

INTERNATIONAL BANKING DEVELOPMENT



VIP
VERY INTERNATIONAL PEOPLE
WHO'S WHO IN IBD

WORKING EVERY DAY IN YOUR INTEREST
AND FOR SOCIETY

IBD | INTERNATIONAL
BANKING DEVELOPMENT



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INTERNATIONAL BANKING DEVELOPMENT

READING GUIDE



PURPOSE

To present the missions and staff of the International Banking Development (IBD), their functions and activities, with a specific focus on IBD teams in Paris and all those at Crédit Agricole S.A. who provide support on a daily basis to International Banks.



UPDATE OF «IBD VIP»

For any comments/recommendations about the next edition of the document, please contact IBD Communication Team in Paris - EMail.: dbi.communication@credit-agricole-sa.fr.



CONTENT

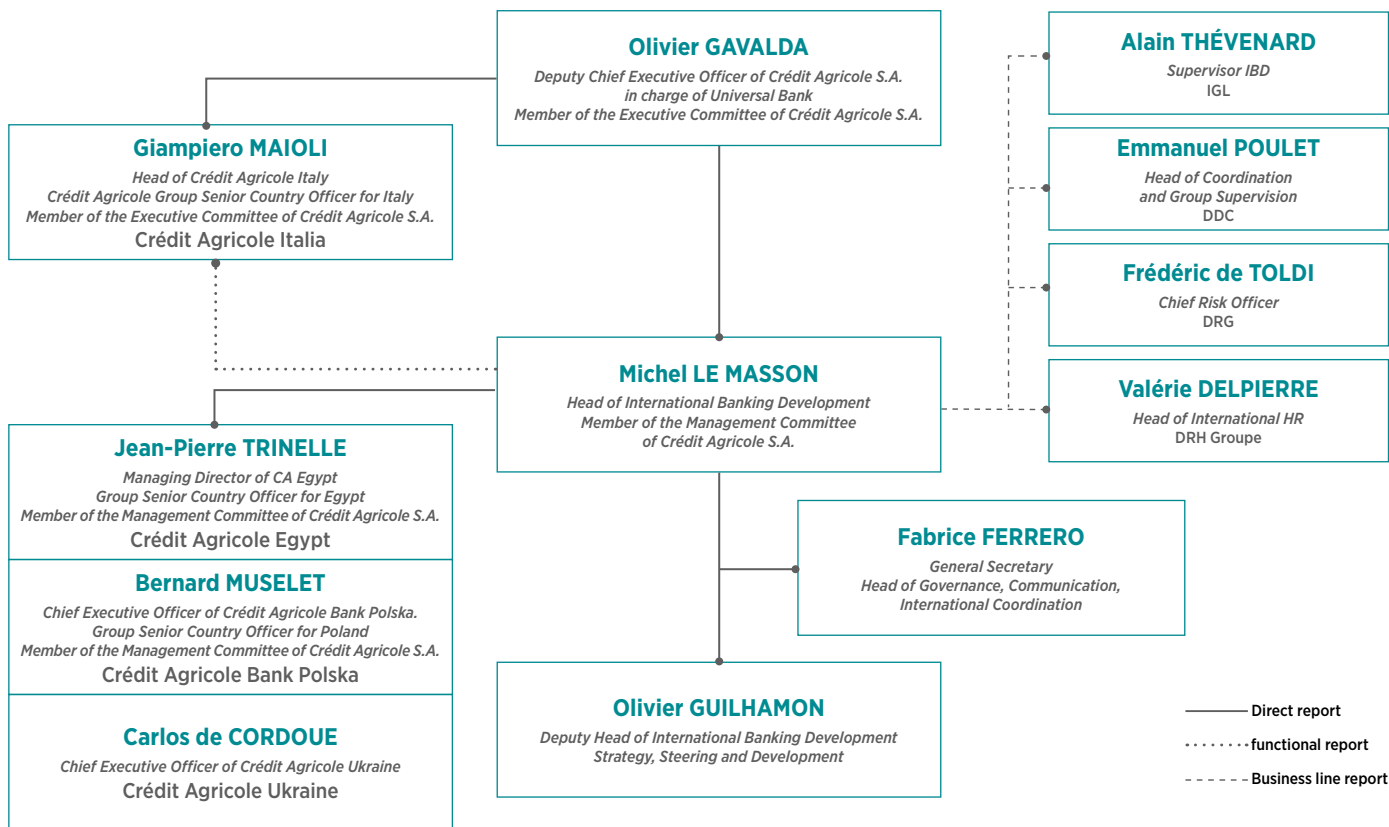
- A description of IBD's organizational structure, with the banks and Paris-based teams.
- For the banks: members of the Management Boards with their functions and contact details.
- For each IBD Paris entity: key personnel with their functions, activities, main projects and contact details.
- Contact details of Crédit Agricole S.A. teams providing support to International banks : International HR, Group Compliance, Group Risk and Group Internal Audit.
- The main operating bodies for IBD teams in Paris structuring actions at the service of the banks.
- An alphabetical index of the teams.

INTERNATIONAL BANKS

INTERNATIONAL BANKS

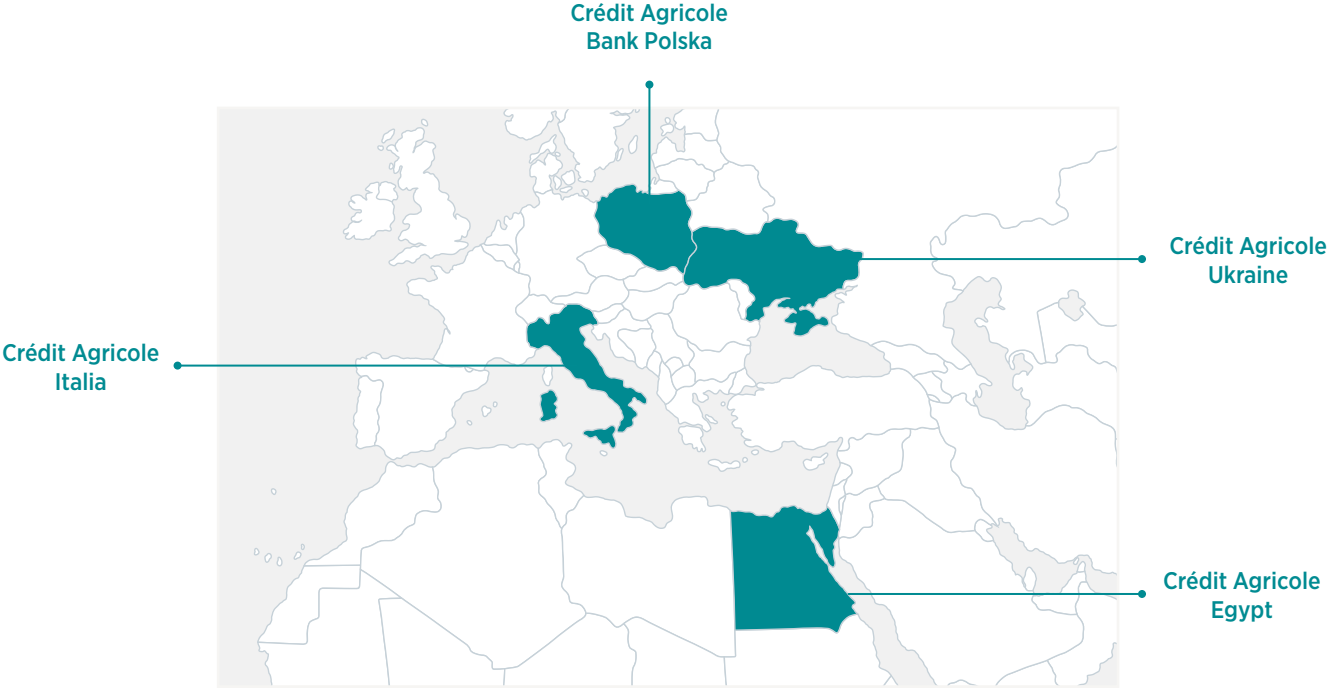
ORGANIZATION

OTHER CA GROUP BUSINESS LINES



INTERNATIONAL BANKS

BANKS



INTERNATIONAL BANKING DEVELOPMENT

IBD MANAGEMENT



IBD | INTERNATIONAL
BANKING DEVELOPMENT

Crédit Agricole S.A.
12 place des États-Unis
92127 Montrouge Cedex (France)



