



# HERMÈS

2025 UNIVERSAL REGISTRATION DOCUMENT

**EXTRACTS FROM THE UNIVERSAL REGISTRATION DOCUMENT**

The following page numbers are those of the 2025 Universal registration document

## 2.3.2 EXECUTIVE MANAGEMENT

The Executive Chairmen are appointed by the Active Partner, after consultation with the Supervisory Board. In accordance with the Articles of Association, the Executive Management comprises one or two Executive Chairmen, who are natural persons, Active Partners or from outside the Company, each having the same powers. The term of office of the Executive Chairmen is open-ended.

The role and powers of Executive Management are described in § 2.2.3.

The Executive Chairmen's roles are distributed as follows: Mr Axel Dumas is in charge of strategy and operational management and Émile Hermès SAS, through its Executive Management Board, is responsible for vision and strategic priority areas.

### Composition as at 31/12/2025



**Mr Axel Dumas**

Executive Chairman

**Appointed by decision of the Active Partner dated 4 June 2013 (effective 5 June 2013)**



**Émile Hermès SAS**

Executive Chairman (represented by Mr Henri-Louis Bauer)

**Appointed by decision of the Active Partner dated 14 February 2006 (effective 1 April 2006)**

- ◆ **Changes among the Executive Management in financial year 2025:** None.
- ◆ **Changes among the Executive Management since 31 December 2025:** None.

### 2.3.2.1 NUMBER OF SHARES TO BE HELD BY THE EXECUTIVE CHAIRMEN

At its meeting of 21 March 2017, the Supervisory Board decided that the Executive Chairmen should each be required to hold a minimum of 1,000 Hermès International shares pursuant to Article 24 of the Afep-Medef Code revised in December 2022.

The two Executive Chairmen fulfil this obligation as at 31 December 2025.

Information concerning restrictions relating to the sale of shares by the Executive Chairmen is provided in § 2.10.2.3.

## 2.3.2.2 PROFILE, EXPERIENCE AND EXPERTISE OF THE EXECUTIVE CHAIRMEN

<p><b>Age</b> 55 years <sup>1</sup> (3 July 1970)</p> <p><b>Nationality</b> French</p> <p><b>Address</b> c/o Hermès International 24, rue du Faubourg Saint-Honoré 75008 Paris</p> <p><b>Shares held as at 31 December 2025</b> 11,638 full ownership and 30 in usufruct and registered</p> <p><b>Date of first appointment</b> 5 June 2013</p> <p><b>Term of current office</b> Open-ended</p>		<p><b>AXEL DUMAS</b> <b>Executive Chairman</b> <i>A direct descendant of Mr Émile-Maurice Hermès</i></p>	<p>2</p>
<p><b>Offices and positions held during financial year 2025</b></p>	<p><b>In Hermès Group companies</b></p>	<p><b>French companies ▲</b></p> <ul style="list-style-type: none"> <li>◆ <b>Hermès International ●</b> Co-Manager</li> <li>◆ <b>Comptoir Nouveau de la Parfumerie *</b> Permanent Representative of Hermès International, Director</li> <li>◆ <b>Hermès Sellier</b> Chairman</li> </ul>	<p><b>Foreign companies ▲</b></p> <ul style="list-style-type: none"> <li>◆ <b>Faubourg Middle East (United Arab Emirates)</b> Director</li> <li>◆ <b>Hermès Of Paris (United States)</b> Chairman and director</li> </ul>
	<p><b>Outside Hermès Group companies</b></p>	<p><b>French companies</b></p> <ul style="list-style-type: none"> <li>◆ <b>Axam 2</b> Executive Chairman</li> <li>◆ <b>H51</b> Director</li> <li>◆ <b>Krefeld</b> Director</li> <li>◆ <b>Maia</b> Executive Chairman</li> <li>◆ <b>Mathel</b> Executive Chairman</li> </ul>	<p><b>Foreign companies</b></p> <ul style="list-style-type: none"> <li>◆ <b>Exor N.V. (Netherlands) ●</b> Independent Director and member of the Compensation and Appointments Committee</li> </ul>
<p><b>Other offices and positions held during the previous four financial years and having ended before 1 January 2025</b></p>	<ul style="list-style-type: none"> <li>◆ <b>Hermès Asia Pacific ▲ (Hong Kong)</b> Director (term ended on 15/05/2021)</li> <li>◆ <b>Hermès China ▲ (China)</b> Chairman and Director (term ended on 09/04/2021)</li> <li>◆ <b>Hermès China Trading ▲ (China)</b> Chairman and Director (term ended on 09/04/2021)</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>Hermès Japan ▲ (Japan)</b> Director (term ended on 30/03/2021)</li> <li>◆ <b>Hermès Korea ▲ (South Korea)</b> Chairman (term ended on 05/08/2021) and Director (term ended on 26/03/2021)</li> <li>◆ <b>La Montre Hermès ▲ (Switzerland)</b> Director (term ended on 30/06/2021)</li> </ul>	

(1) The age indicated is determined in number of full years as at 31 December 2025.

