

Euronext Annual Conference

11TH EDITION

NAVIGATING A CHALLENGING
MARKET ENVIRONMENT

7 March 2023, Paris

#EAC2023



EURONEXT

WE USE OUR LOCAL EXPERTISE TO MAKE A GLOBAL DIFFERENCE.



We support your global ambitions and sustainable investment strategies. Our experts around the world provide you with the connectivity, local knowledge and technology you need to navigate in a fast-changing world.

Getting to a better future faster, together.



BNP PARIBAS

The bank
for a changing
world

In the UK, BNP Paribas Securities Services is authorised and regulated by the European Central Bank and the Autorité de Contrôle Prudentiel et de Résolution. Deemed authorised by the Prudential Regulation Authority and with deemed variation of permission. Subject to regulation by the Financial Conduct Authority and limited regulation by the Prudential Regulation Authority. Details of the Temporary Permissions Regime, which allows EEA-based firms to operate in the UK for a limited period while seeking full authorisation, are available on the Financial Conduct Authority's website. BNP Paribas Securities Services London Branch is registered in the UK under number FC023666. UK establishment number: BR006393. UK establishment office address: 10 Harewood Avenue, London NW16AA.

SOCIETE GENERALE IS LEADING THE FRENCH ECM MARKET

A leading position for more than 10 years

1st
Bloomberg
ECM FRANCE 2011-2022



INVESTMENT
BANK OF
THE YEAR FOR
SUSTAINABILITY



LARGE & STRATEGIC EQUITY FINANCING



ALD
Rights Issue
EUR 1,212,000,000

Joint Global Coordinator
& Joint Bookrunner

FRANCE DEC. 2022



Forvia
Rights Issue
EUR 705,000,000

Joint Global Coordinator
& Joint Bookrunner

FRANCE JUNE 2022



Air France KLM
Rights Issue
EUR 2,255,645,459

Joint Global Coordinator
& Joint Bookrunner

FRANCE JUNE 2022



EDF
Rights Issue
EUR 3,163,938,046

Joint Global Coordinator
& Joint Bookrunner

FRANCE APRIL 2022

ALTERNATIVE LISTING PROCESSES



Euroapi
Partial Spin-Off of EUROAPI



ECM Advisor

FRANCE MAY 2022



Teract
Initial Business Combination
with InVivo Retail



Financial Advisor to Teract

FRANCE AUG. 2022



I2PO
Initial Business Combination
with Deezer



EUR 1,075,000,000
Financial Advisor to I2PO

FRANCE JULY 2022



Pegasus Entrepreneurs
Initial Business Combination with
FL Entertainment (Banijay & Betclic)



EUR 4,100,000,000
Capital markets advisor

FRANCE MAY 2022

SMART CONVERTIBLE BOND FINANCING



Spie
Sustainability-Linked CB
EUR 400,000,000

Joint Global Coordinator

FRANCE JAN. 2023



Ubisoft
Convertible Bond
EUR 470,000,000

Co-Global Coordinator

FRANCE NOV. 2022



Elis
Convertible Bond
EUR 380,000,000
Tender Offer on 2023 CB
EUR 200,000,000

Joint Bookrunner
& Joint Dealer Manager

FRANCE SEPT. 2022



Neoen
Green Convertible Bond



EUR 300,000,000

Joint Bookrunner

FRANCE SEPT. 2022

**THE FUTURE
IS YOU**  **SOCIETE
GENERALE**

THIS EVENT IS SPONSORED BY:

**BNP PARIBAS****SOCIÉTÉ
GÉNÉRALE****HSBC****WHITE & CASE****BofA SECURITIES****caceis**
INVESTOR SERVICES**CRÉDIT AGRICOLE**
CORPORATE & INVESTMENT BANK**PrimaryBid****Uptevia**
CORPORATE TRUST

IN PARTNERSHIP WITH:

cliff
Investor Relations**L'ÉCOLE DE LA BOURSE****F2iC****EURONEXT**

#1

cash trading venue in Europe

25% of European equity trading

equity listing venue in Europe

c. 1,900 issuers with a combined market cap of €6.3 trillion

bond listing venue worldwide

53,000 bonds listed across all Euronext

index provider for structured products on ESG indices in Europe

350+ ESG indices



Superior market quality

66.6% of market share on cash trading vs MTFs

3rd

largest CSD network

€6.3 trillion in assets under custody



7 EXCHANGES



4 CSDS



1 CLEARING HOUSE

Shaping capital markets for future generations

[euronext.com](https://www.euronext.com)

All data as of December 2022

Euronext is the leading pan-European market infrastructure and plays a key role at the heart of Europe's financial markets.

We operate regulated exchanges in Belgium, France, Ireland, Italy, the Netherlands, Norway and Portugal, connected via a single trading technology offering access to all financial instruments across our markets.

We provide custody and settlement services through central securities depositories in Denmark, Italy, Norway and Portugal, and clearing through our CCP in Italy.

With our unique federal model as a foundation, Euronext is building the leading market infrastructure in Europe to shape capital markets for future generations.



Stéphane Boujnah

CEO and Chairman of the Managing Board of Euronext

Welcome to the eleventh edition of the Euronext Annual Conference! You are joining executives, advisers and investors from all over Europe who have come together in Paris to discuss “navigating a challenging market environment”.

Euronext was formed in 2000 to contribute to the ambition of European integration. At end 2022, Euronext’s unique model now includes exchanges in Belgium, France, Ireland, Italy, the Netherlands, Norway and Portugal, each retaining a strong local identity with local boards and management teams, and strong local relationships maintained with regulators, issuers and local clients. Euronext also operates a multi-asset clearing house through Euronext Clearing, and custody and settlement services through Euronext Securities central securities depositories in Denmark, Italy, Norway and Portugal. Last year, the Euronext Paris market became the leading stock exchange in Europe and surpassed London in terms of aggregate market capitalisation. In addition, the aggregate market capitalisation of the seven markets operated by Euronext is also two times larger than that of London. This achievement illustrates the impact of the consolidated Euronext model in post-Brexit Europe.

2022 was a challenging year globally in many aspects. The military invasion of Ukraine by Russia, the energy crisis, global inflation, rising interest rates and climate challenges have made us all recognise the increasing importance of strong cooperation between European nations and the benefit of integrated European capital markets.

2023 marks a year of hope for a more stable macro-economic environment. At Euronext, we want to continue to grow and to leverage our scale for the benefit of our clients, our team members, our shareholders and our stakeholders. Our group aims to reinforce the strategic autonomy of Europe. We remain focused on delivering value-driven initiatives such as the integration of Borsa Italiana markets into Euronext’s single trading platform Optiq®, creating the largest liquidity pool and the largest trading venue in Europe. As we aim to shape capital markets for future generations, we will continue to innovate, transform and collaborate.

This year’s Euronext Annual Conference will be the occasion to debate on various critical topics like raising sovereign debt in times of inflation, how to strengthen Europe’s leadership in the wheat market in these times of global instability, how to ensure sustainable investment has a real impact, getting the right business models for retail investors, the return to reality of crypto, and how we can further encourage Tech listings.

On behalf of my Euronext colleagues, I am pleased to welcome you to this key event and I wish you a very productive day.

PIONEERING SUSTAINABLE GROWTH TOGETHER

Our bankers and industry specialists deliver innovative sustainable finance solutions that support your growth and create positive impact.



BANK OF
THE YEAR FOR
SUSTAINABILITY



INVESTMENT BANK
OF THE YEAR FOR
SUSTAINABILITY



BEST BANK TRANSITION
STRATEGY

**THE FUTURE
IS YOU**



**SOCIETE
GENERALE**

Agenda

#EAC
2023



EAC Agenda 2023

09.00 – 09.30	Welcome coffee and registration	
09.30 – 09.40	Welcoming speech Stéphane Boujnah, CEO & Chairman of the Managing Board, EURONEXT	
09.40 – 10.00	Fireside chat Bernard Gault, Group Chairman & CEO, ELIOR Moderator: Charles Fleming, Partner, HAVAS	
10.00 – 10.45	Panel discussion - Raising sovereign debt in times of inflation Emmanuelle Assouan, Director General, Financial Stability Operations, Chair of the Banque de France Climate Change Centre, BANQUE DE FRANCE Xavier Musca, CEO, CRÉDIT AGRICOLE CIB, Deputy CEO, CRÉDIT AGRICOLE SA Cyril Rousseau, Chief Executive, AGENCE FRANCE TRÉSOR Moderator: Angelo Proni, CEO, MTS – a Euronext company Member of the extended Managing Board, EURONEXT	
10.45 – 11.00	Break	
11.00 – 11.20	Fireside chat Luc Rémont, Chairman & CEO, EDF Moderator: Elsa Bembaron, Grand Reporter, LE FIGARO	
11.20 – 11.50	Roundtable - Strengthening Europe's leadership in the wheat market in times of global instability Dominique Chargé, CEO, LA COOPÉRATION AGRICOLE Jean-François Lépy, CEO, SOUFFLET NÉGOCE BY INVIVO Member of the Executive Committee, INVIVO GROUP Jean-Christophe Roubin, Director of Agriculture & Agri-food, CRÉDIT AGRICOLE SA Moderator: Anne-Laure Paumier, Director of International Affairs, INTERCÉRÉALES	

11.50 – 12.35

**Workshop #1 - From sustainable investment to real impact**

Julien Denormandie,
Chief Impact Officer, SWEEP
Senior Advisor, RAISE

Isabelle Mateos y Lago, Global
Head of BlackRock's Official
Institutions Group, BLACKROCK

Isabelle Millat, Head of
Sustainability, Global Markets,
SOCIÉTÉ GÉNÉRALE

Pierre-François Thaler,
Co-CEO, ECOVADIS
Moderator: **Camille Leca**, Group
Head of ESG, EURONEXT

**Workshop #2 - New business models for retail investors**

Frédéric Biraud, CEO, BNP
PARIBAS PORTZAMPARC

Claire Castanet, Executive Director
of the Retail Investor Relations and
Protection Directorate, AMF

Isaure Chabannes, Head of Digital
Distribution, BLACKROCK FRANCE

François de Wiljes, General
Manager France, PRIMARY BID

Moderator: **Simon Gallagher**,
Head of Cash & Derivatives,
EURONEXT

12.35 – 14.00

Networking lunch with awards ceremony

14.00 – 14.15

Who are the shareholders of CAC 40 and SBF120 companies?

