

# Briefing Package

Confidential

## BP Statistical Review of World Energy 2018

### New York and Washington, D.C.

18-21 June 2018

BP America



**Spencer Dale**  
**Statistical Review U.S. Rollout**  
**New York, NY**  
18-19 June 2018

<b>Hotel Accommodations</b> Lotte New York Palace Hotel [REDACTED]	<b>Sally Kolenda, External Affairs</b> Mobile: [REDACTED]
<b>Transportation</b> Sally to serve as point with Excelsior Tel: [REDACTED] Email: [REDACTED]@excelsiorlimo.com	<b>Brett Clanton, Communications</b> Mobile: + [REDACTED]
	<b>Mark Finley, Global Energy Markets</b> Mobile: + [REDACTED]

**Monday, 18 June**

**11:10 a.m. EDT**                      **Arrive at JFK from LHR on Flight BA 117**

**11:40 a.m.**                              **Sally to meet you with car so we can commute to NPR Marketplace Studio**  
*Between 30 and 60-minute drive*

**1 p.m.**                                      **NPR Marketplace Interview (on-the-record)**  
BP Lead: Brett Clanton: [REDACTED]  
Location: Marketplace Studio – [REDACTED]  
BP Attendees: Brett Clanton, Mark Finley, Sally Kolenda  
Background: David Brancaccio, NPR Marketplace host, will interview you for about 10 minutes. The session will be taped, not live, and will likely air the following morning.

**1:20 p.m.**                                      **Commute to Lotte Palace New York Hotel**  
*Approximately 10-minute drive*

**1:30 p.m.**                                      **Freshen up in hotel**

**1:50 p.m.**                                      **Commute to Bloomberg**  
*Approximately 10-minute drive*

**2 p.m.**    **Bloomberg Interviews (on-the-record)**  
BP Lead: Brett Clanton: [REDACTED]  
Location: Bloomberg Office – [REDACTED]  
BP Attendees: Brett Clanton, Mark Finley, Sally Kolenda  
Background: You'll meet with both Alix Steel and Liam Denning for interviews.

**3:30 p.m.**                                      **Commute to Lotte Palace New York Hotel**  
*Approximately 10-minute drive*

4:40 p.m.

Walk downstairs to Tavern on 51

5 p.m.

**Financial Times Interview (on-the-record)**

BP Lead: Brett Clanton: [REDACTED]

Location: Tavern on 51 – [REDACTED]

BP Attendees: Brett Clanton, Mark Finley

Background: Ed Crooks will bring Greg Meyer, markets reporter at the FT, to join him for the interview.

**Tuesday, 19 June**

6:30 a.m.

Check out of hotel and bring bags to car

6:45 a.m.

Commute to The Princeton Club

*Approximately 10-minute drive*

7 a.m.

**Columbia Energy Dialogue Podcast and Breakfast**

BP Lead: Sally Kolenda: [REDACTED]

Location: Princeton Club – [REDACTED]

BP Attendees: Brett Clanton, Mark Finley, Sally Kolenda

Background: You'll record a podcast with Jason Bordoff before joining him for a private, off-the-record roundtable discussion over breakfast with 20 senior leaders in energy markets and global finance.

**Timeline**

7 a.m. Arrive and record podcast in John Jay Room  
8 a.m. Jason welcomes group and leads introductions  
8:05 a.m. Offer Stats Review framing remarks  
8:20 a.m. Jason will begin the moderated discussion and open it up to participants for questions  
9:15 a.m. Events ends – head to room for public event

9:30 a.m.

**Columbia Center on Global Energy Policy**

BP Lead: Sally Kolenda: [REDACTED]

Location: Princeton Club – [REDACTED]

BP Attendees: Brett Clanton, Mark Finley, Sally Kolenda

Background: You'll begin the event by presenting Stats Review highlights and will then participate in a discussion with Jason Bordoff, George David Banks, Former Special Assistant to President Trump for International Energy and Environment, and Amy Grace with BNF. This event is open to the press and will be livestreamed.

**Timeline**

9:30 a.m. Jason introduces you  
9:35 a.m. Present Stats Review highlights

10 a.m. Jason leads a moderated discussion with you and Dave Banks and Amy Grace  
10:30 a.m. Audience Q&A  
11 a.m. Event ends

**11:10 a.m. Commute to The Penn Club**  
*Approximately 5-minute walk*

**11:30 a.m. Investor Relations Event with Strategas**  
BP Lead: Geoff Carr: [REDACTED]  
Location: The Penn Club – [REDACTED]  
BP Attendees: Geoff Carr, Mark Finley  
Background: This is a two-part event. The first portion is a private event for select broker clients, where you'll present Stats Review highlights. The second portion is a luncheon, where you'll give the full Stats Review presentation.

**Timeline**

11:15 a.m. Geoff Carr will meet you in the lobby and escort you to set up A/V  
11:30 a.m. Small group meeting for select broker clients  
12:15 p.m. You'll eat a private lunch  
12:30 p.m. Stats Review presentation  
1:10 p.m. Q&A  
1:40 p.m. Event concludes; mingle with brokers  
1:50 p.m. Depart

**1:50 p.m. Commute to Thomson Reuters**  
*Approximately 10-minute drive*

**2 p.m. Reuters Roundtable (on-the-record)**  
BP Lead: Brett Clanton: [REDACTED]  
Location: Thomson Reuters: [REDACTED]  
BP Attendees: Brett Clanton, Mark Finley, Sally Kolenda  
Background: You'll participate in a roundtable with Reuters energy reporters and editors.

**3:15 p.m. TBD: Additional Media Meeting**  
BP Lead: Brett Clanton: [REDACTED]  
Location: TBD  
BP Attendees: Brett Clanton, Mark Finley  
Background: Brett is working to confirm options for this time slot.

OR

**3:15 p.m. Commute to Penn Station**  
*Approximately 10-minute drive*

4:02 p.m.

5 p.m.

6 p.m.

**Acela Express Train 2165 departs for D.C. (arrives at 7 p.m.)**

Acela Express Train 2167 departs for D.C. (arrives at 7:58 p.m.)

Acela Express Train 2119 departs for D.C. (arrives at 8:58 p.m.)

Spencer Dale  
Statistical Review U.S. Rollout  
Washington, D.C.  
19-21 June 2018

<b>Hotel Accommodations</b> The Jefferson [REDACTED]	<b>Sally Kolenda, External Affairs</b> Mobile: + [REDACTED]
<b>BP Office</b> [REDACTED]	<b>Brett Clanton, Communications</b> Mobile: + [REDACTED]
Tel: [REDACTED]	<b>Mark Finley, Global Energy Markets</b> Mobile: + [REDACTED]
<b>Transportation</b> Charli to arrange with Sam Contact: Sam El-Shabassi Mobile: [REDACTED]	

Tuesday, 19 June

7 p.m. EDT

Arrive at Union Station on Acela Express Train 2165

7:10 p.m.

Commute to The Jefferson  
*Approximately 15-minute drive*

Wednesday, 20 June

8 a.m.

**Washington Post (on-the-record)**  
BP Lead: Brett Clanton: [REDACTED]  
BP Attendees: Brett Clanton  
Location: Greenhouse at The Jefferson Hotel – [REDACTED]  
Background: You'll meet Steve Mufson, energy reporter at The Washington Post, for breakfast.

9:15 a.m.

10 a.m.

**Redacted - First Amendment**

Timeline

9:30 a.m. Registration and security  
10 a.m. Meeting begins  
11 a.m. Meeting adjourns

11:15 a.m.

**Commute to the Atlantic Council**

*Approximately 15-minute drive*

11:30 a.m.

