

**STEPHANE MALRAIT – NON EXECUTIVE DIRECTOR**

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**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