

Biographies

Jean-Luc Allavena, Chairman of the Board, Institut Aspen France



Jean-Luc Allavena holds a Master's degree from HEC Paris, France's leading business school. He began his career at Banque Paribas before joining Lyonnaise des Eaux – now Engie. In 1992, he became the CFO of Techpack International (Pechiney). Jean-Luc Allavena became the COO in 1996, and the Chairman and CEO of Pechiney World Luxury Cosmetics Division in 1999. In 2000, he joined Lagardère Media as the Group COO.

Jean-Luc Allavena joined Apollo Global Management as a partner in London in 2007, and established the Apollo franchise in France through several major deals such as Monier, Constellium, Latécoère, and Verallia. He is also the Founding Chairman of Atlantys Investors, his independent structure of private equity investing alongside Apollo as well as other funds and private investors.

Throughout his career, Jean-Luc Allavena has been significantly involved in the non-profit profit sector. He served as the Chairman of the HEC Alumni Association in 2001-2003 and then as the Chairman of the HEC Foundation from 2003 to 2005. From 2010 to 2015, Jean-Luc Allavena was the Chairman of the Board of the French-American Foundation France. In recognition of his achievements, he was appointed the Honorary Chairman of HEC Alumni Association, of the HEC Foundation, and of the French-American Foundation France. He was elected in 2017 Chairman of the Board of The Aspen Institute France.

Masakazu Toyoda, Chairman and CEO, Japan Economic Foundation (JEF)



He currently serves as Chairman and CEO of the Japan Economic Foundation (JEF), as well as Special Advisor to the Institute of Energy Economics of Japan; an Adjunct Professor at Japan's National Graduate Institute for Policy Studies (GRIPS); and Director of the Pacific International Center for High Technology Research.

He is the former Chairman and CEO of the Institute of Energy Economics (2010-2021); served also for nearly a decade on both the Board of Governors of the Oxford Institute of Energy Studies (2012-2021); and the International Advisory Board Council of the King Abdullah Petroleum Studies and Research Center (KAPSARC) in Saudi Arabia (2011-2019).

During his distinguished government career, he served in numerous key positions within the Ministry of Economy, Trade, and Industry of Japan culminating in his service as Vice Minister for International Affairs (2007-2008). He also subsequently served as Secretary General of the Secretariat for Space Policy in Japan's Cabinet Secretariat.

Mr. Toyoda holds a Master of Public Affairs degree from the Woodrow Wilson School of Public and International Affairs at Princeton University (1979), and an undergraduate Bachelor of Law degree from the University of Tokyo (1973).

Naoyuki Haraoka, *Executive Managing Director, Japan Economic Foundation (JEF)*



Mr. Naoyuki Haraoka has been Executive Managing Director of the Japan Economic Foundation (JEF) since 2007. After graduating the University of Tokyo in 1978 (Bachelor of Economics), he joined MITI (Ministry of International Trade and Industry) of Japanese government.

Having been posted in the industrial policy section and the international trade policy section for a few years, he was enrolled in a two year MPA (Master of Public Administration) programme at Woodrow Wilson School of Princeton University in the US on a Japanese government sponsorship. After having acquired MPA at Princeton, he rejoined MITI in 1984 as an economist. Since then he had been posted as Deputy Director and Director of a number of MITI divisions including Research Division of International Trade Policy Bureau. He was also posted in Paris twice, firstly, Principal Economist of Trade Bureau of OECD (Organization of Economic Cooperation and Development) from 1988 to 92 and secondly Counselor to Japanese Delegation of OECD from 1996 to 99. After coming back to MITI from his second stay in Paris, at the occasion of the government structural reform in 2001 when MITI was remodeled as METI (Ministry of Economy Trade and Industry) he joined the efforts to found METI research institute, Research Institute of Economy Trade and Industry as its Director of Administration. He became Chief Executive Director of JETRO San Francisco in 2003 and stayed in San Francisco until 2006. He was Director-General of METI Training Institute from 2006 until July, 2007 when he left METI permanently.

