



HERMÈS

2021 UNIVERSAL REGISTRATION DOCUMENT

EXTRACTS FROM THE UNIVERSAL REGISTRATION DOCUMENT

The following page numbers are those of the 2021 Universal registration document

3.3.2 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 § 3.2.3.

The roles of the Executive Chairmen 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 at 31/12/2021



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 2021:** *None.*
- ◆ **Changes among the Executive Management since 31 December 2021:** *None.*

3.3.2.1 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 23 of the Afep-Medef Code revised in January 2020.

The two Executive Chairmen fulfil this obligation at 31 December 2021.

Information concerning restrictions relating to the sale of shares by the Executive Chairmen is provided in § 3.10.2.3.

3.3.3 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).

The policy of non-discrimination and gender balance within the Governing bodies is described in § 3.3.4.

3.3.3.1 EXECUTIVE COMMITTEE

3.3.3.1.1 Role and composition

| Role | Composition at 01/03/2022 ² | | |
|--|--|--|--|
| 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. | 11 MEMBERS | 40% WOMEN MEMBERS (EXCLUDING EXECUTIVE CHAIRMAN) | 8 years AVERAGE LENGTH OF SERVICE ON THE EXECUTIVE COMMITTEE |
| The role of the Executive Committee is to oversee the Group's strategic and operational management. | 19 years AVERAGE LENGTH OF SERVICE IN THE GROUP | | 54 years AVERAGE AGE ¹ |
| The Executive Committee meets every two weeks. | | | |
| Its composition reflects the Group's main areas of expertise. | | | |



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The members of the Executive Committee in the Hermès store on Avenue George-V, Paris. From left to right: Éric du Halgouët, Catherine Fulconis, Wilfried Guerrand, Axel Dumas, Olivier Fournier, Charlotte David, Guillaume de Seynes, Pierre-Alexis Dumas and Florian Craen



2

Agnès de Villers



3

Sharon MacBeath

Two new members
joined the Executive Committee
on 1 March 2022.

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
- ◆ **Ms Catherine Fulconis**
Executive Vice-President Leather Goods & Saddlery (which also includes the Hermès Horizons and Equestrian métiers) and petit h
- ◆ **Mr Wilfried Guerrand**
Managing Director Métiers, Information Systems and Data
- ◆ **Mr Éric du Halgouët**
Executive Vice-President Finance
- ◆ **Mr Guillaume de Seynes**
Executive Vice-President Manufacturing Division & Equity Investments
- ◆ **Ms Agnès de Villers** (since 1 March 2022)
Chairwoman and Executive-Vice President of Hermès Perfume and Beauty
- ◆ **Ms Sharon MacBeath** (since 1 March 2022)
Group Director of Human Resources

Changes in the Executive Committee in 2021

None

Changes in the Executive Committee since 31 December 2021

On 1 March 2022, two new members joined the Executive Committee:

- ◆ Ms Agnès de Villers, Chairwoman and Executive Vice-President of Hermès Perfume and Beauty
- ◆ Ms Sharon MacBeath, Group Director of Human Resources

- (1) Average calculated on the basis of the age of the members of the Executive Committee, determined on a full-year basis at 31 December 2021.
(2) The appointments made on 1 March 2022 changed the composition of the Executive Committee. As of 31 December 2021 it was composed as follows:
- ◆ 9 members;
 - ◆ 25% women (excluding the Executive Chairman).

3.3.3.1.2 Profile, experience and expertise of the members of the Executive Committee

| Name Age Date of birth Nationality | Date of appointment to the Executive Committee | Education | Positions held in the Hermès Group (date of appointment) | Other positions |
|---|--|--|--|---|
| ◆ Axel Dumas 51 years ¹ 03/07/1970 French | 02/05/2011 | See § 3.3.2.2 | | |
| ◆ Florian Craen 51 years ¹ 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 1 September 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) | |
| ◆ Charlotte David 46 years ¹ 28/03/1975 French | 12/10/2015 | Essec (1997) | Executive Vice-President Communication (since 12/10/2015) | |
| ◆ Pierre-Alexis Dumas 55 years ¹ 04/06/1966 French | 01/10/2005 | Graduate in visual arts from Brown University (1991) | Artistic Executive Vice-President (since 01/10/2005) | Chairman of the Fondation d'Entreprise Hermès (from 2008 to 2016) Chairman of Les Arts Décoratifs (from 2016 to 2021) |

(1) The ages indicated are determined in number of full years at 31 December 2021.

