



Date: October 4, 2018  
To: Susan Dio  
From: Brittany Seabury, NAM  
Subject: Executive Insights: Houston, TX, October 11, 2018

Susan,

Thank you for participating in the NAM's Executive Insights Series event. We are thrilled to have you joining us for a terrific discussion! To help you prepare for the event, please find below the show flow, questions, panelist biographies and additional pertinent information.

Please let me know if you have any questions in advance of the event. Thanks again, Susan – we greatly appreciate our strong partnership with BP America. I look forward to seeing you soon.

Best regards,  
Brittany

Brittany Seabury  
Senior Director, Member and Board Relations  
Southwest Region  
████████@nam.org  
202.701.3711



**AGENDA**  
**NAM Executive Insights Series**

*The Four Seasons*

**Houston, TX**

**Overview of Event**  
*Thursday, October 11*

**10:25 a.m.** Arrive at The Four Seasons  
(*valet parking*)  
  
Brittany Seabury with the NAM will meet you in the lobby and escort you to your meeting with Jay.

**10:30 a.m.** Meet and Greet with Jay Timmons, President and CEO, NAM  
(*Conroe Room 2<sup>nd</sup> floor*)  
  
Other panelists arrive at The Four Seasons and join you and Jay in Conroe to meet prior to the event.  
  
Afterward, everyone will be escorted to the event rooms on the 3rd floor. You will be shown your lunch table, seat on stage and be mic'd up for the event.

**11:30 a.m.** **RECEPTION**  
*Austin Foyer (3<sup>rd</sup> Floor)*  
  
Attendees are asked to take their seats for lunch.  
*Austin Ballroom (3<sup>rd</sup> Floor)*

**11:55 a.m.** **WELCOME & PANEL INTRODUCTION**  

- Bob Patel will open the meeting with brief welcome remarks and then turn the podium over to Jay to introduce the other panelists. Jay will also recognize special guests in the audience (i.e. NAM Board Members, State Affiliate, etc.) and our main sponsor Grant Thornton for brief remarks before encouraging the audience to enjoy their lunch.

**12:00 p.m.** **LUNCH (20 mins)**  
(*lunch will be pre-set and attendees will be asked to start eating when seated*)  

- You will be seated at the head table (subject to change):
  1. *Jay Timmons, President and CEO, NAM*

Houston Executive Insight Series; Page 2

2. *Dhamo Dhamotharan, Group Chief Executive, AECOM (NAM Board)*
3. *Susan Dio, Chairman and President, BP America*
4. *Susan (Sue) Ellerbusch, CEO, Air Liquide USA, LLC (NAM Board)*
5. *Mike Gromacki, President, Dixie Chemical (NAM Board)*
6. *Paul Howes, CEO, Newpark Resources (NAM Board)*
7. *Bob Patel, CEO, LyondellBasell*
8. *Matt Ramsey, President and Chief Operating Officer, Energy Transfer Partners (NAM Board)*

**12:20 p.m.**

**BEGIN PANEL DISCUSSION**

- *Brittany Seabury will cue the group to take their seats on the stage. All panel participants will be seated onstage in armchairs along with Jay.*
- *NAM video will play. (1-2 minutes)*
- *Jay will set the stage for the discussion and moderate the conversation using the general and individualized questions. (40 minutes)*

**1:00 p.m.**

**QUESTION & ANSWER SESSION WITH AUDIENCE** (*microphones available; 25 minutes*)

**1:25 p.m.**

**ADJOURN**

*Jay will make closing remarks, thank everyone for attending and adjourn the meeting.*

**Setting the Stage:**

Manufacturing is once again at the front and center of the American economy. Within the last year we have seen support for our industry grow more so than almost any time in recent memory. It seems like everyone, including policymakers in Washington, has remembered the promise of a strong manufacturing economy and the important role we play in our communities.

That support has translated into real policy solutions in Washington and in state capitals including the rollback of burdensome regulations and the reform of an antiquated and uncompetitive tax system.

