Introduction and welcome
<table>
<thead>
<tr>
<th>TIME</th>
<th>AGENDA ITEM</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>13:00</td>
<td>INTRODUCTION AND WELCOME</td>
<td><em>Introduce participants</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Outline objectives of meeting</em></td>
</tr>
<tr>
<td>13:15</td>
<td>COMMUNICATIONS TASK FORCE UPDATE</td>
<td><em>Update on general IPIECA developments and comms actions since last CTF meeting</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Highlight 2018 Comms Business Plan and upcoming working group comms</em></td>
</tr>
<tr>
<td>13:45</td>
<td>CLIMATE CHANGE</td>
<td><em>Update on Low-emissions pathway work and communication to date</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Scope ways to promote and disseminate LEP work incl. at COP-23 and through C-Suite engagement</em></td>
</tr>
<tr>
<td>15:00</td>
<td>BREAK</td>
<td></td>
</tr>
<tr>
<td>15:15</td>
<td>SUSTAINABLE DEVELOPMENT GOALS</td>
<td><em>Update SDGs Atlas and communication to date.</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td><em>Scope ways to promote and disseminate Atlas incl. reaching out to C-Suite</em></td>
</tr>
<tr>
<td>17:00</td>
<td>END OF DAY</td>
<td></td>
</tr>
<tr>
<td>19:00</td>
<td>DINNER: The Archduke, 153 Concert Hall Approach, Lambeth, London SE1 8XU</td>
<td></td>
</tr>
</tbody>
</table>
## Communications Task Force members

<table>
<thead>
<tr>
<th>Name</th>
<th>Company/Role</th>
<th>Company/Role</th>
<th>Company/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kim Lacayo</td>
<td>Anadarko Petroleum</td>
<td>Olaf Martins</td>
<td>IOGP</td>
</tr>
<tr>
<td>Tracy Badham</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jordan Buss</td>
<td>Baker Hughes</td>
<td>Kathy Sauve</td>
<td>Marathon Oil</td>
</tr>
<tr>
<td>Omayma Khan (Chair)</td>
<td>BP</td>
<td>Lourdes Marquez Barrios</td>
<td>Repsol</td>
</tr>
<tr>
<td>Marian Macindoe</td>
<td>Chevron</td>
<td>Mark Downes (Vice Chair)</td>
<td>Shell</td>
</tr>
<tr>
<td>Cathy Cram</td>
<td>ConocoPhillips</td>
<td>Margaret Mistry</td>
<td>Statoil</td>
</tr>
<tr>
<td>Rosella Migliavacca</td>
<td>Eni</td>
<td>Saphina Waters</td>
<td>Total</td>
</tr>
<tr>
<td>David Eglington (Vice Chair)</td>
<td>ExxonMobil</td>
<td>Shirgade Laryea</td>
<td>Tullow Oil</td>
</tr>
<tr>
<td>Francesca Magliulo /</td>
<td>Edison</td>
<td>Ulrike von Lonski</td>
<td>WPC</td>
</tr>
<tr>
<td>Elena Biglietti</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
IPIECA update
IPIECA update
Roles and responsibilities document

Purpose:
• Guidance to IPIECA members and Secretariat
• Outlines what is expected of each representative

• Role of IPIECA groups and types of associated representatives
  - Prime members, ExCom members, WG/TF officers, WG/TF members
• Responsibilities of representatives
• Key principles in achieving consensus
• Appendices
  1. IPIECA membership categories
  2. Appointment of Working Group officers
  3. IPIECA Secretariat primary responsibilities
  4. Anti-trust competition law guidance for IPIECA meetings
  5. Communication approval process
IPIECA update

