

# FRANCE, LIGHTSPEED INSPIRATION

The France Pavilion's visitors journey at Dubai World Expo  
(1 October 2021- 31 March 2022)



# EDITORIAL

Jean-Yves  
LE DRIAN  
**French Minister for  
Europe and Foreign  
Affairs**



Putting scientific and technical innovation at the service of human progress: this is the ambition that France has wanted to embody since the Age of Enlightenment. Faced with the current pandemic crisis as well as the challenges of the ecological transition, new mobility and the digital revolution, this ambition today takes on a new meaning and a new urgency.

This is why we wanted the France Pavilion at the Dubai World Expo to be an expression of the wish for this 21st century Enlightenment that we will be working to bring about with our sponsors from the 190 countries represented at this major event, in order to make real the slogan chosen by the United Arab Emirates: "Connecting Minds, Creating the future"

Our Pavilion is therefore designed as a link between the universal heritage that we are proud to claim and the solutions that we are bringing today to build a more sustainable, more resilient and more inclusive world, in accordance with the United Nations 2030 Agenda. Symbol of this profound continuity: the 2,500 m<sup>2</sup> of photovoltaic solar tiles in this eco-building will give shelter to an original edition of the 35 volume Diderot and d'Alembert *Encyclopedia*.

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Thanks to the commitment of its Commissioner General, Erik LINQUIER, and the public and private players around him, our Pavilion will also serve to promote France's influence and pull factor.

For our companies, our communities and our start-ups, the Dubai World Expo really is a unique opportunity to conquer new markets and to get involved, alongside new sponsors, to meet the challenges of tomorrow in terms of energy, mobility, education and in many more areas. To help them launch and sustain this dynamic, they

will obviously be able to count on our diplomatic network, as well as on Business France, our chambers of commerce and the French Foreign Trade Advisers (CCEF, Conseillers du Commerce Extérieur de la France). For us, it is that much more important to support them since an international presence to our economic offer is one of the priorities of our recovery plan.

Our Pavilion will also enable highlighting the richness of our tourist, gastronomic and cultural assets, in particular thanks to varied event programming which, throughout the six months of the Exhibition, will offer the public an overview of our country's heritage and top-level know-how. Conceived as so many opportunities to collectively forge responses to the challenges of tomorrow, these events will also reflect France's commitment to the Sustainable Development Goals.

Finally, on a "day dedicated to the French language, our Pavilion will celebrate this formidable vector of dialogue and diversity which is in full flow today and therefore appears, more than ever, as a privileged means of "connecting minds" in order to "create the future".

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Therefore we are impatiently awaiting this great meet up, ready to share our convictions and our projects with all visitors to the France Pavilion and very happy that the organisers have chosen to put our country in the spotlight the day after the opening.

I hope that this new Dubai World Expo, the first ever organised in the Middle East, will finally mark the resumption of international meetings and the relaunch of discussions between peoples, and I congratulate the United Arab Emirates for having been able to stay the course, despite the vagaries of the pandemic crisis.

**Jean-Yves le Drian**, French Minister for Europe and Foreign Affairs, **Erik Linquier**, Commissioner General for France at the Dubai World Expo and Chairman of Cofrex, and **Justine Weulersse**, Content and Programming Director and Exhibition Commissioner General, **have unveiled on April 26<sup>th</sup>, 2021, the visitor experience and, in particular, the permanent and temporary exhibitions at the France Pavilion.**

**The ambition of the France Pavilion is to unleash inspiration in its visitors:** to bring out ideas, desires, and emotions, to generate involvement, to embody innovations. **An expression of the wish for progress, innovation and creation, the visitor experience revolves around light.** This unifying theme has been present since the genesis of the project, both in the Pavilion architecture and in its exhibitions and event programming topics. The events programming will also be the opportunity to highlight French innovations, and to showcase our companies internationally.

The Pavilion's visitors' journey is organized into several spaces which are, as it were, so many stages and proposals for reinventing our present and creating our future:

Therefore, the France Pavilion has designed the visitor experience in two parts:

## #1 VISITORS' JOURNEY

The France Pavilion promenade will be a place for strolling about in a relaxed way and will host two artistic proposals: that of Sepand Danesh and that of lille3000.

The Entrance Hall will be a place of welcome and general introduction to the Pavilion. The Explorers will have a list of the natural, cultural and human resources of French regions on display.

