

An aerial photograph of the Palace of Versailles and its extensive gardens. The palace, a large stone building with multiple towers and domes, is situated on the left side of the frame. To its right, the formal gardens are visible, featuring manicured lawns, circular paths, and several ornate fountains. The background is filled with dense green trees.

WORLD
POLICY
CONFERENCE

18th edition

APRIL 24-26, 2026, CHANTILLY

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Message du président et fondateur

Depuis la 17^e édition de la WPC aux Emirats Arabes

Unis à la mi-décembre

2024, le système international, toujours très interdépendant, a poursuivi sa route sur une trajectoire déréglée. L'excitation associée au développement des technologies dopées par l'intelligence artificielle s'est lourdement manifestée dans des guerres, dont les conséquences encore mal cernées seront considérables. D'abord celle d'Ukraine, que le président Trump n'a pas réussi à juguler. Puis les deux guerres d'Iran : celle des « douze jours » en juin 2025, aux objectifs clairement définis ; et la seconde apparemment d'inspiration vénézuélienne si j'ose dire, commencée fin février 2026 encore plus que la première la main dans la main avec Israël, qui frappe aussi tragiquement le Liban. Il s'agit là de guerres à haute et même à très haute intensité. Mais on déplore aussi, à la périphérie des théâtres principaux, l'extension de conflits à basse intensité. Les principaux protagonistes dans cette sorte de nouvelle guerre froide qui a commencé, cherchent à nuire aux intérêts de ceux qui s'y opposent, au risque d'allumer des conflits potentiellement encore plus violents. Au niveau mondial, la nouvelle guerre froide est une guerre qui n'est pas la guerre, de même que pendant la première guerre froide le monde dans son ensemble vivait une paix qui n'était pas la paix, comme le dit l'historien Niall Ferguson.

Dans ce contexte déjà tragique l'ONU, et tant les institutions que la pratique de la gouvernance mondiale, continuent de s'affaiblir. Le droit international, cadre de référence pourtant si nécessaire dans la mesure où il sous-tend toute forme de gouvernance et limite les risques d'instabilité structurelle, est ouvertement méprisé par l'Etat qui devrait en être le garant, même si dans la réalité il n'a jamais montré de zèle à cette fin. Cela est vrai en particulier tant pour le jus ad bellum que pour le jus in bello. On sait que l'unilatéralisme américain n'est pas chose nouvelle, mais le droit du plus fort ne s'est jamais manifesté avec

autant d'arbitraire mais aussi d'impunité que sous Trump, avec des conséquences imprévisibles dans l'espace et dans le temps. On peut imaginer, si les choses continuaient ainsi, que d'autres grandes puissances – je pense à la Russie mais aussi à la géopolitique de l'Asie – ne se priveraient pas, au nom de la défense préventive, d'agresser des adversaires ou même des partenaires récalcitrants quand ils le jugeraient conforme à leurs intérêts.

La 18^e édition de notre conférence se déroule donc à un moment où les grandes puissances du XXI^e siècle, celles qui depuis longtemps ont leur souveraineté comme principale préoccupation, sont ou peuvent être tentées de poursuivre leurs intérêts sans égard envers ceux des autres ou même leur dignité, semant ainsi les germes d'une sorte de troisième guerre mondiale. Plus que jamais, l'accent que depuis notre première édition en octobre 2008 nous mettons sur les puissances moyennes et la recherche d'un monde « raisonnablement ouvert » nous paraît vital. D'où en particulier l'extrême importance de repenser en profondeur l'Union européenne, dont l'unité et l'efficacité sont très fragiles. L'effort devra commencer par l'économie. Soulignons aussi la volonté de la WPC de ne jamais oublier l'importance de la dimension éthique de toute réflexion sur la dialectique de la guerre et de la paix.

Tel est l'esprit dans lequel nous avons élaboré pour cette 18^e édition un programme visant à aborder les principaux aspects économiques, technologiques et politiques du système international, saisi dans sa position et son mouvement actuels.

Thierry de Montbrial
Fondateur et président
de l'Ifrri et de la WPC

Message from the Chairman and Founder

Since the 17th edition of the WPC in the United Arab Emirates in mid-December 2024, the international system, still highly interdependent, has continued along a destabilised trajectory. The excitement surrounding the development of technologies enhanced by artificial intelligence has found stark expression in wars whose consequences, still poorly understood, will be considerable. First, the war in Ukraine, which President Trump has failed to contain. Then the two wars involving Iran: the 12-Day War in June 2025, with clearly defined objectives; and the second, apparently of Venezuelan inspiration if I may say so, which began at the end of February 2026, even more than the first conducted hand in hand with Israel, which is also striking Lebanon with tragic consequences. These are wars conducted at high – indeed at times extreme – intensity. Yet one must also lament, on the periphery of the main theatres of operations, the spread of low-intensity conflicts. The principal protagonists in this sort of new Cold War that has begun seek to undermine the interests of those who oppose them, at the risk of triggering potentially even more violent conflicts. At the global level, the new Cold War is a war that is not war, just as during the first Cold War the world as a whole lived through a peace that was not peace, as the historian Niall Ferguson observed.

In this already tragic context, the United Nations is weakening further, as are both the institutions and the practice of global governance. International law, a framework of reference that is nevertheless indispensable insofar as it underpins every form of governance and limits the risks of structural instability, is openly disregarded by the very State that should uphold it, even if in practice that State has never shown much enthusiasm for doing so. This is true in particular both for jus ad bellum and for jus in bello. American unilateralism is nothing new, but the 'survival of the fittest' rule has never manifested itself with such arbitrariness and such impunity as under President Trump, with consequences that are unpredictable across both geography and

time. One might imagine, were matters to continue in this way, that other major powers – I am thinking of Russia but also of the geopolitics of Asia – would not refrain, in the name of preventive defence, from attacking adversaries or even recalcitrant partners whenever they deemed it consistent with their interests.

The 18th edition of our conference is therefore taking place at a time when the major powers of the 21st century, those for whom sovereignty has long been the principal concern, are or may be tempted to pursue their interests without regard for those of others or even for their dignity, thereby sowing the seeds of a kind of Third World War. More than ever, we believe that the emphasis we have placed since our first edition in October 2008 on middle powers and on the pursuit of a "reasonably open" world is vital. It is therefore especially important to rethink the European Union fundamentally, as both its unity and its effectiveness remain fragile. The effort must begin with the economy. Let us also emphasise the WPC's determination never to lose sight of the ethical dimension in any reflection on the dialectic of war and peace.

It is in this spirit that we have developed, for this 18th edition, a programme addressing the major economic, technological and political dimensions of the international system as it stands today and where it is heading.

Thierry de Montbrial
Founder and Executive Chairman
at Ifrri and the WPC



Programme

Agenda

Vendredi 24 avril - Friday, April 24

08:30 – 09:30	Ouverture - Opening session
09:30 – 10:45	Session plénière 1 : Commerce international : quand le pouvoir remplace les règles <i>Plenary session 1: Power Over Rules: Challenges in International Trade</i>
10:45 – 11:45	Session plénière 2 : Finance numérique et marchés internationaux : approches alternatives, opportunités diverses et risques potentiels <i>Plenary session 2: Digital Finance and International Markets: Alternative Approaches, Differing Opportunities and Potential Risks</i>
11:45 – 12:15	Session plénière 3 : Conversation avec Anwar Gargash , conseiller diplomatique du président des Émirats arabes unis <i>Plenary session 3: Conversation with Anwar Gargash, Diplomatic Advisor to the President of the United Arab Emirates</i>
12:15 – 14:15	Déjeuner - Lunch
14:30 – 15:30	Session plénière 4 : Garde-fous budgétaires ou dérive des finances publiques ? Tracer une voie vers la stabilité <i>Plenary session 4: Fiscal Firewalls or Fiscal Freefall? Charting a Path to Stability</i>
15:30 – 16:30	Session plénière 5 : Le minilatéralisme sans traité institutionnel : cas du G7 et G20 <i>Plenary session 5: Minilateralism Without Treaties: Insights from the G7 and G20</i>
16:30 – 17:30	Session plénière 6 : L'Asie face au nouvel ordre géopolitique mondial <i>Plenary session 6: Major Challenges of Asian Geopolitics</i>
17:30 – 18:15	Session plénière 7 : Conversation avec Patrick Pouyanné , directeur général de TotalEnergies, et Dominique Senequier , PDG et fondatrice de Ardian <i>Plenary session 7: Conversation with Patrick Pouyanné, CEO of TotalEnergies, and Dominique Senequier, Chief Executive Officer & Founder of Ardian</i>
18:15 – 19:30	Session plénière 8 : Quand la technologie redéfinit la guerre moderne <i>Plenary session 8: When Technology Redefines Modern Warfare</i>
19:30	Dîner-débat avec Paul Kagame , Président de la République du Rwanda <i>Dinner debate with Paul Kagame, President of the Republic of Rwanda</i>

Samedi 25 avril - Saturday, April 25

09:00 – 09:30	Session plénière 9 : Conversation avec Emmanuel Macron , Président de la République française <i>Plenary session 9: Conversation with Emmanuel Macron, President of the French Republic</i>
9:30 – 10:30	Session plénière 10 : L'avenir de l'Union européenne : quels sont les grands enjeux ? <i>Plenary session 10: The Future of the European Union: What Are the Big Questions?</i>
10:30 – 11:00	Session plénière 11 : Conversation avec Aleksandar Vučić , Président de la République de Serbie <i>Plenary session 11: Conversation with Aleksandar Vučić, President of the Republic of Serbia</i>
11:00 – 12:00	Session plénière 12 : Leaders innovants : au-delà de l'automatisation, la révolution de l'IA agentique <i>Plenary session 12: Innovative Leaders Session: "Beyond Automation, the Agentic AI Revolution"</i>
12:00 – 14:00	Déjeuner/Déjeuner de la Business Community - Lunch/Business Community Lunch
14:15 – 15:30	Session plénière 13 : L'avenir du financement des biens publics mondiaux dans un monde fragmenté <i>Plenary session 13: Financing Global Public Goods in a Fragmented World</i>
15:45 – 18:15	Ateliers parallèles - Parallel Workshops Atelier 1 : Économie et finance - <i>Workshop 1: Economy and Finance</i> Atelier 2 : Le nouvel ordre énergétique : risques et opportunités <i>Workshop 2: The New Energy Order: Risks and Opportunities</i> Atelier 3 : IA : Luttres de pouvoir et enjeux sociétaux <i>Workshop 3: AI: Power Struggles and Societal Challenges?</i>
19:30	Récital de piano <i>Piano recital</i>
20:00	Dîner de gala signé Guy Savoy <i>A Guy Savoy signature Gala dinner</i>

Dimanche 26 avril - Sunday, April 26

08:00 – 09:15	Session plénière 14 : Les nouveaux défis de la santé dans un monde de bouleversement <i>Plenary session 14: New Challenges for Health in a Changing World</i>
09:15 – 09:45	Session plénière 15 : Conversation avec Abdallah Hamdok , ancien Premier ministre du Soudan <i>Plenary session 15: Conversation with Abdallah Hamdok, former Prime Minister of Sudan</i>
09:45 – 11:00	Session plénière 16 : L'embrasement de 2026 : fractures régionales, ondes de choc mondiales et fin de l'ancien ordre <i>Plenary session 16: The 2026 Conflagration: Regional Fractures, Global Shockwaves, and the End of the Old Order</i>
11:00 – 11:30	Session plénière 17 : Conversation avec Nabil Fahmy , nommé secrétaire général de la Ligue arabe : La perspective arabe sur l'effondrement régional <i>Plenary session 17: Conversation with Nabil Fahmy, designated Secretary General of the Arab League: "The Arab Perspective on the Regional Collapse"</i>
11:30 – 12:45	Session plénière 18 : Penser le jour d'après : architectures de sécurité, reconstruction économique et quête d'une paix viable <i>Plenary session 18: Designing the Day After: Security Architectures, Economic Reconstruction, and the Quest for a Viable Peace</i>
12:45 – 14:45	Déjeuner - Lunch
14:45 – 15:45	Session plénière 19 : L'Union européenne comme partenaire stratégique : perspectives d'Europe de l'Est, du Caucase du Sud et d'Asie centrale <i>Plenary session 19: The EU as a Strategic Partner: Perspectives from Eastern Europe, South Caucasus and Central Asia</i>
15:45 – 17:15	Session plénière 20 : États-Unis : regards intérieurs et extérieurs <i>Plenary session 20: The United States: Internal and External Perspectives</i>
17:15 – 19:00	Session plénière 21 : Débat final - <i>Plenary session 21: Final Debate</i>
19:00	Clôture - Envoi

Thèmes Themes

SESSION PLÉNIÈRE 1

Commerce international : quand le pouvoir remplace les règles

Le commerce international traverse sa pire période d'incertitude depuis les années 1930. Les règles qui offraient jadis prévisibilité et équité semblent aujourd'hui affaiblies ou contestées, tandis que les régimes tarifaires et les barrières non tarifaires se font de plus en plus fluctuants. Les tensions géopolitiques, les mesures unilatérales et la fragmentation des approches réglementaires ont érodé la confiance entre les partenaires commerciaux. Cet environnement complique les décisions d'investissement, la planification des chaînes d'approvisionnement et les stratégies de croissance à long terme. Le système multilatéral, traditionnellement ancré dans la transparence et le règlement des différends, est mis à rude épreuve. Comment les pays et les entreprises peuvent-ils naviguer dans ces eaux troubles lorsque les grilles tarifaires et les cadres réglementaires sont flous ou sujets à des changements soudains ? Comment restaurer la confiance et la prévisibilité dans le commerce transfrontalier : par des accords bilatéraux, des pactes régionaux ou un engagement multilatéral renouvelé ? De quelle manière les entreprises doivent-elles ajuster leurs chaînes d'approvisionnement et leurs investissements ?

SESSION PLÉNIÈRE 2

Finance numérique et marchés internationaux : approches alternatives, opportunités diverses et risques potentiels

Cette session examinera l'impact croissant et rapide de la finance numérique en mettant en lumière les différentes approches et les divers instruments actuellement développés par les principales autorités et les acteurs des marchés financiers. Ceux-ci incluent les cryptomonnaies pures, les stablecoins (cryptomonnaies stables), les jetons (tokens) et les monnaies numériques de banque centrale (MNBC). Alors que l'attention du public s'est concentrée sur les cryptomonnaies pures telles que le Bitcoin, les décideurs politiques en Chine et dans la zone euro créent actuellement un marché pour leurs propres MNBC. Dans le même temps, les États-Unis ont formellement renoncé à l'émission d'un dollar numérique par la

PLENARY SESSION 1 :

Power Over Rules: Challenges in International Trade

International trade is facing the worse uncertainty since the 1930s. Rules that once provided predictability and fairness appear weakened or contested, while tariff regimes and non-tariff barriers are increasingly fluid. Geopolitical tensions, unilateral measures, and fragmented regulatory approaches have eroded trust among trading partners. This environment complicates investment decisions, supply chain planning and long-term growth strategies. The multilateral system, traditionally anchored in transparency and dispute resolution, is under strain. How can countries and firms navigate these waters when tariff schedules and regulatory frameworks are unclear or subject to sudden change? How can trust and predictability in cross-border trade be restored – via bilateral agreements, regional compacts, or renewed multilateral engagement? How should businesses adjust supply chains and investment?

PLENARY SESSION 2

Digital Finance and International Markets: Alternative Approaches, Differing Opportunities and Potential Risks

This session will examine the rapidly growing impact of digital finance by highlighting the differing approaches & instruments that currently are being pursued by key authorities and financial market participants. These include pure cryptocurrencies, stablecoins, tokens and central bank digital currencies (CBDCs). While public attention has been focused on pure cryptocurrencies like Bitcoin, policy-makers in China and the Eurozone are creating a market for their own CBDCs. At the same time, the United States has formally eschewed the issuance of a Federal Reserve-issued digital dollar, instead creating a legal and regulatory framework for the private emission of dollar stablecoins. Many experts, however, anticipate the eventual dominance of another format — privately issued tokens. Each of these approaches offers differing characteristics,

Réserve fédérale, privilégiant la création d'un cadre juridique et réglementaire pour l'émission privée de stablecoins adossés au dollar. Cependant, de nombreux experts anticipent la domination future d'un autre format : les jetons émis par le secteur privé. Chacune de ces approches présente des caractéristiques, des avantages, des limites et des risques qui lui sont propres. Cette session explorera chacun de ces aspects, tout en examinant le danger potentiel que la croissance de la finance numérique ne conduise, même involontairement, à une fragmentation croissante des marchés financiers internationaux.