▲ Hermès Group company. ● Listed company. \* Office taken into account when calculating plurality of offices.

<p><b>Address</b></p> <p>c/o Hermès International 24, rue du Faubourg Saint-Honoré 75008 Paris</p> <p><b>Shares held as at 31 December 2025</b></p> <p>49,792</p> <p>full ownership registered</p> <p><b>Date of first appointment</b></p> <p>From 27 December 1990 to 31 December 1994 and again since 1 April 2006</p> <p><b>Term of current office</b></p> <p>Open-ended</p>		<p><b>EMILE HERMÈS SAS</b></p> <p><b>Manager</b> Represented by its Chairman, Mr Henri-Louis Bauer</p>
<p><b>Summary of main areas of expertise and experience</b></p> <p>Émile Hermès SAS is a <i>société par actions simplifiée à capital variable</i> (simplified joint stock company with variable capital), incorporated under French law, whose partners are the direct descendants of Mr Émile-Maurice Hermès and his wife.</p> <p>It is represented by its Chairman, Mr Henri-Louis Bauer.</p> <p>Émile Hermès SAS's main purpose is to be the Active Partner of Hermès International. Its operation is presented in § 2.3.1.</p> <p>Émile Hermès SAS has been the Active Partner of Hermès International since 27 December 1990. Émile Hermès SAS was appointed as Executive Chairman on that date and held that office until 31 December 1994. Since 1 April 2006, it has again been Executive Chairman of Hermès International for an open-ended term.</p> <p>It does not now hold nor has in the past held any offices in any other company.</p>		
<p><b>Main activities outside the Company</b> <i>None</i></p>		
<p><b>Offices and positions held during financial year 2025</b></p>	<p><b>In Hermès Group companies</b></p> <p><b>Emile Hermès SAS</b></p> <p><b>French companies ▲</b></p> <p>◆ Hermès International ● Active Partner and Co-Executive Chairman</p> <p><b>Foreign companies ▲</b> <i>None</i></p>	<p><b>Henri-Louis Bauer</b> <i>A direct descendant of Mr Émile-Maurice Hermès</i></p> <p><b>French companies ▲</b> <i>None</i></p> <p><b>Foreign companies ▲</b> <i>None</i></p>
<p><b>Offices and positions held during financial year 2025</b></p>	<p><b>Outside Hermès Group companies</b></p> <p><b>French companies</b> <i>None</i></p> <p><b>Foreign companies</b> <i>None</i></p>	<p><b>French companies</b></p> <p>◆ <b>Emile Hermès SAS</b> Company Chairman and Chairman of the Executive Management Board</p> <p>◆ <b>Aucleris 2</b> Executive Chairman</p> <p>◆ <b>H2</b> Director</p> <p>◆ <b>H51</b> Director</p> <p>◆ <b>Krefeld</b> Director</p> <p>◆ <b>Micolline invest I</b> Executive Chairman</p> <p>◆ <b>Sabarots</b> Executive Chairman</p> <p>◆ <b>Samain B2</b> Executive Chairman</p> <p>◆ <b>SIFAH</b> Director and partner</p> <p><b>Foreign companies</b> <i>None</i></p>
<p><b>Other offices and positions held during the previous four financial years and having ended before 1 January 2025</b></p>	<p><b>French companies</b> <i>None</i></p> <p><b>Foreign companies</b> <i>None</i></p>	<p><b>French companies</b> <i>None</i></p> <p><b>Foreign companies</b> <i>None</i></p>

▲ Hermès Group company. ● Listed company. \* Office taken into account when calculating plurality of offices.

### 2.3.3 GOVERNING BODIES

The definition of the Governing bodies retained for a number of years includes the committees established by the Executive Management several years ago to regularly assist it in exercising its general duties, namely:

- ◆ the Executive Committee;
- ◆ the Operations Committee.

