CONFERENCE ANNUELLE DE CONJONCTURE ECONOMIQUE





Avec Isabelle Mateos y Lago Group chief economist BNP Paribas



MÉTROPOLE

EUROPÉENNE DE LILLE

C CCI HAUTS-DE-FRANCE

Partenaires financiers des Places Tertiaires,

Hauts-de-France

le pôle des experts et des décideurs en Hauts-de-France





Grégory Sanson

PRESIDENT DE LILLE PLACE FINANCIERE





Isabelle Mateos y Lago Group chief economist BNP Paribas

Perspectives 2025 : le temps des turbulences.

Quels enjeux pour l'économie et la finance en France, en Europe et dans le monde



ECONOMIC RESEARCH

Isabelle MATEOS y LAGO Group Chief Economist

GLOBAL ECONOMIC OUTLOOK: Cloudy with Silver Linings

Nuageux avec des chances d'éclaircies

AGENDA	SUMMARY
Global Outlook - 2025	Cautiously Constructive
02 Risks	Two-sided – but tilted to the downside
03 Longer-term outlook	Gathering Clouds Need Urgent Action





1. CENTRAL SCENARIO 2025 : CAUTIOUSLY CONSTRUCTIVE









1.2 Growth / Inflation
 1.3 Policy rates
 1.4 Yields / Spreads
 1.5 Currencies



2.Risks to the scenario2.1 Trumponomics2.2 Euro Area2.3 China2.4 Emerging Markets



3.Longer Term3.1 Spending pressure3.2 Productivity

4. Conclusion

Weather bulletin : 2024-2025



→On the surface no radical change – but

this is deceptive.

BNP PARIBAS





1.2 Growth / Inflation
 1.3 Policy rates
 1.4 Yields / Spreads
 1.5 Currencies



2.Risks to the scenario2.1 Trumponomics2.2 Euro Area2.3 China2.4 Emerging Markets

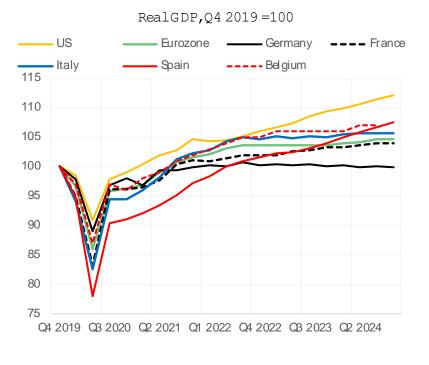


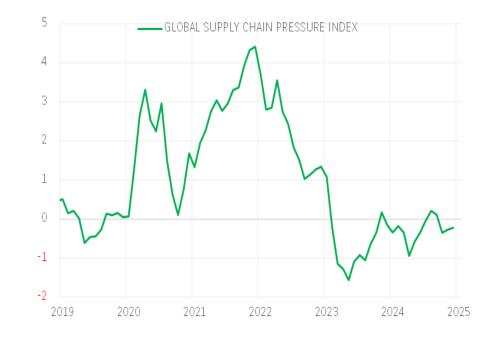
3.Longer Term3.1 Spending pressure3.2 Productivity

4. Conclusion

Economic aftershocks of the pandemic are largely behind us (i)

Activity has recovered and supply chain pressures dissipated





Source : LSEG, BNP Paribas

Source : Fed NY, BNP Paribas







1.2 Growth / Inflation
 1.3 Policy rates
 1.4 Yields / Spreads
 1.5 Currencies



2.Risks to the scenario
2.1 Trumponomics
2.2 Euro Area
2.3 China
2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures 3.2 Lower growth

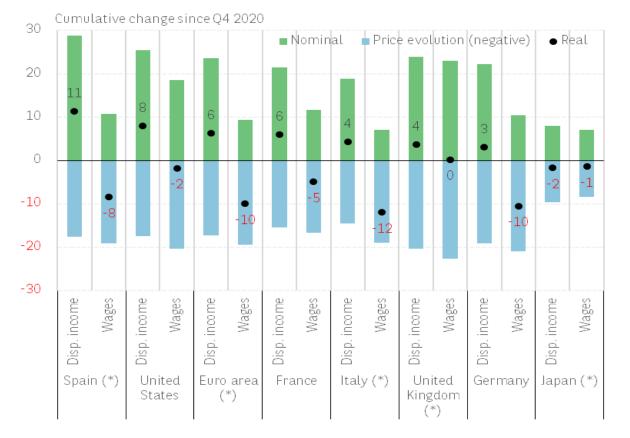
BNP PARIBAS

4. Conclusion

Economic aftershocks of the pandemic are largely behind us (ii)

Purchasing power impact of the pandemic is subsiding

Losses in purchasing power, as measured by real wages, more pronounced in Europe vs. the rest (US, UK, Japan)



Source : Eurostat, BNP Paribas





Political aftershocks endure

1.Central scenario

1.2 Growth / Inflation
 1.3 Policy rates
 1.4 Yields / Spreads
 1.5 Currencies



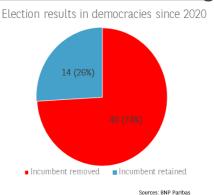
2.Risks to the scenario
2.1 Trumponomics
2.2 Euro Area
2.3 China
2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures 3.2 Lower growth

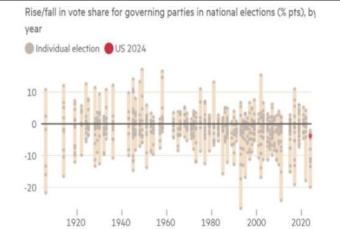
4. Conclusion

Serial incumbent ousting



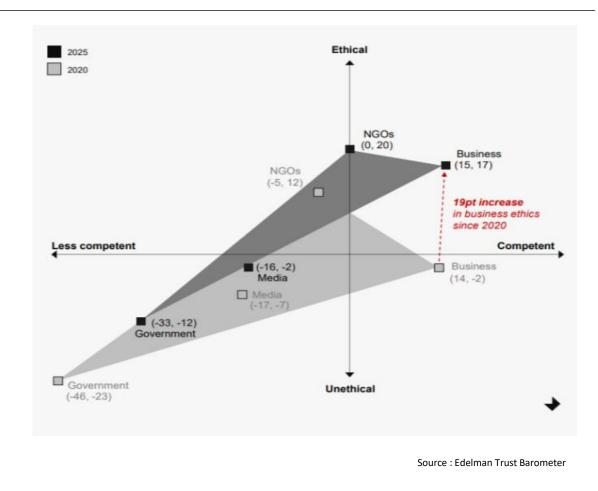
overning party facing election in a developed country lost vote share, the first time this has ever happened

Source: FT



Excludes years where fewer than five countries had elections

Trust gap in institutions. Only Business seen as both Competent and Ethical





ECONOMIC RESEARCH 10





2.Risks to the scenario 2.1 Trumponomics 2.2 Euro Area 2.3 China **2.4 Emerging Markets**



3.Longer Term **3.1** Spending pressures **3.2 Lower growth**

4. Conclusion



7.0

6.0

5.0

4.0

3.0

2.0

1.0

0.0

.

