

Message

From: Morrell, Geoff [/O=MSXBP/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/[REDACTED]]
Sent: 18/10/2018 13:01:02
To: Stuart, David Andrew [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Aslanbayli, Bakhtiyar [/o=MSXBP/ou=External (FYDIBOHF25SPDLT)/cn=Recipients/[REDACTED]]; Bai, Changbo [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Becky, Unidjaja Desy [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Bickerton, David [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Blake, Duncan A [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Carrera, Olaf (Mexico) [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Charow, Peter [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Danyluk, Rosie [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Duffy, Ian [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Fratta, Carolina [/o=MSXBP/ou=External (FYDIBOHF25SPDLT)/cn=Recipients/[REDACTED]]; Guinn, Shanan [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Hyland, Karen [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Ling, Sandra D [/o=MSXBP/ou=External (FYDIBOHF25SPDLT)/cn=Recipients/[REDACTED]]; Mathur, Anshul [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; McDonald, Joanne [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; McIntosh-Lee, Ayana [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Perry, Anita M [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Smith, Tim L [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Streett, Mary [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Thompson, Giselle E. [/o=MSXBP/ou=External (FYDIBOHF25SPDLT)/cn=Recipients/[REDACTED]]; Wang, Baozheng [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Wise, Richard [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]; Woods, Rachel [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]
CC: Reynolds, Chris [/o=MSXBP/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/[REDACTED]]
Subject: RE: Introducing ITK

One more thing...this is for your use at this point. Will be shared with RPs and HoCs at the Top 100 meetings. Please treat this as a beta test with you all until then. Tips and feedback welcome!
Thanks, Geoff

From: Stuart, David Andrew
Sent: 18 October 2018 10:48
To: Aslanbayli, Bakhtiyar <[REDACTED]@bp.com>; Bai, Changbo <[REDACTED]@se1.bp.com>; Becky, Unidjaja Desy <[REDACTED]@se1.bp.com>; Bickerton, David <[REDACTED]@uk.bp.com>; Blake, Duncan A <[REDACTED]@uk.bp.com>; Carrera, Olaf (Mexico) <[REDACTED]@bp.com>; Charow, Peter <[REDACTED]@uk.bp.com>; Danyluk, Rosie <[REDACTED]@se1.bp.com>; Duffy, Ian <[REDACTED]@uk.bp.com>; Fratta, Carolina <[REDACTED]@bp.com>; Guinn, Shanan <[REDACTED]@bp.com>; Hyland, Karen <[REDACTED]@bp.com>; Ling, Sandra D <[REDACTED]@de.bp.com>; Mathur, Anshul <[REDACTED]@bp.com>; McDonald, Joanne <[REDACTED]@se1.bp.com>; McIntosh-Lee, Ayana <[REDACTED]@se1.bp.com>; Morrell, Geoff <[REDACTED]@bp.com>; Perry, Anita M <[REDACTED]@bp.com>; Smith, Tim L <[REDACTED]@uk.bp.com>; Streett, Mary <[REDACTED]@bp.com>; Stuart, David Andrew <[REDACTED]@se1.bp.com>; Thompson, Giselle E. <[REDACTED]@bp.com>; Wang, Baozheng <[REDACTED]@bp.com>; Wise, Richard <[REDACTED]@se1.bp.com>; Woods, Rachel <[REDACTED]@uk.bp.com>

Cc: Reynolds, Chris <[REDACTED]@uk.bp.com>

Subject: Introducing ITK

Good morning everyone

Ahead of today's C&EA Executive call – please see the below note from Geoff introducing you to 'ITK'. Starting tomorrow, you will be added to the (limited) distribution list to receive a daily weekday edition.

In addition to the request not to circulate further, you're support to quickly respond to any requests for information from ITK's authors will be greatly appreciated.

I look forward to speaking later today on the monthly call hosted by David Bickerton.

Best regards,

Dave

I am writing to alert you to an exciting new product we are developing for BP in the spirit of modernisation and transformation.

