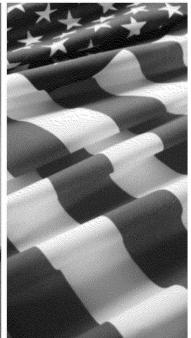




# BP America

## Quarterly Performance Review



11<sup>th</sup> December 2017  
2pm – 5pm

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# BP America

## Agenda

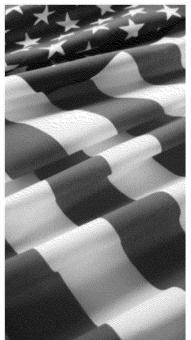


- Introduction/Context (10 min)
- Risk and KPI – HSSE / 2017 financials / headcount (45 min)
- Key priority updates (60 min ~ 10 min each)
  - 1) Provide oversight for all material DWH obligations (Craig)
  - 2) Ensure BP's interests are reflected in comprehensive tax reform (Mary)
  - 3) Reform agency rulemaking (Bob)
  - 4) GoM access (Cindy)
  - 5) Preserve the role of gas as a destination fuel (Bob)
- 2018 GFOz and Priority setting (30 min)
- AOB (10 min)



# BP America

## Risk and KPI review



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# BP America

## Risk management



A1. Group-Level Risks*					
Risk Level	Risk Description	Net Risk / Worst Credible Impact	SPA	Commentary	Status
Group Level Risk: Strategic & Commercial - Failure to maintain underlying business	Damage to BP's Reputation	D4 / C3	Mary Streett	Fundamental controls and contingencies still good. Reputation work plans reflect updated engagement plans.	<span style="background-color: #ccc; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>
Group Level Risk: Strategic & Commercial - Failure to maintain underlying business	Harmful New US Regulatory and Tax Policies	C6 / B5	Mary Streett	Tax Policy/Rule plan continues to address this risk	<span style="background-color: #ccc; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>
Group Level Risk: Strategic & Commercial - Failure to maintain underlying business	Compliance with the EPA Agreement	D2 / B3	John Mingé	Compliance Team in place with gatekeepers and SPAs. Monthly reports and quarterly Board updates.	<span style="background-color: #ccc; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>

A2. Additional Significant Business Risks (not submitted to Group)					
Risk Level	Risk Description	Severity	ELT Owner	Commentary	Status
Significant BPA Business Risk	Failure to effectively transition Ombudsman Activity	E3	Randy Latta	Activities fully transitioned to E&C and BI. Controls and monitoring in place and operating effectively.	<span style="background-color: black; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>
Significant BPA Business Risk	Failure to manage bribery and corruption risks	E3	Abdinasir Ali	Review Community Investment Policy in 2017 to ensure corporate giving is in line with the CoC	<span style="background-color: #ccc; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>
Significant BPA Business Risk	Risk of loss or unavailability of DWH data	E3	Craig Cobum	Transitioned to IT&S as part of normal BAU. Controls and contingencies in place and operating effectively.	<span style="background-color: black; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>
Significant BPA Business Risk	Failure to improve diversity and inclusion	E5	Ray Dempsey	New construct for D&I established Jan 2017, Minority Ambition underway	<span style="background-color: #ccc; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>

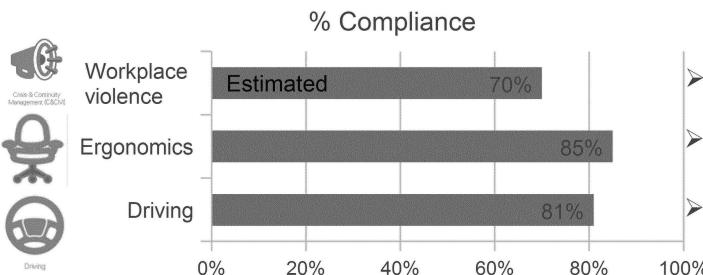
- Group level risks reviewed / updated as part of annual risk review – Aug/Sep
- Two business level risks removed:
  - Ombudsman - Controls in place and managed / monitored by BI team
  - DWH data - data fully integrated within standard BP BCP and covered by IT&S

# BP America

## HSSE program



### Safety Compliance



- Complete workplace violence awareness.
- Assess workstation every three years. Review assessment if experiencing pain or discomfort, or if move desks.
- Complete Driving Safety Questionnaire and appropriate driver training course if drive on company business.

### Safety and Security Management

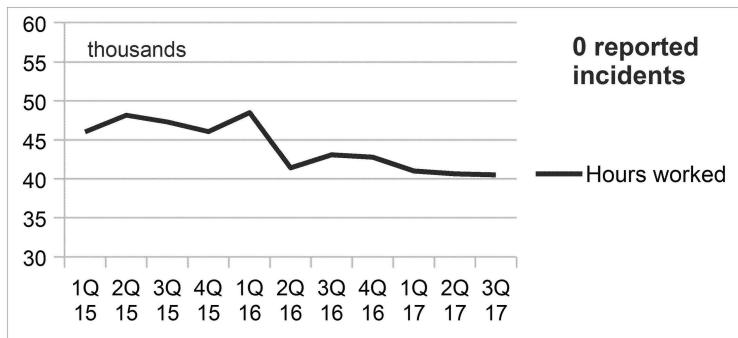
	Q1	Q2	Q3	Q4
HSSE walk thru				
Digital awareness		✓		✓
IRIS rollout			→	✓
Offsite events	✓		✓	✓

