



BARRIÈRE

BARRIÈRE GROUP REORGANISATION AND ANNOUNCEMENT OF APPOINTMENT OF A NEW EXECUTIVE COMMITTEE

Paris, 1st September 2023 – Appointed CEO of Barriere Group on 1st August 2023, on Friday, 1st September, Grégory Rabuel presented his ambitions to the Group's 7,000 employees. His strategy translates to an in-depth reorganisation of the company: the creation of 6 new Departments and a General Secretary.

Having recovered fully a family-owned status since 28th July 2023, Barriere is now 100% owned by Joy Desseigne-Barrière and Alexandre Barrière and is transforming with the appointment of a new Chief Executive Officer, Grégory Rabuel and a completely overhauled organisation at the service of our new ambitions.

"From today, we are shaping a new Group. True to the values and heritage cherished by the Barriere family, the Group is setting itself new ambitions. Striving for excellence, growth and development projects, it will translate to significant challenges to ensure strong performance, quality and innovation, with a resolutely modern, dynamic and original approach. To embark on this new chapter, we have brought together a management team with the credentials to rise to the challenges ahead". **Grégory Rabuel, Chief Executive Officer Barriere Group.**

To inspire this new dynamic, Grégory Rabuel has revamped our organisation and surrounded himself with a team of committed experts.

APPOINTMENTS

The Barriere Group Executive Committee now includes **1 Secretary General** and **6 Departmental Vice Presidents**

- To assist and support all Group businesses, a **General Secretary** has been created to steer Communication, Corporate Culture and CSR, the Legal Department, Public Affairs and Group Security.

Franck-Philippe Georgin joins the Group as our General Secretary.

A graduate from the Ecole nationale d'administration, the career of Franck-Philippe Georgin, 42, was first of all devoted to the service of the State and public life.

Within the French Interior Ministry, he started out as cabinet director for the Prefect of the Picardie region, Somme Prefect (2008). In 2010, he was appointed General Secretary to the Creuse Préfecture. In 2011, he joined the French Interior Ministry as Advisor. In 2012, he was appointed Sub-Prefect for Fontainebleau.



Then, from 2012 to 2014, in the local community, he assumed the position of Cabinet Director for the President of the Alpes-Maritimes General Council.

In 2015, he assumed the role of Director of Studies and International Relations for Les Républicains, the political party.

He joined the private sector and the corporate world in 2017 as part of the strategic and planning department of the Casino Group.

Appointed General Secretary of the Casino Group in 2018 and in parallel Director in 2022, he was notably in charge of steering the Group's human resources policy and executive management. His arrival breathed a new lease of life into new initiatives to promote professional equality, benevolent management and inclusivity in the workplace. He also held the position of Director of the Casino Foundation and several foreign subsidiaries.

In 2022, he was appointed Senior Vice-President in charge of projects and developments at the CMA-CCM maritime company.

A graduate of the Ecole Nationale d'Administration (ENA, promotion 2008 "Aristide Briand"), Franck-Philippe Georgin also holds a diploma from Sciences Po Rennes (Public Service section).

- The **Gaming Department** includes the Casino and Online Gaming activities, both from an operational point of view as well as with respect to development challenges.

Clément Martin Saint-Léon is appointed Executive VP Gaming

Clément Martin Saint-Léon, 45, joined Barriere Group in 2020 as Manager of Regulatory Affairs and New Markets, before becoming head of Strategy and Gaming Development in 2021. He was the initiative behind the vast Augmented Casino project which he has been supervising since his arrival.

Clément Martin Saint-Léon began his career at Ernst & Young in Paris in 2001, where he was notably Manager of the Hotel & Luxury Practice.

In 2009, he joined the Autorité de Régulation des Jeux en Ligne (ARJEL - the French Online Gaming Regulator) as Director of Approvals and Supervision, supervising online gaming operations, before being appointed Director of Economic Studies and then Director of Markets, Consumption and the Prospective in 2013. During 10 years, he thus actively participated in the construction of the regulatory framework and the success of opening up the online gaming market in France.

This experience enabled him to gain a unique understanding of the sector, combining scientific and operating experience, notably on Responsible Gaming issues.

Clément Martin Saint-Léon is a graduate from ESC in General Finance, and EM Lyon Business School and holds a Master's in Management from the University of Kaohsiung, Taiwan.



- The **Hospitality and F&B Department** will see its scope augmented to cover development and new opening activities.

