

STEPHANE MALRAIT – NON EXECUTIVE DIRECTOR

FINANCIAL CONDUCT AUTHORITY**External Meetings**
(excludes meetings with regulated firms)**01 January 2026 – 31 March 2026**

23 February 2026	Bank of England
12 March 2026	A&O Shearman Event
17 March 2026	French Institute of high education for Innovation and Entrepreneurship Dinner
24 March 2026	Non-Executive Directors in Financial Services, Conversations with the FCA - AI and Consumer Outcomes