✓ Complete

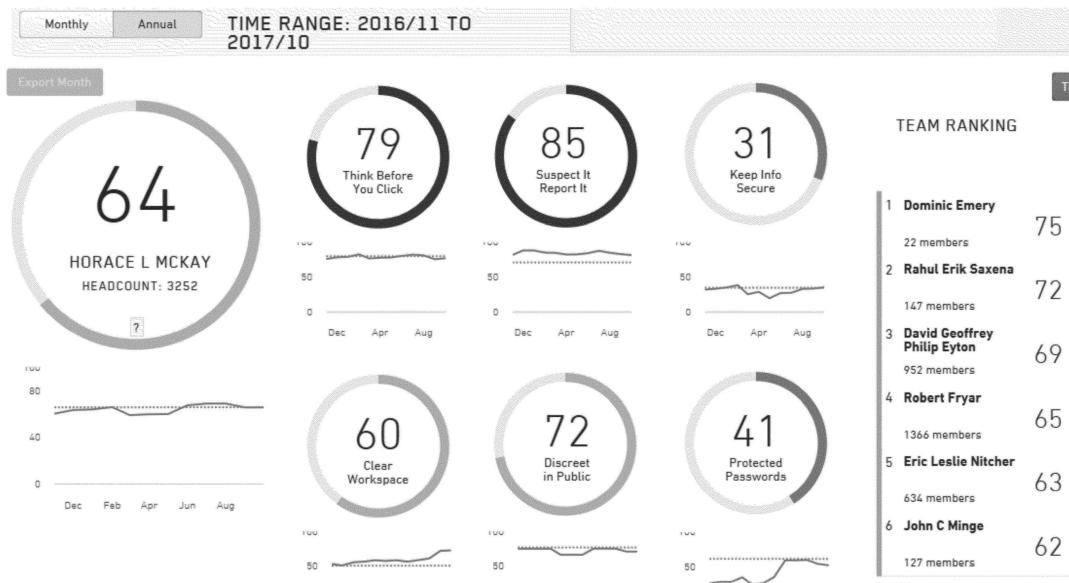
- Know / follow HSSE rules at site and other sites you visit, be aware of surroundings. Know your HSSE Champion / floor warden.
- Understand and follow the digital security policy.
- Know when and how to report incidents and unsafe behaviors or conditions.
- Carry out risk assessment for off-site /ad-hoc events. Communicate risk mitigation to those potentially impacted.

# BP America

## HSSE metrics (RIF and Cyber Security)



- 0 reported incidents on ~ 40,000 hours worked each quarter
  - No reported incidents (including October/November 2017)
- Digital awareness communications sent October - aimed to help mitigate cyber risks



# BP America

## Financial Data by Spend Category (\$m)



	2015 Actuals	2016 Actuals	2017 Plan	Adjust*	2017 LE	Nov YTD Actuals	% Spend	Remain Dec Budget	Comments
Staffing Costs	31.0	24.7	23.3	0.8	<b>24.1</b>	<b>22.0</b>	91	2.1	Expect 0.6 > budget – 4Q ACB to be booked
Shared Based Payments	2.4	1.8	1.8	-	<b>1.8</b>	<b>1.7</b>	92	0.1	Expect on budget
Travel & Entertainment	1.8	1.9	2.4	-	<b>2.4</b>	<b>1.9</b>	81	0.5	Potential 0.3 < budget based on monthly trend
Lobbying, Events, Consulting	13.3	8.2	7.8	-	<b>7.8</b>	<b>6.0</b>	77	1.8	Potential 1.5 < budget based on monthly trend
GoM Compliance Project	0.0	0.0	0.0	3.8	<b>3.8</b>	<b>3.2</b>	85	0.6	Expect 0.2 > budget – full month charge in Dec
Contributions	9.7	10.9	12.3	(1.4)	<b>10.9</b>	<b>8.0</b>	75	2.9	Potential 2.0 < budget based on monthly trend
Contributions – BP Foundation	5.7	5.7	9.7	0.6	<b>10.3</b>	<b>8.7</b>	84	1.6	Expect on budget
USOC Sponsorship / Activation	6.4	5.1	-	1.2	<b>1.2</b>	<b>1.2</b>	100	0.0	Expect on budget
Membership – API	9.8	8.6	8.5	(1.6)	<b>6.9</b>	<b>6.4</b>	93	0.5	Expect on budget
Memberships- Other	7.9	10.2	7.7	(0.6)	<b>7.1</b>	<b>4.3</b>	60	2.8	Chamber 2.0 funded in Dec
Rent and Other	5.4	4.9	4.5	-	<b>4.4</b>	<b>3.5</b>	81	0.9	Potential 0.3 < budget based on monthly trend
Defend BP	0.4	0.0	1.5	(1.5)	-	<b>0.0</b>	0	0.0	
<b>Sub-total cash costs</b>	<b>93.8</b>	<b>82.0</b>	<b>79.4</b>	<b>1.2</b>	<b>80.6</b>	<b>67.0</b>	<b>83</b>	<b>13.6</b>	
Humanitarian Assistance	-	-	-	-	<b>6.7</b>	<b>6.2</b>	92		
<b>Total cash costs</b>	<b>93.8</b>	<b>82.0</b>	<b>79.4</b>	<b>1.2</b>	<b>87.3</b>	<b>73.2</b>	<b>84</b>		

