

The background of the poster is a photograph of a grand, ornate archway in a Middle Eastern architectural style. The archway is made of light-colored stone or concrete, with intricate carvings and multiple levels of arches. A large, black, multi-tiered lantern hangs from the ceiling in the center of the archway. Through the archway, a bright blue sky is visible, with a tall palm tree and a white building with a dome in the distance. A fountain with several water jets is visible in the foreground, just beyond the archway. The overall color palette is warm, with shades of orange, yellow, and blue.

WORLD POLICY CONFERENCE

17th
edition

DECEMBER 13-15, 2024, ABU DHABI

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Message du président et fondateur

Alors que la WPC se réunit pour la quatrième fois à Abu-Dhabi, où en sommes-nous ?

Rien ne permet actuellement même d'entrevoir la fin du djihadisme et du terrorisme. Les derniers événements en Syrie viennent de nous le rappeler. Ce qui cependant retient le plus l'attention depuis notre dernière rencontre est la guerre qui s'est ouverte le 7 octobre 2023. Elle est maintenant largement entrée dans sa seconde année. On se trouve probablement face à une bifurcation, si par exemple Israël décidait d'annexer la Cisjordanie et d'intervenir en Iran sans ou peut être avec les Etats-Unis. Il est difficile de prévoir dans ce cas les conséquences qui pourraient en résulter dans la région et au-delà. Peut-on imaginer sérieusement une deuxième voie, dont le point de départ serait une ouverture d'Israël vers le retour du scénario des deux Etats (israélien et palestinien) qui avait émergé des accords d'Oslo de 1993 puis capoté à la suite de l'assassinat d'Yitzhak Rabin ? Ce second scénario aurait évidemment la faveur des pays arabes qui aspirent à la paix et à la prospérité. En tout état de cause, un pays jouera un rôle fondamental pour orienter le cours de l'histoire dans la région : l'Iran. Ces sujets seront abondamment discutés au cours de cette conférence.

Pour l'évolution de la guerre russo-ukrainienne aussi, on peut distinguer au moins deux grands scénarios. Selon le premier, un processus de négociations s'engagerait plus ou moins rapidement après l'installation du président Donald Trump à la Maison Blanche, dont la première étape permettrait d'aboutir à un cessez-le-feu préalable à l'établissement d'une paix consolidée dans la région, ouvrant potentiellement la voie à la reconstruction d'un système de sécurité européen. Quoiqu'il arrive, ce ne serait que le début d'un processus de longue durée et semé d'embûches. Selon le deuxième scénario, qu'on ne peut pas exclure, le conflit s'étendrait au niveau de l'OTAN, ce qui poserait clairement la question de l'utilisation de l'arme nucléaire. Peut-on faire confiance à la sagesse des principaux acteurs de ce drame pour juger qu'on n'en arrivera pas là ?

En ce qui concerne la rivalité entre les Etats-Unis et la Chine, tout suggère actuellement que ni les Chinois eux-mêmes, ni les Américains ne souhaitent prendre le risque d'une vraie guerre, même s'ils s'y préparent. Ce qui est certain, c'est qu'à moins d'une crise intérieure majeure en Chine actuellement difficilement

concevable, le régime communiste continuera de revendiquer l'appartenance de Taiwan à la RPC, comme il l'a toujours fait depuis son établissement en 1949. A cette fin, il joue et il jouera comme dans le jeu de go, notamment en investissant la mer de Chine orientale et méridionale. Les analystes américains sont conscients des effets dévastateurs pour le monde entier d'une vraie guerre entre les deux superpuissances. Concrètement, la confrontation entre les deux pays se concentre actuellement le plus visiblement sur les affaires technologiques et commerciales. Nous aurons aussi à en analyser les perspectives.

J'ajouterai un mot au sujet de l'Union européenne, dont l'affaiblissement est notoire depuis la chute de l'Union soviétique. Depuis sa naissance, elle est restée intimement liée aux Etats-Unis qui, de leur côté, ont toujours parlé des « institutions euro-atlantiques » comme constituant un tout. Il est vraisemblable qu'une nouvelle ère s'annonce avec le retour de Donald Trump, dont l'attention devrait se concentrer sur la Chine et sur l'économie. La protection américaine en Europe ne sera plus assurée dans les mêmes conditions. La nouvelle période qui s'ouvre sera décisive pour l'avenir de l'union transatlantique et donc celui de l'Union européenne elle-même. On dit, parfois à juste titre, que les grands chocs sont l'occasion des grands renouveaux. Nous sommes nombreux à l'espérer, car une Union européenne forte est dans l'intérêt de chacun de ses membres mais aussi, j'en suis convaincu, du monde entier. En raison de son histoire et de sa civilisation, cette union a en effet vocation à devenir un facteur équilibrant majeur pour l'avènement d'un nouveau système international plus favorable à la paix et à la prospérité.

Tels sont quelques-uns des thèmes majeurs pour la compréhension de l'état du monde, conjointement avec ceux qui tournent autour de l'économie et de la technologie. L'enjeu principal, aujourd'hui, est d'éviter tout dérapage vers une division du monde en blocs et une Troisième Guerre mondiale. Fidèle à sa mission, la WPC entend mettre en valeur la contribution des puissances moyennes pour préserver les chances d'une gouvernance mondiale adaptée au franchissement pacifique des obstacles auxquels nous devons faire face et au sauvetage des biens communs de la planète.

Thierry de Montbrial
Président fondateur de la WPC
Président fondateur de l'Ifr
Membre de l'Institut de France

Message from the Chairman and Founder

As the WPC convenes in Abu Dhabi for the fourth time, where do things stand?

At present, there is no end to jihadism and terrorism in sight. The latest events in Syria have just reminded us of that. What has captured the most attention since our last meeting, however, is the war that began on October 7, 2023, now well into its second year. We will probably face a bifurcation in the road if, for example, Israel decides to annex the West Bank and intervene in Iran without or perhaps with the United States. If that happens, it is hard to foresee what the consequences might be in the region and beyond. Can a second way be seriously imagined, one whose starting point would be Israel's openness to the two-State solution that emerged from the 1993 Oslo accords before collapsing after Yitzhak Rabin's assassination? The second way would obviously have the support of Arab countries aspiring to peace and prosperity. In any case, the only certainty is that one country will play a key role in shaping the course of the region's history: Iran. These topics will be discussed at length during the conference.

At least two main scenarios can also be envisaged for the course of Russia's war in Ukraine. In the first, a negotiating process would begin more or less soon after Donald Trump moves back into the White House. This would lead to a ceasefire prior to the establishment of a consolidated peace in the region, potentially clearing the way for the reconstruction of a European security system. Whatever happens, it would only be the beginning of a long-term process full of pitfalls. The second scenario, which can not be ruled out, would be an escalation of the conflict, and its expansion to NATO, with the possible use of nuclear weapons. Can the wisdom of the main players in this tragedy be trusted to keep us from reaching that point?

With regard to the rivalry between the United States and China, everything suggests that neither side wants to risk an all-out war, although they are preparing for one. Unless there is a major domestic crisis in China, which is presently highly doubtful, the Communist regime will certainly continue to claim that Taiwan is an integral part of the PRC, as it has done since its establishment in 1949. To this end, it plays and will continue to play a game of Go, notably by raising the stakes in the East and South China Sea. American analysts are aware of the devastating effects that an all-out

war between the two superpowers would have on the entire world. Right now, the confrontation between them is most visibly focused on technology and trade. We will also have to analyse those prospects.

I will add a word about the European Union, which has weakened significantly since the fall of the Soviet Union. Since its creation, it has remained closely connected to the United States, which has always spoken of "Euro-Atlantic institutions" as a whole. It is probable that a new era will begin with the return of Trump, whose focus is likely to be on China and the American economy. The United States will no longer protect Europe in the same conditions. The new period opening up will be decisive for the future of the transatlantic union and therefore that of the European Union itself. It is said, sometimes rightly, that great shocks are an opportunity for great new beginnings. Many of us hope so, because a strong European Union is in the interest of all its members, but also, I am convinced, of the world as a whole. Due to its history and civilization, the Union is destined to become an important equilibrating factor in the advent of a new international system more favourable to peace and prosperity.

These are some of the major themes for understanding the state of the world, along with those involving the economy and technology. Today's main challenge is to avoid a division of the world into blocs and a Third World War. True to its mission, the WPC intends to highlight the middle-sized powers' contribution to preserving the chances of a global governance geared towards peacefully overcoming the hurdles facing us and saving the planet's common goods.

Thierry de Montbrial
Founder and Executive Chairman
of the WPC and Ifri
Member of the Institut de France



Vendredi 13 décembre - Friday, December 13

08:30 – 09:45	Ouverture - Opening session
09:45 – 11:00	Session plénière 1 : La gouvernance économique mondiale dans un monde fragmenté Plenary session 1: Global Economic Governance in a Fragmented World
11:00 – 12:15	Session plénière 2 : Démondialisation ou remondialisation ? Plenary session 2: De-globalization or Re-globalization?
12:15 – 13:30	Déjeuner - Lunch
13:30 – 14:30	Session plénière 3 : Des politiques étrangères multi-vectorelles ? Plenary session 3: Multi-vector Foreign Policies?
14:30 – 15:00	Session plénière 4 : Conversation entre Ryu Jin, président de Federation of Korean Industries, PDG de Poongsan Group et Kevin McCarthy, 55e président de la Chambre des représentants des États-Unis Plenary session 4: Conversation between Ryu Jin, Chairman of the Federation of Korean Industries and Kevin McCarthy, 55th Speaker of the United States House of Representatives
15:00 – 15:45	Session plénière 5 : Le rôle du G7 dans un paysage en mutation Plenary session 5: The Role of G7 in a Changing Landscape
15:45 – 16:45	Session plénière 6 : La géopolitique du changement climatique Plenary session 6: Geopolitics of Climate Change
16:45 – 17:30	Session plénière 7 : Le Corridor économique (IMEC) : une nouvelle ère de coopération et de croissance mondiale Plenary session 7: The IMEC Economic Corridor: A New Era of Global Cooperation and Growth
17:30 – 18:45	Session plénière 8 : La croissance économique et les défis géopolitiques en Asie Plenary session 8: Economic Growth and Geopolitical Challenges in Asia
19:15	Dîner-débat avec Kevin Rudd, Ambassadeur d'Australie aux États-Unis, ancien Premier ministre d'Australie Dinner Debate with Kevin Rudd, Ambassador of Australia to the United States, former Prime Minister of Australia

Samedi 14 décembre - Saturday, December 14

08:30 – 09:45	Session plénière 9 : L'avenir de l'Europe après la guerre d'Ukraine et l'élection de Trump Plenary session 9: The Future of Europe After the Ukraine War and Trump's Election
9:45 – 10:15	Session plénière 10 : Conversation avec Aiman Ezzat, directeur général du Groupe Capgemini Plenary session 10: Conversation with Aiman Ezzat, CEO of Capgemini
10:15 – 11:30	Session plénière 11 : La révolution de l'IA et au-delà Plenary session 11: The AI Revolution and Beyond
11:30 – 12:30	Session plénière 12 : Leaders innovants – Transformer les entreprises avec l'IA générative Plenary session 12: Innovative Leaders – Transforming Business with Generative AI
12:30 – 14:30	Déjeuner/Déjeuner de la Business Community - Lunch/Business Community Lunch
14:45 – 15:45	Session plénière 13 : L'expansion des BRICS : implications pour l'avenir de l'ordre mondial Plenary session 13: Brics Expansion: Implications for the Future of Global Order
15:45 – 16:15	Session plénière 14 : Conversation avec Anwar Gargash, conseiller diplomatique du président des Émirats arabes unis Plenary session 14: Conversation with Anwar Gargash, Diplomatic Advisor to President of the United Arab Emirates
16:30 – 19:00	Ateliers parallèles - Parallel Workshops Atelier 1 : Économie et finance - Workshop 1: Economy and Finance Atelier 2 : Énergie et climat - Workshop 2: Energy and Environment Atelier 3 : Enjeux économiques et sociaux au Moyen-Orient Workshop 3: Economic and Social Issues in the Middle East
19:30	Dîner de gala Gala Dinner

Dimanche 15 décembre - Sunday, December 15

09:00 – 10:30	Session plénière 15 : Les défis mondiaux de la santé Plenary session 15: Global Health Challenges
10:30 – 11:45	Session plénière 16 : Géopolitique, alimentation et faim dans le monde : un sujet oublié et explosif Plenary session 16: Geopolitics, Food, World Hunger: A Forgotten and Explosive Subject
11:45 – 12:30	Session plénière 17 : Politique et religion au Moyen-Orient Plenary session 17: Politics and Religion in the Middle East
12:30 – 13:30	Déjeuner - Lunch
13:30 – 14:15	Session plénière 18 : Quelles perspectives d'une paix durable israélo-arabe ? Plenary session 18: What Perspectives for a Sustainable Arab-Israeli Peace?
14:15 – 15:15	Session plénière 19 : Guerre et paix au Moyen-Orient : quel rôle pour les Européens ? Plenary session 19: War and Peace in the Middle East: What Role for the Europeans?
15:15 – 16:15	Session plénière 20 : Construire un avenir durable en Afrique Plenary session 20: Building a Sustainable Future in Africa
16:15 – 17:45	Session plénière 21 : Président Trump : quelle économie et quelle politique étrangère ? Plenary session 20: President Trump: What Economy and Foreign Policy?
17:45 – 18:45	Débat final - Final Debate
18:45	Clôture - Envoi

Thèmes Themes

SESSION PLÉNIÈRE 1

La gouvernance économique mondiale dans un monde fragmenté

Que signifie exactement aujourd'hui la gouvernance mondiale ? Le monde a hérité des institutions de Bretton-Woods. De nombreuses organisations se sont rajoutées progressivement par la suite comme le G7 en 1976, le G20, et diverses organisations régionales tels que les BRICS. D'autre part, la Chine s'intéresse à ce qui pourrait devenir une architecture concurrentielle de la gouvernance. Est-il concevable qu'émerge de cet ensemble de plus en plus confus une véritable gouvernance mondiale, alors que le système international se fragmente.

SESSION PLÉNIÈRE 2

Démondialisation ou remondialisation ?

Cette deuxième session est le prolongement naturel de la première. Le projet de mondialisation libérale a dominé dans les vingt années autour de l'an 2000. Il est maintenant remis en cause. Les tendances protectionnistes classiques s'affirment ouvertement ainsi que les politiques industrielles des principales puissances qui risquent de s'entrechoquer et de déstabiliser un peu plus encore l'économie internationale. La notion à la mode de de-risking ne risque-t-elle pas d'aggraver la fragmentation ? Est-il concevable et possible de mettre un terme à ce processus et de reconstruire un système économique international « raisonnablement ouvert » et structurellement stable ?

SESSION PLÉNIÈRE 3

Des politiques étrangères multi-vectorielles ?

Le concept de non-alignement a disparu avec celui de Tiers-Monde et la fin de la guerre froide. Sous l'impulsion initiale de l'Inde, il a été remplacé par celui de « multialignement », auquel le Kazakhstan se réfère sous le nom de « multivectorialité ». Un nombre croissant de pays qui n'appartenaient pas nécessairement au Tiers-Monde d'autrefois y a désormais recours sous une forme ou sous une autre, comme la Turquie membre de l'Otan et candidate à l'Union européenne ou sur le continent européen au sens propre la Hongrie ou la Serbie.

PLENARY SESSION 1:

Global Economic Governance in a Fragmented World

What does global governance truly mean today? The world has inherited the Bretton Woods institutions. Numerous organizations have gradually been added since then, such as the G7 in 1976, the G20, and various regional organizations such as the BRICS. On the other hand, China has undertaken what could become a competing governance architecture. Is it conceivable that genuine global governance could emerge from this increasingly confused landscape, even as the international system becomes more fragmented?

PLENARY SESSION 2

De-globalization or Re-globalization?

This second session is the natural extension of the first one. The project of liberal globalization dominated the two decades around the year 2000. It is now clearly failing. Traditional protectionist tendencies are openly asserting themselves, as are the industrial policies of major powers, which risk clashing and further destabilizing the international economy. Isn't the fashionable notion of "de-risking" likely to worsen fragmentation? Is it conceivable and possible to put an end to this process and rebuild an international economic system that is "reasonably open" and structurally stable?

PLENARY SESSION 3

Multi-vector Foreign Policies?

The concept of non-alignment disappeared along with that of the Third World and the end of the Cold War. Initially driven by India, it has been replaced by the concept of "multi-alignment," which Kazakhstan refers to as "multivectoriality." A growing number of countries, not necessarily belonging to the former Third World, now refer to this approach in one form or another, such as Türkiye, a NATO member and candidate for the European Union, or in the European continent proper, Hungary or Serbia.

L'objet de cette session est de clarifier la signification et la viabilité de ce concept dans un système international fragmenté et hétérogène, mais qui doit rester, pour reprendre l'une des idées fondamentales de la WPC, raisonnablement ouvert.

SESSION PLÉNIÈRE 4

Conversation entre Ryu Jin, président de Federation of Korean Industries, PDG de Poongsan Group et Kevin McCarthy, 55e président de la Chambre des représentants des États-Unis

SESSION PLÉNIÈRE 5

Le rôle du G7 dans un paysage en mutation

La création du G7 en 1976 à l'initiative du président français Giscard d'Estaing est apparue à l'époque très originale. Elle mettait en effet en prise directe les leaders de quelques-uns des principaux pays de l'époque. Cependant, dès l'origine, la question s'est posée de la légitimité de sa composition. À l'heure où certains États manifestent leur souhait de participer à ce club, le moment paraît propice pour s'interroger à nouveau sur sa composition et son efficacité.

SESSION PLÉNIÈRE 6

La géopolitique du changement climatique

Les efforts de la communauté internationale pour atteindre l'objectif zéro émission nette ont déclenché une transition énergétique hors des énergies fossiles sans précédent, mais inégale. Après les engagements historiques de l'Accord de Paris (2015) et de la COP28 des Émirats arabes unis, le chemin à parcourir est encore long. La technologie et l'innovation sont et resteront les principaux moteurs de la décarbonation. Les avancées en matière d'énergies renouvelables, de stockage de l'énergie, d'hydrogène propre, de séquestration du carbone et de solutions naturelles sont essentiels pour atteindre l'objectif zéro émission nette et, à terme, devenir « climatiquement positif ». Toutefois, la mise à l'échelle de ces technologies demande des investissements considérables et une collaboration entre les secteurs public et privé dans le cadre de politiques efficaces. Durant notre discussion, nous examinerons également le rôle du financement climatique dans la mise en œuvre de solutions efficaces. Par ailleurs, les parties prenantes doivent prendre en compte les risques géopolitiques liés à la dépendance à l'égard des ressources et gérer les complexités de l'équité et de la sécurité énergétiques. Dans ce contexte, nous nous pencherons sur les avantages du « green-shoring » (relocalisation à visée environnementale) pour réduire les risques liés aux chaînes d'approvisionnement mondiales.

The purpose of this session is to clarify the meaning and viability of this concept in a fragmented and heterogeneous international system, which must remain, to use one of the fundamental ideas of the WPC, reasonably open.

PLENARY SESSION 4

Conversation between Ryu Jin, Chairman of the Federation of Korean Industries and Kevin McCarthy, 55th Speaker of the United States House of Representatives

PLENARY SESSION 5

The Role of G7 in a Changing Landscape

The creation of the G7 in 1976 at the initiative of French President Giscard d'Estaing appeared very innovative at the time. It indeed brought into direct contact the leaders of some of the main countries of the time. However, from the outset, the question of the legitimacy of its composition arose. At a time when certain states are legitimately expressing their desire to participate in this club, the moment seems opportune to reconsider its composition and effectiveness.

PLENARY SESSION 6

Geopolitics of Climate Change

The international community's efforts to achieve net zero emissions have triggered an unprecedented yet uneven energy transition away from fossil fuels. Following the landmark agreements of the Paris Accord (2015) and the UAE COP28, a lot of progress remains ahead of us. Technology and innovation are and will remain key drivers for decarbonization. Advances in renewable energies, energy storage, clean hydrogen, carbon sequestration and natural solutions are essential to achieving net zero emissions and ultimately climate positivity. However, scaling up these technologies requires significant investment and collaboration between public and private sectors through effective policies. During our panel discussion, we will also look at the role of climate finance in implementing effective solutions as well. At the same time, stakeholders need to consider the geopolitical risks of resource dependence and manage the complexities of energy equity and security. In this context, the benefits of green shoring to derisk global supply chains will be discussed.



WPC 2023, Abu Dhabi, November 4 - Thierry de Montbrial : Anwar Gargash

SESSION PLÉNIÈRE 7

Le Corridor économique (IMEC) : une nouvelle ère de coopération et de croissance mondiale

L'India-Middle East-Europe Economic Corridor (IMEC) est un projet de couloir économique et logistique reliant l'Asie à l'Europe, à travers Moyen-Orient. Annoncé en marge du Sommet du G20 de New Delhi en septembre 2023 par une coalition de huit participants qui ont alors signé un protocole d'entente : l'Inde, les Émirats arabes unis, l'Arabie saoudite, la France, l'Allemagne, l'Italie les États-Unis et l'Union européenne, l'IMEC pourrait être l'un des plus grands projets d'infrastructure du XXIème siècle. Sa visée transformatrice s'inscrit aussi bien dans les nouveaux défis de méga-projets de connectivité que dans un contexte géostratégique ayant drastiquement changé au Moyen-Orient depuis le début de la guerre à Gaza. Pour aborder ces multiples enjeux, cette table ronde rassemblera des acteurs clés des secteurs public, privé et de la société civile des différents pays concernés. Ils mettront en perspective à la fois la dimension stratégique de cette nouvelle route, et les espoirs qu'elle suscite pour devenir un projet de paix et développement économique. Présidée par Monsieur Gérard Mestrallet, Envoyé spécial du Président de la République l'IMEC depuis novembre 2023, ce panel accueillera également Monsieur Anurag Varma, Senior Vice-President Public Affairs and Business Development d'Adani North America, basé à Washington, qui exposera la vision de l'un des principaux conglomérats indiens; Monsieur Gidon Bromberg, fondateur de l'ONG EcoPeace Middle East qui travaille sur le processus de paix au Proche-Orient autour d'équipes basée en Jordanie, Palestine et Israël. Il introduira leurs récents travaux prospectifs portant sur l'insertion de l'IMEC dans le concept de « triangle de la paix ».

PLENARY SESSION 7

The IMEC Economic Corridor: A New Era of Global Cooperation and Growth

The India-Middle East-Europe Economic Corridor (IMEC) is a project of new economic and logistics corridor aimed at enhancing connectivity across three continents. Announced on the sidelines of the G20 Summit in New Delhi in September 2023 by a coalition of eight participants which released a Memorandum of Understanding (MoU): India, the United Arab Emirates, Saudi Arabia, France, Germany, Italy, the United States and the European Union, IMEC could be one of the largest infrastructure projects of the 21st century. Like other major connectivity projects, this new corridor is facing practical challenges as well as a political equation which drastically changed in the Middle East since the beginning of the war in Gaza. To address these multiple issues, this round table brings together key players from the public, private sectors, and civil society from the different countries crossed by the route to put into perspective geostrategic dimension of this corridor which could both be an instrument for economic development and peace. Chaired by Mr. Gérard Mestrallet, French President Special Envoy for IMEC since November 2023, this panel will also gather Mr. Anurag Varma, Senior Vice-President Public Affairs and Business Development of Adani North America, based in Washington, who will share the vision one of the main Indian conglomerate; and Mr. Gidon Bromberg, founder of the NGO EcoPeace Middle East which works on the peace process with teams based in Jordan, Palestine and Israel. He will introduce their recent prospective work on the insertion of the IMEC into the concept of the "peace triangle".



