

COVER NOTE __

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- Analyse BP's footprint in the US, key milestones, mid-term financial outlook and how the US assets fit in the Group strategic priorities
- Review global trends, climate agenda, BP's climate policy position and initiatives
- Discuss the US context - election results, US climate policy trends and options
- Understand BP's GHG footprint in the US, potential impact of carbon price vs. continued regulations, agree our approach
- Agree priorities for BP America in 2017, review resources

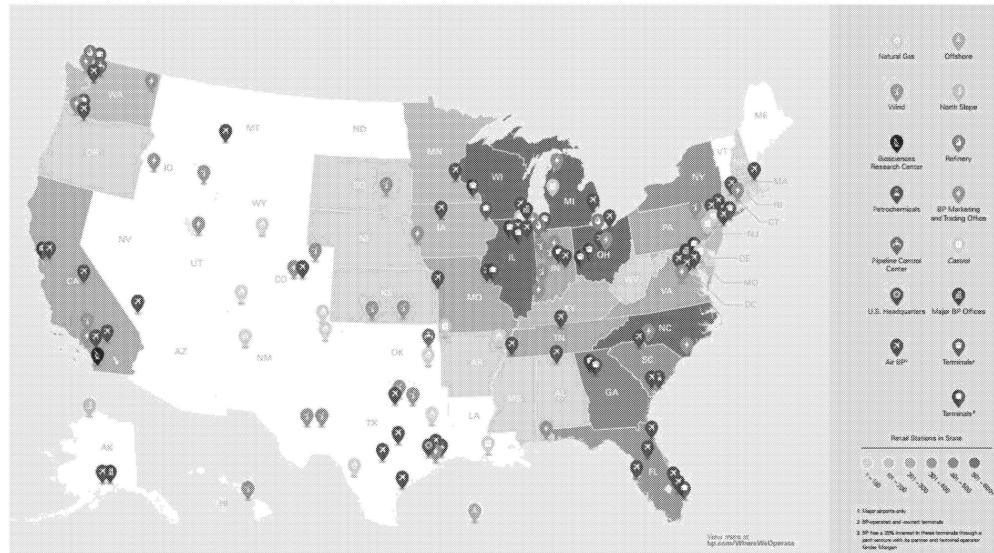


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BP footprint in the US...

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BP has larger footprint in the US than in any other country with \$106bn (39%) of its assets, 643mbd (31%) of its production, and \$5bn/yr (30%) of its capital. We employ 14,000 and add'l 145,000 workforce via the supply chain

Upstream:

643mboe/d production (GOM - 250mbd; L48 - 284mbd; Alaska - 109mbd)

4 operated and 3 non-operated offshore assets in GOM

1 giant field and 2 non-operated assets in the North Slope; holding 29% interest in a massive LNG project est. to come online in 2025

7.5bn bbl resource base managed by L48 via >9,800 operated and 13,200 non-operated wells

Downstream:

3 refineries with a processing capacity of 824,000 boe/d (Whiting - 430mbd; Cherry Point - 234mbd; Toledo - 160mbd)

2 petrochemical plants with 3.1 million tons of chemical production capacity (Cooper River - largest producer of PTA, with capacity to produce 1.4 million tons of chemicals/year; Texas City Chemicals - with a capacity to produce 1.5 million tons of chemicals/year)

Retail: 13.5 billion gallons of fuel delivered in the US in 2015.

Lubricants: Castrol business accounts for 23 out of every 100 gallons of consumer motor oil purchased in US stroes.

Air BP: sells more than 7.5 billion gallons of aviation fuel each year.

USPL: manages 4,000 miles of pipeline, 1.3 mmbd crude oil, liquid gas, or refined product; and has 64 above-ground storage tanks with 4.8mmbd capacity