Nicolas Rivard, Head of Advanced Data Services, EURONEXT

14.15 – 15.00

Panel discussion - Crypto-assets: back to earth?

Aurore Lalucq, Member, EUROPEAN PARLIAMENT
Member, COMMITTEE ON ECONOMIC & MONETARY AFFAIRS Coordinator,
SUBCOMMITTEE ON TAX MATTERS

Rosa Scappatura, Securities Services and Digital – Digital Products,
BNY MELLON

Ophelia Snyder, Co-Founder & President of 21.co, 21SHARES
Moderator: **Emilie Rieupeyroux**, Head of Innovation, EURONEXT

15.00 – 15.20

Fireside chat

Lorenzo Bini Smaghi, Chairman, SOCIÉTÉ GÉNÉRALE

Moderator: **Charles Fleming**, Partner, HAVAS



15.20 – 15.35

Networking break

15.35 – 15.55

Fireside chat

Antoine Gosset-Grainville, Chairman, AXA

Moderator: **Charles Fleming**, Partner, HAVAS



15.55 – 16.45

Panel discussion - Are we doing enough to support Tech listings?



Philippe Herbelin, Partner, WHITE & CASE

Sophie Javary, Vice-Chairman CIB EMEA, BNP PARIBAS

Emmanuelle Mourey, CEO & Board Member, BANQUE POSTALE ASSET MANAGEMENT

Edward Sankey, Managing Director & Global Head of Equity Capital Markets, HSBC

Olivier Sichel, Deputy Managing Director, CAISSE DES DÉPÔTS

Luis Vaz Pinto, Deputy Global Head of Corporate Finance & Global Head of ECM, SOCIÉTÉ GÉNÉRALE

Moderator: **Delphine d'Amarzit**, CEO Euronext Paris & Member of the Managing Board, EURONEXT

16.45 – 17.15

Closing dialogue



Marie-Anne Barbat-Layani, Chair, AMF

Verena Ross, Chair, ESMA

Moderator: **Stéphane Boujnah**, CEO & Chairman of the Managing Board, EURONEXT



What will we
pass down

that money
can't buy?



HSBC

Opening up a world of opportunity

Speakers

#EAC
2023

EAC Speakers 2023

Emmanuelle **Assouan**

Marie Anne **Barbat-Layani**

Elsa **Bembaron**

Lorenzo **Bini Smaghi**

Frederic **Biraud**

Stéphane **Boujnah**

Claire **Castanet**

Isaure **Chabannes**

Dominique **Chargé**

Delphine **d'Amarzit**

Francois **de Wiljes**

Julien **Denormandie**

Charles **Fleming**

Simon **Gallagher**

Bernard **Gault**

Antoine **Gosset-Grainville**

Philippe **Herbelin**

Sophie **Javary**

Aurore **Lalucq**

Camille **Leca**

Jean François **Lépy**

Isabelle **Mateos y Lago**

Isabelle **Millat**

Emmanuelle **Mourey**

Xavier **Musca**

Anne Laure **Paumier**

Angelo **Proni**

Luc **Rémont**

Emilie **Rieupeyroux**

Nicolas **Rivard**

Verena **Ross**

Jean-Christophe **Roubin**

Cyril **Rousseau**

Edward **Sankey**

Rosa **Scappatura**

Olivier **Sichel**

Ophelia **Snyder**

Pierre-Francois **Thaler**

Luis **Vaz Pinto**



Emmanuelle Assouan

Director General, Financial Stability Operations, Chair of the Banque de France Climate Change Center, **Banque de France**

Emmanuelle Assouan has been the Director General for Financial Stability and Operations – Banque de France – since January 2023. She also chairs the Banque de France Climate Change Centre.

Emmanuelle Assouan had previously held several positions in relation to financial stability, payments and market infrastructures, but also management of foreign exchange reserves of Banque de France, implementation of monetary policy, and banking supervision.

She has chaired or co-chaired several working and standing groups in international or European fora (ESRB and CPMI).

Emmanuelle Assouan joined the Banque de France in 1997, and is a graduate from the Institut d'Etudes Politiques de Paris.

[GO TO AGENDA](#)



Marie-Anne Barbat-Layani

Chair, **AMF**

A graduate of the Paris Institut d'Études Politiques and the Ecole Nationale d'Administration, as well as an alumnus of the Master in Politics at New York University, Marie-Anne Barbat-Layani has served as a senior civil servant for close to 20 years. She began her career in 1993 at the French Treasury as Deputy to the Secretary General of the Club de Paris and later Deputy to the Head of the Energy, Mines and Telecoms Office of the State Investments Department.

In 1997, she joined the French Permanent Representation to the European Union in Brussels as Financial Attaché in charge of competition, state aid and financial services. Three years later, she joined the cabinet of the Minister of the Economy, Finance and Industry as a technical advisor in charge of European Affairs. From 2000 to 2007, she worked at the Treasury, first as Head of the Office of Credit Institutions and Investment Firms and Secretary General of the National Euro Committee, in the Financial Sector Department. She was later appointed Deputy Director of Banks and General Interest Financing.

In 2007, Marie-Anne Barbat-Layani became Deputy CEO of the National Federation of Crédit Agricole. In 2010, she joined the Office of the Prime Minister as Deputy Chief of Staff. From 2012 to 2014, she was an Inspector General of Finance and from 2014 to 2019, became Chief Executive Officer of the French Banking Federation and the Association of French Banks.

In 2019, she was appointed General Secretary of the Ministry of the Economy and Finance, where she also served as Senior Defence and Security Official.

On 26th October 2022, Marie-Anne Barbat-Layani was appointed Chair of the Autorité des Marchés Financiers.

Marie-Anne Barbat-Layani is Chevalier of the Légion d'Honneur and Officier of the Ordre National du Mérite.

[GO TO AGENDA](#)



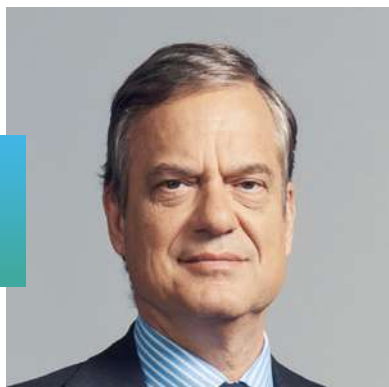
Elsa Bembaron

Grand reporter, **Le Figaro**

Grand Reporter au Figaro économie, en charge de la rubrique Energie, après avoir couvert pendant plus d'une décennie la Tech, les télécoms et la transition numérique.

Auteure : « Ce pot de fleurs est un robot », Editions de l'Archipel (2020). « Patrick Drahi, l'ogre des networks », Editions de l'Archipel (2017).

[GO TO AGENDA](#)



Lorenzo Bini Smaghi

Chairman, **Société Générale**

Lorenzo Bini Smaghi is the Chairman of Société Générale. He is also the Chairman of the Pecci Museum of Contemporary Art in Prato. He is Honorary Professor at University College London's Policy Lab and CEPR Distinguished Fellow. He is Honorary President of the Italian Alumni of the University of Chicago.

From June 2005 to December 2011 he was a Member of the Executive Board of the European Central Bank. Over the last 20 years he held several positions as Chairman of the Board (Italgas, SNAM and SACE) and member of the Board (Finmeccanica, MTS, the European Investment Bank, Morgan Stanley International and Tages Holding). He was Visiting Scholar at Harvard's Weatherhead Center for International Affairs and the first Chairman of Fondazione Palazzo Strozzi, a cultural institution in Florence. He started his career in 1983 as an Economist in the Research Department of the Banca d'Italia. He moved in 1994 to the European Monetary Institute to head the Policy Division, preparing for the creation of the ECB. In 1998 he was appointed Director General for International Affairs in the Italian Treasury.

He holds a Bachelor's Degree in Economics from the Université Catholique de Louvain (Belgium), a Master's degree from the University of Southern California and a Ph.D in Economics from the University of Chicago.