WPC 2023, Abu Dhabi, November 3 – Aminata Touré ; Pierre Jacquet ; Leung Chun-ying ; Thierry de Montbrial ; Yann Coatanlem

SESSION PLÉNIÈRE 8

La croissance économique et les défis géopolitiques en Asie

Le développement de l'Asie comme la grande nouveauté économique au XXI^e siècle, largement prédite dès le milieu du XX^e, est aujourd'hui une réalité presque banale. Ce qui l'est moins, c'est l'accumulation de problèmes géopolitiques complexes régionaux ou de plus en plus à portée mondiale en raison du développement de la Chine. Est-il possible de formuler avec clarté les grands enjeux de ce phénomène qui interfère inévitablement avec les mutations en cours dans le monde occidental et en Russie ?

SESSION PLÉNIÈRE 9

L'avenir de l'Europe après la guerre d'Ukraine et l'élection de Trump

Presque trois ans depuis le début de la guerre d'Ukraine, il est temps de sortir des discours convenus et de s'interroger sur les conditions probables de la fin d'un conflit qui n'a que trop duré. Dans quel état, tant sur le plan politique qu'économique, se trouvera l'Union européenne quand la paix sera rétablie ? Une réorganisation en profondeur de cette Union est-elle nécessaire et possible ? Comment peut-on se représenter l'évolution de la relation transatlantique sous la nouvelle présidence de Donald Trump, alors que l'Europe se trouvera affaiblie et face à la nécessité d'investir des montants considérables dans la défense, le changement climatique, ou encore la reconstruction de l'Ukraine ?

PLENARY SESSION 8

Economic Growth and Geopolitical Challenges in Asia

The development of Asia as the major economic phenomenon of the 21st century, widely predicted since the mid-20th century, is now an almost undeniable reality. What is less common is the accumulation of complex geopolitical problems, regional or increasingly global in scope, due to the development of China. Is it possible to clearly articulate the major issues of this phenomenon, which inevitably interferes with the ongoing transformations in the Western world and Russia?

PLENARY SESSION 9

The Future of Europe After the Ukraine War and Trump's Election

Nearly three years since the beginning of the war in Ukraine, it's time to move beyond conventional rhetoric and question the likely conditions for ending a conflict that has lasted far too long. In what state, both politically and economically, will the European Union emerge when peace is restored? Is a profound reorganization of this Union necessary and feasible? How can we envision the evolution of the transatlantic relationship under Donald Trump's new presidency, especially as Europe will be weakened and facing the necessity of investing significantly in defense, climate change, and the reconstruction of Ukraine?

SESSION PLÉNIÈRE 11

La révolution de l'IA et au-delà

L'essor spectaculaire de l'IA ces dernières années et l'explosion phénoménale de ChatGPT auprès du grand public se sont accompagnés d'un tourbillon d'activités politiques, financières et juridiques, ainsi que d'un tsunami de commentaires, de mises en garde et de prédictions. S'il existe un large consensus sur le potentiel transformateur de l'IA et sur la nécessité pour les États et les entreprises d'en tirer le meilleur parti, les désaccords sont vifs sur l'évolution et les orientations futures du domaine de l'IA. Les grands modèles de langage et l'IA générative poursuivront-ils leur progression ou atteignent-ils un plateau technique et/ou économique, alors que les agents IA, la nouvelle source d'exaltation de ce secteur, jouent désormais les premiers rôles ? L'intelligence artificielle générale est-elle à portée de main ou nécessitera-t-elle une percée conceptuelle ? Quel degré d'autonomie les systèmes artificiels peuvent-ils atteindre et vers quel objectif devons-nous tendre ? Si l'avenir de la technologie soulève ce type de questions, les capacités actuelles des systèmes d'IA et la structure actuelle du secteur posent des défis urgents. D'une part, des appels à une mobilisation générale en faveur d'une IA bienfaitrice, digne de confiance et éthique ont été lancés il y a plusieurs années, et d'innombrables centres et initiatives ambitionnent de faire de ce rêve une réalité. D'autre part, l'IA peut causer et cause des ravages dans de nombreux domaines, en raison de ses limites actuelles, des effets systémiques ou des manœuvres hostiles d'agents malveillants. Des garde-fous juridiques ont été mis en place, mais ils sont ébranlés par les appels à la liberté d'innovation et les activités de lobbying du secteur. Alors que l'IA transforme de nombreux domaines, de l'éducation à la médecine, de la guerre à la justice, de la finance à la politique, etc., les conditions précises de son déploiement raisonné et ses effets globaux sont loin d'être clairs. L'impact de l'IA sur l'emploi et sur les inégalités entre les membres d'une société et entre les sociétés suscite de vifs débats. La qualité de la vie quotidienne, la résilience du tissu social, la durabilité des infrastructures colossales requises par l'IA sont autant de préoccupations auxquelles il est urgent de répondre dès aujourd'hui. La destruction n'est pas nécessairement créatrice. Nous n'avons aucune certitude en la matière : force est de reconnaître que nous sommes entrés dans une ère de profonde incertitude, amplifiée par, et amplifiant, les transformations à l'œuvre partout dans le monde. Nous ne pouvons cependant pas rester les bras croisés à attendre et voir ce qui va se passer : l'IA est un produit de l'action humaine et nous devons tout mettre en œuvre pour faire un état des lieux précis de la situation actuelle et définir une vision claire de la direction à prendre.

PLENARY SESSION 11

The AI Revolution and Beyond

The impressive development of AI over the last few years and the phenomenal burst of ChatGPT onto public awareness have been accompanied by a flurry of political, financial, legal activity, in conjunction with a tsunami of commentaries, warnings and predictions. While there is broad agreement regarding the transformative potential of AI and the need for both states and firms to take full advantage of it, there are sharp disagreements on what comes next and which directions the field ought to take. Will large language models and generative AI keep progressing or are they reaching a technical and/or economic plateau, while AI agents, the latest source of excitement in the industry, take the lead? Is general machine intelligence within reach or will it require a conceptual breakthrough? How much autonomy can artificial systems achieve, and how much should we aim for? While the future of the technology raises this kind of issue, the present abilities of AI systems and the present structure of the industry pose pressing challenges. On the one hand, general calls for a beneficent, trustworthy, ethical AI have been issued years ago, and countless centers and initiatives aim at making this dream come true. On the other hand, AI can and does wreak havoc in many areas, whether due to its present limitations, to systemic effects or to hostile maneuvers of malicious agents. Legal guardrails have been set up but are blunted by calls for freedom of innovation and lobbying efforts of the industry. While AI is changing many areas, from education to medicine, from war to justice, from finance to politics, etc., the precise conditions of its wise deployment and its overall effects are anything but obvious. The impact on employment and inequalities within and between societies are hotly debated. The quality of everyday life, the resilience of the social fabric, the sustainability of colossal infrastructures required by AI are concerns that need to be addressed now rather than tomorrow. Destruction is not necessarily creative. There are no certainties to be had on any of these issues: we must acknowledge that we have entered an era of deep uncertainty, amplified by and amplifying the ongoing transformations of the world at large. Yet we cannot simply wait and see: AI is a product of human agency and we must strive to gain the best possible perspective on where we stand and where we need to go.

SESSION PLÉNIÈRE 12

Leaders innovants – Transformer les entreprises avec l’IA générative

Au cours des deux dernières années, l’IA générative apparaît comme l’innovation la plus disruptive depuis Internet, ce qui expliquerait pourquoi c’est désormais un sujet à l’agenda de 96 % des conseils d’administration. Les investissements massifs réalisés par les big Tech ainsi que par l’industrie du capital-risque favorisent l’émergence d’un écosystème foisonnant de startups au développement rapide, par delà Chat GPT, l’application grand public d’Open AI qui a connu une adoption record.

Dans ce panel, nous accueillerons plusieurs startups pour illustrer ce que l’IA générative peut apporter aux entreprises dans des domaines tels que le développement logiciel, les co-pilotes, mais aussi comment le modèle de fondation basé sur les réseaux neuronaux liquides va contribuer à la révolution de l’IA générative. Sera également évoquée la perspective de l’OCDE sur le rythme rapide des développements de l’IA générative et les enjeux correspondants pour les régulateurs.

SESSION PLÉNIÈRE 13

L’expansion des BRICS : implications pour l’avenir de l’ordre mondial

Dans le courant de l’année, cinq pays connus collectivement sous le nom de BRICS (Brésil, Russie, Inde, Chine et Afrique du Sud) ont accueilli cinq nouvelles nations dans leur giron. Avec l’adhésion de ces nouveaux membres que sont l’Égypte, l’Éthiopie, l’Iran, l’Arabie saoudite et les Émirats arabes unis, les BRICS+ élargis représentent désormais un quart du commerce mondial et près de la moitié de la population de la planète. Leur poids ne manquera pas de s’accroître avec les candidatures en attente d’une douzaine d’autres pays. Reste à savoir si le groupe des BRICS parviendra à exploiter efficacement son pouvoir collectif. Des rivaux géopolitiques féroces (l’Arabie saoudite et l’Iran) et des pays aux relations tendues (la Chine et l’Inde) doivent apprendre à coopérer au sein de ce groupe. Cet élargissement a néanmoins des implications considérables pour une multitude d’industries et de dirigeants d’entreprise plus habitués à naviguer dans un monde où les institutions dirigées par l’Occident fixent dans une large mesure les règles du jeu depuis des décennies. L’expansion des BRICS+ constitue une étape importante vers la construction d’un monde multipolaire. Les dirigeants d’entreprise qui en ont conscience et qui préparent leur organisation en conséquence ont bien plus de chances de la voir prospérer dans le paysage commercial mondial émergent que de rester à la traîne.

PLENARY SESSION 12

Innovative Leaders – Transforming Business with Generative AI

Over the last 2 years, Generative AI has emerged as the most disruptive innovation since internet, explaining why 96% of Boards now have it on their agenda. The massive investments made by big Tech players along the Venture Capital industry are fostering a full ecosystem of rapidly developing startups, well beyond OpenAI’s fastest-growing consumer software application ever with ChatGPT.

In this plenary session, we will be hosting innovative startups that illustrate the Generative AI promise in the enterprise context in domains such as software coding and next big breakthrough Agentic AI, but also what alternative foundational models like liquid neural network technology can bring to the Generative AI revolution. The OECD perspective regarding Generative AI evolving at breakneck pace will further outline areas of interest and concerns for regulators and policy makers.

PLENARY SESSION 13

Brics Expansion: Implications for the Future of Global Order

Earlier this year, five countries collectively known as the BRICS – Brazil, Russia, India, China, and South Africa – welcomed five more nations into their fold. Thanks to newly minted members Egypt, Ethiopia, Iran, Saudi Arabia, and the UAE, the expanded BRICS+ now represents one-quarter of global trade and nearly half of the world’s population. That footprint will surely grow with applications pending from a dozen other countries. How effectively the group harnesses its collective power is an open question. Fierce geopolitical rivals (Saudi Arabia and Iran), and countries with strained relations (China and India) must learn to cooperate within its ranks. Nevertheless, the expansion harbors considerable implications for a multitude of industries and chief executives more accustomed to navigating a world in which Western-led institutions have largely set the ground rules for decades. An expanding BRICS+ is a significant milestone in the advance towards a multipolar world. CEOs who recognize that and prepare their organizations are far more likely to prosper in the emerging global business landscape than be left behind by it.



WPC 2023, Abu Dhabi, November 3 – Thierry de Montbrial ; Leung Chun-ying

SESSION PLÉNIÈRE 15

Les défis mondiaux de la santé

La session sur la santé mondiale de cette année portera largement sur la question de la prévention. La prévention reste le parent pauvre des systèmes de santé, n’intéresse que peu le politique, les grandes institutions de santé mondiale et même la population qui, pourtant, attend de la santé publique qu’elle la protège.

L’action publique bénéficie de progrès considérables dans le domaine des interventions en prévention. L’efficacité de la vaccination dans la prévention et la réduction des maladies infectieuses ne devrait ainsi laisser place à aucun doute.

Les systèmes de santé ne peuvent cependant se substituer aux choix individuels si essentiels dans le domaine de la prévention. La prévention du sida a ainsi transformé la façon dont nous concevons la prévention d’une vision hygiéniste en une vision où la personne se trouve en position de co-responsabilité de la santé de la communauté.

La prévention s’adresse à des menaces qui nous concernent tous (l’idée selon laquelle le coronavirus nous affecte tous sans faire de différences a ainsi été utile pour susciter l’adhésion de la société aux mesures de prévention), mais l’action en prévention devra néanmoins savoir se concentrer sur les plus vulnérables au risque, autrement dit, intégrer les déterminants sociaux, culturels et économiques de la santé au-delà de la seule cible médicale.

La session de cette année envisagera un panorama des questions que soulève la prévention ; les enjeux politiques et économiques ; la prévention du risque pandémique ; l’impact du changement climatique sur la santé ; la vision de la prévention en Afrique au moment où les sujets santé sont devenus une priorité politique continentale.

PLENARY SESSION 15

Global Health Challenges

This year’s session on global health will focus primarily on the issue of prevention.

Prevention remains the poor relation of health systems. It is of little interest to politicians, major global health institutions or even the public, who nevertheless expect public healthcare services to protect them.

Public health action is benefiting from considerable progress in the field of prevention, and the effectiveness of vaccination in preventing and reducing outbreaks of infectious diseases should leave no room for doubt.

However, healthcare systems are no substitute for individual choices, which are essential when it comes to prevention. AIDS prevention, for example, has transformed the way in which we view prevention, moving from a position of personal protection to one in which the individual shares responsibility for the health of the community.

Prevention seeks to address threats that affect us all (the idea that the coronavirus affects us all without distinction has been useful in getting society to support preventive measures), but preventive action must nevertheless be able to focus on those most vulnerable to the risk, in other words, to integrate the social, cultural and economic determinants of health beyond the medical goal alone.

This year’s session will present an overview of the issues raised by prevention; the political and economic stakes; pandemic risk prevention; the impact of climate change on health; and the vision of prevention in Africa at a time when health issues have become a continent-wide political priority.



WPC 2023, Abu Dhabi, November 5 – Hiroyuki Akita

SESSION PLÉNIÈRE 16

Géopolitique, alimentation et faim dans le monde : un sujet oublié et explosif

Les nouvelles qui nous viennent du front de l'alimentation mondiale en 2024 n'ont pas été très bonnes. Certes, un bon nombre de prix agricoles ont été orientés à la baisse, ce dont les consommateurs ont profité. Ceci reflète le reflux de l'inflation sur les intrants, l'accroissement de l'offre et une meilleure gestion des conséquences politiques sur les pays pauvres du conflit russo-ukrainien. Evidemment, les tendances ont été très disparates suivant les productions et les pays. Pour les producteurs de cacao, par exemple, 2024 aura été une année bénie ! Ceci n'a cependant pas eu une influence notable, à court terme, sur des paramètres profonds sociaux et géopolitiques.

Sur le plan social, la FAO nous précise qu'environ 760 millions de personnes pourraient avoir connu la faim en 2023 – soit 1 personne sur 11 dans le monde et 1 sur 5 en Afrique, où elle continue d'augmenter, contrairement aux progrès notables enregistrés dans la région Amérique latine et Caraïbes. Malgré ces derniers, la prévalence de l'insécurité alimentaire modérée ou grave est restée inchangée au niveau mondial pendant trois années consécutives. La FAO estime qu'en 2023, l'insécurité alimentaire modérée ou grave touchait 29 % de la population mondiale, soit 2,33 milliards de personnes. Plus d'un tiers des personnes dans le monde, ne peuvent se permettre une alimentation saine, ce qui est le cas pour 71 % de la population des pays à faible revenu. 582 millions de personnes devraient être en situation de sous-alimentation chronique à la fin de la décennie, plus de la moitié d'entre elles en Afrique.

Sur le plan géopolitique, la carte des dépendances n'évolue guère non plus, dessinant des rapports de force durables. Le commerce mondial des denrées alimentaires a augmenté selon l'OMC et la CNUCED de 350% en vingt ans. Il s'élèverait à 3600 milliards US de valeur ajoutée. Les États-Unis, le Brésil ou encore les Pays-Bas en sont les principaux bénéficiaires, tandis que la Chine et le Japon enregistrent la plus forte

PLENARY SESSION 16

Geopolitics, Food, World Hunger: A Forgotten and Explosive Subject

The news coming out of the global food front in 2024 has not been very good. Admittedly, a good number of agricultural prices have been moving downwards, which has benefited consumers. This reflects the decline in input inflation, the increase in supply and better management of the political consequences on poor countries of the Russia-Ukraine conflict. Obviously, the trends have been very disparate depending on the production and the country. For cocoa farmers, for example, 2024 will have been a blessed year! However, this has not had a significant influence, in the short term, on deep social and geopolitical parameters.

On the social front, the FAO tells us that about 760 million people may have experienced hunger in 2023 – 1 in 11 people in the world and 1 in 5 in Africa, where it continues to increase, in contrast to the notable progress recorded in the Latin America and Caribbean region. Despite these changes, the prevalence of moderate to severe food insecurity has remained unchanged globally for three consecutive years. FAO estimates that in 2023, moderate or severe food insecurity affected 29% of the world's population, or 2.33 billion people. More than a third of the world's people cannot afford a healthy diet, which is the case for 71% of the population in low-income countries. 582 million people are expected to be chronically undernourished by the end of the decade, more than half of them in Africa.

On the geopolitical level, the map of dependencies has hardly changed either, drawing lasting power relations. According to the WTO and UNCTAD, world trade in food has increased by 350% in twenty years. It would amount to 3600 billion US in added value. The United States, Brazil and the Netherlands are the main beneficiaries, while China and Japan have the highest

dépendance en volume. Mais ce sont les pays les plus pauvres qui en fait sont dans la situation stratégique la plus difficile, même si les importations africaines dans la part de la production du continent demeurent structurellement dans les mêmes proportions, environ 20% en brut et 6% en net. Sur ce terrain, Europe et Amérique disposent d'une indéniable position de force, qui doit être relativisée cependant par leur propre dépendance à certains intrants et équipements. Ceci se manifeste par l'importance du soutien qu'ils apportent à leur agriculture, notamment par des subventions dont les conséquences sur les pays en développement sont négatives : les recordmen des dépenses publiques dans la valeur ajoutée agricole sont les USA (25%), et l'Europe (22%) ... contre 10 % pour l'Afrique !

Face à ces défis, il est frappant que la mobilisation internationale demeure modeste. En 2024, nous aurons connu trois grandes conférences des parties (COP) portant sur le climat, la biodiversité et la désertification ainsi que la négociation d'un nouveau grand traité international sur le plastique. Les sujets agricoles seront demeurés marginaux voire inexistant dans le menu de ces réunions, alors que l'agriculture, dans laquelle travaille le quart de la main d'œuvre planétaire, est à la fois un problème massif dans chacun des sujets traités par elles et une solution de premier rang. La COP 29 sur le climat a permis de constater que seuls 3% des financements climats sont orientés vers l'agriculture à l'échelle mondiale. 62% des contributions nationales climat des pays industrialisés ne mentionnent pas le sujet. Seuls 4% des besoins financiers identifiés par les pays en développement dans leurs engagements climats sont orientés vers la transformation et la résilience des systèmes alimentaires.

La faiblesse de cette mobilisation est-elle légitime au regard des menaces que fait peser le changement climatique sur l'alimentation mondiale, sur la persistance de la faim, sur les dépendances géopolitiques ? Devons nous craindre l'aggravation de pauvreté alimentaire structurelle et, un jour ou l'autre, une guerre de la faim ou une guerre de l'accès aux ressources ? La technologie peut-elle changer totalement la donne, au moment où les perspectives de l'alimentation cellulaire semblent marquer le pas, et où aucune révolution verte ne se dessine (heureusement ?) à l'horizon ? L'agroécologie, au contraire, sauvera-t-elle le monde, mais à quels prix pour les consommateurs, ou revenus, pour les agriculteurs ? Comment mettre ces sujets dont chacun voit l'importance essentielle pour notre futur sur la table du débat international ?

SESSION PLÉNIÈRE 17

Politique et religion au Moyen-Orient

La plupart des experts s'accorde à situer l'émergence de l'islam politique en 1979, année de la révolution en Iran et du début de la guerre d'Afghanistan. Ce phénomène a pris une ampleur considérable depuis lors. L'objet de cette session est de réfléchir sur les causes et les effets de cette évolution fondamentale depuis maintenant un demi-siècle et plus généralement sur l'interférence croissante entre la politique et la religion.

dependence in terms of volume. But it is the poorest countries that are in fact in the most difficult strategic situation, even if African imports in the continent's share of production remain structurally in the same proportions, about 20% in gross and 6% in net. In this field, Europe and America have an undeniable position of strength, which must be put into perspective, however, by their own dependence on certain inputs and equipment. This is reflected in the importance of the support they provide to their agriculture, in particular through subsidies whose consequences for developing countries are negative: the record public spending on agricultural value added is the USA (25%), and Europe (22%)... compared to 10% for Africa!

In the face of these challenges, it is striking that international mobilization remains modest. In 2024, we will have had three major conferences of the parties (COPs) on climate, biodiversity and desertification, as well as the negotiation of a major new international treaty on plastics. Agricultural issues will have remained marginal or even non-existent on the agenda of these meetings, while agriculture, in which a quarter of the world's workforce works, is both a massive problem in each of the subjects dealt with by them and a first-rate solution. COP 29 on climate found that only 3% of climate finance is directed towards agriculture on a global scale. 62% of the national climate contributions of industrialized countries do not mention the subject. Only 4% of the financial needs identified by developing countries in their climate commitments are directed towards the transformation and resilience of food systems.

Is the weakness of this mobilization legitimate in view of the threats that climate change poses to the world's food supply, to the persistence of hunger, to geopolitical dependencies? Should we fear the worsening of structural food poverty and, one day or another, a hunger war or a war over access to resources? Can technology change the situation completely, at a time when the prospects for cellular power seem to be slowing down, and when no green revolution is (fortunately?) on the horizon? Will agroecology, on the contrary, save the world, but at what price for consumers, or incomes, for farmers? How can we put these subjects, which everyone sees as essential importance for our future, on the table of international debate?

PLENARY SESSION 17

Politics and Religion in the Middle East

Most experts agree that the emergence of political Islam dates back to 1979, the year of the Iranian revolution and the beginning of the war in Afghanistan. Since then, this phenomenon has gained considerable momentum. The goal of this session is to reflect on the causes and effects of this fundamental evolution over the past half-century and, more generally, on the growing interference between politics and religion.

SESSION PLÉNIÈRE 18

Quelles perspectives d'une paix durable israélo-arabe?

La guerre qui a débuté avec la razzia du Hamas contre Israël conduit à réexaminer les schémas d'une paix possible. Alors que la solution à deux États issue des accords d'Oslo était progressivement tombée dans l'oubli, de nombreux commentateurs et analystes la réexaminent aujourd'hui en vue de l'établissement d'une paix israélo-palestinienne et israélo-arabe durable. D'autres, plus pessimistes, craignent que cette guerre ne débouche sur une fausse paix et sur le retour d'autres phases de conflits de haute intensité dans les décennies à venir. Est-il possible de trancher entre ces deux perspectives ?