***In The Know**, or **ITK**, is an internal daily newsletter for senior leaders that identifies the most important stories, distils them right down to what you need to know and explains why they matter to BP.*

Value added ITK will make you smarter, faster by

- *Providing the Top 10 most relevant stories to BP each day, covering:*
 - *Our business activities and strategic priorities*
 - *Partners, contractors and competitors*
 - *Energy and equity markets*
 - *The energy transition*
 - *Energy policy*
 - *Geopolitics*
- *Taking 5 minutes to read, with embedded links if interested in a deeper dive.*
- *Ensuring you remain informed, along with your colleagues, about the world in which BP operates and are armed with BP's view of it*

Simplification *In time, we expect ITK to replace many of the current circulations of news clippings that can often be dense, lack context and include information that's not always relevant.*

Smart brevity *The newsletter is a BP product, curated to fully reflect our priorities. However, to produce it, we have partnered with the US online media firm, Axios.*

Axios has deep experience designing and publishing content that is brief and easy to read, but also highly informative and worthy of your time (Axios being the Greek word for worthy). Their "smart brevity" style of reporting is revolutionizing the online news business – you'll get the idea from today's edition below.

Roll out plan We have been trialling ITK since August before introducing it to Bob and Lamar, among other important players in SJS over the past weeks. Please do not circulate further without discussing with me and certainly not outside BP (although all the content is written assuming it could leak). We plan on expanding the distribution to include senior leaders at the Top 100 in November and hopefully launching it to all GLs in January.

Feedback welcome This is still very much a work in progress so please give us your feedback so we can improve it day by day.

Many thanks, and please reach out if you would like to discuss any of this.

Best,

Geoff Morrell

From: Chris Reynolds (BP), Bryan McBournie (Axios) <itk@bp.com>

Sent: 18 October 2018 08:58

To: Stuart, David Andrew [REDACTED] <se1.bp.com>

Subject: ITK top 10: One Young World, Conoco wins approval and the Gates back carbon fee



In The Know

Chris Reynolds (BP) & Bryan McBournie (Axios) • 18 Oct 2018

Good morning everyone. The One Young World summit is well underway in the Netherlands with Bob Dudley having spoken, but we start your day with news from Egypt and an unusual correction:

Breaking: SDX Energy and BP have terminated negotiations for SDX to buy a significant package of BP's Egyptian assets. ([SDX press release](#))

Situational awareness: Yesterday we told you that Exxon plans to build a \$7bn ethylene plant in Zhoushan, China. In a dramatic turn of events, the provincial government has withdrawn its statement this morning, saying it was not factually correct. ([Reuters](#))

Market update: BP closed at \$44.35 (-0.78%) on the New York Stock Exchange, and 558.30p (-0.32%) on the London Stock Exchange. Brent Crude is flat today, priced at \$79.80.

1. First look: Dudley addresses the next generation



Bob Dudley has just spoken at the One Young World event, a global summit for people aged under 30.

The context: 1800 delegates from businesses, NGOs and universities have descended on The Hague in the Netherlands for the annual event where Dudley is addressing a less traditional, potentially more skeptical, audience.

In his speech, he set out the need to meet both sides of the dual challenge and why he thinks that's possible.

On the dual challenge and renewables:

"People often think the solution is simple: more renewables. They're [...] growing faster than any fuel in history. But even optimistic projections only see renewables making up around a third of the energy mix by 2040."

He explained:

"I think one key way to meet the dual challenge is to squeeze coal out of the power sector and replace it with renewables and gas."

His reasons for optimism, now:

"More energy with fewer emissions is not far-fetched or futuristic. It's not dependent on any one big technological breakthrough. The world already has the know-how, resources and, increasingly, the will to do it."

And finally, a call to action:

"But we don't have all the answers. That's where you come in. We need your help and ideas. We need your energy and your inspiration. That's what is so significant about One Young World."

- Right now, Bob is taking part in a Q&A session to discuss those ideas with the delegates themselves.
- BP has sent delegates from around the world to attend, including Luke Hart whose heart-breaking & courageous story is featured at item 10 of ITK.
- Next year the event will be hosted in London.

2. OPEC to members: don't mention oil prices

OPEC has told its members not to mention oil prices when discussing policy, in a move to avoid legal action from the US, [sources tell Reuters](#).

The guidance from the cartel is a significant change from its practices in the past. OPEC is concerned that criticism from US

President Donald Trump over high oil prices could encourage the US to pass legislation, often called “NOPEC,” that would open the group to anti-trust lawsuits.

