

HENRI GISCARD D'ESTAING

Major Career Roles

President & CEO, Club Med
CEO, Evian Badoit Danone
Board member, Casino Guichard Perrachon
Board member, Groupe ADP (Aéroports de Paris)
Board member, Randstad N.V.

Other Career Highlights

Vice President (Finance, Development & International Relations), Club Med
Deputy Chair, World Tourism Alliance

Henri Giscard d'Estaing is an international business leader who spent more than two decades transforming Club Med into a global, premium, all-inclusive hospitality brand. As Chief Executive Officer and later President, he guided the company through a comprehensive strategic repositioning, modernising operations, elevating its brand and expanding its footprint across Europe, Asia and the Americas. His leadership is recognised for strengthening performance, deepening customer relevance and navigating the organisation through major shifts in global travel and consumer behaviour.

Henri's earlier career included senior roles at Danone, where he served as CEO of Evian Badoit, led the mineral waters division and headed the British HP Foods/Lea & Perrins subsidiary. Prior to Danone, he began his career at Cofremca, where he worked extensively on consumer behaviour analysis and strategic insight, laying the foundations for his later approach to brand, market development and international growth.

Alongside his executive career, Henri has held significant non-executive roles in listed companies across Europe and Asia. He served as a Board member of Fosun Tourism Group in Hong Kong from its public listing until December 2023. He was also on the boards of Casino, Guichard Perrachon and Groupe ADP (Aéroports de Paris) in Paris, as well as Randstad N.V. in Amsterdam, contributing governance expertise in retail, infrastructure and global workforce management. He has also played an active role in international tourism forums and advisory bodies across Asia and Europe.

He brings deep cross-sector expertise in:

• Global brand transformation & premiumisation – leading multi-year repositioning programmes and scaling international hospitality operations.

• Listed company governance – board leadership across retail, transport infrastructure and workforce solutions sectors.

• International expansion & partnerships – extensive experience in Europe–Asia growth strategies, joint ventures and investor alliances.

• Consumer insight & operating model strategy – integrating behavioural research with service delivery innovation and commercial performance.

Henri graduated from Sciences Po and holds a Master's degree in Economics from Panthéon Assas University. Known for his global perspective, commercial discipline and people-centred leadership, he brings seasoned judgement to organisations navigating transformation, international growth and complex market environments.