



Jewelry
Quatre Classique Edition Hoop Earring
BOUCHERON Quatre Collection

Coat AMANDINE LEOST

HÉLÈNE POULIT-DUQUESNE

(BOUCHERON, CEO)

In conversation with ANNA JOHNSON

by Frédéric Boucheron, supports this, as does the visionary philosophy of the present CEO, Hélène Poulit-Duquesne. She has continued to push the boundaries of jewelry direction, drawing inspiration from those who came before, in order to leave a lasting influence for those who will come after. In this sense, artistry, legacy, and identity have become crucial elements to the Boucheron identity that Hélène continues to forge, as they remain influenced by their cultural context. Ultimately, each of these philosophies gleams with a permanence that will continue for decades to come. In this conversation, she reflects upon the influence of Boucheron's founder, the significance of artisanal craftsmanship and the generations that will continue to make Boucheron generational.

ANNA JOHNSON. Designing jewelry with innovation at its core must sometimes feel like walking a tightrope between tradition and radical new ideas. How do you and Claire decide when to say 'yes' to a wild concept and when to rein it in, especially when something feels a little 'too crazy'?

HÉLÈNE POULIT-DUQUESNE. It's an easy answer because at Boucheron, innovation has been part of our DNA since 1858, so it is our duty to keep innovating if we want to respect our past. Frédéric Boucheron was already a visionary jeweler who pushed the boundaries of his time, introducing unexpected materials and pioneering techniques in a very traditional industry. Today, it is mainly through our Carte Blanche High Jewelry collections that we continue to innovate — whether through groundbreaking ways of wearing jewelry, unprecedented materials, or new techniques. For these collections, I give our Creative Director, Claire Choisne, complete freedom — not only in choosing the theme, but especially in the realization of her vision. My collaboration with Claire is very natural and built on trust; we share the same vision and ambition for Boucheron.

A.J. Quatre is a forerunner in genderless design. It feels refreshing for fine jewelry. Social attitudes have changed so quickly during the last decade or so. As you have been the CEO for 10 years now [congratulations on your own anniversary with the maison], how have you seen attitudes towards genderless

accessories change even over the past decade? Are men maybe wearing more jewelry originally associated with women's wear? And vice versa?

H.P.D. Yes, social attitudes toward gender and jewelry have evolved tremendously over the past decade, and it's something I've witnessed first-hand at Boucheron. Our High Jewelry and Quatre icon collections are embraced by individuals of all genders. Today, we see boundaries breaking down — men are wearing pieces that may once have been considered "for women," and women are choosing stronger and bolder designs that were perceived as perhaps more masculine. Boucheron was the first Maison to present a High Jewelry campaign featuring both men and women models. This wasn't a calculated or strategic move — rather, it felt completely natural for both Claire and me, because we always imagine our creations being worn by anyone, regardless of gender.

A.J. How do you maintain Frédéric Boucheron's early-day merchant spirit? He used to offer style advice and weave art objects into his store. Is this innovative approach something you aim to do today to engage younger audiences?? What would you say is the modern-day equivalent of this?

H.P.D. Maintaining Frédéric Boucheron's spirit is absolutely at the heart of what we do every day. He was not only a visionary jeweler, but also a pioneer in client experience — for instance, he was the first jeweler to showcase his creations vertically in the windows

so that passers-by could imagine how the pieces would look when worn. Style has always been an important part of who we are — historically, because Frédéric Boucheron was the son of a draper and created jewelry known for its suppleness and creativity. It is essential for us to continue creating pieces that reveal our clients' personalities and styles. Many of our pieces are designed to be multiwear, so they can adapt to each individual and every moment in life. But honoring this legacy goes beyond just the creations themselves. Today, this merchant spirit means offering our clients an emotional journey rather than just a transactional relationship — giving them access not only to products, but to the entire Boucheron universe. This is something we strive to bring to life in our boutiques: we design them internally, to guarantee a true family spirit and a warm, inviting atmosphere, minimizing transactional moments so we can focus on building deep, personal connections. We display unique objects that have been sourced and sent from all over the world. Each VIP shares their own Boucheron story, making every showcase truly one of a kind. Each boutique is also conceived as an intercultural dialogue with the city and country we are in, creating a sense of belonging wherever our clients find us. And beyond these physical spaces, we strive to make the Boucheron spirit accessible through our digital presence and through immersive events. Ultimately, I believe that the modern-day equivalent of Frédéric Boucheron's approach is to put people and emotion at the center — to push