SESSION PLÉNIÈRE 19

Guerre et paix au Moyen-Orient : quel rôle pour les Européens ?

Le cadre de la guerre au Moyen-Orient dépasse largement celui du conflit israélo-palestinien. Les causes en sont nombreuses. L'Iran est à cet égard un acteur majeur. L'objet de cette session est de réfléchir aux conditions qui permettraient d'espérer en l'établissement d'une paix durable sur l'ensemble du Moyen-Orient, et de s'interroger sur le rôle possible des européens à cette fin.

SESSION PLÉNIÈRE 20

Construire un avenir durable en Afrique

Selon les projections du scénario médian de la population mondiale du Département des affaires économiques et sociales des Nations unies, la Terre comptera 9,7 milliards d'habitants en 2050. Environ 22 % de la population mondiale, soit 2,118 milliards de personnes, vivront dans les 49 pays d'Afrique subsaharienne (ASS) en 2050, contre 1,4 milliard en 2030 et un peu moins de 1,1 milliard en 2019. D'ici à 2050, seule l'Afrique subsaharienne devrait encore enregistrer une croissance démographique rapide, appelée à se poursuivre jusqu'à la fin du XXI^e siècle où la population devrait atteindre 3,775 milliards d'habitants. Quant à savoir si cela constituera un « dividende démographique » ou une « malédiction », tout dépendra de la capacité de l'Afrique à éduquer sa jeunesse et lui offrir des perspectives économiques, à renforcer la gouvernance, à réduire les conflits et à s'adapter aux menaces - sécheresses en dehors des tropiques et inondations plus près de l'équateur - que fait peser l'accélération du changement climatique. La Chine s'engage aux côtés de l'Afrique pour relever les défis du développement de l'Afrique à travers le Forum sur la coopération sino-africaine (FOCAC) ; les États-Unis à travers l'African Growth and Opportunity Act (AGOA - Loi sur la croissance et les opportunités en Afrique) ; et l'UE à travers le Partenariat Afrique-UE qui a adopté une « Vision commune pour 2030 » lors du 6^e sommet

PLENARY SESSION 18

What Perspectives for a Sustainable Arab-Israeli Peace?

The war that began with Hamas's attack on Israel leads to a re-examination of possible peace scenarios. While the two-state solution resulting from the Oslo Accords had gradually fallen into oblivion, many commentators and analysts are revisiting it today with the hope of establishing a lasting Israeli-Palestinian and Israeli-Arab peace. Others, more pessimistic, fear that this war may lead to a false peace and the return of other phases of high-intensity conflicts in the coming decades. Is it possible to take a decision between these two perspectives?

PLENARY SESSION 19

War and Peace in the Middle East: What Role for the Europeans?

The context of the war in the Middle East extends far beyond the Israeli-Palestinian conflict. There are numerous causes, with Iran being a major player in this regards. The goal of this session is to reflect on the conditions that could foster hopes for establishing lasting peace throughout the Middle East, and to consider the possible role of Europeans in this effort.

PLENARY SESSION 20

Building a Sustainable Future in Africa

The medium variant projection of the World Population Projection of the UN Department of Economic and Social Affairs, suggests that there will be some 9.7 billion people on Earth in 2050. Some 22 percent of these, 2.118 bn people, will be in the 49 countries of sub-Saharan Africa (SSA) in 2050, having risen from 1.4 bn in 2030 and just less than 1.1 bn in 2019. By 2050, only SSA is expected still to have rapid population growth, continuing to the end of the 21st century, at which point the population is projected to be 3.775bn. Whether this will be a "demographic dividend" or a "curse" will depend on Africa's ability to educate and enable economic opportunity for its youth, to strengthen governance and reduce conflict, and to adapt to the threats - droughts outside the tropics and floods closer to the equator - posed by accelerating climate change. China engages with Africa in addressing Africa's developmental challenges through the Forum on China-Africa Cooperation (FOCAC); the U.S. through the African Growth and Opportunity Act (AGOA); and the EU through the Africa-EU Partnership which adopted a "Joint Vision for 2030" at the 6th EU-AU Summit in February 2022. Meanwhile, 54 countries of the African Union have signed the agreement on the Africa Continental Free



WPC 2023, Abu Dhabi, November 4 - Laurent Fabius ; Thierry de Montbrial ; Mariam Al Mheiri

UE-UA en février 2022. Par ailleurs, 54 pays de l'Union africaine ont signé l'accord sur la Zone de libre-échange continentale africaine, qui réunit tous les pays de l'Union africaine (UA) et huit communautés économiques régionales au sein d'un marché continental unique. L'Agence de développement de l'Union africaine (NEPAD) est appelée à jouer un rôle clé dans la réalisation de la vision de l'Afrique énoncée dans l'Agenda 2063.

SESSION PLÉNIÈRE 21

Président Trump : quelle économie et quelle politique étrangère ?

À cinq semaines de l'inauguration du président Trump pour son deuxième mandat, alors que les nominations aux principaux postes ont déjà été annoncées, jusqu'à quel point peut-on réduire l'incertitude des prévisions tant dans le domaine de sa politique économique que dans celui de la politique étrangère ? Jusqu'à quel point l'expérience acquise par Donald Trump pendant et depuis son premier mandat permet-elle de spéculer sur une réduction du désordre international, en particulier dans les régions qui constituent les principaux foyers de guerre à l'heure actuelle ? Les dispositions protectionnistes de la nouvelle administration pourront-elles être contenues, et comment ?

Débat final

La session finale de la présente édition de la WPC permettra aux intervenants de mettre en valeur quelques thèmes qui à leurs yeux auront été insuffisamment traités au cours des trois dernières journées.

Trade Area uniting all the countries of the African Union (AU) and eight Regional Economic Communities into a single continental market. The African Union Development Agency-NEPAD is the key Africa actor in realising Africa's vision set out in its Agenda 2063.

PLENARY SESSION 21

President Trump: What Economy and Foreign Policy?

With five weeks remaining until President Trump's inauguration for his second term, and with key appointments already announced, to what extent can we reduce the uncertainty of forecasts in both his economic and foreign policies? How much does the experience gained by Donald Trump during and since his first term allow us to speculate on a reduction of international disorder, particularly in regions that are currently major hotspots of conflict? Will the protectionist measures of the new administration be containable, and if so, how?

Final Debate

The final session of this edition of the WPC will allow speakers to highlight and emphasize some themes that, in their view, have been insufficiently addressed during the past three days.

Ateliers

ATELIER 1 :
Économie et finance

A. CROISSANCE MONDIALE

I. Prévisions mitigées pour l'économie mondiale avant l'élection de Donald Trump

En octobre 2024, avant l'élection de M. Trump, les perspectives de croissance de l'économie mondiale restaient positives malgré une hausse continue des taux d'intérêt depuis 2022. La croissance devrait rester faible à moyen terme par rapport à la période 2000-2019, et nombre de développements fâcheux font peser des risques de baisse du PIB mondial, à savoir l'escalade des conflits, l'incertitude quant aux droits de douane et à la politique commerciale, la baisse des flux migratoires et le resserrement des conditions financières mondiales.

II. Conséquences probables de l'élection de Donald Trump sur l'économie mondiale

La victoire de Donald Trump a bouleversé les perspectives économiques mondiales qui, pour la plupart, devraient être considérablement aggravées par les politiques de Trump : droits de douane et politique commerciale, baisse des flux migratoires, resserrement des conditions financières mondiales. Le risque d'une escalade des conflits pourrait être atténué. Quatre raisons peuvent expliquer le resserrement des conditions financières mondiales :

- 1. La baisse des flux migratoires pourrait entraîner une hausse de l'inflation aux États-Unis
- 2. Les réductions d'impôts massives promises par Donald Trump devraient nourrir l'inflation aux États-Unis et, par conséquent, se propager à l'échelle mondiale
- 3. L'augmentation des droits de douane, envisagée à la fois par les États-Unis et par les pays ciblés en guise de représailles, est également susceptible de favoriser l'inflation à l'échelle mondiale
- 4. Sous l'effet d'une hausse de l'inflation mondiale, les taux réels et nominaux pourraient eux aussi augmenter

III. Peser les pour et les contre de l'élection de Donald Trump pour l'économie mondiale

À court terme, on peut craindre une augmentation des droits de douane et le renforcement des barrières commerciales, avec pour conséquence une hausse de l'inflation et des taux d'intérêt réels et nominaux. À long terme, l'élection de Donald Trump devrait favoriser une gouvernance imprévisible, un climat d'incertitude en matière de transactions et de négociations, et une dette publique incontrôlable. Des conséquences environnementales sont également à prévoir, Donald Trump ayant menacé à plusieurs reprises de se retirer de l'Accord de Paris. Pour autant, tout n'est pas noir, car la prochaine présidence de Trump pourrait se traduire par une déréglementation importante et un allègement de l'impôt sur les sociétés, sans oublier l'expansion budgétaire. À long terme, la productivité totale des facteurs, sous l'effet des investissements des entreprises et du financement de l'innovation, pourrait grimper en flèche, et les efforts promis par Trump, à condition qu'ils soient mis en œuvre, pour mettre fin aux guerres actuelles et prévenir de nouveaux conflits, pourraient stimuler la croissance mondiale.

Workshops

WOKSHOP 1:
Economy and Finance

A. GLOBAL GROWTH

I. Mixed projections for the global economy before Donald Trump's election

Before Mr.Trump's election in October 2024, the world economic growth outlook remained positive despite the ever-increasing interest rates since 2022. Growth was projected to remain at a weak level in the mid-term compared with the period 2000-2019, and several unwelcomed developments signaled multiple downside risks for world GDP i.e. conflict escalation, tariffs and trade policy uncertainty, lower migration and global financial conditions tightening.

II. Likely consequences of Donald Trump's election for the global economy

Donald Trump's victory has unsettled the global economic prospects, with most of them likely to get significantly worsened by Trump's policies: tariffs and trade policy, lower migration, global financial conditions tightening. The risk of a conflict escalation only might be alleviated. Four reasons can be thought of to explain why global financial conditions might be tightening:

- 1. Lower migration could raise inflation in the United States
- 2. The massive tax cuts Donald Trump has promised are expected to fuel inflation in the United States, and consequently spread globally
- 3. Increased tariffs, expected both from the United States and targeted countries as retaliations, are also likely to foster inflation on a global scale
- 4. Due to higher global inflation, real and nominal rates too may increase

III. Weighing the pros and cons of Donald Trump's election for the world economy

In the short term, tariffs and trade barriers are feared to grow, leading to increasing inflation and higher real and nominal interest rates. In the long term, Donald Trump's election is expected to foster unpredictable governance, uncertainty regarding transactions and negotiations, and uncontrollable public debt. Environmental consequences too are likely to emerge with Donald Trump repeatedly threatening to withdraw from the Paris Agreement.

However, everything is not all doom and gloom, as Trump's next presidency may induce significant deregulation and corporate tax alleviation as well as budget expansion. In the long term, total factor productivity, through corporate investment and innovation financing, might surge, and Trump's promised efforts, providing they are implemented, to end present wars and prevent new conflicts might boost global growth.



WPC 2023, Abu Dhabi, November 5 – Thierry de Montbrial ; H.H. Bartholomew 1st ; Mohamed Abdelsalam ; Haïm Korsia

B. STABILITÉ FINANCIÈRE

En dépit des progrès accomplis pour réorganiser le système financier, la stabilité financière demeure un défi majeur pour les dirigeants du G20. Les « bank runs » (paniques bancaires) représentent toujours un risque, comme l'a montré la crise bancaire de mars 2023, et la mise en œuvre de réformes réglementaires visant à corriger les faiblesses actuelles du système financier est plus que jamais nécessaire. En outre, la digitalisation du système financier et les avancées technologiques continues contribuent à accroître la complexité et l'interconnexion, accentuant ainsi les vulnérabilités opérationnelles. Alors que l'utilisation croissante de l'intelligence artificielle dans la finance pourrait être bénéfique pour les autorités et les établissements financiers, les points faibles de l'IA (sources de données d'entraînement peu claires, automaticité et vitesse accrues de l'IA générative) pourraient également avoir un impact négatif sur le système financier, d'autant plus que les cyber-attaques demeurent un défi de taille pour les établissements financiers.

ATELIER 2 :
Énergie et climat

Le monde est en polycrise et les efforts déployés à l'échelle mondiale pour limiter la dégradation de l'environnement sont loin d'être à la hauteur des attentes des scientifiques, le monde en effet se dirige vers un réchauffement moyen de +3,1°C, l'objectif de +1,5°C étant totalement hors de portée. Tous les gouvernements et les dirigeants d'entreprise comprennent désormais les enjeux, les conséquences pour eux-mêmes, ce qui peut et doit être fait, mais l'élaboration de plans efficaces et leur traduction en actions concrètes ne se font pas au rythme et à l'échelle nécessaires. Les efforts mondiaux de décarbonation sont en perte de vitesse et les dernières discussions à Washington, Bruxelles et dans les capitales de l'UE mettent en priorité l'accent sur l'économie, la résilience industrielle et la réponse au mécontentement social comme en témoignent les

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B. FINANCIAL STABILITY

Despite progress made to revamp the financial system, reaching financial stability remains a key challenge for G20 leaders. Bank runs still stand for a risk, as the March 2023 banking crisis showed, and implementing regulatory reforms to address current weaknesses in the financial system are more than ever needed. Moreover, digitalization of the financial system and ongoing technological advances contribute to greater complexity and interconnectedness, adding to operational vulnerabilities. While the growing use of artificial intelligence in finance could bring benefits for authorities and institutions, AI weak points (unclear training data sources, increased automaticity and speed of GenAI) could also impact negatively the financial system, all the more as cyber-attacks remain a critical challenge for financial institutions.

WOKSHOP 2:
Energy and Environment

The world is in polycrises and global efforts to limit environmental degradation are not delivering what science calls for as the world is in a +3,1°C average warming trajectory, with 1,5°C completely out of sight. Governments and industries now all understand what the challenges are, the consequences for themselves, what can be done and should be done, but developing effective plans, and turning them into effective action is not happening at the required pace and scale. Global decarbonization efforts are on a slowing path, and latest discussions in Washington, Brussels and EU capitals point to prioritizing the economy, industrial resilience and addressing social discontent with short lived measures. China remains both the super coal and clean tech champion, with a



WPC 2023, Abu Dhabi, November 4 – Nicolas Piau ; Douglas Paal ; Amine Bel Hadj Soulami

mesures à court terme récemment adoptées. La Chine reste le premier producteur de charbon et la championne des technologies propres, avec la perspective d'un pic de ses émissions de gaz à effet de serre avant 2030, tandis que les émissions de l'Inde continuent d'augmenter, avec de sérieuses inquiétudes quant à sa capacité à limiter l'expansion du charbon tout en poursuivant le déploiement massif des énergies renouvelables. En même temps, les barrières commerciales directes et indirectes se multiplient dans le monde, les technologies propres occupant une place de plus en plus centrale.

Les gouvernements mènent souvent des politiques contradictoires et fragmentées, la réglementation fait souvent défaut, les agendas sont contradictoires et la coopération mondiale n'a jamais été aussi faible. Le monde aura besoin d'investissements massifs dans les réseaux et la flexibilité, de transports plus propres et de nouvelles sources d'approvisionnement en matières premières, mais le rythme de ces investissements est trop lent. On observe toutefois des tendances positives du côté des entreprises et des technologies. Dans l'ensemble, les crises énergétiques sont désormais derrière nous, la sécurité énergétique reste une priorité politique et les gouvernements voient les avantages des technologies à faible teneur en carbone dans leurs systèmes énergétiques et de mobilité, au-delà du pétrole, du gaz et du charbon. Les institutions et les entreprises de premier plan restent partagées sur les tendances énergétiques futures, comme en témoigne le débat sur le pic de la demande de pétrole, de charbon et de gaz. Une transition harmonieuse nécessite à minima un dialogue renforcé entre les producteurs et les consommateurs, ainsi qu'une réduction progressive et maîtrisée des investissements en amont.

Les investissements dans les technologies propres augmentent fortement d'année en année, les énergies renouvelables sont massivement déployées, les capacités industrielles se développent principalement en Chine, mais aussi aux États-Unis et dans les pays de l'OCDE et les pays non membres de l'OCDE comme l'Inde. Une question fondamentale est de savoir si la croissance économique et la croissance de la demande d'électricité liée aux infrastructures numériques et cryptographiques ne vont pas neutraliser ces évolutions et entraver davantage la croissance de l'électrification, qui reste insuffisante et

possible perspective of a peak in its greenhouse gas emissions before 2030, while India's emissions continue to rise with serious concerns over its ability to limit coal expansions while massively continuing to roll out renewables. Meanwhile, the world is seeing more direct and indirect trade barriers, with clean techs increasingly central.

Governments have often contradicting and fragmented policies, regulation is often missing, there are conflicting agendas and global cooperation is weaker than ever. The world will need massive grid and flexibility investment, cleaner transports and additional raw material supplies, but these are not coming at the required pace. Nonetheless, there are some positive corporate and technological trends, and overall, the energy crises are now behind, with energy security remaining very high on policy agendas, and governments seeing the benefits of low carbon technologies in their energy and mobility systems, beyond oil, gas and coal. Leading institutions and companies remain divided about future energy trends, such as illustrated by the peak oil, coal and gas demand discussion. An orderly transition requires a minima a stronger producer-consumer dialogue and a managed and progressive phase down of upstream investment.

Clean tech investments are rising sharply year on year, renewables are massively deployed, industrial capacities are expanding primarily in China, but also in the United States and OECD and non OECD countries such as India. A fundamental question is whether economic growth and the growth in electricity demand from digital and crypto infrastructure will not outpace these developments and further impede the growth in electrification, which remains too little and too low.

While climate change is a daunting challenge, climate adaptation is now equally central to climate mitigation efforts. This calls for even large climate finance spending, and comes with pressing issues such as climate justice, robust and operational climate funds, a reform of the global financial system

trop faible. Si le changement climatique constitue un défi de taille, l'adaptation au climat tient désormais une place tout aussi centrale que les efforts d'atténuation du changement climatique. Cette approche implique des dépenses financières encore plus importantes pour le financement climatique et pose nombre de défis urgents : justice climatique ; fonds climatiques solides et opérationnels ; réforme du système financier mondial pour élargir, faciliter et réduire les risques d'accès au financement ; marchés volontaires du carbone crédibles ; mécanismes mondiaux de tarification du CO₂ ; normes d'information non financière pour les entreprises ; protectionnisme environnemental ; et promotion de mécanismes visant à rendre les investissements dans les technologies propres plus attractifs. Dans ce contexte, il convient de se pencher sur les questions fondamentales suivantes : Quelles sont les solutions à portée de main dans un monde brutal où la coopération est minimale ? Quelles doivent être les priorités des gouvernements et des entreprises pour réduire rapidement les émissions mondiales de gaz à effet de serre et promouvoir la préservation de la biodiversité ? Quels sont les meilleurs exemples et les bonnes pratiques pour déployer les technologies propres et accélérer la décarbonation des entreprises ? Quelle coopération minimale faut-il mettre en place pour accélérer l'action climatique et la protection de l'environnement tout en veillant à préserver les chances d'un monde raisonnablement ouvert, à assurer la sécurité énergétique et à garantir un accès universel à l'énergie et à la cuisson propre à un coût abordable ? Quelles sont les perspectives de coopération ou de confrontation entre l'UE, les États-Unis, la Chine et d'autres puissances membres ou non de l'OCDE ? Les sujets de discussion couvrent notamment les outils de flexibilité du système électrique, les matières premières critiques, la certification et la mise à l'échelle de l'hydrogène, la technologie CCUS, l'avenir du gaz naturel dans l'électricité, les industries et les transports, la décarbonation du transport maritime, les enjeux de la gouvernance mondiale et la nécessité de maintenir une coopération minimale et efficace entre la Chine, l'UE, les États-Unis et les grandes économies émergentes, notamment le Brésil et l'Afrique du Sud, qui accueilleront les présidences de la COP et du G20 en 2025.

to expand & ease & derisk access to finance, credible voluntary carbon markets, global CO₂ pricing mechanisms, non-financial reporting standards by corporates, environmental protectionism, and to continue fostering mechanisms that make clean tech investment more attractive.

Against this backdrop, central issues to be addressed are: What are the low hanging fruits in a brutal world where cooperation is minimal? What shall be the priorities for governments and corporates in order to peak global greenhouse gas emissions in a hurry and foster biodiversity preservation? What are the best examples and practices to roll out clean tech deployment, to accelerate corporate decarbonization and what minimal cooperation needs to happen in order to accelerate climate action, environmental protection while ensuring the world remains reasonably open, energy security is provided, and affordability and access to energy and clean cooking for all are ensured? What are the future cooperation, or confrontation perspectives, between the EU, US, China and other OECD and non OECD powers?

Topics for discussion include electricity system flexibility tools, critical raw materials, hydrogen certification and scale up, CCUS, future of natural gas in electricity, industries and transport, decarbonization of maritime transport, global governance issues, and how to maintain minimal and effective cooperation between China, the EU, the US and the wider emerging economies, not least Brazil and South Africa, which will host the COP and G20 presidencies in 2025.



WPC 2023, Abu Dhabi, November 3 – Randy Kottli ; Basile Cotte

ATELIER 3 :

Enjeux économiques
et sociaux au Moyen-Orient

Le Moyen-Orient est en pleine mutation, certaines nations enregistrant une croissance tandis que d'autres sont confrontées à d'importantes difficultés économiques et en proie à des conflits. Ce paysage mouvant réclame des réponses innovantes à des défis cruciaux tels que les opportunités d'investissement, la sécurité alimentaire, les ressources en eau et la gouvernance.

Cette session explorera ces défis urgents, en particulier la gouvernance et le rôle des investissements à impact - investissements visant à générer une incidence positive mesurable sur le plan social et environnemental tout en recherchant simultanément un rendement financier. La discussion portera également sur le paradoxe de la sécurité alimentaire dans la région, caractérisée par des terres fertiles limitées et une croissance démographique rapide. Enfin, nous examinerons le rôle essentiel de la politique étrangère dans l'orientation des investissements et dans l'avancement des efforts de consolidation de la paix.

WOKSHOP 3:

Economic and Social Issues
in the Middle East

The Middle East is undergoing a transformative period, with some nations experiencing growth while others grapple with significant economic and conflict-related challenges. This evolving landscape demands innovative solutions to critical issues such as investment opportunities, food security, water resources, and governance.

This session will explore these pressing challenges, with a focus on governance and the role of impact investment—investments aimed at delivering both financial returns and measurable social or environmental benefits. The discussion will also address the region's food security paradox, where limited fertile land faces rapidly growing populations. Moreover, the session will examine the vital role of foreign policy in shaping investments and advancing peacebuilding efforts.



WPC 2023, Abu Dhabi, November 3 – Tatiana Kastouéva-Jean ; Vahan Kostanyan ; Roman Vassilenko



WPC 2023, Abu Dhabi, November 4 – John Andrews ; Jean-Pierre Cabestan ; Yuichi Hosoya ; Kim Chang-beom ; Hervé Mariton ; Mayankote Kelath Narayanan ; Douglas Paal

Participants Participants



**ABDALLAH,
Kamel**

Managing Director & CEO of Canal Sugar, a UAE-Egyptian multibillion dollar agricultural industrial group in Egypt that aims to ensure Egypt self-sufficiency in sugar. Dr. Kamel Abdallah is a national food security expert, specializing in turnaround management and leadership of large agricultural industrial groups in the region. For over twenty years, he has led large regional companies with emphasis on Agri-Food companies in the Middle East with turnaround mandates. Dr. Abdallah holds a Ph.D in Strategic Management & Finance (OSU), and is a graduate of the Harvard Business School Agri Business management program.



