

WORLD
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CONFERENCE

6

December 13-15, 2013
Monaco



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MESSAGE DU PRÉSIDENT ET FONDATEUR

MESSAGE FROM THE PRESIDENT AND FOUNDER

En cette fin d'année 2013, l'état du système international reste fragile. La mondialisation se poursuit, mais le cœur n'y est plus, et l'on voit partout poindre la tentation nationaliste. Sur le plan économique, le déficit de gouvernance reste manifeste. Les grands États répuignent à s'appliquer à eux-mêmes les disciplines qu'ils veulent imposer aux autres, et le risque d'une reproduction de chocs comparables à celui de 2007-2008 n'a pas disparu. Le G20 paraît un bien frêle rempart. Du côté des BRICs, ou de certains d'entre eux, le dynamisme s'essouffle. L'Union européenne continue de marquer le pas. Sur le plan commercial, le multilatéralisme semble moribond, cependant que les motivations d'initiatives comme le TTIP ou le TPP sont au moins autant politiques qu'économiques. En Asie de l'Est, la sécurité est menacée par de nombreux conflits territoriaux avec un état d'esprit peu ouvert à l'idée de réconciliation. Le Moyen Orient est loin d'avoir trouvé un nouvel équilibre. Un espoir est cependant né du côté de l'Iran.

Dans un tel contexte, la WPC (*World Policy Conference*) a plus que jamais sa place. Pour préserver les chances d'un monde ouvert, les puissances moyennes doivent faire entendre leur voix. Par puissance moyenne, je comprends toute puissance régionale désireuse et capable d'élargir la définition de ses intérêts pour embrasser la stabilité structurelle du système international dans son ensemble et pour y contribuer. Elles sont les véritables piliers de notre WPC, laquelle se voit aussi comme un club de nations responsables et tolérantes, moins soucieuses d'imposer leur idéologie aux autres que de rechercher les voies et moyens d'une coopération au bénéfice de tous, dans le respect de chacun.

Pour sa sixième édition, la WPC reprend des thèmes incontournables comme la gouvernance économique mondiale, l'énergie et l'environnement, la finance internationale, la sécurité alimentaire, les risques émergents ou, sur le plan régional, l'Asie, l'Afrique et le Moyen-Orient. En ce qui concerne l'Europe, nous avons choisi cette année de mettre l'accent sur deux questions essentielles. Tout d'abord : peut-il exister dans la durée un "modèle social" qui lui soit propre, tout en restant compatible avec la mondialisation ?


Thierry
de MONTBRIAL

As we approach the end of 2013, the international system is still in a fragile state. Globalisation is still growing but there is no longer much enthusiasm for it and nationalist tendencies are springing up everywhere. On the economic front, the lack of governance is still patently obvious. The major powers are unwilling to apply the same discipline to themselves as they expect from others, and there is still a danger that a crisis comparable to that of 2007-2008 will occur. The G20 seems to be but a very frail buffer against the threat. The BRIC countries – or some of them – are running out of steam. The European Union is still dragging its feet. As far as trade is concerned, multilateralism seems to be waning while initiatives like the TTIP and the TPP are motivated at least as much by politics as by economics. Security in eastern Asia is threatened by numerous territorial conflicts, and the mindset there is not really open to the idea of reconciliation. The Middle East is far from finding a middle ground. However, the situation in Iran is looking more hopeful.

In a context like this, the WPC (World Policy Conference) is more relevant than ever. To maintain any chance at all of preserving an open world, the middle powers must make themselves heard. By middle power, I mean any regional power that is willing and able to extend the definition of its interests to encompass the structural stability of the international system as a whole and to contribute to it. They are the true pillars of our WPC, which also sees itself as a club of responsible and tolerant nation states, less interested in forcing their ideology on others than in exploring ways and means of cooperation that would be universally beneficial and respectful of all stakeholders.

This sixth edition of the WPC addresses vital topics such as global economic governance, energy and the environment, international finance, food safety, major risks and - in terms of regions - Asia, Africa and the Middle East. As far as Europe is concerned, we have chosen this year to focus on two key questions: Firstly, can there be a sustainable “social model” that is specific to Europe but compatible with globalisation?



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.

Deuxième question : la mise en œuvre du projet d'Union bancaire, comme étape essentielle de la consolidation de l'eurozone et donc de l'Union européenne elle-même. Deux nouveaux thèmes font leur apparition, ou sont repris sous d'autres formes que les années précédentes : les défis du cyberspace, qu'il faut d'abord bien cerner, ce qui n'est peut-être pas encore tout à fait le cas ; les rapports entre politique et religions, puisque dans le monde contemporain, hélas, plus que jamais, les religions sont instrumentalisées dans les conflits et les guerres.

Dans ce monde emportés dans une course folle, nous pouvons parfois nous sentir accablés et impuissants. A quoi peut donc servir une entreprise comme la WPC ? Nous sommes résolus à persévérer, car nous restons convaincus que des initiatives comme la nôtre, si modestes soient-elles, peuvent contribuer à la sauvegarde du monde.

Thierry de MONTBRIAL

Président et fondateur de la WPC

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

Secondly, the implementation of the banking union project as an essential step towards consolidation of the eurozone and therefore of the European Union itself. Two new topics are on the agenda, or will be explored from a different angle than in previous years: the challenges posed by cyberspace, which must first be clearly articulated (something that we perhaps have not quite managed to do yet); the relationship between politics and religions since, unfortunately, more than ever, religions are being instrumentalised for the purposes of conflict and war.

The world seems to be spinning out of control, leaving us feeling overwhelmed and powerless at times. So what is the point of an event like the WPC? We are determined to persevere, as we firmly believe that initiatives like ours, however modest they may be, can help to save the world.

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.



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PROGRAMME

AGENDA



VENDREDI 13 DECEMBRE

FRIDAY DECEMBER 13

14:30 • 15:30

Ouverture • Opening Session

15:30 • 17:15

Session plénière 1 • Plenary Session 1

L'état de l'économie mondiale et la gouvernance mondiale //
The state of the world economy and global governance

17:15 • 18:00

Session plénière 2 • Plenary Session 2

avec Mohammad Javad Zarif, ministre des Affaires étrangères de la République islamique d'Iran // with Mohammad Javad Zarif, Minister of Foreign Affairs of the Islamic Republic of Iran

18:00 • 19:15

Session plénière 3 • Plenary Session 3

Le Moyen-Orient // Middle East

19:15

Cocktail d'accueil • Welcome Cocktail

20:00

Dîner débat • Dinner Debate

SAMEDI 14 DECEMBRE

SATURDAY DECEMBER 14

08:00 • 09:45

Session plénière 4 • Plenary Session 4

L'Asie : forces et faiblesses // Asia's strengths and weaknesses

09:45 • 11:15

Session plénière 5 • Plenary Session 5

Les défis du cyberspace // The challenges of the cyberspace

11:15 • 11:45

Pause café • Coffee-break

11:45 • 13:00

Session plénière 6 • Plenary Session 6

Le 'modèle social européen' est-il condamné ? // Whither the 'European social model'?

13:15 • 14:45

Déjeuner débat • Lunch Debate

...

...

15:00 • 16:15

Session plénière 7 • Plenary Session 7

Destruction ou métamorphose de l'ordre juridique ? // Destruction or metamorphosis of the legal order?

16:30 • 19:30

Ateliers en parallèle • Parallel Workshops

1. Énergie et environnement // 1. Energy and the Environment
2. Santé et risques émergents // 2. Health and emerging risks
3. Sécurité alimentaire // 3. Food security
4. Finance // 4. Finance

20:00

Cocktail • Cocktail

20:30

Dîner de gala • Gala dinner



DIMANCHE 15 DECEMBRE

SUNDAY DECEMBER 15

08:30 • 09:30

Compte-rendu des ateliers parallèles • Reports from Parallel Workshops

09:30 • 10:30

Session plénière 8 • Plenary Session 8

Vers une union bancaire européenne // Towards a European Banking Union

10:30 • 11:00

Pause café • Coffee break

11:00 • 11:45

Session plénière 9 • Plenary Session 9

avec Itamar Rabinovich, président du Israel Institute // with Itamar Rabinovich, President of the Israel Institute

11:45 • 13:15

Session plénière 10 • Plenary Session 10

L'Afrique // Africa

13:15 • 15:00

Déjeuner débat • Lunch debate

15:15 • 16:45

Session plénière 11 • Plenary Session 11

Politique et religions // Politics and religions

16:45 • 18:45

Session plénière 12 • Plenary Session 12

Débat général // General debate

18:45

Clôture • Closing

19:30

Dîner informel • Informal Dinner



WORLD
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5th EDITION
GLOBAL GOVERNANCE

December 7-10, 2012 · Cannes · France



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THÈMES DES SESSIONS

CONFERENCE THÈMES

Session 1. L'état de l'économie mondiale et la gouvernance

Au cours de cette session, d'éminentes personnalités internationales ayant l'expérience des affaires publiques et privées débattront de l'état de l'économie mondiale à la fin de 2013 et de ses fragilités, des améliorations à apporter aux politiques conjoncturelles et structurelles, ainsi que des grands projets en cours comme le TTIP et le TPP. On leur demandera également de s'exprimer sur l'évolution des institutions de la gouvernance comme le G20.

Session 2 & 3. Le Moyen Orient

Alors que la guerre civile fait rage en Syrie et que les pouvoirs ne sont pas stabilisés dans les pays du "printemps arabe", l'événement majeur des derniers mois sur la scène du Moyen Orient est l'ouverture manifestée par l'Iran à la suite de l'élection du président Rohani en juin 2013. Ces deux sessions examineront les chances de la réintégration de l'Iran dans la "communauté internationale" et celles d'une consolidation progressive de la région du point de vue de quelque uns de ses principaux acteurs, sans exclure les regards extérieurs.

Session 4. L'Asie : forces et faiblesses

L'Asie continue d'être le moteur économique de la planète, mais ses structures de sécurité sont d'une grande fragilité. De nombreux conflits territoriaux peuvent être à l'origine de graves incidents à n'importe quel moment, avec un risque de dégénérescence d'autant plus grand que survivent inimitiés ancestrales et rancœurs héritées de l'histoire du XXe siècle. La question de la péninsule coréenne reste posée avec de lourdes incertitudes. L'objet de cette session, où se retrouveront des personnalités de nationalités diverses reflétant les différents intérêts en cause, politiques et économiques, est de mieux cerner les défis d'une immense région où se jouera pour une grande part l'histoire du XXIe siècle.

Session 5. Les défis du cyberspace

Cette session envisagera les enjeux du cyberspace de trois points de vue :

1. Les perspectives technologiques et leurs effets possibles ou probables sur l'économie, la société et la compétition internationale (va-t-on vers un monopole politico-industriel américain ou un duopole américano-chinois, en quel sens et avec quelles conséquences ?)
2. La stratégie américaine en la matière.
3. Les intérêts européens.

Un aspect particulièrement important de la révolution en cours retiendra notre attention : l'avenir des médias, vu par le patron d'un grand groupe de presse d'une puissance moyenne (la Corée).

Session 1. The state of the world economy and governance

During this session, eminent international figures from both the public and private sectors will discuss the state of the global economy at the end of 2013, focusing on its weaknesses, the improvements needed in short-term and structural economic policies, and major ongoing projects such as the TTIP and the TPP. They will also be invited to talk about the changes in governance bodies like the G20.

Session 2 & 3. Middle East

While the civil war continues to rage in Syria and political instability reigns in the Arab Spring countries, the most interesting development in the Middle East over the last few months has been the overtures made by Iran following the election of President Rohani in June 2013. During these two sessions, the possibility of Iran rejoining the “international community” and the chances of gradually achieving greater unity in the Middle East will be explored by some of the key stakeholders in the region, as well as from an external perspective.

Session 4. Asia’s strengths and weaknesses

Asia is still driving the global economy, but its security systems are extremely vulnerable. Numerous territorial conflicts have the potential to trigger a serious incident at any time, and the danger that these conflicts will degenerate is even greater because of ancestral hostility and resentment over events that happened in the 20th century. There are still many questions and a great deal of uncertainty surrounding the Korean peninsula; the purpose of this session – which will be attended by people of various nationalities, representing the full range of political and economic issues at stake – is to better understand the challenges presented by this huge region, where much of 21st century history will be played out.

Session 5. The challenges of the cyberspace

This session will address the challenges of cyberspace from three perspectives:

1. The technological aspects and their possible or probable impact on the economy, society and international competition (are we heading towards an American political-industrial monopoly or a balance of power between the United States and China, in what respect and with what consequences?);
2. The American strategy in this area;
3. Europe’s interests.

We will focus on one particularly important aspect of the current revolution: the future of the media, as seen by the head of a large press corporation in a middle power (Korea).

Session 6. Le 'modèle social européen' est-il condamné ?

Pour les populations du vieux continent dans leur ensemble, la protection sociale reste perçue comme un élément fondamental de la réalité européenne, même si l'ancien concept d'Etat providence [*Welfare State*] et son contenu ont été mis à mal avec la mondialisation. En fait, il existe plusieurs "modèles sociaux" en Europe, et les Etats membres de l'Union européenne (UE) ont manifesté d'inégales capacités à se réformer en la matière. Est-il dans ces conditions possible de parler, du point de vue prospectif, d'un modèle social européen qui serait durablement constitutif de l'identité de l'UE, et sans lequel, par conséquent, l'existence même de l'Union serait en question ?

Déjeuner-débat du samedi 14 décembre. Le futur de la diplomatie

Sans naturellement transformer les ressorts fondamentaux de la nature humaine dans le domaine de la négociation, la révolution des technologies de l'information et de la communication - qui se poursuit à un rythme accéléré - bouleverse les conditions d'exercice et donc la pratique de la diplomatie. Deux personnalités très expérimentées en la matière, un ancien sous-secrétaire d'Etat américain devenu professeur à Harvard et un ancien ministre français des affaires étrangères, débattront des perspectives qui en résultent.

Session 7. Destruction ou métamorphose de l'ordre juridique ?

La mondialisation entraîne désormais de telles interdépendances qu'elle semble atteindre les systèmes de droit dans leur légitimité comme dans leur efficacité. La légitimité est encadrée par l'universalisme des valeurs qui est inscrit dans les instruments de protection des droits de l'homme et de lutte contre les crimes menaçant l'humanité (crimes de guerre, crimes contre l'humanité, génocides) et sous-tend l'émergence des « biens publics mondiaux ». Quant à l'efficacité, elle est affaiblie par la globalisation des flux (flux économiques et financiers, flux d'informations numérisées), des risques (notamment sanitaires et environnementaux) et des crimes (terrorisme, corruption, trafics divers, y compris d'êtres humains ou d'organes).

En pratique les interactions se multiplient entre systèmes de droit. Qu'elles soient horizontales (circulation des normes, dialogue des juges) ou verticales (internationalisation des normes, apparition de juridictions supranationales), elles perturbent la conception traditionnelle qui identifie l'ordre juridique interne à l'Etat et l'ordre international à un ordre interétatique. Certes l'Etat reste sujet fondamental de l'ordre juridique, mais il semble concurrencé par des acteurs non étatiques, comme les organisations internationales, les entreprises transnationales, les organisations non gouvernementales, parfois les experts scientifiques.

Les effets de la mondialisation seraient destructeurs s'ils devaient entraîner :

- une *dilution des responsabilités* par la multiplication des acteurs et des instances, juridictionnelles ou quasi juridictionnelles, aux compétences concurrentes ;

Session 6. **Whither the 'European social model'?"**

People all over the old continent still see social protection as a fundamental part of European life, even if the old Welfare State concept and what it entails has been damaged by globalisation. In fact, there are several "social models" in Europe and the Member States of the European Union (EU) have demonstrated unequal capacity for reform in this area. Under these circumstances, is it really possible, from a prospective point of view, to talk about a single European social model that would embody the EU's identity over the long term, and without which the Union's very existence would be at stake?

Lunch debate on Saturday, 14th December: **The future of diplomacy**

The information and communication technology revolution is moving forward fast and while it has not naturally changed the fundamental role of human nature in negotiations, it has completely transformed the exercise and practice of diplomacy. Two people with a great deal of experience in this area – a former American Under-Secretary of State who is now a Professor at Harvard and a former French Foreign Minister – will be discussing the future consequences of this.

Session 7. **Destruction or metamorphosis of the legal order?**

Globalisation has created such a high degree of interdependence that it seems to be affecting both the legitimacy and the efficiency of legal systems. Legitimacy is built upon the universalism of values, which is an integral part of instruments to protect human rights and combat crimes that threaten humanity (war crimes, crimes against humanity, genocide) and underlies the emergence of "global public goods". As for the efficiency of legal systems, it is being undermined by the globalisation of flows (economic and financial flows, digital information flows), hazards (notably health and environmental hazards) and crime (terrorism, corruption and various types of trafficking, including human and organ trafficking).

In practice, interactions between legal systems are increasing. Such interactions may be horizontal (distribution of standards, dialogue between judges) or vertical (internationalisation of standards, creation of supranational courts); they overturn traditional perspectives, which associate national legal systems with the State and the international legal system with an inter-State structure. Of course, the State is still a fundamental component of the legal system, but it seems to be subject to competition from non-State bodies such as international organisations, multinational companies, non-governmental organisations and, occasionally, scientific experts.

The effects of globalisation would be destructive if they were to:

- *dilute responsibilities* by increasing the number of judicial and quasi-judicial players and bodies with competing remits;

- *une remise en cause du principe de territorialité* dès lors que les frontières sont tantôt transgressées par l'extension de la compétence nationale (extraterritorialité), tantôt intégrées dans un ensemble complexe par superposition de compétences nationales et internationales (multi territorialité) ; tantôt neutralisées par la dématérialisation de l'information ;
- enfin *un affaiblissement du principe de souveraineté*, menacé dans son indépendance.

A moins d'y voir l'amorce d'une triple métamorphose :

- *de la responsabilité en une «coresponsabilité»* qui marquerait le lien entre la détention d'un pouvoir global, qu'il soit exercé par des acteurs étatiques ou non étatiques, et l'obligation de répondre des effets de ce pouvoir ;
- *de la territorialité en un espace normatif à géographie variable* qui appellerait une coordination et parfois une harmonisation des règles de compétence ;
- *de la souveraineté absolue en une souveraineté dite « partagée », ou plutôt « solidaire »* car elle implique moins l'exclusion des compétences traditionnelles que l'inclusion de nouvelles compétences, tendant précisément à intégrer les solidarités liées à l'accroissement des interdépendances. Le terme « métamorphose » exprimant alors une vision évolutive de l'ordre juridique et l'espoir que cette évolution conduise du chaos vers la paix.

Session 8. **Compte-rendu des ateliers en parallèle**

Session 9. **Vers une union bancaire européenne ?**

L'une des conséquences de la crise de la zone euro ouverte en 2010 dans le sillage de la grande débâcle financière déclenchée aux Etats-Unis en 2007-2008, a été de lancer le projet d'une Union bancaire. Reconnue par beaucoup comme une nécessité pour assurer l'avenir à long terme de l'euro, certains des acteurs concernés manifestent des réticences qui pourraient en compromettre la réalisation. Ce sujet, abordé de façon approfondie dans l'atelier finance, est également très politique, puisqu'il touche à la viabilité de l'Union européenne elle-même. Ceci justifie qu'il soit aussi abordé en séance plénière.