Prof. Chisako T. Masuo, *Faculty of Social and Cultural Studies, Kyushu University*



Chisako T. MASUO (益尾知佐子) is a Professor at the Faculty of Social and Cultural Studies, Kyushu University and an Adjunct Fellow at the Japan Institute of International Affairs (JIIA). She has won the Nakasone Yasuhiro Award of Excellence in 2021 by her contribution for China studies and for the policy discussions on China's Coast Guard Law. She received Ph.D. from the University of Tokyo in 2008. Her research topics include Chinese domestic politics, foreign and maritime policies, and international relations with regards to China. Professor Masuo was a visiting scholar at the Chinese Academy of Social Sciences and China Foreign Affairs University in 2019, and a coordinate research scholar working with late Professor Ezra F. Vogel at the Harvard-Yenching Institute in 2014-2015. She is the author of *China's Behavioural Principles: International Relations Determined by the Domestic Currents* (Tokyo: Chuko Publishing, 2019), as well as *China Looks Back: Mao's Legacy in the Open-Door Era* (University of Tokyo Press, 2010), and a co-author of *A Diplomatic History of China* (University of Tokyo Press, 2017) all in Japanese. She also writes articles and book chapters in English and Chinese.

Muriel Penicaud, *Ambassador, Permanent Representative of France to the OECD,*
Former Minister of Labour



Muriel Pénicaud is a company director and human resources specialist born on March 31, 1955 in Versailles, is also a French politician. She has a degree in history, a master's degree in education and a postgraduate degree in clinical psychology.

After her studies, she was quickly spotted by the Ministry of Labor where she held regional and national management positions from 1985 to 1991. She then joined the cabinet of the Minister Martine Aubry until 1993 to be her advisor for training. In 2012, she created the Sakura Fund,

In 2014, she became the Director General of the public agency Business France, a position she held until her appointment as Minister of Labor in Edouard Philippe's government on May 17, 2017 under President Emmanuel Macron.

Louis Schweitzer, *Honorary Chairman, Renault, Former Special Representative of the French Government for Japan*



Louis Schweitzer (born 8 July 1942) is a Swiss businessman who is the former chairman of the board of Groupe Renault, first taking the post on 27 May 1992, succeeding Raymond Lévy, he was also CEO from 1992 to 2005. He was in addition Chairman of AstraZeneca until 8 June 2012 where he was appointed as a Director on 11 March 2004. He is a non-executive director of BNP Paribas, Electricité de France, Veolia Environnement, Volvo AB and L'Oréal, and Vice- Chairman of the Supervisory Board of Philips Electronics NV.

Philippe Manière, Member of the Executive Board, Institut Aspen France



Philippe Manière is co-founder of “Vae Solis Communications”, a firm active in strategic corporate communications. He was previously president of Footprint Consultants and before that, managing director of the Institut Montaigne, an independent think tank, for five years. Conducting research on exclusion and social mobility, state reform programs and competitive economic strategy, the Institut Montaigne tripled its resources during these years and became one of the most widely recognised and intellectually influential French think tanks.

Prior to this position, Philippe worked as a journalist and editorialist from 1984 to 2004. Among others, he was a columnist for the newsmagazine *Le Point* and held a daily chronicle on Europe 1, one of the leading French radio stations. He also hosted a talk-show on BFM (another radio) and was managing editor of *La Lettre de l'Expansion* for three years and one of the editor-in-chief of *Le Point* for seven years.

He sits at the board of Aspen France and the French-American Foundation. He also was a board member of Humanity in Action (France) from 2007 to 2012. Philippe sat at several government commissions over the years and he was made a Knight in the Order of Legion of Honour in 2009.

Hideo Suzuki, Executive Advisor, Nippon Steel Corporation



Hideo Suzuki is Executive Advisor, Nippon Steel Corporation from June 2022. He joined NSC in November 2015, and was Managing Executive Officer from April 2016 to June 2022.

He was Director-General of Trade Policy Bureau, Ministry of Economy, Trade and Industry (METI) and Cabinet Councilor from 2013 to 2015 and Director-General of Industrial Science and Technology Policy and Environment Bureau from 2012.

He was Director-General of Acquisition Reform, Ministry of Defense.

He was Director-General of Department of Multilateral Trade System, and Deputy Director-General for Industrial Finance. He was seconded to the Department of Trade and Industry in the UK as Senior Industrial Adviser from 1996 to 1998, and to Ibaraki Prefectural Government as Director-General of the Department of Commerce and Labor from 1999 to 2001. He joined Ministry of International Trade and Industry in 1981.

