



# THIERRY DE MONTBRIAL

## Founder and Chairman of the World Policy Conference

We have not done enough work, starting at 9 a.m.; now, it is about 12 hours down the line. The first thing I would like to do, though, is congratulate you on being here still, steadfast to the end. Secondly, to keep you all in shape this evening, I want to introduce a speaker who is a true orator. Not only is he an orator, he is also a man of action. His name is Patrick Pouyanné, a man well-known to all of you and who is the Chairman of Total Group. We have always enjoyed friendly relations with Total.

Patrick will be talking to us this evening about the shifting patterns in the energy landscape, stepping back a bit, re-framing things somewhat, within the context of both the past and the future, and so I am very pleased to give him the microphone. Dear Patrick, you now have full powers – which is what you aspire to fundamentally.