Michel LE MASSON

*Head
Member of the Management Committee of Crédit
Agricole S.A.*

Tel. +33 1 57 72 42 50

Mail. michel.lemasson@credit-agricole-sa.fr



Olivier GUILHAMON

*Deputy Head
Strategy, Steering and Development*

Tel. +33 1 57 72 27 81

Mail. olivier.guilhamon@credit-agricole-sa.fr



Marie-Bénédicte MOREIRA

Executive Assistant

Tel. +33 1 43 23 09 16

Mob. +33 6 82 55 17 35

Mail. marie-benedicte.moreira@credit-agricole-sa.fr

BANKS' MANAGEMENT BOARDS

ITALY | CRÉDIT AGRICOLE ITALIA S.P.A.

General Management Board



Giampiero MAIOLI *

CEO of Crédit Agricole Italy. Crédit Agricole Group Senior Country Officer for Italy. Member of the Executive Committee of Crédit Agricole S.A.

Tel. +39 0521 91 24 91
Mail. giampiero.maioli@credit-agricole.it



Hugues BRASSEUR**

CEO of Crédit Agricole Italy. Crédit Agricole Group Senior Country Officer for Italy. Member of the Executive Committee of Crédit Agricole S.A.



Roberto GHISELLINI

Deputy CEO
Tel. +39 0521 91 22 32
Mail. roberto.ghisellini@credit-agricole.it



Vittorio RATTO

Deputy General Manager
Tel. +39 0521 21 28 56
Mail. vittorio.ratto@credit-agricole.it

 CRÉDIT AGRICOLE

Crédit Agricole Italia S.p.A.

Siège Administratif **CA Green Life**
Università, 1/A, Via La Spezia 138/A,
43121 Parma - Italia 43126 Parma - Italia

Barbara SBUTTONI

Executive Assistant

Tel. +39 0521 91 20 64
Mail. barbara.sbuttoni@credit-agricole.it

Patrizia SECOMANDI

Executive Assistant

Tel. +39 0521 91 24 90
Mail. patrizia.secomandi@credit-agricole.it

Francesca FREDDI

Executive Assistant

Tel. +39 3355 33 41 76
Mail. francesca.freddi@credit-agricole.it

Silvia SERVENTI

Executive Assistant

Tel. +39 0521 21 28 23
Mail. silvia.serventi@credit-agricole.it



GENERAL MANAGEMENT BOARD (RISTRETTO)

ITALY | CRÉDIT AGRICOLE ITALIA S.P.A.



Pierre DEBOURDEAUX

Chief Financial Officer

Tel. +39 0521 91 20 48

Mail. Pierre.Debourdeaux@credit-agricole.it



Matteo BIANCHI

Chief Governance Officer

Tel. +39 0521 91 20 56

Mail. matteo.bianchi@credit-agricole.it



Ruggero GUIDOLIN

Chief Operating Officer & CEO of CAGS

Tel. +39 0521 91 42 00

Mail. ruggero.guidolin@cagroupsolutions.it



Antonella SALVATORI

Head of Group Human Resources

Tel. +39 0521 91 51 02

Mail. antonella.salvatori@credit-agricole.it



Marie GROPPA

Chief Lending Officer

Tel. +39 0521 91 46 27

Mail. marie.groppo@credit-agricole.it



Cristina BERTOZZI

DGM Transformation and Digital

Tel. +39 0521 91 41 02

Mail. cristina.bertozzi@cagroupsolutions.it

Other members of Management Board

Name	Firstname	Function	Phone	Mail
ANTONUCCI	Rino	Head of NPE Div	+39 0521 91 20 14	rino.antonucci@credit-agricole.it
BARUSI	Cecilia	Deputy Budget and Tax	+39 0521 91 31 93	cecilia.barusi@credit-agricole.it
BOTTAZZOLI	Valerio	Head of Retail and Growth	+39 0521 91 31 46	valerio.bottazzoli@credit-agricole.it
BRANCATELLI	Lucio	Head of Planning and Control	+39 0521 91 20 19	lucio.brancatelli@credit-agricole.it
BRIATA	Marco	Head of Marketing and Digital	+39 0521 91 51 53	marco.briata@credit-agricole.it
BROGLIO	Alberto	Head of Social Relations and Remuneration Policies	+39 0521 91 44 97	alberto.broglio@credit-agricole.it
CAMPI	Cristiano	Head of Accounting and Tax	+39 0521 91 46 10	cristiano.campi@credit-agricole.it
CAPRIOLI	Carlotta	Resp. SCO Coordination & Les Villages by CA	+39 3356 71 97 14	carlotta.caprioli@credit-agricole.it
CARULLO	Daniele	Resp. Private Banking	+39 0288 24 52 21	daniele.carullo@credit-agricole.it
CASOLARI	Filippo	Resp. Wealth Management Private e Retail	+39 3358 17 39 47	filippo.casolari@credit-agricole.it
CIOTTI	Elena	Resp. Planning and Private Projects	+39 3357 49 67 24	elena.ciotti@credit-agricole.it
COMPIANI	Daniele	Head of Compliance	+39 0521 91 20 42	daniele.compiani@credit-agricole.it
CREPALDI	Maurizio	Head of Professionals and Agri-Agro	+39 0521 97 46 38	maurizio.crepaldi@credit-agricole.it
CRISTINI	Raffaella	Resp. Human Resources Management and Development	+39 0280 63 75 96	raffaella.cristini@credit-agricole.it
CUCCI	Cesare	Head of Internal Audit	+39 0521 91 48 23	cesare.cucci@credit-agricole.it
DELLAROSA	Elisa	Head of Coporate Affairs and Sustainability	+39 0521 91 42 75	elisa.dellarosa@credit-agricole.it
DONNINI	Fabio	Head of Blank Italia	+39 0521 91 45 57	fabio.donnini@cariprpc.it
DUC	Franco	Governance Project Manager	+39 0521 91 47 72	franco.duc@credit-agricole.it
FOSSATI	Davide	Deputy Corporate Banking	+39 3346 98 04 86	davide.fossati@credit-agricole.it
GANDINI	Antonio	DGM Operations e Real Estate CAGS	+39 0521 21 28 53	Antonio.Gandini@credit-agricole.it
GANDINI	Francesca	Resp. Audit of the Commercial Network	+39 3489 41 44 17	francesca.gandini@credit-agricole.it
GHILLANI	Lara	Deputy Finance	+39 0521 91 31 94	lara.ghillani@credit-agricole.it
GHISLERI	Patrizia	Resp. Communication	+39 0521 21 28 66	patrizia.ghisleri@credit-agricole.it
LA GRECA	Pietro	Resp. Corporate Affairs	+39 0521 91 20 15	pietro.lagreca@credit-agricole.it
LUONI	Alberto	Head of Client Service	+39 0521 91 42 29	alberto.luoni@credit-agricole.it
IUS	Sandra	Head of Procurement and Cost control	+39 0521 91 20 78	sandra.ius@credit-agricole.it
MANFREDI	Anna	Deputy Compliance	+39 0521 97 46 91	anna.manfredi@credit-agricole.it
MARLAT	Stefano	Chief Finance Officer	+39 0521 91 33 06	stefano.marlat@credit-agricole.it
MESSINA	Davide	Resp. Real Estate	+39 0288 24 53 36	davide.messina.immobili@credit-agricole.it

