

## Nicolas Véron

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**Peterson Institute for International Economics** (Washington DC): **Visiting Fellow** since October 2009.

- Participation in research work in synergy with Bruegel (see below) and regular contributions to the Peterson Perspectives and RealTime Global Economics series.

**Bruegel** (Brussels), since 2002, full-time since July 2005

- **Senior Fellow** (since 2009; Research Fellow from 2006 to 2009), mainly covering financial and corporate regulation and policy. Specific themes include global financial regulation; policy reaction to the EU banking crisis since 2007-08; banking supervisory architecture in Europe; the internationalization of large listed companies in Europe and the US; governance of international accounting standards-setting; transparency of global audit networks; financing of high-growth companies in Europe; impact of fair value accounting; demographics of large global listed companies; regulation of foreign / sovereign direct investment in the EU; credit ratings agencies. Events organized and moderated include a number of full-day workshops; Bruegel's monthly Finance Focus Breakfast series since late 2006; and two joint policy conferences with the IMF, in February 2007 and March 2009 in Brussels.
- Involvement in Bruegel's **creation and development** from inception in 2002 to 2007-08, together with now-Director Jean Pisani-Ferry: initial concept, design of innovative governance and funding framework, sealing of partnerships with EU member states and international companies; launch in early 2005, recruitment of initial team, financial and administrative management, coordination of Bruegel's governance, research-programming and evaluation processes.

### *Other commitments*

- Member of the **Atlantic Council's Business and Economic Advisory Group**, since September 2010
- Member of the **CFA Institute's Corporate Disclosure Policy Council**, since December 2008
- Member of the Accounting and Auditing Practices Committee of the **International Corporate Governance Network** (ICGN), since July 2004
- Member of the Advisory Committee of the **French accounting standard-setting body** (Conseil National de la Comptabilité, then Autorité des Normes Comptables since 2010), since November 2007
- Board member of **La Manu**, a Paris-based NGO that fosters links between university students and the corporate world in France, since January 2010
- Member of the Editorial Board of *Commentaire*, since 1995; of the Scientific Committee of *Risques*, since March 2006; of the French Society of Political Economy (*Société*

*d'Economie Politique*), since February 2010; of the Scientific Committee of *Fondation pour une Croissance Responsable*, since March 2010

- **Newfund** (growth equity fund, Paris): individual investor, member of the compliance committee of FCPR Newfund 1; minority shareholder and chairman of sponsoring investor Sobul SAS, since 2008

### **Previous Professional Experience**

- **ECIF** (Paris, France): founder and principal, August 2002 to mid-2005.
  - Contract research and strategic consulting on financial services and regulation.
- **MultiMania SA**, renamed **Lycos France SA** in July 2001, February 2000 to February 2002 (Paris, France): **Vice President, Business Development** then (September 2000) **Chief Financial Officer**.
  - Financial engineering and M&A, including involvement in the company's successful Initial Public Offering in March 2000, negotiation of MultiMania's purchase by Lycos Europe announced in November 2000, and subsequent legal and financial restructuring;
  - Strategic review (spring/summer 2000) and negotiation of partnership agreements; General administration; overhaul of internal controls; shift to US GAAP accounting standards (July 2001);
  - Membership of the Board of Directors of MultiMania then Lycos France from March 2001 to September 2002.
- **French Ministry of Employment and Solidarity**, June 1997 to January 2000 (Paris, France): **Corporate Adviser** to Minister Martine Aubry, France's highest ranking minister at the time after Prime Minister Lionel Jospin.
  - Responsibility within the minister's office (*cabinet*) for all matters of corporate restructuring, industrial development, company-level and sector-level collective bargaining on employment and working time issues;
  - Lead adviser on the winding down of sectoral aid to the textile and garment industry following condemnation by the European Commission, and on the restructuring of government intervention in sector-based and corporate early retirement programmes.
- **Préfecture** (office of the State Representative) **of the Nord-Pas-de-Calais Region**, September 1995 to June 1997 (Lille, France): Economic Adviser to the *Préfet* within the General Secretariat for Regional Affairs (SGAR).
  - Coordination of the granting of investment incentives to local industry and foreign direct investment projects; member of the investment committee and representative to the Board of local investment company Finorpa;
  - Management of a small team reviewing energy infrastructure projects (including a major new gas pipe from Norway to Dunkirk) and coordinating economic security policies at the Regional Directorate for Industry, Research and Environment (DRIRE).
- **Rothschild & Cie Banque**, November 1993 to August 1994 (Paris, France): junior member of the Mergers & Acquisitions advisory team in a leading investment bank, on projects including the purchase of the Méridien hotel chain by the Forte Group and the sale of cable networks (Com-Dev) by France's Caisse des Dépôts et Consignations.

