



MY PLAN FOR YOUR PAYSリップ

+€1,052.70

monthly transfer in this payslip example

Before profit-sharing and new deductions

CURRENT REFERENCE PAY

€1,931.11

AFTER THE MDRS TRANSFER*

€2,983.81

+54.51% against this reference

Let me explain how.

* MDRS = Dubuisson Model for Systemic
Reorganisation

PEACE FOR THE FRENCH PEOPLE



Live better here.

From the very first years.

I want work to provide a living, a future for our children and the means to start a business. My contribution is to connect income, services and production within a single architecture for France.

MY OBJECTIVES FROM 2027

3

YEARS

2030

Income for your plans.

My priority is to introduce the pay transfer, profit-sharing and tax reform together. **70% of combined employee and employer contributions within the scope of the abolition** would become part of pay, before the new deductions. Lower energy bills should add to this gain for groceries, repairs or savings. For municipalities, VAT-free eligible purchases would free up cash otherwise paid in advance.

Income and entitlement switchover envisaged in 2028 or 2029, subject to conditions.

5

YEARS

2032

Services that change lives.

I want parents to know where to have their child treated, young people to train with an income, and court decisions to be followed through to enforcement. **Local healthcare, paid study and tracked administrative applications** should make these processes simpler. Training also prepares people for recruitment in revived sectors. Each service is linked to its staff, premises and operating resources.

Opening dates and waiting times depend on trained teams and available resources.

10

YEARS

2037

Produce here. Have more influence.

I aim for a France with greater control over its energy, food and industrial capacity. Lower labour costs, investment and skills must advance together. The MDRS sets a **target of tripling electricity capacity**, to be sized and financed. Studies begun in 2027 would lead to a target date of 2037. This capacity to produce should strengthen our influence in Europe and our partnerships from the overseas territories.

Completed projects, production costs and jobs created will measure this progress.

A state able to honour its commitments.

I link these changes to continuity of entitlements and the financing of services. The sovereign wealth fund would contribute according to its distributable returns. Net savings must free up resources for investment and debt reduction.



A France where life moves forward.

Make a living from work. Find a doctor. See your children learn and grow up safely. Be able to start a business and build here. These lives, with their constraints and plans, give my commitment its meaning.

What my parents passed on to me

Born in Sri Lanka in 1985, adopted at six months, I grew up in a farming family in the Jura and Pays de Gex. Harvesting, washing up and catering taught me the value of work and the importance of living from one's own efforts.

My mother and grandmother were teachers. My father worked in international organisations. Their lives brought together, for me, passing on knowledge, work and care for people.

I owe these roots to my parents.



A HISTORY OF PASSING ON VALUES AND COMMITMENT

A great-grandfather wounded in 1914–1918, awarded the Croix de guerre and the Médaille militaire. Another, a customs officer, committed to protecting industries. In the Resistance, Jean-Paul Alexandre Terrier, executed by firing squad in 1944. My grandmother received the Palmes académiques in 1989. This heritage gives particular weight to the words protect, pass on and serve.



Understand a life. Rethink the system.

A family must be able to eat, work, receive healthcare and feel protected. When one of these supports fails, the others become more fragile. I designed the MDRS around this reality, to understand how a country's organisation can support the lives of its people.



From experience of crises to the project for France

Working with people facing war and crises, I connected economics, dignity and the fight against the financing of crime. An income, access to healthcare or a viable livelihood changes a family's options. For France, I developed an architecture specific to its institutions, social entitlements and territories. Each measure is linked to the people concerned, its resources and its funding.

More than fifteen years of research throughout my travels



This contribution brings together more than fifteen years of analysis and research into solutions during my travels around the world. In armed conflict zones, I sought to restore control over failing state systems and return wealth to local people. I adapted this approach to France.

Solutions programme and the MDRS design doctrine. Development adapted to French institutions, populations and territories.



An architecture specific to France

2.173 billion euros excluding VAT

My design contribution to the nation

INTERNAL ESTIMATE OF THE COST OF EXTERNAL RECONSTRUCTION

The Dubuisson Model for Systemic Reorganisation is an already-designed conceptual architecture, from individuals to the country's accounts. If elected president, I will bring this personal work of design and reflection to the nation. The €2.173 billion represents the estimated cost of reconstructing it externally. Modelling and validation continue.

12,883 pages in the master document, 24 modules, 12 engines, 647 mechanisms and 6,006 parameters.

How this estimate is calculated

Work	FTE	Months	Days	€ excl. VAT/day	€m excl. VAT
Management and integration	35	48	30,520	6,200	189.2
Data and baseline	210	24	91,560	2,150	196.9
Design of 24 areas	360	36	235,440	2,550	600.4
Budget and simulations	125	36	81,750	2,700	220.7
Law and standards	120	36	78,480	2,700	211.9
Data and software	135	36	88,290	2,300	203.1
Testing and audit	90	24	39,240	2,450	96.1
Documentation and handover	55	24	23,980	1,900	45.6

Design example: $360 \text{ FTE} \times 3 \text{ years} \times 218 \text{ days} \times €2,550 = €600.372\text{m excl. VAT}$

€1,763,838,000 in fees $\times$ 1.12 for expenses $\times$ 1.10 for contingency = €2,173,048,416 excl. VAT

669,260 days over 218 days a year and 4 years give an average of 767.5 FTE.

FTE means full-time equivalent. Here, one year represents 218 billable days.

Deployment and adjustments are a separate stage

External scenario: $477.5 \text{ FTE} \times 8 \text{ years} \times 218 \text{ days} = 832,760 \text{ days}$.

$€2,075,796,000 \times 1.08 \text{ for expenses} \times 1.08 \text{ for contingency} = \text{an additional } €2.421\text{bn excl. VAT}$.

I will lead deployment with public administrations and limited use of consultancies. Estimated external total: €4.594bn excl. VAT, within a range of €2.70–6.72bn excl. VAT. The value of the completed work and the net saving remain subject to expert assessment.

