

WEBVTT

00:09:21.565 --> 00:09:21.995

Yeah.

00:09:23.515 --> 00:09:24.055

Thank you.

00:09:28.795 --> 00:09:30.505

Yes. So Are you ready? Yeah.

00:09:31.205 --> 00:09:31.585

3.

00:09:35.875 --> 00:09:39.415

Hello everyone so this is it my first day

00:09:39.415 --> 00:09:43.105

ay I'd call out and I must say I'm very excited to be

00:09:43.105 --> 00:09:46.695

with all of you today for this important start

00:09:46.695 --> 00:09:50.085

for me in the a place

00:09:50.085 --> 00:09:53.285

place where I plan to spend a lot of my time in the coming

00:09:53.285 --> 00:09:54.305

days and weeks.

00:09:54.555 --> 00:09:57.835

So that by now I

00:09:57.835 --> 00:10:00.865

guess I'm Roman. Many people told me how the hell

00:10:00.865 --> 00:10:03.875

should I pronounce your name. So just do it

00:10:03.875 --> 00:10:06.505

the way you want. It can be on the French way so.

00:10:06.565 --> 00:10:07.045

Comma.

00:10:08.575 --> 00:10:09.945

You don't have to repeat.

00:10:11.485 --> 00:10:14.905

Anglo Saxon way seems to be romaine or something like

00:10:14.905 --> 00:10:18.335

that, so I will listen to what you have to

00:10:18.335 --> 00:10:21.445

say. I used to work in Latin America a long time ago and you used

00:10:21.445 --> 00:10:25.055

to be something like Roman in China something

00:10:25.055 --> 00:10:29.515

g distinct. So at the end it doesn't matter. What matters for me today is to

00:10:29.515 --> 00:10:33.355

give you the opportunity to put a face and voice on

00:10:33.355 --> 00:10:36.515

a name. It's not about discussing business

00:10:36.515 --> 00:10:40.145

projects strategy will have

00:10:40.145 --> 00:10:40.435

e many opportunities.

00:10:40.495 --> 00:10:44.315

In the coming weeks and months to go through this but

00:10:44.315 --> 00:10:47.495

t today it's more about let's say making the 1st

00:10:47.495 --> 00:10:50.505

irst contact. So what can I say? So i'm

00:10:50.505 --> 00:10:53.915

Romanian that by now I'm French and I know I shouldn't

00:10:53.915 --> 00:10:57.095

say that too loud after the rugby

00:10:57.095 --> 00:11:00.235

crunch yesterday in Twickenham. So let's forget about that and move to the

00:11:00.235 --> 00:11:03.385

next step. I'm married

00:11:03.385 --> 00:11:06.665

to a wonderful girl, the half

00:11:06.665 --> 00:11:10.065

French, half Argentinian, but coming from British extraction.

00:11:10.495 --> 00:11:13.635

I'm the very proud father of four kids with

00:11:13.635 --> 00:11:17.005

the big range from 14 to almost 30 years

00:11:17.005 --> 00:11:20.225

old, and my elder daughter is getting married this year

00:11:20.225 --> 00:11:23.705

which is a very important event

00:11:23.705 --> 00:11:26.945

My #2. She actually lives and

00:11:26.945 --> 00:11:30.295

works here in the UK so I don't know if it's the good news for her to

00:11:30.295 --> 00:11:33.695

o see me much more often, but I make the assumption that

00:11:33.695 --> 00:11:34.055

it is.

00:11:36.705 --> 00:11:40.425

What I wanted to say today because I've had so many

00:11:40.425 --> 00:11:44.435

y times over the past week, this question is why I made the decision to

00:11:44.435 --> 00:11:49.105

join this wonderful company. I would say for three reasons

00:11:49.105 --> 00:11:52.245

s for the brands

00:11:52.245 --> 00:11:55.625

for the playground and for the

00:11:55.625 --> 00:11:58.835

e culture. Bronze first, because I've always believed in the

00:11:58.835 --> 00:12:02.615

e power of bronze if I look back at my more than 30 years

00:12:02.615 --> 00:12:06.225

rs working, I've always had the opportunity to work.

