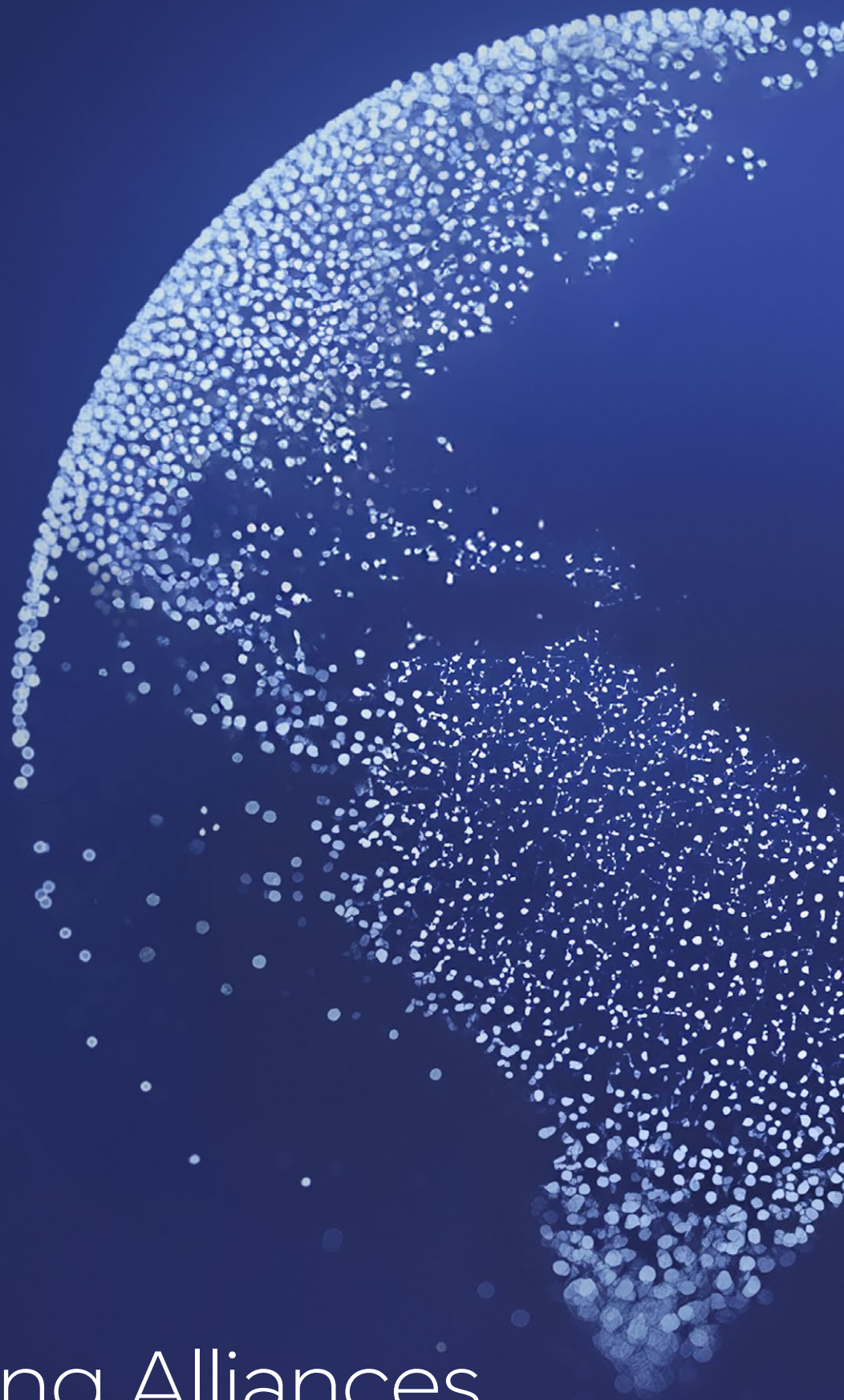


BGD 2026



PROGRAM



Advancing Alliances for the New Era

BGD 2026

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Berlin Global Dialogue

Introduction

It is our pleasure to introduce you to the official program for BGD 2026.

This year's theme, "*Advancing Alliances for the New Era*," reflects our new, shared reality: the international order is being fundamentally reshaped. As economic interdependence is increasingly intertwined with questions of security, resilience, and strategic competition, existing partnerships must evolve and new alliances must be built.

As leaders from business and government, you are not merely navigating these changes. You have the agency and opportunity to shape what comes next.

This conviction lies at the heart of the Berlin Global Dialogue: we provide a platform for forging the cross-sector and cross-border partnerships that today's geopolitical and economic realities demand.

BGD 2026 is dedicated to building alliances of agency. The partnerships that enable business and government to act in a world defined by geopolitical competition and accelerating change are forged here. These alliances will determine who shapes the rules of the new era – and who is shaped by them.

We look forward to advancing these alliances with you.

Sincerely,



A blue ink signature of Lars-Hendrik Röller, written in a cursive style.

Lars-Hendrik Röller
Founder and Chair
Berlin Global Dialogue



A blue ink signature of Carolin Albrecht, written in a cursive style.

Carolin Albrecht
Founding Managing Director
Berlin Global Dialogue



A blue ink signature of Jenny zu Eulenburg, written in a cursive style.

Jenny zu Eulenburg
Managing Director
Berlin Global Dialogue

Thematic Pillars

We promote dialogue in four key areas shaping the future of the global economy:



Geopolitical Shifts

How can we adapt to a changing international order in an increasingly multipolar world?



Climate Change

How can we mitigate the impact of the climate crisis and accelerate the transition to a low-carbon economy?



Technological Advances

How can we meet the challenges and harness the opportunities of technological progress?



Global Inequality

How can we combat widening inequalities between and within countries?



In a time of geopolitical tensions and economic fragmentation, closer cooperation between governments and businesses is more critical than ever. Berlin Global Dialogue has become a key platform for international decision-makers. I look forward to discussing how we can strengthen partnerships and shape a resilient global economy together.