\* Adj. reflects Plan LE, including +1.2 D&I HR transfer

# BP America

## Financial Data by Team (\$m)



	2015 Actuals	2016 Actuals	2017 Plan	Adjust	2017 Adj Plan	Nov YTD Actuals	% Spend	Gross cash cost Plan adjustments:
President	6.1	6.5	3.2	5.0	<b>8.2</b>	<b>7.4</b>	90	(1.5) Defend BP
US Secretary	1.8	1.4	1.7	-	<b>1.7</b>	<b>1.2</b>	71	3.8 President – GoM Compliance
BPA VP / Oversight	13.2	5.0	2.8	(0.3)	<b>2.5</b>	<b>2.5</b>	99	1.2 President – Paralympics
D&I Team	-	-	-	5.8	<b>5.8</b>	<b>4.5</b>	78	(0.3) BPA VP – 2016 accel spend
C&EA	64.2	61.7	58.7	(8.4)	<b>50.3</b>	<b>41.0</b>	82	4.6 D&I Team – from C&EA
Shared Based Payments	2.4	1.8	1.8	-	<b>1.8</b>	<b>1.7</b>	92	1.2 D&I Team – from HR D&I
Defend BP	0.4	0.0	1.5	(1.5)	-	-	-	(2.8) C&EA - 2016 accel spend
BP Foundation	5.7	5.7	9.7	0.6	<b>10.3</b>	<b>8.7</b>	84	(4.6) C&EA - to D&I
<b>Sub-total cash costs</b>	<b>93.8</b>	<b>82.0</b>	<b>79.4</b>	<b>1.2</b>	<b>80.6</b>	<b>67.0</b>	<b>83</b>	(1.6) C&EA - API to Foundation
Humanitarian Assistance	-	-	-	-	<b>6.7</b>	<b>6.2</b>	92	0.5 C&EA - PIC
<b>Total cash costs</b>	<b>93.8</b>	<b>82.0</b>	<b>79.4</b>	<b>1.2</b>	<b>87.3</b>	<b>73.2</b>	<b>84</b>	0.1 C&EA - BP MS150

### 1.2 Net Adjustment

# DWH

## Financial Data by Spend Category (\$m)

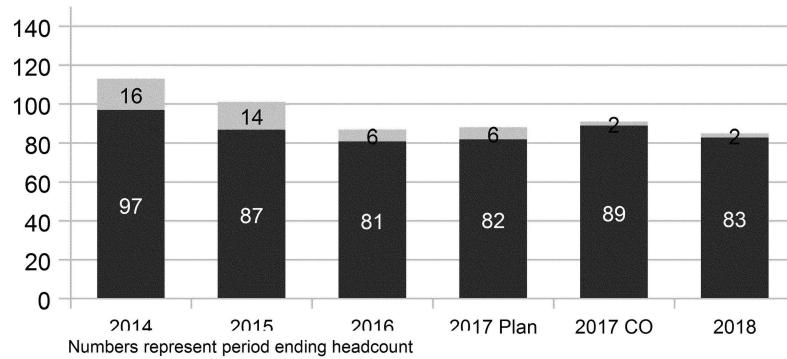


	2015 Actuals	2016 Actuals	2017 Plan	Q3 YTD Actuals	% Spend	2018
Staffing Costs (incl. contractors)	14.4	6.3	5.5	3.7	68	3.7
Travel & Entertainment	0.6	0.3	0.3	0.1	51	0.3
Claims support	24.6	21.2	16.6	12.3	74	12.3
IT&S	44.3	19.3	22.5	11.8	52	11.1
Legal	-	-	-	-	-	42.5
OB&C charge ins / Other	16.3	13.6	8.6	3.3	38	5.6
<b>Gross Cash Costs</b>	<b>100.2</b>	<b>60.7</b>	<b>53.5</b>	<b>31.2</b>	<b>59</b>	<b>75.5</b>
Recoveries ( Cat Island, Other)	0.0	(17.2)	0.0	(1.4)	0	0.0
<b>Net Cash Costs</b>	<b>100.2</b>	<b>43.5</b>	<b>53.5</b>	<b>29.8</b>	<b>56</b>	<b>75.5</b>

- 2017 cost to be lower than plan – accelerated reductions and lower allocations
- 2018 cost are projected to be higher:
  - With CSSP being substantially complete at year end 2017, related DWH legal costs for 2018 and forward will be taken as period cost as incurred, similar to other BP litigation
  - Staffing cost, claims support, IT&S, and charge-ins are all expected to decline vs. 2017 Plan and actual during 2018

# BP America

## Headcount Data



President	4	4	4	4	4	4
US CoSec	-	4	5	5	6	-
VP BPA	13	12	7	5	6	6
D&I Team	-	-	-	-	14	14
C&EA	80	67	65	68	59	59
<b>BP Headcount</b>	<b>97</b>	<b>87</b>	<b>81</b>	<b>82</b>	<b>89</b>	<b>83</b>
Contractors *	16	14	6	6	2	2
<b>BP America</b>	<b>113</b>	<b>101</b>	<b>87</b>	<b>88</b>	<b>91</b>	<b>85</b>

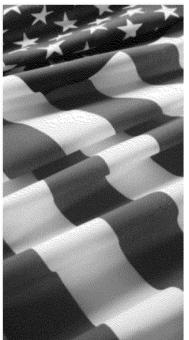
\* Contractor headcount best estimate until CO implemented

- 2017 Plan vs 2017 Controlled Org (CO)  
(BP staff only)  
+4 HR D&I transfer  
+1 VP BPA extended exit program  
+1 CoSec contractor to BP  
+1 D&I contractor to BP
- Current vacancies (counted in CO headcount numbers)  
2 CoSec  
5 Gov't Affairs  
1 Int'l Affairs  
1 D&I
- 2018 Plan  
- 6 CoSec transfer to Legal  
0 VP BPA efficiencies/GoM transfer



# BP America

## Key priorities review



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# DWH Liabilities

Further resolve outstanding claims (substantially winding up the DHECC) and positioning BP to litigate the remaining 'tail' in the future.