But there is still much work left to be done. We live in a global economy and that means we must be competitive at home and abroad. We need to continue to pursue open markets that will allow manufacturers to be competitive around the world. Our crumbling infrastructure must be addressed for the betterment of our companies and our communities.

Our world-class leaders in manufacturing will discuss how best to lead and adapt in this changing and dynamic political and business landscape. Now, perhaps more than any time in recent memory, we have a chance to chart a new course for manufacturing. It is critical that your voice help shape the debate and deliver solutions for some of our nation's most pressing problems. Your leadership and active voice are critical to our success.

**General Questions for all Panelists:**

**Open**

- Tell us a little more about your company and what makes you optimistic in this environment?
- Global business: 74,000 employees worldwide – delivering heat, light and mobility. We find and produce oil and gas on land and offshore; we move energy around the globe; we manufacture and market fuels and raw materials used in thousands of every day products.
- Presence in the U.S., through our heritage companies, since just after the Civil War. Today, we have a larger economic footprint here than we do in any other country. In 2017 alone, our operations contributed \$85 billion to the U.S. economy. We directly employ more than 14,000 people and support more than 125,000 American jobs overall.
- Businesses here include refineries, petrochemical plants, pipelines, onshore oil and gas production in the Lower 48, Alaska oil and gas business and a Gulf of Mexico business.
- Aside from exploring for and producing oil and gas, we process and produce motor gasoline, diesel, jet fuel, propane and other refined products; purified terephthalic acid (PTA), paraxylene (PX), and metaxylene (MX).

- Whiting refinery (Indiana) is BP's largest anywhere in the world. It produces enough gasoline every day to fuel more than 7 million cars.
- Opportunities always come with a new administration; BP supports the efforts to move towards smarter, more flexible regulations at the state and federal level.
- We appreciate the leadership on tax reform and the goal to help the U.S. economy achieve an increased growth rate.
- We also welcome the administration's commitment to increasing opportunities for energy exploration and development.
- It's clear that this administration recognizes the considerable benefits the U.S. gains from developing energy resources, which include the jobs created and supported, the revenues generated for Federal and state governments, and the significant contribution to the nation's energy supply.

- *On the flip side, what concerns are at the top of your list? What are the underappreciated challenges facing manufacturers?*
  - **Natural gas:** As the number one marketer of natural gas in North America and a top 25 power marketer, we are concerned about moves and comments to favor one form of energy over another.
    - Competitive markets work. The best way to assure grid reliability and resiliency is to allow markets to determine the fuel mix.
    - Favoring one fuel source over another could upend competitive wholesale electricity markets, stymie competition-driven technological innovation and raise costs for consumers.
    - Natural gas is a clean, inexpensive, abundantly available fuel in the U.S. Its use for power generation is essential to the reliability, efficiency and resilience of the electric grid.

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## **Close**

- *Before we open up to our audience, I want to take a moment to reflect on what Houston was enduring just over a year ago—as Hurricane Harvey flooded the city in a way that most Americans still cannot imagine. All of your companies were seriously affected. Your employees endured flooded homes.*

*BP HQ was flooded and had about 3,000 employees displaced for 9 months. But amid all that, you all also helped lead the recovery—with supplies, fuel, volunteers. Tell us about that experience. What did you learn about your community? And where does Houston stand today...because we know for so many people, the recovery is still ongoing...?*

- First-hand experience of the hardships that people had to endure during storm.
- 'Houston Strong': inspired by how people came together and how the wider company, both here in the U.S. and on a global level, supported all of us.
- Even before the flood waters subsided, BP employees rallied to help – team members rescued water-logged neighbors by boat or kayak, others went house to house to provide physical labor and technical guidance in the clean-up.
- Our Houston headquarters are home to around 4,300 staff. On campus, we had extensive damage to one building, where 12 million gallons of water were pumped from the site.
- More than 380 tons of debris removed, and 100 tons of electronics recycled from our Westlake One building. The Child Development Center also required repair.
- Despite the catastrophic flooding, work continued in the aftermath of the storm as our teams executed business continuity plans, with people relocating or working remotely to assure uninterrupted business operations.