Planning milestones

- **PLANNING WORKSHOP**
  - 06 June 17

- **WG CHAIR CALLS**
  - 06 Sept 17

- **EXTRAORDINARY GENERAL MEETING**
  - 01 Nov 17

- **FINAL DRAFT PLAN TO MEMBERS**
  - 20 Oct 17

- **IPIECA-IOGP LEADERSHIP TEAM MEETING/ CALL TO REVIEW PLANS**
  - 07 Sept 17

- **EXCOM ENDORSEMENT CALL**
  - 29 Nov 17

- **2018 PLANS**
IPIECA update

Establishment of new Environment Group

- Members need for broader coverage of environmental issues and alignment of structure with other strategic themes
- New EG established, Officers confirmed
  - Deena Clayton, COP, ExCom Champion
  - Gertjan Roseboom, Shell, Chair
  - Jennifer Michael, Chevron, Vice Chair
  - Andy Wigton, ExxonMobil, Vice Chair
- Draft EG business plan 2018 includes BES, water, and parts of fuels & products
- March 2018 kick off meeting, London
  - Prioritise environmental issues
  - Identify stakeholders
  - Discuss strategic direction of IPIECA in environmental topics
## Recap on CTF actions

<table>
<thead>
<tr>
<th>ACTION</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate message house</td>
<td>Updated</td>
</tr>
<tr>
<td>IPIECA-OGCI messaging</td>
<td>Sent to IPIECA and OGCI ExCom</td>
</tr>
<tr>
<td>WG message houses</td>
<td>Updated</td>
</tr>
<tr>
<td>Website</td>
<td>Members area deployed. Being tested/populated</td>
</tr>
</tbody>
</table>

### WG FOCAL POINTS

<table>
<thead>
<tr>
<th>FOCAL POINTS</th>
<th>CTF MEMBERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>BES</td>
<td>Ulrike von Lonski</td>
</tr>
<tr>
<td>Climate Change</td>
<td>Mark Downes; Marian Macindoe; Rosella Migliavacca</td>
</tr>
<tr>
<td>Fuels and Products</td>
<td>David Eglinton</td>
</tr>
<tr>
<td>Oil Spill</td>
<td>Omayma Khan</td>
</tr>
<tr>
<td>Reporting</td>
<td>Cathy Cram; Kathy Sauvé</td>
</tr>
<tr>
<td>Social Responsibility</td>
<td>Ulrike von Lonski; Marian Macindoe</td>
</tr>
<tr>
<td>Water</td>
<td>TBC</td>
</tr>
<tr>
<td>SDGs</td>
<td>Mark Downes; Lourdes Marquez Barrios; Olaf Martins</td>
</tr>
</tbody>
</table>
CTF update

Website

• Personalized members home page
• WG/TF pages enabling easy access to documents, resources and events
• Flexible structure
• Seamless synchronization with IPIECA network
• Data capture & e-mail manager synchronization
CTF update

Stats (August 2017)

4499 E-news subscribers
1675 Twitter followers
974 LinkedIn followers
13.3K Website visits

Top downloads:
1. SDGs Atlas
2. Reporting guidance
3. SDGs Atlas (Exec summary)
4. Local content
5. Exploring low-emissions pathways

Uptake of IPIECA guidance: all downloads
2018 Communications Business Plan

Increasing member outreach
• Sharing good practice
• C-Suite engagement

Supporting working groups communication
• Identify comms plans and support needed

Building IPIECA’s reputation
• Presence at industry and external events
• Unique value proposition

Communications resources
• Annual Review, IPIECA In Profile
• Digital comms
• Promotion of materials
• Renewables/alternative energy compendium of good practices
2017/18 year planner

- WWG, 4-5 Oct
- BESWG, 10-11 Oct
- SRWG, 17-19 Oct

- EGM, 28-29 Nov
- OSWG, 4-5 Dec

IPIECA Week, w/c 19 Mar

- COP 23, 6-17 Nov
- UNEA-3, 4-6 Dec
- SPE HSSE-SR, 16-18 Apr
- UN HLPF, July
- CBD COP 14, 10-22 Nov

- Interspill, 13-15 March
- BES peer-2-peer, May
- WWW 26-31 Aug
- COP 24, 3-14 Dec

COP 23, 6-17 Nov
UN Annual Forum on Business and Human Rights, 27-29 Nov
Interspill, 13-15 March
BES peer-2-peer, May
WWW 26-31 Aug
COP 24, 3-14 Dec
Climate change