Session 10. **L'Afrique**

Cette session désormais traditionnelle au sein de la WPC abordera trois questions majeures : l'évolution de la gouvernance interne des Etats africains ; les tendances économiques du continent ; la crise régionale des Grands Lacs. Une partie des débats portera également sur la politique africaine de la Chine.

- *challenge the principle of territoriality*, bearing in mind that borders are sometimes transgressed by the extension of national jurisdiction (extraterritoriality), sometimes integrated into a complex system combining national and international jurisdictions (multi-territoriality) and sometimes neutralised by the dematerialisation of information;
- *weaken the principle of sovereignty*, the independence of which is under threat.

Unless globalisation is regarded as the start of a three-dimensional metamorphosis:

- *from responsibility to “co-responsibility”*, which would create a link between the exercise of global power by either State or non-State parties and the obligation to assume responsibility for the effects of this power;
- *from territoriality to an area that is geographically diverse but governed by the same standards*, which would call for coordination and, in some cases, a harmonisation of the rules of jurisdiction;
- *from absolute sovereignty to “shared” sovereignty*; perhaps a better term would be “*inclusive*” sovereignty, as it implies the inclusion of new powers rather than the exclusion of traditional powers, thus encompassing the solidarity generated by growing interdependence. In this case, the word “metamorphosis” reflects an evolutionary vision of the legal system and the hope that change will lead us from chaos to peace.

Session 8. Reports from parallel workshops

Session 9. Towards a European Banking Union

The banking union project is a direct result of the eurozone crisis, which began in 2010 in the aftermath of the 2007–2008 financial crash in the United States. Many believe that the banking union is vital to the long-term future of the euro, but the project could be compromised by the reticence of some of the stakeholders. This subject will be addressed in depth during the finance workshop. However, it is also a very political subject, since it concerns the viability of the European Union itself. Therefore, it will also be discussed at a plenary session.

Session 10. Africa

This session, which has now become a tradition at the WPC, will focus on three major issues: changes in the internal governance of African States; economic trends in Africa; the Great Lakes regional crisis. Some of the debates will also address China’s African policy.

Session 11. **Politique et religions**

La question des rapports entre politique et religions est au cœur de l'histoire universelle, puisque toute religion est aussi source d'identité collective, de culture et d'idéologie, et donc facteur de pouvoir. Avec la transformation ou l'effondrement des systèmes communistes et des idéologies laïques qui ont prévalu dans le "tiers monde" pendant un tiers de siècle après la fin de la Seconde Guerre mondiale, l'instrumentalisation des religions a progressivement occupé une place prééminente dans la géopolitique des conflits.

L'objet de cette session est d'aborder la question du point de vue de représentants des trois monothéismes, qui devront notamment se pencher sur la contribution des institutions religieuses en vue d'une meilleure gouvernance mondiale.

Session 12. **Débat général**

Comme chaque année, cette session terminale rassemblera plusieurs personnalités exerçant ou ayant exercé, dans un passé récent, des responsabilités éminentes. Elles s'efforceront de tirer quelques enseignements de la conférence, mais aussi d'ouvrir de nouvelles avenues.

Session 11. **Politics and religions**

The relationship between politics and religion lies at the heart of world history, since any religion is also a source of collective identity, culture and ideology and therefore a factor in power politics. With the transformation or the collapse of Communist systems and of the secular ideologies that prevailed in the “third world” for a third of a century after the Second World War, the instrumentalisation of religions is playing an increasingly preeminent role in the geopolitics of conflict. This subject will be addressed by representatives of the three monotheisms, who will focus in particular on religious institutions as an instrument of better global governance.

Session 12. **General debate**

Like every year, the final session will include several people who currently occupy an eminent position or have held such a position in the recent past. They will endeavour not only to learn something from the conference, but also to explore new avenues.

Ateliers

Comme les années précédentes, les ateliers portent sur des aspects récurrents de la gouvernance mondiale.

ÉNERGIE ET ENVIRONNEMENT

Cet atelier réunira des acteurs clés et des parties prenantes en vue d'examiner comment la question de la compétitivité s'articule avec les deux autres déterminants majeurs des politiques énergétiques que sont la sécurité d'approvisionnement et la préservation de l'environnement.

Les présentations et discussions viseront à montrer comment la compétitivité, comme nouveau principe directeur des politiques énergétiques, pourrait concourir à en remodeler le paradigme, par un ré-équilibre entre enjeux économiques et environnementaux. Le lien entre coûts de l'énergie et performance économique globale dans les économies avancées sera examiné dans un premier temps : à cet égard, quelles leçons retenir de l'actuelle révolution des hydrocarbures non conventionnels aux États-Unis ? La deuxième partie de l'atelier sera plus particulièrement consacrée aux pays émergents et aux stratégies qu'ils mettent en œuvre pour construire ou renforcer la compétitivité de leur économie à travers leurs choix de politique énergétique. La troisième partie abordera la question de la nécessaire réconciliation entre les objectifs de compétitivité et de lutte contre le changement climatique. En effet, à moins de deux ans de la conférence de Paris sur le climat, la conduite de transitions énergétiques à des coûts soutenables reste une question en suspens. Cette partie se concentrera sur les outils financiers, technologiques et politiques pouvant être envisagés pour résoudre cette équation de long terme. La dernière partie sera consacrée à la question toujours prégnante de la précarité énergétique : comment répondre aux besoins énergétiques vitaux et urgents des populations tout en mettant en place des solutions énergétiques durables ?

Après une introduction et une conclusion d'une dizaine de minutes, l'atelier sera divisé en quatre sessions de quarante minutes chacune. Dans chaque session, les intervenants disposeront d'un temps de parole de quinze minutes. Le temps restant sera consacré aux questions et réactions aux présentations.

SANTÉ ET RISQUES ÉMERGENTS

Deux aspects retiendront notre attention cette année :

Grâce en particulier au développement des technologies de l'information et de la communication – à l'exploitation des Big data etc. – on doit s'attendre à une accélération des progrès de la médecine et donc, grâce aussi à d'autres facteurs comme l'amélioration de l'hygiène, à une augmentation de plus en plus marquée de la longévité. Par ailleurs la mondialisation continue de porter en germe le risque de pandémies à l'échelle planétaire. Il résulte de tout cela des défis majeurs pour l'organisation et la gouvernance - locale et globale - des sociétés humaines, qu'il convient de bien identifier.

D'une manière plus générale, il en va des risques comme de la guerre : on est toujours menacé de ne se préparer qu'aux conflits du passé. Peut-on cerner concrètement les risques émergents, et comment ?

SÉCURITÉ ALIMENTAIRE

Cet atelier réunira les principaux intervenants pour discuter de la manière dont le débat sur la sécurité alimentaire mondiale a évolué au cours des dernières années. Les objectifs des présentations et des débats visent à accroître la compréhension des questions de sécurité alimentaire dans différentes parties du monde, de présenter de nouvelles stratégies publiques et les expériences liées à l'amélioration de la sécurité alimentaire.

Workshops

As in previous years, the workshops will focus on recurring aspects of global governance.

ENERGY AND THE ENVIRONMENT

This workshop will bring together key players and stakeholders to discuss how the issue of competitiveness articulates with the other main concerns of energy policies: security of supply and environmental sustainability. The objectives of the presentations and discussions are to see how competitiveness, as a new mantra for energy policies, can help reshape an efficient paradigm for energy policies, balancing economic and environmental concerns.

During a first period, we will focus on the link between energy costs and global economic performance in mature economies: in this respect, are there lessons learnt from the ongoing unconventional hydrocarbon revolution in the US? The second part of the workshop will focus on emerging countries and their strategies for building or reinforcing their competitiveness through energy choices. A third part will be dedicated to the necessary reconciliation between competitiveness and fight against climate change: less than two years from the Paris conference on climate change, the issue of cost-effective energy transitions remains unsolved. This session will focus on the financial, technological, and political tools which are on the table to solve this long-term equation. The last part of the workshop will be dedicated to the ever persistent reality of energy poverty: how to avoid arbitrating between addressing people's vital and urgent energy needs while building sustainable energy solutions?

After a ten-minute introduction and conclusion, the workshop will be broken into four parts of forty minutes each. During each part, speakers will each be allocated a 15 minutes slot. The remaining time will be used for questions/ discussion of the presentations.

HEALTH AND EMERGING RISKS

We will be looking at two issues this year:

Thanks to the development of information and communication technologies – the use of ‘big data’, etc. – we can expect to see an increase in the pace of medical progress and therefore, combined with other factors like better hygiene, a more and more significant rise in longevity. In addition, globalisation still has the potential to cause global pandemics. All of this creates significant challenges in terms of organising and governing human societies at both the local and global levels. These challenges must be clearly identified.

More generally speaking, risks are like wars: we are always in danger of focusing too much on past events. Is it possible to develop a concrete understanding of emerging risks and, if so, how?

FOOD SECURITY

This workshop will bring together key stakeholders to discuss how the debate on world food security has evolved on the last few years. The objectives of the presentations and discussions are to increase understanding of food security issues in different part of the world, to introduce innovative public policies and experiences related to food security improvement. The workshop will focus on highlighting success factors, principles and broad recommendations. During a first period, we will address the issue of achieving food security at the global level and in Africa. We will also examine the lessons learned from the successful Brazilian experience. The second part of the workshop will focus on food security policies and states commitments. Since the 2007-2008 world food crisis, governments have established a variety of global institutional mechanisms and processes.

L'atelier se concentrera sur les facteurs de succès, les principes et les recommandations générales. Au cours de la première période, nous traiterons de la question de la réalisation de la sécurité alimentaire au niveau mondial et en Afrique. Nous examinerons également les enseignements tirés de l'expérience brésilienne. La deuxième partie de l'atelier portera sur les politiques de sécurité alimentaire et l'engagement des états. Depuis la crise alimentaire mondiale de 2007-2008, les gouvernements ont établi toute une variété de mécanismes et de processus institutionnels mondiaux. Un nouveau modèle pour traiter des questions de sécurité alimentaire a émergé. Nous verrons si la gouvernance de la sécurité alimentaire a été améliorée. Nous présenterons également de nouvelles initiatives des gouvernements africains en rapport avec la sécurité alimentaire. La dernière partie de l'atelier sera dédiée à la présentation et à la discussion de certains des nouveaux programmes créatifs mis en œuvre par des organisations de la société civile en Afrique au cours de ces dernières années.

L'atelier sera divisé en trois parties d'une heure chacune. Au cours de chaque partie, les orateurs disposeront de 15 minutes d'intervention. Le temps restant sera utilisé pour les questions/discussions sur les présentations.

FINANCE

Cet atelier examinera trois grandes questions. Premièrement, l'état actuel des réformes financières mondiales, deuxièmement, le projet d'union du secteur bancaire européen, et enfin, les implications de la politique monétaire non traditionnelle des banques centrales des grandes économies avancées.

1 – État d'avancement des réformes financières

Depuis l'engagement du premier G20 vis-à-vis d'une réforme fondamentale du système financier mondial, de nombreuses décisions ont été prises. Toutes les banques systémiques sont en voie d'atteindre les nouvelles exigences en matière de fonds propres bien avant la date limite de 2019 établie par les accords de Bâle III.

Cet atelier se concentrera sur trois questions qui exigent une attention extrêmement vigilante de la part de la communauté internationale.

- Transformer le Shadow banking. S'attaquer aux risques systémiques associés au Shadow banking implique de renforcer la surveillance et la réglementation des entités de shadow banking, d'atténuer les risques liés au marché des prêts de titres et des pensions (repo) et de surveiller les interactions entre les établissements bancaires et non bancaires.
- Rendre les marchés plus sûrs, y compris les marchés de produits dérivés. La crise a mis en évidence des déficiences structurelles sur le marché très peu réglementé des transactions de gré à gré.
- Éviter la fragmentation du système financier international. Pour éviter tout arbitrage, la réglementation doit couvrir de façon exhaustive les marchés et les établissements financiers mondiaux, tout en évitant les conflits, les contradictions, les doubles emplois et les écarts entre les différents régimes.

A new model for dealing with food insecurity issues has emerged. We will see if governance for food security has been enhanced. We will also introduce some new initiatives taken by African governments in relation with food security. The last part of the workshop will be dedicated to present and discuss some of the new and creative programs implemented by civil society organizations in Africa on recent years.

The workshop will be broken into three parts of one hour each. During each part, speakers will each be allocated a 15 minutes slot. The remaining time will be used for questions/ discussion of the presentations.

FINANCE

The workshop will address three major issues.

First, the present state of global financial reforms, second, the European banking union project, and, third, the implications of the unconventional monetary policy of large advanced economies' central banks.

1-Progress of financial reforms

Since the first G20 commitment to fundamental reform of the global financial system, many decisions were taken. All systemic banks are on course to meet the new minimum capital requirements well ahead of the Basel III 2019 implementation dead line.

The workshop would concentrate on three issues that need very active further attention from the international community.

- Transforming shadow banking. Addressing the systemic risks that shadow banking can pose includes strengthening oversight and regulation of shadow banking entities, mitigating the risks embedded in the repo and securities lending market and monitoring the interactions between banks and non banks.
- Making markets safer, including the derivatives markets. The crisis highlighted structural deficiencies in the lightly regulated over the counter derivatives market.
- Avoiding the fragmentation of the international financial system. To prevent regulatory arbitrage regulation needs to cover comprehensively global financial markets and institutions, while avoiding conflicts, inconsistencies, unnecessary duplication and gaps between regimes.

2 - Union bancaire européenne

L'Union bancaire européenne est la réforme financière la plus importante actuellement mise en œuvre en Europe. Des échanges de vues entre les participants lors de cet atelier sur les trois grandes questions associées à la réforme seraient particulièrement utiles. Parmi les nombreuses questions importantes figurent celles qui suivent :

- Comment le Mécanisme de Surveillance Unique (MSU) prendra-t-il en charge l'intégration financière et aidera-t-il à préserver la stabilité financière ? Au début quelles seront les interactions entre l'Asset Quality Review ou revue de la qualité des actifs et le stress test ou test de contrainte exploités conjointement par le MSU et l'Autorité Bancaire Européenne (ABE).

- Quel serait le meilleur concept pour le mécanisme de résolution unique (MRU) dont la mise en œuvre n'a pas encore été approuvée ? Les propositions de la Commission sont-elles applicables ?

- Quel type d'intégration/harmonisation/coordination paneuropéenne serait préférable pour le régime de l'assurance dépôts ?

3 - Politique monétaire non traditionnelle

Toutes les banques centrales des grandes économies avancées se sont lancées dans une politique monétaire non traditionnelle permanente. Quelle est la signification de cette situation persistante plus de six ans après le début de la crise des subprimes et plus de cinq ans après la banqueroute de Lehman Brothers ? Sommes-nous toujours en mode de crise en ce qui concerne la politique monétaire ? Ou sommes-nous en train d'expérimenter une sorte de "nouvelle normalité" en matière de politique monétaire, exigée par les modifications structurelles économiques et financières persistantes des économies avancées ? Quelles sont les risques possibles à long terme, de ces mesures non conventionnelles généralisées ?

2 - European Banking Union

European Banking Union is the most important European financial reform presently implemented. Exchange of views by participants in the workshop on the three major issues associated with the reform would be particularly useful. Amongst many important questions are the following:

- How the Single Supervisory Mechanism (SSM) will support financial integration and help preserve financial stability? At the start what will be the interaction between the “Asset Quality Review” and the stress test operated jointly by the SSM and the EBA.
- What would be the best concept for the Single Resolution Mechanism which has not been decided yet? Are the proposals of the Commission workable?
- Which kind of paneuropean integration/harmonization/coordination would be best for the deposit insurance scheme?

3 - Unconventional Monetary Policy

All central banks of the large advanced economies have embarked on continuous unconventional monetary policy. What is the meaning of this persistent situation more than six years after the start of the subprime crisis and more than five years after Lehman Brothers bankruptcy? Are we still in a crisis mode as regards monetary policy? Or are we experiencing some kind of monetary policy “new normal” required by the persistent economic and financial structural changes of the advanced economies? What are the possible long term risks implied by these generalized unconventional measures?



A man in a dark pinstripe suit and blue shirt is shaking hands on a blue carpet. The carpet has a repeating pattern of the word 'POLICY' in a light blue font. The background is a solid dark blue.

PARTICIPANTS

PARTICIPANTS



ABBAD EL ANDALOUSSI

Zineb

Managing Director, Co-Head of Africa, Rothschild Paris since 1999. Before joining Rothschild, she was a senior auditor at Ernst & Young in the industry team. She graduated from the engineering school Ecole Centrale de Paris in the economics area.



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. General Delegate for the Mediterranean Observatory for Information and Reflection.



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.



ABURDENE Odeh

President of OAI Advisors, which provides advice and consults on Middle East business, energy, and private

equity. Prior to that he was a managing partner of Capital Trust S.A., where he remains a senior advisor. He is among others a member of the Council on Foreign Relations, the International Advisory Board of the Fletcher School of Law and Diplomacy, the

Suffolk University Board of International Advisors, the Advisory Board of the Rand Center for Middle East Public Policy. He received his Ph.D. from Fletcher School of Law and Diplomacy, specializing in oil economics.



AHMED Masood

Director of the IMF's Middle East and Central Asia Department since

November 2008. Previously, he was the Director of the External Relations Department in the IMF, and between 2003-06 he served as Director General for Policy and International Development at the U.K. government's Department for International Development. Earlier, he held positions in the IMF and the World Bank, working on areas that included international economic policy relating to debt, aid effectiveness, trade, and global economic prospects. He obtained his graduate and post-graduate degrees in Economics from the London School of Economics.



AICARDI de SAINT PAUL

Marc

Honorary Consul of Burkina Faso in Nice (France) since 2003. He served

as the President of the French Union of Honorary Consuls in 2012. He was a member of the editorial board of *Afrique Contemporaine (La Documentation Française)* and he is now Advisor to the editorial board of *Géopolitique Africaine (African Geopolitics)*. He was also journalist, correspondent for foreign English-speaking radios. He is the author of several books on Africa. He holds a PhD in public law and in Arts (Philosophy); he is a member of the French Academy of Overseas Sciences, and is an Auditor of the French Institut des Hautes Etudes de la Défense Nationale.



ALAOUI Abdelmalek

Managing Partner and Founder of Global Intelligence Partners (G.I.P.).

He specialized in cognitive strategies and change management in complex environments,

he advises clients from private and public sectors on influence and strategic monitoring issues. He is a regular contributor to *Le Nouvel Observateur* ("Plus"), *Les Echos* ("Cercle") and to *Atlantico.fr*. He graduated from the Institut d'Etudes Politiques in Paris and the School of Economic Warfare (Ecole de Guerre Economique).



ALAOUI MDAGHRI Driss
Honorary President of the *Association Marocaine d'Intelligence Economique* (AMIE), President of the *Fondation des Cultures du Monde* (FCM) and 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.



H.S.H. Prince
ALBERT II
Sovereign Prince of Monaco. Since 1993, he has led the Monegasque delegation to the General Assembly of the United Nations.

