



Press release

26 March 2021

## **2025-2030 STRATEGIC PLAN**

### **NEW GOVERNANCE**

**Philippe Heim, Chairman of the Executive Board of La Banque Postale, has unveiled the new governance structure and the changes in the management team that will implement La Banque Postale's 2025-2030 strategic plan presented on 2 March:**

**A new Executive Board** with four members: Philippe Heim, Chairman, Tony Blanco, General Secretary, and **two new members appointed today: Marion Rouso**, Managing Director of Retail Banking and Executive Vice President of Le Groupe La Poste's Retail Customer and Digital Services business unit, responsible for the distribution of banking and non-banking products, **and Bertrand Cousin**, Managing Director of Corporate and Investment Banking, responsible for services to corporate, local public sector, and institutional customers.

**An expanded Executive Committee that now has 13 members, following the appointment of three new Executive Vice Presidents...**

- Olivier Lévy-Barouch, Executive Vice President, Finance and Strategy;
- Christophe Van de Walle, Executive Vice President, Customer Experience and Banking Operations;
- Serge Bayard, Executive Vice President, Corporate and Investment Banking, responsible for services to corporate, local public sector and institutional customers, and Director, Corporate and Regional Development Department.

**...and the inclusion of new members:**

- Cécile Riffard-Brédillot, Communication and Brand Director, has joined the Executive Committee.

Stéphane Dedeyan, who will succeed Antoine Lissowski as Chief Executive Officer of CNP Assurances on 16 April, will join La Banque Postale's Executive Committee on the same day.

Nathalie Collin, Deputy Chief Executive Officer of Le Groupe La Poste has been a permanent associate member of La Banque Postale's Executive Committee since her appointment as Chief Executive Officer of Le Groupe La Poste's Retail Customer and Digital Services business unit on 1 March.

Following these appointments, **38% of the members of La Banque Postale's Executive Committee are women** (see attached list of Executive Committee members).

**Three new departments have been created, reporting to the Chairman of the Executive Board, to reflect La Banque Postale's strategic priorities:**

- The Community Engagement Department headed by Adrienne Horel-Pagès;
- The Innovation, Digital and Data Department, headed by Alexandre Giros;
- The International Development and Strategic Insurance Projects Coordination Department, headed by Nicolas Eyt.

*"Our expanded governance structure reflects La Banque Postale's strategic priorities and our commitment to moving up a gear in our transformation. The new management team's roadmap aims to offer the best possible customer experience by making greater use of digital technologies, diversifying our strategic business model more rapidly and stepping up our community ambitions,"* said Philippe Heim, Chairman of La Banque Postale's Executive Board.

**A new Executive Board to support La Banque Postale's growth and diversification ambitions over the period to 2030**

The new Executive Board chaired by Philippe Heim has two new members:

**Marion Rouso**, Managing Director of Retail Banking and also Executive Vice President of Le Groupe La Poste's Retail Customer and Digital Services business unit, responsible for product distribution. Marion will report both to Philippe Heim and to Nathalie Collin, Deputy Chief Executive Officer of Le Groupe La Poste and Chief Executive Officer of its Retail Customer and Digital Services business unit. In this position, she will lead the retail banking businesses conducted under the Group's three personal banking brands (La Banque Postale, Ma French Bank and BPE) and its business banking services for professionals. She will also be responsible for the distribution of banking and non-banking products through the La Poste network.

**Bertrand Cousin**, Managing Director of Corporate and Investment Banking, will be responsible for banking services to corporates, local public sector customers and institutional customers. Corporate and Investment Banking comprises the Corporate and Regional Development Department and the Corporate and Investment Banking unit.

They succeed Marc Batave, former Chief Executive Officer of Commercial Banking, who has retired. Philippe Heim extends his warmest thanks to Marc Batave for his engagement during the eight years spent with Le Groupe La Poste and his key role in developing La Banque Postale's business.

