

FRANÇOIS BAUDU

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SUMMARY/PROFILE

Senior banking executive with broad experience in the Financial Services sector and strategy, successfully managing global relationships, identifying and winning cross-selling opportunities and developing go-to-market strategies. Extensive experience in capital market activities from institutional sell-side to origination and structuring. Experience in leading teams of experts and project management in a multi-cultural environment. Currently leading and supporting strategy projects and transformation initiatives at a leading Financial Institution. Focus is on defining new business models and integrating new technologies.

**Education:** Harvard Business School – General Management.

**Areas of expertise include:**

• Strategy • Change Management • Financial Regulation • Technology Trends • Fintech • Go-To-Market Strategies • Key Account Management • Transversal Project Management • Information Management • Leading Multi-Cultural Teams • Deal Sourcing & Structuring • Partnership Negotiations • Asset Allocation & Sell-Side Capital Markets • Risk Management • Financial Institutions Coverage • Intrapreneurship • Design Thinking •

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PROFESSIONAL HISTORY

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**BNP Paribas, Paris**

**2010 - Present**

*Corporate & Institutional Banking - Strategy, since 2013*

- Lead and support strategy projects with cross-functional scope. Provide senior management with business intelligence and strategic analysis on financial institutions sector (competitors, macro-economy, regulation and technology), identifying market trends, industry challenges and opportunities, impacting business models.
- Assist top management in strategic planning including setting short-term and long-term objectives.
- Trusted advisor to senior executives, adopt consulting approach and undertake full analysis of changing business models, elaboration of growth and transformation plans (including business and IT operations). Perform presentation of recommendations to senior management.
- Drive innovation and change management initiatives.
- Build strategic roadmap with specific initiatives to develop revenue growth, including identifying and evaluating attractiveness of new business activities (past missions included: increasing revenue targets for Global Market Institutional Clients, setting sustainable finance strategy goals, defining digital transformation roadmap, defining open banking strategy).
- Identified and developed ecosystem on new technologies, building external relationships (Start-up/Fintech ecosystem, Institutional Investors and VC community) and internal relationships (IT, digital teams).
- Participated in innovation initiatives at group level, involving defining digital transformation strategy and developing commercial strategy for start – ups and partners of the bank.
- Defined digital strategy for supply chain finance activities and corporate banking.
- Attended internal training programs in Design Thinking and Intrapreneurship. Used methodology for supporting innovation initiatives and raising top management awareness on new business models and new organizational structures (API Platforms, Open Banking, SME supply chain financing, etc ...).
- Assisted in the creation of industry working groups at CFO and CEO level on regulation and European governance and participated in the preparation of answers to consultations from European authorities on regulation and financial governance (access to finance from SMEs, Impact of Basel III, Securitization, Capital Market Union).

*Financial Institutions Coverage - Market Intelligence, 2010 - 2013*

- Used Previous FIG experience to develop knowledge management systems and advisory support for

Financial Institutions global coverage team. Provided specific industry expertise on macro-economy, regulation, risk management and technology.

- Facilitated the sales process and the closing of deals. Strong interactions with teams in US, Japan and Europe.
- Performed go-to-market strategies for business lines involved with institutional client base.

**FORTIS Bank**, Paris - Brussels

**2006 - 2010**

***Financial Institutions Group – Senior Banker***

- Responsible for the global relationship with Financial Institutions in France & Benelux.
- Strengthened advisory services to the insurance sector by leading a European team of experts (actuaries) on capital structure, asset allocation and asset & liability management.
- Hands-on origination, structuring, negotiating and closing of equity & debt capital market transactions including private placement and subordinated debt issuance for insurance companies. Negotiated term-sheets.

**WestLB**, Paris - Düsseldorf

**1999 - 2006**

***Financial Institutions Group Banker***

- Responsible for the global relationship with FIG clients. Coordinated business lines in the delivery of financial services (payment and transaction banking, debt & equity capital market activities, structuring, corporate finance).
- Strengthened advisory services to C-level executives and led project development teams on asset bidding strategies, capital structure, and debt placement execution.

**UBS**, Paris - London

**1992 – 1999**

***Debt Capital Market – Senior Fixed Income Sales***

- Responsible for the relationship with institutional investors selling fixed income and derivative investment products.
- Performed key account management on global clients, increasing cross-selling, currency, interest and derivatives business.

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#### EDUCATION AND PROFESSIONAL DEVELOPMENT

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**HARVARD BUSINESS SCHOOL** – General Management Program - 2009. Executive Education completed by follow-up shorter programs: Authentic Leadership - 2011, General Management Program in China (at Harvard Shanghai) - 2012 and Leading a Global Enterprise - 2013.

**STRASBOURG GRADUATE SCHOOL OF MANAGEMENT IECS EME, University of Strasbourg Robert Schuman** - 1992. Major in Finance and Economics.

**UNIVERSITY OF MANCHESTER IN SCIENCES & TECHNOLOGY** - 1991. Erasmus exchange program. Studied Information Technology, Social Sciences, Economics and Finance.

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#### PROFESSIONAL AFFILIATIONS

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- Member of French professional network **Centre des Professions Financières**. Wrote articles and contributed to industry working groups providing expertise on macro-economy, regulation, bank business models and key technology trends. Access to C-Suite level in the industry.
- Deputy to General Secretary of the French Section of **European League for Economic Cooperation, ELEC**. Produced internal research notes on macro-economy, European governance and banking regulation. Access to high – level representatives of European institutions.
- Supporting member of **Harvard Club of France** and **Harvard Business School Alumni clubs** in Paris, London, Germany and Italy. Attend regular Alumni meetings with CEOs on strategy and General Management.
- Member of the **French American Foundation** and **AmCham France**.

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#### LANGUAGES

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- French (Native)

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- English (Fluent)
- German (Fluent)
- Italian (Mid-Level)
- Japanese (Basic Knowledge)

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**PERSONAL**

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- Hobbies include economics, new technologies, music, travel, history, philosophy, golf, tennis, and semi-marathon.
- Member of French associations supporting art, museums (French Opéra, Musée Guimet) and philanthropy (Rotary Paris Champs – Elysées).