The permanent exhibition is the heart of the Pavilion. Dedicated to the notion of **Progress**, it presents visitors with three staged spaces, each featuring a vision of progress. These visions echo the theme of the Pavilion ("**Light, Enlightenment**"), that of its geographical wing ("**Mobility**", with CNES, Renault, ENGIE x Île-de-France Region, Accor and FLYING WHALES) and the general theme of the Expo ("**Connecting Minds, Creating the future**", with the CNRS, the CRI and Art Explora).

Within the continuity of the permanent exhibition, visitors will be able to discover a **temporary exhibition**, renewed every month, each one dedicated to an **artistic expertise**: digital art (Histoverly x L'Oréal on Notre-Dame), tableware (Chalhoub Group), kinetic art (Carlos Cruz-Diez), architecture (Société du Grand Paris x Dominique Perrault) and fashion (Jean Paul Gaultier).

Finally, art on display will give an **identity to each of the Belvédère spaces** of the France Pavilion throughout the whole duration of the Dubai World Expo.

## #2 EVENTS PROGRAMMING

The six months of the Dubai World Expo will be punctuated by the **celebration of several key days**: France Day on 2 October 2021 and International Days.

The France Pavilion has also designed its six-month presence around twelve **themed fortnights**, which are based on the **17 Sustainable Development Goals established by the UN**. The objective of these themed fortnights is to raise public awareness of the major causes and challenges of tomorrow and to highlight French initiatives in terms of biodiversity, climate, peace, space, consumption, etc.



# #1

## THE VISITORS' JOURNEY

### THE PROMENADE OF THE FRANCE PAVILION

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The Promenade is the gateway to the France Pavilion designed by the two architectural firms of Atelier du Prado Architects and Celnikier & Grabli Architects. Protected by a canopy, lit up both day and night, the Promenade has been designed as a place for relaxed strolling. Surrounded by endemic tree species, the 1,600 m<sup>2</sup> Promenade of the France Pavilion will be dressed in street furniture *designed* by Sepand Danesh, will host an exhibition dedicated to innovative textiles developed by lille3000 and will display themed photography exhibitions.

#### – SEPAND DANESH –

All along the Promenade and the queue, the Franco-Iranian artist Sepand Danesh has designed a journey going between games and relaxation. His furniture and sculptures symbolise universal attitudes and emotions such as reverie or contemplation.

They will also be a playground for children who can discover QR codes hidden deep inside the work, in order to create a unique experience that resembles a treasure hunt whose goal is "to go against the grain with artistic creation and to show how everyone can perceive it".



© Cofrex –France Pavilion

Through this artistic display, Sepand Danesh embodies a universal vision of art and invites visitors to grasp hold of it.



© lille3000

#### – FUTUROTOXILES – TEXTILE INNOVATION by lille3000

Via a didactic journey between science and art, lille3000 seeks to show the diversity and originality of textiles, a continually changing material. The exhibition will present a panorama of the textiles of tomorrow by inviting each visitor on an artistic, playful and poetic journey through seven capsules whose themes echo the values and themed fortnights of the Pavilion: mobility, health, seas and oceans, wind, aroma, space and light. Each capsule will showcase the latest French textile innovations thanks to scenography that is located between science and poetry. Imagined as futuristic automata, these seven architectures inspired by snow globes aim to modify the visitor's experience by transforming the France Pavilion queue into a real field of interactive and sensory curiosities.

## – PHOTOGRAPHY EXHIBITION –

The France Pavilion will present thirteen photography exhibitions which will be renewed in line with the themed fortnights. Perfectly placed along the *Concourse Road*, these exhibitions will enable visitors to discover the work of French and international artist-photographers whose work illustrates, questions and sublimates the themed fortnights at the Pavilion.

### INTRODUCTORY SPACE OF THE FRANCE PAVILION

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#### – FRENCH HERITAGE – By The Explorers

This introduction space will present the wealth of French heritage, captured by The Explorers and in partnership with the regions of France, Atout France and Unesco. Visitors will be greeted by a panorama of images which will draw up a list of the natural, cultural and human heritage on Earth to unite and make as many people as possible aware of its riches and its fragility.



#### – ENERGY CLOCK – By EDF and Schneider Electric

The energy dashboard will enable dynamic and live display of the Pavilion's energy consumption. A building with a virtuous design and operation, this dashboard will make visitors aware of French commitment by sharing specific information on environmental performance.

