anniversary in 2019. Since its introduction in the U.S. in 1989, LGFB has served more 2 million people with cancer globally through free patient programs across the U.S. and in 26 countries worldwide, making it the only international cancer support charity that helps boost the physical and emotional well-being of people undergoing cancer treatment.

The Foundation modernized LGFB in 2019, using the anniversary platform to introduce a new infrastructure; new delivery channels to bring the program to more people in more places; and expanded its network of partners, allies and supporters to help increase the remarkably consistent impact of LGFB on women around the world.

NEW LIVESTREAMING WORKSHOPS

The new Look Good Feel Better Live! Virtual Workshops offer a unique and convenient way for cancer patients to experience professional beauty instruction and the benefits of a group environment, from the comfort and privacy of their home, office or other self-selected setting. LGFB Live! Virtual Workshops complement the traditional workshops offered in hospitals and cancer centers. Nearly 600 cancer patients participated in 200 virtual workshops offered in 2019, with continued expansion of the schedule expected in 2020.

THE LOOK GOOD FEEL BETTER ALLIANCE LAUNCHES

The Look Good Feel Better

Alliance is the underpinning

of a broad organizational transformation. LGFB created a nationwide network of partners and individuals, united through a common mission to empower women in cancer treatment through education, support and the delivery of the LGFB program. The Alliance includes hundreds of hospital partners; Walgreens as a community delivery partner; thousands of volunteers across the country; hundreds of LGFB corporate partners; and other supporters and friends. The introduction of the Alliance relaunched LGFB in April 2019 as a more modern, streamlined program, and supported nearly 350 patient workshops serving more than 1,500 patients in 2019 during a busy year of transition and renewal.

CELEBRATING GLOBAL IMPACT ON WORLD CANCER DAY

To mark World Cancer Day on February 4, LGFB released the results of its annual Global Participant Survey. The results, spanning continents and cultures, emphasize the remarkably consistent, positive impact of LGFB, and found that women around the world who participate emerge 93% more confident about their appearance.

ALLIED VOICES SUPPORT LOOK GOOD FEEL BETTER

The #myLGFBstory social media initiative, launched during Look Good Feel Better Week 2019 (April 28 – May 4), tapped notable names to join in celebrating 30 years of LGFB, helping to generate more than 4.6 million social media impressions.

BEAUTYCARES DREAMBALL

On September 18, more than 400 guests attended the 2019 BeautyCares DreamBall honoring Jamie Kern Lima, IT Cosmetics; Alvaro Alonso, Beiersdorf North America; Lauren Brindley, Walgreens: and Amy Robach, ABC News 20/20 and cancer survivor. The BeautyCares DreamBall (and DreamBall After Dark) is the most important fundraising event for the Foundation, demonstrating the collective support of the cosmetics and personal care industry.



BeautyCares DreamBall 2019 honorees: Alvaro Alonso, Amy Robach, Lauren Brindley, Heather Thompson and Jamie Kern Lima.

"I FEEL THIS IS ONE OF THE BEST PROGRAMS FOR WOMEN DEALING WITH CANCER. IT MAKES THE PATIENT FEEL VERY SPECIAL, PAMPERED AND CARED FOR. PLEASE KEEP THIS PROGRAM AVAILABLE TO ALL WOMEN WITH CANCER."

KATHY

LGFB WORKSHOP PARTICIPANT
NEBRASKA







David Greenberg, L'Oréal USA; Alex Keith, P&G Beauty; Esi Eggleston Bracey, Unilever; and Pamela Alabaster, The Gill Alabaster Group shared leadership perspectives on sustainability value creation and growth during PCPC's 2019 Annual Meeting.

BOARD OF DIRECTORS AND SENIOR LEADERSHIP

*AS OF DECEMBER 2019



BOARD OF DIRECTORS

GEORGE CALVERT

PERSONAL CARE PRODUCTS COUNCIL BOARD CHAIR AMWAY

ALVARO ALONSO BEIERSDORF N.A.

SCOTT BEATTIE REVLON

MATT BELL EDGEWELL PERSONAL CARE

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INTERNATIONAL FLAVORS
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DAVID HOLL MARY KAY INC.

JANE IREDALE IREDALE MINERAL COSMETICS LTD. PAUL IRELAND TAKASAGO INTL. CORP.

ALEX KEITH P&G BEAUTY

MARIA KERTESZ JOHNSON & JOHNSON CONSUMER

FELIX MAYR-HARTING GIVAUDAN FRAGRANCES CORPORATION

BARBARA MENARGUEZ CHANEL

JACK NETHERCUTT MERLE NORMAN COSMETICS

GREGORY POLCER THE ESTÉE LAUDER COMPANIES

CHRIS SAYNER CRODA

GEORGE SHAEFFER ALOXXI INTERNATIONAL CORPORATION

KEVIN SHERLOCK CHURCH & DWIGHT

KEECH COMBE SHETTY COMBE INCORPORATED

ANDREW STANLEICK
COTY CONSUMER BEAUTY

RICHARD TOLIN LUBRIZOL PERSONAL CARE

HERVÉ TOUTAIN L'ORÉAL

JERRY VITTORIA
FIRMENICH INTERNATIONAL SA

HEATHER WALLACE HENKEL CORPORATION

KATHLEEN WIDMER JOHNSON & JOHNSON CONSUMER **EX OFFICIO DIRECTORS**

SEAN BRODERICK P&G COSMETICS

JOHN HUMPHREYS

LAUREN PAIGE L'ORÉAL USA, INC

ANTHONY SANTINI COMBE INCORPORATED

ESPE TROYANO P&G

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ALEXANDRA KOWCZ EVP, SCIENCE & CHIEF SCIENTIST

FRANCINE LAMORIELLO EVP, GLOBAL STRATEGIES

THOMAS MYERS EVP, LEGAL & GENERAL COUNSEL

MARK POLLAK SR. EVP & CHIEF OPERATING OFFICER

LISA POWERS
EVP, PUBLIC AFFAIRS
& COMMUNICATIONS

LOUANNE ROARK
EXECUTIVE DIRECTOR,
LOOK GOOD FEEL
BETTER FOUNDATION

MIKE THOMPSON SVP, GOVERNMENT AFFAIRS









