

ANNUAL
REPORT

2025

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FOREWORD

WHAT TRENDS ARE SHAPING CAPACITY BUILDING FOR CENTRAL BANKERS?

Anselme Imbert
Head of the International Banking
and Finance Institute (IBFI)

The demand for training and cooperation remains strong. In 2025, the International Banking and Finance Institute (IBFI) welcomed **3,650 participants from 168 different institutions** from all over the world to its live events, including **3,200 online and 450 in person**. These figures confirm the growing preference for digital formats while maintaining high-value in-person exchanges.

Our approach to technical assistance has evolved to meet increasing requests with constant resources. In 2025, we organized **25 short online sessions** with experts to address simple requests, carried out **68 expert missions abroad**, and hosted **15 study visits** at Banque de France. We also signed three **new bilateral cooperation agreements** with **Moldova, Indonesia, and Lebanon**.

Pedagogical innovation remains a cornerstone of our strategy. We continued the dissemination of "**Clim'Up**", our serious game on climate and central banking, and launched "**Counterflow**," a new educational game on banknote security. We also pursued our research for creating digital content with the help of **artificial intelligence**.

Our visibility continues to grow, with **over 1,200 followers on LinkedIn**. We sincerely thank all those who follow us for their trust and support. You can also explore our resources via [Linktree](#).

Finally, we are pleased to announce that the [IBFI trainings Calendar 2026](#) is available in this report. We hope it will meet the expectations of our partners and continue to support their strategic objectives.

Enjoy your reading and see you soon in the IBFI world! ☺

WHO ARE WE?

IBFI is Banque de France's central contact point for all of its technical cooperation activities aimed at foreign central banks and supervisors. The team consists of 15 members. It is composed of a Head of Division and a Deputy Head supported by a Project Officer, several Heads of Sector and a pool of External Cooperation Officers, as well as a Steering and Support Unit.

Each Head of Sector manages IBFI events based on their area of expertise as well as their geographical region. The External Cooperation Officers assist the Heads of Sector in organizing and coordinating all IBFI events and contribute to our cross-cutting activities.



Anselme Imbert joined Banque de France in 1992, where he held various positions (Corporate Service, International Department, etc.). In 2007, he joined the French Treasury, where he also held various positions both at headquarters (as an adviser for Africa) and within the international network as Economic and Financial Counsellor (Turkey, Russia, and Poland).

Anselme is an expert on post-crisis situations and development issues. He has also held numerous positions within financial institutions: member of the Monetary Policy Committee; member of the Audit Committee and Board Member of the Central Bank of Central African States (BEAC); Non-Executive Director and member of the Audit Committee of the Central Bank of the Comoros (BCC); Board Member of the Development Bank of Central African States (BDEAC); and Commissioner of the Central African Banking Commission (COBAC). In September 2024, he joined the International Banking and Finance Institute (IBFI) of Banque de France. He took up the role of Head of the Institute in September 2025.



Lisa Gervasoni is Deputy Head of the International Banking and Finance Institute (IBFI). Since joining Banque de France in 2014, she has held several internationally oriented roles, building strong expertise in interinstitutional coordination, representation, and management. Within the team, she is particularly responsible for seminars and technical assistance in the field of the support functions such as Internal Audit and Control, Human Resources, Governance, Change Management and Climate Risk Management. She is committed to fostering cooperation between central banks and promoting the international outreach of Banque de France.



Stéphane Gourdet joined the International Banking and Finance Institute (IBFI) team in September 2022. He has almost 30 years' experience working for the Banque de France (IT projects, human resources and all areas of the Banque de France network, including financial inclusion, corporate credit risk assessment, cash circulation, risk management, safety and security). He then specialized in financial education and external cooperation. Prior to joining the Banque de France, he obtained a Master's degree in Mathematics from the University of Provence and has been involved in various associative initiatives, including guide-dog training for the visually impaired.



Hedi Jeddi oversees all IBFI activities relating to banking supervision, financial stability and consumer protection. He has worked in banking supervision for the Autorité de Contrôle Prudentiel et de Résolution (ACPR) for 10 years. He has also worked in banking supervision and as a legal expert for the Reserve Bank of India in Mumbai.