SESSION PLÉNIÈRE 3

Conversation avec Anwar Gargash, conseiller diplomatique du président des Émirats arabes unis

SESSION PLÉNIÈRE 4

Garde-fous budgétaires ou dérive des finances publiques ? Tracer une voie vers la stabilité

La dette publique a fortement augmenté à l'échelle mondiale après le choc de la COVID-19 et demeure nettement supérieure à son niveau d'avant la pandémie. Les marges de manœuvre budgétaires se réduisent, alors que les États font face à des pressions croissantes : le vieillissement des populations alourdit les dépenses de retraites et de santé, la transition écologique exige des financements massifs, et les dépenses de défense augmentent dans un contexte de fractures géopolitiques. Par ailleurs, les taux d'intérêt sont revenus à des niveaux plus élevés, ce qui renchérit le coût du service de la dette. Dans le même temps, les perspectives de croissance restent modestes, compliquant la stabilisation de l'endettement et la préservation de la stabilité financière en l'absence de cadres de politique économique crédibles. Le défi consiste dès lors à concilier soutenabilité des finances publiques et investissements indispensables dans le climat, la sécurité et la résilience sociale. Quelle combinaison de règles budgétaires, de réformes et d'investissements convient-il d'adopter ? Comment les économies avancées et émergentes peuvent-elles financer les transitions écologique et sécuritaire sans évincer les dépenses sociales ni l'investissement privé ? Quel rôle doivent jouer la coordination internationale et de nouveaux instruments (tels qu'un emprunt commun ou la tarification du carbone) pour faire face aux pressions budgétaires de long terme ? Cette table ronde réunit des spécialistes de l'économie politique, de la stabilité financière, de l'innovation dans le secteur public et de la gouvernance mondiale afin de dessiner une trajectoire réaliste vers des finances publiques soutenables au cours de la prochaine décennie.

advantages, limitations and risks. This session will explore each of these aspects, while examining the potential danger that the growth of digital finance could lead, even unintentionally, to increasing fragmentation of international financial markets.

PLENARY SESSION 3

Conversation with Anwar Gargash, Diplomatic Advisor to the President of the United Arab Emirates

PLENARY SESSION 4

Fiscal Firewalls or Fiscal Freefall? Charting a Path to Stability

Public debt surged globally after the COVID-19 shock and remains well above pre-pandemic levels. Fiscal space is narrowing as governments face mounting pressures: ageing populations driving pension and healthcare costs, the need to finance the green transition, and rising defence spending amid geopolitical tensions. Interest rates have normalised, increasing debt servicing costs. At the same time, growth prospects are modest, making debt stabilisation harder without credible fiscal frameworks. The challenge is to reconcile sustainability with investment in climate, security, and social resilience. What mix of fiscal rules, reforms, and investments can ensure debt sustainability while supporting growth and resilience? How can governments finance the green and defence transitions without crowding out social spending or private investment? What role should international coordination and new instruments (e.g., common borrowing, carbon pricing) play in addressing long-term fiscal pressures?



WPC 2024, Abu Dhabi, December 13 – Jean-Claude Trichet, Gabriel Felbermayr, Vincent Koen, John Lipsky, Jean-Marie Paugam

SESSION PLÉNIÈRE 5

Le minilatéralisme sans traité institutionnel : cas du G7 et G20

Le système multilatéral conçu au lendemain de la Seconde Guerre mondiale est de plus en plus défaillant, bien que ce ne soit pas dans les mêmes proportions selon les domaines d'activité. Il est de plus en plus souvent avancé que les pays désireux de recréer un multilatéralisme efficace devraient contourner les facteurs de blocage par le biais d'alliances plus flexibles et agiles. Cette discussion plénière débattrait des mérites de cette méthode, quel que soit le nom qu'on lui donne (minilatéralisme, multi-alignement, coalitions de volontaires). Elle débutera par une évaluation de ce qui a été et peut être accompli par le G7 et le G20, deux formes de coopération qui possèdent déjà une solide expérience dans leur tentative de diriger ou d'inspirer la communauté internationale en s'appuyant sur des groupes de nations plus restreints et informels.

SESSION PLÉNIÈRE 6

L'Asie face au nouvel ordre géopolitique mondial

Dans le contexte d'un système international soumis à des chocs incessants, mais toujours hautement interdépendant pour de nombreuses raisons économiques, technologiques et stratégiques, la volonté de la Chine de résoudre éventuellement par la force le problème de la réunification avec Taïwan ajoute aux inquiétudes du continent asiatique dans son ensemble, particulièrement l'Asie de l'Est et de Sud-Est. La situation pousse encore plus le Japon à se réarmer, comme a commencé de le faire l'Union européenne – notamment l'Allemagne – à l'autre extrémité du continent eurasiatique. Pour des raisons géographiquement et historiquement évidentes, la Corée se situe au cœur du problème. L'objectif de cette session est de situer le débat ainsi soulevé dans une juste perspective.

PLENARY SESSION 5

Minilateralism Without Treaties: Insights from the G7 and G20

The multilateral system designed after World War II is more and more dysfunctional, although not to the same extent in all fields of activity. More and more often it is argued that the countries eager to recreate an efficient multilateralism should bypass the causes of blockade through more flexible and agile alliances. This plenary discussion will debate the merits of this method, whatever you call it (minilateralism, multi alignment, coalitions of the willing), starting by an assessment of what has and can be achieved by G7 and G20, two forms of cooperation which have already a quite extensive experience of trying to lead or to inspire the international community with smaller and informal groups of nations.

PLENARY SESSION 6

Major Challenges of Asian Geopolitics

In the context of an international system subjected to relentless shocks, yet still highly interdependent for numerous economic, technological, and strategic reasons, China's willingness to potentially resolve the issue of reunification with Taiwan by force adds to the concerns of the Asian continent as a whole, particularly East and Southeast Asia. This situation further pushes Japan to rearm, just as the European Union—notably Germany—has begun to do at the other end of the Eurasian continent. For obvious geographical and historical reasons, Korea lies at the heart of the problem. The objective of this session is to put the debate thus raised into proper perspective.



WPC 2024, Abu Dhabi, December 13 – Thierry de Montrial, Ana Brnabić, Lasha Darsalia, Roman Vassilenko

SESSION PLÉNIÈRE 7

Débat avec Patrick Pouyanné, directeur général de TotalEnergies, et Dominique Senequier, PDG et fondatrice de Ardian

Patrick Pouyanné, Chairman and CEO of TotalEnergies, and Dominique Senequier, Founder and President of Ardian, are among the major French figures in the global economy, one in the industrial sector and the other in finance. The debate between these two prominent figures will aim to outline a coherent vision of global economic prospects, seen from the perspective of one of the planet's leading middle powers.

SESSION PLÉNIÈRE 8

Quand la technologie redéfinit la guerre moderne

Les évolutions technologiques rapides redéfinissent en profondeur le paysage de la défense à un moment décisif pour la sécurité mondiale. À mesure que les conflits hybrides s'intensifient et que la compétition stratégique se durcit, les acteurs de la défense font face à une pression croissante : s'adapter, ou risquer de perdre leur avantage opérationnel et technologique. L'intelligence artificielle, la cyberpuissance, les systèmes spatiaux, la domination par la donnée, les plateformes autonomes et les drones ne sont plus des capacités émergentes ; ils transforment déjà les doctrines militaires, les structures de forces et les processus de décision en matière de commandement et de contrôle. La maîtrise de ces technologies — ainsi que de leurs

PLENARY SESSION 7

Debate with Patrick Pouyanné, CEO of TotalEnergies, and Dominique Senequier, CEO & Founder of Ardian

Patrick Pouyanné, Chairman and CEO of TotalEnergies, and Dominique Senequier, Founder and President of Ardian, are among the major French figures in the global economy, one in the industrial sector and the other in finance. The debate between these two prominent figures will aim to outline a coherent vision of global economic prospects, seen from the perspective of one of the planet's leading middle powers. 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".

PLENARY SESSION 8

When Technology Redefines Modern Warfare

Rapid technological change is fundamentally redefining the defence landscape at a decisive moment for global security. As hybrid warfare intensifies and strategic competition hardens, defence actors are under growing pressure to adapt - or risk losing operational and technological advantage. Artificial intelligence, cyber power, space systems, data dominance, autonomous platforms, and drones are no longer emerging capabilities; they are actively reshaping military doctrines, force structures, and

implications stratégiques, éthiques et industrielles — est désormais essentielle pour préserver la supériorité, la crédibilité et la résilience.

Cette session réunit des dirigeants de haut niveau issus des institutions de défense, de l'industrie et du monde académique afin d'examiner les réalités de la défense définie par le logiciel (software defined defence) et d'identifier les leviers clés pour maintenir la préparation opérationnelle, accélérer le déploiement capacitaire et garantir un avantage technologique durable à long terme.

SESSION PLÉNIÈRE 9

Conversation avec Emmanuel Macron, Président de la République française

SESSION PLÉNIÈRE 10

L'avenir de l'Union européenne : les grandes questions

Après avoir survécu – notamment grâce à la création de la zone euro et à un élargissement relativement réussi – aux immenses problèmes soulevés par la chute de l'Union soviétique en 1991, l'Union européenne se trouve confrontée à des défis économiques, technologiques et stratégiques encore plus grands que dans les années 1990. Certains pensent qu'un nouvel élargissement jusqu'à l'Ukraine et les Balkans est inévitable, et qu'il faudra faire rapidement le saut du fédéralisme. Cette vision peut-elle être prise au sérieux ? Que penser de l'alternative d'une confédération ? Comment peut-on envisager de façon réaliste la place de la nouvelle Union européenne à l'horizon du milieu de ce siècle ?

SESSION PLÉNIÈRE 11

Conversation avec Aleksandar Vučić, Président de la République de Serbie

SESSION PLÉNIÈRE 12

Leaders innovants : « Au-delà de l'automatisation, la révolution de l'IA agentique »

Que se passe-t-il lorsque l'IA ne se contente plus d'assister les humains, mais commence à agir de manière autonome ?

La révolution de l'IA agentique marque un changement de paradigme profond : nous passons d'outils capables de générer du contenu à des systèmes qui raisonnent, décident et exécutent de manière autonome, à grande échelle.

À travers le regard de trois pionniers européens de la deep tech, cette session propose de dépasser le discours dominant pour explorer les questions clés derrière l'essor de l'IA agentique. Synera montrera comment les systèmes agentiques transforment déjà l'ingénierie, en faisant évoluer les agents d'IA du rôle de copilotes à celui de véritables exécutants industriels. Multiverse Computing mettra en lumière la réalité opérationnelle de l'autonomie : l'IA agentique

command and control decision making. Mastering these technologies - and their strategic, ethical, and industrial implications - is now critical to maintaining superiority, credibility, and resilience.

This session brings together senior leaders from defence institutions, manufacturing and academics to examine the realities of software defined defence and identify what is key to sustain operational readiness, accelerate capability deployment, and secure long term technological advantage.

PLENARY SESSION 9

Conversation with Emmanuel Macron, President of the French Republic

PLENARY SESSION 10

The Future of the European Union: What Are the Big Questions?

After surviving – notably thanks to the creation of the eurozone and a relatively successful enlargement – the immense problems raised by the fall of the Soviet Union in 1991, the European Union is facing economic, technological, and strategic challenges even greater than in the 1990s. Some believe that a new enlargement including Ukraine and the Balkans is inevitable, and that a rapid leap towards federalism will be necessary. Can this vision be taken seriously? What should we make of the alternative of a confederation? How can we realistically envision the place of the new European Union by the middle of this century?

PLENARY SESSION 11

Conversation with Aleksandar Vučić, President of the Republic of Serbia

PLENARY SESSION 12

Innovative Leaders Session: "Beyond Automation, the Agentic AI Revolution"

What happens when AI stops assisting humans and starts acting on its own? The Agentic AI revolution marks a profound shift: from tools that generate content to systems that reason, decide, and execute autonomously, at scale. Through three European deep tech pioneers, we will unpack the hidden questions behind the hype. Synera will show how agentic systems are already transforming engineering, with AI agents moving from copilots to true industrial executors. Multiverse Computing will expose the hard reality behind autonomy: can agentic AI scale sustainably, affordably, and even operate under extreme constraints, from energy scarcity to defense environments? Label4.ai will tackle a particularly sensitive issue among all, trust, asking who will decide what is true or false when machines increasingly act on

peut elle réellement passer à l'échelle de façon durable, soutenable et souveraine, y compris dans des environnements contraints, marqués par la tension énergétique ou les exigences de la défense ? Label4.ai abordera enfin l'enjeu sans doute le plus sensible : la confiance, en posant une question centrale à l'ère des machines qui interagissent entre elles : qui décide du vrai et du faux ? Au delà des discussions et démonstrations technologiques, ce panel soulèvera une interrogation essentielle, au cœur de la World Policy Conference : sommes nous en mesure de gouverner des systèmes autonomes de façon à concilier innovation, souveraineté, responsabilité et intérêt général ? L'IA agentique n'est plus une promesse lointaine : c'est un défi de gouvernance qui se joue dès maintenant.

SESSION PLÉNIÈRE 13

L'avenir du financement des biens publics mondiaux dans un monde fragmenté

Les trois dernières années ont vu un effondrement des volumes financiers consacrés par l'Europe et les Etats-Unis à l'aide publique au développement. Simultanément, tous les grands cadres de négociation et de coopération internationale consacrés à l'environnement, à la santé, ou au commerce font face à d'importantes difficultés malgré certains succès ponctuels. Une logique beaucoup plus transactionnelle et régionalisée semble s'imposer. Les intérêts nationaux de court terme, marchands, de maîtrise des ressources pétrolières et minérales, de sécurité ou de migration y occupent la première place. La compétition géopolitique s'accroît entre pays de l'OCDE et pays émergents sur le terrain concret des pays pauvres. Le multilatéralisme connaît en conséquence une grave crise. Pourtant, le réchauffement climatique, la perte de biodiversité ou des ressources naturelles, l'accroissement des pollutions, comme le plastique, ou encore les maladies transmissibles demeurent des réalités. Les crises humanitaires sont toujours là. L'accélération d'une croissance durable des pays pauvres, comme la soutenabilité de leur dette, demeurent aussi un enjeu, non seulement au nom d'une recherche éthique de la réduction des inégalités internationales mais aussi parce qu'elle est une condition du contrôle de la conflictualité, de la gestion des migrations comme de la résolution des problèmes systémiques communs de la planète. Le panel s'attachera à faire l'anatomie de cette situation et à rechercher comment nos grandes causes globales communes peuvent continuer à être traitées dans un contexte stratégique mondial totalement renouvelé.

machines. Beyond technological discussions and demonstrations, this session raises a deeper question at the heart of the World Policy Conference: can we govern autonomous systems in a way that aligns innovation with sovereignty, accountability, and the common good? Agentic AI is no longer a future promise, it is a governance challenge unfolding now.

PLENARY SESSION 13

Financing Global Public Goods in a Fragmented World?

The last three years have seen a collapse in the financial volumes devoted by Europe and the United States to official development assistance. At the same time, all the major negotiating and international cooperation frameworks devoted to the environment, health and trade are facing major difficulties, despite some occasional successes. A much more transactional and regionalized logic appears. Short-term national interests, market interests, control of oil and mineral resources, security or migration occupy the first place. Geopolitical competition is increasing between OECD countries and emerging countries on the concrete terrain of poor countries. Multilateralism is therefore in a crisis. However, global warming, the loss of biodiversity or natural resources, and the increase in pollution, such as plastic, or communicable diseases remain realities. Humanitarian crises are still there. The acceleration of sustainable growth in poor countries, as well as the sustainability of their debt, also remains an issue, not only in the name of an ethical search for the reduction of international inequalities, but also because it is a condition for controlling conflict, managing migration and resolving the planet's common systemic problems. The panel will focus on the anatomy of this situation and how our great common global causes can continue to be addressed in a completely renewed global strategic context.



WPC 2024, Abu Dhabi, December 15 – Renaud Girard, Mohammed Baharoon, Marc Hecker, Volker Perthes

SESSION PLÉNIÈRE 14

Les nouveaux défis de la santé dans un monde de bouleversement

La session sur la santé de cette année portera sur les nouveaux défis de la santé dans un monde en changement et les perspectives que ces défis appellent en termes de politiques publiques. Nous avons identifié cinq défis: la prévention et les raisons pour lesquelles nos politiques publiques ont failli jusqu'à présent a en reconnaître la priorité; l'impact croissant du changement climatique sur la santé et les nouveaux espaces que l'interaction santé - climat ouvre dans les politiques publiques autour du concept « une seule santé/ one health »; le défi majeur du vieillissement des populations et le concept émergent de "longévité en bonne santé"; les progrès qui s'accomplissent en Afrique dans l'élaboration politique et technique d'une résilience continentale en santé; les défis et les nouvelles opportunités de l'irruption de l'intelligence artificielle dans le domaine de la santé.

SESSION PLÉNIÈRE 15

Conversation avec Abdallah Hamdok, ancien Premier ministre du Soudan

PLENARY SESSION 14

New Challenges for Health in a Changing World

The session on global health this year will discuss the new challenges and opportunities for health in today's changing world. Panelists will discuss five new challenges and their policy implications at global and national level. First, the key issue of prevention in national policies and how our policies have failed recognising this priority; second, the increasing negative impact and the new policy spaces opened in health by climate change and the « one health” policy concept ; third, the major issue of demographic transition and health and new concept of healthy longevity ; fourth, the political momentum for building resilient health systems in Africa ; and fifth the challenges and opportunities associated with the rapid development of AI in health.

PLENARY SESSION 15

Conversation with Abdallah Hamdok, former Prime Minister of Sudan



WPC 2024, Abu Dhabi, December 14 – Marie-Roger Biloua

SESSION PLÉNIÈRE 16

L'embrasement de 2026 : fractures régionales, ondes de choc mondiales et fin de l'ancien ordre

La guerre ouverte impliquant les États-Unis, Israël et l'Iran a fait voler en éclats l'architecture sécuritaire et économique du Moyen-Orient. De la fermeture du détroit d'Ormuz paralysant le corridor IMEC, à la nouvelle doctrine de "défense avancée" d'Israël, en passant par la résilience du régime iranien, cette session analysera les dynamiques militaires et géopolitiques en cours. Il s'agira de comprendre comment l'hyper-militarisation de la région redessine les alliances et menace l'économie mondiale.