He also chairs the Mediterranean Science Commission (CIESM), intergovernmental body, which aims to promote multilateral international research and facilitate the exchange of information, in particular between countries on the north and south sides of the Mediterranean Sea. In 2006, he set up the Prince Albert II of Monaco Foundation dedicated to protecting the environment. He graduated in political science from Amherst College, Massachusetts, United States.



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 in Lawrenceville, New Jersey. He subsequently pursued an undergraduate degree at 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.



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 depart-

ment of the OECD. He is alumnus of the Ecole nationale d'administration.



ALLAVENA

Jean-Luc

Chairman of the Board of the French American Foundation-France and Partner of Apollo Global Management.

He is Honorary Chairman of HEC Foundation and of the HEC Alumni Association. He started his career at the bank Paribas (1986-1988) and then at Lyonnaise des Eaux (1989-1992). He was appointed Chief Operating Officer and CEO of Techpack International (Pechiney-LBO France) (1996-2000) after having served as CFO (1992-1996). He also served as Chief Operating Officer of Lagardère Media (2000-2005) and as Chief of staff of H.S.H Prince Albert II of Monaco (2005-2006). He holds a Master degree from HEC, Paris.



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

Member of the Supreme Petroleum Council, Kuwait.

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.



ARIMA Jun

Special Advisor on Global Environmental Affairs, METI and Director General, Japan External Trade Organization, London.

He joined the Ministry of International Trade and Industry (MITI) in 1982. Since then, he has been experiencing various positions with strong focus on energy and environment including Head, Country Studies Division, International Energy Agency (2002-2006), Director, International Affairs Division, ANRE/METI (2006-2007), Counselor, International Energy Negotiation, ANRE/METI (2007-2008), Deputy Director General, Global Environmental Affairs, METI (2008-2011).



AVITAL David

President of MTP Investment Group.

Entrepreneur, venture capitalist and philanthropist who has realized great success in real estate, parking, biotech and other areas thanks to the strong values and principles acquired through his long military career, the tenets and cornerstones of his business philosophy are creativity, flexibility, persistence and an infallible moral code. He serves on the board of directors of several companies and is actively involved in charity and political organizations.



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.



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 was president until September 2013. 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).



BADRÉ Bertrand

Managing Director and World Bank Group Chief Financial Officer. Previously, he served as the Group Chief

Financial Officer at Société Générale, and before that he served as the Group Chief Financial Officer of Crédit Agricole (2007-2011). He was Managing Director of Lazard in Paris responsible for the Financial Institutions Group (2004-2007). In 2003, he was in-

vited to join President Chirac's diplomatic team and was closely involved in the preparation of the G8 summit in Evian. He graduated from the Ecole nationale d'administration (ENA), the Institut d'Études Politiques de Paris, Sorbonne Paris IV University and from HEC.



BAGGER Thomas

Head of Policy Planning at the German Federal Foreign Office. Formerly, he served as Head of the

German Foreign Minister's Office in Berlin (2009-2011). He held the position of political representative at the German Embassy in Ankara (2002-2006), and then in Washington D.C. (2006-2009). At the beginning of his career, he worked as a research associate at the Institute of International Affairs in Ebenhausen, Germany. He holds an M.A. in International Relations from the University of Maryland (UMCP) and a PhD in political science from Ludwig-Maximilian-University in Munich



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 International 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. He is also Chairman of Idate/DigiWorld Institute and Windeo Green Futur and serves in numerous Boards and advisory boards.



**His All Holiness
BARTHOLOMEW 1ST**
**His All Holiness Bartholomew 1st was
elected in 1991 Archbishop of Con-
stantinople, 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 Ier (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.



BELKA Marek
**President of the National Bank of
Poland.** Formerly, he was Director of
European Department at the IMF

(2009-2010), Executive Secretary of UNECE in the United Nations since 2006. Before that, he served as Chairman of the Council for International Coordination for Iraq (2003) and as Director of Economic Policy in the Coalition Provisional Authority (2003-2004). He served as Deputy Prime Minister and Minister of Finance on two occasions: in 1997 and in 2001-2002. In 2004-2005, he was Prime Minister of Poland's Government. In January 2011, he was elected for a 3-year term of office in the Steering Committee of the ESRB. Since November 2011 he has also chaired the World Bank-IMF Development Committee.



**BENSEMHOON
Arié**
**Executive Director of ELNET France
since 2011.** He has been working as a
consultant since 1992. He served as Chairman of CRIF
Toulouse Midi-Pyrénées for 14 years; he is still a

member of the Management Committee and of the National Executive Bureau. He has been the head of the Jewish Community of Toulouse and the area of Garonne. He is also the founder and co-chairman of Espace du Judaïsme and a member of the National Board of the FSJU (the Unified Jewish Social Fund). He holds a doctorate in dental surgery.



BIFANI Alain
**Director General of the Ministry of
Finance (Permanent Secretary),
Lebanon.** He is also member of the

Board of the Central Bank of Lebanon. He has served as Alternate Governor, International Bank for Reconstruction and Development (World Bank) and as Lebanon's Deputy Governor, Arab Fund for Economic & Social Development and Arab Bank for Agricultural Development. He was a Member of the organization committee and head of the financial committee of the Arab head of States summit (2002-2004), Chairman of the Group of 24 (2002-2003) and a Professor at Saint-Joseph University (1995-2002). He graduated from HEC, Paris.



BILDT Carl
**Foreign Minister of Sweden since
2006.** He served as Prime Minister
(1991-1994). He was also a member

of the Swedish Parliament (1976-2001) and the UN Secretary-General's Special Envoy for the Balkans (1999-2001). Previously, he held the position of European Union's Special Envoy to the former Yugoslavia (1995) and High Representative for Bosnia and Herzegovina (1995-1997).



BILOA Marie-Roger
**Chief Executive Director of The Af-
rica International Media Group.** Since
1991, she has been running "Africa

International", French-speaking Pan-African magazine, created in 1958 in Dakar in Senegal. She is a journalist by profession. She is the founding Editor of two highly successful local publications, "ICI-Les

Gens du Cameroun" (2004) and *"ICI-Les Gens du Gabon"* (2008). She is also president of the "Club Millenium" in Paris.



BIN MUAAMMAR

Faisal

Secretary-General of the Vienna-based King Abdullah bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID) since 2012. Prior to this appointment, he held a number of senior positions in the Saudi Arabian administration and various nonprofit organisations. He served as Vice Minister of Education of the Kingdom of Saudi Arabia (2009-2011), Advisor to the Royal Court of the then Crown Prince Abdullah bin Abdulaziz Al Saud, and Deputy of the National Guard for Cultural & Educational Affairs. He graduated from the King Saud University and Webster University, USA.



BÖNNING Matthias **Chief Operating Officer and Head of Research, oekom research AG.**

He joined oekom research AG in 1998 where he held various positions in the research department. He is a visiting lecturer at the Technical University of Munich, Frankfurt School of Finance & Management and the University of Zurich. He graduated from the University of Cologne in Business Administration.



BRÉCHOT Christian **Managing Director of the Pasteur Institute.**

Previously, he was Vice-President of the Institut Merieux, in charge of medical and scientific affairs (2008-2013). He served as Director General of the French institute for health and medical research (Inserm) (2001-2007). He headed the National Reference Center on the molecular epidemiology of viral hepatitis, Pasteur/Necker. He was also head of the National Reference Centre on viral hepatitis. He holds MD Ph.D degrees, he studied at the Pasteur Institute and the Necker

Faculty of Medicine. In 1989 he became full professor of Cell Biology and Hepatology.



BREYER Stephen **Associate Justice of the U.S. Supreme Court since 1994.**

He was appointed as such by the former President Bill Clinton. He first served as a law clerk to Justice Arthur Goldberg in 1964, before becoming assistant special prosecutor during the Watergate scandal (1973), Justice for the United States Court of Appeals for the First Circuit (1980-1994) and law professor at Harvard University (1967-1994). He graduated from Stanford University, Oxford Magdalen College and Harvard Law School.



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.



BURNS Nicholas **Professor of the Practice of Diplomacy and International Politics at the Harvard Kennedy School.**

He is also Director of the Future of Diplomacy Project, member of the Board of Directors of the School's Belfer Center for Science and International Affairs and a Faculty Associate at the Weatherhead Center for International Affairs. He held the position of Under Secretary of State for Political Affairs (2005-2008). He was U.S. Ambassador to NATO (2001-

2005) and to Greece (1997-2001). He graduated from Boston College and from the Johns Hopkins School of Advanced International Studies.



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 Agro-
BrasConsult, 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 postgraduate degree in International Business.



CASTRIES (DE)
Henri
Chairman & CEO of AXA since April 2010.

He joined AXA's Corporate Finance Division in 1989. In 1991 he was named Corporate

Secretary. Two years later, he was appointed Senior Executive Vice President. He was Chairman of the AXA Management Board (May, 2000 - April, 2010). He started his career in the French Finance Ministry Inspection Office. He sits on the Board of the Association pour l'aide aux jeunes infirmes, and is Chairman of AXA Hearts in Action, AXA's volunteer community outreach program. He graduated from the business school HEC and holds a bachelor degree in Law. He is a former student of ENA (Ecole Nationale d'Administration).



CATSIAPIS George S
Managing Director of EFG Bank
(Monaco), a position he has held

since January 1994. He has also held positions as Director of EFG Asset Management S.A. in Luxembourg and as member of the EFG Bank Group Advisory Committee. From 1988 to 1992, he was a member of the Investment Funds Group at EFG Private Bank in Geneva. He is a graduate of ACS in Switzerland.



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 (CIRO-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 research 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 XXI^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
Chairman & Publisher, Maekyung Media Group. He is Chairman 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.



CHARLIN Bruno
Group Investment Chief Operating Officer, AXA. Before joining AXA in

2003, he worked in French banks as an option and swap trader and as a Risk Manager. From 2003 to 2007, he was responsible of the ALM Department of Axa France. Then he was appointed Chief Financial Officer of Axa Assicurazioni, one of the Italian entities of Axa. In 2010, when Axa created the Group Investment and ALM department, he was appointed as Group Investment Chief Operating Officer in charge of ALM of the Group and Investment monitoring. He holds an engineering degree and is a certified actuary.



CHRISTORY Pascal
Chief Investment Officer, AXA France.

He joined AXA early 2001 as a structured portfolio manager in AXA Investment Managers. He soon became AXA IM Head of *Structured and Index management business*. He was promoted in 2008 to Global Head of Solution Engineering, *Structuring and Development*, including client relationship management of all AXA Insurance Companies across the globe for their main fund assets. He then took the lead on AXA IM worldwide Asset Allocation teams, Derivatives and Quantitative management teams in Multi Asset Client Solutions Group. He was promoted AXA France CIO end of 2012. Before joining AXA, he has worked for two years at Cardif Asset Management, BNP Paribas's insurance subsidiary. He graduated from the Ecole Centrale de Paris and from Paris-Dauphine University and ENSAE.



CLEARY Seán
Executive Vice-Chairman of the Future World Foundation and Chairman 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.

Former Chairman and CEO of Lafarge.

Chairman 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 International Economics at Harvard University 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 Secretary 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.



CORLATEAN Titus
Minister of Foreign Affairs of Romania since 2012.

Previously, he served as Minister of Justice (2012), Senator

and Chairman of the Foreign Policy Committee in the Romanian Senate (2008-2012). He was also an Elected Member of the European Parliament (2007-2008), Observer member of the European Parliament (2005-2006) and a member of the Romanian Parliament (2004-2007). He held the positions of Personal Foreign Affairs Adviser to the Prime Minister (2001-2003), and State Secretary, Department for

Romanians Abroad (2003-2004). He holds a PhD in Law from the University of Bucharest.



DAIANU Daniel
Professor of economics, The School of Political and Administrative Studies in Bucharest and First Vice President of the Romanian Financial Supervision Authority.

He served as a member of the European Parliament (2007-2009) and he co-authored EP report on the reform of the regulation and supervision of financial markets. He also held the position of Finance Minister of Romania (1997-1998), Chairman of the Supervisory Board of Banca Comercială Română (2005-2007), Chief Economist of the National Bank of Romania (1992-1997) and Deputy Minister of Finance (1992).



DAMMANN Reinhard
Partner, Clifford Chance Europe LLP since 2008.

He is also a member of the International Insolvency Institute (III), Insol Europe and the French Committee for Private International Law. He held the position of Partner at White & Case (1997-2008). He has acted for a broad spectrum of clients in fields including financial institutions, private equity funds, industrial corporations and insolvency trustees in France and abroad. He graduated from the Institut d'Études Politiques of Aix-Marseille, the University of Aix-Marseille and the University of Munich.



DASSAS Pierre
Chairman of the European Leadership Network (Elnet) France.

He is also Chairman of the Africa Alive Foundation (Geneva) and a board member of the Hudson Institute (Washington DC), of the Actigenomics Foundation (Geneva). He is currently Dassas & Co's Chairman (Paris) and Chief Creative Officer of the Paris, New York and Moscow companies. He was previously Marketing Manager for Colgate Palmolive in New York and Paris, before joining the New Information and Advertising Company (SNIP) as CEO.

He graduated from the Economic Sciences College and the Paris Trade and Industry Chamber.



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 polémologie (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
Executive Director (Research and Policy) of the Mo Ibrahim Foundation since 2010.

She previously served as Inspecteur général des finances at the French Ministry of Economy and Finances, as Advisor in charge of Africa to several French Ministers of Foreign Affairs and Ministers of Development, and as advisor at the Finances and Budget Commission of the French Senate. She graduated from the Institut d'Etudes Politiques de Paris and holds a degree (DEA) in applied economics.



DELBOS Robert

Adviser to the India Trade Centre for Oil & Gas.

He joined the French natural gas monopoly Gaz de France for 20 years and ended as Head of the Financial and Treasury Department. In 1990, he became CEO of Banque Pétrofigaz, a credit bank dedicated to loans for energy investments. Retired in 2003, he founded Altergaz, first and main competition to Gaz de France Suez in the newly opened French market of natural gas. The Company was sold end of 2010 to E.N.I to match the ambition of challenging GDF Suez in the French market. He graduated from HEC in 1967.



DELGADO

Christopher

Senior Fellow, World Resources Institute.

Previously, he was Economics and Policy Practice Leader in the World Bank's Agriculture and Environmental Services Department, he coordinated the Secretariat of the Bank's Global Food Crisis Response Program (GFRP), and was Program Manager for the Global Agricultural and Food Security Program (GAFSP). He also worked at the International Food Policy Research Institute and the International Livestock Research Institute. He holds a Ph.D. in Economics from Cornell University.



DELMAS-MARTY

Mireille

Member of the Institut de France and honorary professor at the

Collège de France (Chair of Comparative Legal Studies and Internationalization of Law). She has published numerous books and articles on criminal law, human rights law and globalization of the law, such as: *Le flou du droit* (PUF 2^e éd. 2004) ; *Les grands systèmes de politique criminelle* (PUF 1992) ; *Pour un droit commun* (Seuil 1994) ; *Vers un droit commun de l'humanité* (Textuel 2nd ed. 2005) ; *Trois défis pour un droit mondial* (Seuil 1998) ; *Les forces imaginantes du droit*: (I) *Le relatif et l'universel*, (II) *Le Pluralisme ordonné*, (III) *La refondation des pouvoirs*, (IV) *Vers*

une communauté de valeurs ? Seuil, 2004-2011; *Libertés et sûreté dans un monde dangereux*, Seuil, 2010 ; *La Chine et la démocratie* (avec Pierre-Étienne Will) ; Fayard, 2007; *Résister, responsabiliser, anticiper*, Seuil, 2913 ; *Le travail à l'heure de la mondialisation*, Bayard, 2013.



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 & Development) 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).



DICKEY Christopher
Paris Bureau Chief and Middle East Editor, *The Daily Beast*, author of six books, most recently *Securing the*

City, about counter terror operations in New York City. He was formerly the Paris Bureau Chief for *Newsweek Magazine*, and previously covered the Middle East and Central America for *The Washington Post*.

He has also written for *Foreign Affairs*, *Foreign Policy*, *The New Yorker*, *The New York Review of Books*, *The New York Times Book Review*, *Wired* and *National Geographic*. He frequently appears as a commentator on CNN, France 24, the BBC and many other networks in the United States and abroad. He is a member of the Council on Foreign Relations.



DOLOGUELE Anicet
Former Prime Minister of the Central African Republic (1999-2001) and

former Chairman of the Central African States Development Bank (BDEAC) (2001-2010). He also served as Minister of Finance during Michel Gbezera-Bria's mandate (1997-1999). He began his career at the Bank of Central African States (BEAC) in 1982 before being appointed as representative of its governor to France and the European Union in 1995. He holds a degree in economics from the University of Bordeaux, France.



DOUAIDY Mounir
General Manager and Financial Director of Lebanese Company for Development and Reconstruction of

Beirut Central District (Solidere). Member of the board of Directors of Beirut Waterfront Development, a subsidiary of Solidere in charge of the real estate development around Beirut Marina. He has six years of experience with accounting firms in London and 15 years of experience in finance, business, accounting and management in the field of real estate and construction in the Middle East and Europe. He holds a Bachelor degree in Economics, and is a Certified Chartered Accountant from the United Kingdom.



DOWGIELEWICZ
Mikolaj
Vice-Governor of the Council of Europe Development Bank (CEB). He chaired

the Polish government's Committee for European Affairs (2007-2012). He also held several positions in the European institutions, such as advisor on enlarge-

ment to Pat Cox, President of the European Parliament and member of the Cabinet of the Vice-President of the European Commission, Margot Wallström. In January 2010, he was appointed Secretary of State for European Affairs and Economic Policy at the Ministry of Foreign Affairs. He graduated in law and political science from the University of Hull and in Advanced European Studies from the College of Europe.



DROUIN François
Chairman of the Board for the Auto-
routes et Tunnel du Mont Blanc and of
Société Française du Tunnel Routier
du Fréjus, Vice President of the French Public In-
vestment Bank (BPI), President of ETI FINANCE.

Former 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-Pyrénées and for the Crédit Foncier de France (National mortgage bank of France). He holds a degree from the École Polytechnique and from the ENPC (corps de Ponts).



ERLANGER Steven
London bureau chief of *The New York Times*. Former 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 in 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.



FABIUS Laurent
French Foreign Minister. He served as
Minister of Economy, Finance and
Industry (2000-2002), Minister of

Budget (1981-1983) and Minister of Industry and Research (1983-1984). From 1984 to 1986, during François Mitterrand's first term, he served as Prime Minister. He also held the position of President of the French National Assembly, first from 1988 to 1992, then from 1997 to 2000. He has been a Member of Parliament for the Seine-Maritime department since 1978. He graduated from the École Normale Supérieure (ENS) and the École nationale d'administration (ENA) and holds a diploma in French language and literature.



FLAVIO Dominique
CEO & Founding Partner of DynaGrow
Fair Trade, DynaGrow (SL) and Dyna-

Corp Investment, an agribusiness group specializing in fair trade and sustainable agriculture in countries with low development index and focused on producing and trading cocoa, coffee & rice in West Africa. Thanks to DynaGrow Fair Trade, based in the United Kingdom, the group has become the first institution dedicated to directly fund fair trade finance for cocoa & coffee operations. Dominique Flavio is a serial entrepreneur with a significant experience in business.



FRASCA Giorgio
Senior Advisor, Mediobanca. He start-

ed 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 he became Chairman and CEO of Fiat France and Senior Executive Vice President in FIAT Group from 1982 to 2006. 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.