Friedrich Merz – Chancellor, Germany



Session Types

There are four session formats, each differing in participant composition and level of access.

Leaders Dialogue

Leaders Dialogues in the Auditorium Maximum will be livestreamed by our media partners. They are accessible to registered participants and accredited media.

Impact Dialogue

Impact Dialogues take place under the Chatham House Rule. They are accessible to registered participants and accredited media.

Partner Dialogue

Partner Dialogues are hosted by our partners. Unless designated as invitation-only, they are open to registered participants and accredited media representatives under the Chatham House Rule.

Private Dialogue

Private Dialogues are By Invitation Only and accessible to selected guests.

Berlin Global Dialogue

20 October – Opening

From 6:30 PM

Humboldt Forum

We kindly ask you to register

Opening Reception

Join us on the rooftop of the Humboldt Forum at the heart of Berlin for an opening reception with drinks, light bites, and the company of fellow participants.

21 October – Program

7:00 AM

Main Entrance

Registration and Accreditation

7:30 – 8:30 AM

Side Events

Our BGD partners are hosting a series of side events at the summit. See **page 23** for the full side events program.

9:00 – 9:15 AM

Auditorium Maximum, 2nd Floor

Opening: Advancing Alliances for the New Era

Jörg Rocholl – President, ESMT Berlin

Lars-Hendrik Röller – Chair & Founder, Berlin Global Dialogue



Leaders Dialogue

9:15 – 9:50 AM

Auditorium Maximum, 2nd Floor

Investing in an Age of Systemic Unpredictability

Global business now operates in an era of structural unpredictability, requiring leaders to balance long-term investment commitments with geopolitical, economic, and technological risks. This session explores how investors, businesses, and governments can build resilience, strengthen strategic alliances, and unlock opportunities for sustainable growth.

Larry Fink – Chairman & CEO, BlackRock **Ola Källenius** – Chairman & CEO, Mercedes-Benz

Moderated by: **Francine Lacqua** – Bloomberg

**Leaders Dialogue****9:50 – 10:50 AM****Auditorium Maximum, 2nd Floor**

New Alliances, New Growth: Shaping the Next Era of Prosperity

As geopolitical competition, technological change, and security concerns reshape the global economy, this session considers how new alliances can drive growth across trade, investment, technology, energy, and supply chains. It examines what makes alliances durable, how they support prosperity, and how openness can be balanced with resilience and strategic interests.

Bernard Mensah – President of International, Bank of America **Markus Krebber** – CEO, RWE
Moderated by: **Stephanie Flanders** – Bloomberg

Special Address
and Q&A:

Friedrich Merz – Federal Chancellor of Germany

Coffee Break 10:50 AM – 11:30 AM BGD Pavilion & Foyers

**Leaders Dialogue****11:30 AM – 12:30 PM****Auditorium Maximum, 2nd Floor**

Energy Security After Hormuz: Crisis Response or Transition Accelerator?

The Hormuz crisis has exposed vulnerabilities in the global energy system. This session examines whether the crisis will accelerate the transition to diversified, resilient energy sources or constrain it, and what governments and businesses must do to strengthen long-term energy security.

Fatih Birol – Executive Director, International Energy Agency **Elif Bilgi Zapparoli** – Head of International Client Strategy, Bank of America **Nathalie Oosterlinck** – CEO, JERA Nex bp **Anne-Laure de Chamnard** – Group Executive Vice President and Executive Board Member, Siemens Energy

Moderated by: **Stephen Carroll** – Bloomberg

**Impact Dialogue****11:30 AM – 12:30 PM****Auditorium I, 2nd Floor**

AI at Scale: Shared Prosperity or Widening Divide?

AI's large-scale economic potential depends less on building frontier models than on broad deployment across firms and economies. While leading firms and countries are integrating AI into core operations, many are still catching up. This session debates the organizational, infrastructure, and regulatory actions needed to accelerate adoption and unlock growth.

Leon Schreiber – Minister of Home Affairs, South Africa **David Wakeling** – Partner; Global Head of AI Group, A&O Shearman **Maria Rocha Barros** – Senior Vice-President, Booking.com **Patrick Cheng** – CEO, SeeWay.ai **Gloria Ai** – Global Strategic Advisor, Xunce Technology

Moderated by: **Lucy Yu** – CEO & Founder, Centre for Net Zero, & AI Champion for Clean Energy, UK



Impact Dialogue

11:30 AM – 12:30 PM

Auditorium II, 2nd Floor

The Demographic Economy: Talent, Markets, and Competitiveness

Demographic shifts are reshaping the global economy, altering where talent, consumers, and growth opportunities emerge. This session focuses on how businesses and governments can adapt investment, workforce, and technology strategies, and how countries can convert demographic change into sustained competitiveness, productivity, and long-term economic growth.

Noor Alkhulaif – Minister for Sustainable Development & Chief Executive, Bahrain Economic Development Board (EDB) **Emma Marcegaglia** – CEO, Marcegaglia Steel **Peter Sewing** – Co-Founder and Managing Director, Obermark **Lindsay Du** – CEO, WinDigital Capital

Moderated by: **Christina von Messling** – Partner, Foresight Factory



Impact Dialogue

11:30 AM – 12:30 PM

Auditorium IV, 1st Floor

Designing Europe's Next Growth Model

Europe faces a strategic choice for its future growth model: strengthen sectors where it already leads or invest in emerging industries? This session examines where Europe can still lead globally, what must change for it to remain competitive, and how open it can afford to remain in a more fragmented world.

Levin Holle – Economic and Financial Policy Advisor to the Chancellor, G7 & G20 Sherpa, Germany
Christian Sewing – CEO, Deutsche Bank **Markus Krebber** – CEO, RWE
Bernd Montag – CEO, Siemens Healthineers

Moderated by: **Anne-Sylvaine Chassany** – Financial Times



Impact Dialogue

11:30 AM – 12:30 PM

Tower View, 1st Floor

Growth in an Age of Conflict and Technological Advancements

Global growth is being pulled in two directions: increasing geopolitical conflict and an AI-driven productivity boost. This session explores where growth opportunities will emerge, which economies and industries are best positioned to benefit, and how businesses can navigate the changing landscape of trade, investment, and economic security.

