Webinar

2020 ULI France Annual Conference

Date: January 14, 2021

00:00:00 --> 00:00:04: Hello all, Hello to all dear friends, so
00:00:04 --> 00:00:08: I have the joy and the immense privilege this morning
00:00:08 --> 00:00:12: to introduce the annual conference of France of 2020.
00:00:12 --> 00:00:15: Uh, but first, I'd like to take this opportunity to
00:00:15 --> 00:00:16: wish you a great year in 2000.
00:00:16 --> 00:00:20: Twenty-one, I personally have 2 simple wishes for this new
00:00:20 --> 00:00:23: year, one is that it is better than
00:00:23 --> 00:00:25: last year, it should not be very complicated.
00:00:25 --> 00:00:28: And the second wish is that we actually remember the
00:00:28 --> 00:00:30: year 2021 as the year, we
00:00:30 --> 00:00:32: will have defeated the virus.
00:00:32 --> 00:00:35: We live in troubled days,
00:00:35 --> 00:00:39: but crises always come out of the positive.
00:00:39 --> 00:00:44: The health crisis we are experiencing will be no exception.
00:00:44 --> 00:00:50: It will accelerate, it will amplify the trends we already
00:00:50 --> 00:00:51: know about
00:00:51 --> 00:00:56: SG, on digitalization, on changes in usage and.
00:00:56 --> 00:00:57: E.
00:01:00 --> 00:01:05: And it is important to note that it is that
00:01:05 --> 00:01:05: this
00:01:05 --> 00:01:09: trend, in fact are going to put the human in
00:01:09 --> 00:01:14: their center and are also acclaimed by all economic actors.
00:01:14 --> 00:01:16: Uh, though.
00:01:16 --> 00:01:21: And fortunately, crises are not the only agents of change.
00:01:21 --> 00:01:23: Uh, this is an excellent transition
00:01:23 --> 00:01:26: on the, on-the-theme that animate this morning's conference,
00:01:26 --> 00:01:31: so what is the 2024 Paris Olympics and Paralympic Games
00:01:31 --> 00:01:34: and legacy then to define what is legacy?
00:01:34 --> 00:01:37: I will allow myself to quote Jacques rogge, who

00:01:37 --> 00:01:41: is the former president of the International Olympic Committee.
00:01:41 --> 00:01:45: I'm a site. Leaving a lasting legacy is a fundamental
00:01:45 --> 00:01:47: commitment of the Olympic movement.
00:01:47 --> 00:01:51: All the cities hosting the Olympic Games temporarily represent the
00:01:52 --> 00:01:53: Olympic movement.
00:01:53 --> 00:01:55: It is a great responsibility and it is also a
00:01:55 --> 00:01:56: great opportunity.
00:01:56 --> 00:02:00: The host cities caught the world's attention.
00:02:00 --> 00:02:02: All have a unique
00:02:02 --> 00:02:05: opportunity, celebrating the human spirit
00:02:05 --> 00:02:09: and the whole east, an exceptional
00:02:09 --> 00:02:13: environmental, social and economic legacy, which can
00:02:13 --> 00:02:15: change a community, a region and a country forever.
00:02:15 --> 00:02:18: So I would like to open a little bracket to
00:02:18 --> 00:02:23: announce that the alliance group has begun its global partnership
00:02:23 --> 00:02:25: with the Olympic Committee.
00:02:25 --> 00:02:28: It is a partnership that will last 8
00:02:28 --> 00:02:31: years, which will cover 3 Olympic Games.
00:02:31 --> 00:02:35: Tokyo, Paris and Los Angeles now the reasons for this
00:02:35 --> 00:02:39: partnership, that's what's interesting is that the alliance group shares
00:02:39 --> 00:02:41: and clearly identifies with its values,
00:02:41 --> 00:02:46: including the ambition to build a more sustainable world.
00:02:46 --> 00:02:48: Then?
00:02:48 --> 00:02:51: If I were to remember that one figure that characterizes
00:02:52 --> 00:02:54: the Olympic Games among a multitude of
00:02:54 --> 00:02:57: figures would be the budget for the redevelopment of
00:02:57 --> 00:03:02: the territories, which includes the construction of the Olympic Village
00:03:02 --> 00:03:03: for athletes and the press.
00:03:03 --> 00:03:06: 3.2 billion euros.
00:03:08 --> 00:03:11: Of which 1.4 come from the public and a comma
00:03:11 --> 00:03:12: from the private
00:03:12 --> 00:03:14: sector, so that's a colossal number.
00:03:14 --> 00:03:19: It is obvious that these investments will not cover only
00:03:19 --> 00:03:20: a month and a half of,
00:03:20 --> 00:03:25: competition, that they have a much broader vocation and especially
00:03:25 --> 00:03:26: for the public,
00:03:26 --> 00:03:30: to make a deep and lasting urban redevelopment.

00:03:30 --> 00:03:36: To work on infrastructure and participate in the housing construction
00:03:36 --> 00:03:37: effort.
00:03:37 --> 00:03:41: In fact, that is the first question we will ask
00:03:41 --> 00:03:42: this
00:03:42 --> 00:03:45: morning, which is whether the choices that have been made
00:03:46 --> 00:03:49: will enable and guarantee the success of this legacy that
00:03:49 --> 00:03:51: will come into effect in 2020.
00:03:51 --> 00:03:55: So after the games, so in 2025 and 2026.
00:03:55 --> 00:03:59: The second issue is economic balance.
00:03:59 --> 00:04:03: From such a model can it interest and motivate private
00:04:03 --> 00:04:03: investors?
00:04:03 --> 00:04:07: That's before we pass the floor to
00:04:07 --> 00:04:09: Christopher Choice, founder of
00:04:09 --> 00:04:12: The Outcome is, a strategy consulting firm for cities.
00:04:12 --> 00:04:16: After leading the planning initiatives for the firm has and
00:04:16 --> 00:04:18: as in London for 15 years, I
00:04:18 --> 00:04:23: would like to thank all the speakers this morning.
00:04:23 --> 00:04:29: Panelist, speaker, moderator also. I would like to thank our
00:04:29 --> 00:04:31: sponsors dedicated
00:04:31 --> 00:04:33: to this conference, namely diesel,
00:04:33 --> 00:04:37: Piper, Gilles, her and alliances, our annual sponsors without whom
00:04:37 --> 00:04:41: you like France could not exist and also all of
00:04:41 --> 00:04:42: you who are faithful.
00:04:42 --> 00:04:47: Hihi. France faithful to this annual conference that had chosen
00:04:47 --> 00:04:51: to become this morning connecting you even if we can
00:04:51 --> 00:04:52: not meet, talk
00:04:52 --> 00:04:55: to each other. Swap, it's only part postponed.
00:04:55 --> 00:04:57: We thank you for that.
00:04:57 --> 00:05:01: So Christopher, finally, are there any examples of an Olympic
00:05:01 --> 00:05:03: city that we need
00:05:03 --> 00:05:06: recent, at least recent ones that must be followed or
00:05:06 --> 00:05:09: examples on the contrary that should not be followed.
00:05:14 --> 00:05:16: So hello to all, thank you Sebastian.
00:05:16 --> 00:05:20: Uh, I'm sorry I can't be with you in person
00:05:20 --> 00:05:22: this morning,
00:05:22 --> 00:05:26: sitting on one of your welcoming but London sofas.
00:05:26 --> 00:05:31: Nevertheless, I am very happy and very proud to be
00:05:31 --> 00:05:34: part of the tribe of UR.
00:05:34 --> 00:05:39: So today we look at the relationship between our Olympic
00:05:39 --> 00:05:41: heritage and the city.

00:05:41 --> 00:05:45: And I thought we could spend a few minutes preparing
00:05:45 --> 00:05:48: the groundwork for our next discussions, and
00:05:48 --> 00:05:50: I will present in English,
00:05:50 --> 00:05:53: and I hope that suits you.
00:05:53 --> 00:05:57: Ah, then?
00:05:57 --> 00:06:02: We're here is talking,
00:06:02 --> 00:06:04: um.
00:06:04 --> 00:06:07: Oh, sex shop.
00:06:07 --> 00:06:11: AA Index, Siri Sex.
00:06:11 --> 00:06:15: And. Everybody in the room.
00:06:15 --> 00:06:19: Hey How do we achieve?
00:06:19 --> 00:06:19: And hungry?
00:06:19 --> 00:06:22: And.
00:06:22 --> 00:06:34: Freddy.
00:06:37 --> 00:06:38: Of the Modern?
00:06:40 --> 00:06:43: And in extraordinary Man I.
00:06:46 --> 00:06:46: You know what I mean?
00:06:46 --> 00:06:53: To.
00:06:54 --> 00:06:56: Farm.
00:06:58 --> 00:06:58: Movement.
00:07:01 --> 00:07:03: So NT.
00:07:03 --> 00:07:09: It has very specific social way aspect of greatest cities.
00:07:16 --> 00:07:20: Many many disciplines into One before.
00:07:20 --> 00:07:26: And creating something that was open to many different kind
00:07:26 --> 00:07:27: of people.
00:07:27 --> 00:07:32: Professional amateurs, working man, but news,
00:07:32 --> 00:07:32: Uh.
00:07:32 --> 00:07:39: Strong.
00:07:50 --> 00:07:58: People start, all schuss. An ex post City atleast Seven
00:07:58 --> 00:08:01: ears the in Advance.
00:08:01 --> 00:08:06: So this long-term vision allows every one to prepare for
00:08:06 --> 00:08:08: a Legacy for in Advance.
00:08:08 --> 00:08:12: Especially by these lose organizations.
00:08:15 --> 00:08:18: The high-lying layers of France.
00:08:18 --> 00:08:23: Sex tube I come by me with Brother idea about
00:08:23 --> 00:08:24: Legacy.
00:08:24 --> 00:08:28: Men. Is the way of Life.
00:08:28 --> 00:08:30: What about black people?
00:08:30 --> 00:08:30: All.
00:08:30 --> 00:08:43: From.
00:08:45 --> 00:08:50: Wina part of the Spirit for cities.
00:08:50 --> 00:08:58: And.

00:09:00 --> 00:09:01: Bruce Ellis.
00:09:03 --> 00:09:05: Round, round, round out.
00:09:05 --> 00:09:07: American cities.
00:09:07 --> 00:09:10: Yes to an American.
00:09:13 --> 00:09:20: No. Just like Or other ways prophesied.
00:09:24 --> 00:09:27: Of Grey?
00:09:27 --> 00:09:31: It's a ghosttown that crashing that.
00:09:31 --> 00:09:33: Example.
00:09:36 --> 00:09:38: No CDs.
00:09:38 --> 00:09:40: May be One of the greatest examples.
00:09:40 --> 00:09:51: Games.
00:09:53 --> 00:09:56: Uh, yes, over.
00:09:56 --> 00:09:57: Something like that.
00:09:57 --> 00:10:05: Tabaco.
00:10:16 --> 00:10:21: Rocky, Legacy, many many.
00:10:21 --> 00:10:21: And.
00:10:21 --> 00:10:24: Huge.
00:10:27 --> 00:10:34: Decision on Word first time spend a lot of Death
00:10:34 --> 00:10:40: capital fund infrastructure in Newport news.
00:10:40 --> 00:10:41: To.
00:10:44 --> 00:10:48: Olympic De??se?
00:10:48 --> 00:10:48: It's ugly.
00:10:48 --> 00:10:51: Beijing.
00:11:05 --> 00:11:12: In ?? very open relatively beautiful far from the City.
00:11:12 --> 00:11:14: And.
00:11:14 --> 00:11:15: Dragon White.
00:11:15 --> 00:11:17: Act?
00:11:17 --> 00:11:50: To.
00:11:51 --> 00:11:54: Ovh.
00:11:56 --> 00:11:57: To very.
00:11:57 --> 00:12:22: To.
00:12:25 --> 00:12:28: Operating costs and.
00:12:28 --> 00:12:29: It's a mixed one, one.
00:12:45 --> 00:12:51: Of the World with length joke if it breaks me,
00:12:51 --> 00:12:53: um.
00:12:53 --> 00:12:59: Of economic Development is a long term effects JP.
00:12:59 --> 00:13:02: Uh.
00:13:02 --> 00:13:11: Uh, dollars and, um.
00:13:11 --> 00:13:11: Yes.
00:13:11 --> 00:13:14: Barcelona.
00:13:15 --> 00:13:51: To.
00:13:53 --> 00:13:57: Backwordz from the Legacy.

00:13:57 --> 00:14:01: You can come by the Spirit of the sport with
00:14:01 --> 00:14:04: the Spirit of Legacy and generation.
00:14:06 --> 00:14:08: You'll live impec. Movement.
00:14:08 --> 00:14:11: Yes.
00:14:11 --> 00:14:26: Uh.
00:14:32 --> 00:14:35: Transportation and services.
00:14:35 --> 00:14:37: One is my lovely.
00:14:37 --> 00:14:45: Uh, Sunshine I optimistic London right now we have examples
00:14:45 --> 00:14:46: of London.
00:14:46 --> 00:14:48: No, no, no
00:14:51 --> 00:14:54: The size was not a beautiful Green Field.
00:15:02 --> 00:15:07: Oise Industry.
00:15:07 --> 00:15:22: Yes.
00:15:24 --> 00:15:27: Tekken Ridge.
00:15:27 --> 00:15:30: As soon as we like Strong.
00:15:30 --> 00:15:34: And create Joy of the City?
00:15:57 --> 00:16:02: Sauce, um, and it's very very first.
00:16:02 --> 00:16:03: Olympic?
00:16:15 --> 00:16:17: In the future?
00:16:17 --> 00:16:22: Oh, um. Wolf.
00:16:22 --> 00:16:24: Uh, um.
00:16:26 --> 00:16:32: Its evil Venus remains spromene Venus.
00:16:32 --> 00:16:34: Design.
00:16:34 --> 00:16:40: With isleym where, and New Urban Development.
00:16:40 --> 00:16:40: She.
00:16:43 --> 00:16:45: The one extraordinary New Park.
00:16:47 --> 00:16:49: Clean toys.
00:16:53 --> 00:16:58: Seven Lines a metr?? Lines a lot of things and
00:16:58 --> 00:17:00: hold fiber optic.
00:17:08 --> 00:17:16: Transportation infrastructure is Destiny if in Legacy for.
00:17:16 --> 00:17:19: That's a forward point.
00:17:19 --> 00:17:20: World road Network.
00:17:43 --> 00:17:43: Uno, agree.
00:17:43 --> 00:17:48: Heaven?
00:17:51 --> 00:17:53: Index in this two primary zones.
00:17:56 --> 00:18:02: Our overall. Region region Paris in Seine-Saint-Denis,
00:18:02 --> 00:18:06: ten to Eleven Beyond Earth from the Games.
00:18:28 --> 00:18:34: Uh. Uh, of Coubertin and outside the Big Project grids
00:18:34 --> 00:18:37: about reinventing Paris,
00:18:37 --> 00:18:42: which are design in some way to work in parallel
00:18:42 --> 00:18:43: with Big.

00:18:43 --> 00:18:48: And so a revolving to its construction in preparation.
00:18:48 --> 00:18:55: For our improving say words projects are not only creating
00:18:55 --> 00:18:59: links and allow hotels and other track.
00:18:59 --> 00:19:01: Full Games.
00:19:01 --> 00:19:06: Active Zone Life after the Games on love you.
00:19:06 --> 00:19:10: Of.
00:19:12 --> 00:19:14: Yes.
00:19:14 --> 00:19:19: Days in Las suspect Paris com like Barcelona like a
00:19:19 --> 00:19:20: London.
00:19:30 --> 00:19:32: So, I'm going to have
00:19:32 --> 00:19:41: Uh, Credit Games, Importance of Games this moment.
00:19:41 --> 00:19:43: Search, all of Go.
00:19:43 --> 00:19:52: Urban.
00:19:55 --> 00:19:59: If we start by die by Urban Peace,
00:19:59 --> 00:20:04: we also create foundations of the way to make a
00:20:04 --> 00:20:07: very Strong aims to meet.
00:20:07 --> 00:20:12: This is what about. Spirit X?
00:20:12 --> 00:20:15: Yes.
00:20:17 --> 00:20:20: Opier de fr??dy, baron de Coubertin.
00:20:20 --> 00:20:24: They defender of the Modern Olympic movement.
00:20:24 --> 00:20:25: The jui.
00:20:41 --> 00:20:44: Every time we run together.
00:20:44 --> 00:20:50: Beautiful list created extraordinary for others.
00:20:50 --> 00:20:55: In dorina for others. Every time we create our cities
00:20:55 --> 00:20:56: together,
00:20:56 --> 00:21:01: whenever we criticize together we are participating in the Olympic
00:21:01 --> 00:21:01: Spirit.
00:21:01 --> 00:21:05: So thank you very much for your time this Morning.
00:21:05 --> 00:21:09: Looking for like you very much to next discussions,
00:21:09 --> 00:21:10: take you.
00:21:15 --> 00:21:20: Don't worry, Christopher. Verrine trusting in Dead then to introduce
00:21:20 --> 00:21:20: the first
00:21:20 --> 00:21:23: panel, I will give the floor to St??phane de
00:21:23 --> 00:21:26: feuille, the new general manager of Greater Paris landscaping.
00:21:26 --> 00:21:30: The former director general of the opera Bordeaux Or Atlantic
00:21:30 --> 00:21:33: and also a member of the steering committee duly
00:21:33 --> 00:21:36: France, St??phane, to you the floor.
00:21:36 --> 00:21:41: Thank you very much Sebastian. Hello to all of you
00:21:41 --> 00:21:43: who were watching

00:21:43 --> 00:21:49: us today, um, for starters, I may just first introduce
00:21:49 --> 00:21:51: our guests today,
00:21:51 --> 00:21:53: um, 3 who are here,
00:21:53 --> 00:21:55: uh Marie saga that is
00:21:55 --> 00:22:00: also, um, with us from Switzerland and thank you for
00:22:00 --> 00:22:05: being with us then maybe to start introducing half whores
00:22:05 --> 00:22:07: architect urban planner.
00:22:07 --> 00:22:10: Founder of duas PS, a little over 20 years ago
00:22:11 --> 00:22:15: I think that intervenes on a lot of urban failures
00:22:15 --> 00:22:16: at the moment.
00:22:16 --> 00:22:21: Ivry Confluences for example, which we also knew on the
00:22:21 --> 00:22:25: island of Nantes, not so long ago on quite varied
00:22:25 --> 00:22:27: territories that intervene, but
00:22:27 --> 00:22:32: she tells us a little more in a few minutes
00:22:32 --> 00:22:35: in the context of the
00:22:35 --> 00:22:40: Olympic Games, Emmanuel demaizi??re, general manager. 10 4 promotion who
00:22:41 --> 00:22:43: has had a long career with Bouygues.
00:22:43 --> 00:22:48: Uh, since there too, more than 20 years in the
00:22:48 --> 00:22:52: various trades of this great house of which he has
00:22:52 --> 00:22:53: worked
00:22:53 --> 00:22:56: a lot, especially in Bordeaux. That's a wink.
00:22:59 --> 00:23:03: Han earlier, founder also Durban ra um
00:23:03 --> 00:23:07: for Bouygues, so, um, to giant both limited promotion and
00:23:07 --> 00:23:08: urban chess,
00:23:08 --> 00:23:12: um, and who joined so it 4 promotions not so
00:23:12 --> 00:23:16: long ago that it can also be from a big
00:23:16 --> 00:23:18: house that is very involved
00:23:18 --> 00:23:20: in the context of the Olympics.
00:23:20 --> 00:23:26: Nicolas Ferrand, great planning professionals who started over or at
00:23:27 --> 00:23:28: least who worked?
00:23:28 --> 00:23:30: Especially in European chess.
00:23:30 --> 00:23:34: First in Saint-??tienne, an extremely interesting territory.
00:23:34 --> 00:23:38: Uh, or everything was to be done by creating the
00:23:38 --> 00:23:43: public development establishment of Saint-Etienne which has true arena more
00:23:43 --> 00:23:46: recently on epamarne, EPA France giving it
00:23:46 --> 00:23:51: an inspiration, a direction in terms of sustainable development very
00:23:51 --> 00:23:54: particular and that we find perhaps a little in the
00:23:54 --> 00:23:57: inspirations of gastro video that runs since
00:23:57 --> 00:23:59: its foundation.

00:23:59 --> 00:24:03: And who? Who is a developer who has a stopwatch
00:24:03 --> 00:24:04: in his head since,
00:24:04 --> 00:24:08: um, we will not suffer a day of delay on
00:24:08 --> 00:24:10: an operation of this
00:24:10 --> 00:24:14: type, which is not the usual of the developers,
00:24:14 --> 00:24:16: we will talk about it and and.
00:24:16 --> 00:24:20: And finally, I would like to introduce Marie sagwa who
00:24:21 --> 00:24:27: is director of the organization and sustainable development within the
00:24:27 --> 00:24:28: IOC which
00:24:28 --> 00:24:31: joined its you many years ago after.
00:24:31 --> 00:24:35: After a journey, um, accompanied by the transformations of different
00:24:35 --> 00:24:40: ecosystems not necessarily related to the Olympic Games or sport,
00:24:40 --> 00:24:44: therefore a wide variety of professional experiences and.
00:24:44 --> 00:24:47: And that will simply tell us.
00:24:47 --> 00:24:50: Start you address these issues and maybe.
00:24:50 --> 00:24:53: To begin with, I would like
00:24:53 --> 00:24:57: to ask Mary, the first question, to introduce
00:24:57 --> 00:25:01: this roundtable, namely, finally, which Olympic Games the Paralympics?
00:25:01 --> 00:25:06: It's. It is 2 times 2 weeks absolutely wonderful
00:25:06 --> 00:25:11: event, quite magical, very unifying, but at the same time
00:25:11 --> 00:25:12: very ephemeral.
00:25:12 --> 00:25:18: How do you? How does the celio approach this issue
00:25:18 --> 00:25:19: from a profoundly
00:25:19 --> 00:25:22: sustainable perspective and, and
00:25:22 --> 00:25:26: how does the IOC's very philosophy evolve or evolve on
00:25:26 --> 00:25:31: these issues that are becoming more and more pervasive today?
00:25:35 --> 00:25:39: Hello St??phane Bonjour to all I am very happy to
00:25:39 --> 00:25:44: meet you today from Switzerland from the IOC headquarters and
00:25:44 --> 00:25:47: I would like to mention this headquarters since
00:25:47 --> 00:25:51: the house it involves and in a way our small
00:25:51 --> 00:25:56: contribution to sustainable construction um it was opened in 2019
00:25:56 --> 00:25:59: and it has won many awards in terms
00:25:59 --> 00:26:03: of sustainability and obtained the highest number of points.
00:26:03 --> 00:26:06: In certifications especially leed Platinum for those who are
00:26:06 --> 00:26:08: experts. Of course, I would have
00:26:08 --> 00:26:11: preferred to be with you in Paris,
00:26:11 --> 00:26:14: my hometown. But to go back to your question of

00:26:14 --> 00:26:17: how we actually approach sustainability, first,
00:26:17 --> 00:26:20: as some of you have pointed out,
00:26:20 --> 00:26:21: at the time I'm talking to
00:26:21 --> 00:26:24: you, um, we're preparing 5 editions of the games
00:26:24 --> 00:26:27: and so, it's first years of preparation for the Olympics.
00:26:27 --> 00:26:29: Today we have Tokyo 20,
00:26:29 --> 00:26:31: 20 which has of course been postponed and which will
00:26:31 --> 00:26:32: take place this year,
00:26:32 --> 00:26:36: Beijing 22. Paris 24, Milan cortina 20 26 and Los
00:26:36 --> 00:26:37: Angeles 28.
00:26:37 --> 00:26:39: 5 parallel editions
00:26:39 --> 00:26:45: which, um, are being prepared over discussions with future host
00:26:45 --> 00:26:47: cities for 2030 and later.
00:26:47 --> 00:26:52: And then as has also been recalled already this morning,
00:26:52 --> 00:26:54: it is a long-term legacy,
00:26:54 --> 00:26:58: to no avail. Vain. We celebrated the 100 times of
00:26:58 --> 00:26:59: the Antwerp Games.
00:26:59 --> 00:27:02: And the stadium is still standing.
00:27:02 --> 00:27:05: We also worked on the promotion of the St. Louis
00:27:05 --> 00:27:06: stadium of
00:27:06 --> 00:27:09: 1904, thus a very long-term built heritage,
00:27:09 --> 00:27:11: but also a social legacy.
00:27:11 --> 00:27:15: It was mentioned the legacy of Pierre de
00:27:15 --> 00:27:17: Coubertin, the games, when they were
00:27:17 --> 00:27:19: refounded, it was not a
00:27:19 --> 00:27:21: goal in itself, it was a
00:27:21 --> 00:27:25: tool to go further, so sport was from the foundation
00:27:25 --> 00:27:28: of the Olympic movement, conceived as
00:27:28 --> 00:27:31: a tool of social development, so that's why now.
00:27:31 --> 00:27:34: The games have become a very important event since they
00:27:34 --> 00:27:37: are reviewed by half the planet,
00:27:37 --> 00:27:40: only 206 territory. It contributes and 10,000 athletes.
00:27:40 --> 00:27:45: He's participating. We have a responsibility to not only leave
00:27:45 --> 00:27:47: the legacy as a discussion of host
00:27:47 --> 00:27:51: cities, but to ensure that each host city puts heritage
00:27:51 --> 00:27:54: at the centre of its vision and that mechanisms are
00:27:54 --> 00:27:57: put in place to ensure this long-term sustainability.
00:27:57 --> 00:28:01: So there, durability, as I do not see the slides
00:28:01 --> 00:28:01: but.
00:28:01 --> 00:28:05: I think you have and I don't see you either,
00:28:05 --> 00:28:05: um,

00:28:05 --> 00:28:08: I, um, I put in the first slide there.
00:28:08 --> 00:28:12: Sustainability is one of the major pillars of our strategic
00:28:12 --> 00:28:12: roadmap.
00:28:12 --> 00:28:14: And what does that mean?
00:28:14 --> 00:28:15: It means that for us,
00:28:15 --> 00:28:20: games must contribute to the sustainable development of the upper
00:28:20 --> 00:28:23: territories and that is what we are engaging in with
00:28:23 --> 00:28:24: the territories.
00:28:24 --> 00:28:28: So how can games contribute in the specific context of
00:28:28 --> 00:28:29: the territory?
00:28:29 --> 00:28:31: Uh, to development and in wishes.
00:28:31 --> 00:28:33: Paris is a turning point,
00:28:33 --> 00:28:36: a pillar for us since this is the first edition
00:28:36 --> 00:28:40: to fully benefit from these new Olympic agenda 20 26.
00:28:40 --> 00:28:42: Let's move on to the next slide.
00:28:45 --> 00:28:48: E Paris is going to be the first edition to
00:28:48 --> 00:28:52: be completely in line with the Paris climate agreement.
00:28:52 --> 00:28:54: What does that mean?
00:28:54 --> 00:28:58: This means that Paris will commit to working on a
00:28:58 --> 00:29:01: carbon budget half as low as previous
00:29:01 --> 00:29:04: editions, which is extremely demanding and which,
00:29:04 --> 00:29:08: of course, is also related to the fact that there
00:29:08 --> 00:29:13: is a relatively limited number of construction since Paris will
00:29:13 --> 00:29:15: particularly use existing
00:29:15 --> 00:29:19: sites and, er, temporary sites. But also that quote them
00:29:19 --> 00:29:22: will see in the next discussions and if you build
00:29:22 --> 00:29:25: commits to have a very low carbon footprint.
00:29:25 --> 00:29:27: But Paris is also and.
00:29:27 --> 00:29:30: And Marie barsacq, responsible for the legacy of Paris 24
00:29:30 --> 00:29:32: will tell you even better
00:29:32 --> 00:29:35: than I do, it is above all a project that
00:29:35 --> 00:29:36: effectively puts the
00:29:36 --> 00:29:39: social heritage at the heart of games,
00:29:39 --> 00:29:41: namely the use of sport for
00:29:41 --> 00:29:44: health, for education, for inclusion and this legacy, we
00:29:44 --> 00:29:47: tend to think that it happens after the games, but
00:29:47 --> 00:29:49: in fact it is built before and many of the
00:29:49 --> 00:29:50: initiatives
00:29:50 --> 00:29:52: of Paris 24 that have been implemented , whether it's
00:29:52 --> 00:29:54: land of Olympic Day games have already created a legacy
00:29:54 --> 00:29:55: before the games and for us.

