

**2018 STATISTICAL REVIEW  
U.S. COMMUNICATIONS STRATEGY AND TACTICAL PLAN**

#### **BACKGROUND**

The Statistical Review is the sister product to the Energy Outlook, providing trusted historic data on world energy markets. It is the only publication of its kind amongst oil and gas majors. Following the 2017 strategy update and launch of the group narrative in February, the Statistical Review offers a chance to provide employees with a greater understanding of the complex and changing environment in which we operate and how BP plans to be part of the solution. Spencer Dale will visit the U.S. June 18-21, with stops in New York City and Washington, D.C., to launch the product.

#### **STRATEGY**

- Build an interested audience for the broad spectrum of BP's 'Energy Economics' outputs and demonstrate that BP is a 'trusted voice' and subject expert in this area.
- Use EO content to illustrate BP's energy transition narrative and increase employee understanding of BP's strategic decisions and the environment in which we operate.
- Continue to build the profile of Spencer Dale as the Group Chief Economist and subject matter expert.
- Develop and reinforce relationships with key stakeholder groups, positioning BP as a preferred partner.

#### **TARGET AUDIENCES**

- **Internal:** U.S. BP employees
- **External:** Opinion leaders (industry, think tanks, economists, academics, government, media) and opinion formers (group of influencers that have the ability to shape perceptions about BP)

#### **KEY MESSAGES**

**The big picture story** - 'Two steps forward and one step back' - Past data appeared to show a really strong shift toward an energy transition - energy demand growth was really low, there was a large decline in energy intensity, growth in carbon emissions had been flat. But it was highlighted last year that some of these improvements might be exaggerated by cyclical events and may reverse. This is exactly what has happened! In 2017, we saw strong growth in energy demand (growth of over 2%, following three years of 1% growth or less); falls in energy intensity were weaker than in the past; coal consumption grew for first time in 3 years; carbon emissions rose by 1.5%.

#### **Supporting stories:**

**Oil markets**- oil grew by 1.8% above the ten year average of 1.2%. The focus at the presentation will be on whether OPEC reduction cuts worked and whether tight oil picked up.

**Natural gas**- Natural gas grew exceptionally strongly last year - 3% growth which is almost 50% higher than its 10 year average – the strongest growth rate since the immediate aftermath of the financial crisis in 2010. Three interesting stories for gas:

- 1) Big surge in Chinese gas demand last year.
- 2) LNG glut - expecting to see an LNG glut but it didn't materialise.
- 3) Combination of shale gas and LNG is changing the behaviour of gas prices.

**Coal** - Coal has bounced back in consumption and production.

**Power Sector** - The most interesting sector this year – three areas of interest:

- 1) Almost all the growth in power demand comes from the Non-OECD countries. However there still continues to be a decoupling of growth of GDP and growth of power demand in the OECD. In the developed world, activity carries on growing but power demand does not.
- 2) The presentation will consider the share of renewables and coal in the power sector over the past 20 years. It started with coal having a 60% share and remains so today. In fact, the share of non-fossil fuels in the power sector has done nothing. Non-fossil fuels are flat (renewables have gone up and nuclear and hydro have gone down), coal is flat, oil and gas are flat.
- 3) 'Growth in solar' – There has been a big increase in solar capacity in the last year, but this hasn't been matched by the same level of increase in solar generation- so it is misleading to talk about a huge growth in solar.

**Renewables** – overall headline is it's the second fastest growing energy– natural gas is the fastest. Very strong growth in renewables- up 17%, higher than the 10-year average and the largest increment on record, but this is from a lower base than gas and it was an exceptional year for natural gas in 2017. See above for solar story.

**Key materials** - Cobalt and lithium- for the first time there will be data on these two metals that are used in batteries . The Stats Review will explore whether the supply of the cobalt and lithium will put any constraints on EVs (lithium not likely, cobalt could be more of a constraint).