Mimoza Kusari-Lila – Minister of Industry, Entrepreneurship, Trade and Innovation, Kosovo
Francisco Blanch – Managing Director, Head of Commodities and Derivatives, BofA Global Research **Cecilia Malmström** – Former Commissioner for Trade, EU **Alexis Kohler** – Executive Vice President & Chairman of Investment Banking, Société Générale

Moderated by: **Rixa Fürsen** – Politico

Lunch Buffet 12:30 – 1:45 PM BGD Pavilion



Leaders Dialogue

1:45 – 2:45 PM

Auditorium Maximum, 2nd Floor

Funding the Future: Financing Growth in an Uncertain World

Governments face rising demands for infrastructure, competitiveness, and resilience as fiscal constraints and debt burdens intensify. This session debates how countries are redefining the balance between public spending, private capital and borrowing, the evolving roles of states and markets, and how sustainable investment can support long-term growth while preserving fiscal credibility.

Bernard Mensah – President of International, Bank of America **David Novak** – Co-President, CD&R
Dilhan Pillay Sandrasegara – CEO, Temasek Holdings

Moderated by: **Francine Lacqua** – Bloomberg



Impact Dialogue

1:45 – 2:45 PM

Auditorium I, 2nd Floor

The Robotics Economy: Steering the Automation Revolution

Robotics is moving beyond factories as adoption accelerates through advances in AI, lower hardware costs, and labor shortages. This session debates whether humanoid and general-purpose robots can deliver broad productivity gains, which sectors will lead deployment, and how regulation can balance innovation, competitiveness, safety, and public trust.

Andreas Venus – Managing Partner Germany & Austria, McKinsey & Company
David Reger – Founder & CEO, Neura Robotics **Ralph Lange** – Head of Robotics, Trumpf
Valeriya Ionan – Former Deputy Minister of Digital Transformation, Ukraine

Moderated by: **Steven Beardsley** – Deutsche Welle



Impact Dialogue

1:45 – 2:45 PM

Auditorium IV, 1st Floor

Restoring Europe's Trajectory: A Perspective from Rhine Group Members

Europe's competitiveness has become one of the defining questions for the continent's future. Mario Draghi's report crystallized a growing concern: while Europe remains one of the world's largest economies, it is losing ground in many of the technologies and industries that will shape future growth. This session brings together members of the Rhine Group to share their perspective on where Europe's main strengths and vulnerabilities lie, which priorities should come first, and how the continent can turn its assets into lasting economic strength.

Lars-Hendrik Röller – Chair & Founder, Berlin Global Dialogue **Luis Garicano** – Professor of Public Policy, London School of Economics (LSE) **Markus Brunnermeier** – Edwards S. Sanford Professor of Economics, Princeton University **Laurence Boone** – Head of Santander Corporate & Investment Banking France, Santander **Ulrike Malmendier** – Professor of Finance, University of California, Berkeley

Moderated by: **Tom Nuttall** – The Economist

Coffee Break 2:45 – 3:15 PM BGD Pavilion & Foyers



Leaders Dialogue

3:15 – 4:15 PM

Auditorium Maximum, 2nd Floor

Fragmented AI, Competing Ecosystems, Faster Innovation?

AI is increasingly developing through distinct regional ecosystems, shaped by differing regulatory approaches, infrastructure, and strategic priorities. This session explores whether competing AI ecosystems drive faster innovation and new competitive advantages, or deepen fragmentation through incompatible standards, higher costs, and greater complexity for global businesses.

Bill Anderson – CEO & Chairman, Bayer **Maria Rocha Barros** – Senior Vice-President, Booking.com **Zhijian Liu** – Chairman & CEO, Xunce Technology

Moderated by: **Sarah Kelly** – Deutsche Welle



Impact Dialogue

3:15 – 4:15 PM

Auditorium II, 2nd Floor

Building the Next Global Financial Safety Net

Private markets, digital assets, and non-banking institutions now carry risks that existing financial safety nets were not built for. This session examines whether those safety nets remain fit for purpose, and asks how policymakers can strengthen resilience, allocate responsibility, and manage crises in a fragmented and geopolitically contested financial system.

Daniela Stoffel – State Secretary for International Finance, Switzerland **Sabine Mauderer** – First Deputy Governor, Deutsche Bundesbank **Pierre Gramegna** – Managing Director, European Stability Mechanism (ESM) **Justin Muzinich** – CEO, Muzinich & Co. & Former Deputy Secretary of the Treasury, United States

Moderated by: **Markus Brunnermeier** – Professor of Economics, Princeton University



Impact Dialogue

3:15 – 4:15 PM

Auditorium IV, 1st Floor

The Electrification Delivery Challenge

As electricity demand surges from AI, digital infrastructure, industrial electrification, and the energy transition, how can grids, permitting, investment, and planning keep pace? This session analyzes how governments, utilities, investors, and businesses can accelerate infrastructure delivery while maintaining affordability, reliability, and competitiveness.

Frank Wetzel – State Secretary, Federal Ministry for Economic Affairs and Energy, Germany **Morten Wierod** – CEO, ABB Group **Anne-Laure de Chamard** – Group Executive Vice President and Executive Board Member, Siemens Energy

Moderated by: **Bernhard Lorentz** – Managing Partner, Global Climate & Infrastructure Leader, Deloitte

Private Dialogue

3:15 – 4:15 PM

Palace View, 1st Floor

★ By Invitation Only

From Reform to Reality: Delivering a More Competitive Europe

A private exchange on the European reform agenda with the European Commissioner for Economy and Productivity; Implementation and Simplification.

