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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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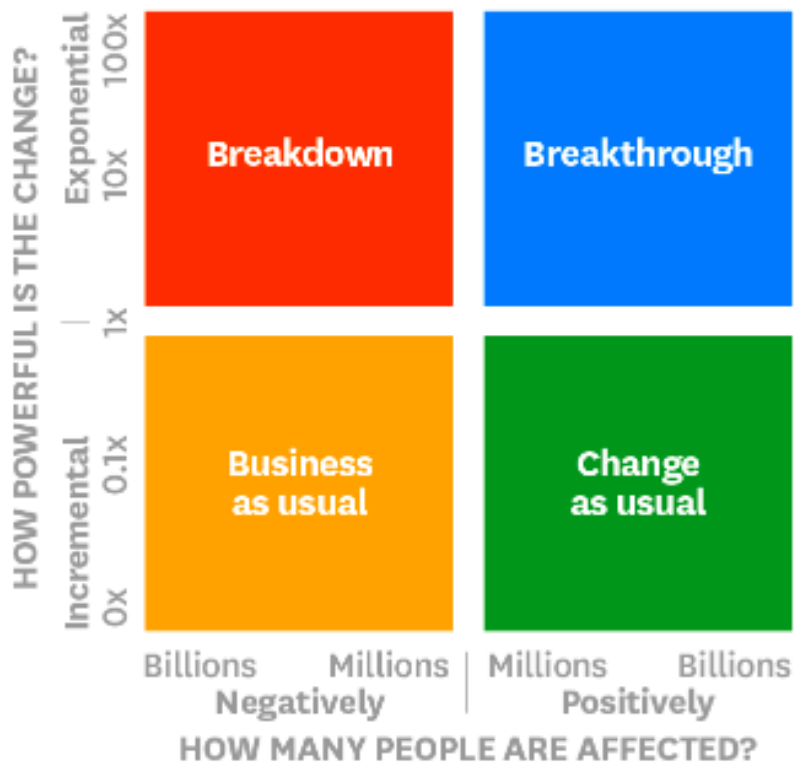
Reporting 3.0 Platform
Blueprint Series 2016/2017

Blueprint 4: New Business Models

The Breakthrough Compass

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

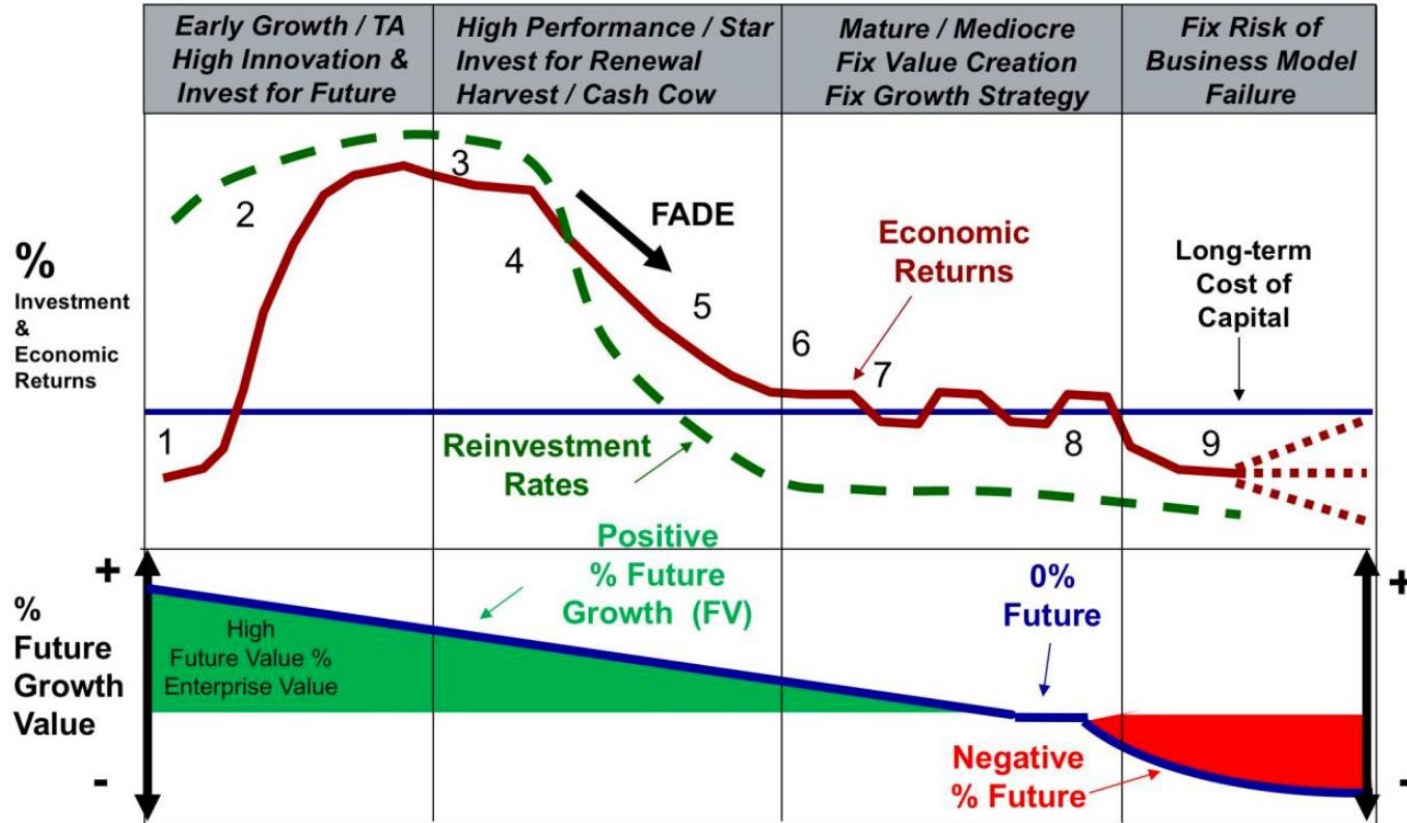
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SOURCE PROJECT BREAKTHROUGH

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



REPORTING 3.0 STRATEGY CONTINUUM