“We solemnly believe that market stability, and not prices, is the common objective of our actions. I would like to call upon OPEC Member Countries, as well as our participating Non-OPEC colleagues, to refrain from any reference to prices in their commentary about our collective efforts or oil market condition.”

— Letter from Suhail al-Mazroui, OPEC president, dated 1 August

Be smart: Even with US-Saudi Arabian ties currently strained after the disappearance of journalist Jamal Khashoggi, there’s little chance that the US would pass a NOPEC bill this year. But the letter shows that OPEC members recognize that repeated oil price criticism from President Trump could be bad for business.

3. Khazzan's second phase is on schedule

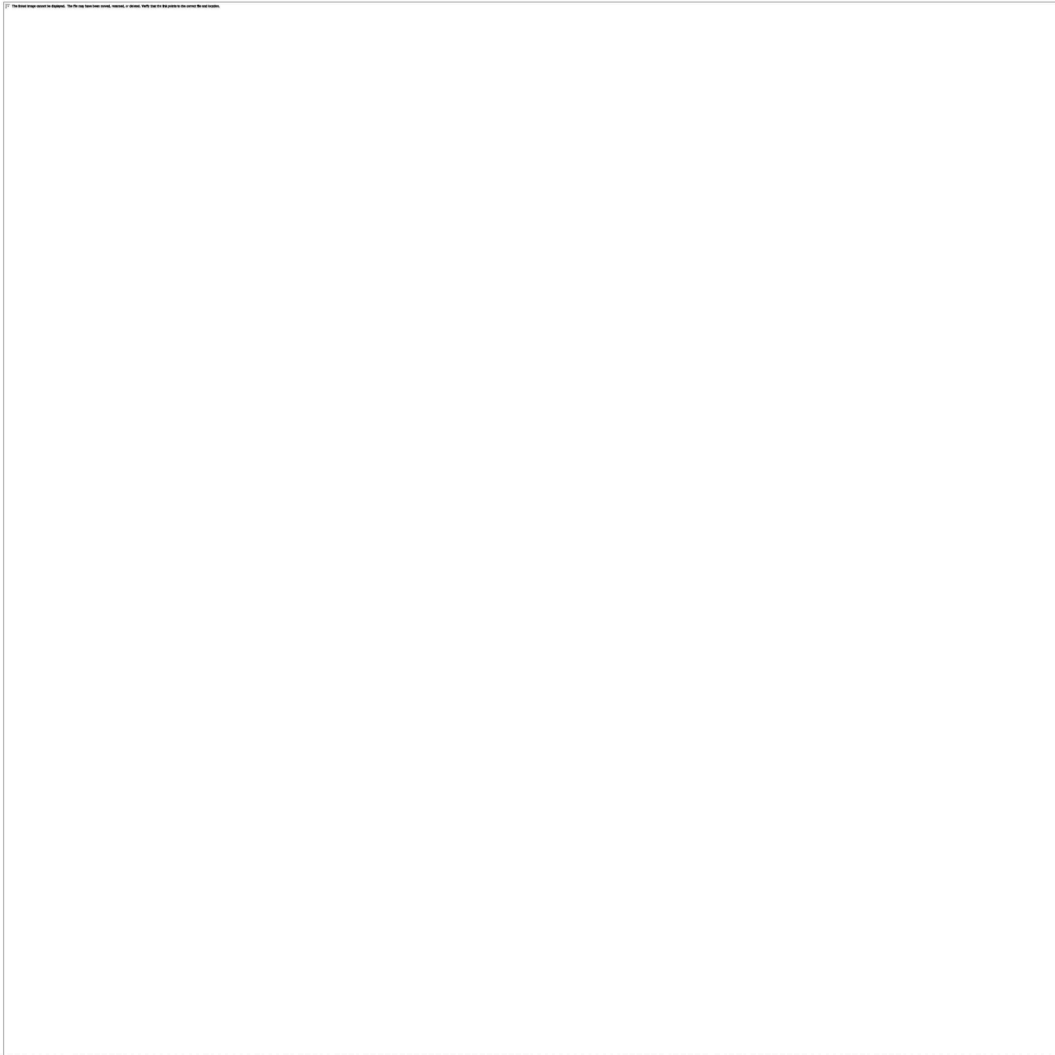
BP plans to drill 100 new wells in its Ghazeer project in Oman's massive Khazzan gas field, BP Oman said yesterday at a conference.

