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World Policy Conference 2012 • 5th Edition

WORLD POLICY CONFERENCE

5

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Thierry
de MONTBRIAL

MESSAGE DU PRÉSIDENT ET FONDATEUR

MESSAGE FROM THE PRESIDENT AND FOUNDER

La World Policy Conference (WPC) a été fondée il y a quatre ans comme un club ouvert, bien sûr ancré dans la culture française et européenne, mais véritablement international. Sa mission est de discuter à la fois des chances et des risques qu'offre un monde ouvert et d'identifier les conditions dans lesquelles les relations internationales pourraient être mieux organisées afin d'assurer la stabilité structurelle d'un tel monde.

Ce club entend donner la parole non seulement aux grandes puissances, mais aussi et surtout aux moyennes et même aux petites, et donc aux pays émergents, en réunissant une variété d'acteurs. En utilisant le vocabulaire en vogue au début de ce siècle, la WPC traite de la gouvernance mondiale et de la pérennité de la mondialisation.

Il se trouve que la première édition de la WPC, en Octobre 2008, a coïncidé avec la faillite de Lehman Brothers et le début de la crise économique et financière la plus grave depuis la Grande Dépression. Au cours des quatre dernières années, de nombreux événements politiques, comme le «printemps arabe», ont également montré qu'un monde plat et paisible n'est pas pour demain, même si les valeurs libérales et démocratiques finiront par prévaloir sur le long terme ; que les relations internationales vont continuer de concerner au premier chef les nations, les États et la façon dont ils perçoivent leurs identités et leurs intérêts collectifs ; que dans la réalité, les relations économiques sont asymétriques et ne ressemblent guère aux marchés parfaits des manuels scolaires ; que les marchés financiers ne sont pas toujours rationnels, mais peuvent être gagnés par le stress ou même le chaos ; que les cycles économiques ont peu de chances de disparaître de sitôt, etc. Le mécanisme d'action-réaction est en marche, et les tentations du nationalisme et du protectionnisme peuvent revenir, même dans la région la plus intégrée du monde - l'Union européenne. L'ère de l'enthousiasme idéologique pour la mondialisation est terminée, et nous pourrions avoir à affronter le risque de jeter le bébé avec l'eau du bain.

Pour la WPC, la priorité n'est pas de spéculer en termes abstraits sur la mondialisation et la gouvernance mondiale, mais de regarder le monde réel de manière constructive, dans le but de préserver et de conforter, pour la plupart des parties, les avantages de l'ouverture, tant à court qu'à long terme.

The World Policy Conference (WPC) was founded four years ago as an open club, and while it is certainly rooted in European and French culture, it is genuinely international. Its mission is to discuss both the opportunities and the risks of an open world and to identify the conditions under which international relations could be better organized to ensure structural stability in such a world.

This club intends to give the floor not only to major powers, but also and indeed primarily to medium and even small, or emerging countries, and to associate a variety of stakeholders. Using the vocabulary in vogue at the beginning of this century, the WPC was said to be about global governance and the sustainability of globalization.

It so happened that the first edition of the WPC, in October 2008, coincided with the bankruptcy of Lehman Brothers and the beginning of the most serious financial and economic crisis since the Great Depression. In the last four years, numerous political events, such as the so-called "Arab Spring", have also shown that the world is unlikely to become flat anytime soon, even if liberal and democratic values should prevail in the long run; that international relations continue to be primarily about nations, States and the way they perceive their identities and collective interests; that real asymmetric economic relations do not look like the perfect markets of text books; that financial markets are not always rational and can experience stress or even chaos; that economic cycles are unlikely to be abolished anytime soon; and so forth and so on. The action-reaction mechanism is on the move, and the temptation of nationalism and protectionism may return, even within the most integrated region in the world - the European Union. The era of ideological enthusiasm for globalization is over, and we might have to face the risk of throwing the baby out with the bathwater.

For the WPC, the priority is not to speculate in abstract terms about globalization and global governance, but to look constructively at the real world with the intention of preserving and deepening the short and long term benefits, for most parties, of openness.



BIOGRAPHIE

Thierry de MONTBRIAL

Thierry de Montbrial est le Directeur général de l'Institut français des relations internationales qu'il a fondé en 1979. Il est professeur émérite au Conservatoire national des arts et métiers. En 2008, il a lancé la World Policy Conference. Il est membre de l'Académie des sciences morales et politiques de l'Institut de France depuis 1992 et membre associé de nombreuses académies étrangères dont l'Académie des sciences de Russie.

Il siège au conseil ou au conseil consultatif de plusieurs entreprises ou institutions internationales. Thierry de Montbrial a dirigé le département de sciences économiques de l'Ecole polytechnique entre 1974 et 1992. Il a été le premier Président de la Fondation de la recherche stratégique (1993-2001). Il a mis sur pied le Centre d'analyse et de prévision du Ministère des Affaires étrangères et en a été le premier directeur (1973-1979).

Il est l'auteur de dix-huit livres, certains traduits en plusieurs langues. Il est Commandeur de la Légion d'honneur, Grand Officier de l'Ordre national du mérite et titulaire de nombreuses autres décorations françaises et étrangères, ainsi que de neuf doctorats honoris causa. Thierry de Montbrial est ancien élève de l'Ecole polytechnique, docteur en économie de l'Université de Berkeley (Californie) et ancien ingénieur général au corps des Mines.

Thierry de Montbrial
«L'action et le système du monde»
Nouvelle édition revue
et augmentée • PUF, 2011

À cette fin, nous devons rechercher des règles du jeu acceptables qui combinent les vertus de la sécurité collective et de l'équilibre des pouvoirs, et ce dans les deux domaines, politique et économique. L'acceptabilité est la tâche la plus difficile. Elle implique une compréhension commune sur la manière d'améliorer le système des Nations Unies et d'autres organisations telles que le FMI. Dans cette cinquième édition de la WPC, nous avons choisi de nous concentrer sur quelques questions concrètes plutôt que de nous attaquer directement à des problèmes institutionnels sauf peut-être au sujet de l'avenir de l'Union européenne et dans d'autres cas où de grandes questions institutionnelles seront clairement dans le sujet. Sur la question de la gouvernance économique, par exemple, les meilleures idées peuvent être gaspillées si le processus de prise de décision est bancal, comme c'est actuellement le cas dans la zone euro. Par ailleurs, les failles du système des Nations Unies et la faiblesse de ses organisations régionales ont leur part de responsabilité dans le fait que les transitions au Moyen-Orient soient aussi douloureuses - et même atroces dans le cas de la Syrie. À défaut d'une solution optimale, difficilement imaginable dans un avenir proche, comment pouvons-nous concevoir des solutions de rechange sans retomber dans les tragédies de l'équilibre des puissances à la mode du XIX^e siècle ?

On soulignera également l'importance de la session «Bonne gouvernance et réussite économique», qui a pour objet la relation entre politique et économie. C'est en effet une voie à double sens. Je tiens également à souligner le fait que, cette année, nous avons décidé de renforcer le rôle des ateliers, chacun traitant d'aspects fondamentaux de la gouvernance mondiale. Deux ateliers sont thématiques (finance et énergie), tandis que le troisième est transversal et portera sur le thème des risques majeurs (un sujet qui n'est pas absent des autres ateliers). Le niveau actuel de la mondialisation rend la matérialisation de tels risques beaucoup plus probables que, par exemple, à l'époque de la Guerre froide.

Nous espérons que, en discutant en toute bonne foi et dans le respect mutuel, en évitant les passions, en donnant la primauté à la raison et en n'oubliant jamais qu'il est très facile de glisser vers la misère et la guerre, et en adoptant une vision large de l'intérêt général, les participants à la cinquième édition de la WPC contribueront à ce que notre monde soit un peu meilleur.

Thierry de MONTBRIAL

Président et fondateur de la WPC
Directeur Général et Fondateur de l'Ifri (*Institut français des relations internationales*)

To that end, we must seek acceptable rules of the game that combine the virtues of collective security and the balance of power, both in the political and economic domains. Acceptability is the most difficult task. It implies a common understanding of how to improve the UN system and other organizations such as the IMF. In this fifth edition of the WPC, we have chosen to concentrate on a few concrete issues rather than tackle institutional questions directly - except perhaps when dealing with the future of the EU, and in other cases the broader institutional issues will remain clearly in context. On the issue of economic governance, for instance, the best economic ideas can be lost if the decision-making process is awkward, as is currently the case in the Euro zone. In another instance, the flaws of the UN system and the weakness of its regional organizations account for the painful - and in the case of Syria even atrocious - transitions in the Middle East. Short of a first best solution, which is hardly imaginable in the near future, how can we think of second best options without going back to pure nineteenth century-like balance of power tragedies?

It is also worth drawing attention to the session "Good Governance and Economic Success", which is meant to address the important relationship between politics and economics. This is indeed a two-way street. I also want to emphasize the fact that, this year, we are strengthening the role of the workshops, each dealing with key aspects of global governance. Two workshops are thematic (finance and energy), while the third is transversal and focuses on the subject of major risks (a subject which is not absent from the other workshops). Indeed, the present level of globalization makes such risks much more likely than, say, at the time of the Cold War.

It is our hope, that by debating in good faith and mutual respect, eschewing passions, resorting to reason and never forgetting that it is all too easy to slip toward misery and war, and encompassing broad visions of general interests, the participants of the fifth edition of the WPC will contribute to making our world a bit better.

Thierry de MONTBRIAL

President and Founder of the World Policy Conference
President and Founder of Ifri (*French Institute of International Relations*)



Thierry de Montbrial is President of the French Institute of International Relations (Ifri), which he founded in 1979. He is Professor Emeritus at the Conservatoire national des arts et métiers. In 2008, he launched the World Policy Conference. He has been a member of the Académie des sciences morales et politiques of the Institut de France since 1992 and is a member of a number of foreign academies including the Russian Academy of Sciences.

He serves on the board or advisory board of a number of international companies and institutions. Thierry de Montbrial chaired the Department of Economics at the Ecole polytechnique from 1974 to 1992. He was the first Chairman of the Foundation for Strategic Research (1993-2001). Entrusted with the creation of the Policy Planning Staff (Centre d'analyse et de prévision) at the French Ministry of Foreign Affairs, he was its first director (1973-1979).

He has authored eighteen books, several of them translated in various languages. He is a Commandeur of the Légion d'honneur and a Grand Officer of the National Order of Merit and has been awarded many other state honors by the French and foreign governments. He holds nine honoris causa doctorates.

Thierry de Montbrial is a graduate of the Ecole polytechnique and the Ecole des mines, and received a PhD in Economics from the University of California at Berkeley.

Thierry de Montbrial
"Action and Reaction
in the World System"
UBC Press • Forthcoming January 2013



PROGRAMME

AGENDA



*Thierry de Montbrial and
Turkish President Abdullah Gül,
Vienna 2011.*



VENDREDI 7 DECEMBRE

FRIDAY DECEMBER 7

19:30

Cocktail d'accueil • Welcome Cocktail

20:00

Dîner-débat • Dinner Debate



SAMEDI 8 DECEMBRE

SATURDAY DECEMBER 8

09:00 • 10:00

Ouverture • Opening Session

10:00 • 10:15

Pause-café • Coffee Break

10:15 • 11:45

Session plénière 1 • Plenary Session 1

La gouvernance économique internationale // Global Economic Governance

11:45 • 12:30

Session plénière 2 • Plenary Session 2

G2 ? // G2?

12:45 • 14:15

Déjeuner débat • Lunch Debate

14:30 • 15:15

Session plénière 3 • Plenary Session 3

15:15 • 16:45

Session plénière 4 • Plenary Session 4

L'avenir de l'UE // The Future of the EU

16:45 • 18:00

Session plénière 5 • Plenary Session 5

Bonne gouvernance et réussite économique // Good Governance and Economic Success

20:00

Cocktail • Cocktail

20:30

Dîner de gala • Gala Dinner



DIMANCHE 9 DECEMBRE

SUNDAY DECEMBER 9

09:30 • 12:30

Ateliers en parallèle • Parallel Workshops

1. Finance // 1. Finance

2. Énergie et environnement // 2. Energy and Environment

3. Risques majeurs // 3. Major Risks

12:45 • 14:30

Déjeuner-débat • Lunch Debate

15:00 • 16:45

Session plénière 6 • Plenary Session 6

L'avenir du Moyen-Orient // The Future of Middle East

16:45 • 17:15

Pause-café • Coffee Break

17:15 • 18:45

Session plénière 7 • Plenary Session 7

Afrique // Africa

20:00

Dîner-débat • Dinner Debate



LUNDI 10 DECEMBRE

MONDAY DECEMBER 10

08:00 • 09:00

Compte-rendu des ateliers parallèles • Reports from Parallel Workshops

09:00 • 11:00

Session plénière 8 • Plenary Session 8

Débat général // General Debate

12:30

Déjeuner libre et départ • Lunch and Departure



THÈMES DES SESSIONS

CONFERENCE THEMES



*Austrian President Heinz Fischer
delivers the opening remarks at the
WPC's 4th Edition in Vienna, 2011.*

Session plénière 1. Gouvernance économique mondiale

La mondialisation a été initialement perçue comme une transformation irréversible vers un monde uniforme et plat, mais prospère. C'était comme si, du moins d'un point de vue économique, les prétendus « obstacles » des identités nationales ou régionales devaient être abolis. Comme si le monde entier était destiné à devenir un marché unique, régulé par des organisations internationales et dirigé par des technocrates supposés compétents. Depuis la crise financière et économique des cinq dernières années, nous observons des tendances bien différentes : davantage d'agressivité dans l'affirmation des identités collectives, une demande accrue de renationalisation des politiques économiques, des pressions protectionnistes, etc. Cette évolution est perceptible, même dans le cadre très intégré de l'Union européenne. L'idée que la mondialisation est irréversible ne peut plus être considérée comme juste. L'objet de cette session est d'évaluer la stabilité du système économique mondial et de faire des recommandations sur la façon de la renforcer, afin de préserver les bénéfices d'un monde ouvert, tout en répondant aux revendications politiques de préservation des identités collectives et de justice sociale.

Session plénière 2. G2 ?

Même s'il est probable que les États-Unis vont rester la seule superpuissance dans l'avenir prévisible, la Chine est devenue un challenger crédible. Elle est maintenant la deuxième économie du monde et, sauf accident économique ou politique, elle pourrait passer au premier rang dans les prochaines décennies. Non seulement elle se dote de tous les attributs de la puissance, mais elle se comporte de plus en plus comme une puissance, au sens classique du terme, du moins vis-à-vis de ses voisins. Les deux pays sont assez allergiques au multilatéralisme, mais alors que les États-Unis ont développé un sens du leadership au cours du XX^e siècle, la Chine n'a pas eu une telle expérience historique. Ils se font une rude concurrence économique, mais aussi politique, en particulier, mais pas exclusivement, en Asie. Se dirigent-ils vers une confrontation ? Ou, au contraire, pourrait-il y avoir une sorte de « détente, entente, et coopération », pour reprendre l'ancien vocabulaire de la guerre froide - c'est à dire une sorte de G2 ? Comment un tel G2 pourrait-il être acceptable pour le reste du monde ? Quelles forces décideront de l'option qui l'emportera ?

Session plénière 3.

Le président Mario Monti nous présentera sa vision de la gouvernance mondiale.

Session plénière 4. L'avenir de l'UE

L'Union européenne est, au niveau régional, un laboratoire unique pour la gouvernance mondiale. Pourtant, au cours des dernières années, elle a subi deux déconvenues majeures : la crise de la zone euro et une crise d'identité. En dépit d'un certain nombre de mesures importantes, la première crise n'est pas encore terminée.

Plenary Session 1. Global Economic Governance

Globalization was once perceived as an irreversible transformation toward a uniform and flat-but-prosperous world. It was as if, at least from an economic viewpoint, the so-called "obstacles" of national or regional identity were to be abolished; as if the whole world were to become a single market, regulated by international organizations and headed by competent technocrats. With the financial and economic crisis of the last five years, we now observe quite different tendencies: more aggressiveness in the assertion of collective identities, more demand for renationalization of economic policies, protectionist pressures, etc. This evolution is visible, even within the rather integrated framework of the European Union. The idea that globalization is irreversible can no longer be taken for granted. The purpose of this session is to assess the stability of the global economic system and to make recommendations on how to strengthen it, in order to preserve the benefits of an open world, all the while paying respect to political demands for collective identities and social justice.

Plenary Session 2. G2?

Although the United States is likely to remain the only superpower for the foreseeable future, China has become a credible challenger. It is now the second largest world economy and, barring an economic or political accident, might become the first in the coming decades. Not only does it endow itself with all the attributes of power, but it behaves more and more like a power in the classical sense, at least in its "near abroad". Both countries are somewhat allergic to multilateralism, but while the United States has developed a sense of leadership during the twentieth century, China has no such historical experience. They do experience tough economic and political competition, especially, but not exclusively, in Asia. Are the US and China heading toward confrontation? Or, alternatively, could there be some kind of "entente, detente and cooperation", to use the old Cold War vocabulary, i.e. some kind of G2? How could such a G2 be acceptable to the rest of the world? What are the forces that will decide which alternative prevails?

Plenary Session 3.

We expect President Mario Monti to present his views on the subject of global governance.

Plenary Session 4. The Future of the EU

The EU is, on a regional level, a unique laboratory of global governance. Yet, in the last few years, it has suffered two major setbacks: the Euro zone crisis and an identity crisis. Despite a number of significant steps, the first crisis is not yet over. If the Euro zone survives, it should emerge much stronger and as the natural core of a rehabilitated Union. How long can we allow the rescue process to last? Could it fail, and could the EU itself resist such a shock? The second crisis, identity, is illustrated by Britain's temptation to distance itself

Si elle survit, la zone euro devrait se renforcer et constituer le cœur naturel d'une Union restaurée. Combien de temps doit-on accorder au processus de sauvetage ? Pourrait-il échouer, et l'UE pourrait-elle résister à un tel choc ? La seconde crise est illustrée par la tentation britannique de s'éloigner de l'UE et par des mouvements nationalistes qui se renforcent, en particulier, mais non exclusivement, dans certains pays récemment devenus membres. L'esprit des pères fondateurs a disparu, et l'UE semble bien avoir perdu son sens d'identité. Ses institutions sont largement perçues comme non démocratiques et inefficaces. Pourtant, sa contribution extraordinaire à la paix et à la prospérité est reconnue par beaucoup dans le monde entier. Son attribution du prix Nobel de la paix, cette année, est un symbole significatif à cet égard. Comment les membres de l'UE pourront-ils se mettre d'accord sur une vision commune de leur avenir commun ? Un tel accord doit-il constituer un préalable à un élargissement futur ?

Session plénière 5. Bonne gouvernance et réussite économique

Le concept de gouvernance est pertinent à différents niveaux. Il se réfère à l'art et la science de fixer et d'atteindre des objectifs dans des systèmes complexes. Une réussite économique durable suppose une «bonne gouvernance» à au moins trois niveaux : (1) au niveau de l'entreprise, ce qui signifie une bonne gestion ; (2) au niveau national, ce qui signifie de bonnes politiques publiques pour assurer un climat qui favorise la croissance et l'emploi dans le court, moyen et long terme, tout en restant socialement acceptable et en préservant l'environnement ; (3) au niveau international, ce qui signifie optimiser la coordination entre les politiques nationales, gérer les externalités et réduire les risques systémiques. Le troisième niveau est crucial si la mondialisation doit survivre. Le but de cette session est d'explorer les relations entre les trois niveaux, et donc les liens entre les affaires et la politique. Comment devrait-on définir la responsabilité sociale des entreprises dans ce contexte ? La diversité des cultures et des valeurs est-elle un atout ou un obstacle ? Les médias ont-ils un rôle spécifique à jouer ?

Session plénière 6. L'avenir du Moyen-Orient

Quelles qu'en soient les causes immédiates, l'origine fondamentale du «printemps arabe» est la non-viabilité de l'ordre qui a émergé dans la région MOAN (Moyen-Orient - Afrique du Nord) à la suite de la décolonisation et dans le contexte de la guerre froide. Le «printemps arabe» a libéré des forces centrifuges puissantes, qui sont maintenant à l'œuvre entre et dans les pays de la région. L'émergence d'un nouvel ordre nécessitera sans doute au moins une génération. Des puissances extérieures vont sûrement exercer une influence sur le processus, du fait que leurs grands intérêts économiques et sécuritaires sont impliqués. En outre, il existe des signes d'un nouveau type de rivalité Est-Ouest dans la région. Ainsi, les membres permanents du Conseil de sécurité sont-ils ouvertement divisés sur la Syrie. Quoi qu'il en soit, le sort de la région MOAN sera probablement déterminé principalement par des facteurs internes, parmi lesquels la culture et l'idéologie joueront un rôle essentiel. Le but de cette session est d'examiner l'avenir du Moyen-Orient au sens large, essentiellement du point de vue de la région elle-même. Quels seront les risques et les opportunités, dans la région et aussi au-delà, dans l'ère post-printemps arabe ?

and by invigorated nationalist movements, especially, but not exclusively, within certain recent member countries. The spirit of the founding fathers is gone, and the EU seems to have lost its sense of identity. Its institutions are widely perceived as undemocratic and inefficient. Yet, its extraordinary contribution to peace and prosperity is recognized by many internationally and symbolized by this year's attribution of the Nobel Peace Prize. How might EU members agree on a common vision of their common future? Is such agreement prerequisite for future enlargement?