Internal estimate of 3 September 2026, pp. 6–12. Hypothetical resources and rates. The €2.173bn covers reconstruction of the architecture and model. Public implementation excluded. Corpus of 8 and 9 September, 94 requirements, 753 tests. Collections of 7,412, 2,641 and 2,376 pages. Qualification in progress.



The MDRS addresses needs accounting for

78% of the priorities ranked first by the French people

In the current state of the MDRS

Each selected priority is matched to measures already present in the MDRS and their intended effects. The table shows how each action addresses an everyday need. The 78% represents the combined weight of these themes among the first choices expressed.

Matching calculation: $21 + 10 + 11 + 8 + 9 + 8 + 5 + 4 + 2 = 78$

Net effects, support for the MDRS and voting intentions remain to be measured.

Expressed priority	First choice	How the MDRS proposes to address it
Purchasing power Measures 01, 11, 13	21%	Transfer into pay and value-sharing to increase the share of wealth received by employees.
Safety Measures 06, 07	10%	Prevention, intervention and justice linked to staffing and timescales for better everyday protection.
Public debt Measures 04, 15	11%	Expenditure, funding and transition brought together to finance commitments sustainably.
Health Measures 02, 09, 10	8%	Local healthcare and teams linked to territorial needs to improve access and continuity of care.
Climate Measures 14	9%	Energy, networks, investment and maintenance studied together to prepare territories for adaptation.
Inequalities Measures 03, 05	8%	Equal pay and access to services to reduce inequalities across people's lives.
Education Measures 03	5%	Pupils' needs, skills and educational resources brought together to support learning.
Employment Measures 01, 11	4%	Labour costs, energy and production taxes addressed together to support activity and employment.
Taxation Measures 13	2%	Lower, simpler deductions linked to increased prosperity and the financing of entitlements.

Taxation

Lower, simpler deductions, to be linked to increased prosperity and broader participation.

Production costs

Labour costs, energy, production taxes and suppliers addressed together to produce here.

Local authorities

VAT borne on eligible purchases to be abolished. Procedures and timescales to be simplified for municipalities.

Sources for the matching exercise

Institut ELABE for BFMTV · Published on 26 August 2026

The mood of the French people at the start of autumn 2026

Online survey on 25 and 26 August 2026 of 1,000 residents of metropolitan France aged 18 and over. Quotas for sex, age, occupation, region and urban area category.

Question on the areas in which Emmanuel Macron and Sébastien Lecornu's government should prioritise action over the coming months. Three possible choices from fourteen themes. Rounded first-choice shares. These published expectations are matched here to measures in Solutions and the MDRS corpus of 9 September 2026.

elabe.fr/rentree-2026 · Original report, p. 13 · Method and margins, pp. 2–3



15 measures for everyday life.

REASSURE

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- 02** Local healthcare
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- 03** School and creativity
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- 04** Administration
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PROTECT

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- 07** Justice
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- 08** Sovereignty
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TRANSFORM

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HOW THE MEASURES CONNECT



A better income supports a household's plans. Businesses able to produce here create activity. Accessible healthcare, education and justice make this life possible. The MDRS studies their links and the resources needed to hold them together.



Work must show in your pay.

Restore purchasing power

I want your work to give you more choices. Maintaining your home, paying for a repair, supporting your children or saving should become more affordable. The programme combines the reallocation of contributions, value-sharing and tax reform. Here is the first transfer, applied to the reference payslip case.

THE REFERENCE PAYSIP CASE

€1,931.11

Current pay before tax

€2,983.81

After the transfer, before profits and new deductions

€1,503.85

in contributions in the selected case

×

70%

=

€1,052.70

reallocated to the employee, i.e. €1,052.70

The rule adds together the employee and employer contributions that can actually be reallocated after exemptions, for the same job and period. The 70% share is added to net pay before tax. The remaining 30% reduces the employer's cost. The MDRS then reconciles the new deductions and social entitlements to calculate the household's disposable income.

Solutions, IDCC 2335 case. Both shares treated as eligible for this calculation. 70/30 rule of 8 September. Schedule up to €5,000 awaiting payroll data after exemptions.



Time to provide care.

Healthcare close to home

When a child falls ill or a parent needs follow-up care, the response must be clear and accessible. I propose a territorial organisation of healthcare linked to needs, professionals and journeys. The aim is to know where to seek advice, how to continue treatment and who provides follow-up care.

A joined-up care pathway



For patients

A record shared between authorised professionals should avoid having to repeat one's history at every stage. I connect practices, local facilities and mobile teams according to local needs. The MDRS calculates the staffing, equipment and travel required for this continuity.

For healthcare staff

Repetitive tasks must leave more time for consultations and follow-up care. Training, premises and working hours are considered together. Allowable management savings are matched to the financing of frontline healthcare so that reorganisation improves the service provided.

Direct, automated payment

The proposed system removes healthcare intermediaries from the payment process. Doctors are paid directly by the system through an automated process.



Grow up with a future in sight.

Make school a place of excellence and creativity

Your child must be able to learn in a safe place, supported by trained teachers, and discover paths that make them want to progress. I propose modernising working conditions and rebuilding strong teacher-training pathways. High standards and creativity must prepare pupils for a career as well as an independent life.



MAKE SAFE

Places and pathways



PASS ON

Knowledge and creativity



OPEN UP

Training and careers

Home life matters too

A household's resources, diet, sleep and access to healthcare are part of the conditions in which a child learns. The MDRS connects these issues to school. It provides for examining support needs, pathways and material resources to bring school organisation closer to the reality of families' lives.

An American study by Akee and his co-authors observed improvements in some educational outcomes following additional family income. It informs this work. I distinguish educational attainment, attention and cognitive abilities, each of which requires an appropriate measure.



Your application. An answer.

Simplify public administration and make it accountable

An application for an entitlement, authorisation or change of circumstances should begin a process that can be tracked. I propose connecting services around a single file, a responsible officer and a timetable. You should know which documents are needed, how your application is progressing and how to obtain a reasoned response.

1

Information entered once

Authorised services share the documents needed, with access limited to their remit.