- Established our Country Support Team in Naperville, Illinois, to coordinate activities during the storm, while the Humanitarian Assistance Team offered guidance to around 900 directly-affected employees.
- In the face of those significant challenges, we were able to maintain safe, reliable operations and still deliver great business results.
- Repairs across our Westlake campus took several months, especially at our largest affected building where we had to replace electrical switchgear and damaged infrastructure.
- By June this year, nearly all staff were back in Westlake One. But, even today, renovations continue on the first floor and basement – although we're taking the opportunity to redesign and modernize our cafeteria which will be ready in 2019.

**Questions for Susan Dio:**

- *There have been significant developments in the trade space over the last year, and especially the last month.*

*Where are BP's trade policy priorities—and how do you communicate the importance of free trade and issues like the new U.S.-Mexico-Canada agreement to your employees?*

- BP relies on certainty and clarity in making global business decisions.
- Keep our employees informed of major policy impacts either on a local or national level.
- As a company, we have long supported free trade. Today, we do business in more than 70 countries around the world and we are therefore part of complex global supply chains that depend on the free movement of goods and services to support jobs everywhere from the Gulf of Mexico to the Caspian Sea.
- After the completion of recent negotiations between the U.S., Canada and Mexico, BP is pleased that the new USMCA agreement remains trilateral and continues to bolster the free flow of goods and services related to the energy sector.
- That agreement does not include a resolution with respect to steel tariffs, but we are glad to hear that conversations are continuing in this area.

- Energy projects, particularly offshore exploration and development projects, not only require years of pre-planning but also specialty steel crafted to specific qualifications. BP sanctions projects, allocates capital and signs contracts long before the products arrive in the U.S.
- BP has submitted more than 15 steel tariff exclusion applications to the Department of Commerce. Eight of these pertain to our \$9 billion Mad Dog 2 project in the Gulf of Mexico. Two have been granted and the other six denied. We are hoping those can be successfully approved on resubmission.
- We know that the politics of trade can be difficult and we appreciate the administration's desire to support American workers. Yet, we're concerned that certain policies —such as tariffs or "Buy American" requirements— could lead to trade wars that would disrupt the global economy and discourage investment in the U.S., negating the benefits of new tax policy and the President's focus on increasing energy production.

## Redacted - First Amendment

- BP recognizes and embraces the dual challenge: the demand for more energy for a growing global population, but producing and delivering that energy with fewer emissions.
- In April, we outlined our lower-carbon ambitions that apply across our global businesses. This represented the next significant step of a journey that BP has been on since the late 90s, when then-chief executive made a landmark speech about climate change at Stanford University.
- We've learned from our two decades of action in this space – with both highs and lows – and most importantly, how to create value.
- As a company, we now focus on the 'RIC' framework: reducing emissions in our operations by setting ourselves targets; improving our products to help our customers lower their emissions too; and creating low carbon businesses, such as stepping back into solar.
- Importance of natural gas in our Upstream portfolio – six of seven major projects that came on-stream globally last year were gas. Gas is an

accessible and affordable fuel, and can be delivered to global markets by ship or pipeline.