Following these appointments, the Executive Board now has four members: Philippe Heim, Chairman, Tony Blanco, General Secretary, Marion Rouso, Managing Director of Retail Banking, and Bertrand Cousin, Managing Director of Corporate and Investment Banking, responsible for services to corporate, local public sector and institutional customers.

## **A new Finance and Strategy Department**

The new Finance and Strategy Department, incorporating the Finance, Financial Communication, Strategy, Economic Research and Mergers & Acquisitions units, will be headed by **Olivier Lévy-Barouch, Executive Vice President, member of the Executive Committee, reporting to the Chairman of the Executive Board.**

It will be responsible for deploying the strategic plan and optimising resource allocation to support La Banque Postale's profitable and sustainable growth ambitions.

## **The Customer Experience Department**

La Banque Postale is aiming for a place among the leaders in terms of customer satisfaction. To help it meet this objective, a new governance organisation dedicated to service quality has been set up, led by **Christophe Van de Walle, who has been appointed Executive Vice President, Customer Experience.** Christophe is a member of the Executive Committee and reports to the Managing Director of Retail Banking.

The new department will focus on offering La Banque Postale's customers a seamless, multi-channel experience by enhancing end-to-end process quality and developing an exemplary service culture.

Christophe Van de Walle will exercise these new responsibilities alongside his position as Director of Banking Operations, in charge of customer relationships, middle office relationships and back office operations.

## **A new position of Executive Vice President, Corporate and Investment Banking, has been created, serving corporate, local public sector and institutional customers**

To ensure cross-functional coverage of the business banking market, **Serge Bayard has been appointed Executive Vice President, Corporate and Investment Banking, serving corporate, local public sector and institutional customers.** Serge Bayard will also continue in his current position as Director, Corporate and Regional Development Department. He is a member of the Executive Committee and reports to the Managing Director of Corporate and Investment Banking, responsible for services to corporate, local public sector and institutional customers.

## **An expanded Communication and Brand Department**

**The Communication and Brand Department headed by Cécile Riffard-Brédillot,** will gather all internal and external marketing and institutional communications activities, both on- and off-line, in order to guarantee seamless, consistent communications with all stakeholders – customers, employees and the community. Cécile Riffard-Brédillot reports to the Chairman of the Executive Board and has joined the Executive Committee.

## **Creation of a new International Development and Strategic Insurance Projects Coordination Department**

To leverage synergies and develop the bancassurance model following the integration of CNP Assurances in March 2020, and also to fulfil La Banque Postale's international development ambitions, the governance organisation has been strengthened with the **appointment of Nicolas Eyt as Director, International Development and Strategic Insurance Projects Coordination.** Nicolas Eyt reports to the Chairman of the Executive Board and has joined the General Management Committee.

His role will consist mainly of supporting the transformation of the bancassurance model and developing the partnership model in the Group's various business lines, with a particular focus on international markets.

### **A new Innovation, Digital and Data Department**

To place digital technologies at the centre of the banking ecosystem, a new **Innovation, Digital and Data Department has been created**, reporting to the Chairman of the Executive Board. The Department is **headed by Alexandre Giros**, a member of the General Management Committee.

Rooted in the organisation and with a direct view of the innovation ecosystem, it will work with and for all of the Group's departments and subsidiaries to help them make faster progress with their transformation projects. The new department will define the Group's digital strategy and plot the trajectory for the operational deployment of the new digital customer experiences. It will be supported by improved data analysis capabilities and an ecosystem organised around innovative start-ups nurtured by the Platform58 incubator and a new €150 million innovation fund that will invest in start-ups.

### **A new Community Engagement Department**

As a community bank, La Banque Postale is reaffirming its commitment to helping to shape a just transition to an economy and a society capable of responding to environmental, social, regional and digital challenges.

This is one of the objectives of the 2030 strategic plan. The **Community Engagement Department set up to lead the effort is headed by Adrienne Horel-Pagès, now a member of the General Management Committee** reporting to the Chairman of the Executive Board. Her first task will be to prepare a CSR roadmap aligned with Le Groupe La Poste's strategy and then to guide the various business lines in deploying it.