FRENKEL Jacob
Chairman of JPMorgan Chase International and Chairman of the Board of Trustees of the Group of Thirty

(G-30). Former Governor of the Bank of Israel. He served as Vice Chairman of American International Group, Inc. (2004-2009) and as Chairman of Merrill Lynch International Inc. (2000-2004). Between 1991 and 2000 he served two terms as the Governor of the Bank of Israel. He was the Economic Counselor and Director of Research at the IMF (1987-1991). He is the author of numerous books and articles in the fields of International Economics and Macro-Economics. He holds a B.A. in economics and political science, Hebrew University of Jerusalem, and an M.A. and Ph.D. in economics, University of Chicago.



FRESCO Louise
University Professor at the University of Amsterdam since 2006. Since

2011 she is a member of the advisory council of The Hague Institute for Global Justice. She serves as a non-executive director of Unilever and on the supervisory board of Rabobank. She was professor of plant production systems at Wageningen (1990-1997). She held several leading positions within the FAO of the UN. She writes a column for the leading Dutch daily *NRC Handelsblad*. She has also authored or co-authored several non-scholarly books. She was granted her doctoral degree with honours from Wageningen University in 1986, where she specialised in tropical agriculture.



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.



FULLILOVE Michael
Executive Director of the Lowy Institute for International Policy. He has

also worked as a Visiting Fellow in Foreign Policy at the Brookings Institution in Washington, DC, an adviser to Australian Prime Minister Paul Keating, and a lawyer. He remains a Nonresident Senior Fellow at Brookings. He writes widely on foreign policy and global issues in *The New York Times*, *Financial Times*, *The Washington Post*, *The Daily Beast*, *The Washington Quarterly*, *The National Interest* and *Foreign Affairs*. He graduated from the Universities of Sydney and New South Wales and he holds a doctorate from the University of Oxford, where he was a Rhodes Scholar.



GASCON Lorenzo
Academician and Vice-Chairman of the Royal Academy of Economic and Financial Sciences of Spain. He also

served as Dean of the Illustrious College of Economists of Catalonia and the Balearic Islands and as a member of the International Council of the US Information Agency. He is Honorary President of the European League of Economic Cooperation and board Member of the Fondation Jean Monnet pour l'Europe. In addition, he is the Chairman of several companies, including La Seda de Barcelona, Procolor, Pinturas Brueger and Laboratorios Intervet. He holds a Ph.D in economics from the University of Barcelona and graduated from the Senior Management Program (PADE) of the IESE Business School. Doctor Honoris Causa for the Universities of Michoacan (Mexico) and Lishui (China).



GERMAY (DE)

Nicolas

CEO and founder of Alandia, an investment company.

After selling his first advisory firm to KPMG, he acted as chairman of Kroll in France. During his career, he has been involved in a number of cases all over Europe but also in, or for, emerging countries such as India, Malaysia, the Gulf, North Africa, acting on behalf of multinationals, governments or sovereign. He has been a member of several Advisory Boards such as British Telecom or PWC. He published a book on globalization in June 2010: *Mondialisation, un autre regard*.



GICHURU Julie

Entrepreneur and TV host at Arimus Media Limited, Kenya.

She presents a prime time news and current affairs show called *Sunday Live with Julie Gichuru* and launched in 2008. She established the Footprints Africa Foundation, which helps empower people who want to contribute to make Africa a better continent to live in. This foundation supports The Great Debaters Contest and The Africa Leadership Dialogues, both platforms for exchange of ideas on African challenges and opportunities that feature leaders of the public and private sectors. She holds a Bachelor of Laws from Cardiff Law School and an MBA from Cardiff Business School.



GIL ALUJA Jaime

President of the Royal Academy of Economics and Financial Sciences of Spain since 2002.

He has always reconciled 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 25 universities and he is a member of 12 world scientific academies. Doctor in Political and Economic Sciences by the University of Barcelone, he holds the Chair of

Financial Economics and he is Professor Emeritus from the Spanish University.



GIRARD Renaud

Journalist at *Le Figaro*.

He has covered major worldwide political crises and armed conflicts for the past 30 years. Expert on geopolitics, he has written several books on Middle-East and regularly takes part in international conferences. He is also a Professor at the Institut d'études politiques de Paris. He is a member of the Board of the Group IDI, member of the editorial board of *the Revue des deux Mondes*, editor at *Questions Internationales*, member of the club Le Siècle. He graduated from the Ecole normale supérieure and the Ecole nationale d'administration.



GOURRUT

Jean-Claude

President and Director of EFG Bank (Monaco) since 2008.

From 1979 to 1986, he has held the positions of Regional Director and Managing Director within the Banco France e Brasileiro Group, subsidiary of Crédit Lyonnais. He was then Director of Crédit Lyonnais and delegate director of CL Private Banking at Monaco. In 2004, he joined the EFG International Group. He graduated from the Ecole Centrale of Lille and has a master in applied mathematics.



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.



GRUFFAT

Jean-Claude

European Chairman, Global Subsidiaries 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.



GUIGOU Elisabeth

Member of the French Parliament and President of the Commission of Foreign Affairs at the Assemblée

nationale. She began at the Ministry of Finance, then worked on Finance Minister Jacques Delors' staff in

1982, and then became adviser to the President of the French Republic François Mitterrand (1982-1990). She was, among others, Deputy Minister for European Affairs (1990-1993), member of the European Parliament (1994-1997), Minister of Justice and Keeper of the Seals (1997-2000) and Minister of Employment and Solidarity (2000-2002). In 1994, she founded the Association Europartenaires that she is co-chairing in order to promote debates on Europe. She is also a board member of Notre Europe. She graduated from the University of Montpellier, France. She studied at the Ecole nationale d'administration (ENA).



HALALAI Traian

President of EximBank 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.



HARDOUIN

Philippe

Founder of CSPH International,

a public affairs & communications consultancy company with a focus on energy, environment, industry matters and creative industries and in particular a strong involvement in digital economy. He is a former publisher in social sciences and literature. He then held senior executive positions for more than 20 years in many French and American multinational companies – from Thomson to Alcatel, Digital Equipment (DEC), AlliedSignal, Honeywell, Vivendi and Lafarge – with operations in the five continents, most of them in the technology and media sectors. He holds PhD in Economics.



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.



HERMELIN Paul

Capgemini's Chairman and Chief Executive Officer since May 2012,

Paul Hermelin joined the Capgemini Group in 1993, where he fulfilled various roles and became Group CEO in January 2002. He was a member of the Office of Jacques Delors, former French Minister of Finance (1981-1984), and the chief of staff of Dominique Strauss-Kahn, former French Minister for Industry and Foreign Trade (1991-1993). Paul Hermelin graduated from Polytechnique and the École nationale d'administration (ENA).



HIÉ Henri

Vice President, Strategy & Partnerships in China, Air France. Before joining Air France, he worked at Bossard

Consultants. He has been working at Air France since 1979, where he has held various positions, including in the Operational Research - IT Division. He was in charge of the Planning and Development Division and of recovery and restructuring projects for the Group. He also served as Vice President of Routes for

Air France Caribbean & Indian Ocean, Asia & Pacific, and Americas. He graduated from the Ecole Centrale.



HILDEBRAND

Philipp

Vice Chairman of BlackRock Inc.

He most recently served as Chairman of the Governing Board of the Swiss National Bank. He played a prominent international role as a member of the Financial Stability Board (FSB) and as the Swiss Governor of the International Monetary Fund (IMF). He had been a member of the central bank's governing board since 2003. He graduated from the University of Toronto and from the Graduate Institute of International Studies in Geneva.



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.



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.



INA Hisayoshi
Foreign policy columnist at the *Nihon Keizai Shimbun* (The *Nikkei Newspapers*) in Tokyo. He received

the Vaughan-Ueda Memorial Prize (Japanese version of the Pulitzer Prize) in 1998 for his outstanding news gathering and analysis in international affairs. His journalistic career includes four years in the *Nikkei's* Washington, DC, bureau as chief political correspondent and, subsequently, as a fellow at the Foreign Policy Institute of the Paul H. Nitze School of Advanced International Studies (SAIS), Johns Hopkins University. He graduated from Waseda University in Tokyo.



ISSA EL KHOURY
Joe
Advisor to the Prime Minister of Lebanon. He is also Executive Director at M1 Group. For many years, he served as Chairman-General Manager of Saradar Investment House, the investment banking arm of Saradar Group. After several years at Merrill Lynch, Paris, he joined the Méditerranée Group in Lebanon as advisor to the Chairman and Deputy General Manager of Méditerranée Investment Bank. He holds a degree in Civil Engineering, a MBA from INSEAD (France).



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 Growth-Gate 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.



JANK Marcos
Director of Global Public and Governmental Affairs at Brasil Foods (BRF), one of the largest food com-

panies in the world. Former President & CEO of the Brazilian Sugarcane Industry Association (UNICA) (2007-2012). Founding president of the Brazilian Institute for International Trade Negotiations (ICONE) (2003-2007). He also worked as Special Expert in Trade at the Inter-American Development Bank (IDB) in Washington D.C. (2001-2002). He holds a PhD from the University of São Paulo (FEA/USP).



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.



JANSEN Sabine
Senior lecturer at Conservatoire national des arts et métiers (CNAM), Paris, and Research Fellow at Centre

d'histoire de Sciences Po (CHSP), Paris. Vice President of the Committee for Parliamentary and Political History, she is the editor of *Histoire@Politique. Politique, culture, société*, an online peer-reviewed historical journal. Her recent books *Pierre Cot. Un antifasciste radical* (Fayard, 2002) ; *De Pierre Mendès*

France à Charles de Gaulle (Armand Colin/ Assemblée nationale, 2006). She is at present working on the origins and the role of the Institut français des relations internationales (IFRI). She is a Sciences Po alumna and holds the *agregation* and a PhD in Modern History.



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 the world sacred Music of Fès. 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 World 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 Approfondies" in Econometrics, Sorbonne University, Paris.



KAISER Karl

Adjunct Professor at the Kennedy School and Director of the Program on Transatlantic Relations of the

Weatherhead Center for International Affairs, Har-

vard 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

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.



KARUKU Jane
President of the Alliance for a Green Revolution in Africa (AGRA). She oversees one of Africa's largest grant-making organizations in the food security and agricultural development sector. She took up the presidency of AGRA in 2012 after serving as Deputy Chief Executive and Secretary-General of Telkom Kenya. She has held senior positions in a number of international corporate organisations including Cadburys Limited, as Managing Director for East and Central Africa. She graduated from the University of Nairobi and holds an MBA in Marketing from the National University of California.



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 Socioeconomics from Cornell University.



KERWAT Jean
Honorary Consul of the Republic of Croatia in the Principality of Monaco. He is also an International Business Consultant for European Industrial Groups with interests in the Mediterranean basin and in the Middle East, areas where he has developed his own network of strategic contacts. He has been co-founder and Chief Executive Officer of two European Information Technology companies and Special Advisor to MONACO TELECOM (2003-2010) for new business development.



KHOURY Samer
President, Engineering and Construction, Consolidated Contractors Company (CCC). He is active in many economic institutions around the world. He is a Director of Palestine Investment Fund PLC. He is also a board member of more than 28 regional and internationally renowned organizations and Arab and international institution operating in the field of economics. He received a Master's degree from the University of Southern California and a Bachelor's degree in Civil Engineering from California State University in the United States.



KIRKWOOD Thomas
Associate Dean for Ageing, Institute for Ageing and Health, Newcastle University. Professor of medicine and biologist, he is Co-holder of the AXA-Paris Descartes Chair in "A systems approach to individual differences in longevity". A former researcher at the National Institute for Medical Research, in 1993 he became professor of biological gerontology at the University of Manchester. He has served as Advisor to the British Parliament and European President (Biology) of the International Association of Gerontology. He graduated from Oxford and Cambridge in the fields of biology and mathematics.



KLICH Bogdan
Senator, Republic of Poland. He served as Minister of Defence (2007-2011) and Member of the European Parliament. He managed the Information Department at State TV Centre in Cracow (1990-1992). He was the head of the International Centre for Development of Democracy in Cracow (1993-1999). In 1998 and 1999 he was an adviser to the government plenipotentiary for Poland's accession negotiations with the EU. He graduated from the Faculty of Medicine at the Cracow Medical Academy and from the Faculty of Philosophy and History at the Jagiellonian University.



KODMANI Bassma
Executive Director of the Arab Reform Initiative (ARI). Member of the

European Council on Foreign Relations and a professor of International Relations at Paris University. She participated in the founding of the Syrian National Council in August 2011, she resigned in August 2012. She served as a project leader at the French National Center for Scientific Research (CNRS) (2007-2009), as a research associate at the Center for Studies in International Relations (CERI-Sciences Po) (2006-2007) and as a visiting researcher at the Collège de France (2005-2006). Bassma Kodmani holds a PhD in political science from Sciences-Po Paris.



KOWAL Pawel
Member of the European Parliament and former Secretary of State at the Ministry for Foreign Affairs of Poland.

He currently chairs the EU-Ukraine Parliamentary Cooperation Committee. Since 2011, he is also the leader of the liberal and conservative party PJN ("Poland comes first") and one of its founding members. He has been Assistant at the Institute of Political Studies, Polish Academy of Sciences, since 1999. He served as a member of the Sejm, the lower house of the Polish Parliament (2005-2009). He graduated from the Faculty of History at the Jagiellonian University of Cracow and studied at the Collegium Invisibile of Warsaw (1996-1998).



LADAK Firoz
Executive Director, Edmond de Rothschild Foundations. Since 2005, he

has been the Executive Director of the Edmond de Rothschild Foundations. He is in charge of the strategy, implementation and financial management. Across all regions, EDRF works to create social empowerment and a more collaborative society, supporting projects and programs in education, the arts, health and social entrepreneurship. Previously, he spent over 12 years in investment banking at Paribas, specialising in project and media

finance, privatisation and the creation of public-private partnerships. He graduated from McGill University and the University of Oxford.



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).



LAHOUD Marwan
Chief Strategy & Marketing Officer of EADS. He was CEO of MBDA and President of EADS France. He began

his career at the French Defence procurement agency DGA. He was Advisor to the French Ministry of Defence for Industrial Affairs, Research and Weapons. He was also Vice President Development of Aerospatiale, and then Senior Vice President Strategy and Planning for Aerospatiale Matra, where he also served as Senior Vice President Military Affairs. After the foundation of EADS in 2000, he was appointed Senior Vice President Mergers & Acquisitions. He is Chief Weapons Engineer of the French Army and graduated from the *Ecole Polytechnique* (French engineering school) and from the *Ecole nationale supérieure de l'aéronautique et de l'espace* (French aeronautics and space institute).



LAMY Pascal
Honorary President of Notre Europe-Jacques Delors Institute. Former Director-General of the World Trade

Organisation (WTO) (2005-2013). 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 Études Commerciales (HEC), from the Institut d'Études Politiques (IEP) and from the Ecole Nationale d'Administration (ENA).



LEE Hye-min
Ambassador of the Republic of Korea to France. He served as Ambassador to the Republic of the Philip-

pines. 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 received his Ph.D in Economics from the University of Paris I Panthéon-Sorbonne, France.



LEE Sihyung
Ambassador, Permanent Representative of Korea to the OECD since 2013.

Previously, he was Deputy Minister for Trade at the Ministry of Foreign Affairs and Trade (2011-2013). He also served as Ambassador to Poland (2006-2009). He joined the Ministry of Foreign Affairs in 1980. He has worked, among other assignments,

at the Korean Embassy in Washington, D.C. and the Permanent Mission in Geneva. In 2010, he was appointed Chief of Protocol of the Presidential Committee for the G20 Summit in Seoul. He graduated from Seoul National University.



LELOUVIER Arnaud
Managing Partner, SI Capital Partners (SICP). He is also the founder

of Maya Finance (investment and real-estate management) and the founder and a Board Member of Quantam, a high frequency trading hedge fund. He was CEO of Editions Moreux (professional publications on Africa, infrastructure and shipping). He is a member of both the Comité des Investisseurs Français en Afrique and the Forum Francophone des Affaires. He holds an MBA from HEC.



LEMONDE Pierre
President & CEO, The Montreal Council on Foreign Relations. He is

a member of the Barreau du Québec (Bar of the Province of Quebec). He has most notably been active as International Vice-President of Manufacturers and Exporters of Quebec (MEQ), President and Editor of the international magazine World Economic Affairs, Managing Director of Samson Bélair/Deloitte & Touche International, and Vice-President of the International Economic Law Society of Canada. He graduated from the Université de Montréal, the École nationale d'administration publique, McGill University, the Université de Montréal and the Université de Paris.



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).the Philippines.



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.



LETERME Yves
Deputy Secretary-General of the OECD since December 2011. He is in

charge of Social Affairs, Education, Governance and Entrepreneurship. Before joining the OECD, he held a variety of political posts in Belgium at all levels and in all areas of government. He served as Deputy in the Chamber of Representatives, Group Chairman, National Secretary and Chairman of the CD&V party, Minister-President of the Flemish Government, Federal Senator, Deputy Prime Minister, Minister of the Budget and Mobility, Minister of Foreign Affairs and Prime Minister. He has a degree in Law and Political Science from the University of Ghent.



LEVITTE Jean-David
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 position 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 and Lecturer in Public Policy at Stanford University. 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's 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 also was Chief Economist of Salomon Brothers, Inc. (1992-1997). He graduated from Wesleyan University and he holds a Ph.D. in economics from Stanford University.



LITMAN Gary
Vice President, International Strategic Initiatives at the U.S. Chamber of Commerce since 2012. He joined the

U.S. Chamber of Commerce in 1995. He held various positions there such as Vice President, Europe Policy & Global Initiatives (2008-2012), Vice President, Europe and Eurasia (2000-2008), Executive Director, Business Councils for Transition Economies (1995-2000). He also served as Associate, International Trade and Investment Division at the Law Offices of

Stewart and Stewart, Washington, D.C. (1992-1995). He graduated from George Washington University and Georgetown 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.



LOMBARDI

Domenico

Director of the Global Economy Program at the Centre for International Governance Innovation (CIGI).

He also serves as Chairman of the Oxford Institute for Economic Policy and Vice-Chairman of the New Rules for Global Finance Coalition. Formerly, he was a Senior Fellow at the Brookings Institution and a member of the Executive Boards of both the International Monetary Fund and the World Bank. Earlier on, he worked in the Research Department of the Bank of Italy. He graduated from the Bocconi University in Milan and from Oxford University's Nuffield College.



LORENTZ Francis

Francis Lorentz is a Founding Partner and Chairman of LD&A Jupiter,

(European "boutique" dedicated to M&A and corporate finance for TMT midcaps). He served as Executive Vice-President of Lyonnaise des

Eaux (water and energy distribution). He was Chairman and CEO of RATP (Paris public transportation system). He was also an Associate Professor at Paris Dauphine University. He headed the restructuring of the Galeries Lafayette technology services branch, as co-CEO of LaSer. He was also Chairman (and is still a board member) of IDATE- Digiworld Institute, a think-tank and consultancy organisation dedicated to telecoms and Internet. He holds an MBA from HEC and is a former student of ENA (Ecole Nationale d'Administration).