00:12:06.285 --> 00:12:10.075

For international bronze

00:12:10.075 --> 00:12:15.025

developing, managing, transforming, sometime repositioning

00:12:15.025 --> 00:12:18.145

premising this bronze and I think that one of the

00:12:18.145 --> 00:12:21.295

key assets here at Kolat is clearly of

00:12:21.295 --> 00:12:25.165

bronze portfolio. We could say that the bronze are stronger

00:12:25.165 --> 00:12:28.295

than the business or that the business is smaller than the bronze

00:12:28.295 --> 00:12:31.375

I see that the unique opportunity, but these bronze are just

00:12:31.375 --> 00:12:35.225

t fantastic and it's really a wonderful

00:12:35.225 --> 00:12:36.335

raw material on which.

00:12:36.415 --> 00:12:39.455

Will have to work together on the long

00:12:39.455 --> 00:12:42.475

run. The second reason for me is what I call

00:12:42.475 --> 00:12:45.495

the playground. You may have seen that I come

00:12:45.495 --> 00:12:49.685

from different environments. I've been working for the

00:12:49.685 --> 00:12:53.055

luxury industry in cosmetics in

00:12:53.055 --> 00:12:56.385

in sports, in fashion, some of the themes

00:12:56.385 --> 00:12:59.455

are common, but it's true that fine arts is a new market

00:12:59.455 --> 00:13:02.725

to me is a new sector, and I see that

00:13:02.725 --> 00:13:05.925

t at the wonderful point of curiosity of

00:13:05.925 --> 00:13:06.585

opportunity. I'm eager to.

00:13:06.635 --> 00:13:10.455

Learn rapidly about it. I'm not an expert with comes

00:13:10.455 --> 00:13:14.255

to find out myself, but I do collect I come

00:13:14.255 --> 00:13:17.765

e from a family where let's say arts in general

00:13:17.765 --> 00:13:21.075

is very important. I used to have an ancestor

00:13:21.075 --> 00:13:24.395

that was who was a master in

00:13:24.395 --> 00:13:27.825

n painting who won the second prize of Rome. That was a

00:13:27.825 --> 00:13:30.995

long time ago, so I don't know something of his

00:13:30.995 --> 00:13:34.245

talent remains in my roots, but I hope

00:13:34.245 --> 00:13:36.575

so. And it's true that the joining.

00:13:36.645 --> 00:13:39.955

This industry is something that goes

00:13:39.955 --> 00:13:44.115

beyond the industry because court is not only about manufacturing or supplying

00:13:44.115 --> 00:13:47.755

but also about inspiring artists. This is something

00:13:47.755 --> 00:13:50.995

that resonates to me and raises

00:13:50.995 --> 00:13:55.035

a significant point of interest to me. When I'm in playground, it's also

00:13:55.035 --> 00:13:58.095

about the business model. I'm totally

00:13:58.095 --> 00:14:02.585

aware that's all business model here at Cohatch is very

00:14:02.585 --> 00:14:06.365

y complex, 6 Browns, 20,000

00:14:06.365 --> 00:14:07.155

SKUs, multiple segments.

00:14:07.215 --> 00:14:10.675

Multiple markets, so different type of customers

00:14:10.675 --> 00:14:14.235

of clients and this level of

00:14:14.235 --> 00:14:17.245

complexity is something that really appeals to

00:14:17.245 --> 00:14:20.515

me on which obviously we'll have to keep on working as you did

00:14:20.515 --> 00:14:23.895

d in the past, but this point of complexity will

00:14:23.895 --> 00:14:27.265

be a strong stimulus for all of us and as

00:14:27.265 --> 00:14:30.585

s long as we managed to make it simple, it pushes

00:14:30.585 --> 00:14:34.075

us to be agile to be

00:14:34.075 --> 00:14:37.055

e focused. And this is something I keep in my mind.