00:29:55 --> 00:29:57: That's what's important, it's that
00:29:57 --> 00:30:00: the legacy is designed right from the start of the
00:30:00 --> 00:30:00: project.
00:30:00 --> 00:30:02: At the heart of the vision and that begins to
00:30:02 --> 00:30:03: be delivered,
00:30:03 --> 00:30:07: even before the games, especially for the social aspect.
00:30:07 --> 00:30:09: Uh, that's it. So this is the way we now
00:30:09 --> 00:30:14: and systematically envision the discussion with host cities about inheritance,
00:30:14 --> 00:30:15: it is
00:30:15 --> 00:30:18: no longer something that is Nice to have or that
00:30:18 --> 00:30:21: we leave to the appreciation of the host cities,
00:30:21 --> 00:30:23: but we engage and ensure that the legacy is at
00:30:23 --> 00:30:26: the heart of their project from the beginning,
00:30:26 --> 00:30:31: with a governance structure that will allow to take over
00:30:31 --> 00:30:35: the organizing committee when it disappears at the end of
00:30:35 --> 00:30:36: the games.
00:30:36 --> 00:30:41: Thank you very much, Marie, for putting into perspective one
00:30:41 --> 00:30:42: of a real IOC strategy.
00:30:42 --> 00:30:47: And you said an offence is an important one of
00:30:47 --> 00:30:48: the IOC.
00:30:48 --> 00:30:51: Nicolas, I want to ask you the
00:30:51 --> 00:30:54: question since, um, it's. It is you who looks at
00:30:54 --> 00:30:55: the territory
00:30:55 --> 00:30:57: of a party, at least
00:30:57 --> 00:31:02: its ambitions, especially in the delivery of Olympic works.
00:31:02 --> 00:31:09: How do you make sure that the environmental project that
00:31:09 --> 00:31:14: really fits into the long term then can be more
00:31:14 --> 00:31:17: than just construction?
00:31:17 --> 00:31:20: This is how you finally respond to these challenges?
00:31:20 --> 00:31:22: Uh, some contextual elements very very
00:31:22 --> 00:31:26: quickly, including to put into perspective compared to the general
00:31:26 --> 00:31:28: presentation on Olympic synthesizes.
00:31:28 --> 00:31:31: Uh, you know that for the Paris games and
00:31:31 --> 00:31:32: structure, there's the cojones.
00:31:32 --> 00:31:35: Estanguet who organizes the event and then there is Las
00:31:35 --> 00:31:38: video company delivery of Olympic works that builds everything that
00:31:38 --> 00:31:39: is going to
00:31:39 --> 00:31:42: be sustainable, everything that will remain after the games and
00:31:42 --> 00:31:43: so we have this budget of about,

00:31:43 --> 00:31:45: 3 and a half billion euros.
00:31:45 --> 00:31:49: At public and private parity to build the athletes' village
00:31:49 --> 00:31:53: to build the village of journalists to build the cao
00:31:53 --> 00:31:55: and a whole series of things,
00:31:55 --> 00:31:59: highway interchange, infrastructure. That's with the idea that everything has
00:31:59 --> 00:32:01: to be delivered absolutely.
00:32:01 --> 00:32:05: Whatever happens on 31/12/2023 so we have 35 months and
00:32:05 --> 00:32:07: 16 days before delivery.
00:32:07 --> 00:32:09: That's it and so the meter is running and we
00:32:09 --> 00:32:11: know, we know what our goal is.
00:32:11 --> 00:32:15: And Emmanuelle de Mazi??res knows this because he has the
00:32:15 --> 00:32:15: same goal.
00:32:15 --> 00:32:17: It is part of this adventure,
00:32:17 --> 00:32:21: we are halfway, we are halfway between the time when
00:32:21 --> 00:32:24: France was designated to host the games in 24,
00:32:24 --> 00:32:26: so in Lima it was in 2017.
00:32:26 --> 00:32:27: And then the delivery at the end of 2023.
00:32:27 --> 00:32:30: We are halfway there and at the moment I speak
00:32:30 --> 00:32:31: to you halfway,
00:32:31 --> 00:32:33: we are in the calendar that we gave ourselves 3
00:32:33 --> 00:32:34: years ago, so
00:32:34 --> 00:32:36: we will deliver serenely at the
00:32:36 --> 00:32:39: end of 2023, all 63 permanent works needed for the
00:32:39 --> 00:32:40: games.
00:32:40 --> 00:32:43: We are also in the budgets today compared to the
00:32:43 --> 00:32:45: 3 billion 5 of
00:32:45 --> 00:32:49: angelo, I was talking to you. So, before I
00:32:49 --> 00:32:52: get into sustainability, I just have to say one thing
00:32:52 --> 00:32:54: about what's going on.
00:32:54 --> 00:32:56: Through the Paris Games.
00:32:56 --> 00:32:59: In the construction component beyond the duration,
00:32:59 --> 00:33:00: visit on what game
00:33:00 --> 00:33:03: it is, we will develop more than 300,000 square meters
00:33:03 --> 00:33:03: on
00:33:03 --> 00:33:06: the Olympic Village, more than 120,000 square meters on the
00:33:06 --> 00:33:09: media village, then a whole series of sports equipment that
00:33:09 --> 00:33:11: must be delivered entirely on a given date.
00:33:11 --> 00:33:13: And so what we will demonstrate collectively,
00:33:13 --> 00:33:16: because it is not that the only idea to the

00:33:16 --> 00:33:17: right I am not the only owner.
00:33:17 --> 00:33:19: I coordinate, I go, I watch,
00:33:19 --> 00:33:21: I pilot I but I have not received the mail
00:33:21 --> 00:33:23: was that we will demonstrate
00:33:23 --> 00:33:26: collectively, is that in a great advanced liberal democracy like
00:33:26 --> 00:33:27: France in a rule of law.
00:33:27 --> 00:33:31: Without a derogatory legal regime, we can make big projects
00:33:31 --> 00:33:33: that put their territory in the future and that is
00:33:33 --> 00:33:36: what is at stake behind the Olympic Village.
00:33:36 --> 00:33:38: So there is a very large flight and durability.
00:33:38 --> 00:33:41: There is also a very large development component of the
00:33:41 --> 00:33:42: Seine-Saint-Denis.
00:33:42 --> 00:33:44: That's what's at play behind the media village
00:33:44 --> 00:33:47: is what's at stake behind the equipment we build.
00:33:47 --> 00:33:47: In 6 years, today
00:33:47 --> 00:33:50: in France, we can make big projects.
00:33:50 --> 00:33:53: Okay, and without being in an exorbitant
00:33:53 --> 00:33:57: regime, it's possible, and that, I think, is extremely important
00:33:57 --> 00:33:57: for all
00:33:57 --> 00:34:00: of us builders, in all the construction trades embodied at
00:34:00 --> 00:34:01: Lidl.
00:34:01 --> 00:34:03: It's possible.
00:34:03 --> 00:34:09: So specifically on your question about the sustainability component.
00:34:09 --> 00:34:10: We must have in mind that
00:34:10 --> 00:34:13: in France, we have world champions in all areas of
00:34:13 --> 00:34:14: construction.
00:34:14 --> 00:34:17: Vinci, the world's largest manufacturer, Bouygues number
00:34:17 --> 00:34:20: 2, V??olia, the world's largest producer of
00:34:20 --> 00:34:22: drinking water, et cetera, et cetera. Good.
00:34:22 --> 00:34:25: So we have champions who are international.
00:34:25 --> 00:34:29: We arrive with the Paris Games after 3 major world
00:34:29 --> 00:34:33: events that are obviously the Tokyo Games.
00:34:33 --> 00:34:36: The Dubai World Expo and the Beijing Games.
00:34:36 --> 00:34:38: And we come up with an investment program that is
00:34:38 --> 00:34:39: much weaker.
00:34:39 --> 00:34:42: Maryse Allard, calling one of the forces of the Paris
00:34:42 --> 00:34:42: bid
00:34:42 --> 00:34:45: is that finally, we reuse many existing things,
00:34:45 --> 00:34:47: for example, not built an Olympic stadium.
00:34:47 --> 00:34:49: We use the Stade de France has finally facelift,
00:34:49 --> 00:34:51: but it's just a facelift.

00:34:51 --> 00:34:52: That's it, and so the question
00:34:52 --> 00:34:55: is, how can we exist when we have world champions
00:34:55 --> 00:34:58: compared to Tokyo, which is going to invest about 12
00:34:58 --> 00:35:00: billion euros compared to Dubai,
00:35:00 --> 00:35:02: which has invested between 15 and 16 and compared to
00:35:02 --> 00:35:02: Beijing?
00:35:02 --> 00:35:04: It doesn't even look like we're coming to investments and
00:35:04 --> 00:35:06: so we have to be differentiating.
00:35:06 --> 00:35:10: And we have to be differentiating in a European approach
00:35:10 --> 00:35:12: to what urban planning can be.
00:35:12 --> 00:35:15: Finally, in a kind of European demonstration approach,
00:35:15 --> 00:35:17: a vision of the city.
00:35:17 --> 00:35:19: Oh, I'm sorry. By 2032 1050.
00:35:19 --> 00:35:20: And so we were,
00:35:20 --> 00:35:23: um, we were the French state collectively we were told,
00:35:23 --> 00:35:27: bah listen, voila, we will differentiate ourselves through 5 pillars
00:35:27 --> 00:35:30: that you are asked to embody and embody singularly through
00:35:30 --> 00:35:32: the Olympic Village.
00:35:32 --> 00:35:35: Small incise or it's with the first Olympic
00:35:35 --> 00:35:36: village, it's not Thursday 196.
00:35:36 --> 00:35:39: The first game was 1924 in Paris before
00:35:39 --> 00:35:41: 1924, there was no Olympic village and so we play
00:35:41 --> 00:35:42: again a century later.
00:35:42 --> 00:35:45: This idea of what is an Olympic village?
00:35:45 --> 00:35:48: So 5 pillars, of course, the carbon
00:35:48 --> 00:35:51: Marie, it said. We are the first young
00:35:51 --> 00:35:52: people, they agree to Paris.
00:35:52 --> 00:35:55: We were told, you are bringing down the carbon footprint
00:35:55 --> 00:35:57: of construction by 50 per cent.
00:35:57 --> 00:36:00: I would tell you where the climate is next.
00:36:00 --> 00:36:03: Uh, pretty strong idea, we're being asked to embody the
00:36:03 --> 00:36:04: climate is
00:36:04 --> 00:36:06: changing, so we're living it intensely.
00:36:06 --> 00:36:08: Now, put yourself in
00:36:08 --> 00:36:12: 2017, it was less clear. How do you guarantee comfort
00:36:12 --> 00:36:14: in the climate of 2050 under carbon
00:36:14 --> 00:36:18: constraint, 3rd issue, urban biodiversity at the time of the
00:36:18 --> 00:36:19: 6th
00:36:19 --> 00:36:22: great extinction of species, how is that finally? You're making
00:36:22 --> 00:36:24: the living into the city more candidly.
00:36:24 --> 00:36:28: 5th, 4th issue, all that is matter saving the circular

00:36:28 --> 00:36:30: economy to make things simply.
00:36:30 --> 00:36:34: And then fifth stakes. To all that is universal inclusion,
00:36:34 --> 00:36:34: with
00:36:34 --> 00:36:36: a strong enough idea that the issue
00:36:36 --> 00:36:39: is not people very highly disabled, it
00:36:39 --> 00:36:41: is the polyhandicap. Basically, it
00:36:41 --> 00:36:43: is the general ageing of the population.
00:36:43 --> 00:36:46: Here and you see that in these
00:36:46 --> 00:36:49: 5 issues, digital does not appear. Digital is taken as
00:36:49 --> 00:36:51: a tool and not as a goal and 2nd the
00:36:51 --> 00:36:53: second element we were asked.
00:36:53 --> 00:36:56: You are being asked to have
00:36:56 --> 00:37:00: technological resilience, which means that you are being asked that
00:37:00 --> 00:37:00: the
00:37:00 --> 00:37:02: technologies you deploy be, um, stable over time and not
00:37:02 --> 00:37:03: technology.
00:37:03 --> 00:37:07: Obsolescence would make it no longer have the way
00:37:07 --> 00:37:08: to say, relevance. So in 2024,
00:37:08 --> 00:37:10: in 2030.
00:37:10 --> 00:37:13: So what did we do about it?
00:37:13 --> 00:37:15: And that'll be my conclusion for this first one.
00:37:15 --> 00:37:18: That first moment on carbon on carbon.
00:37:18 --> 00:37:21: Today, the built set having
00:37:21 --> 00:37:23: been granted, we can say, we
00:37:23 --> 00:37:25: will wait, we will reach minus
00:37:25 --> 00:37:27: 45 percent, including at Icade.
00:37:27 --> 00:37:28: Minus 45 per cent who?
00:37:28 --> 00:37:30: Why it's so important. We are not quite at least
00:37:30 --> 00:37:33: 50 but less 45 percent compared to conventional constructions.
00:37:33 --> 00:37:36: Why is that absolutely crucial?
00:37:36 --> 00:37:38: Because without any
00:37:38 --> 00:37:42: subsidies, without any subsidies, public funds are only
00:37:42 --> 00:37:46: used for development, i.e. wholesale purchase of land and service.
00:37:46 --> 00:37:50: But the construction itself has no on so without any
00:37:50 --> 00:37:52: subsidies in the economy of
00:37:52 --> 00:37:56: Saint-Ouen, from Saint-Denis de l'ile-saint-denis, on the first
00:37:56 --> 00:37:58: Parisian crown, we can now,
00:37:58 --> 00:38:01: in 2021 2020, since the 2020 PCs with 2020 technologies
00:38:01 --> 00:38:02: on 300,000
00:38:02 --> 00:38:04: square meters, reach minus 45 per

00:38:04 --> 00:38:06: 100 carbon, that's normally, it's a goal.
00:38:06 --> 00:38:10: We have collectively 2030 today.
00:38:10 --> 00:38:13: In the first Parisian crown and therefore in all provincial
00:38:13 --> 00:38:14: prefectures,
00:38:14 --> 00:38:15: we can reach this 2030 goal.
00:38:15 --> 00:38:18: We can anticipate the low-carbon national strategy by 10
00:38:18 --> 00:38:20: years, that's what we're demonstrating.
00:38:20 --> 00:38:22: And it is true that there are buildings that go
00:38:22 --> 00:38:24: much further elsewhere in France.
00:38:24 --> 00:38:27: And St??phane, you've done things.
00:38:27 --> 00:38:29: Much bigger, much more advanced in Bordeaux,
00:38:29 --> 00:38:31: but it's a building and it took you 5 years
00:38:31 --> 00:38:32: to develop them.
00:38:32 --> 00:38:33: We had two years to design
00:38:33 --> 00:38:35: it. 6 months to see the PC and so today
00:38:35 --> 00:38:39: we are able to generalize technologies and therefore all of
00:38:39 --> 00:38:40: you who look at us.
00:38:40 --> 00:38:43: You are able to do this each in your operations
00:38:43 --> 00:38:46: in the operations on which you invest.
00:38:46 --> 00:38:48: So there, carbon, 2nd,
00:38:48 --> 00:38:49: 2nd climate scheme, we demonstrate
00:38:49 --> 00:38:54: that we are able to guarantee without air
00:38:54 --> 00:38:58: conditioning, comfort in the standard summer of 2050 which I
00:38:58 --> 00:39:02: remind you, was standard 2050. If the heatwave of 2003.
00:39:02 --> 00:39:04: No, but you're in
00:39:04 --> 00:39:05: France, told us it's not
00:39:05 --> 00:39:07: was hot, it's not been cold, it was standard and
00:39:08 --> 00:39:09: so we set standards of comfort of jerks.
00:39:09 --> 00:39:12: Comfort is no more than 160 hours.
00:39:12 --> 00:39:15: Also above 26 degrees in the hottest room of the
00:39:15 --> 00:39:16: hottest building.
00:39:16 --> 00:39:18: There you go. And Ben we reach this
00:39:18 --> 00:39:20: without air conditioning, which means that our grandchildren or our
00:39:20 --> 00:39:21: children in 2050,
00:39:21 --> 00:39:23: if he wants to keep the level
00:39:23 --> 00:39:26: of comfort, is not enough, can easily add air conditioning
00:39:26 --> 00:39:29: or whatever they want to improve the thing.
00:39:29 --> 00:39:31: 3rd, 3rd issue, I pass the 5 3rd issue on
00:39:31 --> 00:39:34: the history of the material, we recycle,
00:39:34 --> 00:39:37: we reuse more than 92 percent of everything that was
00:39:37 --> 00:39:40: present on the site of the epic genre, knowing

00:39:40 --> 00:39:44: that when it industrial so everything that is present in
00:39:44 --> 00:39:47: matter is reused and we informed why can we not
00:39:47 --> 00:39:49: go beyond the 400 ,
00:39:49 --> 00:39:52: it is a whole that has never been achieved before.
00:39:52 --> 00:39:55: What is interesting, again basically, is not the
00:39:55 --> 00:39:57: nominal performance, it is
00:39:57 --> 00:39:59: that we are able to do it.
00:39:59 --> 00:40:02: In the economy, 200 Saint-Ouen and
00:40:02 --> 00:40:05: Saint-Denis today, with very little time and without public subsidies.
00:40:05 --> 00:40:07: And that's what we've shown,
00:40:07 --> 00:40:10: it's going to allow others, because we document everything we
00:40:10 --> 00:40:12: do to go further and generalize elsewhere.
00:40:12 --> 00:40:16: And that's a legacy beyond the 300 square meters built
00:40:16 --> 00:40:18: then on stage Saturday.
00:40:18 --> 00:40:22: Thank you very much, Nicolas, um, I would have a
00:40:22 --> 00:40:24: question for admitted
00:40:24 --> 00:40:28: following this, you heard and you know every day for
00:40:28 --> 00:40:30: almost 3 years of 2 years.
00:40:30 --> 00:40:33: Yes the time of design, it
00:40:33 --> 00:40:37: is an issue, an extremely strong ambition.
00:40:37 --> 00:40:41: How does it inspire you both as an architect, but
00:40:41 --> 00:40:44: also with your urbanist look?
00:40:44 --> 00:40:48: Uh, in the way of working.
00:40:48 --> 00:40:53: Projects, what are the ultimately particular issues that this poses?
00:40:53 --> 00:40:57: So in my role as urban architect
00:40:57 --> 00:40:59: and coordinator, because I coordinate
00:40:59 --> 00:41:02: its architects, I'm not alone in releasing 52,000 square meters.
00:41:02 --> 00:41:05: Uh, first of all, what's very important
00:41:05 --> 00:41:07: is the nesting game of the ladders.
00:41:07 --> 00:41:10: Uh, we have to make sense with our territory when
00:41:10 --> 00:41:13: we think about how we're going to make a quinconce
00:41:13 --> 00:41:15: island that's 52,000 square meters,
00:41:15 --> 00:41:17: which is already a big,
00:41:17 --> 00:41:18: very, very large dilo, you
00:41:18 --> 00:41:21: have to be alert, that you have to build an
00:41:21 --> 00:41:22: inclusive neighborhood.
00:41:22 --> 00:41:23: It's seven years, lever.
00:41:23 --> 00:41:26: For the common plain, it's also a
00:41:26 --> 00:41:29: neighborhood, it's a village and it's a neighborhood that is

00:41:29 --> 00:41:32: actually that doesn't actually have a context like one.
00:41:32 --> 00:41:35: Another urban context in which we find ourselves and with
00:41:35 --> 00:41:38: the opportunity to offer the stage to all already has
00:41:38 --> 00:41:40: this interweaving of important scale.
00:41:40 --> 00:41:41: And then also cats, architecture,
00:41:41 --> 00:41:43: hall and on it, the
00:41:43 --> 00:41:47: architectural quality that is requested and then also that we
00:41:47 --> 00:41:49: do 2 projects in one because at the same time
00:41:50 --> 00:41:51: we have to respond to a
00:41:51 --> 00:41:54: legacy, to create a neighborhood with quality housing.
00:41:54 --> 00:41:57: But also to quality housing for the athletes who will
00:41:58 --> 00:41:58: come.
00:41:58 --> 00:42:02: And then the constraints. Of course Mr. Ferrand said about
00:42:02 --> 00:42:07: the sustainable environment that are both technical constraints and universal
00:42:07 --> 00:42:08: accessibility.
00:42:08 --> 00:42:11: When you have all these constraints there.
00:42:11 --> 00:42:15: You've got. I don't know how many actors that means.
00:42:15 --> 00:42:16: You have to have an attitude.
00:42:16 --> 00:42:19: I think that one of the attitudes we
00:42:19 --> 00:42:23: all have adopted is dialogue, dialogue with
00:42:23 --> 00:42:25: its context, dialogue with
00:42:25 --> 00:42:27: the actors, dialogue with everyone.
00:42:27 --> 00:42:30: And then also a dialogue with time because, today
00:42:30 --> 00:42:33: think about what we are going to do.
00:42:33 --> 00:42:36: But we have to be reversible and we have to
00:42:36 --> 00:42:37: be evolutionary over time.
00:42:37 --> 00:42:41: It requires at that time for me a method that
00:42:41 --> 00:42:41: is.
00:42:41 --> 00:42:44: What are the invariants and what is the variable?
00:42:44 --> 00:42:46: And it's also available,
00:42:46 --> 00:42:48: on every scale. For example,
00:42:48 --> 00:42:51: eloquence is the linchpin for me of the
00:42:51 --> 00:42:54: Olympic Village, because it is the pivot between the
00:42:54 --> 00:42:57: stage and Player, because we are located along the final
00:42:57 --> 00:42:58: street and the
00:42:58 --> 00:43:00: final myaux, which is a
00:43:00 --> 00:43:03: generous public space, free to traffic and that leads to
00:43:03 --> 00:43:04: the stage.
00:43:04 --> 00:43:07: We have an island that is made up of a
00:43:07 --> 00:43:11: large pedestal that is 252 meters long on which the
00:43:11 --> 00:43:12: dwellings are laid.