Valdis Dombrovskis – Commissioner for Economy and Productivity; Implementation and Simplification, European Union

Moderated by: **Carolin Albrecht** – Founding Managing Director, Berlin Global Dialogue



Impact Dialogue

3:15 – 4:15 PM

Tower View, 1st Floor

Capital at Scale: Mobilizing Public and Private Investment for Industrial Growth

As investment needs grow across sectors critical to competitiveness and long-term growth, collaboration between governments, businesses, and long-term investors is essential. This session explores how public-private Partnerships can unlock private capital, overcome barriers to scale, and create investable models that accelerate growth, strengthen competitiveness, and drive lasting economic transformation.

Stefan Wintels – CEO, KfW **Vincent Policard** – Partner and Co-Head of European Infrastructure, KKR
Sharon White – Senior Managing Director and Head of Global Affairs, La Caisse

Moderated by: **Alexander Wiedmann** – Table.Media



Impact Dialogue

3:15 – 4:15 PM

BGD Pavilion

Latin America and the Caribbean: Building Strategic Agency in a Fractured World

As geopolitical competition intensifies, Latin America and the Caribbean face mounting risks but also significant opportunities. In collaboration with the Economic Commission for Latin America and the Caribbean (ECLAC) and with members of its Commission on Geopolitics, Globalization and Development, this session explores how the region can turn its strategic assets into greater agency and development, drawing on the findings of the Commission's report.

José Manuel Salazar-Xirinachs – ECLAC Executive Secretary, United Nations
Lars-Hendrik Röller – Chair & Founder, Berlin Global Dialogue **Qian Liu** – Founder and CEO, Wusawa Advisory **Vera Songwe** – Chair and Founder, Liquidity and Sustainability Facility

Short Break 4:15 – 4:30 PM



Leaders Dialogue

4:30 – 5:00 PM

Auditorium Maximum, 2nd Floor

Beyond Alignment: Building Power Through New Alliances

As geopolitical competition reshapes trade, investment, and supply chains, developing economies face increasing pressure to navigate competing priorities. This session explores how leaders can build on their economic assets and regional partnerships to broaden strategic options, strengthen resilience, and play a greater role in shaping the rules, finance and alliances that affect their future.

Justice Nthomeng Majara – Deputy Prime Minister, Lesotho

Vera Songwe – Chair and Founder, Liquidity and Sustainability Facility

Moderated by: **Carolina Chimoy** – International Journalist



Impact Dialogue

4:30 – 5:30 PM

Tower View, 1st Floor

Pensions Under Pressure: Who Pays for Ageing?

Ageing populations are placing unprecedented pressure on pension systems, forcing difficult choices over retirement ages, benefits, contributions, and public spending. This session explores how to balance retirement security, intergenerational fairness, and economic growth, while debating whether pension capital should serve beneficiaries alone or help finance national priorities.

Tobias C. Pross – CEO, Allianz Global Investors **Pål Bergström** – CEO, AP7

Lara-Maria Mixdorf – ESMT Student & BGD Young Voice **Jonathan Cleborne** – Managing Director, Head of Europe, Vanguard

Moderated by: **Jörg Rocholl** – President, ESMT



Leaders Dialogue

5:15 – 6:15 PM

Auditorium Maximum, 2nd Floor

The Price of Resilience: Who Bears the Cost of De-Risking?

As governments and businesses prioritize resilient supply chains and reduced strategic dependencies, the costs of de-risking are rising. This session asks who should bear those costs, how resilience should be financed across public and private sectors, and whether allies can share resilience without creating new dependencies.

Francisca Tatchouop Belobe – Commissioner for Economic Development, Trade, Tourism, Industry and Minerals, African Union **Valdis Dombrovskis** – Commissioner for Economy and Productivity; Implementation and Simplification, European Union **Timotheus Höttges** – CEO, Deutsche Telekom
Laurence Boone – Head of Santander Corporate & Investment Banking France, Santander

Moderated by: **Steven Beardsley** – Deutsche Welle



Impact Dialogue

5:15 – 6:15 PM

Auditorium II, 2nd Floor

Building Competitive Workforces in the AI Era

AI requires organizations to rethink work, skills, and talent development as humans and AI collaborate more closely. This session examines workforce strategies, leadership pipelines, and productivity gains, assessing how businesses and governments can ensure AI-driven growth translates into broadly shared economic opportunity.

Francesco Buquicchio – Global CEO, Egon Zehnder **Harshul Asnani** – President and Head – Europe Business, Tech Mahindra **Oleksandr Bornyakov** – Former Minister of Digital Transformation, Ukraine

Moderated by: **Warda Imran** – Deutsche Welle



Impact Dialogue

5:15 – 6:15 PM

Auditorium IV, 1st Floor

Foreign Policy by Other Means: Trade, Technology, and Geopolitical Power

Technology, critical minerals, supply chains, and capital access have become central to geopolitical leverage, blurring boundaries between foreign policy and economic strategy. This session gathers government and business leaders to examine when and how commercial tools should support foreign policy goals and what role business should play in shaping it.

Sola Enikanolaiye – Minister of State of Foreign Affairs, Nigeria **Alvin Botes** – Deputy Minister of International Relations and Cooperation, South Africa **Wei Li** – Global Chief Investment Strategist, BlackRock

Moderated by: **Carolina Chimoy** – International Journalist



Impact Dialogue

5:15 – 6:15 PM

Chancellor's Office, 1st Floor

Power, Responsibility and the Next Generation

A conversation led by the Berlin Global Dialogue Young Voices about decisions made today and the world they leave behind. As power shifts across countries, institutions and generations, the discussion asks who shapes the rules, who bears their costs, and what responsibility comes with influence.

Leon Schreiber – Minister of Home Affairs, South Africa **Prabhav Gupta** – Hong Kong University of Science & Technology & BGD Young Voice **Daina Mandewo** – Oxford University & BGD Young Voice
Qian Liu – Founder and CEO, Wusawa Advisory

Moderated by: **Siobhan Finan** – University of British Columbia & BGD Young Voice



Impact Dialogue

5:15 – 6:15 PM

Palace View, 1st Floor

Guarantees at Scale: Unlocking the Next Wave of Investment in EMDEs

Guarantees can unlock private investment in emerging markets, yet they remain underused. Drawing on the Green Guarantee Group's report, this session assesses how a deeper global guarantees market can better respond to investor needs and what new forms of collaboration could help bring it to scale, including country-led alliances.