**ABDELATIF,
Soumeiya**

Medical doctor, director of companies. First Vice President of the Robert Schuman Institute for Europe, former auditor of the Institute of Advanced Studies in National Defence (IHEDN) and of the Center of Diplomatic and Strategic Studies (CEDS).



**ABED,
Majdi**

Vice President International Public Affairs at TotalEnergies. Prior to joining TotalEnergies in 2019, he held several positions at the French Ministry of Foreign Affairs. He notably was Consul General in Dubai, Political Advisor for the French Delegation to NATO and n°2 at the Embassy of France to Qatar.



**ABITEBOUL,
Jean**

President of GIIGNL (International Group of LNG Importers), non-executive Director of Tellurian Inc. (AMEX: TELL). Jean Abiteboul is the former President of Cheniere Supply and Marketing, a 100% subsidiary of Cheniere Energy Inc. (AMEX: LNG), a Houston based company specializing in liquefied natural gas importation and exportation, and senior consultant in the energy field. He joined Cheniere in 2006, after having held various positions within Gaz de France (now Engie), 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.



**ADAMAKIS,
Emmanuel**

Elder Metropolitan of Chalcedon. He studied at the Sorbonne in Paris and then at the Catholic Institute and the St. Sergius Orthodox Theological Institute. He was ordained a priest in 1985 and continued his doctoral studies at the Holy Cross Institute of Theology in Boston, United States. In 1995, he was appointed Director of the Office of the Orthodox Church to the European Union in Brussels, Belgium. After being elected Metropolitan of France, he served as Vice President and President of the Conference of European Churches (CEC) as well as Co-President of the Council of Christian Churches in France. In February 2021 he was unanimously elected Elder Metropolitan of Chalcedon.



AKITA, Hiroyuki

Commentator of *Nikkei*. He regularly writes commentaries and columns, analysis mainly on foreign & international security affairs. He joined *Nikkei* in 1987 and worked at the Political News Dept. where he covered Japanese foreign & security policies, and domestic politics. He was Senior & Editorial Staff Writer, and he also worked at "Leader Writing Team" of the Financial Times in London (Oct.-Dec. 17). Previously, he was Beijing Correspondent and Washington Chief Correspondent. In Beijing, he reported major news events such as the death of Deng Xiaoping, Hong Kong handover to China. In Washington DC, he covered the White House & Pentagon, State Department during the Bush administration.



AL BALUSHI,
Marwan

Minister Plenipotentiary Head of the Media and Communication Center at the Foreign Ministry of Oman. Mr. Al Balushi previously held several positions at the Ministry of Information, the latest being Media Attaché at the Embassy of the Sultanate of Oman in the United States of America. With a Master's degree in International Communications (Political and Crisis Management) he earned in the United Kingdom, Mr. Al Balushi specializes in crisis and emergency management and reputation management. He also worked at the Public Authority for Electricity and Water and the Ministry of Housing.



AL KAABI,
Noura

Minister of State at the UAE Ministry of Foreign Affairs. Previously, Her Excellency Noura bint Mohammed Al Kaabi served as Minister of Culture and Youth, Minister of State for Federal National Council Affairs, and President of Zayed University, where she established the College of Interdisciplinary Studies to prepare students for dynamic and future-focused careers. On the international stage, she spearheaded the UAE's successful bid to join UNESCO's Executive Board and led efforts to restore Mosul's heritage through the "Revive the Spirit of Mosul" initiative, exemplifying the UAE's commitment to cultural preservation and global collaboration.



ALZAROONI,
Adil

CEO of Al Zarooni Emirates Investments and Al Bidayer Holding. Founder of Citizens School.



ANDLER,
Daniel

Professor Emeritus at Sorbonne Université and a member of the Académie des sciences morales et politiques. He began his academic career as a mathematician. He then was appointed as professor of philosophy of science at various universities. He is chiefly interested in cognitive science and artificial intelligence, and in their impacts on education, collective decision and public policy. He was the founder and first director of the department of cognitive studies at the École normale supérieure in Paris. His latest book is *Intelligence artificielle, intelligence humaine : la double énigme*.



AL MANSOUR,
Natalia

Ambassador of the Republic of Slovenia to the UAE, Bahrain, Kuwait and Qatar since August 2022. Amb. Al Mansour started her diplomatic career at the Ministry of Foreign Affairs in 2004. Previously she held various positions at Embassies of the Republic of Slovenia in Tehran, Prague and Cairo, as well as at the Permanent Representation of the Republic of Slovenia to the EU in Brussels. Between 2019 and 2022 she was Head of Department for Africa and the Middle East at the Ministry of Foreign Affairs of the Republic of Slovenia, and held an additional (honorary) role as Coordinator for Equal Opportunities at the Ministry.



AL MUTAR,
Faisal

Social entrepreneur and executive with extensive experience in economic development, innovation, and nonprofit leadership. Over the past decade, Faisal has driven large-scale change and fostered growth in the Middle East and beyond. As the founder of Ideas Beyond Borders, he has built the organization into a leading platform for advancing free market thought, innovation, and policy reform in the Arab world, particularly in Iraq. His work focuses on identifying transformative opportunities in diverse societies and implementing actionable policies to create jobs, reduce bureaucracy, and empower businesses with the tools necessary to grow.



ANDREWS,
John

Author, journalist and contributing Editor to *The Economist* and *Project Syndicate*. He taught at the University of Libya and then at the American University of Beirut before embracing journalism in time for the Lebanese civil war. His subsequent career with *The Economist* included positions in London as industry Editor and Asia Editor. More recently he has worked with the UN Environment Programme, with the Rockefeller Foundation on fragile states and with BBVA's OpenMind on world conflicts. In July 2021 he became Head Tutor for *The Economist's* first online course on global trends in geopolitics, with a particular focus on China and the USA.



ANTIL,
Alain

Director of the Ifri Sub-Saharan Africa Center. He works on Mauritania and security issues in the Sahel. He teaches at the Institut d'études politiques (IEP) of Lille and Paris I Panthéon-Sorbonne University. He holds a PhD in political geography from the University of Rouen.



ALALUF, Rotem

Seasoned AI expert, serial entrepreneur, and CEO and founder of Wand AI, with a strong record as a co-founder of several other successful ventures. As an early pioneer in artificial intelligence, he has spearheaded the development of large-scale systems across diverse sectors, including defense, intelligence, finance, and technology. Rotem is also a guest lecturer at UC Berkeley and serves on the advisory boards of global companies.



ALOBAILDI,
Abdulaziz

Chief Operating Officer of Masdar



ASTORG,
Jean-Marc

Director of Strategy of CNES, the French Space Agency. Jean-Marc ASTORG is an expert in space issues, with an almost 40-year experience at CNES, giving him in-depth knowledge of the space sector in France and worldwide in all areas: launchers, satellites and ground segments. As Director of Strategy at CNES, he is actively involved in adapting CNES and the French space ecosystem to the new environment created by New Space.



AUGÉ,
Benjamin

Associate researcher at Ifri since June 2010. He holds a doctorate in geography from the Institut Français de Géopolitique (Université Paris 8), and is also head of investigations at Africa Intelligence. He teaches the geopolitics of oil and gas in Africa, the comparative African policies of the P5 members and relations between Africa and the Gulf at the Executive Masters programs of HEC and Sciences Po Paris. He also lectures at the Diplomatic Academy of the Netherlands (Clingendael).



AVITAL, David

Senior Director of AEye Strategic Solutions. 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. In his current role, he crafts innovative strategies to navigate complex security landscapes, empowering clients to achieve their strategic objectives. He serves on the board of directors of several companies and is actively involved in charity and political organizations.



BADAWI, Khaled

Former Minister of Public Enterprise of Egypt, former CEO of Al Ahly Capital Holding.



BARRAULT, François

Chairman and Founder of FDB Partners SPRL, an investment and advisory firm in TMT and publishing. In 2011, he was appointed Chairman of IDATE DigiWorld, the leading European think tank and consultancy organization dedicated to Internet, Telecommunications and Media. He has had unique and diversified entrepreneurial and corporate experiences in the technology sector and founded 7 companies. He started his career as a researcher in Robotics, Artificial Intelligence with IBM Corporation. He served as President and CEO of Lucent EMEA and then as International CEO and corporate officer. He was also CEO of BT Global Services and a BT Group PLC board member.



Bartholomew Ist

Archbishop of Constantinople - New Rome and Ecumenical Patriarch since 1991. His personal experience and theological formation give him a unique perspective within ecumenical and inter-religious relations and environmental issues. Therefore, His All-Holiness plays a vital role in the reconciliation within Christendom. 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 Ecumenical Patriarch Dimitrios (d. 1991).



BADRÉ, Bertrand

Managing Partner and Founder of Blue like an Orange Sustainable Capital. Former Managing Director and Chief Financial Officer of the World Bank Group. Previously, he served as the Group Chief Financial Officer at Société Générale, and before that 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 invited 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.



BAHAROON, Mohammad

Director of the Dubai Public Policy Research Center (b'huth). He focuses on the interplay between geostrategy and policymaking in governance, stability, capacity building, and future-proofing. He has also worked as Deputy Director of Watani (UAE's first initiative on National Identity) and was a founding member of the board of "Bussola Institute", a think tank focusing on the changing and emerging aspects of the partnership between the EU and the GCC member states. He looks at the interconnected world order and the Global Connectivity Agenda UAE is developing across the region and the impact this had on its regional and global partnerships including regional and trans-regional initiatives like the Abrahamic Accords & I2U2.



BEACCO, Jean-Michel

Chief Executive Officer of Institut Louis Bachelier, a public-private Paris-based research center in economy and finance, Associate Professor of Finance at Université Paris-Dauphine. Jean-Michel Beacco graduated from Ecole des Ponts ParisTech (engineer) and Stanford Graduate School of Business (executive MBA). He started his career in 1989 at Caisse des Dépôts et Consignations as an Asset and Liability Manager involved in the first French securitization program. From 1992 onwards, he headed the capital market's Credit Trading and structuring department at Société Générale (1992-2000), CACIB (-2005) and Natixis (-2009). He is also President of the Department of Economics at Ecole nationale des Ponts et Chaussées.



BÉHANZIN, Francis

Chairman and co-founder of World Network of Security and Defence Professionals for preventing and combating terrorism, former Commissioner for Political Affairs, Peace and Security of ECOWAS. In this position, he notably managed political affairs, promotion of democratic governance, regional security and peace in the West African region. He led the development of the 2020-2024 regional action plan to combat terrorism. With several specialized military and police trainings in Europe, the United States, Canada and Africa, particularly on organized crime and peace operations, he is Lecturer at the Institut des hautes études de défense nationale (Paris) and is a founder member of the Benin Human Rights Commission.



BARAKAT, Maha

Assistant Minister for Health and Life Sciences in the UAE Ministry of Foreign Affairs. She also serves as the Director General of the Frontline Heroes Office in the UAE. Professor Maha Barakat is the former Chair of the RBM Partnership to End Malaria, has held the post of Director General of the Health Authority Abu Dhabi, and was Co-Founder, Medical & Research Director and Consultant Endocrinologist at the Imperial College London Diabetes Centre in Abu Dhabi. As part of her role within the Health Authority, in addition to the fight against lifestyle-related disease, she has supported several public health eradication campaigns against communicable disease both within the UAE and internationally.



BARK, Tae-ho

President of the Global Commerce Institute of Lee&Ko, a leading global law firm in Korea, President of Seoul Forum for International Affairs (SFIA), Professor Emeritus (former professor and Dean) of the Graduate School of International Studies (GSIS) at Seoul National University and Chairman of the Korean Committee of the Trilateral Commission. He has participated in the Task Force on Global Capitalism in Transition of the Trilateral Commission as an Asia-Pacific member. He served as Minister for Trade of the Korean government as well as Chairman of the International Trade Commission of the Korean government.



BEKELE-THOMAS, Nardos

First female CEO of the African Union Development Agency/NEPAD, she spearheads Africa's strategic agenda for growth and sustainability, leading the continent's charge toward Agenda 2063—a blueprint for a united, prosperous, and self-reliant Africa. She was previously Resident Coordinator for the United Nations (UN) and Head of the UN System in South Africa where she led successful efforts to implement the 2030 Agenda for Sustainable Development. From 2008 to 2013, she served as the UN Resident Coordinator in Kenya and Benin, where her leadership was instrumental in peacebuilding, constitutional reform, and fostering public-private partnerships.



BERCHTOLD, Etienne

Ambassador of the Republic of Austria to the United Arab Emirates. At the Federal Chancellery in Vienna, H.E. Dr. Etienne Berchtold previously worked as Foreign and European policy spokesperson for three Austrian Chancellors. Before that, Etienne Berchtold, who studied law, worked for several years as spokesperson for the Austrian foreign minister Sebastian Kurz, respectively before among others as an employee at the Permanent Representation to the EU in Brussels and for Shell Austria GmbH in Austria.



BESNAINOU,
Pierre

Honorary President of the French Judaism Foundation. He served as President of the European Jewish Congress (ECJ) (2005-2007) and of the French Unified Jewish Social Fund (FSJU) (2006-2014). He also co-chaired the Unified Jewish Appeal of France (AUJF) (2006-2014). In January 2010, he took over from David de Rothschild as President of the French Judaism Foundation, a position he held until 2014. He started his career first as an entrepreneur in household appliances and then in internet with LibertySurf (internet service provider). He is also a member of the Board of Governors at the Shimon Peres Center for Peace and of the Weisman Institute France.



BEYER,
Peter

Member of the German Bundestag where he serves on the Committee on Foreign Affairs. Peter Beyer is also the Spokesperson of the Committee of Inquiry on Afghanistan and was a Coordinator of Transatlantic Cooperation of the Federal Government (2018-2022). Peter Beyer began his legal career as an associate attorney for the US-headquartered firm of Mayer, Brown & Platt (now Mayer Brown). Mr. Beyer started his political career in 2009 and has been directly elected to the German Bundestag in every general election since then (2009, 2013, 2017, and 2021). Beyer has been the Foreign Affairs Committee's main rapporteur on the Western Balkans for twelve years.



BRNABIC,
Ana

Speaker of the National Assembly of the Republic of Serbia. Previously, she was Prime Minister for almost eight years and as Minister of Public Administration and Autonomous Administration. She was Director of Continental Wind Serbia (CWS). She has more than ten years of experience in working with international organizations, foreign investors, local self-governments and the public sector in Serbia. She graduated in marketing from Hull University, UK.



BROMBERG,
Gidon

Co-founder and Co-director of EcoPeace Middle East, unique regional environmental peace-building organization founded in 1994 and nominated in 2024 for the Nobel Peace Prize. Gidon has served as its co-Director for three decades. An attorney by profession, he is an alumnus of Monash University in Australia, Washington College of Law at American University, and Yale University's World Fellows program. He has been immersed in the environmental peacebuilding world for over 30 years and has written extensively on the relationship between water issues and Middle East peace. He has presented on these issues before the UN Security Council, UN Climate Summit, US Congress, and the European Parliament.



BILOA,
Marie-Roger

Chief Executive Director of The Africa International Media Group and its branch MRB Productions. She is also Media Consultant and Adviser on African Affairs with Africa International, an umbrella entity including the "Club Millennium" and MRB-Networks.com, an issues- and solutions-oriented TV channel focusing on Africa's development. Born in Cameroon, educated in Cote d'Ivoire, France and Austria, she graduated from the universities of Abidjan, La Sorbonne in Paris and Vienna. Ms. Bihoa is also an alumni of the Diplomatic Academy in Vienna, and of the Harvard Kennedy School of Governance. She is a frequent TV guest to comment on current news and African politics.



BIOT,
Jacques

Board member and advisor to companies in the field of digital transformation and artificial intelligence, former President of the École Polytechnique in Paris. He has international professional experience in higher education and research, life sciences (Roussel-Uclaf, Pasteur-Mérieux Serums and Vaccines, now parts of Sanofi; JNBD, strategic consulting firm in health technology; and Guerbet, GBT, Euronext), industry and technology financing, and public administration (Prime Minister's office). He currently serves as a Trustee to several scientific academic institutions and teaches entrepreneurship as an invited Professor at the Tianjin University in China. He currently chairs the Board of Directors of Huawei Technologies France.



CABESTAN,
Jean-Pierre

Senior Researcher Emeritus at the French National Centre for Scientific Research (Centre national de la recherche scientifique), attached to the French Research Institute on East Asia (IFRAE) of the National Institute of Oriental Languages and Civilisations (INALCO). He is also Professor Emeritus at Hong Kong Baptist University. Prior to September 2021, he was Chair Professor of Political Science, Department of Government and International Studies, Hong Kong Baptist University. He was Head of the Department from 2007 to 2018. He is also Associate Researcher at the Asia Centre, Paris and at the French Centre for Research on Contemporary China in Hong Kong.



CABOCHE,
Thierry

Head of International Public Affairs at Ardian since 2022. In this role, he also leads Ardian's efforts in building relationships with development finance institutions and multilateral organizations. In addition, he contributes to the sourcing of joint ventures and partnerships for the international development of our portfolio companies. Previously, he worked as a diplomat for the French Foreign Office for over 15 years, specializing in the Middle East and multilateral organizations. Thierry has held various Embassy postings across the Middle East and served as the Chief of Staff and Spokesperson of the Ambassador of the French Mission to the United Nations in New York. He is based in Paris.



BIRUTA,
Vincent

Minister of Interior of the Republic of Rwanda since 12 June 2024. He previously served as the Minister of Foreign Affairs and International Cooperation from 4 November 2019. Prior to that, Dr. Biruta held several cabinet positions in the Government of Rwanda including Environment from August 2017 to November 2019, Natural Resources from 2014 to 2017, Education from 2011 to 2014, Public Works, Transport and Communication from 1999 to 2000, and Health from 1997 to 1999. Beside his cabinet appointments, he was the President of the Senate in the Parliament of the Republic of Rwanda from 2003 to 2011 and President of the National Transition Assembly from 2000 to 2003. Dr. Biruta is a qualified physician.



BLUGEON-MERED,
Mikaa

Independent researcher specialized in the geopolitics and international markets of hydrogen. He is currently an adjunct lecturer at Sciences Po Paris, Mohammed VI Polytechnic University (UM6P), IFP School, and part of the faculty of S&P Global Commodity Insights' World Hydrogen Leaders network. He also coordinates the Hydrogen Task Force of MEDEF International, serves as special advisor to Hy24, senior advisor to Hyvolution, and chairs the Steering Committee of CertifHy. Formerly a political risk analyst, chamber of commerce administrator, expert-evaluator to the European Commission, and secretary-general of a university chair, Mikaa has spent over a decade working on hydrogen-energy-climate challenges.



CALLONICO,
Guillaume A.

Geopolitical Risk Manager, Senior Director at CDPQ, a global leading public pension fund manager. He is a political scientist and risk manager specializing in international relations, democratization process and geopolitical risk. The team he leads assesses and monitors the main financial and geopolitical risks for global portfolio and specific investments, and is responsible for producing qualitative risk measures, developing tools and key portfolio analysis supporting discussions with portfolio managers and board members. Recently, his responsibilities have led him to work on improving the risk management processes, implementing a geopolitical strategy, and coaching global companies to better manage geopolitical risks.



CHALMIN,
Philippe

Founder of Cercle Cyclope, Professor emeritus at Paris-Dauphine University, Consultant for various International Organisations (OECD, EEC, UNCTAD). He was a member of the Council of Economic Advisors in the Office of the French Prime Minister. He published around forty books including the latest *Une brève histoire économique du XXème siècle*, published in 2019, and *Journal de la dissolution* in 2024. From 2010 to 2023, he was the President of the French Observatory on fixing food products prices and margins. A graduate from HEC, he is "agrégé" in History and holds a Doctorate in Humanities.



CHARAFEDDINE,
Raed

Executive Chairman at Al Makeen, a specialized advisory strategy firm with a focus on monetary policy, financial institutions, digital economy, industrial policy, and national food security. Mr. Charafeddine is a seasoned Central and Commercial Banker, and the former First Vice Governor of the Central Bank of Lebanon, with extensive experience in both the public and private sectors across the Middle East and Africa (MEA). He is also an international strategist with profound expertise in central banking, regulation and supervision, and financial markets, complemented by hands-on experience in commercial banking. He served as a board member for various international and regional monetary and financial organizations.



CHARBIT,
Stéphane

Partner in the Sovereign Advisory department of Rothschild & Co. He advises a number of governments, sovereign wealth funds and state-owned companies on economic development, financial policy and debt management, across Europe, Sub-Saharan Africa, the Middle East, Central and Latin America. He is an active member of various think tanks and research initiatives related to economic and social inequality, and progressive reforms. He graduated from Harvard University, Sciences Po Paris, ESCP and holds Law and Economics degrees from Paris University.



COZON,
Stanislas

Executive Vice President of Capgemini. He has been Managing director in charge of global industry sectors within Capgemini (consumer products, retail, utilities, tax and welfare, public security, telecommunications, financial services and manufacturing). The transformation of corporations and governments is at the heart of this role. He started his career at the 'Inspection Generale des Finances' (French Treasury) and joined Capgemini in 1989. He holds a diploma of the 'Institut d'Etudes Politiques de Paris' and of the 'Ecole Nationale d'Administration'.



DAMIANI,
Ernesto

Dean of the College of Computing and Mathematical Sciences and Director of the Center for Cyber-Physical System at Khalifa University, Abu Dhabi, Full Professor at the Department of Computer Science, Università degli Studi di Milano, where he leads the SESAR research lab, and President of the National Interuniversity Consortium for Computer Science. His research interests include Artificial Intelligence, Machine Learning, Cyber-physical systems, secure service-oriented architectures, privacy-preserving big data analytics and cyber-physical systems security. He has held visiting positions at several international institutions, including Universities in the US, Japan, Australia and France.



CHAUVEL,
Jean-Baptiste

Regional Head of French Treasury's units in the Arabian peninsula and economic counselor at the French Embassy in Abu Dhabi since 2022. He was previously member of the office of the French Minister in charge of Foreign Trade and Economic Attractiveness, Mr. Franck Riester (2020-2022). Mr. Chauvel was deputy head of the French macro-economic policies unit (2016-2017), then portfolio manager at the Agence des Participations de l'Etat (APE) in charge of shareholdings in the energy and mining sectors (2017-2018), before joining the Kepler Cheuvreux Group as Group General Secretary, member of the Executive Committee.



CHOI,
Yongjoon

CEO of LIG Corp., a South Korean conglomerate. At LIG Nex1, an aerospace and arms manufacturer, he held various leadership positions, including Director of Strategic Planning and Director of Network Divisions. Prior to joining LIG Group, he worked in management consulting. Mr. Choi holds an MS in Business Administration from Seoul National University.



DARSALIA,
Lasha

First Deputy Minister for Foreign Affairs of Georgia since June 2021. His responsibilities include to deal with the issues concerning the Russian-Georgian conflict, as well as neighboring countries and International Organizations. Mr. Darsalia is chief negotiator from Georgia to the Russian Federation in the Geneva International Discussions (GID). Prior to his assignment Lasha Darsalia was First Deputy Minister at the State Ministry for Reconciliation and Civic Equity. His main responsibilities included to work on the issues of the engagement policy with the communities on the Russian Occupied territories.