2

An identified officer and timetable

Each stage has someone responsible. Requests for further information and deadlines become visible.

3

A decision and a route of appeal

The response explains the rule applied and how to request a review.

Time saved on both sides

For you, the aim is to reduce journeys, repeated appointments and uncertainty. For staff, it is about devoting time to welcoming the public and handling difficult situations. The MDRS tracks delays, errors, staffing and transition costs. A simplified procedure must remain a service that everyone can actually use.



Talent deserves equal recognition.

Enshrine equal pay for women and men in the Constitution

Work involving comparable skills and responsibilities must receive equal recognition. I propose enshrining equal pay for women and men in the Constitution, supported by effective checks and corrective action. This concerns today's pay, career prospects and the entitlements built up through work.

EQUAL SKILLS



EQUAL PAY

01

Compare

Compare roles, skills, working hours and pay to identify gaps in comparable situations.

02

Check

Make responsibilities clear and enable gaps to be examined. The MDRS links working situations to the data required.

03

Correct

Provide for compliance and appeals. Equality must bring verifiable change in pay and career paths.



Live freely. Feel protected.

Restore everyday safety

Being able to return home, open your business or let your children travel with confidence is an essential freedom. I want an effective law-enforcement presence, suitable working conditions and sustained action against trafficking, fraud and criminal money. Victim protection must run through the entire process.

01

Presence on the ground

Resources adapted to the territory's needs.

02

Investigation and action against trafficking

Evidence and targeted financial traceability.

03

Justice and protection for victims

Decisions followed through to enforcement.

Act on living conditions too

Income, school, addiction and prevention are part of the same work. Akee's American study found a reduction in certain offences among the adolescents studied following a family income transfer. For France, the MDRS provides for measuring violence, support for victims and intervention costs separately.

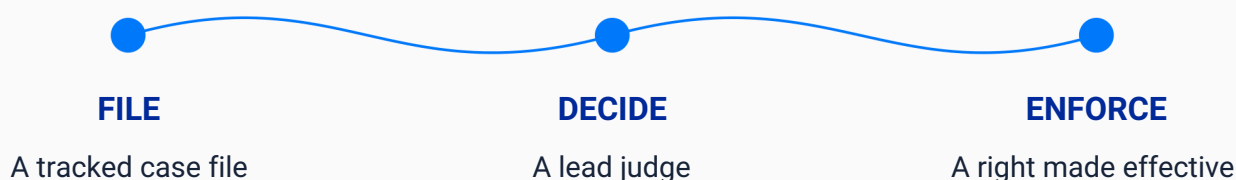
I also propose compulsory military and civilian service for cohesion, along with selective immigration pathways organised around clear rules and identified responsibilities.



Justice must follow through.

Make justice faster and more efficient

Waiting for a pension, a salary, an invoice payment or compensation can put a life on hold. I want people to be able to assert their rights through a clear process. Modernisation must connect filing the case, examining evidence, the decision, appeals and enforcement. Every stage must serve the effective resolution of the case.



An organisation designed around the case

I propose a single case file, a shared timetable, a judge responsible for follow-up and modernised court registries. A dedicated judicial administration must organise resources. Notifications and access to the file are integrated into the process, with legal aid, defence safeguards and reasoned decisions.

The MDRS brings together pending cases, new applications, judicial and registry staff hours, premises and costs. This modelling tests the capacity to meet deadlines while preserving a fair trial. For the state, it makes the justice system's real needs visible.



Decide freely. Be able to act.

Defend our sovereignty



Sovereignty requires preparation

Protecting France requires available equipment, trained personnel, spare parts, stocks and transport capacity. The MDRS connects defence to industry, energy, ports and maintenance. Buying equipment also entails its maintenance, availability and replacement.

For the French people, this autonomy must protect the continuity of services and supplies in times of crisis. A France able to produce and honour its commitments has tangible foundations for influence in Europe. I am committed to this cooperative sovereignty over the long term.

Solutions, measure 8. Master document, doctrine INS0274. Availability, maintenance, logistics and strategic dependencies.



A municipality able to move forward.

Develop all French territories

Renovating a school or water network commits a municipality's cash before the service is provided. I propose abolishing the VAT borne on eligible municipal purchases, allowing them to operate excluding VAT. The aim is to free up the corresponding advance payment and simplify investment management.

AN ELIGIBLE MUNICIPAL PURCHASE OF €100,000 EXCLUDING VAT

INVOICE WITH VAT AT 20%

€120,000

INVOICE UNDER THE PROPOSAL

€100,000

€20,000 in advance VAT payments avoided

What this would make possible

In this example, the municipality would have €20,000 less to pay in advance. Depending on its cash position, this could reduce a temporary funding requirement or facilitate the works timetable. The final gain would be calculated after allowing for recoverable VAT and the FCTVA to which it would be entitled.

I retain the usual municipal revenues within their scope. The MDRS links each service to its staff, buildings, contracts and funding. Resources must accompany transferred responsibilities.



France is built across all its horizons.

Make the overseas territories a French strategic centre

The overseas territories are places to live, produce and make decisions. I want to work there over the long term and organise international meetings with the neighbours of each basin. This presence must connect diplomacy to local realities, businesses, training and residents' needs.

A DIPLOMACY OF PROXIMITY

FRENCH ANTILLES AND FRENCH GUIANA

Exchanges with Caribbean countries

RÉUNION AND MAYOTTE

Indian Ocean partners

PACIFIC TERRITORIES

Meetings with neighbours in the basin

Agreements connected to local life

A partnership must be able to deliver more reliable supplies, a local sector, skills or continuity of care. The MDRS studies water, energy, ports and freight territory by territory. Distances, volumes and local capacities enter the same calculation.

In Europe, I advocate active subsidiarity and rules adapted to overseas realities. The aim is an equivalent service outcome, achieved with resources suited to the territory.



Produce here. Build here.



Revive French production

Trades that build a future

An order can support a workshop, suppliers and several families. I want businesses to be able to invest and workers to benefit more from the value produced. The pay transfer and value-sharing are linked to lasting rules, giving greater predictability to wages and business plans alike.

