

Dear CITGO Marketer,

CITGO is making a renewed commitment to helping promote the positive work of our network of local Marketers and Retailers. We know that the best way to combat misinformation and negative coverage is to promote the great work each of you and your Retailers are doing in local communities across the country. To tell these great community stories, CITGO has embarked on a brand communications and advertising strategy, which links directly into the important role that the network of locally owned and operated CITGO stations play in their communities.

This new strategy highlights three key message points:

- **Locally owned**
- **Locally operated**
- **Doing good in the community**

Many consumers are unaware that each and every CITGO station is locally owned and operated. CITGO aims to highlight the important role that local businesses such as your own play in their communities. Combined with the company's 2009 advertising strategy, entitled "My Neighborhood," the brand communications program will focus on promoting the community involvement of you and your Retailers who serve as the face of the CITGO brand.

We will do this by helping to promote individual events and activities and open new forums for you to discuss programs in which you are involved. Whether it is in support of the Muscular Dystrophy Association or local initiatives to support charities and community and educational efforts, we want to help showcase how you are supporting the communities in which you live and raise families.

We believe that you know your communities better than anyone, and many of you already do a fantastic job in promoting the programs and activities in your area. However, we wanted to provide some additional tools and information to help with promotion of activities and operations and in response to brand attacks. We have developed a toolkit of brand communications materials to help you both promote and protect your local brand as well as the CITGO brand.

The toolkit contains the following materials:

- **Public Relations Tip Sheet** – This document provides some basic tips on how to work with the media, including who to call at a newspaper or a television station to get a story told and elements that make a good news story.
- **State Fact Sheets** – CITGO has developed fact sheets for all 27 states in which local Marketers and Retailers operate. These fact sheets are customized to include information on the number of locations and jobs created, details on local refinery or terminal operations, local and national charitable activities and any specific

community or emergency relief programs in which you, your Retailers or CITGO employees are involved.

- **National CITGO Facts** – This fact sheet provides information on the company’s national operations, including refining, terminals and national charitable activities.
- **Sample News Releases/Media Advisories** – To serve as examples of ways to promote your community outreach activities, the toolkit includes sample news releases and media advisories. These releases are based on programs in which you and your Retailers are often involved, and may also serve as suggestions for new promotions for you to consider.
- **Blog Responses** – Based on past attacks against the brand, CITGO has developed responses to allow rapid engagement with the blog community. These responses are to be used in the comment thread of negative blogs to help correct misinformation and tell the positive story of locally owned and operated CITGO stations. These messages are ready and available for you and your staff to use in responding to negative e-mails, blog posts or letters to the editor at the newspaper in your town. You can simply cut and paste the appropriate response into the e-mail or blog response and send along, or customize it as you deem appropriate. Responses coming from a local, independent businessperson carry more clout than anything a corporation could deploy.
- **Sample Letters to the Editor** – Three sample letters to the editor, which have been used in some cases, are included to help correct misinformation and highlight the local ownership and community activities of CITGO stations around the country. Letters to the editor such as these can serve as response to attacks in newspapers and to correct messages from other forums such as television and radio.
- **Regional Media Outlet List** – This list provides the names and primary phone numbers for newspapers and television stations across each state in which CITGO operates. We understand that each local Marketer and Retailer is closely connected to the local news outlets which serve their communities, however we want to provide a comprehensive list of outlets as a point of reference for future activity promotion.
- **Levick Crisis Communications Desktop Reference** – A strategic partner of CITGO, Levick Strategic Communications has created a fully searchable, electronic desktop reference that covers issues of urgent concern to all business, including accidents, blog attacks, product recalls and nearly two dozen others. This resource is included to serve as a reference on strategy and perspective to you and your Retailers if ever you are faced with a volatile communications issue regarding your operations.

While the toolkit is designed to help you with your independent communications efforts, we understand that each of you has a great deal of responsibility and activities within your own operations. In order to provide assistance in promotion, messaging and placement of stories, and details of events, the CITGO brand communications team and our communications partner, Levick Strategic Communications, are available to help promote your CITGO operations and respond to attacks. We hope that you will contact us

to assist with your efforts. If you choose to use the toolkit materials on your own, we welcome feedback and success stories as we strive to improve materials to further promote your local activities.

If you have any questions regarding the toolkit materials, or would like assistance in promoting your local activities and events, please contact your Region Marketing Program Manager:

Region	Contact	Phone 1-800-32-CITGO, ext.	E-mail
Central	Dave McCollum	1697	dmcoll@citgo.com
Northeast	Amy Wright	4160	aramsey@citgo.com
Southern	Ray Vaslavsky	4244	rvaslav@citgo.com

All of us at CITGO appreciate your hard work and dedication toward making CITGO a successful brand. We look forward to working with you to promote your local community activities that have such a positive impact on CITGO customers across the country.