[GO TO AGENDA](#)



Frédéric Biraud

CEO, **BNP PARIBAS Portzamparc**

Frédéric Biraud was appointed CEO of B*capital in 2011 and became CEO of Portzamparc in 2019 after the merger between B*capital and his subsidiary. He is in charge of developing the brand and the different business lines of the company: stock advice and discretionary portfolio management for private investors, research, sales, corporate access and Equity Capital Market for mid & small corporate and institutional clients.

Portzamparc is a broker firm, subsidiary of BNP Paribas Group, dedicated to private investors and mid & small corporates.

Before joining B*capital, Frédéric worked for du Bouzet, then for BNP Equities France, the broker arm of BNP Paribas, where he held different positions in asset management of mutual funds, trading on fixed income, stock advice and portfolio management.

Frédéric obtained a master in finance & business in 1985.

[GO TO AGENDA](#)



Stéphane Boujnah

CEO & Chairman of the Managing Board, **Euronext**

Stéphane Boujnah is CEO and Chairman of the Managing Board of Euronext, the pan-European market infrastructure operating regulated markets in Amsterdam, Brussels, Dublin, Lisbon, Milan, Oslo and Paris, as well as post-trade infrastructure in Denmark, Italy, Norway and Portugal.

Before joining Euronext, Stéphane Boujnah was Head of Santander Global Banking and Markets for Continental Europe. From 2005 to 2010, he was Managing Director at Deutsche Bank responsible for the development of the investment banking operations in France. Previously he founded and developed KM5 Capital, an advisory company specialised in equity raising and M&A advice for venture capital funds and innovative technology companies.

From 2000 to 2002, he was Director of the European M&A team of Credit Suisse First Boston Technology Group in Palo Alto (California) and London. From 1997 to 1999, Stéphane Boujnah was adviser to the French Minister for Economy, Finance and Industry, Dominique Strauss-Kahn. He was responsible for innovation policies, privatisations in the technology sector, international investments projects in France and the development of the New Economy.

He started his career in 1991 as a business lawyer at Freshfields, focusing on M&A, privatisations and international investments in Eastern Europe, mainly the Czech Republic, Slovakia and Poland.

He graduated from the Institut d'Etudes Politiques de Paris. He holds a Master's degree and a DEA in Law from La Sorbonne Paris, an LLM in Law from the University of Kent in Canterbury and an MBA from Insead.

Stéphane Boujnah was a member of the Commission pour la Libération de la Croissance Française established by President Nicolas Sarkozy in 2007. He is founder and Vice-President of the French think tank En Temps Réel entempsreel.com, where he published "L'inoxydable modèle suédois" in 2003, a book on the Swedish government and economic model. He is President of the Board of directors of Accentus and Insula Orchestra. He is Vice-President of the Board of Prométhée Education, a non-profit organisation focusing on the support of underprivileged teenagers to boost ambition, access to higher education and preparation for life changing job opportunities.

[GO TO AGENDA](#)



Claire Castanet

Executive Director of the Retail Investor Relations and Protection Directorate, **AMF**

A graduate of ESCP Europe and holder of a Master Degree in management science from the Paris-Saclay University, Claire Castanet joined the Commission des Opérations de Bourse (COB) in 2002, which became the Autorité des Marchés Financiers (AMF) in 2003. She was appointed Human Resources Director in 2008. In October 2015, she became head of the Retail Investor Relations and Protection Directorate, in charge of the Savings Observatory, advertising and marketing practices monitoring, supervision of financial offers, AMF professional certification and the AMF consumer information platform, AMF Epargne Info Service. She was the coordinator of the AMF-ACPR Joint Unit for Insurance, Banking and Retail Investment from 2016 to 2018 and from 2020 to 2022.

[GO TO AGENDA](#)



Isaure Chabannes

Head of Digital Distribution, **BlackRock France**

Prior to this role, Isaure was responsible for business management and sales strategy for the Institutional and Retail businesses for BlackRock in South East Asia.

Before relocating to Singapore, Isaure was a member of the Retail Sales team in Paris covering due diligence clients and fund buyers.

Before 2012, Isaure was part of the BlackRock Global Consultant Relation Group, in charge of consultant accounts within the Australian Institutional market.

Isaure earned a Master degree from Macquarie University and a degree in Finance from Universite Paris Dauphine.

[GO TO AGENDA](#)



Dominique Chargé

President, **La Coopération Agricole**

Âgé de 59 ans, Dominique Chargé, éleveur de vaches laitières et de volailles, est vice-président de Terrena. Précédemment, il a assumé des responsabilités importantes au sein de la filière laitière, notamment comme président du Conseil spécialisé Lait de FranceAgriMer et président du groupe Laïta pendant dix ans, jusqu'en 2017.

Également jusqu'à cette date président de la Fédération Nationale des Coopératives Laitières (FNCL), il fut un acteur de la fusion des métiers du lait au sein de Coop de France, réalisée fin 2017.

Il est élu président de Coop de France le 20 décembre 2018, devenu La Coopération Agricole.

Le 2 octobre 2020, il est élu président de l'Institut Agronomique.

[GO TO AGENDA](#)



Delphine d'Amarzit

CEO Euronext Paris & Member of the Managing Board ,
Euronext

Delphine d'Amarzit is CEO of Euronext Paris and Managing Board member of Euronext N.V. since March 2021. Delphine d'Amarzit joined from Orange Bank, the mobile bank of Orange, one of the world's leading telecommunications operators, where she was deputy CEO since June 2016, with direct supervision over Operations, Credit, Finance, Risk and Compliance. In her position, Delphine d'Amarzit was key in shaping the new, disruptive digital retail banking offer and in making it grow from its first to its millionth client. Prior to that, she held various positions in the public sector, notably within the French Treasury Department, the Office of the Minister of the Economy and Finance and the Office of the Prime Minister. Delphine d'Amarzit's areas of responsibilities included European financial regulation, capital markets development as well as economic and financial affairs. She notably participated in the definition of the public response to the financial crisis, rescue package and recovery plans and coordinated the government action on all matters related to economic reform and financial services. She has also been Board Member for Euroclear since July 2021.

[GO TO AGENDA](#)



François de Wiljes

General Manager of France, **Primary Bid**

François De Wiljes joined PrimaryBid as the General Manager of France in June 2019. He led the first international expansion of PrimaryBid into France, with several other European territories soon to come in 2023 and beyond. He has led on getting the investment firm licence from the ACPR, setting-up the French operations and key contracts, developing strategic partnerships with Euronext, Bourse Direct, Boursorama and EasyBourse, and generating first revenues.

He began his career in the Equity Capital Market teams of Société Générale, covering Germany, France and European financial institutions for balance sheet advisory and equity financing solutions.

Prior to PrimaryBid, François was a consultant at the Boston Consulting Group, advising top management in the financial services spaces on strategy, organisation and products.

[GO TO AGENDA](#)



Julien Denormandie

Chief Impact Officer, **Sweep**

Julien is Sweep's Chief Impact Officer. Minister of Agriculture and Food from July 2020 to May 2022 in Jean Castex's government, he was previously Deputy to the Minister of Territorial Cohesion in the government of Edouard Philippe between June 2017 and October 2018 and then Minister in charge of Cities and Housing until July 2020. He was successively advisor to the Minister in charge of Foreign Trade, Nicole Bricq, to the Minister of Economy and Finance, Pierre Moscovici before becoming Deputy Chief of Staff of the Minister of Economy, under Emmanuel Macron between 2012 and 2016. Ingénieur des ponts, des eaux et des forêts, he began his career on secondment to the Department of External Relations of the Ministry of the Economy before holding various positions at the French Embassy in Cairo and at the Treasury Department.

[GO TO AGENDA](#)



Charles Fleming

Partner, **Havas**

Charles Fleming is a senior communications consultant and a partner with Havas Paris. Prior to taking on his current role in 2006, he was a French and European correspondent with The Wall Street Journal for 16 years, and before that a Paris reporter on the Reuters economics desk.

Today as a consultant, Charles works with numerous French and international blue-chip companies on issues including cross-border communications, reputation management, crisis situations and public speaking training. Charles grew up in Zimbabwe and today has dual Franco-British nationality.

[GO TO AGENDA](#)



Simon Gallagher

Head of Cash and Derivatives, **Euronext**

Simon Gallagher is Head of Cash Equities and Derivatives at Euronext, with overall P&L responsibility for these activities, including the product offer, market model, strategy and liquidity programmes. He is a member of the Extended Managing Board and Operational Committee of Euronext.

Prior to this role, he held several positions within Euronext in Corporate Finance and Strategy and occupied various roles in the oil and gas sector. He is a CFA charter-holder who holds an MBA from the University of Birmingham and a degree in Economics from the University of Surrey.

[GO TO AGENDA](#)



Bernard Gault

Group Chairman & CEO, **Elio**

Bernard Gault is the founding partner of the investment firm Barville & Co, founded in 2016, and co-founder of the financial advisory and asset management firm Perella Weinberg Partners, formed in 2006. He began his career in 1982 at Compagnie Financière de Suez before joining Morgan Stanley in 1988, where he was a Managing Director until 2006. He is a graduate of Centrale Paris and of the Institut d'Études Politiques de Paris. Bernard Gault has been an independent director of Elio Group since March 9, 2018.

[GO TO AGENDA](#)



Antoine Gosset-Grainville

Chairman, **AXA**

After graduating from the French École Nationale d'Administration, he began his career in 1993 at the Inspection Générale des Finances, before taking the position of Deputy General Secretary of the European Monetary Committee and later of the Economic and Financial Committee of the European Union in 1997.

