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PDG, Total

What I would say, to use Maria's words, is that now is the crucial time to manage the energy transition. As Maria said we are not moving. We talk and it does not move. That is no good and I feel as guilty as others. Changing our energy models will take decades but that is not a reason not to move now. Each country needs to have a vision of the target it wants to reach at the end and the industry needs such visibility.

The process of change will be a long one and we have to be both proactive and patient, which is difficult. Proactive and patient means there can be no antagonism or at least no more than is necessary. For instance, as you can see between Maria, Bill and me, we can discuss things for hours and years, but ultimately I think we have something in common. We need to discuss things not just for the sake of discussion, but to prove that we are responsible for changing and bringing about the real revolution.

I liked Kevin's presentation where he said that the real revelation is the energy mix revolution. It is how we switch from what is an unacceptable world today, because climate change exists and we do not know where to go. Some tell us there is a revolution in the United States and so forth, but the real revolution will be when we sit and discuss who is investing for which result and with what money. If we can do this, then it will be a real success and then we will find a good reason for Saudi Arabia and all of us to be happy, especially green energy researchers, because, contrary to what some people think, there are no differences between energy companies and green energy. It is also part of our business. I thank you for being here today. I thank you, Cécile. You tried and succeeded in keeping some difficult speakers, like me, within the time limits.