Priorities		Cash flow management							
<ol style="list-style-type: none"> <li>1. Manage Deepwater Horizon settlements and litigations</li> <li>2. Right size GCRO and support organizations</li> </ol>		<p>2017 cash outflows \$m</p> <table border="1"> <caption>2017 cash outflows \$m</caption> <thead> <tr> <th>Category</th> <th>Value (\$m)</th> </tr> </thead> <tbody> <tr> <td>Plan *</td> <td>5,252</td> </tr> <tr> <td>LE</td> <td>5,504</td> </tr> </tbody> </table> <p>■ Plan * ■ LE</p>		Category	Value (\$m)	Plan *	5,252	LE	5,504
Category	Value (\$m)								
Plan *	5,252								
LE	5,504								
Deliverables									
<ul style="list-style-type: none"> <li>• Plan on DHECC wind down and agreed structure with PSC and court to support residual activity</li> </ul>		<ul style="list-style-type: none"> <li>• Ongoing engagement with CSSP and PSC regarding the facilities wind down plan</li> <li>• CSSP on target to be substantially complete with processing claims by YE 2017. As of Nov. 20, 2017 claims to be processed: 1,100 BEL and 600 Non-BEL</li> <li>• Identification and plan on residual activity is ongoing</li> </ul>							
<ul style="list-style-type: none"> <li>• Fit for purpose process for addressing Backend Litigation (BELO) on Medical Settlement</li> </ul>		<ul style="list-style-type: none"> <li>• Actively working with claims administrator (Garrettson) to simplify processes and automate activity</li> <li>• BP team - legal experts, claims and finance analyst, evaluating modifications to BP's BELO claims review process; implementation expected by mid-December</li> </ul>							
<ul style="list-style-type: none"> <li>• Address remaining 'tail' litigation</li> </ul>		<ul style="list-style-type: none"> <li>• Continuous activity in working the various bundles / categories in MDL 2179 as well as DWH litigation outside MDL 2179</li> </ul>							
<ul style="list-style-type: none"> <li>• Cash flow management</li> </ul>		<ul style="list-style-type: none"> <li>• Frequent CSSP mtgs. - beneficial to management funding projections</li> <li>• Actively working with legal and IT&amp;S to reduce cost</li> </ul>							

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# Access – GoM Challenged Resources

Creating flexibility on progressing challenged resources in GoM. Increase value for BP from the US Gulf of Mexico through education and advocacy.

Priorities		Education and advocacy											
		Stakeholders											
		Industry		US Government and Regulators				Trades and Associations				State Govts	
		OTC	Industry	DOI	BOEM	RPC	BSSE	Congress	NOIA	API	LMOGA	IADC	IAGC
1. Analyze opportunities, create supporting data and education pack for US Gulf of Mexico		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2. Top 4 priority areas (royalty, lease terms, suspensions and restricted bidders) identified, key messages/talking points and "if asked" on other issues agreed		Q2	Q3	2Q - present				Q3 - Q4					
3. Develop and implement advocacy plan with key stakeholders, including US administration and regulators, state, and industry support groups													

*Program to continue into 2018: 1Q focus on BP RP MoC, Industry alignment, API study and continued DOI interactions*

Deliverables	
• Key messages and education pack detailing history, opportunity and case for change for US GoM	2Q
• Develop advocacy plan with key stakeholders	3Q
• Implement advocacy plan	1Q-4Q

- Priorities identified, GoM story and advocacy materials developed
- Engagements initiated, beginning with OTC (2Q)

- Advocacy plan developed
- State and Federal level advocacy initiated

*Education and Advocacy, including:*

- Engagement with trades (including NOIA, API, IAGC, LMOGA) initiated
- API Upstream staff engagement and DC Fly-in (Jul)
- Discussion and alignment with BP GoM co-owners (Aug) and Offshore Operators
- BP Executive Leadership sessions (Sep-October) with Regulators



# Defeat Efforts to Restrict Cherry Point Ops

Defeat or significantly mitigate efforts by the Whatcom County Council to restrict Cherry Point's ability to operate and expand while bolstering Cherry Point's standing.

Priorities		Strategy
1. Defeat or significantly mitigate efforts by the Whatcom County Council to restrict Cherry Point's (CP) ability to operate and expand		➤ Grassroots campaign with Whatcom County Council
2. Bolster Cherry Point's standing with voters and policy makers to improve the landscape in which we operate for the long-term		➤ Educate allies on potential impacts of Council proposal ➤ Provide personnel/funding to Whatcom Business Alliance ➤ Use paid and social media to educate county voters ➤ Mobilize BP staff, community partners, associations ➤ Conduct sustained campaign to bolster Cherry Point's status with voters and policy makers
Deliverables		
• Educate CP staff / Allies to attend public hearings	1Q	• Integrated BP internal/external campaign including; employee engagement, social, earned and paid media; community outreach and advocacy
• Meet with Planning Commission and County Council		• BP-driven third party advocacy campaign through Whatcom Business Alliance
• Execute paid media plan		
• Deliver BP Strategy – staff education/mobilization/media	2Q	• Comp. Plan passed 6-1 with improvements
• Drive WBA coalition strategy		• Still problematic is Council's decision to do a fast-track legal study – County Executive attempting to influence cost and timing
• Position CP externally to support LT strategy		
• Continue educating staff/allies	3Q-	• Portland anti-fossil fuel infrastructure zoning restriction overturned <i>City to appeal</i>
• Continue executing LT campaign	4Q	• BP-led opposition to change County election rules and to limit eminent domain
		• Ongoing campaign and external outreach activities / PAC solicitations / CAP mtgs.
		• Pro-business candidates win one of two targeted county races

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# Energy Transitions

Assess current and emerging developments and policies in the US with potential impact on long-term structure of US energy systems and BP businesses in the US.