00:43:12 --> 00:43:16: But this base is the interface with.
00:43:16 --> 00:43:19: The scale of the metropolis counts one is facing the
00:43:19 --> 00:43:19: stage,
00:43:19 --> 00:43:22: it is the interface with
00:43:22 --> 00:43:26: the neighborhood, with the accommodations. And it was conceived precisely
00:43:26 --> 00:43:26: as a capable
00:43:26 --> 00:43:30: space, an infrastructure that adapts to its
00:43:30 --> 00:43:32: environment, not only its programmatic
00:43:32 --> 00:43:34: environment, which is the city of
00:43:34 --> 00:43:36: cinema, the scene, the final
00:43:36 --> 00:43:39: my, but also the topography that is very very complex
00:43:39 --> 00:43:40: on the site.
00:43:40 --> 00:43:43: And then that's a capable volume.
00:43:43 --> 00:43:45: And that has a program
00:43:45 --> 00:43:49: precisely, the social sports club, and then also of shops
00:43:49 --> 00:43:50: and activities,
00:43:50 --> 00:43:55: but which allow precisely to respond to this idea of
00:43:55 --> 00:44:00: integration, the integration of young people, the integration of the
00:44:00 --> 00:44:02: elderly through sport, the
00:44:02 --> 00:44:04: collab the social economy
00:44:04 --> 00:44:08: solidarity, sharing, how we share, how we
00:44:08 --> 00:44:11: live together around a dense forest, which offers the
00:44:11 --> 00:44:13: other freshness and quality of life , and which also
00:44:13 --> 00:44:14: offers migratory birds.
00:44:14 --> 00:44:17: Breaks in their journey when they're going to do it,
00:44:17 --> 00:44:20: you see this multiplication of things.
00:44:20 --> 00:44:23: But what is especially important is
00:44:23 --> 00:44:25: that we also have a buyer,
00:44:25 --> 00:44:28: an investor, Icade, the Caisse des
00:44:28 --> 00:44:32: d??p??ts, which takes the entire base that guarantees the quality
00:44:32 --> 00:44:36: of the programming and guarantees the sustainability of the operation.
00:44:36 --> 00:44:40: Because, in fact, building a neighborhood at once is a
00:44:40 --> 00:44:45: risk-taking and requires operational tools also to be able to
00:44:45 --> 00:44:46: guarantee.
00:44:46 --> 00:44:47: As soon as you live
00:44:47 --> 00:44:48: there, everything works.
00:44:52 --> 00:44:54: Thank you very much
00:44:54 --> 00:44:58: and a half. Emmanuel, me, the question I want to
00:44:58 --> 00:44:58: ask you as

00:44:58 --> 00:45:01: a promoter is, it's still quite a challenge.
00:45:01 --> 00:45:03: It's still quite a risk, very,
00:45:03 --> 00:45:07: very complicated. Why are you embarking on a project that
00:45:07 --> 00:45:07: is certainly
00:45:07 --> 00:45:10: emblematic, but complex? Well, what is that?
00:45:10 --> 00:45:12: What is your motivation in one,
00:45:12 --> 00:45:16: in such an adventure? It's kind of like it's at
00:45:16 --> 00:45:17: the end of the chain,
00:45:17 --> 00:45:21: that's right, that is, when you start from very high
00:45:21 --> 00:45:22: with the IOC.
00:45:22 --> 00:45:24: With the French state and its armed arms solido and.
00:45:24 --> 00:45:26: And the urban planner. And then at the end of
00:45:26 --> 00:45:27: the chain,
00:45:27 --> 00:45:29: this is how we make
00:45:29 --> 00:45:32: it, how do we already deliver what I would like
00:45:32 --> 00:45:34: to say is that it is indeed extremely
00:45:34 --> 00:45:36: complicated, but it is also extremely rewarding,
00:45:36 --> 00:45:41: both in learning in know-how and then in sharing experience
00:45:41 --> 00:45:45: also with our owners and in particular with the team
00:45:45 --> 00:45:46: of solidarity.
00:45:46 --> 00:45:48: Which is what's very strong,
00:45:48 --> 00:45:49: what is most striking?
00:45:49 --> 00:45:51: No doubt, we talked about it a lot.
00:45:51 --> 00:45:53: It's low carbon performance.
00:45:53 --> 00:45:55: So the promoter that I am,
00:45:55 --> 00:45:57: Nicolas, allows himself to round a little.
00:45:57 --> 00:45:58: We're going to say we have.
00:45:58 --> 00:46:01: We divided by 2 with 700 kilos per square
00:46:01 --> 00:46:05: meter, we divided by 2 the classic performance of
00:46:05 --> 00:46:07: a regulatory building, so it's extremely ambitious.
00:46:07 --> 00:46:12: Of course, this comes with an extremely efficient wood
00:46:12 --> 00:46:15: construction, floor beams and then and and and posts obviously
00:46:15 --> 00:46:16: with a concrete core of concrete.
00:46:16 --> 00:46:19: Carbon but what is probably the most striking
00:46:19 --> 00:46:23: is that we give up nothing besides his performances.
00:46:23 --> 00:46:25: Example on low carbon construction, we
00:46:25 --> 00:46:27: give up nothing in thermal comfort.
00:46:27 --> 00:46:29: Nicolas, we talked, we are,
00:46:29 --> 00:46:32: we respond to the challenges of climate 2050 with a
00:46:32 --> 00:46:36: wood structure so we must compensate for the lack of
00:46:36 --> 00:46:39: inertia that we know with wood by other designs

00:46:39 --> 00:46:43: and in particular bioclimatic
00:46:43 --> 00:46:45: architecture. In particular, this urban forest
00:46:45 --> 00:46:47: is 3000 square meters, an island of freshness that is
00:46:47 --> 00:46:48: going to drop several degrees.
00:46:48 --> 00:46:51: The temperature in front of heat and therefore each
00:46:51 --> 00:46:55: time, we are on contradictory technical injunctions to which we
00:46:55 --> 00:46:55: must respond and.
00:46:55 --> 00:46:57: And it's both extremely,
00:46:57 --> 00:47:01: extremely difficult and and. And again extremely rewarding.
00:47:01 --> 00:47:03: We can do this because we have the conviction of
00:47:03 --> 00:47:06: the creation of collective urban value admitted has talked about
00:47:06 --> 00:47:08: it and I would like to thank,
00:47:08 --> 00:47:10: but our associates one. So what is the Caisse de
00:47:10 --> 00:47:13: d??p??t group with the bank of the territories.
00:47:13 --> 00:47:16: It is DC habitat and tertiary land that invest alongside
00:47:16 --> 00:47:19: us in this creation of safe value who actually believe
00:47:19 --> 00:47:20: in this neighborhood.
00:47:20 --> 00:47:22: Because, before making the Olympic Village, we design
00:47:22 --> 00:47:26: a city district that will be for a few weeks
00:47:26 --> 00:47:27: for a while.
00:47:27 --> 00:47:29: Indeed, the athletes' village.
00:47:29 --> 00:47:31: But it is above all a city district.
00:47:31 --> 00:47:32: And it is in this
00:47:32 --> 00:47:35: neighbourhood, in this urban district, that we place the conviction
00:47:35 --> 00:47:37: of our customers that our clients have placed their conviction
00:47:37 --> 00:47:39: and that finances somewhere.
00:47:39 --> 00:47:40: It's. It is this ambition,
00:47:40 --> 00:47:43: therefore, contradictory injunctions, but in any case.
00:47:43 --> 00:47:46: A panel of excellent singing that develops on all sides.
00:47:46 --> 00:47:48: We're going to say. Another
00:47:48 --> 00:47:53: example is universal accessibility. But of course, we
00:47:53 --> 00:47:55: welcome Paralympic athletes, so all
00:47:55 --> 00:47:59: our bathrooms, all our fields. Finally, all the buildings are
00:47:59 --> 00:48:01: accessible but reversible in a
00:48:01 --> 00:48:03: 3-room apartment opposite, OJ is a
00:48:03 --> 00:48:05: bedroom, a bathroom, a living room that goes with a
00:48:05 --> 00:48:06: built-in shower tray.
00:48:06 --> 00:48:10: It sounds anecdotal, but it all makes jurisprudence,
00:48:10 --> 00:48:11: at least on 3
00:48:11 --> 00:48:13: themes, with what we develop.

00:48:13 --> 00:48:16: Alongside our architects and the ideal soil team have made
00:48:16 --> 00:48:18: jurisprudence on fire safety.
00:48:18 --> 00:48:21: St??phane, you know the subject well also for having experienced
00:48:21 --> 00:48:23: it in Bordeaux have made jurisprudence on.
00:48:23 --> 00:48:26: Suggestions of fa??ade with attacks that allow us to hang
00:48:26 --> 00:48:29: ceramics of the terracotta on our structures,
00:48:29 --> 00:48:31: on their wooden structure, on the bathrooms.
00:48:31 --> 00:48:34: So that's when I said it's extremely rewarding.
00:48:34 --> 00:48:37: In fact, it is a training and learning centre that
00:48:37 --> 00:48:39: is exceptional and resonates.
00:48:39 --> 00:48:42: There is a lot of talk about the international sounding
00:48:42 --> 00:48:43: board of know-how.
00:48:43 --> 00:48:46: Urban development in France that is showcased, but
00:48:46 --> 00:48:49: it is also very important internally in the company.
00:48:49 --> 00:48:52: At Icade, it is almost in real time an ability
00:48:52 --> 00:48:56: to transmit know-how that we will then be able to
00:48:56 --> 00:48:56: test on
00:48:56 --> 00:48:59: other operations, construction, wood construction in particular.
00:48:59 --> 00:49:02: Of course, all our corporate
00:49:02 --> 00:49:03: cross-cutting functions, whether technical
00:49:03 --> 00:49:07: or legal, are in real time alongside the project team,
00:49:07 --> 00:49:10: the project team is of course the diktate collaborators of
00:49:10 --> 00:49:12: our ideal soil partners
00:49:12 --> 00:49:14: of our architects, our urban planners, our design offices.
00:49:14 --> 00:49:15: And that's enriching.
00:49:15 --> 00:49:19: It fuels the know-how of our teams throughout the country,
00:49:19 --> 00:49:19: almost
00:49:19 --> 00:49:22: in real time and therefore it is extremely rewarding.
00:49:22 --> 00:49:23: Complicated but rewarding.
00:49:27 --> 00:49:30: When we hear you Emmanuelli and a half,
00:49:30 --> 00:49:34: I, I'm tempted to ask you a question.
00:49:34 --> 00:49:35: It's compared to.
00:49:35 --> 00:49:39: In S??te, this issue which is hosting 2 times 2
00:49:39 --> 00:49:43: weeks an event on very particular audiences and at the
00:49:43 --> 00:49:47: same time keep making sure that neighborhood that is
00:49:47 --> 00:49:50: behind it works. In
00:49:50 --> 00:49:54: the end, and this first constraint of the Olympic period,
00:49:54 --> 00:49:58: it is rather an opportunity. Rather, it is
00:49:58 --> 00:50:00: an additional constraint, a factor of new freedom.
00:50:04 --> 00:50:06: And Nicholas III that you also wanted to react,
00:50:06 --> 00:50:10: are you for me, it's the 3.

00:50:10 --> 00:50:12: It's not either, it's the
00:50:12 --> 00:50:15: 3. There are technical constraints, low carbon
00:50:15 --> 00:50:17: for example, but that
00:50:17 --> 00:50:21: allows to make attacks and that I hope will become
00:50:21 --> 00:50:24: dtu because it is necessary because, in
00:50:24 --> 00:50:26: trouble to have the level
00:50:26 --> 00:50:29: e, 3C 2 and in our case we have a
00:50:29 --> 00:50:34: base that is obviously built with a concrete structure and
00:50:34 --> 00:50:35: then we are under
00:50:35 --> 00:50:39: construction , wood floor, beams, fa??ade, wood for all buildings
00:50:40 --> 00:50:41: and floor beams.
00:50:41 --> 00:50:44: For small buildings. And then the buildings of the 4th
00:50:44 --> 00:50:44: family,
00:50:44 --> 00:50:47: it is rather a low carbon concrete
00:50:47 --> 00:50:50: structure, but always with the wood fa??ade.
00:50:50 --> 00:50:53: But there are fa??ade materials that don't have the,
00:50:53 --> 00:50:56: that don't have the dtu to be put in place.
00:50:56 --> 00:50:58: So we're doing attacks, atex.
00:50:58 --> 00:50:59: For this project, I
00:50:59 --> 00:51:03: very much hope that it becomes dtu because we can
00:51:04 --> 00:51:05: do it is very important.
00:51:05 --> 00:51:09: After um, it's also the question of housing itself and
00:51:09 --> 00:51:11: living it together.
00:51:11 --> 00:51:14: We have for example the compulsion to do I will
00:51:14 --> 00:51:16: use a word that is a bit
00:51:16 --> 00:51:20: weird, a space of refuge but some space that allows
00:51:20 --> 00:51:20: people.
00:51:20 --> 00:51:24: On the scale, from the building to the island scale
00:51:24 --> 00:51:27: and to the district level to find a place of
00:51:27 --> 00:51:28: freshness for,
00:51:28 --> 00:51:30: in a case of a large heat wave or a
00:51:30 --> 00:51:33: case of an environmental problem.
00:51:33 --> 00:51:36: Since then takes refuge and find comfort.
00:51:36 --> 00:51:39: And that's also a place of conviviality.
00:51:39 --> 00:51:43: It is places, sharing and exchanges between the people who
00:51:43 --> 00:51:44: live,
00:51:44 --> 00:51:46: which is very important today.
00:51:46 --> 00:51:49: And then our accommodations. Emmanuel said,
00:51:49 --> 00:51:51: his big, we have accessibility.
00:51:51 --> 00:51:53: Universal, we have large rooms, we
00:51:53 --> 00:51:54: have large corridors, it's great.

00:51:54 --> 00:51:58: And then we work as an artist because we also
00:51:58 --> 00:52:00: integrate the artistic work.
00:52:00 --> 00:52:03: We don't talk about it, but we only work
00:52:03 --> 00:52:05: for an artist, it's just opportunities and opportunities.
00:52:05 --> 00:52:09: And then we are given our owner with solidarity,
00:52:09 --> 00:52:12: gives us the means to do so.
00:52:12 --> 00:52:14: Which is also extremely important.
00:52:14 --> 00:52:16: And then I'd like to bounce back on the means.
00:52:16 --> 00:52:18: It is true that it is a chance.
00:52:18 --> 00:52:21: First of all it is, it's even le.de start.
00:52:21 --> 00:52:23: Both because it's in terms of
00:52:23 --> 00:52:26: image, it's all that allows us to shine on this
00:52:26 --> 00:52:27: project.
00:52:27 --> 00:52:28: But it is also means.
00:52:28 --> 00:52:31: I will give 22 examples of the means that we
00:52:31 --> 00:52:32: are given precisely
00:52:32 --> 00:52:34: thanks to these Olympics. The
00:52:34 --> 00:52:36: first example Nicolas spoke of is re-employment.
00:52:36 --> 00:52:38: To say that we are obviously in a reversibility.
00:52:38 --> 00:52:41: To say that we welcome the athletes and then it
00:52:41 --> 00:52:42: becomes a neighborhood,
00:52:42 --> 00:52:45: So 75. So many materials will be
00:52:45 --> 00:52:48: deposited, the partitions for example that will make
00:52:48 --> 00:52:51: the rooms, the bathrooms 75 percent of these materials will
00:52:51 --> 00:52:52: be reused on the site.
00:52:52 --> 00:52:55: And so this know-how is a chance to be able
00:52:55 --> 00:52:57: to acquire it thanks to the means we have with
00:52:57 --> 00:52:58: them.
00:52:58 --> 00:52:59: With the Olympics. 2nd
00:52:59 --> 00:53:01: example, it is an endowment fund to innovate and.
00:53:01 --> 00:53:05: And we have a building called the cycle building which
00:53:05 --> 00:53:05: is exceptional.
00:53:05 --> 00:53:07: In terms of resources,
00:53:07 --> 00:53:08: it is a building.
00:53:08 --> 00:53:12: 0 waste, ie it embarks and one would not do
00:53:12 --> 00:53:14: it in a classic economy,
00:53:14 --> 00:53:18: solid and assume. Setting up an endowment fund is several
00:53:18 --> 00:53:18: million,
00:53:18 --> 00:53:21: it's 2 million for this more than 2 million for
00:53:21 --> 00:53:22: this building there.
00:53:22 --> 00:53:26: Which allows us to develop with the water giants eh
00:53:26 --> 00:53:27: it is Suez and Veolia,

00:53:27 --> 00:53:30: but also a whole ecosystem of start-ups that allows us
00:53:30 --> 00:53:34: to develop a building that carries with it almost micro
00:53:34 --> 00:53:37: treatment plants micro drinking water plants
00:53:37 --> 00:53:39: and that feeds a local composting industry.
00:53:39 --> 00:53:41: Thanks then it's
00:53:41 --> 00:53:45: very complicated, it's dynamic nanofiltration with porcelain discs.
00:53:45 --> 00:53:47: Suffice to say that we will not embark on the
00:53:47 --> 00:53:50: explanation of the and and it is not yet completely
00:53:50 --> 00:53:51: completed.
00:53:51 --> 00:53:54: We are in real-time innovation and one of the important
00:53:54 --> 00:53:54: elements.
00:53:54 --> 00:53:56: It's. It's. It's from.
00:53:56 --> 00:53:58: To frame it when you were talking about the stopwatch
00:53:58 --> 00:53:59: in your head.
00:53:59 --> 00:54:01: He is at Nicolas, he is with all of
00:54:01 --> 00:54:03: us, that is to say that
00:54:03 --> 00:54:06: all these innovations, all these construction issues
00:54:06 --> 00:54:09: to the best standards, that can exist, it is done
00:54:09 --> 00:54:10: in a calendar that
00:54:10 --> 00:54:12: at the pace of the race, ie we were appointed
00:54:12 --> 00:54:13: a little over a year
00:54:13 --> 00:54:15: ago, we attack the work in 2 months so it
00:54:15 --> 00:54:15: is.
00:54:15 --> 00:54:18: It's an issue of time that we're winning which is
00:54:18 --> 00:54:22: exceptional and that makes us very proud collectively because in
00:54:22 --> 00:54:23: fact this performance we
00:54:23 --> 00:54:25: don't know, we don't know there.
00:54:25 --> 00:54:26: We can sequence the scope
00:54:26 --> 00:54:29: collectively, together with the public contractor and then with our
00:54:29 --> 00:54:30: companies.
00:54:30 --> 00:54:32: And I'd like to say a word about the people
00:54:32 --> 00:54:33: who are with us, too.
00:54:33 --> 00:54:35: Because when I say we're at the end of
00:54:35 --> 00:54:36: the chain, it's not quite true.
00:54:36 --> 00:54:39: To say that behind us there are still companies and
00:54:39 --> 00:54:42: companions who will realize that they will build and and
00:54:42 --> 00:54:44: his companions this company with their design office
00:54:44 --> 00:54:47: they have climbed upstream from the start at our side
00:54:47 --> 00:54:50: precisely to design together and to make the cost profitable.
00:54:50 --> 00:54:52: There is an economic scale that is very important and

00:54:52 --> 00:54:53: so it is.
00:54:53 --> 00:54:56: It's a beautiful issue. I could see you,
00:54:56 --> 00:54:59: Nicolas, seeing you react too.
00:54:59 --> 00:55:03: On this question of finally hosting 2 times 15 days,
00:55:03 --> 00:55:06: what does that mean?
00:55:06 --> 00:55:10: You have to realize that for 2 times 15
00:55:10 --> 00:55:13: days, we have the world that
00:55:13 --> 00:55:18: comes to us, that is, we have 15,000 athletes coming.
00:55:18 --> 00:55:21: Who are extremely demanding and who will live for 15
00:55:21 --> 00:55:22: days in 2
00:55:22 --> 00:55:25: places, the Olympic Village. And then the stadiums in which
00:55:25 --> 00:55:28: they will compete and so they will have as a
00:55:28 --> 00:55:30: fundamental image of France the Olympic Village.
00:55:30 --> 00:55:32: And so it has to be perfect.
00:55:32 --> 00:55:35: It is necessary that the experience they have of this,
00:55:35 --> 00:55:38: this, this great neighborhood is perfect and therefore we have
00:55:38 --> 00:55:39: a requirement.
00:55:39 --> 00:55:43: One requirement is that on 31/12/2023, when all the buildings
00:55:43 --> 00:55:45: are transferred to the
00:55:45 --> 00:55:47: cogo, it is in working order.
00:55:47 --> 00:55:48: 0 defect.
00:55:48 --> 00:55:50: And that's an extraordinary opportunity, and
00:55:50 --> 00:55:53: I say it in front of all of you who
00:55:53 --> 00:55:53: are
00:55:53 --> 00:55:55: building in eggs, it means that,
00:55:55 --> 00:55:57: basically, we are committed to the pig that in
00:55:57 --> 00:56:00: March, all reserves are lifted and that the level of
00:56:00 --> 00:56:02: performance of the buildings is perfect.
00:56:02 --> 00:56:06: How many of you today can say that 2 months
00:56:06 --> 00:56:06: after
00:56:06 --> 00:56:08: receipt, all reservations are lifted?
00:56:08 --> 00:56:11: Well that is a requirement that welcoming the world we
00:56:11 --> 00:56:14: have and I hope that there too it would make
00:56:14 --> 00:56:16: sense to learn for the builders, the
00:56:16 --> 00:56:18: promoters of the prime contractor.
00:56:18 --> 00:56:20: It's a first point and
00:56:20 --> 00:56:22: that, we wouldn't have it, so we have
00:56:22 --> 00:56:24: to say, we wouldn't have it if we didn't have
00:56:24 --> 00:56:24: that requirement.
00:56:24 --> 00:56:28: Second thing, open up, jump on what Manuel just said.
00:56:28 --> 00:56:30: We are actually doing

00:56:30 --> 00:56:32: innovation, um, breaking up, why are we not doing more?
00:56:32 --> 00:56:34: So we have this endowment
00:56:34 --> 00:56:37: fund, the 50 million euros to make breakthrough innovations like
00:56:37 --> 00:56:39: the Icade building on the 0th
00:56:39 --> 00:56:41: waste, we have a building with Nexity on performance
00:56:41 --> 00:56:43: contracts, on indoor air
00:56:43 --> 00:56:45: quality, that sort of thing. These are innovations.
00:56:45 --> 00:56:47: The hospital almost does not
00:56:47 --> 00:56:49: do more, because precisely, as we welcome
00:56:49 --> 00:56:51: the world, we cannot have innovations that do not work
00:56:51 --> 00:56:53: perfectly and that are generalized.
00:56:53 --> 00:56:55: Put yourself in Bordeaux with the Bordeaux tram,
00:56:55 --> 00:56:59: you have the absence of an extraordinary Bordeaux tram catenary.
00:56:59 --> 00:57:01: Great innovation, if only for a month, it
00:57:01 --> 00:57:04: will work. And imagine that for a month,
00:57:04 --> 00:57:08: in August 2024, the extraordinary innovation that we have generalized
00:57:08 --> 00:57:10: throughout the village does not work.
00:57:10 --> 00:57:12: At that point, we are ridiculous and it is the
00:57:12 --> 00:57:14: whole construction industry.
00:57:14 --> 00:57:16: It's the whole industry related to the city.
00:57:16 --> 00:57:19: Who suddenly, by with a ball in the foot international
00:57:19 --> 00:57:22: and so we have this question and we had this
00:57:22 --> 00:57:24: question and it's complicated debate.
00:57:24 --> 00:57:25: At the end of 2017, the
00:57:25 --> 00:57:28: beginning of 2018, or are we putting the effort on
00:57:28 --> 00:57:30: and so we are generalizing the subjects on
00:57:30 --> 00:57:32: which we are, we felt that the technologies
00:57:32 --> 00:57:34: were mature, that is the whole issue of carbon.
00:57:34 --> 00:57:38: And then occasionally, we make the innovation of rupture by
00:57:38 --> 00:57:40: thinking that if on a building bah it does not
00:57:41 --> 00:57:41: work
00:57:41 --> 00:57:42: perfectly, it will not see.
00:57:42 --> 00:57:46: That was, that's the reasoning.
00:57:46 --> 00:57:50: I have. I want to ask you once a question
00:57:50 --> 00:57:52: to all 4 on this.
00:57:52 --> 00:57:56: We've seen quite insane level of
00:57:56 --> 00:58:01: ambition, um, schedule requirements, reserve requirements,
00:58:01 --> 00:58:04: um. We're going to make it.
00:58:04 --> 00:58:05: E.
00:58:10 --> 00:58:11: So I answer first,

00:58:11 --> 00:58:15: I answer the first one today we are 14/1/2021.
00:58:15 --> 00:58:19: We are exactly in the calendar that we announced in
00:58:19 --> 00:58:20: November 2017.
00:58:20 --> 00:58:23: That is to say, we have on the Olympic Village
00:58:23 --> 00:58:26: all the building permits obtained last December.
00:58:26 --> 00:58:29: We are going to start the major construction projects of
00:58:29 --> 00:58:30: the Olympic Village.
00:58:30 --> 00:58:33: Wages for both building construction sites.
00:58:33 --> 00:58:37: But we have a dozen owners because the village.
00:58:37 --> 00:58:41: The athletes' village is much more than just buildings in
00:58:41 --> 00:58:42: the process of
00:58:42 --> 00:58:45: the interchange, et cetera. We start construction next March, agreeing
00:58:45 --> 00:58:48: next summer the Olympic Village, it is
00:58:48 --> 00:58:51: more than 4000 companions who will be gathered on 40
00:58:51 --> 00:58:54: hectares 40 cranes that will turn 400 trucks a
00:58:54 --> 00:58:56: day, it will be the largest monocytes project in France
00:58:56 --> 00:58:58: before the SG p before all this.
00:58:58 --> 00:59:01: And so we are absolutely serene and we are all
00:59:01 --> 00:59:02: the
00:59:02 --> 00:59:04: more serene because, starting the construction sites
00:59:04 --> 00:59:07: in spring 2021, ie 3 years or so before delivery.
00:59:07 --> 00:59:12: We are collectively giving margins to be able to absorb
00:59:12 --> 00:59:14: a quarter of stoppages.
00:59:14 --> 00:59:16: 1910 floods, major heatwave,
00:59:16 --> 00:59:19: social movements that become uncontrollable.
00:59:19 --> 00:59:21: The pandemic was not anticipated.
00:59:21 --> 00:59:22: When we said, and
00:59:22 --> 00:59:23: this was three years ago.
00:59:23 --> 00:59:24: What I'm telling you,
00:59:24 --> 00:59:26: we didn't foresee the
00:59:26 --> 00:59:29: pandemic, but in the pandemic we could have absorbed what
00:59:29 --> 00:59:30: we planned.
00:59:30 --> 00:59:33: 3 months of interruption the construction sites thank you so
00:59:33 --> 00:59:34: here we go with.
00:59:34 --> 00:59:36: One, a team in 18 if you
00:59:36 --> 00:59:39: will, with normal construction schedules and, um, we start
00:59:39 --> 00:59:42: there and so we gave ourselves up which means that
00:59:42 --> 00:59:44: if we have one of these major events, if we
00:59:44 --> 00:59:47: have a major accident that interrupts the construction sites,
00:59:47 --> 00:59:50: we can accelerate the pace and we are still able
00:59:50 --> 00:59:53: to deliver without putting ourselves collectively risk.