SESSION PLÉNIÈRE 17

Conversation avec Nabil Fahmy, nommé secrétaire général de la Ligue arabe.

PLENARY SESSION 16

The 2026 Conflagration: Regional Fractures, Global Shockwaves, and the End of the Old Order

The open war involving the US, Israel, and Iran has shattered the Middle East's security and economic architecture. From the closure of the Strait of Hormuz paralyzing the IMEC corridor, to Israel's new "forward defense" doctrine, and the unexpected resilience of the Iranian regime, this session will analyze the ongoing military and geopolitical dynamics. It will explore how the hyper-militarization of the region is redrawing alliances and threatening the global economy.

PLENARY SESSION 17

Conversation with Nabil Fahmy, designated Secretary General of the Arab League.

SESSION PLÉNIÈRE 18

Penser le jour d'après : architectures de sécurité, reconstruction économique et quête d'une paix viable

Alors que la région est exsangue, la reconstruction s'annonce d'une complexité sans précédent. Les pays du Golfe doivent repenser leur modèle économique et leur dépendance au parapluie américain. L'Europe et l'Asie doivent sécuriser les routes maritimes. Cette session explorera les conditions d'un cessez-le-feu durable, les mécanismes de relance économique (notamment pour le Liban), et les nouvelles garanties de sécurité nécessaires pour éviter le retour du chaos.

SESSION PLÉNIÈRE 19

L'Union européenne comme partenaire stratégique : perspectives d'Europe de l'Est, du Caucase du Sud et de l'Asie centrale

L'Union européenne traverse une transformation profonde. La guerre en Ukraine, l'évolution des relations transatlantiques, la fatigue liée à l'élargissement et les débats sur l'autonomie stratégique redessinent le rôle de l'Europe dans le monde. Pour les pays d'Europe de l'Est, d'Asie centrale et du Caucase du Sud, l'UE n'est pas seulement un partenaire, mais un point de référence clé pour la sécurité, le développement économique et la stabilité politique. Pourtant, les attentes, les frustrations et les calculs stratégiques diffèrent considérablement à travers la région. Ce panel réunit de hauts représentants de l'Ukraine, du Kazakhstan, de l'Arménie et de la Géorgie, pour discuter de la manière dont ils perçoivent l'évolution de l'Union européenne, sa place dans l'ordre international, sa relation avec l'Occident et ce qu'ils attendent de l'Europe dans les années à venir.

SESSION PLÉNIÈRE 20

États-Unis : regards intérieurs et extérieurs

La relation entre politique intérieure et politique extérieure n'a jamais été aussi importante à l'échelle mondiale qu'à l'époque actuelle. En particulier, toute réflexion sur l'avenir à moyen et long terme concernant l'évolution du système international doit commencer par une analyse de la sociologie politique et plus généralement des idéologies en compétition aux États-Unis, et se prolonger par les perspectives à l'approche des élections de mi-mandat (Midterms). Comment la perception par les États-Unis de ses propres intérêts à court, moyen et long terme est-elle en train de changer, avec et au-delà de Donald Trump ? Conformément à une tradition désormais établie, cette session sera principalement structurée autour de points de vue d'observateurs extérieurs.

PLENARY SESSION 18

Designing the Day After: Security Architectures, Economic Reconstruction, and the Quest for a Viable Peace

As the region is left exhausted, the reconstruction phase promises to be unprecedentedly complex. Gulf countries must rethink their economic models and their dependence on the US security umbrella. Europe and Asia, hit by the energy crisis, must secure maritime routes. This session will explore the conditions for a lasting ceasefire, mechanisms for economic recovery (especially for fragile states like Lebanon), and the new security guarantees needed to prevent a return to chaos.

PLENARY SESSION 19

The EU as a Strategic Partner: Perspectives from Eastern Europe, South Caucasus and Central Asia

The European Union is undergoing a profound transformation. The war in Ukraine, the evolution of transatlantic relations, enlargement fatigue and debates on strategic autonomy are reshaping Europe's role in the world. For countries in Eastern Europe, Central Asia and the South Caucasus, the EU is not only a partner, but a key reference point for security, economic development and political stability. Yet expectations, frustrations and strategic calculations differ significantly across the region. This panel brings together senior representatives from Ukraine, Kazakhstan, Armenia and Georgia, to discuss how they perceive the evolution of the European Union, its place in the international order, and its relationship with the West and what they expect from Europe in the years ahead.

PLENARY SESSION 20

The United States: Internal and External Perspectives

The relationship between domestic policy and foreign policy has never been as globally important as it is today. In particular, any reflection on the medium and long-term future of the international system's evolution must begin with an analysis of the political sociology and, more generally, the competing ideologies in the United States, extending into the prospects approaching the Midterm elections. How is the United States' perception of its own short, medium, and long-term interests changing, with and beyond Donald Trump? In accordance with a now-established tradition, this session will primarily be structured around the viewpoints of external observers.

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.

Final Debate

This traditional concluding session will address points that have not been sufficiently covered in previous sessions and look at them from a different perspective, always in the spirit of the WPC: concern for the viewpoints of middle powers and the maintenance of a reasonably open world.



WPC 2024, Abu Dhabi, December 13-15 - Vincent Biruta, Thierry de Montbrial



WPC 2024, Abu Dhabi, December 13 – Thierry de Montbrial, Lee Hye-min, Gary Litman

Ateliers

ATELIER 1 :
Économie et finance

I. L'économie mondiale face à de lourdes incertitudes

Cette note est rédigée le vendredi 10 avril 2026, alors que débutent les négociations entre les États-Unis (et, éventuellement, Israël) et l'Iran. Il règne une grande incertitude quant à savoir si ces négociations permettront d'instaurer durablement une certaine stabilité dans le Golfe (voire dans le reste de la région, notamment au Liban, en Irak, en Syrie, sans parler de Gaza ni de la Cisjordanie). Pour l'heure, nous ne disposons ni des Perspectives de l'économie mondiale du FMI, ni des projections d'autres institutions financières internationales. Compte tenu de la forte incertitude qui continuera de caractériser la situation au Moyen-Orient et dans le monde le 14 avril 2026, et vraisemblablement encore le 25 avril 2026, les débats de cet atelier devraient sans doute se consacrer à évaluer l'impact qu'auront les nouvelles informations parues avant le 25 avril 2026 sur les probabilités de concrétisation des divers scénarios envisagés par les IFI. À ce stade, c'est-à-dire au 10 avril 2026, je m'en tiendrai aux quatre remarques suivantes.

1. Croissance mondiale

Alors qu'avant la guerre, la croissance mondiale semblait relativement solide, la flambée des prix de l'énergie et l'incertitude engendrées par le conflit vont accroître les coûts, entraîner un recul de la demande et annuler une grande partie des retombées positives liées aux investissements massifs dans les technologies liées à l'IA et à la baisse des taux de droits de douane effectifs.

2. Inflation

La hausse des cours de l'énergie et les perturbations des chaînes d'approvisionnement surviennent alors que l'IPC dépasse largement l'objectif fixé dans certaines économies majeures (le Brésil, le Mexique, la Turquie parmi les pays émergents ; et en particulier les États-Unis et le Royaume-Uni parmi les économies avancées). La situation actuelle va se dégrader en raison des répercussions de la guerre sur de nombreux prix, non seulement ceux de l'énergie, mais aussi ceux des denrées alimentaires et de nombreux autres produits de haute technologie essentiels. La vigilance des banques centrales et la prudence des gouvernements s'imposent donc, notamment en ce qui concerne la compensation budgétaire des effets de la hausse des prix de l'énergie et d'autres produits.

3. Commerce

Les droits de douane réciproques des États-Unis ont sensiblement baissé après la décision de la Cour suprême des États-Unis, qui donne tort au gouvernement américain quant à son application de l'International Emerging Economic Powers Act (IEEPA).

4. Budget

Ces dernières années, la situation budgétaire s'est nettement détériorée. À maints égards, on pourrait considérer qu'en pourcentage du PIB, le niveau d'endettement, public comme privé, est plus alarmant qu'avant la grande crise financière de 2008.

Workshops

WOKSHOP 1:
Economy and Finance

I. Major uncertainties mark the global economy

This note is written on Friday April 10, 2026, at the very moment of the start of the negotiations between the US (and, or not, Israel) and Iran. Whether this negotiation will produce a workable result establishing a certain level of stability in the Gulf (and, or not, in the rest of the region including Lebanon, Irak, Syria – not to speak of Gaza and the West Bank) is a considerable "question mark".

We still do not have the World Economic Outlook of the IMF and the projections of the other international financial institutions.

Taking into account the high level of uncertainty which will still characterizes the Middle East and the global situation on April 14, 2026, and probably still on April 25, 2026, I think that the discussion of this workshop should concentrate on assessing the impact of the new pieces of information, which will come before April 25, 2026, on the probabilities of the materialization of the various scenarios envisaged by the IFI's.

At this stage as of April 10, 2026, I will stick to the following four remarks.

1. Global growth

Whilst prior to the war, global growth looked pretty resilient, the energy price surge and the uncertainty triggered by the conflict will push up costs, lower demand and largely offset the positives associated with the strong technology related A.I. investments and the lower effective tariff rates.

2. Inflation

Higher energy prices and supply chain disruptions come at a time when CPI is significantly over and above target in some important economies (Brazil, Mexico, Türkiye in the emerging world; and in particular the USA and the UK, as regards advanced economies).

This present situation will be aggravated by the impact of the war on many prices, not only energy, but also food and several other important high-tech products. This calls for vigilance of the Central banks and prudence of the executive branches as regards in particular the budget offsetting of the impact of higher energy and other prices.

3. Trade

US bilateral tariff rates have significantly declined following the US Supreme Court ruling against the government as regards the implementation of the International Emerging Economic Powers Act (IEEPA) in that case.

4. Budget

The fiscal situation was obviously aggravating in recent years. In several respects, the level of outstanding indebtedness, not only public but also private, as a proportion of GDP might be considered more alarming than before the 2008 great financial crisis.



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II. Risques financiers mondiaux

Il convient de noter que le niveau élevé de la dette publique et l'aggravation des déséquilibres mondiaux depuis la pandémie de COVID contribuent à accentuer les risques financiers mondiaux.

Il est par ailleurs frappant de constater que la communauté internationale a continué à trouver un terrain d'entente (BRI, CSF, G20) afin de relever les enjeux financiers mondiaux communs, en dépit d'une économie et d'une finance mondiales de plus en plus imprévisibles et fragmentées, marquées par de profondes tensions géostratégiques, ainsi que par une remise en cause du multilatéralisme. Il convient en outre de noter que les chocs de ces dernières années, dont plusieurs conflits armés, en particulier en Ukraine et en Iran, n'ont pas (pas encore) compromis sérieusement la stabilité financière. Cela étant dit, le système financier reste exposé à des risques majeurs qui, en l'absence de mesures décisives, pourraient se concrétiser. Citons trois domaines particuliers qui, en raison de l'évolution rapide de leur structure, nécessitent une extrême vigilance : l'intermédiation financière non bancaire, les paiements transfrontaliers et les actifs numériques.

1. Intermédiation financière non bancaire

Ces dernières années, la finance mondiale a connu un changement fondamental : le financement octroyé par des acteurs non bancaires a fortement augmenté par rapport à celui accordé par les banques, et représente désormais plus de 50 % du financement global. Il est donc indispensable que la communauté internationale mette en place une surveillance adéquate et formule des recommandations prudentielles dans ce domaine, en tenant compte du fait qu'après la grande crise financière, la surveillance prudentielle s'est principalement concentrée sur le secteur bancaire, ce qui a favorisé une réallocation des flux de financement du secteur bancaire vers les acteurs non bancaires.

II. Global financial risks

To be noted as contributing to global financial risks, the high level of public indebtedness (annex 1) and the increase of global imbalances since the COVID pandemic (annex 2).

It is striking that the International Community, despite an increasingly unpredictable and fragmented global economy and finance, marked by deep geostrategic fault lines as well as tough test to multilateralism, continued to find common ground (BIS, FSB, G20) to address shared global financial challenges. It is equally noteworthy that the shocks of recent years, including several wars, in particular in Ukraine and Iran, have not – not yet – significantly undermined financial stability.

That being said, considerable risks in the financial system remain and could materialize if not addressed resolutely. Three areas must be followed with extreme care, taking account of their rapid structural changes: non- bank financial intermediation, cross-border payments and digital assets.

1. Non- bank financial intermediation

A fundamental change in global finance has emerged in recent years: the financing provided by non-banks compared to that provided by banks has considerably augmented to represent now more than 50% of overall financing. It is very important for the international community to exert appropriate surveillance and prudential recommendations in this field, also taking account that after the great financial crisis, the attention and prudential were mainly concentrated on the banking sector, contributing to the shift of financing from banks to non-banks.

2. Cross-border payments

Cross-border payments remain slow and significantly more expensive than present technology permits. The current trajectory of change is too slow and will not deliver all the improvements that are expected by the international community. This issue is particularly important in the present period of technological surge in the domain of cryptoassets and cryptotokens that have the capacity to revolutionize payment and settlement systems.



WPC 2024, Abu Dhabi, December 14 – Jean-Michel Severino

2. Paiements transfrontaliers

Les paiements transfrontaliers restent lents et nettement plus coûteux que ne le permettent les technologies actuelles. Les changements se font actuellement à un rythme bien trop lent, qui ne permettra pas d'apporter la totalité des améliorations attendues par la communauté internationale. Cette question revêt une importance capitale dans le contexte actuel, marqué par des avancées technologiques fulgurantes dans le domaine des crypto-actifs et des crypto-tokens, qui pourraient révolutionner les systèmes de paiement et de règlement.

3. Cryptoactifs

Le paysage des cryptoactifs, extrêmement dynamique et diversifié, s'étend des cryptoactifs essentiellement spéculatifs (tels que les bitcoins, qui ne sont pas destinés à conserver leur valeur au fil du temps) aux stablecoins (adossés à des actifs plus ou moins liquides), en passant par les cryptomonnaies émises par les banques centrales elles-mêmes (monnaie numérique des banques centrales, MNBC).

Il convient enfin de noter que la technologie qui sous-tend ces nouveaux instruments monétaires et financiers, à savoir la blockchain (Distributed Ledger Technology, DLT), se généralise rapidement, notamment sous la forme de ce que l'on appelle la « tokenisation » d'un très large éventail d'actifs de toutes sortes : dépôts bancaires, actifs immobiliers, etc.

3. Cryptoassets

The landscape in the domain of cryptoassets is extremely dynamic and diversified, from largely speculative cryptoassets (like the bitcoins, which are not aiming at keeping their value overtime) to stable coins (which are backed by more or less liquid assets) and to cryptocurrency issued by Central banks themselves – Central banks digital currency, CBDC.

Also to be noted the technology behind these new monetary and financial instruments, namely Distributed Ledger Technology (DLT) blockchain is rapidly generalizing, in particular in the form of so called "tokenization" on a very large set of assets of all kinds: banking deposits, real estate assets, etc.

ATELIER 2 : Le nouvel ordre énergétique : risques et opportunités

Au cours des six dernières années, le monde a connu trois chocs énergétiques mondiaux : un choc de demande (la pandémie de 2020) et deux chocs d'offre (Russie et Iran). Ces chocs majeurs ont eu d'énormes implications financières, économiques et sociales, et provoqué des bouleversements géopolitiques inédits. Ils surviennent à un moment de transformations fondamentales des systèmes énergétiques mondiaux : la demande d'électricité est en forte hausse, portée par la croissance économique, la climatisation, les infrastructures numériques, les cryptomonnaies, le dessalement de l'eau de mer, l'électrification des usages. La mobilité routière électrique est en constante et rapide expansion. Le déploiement du photovoltaïque bat des records, désormais de plus en plus couplé au stockage stationnaire par batterie. Une importante vague d'investissements dans les capacités d'exportation de GNL était en cours, avec le potentiel de réduire progressivement la consommation de charbon. Le nucléaire est fortement réinvesti avec une promesse toujours ouverte de gains d'efficacité et de réduction des coûts. Le débat est relancé sur l'avenir des trajectoires de la demande d'hydrocarbures. Cette transformation énergétique est également fortement influencée par des considérations liées à la compétitivité industrielle, au contrôle des chaînes de valeur industrielles et aux distorsions commerciales, ainsi que par la disponibilité de matières premières critiques et le contrôle de leurs chaînes de valeur. Avec une limitation du réchauffement climatique à 1,5°C désormais hors de portée, la gouvernance climatique mondiale s'est fragmentée en coalitions et la suppression progressive des combustibles fossiles est un sujet marginalisé. Bien que la sécurité énergétique et l'accessibilité financière deviennent des objectifs politiques primordiaux, elles ne signifient pas un retour aux combustibles fossiles, car cette sécurité repose sur deux volets, les fossiles et les technologies propres. Pourtant, à court terme, le charbon est à nouveau susceptible de connaître un nouvel essor.

Ce panel débattrait de la manière dont la multiplication des chocs d'offre et de demande ainsi que l'ère des guerres impactent les systèmes énergétiques mondiaux et régionaux à court et moyen terme en terme de demande, d'offre, d'investissements, de commerce et de déploiement technologique, mais aussi les conséquences pour les politiques énergétiques et industrielles.