BP Oman president, Yousuf al Ojaili said on the sidelines of the SPE International Hydraulic Fracturing Technology Conference & Exhibition, that work on the project is on schedule. When completed in 2021, the project will bring Khazzan's production up to 1.5 billion cubic feet per day, he said.

Work on well pads and a third processing train have begun, and three rigs are drilling wells in the Ghazeer, al Ojaili told reporters.

The Khazzan and Ghazeer projects combined represent a total capital investment of \$16 billion over the life cycle of the field, he said.

4. Pic of the day: dusk over Deutschland



Credit: BP's Eva Kelm.

The sun sets on our Gelsenkirchen refinery in Germany. The facility has been through one of the biggest turnarounds in the European refining sector this year.

The numbers behind the project:

- One million hours of work.
- 190 contractor companies at work.
- 58 days of activities, which started on 30 August.
- 1,000 safety valves, 450 vessels, 190 air coolers and 25 furnaces and chimneys checked.

5. The headlines grabbing our attention

Shell sells Danish upstream assets to Norwegian Energy in \$1.9 billion deal. The sale comes as part of the company's \$30bn divestment programme. ([Reuters](#))

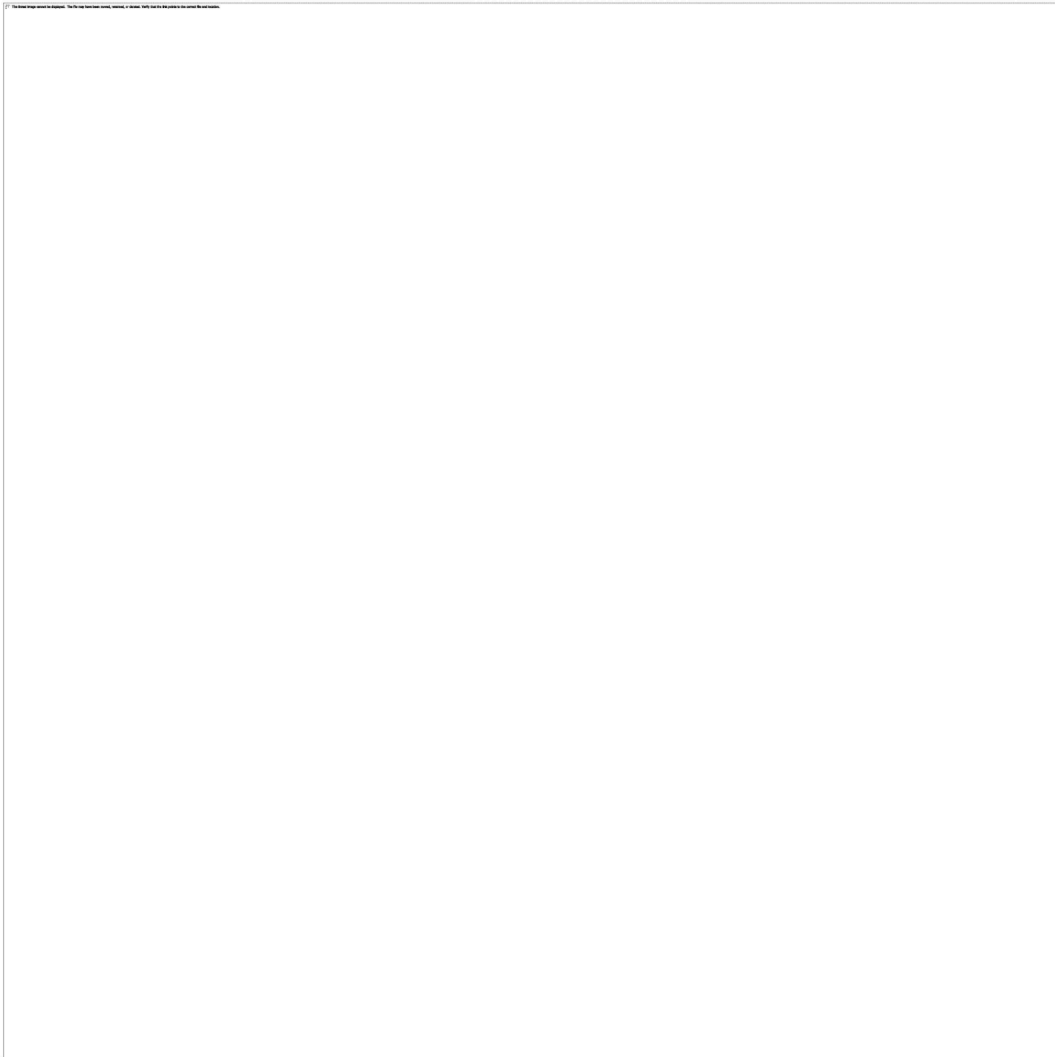
Britain's carbon footprint is the smallest it's been since 1859. On a per person basis the UK's average footprint has dropped to levels of over 150 years ago, according to Carbon Brief. ([UK Daily Telegraph](#))