- It is also the ideal complement for renewables, as a lower-carbon cost effective back-up to the variation of wind and solar power.
- Gas emits around half the amount of carbon dioxide emissions of coal, when burned to generate power. The switch from coal to gas here in U.S. has contributed to a reduction in CO2 emissions to levels last seen in the 1990s.
- However, the 'Achilles heel' of natural gas is methane – it has a shorter lifetime in the atmosphere than carbon dioxide but it has a higher global warming potential.
- BP's goal to become a leader in addressing the methane challenge. For example, since 2000 our Lower 48 onshore business has voluntarily slashed its GHG emissions by more than 2 million metric tons of carbon dioxide equivalent, with methane reductions accounting for most of the decline. Keeping methane in the pipe is both good for profits (more gas to market) and good for the environment
- BP is helping manufacturers become 'greener' through investments in low carbon ventures and start-ups:
  - \$40 million in Fulcrum BioEnergy (California): producing 'biojet' fuel from household waste. Fulcrum's new plant in Nevada will be America's first commercial scale operation to convert household garbage (that would otherwise go to landfill) into renewable transportation fuel.
  - Solidia investment: their technology for carbon reduction in concrete could reduce manmade greenhouse gas emissions by 1 percent, if deployed globally.
- *At our Manufacturing Institute, the NAM's social impact arm, one of our areas of focus is bringing more women into the manufacturing workforce. Women are under-represented in manufacturing.*

*Susan, in your experience, how do we change that? What should all companies be doing to ensure women are represented from shop floor to C-suite?*

- Own career experience in manufacturing; most of it spent in the Downstream. Chemical engineering background has opened so many doors;

fulfilment of a STEM career with plenty of room to grow and pursue incredibly diverse pathways.

- Manufacturing and the energy sector needs the brightest people with strong foundations in STEM to drive innovation. Just as we need more STEM professionals, the U.S. faces a chronic shortage of graduates with the right skills.
- Women make up 47 percent of the U.S. workforce, yet we are much less likely to earn STEM degrees or become STEM professionals. In certain science and engineering disciplines, women are in a tiny minority. For example, just 7 per cent of mechanical engineers are women; 16 per cent for chemical engineers.
- For more than six decades, BP has supported education programs across America. From 2013-2017, BP donated more than \$42 million to support STEM education – including teacher training, student programs and mentoring initiatives.
- BP is a member of the STEM Education Coalition. That organization is working to raise awareness in Congress, the Administration and elsewhere about the critical role played by STEM subjects in enabling the U.S. to remain the economic and technological leader of the global marketplace.
- We need diverse teams in the workplace to create a collaborative environment in which everyone complements each other. BP's support for a diverse, inclusive workforce is rooted in our core values. It's who we are as a company.
- Addressing the gender balance on a group level: our goal is for women to represent at least 25 per cent of our group leaders by 2020. The gender balance across BP as a whole is steadily improving, with women representing 34% of BP's population (2017), compared with 33% in 2016 and 32% the year before.
- Having the right policies in place to promote diversity in our job shortlists and on our interview panels. We provide agile working arrangements where possible to support the flexibility that employees need to manage their work/life balance.
- Importance of support networks: the role of employee-led BRGs or business resource groups, such as BP WIN, that help build an inclusive culture. There are almost a dozen U.S. groups that support anyone from working parents to

new hires, LGBTQ employees to ethnic minorities.

- Your own experiences of people reaching out to you as a leader and how you feel about mentoring others. Obligations to cultivate and maintain a diverse, inclusive, respectful work environment — an environment in which everyone receives equal treatment, equal support and equal opportunity.
- *Infrastructure investment is something manufacturers will be focused on in the next Congress. Typically, people think of roads and bridges. But it's so much more: pipes, pipelines, airports, next-generation broadband, 5G ecosystem, ports, waterways.*

*Talk to us about why infrastructure like the Houston Ship Channel is so critical to BP's manufacturing jobs—and what you'd hope to see from our leaders.*