Plenary Session 5. Good Governance and Economic Success

The concept of governance is relevant at various levels. It refers to the art and science of setting and reaching goals in complex systems. Sustainable economic success implies "good governance" at at least three levels: (1) at the corporate level, which means good management; (2) at the national level, which means good public policies to ensure a business climate that promotes growth and employment in the short, medium and long term, while remaining socially acceptable and preserving the environment; (3) at the international level, which means optimizing coordination among national policies, managing externalities and reducing systemic risks. The third level is crucial if globalization is to survive. The purpose of this session is to explore the relationship between the three levels, and therefore the links between business and politics. How should we define Corporate Social Responsibility in this context? Is the diversity of cultures and values an asset or an obstacle? Does the media have a specific role to play?

Plenary Session 6. The Future of the Middle East

Whatever its immediate causes, the fundamental cause of the "Arab Spring" is the non-viability of the order that emerged in the MENA region (Middle East – North Africa) in the aftermath of decolonization, and in the context of the Cold War. The "Arab Spring" has released powerful centrifugal forces, which are now at work among and within the region's countries. The emergence of a new order is probably a matter of at least one generation. External powers will clearly influence the process, as their major economic and security interests are involved. Moreover, there is evidence of a new kind of East-West rivalry in the region. Thus, the permanent members of the Security Council are openly divided over Syria. Be that as it may, the fate of MENA is likely to be determined primarily by internal factors, among which culture and ideology will play a crucial role. The purpose of this session is to look at the future of the Middle East at large, essentially from the viewpoint of the region itself. What are the risks and opportunities, in the region and beyond, in the post-"Arab Spring" era?

Plenary Session 7. Africa

Africa is no longer perceived as a lost continent. It enjoys sustainable growth (5% on average over the last decade), with considerable natural and human (demographic bonus) resources. A huge middle class (300 million people) is emerging, together with urbanization. In the long term, good governance and education

Session plénière 7. L'Afrique

L'Afrique n'est plus perçue comme un continent perdu. Elle bénéficie d'une croissance durable (5% en moyenne sur la dernière décennie), avec des ressources naturelles et humaines importantes (bonus démographique). Une immense classe moyenne (300 millions de personnes) est en train d'émerger, en même temps que l'urbanisation. À long terme, la bonne gouvernance et l'éducation – deux facteurs connexes – seront les principaux déterminants de la réussite économique et sociale. Pour le moment, la gouvernance fait quelques progrès, bien que trop souvent des régimes présidentiels forts continuent de coexister avec des États faibles. Une telle situation alimente à la fois la grande et la petite corruption. La fragilité de nombreux États est également une cause majeure de conflits locaux ou régionaux. Il faut reconnaître, cependant, que le nombre et la létalité des conflits en Afrique sont moindres que durant la guerre froide. Dans le même temps, leurs effets externes sont devenus plus importants dans certains cas (Mali). Le but de cette session est d'examiner l'état de l'Afrique dans le contexte de la mondialisation et de la gouvernance mondiale, tant du point de vue politique qu'économique.

Session plénière 8. Débat général

Comme dans les éditions précédentes de la WPC, le débat général portera sur les enjeux actuels, en relation avec la gouvernance mondiale. Ce qui revêt une importance particulière cette année, c'est la perspective d'un leadership stable, à moyen terme, dans trois grands pays : les États-Unis, la Chine et la Russie.



– two related factors – will be the key determinants of economic and social success. For the time being, governance is making some progress, although too often strong presidential regimes continue to coexist with weak states. Such a situation feeds both big and small corruption. The fragility of many states is also a major cause for local and regional conflict. It must be recognized, though, that the number and lethality of conflicts in Africa are less than during the Cold War. At the same time, their external effects have in some cases become more important (Mali). The purpose of this session is to look at the state of Africa in the context of globalization and global governance, both from political and economic viewpoints.

Plenary Session 8. General Debate

As in the previous editions of the WPC, the General Debate will focus on current issues in relation to global governance. Of particular importance this year is the prospect of stable, medium-term leadership in three major countries: the United States, China and Russia.



Atelier «Finance»

L'atelier « finance » examinera l'état des réformes de la réglementation financière lancées par la communauté internationale pour éviter une nouvelle crise financière mondiale.

Les problèmes suivants seront examinés en vue d'apporter des réponses à trois questions :

- *Quels progrès ont été accomplis à ce jour ?*
- *Quelles sont les principales faiblesses qui subsistent du point de vue de la stabilité financière ?*
- *Quelles sont les voies appropriées pour corriger la situation dans une perspective à moyen terme ?*

1. Construire des banques solides

Un premier point important est d'évaluer la mise en œuvre actuelle des décisions de Bâle III ; jusqu'à maintenant, seuls 8 des 22 pays membres du Comité de Bâle ont adopté l'ensemble de la réglementation de Bâle III. Il est essentiel d'adopter une législation appropriée le plus vite possible dans toutes les juridictions. Une autre question majeure est celle des risques systémiques et des risques moraux associés aux institutions financières d'importance systémique (IFIS). Pour mettre fin au concept de « trop gros pour faillir » il faut progresser dans un certain nombre de dimensions : les réformes des régimes nationaux de résolution ; les plans propres à chaque IFIS ; une surveillance plus soutenue et plus efficace ; des exigences de fonds propres au-dessus des normes minimales. Une attention particulière devrait également être accordée aux banques ayant une importance systémique au niveau national (D-SIB).

2. La question des « shadow banking » et des non banques

L'objectif de la communauté internationale est de s'assurer que ces formes de finance soient soumises à une surveillance et une régulation appropriées afin de prévenir une crise qui pourrait survenir en dehors du système bancaire réglementé.

Les points suivants devront être particulièrement examinés : l'atténuation de l'effet d'entraînement entre les non banques et le système bancaire, la réduction de la vulnérabilité des marchés monétaires ; l'harmonisation des mesures d'incitation liées à la titrisation pour éviter des effets de levier excessifs dans le système financier ; la supervision vigilante des nouvelles activités de « shadow banking » issues des mutations du marché.

3. Faire face à la procyclicité dans de nombreux aspects du fonctionnement des marchés financiers

Le fonctionnement stable des marchés financiers repose non seulement sur des institutions financières solides, qu'il s'agisse de banques ou non, mais aussi sur une série de facteurs comme, par exemple, les règles comptables, les agences de notation de crédit, l'identification des personnes morales, l'infrastructure des marchés – notamment en ce qui concerne la réforme du marché des dérivés de gré à gré. La communauté internationale doit veiller à ce que nous fassions tout ce qui est possible pour réduire au minimum la tendance du système financier à générer endogènement des alternances d'emballements et d'effondrements et, ce faisant, pour renforcer la stabilité du système financier mondial.

4. Prévention des risques systémiques et renforcement de la surveillance macroprudentielle

Toutes les dispositions précédentes sont importantes pour minimiser les risques systémiques au niveau des économies prises individuellement, des régions comme la zone euro et l'Union européenne, et de l'économie mondiale dans son ensemble. Il est également nécessaire de faire le point sur les actions des nouvelles institutions créées spécifiquement pour prévenir des risques systémiques, des deux côtés de l'Atlantique, comme le « Conseil européen du risque systémique » (CERS) et le « Conseil de surveillance de la stabilité financière ». Parmi bien d'autres sujets, il est essentiel d'améliorer la gestion macroprudentielle et d'approfondir la compréhension des aspects endogènes de l'instabilité systémique de la finance mondiale ainsi que de la rapidité, devenue extrême, de la transmission des chocs, enfin de l'instabilité financière issue des déséquilibres macroéconomiques.

Workshop “Finance”

The parallel Workshop on Finance will examine the present state of the financial regulatory reforms that have been launched by the International Community to prevent a new global financial crisis. The following issues should be examined with a view to respond on each of them to the three following questions:

- *Which progress have been made so far?*
- *What are the major remaining weaknesses from the financial stability standpoint?*
- *And what are the appropriate avenues to correct the situation in a medium term perspective?*

1. Building resilient banks

A first important point is to assess the present implementation of the Basel III decisions in the various jurisdictions; At this point only 8 of the 22 member jurisdictions of the Basel Committee have issued the full set of the Basel III related regulations.

Passing appropriate legislation as soon as possible in all jurisdictions is of the essence.

Another crucial issue are systemic and moral hazard risks associated with the Systemically Important Financial Institutions (SIFIs). Ending the “too big to fail” concept calls for progress in a number of dimensions which have to be addressed: the reforms of national resolution regimes; the recovery and resolution plans and resolvability assessments for each global SIFI; a more intensive and effective supervision; additional capital requirements above minimum standards. Particular attention should also be given to “Domestically Systemic Important Banks” (D-SIB's).

2. Addressing the issue of shadow banking and non banks

The objective of the International Community is to ensure that shadow banking is subject to appropriate oversight and regulation to address a crisis that could emerge outside the regulated banking system.

The following dimensions should be particularly examined: mitigating the spillover effect between the banking system and the non banks; reducing the vulnerability of Money Market Funds; aligning the incentives associated with securitization to prevent excessive leverage in the financial system; vigilant oversight of new shadow banking activities coming from market mutations.

3. Coping with procyclicality in many dimensions of the financial market's functioning

A first important point is to assess the present implementation of the Basel III decisions in the various jurisdictions; At this point only 8 of the 22 member jurisdictions of the Basel Committee have issued the full set of the Basel III related regulations.

Passing appropriate legislation as soon as possible in all jurisdictions is of the essence.

4. Preventing systemic risks and reinforcing macroprudential oversight

All previous dimensions are important to minimize the systemic risks at the level of the various individual economies, regions, like the Euro area and the European Union and the global economy itself. It is also necessary to take stock of the actions of the new specific institutions created on both sides of the Atlantic on the prevention of systemic risks, like the “European Systemic risk Board” (ESRB) and the “Financial Stability Oversight Council”.

Amongst many other issues a better handling of macroprudentials and a deeper intellectual understanding of the endogenous systemic instability of global finance, of the new extreme rapidity of shocks transmission and of the financial instability consequences of macroeconomic imbalances, appear of the essence.

Atelier «Énergie et environnement»

La quête de l'énergie a toujours été un élément clé des relations internationales, aussi bien en temps de guerre qu'en temps de paix. La pérennité d'un monde ouvert n'est donc pas pensable sans une forme de gouvernance mondiale qui garantisse l'accès de tous les pays à différentes sources d'énergie et à des prix équitables. Avec les préoccupations croissantes concernant le changement climatique, cette nécessité fondamentale a pris une nouvelle dimension. Jusqu'à présent, la «communauté internationale» n'a pas réussi à parvenir à un consensus sur la façon de coopérer à cet égard. Cet atelier sera organisé en trois parties (la majorité du temps sera alloué à la partie III).

La partie I donnera un aperçu de l'état actuel de la question de l'énergie, du point de vue politique, économique et environnemental.

La partie II portera spécifiquement sur la question

essentielle des incohérences dans les politiques énergétiques, au niveau mondial, mais aussi au niveau régional. Par exemple, l'Union européenne s'est révélée incapable jusqu'à présent de définir une politique énergétique commune, même si, historiquement, la communauté du charbon et de l'acier a été au cœur de sa fondation.

La partie III se concentrera sur l'offre d'énergie en mettant l'accent sur les nouvelles sources dans le contexte du changement climatique. Cinq thèmes seront abordés : deux techniques (pétrole et gaz non conventionnels, et énergies renouvelables), un social et politique («l'acceptabilité»), un économique (coûts de l'énergie et compétitivité économique), et un international (la géopolitique de l'énergie). Les deux derniers thèmes nous conduiront à nous interroger sur la réalité de l'intégration économique et, plus généralement, sur la mondialisation.

Atelier «Risques majeurs»

L'interdépendance croissante s'accompagne de risques croissants, et parfois imprévisibles. En effet, le nombre des relations non linéaires augmente, ce qui signifie une non proportionnalité entre les causes et les conséquences (ce qu'on nomme «l'effet papillon»). Dans un tel contexte, il arrive souvent que l'on ne puisse plus appliquer les méthodes statistiques classiques – plus ou moins basées sur la loi dite normale, ou loi de Gauss (courbe en cloche). Des catastrophes majeures sont susceptibles de se produire, alors que dans un contexte classique leur probabilité serait considérée comme négligeable. Ces phénomènes soulèvent des questions essentielles sur la prévention et le partage des risques, en particulier pour l'économie de l'assurance. L'atelier sera organisé en trois parties.

La partie I abordera la question des risques majeurs du point de vue de la recherche.

La partie II discutera de la myopie des États. En effet, historiquement parlant, les gouvernements se sont souvent révélés incapables de prévenir les catastrophes, même dans des contextes favorables lorsque les risques pouvaient être clairement identi-

fiés, ce qui est typiquement le cas pour de nombreuses questions liées à la démographie. Comment est-il possible d'améliorer à long terme la prise de décision publique concernant des risques plus ou moins bien identifiés, sans tomber dans le piège de la pusillanimité, comme avec certaines interprétations du principe de précaution ? Y a-t-il une corrélation entre la prise de risque collective et les régimes politiques ? Est-ce que la notion de bien public mondial a encore un sens dans le contexte de risques majeurs ?

La partie III traitera de trois exemples très différents : la cybersécurité, qui est maintenant largement reconnue comme un sujet explosif ; le vieillissement, avec ses potentiellement graves conséquences économiques et financières ; et la sécurité alimentaire, qui, au même titre que l'énergie, doit être considérée comme un élément clé de la gouvernance mondiale. Ce ne sont que des exemples. Beaucoup d'autres pourraient être choisis, comme les migrations climatiques, les pandémies ou la sécurité nucléaire. Il convient également de noter que dans les deux autres ateliers de cette édition de la WPC (en particulier l'atelier «Finance») on parlera également des risques majeurs.

Workshop “Energy and Environment”

The quest for energy has always been a key component of international relations, both in times of war and peace. The sustainability of an open world is therefore hardly thinkable without a form of global governance that secures every country's access to various sources of energy at fair prices. With rising concerns about climate change, this fundamental concern has taken an even greater dimension. So far, the “international community” has failed to reach a consensus on how to cooperate on the matter. This workshop will be organized in three parts, though the majority of the time will be consecrated to Part III.

Part I will provide an overview of the current energy scene from political, economic and environmental standpoints.

Part II will specifically address the crucial issue of inconsistencies in energy policies, at regional and international levels. For instance, the European Union has proved thus far unable to create a common energy policy, despite the coal and steel community being the heart of its foundation.

Part III will concentrate on energy supply with an emphasis on new sources in the context of climate change. Five topics will be covered: two technical (unconventional oil and gas, and renewables), one social and political (“acceptability”), one economic (energy costs and economic competitiveness), and one international (the geopolitics of energy). The last two topics will certainly raise questions about economic integration and globalization more generally.

Workshop “Major Risks”

Increasing interdependence is accompanied by increasing, and sometimes unpredictable, risk. This is because the number of non-linear relations increases, i.e. non-proportionality between causes and consequences, or the so-called “butterfly effect”. In such a context, classical statistical methods based on the so-called “normal” or “Gaussian law” (bell curve) often become irrelevant. Major catastrophes are likely to happen, whereas in the classical context their probabilities of occurrence were considered negligible. These phenomena raise vital questions on risk prevention and risk sharing, in particular for insurance economics. The workshop will be organized in three parts:

Part I will address the issue of major risks from the standpoint of research.

Part II will discuss the myopia of states. Historically speaking, governments have proved unable to prevent catastrophes even in favorable contexts

when the risks could be clearly identified, as is typically the case for many demography-related risks. How is it possible to improve long-term public decision making under well- or ill-identified risks without falling into the trap of pusillanimity, as with some interpretations of the precautionary principle? Is there a correlation between collective risk taking and political regimes? Does the concept of global public good make any practical sense in the context of major risks?

Part III will cover three disparate examples: cyber security, which is now widely recognized as an explosive issue; aging, with its potentially undermining economic and financial consequences; and food security, which much like energy must be considered as a key component of global governance. It should be noted that the two other parallel workshops, particularly “Finance”, carry an important major risk dimension.



PARTICIPANTS

PARTICIPANTS



Secretary-General of the United Nations Ban Ki-moon addresses the WPC, Marrakech, 2010.

**ABD AL-MAHDI**

Adil

Former vice-president of the Republic of Iraq. He represented the Islamic Supreme Council of Iraq (ISCI) in different countries. He served as Finance Minister in the government of Dr. Iyad Allawi (2004-2005). He was elected as a Representative of the UIA (United Iraqi Alliance, 2005) and he held the position of Vice-President of Iraq (2005-2011). He graduated in Economics from Baghdad University.

**ABDELATIF**

Soumeia

Algerian physician. First Vice President of North/South dialogue for Arab countries and the Mediterranean at the Robert Schuman Institute for Europe. Founding member of the House of Europe in Alsace.

**ABITEBOUL** Jean

President of Cheniere Supply & Marketing, a 100% subsidiary of Cheniere Energy, Inc., a Houston based company specializing in liquefied natural gas importation and exportation. He joined Cheniere in 2006, after having held various positions within Gaz de France (now GDF Suez), among which Executive Vice President for Supply, Trading & Marketing, President of Gaselys, International Executive Vice President as well as Advisor to the Chairman & CEO and Secretary of the Board of Directors. He graduated from the Ecole Centrale de Lyon.

**ACKERMANN** Josef

Chairman of the Board of Directors of Zurich Insurance Group Ltd and Zurich Insurance Company Ltd since March 2012. Prior to this he served as Vice-Chairman for two years. He also served as chairman of the Management Board of Deutsche Bank AG (2002-

2012). He is also a member of the International Advisory Board of the National Bank of Kuwait and of the Akbank in Turkey. He is co-chairman of the Foundation Board of the World Economic Forum. He studied economics and social sciences at the University of St. Gallen and received his PhD in 1977.

**AGH** Mukesh

CEO, L&T Infotech's Services Cluster, He was CEO Asia-Pacific and Global Executive Sales Director at Steria Inc.

India. He has also been a member of the Prime Minister's IT Task Force in India. He is a member of the Federation of Indian Chambers of Commerce and Industry's (FICCI) Executive Committee and chairs their Information Technology division. He graduated from the Middle East College in Beirut in Business Administration, and from Harvard Business School in Management. He holds an MBA in International Marketing from Andrews University, Michigan, and a Ph. D. in International Relations from Claremont Graduate University, California.

**ALAOUI MDAGHRI** Driss

President of the Association Marocaine d'Intelligence Economique (AMIE) and of the Fondation des Cultures du Monde (FCM), Vice-President of the International Chamber of Commerce in Morocco. He is also a university professor, columnist and writer. He has been a minister several times (Communication and Spokesman of the Government, Youth and Sports, Energy and Mines, State Secretariat for Foreign Affairs in charge of the Arab Maghreb Union). He was also CEO of the ISCAE and of the ICDT.

**His Royal Highness Prince Turki AL-FAISAL**

His Royal Highness Prince Turki Al-Faisal served as the Ambassador of the Kingdom of Saudi Arabia to the United States of America (2005-2007). His Royal Highness is involved in a number of cultural and social activities. He is one of the founders of the King Faisal Foundation and is the Chairman of the King Faisal Center for Research and Islamic Studies in Riyadh. He is a member of the Board of Trustees of the Center for Contemporary Arab Studies at Georgetown, the Oxford Center for Islamic Studies, and the King Faisal Foundation. He graduated from The Lawrenceville School, New Jersey and from Georgetown University in Washington, DC.

**ALHAJERI** Manaf

Chief Executive Officer of Kuwait Financial Center, better known as Markaz since March 2004, one of the leading asset management and investment banking entities in the Middle East with a strategic focus to achieve regional leadership. Prior to joining Markaz, he held the position of Deputy Director in the Investment department in the Kuwait Fund for Arab and Economic Development. He writes occasionally in the Kuwaiti economic press, and serves on the boards of non-profit community groups. He is a Certified Financial Manager (CFM) from The Institute of Management Accountants (IMA) New Jersey. He also holds a Master of Science and Bachelor degrees in Civil Engineering from Kuwait University.

**ALI BIRAND**

Mehmet

Journalist and writer. He is currently editor-in-Chief and Chief Anchor for Kanal D. He was editor in Chief of CNN Turk. He has been described as the «eyes and ears» of Turkey abroad for over 40 years. He has authored eight

books and has been the focal point of numerous conferences on Turkish-EU relations, the Kurdish problem, Cyprus and Turkish-Greek relations. He began his career in 1964 in Turkey's leading newspaper. In 1985, he began producing «32nd Day» program known for its independent and liberal outlook. Many world leaders have appeared on the show. He returned to Turkey in 1991 and became a columnist with *Sabah*, a well-known Turkish newspaper, and in 1999 with *Posta*, Turkey's highest circulation newspaper.