DAVID,
Dominique

Advisor to the Executive Chairman, Ifri, Editor of *Politique étrangère* and co-director of the annual report Ramses. He is also President of the Austro-French Centre for Rapprochement in Europe and of le Club des Vingt. Former Executive Vice-President of Ifri. Previously, he was in charge of the Security Studies department at Ifri. Before joining Ifri, he was Deputy Director of the Institut français de poléologie (French Institute of Polemology), and then Secretary General of the FEDN (Fondation pour les études de défense nationale). His studies and publications deal with strategic issues, particularly with French strategy and European issues.



CLEARY,
Seán

Chairman of Strategic Concepts (Pty) Ltd. He is also the founder and Executive Vice Chair of the FutureWorld Foundation, Diplomacy Moderator of the Geneva Science and Diplomacy Anticipator, a member of the Advisory Boards of EIT-Climate-KIC, World Leadership Alliance-Club de Madrid, and the Institute of Advanced Studies, Koszeg, a Special Advisor to the Global Solutions Initiative, and a Senior Advisor and Senior Fellow of the Salzburg Global Seminar and co-author, with Thierry Malleret, of Resilience to Risk, and Global Risks, as well as numerous articles and chapters.



COATANLEM,
Yann

Co-founder of GlassView, the inventors of Neuro-Powered MediaTM and President of Club Praxis. Member of the Board of the Paris School of Economics and French Foreign Trade Advisor in New York. He is the co-author of Capitalism against Inequalities (PUF, 2022). In 2018, he received, from the Académie des sciences morales et politiques, the Special Prize of the Political Economy, Statistics and Finance section for his book The government of citizens as well as for his work at Club Praxis, a think tank that promotes the use of Big Data in policy making, in particular in revamping the tax and welfare system. In 2024, he contributed to the debate on disruptive innovation and the cost of failure in Europe, including in the Draghi report.



DAVIDONIS,
Ramunas

Ambassador of the Republic of Lithuania to the United Arab Emirates. Mr. Ramunas Davidonis is a career diplomat. He also serves the Republic of Lithuania as Ambassador to Kuwait, Bahrain, Iraq, and is Ambassador-Designate to the Kingdom of Saudi Arabia. Before taking up his current position, he was Deputy Ambassador at the Lithuanian Embassy in the UK (2021-2022), and Deputy Director for Latin America, Africa, Asia and Oceania Department at the Ministry of Foreign Affairs of Lithuania (2019-2021). Graduated from the Central European University (Prague/Budapest) with an M.A. in International Relations and European Studies from, he started his career at the Ministry of Foreign Affairs of Lithuania in 1991.



DELCOURT,
Antoine

Ambassador of the Kingdom of Belgium to the UAE, since August 2022. Previously, he has been Deputy Head of Mission at the Embassy of the Kingdom of Belgium to the People's Republic of China, and to Mongolia (2019 - 2022). From 2016 to 2019, he worked at the Directorate General for European Affairs (Brussels, Belgium); Horizontal EU external policy coordination, focal point for Belgium (European Correspondent 2017-2019); Coordinator for the Middle East and Northern Africa Regions (2016-2017); Belgian Senior Official for the Union for the Mediterranean, Belgian Coordinator for the relations between the EU and the Gulf Cooperation Council, and between the EU and the League of Arab States.



DESOUCHES,
Christine

Honorary lecturer at the Université de Paris I (Panthéon-Sorbonne), expert-consultant to international organizations and member of the strategic council of IFRI. Through her research, relationships in the field and various positions held in the Organisation internationale de la Francophonie (OIF), she has become a specialist in democratization, crisis and conflict resolution, transition and peace-building processes, especially in Africa. In the OIF, her positions have included Chief of Staff, delegate for peace, democracy and human rights and Special Advisor for political and diplomatic affairs to the Secretary-General from 1988 to 2010. She is also the founder member of the journal "Nouvelle Afrique Contemporaine".



DOSSOU,
Robert

Lawyer at the Paris Bar and currently practicing at the Bar of Benin, President of the African Association of International Law. He is also a member of the Curatorium of the African Academy for Regional Cooperation and a member of the honorary committee of the Fondation René Cassin. Former Chairman of the Bar, he was a member of Parliament, Minister of Planning and then Minister for Foreign Affairs. Former President of the Constitutional Court of Bénin, expert consultant, he has carried out and still carries out various missions for international organizations: UN, AU, ECOWAS, OIF. He is an arbitrator of international trade and the author of several publications on human rights and the democratic transition.



EL-KUWAIZ,
Abdullah

Economist. Chairman of BIC (The investment subsidiary of BNP Paribas in Saudi Arabia). First deputy of the Governing Board of Oxford Institute of Energy Studies, an independent entity of Oxford University. He is a board member of a number of philanthropic, academic and business institutions. He served as Saudi Ambassador to one of the Gulf States, headed a number of major regional financial institutions and served in the board of others, including AMF, AFSED, IDB, and GIB. He contributed extensively to the GCC economic integration when he served as an Associate Secretary General for Economic Affairs since its inception in 1981 to 1995.



EMILSSON,
Peje

Founder and Owner of Kreab Worldwide and Kunskapsskolan Education. He is a Board member of the Nobel Prize Outreach since 2011 and is a Member of the Royal Swedish Academy of Engineering Sciences, IVA. He was Chef de Cabinet of ICC, the world business organization (1973-1981) and Chairman of the Stockholm Chamber of Commerce (2010-2014). Recipient of the King of Sweden's Medal of the Twelfth Dimension in Blue Ribbon for achievements as business leader and entrepreneur. He has a BA from the University of Stockholm and is a graduate of the Owner/President Management Program from Harvard Business School.



DROUIN,
François

President of ETI FINANCE (SMEs and Midcaps financing, Asset based lending). Former Chairman of the Board for the Autoroutes et Tunnel du Mont Blanc and of Société Française du Tunnel Routier du Fréjus, former Vice President of the French Public Investment Bank (BPI). Former Chief Executive Officer 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'Epargne and for the Crédit Foncier de France.



DUCROT,
Valérie

Executive Director of the Global Gas Centre based in Geneva/Switzerland (GGC). The GGC is an association bringing together leading stakeholders of the gas industry and was founded by major gas companies in December 2014. From 2009 to 2014, Valérie Ducrot was the Manager of the UNECE (the United Nations Economic Commission for Europe) Gas Centre. Previously she occupied several positions in the French energy company nowadays named ENGIE. Over the last 27 years she has gained extensive experience in the energy sector, particularly the gas sector, at a global level. She holds an MBA from the Grande Ecole EMLYON and graduated in Business Administration in 1995.



ERLANGER,
Steven

Chief Diplomatic Correspondent, Europe, for *The New York Times*, based in Berlin. Former London, Paris and Brussels Bureau Chief of The New York Times. He has served in numerous postings for The Times in Jerusalem, 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 and for International Reporting on Russia in 2017.



ETIENNE,
Philippe

Ambassador of France since June 2019, Philippe Étienne is also professor of public and international affairs at Columbia University. From 2019 to 2023, Philippe Étienne served as France's ambassador to the United States. In May 2017, he joined the French Presidency as diplomatic advisor to President Emmanuel Macron, also acting as G7 and G20 sherpa. Throughout his diplomatic career, he has held several prominent positions, including Ambassador of France to Germany and Romania, Ambassador and Permanent Representative of France to the European Union, and Director-General for International Cooperation and Development at the French Ministry of Foreign Affairs.



DUERO,
Arash

Managing Director of UAE-based Big Picture Strategy LLC, a consultancy specialized in communication and marketing services for clients in the energy and climate sectors. Mr. Duero is also Senior Advisor at Berlin Global Advisors, a leading German public and government affairs consultancy, where he provides strategic counsel to a wide range of clients across multiple industries. He regularly serves as Senior Consultant at Berlin-based Clean Hydrogen Advisors (CH2A), and Advisor to the Global Gas Centre and the Clean Energy Forum. He is also Head of Strategic Programs at the European Cluster for Climate, Energy and Resource Security at the Centre for Advanced Security, Strategic and Integration Studies (CASSIS), University of Bonn.



ELIA,
Roula

Attorney at Law, CEO of Echo for Peace Foundation and of Rased Lebanon, member of Beirut Bar Association and International election Observer. She is a Founder and member of many NGOs and nonprofit associations. She is a Legal Consultant to many associations and civic organizations. She is also a journalist for Tele Lumiere and Noursat International TV, presenting social, political, and religious issues through talk shows. She was delegated as "Lawyer and Journalist" to attend hearings in the Special Tribunal of Lebanon in The Hague, Netherlands (STL). She participated in several conferences and seminars in Lebanon and abroad. She is a legal and social writer in many newspapers and reviews.



ETTER,
Jean-François

Swiss public health expert and researcher known for his work on tobacco control and smoking cessation. He earned a master's degree in political science and in public health in 1995 and a doctorate in political science in 1996. An honorary professor at the University of Geneva, he has conducted research for over 30 years on smoking prevention and cessation, nicotine addiction, and the impact of various public health policies on smoking behavior. His studies often focus on harm reduction strategies, particularly in relation to e-cigarettes and other nicotine and tobacco products. It has made him a prominent figure in tobacco research and policy debate.



EYL-MAZZEGA,
Marc-Antoine

Director of the Center for Energy & Climate of Ifri since 2017. Prior to joining Ifri, he spent six years at the International Energy Agency (IEA), notably as Russia & Sub-Saharan Africa Programme Manager where he conducted oil and gas market analyses and was responsible for institutional relations with these countries and regions. He also held various other positions, such as at the Robert Schuman Foundation, where he was in charge of a Ukraine observatory. A French and German national, he holds a Ph.D. from Sciences Po Paris in International Relations. He represents Ifri at the French observatory of raw materials for industrial value chains (Ofremi).



EYOUN,
Ambre

Diplomatic Advisor to the French President Special Envoy for IMEC. She has been in charge of coordinating the inception phase of the French IMEEC-project team in support of Mr. Gérard Mestrallet, before becoming his Special and Diplomatic Advisor. In 2023, she joined the G7-G20 summits Taskforce at the Ministry of Europe and Foreign affairs in Paris. Her scope covers climate, energy and economic diplomacy. Prior to her diplomatic career, she worked in the energy industry for 10 years at TotalEnergies in Paris, at various positions related to energy diplomacy, strategy and sustainability. During her curriculum at the Ecole nationale d'administration, she was posted at the Embassy of France in the U.S.A in Washington.



EZZAT,
Aiman

CEO of the Capgemini Group since May 20, 2020. With more than 25 years' experience at Capgemini, he has developed a deep knowledge of the Group's main businesses and has worked in many countries, notably the UK and the US, where he lived for more than 15 years. During his tenure as COO (from 2018 to 2020) and prior to this as CFO, from 2012 to 2018, Mr. Ezzat reinforced both the Group's position as a global leader as well as its financial resilience. Mr. Ezzat is also on the Air Liquide Board of Directors and is a member of the Business Council and the European Round Table for Industry.



FLAHAULT,
Antoine

Director of the Institute of Global Health at the University of Geneva. Professor of Public Health at the Faculty of Medicine of the University of Geneva. In 2019, he was elected as Deputy Director of the Swiss School of Public Health in Zürich. He previously served as Founding Director of the French School of Public Health, Co-Director of the European Academic Global Health Alliance, and President of the Agency for Public Health Education Accreditation. He has chaired the WHO collaborative centre for electronic disease surveillance. He is a corresponding member at the Académie nationale de médecine in Paris. In March 2024, he published the book *Prévenez-moi ! Une meilleure santé à tout âge*, with Editions Robert Laffont.



FOUCHER,
Michel

Member of the Center for Higher European Studies (National Institute for Public Service, former ENA) and senior counsel on studies at MEDEF (Network of French entrepreneurs). He was French Ambassador to Latvia (2002-2006), Advisor on politico-strategic affairs to the French Foreign Minister (1997-2002), Special Envoy to the Balkans and the Caucasus (1999) and Ambassador at large on European affairs (2006-2007). He also served as Director of the Policy planning staff of the French Foreign Ministry (1999-2002). From 2010 to 2013, he was Director of Studies and Research of the Institute of Higher National Defence Studies (IHEDN). He is a regular contributor to Ramses Report and the quarterly *Politique Etrangère* (IFRI).



FAHMY,
Nabil

Dean Emeritus at The American University in Cairo. He founded the School of Global Affairs and Public Policy in 2009 but he is also a career Diplomat. He was Foreign Minister of Egypt. During his distinguished diplomatic career over three decades, he served as Ambassador to the United States and Japan, as well as in numerous government and international positions. His work focused on international and regional security, disarmament and non-proliferation, conflict resolution and Arab-Israeli diplomacy. He was also the Chairman of the United Nations Advisory Board on Disarmament Matters, and the Vice Chairman of the United Nations General Assembly's first committee dealing with disarmament and international security.



FAIN,
Jeremy

CEO of BWI. Mr. Fain's entrepreneurial journey began in 2007 when he co-founded Verteego, a pioneering force in the artificial intelligence and impact startup realms, known for its early entry into the software-as-a-service sustainability market. In 2018, he assumed the role of CEO at Welcomr, a prominent building access control SaaS vendor. Driven by a passion for technology-driven impact, he joined BWI as CEO in 2022. BWI, or Blue Water Intelligence, leverages satellite data and machine learning to deliver advanced hydrological forecasts, with the vision of empowering basin digitization through the deployment of virtual stations, offering critical continental freshwater data and insights anytime, anywhere.



FROSSARD,
Thibaud

Chief of Staff to the Capgemini Group CEO since 2022. Formerly Advisor on industrial policy at the French Ministry of the Economy, Finance and Industrial and Digital Sovereignty, he has previously held various senior positions at the Government Shareholding Agency and the Budget Directorate. Thibaud graduated from Ecole Polytechnique, Mines Paris and Sciences Po. He is a lecturer in industrial policy at Sciences Po and is also a board member of the French-Asia Foundation and a member of the editorial board of the Terra Nova think tank.



GALAS,
Godefroy

Deputy director of the cabinet of the CEO of the Direction Générale des Entreprises (DGE), a French government agency attached to the Ministry of the Economy and Finance. He contributes to the design and implementation of public policies supporting business development. Previously, he was technical analyst in the Operations Department of the ANSSI, the French national cybersecurity agency. Before that, he worked for the industrial companies General Electric, Alstom, TotalEnergies and Vesuvius, as well as for the Private Equity fund Astorg in Paris. As a Corps des mines Engineer, Godefroy Galas is a French high civil servant.



FELBERMAYR,
Gabriel

Director of the Austrian Institute of Economic Research (WIFO) and Professor at the Vienna University of Economics and Business. After working as an Associate Consultant with McKinsey & Co, Vienna (2004-2005), he held various teaching positions at the University of Tübingen and at the University of Hohenheim, Stuttgart. He led the ifo Center for International Economics at the University of Munich (2010-2019). He was President of the Kiel Institute for the World Economy (2019-2021). His research and advisory activities focus on questions of economic global governance, European economic integration, and German economic policy. He has published in international scientific journals, policy briefs and newspapers.



FIGURES,
Tim

Partner and Associate Director, EU & Global Trade and Investment at Boston Consulting Group, London. He is a senior expert in geopolitics and trade working within BCG's Global Advantage practice. He advises public and private sector clients globally on geopolitical and business strategy, with a particular focus on the future of Europe and the intersection between climate action and trade. Before that, he worked as a policymaker with the UK Government and the European Commission. More recently he was a policy advisor on EU and trade issues for the UK Secretary of State for Business, Energy and Industrial Strategy and Policy Director for the UK's leading manufacturing trade association.



GARGASH,
Anwar

Diplomatic Advisor to the President of the United Arab Emirates. He joined the Federal Government in 2006 as Minister of State for Federal National Council Affairs, and was later appointed Minister of State for Foreign Affairs. He was Chairman of the National Elections Committee, Chairman of the National Committee to Combat Human Trafficking, Chairman of the Board of Trustees of the Al Owais Cultural Foundation and a member of the Board of Trustees of the Anwar Gargash Diplomatic Academy (AGDA). He received his Ph.D. from King's College, Cambridge and holds Bachelor's and Master's Degrees in Political Science from George Washington University.



GERMAY (DE),
Nicolas

Vice Chairman of the WPC. He manages the organization of the annual conference since its first edition in 2008. He is also Chairman and Founder of Alandia, a restructuring advisory firm which helped various States or sovereign funds to regain control over their industrial investments (Middle East, Africa and West Asia). Former Vice Chairman of the Franco Indian Chamber of Commerce, he was more especially in charge of agricultural investments. He is, or was, member of several advisory boards such as British Telecom or PWC. He published a book on globalization in June 2010: *Mondialisation, un autre regard* and one on restructuring issues in France (2015).



GIRARD,
Renaud

Senior Reporter and International Columnist at *Le Figaro*. He has covered major worldwide political crises and armed conflicts for the past 40 years. Expert on geopolitics, he publishes every Tuesday his international column in *Le Figaro*. He wrote several books on the Middle East and the major diplomatic issues of the West. He regularly takes part in international conferences. He is also a Professor at the Institut d'études politiques de Paris and a member of the Editorial Board of the *Revue des Deux Mondes*. In 2014, he was awarded the Grand Prix de la presse internationale by the foreign correspondents in Paris. He graduated from the École normale supérieure and the École nationale d'administration.



GOUYETTE,
François

Chairman of Pro Oriente Conseil, Vice-Chairman for Public Diplomacy of The Global Diwan, Advisor to the Chairman of Diot-Siaci. François Gouyette has served as Ambassador of France from 2001 to 2023 in five Arab countries: UAE, Libya, Tunisia, Saudi Arabia and Algeria. He was previously DCM in Syria and Turkey. He has also been Diplomatic Advisor to the Minister of Interior and Ambassador in charge of the EUROMed process in the French Ministry of Foreign Affairs. He graduated in Law from Paris University and in Arabic from the Oriental School in Paris.



HALLAK,
Jalim

Chief Investment Officer of the Othaim Family Office. Jamil Hallak is a distinguished leader in global capital markets, with over 20 years of experience driving financial innovation and strategy at top institutions in Paris and London. In 2009, he led the Middle East and Africa trading business during the early stages of MENA's debt capital markets growth. Throughout his career, Jamil has held senior roles at prestigious financial institutions, including Société Générale, BNP Paribas, Standard Chartered, Deutsche Bank, and Credit Suisse. His strategic insights and leadership have significantly influenced the financial landscape at these organizations. He was Head of Investments at Riyadh Bank from 2017 to 2020.



HECKER,
Marc

Deputy Director of Ifri and Editor-in-Chief of *Politique étrangère*. He holds a Ph.D. in Political Science from University Paris 1 Panthéon-Sorbonne and taught for many years a course on Terrorism at Sciences Po. He published several books including *La Guerre de vingt ans* (Robert Laffont, 2021 with Elie Tenenbaum), *Intifada française ?* (Ellipses, 2012) and *War 2.0: Irregular Warfare in the Information Age* (Praeger, 2009 with Thomas Rid; translated in Chinese in 2011). His articles appeared in major journals (*Policy Review*, *Internationale Politik*, *Commentaire*, *Études*, etc.).



GRUFFAT,
Jean-Claude

Governor of the American Hospital in Paris, Vice Chairman of the American Hospital of Paris Foundation. He also serves on the Board of Atlas Network, a free market think tank in Arlington, Virginia, and is a member of the Leadership Council of United Way Worldwide. He joined the investment banking firm of Weild Capital LLC, after 5 years with the New York based Galileo Group. From 1998 to 2014, he held various positions with Citigroup, Country Corporate Officer for France, Global Relationship Bank Market Manager for France, Belgium, and Luxembourg, and Director of Citibank International PLC. Former member of the Board of United Way Worldwide, he also chaired its Development Committee.



GUÉRIN,
Gilles

Managing Director of Bordier & Cie in Geneva. Former Managing Partner of EFG Bank in Geneva, his area of expertise is private asset management. He is a member of the Board and Treasurer of the WPC Foundation. He previously worked as a money market dealer at the Al Saudi bank in Paris, then as Treasurer for Europe at the National Bank of Abu Dhabi in Paris. He received a degree in Economics from the University of Neuchâtel and an Advanced Management Degree from the École des cadres de Lausanne.



HOSOYA,
Yuichi

Professor of International Politics at Keio University, Tokyo. He is Director of Research at the Asia-Pacific Initiative. He is also Senior Researcher at the Nakasone Peace Institute, Senior Fellow at The Tokyo Foundation for Policy Research, and Senior Adjunct Fellow at the Japan Institute of International Affairs. He was a member of the Prime Minister's Advisory Panel on Reconstruction of the Legal Basis for Security, and the Prime Minister's Advisory Panel on National Security and Defense Capabilities. He was a Visiting Professor and Japan Chair at Sciences Po in Paris and a Visiting Fellow at Princeton University and the University of Cambridge.



HUBY,
Olivier

Co-Founder and Board member of MFEX Mutual Funds Exchange, a global B2B fund distribution platform present in 63 countries, now a fully-owned subsidiary of the Euroclear group. Following his diplomatic service in Eastern Europe, he worked with the Paribas group in Asset Management, then at AXA. He is actively involved as an investor and advisor with startups and growth companies in the areas of engineering, finance and logistics. He is a member of the French and Russian Geographic Societies, as well as the Royal Geographical Society. He is also actively contributing to the organization of cultural events, in particular for classical music and ballet and the sponsoring of young artists in Europe and in Russia.



HALALAI,
Traian

Executive President of Exim Banca Romaneasca. He acted as Executive President of EximBank SA since November 2012 and successfully managed the first Romanian merger of a state-owned bank and a commercial-private one. He has extensive experience in top management positions in the Romanian banking sector, being part of the team that founded ING Securities in Romania in 1998. Over the years, Mr. Halalai proved vision and determination in establishing successful formats that supported the effective role of the banks in fostering the dialogue with the local business community, promoting the national economy both in the country and abroad.



HALFERTY
HARDY,
Kerry

Strategic advisor, lecturer, and board member particularly focused on the healthcare sector, with additional experience in agriculture and energy. She is a co-founder of a healthcare startup focused on global systemic threats and opportunities, lectures at ESCP on NGOs and civil society in the International Business & Diplomacy Master's program, and serves as President of the American Club of Paris. Her work spans public, private, and nonprofit sectors in Europe and the Americas, where she specializes in strategic communications, stakeholder engagement, and resource development, as well as bridging cultural divides. Both as a consultant and as a Board member, she advises international companies and NGOs.



HUR,
Kyung-Wook

Chairman of Seoul Financial Forum, Chairman of the Board of the Korea Center for International Finance. He is also a Board member of Doosan Shareholding company. He served as Ambassador of Korea to the Organisation for Economic Cooperation and Development. He also held the position of Vice Minister for the Ministry of Strategy and Finance, Secretary to the President for National Agenda, Senior Economist for the International Monetary Fund. He holds a MBA from the Stanford Graduate School of Business and graduated from the Department of Business Administration at Seoul National University.



