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WORLD ENERGY CONFERENCE

DETROIT, MICHIGAN

MONDAY, SEPTEMBER 23, 1974

PRESIDENT GROZA, | STEVE BECHTEL, | WALKER CISLER |

GOVERNOR MILLIKEN, | SENATOR GRIFFIN | MAYOR YOUNG, |

MINISTER MACDONALD OF CANADA AND OTHER DISTINGUISHED GUESTS

FROM ABROAD, AND ALL PARTICIPANTS IN THIS SPECIAL WORLD ENERGY

CONFERENCE:

*Morton  
Sawhill*

ON BEHALF OF THE AMERICAN PEOPLE, ON BEHALF OF MY HOME

STATE OF MICHIGAN, ON BEHALF OF DETROIT, IT GIVES ME GREAT

PLEASURE TO WELCOME YOU TO THE CITY WHICH SOME BLAME FOR THE ENERGY

*2 hasten to ADD*

CRISIS, BUT THIS IS ALSO A CITY TO WHICH WE, ALONG WITH THE

*1*

WORLD'S OTHER GREAT INDUSTRIAL NATIONS, LOOK FOR SIGNIFICANT

SOLUTIONS I KNOW ARE POSSIBLE.

*This is a "can do" <sup>problem solving</sup> city*

*& State.*

IT WAS HERE IN DETROIT THAT THE INTERNAL COMBUSTION  
ENGINE WAS TRANSFORMED FROM A PLAYTHING OF THE RICH INTO BASIC  
TRANSPORTATION ON WHICH PEOPLE ALL OVER THE WORLD NOW DEPEND.  
THE WHOLE STRUCTURE OF OUR <sup>world</sup> SOCIETY RESTS UPON THE EXPECTATION OF  
ABUNDANT FUEL AT REASONABLE PRICES. I REFER TO CITIES AND  
SUBURBS, FARMS AND FACTORIES, SHOPPING CENTERS AND OFFICE  
BUILDINGS, SCHOOLS AND CHURCHES, AND THE ROADWAYS THAT CONNECT  
THEM ALL.

THE EXPECTATION OF AN ASSURED SUPPLY OF ENERGY HAS NOW  
BEEN CHALLENGED. THE REPERCUSSIONS ARE FELT WORLDWIDE. THERE  
IS WIDE-SPREAD UNCERTAINTY, AND APPREHENSION. TODAY, AT THE  
OPENING OF THIS CONFERENCE, WE ARE DETERMINED TO PROVIDE GUIDANCE  
TO A WORLD IN CRISIS.

MANY PEOPLE BECAME AWARE THAT THERE WAS AN ENERGY PROBLEM FOR THE FIRST TIME LAST OCTOBER, WHEN THE OIL EMBARGO WAS IMPOSED. BUT THOSE WHO WERE WELL INFORMED ABOUT THE ENERGY SITUATION HAD KNOWN FOR SOME TIME THAT A CRISIS WAS COMING, WITH BURGEONING DEMAND, THEY KNEW THAT WE COULD NOT FOREVER EXPECT A STEADY SUPPLY OF LOW-PRICED FUEL. THE EMBARGO MERELY BROUGHT TO A HEAD WHAT EXPERTS HAD KNOWN FOR YEARS -- THAT ENERGY SOURCES MUST BE EXPANDED AND WASTEFUL USE ELIMINATED TO KEEP PACE WITH THE NEEDS OF A GROWING AND MODERNIZING WORLD.

EVERYONE CAN NOW SEE THE PULVERIZING IMPACT OF ENERGY  
PRICE INCREASES ON EVERY ASPECT OF THE WORLD ECONOMY. THE FOOD  
PROBLEM, THE INFLATION PROBLEM, THE MONETARY PROBLEM, AND OTHER  
MAJOR PROBLEMS ARE LINKED TO THE ALL-PERVASIVE ENERGY PROBLEM.

THE AMERICAN RESPONSE TO THE OIL EMBARGO AND RECENT OIL  
PRICE AND PRODUCTION DECISIONS HAS TAKEN THE FORM OF A PROGRAM  
FOR ACTION UNDER THE GENERAL TITLE: "PROJECT INDEPENDENCE."  
THIS INTEGRATED DOMESTIC ENERGY PROGRAM WILL SEEK IN MANY  
DIFFERENT WAYS TO REDUCE AMERICAN CONSUMPTION AND TO INCREASE  
PRODUCTION OF ENERGY.



