



### Major Career Roles

**President**, BP, Australia

**Regional VP, Fuels Europe**, BP

### Other Career Highlights

**Independent Director**, Puma Energy Holdings

Frédéric Baudry is an accomplished international energy leader and former President of bp Australia, with more than three decades of executive experience across Europe, Asia, Australia and Africa. He has led large, complex businesses across the full breadth of the energy value chain - fuels, convenience retail, petrochemicals, lubricants, supply, trading and low carbon energy—and is recognised for his clarity under pressure, disciplined judgement and principled leadership style.

A Graduate Member of the Australian Institute of Company Directors, he brings deep cross cultural fluency, having lived and worked in seven countries.

Frédéric's earlier career at bp spanned commercial, risk and strategy roles before he moved into operational leadership. He led BP Castrol's Marine & Energy Lubricants business through a substantial performance turnaround, introducing a value and technology driven strategy that transformed customer propositions and competitive positioning. He went on to lead Petrochemicals Europe, where he reshaped the asset base, strengthened customer portfolios and oversaw major organisational change, followed by global leadership of the Acetyls business, where he stabilised multiple international joint ventures and embedded a human performance safety culture that became a benchmark across the organisation.

In his later executive career, Frédéric became VP Fuels Europe and a Management Board member of BP Europa SE, where he delivered a region wide transformation of the midstream and biofuels portfolio and strengthened supply chain resilience across multiple markets. As President of bp Australia and Senior Vice President for Fuels, Retail and Low Carbon Energy across Asia Pacific and South Africa, he led strategic shifts in retail, supply, mobility and future energy, developed long term decarbonisation pathways and strengthened bp's relationships with government, regulators and national partners across the region. His leadership combined operational rigour with strategic foresight, guiding organisations through transition, uncertainty and cultural realignment.

He brings deep cross sector expertise in:

- Energy transition and future mobility – shaping strategies across EV charging, biofuels, hydrogen and low carbon partnerships.
- Complex portfolio leadership – overseeing multi market operations, major organisational transformations and cross border restructurings.
- International joint venture governance – navigating board dynamics and partnering with state owned and global industrial groups across Asia and Africa.
- Operational reliability and safety culture – leading human performance programmes and strengthening safety outcomes at scale.
- Executive leadership development – building high performing teams, mentoring senior leaders and embedding capability for long term performance.

Frédéric holds a Master's in Business (Corporate Finance) from ESLSCA Paris and is bilingual in French and English. Known for his direct, grounded and empathetic style, he is a trusted mentor for leaders navigating complexity, transformation and high stakes decision making.