- The Port of Houston is a major infrastructure hub with vessels, rail and road connections to almost any destination in the world. Cannot underestimate its significance to our global businesses.
- Houston is the number one US port in terms of foreign waterborne tonnage and ranked number three in the country in terms of total foreign cargo value.
- While we are not one of the top ten users of the port, it's still a crucial facility for our business. We loaded around 2 million tons of cargo at the port in 2017, and we've already loaded another 1.3 million tons this year to date.
- BPS statistics: 77 total port visits to Houston in 2017 (68 vessels loaded, 9 discharge) and year-to-date 2018, 61 port visits (load 57 vessels, discharge 4).
- Importance of maintaining the waterways: saw the impact of a five-day closure after the extraordinary event of Harvey, with resulting shortages of gasoline and jet fuel
- Dredging update (October 4<sup>th</sup>): six ongoing projects in HSC, three unlikely to have any impact on BPS business. Work underway at Magellan terminal could be beneficial in future if intent is to install a new dock to replace demolished one; dredging operations at Magellan Pasadena also could be beneficial, although unclear on targeted depth during this exercise (currently 40 foot draft, ultimate plan to increase to 46.5).

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- Ongoing modernization and enhancements of the port and shipping channels is vital. Continued investment there will allow rapid growth in the size of ships calling at the container facilities.
- Estimated capabilities from BPS if water 6" deeper:
  - AFRA class – 110,000 DWT 6" more water = 1,464 MT (Max draft 15.0 M)
  - Suez class – 160,000 DWT 6" more water = 1,800 MT (Max draft 17.0 M)
- If clean product then 8 barrels per ton
- If crude then 6 barrels per ton

<<Option to mention the Permian (note: BHP deal closes end of October)>>

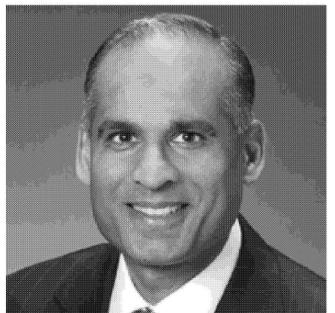
- The landlocked Permian Basin – which overlaps the west of Texas and the southeastern part of New Mexico – now accounts for around 6% of U.S. daily oil production. The sudden growth of the basin, as with Eagle Ford and other onshore areas, quickly outpaced the capacity of its infrastructure.
- Major discoveries in the Permian have brought a number of operators to the area, but there are only a limited number of options to move product to markets. Operations are increasingly constrained by these infrastructure shortcomings – also insufficient infrastructure to support industry workers in terms of housing, schools, roads etc.
- This speaks to the need to plan, invest and collaborate to progress vital infrastructure projects to support the state's oil and gas industry. Also need to be mindful in this planning to avoid a 'boom and bust' scenario.

**Panelist and Moderator Bios****Susan (Sue) Ellerbusch, CEO  
Air Liquide USA, LLC**

Susan A. Ellerbusch has a 25-year tenure in the chemicals and energy industries and her experiences span chemicals, refining and marketing and biofuels. Since June 2017, Ms. Ellerbusch has served as CEO of Air Liquide USA LLC, the U.S. subsidiary of Air Liquide S.A. As head of Air Liquide's operations in the U.S., Sue leads the company's Large Industries and Electronics businesses. Sue joined Air Liquide in September 2015 as President of Air Liquide Large Industries U.S., where she led the restructuring of the business to enable a greater focus on operational performance and customer engagement. Prior to Air Liquide, Sue worked at British

Petroleum, or BP, where she held roles of increasing leadership and most recently served as President, BP Biofuels North America from 2008 to 2015. Sue has a Bachelor of Science degree in genetics from the University of Illinois Urbana-Champaign and an MBA from the University of Illinois Chicago.

**Air Liquide** is present in 80 countries with more than 68,000 employees and serves more than 2 million customers and patients. Oxygen, nitrogen and hydrogen have been at the core of the Company's activities since its creation in 1902. Air Liquide in the U.S. employs more than 25,000 people, offering industrial gases and related services to a customers in a range of industries, including oil and gas, chemicals, metals, construction, food and beverage, research and analysis, electronics and healthcare.

**Bhavesh (Bob) Patel, CEO  
LyondellBasell**

Bob Patel is chief executive officer of LyondellBasell, one of the largest plastics, chemicals and refining companies in the world. Bob assumed this position in January 2015 after having served as executive vice president, Olefins and Polyolefins – Europe, Asia and International and previously senior vice president, Olefins and Polyolefins – Americas.