OFFICIALS OF MY ADMINISTRATION WILL MORE FULLY DESCRIBE  
TO THIS CONFERENCE OUR DETERMINATION TO ACHIEVE ENERGY INDEPENDENCE.  
WE WILL TAKE TOUGH STEPS TO OBTAIN THE DEGREE OF SELF SUFFICIENCY  
NECESSARY TO AVOID DISRUPTION OF OUR ECONOMY. WE WILL MAKE SURE  
THERE'S HEAT FOR OUR HOMES AND POWER FOR THE PEOPLE WHO WORK IN  
OUR PLANTS. *Realistically* THIS DOES NOT MEAN ZERO IMPORTS.

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IN THE IMMEDIATE FUTURE, WE WILL EXPAND OUR EFFORTS TO INCREASE OUR ENERGY EFFICIENCY, THIS WILL REDUCE THE GROWING DEPENDENCY ON FOREIGN PETROLEUM. PROJECT INDEPENDENCE WILL ALSO REQUIRE US TO INCREASE THE OUTPUT OF EXISTING DOMESTIC ENERGY SOURCES.

IN MOBILIZING TO ACHIEVE LONG-TERM GOALS, WE WILL FULLY  
EXPLOIT ONE OF OUR MOST POWERFUL NATIONAL RESOURCES:

U. S. TECHNOLOGY • WE ARE MOVING IN THIS DIRECTION.

LAST YEAR, U.S. GOVERNMENT FUNDING FOR ENERGY RESEARCH AND DEVELOPMENT WAS APPROXIMATELY ONE-AND-A-QUARTER BILLION DOLLARS, THIS YEAR, WE WILL SPEND OVER TWO-AND-A-QUARTER BILLION DOLLARS. THESE FUNDS, TOGETHER WITH THOSE PROVIDED BY PRIVATE INDUSTRY, WILL SUPPORT A GROWING NATIONAL EFFORT. IN TERMS OF JOINT PRIVATE AND PUBLIC RESOURCES, IT WILL MEAN A COMMITMENT IN EXCESS OF THE SUCCESSFUL ONE MADE BY JOHN F. KENNEDY TO PUT A MAN ON THE MOON IN THE LAST DECADE.

I MENTION THE HIGHLY SUCCESSFUL MOON LANDING TO  
DRAMATIZE THE MAGNITUDE OF THE ENERGY TASK BEFORE US, THE  
DEDICATION WITH WHICH WE MUST APPROACH IT, AND THE NATIONAL  
MOBILIZATION OF ATTENTION AND TALENT IT WILL REQUIRE.

WE ARE ALSO MOVING TO IMPROVE THE ORGANIZATION OF THE  
U.S. GOVERNMENT FOR CARRYING OUT ENERGY PROGRAMS. A KEY STEP,  
NOW AWAITING FINAL ACTION BY OUR CONGRESS IS THE CREATION OF AN  
ENERGY RESEARCH AND DEVELOPMENT ADMINISTRATION, <sup>*it will*</sup> ~~TO~~ PROVIDE  
COORDINATION AND LEADERSHIP IN COOPERATION WITH PRIVATE INDUSTRY  
IN DEVELOPING THE NECESSARY TECHNOLOGY TO FULFILL OUR LONG RANGE  
ENERGY REQUIREMENTS.

EVEN IF THERE HAD BEEN NO POLITICAL INTERFERENCE IN THE PRODUCTION AND DISTRIBUTION OF PETROLEUM, NATIONS WOULD STILL BE FACING THE PROBLEM OF FINDING ENOUGH FUEL AT REASONABLE PRICES TO CONTINUE MODERNIZING THE WORLD. OUR NEEDS THEN AND NOW FOR ENERGY ARE INCREASING MUCH FASTER THAN OUR ABILITY TO PRODUCE IT. BUT, IN ADDITION, MOST INDUSTRIALIZED NATIONS EXPERIENCED THE DIRECT *impact* ~~EFFECT~~ OF THE OIL EMBARGO, WHICH GREATLY INTENSIFIED THE PROBLEM. ALL NATIONS HAVE BEEN *adversely* AFFECTED BY PRICE INCREASES.