Oil price recovery drives industrial unrest in UK North Sea. The \$80 a barrel price of Brent Crude is stirring up trouble, because workers are pushing for a bigger cut after enduring years of austerity. ([FT](#))

Oil service firms to report rough 3Q. Even though the third quarter saw recovering oil prices, the recovery for oil service companies hasn't been as stable, quarterly results will show. ([Reuters](#))

Uber valued at more than GM + Ford + Chrysler. Uber has received proposals from Wall Street banks valuing the company at as much as \$120 billion for a potential IPO. ([Wall Street Journal](#))

6. Conoco gets approval for Alaska drill site



A map of Conoco's two sites in the NPR-A. Credit: US Bureau of Land Management

ConocoPhillips won a key approval for to drill at the Greater Mooses Tooth 2 site in the National Petroleum Reserve-Alaska, the US government said Tuesday.

The US Bureau of Land Management and the US Army Corps of Engineers jointly approved the project, which the company aims to complete by 2021.

About the project:

- Construction expected to begin this winter.
- It could produce 40,000 barrels of oil per day.
- Will connect to Conoco's Greater Mooses Tooth 1 site by pipeline.

The Greater Mooses Tooth 1 project began production just last week, and is the first oil project on federal leases in the National Petroleum Reserve-Alaska.

Why it matters: The project's approval is a positive sign for oil production on the Alaska North Slope, an area in which BP is active. Increased oil activity in the North Slope is also good for the Trans-Alaska Pipeline, which transports oil to southern Alaska and in which BP has an interest.

7. Regulation cuts saved billions of dollars, US says

The Trump administration reduced regulatory costs by \$23 billion in the budget year ended 30 September, according to the biannual status report on governmental regulatory efforts released Wednesday.

In fiscal 2018, there were 176 regulations eliminated and only 14 new ones enacted, the White House said.

The administration pledged to continue cutting regulations in fiscal 2019, including:

- Amendments to existing Corporate Average Fuel Economy standards, which the White House says could save up to \$340 billion over the lifetime of new vehicles.
- A replacement for the Obama-era Clean Power Plan, which would avoid \$6.4 billion in compliance costs, the administration claims.