**ALLARD** Patrick

Consultant on international economic issues to the Policy Planning Staff, Ministry of Foreign Affairs,

France. Formerly, he has held the position of Chief Economist/Senior advisor for international economic issues, Policy Planning Staff, Ministry of Foreign and European Affairs, France. He also has served as Head of the International Macroeconomic Forecasts Division and Head of the Public accounts Division of the French Ministry of Economy. He has also been staff economist at the Economic department of the OECD. He is alumnus of the Ecole nationale d'administration.

**ALMUNIA** Joaquín

Commissioner for competition since February 2010. He is the Founder and

Director of the progressive think tank «Laboratorio de Alternativas». He was Commissioner for economic and monetary affairs (2004-2010). He was a socialist candidate for Prime Minister in the 2000 elections, a leader of the PSOE, spokesperson of the Socialist Parliamentary Group, Minister of Public Administration, Minister of Employment and Social Security, member of the Spanish Parliament. He graduated in Law and Economics at the University of Deusto (Bilbao) and studied at l'École Pratique des Hautes Études de Paris.

**AL-SHATTI**

Abdulmajeed

Former Chairman of the Board of Directors and Managing Director of the Commercial Bank of Kuwait. Previously, he was Executive Director for Investment in addition to being a member of the Board's Executive and Loan Committees. He was Chairman of the Board of Directors of the "Kuwait Banking Association" (2007-2010). He started his career at the Kuwait Institute for Scientific Research (KISR) where he was part of the Kuwait Economy Study, as a member of the research team and the project coordinator. He graduated from Syracuse University and Stanford University.

**ANTIL** Alain

Head of the Ifri Sub-Saharan Africa program. He work on mauritanian and security issues in the Sahel. He

teaches at the Institut d'Etudes Politiques of Lille. He has been a research fellow at the Institut de Recherches Internationales et Stratégiques in Paris from 2003 to 2004. He holds a Ph.D. in political geography from the University of Rouen.

**BABACAN** Ali

Deputy Prime Minister for Economic and Financial Affairs of the Republic of Turkey since 2009. He is also

a member of the National Security Council. He served as Minister of Foreign Affairs (2007-2009). In 2002, he was elected to Parliament and appointed as the Minister of Treasury. In addition to his tenure as Minister of Treasury, he was appointed in 2005 as the first Chief Negotiator for Turkey's accession negotiations with the European Union. He holds a BS in Industrial Engineering from the Middle East Technical University, Ankara. He received a MBA in Marketing, Organizational Behavior and International Business from the Kellogg School of Management at Northwestern University in Evanston, Illinois.

**BADAUT** Christian

Head of the Mediterranean-Africa Center, Head of European and International Affairs, Caisse des dépôts

et consignations. He worked at the French Ministry of Industry (1982-2000) notably as Head of Eastern Europe Affairs, Head of Multilateral Trade Negotiations, and finally as Deputy Director of European Affairs. He then began to work at the Caisse des dépôts as senior executive of an investment program in North-Africa and then as financial analyst (sovereign wealth funds) and as country-risk analyst. He studied at the Ecole nationale d'administration.

**BADINTER**

Robert

Former French Minister of Justice, Keeper of the Seals. He joined the

Paris Bar in 1951 and practiced law until 1981. He pleaded numerous cases in which the defendant was risking death penalty. In 1966, he was appointed Associate Professor of Law and now he is Emeritus Professor at the University Paris I Panthéon Sorbonne. French Minister of Justice, Keeper of the Seals (1981-1986), he brought to the Parliament the law for the abolition of death penalty. He was President of the Constitutional Council (1986-1995). From 1989, he has been called for expertise work on constitutional problems in the new democracies in Central and Eastern Europe. He is the main inspirer and promoter of the Stockholm Convention of 1992, creating the "Court of Conciliation and Arbitration in the O.S.C.E.", of which he is the President. In 1995, he was elected to the French Senate and reelected in 2004. In 2003, he was appointed by the UN Secretary-General, Kofi Annan, to be part of the Panel in charge of working on a report of the UN entitled "*A more secure world: our shared responsibility*" (2005).

**BAHOUT** Joseph

Professor and Research associate at the Institut d'Etudes Politiques, Paris. He is also an independant political consultant at JB-Conseil, Program coordinator at the Académie Diplomatique Internationale (ADI) and Permanent Consultant at the French Ministry of Foreign Affairs in the Policy Planning Unit. He served as Lecturer at the University Saint-Joseph in Beirut. He was also Researcher at CERMOC (Center of studies and research on the contemporary Middle East). He graduated from the Institut d'Etudes Politiques, Paris and from the American University of Beirut.

**BARÓN CRESPO**

Enrique

Former President of the European Parliament (1989-1992). Formerly,

he was Chairman of the Committee on Foreign Affairs and Security (1992-1994). He served as Minister of Transport, Tourism and Communications of Spain in the González Government (1982-1985). He was also Chairman of the International Trade Committee of the European Parliament. He has been Professor of Economics, lawyer, socialist deputy and member of the European Parliament. He holds degrees in Law (University of Madrid) and Business Studies (ICADE) and a diploma in Economic and Business Studies from ESSEC (Paris).

**BARRAULT** François

Chairman and founder of FDB Partners, an investment and consulting firm in TMT, renewable energy and publishing. He was CEO of British Telecom Global Services and a board member of BT Group PLC after having created BT International and served as President. He built businesses or co-founded several companies. He was also President and CEO of Lucent EMEA following the acquisition of Ascend Communications, where he was Senior Vice President Interna-

tional and after the acquisition of Stratus Computer. He holds a Master of Science (DEA) in Robotics/A.I. He graduated from the Ecole Centrale de Nantes and started his career as a researcher in IBM labs. François is also Chairman of Idate/DigiWorld Institute and Windeo Green Futur.



His All Holiness

BARTHOLOMEW 1ST

His All Holiness Bartholomew 1st was elected in 1991 Archbishop of Constantinople, New Rome and Ecumenical Patriarch.

His personal experience and his theological formation give him a unique perspective within ecumenical and inter-religious relations and environmental issues. He is working to bring about reconciliation with Catholic and Anglican Churches, etc. He was ordained to the Diaconate in 1961 and to the Priesthood in 1969. He served as assistant Dean at the Patriarchal Theological School of Halki and then as Director of the Private Patriarchal Office of the Ecumenical Patriarch Dimitrios 1er (deceased in 1991). He studied at the Patriarchal Theological School of Halki, the Pontifical Oriental Institute (Gregorian University), Rome, the Ecumenical Institute, Bossey (Switzerland) and the University of Munich.

**BEAUVALLET**

Godefroy

Head of the AXA Research Fund. He

began his career as an IT Project Manager with Gemplus and then became Associate Banker for the European Bank for Reconstruction and Development (EBRD). In 2002, he became Assistant Professor and Team Manager at Telecom ParisTech. In 2007, he became CFO and Deputy CEO of Institut Télécom. He is the author of several books and many scientific papers about the use of digital groupware tools in project management and Lean Management. He graduated from Ecole Polytechnique and from Télécom ParisTech.



BELKA Marek
President of the National Bank of Poland since 2010. Former Prime Minister of Poland (2004-2005). He was Deputy Prime Minister and Minister of Finance (1997; 2001-2002). He worked at the UN as Executive Secretary of Economic Commission for Europe (UNECE, 2006-2008) and as Director of European Department at the IMF (2009-2010). In January 2011 he was elected for a 3-year term of office in the Steering Committee of the European Systemic Risk Board (ESRB). Since 2011 he has also chaired the World Bank-IMF Development Committee. He is a member of the Committee on Economic Sciences of the Polish Academy of Sciences. He graduated from the University of Lodz; he holds a PhD and a post doctoral degree in economics.



BIELECKI
Jan Krzysztof
Chairman of the Economic Council to the Polish Prime Minister since 2010.

Former Prime Minister of Poland. He also served as Minister for European Integration and Foreign Affairs in Hanna Suchocka's government. He represented Poland in the European Bank for Reconstruction and Development (1993-2003). He was President of Bank Pekao SA Management Board and CEO (2003-2010). He was a Member of the Sejm (1989-1993). He graduated from Gdansk University.



BITAR Sergio
Senior Fellow at the Inter-American Dialogue, Washington (leading a Project on Global Trends and the Future of Latin America), President of *Fundación Por la Democracia* and President and founder of *Corporación Museo del Salitre*. He served as Minister of Mining (1973, president Allende), Minister of Education (2003-2005, president Lagos) and Minister of Public

Works (2008-2010, president Bachelet). He was also Senator (1994-2002) and President of the Party Pro Democracy (PPD) (1992-94, 1997-2000, 2006-2008). The PPD is a member of the Concertación, the political coalition that governed in Chile in the period 1990-2010. He held the position of Coordinator for Michelle Bachelet's presidential campaign (Dec. 2005-Jan. 2006). He graduated from the University of Chile, the Centre d'Etudes de Programmes Economiques, Paris and from Harvard University.



BLACKWILL Robert
Senior fellow of Henry A. Kissinger for US foreign policy at the Council of Foreign Relations.

He was senior fellow at Rand Corporation (2008-2010) and United States Ambassador to India. He was also Deputy National Security Advisor for Strategic Planning under President George W. Bush. He served as Presidential Envoy to Iraq and was the Administration's Coordinator for US policies regarding Afghanistan and Iran. As a Harvard Faculty member, he was Associate Dean of the Kennedy School of Government.



BÖNNING Matthias
Chief Operating Officer and Head of Research, Oekom Research AG.

He was an analyst at Oekom Research AG (1998-2000), and then became Head of Research (2001) and member of the Executive Board (2003). He is a visiting lecturer at the Technical University of Munich and at the University of Augsburg. He graduated from the University of Cologne in Business Administration.



BORZA Remus
President, EuroInsol. He is an attorney at law, insolvency practitioner.

He is managing partner within the law firm Borza & Associates, specialized in commercial legal advice, and EuroInsol, professional com-

pany specialized in judicial reorganization. He is Grand Orator of The Grand National Lodge of Romania which will organize the World Conference of the Masonic Regular Grand Lodges in 2014. He has a PhD in Management.



BOUTTES Jean-Paul
Chief Economist, Head of Strategy and Prospective, EDF.

He was a scientific consultant at the National Institute for Research in Computer Science and Control (INRIA) in France (1986-1993). He was a professor at the Ecole Polytechnique, at the Ecole Nationale de la Statistique et de l'Administration Economique (ENSAE), and was a visiting lecturer at the North China Electric Power University in Beijing. He was Deputy Director of Strategy at EDF (1997-2002), and then Industrial Strategy Delegate at the EDF Energies Center (2002-2005). He graduated from Ecole Polytechnique and ENSAE.



BUJON DE L'ESTANG François
President, FBE International Consultants.

Former Senior International Adviser and member of the European Advisory Board of Citi after having been Chairman of Citigroup France. Former Ambassador of France to the United States and to Canada, diplomatic Advisor to Prime Minister Jacques Chirac and special Assistant to President Charles de Gaulle. Former Director of international relations at the French Atomic Energy Commissariat. He is a graduate of the Institut d'Etudes Politiques de Paris, of the Ecole Nationale d'Administration, and of the Harvard Graduate School of Business Administration.



CAILLÉ André
Director of several corporations, including Junex Inc., an oil and gas exploration corporation, for which

he is a Senior Strategic Advisor. He is on the Board of Directors of the National Bank of Canada. He was Chancellor of the University of Montreal, Chairman of the World Energy Council and Deputy Minister of the Environment of Quebec. He also served as President and Chief Executive Officer and Chairman of the Board of Hydro-Québec, and President and Chief Executive Officer of Gaz Métropolitain. He graduated from the University of Montreal, where he obtained a master's degree and a doctorate in physical chemistry.



CARFANTAN
Jean-Yves
Senior Consultant, he runs AgroBras-Consult, a Brazilian consulting company in São Paulo and Rio de Janeiro. He is a member of the Global Food Security Forum (GFSF) steering Committee. The GFSF is an initiative of the OCP Group, a Moroccan company, global leader in the phosphate fertilizer sector. After being a Cooperating Professor at the University of Brazzaville (1975-1978), he became a Professor of International Economics at the Institut Supérieur de Gestion (ISG), and Professor in Agricultural Economics at the Ecole Supérieure d'Agriculture d'Angers. He is the author of *Le choc alimentaire mondial* (The Global Food Shock), 2009. He graduated in Economics and in Philosophy and holds a post-graduate degree in International Business.



CHABANNES
François
Co-President of the Fondation Alcen pour la Connaissance des Energies

(raising awareness and knowledge of energies). President of Technochabs. Former Delegate-General of the Council of French Defense Industries (CIDEF),

the Group of Telecommunication and Professional Electronics Industries (GITEP-EDS) and General Manager of the Industrial Laser Company (CILAS). Former Vice-President Defense Strategy in the Aeronautic branch and Secretary-General of the International Department within Thompson-CSF Group. He graduated from the Ecole Polytechnique, the ENSAR; he obtained a master's degree in quantum optics and a degree INFO II (CIR0-Defense computer science).



CHALMIN Philippe
Professor of Economic History and
Director of the Master of International
Affairs at Paris-Dauphine University,
Founder of the Cercle Cyclope, main european re-
search institute on raw materials markets.

He is a member of the Council of Economic Advisers in the Office of the French Prime Minister. He published around forty books including *Le siècle de Jules, le XX^e siècle raconté à mon petit-fils*, Bourin 2010. He is the President of the French Observatory on formation of food products' prices and margins since 2010. He graduated from HEC, he is "agrégé" in history and holds a doctorate in humanities.



CHANG Dae-Hwan
President, Maekyung. He is Chair-
man of Maeil Business Newspaper
and Maeil Broadcasting Network.

He served as Acting Prime Minister of Korea (2002). He currently serves as Founder and Executive Chairman of World Knowledge Forum (1998), Board Member of World Association of Newspapers (2004), and Member of the National Competitiveness Council (2008). He graduated from the University of Rochester in Politics, from the George Washington University in International Affairs, from New York University in International Business Management and received a Ph.D. from NYU.



CHARAFEDDINE Raed
First Vice-Governor of the Central
Bank of Lebanon.

He is the alternate governor for Lebanon at the International Monetary Fund (IMF) and the Arab Monetary Fund (AMF). He represents Lebanon at the IFC Committee on central bank statistics at the Bank for International Settlements (BIS) and is the national coordinator for Lebanon's participation in the IMF's General Data Dissemination System (GDDS). He is also co-chairman of the capacity building task force of the Standing Committee For Economic and Commercial Cooperation of the Organization of Islamic Cooperation (COM-CEC) Capital Market Regulators Forum. He graduated from the University of North Carolina in Business Administration.



CHEBELEU Traian
Deputy Secretary General, Organi-
zation of the Black Sea Economic
Cooperation.

He has served in the Ministry of Foreign Affairs of Romania, mainly dealing with international organizations. He also held the positions of State Secretary at the Ministry of Foreign Affairs (1992), Diplomatic Adviser (1993-1996) and Spokesman for the President of Romania. He was the Ambassador of Romania to Austria (2001-2005) and he was Special Representative of the Minister of Foreign Affairs for the Black Sea Issues (2008-2009). He then joined the Black Sea Economic Cooperation Organization (2009).



CLEARY Seán
Executive Vice-Chairman of the Fu-
ture World Foundation and Chair-
man of Strategic Concepts (Pty) Ltd.

Strategic Adviser to the Chairman of the World Economic Forum, member of the Board of the International Foundation of Electoral Systems (IFES) and Carbon War Room, and co-author, with Thierry

Malleret, of *Resilience to Risk, and Global Risks*. He studied social sciences and law and holds a MBA from Henley Management College at Brunel University, United Kingdom.



COEURÉ Benoît
Member of the Executive Board of
the European Central Bank.

Prior to joining the ECB, he was Deputy Director General and Chief Economist of the French Treasury (2009-2011), Head of the Multilateral Affairs and Development Department, French Treasury, G8 and G20 Sous-Sherpa for France and co-Chair of the Paris Club (2007-2009), and Deputy CEO, then CEO of Agence France Trésor (2002-2007). He graduated from the École polytechnique, the École nationale de la statistique et de l'administration économique and the École des hautes études en sciences sociales and holds a B.A. in Japanese. He has authored numerous books and academic articles in the field of international economics and economic policy.



COLLOMB Bertrand
Honorary Chairman of Lafarge.
Director of Total, ATCO and DuPont,
and Chairman of IHEST (Institute for

Studies in Science and Technology). Former Chairman and CEO of Lafarge. Member of the Académie des Sciences Morales et Politiques. He graduated from the Ecole polytechnique and the Ecole des Mines in Paris. He also holds a French law degree and a PhD in Management from the University of Texas.



COOPER Richard
Maurits C. Boas Professor of Inter-
national Economics at Harvard Uni-
versity since 1981.

Previously, he was Chairman of the National Intelligence Council (1995-1997), Chairman of the Federal Reserve Bank of Boston (1990-1992), Under-Secretary of State for Economic Affairs (1977-1981), Deputy Assistant Sec-

retary of State for International Monetary Affairs (1965-1966), U.S. Department of State. He received an A.B. from Oberlin College, a M.Sc (Econ) from London School of Economics and Political Science, and a Ph.D. from Harvard University.



COUSTILLIÈRE Jean-François
Commodore (2S). Founder of JFC
Conseil, consulting firm dedicated to

Mediterranean issues. Founding President of Euromed-IHEDN, association which aims at contributing to the Euro-Mediterranean debate, set up in 2004. He is also member of the scientific committee of the *Confluences Méditerranée* journal, member of the board of IREMMO and lecturer for the Association for Management Progress (APM). He served in the armed forces for 36 years. He was three times in command of a coastal minesweeper, a dispatch boat and a guided-missile frigate. He graduated from the École Navale (French Naval Academy) and the Ecole supérieure de Guerre navale.



DAVID Dominique
Executive Vice-President of Ifri and
Editor of *Politique étrangère*.

Previously, he was in charge of the Security Studies department at Ifri. Before joining Ifri, he was Deputy Director of the Institut français de polé-mologie (French Institute of Polemology), and then Secretary General of the FEDN (Fondation pour les études de défense nationale). He also taught at the Military School of Saint-Cyr, at the Paris I University and at the Institut d'études politiques de Paris (IEP). His studies and publications deal with strategic issues, particularly with French strategy and European issues.



DEJAMMET Alain
Ambassador of France. He began to work at the French Ministry of Foreign Affairs as Head of the Press and Information Department (1981-1985) and then became Head of the North Africa and Middle-East Department (1985-1989). He was Ambassador to Egypt (1989-1991), Head of the Political Affairs Department (1991-1995), Ambassador to the UN (1995-2000), and then to the Holy See (2000-2001). He was Vice-Chairman of the Executive Committee of the Institut du Monde Arabe. Today, he is Chairman of the Scientific Committee of the Foundation Res Publica.



DELAPALME Nathalie
Director of Research and Policy of the Mo Ibrahim Foundation since 2010. She served as Inspecteur général des finances at the French Ministry of Economy and Finances, Advisor in charge of Africa to the French Ministers of Foreign Affairs and Advisor to the French Minister of Development. She began her career at the French Sénat, where she served at the Finances and Budget Commission. She graduated from the Institut d'Etudes Politiques of Paris and holds a degree (DEA) in applied economics.



DERVIS Kemal
Vice President and Director of Global Economy and Development at the Brookings Institution and Senior Advisor at Sabanci University. He was Minister of Economic Affairs of Turkey. He also served as Head of the United Nations Development Program, member of the Turkish Parliament and was a Vice President of the World Bank. He earned his Bachelor and Master's degrees from the London School of Economics, and his PhD in economics from Princeton University.



DESAZARS DE MONTGAILHARD Jean
Executive Vice-President, (Strategy, Business Development and Public Affairs) and member of the Executive Committee of Lafarge. Director of Coe-Rexecode. Previously, he was Regional President for Asia Pacific at Lafarge and played a major role in the Group's development in Asia as well as in Africa. He started his career at the French Ministry of Foreign Affairs and was deputy Undersecretary of State for arms control. He is a graduate of the Ecole Nationale d'Administration (ENA) and the Institut d'Etudes Politiques of Paris. He also holds a Master in Economics. French order of the Legion d'Honneur (Chevalier).



DJEREJIAN Edward P.
Founding Director, James A. Baker III Institute for Public Policy, Rice University. He previously was U.S. ambassador to Israel (1993-1994) and to the Syrian Arab Republic (1988-1991), and assistant secretary of state for Near Eastern affairs in both the George H.W. Bush and Clinton administrations (1991-1993). He also served in the U.S. Foreign Service for eight presidents, from John F. Kennedy to William J. Clinton (1962-1994). His book *Danger and Opportunity: An American Ambassador's Journey Through the Middle East* was published in 2008. He has been awarded the Presidential Distinguished Service Award and numerous other honors.