WOKSHOP 2: The New Energy Order: Risks and Opportunities

Over the past six years, the world has seen three global energy shocks, one demand-side driven (the 2020 pandemic) and two supply-side driven (Russia and Iran). These major shocks have had massive financial, economic and social implications, not to mention geopolitical shifts. They occur at a time of fundamental transformations in the global energy systems: electricity demand is soaring, driven by economic growth, air conditioning, digital infrastructure, crypto currencies, water desalination, electrification of end uses. Electric road mobility is steadily and rapidly expanding. Solar PV deployment beats records, now increasingly coupled with stationary battery storage. A major wave of LNG export investment was underway, with the potential to phase down coal consumption. Nuclear is heavily reinvested with a still open promise of efficiency gains and cost reduction. There is a renewed debate over the future of hydrocarbon demand trajectories. Yet the energy transformation is also heavily impacted by considerations over industrial competitiveness, control over value chains and trade distortions, as well as the availability of critical raw material and the control over their value chains. With 1,5°C global warming limitation out of reach, global climate governance has been fragmenting into coalitions and the phase out of fossil fuels is a marginalized conversation. While energy security and affordability become paramount policy objectives, they do not mean a return to fossil fuels as security rests on two legs, the fossils and the clean technologies. Yet in the short term, coal is once more likely to bounce back.

This panel will debate how the multiplication of supply and demand shocks and the era of wars will impact global and regional energy systems in the short to medium term in terms of demand, supply, investment, trade and technological deployment, but also what are the consequences for energy and industrial policies.

ATELIER 3 :

IA : Luttres de pouvoir
et enjeux sociétaux

L'intelligence artificielle n'est plus un simple saut technologique ; elle constitue le nouveau substrat de la puissance mondiale. D'une part, l'IA est présentée comme un moteur de prospérité sans précédent, promettant de guérir des maladies grâce à la bioconvergence, d'optimiser les réseaux énergétiques et de déclencher un supercycle d'infrastructures de plusieurs milliers de milliards de dollars. D'autre part, elle pose des menaces systémiques et existentielles aiguës : la militarisation des algorithmes, l'érosion de l'autonomie cognitive, la monopolisation de la « puissance de calcul » par quelques superpuissances, et une consommation énergétique massive qui met en péril les objectifs climatiques. Cet atelier réunit d'éminents experts issus des domaines de la philosophie, du financement des infrastructures, des biotechnologies, de la géopolitique et de la gouvernance des données. Dépassant le simple effet de mode, ce panel s'attaquera au dilemme géopolitique ultime : comment les nations et les investisseurs peuvent-ils exploiter les retombées économiques potentielles de l'IA sans pour autant céder leur souveraineté, leur sécurité, leurs droits démocratiques et leur libre arbitre à des systèmes semi-autonomes manipulables ?

WOKSHOP 3:

AI: Power Struggles
and Societal Challenges

Artificial Intelligence is no longer just a technological leap; it is the new substrate of global power. On one hand, AI is presented as an unprecedented engine of prosperity—promising to cure diseases through bio-convergence, optimize energy grids, and trigger a multi-trillion-dollar infrastructure supercycle. On the other hand, it presents acute systemic and existential threats: the weaponization of algorithms, the erosion of cognitive autonomy, the monopolization of “compute” by a few superpowers, and massive energy consumption that threatens climate goals. This workshop brings together leading minds from philosophy, infrastructure finance, biotech, geopolitics, and data governance. Moving beyond the hype, the panel will confront the ultimate geopolitical dilemma: How can nations and investors harness AI's potential economic upside without surrendering their sovereignty, security, democratic rights and human agency to manipulable semi-autonomous systems?



WPC 2024, Abu Dhabi



WPC 2024, Abu Dhabi, December 15 - Steven Erlanger, Nabil Fahmy, Itamar Rabinovich

Participants Participants



**ABDALLAH,
Kamel**

Managing Director & CEO of Canal Sugar, a UAE-Egyptian agricultural industrial group in Egypt that aims to ensure Egypt self-sufficiency in sugar. Dr. Abdallah is a national food security expert, specializing in leadership of large agricultural industrial groups in the region. For over 20 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 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.



**AHMED,
Masood**

President emeritus of the Center for Global Development. He enjoys a 35-year career driving economic development policy initiatives relating to debt, aid effectiveness, trade, and global economic prospects at major international institutions including the IMF, the World Bank, and the UK government's Department for International Development (DFID). He served for eight years as Director of the Middle East and Central Asia Department. He also served as the IMF's director of External Relations, and Deputy Director of the Policy Development and Review Department. In January 2023, he received a knighthood (KCMG) from the UK government for his services to international development.



AKITA,
Hiroyuki

Foreign & Security Affaires Commentator of Nikkei. He entered Nikkei in 1987 and served in various positions, including Correspondent at the Beijing Bureau, Staff Writer of the Political News Dept., and Chief Correspondent at the Washington, D.C., Bureau. He worked at "Leader Writing Team" of the Financial Times in London. He was also an Associate of the Program on US-Japan Relations at Harvard University. He is the author of two books about US-China-Japan relations (Nikkei, 2008, 2016). He received the Vaughn-Uyeda Memorial International Journalistic Prize in March 2019 for his exceptional international reporting. He graduated from Jiyu Gakuen College and received an M.A. in International Relations from Boston University.



ALAUX-LORAIN,
Jean

Investor in the Large Cap division of Bpifrance, the French Public Investment Bank, he supports entrepreneurs and companies in the industry, technology, and aerospace sectors. Previously, he worked in mergers and acquisitions at BNP Paribas in Singapore and in the Life Sciences division of Dassault Systèmes in France. Jean Alaux-Lorain is a former student of the École Normale Supérieure in mathematics and an engineer from the French Corps des Mines.



ARYSTANKULOVA,
Gulsara

Ambassador Extraordinary and Plenipotentiary of the Republic of Kazakhstan to the French Republic. She has over twenty years of experience in international affairs and public policy. Throughout her career, she has served in Kazakhstan's Embassies in Belgium and France, as well as within the Ministry of Foreign Affairs. She has also held several strategic positions within the Presidential Administration, particularly in the fields of foreign policy and international relations. She also serves as Permanent Representative of Kazakhstan to UNESCO. She holds a PhD in international relations from the Academy of Public Administration under the President of Kazakhstan.



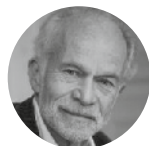
AUGÉ,
Benjamin

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).



AMABILE,
Arno

Member of the Founding Committee of CurrentAI and Advisor to the French Special Envoy for AI. He was Secretary of the French national committee on generative Artificial Intelligence and deputy head of the Corps des mines, a talent development program recruiting each year top 18 French engineers to work as civil servants in energy and environmental policy, digital transformation as well economic and industrial development. He has also worked for the ministry of Justice to elaborate their new digital transformation plan. He is a graduate of the Paris Ecole Normale Supérieure in Economics and the New York University in Urban data science, as well as a Fulbright laureate and a graduate of the Corps des mines program.



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.



AUREAU,
Tristan

Director of the Centre for Analysis, Planning and Strategy of the French Ministry of Foreign Affairs. Prior to this, he served as chief of staff to the French Minister for EU Affairs, Jean-Noël Barrot (2024). He has extensive experience in international and European affairs, he served as deputy sherpa to the President of the European Council (2019-2023) and as diplomatic adviser to the EU Negotiator for Brexit, Michel Barnier (2016-2019). He has been teaching international relations and public law in several academic institutions (Sciences Po, ENA and the College of Europe).



AVITAL,
David

Director of the Middle East, North Africa, Central Asia and Caucasus Region Department of the International Monetary Fund since 2017. He served as Lebanon's Finance Minister (2005-2008). Prior to this, he held a wide range of posts in the private sector, including McKinsey and Booz and Co. where he served as vice president and senior executive advisor (2009-2013). He holds a PhD in International Finance and a post-graduate degree in International Economics and Finance. He also did research on emerging economies as a post-doctoral fellow at Harvard.



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.



APPERT,
Olivier

Member of the French Academy of Engineering and advisor of IFRI. Former Chairman of France Brevets, Scientific Advisor of the Center for Energy and Climate of Ifri, former President of the French Energy Council. He has been General Delegate of the French Academy of Engineering. Previously, he was Chairman and CEO of IFP Énergies Nouvelles (2003-2015). In 1999, he was appointed Director of the International Energy Agency's Long-Term Cooperation and Policy Analysis Directorate. He headed the oil and gas department of the French Industry Ministry, and worked as Executive Vice-President of the IFP in charge of research and development activities. He graduated from the École Polytechnique and the École des mines.



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. He chairs the advisory board of Project Syndicate and he is a member of the board of CGDev and IDDRI. He is also a trustee of the IFRS Fondation. He served as the Group Chief Financial Officer at Société Générale, Group Chief Financial Officer of Crédit Agricole and Managing Director of Lazard in Paris responsible for the Financial Institutions Group. In 2003, he was invited to join President Chirac's diplomatic team for the G8 Evian Summit. He graduated from the Ecole nationale d'administration (ENA), the Institut d'études politiques de Paris, Sorbonne Paris IV University and from HEC.



BALABANOVA-RULEVA,
Radka

Ambassador of Bulgaria to France and Permanent Delegate of Bulgaria to UNESCO. She joined the Bulgarian Ministry of Foreign Affairs in 1997. She has held numerous positions related to European affairs, including at the Permanent Mission of Bulgaria to the European Union in Brussels and within departments responsible for European integration and EU policies. She also served at the Bulgarian Embassy in Paris as First Secretary. She has held senior leadership roles at the Ministry. She holds master's degrees in International Economic Relations and European Integration from Sofia University.



BĂLTEANU,
Lorina

Ambassador Extraordinary and Plenipotentiary of the Republic of Moldova to the French Republic, a position she has held since April 2026. She began her professional career as an editor for cultural publications in the Republic of Moldova. From 1992 to 1998, she served as Director of the Soros Foundation Moldova. In 1998, she was appointed Director of the Medialog Media Group. She is the author of several volumes of poetry, translated into multiple languages. In 2023, she published the novel *Legată cu funia de pământ* (Bound to the Earth by a Rope), subsequently translated into French and German. She is a graduate of the Maxim Gorky Institute of Literature in Moscow and of the University of Dijon (France).



BARBOSA,
Jean-André

Vice President of Public Affairs for Renault Group. He previously served as Head of European Public Affairs and Regulation for France after joining the Group in 2022. He began his career at the European Commission within the Directorates-General for Trade and Energy, notably participating in the WTO Doha Round negotiations and various energy-related negotiations with third countries. Between 2008 and 2020, he held executive leadership positions in the private sector across several multinational groups, including Saint-Gobain and AREVA. In 2020, he returned to the European Commission as an expert within the Chief Economist's team at DG Energy. He is a Chief Engineer of the Corps des Mines.



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.



BELAIS,
Alain

Consultant and Secretary of the Republican Guard Endowment Fund since 2024, he has a distinguished career in senior administration, diplomacy, and media. He previously served as Chief of Staff within several French ministries (Cooperation, Francophonie, and Foreign Affairs) and led the cabinets of the Mayor of Nice and the RPR group at the National Assembly. An international relations expert, he was Cultural Attaché in Los Angeles before joining France Télévisions as Director of International Relations and Chairman of Canal France International. He also served as Director General of the Agency for Business Creation and Director of Development at Iris Finance. He is a Knight of the Legion of Honor and the National Order of Merit.



BARK,
Tae-ho

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, Korean Chair of the Asia-Pacific Group of the Trilateral Commission, and Co-Chair of the Korea-Canada Forum. He was President of the Global Commerce Institute of Lee & Ko, a leading global law firm in Korea. 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.



BARRAULT,
François

Founder and Chairman of FDB Partners, an investment and advisory firm specializing in technology-driven businesses, digital transformation, and innovation-led growth. He is Chairman of DigiWorld Institute, the leading European technology think tank focused on the telecommunications, media, and technology sectors. 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 Artificial Intelligence and Robotics 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.



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.



BEZACIER,
Thibaud

CEO of Alseamar, a company of the ALCEN group, since 2024. He previously led the Defense and Security branch at Capgemini Invent and served as Sales Director for Rohde & Schwarz in the MEA region. A retired Navy Captain, he spent 22 years in operational roles, notably commanding the Batral Francis Garnier in the Caribbean and serving as deputy chief of operations in the UAE during Operation Chammal. An engineer graduate of Télécom Paris and the French Naval Academy, he played a key role in developing the cyber capabilities of the French armed forces. He is a Knight of the French National Order of Merit.



BARTHOLOMEW
Ist

Archbishop of Constantinople - New Rome and Ecumenical Patriarch since 1991. His personal experience and theological formation gives 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).



BÉBÉAR,
Isabelle

Director of International and European Affairs at Bpifrance. She leads the bank's international strategy to boost its visibility and support the growth of French companies abroad. She also oversees EuroQuity, the digital platform that connects innovative businesses with international investors and new opportunities. More than 20 years ago, Isabelle created Averroès Africa, the first European fund of funds dedicated to Africa. She continues to steer its successive programs, including Averroès Africa IV (2023) and the Averroès Venture Fund (2025). She also sits on Proparco's board and on the board of the Aspen Institute France. She co chairs the Montreal Group.



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 focussing 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. Biloa 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.



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.



BODIN
GUITTARD,
Nicolas

CEO and co-founder of Label4.ai, a French deeptech specialised in the identification of AI-generated and manipulated content: deep-fake detection, digital forensics and content authenticity verification. A lawyer by training, former Data Protection Officer and General Counsel, he has taken an atypical path to address what has become a structural challenge: the ability to identify what has been generated or altered within digital flows and to rebuild a foundation of trust in the AI ecosystem. In 2026, Label4.ai received both the Startup Award and the Research Award at the Forum InCyber (FIC). Label4.ai is actively engaged with the European Commission on the implementation of Article 50-2 of the AI Act.



BURGESS,
Niall

Ambassador of Ireland to France and Monaco since 2021, he previously served as Secretary General of Ireland's Department of Foreign Affairs, where he played a key role in securing Ireland's election to the United Nations Security Council. A career diplomat, he has held senior roles focused on Ireland-UK relations, including Director General of the Anglo-Irish Division. His international postings include Consul General of Ireland in New York and diplomatic assignments in Geneva, Brussels, and Chicago. His career reflects extensive experience in transatlantic, European, and multilateral affairs.



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, and Professor Emeritus at Hong Kong Baptist University. He is also Senior Researcher at Asia Centre, Paris, Associate Research Fellow at the French Centre for Research on Contemporary China in Hong Kong and a Non-Resident Visiting Senior Fellow at the German Marshall Fund of the United States in Washington DC.



BOUBACAR,
Sidi
Mohamed

Former Prime Minister of Mauritania, he served two terms in the role. In the early 1990s, he led major economic reforms with the IMF, and in 2005, oversaw the transition to civilian rule and the adoption of constitutional laws guaranteeing public freedoms. His government career also includes serving as Minister of Finance and Minister Secretary-General of the Government. He also was Ambassador to France, Spain, and Egypt, as well as Permanent Representative to the United Nations. A valedictorian graduate of Mauritania's National School of Administration, he also holds a postgraduate law degree from the Université d'Orléans. He has published "The African Exception," in *Choc des Populations: Guerre ou Paix* (Fayard, 2010).



BOUTTES,
Jean-Paul

Engineer and economist, he is a member of the Scientific Council of the French High Commission for Strategy and Planning. He previously served as Chief Economist and Executive Vice President of Strategy, Prospective, and International Relations at EDF, following roles as Senior Vice President for Industrial Strategy and within the Group's economic studies division. His international expertise includes leadership positions at the World Energy Council and the World Business Council for Sustainable Development (WBCSD). A graduate of École Polytechnique and ENSAE, he has taught economics at Polytechnique—where he co-founded the Sustainable Development Chair, and at North China Electric Power University in Beijing.



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.



CALLONICO,
Guillaume

Vice President, Thematic and Emerging Portfolio Risk Foresight at La Caisse de dépôt et placement du Québec. He manages a team of geopolitical and emerging risk analysis specialists who support investment decisions and the organization's strategic orientations. He also advises global companies on refining their understanding and management of geopolitical, climate and technological risks. In addition to his role at La Caisse, he teaches geopolitical risk management at Université de Montréal. He has also authored several essays, including He has also authored several essays, including the *Geopolitical Awakening of Finance* (2023), in which he sets out a methodology and tools for investors to find success in an unpredictable world.



BREITMAN,
Arthur

Director of Trilitech and Co-Founder of Tezos, a decentralized open source blockchain platform. Prior to becoming involved in Tezos full time, he worked at X and Waymo on self-driving cars. In his earlier career, he worked as a quantitative analyst at Goldman Sachs and Morgan Stanley. He graduated from the École polytechnique and holds a MS in financial mathematics from the Courant Institute at NYU.



BROMBERG,
Gidon

Co-founder of EcoPeace Middle East, an environmental peacebuilding organization uniting Palestinians, Jordanians, and Israelis to advance sustainable regional development and foster the conditions for lasting peace. He has served as its Israeli Director for three decades. An attorney by profession, 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. He is a member of the jury of the prestigious Goldman Environmental Award.