## Priorities

1. Assess impacts including:
  - Hydrocarbon development
  - Competition from other sources of energy
  - Electrification
  - Transport de-carbonization, penetration of Electric Vehicles (EVs), automation, ride-sharing
  - Digital/technology revolutions affecting industries
  - Carbon pricing and emissions trading
  - Social stewardship driven policy, consumer preferences, and energy efficiency

## Advancing the energy transition



## Deliverables

• Detailed scope of study, principles, and delivery plan	1Q	• Complete
• Internal alignment with Group strategy, LT planning, policy, Group Econ and Group Tech	2Q	• Complete
• Finalize the analysis and share with the team	3Q	• Analysis complete – to be networked with the team in 1Q18



# Minority Ambition

Progress the US minority ambition, strengthen D&I performance in the workplace

Priorities			MWBE participation									
			Supplier Diversity	M/WBE Spend (\$m)			3rd Party Spend (\$bn)			% M/WBE		
				Segment YTD	3Q17	3Q16	3Q15	3Q17	3Q16	3Q15	3Q17	3Q16
1. Improve our US minority representation by 2025, increasing from nearly 26% to 30% at levels G-J and from 17% to 20% at GL and SLL.			Upstream	\$203	\$189	\$239	\$4,373	\$5,234	\$7,285	4.6%	3.6%	3.3%
			Downstream	\$119	\$130	\$88	\$3,201	\$3,385	\$3,692	3.7%	3.8%	2.4%
			OB&C	\$40	\$34	\$53	\$3,364	\$3,200	\$3,071	1.2%	1.0%	1.7%
			Total spend	\$362	\$353	\$380	\$10,938	\$11,839	\$14,048	3.3%	3.0%	2.7%
			Indirect Procurement	\$47	\$37	\$60	\$1,759	\$1,829	\$2,297	2.7%	2.0%	2.6%

Deliverables	
• Delivery of HR Work streams with plans for any modifications 1. Resourcing 2. Performance Management 3. Talent Management	2Q 3Q 4Q
• Implemented D&I lens for performance rating calibrations, included required systems modifications and process led by segment HR VPs • Applied IST pilot learnings to implement Rules of Road for gender/ethnicity • Incorporating systems modifications to incorporate D&I lens in 9-box grid and succession planning processes in 1Q 2018	
• Delivery of Consciously Inclusive training program to all US Line Managers and Interviewers	4Q
• Course developed, piloted, and now in delivery • Multiple teams completed training in 4Q 2018 • Enrollments to continue into 2018	
• Increased participation by MWBEs	4Q
• Continued growth in percentage spend - projected at 3.5% by year end	
• External recognition for our efforts and outcomes	4Q
• Named 2017 "Platinum Top Corporation" by Women's Business Enterprise National Council (WBENC) • Named a 2017 "Latino 100 Company" • Recognized as 2017 "Corporate Stand Up for STEM" by Million Women Mentors	

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# Reputation - Safety Campaign

Continue to improve the perception of BP as a “safe and reliable operator” among target audiences so that we can continue to protect and expand our license to operate in the U.S.

## Priorities / Strategy

1. Strengthening perception of BP as a “safe and reliable operator” among target audiences, including Washington influencers and our employees
  - Use paid advertising (TV/print/digital/out of home displays) to tell how BP is always working to be safer by improving training, technology and culture
  - Build on the campaign’s first year by amplifying the messages by highlighting the messages internally and externally through personal engagements when appropriate

## Deliverables

• Roll out new crop of safety advertisements	1Q	• Fresh TV, radio, digital and billboard advertisements launched externally and leveraged internally at employee sites
• Create new “sponsored content” with media companies	2Q	• Partnerships with Politico, the Washington Post resulted in richer stories being seen by more Washington influencers
• Decide whether to continue ads for rest of 2017 & early 2018	3Q	• To avoid erosion in support, decided to continue advertising at the same levels through 2017 and through the first quarter of 2018
• Improve or maintain safety metrics in polling among target audiences • Amplify the new content internally to educate and empower employees	1Q-4Q	• Polling has showed that BP’s safety standing improved in the first half of the year among Washington influencers, our target audience, when they saw or heard our ads - won’t know the full picture until Jan because don’t plan to be in field in Dec • Consistently embedded our safety story in communications at our assets, including through leadership town halls, closed-circuit TV monitors, intranet stories