- **VEGLA** (Vereinigte Glaswerke GmbH, part of Saint-Gobain Group), November 1992 to October 1993 (Aachen, Bietigheim-Bissingen, Gelsenkirchen and Berlin, Germany): after two months of training, aide to the CEO of Deutsche Glashandels-gesellschaft GmbH, a glass transformation company with facilities in Potsdam and the Eastern part of Berlin.

#### *Other past commitments*

- Member of the Board of **Société Française des Evaluateurs Financiers** (SFEV, French Financial Evaluators' Association), June 2005 to October 2009
- Member of the **Panel of Financial Services Experts to the European Parliament's** Economic and Monetary Affairs (ECON) Committee, September 2006 to May 2009
- Member of the **MIT-France Endowment Board of Advisors**, 2002 to 2008
- Member of the Editorial Board of *La Vie des Idées*, December 2004 to August 2007
- Board member and treasurer of **Institut Aspen France**, June 2005 to December 2006, then member of the Advisory Committee until 2009
- Member of the Board of Directors of **PulseVision SA** (renamed **Kewego SA** in April 2006; technology company, Paris) from October 2003 to April 2006
- Member of the **French civil service** (corps des Mines) from 1994 to February 2000, then on leave (*disponibilité*) until February 2009

#### **Education**

- **Ecole Nationale Supérieure des Mines de Paris**, degree of 'Ingénieur des Corps Techniques de l'Etat', 1995
- **Paris 4 – Sorbonne University**, *Licence* in art history, 1994
- **Ecole Polytechnique**, degree of 'Ingénieur Polytechnicien', 1992
- Baccalauréat C, 1987
- Languages: **English, Spanish**: bilingual. **German**: fluent reading and conversation. **Italian**: good reading and conversation. **Dutch, Catalan**: reading ability. **Russian, Arabic**: notions.

#### **Publications**

##### *Books*

- *Le grand dérèglement: Chroniques du capitalisme financier*, Editions Lignes de Repères, March 2009
- *The Global Accounting Experiment*, Bruegel Blueprint Series, April 2007
- *Smoke & Mirrors, Inc.: Accounting for Capitalism* (with Matthieu Autret and Alfred Galichon), Cornell University Press, July 2006
- *L'Information financière en crise – Comptabilité et capitalisme* (with Matthieu Autret and Alfred Galichon), Editions Odile Jacob, May 2004
- *L'Architecture des villes* (with Ricardo Bofill), Editions Odile Jacob, April 1995