Luwana Schall joined the International Banking and Finance Institute (IBFI) in 2024 as Head of the Economics and Statistics Sector. She is responsible for seminars and technical assistance in the fields of macroeconomics, big data and climate. Prior to joining the IBFI, Luwana worked as a project manager within the CSR Unit of the Banque de France and as an international accounting expert in the field of banking supervision for the ACPR. Before joining Banque de France in 2015, she worked as a financial operations consultant for a global consulting firm.



THE IBFI TEAM

From left to right, and top to bottom:
Thierry Demoulin, Elina Gololobova, Stéphane Gourdet, Luwana Schall, Dorian Moreau, Virginie Gamel,
Hedi Jeddi, Pauline Le Stunff, Anselme Imbert, Lisa Gervasoni, Dora Zekri, Elise Sedogbo-Byll

3 MAIN ACTIVITIES

1. **Live events:** training seminars and webinars

2. **Platforms:** video replay and E-learning

3. **Technical cooperation**

450

Participants in in-person seminars

3200

Online participants (seminars and webinars)

3650

Live events participants (in-person and online; seminars, webinars, and bilateral training activities)

168

Institutions participated in our events

14

Online seminars

18

In-person seminars

4,88/5

Average rating (out of 5) of IBFI in-person seminars

68

Expert missions conducted abroad

25

E-learnings

15

Study visits

1200

IBFI LinkedIn followers

1

LIVE EVENTS

Training seminars and webinars

The IBFI's **in-person seminars**, delivered through its annual programme, remain its core training format. These 3 to 5 day sessions are tailored to its partners' needs and combine theoretical and practical inputs, including simulation exercises and case studies. They also foster peer learning and networking, with group-based activities encouraging deeper discussions and exchanges.

In addition, the IBFI delivers **online seminars** lasting 1 to 4 half-days, allowing large audiences to be trained simultaneously (around 300 participants per session on average). The IBFI also offers **webinars** on current topics, usually lasting between 1.5 to 2 hours.

The majority of IBFI training courses are offered in a bilingual format (French-English) to facilitate cooperation and knowledge sharing among central bank experts. All IBFI live events are accessible to central bank staff upon registration via its website.

Under the auspices of the IBFI, Banque de France experts also contribute to training programmes organized by partners such as national or supranational central banks, or institutions including the International Monetary Fund (IMF), the World Bank, the Centre of Excellence in Finance (CEF), the Joint Vienna Institute (JVI) and the Arab Monetary Fund (AMF).

2

PLATFORMS

Video replay and E-learning

The **IBFI Replay** platform provides on-demand access to seminar and webinar recordings. Powered by a French start-up's content management system, it offers a unique expert resource covering all central banking activities, accessible anytime, on any device.

The **IBFI's E-learning** platform offers online training for central bank users, combining resources from its video library with dedicated modules. Learners' progress is monitored, quizzes support knowledge validation, and a certificate is issued upon successful completion.

3

TECHNICAL COOPERATION

The IBFI is the central point of contact at the Banque de France for all technical cooperation activities benefiting central banks and supervisors around the world.