## Biographical details

### **Marion Rouso**

Marion Rouso, 44, began her career in 1999 within the BPCE group General Inspection department. In 2007, she moved to Banque Populaire du Nord where she served successively as Chief Financial Officer, member of the Management Committee and Regional Director. In 2012, she joined Caisse d'Epargne Rhône Alpes as Regional Director, before becoming Head of Audit. At the same time, she served on the Boards of Directors of Compagnie des Alpes and Natixis Factor. In 2017, she became Head of digital transformation and employee experience for the BPCE group, with responsibility for defining and deploying the Group's employee experience strategy for the digital workplace. In May 2020, she joined La Banque Populaire Grand Ouest as Executive Vice President, Operations. Marion is a graduate of the ESCP business school and Stanford University.

### **Bertrand Cousin**

Bertrand Cousin, 56, 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 Institut d'études politiques de Paris ("Sciences Po") and holds a law degree from Nancy II University. He also holds a professional training diploma from Beaune CFFPA.

### **Olivier Lévy-Barouch**

Olivier Lévy-Barouch, 49, is a graduate of EM Lyon business school and holds an MBA from the University of Connecticut. He began his career in 1994 with Arthur Andersen, before joining the financial institutions group of the Mergers & Acquisitions Department of BNP Paribas in 2000, becoming its director in 2005. In 2007, he joined GE Capital International as Managing Director, Business Development/M&A. He also ran GE Equity's business in the Europe/Africa/Middle East region.

In 2017, he moved to La Banque Postale as Deputy Director, Strategy and Development and was subsequently appointed Director of that department and member of the Executive Committee.

### **Christophe Van de Walle**

Christophe Van de Walle, 54, is a graduate of the ESCP and ESLSCA business schools, and has a DES post-graduate degree in Accounting and Finance. He began his career in 1991 with Deloitte & Touche, where he spent eight years performing audit and advisory engagements for banks, financial institutions and the financial holding companies of industrial and commercial groups. He then joined Caisse Nationale des Caisses d'Epargne as Deputy Director, Group Budget Control, responsible for the Group's financial management from 2000 to 2005. In late 2005, he joined Le Groupe La Poste's Finance Department, as Group Financial Controller responsible for budget control and financial management. In 2012, La Banque Postale sought him out to create its local public sector lending business. In 2013, he was appointed Chief Executive Officer of La Banque Postale Collectivités Locales and Development Director in the Corporate and Regional Development Department, In 2014, he became Head of Internal Audit at La Banque Postale, a position he held for five years before being appointed Director of Operations and member of the Executive Committee of La Banque Postale, and Director, Organisation, Risks and Customer Experience for the La Poste network in 2019. Christophe is also a member of the Boards of Directors of La Banque Postale Consumer Finance and La Banque Postale Prévoyance.

## **Serge Bayard**

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

## **Cécile Riffard-Brédillot**

*Cécile Riffard-Brédillot, 47, is a graduate of Institut d'études politiques de Paris ("Sciences Po"). She began her career in 1997 as a consultant with Euro RSCG Futurs, before taking up a position as a Manager at TBWA/Corporate in 2002. In 2006, she moved to SNCF where she was successively Head of the Advertising and Research unit, External Communications Director at SNCF Voyages, chief of staff for the Chairman of SNCF and Institutional Communications Director. In 2014, she joined the RATP group as Brand Director.*

*In 2017, Cécile became Communication and Brand Director of La Banque Postale and member of the General Management Committee.*

*Since March 2021, her responsibilities have been expanded to include digital and institutional communications.*

## **Adrienne Horel-Pagès**

*Adrienne Horel-Pagès, 38, is a graduate of HEC Paris business school and holds a master's degree in economics from Sorbonne University. She is also a CFA Charterholder.*