The MDRS tracks labour costs, energy, materials, machinery, skills and transport. Competitive production must also maintain quality and meet deadlines. For the territory, the aim is to retain viable activity and trades that young people can enter.



The decision must return to the French people.

A referendum initiated by the president

I propose a constitutional framework for referendums initiated by the president. In the event of parliamentary deadlock, the French people could approve or reject the president's proposal, avoiding recourse to Article 49.3 or equivalent procedures. Parliamentarians would be required to translate that choice into applicable legislation. This route should prevent obstruction and disorder in Parliament, placing the popular will and the population's interests above dogmatic positions and party interests. The consequences, responsibilities and conditions of implementation would be presented before the vote.

Understand

Debate

Decide

High standards start at the top

I have asked those around me to commit to ethics and integrity. Accountability must also accompany the exercise of public office. The MDRS links each decision to a competent authority, its resources and its oversight. Citizens must be able to understand who decides and hold them to account.

The legislative overhaul prepares the necessary texts and transitions. I want debate to focus on workable choices whose effects on individuals, local authorities and public finances can be examined.



Income first. Lasting rules.

Reform taxation

A household must be able to anticipate what it has left to live on. A business must be able to prepare an investment. I want simpler, more stable and lower taxation, supported by higher earned income and broader participation. The MDRS connects this reorganisation to the services and entitlements to be financed.

THE MDRS CONNECTS THREE AREAS OF WORK

Pay

The transfer, then the household's disposable income

Business

Production, profits and profit-sharing

State

Resources, social entitlements and services

Understand the outcome over a full year

The payslip is a first step. The outcome for your household also depends on deductions, entitlements, family circumstances and unavoidable expenditure. I ask the MDRS to track these elements together. It must show how income translates into opportunities to spend, save or repay debts.

The Solutions case is already simulated on page 28, with €2,983.81 before the new deductions and €2,282.62 after pension savings and income tax, before flat-rate charges and profits. Results for each household and the financing of entitlements remain to be consolidated.



Ecology in everyday life.

Create a pragmatic model of ecology



Water. Shade. Living soils.

A shaded school playground, a maintained water network or living agricultural soil meets needs everyone can recognise. I want to focus environmental action on these outcomes. Works must be adapted to the climate, uses and resources of each territory, with maintenance planned for the long term.

The MDRS connects water, agriculture, food, energy and municipalities. It tracks available quantities, investment and operating costs. The aim is to protect environments while improving living conditions, production and health.



A state that keeps its accounts in order.

Reduce public debt

Debt concerns everyone because its interest absorbs public resources over time. I propose a constitutional balanced-budget rule, with exceptions for sovereignty, development and exceptional emergencies. Each choice must be matched to the service provided, its costs and its funding.

Service provided

Costs

Financing

Finance the country's life over the long term

The MDRS tracks each debt, its interest and maturities. It distinguishes current expenditure, investment and repayments. It brings together public bodies' accounts by reconciling their transactions, to establish the total cost of reorganisation.

Buildings, equity holdings and cash are tracked separately. Debt repayment relies on available resources and transactions actually completed.

What this should change for you

A public service must be able to operate after opening. A school, healthcare centre or defence asset entails staff, maintenance and replacement. The MDRS incorporates these obligations from the design stage. Allowable savings are calculated after transition costs and assigned to a specific purpose.

I want to reduce recurring costs and replace support that becomes unnecessary under the new framework. The balance and debt trajectory must emerge from consolidated accounts and real resources.



A reform is judged in your life.

Your life already connects work, family, healthcare and travel. My programme starts from these links. Its outcome must be recognisable in what you can do, the time you regain and the response you receive.

01

Make plans with your salary

Repair a car essential for work, support a child's studies or build up savings. The pay transfer should create this room for manoeuvre. The MDRS then calculates what remains for the household after applicable deductions and entitlements.

02

Get an answer for your family

A medical appointment requires a place, a professional and a feasible journey. A school requires teachers and suitable conditions. I link these resources to the territory's needs so that access to the service exists in everyday life.

03

Move forward with your applications

Knowing who is handling a file, when a response is expected and how to appeal changes the relationship with public services. Simplification must mean completed procedures and time available for your work or family.

Disposable income, time regained and accessible services are the outcomes I want to make visible.



Make a living from the land.

Be able to pass it on.

A farm must be able to produce, maintain its soils and prepare for succession. A new farm needs markets, skills and access to the means of production. I connect these issues so that farming can provide a living for those who sustain it.

From the field to life in the territory

Processing facilities, abattoirs, dairies, vegetable preparation units and canteens can provide local markets. I want to study their supplies, capacity and costs together. For a family, this affects the availability of products. For a farmer, it affects the continuity of their activity.

The MDRS brings together land, succession, labour, water and resources. Hedgerows, water harvesting and crop adaptation are part of this design. The aim is sustainable production, supported by markets and a viable professional income.



The state serving real life.

A decision commits staff, budgets and service users. I want to prepare for its consequences, organise the transition and track changes on the ground. Staff, premises, tools and responsibilities must be ready together so that services continue throughout the transformation.



Understand, organise, account for results

The MDRS brings together the population's needs, staffing, skills, material resources and funding. Staff moving to new duties are supported, with their training and entitlements monitored. The cost of the period during which the two organisations coexist is included in the calculation.

I want to measure responses received, waiting times, errors and service quality. This is how residents and staff will be able to assess the real effects of reorganisation.



Plan the service. Plan its financing.

A budget must explain how choices become accessible services. For a healthcare centre, I bring together expected consultations, professionals, equipment and payments. For a pay reform, I reconcile the sums reallocated with the financing of social entitlements. The same method connects the whole programme.

What is owed

Expenses and entitlements recognised in the accounts.

What is paid

Receipts, payments and their dates.

Still committed

Contracts, assets, debts and maturities.