## THE FRANCE PAVILION PERMANENT EXHIBITION: REDEFINING PROGRESS

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Beginning in the middle of the nineteenth century, World Expos have helped, in each era, to produce solutions to major global challenges and **to create progress for peoples and cultures. A truly global event, and an international gathering with an atypical dimension that is part political summit, part trade fair and part cultural and scientific forum**, every World Expo strives to create synergy between political, scientific, architectural, artistic, economic players, etc.

Open to all, World Expos are the opportunity to present and experience the latest innovations from participating countries, enterprises, multi-lateral organizations, academic institutions and NGOs. As such, any individual can become **a driving force for progress**, rethinking standard practices, and creating and sharing the solutions of tomorrow. This is what France intends to demonstrate throughout its Pavilion via its permanent exhibition which will be deployed on the ground floor.

### – LIGHT, ENLIGHTENMENT –

The first space in the permanent exhibition displays a definition of Progress in connection with the main theme of the Pavilion, which is that of light and Enlightenment.

This space will be devoted to one of the most emblematic projects of the Enlightenment, the **Diderot and d'Alembert *Encyclopédie***, or the *Dictionnaire raisonné des sciences, des arts et des métiers* (Classified Dictionary of Sciences, Arts and Crafts).



Collective work, the *Encyclopédie* is defined thus by Diderot: "*The aim is to bring together knowledge scattered over the surface of the Earth; to lay bare its general system to the Men with whom we live, and to transmit it to the Men who will come after us*". This is the first time in the history of ideas that a group of thinkers has set itself the objective of producing a "Classified Universal Dictionary of Human Knowledge", an objective shared by the World Expos.

An original edition of the 35 volume *Encyclopédie* will be loaned by the National Archives and exhibited in the France Pavilion.



Space 1 "Light, Enlightenment" - © Cofrex –France Pavilion

## – MOBILITY –

The second space in the permanent exhibition displays a definition of Progress in connection with the theme of the Pavilion's geographical wing: mobility. Six Pavilion Sponsors will present their innovations in terms of mobility, each in a dedicated staged space. These sponsors are: CNES, Renault, ENGIE and Ile-de-France Region, Accor and FLYING WHALES.

### **Mobility** **By CNES**

To illustrate mobility and present a dream part, CNES has chosen to get the visitor to embark on a journey into the Universe. During this trip, they will closely pass by the international space station and its astronauts and discover missions serving our own planet such as the exploration of the Solar System's heavenly bodies (the Moon, Mars and Jupiter) or the study of the Universe.



© CNES



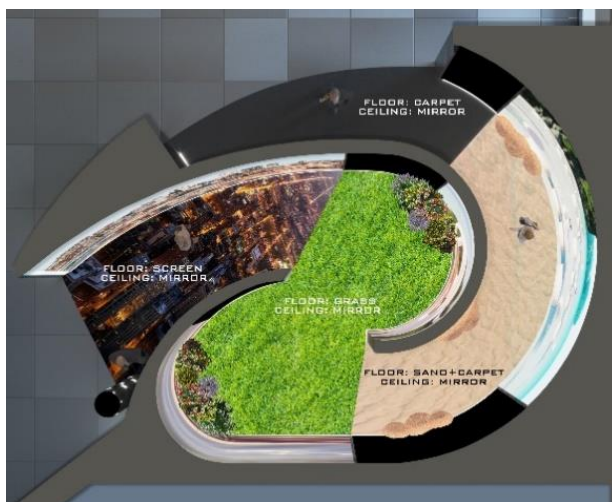


### ***Mobility By Renault***

The mobility of tomorrow must be smart, greener, better shared and more accessible, for everyone and everywhere, in a sustainable world. In the space dedicated to mobility, Mobilize, the Renault Group's mobility brand, will be highlighted to illustrate its commitment beyond the car and encourage ecological transition through flexible, sustainable, and user-oriented mobility and energy solutions.

### ***Mobility By ENGIE and The Île-de-France Region***

Combining business know-how, heritage and technological history, and the Region's emblematic sites, the experience of the ENGIE and Ile-de-France Region space will transport the visitor to the epicentre of the transformations towards new forms of mobility, their key energies and their infrastructure.