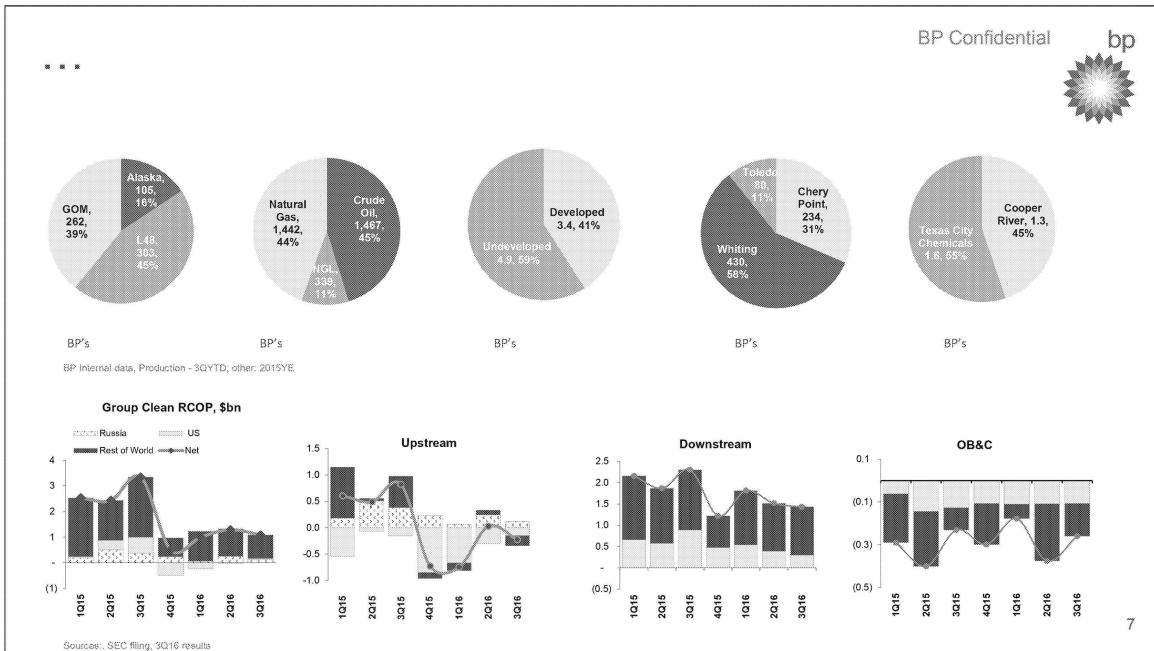
Trading: No. 1 marketer of natural gas in North America, on average 1.2 million transactions a year, serving 3,500 customers throughout the country.

BP Wind:

Globally largest operated renewables business of any major oil and gas company;

Directly operates 14 wind farms in 8 states – with gross generating capacity of 2,285 megawatts (enough to power all homes in Philadelphia)

BP Shipping: 1,100 voyages to/from the US in 2015, moving more than 46 million tons of cargo.



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US assets fit in BP's strategic priorities...

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- Shift to gas and low cost oil in the upstream
- Market led growth in the downstream
- Venturing and low carbon across multiple fronts
- Modernizing the whole firm to drive engagement and productivity
- Growth of competitive L48; Shape AKLNG; 20bn+ bbl resource near the 4 GOM hubs
- Midstream and retail growth in Fuels NA
- 14 wind farms; IST environmental products; US based venturing team
- Transformation projects across upstream, downstream, IST

... underpinned by tangible milestones...