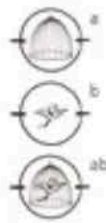
Jewelry
Quatre Radiant Edition Hoop Earrings
Quatre Classique Tube Short Necklace (*in the hand*)
BOUCHERON *Quatre Collection*

Coat AMANDINE LEOST
Shirt SIEGENTHAIER
Gloves JEAN PAUL GAULTIER
Shoes LANVIN



Jewelry in the shoe's belt
Quatre Double White Edition Large Ring with Diamonds
Quatre Double White Edition Small Ring with Diamonds
Quatre Radiant Edition Wedding Band
BOUCHERON *Quatre Collection*

Shoe ROGER VIVIER
Tights BURC AKYOL



“GEN Z LOOKS FOR AUTHENTICITY, CREATIVITY, AND BRANDS THAT ALIGN WITH THEIR VALUES. FINE JEWELRY MUST GO BEYOND SIMPLY SHOWCASING BEAUTIFUL OBJECTS; IT MUST OFFER A UNIVERSE THAT YOUNGER GENERATIONS WANT TO BE PART OF.” (HÉLÈNE POULIT-DUQUESNE)

boundaries with creativity, and to ensure that every touchpoint with Boucheron feels personal, welcoming, and unforgettable.

A.J. You have said before that a brand doesn't make icons, its clients do. In our attention economy, how can fine jewelry capture the attention of Gen Z? Can we expect to see Gen Z shaping a new Boucheron icon soon?

H.P.D. An iconic piece only becomes truly emblematic when people appropriate it, make it their own, and build stories around it. It's our clients who decide. An icon is a piece that's instantly associated with a Maison as soon as it's mentioned. Right now, Quatre is clearly our icon. In today's attention economy, Gen Z looks for authenticity, creativity, and brands that align with their values. Fine jewelry must go beyond simply showcasing beautiful objects; it must offer a universe that younger generations want to be part of. I am genuinely curious to see if Gen Z will shape a new Boucheron icon. It's difficult to predict, because each generation chooses what resonates with them in a very personal way. What I do see is that sustainability is one of their key concerns, and this is something we are deeply committed to at Boucheron. I believe the next icon will not only reflect creativity and style, but also the values that matter most to this new generation.

A.J. The younger generation often seeks brands with purpose and personality — less about prestige, more about identity. How does Quatre help Boucheron communicate that balance of soul and savoir-faire?

H.P.D. Quatre perfectly embodies both soul and savoir-faire at Boucheron. With its bold, genderless, and urban design, Quatre invites everyone to express their individuality and write their own story. Each piece brings together four distinct codes from the Maison's archives, each carefully chosen for its symbolism: the Double Godron, an architectural pattern present since the 1860s, symbolizes two rings melded into one, and so eternal love. The Clou de Paris, a recurring theme since 1911, recalls the cobblestones of Paris and, in particular, those of Place Vendôme. The third code, a row of diamonds, has been employed by Boucheron since 1892,

showcasing our exceptional savoir-faire and symbolizing eternity. Finally, the Grosgrain motif, found in our archives since the 1860s, is a tribute to our couture heritage. This rich heritage gives the Quatre collection an authentic soul and a sense of purpose, while its design remains resolutely contemporary and ever-evolving. At the same time, Quatre expresses the full extent of our savoir-faire, combining historical craftsmanship with cutting-edge techniques and innovative materials — including PVD and Hyceram®. It's important to remember that Quatre is not just a ring. Although it began in 2004 with rings alone, it's now a complete collection spanning many aesthetics—most recently Quatre Classique Tube, which adds a new architectural dimension to our icon. Over the years, we have reinterpreted Quatre in a wide spectrum of colors, from the Red Edition to the Double White Edition, and more. The collection now extends far beyond rings, with necklaces, head jewelry, bracelets, earrings, and even a multiwear piece that can transform into a belt. Our younger clients especially appreciate this mix of meaning, creativity, and craftsmanship. For them, Quatre is not about displaying a logo, but about making a personal statement and expressing their identity. Quatre allows each person to enter the Boucheron universe in their own way, building their style with pieces that truly resonate with their values and aspirations.

A.J. The intimacy of a family home forms the backdrop to your boutique in Paris. Frédéric's own family home, 26 Place Vendôme, is the historical boutique for Boucheron. It was listed as a historic monument in 1930 and it is designed to still have that home feeling. How does it feel to stand in such an intimate setting knowing that it was once the family home of Frédéric Boucheron?

