

## ELENA PISONERO

I am a 57-year-old Spanish woman and economist with over 33 years' experience in private multinationals and international think tanks and organisations, having also performed senior roles in the Spanish civil service in the sphere of international economics. I am also a keen observer of the latest trends in order to contribute my strategic vision towards the necessary transformation of organisations in the 21<sup>st</sup> century, characterised by digital and technological disruption and global challenges.

I know and have a great deal of respect for French culture through my time spent in Paris as Ambassador and through close relations with France's biggest companies. I fully understand the importance of the role played by key companies in strategic sectors, as in the case of Eutelsat, which was a shareholder of Hispasat, a company of which I was Chairman of the board – which enabled me to receive the Légion d'honneur.

I believe that my experience in the definition and implementation of strategic transformation plans in the public and private sectors throughout my career may well be an asset for a company like Lagardère, notably my recent functions at PRISA (in the same sector) and HISPASAT (strategical sector). A market leader in France, Lagardère is, in my view, experiencing fundamental digital and technological change, calling for clear management direction. It must adapt its shareholding structure to acquire financial strength and to implement a focused strategy to adapt and even to lead the market in a highly demanding and fast-moving environment, yet without losing the essence of its origins or neglecting its role within French economy. This calls for a highly demanding and independent form of governance implemented with utmost commitment and rigour in order to defend the company's interests and that of its stakeholders. I believe that I meet these criteria.