Purpose

- Update on status of LEP work and communication to date
- Scope ways to promote and disseminate LEP work both within member companies and externally incl. at COP-23 and through C-Suite engagement

Questions for discussion:

- How has the LEP been promoted by members – sharing of good practices in member communications?
- How can CTF continue the promotion of the LEP document and new CCS focus?
- How can CTF help shape and promote the COP23 side event?
- Based on LEP messages and future LEP work, is there an opportunity to engage C-Suite, and if so, how?
LEP comms plan

Summary

Objectives

- Build on the Paris Puzzle, and use IPIECA’s global convening power, to describe the role of O&G in supporting low-emissions pathways
- Explain net zero and provide roadmap(s) to there (inc. barriers & opp’s)
- Change narrative on O&G: vital to energy mix in low-emissions world

Messages

- Industry understands the global objectives on CC and is planning a transition
- Industry is well positioned to make a positive contribution
- Oil + gas vital to energy mix: emissions should be reduced (e.g. using CCS) in a way that still enables economic growth
Significant policy action, technology development, and business response will be needed to meet the long-term aims of the Paris Agreement.

IPIECA welcomes the Paris Agreement

Pathways to a low-emissions future share three common elements and CCS is key

The oil and gas industry has the skills, capabilities, and resources to help transform energy systems

Oil and gas will continue to be part of the energy mix

Collaboration will be necessary
LEP comms plan

Audience:
- IPIECA member companies
- Wider oil and gas industry
- UN/other intergovernmental organizations
- Non-governmental organizations
- Industry
- Investment community
Low-emissions pathways
Work in 2016-2017

LEP workshop – March 2016
LEP document – Nov 2016
• Addressing climate change & SDGs
• Pathways to a low-emissions future
• Enabling environments
• How oil and gas supports the aims

Launch at UNFCCC COP-22, Nov 2016
• Side event and Exhibit

UNE round table – April 2017
• Multi stakeholder event on reducing emissions across O&G value chain

CCS workshop – Sept 2017
• Making the case for CCS

CCS COP23 side event – Nov 2017
• Making the case for CCS
Low-emissions pathways
Other key engagements

Webinars
• Members; wider oil and gas; stakeholders

One to ones
• Patricia Espinosa (UNFCCC)
• Erik Solheim (UN Environment)
• World Bank; IFC

External events
• IOGP meeting of NOIAs
• WPC 2017
• SPE ATCE

Other
• SPE HSE Now
• Petroleum Review
Low-emissions pathway

Feedback received

• One-one feedback positive so far
  – Socially Responsible Investment community especially welcoming
  – Policy focused people would like more detail

• Oil industry CEO:
  – “Excellent piece of work. Encouraged that you were able to get industry consensus on these important issues.”

• Senior board member and ex-IOC Chairman & CEO:
  – “A great read and deals with some very difficult issues in a positive manner.”

• Socially responsible and mainstream investors:
  – “Very interesting and helpful document. Beginning to understand why the energy transition may take time.”
  – Recognition that the industry is taking a positive step in demonstrating how it is thinking about the future and recognizes that there are difficult issues where collaboration is required to find solutions.

• Webinars:
  – Constructive questions and comments. Genuine interest among the industry and stakeholders in how to move CCS forward
Low-emissions pathways

What’s next?

COP23, Germany - 13 November

CCS SIDE EVENT
- *Making CCS fly (IETA Pavilion)*
  - Speakers: IPIECA company members & 2 external speakers
  - Present based on outcomes of Sept CCS workshop

Exhibition booth 1st week

COP24, Poland – 3-14 Dec 2018

- Side event – demonstrate industry’s progress since COP21?