**U.S. Launch: Statistical Review of World Energy**

BP Lead: Sally Kolenda: [REDACTED]

Location: Atlantic Council – [REDACTED]

BP Attendees: Brett Clanton, Mark Finley, Sally Kolenda

Background: This is the official U.S. launch of the Stats Review. After your presentation, you'll join Dick Morningstar, founding director and chairman of the Global Energy Center, for a moderated Q&A. The event is open to press and will be webcasted. Before the launch, you will meet with Dick, and Atlantic Council senior staff. You will also participate in a Facebook Live interview.

**Timeline**

11:30 a.m. Facebook Live interview  
11:45 a.m. Meet with Dick Morningstar and senior staff  
12:30 p.m. Event begins – Dick introduces you  
12:35 p.m. Stats Review presentation  
1:10 p.m. Dick will moderate a discussion  
1:40 p.m. Audience Q&A  
2 p.m. Event ends

2:10 p.m.

**Wall Street Journal Interview (on-the-record)**

BP Lead: Brett Clanton: [REDACTED]

Location: Atlantic Council – [REDACTED]

BP Attendees: Brett Clanton, Mark Finley

Background: You'll meet with Greg Ip following the Atlantic Council event.

2:45 p.m.

3 p.m.

**Redacted - First Amendment**

**Timeline**

3 p.m. Registration and security  
3:15 p.m. Presentation begins

4:30 p.m. Event ends

4:30 p.m.

**TBD: Additional Media Meeting**

BP Lead: Brett Clanton: - [REDACTED]

Location: TBD

BP Attendees: Brett Clanton, Mark Finley

Background: Brett is working to confirm options for this time slot.

5:40 p.m.

**Commute to BP Office**

*Approximately 2-minute walk*

6 p.m.

**Energy Matters Dinner**

BP Lead: Bob Stout: - [REDACTED]

BP Attendees: Mark Finley, Bob Stout

Location: BP Office – [REDACTED]

Background: Bob Stout will host key thought leaders for dinner and an off-the-record discussion on progress made toward reducing carbon emissions since Paris. Attendees include:

1. Greg Gershuny, Aspen Institute
2. Melanie Kenderdine, Atlantic Council
3. Dick Morningstar, Atlantic Council
4. Richard Newell, Resources for the Future
5. Liz Rosenberg, Center for a New American Security
6. George David Banks, American Council for Capital Formation

**Timeline**

6 p.m. Cocktail reception

6:30 p.m. Dinner begins

8 p.m. Dinner ends

8:30 p.m. Event concludes

8:30 p.m.

**Commute to The Jefferson**

*Approximately 8-minute drive*

Thursday, 21 June

8:30 a.m.

**Check out of The Jefferson**

Note: Bring bags to car

9 a.m.

**TBD: Additional Media Meeting**

BP Lead: Brett Clanton: - [REDACTED]

Location: TBD

BP Attendees: Brett Clanton, Mark Finley

Background: Brett is working to confirm options for this time slot.

11:15 a.m.

**Commute to Albright Stonebridge Group**

*Approximately 10-minute drive*

11:30 a.m.                    **Albright Stonebridge Group**  
BP Lead: Brad Fernandez: + [REDACTED]  
BP Attendees: Brad Fernandez, Mark Finley, Sally Kolenda  
Location: [REDACTED]  
Background: Amb. Wendy Sherman will host you for a Stats  
Review highlights presentation and discussion with senior  
members of the Albright Stonebridge Group.

1:15 p.m.                    **Private Meeting or Meet with BP Business Intelligence Team**

2:45 p.m.                    **Private Meeting with David Wilcox**  
Location: Juan Valdez Coffee Shop – 1889 F St. NW

4 p.m.                        **Commute to Dulles International Airport (IAD)**  
*Approximately 40-minute drive*

6:30 p.m.                    **Depart IAD to LHR on Flight BA 216**

## NPR Marketplace Interview (on-the-record)

**Date:** Monday, 18 June  
**Time:** 1 p.m.  
**Location:** Marketplace Studio – [REDACTED]

### Background

David Brancaccio, NPR Marketplace host, will interview you for about 10 minutes. The session will be taped, not live, and will likely air the following morning. Brett, Mark and Sally will attend.

### Biography



**David Brancaccio**  
**NPR Marketplace Host**

David Brancaccio is the morning host of American Public Media's Marketplace Morning Report, a regular segment on NPR's morning edition. Along with being a host, he is also an author and an educator based out of New Jersey. His Morning Report covers topics involving the economy, financial and labor markets, technology, the environment and social enterprises. Prior to hosting the Morning Report, Brancaccio served as Marketplace's European correspondent and anchored the PBS Television news magazine Program "NOW." In 2012, his documentary film, "Fixing the Future," appeared in theaters nationwide. He has appeared on many networks including CBS, MSNBC and BBC, and his work has been published in The Wall Street Journal, the Baltimore Sun, and The Guardian. Brancaccio has received several awards for broadcast journalism including the Peabody, the DuPont-Columbia, the Cronkite, and the Emmy. He is a graduate of Wesleyan University and received a master's degree in journalism from Stanford University.

## Bloomberg Interviews (on-the-record)

**Date:** Monday, 18 June

**Time:** 2 p.m.

**Location:** Bloomberg Office – [REDACTED]

### Background

You, Brett and Mark will meet with Liam Denning, Bloomberg Gadfly columnist, for an interview and possibly a podcast. You'll also meet with a larger group of energy reporters and sit down with Alix Steel for an interview on Bloomberg TV.

### Biography



**Liam Denning**  
Columnist, Bloomberg Gadfly

Liam Denning is an energy columnist for Bloomberg Opinion and works in New York. Denning has been with Bloomberg for almost three years. Before working at Bloomberg, Denning worked as the editor of *Heard on the Street*, produced by the Wall Street Journal, and was an investment banker. Recently, Denning has approached topics such as; oil production, oil refineries and the status of oil companies in America. He is a graduate of the University of Cambridge.



**Alix Steel**  
Anchor, Bloomberg Markets

Alix Steel is the anchor of "What'd You Miss?" on Bloomberg TV, which covers global markets, economic news, and commodities, and works on the flagship morning show "Bloomberg Daybreak Americas." Steel has interests in commodities around the world. She is known for interviewing numerous influential business leaders, including many oil and gas CEOs. Steel graduated cum laude from Northwestern University, earning her bachelor's degree in Communications, and has studied business journalism at New York University.

## Financial Times Interview (on-the-record)

**Date:** Monday, 18 June

**Time:** 5 p.m.

**Location:** Tavern on 51 - [REDACTED]

### Background

You, Brett and Mark will meet Ed Crooks and Greg Meyer of the FT for an interview.

### Biography



#### **Ed Crooks**

**U.S. Industry and Energy Editor, Financial Times**

Ed Crooks is U.S. industry and energy editor for the Financial Times, based in New York.

Since joining the FT in 1999, Crooks has served as energy editor, UK news editor and economics editor based in London.

Prior to this, he was an economics correspondent for the BBC, reporting both on television and radio. Crooks has also served as a reporter and editor for Investors Chronicle, as well as an economic analyst for the Institute for Fiscal Studies.

He is a graduate of Oxford University with a degree in Philosophy, Politics and Economics (PPE).

## Columbia Energy Dialogue Podcast and Breakfast

**Date:** Tuesday, 19 June

**Time:** 7 a.m.

**Location:** Princeton Club – [REDACTED]

### Background

You'll record a podcast with Jason Bordoff before joining him for a private, off-the-record roundtable discussion over breakfast with 20 senior leaders in energy markets and global finance. Brett, Mark, Sally and Geoff Carr will attend.