6.7

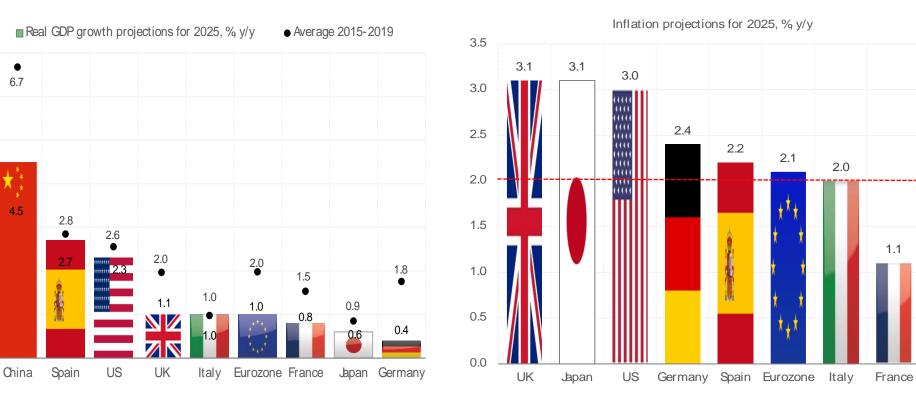
4.5

Forecasts 2025 : Growth reverting to Trend, Inflation Less

So

The US will continue to outperform the G7 on growth and underperform on inflation ; other will

get by



Source : LSEG, BNP Paribas (27/01/2025)



0.8

China





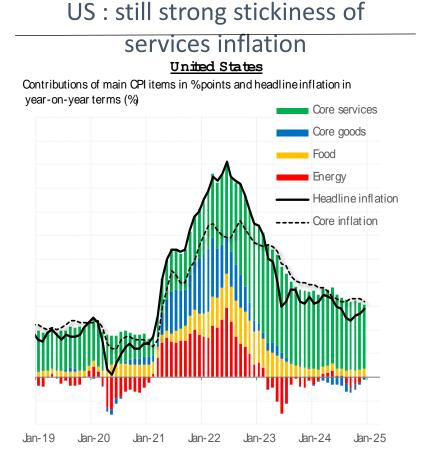
2.Risks to the scenario
2.1 Trumponomics
2.2 Euro Area
2.3 China
2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures 3.2 Lower growth

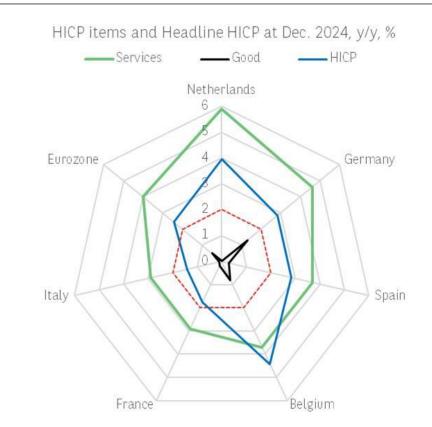
4. Conclusion

Services Inflation is a Sticky Concern



Source : BLS, BNP Paribas

Divergent inflation profile within the Eurozone



Source : Eurostat, BNP Paribas









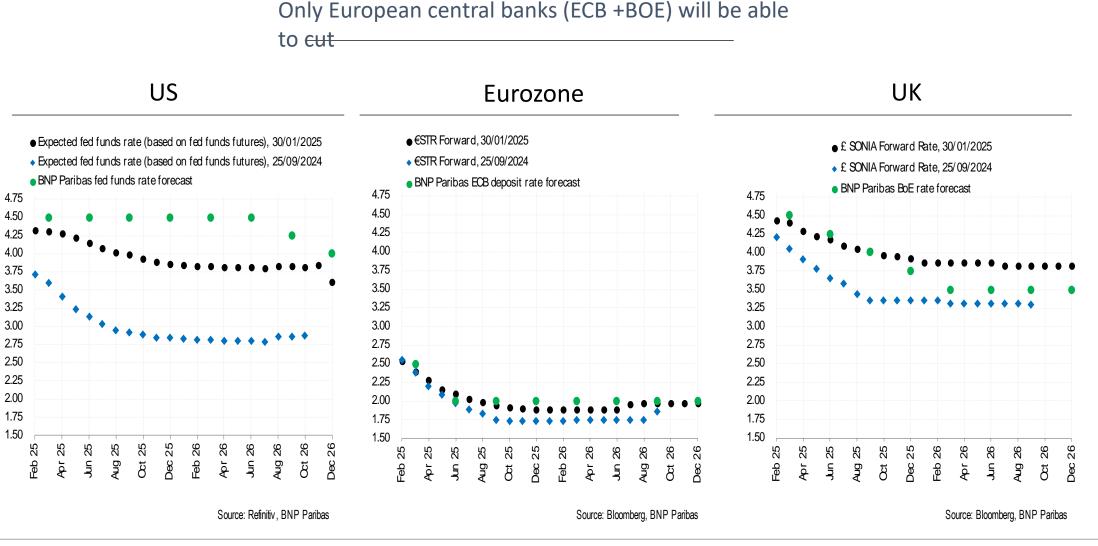
2.Risks to the scenario
2.1 Trumponomics
2.2 Euro Area
2.3 China
2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion

Forecasts 2025 : policy rates





The bank for a changing world

ECONOMIC RESEARCH 13



1.Central scenario 1.1 Recap 1.2 Growth / Inflation

1.3 Policy rates 1.4 Yields / Spreads

1.5 Currencies



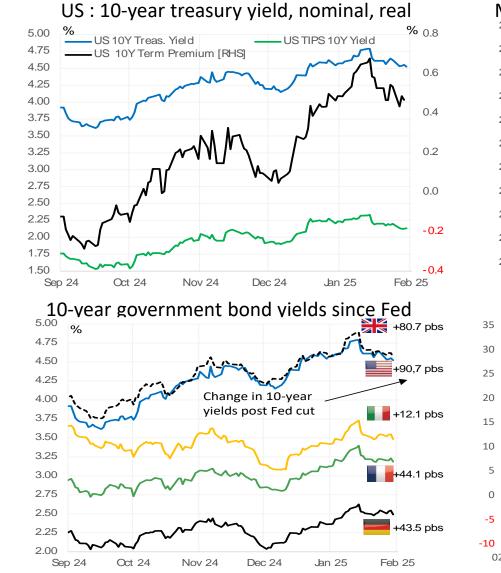
2.Risks to the scenario
2.1 Trumponomics
2.2 Euro Area
2.3 China
2.4 Emerging Markets

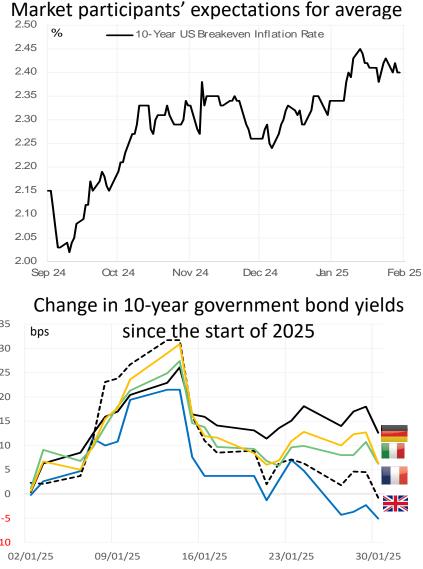


3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion

LT Yields : a lot already priced in.. further upside will be limited in the central scenario









Bloomberg, BNP Paribas

Source : LSEG.