DROUIN François
CEO of OSEO (the French Agency for Innovation and SMEs financing). Former Engineer at the Directorate of Navigation of the Nord-Pas-de-Calais Region, Managing Director of the Caisse de Dépôts (French public financial institution) for the Normandie Region and later on for the Bourgogne region, Chairman of the

Board for the Caisses d'Épargne (French savings banks) in the Midi-Pyrenees and for the Crédit Foncier de France (National mortgage bank of France). He holds a degree from the Ecole Polytechnique and from the ENPC (corps de Ponts).



EL SAYEGH Selim
Former Minister of Social Services. He was a professor in various schools in France and was a visiting lecturer in many universities abroad. He graduated in administration, law, and political science, and obtained a Masters degree in international affairs and diplomacy. He also has a Ph.D. in law.



ERLANGER Steven
Paris bureau chief of The New York Times. He has served in numerous postings for *The Times* in Berlin, Prague, Washington, Moscow, Bangkok and New York where he served as Culture Editor for two years. Previously, he worked for *The Boston Globe* as European correspondent, based in London. He also reported from Eastern Europe, Moscow and revolutionary Iran. He was a Teaching Fellow at Harvard University. He shared a Pulitzer Prize for Explanatory Reporting for a series on Al Qaeda and global terrorism in 2002. He received an A.B. degree from Harvard College and studied Russian at St. Antony's College, Oxford.



EYMOND-LARITZ Thomas
Senior adviser based in APCO Worldwide's London office. Before joining APCO Worldwide, he served as an adviser to Georgian President Mikheil Saakashvili and Bulgarian Prime Minister Simeon Saxe-Cobourg and in the offices of French Prime Ministers Lionel Jospin and Jean-Pierre Raffarin. He established and was appointed presi-

dent of the Victor Pinchuk Foundation, the largest private philanthropic foundation in Eastern Europe. He also developed the Yalta European Strategy (YES), an international network promoting Ukraine joining the European Union. He graduated from the Ecole des Mines de Paris and the Corps des Mines.



FACHE Dominique
CEO Enel Russia (OGK-5), member of the Sophia Antipolis Foundation Board. He participated in the creation and development as Deputy Director of the Sophia Antipolis science park in Nice. He joined the Schlumberger Group in Russia (1993) as Country Manager for Russia and the countries of the CIS; he stayed in Russia and worked as a consultant and independent member on the boards of leading Russian energy companies. He graduated from La Sorbonne University, Paris, in engineering.



FISCHER Joschka
Former Vice Chancellor and Foreign Minister of the Federal Republic of Germany (1998-2005). He led the Green Party in its first participation in government, both at state level (Hesse) and at federal level. From 2006 to 2007, he held a professorship at the Woodrow Wilson School of International and Public Affairs at Princeton University (USA). He is a member of the Board of Trustees of the International Crisis Group and of the Executive Board of the European Council on Foreign Relations. He is a founding partner of Joschka Fischer and Company.



FORGEARD Noël
Senior Associate, Arjil. He began to work in the administration, for the French Ministry of Transport, Defense Ministry, and also for the Prime Minister. He worked for Usinor-Sacilor (1981-1986), Matra (1987-1998),

Airbus (1998-2005), and EADS (2005-2006). He was Deputy Director at Lagardère (1992). He is director and member of the Schneider Electric Audit Committee; he is member of the PMU Board. He received the French Legion of Honour and is a Knight of the British Empire. He graduated from the Ecole des Mines.



FRASCA Giorgio
Consultant, Mediobanca. He started his professional activity working at Banca Nazionale del Lavoro (1966), and was appointed Director of the International Banking Consortium (1969). He then joined Lazard Frères Bank in Paris (1973). He was Managing Director of IFI International, in Paris; he also settled the Fiat USA Headquarters in New York (1978), and then occupied key-positions at Fiat in the US and in France. He was Vice-Chairman of Lazard International (2006-2009). Now he is independent Director of La Compagnie des Alpes and he received the French and Italian Legion of Honour. He received a Ph.D. from Rome Law University.



FRIEDEN Jeffrey
Professor of Government at Harvard University since 1995. He specializes in the politics of international monetary and financial relations. Previously, he taught at the Department of Political Science, University of California (1983-1995). He is the author (with Menzie Chinn) of *Lost Decades: The Making of America's Debt Crisis and the Long Recovery* (2011). He is also the author of *Global Capitalism: Its Fall and Rise in the Twentieth Century* (2006). He received a B.A. *summa cum laude* from Columbia College and a Ph.D. from Columbia University.



GIL-ALUJA Jaime
President of the Royal Academy of Economics and Financial Sciences of Spain since 2002. He has always rec-

onciled his major activity, research, with business and financial institution management. In 1960, he is appointed Superior Chief at SEAT, and then Economic and Technical Advisor to the Executive Board. From 1969 to 1985, he worked as an economist. He received a doctorate "Honoris Causa" from 24 universities and he is a member of 11 scientific academies. Doctor in Political and Economic Sciences from the University of Barcelona, he holds the Chair of Financial Economics and he is Professor Emeritus from the University Rovira i Virgili, Spain.



GLENN Dylan
Managing Director for Guggenheim Partners and a senior member of the Marketing and Sales team for Guggenheim Investment Advisors. Prior to joining Guggenheim in 2005, he served as Deputy Chief of Staff to Governor Sonny Perdue of Georgia and also served in the White House as Special Assistant to the President George W. Bush for Economic Policy. He holds a BA degree from Davidson College in North Carolina.



GOMART Thomas
Vice President for strategic development and Director of the Russia/NIS Centre at Ifri. His professional background has been closely related to security, energy and digital issues. As Lavoisier Fellow at the Moscow State Institute for International Relations (University-MGIMO – Moscow), Visiting Fellow at the Institute for Security Studies (European Union – Paris) and Marie Curie Fellow at Department of War Studies (King's College – London), he has acquired a diversified international experience. He is the co-director with A. Dellecker of Russian Energy Security and Foreign Policy (2011). He holds a Ph.D in History at Paris I Panthéon-Sorbonne, and an EMBA at HEC.



GRAEFF Christian
Ambassadeur de France, he served as ambassador to Libya (1982-1985), to Lebanon (1985-1987) and to the Islamic Republic of Iran (1988-1991). He represented the President de la République during three mandates as member of the Supreme Council of the Judiciary (1991-1998). He was also the Special Advisor to the President of the oil group TOTAL in charge of international relations (1991-1993). He is associated researcher at the Institute for research and studies on the Arab and Muslim world IREMAM – C.N.R.S.



GREVI Giovanni
Acting director of FRIDE, where he worked as senior researcher and head of the Brussels office (2010-2012). Before joining FRIDE, he served as senior research fellow at the EU Institute for Security Studies (EUISS) in Paris (2005-2010). Prior to that, he worked at the European Policy Centre in Brussels as policy analyst (1998-2002) and as associate director of studies (2002-2005). He participated in the report "Global governance 2025: at a critical juncture" (EUISS-US National Intelligence Council, 2010). He holds an MSc from the London School of Economics (LSE) and a PhD from the Université Libre de Bruxelles.



GRUFFAT Jean-Claude
European Chairman, Global Subsidaries Group, Global Banking, for Citigroup. He was Citi Country Officer for France (1998-2011), Executive Vice President and Management Board member of Banque Indosuez (1994-1996), Chairman Asia Pacific of Credit Agricole Indosuez, based in Singapore. He has been a Governor of the American Hospital of Paris and member of its finance committee since 2008. He was President of the American Chamber of Commerce in France (2008-2011). He is a Foreign trade adviser to the French PM

since 1984. He holds a PhD in public law and a master in political science from the University of Lyon, France. He attended the Stanford Executive Program, GSB, Stanford University, CA.



GUEVARA AVILA Jean-Paul
Ambassador of the Plurinational State of Bolivia to France. Former Head of the Graduate Program in "Public Policy and International Relations of the European Union", at the Catholic University "San Pablo" of La Paz, Bolivia. He served as Director-General of Bilateral Relations of the Ministry of Foreign Affairs on the Plurinational State of Bolivia. He has extended professional experience on international relations related to migration and international cooperation. Professor at various main universities of Bolivia and Mexico. Publication: *Les Migrations boliviennes et la mondialisation*, Editions Syllepse, Paris, 2004.



GURRÍA Angel
OECD Secretary-General, since 2006. He has reinforced the OECD's role as a "hub" for global dialogue and debate on economic policy issues while pursuing internal modernization and reform. He served as Mexico's Minister of Foreign Affairs (1994-1998) and Mexico's Minister of Finance and Public Credit (1998-2000). He chaired the International Task Force on Financing Water for All. He is a member of the International Advisory Board of Governors of the Centre for International Governance Innovation. He holds a B.A. degree in Economics from UNAM (Mexico), and a M.A. degree in Economics from Leeds University (United Kingdom).

**HACHED**

Nouredine

Former Deputy Secretary General of the League of Arab States. He was

CEO of the Tunisian Youth Tourism Society (1974-1976), and then became Governor of Madhia. He was the Tunisian Ambassador to Belgium and the European Commission, to Algeria (1984), to Italy (1993), to Japan and Australia, based in Tokyo (2007). He was Minister of Labor (1985-1986). He was a Representative of the Organization of African Unity at the United-Nations in Geneva (1987). He was President of the Human Rights Superior Committee (2011-2012). He graduated in Paris in History and Tourism Economics.

**HALALAI** Traian**President of The Export Import Bank of Romania. He has a long banking experience as Chief Financial Officer**

and member of the Board of Administrators of Banca Romaneasca and previously as Chief Financial Officer of ING Bank in Romania. He was member of the Board of Administrators with several institutions inside ING Group Romania and part of the team that set up ING Securities in Romania in 1998. He holds a MBA degree from the Doctoral School for Finance & Banking (DOFIN) affiliated to the Academy of Economic Studies Bucharest. He has also followed doctoral studies at Erasmus University in Rotterdam, the Netherlands.

**HAN** Sung-Joo**Chairman of the International Policy Studies Institute of Korea. He is also a Professor Emeritus at Korea University.**

He previously served as Minister of Foreign Affairs (1993-1994), UN Secretary-General's Special Representative for Cyprus (1996-1997), a member of the UN Inquiry Commission on the 1994 Rwanda Genocide (1999), Chairman of the East Asia Vision Group (2000-2001), Ambassador of the Republic of

Korea to the United States (2003-2005), and Acting President of Korea University (2002, 2006-2007). He graduated from Seoul National University and received a Ph. D. in Political Science from the University of California, Berkeley.

**HASSASSIAN**

Manuel

Ambassador from Palestine to London. He served the Palestinian people

with distinction for twenty five years and has been a superb representative at the Ministry of Higher Education, at the Association of Arab Universities, and among other international academic organizations. Among his academic awards and honors, Professor Hassassian was awarded an Honorary Doctorate (Docteur Honoris Causa) by the University of Reims, France, and nominated by the Center of International Development and Conflict Management, University of Maryland, for the Gleitzman Middle East Award. He earned a BA in Political Science from the American University of Beirut, an MA in International Relations from Toledo University, Ohio, U.S.A. and a PhD in Comparative Politics from University of Cincinnati, Ohio, U.S.A.

**HENDRIX** Cullen**Assistant Professor of Government at the College of William & Mary and research associate at the Peterson**

Institute for International Economics, the Robert S. Strauss Center for International Security and Law, and the Centre for the Study of Civil War at the International Peace Research Institute, Oslo (PRIO). He is the co-creator of the Social Conflict in Africa Database (<http://www.scaddata.org>). He received his PhD in Political Science from the University of California, San Diego.

**HOAGLAND** Jim**Contributing Editor to The Washington Post** since January 2010, after

serving two decades as Associate Editor and Chief Foreign Correspondent. He has served in a variety of reporting, editing, and opinion-forming roles since joining the newspaper in 1966. He was awarded two Pulitzer prizes and other journalism honors. He began his journalism career as a reporter with the *Rock Hill Evening Herald* in 1960 while still in college. He is the author of a book, *South Africa: Civilizations in Conflict*, published in 1972. He graduated with an A.B. in Journalism from the University of South Carolina and he has done graduate work at the University of Aix-en-Provence and Columbia University.

**HOWARD** Steve**Founding Secretary General of The Global Foundation,** the Australian-based citizens' organization. He has

an extensive global professional and personal network from 30 years of involvement in business, civic affairs, government and public policy formation in Australia and around the world. Concurrently, he has acted as a private advisor to a number of global companies and institutions. He also serves as Chair of the Editorial Panel for Australia Network, Australia's international television service seen in 44 countries. He was awarded the Ordre national du Merite by the Government of France in 2004 for services to dialogue between France and Australia.

**HUR** Kyung-Wook**Chairman of the OECD Pension Budget and Reserve Fund Management Board.** Ambassador of Korea

to the OECD. Former Vice Minister for Strategy and Finance, Senior Economist for the IMF and Director of the International Financial Institutions Division of the Ministry of Finance and Economy. He holds a MBA

from the Stanford Graduate School of Business and graduated from the Department of Business Administration, Seoul National University.

**IBRAHIM** Mo**Expert in mobile communications and founder of one of Africa's most successful companies, Celtel International.**

In 2006, he launched the Mo Ibrahim Foundation to support good governance and great leadership in Africa. In 2007, he stepped down as Chairman of Celtel International to concentrate on this initiative. He has received a number of awards which recognise his work as an academic, businessman and philanthropist. Among them are the GSM Association Chairman's Award and the BNP Paribas Prize for Philanthropy. In 2008, he was listed by *Time Magazine* as one of the 100 most influential people in the world.

**ICAZA** Carlos (de)**Ambassador of Mexico in France and Permanent Representative to UNESCO.**

At the Mexican Foreign Relations Ministry, he held several positions such as Vice Minister for Latin America and Asia Pacific, Vice Minister for Administrative Affairs (Official Mayor), Private Secretary of the Minister. He was Ambassador of Mexico to the United States of America, Japan, Belgium, Argentina and Ecuador. He also served as Alternate Representative of Mexico to the International Labour Organization (Geneva). He graduated from the National Autonomous University of Mexico (UNAM).

**IVANOV** Igor S.**President of the Russian International Affairs Council** since 2011.

Professor at Moscow State Institute of International Relations (MGIMO) since 2007. Previously he served as Minister of Foreign Affairs, from 1998 to 2004, and as Secretary of the Security Coun-

cil of the Russian Federation, from 2004 to 2007. Minister Ivanov holds the diplomatic rank of Ambassador Extraordinary and Plenipotentiary. He represented the USSR and then Russia as Ambassador to Spain. He has also worked as a researcher at the Institute of World Economy and International Relations (IMEMO), Academy of Sciences of USSR. He graduated from the Maurice Thorez Moscow State Pedagogical Institute of Foreign Languages, has a Ph.D. in history, and is a corresponding member of the Russian Academy of Sciences.



JAFAR Badr
Managing Director of the Crescent Group, and President of Crescent Petroleum.

He is also Chairman of Gas Cities and Pearl Petroleum. Aside from Oil and Gas, Mr. Jafar is CEO of Crescent Enterprises and Vice-Chairman of GulfTainer. He serves on the Board of Gama Aviation, Enshaa, Abraaj Capital and GrowthGate Capital. Mr. Jafar co-founded the Pearl Initiative, a Private-Sector venture between the GCC and the United Nations Office for Partnerships. Mr. Jafar is a member of the Young Presidents' Organisation, serving as Chair for the YPO Emirates Chapter. Mr. Jafar was honoured as a Young Global Leader by the World Economic Forum.



JANKOWITSCH Peter
Secretary-General of the Franco-Austrian Center for European Economic Convergence.

Former Federal Minister of Foreign Affairs, Permanent Representative to the United Nations and to the Organization for Economic Cooperation and Development (OECD), President of the Security Council, and Vice President of the Steering Committee of the International Energy Agency. He studied law, political science and modern languages at the University of Vienna and at The Hague Academy of International Law.



JENIE Rezlan Ishar
Ambassador of the Republic of Indonesia to France, Andorra and Monaco, concurrently the Permanent Representative to UNESCO since October 2010.

Prior to this, he was Director General for Multilateral Affairs at the Ministry of Foreign Affairs of the Republic of Indonesia (2007-2010). He also served as the Indonesian Ambassador and Permanent Representative to the United Nations in New York (2004-2007). He started his service in the Indonesian Ministry of Foreign Affairs in 1980. He graduated from the Faculty of Social and Political Sciences, University of Indonesia.



JOHNSTON Donald J.
Founding Partner, Heenan Blaikie.

Former Secretary-General of the Organisation for Economic Co-operation and Development (OECD) in Paris. In 1978, he was elected Member of Parliament for Westmount. As a member of the Trudeau government, he successively held the positions of President of the Treasury Board, Minister of State for Science and Technology, Minister of State for Economic and Regional Development, Minister of Justice and Attorney General. He sits on the Board of the Montreal Economic Institute. He graduated in Law from McGill University, Montreal.



KABBAJ Mohamed
President of Lafarge Morocco and President of Spirit of Fes Fondation.

He was Advisor to His Majesty the King Mohammed VI of Morocco. He served as Minister of Finance and Foreign Investment. He was also President of the Development Committee of the IMF and the Work Bank and Minister of Public Works, Vocational and Professional Training. He was also governor of Casablanca region and member of Moroccan parliament. He graduated from the Ecole Polytechnique in Paris, and the National School of

Civil Engineering; he has a "Diplôme d'Etudes Ap profondies" in Econometrics, Sorbonne University, Paris.



KABERUKA Donald
President of the African Development Bank Group (AfDB) since 2005.

Before joining the African Development Bank, he was Rwanda's Minister of Finance and Economic Planning (1997-2005). During this period, he oversaw Rwanda's successful economic reconstruction after the end of the civil war. During his service at the AfDB, he has presided over a major redirection in its strategy for development and poverty reduction in Africa. During his period of office, the AfDB has become Africa's premier financial institution. He was educated at universities in Tanzania and Scotland. He holds a PhD in Economics from Glasgow University.



KAISER Karl
Adjunct Professor at the Kennedy School and Director of the Program on Transatlantic Relations of the Weatherhead Center for International Affairs, Harvard University.

He was a Director of the German Council on Foreign Relations, Bonn/Berlin and an advisor to Chancellors Brandt and Schmidt. He was a member of the German Council of Environmental Advisors. He taught at the Universities of Bonn, Johns Hopkins (Bologna), Saarbrücken, Cologne, the Hebrew University, and the Departments of Government and Social Studies of Harvard. He holds a Ph.D. from Cologne University. He was educated at the Universities of Cologne, Grenoble and Oxford.



KAMHAWI Labib
Spokesman/Member of the Executive Board, National Reform Front/Jordan, Chairman and CEO of several firms,

including CESSCO, Chemical Supplies & Services Co. and Delta Energy Services Co. He was former Vice-

President of Arab Organization for Human Rights in Jordan and Professor of Political Science at Jordan University. He was also spokesman for the Conference on the Rights of Return for the Palestinian People. He is a member of the Board of Trustees of the Arab Forum and of the Ebal Organisation. He earned his PhD in Political Science from the University of London.



KARAGANOV Sergey
Chairman of the Presidium of the non-governmental Council on Foreign and Defense Policy.

Russian political analyst, Russian foreign and economic affairs specialist. He is a Member of the Scientific Advisory Council of the Ministry of Foreign Affairs of the Russian Federation. He served as Deputy Director of the Institute of Europe of the Academy of Sciences of USSR/Russia (1989-2010). He has been Dean of the School of International Economics and Foreign Affairs of the National Research University Higher School of Economics (NRU HSE) since 2006. He graduated from the Department of Economics of the Moscow State University.



KERGUIZIAU DE KERVASDOUÉ Jean (de)
Professor of Economy and Health Management at the Conservatoire National des Arts et Métiers and Co-Director of the Pasteur/CNAM School of Public Health, member of the French Academy of Engineering.

Former Consultant to the OECD, Visiting Professor at Yale University, Under Secretary at the Ministry of Health in charge of French hospitals and Adviser to the Prime Minister. He holds a master in Agronomy from the Institut national agronomique Paris-Grignon, a MBA and a PhD in Socio economics from Cornell University.



KIM Woosang
President, The Korea Foundation.

He researched and taught international politics as research associate and as a professor in several American and Korean Universities. He served as the Director of the Institute of East and West Studies at Yonsei and is still a professor at the Department of Political Science and International Studies at Yonsei University. He also served as member of the Steering Committee of the Council for Security Cooperation in the Asia-Pacific, and member of the Advisory Committee of the National Security Council. He was the Korean Ambassador to Australia (2008-2011). He received a Ph.D. in Political Science from the University of Rochester, USA.



KODJO Edem
President and founder of Pax Africana.