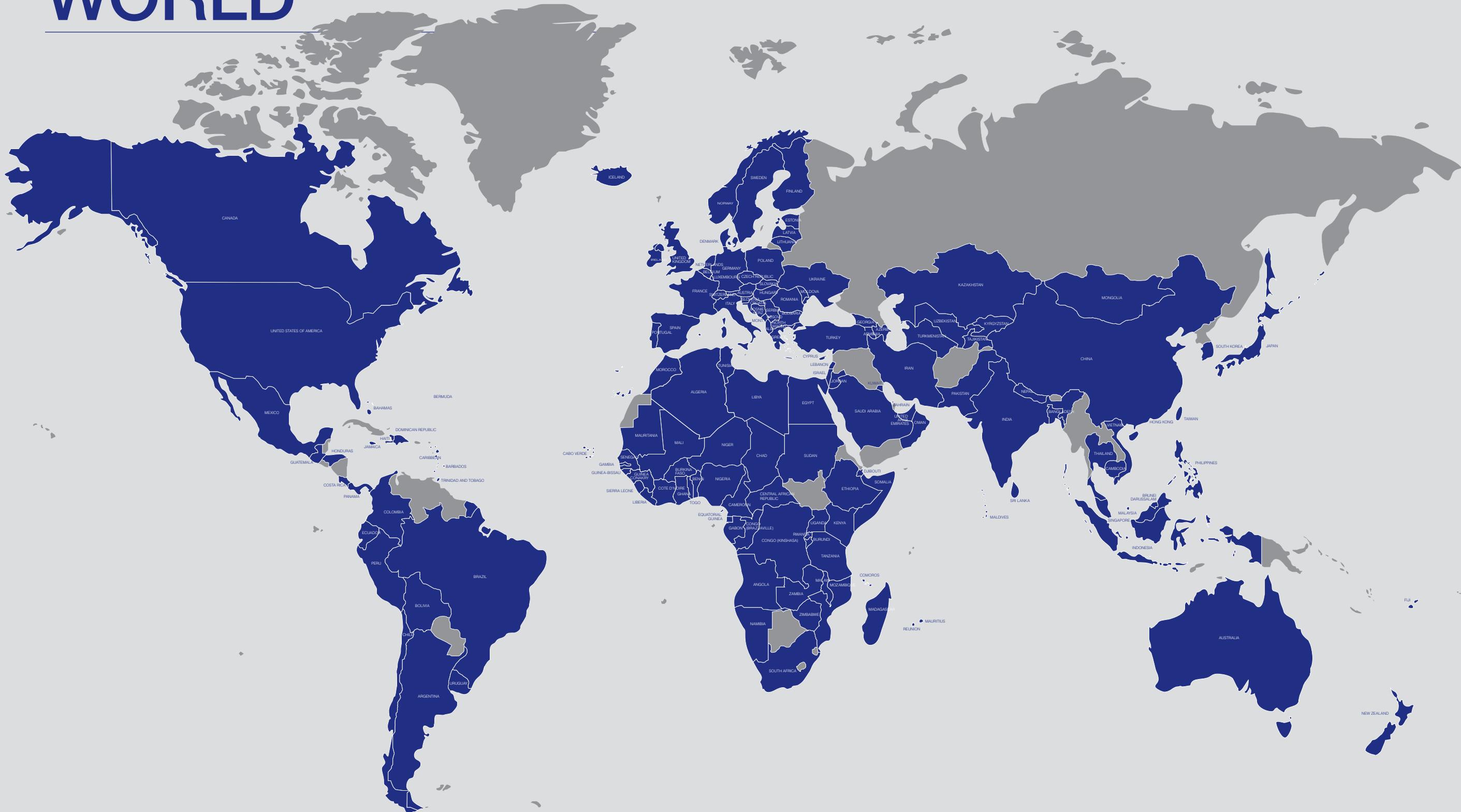
As part of its **bilateral cooperation**, the IBFI coordinates **study visits** for foreign delegations wishing to engage in exchanges with departments of the Banque de France and the Autorité de contrôle prudentiel et de résolution (ACPR). By facilitating the sharing of expertise and showcasing the Banque de France's know-how, these visits strengthen relationships with central banks around the world and contribute to monetary and financial stability.

In addition, Banque de France experts are deployed abroad to provide technical assistance, notably within the framework of **bilateral programmes** led by the Agence française de développement (AFD) and Expertise France, or through multilateral initiatives involving the International Monetary Fund (IMF), the World Bank, and the European Union.

Within IMF programmes, the Banque de France may also support foreign central banks by assigning resident advisers for one or more years, particularly in the field of banking supervision.

At the European level, technical assistance missions may be structured as twinning projects, bringing together a central bank and a beneficiary institution around clearly defined objectives and actions. ☎