Lars-Hendrik Röller – Chair, Green Guarantee Group & Chair & Founder, Berlin Global Dialogue **Abubakar Atiku Bagudu** – Minister of Budget and Economic Planning, Nigeria
Rita Schwarzelühr-Sutter – Parliamentary State Secretary, Federal Ministry for the Environment, Climate Action, Nature Conservation and Nuclear Safety, Germany
Ingrid-Gabriela Hoven – Managing Director, GIZ **Junaid Ahmad** – Vice President, Operations, Multilateral Investment Guarantee Agency (MIGA), World Bank Group

Moderated by: **Faruk Yusuf Yabo** – Co-Chair, Green Guarantee Group & Permanent Secretary, Federal Ministry of Solid Minerals Development, Nigeria

From 6:15 PM

BGD Pavilion

Kindly register to attend.

Dialogue, Bites & Beverages

Join us for an evening of networking at the BGD Pavilion. Over food and drinks, **President Jakov Milatović** will share Montenegro's perspective on advancing alliances for the new era, followed by a fireside chat with **Annika von Mutius**, Founder & CEO of Empion, on Europe's opportunities in the tech sector. The conversation will be moderated by **Ali Aslan** – International Presenter and Journalist.

Special Guest: **Jakov Milatović** – President of Montenegro

Berlin Global Dialogue

22 October – Program



Leaders Dialogue

8:00 – 8:45 AM

BGD Pavilion

Investing in Germany: The Way Forward

With the Invest in Germany Summit concluded, this session brings together the Chancellor's Personal Representative for Investment, Martin Blessing, and an industry CEO, Michael Sen, to take stock of the summit, identify its implications for German investment and assess the way forward for investment and growth in Germany.

Martin Blessing – Representative of the Chancellor for Investments, Germany

Michael Sen – CEO, Fresenius

Moderated by: **Lars-Hendrik Röller** – Chair & Founder, Berlin Global Dialogue



Leaders Dialogue

9:00 – 10:00 AM

Auditorium Maximum, 2nd Floor

From Globalization to Alignment: A New Business-Government Bargain?

Geopolitical competition and economic security concerns are reshaping globalization and, this session addresses whether a new business-government alliance is emerging. It asks how multinational companies can align with national priorities while maintaining global operations, and what governments and businesses must do to manage shared strategic interests and risks.

Xavier Bettel – Deputy Prime Minister, Luxembourg **Katherina Reiche** – Minister for Economic Affairs and Energy, Germany **René Obermann** – Former Chairman, Airbus **Hervé Ékué** – Global Managing Partner, A&O Shearman

Moderated by: **Larry Madowo** – CNN

Coffee Break 10:00 – 10:30 AM BGD Pavilion & Foyers



Leaders Dialogue

10:30 – 11:30 AM

Auditorium Maximum, 2nd Floor

The South-South Economy: New Trade Corridors, New Power

Expanding South-South trade, investment, and supply chains are reshaping the global economic order. This session assesses how businesses and governments can capture new growth opportunities, overcome infrastructure and regulatory barriers, and strengthen economic influence through deeper ties across the Global South.

Abubakar Atiku Bagudu – Minister of Budget and Economic Planning, Nigeria **Valdene Reddy** – Group CEO, Johannesburg Stock Exchange **José Manuel Salazar-Xirinachs** – ECLAC Executive Secretary, United Nations **Anna Bjerde** – Managing Director of Operations, World Bank

Moderated by: **Larry Madowo** – CNN



Impact Dialogue

10:30 – 11:30 AM

Auditorium II, 2nd Floor

The Green Transition: A Reality Check

The green transition is entering a new phase as energy security, geopolitical tensions, fiscal constraints, rising demand, and climate impacts challenge earlier assumptions. This session discusses how governments and businesses can align decarbonization with competitiveness, affordability, resilience, and energy security in a more complex global environment.

Limpho Justice Tau – Minister of Foreign Affairs, Lesotho **Andreas Feicht** – CEO, RheinEnergie **Véronique Touilly** – Global Head of Sustainability, Corporate Affairs and Risks, UCB

Moderated by: **Thomas Losse-Müller** – Director, Climate Neutrality Foundation



Impact Dialogue

10:30 – 11:30 AM

Auditorium IV, 1st Floor

Advancing Europe's Capital Market

Europe's ability to compete globally depends on deeper capital market integration. This session analyzes whether Europe can overcome long-standing national differences in supervision, insolvency frameworks, taxation, and risk-sharing to build a more integrated financial system, one capable of supporting Europe's growth ambitions.

Dirk Markus – CEO & Founder, Aurelius **Elif Bilgi Zapparoli** – Head of International Client Strategy, Bank of America **Bettina Orlopp** – CEO, Commerzbank **Merete Clausen** – Deputy Chief Executive, European Investment Fund

Moderated by: **Erik Fossing Nielsen** – Senior Advisor, Independent Economics

Private Dialogue

10:30 – 11:30 AM

Chancellor's Office, 1st Floor

★ By Invitation Only

Inside China's Economic Transition

A private exchange with two senior representatives from the Development Research Center of the State Council (DRC) of China.

Fang Jin – Director General, Department of Foreign Economic Relations **Gao Shiji** – Senior Research Fellow and former Director General, Institute for Resources and Environment Policies

Moderated by: **Carolyn Albrecht** – Founding Managing Director, Berlin Global Dialogue



Impact Dialogue

10:30 – 11:30 AM

Tower View, 1st Floor

The U.S. G20 Presidency – What to Expect from Miami

The U.S. G20 presidency is focusing on regulatory reform, affordable energy, and technological leadership amid growing geopolitical and economic tensions. This session considers likely outcomes from the Miami Summit, prospects for consensus on trade and investment, and what a more focused G20 agenda means for global economic cooperation.