Bob joined LyondellBasell in March 2010 and as executive vice president successfully led the restructuring of the company's O&P – Americas and O&P – Europe, Asia and International segments.

Previously, Bob held several positions at Chevron Corporation and Chevron Phillips Chemical Company for more than 20 years in business management, strategy, planning and transactions, as well as sales and manufacturing roles. Over the course of his career, Bob has held leadership positions based in the Netherlands, Singapore and the United States.

Bob is a member of the Business Council, The Business Roundtable and he serves on the boards of the U.S. / India Strategic Partnership Forum, the Greater Houston Partnership and Junior Achievement of Southeast Texas and he is the current chairman of the American Chemistry Council. Bob is also on the external advisory council of the College of Engineering at

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The Ohio State University and the dean's advisory council for the Fox School of Business at Temple University.

Bob serves on the board of directors of Union Pacific Corporation. He earned a Bachelor of Science in chemical engineering from The Ohio State University and he also holds a Master of Business Administration from Temple University.

**LyondellBasell** is one of the world's largest plastics, chemical and refining companies and a member of the S&P 500 Index. LyondellBasell manufactures products at 58 sites in 18 countries. They produce materials that are essential to manufacturing electronics, food packaging, construction materials, automotive components, motor fuels, textiles, medical supplies and more.

**Jay Timmons, President and Chief Executive Officer**  
**National Association of Manufacturers**



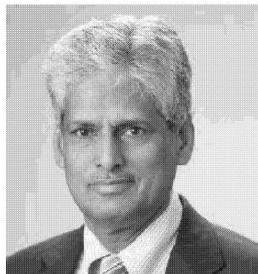
Jay Timmons became NAM president in January 2011. He is driven by the principles instilled in him by his roots in the manufacturing town of Chillicothe, Ohio, where his grandfather worked at a Mead plant for nearly four decades and where he witnessed manufacturing's ability to raise the quality of life for families and communities.

Prior to his appointment as NAM president, Jay was executive vice president beginning in 2008. In 2005, he joined the NAM as senior vice president of policy and government relations. His previous experience includes serving as chief of staff to Congressman, Governor and Senator George Allen (R-VA) from 1991 to 2002, and a term as executive director of the National Republican Senatorial Committee during the 2004 election cycle. When he first came to Washington in the 1980s, he served as press secretary to Congressman Jim Martin (R-NC) and later Alex McMillan (R-NC).

**The National Association of Manufacturers (NAM)**, is the largest manufacturing association in the United States representing small and large manufacturers in every industrial sector.

#### Additional Head Table Bios

**Dhamo Dhamotharan, Group Chief Executive**  
**AECOM**



Dhamo serves as the Global Chief Executive of the Enterprise Client Account Management (ECAM) program for AECOM. Dr. Dhamotharan has been with AECOM-URS for more than 30 years and he is a member of AECOM's Corporate Executive Committee.

Dhamo is a member of the Management Committee for Advatech, a joint venture formed in 2002 between AECOM and Mitsubishi Heavy Industries. He also is the Executive Sponsor for the AECOM-Tata alliance. The Tata Group is one of the largest privately held, multinational industrial conglomerates based in India. AECOM and Tata have collaborated on engineering and construction projects in multiple countries.

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Since joining AECOM in 1984, Dhamo has held management positions with increasing areas of responsibility, including serving as Manager for the Eastern Division of URS, with P&L responsibility for more than 70 offices in the United States, Canada, and South America. He has been in operations management for more than 25 years. He holds a Ph.D. in civil and environmental engineering from the University of Minnesota, and master's and bachelor's degrees in water resources/ civil engineering from the University of Madras, India. He is a registered Professional Engineer in Civil Engineering.

**AECOM** is one of the world's top engineering and design groups. The company provides planning, consulting, and construction management services for civil and infrastructure construction to government and private clients in some 150 countries.