WHEN NATIONS USE THEIR RESOURCES AS POLITICAL WEAPONS  
AGAINST OTHERS, THE RESULT IS HUMAN SUFFERING. IT THEN IS TEMPTING  
TO SPECULATE ON HOW MUCH BETTER OFF MAN WOULD BE IF NATURE HAD  
DISTRIBUTED VITAL RESOURCES MORE EVENLY AROUND THE WORLD, MAKING  
EVERY NATION SELF-SUFFICIENT. BUT PERHAPS NATURE HAD A BETTER  
IDEA. BECAUSE VITAL RESOURCES ARE DISTRIBUTED UNEVENLY, NATIONS  
ARE FORCED TO CHOOSE BETWEEN CONFLICT AND COOPERATION.



THROUGHOUT HISTORY, NATIONS HAVE GONE TO WAR OVER  
NATURAL ADVANTAGES SUCH AS WATER, OR FOOD, OR CONVENIENT  
PASSAGES ON LAND OR SEA. BUT IN THE NUCLEAR AGE, WHEN ANY  
LOCAL CONFLICT MAY ESCALATE TO GLOBAL CATASTROPHE, WAR BRINGS  
UNACCEPTABLE RISKS FOR ALL MANKIND.

NOW, MORE THAN AT ANY TIME IN THE HISTORY OF MAN,  
NATIONS MUST ACCEPT AND LIVE PEACEFULLY WITH THE FACT THAT THEY  
NEED EACH OTHER. NATIONS MUST TURN TO INTERNATIONAL COOPERATION  
AS THE BEST MEANS FOR DEALING WITH THE UNEVEN DISTRIBUTION OF  
RESOURCES.

AMERICAN FOREIGN POLICY RESTS ON TWO OBVIOUS <sup>new</sup> ~~PRESENT DAY~~ FACTS:

--FIRST, IN THE NUCLEAR AGE THERE IS NO RATIONAL

ALTERNATIVE TO INTERNATIONAL COOPERATION;

--SECOND, THE MORE THE WORLD PROGRESSES AND MODERNIZES,

THE MORE NATIONS NEED EACH OTHER.

AS YOU KNOW, A THEME OF THE FOREIGN POLICY OF THIS  
ADMINISTRATION IS "INTERNATIONAL COOPERATION IN AN INTERDEPENDENT  
WORLD." STRESSING INTERDEPENDENCE, YOU MAY ASK WHY IS OUR  
DOMESTIC ENERGY PROGRAM CALLED PROJECT INDEPENDENCE? AS I SEE  
IT, ESPECIALLY WITH REGARD TO ENERGY, NATIONAL SUFFICIENCY AND  
INTERNATIONAL INTERDEPENDENCE FIT TOGETHER AND WORK TOGETHER.

NO NATION CAN BE PART OF THE MODERN WORLD AND LIVE UNTO  
ITSELF. NO NATION HAS, OR CAN HAVE, WITHIN IT'S BORDERS EVERYTHING  
NECESSARY FOR A FULL AND RICH LIFE FOR ITS PEOPLE. INDEPENDENCE  
CANNOT MEAN ISOLATION.

THE AIM OF PROJECT INDEPENDENCE IS NOT TO SET THE  
UNITED STATES APART FROM THE REST OF THE WORLD. IT IS TO ENABLE  
THE UNITED STATES TO DO ITS PART MORE EFFECTIVELY IN THE WORLD'S  
EFFORT TO PROVIDE MORE ENERGY. PROJECT INDEPENDENCE WILL SEEK  
NEW WAYS TO REDUCE ENERGY USAGE AND TO INCREASE ITS PRODUCTION.  
TO THE EXTENT THAT WE SUCCEED, THE WORLD WILL BENEFIT. THERE  
WILL BE THAT MUCH MORE ENERGY AVAILABLE FOR OTHERS.

AS AMERICA EXPANDS EXISTING SOURCES AND DEVELOPS NEW  
ONES, OTHER NATIONS WILL ALSO BENEFIT. WE ESPECIALLY WANT TO SHARE  
OUR EXPERIENCE AND TECHNOLOGY WITH OTHER COUNTRIES IN EFFORTS TO  
INCREASE THEIR OWN ENERGY SUPPLIES. WE ARE ALSO AWARE THAT IN  
SOME RESPECTS OTHER COUNTRIES ARE AHEAD OF US. WE SEEK TO LEARN  
FROM THEM.

