



France–Asia Foundation
Activity Report

2025
2026

At a time of rapidly shifting international balances and global challenges that demand collective responses, dialogue between nations becomes more essential every day.

True to its humanist vocation, the France–Asia Foundation brings France and the major countries of Asia closer together by building lasting bridges between their societies and stakeholders.

Since its creation in 2012, the Foundation has worked to foster relationships of trust and nurture decision-makers able to understand the world in all its complexity, beyond borders and immediate horizons. This patient, exacting commitment reveals its full impact over the long term.

In 2025, several new cohorts joined our community, bringing the number of Young Leaders to more than 400. Drawn from business, politics, science, the arts, culture and sport, they reflect the diversity of civil society and embody this spirit of commitment and openness. We continued to develop our thematic programmes: the France China Climate Initiative, Franco-Chinese dialogue through Track 2, and our Franco-Indian initiative on artificial intelligence.

These activities place the Foundation firmly at the heart of the major debates shaping relations between France and Asia today and tomorrow. New programmes, notably with Indonesia, will soon deepen these exchanges further.

This momentum is made possible by the trust and commitment of our partners, benefactors and all those who bring our mission to life every day. Their support underpins our ability to innovate, grow and rise to the challenges ahead. We extend our sincere gratitude to them.

Working to strengthen relations between our countries, alongside diplomatic stakeholders and supported by our partners and the exceptional energy of our Young Leaders, we enter the next phase of our mission confident that many inspiring challenges and chapters lie ahead for the France–Asia Foundation.



在一个不断演变、地缘关系日益复杂、面临多重全球性考验的世界中，国家之间的对话从未如此重要。



आज की तेज़ी से बदलती दुनिया में, जहाँ बढ़ते भू-राजनीतिक तनाव और अभूतपूर्व वैश्विक चुनौतियाँ छाई हुई हैं, ऐसे समय में राष्ट्रों के बीच संवाद पहले से कहीं अधिक आवश्यक हो गया है।



急速に変化し、地政学的緊張の高まりと先例のない地球規模の課題に直面する世界において、国家間の対話がかつてなく死活的に重要になっています。



Dans un monde en mutation rapide, traversé par des tensions géopolitiques croissantes et des défis globaux sans précédent, le dialogue entre les nations n'a jamais été aussi vital.



I. The France–Asia Foundation

II. The Foundation's chapters

III. Our Young Leaders

IV. Thematic initiatives

V. Dialogues & Encounters

VI. Gala Dinner

VII. Publications & Media
New Perspectives on Asia

VIII. Our partners

20
25

I. THE

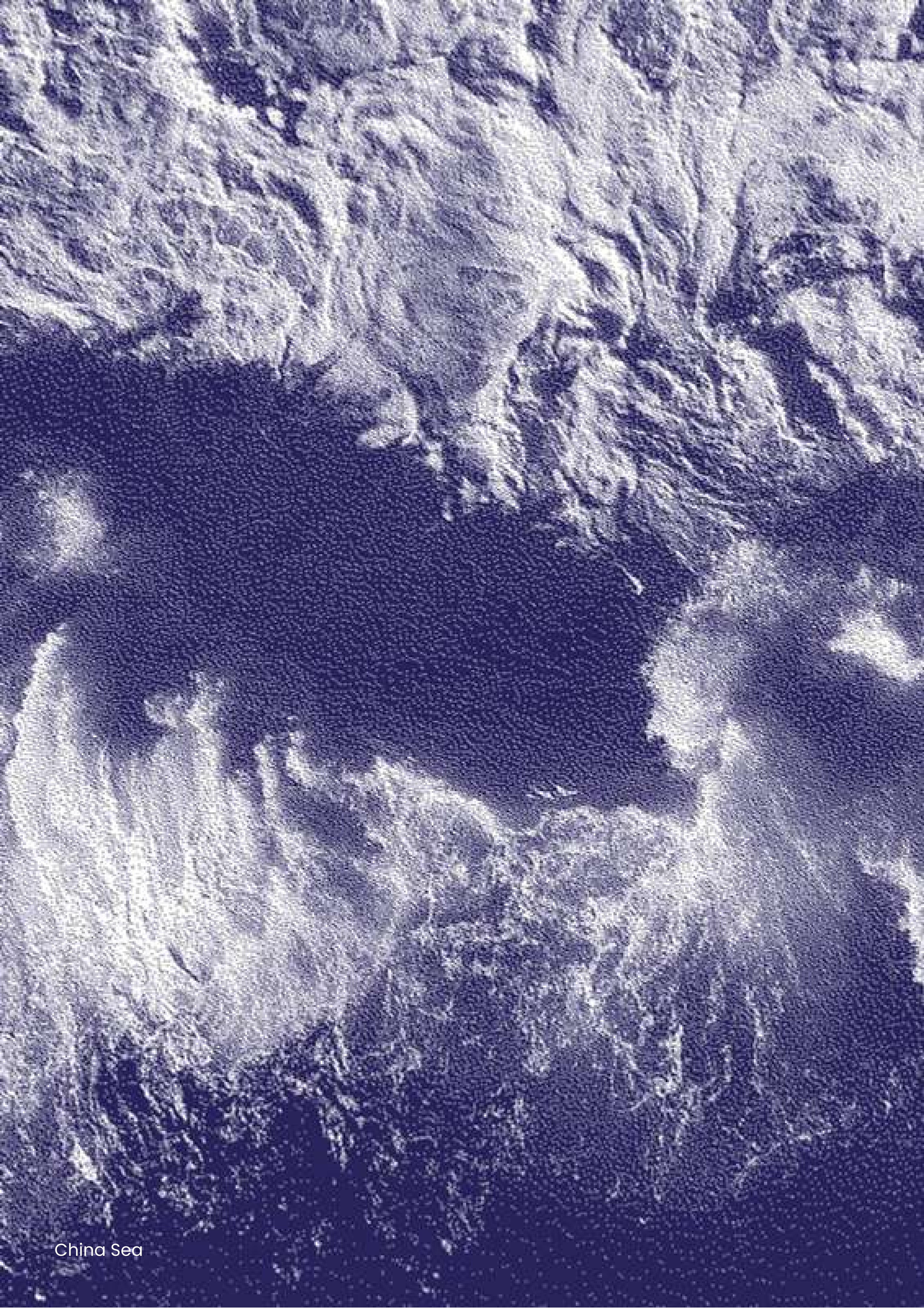
France–Asia
Foundation



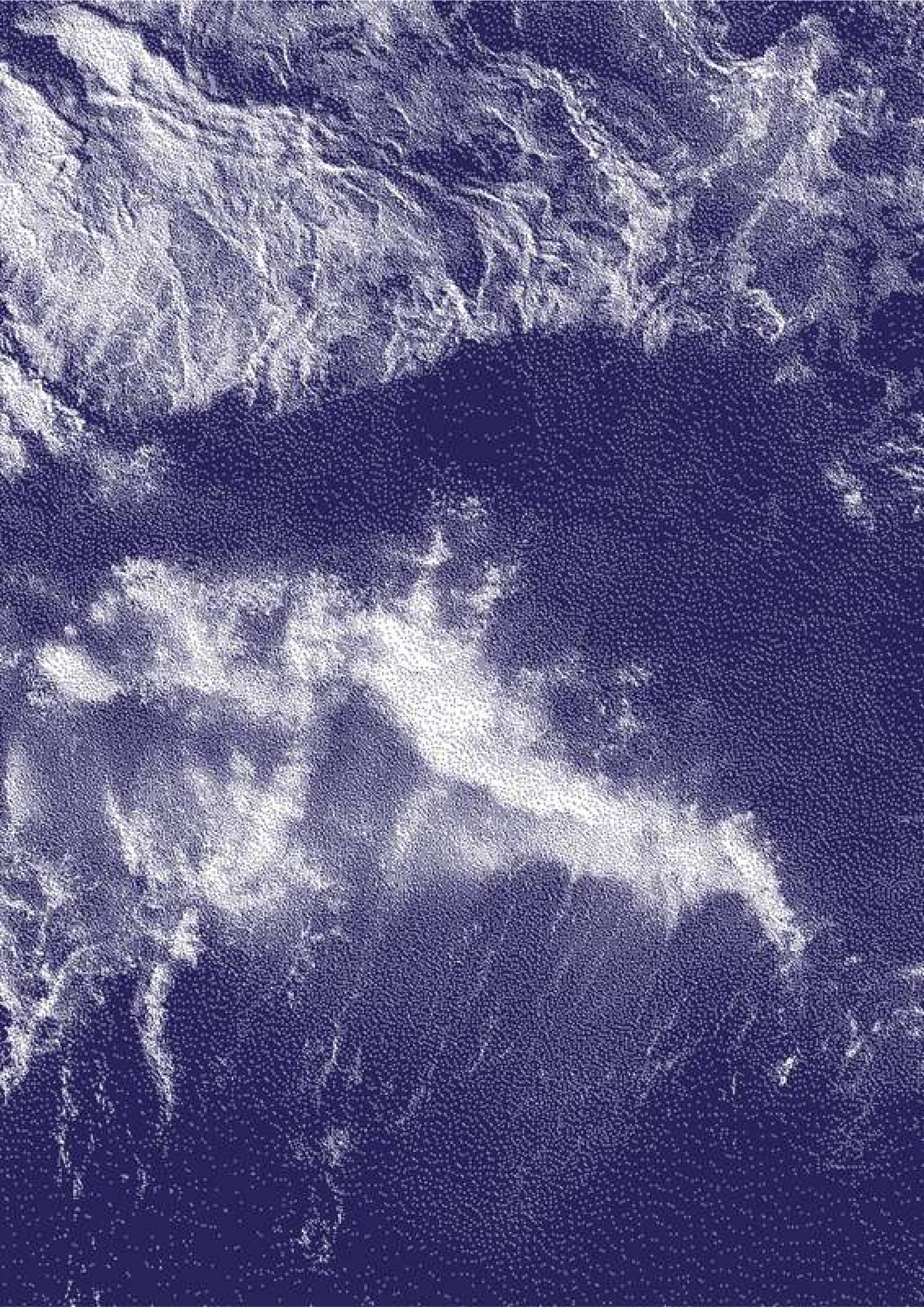
FRANCE–

ASIA

FOUNDATION



China Sea



THE FOUNDERS

We believe that, beyond relations between states, the future of ties between France and Asia rests on the bonds forged between civil societies: by entrepreneurs, artists, political figures, scientists and athletes who will shape their countries' destinies at the highest level.

	Nicolas Macquin President		Emmanuel Lenain
	Arnaud Ventura		Shan Sa
	Chiki Sarkar		Sumeet Anand
	Lin Kobayashi		Marion Bertagna
	Irène Hors		

2025 IN FIGURES

30

Board members:
Influential, committed
members serving across
our organisations.



400

Young Leaders:
ministers, business
leaders, Olympic
medallists, artists...

24

**Partners supporting
our Foundation's
work and
development.**



+40

Events: seminars, gala,
YL gatherings, talks with
CEOs and
ambassadors...



13

Years of experience
strengthening ties
between France and Asia.



19

Publications in the
'New Perspectives on
Asia' series (end-2025)



4

Leading
networks
in France,
China,
India and
Japan.



3

Young Leaders seminars
held: one in India and
two in France.



OUR VALUES

DIALOGUE

Foster dialogue and friendship between outstanding French and Asian figures from diverse backgrounds.

COMMITMENT

Promote and uphold shared values and fundamental rights, and protect the environment and our planet.

COOPERATION

Encourage projects aligned with the Foundation's values and with the Indo-Pacific strategies of France and the EU.

CULTURAL EXCHANGE

Broaden knowledge of Asian countries and cultures in France, and encourage the discovery of France across Asia.



France-India Young Leaders seminar, PariSanté Campus, Paris, 2024

THE FRANCE-ASIA FOUNDATION

Launched in 2012, the France-Asia Foundation is the first independent organisation dedicated to relations between France and the countries of Asia.

Through its work, the Foundation fosters dialogue and new partnerships between France and Asia in support of shared values. The Young Leaders programmes, central to its mission, are run with its country chapters: the France China Foundation, France India Foundation and France Japan Foundation.



France-China Young Leaders at the Élysée Palace with French President Emmanuel Macron, 2019



Board of Directors:

Nicolas Macquin

President, Co-founder — France-Asia Foundation (FFA)

Chairman — Archinvest

Arnaud Ventura

Co-founder — FFA

Managing Partner — Gojo

Emmanuel Lenain*

Co-founder — FFA

Ambassador to Brazil

Sumeet Anand

Founder & CEO — IndSight Growth Partners

Marion Bertagna

Founder — MB Projects

Bruno Bouygues

Chairman — GYS

Maxime de

Guillenchmidt

Partner — Veil Jourde

Nicolas Maubert

Managing Partner — Rivedroit

Julie Narbey

Managing Director — Centre Pompidou

* Emmanuel Lenain has asked to step back from the Foundation's governance while holding responsibilities at the Ministry for Europe and Foreign Affairs. He therefore no longer takes part in Board votes.