INOZEMTSEV,
Vladislav

Director of the Center for Post-Industrial Studies in Moscow, Special Advisor to MEMRI's Russia Media Studies Project in Washington, DC. Dr. Inozemtsev is a Russian economist and political scientist, focusing on global economic issues, development of the knowledge economy in the West and modernization of the Third World nations, with special reference to Russia's history and current policies. He also teaches at several universities and has authored more than 20 books. Dr. Inozemtsev served as an Advisor to the Commission on Modernization of the Russian Economy under President Dmitry Medvedev, as the Chief Aide to Mikhail Prokhorov's presidential bid, and as a member of Russia's 'Open Government'.



JACQUET,
Pierre

Professor of international economics at the Ecole nationale des Ponts et Chaussées and member of the French Cercle des Économistes. Between 2012 and 2022, he was President of the Global Development Network, a public international organization which strengthens research capacity in developing countries in order to promote development policies informed by sound analysis and evidence. He is the former Chief Economist and Executive Director of Strategy of the French Development Agency and a former Deputy Director of Ifri. He is President of the Scientific Council of the FARM Foundation, member of the Scientific Committee of Crédit Agricole S.A., and Non-Resident Fellow of the Center for Global Development.



JANJGAVA,
George

Ambassador Extraordinary and Plenipotentiary of Georgia to the Republic of Türkiye, with accreditation to the Republic of Albania, Bosnia and Herzegovina, the People's Democratic Republic of Algeria, the Islamic Republic of Mauritania and the Republic of Sudan. Former Ambassador to the Kingdom of Saudi Arabia, the Kingdom of Bahrain, the Sultanate of Oman, the Republic of Yemen, the Islamic Republic of Iran and the Arabic Republic of Egypt. He was also the Representative of Georgia to the Organization of Islamic Corporation (OIC) in Riyadh, Saudi Arabia. Fluent in English, Russian, Turkish, and Persian, he has authored two books and over 30 publications.



KABA,
Nialé

Minister of Economy, Planning, and Development of Côte d'Ivoire. She is a first-class economist and the first woman to serve as Minister of Economy and Finance of the country. She played a pivotal role in shaping Côte d'Ivoire's economic policies, leading significant reforms that boosted economic growth to 9% annually. Under her leadership, Côte d'Ivoire began accessing international financial markets. As Minister of Planning and Development, she oversees the National Development Plans and international cooperation efforts. She chaired the African Development Bank Group Board of Governors. She participated in the UN's Sustainable Development Goals discussions and oversaw the 2021 Population Census.



KANT,
Eiso

CTO and co-founder of poolside AI. Eiso is an engineer who has been building early stage companies in the AI and developer tools space for over a decade. Prior to founding poolside, Eiso was the founder and CEO of Athenian, a data-enabled engineering platform. Before that, he built source{d}, the world's first company dedicated to applying AI to code and software, where he lived first hand through the challenges poolside faces which seeded the thinking for poolside's early technical and applied research decisions. As CEO of his previous 3 companies, Eiso raised from prominent European and US investors, many of which have followed him consistently across companies. Eiso also currently sits on the Board of a private GPU cloud provider.



JANSEN,
Sabine

Professor of International Relations at the Conservatoire national des arts et métiers and Research Fellow at the Laboratoire interdisciplinaire de recherches en sciences de l'action, Sabine Jansen is Vice President of the Committee for Parliamentary and Political History and Delegated President of the Society for the History of the 5th Republic. She founded and was the Editor of Histoire@Politique. She serves as Editor-in-Chief of Questions internationales, Secretary General of Revue historique and member of the Editorial Board of Parlements. She is currently working on think tanks, decision-making and expertise in the field of international relations, with special attention to the history and role of the think tanks in diplomatic affairs.



JASMEE,
Faten

Business strategist with extensive expertise in international market expansion, cross-cultural partnerships, and strategic business development. Serving as the Deputy Secretary General of the Malaysian Business Council UAE, she actively fosters collaborations between ASEAN and Middle Eastern enterprises to drive regional growth. As co-founder of IACS International, Faten leads high-impact consultancy projects across diverse industries, including telecommunications, finance, healthcare, and renewable energy.



KASTOUÉVA-JEAN,
Tatiana

Research Fellow and Director of Russia/NIS Center of Ifri since January 2014. Before joining Ifri in 2005, she taught International Relations for the French-Russian Master at MGIMO University (Moscow State Institute of International Relations). She developed a rich expertise on issues linked to youth, higher education and innovation in Russia: she is the author of the book Les universités russes sont-elles compétitives ?, CNRS Editions, 2013. She currently heads the trilingual electronic collection Russie.Nei.Visions. In 2020, she published La Russie de Poutine en 100 questions (Paris, Tallandier).



KAZATCHKINE,
Michel

Special Advisor to the Regional Office of WHO for Europe. He is Emeritus Professor of Immunology at Paris Descartes University, Senior Fellow with the Global Health Centre of the Geneva Graduate Institute, and a member of the Global Commission on Drug Policy. He has been Executive Director of the Global Fund to fight AIDS, Tuberculosis and Malaria, Director of the French Agency for Research on AIDS, French ambassador on HIV/AIDS and communicable diseases, and UN Secretary-General's Special Envoy on HIV/AIDS in Eastern Europe and Central Asia. In 2021, he was a member of the Independent panel for Pandemic Preparedness and Response convened by the World Health Assembly.



JEAN,
Sébastien

Associate Director of Ifri's Geoeconomics and Geofinance initiative, professor of Economics at Conservatoire national des arts et métiers (Paris), where he holds the chair Jean-Baptiste Say of industrial economics. He is also a member of France's Council of Economic Advisers (Conseil d'analyse économique) and National Productivity Council (CNP), a Research Associate with CEPII, a Policy Associate with GEP (University of Nottingham, UK), and a fellow of CESifo Research Network (Munich, Germany). His research and policy works mainly deal with the applied economic analysis of globalization, with special emphasis on international trade, trade policies, and international economic policy. He has taught in various institutions.



JEREMIC,
Vuk

Professor at the Paris School of International Affairs at Sciences Po. President of the Center for International Relations and Sustainable Development, a global public policy think-tank based in Belgrade, Vuk Jeremic is also Editor-in-Chief of the quarterly magazine Horizons. In 2012, he was elected President of the 67th session of the UN General Assembly. During his term in office he played a leading role in steering the UN towards the establishment of the 2030 Agenda for Sustainable Development. He served as Serbia's Minister of Foreign Affairs from 2007 to 2012. Mr. Jeremic is a member of the Leadership Council of the United Nations Sustainable Development Solutions Network (UN SDSN).



KELLER,
Daniel

President of "Servir en Entreprise" since September 2024, the ENA alumni community in the corporate sector, previously President of Servir (former ENA Alumni Association) from 2017 to 2023 and former member of the Economic, Social and Environmental Council of France as a qualified person (2015-2021), Daniel Keller is Chief Officer in charge of transversal projects of the Division of complementary pension and social action at Malakoff-Humanis.



KERVASDOUÉ (DE),
Jean

Professor Emeritus of the Chair of Economics and Management of Health Services at the Conservatoire national des arts et métiers (CNAM) and Founder of the Pasteur/CNAM School of Public Health. He is a member of the National Academy of Technologies of France and a member of the steering committee of the Médecins du monde Foundation. Former Consultant to the Organisation for Economic Co-operation and Development, he served as Visiting Professor at Yale University, Under Secretary at the French Ministry of Health in charge of hospitals and Advisor to the Prime Minister. He is a Columnist for Le Point.fr. He holds a Ph.D. in Socio Economics from Cornell University.



**KIM,
Gunn**

Member of the National Assembly of Korea. Ranking member of the Foreign Affairs and Unification Committee, and member of the Intelligence Committee of the National Assembly. He has held several key positions within the Ministry of Foreign Affairs, including Vice Minister, Director of the North America Bureau and Head of the Korean Peninsula Peace Negotiation Headquarters. He was Ambassador to the United Kingdom, Consul General in Vancouver, as well as Ambassador for International Security Affairs and Special Advisor to the Minister. He was also Director of the North Korean Nuclear Diplomacy Planning Division and of the North Korean Nuclear Negotiations, enhancing his expertise in international security.



**KOEN,
Vincent**

Country Studies Division Chief in the OECD Economics Department, having supervised work on around 50 member and non-member countries. He has authored or co-authored reports on a wide range of countries, including China, India, Russia, Japan, the two Koreas, Malaysia, Thailand, New Zealand, the euro area, France, the UK, Turkey, Poland and the Nordics. He has also served as the Department's Economic Counsellor, as the main author of the OECD Economic Outlook and as OECD G10 Secretary. Earlier on, he worked at the Bank of France and was an Economist at the International Monetary Fund, in the Research and European departments. He has taught at ENA, HEC and Paris-Dauphine University.



**KRISNAMURTHI,
Bayu**

Professor in Agribusiness Policy, former Vice Minister of Agriculture and of Trade of Indonesia. President Director of BULOG and President Commissioner of RNI-HDFood (2021-2023). Founder and Chairman of the Inclusive and Sustainable Agribusiness Initiatives. Chair of the Association of Agribusiness Indonesia. He also served as CEO of Indonesia Estate Crop Fund, Ministry of Finance, Republic of Indonesia. Chairman of Indonesian Society of Agricultural Economics (2011-2017), he also chaired the Board of Yayasan Danamon Peduli (Danamon Peduli Foundation). He was Senior Expert Panel of Indonesia Chamber of Commerce. He is a Board member and Executive Chair of Yayasan Bina Swadaya (Self-Reliance Development Foundation).



**LABLANCHY,
Jean-Pierre**

Medical Doctor and Psychiatrist, member of the Supervisory board of Edeis as well as member of Surveillance board of Edeis.com and active member of Bealy.io. He is specialized in the management of conflict situations, and in particular in the management of post-traumatic syndromes. He participates in work on sleep, biological rhythms, and physiological and psychological adaptation factors. He has been practicing in Paris for 40 years, with an involvement in corporate work. He has carried out numerous consulting missions including with Progress, Danone, Rians, Laboratoires Debat, Spie Batignolles, L'Oréal, EDF, Normédic, La Poste, and with the government of Senegal.



**KONÉ,
Tiémoko
Meyliet**

Vice President of Côte d'Ivoire. Prior to this, he served as the Governor of the Central Bank of West African States (BCEAO), following his appointment by the Heads of State of the West African Monetary Union. As BCEAO Governor, he chaired several important entities, including the BCEAO's Board of Directors, the Monetary Policy Committee, and the Financial Stability Committee of the West African Monetary Union. Prior to that, he held various positions in the Ivorian public administration, including Director of the Prime Minister's Office and Minister of Construction, Urbanism, and Housing. He was also Special Advisor to the President for Economic and Monetary Affairs.



**KORSIA,
Haïm**

Chief Rabbi of France. He was elected as a member of the Académie des sciences morales et politiques. He worked closely with the Chief Rabbis of France, Joseph Sitruk and Gilles Bernheim. He was a member of the National Consultative Ethics Committee, General Jewish Chaplain of the Army and the Polytechnic School and Director of the General Chaplain of the Air Force. He also served as General Secretary of the Association of French Rabbis. He is the author of several books. The last one being, Réinventer les aurores, un plaidoyer pour la République, published in February 2020 by Fayard.



**LAÏDI,
Zaki**

Former Personal Advisor to the High Representative and Vice President of the Commission EEAS. He has been a Professor at Sciences Po for over 20 years.



**LANARDONNE,
Tomás**

Energy Regulatory and Transactional Expert, Founding Partner of MHR Abogados (Argentina & Uruguay). Argentine transactional and regulatory lawyer with more than 20 years of experience in oil and gas, conventional and renewable energy, mining, and natural resources-related litigation and arbitration. He completed a Master's Degree in Energy Law and Policy in the University of Dundee. He founded the first and only Argentine Journal on Energy Law (RADEHM). He is a founding Partner of Martinez de Hoz & Rueda, the only Argentine law firm ranked number one at Chambers & Partners (Energy: Oil & Gas). Tomás has worked in the main energy projects of the past 15 years in Argentina.



**KOTTI,
Randy**

Head of the regional economic service for Provence-Alpes-Côte d'Azur in France and economic advisor for the Regional Prefect, Mr. Kotti's primary focus lies in supporting companies' economic development and carbon transition. Prior to this, he was a consultant for the World Bank on financial inclusion and banking sector stability matters in the Middle East. He also worked for Neoen in Australia, an independent renewable energy developer. Mr. Kotti holds a Ph.D. in economics from the École polytechnique. He is also a graduate of the Harvard Kennedy School and the Corps des mines program in France.



**KOWAL,
Pawel**

Professor at the Institute of Political Studies of the Polish Academy of Sciences. He is a political scientist, historian, columnist, expert on Eastern policy, Co-Founder of the Warsaw Rising Museum, lecturer at the University of Warsaw and Chairman of the Scientific Council of the Research Station of the Polish Academy of Sciences in Kyiv. Member of the Lower House of the Polish Parliament - Sejm, where he serves as Chairman of the Foreign Affairs Committee. He is Chairman of the Council for Cooperation with Ukraine where he serves as Polish PM Special Envoy responsible for reconstruction of Ukraine. He was also Secretary of State in the Ministry of Foreign Affairs and a member of the European Parliament.



**LANG,
Nikolaus**

Managing Director and Senior Partner in BCG's Munich office. He is the global leader of the BCG Henderson Institute, BCG's think tank, global vice chair of BCG's Global Advantage practice, and chair of the Center of Geopolitics, supporting clients on an array of globalization-related topics: geopolitics, global trade, supply chain resilience, international joint ventures, and digital ecosystems. He lived in Asia for ten years and has worked in most of the world's emerging markets. His work has been featured in leading publications including the World Economic Forum (WEF) Agenda and Harvard Business Review. He is a regular speaker at global events including WEF Davos, Semafor World Economy Summit, and World Policy Conference.



**LEE,
Hye Min**

Senior Advisor of KIM & CHANG and Visiting Professor of Hankuk University of Foreign Studies in Seoul. He joined the Korean Foreign Service in 1980. He became Minister-Counsellor of the Korean Permanent Delegation to the Organization of Economic Cooperation and Development in Paris in 2004. He served as Director General and Deputy Chief Negotiator for the Korea-US Free Trade Agreement. Then, he was Deputy Minister for Trade and Chief Negotiator for the Korea-EU Free Trade Agreement. Former Ambassador to the Philippines, he was Ambassador to France. He held the position of G20 Sherpa as well as Ambassador for International Economic Affairs of the Republic of Korea.



LETOURNEUR,
Charles

Managing Partner and co-founder of ALVEN, one of the largest and most active venture capital funds in digital technologies in Europe (software, artificial intelligence, fintech). The fund manages 1,8bn€ of capital, and has invested in 170 companies. ALVEN principally invests in Europe and the United States. Charles Letourneur started his career in M&A with LAZARD in New York, and then Paris. He was appointed Executive Director in 2019 and became a member of the Executive Committee of EURAZEO. He graduated from Ecole Polytechnique, ENSAE and Science Po.



LÉVY-LANG,
André

Founder and President of the Louis Bachelier Institute. Member of the Board of Ifri, affiliate Emeritus Professor in Finance at Paris-Dauphine University, Non-Executive Chairman of Les Échos, Chairman and Founder of the Fondation du Risque and Institut Louis Bachelier. He held various positions in the Schlumberger Group and he was CEO of Banque Paribas until the merger creating BNPParibas. He started as a Research Physicist at the French Atomic Energy Commission (CEA). He graduated from the École Polytechnique and holds a Ph.D. from Stanford University.



LIXI,
Claude

Global Head of Commodities Markets at Natixis. He has over twenty years of experience in the oil and energy derivative trading markets. He started at Elf Trading (now Totalfina Elf) as a junior oil trader. He then joined TFS before moving to Crown Commodities. In 2000, he joined BP, establishing and running their worldwide oil options proprietary trading business and serving as Global Head of the oil derivatives trading and marketing teams. In 2007, he joined Morgan Stanley as a senior options trader in the oil derivatives trading desk. He then worked for the Trafigura Group in Geneva, establishing and managing its energy trading fund, before joining Gunvor (Geneva), developing the firm's proprietary options trading activity.



MAÏLA, Joseph

Professor of Geopolitics and International Relations and Senior Fellow at ESSEC Business School. He was elected Dean of the Faculté des sciences sociales et économiques, before being the President of the Catholic University of Paris. He was Director of the Direction de la Prospective (Policy Planning Staff) at the French Ministry of Foreign and European Affairs. He graduated as valedictorian from the Institut d'études politiques of Paris. He also graduated in Law, Political Science and Philosophy and he holds a Ph.D. in Philosophy and a Ph.D. in Sociology. He is a member of the Ifri Strategic board and a member of the Editorial board of Études.



LEWIS,
Jeffrey

Partner and member of the Executive Committee of the international law firm of Cleary Gottlieb, with over 35 years of experience in Latin America. His practice focuses on the energy and natural resources sectors, in which he has led a number of groundbreaking transactions. Mr. Lewis has been cited as "one of the best lawyers for corporate matters" in the region by Chambers, and named a Market Leader by IFLR and a Hall of Fame lawyer by The Legal 500. Mr. Lewis received a J.D. from Columbia Law School and a B.A. from Williams College.



LIAUTAUD,
Susan

Founder and Managing Director of Susan Liautaud & Associates Limited. She is Chair of Council of the London School of Economics and Political Science and Chair of the Stanford University Freeman Spogli Institute for International Affairs Advisory Council. She teaches cutting-edge ethics courses at Stanford University and is the author of The Power of Ethics and of The Little Book of Big Ethical Questions. She also founded a non-profit platform for innovative ethics called The Ethics Incubator. She serves on the Stanford HAI and SAP's AI Ethics Advisory Panel, as well as a number of other boards and advisory boards. She recently completed her term as Vice Chair of the Global Partnership for Education.



MAKHAYA,
Trudi

Acclaimed South African Economist and Entrepreneur. Between 2018 and 2023, she served the Presidency as full-time economic advisor to President Cyril Ramaphosa, driving the administration's investment and reform agenda. Trudi also served as South Africa's G20 sherpa, representing the President in the negotiations ahead of Leaders' summits and meetings. Trudi currently serves as a board member of JSE-listed Spar Group and chairs the Social, Ethics and Sustainability committee. Trudi's previous roles include being Deputy Commissioner of the Competition Commission of South Africa, and management consulting and corporate roles at Deloitte, Genesis Analytics and AngloGold Ashanti.



MALIK,
Monika

Chief Economist at Abu Dhabi Commercial Bank. Dr. Monika Malik has over 30 years of experience as an Economist specializing in the MENA region. At Abu Dhabi Commercial Bank, she established the Economic research team. Previously, Monika was the Chief Economist at EFG Hermes and was the lead person in the Economics team. Before EFG Hermes, she was the Senior Economist for the MENA region at Standard Chartered, Dubai and at Dun & Bradstreet, London. Monica has authored a number of academic books and articles on Economic Development in the GCC. She has presented at a number of high-profile conferences and participated in policy round table discussions, as well as appearing regularly in the international media.



LIPSKY,
John

Senior Fellow of the Foreign Policy Institute, at Johns Hopkins University's Paul H. Nitze School of Advanced International Studies. Previously, he served as First Deputy Managing Director of the International Monetary Fund, and was Acting Managing Director. Formerly Vice Chairman of the JPMorgan Investment Bank and JPMorgan's Chief Economist, he also was Chief Economist of Salomon Brothers, Inc.. He currently serves as the Co-Chair of the Aspen Institute's Program on the World Economy, and is the Vice Chair of the Bretton Woods Committee. He is the immediate past Chair of the National Bureau of Economic Research.



LITMAN,
Gary

Senior Vice-President of Global Initiatives at the U.S. Chamber of Commerce. He is responsible for the Chamber's policy advocacy for the economic reform agenda of the G20, G7, and international institutions. He leads the Chamber's participation in a range of global business coalitions and related business summits focused on sustainable economic policies. Previously, Litman served as the Chamber's vice president for Europe and Eurasia. He has published papers on transatlantic policy, export controls, privatization, the oil and gas industry, and intellectual property.



MALLIKARJUN,
Manu

Social entrepreneur working in the fields of International Relations and Real Estate Development. His current projects include a film series, for which as filmmaker he has documented his interactions with economists, activists, politicians, diplomats, academics, and spiritual leaders, with the aim of exploring potential paths to a peaceful, just and sustainable world. The first film titled Birth of a Poet was an official selection at the Global Nonviolent Film Festival, 2019. He has also penned a book to be published soon for the same purpose. He has worked in the private sector in the fields of Real Estate, Information & Communication Technology, Finance, and Outsourcing.



MARITON,
Hervé

Chairman of the Federation of French Overseas companies (Fedom), President of the Franco-British Council. Member of parliament from 1993 to 2017, he was spokesman for the Republican group on the Finance Committee, special rapporteur for the budget for ecology and energy, transport, agriculture, Chairman of the friendship group with Russia, Vice-Chairman of the friendship group with the United Kingdom. He was Secretary for Overseas Territories. He is an associate member of the Conseil général de l'économie, a member of the editorial boards of « Commentaire » and « Annales des Mines ». General engineer in the Corps des Mines, he graduated from the Ecole Polytechnique and the Institut d'Etudes Politiques de Paris.



MARTIN,
Terry

Journalist and TV news anchor. Formerly an anchor with CNN International, he is now Senior Anchor with DW News, Germany's global service. He is also the Founder and Director of the research communications agency SPIA. He has provided live coverage from G7 summits, UN climate conferences, and multiple national elections. He has hosted scores of tv discussion programs and interviewed countless political and business leaders, scientists, and activists around the world. He is a regular host at GLOBSEC's Bratislava Forum, The Warsaw Security Forum, and the WKF in Seoul. He wrote the European Commission's widely used guidebook "Communicating research for evidence-based policymaking".



MATTLI,
Arthur

Ambassador of Switzerland to the UAE and Bahrain. After assignments as Delegate of the International Committee of the Red Cross, an assistantship at the University of Fribourg and a research residency in New York, he joined the Federal Department of Foreign Affairs. He was leading the Economic and Trade Section of the Swiss Embassy in Beijing. He was later appointed Head of the Human Rights and International Humanitarian Law Section of the Directorate of International Law in Bern. He served as Deputy Head of mission of the Swiss Embassy in Nairobi and New Delhi. Ambassador Mattli was Head of Division for Europe, Central Asia, Council of Europe and OSCE at the Directorate of Political Affairs in Bern.



MICHEL,
Stéphane

President Gas, Renewables & Power and member of the Executive Committee of TotalEnergies since 2021. In 2011, he became TotalEnergies E&P Qatar Managing Director and on April 1, 2014, the E&P Senior Vice President Middle East/North Africa and a Member of the Management Committee of the Exploration and Production segment. In 2008, Stéphane Michel, was appointed TotalEnergies E&P Qatar JV Business Development Manager and in 2010 Managing Director of TotalEnergies E&P Libya. After serving as Energy Advisor to the French Finance Minister (2002-2004), Stéphane Michel joined the Group in 2005, working as Business Development Manager for TotalEnergies Downstream Asia, based in Singapore.



MLADENOV,
Nickolay

Director General a.i. of the Anwar Gargash Diplomatic Academy. In this role, he oversees the projects in the department, which contribute to domestic and international debates on issues relevant to the UAE's foreign policy and diplomacy. With a career spanning over 20 years in Middle East and European politics, H.E. served as the UN Secretary General's Special Coordinator for the Middle East Peace Process and Envoy to the Middle East Quartet between 2015 and 2020. In 2013 H.E. was appointed as United Nations Special Representative for Iraq and Head of the United Nations Assistance Mission for Iraq (UNAMI). H.E. was also active in Bulgarian politics, as Minister of Foreign Affairs (2010-2013) and Minister of Defense (2009-2010).