From 1999 he served as advisor of Economic and Industry Affairs for the office of Pascal Lamy, the European Commissioner in charge of Trade. In 2002, he became partner at Gide. Then in 2007 he became Deputy Director of the Cabinet of the French Prime Minister, in charge of economic and financial issues and the management of the French State's investment portfolio. In 2010, he was appointed Deputy Managing Director of the Caisse des Dépôts Group in charge of finance, strategy, investments and international operations and Interim Chief Executive Officer of the Caisse des Dépôts from February to July 2012. In April 2013, he co-founded BDGS Associés (law firm), where he is presently a Partner. He has also held numerous Board positions for other large French companies including Schneider Electric SE and Fnac Darty.

[GO TO AGENDA](#)



Philippe Herbelin

Partner, **White & Case**

Philippe Herbelin is a Partner in the Capital Markets group of White & Case, based in Paris. Philippe is a specialist in international finance, French securities and stock exchange matters and his experience includes privatisations, IPOs, equity and equity-linked securities, debt securities and structured finance transactions. Sole ranked lawyer in the “Eminent Practitioners” Capital Markets section of Chambers Global 2022, Philippe served from 2015 to 2019 as Head of White & Case’s Capital Markets practice in Europe, the Middle East and Africa. Before joining White & Case in 2013, Philippe practised in the Paris office of a Magic Circle law firm for 22 years.

[GO TO AGENDA](#)



Sophie Javary

Vice-Chairman CIB EMEA, **BNP Paribas**

Sophie Javary possesses more than 35 years' experience in investment banking, having worked over a broad spectrum of transactions from privatisations and equity capital markets transactions to M&A and complex debt deals as well as restructurings.

Graduated from HEC, she started her professional career at Bank of America and then at Banque Indosuez. She joined Rothschild in 1994 to head equity capital markets, which was her specialty until 2008. She became a General Partner of Rothschild in 2002 and managed ABN AMRO Rothschild in Paris from 2001 to 2008. She then became joint head of European restructuring and joint head of debt advisory in Paris from 2008 to 2011. In 2011, she joined BNP Paribas as senior banker for a portfolio of very large clients for whom she has since been coordinating the Bank's global relationship. From January 2014 to end 2018, she has been in charge of all corporate finance activities (M&A advisory and ECM) in EMEA. She has been appointed Vice-Chairman of CIB EMEA in 2018 and now focuses, as an executive sponsor, on providing strategic advice and developing overall investment banking business with major strategic corporate clients and private equity funds.

[GO TO AGENDA](#)



Aurore Lalucq

Member, **European Parliament**

Member, **Committee on Economic and Monetary Affairs**

Coordinator, **Subcommittee on Tax Matters**

Aurore Lalucq is a co-founder of the Veblen Institute, a French think tank that aims to produce ideas for putting the economy at the service of social and ecological transition. She specialises in the monetarisation and financialisation of nature, social-ecological transition, and banking regulation. Lalucq has authored several books on economic, social, and ecological issues, including “Should we give a price to nature?” and “Letter to Yellow Vests, for a Green New Deal.” She is a well-known figure in French and international media.

Since 2019, Lalucq has been a member of the European Parliament, elected on the list “Envie d’Europe” and sits with the S&D Group. She is a member of the Committee on Economic and Monetary Affairs and coordinator for the Subcommittee on Tax Matters. Lalucq is the chairwoman of the Intergroup on the Green New Deal. During her mandate, she has been the rapporteur for two reports, one on harmful tax practices and the other on ensuring a global minimum level of taxation for multinational groups in the Union. She has also worked as a shadow rapporteur on two reports related to the regulation of crypto-assets, including transfers of funds and certain crypto-assets and the impact of new technologies on taxation.

[GO TO AGENDA](#)



Camille Leca

Group Head of ESG, **Euronext**

Camille joined Euronext in 2013 and has been in charge since 2022 of developing Euronext's sustainable finance business, supporting its clients in their ESG journey and rolling out the Euronext carbon reduction strategy. Prior to this position, Camille played an important role in the roll-out of the Euronext Listing franchise, namely through the development of its Tech sector-oriented offer and the European expansion of the business, as Head of Listing France & Iberia and Chief Operating Officer for the Euronext Listing business.

Camille is a graduate of ESCP Europe and holds Master's Degrees in Public Law and Business Law from Paris 1 Panthéon-Sorbonne.

Camille is also part of the ESMA Group of experts for Corporate Finance and was a member of the French financial markets authority (AMF) issuers committee. Camille is a board member of Euronext Paris, Oslo Børs, ELITE SIM and the Cercle des Administrateurs.

[GO TO AGENDA](#)



Jean-François Lépy

CEO, Member of the Executive Committee of Invivo Group,
Soufflet Négoces by Invivo Group

JFL started at the trading Division at the Soufflet Group and held various trading positions both in international trading companies and banks. JFL was appointed CEO of Soufflet Negoce in 2011. Following the purchase by Invivo of Group Soufflet at the end of 2021, JFL became the CEO of the combined entities of international trading of both Group Soufflet and Group Invivo, renamed Soufflet Negoce by Invivo. He is also a member of the Executive Committee of Invivo Group.

The trading division is the largest French and European exporter with a total volume of 12m tons of grains and oilseeds.

[GO TO AGENDA](#)



Isabelle Mateos y Lago

Global Head of BlackRock's Official Institutions Group
BlackRock

Isabelle Mateos y Lago, Managing Director, is Global Head of BlackRock's Official Institutions Group and a member of the firm's Geopolitical Risk Steering Committee and Global Operating Committee.

Isabelle's service with the firm dates back to January 2015, initially as senior advisor to Vice Chairman Philipp Hildebrand. From February 2016 to April 2019 Isabelle was part of the leadership team of the BlackRock Investment Institute (BII) where she contributed to shape BII's macro investment views and led the firm's work on geopolitical risks and their market impact; she was also responsible for developing thematic investment thought-leadership, including in the area of sustainable investing. Prior to joining BlackRock, Isabelle was a senior official at the IMF, where she worked for 15 years in a range of positions straddling economic analysis, policy making, strategy, and global governance (including as G20-liaison and as a Member of the Executive Board). She started her career at the French Ministry of Finance.

Isabelle regularly contributes her views on financial markets and how geopolitics impact them in a variety of global media outlets. She is a member of the Board of Bruegel, a leading European policy think tank. She is also a member of the Inspection generale des finances and a graduate of the ecole nationale d'administration and Sciences Po, Paris. She earned a master's degree in economics from the University of Cambridge.

[GO TO AGENDA](#)



Isabelle Millat

Head of Sustainability, Global Markets, **Société Générale**

Isabelle Millat has more than 16 years of experience in the financial markets and derivatives products in particular. She joined the Group in 2006 and has held various roles within markets activities since then, notably as Chief Operating Officer for the Cross Asset Structured Products activity in New York, and as Index Structurer, for the Societe Generale Index franchise.

Isabelle is currently Head of Sustainability for Global Markets. She was appointed to this position in 2017, when it was created within Global Markets activities. In this role, Isabelle is responsible for coordinating and supervising all ESG- and sustainability-related initiatives across asset classes for Global Markets activities, in order to develop our offering for investors and corporate clients, and to meet the Bank's ESG commitments.

Isabelle started her career in 2001 at Capgemini Consulting. She is a graduate of the ESSEC business school in France.

[GO TO AGENDA](#)



Emmanuelle Mourey

CEO & Board Member, **Banque Postale Asset Management**

Emmanuelle Mourey has been the CEO of La Banque Postale Asset Management since July 2019. She joined La Banque Postale Asset Management in 2015, as Chief of Operations / Chief Financial Officer and member of the Management Board, after 25 years of experience in the financial industry.

Emmanuelle Mourey began her career as a credit analyst at Credit Lyonnais New York and continued as Senior Auditor at Price Waterhouse Paris and New York. She then joined CPR Group in Paris (Credit Agricole), where she was Head of Consolidation and Business Controllers.

In 2003, Emmanuelle Mourey joined J.P. Morgan France and became Chief Operating Officer and Senior Financial Officer in 2007. As a member of the local Management Board and registered officer, she was in charge of the supervision of governance, finance, risks and controls as well as the coordination of the group's support functions.

Emmanuelle Mourey graduated from EM Lyon Business School with a major in finance.

[GO TO AGENDA](#)



Xavier Musca

CEO, **CACIB**

Dputy CEO, **Crédit Agricole SA**

After becoming adviser to the head of the Inspection Générale des Finances in 1988, Xavier Musca joined the French Treasury in 1989, and in 1990 became head of the European Affairs Bureau.

In 1993, he joined the cabinet of prime minister Édouard Balladur as technical adviser, before returning to the French Treasury in 1995, successively as head of the Financial Market Bureau and then as Deputy Director for Europe and Monetary and International Affairs in 1996 and head of the Division for the Financing of the Economy as of 2000.

He was appointed Principal Private Secretary to Francis Mer, Minister of the Economy and Finance, from 2002 and 2004. In 2004, he was made Director General of the Treasury and Economic Policy (DGTPE), a newly created body bringing together the French Treasury, the department of external economic relations and the department for forecasts and economic analysis.