Name	Firstname	Function	Phone	Mail
MONTAGNINI	Luca	Resp. Information System (CIO)	+39 0521 91 48 61	luca.montagnini@cagroupsolutions.it
ORLANDI	Roberto	Head of Finance advisors	+39 0521 91 31 86	roberto.orlandi@credit-agricole.it
PELLEGATTA	Vittorio	Deputy CLO	+39 0342 52 20 31	vittorio.pellegatta@credit-agricole.it
PEROCCHI	Marco	Head of Corporate	+39 0288 24 56 29	marco.perocchi@credit-agricole.it
POGGI	Enrico	Head of Intelligence and Asset Disposal	+39 0521 97 45 35	enrico.poggi@credit-agricole.it
REGGI	Fabrizio	Head of Risk and Permanent Control	+39 0521 91 20 89	fabrizio.reggi@credit-agricole.it
REGGIONI	Gianluca	DGM Crédit Agricole Leasing Italia (CALIT)	+39 0284 77 02 41	gianluca.reggioni@credit-agricole.it
RICCI	Giliana	Resp. Customer service	+39 3346 19 87 63	giuliana.ricci@credit-agricole.it
RONCHI	Paola	Resp. Compensation, Pianificazione e Policy	+39 0288 24 73 09	paolaemilia.ronchi@credit-agricole.it
SCEVI	Luciana	Resp. Operations and After-Sales	+39 0521 91 50 60	luciana.scevi@credit-agricole.it
SIRMA	Massimo	Deputy Private Banking	+39 0521 91 44 45	massimo.sirma@credit-agricole.it
SPADONI	Elisa	Resp. Planning and Customer satisfaction	+39 0521 91 32 79	elisa.spadoni@credit-agricole.it
TRIPUZZI	Massimo	General Manager Crédit Agricole Leasing Italia (CALIT)	+39 0284 77 02 43	massimo.tripuzzi@credit-agricole.it
USUELLI	Elisabetta	Resp. External Relations	+39 0288 24 52 08	elisabetta.usuelli@credit-agricole.it
VIGANO'	Aldo	Head of Legal Affairs	+39 0521 97 46 20	aldo.vigano@credit-agricole.it

BANKS' MANAGEMENT BOARDS

ITALY

CRÉDIT AGRICOLE GROUP SOLUTIONS



Ruggero GUIDOLIN

CEO

Tel. +39 0521 91 42 00

Mail ruggero.guidolin@cagroupsolutions.it



Antonio GANDINI

Deputy General Manager

Tel. +39 0521 21 28 53

Mail antonio.gandini@credit-agricole.it



Cristina BERTOZZI

Deputy General Manager

Tel. +39 0521 91 41 02

Mail cristina.bertozzi@cagroupsolutions.it

Caterina BELLINI

Assistant

Tel. +39 0521 91 46 57

Mail caterina.bellini@cagroupsolutions.it

CRÉDIT AGRICOLE LEASING ITALIA



Massimo TRIPUZZI

General Manager

Tel. +39 02 84 77 02 43

Mail massimo.tripuzzi@credit-agricole.it

Laura MECENERO

Assistant

Tel. +39 0284 77 02 41

Mail laura.mecenero@ca-leasing.it



Gianluca REGGIONI

Deputy General Manager

Tel. +39 0284 77 02 41

Mail gianluca.reggioni@credit-agricole.it

BANKS' MANAGEMENT BOARDS

EGYPT | CREDIT AGRICOLE EGYPT S.A.E.



Credit Agricole Egypt S.A.E.
Ring Road exit to 90th street
5th Settlement, New Cairo
Cairo, Egypt



Jean-Pierre TRINELLE*

CEO & Group Senior Country Officer for Egypt. Member of the Executive and Management Committee of Crédit Agricole S.A.

Tel. +20 223 22 40 44
Mail. jean-pierre.trinelle@ca-egypt.com

Nermine NABIL

Executive Assistant

Tel. +20 223 22 47 75
Mail. nermine.nabil@ca-egypt.com

Name	Firstname	Function	Phone	Mail
ABDEL WAHAB*	Ashraf	Head of Capital Markets and Financial Institution Banking	+20 226 05 01 66	ashraf.awahab@ca-egypt.com
CLEVENOT*	Christophe	Chief Strategy, Digital and Transformation Officer	+20 227 28 29 49	christophe.clevenot@ca-egypt.com
ESSAM ELDIN*	Ahmed	Head of Corporate Banking	+20 223 22 40 78	ahmed.essamedin@ca-egypt.com
FLAMENT*	Franck	Chief Risk Officer (CRO)	+20 226 05 08 31	franck.flament@ca-egypt.com
HAKIM*	Amir	Chief Operations & Technology Officer (COO)	+20 223 22 46 47	amir.hakim@ca-egypt.com
IYER*	Ravinarayanan	Chief Financial & Investor Relation Officer (CFO)	+20 226 05 05 41	ravinarayanan.iyer@ca-egypt.com
NAGY*	Marie-Thérèse	Head of Human Resources Officer	+20 223 22 40 15	marietherese.nagy@ca-egypt.com
RAGAB*	Hala	General Counsel and Corporate Secretary	+20 223 22 42 30	hala.ragab@ca-egypt.com
SHOKRY*	Nevine	Head of Proximity Banking	+20 223 22 47 01	nevine.shokry@ca-egypt.com
FATHY	Amr	Head of Compliance and Financial Security	+20 223 22 44 55	amr.fathy@ca-egypt.com
HELMY	Hesham	Head of Internal Audit	+20 226 05 06 14	hesham.helmy@ca-egypt.com
SEDKY	Heba	Head of Communication	+20 227 38 26 61	Hheba.sedky@ca-egypt.com

* members of executive committee

BANKS' MANAGEMENT BOARDS

POLAND | CREDIT AGRICOLE BANK POLSKA S.A.



Bernard MUSELET*

CEO & Group Senior Country officer for Poland.
Member of the Management Committee of Crédit Agricole S.A.