H.P.D. You have to know that the Hôtel de Nocé has never been a family home to the Frédéric Boucheron family. They used to live in a hotel in the 16th arrondissement in Paris. Nevertheless, standing in our boutique at 26 Place Vendôme is always an incredibly moving experience for me. It is much more than a boutique - it is truly the beating heart of Boucheron, because you find in the same building the Creative

Studio, the atelier with our craftsmen, our stone department, our patrimony department and our boutique. 26 Vendome is the soul of Boucheron, its backbone. You can feel the spirit of a family home in every detail. When you walk through the doors, there is a palpable sense of history and emotion. Frédéric Boucheron chose this private mansion in 1893—a visionary decision at the time, since all other jewelers were still based in Palais-Royal or Rue de la Paix. It is a privilege to know that this very building once hosted not only Boucheron's boutique, but Frédéric's own office and the Maison's ateliers, and that it has been the cradle of so many creative dreams. The Hôtel de Nocé is listed as a historic monument, but it has always remained a living place — never a museum. That was my dream for the complete refurbishment we undertook in 2018: to return to the original spirit of the house. This is also why we created the 26V private apartment, a unique space within the boutique designed to offer our clients truly exclusive and intimate experiences — those “money can't buy” moments that reflect the family spirit of Boucheron. The apartment is a place where our clients can feel completely at home, surrounded by art, history, and the very essence of the Maison. It is a testament to our ongoing commitment to hospitality, intimacy, and the values that have always defined Boucheron.

A.J. I heard that you left a book in a case in 26 Place Vendôme and wrote a letter in it for the next generation of Boucheron employees. Just how important is legacy, a family ethos and honouring each other, to your leadership?

H.P.D. No, it wasn't a letter that I wrote myself! In fact, I asked all the Boucheron employees in France to write a message in a guest book. The idea was to hide it somewhere in the building for future generations to discover when they renovate the Maison in 100 or 150 years — like a time capsule for the future. The only person who knows where I hid it, apart from me, is the worker who helped me do it. For me, legacy is central to my leadership and it's one of the strongest threads that runs through the Maison. Boucheron was born as a family house, and even today, we strive to preserve that family spirit in everything we



Jewelry
Quatre Classique Bracelet
BOUCHERON Quatre Collection

Glove JEAN PAUL GAULTIER

do. Honoring each other, supporting each other, and transmitting our values are essential to keeping the Maison's soul alive. That's why gestures like leaving a letter for the future matter so much to me: they make the invisible bonds between generations visible and tangible.

A.J. Paris is embedded in Quatre's DNA, as evidenced by the Clou de Paris motif, which echoes the cobblestones outside the Place Vendôme store. How conscious is Boucheron of the city as both a physical and poetic inspiration when creating new designs?

H.P.D. Our founder, Frédéric Boucheron, was born and raised in Paris and was always

captivated by his city. He was naturally curious and collected books on many different subjects, architecture being among his greatest passions. This influence can be seen in his early creations, where he already paid tribute to the shape and spirit of Place Vendôme. The emerald cut, which mirrors the unique shape of this iconic landmark as seen from the sky, has now become one of our emblems and is regularly showcased in our creations. You see it highlighted with a black lacquer line in our Vendôme Liseré creations, for example. The Clou de Paris motif in our Quatre collection is another direct reference, inspired by the cobblestones just outside our historic boutique at 26 Place Vendôme. Our attachment to

Paris goes beyond our jewelry collections; it extends into High Jewelry as well. In 2019, we unveiled a collection entirely dedicated to the city: 'Paris vu du 26' ("Paris as seen from 26"). Inspired by its architecture, culture, and perspectives, this collection explores the city from above and below. Some pieces soar to spectacular heights, reminiscent of Parisian monuments like the Grand Palais as seen from above, while others remain grounded, capturing the everyday poetry of a light, a shape, or a motif — such as the Place Vendôme cobblestones, reinterpreted in a dazzling pattern of precious stones.

A.J. How do you think this balance between the private and public makes for a particularly special luxury experience? Why do you think it is so important to have your creative studio, workshop, archives and boutique all under one roof?

H.P.D. There is something very special about having everything under one roof — being able to move from the creative studio, where ideas are born, to the workshop where our artisans bring these dreams to life, to the boutique where clients experience the final creations. Everything is connected, and you can almost feel the flow of energy and inspiration that passes from one space to another. This closeness enables a constant dialogue between creation and savoir-faire, heritage and innovation, between Maison and client. It is a house where the past, present, and future meet. By keeping the archives at the heart of the Maison, we ensure that every creation is anchored in our history, while our workshop and studio allow us to push boundaries and continue this living tradition. We operate in an industry that has always cultivated the private, the secret, and the mysterious. However, at Boucheron, we have always liked to shake the codes of the industry - just as Frédéric Boucheron did before us. Rather than retreating behind closed doors, we have chosen to preach openness. Claire and I personally present our new High Jewelry collections ourselves, directly in our family house at Place Vendôme. We want our clients to feel the emotion, to understand the story, and to share in the creative process with us.