SOVEREIGN NATIONS TRY TO AVOID DEPENDENCE ON OTHER NATIONS  
THAT EXPLOIT THEIR OWN RESOURCES TO THE DETRIMENT OF OTHERS.  
SOVEREIGN NATIONS CANNOT ALLOW THEIR POLICIES TO BE DICTATED,  
OR THEIR FATE DECIDED, BY ARTIFICIAL RIGGING AND DISTORTION OF  
WORLD COMMODITY MARKETS. NO ONE CAN FORESEE THE EXTENT OF THE  
DAMAGE NOR THE END OF THE DISASTROUS CONSEQUENCES IF NATIONS  
REFUSE TO SHARE NATURE'S GIFTS FOR THE BENEFIT OF ALL MANKIND.



I TOLD THE UNITED NATIONS GENERAL ASSEMBLY LAST WEEK THAT

“THE ATTEMPT BY ANY COUNTRY TO USE ONE COMMODITY FOR POLITICAL PURPOSES WILL INEVITABLY TEMPT OTHER COUNTRIES TO USE THEIR COMMODITIES FOR THEIR OWN PURPOSES.”

THERE ARE THREE WAYS THIS DANGER CAN BE AVOIDED. FIRST,  
EACH NATION MUST RESOLVE NOT TO MISUSE ITS RESOURCES. SECOND,  
EACH NATION MUST FULLY UTILIZE ITS OWN ENERGY RESOURCES. AND,  
THIRD, EACH NATION MUST JOIN WITH OTHERS IN COOPERATIVE EFFORTS  
TO REDUCE ITS ENERGY VULNERABILITY. IN DOING SO, WE EMPHASIZE  
THAT OUR ACTIONS ARE NOT DIRECTED AGAINST ANY OTHER NATIONS,  
BUT ARE TAKEN ONLY TO MAINTAIN THE CONDITIONS OF INTERNATIONAL  
ORDER AND WELL-BEING.

THE QUEST FOR ENERGY NEED NOT PROMOTE DIVISION AND  
DISCORD. IT CAN EXPAND THE HORIZONS OF THE WORLD'S PEOPLES,  
~~ENVISION~~  
I ~~ENVISAGE~~ MOVEMENT TOWARD A UNIFYING COOPERATION TO ENSURE  
**ENVISION**  
A DECENT LIFE FOR ALL.

I WELCOME THE DEVELOPMENT IN BRUSSELS LAST FRIDAY OF A  
NEW INTERNATIONAL ENERGY PROGRAM BY THE ENERGY COORDINATING  
GROUP OF THE WASHINGTON ENERGY CONFERENCE. WE WERE PLEASED TO  
PARTICIPATE IN THAT MEETING. THE 12 NATIONS REACHED AN  
AD REFERENDUM AGREEMENT ON A FAR-REACHING COOPERATIVE PLAN TO  
DEAL WITH SUCH EMERGENCIES AS EMBARGOES BY SHARING AVAILABLE OIL  
AND BY CUTTING CONSUMPTION AND USING STOCKS ON AN EQUITABLE BASIS.

WHILE SEEKING CONSERVATION, WE AND THE OTHER NATIONS WILL WORK  
FOR EXPANDED PRODUCTION OF BOTH CONVENTIONAL AND NON-CONVENTIONAL  
FUELS. THE COOPERATING COUNTRIES ARE ALSO CREATING AN INTERNATIONAL  
ENERGY AGENCY TO CARRY OUT THIS PROGRAM.

THE UNITED STATES WELCOMES THIS DEMONSTRATION OF  
INTERNATIONAL ACTION RATHER THAN WORDS.

JUST AS AMERICANS ARE CHALLENGED BY PROJECT INDEPENDENCE,  
THE WORLD FACES A RELATED CHALLENGE THAT REQUIRES A PROJECT  
INTERDEPENDENCE. NO SINGLE COUNTRY CAN SOLVE THE ENERGY PROBLEM  
BY ITSELF. AS PRESIDENT, I OFFER AMERICA'S PARTNERSHIP TO EVERY  
OTHER NATION WILLING TO JOIN IN A COMMON EFFORT TO EXPAND THE  
SPIRIT FLOWING FROM THE WASHINGTON ENERGY CONFERENCE. A START  
HAS BEEN MADE IN BRUSSELS. THE MOMENTUM MUST BE CONTINUED IF  
TRUE INTERDEPENDENCE IS TO BE ACHIEVED.