**Mike Gromacki, President**  
**Dixie Chemical Company, Inc.**



Michael (Mike) Gromacki serves as President of Dixie Chemical. He has over 25 years of experience in the chemical industry. He started his career in engineering design and construction practice, then later joined TOTAL S.A. subsidiary Cook Composites & Polymers (CCP). At CCP he served as QSE Director, Manufacturing Director and Vice President. Mike joined Dixie in March of 2009 as Vice President of Operations & Chief Technology Officer. He was promoted to Senior Vice President in July 2014. In June 2015, he assumed leadership responsibilities for Dixie Chemical Company and was formally appointed as President in March 2016. He graduated from the University of Wisconsin with a BS in Chemical Engineering. He serves on several chemical industry boards, including the American Composite Manufacturers Association (ACMA), American Coatings Association (ACA), National Association of Manufacturers (NAM), Texas PACE Authority, University of Houston Chemical Engineering Advisory Board, and the US Business Council for Sustainable Development.

**Dixie Chemical Company, Inc.** develops and manufactures high performance specialty chemicals to customers in the United States and internationally.

**Paul Howes, CEO**  
**Newpark Resources, Inc.**

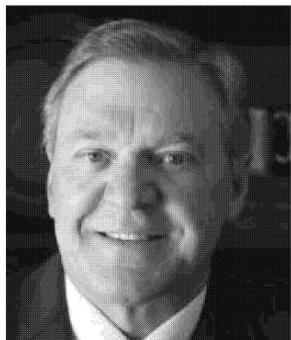


Paul joined Newpark's board of directors and was appointed as Chief Executive Officer in March 2006. In June 2006, Paul was also appointed as President. Paul's career has included experience in the defense industry, chemicals and plastics manufacturing, and the packaging industry. Following the sale of his former company in October 2005 until he joined Newpark's Board of Directors in March 2006, Paul was working privately as an inventor and engaging in consulting and private investing activities. From 2002 until October 2005, he served as President and Chief Executive Officer of Astaris LLC, a primary chemicals company headquartered in St. Louis, Missouri, with operations in North America, Europe and South America. Prior to this, from 1997 until 2002, he served as Vice President and General Manager, Packaging Division, for Flint Ink Corporation, a global ink company headquartered in Ann Arbor, Michigan with operations in North America, Europe, Asia Pacific and Latin America.

Paul is also actively engaged in energy industry trade associations. He currently holds the Chairman position on the General Membership Committee for the American Petroleum Institute (API); and, is a contributing member to the API Board of Directors and Executive Committee. Additionally, he is a member of the Board of Directors of the National Ocean Industries Association (NOIA).

**Newpark Resources, Inc.** is an oilfield services providers. The company operates worldwide as a provider of drilling fluids, temporary worksites and access roads for oilfield and other commercial markets.

**Matt Ramsey, President and Chief Operating Officer  
Energy Transfer Partners, L.P.**



Matt was appointed as a director of ETE's general partner in July 2012 and as a director of ETP's general partner in November 2015. Matt was named President and Chief Operating Officer of ETP's general partner in November 2015. Matt is also a director of Sunoco LP, serving as chairman of Sunoco LP's board since April 2015. Matt previously served as President of RPM Exploration, Ltd., a private oil and gas exploration partnership generating and drilling 3-D seismic prospects on the Gulf Coast of Texas.

Matt is currently a director of RSP Permian, Inc. (NYSE: RSPP), where he serves as chairman of the compensation committee and as a member of the audit committee.

Matt formerly served as President of DDD Energy, Inc. until its sale in 2002. From 1996 to 2000, Matt served as President and Chief Executive Officer of OEC Compression Corporation, Inc., a publicly traded oil field service company, providing gas compression services to a variety of energy clients. Previously, Matt served as Vice President of Nuevo Energy Company, an independent energy company. Additionally, he was employed by Torch Energy Advisors, Inc., a company providing management and operations services to energy companies including Nuevo Energy, last serving as Executive Vice President. Matt joined Torch Energy as Vice President of Land and was named Senior Vice President of Land in 1992.