He became Deputy Secretary General of the French President's Office in 2009, in charge of economic affairs, becoming Secretary General in 2011.

He has been a Knight of the National Order of Merit since 2000 and the Legion of Honour since 2008 and was promoted to the rank of Officer in January 2022. He is also a Knight of the Order of Agricultural Merit.

Mr Musca is a graduate of the Institut d'Etudes Politiques in Paris (Sciences Po) and the École Nationale d'Administration (Léonard de Vinci class).

[GO TO AGENDA](#)



Anne-Laure Paumier

Director of International Affairs, **Intercéréales**

Anne-Laure Paumier est actuellement directrice des relations internationales pour Intercéréales, l'interprofession qui rassemble les différentes organisations professionnelles de la production, du commerce et de la transformation des céréales. Elle évolue dans la filière céréalière depuis 25 ans où elle a exercé différents métiers (notamment courtiers sur les marchés à terme de commodités agricoles, responsable marchés, directrice de la fédération des coopératives céréalière) lui permettant d'avoir une solide connaissance des professionnels du secteur et des spécificités des marchés des céréales.

[GO TO AGENDA](#)



Angelo Proni

CEO, MTS, a Euronext company

Member of the extended Managing Board, **Euronext**

Angelo Proni is CEO of MTS and a member of the extended Managing Board of Euronext N.V.

Angelo was born in Milan and grew up in London and Brussels before returning to Milan where he graduated in Economics from Bocconi University.

He worked in London for four years at LIFFE, before moving back to Milan where he spent three years working for Deutsche Bank.

Angelo joined MTS in early 1999 and has covered a series of positions – he initially led the projects for establishing MTS Amsterdam, MTS France, MTS Belgium and MTS Portugal, moving on to become Head of Client and Market Relations.

Following that, he spent a year managing CoredealMTS, an electronic corporate bond market and after the merger of CoredealMTS with EuroMTS, he moved back to EuroMTS as Head of New and Local Markets, where he was responsible for the launch of additional MTS interdealer markets in Poland, Slovenia and Israel. He also led the efforts to launch MTS Czech Republic, MTS Hungary, MTS Slovakia and MTS Cyprus, and consolidate MTS Germany, MTS Amsterdam, MTS Spain and MTS Portugal under EuroMTS Ltd.

He managed the launch, in partnership with the JSE, of South Africa's interdealer electronic trading system for local Government bonds using MTS trading technology, as well as being closely involved in the preparations for MiFID II and Brexit.

Angelo is also a member of the boards of MTS France SAS and MTS Associated Markets SA (Belgium, Finland and Denmark).

[GO TO AGENDA](#)



Luc Rémont

Chairman & CEO, **EDF**

A graduate from the Ecole Polytechnique and from the Ecole Nationale Supérieure des Techniques Avancées (ENSTA Paris), Luc Rémont began his career in 1993 as an engineer at the French Defence Procurement Agency (DGA).

In 1996, he joined the French Ministry of Economy, Finance and Industry. He held several positions there, first in the Treasury department where he supervised relationships with the European Bank for Reconstruction and Development (EBRD) and the World Bank, and later government equity interests in transportation companies. He then served as a Technical Investment Advisor on shareholding matters, and later Deputy Chief of staff to the French Ministers of Economy, Finance and Industry from 2002 to 2007. In 2007, he joined Merrill Lynch and became in 2009 Country Executive and Managing Director of the Corporate and Investment Bank at Bank of America Merrill Lynch in France. In April 2014, he joined Schneider Electric and became President of Schneider Electric France. In April 2017, he was appointed Schneider Electric Executive Vice President, International Operations, in charge of South America, Africa and Middle East, India, and East Asia Japan & Pacific.

Moreover, from 2015 to 2018, Luc Rémont was Chairman of Gimelec, a professional organisation which brings together 230 companies providing power and automation solutions for the energy, building, industry and infrastructure markets. Between 2014 and 2020, he also was board member of Naval Group, a naval defence European leader.

He is currently Non-Executive Director for Worldline, a European leader in secured payments and digital transactions. As of 23 November 2022 Luc Rémont is Chairman & Chief Executive Officer of EDF.

Luc Rémont is married and has 4 children.

[GO TO AGENDA](#)



Emilie Rieupeyroux

Head of Innovation, **Euronext**

Emilie Rieupeyroux is Head of Innovation at Euronext. She started her career in the French Ministry of Budget. She joined Euronext in 2010, where she held senior positions on market structure regulation and managed Euronext's electronic liquidity provision programme on blue-chip equities. Prior to her current role, she was interim CEO of the distributed ledger technology incubator LiquidShare. She is a member of ESMA's Consultative Working Group on Financial Innovation and deputy member of the French Security Authority's Consultative Commission on Markets and Exchanges. She is Board member at Euronext Dublin and at the tokenisation provider Tokeny.

[GO TO AGENDA](#)



Nicolas Rivard

Head of Advanced Data Services, **Euronext**

Nicolas Rivard is Head of Advanced Data Services at Euronext, a business line created in 2019 which regroups Market Data, Indices and Quant products with the ambition to derive more value from Euronext proprietary data and fulfill clients' demand for new data services.

Nicolas was previously Chief Innovation Officer at Euronext, he led Euronext's efforts to anticipate changes affecting the market infrastructure sector and drove most relevant projects to position Euronext. He joined Euronext in 2016 after six years at the Boston Consulting Group where he worked mainly in the financial services sector. He holds an MBA from INSEAD and an engineering degree from Ecole Centrale de Paris.

[GO TO AGENDA](#)



Verena Ross

Chair, **ESMA**

Verena Ross is the Chair of the European Securities and Markets Authority (ESMA). She took up the role on 1 November 2021 and is responsible for representing the Authority as well as preparing the work of and chairing its Board of Supervisors and Management Board.

Between 2011 and 2021 Verena Ross served as ESMA's first Executive Director, when she was responsible for building up the organisation and overseeing its day to day running.

Prior to this, Verena held a number of senior posts in the UK's Financial Services Authority (FSA) and was a member of the FSA's Executive Committee. Verena joined the FSA in 1998 to run the Executive Chairman's office during the regulator's start-up phase and was briefly a seconded advisor to the Hong Kong Securities and Futures Commission in 2000. She held various positions in the FSA's Markets Division and was Director of Strategy & Risk Division before becoming Director of the International Division.

Verena is a German national. Following studies in Sinology and Economics in Hamburg, Taipei and London (SOAS) she began her career at the Bank of England in 1994, where she worked as an economist and banking supervisor.

[GO TO AGENDA](#)



Jean-Christophe Roubin

Director of Agriculture & Agri-food, **Crédit Agricole SA**

A graduate of the Bordeaux Institute of Political Studies, Jean-Christophe Roubin holds a Master's Degree (DESS) in Organization and Management of Public Enterprises.

Jean-Christophe started his career at the Regional Division of Maritime Affairs of Poitou-Charentes, he then joined the Ministry of Agriculture and Fisheries, first as Deputy Head of The Fisheries Control Office, then as the Technical Advisor in charge of Fisheries and Aquaculture in the Minister's Office. From July 2009, he became Counsellor in charge of relations with the European Parliament at the Permanent Representation of France to the European Union. His European experience brought him back to the Minister's Office where he became diplomatic adviser and in charge of overseas territories. Since March 2016, Jean-Christophe Roubin has been Director - head of Agriculture and Agri-Food with Crédit Agricole S.A.

[GO TO AGENDA](#)



Cyril Rousseau

Chief Executive, **Agence France Trésor**

Cyril Rousseau is a graduate of Ecole polytechnique and of ENSTA (Superior National School of Advanced Techniques). He began his career in 2001 at the Ministry of Defence procurement directorate then joined in 2004 the international division of the Directorate General of the Treasury (DGT) and, in 2006, Agence France Trésor as Head of Market Operations until 2009. Head of Official Development Assistance & Multilateral Development Banks at DGT (2009-2011), he then joined the French Embassy in Beijing as Economic and Financial Counselor. In 2014, he was appointed Deputy Managing Director of the new government fund created to support the French local authorities exposed to high-market risk liabilities. Returning to the Treasury Department in November 2015, he successively held the positions of Deputy Director of Multilateral Financial Affairs and Development and in this capacity Vice-Chairman of the Paris Club and member of the Boards of Directors of the Central Bank of West African States and the Green Climate Fund, and, as of February 2020, Deputy Director General of Agence France Trésor.

[GO TO AGENDA](#)



Edward Sankey

Managing Director

Global Head of Equity Capital Markets, **HSBC**

Ed is the Global Head of Equity Capital Markets and part of the senior management of CFIBC at HSBC. He joined HSBC in September 2019 from Deutsche Bank where he spent 15 years as Co-Head of European Equity Capital Markets and Global Head of Equity Syndicate.

Previously Ed was at JP Morgan and started his career in the late 90s at Fleming Martin the South African JV of Robert Fleming.

In his 25 year career Ed has worked on hundreds of transactions and led some of the largest and high profile IPOs, primary follow-on and secondary blocks around the world for Corporates, Private Equity firms and Sovereign entities.

[GO TO AGENDA](#)



Rosa Scappatura

Co-Head of Digital Trust Solutions, Securities Services and Digital, **BNY MELLON**

Rosa Scappatura has over two decades of experience within the Financial Services. At present, she covers the role of co-Head of Digital Trust Solutions within BNY Mellon Issuer Services and she is in charge of the relationship with Financial Market Infrastructures.