Tel. +48 502 191020
Mail. bmuselet@credit-agricole.pl



Credit Agricole Bank Polska S.A.
UL. Legnicka
48 Bud.C-D
54-202 Wrocław, Poland

Gabriela LEMAUVIEL

Executive Assistant

Tel. +48 51 800 37 73
Mail. glemauviel@credit-agricole.pl

Name	Firstname	Function	Phone	Mail
ENJALBAL*	Philippe	Vice-president of the Management board, in charge of Operations	+48 79 891 58 35	penjalbal@credit-agricole.pl
KWIATKOWSKI*	Piotr	President of the Management Board in charge of Compliance and Legal	+48 60 128 64 10	pikwiatkowski@credit-agricole.pl
MARCINIAK*	Jedrzej	Vice-president of the Management board, in charge of Marketing, Communication and ESG	+48 51 901 94 84	jmarciniak@credit-agricole.pl
MILCZAREK-BUKOWSKA*	Małgorzata	Vice-president of the Management Board in charge of Human Resources	+48 518 438 281	mamilczarek@credit-agricole.pl
POSNOW*	Bartłomiej	Member of the Management Board in charge of Risk, Credit Risk, Permanent Control and Collection	+48 66 197 28 70	bposnow@credit-agricole.pl
RAGAN*	Damian	Vice-president of the Management Board, in charge of Retail	+48 51 901 90 99	dragan@credit-agricole.pl
ZASLAWSKI*	Lech	Vice-president of the Management Board, CFO	+48 51 219 10 61	lzaslawski@credit-agricole.pl
CHLABICZ	Krzysztof	Head of Change management and Agile transformation	+48 50 219 16 85	kchlabicz@credit-agricole.pl
DEPERAS-JARCZEWSKA	Ewa	Head of Sustainable Development	+48 50 219 17 39	edeperas@credit-agricole.pl
KACZMAREK	Filip	Head of Small and Medium Enterprises and Agribusiness	+48 79 712 58 36	fkaczmarek@credit-agricole.pl
LUSTIG	Frédéric	Head of Corporate	+48 71 37 78 728	frederic.lustig@carefleet.com.pl
MOTYKA	Marta	Member of the Management Board Head of Legal Affairs and Corporate Secretary	+48 51 901 98 94	mamotyka@credit-agricole.pl
OBIEGŁA-DUDA	Małgorzata	Member of the Management Board - Head of Compliance	+48 50 087 57 52	mobieгла@credit-agricole.pl
PIJANOWSKA - KURAS	Barbara	Head of Marketing and Corporate Communication	+48 51 901 97 74	bpijanowska@credit-agricole.pl
SPYCHALA	Sebastian	Head of Internal Audit	+ 48 50 219 12 52	sspychala@credit-agricole.pl
TOMCZYK - CZYKIER	Katarzyna	Head of Retail Banking Innovation and Digitalization	+48 51 901 94 04	kczykier@credit-agricole.pl

BANKS' MANAGEMENT BOARDS

UKRAINE | JSC CREDIT AGRICOLE BANK



JSC Credit Agricole Bank
42/4 Yevhen Chykalenko Str.,
Kyiv, Ukraine



Carlos de CORDOUE*

CEO

Tel: +380 44 363 16 41

Mob: +380 67 557 84 90

Mail: carlos.decordoue@credit-agricole.ua

Olena KOZLOWSKA

Executive Assistant

Tel. +380 44 363 16 41

Mail. olena.kozlowska@credit-agricole.ua

Name	Firstname	Function	Phone	Mail	Mail.
ARKHYLIUK*	Olha	Head of Compliance	+380 44 392 70 39	+380 67 524 54 08	olha.arkhyliuk@credit-agricole.ua
HONCHAROVA*	Nataliia	Chief Operating Officer	+380 44 581 07 86	+380 97 233 77 34	nataliia.honcharova@credit-agricole.ua
KUCHER*	Vitalii	CFO and Planning	+380 44 581 07 51	+380 66 169 23 14	vitalii.kucher@credit-agricole.ua
KURKIN*	Oleksandr	Head of Proximity Banking	+380 44 581 07 02	+380 67 657 69 45	oleksandr.kurkin@credit-agricole.ua
LEGRAIN*	Jérôme	Chief Risk Officer	+380 44 581 07 36	+380 67 262 20 07	jerome.legrain@credit-agricole.ua
LE MASSON*	Romuald	Head of Marketing, Digital and Communication	+380 44 490 14 17	+380 67 458 03 70	romuald.lemasson@credit-agricole.ua
TCHESNAKOFF*	Alexandre	Head of Corporate, Agriculture & SMEs	+380 44 490 20 31	+380 67 242 06 57	alexandre.tchesnakoff@credit-agricole.ua
COLIN	Laurent	Head of Internal Audit	+380 44 581 07 96	+380 67 328 39 51	laurent.colin@credit-agricole.ua
GRYGOROV	Igor	Head of Legal Affairs and Corporate Secretary	+38 044 494 09 27	+380 67 579 47 88	igor.grygorov@credit-agricole.ua
TORIANYK	Viktoriiia	Head of Brand and Communication Dept	+380 44 490 14 17	+38 096 055 03 33	viktoriiia.torianyk@credit-agricole.ua
URUSOVA	Olena	Head of Human Resources	+380 44 581 07 60	+380 67 553 38 51	olena.urusova@credit-agricole.ua

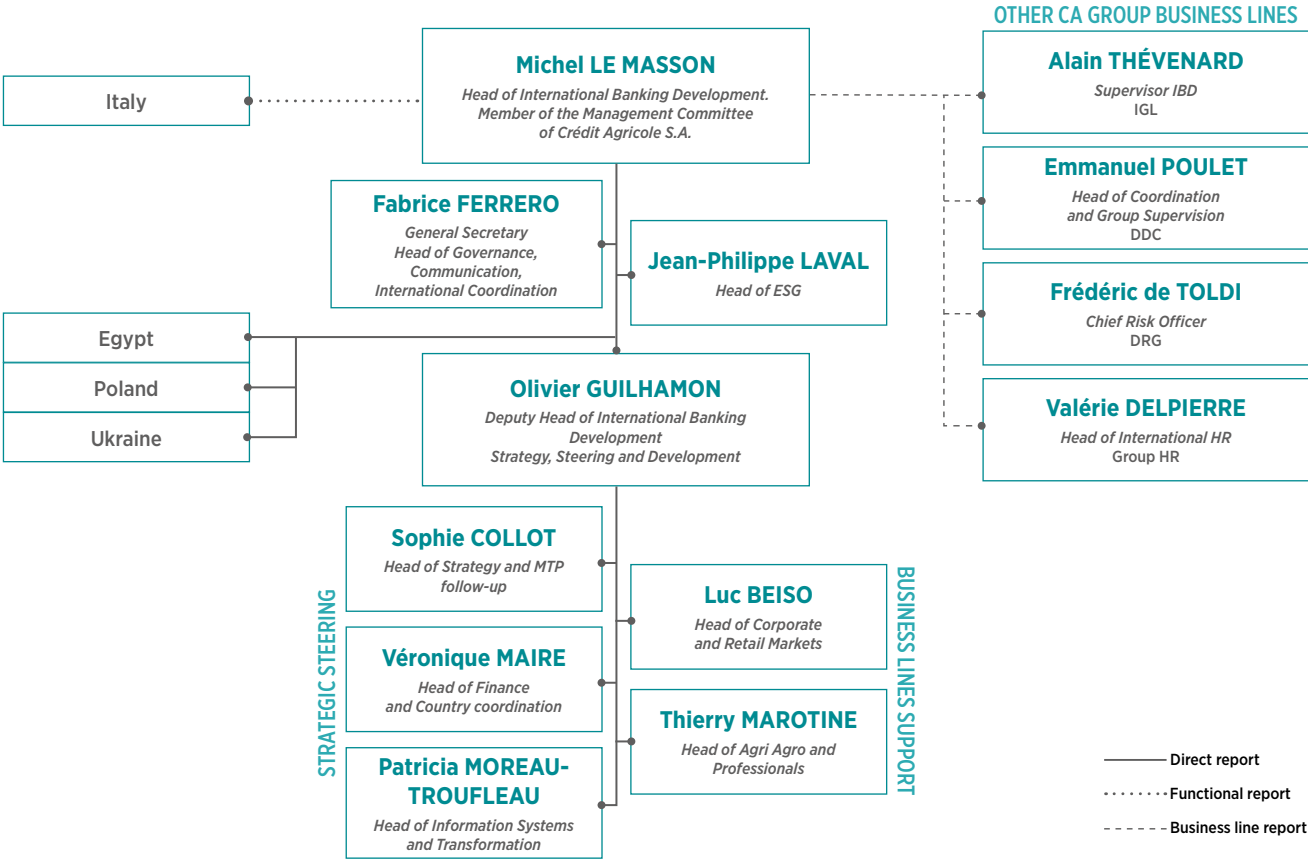
* members of executive committee

February 15, 2025

TEAMS IN PARIS

TEAMS IN PARIS

IBD ORGANIZATION IN PARIS



TEAMS IN PARIS

MISSIONS

THE INTERNATIONAL BANKING DEVELOPMENT (IBD) DIVISION is in charge of the strategic supervision of the subsidiaries of Universal retail banking abroad placed under its responsibility. In that capacity, it ensures that those subsidiaries adopt the guidelines that the General Management of Credit Agricole S.A. has defined in the context of the Medium-term Plan (MTP).