A.J. I think it's fantastic that under your leadership, the Maison has become more international. For example, you opened a boutique in China, and you now have a Chinese brand ambassador. How has it felt expanding Boucheron globally? Were people around you

Jewelry
Quatre Radiant Edition Single Ear Clip
Quatre Radiant Edition Clip Earring in Yellow Gold
Quatre Double White Edition Clip Earring
BOUCHERON *Quatre Collection*

Coat and shirt LANVIN
Scarf as a belt GIVENCHY by Sarah Burton

**“BOUCHERON WAS BORN AS A FAMILY HOUSE, AND EVEN TODAY, WE STRIVE TO PRESERVE THAT FAMILY SPIRIT IN EVERYTHING WE DO. HONORING EACH OTHER, SUPPORTING ONE ANOTHER, AND TRANSMITTING OUR VALUES.”
(HÉLÈNE POULIT-DUQUESNE)**



“THAT BEING SAID, THE WORLD OF HIGH JEWELRY REMAINS QUITE TRADITIONAL AND MALE-DOMINATED AT THE EXECUTIVE LEVEL. IT IS ALSO AN INDUSTRY THAT NATURALLY ATTRACTS FEMALE TALENT; HOWEVER, THE REAL CHALLENGE IS ENSURING THAT WOMEN CAN ACCESS AND THRIVE IN LEADERSHIP POSITIONS. AT BOUCHERON, I HAVE FOUND THAT A LEADERSHIP TEAM COMPOSED OF WOMEN IS NOT JUST POSSIBLE, BUT ACTUALLY BRINGS A NEW DIMENSION OF EMPATHY AND INNOVATION TO THE COMPANY.” (HÉLÈNE POULIT-DUQUESNE)



Jewelry
Quatre Radiant Edition Hoop Earrings
Quatre Classic Bracelet
Quatre Radiant Edition Wedding Bands
BOUCHERON *Quatre Collection*

Jacket SIEGENTHALER
Shirt JEAN PAUL GAULTIER
Bustier DIESEL
Pants GAL NELL DAHAN
Shoes MCQUEEN

Jewelry
Quatre Radiant Edition Single Ear Clip
Quatre Radiant Edition Clip Earring in White Gold
Quatre Radiant Edition Clip Earring in Yellow Gold
Quatre Double White Edition Clip Earring
BOUCHERON *Quatre Collection*

Skirt as top ROKH



worried that the brand might lose its intimate French essence?

N.P.D. I am extremely proud of what we’ve accomplished at Boucheron over the past years. None of this would have been possible without the engagement and energy of our teams and our start-up spirit. This agility and collective mindset have allowed us to adapt, grow, and seize opportunities around the world. When I arrived at Boucheron, I knew we couldn’t go everywhere at once. Our strategy was very clear: first, to focus on Asia, and specifically China, our main growth driver. We began by building the Maison’s presence there from scratch, opening our first boutique in 2018 and rapidly expanding our network. Then we turned our focus to the United States, opening our first NYC boutique there in September 2024, quickly followed by Las Vegas in December, Los Angeles this June 2025, and soon Miami. When it comes to the concern about diluting our French essence, I can say with conviction that it’s something we have addressed in a very intentional way. When I arrived, one of the first things I did was to review our positioning, to ensure that we were telling one coherent story, everywhere in the world. Our identity is clear: Boucheron is the most stylish and cutting-edge French High Jewelry Maison. That message does not change — wherever we go. What does adapt, of course, is the way we communicate. We respect and connect with each culture by finding the right way to express who we are, without ever compromising our DNA.

A.J. I have to ask: What is it like to be a female CEO in a male-dominated field? It is really inspirational to see more women in leadership positions in the luxury industry.

N.P.D. As a female CEO in the jewelry industry, I have been quite fortunate that being a woman has never truly been an obstacle in my career. I feel grateful for this, and in 2025, my wish is that all women may share the same experience. That being said, the world of High Jewelry remains quite traditional and male-dominated at the executive level. It is also an industry that naturally attracts female talent; however, the real challenge is ensuring that women can access and thrive in leadership positions. At Boucheron, I have found that a leadership team composed of women is not just possible, but actually brings a new dimension of empathy and innovation to the company. Working alongside Claire Choisne—as the only female CEO/Creative Director duo on Place Vendôme—has allowed us to push the

boundaries of a traditionally conservative industry. Together, we bring both business and creative perspectives, always challenging conventions and focusing on inclusivity, comfort, and the individual experience for our clients. I have made it a mission to support and encourage other women in our industry — through concrete initiatives such as mentoring programs and inclusive company policies. Today, I am proud that women are represented in significant numbers at all levels within Boucheron: 68% of our managers, 53% of our directors, and 63% of our Executive Committee are women. I hope that my journey can inspire the next generation of women to believe in their own strengths — and above all, to remain true to themselves. Authenticity, determination, and passion are the keys to overcoming any obstacle and achieving success in this incredible industry.