Francisca Tatchouop Belobe – Commissioner & G20 Sherpa, African Union

Marcin Przydacz – State Secretary & G20 Sherpa, Poland **Kim Hee-Sang** – G20 Sherpa, Republic of Korea **Zane Dangor** – Director-General & G20 Sherpa, South Africa **Michael Ellam** – Second Permanent Secretary & G20 Sherpa, Cabinet Office, United Kingdom

Moderated by: **Pedro Delgado** – Former G20 Sherpa, Argentina

Short Break 11:30 – 11:45 AM



Leaders Dialogue

11:45 AM – 12:30 PM

Auditorium Maximum, 2nd Floor

A Continent on Guard: Redefining Europe's Security Reality

Russia's war against Ukraine has forced Europe to confront a more demanding security reality. This session examines how European countries can share greater responsibility for defense, sustain support for Ukraine, strengthen cooperation within NATO and the EU, whilst navigating an evolving transatlantic alliance and a more complex security environment

Benedetta Berti – Secretary-General, NATO Parliamentary Assembly

Moderated by: **Gordon Repinski** – Politico

Special
Guest:

Petr Pavel – President of Czechia



Impact Dialogue

11:45 AM – 12:45 PM

Auditorium I, 2nd Floor

At a Crossroads: What the U.S. Midterms Mean for the Global Order

The session considers how the 2026 U.S. midterms could reshape Washington's balance of power, influence the Trump administration's domestic and foreign agenda, and redefine America's role in the global order. It explores implications for allies, businesses, investors, and governments planning amid evolving U.S. leadership and geopolitical uncertainty.

Xavier Bettel – Deputy Prime Minister, Luxembourg **Kay Bailey Hutchinson** – Former U.S. Ambassador to NATO **David Teece** – Executive Chairman, Berkeley Research Group

Daleep Singh – Vice Chair and Chief Global Economist, PGIM

Moderated by: **Tom Nuttall** – The Economist

Lunch Buffet 12:30 – 1:45 PM BGD Pavilion



Leaders Dialogue

1:45 – 2:45 PM

Auditorium Maximum, 2nd Floor

Shaping a Resilient Future for the Middle East

The Iran war is reshaping the Middle East's economic landscape, altering investment patterns, regional connectivity, and competitiveness. This session explores how governments and businesses can strengthen resilience, develop new trade and energy corridors, and leverage recovery and reconstruction efforts to support long-term growth and regional integration.

Joe Issa-El-Khoury – Minister of Industry, Lebanon **Martin Tricaud** – Group Head of Wholesale Banking, First Abu Dhabi Bank **Jörg Kampmeyer** – General Partner and Chair of the Management Board, Knauf Group

Moderated by: **Dima Tarhini** – Deutsche Welle



Impact Dialogue

1:45 – 2:45 PM

Auditorium II, 2nd Floor

Scaling the Next Generation of Nuclear Energy

Advanced nuclear technologies, from SMRs and microreactors to advanced fuels and fusion, are shifting from innovation to commercialization. This session asks how financing, licensing, fuel security, customer demand, and public-private risk sharing can help move the sector from demonstration projects to scalable, commercially viable energy infrastructure.

Michael Goff – Principal Deputy Assistant Secretary, Office of Nuclear Energy, United States

Anne-Isabelle Etienne – Chairman & CEO, Alternative Energies and Atomic Energy Commission (CEA), France **Lucio Milanese** – Co-Founder, Proxima Fusion

Moderated by: **Johannes Trüby** – Partner, Energy & Climate Economics, Deloitte



Impact Dialogue

1:45 – 2:45 PM

Auditorium IV, 1st Floor

The Autonomy Tradeoff: Where Is Dependency Acceptable?

As critical technologies, resources, and supply chains become tools of geopolitical influence, this session debates how governments and businesses can balance resilience with openness. It examines strategic autonomy, critical dependencies, and how to build secure, resilient ecosystems without undermining the benefits of global economic integration.

Hermann Hauser – Co-Founder and Venture Partner, Amadeus Capital Partners **Fritzi Köhler-Geib** – Member of the Executive Board, Deutsche Bundesbank **Daleep Singh** – Vice Chair and Chief Global Economist, PGIM **Sapthagiri Chapalapalli** – CEO Europe, Tata Consultancy Services

Judith Dada – Co-CEO, Langdock & Senior Partner, Visionaries

Moderated by: **Thorsten Lambertus** – Managing Director, Institute for Deep Tech Innovation

Private Dialogue

2:00 – 2:45 PM

Tower View, 1st Floor

★ By Invitation Only

Building Trusted Alliances: Indian-EU Technology, Trade, and Investment

A private exchange on the Indian-European trade agenda with the Minister of Commerce and Industry of India.

Piyush Goyal – Minister of Commerce & Industry, India

Moderated by: **Lars-Hendrik Röller** – Chair & Founder, Berlin Global Dialogue

Short Break 2:45 – 3:00 PM



Leaders Dialogue

3:00 – 4:00 PM

Auditorium Maximum, 2nd Floor

New Era, New Alliances: The Third Path?

As geopolitical competition reshapes trade, technology, and investment, many countries are seeking growth and resilience beyond dependence on the United States or China. This session explores how new economic alliances can create commercially meaningful opportunities, strengthen economic security, and provide a credible alternative in a more fragmented world.

Piyush Goyal – Minister of Commerce & Industry, India **Tan See Leng** – Minister for Energy and Industry, Singapore **Martin Blessing** – Representative of the Chancellor for Investments, Germany **Emma Marcegaglia** – CEO, Marcegaglia Steel

Moderated by: **Lars-Hendrik Röller** – Chair & Founder, Berlin Global Dialogue

4:00 – 4:15 PM

Auditorium Maximum, 2nd Floor

The Alliances Ahead: Closing Remarks

Lars-Hendrik Röller – Chair & Founder, Berlin Global Dialogue

From 4:15 PM

BGD Pavilion

Informal Alliances: Farewell BBQ

Join us for our BBQ at the BGD Pavilion for food, drinks, and a fitting farewell for two days of debate.