### *Policy Papers*

- “Too Big to Fail: The Transatlantic Debate” (with Morris Goldstein), Peterson Institute Working Paper WP11-2, January 2011; also published as Bruegel Working Paper 2011/03, February 2011
- “EU Financial Regulatory Reform: A Status Report”, *Bruegel Policy Contribution* 2010/11, December 2010; also published as Peterson Institute Policy Brief PB10-30, “An Update on EU Financial Reforms”, December 2010
- “An Assessment of the G20’s Initial Action Items” (with Stéphane Rottier), *Bruegel Policy Contribution* 2010/08, September 2010
- “Not All Financial Regulation Is Global” (with Stéphane Rottier), *Bruegel Policy Brief* 2010/07, September 2010; also published as Peterson Institute Policy Brief PB10-22, September 2010
- “IFRS Sustainability Requires Further Governance Reform”, *Bruegel Policy Contribution* 2009/14, December 2009
- “Memo to the Commissioner for Financial Services”, and “Memo to the Commissioner for Enterprise and Industry Policy” (with André Sapir), in Bruegel’s *Memos to the new Commission: Europe’s Economic Priorities 2010-2015* (edited by André Sapir), September 2009
- “A Solution for Europe’s Banking Problem” (with Adam Posen), *Bruegel Policy Brief* 2009/03, June 2009; also published as Peterson Institute Policy Brief PB09-13, June 2009
- “A US Strategy for IFRS Adoption”, *Bruegel Policy Contribution* 2009/06, April 2009
- “Rating Agencies: An Information Privilege Whose Time Has Passed”, *Bruegel Policy Contribution* 2009/01, February 2009
- “Europe’s Banking Challenge: Reregulation without Refragmentation”, *CESifo Forum* 9-4, December 2008
- “Safe and Sound: A European Approach to Sovereign Investment” (with Lars-Hendrik Röller), *Bruegel Policy Brief* 2008/08, November 2008
- “The Demographics of Global Corporate Champions”, *Bruegel Working Paper* 2008/03, July 2008
- “Empower Users of Financial Information as the IASC Foundation’s Stakeholders”, *Bruegel Policy Contribution*, July 2008
- “Fair Value Accounting is the Wrong Scapegoat for this Crisis”, *Bruegel Policy Contribution*, May 2008
- “Financing Europe’s Fast Movers” (with Thomas Philippon), *Bruegel Policy Brief* 2008/01, January 2008
- “Investor perspectives on IFRS implementation / Points de vue d’investisseurs sur la mise en œuvre des normes IFRS”, published by French financial industry associations AFG and FFSA, December 2007
- “EU Adoption of the IFRS 8 Standard on Operating Segments”, *Bruegel Policy Contribution*, September 2007

- “Is Europe Ready for a Major Banking Crisis?”, *Bruegel Policy Brief* 2007/03, August 2007
- “Addressing the Audit Market problem Requires Audit Network Transparency”, *Bruegel Policy Contribution*, July 2007
- “Global Governance: An Agenda for Europe” (with Alan Ahearne, Jean Pisani-Ferry and André Sapir), *Bruegel Policy Brief* 2006/07, December 2006
- “Choice in the UK Audit Market”, *Bruegel Policy Contribution* 4, August 2006
- “Farewell National Champions”, *Bruegel Policy Brief* 2006/04, June 2006
- “Les points de vue des investisseurs sur l’adoption des normes IFRS”, published by French financial industry associations AFG and FFSA, January 2005
- “La Mondialisation en partie double: la bataille des normes comptables” (with Philippe Crouzet, *En Temps Réel / Les Cahiers* 3, March 2002; English translation, “Accounting for Globalisation: The Global Standards Battle”, September 2004