CCS PAPER – Q1 2018
- Communicate the role of CCS for cost-effective low-emissions pathways
- Short factsheet

Low-emissions transport paper - Q4 2018
- Explore the key points from ‘GHG emissions and cost of carbon abatement for light duty road vehicles’
- Look at uptake of electric vehicles and impact this may have on emissions and oil demand
Low-emissions pathways

Tour de table

• How has the LEP been promoted by members?
• How can CTF continue the promotion of the LEP document and new CCS focus?
• How can CTF help shape and promote the COP23 side event?
• Based on LEP messages and future LEP work, is there an opportunity to engage C-Suite, and if so, how?
IPIECA

UN Sustainable Development Goals
UN SDGs

Purpose and outcomes

- Update on progress of SDGs Atlas and communication to date.
- Scope ways to promote and disseminate Atlas incl. reaching out to C-Suite.

Questions for discussion:

- How has the Atlas been promoted by members?
- How are the SDGs being incorporated into members communications?
- How can we reach further into companies?
- How can we raise awareness of our effort to member companies C-Suite?
The SDGs Atlas

What is it?

Partnership with UNDP and IFC to:

• Develop a shared understanding of implications of the SDGs for O&G
• Demonstrate the importance of O&G in achieving the SDGs
• Identify current impacts of our sector, both positive and negative
• Identify gaps, challenges and opportunities for the industry to make the most effective contribution
• Explore the role of partnerships for greater success
SDGs Atlas

Key messages

• Industry is committed to responsible & sustainable business & serving as an essential partner to achieve the SDGs.

• Access to affordable energy is essential for the growth of economies, sustained improvements in the quality of life, & eradication of poverty.

• Meeting the SDGs will require collaboration between gov’ts, private sector & civil society. Success will require coordinated solutions & business strategies from all parties.

• Industry is willing to contribute to the SDGs & support gov’ts who have prime responsibility.

• The SDGs are interlinked, requiring approaches that ensure synergies & manage trade-offs.
SDGs Atlas

Key messages

• Industry contributes to sustainable development
  – e.g: providing access to energy; generating jobs; development of technologies & products through investment in R&D; building infrastructure; contributing tax & revenue to gov’ts; & encouraging local content & entrepreneurship.

• Industry has been working to improve sustainability performance over many years & take actions which support the goals
  – e.g. reducing GHG emissions, investing in local development, protecting health & safety of workers and communities, & managing environmental risks.

• Industry is aware that some of the goals present challenges. Identifying those challenges & finding solutions is part of the journey.
Launch of the *SDGs Atlas*

- *Atlas* officially launched at the Business Reception during the UN HLPF in NYC, July 2017
- Brian Sullivan, IPIECA Executive Director, participated in SDGs Business Day at the UN General Assembly.
- UNDP-IFC Press release - IPIECA e-news sent to all members and key stakeholders
- Guest article published in IISD SDGs Knowledge Hub
Communications materials

Comms pack

- Development of a communications pack:
  - Slides
  - Key messages
  - Q&As

- Aim: enable IPIECA members to be ambassadors
Communications materials

Social media (July)

Twitter:
42 Tweets
765% Increase in number of impressions
400% Increase in profile visits

Top tweet:
Want to know how the #oilandgas industry is contributing to #SDGs? Download the new @UNDP @IFC @IPIECA Atlas here: ....

The Atlas downloaded 1065 times (as of 31 Aug).
Plans going forward
SDGs webpages on IPIECA.org

- Development of **SDGs webpages**
  - Dedicated page set up
  - Atlas added to carousel on homepage
  - Adding a case study library
Plans going forward

Engagement

• Webinars
  – For members’ and stakeholders
• External conferences
  – COP-23, 6-17 Nov, 2017, Bonn, Germany
  – SPE-HSSE, 16-18 April, 2018), Abu Dhabi
  – HLPF, July, 2018, New York
• Member outreach
  – ENOC
  – Kuwait
  – Petronas
• One to one engagements
SDGs Atlas

