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Well, ladies and gentlemen, we are approaching the end of the 11th edition of the World Policy Conference. And thank you very much for coming this afternoon for this final session. As you can see there are 9 panelists on the scene with us this afternoon. This final session is aimed at dealing with issues we have not covered during these 3 days of very fruitful discussions, if there are some, and also maybe to add additional points to try to have a sort of patchwork at the end of this afternoon.

So I will switch to French to try to explain my personal view of these 3 days, before starting the discussion.

First of all, I would like to come back to the first sentence of Thierry's speech on Friday morning, and especially to the notion of contradictions that he outlined. Listening to all the discussions over the past three days, I noted four major contradictions which, in my opinion, do not do justice to all our exchanges, but will perhaps help clarify our thoughts this afternoon.

The first contradiction, in my opinion, lies in the diagnosis. International policy specialists, who have all expressed very strong anxiety, make a completely different diagnosis to that of the great industry leaders who have spoken. In my opinion, we have here a clash of two different conceptions of globalisation. In the first case, a very strong attention is drawn to the risks of geopolitical breakdown. In the second case, it is assumed that these geopolitical risks exist, but they are not necessarily dangerous or they can be overcome with a medium or long term vision.

The second major contradiction I noted is the one that appeared, in my view, between the hopes linked to technological innovations, expressed by different panels, such as the young leaders we heard this morning, and the very strong concerns about the stability of our ecosystems, voiced especially at the dinner with Laurent Fabius: whether it be about climate, biodiversity or pollution. I think that this question, this tension, crystallises around the notion of innovation. In my opinion, one question remains open: is innovation, as we think it is, aimed at trying to change the model or, quite simply, at trying to maintain existing models? I think our panellists will be able to discuss this subject.

The last two contradictions are of a more regional and geopolitical nature. The first of them is, of course, about the nature of confrontation between China and the United States. I think it has really been one of the recurrent themes of our whole discussion. We are experiencing a novel situation where the Trump administration is no longer seeking to defend the liberal international order, which has benefited China. We have the feeling that, for China, the need to take responsibility may arrive too early, and this creates a palpable anxiety in Beijing. It has very profound consequences on all the geographical areas that we have dealt with over the past three days of discussion.

Finally, the last contradiction is probably between Europe and its neighbours, whether they are Mediterranean or African, but also its eastern neighbours. I think some comments will be made on this topic during the discussion. This contradiction was expressed in particular during the panel on migration, with an apparent desire for a strong Europe and, at the same time, a Europe giving the impression of turning inwards when the challenges ahead should encourage it to be much more ambitious towards the neighbouring countries mentioned above.

This is how I wanted to try to summarise our discussions in very broad terms. Obviously, we could formulate a longer and more accurate list of further contradictions. This will be the work of the panellists. I did my part by mentioning the problems. Now, dear friends, I would ask you to do your part and to overcome all these contradictions and try to finish this session as well as this eleventh edition of the World Policy Conference with, perhaps, where possible, some political recommendations.



I will not introduce all of our panellists to you since you can read their biographies in the brochure. They all have a very rich experience in their field of expertise. I suggest beginning by giving you the floor, Madam Ambassador. We will not necessarily follow the order afterwards, but I will give the floor to each of you for six or seven minutes.