Berlin Global Dialogue

21 October – Side Events

Partner Dialogue

7:00 – 8:30 AM

★ By Invitation Only

BGD Breakfast at Bloomberg

Hosted by Bloomberg

Peter Kollmann – International Vice-Chair, Bank of America

Maria Ferraro – Chief Financial Officer, Siemens Energy

Partner Dialogue

7:30 – 8:30 AM

Chancellor's Office, 1st Floor

★ By Invitation Only

The Next-Gen Defense Tech and Geopolitical Capability

Hosted by Bank of America

This roundtable discusses the future of Europe's drone and defense-technology ecosystem. The discussion will consider the partnerships and conditions needed to strengthen European capabilities across autonomy, sensing, advanced materials, and counter-drone defense.

Ahmet Akyol – CEO, Aselsan

Philipp von Bismarck – Managing Partner, DTCP

Dominique Levy – Non-Executive Director, Leonardo S.p.A.

Partner Dialogue

7:30 – 8:30 AM

Palace View, 1st Floor

★ By Invitation Only

Towards climate-resilient investment: making climate resilience and adaptation more investable

Hosted by Milken Institute

This session explores how climate resilience and adaptation can become more investable, helping governments and businesses better assess risk, protect value and increase investment in the face of extreme weather.

Simon Radford – Director of Policy, Milken Institute

Aidan Irwin-Singer – Associate Director, Milken Institute

Partner Dialogue

7:30 – 8:30 AM

BGD Pavilion

Open to All Participants

Perspectives on the State of the World and the Future of Leadership

Hosted by Egon Zehnder

The session will bring together different perspectives to explore the forces reshaping the world and what they mean for leaders navigating an increasingly complex environment. The conversation will draw on selected insights from Egon Zehnder's 2026 CEO Response survey, which will be released that day.

Karsten Wildberger – Federal Minister for Digital Transformation and Government Modernisation, Germany **Francesco Buquicchio** – Global CEO, Egon Zehnder

Moderated by: **Tom Schmidtgen** – Politico

Partner Dialogue

12:30 – 1:45 PM

Chancellor's Office, 1st Floor

★ By Invitation Only

Enabling Innovation in Europe: Technology, Regulation and Growth

Hosted by Apple

This session explores how Europe can create the conditions for trusted technologies, including AI, to innovate, scale and strengthen competitiveness.

Partner Dialogue

12:30 – 1:30 PM

Palace View, 1st Floor

Open to All Participants

Strengthening Healthcare Resilience Through Innovation, Access, and Prevention

Hosted by Siemens Healthineers

This session explores how innovation in diagnostics, digital health, AI and precision medicine can help build more resilient and equitable healthcare systems through prevention and earlier detection, and how collaboration between industry and clinical practice can translate innovation into real-world impact.

Heyo K. Kroemer – Chairman of the Executive Board (CEO), Charité **Bernd Montag** – CEO, Siemens Healthineers

Moderated by: **Ariel Dora Stern** – Alexander von Humboldt Professor for Digital Health, Economics and Policy, Hasso Plattner Institute

Partner Dialogue

12:30 – 1:45 PM

Andreas Dombret, 1st Floor

★ By Invitation Only

Investing in Europe's Next Chapter

Hosted by KKR

This session will discuss the outlook for investment and growth in Europe. The conversation will explore how long-term private capital can support competitiveness across areas including infrastructure, digitalization, energy and security.

Philipp Freise – Partner and Co-Head of European Private Equity, KKR **Christian Ollig** – Partner and Head of DACH, KKR **Philippe De Backer** – Managing Director, EMEA Public Policy and Corporate Affairs, KKR

Partner Dialogue

1:45 – 2:45 PM

Tower View, 1st Floor

Open to All Participants

The Export Agenda of the Future

Hosted by Booking.com

As services are becoming the dominant source of economic value, this session explores what a modern export agenda should mean for competitiveness, investment and international partnerships.

Daniela Stoffel – State Secretary for International Finance, Switzerland **Hester Somsen** – Ambassador of the Kingdom of the Netherlands to Germany **Maria Rocha Barros** – Senior Vice-President, Booking.com **Philip Meissner** – Founder and Director, European Center for Digital Competitiveness

Partner Dialogue

4:45 – 6:15 PM

Andreas Dombret, 1st Floor

Open to All Participants

From Fragmented Visions to Future Value

Hosted by UCB

Using global health as a practical lens, this session explores how collective foresight can improve decision-making, build new partnerships, and enable more coordinated responses to complex challenges.

Ashley Noriega – Biotechnology Director, Centre for Future Generations
Jan Berger – President, World Futures Studies Federation

Moderated by: **Travis Kupp** – Head of Futures, UCB

22 October – Side Events

Partner Dialogue

7:30 – 9:00 AM

Chancellor's Office, 1st Floor

Open to All Participants

De-Risking Africa's Infrastructure Opportunity

Hosted by Global Perspectives

As Africa's infrastructure build-out accelerates, this session considers how energy, transport and digital priorities can be translated into bankable projects, and where European co-investment can help mobilize the capital required.

Sola Enikanolaiye – Minister of State of Foreign Affairs, Nigeria **Anna Bjerde** – Managing Director of Operations, World Bank **Vera Songwe** – Chair & Founder, Liquidity and Sustainability Facility **Amani Abou Zeid** – Former Commissioner for Infrastructure, Energy and Digitalisation, African Union Commission

Partner Dialogue

9:00 – 10:00 AM

Tower View, 1st Floor

Open to All Participants

China–Europe Cooperation in Biopharmaceutical Innovation

Hosted by WinDigital Capital

This session explores how Chinese and European pharmaceutical companies can use licensing, joint discovery and co-development to turn scientific innovation into greater global value.