- It monitors the performance indicators, ensures compliance with the governance rules and the correct deployment of the Group standards in the entities and their regulatory obligations. These strategic supervisory functions are carried out as part of the Board of Directors / Supervisory Board (hereafter “Board”) member functions assigned to IBD division managers, which are based on the monitoring work carried out by appointed departments whose missions are detailed below.
- In addition to its shareholder’s responsibility, IBD supports the subsidiaries it oversees in order to provide them with the Group’s expertise and share best practices developed in international banking or other retail banks. It mobilizes the businesses of the Group to strengthen the services provided to customers in the context of the implementation of the relational model.
- These missions are carried out on a case-by-case basis, either by appointed teams within the IBD or by mobilizing resources of other units of the Group in a way that is efficient and optimizes resources. When other units of the Group carry out these missions, IBD must systematically remain involved to guarantee the units are taking into account the specific characteristics of the international entities and to ensure unity of the transversal geographical vision of the entity.

FINANCE / COUNTRY COORDINATION

MISSIONS

THE FINANCE COUNTRY COORDINATION DEPARTMENT (SPD/FCO) reports to the Strategy - Steering - Development division.

- It participates in the supervision of the entities, especially in their financial dimension. In this capacity, it plays a key role before the boards in preparing the submission of the Group's board members and summarizing the main points of focus identified by IBD.
- The Country Coordination Officers within the Finance / Country Coordination department are the entry points (when a matter is not directly addressed by the IBD Head, Deputy Head or General Secretary), for each international bank. They act as transversal correspondents of the entities within IBD. They assist the IBD Head and his deputy in steering and supervising the entities, they are able to respond shortly to any request from the entity, they ensure the preparation of the Board of directors in liaison with the entity, which also gives them a role of coordinating information within IBD between the different departments. Thus, they have the transversal vision of the country that allows them to participate in the strategic thinking of the development of the entity. They also communicate with their correspondents in the regalian functions that follow the country they are in charge of.
- The Finance / Country Coordination department intervenes largely on management control issues and to a lesser extent on accounting matters (large monitoring by the Groupe Finances Division / Accounting and Regulatory Information (FIG/ICR)), as well as on financial management matters (large monitoring by the Groupe Financial Steering Department FIG/DPF) for Italy and by IBD for the other entities.
- It performs in close coordination with its correspondents in the Steering division and Control Functions Unit the following tasks: the preparation of IBD budget, the monitoring of suppliers accounting and overheads, the monitoring of the subsidiary budget process as well as the monitoring of achievements, building entity dashboards for consolidated reporting, analysis of the incomes and their determinants, analysis of the NBI, overheads and depreciations, cost of risk (in conjunction with Group Risk Management Department (DRG), the instruction of financial communication...

FINANCE, COUNTRY COORDINATION

TEAM



Véronique MAIRE

Head of Finance / Country Coordination

Tel. +33 1 57 72 07 49

Mob. +33 6 60 32 77 43

Mail. veronique.maire@credit-agricole-sa.fr

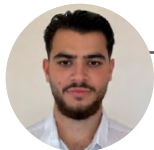


Sergio DIAZ YOMAYUZA

In charge of data management

Tel. +33 1 57 72 81 08

Mail. sergio.diazomayyuza@credit-agricole-sa.fr



Mohamad BIVIGOU MATAR

Finance apprentice

Tel. +33 1 43 23 58 61

Mail. mohamad.bivigou-matar@credit-agricole-sa.fr



Stéphane GUIGNIER

Executive Assistant

Tel. +33 1 57 72 41 85

Mob. +33 6 17 32 71 17

Mail. stephane.guignier@credit-agricole-sa.fr



Benjamin MASSONIE

Financial Management

Tel. +33 1 43 23 15 32

Mob. +33 6 34 78 66 69

Mail. benjamin.massonie@credit-agricole-sa.fr



Amar FLITI

In charge of IBD Paris Expenses and ESG Finance

Tel. +33 1 43 23 41 93

Mob. +33 6 12 22 26 41

Mail. amar.fliti@credit-agricole-sa.fr

FINANCE, COUNTRY COORDINATION

TEAM



Emmanuel ARRIBAT

Coordinator Egypt

Tel. +33 1 57 72 27 02

Mob. +33 6 14 08 78 71

Mail emmanuel.ariat@credit-agricole-sa.fr



Cécile CHAMINAS

Coordinator Italy

Tel. +33 1 43 23 21 28

Mob. +33 6 07 83 63 18

Mail cecile.chaminas@credit-agricole-sa.fr



Nicolas BLOND

Coordinator Poland - Ukraine

Tel. +33 1 43 23 53 72

Mob. +33 6 19 82 93 49

Mail nicolas.blond@credit-agricole-sa.fr



Nadine SASAKI-PERICOU

Finance Poland - Ukraine

Tel. +33 1 57 72 06 48

Mob. +33 6 20 94 15 86

Mail nadine.sasaki-pericou@credit-agricole-sa.fr

AGRI AGRO AND PROFESSIONALS

MISSIONS

THE AGRI AGRO AND PROFESSIONALS DEPARTMENT (SPD/AAP) reports to the Strategy - Steering - Development division.

- The Agri Agro and Professionals department (SPD/ AAP) transfers the Group's Agri-Agro/Pros expertise to international banks.
- Taking into account the specific characteristics of each international market, it transfers the Group's expertise (AGD/ regional bank) regarding knowledge of the Agri Agro sector and knowledge of risks, while adapting it to the local context.
- This transfer of expertise covers a variety of fields (credit process and back-office, CRM credit, Agilor partnership, commercial management, help with the energy transition, optimization of the distribution models).
- It deploys in international banks the Group Project on the professionals' markets by mobilizing the specialized know-how of the regional bank or LCL.

AGRI AGRO AND PROFESSIONALS

TEAM



Thierry MAROTINE

Head of Agri Agro and Professionals

Tel. +33 1 57 72 81 16
Mob. +33 6 08 34 49 50
Mail. thierry.marotine@credit-agricole-sa.fr



Philippe MALDERA

In charge of Professionals Market development

Tel. +33 1 43 23 80 01
Mob. +33 6 76 14 51 54
Mail. philippe.maldera@credit-agricole-sa.fr



Nicolas GUILLOT

In charge of Agri Agro Market development

Tél +33 1 57 72 00 03
Mob. +33 6 33 02 24 27
Mail. nicolas.guillot@credit-agricole-sa.fr



Stéphane GUIGNIER

Executive Assistant

Tel. +33 1 57 72 41 85
Mob. +33 6 17 32 71 17
Mail. stephane.guignier@credit-agricole-sa.fr

CORPORATE AND RETAIL MARKETS

MISSIONS

THE CORPORATE AND RETAIL DEPARTMENT (SPD/MEP) reports to the Strategy - Steering - Development division.