Rules for interpreting the same transactions

French accounts are linked to each entity's accounting framework, including the RNCE for the state, alongside the LOLF and public budgetary and accounting management. IPSAS supports international accounting comparisons. ESA 2010 and the IMF's GFSM provide other perspectives, particularly statistical ones, on deficits, debt and public transactions.

This design requires the counterpart of every transfer to be tracked. A saving finances an identified allocation. An investment retains its future costs. The MDRS studies interest, repayments and cash requirements over time. Reconciling these accounts tests the balance, prepares debt reduction and preserves continuity of services.



Understandable law. Accessible justice.

I integrated justice and legislation into the MDRS because a right must be capable of being exercised. A business awaiting payment, a family seeking protection or a service user challenging a decision needs a clear process. I propose an overhaul of the courts and a common procedural framework.

First instance

A universal court to organise the filing and handling of cases.

Safeguarding appeal

A review level that protects rights and the quality of decisions.

Consistency of legal rules

A supreme court to ensure consistency in the interpretation of rules.

Rewrite legislation and prepare its application

The work covers provisions retained, simplified or replaced, and transitional rules. Each change is linked to its legislative, regulatory or constitutional level, and to the relevant European and international commitments. Access to the file, evidence, reasoning, appeals and defence safeguards accompany this overhaul.

The 109 judicial architecture requirements are matched to cases, staffing, court registries, notifications and enforcement. The MDRS studies waiting lists and costs to test timescales. For citizens, the aim is an effective right. For the state, it is to organise resources and establish the full cost of procedures and their errors.



What work allows you to earn.

This example uses exactly the Solutions payslip presented on the cover and page 8. The current gross salary is €2,500 per month. The calculation treats both combined contribution shares as eligible and tracks the scenario's transfer, pension savings and tax separately.

THE SAME PAYSIP CASE MONTHLY AMOUNTS

PAY	CURRENT	AFTER THE TRANSFER
Before tax	€1,931.11	€2,983.81
Transfer added to this pay		+€1,052.70

The calculation starts with both contribution shares

€568.89 from the employee and €934.96 from the employer give €1,503.85. The 70% share reaches €1,052.70 after rounding to the nearest cent. It is added to the €1,931.11 reference amount. Any profits shared are an additional stage.

THEN THE SCENARIO'S TWO DEDUCTIONS

After the transfer	Pension savings	Income tax	Amount remaining
€2,983.81	- €298.38	- €402.81	= €2,282.62

The €2,282.62 remains before personal flat-rate charges and profit-sharing. The after-tax gain is calculated using current tax and household circumstances. Pages 1 and 8 still show the transfer before these new deductions.



Know where we stand. Build our capacity.

The MDRS connects labour, energy, taxation and the organisation of sectors. The payslip case studied provides an initial quantified before-and-after comparison. Overall competitiveness also depends on suppliers' costs, productivity, investment and infrastructure.

IMD 2026 RANKING CURRENT BENCHMARKS

1	Singapore
2	Hong Kong
3	Switzerland
4	Taiwan
5	United Arab Emirates
6	Denmark
7	Ireland
8	Netherlands
9	Sweden
10	United States
12	China
23	Germany
24	United Kingdom
36	France
39	Spain
45	Italy

France ranks 36th out of 70 economies

SAME PAYSIP AS ON PAGES 1 AND 8

Monthly employer cost

CURRENT

€3,434.96

MDRS SCENARIO

€2,983.81

13.13%

reduction in this case

€451.15 monthly reduction on an initial cost of €3,434.96.

The scenario uses the contributions from the Solutions case on pages 1, 8 and 28. Additional effects on energy, production taxes and suppliers remain to be quantified. The IMD ranking after the MDRS requires calculation of the other criteria and foreign trajectories.

29 requirements examined across 6 areas

2	Labour	5	Administration and justice
6	Taxation	5	Sectors and territories
5	Energy	6	Financing and businesses

IMD, World Competitiveness Booklet 2026, pp. 66–69. Solutions, IDCC 2335 case, repeated on pages 1, 8 and 28. MDRS corpus of 9 September 2026, version 8 and receipt version 9. Count of 29 distinct requirements related to costs, activity or investment.



A direction is built through results.

To establish France's position in five, ten and twenty years, I link the effects of each measure to income, prices, production and public capacity. The MDRS must establish what changes for households and businesses, then compare this trajectory with those of other countries.

The starting point before reform

Eurostat 2025 reference at the national average wage, before the MDRS. Statistical profile distinct from the Solutions payslip presented on pages 1, 8 and 28.

Annual relative growth in the net income ratio

REFERENCE COUNTRY	5 years	10 years	20 years
Germany	2.95%	1.46%	0.73%
Netherlands	3.87%	1.92%	0.95%
Luxembourg	7.66%	3.76%	1.86%

Thresholds derived from the 2025 gaps

The French reference is 29,086 PPS annually in 2025, against 33,630 PPS in Germany. The 15.63% gap implies a relative increase of 2.95% a year over five years. These thresholds start from pre-reform data. The MDRS's effects on this statistical profile and their consequences for rankings remain to be calculated.

The €1,052.70 transfer remains specific to the Solutions case. The national trajectory requires the pay, deductions, prices and employment of all households. I will publish the projected positions with these calculations.



The MDRS calculations.

Their financial implications.

The annexes detail the assumptions, rules, sources and calculations in this document. Each measure is considered alongside its cost, funding, timetable and the effects it transmits to other measures.

Purpose of the calculation	Verification elements
Pay	Abolished employee and employer contributions, 70/30 split, deductions and disposable income.
Shared profits	Eligible profits, a single 33% pool, beneficiaries, deductions and payments.
Replaced expenditure	Entitlements maintained, target costs, transition and savings after reallocations.
Revenue and sovereign wealth fund	Tax bases, revenue losses, distributable returns and accessible liquidity.
Timetable	Legislation, capacity, payment dates and resources available at each switchover.

A measure takes its meaning from the whole

A household's gain brings together changes in its income, benefits, deductions, prices and private expenses. The combined effects are reconciled within the same scenario, involving the same people and periods.