#### *Contributions to Edited Volumes and Reports*

- “La crisis bancaria en Europa”, in *Anuario Internacional CIDOB 2010*, CIDOB – Centro de Estudios y Documentacion Internacional de Barcelona, July 2010
- “The reform of global economic and financial governance” (with Jean Pisani-Ferry), in Loukas Tsoukalis (ed.), *The EU in a world in transition: Fit for what purpose?*, Policy Network, November 2009
- “L’Union européenne face à la crise financière” in Thierry Chopin and Michel Foucher (eds.), *L’Etat de l’Union 2009 / Rapport Schuman sur l’Europe*, Editions Lignes de Repères, April 2009
- “The G20 Agenda: Financial Standards and Regulation” in Paola Subacchi and Alexei Monsarrat (Eds.), *New Ideas for the London Summit – Recommendations to the G20 Leaders*, Chatham House & Atlantic Council of the United States, March 2009
- “The challenge of financing Europe’s high-growth firms” in Simon Tilford and Philip Whyte, *The Lisbon Scorecard IX*, Centre for European Reform, February 2009
- “Vers un nouvel agenda pour la régulation financière” in Philippe Herzog (ed.), *A la recherche de l’intérêt européen*, Confrontations Europe / Le Manuscrit, October 2008
- “Fonds souverains : un double apprentissage” in *Rapport Moral sur l’Argent dans le Monde*, Association d’Economie Financière, May 2008 ; republished in *Les Cahiers de Friedland* 2, Chambre de Commerce et d’Industrie de Paris, July 2008
- “Nationalisme économique : la paille et la poutre” in Wojtek Kalinowski (Ed.), *Chroniques de la Gouvernance 2008*, Fondation Charles-Léopold Mayer, May 2008
- “Entreprises : en Europe, les champions sont vieux” in Dominique Reynié (ed.), *L’Opinion Européenne en 2008*, Fondation Robert Schuman / Editions Lignes de Repères, April 2008
- “International Financial Reporting – Investors’ Interests” in *International Corporate Governance Network 2007 Yearbook*, October 2007
- “Gouvernance de l’IASB : une réforme indispensable” in *Les IFRS en pratique*, Option Finance – Les Cahiers, June 2007

- “Grandes entreprises : le choc de la dénationalisation” in Dominique Reynié (ed.), *L’Opinion Européenne en 2007*, Fondation Robert Schuman / Editions Lignes de Repères, April 2007
- “Pour les marchés financiers l’Europe n’est plus un espace pertinent” in Zaki Laïdi (ed.), *Le Monde selon Telos*, Presses Universitaires de France, November 2006
- “The EU and the Governance of Globalisation” (with Alan Ahearne, Jean Pisani-Ferry and André Sapir) in *Challenges of Globalisation for Europe and Finland*, Economic Council of Finland, September 2006
- “Normalisation comptable internationale : une gouvernance en devenir” in Jacques Mistral, Christian de Boissieu et Jean-Hervé Lorenzi, *Les normes comptables et le monde post-Enron*, Conseil d’Analyse Economique / La documentation française, July 2003

#### *Academic Journal Articles*

- “The EU and Financial Regulation: Power without Purpose?” (with Elliot Posner), *Journal of European Public Policy* 17-3, March 2010
- “Fair Value Accounting is the Wrong Scapegoat for this Crisis”, *Accounting in Europe* 5, 2008
- “The EU and the governance of globalisation” (with Alan Ahearne, Jean Pisani-Ferry and André Sapir), *International Journal of Public Policy* 3-1/2, 2008
- “Family Capitalism and the French Problem with Work”, *French Politics* 2007-5, 2007

#### *Other Articles*

- “La normalisation comptable internationale après David Tweedie”, *Revue d’Economie Financière* 100, December 2010
- “La régulation financière peut-elle être globale ?”, interview with Anne-Lorraine Bujon, *Mondes – Les cahiers du Quai d’Orsay* 5, Fall 2010
- “L’Europe face aux investissements souverains” (with Lars-Hendrik Röller), *Revue d’Economie Financière* 2009 special issue, July 2009
- “La UE y las relaciones financieras internacionales”, *Economia Exterior* 48, March 2009
- “Réguler sans fragmenter – le défi du marché bancaire européen”, *Commentaire* 124, December 2008
- “Le comptable est-il coupable ?”, *Revue d’Economie Financière* special issue, June 2008; simultaneously published in *Risques* 73-74, June 2008
- “Histoire et déboires possibles des normes comptables internationales”, *L’Economie Politique* 36, October 2007
- “Le miroir du capitalisme”, *Analyse Financière* 22, January 2007
- “Comment relancer la politique industrielle? A propos du rapport Beffa”, *Commentaire* 110, June 2005
- “Cinq questions pour la notation”, *Risques* 61, March 2005
- “De l’adoption à l’interprétation : le cas des IFRS”, *Finance & Bien Commun* 21, March 2005