1.1 Recap 1.2 Growth / Inflation **1.3 Policy rates** 1.4 Yields / Spreads 1.5 Currencies



DXY

GBP

MXN

CNY

INR

ZAR

EUR

CHE

CAD

AUD

JPY

NZD

KRW

RUB

BRL - 21,6%

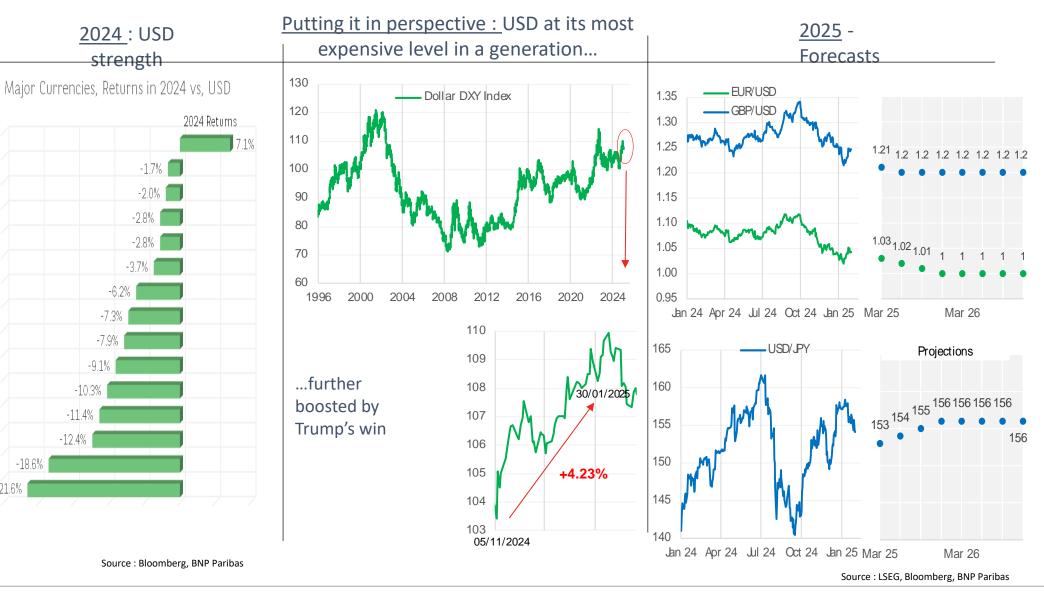
2.Risks to the scenario 2.1 Trumponomics 2.2 Euro Area 2.3 China 2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures **3.2 Lower growth**

4. Conclusion

USD's bullish narrative likely to persist but with diminishing momentum







-2.8%

-3.7%

-6.2%

-7.3%

-7.9%

-9.1%

-10.3%

-11.4%

-12.4%

-18.6%

2. RISKS : TWO-SIDED BUT TILTED TO THE DOWNSIDE









2. Risks to the scenario 2.1 Trumponomics 2.2 Euro Area 2.3 China 2.4 Emerging Markets



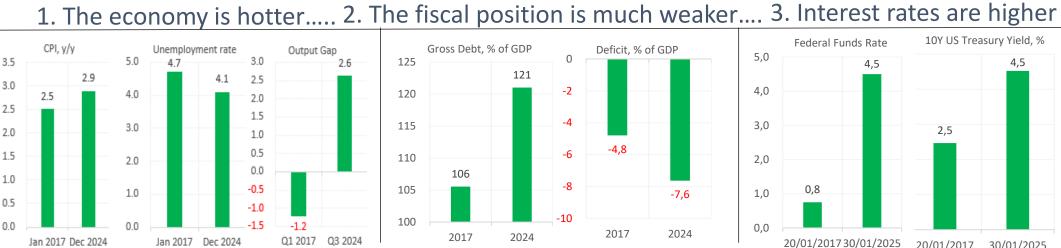
3.Longer Term 3.1 Spending pressures **3.2** Lower growth

4. Conclusion

Risks from Trumponomics

\rightarrow Different initial conditions

Expected macroeconomic impact of

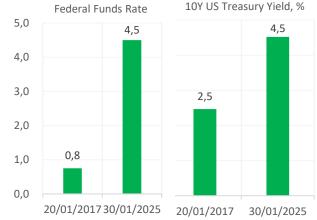


Inflation

Growth

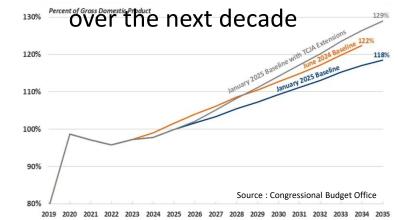
2





Source : IMF, BLS, BEA, LSEG, BNP Paribas

\rightarrow CBO projects debt to rise significantly





BNP PARIBAS

Policy thrust

Deregulation

Net impact

Tight immigration

Tariffs

Tax cuts

The bank for a changing world

Deficit





2.Risks to the scenario 2.1 Trumponomics

2.2 Euro Area 2.3 China

2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion

What have we learned since President Trump's inauguration?

"A common sense revolution" ?

1.Tariffs:

- Early Executive orders imposing sweeping tariffs (25%) on Can and Mex and smaller ones (10%) on China, on national security and safety grounds.
- Ordered a complete review of the USA's trade deficits and relationship with counterparts meant to lead to policy recommendations by early April.
- Threatened EU but without figure or timetable.

2.Taxes:

+

=/+

- Reiteration of intent to bring down corporate tax to 15% "for corporates that produce in the US".
- Memo pulling the US out of the OCDE minimum corporate tax treaty on multinationals.

3.Immigration:

- Swift action to tighten border controls and initiate deportation of illegals
- Change of tone on legal immigration ("I like it; we need the arms")

4.Deregulation:

- New regulation freeze until new political appointees are in place.
- Request to all federal dept heads to cut regulation that contribute to high cost of living.
- Cancellation of various DEI mandates and policies applied in hiring for the Federal govt

<u>5.0il.</u> =

- National energy emergency declared to open door to reopening of permitting for oil and gas drilling on federal land
- Call on OPEC to raise production to lower oil prices.