It ensures the deployment of the Customer Project in the international banks on the corporate and retail markets in terms of marketing, multichannel distribution, sharing best practices and developing synergies.

As such on the Corporate market:

- It manages the corporate business line in international banks by coordinating marketing plans, steering the performance of the corporate market and developing exchanges within expert communities (coverage, cash management, Capital markets, trade finance, ESG/ net zero trajectory for corporate). It ensures that the resources mobilized are in line with the priorities defined in the MTP.
- It mobilizes commercial synergies between the international banking units and with the regional bank, LCL and CACIB networks in order to improve the support of the Group's customers in international banks and to develop their business assets. To this end, it promotes the development of our geographical locations among the Group's international customers (SME - small medium enterprises, MSE - mediumsized enterprises, and MNC - Multinational Corporations) and ensures a joint commercial management with retail banking networks in France (LCL and regional banks), the PAI - Crédit Agricole Group International Business Solutions Department /International desks and CACIB (Coverage, sales - Transaction Banking) via portfolio reviews and business intelligence.
- It organizes the MTP transformation projects of corporate business to align offers, tools, processes and expertise with the best industry standards by promoting the sharing of best practices and capitalizing on the Group's resources.
- Lastly, it develops the skills and expertise of the corporate international banking teams in order to position them as 1st circle bankers and to provide value-added advice (IBD Corporate Academy is organized around a coverage course and expert programs on Cash Management, Capital Markets and ESG).

CORPORATE AND RETAIL MARKETS

MISSIONS

On the retail market:

- Coordinates the deployment of the Group's customer project with international banks in retail markets, notably by using the relational excellence model already established in our domestic markets, and which acts as a differentiator and accelerator of digital transformation and accountability.
- Except for Italy, Italy, IBD/MDM is taking the lead in deploying the most suitable relational model to each country and benefits from the support of PCD (Group Project Division) teams and means in order to capitalize on the experience and means already deployed by PCD in other entities.
- Accompanies, in co-management with IBD/SPD/SIT, the development of digital policies and roadmaps, implementation monitoring and performance analysis.
- Contributes, under the leadership of the IBD/SPD/SIT team, to the deployment and anchoring of the CRM - NCT (Customer

Relationship Management - New Commercial Tools) project on the business section.

In central:

- Participates in the various governance committees or bodies set up by PRG (COFIL MCER, Customer Champion, Codev PRG, PMA Days, Copil cooperation Italy...).
- Insures the NAP secretariat for all submissions requiring an IBD NAP, in particular new nonGroup partnerships contracted by different subsidiaries. In this context, it formalizes the approval submission by obtaining the opinions of the compliance, risk and legal divisions and creates the link with its correspondents in the subsidiaries.
- Organizes the sharing of experience in international banks and promotes the deployment of innovative projects by international banks to the rest of the Group.

Deal Flow:

- It also provides, via the Deal Flow department (EEE/ENG), the deal flow function that monitors all nondelegated credit submissions of international banks and allows to address the most significant submissions in terms of impact on the banks' performance. It organizes and manages the IBD credit committee. It seeks the opinion of the Risks and permanent control department on topics concerning risks strategies or submissions likely to justify complementary provisions.

CORPORATE AND RETAIL MARKETS

TEAMS



Luc BEISO

Head of Corporate and Retail Markets

Tel. +33 1 57 72 33 96

Mob. +33 6 10 90 02 83

Mail luc.beiso@credit-agricole-sa.fr



Stéphane GUIGNIER

Executive Assistant

Tel. +33 1 57 72 41 85

Mob. +33 6 17 32 71 17

Mail stephane.guignier@credit-agricole-sa.fr

CORPORATE TEAM



Fadhel RAÏS

Business development - Transaction Banking

Tel. +33 1 43 23 63 75

Mob. +33 6 38 44 87 12

Mail fadhel.raïs@credit-agricole-sa.fr



Nicolas RENAUT

Corporate Marketing Development

Tel. +33 1 57 72 73 31

Mob. +33 7 89 65 51 25

Mail nicolas.renaud@credit-agricole-sa.fr

CORPORATE AND RETAIL MARKETS

DEAL FLOWS TEAM



Claudia FIRA

Credit Analyst

Tel. +33 1 57 72 30 96

Mail. claudia.fira@credit-agricole-sa.fr



Catherine de BELLESCIZE

Credit Analyst

Tel. +33 1 43 23 61 61

Mail. catherine.debellescize@credit-agricole-sa.fr



Alain LAROCHE

Deal Flow

Tel. +33 1 57 72 04 86

Mob. +33 6 85 41 01 81

Mail. alain.laroche@credit-agricole-sa.fr



Diana MURGAS

Middle-Office Assistant - Apprentice

Tel. +33 1 43 23 06 23

Mail. diana.murgas@credit-agricole-sa.fr

CORPORATE AND RETAIL MARKETS

RETAIL MARKET TEAM



Marie-Aude NEVOUX

Customer Experience and Customer Care, Products/Services Offering, Segmentation

Tel. +33 1 43 23 62 34

Mob. +33 6 10 51 94 26

Mail marie-aude.neveux@credit-agricole-sa.fr



Vincent GIRAUDEL

Marketing Digital and CRM Project Manager

Tel. +33 1 57 72 30 24

Mob. +33 6 76 62 76 72

Mail vincent.giraudel@credit-agricole-sa.fr



David SAINT-ROMAIN

Omnichannel and Distribution Project Manager

Tel. +33 1 43 23 30 02

Mob. +33 6 61 44 15 12

Mail david.saint-romain@credit-agricole-sa.fr

INFORMATION SYSTEMS AND TRANSFORMATION

MISSIONS

THE INFORMATION SYSTEMS AND TRANSFORMATION DEPARTMENT (SPD/SIT) reports to the Strategy - Steering - Development division.

The Information system and Transformation department (SPD/SIT):

- It instructs the IT strategy, organizational transformations and major subsidiaries IT projects before their validation by the board and it also monitors their implementation. It ensures that the IT strategy of Universal international banking is aligned with the strategy of the Group's IT line of business, in compliance with the banks' strategies.
- It is also involved in all acquisition and disposal projects to provide the support needed to evaluate and manage the associated IT risks.
- The SIT department operates on behalf of the IT and Digital division (ITD), the Chief Information Security Officers (CISO) and IT Security Officers (RSI) community of banks worldwide (English-speaking community), and acts as a facilitator between the IT Security and Risks Division (ITD/DSR/SRI), in its regalian responsibility in terms of IT security, and the international banks.
- It is part of the governance framework defined by ITD in terms of compliance with standards, consistency of technological choices, innovation policy as well as monitoring of IT budgets

INFORMATION SYSTEMS AND TRANSFORMATION

TEAM



Patricia MOREAU-TROUFLEAU

Head of Information Systems and Transformation

Tel. +33 1 43 23 74 35
Mob. +33 7 84 44 50 39
Mail. patricia.moreau-troufleur@credit-agricole-sa.fr



Luc AGBANRIN

Support for the Group's community business projects

Tel. +33 1 57 72 50 15
Mob. +33 6 20 89 08 50
Mail. luc.agbanrin@credit-agricole-sa.fr