LVMH

Represented by Antoine Arnault, Board Member (alternate:

Marc-Antoine Jamet, Secretary General)

CAPGEMINI

Represented by Aiman Ezzat, CEO (alternate: Thibaud Frossard, VP — Head of Aerospace, Defence & Security)

TANDEM PARTNERS

Represented by Anne Zhao, Co-founder and Director (alternate: Geoffroy Ladet, CEO, Puy du Fou Asia)

BIOMERIEUX

Represented by Alexandre Mérieux, Chairman (alternate: Arnaud Favry, Director of Public Affairs)

GROUPE GALERIES

LAFAYETTE

Represented by Nicolas Houzé, Chairman of the Executive Board

L'ORÉAL

Represented by Fabrice Megarbane, Chief Global Growth Officer

TIKEHAU

Represented by Mathieu Chabran, Co-founder (alternate: Louis d'Estienne d'Orves, Director, Asia-Pacific)

KEY MILESTONES



France–India Young Leaders seminar,
PariSanté Campus, Paris, 2024

2012

Creation of the France China Foundation
First France–China YL seminar (Paris and Bordeaux)

2014

First France–China YL seminar in China
(Hangzhou and Beijing)

2017

First Foundation gala at the Hôtel de Lassay

2018

Launch of France–China Track 2

2022

Creation of the France India Foundation

2023

Creation of the France–Asia Foundation
First France–India YL seminar (Delhi and Bangalore)
Launch of the France China Climate Initiative

2024

Creation of the France Japan Foundation
First issue of New Perspectives on Asia
First France–India YL seminar in France (Paris and Chamonix)

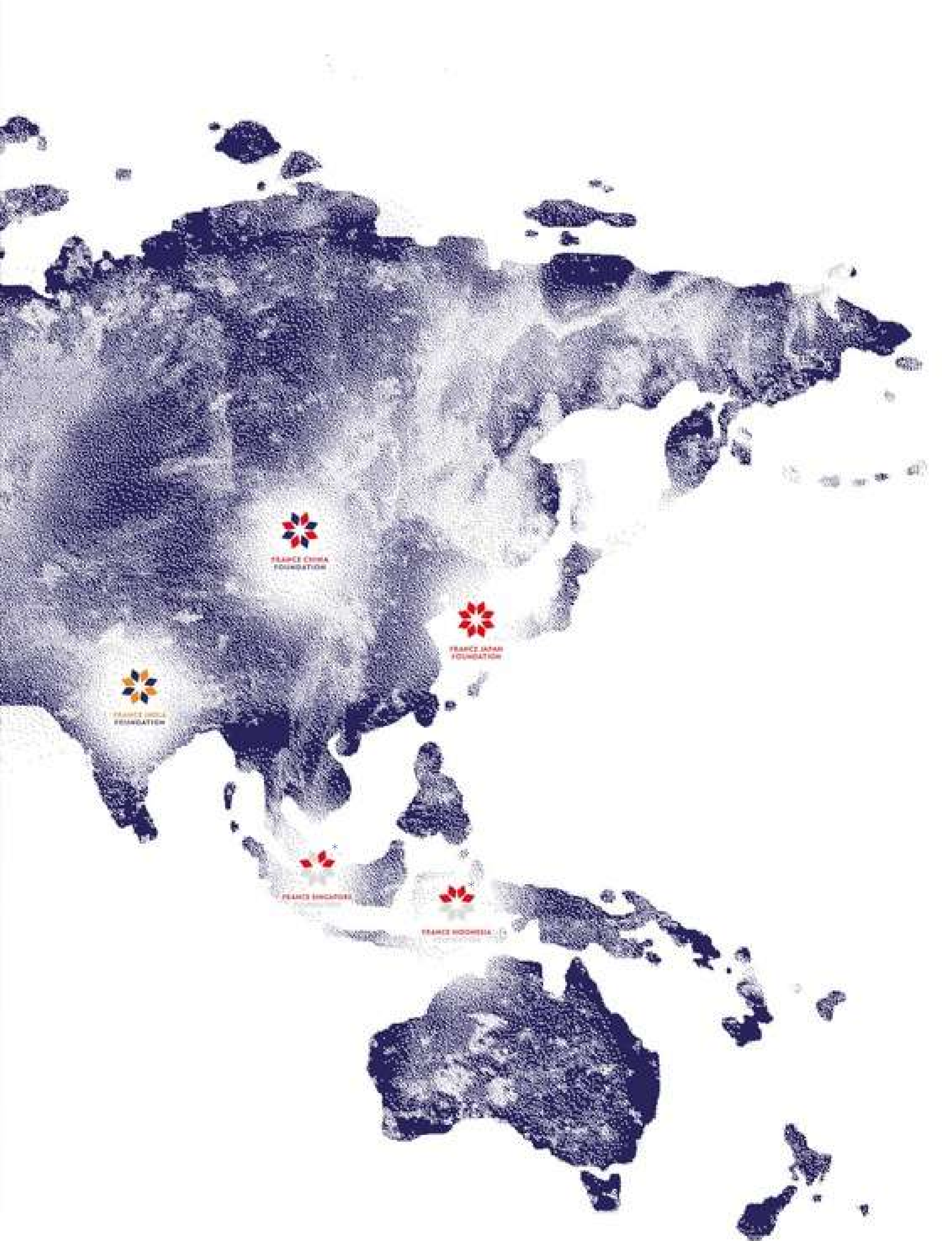
2025

First France–Japan YL seminar (Paris and Strasbourg)
Launch of the France India AI Initiative

CHAPTERS IN DEVELOPMENT

* Foundations in
development:
France Indonesia,
France Singapore







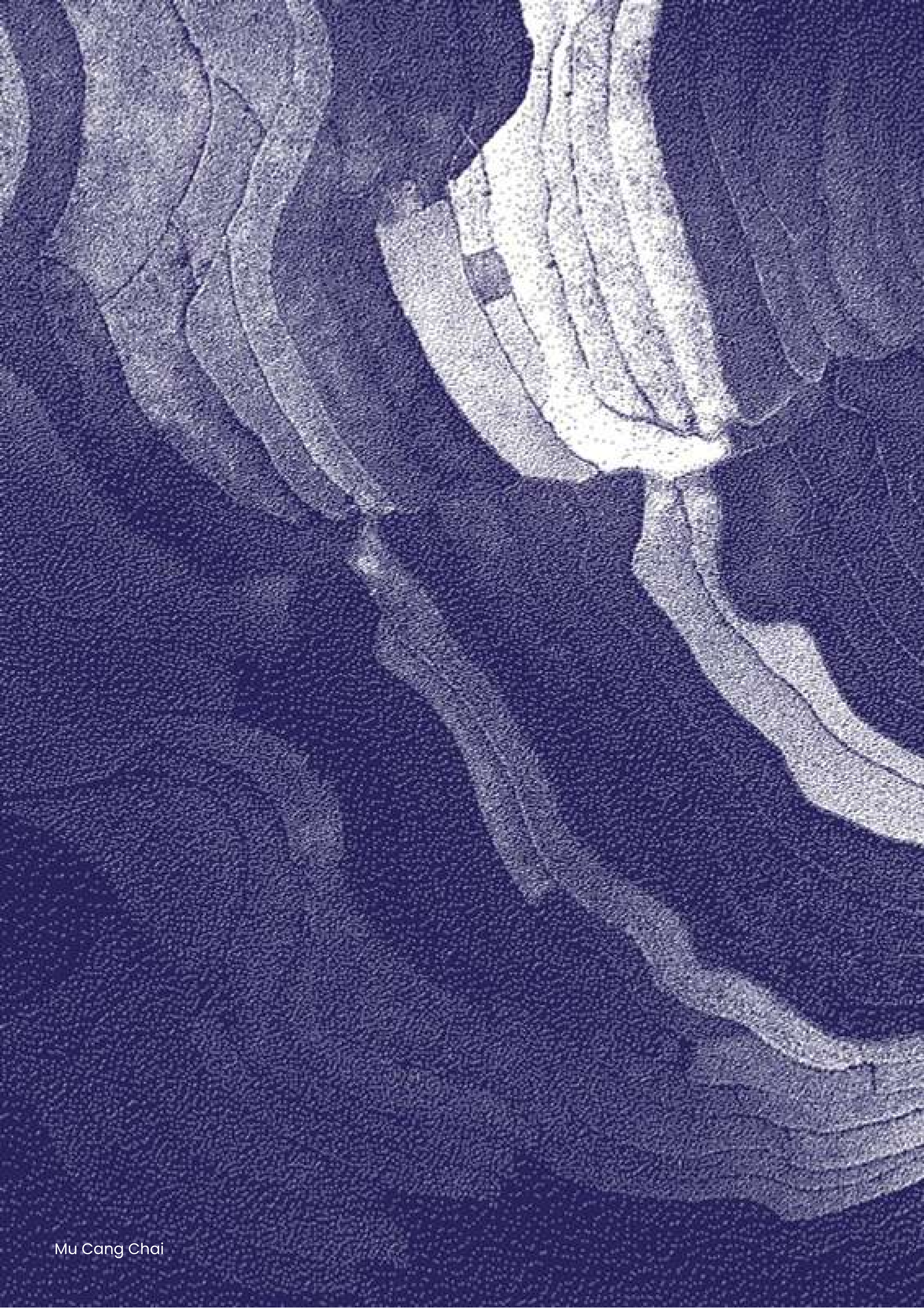
France–India Young Leaders seminar, New Delhi, 2025

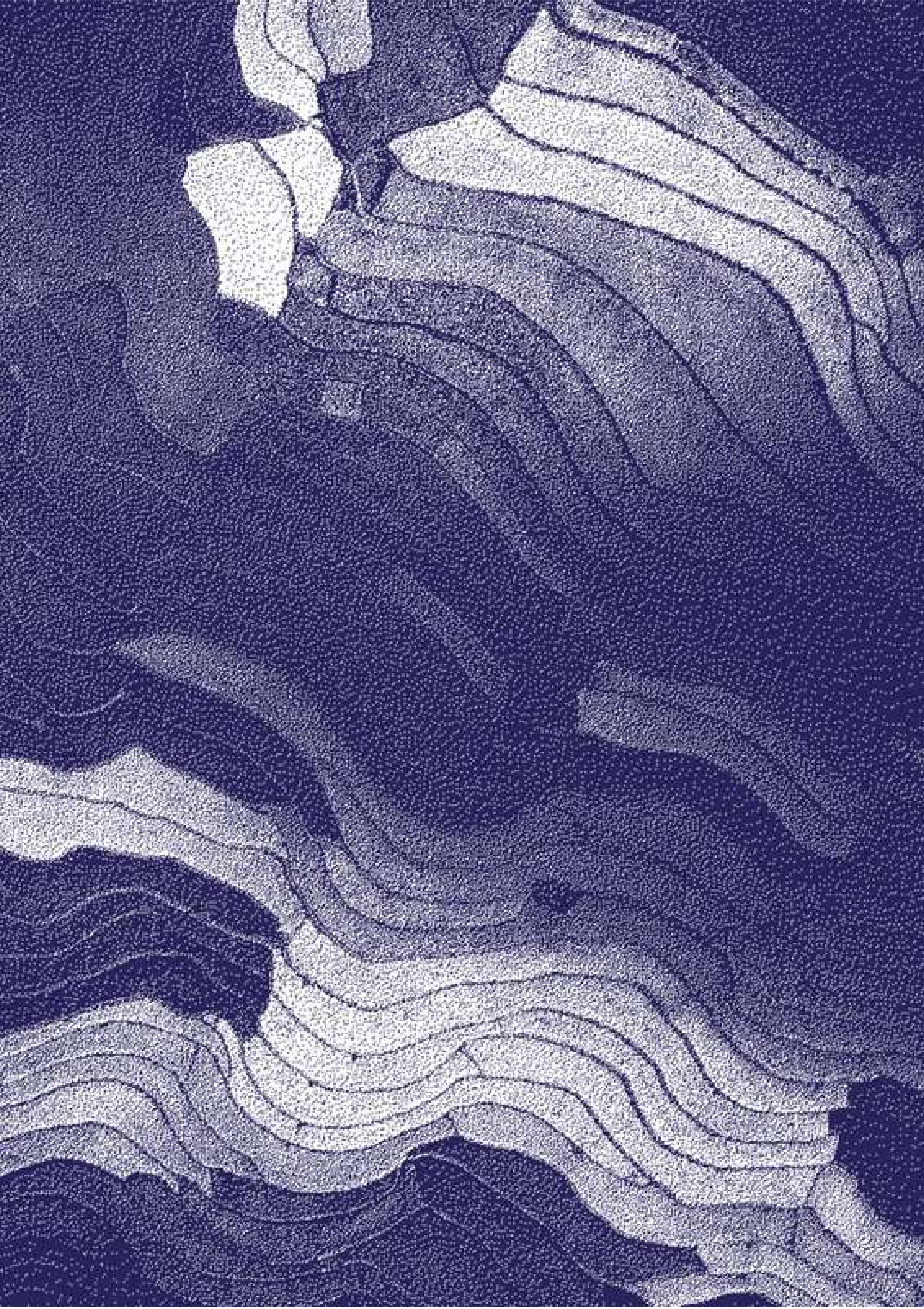
“Why does this programme matter so much to me? Because it is not just about diplomacy. It is about building shared understanding, mutual respect and genuine friendship among Young Leaders, so that we can believe in shaping the future.”

Anne-Laure de Chammard
Group Executive VP,
Siemens Energy
France–India
Young Leader 2024

II. THE 20 CHAPTERS 25 OF THE France–Asia FOUNDATION FOUNDATION







FRANCE CHINA FOUNDATION

The first chapter of the France–Asia Foundation, the France China Foundation is a platform for dialogue between French and Chinese civil societies.

Established in 2012, it promotes bilateral dialogue, fosters lasting ties between French and Chinese figures, deepens their interest in each other's countries and encourages joint projects.

For almost 14 years, its France–China Young Leaders programme has brought together 300 leading figures, strengthening ties between outstanding Chinese and French participants. It supports and hosts cooperation projects, including the France China Climate Initiative, created in 2023, and organises high-level bilateral meetings such as France–China Track 2.



France–China Young Leaders seminar, Chinese Embassy, Paris, 2025



Executive team:

Marion Bertagna

Co-founder
France–Asia
Foundation

Louise Tai

Project Officer

Advisory Board:

Jean–Paul Agon

Chairman, L'Oréal

Patricia Barbizet

Chair, Temaris

Sébastien Bazin

Chairman, Accor

William Ding

Founder & CEO, NetEase

Laurent Fabius

Former President of the
Constitutional Council

Gong Li

Actress

Ho Pansy

CEO, Shun Tak Holdings

Li Zhaoxing

Former Minister of
Foreign Affairs

Ma Huateng

Founder, Tencent
Holdings

Jack Ma

Founder, Alibaba

Alain Mérieux

President, Fondation
Mérieux

Jean Nouvel

Architect

Édouard Philippe

Former Prime Minister

Arnaud de Puyfontaine

Chairman of the
Executive Board,
Vivendi

Bruno Roger

Vice–Chairman, Lazard
Group

Hubert Védrine

Former Minister of
Foreign Affairs

Wang Shu

Architect

Wang Yan

CEO, Sina.com

Yan Pei–Ming

Artist

Zhang Xin

Founder, SOHO China

Zhang Yaquin

Former President, Baidu

Frédéric Jousset

Founding President,
ArtExplora Foundation

Sylvie Bermann

Ambassador

Thomas Buberl

CEO, AXA

Pierre Hudry

Founder, Valens
Partners

Virginie Morgon

Chair, Ardabelle

Stéphane Rinderknech

Board member

FRANCE INDIA FOUNDATION

The France India Foundation supports bilateral relations between France and India and the development of a dynamic, entrepreneurial network.