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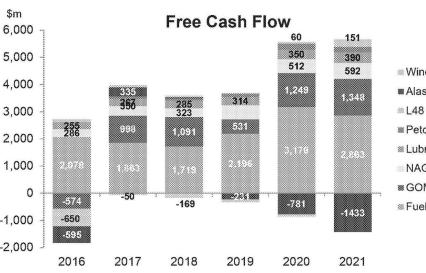
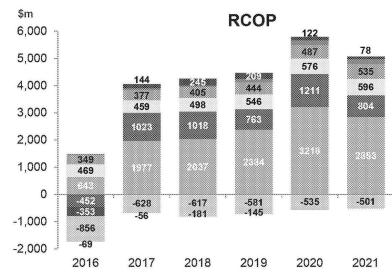
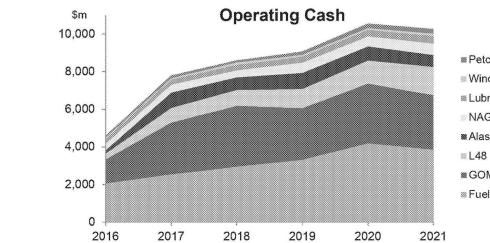
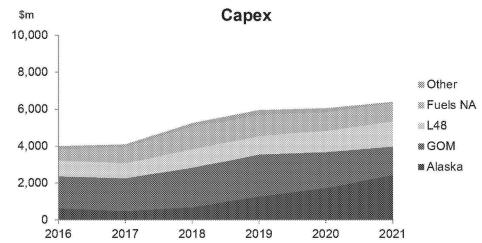
Business	Intent/Action
Alaska	<ul style="list-style-type: none"> >Create a sustainable oil business at \$50/bbl Shape AK LNG appropriately for the competitive environment
GOM	<ul style="list-style-type: none"> Exploit the 20+bn bbl resource base around BP's hub platforms Provide focused operations, development and ILX activities to deliver value Deliver 280mboed production in 2017 Re-start GOM exploration program
L48	<ul style="list-style-type: none"> Establish a competitive business focused on robust projects and growth, eliminate underperformance Drive capital efficiency through innovative drilling and completion techniques Opportunistic bolt-on acquisitions to existing positions and divest unprofitable wells
Fuels NA	<ul style="list-style-type: none"> Invest in growth and diversification: Midstream and retail growth Create advantaged refining portfolio: expand margin capture and commercial optimization; grow crude and feedstock advantage; refinery BIPs Simplify and streamline the business: restructuring; transformation and simplification; Fuels/IST interfaces
Petrochemicals	<ul style="list-style-type: none"> Commercialize BP technology in acetic acid, PTA, PX to promote business growth Reduce cash break even by 45% by 2018 Deliver 12% bottom of cycle returns by end 2017
Lubricants	<ul style="list-style-type: none"> Drive sustainable, profitable growth: Focus on premiumization; expand share of 'Do It For Me' market; attain leadership in growing segments Develop and retain OEM and Channel partnerships, to support growth aspiration
Global Oil Americas	<ul style="list-style-type: none"> Partner with Fuels NA to deliver new sources of value with a focus on the Midwest Build on the success of our cross-commodity efforts and explore new opportunities Support trading bench innovation by being relentless in finding new sources of growth and taking risks
NAGP	<ul style="list-style-type: none"> Strong and sustainable delivery: \$1bn GM by 2020; ~\$400m ave. ops cash next 5 years; ROACE~20.8% (pre-tax), ROAWC~46% Operational Excellence: transformation projects (Gas & Power); control & compliance Continued focus on 'One Team'
BP Wind	<ul style="list-style-type: none"> Develop repower opportunities at up to 4 clipper wind farms Evaluate step out growth opportunities Leverage big data to drive safety, and operational performance Evaluate how BP requirements can help us be competitive
BP Shipping	<ul style="list-style-type: none"> Enable competitive advantage for BP by managing shipping risks and delivering innovative and agile marine solutions
Remediation Management	<ul style="list-style-type: none"> Manage existing environmental liabilities and prevent new ones Implement execution plans consistent with strategies for each RM site

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...with strong long-term fundamentals

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Source: 4Q18 internal business plans of US domestic businesses only
Assumptions: 2016: @ \$35/bbl; HH\$2.46/mmBtu; 2017-2021: @ \$55/bbl; HH\$3/mmBtu; Real, +2% annual inflation
Notes: 1. Based on internal reporting, 2. Excludes A&D, Q85/C, QWH payments and Global Oil Americas; 3. Wind includes tax credit

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U.S. Business Overview

Global Context

Global Climate Agenda

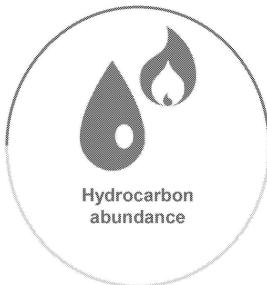
US Context

Climate Agenda for BP in the US

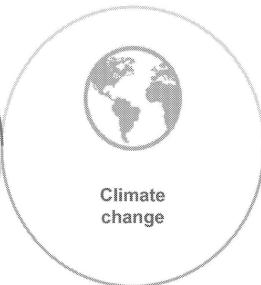
BP America 2017 Priorities

The world we live in is changing fast

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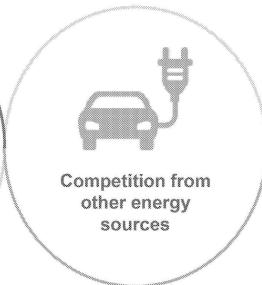
Hydrocarbon abundance