CAMPOS,
Eric

CEO of the French Army Foundation, a publicly recognised foundation of public interest, since the beginning of 2026. Having led banks and financial institutions for 35 years, he also founded and ran a renewable energy production and transition consulting company, and served as CEO of a microfinance and Social Business Foundation operating in over thirty-five countries across three continents. With extensive experience in France, the French Overseas Territories, and internationally, He defines himself as a committed executive and practitioner of sustainable finance in service of an economy that respects living systems.



CASTAÑEDA,
Jorge

Former Foreign Minister of Mexico from 2000 to 2003. He is a renowned public intellectual, political scientist, and prolific writer, with an interest in Mexican and Latin American politics, comparative politics and US-Mexican and U.S.-Latin American relations. Dr. Castañeda received a B. A. from Princeton University and a B. A. from Université de Paris-I (Pantheon-Sorbonne), an M. A. from the École Pratique de Hautes Etudes, and his Ph. D. in Economic History from the University of Paris-I. He taught at Mexico's National Autonomous University (UNAM) from 1978 through 2004, at Princeton University, and the University of California, Berkeley; from 1997 to 2025 at New York University, and at Sciences Po in Paris since 2022.



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.



CHAN,
Margaret

Emeritus Director-General of the World Health Organization (WHO), Dr. Margaret Chan is Dean of the Vanke School of Public Health at Tsinghua University. She began her career in public health in 1978 at the Hong Kong Department of Health, where she became Director in 1994, the first woman to hold this position. During her tenure, she strengthened disease prevention, surveillance, and response systems, and notably managed outbreaks of avian influenza and SARS. Dr. Chan joined WHO in 2003 and was elected Director-General in 2006, serving two terms until 2017. She holds a medical degree from the University of Western Ontario, Canada.



COHEN-TANUGI,
Laurent

Member of the Paris and New York bars and the founder of Cohen-Tanugi Avocats, a boutique international corporate law firm. He was previously a partner of the Cleary Gottlieb and Skadden international firms, and VP and General Counsel of Sanofi. Laurent is also the author of a dozen books and a regular lecturer on democracy and the rule of law, European unification, transatlantic relations, and world affairs. He taught at Harvard and Stanford Law Schools.



COTTE,
Basile

Deputy Head of the Banking Affairs Unit at the French Treasury. A graduate of École polytechnique (Applied Mathematics) and holder of a Master's degree in Economic Policy Analysis from the Paris School of Economics, he joined the Corps des Mines in 2020. He previously worked at the European Commission (DG Competition) on merger control, as well as at Euronext and Morgan Stanley. His professional experience spans investment banking, financial markets, energy, and regulation.



CHARAFEDDINE,
Raed

Executive Chairman at Al Makeen, 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.



CHEVALIER,
Fabrice

Deputy VP for International Public Affairs since December 2022. Before joining the Public Affairs team, he spent his entire career in TotalEnergies' Exploration and Production branch, first in Finance (as CFO of several subsidiaries) and then in Business: he headed the Economics and Planning division and subsequently moved to New Business and the negotiation of oil and gas contracts in Eastern Europe and Asia.



COURBE,
Thomas

Director General for Enterprise at the French Ministry of the Economy, Finance and Industrial and Digital Sovereignty. He began his career at the Ministry of Defence as Head of Fighter Aircraft Programmes, before serving as Chief of Staff to the Director of Aircraft Programmes. He then joined the Directorate General of the Treasury, where he held several positions, including Head of the Aeronautical, Military and Naval Affairs Office, Secretary General of the Paris Club, and Deputy Director for Bilateral Economic Relations. An Ingénieur général de l'Armement, he is a graduate of the École supérieure de l'aéronautique et de l'espace (SUPAERO). He is a Knight of the Legion of Honour and a Commander of the National Order of Merit.



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'.



CHOIRAT,
Christine

Head of Data Science and Artificial Intelligence at the Swiss Federal Statistical Office, where her team develops secure infrastructures for the analysis of sensitive administrative data in support of evidence-based public policy. Her team developed and runs Lomas, Switzerland's first operational differential-privacy platform, and contributes to United Nations working groups on privacy-enhancing technologies and responsible AI. She was Chief Innovation Officer at the Swiss Data Science Center and Visiting Professor at the University of Geneva. Earlier, at the Harvard T.H. Chan School of Public Health, she designed large-scale data platforms informing environmental and health regulations.



COATANLEM,
Yann

Economist, President of Club Praxis, a multidisciplinary think tank advocating for the integration of Big Data into public policy, specifically for the modernization of tax and welfare systems. He is the co-founder of GlassView, the pioneers of Neuro-Powered Media™, and member of the board of the Paris School of Economics. He was awarded the Special Prize of the Political Economy, Statistics, and Finance section of the Académie des Sciences Morales et Politiques. Co-author of *Capitalism against Inequalities* (PUF, 2022), he contributed to the Draghi report (2024) and recently co-authored a strategic piece for the Atlantic Council proposing original frameworks for the Climate Club to catalyze green financing (2026).



DAELE (VAN),
Frans

Minister of State of Belgium. Former Chief of Staff of the President of the European Council, Herman Van Rompuy, and in that capacity he was EU 'Sherpa' to the G8. Throughout his extensive diplomatic career, he was the representative of Belgium in the Security Council and the permanent representative of Belgium to the EU and NATO, as well as Ambassador to the US. Former Director of the Cabinet of the Minister of Foreign Affairs, he has held various other positions in the Belgian Ministry of Foreign affairs. He holds a Master in Philosophy and Arts from the University of Leuven. He also served as Chief of Staff to His Majesty the King of the Belgians (2013-2017). On retirement Baron van Daele was appointed Minister of State.



DĂIANU,
Daniel

Chairman of the Fiscal Council and Advisor to the Governor (Euro Area Affairs), former Board Member of the National Bank of Romania. First Vice President of the Romanian Financial Supervision Authority during 2013-2014. He served as a member of the European Parliament (2007-2009). Finance Minister of Romania (1997-1998), Chairman of the Supervisory Board of Banca Comerciala Romana (2005-2007), Chief Economist of the National Bank of Romania (1992-1997) and Deputy Minister of Finance (1992).



DALY,
Elena

Founder and Principal of EM Conseil, an independent consultancy which provides strategic and legal risk assessment advice on sovereign debt management matters, investments in emerging markets, as well as on best practices in corporate governance compliance. She served in General Counsel, strategy and risk-related senior positions at alternative investment funds at Citigroup, Fortress Group and Nomura International PLC. She advised the NYSE board on international issues. The first Russian lawyer to graduate from a U.S. law school (Berkeley), she started her career at Sullivan & Cromwell and Cleary Gottlieb.



DARSALIA,
Lasha

Deputy Minister of Foreign Affairs of Georgia since 2018 to present. From 2021 to 2024, he held the position of First Deputy Minister of Foreign Affairs of Georgia. His responsibilities include to deal with the issues concerning the Russian-Georgian conflict, as well as neighboring countries and International Organizations. He is chief negotiator from Georgia to the Russian Federation in the Geneva International Discussions (GID). Prior to this, he 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.



DROUIN,
Nathalie G.

Nathalie G. Drouin is a lawyer emeritus serving as Canada's Ambassador to France since 2026, with additional responsibilities for Monaco forthcoming. She previously held senior roles in the Canadian government, including National Security and Intelligence Advisor to the Prime Minister (2024-2026) and Deputy Clerk of the Privy Council (2021-2024). Prior to these roles, she was Deputy Minister of Justice and Deputy Attorney General of Canada (2017-2021) and earlier held similar leadership roles in Quebec (2012-2016). She holds a bachelor's degree in law and a post-graduate diploma in business administration, both from Université Laval. She has been a member of the Quebec Bar since 1992.



DUÇKA,
Dorian

Founder and owner of Alpha Strategy Consulting. He was Deputy Minister of Energy and Industry of Albania (2013-2015). He joined the international private sector in 2015. He has served as External Advisor on Investments to the Prime Minister of Albania since 2016. Previously, he was Director of the European Integration and International Projects at the Ministry of the Economy, Trade, and Energy of Albania (2009-2013). He was also Director of Project Management Unit for the TAP Trans Adriatic Pipeline. He has founded and been involved in several Albanian and international non-governmental organizations such as the Albanian Free Forum, IDEA Institute.



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 polémologie (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.



DE LA
CHAPELLE,
Bertrand

Executive Director of the Internet & Jurisdiction Policy Network (I&JPN), an organization he co-founded in 2012. He is an internationally recognized expert of policy and governance issues related to the internet and Artificial Intelligence, with more than 25 years of experience in that regard. An engineer (X), but also a professional diplomat (ENA), and entrepreneur, he was a Director on the Board of ICANN (the global organization overseeing the naming system of the internet), France's Thematic Ambassador for the Information Society, and the co-founder and CEO of Virtools, an early virtual reality pioneer, later acquired by Dassault Systèmes.



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.



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.



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".



DRĂGHICIU,
Beatrice
Florina

Founder of BFD Private Diplomacy, she is a strategic advisory professional specializing in public policy and high-level institutional engagement. She previously served as State Counsellor within the Office of the Deputy Prime Minister of Romania and as a senior advisor to three Ministers of Justice. She played a key role in major national milestones, including Romania's accession process to the Schengen Area and the lifting of the Cooperation and Verification Mechanism (CVM) in the field of justice. Her contributions were recognized in 2025 with the National Order "For Merit" - Rank of Knight.



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) and Board member of the Nobel Prize Outreach (2011-2024). 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.



ETIENNE,
Philippe

Ambassador of France since June 2019, he is also a professor of public and international affairs at Columbia University. He chaired the National Commission for the 80th Anniversary of the Liberation of France (2023-2025) and served as France's ambassador to the United States (2019-2023). In May 2017, he joined the French Presidency as diplomatic advisor to President Emmanuel Macron, also acting as G7 and G20 sherpa. He was also 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.



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).



EYRE,
Wayne

General Wayne Eyre retired in 2024 as Canada's Chief of the Defence Staff. As the commander of the Canadian Armed Forces and military advisor to the Prime Minister and Cabinet, he led Canada's military through an unprecedented confluence of international and domestic crises and rapidly evolving security stressors. In his 40-year military career, he led numerous domestic operations in Canada, and overseas he served in Cyprus, Croatia, Bosnia, Afghanistan, and South Korea, where he was the most senior Canadian officer ever stationed in the Asia Pacific region. He has received numerous high level Canadian and foreign awards and decorations.



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

Lecturer and member of the steering committee of the Cycle des hautes études européennes (National Institute of Public Service, former ENA), member of the steering committee of the Institut des droits fondamentaux numériques (IDFRights.org, Paris) and senior advisor for geopolitical 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 Étrangère* (IFRI).



FAHMY,
Nabil

Designated Secretary General of the Arab League since March 2026. 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 and Ambassador to the United States and Japan. 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.



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.



FRENZEL,
Catherine

Director within the International and European Affairs Department of Bpifrance, she previously served as Inspector General and a member of its Executive Committee. She advises European and African governments and financial institutions on corporate financing, with a particular focus on the defense sector. She formerly held senior management roles at Exane BNP Paribas, including Chief Operating Officer in London, following several years with the Big Four. A certified public accountant and graduate of Sciences Po Paris and INALCO, she sits on the Audit Committees of the Council of Europe, the French Ministry of Justice, and the EUREKA platform. She also serves as a Board member of IFACI and W4.



FRIANG,
Thomas

Executive Director of the ESSEC Institute for Geopolitics & Business, he explores how companies can anticipate and adapt to geopolitical disruptions. Prior to this, he served as Advisor to the French Minister for Development and International Partnerships. He is also the Founder and CEO of the Open Diplomacy Institute, a non-partisan think tank dedicated to developing policy and leadership solutions to the polycrisis that hinders progress toward the UN Sustainable Development Goals (SDGs). He launched and chaired the Y20 Summit (2011) and the Y7 Summit (2019), strengthening youth engagement within G20 and G7 processes.



FELBERMAYR,
Gabriel

Director of the Austrian Institute of Economic Research (WIFO) since October 2021. After working as an Associate Consultant with McKinsey & Co, Vienna (2004-2005), he held various teaching positions (2005-2009) at the University of Tübingen and at the University of Hohenheim in 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 a large number of papers in international scientific journals, in policy briefs, and newspapers.



FÉREY,
Amélie

Director of Data Projects and Institutional Relations at the Institut de recherche stratégique de l'École militaire, where she leads initiatives at the intersection of research, data, and public decision-making. She also serves as Scientific Director of the Chairs for Advanced Studies on Sovereignty. She has been selected for the Choiseul Top 40 Défense, which highlights talents under the age of 45 contributing to the influence and international reach of French defense. Her research focuses on the contemporary transformations of conflict. She is the author of *Words as Weapons: The New Warfare of Narratives* (2023), focusing on narrative warfare in the Russo-Ukrainian war, and *Targeted Killings: A Critique of Armed Liberalism*.



FRIEDEN,
Jeffry

Professor of Government emeritus at Harvard University and Professor of International and Public Affairs and Political Science at Columbia University, he specializes in the politics of international economic relations. He is the author of *Global Capitalism: Its Fall and Rise in the Twentieth Century* (2020) and *Currency Politics* (2015). His extensive bibliography also includes *Lost Decades: The Making of America's Debt Crisis* (2012), *Debt, Development, and Democracy* (1992), and *Banking on the World* (1987), along with over a dozen other co-authored or edited volumes on political economy.



FROSSARD,
Thibaud

Vice-President and Head of Aerospace, Defence and Security at Capgemini. He was Chief of Staff to the Capgemini Group CEO. Formerly an 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.



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.



GRUFFAT,
Jean-Claude

Managing Director of Weild & Co. He also serves on the Board of Directors and the Executive Committee of Atlas Network, a free market and civil liberties major think tank in Arlington, VA. Former Managing Director with Galileo Global Advisors and Citigroup, he was a member of the Board at the Competitive Enterprise Institute and of the Leadership Council of United Way Worldwide. He is a Governor of the American Hospital of Paris, a Director of the American Hospital of Paris Foundation, and a Founder of Institut des Libertés. He holds a Ph.D. in Public Law and a Master in Political Science from the University of Lyon, France. He attended the Stanford Executive Program at Stanford University's Graduate School of Business.



HAINES,
Andrew

Professor of Environmental Change and Public Health at the London School of Hygiene & Tropical Medicine and a leading expert on climate change and health. He is co-principal investigator of the Pathfinder Initiative on a healthy net-zero future, funded by the Wellcome Trust, senior scientific adviser to the Pan-European Commission on Climate Change and Health, and Vice-Chair of the United Nations Independent Panel on the Effects of Nuclear War. He previously served as Director of the London School of Hygiene & Tropical Medicine (2001-2010). He qualified in medicine at King's College London and holds an MD in Epidemiology from the University of London.



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.



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. An MBA graduate from the Doctoral School of Finance and Banking (DOFIN) in Bucharest, he also developed a teaching career as Associated Professor of Promotion tools and export programs under the Foreign Trade Master Program of the Faculty of International Economic Relations within the Academy of Economic Studies in Bucharest.



**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 Masters 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.



GOMART,
Thomas

Director of the French Institute of International Relations (Ifri) since 2015. He is a member of the Institute of Advanced Studies in National Defence's (IHEDN) scientific committee and on the editorial board of the French journals *Politique étrangère*, *Revue des deux mondes*, and *Études*. He received his EMBA from the Hautes Études Commerciales de Paris and his PhD from the Pantheon-Sorbonne University. Thomas Gomart has been awarded the rank of Knight of the National Order of Merit.



GRASS,
Etienne

Global Chief AI Officer at Capgemini Invent, author, columnist for Les Echos, and former senior French civil servant. As a recognized expert in healthcare policy and AI-driven organizational transformation, he teaches at Sciences Po Paris. As graduate of the École nationale d'administration (ENA) and a member of the Inspectorate General of Social Affairs, he previously served as Deputy Chief of Staff to the High Commissioner for Active Solidarity Against Poverty and as Chief of Staff to the French Minister for Women's Rights, Urban Affairs, Youth, and Sports. At Capgemini, he led the Citizen Services teams before overseeing the Group's sovereign cloud initiative ("BLEU"). He was CEO of Capgemini Invent France from 2023 to 2025.



HAMDOK,
Abdallah

Former Prime Minister of Sudan (2019-2021), Abdalla Hamdok is an economist with over 40 years of experience in development and governance. He has held senior leadership roles at the UN Economic Commission for Africa (UNECA), the African Development Bank, and International IDEA, following a career at the UNDP, ILO, and Deloitte & Touche. A former senior official in Sudan's Ministry of Finance, he now chairs the Mo Ibrahim Foundation Advisory Council and the Technical Committee of the High-Level Panel on Illicit Financial Flows from Africa. He holds a Ph.D. and has published extensively on regional integration, macroeconomics, and public sector reform.



HECKER,
Marc

Executive 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; translated into Arabic in 2024), *Intifada française ?* (Ellipses, 2012) and *War 2.0: Irregular Warfare in the Information Age* (Praeger, 2009 with Thomas Rid; translated into Chinese in 2011).



**HORII,
Akinari**

Special Advisor and a member of the Board of Directors of the Canon Institute for Global Studies, a research think tank in Tokyo as well as a member of several non-profit entities and businesses. He was a Central Banker until he stepped down as Assistant Governor of the Bank of Japan in 2010. He received his MBA with distinction, and as a Beta Gamma Sigma, from the Wharton School at the University of Pennsylvania and his BA in Economics from the University of Tokyo.