Tour de table

• How has the Atlas been promoted by members?
• How are the SDGs being incorporated into members communications?
• How can we reach further into companies?
• How can we raise awareness of our effort to member companies C-Suite?
Communications Task Force meeting
London, UK
Day 2 │ 26 September 2017
<table>
<thead>
<tr>
<th>TIME</th>
<th>AGENDA ITEM</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00</td>
<td>IPIECA’S CORPORATE NARRATIVE</td>
<td>Develop narrative that explains what makes IPIECA relevant, what problem it is trying to solve and the context in which it operates</td>
</tr>
<tr>
<td>12:30</td>
<td>LUNCH</td>
<td></td>
</tr>
<tr>
<td>13:30</td>
<td>IPIECA’S CORPORATE NARRATIVE</td>
<td></td>
</tr>
<tr>
<td>15:00</td>
<td>BREAK</td>
<td></td>
</tr>
<tr>
<td>15:15</td>
<td>IPIECA’S CORPORATE NARRATIVE</td>
<td>Feedback session to build on workshop with H&amp;K and discuss next steps in development of narrative incl. CTF actions</td>
</tr>
<tr>
<td>15:30</td>
<td>COMMUNICATION TOOLS AND CHANNELS</td>
<td>Review existing corporate materials to determine if they are fit for purpose or whether any changes are required</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Utilize IPIECA content and develop additional tools to communicate it incl. digital interviews</td>
</tr>
<tr>
<td>17:00</td>
<td>END OF MEETING</td>
<td></td>
</tr>
</tbody>
</table>
Reworking IPIECA’s corporate narrative

Hill and Knowlton workshop
Agenda

09:00-09:30  Introductions and introduction to the session – objectives and process
09:30-10:00  Review of IPIECA audiences
10:00-10:15  Break
10:15-12:45  Narrative development – facilitated by H+K Strategies
12:45-13:30  Break for lunch
13:30-14:00  Wrap up and next steps
What is narrative?

1. The articulation of your positioning
2. The story you want to tell
3. The anchor for all your communications

A core narrative should encapsulate your overarching purpose and cause.

Narratives can also be developed for specific campaigns or projects.
Narrative and messaging are different things

- Narrative remains the same across all audiences
- Messaging can change to reflect the specific audience group and their interests/needs

Narrative is the starting point for specific messaging

- The words and phrases chosen to appeal to different audiences
- The proof points and examples that we use to illustrate them
- The examples you use with internal audiences will likely be different to those you use externally
A campaign on any issue is fundamentally a contest between competing narratives.

Every day dominated by your narrative you make progress; every day on your opponents’ you lose ground.

Narrative defines the territory from which, in a competitive environment, you can win the argument.
The role of narrative

• To create clarity and cohesion both internally and externally
• To establish a compelling position from which you can talk most effectively
• To provide an anchor for everything you say – from speeches, to reports, to stakeholder engagement…
• To align all your communications activity
• To shape sentiment rather than chase it
Building the narrative

First create the ‘bookends’ of the story: a resonant point of entry and a clear end destination

Start with a rational, un-contestable statement of fact that is as inclusive as possible

Develop a logical build, moving in steps towards the end destination – a vision or goal for the future
1. Context

Where are we today?

Includes external perceptions and internal realities

2. Strategy

What is our purpose and our cause?

What are we doing and why?

3. Proof points

How are we doing this?

How can we illustrate progress on our strategy?

4. Vision

What do we want to achieve in the future? In what time period?

Where do we aim to get to?
Start with your audiences

<table>
<thead>
<tr>
<th>Audience</th>
<th>Key Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members</td>
<td>IPIECA is highly effective at engaging with members</td>
</tr>
<tr>
<td>Multilaterals</td>
<td>IPIECA should make stronger demands of its members</td>
</tr>
<tr>
<td>Academia</td>
<td>IPIECA could take the industry lead and enable more joined up thinking</td>
</tr>
<tr>
<td>NGOs</td>
<td>IPIECA work primarily to advance their member’s interests</td>
</tr>
</tbody>
</table>

What do they think and feel now?

How do they behave towards us?

Are they listening to what we have to say?

Do we have relevance?

What do we want them to think and feel?

What do we want them to do?
What do we want to achieve today?