THE ECONOMY OF THE WORLD IS FACING UNPRECEDENTED <sup>challenge.</sup> ~~PROBLEMS.~~

OLD REMEDIES ARE INADEQUATE FOR NEW PROBLEMS. NEW AND

APPROPRIATE SOLUTIONS MUST BE FOUND WITHOUT DELAY. I AM CONVINCED

THEY WILL BE FOUND.

I FIRMLY BELIEVE THAT THE UNSELFISHNESS OF ALL NATIONS

IS IN THE SELF-INTEREST OF EACH NATION.

WE ALL DEPEND ON EACH OTHER IN SO MANY WAYS THAT THERE  
IS NO WAY IN TODAY'S WORLD FOR ANY NATION TO BENEFIT AT THE EXPENSE  
OF OTHERS -- EXCEPT FOR THE VERY SHORT TERM AND AT VERY GREAT  
RISK.



WITHOUT HAVING PLANNED IT, WE FIND OURSELVES IN THE  
STRANGE SITUATION IN WHICH THE MOST SELFISH INDIVIDUAL CAN FIGURE  
OUT THAT IT IS PROFITABLE TO LIVE BY WHAT WE CALL THE GOLDEN RULE.  
WE CAN HELP OURSELVES ONLY <sup>if</sup> ~~AS~~ WE ARE CONSIDERATE AND HELPFUL  
TO OTHERS.

THE ENERGY CRISIS IS THE CLEAREST EXAMPLE OF THE WORLD'S  
INTERDEPENDENCE. THE INDUSTRIALIZED NATIONS NEED THE OIL  
PRODUCED BY A FEW DEVELOPING NATIONS. AND ALL DEVELOPING NATIONS  
NEED THE TECHNOLOGY, THE SERVICES, AND THE PRODUCTS OF INDUSTRIALIZED  
NATIONS.

THE OPPORTUNITY FOR A GREAT ADVANCE FOR THE WHOLE WORLD  
IS TANTALIZINGLY APPARENT. BUT SO IS THE DANGER THAT WE WILL  
THROW AWAY THIS RARE OPPORTUNITY.

THE ~~WAY~~ <sup>let us</sup> TO REALIZE MANKIND'S HOPES, ~~IS TO~~ BUILD AND

IMPLEMENT A GLOBAL STRATEGY FOR ENERGY.

IF I MAY, I CALL ON THIS WORLD ENERGY CONFERENCE, AND OTHER INTERNATIONAL ORGANIZATIONS, TO ACCEPT THE CHALLENGE OF FORMULATING PROJECT INTERDEPENDENCE, A COMPREHENSIVE ENERGY PROGRAM FOR THE WORLD, TO DEVELOP OUR RESOURCES NOT JUST FOR THE BENEFIT OF A FEW BUT OF ALL MANKIND.

THIS TASK IS SURELY MONUMENTAL, BUT THE UNITED STATES  
BELIEVES THAT IT IS POSSIBLE AND ESSENTIAL, TO HELP YOU IN  
BEGINNING TO TAKE THE FIRST STEPS, LET ME PROPOSE SOME  
PRINCIPLES THAT COULD GUIDE A GLOBAL APPROACH:

FIRST, ALL NATIONS MUST SEEK TO INCREASE PRODUCTION,  
EACH ACCORDING TO ITS RESOURCES AND LEVEL OF TECHNOLOGY, SOME  
CAN DEVELOP KNOWN AND AVAILABLE RESOURCES, OTHERS CAN TRY TO  
IMPROVE METHODS OF EXTRACTION OR INTENSIFY EXPLORATION, <sup>yet and</sup> OTHERS  
ARE CAPABLE OF DEVELOPING NEW SOURCES OF ENERGY APPROPRIATE TO  
THEIR OWN CIRCUMSTANCES, BUT ALL NATIONS CAN AND SHOULD PLAY A  
PART IN ENLARGING AND DIVERSIFYING THE SOURCES OF USABLE ENERGY.  
DIVERSIFICATION CAN HELP DETER NATIONS FROM RESORTING TO MONOPOLISTIC  
PRACTICES.