THE IBFI WORLD



**LIST OF COUNTRIES THAT RECEIVED
TRAINING THROUGH IBFI IN 2025**

ALBANIA	CHINA	HONG KONG	MOLDOVA	SPAIN
ALGERIA	COLOMBIA	HUNGARY	MONGOLIA	SRI LANKA
ANGOLA	COMOROS	ICELAND	MONTENEGRO	SUDAN
ARGENTINA	CONGO (BRAZZAVILLE)	INDIA	MOROCCO	SWEDEN
ARMENIA	CONGO (KINSHASA)	INDONESIA	MOZAMBIQUE	SWITZERLAND
AUSTRALIA	COSTA RICA	IRAN	NAMIBIA	TAIWAN
AUSTRIA	COTE D'IVOIRE	IRELAND	NEPAL	TAJIKISTAN
AZERBAIJAN	CROATIA	ISRAEL	NETHERLANDS	TANZANIA
BAHAMAS	CYPRUS	ITALY	NEW ZEALAND	THAILAND
BAHRAIN	CZECH REPUBLIC	JAMAICA	NIGER	TOGO
BANGLADESH	DENMARK	JAPAN	NIGERIA	TRINIDAD AND TOBAGO
BARBADOS	DJIBOUTI	JORDAN	NORTH MACEDONIA	TUNISIA
BELGIUM	DOMINICAN REPUBLIC	KAZAKHSTAN	NORWAY	TURKEY
BENIN	ECUADOR	KENYA	OMAN	TURKMENISTAN
BERMUDA	EGYPT	KOSOVO	PAKISTAN	UGANDA
BOLIVIA	EQUATORIAL GUINEA	KUWAIT	PANAMA	UKRAINE
BOSNIA AND HERZEGOVINA	ESTONIA	KYRGYZSTAN	PERU	UNITED ARAB
BRAZIL	ETHIOPIA	LATVIA	PHILIPPINES	EMIRATES
BRUNEI DARUSSALAM	FIJI	LEBANON	POLAND	UNITED KINGDOM
BULGARIA	FINLAND	LIBERIA	PORTUGAL	UNITED STATES OF
BURKINA FASO	FRANCE	LIBYA	ROMANIA	AMERICA
BURUNDI	GABON	LIECHTENSTEIN	RWANDA	URUGUAY
CABO VERDE	GAMBIA	LITHUANIA	SAUDI ARABIA	UZBEKISTAN
CAMBODIA	GEORGIA	LUXEMBOURG	SENEGAL	VIETNAM
CAMEROON	GERMANY	MADAGASCAR	SERBIA	ZAMBIA
CANADA	GHANA	MALAWI	SIERRA LEONE	ZIMBABWE
CARIBBEAN	GREECE	MALAYSIA	SINGAPORE	
CENTRAL AFRICAN REPUBLIC	GUATEMALA	MALDIVES	SLOVAKIA	
CHAD	GUINEA CONAKRY	MALI	SLOVENIA	
CHILE	GUINEA-BISSAU	MAURITANIA	SOMALIA	
	HAITI	MAURITIUS	SOUTH AFRICA	
	HONDURAS	MEXICO	SOUTH KOREA	

TESTIMONIALS



England MAASAMBA
(Bank of Tanzania)
on her participation
at the IBFI in-person seminar
on "Conducting change
in a Central bank"

*"Participating in the **Conducting Change in a Central Bank** seminar in Lyon, organized by the International Banking and Finance Institute, was a key moment in my professional journey and an especially enriching human experience.*

What struck me most was the high quality of the organization and the richness of the exchanges among participants. The discussions offered concrete insights into how to support transformation within a central bank, particularly regarding strategic vision, change governance, and organizational alignment.

The inspiring atmosphere of Lyon, combined with the diversity of shared experiences, fostered genuine knowledge sharing across institutions. These meaningful interactions strengthened my determination to contribute fully to the transformation efforts of the Bank of Tanzania.

I remain deeply grateful to the Banque de France, the IBFI, and the Bank of Tanzania for this valuable opportunity."



George Michael
(Central Bank of Egypt)
on his participation
at the IBFI in-person seminar
on "Macroeconomic Forecasting"

*"Last June, the **Macroeconomic Forecasting** seminar was an enriching experience, both academically and professionally.*

The highlight for me was the opportunity to exchange views and learn from colleagues across central banks, which made the discussions insightful and dynamic. One of the aspects I valued most was the balance between technical depth and open dialogue, where diverse perspectives enriched each session.

I especially appreciated learning about the Banque de France's forecasting process and the practical sessions on nowcasting and forecasting techniques, which provided practical takeaways for addressing real-world challenges.

Beyond the technical content, the seminar's true strength lay in the people, where the exchange of ideas, experiences, and practices proved both inspiring and motivating.

Overall, the program combined rigorous technical insights with a strong spirit of collaboration, highlighting the value of knowledge-sharing in addressing today's challenges."