To develop a narrative for IPIECA that:

- Articulates your purpose and direction of travel
- Resonates with your main audience groups
- Is centred on your winning territory – must be believable and supportable
- Builds credibility
- Enables a suite of updated communications collateral to be developed and more easily updated
Process following today

• A draft narrative to be shared with the group for comments
• A second draft, incorporating comments for further review
• A final version for adoption
• Narrative should ideally be tested with external stakeholders through focus groups or polling
• Messaging, presentations, Q+As, website content etc. can then be built out from the narrative around a series of individual project streams or stories
1. Context

Where are we today?

Includes external perceptions and internal realities

2. Strategy

What is our purpose and our cause?

What are we doing and why?

3. Proof points

How are we doing this?

How can we illustrate progress on our strategy?

4. Vision

What do we want to achieve in the future? In what time period?

Where do we aim to get to?
Communication tools and channels
Communications channels and tools

Purpose and outcomes

• Review existing corporate materials to determine if they are fit for purpose or whether any changes are required.

• Utilize IPIECA content and develop additional tools to communicate it incl. develop a process to digitally interview members.
Corporate materials

• Are they fit for purpose?
• Are they being used efficiently?
• Is there a different channel that could be used?
## Corporate materials

### Annual Review

#### PRODUCTION

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 2017</td>
<td>Initial planning, scoping and drafting</td>
</tr>
<tr>
<td>Q1 2018</td>
<td>Draft, design, review</td>
</tr>
<tr>
<td>27 Feb 2018</td>
<td>Sign off</td>
</tr>
</tbody>
</table>

Annual Review 2017 deadline: w/c 19 March 2018

- Initial thoughts on design and content?
- CTF volunteers needed
Development of additional tools

Opinion pieces/digital interviews

Interview members on their subject matter expertise to show IPIECA’s genuine connection to the professionals in the industry

**Leadership team**
- Rupert Thomas, Shell
- Morten Mikkelsen, Statoil
- Julia Martin, Chevron
- Jaime Martin Juez, Repsol

**Executive Director**
- Brian Sullivan

**WG/TF Chairs**
- BESWG: Gertjan Roseboom, Shell
- CCWG: Malcolm Fawcett, COP
- FPWG: Elisabeth Vrahopoulou, XOM
- HWG: Susanne Schunder-Tatzber, OMV
- OSWG: Richard Santner, BP
- RWG: Louise Tyson, BP
- SRWG: Carolina Ortega, Noble Energy
- WWG: Jennifer Michael, Chevron
- SDGs: Rick Mire, ExxonMobil

- Role of CTF
- Develop interview questions
## IPIECA week

### 19-23 March 2018, London, UK

<table>
<thead>
<tr>
<th><strong>Monday 19 March 2018</strong></th>
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<tbody>
<tr>
<td><strong>AM / PM</strong></td>
<td>Working group meetings</td>
</tr>
<tr>
<td><strong>Evening</strong></td>
<td>IPIECA Welcome Reception</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Tuesday 20 March 2018</strong></th>
<th></th>
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<tbody>
<tr>
<td><strong>AM / PM</strong></td>
<td>Working group meetings, Special workshop (day1)</td>
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<table>
<thead>
<tr>
<th><strong>Wednesday 21 March 2018</strong></th>
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<tbody>
<tr>
<td><strong>AM</strong></td>
<td>Working group meetings, Special workshop (day2)</td>
</tr>
<tr>
<td><strong>PM</strong></td>
<td>Workshop</td>
</tr>
<tr>
<td><strong>Evening</strong></td>
<td>IPIECA Dinner</td>
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</table>

<table>
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<tr>
<th><strong>Thursday 22 March 2018</strong></th>
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<tbody>
<tr>
<td><strong>AM</strong></td>
<td>Annual General Meeting 2018</td>
</tr>
<tr>
<td><strong>PM</strong></td>
<td>Executive Committee</td>
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<tr>
<td><strong>Evening</strong></td>
<td>Executive Committee Dinner</td>
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</table>

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<tr>
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<tbody>
<tr>
<td><strong>AM</strong></td>
<td>Executive Committee</td>
</tr>
<tr>
<td><strong>PM</strong></td>
<td>Executive Committee</td>
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</tbody>
</table>
End of meeting

Thank you!