### Timeline

7 a.m. Arrive and record podcast  
8 a.m. Jason welcomes group and leads introductions  
8:05 a.m. Offer Stats Review framing remarks  
8:20 a.m. Jason begins roundtable discussion  
9:15 a.m. Events ends – head to room for public event

### Attendees

The following attendees were confirmed as of 11 June.

First	Last	Organization
George (Dave)	Banks	Center on Global Energy Policy
Philip	Benoit	Center on Global Energy Policy
Jay	Bernstein	Northville Industries
Francisco	Blanch	Bank of America Merrill Lynch
Jason	Bordoff	Center on Global Energy Policy
Geoff	Carr	BP
Mark	Finley	BP
John	Gellert	SEACOR
James	Janoskey	JP Morgan
Noah	Kaufman	Center on Global Energy Policy
Peter	Keavey	CME
Bob	Kleinberg	Center on Global Energy Policy
Sally	Kolenda	BP
Jeff	Kupfer	Starling Trust Sciences
Nikolai	Lahcanski	Pointstate Capital
John	Moon	Morgan Stanley
David	Sandalow	Center on Global Energy Policy
Neil	Somma	CME
Maarten	Terlouw	ABN Amro
Enzo	Viscusi	ENI
Tony	Yuen	Citi
Dan	Ziff	Ziff Investments

## Columbia Center on Global Energy Policy

**Date:** Tuesday, 19 June

**Time:** 9:30 a.m.

**Location:** Princeton Club – [REDACTED]

### Background

You'll begin the event by presenting Stats Review highlights and will then participate in a discussion with Jason Bordoff, George David Banks, Former Special Assistant to President Trump for International Energy and Environment, and Amy Grace with BNF. This event is open to the press and will be livestreamed.

### Timeline

9:30 a.m. Jason introduces you  
9:35 a.m. Present Stats Review highlights  
10 a.m. Jason leads a moderated discussion with you and Dave Banks and Amy Grace  
10:30 a.m. Audience Q&A  
11 a.m. Event ends

### Biographies



**George David Banks**  
**American Council on Capital Formation**

Dave Banks is an adjunct research scholar at the Center on Global Energy Policy. Outside of Columbia, Dave holds several positions. He serves as Executive Vice President at the American Council on Capital Formation (ACCF) and as Executive Director of Main Street Investors. He is also a member of the ClearPath Foundation's advisory board.

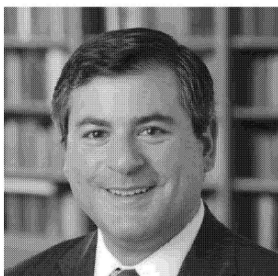
Banks has published reports and opinion editorials on a variety of policy issues, including climate change, civil nuclear power, and energy markets and trade.

A native southeast Missourian, Banks has been an influential voice on energy policymaking in several capacities. He most recently served as President Donald Trump's Special Assistant for International Energy and Environment at the National Economic and National Security Councils – a position that required him to manage workstreams related to his portfolio across the federal government. Previous government positions include Republican deputy staff director of the U.S. Senate Environment & Public Works Committee, Senior Advisor on International Affairs and Climate Change at the White House Council on Environmental Quality, a State Department foreign service officer, and CIA economic analyst.

During his government tenure, Banks received multiple meritorious awards, including the EPA Climate Protection Award for Diplomacy, a Department of State Superior Honor Award for promoting U.S. diplomatic objectives for the environment, and a Commendable Service Award from the Central Intelligence Agency. He also worked as deputy director of the

nuclear energy program at the Center for Strategic & International Studies and a lobbyist and consultant for Boyden Gray & Associates, a Washington D.C. law firm.

Banks holds a JD from George Mason University and a MA in economics and baccalaureate degrees in history, economics, and political science from the University of Missouri at St. Louis.



**Jason Bordoff**  
**Professor of Professional Practice in International and Public Affairs**

Jason Bordoff joined the Columbia faculty after serving until January 2013 as Special Assistant to the President and Senior Director for Energy and Climate Change on the Staff of the National Security Council, and, prior to that, holding senior policy positions on the White House's National Economic Council and Council on Environmental Quality. At Columbia's School of International and Public Affairs,

Bordoff is a professor of professional practice and serves as founding Director of SIPA's Center on Global Energy Policy. He is a member of the Council on Foreign Relations and the National Petroleum Council, a consultant to the National Intelligence Council, and serves on the boards of Winrock International (a leading nonprofit organization that works to empower the disadvantaged, increase economic opportunity, and sustain natural resources), the New York Energy Forum and the Association of Marshall Scholars. During the Clinton Administration, Bordoff served as an advisor to the Deputy Secretary of the U.S. Treasury Department. Bordoff graduated with honors from Harvard Law School, where he was treasurer and an editor of the Harvard Law Review, and clerked on the U.S. Court of Appeals for the D.C. Circuit.



**Amy Grace**  
**Bloomberg New Energy Finance**

Amy Grace is head of North American research at Bloomberg New Energy Finance. She leads a team responsible for producing and communicating analysis on the economics, policy, and strategic dynamics of the North American power sector. She previously was head of Wind Insight at BNEF, where she led research on the global wind sector. Amy has spoken at numerous international

conferences and been quoted extensively in the media. She is a graduate of the University of Notre Dame's Program of Liberal Studies and holds a master's degree from Columbia University's School of International and Public Affairs in energy and finance.

### Attendees

The following attendees were confirmed as of 11 June.

First	Last	Title	Organization
Sue	A	Lecturer	Columbia University
Mitchell	Acks	Resource Liaison	Zebra LLC
David	Alcaly	Analyst	Lazard Asset Management
Jared	Anderson	Senior Writer	S&P Global Platts
Nate	Angell	Oil & Gas Advisor	PA
Makiko	Anzai	Vice President	MUFG Bank
Silio David	Aparicio	Managing Partner	Chelsea Derivatives Advisors
Addison	Armstrong	Executive Director	J.P. Morgan Securities
Nurzhan	Bazylbekov	Deputy Consul	Consulate General of the Republic of Kazakhstan
Salem	Belay	Associate	SafeRock
Mario	Bellati	mr	Columbia University
Joseph	Benson	Energy Analyst	SSE
Richard	Berkowitz	Director, Pacific Coast Operations	Transportation Institute
Alex	Bi	Fellow	EDF
Dana	Bohan	Senior Director	FTI Consulting
Mark	Bononi	x	y
Sage	Bornstein	Political Outreach Coordinator	Partnership for Responsible Growth
Jonathan	Brewer	Dr	King's College London
R	Bruni	President	Bruni Marketing
Roberto	Bruni	Student	Cornell University
Rafael	Bruno	Mr.	Mathematical Association of America, formerly RAND
Peter	Buxbaum	web editor	Global Trade

First	Last	Title	Organization
Tom	Cairns	Director	CEB Energy
charles	carmona	Managing Partner	Westmore Asset Management
Miguel Angel	Castano Martin	Mr	SIPA
Rolando	Castellanos	EMPA Candidate	SIPA
Chi	Cheung	Financial Advisor	AXA Advisors
Ignatius	Chithelen	Partner	Banyan Tree Capital Management
Myrna	Coffino	UN Representative & Board	National Space Society
James	Crandell	Energy Analyst	CMDTY Capital Management, LP
Ed	Crooks	US industry & energy editor	The Financial Times
Grace	Cushman	Graduate Student Intern	Synergos Institute
Michael	Dobson	PhD Student	The New School
Aakash	Doshi	Director	Citigroup
Hasan	Doza	Investment Analyst	Water Asset Mgmt.
Jonathan	Dwyer	Student	Columbia
Steven	Eick	Managing Director	ERI
James	Eisenberg	Student	Columbia
Christopher	Elsner	Principal Analyst	IHS Markit
Dale	Emrich	Director Int'l Products	DRILLINGINFO
Patrick	Eng	The Sparkill Group	Partner
glenn	engelberg	Asst Dir, Recruitment, GEM Program	CU Denver Business School
Philip	Epstein	CEO	ERI Group LLC
Cihan	Ergul	Manager	PwC
David	Finkelstein	Principal	The Williams Capital Group, L.P.
Mark	Finley	Gen'l Manager	BP America