NEXT, THE RATE OF INCREASE IN CONSUMPTION OF ENERGY MUST  
BE REDUCED, AND WASTE ELIMINATED. AMERICANS WILL DO THEIR PART IN  
THIS EFFORT. BUT ALL NATIONS CAN CONTRIBUTE TO DISCOVERING NEW  
WAYS TO REDUCE THE ENERGY WE CONSUME, PARTLY THROUGH COMMON SENSE,  
PARTLY THROUGH SELF-DISCIPLINE, AND PARTLY THROUGH NEW TECHNOLOGICAL  
IMPROVEMENTS. AND WHATEVER ENERGY-SAVING METHODS ARE DEVELOPED  
ANYWHERE MUST BE QUICKLY COMMUNICATED TO ALL. ENERGY-SAVING  
POSSIBILITIES ARE AS PROMISING, ESPECIALLY FOR THE SHORT-TERM,  
AS PRODUCTION INCREASES.

THIRD, A COOPERATIVE SPIRIT AND CONDUCT ARE ESSENTIAL TO SUCCESS IN A GLOBAL ENERGY PROGRAM. NOTHING COULD BE MORE HARMFUL THAN POLICIES DIRECTED AGAINST OTHER NATIONS. IF WE LAPSE INTO CONFRONTATION OF EXPORTERS AND CONSUMERS, OR AN UNSEEMLY SCRAMBLE OF CONSUMERS BEING PLAYED OFF ONE AGAINST ANOTHER, ALL HOPES FOR A GLOBAL SOLUTION WILL BE DESTROYED.

FOURTH, WE MUST BE ESPECIALLY ATTENTIVE TO THE SITUATION OF THE POOREST NATIONS WHICH WILL SUFFER DRASTICALLY IF THE ENERGY PROBLEM DOES NOT COME UNDER CONTROL. THEY ARE THE CHIEF VICTIMS EVEN NOW OF THE UNCONTROLLED INFLATION DRIVING WORLD PRICES UP BEYOND THEIR REACH FOR ALL THE GOODS AND SERVICES THEY MUST IMPORT TO SURVIVE.



FINALLY, A GLOBAL STRATEGY MUST SEEK TO ACHIEVE FUEL PRICES WHICH PROVIDE A STRONG INCENTIVE TO PRODUCERS BUT WHICH DO NOT SERIOUSLY DISRUPT THE ECONOMIES OF THE CONSUMERS. WE RECOGNIZE THE DESIRES OF THE PRODUCERS TO EARN A FAIR PRICE FOR THEIR OIL AS A MEANS OF HELPING TO DEVELOP THEIR OWN ECONOMIES. BUT EXORBITANT PRICES CAN ONLY DISTORT THE WORLD ECONOMY, RUN THE RISK OF WORLD WIDE DEPRESSION, AND THREATEN THE BREAKDOWN OF WORLD ORDER AND SAFETY.

IT IS DIFFICULT TO DISCUSS THE ENERGY PROBLEM WITHOUT  
LAPSING INTO DOOMSDAY LANGUAGE. THE DANGER IS CLEAR. IT IS  
SEVERE. I AM NEVERTHELESS OPTIMISTIC. THE ADVANTAGE OF  
COOPERATION ARE AS VISIBLE AS THE DANGERS OF CONFRONTATION. AND  
THAT GIVES ME HOPE AS WELL AS OPTIMISM.

BUT GOOD INTENTIONS WILL NOT BE ENOUGH, KNOWLEDGEABLE  
PEOPLE LIKE <sup>all</sup> YOU AT THIS CONFERENCE ARE NEEDED TO GIVE UNDER-  
STANDING, ANALYSIS, TECHNICAL COMPETENCE, AND SOLUTIONS FOR ~~THE~~  
PEOPLE AND ~~THE~~ LEADERS TO CONSIDER.

all of  
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I CALL ON YOU TO RESPOND TO THE CHALLENGE AND TO PROPOSE

TO THE WORLD YOUR RECOMMENDATIONS FOR A GLOBAL ENERGY STRATEGY.

WHETHER YOU CALL IT PROJECT INTERDEPENDENCE OR SOME OTHER NAME

IS NOT THE ESSENTIAL POINT, WHAT IS ESSENTIAL IS THAT THE CHALLENGE

BE ACCEPTED AND THE JOB BE DONE, QUICKLY AND WELL.

LADIES AND GENTLEMEN, I NOW DECLARE THE NINTH WORLD

ENERGY CONFERENCE OFFICIALLY OPEN.

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