LOWENSTEIN

James

Co-Founder of the French American Foundation. He is a member of the

Council on Foreign Relations and the International Institute for Strategic Studies. He began his career at Marshall Plan European Headquarters in Paris in 1950. In 1951, he was assigned to the U.S. Special Mission to Yugoslavia, resident in Sarajevo. He was commissioned Foreign Service Officer in 1956. He served as Principal Deputy Assistant Secretary of State for European Affairs (1974-1977) and as U.S. Ambassador to Luxembourg (1977-1981). He graduated from Yale University.



LOZMAN Joshua

Deputy Director of Program Advocacy at the Bill and Melinda Gates Foundation and Young Leader 2012.

He served in the Obama Administration as the Chief of Staff to the National Economic Council in the White House. He spent more than four years at the global advocacy organization, ONE, including roles as Global Policy Director and Chief of Staff. He holds a Masters in Business Administration and a Masters in Public Health from Johns Hopkins University. He is currently a doctoral candidate and Sommer Scholar at Johns Hopkins University.



LULACHE Daniela **Chief Executive Officer of Nuclearelectrica, the only nuclear energy producer in Romania, since 2013.**

Before joining Nuclearelectrica, she held the position of Counselor of the Vice-Governor of the National Bank of Romania. Previously, she was General Manager and President of the Board of Directors of Fondul Proprietatea (Property Fund), managing the entire activity of the Fund. She has a long and rich experience in banking and financial consulting sectors. She graduated from the Bucharest Academy of Economic Studies.



LUND Gunnar

Ambassador of Sweden to France and to the Principality of Monaco. He served

as Economic and Financial Advisor to the Swedish delegation at the OECD in Paris (1980-1983). He was appointed Deputy Minister, Ministry of Finance in 1988, then Deputy Minister for European Affairs, Ministry of Foreign Affairs in 1994 and Ambassador and Permanent Representative of Sweden to the European Union in 1999. In 2002, he was appointed Minister in charge of International Economic Affairs and Financial Markets, Ministry of Finance. He also held the position of Ambassador to the United States (2005-2007). He graduated from the Universities of Uppsala and Stockholm and Columbia University.



MAISONNEUVE

Cécile

Director of the Center for Energy at Ifri. She began her career in the French

National Assembly as a staffer. After five years in the staff of the Defense Committee, she joined the staff of the Law Committee and then the Foreign Affairs Committee. Executive at Areva, she was in charge of international affairs for the Chief Executive Officer and of international prospective. She was then responsible for European and international Public Affairs. She graduated from the Ecole

Normale Supérieure, the Institut d'études politiques, Paris and the Sorbonne Paris IV-University.



MAKRAM-EBEID

Mona

Egyptian Senator and Member of the Senate Constitutional Committee since 2012. She is also Distinguished Lecturer, Political Science Department, American University in Cairo. She has been a member of the National Council for Human Rights since 2012 and Advisor to the Minister of Labour and Immigration responsible for Egyptian abroad since 2011. She was a Member of the People's Assembly (Parliament) and a member of the World Bank's Council of Advisors for Middle East & North Africa Region (MENA). She graduated from Harvard University. She is a prolific writer in English, French and Arabic. She is Officier de la Légion d'honneur.



Lord MANCE

Justice of The Supreme Court of the United Kingdom. He chairs the

Executive Council of the International Law Association and the Lord Chancellor's Advisory Committee on Private International Law. He is a member of the Judicial Integrity Group and of the seven person panel set up under the Treaty on the Functioning of the European Union (article 255) to give an opinion on candidates' suitability to perform the duties of Judge and Advocate-General of the European Court of Justice and General Court. He represented the United Kingdom on the Council of Europe's Consultative Council of European Judges (2000-2011).



MANENT Patricia
Deputy Manager for Public Affairs of Air France. Since 2010, she has

been the Deputy Manager for Public Affairs at Air France Chairman's office. From 2009 to 2010, she was in charge of institutional relations. From 1998 to 1999, she was responsible for advertising in Commercial France Air France and then from

1999 to 2009 she became Advertising Department Manager in Air France Corporate Communications Division. She graduated from Grenoble University of Social Sciences.



MARGERIE (DE)

Christophe

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 which was renamed Total in 2003. In 2002, he became President of its Exploration & Production division. 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

French Member of Parliament, delegate general of the UMP party. He

is the whip of the Finance Committee and also special Rapporteur for the budget "Risks prevention; managing and coordinating policy on ecology, energy, sustainable development and sea". He is Vice President of the France-Russia and France-United-Kingdom friendship groups and member of the delegation for overseas departments of the National Assembly. He has been Overseas Secretary of State in 2007. He is ingénieur en chef du corps des Mines. He graduated from the Ecole polytechnique and the Institut d'Études Politiques of Paris.



MAROIS Pauline

Premier of Québec. In 1978, she made her official entry into the political arena as the press attaché to the Minister of Finance Jacques Parizeau. She was

elected to the National Assembly for the first time in 1981. She has headed numerous ministries, including the Status of Women, Labour and Income Security, Revenue, Education, Child and Family Welfare, Health and Social Services, Economy and Finance, Research, Science and Technology, and Industry and Trade. She has also served as Chair of the Conseil du trésor. She was also Deputy Premier (2001-2003). She graduated from Université Laval and from HEC Montréal business school.



McGANN James
Assistant director of the International Relations Program and director of the Think Tanks and Civil Societies Program (TTCSP), University of Pennsylvania.

He is also a senior fellow at the Foreign Policy Research Institute, a think tank based in Philadelphia. Prior to coming to the University of Pennsylvania he was an assistant professor of Political Science at Villanova University where he taught international relations, international organizations and international law. He has served as a consultant and advisor to, among others, the William and Melinda Gates Foundation, Carnegie Corporation of New York, William and Flora Hewlett Foundation, the World Bank, the UN, the US Agency for International Development. His latest publication is *"The Fifth Estate: The Formulation of US Domestic and Foreign Policy"* (2014) and *How Think Tanks Shape Social Development Policy* (2014).



MERCAN
Murat Hasan
Deputy Minister of Energy and Natural Resources of the Republic of Turkey.

He served as Chairman of the Committee for Foreign Affairs of the Turkish Grand National Assembly during the 23rd term of the Parliament (2007-2011). He held the positions of Chairman of the Turkish Delegation to the Parliamentary Assembly of the Council of Europe (PACE) and the European Interparliamentary Defense and Security Assembly (IESDA) and Vice-President of the Parliamentary

Assembly of the Council of Europe (2002-2007). He graduated from the Bogazici University and he holds a PhD from the University of Florida.



MERLI Alessandro
Frankfurt correspondent of the Italian financial daily, *Il Sole 24 Ore* since 2012.

Previously, he was a senior writer and columnist on global economics and finance, financial editor and London correspondent. He is also a frequent contributor to Radio 24, the all-news radio station of the 24 Ore Group. Before joining *Il Sole 24 Ore*, he worked as a business reporter at *Il Giornale*. He has been a visiting scholar at the Massachusetts Institute of Technology. In 2002 he won the first Italian edition of the Citigroup Award for Journalistic Excellence. He graduated from the University of Modena and the University of Illinois.



MERLIN André
Executive President, MEDGRID.

He is also President of the supervisory board of RTE, the company responsible for running the French electricity transmission system and of ERDF, which manages the public electricity distribution network in France, President of CIGRE (International Council on Large Electric Systems), and First President of the Executive Board and Founder of RTE. He was Special Advisor to the European Energy Commissioner. He was the founder and former President of the European Network of Transmission System Operators for Electricity (ENTSO).



MEYER Jean-Claude
Vice-chairman of Rothschild Europe.

Before joining Rothschild in 1989, 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.



MOÏSI Dominique
Special Adviser at Ifri. A Visiting Professor at Harvard University he is a regular columnist for *Les Echos*, and Project syndicate. He wrote numerous books, among others, *The Geopolitics of Emotions* published by Doubleday. His latest book is *Between silence and Secret* published by Flammarion in 2011.



MOKHEFI Mansouria
Head of the Middle East/Maghreb Program at Ifri. Mansouria Mokhefi holds a Master's degree from New York University and a Doctorate from the Institut d'Etudes Politiques de Paris. She formerly taught at New York University and at the Institut des Langues et Civilisations Orientales. She co-authored a book on *Le Maghreb et son Sud* (Editions du CNRS, 2012).



MOREAU Nicolas
Member of the AXA Management Committee, Chairman & CEO of AXA France and in charge of overseeing the worldwide operations of AXA Assistance and AXA Global Direct. He joined AXA in 1991 as Vice-President of the Finance Department and was appointed Senior Vice-President of the AXA Group Finance Department in 1994. In 2002, he was promoted to CEO of AXA Investment Managers and, following his appointment as Group Chief Executive Officer of AXA UK, he became non-executive Chairman of the Board of AXA Investment Managers. He was Group Chief Executive of AXA UK (2006-2010). He graduated from the Ecole Polytechnique and has an actuarial degree from the Centre d'Etudes Actuarielles.



MOREAU DEFARGES Philippe
Researcher at Ifri and co-editor of its annual report, RAMSES. He is a graduate of IEP-Paris and of the École nationale d'administration (ENA). As a diplomat, he has held various administrative posts relating to the Euro-

pean Construction. He has taught at Sciences-Po Paris and in several universities. He is the author of many books and articles on international relations, geopolitics, global governance and the construction of Europe. His last two books are: *L'histoire du monde pour les Nuls* (The World History for Dummies), First-Editions, Paris; 2010; *L'histoire de l'Europe pour les Nuls* (The European History for Dummies), First-Editions, Paris; 2013.



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'Études Politiques in Paris, of the Paris Assas Faculty of Law and of the Ecole Nationale d'Administration.



MORGAN Hugh M.
CEO of First Charnock Pty Ltd, Australia. He is also a member of Lafarge

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.



NAHAS Nicolas
Minister of Economy and Trade in the
government of Lebanon since 2011.

He is a board member and general manager of Ciment de Sibline as well as a member of Secil, a leading Portuguese cement group. He has played an active role in the economical life of Lebanon in his capacity as vice president of the Lebanese Businessmen Association and member of the board of the Lebanese Industrialists Association. He served as the Chief Economic Counselor to the Prime Minister of Lebanon, Najib Mikati. He graduated from Saint-Joseph University and the Harvard Business School.



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 a board member of, among others, Kenya Airways Group of Companies, Maersk Kenya Ltd, Access Kenya Ltd. He is also Chancellor of South Eastern Kenya University. He graduated from the University of Nairobi and the Harvard Business School.



NARAYANAN
Mayankote Kelath
Governor of the State of West Bengal
since 2010.

He was the Director of the Intelligence Bureau and Chairman of the Joint Intelligence Committee. He headed the Prime Minister's Task Force on Developing an Integrated Capability to address Internal Security Challenges. He served as Senior Advisor and as National Security Advisor to the Prime Minister of India. He was also the Prime Minister's Special Representative for boundary talks with China. He has dealt extensively with a whole range of issues concerning internal, national and global security, including aspects such as Counter-Terrorism, Counter-Intelligence and Strategic Analysis. He holds a Master's Degree in Economics from the University of Madras.



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 at 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.



NASTASE Marian
Chief Financial Officer Vimetco N.V.
and President of the Board of Directors - Alro Slatina, the largest

aluminium smelter from Central and Eastern Europe. He has extensive experience in financial consulting and auditing. He has worked at Deloitte & Touche in Romania, and previously in advisory business firms. In 2002, he joined Alro as CFO and member of the Board. He was subsequently appointed Vimetco Group Country Director for Romania, and his current mandate covers all Vimetco Group operations in aluminum and electric power in the country. He graduated from the Bucharest Academy of Economics.



NOWOTNY Eva
Chairman of the Board of the University of Vienna and President of the Austrian UNESCO Commission. She

entered the Austrian Foreign Service in 1973. She served as Counselor to the Austrian Mission at the United Nations in New York. Then, she was appointed Foreign Policy Advisor to the Austrian Federal Chancellor. She was the Austrian Ambassador to France (1992-1997) and the Austrian Ambassador to the Court of St. James (1997-1999) and the Austrian Ambassador to the United States of America, with accreditation to the Commonwealth of the Bahamas (2003-2008). She retired from the Foreign Service in October 2008. She studied at the University of Vienna with history as her major subject and German literature as a minor and received her Ph.D. in 1968.



OESTERREICH (VON) Constantin
Chairman of the Management Board of HSH Nordbank since 2012. He has been

a member of the Management Board of HSH Nordbank since 2009, initially as Chief Risk Officer (CRO), before being appointed Chief Financial Officer (CFO). He also served as Deputy Global Head Credit Risk Management Real Estate in Frankfurt and London at the Deutsche Bank (2001-2009). In 2000, he assumed the position of Global Head for Credit Risk Management Developed Markets (investment bank) at the Deutsche Bank in London. He trained as a banker at Deutsche Bank AG in Hamburg.



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. Cen-

taurus 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.



OSHIMA Shotaro
Chairman of the Institute for International Economic Studies (IIES) and Visiting Professor at the Graduate School of Public Policy, University of Tokyo.

Formerly, he held several positions at the World Trade Organization including member of the Appellate Body (2008-2012), Japan's Permanent Representative (2002-2005), Chairman of the General Council (2004-2005) and Chairman of the Dispute Settlement Body (2003-2004). He served as Ambassador to the Republic of Korea (2005-2007) and to the Kingdom of Saudi Arabia (2000-2001). He holds a degree in law from the University of Tokyo.



PALACIO Ana
Member of the Spanish Council of State. Ana Palacio is lawyer by training, specializing in international and

European law, arbitration, and mediation. Since January 2013, she is member of the Advisory Board on Foreign Affairs and Security to President Van Rompuy. 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.



PAOLINI Corinne
Founder of the publishing company Encre d'Or. In 2009, she set up the collection "Carnet d'inspiration",

which is about noteworthy regions and cities and which highlights simultaneously historical, artistic, literary, culinary, environmental and technological heritage. She served as Editor in chief at *Le Figaro Méditerranée* (1993-1998). She was a journalist at *Hersant Group*, correspondent for *Le Figaro Magazine* and *Le Figaro* (1989-1993). As a writer and a publisher, she has been working on the combination of paper books and digital technology, within the European program CCALPS: Creative Companies in Alpine Space.



PARK In-Kook
President of the Korea Foundation for Advanced Studies. He served as

Ambassador and Permanent Representative of the Republic of Korea to the United Nations (2008-2011), Deputy Minister for Policy Planning and International Organizations in the Ministry of Foreign Affairs and Trade and Ambassador to Kuwait (2003-2005). He also served as Secretary to the President of the Republic of Korea for International Security (2002-2003). He holds a Bachelor's Degree from the Department of Chinese Language and Literature and a Master's Degree from the Graduate School of Law at Seoul National University.



PÉREZ-VERDÍA
 Carlos
Chief of Cabinet at the Ministry of Foreign Affairs of Mexico since 2013.

Previously, he served as Executive Director at the International Monetary Fund (IMF) (2010-2012), Manager, domestic operations at the Banco de México (2004-2009) and Manager, analysis of central

bank operations, Banco de México (2001-2004). He taught economy courses and held research positions at the University of Chicago (1994-2000). He graduated from the Universidad Iberoamericana and he holds a PhD from the University of Chicago.



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.



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.



PISANI-FERRY Jean
French Commissioner General for Policy
Planning and Associate Professor at the
Hertie School of Governance, Berlin.

Former Director of Bruegel, the Brussels-based economic think tank, and professor of economics at the University Paris-Dauphine. He was previously Executive President of the French PM's Council of Economic Analysis (2001-2002), Senior Economic Ad-

viser to the French Minister of Finance (1997-2000), Director of CEPIL, the French institute for international economics (1992-1997). His current research focus is economic policy in Europe. He is an engineer, *Ecole Supérieure d'Electricité*, Paris. He also holds a Master in mathematics and an advanced degree in economics from the Centre d'études des programmes économiques (CEPE, Paris).



PREDOIU Catalin
Chairman and Founder, Catalin Pre-
doiu Law Firm. He served as Minister

of Justice of Romania (2008-2012), Interim Prime Minister in 2012 and Interim Minister of Foreign Affairs in 2009. He was also Senior Managing Partner at Zamfirescu Racoi Predoiu, Law Company (2007-2008), Senior Managing Partner at Racoi Predoiu, Law Company (1995-2006). He co-authored "Companies", second edition, revised, Bucharest, 2003. He graduated from the University of Bucharest and Caen Bar, France, Training program in Commercial Law Practice.



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.



QUATREPOINT

Jean-Michel

French journalist. He was the head of the *Nouvel Économiste* (1997-2000),

editor of *La Lettre A* (1993-1997), editor of the daily newspaper *La Tribune de l'Expansion* (1991). He was also Managing Director of *La Tribune* and *l'Agefi* (1984-1985), journalist in the economic section of *Le Monde* (1973-1984), journalist at the daily newspaper *Les Echos* (1970-1973). He is the author of *La Crise Globale* (2008) and *La Dernière Bulle* (2009) (Editions Mille et une Nuits, Fayard) and *Mourir pour le yuan* (2011) Editions Bourin. He graduated from the CFJ (French centre for journalism studies).



QUIRINA Mireille

Senior Executive Coach at I.J. Martin & Co Ltd, Executive Coaches for Global Business Leaders. She joined Du-

Pont de Nemours International in 1985. She served notably as General Counsel as well as Vice President, Corporate Affairs for Europe, Middle East and Africa (EMEA). She graduated from the European Law Institute. She also holds a Master degree from Sorbonne University, Paris, and an advanced degree (DESS) in International, Comparative and European Law from the Law Faculty of Paris.



RAMSAY William

Former Director of the Energy Program at Ifri. He formerly served as Deputy Executive Director at the In-

ternational 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 is currently chairing the Energy and Environment Foundation, New Delhi, India, and also the Expert Appraisal Committee of the Ministry of Environment for Infrastructure and Coastal Projects. He is also 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.



REYNDERS Didier

Deputy Prime Minister and Minister of Foreign Affairs, Foreign Trade and European Affairs of Belgium. He served

as Minister of Finance (1999-2011), Chairman of the Eurogroup (2001), Member of the G7 (2001), Chairman of the G10, which is the meeting of the main creditor States (2002), Minister in charge of the Belgian Buildings Agency (2003-2011), Minister of Institutional Reforms (2004-2011). He has been a Member of Parliament since 1992. He also held the position of Chairman of the National Railway Company of Belgium (1986-1991) and of the National Society of Airways (1991-1993).



RIELLY John

President Emeritus from the Chicago Council on Global Affairs and adjunct professor of political science for the

Buffett Center for International and Comparative Studies at Northwestern University, Illinois. He is also a visiting professor at the Graduate School of International Relations and Pacific Affairs of the University of California. He worked during thirty years at the Chicago Council on Global Affairs, as Executive Director (1971-1974) and then as President (1974-2001). He also served in the U.S. Department of State (1962-1963). He was Foreign Policy Assistant to Senator and Vice President Hubert Humphrey. He obtained a B.A. at St. John's University, Collegeville (Minnesota) and a PhD in political science at Harvard University.