6.Climate:

=

- Green subsidies halted.
- Permits for offshore wind farms cancelled.
 - End of [green] car mandates announced
 - Exit Paris agreement (again)

Relative to baseline scenario : + upside risk = in line - downside risk



BNP PARIBAS







2.Risks to the scenario 2.1 Trumponomics 2.2 Euro Area

2.3 China

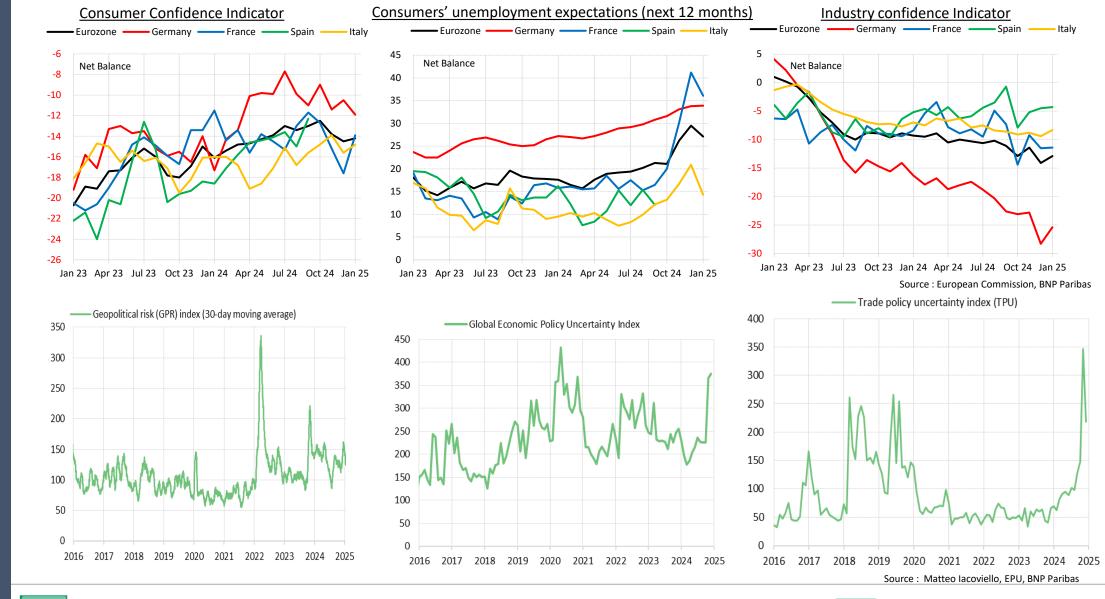
2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion





ECONOMIC RESEARCH

19







2.Risks to the scenario

2.1 Trumponomics 2.2 Euro Area 2.3 China 2.4 Emerging Markets

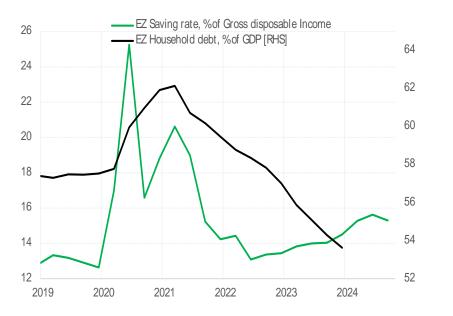


3.Longer Term3.1 Spending pressures3.2 Lower growth

4. Conclusion

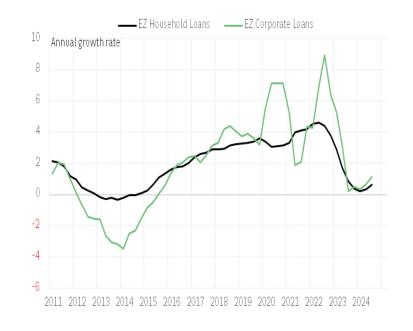
Eurozone : some signs of turnaround

Possible support to consumption From low indebtedness and falling savings rate



Source : Banque de France, BNP Paribas

Credit is on the mend



Source : Banque de France, BNP Paribas









2.Risks to the scenario 2.1 Trumponomics 2.2 Euro Area 2.3 China 2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures 3.2 Lower growth

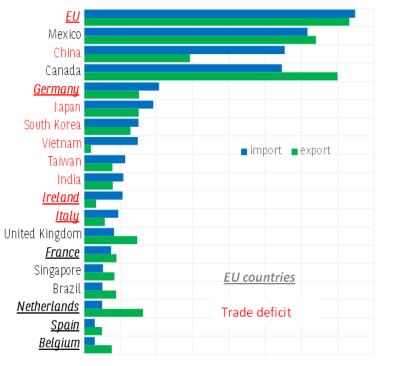
4. Conclusion

Europe is exposed to US tariffs but for most economies not that much

The most vulnerable economies are...

Ranking of the top trading partners of the US for trade goods in 2023

0.0% 2.5% 5.0% 7.5% 10.0% 12.5% 15.0% 17.5% 20.0%



Simulation results show limited impact on EU

Effects of US Import Tariffs on the European Economy

	scenario 1		scenario 2	
	export	'n port	export	in port
US	-27 28	-2028	-28.78	-21.3%
EU	-1.5%	-15%	-1.7%	-1.7%

Scenario 1: US 10%-import tariffs Scenario 2 : 10%-import tariffs and the EU retaliates with 10%

Source : IFS, CPB Netherlands Bureau for Economic Policy Analysis, BNP Paribas

Caveat to benign scenario : material growth impact of a generalized trade war



BNP PARIBAS





1.Central scenario 1.1 Recap 1.2 Growth / Inflation 1.3 Policy rates 1.4 Yields / Spreads 1.5 Currencies



2.Risks to the scenario
2.1 Trumponomics
2.2 Euro Area
2.3 China
2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion



Upside risk : Europe wakes up

Europe's response from Davos

Game plan : "Do our own homework here in Europe in view of Donald Trump's return to office, rather than sitting like a rabbit in front of a snake" [F. Merz, Jan 23, 2025]

Highlights from Ursula Von Der Leyen's speech

"Europe is ready for change"

Next week the European Commission is presenting the **Competitiveness Compass**, which will drive the EC's work for the next five years.

The focus will be to increase productivity by closing the innovation gap. Foundations underpinning this strategy are:

- 1. Savings and investment union. Europe needs a deep and liquid capital market.
- 2. Cut red tape. We must make business much easier across Europe. We will launch a far-reaching simplification of our sustainable finance and due diligence rules. We will offer to innovative companies to operate all across our European Union under one single set of rules—a 28th regime. Effort at both EU and national level to help SMEs operate at scale across the EU.
- 3. Cheaper energy. Complete our energy union, continue to diversify our energy supplies, and expand clean sources of generation from renewables and, in some countries, also from nuclear. Invest in next-generation clean energy technologies, like fusion, enhanced geothermal and solid-state batteries. Mobilize more private capital to modernize our electricity grids and storage infrastructure.

Alongside these domestically-focused efforts, engage internationally.

- Work with others to avoid a global race to the bottom.
- Europe will keep seeking cooperation and is 'open for business' for those wanting to upgrade clean tech and upscale digital infrastructure.
- Look for new opportunities wherever they arise; engage beyond blocs and taboos;
- First trip of new commission will be to India

Pursue a more balanced relationship with China, in a spirit of fairness and reciprocity. Engage constructively and where possible, even expand our trade and investment ties.