Amina TOUNKARA
(Central Bank of West African States - BCEAO)
on her participation at the IBFI in-person seminar on "Innovation Management in a Central Bank"

*"Taking part in the seminar **Innovation Management in a Central Bank** was a very enriching experience. The diversity of participants and the high quality of speakers made it possible to address innovation challenges from different angles, combining strategy, technology and governance.*

I was particularly impressed by the approach of the Banque de France's LAB, Open Innovation Center, based on rapid experimentation and open collaboration with the FinTech ecosystem and partner institutions. This practical approach shows how a Central Bank can combine rigor, creativity and agility to transform its practices.

The topics discussed (artificial intelligence, blockchain, post-quantum cryptography, digital sovereignty) helped me reflect on what is needed to promote responsible innovation within our own institutions.

This experience strengthened my belief that innovation, when supported by a shared vision and strong partnerships, is a key lever to build more resilient and forward-looking Central Banks."



Natalia ZABOLOTNII
Natalia ZABOLOTNII (National Bank of Moldova - NBM)
on Banque de France's technical cooperation with the NBM

"In 2025 National Bank of Moldova (NBM) has experienced several study visits to Banque de France, based on the Memorandum of Understanding (MoU) signed between two central banks on 17 January 2025, a key moment in strengthening bilateral cooperation. One of the visits was hosted at Banque de France and Le Lab, Open Innovation Center, and focused on business process transformation and enhancing the NBM's IT capabilities. The second visit was hosted at Banque de France and at the Directorate of Training and University in Noisiel, addressing topics related to human resources management and development.

These study visits represented a great opportunity to learn from the Banque de France extensive experience and to exchange ideas on trends in digital transformation and human resources. We discovered that we have similar challenges and opportunities, which further motivated us to pursue our efforts in organizational development and resilience building.

I would like to express our sincere appreciation for the generous support and expertise provided by the experts from the Banque de France, Le Lab, the Directorate General of Human Resources, and the IBFI. Their dedication and insights have been deeply appreciated.

The knowledge and perspectives shared during these visits will make a meaningful contribution to the advancement of our strategic initiatives."

IBFI'S GREEN INITIATIVES

In line with the Banque de France's CSR strategy, the IBFI ensures that its events and training activities are carried out in a sustainable manner.

For its in-person seminars, IBFI provides participants with water carafes, glasses, and recycled PET water bottles (made in France), as well as electronic devices (tablets) to avoid printing or photocopying paper (and when printing is strictly necessary, recycled paper is used throughout the Banque de France). Visitor Wi-Fi access is also provided to limit the use of 4G or 5G hotspots, which consume significantly more energy.

In addition, the IBFI strives to use reusable materials whenever possible, such as:

- event signage (venue, cloakroom, banners, including a stock of reusable roll-ups)
- badges (lanyards and pins)
- nameplates
- secretarial supplies

Regarding energy consumption, the main source of greenhouse gas emissions in the Banque de France's carbon footprint, the IBFI carefully manages the use of energy-intensive equipment (lighting, heating, air conditioning) in accordance with the guidelines of the Banque de France's Property and General Services Directorate. In addition, meeting rooms not directly exposed to sunlight are also preferred.

As for "goodies" (pens, tote bags, etc.), the IBFI ensures they are manufactured in France and, at minimum, within Europe. Moreover, their quantity is increasingly limited, and priority is given to value-adding, durable items that promote environmentally responsible behaviour (such as reusable water bottles).

For lunches served during seminars, the IBFI works with caterers and restaurants that prioritise short supply chains and offer seasonal products, including vegetarian menus, in order to reduce meat consumption, a major source of greenhouse gas emissions. The IBFI also monitors guest numbers closely and regularly adjusts orders to avoid food waste.

Regarding accommodation for seminar participants, the IBFI selects hotels located near the Banque, enabling participants to walk to the training venue at the Banque de France headquarters in the 1st arrondissement. A first initiative to hold seminars within the Banque's regional branch network, in Lyon, proved successful this year. Beyond decentralising training activities, the goal was to reduce congestion in the capital (airports, hotels) and to promote locations that remain easily accessible thanks to an international airport.