First	Last	Title	Organization
celia	fortes	engineer	marka engineering
marcio	fortes	visiting scholar	sipa
Alex	Fruhbeis	Student	Wharton School
Ray	Gerald	President	RG Group
Josh	Gerber	Investment Analyst	BlackRock
Micheal	Grotell	Pres.	Valquest Capital Mgt.
Robert	Gurman	Senior Consultant	New York Green Bank
yousuf	Habib	Global Oil Consultant	Self Employed
James	Hamski	Product Manager	G100 Companies
Manuel	Haymoz	Academic Associate	Consulate General of Switzerland
Sandy	Hecker	UN Representative	Soroptimist International
Kim	Heismann	Managing Director	Bespoken Corporate Communications
Alan	Herbst	Principal	Utilis Advisory Group
Michael	Herz	Associate Director	Vicus Partners
Edward	Heyn	Director	Arosa Capital
Tatyana	Hill	Sales	Elliman
Benjamin	Ho	Associate Professor of Econ	Vassar College & Columbia
scott	hobart	Partner	Mercator Partners
Nico	Hoernle	Student	Columbia University
Samer	Hokail	President & CEO	Saudi Petroleum International, Inc.
Patrick	Holert	HY Credit Analyst	BBVA Securities
Michael	Holman	VP Intelligence	Lux Research
Lilian	Hsu	Principal	Consultant
Joanna Gehui	Hu	Student	Columbia University

First	Last	Title	Organization
Bill	Irvine	Co-Founder	CarbonSul
Hemin	Ismael	PHD	uncg
Aash	Jain	Mr.	CBS
William	Jannace	Adjunct Professor	Fordham Law School
Henrik	Jeppesen	Head of Investor Outreach North America	Carbon Tracker Initiative
Madeline	Jowdy	Sr Dir, GlobalGas & LNG	SPGlobal Platts
Lubomir	Kaneti	Mr.	CX Futures LP
Shah	Karim	CEO	SafeRock
Zoha	Karmali	Student	Columbia University
Peter	Kelemen	Arthur D. Storke Professor	Lamont Doherty Earth Observatory
Peter	keller	MD	BRG
M	Kim	Consultant	M KIM
Robert	Kleinberg	Principal	Energy Technology
Leo	Kropywiansky	Managing Director, Economic Research	Element Capital Management
Denis	Ladouceur	COO	Standard Capital Advisors
Courtney	Lang	Graduate Student	Columbia University
Emily	Lee	Student	Columbia University
James	Lee	Global Oil Products Demand Modeler	Shell Oil
MENG	LI	MS	Columbia University
Yijin	Li	Miss	CGEP
Aaron	Ling	Sr. Consultant, Power & New Energy	Advisian (WorleyParsons Group)
Ariana	Lippi	Development Assistant	NRDC
Chunru	Liu	Na	Na

First	Last	Title	Organization
Geinny	López	Investigador académico	Instituto de Estudios superiores de Adminastración
raj	maheshwari	managing director	charlestown capital advisors llc
Micah	Maidenberg	Journalist	Columbia University Journalism School
Rauf	Mammadov	resident scholar	Middle East Institute
Richard	Marks	CEO/global strategies	Access Impact
will	matus	Analyst	Moelis and Company
DeLaine	Mayer	M.S. Global Affairs, Energy Policy	NYU
Irena	Mazai	Master's Student	SIPA
Zane	McDonald	Senior Transportation Analyst	S&P Global Platts
Rachida	Mecheri	International Civil Servant (Ret.)	UN
Hamesh	Mehta	Portfolio Manager	Point72 Asset Management
Konstantin	Milevskiy	Mr.	Private
Michael	Miller	Senior Vice President	National Urban League
Jonathan	Mogil	Independent Investor/Analyst	Self Employed
Daniela	Monsalve	Investigator	IESA
Jeff	Mower	Director, Americas Oil News	S&P Global Platts
Christian	Murck	Mr.	APCO Worldwide
Ian	Nathan	Manager, Global Gas and LNG, Research & Advisory	Energy Intelligence
Elizabeth	Nesbitt	Senior International Trade Analyst	U.S. International Trade Commission
Tien	Ngo	Director	ABN Amro Bank N.V.
Amaury	Normand	Student	Columbia SIPA

First	Last	Title	Organization
Hilary	Novik Sandberg	Analyst	Eurasia Group
Emeka	Ochu	Energy Economist	Columbia University
Stephen	OReilly	Investment Manager	RWE
Eliecer	Palacios	Managing Partner	PetroRock Energy LLC
Antim	Panesar	Energy Research Analyst	Bloomberg LP
Priyani	Priyani	Associate	SafeRock
Sally	Qiu	Research Associate	CGEP
Abhi	Rajendran	Director of Research	Energy Intelligence
Sunny	Ram	Director	Polaris Capital
Alfredo	Ramirez	Co-Head Project Finance Americas	KDB Bank
Meghna	Rao	Research Analyst	CB Insights
John	Richardson	Vice President	CohnReznick Capital
Samuel	Ritter	Director, Supply	Genie Energy
Sidonie	Ruban	sr project manager	CO2logic
Sina	Sandholt	Associate - Market Analysis	Equinor
Kurt	Schreder	Managing Director	MUFG
kris	shetti	business editor	ASIA NEWS/INT
kris	shetti	business editor	ASIA NEWS/INT
Robin	Shoemaker	Director	KeyBanc Capital Markets
Harriet	Shugarman	Executive Director	ClimateMama
Anna	Shulman	student	SUMA
Javed	Siddique	Director	MUFG
Roberto	Sieber	Chief economist	Hartree Partners
Anna	Siefken	Associate Dir., Innovation & Strategic Partnerships	Carnegie Mellon University - Scott Institute for Energy Innovation

First	Last	Title	Organization
robert	silin	Director	bcl
Malick	Smith	EVP Trade	PB PETROLEUM NY
Ethan	Sohn	Senior Analyst	Siemens Financial Services
Neil	Somma	Executive Director	CME Group
Keith	Spano	President	Leo Financial
Marshall	Steeves	Analyst	Informa
roma	stibravy	President	NGO Sustainability
Isabella	Suarez	Graduate Student	New York University
may	tai	consultant	ibm
koshiji	Takeishi	president	International License Power Inc.
William	Thorne	Associate	Thorne Acquisitions
Shoko	Tsuruga	Senior Oil Analyst	Thomson Reuters US LLC
Tanvir	Ullah	Business Dev. Executive	PB Petroleum
Olga	Uyusova	Mrs.	
Chacko	Varghese	mr	nyu
Enzo	Viscusi	Senior Adviser	Eni
Zhuoer	Wang	Investment Associate	Hudson Capital Partners
andrew	Waranch	Head of Commodities Research	Curve Alpha
Rich	Warner	Director	Infragard
Carolyn	Whelan	Editor-in-Chief	PwC, Risk Assurance
RICHARD	YAU	Partner	RY GROUP LLC
Linda	Zhang	CEO	Purview Investments
Deed	Ziegler	Student	Columbia Business School

## Investor Relations Event with Strategas

**Date:** Tuesday, 19 June

**Time:** 11:30 a.m.

**Location:** The Penn Club – [REDACTED]

### Background

This is a two-part event. The first portion is a private event for select broker clients, where you'll present Stats Review highlights. The second portion is a luncheon, where you'll give the full Stats Review presentation.