Source : ECB, BNP Paribas





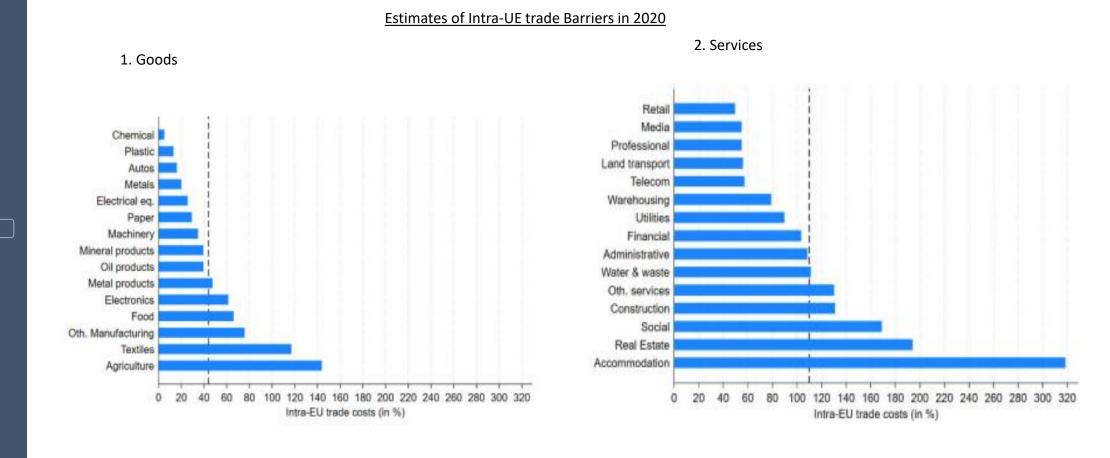
2.Risks to the scenario
2.1 Trumponomics
2.2 Euro Area
2.3 China
2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion





Source: IMF, BNP Paribas









2.Risks to the scenario

- 2.1 Trumponomics
- 2.2 Euro Area
- 2.3 China 2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion

A Competitive Compass for the EU

The *European Competitiveness Compass* (presented on January 29th 2025 is built on two dimensions, hence the term compass):

VERTICAL

(micro level): strengthening investment and strategic autonomy

Closing the innovation gap

1.Firms scale-up

- ➔ EU Start-up and Scale up strategy: better access to risk capital, mobility of skilled workers
- ➔ A 28th legal regime with simpler corporate and labour laws, insolvencies procedure.
- European research Act: bring R&D spending to 3% of EU GDP.

2. Harnessing emerging technologies

- ➔ Al factories initiative: aggregation of European infrastructure (building on EuroHPC supercomputer programme)
- EU Cloud and AI development Act: build new AI gigafactories to train large AI models
- Data Union strategy: facilitate private/public data sharing
- Quantum Act: align EU and national programmes, develop pan-European quantum computing infrastructure.
- ➔ European biotech act
- Advanced materials Act
- Space Act: harmonise safety requirements and national legislations

3. Improve competition policy

- ➔ Revise mergers policy
- ➔ Review technology transfer framework:
- → Wider use of the IPCEIs

Better balance between decarbonation and <u>competitiveness</u>

4.support struggling sectors

- ➔ Steel and Metals Action Plan
- ➔ Chemical industry package
- → Industrial action plan for the automotive sector
- Circular Economy Act: reduce use of virgin materials

Reduce dependencies

5.Strengthen and widen scope of trade agreements.

More partnerships and modernize WTO rulebook. Trans-Mediterranean partnerships on energy and clean tech

6.Strengthen supply chains

- ➔ Creation of a platform for joint purchase of critical raw materials
- Critical Medicines Act: strengthen supply of critical medicines.
- → Strengthen European preference in public procurement.

7.Defence industry

→ White paper on the future of European defence

HORIZONTAL

(macro level): deepening the functioning of the Single Market and reduce regulatory burdens

Reduce regulatory burdens.

- ➔ Decarbonization Accelerator Act: faster permitting to energyintensive sector
- ➔ Simpler procedure for IPCEIs
- ➔ Widening scope of administrative burdens from <u>reporting</u> to <u>all</u> administrative burdens (targets: -25% for all companies, -35% for SMEs).
- → Simplification Omnibus package (first package to focus on sustainable finance reporting).
- ➔ New definition of "small mid-caps" enterprises.
- \rightarrow Revision of the REACH regulation (chemical industry),
- Accelerate authorizations and streamline process for pharmaceutical industry
- ➔ Enhance digitalization of reporting: creation of « European Business wallet » for companies to interact with public administrations

Deepening the functioning of the Single Market

- ➔ Horizontal Single Market strategy (modernize governance framework, removing intra-EU barriers).
- ➔ Financing capabilities (promote EU's securitization market, harmonization of insolvency frameworks)
- → Remove taxation to cross border investment
- Reduce fragmentation of the MFF (build a European Competitiveness Fund)
- ➔ Competitiveness Coordination tool (?)
- → Skills portability initiative



BNP PARIBAS







2.Risks to the scenario

2.1 Trumponomics

2.2 Euro Area

2.4 Emerging Markets

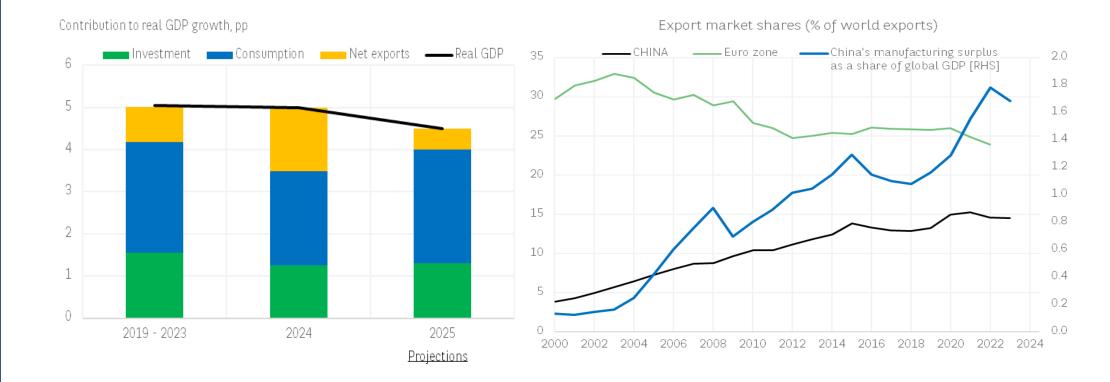


3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion

China : Upside risk from growth rebalancing ? How fast ?

China has relied heavily on external demand to keep growth at acceptable levels....