The France India Foundation is an independent organisation dedicated to strengthening Franco-Indian cooperation in industry, the arts and culture by promoting constructive dialogue and facilitating personal connections and engagement.

Working with the France–Asia Foundation’s leadership, it actively puts this vision into practice in India, delivering impactful programmes such as the France India AI Initiative, launched in 2025, and building lasting relationships.



France–India Young Leaders seminar, Presidential Palace, New Delhi, 2025



Executive team:

Sumeet Anand

President

Payal Kanwar

Director General

Chiki Sarkar

Co-founder

Advisory Board:

Gautam Adani

Founder and Chairman,
Adani Group

Abhijit Banerjee

Nobel laureate and
economist

Rahul Bhatia

Group Managing Director,
InterGlobe Enterprises

Ashish Dhawan

Founder, The
Convergence Foundation

Nadir Godrej

Chairman and Managing
Director, Godrej Industries

Ranganathan Madhavan

Indian actor

H.E. Thierry Mathou

French Ambassador to
India

Kiran Mazumdar-Shaw

Executive Chair and
Founder, Biocon Limited

Guneet Monga

Producer, Sikhya
Entertainment

Baijayant Panda

National

Vice-President, BJP

Priti Paul

Managing Director,
Apeejay Surrendra
Group

Koel Purie

Actress and producer

Raghu Rai

Photographer and
photojournalist

Samir Saran

President, ORF

Kailash Satyarthi

Nobel laureate and
social reformer

Monica Saxena

Polo player

Kanwal Sibal

Former Indian Foreign
Secretary

Shashi Tharoor

Member of the Lok
Sabha, author

Abhilash Tomy

Retired Indian Navy
officer and champion
sailor

FRANCE JAPAN FOUNDATION

Created in 2024, the France Japan Foundation is the Japanese chapter of the France–Asia Foundation.

The France Japan Foundation promotes dialogue between French and Japanese civil societies. It facilitates bilateral exchanges, fosters lasting ties between French and Japanese figures and encourages joint projects, particularly in the cultural sphere.



France–Japan Young Leaders seminar, European Parliament, Strasbourg, 2025



Executive team:

Nicolas Bonnardel

President, CCI

France–Japan

Jérôme Chardon

Navy Captain

Keisuke

Matsushima

Chef, Nice, France

Advisory Board:

Genichi Tamatsuka

President Lotte

Holdings Bernard

Delmas Independent

Director Nissan

Mimi Durand Kurihara

Founder and CEO,

Arts&Patrons

June Miyachi

President and CEO,

Cartier Japan

Thierry Porté

Managing Director, J.C.

Flowers & Co

Olivier Becht

MP for Haut-Rhin,

Alsace; former Minister

Delegate for Foreign

Trade

Yu Serizawa

Senior Advisor, Tikehau

Capital; Board

member, Groupe

Renault

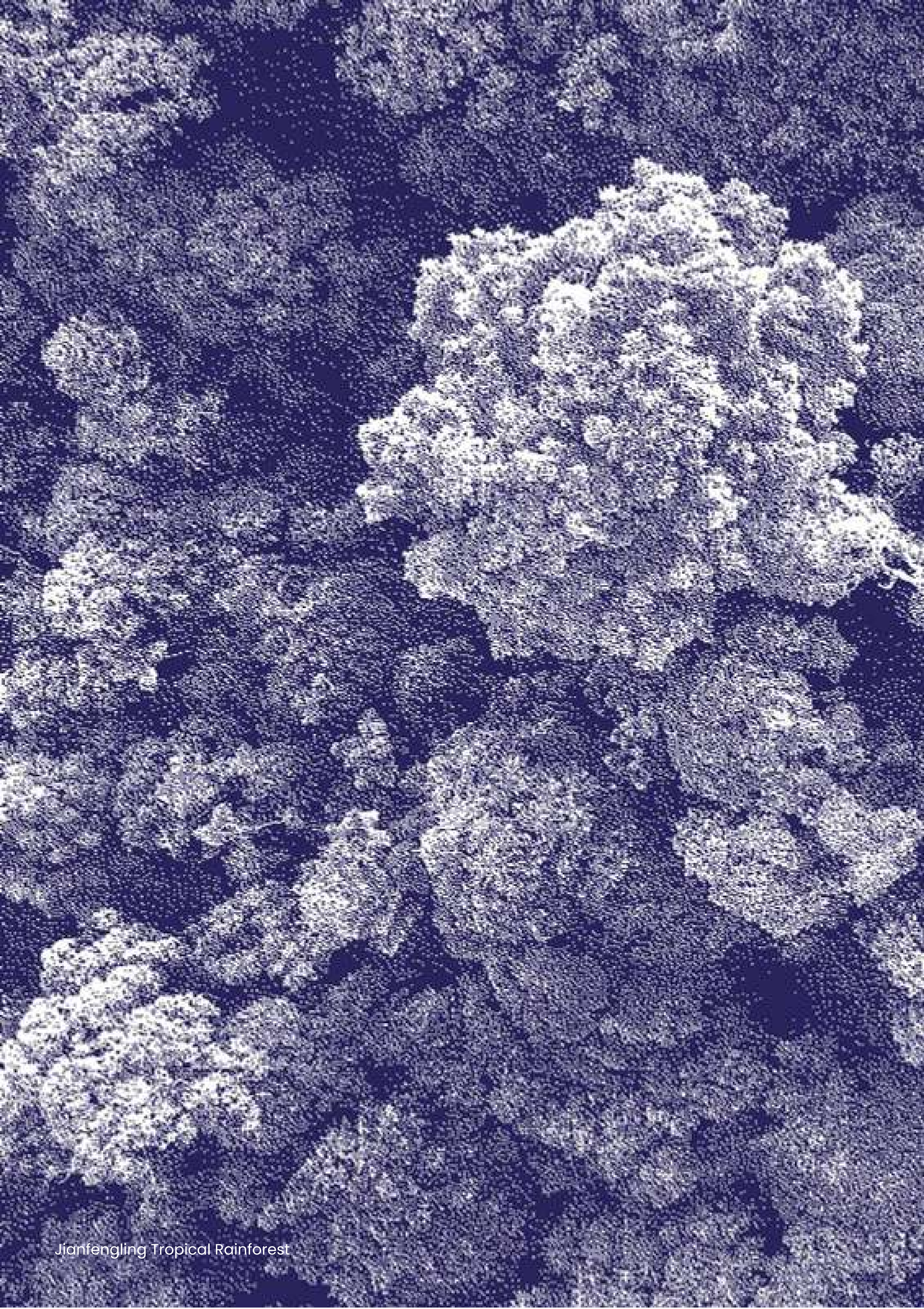
III. OUR

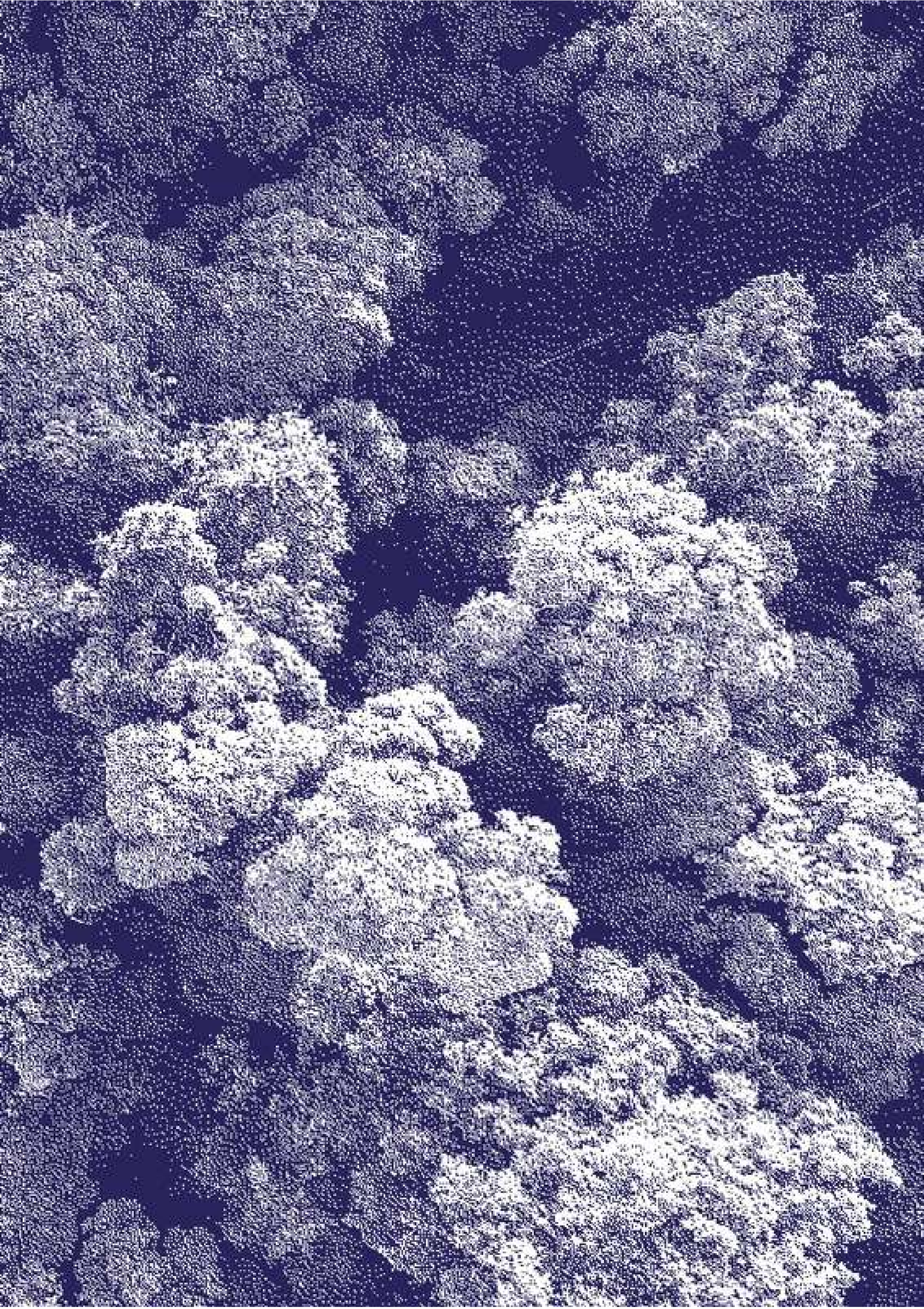
France–Asia
Foundation



YOUNG ²⁰₂₅

LEADERS





MEET OUR YOUNG LEADERS

	Ami Tamenaga Galerie Tamenaga France–Japan 2025		Sabrina Herlory CEO, AromaZone France–Japan 2025
	Agnès Pannier-Runacher Member of the National Assembly France–China 2017		Magda Danysz Galerie Danysz France–China 2013
	Julie Narbey Managing Director, Centre Pompidou France–China 2017		Vaibhav Vohra Managing Director, Continental Carriers France–India 2024
	Nikhil Mallavarapu Chairman, Centum Electronics France–India 2023		Anne-Laure de Chammard Board member and Executive VP, Industrial Division, Siemens Energy France–India 2024
	François-Henri Désérable Writer France–India 2025		Thomas Reynaud CEO, Iliad Group France–China 2016
	Edouard Louis-Dreyfus Chairman, Louis Dreyfus Armateurs France–China 2020		Joachim Poylo Chairman, Aden Services France–China 2013
	David Amiel Minister for Public Action and Accounts France–India 2024		Gao Can Violinist France–China 2018
	Sakon Yamamoto Former F1 driver and MP, General Manager, Sawarabi Group France–Japan 2025		Ninie Wang CEO, Pinetree Care Group France–China 2013



Bruno Bouygues
Chairman and CEO,
GYS
France–China 2013



Pratyush Kumar
Co-founder and CEO,
Sarvam AI and AIBharat
France–India 2025



Alexandre Mérieux
Chairman, BioMérieux
France–China 2017



Esther Abrami
Violinist
France–Japan
2025



Edouard Philippe
Former Prime Minister,
Mayor of Le Havre
France–China 2013



Sarah Finkelstein
Chief of Staff to the
CEO, Amundi
France–Japan 2025



**Stéphanie de
Bouard-Rivoal**
CEO, Château Angelus
France–China 2025



Timothée de Saint-Denis
Paediatric neurosurgeon
France–Japan 2025



Naïma Moutchou
Minister for Overseas
Territories
France–China 2025



Sami Slim
CEO, Telehouse
France–Japan
2025



Sophie Lacoste
Co-Chair, Fusalp
France–India 2023



Yusuke Takahashi
Founder and Artistic
Director, CFCL
France–Japan 2026



Li Na
Olympic diving
medallist
France–China 2025



Gauravi Kumari
Princess of Jaipur
Co-founder, The
PDKF Store
France–India 2024



Olivier Chouvet
Co-founder, The
Independents
France–China
2014



Claire Mérrouze
Lieutenant Colonel,
Rafale pilot, French Air
and Space Force
France–India 2025



Claire Mérouze, France–India Young Leaders seminar, New Delhi, 2025

“By bringing together young talents from diverse backgrounds, the India–France Young Leaders programme creates a unique space for dialogue and inspiration, reminding us that cultural diversity is an indispensable strength in a world under strain.”