### Timeline

11:15 a.m.	Geoff Carr will meet you in the lobby and escort you to set up A/V
11:30 a.m.	Small group meeting for select broker clients
12:15 p.m.	You'll eat a private lunch
12:30 p.m.	Stats Review presentation
1:10 p.m.	Q&A
1:40 p.m.	Event concludes; mingle with brokers
1:50 p.m.	Depart

### About Strategas

Strategas is a global institutional brokerage and advisory firm. The Firm provides macro research, capital market and corporate advisory services, and financial products to institutional investors and corporate executives, in more than twenty countries, around the world. Strategas does not write research specifically on BP or any of our peers. BP has previously worked with Strategas to host a successful reprise of the Energy Outlook 2017 in New York. Strategas has also hosted BP on non-deal roadshows.

### Additional Details

- The small group meeting will be in the Walnut Room – 4<sup>th</sup> floor. Beverages available.
- The larger presentation will be held in the Tarnopol Room – 10<sup>th</sup> floor with a classroom setting, one large screen, lectern to the right (with water), and a wireless lapel microphone.
- As the content of the small group meeting and presentation may be made public, we should not convey or disclose any material, non-public or commercially sensitive information, during the small group meeting or presentation.
- The small group meeting and the presentation is not open to the press.

### Biography



**John Schoger**  
Managing Director, Strategas

The small group meeting and presentation will be hosted by Strategas. John Schoger, Managing Director, at Strategas, will host you for both events.

Name of contact	Company	Rank	% BP
<b>Small group meeting</b>			
Michael Shillman	Anchor Bolt Capital, LP	-	0
Jack Salzman	Kings Point Capital Management L.L.C.	1601	0.00
John Polcari	Mutual of America Capital Management	-	0
Strategas is expecting 3-4 more to sign up for this meeting before Tuesday.			
	<b>Total</b>		<b>0.00%</b>
<b>Large group presentation</b>			
John Schoger	Strategas – Host & Managing Director	-	-
Matt Pruner	Strategas	-	-
Oliver Dennis	Strategas	-	-
Suneil Mahindru	Goldman Sachs Asset Mgt Intl	176	0.07
Joseph Zidle	The Blackstone Group	-	0
Jon Kozy	US Trust, BoA Private Wealth Mgt	-	0
David Motsonelidze	Stifel Financial Corp.	-	-
Chetan Vig	Nuveen LLC	83	0.21
Eric Grodeck	Fiduciary Trust International Ltd.	-	0
Katherine Quinn-Shea	Seminole Capital Partners	506	0.01
Derek Meitzger	Light Sky Macro LP	-	0
Mike Shillman	Anchor Bolt Capital, LP	-	0
Tamar Essner	NASDAQ	-	-
John Polcari	Mutual of America Capital Management	-	0
Alex Mottershead	Stelliam Investment Management	0	-
Marshall Jaffe	Neuberger Berman, LLC	662	0.01
Steve Govoni	Lord, Abbett & Co. LLC	2266	0.00
Miles Sampson	Franklin Templeton Institutional, LLC	406	0.02
Aphrodite Garrison	Ingalls & Snyder Asset Management	1360	0.00
Alex Cripps	Wellington Shields	1250	0.00
Stephanie Li	Eagle Capital Management L.L.C.	-	0
Jerome Khohayting	Acorn Advisory Capital, L.P.	-	0
John Bailey	Voya Investment Management LLC	349	0.02
Don Taylor	Franklin Advisory Services, LLC	-	0
Jack Salzman	Kings Point Capital Management L.L.C.	1601	0.00
Jesse Freeman	ING Energy	-	0
Chad Kirchner	NWI Management LP	-	0
Jackie Childs	T Rowe Price Associates, Inc.	82	0.21
Laura Tao	AllianceBernstein L.P.	179	0.07
Paul Benziger	1919 Investment Counsel, LLC	827	0.00
Bill Ferer	W. H. Reaves & Co., Inc.	483	0.01
Peter Van Rest	ING	-	-
John Hatch	Franklin Equity Group	1162	0.00
Alex Tang	Bessemer Securities LLC	-	0
Bill Knox	Khan Brothers Advisors LLC	232	0.04
Venk Lal	Wells Fargo Funds Management , LLC	-	0
	<b>Total</b>		<b>0.67%</b>

## Reuters Roundtable (on-the-record)

**Date:** Tuesday, 19 June

**Time:** 2 p.m.

**Location:** Bloomberg Office - [REDACTED]

### Background

You, Brett and Mark will participate in a roundtable with various energy reporters and editors.

### Biographies



**Jessica Resnick-Ault**  
**Editor in Charge of Energy Markets**

Jessica Resnick-Ault works for Reuters energy markets and is based in New York, where she focuses on pieces around shale, global oil, and fuels. Recently, she has covered stories related to oil demand and prices, U.S. jet fuel supply, and OPEC production levels. Before working at Reuters, Resnick-Ault covered both the trading industry and the energy sector (in Houston and New York respectively) for

Dow Jones. For the past five years, she's worked for Bloomberg. Some would describe her as deep sourcing her information.



**Jarrett Renshaw**  
**National Energy Reporter**

Jarrett Renshaw works as the National Energy Reporter at Reuters in New York, where he covers energy issues from U.S. refineries to renewables. Recently, Renshaw has written pieces concerning EPA grants and regulations, ethanol exemptions for refineries, and the White House's agenda on biofuels. Before working at Reuters, Renshaw worked at the Star Ledger as their Statehouse Reporter for

three years. While at the Star Ledger, Renshaw covered issues concerning state budget and politics. Outside of his professional work, Renshaw is a Philadelphia sports fan and graduated from Rutgers University with a MA in Political Science in 2008.



**David Gaffen**  
**Editor-in-Charge**

David Gaffen has been Editor-in-Charge at Reuters in New York, where he oversees the markets team that covers stocks, bonds, and forex. Before working at Reuters, Gaffen created the MarketBeat column at the Wall Street Journal. Gaffen focuses on all things oil and gas. While at Reuters, Gaffen has produced pieces covering U.S. crude gas inventories, U.S. shale firms' economic health, and oil stocks.



**Ayenat Mersie**  
**Reporter and National Association of Broadcast Journalism Fellow**

Ayenat Mersie is a fellow at Reuters covering commodities in New York. Recently Mersie has covered oil impacts in response to the OPEC meeting, U.S. shale firms, and oil prices. Mersie attended undergrad at Princeton and had a focus on African Studies. Outside of her recent coverage, Mersie seems to have an interest in the relation and status of Africa as a continent.

## Washington Post Breakfast (on-the-record)

**Date:** Wednesday, 20 June  
**Time:** 8 a.m.  
**Location:** Greenhouse at The Jefferson Hotel – 1200 16th St., NW

### Background

You'll meet Steve Mufson, energy reporter at The Washington Post, for breakfast.

### Biography



**Steve Mufson**  
**Washington Post Reporter covering energy and financial matters**

Steven Mufson covers energy and other financial matters. Since joining The Washington Post, he has covered the White House, China, economic policy and diplomacy. He has worked at The Post since 1989 and has been its chief economic policy writer, Beijing correspondent, diplomatic correspondent and deputy editor of the weekly Outlook section. Earlier, he spent six years working for the Wall Street Journal in New York, London and Johannesburg, and wrote a book about the 1980s uprisings in South Africa's black townships. Steve is a graduate of Yale University with a BA in economics and political science.