- “Gouvernement d’entreprise : qui est l’arbitre ?”, *Risques* 56, December 2003
- “Les heureuses mutations de la France financière”, *Commentaire* 104, December 2003
- “Un gouvernail pour le capitalisme européen ?”, *Commentaire* 101, March 2003
- “Après Enron et WorldCom: information financière et capitalisme”, *Commentaire* 99, September 2002
- “L’autre Haussmann”, *Commentaire* 77, March 1997
- “Le cinéma d’un architecte”, *Commentaire* 73, March 1996
- “Que faire pour les « quartiers »? Le problème de l’intégration urbaine”, *Commentaire* 72, December 1995
- “La ville oubliée”, *Commentaire* 71, September 1995

#### *Op-eds and other short newspaper/magazine articles*

- **Business and Finance Columnist:** monthly column from March 2005 to October 2006 and since January 2009; bi-weekly column from November 2006 to December 2008
  - English versions published on the Internet: [www.bruegel.org](http://www.bruegel.org) and [www.nicolasveron.info](http://www.nicolasveron.info) since March 2006, [www.piie.com](http://www.piie.com) since October 2009, *Vox* since October 2010;
  - French versions published by *La Tribune*, France second-leading business daily, since March 2005;
  - Starting in September 2009, translations published regularly in Belgium (De Tijd), China (Caijing, then Caixin), Germany (FT Deutschland), Greece (Kathimerini), Italy (La Voce), Japan (Nikkei Veritas), Russia (Forbes, then RBC Daily), and Turkey (Referans, then Radikal), as well as other countries on a less regular basis.
- Op-eds and short articles published in *Financial Times* (07/09/07, 12/02/08, 05/02/09, 03/07/09, 24/09/09, 10/09/10), *The Wall Street Journal Europe* (03/10/08), *Australian Financial Review* (17/10/09, 06/01/10), *Financial World* (05/2007, 11/2007, 03/2008, 02/2009, 04/2009, 09/2009, 05/2010), *The International Economy* (Fall 2008, Spring 2009), *Europe’s World* (Spring 2008, Summer 2009); *FT Deutschland* (8/01/08); *La Vanguardia* (15/10/08, 04/05/09); *Cinco Dias* (12/03/09, 04/05/09); *Les Echos* (04/07/02, 08/11/02, 13/03/03, 20/01/04, 03/02/05), *Option Finance* (29/03/04, 28/06/04), *Le Journal des Finances* (01/09/07), *Revue Banque* (02/2009), *Alternatives Economiques* (01/2003, 11/2004, 05/2006, 06/2007, 09/2008, 06/2009), *La Vie des Idées* (09/2003, 11/2005, 10/2006, 09/2007), *Echanges DFCG* (10/2003, 08/2007); *Czech Business Weekly* (23/03/09, 04/05/09); and numerous newspapers around the world through Project Syndicate (Fall 2006 and Spring 2008).
- Quotes and interviews in publications including the *New York Times*, *Wall Street Journal*, *WSJ Europe*, *WSJ Asia*, *Washington Post*, *Los Angeles Times*, *Financial Times*, *International Herald Tribune*, *The Economist*, *Newsweek*, *Time Magazine*; Reuters, Bloomberg, Associated Press, Agence France Presse; *Le Monde*, *Libération*, *Le Figaro*, *Les Echos*, *FT Deutschland*, *Corriere della Sera*, *Il Sole 24 Ore*, *L’Espresso*, *El País*, *Público*, *Dagbladet Information*, *Politiken*, *NRC Handelsblad*, *De Tijd*, *L’Echo*, *Le Temps*, *Gazeta Wyborcza*, *Rzeczpospolita*; *Russian Journal*, *O Estado de São Paulo*, *Folha de São Paulo*, *La Nación* (Argentina), *Economic Observer* (China).