Claire Mérouze
Rafale pilot,
Lieutenant Colonel
France–India
Young Leader 2025

YOUNG LEADERS DIRECTORY

FRANCE-CHINA

2013

Shusong Ba
David Barroux
Bruno Bouygues
Jin Cai
Jianzhang Cao
Yun Chen
Adrian Cheong
Magda Danysz
Matthias Fekl
Fei Gao
Yannig Gourmelon
Jérôme Guedj
Yaron Herman
Sébastien Hua
Xiaojun Hua
Na Jin
Chantal Jouanno
Baogang Li
Édouard Philippe
Joachim Poylo
Frédéric Raillard
Benoît Ribadeau-Dumas
Raphaël Schoentgen
Haisong Tang
Xueyin Tao
Edouard Tétreau
Mathieu Vérillaud
Qing Wang
Wen Wang
Ninie Wang
Xing Wei
Jackson Zhang
Lusong Zhang
Hongkai Zhao

2014

Merieme Chadid
Chun Ho
Kevin Chan
Yue Chen
Qiqing Chen
Olivier Chouvet
Marc Frappier
Mathieu Gallet
Zhenzhi Gong
Estelle Grelier
Jun He
Casey Kang
Andy Wing-Leung Kwok
Zhongyu Li
Alexandre Malsch
Pascaline Michault

Franck Riester
Hao Ruan
Laurent Vallée
Hua Yang
Lizhong Zhang
Meng Zhang
Zhenyu Zhang
Akrame Benallal
Julie Burguburu
Zhichao Cen
Arnaud Danjean

2015

Zhitao Ding
Shaohua Ding
Olivier Gabet
Min Guo
Jingjing Han
Howard Hao Kwok
Ning Li
Guangwu Li
Qian Ma
Carson Chi-Seng Ma
Ronghua Miao
Michel de Rovira
Aline Sylla-Walbaum
Li Yang
Lei Yue
Changyong Zhang
Linjun Zhou

2016

Ahmed Baladi
Nicolas Berbigier
Soline Bich
Alexis Bonte
Jérôme Chardon
Chi-kwong Chow
Édouard Courtial
Christine Deschemin
Yi Fang
Arnaud Favry
Allen Guo
Lief Guo
Nicolas Houzé
Pierre Hudry
Xiaodi Li
Wei Li
Karine Lisbonne
de Vergeron
Pan Liu
Nicolas Maubert
Zheng Qin
Matthieu Quayollet
Bertrand Régnier

Thomas Reynaud
Antoine Tesnière
Yorgo Tloupas
Yanan Wang
Yang Wang
Kefei Yang
Zheng Yao
Tim Ye
Fei Yun
Yu Zheng

2017

Vincent Abello
Mathieu Chabran
King Wa (Rex) Chan
Gang Chen
Guillaume Debré
Coralie Dubost
Pauline Duval
Jingyan Gao
Eric Ho
Aurélien Lechevallier
Jack Lo
Jin Luo
Alexandre Mérieux
Julie Narbey
Othman Nasrou
Agnès Pannier-
Runacher
Manuel Peyrondet
Brune Poirson
Stéphane Rinderknech
Dake Wang
Hongwei Wang
Ka-Man Wong
Kai Xu

2018

Chong Cai
Jiahan Cao
Anne-Laure Cattelot
Jian Chang
William Chung
Boris Derichebourg
Jérémie Dyen
Alice Ekman
Jing Fu
Can Gao
Pascal Gentil
Emmanuel Gros
Maxime de Guillenchmidt
Feng Guo
Baojun Han
Wen Hu
Yan Jiang
Chuanjin Liao
Roland Moquet
Pierre Pasqual
Clément Schwebig

Sibyle Veil
Raphaël Vialle
Victoria Wilmotte
Yanjie Wu
Yuyu Yuan
Tengfei Zheng
Qiao Zhou

2019

Victor Ai
Aurélia Bellet
Maël de Calan
Dingding Chen
Jia Chen
Thierry Costes
Arnaud Goujon
Paul Guyot-Sionnest
Cristina Hoi Leng Ho
Louis Houdart
Gaspard Koenig
Sheng Liao
Peng Peng
Yong Qi
Aihua Qin
Saskia de Rothschild
Dorothée Stik
Chengyun Su
Miao Wang
Morgane Weill
Juan Wen
Lijia Xu
Jacky (Hon Ming) Yeung
Dengkai Zhu

2020

Guillaume Alix
Guillaume Assie
Guillaume Bernard
Paul-Antoine Briat
Jean-Baptiste Djebbari
Olivia Grégoire
Clémence Guerrand
Nathanaël Karmitz
Carine Kraus
Diane Lamarche
Grégoire de Lasteyrie
Édouard Louis-Dreyfus
Fabrice Megarbane
Benjamin Paternot
Florence Tondu-Mélique
Alisée de Tonnac
Haofeng Wang

2021

Laurie-Anne Ancenys
Alexis Bonhomme
Philippe Englebert
Thomas Gassilloud
Constance Guisset
Chen Geng He
Hélène Huby

2023

Alexandra Jousset
Alexandre Liot
Pierre-Alain de Malleray
Julien Pouget
Christelle Tang
Yingying Wu

FRANCE-INDIA

Vishal Agrawal
Neha Arolkar
Shrayana Bhattacharya
Abhinav Bindra
Aryaman Vikram Birla
Nikhil Mallavarapu
Aanchal Malhotra
Masoom Minawala
Adwaita Nayar
Harshad Reddy
Tristha Ramamurthy
Nirupa Shankar
Abhinav Prakash Singh
Antoine Crombez
Farrah El Dibany
Jean-Baptiste Feat
Mathieu Flamini
Marc-Antoine Gérard
Aurélié Jean
Sophie Lacoste
Charles-Henri Levailant
Édouard Menantaud
Jean Moueix
Pierre Poignant
Julien Troullioud
de Lanversin
Marcy de Soultrait
Raghav Chadha

2024

Ghazal Alagh
Yash Bhanage
Mani Santosh -
Bommidala
Aayush Gupta
Vanshica Kant
Arjun Kothari
Shuchi Kothari
Gauravi Kumari
Rochelle Pinto
Chinmay Tumbe
Vaibhav Vohra
David Amiel
Anne-Laure de Chammard
Martin Duplantier
Nathalie Gerschtein
Grégoire Genest
Tatiana Jama
Matthieu Lavoine

Laura Marie-Hardy
Robin Rivaton
Victoire Vandeville

FRANCE-CHINA

Antoine Colson
Geoffroy Ladet
Pierre-Axel Margulies
Alexandre Mirlesse
Thibaud Frossard
Chen Dingding
Chen Wei
Choi Johnson
Dong Yuelin
Gan Lu
Hao Manlin
Li Rong
Liao Sheng
Lin Hong
Lin Yao
Shang Zhe
Song Tiantian
Su Chenyun
Wang Guan
Wang Liping
Wang Yu
Ye Jianglin
Zhang Menghan
Zhang Nan
Zhang Xiaochen
Zheng Ban
Zhou Lidong
Zhu Dengkai (Kevin)

FRANCE-CHINA

2025

Manon Bachy-Razzouk
Jonathan Bayol
Anastasia Colosimo
Angélique Delorme
Ding Peizhi
Du Heng
Ella Etienne-Denoy
David An
Clara Germont
Guo Jing
Mitra Hejazipour
Huang Caishi
Grégory Lanter
Li Meng
Li Na
Liu Gang
Emmanuel Miquel
Naïma Moutchou
Wang Songyu
Wang Yuan

Wu Fasi
Yang Chengyu
Yu Haiyan
Yu Ran
Zhang Henri
Zhang Lei
Zhou Luming
Zuo Wei
Ludovic Weber

FRANCE–JAPAN

Hikaru Doi
Louis d’Estienne d’Orves
Edouard Duval
Sarah Finkelstein
Manon Fleury
Maki Furukawa
Jérôme Guth
Sabrina Herlory
Satsuki Hoshino
Momo Kanayama
Arthur de Kersauson
Mariko Magnan
Sydney Palti
Apollonia Poilâne
Clément Ray
Mathieu Rosenbaum
Kunitake Saso
Timothée de Saint-Denis
Shiro Shibahashi
Taejun Shin
Sami Slim
Masami Takahashi
Ami Tamenaga
Kazuyuki Tanaka
Sakon Yamamoto
Esther Abrami
Kenji Yamada

FRANCE–INDIA

Aurore Abecassis
Stéphanie de Boüard-Rivoal
Flore Cousin
François-Henri Désérable
Pooja Dhingra
Mathilde Gaumé
Shashwat Goenka
Aayush Gupta
Sara Ali Khan
Sarita Kaloya
Sohini Kar-Purkayastha
Pratyush Kumar
Ananya Lamba
Cédric Meston
Claire Mérouze

Augustin Missoffe
Charlie Perreau
Raajitha Rao Jupally
Aakrit Vaish

FRANCE–CHINA

2026

Edouard Benadava
Charles Bernardaud
Véronique Cardì
Cao Zhen

Chen Wen
Chen Zhantai
Céline Chung
Anastasia Colosimo
Anatole Facon
Li Jue
Li Yuejin
Liao Yanru
Liu Haiping
Liu Mingzhen
Marion Labouré
Jean Maynier
Pascal Millard
Jérémie Patrier-Leitus
Song Zihao
Wang Jian
Wang Yafei
Ludovic Watine
Xiong Qiyue
Yang Yaqin
Zhang Jiexiao

FRANCE–INDIA*

David Djaiz
Quentin Galmiche
Rahul Gaurav
Charles Guilhamon
Martin De Gourcuff

FRANCE–JAPAN*

Hervé Berville
Jean-Emmanuel Bibault
Sébastien Daucé
Mathieu Forget
Jade Genin
Pauline Laigneau
Mathieu Pacaud
Alexandre Yazdi

* Selected by
15 May 2026



France–Japan Young Leaders seminar, European Parliament, Strasbourg, 2025

FRANCE–JAPAN SEMINAR

The France Japan Foundation's first Young Leaders seminar took place from 8 to 11 May 2025 in Paris and Strasbourg, bringing together 27 figures from business, the arts, diplomacy, medicine and sport.

Throughout the seminar, Young Leaders explored the future of Franco-Japanese relations and the challenges ahead. At President Emmanuel Macron's invitation, the group attended the 8 May 1945 commemorations at the Arc de Triomphe before meeting H.E. Makita Shimokawa, Japan's Ambassador to France, for an institutional exchange. In Strasbourg, they visited the European Parliament to meet Fabienne Keller, MEP and former Mayor of the city. Their discussion highlighted the importance of placing Franco-Japanese dialogue within a European perspective.

Franco-Japanese dialogue and friendship also found symbolic expression in a recital at the École Normale Supérieure de Musique de Paris, bringing together violinist Esther Abrami and pianist Satsuki Hoshino. The programme's second seminar will take place in Japan in November 2026.



France–Japan Young Leaders seminar, European Parliament, Strasbourg, 2025

FRANCE-CHINA SEMINAR

The France China Foundation's 2025 Young Leaders seminar took place from 12 to 15 June in Paris and Marseille.

It brought together 39 French and Chinese figures from business, diplomacy, the arts, science, medicine and sport for a programme devoted to the major issues shaping contemporary Franco-Chinese relations.

Over four days, participants took part in a series of high-level exchanges. In Paris, they met Stéphane Rinderknech to discuss cultural understanding in international business, then Anne Bouverot at Albert School for a conversation on artificial intelligence. The delegation was also received at the National Assembly by MP and Young Leader Naïama Moutchou, before going behind the scenes at the Paris Opera with classical dance teacher Alexis Renaud. The Paris programme concluded with a discussion at the Chinese Embassy with H.E. Ambassador Deng Li. In Marseille, Young Leaders continued their work on maritime, energy and regional issues during a meeting with Christophe Castaner at the Grand Port Maritime de Marseille.



France-China Young Leaders seminar, Albert School, Paris, 2025



France-China Young Leaders seminar, Jardin d'Acclimatation, Paris, 2025



France-China Young Leaders seminar, Albert School, Paris, 2025



France–China Young Leaders seminar, Cité Radieuse, Marseille, 2025

Culture and contemporary creativity also featured prominently, with a visit to the Château d'If accompanied by a musical performance by Clara Germont, followed by an exploration of the Cité radieuse and MAMO with designers Ora Ito and Yorgo Tloupas.



France-India Young Leaders seminar, New Delhi, 2025

FRANCE–INDIA SEMINAR

The third France–India Young Leaders seminar took place in New Delhi and Mumbai from 9 to 12 October 2025. It brought together nearly forty French and Indian participants from diverse sectors to explore the major issues shaping cooperation between the two countries.

In Delhi, Young Leaders discussed leadership, innovation and the technological transformations ahead, notably at a round table on artificial intelligence that brought together French and Indian Young Leaders with expertise in the field. The delegation then visited Rashtrapati Bhavan, India's presidential palace, before an official dinner hosted by Thierry Mathou, French Ambassador to India, attended by Dr Shashi Tharoor, Member of the Lok Sabha and of the France India Foundation's Advisory Board.

In Mumbai, discussions continued on entrepreneurship, industry and the transmission of expertise, through an exceptional meeting with Natarajan Chandrasekaran, Chairman of TATA Group, followed by a visit to Chanakya School focusing on the creative and textile industries. Cultural highlights included a visit to the Elephanta Caves and a discussion of Vedanta philosophy with Swatmananda Saraswati, an acharya (teacher) at the Chinmaya Mission.



France–India Young Leaders seminar, Chanakya School of Craft, Mumbai, 2025



France–India Young Leaders seminar, French Embassy in India, New Delhi, 2025



France–India Young Leaders seminar with Natarajan Chandrasekaran, Chairman, TATA Group, Mumbai, 2025



France-India Young Leaders seminar, Closing Dinner, Mumbai, 2025

France–Asia
Foundation

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THEMATIC INITIATIVES



Gobi Desert



FRANCE CHINA CLIMATE INITIATIVE

Launched in 2023 under the auspices of the France China Foundation (FCF), with funding from the European Climate Foundation.