00:59:53 --> 00:59:55: There you go. So, yes, I'm serene but I think
00:59:55 --> 00:59:57: with our architects,
00:59:57 --> 00:59:59: with our public
00:59:59 --> 01:00:01: contractor, we are inventing something.
01:00:01 --> 01:00:03: I take the example of late penalties,
01:00:03 --> 01:00:06: it is a subject that will disappear.
01:00:06 --> 01:00:08: No, but we don't even talk about it.
01:00:08 --> 01:00:10: No, but we are in a calendar that is extremely
01:00:10 --> 01:00:11: tight, but
01:00:11 --> 01:00:13: in the end, it is more the subject.
01:00:13 --> 01:00:15: Late penalties, we are in a shared project, a
01:00:15 --> 01:00:18: shared goal and we are faced with this responsibility.
01:00:18 --> 01:00:21: Each of us, we have it by bringing it
01:00:21 --> 01:00:23: to its, its level and its scale and its scale.
01:00:23 --> 01:00:26: And again, without giving up anything because we're talking about
01:00:26 --> 01:00:26: our companies pi.
01:00:26 --> 01:00:29: And I have, they are themselves completely in the game
01:00:29 --> 01:00:32: of inclusion for example on the territory of 93 that
01:00:32 --> 01:00:34: needs to be helped this territory there
01:00:34 --> 01:00:36: we have 25 percent of our markets.
01:00:36 --> 01:00:38: Who have passed with SMEs in the territory 10 per
01:00:38 --> 01:00:38: cent,
01:00:38 --> 01:00:41: that is a goal that is extremely ambitious.
01:00:41 --> 01:00:43: We don't know yet if we're going to make it.
01:00:43 --> 01:00:44: In any case, we have it in our sights.
01:00:44 --> 01:00:47: That's 10 per cent of the hours worked that will
01:00:47 --> 01:00:48: be filled by insertion
01:00:48 --> 01:00:50: jobs, so that's it's it's that's it."
01:00:50 --> 01:00:53: It is these injunctions that go in all directions and
01:00:53 --> 01:00:55: are those extenders who are facing us and that will
01:00:55 --> 01:00:57: have to be resolved to cross the finish line
01:00:57 --> 01:00:59: victoriously.
01:00:59 --> 01:01:03: I would just like to say, why have we come
01:01:03 --> 01:01:06: this far and we are on time?
01:01:06 --> 01:01:10: It is that one, we had a program pre-established by
01:01:10 --> 01:01:13: the solid yo, extremely precise, had
01:01:13 --> 01:01:18: a specification, urban prescriptions, architectural, landscape of
01:01:18 --> 01:01:23: the team Dominique Perrault, extremely precise, we had I do
01:01:23 --> 01:01:27: not know how many workshops and dialogues and handovers
01:01:27 --> 01:01:30: of file meetings, but with extremely precise answers.

01:01:30 --> 01:01:33: That is, if there were
01:01:33 --> 01:01:37: not that precision, or in the way we were
01:01:37 --> 01:01:40: asked, but also how we are given answers.
01:01:40 --> 01:01:41: Uh, we wouldn't be here,
01:01:41 --> 01:01:45: and that's it. That's also the confidence we have in
01:01:45 --> 01:01:47: each other and listening, and
01:01:47 --> 01:01:49: that's really it. Everything is
01:01:49 --> 01:01:52: very, very precise and everything is extremely closely followed.
01:01:52 --> 01:01:55: Which is exceptional, which sometimes and scary,
01:01:55 --> 01:01:59: but which is still a very very high quality and
01:01:59 --> 01:02:00: which helps us all.
01:02:00 --> 01:02:01: I think both, it
01:02:01 --> 01:02:04: keeps the architects and there solidity.
01:02:04 --> 01:02:07: And that's extremely important in the way.
01:02:07 --> 01:02:11: How has all this been put in place and will
01:02:11 --> 01:02:13: continue to be put in place?
01:02:13 --> 01:02:17: I. I'll sum it up. We need to capitalize not
01:02:17 --> 01:02:19: only on innovations
01:02:19 --> 01:02:22: on sustainable development, all that, but also on how developers
01:02:22 --> 01:02:23: work with developers.
01:02:23 --> 01:02:26: I, I close this parenthesis that I apply to me,
01:02:26 --> 01:02:28: to myself.
01:02:28 --> 01:02:31: Mary her throat, I would like you to ask yourself
01:02:32 --> 01:02:34: perhaps at the conclusion of this
01:02:34 --> 01:02:36: round table, a question, you said
01:02:36 --> 01:02:38: earlier, but it is Olympic and.
01:02:38 --> 01:02:41: And you yourself, you do not follow that Guy August
01:02:41 --> 01:02:45: 2024 you follow and you have followed and you will
01:02:45 --> 01:02:46: follow many more.
01:02:46 --> 01:02:50: How you capitalize and how you also benefit from the
01:02:50 --> 01:02:54: different host cities or host territory from the return of
01:02:54 --> 01:02:59: cross-experience between different territories with approaches.
01:02:59 --> 01:03:03: Olympic Games that can be both convergent in relation to
01:03:03 --> 01:03:07: the wine calendar you mentioned but also with the specifics
01:03:07 --> 01:03:08: of coca
01:03:08 --> 01:03:11: culture or particular territory?
01:03:11 --> 01:03:14: So first, we try to actually facilitate the transfer of
01:03:14 --> 01:03:17: knowledge from one edition to another.
01:03:17 --> 01:03:20: So between past editions and editions under development, but also

01:03:20 --> 01:03:24: between the different editions I've told you about, which
01:03:24 --> 01:03:27: are in preparation. So we were doing the exchanges
01:03:27 --> 01:03:30: between Paris, Tokyo, Beijing, Milan Cortina and Los Angeles.
01:03:30 --> 01:03:31: But what is important
01:03:31 --> 01:03:33: is that we facilitate the
01:03:33 --> 01:03:35: exchanges, but we do not codify too
01:03:35 --> 01:03:37: much because, as we have seen, each case is very
01:03:37 --> 01:03:37: different.
01:03:37 --> 01:03:40: So what's really important is to be
01:03:40 --> 01:03:44: able to contribute. The best expertise to contribute a specific
01:03:44 --> 01:03:46: project, that is his first thing.
01:03:46 --> 01:03:47: What is also important to us,
01:03:47 --> 01:03:50: because we have seen, we have talked about many specific
01:03:50 --> 01:03:50: cases,
01:03:50 --> 01:03:53: is to have the view over a century.
01:03:53 --> 01:03:55: And finally, we forget a little.
01:03:55 --> 01:03:57: It's. It's that vision together.
01:03:57 --> 01:04:01: We're talking about an edition and what each AA edition
01:04:01 --> 01:04:02: manages to achieve.
01:04:02 --> 01:04:05: But finally, if we look over a century on the
01:04:05 --> 01:04:06: whole
01:04:06 --> 01:04:09: world, as we saw on the map at the very
01:04:09 --> 01:04:12: beginning, for example on 50 stadium of the Olympics that
01:04:12 --> 01:04:13: were built,
01:04:13 --> 01:04:15: 41 are still used. Uh.
01:04:15 --> 01:04:18: 4 was temporary or on the Olympic Villages on 44
01:04:18 --> 01:04:18: 38,
01:04:18 --> 01:04:22: which is still in operation so it's important for
01:04:22 --> 01:04:25: us, it's not just. That we manage to deliver
01:04:25 --> 01:04:26: the games, and that, I
01:04:26 --> 01:04:28: have no doubt, or the constructions for the games.
01:04:28 --> 01:04:30: I have no doubt that this is the case and
01:04:30 --> 01:04:30: we have.
01:04:30 --> 01:04:33: A number of key success factors have been re-scored earlier,
01:04:33 --> 01:04:34: visibility, the means
01:04:34 --> 01:04:38: committed to the immutable deadline and the spirit of
01:04:38 --> 01:04:41: overtaking, so that the games and constructions for the games
01:04:41 --> 01:04:42: are delivered.
01:04:42 --> 01:04:43: There's no doubt about it.
01:04:43 --> 01:04:46: What is important for us is the afterthestlery and how

01:04:46 --> 01:04:48: to be a decade years later,
01:04:48 --> 01:04:51: this infrastructure will live and that is what we are
01:04:51 --> 01:04:52: working on
01:04:52 --> 01:04:54: now, it is really to make this inventory.
01:04:54 --> 01:04:58: And to build the partnership with host cities and with
01:04:58 --> 01:05:02: the entities that manages the legacy of the games so
01:05:02 --> 01:05:07: that this legacy can last many decades after the games.
01:05:07 --> 01:05:08: And when the organizing committee no longer exists?
01:05:11 --> 01:05:14: Thank you very much thank you ahah to all of
01:05:14 --> 01:05:19: your investment of the state of mind that also animates
01:05:19 --> 01:05:22: you because I hope it will be contagious.
01:05:22 --> 01:05:26: Uh, other things are contagious right now,
01:05:26 --> 01:05:31: but. But that's the spirit of partnership with an ambitious,
01:05:31 --> 01:05:32: common
01:05:32 --> 01:05:36: goal, we all need it and our real estate industry.
01:05:36 --> 01:05:38: We also need, um,
01:05:38 --> 01:05:44: maybe just ask a few questions since and.
01:05:44 --> 01:05:48: Internet users who are around us in
01:05:48 --> 01:05:52: no, I connect on the platform.
01:05:52 --> 01:05:52: Uh.
01:05:55 --> 01:05:57: I'm not sure he has any.
01:05:59 --> 01:06:01: No, I'm not sure,
01:06:01 --> 01:06:03: but gagny.
01:06:03 --> 01:06:06: No, I have it.
01:06:06 --> 01:06:07: A novel I miss,
01:06:07 --> 01:06:11: but I don't see any.
01:06:11 --> 01:06:16: Yes no no there are not our our hundreds of
01:06:17 --> 01:06:24: viewers good I invite you so bah continued Sebastian.
01:06:27 --> 01:06:30: Thank you. Thank you all.
01:06:30 --> 01:06:34: We're going to take a little 10-minute break,
01:06:34 --> 01:06:36: so it's 10:08,
01:06:36 --> 01:06:39: we're back at 10:20 on the
01:06:39 --> 01:06:43: 2nd, on the 2nd round table this morning just now.
01:06:43 --> 01:19:41: Then?
01:19:43 --> 01:19:46: To facilitate this morning's 2nd roundtable, I give
01:19:46 --> 01:19:49: the floor to Nathalie Charles, global
01:19:49 --> 01:19:53: head of investment management at BNP Paribas Real Estate mas
01:19:53 --> 01:19:54: predecessor.
01:19:54 --> 01:19:57: As a dear you like France and also Rosti government
01:19:58 --> 01:20:00: of Julie Europe to you Nathalie,
01:20:00 --> 01:20:03: Thank you Sebastien. Good morning to all of you.

01:20:03 --> 01:20:05: I hope there are many of you.
01:20:05 --> 01:20:09: Connecting online is a unique experience to be sitting here
01:20:09 --> 01:20:11: with our panelists.
01:20:11 --> 01:20:13: In front of a virtually
01:20:13 --> 01:20:17: empty room, so we will try to keep the momentum
01:20:17 --> 01:20:21: of course the first round table that was devoted a
01:20:21 --> 01:20:21: lot.
01:20:21 --> 01:20:24: In the phase, I will go to registration in time
01:20:24 --> 01:20:25: and the
01:20:25 --> 01:20:29: upstream phase, especially for the investment of the Olympic Games
01:20:29 --> 01:20:32: and therefore we will talk instead about the downstream phase
01:20:32 --> 01:20:35: with the 3 panelists that I have the pleasure of
01:20:35 --> 01:20:38: welcoming and skiing for private stakeholders who are ski investors.
01:20:38 --> 01:20:42: Creating motivation in the Olympic Games and how all this
01:20:42 --> 01:20:45: works if I dare say in real life,
01:20:45 --> 01:20:48: so I have the pleasure of welcoming Jerome,
01:20:48 --> 01:20:52: Nico, you are director of urban innovation consultations of the
01:20:52 --> 01:20:54: pitcher group since 2018.
01:20:54 --> 01:20:57: E, which means in particular about forty projects in portfolio
01:20:58 --> 01:21:00: for more than 250,000 square meters.
01:21:00 --> 01:21:01: And among its many projects, the
01:21:01 --> 01:21:04: project of the athletes' village on the island of
01:21:04 --> 01:21:07: Saint-Denis, which we will talk about today.
01:21:07 --> 01:21:10: I welcome Eric Donnay by his side.
01:21:10 --> 01:21:15: Eric has been managing director of Groupama Real Estate since
01:21:16 --> 01:21:16: 2013.
01:21:16 --> 01:21:21: You are president of the portfolio management company Groupama.
01:21:21 --> 01:21:24: Gan has been synonymous since its inception in 2014 and
01:21:24 --> 01:21:25: as a Groupama.
01:21:25 --> 01:21:29: You are also one of the very private
01:21:29 --> 01:21:32: investors, I would say engaged in this adventure
01:21:32 --> 01:21:37: and finally, we welcome Thierry Berthier. You joined CDC Habitat
01:21:37 --> 01:21:38: in May 2005.
01:21:38 --> 01:21:41: And integrate Grand Paris habitat to its creation.
01:21:41 --> 01:21:43: I empty in January 2015.
01:21:43 --> 01:21:47: Sorry, you have been Chairman of the Board of Directors
01:21:48 --> 01:21:52: of Grand Paris Habitat since 2018 and you will explain
01:21:52 --> 01:21:56: to us how this entity linked to the Caisse des

01:21:56 --> 01:21:59: d??p??ts is involved in many ways. Your name of your
01:21:59 --> 01:22:02: entity has already been mentioned earlier on
01:22:02 --> 01:22:06: this project, so we also had planned a 4th panelists
01:22:06 --> 01:22:08: and I hope that many of you have.
01:22:08 --> 01:22:13: To benefit from these inside since we had already registered
01:22:13 --> 01:22:17: a few weeks ago an intervention with either who oda,
01:22:17 --> 01:22:17: who
01:22:17 --> 01:22:22: is the European boss of Mitsubishi Real Estate and the
01:22:22 --> 01:22:23: objective of his
01:22:23 --> 01:22:28: contribution, was to enlighten us on what had pushed.
01:22:28 --> 01:22:32: Real Estate, which is a huge Japanese conglomerate to invest
01:22:32 --> 01:22:33: in the Tokyo
01:22:33 --> 01:22:36: Olympics, so for those who haven't had time to do
01:22:36 --> 01:22:36: so
01:22:36 --> 01:22:39: before, you can go back online to Julie's website.
01:22:39 --> 01:22:40: It's still worth it,
01:22:40 --> 01:22:44: but I'll try to give you a very synthetic summary
01:22:44 --> 01:22:49: despite what he told us to prepare this round table.
01:22:49 --> 01:22:52: The first questions he had been asked were,
01:22:52 --> 01:22:56: what were the investment criteria for a private investor in
01:22:56 --> 01:22:57: the Olympic Games?
01:22:57 --> 01:23:00: And her answer, she was on two main dimensions.
01:23:00 --> 01:23:04: The first was to rely on new infrastructure, especially
01:23:04 --> 01:23:08: road, public transport to invest in new neighbourhoods and the
01:23:08 --> 01:23:12: second was also the opportunity to invest in objects that
01:23:12 --> 01:23:15: were not necessarily directly Olympic, that
01:23:15 --> 01:23:19: is to say not only the village or sports venues,
01:23:19 --> 01:23:21: but also to benefit from a momentum.
01:23:21 --> 01:23:23: Wider in the territories.
01:23:23 --> 01:23:27: Especially for Tokyo, in the hotel sector.
01:23:27 --> 01:23:31: When asked about opportunities and challenges, he
01:23:31 --> 01:23:33: told us of the opportunity,
01:23:33 --> 01:23:36: it is a change in tourism policy for Japan.
01:23:36 --> 01:23:39: With more international visas, it's
01:23:39 --> 01:23:41: obviously the infrastructure. This
01:23:41 --> 01:23:43: one, I think, is the case everywhere.
01:23:43 --> 01:23:45: We're not going to forget it.
01:23:45 --> 01:23:47: And then, of course, since
01:23:47 --> 01:23:49: 2020, in terms of challenge, I
01:23:49 --> 01:23:51: think, when you think of Tokyo 2020 and with the

01:23:51 --> 01:23:53: questions that remain around Tokyo 2021,
01:23:53 --> 01:23:56: it's the challenge of the pandemic and how,
01:23:56 --> 01:23:59: um, Japan. And Tokyo will overcome, I
01:23:59 --> 01:24:02: would say this context.
01:24:02 --> 01:24:04: After that, we tried with him to make a first
01:24:05 --> 01:24:08: parallel between Tokyo and Paris and that is on it
01:24:08 --> 01:24:08: as well
01:24:08 --> 01:24:11: of course, for which the panelists who are here will
01:24:11 --> 01:24:12: come back.
01:24:12 --> 01:24:16: What is similar? Well, these are truly global megacities.
01:24:16 --> 01:24:18: They have a big tertiary park.
01:24:18 --> 01:24:20: They also have an interest in gastronomy in
01:24:20 --> 01:24:22: the form of a wink.
01:24:22 --> 01:24:25: But they have, in a more serious dimension and less
01:24:25 --> 01:24:26: I would
01:24:26 --> 01:24:29: say, less gratifying, a real shortage of housing or, in
01:24:29 --> 01:24:30: other
01:24:30 --> 01:24:33: words, a cost of housing that is extraordinarily high.
01:24:33 --> 01:24:35: So this is a commonality,
01:24:35 --> 01:24:37: clearly between Tokyo and
01:24:37 --> 01:24:40: Paris, even if probably the Tokyo situation and even more
01:24:40 --> 01:24:43: complex than the situation of the island of France.
01:24:43 --> 01:24:48: So what has been identified as a fundamental difference, however,
01:24:48 --> 01:24:53: is international tourism. By because Paris has been a global
01:24:53 --> 01:24:56: tourist city for decades, the
01:24:56 --> 01:24:59: tokyo is seen in any case on the side of
01:24:59 --> 01:25:00: Mr. oda, as
01:25:00 --> 01:25:03: a capital that is not so open to the world
01:25:03 --> 01:25:07: and therefore with perhaps a bet on the Olympic Games
01:25:07 --> 01:25:10: a little stronger in this direction
01:25:10 --> 01:25:14: and otherwise the vision that he shared us ,
01:25:14 --> 01:25:18: is that the impulse of the transport of Greater Paris.
01:25:18 --> 01:25:21: Going far beyond the Olympics on the transport network and
01:25:21 --> 01:25:23: we all know that indeed,
01:25:23 --> 01:25:26: this impulse, it was given politically at a time when
01:25:26 --> 01:25:28: we were not yet in Paris.
01:25:28 --> 01:25:31: Winner of the 2024 Olympic Games.
01:25:31 --> 01:25:32: So, after this brief
01:25:32 --> 01:25:35: summary, I'll start with 3Q a little similar to our
01:25:36 --> 01:25:40: panelists on what ultimately led their respective companies to take
01:25:40 --> 01:25:42: an interest in the Olympics and to be

01:25:42 --> 01:25:46: responding to the tenders. And I'm going to start with
01:25:46 --> 01:25:46: you.
01:25:46 --> 01:25:49: Jerome, can you tell us a word about the, how
01:25:49 --> 01:25:50: the
01:25:50 --> 01:25:52: pitcher group positioned itself, why you
01:25:52 --> 01:25:56: are a candidate, so you are a candidate in association
01:25:56 --> 01:26:00: with the Lejeune group and how does it become an
01:26:00 --> 01:26:01: opportunity?
01:26:01 --> 01:26:03: For a promotion group like yours.
01:26:03 --> 01:26:06: Thank you, so we positioned ourselves on this site of
01:26:06 --> 01:26:09: Saint Denis Island and the Olympic Village for finally 3
01:26:09 --> 01:26:10: reasons.
01:26:10 --> 01:26:13: The first is related to the DNA of the project
01:26:13 --> 01:26:15: and the DNA of the pitcher group since it is
01:26:15 --> 01:26:17: a project that allowed us to implement
01:26:17 --> 01:26:20: all our trades, our professions of promoter,
01:26:20 --> 01:26:23: investor and operator.
01:26:23 --> 01:26:26: We are not intervening, I would say successively first a
01:26:26 --> 01:26:26: promoter.
01:26:26 --> 01:26:29: Then an investor. We are the promoter,
01:26:29 --> 01:26:32: investor and operator for part of the project.
01:26:32 --> 01:26:34: The Saint-Denis is on 3 and a half
01:26:34 --> 01:26:37: hectares, 47,000 square meters, about 20,000 square meters of
01:26:37 --> 01:26:40: housing, for which we will simply be developers.
01:26:40 --> 01:26:43: 10,000 square meters of offices and 3000 square meters of
01:26:43 --> 01:26:46: shops for which we will be promoters and investors.
01:26:46 --> 01:26:48: And then a 125-room hotel, a city
01:26:48 --> 01:26:50: of urban arts and a nautical base for which we
01:26:50 --> 01:26:52: will be promoters, investors,
01:26:52 --> 01:26:55: operators. So we were going to our 3 trades and
01:26:56 --> 01:26:57: in that we share.
01:26:57 --> 01:26:59: This particularity with the Legendre
01:26:59 --> 01:27:02: group, since we intervene at parity on this project.
01:27:02 --> 01:27:06: On these 3 trades, the housing group dealing positioned him
01:27:06 --> 01:27:09: in the real estate chain a little further downstream also
01:27:09 --> 01:27:12: because of the obvious presence of the company Legendre
01:27:12 --> 01:27:14: construction. So there is, I
01:27:14 --> 01:27:17: would say a coherence in this candidacy,
01:27:17 --> 01:27:21: in this positioning on the site and a complementarity of
01:27:21 --> 01:27:23: the two members of the grouping.
01:27:23 --> 01:27:27: The second reason why we wanted from the start to

01:27:27 --> 01:27:29: position ourselves on this
01:27:29 --> 01:27:31: site, especially the Olympic Village.
01:27:31 --> 01:27:35: Well that's the potential, the potential is obvious to us
01:27:35 --> 01:27:35: of, of,
01:27:35 --> 01:27:38: of this territory. The Olympic Village,
01:27:38 --> 01:27:41: as we said, is 300,000 square meters that will be
01:27:41 --> 01:27:43: delivered in one piece.
01:27:43 --> 01:27:45: It is almost unprecedented and in
01:27:45 --> 01:27:48: time, this is extremely precise and is
01:27:48 --> 01:27:51: known to all, so it is not the constraints of
01:27:51 --> 01:27:52: the project
01:27:52 --> 01:27:55: that make the deadlines, it is the deadlines. That make
01:27:55 --> 01:27:59: the constraints of the project and in particular its commercialization
01:27:59 --> 01:28:01: and use in emphase heritage.
01:28:01 --> 01:28:05: And when we finally remember the dynamics of territory that
01:28:05 --> 01:28:09: had been created by the football World Cup in 1998,
01:28:09 --> 01:28:12: by the creation of the Stade de France,
01:28:12 --> 01:28:16: it was urban infrastructure and the address that this had
01:28:16 --> 01:28:20: created for the new business hub of the Seine-Saint-Denis.
01:28:20 --> 01:28:24: We measure the one even stronger.
01:28:24 --> 01:28:28: Largely that the Olympic Games will bring since this village
01:28:28 --> 01:28:31: is also located in an important project territory with the
01:28:32 --> 01:28:33: docks of Saint-Ouen,
01:28:33 --> 01:28:36: the Pleyel lights and of course the Grand Paris
01:28:36 --> 01:28:39: Express, 5 metro lines, that's as much as Place de
01:28:39 --> 01:28:40: la R??publique in Paris.
01:28:40 --> 01:28:41: It is said
01:28:41 --> 01:28:46: quite little, but this time with extremely modern and automatic
01:28:46 --> 01:28:47: metro lines.
01:28:47 --> 01:28:51: The last reason we came,
01:28:51 --> 01:28:53: it is linked to the values of
01:28:53 --> 01:28:56: sport, values of mutual aid, surpassing that correspond to the
01:28:56 --> 01:28:59: values of the pitcher group and Patrice pitcher,
01:28:59 --> 01:29:02: its founder and CEO.
01:29:02 --> 01:29:05: We are involved in several sports projects,
01:29:05 --> 01:29:08: real estate project with a sporting vocation of Greater Paris
01:29:09 --> 01:29:09: and we sponsor.
01:29:09 --> 01:29:13: In addition, some young top athletes who will one day
01:29:13 --> 01:29:15: be at the highest level.
01:29:15 --> 01:29:17: So that's it, these are values of the,
01:29:17 --> 01:29:22: values that matched. Also simply to that of our group.