# **Redacted - First Amendment**

## U.S. Launch: BP Statistical Review of World Energy 2018

**Date:** Wednesday, 20 June  
**Time:** 11:30 a.m.  
**Location:** Atlantic Council - [REDACTED]

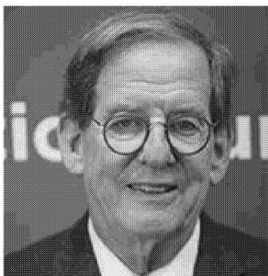
### Background

This is the official U.S. launch of the Stats Review. After your presentation, you'll join Dick Morningstar, founding director and chairman of the Global Energy Center, for a moderated Q&A. The event is open to press and will be webcasted. Before the launch, you will meet with Dick and Atlantic Council senior staff. You will also participate in a Facebook Live interview.

### Timeline

11:30 a.m.	Facebook Live interview
11:45 a.m.	Meet with Dick Morningstar and senior staff
12:30 p.m.	Event begins – Dick introduces you
12:35 p.m.	Stats Review presentation
1:10 p.m.	Dick begins moderated discussion
1:40 p.m.	Audience Q&A
2 p.m.	Event ends

### Biography



**The Honorable Richard (Dick) L. Morningstar**  
**Founding Director, Global Energy Center**

Richard L. Morningstar is the Founding Director of the Atlantic Council Global Energy Center. Previously, he served as the US Ambassador to the Republic of Azerbaijan, the Secretary of State's Special Envoy for Eurasian Energy, the US Ambassador to the European Union, Special Adviser to the President and Secretary of State for Caspian Basin Energy Diplomacy, Ambassador and Special Adviser to the President and Secretary of State on assistance for the new independent states of the former Soviet Union, and Senior Vice President of the Overseas Private Investment Corporation. His non-government services includes services as a lecturer at the Kennedy School of Government at Harvard and Stanford Law School, Chairman of the Board and Chief Executive Officer of the Costar Corporation, and Partner with Peabody and Brown (now Nixon and Peabody).

### Attendees

As of 13 June, 97 people had registered for the event. List of attendees is forthcoming.

### Potential questions for Facebook Live interview

1. What is the Stats Review and who and what is it meant to inform?
2. You described energy in 2017 as “two steps forward, one step back” – what do you mean by that? What progress was made, how do you define progress, and where did we lose ground?
3. A big takeaway from this year’s Stats Review is the uptick in CO2 emissions after 3 years of little or no growth, as well as the increase in global coal consumption. What’s behind this? Is it all gloom and doom for the energy transition? *Follow up on “strikingly” unchanged fuel mix in the power sector.*
4. You included in this year’s Stats Review, “Key Materials for the Changing Energy System,” which includes data on cobalt and lithium, which can be used to produce batteries for electric cars. Why did you include this section, and what should we watch for in this space?
5. Regarding the U.S. energy market, can you talk a bit about the future of nuclear power given pressure from low gas and renewables prices, and what a loss in nuclear generating capacity might mean for greenhouse gas emissions?
6. Ahead of this week’s OPEC meeting, can you talk about the increase in oil prices, what seems to be a potential easing of the OPEC supply curtailment, and what this means for U.S. oil producers?
7. You and BP have been doing this stats review for quite some time, and your work is widely anticipated and relied on by stakeholders across the public and private sector. While this exercise is old hat, what new trends caught you off guard? Were you surprised by any of the findings, and what do you think is the most significant takeaway?

## Wall Street Journal Interview (on-the-record)

**Date:** Wednesday, 20 June

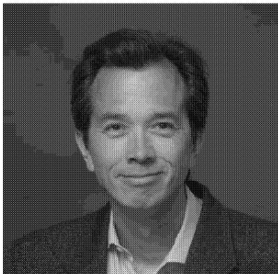
**Time:** 2:10 p.m.

**Location:** Atlantic Council – [REDACTED]

### Background

After the U.S. launch, you, Brett and Mark will meet with Greg Ip, economics columnist for the Wall Street Journal.

### Biography



**Greg Ip**

**Chief Economics Commentator, Wall Street Journal**

Greg Ip is a Canadian-American journalist, currently the chief economics commentator for The Wall Street Journal. A native of Canada, Ip received a bachelor's degree in economics and journalism from Carleton University in Ottawa, Ontario. After graduating from Carleton, Ip began his journalism career as a reporter for The Vancouver Sun from May to December 1989. He then joined the

Financial Post as an economics and financial reporter covering Canada in January 1990 and later transferred to Washington, D.C., as a correspondent. In September 1995, he became a business and economics reporter for The Globe and Mail in Toronto.

Ip joined The Wall Street Journal in 1996, first as a reporter covering financial markets in New York and then as chief economics correspondent in Washington, D.C., where he created Real Time Economics. He left the Journal in 2008 to become the U.S. economics editor of The Economist and returned as chief economics commentator in January 2015.

# **Redacted - First Amendment**

## Energy Matters Dinner

**Date:** Wednesday, 20 June  
**Time:** 6 p.m.  
**Location:** BP Office – [REDACTED]

### Background

Bob Stout will host key thought leaders for dinner and an off-the-record discussion on progress made toward reducing carbon emissions since Paris. Attendees include:

7. George David Banks, American Council for Capital Formation
8. Greg Gershuny, Aspen Institute
9. Melanie Kenderdine, Atlantic Council
10. Dick Morningstar, Atlantic Council
11. Richard Newell, Resources for the Future
12. Liz Rosenberg, Center for a New American Security

### Timeline

6 p.m. Cocktail reception  
6:30 p.m. Dinner begins  
8 p.m. Dinner ends  
8:30 p.m. Event concludes

### Biographies



**George David Banks**  
**American Council on Capital Formation**

Dave Banks is an adjunct research scholar at the Center on Global Energy Policy. Outside of Columbia, Dave holds several positions. He serves as Executive Vice President at the American Council on Capital Formation (ACCF) and as Executive Director of Main Street Investors. He is also a member of the ClearPath Foundation's advisory board.

Banks has published reports and opinion editorials on a variety of policy issues, including climate change, civil nuclear power, and energy markets and trade.

A native southeast Missourian, Banks has been an influential voice on energy policymaking in several capacities. He most recently served as President Donald Trump's Special Assistant for International Energy and Environment at the National Economic and National Security Councils – a position that required him to manage workstreams related to his portfolio across the federal government. Previous government positions include Republican deputy staff director of the U.S. Senate Environment & Public Works Committee, Senior Advisor on International Affairs and Climate Change at the White House Council on Environmental Quality, a State Department foreign service officer, and CIA economic analyst.

During his government tenure, Banks received multiple meritorious awards, including the EPA Climate Protection Award for Diplomacy, a Department of State Superior Honor Award for promoting U.S. diplomatic objectives for the environment, and a Commendable Service Award from the Central Intelligence Agency. He also worked as deputy director of the nuclear energy program at the Center for Strategic & International Studies and a lobbyist and consultant for Boyden Gray & Associates, a Washington D.C. law firm.

Banks holds a JD from George Mason University and a MA in economics and baccalaureate degrees in history, economics, and political science from the University of Missouri at St. Louis.



**Greg Gershuny**  
**The Aspen Institute**

Greg Gershuny is the Managing Director and the James E. Rogers Energy Fellow for the Aspen Institute Energy and Environment Program. Prior to joining the Aspen Institute, Greg served as the Associate Director for the Office of Energy Policy and Systems Analysis (EPSA) at the Department of Energy, as well as Chief of Staff to EPSA Director Melanie Kenderdine, where he worked on the first

Quadrennial Energy Review, the Clean Power Plan, and the Paris Climate Agreement, as well as energy security issues. He was the Director of Energy and Environment at the White House Office of Presidential Personnel where he oversaw the Presidential appointment process for the energy and environment agencies, boards, and White House Offices. Greg was also Confidential Assistant to Nobel Laureate Carl Wieman at the White House Office of Science and Technology Policy, working on basic science R&D issues and science, technology, engineering, and math (STEM) education, and an Associate for the White House National Economic Council. He received a Bachelor's in Political Conflict History from George Mason University.