He was visiting professor of economics at Saitama National University.

He graduated from the University of Kyoto, Faculty of Law in 1981, and was awarded MA (International Development Economics) from Yale University in 1988, and LLM from the University of Washington, School of Law in 1989. He was born in Kyoto Japan. He is an author of “Tax Reform for Revitalizing Japan” in 2007, and “China VS Japan-USA TPP Alliance” in 2016, and co-author of “Industrial Finance in 21st Century” in 2008.

Cécile Cabanis, Deputy CEO, Tikehau Capital



Cécile Cabanis is deputy CEO of Tikehau. She is also a member of the Board of Directors of 5 other companies. In her previous career, she held the positions of Chairman of the Supervisory Board of 2MX Organic SA, Director of Danone CIS Holdings BV, Deputy Director of Mergers and Acquisitions of Orange SA, Director of Logistics and Internal Control of L'Oréal South Africa and Internal Auditor of L'Oréal SA. She has an graduate degree from AgroParisTech.

Prof. Mariko Watanabe, *Department of Economics, Gakushuin University*



Profile

March, 1991

BA of Economics, University of Tokyo

April 1991 to August, 2013

Research Fellow, Institute of Developing Economies

Dec 1999,

M.Phil at School of Business, University of Hong Kong

March 2006 to March 2009

Visiting Scholar at Guanghua School of Management,
Peking University

November, 2011

Ph.D from University of Tokyo

September, 2013

Professor, Gakushuin University

Research

■ Research Fields

Applied Micro Economics (Empirical IO, Law and Economics, Contract Theory, Business Economics), Chinese Economy, firm and its Institutions.

■ Publications

Papers and articles

"Competition of the Mechanisms: How Chinese Home Appliances Firms Coped with Default Risk of Trade Credit?" IDE Discussion Paper No. 312, December 2011.

"Ex Ante Bargaining and Ex post Enforcement in Trade Credit Supply: Theory and Evidence from China" IDE Discussion Paper No. 279, 2010.

"State as an expropriating owner," in M.Watanabe ed., *Recovering Financial Systems*, Palgrave Macmillan, November 2006.

"Holding Company Risk," *China Economic Review*, 13, December 2002, pp.373-381.

Book

Mariko Watanabe ed., *The Disintegration of Production: Firm Strategy and Industrial Development in China*, Edward Elger, Forthcoming. *Recovering Financial System*, Palgrave-MacMillan, 2006

Mariko Watanabe ed., *Recovering Financial System*, Palgrave-MacMillan, 2006

■ Professional Affiliations

Japan Economic Association, Japan Association for Asian Studies, Japan Association for Chinese Economy, Asian Law and Economic Association, Econometric Society

Yasuo Hirano, *Executive General Manager, Government Relations Office,
Hitachi Europe GmbH*



Yasuo Hirano is General Manager, Brussels Office, Hitachi Europe GmbH and is in charge of Government Relations in Europe. He previously served as Executive General Manager of the Corporate Brand & Communications Division, Hitachi, Ltd. During the course of his over 30-year career, he has had extensive experience leading public relations, investor relations, internal communications and corporate branding & advertisement for the global corporation. His prior experience also includes leading railway business development in the UK. In serving as General Manager of Brussels Office, Hitachi Europe, he oversees Hitachi's external affairs in the European region as a key representative of Hitachi, Ltd. in order to strengthen relationships with various stakeholders, including European Commission, national and local government legislators, officials, regulators, public policy organizations and others.

Ludovic Subran, *Chief Economist, Allianz*



Ludovic Subran is a researcher in macroeconomics, currently Director of Economic Research at Allianz and Chief Economist at Euler Hermes as well as a sole trader since 2015. He previously worked for the Ministry of Economy and Finance, the United Nations, and the World Bank. He holds a master's degree in economics from Ensaie ParisTech and the Institut d'Études Politiques de Paris. In 2015, he was named one of the French- American Foundation's Young Leaders. In 2019, he was awarded the Atlantic Council Millennium Fellowship. He regularly appears in the media, namely on BFMTV in Nicolas Doze's programme "Les Experts".