The France China Climate Initiative (FCCI) strengthens dialogue and cooperation on the climate transition between France, Europe and China. Alongside the annual France–China Track 2 dialogue, the FCCI conducts research and engagement on two sectors — buildings and the automotive industry — and one technical issue: carbon data.

Irène Hors, Chair of the FCF Steering Committee and Co-founder of the France–Asia Foundation, launched the initiative, which she now co-leads with Séverine Bardon.



Meeting at the National Assembly alongside France–China Track 2, Paris, 2025

France–China cooperation on measuring greenhouse gas emissions.

The Foundation has developed a multi-year cooperation programme with China’s National Institute of Metrology (NIM), where Young Leader Lin Hong (2024) works, and Citepa, the agency responsible for France’s national greenhouse gas (GHG) inventory. It compares the two countries’ methods for measuring GHG emissions and will improve mutual understanding of GHG data and carbon-content indicators.

In 2025, the three organisations developed their first two projects, covering GHG emissions in the steel sector and methane emissions from landfill sites. Presented at the French Pavilion at COP30, these projects will be implemented in 2026.

France–China cooperation on decarbonising buildings.

Building on work begun in 2024, the FCCI published a report in 2025 on decarbonising buildings in China. It analyses the Chinese context and evolving public policies, identifies the challenges China must address to meet its decarbonisation targets, and outlines opportunities for European businesses. The report was presented at a hybrid seminar in late November 2025 attended by French public- and private-sector stakeholders from the building industry. It will also be presented at an international conference in February 2026. Over the coming year, the FCCI will document innovations and investment in China aimed at reducing building-related carbon emissions.



7th France–China Track 2 dialogue, Paris, 2025



EU–China Think Tank Engagement on Green Governance delegation, Beijing, 2025

France–China
cooperation in the
automotive sector

The FCF has developed a proposal for a France/Europe–China working group to structure dialogue among automotive stakeholders and facilitate Chinese investment in France and technological cooperation, as other European countries with automotive industries are doing. A public version is being prepared, following discussions with leading French manufacturers and the Plateforme Automobile (PFA).

Mission to China at the
invitation of the
European Union

In October 2025, Irène Hors and Séverine Bardon joined the sixth delegation of ‘EU–China Think Tank Engagement on Green Governance’, a programme funded by the European Union.

The mission provided opportunities to meet numerous Chinese researchers and officials and build ties with European think tanks working on climate issues. As part of the programme, Irène Hors was invited to contribute to a conference entitled ‘Building Bridges between China and the EU in the Realm of Green Governance’. She also attended the annual meeting of the China Council for International Cooperation on Environment and Development (CCICED).

FRANCE INDIA AI INITIATIVE

Franco-Indian
cooperation on
artificial intelligence

Against a backdrop of unprecedented acceleration in the development of artificial intelligence, the France India Foundation, the Indian chapter of the France–Asia Foundation, launched the France India AI Initiative.

The programme aims to structure and strengthen strategic AI cooperation between France and India by drawing on their complementary ecosystems. France brings recognised expertise in fundamental research, regulation and ethics, while India offers a vast talent pool, large-scale deployment capabilities and uniquely diverse data.

Jointly led by the France India Foundation and the France–Asia Foundation, the initiative brings together French and Indian Young Leaders alongside experts from academia, industry, medicine and public institutions. It seeks to develop practical, actionable recommendations that turn these complementary strengths into lasting partnerships, while advancing balanced, ethical and inclusive AI governance.



France–India Young Leaders seminar, AI round table, New Delhi, 2025



AI and Healthcare Conference, Sorbonne University Faculty of Medicine, Pitié-Salpêtrière Campus, Paris, 2025



France–India Young Leaders seminar, AI round table, New Delhi, 2025

The initiative focuses on three priority areas where Franco-Indian cooperation can deliver both immediate and long-term impact: AI in healthcare, AI in the automotive sector, and AI regulation and governance. These themes reflect recent international discussions, notably at the Paris AI Action Summit in February 2025, which highlighted AI’s role in driving innovation, economic growth and improvements in public services.

Several key milestones have already been reached. Round tables held in India and France in autumn 2025 brought together diplomats, researchers, entrepreneurs and Young Leaders to open a strategic dialogue on AI, spanning innovation, ethics and inclusion.



Indo-French
Perspectives on
Artificial Intelligence,
White Paper 2026

In December 2025, the initiative also organised an official pre-event for the AI Impact Summit, devoted to AI and healthcare and supported by leading academic and institutional partners. These exchanges laid the foundations for the working groups' strategic reflection and informed a collective dialogue.

The France India AI Initiative takes a long-term approach, moving beyond dialogue to enable practical cooperation. It aims to position France and India as key contributors to an approach to AI development and governance founded on trust, innovation and the common good.



Presentation of the
white paper to
President Emmanuel
Macron at the AI Impact
Summit, Delhi, 2026



Pratyush Kumar, AI Impact Summit, Delhi, 2026

“This white paper brought together 60 contributors, including 23 Young Leaders, over a year. It was a very diverse group, with figures from politics, research, civil society, engineering and other fields. [...] It would be wonderful to see some of these proposals become reality, and I believe the Young Leaders programme can once again act as a catalyst, generating the interest and energy needed to bring these projects to life.”

Pratyush Kumar
Co-Founder & CEO,
Sarvam AI and AI4 Bharat
France–India
Young Leader 2025

FRANCE JAPAN CULTURE & LEGACY INITIATIVE

The France Japan Foundation is exploring ways to strengthen ties between France and Japan through culture and the transmission of heritage.

This new initiative will highlight the distinctive affinities between our two countries, while providing a space for dialogue on how their respective legacies can inform their future.

France and Japan share a particular relationship with tradition, shaped by a keen awareness of history and sustained attention to artistic, craft and family heritage. In both societies, passing on knowledge and traditions is essential, whether through leading houses, outstanding craftsmanship or cultural institutions. This continuity reflects more than an attachment to the past: it demonstrates a capacity to preserve, enrich and develop practices that profoundly shape national identities.



Young Leaders reception, CCI France–Japan, Tokyo, 2025



France–Japan Young Leaders seminar, Paris, 2025



France–Japan Young Leaders seminar, Centre Pompidou, Paris, 2025

In a rapidly changing world, this initiative examines how France and Japan reconcile fidelity to their roots with openness to innovation. It seeks to understand how both countries keep their heritage alive while adapting it to contemporary economic, technological and societal challenges. By encouraging exchanges among cultural, business and institutional stakeholders, the Foundation aims to foster shared reflection and new forms of Franco-Japanese cooperation.

Grounded in deep respect and mutual admiration, the cultural relationship between France and Japan already supports rich and diverse exchanges, which this initiative will strengthen and showcase. Artistic exchanges and artist residencies will be among its priorities, with our teams, Board members and benefactors already expressing a clear commitment.



France-Japan Young Leaders seminar, 8 May 1945 commemorations, Paris, 2025



Ami Tamenaga, France–Japan Young Leaders seminar, Centre Pompidou, Paris, 2025

“At the meeting point of cultures, I was struck by the quality of the dialogue and mutual understanding, but above all by the sincere, lasting human bonds — essential to strengthening a common vision and shared commitment between our two countries.”

Ami Tamenaga
Galerie Tamenaga
France–Japan
Young Leader 2025

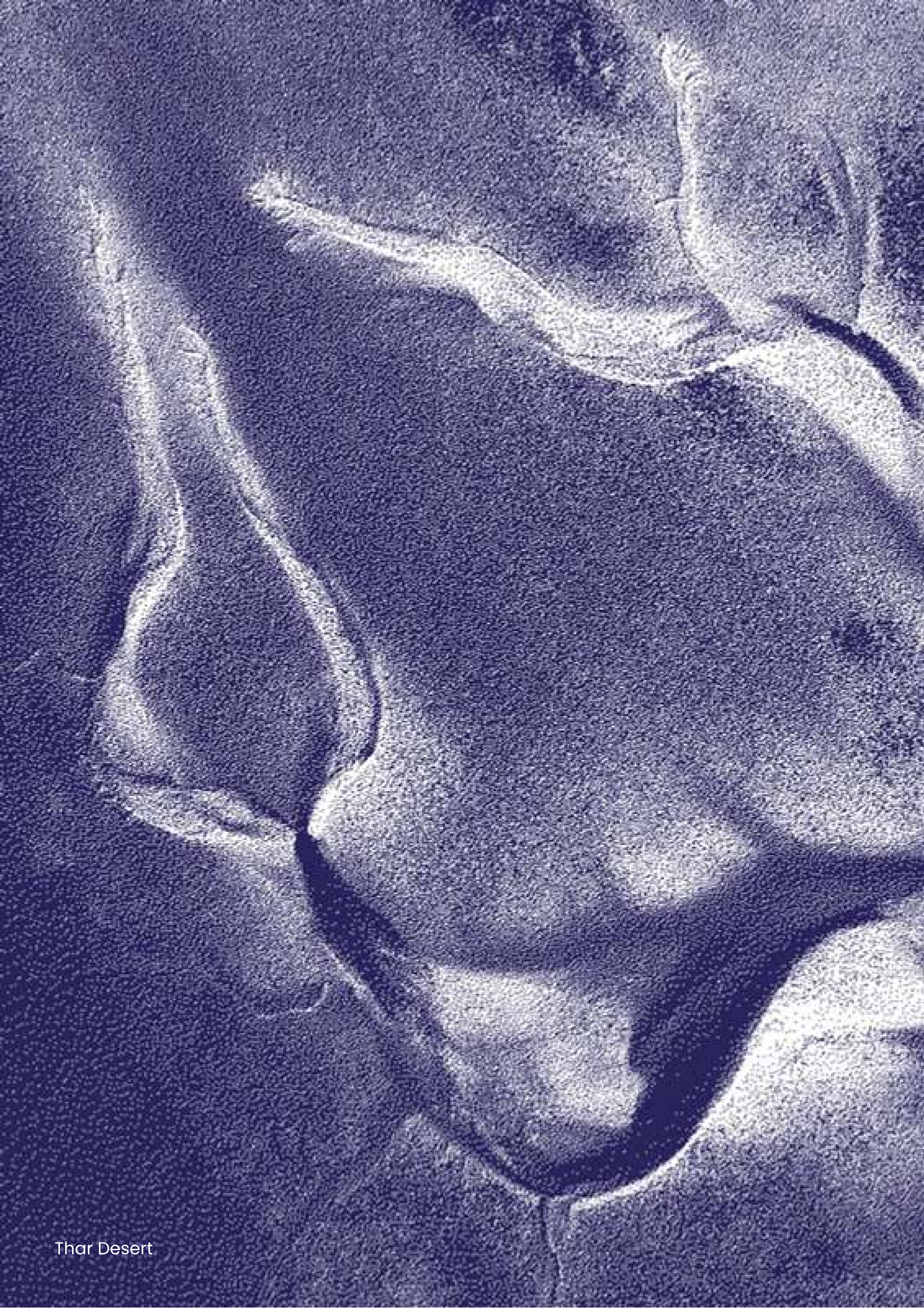
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France–Asia
Foundation



DIALOGUES & ENCOUNTERS



Thor Desert





Alexis Bonhomme, France–China Young Leaders seminar, Paris, 2025

“Having built my career between France and Asia, I have seen how essential mutual understanding between these two ecosystems has become. The France–Asia Foundation’s Young Leaders experience has allowed me to deepen this dialogue at the highest level, building lasting ties among committed decision-makers able to connect European perspectives with Asian realities, in response to the economic, cultural and strategic challenges of today and tomorrow.”

Alexis Bonhomme
CEO, Trinity Asia
France–China
Young Leader 2025

FRANCE-CHINA TRACK 2

Launched in 2018, France-China Track 2 is an annual closed-door dialogue bringing together experts, former diplomats, business leaders, political figures and journalists from both countries.

Organised by the FCF in partnership with the Chinese People's Institute of Foreign Affairs (CPIFA), and funded by the European Climate Foundation since 2023, Track 2 opens bilateral dialogue to civil society and supports cooperation between France, Europe and China, particularly on climate.

In February 2025, the France China Climate Initiative brought together the French members of the 2024 Track 2 delegation for a debrief on the December 2024 meeting in Beijing, hosted by our partner A&O Shearman. The discussion shed light on the dynamics of Franco-Chinese relations and prospects for cooperation in addressing the climate challenge.



7th France–China Track 2 dialogue, Paris, 2025



7th France–China Track 2 dialogue, Paris, 2025





7th France–China Track 2 dialogue, Paris, 2025

Building on these exchanges, the seventh meeting took place in Paris on 9 December 2025, organised by Séverine Bardon and Irène Hors, also within the France China Climate Initiative (see the relevant section). Participants reviewed bilateral political and economic relations, discussed climate cooperation and the transition’s implications for trade and investment, and explored French and Chinese views on the future of global governance. An analytical report is available on request.

Alongside Track 2, the FCF arranged a meeting between the Chinese delegation and the National Assembly’s France–China Friendship Group, attended by the group’s Chair, Sylvain Maillard, and National Assembly Vice-President Nadège Abomangoli.

LEADERSHIP DIALOGUES

The France–Asia Foundation convened leading figures to foster substantive exchanges with Young Leaders and partners.

Throughout 2025, the France–Asia Foundation and its chapters organised a series of meetings with senior leaders, offering Young Leaders and partners privileged opportunities to discuss major contemporary geopolitical, economic and strategic issues.

In March, the France China Foundation, in partnership with Germanwatch, brought together Geneviève Pons, Daniel Esty and Pascal Lamy for a high-level discussion on the future of multilateralism, trade and climate in a changing international context, underscoring the need for stronger global governance.

Young Leaders were also received by General Jérôme Bellanger, Chief of Staff of the French Air and Space Force, for a strategic dialogue on sovereignty, international security and technological innovation. At his invitation, they attended the 55th Paris Air Show to explore aerospace innovation and meet leading industry players. The visit addressed the technological, environmental and strategic challenges shaping the future of aviation.