**Melanie A. Kenderdine**  
**Energy Futures Initiative**

Melanie Kenderdine is a Principal of the Energy Futures Initiative and a Non-Resident Senior Fellow at the Atlantic Council, a Washington think tank. Kenderdine served at the U.S. Department of Energy (DOE) from May 2013-January 2017 as the Energy Counselor to the DOE Secretary and concurrently as the Director of DOE's Office of Energy Policy and Systems Analysis. Her 100-person office was responsible for analysis

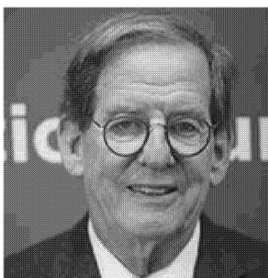
and policy development in areas that included energy innovation, climate change, energy security, energy systems and infrastructure, and North American energy integration. She wrote or edited two installments of the Quadrennial Energy Review, and she helped conceive of and develop the Group of Seven (G7) Energy Security Principles adopted by G7 leaders in Brussels in 2014. In her capacity as Energy Counselor, Kenderdine provided key strategic advice on a broad range of issues across the DOE, including Mission Innovation, a 22-country and European

initiative that supports transformational clean energy research, development, and deployment; North American grid integration and security; and the modernization of the Strategic Petroleum Reserve (SPR).

Prior to her service at DOE, Kenderdine helped to establish the Massachusetts Institute of Technology (MIT) Energy Initiative (MITEI) and served as its Executive Director. During her six-year tenure at MITEI, she managed a large research and administrative staff, was a member of the research team for MIT's Future of Natural Gas Study, was the rapporteur and editor for the MITEI Symposium Series, and edited the MIT Future of the Electric Grid study. Before joining MITEI, Kenderdine served as the Vice President of Washington Operations for the Gas Technology Institute (GTI) from 2001 to 2007. While at GTI, Kenderdine established a separate not-for-profit company, the Research Partnership to Secure Energy for America (RPSEA), taking it from a memorandum of understanding between GTI and one university, to an industry/academic unconventional natural gas research consortium of 26 universities and 30 industry partners. Kenderdine served as the original Chief Executive Officer of RPSEA and was one of its founding board members. Concurrently, she was a key architect of a statutorily established Royalty Trust Fund, the only federal trust fund dedicated to energy research and development.

From 1993 to 2001, Kenderdine was a political appointee in President Bill Clinton's administration, where she served in several key posts at DOE, including Senior Policy Advisor to the Secretary, Director of the Office of Policy, and Deputy Assistant Secretary for Congressional and Intergovernmental Affairs. She is the longest serving political appointee in the DOE's 40-year history. Prior to joining DOE, Kenderdine was Chief of Staff and Legislative Director for New Mexico Congressman Bill Richardson.

In 2014, she was named by the National Journal as one of the top five women in Washington shaping energy policy. Kenderdine is on the Board of Our Energy Policy.Org and is a frequent lecturer and speaker on energy policy across the country and around the world. She has published articles in the World Energy Forum magazine and Physics Today, and co-authored chapters in two editions of the book Energy Security in the 21st Century: A New Foreign Policy Strategy. She is a graduate of the University of New Mexico.



**The Honorable Richard (Dick) L. Morningstar**  
**Founding Director, Global Energy Center**

Richard L. Morningstar is the Founding Director of the Atlantic Council Global Energy Center. Previously, he served as the US Ambassador to the Republic of Azerbaijan, the Secretary of State's Special Envoy for Eurasian Energy, the US Ambassador to the European Union, Special Adviser to the President and Secretary of State for Caspian Basin Energy Diplomacy, Ambassador and Special Adviser to the President and Secretary of State on assistance for the new independent states of the former Soviet Union, and Senior Vice President of the Overseas Private Investment Corporation. His non-government services includes services as a lecturer at the Kennedy School of Government at Harvard and Stanford Law School, Chairman of the Board and Chief Executive Officer of the Costar Corporation, and Partner with Peabody and Brown (now Nixon and Peabody).



**Richard G. Newell**  
**Resources for the Future**

Dr. Richard G. Newell is the President and CEO of Resources for the Future (RFF), an independent, nonprofit research organization that improves environmental, energy, and natural resource decisionmaking through rigorous economic analysis. From 2009 to 2011, he served as the administrator of the US Energy Information Administration, the agency responsible for official US government energy statistics and analysis. Dr. Newell is an adjunct professor at Duke University, where he was previously the Gendell Professor of Energy and Environmental Economics and Founding Director of its Energy Initiative and Energy Data Analytics Lab. He has also served as the senior economist for energy and environment on the President's Council of Economic Advisers and was a senior fellow, and later a board member, at RFF.

Dr. Newell has published widely on the economics of markets and policies for energy and the environment, including issues surrounding global climate change, energy efficiency, and energy innovation. He is a research associate of the National Bureau of Economic Research and a member of the National Petroleum Council. He has provided expert advice to many institutions, such as the National Academy of Sciences, the Intergovernmental Panel on Climate Change, and the International Energy Forum.

Dr. Newell holds a PhD from Harvard University, an MPA from Princeton's Woodrow Wilson School of Public and International Affairs, and a BS and BA from Rutgers University.



**Elizabeth Rosenberg**  
**Center for a New American Security**

Elizabeth Rosenberg is a Senior Fellow and Director of the Energy, Economics and Security Program at the Center for a New American Security. In this capacity, she publishes and speaks on the national security and foreign policy implications of energy market shifts and the use of sanctions and economic statecraft. She has testified before Congress on energy and financial issues and been quoted widely by leading media outlets in the United States and abroad.

From May 2009 through September 2013, Ms. Rosenberg served as a Senior Advisor at the U.S. Department of the Treasury, to the Assistant Secretary for Terrorist Financing and Financial Crimes, and then to the Under Secretary for Terrorism and Financial Intelligence. In these senior roles she helped to develop and implement financial and energy sanctions. Key initiatives she helped to oversee include the tightening of global sanctions on Iran and North Korea, the launching of new, comprehensive sanctions against Libya and Syria and modification of Burma sanctions in step with normalization of diplomatic relations. She also helped to formulate anti-money laundering and counter-terrorist financing policy and oversee financial regulatory enforcement activities.

From 2005 to 2009 Ms. Rosenberg was an energy policy correspondent at Argus Media in Washington D.C., analyzing U.S and Middle Eastern energy policy, regulation and trading. She spoke and published extensively on OPEC, strategic reserves, energy sanctions and national security policy, oil and natural gas investment and production, and renewable fuels.

Ms. Rosenberg studied energy subsidy reform and Arabic during a 2004-2005 fellowship in Cairo, Egypt. She was an editor of the Arab Studies Journal from 2002-2005 and researched and wrote on Middle Eastern politics at the Council on Foreign Relations in 2003. She received an MA in Near Eastern Studies from New York University and a BA in Politics and Religion from Oberlin College.

## Albright Stonebridge Group Presentation

**Date:** Thursday, 21 June  
**Time:** 11:30 a.m.  
**Location:** [REDACTED]

### Background

Amb. Wendy Sherman will host you for a Stats Review highlights presentation and discussion with senior members of the Albright Stonebridge Group. BP currently works with the organization through our business intelligence function but is looking to broaden engagement to other areas of the company.