**Carbon** - Carbon emissions went up, this was driven by a stronger overall demand for energy.

#### PLANNED COMMUNICATIONS PRODUCTS

##### GROUP LED

- Press release (Embargoed until 8:30a ET on June 20)
- Print and online versions of the report, country insight sheets, data tables, etc.
- Videos of Spencer explaining findings for external, internal and sound bites for social
- BP Magazine article
- OneBP and Horizon articles sharing findings and promoting the animation and videos
- Op-ed with major outlet (TBC)
- Webcast Q&A live recording on bp.com (June 20)
- RWD all employee note sharing top-line Stats Review findings
- LinkedIn Q&A, YamJam Q&A with employees on Yammer, future articles with FT.com based on key themes throughout 2018

##### U.S. LED

- Encourage participation in the webinar ahead of the launch

- Promote the Stats Review and associated comms products (e.g. videos, graphics, BP Magazine articles, etc.) with an emphasis on U.S. data on all U.S. social and digital channels
- Provide live coverage and promote 3<sup>rd</sup> party coverage of Spencer's U.S. activities in NYC, D.C.
  - New York
    - NPR Marketplace Interview with David Brancaccio
    - Bloomberg TV Interview with Alix Steel
    - Bloomberg Interview with Liam Denning
    - Financial Times Interview with Ed Crooks
    - Columbia University Podcast with Jason Bordoff
    - Columbia Public Event with Jason Bordoff, George David Banks and Amy Grace
      - Live webcast
    - Reuters Roundtable with Energy Reporters and Editors
  - Washington, D.C.
    - Politico Interview
    - Atlantic Council Facebook Live Interview
    - U.S. Launch of Stats Review at the Atlantic Council
      - Live webcast
    - Wall Street Interview with Greg Ip
    - Bloomberg Interview with Jennifer Dlouhy
- Top Five U.S. Takeaways from the 2018 Stats Review listicle for the U.S. intranet and BP.com/US

## SCHEDULE

| Date                                 | Description  | Location/Venue                          |
|--------------------------------------|--|---|
| <b>Monday, June 18 New York City</b> |  |   |
| 11:10 a.m.                           | <b>Arrive at JFK from LHR on Flight BA 117</b>   | JFK                                     |
| 11:45 a.m.                           | <b>Commute to Lotte New York Palace Hotel</b><br><i>Approximately 75-minute drive</i>  |   |
| 1:00 p.m.                            | <b>Check into hotel and freshen up</b>   | 455 Madison Ave                         |
| 1:45 p.m.                            | <b>Commute to Bloomberg</b><br><i>Approximately 10-minute drive</i>  |   |
| 2:00 p.m.                            | <b>Bloomberg Interviews (on-the-record)</b><br><u>BP Lead:</u> Brett Clanton: + [REDACTED]<br><u>BP Attendees:</u> Brett Clanton, Mark Finley, Sally Kolenda<br><u>Background:</u> You'll meet with Alix Steel for an interview on Bloomberg TV. Brett is working to | Bloomberg Office – 731 Lexington Avenue |

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|                                       | <p>schedule a meeting with Liam Denning while you're there.</p>  |                             |
| 3:15 p.m.                             | <p><b>Commute to Thomson Reuters</b><br/><i>Approximately 20-minute drive</i></p>  |                             |
| 3:30 p.m.                             | <p><b>Reuters Roundtable (on-the-record)</b><br/><u>BP Lead:</u> Brett Clanton: [REDACTED]<br/>Location: Thomson Reuters – 3 Times Square<br/><u>BP Attendees:</u> Brett Clanton, Mark Finley, Sally Kolenda<br/><u>Background:</u> You'll participate in a roundtable with Reuters energy reporters and editors.</p>  | 3 Times Square              |
| 4:30 p.m.                             | <p><b>Commute to Financial Times</b><br/><i>Approximately 20-minute drive</i></p>  |                             |
| 5:00 p.m.                             | <p><b>Financial Times Interview (on-the-record)</b><br/><u>BP Lead:</u> Brett Clanton: [REDACTED]<br/>Location: Tavern on 51 – [REDACTED]<br/><u>BP Attendees:</u> Brett Clanton, Mark Finley<br/><u>Background:</u> Ed Crooks will bring Greg Meyer, markets reporter at the FT, to join him for the interview.</p>   | Tavern on 51 – [REDACTED]   |
| <b>Tuesday, June 19 New York City</b> |  |                             |
| 7:00 a.m.                             | <p><b>Columbia Energy Dialogue Podcast and Breakfast</b><br/><u>BP Lead:</u> Sally Kolenda: [REDACTED]<br/><u>BP Attendees:</u> Brett Clanton, Mark Finley, Sally Kolenda<br/><u>Background:</u> 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.</p> <p><b>Timeline</b></p> <p>7 a.m. Arrive and record podcast<br/>8 a.m. Jason welcomes group and leads introductions<br/>8:05 a.m. Offer Stats Review framing remarks<br/>8:20 a.m. Jason will begin the moderated discussion and open it up to participants for questions<br/>9:15 a.m. Event ends – head to room for public event</p> | Princeton Club – [REDACTED] |
| 7:30 a.m.                             | <p><b>Columbia Center on Global Energy Policy</b><br/><u>BP Lead:</u> Sally Kolenda: [REDACTED]<br/><u>BP Attendees:</u> Brett Clanton, Mark Finley, Sally Kolenda<br/><u>Background:</u> You'll begin the event by presenting</p>   | Princeton Club – [REDACTED] |