01:29:22 --> 01:29:24: So thank you Jerome for this answer.
01:29:24 --> 01:29:27: You mentioned it, the Olympic Village,
01:29:27 --> 01:29:29: it's 300,000 square meters in all,
01:29:29 --> 01:29:31: so obviously it's not a single tender, it's
01:29:31 --> 01:29:35: been divided into sectors and I would like to focus
01:29:35 --> 01:29:35: now,
01:29:35 --> 01:29:39: briefly on the area, um, of the village that is
01:29:39 --> 01:29:40: on the commune
01:29:40 --> 01:29:42: of Saint-Ouen, it was won by a group of
01:29:42 --> 01:29:45: multiples, I would say partners, since there
01:29:45 --> 01:29:47: is Nexity, Eiffage real estate
01:29:47 --> 01:29:51: , it's DC Habitat, EDF and Groupama. So with probably
01:29:51 --> 01:29:54: a little complexity by the different nature of these very
01:29:55 --> 01:29:56: large companies.
01:29:56 --> 01:30:00: Eric, can you tell us for Groupama what are the
01:30:00 --> 01:30:05: motivations for you to have applied and to be specifically
01:30:05 --> 01:30:06: on this program?
01:30:06 --> 01:30:08: So the lhotse is the one
01:30:08 --> 01:30:12: that, out of the 300,000 square meters that will
01:30:12 --> 01:30:14: be realized, relates to the realization of 52,000 square meters.
01:30:14 --> 01:30:17: With a specificity that carries this project, which
01:30:17 --> 01:30:20: is in particular that has 14000 square meters of offices
01:30:20 --> 01:30:23: that will be developed on this site,
01:30:23 --> 01:30:27: therefore with several architectural agencies that have developed this programming.
01:30:27 --> 01:30:31: 3 important assets for investors that Represents
01:30:31 --> 01:30:36: Groupama, i.e. agrica, the regional fund Groupama and Groupama Gan
01:30:36 --> 01:30:37: live in this investment.
01:30:37 --> 01:30:42: One, we're almost exclusively interested in the inheritance phase,
01:30:42 --> 01:30:43: huh? This famous word
01:30:43 --> 01:30:47: Legacy, Christopher Shoah told us in introduction,
01:30:47 --> 01:30:49: what really interested us is
01:30:49 --> 01:30:54: the reversibility and positioning on buildings in delivery in the
01:30:54 --> 01:30:56: heritage phase, JO post. The
01:30:56 --> 01:30:57: second thing is that
01:30:57 --> 01:31:02: we actually saw in this project a way to accelerate,
01:31:02 --> 01:31:05: um, an improvement of the wood sector in France since
01:31:05 --> 01:31:09: in fact the whole of this islet will be realized.
01:31:09 --> 01:31:12: Especially wood, and this wood will be sourced and from
01:31:12 --> 01:31:16: forest ensemble that belong either to the Caisse des

d??p??ts
01:31:16 --> 01:31:20: or Groupama, thus through the forest of the Caisse de
01:31:20 --> 01:31:24: d??p??ts or the forestry company Groupama and of course,
01:31:24 --> 01:31:26: in a learning issue.
01:31:26 --> 01:31:31: Also, one of large-scale experiment to realize low carbon buildings,
01:31:31 --> 01:31:32: which is going to be the case.
01:31:32 --> 01:31:36: We talked about charters and constraints in buildings,
01:31:36 --> 01:31:39: especially low carbon, what what Nicolas Ferrand.
01:31:39 --> 01:31:42: Recall a little while in the specifications and therefore it's
01:31:42 --> 01:31:44: 3 parameters, position
01:31:44 --> 01:31:46: ourselves on the heritage phase,
01:31:46 --> 01:31:49: be on a very noticeable improvement of the wood sector
01:31:49 --> 01:31:53: and especially of source wood and in France and participate
01:31:53 --> 01:31:56: in the improvement of this sector and be and
01:31:56 --> 01:31:59: respond to a carbon and climate issue are the 3
01:31:59 --> 01:32:03: components that pushed us to respond to this call for
01:32:03 --> 01:32:04: project.
01:32:04 --> 01:32:06: Thanks Eric, I'm now turning up,
01:32:06 --> 01:32:09: Thierry for CDC habitat, there are multiple interventions in his
01:32:09 --> 01:32:10: projects.
01:32:10 --> 01:32:12: Can you tell us more about them,
01:32:12 --> 01:32:14: Please? Yes, I even expanded its little bit,
01:32:14 --> 01:32:16: so it's habitats like.
01:32:16 --> 01:32:18: As the name suggests, it is a subsidiary of the
01:32:18 --> 01:32:19: Caisse de d??p??ts and
01:32:19 --> 01:32:22: there is one, a theme that is a term
01:32:22 --> 01:32:25: that is extremely important, is the term habitat, namely that
01:32:25 --> 01:32:29: overall we are interested in everything that deals with housing
01:32:29 --> 01:32:30: and housing in an
01:32:30 --> 01:32:32: extremely broad way, namely that it is both social
01:32:32 --> 01:32:35: housing. , intermediate housing. Free institutional
01:32:35 --> 01:32:39: housing, but it is also an interest in everything that
01:32:39 --> 01:32:41: deals with co-owners, is what also deals with all that
01:32:41 --> 01:32:43: can be called intangible services?
01:32:43 --> 01:32:45: To say that we are supporting
01:32:45 --> 01:32:47: employment, looking for work, others,
01:32:47 --> 01:32:50: so it is, it is a component that is
01:32:50 --> 01:32:53: very strong, it is habitat. Today, it is more than
01:32:53 --> 01:32:54: 500,000 homes
01:32:54 --> 01:32:55: managed in France, including 150 million cities in France.
01:32:55 --> 01:32:58: And we have partners through the structure that I have

01:32:58 --> 01:33:01: the pleasure of presiding over its Grand Paris habitat,
01:33:01 --> 01:33:04: we accompany other partners, fifteen and whose.
01:33:04 --> 01:33:06: In the area, uh, the.
01:33:06 --> 01:33:09: The housing structure of 53 and Seine-Saint-Denis habitat.
01:33:09 --> 01:33:13: So we are, we are really completely integrated into the
01:33:13 --> 01:33:13: fabric.
01:33:13 --> 01:33:17: Uh, its inhabitants Ile-de-France is 150,000 housing units and with
01:33:17 --> 01:33:20: its partners in the environment of the Olympic Games it
01:33:21 --> 01:33:23: must be between 30 and 35,000 dwellings.
01:33:23 --> 01:33:25: So you see that we are intervening.
01:33:25 --> 01:33:28: Uh, we're going to intervene on the 2- to 2-level
01:33:28 --> 01:33:31: Olympics, of course, there's a level of project scale and
01:33:31 --> 01:33:33: also everything related to
01:33:33 --> 01:33:36: the environment. So at the project level.
01:33:36 --> 01:33:38: And indeed, as Eric
01:33:38 --> 01:33:40: said, um, it's. It's
01:33:40 --> 01:33:44: a project, we can't pay you so much it is
01:33:44 --> 01:33:45: so it is
01:33:45 --> 01:33:49: a bearer of image bearer, innovation and therefore we have
01:33:49 --> 01:33:51: to be there and here we intervene both at the
01:33:51 --> 01:33:53: level of the project company.
01:33:53 --> 01:33:57: We intervene afterwards, alongside the promoters and then intervene as
01:33:57 --> 01:33:58: better.
01:33:58 --> 01:34:01: So we intervene on the whole channel and it's a
01:34:01 --> 01:34:05: pleasure and I'll say a few words later to intervene.
01:34:05 --> 01:34:07: These 2 levels 2nd
01:34:07 --> 01:34:09: element, which is also or even more
01:34:09 --> 01:34:11: important to us, is all that happens around.
01:34:11 --> 01:34:14: That's all that happens in all the
01:34:14 --> 01:34:18: municipalities, all the neighbouring municipalities. How do we
01:34:18 --> 01:34:21: make our 30,000 tenants, whether from home or
01:34:21 --> 01:34:23: our partners, feel
01:34:23 --> 01:34:24: part of, from, from, from.
01:34:24 --> 01:34:27: This project? How do we make the neighbourhoods around the
01:34:27 --> 01:34:28: Olympic Village evolve?
01:34:28 --> 01:34:32: So we, today, I said that we were partner with
01:34:32 --> 01:34:32: the.
01:34:32 --> 01:34:35: With THE SEM ISO, the housing structure of Saint-Ouen.
01:34:35 --> 01:34:37: But you have to work on the you have to

01:34:38 --> 01:34:39: work on the fringes.
01:34:39 --> 01:34:40: We have to work on the most.
01:34:40 --> 01:34:43: Dassin you worked on the south of the island
01:34:43 --> 01:34:46: Saturday, which is an element. One cannot imagine the Olympic
01:34:46 --> 01:34:48: Village that operates in the north of the island and
01:34:48 --> 01:34:50: is happening nothing in the south.
01:34:50 --> 01:34:52: We are working on epinay on
01:34:52 --> 01:34:54: Seine, the barley district, which is who,
01:34:54 --> 01:34:56: which must evolve on villeneuve-la-garenne.
01:34:56 --> 01:34:57: So we see that
01:34:57 --> 01:35:00: we, our, our, our interest. It is a business interest
01:35:00 --> 01:35:02: on the Olympic Village to decline our
01:35:02 --> 01:35:03: trades and, and it
01:35:03 --> 01:35:06: is also to that, it
01:35:06 --> 01:35:08: is also an interest. From de, the constitution of
01:35:08 --> 01:35:11: the city or the evolution of the city, which
01:35:11 --> 01:35:14: is extremely important in the 93, which is a territory
01:35:14 --> 01:35:15: carrying project holders
01:35:15 --> 01:35:19: of hope, which is evolving with the Greater Paris Express
01:35:19 --> 01:35:21: and and this element is not one of the
01:35:21 --> 01:35:24: building blocks, it is the major element of the evolution
01:35:24 --> 01:35:27: of this territory in the years to come.
01:35:27 --> 01:35:29: Thank you. So we see that with you it is.
01:35:29 --> 01:35:33: This is this is the first introductory question or finally
01:35:33 --> 01:35:36: you point out all 3 the complexity of this whole
01:35:36 --> 01:35:39: affair and the multidimensional aspect
01:35:39 --> 01:35:42: for investors, and I would like to go back to
01:35:42 --> 01:35:45: a point that was the link with maybe how was
01:35:45 --> 01:35:46: also introduced the first
01:35:46 --> 01:35:49: round table, it the registration in the time of the
01:35:49 --> 01:35:52: Olympics that are both 15 days or 2 times 15
01:35:52 --> 01:35:55: days for the event while it is being prepared
01:35:55 --> 01:35:56: years and so I talked about it.
01:35:56 --> 01:35:58: The Tokyo Olympics but
01:35:58 --> 01:36:03: Eric, with the example of Groupama, can you tell us
01:36:03 --> 01:36:03: how the
01:36:03 --> 01:36:06: past, ie London, ie, can
01:36:06 --> 01:36:08: also rigaud? Oulala,
01:36:08 --> 01:36:13: coming with possibly Los Angeles were for you sources
01:36:13 --> 01:36:17: of inspiration, questioning. Was it a very strong concern to
01:36:17 --> 01:36:21: see what could differentiate or, on the contrary, come closer,

01:36:21 --> 01:36:26: I would say, of all these different cities?
01:36:26 --> 01:36:28: I think when you position yourself, that we
01:36:28 --> 01:36:32: are responding to a call for tenders like the one
01:36:32 --> 01:36:33: that was built by solido in
01:36:33 --> 01:36:37: 2019, of course we look a little bit in the
01:36:37 --> 01:36:39: past in the examples we looked
01:36:39 --> 01:36:41: at Nathalie earlier, we had
01:36:41 --> 01:36:44: been ready, very concerned about what had taken place in
01:36:44 --> 01:36:48: London since notably the London Olympics came out in a
01:36:48 --> 01:36:51: period where the financial crisis of 2008 2009 had scared
01:36:51 --> 01:36:55: away a number of investors who had had not met
01:36:55 --> 01:36:56: their commitments.
01:36:56 --> 01:37:02: And finally the British state had partly replaced those investors
01:37:02 --> 01:37:03: who had played let's
01:37:03 --> 01:37:07: say, a world of promotion and speculation a little short
01:37:07 --> 01:37:08: term.
01:37:08 --> 01:37:11: Uh, we're actually positioning hello a lot more.
01:37:11 --> 01:37:16: As a long-term investor therefore the first concern is to
01:37:16 --> 01:37:22: see whether actually public money and properly employmentd and in
01:37:22 --> 01:37:24: this case in this case.
01:37:24 --> 01:37:27: Solid and the delivery companies of the Olympic works to
01:37:27 --> 01:37:31: constitute a specification that also gives us access of course
01:37:31 --> 01:37:33: to this transport pole.
01:37:33 --> 01:37:35: A jerk when pointed at both Thierry Jerome.
01:37:35 --> 01:37:37: So we're still going to be
01:37:37 --> 01:37:39: on, especially the lot
01:37:39 --> 01:37:41: in Saint-Ouen, at 4 stations of
01:37:41 --> 01:37:44: the Saint-Lazare station, so we see the transport aspect and
01:37:44 --> 01:37:47: we are not actually too far from the city of
01:37:47 --> 01:37:47: urbanism.
01:37:47 --> 01:37:49: When you make a bet like
01:37:49 --> 01:37:52: ours, you finally make a bet on value creation.
01:37:52 --> 01:37:54: So we see that we have a return.
01:37:54 --> 01:37:57: Or we build, we make a decision in 2019 when
01:37:57 --> 01:38:01: we respond to a call for tenders for a delivery
01:38:01 --> 01:38:02: for the Olympics in
01:38:02 --> 01:38:04: 2024, one side of a year
01:38:04 --> 01:38:08: of reversibility, so finally, our assets, we will not have
01:38:08 --> 01:38:09: the profit or the return
01:38:09 --> 01:38:13: until 2025, or even more. So it's a real long-term

01:38:13 --> 01:38:16: commitment, so obviously that.
01:38:16 --> 01:38:19: The lessons learned by the French state through
01:38:19 --> 01:38:23: the constitution, the ideals and this constitution of a heritage
01:38:23 --> 01:38:23: phase
01:38:23 --> 01:38:27: that is very clear, eh, since reversibility is enshrined in
01:38:27 --> 01:38:31: the specifications that the promoters have as obligation and carries
01:38:31 --> 01:38:32: as obligation as a
01:38:32 --> 01:38:35: project company, it is honestly a lesson that has been
01:38:35 --> 01:38:37: learned from these games both from Rio
01:38:37 --> 01:38:40: and London , or we see that in terms
01:38:40 --> 01:38:42: of public expenditure, there is a form of gabegie.
01:38:42 --> 01:38:43: And in terms of what to require, especially
01:38:43 --> 01:38:46: the high solid in terms of accompaniment.
01:38:46 --> 01:38:50: Long-term investors have this long-term commitment and we respond to
01:38:50 --> 01:38:54: it by accompanying it up to the reversibility phase, so
01:38:54 --> 01:38:54: this
01:38:54 --> 01:38:57: famous Legacy to this phase legacy where we go well
01:38:58 --> 01:38:59: until the end.
01:38:59 --> 01:39:02: So what actually is a lesson learned by the 2024
01:39:02 --> 01:39:05: Olympics in a very strong way.
01:39:05 --> 01:39:09: So thank you. You took us until 2025 in a
01:39:09 --> 01:39:12: few sentences, um, but I think we can't quite exempt
01:39:12 --> 01:39:14: ourselves from 14/1/2021 um.
01:39:14 --> 01:39:17: That is to say, even if the tenders were made
01:39:17 --> 01:39:21: of course before the pandemic and by 2024 we will
01:39:21 --> 01:39:22: be out,
01:39:22 --> 01:39:25: I still want to ask you Jerome,
01:39:25 --> 01:39:28: today we are rather in the middle
01:39:28 --> 01:39:31: in covid, um and what does it tell you today
01:39:31 --> 01:39:35: compared to the choice you made many months ago.
01:39:35 --> 01:39:40: To get into the Olympics and how you plan for
01:39:40 --> 01:39:41: the long run.
01:39:41 --> 01:39:46: Yes, um, finally, but this situation reinforced some of the
01:39:46 --> 01:39:48: choices we had made.
01:39:48 --> 01:39:52: We are lucky enough to already benefit from an exceptional
01:39:52 --> 01:39:52: site.
01:39:52 --> 01:39:54: An island is a living on an
01:39:54 --> 01:39:58: island, it's not quite the same as living on one
01:39:58 --> 01:39:59: on a continent, not
01:39:59 --> 01:40:02: just to protect itself because it

01:40:02 --> 01:40:03: is, it's going to be connected.
01:40:03 --> 01:40:06: New bridges will be built to connect it to the
01:40:06 --> 01:40:09: surrounding fabrics, but of course
01:40:09 --> 01:40:12: this creates an extraordinary, reassuring landscape.
01:40:12 --> 01:40:15: The water will be seen from all the buildings from
01:40:16 --> 01:40:17: almost all rooms and so one.
01:40:17 --> 01:40:21: We already benefit from this extraordinary site that we, we,
01:40:21 --> 01:40:24: we, we, we would never like and exchange that we
01:40:24 --> 01:40:25: for another.
01:40:25 --> 01:40:29: It is a complete district, the river
01:40:29 --> 01:40:31: eco-neighbourhood of the island-saint-denis, comprising
01:40:31 --> 01:40:35: both housing and jobs. I said the facilities and finally
01:40:35 --> 01:40:39: the inhabitants in a situation bah such as the one
01:40:39 --> 01:40:42: we know today, containment, travel restriction can find at the
01:40:43 --> 01:40:44: foot of their homes.
01:40:44 --> 01:40:47: E everything they need for their daily
01:40:47 --> 01:40:49: lives, so it's a chance too.
01:40:49 --> 01:40:52: It's a chance. It is also to the urban
01:40:52 --> 01:40:55: project, one that is an old urban project.
01:40:55 --> 01:40:58: The river eco-neighbourhood was designed more than 10 years ago.
01:40:58 --> 01:41:02: It is developed by the SEM common plain development and
01:41:02 --> 01:41:05: it was conceived from the beginning in a logic
01:41:05 --> 01:41:06: of resilience, of fighting
01:41:06 --> 01:41:09: floods, of fighting the heat island by the massed plan
01:41:10 --> 01:41:11: and the orientation that gave it.
01:41:11 --> 01:41:14: It's a car-free neighborhood since 2 central.
01:41:14 --> 01:41:17: Mobility will allow to park north and south of the
01:41:17 --> 01:41:18: site.
01:41:18 --> 01:41:20: The first one is already in operation since half of
01:41:21 --> 01:41:22: the district is already delivered.
01:41:22 --> 01:41:25: The Olympic Village would eventually be the second half.
01:41:25 --> 01:41:27: The second phase of this project.
01:41:27 --> 01:41:29: So, what I'm telling you, you can
01:41:29 --> 01:41:31: go check it out today.
01:41:31 --> 01:41:34: The neighborhood is delivered, it is inhabited and and and.
01:41:34 --> 01:41:37: And it's interesting to project yourself into the future,
01:41:37 --> 01:41:39: to go and see today how we live in the
01:41:39 --> 01:41:41: river eco-neighborhood of the island-saint-denis.
01:41:44 --> 01:41:46: What we also wanted to bring, um,
01:41:46 --> 01:41:49: is, um, a maximum of collaborative economy,
01:41:49 --> 01:41:51: what is called the social and solidarity

01:41:51 --> 01:41:53: economy, which is already very present.
01:41:53 --> 01:41:56: Go from Saint Denis and we have made the choice
01:41:56 --> 01:41:59: as investors especially of the 3000 square meters of shops,
01:41:59 --> 01:41:59: to
01:41:59 --> 01:42:04: welcome priority these structures of the social and solidarity economy.
01:42:04 --> 01:42:06: Some of them, which have been in
01:42:06 --> 01:42:09: place for many years, some of them emerging, and we
01:42:09 --> 01:42:12: are making that commitment to welcome
01:42:12 --> 01:42:13: the collaborative economy because, and that is right.
01:42:13 --> 01:42:15: The news is right, um.
01:42:15 --> 01:42:19: In situations such as those we finally know, we need
01:42:19 --> 01:42:22: help as well and we make a commitment to host
01:42:22 --> 01:42:23: these structures.
01:42:23 --> 01:42:25: And then obviously in the long
01:42:25 --> 01:42:27: time, we do not know what can happen.
01:42:27 --> 01:42:30: Maybe in 5 years some will no
01:42:30 --> 01:42:33: longer exist, others have developed and will need more space.
01:42:33 --> 01:42:36: But this positioning as a long-term investor allows us to
01:42:36 --> 01:42:40: guarantee that we should welcome social and solidarity economy structures
01:42:40 --> 01:42:41: as a priority.
01:42:41 --> 01:42:42: And that's one of them.
01:42:42 --> 01:42:45: It's finally on. History is right.
01:42:45 --> 01:42:48: I would almost say, constrained and
01:42:48 --> 01:42:51: forced, and I would add what we are seeing at
01:42:51 --> 01:42:54: the moment, when we talk with our buyers and in
01:42:54 --> 01:42:55: particular grant
01:42:55 --> 01:42:59: us housing, is that the environmental requirement, the
01:42:59 --> 01:43:03: requirement of quality, durability of materials, it is finally in
01:43:03 --> 01:43:06: itself a requirement of buyers much more than in the
01:43:06 --> 01:43:06: past.
01:43:06 --> 01:43:09: In the past, it was a little bit the icing
01:43:09 --> 01:43:09: on the cake.
01:43:09 --> 01:43:12: We used to live in
01:43:12 --> 01:43:15: an eco-neighbourhood, today it's a requirement. And so it
01:43:15 --> 01:43:18: would give us, it gives a little reason to the
01:43:18 --> 01:43:19: operators that for
01:43:19 --> 01:43:23: several years, had taken this direction.
01:43:23 --> 01:43:24: So thank you, what I
01:43:24 --> 01:43:26: understand is that finally, when you go through the
01:43:26 --> 01:43:29: long time, you can get through pandemics or through a