Foundation for peace and development in Africa. He was Secretary-General of the OAU, Organization of African Unity, now the African Union (1978-1983). He served twice as Prime Minister of Togo (1994-1996 and 2005-2006). He also served as Governor of the International Monetary Fund (IMF, 1967-1973) and Governor of the African Development Bank (AfDB) (1973-1976). He graduated from ENA (*Ecole Nationale d'Administration*).



KOROMA Momodu
Managing Director of Future Standards (SL) Ltd, Enterprise.

Former Minister of Foreign Affairs of Sierra Leone, Minister of Presidential Affairs and Minister of Energy and Environment. University professor, physicist, environmentalist and also expert on renewable energy, he took part in the setting up of the Peace Building Fund for Sierra Leone together with the United Nations for peace consolidation after the war in his country.



KRISTOFFERSEN Helle
Senior Vice President, Strategy & Business Intelligence at Total.

She joined Total in 2011 as Deputy Vice President, Strategy & Business Intelligence. She began her career in 1989 as a Mergers & Acquisitions analyst at investment bank Lazard Frères. She worked for Bolloré group (1991), and then joined Alcatel (1994) where she served among others as Vice President, Corporate Strategy (2005), and Senior Vice President, Vertical Markets (2009). She is a member of the Board of Valeo and France-Telecom Orange. She graduated from the Ecole Normale Supérieure, the Paris Graduate School of Economics, Statistics and Finance (ENSAE) and the University Paris 1.



LABLANCHY Jean-Pierre
Medical Doctor, registered in Paris and in London (General Medical Council).

He has worked in close collaboration with pharmaceutical firms (Laboratoires pharmaceutiques Debat, Laboratoires Lisapharm) and with the National Agronomic Institut (Paris Grignon). He was personal M.D. for President Abdoulaye Wade (Senegal, 1988-2010). He was also associate professor, Medical University Paris XIII (Bobigny, 1985-2010). He served as Consultant for France Televisions Foundation (main public TV channels, 2006-2008). He worked with Sankhia, opening the first white blood cells banking in the US (bio banking FDA approval/Pr Michel Sadelain NYU). He published *Psychostrategy*, Ed Polytechniques, 2002 and *Fighting fatigue*, M.A. Ed. 2005.



LAFFITTE Pierre
Senator and President of the Sophia Antipolis Foundation. He was the Director of the Ecole des Mines (1963-

1984). He worked, notably as Director, at the Geological, Geophysical, and Mining Research Office

(1953-1963). He created the Sophia Antipolis Foundation in 1984. He was Senator (1985-2008) and was then named honorary Senator. Nicolas Sarkozy made him responsible for a mission in order to create a specific network of innovation development in Euro-Mediterranean. He graduated from the Ecole Polytechnique and the Ecole des Mines.



LAFONT Bruno
Chairman and Chief Executive Officer of Lafarge Group since 2007.

He began his career at Lafarge in 1983 and held numerous positions in finance and international operations. In 1995, he was appointed Group Executive Vice-President, Finance, then Executive Vice-President of the Gypsum Division in 1998. He joined the Group's General Management as Chief Operating Officer (2003-2005). He is presently chairing the Energy & Climate Change Working Group of the ERT (European Roundtable of Industrialists). He is Special adviser to the Mayor of Chongqing (China), Board Member of EDF and Board Member of Arcelor-Mittal. He is a graduate from the Hautes Etudes Commerciales business school (HEC, Paris) and the Ecole Nationale d'Administration (ENA, Paris).



LAMY Pascal
Director-General of the World Trade Organisation (WTO) since September 2005.

He began his career in the French civil service at the Inspection Générale des finances and at the Treasury. He was Chief of staff for the President of the European Commission, Jacques Delors, and his representative as Sherpa in the G7 (1985-1994). He served as CEO of the bank Credit Lyonnais until its privatization in 1999. He served as Commissioner for Trade at the European Commission (1999-2004). He holds degrees from the Paris based Ecole des Hautes Etudes Commerciales (HEC), from the Institut d'Etudes Politiques (IEP) and from the Ecole Nationale d'Administration (ENA).



LANDABURU Eneko
Ambassador, Head of the European Union Delegation in the Kingdom of Morocco.

Embarking very early on a political career, he became a member of Spain's Basque Parliament in 1980, representing the Spanish Socialist Workers Party (PSOE). Turning his attention to the European Community, he was appointed as the European Commission's Director-General for Regional Policy and Cohesion in 1986. From 2000 to 2003, he served as the Commission's Director-General for Enlargement, being ship negotiator with candidate countries. He served as the Commission's Director-General for External Relations (2003-2009). He is a member of the Board of Directors of the Notre Europe think tank, founded by Jacques Delors in 1996.



LANGER Karsten
Partner at global private equity firm, The Riverside Company, since 2006 and Chairman of the EVCA (European Private Equity and Venture Capital Association).

Prior to Riverside, he was Managing Partner of an independent corporate finance firm in Brussels, advising on numerous transactions across Europe. He also spent five years with GE Capital Europe, including as Chief Operating Officer of TIP and Modular Space. He started his career with Danske Bank in Copenhagen. He holds a BSc (econ) from the Copenhagen Business School and a Masters in Management from EAP, European School of Management (now ESCP Europe).



LAUVERGEON Anne
Member of the Supervisory Committee of Libération (French newspaper); Former President of Areva.

She directed the European safety studies for the chemical industry of Commissariat à l'Energie Atomique (French Atomic Energy Commission, 1984). She became "Sherpa" to

French President François Mitterrand in 1991, in charge of the G7 Summits' preparation. She joined Alcatel Telecom as Senior Executive Vice President (1997) and was appointed Member of the Executive Committee (1998). She graduated from the Ecole Normale Supérieure and from the Ecole des Mines, and holds a degree in physics.



LEE Hye-min
Ambassador of the Republic of Korea to France.

He served as Ambassador to the Republic of the Philippines. Previously, he was Deputy Minister for Trade and Chief Negotiator for the Korea-EU FTA (2008-2010). He held the position of Director-General and Deputy Chief negotiator for the KOREA-US FTA, (2006-2008). He joined the Foreign Service in 1980. His overseas assignments include Minister-Counselor, Korean Permanent Delegation to the Organization of Economic Cooperation and Development (OECD), in Paris (2004-2005) and Counsellor, Korean Embassy in Jakarta, Indonesia (2002-2004). He graduated from Seoul National University and from the University of Clermont-Ferrand, France.



LENNKH Georg
Member of the Board of Bruno Kreisky Forum for International Dialogue; of International Law Institute (Washington, Kampala); Chairman of the Board CARE Austria.

He was Special Envoy for Africa of the Minister for Foreign Affairs of Austria (2005-2010). He served as Permanent Representative of Austria to OECD, Paris (1982-1993). In 1978, he entered the Cabinet Office of Federal Chancellor Dr. Bruno Kreisky with responsibility for foreign relations; he was sherpa for the preparation of the first North-South summit in Cancun (1981). He entered the Federal Ministry for Foreign Affairs in 1965. He studied Law and Political Science in Graz, Bologna (Johns Hopkins) and Chapel Hill (N.C., US).



LEPOUTRE
Manoelle
Executive Vice President, Sustainable Development and Environment,

at Total. She served as Vice President-Exploration in Norway before becoming Total's Vice President-Geosciences in the United States in 2000. In 2004, she was appointed Vice President-R&D at Total Exploration & Production, responsible for all programmes designed to secure the technologies and capabilities required for future oil and gas exploration, production and development, while addressing the full range of technical, business and environmental issues. Ms. Lepoutre is a graduate of the École nationale supérieure de géologie de Nancy (ENSG) and the École nationale supérieure des pétroles et des moteurs (ENSPM) engineering school.



LESOURNE Jacques
French industrialist and economist.

Founder member of the Académie des technologies (France). President of the Scientific Committee of the Energy Program at Ifri. He was Head of the Economic Department of Charbonnages de France (1954-1957), CEO of the Sema group (1958-1975), Director of the OECD Inter-futures Project (1976-1979), Head of the Department of Economics at CNAM, Paris (1976-1996), Director of *Le Monde* (1991-1994). He graduated from the Ecole polytechnique and the Ecole des mines de Paris.



LEVITTE
Jean-David
Professor at the Sciences-Po, Distinguished fellow, Brookings Institution and member of the International Advisory Board of the Atlantic Council of the United States.

Former Senior Diplomatic Adviser and sherpa of President Nicolas Sarkozy. He joined the Foreign Service in 1970. He was first posted in Hong Kong and Beijing. In 1988, he was designated to his first posi-

tion as Ambassador and served as the French Permanent Representative to the United Nations Office in Geneva (1988-1990). He served as Ambassador to the United States, French Permanent Representative to the UN, Senior Diplomatic Adviser and sherpa of President Jacques Chirac. He holds a law degree and is a graduate of Sciences-Po and of the National School of Oriental Languages.



LÉVY-LANG André
Affiliate emeritus professor in Finance at Paris-Dauphine University, non-executive Chairman of Les

Echos. He chairs the Fondation du Risque, the Institut Louis Bachelier and the board of Institut français des relations internationales (Ifri). He sits on the boards of the Institut Europlace de Finance. He held various positions in the Schlumberger Group and he was CEO of Paribas Group. He started as a research physicist at the French atomic energy commission (CEA). He graduated from the Ecole Polytechnique and holds a Ph.D. from Stanford University.



LIAUTAUD Susan
Founder of Susan Liautaud & Associates Limited (SLA), a consultancy in ethics matters internationally.

In 2005 she also founded Imaginer Consulting Limited, a UK registered charity. She is currently a Visiting Scholar at the Stanford Center of Philanthropy and Civil Society. She also serves as a co-Chair of the Doctors Without Borders/Médecins Sans Frontières U.S. Advisory Board and on the boards of the American Hospital of Paris Board of Governors, Care International UK, les Arts Décoratifs, and the Comité de la Charte. She served as Associate Dean for International and Graduate Programs at Stanford University Law School. She holds a PhD in Social Policy from the London School of Economics and Political Science and a Juris Doctor from Columbia University Law School.



LIKHOTAL
Alexander
President of Green Cross International since 1996.

He started his academic career as a lecturer at the Moscow State Institute for International Affairs. He served as Professor of Political Science and International Relations and Vice-Rector at the Diplomatic Academy of the Ministry of Foreign Affairs of the USSR. In 1991, he was appointed Deputy Spokesman and Adviser to the President of the USSR. He is also a member of the Club of Rome, a councillor at the World Future Council, and serves as adviser to the Club of Madrid. He obtained a PhD in Political Science and History from Moscow Institute of International Relations.



LIPSKY John
Distinguished Visiting Scholar of International Economics at Johns Hopkins University Paul H. Nitze School of Advanced International Studies (SAIS).

Formerly, he served as First Deputy Managing Director of the International Monetary Fund (2006-2011) and as Special Advisor to the Managing Director, IMF (September 2011-November 2011). Previously, he served as Vice-Chairman of the JPMorgan Investment Bank and JPMorgan's Chief Economist. He was also Chief Economist of Salomon Brothers, Inc. (1992-1997). He graduated from Wesleyan University and he holds a Ph.D. in economics from Stanford University.



LOISELEUR DES LONGCHAMPS
Hubert
Senior Vice President Public Affairs, Total since 2010.

Previously, he was Senior Vice President International Relations, Total (2005-2010). He held various positions in the French Administration and abroad as Financial Attaché. He was Deputy Director, Hydrocarbon Division at the French

Ministry of Industry (1990-1994). He joined Elf in 1994 as Manager, Middle East New Ventures Division. Then, he held the position of Vice President Middle East Gas & Power, TotalFinaElf and was appointed Managing Director Total E&P Angola in 2002. He is a former student of the Ecole Nationale d'Administration. He graduated from the Institut d'Etudes Politiques, Paris and he holds a Master of Law.



LUX Jonathan
Mediation consultant at Ince & Co LLP. He is one of the founder members of CEDR. He has lectured widely and written numerous articles on the subject of mediation, and is co-author of *ADR and Commercial Disputes*, Sweet & Maxwell, 2003. In December 2011 he featured in Lloyd's List of Top Ten Legal Personalities. He is also a member of the JAMS International panel. He is fully accredited by and a member of the International Mediation Institute. He also serves as Honorary Consul to Cape Verde in London. He graduated from Nottingham University.



MARGERIE Christophe (de)
Chairman and Chief Executive Officer of Total since May 2010. He joined Total in 1974 where he served in several positions in the Group's Finance Department and Exploration & Production division. He became President of Total Middle East in 1995. In 2000, he was appointed Senior Executive Vice President of the Exploration & Production division of the newly created TotalFinaElf group. In 2002, he became President of the Exploration & Production division of TotalFinaElf which became Total in 2003. In May 2006, he was appointed a member of the Board of Directors of Total and in 2007, he became Chief Executive Officer of Total, chairing its Executive Committee. He graduated from the Ecole Supérieure de Commerce de Paris, a French business school.



MARITON Hervé
Member of the French Parliament. He is rapporteur spécial (spokesman) for the budget of Transports, Political Adviser of the UMP Party in charge of Defence and Chairman and Founder of the Reform and Modernity Club. He is the author of many parliamentary reports on the budget of transports, the funding of the French railway system, speed camera fines, and local government taxation. He is also Chairman of the French-Russian Friendship Grouping at the Assemblée nationale. He has been Overseas Secretary of State. He is ingénieur en chef du corps des Mines. He graduated from the Ecole polytechnique and the Institut d'Etudes Politiques of Paris.



MEYER Jean-Claude
Vice-chairman of Rothschild Europe; he was General Partner of Rothschild & Cie between 1989 and 2008. Before joining Rothschild, he was Managing Director of Lazard Frères & Cie (1976-1988). Previously, from 1973 till 1976, he was adviser to DATAR (Délégation à l'Aménagement du Territoire et à l'Action Régionale), an office of the French Prime Minister. Graduate of the *Institut d'études politiques* (Paris), he holds a M.A. in law and has attended the PhD Management Program of Paris Dauphine University.



MIKATI Najib
Prime Minister of Lebanon. He is member of the Lebanese Parliament representing the district of Tripoli, North Lebanon. He began his political career as Minister of Public Works and Transport (1998-2004). In 2000, he was elected for the first time as a Member of Parliament representing Tripoli. In 2005, he became Prime Minister of Lebanon. He is the co-founder of MI Group. He is a member of the International Advisory Council of the International Crisis Group and

of the Board of Trustees at the American University of Beirut. He graduated from the American University of Beirut with a MBA; he also followed advanced management programs at INSEAD, and Harvard University.



MOÏSI Dominique
Founding member of Ifri of which he is now a Senior Adviser. A Visiting Professor at Harvard University he is a regular columnist for *Les Echos*, and Project syndicate. His last book *The Geopolitics of Emotions* was published by Doubleday. His next book *Between silence and Secret* will be published by Flammarion in 2011.



MOLDOVEANU Daniel
Romanian State Advisor, Presidential Administration, Director of Integrated Intelligence Office. He served as Parliamentary advisor to the Chamber of Deputies (2002-2005). In 2009, he received the Faithful National Order in rank of Knight. He graduated from the Polytechnic Institute, Faculty of Machines Construction Technology, he received a Master's Degree in Science of Mechanic Engineering, a MBA from the IEDC Bled School of Management en Slovénie, and a Master's Degree after attending the NATO Master Course in the leadership program for the Bucharest NATO Regional Center.



MONTI Mario
Prime Minister of Italy. Formerly, he was president of Bocconi University, Milan. He was also for ten years a member of the European Commission, in charge of the Internal market, Financial services and Tax policy (1995-1999), then of Competition (1999-2004). In addition to a number of high-profile cases (e.g. GE/Honeywell, Microsoft, the German Landesbanken), he introduced radical modernization reforms of EU

antitrust and merger control and led, with the US authorities, the creation of the International Competition Network (ICN). Prior to joining the European Commission, he had been professor of economics and rector at Bocconi. He graduated from Bocconi University and did post-graduate studies at Yale University.



MOREL Pierre
Director of the Pharos Observatory of cultural and religious pluralism. Former EU Special Representative for Central Asia and for the crisis in Georgia. He began his diplomatic career in 1971. He served at the French Embassy in Moscow. He also served as Diplomatic Advisor to the President of the French Republic. He was Ambassador to the Russian Federation (1992-1996) and was also accredited, while in residence in Moscow, to Georgia, Moldova, Mongolia, Tajikistan and Turkmenistan, and to Kyrgyzstan. He served as Ambassador to the People's Republic of China and then to the Holy See. He is a graduate of the Institut d'Etudes Politiques in Paris, of the Paris Assas Faculty of Law and of the Ecole Nationale d'Administration.



MORGAN Hugh
CEO of First Charnock Pty Ltd, Australia. He is also a member of Laforge International Advisory Board, as well as Trustee Emeritus of the Asia Society New York, Chairman Emeritus of the Asia Society Australasia Centre, President of the National Gallery of Victoria Foundation and Chairman of the Order of Australia Association Foundation. He was a board member of the Reserve Bank of Australia. (1981-1984 and 1996-2007). He graduated from the University of Melbourne.



MOULINE Tawfik
Director General of the Royal Institute for Strategic Studies since 2007 (Rabat, Morocco). He started his career at the *Office Chérifien des Phosphates* and at the *Société Nationale de Sidérurgie*. In 1979, he joined the Prime Minister Department. He held various positions within the ONA Group. He was Director of Studies and Financial Forecasts at the Ministry of Economy and Finances (Morocco, 1995-2003). In 2003, he was appointed at the Royal Cabinet, as in Charge of Mission. He graduated from the Ecole Polytechnique and the Ecole des Mines, Paris.



MÜNZ Rainer
Head of Basic Research (Erste Group) and Senior Fellow at the Hamburg Institute of International Economics (HWWI). He is an expert on population change, international migration and demographic aging, their economic impact and their implications for retail banking and social security systems. In 1979 he joined the Austrian Academy of Sciences. Between 1992 and 2003 he was head of the Department of Demography at Humboldt University, Berlin. He was visiting professor at the University of California at Berkeley, Universities of Bamberg, Frankfurt, Klagenfurt, Vienna and Zurich. He has worked as consultant for the European Commission, the OECD and the World Bank. He holds a PhD from Vienna University.



MURTHY Narayana
Founder-Chairman of Infosys since 1981, a global software consulting company headquartered in Bangalore, India. He is an IT advisor to several Asian countries. He serves on the boards of HSBC, Ford Foundation and the UN Foundation. He served as a member of the Unilever board (2007-2010). He served as Chairman of the International Institute of Information Technology, Bangalore (2002-2012) and Chair-

man of the Indian Institute of Management, Ahmedabad (2002-2007). *The Economist* ranked him among the ten most-admired global business leaders in 2005. He is a Fellow of the Indian National Academy of Engineering and a foreign member of the US National Academy of Engineering.



NAIKUNI Titus
Group Managing Director and Chief Executive of Kenya Airways since 2003. He joined the Magadi Soda Company in 1979 and became Managing Director in 1995. He served as permanent secretary to the Ministry of Information, Transport and Communications of Kenya and was a member of the Board of Kenya Airways (1999-2001). He is currently a board member of Maersk Kenya Ltd, Access Kenya Ltd, CFC Bank Kenya Limited and a member of Unilever Africa Advisory Council. He graduated from the University of Nairobi and the Harvard Business School.



NAKAGAWA Katsuhiko
President, Institute for International Economic Studies. He worked at the Ministry of International Trade and Industry (MITI) as a Representative of the Japan External Trade Organization in New York. He became Vice Minister for International Affairs at MITI. He then became an advisor to the Tokio Marine & Fire Insurance Co., Ltd. and Chairman of Tokio Marine Capital (1998). He was named Managing Director of the Toyota Motor Corporation (TMC) Board of Directors (2001), and then held several key positions (2001-2009). He is a Senior Advisor to the Board of TMC. He graduated from the University of Tokyo in law, and he also graduated from Harvard University.



NASIROV Uktam
Head of Project, Institute of Strategic and Interregional Studies under the President of Uzbekistan. Since 2007, he has been a researcher and has been working on Project on Studies on Globalization and International Development Issues. He graduated in Business Administration and received a Master's Degree in International Business and Management, both from the University of Westminster.



NASR Samir
President, ECE Capital. He was a consultant at the OECD. He is co-founder and was Chairman of the Economic Department at the Lebanese University. He has been Chairman at the National Investment Guarantee Corporation since 1993. He was economic and financial advisor to Qatari Diwan Amiri (2000-2005), and strategic advisor to the Chairman at Fransabank SAL (2005-2007). Since 1982, he has been Chairman and CEO of ECE Group. He received a Master's Degree in Economics from the American University of Beirut, and a Ph. D. in Economics from the Ecole des Hautes Etudes en Sciences Sociales, Paris.



OIKNINE Dan
Chairman, Chamber of Commerce and Industry France India, since 2009. He founded the India Trade Centre in 2007. He worked in the high-tech and internet industry, holding managing positions for technology leaders such as Netapp and Enition. He started in the luxury goods industry, heading several demanding positions, from Marketing to Business development, within famous brands (Dior, Celine, Lagerfeld, etc.) which he helped develop on the American continent. He holds a Bachelor's degree in Economics from Sorbonne University and a Master's Degree in Science and Techniques from Dauphine University, Paris.