ROBITAILLE Michel
Québec's Delegate General in Paris since 2010. He is also the Premier's

official representative to the International Francophone Organization (OIF). Prior to taking up his duties in Paris, he was appointed the first CEO of the Francophone Centre of the Americas (CFA) by the Government of Québec in 2008. He also served as Québec's Delegate General in New York (2002-2007). He has held various positions within Québec's international diplomatic network, among others in Brussels as Director of Public Affairs, Cooperation and Culture.



ROMPUY (VAN) Herman
First full-time President of the European Council. He was Prime Minister of Belgium in 2009. Prior to this he served as President (Speaker) of the Chamber of Representatives. He has held a number of portfolios in the Belgian Government including Secretary of State for Finance (1988), Vice Prime Minister and Minister for Budget (1993-1999). He also worked as an economist in Belgium's central bank and served in both the Senate (1988-1995) and the Chamber of Representatives (1995-2009).



ROSEN David
International Director of Interreligious Affairs of the American Jewish Committee (AJC) and Honorary

Advisor on Interfaith Relations of the Chief Rabbi of Israel. Among his honorary positions, he is President of the World Conference of Religions for Peace and serves on the Board of Directors of the KAICIID Dialogue Center founded by King Abdullah of Saudi Arabia together with the governments of Austria and Spain and the Vatican. In November 2005, he was made a Knight Commander by the Pope, and in 2010 he was made a Commander of the British Empire by Queen Elizabeth II. He is a former Chief Rabbi of Ireland (1979-1985) and former Senior Rabbi of the largest Jewish congregation in South Africa (1975-1979).



ROTHSCHILD (DE) David
Rothschild Group Chairman. He has

been in the business for 40 years and has worked in different branches of the family firm. In 1981, Banque Rothschild, the company originally founded by James de Rothschild in 1812 under the name De Rothschild Frères, was nationalised by the French government. A regrouping was led by David de Rothschild and his cousin, and they finally secured the right to operate a new banking business under the family name in 1986. He also sits on the boards of Casino and Compagnie Financière Martin Maurel. He is also President of the Fondation pour la Mémoire de la Shoah.



ROUX-ALEZAIS Henry
Managing director of Sogerig and honorary consul of Ecuador in Marseille. He is also the president of the Mediterranean Institute he founded in 1993 and president of the Santé Partners association. He held various positions within CMA-CGM group, the world's third largest container shipping group, first as Vice-President

(1999-2004), and as Advisor to the President (since 2004). He served as President of the Chamber of Commerce and Industry Marseille-Provence (CCIMP) (1992-1997), and as Chairman of the board of the Port Autonome de Marseille (Autonomous Port of Marseille) (1995-1999).



RYU Jin Roy

Chairman and CEO of Poongsan Group,

one of the largest manufacturers of metal products and munitions in the world. He is actively involved in numerous business organizations such as Chairman of the Korea-Pacific U.S. States Economic Committee, Chairman of the Korea Nonferrous Metal Association, Vice Chairman of the Korea-U.S. Economic Council. Additionally, he supports a number of philanthropic organizations worldwide. He also serves as a Board Member of America's Promise and the Korea Exchange Bank (KEB) Foundation. He is Chairman of the Pyongsan Scholarship Foundation and the Pearl S. Buck Foundation Korea. He graduated from the Seoul National University.

(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.



SAHLIN Mona

Former Deputy Prime Minister of Sweden. She was Party Chair of the Social Democratic Party (2007-2011)

and Member of Parliament (2006-2011). She also served as of Minister for Sustainable Development, Energy, Housing (2004-2006), Minister of Justice (2002-2004), Minister of Industry (1998-2002), Minister of Labour (1990-1991). She held the position of Secretary General of the Social Democratic Party (1992-1994). She was Member of Parliament several times (1991-1992; 1982-1990).



SALVADOR

Luc François

Chairman & CEO of Sogeti and member of Capgemini Group Executive

Committee. He joined Cap Sogeti Group in 1978. He served among others as Vice Chief Executive of Cap Gemini France, Vice Chief Executive Officer of Cap Gemini America and Deputy Director of Cap Gemini Ernst & Young Group. Since 2009, he has been the Executive Committee's sponsor for Defense activities in France, acting on behalf of the Capgemini Group. The French Chairman of the Joint Chiefs of Staff appointed him as National Coordinator of the French Cyber Defense Military Reserve in 2012. He graduated from the University Witwatersrand, South Africa and from the Institut des Hautes Etudes de Défense Nationale.



II SAKONG

Chairman 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



SAMMAK

Mohammed

Secretary-General of the National Committee for Christian-Muslim

Dialogue. Board member of KAICIID –Vienna, and member of the board of WCRP–New York. Secretary General of the Islamic Permanent Committee (Sunni-Shi'a Druze), and Secretary General of the Executive Committee of the Christian-Muslim Arab Group. He serves as a member of the Lebanese National UNESCO Committee. He is the author of various books on intra-Arab relations, interreligious relations, minority affairs, politics and religion and the history of the Middle East.



SÁNCHEZ SORONDO

Marcelo

Chancellor of the Pontifical Academy of Sciences and the Pontifical Academy of Social Sciences since 1998.

Board member of KAICIID –Vienna, and member of the board of WCRP–New York. Secretary General of the Islamic Permanent Committee (Sunni-Shi'a Druze), and Secretary General of the Executive Committee of the Christian-Muslim Arab Group. He serves as a member of the Lebanese National UNESCO Committee. He is the author of various books on intra-Arab relations, interreligious relations, minority affairs, politics and religion and the history of the Middle East.



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 Execu-

tive 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). In 2008, he founded Nur Energie, an industrial scale solar power plant developer. He obtained a B.A. in Physics from Vassar College (New York) and a MBA from the Ecole Nationale des Ponts et Chaussées (Paris).



SAUVÉ

Jean-Marc

Head of the French Council of State since 2006.

He is also President of the Association of Councils of State and Supreme administrative jurisdictions of the European Union (ACA-Europe) since 2012 and president of the committee established by the article 255 of the Treaty on the functioning of the European Union (committee set up by the Treaty of Lisbon and in charge of giving an opinion on candidates' suitability to perform the duties of Judge and Advocate-General of the European Court of Justice and General Court) since 2010. He graduated from the Institut d'études politiques de Paris, the University Paris I and the Ecole nationale d'administration (ENA).



SCHWEITZER

Louis

Chairman of the French foreign affairs council and special representative of the French foreign minister for the

franco-japanese partnership. President of Initiative France, a not for profit organization whose aim is to finance the creation and development of small enterprises. He was Chairman and CEO of Renault (1992-2005). During his tenure, he was also President of the Management board of Renault Nissan BV (2002-2005). Formerly, he was a Civil Servant at the Budget Department and then served as chief of staff of Laurent Fabius, who was

Minister of Budget in 1981, Minister for Industry and Research in 1983, and Prime Minister (1984-1986).



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 of 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 Tech-
nologies, General Inspector of Finance, French Minis-
try 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). He chairs the audit committee of the Board of Danone, the Board of Ecobank International and he is a Board member of Orange. He is also Chairman of Convergences. 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.



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 I-II* (*Biographical genre I-II*), *Tâna rul 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.



SIMIONESCU Maya
President of the Section of Biological
Sciences of the Romanian Academy.

She is also Executive President of the National Science and Art Foundation (FNSA) and Head of the Institute of Cellular Biology and Pathology "N. Simionescu" (ICBP) since 1995. She was Visiting Professor at Yale University, McGill University and Columbia University. She was also a Research Associate at Rockefeller University, New York. She is PhD in Biological Sciences, at the University of Bucharest. She has important scientific achievements and is co-founder together with Prof. Nicolae Simionescu of the Institute of Cellular Biology and Pathology, Bucharest, Romania.



SIMON Jean-Marc
French Ambassador. He worked for
the French Foreign Ministry and the
Ministry of Cooperation as an advisor.

He worked in numerous embassies all over the world, notably as Advisor and Consul General before

being appointed as French Ambassador to Central African Republic (1996-2001), 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 Chairman of Eurafrique Stratégies SAS. He graduated from Paris II Assas University in Public Law.



SIMON Toby
President of Synergia Foundation.

He has also been an advisor to several international organizations such as The World Health Organization and The European Union. He is a member of the International Council of the Belfer Centre of Science and Technology, John F. Kennedy School of Government, Harvard University. He holds an MBA from the Harvard Business School. He is currently pursuing his Ph.D. on International Security at the National Institute of Advanced Studies and is a Special Professor at the School of Management in the University of Nottingham.



SINGH Arun Kumar
Ambassador of India to France since 2013. Previously, he was Deputy Chief

of Mission at the Embassy of India, Washington D.C (2008-2013), Ambassador of India to Israel (2005-2008), Joint Secretary at the Ministry of External Affairs (2000-2005). He also served in the Indian Mission at Moscow as Counsellor-Minister (1997-2000) and as Counsellor at the Permanent Mission of India to the United Nations Office, New York (1993-1997). He joined the Indian Foreign Service in 1979. He graduated from Delhi University.



SMITH Fred
Founder and chairman of the Competitive Enterprise Institute (CEI) and Director of its Center for Advancing Capitalism.

He currently sits on the Institute Turgot. Formerly, he served as Director of Government Relations at the Council for a Competitive

Economy, as a senior economist at the Association of American Railroads and as a senior policy analyst at the Environmental Protection Agency. He regularly takes part in U.S. television and radio programs and is the author of numerous publications. He holds a B.S. degree in Theoretical Mathematics and Political Science from Tulane University.



STADTLER Walter
Member of the Atlantic Council of the United States.

As a career officer in the United States Foreign Service for 35 years, Ambassador Stadler was assigned to the United Kingdom, Germany, South Africa, Ethiopia, Sweden and Benin. He served as Advisor to the US Secretary of Defense, European Advisor to the US Mission to the United Nations, Vice President of National Defense University in Washington, DC, and as an advisor to the leaders of the Baltic Republics on developing their post-Cold War policies. From 2008 – 2010, he was President and CEO of the National Defense University Foundation. A graduate of Fordham University in Classics, he pursued graduate studies at Columbia University and also studied at the Sorbonne and the University of Perugia in Italy. He is interested in political-military affairs as well as development issues such as the provision of clean water and micro-enterprise capacity building.



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.



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.



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 de Strasbourg, France.



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.



TERTRAIS Bruno

Senior Research Fellow at the Fondation pour la Recherche Stratégique (FRS). He is a member of the Inter-

national Institute for Strategic Studies (IISS), an associate editor of Survival and a member of the edito-

rial board of the Washington Quarterly. In 1993, he joined the Policy Division of the French Ministry of Defense. He was a Visiting Fellow at the RAND Corporation (1995-1996) and Director of the Civilian Affairs Committee, NATO Assembly (1990-1992). He graduated from the Institut d'études politiques de Paris, the University of Paris (1985), and he holds a PhD from the Institut d'études politiques de Paris.



THIAM Tidjane
Group Chief Executive of Prudential plc since 2009. He joined Prudential as CFO in 2008. He started his career

with McKinsey & Company. He was Chief Executive and later Chairman of the National Bureau for Technical Studies and Development in Côte d'Ivoire (1994-1999). In 1998, he was appointed Secretary of Planning and Development. After the *coup d'état* in 1999, he went back to McKinsey and then joined Aviva, successively holding the positions of Group Strategy and Development Director, Managing Director of Aviva International, and finally Group Executive Director and Chief Executive Officer, Europe. He graduated from the École Polytechnique and the École des Mines de Paris. He holds a MBA from INSEAD. He is Chevalier of the Légion d'Honneur.



THIMANN Christian
Member of the Executive Committee of AXA as of 1/1/2014. He was Director General and Adviser to President

Mario Draghi at the European Central Bank (2011-2013) and Adviser to President Jean-Claude Trichet (2008-2011). He joined the ECB in 1998 from the International Monetary Fund, where he worked in the European Department and the Asia and Pacific Department since 1995. He graduated from the University of Bonn, the London School of Economics and the University of Munich.



THOMAS Yann

Founder, Elyseum Management. He

held the position of Managing Director at SGAM Alternative Investments (2003-2011). He also served as Global Head of Structured Solutions of Société Générale Private Banking (2001-2003). He graduated from HEC School of Management.



TIILIKAINEN Teija

Director of the Finnish Institute of International Affairs (FIIA). She

holds a Ph.D. in Political Science from Åbo Akademi University. Before, she was the Director of the Network of European Studies at the University of Helsinki (2003-2009). She has also served as Secretary of State at the Ministry for Foreign Affairs of Finland from 2007 to 2008. Dr Tiilikainen was the Special Representative of the Prime Minister of Finland in the Convention on the Future of Europe in 2002-2003. Currently, she is also Editor-in-Chief of *Ulkopolitiikka* – the Finnish Journal of Foreign Affairs.



TORKUNOV Anatoly

Russian diplomat, expert on Russian foreign policy and Asia-Pacific region. Rector of the Moscow State In-

stitute of International Relations (MGIMO-University), Ambassador Extraordinary and Plenipotentiary, Full Member of the Russian Academy of Sciences. Professor Torkunov holds positions of the Chairman of the UN Association of Russia; President of the Russian International Studies Association. Since 2007, he is Co-Chairman of Russian-Polish Group on Difficult Matters



TOURAINÉ Agnès

CEO of Act III Consultants, a man-

agement 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.

He is presently 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.



VAN DER HOEVEN

Maria

Executive Director, International Energy Agency.

She has served as Executive Director of the International Energy Agency (IEA) since September 2011. She has steered the IEA during a period of exceptional change in the global energy landscape, and is taking the initiative to address the challenges of global energy governance. Her priorities include building and formalising cooperation with the major emerging energy players of the 21st century, and also expanding energy access. She was formerly Minister of Economic Affairs of the Netherlands.



VÉDRINE Hubert

Founder of Hubert Védrine Conseil,

a public affairs consultancy that specializes in foreign, economic, and geopolitical affairs. He worked as a diplomatic Advisor, Spokesman, and Secretary-General with French President François Mitterrand (1981-1995). He also served as Minister of Foreign Affairs from 1997 to 2002 under the cohabitation government of President Jacques Chirac and Prime Minister Lionel Jospin. In 2004, he was appointed as an Independent Director at LVMH. From 2005 to 2007, he was a member of the High Level Group for an "Alliance of Civilizations" of Kofi Annan. He graduated from the Institut d'études politiques de Paris and the Ecole nationale d'administration (ENA).



VERCAUTEREN DRUBBEL Patrick

Ambassador of the Kingdom of Belgium to France and Monaco since

2011. He started his career in the Ministry for Foreign Affairs in 1981. He was, among others, Ambassador of Belgium to Morocco, Mauritania and Cape Verde (2005-2009) and to Luxembourg (2000-2002). He also served as Head of the Office of the Minister for Foreign Affairs (1999-2000). He was Representative for Belgium to NATO (1991-1995). In 2012, he gave lectures at the Ecole nationale d'administration (ENA) in Paris on the future of diplomacy. He graduated in Law and Notarial Studies.



VERET Almaric

CEO of Pronutri and Activa laboratories.

He turned Pronutri into a multi-million dollar company, bringing it to a new level and making it one of the major players on the market of health dietary supplements. He extended the scope of Pronutri with international subsidiaries in Europe, the USA and ASIA, making Nutripuncture™ a worldwide brand. He created in 1999 the Activa Laboratories with the objective to establish a new and innovative set of technologies

in the world of health dietary supplements. He graduated from the Dauphine University (Paris, France) with a major in finance and marketing.



WAT François
Senior Partner, Co-Head of Global
Equity Advisory, Rothschild Paris
since 2008.

Before joining Rothschild, 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.



WEIZSÄCKER
(VON) Ernst Ulrich
Co-president of the International
Resource Panel and co-president of
the Club of Rome.

He served as Dean of the Donald Bren School of Environmental Science and Management, University of California. He chaired the University of Kassel before serving as Director at the UN Centre for Science and Technology in New York. He was Director of the Institute for European Environment Policy in Bonn, Paris and London (1984-1991), Founder and President of the Institute for Climate, Environment and Energy in Wuppertal, Germany (1991-2000), member of the German Parliament (1998-2005). He graduated from the University of Freiburg, with a PhD in biology.



WEYMULLER Bruno
Member, Total Professeurs Associés,
Director of Déinove and member of
the board of directors of the Eco-
nomic Institute Research 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.



WOLFENSOHN
James
Chairman & CEO of Wolfensohn &
Company.

He was President of the World Bank and of the International Finance Cooperation (1995-2005). Then, he served as Special Envoy for Gaza Disengagement (2005-2006). In 2012, he resigned as Chairman of the International Advisory Board of Citigroup, but continues to advise institutions and officials. He was Chairman of the former Wolfensohn Center for Development, a research initiative focused on global poverty, at the Brookings Institution. He currently teaches internationally, recently wrapping up a course in global development at Yale University and preparing for teaching assignments at universities in China and Australia. He graduated from the University of Sydney and Harvard Business School.



YANG Jiemian
Chairman of the Council of Academic
Affairs, Shanghai Institute for Inter-
national Studies (SIIS).

He is also a guest professor at the PLA National Defense University, Fudan University, Shanghai International Studies University and Soochow University. His most recent book is *Grand Integration: Trends of Asian Economic Cooperation* (The Tianjin People's Press, Tianjin, 2007). He graduated from the Shanghai Teachers' University, the Shanghai Institute for International Studies (SIIS) and the Fletcher School of Law & Diplomacy. He holds a Ph.D. from the Shanghai International Studies University.



YASSEEN Fareed
Ambassador of the Republic of Iraq to France.

He has worked and consulted 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.



YIM Sung-joon
Senior Advisor at Lee International IP & Law Group.

Previously, he held the position of President of the Korea Foundation (2007-2010). He joined the Ministry of Foreign Affairs in 1974 and served, among others, as Korean Ambassador to Canada (2004-2007) and Egypt (1996-1999). In 2001, he was Deputy Minister for Foreign Affairs and in 2002, he was appointed as the National Security Advisor to President Kim Dae-jung. He currently co-chairs the Korea-Canada Forum. He graduated from Seoul National University, Oxford University and Keio University.



YEOH Michael
Founder & CEO of the Asian Strategy and Leadership Institute (ASLI), a leading independent 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 appointed by the Prime Minister of Malaysia to be a Commissioner in Malaysia's Competition Commission and Malaysia's Representative with Ambassadorial Status to the Asean High Level Task Force established by the Asean Heads of Governments at the Asean Summit. 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.



YU Myung-Hwan
Presidential Envoy of the Republic of Korea.

He is a senior adviser of Kim & Chang Law Office and also teaches at Sejong University as a chair professor. He served as Minister of Foreign Affairs and Trade (2008-2010). He started his foreign service in Japan in 1976 and returned as Ambassador to Japan in 2007. He also served as Ambassador to the State of Israel in 2002 and then to the Philippines in 2004. He graduated from Seoul National University and the Hague Institute for Social Sciences.



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.

In June 2013, he was elected President of the All-Russian Insurance Association. 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.



ZARIF

Mohammad Javad
Minister of Foreign Affairs of the Islamic Republic of Iran. He was

professor of human rights, international law and multilateral diplomacy at the University of Tehran. He served as Vice President for international affairs at the Islamic Azad University. He has served on the board of editors of a number of scholarly journals, including the *Iranian Journal of International Affairs* and *Iranian Foreign Policy*. He served as Deputy Minister for Legal and International Affairs (1992-2002) and as Iran's Permanent Representative to the United Nations (2002-2007). He holds a PhD from the Graduate School of International Studies, University of Denver, USA.