*Mobility Area © Accor*

### ***Mobility By Accor***

At the France Pavilion, Accor will present an unlimited experience through an immersive multi-faceted labyrinth comprising four zones. Thanks to captivating curved mirrors with uninterrupted content, visitors will be able to redefine what is possible on this journey out of the world.



***Mobility,  
By FLYING WHALES***

FLYING WHALES will present its innovative vision of air cargo transport: continuing to serve economic and social development while impacting the environment as little as possible. By means of a modern treatment of an iconic object from the last century's World Expos, FLYING WHALES will offer visitors a physical and digital experience giving them a glimpse of one of the flagship modes of transport of tomorrow.



© Flying Whales

**– CONNECTING MINDS, CREATING THE FUTURE –**

The last space in the permanent exhibition displays a definition of Progress in connection with the theme of the Dubai World Expo. "Connecting Minds, Creating the future" Designed and staged as the **Galaxy of the future**, this third space of the permanent exhibition is organised into three sub-spaces or "Planets", each embodying a priority subject for tomorrow's world to create together: *Planet Science* will be embodied by the National Centre for Scientific Research (CNRS, Centre National de la Recherche Scientifique), *Planet Education* by the Interdisciplinary Research Centre (CRI, Centre de Recherche Interdisciplinaire) and *Planet Art* by the Art Explora Foundation.

***Planet Science  
By the National Centre for Scientific Research (CNRS)***

Planet Science will present "Antarctica, a laboratory of the future", an immersive experience at the heart of cutting-edge research carried out in Antarctica and its challenges. The objective of this Planet will be to wake the visitor's awareness up to an Earth where the future of the planet is being created.



Planet Sciences - © CNRS

***Planet Education  
By the Interdisciplinary Research Centre (CRI)***

Planet Education will display immersion in the heart of the infinite space of knowledge. The Little Prince by Antoine de Saint Exupéry, whose talents as an explorer are known the world over, will guide

visitors in their quick discovery of this rapidly expanding planet. During this imaginary and poetic journey projected onto a suspended planisphere, everyone will be able to become aware of the countless connections that link disciplines (the arts, science, tech, etc.) and cultures.



*Planet Education - © CRI*

***Planet Arts***  
***By the Art Explora Foundation***

Planet Arts was entrusted to the Art Explora Foundation, which relies on digital technologies and roaming systems to initiate new encounters between the works and a wide and diverse audience. Planet Art will present a new marine roaming cultural device to meet peoples, a mechanism that is revolutionary in its approach to sharing the arts with the wider world. It will also have on display an interactive artistic installation by French artist Neil Beloufa, in collaboration with Ebb studio, dedicated to the theme of exploration and travel.



*Planet Arts - © Fondation Art Explora*

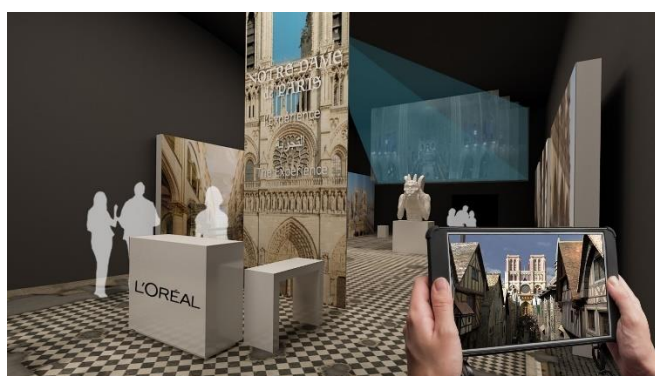
## THE TEMPORARY EXHIBITIONS OF THE FRANCE PAVILION

Each temporary exhibition will be a journey to the heart of French diversity, excellence, and artistic know-how. Five temporary exhibitions will follow one another over the period of the Dubai World Expo with a type of art put in the spotlight each month: **digital art, tableware, kinetic art, architecture, and fashion.**



### **Notre-Dame de Paris, the Experience** **By Histovery & L'Oréal** **From 1<sup>st</sup> October to 1<sup>st</sup> November 2021**

The exhibition will be a virtual immersion into the history of the cathedral of Notre-Dame de Paris, a treasure of the world heritage of Humanity, from its construction until today. Thanks to the Augmented Reality of the HistoPad developed by Histovery allowing for immersive and interactive reconstructions, visitors equipped with tablets can go back in time and discover the cathedral's construction site in the Middle Ages. They will also be able to witness the coronation of Emperor Napoleon 1<sup>st</sup>, attend the construction of the Viollet-le-Duc spire or even understand the conservation work on the monument after the 2019 fire while waiting for the reconstruction of the missing parts.