00:14:37.495 --> 00:14:40.965

And the third topic for me is about culture and maybe the

00:14:40.965 --> 00:14:44.085

first one, because when I read and I don't know how

00:14:44.085 --> 00:14:47.895

it is to experience this culture from

00:14:47.895 --> 00:14:51.625

within, but when I see what you define as

00:14:51.625 --> 00:14:54.725

s the key aspects of values of culture within

00:14:54.725 --> 00:14:59.035

this company, it is about openness about

00:14:59.035 --> 00:15:02.145

t quality, about passion, about authenticity. You said it

00:15:02.145 --> 00:15:05.585

t yourself, Garrett, last Friday. And

00:15:05.585 --> 00:15:07.165

this really speaks to me because.

00:15:07.425 --> 00:15:11.075

Values are very to the values we decided

00:15:11.075 --> 00:15:14.225

to foster to develop in the company I love the most

00:15:14.225 --> 00:15:17.245

t, which was I had this opportunity

00:15:17.245 --> 00:15:20.515

to drive as CEO the development of egg during

00:15:20.515 --> 00:15:23.665

close to 12 years and I'm quite sure I

00:15:23.665 --> 00:15:26.735

will find a lot of points of similarities when it comes

00:15:26.735 --> 00:15:29.855

to culture here with what

00:15:29.855 --> 00:15:32.985

I loved at

00:15:32.985 --> 00:15:33.355

egg and.

00:15:34.015 --> 00:15:38.175

Countries also partly what relates to our

00:15:38.175 --> 00:15:41.725

shareholders. This is also an important point to

00:15:41.725 --> 00:15:44.865

know that we are backed up by a

00:15:44.865 --> 00:15:48.265

family owned drug willing to empower to

00:15:48.265 --> 00:15:51.665

give us liberty willing to follow us on the

00:15:51.665 --> 00:15:55.155

e long run and clearly committed into transforming

00:15:55.155 --> 00:15:55.645

00:15:55.705 --> 00:15:59.495

What we do into something

00:15:59.495 --> 00:15:59.815

more standard?

00:16:00.495 --> 00:16:02.525

So these are the key reasons.

00:16:03.655 --> 00:16:06.815

Something that is also

00:16:06.815 --> 00:16:11.255

crucial, that have the feeling that we have here at kolata very multicultural

00:16:11.255 --> 00:16:14.945

I international company. I've always been used to working

00:16:14.945 --> 00:16:18.275

in international environments as tight in my career

00:16:18.275 --> 00:16:21.935

or almost started across more than 20 years ago

00:16:21.935 --> 00:16:25.385

as expatriate in Latin America. I lived in Mexico then

00:16:25.385 --> 00:16:28.635

then in Argentina, and it's true of the things my best camp has

00:16:28.635 --> 00:16:32.505

been mostly Paris, but always, always

00:16:32.505 --> 00:16:34.285

serving the development of bronze.

00:16:34.515 --> 00:16:38.585

On the wide international scopes traveling a lot and

00:16:38.585 --> 00:16:42.035

not perceiving this as a constraint on the contrary at

00:16:42.035 --> 00:16:45.315

at the big opportunity to discover the world

00:16:45.315 --> 00:16:48.815

d, to be close to the markets, to be close to the customers and to

00:16:48.815 --> 00:16:52.175

see how we could feed, let's say the home market and the

00:16:52.175 --> 00:16:55.405

e company's culture and priorities with what we brought

00:16:55.405 --> 00:16:58.455

back from the markets and why

00:16:58.455 --> 00:17:02.235

y am I saying that? Because I heard some

00:17:02.235 --> 00:17:04.705

rumors about the fact that I'm French. This is true.

00:17:04.775 --> 00:17:08.105

Picanto escape that might

00:17:08.105 --> 00:17:11.425

se camp on the personal base will still be Paris and

00:17:11.425 --> 00:17:15.315

d it's true. It's true. Why? Because my wife has a

00:17:15.315 --> 00:17:18.635

job. Because out of my two kids, two are aged 14 and

00:17:18.635 --> 00:17:22.445

16, and this is a time when they need some kind of I. Could I

00:17:22.445 --> 00:17:26.535

say that? Scholarship, continuity. Stability

00:17:26.535 --> 00:17:30.055

But I can tell you I will be during the week

00:17:30.055 --> 00:17:34.555

k where collab needs me, where the market will need me

00:17:34.555 --> 00:17:35.145

are starting with.

