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NEW BUSINESS MODELS BLUEPRINT INTRODUCTION

Focus on 'handprinting' – driving the next systemic transformation through new business model design and aligned disclosure

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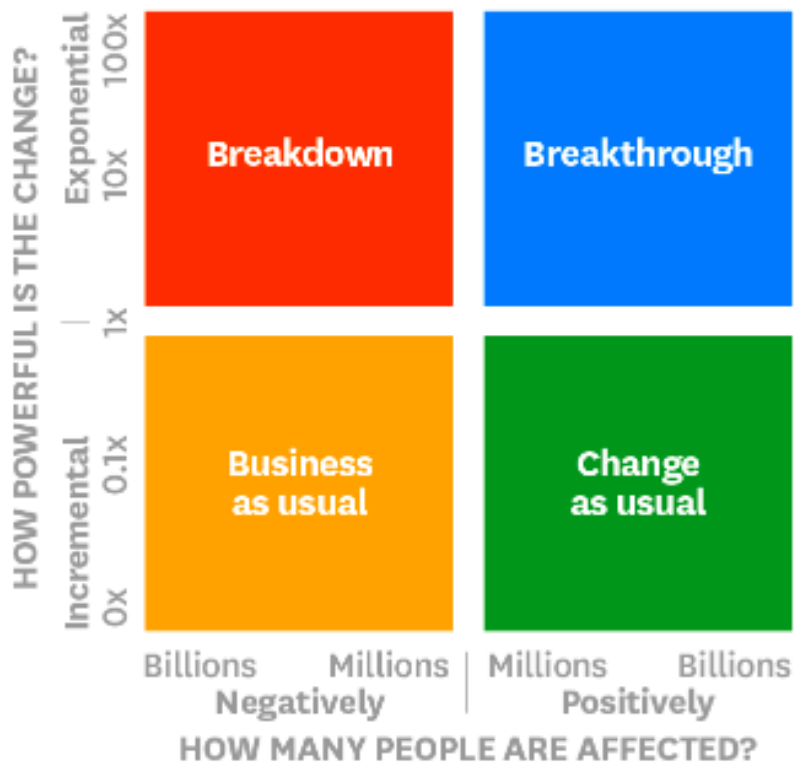
Reporting 3.0 Platform
Blueprint Series 2016/2017

Blueprint 4: New Business Models

The Breakthrough Compass

To meet today's biggest challenges, focus on big impact goals that will reach millions.

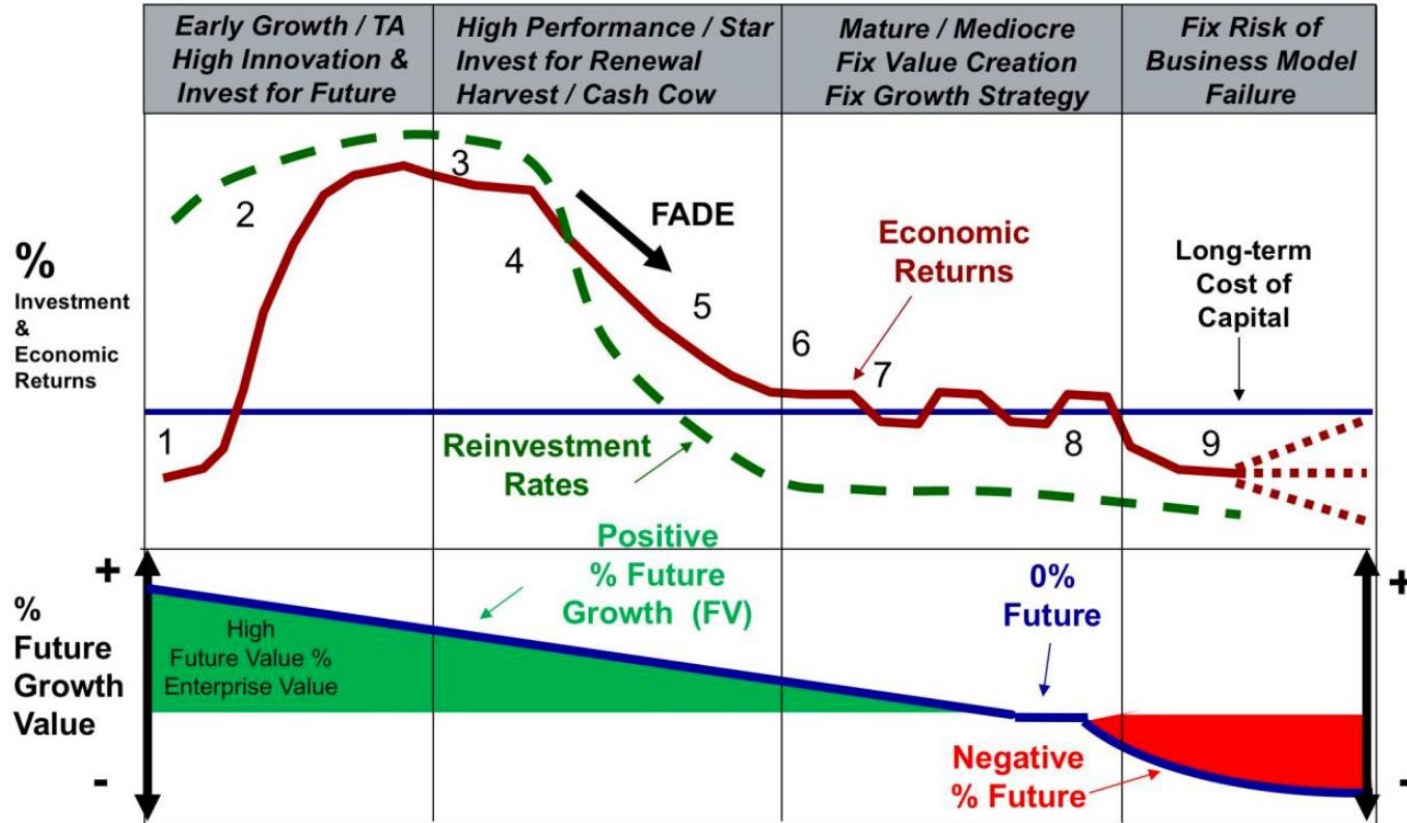
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SOURCE PROJECT BREAKTHROUGH

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Corporate Life-cycle Stages & Future Value (FV) That Align To 9 Value Quadrants



1 Early Growth	2 Invest for Innovation	3 Highest Performance / Innovation Stars
Oneok Columbia Pipeline Cabot Oil		US Silica Schlumberger
7 Fix Value Creation	6 Mediocre / Mature	4 Create Innovation Renewal
Spectra Energy Williams Cos Range resources Pioneer Natural EOG PDC Energy Synergy Carrizo Oil Kinder Morgan	Haliburton EQT Corp Baker Hughes Concho Resources Superior Energy Services Oceaneering Intl NewPark Resources	FMC Technologies World Fuel Services National Oilwell Varco Oil States Drill Quip
9 Fix Business Model	8 Fix Growth Strategy	5 Harvest / Cash Cow
Noble Occidental Anadarko ConocoPhillips Chevron Derron Apache	Helmerich & Payne Marathon Tesoro Transocean EnSCO Valero Murphy Oil	Western Refining Hollyfrontier



REPORTING 3.0 STRATEGY CONTINUUM