**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.



**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 chaire Jean-Baptiste Say d'économie industrielle. 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 CEPPI, 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.



**JEREMIĆ,
Vuk**

President of the Center for International Relations and Sustainable Development (CIRSD), a global public policy think-tank and a Co-Founder of the Global Preventive Diplomacy Initiative. He is the Editor-in-Chief of the quarterly magazine Horizons - Journal of International Relations and Sustainable Development. He is a Professor at Sciences Po Paris and a Visiting Professor of Practice at Tsinghua University. He served as Serbia's Minister of Foreign Affairs from 2007 to 2012 and as Senior Advisor to Partners Group, a global private equity firm from 2017 to 2024.



**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.



**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'.



**KABA,
Nialé**

Special Envoy of the President and Minister of Foreign Affairs of Côte d'Ivoire, she previously served as Minister of Economy, Planning, and Development. A first-class economist, she was the first woman to hold the position of Minister of Economy and Finance in her country. She played a pivotal role in driving economic reforms that achieved 9% annual growth and opened Côte d'Ivoire's access to international financial markets. She has overseen National Development Plans, chaired the African Development Bank Group Board of Governors, and contributed to UN Sustainable Development Goals discussions. Additionally, she led the 2021 National Population Census and international cooperation efforts.



**KAGAME,
Paul**

President of the Republic of Rwanda. He serves as the African Union Champion for Domestic Health Financing. He previously served as Commonwealth Chair-in-Office (2022-2024) and has chaired both the African Union and the East African Community. Beginning in 1990, as commander of the Rwandan Patriotic Front (RPF), he led the struggle to liberate Rwanda, halting the 1994 Genocide against the Tutsi, which claimed over a million victims. The hallmarks of his administration are peace and reconciliation, women's empowerment, promotion of investment and entrepreneurship, and access to information technology, a cause he also champions as Co-Chair of the Broadband Commission for Sustainable Development.



**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.



**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.



**KAIRIS,
Nicholas**

Chief Legal Officer for Sagint Inc., where he architects legal frameworks for digital infrastructure and the tokenization of real-world assets. He is also the Head of International Legal Affairs for the Mohammed Omar bin Haider Holding Group, overseeing cross-border investments in energy, real estate, and infrastructure. He is an international legal executive and financial strategist with over twenty-eight years of experience spanning Europe, the United States, and the Middle East. His expertise covers highly regulated sectors such as financial services, commodity trading, mining, and fintech. Admitted to the Supreme Court of Greece, he is a member of the Athens Bar Association and holds an LL.M. from the University of Heidelberg.



**KARAKULLUKÇU,
Memduh**

Chairman of the international advisory firm Kroton Consulting. He is the Founding Vice-Chair & President (2009-19) of the Global Relations Forum. His policy work focuses on the complex dynamics between geopolitics, geoeconomics and technology. Previously, he served as the Founding Managing Director of the Istanbul Technical University (ITU) ARI science park, Istanbul's leading technology entrepreneurship community. He received BS degrees in electrical engineering and economics from M.I.T., MSc in finance from LSE, and JD from Columbia University.



KAZATCHKINE,
Michel

Professor of medicine and diplomat, former Executive Director of the Global Fund to fight AIDS, Tuberculosis and Malaria; former ambassador on HIV and communicable diseases and UN Secretary General's Special Envoy on HIV in Eastern Europe and Central Asia. More recently he was a member of the Independent panel on Pandemic Prevention., Preparedness and Response called by the World health Assembly after the Covid-19 pandemic.



KELLER,
Daniel

President of "Servir en Entreprise" since September 2024, he is Chief Officer in charge of transversal projects at Malakoff-Humanis. A graduate of ENA and ENS Fontenay-Saint-Cloud, he began his career at the French Ministry of Economy and Finance before joining the Renault Group. At Renault, he held various senior roles, including Head of Worldwide Sales Quality. He was President of the ENA Alumni Association, a member of the French Economic, Social and Environmental Council, and Grand Master of the Grand Orient de France. In the social protection sector, he has also served as Director of Transformation and Digital at Humanis and Deputy Director for supplementary pension businesses.



KOEN,
Vincent

Senior Consultant with the OECD and Asian Development Bank, currently working on Malaysia, Kazakhstan and Bhutan. Former Deputy Director in the OECD Economics Department, he supervised work on around 50 member and non-member countries. He authored or co-authored reports on China, India, Russia, Japan, the two Koreas, Thailand, New Zealand, the euro area, France, the UK, Türkiye, Poland and the Nordics. He also served as the Economic Counsellor, as the main author of the OECD Economic Outlook and as OECD G10 Secretary. Earlier on, he was an Economist at the International Monetary Fund, in the Research and European departments. He has taught at ENA, HEC and Paris-Dauphine University.



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.



KHACHATRYAN,
Arman

Ambassador Extraordinary and Plenipotentiary of Armenia to France since 2024, he is a career diplomat who previously served as Permanent Representative to the Council of Europe (2021-2024). At the Ministry of Foreign Affairs, he has held senior roles including Director of Multilateral Policy and Secretary General of the National Commission for UNESCO. His career includes postings to the European Union and the Council of Europe, executive training at the College of Europe and the NATO Defense College. A Yerevan State University graduate and former lecturer, he trained at the College of Europe and the NATO Defense College. He has published on international negotiations and speaks Armenian, English, French, and Russian.



KIM,
Chang-beom

Vice Chairman & CEO of the Federation of Korean Industries. Prior to joining the FKI, he served as Global Advisor for Hyundai Motor Group. He served as Korean Ambassador to Indonesia, as well as Korean Ambassador to the European Union and Belgium. He joined the Ministry of Foreign Affairs in 1981 and has since served five overseas posts (US, Japan, Pakistan, Indonesia, EU/Belgium) and worked at various positions within the Korean Government. He has worked for President Lee Myung-bak as Chief of Presidential Protocol at the office of the President. He earned a Master's degree from Johns Hopkins School of Advanced International Studies and is a distinguished graduate of Seoul National University.



KOSTANYAN,
Vahan

Deputy Minister of Foreign Affairs of the Republic of Armenia since January 2023. He previously held several senior advisory roles within Armenia's National Assembly and Ministry of Foreign Affairs, including Adviser to the Foreign Minister and to the President of the National Assembly. He also served as spokesperson of the Civil Contract Party and headed the Office of the First Deputy Prime Minister. He studied at the Faculty of Oriental Studies at Yerevan State University and completed additional training in public administration, conflictology, and human rights. His career has focused on foreign policy, parliamentary affairs, and strategic communications. He speaks English, Russian, and Persian.



KOTTI,
Randy

Deputy Head of the Savings and Financial Markets Unit at the French Treasury, where he contributes to coordinating France's position on the Savings and Investment Union and to the mission dedicated to enhancing the attractiveness of the Paris financial center. He previously led the State's Regional Economic Service in Provence-Alpes-Côte d'Azur, overseeing regional economic development and industrial decarbonisation policies. His background includes consulting for the World Bank on financial stability in the Middle East and working for Neoen in Australia. A member of the Corps des mines, he holds a PhD in economics and graduated from École Polytechnique and the Harvard Kennedy School.



KIM,
Gunn

Member of the National Assembly of Korea, representing the People Power Party. Ranking member of the Foreign Affairs and Unification Committee. 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.



KINGSTON,
Brian

President and Chief Executive Officer of the Canadian Vehicle Manufacturers' Association (CVMA). Prior to that, he was Vice President of Policy, Fiscal and International, at the Business Council of Canada where he led the Council's economic policy priorities and global engagement. From 2009 to 2012 he served in the federal government with positions at the Department of Finance, Global Affairs Canada, Innovation, Science and Economic Development Canada, the Treasury Board Secretariat, and the Privy Council Office. He holds a bachelor's degree in economics from Carleton University, a master's degree in international affairs from the Norman Paterson School of International Affairs and an MBA from Ivey Business School.



KOWAL,
Pawel

Chairman of the Foreign Affairs Committee of the Sejm and Chairman of the Council for Cooperation with Ukraine, Pawel Kowal serves as the Polish Prime Minister's Special Envoy for Ukraine's reconstruction. A former Secretary of State in the Ministry of Foreign Affairs and Member of the European Parliament, he previously chaired the EU-Ukraine Parliamentary delegation. A Professor at the Polish Academy of Sciences and co-founder of the Warsaw Rising Museum, he chairs the Scientific Council of the Academy's Research Station in Kyiv. He is a historian and expert on Eastern policy, a member of the New Eastern Europe editorial board, and the author of numerous publications on Central and Eastern European transformation.



KULEBA,
Dmytro

Minister for Foreign Affairs of Ukraine. He worked at the Permanent Mission of Ukraine to the OSCE. He also worked at the office of Ukraine's Foreign Minister where he was in charge of issues related to the image of Ukraine abroad, international organizations, and relations with the US. He chaired the Board of the UART Foundation for Cultural Diplomacy. In 2016, he was appointed as Permanent Representative of Ukraine to the Council of Europe. He was Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine.



LAGANE,
Guillaume

A senior civil servant at the Ministry of the Armed Forces following his graduation from the École nationale d'administration (ENA, now the INSP), Guillaume Lagane has held positions at the Directorate General of Armaments (DGA), the Secretariat General for Administration (SGA), and the Directorate General for International Relations and Strategy (DGRIS). He currently serves as Political Adviser to the Chief of Staff of the French Army. An agrégé in history, he also teaches geopolitics at Sciences Po and has published several works on international relations.



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. He served as Special Advisor to Pascal Lamy, European Commissioner for Trade, and later as Strategic Advisor to the French Prime Minister (2014-2017). Founder of the think tank Telos, he was Executive Director of the French think tank En Temps Réel. He was awarded the Légion d'honneur and has a Ph.D. in International Relations from Sciences Po Paris.



LEGENDRE,
Anne-Claire

President of the Institut du monde arabe (Arab world institute) since February 2026. She previously served as Advisor for North Africa and the Middle East to the President of the Republic (2023-2026) and, from 2021, as Spokesperson and Director of Communications and Press at the Ministry for Europe and Foreign Affairs. She was Ambassador of France to Kuwait (2020-2021) and Consul General of France in New York (2016-2020). A graduate of Sciences Po Paris, she studied Arabic at INALCO and Modern Literature at Sorbonne-Nouvelle University.



LEGRAND,
Domitille

Director of Data-Based Economics Projects at the Direction générale des entreprises (DGE), former Head of the Regional Economic Department of the French Territory of Bourgogne Franche-Comté. She has worked in various organizations, companies and think tanks in Europe (Germany, UK), Southeast Asia (Singapore) and New Caledonia, on energy, industrial, resources and digital issues. She also took part in the World Material Forum as Below 25. As part of her studies, she wrote a report for the French Ministry of Economy and Finance in 2023 about the French reindustrialization. She is an Engineer from the Corps des mines.



LANDAU,
Jean-Pierre

A career official within the French Government and Central Bank, he is currently with the Economic Department of Sciences Po. He served as Deputy Governor of the Banque de France (2006-2011) and was previously Executive Director of the IMF and the World Bank (1989-1993). His extensive experience includes serving as Undersecretary for External Economic Relations at the Ministry of Finance and Executive Director at the EBRD. A former visiting lecturer at Princeton University (Woodrow Wilson School) and Johns Hopkins (SAIS), his expertise spans monetary policy, financial regulation, and international macroeconomics.



LANGLOIS-MEURINNE,
Christian

French senior business executive. He began his career in public service, serving as Director of the Textile, Chemical and Miscellaneous Industries Division at the French Ministry of Industry (1979-1982). Since 1971, he has been closely associated with IDI, where he successively held positions as Project Manager, Director, Deputy Chief Executive Officer, and ultimately Chairman and Chief Executive Officer. He holds an MBA from Harvard Business School and has been awarded the distinction of Officer of the Legion of Honour.



LETOURNEUR,
Charles

Managing Partner and co-founder of ALVEN, one of the largest and most active Private Equity funds in digital technologies in France (software, artificial intelligence, fintech). The fund manages 1,5bn€ of capital, and has invested in 170 companies, mainly in Europe and the United States. Charles Letourneur started his career in M&A with LAZARD in New York, and then Paris. In 1999, he was appointed Executive Director of LAZARD and became a member of the Executive Committee of EURAZEO. He graduated from Ecole Polytechnique, ENSAE and Science Po.



LEVITTE,
Jean-David

Member of the Institut de France and President of the GCSP Foundation Council, Jean-David Levitte has had a distinguished career in the French Foreign Service. He served as Senior Diplomatic Adviser and Sherpa to Presidents Sarkozy and Chirac. His ambassadorial roles include the United States and the United Nations in New York and Geneva. Within the Foreign Ministry, he served as Undersecretary for Cultural and Scientific Cooperation and Assistant Secretary for Asia. Early in his career, he was posted to Hong Kong and Beijing before joining President Giscard d'Estaing's staff. A graduate of Sciences Po and the National School of Oriental Languages, he holds a law degree and studied Chinese and Indonesian.



LARCHER,
Gérard

President of the French Senate since 2014.



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.



LÉVY,
Pierre

Ambassadeur de France, Chairman of the Board of the Institut des hautes études de défense nationale (IHEDN). He has devoted most of his professional career to European affairs and issues related to Central and Eastern Europe. He most recently served as Ambassador of France to Russia from 2020 to 2024, following postings as Ambassador to Poland and to the Czech Republic. He held several senior positions within the Ministry for Europe and Foreign Affairs, including Director for the European Union and Head of the Common Foreign and Security Policy Department. He recently published *At the Heart of Wartime Russia: A French Ambassador's Account* (Tallandier, 2025).



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, member of the Supervisory Board of Rothschild Martin Maurel, 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.



LIGUTI,
Dario

Director of Sustainable Energy at the United Nations Economic Commission for Europe (UNECE), he oversees a region comprising 56 member States across North America, Europe, and Asia. He provides strategic policy advice and analysis to governments to support the implementation of the 2030 Agenda for Sustainable Development and the Paris Agreement, while fostering international energy cooperation. He was previously responsible for export credit, the EU Green New Deal, and guarantees under the EU Temporary Framework at SACE, Italy's State Guarantee Agency. He holds an MSc in Economics from Bocconi University and an MA in EU Law from Leicester University.



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 (2006 - 2011), and was Acting Managing Director in 2011. Formerly Vice Chairman of the JPMorgan Investment Bank and JPMorgan's Chief Economist, he also was Chief Economist of Salomon Brothers, Inc. from (1992 - 1997). He currently serves as Vice Chair of the Bretton Woods Committee. He is the immediate past Chair of the National Bureau of Economic Research. He received a Ph.D. in Economics from Stanford University.



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.



MALLOCH-BROWN, Mark

Mark Malloch-Brown is a Visiting Professor in Practice at the London School of Economics (LSE), a Distinguished Visiting Fellow at the University of Pennsylvania's Perry World House. He was knighted for his contributions to international affairs, and is currently on leave from the British House of Lords. Mark Malloch-Brown has had a long career in international affairs, development, business, and communications. At the United Nations, Mark Malloch-Brown led the global promotion of the UN Millennium Development Goals as head of the UN Development Programme (UNDP). He later served as Kofi Annan's chief of staff, and then as UN Deputy Secretary General, before joining the British government of Prime Minister Gordon Brown, as minister responsible for Africa and Asia from 2007 to 2009.



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.



LÔ,
Moubarack

Former Special Advisor to the Prime Minister of Senegal. President of the Institut Emergence, specializing in economic studies and strategic planning. He also serves as Director General of the Economic Prospective Bureau. He previously served as Deputy Chief of Staff to President Macky Sall and as an economic advisor to several Prime Ministers. An expert for the UN, the African Development Bank, the World Bank, and the African Union, he has also been an Associate Professor at the National School of Administration of Senegal and Gaston Berger University.



MANIS,
Omar

Omar Manis is a seasoned Sudanese diplomat with more than four decades of experience in international diplomacy, multilateral affairs, and peacekeeping. He served as Sudan's Ambassador to France (2021-2022) and as Minister of Cabinet Affairs in Sudan's Transitional Government formed after the December Revolution 2019. During his distinguished diplomatic career, he held senior positions within Sudan's Ministry of Foreign Affairs and represented Sudan at the United Nations, including serving as Acting Permanent Representative in New York. He also worked with the United Nations in senior roles in peacekeeping missions. He holds degrees from the University of Khartoum.



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.



MAIER,
Moritz

CEO of Synera, an AI software company trailblazing the field of AI agents for engineering. With a background in aerospace engineering and a PhD in product development processes, he has spent his career at the intersection of engineering practice and digital transformation. Before founding Synera, he worked extensively in generative design and process automation, gaining firsthand insight into the inefficiencies and fragmentation that slow down engineering teams today. At Synera, he's leading the company to build a new foundation for engineering work where AI agents become collaborators. He holds a PhD in Production Engineering from the University of Bremen with research on bionic lightweight design methods.



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 de 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.



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".



MARTIN DE LAGARDE,
Raphaël

Raphaël Martin de Lagarde joined TotalEnergies in 2025 as Deputy Vice President for International Public Affairs. He held previously several positions at the French Ministry of Foreign Affairs focusing on Eastern Europe, Middle East, Central and South Asia.