## Polling results

Advertising Metrics	Polling results to be updated in Jan 2018				
	DC Jan 2017	Change since July	NATIONAL Jan 2017	Change since July	
Ad Recall (% Seen / Heard BP ads)	42	-2 ↓	38	-4 ↓	
Ad Impact (% Positive / Negative)	48 / 9	+7 / 0 ↑	46 / 8	0 / 0	
New Information (% yes, ad contained new information)	44	+16 ↑	37	-2 ↓	
Familiarity with BP safety messaging (% Familiar, Average across messages)	33	+7 ↑	28	-3 ↓	
Attributes (% Net 5 to 7)					
Committed to improving safety	55	+11 ↑	42	-4 ↓	
Is using new technology to enhance safety	54	+10 ↑	42	-5 ↓	
Is trustworthy	33	+9 ↑	24	-8 ↓	

Results among “campaign target” audiences

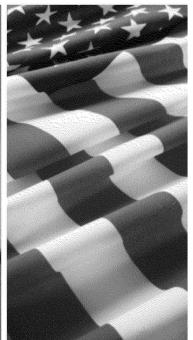
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# BP America

## 2018 GFOz and Priority setting



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# BP America

## Cash cost trends



- Year on year efficiencies of 18% on underlying cash costs since 2015
- Need (4.0)m 2018 reduction to meet PESC 5% objective (achieved)
- Gray budget transfers to BPA
  - 2017 1.2m HR D&I
  - 2018 5.5m GoM EPA Compliance

# BP America

## 2018 team views



	2017 LE	2017 Normalized	Change	2018 Underlying	GoM EPA Transfer	2018 GFOz	Change comments
President	8.2	<b>3.2</b>	(0.1)	<b>3.1</b>	-	<b>3.1</b>	Efficiencies offset salary inflation
President – Defend BP	-	<b>1.5</b>	(0.5)	<b>1.0</b>	-	<b>1.0</b>	Reinstate Defend BP
US Company Secretary	1.7	<b>1.7</b>	(0.1)	<b>1.6</b>	-	<b>1.6</b>	T&E/Other efficiency more than offsets salary inflation
BPA VP	2.5	<b>2.8</b>	(0.2)	<b>2.6</b>	5.5	<b>8.1</b>	Leverage GoM transfer for lower staffing costs
D&I Team	5.8	<b>5.8</b>	-	<b>5.8</b>	-	<b>5.8</b>	Reduce memberships/contributions offset salary inflation
D&I Team – Foundation	10.3	<b>9.7</b>	(2.5)	<b>7.2</b>	-	<b>7.2</b>	Lower funding requirement and 2017 funding from API
C&EA	43.4	<b>45.7</b>	(0.9)	<b>44.8</b>	-	<b>44.8</b>	Per C&EA details
C&EA – API	6.9	<b>8.5</b>	0.8	<b>9.3</b>	-	<b>9.3</b>	API dues increase – offset with lower BPF
Share based payments	1.8	<b>1.8</b>	-	<b>1.8</b>	-	<b>1.8</b>	No change
Overview	-	-	(0.5)	<b>(0.5)</b>	-	<b>(0.5)</b>	Options to be worked
<b>Sub-total cash costs</b>	<b>80.6</b>	<b>80.6</b>	<b>(4.0)</b>	<b>76.6</b>	<b>5.5</b>	<b>82.1</b>	<b>(4.0) reduction to 76.6 achieves 5% objective</b>
Humanitarian Assistance	6.7	<b>6.7</b>	(6.7)	-	-	-	
<b>Total cash costs</b>	<b>87.3</b>	<b>87.3</b>	<b>(10.7)</b>	<b>76.6</b>	<b>5.5</b>	<b>82.1</b>	

2017 Normalized rebases 2017 to factor out distortions from funding timing and 2017 special projects/funding

# BP America

## 2018 by activity



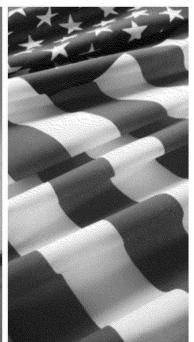
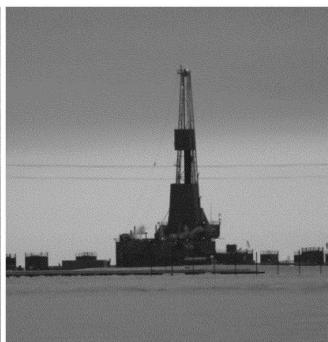
	2017 LE	2017 Normalized	Change	2018 Underlying	GoM EPA Transfer	2018 GFOz	Change comments
Staffing Costs	24.1	<b>24.1</b>	1.1	<b>25.2</b>	0.7	<b>25.9</b>	4.5% inflation, partially offset with HC mgt.
Shared Based Payments	1.8	<b>1.8</b>	-	<b>1.8</b>	-	<b>1.8</b>	No change
Travel & Entertainment	2.4	<b>2.2</b>	(0.1)	<b>2.1</b>	-	<b>2.1</b>	Efficiency
Lobbying, Events, Other Consulting	7.8	<b>8.0</b>	(1.5)	<b>6.5</b>	4.8	<b>11.3</b>	Primarily C&EA
GoM Compliance Project	3.8	-	-	-	-	-	No 2018 activity
Contributions	10.9	<b>12.3</b>	(0.2)	<b>12.1</b>	-	<b>12.1</b>	Primarily C&EA – WSPA partially offset w/AK/etc
Contributions – BP Foundation	10.3	<b>9.7</b>	(2.5)	<b>7.2</b>	-	<b>7.2</b>	Lower funding and 2017 funding from API
USOC Sponsorship / Activation	1.2	-	-	-	-	-	No 2018 activity – took full charge in 2017
Membership – API	6.9	<b>8.5</b>	0.8	<b>9.3</b>	-	<b>9.3</b>	API dues increase – offset with lower BPF
Memberships- Other	7.1	<b>8.0</b>	(0.3)	<b>7.7</b>	-	<b>7.7</b>	Primarily C&EA - US Chamber
Rent and Other	4.4	<b>4.5</b>	(0.3)	<b>4.2</b>	-	<b>4.2</b>	Efficiency
Defend BP	-	<b>1.5</b>	(0.5)	<b>1.0</b>	-	<b>1.0</b>	Reinstate Defend BP
Overview	-	-	(0.5)	<b>(0.5)</b>	-	<b>(0.5)</b>	Options to be worked
<b>Sub-total cash costs</b>	<b>80.6</b>	<b>80.6</b>	<b>(4.0)</b>	<b>76.6</b>	<b>5.5</b>	<b>82.1</b>	(4.0) reduction to 76.6 achieves 5% objective
Humanitarian Assistance	6.7	<b>6.7</b>	(6.7)	-	-	-	
<b>Total cash costs</b>	<b>87.3</b>	<b>87.3</b>	<b>(10.7)</b>	<b>76.6</b>	-	<b>82.1</b>	