This scope complies with the definition of Article L. 23-12-1 of the French Commercial Code (*Code de commerce*) in its wording resulting from law no. 2021-1774 of 24 December 2021 aimed at accelerating economic and professional equality (known as the Rixain law).

As Hermès International employs fewer than 1,000 employees, it is not subject to the obligations of the Rixain law.

The policy of non-discrimination and gender balance within the Governing bodies is described in § 2.3.4.

#### 2.3.3.1 EXECUTIVE COMMITTEE

##### 2.3.3.1.1 Role and composition

<b>Role</b>	<b>Composition as at 31/12/2025</b>		
<p>The Executive Chairmen are supported in their management of the Group by the Executive Committee. This consists of Executive Vice-Presidents, each of whom has well-defined areas of responsibility.</p> <p>The role of the Executive Committee is to oversee the Group's strategic and operational management.</p> <p>The Executive Committee meets every two weeks.</p> <p>Its composition reflects the Group's main areas of expertise.</p>	<p><b>10</b> <b>MEMBERS</b></p>	<p><b>33%</b> <b>WOMEN</b> (EXCLUDING THE EXECUTIVE CHAIRMAN)</p>	<p><b>11 years</b> <b>AVERAGE LENGTH OF SERVICE ON THE EXECUTIVE COMMITTEE</b></p>
	<p><b>22 years</b> <b>AVERAGE LENGTH OF SERVICE IN THE GROUP</b></p>		<p><b>58 years</b> <b>AVERAGE AGE <sup>1</sup></b></p>



Members of the Executive Committee, from left to right: Olivier Fournier, Florian Craen, Agnès de Villers, Axel Dumas, Éric du Halgouët, Charlotte David, Pierre-Alexis Dumas, Wilfried Guerrand, Sharon MacBeath, Guillaume de Seynes

**Mr Axel Dumas**

Executive Chairman

◆ **Mr Florian Craen**Executive Vice-President  
Sales & Distribution◆ **Ms Charlotte David**Executive Vice-President  
Communication◆ **Mr Pierre-Alexis Dumas**Artistic Executive  
Vice-President◆ **Mr Olivier Fournier**Executive Vice-President Corporate Development and  
Social Affairs◆ **Mr Wilfried Guerrand**Managing Director Métiers, Information Systems and  
Data◆ **Mr Éric du Halgouët**

Executive Vice-President Finance

◆ **Ms Sharon MacBeath**

Group Director of Human Resources

◆ **Mr Guillaume de Seynes**Executive Vice-President Manufacturing Division &  
Equity Investments◆ **Ms Agnès de Villers**Executive Vice-President Leather Goods & Saddlery,  
Horizons, IoT and petit h**Changes in the Executive Committee in financial year 2025:**

- As of 1 November 2025, Ms Agnès de Villers has extended her scope to the Leather Goods & Saddlery métiers, which includes Leather Goods, Saddlery, Equestrianism, Hermès Horizons, petit h and IoT.

(1) Average calculated on the basis of the age of the members of the Executive Committee, determined on a full-year basis as at 31 December 2025.

**2.3.3.1.2 Profile, experience and expertise of the members of the Executive Committee**

<b>Name</b>	<b>Age</b>	<b>Date of birth</b>	<b>Nationality</b>	<b>Date of appointment to the Executive Committee</b>	<b>Training</b>	<b>Positions held within the Hermès Group (date of appointment)</b>	<b>Other positions</b>
◆ <b>Axel Dumas</b>	55 years <sup>1</sup>	03/07/1970	French	02/05/2011	See § 2.3.2.2		
◆ <b>Florian Craen</b>	55 years <sup>1</sup>	31/10/1970	French	01/09/2013	École Supérieure du Commerce Extérieur de Paris (1992) Harvard Business School (AMP 184)	Executive Vice-President Sales & Distribution of Hermès International (since 01/09/2013) Managing Director of Hermès North Asia (2009) Managing Director of Hermès Great Britain (2006) International Director of Hermès Travel Retail (2001) European Director of Hermès Travel Retail (1997)	
◆ <b>Charlotte David</b>	50 years <sup>1</sup>	28/03/1975	French	12/10/2015	Essec (1997)	Executive Vice-President Communication (since 12/10/2015)	
◆ <b>Pierre-Alexis Dumas</b>	59 years <sup>1</sup>	04/06/1966	French	01/10/2005	Graduate in visual arts from Brown University (1991)	Artistic Executive Vice-President (since 01/10/2005)	
◆ <b>Olivier Fournier</b>	64 years <sup>1</sup>	10/07/1961	French	01/06/2015	EM Lyon (1983) Graduate degree in accounting and finance	Executive Vice-President Corporate Development and Social Affairs (since 01/06/2015) Executive Vice-President Hermès Sellier craftsmanship division (2008) Managing Director of Holding Textile Hermès (2001) Managing Director of Bucol (1998) Managing Director of Sport Soie (1994) Director of Internal Audit and Taxation of Hermès International (1991)	Chairman of the Fondation d'entreprise Hermès (since 08/02/2016)