For online seminars and webinars, the IBFI adopts a digital sobriety and efficiency approach: training materials are made available to participants via a shared electronic platform, and promotional communication is supported by a standardised digital response system (ADR Mailing).

Regarding business travel by the IBFI Head, Deputy Head, coordinators, and experts mobilised for missions, the Institute applies the Banque de France's responsible travel policy: train travel is mandatory instead of air travel for any journey of three and a half hours or less by train.

Finally, the IBFI has designed a collaborative card game to train, raise awareness, and encourage action among its counterparts on climate change issues linked to central bank mandates.

To learn more about the Banque de France and ACPR's green initiatives, responsible investment approach, and CSR policy, please refer to the [2024 Sustainability Report](#). ☀



→ “CLIM'UP”: OUR SERIOUS GAME ON CLIMATE & CENTRAL BANKS

In June 2025, the IBFI introduced “Clim'Up”: a serious game designed to raise central bankers' awareness of climate issues.

To meet the needs of its partners, the IBFI developed the game “Clim'Up: Climate & Central Banks”. This serious game aims to raise awareness, provide training, and encourage action among professionals from central banks and supervisory authorities on climate-related challenges as they apply to their core activities (or specific mandates such as monetary policy, banking supervision, etc.).

Game sessions were held **throughout the year** in person, including two sessions for an international audience of central bankers as part of **IBFI seminars** and three sessions **at the request** of our foreign central bank partners (Austrian National Bank, Bank of Mauritius, Group of Directors of Training and Cooperation of French-speaking Central Banks). Three **training-of-trainers** sessions were held prior to some of the game sessions, namely at the Austrian National Bank, in preparation for its 'Green Finance' seminar co-organized with the Joint Vienna Institute (IMF), in Dakar as part of the meeting of the Group of Directors of Training and Cooperation of French-speaking Central Banks and at the Slovenian training institute based in Ljubljana (the CEF).

At the Banque de France, a total of three training sessions, now listed in the internal training catalogue, were organized at the head office, the Bastille branch and in Bougival (as part of a team building initiative). The Banque de France also included the game in its activities carried out during the **European Sustainable Development Week 2025 (ESDW)**.

Building on its initial success, IBFI is working on a digital version of the game, which was tested in mid-November during two international seminars organized by IBFI. Initial feedback has been very positive! ☀

2026 CALENDAR

Event	Language	Date	Apply before	Location	Email
Developing non-bank finance in CESEE region: prospects and challenges (joint with the joint Vienna Institute)	EN	26-30 January	Direct link	Vienna	IBFI_ecostat@banque-france.fr
Climate, nature and central banks	EN/FR	26-28 January	22 January	Online	IBFI_support@banque-france.fr
Back-office operations	EN/FR	3-6 February	3 December	Paris	IBFI_operations@banque-france.fr
Fighting against money laundering and financing of terrorism	EN/FR	16-19 February	16 December	Paris	IBFI_supervision@banque-france.fr
Legal experts and financial crises	EN/FR	10-12 March	06 March	Online	IBFI_support@banque-france.fr
Webinar on Central Bank Digital Currency (CBDC)	EN/FR	25 March	20 March	Online	IBFI_operations@banque-france.fr
Balance of payments and other external statistics	EN	30-31 March	26 March	Online	IBFI_ecostat@banque-france.fr
Big Data and AI	EN	19-21 May	15 May	Online	IBFI_ecostat@banque-france.fr
Internal audit, control and compliance	EN/FR	26-29 May	26 March	Paris	IBFI_support@banque-france.fr
Webinar on Central Bank Digital Currency (CBDC)	EN/FR	03 June	29 May	Online	IBFI_operations@banque-france.fr
Banknotes and cash cycles	EN	22-26 June	By invitation	Clermont-Ferrand	IBFI_operations@banque-france.fr
On-site control	EN	29 June -1 July	29 April	Paris	IBFI_supervision@banque-france.fr