Business leaders and Chinese delegation, ESL, Paris, 2025



Meeting with General Jérôme Bellanger, Chief of Staff of the French Air and Space Force, Paris, 2025



Meeting with LVMH
Secretary General
Marc-Antoine Jamet,
Paris, 2025

In June, during the visit to France of a Chinese business delegation led by Anne Zhao, the France China Foundation arranged successive meetings with Marc-Antoine Jamet at LVMH, then with ESL Rivington (NSI Group), alongside Alexandre Medvedowsky and former Ambassador Maurice Gourdault-Montagne. Discussions explored mutual perceptions and prospects for economic cooperation between France and China.

In autumn, a discussion over lunch with Chuxuan Feng, founder of Huasheng Media, explored the transformation of China's media landscape in the digital and AI era. Young Leaders from the France India Foundation were received by H.E. Sanjeev Singla, India's Ambassador to France, to discuss the programme's contribution to Franco-Indian dialogue on innovation, AI and leadership. Finally, a meeting with Xavier Huillard, Chairman of Vinci, addressed leadership, urban development, sustainable mobility and the energy transition in a profoundly changing world.



Meeting with General Jérôme Bellanger, Chief of Staff of the French Air and Space Force, Paris, 2025



Paris Volley, Paris, 2025



11th Asia Now art fair, Hôtel de la Monnaie, Paris, 2025

CULTURAL ENCOUNTERS

In 2025, the France–Asia Foundation organised encounters bringing together sport, art, gastronomy, innovation and Asian traditions.

In 2025, the France–Asia Foundation offered Young Leaders, partners and friends a series of thematic and cultural encounters bringing together sport, art, gastronomy, innovation and Asian traditions.

In January, the Foundation joined Chinese New Year celebrations at the match between Paris Volley and Stade Poitevin. With dragon and lion dances creating a festive atmosphere, the event illustrated sport's role in cultural dialogue, while the club wore a special-edition jersey in the Foundation's colours.

Autumn also brought an immersion in art at Asia Now, at the Hôtel de la Monnaie, where Young Leaders discovered the vitality of contemporary Asian creativity alongside gallery owners committed to dialogue between tradition and innovation.



France–China Young Leaders seminar, Mucem, Marseille, 2025

In November, Japanese chef Hikaru Doi gave a cooking demonstration and led an event on Japanese gastronomy at Irasshai, illustrating cuisine’s role as a bridge between cultures. A few days later, the France Japan Foundation brought its community together in Tokyo at CCI France–Japan to showcase the Young Leaders programme and strengthen Franco–Japanese ties.

Finally, in December, Young Leaders gathered at the Jardin d’Acclimatation for the launch of a Lantern Festival celebrating Japan. The evening combined traditional music, a sake ceremony and an illuminated trail for an immersive cultural experience.



France-Japan Young Leaders seminar, Jardin d'Acclimatation, Paris, 2025



Sakon Yamamoto, France–Japan Young Leaders seminar, Residence of the Japanese Ambassador, Paris, 2025

“The global situation is changing profoundly, making closer ties between Japan and France increasingly necessary. This matters greatly for the future. To achieve it, I believe in the need for this Young Leaders programme, because we need dialogue at the highest level.”

Sakon Yamamoto

Member of Japan's House of

Representatives

France–Japan

Young Leader 2025

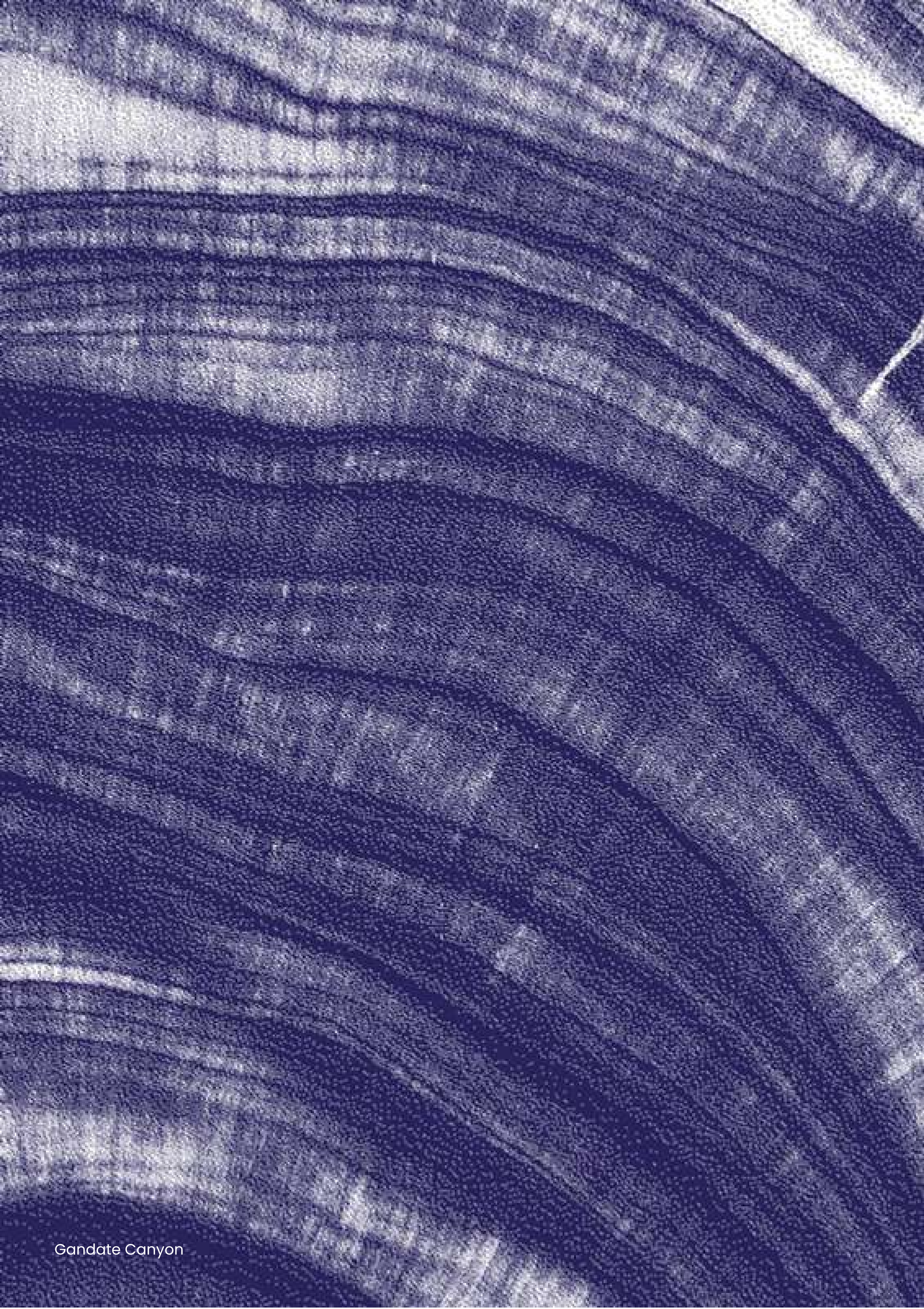
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VI. GALA

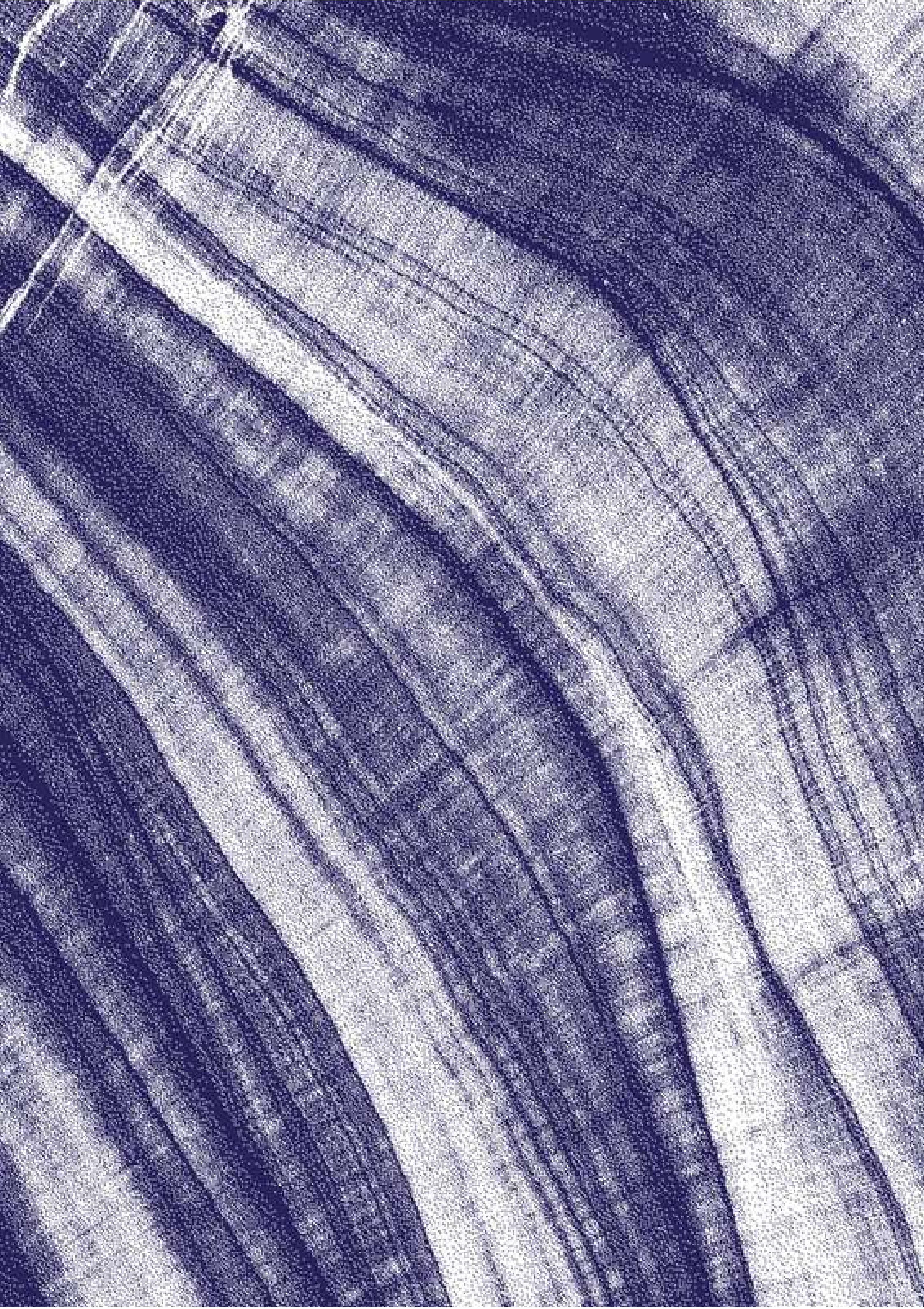
France–Asia
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DINNER



Gandate Canyon



GALA DINNER



A flagship event for the France–Asia Foundation, the Gala Dinner brings together more than 300 leading figures each year, including ministers, diplomats, business leaders, members and friends of the Foundation.

In May 2025, the Foundation held its annual gala at the Opéra Comique in central Paris. The founders thanked the Young Leaders, partners and friends who had gathered to support the Foundation’s work. Highlights included a musical performance by Esther Abrami, a France Japan Foundation Young Leader from the 2025 cohort, and remarks by Laurent Saint-Martin, then Minister Delegate for Foreign Trade and French Nationals Abroad.