MAURICE,
Paul

Secretary General of The Study Committee on Franco-German Relations (Cerfa) since September 2024. He was Head of the Unit for Germany, Alpine and Adriatic Europe at the European Union Direction of the Ministry of Europe and Foreign Affairs from September 2022 to August 2024. He was previously a Research Fellow at Cerfa at the French Institute of International Relations (Ifri) from March 2020 to August 2022, where he worked particularly on issues of German domestic policy and Franco-German relations within the framework of European integration. Paul Maurice holds a PhD in Contemporary History and German Studies from Sorbonne University.



MEYER,
Jean-Claude

Vice Chairman International of Rothschild & Cie (H.). 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 and Chairman of the "Cercle de la Bibliothèque nationale de France". 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.



NARDON,
Laurence

Dr. Laurence Nardon heads the Ifri Americas Program. She contributes to its collections of online research papers, such as the U.S.-focused Potomac Papers. She is a member of the editorial board of the reviews "Politique étrangère", "Questions Internationales" and "The Washington Quarterly". She published "L'Amérique de Trump en 100 questions" (Tallandier - 2018). Since June 2019, she has been analyzing the issues of American politics every week in the podcast "New Deal" (formerly "Trump 2020"), produced in partnership with Slate.fr and the Time to Sign Off (TTSO) newsletter. She holds a Ph.D. in political science from Université Paris 1 Panthéon-Sorbonne. In the Fall of 2000, she was a Fulbright Scholar at The George Washington University in D.C.



NASR,
Samir

President of ECE Consultants SAL since 1982. Chairman of Phoenician Funds Holding (Lebanon), and Executive Director of the Mouflon 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.



MONTEILLER,
Pierre

Pierre Monteiller has been an Engineer French Corps des mines since 2022. He graduated from the École normale supérieure in Paris in Mathematics and is currently training to become a senior civil servant. He worked for the hedge fund Meridiam, the pharmaceutical company Guerbet and the marketing agency M13h.



MOREL,
Pierre

Director of the Pharos Observatory of cultural and religious pluralism and Coordinator of the political group of the OSCE Minsk Process on Ukraine. Former EU Special Representative for Central Asia and for the crisis in Georgia. He began his diplomatic career in 1971. He served at the French Embassy in Moscow. He also served as Diplomatic Advisor to the President of the French Republic. He was Ambassador to the Russian Federation (1992-1996) and was also accredited, while in residence in Moscow, to Georgia, Moldova, Mongolia, Tajikistan and Turkmenistan, and to Kyrgyzstan. He served as Ambassador to the People's Republic of China and then to the Holy See. He is a graduate of the Institut d'études politiques in Paris, of the Paris Assas Faculty of Law and of the École nationale d'administration.



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.



NKULIKIYIMFURA,
François

Ambassador of the Republic of Rwanda to France since 2022, with accreditation to Spain and Portugal, and designated Ambassador to Italy and Monaco, he also serves as Permanent Delegate to several international organizations, including UNESCO, OIF and OECD. He has 18 years of experience in development economics and public finance management. He notably served at Rwanda's Ministry of Finance and Economic Planning. He then joined the African Development Bank, where he worked as an expert in governance and public financial management for several East African countries, overseeing major economic reforms. He also served as Ambassador of Rwanda to Qatar. He holds a degree in industrial economics from Université Paris XIII.



MOURRE,
Marc

Senior Advisor to Mohamed Kallala, Chief Executive of Natixis, since January 2025. Executive Chairman of Global Markets Commodities at Natixis. Previously, he was Managing Director, Vice Chairman of the Commodities Division and Chairman of the firm's African business at Morgan Stanley. Before joining the finance industry, Marc worked three years for the French Ministry of Foreign Affairs as Cultural Attaché in Hong Kong, and then at Elf Aquitaine (now Total) for over four years as a crude oil trader. He holds a Master of science in business administration from Sup. de co., Marseille, a D.E.A in business administration from ESSEC/IAE, Aix en Provence and a D.E.S.S in international trade and transportation from Aix-Marseille University.



MUSHIKIWABO,
Louise

Secretary-General of La Francophonie since 2019. Former Minister of Foreign Affairs, Cooperation and the East African Community and former Minister of Information of the Republic of Rwanda. After living in the US for some 20 years, she worked in Tunisia at the African Development Bank in the communications directorate. In 2008, the President of Rwanda called her to join the government team. Deeply affected by the genocide against the Tutsis, she co-authored Rwanda Means the Universe (St. Martin's Press, 2006). In 2018, Jeune Afrique magazine featured her as one of the most influential African figures on the continent. As a language and interpretation graduate from the University of Delaware, she is fluent in French and English, besides her native Kinyarwanda.



NOLAND,
Marcus

Executive Vice President and Director of Studies at the Peterson Institute for International Economics. He has been associated with the Institute since 1985. He is currently a Senior Fellow at the East-West Center. He was a Senior Economist at the Council of Economic Advisers in the Executive Office of the President of the United States. He has held research or teaching positions at several universities, including Yale University, the Johns Hopkins University, the University of Southern California and Tokyo University. He graduated from Swarthmore College and he holds a PhD from Johns Hopkins University. He co-authored Hard Target: Sanctions, Inducements, and the Case of North Korea (Stanford University Press, 2017).



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.



OKWULEHIE,
Sam

Chairman & Chief Executive Officer of LATC Group – a proprietary investment firm with interests in marine logistics, retail, agriculture & manufacturing. He has vast experience in global logistics and commercial aviation having led commercial operations within the Air France/KLM & Kenya Airways group at senior levels in Africa, Europe & the USA. He holds a BA in History & International Relations and is an alumnus of the Executive Management Program of Columbia Business School. In addition to a number of Board positions, he is a member of the Global Advisory Board of the Commonwealth Enterprise & Investment Council (CWEIC) in London and is a Senior Advisor at Boston Consulting Group (BCG).



ORŁOWSKI,
Tomasz

Ambassador of Poland to Morocco. Former Polish ambassador to France, then to Italy. He joined the Ministry of Foreign Affairs in 1990. He served as Chief of Protocol at the Ministry of Foreign Affairs (2005-2007). He held the position of Deputy Director of the Division for the United Nations System and Global Issues at the Ministry of Foreign Affairs (2004-2005). He was also Secretary General of the Polish National Commission for UNESCO (2001-2004). He graduated from the University of Łódź, the University Nicolas Copernic in Torun and the University of Poitiers. He is corresponding member of the Académie des Sciences morales et politiques.



POTERSZMAN,
Baptiste

Deputy Head of the Risk Prevention Division at the Regional Directorate for the Environment of Île-de-France. His role revolves around the implementation of public policies to prevent industrial pollution and risks. Before joining the French civil service, he worked for Neoen, a renewable energy producer, in Sweden, and for the rail company Eurostar in London. He also had the opportunity to work on the issue of drug shortages, with a focus on public policy and supply-chain resilience. He is a graduate of École polytechnique and a member of the Corps des mines.



POUYANNÉ,
Patrick

Chairman of the Board and Chief Executive Officer of TotalEnergies SE. Patrick Pouyanné joined the company TotalEnergies (ex-Total), with positions in Angola and Qatar. He held several senior responsibilities within the company (in Exploration & Production, Refining & Chemicals, the Executive Committee) until he was appointed Chairman of the Board of Directors and CEO. He held various positions in the French Industry Ministry and in ministerial offices, including Environment and Industry Technical Advisor to the Prime minister and Chief of Staff to the Information Technology and Space Minister. He is also member of the Board of several organizations such as Capgemini and Institut Polytechnique de Paris.



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.



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.



POUZET,
Hugo

French senior civil servant, he serves as Deputy Head of the Sustainable Finance, Corporate Law, Accounting and Corporate Governance Unit at the Direction générale du Trésor, within the French Ministry for the Economy, Finance and Industrial, Energy and Digital Sovereignty. A Mining Corps engineer, he held positions during his training across both the public and private sectors, in France and internationally. A graduate of the École normale supérieure and of Mines Paris - PSL, he is also the co-author of a study on drug shortages, analyzing structural vulnerabilities in pharmaceutical supply chains.



PREDOIU,
Cătălin

Deputy Prime Minister and Minister of Internal Affairs of Romania. He has held senior government responsibilities for many years, building a strong professional background in law, public policy and public administration. In his current role, he oversees key areas including internal security, public order, crisis management and the protection of citizens. His work has focused on strengthening institutional capacity to address organized crime, human trafficking, irregular migration, cyber risks and other cross-border security challenges, while enhancing cooperation with European and transatlantic partners.



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 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.



PRIETO,
Angel

Head of the Industrial Decarbonization Unit at the French Ministry for the Economy. Previously, he served as Head of the State Economic Service for the Auvergne-Rhône-Alpes region. He also worked at McKinsey & Company, where he advised African governments and development banks on energy transition and industrial decarbonization, and at ENGI. He is a co-founder of the movement Pour un réveil écologique and led the French delegation to the G7 Youth Summit in 2024, where he was in charge of negotiations on environmental matters. He is a member of the French Corps des Mines and a graduate of École polytechnique.



PRIEUX,
Pierre

President of Alcen, group composed of high technology companies in the fields of Defense and Security, Energy, Medical and Healthcare, Aeronautics and space, Large Scientific Instruments. He started his career as President of Tabur Marine and of Dufour. He served at Matra Group as Senior Vice President in charge of 4 departments (car electronics, robotics, computer-aided design and watchmaking). He set up and managed a telecommunication operator, Kaptech and an equipment manufacturer, Cirpack. He studied at the Ecole Polytechnique and at the Insead.



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 published *Middle Eastern Maze: Israel, the Arabs, and the Region, 1948 – 2022* (Brookings Institution Press, 2023). His forthcoming book, *Syria in Revolution: The Civil War and the Fall of the Assads* (with Carmit Valensi), will be published in 2026.



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).



SAGER,
Abdulaziz
Othman

Founder and Chairman of the Gulf Research Center, a global think tank based in Saudi Arabia. Dr. Sager is a Saudi expert on Gulf politics and strategic issues. In addition to having authored and edited numerous publications, he frequently contributes on major international media channels. He is also the editor-in-chief of "Araa" a monthly Arabic-language magazine focused on Gulf affairs and is the editor-in-chief of "The Gulf Yearbook.". He holds a PhD in Politics and International Relations from Lancaster University, with a focus on Gulf security affairs.



RICQUIER,
Anita

Anita Ricquier is a Founder and Managing Director of Camelot Trust Pte Ltd. Her focus is on family wealth and businesses. She supports her clients on family governance, sustainability of business and wealth objectives in terms of risk management and succession planning to ensure smooth transition of leadership in business and wealth transference.



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.



SALOMÉ,
Bernard

Senior international advisor and economist, he is currently preparing an international conference on innovation for domestic resource mobilisation in Africa, and advises on the development of AI and Agentic AI solutions to broaden the tax base across Africa. He served as Deputy Director of the G7 Support Implementation Group in Moscow and later as Director of Economic Policy for UNMIK in Kosovo, advising the UN Special Representative. He subsequently held senior roles at the Bibliotheca Alexandrina in Egypt and the Millennium Foundation for Innovative Finance for Health in Geneva, and served as Senior Advisor to the President of Côte d'Ivoire. He holds a doctorate in Economic Development (Paris Sorbonne).



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).



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.



ROGÉ,
Arthur

Arthur Rogé leads modelling and analysis for energy access at the International Energy Agency (IEA). He has contributed to more than 20 IEA publications and has expertise across a broad range of energy topics, including energy access, CO₂ emissions, demand modelling, and energy affordability. He holds a French degree in mechanical and industrial engineering from Arts et Métiers, a Master of Science in Aerospace Engineering from Imperial College London, and a Master's degree in International Energy from Sciences Po Paris. Arthur joined the Fellowship of the Open Diplomacy Institute as he was appointed member of the French Delegation to the 2026 G7 Youth Summit (Y7).



SCHAAL,
Andreas

Director for OECD Global Relations and Co-operation, as well as the OECD Sherpa to the G7, the G20 and APEC. He and his team implement the OECD Global Relations Strategy, engaging with over 100 partner countries at the ministerial level and building a global level playing field by increasing adherence to OECD standards and policies. Andreas' expertise includes two decades of conceptional and strategic work on foreign affairs, national, international and global economic policy, and global governance. Prior to joining the OECD, Mr Schaal held various positions during his work for the German Federal Government.



SCHMID,
Dorothee

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*.



SENEQUIER,
Dominique

President and Founder of Ardian, she is a pioneer in the private equity industry. A strong advocate for finance as a force for the common good, she introduced a groundbreaking profit-sharing model in 2008, redistributing a portion of capital gains to all employees across its portfolio companies. Promoted to Officer of the Legion of Honor in 2021, she was elected to the Académie des Sciences Morales et Politiques in 2023. A member of the French Actuarial Institute, she was part of École Polytechnique's first mixed-gender class in 1972 and holds a postgraduate degree in economics from Paris-Sorbonne University. She is consistently ranked among the world's most influential figures in finance.



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.



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 2025.



SOLLOGOUB,
Tania

Chief Geopolitical Officer and Head of research on Emerging countries 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.



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".



SIELECKI,
Ian

Ambassador of the Argentine Republic to France since May 2024, Ian Sielecki is a diplomat focused on strengthening transatlantic dialogue and high-level international debate. He served as Head of Speechwriting and Strategy for Argentina's Minister of Foreign Affairs, contributing to foreign policy framing and the bilateral relationship with France. Earlier, he advised the President of Argentina on international speeches and strategic messaging. He also collaborated on Emmanuel Macron's 2016-2017 presidential campaign. He co-organized The New York Times Athens Democracy Forum and founded the Transatlantic Debating Association. A graduate of Sciences Po Paris and the University of Cambridge, he writes on Franco-Argentine relations.



ŠOTH,
Ján

Ambassador of the Slovak Republic to France since 2023. He is a career diplomat with extensive experience in European affairs and bilateral diplomacy. Prior to his appointment in Paris, he headed the Strategic Analysis Unit at the Ministry of Foreign Affairs in Bratislava (2021-2023), following his tenure as Ambassador of the Slovak Republic to Italy, Malta, and the Republic of San Marino from 2015 to 2021. He previously served at the Office of the President of the Slovak Republic as Secretary General of the Cabinet (2012-2015) and Director of Foreign Policy (2010-2012). He is a graduate of the Moscow State Institute of International Relations and has received national distinctions from Romania and Poland.



STOIAN,
Marius

President and founder of Club Romania since 2011, he started his career in journalism in 1990 as an editor for the Tineretul Liber newspaper. He later worked as a press correspondent for a Romanian newspaper and TV channel in Hungary and the Republic of Moldova. He then became Personal Advisor to the Secretary of State for Romanians Abroad (2000) and to the Ministry of Tourism (2001-2003). In 2009, he served as Under Secretary of State for Foreign Trade. He graduated in Journalism and Communication Sciences.



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,
Tobby

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.



STRIL,
Arthur

Chief Financial Officer of Collectis, a NASDAQ-listed biotechnology company using its gene editing platform to develop life-saving cell and gene therapies, notably in oncology. Arthur oversees the finance, business development and investor relations functions. He began his career at the European Commission's Directorate-General for Competition, controlling global pharmaceutical mergers. He later became Head of the Hospital Financing unit at the French Ministry of Health. Arthur graduated from ENS Ulm & Cambridge University, and holds a diploma in Immunotherapy from the Université Paris-Descartes. Arthur is also a member of the French Corps des Mines and a member of the advisory board of Life Science Cares.



STUEWE,
James

Director of the Regulatory Affairs Division at Natural Resources Canada. He has previously served in two Government of Canada central agencies—the Privy Council Office and the Treasury Board of Canada Secretariat. He began his career in management consulting with Deloitte and later with the Royal Bank of Canada in Toronto. Born in Saskatchewan and raised on Canada's East Coast, James is a Fellow of the Action Canada public policy leadership program and a member of the Banff Forum. He holds a master's degree from Dalhousie University in Halifax. Motivated by a long-standing commitment to public service, James has worked across all three levels of government, as well as in the private sector and the post-secondary academic environment.



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.



THOMSON,
Pauline

Head of Data Science and Managing Director in Ardian's Infrastructure Team at Ardian. Since joining Ardian in 2011, Pauline has been a leader in innovation. She spearheaded the launch of data science to support value creation within investment teams and more recently of Gaia, Ardian's in-house generative AI platform. She has consistently pushed the boundaries of how technology can enhance investment practices, contribute to value creation and drive decarbonisation.



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.



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.



TARKA,
Wiesław

Wiesław Tarka is Chargé d'affaires a.i. and Titular Ambassador of the Republic of Poland in France. He served as Ambassador of Poland to Croatia (2008-2012) and to Sweden (2015-2018). He also held the position of Undersecretary of State at the Ministry of the Interior and Administration, overseeing European and international cooperation, migration policy, and cross-border affairs. Within the Ministry of Foreign Affairs, he was Director of the Foreign Service Inspectorate and Deputy Director of the European Policy Department. He holds a degree in Modern Philology from the University of Warsaw. He has been awarded the Knight's Cross of the Order of Polonia Restituta and the Order of Prince Branimir of Croatia.