Change in balance = change in revenue – change in expenditure

Revenue, expenditure, financing, assets and debts retain their nature. Internal transfers are reconciled before consolidation. Each payment remains linked to its counterpart.

Sources to reproduce the comparison

Public references identify the producer, reference year and scope. MDRS rules specify beneficiaries, conditions and allocations. French accounting frameworks, ESA, GFSM and IPSAS mappings allow transactions to be interpreted according to their nature.

Results updated as work progresses

Calculated segments and their assumptions remain identified. National amounts yet to be established are flagged. Future updates will incorporate qualified data, costs and transmission effects.

N01 Open the reference

N02 Open the reference

N03 Open the reference

S01-S24, programme, rules, data and calculations detailed in the annexes. N01 CNOCP. N02 Eurostat. N03 European Commission. N04-N05 IPSASB. Sources consulted on 10 September 2026.

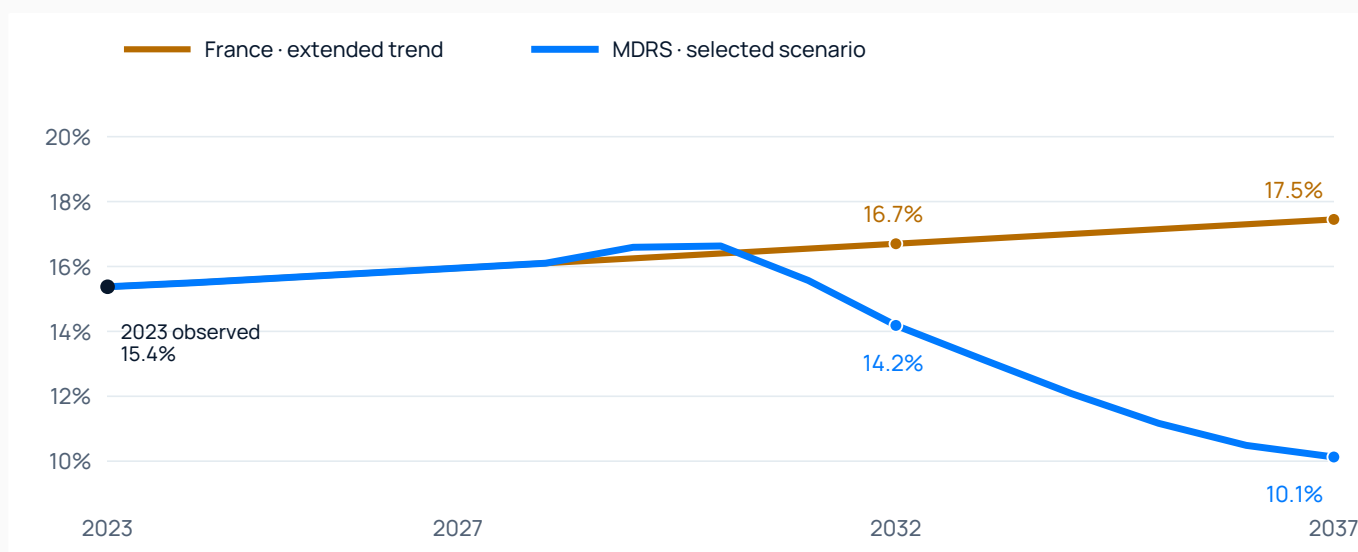


Two trajectories.

A shared horizon in 2037.

The 2023 income distribution serves as a common baseline. The MDRS curve uses the scenario achieving the best international ranking in 2037 among the 22 simulations conducted. Jobs and funding are assumed to materialise according to the selected timetable.

RELATIVE POVERTY · THRESHOLD OF 60% OF THE MEDIAN · FRENCH SCALE



The same MDRS scenario throughout the curve. Programme time horizons starting in 2027.

Horizon	France	MDRS	Poverty gap	Fewer people in poverty	Additional disposable income
5 years · 2032	16.7%	14.2%	2.5 points	1.6 million	+€267bn / year
10 years · 2037	17.5%	10.1%	7.3 points	4.8 million	+€312bn / year

The headcounts compare the numbers of people in poverty at each date. The amounts measure additional net disposable income within the scope studied, at reference prices. Differences calculated before rounding.

Income and employment in the calculation

A pay transfer of 70% of combined contributions, profit-sharing, a pension supplement and a student pathway with €1,800 available and €200 in pension savings. The selected scenario reaches its employment target in 2037 with 3.78 million additional jobs, including 1.53 million entries from inactivity.

The scenario selected for comparison

This assumption expands entries into employment from inactivity to 1.5 million people in the baseline population. The ranking on page 34 uses the same incomes under the international statistical convention. Conditions and calculations are detailed in the annexes.



Employment, retirement, studies.

Bring incomes together.

The effects on poverty are calculated using the resources of the whole household. These cases apply the programme's entitlements, deductions and dependants, subject to eligibility and payment.