Name Age Date of birth Nationality	Date of appointment to the Executive Committee	Training	Positions held within the Hermès Group (date of appointment)	Other positions
<p>♦ <b>Wilfried Guerrand</b> 54 years <sup>1</sup> 01/02/1971 French</p>	01/07/2014	Neoma Business School (1993, Rouen) MBA from London School of Economics, NYU Stern and HEC (2011, TRIUM)	<p>Oversight of the Perfume and Beauty métier (since 01/11/2025) Executive Vice-President Leather Goods &amp; Saddlery (2024) Managing Director Métiers (Hermès Femme, Hermès Homme, Hermès Bijouterie, Hermès Soie et Textiles and Hermès Maison), Information Systems and Data (since 01/04/2019) Executive Vice-President Digital Projects and E-commerce of Hermès International (2014) Managing Director of Hermès Femme (2012) Managing Director Europe of Hermès International (2009) Group Director of Sales of Hermès International (2007) Managing Director of Hermès France for Hermès Sellier (2004) Director of Industrial Development of Hermès International (2002) Advisor to the Chairman of Hermès Sellier (1999) Financial Controller for Hermès Sellier (1995)</p>	Director of Iclicle Carven China France ("ICCF") (since 23/11/2023)
<p>♦ <b>Éric du Hailgouët</b> 62 years <sup>1</sup> 14/03/1963 French</p>	01/06/2015	Neoma Business School (1986, Rouen) Graduate degree in accounting and finance	<p>Executive Vice-President Finance of Hermès International (since 01/06/2015) Group Chief Financial Officer (2007) Director of Consolidation and Financial Control (2006)</p>	
<p>♦ <b>Sharon MacBeath</b> 56 years <sup>1</sup> 30/03/1969 British</p>	01/03/2022	University of Glasgow Master's degree in psychology & management (1990) University Panthéon-Sorbonne Paris I Master's degree in HR (1994) INSEAD (2004)	<p>Group Director of Human Resources (since 17/06/2019) Member of the Supervisory Board (2016 to 2019) Member of the Audit and Risk Committee (2016 to 2019) Member of the CAG-CSR Committee (from 2017 to 2019)</p>	Coface – Independent Director and Chairwoman of the Appointments, Compensation and CSR Committee (since 01/07/2014)
<p>♦ <b>Guillaume de Seynes</b> 68 years <sup>1</sup> 14/10/1957 French</p>	01/01/2005	Graduate in law and political science in Paris (1978) and an Essec graduate (1982)	<p>Executive Vice-President Manufacturing Division &amp; Equity Investments (since 02/05/2011) Chairman of John Lobb (2007) Deputy Managing Director of Hermès International (2006) Managing Director Métiers of Hermès Sellier (2004) Managing Director of La Montre Hermès (1999) Director of Sales and Marketing of La Montre Hermès (1997)</p>	<p>Chairman of the Colbert Committee (from June 2016 to June 2022) Chairman of the Strategic Committee, Fashion and Luxury sector (from 2018 to 2023)</p>
<p>♦ <b>Agnès de Villers</b> 56 years <sup>1</sup> 24/12/1969 French</p>	01/03/2022	Institut d'études politiques de Paris Economics and Finance (graduated in 1993) Paris Nanterre University Master's degree in economic history (1991) Hypokhâgne/Khâgne Modern Letters (1988-1989)	<p>Executive Vice-President Leather Goods &amp; Saddlery (since 01/11/2025), Horizons, IoT and petit h (since 01/04/2024) Chairwoman of the Board of Directors (since 06/06/2019) of Comptoir Nouveau de la Parfumerie (Hermès Perfume and Beauty) Executive Vice-President - Comptoir Nouveau de la Parfumerie (Hermès Perfume and Beauty) (2015)</p>	<p>Director of the FEBEA (Fédération des Entreprises de la Beauté) Director of SFP (Syndicat Français de la Parfumerie)</p>

(1) The ages indicated are determined in number of full years as at 31 December 2025.