2017 Normalized rebases 2017 to factor out distortions from funding timing and 2017 special projects/funding



# BP America

## APPENDIX – Financial and headcount information



# BP America

## 2017 Headcount movements



Team	2017 Plan	2017 Adjusted	HR D&I	2017 CO	% Staff
President	4	-	-	4	4%
US CoSec	5	1	-	6	7%
VP BPA	5	1	-	6	7%
D&I	0	10	4	14	16%
C&EA - Ext Affairs	11	(11)	-	0	0%
C&EA - Strategy & Planning	16	(5)	-	11	12%
C&EA - Govt Affairs	24	6	-	30	34%
C&EA - Govt Affairs - Alaska	5	-	-	5	6%
C&EA – Regulatory Affairs	12	(2)	-	10	11%
C&EA – International Affairs	-	3	-	3	3%
<b>Total BP Staff</b>	<b>82</b>	<b>3</b>	<b>4</b>	<b>89</b>	<b>100%</b>

- **2017 Adjusted +3**
  - + 1 VP BPA – extended exit program
  - + 1 CoSec – offset with contractor reduction
  - + 1 D&I – offset with contractor reduction

# BP America

## Team budgets (excluding Harvey costs)



Totals may not add up due to rounding

2017 Plan Adjusted \$m	President incl SBP	US CoSec	VP BPA	D&I	Strategy & Plan	Federal Affairs	Reg Affairs	State & Local	Alaska*	2017 LE
Staffing Costs	2.4	1.0	1.7	2.8	3.3	2.0	4.4	5.2	1.3	<b>24.1</b>
Share based payments	1.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	<b>1.8</b>
T&E	0.3	0.2	0.1	0.2	0.6	0.2	0.2	0.5	0.2	<b>2.5</b>
Lobby, Events, Consult	4.0	0.4	0.7	0.5	1.7	1.3	0.4	1.4	1.0	<b>11.5</b>
Contributions	1.5	0.0	0.0	1.2	0.7	0.3	0.5	4.5	3.5	<b>12.1</b>
Contribution – Foundation	0.0	0.0	0.0	10.3	0.0	0.0	0.0	0.0	0.0	<b>10.3</b>
Memberships	0.0	0.0	0.0	0.9	0.1	0.1	3.4	1.8	0.9	<b>7.1</b>
Membership – API	0.0	0.0	0.0	0.0	0.0	0.0	6.9	0.0	0.0	<b>6.9</b>
Defend BP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	<b>0.0</b>
Rent and Other	0.0	0.1	0.1	0.1	3.8	0.1	0.0	0.2	0.0	<b>4.5</b>
<b>Total</b>	<b>10.0</b>	<b>1.7</b>	<b>2.5</b>	<b>16.1</b>	<b>10.1</b>	<b>4.0</b>	<b>15.8</b>	<b>13.6</b>	<b>6.9</b>	<b>80.6</b>

\* Alaska is a separate line item in the earlier Financials by Spend Category table (Slide 7) so totals by category will not tie exactly to this table.

# BP America

## Financials and budgets



Lobbying, Events , Consult \$m	2015 Actuals	2016 Actuals	2017 Adj Plan	2018 Plan	Comments
GoM DoJ Compliance	0.0	0.0	3.8	0.0	2017 allocation of Defend BP funds
President – Other	0.2	0.1	0.2	0.1	2018 efficiency
CoSec	0.8	0.4	0.4	0.2	2018 reclass FTE from contractor to BP staff
OTC	1.2	0.7	0.5	0.9	2018 full year – previous years contained accelerated spend
VP BPA – Other	4.8	1.6	0.2	0.1	2018 efficiency
GoM EPA Compliance	0.0	0.0	0.0	4.8	2018 EPA Administrative Agreement
D&I – BRG	0.0	0.0	0.2	0.2	
D&I – Other	0.5	0.4	0.4	0.4	
MS150	0.4	0.3	0.4	0.3	2018 efficiency
NRG/Texans/HLSR	0.1	0.4	0.4	0.3	2018 efficiency
C&EA – Other	5.3	4.4	5.0	4.1	2018 efficiency
<b>Total</b>	<b>13.3</b>	<b>8.1</b>	<b>11.5</b>	<b>11.3</b>	