Rosa has previously covered a number of different management roles within the Company's Custody, Country Management, Global Client Management and Issuer Services divisions, and most recently she was Head of Corporate Trust Luxembourg.

Rosa serves as a director of the Board of ICMSA (the International Capital Markets Services Association). She is also deeply involved in promoting diversity and is a co-founder and Board Director of Women in Finance Belgium.

Rosa holds an MBA from Solvay Brussels School of Economics and Management.

[GO TO AGENDA](#)



Olivier Sichel

Deputy Managing Director, **Caisse des dépôts**

Olivier Sichel, 53, is a graduate from ESSEC Business School, Paris Institute of Political Studies (Sciences Po) and an alumnus of the ENA (National School of Administration).

Starting out as a Finance Inspector in the Ministry of Economy and Finance, in 1998 he became director of a France Télécom agency. In 2000, he was appointed Chairman and CEO of Alapage.com, a pioneering e-business company and subsidiary of Wanadoo, whose Chairman and CEO he also became in 2002. He then oversaw the integration of the French Internet access leader into the parent company, France Télécom, where he became Executive Director of the Landline & Internet Europe Division. He left the company, which had become the world's number two ADSL provider, in 2006 after launching the triple play services with Livebox and VOIP. Partner of the venture capital firm Sofinnova, he supervised the investments in innovative tech businesses. He particularly worked on developing diverse platforms and open source stakeholders. He also spearheaded a range of financial transfer or IPO transactions. In 2012 he became Chairman and CEO of the European leader for pure player online shopping guides, LeGuide.com, which he sold to Kelkoo in 2016. Mindful of the oligopolistic development of Internet, he has since committed to championing an open and humanistic European perception of the network. He is Founding Chairman of the Digital New Deal Foundation, a think tank dedicated to the tech sector which proposed a Digital Pact to the presidential election candidates. Since January 2018, he has been Deputy CEO of Caisse des Dépôts et Consignations where he oversees the subsidiaries and holdings, and Director of Banque des Territoires since May 2018. In September 2020 he was promoted to Deputy Managing Director (delegate CEO) of Caisse des Dépôts et Consignations.

[GO TO AGENDA](#)



Ophelia Snyder

Co-Founder & President of 21.co, **21 Shares**

Ophelia Snyder is the Co-Founder and President of 21.co – the world’s leader in providing access to crypto through simple and easy to use products, and parent company of 21Shares. She began her career working in venture capital and then investment banking which led her into crypto. Ophelia is a Forbes 30 Under 30 alumnus, and was named on Bilanz’s Top 100 Bankers of Switzerland list. She was born and raised in Italy and the United States. Ophelia holds her Bachelor of Science (BS) from Stanford University and Master of Business Administration (MBA) from NYU Stern School of Business.

[GO TO AGENDA](#)

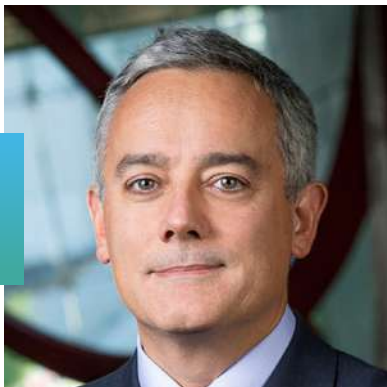


Pierre-François Thaler

Co-CEO, **EcoVadis**

Pierre-François is the co-founder of EcoVadis, the world's most trusted provider of Business Sustainability Ratings, intelligence and collaborative performance improvement tools for global supply chains, used by 100,000 companies across 150 countries. He is responsible for go-to-market, product strategy, and customer success globally. On a deeper level, he helps EcoVadis Fortune 2000 leverage their purchasing spend to drive improvements in business sustainability practices across global supply chains. Pierre-François brings 25 years of experience in Procurement, Sustainability and Cloud Technologies. He was previously CEO of B2Build, the 1st B2B marketplace for the European construction industry. Prior to founding EcoVadis, he was a director of Ariba (now SAP) Procurement BPO business in EMEA. Pierre-François has presented on Sustainable Procurement in more than 100 conferences in Europe and USA and is the author of multiple research studies on Sustainable Supply Chain with HEC Business School and INSEAD. He is a member of the strategic advisory board of the Sustainable Procurement Leadership Council (Washington). Pierre-François is an electrical engineer by trade, holding a Master of Science from Supélec and a MBA from Insead.

[GO TO AGENDA](#)



Luis Vaz Pinto

Deputy Global Head of Corporate Finance & Global Head of ECM, **Société Générale**

Luis is the Global Head of Equity Capital Markets. He joined SG in 2010 from Troika Dialog where he was Head of Syndicate and Corporate Broking. Luis graduated from Bristol University with a BEng in Engineering with honours, and from INSEAD with Distinction and on the Dean's list.

Prior to SG and Troika, Luis spent 3 years at J.P. Morgan where he was Head of EMEA Equity Syndicate and Corporate Broking. Luis started his career in 1991 in London at Baring Securities as Head of Portuguese Sales and Research. In 1996, he joined Merrill Lynch where he spent 10 years, holding positions in Equity Syndicate, Mergers and Acquisitions and Corporate Finance. He was notably Head of ECM for France, Belgium and Iberia. He has run more than 200 transactions in ECM and M&A throughout his career. In particular, he has run numerous relevant ECM transactions as a Global Coordinator or Bookrunner including rights issues of ArcelorMittal (€2.8bn), Vallourec (€480m), IPOs of Shurgard (€575m), Neoen (€697m), Metrovacesa (€645m), EN+ (\$1.5bn), Carmila (€629m), ALD (€1.2bn), Maisons du Monde (€380m), Amundi (€1.7bn), Europcar (€898m), Spie (€1bn), Elis (€854m) and Euronext (€500m), as well as many equity-linked operations and secondary private placements including the €1.2bn sale of Safran's shares by the French State in 2018.

[GO TO AGENDA](#)

Capital Markets & White & Case

Paris Capital Markets group

25+ lawyers with French, US and English law expertise

Unparalleled experience

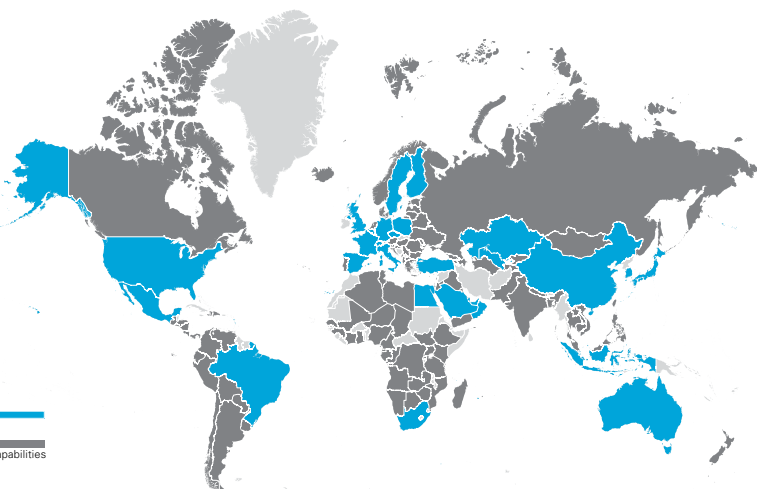
through its continuing development

The **largest dedicated capital markets team** in Paris

30
countries

44
offices

White & Case presence
White & Case additional capabilities



Firm of the Year for Capital Markets

IFLR Europe Awards, France 2021

Law Firm of the Year in France

IFLR Europe Awards, 2022

Law Firm of the Year in France

Chambers and Partners Europe Awards, 2022

Tier 1 for Capital Markets: Equity & Debt

Chambers Global, France 2022
Legal 500 Europe, France 2022

RANKINGS EMEA

In 2022 White & Case was ranked by Bloomberg

1st

Equity Offerings
Manager Advisor

1st

IPO Manager
Advisor

1st

Equity Offerings
Issuer Advisor

3rd

IPO Issuer
Advisor

OUR DEALS

In 2022 the team in EMEA closed

53

Equity Transactions

RAISING
OVER

35

US\$ billion

OUR GEOGRAPHICAL REACH

White & Case worked with issuers in

15

EMEA countries

LISTING ON

20

Stock Exchanges

OUR EXPERTISE ACROSS ALL ECM PRODUCTS

In 2022 in EMEA White & Case worked on

22

IPOs

12

Documented
fundraisings

18

Undocumented
fundraisings /
Block trades

1

Equity-linked
Offerings

2022 Listing Activity Review

1st listing venue
in Europe

c. 1,930 listed companies

83 listings in 2022

€6.3 trillion aggregated
market capitalisation

€3.8 billion raised at IPO
in 2022

750+ listed
Tech companies

€28.5 billion raised in
secondary markets
in 2022

25% of shares traded
in Europe*

EURONEXT EUROPEAN MARKETS

The Euronext Group gives companies of all sizes and from all sectors access to a very broad investor base and a single liquidity pool to help them raise the funds needed for their development. Euronext is home to c. 1,930 listed companies representing €6.3 trillion of aggregated market capitalisation. 2022 saw resilient financing activity recorded across Euronext's seven listing venues amid challenging market conditions, confirming Euronext's leading position in Europe for equity listing and globally for debt listing.