Source: CIEC, IFS, BNP Paribas



t







2. Risks to the scenario

2.1 Trumponomics 2.2 Euro Area

2.3 China

2.4 Emerging Markets



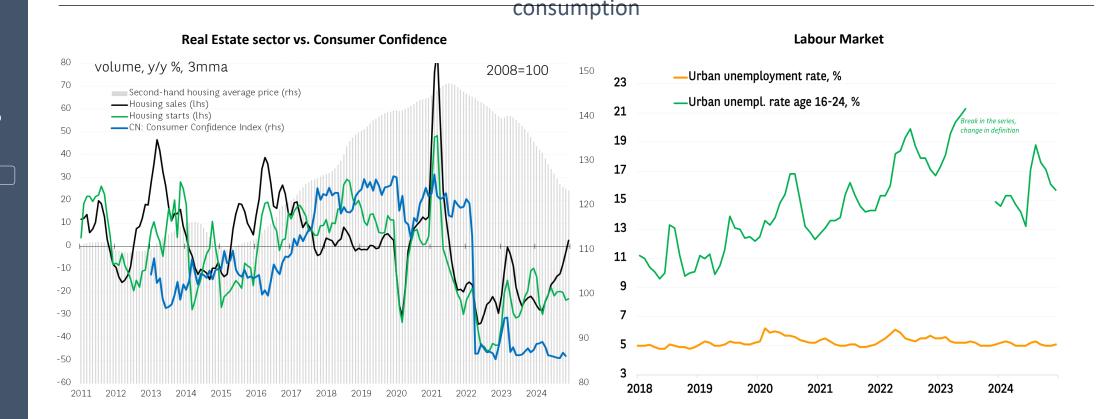
3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion



China : Upside risk from growth rebalancing ? How fast ? (ii)

... in large part because a combination of cyclical and structural headwinds have weighed on



Source: CIEC, BNP Paribas



ECONOMIC RESEARCH 26





2. Risks to the scenario

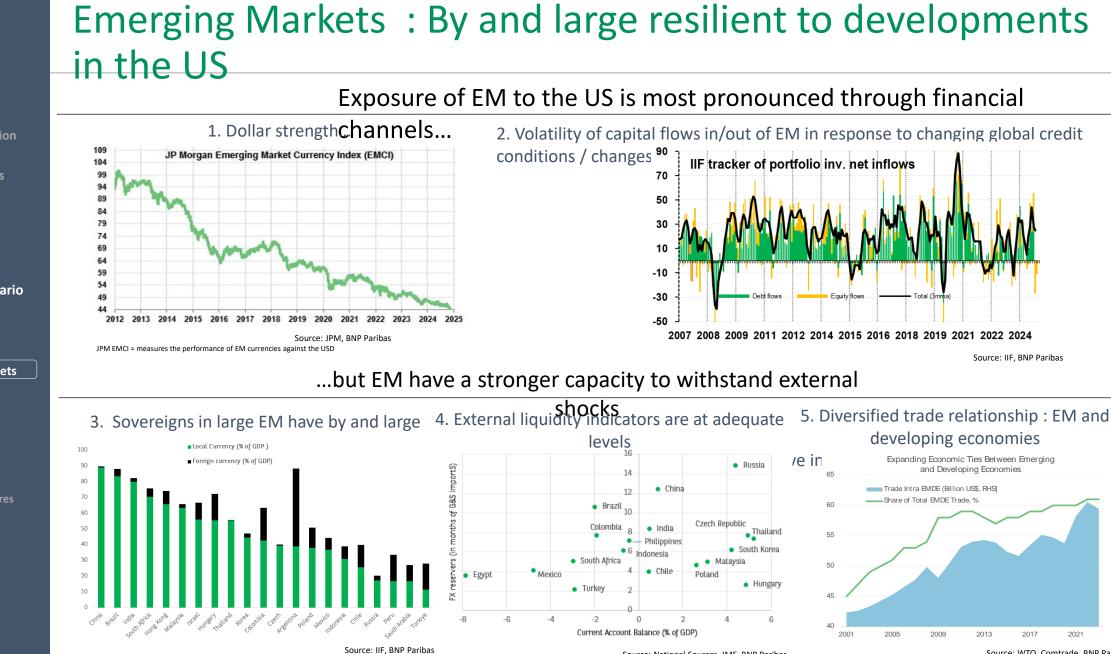
2.1 Trumponomics 2.2 Euro Area 2.3 China 2.4 Emerging Markets



3.Longer Term 3.1 Spending pressures **3.2** Lower growth

4. Conclusion

BNP PARIBAS

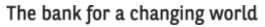


ECONOMIC RESEARCH

Source: WTO, Comtrade, BNP Paribas

ith

12



Source: National Sources, IMF, BNP Paribas





2.Risks to the scenario

2.1 Trumponomics 2.2 Euro Area 2.3 China 2.4 Emerging Markets

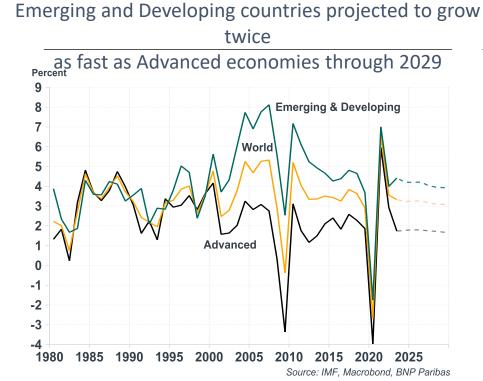


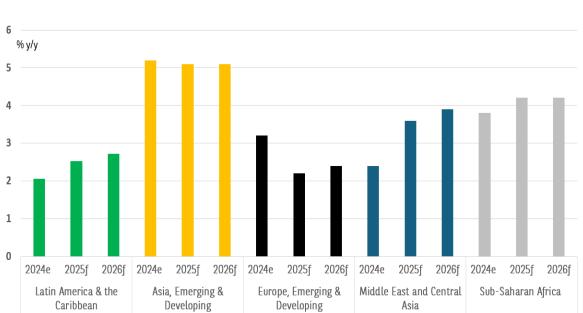
3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion



Emerging Markets Growth : Contrasting Stories with Advanced Economies





Emerging Asia leads the pack

The bank for a changing world



Source: IMF (latest WEO update, 2025), BNP Paribas





2. Risks to the scenario

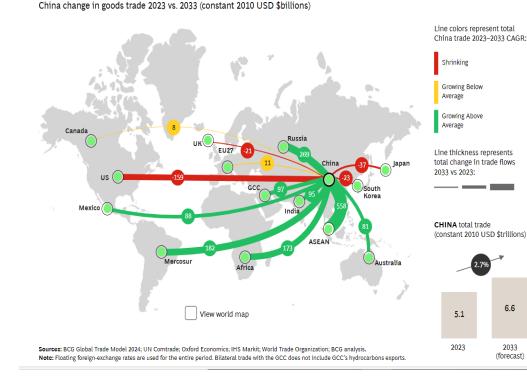
2.1 Trumponomics 2.2 Euro Area 2.3 China 2.4 Emerging Markets