- Web publications on *Vox* (22/02/08, 06/12/08, 30/05/09), *Telos* (8/04/06, 14/05/07, 11/03/08), *nonfiction.fr* (29/09/07, 25/08/08). Regular participation in the National Journal's Economy Expert Blog in 2009.

## **Radio**

Interviews on BBC World Service, BBC Radio 4, BBC 5 Live, Radio Free Europe, Radio Netherlands International, Deutsche Welle English Channel, Westdeutscher Rundfunk, Norddeutscher Rundfunk, France Inter, France Culture, RFI, Europe 1, Radio Classique, BFM, BFM Belgique, Radio TSF, Radio Suisse Romande, Radio Nationale Suisse, Austrian Radio, Slovak National Radio, Radio Atlantique (Morocco), Moroccan National Public Radio, Radio Alger, TVA Argent (Canada), La Voix de l'Amérique, ABC Radio National, US National Public Radio

## **Television**

Interviews on BBC 1, BBC World News, BBC News 24, CNBC Europe, Bloomberg TV, RTÉ One, ZDF, France 2, France 3, France 5, France 24, France 24 English, La Chaîne Parlementaire, Bloomberg France, Swedish National Television, ORF Austrian Television, Z1 Czech TV, CNBC-e (Turkish channel), Al-Jazeera (English and Arabic services), IRIB-1 (Iran), CCTV English, Reuters News Financial TV.

From September 2006 to July 2007, participation every 2-3 weeks in *L'Economie en Actions*, a business and finance talk show on French news TV channel LCI.

Interviews in documentary films:

- *Toyota, analyse d'une decision* (2001), by Edwin Bailly and Claire Doutriaux; broadcast on French-German TV channel Arte, 14 November 2002
- *Bulles, krachs et rebonds* (2008), by Michel Kaptur with Elie Cohen; broadcast on Arte, 1 July 2008

## **Conferences Organised, Task Force Service, Refereeing, Teaching, Consulting**

Conferences and seminars organised: En Temps Réel Seminar on financial regulation, Paris, 2002-03; Institut Aspen France conference on business ethics and corporate governance, Lyon, October 2004; Finance Focus Breakfast event series at Bruegel, monthly since late 2006; Bruegel workshops on capital market integration policies in Europe in April 2006, and on the EU's value added for business in December 2006; IMF-Bruegel conference on Europe's financial integration, February 2007; Bruegel-IMF-National Bank of Belgium conference on Europe's financial system, March 2009; Bruegel workshop on Europe's future financial landscape, November 2009; National Bank of Belgium-Riksbank-Bruegel conference on EU banking crisis resolution framework, November 2009; Bruegel workshop on the economic impact of private equity investment, April 2010; National Bank of Belgium-Bruegel conference on corporate governance of EU banks, July 2010; Bruegel workshop on contingent capital instruments and bail-in mechanisms, February 2011

Task force service: Fondation Jean-Jaurès task force on the digital economy, 2001; Institut Montaigne task force on Corporate Governance, 2003; Brussels visit of the 2007-08 class of Institut des Hautes Etudes de l'Entreprise, October 2007; CEPII / Groupe d'Economie Mondiale, since 2008; Preparation of the Ricol Report on financial reform in France, 2008;

CSIS task force on Transatlantic partnership, 2008; BusinessEurope task force on corporate finance, early 2009; Atlantic Council / Thomson Reuters task force on Transatlantic Financial Regulation, late 2010

Refereeing: Comparative European Politics, Journal of Common Market Studies, Columbia University Press, Cornell University Press, MIT Press, UK Economic and Social Research Council