In 2022, Euronext welcomed:

- 83 new equity listings, representing an aggregated market capitalisation of €23.1 billion and raising €3.8 billion, including major international issuers such as Vår Energi (Norway), Technoprobe (Italy) and Industrie De Nora (Italy).
- 491 secondary market operations, raising €28.5 billion. Six de-SPAC transactions took place, and several large recapitalisation and M&A-linked raises such as ALD (Paris, €1.7 billion), Voltalia (Paris, €630 million) and EDF (Paris, €3.2 billion).

- Over 7,900 new bond listings, reinforcing Euronext's worldwide leadership position. More than 53,000 bonds are now listed on Euronext markets, up from 52,000 listed bonds in 2021.

In June 2022, Euronext launched the Euronext Tech Leaders segment, dedicated to high-growth and leading Tech companies. Euronext Tech Leaders provides listed Tech companies with a suite of services to support them throughout their financial journey, with a full suite of pre-IPO services to help private Tech listing candidates meet their financing needs through Euronext's markets.

Since the launch of the initiative, Euronext has welcomed four new Euronext Tech Leaders to its markets, bringing the total for the segment to 110+ issuers, with an aggregated market capitalisation of €0.8 trillion.

This initiative further strengthens Euronext's Tech ecosystem of 750+ listed Tech companies, 680+ private companies that are alumni of its pre-IPO programmes, and a large base of international investors financing all types of Tech company growth profiles.

Source: Euronext, as of December 2022.

*lit trading only

Helping entrepreneurs on the way to an IPO

Through its educational programmes, Euronext supports the leaders of private companies in their financing strategies by providing training, testimonials and expert support to accelerate their development towards financial markets.

TechShare IPOready

GUIDING GROWTH COMPANIES ON THEIR FINANCING JOURNEY

TechShare and IPOready are dedicated pre-IPO programmes for high-growth companies. 140+ companies from 60 countries have joined the 2023 programme, supported by 80+ partners. On graduation these companies will become part of an alumni consisting of 680+ past participants since the programmes' launch in 2015.

FamilyShare

INTRODUCING FAMILY BUSINESSES TO PUBLIC MARKETS

FamilyShare is a dedicated pre-IPO programme developed for CEOs, CFOs and shareholders of family businesses. It demonstrates how the stock market can meet the financing needs of family-owned companies effectively.

PE Share

PE FUNDS EXIT ON CAPITAL MARKETS

PE Share is a training module focusing on the use of the stock exchange for private equity (PE) funds. PE investment professionals can gain insights on the functioning of financial markets and exit opportunities through IPO.

IPO DAY FORUM: GETTING FEEDBACK

The IPO Day is designed to help business leaders refine their IPO projects. This series provides a platform for one-to-one meetings connecting CEOs of private companies with equity advisors and experts.

What should the world expect from a bank?

**A bank dedicated to meeting the challenge of change.
Committed to actions, not just transactions.
A bank with only one ambition; to help you fulfill yours.**

What would you like the power to do?™

"Bank of America" and "BofA Securities" are the marketing names used by the Global Banking and Global Markets divisions of Bank of America Corporation. Lending, other commercial banking activities, and trading in certain financial instruments are performed globally by banking affiliates of Bank of America Corporation, including Bank of America, N.A., Member FDIC. Trading in securities and financial instruments, and strategic advisory, and other investment banking activities, are performed globally by investment banking affiliates of Bank of America Corporation ("Investment Banking Affiliates"), including, in the United States, BofA Securities, Inc. and Merrill Lynch Professional Clearing Corp., both of which are registered broker-dealers and Members of SIPC, and, in other jurisdictions, by locally registered entities. BofA Securities, Inc. and Merrill Lynch Professional Clearing Corp. are registered as futures commission merchants with the CFTC and are members of the NFA.

Investment products offered by Investment Banking Affiliates: | Are Not FDIC Insured | Are Not Bank Guaranteed | May Lose Value

© 2023 Bank of America Corporation. All rights reserved.



... and climbing.

A global player in asset servicing...

Offering leading value in investor services demands constant evolution. At CACEIS, our strategy of sustained growth is helping clients meet competitive challenges on a global scale. Find out how our highly adapted investor services can keep you a leap ahead.

CACEIS, your comprehensive asset servicing partner.



www.caceis.com

caceis
INVESTOR SERVICES
solid&innovative

A company of Crédit Agricole and Santander



financing energy transition

Crédit Agricole CIB strengthens its commitments to protect the climate by increasing its exposure to non-carbon energies by 60% by 2025.

The main focus will be on financing renewable energies, a sector in which the Bank has been active since 1997 and in which it is a recognised market leader.

www.ca-cib.com



CRÉDIT AGRICOLE
CORPORATE & INVESTMENT BANK

PrimaryBid

In partnership with  **EURONEXT**

INCLUDE RETAIL INVESTORS IN YOUR PRIVATE PLACEMENTS

Access to ~800k investors via:

easybourse

 **Boursorama**


BOURSE DIRECT

Without additional cost or complexity, seamlessly enfranchise your community of retail investors during placings and block sales.



Investing in securities involves a significant degree of risk.

PrimaryBid SA is authorised and regulated by the Autorité de contrôle prudentiel et de résolution (REGAFI 90671)



Get in touch

SOCIÉTÉ DÉDIÉE AUX SERVICES AUX ÉMETTEURS **DES GROUPES BNP PARIBAS ET CACEIS**



Uptevia, le partenaire privilégié pour vous accompagner dans la gestion de vos registres

- Une expérience de plus de 30 ans dans les Services aux Émetteurs
- Des solutions innovantes et adaptées à vos besoins
- Une relation de proximité basée sur la confiance
- Une équipe d'experts à votre écoute



Euronext Tech Leaders

Euronext Tech Leaders is a new initiative dedicated to highlighting the visibility and attractiveness of high-growth and leading Tech companies towards international investors, together with a suite of services to support them along their listing journey

Euronext Tech Leaders builds on Euronext's rich Tech sector ecosystem, which features:

750 Tech companies listed on Euronext markets

680+ alumni of Euronext pre-IPO programmes

2,300+ institutional international investors financing Tech companies on Euronext markets

Euronext Tech Leaders complements this existing Tech offer, and aims to **strengthen the European Tech sector** and be a catalyst for the next generation of Tech leaders.



The European leader in agricultural commodity derivatives

Access a range of efficient and competitive instruments for managing price risk volatility.
Hedge your exposure and trade the European grain benchmarks in a fair, secure and transparent environment.

Euronext Futures and Options contracts on:



MILLING WHEAT

- Included in the Rogers International Commodity Index® (RICI) and S&P World Commodity Index™
- An accurate hedging tool on European soft milling wheat for cooperatives, merchants, trading houses, importers, exporters and processors such as feed compounders, flour millers and starch manufacturers
- Delivery points of EU origin milling wheat in Rouen, Dunkirk, La Pallice and Nantes-Montoir in 7 different silos operated by 5 independent firms



RAPESEED

- Mitigate the adverse effects of increased volatility in rapeseed pricing
- Manage your risk across the entire crushing margin, hedge the whole of your entire purchase and output chain, or manage your bio-diesel price exposure
- Delivery points in Belgium, France, Germany and the Netherlands



CORN

- An accurate hedging tool for cooperatives, trading houses, processors, starch industry and animal nutrition producers
- Available for trading on the Euronext Paris derivatives market
- Delivery points in France (Bayonne, Blaye, Bordeaux, Dunkirk, La Rochelle Pallice, Nantes), and Belgium (Ghent)

Strong price convergence for commercial market participants.
Can be used as a proxy whose adequate price is correlated with the futures contracts.

Cash-settled Futures contract on Durum Wheat

Manage risk and benefit from a simple settlement process

- Avoid risk of inadvertent physical delivery of goods thanks to cash settlement
- Trade using a true price reference for the Durum Wheat industry

The contract is based on the [Sitagri European Durum Wheat Index](#) (SEDWI) which represents 6 reference prices from France and Italy:

- **France:** DAP Port-La-Nouvelle, DAP Rouen and DAP La Pallice
- **Italy:** DAP Bologna, DAP Altamura and EXW Foggia.

MORE INFORMATION

euronext.com/commodities

CONTACT US

commodities@euronext.com

A leading European ESG Index provider in Europe for 40 years

EURONEXT
Indices

Euronext is a leading Index Provider with expertise in ESG and Climate indices. Our successful and custom indices are used by financial institutions all around the world. **More than 15,000 exchange traded products, funds and derivatives track Euronext indices, with billions of AUM.**

ESG and Thematic Indices

Blue-Chip ESG

Blue-Chip Climate
[SBT 1.5°]

Biodiversity

Gender Equality

Helios Space

Hydrogen

Euronext Tech
Leaders / Web 3.0



What we offer



CONSULTATION

We design, calculate and publish major national indices in European, Thematic, Strategic and tailor-made solutions. Our indices are licensed by the world's largest issuers of financial products.



REGULATION

Euronext is a registered administrator under the EU Benchmark Regulation (BMR) in six countries. This compliance with the provisions of the Benchmark Regulation confirms the quality of Euronext's governance, control principles and rules.



