



INAUGURAL ADDRESS

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17 December 2020

Third Vice-President of the Government, Secretary of State, Commissioners, Authorities, Ladies and Gentlemen

First of all, I would like to emphasise that this is an event in which, unfortunately, we have only been able to accommodate a very small representation of the people who interact with the CNMV or even are part of its staff. This is due to obvious public health circumstances, but we thought it preferable to err on the side of caution. I would ask the associations that are represented here to pass on to the firms and investors they represent, who in some cases will be following us on the Internet, that we would have been delighted if they had attended. We especially value direct and fluid contact with them and hope to recover it as soon as the epidemiological situation improves.

The first thing you must do in an act like this is to be grateful.

First of all, I am particularly grateful to the Third Vice-President of the Government for entrusting me with this huge responsibility. But, beyond my own self, Vice-President, I must above all thank you for entrusting a director of this institution with the position of Chairman. This is the first time in the 32-year history of the CNMV and I think you are honoured by this, as it sends out a message about the maturity of the institution. It indicates that the senior management of an authority such as the CNMV can be a natural breeding ground (although it is not the only one, nor on all occasions) for its chairmanship, as has historically been the case with other supervisors such as the Bank of Spain.

Of course, I must thank my family for standing by me every step of my European adventure, which involved learning a language from scratch and reinventing myself professionally.

I must also be appreciative of the key contribution, to my being here today, of three former CNMV chairs: Manuel Conthe, for opening the Commission's door to me in 2005 and entrusting me with all kinds of projects, all of which were interesting in their own way; Julio Segura (and here I must also mention Fernando Restoy) for continuing to trust and support me so that I could aspire to such an attractive destination as ESMA; and Sebastián Albella (and Ana Martínez-Pina) for entrusting me four years ago with such an intense and rewarding responsibility as the Markets General Director and for the magnificent treatment and working relationship we have had over these years.

And before I look to the future, allow me one last very important thank you: to the teams with whom I have had the immense good fortune to work, both at AFI, ESMA and above all at the CNMV. Teamwork is the real wealth one accumulates in one's profession and is an undeniable source of personal and professional improvement.

The mandate that I now begin, together with Montserrat Martínez, is, like all those that have preceded us, uncertain and therefore stimulating. As a colleague told me when he taught me how to calculate the implicit rates in the swap curve (then still in pesetas), anyone who believes that future rates can be predicted is either deluded or unaware. And yet thousands of fixed income portfolio managers try to do this every day, because they are totally committed to performance for their clients.

Similarly, anyone who thinks that in the world of financial market supervision a four-year plan can be drawn up that sets out the exact path to follow, falls back into delusion. Experience teaches us that in economics in general and in finance in particular, surprises occur and they have a suspicious tendency to do so by being noticed, without shyness.

In the current context, the strategy established by the CNMV must have a huge component of flexibility and adaptability. But we must try to anticipate the future, because we are concerned with nothing less than investor protection, the functioning of the markets and financial stability.

So, renouncing determinism, we must apply a probabilistic approach: Thus, we can be sure that in the next four years we will almost certainly find a more digitised environment, more integrated within the EU and with a greater weight of sustainable finance. These will undoubtedly be three essential axes of the activity of this institution.

We could say that we are very likely to see greater investment activism, a strengthened level of accountability by listed companies, especially in non-financial matters, and greater maturity in intermediaries, with possible processes of concentration as competitive conditions evolve. These should probably be priorities in our actions.

And finally, it is possible that we will witness essential transformations in post-trading processes, new players in the provision of financial services, higher levels of cyber-risk for infrastructures or international dynamics following Brexit that will put our regulation to the test.

But what I am sure of is that the CNMV will tackle these challenges with the same four weapons that have helped it navigate three decades of euphoria, crisis and financial transformation: independence, professionalism, capacity to listen and scrupulous respect for regulations.

To this end, we have an excellent team of professionals, who I am sure, even in circumstances like the present ones, will give their best to face a period that promises to be exciting and transformative.

Thank you very much.