OPPETIT Bernard
Chairman of Centaurus Capital, a private investment management company he founded in 2000. Centaurus Capital is located in London and Hong Kong, and invests in Europe, Asia and the emerging markets. Bernard Oppetit is a Director of Natixis, and of Tigers Alliance (Vietnam), he sits on the Supervisory Board of HLD and the Advisory Board at Ondra Partners. He joined Paribas in Paris in 1979 where he served as Global Head of Equity Derivatives in London (1995-2000) and then Head of Risk Arbitrage at BNP Paribas in London. He graduated from the Ecole Polytechnique in Paris.



ORŁOWSKI Tomasz
Ambassador of the Republic of Poland to France. He joined the Ministry of Foreign Affairs in 1990. He served as Chief of Protocol at the Ministry of Foreign Affairs (2005-2007). He held the position of Deputy Director of the Division for the United Nations System and Global Issues at the Ministry of Foreign Affairs (2004-2005). He was also Secretary General of the Polish National Commission for UNESCO (2001-2004). He graduated from the University of Łódź, the University Nicolas Copernic in Torun and the University of Poitiers.



OUATTARA Alassane
President of the Republic of Côte d'Ivoire. He started as an economist at the International Monetary Fund (IMF) in 1968. He joined the Central Bank of West African States (BCEAO) in 1973. In 1984, he was appointed Director of the African Department at the IMF. In 1988, he was named Governor of the BCEAO. In 1990, he was appointed Chairman of the Interministerial Committee for Coordination of the Stabilization and Economic Recovery Programme by President Félix Houphouët-Boigny.

Then, he became Prime Minister. In 1993, he went back to the IMF where he was named Deputy Managing Director. In 1999, he left the IMF and went back to Côte d'Ivoire. He was elected President of the Rally of the Republicans (RDR). He graduated from Drexel Institute of Technology, and the University of Pennsylvania.



PALACIO Ana
Member of the Spanish Council of State. She is a founding partner of *Palacio y Asociados*, a Madrid-based law firm.

She was member of the Executive Committee and Senior Vice-President for International Affairs of Areva (2008-2009). She served as Senior Vice-president and General Counsel of the World Bank Group and Secretary General of the International Center for the Settlement of Investment Disputes (ICSID) (2006-2008). She also served as Foreign Minister of Spain (2002-2004). She was a Member of the European Parliament (1994-2002). She holds degrees in Law, Political Science and Sociology.



PERETZ Amir
Member of Parliament since 1988 and member of several Knesset committees including the Economic Affairs and Foreign Affairs and Defense Committees. He served as Deputy Prime Minister and Minister of Defense, until June 2007. Born in Morocco, he emigrated to Israel at the age of four. He was elected Mayor of his town Sderot in 1983, bringing the left back to power. He publicly voiced his support for an independent Palestinian State and led peace-promoting initiatives between residents of the town and their neighbors in the Gaza Strip.



PETALAS Périclès
Chief Executive Officer, EFG Bank European Financial Group SA. He is

a member of the Board of Directors of EFG International and of EFG Bank AG. He is also a member of the Board of various subsidiaries of EFG Group. Previously, he was Senior Vice President and General Secretary of Banque de Dépôts, Geneva. He also worked for the Union Bank of Switzerland in Zurich (1978-1980). He holds a PhD in Theoretical Physics and a post-graduate degree in Industrial and Management Engineering from the Swiss Federal Institute of Technology in Zurich.



PFAFF William
Regular contributor to *The New York Review of Books*, and has also written for *The New Yorker* (from 1971 to

1992), *Foreign Affairs* (New York), *Commentaire* (Paris), *Neue Zürcher Zeitung*, *Politica Exterior* (Madrid), etc. For a quarter century he wrote a political column for *The International Herald Tribune* in Paris. Author of nine books on American foreign policy, international relations, nationalism, political romanticism and utopianism, etc. The most recent of these books, *The Irony of Manifest Destiny: The Tragedy of American Foreign Policy, dealing with the present American crisis*, was published in 2010 by Walker & Co. in New York.



PHADKE Vijay M.
Advocate registered with the Supreme Court of India since 1976.

In 1986, he opened an office in Paris to advise French and European Companies doing business with India. Phadke Law has vast practical experience in the international disputes settlement & institutional arbitration in the energy, aviation & construction industries and also a background on policy matters as advice has been sought in making Indian Governmental policy decisions on taxation,

defence & aviation policies. He graduated from the University of New Delhi, the University of Cambridge and the University of Geneva.



PLASSNIK Ursula
Ambassador of Austria to France.

She joined the Austrian Federal Ministry of Foreign Affairs in 1980. She was Chief of Staff of Mr. Wolfgang Schüssel, Federal Minister of Foreign Affairs and Vice Chancellor and then Chancellor. She served as Ambassador of Austria to Switzerland (2004) and then Federal Minister of Foreign Affairs. She also served as Member of the Austrian Parliament and Special Envoy for International Women's Issues at the Austrian Federal Ministry for European and International Affairs. She studied law at the University of Vienna and the College of Europe in Bruges.



PRIEUX Pierre
President of Alcen, group composed

of high technology companies in the fields of defense, energy, medical machines and aeronautics. He started his career as President of Tabur Marine and of Dufour. He served at Matra Group as Senior Vice President in charge of 4 departments (car electronics, robotics, computer-aided design and watchmaking). He set up and managed a telecommunication operator, Kaptech and an equipment manufacturer, Cirpack. He studied at the Ecole Polytechnique and at the Insead.



QU Xing
President of the China Institute of International Studies (CIIS). Professor

at China Foreign Affairs University (CFAU), he teaches mainly on China's Contemporary Diplomacy and History of China-France Relationship. He was Vice President of CFAU and Minister to Chinese Embassy to France. He graduated from Beijing Foreign Studies University (BFSU) in French language

and literature, from China Foreign Affairs University (CFAU) in Diplomatic History and from the Institute of Political Studies (IEP Paris) with a doctor degree in politics.



RADU Rasvan
CEO, UniCredit Tiriac Bank România.

He started to work at the Romanian Commercial Bank (1991). He was appointed Executive Vice President of the C.E.C. Bank (2000), and he then became Retail Executive Vice President of the Raiffeisen Bank in Romania (2001). He was appointed CEO of UniCredit Romania in 2005, and since 2007, he has been CEO of UniCredit Tiriac Bank. He was also President of the Advisory Board of the Prime Minister of Romania. He graduated from the Polytechnic University of Bucharest in engineering, and from the Romanian American University in economy; he also graduated from the Conservatoire National des Arts et Métiers in Paris, and from Harvard Business School.



RAMSAY William
Former Director of the Energy Program at Ifri. He formerly served as

Deputy Executive Director at the International Energy Agency (IEA), where he also managed relations with non-member countries. He also held the posts of Deputy Assistant Secretary of State at the US State Department and Ambassador Extraordinary and Plenipotentiary to the Republic of Congo. As Head of the Office of Energy Producing Countries, he oversaw bilateral discussions on energy issues between the United States and Mexico, Venezuela, Saudi Arabia, the Gulf Cooperation Council and Japan. He received a MBA in International Marketing from the University of Michigan and a Master's in International Business and Raw Materials at Stanford University in California.



RAZDAN Anil
Former Power Secretary of India. Energy expert and international negotiator. He was India Chair of World Energy Council. He is currently chairing its global study Energy for Mega Cities, and he is a Scientific Consultant for Energy Technologies, Office of Principal Scientific Advisor to Government of India for developing Advanced Ultra Super Critical Technology. He studied Physics and Law at Delhi University and has been a visiting fellow of the University of Oxford. Among various awards, he received the Hiralal Daga Gold Medal in Law.



ROY Amit
President and chief executive officer of IFDC since 1992. Under his leadership, IFDC's programs have broadened to help create sustainable agricultural productivity around the world, ensuring global food security, environmental protection and economic growth. He was instrumental in organizing the Africa Fertilizer Summit in Abuja, Nigeria, in June 2006. The Summit brought together heads of state and governments of more than 40 African nations, international policymakers and agricultural experts. He earned a doctorate in chemical engineering from Georgia Tech.



SAKONG Il
President of the Institute for Global Economics; former Minister of Finance. He held several key positions in the Korean government (1979-1987). He was Special Consultant to the International Monetary Fund (1989-1998). He served as Special Economic Adviser to the President (2008-2009). He also chaired the Presidential Council on National Competitiveness (2008-2009). He was Chairman of the Presidential Committee for the G20 Summit (2009-2011), and he chaired the Korea International Trade Association

(KITA) (2009-2012). He graduated from Seoul National University and received his MBA and Ph.D from the University of California in Los Angeles.



SALAMÉ Riad Toufic
Governor of the Banque du Liban, Lebanon's Central Bank since 1993. In this capacity, he is the Governor for Lebanon at the International Monetary Fund (IMF) and the Arab Monetary Fund (AMF). He is also the Chairman of the Higher Banking Commission and of the Special Investigation Commission fighting money laundering. He had an extensive career in Merrill Lynch Beirut and Paris offices (1973-1993), he served as Vice-President and Financial Adviser at Merrill Lynch in Paris. He graduated with a B.A. degree in Economics from the American University of Beirut.



SALVADOR Luc-François
Chairman and Chief Executive Officer of Sogeti since 2006 and member of Capgemini Group Executive Committee. He joined Cap Sogeti Group in 1978, where he held various positions. He served as President of Cap Sesa Exploitation (1994-1997), Vice Chief Executive of Cap Gemini France (1997-2000), Vice Chief Executive Officer of Cap Gemini America (2000-2001) and Deputy Director of Cap Gemini Ernst & Young Group (2001-2002). He graduated from the University Witswatersrand, South Africa.



SANO Tadakatsu
Attorney-at-law at Jones Day. His practice focuses on regulatory compliance and encompasses a broad range of government regulations, product safety, installment sales regulations, foreign direct investment regulation, energy & environment, and competition law. He represents various clients in civil disputes. He spent 35 years at Ministry of Economy,

Trade and Industry. During his tenure as Director-General of the Trade Policy Bureau and Vice Minister for International Affairs, he worked in the field of international trade policy. He served as Chief Executive Assistant to Prime Minister Yukio Hatoyama (2009-2010).



SARA Kevin
Chairman and CEO of Nur Energie. After working as a management consultant at McKinsey & Co., he co-founded the European Telecom and Media Investment Banking Practice at the Investment Bank Salomon Brothers (now Citigroup). While working on his PhD in Energy Policy at Imperial College, he co-founded Hazel Capital, a clean-tech investment management company. He obtained a B.A. in Physics from Vassar College (New York) and a MBA from the Ecole National des Ponts et Chaussées (Paris).



SARAN Samir
Vice President of Observer Research Foundation (ORF), India since 2008. He is responsible for developing partnerships and implementing outreach and development programmes at ORF on issues of domestic and international relevance. He specializes in Public Policy, Media Studies, Climate Policy and study of Radicalism. Formerly, he served as Vice President of Reliance Industries, India's largest business conglomerate. He graduated from the London School of Economics and Political Science and from the Manipal Academy of Higher Education. He is also a Chevening Fellow from the University of Cambridge on the Economics of Climate Change.



SCHWEITZER Louis
President of Initiative France, he also serves on the boards of BNP-Paribas, L'Oréal, Veolia Environnement and chairs a number

of not-for-profit institutions. Formerly, he was Chairman and CEO of Renault, President of HALDE, the French high authority to fight discriminations and promote equality.



SERRA Narcís
President of IBEI, Institut Barcelona d'Estudis Internacionals and Board member of CIDOB, Barcelona Centre for International Affairs. He is also Vice-President de Telefónica Chile and Councillor of Telecomunicaciones de São Paulo S/A -TELESP. Previously, he was President of CIDOB (2000-2012) and Chairman of the Board of Trustees of the Museu Nacional d'Art de Catalunya. He also served as President of the Caixa d'Estalvis de Catalunya savings bank, Vice-President of the Spanish Government, Minister of Defence and Mayor of Barcelona. He holds a B.A. in Economics from the University of Barcelona and a Ph.D. in Economics from Universitat Autònoma de Barcelona (UAB).



SEVERINO Jean-Michel
CEO, Investisseurs et Partenaires (I&P), member of the Académie des Technologies, General Inspector of Finance, French Ministry of Finance. He served as Director in charge of international development at the Ministry of Cooperation and Development, Vice-President of the World Bank for Asia, CEO of France's International Development Agency (AFD). In October 2007 he launched the blog "Ideas4development" alongside Josette Sheeran, Donald Kaberuka, Kemal Dervis, Pascal Lamy, Abdou Diouf and Supachai Panitchpakdi, in which the authors share their visions, doubts and hopes for international development. He graduated from the Ecole Supérieure de Commerce de Paris, the Institut d'Etudes Politiques of Paris and the Ecole Nationale d'Administration.



SHEETRIT Meir
Member of the Israeli Knesset for the Kadima Party. Born in Morocco, he emigrated to Israel in 1957 and served in a number of high-level cabinet positions, including Minister of the Interior, Minister of Housing and Construction, Minister of Finance, Minister of Justice, Minister of Transportation and Minister of Education, Culture and Sports. He was first elected to the Knesset in 1981 and served as Mayor of the City of Yavne. He holds a BA and a MA from Bar-Ilan University.



SIKORSKI Radoslaw
Minister of Foreign Affairs of the Republic of Poland. He is also Chairman of the Committee on European Affairs and Vice-Chairman of the Civic Platform party. As Deputy Minister of National Defense in 1992, he initiated Poland's NATO entry ambitions. He served as Deputy Minister of Foreign Affairs and Honorary Chairman of the Foundation for Assistance to Poles in the East (1998-2001). He headed the students' strike committee during the unrest in Bydgoszcz in March 1981. He was granted political asylum in Great Britain (1982-1989). He was a war correspondent in Afghanistan and Angola (1986-1989). He graduated from the University of Oxford with a B.A. and M.A. in Politics, Philosophy and Economics (PPE).



SIMION Eugen
President of the National Science and Art Foundation. Former President of the Romanian Academy (1998-2006). Professor of modern literature at the University of Bucharest. Between 1970 and 1973 he was professor at Sorbonne University, Paris. He published about 30 books on the Romanian and European literature among which *Fictiunea jurnalului intim I-III* (The fiction of the intimate diary I-III), *Genurile biograficului-II* (Biographical genre I-II), *Tânărul*

Eugen Ionescu (The young Eugène Ionescu), *Mircea Eliade un spirit al amplitudinii* (Mircea Eliade A spirit of Amplitude), *Întoarcerea autorului* (sau *Contre, Sainte-Proust*). He holds a PhD in Philological Sciences.



SIMON Jean-Marc
French Ambassador. He worked in France for the Foreign Ministry and for the Ministry of Cooperation as an advisor. He worked in numerous embassies and consulates all over the world, notably as Advisor, Secretary, Vice Consul, and Consul, and he was Ambassador to Nigeria (2001-2003), to Gabon (2003-2008), and to Côte d'Ivoire (2009-2012). He was a Representative to the ECOWAS and to the ECCAS. He is now alternate deputy of Oise, and he is Chairman of Eurafrique Stratégies SAS. He graduated from Paris II Assas University in Public Law, and followed a course at the Ecole Nationale d'Administration.



SOIRON Rolf
Chairman of the Board of Directors of Holcim since 2003 and Chairman of the Board of the Holcim Foundation for Sustainable Construction. He is also Chairman of Avenir Suisse, Swiss liberal think tank and Chairman of Lonza a leading global contract manufacturer for the health care industry. He began his professional career in Switzerland in 1970 with the Sandoz Group, where he held various positions, ultimately as CEO of Sandoz Pharma. In 2009, he was appointed to the Assembly of the International Committee of the Red Cross (ICRC). He studied history and art history at the University of Basel, Switzerland, where he obtained a PhD in philosophy. He also holds a post masters degree from the Harvard Business School.



SOOD Rakesh
Ambassador of India to France. He joined the Indian Foreign Service in 1976. He served as India's Ambassador to Nepal and Afghanistan and Ambassador and Permanent Representative to the Conference on Disarmament in Geneva. He also served as Deputy Chief of Mission in the Embassy of India in Washington. Among his other assignments abroad, he has been First Secretary and Counsellor in India's High Commission in Islamabad and First Secretary in the Permanent Mission of India to the United Nations Offices in Geneva. He was also Joint Secretary heading the Disarmament and International Security Affairs Division in the Ministry of External Affairs.



SORET Thierry
Policy advisor, United Nations Development Programme (UNDP). Prior to joining the Office of Development Studies (ODS), he was the General Delegate of the European Think Tank Confrontations-Europe working on institutional and democratic reforms of the European Union. Previously, he was a Policy Advisor in charge of theoretical studies on international relations and globalization within the French socialist party and several NGOs. He was admitted at the National School of Administration (ENA), Paris. He holds a Master Degree in Political Science and International Relations from 'Sciences Po' Paris, and a degree in Philosophy (licence) from the Paris XII University.



STAPLES Brad
President, international, and chair of global development, is responsible for APCO Worldwide's operations in Europe, the Middle East, Africa, India, China and Southeast Asia. He also serves on the company's executive committee. He joined APCO Worldwide in 1996 to co-manage the company's then-

new Brussels office. He went on to become CEO of APCO's Europe region and subsequently for EMEA operations. Prior to joining APCO, he worked at a European affairs consultancy in London and in Brussels. He graduated from the University Stendhal in Grenoble, France.



STOIAN Marius
President of Club România. He started his career in journalism in 1990 as editor of the *Tineretul Liber* newspaper. He then worked as a correspondent for a Hungarian newspaper and a Moldavian newspaper and TV channel. He then became personal advisor for the Secretary of State for the Romanians Abroad (2000) and for the Minister of Tourism (2001-2003). He was Under Secretary of State for Foreign Trade (2009). He is member of Chatham House, London, and also member of the Aspen Institute Romania. He graduated in Journalism and Communication Sciences.



STOICA Gruia
President of Grampet Group, the most important Central and East-European actor in the field of railway transport and logistics services. He established Grampet Group in 2000. In September 2012, he was appointed President of the Romania-Kazakhstan Business Council. He started business in 1990, when he opened his first company. Since 1990 until now he held only top management positions, being responsible for the strategic development of his company. He graduated from the Polytechnic University of Bucharest and the National Defense College, Carol I National Defense University also in Bucharest and the Europe of Tomorrow Academic Society.

**SUR** Serge

Agrégé in Public Law, Emeritus Professor of Public Law at the University of Paris Panthéon-Assas, where

he set up the Master of International Relations, which he is now managing. He was deputy director of the UNIDIR (United Nations Institute for Disarmament Research), in Geneva (1986-1996), and ad hoc Judge at the International Court of Justice in The Hague (2009-2012). He is the founder and director of the French Directory of International Relations (AFRI, since 2000). He is also Editor-in-chief of the bi-monthly journal *Questions internationales* since 2003 (published by La Documentation française). In 2008, he received the Edouard Bonnefous Award from the French Academy of Moral and Political Sciences at the Institut de France.

**TABET** Riad

President of Berit International Holding SA, President of Batiliban-France, Franco-Arab Consortium for

development, board member of the executive committee of the Franco-Arab Chamber of Commerce, Paris, board member and founding member of the Lebanese American Chamber of Commerce, Beyrouth. He was Advisor to the Lebanese President for the French-speaking world (1986-1988) and Advisor to the Minister of Finance for the private sector (1999-2001). He is the author of numerous books and studies on economic development, environment and land-use planning. He graduated from the Institut d'Urbanisme, Paris-Sorbonne University.

**TAITTINGER** Anne-Claire

Member of the board of Carrefour, Club Méditerranée and Planet Finance & Financité and President of Le RiffRAY. After

four years devoted to urban planning and public housing development programmes in several cities

in France on behalf of the Caisse des Dépôts et Consignations (a major French State financial operator), she joined, in 1979, the business world, participating in the management, development and executive direction of her family's business group. Until January, 2006, she was CEO of Groupe Taittinger and Groupe du Louvre. She also served as CEO and then Chairman of Baccarat. She graduated from the Institut d'Etudes Politiques, Paris, from HEC (MBA) and Paris 5 University, post graduate degree in sociology, city planning and urban development.

**TAN** York Chor

Ambassador of the Republic of Singapore to the French Republic and Portugal. He was the Permanent

Representative of Singapore to the United Nations in Geneva (2007-2010) and the Permanent Representative of Singapore to the International Atomic Energy Agency in Vienna. He joined the Singapore Civil Service in 1985 and worked in the Ministry of Defence and in the Ministry of Foreign Affairs. He served as First Secretary in the Singapore Embassy in Paris, as Minister-Counsellor and Deputy Permanent Representative in the Singapore Permanent Mission to the United Nations in New York. He graduated with a Diplôme d'Ingénieur from the Ecole Nationale Supérieure de Chimie of Strasbourg, France.