### Tentative Timeline

11:30 a.m. Arrival and introductions  
11:40 a.m. Present Stats Review highlights  
12:05 p.m. Informal discussion / Q&A  
1 p.m. Depart

### Biography



**Wendy R. Sherman**  
**Senior Counselor**

Wendy R. Sherman is Senior Counselor at Albright Stonebridge Group, where she brings decades of experience in business, government, international affairs, and politics to help ASG clients gain understanding of geopolitical developments, navigate international markets, and constructively address policy challenges around the world. Ambassador Sherman is also Senior Fellow at Harvard Kennedy

School's Belfer Center for Science and International Affairs.

Ambassador Sherman rejoined ASG after her distinguished service as Undersecretary of State for Political Affairs at the U.S. Department of State. In this global role, she oversaw the bureaus for Africa, East Asia and the Pacific, Europe and Eurasia, the Near East, South and Central Asia, the Western Hemisphere, and International Organizations. She also led the U.S. negotiating team and was a central player in reaching a successful conclusion of the Iran nuclear agreement. In recognition of her diplomatic accomplishments, she was awarded the National Security Medal by President Barack Obama.

Prior to her most recent service at the State Department, Ambassador Sherman was Vice Chair of the Albright Stonebridge Group, having helped to found and grow the firm for a decade. Ambassador Sherman previously served as Counselor for the State Department (1997-2001), as well as Special Advisor to President Clinton and Policy Coordinator on North Korea. In that role, she worked as a close advisor to then Secretary of State Madeleine Albright on every major foreign policy and national security issue, and also managed numerous special assignments including negotiations on nuclear non-proliferation.

From 1993–1996, Ambassador Sherman served as Assistant Secretary for Legislative Affairs under Secretary of State Warren Christopher.

Earlier in her career, she managed Senator Barbara Mikulski's first successful campaign for the U.S. Senate and served as Director of EMILY's List.

Ambassador Sherman served as Chair of the Board of Directors of Oxfam America and was also on the U.S. Department of Defense's Defense Policy Board, a group tasked with providing the Secretary of Defense with independent, informed advice and opinion, concerning matters of defense policy. In 2008, she was appointed by Congressional Leadership to serve on the Commission on the Prevention of Weapons of Mass Destruction, Proliferation and Terrorism. She is a member of the President's Intelligence Advisory Board, the Council on Foreign Relations, and the Aspen Strategy Group. Ambassador Sherman is a frequent commentator and analyst for both international and domestic media.

She attended Smith College and received a B.A. cum laude from Boston University and a master's degree in Social Work, Phi Kappa Phi, from the University of Maryland.

Advancing the Energy Transition

# Redacted - First Amendment

**3. What is BP's position on the President's decision to withdraw from the Paris Agreement?**

BP supported the Paris Agreement, and we hope the Trump Administration finds a way for the U.S. to re-enter the accord – or another mechanism for addressing the global climate challenge – rather than walk away from it entirely. BP continues to focus on meeting the dual challenge of providing reliable energy to a growing world population while advancing a low-carbon future.

**4. Does BP have any preference between a carbon tax and cap-and-trade?**

We support economy-wide carbon pricing rather than command and control regulations. We believe a well-designed carbon price is the most comprehensive way for governments to incentivize lower emissions and should be implemented with the widest coverage and greatest flexibility possible.

We have no preference between tax and cap-and-trade provided the mechanism is well-designed and flexibly implemented.

**5. When you say carbon pricing should be “well designed” – what are the key elements?**

Some important elements of a well-designed policy include:

- Economy-wide, ensuring no industry receives preferential or punitive treatment
- Efficiency, meaning overlapping policies/regulations are reduced or removed
- Predictability, where prices are set according to a clear formula and applied consistently across the economy

**6. What did BP learn from its “Beyond Petroleum” days?**

We have learned a lot over the years. Our successes and our failures have shaped where we are headed today. We are moving forward with a smarter, sounder strategy to embed low-carbon across our business by reducing emissions in our operations, improving our products to help customers lower their emissions, and creating low-carbon businesses through continued investment in our wind, biofuels, and solar businesses and low-carbon venturing investments.

**7. What is your reaction to the pending NY and CA AG investigations into Exxon?**

While I have no comment on the particulars of those investigations, I can say that BP publicly recognized the importance of the climate challenge decades ago, calling for action from governments, industries, and individuals.

**8. BP is now a defendant in multiple cases in California and New York – what is BP’s position about those litigation matters which attempt to hold BP and others in the industry responsible for the alleged impacts of climate change?**

BP has long recognized the importance of the climate challenge, justifying global action from governments, industries, and individuals. BP is dedicated to doing its part to provide reliable energy to the world’s growing population while also transitioning to a lower-carbon future.

BP remains committed to working constructively with policymakers and the industry on the global challenge. Lawsuits that seek to blame energy companies for the planet’s industrial and energy choices of the past century are not a part of any productive effort.

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## 10. What is BP's leadership role on methane look like in the US?

Our Lower 48 business has achieved significant methane reductions through a number of voluntary actions and continues seeking other opportunities to do more, in cooperation with government agencies and academic institutions.

### ANWR (if asked)

- BP supports increased access to U.S. federal lands for responsible exploration and development of oil and gas resources.
- BP believes that oil and gas exploration and development activities can be conducted in the 1002 area of the ANWR Coastal Plain in a safe and responsible manner, and supports the Department of Interior and State of Alaska's efforts to enact an oil and gas program in the 1002 area in accordance with the new law. The industry has proven ways to safely develop sensitive Arctic areas while minimizing environmental impacts to areas such as the ANWR Coastal Plain.
- BP's priority is the safe, sustainable and responsible development of Alaska's resources to support America's energy security.

### Future U.S. Investment/Growth

- BP has sanctioned the \$9 billion Mad Dog 2 oil production platform in the U.S. deepwater Gulf of Mexico — a major investment decision made prior to recent changes to the U.S. tax code.
- Even before the reforms, BP was planning for additional significant investment in the U.S. Gulf of Mexico, Lower 48 onshore region and Alaska, as well as in other parts of our U.S. business. With them, the U.S. business and investment climate has been improved, and we will evaluate additional potential projects and investment.
- Our hopper of U.S. major projects will provide growth through to 2025.

# Redacted - First Amendment

# Redacted - First Amendment

## Offshore access

- Continued oil and gas production is essential to meet the world's future energy needs.
- There are clear benefits from continuing and expanding production in the U.S., which has advanced technologies and among the most robust safety and environmental requirements in the world.
- While BP has no specific plans to explore in any of the new areas that have been proposed in the latest 5-year plan, we generally support expanded access to new hydrocarbon basins.
- We see potential in the western side of eGoM, in Mid and S. Atlantic, and Beaufort.
- New seismic is the key to increasing leasing activity, and we need DOI support to speed up seismic acquisition.
- We oppose a blanket extension of the EGOM moratorium and will continue working with your office and our industry colleagues on what a compromise could look like that increases access yet provides the protection desired for the Florida coast.

**Redacted - First Amendment**

#### Mexico - update

- The March auction builds upon our success in Round 1.4, where we won 2 deep water exploration blocks in partnership with Statoil and Total. The March lease auction results contributes to BP's growing presence across the oil and gas value chain in Mexico.
- BP is a committed long-term investor in Mexico. We will bring the best of BP - leading technology, global expertise, financial strength, and the skills needed to deliver major projects.
- We are building a strong local team of Mexicans and seeking to utilize local suppliers and manufacturers.
- In the Retail Fuels business, we opened our 200th gas/petrol station two weeks ago, just a few weeks after opening our first site in March 2018. We expect to have 500 stations by the end of the year, and 1,500 by end 2021.