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|            | <p>Stats Review highlights and will then participate in a discussion with Jason Bordoff and George David Banks, Former Special Assistant to President Trump for International Energy and Environment. This event is open to the press and will be livestreamed.</p> <p><b>Timeline</b></p> <p>9:30 a.m. Jason introduces you<br/>     9:35 a.m. Present Stats Review highlights<br/>     10 a.m. Jason leads a moderated discussion with you and Dave Banks<br/>     10:30 a.m. Audience Q&amp;A<br/>     11 a.m. Event ends</p>   |  |
| 11:10 a.m. | <p><b>Commute to The Penn Club</b><br/> <i>Approximately 5-minute walk</i></p>   |  |
| 11:30 a.m. | <p><b>Investor Relations Event with Stretegas</b><br/> <u>BP Lead:</u> Geoff Carr: [REDACTED]<br/> <u>BP Attendees:</u> Geoff Carr, Mark Finley<br/> <u>Background:</u> 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.</p> <p><b>Timeline</b></p> <p>11:15 a.m. Geoff Carr will meet you in the lobby and escort you to set up A/V<br/>     11:30 a.m. Small group meeting for select broker clients<br/>     12:15 p.m. You'll eat a private lunch<br/>     12:30 p.m. Stats Review presentation<br/>     1:10 p.m. Q&amp;A<br/>     1:40 p.m. Event concludes; mingle with brokers<br/>     2 p.m. Depart</p> | <p>The Penn Club – [REDACTED]</p>      |
| 2:00 p.m.  | <p><b>Commute to Marketplace Studio</b><br/> <i>Approximately 15-minute drive</i></p>  |  |
| 2:15 p.m.  | <p><b>NPR Marketplace Interview (on-the-record)</b><br/> <u>BP Lead:</u> Brett Clanton [REDACTED]<br/> <u>BP Attendees:</u> Brett Clanton, Mark Finley, Sally Kolenda<br/> <u>Background:</u> 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.</p>   | <p>Marketplace Studio – [REDACTED]</p> |
| 2:45 p.m.  | <p><b>Open Until Train</b></p>   |  |

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| 4:15 p.m.                                  | <b>Commute to Penn Station</b><br><i>Approximately 15-minute drive</i>  |  |
| 5:00 p.m.                                  | <b>Acela Express Train 2167 departs for D.C. (arrives at 7:58 p.m.)</b>   | New York Penn Station                          |
| 7:58 p.m.                                  | <b>Arrive at Union Station on Acela Express Train 2167</b>  | Washington, D.C. Union Station                 |
| 8: 10 p.m.                                 | <b>Commute to the The Jefferson Hotel</b><br><i>Approximately 15-minute drive</i>   |  |
| <b>Wednesday, June 20 Washington, D.C.</b> |   |  |
| 8:00 a.m.                                  | <b>New York Times Interview (on-the-record)</b><br><u>BP Lead:</u> Brett Clanton [REDACTED]<br><u>BP Attendees:</u> Brett Clanton<br><u>Background:</u> You'll meet for coffee with the Coral Davenport of the NYT. | Greenhouse at The Jefferson Hotel – [REDACTED] |

## Redacted - First Amendment

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|------------|--|-------------------------------|
| 11:15 a.m. | <b>Commute to the Atlantic Council</b><br><i>Approximately 15-minute drive</i>   |                               |
| 11:30 a.m. | <b>U.S. Launch: Statistical Review of World Energy</b><br><u>BP Lead:</u> Sally Kolenda [REDACTED]<br><u>BP Attendees:</u> Brett Clanton, Mark Finley, Sally Kolenda<br><u>Background:</u> This is the official U.S. launch of the Stats Review. After your presentation, you'll join Ben Geman of Axios for a moderated Q&A. The event is open to press and will be webcasted. Before the launch, you will meet with Dick Morningstar, founding director and chairman of the Global Energy Center, and Atlantic Council senior staff. You will also participate in a Facebook Live interview.<br><br>Timeline<br>11:30 a.m. Facebook Live interview | Atlantic Council – [REDACTED] |