Teaching: Chicago Booth; NYU Stern; UC Berkeley; Princeton; Solvay Business School, Brussels; Ecole Nationale Supérieure des Mines de Paris; Ecole Polytechnique; ESCP-EAP, Paris; Ecole Nationale des Ponts et Chaussées MBA, Paris; Sciences Po, Paris. Tutoring of students' theses: Ecole Nationale Supérieure des Mines de Paris, 2002-03; Ecole Nationale Supérieure des Télécommunications Paris, 2006-09

Consulting: Caisse des Dépôts et Consignations, Areva, Eurofi, AFG and FFSA

### **Seminars, Lectures, Panels, and Conference Presentations (selection since 2007)**

**2010**: Ditchley Park, England; German Marshall Fund, Washington and Brussels; Conventions/Ministry of Foreign Affairs, Paris; Centre for the Study of Financial Innovation, London; International Federation of Accountants, New York; Federal Reserve Bank of Dallas; Euromoney conferences, Amsterdam, Berlin and Zurich; Massachusetts Institute of Technology; International Monetary Fund; Atlantic Council, Washington; Foreign Service Institute, Washington; Bertelsmann Foundation; Unico Banking Group; Association of Government Accounting, Paris; Council on Foreign Relations, Washington; Bank Negara Malaysia, Kuala Lumpur; German Research Center for the Development of Savings Banks; Ecole Nationale d'Administration, Paris; European Journalism Centre, Brussels; Asia Europe Meeting Public Conference, Brussels; Universidad Internacional Menendez Pelayo, Santander; Korea-FSB Financial Reform Conference, Seoul; Korea-Canada-France G20 Seminar, Seoul; Standard Chartered, London; Banque de France, Paris; Informal ECOFIN Meeting, Brussels; International Centre for Financial Regulation; Brookings, Washington; Long-Term Investors Club; Chatham House, London; CPB Netherlands, The Hague; Standard & Poor's, Paris; European Commission DG ECFIN Annual Research Conference, Brussels; McKinsey Strategy Conference, Brussels; European Central Bank, Frankfurt; Bank of Spain, Madrid; Bocconi University, Milan; Gdansk Institute for Market Economy, Poland.

**2009**: Credit Agricole, Paris; Sorbonne University, Paris; Centre for European Reform, Brussels; World Bank Centre for Financial Reporting Reform, Vienna; Euromoney conference, Vienna; European Journalism Centre, Brussels; Institut des Hautes Etudes de Defense Nationale, Paris; European Policy Forum, Brussels; OFCE, Paris; RIETI, Tokyo; Hitotsubashi University, Tokyo; Temple University, Tokyo; South African Institute of International Affairs, Johannesburg; Chatham House, London; European Commission BEPA and DG MARKT, Brussels; Centre for the Study of Financial Innovation, London; College of Europe, Bruges; Gerson Lehrman Group, London; Natixis Global Asset Management, Paris; Centre Sèvres, Paris; Center for European Studies, Harvard University; German Marshall Fund, Washington and Brussels; International Monetary Fund; European Club of Human Resources; AFG, Paris; Confrontations Europe, Brussels; French Banking Federation, Paris; Committee of the Regions, Brussels; Charles-Léopold-Mayer Foundation, Paris; International Chamber of Commerce, Monaco; Club du CEPII, Paris; Russian Institute, Moscow; Global Think Tank Summit, Beijing; Institute of Economic Research of the National Development and Reform Commission, Beijing; Madariaga Foundation, Brussels; Athens Seminar; Absolute Strategy Research, London; CentreForum, London; Centre for Financial Studies,

Frankfurt; IASC Foundation, London; EDAM Roundtable, Bodrum; UNCTAD Working Group, Geneva; IFRI World Policy Conference, Marrakech; International Financial Services Summit, Dublin; ICRIER, New Delhi; International Federation of Accountants, Washington; OECD, Paris; European Free Trade Area, Brussels.