01:43:29 --> 01:43:30: number of obstacles.
01:43:30 --> 01:43:32: Because if you've made the right choice in the
01:43:32 --> 01:43:34: long run, even if there's certainly some chaos
01:43:34 --> 01:43:36: on the road, you're confident you'll get through it.
01:43:36 --> 01:43:39: So we've been talking a lot since
01:43:39 --> 01:43:42: this morning, um, about everything that happened in the upstream
01:43:42 --> 01:43:42: phase,
01:43:42 --> 01:43:46: and I would like to return to a point
01:43:46 --> 01:43:49: which precisely, the link between this upstream phase and this
01:43:49 --> 01:43:49: downstream
01:43:49 --> 01:43:52: phase with you, Thierry, is on the issue of building
01:43:53 --> 01:43:56: permits and innovation that has been brought in the context
01:43:56 --> 01:43:59: of the Olympics, with this system of permits that allows
01:43:59 --> 01:44:02: both bah to create the site we need for the
01:44:02 --> 01:44:05: Olympics and then to have a reversibility that
01:44:05 --> 01:44:08: du.de administrative view works. And so we know from the
01:44:08 --> 01:44:10: beginning that it will work.
01:44:10 --> 01:44:13: So we couldn't ask Nicolas Ferrand earlier.
01:44:13 --> 01:44:14: But the principle is that the state has put in
01:44:14 --> 01:44:16: place a scheme that must guarantee that.
01:44:16 --> 01:44:18: And the question I want to ask you
01:44:18 --> 01:44:20: is, does it really work?
01:44:20 --> 01:44:22: How? How it works, seen from you as a long
01:44:22 --> 01:44:22: investor,
01:44:22 --> 01:44:26: do you think I dared to say that it does
01:44:26 --> 01:44:26: not work?
01:44:26 --> 01:44:28: It's. It's me, I, I.
01:44:28 --> 01:44:30: I rebound a little on what was said in saying,
01:44:30 --> 01:44:31: actually we
01:44:31 --> 01:44:34: are and I think moreover that with the small flag
01:44:34 --> 01:44:35: Caisse des d??p??ts, we
01:44:35 --> 01:44:38: are well placed to say that we know what it
01:44:38 --> 01:44:39: is that long time.
01:44:39 --> 01:44:41: But there we also have to manage a short time
01:44:41 --> 01:44:43: and and and the management of this of this short
01:44:44 --> 01:44:44: time, I
01:44:44 --> 01:44:47: take a little bit what Emmanuel demazi??re said earlier, um,
01:44:47 --> 01:44:48: it is. It
01:44:48 --> 01:44:51: was finally we knew how to transform this and I
01:44:51 --> 01:44:54: would say maybe a few words later this constraint into

01:44:54 --> 01:44:56: a force and an ability to invent.
01:44:56 --> 01:44:58: And to invent also in,
01:44:58 --> 01:45:00: in the modes of doing and that's
01:45:00 --> 01:45:04: enough, it's quite remarkable, we have Camus has to deal
01:45:04 --> 01:45:07: with a number of topics on this on this issue.
01:45:07 --> 01:45:09: On the one hand actually one
01:45:09 --> 01:45:13: has contracts, how to say extremely contract deadlines and including
01:45:13 --> 01:45:17: in the instructions of the periods to build further one
01:45:17 --> 01:45:19: had a technical specifications, which
01:45:19 --> 01:45:22: was which was very strong and very justified. We had
01:45:22 --> 01:45:25: social constraints kirsikat address or that's
01:45:25 --> 01:45:27: also part of our, our DNA because the constraints.
01:45:27 --> 01:45:31: Or the. The social specifications on the site we,
01:45:31 --> 01:45:32: we also apply to
01:45:32 --> 01:45:34: the outside, namely how
01:45:34 --> 01:45:37: coughs, coughs. All of this is
01:45:37 --> 01:45:38: working and indeed, in terms
01:45:38 --> 01:45:40: of building permits, we have had to file what are
01:45:40 --> 01:45:42: called double-state permits.
01:45:42 --> 01:45:45: And what necessitated this need to work almost with 2
01:45:45 --> 01:45:46: images, then everyone
01:45:46 --> 01:45:49: knows the French regulations which already, when you
01:45:49 --> 01:45:51: make a permit with a single state, it
01:45:51 --> 01:45:55: is already very complicated. So imagine that our dear architects
01:45:55 --> 01:45:57: had to work on permits to double ta and sometimes
01:45:57 --> 01:45:58: with.
01:45:58 --> 01:46:00: Housing that is changing,
01:46:00 --> 01:46:04: that will turn into an office of perennial works that
01:46:04 --> 01:46:06: will turn into other things.
01:46:06 --> 01:46:08: So I think it was a little hug.
01:46:08 --> 01:46:10: We're going to call it exciting, um.
01:46:10 --> 01:46:13: It's. But that was a it was a real topic,
01:46:13 --> 01:46:14: including
01:46:14 --> 01:46:18: the state services played the game because as Nicolas Ferrand
01:46:18 --> 01:46:19: said,
01:46:19 --> 01:46:24: we got the permits with special attention given this double
01:46:24 --> 01:46:27: state is to look carefully at the level of
01:46:27 --> 01:46:31: potential recourse risks. Uh, we're twice as attackable?
01:46:31 --> 01:46:33: Always French, huh?
01:46:33 --> 01:46:35: I, I, I, I don't sell I

01:46:35 --> 01:46:38: na sale, nothing. And then there were topics that initially
01:46:38 --> 01:46:40: had been not forgotten but unidentified on,
01:46:40 --> 01:46:44: on all insurance stories and the like because it's very
01:46:44 --> 01:46:49: ultimately very complicated when talking about a 10-year warranty.
01:46:49 --> 01:46:52: Well the 10-year guarantee it starts when you deliver the
01:46:52 --> 01:46:55: Olympic Village or it starts when you are in the
01:46:55 --> 01:46:55: 2nd state.
01:46:55 --> 01:46:58: I don't even know if I'm not a specialist in
01:46:58 --> 01:47:01: the field but I don't even know if what if
01:47:01 --> 01:47:02: this topic was.
01:47:02 --> 01:47:05: Definitely dealt with after there's another
01:47:05 --> 01:47:07: point, so that, I think
01:47:07 --> 01:47:09: it's okay, it's been one. It's been a real strength.
01:47:09 --> 01:47:11: There is a second point on which,
01:47:11 --> 01:47:14: um, in this set, management of LED
01:47:14 --> 01:47:16: forced, there is a constrained
01:47:16 --> 01:47:19: delay, there is, there is a subject or it was
01:47:19 --> 01:47:21: quite delicate and it is rather
01:47:21 --> 01:47:25: exogenous, it is that we had a programming that was
01:47:25 --> 01:47:28: quite qualitatively and quantitatively
01:47:28 --> 01:47:31: stop between housing, office, trade and others and we did
01:47:31 --> 01:47:32: not forget that we were good.
01:47:32 --> 01:47:37: No, certainly not forgotten. Maicon is also in in territories
01:47:37 --> 01:47:41: on which there is that of auxilia the state through
01:47:41 --> 01:47:42: the prefecture.
01:47:42 --> 01:47:45: There are the municipalities that, coincidentally, there
01:47:45 --> 01:47:48: is a municipal election high in the
01:47:48 --> 01:47:51: middle, there are files that are qualified
01:47:51 --> 01:47:54: in the street, um the one on which we
01:47:54 --> 01:47:59: have for social housing, we have different forms of financing
01:47:59 --> 01:48:01: and and finally the only thing
01:48:01 --> 01:48:04: that was not, um anticipated. That's what it was about
01:48:04 --> 01:48:07: putting all these public actors in agreement and.
01:48:07 --> 01:48:11: And even though the architect had almost finished drawing
01:48:11 --> 01:48:12: his plans, we, as
01:48:12 --> 01:48:17: a lessor, were still thinking with the various stakeholders about
01:48:17 --> 01:48:18: how we were going
01:48:18 --> 01:48:20: to finance, knowing that there was
01:48:20 --> 01:48:21: no subject, it was
01:48:21 --> 01:48:24: going to be financed. But, and that's
01:48:24 --> 01:48:28: decided, I think a few days, a few weeks, even

01:48:28 --> 01:48:28: a
01:48:28 --> 01:48:31: few days before depositing the dice, to deposit the, periods
01:48:31 --> 01:48:33: of periods of building last element.
01:48:33 --> 01:48:34: It's true that we talked.
01:48:34 --> 01:48:37: Covid and and pandemic. The the.
01:48:37 --> 01:48:42: One might have feared that the shifts of the municipal
01:48:42 --> 01:48:45: elections then it goes.
01:48:45 --> 01:48:48: Be even more restrictive, and bah them.
01:48:48 --> 01:48:51: The elected representatives who are put in place rather in
01:48:51 --> 01:48:54: May-June have returned very very quickly into the subject and
01:48:54 --> 01:48:56: in the end and within sufficient
01:48:56 --> 01:48:58: time, we managed to reach a consensus.
01:48:58 --> 01:49:01: Finally that was more managed by the state and that
01:49:01 --> 01:49:02: of water than we.
01:49:02 --> 01:49:05: But a consensus on how to finance.
01:49:05 --> 01:49:08: But we didn't go far.
01:49:08 --> 01:49:10: Thank you for this blunt answer and since we are
01:49:11 --> 01:49:14: in the questions without blushes and in a round table
01:49:14 --> 01:49:16: investors, I still have a question that burns my lips,
01:49:16 --> 01:49:19: Eric, one to the performance in all this?
01:49:19 --> 01:49:24: So the name is an important component since Thierry reminds
01:49:24 --> 01:49:24: him,
01:49:24 --> 01:49:27: we've got. To be managed, actually.
01:49:27 --> 01:49:30: A situation that is finally quite new, even
01:49:30 --> 01:49:33: if we try to stay in one in an environment,
01:49:33 --> 01:49:35: we will say in particular
01:49:35 --> 01:49:37: classic legislative, the permit
01:49:37 --> 01:49:39: to forget your all, these, all
01:49:39 --> 01:49:40: these challenges, all this complexity, including with elected officials.
01:49:40 --> 01:49:43: There are a number of mule agreements and also reminded
01:49:43 --> 01:49:46: it earlier of the dialogue that is taking place.
01:49:46 --> 01:49:48: We must not have this dialogue and these decisions, we
01:49:48 --> 01:49:49: will
01:49:49 --> 01:49:51: say on the backs of investors, so of
01:49:51 --> 01:49:53: course we are also a bit of the guardians of
01:49:53 --> 01:49:56: the temple in this role to preserve our interests.
01:49:56 --> 01:49:59: We make very clear on the athletes' village we a
01:49:59 --> 01:50:03: bet that is that of long-term creation and this creation
01:50:03 --> 01:50:04: of value.
01:50:04 --> 01:50:07: It is only possible because, in particular, we do not

01:50:07 --> 01:50:08: buy the offices,
01:50:08 --> 01:50:09: whether it is the
01:50:09 --> 01:50:13: dwellings, we finally acquire the surface or we had put
01:50:13 --> 01:50:14: a limit, we
01:50:14 --> 01:50:16: would buy no more than 5000 euros per square meter.
01:50:16 --> 01:50:19: And it is indeed this limit that must be respected
01:50:19 --> 01:50:22: and we must then fulfill the specifications, all these
01:50:22 --> 01:50:26: constructive blows, the risks also inherent in the delay in
01:50:26 --> 01:50:27: the extra cost.
01:50:27 --> 01:50:30: Well they are managed in this in this canvas.
01:50:30 --> 01:50:33: So we this value creation to register on after 2025
01:50:33 --> 01:50:37: whether on office real estate or on housing real estate.
01:50:37 --> 01:50:41: Very clearly we see that we incubating or we have
01:50:41 --> 01:50:42: no yield.
01:50:42 --> 01:50:44: These 6 years in the absence
01:50:44 --> 01:50:48: of yield, they owe largely what we thought between 2025
01:50:48 --> 01:50:50: and 2030 on finally
01:50:50 --> 01:50:54: a zone one, he raises monocyte Nicolas making
01:50:54 --> 01:50:57: in reference, which must be worth much more and that
01:50:57 --> 01:51:00: must for our investors be this long-term bet.
01:51:00 --> 01:51:04: That is, this is very clearly what nathalie is aiming
01:51:04 --> 01:51:05: for.
01:51:05 --> 01:51:07: No, I want to say appointment in 10 years to
01:51:07 --> 01:51:10: ask if this is the result is there.
01:51:10 --> 01:51:12: Uh, thank you. We understand that it's really a very
01:51:13 --> 01:51:15: long time and it's still a ce.de view exercise there
01:51:16 --> 01:51:17: which is quite difficult too.
01:51:17 --> 01:51:20: So I'm going to go back now to a concern
01:51:20 --> 01:51:23: that is perhaps a little bit more in the ambient
01:51:23 --> 01:51:24: discourse,
01:51:24 --> 01:51:26: one around the Olympics,
01:51:26 --> 01:51:29: since the tenders, the permits in different phases.
01:51:29 --> 01:51:33: The press, it has strongly echoed the environmental dimension, there
01:51:33 --> 01:51:33: has
01:51:33 --> 01:51:36: been a lot of talk about it this morning.
01:51:36 --> 01:51:40: We talked about resilience in all its forms.
01:51:40 --> 01:51:42: Eric, we talked about the wood in the.
01:51:42 --> 01:51:46: We also found a lot of ideas in what was
01:51:46 --> 01:51:50: said in the first round table around
01:51:50 --> 01:51:52: refuge space, around climate resilience.
01:51:52 --> 01:51:58: Jerome, can you tell us a little word for you

01:51:59 --> 01:51:59: in
01:51:59 --> 01:52:00: in your commitment,
01:52:00 --> 01:52:05: in this project, what is innovative or particularly suitable for
01:52:05 --> 01:52:06: you?
01:52:06 --> 01:52:10: On this environmental dimension?
01:52:10 --> 01:52:13: Nicolas Ferrand, we have. There has been a little bit
01:52:13 --> 01:52:16: of talk about innovation and sustainability.
01:52:16 --> 01:52:20: Together is rather in a dimension finally
01:52:20 --> 01:52:22: low tech, resource saving, um.
01:52:22 --> 01:52:27: And and and the principle ultimately on which we capitalized,
01:52:27 --> 01:52:30: we worked, it is the one on which the only
01:52:30 --> 01:52:33: video and and left in the
01:52:33 --> 01:52:37: beginning, ie to be in a logic of reversibility rather
01:52:37 --> 01:52:39: than a logic of conversion.
01:52:39 --> 01:52:41: It's. He didn't put much emphasis on
01:52:41 --> 01:52:43: it, but that's a very important point.
01:52:43 --> 01:52:46: In the past, the Olympic Villages were in a logic
01:52:46 --> 01:52:47: of conversion.
01:52:47 --> 01:52:49: We were building an Olympic village and
01:52:49 --> 01:52:51: then we had to convert it
01:52:51 --> 01:52:54: into a neighborhood, broke the walls, we were grouping the
01:52:54 --> 01:52:56: apartments because I'm talking
01:52:56 --> 01:52:58: about housing, it's often for
01:52:58 --> 01:52:59: an Olympic village, we
01:52:59 --> 01:53:01: need housing, a room or two
01:53:01 --> 01:53:03: rooms without a kitchen, we break the walls, tried to
01:53:03 --> 01:53:03: put it all together.
01:53:03 --> 01:53:07: We built residences, which we opened up to make office
01:53:07 --> 01:53:08: buildings,
01:53:08 --> 01:53:09: all this was not
01:53:09 --> 01:53:11: practiced, especially not thrifty at all.
01:53:11 --> 01:53:13: Or in Paris, it's a logic of conversion,
01:53:13 --> 01:53:17: it's the opposite. It is conceivable a completed neighbourhood that
01:53:17 --> 01:53:19: will be used for 2 to 4 weeks for the
01:53:19 --> 01:53:21: Olympic and Paralympic Games.
01:53:21 --> 01:53:23: And so it completely changes the logic,
01:53:23 --> 01:53:27: it completely changes the economy the design and even the
01:53:27 --> 01:53:29: life of the project to talk
01:53:29 --> 01:53:33: about offices, so we design 2 office buildings for a
01:53:33 --> 01:53:36: total of 10,000 square meters that will be used 2
01:53:36 --> 01:53:37: weeks since we on

01:53:37 --> 01:53:41: the unions, there is not the Paralympic dimension only 2
01:53:41 --> 01:53:41: weeks.
01:53:41 --> 01:53:45: In residence we, we plan a temporary partition with bathrooms
01:53:45 --> 01:53:48: that will only have to be dismantled at the end
01:53:48 --> 01:53:51: of the games had been said by your colleague
01:53:51 --> 01:53:53: of the 4 just now in the same way what
01:53:54 --> 01:53:54: exactly?
01:53:54 --> 01:53:56: And so there or once,
01:53:56 --> 01:53:57: reversibility was an extra cost,
01:53:57 --> 01:53:59: conversion and be an extra cost.
01:53:59 --> 01:54:04: Reversibility is integrated into the economics of the project and
01:54:04 --> 01:54:06: therefore it finally forces us to
01:54:06 --> 01:54:09: imagine everywhere, um, 2 uses in the same shot of
01:54:09 --> 01:54:09: a single
01:54:09 --> 01:54:11: building, so for the part
01:54:11 --> 01:54:15: of the island Saint-Denis, it led us especially obviously
01:54:15 --> 01:54:17: to build wood, but above all to use all the
01:54:17 --> 01:54:21: techniques most adapted wood construction according to the works.
01:54:21 --> 01:54:24: Schematically, for buildings of 2 to 3 floors, we
01:54:24 --> 01:54:26: will be 100 percent wood.
01:54:26 --> 01:54:30: A floor wall for buildings of 6 to
01:54:30 --> 01:54:32: 7 storeys, these will be
01:54:32 --> 01:54:36: wood-framed walls, thus traditional low-carbon concrete skeletons.
01:54:36 --> 01:54:40: And then wood fillings on the walls and on the.
01:54:40 --> 01:54:44: The student residence in particular will be modular
01:54:44 --> 01:54:48: wood, so apartments built on the port of Le Havre
01:54:48 --> 01:54:52: to tell the truth and bring assembled on site entirely
01:54:52 --> 01:54:52: by
01:54:52 --> 01:54:54: boat, so there also in the constructive mode.
01:54:54 --> 01:54:57: We innovate but above all we mix.
01:54:57 --> 01:55:00: At the most fair depending on the destinations and we
01:55:00 --> 01:55:01: innovate on the site.
01:55:01 --> 01:55:04: So there will be a large part of the shipyard
01:55:04 --> 01:55:06: that will be supplied by boat.
01:55:06 --> 01:55:09: The whole project was designed in Bing from the beginning
01:55:09 --> 01:55:09: it was,
01:55:09 --> 01:55:11: our first project on this scale,
01:55:11 --> 01:55:13: 47,000 square meters designed in Bing.
01:55:13 --> 01:55:16: We even got a small price which we are very

01:55:16 --> 01:55:18: proud of and we go.
01:55:18 --> 01:55:22: We will inaugurate our first online management
01:55:22 --> 01:55:25: project therefore, which ultimately extends this
01:55:25 --> 01:55:27: of these innovations, this spirit and design.
01:55:27 --> 01:55:31: Bam. To work as fairly and in an economy,
01:55:31 --> 01:55:34: a frugality of means that is ultimately quite innovative in
01:55:34 --> 01:55:35: itself.
01:55:35 --> 01:55:38: But in this, in this rather thrifty perspective.
01:55:38 --> 01:55:41: And then, to project itself into the
01:55:41 --> 01:55:44: long term, this logic, again of reversibility.
01:55:44 --> 01:55:46: Well it can be worth in a 23 generations.
01:55:46 --> 01:55:51: If tomorrow, um, some buildings have to become residence again
01:55:51 --> 01:55:55: will obviously be easier and therefore to do so.
01:55:55 --> 01:55:58: So we have. We talked about everything that was actually
01:55:58 --> 01:55:59: innovative and that
01:55:59 --> 01:56:01: was appropriate for the environmental approach.
01:56:01 --> 01:56:03: Very little has been said about text since this
01:56:03 --> 01:56:04: morning, but I believe
01:56:04 --> 01:56:07: that the answer to this question was given in the
01:56:07 --> 01:56:07: other
01:56:07 --> 01:56:10: round table, in the idea that the attack was only
01:56:10 --> 01:56:12: a tool that digital was a tool and not an
01:56:12 --> 01:56:12: end in itself.
01:56:12 --> 01:56:15: And then one of you told me in preparing this
01:56:15 --> 01:56:18: round table that having done what was in
01:56:18 --> 01:56:20: the specifications, ie as he had no question.
01:56:20 --> 01:56:24: But there was no specific answer to the issue of
01:56:24 --> 01:56:25: digital and technology.
01:56:25 --> 01:56:29: But nevertheless, I would like to come back
01:56:29 --> 01:56:32: perhaps with you Thierry, on the subject.
01:56:32 --> 01:56:34: Innovation need post-Olympics, ie you have this dimension.
01:56:34 --> 01:56:39: It is very long-term habitats that you have explained and
01:56:39 --> 01:56:42: so I want to ask you from 2026 how you
01:56:42 --> 01:56:44: see this articulation between them,
01:56:44 --> 01:56:48: which will have been innovated in the design phase.
01:56:48 --> 01:56:49: And how are we going to live?
01:56:49 --> 01:56:52: Is there also a dimension of innovation in the life
01:56:53 --> 01:56:55: of these neighborhoods with I would say,
01:56:55 --> 01:56:58: the time. Their immediate territory environment.
01:56:58 --> 01:57:00: How do you see that?
01:57:00 --> 01:57:01: Is that important to you?

01:57:01 --> 01:57:03: Yes it's. It's.
01:57:03 --> 01:57:05: It's fundamental, um. On
01:57:05 --> 01:57:09: many levels, we are always inventing housing itself,
01:57:09 --> 01:57:12: of knowing. We can see how the cells evolved today
01:57:12 --> 01:57:13: we.
01:57:13 --> 01:57:14: When you see some
01:57:14 --> 01:57:16: of the, the, 3 rooms that are 40
01:57:16 --> 01:57:18: square meters, which were built in the
01:57:18 --> 01:57:19: 1930s, we scream and
01:57:19 --> 01:57:22: say, but how could we conceive of this when it
01:57:22 --> 01:57:24: met a need of the time?
01:57:24 --> 01:57:25: Then we did, we did,
01:57:25 --> 01:57:27: we have, we built differently,
01:57:27 --> 01:57:29: so we're still in the projection.
01:57:29 --> 01:57:33: To know what will be the modes of living
01:57:33 --> 01:57:35: tomorrow, so when we started to I I did not
01:57:35 --> 01:57:39: go back on all the technical innovations or everything that
01:57:39 --> 01:57:41: nicolas Ferrand could say
01:57:41 --> 01:57:44: and and also Emmanuelle de Mazi??res on this
01:57:44 --> 01:57:48: on all these subjects, we were already at first very
01:57:48 --> 01:57:52: attentive on everything that was design and sizing of the
01:57:52 --> 01:57:54: dwellings with double notions
01:57:54 --> 01:57:58: clearly and accessibility, universal accessibility is beginning to reflect on
01:57:58 --> 01:57:58: shared spaces.
01:57:58 --> 01:58:00: We even went up.
01:58:00 --> 01:58:03: So far as to think and propose to Allah only
01:58:04 --> 01:58:07: video to reflect on a mode a way of managing
01:58:07 --> 01:58:11: outdoor spaces so that to be sure that everything
01:58:11 --> 01:58:14: we were going to bring,
01:58:14 --> 01:58:19: the beautiful pictures, the forest, the little flowers and everything
01:58:19 --> 01:58:19: and be sure
01:58:19 --> 01:58:23: that in 10, 15 years all this notion of neighborhood
01:58:23 --> 01:58:25: decoration or neighborhood nature
01:58:25 --> 01:58:28: endures um , and there or in the in terms
01:58:28 --> 01:58:31: of timing or covers this folder and and remarkable.
01:58:31 --> 01:58:36: It's just that. We started thinking about reversibility issues.
01:58:36 --> 01:58:38: Before the covid and and.
01:58:38 --> 01:58:41: And now we're in a situation where we've all been
01:58:41 --> 01:58:42: in confinement.
01:58:42 --> 01:58:44: We worked at home on and.

