

THIERRY DE MONTBRIAL

President and founder of the World Policy Conference

Ladies and gentlemen, I would first like to say that for me it's a real joy to welcome you this evening for the beginning of the third World Policy Conference. You'll note that the term "World Policy Conference" cannot be translated. So it's expressed as WPC. It's a real pleasure – and an even greater pleasure since the audience this evening includes a large number of major personalities, whom I would like to welcome. I will refrain from greeting them individually. I'm sure you understand why. And a number of personalities are here for the first time. There is also, however, a "founding father" whom I would like to welcome by name. I don't know where he's sitting. He's President Enkhbayar of Mongolia. So there are some personalities who have been here since the beginning, who are faithful. And I hope that the WPC's circle of friends will continue to grow.

I would also like to thank everyone who has put so much effort into this project and of course the whole WPC team. In addition, I want to welcome and sincerely thank our Moroccan friends. But you won't forgive me – I hope he will forgive me – for mentioning him despite his usual modesty. I believe he knows exactly whom I am talking about. So I'll say his name: Mostapha Terrab, Chairman of OCP, who is with us today. OCP used to stand for the Office Chérifien des Phosphates. Today it's simply called OCP. But everyone understands. What's certain is that phosphate is involved. Dear Mostapha, please accept my heartiest gratitude.

The WPC project is a major project. I will talk about it tomorrow morning. But you have already listened to me enough and I'm now going to yield the floor for a short speech – I dare not say an opening speech – to a truly exceptional French figure, not only because he wears a moustache as you will notice. I'm speaking of Christophe de Margerie, who is Chairman and CEO of Total. He's an exceptional personality because he's the chairman of a major company. He remains completely unflappable no matter what happens even when refineries go on strike – undoubtedly because he himself is an extremely refined man. As you're going to see in a moment, he also has an extraordinary powerful, extremely strong personality, a way of talking straight that I believe is rather rare. You can judge for yourself in a minute.

I would simply like to say, and this will be my last word, that I feel sorry for the interpreters. Translating Christophe de Margerie cannot be so easy. Unlike me, he speaks with great finesse.

Ladies and gentlemen, dear friends, once again I wish to thank all of you for being here. It's a real joy for all of us who have organised the WPC and for me in particular. I now have the great pleasure of introducing Christophe de Margerie, as it's now his turn to speak.