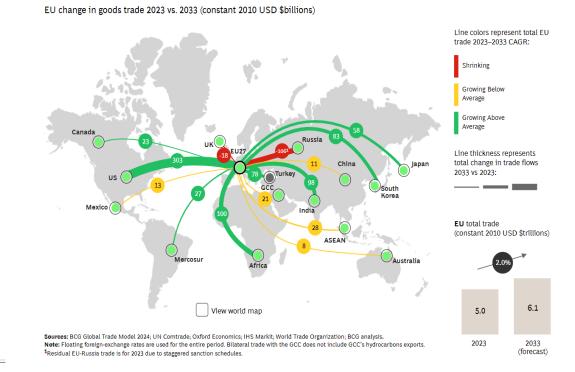


3.Longer Term 3.1 Spending pressures **3.2 Lower growth**

4. Conclusion

EM : not to be overlooked by the old world, becoming global trade power houses





Source: BCG



The bank for a changing world

6.6

2033

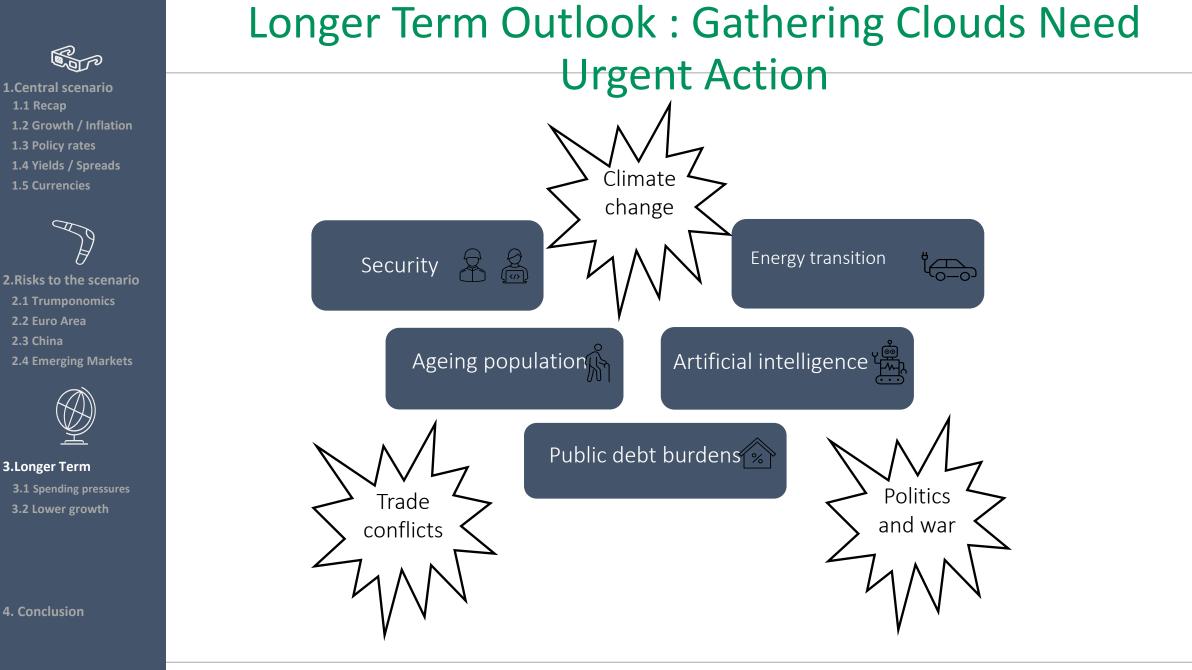
(forecast)



3. LONG-TERM OUTLOOK : GATHERING CLOUDS NEED URGENT ACTION















2.Risks to the scenario 2.1 Trumponomics 2.2 Euro Area 2.3 China 2.4 Emerging Markets



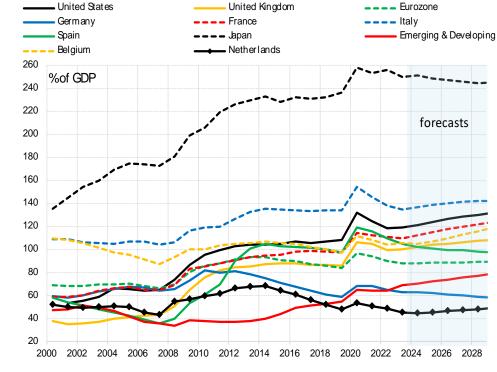
3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion

Longer Term Outlook : Gathering Clouds Need Urgent Action

Public debt is already high to begin with

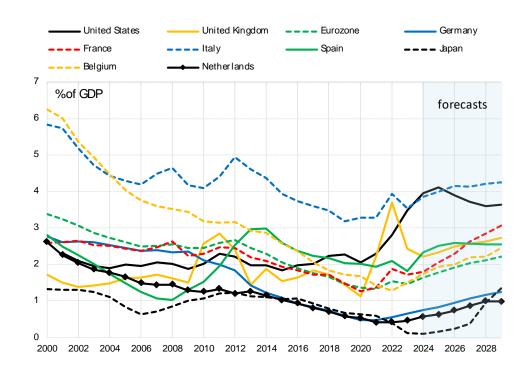
Government debt, % of GDP



BNP PARIBAS

Source : IMF, BNP Paribas

General Government interest payments , % of GDP



Source : IMF, BNP Paribas







2.Risks to the scenario
2.1 Trumponomics
2.2 Euro Area
2.3 China
2.4 Emerging Markets



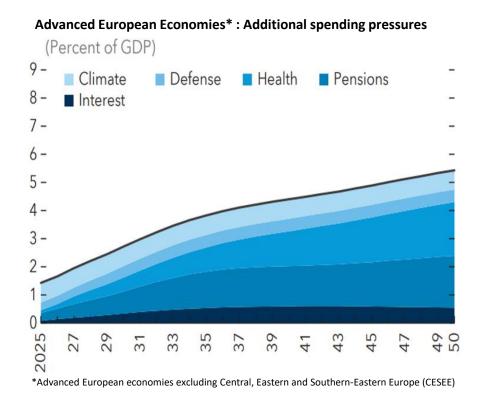
3.Longer Term 3.1 Spending pressures 3.2 Lower growth

4. Conclusion

Longer Term Outlook : Gathering Clouds Need Urgent

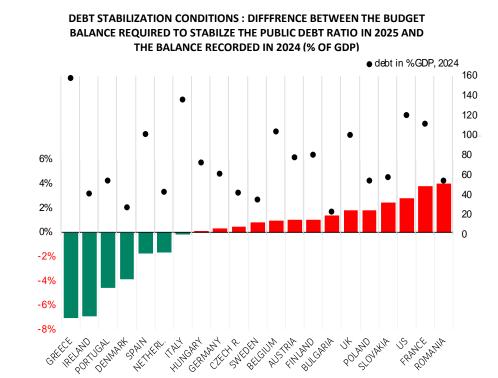
Advanced economies are facing a fiscal conundrum

(i) Spending pressures are growing



Source: IMF (REO Oct 2024)

(ii) Some countries already face sizeable adjustments in the short-term to stabilize debt ratio



* In France, stabilizing the debt ratio would mean reducing the primary budget balance from -4,1% of GDP in 2024 to -0,2% of GDP in 2025 (using the economic assumptions provided by the European Commission), i.e. an effort of 3.9 points of GDP. This is a theoretical figure which does not apply in an operational framework, as defined by the European Stability Pact, where adjustments are gradual and take longer. Nevertheless, it provides an indication of the importance of the road ahead.