01:58:44 --> 01:58:48: And. And among them, because we happen to have a
01:58:48 --> 01:58:49: few,
01:58:49 --> 01:58:52: a few hundred thousand tenants that when
01:58:52 --> 01:58:57: we question them, when we question what they want to
01:58:57 --> 01:58:57: do,
01:58:57 --> 01:59:00: we feel that the way of
01:59:00 --> 01:59:02: living evolves, it evolves with
01:59:02 --> 01:59:04: perhaps another, another way of
01:59:04 --> 01:59:07: living at home, the creation of shared spaces.
01:59:07 --> 01:59:08: We're talking wings
01:59:08 --> 01:59:11: packages, coliving, coworking. Uh, we're
01:59:11 --> 01:59:12: talking. From de, de de,
01:59:12 --> 01:59:14: from pieces to share all these elements.
01:59:14 --> 01:59:16: Finally, we started to think about it.
01:59:16 --> 01:59:20: We started implementing them in the Olympic Village, so it
01:59:20 --> 01:59:23: was one. It is an unfortunate coincidence
01:59:23 --> 01:59:27: to say, because one can, the person can that applaud
01:59:27 --> 01:59:28: the
01:59:28 --> 01:59:31: the containment, but it is a pass reversibility is a
01:59:31 --> 01:59:34: reality and reversibility is also a form of response.
01:59:34 --> 01:59:37: Uh, before the crisis, what will happen after the crisis,
01:59:37 --> 01:59:39: so that on this side is, it
01:59:39 --> 01:59:41: is, it is, it's extremely interesting and.
01:59:41 --> 01:59:44: Then and then, then, you'll have in the folder.
01:59:44 --> 01:59:46: It's. It's the. It's the one of the.
01:59:46 --> 01:59:49: The cycle building that actually explains
01:59:49 --> 01:59:53: there, but we're very proud with Icade's to have out
01:59:53 --> 01:59:55: and the designers to have this out.
01:59:55 --> 01:59:59: This building cycle or it is a building 0
01:59:59 --> 02:00:02: waste and resources, namely it participates in the door of
02:00:02 --> 02:00:04: resource resources outside.
02:00:04 --> 02:00:07: The other element that is extremely innovative.
02:00:07 --> 02:00:11: It's just that. We were brought to work immediately in
02:00:11 --> 02:00:13: project mode between
02:00:13 --> 02:00:15: the, the urban planners,
02:00:15 --> 02:00:18: the, the promoters, the
02:00:18 --> 02:00:22: designers. Uh, almost the future buyers and the donors and.
02:00:22 --> 02:00:26: And we don't know about work habits either.
02:00:26 --> 02:00:30: Uh, there were workshops or people without doing, but at
02:00:30 --> 02:00:34: 8am they came out at 11pm in the evening saying
02:00:34 --> 02:00:38: today we have to settle this topic and.
02:00:38 --> 02:00:42: It's. It is a co-design co-production mode that was totally

02:00:42 --> 02:00:43: innovative.
02:00:43 --> 02:00:48: When we talk about innovation, which was totally innovative and
02:00:48 --> 02:00:49: that has and
02:00:49 --> 02:00:52: rather worked, which finally me, when I when I look
02:00:52 --> 02:00:55: at the result I I think all the lights are
02:00:55 --> 02:00:56: open.
02:00:56 --> 02:00:58: As for the quality of the product released.
02:00:58 --> 02:01:01: Uh, and our job is also going to be to
02:01:01 --> 02:01:05: think about how we can decline this way of doing
02:01:05 --> 02:01:08: on other subjects while social
02:01:08 --> 02:01:12: landlords are talking about the files. Anru files, therefore urban
02:01:12 --> 02:01:13: reconstruction and
02:01:13 --> 02:01:16: other files, is what should not be inspired by what
02:01:16 --> 02:01:19: has been done on the in the process on the
02:01:19 --> 02:01:21: Olympic Village to co-build projects
02:01:21 --> 02:01:24: with this extremely fine granulometry on other ideas?
02:01:24 --> 02:01:26: This is what Nicolas Ferrand
02:01:26 --> 02:01:30: said, introduction in saying, but the CE we did or
02:01:30 --> 02:01:30: we were
02:01:30 --> 02:01:32: able, we will be
02:01:32 --> 02:01:35: able to, design and build an innovative neighborhood in less
02:01:36 --> 02:01:36: than 6 years.
02:01:36 --> 02:01:39: It means we can do it somewhere else.
02:01:39 --> 02:01:42: So thank you, we see that the subject is exciting
02:01:42 --> 02:01:45: and I'm told that I'm exploding the timing,
02:01:45 --> 02:01:47: so we're going to go back to a disciplined cabbage.
02:01:47 --> 02:01:50: To conclude gentlemen each, if you were to sum up
02:01:50 --> 02:01:52: in one word the vision of the
02:01:52 --> 02:01:54: investor, one word each. Eric.
02:01:54 --> 02:01:56: Trust because very clearly,
02:01:56 --> 02:01:58: you have to trust yourself.
02:01:58 --> 02:02:00: We don't just have to talk.
02:02:00 --> 02:02:01: We see the 2024
02:02:01 --> 02:02:02: Olympics, it's a long-term gamble.
02:02:02 --> 02:02:05: We just said it again and so it works that
02:02:05 --> 02:02:07: if the trust between the different
02:02:07 --> 02:02:10: actors, not everything is written, not everything is
02:02:10 --> 02:02:13: planned, not everything is anticipated. We are clearly in this
02:02:13 --> 02:02:15: issue today and therefore without
02:02:15 --> 02:02:17: the trust, it does not work with trust.
02:02:17 --> 02:02:18: Jerome, I would have used the same word,

02:02:18 --> 02:02:21: but suddenly I will exchange it for 2 others, I
02:02:21 --> 02:02:23: will go the Grand Paris simply.
02:02:23 --> 02:02:27: It's an eminently big Parisian project.
02:02:27 --> 02:02:29: I. I. I was appearing in the Place de la
02:02:30 --> 02:02:31: R??publique because.
02:02:31 --> 02:02:34: We will be, I would say in the same,
02:02:34 --> 02:02:37: the same situation one day as the Place de la
02:02:37 --> 02:02:37: R??publique,
02:02:37 --> 02:02:40: we won't be a few stations away from Paris.
02:02:40 --> 02:02:42: We're somewhere in Paris,
02:02:42 --> 02:02:46: but in big here, thank you Thierry
02:02:46 --> 02:02:51: 131 small, a nice little territory and small 3 insertion.
02:02:51 --> 02:02:53: Thank you. Thank you all 3 and I give the
02:02:53 --> 02:02:55: floor to Sebastian.
02:02:55 --> 02:02:57: Thank you.
02:02:57 --> 02:03:00: Thank you Nathalie. Thank you gentlemen,
02:03:00 --> 02:03:03: I am delighted to see that we can find passionate
02:03:03 --> 02:03:08: and motivated investors in front of ambitious and surely expensive
02:03:08 --> 02:03:09: criteria.
02:03:09 --> 02:03:13: So, to welcome our last speaker,
02:03:13 --> 02:03:20: riadh Salem, ESS entrepreneur, Paralympic athletes and Paris 2024 ambassador.
02:03:20 --> 02:03:24: Cape Founder. I'm going to ask Melanie Carpenter, Executive
02:03:24 --> 02:03:28: Director Hyundai France to come and introduce you in more
02:03:28 --> 02:03:29: detail to
02:03:29 --> 02:03:29: you, Melanie.
02:03:29 --> 02:03:54: Yes.
02:04:27 --> 02:04:29: Does it work? Yes.
02:04:32 --> 02:04:35: Just for Ryad Ryad, your microphone
02:04:35 --> 02:04:38: is good? No? It's not working,
02:04:38 --> 02:04:39: we're cleaning it up.
02:04:43 --> 02:04:45: Thank you.
02:04:45 --> 02:04:46: Now it works, it's good.
02:04:46 --> 02:04:47: Well happy New Year to all.
02:04:47 --> 02:04:50: So if it works, it's great.
02:04:50 --> 02:04:55: Ryad so difficult exercise to introduce you in a
02:04:55 --> 02:04:57: few words, but I'll, I'll get started.
02:04:57 --> 02:05:01: That's it, you've competed in the Olympic and Paralympic Games
02:05:01 --> 02:05:02: five times.
02:05:02 --> 02:05:07: Swimming, basketball, wheelchair rugby. You're ambassador

to Paris
02:05:07 --> 02:05:09: 2024, you're a man.
02:05:09 --> 02:05:14: Positive, committed to fights on social and solidarity grounds, you
02:05:14 --> 02:05:19: founded non capsa sports club and association dedicated to prevention
02:05:19 --> 02:05:23: and awareness of disability and you are also initiator of
02:05:23 --> 02:05:26: projects of various projects,
02:05:26 --> 02:05:30: many societal and cultural. We are very happy to have
02:05:30 --> 02:05:31: you with us.
02:05:31 --> 02:05:35: Really thank you and welcome.
02:05:35 --> 02:05:37: So, in view of all that has been said this
02:05:38 --> 02:05:41: morning about the legacy that all actors want to leave
02:05:41 --> 02:05:44: Paris 2024 with their ambitions, but
02:05:44 --> 02:05:47: also the great economic balances and,
02:05:47 --> 02:05:50: er, the financial actors on its major projects?
02:05:50 --> 02:05:52: What would be your first
02:05:52 --> 02:05:56: reaction, spontaneously, what did you learn from it?
02:05:56 --> 02:05:58: Enthusiasm.
02:05:58 --> 02:06:01: All the better, enthusiasm, it's true that.
02:06:01 --> 02:06:04: Uh, the games are something pretty amazing.
02:06:04 --> 02:06:07: We don't realize how true it is that we obviously
02:06:07 --> 02:06:09: speak in the minds of the general
02:06:09 --> 02:06:12: public, it's sport, but we can see it today that
02:06:12 --> 02:06:13: it's beyond sport.
02:06:13 --> 02:06:16: Whether it's about social issues, cultural and
02:06:16 --> 02:06:19: economic land use, and therefore
02:06:19 --> 02:06:22: the fact that we can give a little bit of
02:06:22 --> 02:06:24: a look at the games.
02:06:24 --> 02:06:28: Uh, well that's important because it proves that games are
02:06:28 --> 02:06:32: part of this culture of globalization long before the
02:06:32 --> 02:06:34: time, and we didn't realize it.
02:06:34 --> 02:06:38: So I participate in 6 games must 5 officially 6
02:06:38 --> 02:06:39: unofficially.
02:06:39 --> 02:06:42: Oh yes so I was wrong when I said 5
02:06:42 --> 02:06:44: no but you are not at all.
02:06:44 --> 02:06:47: Cut the 6th was in Barcelona in 92 and I
02:06:47 --> 02:06:48: was an unofficial athlete,
02:06:48 --> 02:06:52: I presented a new discipline so it was not
02:06:52 --> 02:06:54: that, it does not count as real games.
02:06:54 --> 02:06:55: As an athlete that's it.
02:06:55 --> 02:06:58: But yes there I I am pleasantly surprised to see
02:06:59 --> 02:07:03: all this ecosystem and especially this consideration of

innovation and
02:07:03 --> 02:07:05: new relationships with the
02:07:05 --> 02:07:09: environment with inclusion with universal accessibility.
02:07:09 --> 02:07:11: So all of us are going to say the subjects
02:07:11 --> 02:07:14: that we've been advocating for years that are now becoming.
02:07:14 --> 02:07:18: Current topics that are taken into account no longer just
02:07:18 --> 02:07:18: with words, but
02:07:18 --> 02:07:22: in reality. And when you know when something circulates in
02:07:22 --> 02:07:23: the stone, in the
02:07:23 --> 02:07:25: marble, it is for a long time.
02:07:25 --> 02:07:28: And so I'm delighted to know that tomorrow we're going
02:07:28 --> 02:07:30: to build accessible buildings.
02:07:30 --> 02:07:33: Home respecting the environment.
02:07:33 --> 02:07:37: All right, thank you very much. An important question,
02:07:37 --> 02:07:40: do you think that all these games projects in Paris
02:07:40 --> 02:07:43: take into account the standards in terms of accessibility?
02:07:43 --> 02:07:46: So the Paris Games it's, it's
02:07:46 --> 02:07:48: a challenge. Uh.
02:07:48 --> 02:07:50: As we said earlier, that
02:07:50 --> 02:07:52: is it. It's been 100 times,
02:07:52 --> 02:07:55: it's been a century since we had that we didn't
02:07:55 --> 02:07:56: have the games in Paris.
02:07:56 --> 02:08:01: Uh, modern games were still inspired by a Frenchman,
02:08:01 --> 02:08:04: Pierre de Coubertin and today.
02:08:04 --> 02:08:05: We're still innovating about games, we've
02:08:05 --> 02:08:08: got. This is the first time that the kojo has
02:08:08 --> 02:08:11: fully integrated the Olympic and Paralympic Games.
02:08:11 --> 02:08:13: It means that it is not a thought on one
02:08:13 --> 02:08:13: side,
02:08:13 --> 02:08:16: a thought, on the other, it is complementary,
02:08:16 --> 02:08:17: even at the level of the logo.
02:08:17 --> 02:08:19: I don't know if you saw,
02:08:19 --> 02:08:20: I saw the logo earlier, we
02:08:20 --> 02:08:22: have the same logo before,
02:08:22 --> 02:08:24: we were really in different identities,
02:08:24 --> 02:08:28: so as these are 2 of completely different
02:08:28 --> 02:08:32: international structures, so there was not necessarily all the time
02:08:32 --> 02:08:35: the same logic that were in the kind of confrontation.
02:08:35 --> 02:08:38: Positioning there's more than that so we already arrive on
02:08:38 --> 02:08:40: games that are inclusive, completely.
02:08:40 --> 02:08:45: And universal accessibility is truly integrated from the

beginning of
02:08:45 --> 02:08:46: any project.
02:08:46 --> 02:08:48: That is to say that the cursor it is put
02:08:48 --> 02:08:49: at the base of the Paralympics.
02:08:49 --> 02:08:52: And then it rolls out on the Olympic on everything
02:08:52 --> 02:08:55: else and that's it's really innovative.
02:08:55 --> 02:08:58: Before it was we made the Olympic Village and then
02:08:58 --> 02:08:59: we redevelop.
02:08:59 --> 02:09:00: I don't know who said that anymore,
02:09:00 --> 02:09:02: it was the inverted world what.
02:09:02 --> 02:09:05: So it cost 1111 crazy money to break everything.
02:09:05 --> 02:09:07: Handing over ramps, stuff,
02:09:07 --> 02:09:09: but if it's designed from
02:09:09 --> 02:09:10: the start, and bah it's just happiness and.
02:09:10 --> 02:09:14: And today the Olympics or discomfort of the Paralympics.
02:09:14 --> 02:09:18: So thanks to us, they're in even more comfortable places.
02:09:18 --> 02:09:19: And in terms of standards,
02:09:19 --> 02:09:21: you had a particular point?
02:09:21 --> 02:09:23: So yes, I'm obviously because I.
02:09:23 --> 02:09:26: I was carrying a project that was a city of
02:09:26 --> 02:09:29: disability that turned into a universal
02:09:29 --> 02:09:30: city, and, um, and and.
02:09:30 --> 02:09:33: And it's true that it's been several years since I
02:09:33 --> 02:09:36: carried a little bit this project and I met a
02:09:36 --> 02:09:37: company that ejia,
02:09:37 --> 02:09:39: which was a little cracked like us like me.
02:09:39 --> 02:09:42: And it's true, it's I like cracked people, it
02:09:42 --> 02:09:45: lets the light pass you know so on innovation projects,
02:09:45 --> 02:09:46: it's important
02:09:46 --> 02:09:49: to have. A little bit of this.
02:09:49 --> 02:09:53: This little light that arrives and it allows you to
02:09:53 --> 02:09:56: have boldness and to carry new projects.
02:09:56 --> 02:09:58: And the standards we realize that obviously,
02:09:58 --> 02:10:01: as we want to make a city completely almost 100
02:10:01 --> 02:10:04: percent accessible with the standards of universal
02:10:04 --> 02:10:07: accessibility, we find ourselves confronted with other standards of safety
02:10:07 --> 02:10:08: in the environment.
02:10:08 --> 02:10:11: Uh, and so we're thinking about how to harmonize standards
02:10:11 --> 02:10:12: and also on disability
02:10:12 --> 02:10:15: standards, how we're changing them.
02:10:15 --> 02:10:17: Because what is important today is

02:10:17 --> 02:10:20: that you can move around inside a building and you
02:10:21 --> 02:10:22: can live there and now
02:10:22 --> 02:10:25: it is true that on the standards
02:10:25 --> 02:10:27: of disability, sometimes they are a little
02:10:27 --> 02:10:30: excessive, they, they, they may have been their importance.
02:10:30 --> 02:10:33: At the time, we knew the militant movement very
02:10:33 --> 02:10:36: well, so we want excellence. Except that after the excellence
02:10:36 --> 02:10:38: of times and disconnected from
02:10:38 --> 02:10:40: reality, and it serves the cause and I see it
02:10:41 --> 02:10:42: today with the law
02:10:42 --> 02:10:44: momentum, say that we have gone from 100 percent of
02:10:44 --> 02:10:45: accessible housing to 20 percent.
02:10:45 --> 02:10:47: With fighting a little
02:10:47 --> 02:10:49: bit, but if we had made the
02:10:49 --> 02:10:52: difference, if we had been looking for
02:10:52 --> 02:10:53: the middle way, to
02:10:53 --> 02:10:56: say OK, fine, we do not need to have every
02:10:56 --> 02:10:56: time bathrooms.
02:10:56 --> 02:10:59: You can dance the tango
02:10:59 --> 02:11:03: inside, but how do you make bathrooms of the rooms,
02:11:03 --> 02:11:03: things
02:11:03 --> 02:11:05: like that that are visitable,
02:11:05 --> 02:11:11: accessible, wheelchair with other standards and can be make accommodations
02:11:11 --> 02:11:11: with
02:11:11 --> 02:11:14: different standards, ie I take the example stupid.
02:11:14 --> 02:11:17: I organize events every year and I find myself in
02:11:17 --> 02:11:18: trouble.
02:11:18 --> 02:11:20: Because in the norm today,
02:11:20 --> 02:11:21: we end up with a big
02:11:21 --> 02:11:23: hotel, and bah it will make 3 accessible rooms.
02:11:23 --> 02:11:27: But when you welcome an international team and this team
02:11:27 --> 02:11:29: has about twenty people, you
02:11:29 --> 02:11:31: have to be in several hotels.
02:11:31 --> 02:11:34: And because to try to accumulate so on the trips,
02:11:34 --> 02:11:36: on the logistics, it's hellish.
02:11:36 --> 02:11:39: Whereas if we had rooms that were almost accessible, visitable,
02:11:39 --> 02:11:42: we will say on another form of accessibility,
02:11:42 --> 02:11:44: we would not have this problem.
02:11:44 --> 02:11:46: They organized an event called civilization challenge.
02:11:46 --> 02:11:49: I wanted to invite St??phane hawking.

02:11:49 --> 02:11:53: No room is able to accommodate personalities of this size
02:11:53 --> 02:11:54: of this level.
02:11:54 --> 02:11:58: With their disability. The only thing we were proposing was
02:11:58 --> 02:11:59: to be in a hospital.
02:11:59 --> 02:12:01: Can you imagine us
02:12:01 --> 02:12:05: in France, welcoming this type of character in a hospital
02:12:05 --> 02:12:08: when if we had for example in large hotels a
02:12:08 --> 02:12:08: medical
02:12:08 --> 02:12:11: room, but who remains a hotel and the medical side
02:12:11 --> 02:12:13: takes it out when we need it?
02:12:13 --> 02:12:15: And Ben there, we would have already evolved and that's
02:12:16 --> 02:12:17: and it's great thinker.
02:12:17 --> 02:12:20: It is these great intellectuals, these great researchers.
02:12:20 --> 02:12:21: Who also have disabilities.
02:12:21 --> 02:12:24: And since our society today allows this to save the
02:12:24 --> 02:12:25: lives of some people,
02:12:25 --> 02:12:28: is this what allows us to serve the lives of
02:12:28 --> 02:12:28: some great minds?
02:12:28 --> 02:12:31: And Ben, we could welcome them with dignity in our
02:12:31 --> 02:12:35: beautiful country and that's where I have a little trouble.
02:12:35 --> 02:12:37: With our society, it is, we have beautiful ideas and
02:12:37 --> 02:12:41: often instead of getting around a table and moving forward
02:12:41 --> 02:12:41: on this
02:12:41 --> 02:12:44: idea, we are always in a kind of confrontation,
02:12:44 --> 02:12:47: in sterile postures. Whereas if we were OK, you have
02:12:47 --> 02:12:50: your need, we have other economic needs, how do
02:12:50 --> 02:12:54: we find the way of the middle to move together
02:12:54 --> 02:12:55: on this path, a
02:12:55 --> 02:12:58: harmony of needs that you obviously mention to me,
02:12:58 --> 02:13:01: me, me, I have a.
02:13:01 --> 02:13:04: I love our country so much, I love so much
02:13:04 --> 02:13:06: what we propose to the world, that I
02:13:06 --> 02:13:09: would like us to get. The console offers to ourselves
02:13:09 --> 02:13:10: too.
02:13:10 --> 02:13:13: It is good to be this country of human rights.
02:13:13 --> 02:13:16: We could turn these countries from human rights to human
02:13:16 --> 02:13:19: rights and apply them to ourselves.
02:13:19 --> 02:13:20: And I think it's 2024 games.
02:13:20 --> 02:13:22: The phrase of the
02:13:22 --> 02:13:25: 2024 games is sharing. And so how do we make
02:13:25 --> 02:13:25: this
02:13:25 --> 02:13:27: by you, this sharing be fair to everyone?

02:13:30 --> 02:13:33: So all these reflections are related to the choice of
02:13:33 --> 02:13:37: civilization that we want to have in the choice of
02:13:37 --> 02:13:39: urbanization of the territory.
02:13:39 --> 02:13:41: What are your beliefs on the subject?
02:13:41 --> 02:13:44: But. In fact, um, urban
02:13:44 --> 02:13:47: planning, building a house, building a
02:13:47 --> 02:13:51: building, for me, it's the equivalent of my prosthetics.
02:13:51 --> 02:13:53: It's weird what I'm going to tell you,
02:13:53 --> 02:13:55: but.
02:13:55 --> 02:13:58: In fact, we don't have some critters in there to
02:13:58 --> 02:13:59: be able to.
02:13:59 --> 02:14:03: Be quiet in winter, not need to stay,
02:14:03 --> 02:14:05: you are not like some animals.
02:14:05 --> 02:14:08: To be able to live
02:14:08 --> 02:14:09: in the desert, so we.
02:14:09 --> 02:14:14: We have, by our intelligence, compensate for what nature has
02:14:14 --> 02:14:15: not offered us.
02:14:15 --> 02:14:16: And so all
02:14:16 --> 02:14:18: this infrastructure is
02:14:18 --> 02:14:20: just compensation, it's just prosthetics.
02:14:20 --> 02:14:21: And what is incredible
02:14:21 --> 02:14:25: is this compensation. Today, it creates human identity.
02:14:25 --> 02:14:28: There is not a living species that is able to
02:14:28 --> 02:14:30: do what we do on this planet.
02:14:30 --> 02:14:32: Well, termites are also great architects.
02:14:32 --> 02:14:35: But I, if necessary, there is no shortage of skyscrapers
02:14:35 --> 02:14:35: either.
02:14:35 --> 02:14:39: Even if they are impressive. And that's where I'm thinking.
02:14:39 --> 02:14:41: If we build things for our
02:14:41 --> 02:14:44: comfort, for our well-being, for this human civilization.
02:14:44 --> 02:14:45: Why, at some point,
02:14:45 --> 02:14:49: do we not have that logic of accessibility?
02:14:49 --> 02:14:53: We talked earlier about the aging population.
02:14:53 --> 02:14:57: We made the choice to save lives.
02:14:57 --> 02:14:59: It's the same, but if you save lives,
02:14:59 --> 02:15:01: what do you offer them?
02:15:01 --> 02:15:04: If tomorrow I spent 20 years of my life in
02:15:04 --> 02:15:06: the centers and hospitals, it was
02:15:06 --> 02:15:08: great. But at some point, to
02:15:08 --> 02:15:11: be locked up. We are social animals and we have
02:15:11 --> 02:15:14: this will for freedom and freedom, it is

02:15:14 --> 02:15:17: also the territory that offers it to us.
02:15:17 --> 02:15:19: That's how we set up the city.
02:15:19 --> 02:15:23: If I'm with my chair and I can't drive around
02:15:23 --> 02:15:24: this town,
02:15:24 --> 02:15:26: and bah in the end handicap
02:15:26 --> 02:15:29: me, I feel a lot more and it becomes a
02:15:29 --> 02:15:30: problem.
02:15:30 --> 02:15:35: And to think about accessibility only by way of disability.
02:15:35 --> 02:15:38: Personally, I think that is a mistake.
02:15:38 --> 02:15:40: From the moment on, we made the choice of life
02:15:40 --> 02:15:41: and consume.
02:15:41 --> 02:15:42: We see it today. So,
02:15:42 --> 02:15:45: if we are a little compartmentalized with this covid, it
02:15:45 --> 02:15:47: is because we want to protect our elders,
02:15:47 --> 02:15:50: so we want to protect life at all costs.
02:15:50 --> 02:15:52: But life why do if you prolong life, if
02:15:52 --> 02:15:55: tomorrow you have a person who is 90 years old
02:15:55 --> 02:15:58: but who can not get out of his building because
02:15:58 --> 02:15:59: there are only
02:15:59 --> 02:16:01: stairs, that he can not get out of his room
02:16:01 --> 02:16:03: because his chair does
02:16:03 --> 02:16:05: not pass, I find it a little pity while if
02:16:05 --> 02:16:06: we anticipate.
02:16:06 --> 02:16:09: This choice by saying we have made standards very well,
02:16:09 --> 02:16:12: but can these standards evolve with our society, our
02:16:12 --> 02:16:16: civilization? I find it a pity to see today I
02:16:16 --> 02:16:17: what I say.
02:16:17 --> 02:16:20: You really have to take it nicely.
02:16:20 --> 02:16:21: It is important to
02:16:21 --> 02:16:25: have ehpads, everything but to tell me that tomorrow people
02:16:25 --> 02:16:26: who still have all
02:16:26 --> 02:16:30: their heads, all their intellectual abilities that are forced to
02:16:30 --> 02:16:34: be in ehpads whereas if their housing had been accessible
02:16:34 --> 02:16:36: and a large part of these people.
02:16:36 --> 02:16:39: Will pay for this housing for the rest of their
02:16:39 --> 02:16:42: lives and they will not be able to give it
02:16:42 --> 02:16:44: to their children as an inheritance because
02:16:44 --> 02:16:47: maybe we will sell it to pay them their time
02:16:48 --> 02:16:50: in this state so it is this logic when
02:16:50 --> 02:16:53: we talk about time space, of, of, of, all this
02:16:53 --> 02:16:54: we must anticipate.
02:16:54 --> 02:16:55: Personally, I. I, I repeat,

02:16:55 --> 02:16:58: I insist on this, I have spent 20 years of
02:16:58 --> 02:16:59: my life in the
02:16:59 --> 02:17:02: centers, hospitals. I don't want to spend 20 years with
02:17:02 --> 02:17:03: my daughter yet.
02:17:03 --> 02:17:06: I want the hospital to come
02:17:06 --> 02:17:09: to my house, to build cities that are
02:17:09 --> 02:17:11: hacker, that is for the concern
02:17:11 --> 02:17:15: of the individual, but at the same time, it feeds
02:17:15 --> 02:17:18: the collective and and for me it's really
02:17:18 --> 02:17:19: important because it's, um.
02:17:19 --> 02:17:22: liberty, equality, fraternity. Freedom
02:17:22 --> 02:17:24: is displacement and equality,
02:17:24 --> 02:17:27: it's when I can, I can have access to everything
02:17:27 --> 02:17:30: that others try to make brotherhood and Ben if I'm
02:17:30 --> 02:17:32: vulnerable because in my life,
02:17:32 --> 02:17:35: there's illness, accident I don't know what.
02:17:35 --> 02:17:38: And Ben may my human brothers and my human sisters
02:17:38 --> 02:17:40: also be able to accompany me in in in these
02:17:41 --> 02:17:42: challenges of this life.
02:17:44 --> 02:17:46: Another question is, do you see these games as a
02:17:46 --> 02:17:49: driving force and a source of innovation for our territory?
02:17:49 --> 02:17:52: You were talking to me, there is always a before
02:17:52 --> 02:17:54: and after the Olympic and Paralympic Games.
02:17:54 --> 02:17:55: There's a before and an after.
02:17:55 --> 02:17:58: We have said everything in terms of infrastructure.
02:17:58 --> 02:18:00: But there's also all this technology.
02:18:00 --> 02:18:02: We were talking about digital, we
02:18:02 --> 02:18:05: were talking, but also the values, that is, there is
02:18:05 --> 02:18:07: this accessibility for me that is also accessibility.
02:18:07 --> 02:18:10: This culture of accessibility in
02:18:10 --> 02:18:13: people's minds, in teeth, in the eyes of people.
02:18:13 --> 02:18:16: And, um, we were saying at the very beginning that
02:18:16 --> 02:18:19: we don't realize the impact of the games.
02:18:19 --> 02:18:21: Today, the Olympic Games, there
02:18:21 --> 02:18:25: are more nations that are affiliated with the Olympic Games.
02:18:25 --> 02:18:28: To the United Nations. You can
02:18:28 --> 02:18:31: imagine the thing, um, we've sent all the greatest diplomats
02:18:31 --> 02:18:34: on earth to conflicts between countries.
02:18:34 --> 02:18:36: I. I take
02:18:36 --> 02:18:39: the example lately, not so long ago that North Korea
02:18:39 --> 02:18:43: and South Korea made the games and these countries that
02:18:43 --> 02:18:44: kill themselves or.