MCCARTHY,
Kevin

55th Speaker of the US House of Representatives. Prior to his election to Congress, Kevin McCarthy served as the fastest rising Minority Leader in the California State Legislature. In Congress, he held nearly every elected leadership position in the House Republican conference and served under four Presidents, during two economic crises, and through consistent political upheaval while always maintaining his approach to governing as a Happy Warrior. After his election to Speaker, McCarthy went on to secure \$2T in deficit reduction. McCarthy's decade and a half at the pinnacle of U.S. government has imbued him with powerful insights into politics, leadership, and values.



MESTRALLET,
Gérard

Special Envoy of the French President for IMEC, the India-Middle East-Europe Economic Corridor. Previously, M. Mestrallet served as Executive Chairman of the French Agency for AIUla from 2018 to 2023. Gérard Mestrallet is a prominent figure of the French private sector after acting for more than 21 years as the Chairman and Chief Executive Officer of GDF SUEZ (now ENGIE; CAC 40 index). In 2015, he was appointed Chairman of the Business dialogue of the COP 21 which has contributed to the final agreement of the climate conference. He has held various positions at the Treasury Department and at the Cabinet office of the Minister of Economy and Finance (J. Delors) at the beginning of his career.



NARAYANAN,
Mayankote
Kelath

Former Governor of the State of West Bengal, former Special Advisor and National Security Advisor to the Prime Minister of India. He led India in institutionalized security and strategic dialogues with several countries including Brazil, France, Japan, Sri Lanka, Germany, Russia, UK and the USA. Prior to this, he was Director of the Intelligence Bureau and Chairman of the Joint Intelligence Committee. He also headed the Prime Minister's Task Force on Developing an Integrated Capability to address Internal Security Challenges. 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.



NASR,
Samir

President of ECE Consultants SAL since 1982. Chairman of Phoenician Funds Holding (Lebanon), and Executive Director of the Mouffon Fund (Cyprus). He was a consultant at the OECD and Professor of Economics. He has been Chairman at the National Investment Guarantee Corporation (1993-2018) and economic and financial advisor at various GCC countries. He received a Master's Degree in Economics from the American University of Beirut and a PhD in Economics from Paris.



MEYER,
Jean-Claude

Vice Chairman International of Rothschild & Cie. Before joining Rothschild in 1989 as General Partner, he was Managing Director of Lazard Frères & Cie from 1976 to 1988. Previously, from 1973 to 1976, he was Advisor to DATAR (Délégation à l'aménagement du territoire et à l'action régionale), an office of the French Prime Minister. He is a member of the Board of Ifri. He is a Commander of the Légion d'honneur. Graduate of the Institut d'études politiques de Paris, he holds a M.A. in Law and has attended the Ph.D. Management Program of Paris Dauphine University.



MICHEL,
Jacques

Managing Director of JMS Advisory - Directorship and Financial Services Advisory. He was CEO/Chairman of BNP Paribas Middle East and Africa for Corporate and Institutional Banking and CEO of BNP Paribas in India. Prior to that, he was Deputy CEO/Chief Risk Officer Asia-Pacific for Crédit Lyonnais, Calyon and Fortis Bank. Foreign Trade Advisor of France - Official representative of the French business community overseas. He was Chairman of the Hong Kong Committee and is now President of the Bahrain Committee. He is Honorary Chairman of the Indo-French Chamber of Commerce and a member of the Advisory Board of the French-Bahraini Chamber of Commerce.



NAWANDHAR,
Sanjay

Associate Director at the Boston Consulting Group. Sanjay Nawandhar leads the BCG Center for Public Economics (CPE) and has over a decade of experience advising government ministries, investment agencies, and leading public and private sector organizations on economic transformation, policy design, and strategic planning. His expertise spans across the design of strategies to drive economic diversification and sustainable growth, economic modeling, and impact assessment. An expert on economic policy and localization, Sanjay has led multiple national-level initiatives, including the development of comprehensive trade strategies, investment frameworks, and government spending prioritization programs.



NEGRI
BIASUTTI,
Constanza

B20 Sherpa and former Head of Trade & International Integration at CNI. In this position, Constanza Negri leads the strategic coordination of the B20 Brasil, ensuring the effective preparation, delivery, and advocacy of policy recommendations to advance global economic priorities. Her role encompasses fostering collaboration among global business leaders, policymakers, and stakeholders to address critical challenges such as sustainable growth, digital transformation, and inclusive trade. An experienced senior professional, Constanza has a proven track record of representing private sector interests and driving impactful international engagement with deep expertise in EU, Brazil, US, and Latin America and BRICS relations.



NICOLET,
Patrick

Chairman of Linebreak, a specialised service provider working with enterprises to drive efficiency and growth with intelligent, real-time decisioning. With over 30 years' experience in technology transformation and strategic development, Patrick's career includes more than two decades at Capgemini, where he held various leadership positions and served as a Group Executive Board member for seven years. Since 2021, Patrick has focused on building innovative distributed technologies and services, with a conviction that transitioning from centralised to distributed models is essential to tackle the most pressing societal, environmental and economic challenges.



NIEMTCHINOW,
Nicolas

French Ambassador to the UAE since December 2022. He holds the rank of Minister plenipotentiary. He was first desk officer for NATO and European Defense in the Strategic Affairs Division at the Ministry of Foreign Affairs. He was posted to the French Embassy in Moscow, as first Secretary, then to the French Embassy in Amman, as Deputy Head of Mission. He then served as Deputy Director of Strategic Affairs at the Ministry of Foreign Affairs, and as the diplomatic adviser to the Minister of Defense and as Deputy Director of the State Minister's private office at the Ministry of European and Foreign Affairs. He was appointed Ambassador, permanent representative of France to the United Nations' Office in Geneva.



PAUGAM,
Jean-Marie

Deputy Director-General of the World Trade Organization (WTO) in Geneva since 2021. Before this, Mr. Jean-Marie Paugam was the Permanent Representative of France to the WTO. He has held various Senior Management responsibilities on Trade, Development and International Finance, with the French Treasury and with the UN system (International Trade Center). He also was Senior Research Fellow with the French Institute of International Relations (Ifri), France's leading think tank on international affairs. Mr. Paugam graduated in 1993 from the French National Administration School (ENA) and holds a Master's Degree in Business Law as well as a Diploma of Political Sciences from the University of Aix-Marseille.



PERTHES,
Volker

Senior Distinguished Fellow at the German Institute for International and Security Affairs (SWP). He is a former Under-Secretary-General of the United Nations and has served as Special Representative of the Secretary-General (SRSG) for Sudan and Head of the United Nations Integrated Transition Assistance Mission in Sudan (UNITAMS). Prior to this, he was Executive Chairman and Director of SWP, the German Institute for International and Security Affairs. He also served as UN Assistant Secretary-General and Senior Advisor to the UN Special Envoy for Syria, he chaired the Ceasefire Task Force (CTF) for Syria on behalf of the UN.



NORDMANN,
François

Former Ambassador of Switzerland to France (2002-2007). He joined the Foreign Service in 1971. He held several positions such as Ambassador to Guatemala and to other States of Central America, Head of the Swiss Delegation to UNESCO, Ambassador to the United Kingdom, Permanent Representative of Switzerland to the international organizations in Geneva and Chairman of FN Conseil. He contributes regularly to the Swiss newspaper Le Temps. He studied law and international relations at the University of Fribourg and the Graduate Institute for International Studies in Geneva.



OUZIEL,
Sylvie

Founder and Chairwoman of Swift Property Holdings (Dubai-based REIT and prop tech), Founder and CEO of Blue Bridge (expert in generative AI adoption at scale and digital agents). Sylvie Ouziel is a board member of Covivio (REIT managing €25+bn assets) and Technion University. As CEO of Shared Platform for Publicis, the advertising global leader, she was notably in charge of AI and relationships with technology partners. Previously, based in Singapore, Sylvie was International President (for the world except China) of Envision, and was for eight years global CEO of Allianz Assistance (based in Singapore), and chairwoman of Allianz Managed Operations and Services (based in Munich).



PFLÜGER,
Friedbert

Managing Partner of the Clean Energy Forum (CEF) and Managing Director of Pflüger International GmbH. He is Senior Advisor at Berlin Global Advisors (BGA) and Chairman of the Supervisory Board of Zukunft Gas (The Voice of the Gas and Hydrogen Economy). He is a member of the Advisory Board of the Institute for Climate, Energy and Mobility (IKEM) and Senior Fellow at the Global Energy Centre of the Atlantic Council, Washington D.C. He has previously served as press secretary to former German President Richard von Weizsäcker. He was also a member of the Bundestag, Chairman of the Bundestag Committee on the Affairs of the European Union and Deputy Minister of Defense in the first Merkel Government.



PIAU,
Nicolas

Co-founder and CEO of Tilt Capital Partners, an asset management company dedicated to energy transition. Its first fund focused on growth capital for European SMEs in the sector has reached €320m in subscriptions. To date, Tilt has invested in 9 companies in France, Germany, Spain and Norway. Up until 2018, Nicolas was SVP in charge of M&A and Corporate Development for Engie. He's been working in the field of energy and project development / M&A for the last 18 years, after 5 years in HR working on social sustainability. He is also a First Mover Fellow of the Aspen Institute.



PAAL,
Douglas

Distinguished Fellow at the Carnegie Endowment for International Peace. He previously served as Vice Chairman of JPMorgan Chase International (2006-2008) and was an unofficial US representative to Taiwan as Director of the American Institute in Taiwan (2002-2006). He was on the National Security Council staff of Presidents Reagan and George H. W. Bush between 1986 and 1993, as Director of Asian Affairs and then as Senior Director and Special Assistant to the President. Paal held positions in the policy planning staff at the State Department, as a Senior Analyst for the CIA, and at US embassies in Singapore and Beijing. He has spoken and published frequently on Asian affairs and national security issues.



PARK, Yong-joo

Managing Director of Pure Harvest & PlantFarm JV Operations. He has 30+ years of experiences in brand strategies, global marketing management, and product innovation, with sector-specific expertise in both IT and food industries. Previously, he served as the Chief Marketing Officer at Coway, and before that as the Vice President of Global Marketing at Samsung Electronics. As the Head of Product Planning and Management, he led the global refrigerator business at Samsung Electronics. He also served as the Head of Product Strategy & Innovations at Bowers&Wilkins and the Vice President at General Mills. Other prior experiences in food sector, incl. Kellogg's, and IT sector, incl. Motorola.



PLOQUIN,
Xavier

Investment director and Chief of Staff to the CEO of Meridiam, an investment company specialized in sustainable infrastructure. Former Advisor for Energy, Industry and Innovation in the private office of the French Ministry for the Ecological and Inclusive Transition. He held various positions in the French Ministry of Economy and Finance, in the fields of energy and corporate financing. He also worked for Total Gas & Power New Energies USA and L'Oréal. He graduated from the Ecole Polytechnique and Mines Paristech, Paris, France.



POINSSOT,
Christophe

Deputy Director General and Scientific Director of the French Geological Survey BRGM. He is in charge of defining and implementing the overall scientific strategy of BRGM in different fields, such as of water and global warming, critical raw materials and circular economy. He is also for 2023 and 2024 the Elected president of EuroGeoSurveys, association of the European National Geological Surveys. Before joining BRGM, Christophe Poinssot worked for 25 years in the French Atomic and Alternative Energy Commission (CEA) where he held several management positions in the field of R&D. From 2018 to 2020, he served as Nuclear Counsellor at the French Embassy in China (Beijing) and CEA Representative in this country.



QIAO,
Yide

Vice Chairman and Secretary General of Shanghai Development Research Foundation (SDRF), a non-profit institution with the purpose of promoting research on the issues of development. Outside Expert for International Finance and Economy at the Ministry of Finance. He entered Harvard Institute for International Development and did research work. He returned to China as Chief Representative and Managing Director of New York Life. He entered Shanghai Development Research Foundation, as responsible for the daily work, a position he still holds today. He conducted research at the Institute of World Economy, Shanghai Academy of Social Sciences, as an Assistant Director.



RABINOVICH,
Itamar

Professor Emeritus of Middle Eastern History at Tel Aviv University, President Emeritus and Counselor of the Israel Institute, and a Distinguished Fellow at the Brookings Institution. He is also the Vice Chairman of the Institute for National Security Studies in Tel Aviv. He served as Ambassador of Israel to the United States and Chief Negotiator with Syria, and as the President of Tel Aviv University. He has been a member of Tel Aviv University's faculty since 1971. Among other books, he co-authored *Israel Facing a New Middle East: In Search of a National Security Strategy* with Itai Brun (Hoover Institution Press, 2017) and he published *Middle Eastern Maze: Israel, the Arabs, and the Region, 1948 – 2022* (Brookings Institution Press, 2023).



ROSTAND,
Alexis

Managing Director of Eiffel Investment Group and SEO of Eiffel IME, established in Abu Dhabi. He led the development of the firm in France before setting up the office in Abu Dhabi in 2023. Eiffel is an independent asset manager focused on green and sustainable investments. With close to \$10bn AUM, it operates globally and manages funds on behalf of major institutional investors. He held previous positions in the insurance and asset management industry in Paris and London. He has been a Professor at HEC Paris and Université Paris Dauphine in philosophy and economy. He currently teaches in the philosophy department of Sorbonne Abu Dhabi.



RÖTTGEN,
Norbert

Member of the Deutscher Bundestag and member of the Foreign Affairs Committee. He served as Chairman of the Committee from 2014 until 2021. From 2009 to 2012, he was Federal Minister for the Environment, Nature Conservation and Nuclear Safety. He has been a member of the German Parliament since 1994. During his mandate Dr. Röttgen has fulfilled key functions within the Christian Democratic Party (CDU). Dr. Röttgen is a lawyer by profession. He is the Co-Chair of the European Council on Foreign Relations (ECFR) and Board Member of various institutions, such as the Atlantik-Brücke, Asia House, Club of Three, the Hertie School of Governance Berlin and the German Council on Foreign Relations (DGAP).



RAMASWAMY,
Ramu

Partner in Dentons' Paris Sovereign Advisory group. Ramu focuses his practice on supporting governments and government-related entities on the development and financing of resources and energy-related projects. An expert in non-contentious infrastructure law, he has spent most of his career advising on the development of large-scale energy (including oil and gas) and infrastructure projects all around the world (notably South America, Europe, Africa, the Middle East and India). His expertise, both as an in-house and a private-practice lawyer, stems from many years of drafting and negotiating projects and associated commercial agreements, making him one of the most sought-after business lawyers in those fields.



ROBERT,
Virginie

Foreign Desk Editor of Les Échos, the French business newspaper. Previously, she was the daily newspaper's New York correspondent (2008-2012), where she covered the financial crisis and the two Obama presidential elections. Earlier in her career at Les Echos, she held various positions as an IT writer and created in 2000 a special section dedicated to the internet economy and to innovation. Her first job was as a business writer for 01 Informatique, the leading IT trade magazine in France. In 2021-2022, she was an auditor at the Collège des hautes études de l'institut diplomatique. She is the vice President of the European-American Press Club in Paris and a member of the French Diplomatic Press Association.



ROY,
Olivier

Professor at the RSCAS and adjunct professor at the School of Transnational Governance (European University Institute, Florence). Prof. Roy has been a Senior Researcher at the French National Center for Scientific Research (since 1985), professor at the Ecole des Hautes Etudes en Sciences Sociales (since 2003), and visiting professor at Berkeley University (2008/2009). He has a PhD in political sciences and a Master in Persian language and civilization (INALCO-1972). He is the author of, among other books, "In search of the Lost Orient", (Columbia UP, 2017), "The Crisis of Culture", Hurst/ Oxford UP 2024.



RUSSO,
Lucia

Economist and Policy Analyst in the Artificial Intelligence and Digital Emerging Technologies division of the OECD. Her work focuses on analyzing national AI strategies, policies, and regulatory approaches, as well as coordinating AI country reviews. Lucia Russo also leads the development of a composite measurement framework for AI. Before joining the OECD, Lucia served as an economist in the Digital Economy and Skills Unit at the European Commission's Directorate General CONNECT, where she designed digital skills policies and led the evaluation of EU digital research programs. Lucia holds a Master's degree in Development Economics and a Bachelor's degree in Economics from the University of Roma Tre.



ROBIN,
Arnaud

Acceleration Manager within the Interministerial Digital Directorate, his role revolves around empowering state startups to increase their impact and scale their operations. Prior to joining the Prime Minister's office, he had the opportunity to work for Jane Street, Google, the French railway group SNCF and the e-commerce giant Wayfair. He holds an engineering degree from corps des mines and Ecole polytechnique, as well as a MS from the Massachusetts Institute of Technology.



ROMBAUT,
Frédéric

Head of direct investments at the UAE Sovereign Wealth Fund. With over three decades of transformative experience in private equity and corporate development, he has overseen 100 investments totaling \$24 billion across major tech hubs worldwide. His career is distinguished by trailblazing contributions that have shaped our current digital ecosystem such as mobile networks as a co-founder of Bouygues Telecom (1995); telecoms, Internet and digital TV as a PE investor at Apax Partners (1998); mobile broadband as a founder of Qualcomm Ventures Europe (2006); cloud computing, virtualization and IoT as the leader of Cisco Investment International and its €3-billion European deep tech strategy (2012-2016).



RYU,
Jin Roy

Chairman and CEO of Poongsan Group, one of the world's largest manufacturers of copper products and munitions. Jin Roy Ryu is actively involved in numerous business organizations, notably as Chairman of the Federation of Korean Industries (FKI), the Korea-U.S. Business Council, the Seoul Forum for International Affairs (SFIA) and the Korea-France Club. Additionally, he serves on the Board of Governors of the PGA Tour's First Tee Program, and is Board Chairman of the Pearl S. Buck Foundation Korea as well as Vice Chairman of the Korea Mecenat Association. Within his alma mater, Seoul National University, Jin Roy Ryu serves as a member of the Advisory Committee at the Institute for Future Strategy.



SAIHOOD,
Ali

COO and Executive Vice President of Raban Al-Safina Group (RAS Group). Mr. Saihood's strategic leadership has been pivotal in expanding the group into a conglomerate comprising 28 companies across diverse industries, including oil & gas, power production, education, banking and financial services, security services, and industrial facilities to name just a few. As the COO, he has been guiding the operations of several industrial facilities of the group, including a leading manufacturing factory for power distribution substations and components under the license of Siemens Energy, a state-of-the-art heavy engineering fabrication workshop, and a gas turbine capital parts repair-shop in partnership with EthosEnergy.



SAIHOOD,
Hussein

Senior Vice President of Raban Al-Safina (Group), a pioneering private sector entity driving energy transition in Iraq. In this capacity, Mr. Saihood has played a pivotal role to continuously spearhead strategic projects that not only bolster the nation's economy but also contribute to its overall development, and has propelled the group to the forefront of Iraq's energy revolution. He has overseen two of the country's most significant infrastructure projects; the Maisan Combined Cycle Power Plant, and the Amara Combined Cycle Power Plant. His leadership in the oil and gas sector has included the execution of two complex projects in the gas sector: the Buzurgan Pipeline Project and the Bin Umar Development Project.



SAGARA,
Yoshiyuki

Senior Research Fellow at the Institute of Geoeconomics (IOG) and the Asia Pacific Initiative (API), based in the International House of Japan. He focuses on economic and health security, sanctions, international conflicts, and Japan's foreign policy. In 2021, Mr. Sagara co-authored "The Independent Investigation Commission on the Japanese Government's Response to COVID-19: Report on Best Practices and Lessons Learned". From 2018 to 2020, Mr. Sagara served as Assistant Director of the Second Northeast Asia Division (North Korea desk) at the Ministry of Foreign Affairs of Japan. Previously, he served in the Guidance and Learning Unit within the Policy and Mediation Division of the UN Department of Political Affairs.



SHEETRIT,
Meir

Former member of the Israeli Knesset (Member for 30 years). 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 Intelligence Affairs and the Committee of Atomic Energy, 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. He is Head of leadership & public management in the MBA program at Ruppin Academic Center.



SHEK,
Daniel

Former Ambassador of Israel to France. During his 27-year long career in Israel's diplomatic service, he also served as Director of European Affairs, Spokesman of the Foreign Ministry and Consul General in San Francisco. He has extensive experience in European Affairs and has participated in several chapters of Arab-Israeli negotiations, in particular while working with the late Shimon Peres. He has for many years taken part in devising media strategies for the Foreign Ministry and is considered an expert on public diplomacy. Since leaving the Foreign Service, he serves as a private consultant and teaches Diplomacy at Tel Aviv University. He is among the leaders of the "Track II Environmental Forum".



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, commercial transactions regulations, foreign direct investment regulation, energy and environment, and competition law. He represents various clients in civil disputes. He spent 35 years at the Japanese Ministry of Economy, Trade and Industry. During his tenure as Director-General of the Trade Policy Bureau and Vice Minister for International Affairs, he worked in the field of international trade policy. He served as Chief Executive Assistant to Prime Minister Yukio Hatoyama (2009-2010).



SCHMID,
Dorothée

Head of the Turkey / Middle East program at the French Institute of International Relations (Ifri). She joined Ifri in 2002 to work on the European policies in the Mediterranean region and in the Middle East, on the regional political and economic dynamics and on the Arab policy of France. She started the "Contemporary Turkey" research program in 2008, to follow the emergence of Turkey as a global power. Her present research focuses on Turkish diplomacy, new regional conflicts and their impact on Middle East economies. She directed the book entitled *La Turquie au Moyen-Orient : une puissance régionale ?*, published by CNRS éditions in December 2011, and authored *La Turquie en cent questions*.



SIEVERS,
Marc J.

Ambassador (ref.), inaugural Director of AJC Abu Dhabi: The Sidney Lerner Center for Arab-Jewish Understanding. For more than 30 years, Amb. Sievers served across the Middle East and North Africa, as well as in Turkey, including postings in Egypt, Iraq, Israel, Morocco and Saudi Arabia. The U.S. Ambassador to Oman (2016-2019), he joined AJC (American Jewish Committee) in 2021 after a stint as Non-resident Senior Fellow with the Atlantic Council. As Director of AJC Abu Dhabi, the first office of a global Jewish organization in a Muslim-majority country, he is focused on deepening ties with the leadership and people of the Arabian Gulf, serving as a bridge between the American Jewish community and the region.



SIGAL,
Robert

CEO of the American Hospital of Paris since 2017, a worldwide renowned, non-for-profit hospital. From 2014 to 2016, he has been President and Chief Commercial Officer of InSightec, the leading MedTech company for MR guided Focused Ultrasound. Previously he spent seven years at GE Healthcare, first in the Hospital and Healthcare Solutions business unit (2007-2009), then as General Manager and President of GE Healthcare France (2010-2013). Prior to joining the industry, Robert Sigal had a seventeen-year career at Institut Gustave Roussy, the largest comprehensive cancer center in France. He was successively staff radiologist, Professor and Chairman of the Department of Radiology, and Executive Medical Director.



SEVERINO,
Jean-Michel

Chairman of Investisseurs et Partenaires (I&P), member of the Académie des technologies and French General Inspector of Finance. Since 2010, he has been committed to social investments in Africa. He served as Director in charge of international development at the Ministry of Cooperation and Development, Vice President of the World Bank for Asia, and CEO of France's International Development Agency (AFD) from 2001 to 2010. He has been Director of the board of EIB and Orange, lead director of the Board of Danone, and chaired the Board of Ecobank International. He is chairman of the governance committee of Michelin. He is a senior fellow of the Fondation pour les études et la recherche sur le développement international.