QUICK TIME TO MARKET

We can design, back test and make an index live within weeks. We have a client-centric team, strong brand and track record, fair pricing, and are among the industry leaders on time to market.



WORLD COVERAGE

Starting universes from the largest Free Float market cap companies in Europe, North America and Asia-Pacific.



STRONG EXPERTISE IN ESG AND CLIMATE INDICES

Expertise in EU local ESG/SRI labels

Strong expertise in EU local ESG/SRI labels. Several of our indices are compliant with French, Belgian and German labels.



Expertise in EU regulations framing ESG space

We are closely following ESG regulations such as SFDR, EU Taxonomy, AMF Doctrine etc. to propose more suitable solutions and reports to our clients.

New reportings and measures provided to our clients:

- Report on principle adverse impact sustainability indicators
- Report on EU Taxonomy
- Report on ESG metrics
- Indices compliant with Article 8 and Article 9 under SFDR

National Flagship Indices

CAC 40

AEX

BEL 20

OBX

CAC 40 ESG

AEX ESG

BEL ESG

OBX ESG

PSI

ISEQ 20

MIB ESG

ESG Data Partners

To continue supporting the growing demand for investment solutions with ESG objectives, Euronext offers the most advanced data by working with the leading ESG data providers.

A diversity of partners enables index clients to use cutting-edge data points within ESG scoring, biodiversity, water, circular economy and other required datapoints.

Moody's ESG Solutions

SUSTAINALYTICS

carbone4

ISS ESG

CDP
DISCLOSURE RISKY ACTION

imug | rating

MORE INFORMATION

euronext.com/for-investors/indices

CONTACT

index-team@euronext.com

The Best Execution Service for retail investors



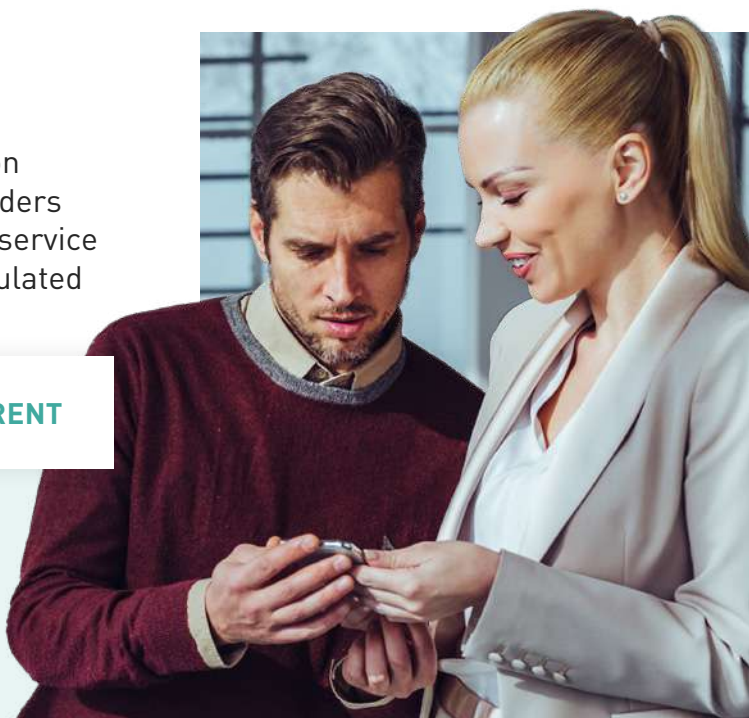
What is B·o·B?

Euronext's Best of Book (BoB) is a Best Execution service for retail orders. Dedicated liquidity providers offer price improvement for your retail flow. The service operates within Euronext's robust and highly regulated Central Order Book.

SIMPLE • SAFE • IMPARTIAL • TRANSPARENT

Where can you use Best of Book?

The service is available through the following Euronext marketplaces: **Amsterdam, Brussels, Dublin, Lisbon, Oslo and Paris.**



How to access Best of Book

01

RETAIL INVESTORS

02

BANKS AND BROKERS
Not Euronext Direct Members

03

MARKET MEMBERS
Euronext Direct Members

04

EURONEXT

Do you want Best Execution?

Make sure your
orders are sent
on the Exchange.

If you are not a Direct Member of Euronext

- Send your order to your usual broker to access Euronext markets
- Ask to have your order flagged with the dedicated RMO tag
- Ask them to use dedicated Client IDs so Euronext recognises your flow
- Your broker can send you individual Best Execution reports

If you are a Direct Member of Euronext

- Flag your order with the dedicated RMO flag
- Euronext will send you daily and monthly Best Execution reports
- Euronext can create individual Best Execution reports for each of your customers
- Euronext can also receive individual Client IDs and produce reports with Best Execution details that you can communicate to the end Retail Investors

MORE INFORMATION

euronext.com/trade/best-of-book

CONTACT US

Roland Prevot, Head of Retail, Cash Equity
rprevot@euronext.com

Discover MTS



Cutting-edge trading solutions and Market Data.



Trade Rates, Credit, Money Markets and Swaps.



A wide range of instruments, order types, and access methods.



For over 35 years, MTS has supported the European fixed income markets.

Get in touch today

mts.sales@euronext.com
mtsmarkets.com



NORD POOL

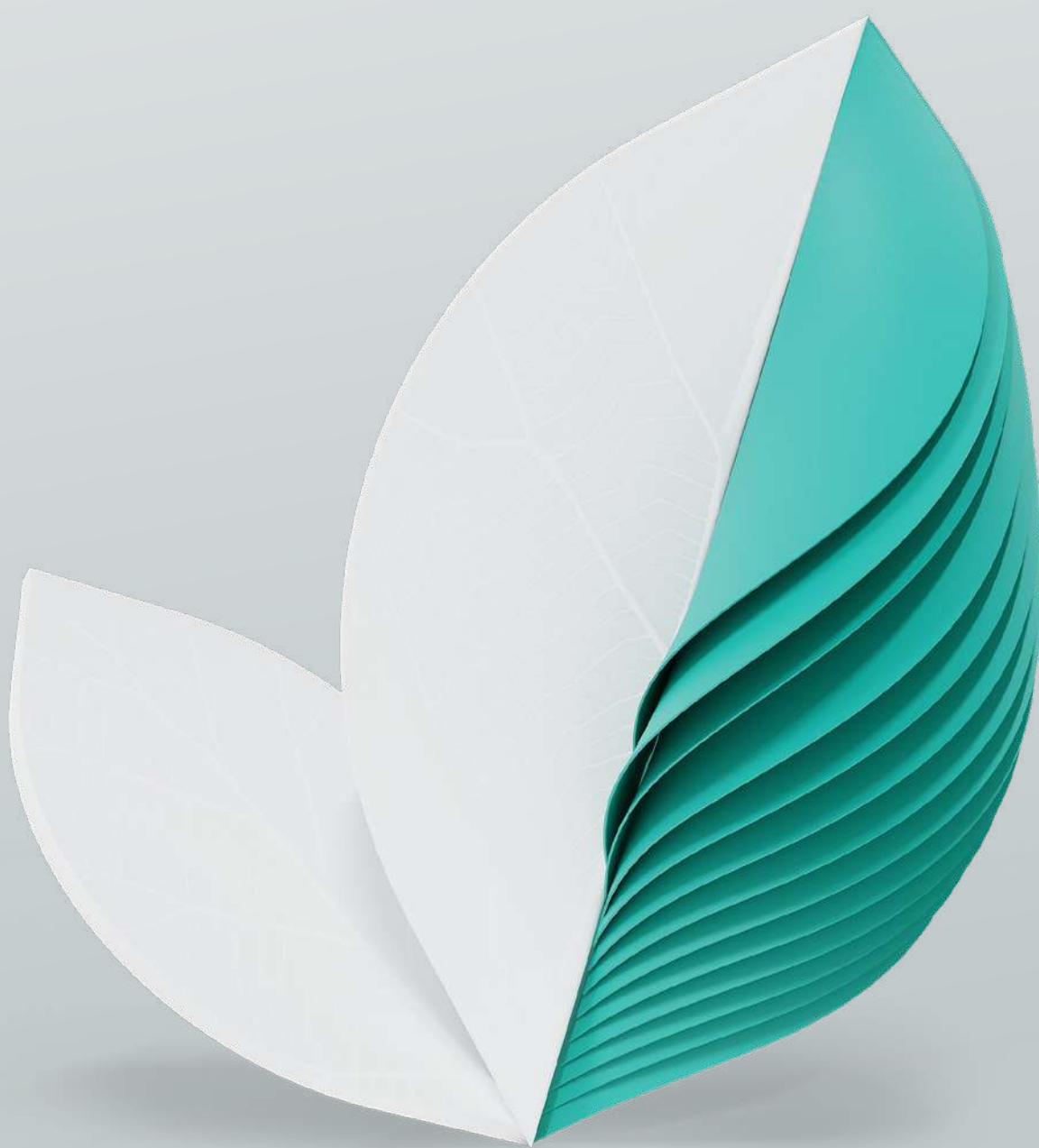
30 YEARS POWERING THE MARKET



Day-ahead and intraday power trading, clearing, settlement, knowledge-sharing and data services across Europe.



Growth for Impact 2024



euronext.com/growth-for-impact-2024