**Energy Transfer Partners, L.P.** is a master limited partnership that owns and operates one of the largest and most diversified portfolios of energy assets in the United States. ETP's subsidiaries include Panhandle Eastern Pipe Line Company, LP (the successor of Southern Union Company) and Lone Star NGL LLC, which owns and operates natural gas liquids storage, fractionation and transportation assets. In total, ETP currently owns and operates more than 62,500 miles of natural gas and natural gas liquids pipelines. ETP also owns the general partner, 100% of the incentive distribution rights, and approximately 67.1 million common units in Sunoco Logistics Partners L.P. (NYSE: SXL), which operates a geographically diverse portfolio of crude oil and refined products pipelines, terminalling and crude oil acquisition and marketing assets. ETP's general partner is owned by Energy Transfer Equity, L.P.

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## **SUPPLEMENTAL BACKGROUND**

**Meeting with Jay Timmons, CEO and President, NAM  
Conroe Room, 2<sup>nd</sup> Floor, The Four Seasons, Houston, TX  
October 11, 2018, 10:30 a.m.**

### **Overview**

This is an introductory meeting with Jay Timmons, intended to provide an opportunity to get to know one another, as well as to meet prior to the panel discussion.

### **Background**

- The NAM helps put a small business face on big business issues and is one of BP's strategic trade associations.
- BP joined the NAM in 1986. We continue to leverage the NAM as a partner and advocate on key industry issues such as tax reform, trade and tariffs, the role of natural gas and more.
- BP has representation and actively participates on a variety of policy and government affairs related committees, and we are continuing to increase our participation.
- John Mingé served on the NAM Board of Directors from 2014-2018.
- You were formally elected to the NAM Board as part of a broader slate in September 2018. Due to timing constraints and your recent Executive Team appointment, U.S. C&EA has requested to withdraw from the NAM Board.

### **Recent NAM/BP engagement (for awareness only)**

- Ross Eisenberg, VP Energy and Resources Policy, NAM and Rachel Jones, Senior Director, Energy and Resources Policy, NAM participated in the BP methane workshop in Washington, D.C. on Oct. 1. The BP U.S. Regulatory Advocacy & Policy team intends to follow-up with Ross and Rachel on BP's methane model framework.

### **Key messages and positioning**

- Introduce yourself and share that you look forward to engaging with the NAM and its members when you can.
- Thank the NAM for their continued advocacy support.



**Executive Insights:  
A Manufacturing Leadership Series**

**Four Seasons Hotel Houston**

**Austin Room**

**Houston, TX 77010**

**Thursday, October 11, 2018**

**11:30 a.m. – 1:30 p.m.**

**Gregory Adams**

*Vice President, Americas*  
SABIC  
Houston, TX

**Randy Barr**

*Area Vice President*  
Nalco Champion  
Houston, TX

**Andrew Bassett**

*Chemical Issues Advisor, Public &  
Government Affairs*  
Exxon Mobil Corporation  
Irving, TX

**Scot Bates**

*General Director of Sales and Marketing*  
BNSF Railway Company  
Fort Worth, TX

**Jennifer Baur**

*CEO & President*  
Rockwood Shutters  
Houston, TX

**Eric Beatty**

*Chief Executive Officer*  
Dixie Chemical Company, Inc.  
Pasadena, TX

**Richard Bennett**

*President and CEO*  
Texas Association of Manufacturers  
Austin, TX

**David Boersma**

*Chief Financial Officer*  
Foro Energy  
Houston, TX

**Rob Bohn**

*President*  
NEMA Enclosures  
Houston, TX

**Benton Bond**

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<p><b>Greg Scheu</b> <i>President, Americas Region &amp; Managing Director,</i></p>	<p><b>Donald J. Stebbins</b> <i>President and Chief Executive Officer</i> Superior Industries International, Inc.</p>

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