David BELAISCH

Corporate, operations , Infrastructure, PMT IT and IT Expenditure Governance

Tel. +33 1 43 23 37 55
Mob. +33 6 08 96 90 39
Mail. david.belaisch@credit-agricole-sa.fr



Stéphane GUIGNIER

Executive Assistant

Tel. +33 1 57 72 41 85
Mob. +33 6 17 32 71 17
Mail. stephane.guignier@credit-agricole-sa.fr



Maryse AGRET

Payments, HR and Project Governance

Tel. +33 1 43 23 28 29
Mob. +33 6 03 05 87 28
Mail. maryse.agret@credit-agricole-sa.fr



Jean-Louis DEVILLE

Retail, CRM, Data Management

Tel. +33 1 57 72 27 39
Mob. +33 6 27 27 56 76
Mail. jean-louis.deville@credit-agricole-sa.fr

INFORMATION SYSTEMS AND TRANSFORMATION

TEAM



Antoine PENIN

IS Security Coordinator and Group Security Projects

Tel. +33 1 43 23 55 85

Mob. +33 6 34 12 91 46

Mail antoine.penin@credit-agricole-sa.fr



Guillaume PATOUX

*Enterprise Architecture, Innovation, Digital Responsibility
and Agri-Agro Market*

Tel. +33 1 43 23 71 48

Mob. +33 6 71 58 33 96

Mail guillaume.patoux@credit-agricole-sa.fr



Julien BERNADET

IT Strategic and Performance Projects and Transformation

Mob. +33 6 24 77 66 56

Mail julien.bernadet@credit-agricole-sa.fr

STRATEGY AND MTP FOLLOW-UP

MISSIONS

THE STRATEGY AND MTP FOLLOW-UP DEPARTMENT (SPD/STR) reports to the Strategy - Steering - Development division. It is a driving force for strategic thinking on the development of both existing and potential countries. It contributes to the definition of the subsidiaries strategy, in particular in coordination with the business, Finance / Country coordination teams, and ensures the transversal monitoring of the achievements of the entities' MTPs.

The Strategy and MTP follow-up department (SPD/STR):

- Supports IBD General Management in steering banks and on some transversal projects.
- Contributes to the definition/formalization of the international banking strategy and the variation of the Group's strategic ambitions.
- Provides a transversal and regular monitoring of entities' MTP achievements.
- Structures and manages the International Banking Strategy Community.
- Provides a link with the Group Strategy Division (DSG) for the activities under its responsibility.
- Conducts strategic, economic and financial analysis of the competitive environment (benchmarks of the banking markets and the main competitors) and ensures continuous monitoring of the different markets in order to stimulate strategic thinking.
- Prepares/contributes to Division management highlights (CEO seminar, ...).
- Contributes to organic and external business growth projects.

STRATEGY AND MTP FOLLOW-UP

TEAM



Sophie COLLOT

Head of Strategy and MTP follow-up

Tel. +33 1 43 23 92 96

Mob. +33 6 42 11 82 08

Mail. sophie.collot@credit-agricole-sa.fr



Océane HURTIER

Strategic Projects Manager

Tel. +33 1 57 72 44 66

Mail. oceane.hurtier@credit-agricole-sa.fr



Matthieu BABEAU

Strategic Projects Manager - Apprentice

Tel. +33 1 43 23 07 55

Mail. matthieu.babeau@credit-agricole-sa.fr



Alexandre FOSKETT

*V.I.E International Strategy Project Manager
(IBD and CABP)*

Tel. Contact on Teams

Mail. alexandre.foskett-ext@credit-agricole-sa.fr

GOVERNANCE, COMMUNICATION, INTERNATIONAL COORDINATION

MISSIONS

THE POLE GOVERNANCE, COMMUNICATION, INTERNATIONAL COORDINATION (DBI/GCC) reports to the Head of IBD Division.

- Coordination of decision-making bodies, archive of minutes, supply of data to Artemis, archive of board files, internal control system of the division.
- The instruction of the “fit and proper” submissions of the international banks board members before transmission for validation to the General Secretariat of Credit Agricole S.A.
- The analysis with DAJ* of the companies’ bylaws in order to anticipate the topics of renewal of the board members as well as the monitoring of shareholders’ agreements or specific arrangements linked to listed companies.
- Monitoring of specific projects linked to the CSR in international banks (societal projects, reporting and extra-financial communication).
- The instruction with DFP** of investment and divestment projects in international banks.
- Promoting a transversal geographical vision in Europe (see paragraph III, page 12)
- IBD’s internal and external communication in conjunction with the Group’s communication Department, and with a functional link to the subsidiaries’ communication departments, which it also manages.

* Legal Affairs Dpt

** Subsidiaries and Shareholdings Dpt

GOVERNANCE, COMMUNICATION, INTERNATIONAL COORDINATION

TEAM



Fabrice FERRERO

*General Secretary
Head of Governance, Communication, International
Coordination*

Tel. +33 1 43 23 70 30
Mob. +33 6 15 72 70 59
Mail. fabrice.ferrero@credit-agricole-sa.fr



Ana Cristina MUNCHENBACH

Corporate Governance

Tel. +33 1 57 72 16 99
Mob. +33 6 21 49 94 47
Mail. cristina.munchenbach@credit-agricole-sa.fr



Guillaume MARIE

Communication

Tel. +33 1 57 72 02 79
Mob. +33 6 24 04 16 66
Mail. guillaume.mairie@credit-agricole-sa.fr

ENVIRONMENT, SOCIAL, GOVERNANCE

MISSIONS

THE ENVIRONMENT, SOCIAL, GOVERNANCE DEPARTMENT (DBI/ESG) reports to the Head of IBD Division.

It leads the DES* and ESG For Corporate business line and ensures in DBI banks:

- The management of Crédit Agricole's Societal Project, which promotes the integration of responsible practices into its daily operations
- The adoption and monitoring of sectoral policies and environmentally-friendly practices, including the reduction of greenhouse gas emissions, the reduction of the ecological footprint, the promotion of renewable energies, the sustainable management of resources and awareness-raising on the conservation of the environment and the living ecosystem.
- Contributing to responsible risk management to ensure that its activities comply with ethical and legal standards.
- Promoting financing for projects and companies that have a positive impact on society and the environment, such as initiatives related to clean energy, education, health, financial inclusion, social entrepreneurship, etc.

In particular, it develops exchanges within the communities of experts (DES, Sustainable Finance Teams of Group entities, etc.) and is responsible for maintaining a high level of awareness in the subsidiaries. It runs the ESG for Business cross-business programme to support banks internationally in implementing their commitments to decarbonise their portfolios, support their customers' energy transition and integrate extra-financial performance criteria into their financing.

* Societal Commitment Dpt

ENVIRONNEMENT, SOCIAL, GOUVERNANCE

TEAM



Jean-Philippe LAVAL

Head of ESG

Mob. +33 6 25 35 67 21

Mail jean-philippe.laval@credit-agricole-sa.fr



Stéphane GUIGNIER

Executive Assistant

Tel. +33 1 57 72 41 85

Mob. +33 6 17 32 71 17

Mail stephane.guignier@credit-agricole-sa.fr



Maria ARGOTE CADENA

Project Manager Assistant - ESG - Apprentice

Tel. +33 1 43 23 65 27

Mail maria.argote-cadena@credit-agricole-sa.fr



Yasmine SADRI

Assistant Project Manager - ESG - DBI et CA Bank Polska

Tel. Contact par teams

Mail yasmine.sadri-ext@credit-agricole-sa.fr

OTHER CA GROUP BUSINESS LINES

OTHER CA GROUP BUSINESS LINES - INTERNAL AUDIT FUNCTION

MISSIONS

THE INTERNAL AUDIT FUNCTION (IGL), is functionally attached to the IBD Division and hierarchically to IGL (Group Audit Division).