00:17:35.195 --> 00:17:38.635

The significant part of my time here in rehab.

00:17:39.305 --> 00:17:42.375

Is it going to be sixty 7080

00:17:42.375 --> 00:17:45.495

of my time? Too soon to tell I will travel

00:17:45.495 --> 00:17:48.655

I, obviously to the different sites, starting with

00:17:48.655 --> 00:17:52.455

Lemon next week. I plan to spend 4 days

00:17:52.455 --> 00:17:52.455

days he pardon.

00:17:53.015 --> 00:17:55.485

Amputee cuckoo with the keeper.

00:17:55.615 --> 00:17:56.065

Do you want?

00:17:56.125 --> 00:17:56.445

Already.

00:17:56.505 --> 00:17:58.635

Transited the visit.

00:17:58.695 --> 00:18:00.845

Lesbian potion, but you couldn't.

00:18:00.905 --> 00:18:02.355

But you don't do three response.

00:18:03.375 --> 00:18:04.175

Look like.

00:18:05.885 --> 00:18:09.785

Sorry for these few words in French, but

00:18:09.785 --> 00:18:12.825

so being in labor traveling with girls pretty soon

00:18:12.825 --> 00:18:16.355

n in the US because this is the first market going

00:18:16.355 --> 00:18:20.565

to the different markets in Europe beyond the more taking

00:18:20.565 --> 00:18:24.215

time to visit the different manufacturing

00:18:24.215 --> 00:18:27.365

sites and distribution center

00:18:27.365 --> 00:18:30.445

all across Europe and then

00:18:30.445 --> 00:18:33.635

in Asia. So keep in

00:18:33.635 --> 00:18:33.975

n mind that.

00:18:34.035 --> 00:18:38.635

You're gonna see me very often and

00:18:38.635 --> 00:18:41.695

hopefully everywhere. The

00:18:41.695 --> 00:18:43.225

company will need me.

00:18:44.965 --> 00:18:48.015

I also wanted to say

00:18:48.015 --> 00:18:52.085

that I'm totally where it's gonna be

00:18:52.085 --> 00:18:56.225

a real challenge to take the

00:18:56.225 --> 00:19:00.285

leadership of the company after Dennis I

00:19:00.285 --> 00:19:03.845

I know Denise has been a great leader for

00:19:03.845 --> 00:19:08.955

call outs and that seven or eight years is much more than the chapter even

00:19:08.955 --> 00:19:12.375

for very long brands such as the one

00:19:12.375 --> 00:19:14.335

that you have in the portfolio.

00:19:14.415 --> 00:19:18.305

I'm totally aware that Danny has

00:19:18.305 --> 00:19:21.415

significantly transformed. The company has managed

00:19:21.415 --> 00:19:25.085

to drive the company across very complicated

00:19:25.085 --> 00:19:28.185

years, not depending on us, but on

00:19:28.185 --> 00:19:31.615

the market that he has built

00:19:31.615 --> 00:19:35.045

very solid fundamentals that he

00:19:35.045 --> 00:19:39.935

e has been very, very strong in defining

00:19:39.935 --> 00:19:43.455

and delivering a very ambitious sustainable road map

00:19:43.455 --> 00:19:44.605

p that is at the heart of.

00:19:44.665 --> 00:19:48.785

With strong and embodied culture and say, wow, that's going to be

00:19:48.785 --> 00:19:52.165

tough being

00:19:52.165 --> 00:19:55.685

g the one just coming after Dennis first you

00:19:55.685 --> 00:19:59.565

at we have been very cautious

00:19:59.565 --> 00:20:03.645

about defining the best way to build a soft transition

00:20:03.645 --> 00:20:06.715

n. So we still have a few risks with Dennis to be

00:20:06.715 --> 00:20:10.175

working with four hands, if I made say that

00:20:10.175 --> 00:20:13.275

way and Dennis said it when he made the announcement to you

00:20:13.275 --> 00:20:14.585

guys, when was that?