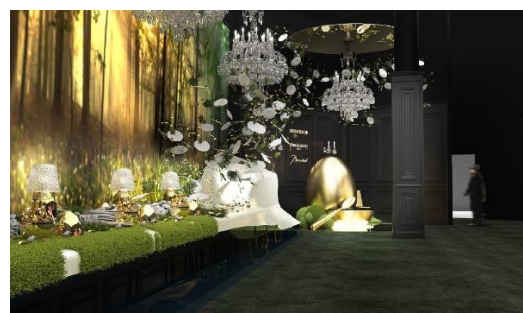


© Histovery

This exhibition, presented as preview in Dubai, will prefigure the augmented exhibition "Notre-Dame de Paris" scheduled for Paris in 2022 that will be realised in collaboration with l'Établissement public chargé de la conservation et de la restauration de la cathédrale Notre-Dame de Paris (Public Institution responsible for the conservation and restoration of Notre-Dame de Paris).

### **The French way of life, a dream to share** **By the Chalhoub Group** **From 5 November to 6 December 2021**

The exhibition will be an immersion in the French way of life via tableware. This immersive exhibition will combine the showcasing of prestigious creations with spectacular staging. It will take the visitor through the process of creation and French know-how and will immerse them in French tableware tradition as well as a vision of future life skills in France.



© Chalhoub



The three legendary houses of Baccarat, Bernardaud and Christofle will be the main contributors to this temporary exhibition.

### **Chromosaturation Room**

**By Carlos Cruz-Diez**

**From 12 December 2021 to 15 January 2022**

Carlos Cruz-Diez's works make him one of the greatest 20th century thinkers about colour. His work brings a new understanding of colour and light and have greatly expanded the perceptual universe. They reveal colour to us as a luminous phenomenological reality, independent of any formal or symbolic structure.

The temporary exhibition will be a Chromosaturation Chamber: an artificial environment made up of three coloured chambers, one red, one green and one blue, which will submerge visitors. The movement of visitors in the Chromosaturation will generate interaction, transforming them into players and makers in a constantly changing event occurring in real time and space.



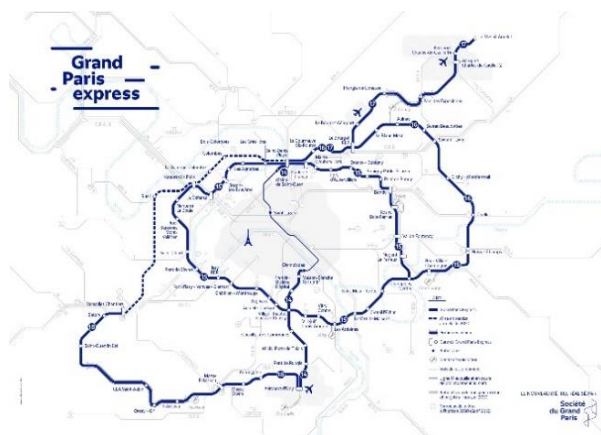
© Maja Baska

### **La Société du Grand Paris**

**By the SGP & Dominique Perrault**

**From 21 January to 19 February 2022**

This exhibition aims to make news of the Grand Paris Express reverberate throughout the world by being a showcase for French know-how in the fields of architecture, mobility, urban planning and culture. It takes the form of an immersive pavilion inside which a 360° film retracing what is happening with project of the century. This travelling exhibition is also intended to be a place for debate on large-scale urban transformations in global metropolises, for example *through* master-classes by some of the French designers involved in the adventure of the Grand Paris Express.



© Société du Grand Paris

### **From A to Z: the Jean Paul Gaultier primer**

**By Jean Paul Gaultier**

**From 25 February to 31 March 2022**

The enfant terrible of fashion takes over the France Pavilion with an exhibition retracing the fifty-year career of the French designer. This exceptional exhibition will be unveiled in Dubai and will be a presentation of the iconic works of the artist. The visitor will travel through key pieces, punctuated with surprises, archives and sketches. It will also unveil the influences, passions and obsessions of Jean Paul Gaultier, a figurehead of French haute-couture know-how.