The Group Internal Audit (IGL) teams ensure the monitoring and management of the subsidiaries' audit managers over which they exercise their hierarchical authority (appointment, assessment, remuneration). They carry out audit plans according to the AIBL (Audit Inspection Business Line) standards and processes; they check the implementation of The Missions programmed in the audit plan and the correct implementation of the audit recommendations issued by the internal audit missions and the regulators. IBD is informed of missions, planned by IGL, in the international banks and is briefed on The Missions carried out. IGL intervenes in the IBD ICC to report on The Missions carried out by the business line and to exercise its duty of alerting in case of delay in the implementation of the recommendations in order to seize the board members of the international banks for intervention in the governance of the entities.

OTHER CA GROUP BUSINESS LINES - INTERNAL AUDIT FUNCTION

TEAM



Alain THÉVENARD

IGL Supervisor

Tel. +33 1 57 72 52 46

Mail. alain.thevenard@credit-agricole-sa.fr

OTHER CA GROUP BUSINESS LINES - RISK AND PERMANENT CONTROL

MISSIONS

THE RISK MANAGEMENT FUNCTION (DBI/RPC), is functionally attached to the IBD Division and hierarchically to DRG (Group Risk Division).

- Handles the review and validation of the subsidiaries risks strategy before the presentation by the IBD Director to the Group Risks Committee (CRG). It instructs risks appetite measures to subsidiaries prior to validation by their management boards. It ensures compliance with the relevant standards issued by DRG. It monitors the consistency of development strategy and budgets with the boundaries and broad guidelines established in the subsidiaries' risk strategies.
- Monitors the risk profile of the entities (credit, financial, country, market, operational, IT) and assesses the inherent risk profile of each subsidiary and ensures provisions are set at appropriate amounts by the entities in compliance with IFRS 9.
- Makes the dashboards and reports requested by DRG and verifies the quality of the data.
- Monitors risks and ongoing control indicators generated by the subsidiaries, establishes a link with the Finance / Country Coordination department for boundary monitoring and exercises its duty of alerting concerning its business line and the IBD in the context of the Internal Control Committee (ICC).
- Ensures the coordination of the IBD ICC (Internal Control Committee).
- Coordinates the preparation of the close supervisory interview with the ECB.
- Manages local CRO (Chief Risk Officer) by ensuring that resources are appropriate to the entity's level of risks.

OTHER CA GROUP BUSINESS LINES - RISK AND PERMANENT CONTROL

TEAM



Frédéric de TOLDI

Chief Risk Officer

Tel. +33 1 57 72 64 87

Mail. frederic.detoldi@credit-agricole-sa.fr



Olivier DURUT

Financial Risks and Permanent Controls

Tel. +33 1 57 72 25 61

Mail. olivier.durut@credit-agricole-sa.fr

OTHER CA GROUP BUSINESS LINES THE COMPLIANCE FUNCTION

MISSIONS

THE COMPLIANCE FUNCTION (DDC) is under the responsibility of the head of Animation and Supervision department within DDC (Group Compliance Division).

Coordination of the Compliance business line in international banks:

- sharing of best practices between banks (seminars, webconferences),
- dissemination of the Compliance culture by ensuring a link with other Crédit Agricole Group entities,
- assistance and interface with business line experts.

Steering and supervision:

- supporting and monitoring the local roll-out of Crédit Agricole S.A. Group Compliance,
- relations of the challenges and constraints of relationship banks within the Crédit Agricole S.A. system,
- coordination of the escalation of non-compliance malfunctions and follow-up of the associated action plans,
- information of DBI (Compliance Management Committee) bodies, and participation in local bodies,
- analysis of control returns.

OTHER CA GROUP BUSINESS LINES THE COMPLIANCE FUNCTION

TEAM



Emmanuel POULET

Head of Coordination and Compliance Group Supervision

Tel. +33 1 43 23 68 70

Mail. emmanuel.poulet@credit-agricole-sa.fr



Clotilde FLICHY

In charge of Compliance Supervision for International Banks

Tel. +33 1 57 72 07 37

Mail. clotilde.flichy@credit-agricole-sa.fr



Marine de LAMARZELLE

Compliance Supervision for Egypt and Poland

Tel. +33 1 57 72 94 55

Mail. marine.delamarzelle@credit-agricole-sa.fr



Anne TRUONG

Compliance Supervision for Italy and Ukraine

Tel. +33 1 57 72 89 04

Mail. anne.truong@credit-agricole-sa.fr

OTHER CA GROUP BUSINESS LINES INTERNATIONAL HR (DBI/IHR)

MISSIONS

THE INTERNATIONAL HR FUNCTION (DBI/IHR), is functionally attached to the IBD Division and hierarchically attached to the Group Human Resources Division.

As HR DBI:

- Support the HR departments of subsidiaries by providing advice and support in defining local HR policies, the preparation of the various committees (appointments, compensation, etc.) and the analysis of the HR impacts resulting from changes in structures and organizations.
- Coordinate and coordinate the HR business line internationally on the implementation of the Humans project and the follow-up of its implementation implementation.
- Lead, jointly with the Group HRD and the HRD of subsidiaries, security and sustainability of entity succession, detection and development Talent and future leaders, executive development international leaders, expatriates, as well as employees of DBI Paris.

As a Group RHI:

- Participate in the development of Group policies so that they take into account the specificities of the international market and particularly of entities within the scope of the DBI.
- Develop cross-country exchanges and collaborations between the HRDs of the different countriesbusiness lines.
- Promote the sharing of best practices between international subsidiaries and the Crédit Agricole Group.
- Coordinate international mobility by promoting exchanges between business lines, particularly on support and functional functions, while respecting specific expertise requirements.

OTHER CA GROUP BUSINESS LINES INTERNATIONAL HR (DBI/IHR)

TEAM



Valérie DELPIERRE

Head of International HR

Tel. +33 1 43 23 17 19

Mob. +33 6 08 60 78 56

Mail. valerie.delpierre@credit-agricole-sa.fr



Amélie QUESNE

Management, development and international HR Projects

Tel. +33 1 43 23 79 44

Mail. amelie.quesne@credit-agricole-sa.fr



Damien FRANÇOIS

International HR Projects Apprentice

Tel. Contact on Teams

Mail. damien.francois@credit-agricole-sa.fr

OPERATING BODIES - IBD PARIS

DIRECTION

IBD MANAGEMENT COMMITTEE is the decision-making body for the activities of IBD Paris and the decision-making and steering body for subsidiaries guidelines. The Committee consists of IBD general staff (IBD Head, Deputy Head, General Secretary) and integrates the team managers of DBI Pars, the Head of International Human Resources and Chief Risk Officer IBD.

Decisions and guidelines concerning IBD subsidiaries and/or the IBD/Paris teams are prepared and decided during the Thematic Committees (Digital and Transformation Committee, Country Roadmaps Committee).

Furthermore, Business line Committees, chaired by a member of IBD Direction that associate Crédit Agricole S.A. business line teams, make decisions on the main regulatory and/or investment issues of IBD subsidiaries. This takes place in a formalized delegations framework (IBD Credit Committee, Human Resources Committee, IBD CISI - Information Systems Investment Committee, Financial Committee, IBD NAP committee, Internal Control Committee, Risk Monitoring Review and Monthly Compliance Review).

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AND OTHER CA GROUP
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