02:18:44 --> 02:18:46: They have been playing for
02:18:46 --> 02:18:48: decades, dancing together, reopening
02:18:48 --> 02:18:51: borders. Not all of the top diplomats of the United
02:18:51 --> 02:18:53: Nations have succeeded.
02:18:53 --> 02:18:55: The games were successful, China was closed.
02:18:55 --> 02:18:55: There were games,
02:18:55 --> 02:18:58: it opened.
02:18:58 --> 02:19:01: Today the World Cup has borderline we will
02:19:01 --> 02:19:07: say, created labor law in Saudi Arabia but it's still
02:19:07 --> 02:19:09: crazy to think that.
02:19:09 --> 02:19:11: Vulgarly, we're going to play ball and.
02:19:11 --> 02:19:15: And we open new concepts of the human in countries
02:19:15 --> 02:19:18: where they were considered in a way we will
02:19:18 --> 02:19:20: say, another from another
02:19:20 --> 02:19:22: era, another century even so that too.
02:19:22 --> 02:19:25: This force of the games and there it has that
02:19:25 --> 02:19:25: power there.
02:19:25 --> 02:19:29: And every time I was in in countries where there
02:19:29 --> 02:19:30: were games.
02:19:30 --> 02:19:32: Well I was coming, we looked like a handicapped man.
02:19:32 --> 02:19:35: After the games looked like a champion and and.
02:19:35 --> 02:19:38: And in France itself, despite all the titles or all
02:19:38 --> 02:19:39: the
02:19:39 --> 02:19:42: championships, I am still a handicapped and I dream that
02:19:42 --> 02:19:44: in my country we look like a champion and so
02:19:44 --> 02:19:46: it's game or goodbye also this strength and
02:19:46 --> 02:19:49: and when there will be this strength and there I'll
02:19:49 --> 02:19:51: go back a little bit on something a little political.
02:19:51 --> 02:19:54: All the laws that have been made by on disability
02:19:54 --> 02:19:57: in France begins with this sentence which is quite formidable.
02:19:57 --> 02:20:00: Favor 2.
02:20:00 --> 02:20:03: So if you look at one in recent years of
02:20:03 --> 02:20:04: the 75 law so
02:20:04 --> 02:20:07: far, it's in favor of. Is a right a favour?
02:20:07 --> 02:20:11: And so, do people with disabilities do them a favor?
02:20:11 --> 02:20:12: I don't think so.
02:20:12 --> 02:20:14: And if we take back what I said earlier, if
02:20:14 --> 02:20:17: we consider that their disability is an evolution of society
02:20:17 --> 02:20:19: because the more disabled people there
02:20:19 --> 02:20:21: are, the more people
02:20:21 --> 02:20:22: with disabilities, the more old
02:20:22 --> 02:20:25: people there are, the more vulnerable people there are and

02:20:25 --> 02:20:27: therefore more life and a society that cherishes life.
02:20:27 --> 02:20:30: For me it is this path that I want to
02:20:30 --> 02:20:30: take.
02:20:30 --> 02:20:33: And you mentioned me in relation to sport source of
02:20:33 --> 02:20:34: innovation?
02:20:34 --> 02:20:37: That in fact a lot of innovations had come from
02:20:37 --> 02:20:39: sport in many areas,
02:20:39 --> 02:20:42: also military, there is also the medical
02:20:42 --> 02:20:45: world, sport in civil society
02:20:45 --> 02:20:48: today, you see the majority of people who wear super
02:20:48 --> 02:20:48: sneakers.
02:20:48 --> 02:20:50: That's not, it's not,
02:20:50 --> 02:20:54: it's not the everyday that influences us on this technology
02:20:54 --> 02:20:56: of these shoes, new
02:20:56 --> 02:21:00: clothes, whether in motor racing, the evolution of cars.
02:21:00 --> 02:21:03: On so many things, on
02:21:03 --> 02:21:08: materials, we are the great laboratory of experimentation of the
02:21:09 --> 02:21:11: evolution of technologies.
02:21:11 --> 02:21:15: And because we allow yourself in sport.
02:21:15 --> 02:21:17: Failed, to be more successful.
02:21:17 --> 02:21:20: This is almost forbidden in other disciplines.
02:21:20 --> 02:21:23: You have no right to fail us in our.
02:21:23 --> 02:21:26: In our field, we lose more often than we win.
02:21:26 --> 02:21:28: But when we win, it's
02:21:28 --> 02:21:31: sustainable, it's what makes people think and it's a notched-out
02:21:31 --> 02:21:33: of our society and so yes, technology.
02:21:33 --> 02:21:36: Today I have the chair I have or the legs
02:21:36 --> 02:21:38: I have, I have carbon blades on my feet.
02:21:38 --> 02:21:41: Obviously a few years ago it was pieces of wood
02:21:41 --> 02:21:44: attached with leather and scrap metal.
02:21:44 --> 02:21:48: Today this carbon technology but all because it was first.
02:21:48 --> 02:21:51: Suitable by the world of sport who they were not
02:21:51 --> 02:21:52: afraid of risk.
02:21:52 --> 02:21:55: Whereas if you put this kind of prosthetics on an
02:21:55 --> 02:21:58: ordinary person who doesn't know if, unfortunately, it
02:21:58 --> 02:22:00: would have broken, it
02:22:00 --> 02:22:03: would have hurt, it would have caused problems.
02:22:03 --> 02:22:04: Whereas in sport, we
02:22:04 --> 02:22:07: assume. Here, we know that bah we always go higher,
02:22:07 --> 02:22:09: further, stronger and so it is.
02:22:09 --> 02:22:14: It is also the culture of innovation to transcend borders

02:22:14 --> 02:22:15: and boundaries.
02:22:15 --> 02:22:16: So, excuse me, is
02:22:16 --> 02:22:19: that today I'm a little asthma attack and so that's
02:22:19 --> 02:22:20: why I breathe a
02:22:20 --> 02:22:22: little weirdly, but it's not about my habit.
02:22:22 --> 02:22:25: There's been a lot of talk, so legacy prints,
02:22:25 --> 02:22:29: of the bed. What intangible footprint of the Olympic Games
02:22:29 --> 02:22:30: in our society?
02:22:30 --> 02:22:32: Among our population, what
02:22:32 --> 02:22:34: social heritage, what inclusive game?
02:22:38 --> 02:22:40: I. I. I'm really dreaming because.
02:22:40 --> 02:22:44: We have France is a country that is really special
02:22:44 --> 02:22:45: in the world.
02:22:45 --> 02:22:48: Because even though there have been attempts in other countries,
02:22:48 --> 02:22:48: I don't
02:22:48 --> 02:22:50: know why. But France, as soon as
02:22:50 --> 02:22:52: it decides to launch something, it is
02:22:52 --> 02:22:54: taken up all over the world.
02:22:54 --> 02:22:56: With, with human rights, with
02:22:56 --> 02:22:58: a whole bunch of projects, we
02:22:58 --> 02:23:00: go again. There have been many,
02:23:00 --> 02:23:03: great masses on the environment and hop we arrive in
02:23:03 --> 02:23:05: Paris all at once.
02:23:05 --> 02:23:07: That's what you learn. So we have.
02:23:07 --> 02:23:08: We're -- we're -- we We are, we are
02:23:08 --> 02:23:11: a country that, before this force, we are a
02:23:11 --> 02:23:13: world country so, because we are, we have territories.
02:23:13 --> 02:23:15: In Latin America, in
02:23:15 --> 02:23:18: the Amazon, we have territories among penguins.
02:23:18 --> 02:23:20: Up there, we have territories in
02:23:20 --> 02:23:24: Africa, in Asia. Well, we have territories everywhere because we
02:23:24 --> 02:23:25: are a world
02:23:25 --> 02:23:27: country, so every time we
02:23:27 --> 02:23:31: talk, um, it's um, there's always this universal side where
02:23:31 --> 02:23:34: other countries can relate to it have created a form
02:23:34 --> 02:23:35: of hope.
02:23:35 --> 02:23:36: And.
02:23:36 --> 02:23:39: I'm. I. I said we did the interview,
02:23:39 --> 02:23:42: it's that. We create this standard that the standard,
02:23:42 --> 02:23:46: um, becomes the difference. Difference becomes the norm

because we
02:23:46 --> 02:23:49: know for a fact that Mother Nature makes us all
02:23:49 --> 02:23:50: different.
02:23:50 --> 02:23:52: And that today we, of
02:23:52 --> 02:23:54: this difference, we, anchor,
02:23:54 --> 02:23:58: create injustices and that it is game since we are
02:23:58 --> 02:23:59: in this culture
02:23:59 --> 02:24:03: of sharing, that we could create inclusive societies respecting the
02:24:03 --> 02:24:07: differences of each and that it can bring out a
02:24:07 --> 02:24:10: new identities that are multidimensional or we
02:24:10 --> 02:24:12: accept that we belong to a territory.
02:24:12 --> 02:24:15: So that's the advantage of being in
02:24:15 --> 02:24:18: the French team, it's that we travel everywhere and when
02:24:18 --> 02:24:19: I'm in the
02:24:19 --> 02:24:20: Basque country, I'm not with the Bretons.
02:24:20 --> 02:24:22: I'm going to the Alsatians.
02:24:22 --> 02:24:25: When I am in Wallis and futuna or the island
02:24:25 --> 02:24:26: of the meeting like
02:24:26 --> 02:24:29: that, we have strong identities but there is a higher
02:24:30 --> 02:24:33: identity that is that French identity and I wish we
02:24:33 --> 02:24:35: could have a universal identity.
02:24:35 --> 02:24:39: And as this game carries this universality that tomorrow humans
02:24:39 --> 02:24:41: Ben we go every 4 years this or every 2
02:24:42 --> 02:24:44: years this Great World War for not having to
02:24:44 --> 02:24:48: make war since in the end these games were created
02:24:48 --> 02:24:51: for that at the base it was to avoid going
02:24:51 --> 02:24:52: to kill each other.
02:24:52 --> 02:24:54: So we confront each other to
02:24:54 --> 02:24:57: say me, my youth, it's much stronger
02:24:57 --> 02:25:01: than you, so don't come and get me and we
02:25:01 --> 02:25:04: can put back to the news this notion
02:25:04 --> 02:25:07: of confrontation of competition, but that is with respect for
02:25:07 --> 02:25:07: the
02:25:07 --> 02:25:12: life of de, difference and. And that this difference is
02:25:12 --> 02:25:15: the norm and we do not forget that if today
02:25:15 --> 02:25:16: we are the
02:25:16 --> 02:25:18: dominant species, it is because we have taken into account
02:25:18 --> 02:25:19: our vulnerabilities.
02:25:19 --> 02:25:22: We were inspired by our viability and that was it.
02:25:22 --> 02:25:24: The source of our strength,
02:25:24 --> 02:25:25: and that is why we dominate this planet.

02:25:25 --> 02:25:28: Today, we are the only living species to go into
02:25:28 --> 02:25:29: space anyway,
02:25:29 --> 02:25:31: so that's not saying anything.
02:25:31 --> 02:25:34: And so lo and behold, the word sharing these games,
02:25:34 --> 02:25:37: I would really like it to be. Who is really
02:25:37 --> 02:25:40: in this in this dynamic and I do not know.
02:25:40 --> 02:25:41: The great thinkers of the
02:25:41 --> 02:25:43: world, I can see between the
02:25:43 --> 02:25:45: Americas, Asia, we are caught in the grip.
02:25:45 --> 02:25:48: This Europe Africa, if it can bring a third way,
02:25:48 --> 02:25:51: the way of the middle, I would like it because
02:25:51 --> 02:25:51: the world
02:25:51 --> 02:25:54: of business is one thing, the world
02:25:54 --> 02:25:56: of politics, we will say radical is
02:25:56 --> 02:25:58: another, but I think we can find a balance between
02:25:58 --> 02:26:01: all this if and if the Paris Games uninspired
02:26:01 --> 02:26:03: it , that we can create human rights and the
02:26:03 --> 02:26:06: right of life because we have taken this whole ecosystem
02:26:06 --> 02:26:07: into account.
02:26:07 --> 02:26:09: That makes us humans live, in the
02:26:09 --> 02:26:11: end, we are. We are in this great globality and
02:26:11 --> 02:26:13: to stop thinking that this is it,
02:26:13 --> 02:26:15: we can, we can deprive ourselves of water.
02:26:15 --> 02:26:16: You can deprive yourself of trees.
02:26:16 --> 02:26:17: You can deprive yourself of air.
02:26:17 --> 02:26:18: We can deprive ourselves of land.
02:26:18 --> 02:26:21: No, it's not possible. And so if we don't respect
02:26:21 --> 02:26:22: what makes us
02:26:22 --> 02:26:23: live, then we don't respect ourselves.
02:26:26 --> 02:26:28: A word of the end Riyadh and Ben,
02:26:28 --> 02:26:31: I invite you all to the game.
02:26:31 --> 02:26:33: Are you asking? No, but it is.
02:26:33 --> 02:26:35: It is true that it is. It's taking all that
02:26:35 --> 02:26:37: into consideration and.
02:26:37 --> 02:26:41: Uh, the builders that you are and that we are,
02:26:41 --> 02:26:42: um.
02:26:42 --> 02:26:44: It is the identity of the territories.
02:26:44 --> 02:26:46: When I go to a Netherlands,
02:26:46 --> 02:26:49: the first thing I see in a country in the
02:26:49 --> 02:26:49: city
02:26:49 --> 02:26:51: is architecture, and so it is.
02:26:51 --> 02:26:54: This is vitally important and I would

02:26:54 --> 02:26:57: really like, so then I know that the economic problem
02:26:57 --> 02:26:58: is still a thing.
02:26:58 --> 02:26:59: But don't forget one
02:26:59 --> 02:27:01: thing, it's that the
02:27:01 --> 02:27:04: economic world, we created it and so we can make
02:27:04 --> 02:27:05: it evolve and
02:27:05 --> 02:27:06: that tomorrow, if we can create
02:27:06 --> 02:27:10: cities, we will say versatile, multidimensional when I am always
02:27:10 --> 02:27:13: surprised when I go to the Anglo-Saxon countries.
02:27:13 --> 02:27:16: To see that there are tennis courts on the runway
02:27:16 --> 02:27:16: roofs.
02:27:16 --> 02:27:19: Athletics I say to myself, but in
02:27:19 --> 02:27:22: French it's not possible, it's not I know why
02:27:22 --> 02:27:24: there are dance halls, there are
02:27:24 --> 02:27:28: restaurants, there are offices, there are housing all inside the
02:27:28 --> 02:27:30: same thing so is it our French standards that is
02:27:30 --> 02:27:31: blocking us?
02:27:31 --> 02:27:34: Uh, but I'm still stunned to come down,
02:27:34 --> 02:27:36: to find myself in a supermarket,
02:27:36 --> 02:27:39: to take the subway right next to the supermarket in
02:27:39 --> 02:27:41: Canada GE I tell him but how it is possible
02:27:41 --> 02:27:44: so this may have a multidimensional vision.
02:27:44 --> 02:27:47: Things and find complementarity in all this?
02:27:47 --> 02:27:49: Because I think that when
02:27:49 --> 02:27:51: I was little, we in the center, we
02:27:51 --> 02:27:54: had our gymnasium, we had our
02:27:54 --> 02:27:56: school, we had all this and we could live and
02:27:56 --> 02:27:59: why not reverse the world instead of the world of
02:27:59 --> 02:28:02: disability that goes into the ordinary environment.
02:28:02 --> 02:28:05: Ben the ordinary environment that goes towards the middle of
02:28:05 --> 02:28:08: the handicap and create all these small spaces of conviviality
02:28:08 --> 02:28:10: where everyone can find his place is safe and
02:28:10 --> 02:28:12: live happily in peace with love.
02:28:12 --> 02:28:14: So I think you wanted you to us.
02:28:14 --> 02:28:16: Sharing the manifesto, absolutely,
02:28:16 --> 02:28:19: that's the manifesto we launched to manage.
02:28:19 --> 02:28:21: So just wait and put the sound because I don't
02:28:21 --> 02:28:23: know if we want to hear.
02:28:23 --> 02:28:26: To get back to the beginning, and I'll stop talking
02:28:27 --> 02:28:27: for now.
02:28:27 --> 02:28:28: Important.

02:28:34 --> 02:28:37: That's what people have to say to each other.
02:28:37 --> 02:28:41: Society's view of disability will never change.
02:28:41 --> 02:28:45: It would be absurd to believe that building a world
02:28:45 --> 02:28:48: adapted to each one its building a world for all.
02:28:48 --> 02:28:51: They have to tell themselves that there are borders that
02:28:51 --> 02:28:52: are difficult to cross,
02:28:52 --> 02:28:55: differences that are impossible to forget.
02:28:55 --> 02:28:58: None of them should think that a simple place can
02:28:58 --> 02:29:00: succeed in reconciling what fate to be separated.
02:29:00 --> 02:29:03: They must tell themselves that in today's
02:29:03 --> 02:29:06: world, there is no room for collective victories.
02:29:08 --> 02:29:11: It would be wrong to believe that this with different
02:29:11 --> 02:29:15: projects gradually fought a different society.
02:29:15 --> 02:29:19: But today we want to move the lines.
02:29:19 --> 02:29:24: It was with different projects gradually fighting a different society.
02:29:24 --> 02:29:26: It would be wrong to believe that in
02:29:26 --> 02:29:29: today's world there is no room for collective victories.
02:29:29 --> 02:29:32: They must tell themselves that a simple place can succeed
02:29:32 --> 02:29:34: in reconciling what the fatality to separate.
02:29:34 --> 02:29:35: None of us must
02:29:35 --> 02:29:38: think, that there are difficult borders to
02:29:38 --> 02:29:40: cross, differences impossible to
02:29:40 --> 02:29:43: forget, they must tell ourselves that building a world adapted
02:29:43 --> 02:29:45: to each one its building
02:29:45 --> 02:29:47: a world for all, it would be absurd to believe
02:29:47 --> 02:29:51: that society's view of disability will never change.
02:29:51 --> 02:29:52: That's what people need to support.
02:30:01 --> 02:30:04: Thank you very much. Thanks to you and to in
02:30:04 --> 02:30:04: 10
02:30:04 --> 02:30:06: years, as I understand it.
02:30:12 --> 02:30:14: Thank you Melanie. Thank you Ryad.
02:30:14 --> 02:30:16: So Ryad, in my eyes, you are more than
02:30:16 --> 02:30:17: a champion, you are a role model.
02:30:17 --> 02:30:20: Thank you for your testimony.
02:30:20 --> 02:30:23: Working this conference with an evil of Monaco,
02:30:23 --> 02:30:25: Beatrice Guedj, Sarah Fleury, St??phane de
02:30:25 --> 02:30:28: failles, Ericsson of hate and Jean-Pascal bus and of course
02:30:28 --> 02:30:29: Melanie carpenter.
02:30:29 --> 02:30:33: I gradually realized that the Olympic Games went far and
02:30:33 --> 02:30:35: far beyond the sport.
02:30:35 --> 02:30:37: In fact, games are a spirit that animates cities.

02:30:37 --> 02:30:39: A tool for social
02:30:39 --> 02:30:42: development, progress, inclusion and accessibility.
02:30:42 --> 02:30:44: And listening to all the speakers this
02:30:44 --> 02:30:46: morning, I think that, after
02:30:46 --> 02:30:49: all, could we not generalize in all our projects these
02:30:49 --> 02:30:50: 5 pillars that in fact?
02:30:50 --> 02:30:54: The result of the spirit instilled by the
02:30:54 --> 02:30:56: games is carbon, biodiversity, the
02:30:56 --> 02:31:01: reuse of materials, respect for the climate and finally universal
02:31:01 --> 02:31:02: accessibility.
02:31:04 --> 02:31:07: As we have seen, these are ambitious issues with extremely
02:31:07 --> 02:31:09: constrained deadlines, but
02:31:09 --> 02:31:11: that it in no way abandons comfort and
02:31:11 --> 02:31:15: which, on the contrary, allow sustainability for several generations.
02:31:15 --> 02:31:20: All with an economic balance that motivates large private investors.
02:31:20 --> 02:31:22: So Paris 2024 is going to be the showcase of
02:31:22 --> 02:31:23: the world.
02:31:23 --> 02:31:28: But inheritance, for me, must be the showcase of our
02:31:28 --> 02:31:30: real estate industry, in Ryad's words.
02:31:30 --> 02:31:31: What we offer the world,
02:31:31 --> 02:31:34: we can apply to ourselves.
02:31:34 --> 02:31:37: This is a great example to follow and generalize in
02:31:37 --> 02:31:38: all our projects.
02:31:38 --> 02:31:41: That is a big thank you to all of our
02:31:41 --> 02:31:43: stakeholders this morning.
02:31:43 --> 02:31:46: Thank you to our sponsors and give you an appointment
02:31:46 --> 02:31:47: for the next events.
02:31:47 --> 02:31:50: You like, including the Europe conference from 8 to 10
02:31:50 --> 02:31:53: February which will also be in virtual mode.
02:31:53 --> 02:31:57: Unfortunately, you live France has a busy program in
02:31:57 --> 02:32:00: 2000, twenty-one and invites you and I invite you to
02:32:00 --> 02:32:03: refer to our website web.org to have a list of
02:32:03 --> 02:32:04: the events we organize.
02:32:04 --> 02:32:08: As we have seen, the real estate industry
02:32:08 --> 02:32:10: will have to adapt, change, see. When I listen to
02:32:10 --> 02:32:14: this morning's speakers reinvent themselves and I am firmly convinced
02:32:14 --> 02:32:17: that Yoann is an excellent unifier and can accompany us
02:32:17 --> 02:32:18: in these changes.
02:32:18 --> 02:32:19: Thanks to you and see you soon.

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