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2025-2030 STRATEGIC PLAN

CREATION OF LA BANQUE POSTALE'S NEW CORPORATE & INVESTMENT BANK (CIB)

Bertrand Cousin, member of the Management Board and Head of the Corporate and Investment Banking for corporates presented the launch of the new CIB. This launch plays a key role in the strategic plan for 2030 presented by Philippe Heim, which notably aims to make its CIB an engine for growth and diversification.

"With the view to speed up the implementation of La Banque Postale's strategic plan for 2030, this new CIB aims to be a driver of our business model's growth and diversification. Thanks to its enhanced range of expertise and products, La Banque Postale's CIB will notably support the entities of the large public financial group to which it belongs" said Philippe Heim, Chairman of the Management Board of La Banque Postale.

"This new CIB underlines La Banque Postale's ambitions to conquer the corporate and institutional market. We will scale up our development to support the energy transition of our corporate clients and institutional investors. We will continue to capitalize on our strong local presence and enhance our expertise in bank and bond financing as well as in transaction banking", said Bertrand Cousin, member of the Management Board, Head of the Corporate and Investment Bank for corporates, public sector customers and institutions.

With more than 1,000 employees, the new division will expand its teams in specialised businesses and diversify its geographical footprint notably abroad.

La Banque Postale is aiming to become a major banking partner for French companies. The objective is to double by 2025 its market share with SME and Mid-Cap customers as well as in Transaction Services. The aim is to strengthen its expertise in structured finance (LBOs, real estate, leasing, factoring, asset & project finance) and bond origination. A major focus will also be made on transaction banking and on the digitalisation of customer experience.

In line with La Banque Postale's key CSR commitments, it will also be supporting customers in their social, local, environmental, and digital challenges.

The new CIB's governance will be strengthened around three poles:

- The Clients Division will be headed by **Serge Bayard**, member of the Management Board of La Banque Postale and Executive Vice President of the CIB, Chairman of the Management Board of LBP Leasing and Factoring
- The Products Division will be headed by **Stéphane Magnan**, member of the Development Committee of La Banque Postale.
- **Laurence Goldingas** will supervise and monitor the coordination between products and clients focusing on growth, profitability and capital optimisation.

- **Betty Marcerou** will be in charge of the service center.

Bertrand Cousin will also supervise the asset management arm of La Banque Postale (LBPAM, La Banque Postale Asset Management), headed by Emmanuelle Mourey who will be join the Executive Committee.

Members of the Executive Committee include:

- Bertrand Cousin, Head of the Corporate and Investment Bank,
- Emmanuelle Mourey, Chairman of the Management Board of La Banque Postale Asset Management,
- Serge Bayard, Executive Vice-President of the CIB, Head of Clients Division,
- Stéphane Magnan, Head of Products Division,
- Laurence Goldingas, Head of Strategic Management,
- Betty Marcerou, Head of Development and Operations.

Biographies

Bertrand Cousin, Head of the Corporate and Investment Bank

Bertrand Cousin spent 12 years with JP Morgan in Paris, where he set up the Corporate Banking unit in 2008 and led its operations in France, Belgium and Luxembourg within the Corporate and Investment Banking Division and created the Commercial Banking unit for the SME market in Europe in 2018. Before joining JP Morgan, he worked for the Crédit Agricole group for 17 years in international positions. During this period, he helped to rapidly expand the group's presence in the aircraft, transportation and defence financing markets in New York, from 1995 to 2002, then in Paris, where he led this business from 2002. He began his career in New York, as a credit analyst. He also worked in Switzerland for four years, in Crédit Lyonnais Switzerland's Corporate Banking unit, before becoming head of Project Finance for mining industry customers at the bank's head office. Bertrand Cousin is an Economics and Finance graduate of IEP Paris ("Sciences Po") and holds a law degree from Nancy University. He also holds a professional training diploma from Beaune CFFPA.

Emmanuelle Mourey, Chairman of the Management Board of La Banque Postale Asset Management

Emmanuelle Mourey, having completed an MBA at EMLYON Business School, began her career in 1990 as a credit analyst at Crédit Lyonnais New York. Two years later, she started work in banking audit at PricewaterhouseCoopers Paris and New York, before joining CPR, a Crédit Agricole subsidiary, in 1996, as head of Consolidation and Management Control. In 2003, she became Head of Management Control at J.P. Morgan France, then Secretary General and Chief Financial Officer, with a seat on the Executive Committee and designation as "responsible manager". In March 2015, she joined La Banque Postale Asset Management as Secretary General, with a seat on the Management Board. In July 2019, Emmanuelle Mourey was appointed Chairman of the Management Board of La Banque Postale Asset Management and joined the General Management Committee of La Banque Postale.