SHARAF,
Omran

UAE Assistant Foreign Minister for Advanced Science and Technology. In this capacity, H.E. represents the Emirates on the global stage in the fields of advanced science, technology, and space. In June 2022, he was appointed chair of the UN Committee on the Peaceful Uses of Outer Space. Previously, he served as the Project Director for the Emirates Mars Mission (EMM) at the Mohammed bin Rashid Space Centre (MBRSC) in Dubai. He led the development, launch, and operation of the Hope probe, which successfully reached Mars's orbit in 2021. He previously developed the Command & Data Handling Subsystem (C&DH) for the DubaiSat-1 satellite and led the C&DH and payload electronics subsystems for DubaiSat-2.



SIMON,
Jean-Marc

Ambassador of France. He was advisor to the French Foreign Minister and the Minister of Cooperation. He served in numerous embassies all over the world, notably as Counselor 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 also a Representative to the Economic Community of West African States (ECOWAS) and to the Economic Community of Central African States (ECCAS). He was alternate MP of Oise from 2012 to 2022, and is currently Chairman of Eurafrique Stratégies SAS. He graduated from Paris II Assas University in Public Law.



SIMON,
Bobby

Founder and President of Synergia, a strategic affairs do tank that provides insights and advisory services to industry, government and research institutions in geopolitics, security, and economics. He was a Commissioner with the Global Commission for Internet Governance and a member of the Trilateral Commission. He served as an advisory board member for six years at The Centre for New American Security and the Belfer Center for Science and International Affairs at the Harvard Kennedy School. He is University topper, a special invitee of the Prime Minister, holds a postgraduate degree in management, graduated from Harvard Business School, and is a Research Associate at MIT.



SINAPI-THOMAS,
Lucia

Executive Director of Capgemini Ventures, since January 2019, she started her career as a tax and business lawyer in 1986, was admitted to the Paris bar (1989), before joining Capgemini in 1992. She was successively Group Tax Advisor (1992), head of Corporate Finance, Treasury and Investors Relations (1999), taking over Risk Management and Insurance in 2005. She was appointed Deputy Chief Financial Officer in 2013, and from January 2016 Executive Director of Business Platforms Unit. Lucia Sinapi-Thomas is a member of the Board of Directors of Bureau Veritas since May 2013 and Dassault Aviation since May 2014, and has been a Board member of Capgemini from 2012 to 2024.



SOLLOGOUB,
Tania

Head of research on Emerging countries and Global Geopolitics at Crédit Agricole Group's Economic Research Department. She used to be head of the Master's in finance and strategy, at Sciences Po Paris, where she is still teaching economics and country risk analysis. She was several times jury member for the National School of Administration. She has been expert for the European Commission and member of the London Club for the restructuring of Russian debt. She has conducted numerous research papers on geopolitical risk assessment in the financial sector. She is also an author and has published six novels.



TIEDRICH,
Lee

Senior AI Advisor for the US National Institute of Standards and Technology (NIST). Distinguished Faculty Fellow in Law & Responsible Technology at Duke University. Lee Tiedrich is also a member of both the OECD and Global Partnership on AI (GPAI) AI expert groups and co-chairs both the GPAI Responsible AI Strategy for the Environment (RAISE) committee and the GPAI Intellectual Property Advisory Committee. She's also a member of the OECD Expert Group on AI, Data, and Privacy, and a Senior Adviser for the International Scientific Report on Advanced AI Safety. The European Union's newly established AI Office has selected her to serve in the working group developing AI Codes of Practice.



TORERO CULLEN,
Máximo

Chief Economist of the Food and Agriculture Organization (FAO). He joined the Organization as Assistant Director-General for the Economic and Social Development Department. He worked as the World Bank Group Executive Director for Argentina, Bolivia, Chile Paraguay, Peru and Uruguay. He led the Division of the Markets, Trade, and Institutions at the International Food Policy Research Institute (IFPRI). His research work lies in analyzing poverty, inequality, importance of geography and assets in explaining poverty, and in policies oriented towards poverty alleviation based on the role played by infrastructure, institutions, and on how technological breakthroughs can improve the welfare of households and small farmers.



SUR,
Serge

Member of the Académie des sciences morales et politiques. Agrégé in Public Law, he is Emeritus Professor of Public Law, University of Paris Panthéon-Assas, where he set up the Master of International Relations (2000-2012). He was Deputy Director of the UNIDIR, Geneva (1986-1996) and ad hoc Judge at the International Court of Justice in The Hague (2009-2012). He is the founder and was Director (1999-2012) of the Thucydides Center-Analysis and Research in International Relations, and Director (2000-2020) of the French Yearbook of International Relations (AFRI). He is also Editor-in-chief of the bimonthly journal Questions internationales since 2003 (Documentation française).



SUZUKI,
Kazuto

Professor at the Graduate School of Public Policy at the University of Tokyo, and Director of the Institute of Geoeconomics at International House of Japan. He has worked in the Fondation pour la recherche stratégique in Paris. He was also Associate Professor at the University of Tsukuba and Professor of International Politics at Hokkaido University. He served as an expert in the Panel of Experts for the Iranian Sanction Committee under the United Nations Security Council. He currently serves many advisory committees of the government of Japan like the National Space Policy Committee of the Cabinet Office, the Government of Japan, and is the President of Japan Association of International Security and Trade.



TOUAZI,
François-Aïssa

Senior Managing Partner at Ardian (the leading investment firm, 170 Bn of AUM) and Global Head of International Affairs. He is also Vice President of the French GCC Business councils at MEDEF International, the French largest business organization as well as Head of the Sovereign Wealth Funds Council. Prior to joining Ardian, he had served in the French Foreign Office for 15 years, including as MENA advisor to the Minister of Foreign Affairs. He is Board Member at Siaci Saint Honoré Group (Paris), a leading European insurance brokerage firm and at Dedalus, a world leader in IT software solutions for healthcare. François-Aïssa Touazi is Knight of the Legion of Honor.



TRICAUD,
Martin

Group Head of Investment Banking at First Abu Dhabi Bank (FAB) and Group Head of International Banking, Chairman of FAB Private Bank Suisse, member of the Executive Committee. With a focus on regional expansion, he has led the development of the FAB product proposition and the client coverage model and is reinforcing FAB's positioning as a regional leader in the Investment Banking space. Prior to joining FAB, he held several senior positions with HSBC group, including Deputy Chairman and CEO for the Middle East, North Africa and Turkey, and was Group General Manager at HSBC. He was also the CEO for HSBC Australia and for HSBC Korea.



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.



TEISSEIRE,
Matthieu

Managing Partner, in charge of the Investor Relations team at Eurazeo. With over 15 years of experience in alternative asset management, Matthieu joined Eurazeo in 2015 to accelerate the firm's international expansion. With his team, Matthieu collaborates with institutional investors and wealth managers globally to understand their specific investment needs, offer first-class investment solutions, and deliver tailored client servicing. Prior to joining Eurazeo, Matthieu was a Senior Advisor to Everest Capital, a Miami and Singapore-based investment manager focusing on emerging markets. More recently, Matthieu has overseen Rothschild & Co's development in the Middle East as a Senior Advisor.



TRICHET,
Jean-Claude

Former President of the French Académie des sciences morales et politiques. He is honorary chairman of the Board of Directors of the Bruegel Institute (Brussels), honorary chairman of the Group of Thirty (Washington) and former European Chairman of the Trilateral Commission. Jean-Claude Trichet was President of the European Central Bank. He was Governor of Banque de France and Undersecretary of the French Treasury. He was President of the Paris Club (debt rescheduling), President of the European Monetary Committee, President of the Group of 10 Central Banks Governors and President of the Global economy meeting in Basel. He was President of Sogepa and Director of Airbus Group.



TROCHU,
Emmanuelle

Global Head of Official Institutions Coverage at Crédit Agricole Corporate and Investment Bank. Emmanuelle Trochu started her career in 1994 in Banque de France as a forex trader and then Foreign Exchange Reserves Portfolio Manager. She participated in several European working groups to prepare the ECB foreign exchange reserves set up. She joined Crédit Agricole group in 2000 as a Central Banks Sales. She became Global Head of the central bank sales team in 2006 and has worked in Paris and London. In 2016 she was appointed Head of Sales for Financial Institutions in France and Belgium on top of her role as Head of the Central banks sales team. She joined Ca-cib coverage in 2020, as Head of the Official Institutions sector.



TRUESDALE,
Jay

CEO at TD International, a Washington-based top global advisor on geopolitical strategy, market intelligence, and risk compliance. Prior to joining TDI, he served as CEO of Veracity Worldwide. He previously was a leader at McKinsey & Company on strategy and risk management topics spanning five continents and multiple industries. He has had a career as Foreign Service Officer., with postings in Russia, Ukraine, Hungary, Pakistan, Austria, and Washington. Jay is a US Navy reserve Foreign Area Officer specialized in Europe and Africa, and a former Fulbright Scholar, Boren Fellow, and Rotary Ambassadorial Scholar. He holds degrees from Stanford, Harvard, and the Fletcher School at Tufts.



TUAKLI, Juliette
M.

Mercy Ships International Diplomatic Ambassador for Africa since 2022. She facilitates partnerships with governments, diplomatic entities and communities, supporting Mercy Ships' mission to deliver free medical and surgical care to those in need across the African continent. A distinguished pediatrician and reproductive health specialist, Dr Tuakli was the first African woman clinical professor in Pediatrics at Harvard Medical School where she contributed to the creation of a special Community Medicine Department at Children's Hospital of Boston. She was the Founder and Medical Director of CHILD Accra in Ghana, and her contributions to child health education in Africa and the USA have been lauded worldwide.



VÉDRINE,
Hubert

Founder of Hubert Védrine Conseil, a public affairs consultancy specialized in international, economic and geopolitical issues. He was President of the Institut François Mitterrand. He served as Minister of Foreign Affairs under the government of Lionel Jospin. He was a partner in the law firm Jeantet et Associés. He was a member of the French Council of State as maître des requêtes. He was diplomatic advisor to the Presidency of the Republic, spokesman, and Secretary-General. Before that, he was a civil administrator in the Ministry of Culture. In 2020, he was appointed by France to participate in the group of personalities in charge of a reflection on the future of NATO in 2030.



VIJAYAKUMAR,
Vignesh

COO & CFO for a prominent investment office in Dubai investing across all different asset classes. Previously, Mr Vijayakumar served as COO & CFO for Miras Investments. He not only specializes in LP investing in both public & private markets but also specializes in building investment management infrastructure across legal, operations, finance, treasury, IT and Human capital. He built his family office wealth management career with Northern Trust in the Global Family Office Group in London advising UHNW and family offices and with Royal Bank of Canada in the Channel Islands and London. He is a Fellow member of CPA Australia, Qualified TEP from Society of Trust & Estate Practitioners and a Qualified Chartered Accountant.



VANGHELI,
Anatol

Ambassador of the Republic of Moldova to the United Arab Emirates. H.E. Anatol Vangheli has had a distinguished career in diplomacy, serving Moldova in various capacities for almost three decades, holding the diplomatic rank of Ambassador. At the Ministry of Foreign Affairs, he worked as Secretary General, Ambassador to the State of Israel, to the Hellenic Republic and to Cyprus, Director of the Policy Analysis, Monitoring, and Evaluation Division and Asia, Africa, Middle East, and Pacific Division. His expertise extends to international security, economic diplomacy, and humanitarian missions. His previous roles include serving in the OSCE Missions to Georgia and Kosovo as Spokesperson, Counsellor for refugees and observer.



VARMA,
Anurag

Senior Vice President and Head of Public Affairs and Business Development for Adani North America, part of India's largest infrastructure and logistics conglomerate. In this capacity, Anurag Varma shapes the company's partnerships and strategic growth in North America. Previously, Anurag was Vice President, Head of Global Government and Public Affairs at Infosys, where he led complex public policy strategies across major markets, from the U.S. and Canada to Europe, Australia, and India. He has also served in senior counsel roles at top-tier law firms Patton Boggs and Akin Gump, where he represented international governments, including the Government of India, before the U.S. Congress and Administration.



VILLAIN,
Jean-Paul

Director of the Strategy and Planning Department, Abu Dhabi Investment Authority (ADIA). He is also a permanent invitee to ADIA's Investment Committee. He began his career as an Assistant Professor of Finance at Paris University, and joined Banque Paribas as a Portfolio Manager and as Head of Investments in the Asset Management Department. He served as ADIA Regional Manager for Europe and as a Senior Fund Manager for all financial assets. He returned to Paribas to become the first Chief Executive Officer and Chief Investment Officer of the newly created Paribas Asset Management Company. He served as Regional Manager for European Assets in ADIA and as Advisor and then Senior Advisor for Investment Strategy.



WEYMULLER,
Bruno

Member of Total Professeurs Associés, and of the French Energy Council. 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.



VASSILENKO,
Roman

Deputy Minister of Foreign Affairs of the Republic of Kazakhstan. He has been in Kazakhstan's diplomatic service as Third Secretary and Second Secretary at the Embassy of Kazakhstan to the United Kingdom. He worked as Assistant to the Head of the Prime Minister's Office, Chief Inspector of the Secretariat of the Secretary of State, Consultant of the President's Chancery, and Deputy Chief of Staff to the Secretary of State. He served as Chairman of the Committee for International Information of the Ministry of Foreign Affairs, and Deputy Director of the Nazarbayev Center. He was appointed Deputy Minister of Foreign Affairs and served as Ambassador Extraordinary and Plenipotentiary of Kazakhstan to the Slovak Republic.



VASWANI,
Kamal R.

Ambassador of the Republic of Singapore to the United Arab Emirates, based in Abu Dhabi. He was posted as Counsellor at the Singapore Embassy in Jakarta from 2004 to 2008 and Deputy Permanent Representative at Singapore's Permanent Mission to ASEAN from 2008 to 2009. He subsequently served as Deputy Director in the Southeast Asia Directorate from 2009 to 2012, and as Deputy Director-General for Southeast Asia from April 2012 to June 2015. Prior to his current appointment, he was the Director-General for Europe from June 2015 to November 2019 and concurrently Vice Dean (Academic)/Diplomatic Academy at the Ministry of Foreign Affairs, Singapore from July 2015 to November 2019.



WOUTERS,
Frank

Chairman of the MENA Hydrogen Alliance. Frank Wouters has been leading renewable energy projects, transactions, and technology development for more than 30 years and played a leading role in the development of renewable energy projects all around the world. He served as Deputy Director-General of the International Renewable Energy Agency (IRENA) from 2012 to 2014. He has served on the board of energy companies in Europe, Asia, the US and Africa and currently serves as Chairman of the MENA Hydrogen Alliance and of the Dii Advisory Board (both based in Dubai). He is also Director of the EU Med-GEM Network (Brussels) and Chairman of the HyET Group Advisory Board (The Netherlands).



YASSEEN,
Fareed

Former Ambassador of the Republic of Iraq to France and later to the United States. He was until recently Iraq's Climate Envoy. 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 Advisor 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 is a graduate of the Swiss Federal Institute of Technology in Lausanne and of the Massachusetts Institute of Technology. He is currently involved in Track-II diplomacy.

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[illegible]This image shows a single sheet of white paper with horizontal blue lines, similar to notebook paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

[illegible]This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

This image shows a full page of blank, lined paper. It features approximately 20 evenly spaced horizontal blue lines across its entire width. The paper is otherwise completely empty, with no margins, text, or other markings.[illegible]

Lieu de la conférence

Conference venue





Abou Dabi

Abou Dabi est la capitale fédérale des Émirats arabes unis. C'est également la capitale de l'émirat du même nom qui est le plus grand des sept émirats du pays. Établie en 1761, la ville d'Abou Dabi a été sous protection britannique de 1820 à 1971, date à laquelle les Émirats arabes unis ont déclaré leur indépendance.

Elle est le centre politique et industriel de la fédération, avec une économie qui repose en grande partie sur les exportations de pétrole. L'émirat, qui dispose d'importantes réserves de pétrole et de gaz naturel, prépare la transformation de son modèle économique à travers le programme Abu Dhabi Economic Vision 2030, qui doit le faire évoluer vers une économie fondée sur la connaissance et l'innovation. Lancé en février 2008, le projet de construction de la cité de Masdar est l'un des piliers de cette transformation ambitieuse et vise à positionner la ville comme une pionnière en matière d'énergies renouvelables.

Dans cette métropole hypermoderne qui n'était encore qu'un désert il y a quelques années, les gratte-ciels vertigineux côtoient des lieux traditionnels comme la Grande Mosquée Sheikh Zayed. Le Louvre Abu Dabi, inauguré en 2017, marque le désir affiché par Abou Dabi de rayonner sur le plan culturel et de devenir une destination touristique incontournable.

C'est la quatrième fois qu'Abou Dabi accueillera la World Policy Conference.

Abu Dhabi

Abu Dhabi is the federal capital of the United Arab Emirates. It is also the capital of the emirate of the same name which is the largest of the country's seven emirates. Settled in 1761, the city of Abu Dhabi was under Britain's protection from 1820 to 1971 when the United Arab Emirates declared its independence.

Abu Dhabi is the political and industrial center of the federation, with an economy largely based on oil exports. The emirate, which has significant oil and natural gas reserves, is preparing the transformation of its economic model through the Abu Dhabi Economic Vision 2030 program, which is intended to move it towards an economy based on knowledge and innovation. Launched in February 2008, the Masdar city construction project is one of the pillars of this ambitious transformation and aims to position the city as a pioneer in renewable energy.

In this hypermodern metropolis that was still a desert a few years ago, soaring skyscrapers stand side by side with traditional places such as the Sheikh Zayed Grand Mosque. Louvre Abu Dhabi, inaugurated in 2017, marks Abu Dhabi's desire to shine on the cultural scene and become a must-see tourist destination.

This is the fourth time Abu Dhabi will host the World Policy Conference.



Le Park Hyatt Abu Dhabi Hotel

Situé sur une plage à l'environnement naturel protégé sur l'île de Saadiyat, à quelques minutes du centre-ville et du quartier des affaires d'Abou Dabi, le Park Hyatt Abu Dhabi accueille de nombreux rassemblements et conférences grâce à son espace de réunion et à ses installations événementielles, baptisées The Residence.



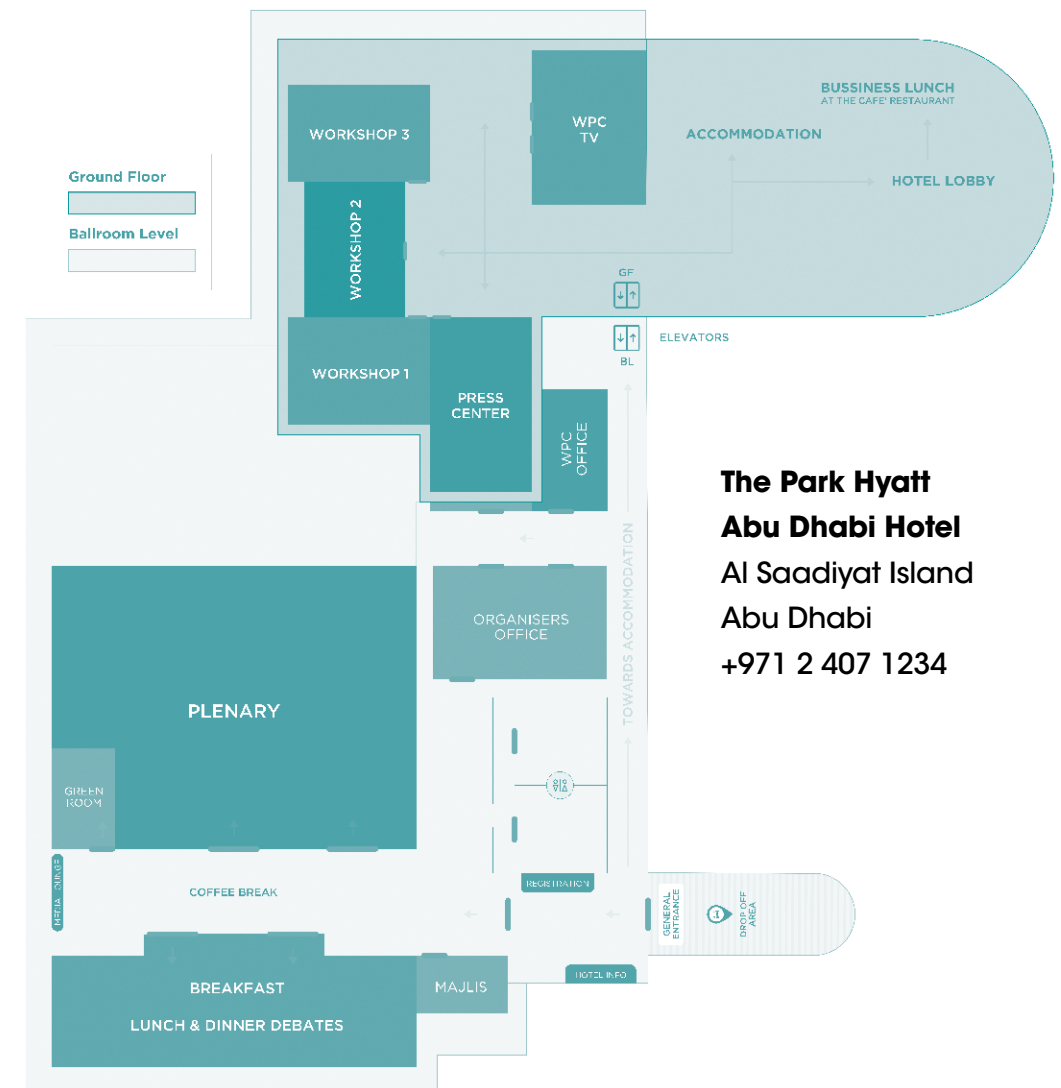
The Park Hyatt Abu Dhabi Hotel

Located on a pristine natural beach on the Saadiyat island, just minutes from downtown and the Central Business District of Abu Dhabi, the Park Hyatt Abu Dhabi hosts various meetings and events thanks to its flexible indoor and outdoor function spaces, including its event facilities called The Residence.



Informations pratiques

Practical information



The Park Hyatt
Abu Dhabi Hotel
 Al Saadiyat Island
 Abu Dhabi
 +971 2 407 1234

Accueil / Registration Desk

Le bureau d'accueil de la conférence
 sera ouvert :

Judi 12 décembre	16h00 à 22h00
Vendredi 13 décembre	07h30 à 20h00
Samedi 14 décembre	07h30 à 20h00
Dimanche 15 décembre	07h30 à 18h00

The conference registration desk will be open
 at the following times:

Thursday, December 12	04:00pm to 10:00pm
Friday, December 13	07:30am to 8:00pm
Saturday, December 14	07:30am to 8:00pm
Sunday, December 15	07:30am to 6:00pm

CONTACT

suivi-inscription@worldpolicyconference.com

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Publications • Website**

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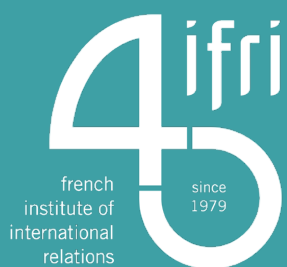
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