00:20:14.645 --> 00:20:17.925

Three or four weeks ago of his

00:20:17.925 --> 00:20:21.325

departure and I'm going to take his words, he's gonna be different

00:20:21.325 --> 00:20:25.695

t because we are different and this is pure common

00:20:25.695 --> 00:20:29.095

n sense. But I wanted to tell you that I plan to build on Dennis

00:20:29.095 --> 00:20:32.665

egacy obviously after taking the needed

00:20:32.665 --> 00:20:36.315

d time to assess to understand, I will give my own

00:20:36.315 --> 00:20:39.775

inputs, but I would say that the core of the business, the core

00:20:39.775 --> 00:20:43.235

of the strategy, the core of what college means today and wants

00:20:43.235 --> 00:20:44.705

to be will obviously.

00:20:44.755 --> 00:20:48.115

Remain in change so it's not the big

00:20:48.115 --> 00:20:51.265

g bang in terms of transformation, it's a continuity

00:20:51.265 --> 00:20:55.045

with someone different obviously, but thank you, Denise again for

00:20:55.045 --> 00:20:58.095

your support in the past week for the discussions we

00:20:58.095 --> 00:21:01.945

we first had and we'll close. You're going to see my little speech

00:21:01.945 --> 00:21:03.555

with the code that will resonate to you.

00:21:03.875 --> 00:21:06.585

What else did I want to say?

00:21:08.815 --> 00:21:11.995

Working together? Working together? What

00:21:11.995 --> 00:21:13.005

is it gonna look like?

00:21:14.075 --> 00:21:14.675

No clue.

00:21:15.385 --> 00:21:19.035

Listen to them, because it doesn't depend only on me. He's gonna

00:21:19.035 --> 00:21:22.505

depend on all of us. But there are a few things

00:21:22.505 --> 00:21:24.935

that matter to me and that I wanted to highlight.

00:21:26.455 --> 00:21:29.745

First I read in some

00:21:29.745 --> 00:21:33.895

e of the multiple documents I had

00:21:33.895 --> 00:21:37.215

in my hands in the past days and weeks because you write

00:21:37.215 --> 00:21:39.045

e a lot here within this company.

00:21:40.245 --> 00:21:44.215

I saw something that really speaks to me anyone can talk to

00:21:44.215 --> 00:21:44.695

o anyone.

00:21:45.585 --> 00:21:49.185

I hope this is true, because if this is true, this is a fantastic news

00:21:49.185 --> 00:21:52.765

for me. You're gonna see. I hope you're

00:21:52.765 --> 00:21:56.305

gonna see that I'm approachable. I'm a

00:21:56.305 --> 00:22:00.845

sincere person. I want things to be simple

00:22:00.845 --> 00:22:04.285

I will need to build confidence. And this is something where we

00:22:04.285 --> 00:22:06.835

need to be too dense and to make it happen.

00:22:07.355 --> 00:22:10.755

I want to play with honesty I

00:22:10.755 --> 00:22:14.005

I want to play with Team Spirit and there's

00:22:14.005 --> 00:22:14.185

something.

00:22:14.945 --> 00:22:18.095

I really want to develop. I'm not saying this is

00:22:18.095 --> 00:22:21.505

not the case, but this is something that highly matters to me this

00:22:21.505 --> 00:22:25.405

s is everything related to collective efficiency. We are a small company

00:22:25.405 --> 00:22:28.775

we are complex company. We need obviously to keep on working in

00:22:28.775 --> 00:22:32.475

a very transparent, agile and efficient way together.

00:22:32.785 --> 00:22:35.885

Is gonna be there for very

00:22:35.885 --> 00:22:38.665

important for me to work in confidence.