**2008:** French Senate; CESifo, Munich; Centre for European Reform, London; Chatham House, London; European Club for Human Resources, Brussels; Finance Ministry, Paris; French Society of Valuation Experts, Paris; European Central Bank, Frankfurt; Université Libre de Bruxelles; Massachusetts Institute of Technology; German Marshall Fund, Washington and Stockholm; Princeton University; Council on European Studies Conference, Chicago; Deutsche Bank, London; CPB Netherlands, The Hague; Ecole Polytechnique, Paris; London Investment Banking Association; Banque de France, Paris; Kauffman Foundation, Atlanta; Economic Policy Institute, Washington; The Centre, Brussels; Sciences Po, Paris; Central Council on the Economy, Brussels; Gesellschaft für politische Bildung, Würzburg; Solvay Business School, Brussels; Confrontations Europe, Brussels; European Parliament, Brussels; KfW/World Bank conference, Bratislava; American Bar Association conference, Frankfurt; International Chamber of Commerce, Paris; Kauffman-Max Planck Summit, Bavaria; Centre d'Analyse Stratégique, Paris; Federation of European Securities Exchange convention, Stockholm; IASC Foundation, London; Europe Estates-General, Lyon; Centre for the Study of Financial Innovation, London; UK Accounting Standards Board; European Institute of Public Administration, Maastricht; AFG, Paris; European Commission, BEPA and DG MARKT, Brussels; Institut de l'Entreprise, Paris; Tax Justice Network, Paris; Warwick University; Centre des Jeunes Dirigeants, Paris; European Private Equity and Venture Capital Association, Brussels; Institute of Chartered Accountants in England and Wales; University of California, Berkeley; European Journalism Centre, Brussels; Madariaga Foundation, Brussels; European Movement conference, Nice; Paris Chamber of Commerce; Association Française des Investisseurs en Capital, Paris; Association Jean Monnet, Paris; LSE-Carnegie Europe seminar, London; Royal Dutch Institute of Chartered Accountants, Amsterdam; Institute of International and European Affairs, Dublin and Brussels; BusinessEurope, Brussels; National Assembly, Paris.

**2007:** European Parliament, Brussels; Confrontations Europe, London and Brussels; Princeton University; HEC Executive MBA program, Brussels; Europe Estates-General, Lille; Centre for the Study of Financial Innovation, London; European League for Economic Cooperation, Paris; International Organization of Securities Commissions conference, Paris; Centre for European Reform, Brussels; Society for the Advancement of Socio-Economics, Copenhagen; World Bank, Washington; Kauffman Planck Summit, Dana Point; Krynica Economic Forum, Poland; Eur-Ifri, Brussels; European Commission, Delegation in Washington; CEPIL, Paris; Institute of European Affairs, Dublin; SAS Institute, Brussels; Conservatoire National des Arts et Métiers, Paris; International Monetary Fund, Washington; EDAM Roundtable, Bodrum; Evens Foundation, Paris; London School of Economics and Political Science; AK Europa, Brussels; European Journalism Centre, Brussels; Seeds Finance, Paris; Centre d'Analyse Stratégique, Paris; Medef, Paris.

**2006:** Brookings, Washington; Massachusetts Institute of Technology; University of California, Berkeley; ELIAMEP, Greece; European Central Bank, Frankfurt; University of British Columbia, Vancouver; CFDT, Paris; Bundesverband der Deutschen Industrie, Brussels; Institute of European Affairs, Dublin; Berlinpolis, Berlin; Institut des Hautes Etudes de l'Entreprise, Brussels; French Senate, Paris; European Club for Human Resources, Rome; Medef, Paris; Konrad-Adenauer Foundation, Berlin; Global Public Policy Symposium, Paris; Council for the US and Italy, New York; Club von Berlin, Berlin; Mazars, Paris; Entreprise & Personnel, Paris; European Parliament, Brussels.