Totals may not add up due to rounding

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# BP America

## Financials and budgets



Contributions \$m	2015 Actuals	2016 Actuals	2017 Adj Plan	2018 Plan	Comments
USOC *	6.4	5.1	1.2	0.0	2017 allocation of Defend BP funds
President - Other	0.1	0.3	0.3	0.1	2018 efficiency
BP Foundation	5.7	5.7	10.3	7.2	
D&I – Other	1.2	1.0	1.2	1.3	
PAC matching	0.3	0.4	0.4	0.4	
National MS (BP MS150)	0.2	0.6	0.0	0.3	2016 includes 2017 accel payment
HLSR	0.0	0.6	0.0	0.3	2016 includes 2017 accel payment
CERA	0.0	0.6	0.0	0.3	2016 includes 2017 accel payment
Chicago Arch. Biennial	0.0	0.5	0.5	0.0	2016 includes 2017 accel payment
Student Cons Assoc.	0.0	0.5	0.0	0.0	2016 includes 2017 accel payment
Presidential Inauguration	0.0	0.0	0.5	0.0	2017 allocation of Defend BP funds
C&EA – Other	7.9	6.4	8.0	9.4	
<b>Total</b>	<b>21.8</b>	<b>21.7</b>	<b>22.4</b>	<b>19.3</b>	

\* 2015 and 2016 include amounts from C&EA budgets

Totals may not add up due to rounding

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# BP America

## Financials and budgets



Memberships \$m	2015 Actuals	2016 Actuals	2017 Adj Plan	2018 Plan	Comments
D&I Team	0.6	0.6	0.9	0.5	2017 includes 0.3 HR D&I transfer, 2018 efficiency
API	9.8	8.5	6.9	9.3	2017 surplus credit, 2018 lower dues offsets
US Chamber	2.0	2.0	2.0	1.0	2018 efficiency
WSPA	1.1	1.6	1.3	2.5	2016 includes 2017 accel payment, 2018 approved increase
NAM	0.7	0.9	0.5	0.5	
Nat'l Petrol Council	0.3	0.2	0.2	0.2	
Grow Louisiana Coalition	0.3	0.6	0.1	0.4	2016 includes 2017 accel payment
LA Mid-Con O&G Assoc.	0.3	0.6	0.0	0.2	2016 includes 2017 accel payment
Greater Houston Ptnshp	0.1	0.2	0.0	0.1	2016 includes 2017 accel payment
Texas Lit Reform	0.0	0.6	0.0	0.0	2016 charge includes funding over next several years
C&EA Other	2.6	3.0	2.2	2.3	
<b>Total</b>	<b>17.7</b>	<b>18.8</b>	<b>14.1</b>	<b>17.0</b>	

Totals may not add up due to rounding

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# BP America

## Financials and budgets



Rent and other \$m	2015 Actuals	2016 Actuals	2017 Adj Plan	2018 Plan	Comments
DC Office - Rent, etc.	3.0	3.3	3.3	3.3	
Legal charge ins	0.9	0.5	0.5	0.3	
Other	1.0	0.8	0.6	0.6	
<b>Total</b>	<b>4.9</b>	<b>4.6</b>	<b>4.4</b>	<b>4.2</b>	

Totals may not add up due to rounding

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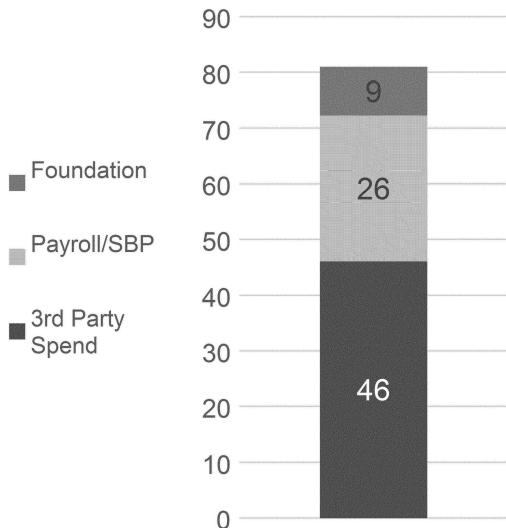
# BP America

## Cash costs and AOP resource allocation

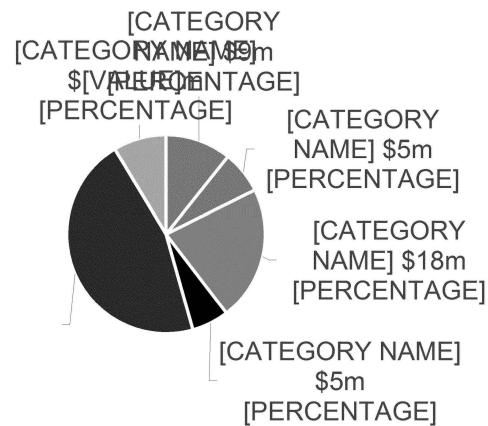


BP America's Plan cash costs of \$79.4 million are increased by \$1.2 million to a total of \$80.6 million for HR D&I and CoSec activity transfers

BP America Cash Costs - \$81m  
2017 Adj. Plan



Resource Allocation - \$81m



- Estimated view of BPA's total cash costs aligned to the 2017 priorities as listed on the Area Operating Plan (AOP)
- Each team provided estimated allocation of 3rd party spend to each priority
- Some larger expenditures (e.g. API) allocated across multiple priorities reflecting broad support provided
- Payroll and SBP, along with rent/other allocated to AOP priorities on same basis as the 3rd party spend