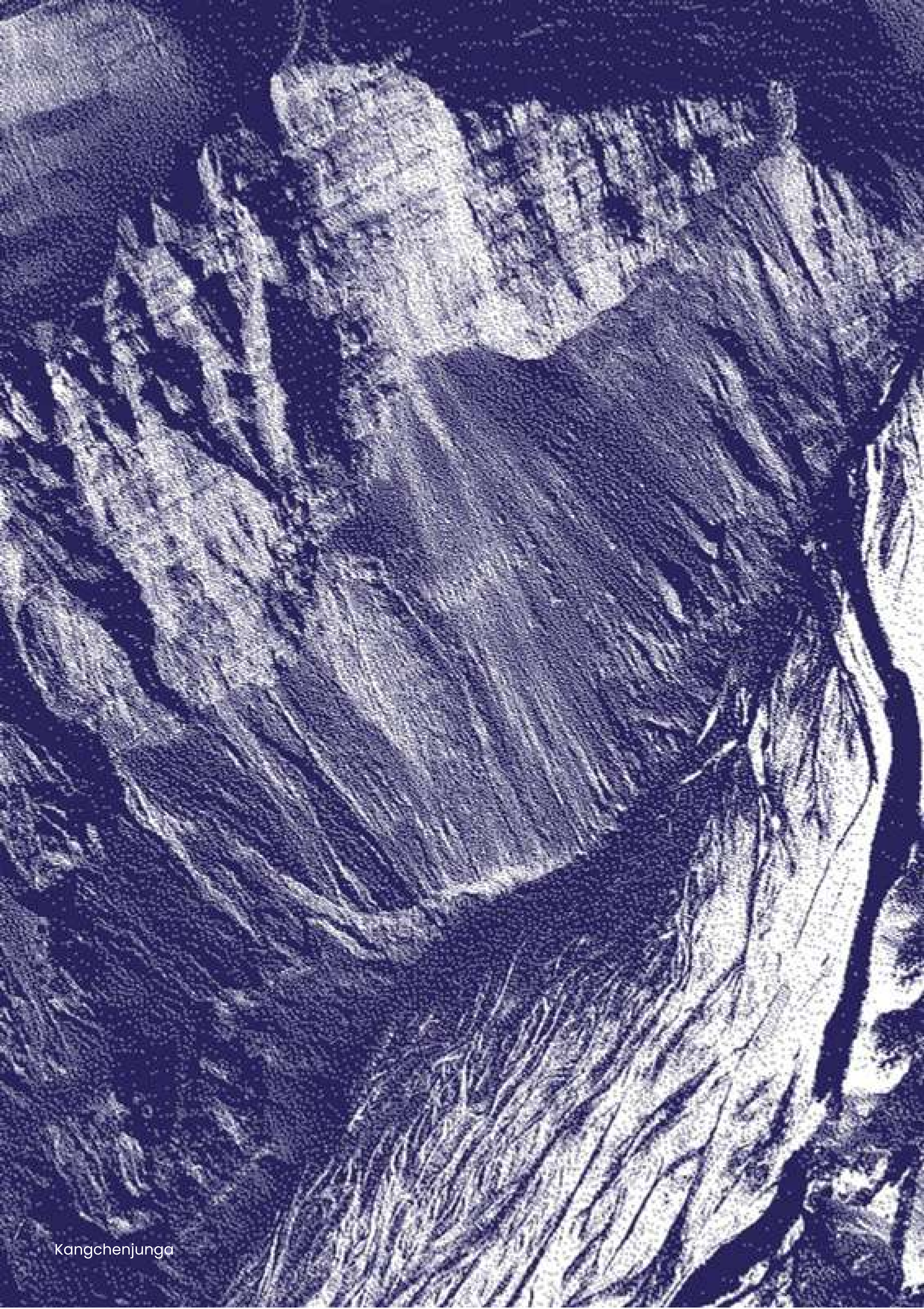




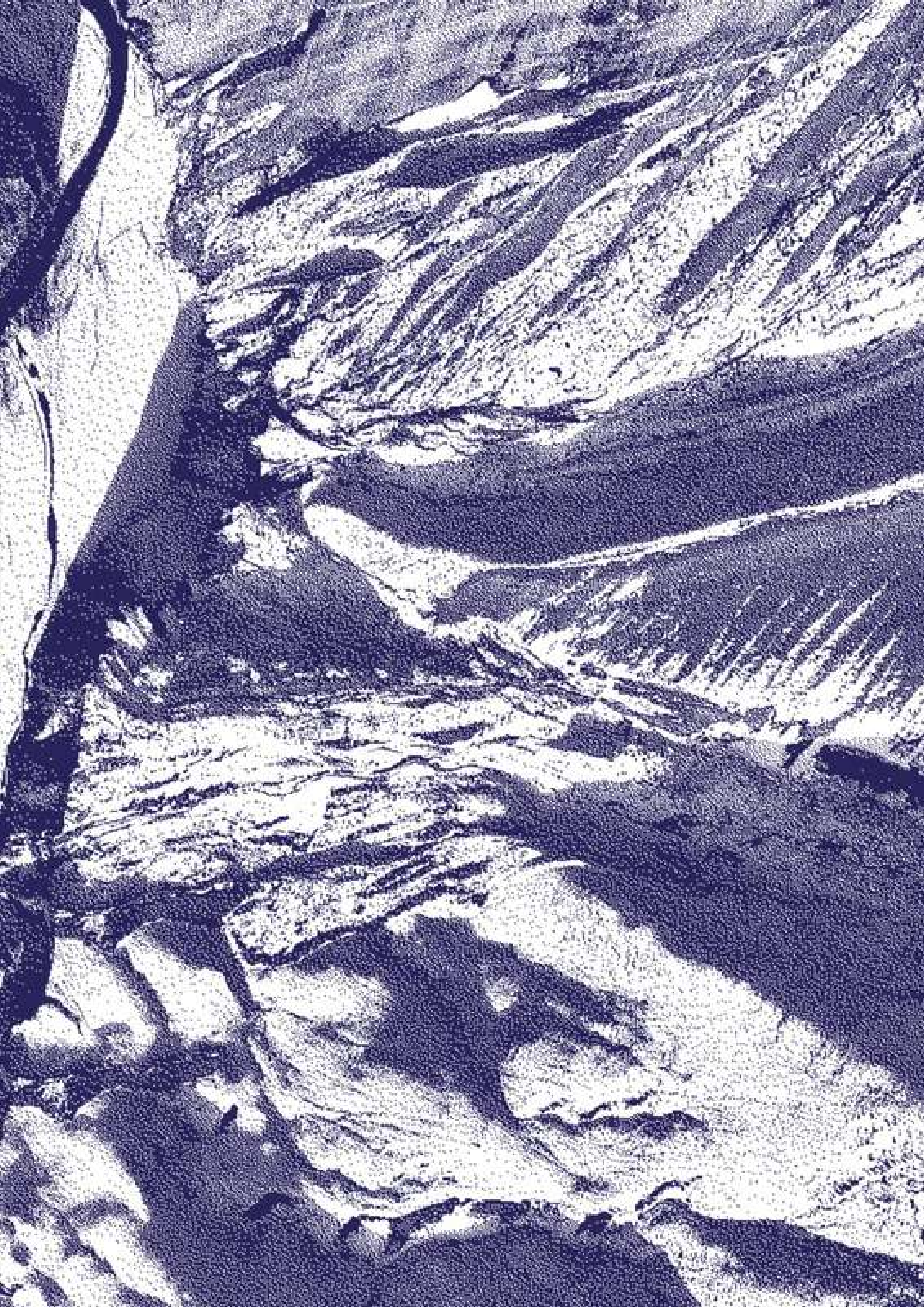
VII. France–Asia
Foundation

**PUBLICATIONS
& MEDIA** 20
25





Kangchenjunga



NEW PERSPECTIVES ON ASIA

In 2025, 11 issues and 40 articles were published.

The France–Asia Foundation launched its monthly publication in April 2024. ‘New Perspectives on Asia’ explores Asia’s economic, political, geostrategic, cultural and sociological dynamics on the world stage. Expert analysis offers an in-depth understanding of these issues. The publication addresses everyone with an interest in Asian affairs, as well as political, business and cultural decision-makers seeking to inform their thinking on Asia.



OUR CONTRIBUTORS

François Bibonne

Documentary writer, director and producer

Katia Buffetrille

Ethnologist, Tibetologist and research engineer

Jean-Pierre Cabestan

Professor, Hong Kong Baptist University; CNRS Research Director, IFRAE, INALCO

Catherine Capdeville-Zeng

Anthropologist, sinologist and professor at INALCO

Yves Carmona

Former diplomat

Nicolas Chapuis

Former EU Ambassador to China

Chen Yo-Jung

Former French diplomat

Vice-Admiral Hiroshi Egawa

Commandant, Japan Maritime Command and Staff College

Alice Ekman

Director of Research, European Union Institute for Security Studies; France-China Young Leader 2018

Feng Chuxuan

Founder, Huasheng Media

Manon Fleury

Michelin-starred chef; France-Japan Young Leader 2025

Manuelle Franck

Professor of Geography, INALCO

Hao Pei-Chih

Representative, Taipei Representative Office in France

Yaron Herman

Pianist, composer and author

Jean-François Huchet

President, INALCO (National Institute for Oriental Languages and Civilisations)

San San Hnin Tun

Professor of Burmese, INALCO

Mohan Kumar

Former Indian Ambassador to France

Géraldine Lenain

Art historian and President, Friends of the Musée Guimet

Emmanuel Lincot

Academic at the Faculty of Arts, Institut Catholique de Paris, and at IRIS

Céline Pajon

Head of Japan and Indo-Pacific Research, Centre for Asian Studies, Ifri

Françoise Pommaret

French ethnologist and Tibetologist; CNRS researcher

Robin Rivaton

CEO, Stonal; France-India Young Leader 2024

Édouard de Saint-Ours

Curator of Photography, Musée Guimet

Kazuyuki Tanaka

Michelin-starred chef; France-Japan Young Leader 2025

Antoine Tesnière

Director General, PariSanté Campus; Professor of Medicine; France-China Young Leader 2016

Bernard Thomann

Director, French Research Institute on East Asia

Benoît Vermander

Professor of Philosophy, Fudan University, Shanghai

Karine de Vergeron

Associate Director, Global Policy Institute; Scientific Committee member, Robert Schuman Foundation

Emmanuel Véron

PhD in Geography; specialist in contemporary China and international relations

Zhang Zhulin

Journalist, Courrier International



France–Japan Young Leaders seminar, Japanese Consulate in Strasbourg, Strasbourg, 2025

JAPAN'S SECURITY ALLIANCE UNDER TRUMP 2.0

Extract from issue 5 of
New Perspectives on
Asia.

Japan's security alliance under Trump 2.0:
the temptation of greater autonomy?

In an article for the France–Asia Foundation, Céline Pajon examines the strategic dilemmas facing Japan during Donald Trump's second term. As Washington's trade and military pressures weaken the US–Japan alliance, Tokyo is reassessing its room for manoeuvre.

The article highlights the emerging debate over Japanese strategic autonomy: strengthening defence capabilities, diversifying partnerships in Asia and Europe, and continued reliance on US deterrence.

Céline Pajon heads Japan and Indo-Pacific research at Ifri's Centre for Asian Studies, where she also coordinates work on Oceania. She is a Senior Researcher with the Japan Chair at Vrije Universiteit Brussel (VUB) and an International Research Fellow at the Canon Institute for Global Studies (CIGS) in Tokyo. In 2016, she was a visiting researcher at the Japan Institute of International Affairs (JIIA), the think tank associated with Japan's Ministry of Foreign Affairs. A graduate of the Graduate Institute of International and Development Studies in Geneva and Sciences Po Lyon, she also studied for two years in Japan, at Waseda University in Tokyo and Osaka University.

When Donald Trump won the US presidential election in November 2024, Tokyo was fairly confident it could manage its relationship with the volatile Republican. After all, his first term had not been especially damaging for Japan, largely thanks to Prime Minister Shinzo Abe's leadership: he had built a relationship of trust with the President and pursued an energetic diplomatic agenda.

The US–Japan relationship had even grown stronger. In response to Trump's challenges to multilateralism and the rules-based international order, Japan had taken a leading role by promoting a 'Free and Open Indo-Pacific', establishing the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), and strengthening ties with like-minded partners, particularly European countries.

At the time, before the war in Ukraine had disrupted the international order, Tokyo hoped the Trump presidency would be a brief interlude before the United States swiftly returned to its former course. Trump 2.0 has proved far more brutal.

In Japan, Prime Minister Ishiba, in office since September 2024, lacks both Abe's charisma and his legitimacy. With rivalry with China still the new US administration's priority, Tokyo has sought to present itself as a key strategic partner for Washington. It points to the historic defence reforms announced in December 2022, including a doubling of military spending from 1% to 2% of GDP by 2027 and the unprecedented acquisition of counterstrike capabilities. Yet, like other allies and partners, Japan has not escaped prohibitive tariffs or pressure to increase its defence commitments. Mistreated by an ally whose credibility is eroding, and shocked to see it depart from fundamental principles of international law by advocating territorial expansion, Tokyo is asking hard questions.

The debate on greater autonomy has gained unprecedented momentum. How much room for manoeuvre does Japan have while remaining closely bound to the United States by its security treaty?

Japan under pressure from its ally

Initially, Tokyo appears to secure the assurances it seeks. In February 2025, Prime Minister Ishiba's meeting with Donald Trump in Washington takes place in a cordial atmosphere, with the leaders

‘affirming their determination to usher in a new golden age in US–Japan relations’. During a visit to Tokyo in March, Defence Secretary Pete Hegseth confirms the establishment of a joint force headquarters for US forces stationed in Japan, designed to work with Japan’s newly created Joint Operations Command (JJOC). This structure further deepens bilateral coordination and integration.

Yet pressure soon mounts. Washington demands greater Japanese defence spending while imposing prohibitive tariffs. Already committed to a historic doubling of its military budget, Japan reacts frostily to calls by Elbridge Colby, Under Secretary of Defence for Policy, to raise defence spending to 3.5% of GDP — particularly as Washington simultaneously imposes 24% tariffs on Japanese exports to the United States, its second-largest market after China.

The impact is especially severe for the automotive industry, which accounts for more than 36% of Japan’s exports to the US market. After arduous negotiations, Tokyo must accept a bitter compromise on 22 July: tariffs of 15%, coupled with a pledge of \$550 billion (€471 billion) in Japanese investment in US projects. Despite the agreement, tariffs on steel and aluminium remain at 50%. Japan responds with unusual firmness. In June, it decides to postpone the planned ‘2+2’ meeting with the US Secretaries of State and Defence.

This decision also seeks to protect an already weakened Ishiba government. After calling an early election in October 2024, the Prime Minister loses his absolute majority in the Lower House and fails to retain his Upper House majority in the 20 July 2025 election. That election sees the rise of populist forces, notably Sanseito, advocating a ‘Japan First’ ideology in response to US pressure.

The Trump administration’s ‘cognitive dissonance’ [1] deepens the unease. While maintaining that China remains its strategic priority, Trump adopts a revisionist stance on territorial sovereignty, as illustrated by his statements on Greenland and Panama. For Tokyo, the US vote at the UN General Assembly on 24 February 2025 against a resolution condemning Russian aggression in Ukraine symbolises Washington’s abandonment of its traditional role as guarantor of the liberal international order.

The conditions for greater autonomy

Faced with the risk of abandonment and the erosion of US deterrence credibility, Japan is continuing and intensifying its long-standing hedging strategy. This involves gradually strengthening its own defence capabilities, rebalancing roles within the alliance, and building a network of strategic partners compatible with US interests, intended to anchor the United States firmly in Asia while opening complementary avenues of cooperation for Japan.

In December 2022, against a rapidly deteriorating security environment and growing tensions with three nuclear-armed authoritarian states — China, Russia and North Korea — Japan endorsed a major shift in its defence posture. Doubling military spending, acquiring unprecedented counterstrike capabilities, strengthening space, cyber and electronic warfare assets, and improving multi-domain and joint-force integration are intended to enhance operational readiness and deterrence.

This military normalisation nevertheless requires closer integration with US forces: Tokyo remains dependent on its ally's 'kill chain' to employ its new stand-off strike capabilities. As Japan becomes more militarily capable, it also becomes more closely bound to its US ally [2].