## 2.3.3.2 OPERATIONS COMMITTEE

**Role**

The Operations Committee, which reports to the Executive Management, is made up of certain members of the Executive Committee and the Senior Executives of the main métiers and geographical areas, as well as the sales and support functions of the Group.

*Its duties are:*

- ◆ to involve Senior Executives in the Group's major issues and strategic orientations;
- ◆ to promote communication, sharing and reasonable exchanges amongst its members in their area of responsibility;
- ◆ to enable the Executive Committee to take certain decisions.

The Operations Committee meets two or three times a year.

**Composition as at 31/12/2025**

**24** MEMBERS      **67%** WOMEN      **21%** OF FOREIGN NATIONALITY

**Composition of the Operations Committee as at 31 December 2025****Executive Committee members** (see § 2.3.3.1)

- |  |  |  |
|--|--|--|
| ◆ <b>Mr Florian Craen</b><br>Executive Vice-President Sales & Distribution | ◆ <b>Mr Wilfried Guerrand</b><br>Managing Director Métiers, Information Systems and Data | ◆ <b>Ms Agnès de Villers</b><br>Executive Vice-President Leather Goods & Saddlery, Horizons, IoT and petit h |
|--|--|--|

**Senior Executives of the métiers**

- |  |  |  |
|--|--|--|
| ◆ <b>Ms Alix Coindreau</b><br>Silk and Fashion Accessories               | ◆ <b>Mr Julien Faurie</b><br>Shoes                   | ◆ <b>Ms Anne-Sarah Panhard</b><br>Perfume and Beauty |
| ◆ <b>Mr Laurent Dordet</b><br>Watches                                    | ◆ <b>Ms Ly Lallier</b><br>Leather Goods & Saddlery   | ◆ <b>Ms Ambre Pulcini</b><br>Jewellery               |
| ◆ <b>Ms Cielo Dunbavand</b><br>Women's ready-to-wear/Men's ready-to-wear | ◆ <b>Ms Véronique Nichanian</b><br>Artistic director | ◆ <b>Ms Jessica Berrezaie Fracassi</b><br>Home       |

**Senior Executives of the Geographical areas**

- |  |   |  |
|--|---|--|
| ◆ <b>Mr Masao Ariga</b> <sup>1</sup><br>Japan          | ◆ <b>Ms Caroline Jacques</b> <sup>1</sup><br>France | ◆ <b>Ms Diane Mahady</b> <sup>1</sup><br>Americas        |
| ◆ <b>Ms Ségolène Audras-Verdillon</b><br>Travel Retail | ◆ <b>Mr Thierry Outin</b><br>South Asia             | ◆ <b>Ms Sophie Vissing</b> <sup>1</sup><br>Greater China |
|  | ◆ <b>Mr Luc Hennard</b> <sup>1</sup><br>Europe      |  |

**Senior Executives Sales and support functions**

- |   |   |  |
|---|---|--|
| ◆ <b>Mr Frédéric Agostini</b><br>Hermès Commercial (central logistics, services to subsidiaries, after-sales service) | ◆ <b>Ms Corinne Fénéon</b><br>Retail operations (Supply chain Retail, eco-responsibility)                           | ◆ <b>Ms Hinde Pagani</b><br>Digital Sales and Service          |
|   | ◆ <b>Ms Marine Cambuzat</b><br>Retail activities (customer experience, customer services and relationships, Retail) | ◆ <b>Ms Élodie Potdevin</b><br>Data, Technology and Innovation |

**Changes in the Operations Committee in financial year 2025**

- ◆ 01/01/2025:
  - Ms Diane Mahady was given responsibility for the entire Americas region (including the United States, Latin America and Canada).
  - Mr Thierry Outin took on the general management of the South Asia region, replacing Mr Éric Festy.
  - Mr Eric Festy took on the general management of Hermès Suisse and Hermès Pologne.
- ◆ 01/11/2025:
  - Ms Agnès de Villers took on the management of the Hermès Leather Goods & Saddlery, Horizons, IoT and petit h métiers.
  - Ms Anne-Sarah Panhard took on the general management of the Perfume and Beauty division.
  - Ms Jessica Berrezaie Fracassi took on the responsibility of the Home division.

(1) Members with foreign nationality.