© Getty Images

## THE ARTISTIC JOURNEY IN THE BELVEDERE OF THE FRANCE PAVILION

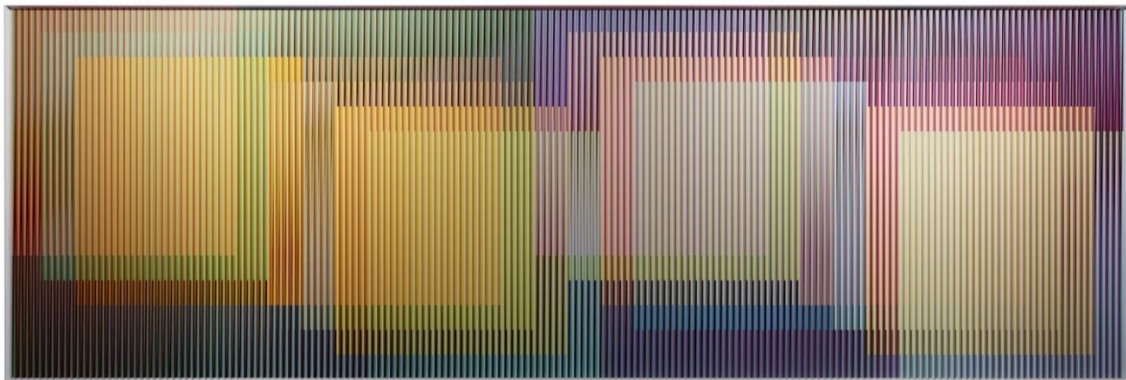
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The Belvédère, the Pavilion's exceptional event space, will host professional and general public events. An artistic journey has been designed for these audiences, to personalise the different spaces and illustrate the central themes of the Pavilion: Light, Mobility, Innovation.

### **The work of Carlos Cruz-Diez**

Carlos Cruz-Diez is one of the great protagonists of contemporary art. His works and writings place him among the greatest thinkers about colour of the 20th century. Some of his works combining colour, movement and light will be exhibited at the Belvédère.

*In collaboration with Atelier Cruz-Diez and the Patinoire Royale de Bruxelles.*



© Atelier Cruz-Diez

### **Jean-François Rauzier, hyperphotography**

Jean-François Rauzier created the "Utopia" project for the Belvédère, in collaboration with the curator Nina Sales. Together, they imagined a multidisciplinary, immersive, and fundamentally visionary space. The artistic journey is inspired by the French Enlightenment, inviting the public to immerse themselves in the heart of fabulous frescoes, modern day heterotopias. These will give the visitor the sensation of wandering in the heart of dreamlike and historical universes, and will plunge them, thanks to this hyperphotographic effect, into a reflection on the place of humans in the city and tomorrow's world.



© Jean-François Rauzier



### **The Mobilier National**

Supporting the arts and crafts since the 17th century, the Mobilier National perpetuates and passes on exceptional know-how. Resolutely turned towards the future, the institution is also promoting the arts and contemporary design in France. Faithful to its tradition of putting the decorative arts on the map at international events, the Mobilier National has joined forces with the France Pavilion to spotlight the excellence of the intangible heritage and French design.



In order to pay tribute to French tapestry know-how, a major piece from the Mobilier National collections will be exhibited in a salon in the Pavilion christened "Salon des Gobelins" for this occasion. The piece on display is the "Amazonia" tapestry, woven in national factories in 1958, after the work of artist Jean LURCAT.

To furnish the salons of the Pavilion's Belvédère, a prestigious event space, the Hemicycle collection was chosen, revisiting the principle of "confidants" and "vis-à-vis" emblematic of the Second Empire. This range was designed by Philippe NIGRO, and was prototyped by the Mobilier National's Research and Creation Workshop (ARC, Atelier de Recherche et de Création) and is produced by the French house Ligne Roset.



### **VOYAGER immersive capsule BY IMMORTECH®**

For six months, IMMORTECH will present a 360° immersive experience with its VOYAGER BY IMMORTECH® capsule on display in the Belvédère of the France Pavilion. The immersive capsule will broadcast content related to the Pavilion's themed fortnights: an exploratory journey to awaken one's imagination on the conquest of space, the discovery of a biome altered by human activities to question our ecological impact, an involved and involving perception of the city of tomorrow to present an alternative to our ways of designing infrastructure and many other trips.