Action







2.Risks to the scenario
2.1 Trumponomics
2.2 Euro Area
2.3 China
2.4 Emerging Markets



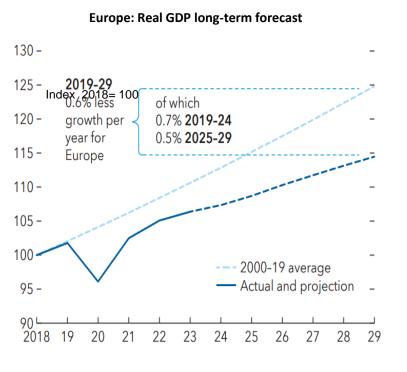
3.Longer Term 3.1 Spending pressures 3.2 Lower growth

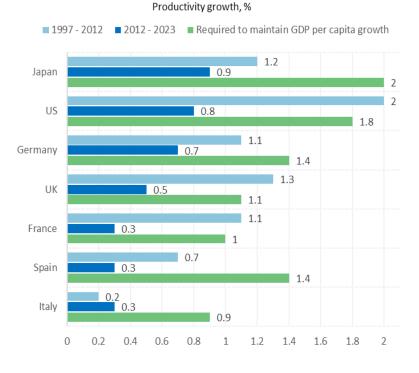
4. Conclusion

Longer Term Outlook : Gathering Clouds Need

Urgent Action

Advanced economies are facing major growth headwinds





Source: IMF (REO Oct 2024)

Source: McKinsey, BNP Paribas







ECONOMIC RESEARCH

Key Takeaways

→ Underlying central script largely unaltered - but turning the page to a new chapter

→ We can be cautiously constructive about 2025.

→ But big challenges loom – and are getting bigger by the day

→ Can't afford to waste the next 4 years (It's not enough to get by in 2025 or minimize damage from Trump tariffs.)

➔ Opportunity for pivots (EU Draghi-Letta road map , rebalancing in China, Germany's debt brake and industrial model, UK re-connecting with EU ...)

Group Economic Research - Publications

ECOCONJONCTURE

ECOEMERGING Analyses and forecasts for a selection of emerging economies.

ECOPERSPECTIVES Analyses and forecasts with a focus on developed countries

ECOFLASH Data releases, major economic events.

ECOWEEK

Recent economic and policy developments, data comments, economic calendar, forecasts.

ECOCHARTS Easy-to-read monthly overview of inflation dynamics in the main developed economies.

ECOPULSE

Monthly barometer of key economic indicators of the main OECD countries.



Our economic podcast.



ECONOMIC RESEARCH WEBSITE



ECONOMIC RESEARCH Subscribe to Economic Research's publications



The information and opinions contained in this document have been obtained from, or are based on, public sources believed to be reliable, but there is no guarantee of the accuracy, completeness or fitness for any particular purpose of such information and such information may not have been independently verified by BNPP or by any person. None of BNPP, any of its subsidiary undertakings or affiliates or its members, directors, officers, agents or employees accepts any responsibility or liability whatsoever or makes any representation or warranty, express or implied, as to the accuracy and completeness of the information or any opinions based thereon and contained in this document and it should not be relied upon as such. This document does not constitute research, as defined under MIFID II, or form any part of any offer to sell or issue and is not a solicitation of any offer to purchase any financial instrument, nor shall it or any part of it nor the fact of its distribution form the basis of, or be relied on, in connection with any contract or investment decision. Information and opinions contained in this document are published for the information of recipients, but are not to be relied upon as authoritative or taken in substitution for the exercise of judgment by any recipient, are subject to change without notice. In providing this document, BNPP does not offer investment, financial, legal, tax or any other type of advice to, nor has any fiduciary duties towards, recipients. Any reference to past performance is not indicative of future performance, which may be better or worse than prior results. Any hypothetical, past performance simulations are the result of estimates made by BNPP, as of a given moment, on the basis of parameters, market conditions, and historical data selected by BNPP, and should not be used as guidance, in any way, of future performance. To the fullest extent permitted by law, no BNPP group company accepts any liability whatsoever (including in negligence) for any direct or consequential loss arising from any use of or reliance on material contained in this document even where advised of the possibility of such losses. All estimates and opinions included in this document are made as of the date of this document. Unless otherwise indicated in this document there is no intention to update this document. BNPP may make a market in, or may, as principal or agent, buy or sell securities of any issuer or person mentioned in this document or derivatives thereon. Prices, yields and other similar information included in this document are included for information purposes however numerous factors will affect market pricing at any particular time, such information may be subject to rapid change and there is no certainty that transactions could be executed at any specified price. BNPP may have a financial interest in any issuer or person mentioned in this document, including a long or short position in their securities and/or options, futures or other derivative instruments based thereon, or vice versa. BNPP, including its officers and employees may serve or have served as an officer, director or in an advisory capacity for any person mentioned in this document. BNPP may, from time to time, solicit, perform or have performed investment banking, underwriting or other services (including acting as adviser, manager, underwriter or lender) within the last 12 months for any person referred to in this document. BNPP may be a party to an agreement with any person relating to the production of this document. BNPP may to the extent permitted by law, have acted upon or used the information contained herein or in the document, or the analysis on which it was based, before the document was published. BNPP may receive or intend to seek compensation for investment banking services in the next three months from or in relation to any person mentioned in this document. Any person mentioned in this document may have been provided with relevant sections of this document prior to its publication in order to verify its factual accuracy.

This document was produced by a BNPP group company. This document is for the use of intended recipients and may not be reproduced (in whole or in part) or delivered or transmitted to any other person without the prior written consent of BNPP. By accepting or accessing this document you agree to this

BNP Paribas is a société anonyme incorporated in France, licensed and supervised as a credit institution by the European Central Bank (ECB) and as an investment services provider by the Autorité de contrôle prudentiel et de résolution (ACPR) and Autorité des marches financiers (AMF), and having its registered office at 16, boulevard des Italiens, 75009 Paris, France.

Some or all of the information contained in this document may already have been published on https://globalmarkets.bnpparibas.com.

© BNP Paribas (2023). All rights reserved.

Prochain événement de Lille Place Financière



6ème édition de ADOPTE UN ALTERNANT Job-dating entreprises des Hauts de France / étudiants de Bac à Master 2 #Finance #Assurance #Gestion #Compta #Data Matinée du 13 mai 2025 Grand Hall CCI Grand-Lille

Contact et pré-inscriptions : <u>s.leblanc@lesplacestertiaires.fr</u>

Merci à tous !





Partenaires financiers des Places Tertiaires, le pôle des experts et des décideurs en Hauts-de-France