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|-----------|---|-------------------------------|
|           | <p>11:45 a.m. Meet with Dick Morningstar and senior staff</p> <p>12:30 p.m. Event begins – Dick introduces you</p> <p>12:35 p.m. Stats Review presentation</p> <p>1:10 p.m. Ben Geman will moderate a discussion</p> <p>1:40 p.m. Audience Q&amp;A</p> <p>2 p.m. Event ends</p>   |                               |
| 2:00 p.m. | <p><b>Reporter Roundtable (on-the-record)</b></p> <p><u>BP Lead:</u> Brett Clanton: [REDACTED]</p> <p><u>BP Attendees:</u> Brett Clanton, Mark Finley</p> <p><u>Background:</u> You'll participate in a reporter roundtable immediately following the Atlantic Council event.</p> | Atlantic Council – [REDACTED] |

## Redacted - First Amendment

|           |   |                        |
|-----------|---|------------------------|
| 4:30 p.m. | <p><b>Commute to Bloomberg</b></p> <p><i>Approximately 15-minute drive</i></p>  |                        |
| 5:00 pm   | <p><b>Bloomberg Roundtable (on-the-record)</b></p> <p><u>BP Lead:</u> Brett Clanton: [REDACTED]</p> <p>Location: Bloomberg – 1101 New York Ave., NW</p> <p><u>BP Attendees:</u> Brett Clanton, Mark Finley</p> <p><u>Background:</u> You'll chat with Jennifer Dlouhy and other energy reporters and editors.</p> | Bloomberg – [REDACTED] |
| 5:50 p.m. | <p><b>Commute to BP Office</b></p> <p><i>Approximately 2-minute walk</i></p>  |                        |
| 6:00 p.m. | <p><u>BP Lead:</u> Bob Stout: [REDACTED]</p> <p><u>BP Attendees:</u> Mark Finley, Bob Stout</p> <p><u>Background:</u> Bob Stout will host key thought leaders for dinner and an off-the-record discussion on progress made toward reducing carbon emissions since Paris. Possible attendees include:</p>          | BP Office – [REDACTED] |

|   |   |                                     |
|---|---|-------------------------------------|
|   | <p>1. Kevin Book, Clearview Energy<br/>     2. Greg Gershuny, Aspen Institute (confirmed)<br/>     3. Melanie Kenderdine, Atlantic Council (invited)<br/>     4. Dick Morningstar, Atlantic Council (invited)<br/>     5. Richard Newell, Resources for the Future<br/>     6. Liz Rosenberg, Center for a New American Security (confirmed)<br/>     7. Dan Yergin, IHS-CERA</p> <p><b>Timeline</b></p> <p>6 p.m. Cocktail reception<br/>     6:30 p.m. Dinner begins<br/>     8 p.m. Dinner ends<br/>     8:30 p.m. Event concludes</p> |                                     |
| 8:30 p.m.                                 | <p><b>Commute to The Jefferson</b><br/> <i>Approximately 8-minute drive</i></p>   |                                     |
| <b>Thursday, June 21 Washington, D.C.</b> |   |                                     |
| 8:15 a.m.                                 | <p><b>Check out of The Jefferson</b><br/> <u>Note:</u> Bring bags to car</p>  | The Jefferson Hotel –<br>[REDACTED] |
| 8:20 a.m.                                 | <p><b>Commute to Aspen Institute</b><br/> <i>Approximately 10-minute drive</i></p>  |                                     |
| 9:00 a.m.                                 | <p><b>Breakfast at Aspen Institute</b><br/> <u>BP Lead:</u> Sally Kolenda: + [REDACTED]<br/> <u>BP Attendees:</u> Mark Finley, Sally Kolenda<br/> <u>Background:</u> Greg Gershuny, managing director of Aspen's energy and environment program, will host you for a private breakfast.</p> <p><b>Tentative timeline</b></p> <p>8:30 a.m. Arrive and meet Greg Gershuny and team<br/>     9 a.m. Breakfast begins<br/>     11 a.m. Breakfast ends</p>   | Aspen Institute –<br>[REDACTED]     |
| 11:15 a.m.                                | <p><b>Commute to World Bank Headquarters</b><br/> <i>Approximately 10-minute drive</i></p>  |                                     |
| 12:00 p.m.                                | <p><b>World Bank Brown Bag</b><br/> <u>BP Lead:</u> Sally Kolenda: + [REDACTED]<br/> <u>BP Attendees:</u> Ilya Bourtman, Mark Finley, Sally Kolenda, Bob Scher<br/> <u>Background:</u> You'll meet with the Energy and Extractive Global Practice and other HQ World Bank and IMF staff. The meeting chair is TBD, but the group would like a specific focus on gas as climate smart solution in the future energy mix. There is also a particular interest around our investments in</p>   | World Bank HQ –<br>[REDACTED]       |