Webinar on Central Bank Digital Currency (CBDC)	EN/FR	23 September	18 September	Online	IBFI_operations@banque-france.fr
Strengthening financial stability through macroprudential policies	EN	30 September - 02 October	28 July	Paris	IBFI_supervision@banque-france.fr
Monetary policy	EN	7-9 October	6 August	Paris	IBFI_ecostat@banque-france.fr
Human resources in a central bank	EN	12-15 October	12-August	Marseille	IBFI_support@banque-france.fr
Monetary and financial statistics	EN	9-10 November	06 November	Online	IBFI_ecostat@banque-france.fr
The basics of central banking	EN/FR	16-19 November	03 November	Online	IBFI_support@banque-france.fr
WB6 Innovation	EN	1-3 December	By invitation	Paris	IBFI_operations@banque-france.fr
Webinar on Central Bank Digital Currency (CBDC)	EN/FR	09 December	4 December	Online	IBFI_operations@banque-france.fr
International relations and international economics	EN	8-10 December	08 October	Paris	IBFI_support@banque-france.fr

IBFI PRACTICAL

The **IBFI's annual programme** offers **free training seminars** (online or in-person) and webinars.

The IBFI's offer has been extended to include an **innovative e-learning tool** that allows learners to follow training paths through the numerous activities carried out within a central bank.

The IBFI also provides access to its [video library](#). It offers unique content on central banking.

All our actions are **exclusively** for experts of central banks and financial supervisory bodies. They all are accessible **for free**.

1 PRACTICAL INFORMATION FOR IN PERSON SEMINARS

Organization

- The duration of the seminars is usually from 3 to 5 days. The seminars are held at our Paris headquarters or at our branches.
- Our online platform enables participants to access the slides, various documents and practical information. Each participant will receive a password and ID to access the platform.
- Please note that participants must attend **every session** of the seminar to be delivered a certificate of attendance at the end.

Accommodation

- Participants are responsible for their own hotel reservation and payment. The IBFI provides a list of hotels nearby at negotiated rates. However, a partner hotel free of charge is proposed **only for eligible countries**.

Enrolment

- Central banks and other institutions intending to enroll a participant for an **in-person seminar** must apply before the deadline, **2 months before** the date of the seminar, via the [IBFI training calendar 2026](#) on our website. Please specify the HR correspondent or superior validating the application. You are advised not to use special character, accents and copy-paste from Word and use only professional email addresses.
- A receipt notification is sent to candidates upon registration. Given the large number of applications received, acceptance depends on availability, and on the adequacy of the candidate's profile. The decision on whether the candidate is selected is sent after the closing of the application period.
- Participants in the seminars must have a good command of one of the working languages mentioned in the training programme: French or English. Poor understanding of presentations and discussions goes against the smooth running of the seminar and compromises its efficiency.

Cancellations

- In case of withdrawal, it is absolutely necessary to inform us as soon as possible and at least **15 days prior to the seminar**.
- Given the large number of applications, a late cancellation may deprive another applicant from joining the seminar and incurs **cancellation fees**. For participants eligible to coverage, hotel cancellation fees in case of no-show will be chargeable to the participant's central bank involved. A restrictive position may be adopted towards any future applications from the latter.

2 PRACTICAL INFORMATION FOR ONLINE SEMINARS AND WEBINARS

Registration to an online seminar or a webinar must be made via the [IBFI trainings Calendar 2026](#) on our website.

Central banks and other institutions intending to enroll a participant to an online seminar or a webinar must apply within 3 days before the date of the event. A receipt notification is sent to candidates upon registration. Selected participants then receive a message with an invitation to join the online meeting. The duration of the **online seminars** is usually from 1 to 4 days. The duration of a **webinar** varies from 1 hour and a half to half a day. The online seminars and webinars are accessible **for free**.

3 PRACTICAL INFORMATION FOR THE VIDEO LIBRARY

Our video library IBFI Replay is accessible via the following webpage: [video library](#). The library provides access to most of the contents produced during our seminars. Registration can only be made using professional email addresses.

It covers most central banking activities and is **free** for participants.

4 PRACTICAL INFORMATION FOR IBFI E-LEARNING

Our E-learning platform is accessible via the IBFI webpage [E-learning](#).

Employees of central banks, supervisory authorities and foreign administrations are able to access training combining videos, quizzes and other e-learning modules. Completion certificates with detailed scores are granted to successful learners. This adaptable training platform allows employees to set their own pace. IBFI E-Learnings are accessible **for free**. ☺

See you soon in the IBFI World
ibfi@banque-france.fr