A.J. Not only was Frédéric a great mind, but he was also a generous employer and a philanthropist. He organised an annual picnic near Paris for his employees. He gave recognition to his artisans and aimed to infuse the Maison with a family spirit. As the CEO, do you aim to honour this in the business today? Do you believe your artisans truly take pride in the pieces they work on?

N.P.D. Since the 19th century, Frédéric Boucheron, our founder, was deeply devoted to his craftsmen: he sent them abroad for further training to enhance their expertise, provided them with unprecedented working conditions for the time, and was the first to mention the names of his artisans on the Boucheron stands at the World’s Fairs. He also presided over the Jewelry Trade Association and co-founded the Haute École de Joaillerie. Thanks to his initiatives, a pension fund, a retirement home, and an orphanage dedicated to jewelry professions were created. As a historic Maison, we also have a responsibility to preserve the savoir-faire of our industry. This tradition of respect and promotion of exceptional craftsmanship still lives on today, particularly through our partnership with the Haute École de Joaillerie: for several years now, the Maison has sponsored a class and supported them throughout their three years of training. Most recently, we mentored the 2022-2025 class, composed of 45 students. Throughout these three years, the relationship has been punctuated by several key moments. First, the students participate in an opening ceremony in the Maison’s apartment, followed by an exclusive visit to

our boutique at 26 Place Vendôme, a masterclass dedicated to the Maison’s heritage, and, of course, a visit to our workshop so that they can experience our expertise up close. As part of this partnership, two competitions mark the students’ journey: the first invites design students to create a piece based on a brief provided by the Maison. The best design is awarded by Claire Choisne, herself a former apprentice of the Haute École de la Joaillerie. Next, the manufacturing students produce the winning piece from this competition, and the best execution is recognized by our workshop manager, Ngoc Le Thanh, who was awarded the Chevalier des Arts et des Lettres medal in 2024 and who also studied at this school, in the same class as Claire. It is, therefore, a beautiful story of passing knowledge from former to current students, who may become the Boucheron artisans of tomorrow. And yes, I can say with certainty that our artisans take immense pride in the pieces they work on. Each creation is truly a collective achievement — a marriage of individual talent and shared passion. Seeing their ingenuity, their attention to detail, and the emotion they put into their work is a constant source of inspiration for me. It is essential for me that Boucheron continues to be a Maison where this family spirit, care, and pride are felt every day. That is what makes our creations so special, and what Frédéric Boucheron would have wanted.

A.J. Can you tell us about the direction Boucheron is taking to celebrate 21 years of this iconic jewelry line? Who can we expect to see in the next campaign?

N.P.D. This year, we are building on that momentum by continuing to roll out the “ICONS” campaign, which showcases Quatre through XXL bracelets. In this campaign, our jewelry icon is central to the image, and perfectly embodies our positioning as “the most stylish and cutting-edge French High Jewelry Maison.” It is a very performant and recognized campaign, as well as greatly appreciated. Looking beyond the 20th anniversary, we’ve already reinvented Quatre once again this year with the introduction of Quatre Classique Tube — a more architectural, graphic, and contemporary evolution of our icon. Looking ahead to next year, we will continue to unveil new Quatre creations. I am truly enthusiastic about what is coming, and I truly believe our clients will be thrilled by these new expressions of our icon. Quatre is a collection that is evolving and pushing boundaries, while staying true to its daring, bold spirit. ●



Jewelry
Quatre Radiant Edition Hoop Earring
Quatre Radiant Edition Large Ring
BOUCHERON *Quatre Collection*

Bag *Grab D Black* as necklace DIESEL
Coat DRIES VAN NOTEN
Shirt and shoes MM6 Maison Margiela
Pants JEAN PAUL GAULTIER

Make-up Artist ASMA NAFATI
@Baci Management

Hair Stylist NÉNÉ BARRY
@Baci Management

Nail Artist INES OKACI
@Baci Management

General Assistant TAMARA GUIRAO

Fashion Assistants TARA FOURNERIE, GERARDO DIAZ
and PAULA VALADEZ