ZOUNGRANA

Mahama
Minister of Agriculture and Food Security of Burkina Faso since 2013.

He participated in numerous evaluation missions and meetings organized by various regional organizations and international organizations. He has a deep knowledge and understanding of the West African rural development and food security situation. In Burkina Faso, he worked as the Managing Director of the forecasting and statistics division of the Ministry of Agriculture. He graduated from the Rural Development Institute of Ouagadougou and the African Centre for Advanced Management Studies (CESAG) in Dakar.



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".



ZINSOU Marie-Cécile

Marie-Cécile Zinsou was born in 1982; she is the President of the Zinsou Foundation that she founded in June 2005 in Benin. The Zinsou Foundation aims to promote contemporary Art in Africa and leads cultural, educational and social actions as well as a microfinance program. So far the foundation has hosted 24 exhibitions and has received 3.000.000 visitors.



An aerial photograph of a city, likely Cannes, France, featuring a large, ornate conference venue with a green roof and classical architectural details. The image is split vertically: the left side shows the original color photo, while the right side is a dark blue-tinted version of the same scene. The text is overlaid on the right side.

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MONACO, UNE DESTINATION D'EXCEPTION

La Principauté de Monaco, située à l'extrême sud-est de la France, s'étend sur un territoire de 2 km² le long de la Mer Méditerranée, au pied des Alpes méridionales. Son climat tempéré particulièrement doux et un ensoleillement de plus de 300 jours par an, en font une terre d'accueil par vocation.

En effet, la Principauté de Monaco est le symbole de l'art de vivre et de l'accueil et s'est engagée dans une démarche d'excellence en matière d'hôtellerie et de congrès. Monaco s'affiche comme un lieu idéal pour un accueil de référence aussi bien en matière de tourisme individuel que de manifestations de tourisme d'affaires à caractère international, et propose une infrastructure d'hôtels qui recouvre toute la gamme de prestations adaptées aux différents besoins.



MONACO, AN EXCEPTIONAL DESTINATION

The Principality of Monaco, situated in the extreme south-east of France, extends over a territory of 2 km² (0.77 square miles) by the Mediterranean Sea, at the foot of the southern Alps. Its particularly mild climate and more than 300 days of sunshine each year make it a naturally welcoming country.

The Principality of Monaco is synonymous with stylish living and a warm welcome and is committed to a policy of excellence in the hotel trade and congresses. Monaco is ideally placed to offer a high quality welcome with regard to both -individual tourism and international business tourism, and has a hotel infrastructure that covers a wide range of services, which are adapted to suit various needs.





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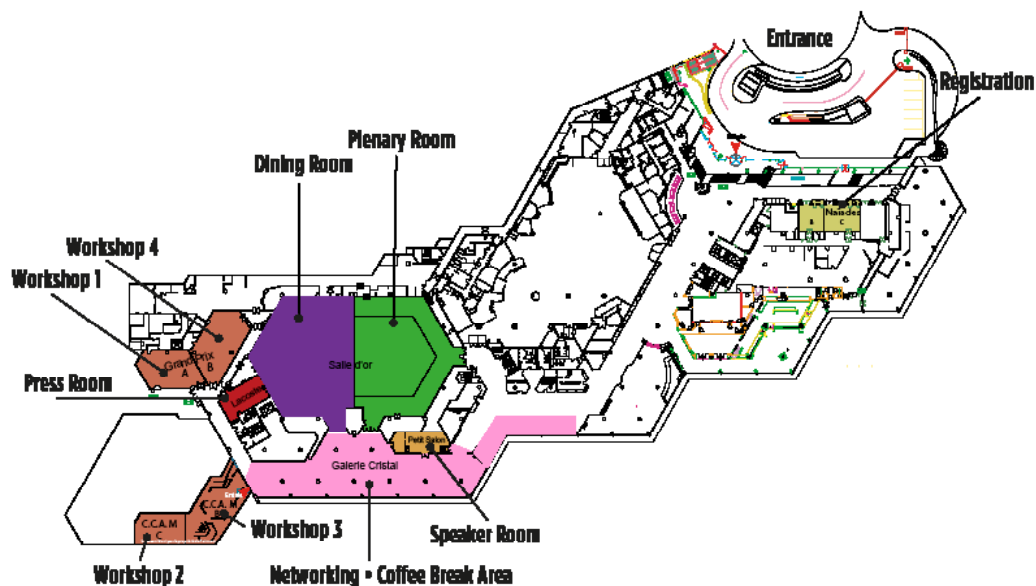
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PRINCIPAUTÉ DE MONACO
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La Principauté de Monaco est un État souverain et indépendant en bordure de la mer Méditerranée, avec un territoire de 2km² et une population de 36.136 habitants au 31 décembre 2012 dont 8.675 Monégasques.

Le régime politique et institutionnel de la Principauté est régi par la Constitution du 17 décembre 1962, modifiée, loi fondamentale de l'État, qui définit la nature du Gouvernement, l'organisation des pouvoirs publics et leurs rapports.

La Principauté est une monarchie héréditaire et constitutionnelle qui affirme la primauté du droit sur toutes les institutions.

Le Gouvernement est exercé sous la haute autorité de S.A.S. le Prince Souverain Albert II.

Il est composé du Ministre d'État et de cinq Conseillers de Gouvernement à la tête chacun d'un Département (Intérieur ; Relations Extérieures ; Équipement, Environnement et Urbanisme ; Finances et Économie ; Affaires sociales et Santé). Le gouvernement a pour mission d'assurer l'exécution des lois, le fonctionnement des services publics et le maintien de l'ordre public.

Le pouvoir législatif est exercé par le Prince et le Conseil National (Assemblée élue de 24 membres) et le pouvoir judiciaire est indépendant.

Le modèle socio-économique de Monaco repose sur une absence de dette, sur un budget à l'équilibre voire excédentaire selon la feuille de route fixée par S.A.S. le Prince Souverain Albert II et un fonds de réserve constitutionnel avec des liquidités importantes.

Pour l'année 2011, le Produit Intérieur Brut en valeur (prix courants) a été de 4,37 milliards d'euros contre 4,04 milliards en 2010 avec un taux de croissance, calculé sur le PIB corrigé de l'effet inflation qui est de +6,6%.

L'économie de Monaco est basée sur un système « onshore » avec plus de 4.000 entreprises, réparties dans des secteurs aussi divers que le commerce de gros, l'industrie, le tourisme ou la finance qui y sont installées.

Pour répondre aux besoins en ressources humaines de ces activités, Monaco compte 49.605 salariés dont 40.000 soit 85% se rendent tous les jours en Principauté de France et d'Italie.

The Principality of Monaco is an independent Sovereign State bordering the Mediterranean Sea, with a territory of 2km² and a population of 36,136 as at 31 December 2012, of which 8,675 are Monegasque nationals.

The Principality's political and institutional system is governed by the Constitution of 17 December 1962 (*amended*), the fundamental law of the State, which defines the type of Government, the organisation of the public authorities and their relationship.

The Principality is a hereditary and constitutional monarchy, which asserts the rule of law over all institutions.

The Government operates under the high authority of H.S.H. the Sovereign Prince.

It is comprised of the Minister of State and five Government Ministers, each of whom heads a Ministry (*the Ministries of Interior; Foreign Affairs; Public Works, the Environment and Urban Development; Finance and Economy; and Health and Social Affairs.*) The Government's mission is to enforce the law, oversee the running of public services and maintain public order.

Legislative power is exercised by the Prince and the National Council (*an elected Assembly of 24 members*) with an independent judiciary.

Monaco's socio-economic model is based on the absence of debt and a balanced budget or budgetary surplus in line with the road map set out by H.S.H. the Sovereign Prince Albert II, plus a large constitutional reserve fund.

For 2011, the nominal Gross Domestic Product (*current rates*) was 4.37 billion euros as against 4.04 billion in 2010 with a growth rate calculated on the GDP adjusted for the effect of inflation, which is +6.6%.

Monaco's economy is based on an "onshore" system with more than 4,000 businesses, spread over a wide range of sectors, including wholesaling, industry, tourism and finance, which are all established there.

Monaco has a workforce of 49,605 to meet the human resources requirements of these activities, 40,000 of whom, i.e. 85%, commute to the Principality every day from France and Italy.



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EFG International, dont le siège est à Zurich, est un groupe mondial de private banking offrant des services de banque privée et de gestion d'actifs. Les établissements de private banking du Groupe EFG opèrent actuellement sur trente sites dans le monde entier et emploient quelque 2 000 personnes. Les actions nominatives EFG International (EFGN) sont cotées à la Bourse suisse (SIX Swiss Exchange).

A Monaco, EFG est représenté par EFG Bank (Monaco), un prestataire de services bancaires et de gestion de fortune destinés aux clients privés et institutionnels. Cet établissement a consolidé sa position sur le marché local avec l'acquisition en 2006 de la Banque Monégasque de Gestion. Ses Client Relationship Officers développent une relation étroite avec leurs clients et élaborent les solutions les mieux à même de répondre à leurs besoins sur le plan local, tout en tirant parti des ressources d'EFG sur le plan mondial.

EFG International is a global private banking group offering private banking and asset management services, headquartered in Zurich. EFG's group of private banking businesses operates in 30 locations worldwide, with circa 2,000 employees. Its registered shares (EFGN) are listed on the SIX Swiss Exchange.

In Monaco, EFG is represented by EFG Bank (Monaco), a provider of banking and wealth management services to private and institutional clients. The business consolidated its position in the local market with the acquisition in 2006 of Banque Monégasque de Gestion. Its Client Relationship Officers build strong relationships with clients, crafting solutions that best fit their local requirements, augmented by the global resources of EFG.



www.efginternational.com



Photos: EFG Sailing Arabia – The Tour by Lloyd Images.

www.efginternational.com
www.efgsailing.com





Créé en 1920, le Groupe OCP est un leader mondial de la production et de l'exportation de la roche de phosphate, d'engrais phosphatés et de produits dérivés. Ces produits sont une pièce maitresse de la sécurité alimentaire et de la productivité agricole à l'échelle globale, non seulement en raison des nutriments vitaux qu'ils apportent aux cultures agricoles, mais aussi du fait qu'ils contribuent à reconstituer les sols dégradés.

L'OCP, compagnie Marocaine d'envergure mondiale, est au service de plus de 130 clients, au travers desquels elle soutient les agriculteurs aux quatre coins du monde.

Grâce à ses réserves de phosphate, les plus importantes au monde (essentiellement situées dans le bassin de Khouribga, au centre du Maroc), mais aussi grâce à ses unités de production industrielles et chimiques, et enfin grâce à ses capacités de recherche et développement de pointe, l'OCP est en mesure de répondre de façon innovante et compétitive à la demande mondiale en constante croissance, en proposant une gamme toujours plus complète d'engrais phosphatés adaptés aux spécificités des sols, à la diversité des cultures ainsi qu'aux différentes pratiques agricoles de par le monde.

L'OCP s'engage aussi dans des partenariats de plus en plus nombreux sous forme de joint-ventures - aussi bien dans le secteur des engrais à proprement dit, que dans des secteurs tels l'ingénierie et le Project-Management - et ce, avec des partenaires Indiens, Pakistanais, Américains, Allemands et Belges.

La contribution substantielle de l'OCP au développement économique et social du Maroc fait écho à son engagement au niveau régional et international en tant qu'entreprise citoyenne. Ceci est particulièrement vrai sur le continent Africain où, hormis le fait de renforcer significativement sa présence commerciale, l'OCP promeut activement le développement de l'agriculture, en mettant l'accent sur l'accompagnement des petits exploitants agricoles. Cet engagement est au centre de la Global Food Security Initiative, projet OCP, articulé autour de la promotion de l'innovation et de l'investissement dans le secteur agricole en Afrique et au-delà. En parallèle, la Fondation OCP appui les projets visant à adapter et à diffuser les meilleures pratiques agricoles, pour le bénéfice de tous.

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 150 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 world-wide.

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, 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.



www.ocpgroup.ma



L'énergie a une incidence cruciale sur le développement des pays et de leurs populations. Partout où elle est disponible, l'énergie crée une dynamique de progrès qui, pour être maintenue à l'avenir, nécessitera une évolution des usages et des comportements.

C'est dans ce contexte que *Total* inscrit son action. Présent dans plus de 130 pays, *Total* est l'une des premières compagnies pétrolières internationales, ainsi qu'un acteur majeur du gaz, du raffinage et de la pétrochimie. Forts de leur expertise reconnue, ses 97 000 collaborateurs découvrent, produisent et transforment des hydrocarbures pour fournir des produits et services à ses clients partout dans le monde. Pour élargir son offre, *Total* développe également des énergies complémentaires aux hydrocarbures : dès aujourd'hui le solaire et demain, la biomasse. Entreprise responsable, Total met tout en œuvre pour que ses activités soient toujours accompagnées d'effets positifs dans les domaines économiques, sociaux et environnementaux.

Energy has a critical impact on economic development and standards of living. Wherever it is available, energy is helping to drive progress, but sustainability will require changes in the way that it is used and managed.

This is the environment in which we conduct our business. With operations in more than 130 countries, Total is a top-tier international oil company and a world-class natural gas operator, refiner and petrochemical producer. Our 97,000 employees leverage their acknowledged expertise to discover, produce, refine and convert oil and gas to provide products and services for customers worldwide. We are also broadening our offering by developing energies that can partner oil and gas — today, solar energy and tomorrow, biomass. As a responsible corporate citizen, we focus on ensuring that our operations consistently deliver economic, social and environmental benefits.



www.total.com

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A UNIQUE ARTISTIC ENCOUNTER BETWEEN TRADITION AND MODERNITY
UNE RENCONTRE ARTISTIQUE INÉDITE MÊLANT TRADITION ET MODERNITÉ



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EADS - Façonne l'avenir de l'aérospatial et de la défense

EADS est un leader mondial des secteurs de l'aéronautique, de l'espace, de la défense et des services associés. Le Groupe comprend **Airbus**, une référence mondiale pour les avions commerciaux et militaires d'avant-garde, y compris les avions de ravitaillement, de transport et de mission développés par Airbus Military.

Astrium, numéro un européen de l'industrie spatiale et troisième fournisseur au monde de systèmes spatiaux, est présent sur tous les segments du marché spatial, des systèmes spatiaux à grande échelle aux services satellitaires.

Cassidian, leader mondial des solutions de sécurité ultramodernes pour les forces armées et de protection civile du monde entier, fait également d'EADS l'un des principaux partenaires du consortium Eurofighter et du missile MBDA.

Eurocopter est le plus grand hélicoptériste du monde dans le secteur civil et offre la plus large gamme d'hélicoptères civils et militaires au monde.

EADS vise à développer ses programmes clés de manière à poursuivre sa lancée vers une croissance bénéficiaire. Pour avoir accès à de nouveaux marchés ainsi qu'à de nouvelles ressources technologiques, le Groupe accroit sa présence internationale tout en restant fidèle à ses pays d'origine européens.

En 2000, EADS est né de l'union entre le groupe français Aérospatiale-Matra, l'allemand Daimler-Chrysler Aerospace AG et l'espagnol CASA.

Aujourd'hui, EADS est le plus bel exemple d'entreprise prospère résolument européenne. Avec plus de 1000 milliards de commandes cumulées depuis 2000, EADS a plus que quadruplé son carnet de commandes à 567 milliards d'euros.

En 2012, le Groupe a plus que doublé son chiffre d'affaires en passant de 24,2 milliards d'euros en 2000 à 56,5 milliards d'euros en 2012.

Depuis le 2 avril 2013, Denis Ranque est le Président du Conseil d'administration, et, depuis le 1 juin 2012, Tom Enders est le Président exécutif (CEO) d'EADS.

EADS – Shaping the Future of Aerospace and Defence

EADS is a global leader in aerospace, defence and related services. The Group includes **Airbus** as a leading global manufacturer of highly innovative commercial and military aircraft, with Airbus Military responsible for tanker, transport and mission aircraft. **Astrium**, the European leader in space programmes and the third largest space provider worldwide, engages in all space activities from large-scale space systems to satellite services. **Cassidian**, a worldwide leader in state-of-the-art solutions for armed forces and civil security, also makes EADS the major partner in the Eurofighter consortium and a stakeholder in the missile systems provider MBDA. Offering the widest range of civil and military helicopters in the world, **Euro-copter** is the leading helicopter manufacturer in the civil sector.

EADS strives to expand its key programmes to pave the way for further profitable growth. To gain access to new markets and technology resources, the Group is expanding its international footprint but remains strongly committed to its home countries within Europe.

EADS was created in 2000 through the merger of DaimlerChrysler Aerospace AG in Germany, Aérospatiale Matra in France, and CASA in Spain. The Group is the best practical example of a truly successful industrial European company today. With cumulative orders worth €1,055 billion since 2000, EADS' order book had more than quadrupled to €614.3 billion by the end of March 2013. In 2012, it had revenues of €56.5 billion, more than double the €24.2 billion generated in 2000.

Denis Ranque is Chairman of the Board of Directors as of April 2nd, 2013 and Tom Enders is Chief Executive Officer (CEO) of EADS as of June 1st, 2012.



www.eads.com



Le groupe Capgemini

Fort de plus de 130 000 collaborateurs et présent dans 44 pays, Capgemini est l'un des leaders mondiaux du conseil, des services informatiques et de l'infogérance. Le Groupe a réalisé en 2012 un chiffre d'affaires de 10,3 milliards d'euros. Avec ses clients, Capgemini conçoit et met en œuvre les solutions business et technologiques qui correspondent à leurs besoins et leur apporte les résultats auxquels ils aspirent. Profondément multiculturel, Capgemini revendique un style de travail qui lui est propre, la « Collaborative Business Experience™ », et s'appuie sur un mode de production mondialisé, le « Rightshore® ».

Depuis la création du Groupe en 1967, notre culture et nos pratiques commerciales ont été inspirées et guidées par sept Valeurs fondamentales. Ce sont les principes directeurs qui animent Capgemini en tant que Groupe mais aussi en tant qu'individus. Bien plus que de simples règles de conduite, ces valeurs sont au cœur de notre démarche d'entreprise éthique et responsable. Véritable « ADN » du Groupe, elles sont le garant de la réputation de l'ensemble Capgemini : l'Honnêteté, l'Audace, la Confiance, la Liberté, la Solidarité, la Modestie et le Plaisir.

QUATRE GRANDS MÉTIERS

- Le conseil
- L'intégration de systèmes
- Les Services informatiques de proximité (Sogeti)
- L'infogérance

SIX SECTEURS D'ACTIVITÉ

- Le secteur public
- Le Secteur « Énergie, Utilities et Chimie »
- Les services financiers
- Le secteur « Industrie »
- Le secteur « Commerce, Distribution et Transport »
- Le secteur « Télécommunications, Médias et Divertissement »

LES LIGNES DE SERVICES MONDIALES

Business Information Management (BIM) : gestion optimisée des informations de l'entreprise, tout au long de leur cycle de vie, et exploitation du potentiel de valeur qu'elles représentent,

Testing Services : industrialisation et expertise conjuguée de Capgemini et de Sogeti en matière de tests et d'assurance qualité des logiciels, notamment pour les applications mobiles et sociales,

Services de mobilité, ligne créée en 2012 pour couvrir tous les aspects de la mobilité.