STUDENT PATHWAY

€2,000

€200 for retirement
€1,800 available
before annual flat-rate charges

PENSION IN THE STANDARD CASE

€2,050

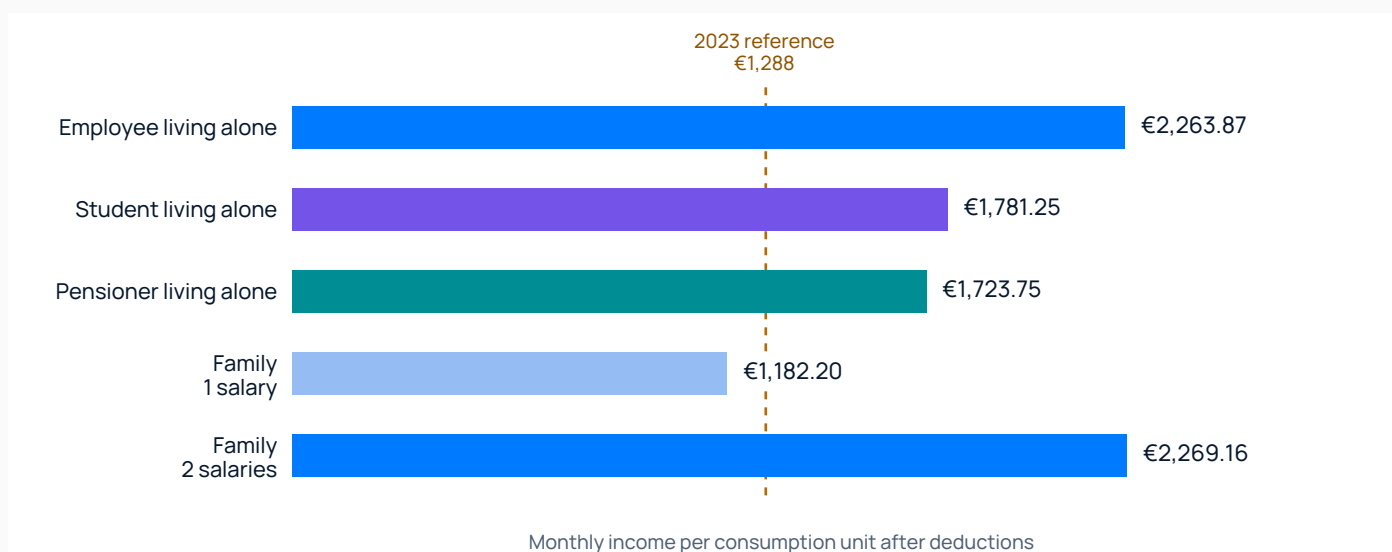
€1,000 initial pension
€1,050 supplement
before tax and flat-rate charges

C01 PAY

€2,983.81

€1,931.11 reference
€1,052.70 transferred
before new deductions

What remains for the household, adjusted for its composition



Understand the two families

Two adults and two children under 14 represent 2.1 consumption units. With one C01 job, the household receives €2,482.62 per month. With two C01 jobs, it receives €4,765.24. The €275 family entitlement is included.

Read the calculation conditions

The cases assume twelve paid months, the scenario's deductions and €225 in annual flat-rate charges per person. There are no other resources. RET01 requires official retirement and established eligibility. Profits remain outside these examples.

Full employment remains a scenario condition to translate into jobs, beneficiaries and dates. National comparisons at 5, 10 and 20 years require links to households and entitlements. Reconciliation remains open in the corpus. The cases above illustrate the rules, with a fixed 2023 threshold as a historical reference.



Projected 2nd place in 2037.

Best performance tested.

The MDRS scenario presented achieves the best ranking in 2037 among the 22 simulations conducted. The comparison covers 45 countries. The latest rates available in 2026 remain fixed for the other 44 countries until 2037.

INDICATIVE RANKINGS AMONG 45 COUNTRIES · CONDITIONAL SCENARIOS

FRANCE · 2023 REFERENCE

14th 15.40%

FRANCE · 2037 TREND

17th 17.32%

FRANCE · MDRS 2037

2nd 11.08%

The ten lowest rates in this group

INITIAL RANK	COUNTRY	RELATIVE POVERTY RATE	YEAR OBSERVED
1	Iceland		9.32% 2019
2	Czechia		11.40% 2023
3	Slovakia		12.79% 2023
4	Denmark		12.88% 2022
5	Norway		14.18% 2023
6	Belgium		14.27% 2023
7	Austria		14.44% 2023
8	Ireland		14.60% 2023
9	Finland		14.88% 2024
10	Poland		14.89% 2023

From the French chart to the international ranking

Each household’s income is recalculated using the OECD scale based on the square root of its size. The resulting change is linked to the published French rate for 2023, keeping the initial gap between model and observation constant.

2037	French curve	Adjusted international indicator
Trend	17.45%	17.32%
MDRS	10.13%	11.08%

The selected scenario assumes expanded employment, payment of the quantified incomes and their financing. The same scenario connects the curve and the ranking. The rules, conditions and detailed linkage appear in the annexes.

Threshold of 60% of the national median, after transfers and taxes. Poverty relative to the country’s standard of living. Ascending ranking calculated before rounding. International coverage of 45 countries. Observations from 2011 to 2025, depending on the country.

OECD, Income Distribution Database, series PR_INC_DISP, PL_60, extracted on 10 September 2026. OECD method, Society at a Glance 2024. Calculations and full list of the 45 countries in the annexes.



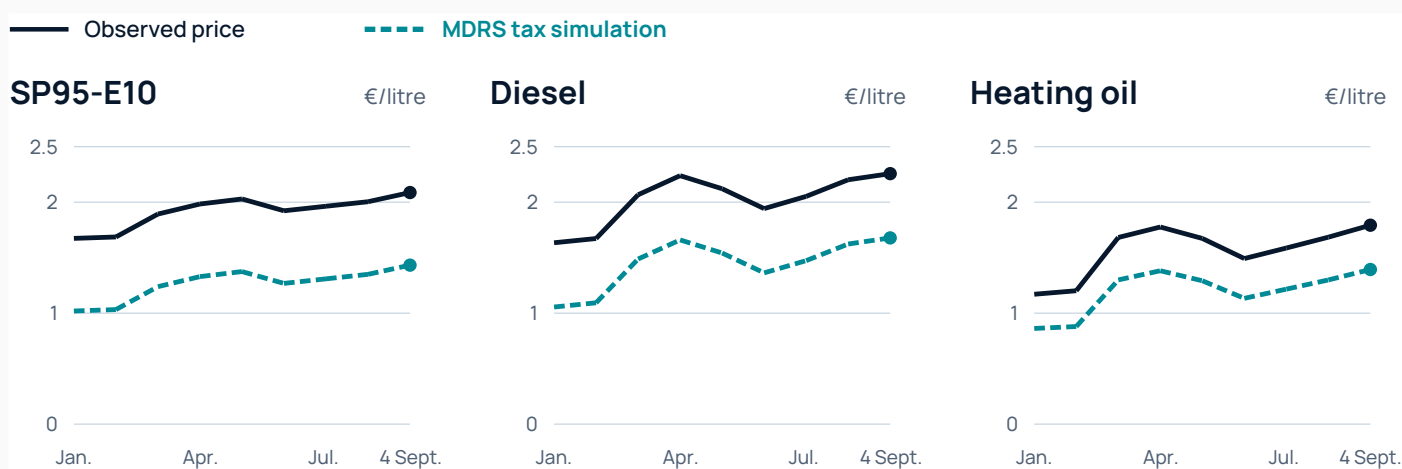
Your journeys. A cheaper fill-up.