| Name Age Date of birth Nationality | Date of appointment to the Executive Committee | Education | Positions held in the Hermès Group (date of appointment) | Other positions |
|--|--|---|---|--|
| ♦ Guillaume de Seynes 64 years ¹ 14/10/1957 French | 01/01/2005 | Graduate in law and political science in Paris (1978) and an Essec graduate (1982) | Executive Vice-President Manufacturing Division & Equity Investments of Hermès International (since 02/05/2011) Chairman of John Lobb (2007) Deputy Managing Director of Hermès International (2006) Managing Director <i>métiers</i> of Hermès Sellier (2004) Managing Director of La Montre Hermès (1999) Director of Sales and Marketing of La Montre Hermès (1997) | Chairman of the Comité Colbert (since 10/06/2016 and until June 2022) Chairman of the European Cultural and Creative Industries Alliance (2016-2017) Chairman of the Chambre syndicale du prêt-à-porter des couturiers et des créateurs de mode (2008-2012) Chairman of the Strategic Committee, Fashion and Luxury sector (since 2018) |
| ♦ Agnès de Villers 52 years ¹ 24 December 1969 French | 01/03/2022 | Institut d'études politiques de Paris Economics and Finance (graduated in 1993) University of Paris X Master's in Economic History (1991) Hypokhâgne/Khâgne Modern Letters (1988- 1989) | Executive Vice President of Hermès Perfume and Beauty (since 01/05/2015) and Chairwoman of the Board of Directors (since 06/06/2019) | Director of CEW (since 2015) |
| ♦ Sharon MacBeath 52 years ¹ 30 March 1969 British | 01/03/2022 | University of Glasgow Master's Psychology & Management (1990) Panthéon-Sorbonne University Paris I HR Master's (1994) INSEAD (2004) | Group Director of Human Resources (since 17/06/2019) Member of the Supervisory Board (from 2016 to 2019) Member of the Audit and Risk Committee (from 2016 to 2019) Member of the CAG-CSR Committee (from 2017 to 2019) since 6 June 2017 | Coface – Independent Director and member of the Appointments & Compensation Committee (since 01/07/2014) |

(1) The ages indicated are determined in number of full years at 31 December 2021.

3.3.3.2 OPERATIONS COMMITTEE

| Role | Composition at 01/03/2022 ² | | |
|--|--|---------------|--|
| The Operations Committee, which reports to the Executive Management, is made up of the Executive Committee and the Senior Executives of the main <i>métiers</i> and geographical areas of the Group. | 25 | 64% | 14% |
| Its duties are: | MEMBERS | WOMEN MEMBERS | WITH A FOREIGN NATIONALITY |
| ♦ to involve Senior Executives in the Group's major issues and strategic orientations; | | | (EXCLUDING THE EXECUTIVE CHAIRMAN AND THE EXECUTIVE COMMITTEE) |
| ♦ 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. | | | |

Mr Axel Dumas

Executive Chairman

Executive Committee members

(see § 3.3.3.1)

Other members**Senior Executives of the métiers**◆ **Mr Laurent Dordet**

Watches

◆ **Ms Cielo Dunbavand**

Women's Ready-to-wear

◆ **Ms Antoinette Louis**

Silk and Textiles

◆ **Ms Véronique Nichanian**

Men's Ready-to-wear

◆ **Ms Anne-Sarah Panhard**

Home

◆ **Ms Élodie Potdevin**

Fashion accessories and IoT

◆ **Ms Ambre Pulcini**

Jewellery and Footwear

◆ **Ms Agnès de Villers ¹**

Perfume and Beauty

Senior Executives of the Geographical areas◆ **Mr Masao Ariga ²**

Japan

◆ **Mr Robert Chavez ²**

United States and Latin America

◆ **Ms Hélène Dubrule**

France

◆ **Mr Éric Festy**

South Asia

◆ **Mr Luc Hennard**

China

◆ **Ms Hinde Pagani**

Digital Sales and Service

◆ **Ms Juliette Streichenberger**

Europe (until 01/07/2021)

◆ **Ms Ségolène Verdillon**

Travel Retail

Changes in the Operations Committee in 2021

- ◆ Mr Florian Craen has taken over the responsibility of the general management of the Europe zone, replacing Ms Juliette Streichenberger (01/07/2021)

Changes in the Operations Committee since 31 December 2021

On 1 March 2022 two new members of the Executive Committee joined the Operations Committee (see § 3.3.3.1.1).

- ◆ Ms Agnès de Villers, Chairwoman and Executive Vice-President of Hermès Perfume and Beauty
- ◆ Ms Sharon MacBeath, Group Director of Human Resources

(1) The appointments made to the Executive Committee on 1 March 2022 changed the composition of the Operations Committee. As of 31 December 2021, it was composed as follows:

- ◆ 24 members;
- ◆ 67% women and 13% foreign nationals (excluding the Executive Chairman and the Executive Committee).

(2) Members with a foreign nationality