Julien Huel is appointed Executive VP Hospitality and F&B

Julien Huel, 40, joined Barriere Group in 2010 as Group Financial Controller. In 2014, he created the LB Services subsidiary, a shared services centre in charge of managing accounting and salaries for all of the French subsidiaries, and acted as CEO for one year.

In 2016, his scope was extended and he was appointed Executive VP F&B - where he engaged in an extensive project to develop and modernise the offering.

In 2018, he became Executive VP F&B and Deputy VP Transformation. Alongside Alexandre Barrière, he engaged in the transformation plan at the service of the customer experience, digitalisation, innovation and the employee experience at Barriere. He also contributed to the diversification and development of the F&B activity in steering the renovation and development of several bars and restaurants and notably the opening of Fouquet's in the Abu Dhabi Louvre museum.

In 2021, he was appointed Deputy VP in charge of Strategy and Development. In line with transformations already started, he is reinforcing the modernisation ambitions of our Group by initiating projects such as Augmented Casino, contributing to the diversification of activities by integrating L'Éclair de Génie and supervising its activities, while also continuing to pursue international development by steering the opening of Fouquet's Dubai.

Julien Huel began his career as a Financial Auditor at PWC in 2006.

He holds a Master's from University Paris Dauphine – PSL (Masters in Management Sciences).

- The **Sales, Marketing and Customer Experience Department**, is also in charge of artistic activities and entertainment (shows). This new Department will also assume the responsibility of managing Group Architecture and Assets, including the renovation projects which are part of the Group's targets to enhance the customer experience.

Fabien Costa is appointed Executive VP for Sales, Marketing and the Customer Experience

Fabien Costa, 49, is a new arrival at Barriere Group. He began his career at SFR in 1999 as Sales Engineer before being appointed Commercial Director Southern



France in 2011. In 2013, he became Director of Operations at the Telecom Branch, before joining the Executive Committee of Altice France when he was appointed Consumer Executive Director at SFR in 2021.

During his career at SFR, his experience in the BtoC department for the Group's SFR, RED and MVNO brands enabled him to acquire in-depth knowledge of the distribution and development strategies of consumer brands at all levels (marketing, sales channels, brand and customer service).

Fabien Costa is trained as a telecommunications engineer and is a graduate from the ESSEC Business School (Masters in International Business Strategy and Engineering).

- The **Human Resources Department** is at the highest level of the organisation.

André Decoutere is appointed Executive VP Human Resources and joins the Executive Committee.

André Decoutere, 59, joined the Barrière Group in March 2000, first as Head of Human Resources at La Baule, then as Head of Human Resources for the Western zone in 2001. In 2006, he moved to the Head Office and was appointed Group Human Resources Director.

André Decoutere began his career at SPIE BATIGNOLLES in 1986 as an HR Executive, before becoming Head of Human Resources in 1990. He then joined SPIE TRINDEL as Human Resources Director in 1990. In 1992, he became Human Resources Director at SNIG.

He then joined CSD (a PROMODÈS subsidiary) as Human Resources manager, before being appointed HR Director in 1998. In 1999, he became HR Director for the North region at CHAMPION (a PROMODÈS subsidiary).

André Decoutere is a graduate from the University of Lille II in Business Law (Master's) and Employment Law (post-graduate diploma).

- The role of the **Digital, Data and Technologies Department** is to accelerate the Group's digital transformation and prepare for the openings of new online markets.

Emmanuelle Anglade is appointed Executive VP Digital, Data and Technologies

Emmanuelle Anglade, 51, joined the Barriere Group in 2018 as Executive VP Sales, Marketing and Technology.



More specifically, she initiated the Group's digital transformation, serving customers, employees and the business by structuring the teams at the head office and spreading an agile project culture throughout the Group's various business lines. Emmanuelle Anglade also orchestrated the adaptation of offers and programmes to new customer expectations in a post-Covid context. Her contribution to the development of online sales led to a 58% increase in these revenues between 2019 and 2023. Lastly, she assisted in the development of Barriere's international commercial presence, with a 43% increase in sales to international customers between 2019 and 2023.

Emmanuelle Anglade began her career in consulting (Ernst & Young and FirstMark Communication).

From 2003, she worked in the telecommunications industry, where she held various marketing positions for 15 years. First at Neuf Cegetel as Product Marketing Manager and then Programme Director. In 2008, she joined SFR in France, where she was successively in charge of Customer Relationship Marketing, CRM Operations and Global Marketing.