|           |   |                              |
|-----------|---|------------------------------|
|           | Mauritania and Senegal.<br><br><b>Tentative timeline</b><br>11:30 a.m. Arrive<br>12 p.m. Luncheon begins<br>1:30 p.m. Luncheon ends |                              |
| 1:30 p.m. | <b>Open until 4 p.m. for private meetings</b>   |                              |
| 4:00 p.m. | <b>Commute to Dulles International Airport (IAD)</b><br><i>Approximately 40-minute drive</i>  |                              |
| 6:30 p.m. | <b>Depart IAD to LHR on Flight BA 216</b>   | Dulles International Airport |

## CREATIVE ASSESTS

| Activity         | Description  | Lead                  |
|------------------|--|-----------------------|
| Listicle article | U.S. – specific takeaways from 2018 Stats Review for U.S. Intranet and BP.com/US | Hanson/Gannon/Onadiji |

## TACTICAL PLAN

### MEDIA AFFAIRS

#### Monday, June 18

| Timing                | Description  | Lead    |
|-----------------------|--|---------|
| 2:00 p.m. – 3:15 p.m. | Interview with Bloomberg TV(NYC)                     | Clanton |
| 3:30 p.m. – 4:30 p.m. | Reuters Roundtable Interview                         | Clanton |
| 5:00 p.m. – 6:00 p.m. | Financial Times Interview with Ed Crooks (tentative) | Clanton |

#### Tuesday, June 19

| Timing                | Description   | Lead    |
|-----------------------|---|---------|
| 5:00 a.m. – 6:00 a.m. | Interview with Brian Sullivan, CNBC Worldwide Exchange        | Clanton |
| 2:15 p.m. -2:45 p.m.  | Interview with NPR Marketplace – David Brancaccio (tentative) | Clanton |

#### Wednesday, June 20

| Timing                | Description   | Lead    |
|-----------------------|---|---------|
| 8:00 a.m. – 9:15 a.m. | New York Times Interview – Coral Davenport (tentative)  | Clanton |
| 2:15 p.m. – 3:00 p.m. | Reporter roundtable after Atlantic Council presentation | Clanton |
| 3:30 p.m. – 4:15 p.m. | Axios Interview – Ben Geman                             | Clanton |
| 4:30 p.m. – 5:15 p.m. | Washington Post Interview – Bob Samuelson               | Clanton |

| <b>Thursday, June 21</b> |   |             |
|--------------------------|---|-------------|
| <b>Timing</b>            | <b>Description</b>  | <b>Lead</b> |
| 12:00 p.m. – 2:00 p.m.   | Informal press Q&A following presentation at CNAS (tentative) | Clanton     |

| <b>EXTERNAL DIGITAL</b>   |   |             |
|---------------------------|---|-------------|
| <b>Tuesday, June 19</b>   |   |             |
| <b>Timing</b>             | <b>Description</b>  | <b>Lead</b> |
| 9:30 a.m.                 | Promote live stream of Stats Review presentation at Columbia Center on Global Energy Policy | Haubein     |
| <b>Wednesday, June 20</b> |   |             |
| <b>Timing</b>             | <b>Description</b>  | <b>Lead</b> |
| 11:30 a.m.                | Promote Facebook Live Interview with the Atlantic Council                                   | Haubein     |
| 12:30 p.m.                | Promote live stream of Stats Review presentation at the Atlantic Council                    | Haubein     |

| <b>INTERNAL COMMUNICATIONS</b> |   |                            |
|--------------------------------|---|----------------------------|
| <b>Friday, June 22</b>         |   |                            |
| <b>Activity</b>                | <b>Description</b>  | <b>Lead</b>                |
| U.S. Intranet and bp.com/US    | Top Five U.S. Takeaways from the 2018 Stats Review listicle | Hanson/Gannon/Onadiji<br>i |