00:22:39.425 --> 00:22:43.135

And obviously to keep on giving the power empowering the

00:22:43.135 --> 00:22:46.555

e teams because I guess we have many topics to cover. You're

00:22:46.555 --> 00:22:49.715

going to be by far more expert than I am in each of your

00:22:49.715 --> 00:22:52.865

fields, but this is going to be your responsibility. But this

00:22:52.865 --> 00:22:57.005

is obviously depend on the confidence will manage to build all

00:22:57.005 --> 00:23:00.185

together and at the end obviously my role will be to

00:23:00.185 --> 00:23:03.445

o give rhythm and when needed to have the final

00:23:03.445 --> 00:23:06.895

I cut and to make sure that we take decision because nothing worse

00:23:06.895 --> 00:23:09.355

than just waiting thinking again.

00:23:09.415 --> 00:23:12.425

Making things and not taking decisions

00:23:12.425 --> 00:23:15.925

So I prefer people taking risks, taking decisions

00:23:15.925 --> 00:23:19.215

making mistakes. Please not three times in a row

00:23:19.215 --> 00:23:22.615

than not taking decision. This is something in

00:23:22.615 --> 00:23:26.105

which I deeply believe then

00:23:26.105 --> 00:23:29.325

n regarding the first week, the first month I will

00:23:29.325 --> 00:23:32.755

I take time. I will try to take time because obviously I

00:23:32.755 --> 00:23:36.795

know that business will catch me up, but I will

00:23:36.795 --> 00:23:39.355

really make the best effort to take time to.

00:23:39.455 --> 00:23:41.285

Access to understand.

00:23:42.115 --> 00:23:43.285

Where we are today.

00:23:44.055 --> 00:23:47.865

What are the key points of strength of the companies

00:23:47.865 --> 00:23:50.955

What are the ideas, the forces in presence I

00:23:50.955 --> 00:23:52.625

I will obviously take time to meet.

00:23:53.475 --> 00:23:56.715

Not everyone, I would love to, but starting with

00:23:56.715 --> 00:23:59.375

the key contributors and beyond the ELT.

00:24:00.435 --> 00:24:03.665

Most of you in order to have your thoughts

00:24:03.665 --> 00:24:06.745

to understand what you do, but beyond your

00:24:06.745 --> 00:24:10.535

perimeter to have also your views on collar, because at the

00:24:10.535 --> 00:24:14.605

e end the assessment, the next step and the tiny points of

00:24:14.605 --> 00:24:18.105

difference may be I may have in the long run with Denise

00:24:18.105 --> 00:24:21.135

will depend on your feedbacks on your inputs so

00:24:21.135 --> 00:24:25.275

o that's why again taking time to meet with all of

00:24:25.275 --> 00:24:29.345

you travel, be on site is going to be

00:24:29.345 --> 00:24:29.795

crucial and.

00:24:30.495 --> 00:24:33.525

Along the way again I will try to make sure

00:24:33.525 --> 00:24:37.615

re that we focus, that we make it simple, that we take

00:24:37.615 --> 00:24:41.015

decision and that at the end we secure

00:24:41.015 --> 00:24:44.635

the execution because we have to deliver today is not about business I

00:24:44.635 --> 00:24:48.135

I said it just wanted to one thing thank you for

00:24:48.135 --> 00:24:51.215

the nice welcome gift because I heard last Friday

00:24:51.215 --> 00:24:54.375

that business on track that the company started to bounce

00:24:54.375 --> 00:24:55.985

back with the good had you called that.

00:24:56.085 --> 00:25:00.155

P2P

00:25:00.155 --> 00:25:03.195

2 that the right wording? You have many

00:25:03.195 --> 00:25:06.505

acronyms, so I'll have to get used to that, but a nice P2 in line

00:25:06.505 --> 00:25:09.935

e with the budget showing. Very solid

00:25:09.935 --> 00:25:13.835

bounce back compared to last year. Know that two months

00:25:13.835 --> 00:25:17.065

won't be the full year, but it's better to have this

00:25:17.065 --> 00:25:20.125

signed and to be fighting ahead of the crowd than

00:25:20.125 --> 00:25:23.935

an being behind. Congratulations and thank you for that and

00:25:23.935 --> 00:25:26.215

just to finish because that can be very talkative.