8. Bill & Melinda Gates donate to a statewide carbon fee campaign

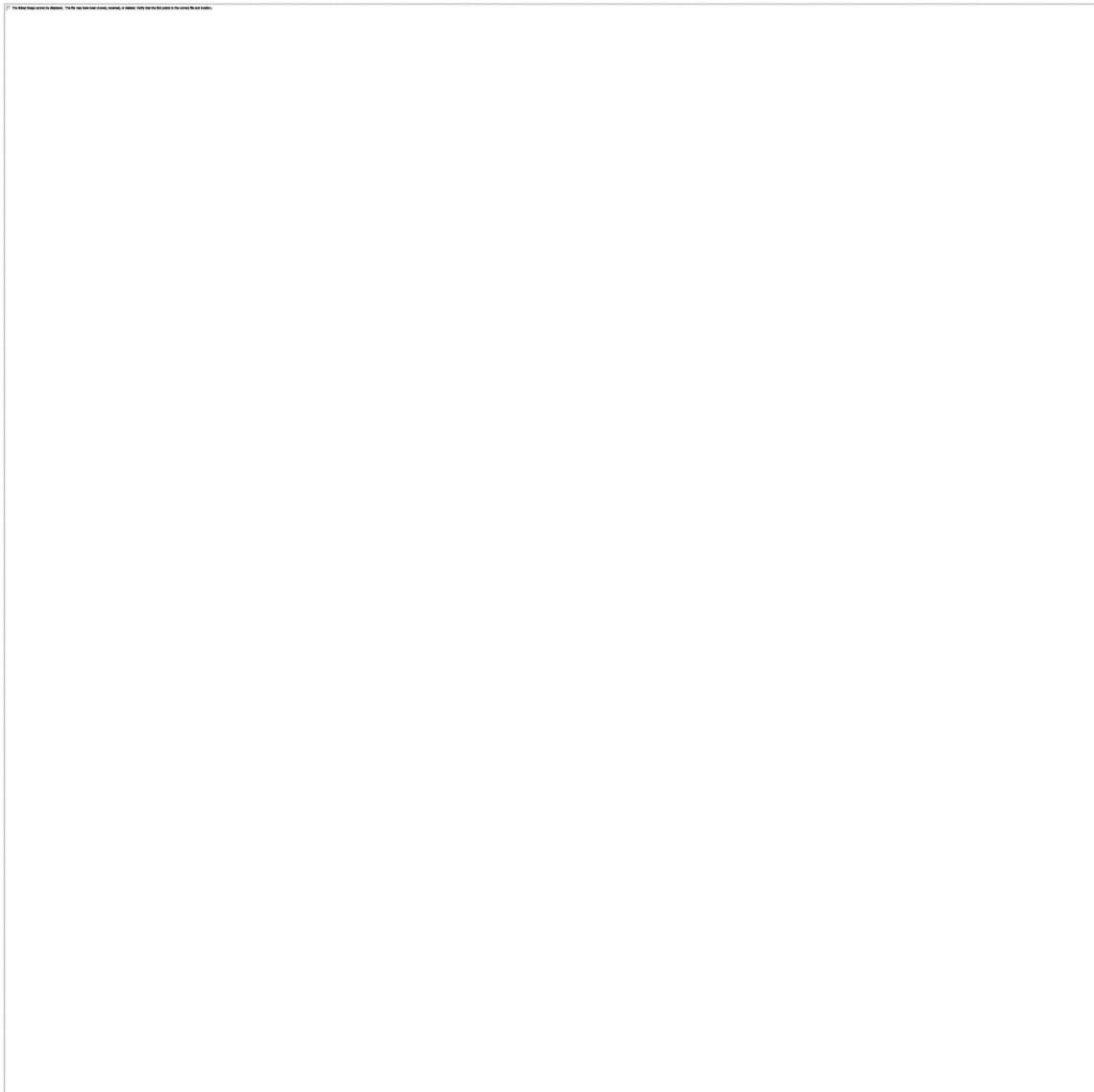
Bill and Melinda Gates have donated \$1 million to a campaign supporting a carbon fee in the US state of Washington. Former New York mayor Michael Bloomberg also recently donated the same amount. Supporters of Initiative 1631 have now raised nearly \$11 million.

The initiative, set for a vote by state residents on 6 November, would create a carbon emissions fee, the first ever in the US. A fee of \$15 per metric ton would go into effect on 1 January, 2020, and would increase by \$2 per metric ton annually until the state's emissions goals for 2035 and 2050 are met.