Diversifying security partnerships in Asia and Europe cannot provide a credible alternative to the alliance, but it can reduce Japan's relative dependence on the United States.

Japan's defence relationships have developed dramatically: with India; South Korea, through the Japan–South Korea–US summit at Camp David in 2023 and the first Tokyo–Seoul joint declaration in 17 years following the Ishiba–Lee Jae-myung meeting in August 2025; the Philippines, with a defence pact signed in July 2024; and Australia, through a quasi-alliance and the announced sale of Mogami frigates in August 2025.

Security cooperation between Japan and Europe — the European Union and its member states — is also deepening, particularly in defence industries and technologies, the focus of the July 2025 EU–Japan summit. Another example is GCAP, through which Japan is developing a supersonic fighter aircraft with Italy and the United Kingdom. Cooperation with Europe plays a central role in preserving multilateralism and the rules-based international order, particularly in free trade.

Japan has therefore welcomed the announced closer relationship between the EU and the CPTPP. Securing supply chains, maintaining stable free-trade conditions and promoting ambitious standards in trade, digital affairs and artificial intelligence are also central to Japan's strategy to reduce its vulnerability to the United States.

This pragmatic approach, gradually expanding Japan's room for manoeuvre, appears the most realistic and effective in the current context. It deserves attention, rather than speculation about Tokyo acquiring nuclear capabilities to secure complete independence. Although the nuclear taboo has now been broken, at least in public debate, consideration of a nuclear option is not on the agenda. Japan's priority remains to strengthen the credibility of its US ally's extended deterrence, including through more regular and informed exchanges. The boldest experts advocate relaxing the three non-nuclear principles to allow future port calls by submarines armed with nuclear missiles, or even possible participation by the Self-Defence Forces in US deterrence missions [3]. But these remain ideas under discussion.

Long regarded as the unshakable pillar of Japan's security, the alliance with the United States now appears weakened and used by Trump as a mere bargaining chip. Debate over a more autonomous Japanese strategic posture is therefore gaining unprecedented momentum. In his speech at the Shangri-La Dialogue last May, Defence Minister Gen Nakatani became the first member of a Japanese government to refer publicly to strategic autonomy. Japan entered the alliance on the basis of clearly understood interests — effective deterrence and national prosperity — and will remain in it on those same terms.

[1] Ayumi Teraoka, 'Strategy of Anchoring: Japan, the United States, and the International Order under Trump 2.0', *Asian Survey* (2025) 65 (4–5): 666–701.

[2] Lotje Boswinkel, 'Forever Bound? Japan's Road to Self-defence and the US Alliance', *Survival: Global Politics and Strategy*, vol. 66, no. 3, 2024.

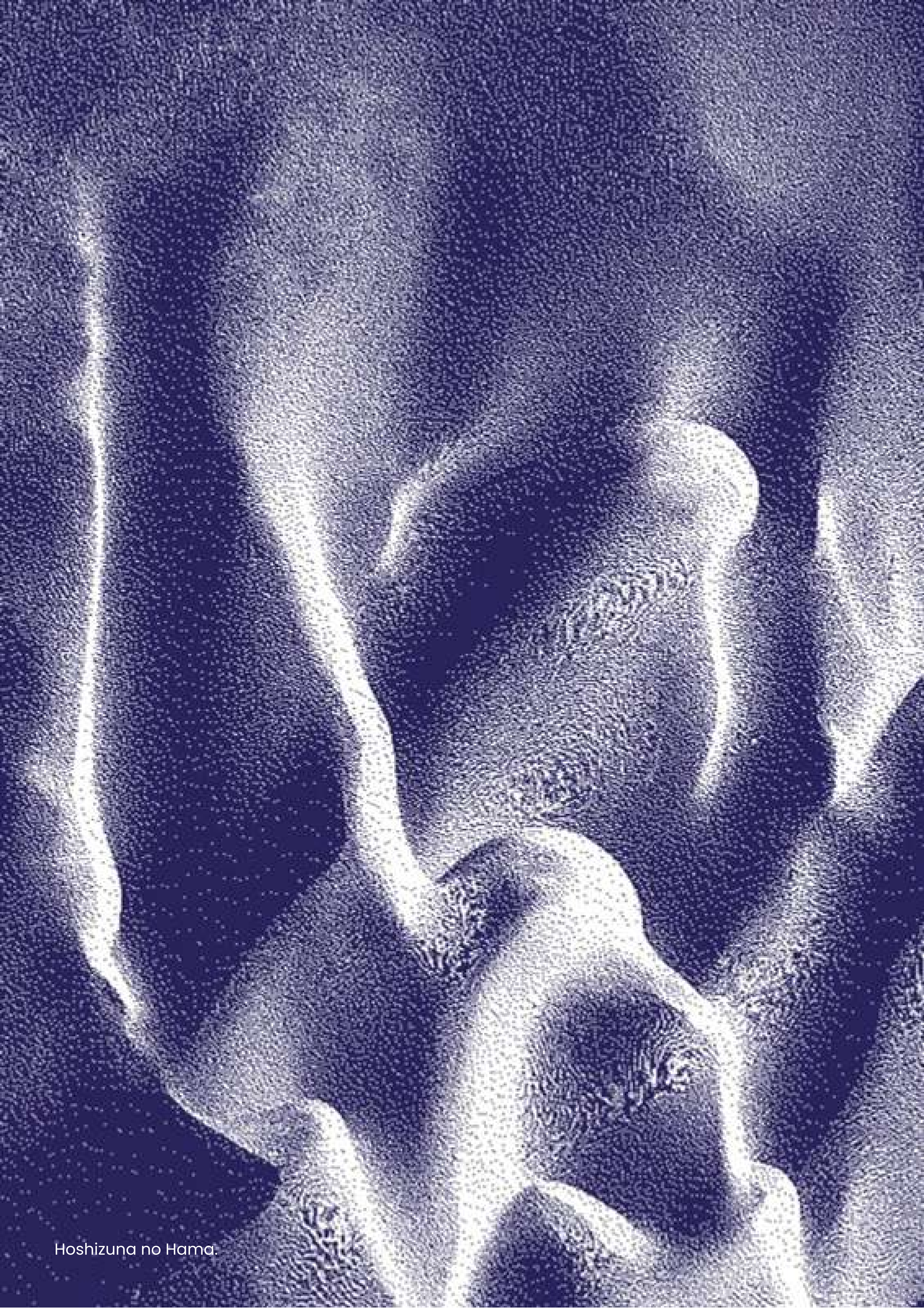
[3] 'Toward Improving the Effectiveness of Extended Deterrence in the Japan–U.S. Alliance — To Make the "Nuclear Umbrella" Be Real', Sasakawa Peace Foundation, June 2025.

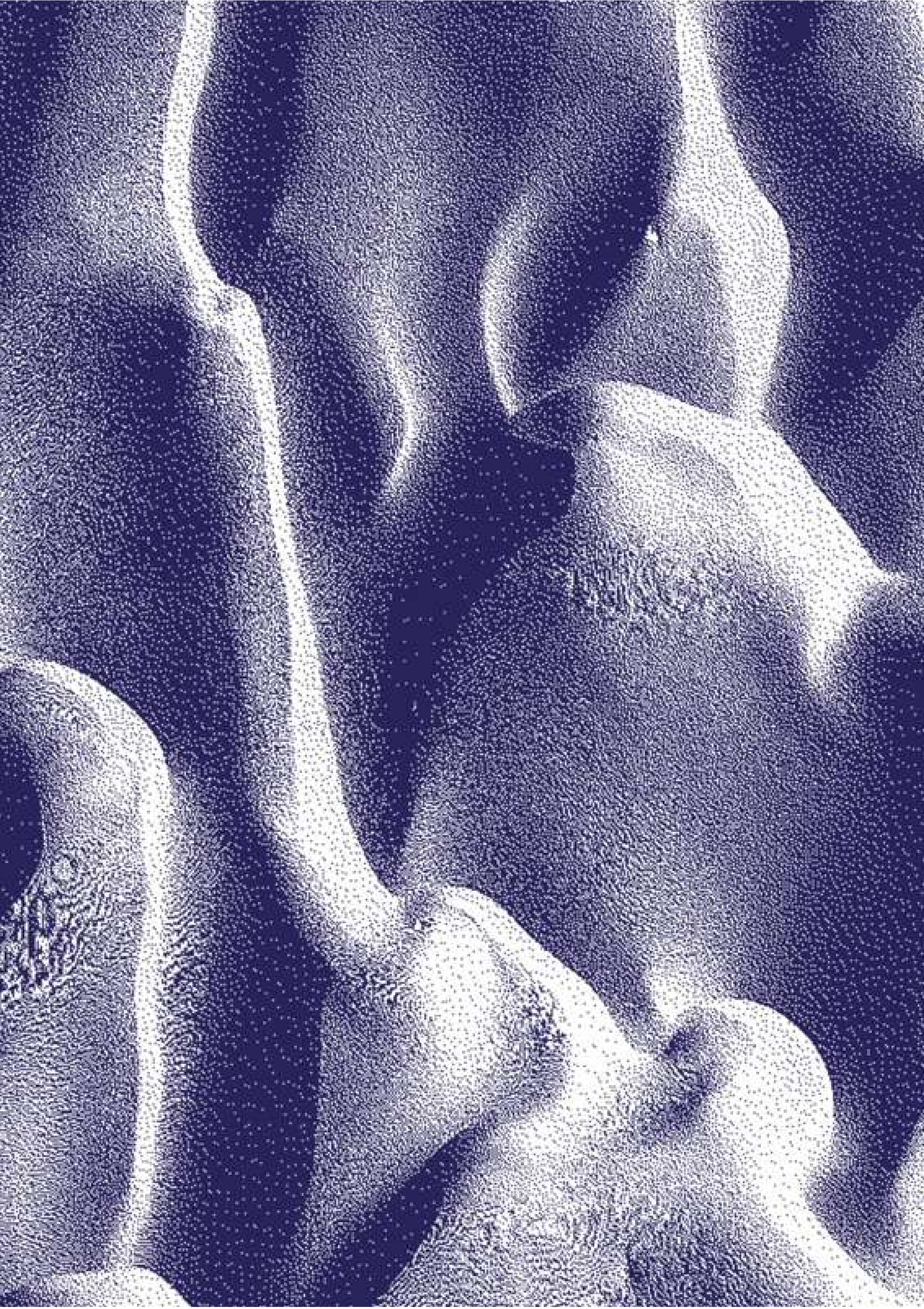
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VIII. OUR PARTNERS



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OUR PARTNERS

France–Asia Foundation
Tier 1 Founding Partners



France–Asia Foundation
Tier 2 Founding Partners



France–Asia Foundation
Associate Partners



France–Asia Foundation
Affiliate Partners

A&O SHEARMAN

BRUNSWICK

France China Foundation
Partners



France India Foundation
Partners



THALES





Henry Zhang France–China Young Leaders
seminar, Paris, 2025

“The Young Leaders programme is essential to building our shared future. It fosters deeper understanding and opens new horizons for cooperation between our countries. Taking part has been transformative: the relationships and perspectives I have gained are vital to forging the strong cross-border ties our world needs.”

Henry Zhang
President &
Managing Partner,
Hermitage Capital
France–China
Young Leader 2024

JOIN US

By becoming a France-Asia Foundation partner, you join a community of companies and leading figures committed to strengthening ties between France and the countries of Asia.

- 1. Gain privileged access to French and Asian decision-makers in business and politics.
- 2. Help develop friendly and diplomatic relations between France and the countries of Asia.
- 3. Support the development of your company's future leaders through our Young Leaders programmes.
- 4. Access an international network of talented, high-potential individuals shaping France and Asia today and tomorrow.
- 5. Attend all our events alongside your peers, exploring the major Franco-Asian issues facing your sector or company.
- 6. Raise your company's profile within a dynamic, supportive community in an international environment.

Tier 1 Founding Partner:

Initial contribution: €250,000
+ Annual contribution:

Tier 2 Founding Partner:

€30,000 per year for 5 years
€50,000 per year for 5 years

Associate Partner:

€30,000 per year for 5 years

Corporate tax relief (up to 60% of the contribution)

Companies may offset 60% of donations up to €2 million, and 40% above €2 million, against corporate income tax. The annual limit for donations eligible for tax relief is €20,000 or 0.5% of turnover. Donations exceeding this threshold in a given year may be carried forward for the following five years.

PARTNERSHIP OPTIONS WITH THE FOUNDATION

Partnership options and their benefits:	Tier 1 Founding	Tier 2 Founding	Associate Partner
Join the France–Asia Foundation’s Board of Directors			
Facilitated access to government leadership in partner countries			
A table at the Foundation’s annual Gala Dinner			
Attend one Young Leaders seminar each year			
Help shape our annual programme			
Host an event with Young Leaders in honour of your CEO			
Nominate a Young Leader candidate to the selection panel			
Join the Foundation’s Advisory Board			
Attend all our meetings: conferences, lunches and seminars			
Contribute an opinion piece to the Foundation’s monthly publications			
Introductions to Asian Young Leaders in your market			
Draw on our French and Asian networks to promote your company			

**France–Asia
Foundation
15 rue de la Bûcherie
75005 Paris, France**

Thomas Mulhaupt

Director General

thomas.mulhaupt@fondationfranceasie.org

Hugues de Revel

Director of Programmes

hugues.derevel@fondationfranceasie.org

Augustin de Buzonnière

Project Officer

augustin.de-buzonniere@fondationfranceasie.org

Emma Lombard

Project Officer

emma.lombard@fondationfranceasie.org

Agathe Gravière

Programs Manager

agathe.graviere@fondationfranceasie.org

Fondation France-Asie :



**Thomas
Mulhaupt**



**Agathe
Gravière**

France China Foundation :



**Marion
Bertagna**



**Louise
Tai**

France India Foundation :



**Sumeet
Anand**



**Chiki
Sharkar**



**Payal
Kanwar**



**Anoushka
Choudhary**

France Japan Foundation



**Nicolas
Bonnardel**

Writing & Photography
France–Asia Foundation

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Printing
Picture Perfect