TOURAINÉ,
Agnès

CEO of Act III Consultants, a management consulting firm dedicated to digital transformation, and McKinsey Senior Advisor. Previously she was Chairwoman and CEO of Vivendi Universal Publishing (£4B revenue, video games and book publishing), after spending 10 years within the Hachette/Lagardère group and 5 years within McKinsey. She is a Board member of Proximus (Belgacom), GBL (Groupe Bruxelles Lambert), Rexel, SNCF and a member of the Supervisory Board of Tarkett. She is also a Board member of several non-profit organizations such as IDATE, the French-American Foundation and chaired the French governance institute (IFA) until 2019. She graduated from Sciences Po Paris and Columbia University (MBA).



TRICHET,
Jean-Claude

Former Chairman of the French Academy of Moral and Political Sciences and former President of the European Central Bank (2003-2011). He is former European Chairman of the Trilateral Commission, honorary Chairman of the Bruegel Institute (Brussels) and Special Advisor of the Systemic Risk Council (Washington). He is honorary Chairman of the G30 (Washington), honorary Governor of the Banque de France, President of the Paris Club (debt rescheduling), President of the European Monetary Committee and President of the Group of 10 Central Banks Governors.



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.



TENENBAUM,
Élie

Director of Ifri's Security Studies Center. After years of focusing on irregular warfare, counterinsurgency and counter-terrorism, his research now leads him to cover more general strategic issues, in particular European security and defense policy. He holds PhD (2015) in History and graduated from Sciences Po (2010), he has been a visiting fellow at Columbia University (2013-2014) and spent a year at the War Studies Department, at King's College London (2006); he has taught international security at Sciences Po. He is the author of numerous articles and books on history and strategy, including *The Twenty Year War: Jihadism & Counter-Terrorism in the 21st Century*, with Marc Hecker (Robert Laffont, Prix du Livre Géopolitique 2021).



TROMLER,
Miklós

Accredited Ambassador of Hungary to France since December 2025, he has extensive diplomatic experience. He served as Ambassador to the Kingdom of Morocco and the Islamic Republic of Mauritania. He also held the position of Dean of the European Diplomatic Corps in Morocco. He previously served in various roles at the Hungarian Ministry of Foreign Affairs and Trade, including in protocol and Asia-Pacific affairs. He began his professional career in international congress management. He holds an Executive MBA from Corvinus University of Budapest, as well as degrees in management, and is certified as an occupational health and safety expert.



TRUESDALE,
Jay

CEO at TD International, a top global advisor on geopolitical strategy, market intelligence, and risk compliance. Previously CEO of Veracity Worldwide and a leader at McKinsey & Company on strategy and risk management across five continents. He has had a career as Foreign Service Officer. Jay is a US Navy reserve Foreign Area Officer specialized in Europe and Africa. He is 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.



VASSILENKO,
Roman

Ambassador of Kazakhstan to the EU, NATO, Belgium and Luxembourg since July 2025. Former Deputy Minister of Foreign Affairs of the Republic of Kazakhstan (2016-2019, 2022-2025). 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.



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.



YAHA,
Mohamed
Abdellahi

Chairman and CEO of Maurinvest Group, which he founded in 2011. It is a company that develops industries and add values through fundings with international partners. He is also the Chairman/ CEO of MAURIOLOG a logistics services & transport company for Industrial Projects, Oil & Gas and Mining activities in Mauritania. He is the founder of MIP SEAFOOD, the unique Mauritanian company able to reach Europeans standards allowed to export directly transformed products from the sea. He has been providing outboard motors for the fishing sector for the past 20 years. He served as in Charge of the Promotion of Private Investments between 2007 and 2008.



VÉDRINE,
Hubert

Founder of Hubert Védrine Conseil, a public affairs consultancy specialized in international, economic and geopolitical issues. He served as Minister of Foreign Affairs (1997-2002). 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. 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.



VÉRON,
Nicolas

Senior Fellow at Bruegel, Senior Fellow at the Peterson Institute for International Economics. Nicolas Véron co-founded Bruegel in Brussels, joined the Peterson Institute for International Economics in Washington DC. His research is primarily about financial systems and financial services policies, with a main geographical focus on Europe. His earlier experience includes senior positions in the French government and private sector. He is also an independent Board member of the global derivatives trade repository arm of DTCC, a financial infrastructure company that operates on a non-profit basis. Bloomberg Markets included Véron in its yearly global "50 Most Influential" list with reference to his early advocacy of European banking union.



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 is currently Secretary General of the Iraq Pugwash Association. 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 made Commandeur of the Légion d'Honneur (France) in 2016.



YIM,
Sung-joon

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



VUČIĆ,
Aleksandar

President of the Republic of Serbia. He was Prime Minister of Serbia (2014 - 2017), following his role as First Deputy Prime Minister (2012 - 2014), where he was notably in charge of the fight against crime and corruption. He also performed the duty of the Defense Minister until the reshuffle of the Government of the Republic of Serbia (2012 - 2013). He served as Minister of Information (1998-2000). He is a key political figure as co-founder and President of the Serbian Progressive Party. He sees Serbia as an economically reconstructed, organized, modern European country; regional leader in economy, politics, infrastructure energy, stability of any kind, affirmation of human rights and freedoms.



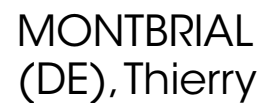
WANG,
Jisi

Professor in the School of International Studies and President of the Institute of International and Strategic Studies, Peking University. He has been Peking University Boya Chair Professor since 2017. He is Honorary President of the Chinese Association for American Studies, and was a member of the Foreign Policy Advisory Committee of China's Foreign Ministry. He taught in Peking University's Department of International Politics, and served as Director of the Institute of American Studies at the Chinese Academy of Social Sciences. He served as dean of the School of International Studies at Peking University.



YURGENS,
Igor Y.

Director of the MGIMO Centre for Sustainable Development and ESG Transformation, Chairman of the Board of Directors of Rating Agency Expert RA, a member of the Management Board of the Russian Union of Industrialists and Entrepreneurs, a member of the Board of Trustees of Russian Council on International Affairs, a member of the Council of the International Institute for Strategic Studies (IISS), and a member of the Advisory Board of the Centre for European Reform (CER). He graduated in Economics from Moscow State University (MSU). He holds a Ph.D. in Economics.



Lieu de la
conférence
Conference
venue





Chantilly

CHANTILLY, located less than an hour north of Paris, is a jewel of French heritage. Renowned for its history, equestrian traditions, and fine craftsmanship, it is world-famous for its majestic chateau and delicate lace. Chantilly embodies the French art de vivre: culture, nature, and refinement.

The Château de Chantilly, an iconic landmark, is among the finest examples of classical architecture in France. Built from the 16th to the 19th centuries, it now houses the Condé Museum, home to one of the richest art collections after the Louvre, with masterpieces by Raphael, Nicolas Poussin, Ingres, and Delacroix. The chateau is surrounded by gardens designed in the French style by Le Nôtre, an Anglo-Chinese garden, and expansive waterways.

Chantilly is also a world hub for equestrian culture. Its Great Stables, an 18th-century masterpiece, host the Living Museum of the Horse and equestrian shows that blend tradition and modernity. The racecourse hosts prestigious events such as the Prix de Diane.

Chantilly

CHANTILLY, à moins d'une heure au nord de Paris, est un joyau du patrimoine français. Réputée pour son histoire, ses traditions équestres et son artisanat, elle est mondialement connue pour son château et sa dentelle délicate. Chantilly incarne l'art de vivre à la française : culture, nature et raffinement.

Le château de Chantilly, emblème de la ville, illustre l'architecture classique française. Construit du XVIe au XIXe siècle, il abrite le musée Condé, l'une des plus riches collections après le Louvre, avec des chefs-d'œuvre de Raphaël, Poussin, Ingres et Delacroix. Le château est entouré de jardins à la française dessinés par Le Nôtre, d'un jardin anglo-chinois et de vastes plans d'eau.

Chantilly est aussi une capitale mondiale du sport équestre. Ses Grandes Écuries, chef-d'œuvre du XVIIIe siècle, accueillent le musée du Cheval et des spectacles équestres mêlant tradition et modernité. L'hippodrome organise des courses prestigieuses, comme le Prix de Diane.



Domaine Les Fontaines

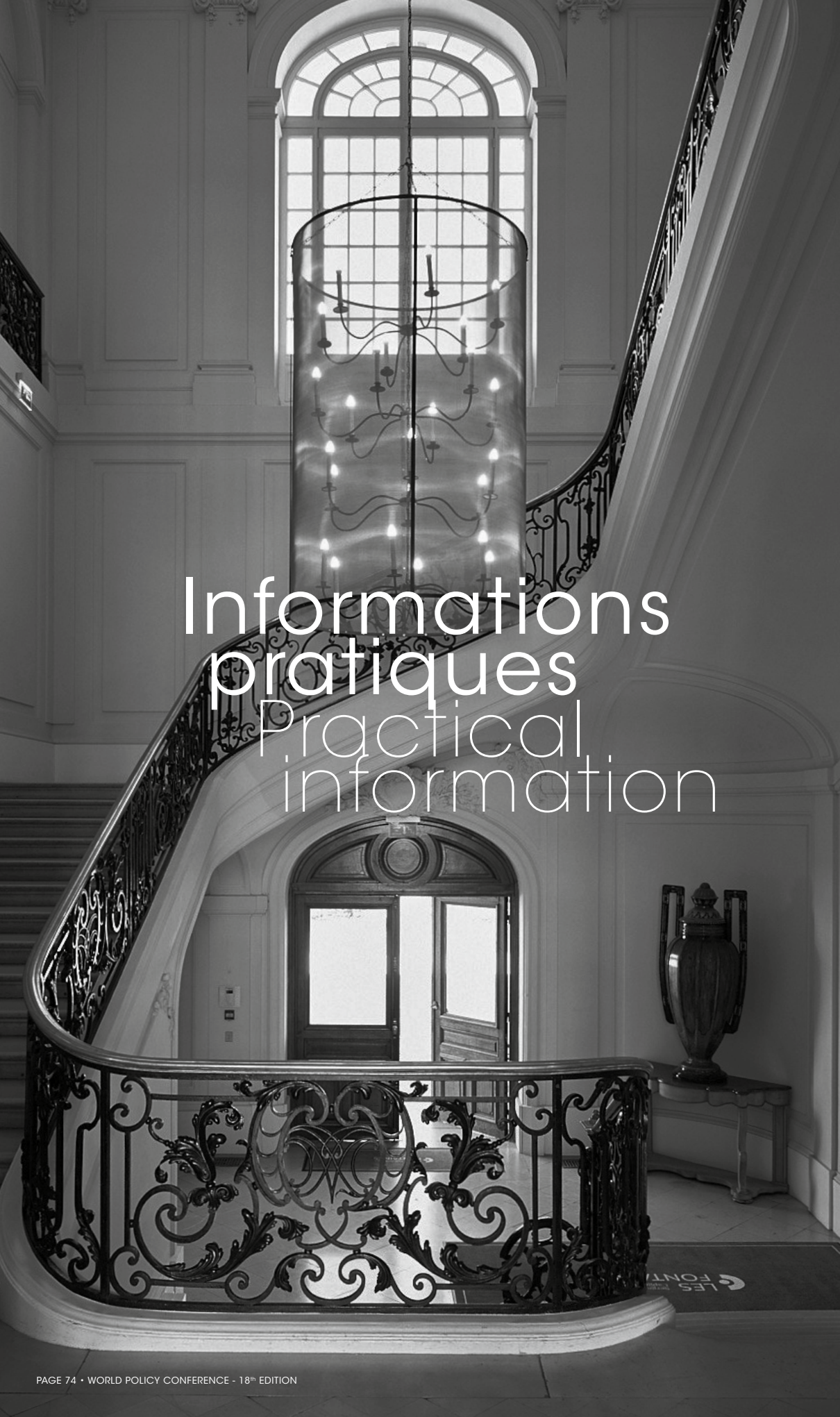
En 2026, le DOMAINE LES FONTAINES accueillera la 18^e édition de la World Policy Conference, du vendredi 24 au dimanche 26 avril. Situé à quelques minutes de Chantilly, ce lieu marie patrimoine historique, innovation et engagement environnemental. Son château du XIX^e siècle, au cœur d'un parc de 52 hectares, est une ancienne propriété de la famille Rothschild, véritable havre de verdure et d'espace protégé pour la faune et la flore. Réaménagé par Capgemini, avec un campus équipé des dernières technologies et une démarche durable, il s'agit du plus grand domaine de séminaires professionnels de France. Un endroit idéal pour stimuler les idées et les échanges lors de la World Policy Conference.



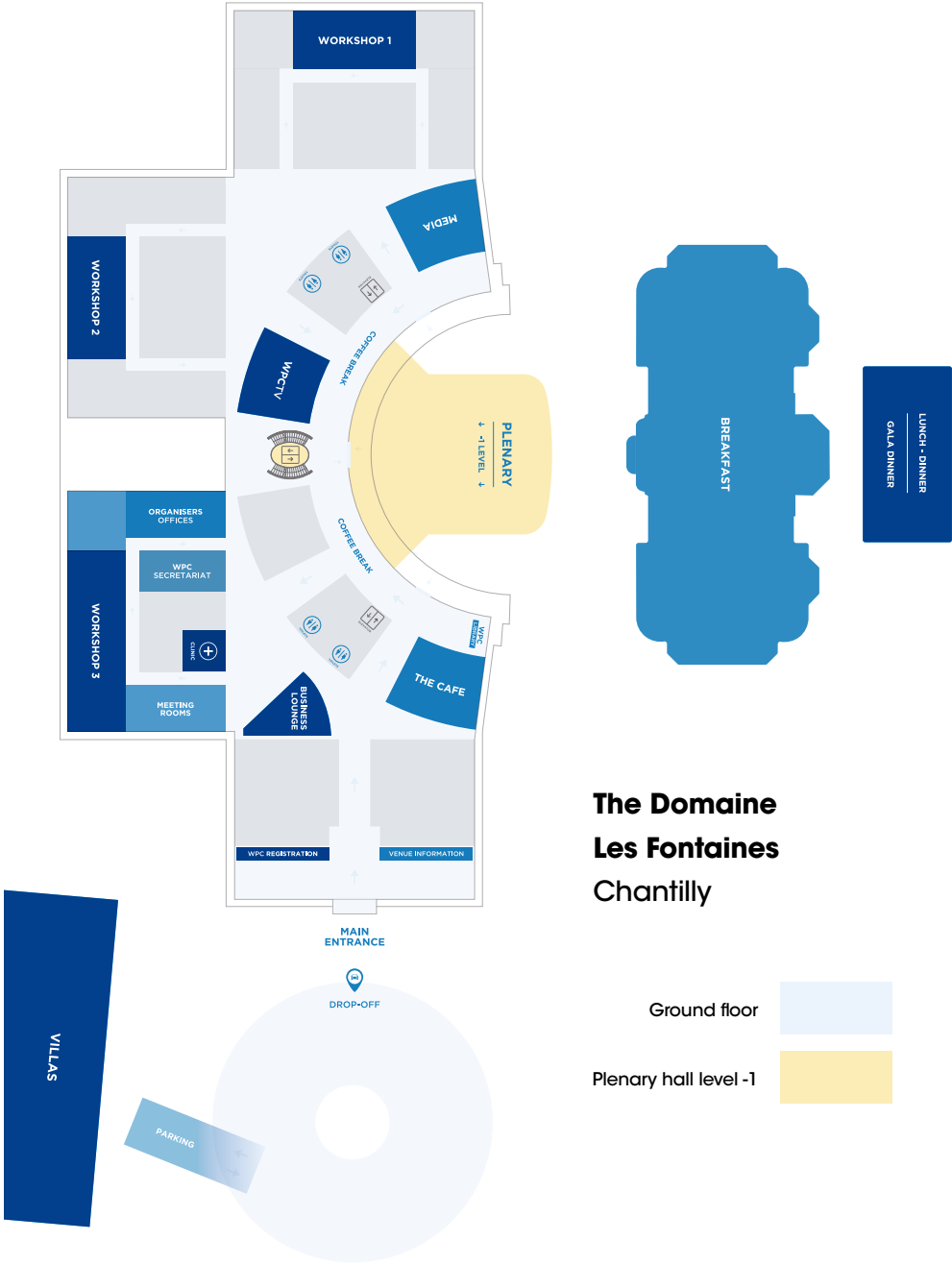
The Domaine Les Fontaines

In 2026, DOMAINE LES FONTAINES will host the 18th World Policy Conference edition, from Friday, April 24 to Sunday, April 26. Located just minutes from Chantilly, this venue combines historic heritage, innovation, and environmental responsibility. Featuring a 19th-century chateau set in a 52-hectare park, this former Rothschild estate is a green oasis and a protected space for local wildlife and flora.

Reimagined by Capgemini with the latest technologies, the campus embraces an eco-responsible approach and stands as France's largest domain for professional seminars. It is the ideal place to foster ideas and discussions during the World Policy Conference.



Informations pratiques Practical information



Accueil / Registration Desk

Le bureau d'accueil de la conférence sera ouvert :

Jeu	di 23 avril	07h30 à 19h30
Ven	dredi 24 avril	07h30 à 19h30
Sa	med i 25 avril	07h30 à 19h30
Di	manche 26 avril	07h30 à 19h30

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

Thursday, April 23	07.30 a.m. to 07.30 pm
Friday, April 24	07h30 a.m. to 07.30 pm
Saturday, April 25	07h30 a.m. to 07.30 pm
Sunday, April 26	07h30 a.m. to 07.30 pm

CONTACT

suivi-inscription@worldpolicyconference.com

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