**TANEJA** Narendra

Founder President of the World Energy Policy Summit. He is India's

leading expert, analyst and commentator on national and international energy issues. He is also Co-Chairman of the Hydrocarbons Committee of the Federation of Indian Chambers of Commerce and Industry (FICCI). He founded the World Oil & Gas Assembly in 2002, which remains India's flagship platform for interaction with international oil and gas leaders and corporations. He has authored hundreds

of articles and commentaries on energy issues. His latest book is *Mantras for a Golden India* (2010). He graduated from the University of Oxford, the University of Oslo and St John's College, Agra, India.

**TANG** Karen

Executive Director of The Better Hong Kong Foundation since 2006. She

served as Deputy General Manager of the Chinese Television Network, General Manager of the Hongkong Telecom IMS, Director of Multimedia Services and Director of E-commerce under the Hutchison Whampoa Group. Prior to joining the Foundation, she was the Director of Communications of the University of Hong Kong. She worked for the Tung Chee-Hwa Election Office in 2001 as the Director of Administration Division; and was Deputy Director of the Leung Chun-Ying Election Campaign Office in 2012. She holds a B.A. degree in Social Science and a M.A. degree in Public Administration.

**TERRAB** Mostafa

Chairman and CEO of OCP Group. He

was an advisor in the Royal Cabinet and also served as Secretary-General of the MENA Economic Summit. In 1998, he was appointed Director-General of the National Telecommunications Regulatory Agency. Then, he joined the World Bank as Lead Regulatory Specialist in the Global Information and Communications Department, and headed the World Bank's Information for Development Program. He holds a MS and a PhD in Operations Research from the Massachusetts Institute of Technology and received an engineering diploma from the ENPC, Paris.

**TIILIKAINEN** Teija

Director of the Finnish Institute of International Affairs and Editor in chief of Ulkopoliitikka (Finnish

Journal of Foreign Affairs). She was Director of the Network for European Studies, University of Helsinki (2003-2009). She served as State Secretary, Ministry for Foreign Affairs (2007-2008). She was also Director of Research, Centre for European Studies, University of Helsinki (2001-2003) and Researcher, Coordinator of Programme on European Policy-Making, University of Helsinki (1999-2000). She is Doctor in Political Science, Åbo Akademi University.

**TORKUNOV** Anatoly

Russian diplomat, expert on Russian foreign policy. Rector of the Moscow

State Institute of International Relations (MGIMO-University). Member of the Collegium of the Ministry of Foreign Affairs, Chairman of the Russian UN Association, and Ambassador Extraordinary and Plenipotentiary. In 2008 he was elected Full Member, Academician of the Russian Academy of Sciences. He is a Professor at MGIMO. He served at Soviet Embassies in the Democratic People's Republic of Korea and the United States of America. He holds an MA and two doctoral degrees in Political Science from MGIMO-University.

**TOURAINÉ** Agnès

CEO of Act III Consultants, a management consulting firm dedicated to digital transformation. Previously,

she was Chairman and CEO of Vivendi Universal Publishing, a \$4.7 billion company after having spent 10 years with the Lagardère group and 4 years with McKinsey. She is graduated from Sciences-Po and Columbia University (MBA). She sits on the Board of Darty Plc, Neopost and Coriolis as well as non-for-profit organizations such as The French-American Foundation, The Women's Forum or IDATE.

**TRICHET**

Jean-Claude

Former President of the European Central Bank and Honorary Governor of Banque de France, Jean-Claude Trichet is presently President of SOGEPA, Chairman of the Group of Thirty and Chairman of the Board of Bruegel Institute. He was assigned to various posts at the French Ministry of Finance. He was an adviser to the cabinet of the Minister of Economic Affairs, and then to the President of the Republic. He was chairman of the Paris Club (sovereign debt rescheduling) from 1985 to 1993. He was Governor of the World Bank. He was Chairman of the European Monetary Committee until his appointment as Governor of the Banque de France in 1993. He graduated from the Ecole nationale supérieure des Mines de Nancy, of the IEP of Paris, of the Université de Paris (in economics) and of the Ecole nationale d'administration. He was awarded honorary doctorates by several universities.

**VÉDRINE** Hubert

Founder of Hubert Védrine Conseil, a public affairs consultancy that specializes in foreign, economic, and geo-political affairs. He worked as a diplomatic Advisor, Spokesman, and Secretary-General with President François Mitterrand (1981-1995). He also served as Minister of Foreign Affairs (1997-2002). In 2004, he was appointed as an Independent Director at LVMH. In 2005, he was chosen by Kofi Annan, MM Zapatero and Erdogan to be one of the twenty international Members of the High Level Group for an "Alliance of Civilizations" (2005-2007). He graduated from the Institut d'études politiques in Paris and the Ecole nationale d'administration (ENA).

**VILLEPELET** Serge

President of PricewaterhouseCoopers France, a member firm of the worldwide network of Pricewater-

houseCoopers International (PWC). He joined Coopers & Lybrand in 1979 and was admitted to the partnership in 1989 on qualifying as Statutory Auditor. During his 30 years with PWC, he has held a number of other senior positions in management and governance within the firm in France, in Europe and at the international level. In 2007, he set up the PricewaterhouseCoopers France Foundation for Culture and Solidarity. In 2010, he published *Le patron qui aime les littéraires* (éd. Lethielleux/EDB). He is a graduate of the Ecole Supérieure de Sciences Economiques et Commerciales (ESSEC).

**VIMONT** Pierre

Executive Secretary General of the European External Action Service. He

served as Ambassador of France to the United States of America, Washington, (2007-2010), Chief of Staff of the Minister of Foreign affairs, French Foreign Ministry (2002-2007), Ambassador, Permanent Representative of France to the European Union, Brussels (1999-2002). He was also Director for European Cooperation, Department of European and Economic Affairs, French Foreign Ministry (1997-1999) and Spokesman at the Information and Press Office, French Foreign Ministry (1981-1985). He graduated from the Institut d'Etudes Politiques, Paris and the Ecole Nationale d'Administration (ENA).

**VITORINO** Antonio

President of Notre Europe. He is also President of the general assembly of the Santander Totta bank and an as-

sociate at the law firm Cuatrecasas, Gonçalves Pereira & Associados. He was Minister for Parliamentary Affairs (1983-1985), judge on Portugal's constitutional court (1989-1994) before being elected MEP (1994). He also served as Deputy Prime Minister and Defence Minister of Portugal (1995-1997) and European Commissioner for Justice and Internal Affairs (1999-2004). He holds a degree in law from the University of Lisbon and a master's degree in political science.

**VOINEA** Liviu

State Secretary with the Ministry of Public Finance since May 2012 and Non-Executive Board Member of

Banca de Import Export a Romaniei – EximBank SA. He is also lecturing at the National School of Political and Administrative Studies, Bucharest. He received the prestigious "Virgil Madgearu" Romanian Academy Award for economics in 2007, for his book "Transnational corporations and global capitalism". He holds an MBA degree from Stockholm University and a Ph.D. from the Academy of Economic Studies, Bucharest. He had a post-doctoral fellowship at the European Commission's Joint Research Institute in Seville, Spain (2004).

**WANG** Jisi

Dean of the School of International Studies, and director of the Center for International and Strategic Stud-

ies, Peking University. He is currently a Global Scholar at Princeton University (2011-2014). He has been a member of the Foreign Policy Advisory Committee of the Foreign Ministry of China since 2008, and president of the Chinese Association for American Studies since 2001. He taught in Peking University's Department of International Politics (1983-1991), and then served as director of the Institute of American Studies at the Chinese Academy of Social Sciences until 2005. He was concurrently director of the Institute of International Strategic Studies at the Central Party School of the Communist Party of China (2001-2009). He obtained an MA degree from Peking University.

**WASSERMAN**

Christopher

President and co-founder of the Zermatt Summit Foundation which

organizes an annual meeting bringing together CEOs, political leaders and members of the civil society on the subject "humanizing globalization".

He is also President of the Ecophilos Foundation (Switzerland) and the founder and President of the TeroLab Surface Group, based in Lausanne (Switzerland), and one of the leading European companies in the field of surface engineering by thermal spraying. He holds a MBA from New York University.

**WAT** François

Senior Partner, Co-Head of Global Equity Advisory, Rothschild Paris since 2008. Before joining Roth-

schild, he was a Managing Director at Deutsche Bank, Chairman of Equity Capital Market, Asia Pacific, based in Hong Kong. He joined Deutsche in 1995 as the Head of French Equities in Paris. He became Head of European Equity Sales in 1998, and Head of European Equity in 2000. Prior to joining Deutsche Bank, he was a Managing Director and Head of French Equities for S.G. Warburg Securities in Paris. He also served as a Director at Lazard Frères & Cie in Paris. He received a Master's degree in Law from the University of Paris and is also a graduate of the Institut d'Etudes Politiques de Paris.

**WEYMULLER** Bruno

Member, Total Professeurs Associés, Director of Déinove and Kvaerner ASA, and member of the board of

directors at Coe-Rexecode. He was Executive Vice President at Total in charge of Strategy and Risk Assessment (2000-2008). He was Chief Financial Officer of Elf Aquitaine (1994-2000). He began his career at the Ministry for Industry (1972-1978), then he joined the Prime Minister Raymond Barre's cabinet (1978-1981). He graduated from the Ecole Polytechnique, and the Ecole des Mines in Paris. He holds a Master of Science from the Massachusetts Institute of Technology.



WITTENBERG

Raphael

Professor and Senior Research Fellow at the Personal Social Services Research Unit (PSSRU) at the London School of Economics and Political Science (LSE), where he leads a program of research on financing long-term care. He is also a Senior Economist at the Department of Health for England. He is currently leading a multi-site study, funded by the AXA Research Fund, on how private long-term care insurance can supplement state systems in the UK. He graduated in politics and philosophy from the University of Oxford and in economics from the London School of Economics and Political Science.



WOJCIECHOWSKI

Pawel

Ambassador, Permanent Representative of Poland to the OECD. He

was Undersecretary of State at the Ministry of Foreign Affairs, responsible for economic cooperation and development (2009-2010). In 2006, he was entrusted with the position of Minister of Finance. He was also Chief Economist of the Polish Institute of Directors. He advised the Polish government on privatization and capital market development (1992-1995). He graduated from John Carroll University, from Case Western Reserve University. He received a Ph.D. degree from the Systems Research Institute of the Polish Academy of Sciences.



WOSCHNAGG

Gregor

Foreign Policy Adviser to the Board of the Federation of Austrian Industries.

He worked as a representative of Austria for the UN in New York (1968-1973) and at the Embassy in Cairo. He was an Ambassador in Nairobi and Permanent

Representative to the UN-Organizations for Environment and Town Planning. He was Director of Secretariat General in the Ministry for Foreign Affairs. He was Permanent Representative of Austria to the European Union (1999-2007). He graduated from the Universities of Vienna, Grenoble and Cambridge in law, and also from the Collège de Bruges in European law and Economics.



YASSEEN Faeed

Ambassador of the Republic of Iraq to France. He has worked and con-

sulted for various UN agencies and think tanks. He served as Head of Policy Planning, Iraqi Ministry of Foreign Affairs, and Diplomatic Adviser to Deputy President Adil Abd al-Mahdi. He is a Member of the American Physical Society and of the International Institute for Strategic Studies. He was educated in Iraq, Switzerland and the United States. He graduated from the Massachusetts Institute of Technology and the Federal polytechnic school of Lausanne.



YEOH Michael

Founder and Chief Executive Officer of the Asian Strategy and Leadership Institute (ASLI), a leading inde-

pendent Think Tank in Malaysia and ASEAN. He is also Founder and Chairman of the World Chinese Economic Forum and the ASEAN Leadership Forum. He was Organising Chairman of the Asia Economic Summit, the Organisation of Islamic Countries (OIC) Business Forum and the World Islamic Economic Forum. He is also Secretary-General of the Malaysia China Business Council and the ASEAN Business Forum. He studied at Monash University and the Aresty Institute of Wharton School.



YIGITALIEV

Shukhrat

Director of the Coordination and Analysis Center for Foreign Policy

Researches (KATSVI) in Uzbekistan. Expert in the field of International Relations, specialist in Central Asia. Previously, he worked at the Ministry of Foreign Affairs and the Institute for Strategic and Regional Studies under the President of the Republic of Uzbekistan. He graduated from the Uzbek State University of World Languages in Tashkent (1999), and also from the Toulouse Institute of Political Studies and the Strasbourg Institute of Political Studies.



YURGENS Igor

Chairman of the Management Board of the Institute of Contemporary Development. He is also a member

of the Presidential Council for the Development of the Information Society in Russia, of the Presidential Council for Civil Society Institutions and Human Rights, of the Academic Council of the Security Council of the Russian Federation, of Russian Council on International Affairs and of the Presidium of the Council for Foreign and Defense Policy. He is a professor of the Higher School of Economics. He graduated from the Economics Department of Moscow State University.



ZINSOU Lionel

CEO of the Private Equity firm PAI.

He started his career as a lecturer in economics at Paris University and was a member of the Department of Industry's Minister's Office and the Prime Minister's Office. In 1986, he joined Danone where he held various positions including Corporate Development Director and then CEO of the grocery division. In 1997, he joined the Rothschild Bank as General Partner; he

was Head of the Consumer Products Group, Head of Middle East and Africa. He graduated from Ecole Normale Supérieure, Sciences Po, the London School of Economics and La Sorbonne in history and economics. He is a "professeur agrégé de sciences économiques et sociales".



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CANNES

Située dans le sud-est de la France, au bord de la Méditerranée, Cannes offre un climat et un environnement exceptionnels. Village de pêcheurs dans l'antiquité, la bourgade, apparue au Moyen-âge, se développe modestement durant l'Ancien Régime tout en étant témoin des luttes franco-anglaises et franco-espagnoles qui s'exercent essentiellement sur les îles de Lérins. Ce n'est qu'au XIX^e siècle qu'elle prend véritablement son essor : l'aristocratie anglaise et européenne s'y installe pour la saison hivernale et y édifie de magnifiques demeures secondaires, le tourisme se développe. Cannes possède de nombreux bâtiments publics et édifices religieux à l'architecture remarquable retraçant les diverses époques de son histoire. Mais c'est grâce au Festival de Cannes, un des événements culturels les plus médiatisés au monde, créé en 1946, que Cannes doit sa renommée internationale. Sa notoriété, son histoire et son caractère authentique en ont fait une ville cosmopolite cultivant un certain art de vivre.

Located in south-east France on the Mediterranean coast, Cannes is famous for its outstandingly pleasant climate and high quality environment. In antiquity, Cannes was a fishing village. It became a small town in the Middle Ages and expanded moderately during the Ancien Régime (pre-revolutionary France). During this period, Cannes frequently witnessed the endless battles that formed part of the Franco-English and Franco-Spanish wars, notably for control over the Lérins islands off the Mediterranean coast near Cannes. However, it was the 19th century that really put Cannes on the map when the English and continental European aristocracy started spending the winter seasons there, building sumptuous second homes and attracting more and more tourists. In contemporary Cannes, there are numerous public and religious buildings featuring remarkable architecture that reflects the various periods of its history.

However, since 1946, Cannes owes its international renown to its annual Film Festival, one of the world's cultural events that attracts the most media coverage.

Today, thanks to its fame, history and authenticity, Cannes is a cosmopolitan resort where people cultivate a unique way of life.



Cannes has welcomed numerous international conferences (G20, 24th France-Africa Summit...)



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About the OCP Group

Founded in 1920, the OCP Group is a global leader in the production and export of phosphate rock, phosphate-based fertilizers and related products. These products are an important component of global food security and agricultural productivity, as they provide essential nutrients to food crops and help rebuild healthy soils. A Moroccan company with global reach, OCP serves a network of over 130 customers on 5 continents, and through them supports farmers in all corners of the planet.

The combination of the world's largest phosphate reserves (located mostly in the Khouribga basin in the center of Morocco), cutting-edge chemical and production facilities, and world-class research and development capacities, permits OCP to respond creatively and cost-effectively to growing global demand for an ever-wider range of phosphate-based fertilizers suitable to the specific soil types, crops and cultivation practices of farmers worldwide.

OCP also has a growing number of joint ventures - both in the fertilizer sector and in fields such as engineering and project management - with partners from countries such as India, Pakistan, Brazil, the United States, Germany and Belgium.

OCP's strong contribution to Morocco's economic and social development is mirrored by its growing engagement as a "corporate citizen" at the regional and global level. On the African continent in particular, OCP is substantially expanding not only OCP's commercial presence but its overall efforts to promote agricultural development, with a particular emphasis on helping smallholder farmers. This effort is a key part of OCP's new Global Food Security Initiative, focused on promoting innovation and investment in agriculture in Africa and beyond. At the same time, the OCP Foundation is supporting major efforts to share and adapt agricultural best practices from around the world, for the benefit of farmers everywhere.



Agir de manière responsable pour l'accès à l'énergie du plus grand nombre dans un monde où la demande ne cesse de croître.

C'est la mission que s'est fixée Total.

Total est une des premières compagnies pétrolières internationales, ainsi qu'un acteur mondial du gaz et de la pétrochimie et demain, de la biomasse et du solaire.

To responsibly enable as many people as possible to access energy in a world of constantly growing demand.

This is the mission that Total has set itself.

Total is one of the leading international oil companies as well a global player in the gas and petrochemical sectors and, tomorrow, in biomass and solar.

Notre stratégie

Pour accomplir notre ambition, nous nous appuyons sur notre modèle intégré, tirant ainsi parti des synergies qui existent entre nos différentes activités.

L'éthique, la sécurité, la responsabilité sociétale et environnementale forment le socle commun de nos quatre axes stratégiques :

- Assurer une croissance rentable et durable dans nos activités d'exploration-production
- Développer des plateformes de raffinage et de pétrochimie compétitives de premier niveau
- Répondre aux besoins de nos clients en leur apportant des solutions innovantes notamment en termes d'efficacité énergétique
- Miser sur le solaire et la biomasse pour préparer l'avenir énergétique

Our Strategy

To realize our vision, we are leveraging our integrated business model, which enables us to capture all of the synergies in our business base.

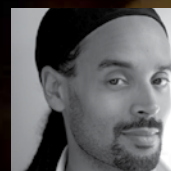
Together, our commitments to ethical practices, safety and corporate social responsibility form a shared foundation for our four strategic objectives:

- Drive profitable, sustainable growth in our exploration and production operations.
- Develop competitive, top-tier refining and petrochemical platforms.
- Respond to customer needs by delivering innovative solutions, particularly in terms of energy efficiency.
- Focus on solar energy and biomass to secure the energy future.

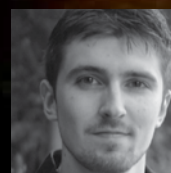
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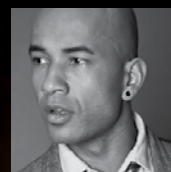
STEFANIE
BATTEN BLAND



FABRICE
DI FALCO



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RAPHAËL KANEY
DUVERGER

GALA DINNER

DÎNER DE GALA

SATURDAY DECEMBER 8, 2012
SAMEDI 8 DÉCEMBRE 2012

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Alcen est un groupe industriel actif dans les secteurs de la Défense et Sécurité, l'Energie, les Machines Médicales et l'Aéronautique.

Il y apporte des solutions de rupture fondées sur des innovations technologiques.

Alcen is an industrial group with activities in Defense and Security, Energy, Medical Machinery and Aeronautics.

We offer groundbreaking solutions through innovative technologies.



EADS est un leader mondial de l'aéronautique, de l'espace, de la défense et des services associés.

En 2011, le Groupe – qui comprend Airbus, Astrium, Cassidian et Eurocopter – a dégagé un chiffre d'affaires de 49,1 milliards d'euros avec un effectif de près de 133 000 personnes.

EADS is a global leader in aerospace, defence and related services.

In 2011, the Group – comprising Airbus, Astrium, Cassidian and Eurocopter – generated revenues of Euros 49.1 billion and employed a workforce of over 133,000.



FONDATION LATSIS
Internationale

La *Fondation Latsis Internationale*, institution non lucrative d'intérêt public, créée en 1975, a instauré les *Prix Latsis* en Suisse dès 1983. Elle attribue annuellement quatre *Prix Latsis Universitaires*, un *Prix Latsis National* et un *Prix Latsis Européen*. Ces prix ont pour but principal d'apporter aux chercheurs un encouragement et une récompense en reconnaissance de contributions scientifiques et technologiques exceptionnellement importantes et prometteuses effectuées en Suisse et en Europe. La *Fondation Latsis Internationale* est associée avec la *John S. Latsis Public Benefit Foundation* qui est principalement active en Grèce dans les domaines de la recherche scientifique, l'éducation, la protection de l'environnement et l'assistance sociale.