### **Visit the France Pavilion from home thanks to the Pavilion's virtual exhibition!**

The visitor route of the France Pavilion will be accessible free of charge in French and English from 1st October as a guided or independent virtual tour. In the meantime, rendez-vous on the France Pavilion's website to discover all our news!

[www.francedubai2020.com](http://www.francedubai2020.com)



# #2

## EVENTS PROGRAMMING

### THE THEMED FORTNIGHTS OF THE FRANCE PAVILION

The France Pavilion has also designed its six-month presence around twelve themed fortnights, which are based on the 17 Sustainable Development Goals established by the UN.













*“This World Exposition is a unique opportunity to exhibit our country as a pioneer in ecological ways of living. We will show, through effective example, that France is playing a leadership role at the global level to achieve the Sustainable Development Goals (SDG) and more generally, the ecological transition.”*



*As the minister of housing, I am particularly committed to promote our expertise in sustainable cities, to highlight our companies involved in green innovation on the international stage and to showcase the wonderful diversity of our territories, in order to strengthen their attractiveness.”*

**Emmanuelle WARGON,**  
French Minister Delegate for Housing

The objective of these themed fortnights is to raise public awareness of the major causes and challenges of tomorrow and to highlight French initiatives and actions in terms of biodiversity, climate, peace, space, consumption, etc. The events programming will also be the opportunity to highlight French innovations, and to showcase our companies internationally.

 <p><b>BIODIVERSITY</b> Preserving and restoring biodiversity 01.10.2021 – 14.10.2021</p>	 <p><b>SPACE</b> Facing the new challenges of space exploration 15.10.2021 – 28.10.2021</p>	 <p><b>CITIES</b> Designing the sustainable cities and regions of tomorrow by promoting robust infrastructure 29.10.2021 – 11.11.2021</p>	 <p><b>PEACE</b> Advancing peace, justice, and security 12.11.2021 – 25.11.2021</p>
 <p><b>SPORT</b> Promoting sport and physical activity for everyone 26.11.2021 – 09.12.2021</p>	 <p><b>EDUCATION</b> Ensuring access to education and training for everyone 10.12.2021 – 23.12.2021</p>	 <p><b>CREATION</b> Embodying and supporting French artistic creation 24.12.2021 – 20.01.2022</p>	 <p><b>HEALTH</b> Supporting research and innovation to improve health 21.01.2022 – 03.02.2022</p>
 <p><b>CLIMATE</b> Fighting climate change 04.02.2022 – 17.02.2022</p>	 <p><b>CONSUMPTION</b> Establishing sustainable consumption and production methods 18.02.2022 – 03.03.2022</p>	 <p><b>WOMEN</b> Achieving gender equality 04.03.2022 – 17.03.2022</p>	 <p><b>OCEANS</b> Learning about, preserving, and using our oceans for sustainable development 18.03.2022 – 31.03.2022</p>

# THE DUBAI WORLD EXPO

From 1<sup>st</sup> October 2021 to March 31 2022

The Dubai World Expo will be **the biggest global gathering of 2021**. Expo 2020 Dubai is the first world expo to be held in the MEASA region (Middle East, Africa, and South Asia), and is centred around the theme of “Connecting Minds, Creating the Future.” Expo 2020 Dubai brings together more than 200 participants representing various entities — countries, organisations, companies, and academic establishments — and is expected to receive some 25 million visitors.

World Expos of this kind have always ranked among the most eagerly anticipated international events, alongside the Olympic Games and the World Cup. They carry on a proud and longstanding history, beginning with the first ever Great Exhibition held in London in 1851.

The ambitions set by these expos have evolved over the decades, and today lean towards **international cooperation and the search for solutions to the challenges humanity faces**. Over six months, every country in the world will come together in order to discuss, **propose and implement practical solutions for the benefit of all humankind**.

At the Dubai World Expo France intends to promote its know-how on the international scene. The ambition of the Pavilion during the Dubai World Expo is to highlight France’s commitment to building our shared future using political, economic, cultural and social initiatives and actions. French sponsors, stakeholders and talents honoured at the France Pavilion will express their French commitment to building a sustainable society, thus enabling France to defend its new vision of responsible progress.

## Meet our sponsors:



Read more: [www.francedubai2020.com](http://www.francedubai2020.com)

Media contact: [francedubai2020@havas.com](mailto:francedubai2020@havas.com)





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