SkySight : Développée avec Microsoft, SkySight permet à ses utilisateurs, du plus grand au plus petit, d'accéder à des solutions en mode cloud grâce à un service d'orchestration de logiciels développé par Capgemini.

Capgemini group

With more than 130,000 people in 44 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2012 global revenues of EUR 10.3 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Since the creation of the Group in 1967, Capgemini's culture and business practices have been inspired and guided by seven core values. These principles drive Capgemini as a Group and also as individuals. More than just rules of behavior, these values are at the heart of Capgemini's approach as an ethical and responsible company. A fundamental part of the Group's DNA, they are the guarantor of Capgemini's reputation: Honesty, Boldness, Trust, Freedom, Solidarity, Modesty and Fun.

FOUR MAJOR BUSINESSES

- Consulting Services (Capgemini Consulting)
- Technology Services (TS)
- Local Professional Services (SOGETI)
- Outsourcing Services (OS)

SIX SECTORS OF ACTIVITY

- The public sector
- The energy, utilities and chemicals sector
- Financial services
- The manufacturing sector
- The consumer products, retail, distribution and transportation sector
- The telecommunications, media and entertainment sector

FOUR GLOBAL SERVICES LINES

Business Information Management (BIM): optimizing the way a company's data is managed throughout its life cycle and exploiting its potential value to the full,

Testing Services: bringing together the industrialized approach and expertise of Capgemini and Sogeti to provide software testing and quality assurance services, with the emphasis on mobile and social applications,

Mobility Services: Introduced in 2012 to cover every aspect of mobility.

SkySight: Developed with support from Microsoft Corp., SkySight enables a wide variety of enterprises from multi-nationals to SMEs to integrate, configure, provision and manage cloud-based application workloads using a Capgemini-developed orchestration service.



www.capgemini.com



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 et un Prix Latsis National. 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. La Fondation Latsis Internationale est associé 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 de l'assistance sociale.

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



www.latsis-foundation.org



Leader mondial des matériaux de construction et acteur majeur dans les activités ciment, granulats et béton, nous contribuons à la construction des villes dans le monde entier avec des solutions innovantes pour les rendre plus accueillantes, plus compactes, plus durables, plus belles et mieux connectées. Présent dans 64 pays, le Groupe compte 65 000 collaborateurs et réalise un chiffre d'affaires de 15,8 milliards d'euros.

World leader in building materials and a major player in the cement, aggregates and concrete industries, we contribute to the construction of cities throughout the world. Our innovative solutions provide cities with more compact, more durable, more beautiful and better connected. The Group operates in 64 countries and employs 65,000 people. It generates annual sales of €15.8 billion.



www.lafarge.com

réinventons / notre métier



Présents dans 57 pays, les 160 000 collaborateurs d'AXA s'engagent aux côtés de 102 millions de clients. Nos expertises s'expriment à travers une offre de produits et de services adaptés à chaque client dans trois grands domaines d'activité : l'assurance dommages, l'assurance vie et la gestion d'actifs. Notre stratégie et notre modèle opérationnel sont bâtis sur des positions solides dans les marchés sur lesquels nous opérons, un modèle de multidistribution qui laisse au client le choix quant à la manière d'accéder à nos produits et services, et une expertise reconnue dans la gestion des risques, garante de notre solidité financière et du respect de nos engagements. Nos équipes s'engagent à respecter trois attitudes clés pour servir nos clients et établir une relation de confiance sur le long terme : disponible, attentionné et fiable. Enfin, et parce que la protection des personnes sur le long terme est notre métier, nous pensons que nous avons la responsabilité d'utiliser nos compétences, nos moyens et nos expertises en matière de gestion des risques pour contribuer à créer une société solide et sûre, comme nous le faisons par exemple avec le Fonds AXA pour la Recherche.

Present in 57 countries, the 160,000 employees and distributors of AXA are committed to serving 102 million clients. Our areas of expertise are reflected in a range of products and services adapted to the needs of each client in three major business lines: property-casualty insurance, life & savings, and asset management. Our strategy and our business model are based on solid positions in the markets in which we do business, our multi-channel distribution model, which allows customers to decide how they want to access our products and services, and our recognized risk management expertise, which guarantees our financial strength and our ability to keep promises. Our three core attitudes - available, attentive and reliable - guide all of our employees to serve our clients better and establish long-term relationships based on trust. And as a company whose business is to protect people over the long term, we think that we have a responsibility to use our skills, resources and risk expertise to build a stronger and safer society. This is, for example, what we do through the AXA Research Fund.



www.axa.fr



Depuis 13 ans, le Groupe Grampet s'est établi comme le plus important groupe de transport ferroviaire de fret du Sud Est de l'Europe ainsi que d'Europe Centrale. Présent dans neuf pays, la compagnie roumaine compte aujourd'hui 9.000 employés, gère une flotte de 17.000 wagons et près de 500 locomotives. En treize ans, le Groupe Grampet a réussi à développer un « couloir de fer » traversant l'Europe d'Est en Ouest, reliant la Mer du Nord à la Mer Noire et la Mer Adriatique par transport ferroviaire. Fort de ses trois importantes entreprises de transport ferroviaires situées en Roumanie, Hongrie et Bulgarie, ainsi que de ses nombreuses industries et installations en Roumanie et Hongrie, le Groupe Grampet offre un panel complet de services, du transbordement de transport ferroviaire à la fabrication, réparation et développement du matériel roulant.

Le Groupe Grampet et sa principale entreprise de transport ferroviaire, Grup Feroviar Roman, ont continué à développer leur rôle européen et régional, notamment par leur implication dans quatre processus de privatisation internationaux des entreprises nationales de transport ferroviaire en Roumanie, Croatie, Grèce et Bulgarie. Le Groupe Grampet est aujourd'hui dirigé par Gruia Stoica, un homme d'affaire roumain dynamique et ambitieux.

Grampet Group has established itself in the last 13 years as the largest rail freight transport group in Central and South Eastern Europe.

The Romanian-based company currently operates in nine countries, with 9.000 employees, while managing a fleet of roughly 17.000 freight coaches and close to 500 locomotives. Within 13 years, Grampet Group has managed to develop an "iron corridor" that traverses Europe from West to East, connecting via rail freight transportation, the North Sea with the Black Sea and the Adriatic Sea.

With its three large rail freight transport companies in Romania, Hungary and Bulgaria, and its numerous factories and facilities in Romania and Hungary, Grampet Group has the ability to offer a complete range of services from rail freight transshipment, to manufacturing, repair and rolling stock development. Grampet Group and its main rail freight transport company, Grup Feroviar Roman, has continued to develop its regional and European role, having been involved in four major international privatization processes for the national rail freight transport companies in Romania, Croatia, Greece and Bulgaria. Grampet Group is run by Mr. Gruia Stoica, a dynamic and ambitious Romanian business man.



www.grampet.ro



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, Datsun* et *Infiniti*) et emploient près de 285 000 personnes.

En 2012, le *Groupe Renault* et le *Groupe Nissan* ont vendu 8,1 million de véhicules, faisant de l'Alliance le 4^e plus grand constructeur mondial. Depuis sa création, il y a maintenant 14 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 about 285,000 employees and five major brands: *Renault, Nissan, Renault Samsung Motors, Dacia, Lada, Datsun* and *Infiniti*.

They sold 8.1 million cars in 2012, making the Alliance the world's fourth largest automotive group. Since its founding 14 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.



www.renault.com

POONGSAN

Fondée en 1968, Poongsan Group est aujourd'hui la plus grande entreprise coréenne de fabrication de cuivre et de produits en cuivre allié. Elle occupe une position majeure au sein d'un large éventail de secteurs industriels, de l'industrie lourde jusqu'au secteur high-tech avec l'électronique et les semi-conducteurs. Sa gamme de produits inclut un large spectre de cuivre et de produits en cuivre allié tels que des feuilles, des bandes, des tuyaux, des tringles, des barres, des fils, des outils de forgeage de précision ainsi que des munitions, tant pour un usage militaire que sportif. Poongsan est également le premier fournisseur mondial de pièces de monnaie vierges. Partout dans le monde, des gouvernements confient à Poongsan le soin de leur fournir des matériaux de grande qualité afin de battre monnaie. L'entreprise exploite un lieu de production de cuivre, des usines d'armement et travaille avec des partenaires locaux en Corée. Par ailleurs, Poongsan détient neuf filiales à l'étranger, la plus importante d'entre elles étant PMX Industries, Inc. située aux Etats-Unis.

Founded in 1968, and now Korea's largest manufacturer of fabricated copper and copper alloy products, Poongsan Group plays a crucial role in a wide range of industrial sectors, from heavy industry to high-tech areas such as electronics and semiconductors. The product line includes a broad spectrum of copper and copper alloy products such as sheets, strips, pipes, tubes, rods, bars, wires, precision forging products, and ammunition for military and sporting use. Poongsan also enjoys the distinction of being the world's number one supplier of coin blanks. Governments around the world entrust the company with the task of providing the highest quality coin blanks to be used in minting their coins. Poongsan operates one brass mill, defense plants, and domestic affiliates in Korea. In addition, Poongsan has nine overseas subsidiaries with the largest of which is PMX Industries, Inc. in the USA.



www.poongsan.co.kr



Fondation
Zinsou

La Fondation Zinsou, première fondation privée au Bénin, tournée vers la culture et l'art contemporain africain a ouvert ses portes à Cotonou en juin 2005. La mise en valeur du patrimoine artistique africain, l'éducation, le développement et la réduction de la société sont au cœur du projet de la Fondation Zinsou.

The Zinsou foundation, the first private foundation in Benin, turned to the culture and the African contemporary art opened its doors in Cotonou in June, 2005. The development of the African artistic heritage, the education, the development and the reduction of the poverty are in the heart of the project of the Foundation Zinsou.



www.fondationzinsou.org



Au cours des 20 dernières années, la Banque d'Export-Import de Roumanie a été impliquée dans la promotion de l'activité des entreprises nationales. Aujourd'hui, la banque est une institution dont l'activité se concentre sur le financement de tous les types d'entreprises et pas seulement des entreprises exportatrices. La banque dispose d'un modèle d'affaires unique sur le marché roumain, un modèle qui associe les caractéristiques d'une banque commerciale tout en fonctionnant sous le nom et compte de l'Etat. EximBank dispose d'un portefeuille de solutions de financement, garanties et produits d'assurance qui répondent aux besoins de tout type d'entreprise.

EximBank has been actively involved for more than 20 years in granting assistance and promoting the Romanian business environment by providing support to local companies. The bank started as an export agency aimed at financing the activity of the national companies. Over the years, the objectives have changed and EximBank became an institution exclusively focused on corporate financing. The bank has a unique business model on the Romanian market that combines the features of a commercial bank while functioning under the state name and account. EximBank has a threefold portfolio consisting in financing, guarantees and insurance products addressing the needs of any type of company.



SN Nucleoelectrica est créée en 1998 afin de livrer de l'énergie propre et abordable aussi bien aux particuliers qu'aux industriels, en tant que producteur national d'énergie stratégique. Nucleoelectrica exploite aujourd'hui deux centrales nucléaires à Cernavoda NPP, d'une capacité de 706 MW chacune, ainsi qu'une usine de production de combustible nucléaire à Pitesti. Nucleoelectrica est le troisième producteur énergétique le plus important de Roumanie, couvrant 20% de la consommation nationale. En septembre 2013, Nucleoelectrica cote 10% de ses actions à la Bourse de Bucarest. Cette introduction en bourse fut la première en cinq ans et se solda par un succès au regard de son taux de souscription : 5.6% pour les personnes physiques et 2.3% pour les investisseurs institutionnels.



SN Nucleoelectrica SA was set up in 1998 as a strategic national energy producer able to deliver clean and affordable energy to both population and industrial consumers. Nucleoelectrica operates two nuclear units at Cernavoda NPP of 706 MW capacity each and a Nuclear Fuel Plant in Pitesti. Nucleoelectrica is the 3rd most important energy producer in the country, covering 20% of the national consumption. In September of this year, Nucleoelectrica has listed 10% of its shares on the Bucharest Stock Exchange Market. It was the first IPO in five years and it was a success as shown by the oversubscription rates: 5.6% for natural persons and 2.3% for institutional investors.





Alro est une filiale de Vimetco N.V., groupe international d'aluminium. Alro est le seul producteur d'aluminium primaire et semi fabriqué de la Roumanie et le plus grand producteur d'aluminium primaire de l'Europe Centrale ainsi que de l'Europe de l'Est. Sa capacité de production est de 265.000 tonnes par an. Alro fournit les marchés de l'Union européenne, des Etats Unis, et de l'Asie. L'entreprise est certifiée NADCAP et EN 9100 pour la production des produits pour l'industrie aérospatiale. Alro est enregistré au London Metals Exchange – LME.

Alro is a subsidiary of Vimetco N.V., a global, vertically-integrated primary and processed aluminium producer. Alro is one of the largest aluminium producer in Central and Eastern Europe measured by volume with an installed production capacity of 265,000 tonnes per year. The main markets for the aluminium manufactured by Alro are within the European Union. Alro also exports to the U.S. and Asia markets. Alro is ISO 9001 certified for quality management and has NADCAP, as well as EN 9100 certificates for aerospace production organizations. Alro products adhere to the quality standards for primary aluminium on the LME, as well as international standards for flat rolled products.



Fondé en 1984 et présent en France depuis 1996, APCO Worldwide est un réseau international indépendant de conseil en communication stratégique. Avec son siège basé à Washington, D.C, le groupe est implanté dans les principales métropoles d'Amérique, d'Europe, du Moyen-Orient, d'Afrique et d'Asie. Parmi les clients d'APCO figurent des entreprises, des associations professionnelles, des organisations à but non lucratif et des Etats. En France, les équipes d'APCO Worldwide s'appuient sur trois expertises métiers : les affaires publiques, la communication corporate et la communication de crise.

Founded in 1984, APCO Worldwide is an independent global communication, stakeholder engagement and business strategy firm with offices in more than 30 major cities throughout the world. We challenge conventional thinking and inspire movements to help our clients succeed in an ever-changing world. Stakeholders are at the core of all we do. We turn the insights that come from our deep stakeholder relationships into forward-looking, creative solutions that always push the boundaries. APCO clients include large multinational companies, trade associations, governments, NGOs and educational institutions. The firm is a majority women-owned business.







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.



www.annahar.com

Les Echos

Les Echos, journal et marque de référence, couvre toute l'information économique dans un souci constant d'exhaustivité et de qualité, quel que soit le support utilisé. Dans un contexte économique complexe et incertain, jamais les acteurs économiques n'ont eu autant besoin d'un média fiable, précis et innovant.

Les Echos is a leading newspaper and a reference brand which covers all the economic information in a constant completeness and quality, regardless of the medium used. In a complex and uncertain economic environment, economic actors need now more than ever a reliable, accurate and innovative media.

La rédaction des *Echos* est experte et unique. Elle se compose de 200 journalistes et est renforcée par 12 correspondants permanents à l'étranger et une cinquantaine de correspondants régionaux. Elle représente la vocation éditoriale d'excellence et d'expertise des *Echos* : pour une information économique efficace, qui aide à la prise de décision.

Les Echos newspaper has a unique and expert editorial team comprising 200 journalists, supported by twelve permanent correspondents abroad and a network of fifty regional correspondents. The editorial excellence and expertise of *Les Echos* provide the readers effective economic information, which helps in decision making.



www.lesechos.fr



EurActiv, le réseau de médias européens présent dans 15 capitales, publie des articles d'actualité gratuits sur l'UE et facilite les débats politiques européens pour les professionnels en 15 langues. Avec 3 millions de pages vues et 675 089 visiteurs uniques par mois, *EurActiv* est le premier média en ligne sur les affaires européennes. Nous nous adressons à 80 % de notre lectorat dans sa langue maternelle. *EurActiv* cible les décideurs politiques européens, les décideurs, les journalistes, les ONG et d'autres multiplicateurs d'opinion en Europe. *EurActiv* offre un point de rencontre où les utilisateurs peuvent comparer les points de vue des principaux acteurs, les documents sources originaux, les vidéos et les opinions étayées des plus grands blogueurs.

EurActiv, the European Media Network present in 15 capitals, publishes free EU news and facilitates EU policy debates for policy professionals in 15 languages. With 3 million page views and 675,089 'unique visitors' per month, *EurActiv* is the leading online media on EU affairs. We address 80% of our readers in their own language.

EurActiv targets EU policy and business stakeholders, journalists, NGOs and other multipliers across Europe. *EurActiv* provides a 'one-stop shop' where users can compare major stakeholder positions, original source documents, videos and informed opinion from guru bloggers.



www.euractiv.fr



www.euractiv.com



Euronews couvre l'actualité internationale 24h/24 partout dans le monde. Composée de 13 éditions et de 400 journalistes de plus de 30 nationalités, Euronews est un modèle unique d'analyse et de traitement de l'information. Chaîne TV lancée en 1993 et basée à Lyon en France, *Euronews* est aujourd'hui reçue par plus de 400 millions de foyers dans 155 pays et propose une multitude de modes de diffusion : tv connectée, internet, Smartphone, tablette... La chaîne leader en Europe atteint une audience quotidienne de 7,8 millions de téléspectateurs.

Euronews covers international news 24h/7 worldwide. Composed of 13 editions and 400 journalists from more than 30 countries, euronews is a unique model for analysis and information processing.

Euronews' international DNA:

independence, accuracy, no political agenda

Launched in 1993 and based in Lyon in France, Euronews is received by more than 400 million households in 155 countries through a variety of distribution terminals: TV, internet, Smartphone, tablet... and benefits from a daily audience of over 7.8 million viewers in Europe.



www.euronews.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.

 www.jeuneafrique.com

매일경제

MAEIL BUSINESS NEWSPAPER

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.

 news.mk.co.kr

L'Orient LE JOUR

L'Orient-Le Jour est le principal quotidien francophone du Proche-Orient. Né d'une fusion entre *L'Orient* et *Le Jour*, il fêtera en 2014 ses 90 ans et a couvert de ce fait, sans interruption, les grandes étapes de l'Histoire contemporaine du Liban et du P.O. Il est considéré comme une référence et un instrument de travail essentiel pour l'élite et la classe moyenne libanaise ainsi que pour les milieux d'affaires, les journalistes et universitaires étrangers, les diplomates, les responsables et décideurs politiques, au Liban et à l'étranger. Sa ligne éditoriale libérale défend les valeurs humanistes, les droits de l'Homme, ainsi que le pluralisme et la souveraineté du Liban.

L'Orient-Le Jour is the main Lebanese daily newspaper edited in French of the Middle East. Born of a merger between two daily newspapers, *L'Orient* and *Le Jour*, it will celebrate in 2014 its 90th anniversary and thus, it has covered, without interruption, the major steps of the contemporary history of Lebanon and the Middle East. It is regarded as a reference and an essential working tool for the Lebanese elite and middle class as well as for the business community, journalists and foreign scholars, diplomats, officials and policy makers, in Lebanon and abroad. Its editorial line is liberal ; it defends the humanist values, human rights, and the pluralism and sovereignty of Lebanon.



www.lorientlejour.com



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