*She began her career in 2007 with Goldman Sachs Asset Management in London, as a member of the multi-manager team. In 2009, she joined Financière de la Cité, an asset management firm specialised in stock picking, as a fund manager, developing several inflation-based funds covering several asset classes. In 2014, she participated in the creation and development of a new management company, Vestathena, as Chief Executive Officer. She joined the Regulation and International Affairs Department of Autorité des Marchés Financiers in 2017, as a member of the team responsible for producing and negotiating regulatory texts on asset management at European level.*

*In 2019, Adrienne moved to La Banque Postale Asset Management to lead the project to transform the firm into a 100% SRI investor. Since November 2020, she has been Director, Sustainable Development Engagement, CSR and Communications, and a member of the LBP AM Executive Committee.*

## **Alexandre Giros**

*Alexandre Giros, 41, is a graduate of Paris Dauphine University and the ESCP Europe business school.*

*He began his career in 2005 with the TF1 television group, first in Business Development for the Digital Video platform and then in the Strategic Planning and M&A unit of the Strategy Department. In 2011, he joined BNP Paribas as Digital, Web and Mobile Coordinator, before*

*being named Head of User Experience and Social Media in 2013 for the launch of Hello Bank! in Europe. In parallel, during 2016 he participated in the projects to transform BNP Paribas' Retail Banking distribution models.*

*In 2017, he moved to La Banque Postale, as Director, Digital Strategy and Offers. In July 2018, he created La Banque Postale's new Digital Department and in September 2019 he became a member of the General Management Committee.*

*To support deployment of La Banque Postale's strategic plan and reaffirm the objective of placing digital technologies at the centre of the banking ecosystem, a new expanded organisation has been set up – the Innovation, Digital and Data Department. Alexandre was named Director of this new department in February 2021, reporting directly to the Chairman of the Executive Board.*

### **Nicolas Eyt**

*Nicolas Eyt, 45, is a graduate of INSEEC Bordeaux business school and Paris Dauphine University. He began his career in 2001 as an auditor/consultant with Arthur Andersen and then with Ernst & Young. In 2003, he joined the Finance Department of Sogecap, the life insurance subsidiary of Société Générale. In 2006, he was appointed Director of International Life Insurance Operations and in 2010, he became Chief Financial Officer of Société Générale's newly formed Insurance Division. In 2014, he was named deputy Director then Director of Strategy and Business Development in Société Générale's International Retail Banking and Specialised Financial Services Division.*

*He joined La Banque Postale in March 2021 as Director, International Development and Strategic Insurance Projects Coordination.*

### **Appendix Members of the Executive Committee of La Banque Postale**

- Philippe Heim, Chairman of the Executive Board
- Tony Blanco, General Secretary
- Marion Rouso, Managing Director of Retail Banking
- Bertrand Cousin, Managing Director of Corporate and Investment Banking, responsible for services to corporate, local public sector, and institutional customers
- Serge Bayard, Executive Vice President, Corporate and Investment Banking, responsible for services to corporate, local public sector and institutional customers, and Director, Corporate and Regional Development Department.
- Christophe Van de Walle, Executive Vice President, Customer Experience and Director, Banking Operations,
- Olivier Lévy-Barouch, Executive Vice President, Finance and Strategy,
- Stéphane Dedeyan, Chief Executive Officer of CNP Assurances
- François Géronde, Chief Financial Officer
- Perrine Kaltwasser, Chief Risk Officer
- Cécile Riffard-Brédillot, Communication and Brand Director
- Maud Vimeux, Human Resources Director
  
- Associate member of the Executive Committee of La Banque Postale: Nathalie Collin, Deputy Chief Executive Officer of Le Groupe La Poste and Chief Executive Officer of its Retail Customer and Digital Services business unit.

## 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:

- 11<sup>th</sup> largest euro zone bank, with total assets of €737bn and net banking income of €7.7bn
- a diversified business model, with 33.4% of net banking income derived from insurance services and 64.5% from banking services
- 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

Figures at 31 December

2020

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