Max Müller – Head Global Public Affairs, Bayer **Gang Qin** – Founder & CEO, GeneQuantum **Minmin Sun** – Founder & CEO, Immunofoco Biotechnology **Nikos Tripodis** – Head of Corporate Strategy & Portfolio Management, UCB

Moderated by: **Xu Zhang** – COO of Geek Gene Technology

Partner Dialogue

10:30 – 11:30 AM

BGD Pavilion

★ By Invitation Only

From Compliance to Capability: Rethinking the Business–Government Relationship for Europe’s Cyber Resilience

Hosted by GLOBSEC GeoTech Center

This session explores how a stronger public–private alliance can make cyber resilience a driver of Europe’s security and economic strength.

Benedetta Berti – Secretary General, NATO Parliamentary Assembly
Hendrik Bourgeois – Senior Vice President, Government Affairs and Policy Europe, Mastercard

Moderated by: **Andrea Pahon** – Deputy Director, GLOBSEC Geotech Center

Partner Dialogue

11:45 AM – 12:45 PM

Auditorium IV, 1st Floor

Open to All Participants

Navigating EU–China Cooperation in a Fractured World

Hosted by Xunce Technology

This panel explores how European and Chinese actors can find pragmatic areas for cooperation amid industrial transformation, shifting dependencies and intensifying competition in key technologies.

Michael Schumann – Chairman, German Federal Association for Economic Development and Foreign Trade **Fabian von Heimburg** – Head of Europe, Primavera Capital Group **Dongsheng Di** – Dean of the College of Global and Area Studies, Renmin University of China **Changjian Jiang** – Independent Director, Xunce Technology

Moderated by: **Lorna Chen** – Partner, Regional Head of Funds and Asset Management, A&O Shearman

Partner Dialogue

11:45 AM – 12:45 PM

Tower View, 1st Floor

Open to All Participants

Reliable Partners, Resilient Value Chains: Brazilian Business and Europe's Industrial Transition

Hosted by the Brazil-EU Business Network

This session explores how stronger EU–Brazil partnerships can support Europe's industrial, climate and economic ambitions, turning political alignment into practical business collaboration.

Rodrigo Baena Soares – Ambassador of Brazil to Germany **Luciana Brum** – Global Head of External Affairs, Vale **Marius Ochel** – Team Lead Division Foreign Trade & Customs, German Association of the Automotive Industry (VDA) **Wilmar Henning** – Managing Director Germany, WEG

Moderated by: **Greta Drumstaite** – Chair, Brazil-EU Business Network

Partner Dialogue

12:30 – 1:30 PM

Palace View, 1st Floor

★ By Invitation Only

Physical and Industrial AI

Hosted by Deloitte

This session explores how Europe can build strategic AI capabilities and strengthen digital competitiveness without pursuing full technological self-sufficiency.

Dominic Ponattu – Group Leader Innovation, Industry, Energy Policy, Transport and Research, German Federal Chancellery **Markus Hacker** – Senior Regional Director Enterprise Business DACH, NVIDIA

Moderated by: **Bernhard Lorentz** – Managing Partner, Global Climate & Infrastructure Leader, Deloitte

Evening Program



20 Oct – Opening Reception

Join us on the rooftop of the Humboldt Forum at the heart of Berlin for an opening reception with drinks, light bites, and the company of fellow participants. We kindly ask you to register.

From 6:30 PM | Baret Restaurant | Schlossplatz 1 | 10178 Berlin

21 Oct – Dialogue, Bites & Beverages

We invite you to join us for a flying buffet dinner in the BGD Pavilion. We kindly ask you to register.

* Special Guest *

Jakov Milatović – President of Montenegro

From 6:15 PM | BGD Pavilion | Schlossplatz 1 | 10178 Berlin

22 Oct – Farewell BBQ

Please join us for our traditional Farewell BBQ after the last session of the summit.

From 4:15 PM | BGD Pavilion | Schlossplatz 1 | 10178 Berlin

BGD Young Voices

Today's leaders meet tomorrow's voices. With the BGD Young Voices program, we are empowering tomorrow's leaders to engage with today's decision-makers.

Since its inception in 2023, BGD has been committed to fostering dialogue between business and politics, between North and South, and between different generations. The BGD Young Voices program puts these commitments into practice, ensuring that the next generation of leaders already has a seat at the table today.

This is more important than ever: geopolitical shifts, climate change, global inequality, and technological progress are not just key pillars of our program; they are also determinants of our collective future.

During the summit, they will follow a program of their own, as well as participating in the summit. On **October 21 at 5:15 PM**, members of the group will speak in the session **Power, Responsibility and the Next Generation**. Guided by this year's theme Advancing Alliances for the New Era, the Young Voices have designed the session.

We encourage you to join and hear from the next generation.

- : The 2026 cohort consists of 37 young people from across the globe. Drawn from
- : 24 schools of the Global Network for Advanced Management in 21 countries,
- : they were selected based on their academic and professional accomplishments.



Our Advisors

Berlin Global Dialogue is grateful for the strategic guidance of its exceptional Advisory Council.



Bernard Mensah
President of International
Bank of America



Cecilia Malmström
Nonresident Senior Fellow, Peterson
Institute, Former Trade Commissioner
European Union



Emmanuel Bonne
Chief Diplomatic Advisor to the
President, G7 and G20 Sherpa
France



Jennifer Feller
Ambassador, Former G20 Sherpa
Mexico



Jörg Kukies
Former Minister of Finance
Germany



Justin Muzinich
Former Deputy Secretary of the
Treasury
United States



Levin Holle
Economic and Financial Policy
Advisor to the Federal Chancellor,
G7 and G20 Sherpa
Germany



Luke Goh
G20 Sherpa, Permanent Secretary,
Ministry of Foreign Affairs
Singapore



Martín Guzmán
Former Argentinian Minister of the
Economy, Professor of Economics
Columbia University



Michael Ellam
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for European Union and
International Economic Affairs
United Kingdom



Mike Pyle
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United States



Trudi Makhaya
Former Chief Economic Advisor
to the President, Economist
South Africa



Valeriya Ionan
Advisor to the Minister of Defense
of Ukraine, Advisor to the Ministry of
Digital Transformation of Ukraine
Ukraine



Zane Dangor
Director-General of the Depart-
ment of International Relations
and Cooperation, G20 Sherpa
South Africa

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