Serge Bayard, Executive Vice-President of the CIB, Head of Clients Division

Serge Bayard is a graduate of Ecole Nationale du Trésor. He also holds degrees in business administration and is an *Inspecteur Général des Finances*.

Serge spent the first 14 years of his career in the Public Finance department of the French Treasury, holding a variety of positions in the French regions. In 1999, he joined the national audit office, participating in audits of government departments and state-owned enterprises. In 2000 and 2001, he led research projects on the proposed reform of the system to fund social housing, on socially responsible investing and on measures to streamline the management of state-owned property assets. In 2002, he joined the Caisse des Dépôts et Consignations (CDC) group as Strategy and Finance

Director of C3D, the holding company for CDC's non-banking investments. In 2004, he set up the Caisse d'Epargne group's Project Finance and Public Private Partnership organisation and contributed to developing the first French infrastructure fund (Fideppp), serving as Chairman of its Investment Committee. In 2007, he was named Chief Executive Officer of the Caisse d'Epargne group's Real Estate Division, which manages a portfolio that includes investments in Nexity, Maison France Confort, Eurosic and CFF. In 2008, Serge joined La Banque Postale, as Strategy Director and member of the Executive Committee. Since 2011, he has been Director of the Corporate and Regional Development Department at La Banque Postale. He is also Executive Chairman of La Banque Postale Leasing et Factoring and a member of the Board of Directors of SFIL.

Stéphane Magnan, Head of Products Division

Stéphane Magnan is a graduate of the National School of Statistics and Economic Administration and the French Institute of Actuaries. He began his career in 1988 at Crédit Agricole working first as a financial engineer, then long-term savings product manager. In 1996 he moved to Dexia. In 2000 he was appointed head of the New York dealing room, then in 2006, head of interest rate products, before becoming Head of Financial Markets in 2011 with a seat on Dexia Crédit Local's management committee. In 2012, Stéphane Magnan joined La Banque Postale as Director of Financing operations and a member of the General Management Committee.

Laurence Goldingas, Head of Strategic Management

Having graduated from Skema Business School, Laurence Goldingas started her career in 1992 at BRED, heading a business centre for professional clients, before joining Banque Demachy in 1994 as customer relationship manager for Mid-Caps and large corporates, and joint head of cash and asset management product development. In 2000, she was appointed Senior Banker Large Corporates in the Technology, Telecoms and Media sectors at ABN AMRO. In 2008, she took over as head of Credit and Portfolio Management for Corporate Customers at Royal Bank of Scotland when they bought ABN AMRO, later becoming Head of Transaction and Portfolio Management. In 2013, Laurence Goldingas joined La Banque Postale as Director of Large Corporate Clients with a brief to build the business. She is a member of the CODIR of the Companies and Development of the Territories Department.

Betty Marcerou, Head of Development and Operations

Betty Marcerou is a graduate of EMLYON Business School. She began her career in 2000 as financial manager at CHU Grenoble before, in 2002, joining Finance Active, the market leader in debt and financial risk management solutions, where she was responsible for commercial development in the public sector until 2007. She then joined Dexia as Director of Markets then Director of Credit. In September 2012, Betty joined La Banque Postale to work on the launch of its local authority financing business and was made Chief Executive Officer of La Banque Postale Collectivités Locales in April 2014. In September 2016, she took on the additional role of Head of Development for the Companies and Territories Department, in charge of marketing, supply and organisation for all business, professional and public sector markets.

About La Banque Postale

La Banque Postale group, including CNP Assurances, is a leading European bancassurer at the forefront of sustainable finance. With its diversified business model and wide range of affordable products, the Group partners with 20 million individual and business customers. A subsidiary of Le Groupe La Poste, La Banque Postale offers local banking services through 17,000 contact points, including 7,600 post offices, throughout France.

The new strategic plan, "La Banque Postale 2030", is designed to support La Banque Postale's ambition to become France's favourite bank, thanks to an integrated, multi-channel bancassurance offer organised around three distinctive brands: La Banque Postale, for day-to-day banking services, Ma French Bank, for mobile banking services, and BPE, for private banking services. As a community bank, La Banque Postale is fully focused on shaping a just transition to an economy and a society capable of responding to environmental, social, regional and digital challenges.

La Banque Postale in numbers:

- The 11th largest bank in the Eurozone with a total balance sheet of €737 billion and a NBI of €7.7 billion
- a diversified business model: 33.4% of NBI from insurance activities and 64.5% from banking activities
 - 20 million customers
 - 1.5 million people given access to inclusive banking services and 1.4 million financially vulnerable customers
 - over 630,000 private banking customers
 - some 340,000 corporate and local public sector customers
 - 100% of eligible LBP AM funds labelled SRI
 - ranked number one worldwide for ESG performance in the “Retail and Specialised Banking” category (Vigeo Eiris ranking, November 2020)
 - gender pay ratio of 97/100

Data at the end of 2020

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