Redacted - First Amendment

Redacted - First Amendment

9. US LNG could become casualty in trade war



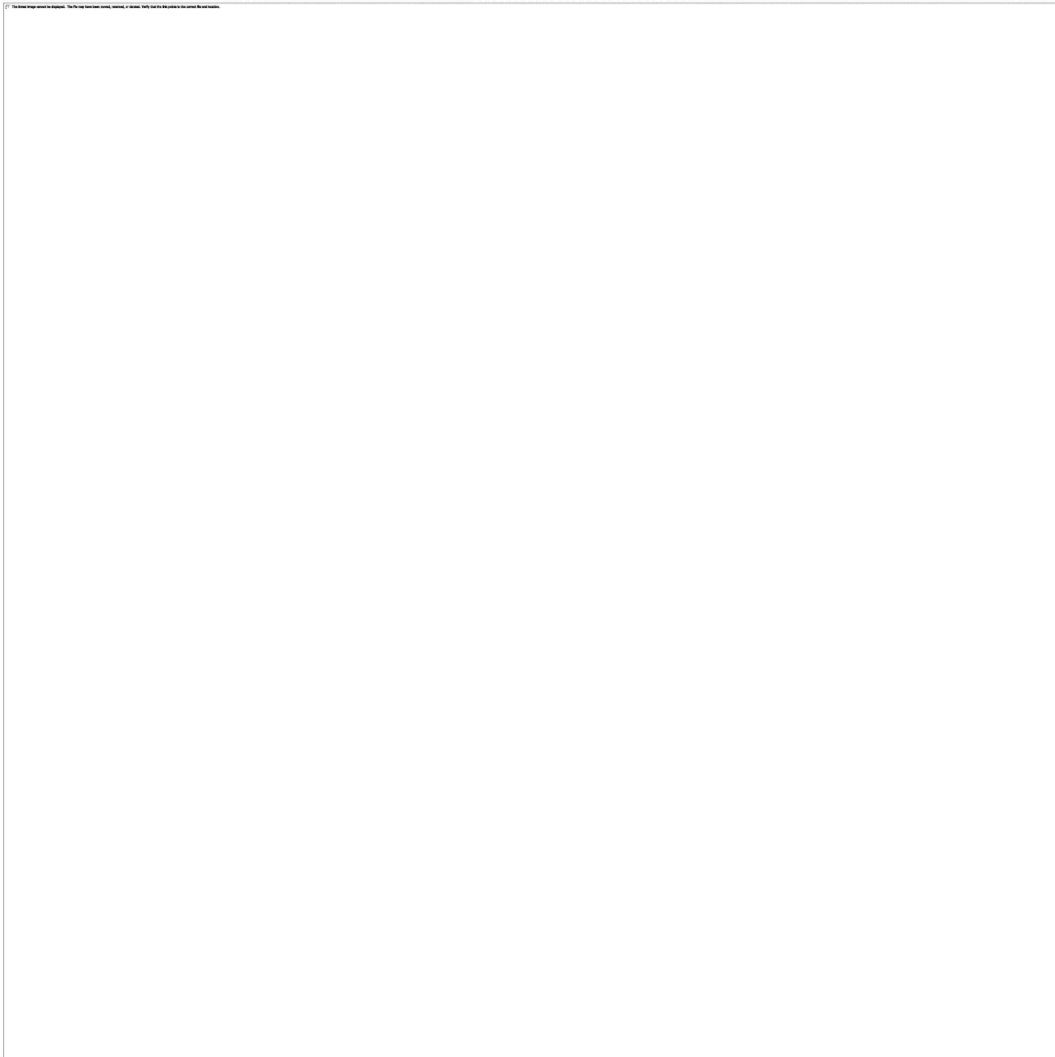
Potential Chinese tariff increases on LNG could lead to billions of dollars in US investments being lost, says a Washington-based industry group. (Bloomberg)

- The Center for LNG warn that an increase from the current 10% to a 25% tariff would make US gas too costly to ship to Asia.
- The group also caution that new LNG export terminals in the US could be cancelled if a higher tariff was imposed for a long period.
- China and the US have engaged in an escalating trade war over the past few months.

The impact: The existing 10% tariff is already complicating contract negotiations with potential Chinese investors according to developer Liquefied Natural Gas Ltd.

- The firm's COO said that China is "just not going to sign any deals," due to the uncertainty.

10. One courageous thing: standing against violence



Luke Hart (right) with his brother Ryan. Credit: [@CoCoAwareness](#)

Bob Dudley wasn't the only BP representative talking at One Young World.

Technology associate Luke Hart also addressed the conference in his capacity as a campaigner against domestic violence.

- In 2016, Luke's father killed his mother and sister.
- Since then, Luke and his brother, Ryan, have campaigned to raise awareness about domestic violence – in both how it is reported in the press and perceived by the public.
- Luke contends that discussions tend to focus on the perpetrators' motivations and actions, often overlooking the suffering of victims, who are overwhelmingly women and children.


"Only when we choose to understand victims' perspectives do we truly stand in solidarity against the abuse of women and children."

— Luke Hart

Worthy of your time: [you can read Luke's full story on BP.com.](#)

Bonus: [follow the delegates live at One Young world on our Instagram channel.](#)
They look like they're having an awesome time!

Thanks for reading. Feedback, as ever, to ITK@BP.com.


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