In 2015, she joined Accorhotels as Customer Strategy & CRM Director for the Group, participating in the Group's digital transformation and handling projects to personalise the customer experience.

Emmanuelle Anglade is a graduate from Polytechnique, ENSAE Paris and INSEAD (Vivendi Executive MBA).

- The **Finance Department** is responsible for monitoring the Group's economic health. The department also oversees purchasing, anti-money laundering, auditing, risk management and insurance.

Philippe Perrot is appointed Executive VP Finance

Philippe Perrot, 55, joined the Barriere Group in 2004 as Chief Financial Officer of the SFCMC based in Cannes. He joined Barriere's Paris head office in 2009, taking up the position of Chief Financial Officer. In 2013, Philippe Perrot developed the structuring of the Group's financial resources and strengths in order to automate the entire financial production chain.

In 2017, he broadened his responsibilities after being appointed Executive VP of Support Businesses & Group Chief Financial Officer.

Philippe Perrot began his career in 1989 at Grande Paroisse SA as an Accountant and Accounting Manager for the subsidiaries. In 1994, he joined ELF Atochem SA as Organiser and Accounting Auditor before joining Ernst & Young Audit in 1995 as Financial Auditor and then Business Risk Management Task Manager. In 1999, he



was appointed Chief Financial Officer of Vivendi Universal Education France, where he was responsible for finance, IT, organisation and project management, payroll and sales administration.

Philippe Perrot has the French accounting and finance diplômes - Diplôme d'Etudes Comptables et Financières (D.E.C.F) and a Diplôme d'Etudes Supérieures de Comptabilité et de Finances (D.E.S.C.F).

The Executive Committee will also be joined by **Vincent Arnaud** as **Special Adviser to the CEO** and **Valentine Esclangon** as **Chief of Staff to the CEO**.

Vincent Arnaud, 62, joined the Barrière Group in 2021 as Executive VP Hospitality and F&B.

Vincent Arnaud has been working in the luxury hotel sector since 1984. In 1989, he joined the InterContinental group, where he stayed for almost 20 years. After 10 years in Paris, he embarked on an international career in 2000. On his return to France, he joined the Accor Group, where he was appointed General Manager of the Scribe Paris Managed by Sofitel hotel (2008- 2014), with the task of repositioning the establishment. He was then appointed General Manager of the Sofitel Paris Le Faubourg***** hotel. From 2017, he also held the position of Regional Vice President Sofitel France in order to reposition and boost the Sofitel brand.

Vincent Arnaud is an auditor at the Institut des Hautes Etudes de Défense Nationale (SN62- IHEDN).

Valentine Esclangon, 27, joined the Group in 2019 as Transformation Project Manager. Working with the start-up ecosystem, she helps design and roll out new products and services for customers and teams. In 2020, during the Covid-19 crisis, she was appointed the Group's health safety referent and coordinated the implementation of protocols and reopenings.

In 2021, Valentine Esclangon was appointed Head of Strategy and Innovation, in charge of new projects for the Casinos.

Valentine Esclangon has an engineering degree from ECE Paris and a Specialised Masters in Management from HEC Paris.

Photos and detailed biographies available on request



About Barriere

Chaired by Alexandre Barrière and Joy Desseigne-Barrière, the Barriere Group was founded in 1912 by François André and developed successively by Lucien Barrière, Diane Barrière and Dominique Desseigne.

Since its creation, 110 years ago, the Group has developed unmatched offers in the field of high-end leisure activities, based on commitment to operational excellence, quality of service and the French "art de vivre". Barriere operates 32 Casinos, 1 Gaming Club, 19 luxury hotels located in one-of-a-kind destinations, contributing to their international recognition. The group's activities also gather over 150 restaurants and bars, including the renowned Fouquet's on the Champs-Élysées, an iconic French brand dating back to 1899 also established in New York City, in Louvre Abu-Dhabi and Dubai. In addition, the Group offers some 3,500 shows and events every year. Barriere's turnover was 1.29 billion euros at the end of its financial year on 31st October 2022, and it comprises almost 7,000 employees.

The Barriere brand includes two separate groups of hotels, casinos, and restaurants: Groupe Lucien Barrière (GLB) and Société Fermière du Casino Municipal de Cannes (SFCMC).

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