00:25:26.385 --> 00:25:28.915

I wanted to.

00:25:30.915 --> 00:25:34.545

That's a note to you, Dennis, a small quote

00:25:34.545 --> 00:25:35.305

from Turner.

00:25:36.465 --> 00:25:40.085

Just to tell you why, because the first time we met with Dennis was

00:25:40.085 --> 00:25:43.635

at the National Gallery in London in front

00:25:43.635 --> 00:25:46.965

of amazing paintings from Turner. If you haven't seen it, these

00:25:46.965 --> 00:25:50.735

are the two paintings that were borrowed from the Frick Collection

00:25:50.735 --> 00:25:54.245

in New York, because it's under renovation is closed. So i'm

00:25:54.245 --> 00:25:57.725

not going to say because this would be rude. That is classical

00:25:57.725 --> 00:26:00.865

Turner, but you see big paintings with

00:26:00.865 --> 00:26:04.335

this wonderful lights the reflects on the sun on

00:26:04.335 --> 00:26:07.095

on the harbor and so on. But this is not the topic.

00:26:07.165 --> 00:26:10.425

Turner was a fantastic master

00:26:10.425 --> 00:26:14.535

but on top of that he what we call in front of

00:26:14.535 --> 00:26:17.965

Boniva. Boniva, someone who loves beyond art, everything that makes

00:26:17.965 --> 00:26:21.385

his life nice and it was a lover of

00:26:21.385 --> 00:26:24.485

f wind and he had a very

00:26:24.485 --> 00:26:27.625

nice quote. Sorry, it's going to be about the French

00:26:27.625 --> 00:26:31.545

French people and it doesn't relate at all to painting, but

00:26:31.545 --> 00:26:34.995

he said the French are very good at

00:26:34.995 --> 00:26:37.105

t turning red rain into wine. Sorry, I'm going to say it.

00:26:37.155 --> 00:26:40.435

Again, the French are very good at turning rain

00:26:40.435 --> 00:26:41.015

into wine.

00:26:41.755 --> 00:26:44.765

To understand me, it's going to be here about turning color into

00:26:44.765 --> 00:26:48.055

wine. I personally love wine, I was saying

00:26:48.055 --> 00:26:52.055

to the Garrett this morning that I launched personally project

00:26:52.055 --> 00:26:55.305

in the wine business. When was that 18 months

00:26:55.305 --> 00:26:58.435

s ago. So I love wine and maybe one day we'll organize a wine

00:26:58.435 --> 00:26:58.825

tasting here.

00:26:58.905 --> 00:27:02.825

If not

00:27:02.825 --> 00:27:06.655

more, but paraphrasing Turner, I'm

00:27:06.655 --> 00:27:10.175

tempted to say let's see but

00:27:10.175 --> 00:27:13.915

t I'm convinced we will. How we can be

00:27:13.915 --> 00:27:17.865

very good together at turning color into

00:27:17.865 --> 00:27:21.195

gold. This is what I want to do. But again, I

00:27:21.195 --> 00:27:24.795

will put on the table. I hope a few

00:27:24.795 --> 00:27:27.865

assets, my passion my

00:27:27.865 --> 00:27:29.715

my energy, my expertise on some fields.

00:27:29.785 --> 00:27:33.575

My will to have you all work together in a

00:27:33.575 --> 00:27:36.935

very collective way, but at the end at the

00:27:36.935 --> 00:27:39.965

e end I will need you, so please feel free

00:27:39.965 --> 00:27:40.685

to express yourself.

00:27:41.905 --> 00:27:43.385

Try to make it simple.

00:27:44.465 --> 00:27:48.105

Be open minded and I'm sure we'll manage to

00:27:48.105 --> 00:27:50.655

open and build together a fantastic new chapter.

00:27:51.625 --> 00:27:55.735

That's all for today. Thank you again for your nice welcome

00:27:55.735 --> 00:27:58.565

and have a very nice afternoon. Bye, bye.