The International Latsis Foundation, a nonprofit institution of public interest, which was founded in 1975, established the Latsis Prizes in Switzerland in 1983. Annually, it awards four Latsis University Prizes, a National Latsis Prize and a European Latsis Prize. The principal purpose of the Latsis Prizes is to recognize and reward scientific and technological work of particular excellence undertaken in Switzerland and Europe. The International Latsis Foundation is associated with the John S. Latsis Public Benefit Foundation which is principally active in Greece in the fields of scientific research, education, environmental protection and social welfare.

www.latsis-foundation.org



Ouverte à Cotonou en juin 2005, la *Fondation Zinsou* a tout d'abord été un lieu d'exposition pour les artistes contemporains africains et/ou des artistes travaillant sur des thématiques liées à l'Afrique. Forte de ses expériences sur le terrain, cette première vocation artistique et culturelle, s'est étendue pour devenir pédagogique et sociale. Le développement, la réduction de la pauvreté et l'éducation sont au cœur de son projet, au même titre que la valorisation du patrimoine artistique et culturel de l'Afrique. Consciente des réalités socio-culturelles du Bénin, la *Fondation Zinsou* a à cœur de rendre l'accès à toutes ses activités, libres et gratuits.

En décembre 2012, la *Fondation Zinsou* peut se résumer en 10 chiffres ; 7 ans d'existence, 20 expositions fixes et 11 expositions itinérantes dans le sud du Bénin, plus de 3 500 000 visiteurs, 12 livres d'art publiés, 260 écoles en partenariat, 400 professeurs formés aux expositions d'art par notre équipe de médiation culturelle, 120 emplois créés en équivalent plein temps, 4 minibibliothèques et 1 événement de danse contemporaine.

Initiative familiale et privée, ce qui rend unique son fonctionnement, la *Fondation Zinsou* n'a pour vocation ni de supplanter ni de répliquer les organismes existants.

Ce projet résolument «afroptimiste», est enrichi chaque jour par la constitution d'une équipe mixte tant dans le genre que dans les provenances géographiques.

Started in June 2005 in Cotonou, Benin, the *Zinsou Foundation* was originally an exhibition space for contemporary African artists and those working on African-related themes.

After enjoying a great deal of on the ground success, its artistic and cultural missions added a pedagogical and social dimension. Development, poverty reduction and education are now at the core of its mission on par with its historic promotion of Africa's cultural and artistic heritage. Conscientious of Benin's socio-cultural realities, the *Zinsou Foundation* strives to make all of its activities open and free of charge to all. In December 2012, the *Zinsou Foundation* can be summed up in a few numbers: 7 years of existence, 20 permanent exhibits and 11 travelling exhibits, over 3.5 million visitors, 12 published art books, 260 partner schools, 400 professors trained in art interpretation, 120 full-time jobs created, 4 Mini Libraries and 1 contemporary dance event.

The *Zinsou Foundation* is a private, family initiative and does not seek to supplant or replicate existing actors. This resolutely "afro-optimistic" project is enriched each and every day by its dedicated and diverse team of men and women.



Leader mondial des matériaux de construction, *Lafarge* occupe une position de premier plan dans chacune de ses activités : Ciment, Granulats & Béton et Plâtre. Avec 76 000 collaborateurs dans 78 pays, le Groupe a réalisé en 2010 un chiffre d'affaires de 16,2 milliards d'euros.

Lafarge a été classé 6^e au sein du « Carbon Disclosure Project » et a rejoint l'indice mondial du « Dow Jones Sustainability Index » en 2010 pour ses actions en matière de développement durable. Doté du premier centre de recherche au monde sur les matériaux de construction, *Lafarge* place l'innovation au cœur de ses préoccupations, au service de la construction durable et de la créativité architecturale. Des informations plus complètes sur *Lafarge* peuvent être obtenues sur son site Internet

Lafarge is the world leader in building materials, with top-ranking positions in all of its businesses: Cement, Aggregates & Concrete and Gypsum. With 76,000 employees in 78 countries, Lafarge posted sales of Euros 16.2 billion in 2010.

Lafarge was ranked 6th in the "Carbon Disclosure Project" and entered the global "Dow Jones Sustainability Index" in 2010 in recognition of its sustainable development actions. With the world's leading building materials research facility, Lafarge places innovation at the heart of its priorities, working for sustainable construction and architectural creativity. Additional information is available on the web site at :

www.lafarge.com



L'Alliance *Renault Nissan* est un partenariat stratégique entre le Groupe *Renault*, basé à Paris et le Groupe *Nissan*, basé à Yokohama au Japon et ce depuis 1999. Ensemble, ces deux groupes vendent une voiture sur 10 dans le monde sous 5 marques (*Renault, Nissan, Renault Samsung Motors, Dacia, Lada* et *Infiniti*) et emploie 285 000 personnes.

En 2011, le *Groupe Renault* et le *Groupe Nissan* ont vendu 8,03 million de véhicules, faisant de l'Alliance le 3^e plus grand constructeur mondial. Depuis sa création, il y a maintenant 13 ans, cette Alliance multi culturelle s'est étendue géographiquement et en particulier dans les pays émergents. L'Alliance est le leader de l'industrie automobile en ce qui concerne la mobilité durable et le seul groupe à avoir mis sur le marché des véhicules zéro émission abordables pour tous.

The Renault-Nissan Alliance is a strategic partnership between Paris-based Renault and Yokohama, Japan-based Nissan, which together sell one in 10 cars worldwide. The companies, which have been strategic partners since 1999, have 285,000 employees and five major brands: Renault, Nissan, Renault Samsung Motors, Dacia, Lada and Infiniti.

They sold 8.03 million cars in 2011, making the Alliance the world's third largest automotive group. Since its founding 13 years ago, the cross-cultural Alliance has expanded significantly, particularly into emerging markets. The Alliance is the auto industry's leading champion of sustainable transportation and the only one to have mass-market, affordable zero-emission vehicles for mainstream consumers.

GDF SUEZ

Acteur mondial, *GDF SUEZ* inscrit la croissance responsable au cœur de ses métiers (électricité, gaz naturel, services) pour relever les grands enjeux énergétiques et environnementaux : répondre aux besoins en énergie, assurer la sécurité d'approvisionnement, lutter contre les changements climatiques et optimiser l'utilisation des ressources. Le Groupe propose des solutions performantes et innovantes aux particuliers, aux villes et aux entreprises en s'appuyant sur un portefeuille d'approvisionnement gazier diversifié, un parc de production électrique flexible et peu émetteur de CO2 et une expertise unique dans quatre secteurs clés : le gaz naturel liquéfié, les services à l'efficacité énergétique, la production indépendante d'électricité et les services à l'environnement.

GDF SUEZ develops its businesses (electricity, natural gas, services) around a model based on responsible growth to take up today's major energy and environmental challenges: meeting energy needs, ensuring the security of supply, fighting against climate change and maximizing the use of resources.

The Group provides highly efficient and innovative solutions to individuals, cities and businesses by relying on diversified gas-supply sources, flexible and low-emission power generation as well as unique expertise in four key sectors: liquefied natural gas, energy efficiency services, independent power production and environmental services.



Grampet Group est le plus grand groupe ferroviaire privé en Roumanie et dans le sud-est de l'Europe. Fondé en 1999, *Grampet Group* comprend différentes sociétés avec des activités dans tous les métiers du ferroviaire : du transport de marchandises, à la construction ferroviaire en passant par la gestion logistique. Ces dernières années, le groupe a élargi son activité et travaille désormais en Roumanie, Bulgarie, Hongrie, Allemagne, Autriche, Serbie, au Monténégro, en Ukraine et en République de Moldavie.

Grampet Group is the largest private rail group in Romania and in South-Eastern Europe. Founded in 1999, *Grampet Group* includes several companies with activities in all railway sectors, from the transport of goods, rolling stock manufacturing and repair to logistics management. In the past years, the group has extended its activity and currently provides services in Romania, Bulgaria, Hungary, Germany, Austria, Serbia, Montenegro, Ukraine and the Republic of Moldova.



PwC développe en France des missions d'audit, d'expertise comptable et de conseil créatrices de valeur pour ses clients, en privilégiant des approches sectorielles. Plus de 180 000 personnes dans 158 pays à travers le réseau *PwC* partagent idées, expertises et perspectives innovantes au bénéfice de nos clients et partenaires. Les entités françaises membres de *PwC* rassemblent 4000 personnes dans 25 bureaux. Rendez-vous sur :

PwC firms help organisations and individuals create the value they're looking for. We're a network of firms in 158 countries with more than 180,000 people who are committed to delivering quality in assurance, tax and advisory services. Tell us what matters to you and find out more by visiting us at :

www.pwc.com



Banca de Import Export a Romaniei - EximBank SA est une banque unique en son genre dans le secteur financier roumain. Elle déploie son activité sur trois cœurs de métier : le financement, les garanties et l'assurance. Les clients de la banque sont les petites et moyennes entreprises avec un fort potentiel de développement, les entreprises exportatrices, les collectivités territoriales ainsi que les grandes entreprises. *EximBank S.A.* a fait son entrée en Bourse en 1992 avec comme actionnaire principal l'État roumain. La banque est très fortement impliquée dans le développement de l'économie roumaine.

Banca de Import Export a Romaniei - EximBank SA is a unique bank in the Romanian financial sector, acting on three business directions: financing, guarantees and insurance. The Bank's target clients are small and medium enterprises (SMEs) with high development potential, future and current exporting companies, public local authorities and large companies. *EximBank S.A.* was set up in 1992 as a stock company with the Romanian State as major shareholder and is fully committed to supporting the Romanian business environment.

www.eximbank.ro

GROUPE



Avec le soutien de
With the support of



An-Nahar est un quotidien libanais politique indépendant et libéral. Fondé en 1933 par Gebran Tuéni, *An-Nahar* est centré sur la défense des libertés : liberté d'expression, recherche absolue de la vérité, défense des droits du citoyen et de la communauté.

An-Nahar is a leading Lebanese daily political newspaper, independent and liberal. Founded in 1933 by Gebran Tuéni, it is centered on the concept of freedom: freedom of speech, absolute search for truth and the defense of human rights.



À la radio, à la télévision et sur le Web, *BFM BUSINESS* est un média unique, numéro 1 sur l'information économique et financière. Avec 3,3 millions de téléspectateurs, *BFM BUSINESS* a la plus forte affinité du marché avec les décideurs et les professionnels de l'économie.

On the radio, TV and web, *BFM BUSINESS* is a unique media. Leading French TV channel on economics and financial information. 3.3 million people watch *BFM BUSINESS* every month and it is business leaders' preferred channel.

Bloomberg Businessweek

Lauréat de deux prix National Magazine for Global Excellence et d'un prix Webby pour la Meilleure Application Media (Best News App), *Bloomberg Businessweek* apporte les idées, les analyses et les faits dont les décideurs économiques et financiers internationaux ont besoin pour aller de l'avant. Au-delà des gros titres, les journalistes apportent aux lecteurs des perspectives nouvelles et une compréhension approfondie sur les actualités économiques et financières internationales, les entreprises innovantes, l'économie mondiale, les tendances technologiques et de l'industrie, la politique gouvernementale et plus encore. S'appuyant sur plus de 2 300 professionnels de l'information dans 146 bureaux à travers 72 pays, *Bloomberg Businessweek* couvre le monde des affaires comme aucun autre média – sur papier, sur *Businessweek.com* et sur le leader *Bloomberg Businessweek + app*.

Winner of both a National Magazine Award for Global Excellence and a Webby Award for Best News App, *Bloomberg Businessweek* provides the ideas, analysis and data global business leaders need to get ahead. Stories look beyond the headlines to give readers fresh perspectives and deeper intelligence on international business news, innovative companies, global economics, technology and industry trends, government policy and more. Drawing on more than 2,300 news professionals in 146 bureaus across 72 countries, *Bloomberg Businessweek* covers the business world like no one else – in print, on *Businessweek.com* and on the industry leading *Bloomberg Businessweek+ app*.

www.businessweek.com



FRANCE 24 est la première chaîne d'information en continu qui rend compte de l'actualité internationale avec une sensibilité et un regard français. Elle émet 7 jours sur 7, 24 heures sur 24 sur 3 canaux, en français, en anglais et en arabe, partout dans le monde. FRANCE 24 est distribuée par câble, par satellite, par les plateformes ADSL et sur le mobile. Le site Internet est disponible en 3 langues (anglais, français, arabe).

FRANCE 24 is the first international news channel that offers a French perspective and sensibility on world events. It broadcasts worldwide on a 24/7 basis on three channels, in French, English and Arabic. FRANCE 24 can be accessed by cable, satellite, ADSL and mobile phone. The website is available in 3 languages (English, French and Arabic).

www.france24.com

JEUNE AFRIQUE

Distribué dans plus de 80 pays et lu chaque semaine par près de 800 000 personnes, l'hebdomadaire *Jeune Afrique* propose une couverture objective de l'actualité africaine et internationale ainsi que des pistes de réflexion originales sur les enjeux politiques et économiques du continent. *Jeune Afrique* est édité par Le Groupe *Jeune Afrique*. Premier groupe de presse spécialisé sur le continent africain, il réalise un chiffre d'affaires de 25 millions d'euros, avec 130 collaborateurs répartis dans 15 pays.

Distributed in more than 80 countries and read weekly by nearly 800,000 people, *Jeune Afrique* offers objective coverage of African and international news, as well as thought-provoking analysis of the continent's political and economic challenges. *Jeune Afrique* is edited by the Groupe *Jeune Afrique*. As the African continent's leading specialized media company, it registers total sales of 25 million Euros, with 130 contributors across 15 countries.

Le nouvel Observateur

Premier magazine français d'actualité, *Le Nouvel Observateur* présente chaque semaine, avec une liberté de ton qui n'appartient qu'à lui, les mutations de l'environnement économique, politique et social. Offrant un regard résolument contemporain, il se présente comme un hebdomadaire engagé qui écoute, qui voit, qui analyse avec sa sensibilité propre, ses coups de cœur et ses convictions tous les champs de l'actualité pour en délivrer une analyse originale et profonde.

The leading French news magazine, *Le Nouvel Observateur*, presents each week the changes in the economic, political and social landscape. Offering a contemporary perspective, it is a weekly magazine that has its own news analysis, ideas and convictions covering all aspects of current events in order to deliver an original point of view.



Maeil Business est le premier journal économique coréen, lu par les principaux acteurs économiques et politiques du pays. Fort d'un tirage de 1,2 million d'exemplaires en Corée du Sud, *Maeil Business* est un fleuron du groupe media *Maekyung*, aux côtés de la chaîne de télévision généraliste *MBN*. Le groupe, présent dans 22 pays, est aussi connu pour son *World Knowledge Forum*, l'un des forums économiques les plus prestigieux d'Asie, qui se tient chaque année à Séoul.

Maeil Business Newspaper is Korea's leading business publication mostly read by businessmen, corporate subscribers, and other opinion leaders. This fame derives from accurate, objective and balanced articles written by professional reporters. Founded in 1966, with 1.2 million circulation nationwide and general programming channel *MBN*, *Maekyung Media Group*, is present in 22 countries through 40 broadcasting companies. The group is also well-known for hosting the *World Knowledge Forum*, one of Asia's most prestigious business Forums which is held every year in Seoul.



Monte Carlo Doualiya diffuse ses journaux et ses émissions au Proche et au Moyen-Orient sur ondes moyennes depuis Chypre et sur 28 FM dans 12 pays. Le dernier relais a été installé en 2011 à Benghazi. Les programmes de la radio assurent un traitement équilibré et diversifié de l'information. Une grille des programmes totalement renouvelée privilégie le direct, la convivialité et l'interactivité.

Monte Carlo Doualiya is an Arabic language radio, broadcasting to the Middle East on medium wave from Cyprus and on 28 FM frequencies in 12 countries. The most recent transmitter was installed in Benghazi in 2011. The radio programmes provide balanced and diverse news. A completely new programme schedule favours live coverage and interactivity.

www.mc-doualiya.com



AXA
Research Fund

Through Research, Protection

À propos du Fonds AXA pour la Recherche

Créé en 2008, le Fonds AXA pour la Recherche soutient, via le mécénat, les travaux orientés vers la compréhension et la prévention des risques pesant sur l'environnement, la vie humaine et nos sociétés. Au 1^{er} novembre 2012, ces dons totalisaient 92 millions d'euros répartis entre 334 projets de recherche menés dans 26 pays par des chercheurs de 49 nationalités.

En France, le Fonds AXA pour la Recherche a octroyé au total 36,2 millions d'euros à 164 projets. Les dons sont accordés sur décision du Conseil scientifique. En soutenant les chercheurs de rang international qui étudient les risques partout dans le monde et en les aidant à partager leurs découvertes, le Fonds AXA pour la Recherche essaie de ressourcer le débat public et sa propre expertise avec des connaissances académiques. Ce mécénat embrassant des champs multidisciplinaires répond au souhait d'AXA de promouvoir une société plus sûre et plus forte à long terme. Plus d'informations sur le Fonds AXA pour la Recherche, notamment la présentation des chercheurs soutenus, des programmes de financement, des lignes directrices et la biographie des membres du Conseil scientifique sont disponibles sur notre site web.

About the AXA Research Fund

Created in 2008, the AXA Research Fund provides philanthropic support for research focused on understanding and preventing the risks threatening the environment, human life and our societies. As of November 1st, 2012, Euro 92 million have been committed and the AXA RF has given its support to 334 research projects, implemented in 26 countries by researchers of 49 nationalities.

In France, it has so far committed a sum of Euro 36,2 million to 164 projects. The funds are granted based on a decision by the Scientific Board. By supporting top-tier researchers working on risks all over the world and helping them to share their discoveries, AXA RF tries to enrich the public debate and AXA's own expertise with academic knowledge. Through research philanthropic sponsorship, AXA aims to foster a safer and stronger society over the long term.

More details about the AXA Research Fund, including presentation of the supported researchers, of the funding schemes, and biographies of the Scientific Board members, are available on our website.

www.axa-research.org



RFI est la première radio française d'information internationale en continu. Elle émet 24 heures sur 24 dans le monde entier, en français et en 12 langues étrangères, en FM, sur le câble, le satellite, sur Internet et les réseaux téléphoniques. Grâce à ses rédactions basées à Paris et à son réseau unique de 600 correspondants, *RFI* offre à ses auditeurs de grands rendez-vous d'information et des magazines en proposant une véritable ouverture sur le monde. Tout au long de la journée, un journal de 10 minutes à heure fixe et un flash de 3 minutes à la demi-heure tiennent les auditeurs informés des derniers développements de l'actualité.

RFI is the leading French world news radio with international news round-the-clock. *RFI* broadcasts 24 hours a day on FM, shortwave, as well as on cable and satellite, Internet and telephone networks around the world. Thanks to its multilingual desks based in Paris along with its outstanding force of 600 correspondents worldwide, *RFI* gives the listeners a global outlook. The news bulletins and feature programmes in 12 languages provide a different perspective of the world. *RFI* keeps its listeners updated throughout the day about the latest developments in international news and current affairs.

www.businessweek.com



WanSquare est un média numérique français, filiale du *Figaro*, consacré aux coulisses de l'économie et des finances. Il propose le décryptage de l'actualité économique sur un ton non conformiste, à contre-courant d'un modèle de pensée unique. *WanSquare* fournit par ailleurs à ses abonnés des informations exclusives sur les sociétés et institutions françaises et leurs dirigeants, afin d'apporter une vision pointue de l'environnement des marchés aux décideurs.

WanSquare is a French digital media, a subsidiary of *Le Figaro*, which covers economic and financial news. It provides an inside view on the latest economic news from a non-conformist perspective, in contrast to the generally accepted point of view. *WanSquare* also provides its subscribers with exclusive information about French companies, institutions and their leaders, in order to provide a comprehensive vision of the market environment to decision makers.



Pourquoi devenir partenaire de la WPC ?

Why become a WPC Partner?

Pour être présent à cet événement unique qui se veut être, au travers de dialogues tournés vers l'action, un lieu qui aidera les décideurs à dessiner l'avenir du système mondial au service de l'intérêt général.

To be present at this exceptional event whose unique goal is to serve as a forum for decision makers to prepare the future of global governance through thoughtful discussion and with the general interest at heart.

- Pour être pleinement intégré au réseau WPC et profiter des opportunités de Networking.
- Pour recevoir des informations exclusives sur une région du monde choisie.
- Pour être invité à l'ensemble des événements WPC.
- Pour pouvoir utiliser librement la marque WPC et bénéficier ainsi de sa notoriété.
- Pour participer à l'élaboration du programme de la conférence et des thématiques abordées, en étroite collaboration avec les organisateurs de la WPC et ses experts.
- Pour bénéficier d'une excellente visibilité internationale pendant la conférence et de ses effets diplomatiques et politiques sur le long terme.

- To enjoy full membership in the WPC network and take advantage of its networking opportunities.
- To receive exclusive information concerning a chosen geographic region.
- To be invited to all WPC events.
- To have the right to use the WPC brand and benefit from his notoriety.
- To collaborate with the WPC organizers and its experts in devising the conference's program and the subjects treated.
- To profit from excellent international visibility during the conference and the lasting political and diplomatic effects.

CONTACTS

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Contenu - Programme

Content - Agenda



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