€32.71

saved on 50 litres of SP95-E10

Tax assumption at the price of 4 September 2026

The same product, the same volume. The calculation uses the DGEC's published price excluding all taxes. Heating oil follows the 5% VAT-only scenario. The saving assumes full pass-through to the customer.



2026 Identical pre-tax costs at each date in both curves

Reference prices and effect of the MDRS schedule

As at 4 September	Current €/L	MDRS €/L	Saving €/L	Saving per purchase
SP95-E10 50 L	2.0869	1.43268	0.65422	€32.71
Diesel 50 L	2.2571	1.67808	0.57902	€28.95
Heating oil 2,000 L	1.7925	1.393455	0.399045	€798.09

€798.09

saved on 2,000 litres of heating oil

€3,585 today
€2,786.91 in the 5% VAT scenario.
Any European customs duties remain in the supply cost.
Rounded after calculation.

A comparison anyone can reproduce

Petrol and diesel = pre-tax price × 1.20 + €0.15/L. Heating oil = pre-tax price, including applicable customs duties, × 1.05. The curves compare January–August averages and the 4 September observation, at constant pre-tax costs.

The heating oil scenario assumes VAT of 5% and zero excise duty. Implementation requires the necessary European legal adjustments. Future production prices are a separate calculation.



Your electricity. The saving over a year.

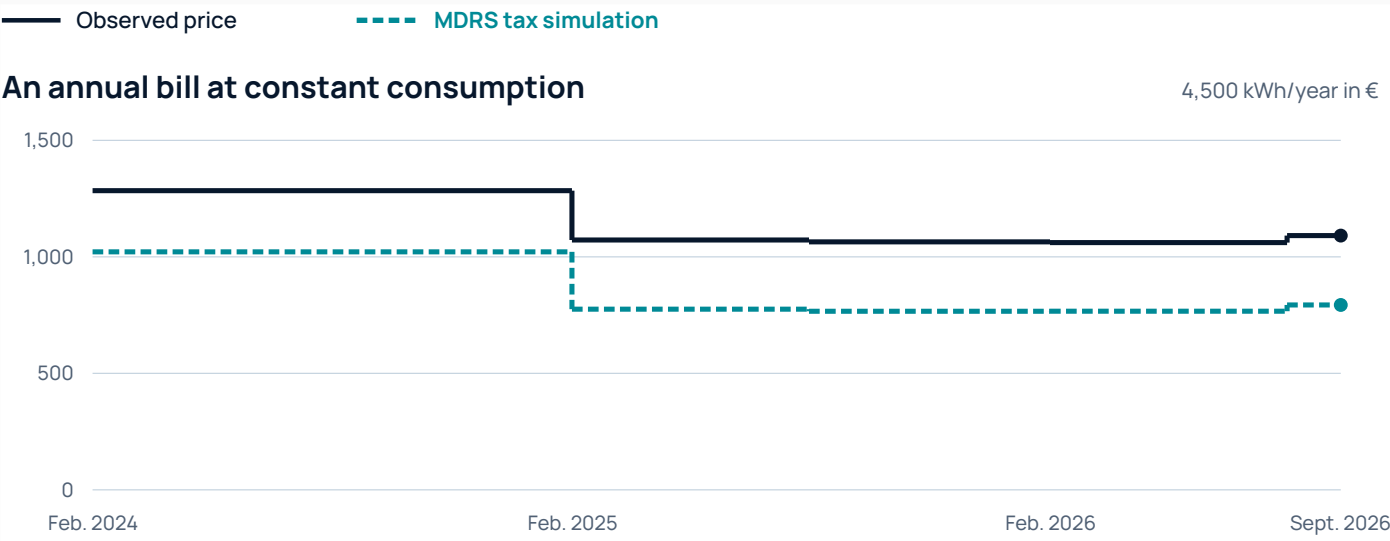
€297.74

in simulated annual savings

4,500 kWh Base tariff 6 kVA Continental metropolitan France

€1,091.26 today
€793.52 in this scenario

Standing charge included, at the tariff of 1 August 2026. The calculation retains the supply and network costs of the regulated tariff.



What this means for your budget

Annual consumption	Current bill	MDRS bill	Saving
3,000 kWh	€791.11	€579.16	€211.95
4,500 kWh	€1,091.26	€793.52	€297.74
9,000 kWh	€1,991.71	€1,436.59	€555.12

The calculation, including the standing charge

The MDRS assumes VAT of 5% on electricity. The scenario uses the benchmark’s abolition of excise duties and the CTA. At the reference tariff, the kWh price falls from €0.2001 to €0.142905 and the annual standing charge from €190.81 to €150.444.

MDRS bill = (€143.28 + consumption × €0.1361) × 1.05. Displayed amounts are rounded after calculation. The three consumption levels are examples, with the same contract and usage in each comparison.

Conditional tax simulation based on historical tariffs. Future market prices and industrial gains remain to be modelled. The corresponding reduction in levies enters the MDRS budget consolidation.



Peace for the French people.

dubuisson2027.fr

Emmanuel Dubuisson

Declared candidate for the 2027 presidential election

Work that continues

I will regularly update the figures and this presentation as my work progresses. They reflect a stage in the systemic architecture I am developing for France.

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International comparisons

Eurostat, 2025 data, earn_nt_net and lc_lci_lev. IMD, World Competitiveness Booklet 2026, pp. 66–68. Catch-up thresholds calculated from net incomes in purchasing power standards. Akee et al., 2010, AEJ Applied Economics, DOI 10.1257/app.2.1.86. Sources consulted on 9 September 2026.

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