Climate change



Government policy



Competition from other energy sources

Our view of megatrends

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- **Costs are falling** for all forms of energy and abundance will give consumers and policy makers new options
- World will require **all forms of energy** to meet needs of growing economy and to improve living standards
- Global temperature rise without more aggressive policy action is heading towards a **3° to 4° Celsius** range
- **Social stewardship** is becoming increasingly important, driven by policy, consumer preferences and urbanisation
- Trend towards **increasing electrification** will continue
- **Digital and technology revolutions** are affecting all areas of the energy industries
- **Populist backlash against globalization and elitists** is on the rise

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Key strategic questions

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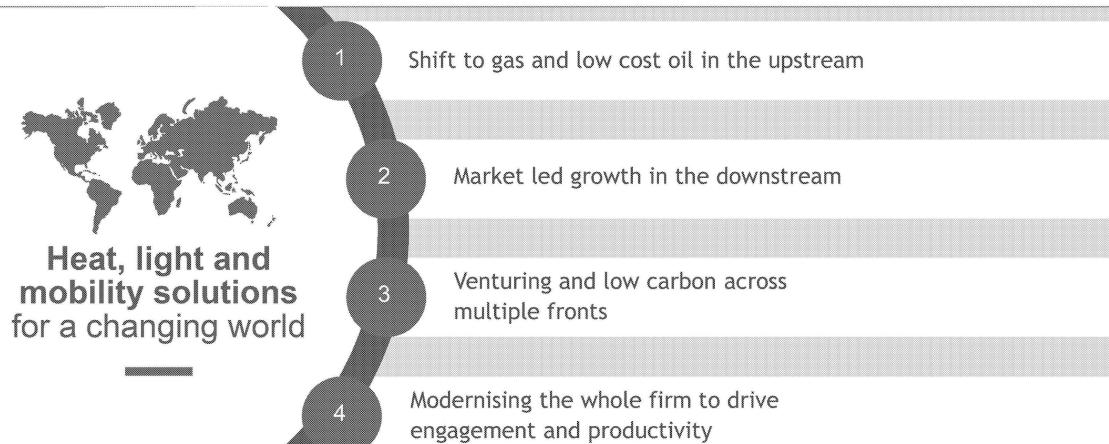


- **Oil supply:** what are the implications of an abundance of low cost of supply sources?
- **Oil demand:** will transport de-carbonize and oil peak faster than anticipated through EVs, automation, ride-sharing, policy (e.g. air quality) and changing consumer preferences?
- **Gas demand:** how will gas compete with coal on cost and with renewables on carbon?
- **Emissions:** what are plausible pathways toward stabilization of atmospheric CO₂ concentrations?
- **Disruptors:** what are the most likely disruptive forces to impact energy in the next 20 years?
- **Returns:** will oil and gas business earnings ever return to historic levels, and what is the right risk / return profile for new businesses?

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Our purpose and strategic priorities

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U.S. Business Overview

Global Context

Global Climate Agenda

US Context

Climate Agenda for BP in the US

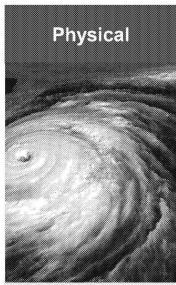
BP America 2017 Priorities

Climate Change(s) – Global Trends

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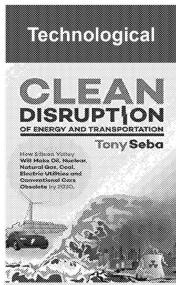
Physical



More frequent and extreme weather events (storms, floods, droughts, and wildfires)

Creeping rises in temperatures and sea levels over time

Technological



Technological advances & cost declines in renewable power, electric grids, EVs and batteries threaten incumbent industries & demand for fossil fuels

Policy



Policy stemming from efforts to combat climate change. Country emission-reduction pledges, carbon tax, compliance costs

Social



Increased social and corporate awareness of climate change with shareholders, NGOs, activists, and consumers pressuring firms to decarbonize portfolios

- Risks/opportunities could be significant longer term
- Markets focus on short-term risks hence, climate factors are generally underappreciated
- This could change as effects of climate change become more visible

Source: BlackRock Investment Institute

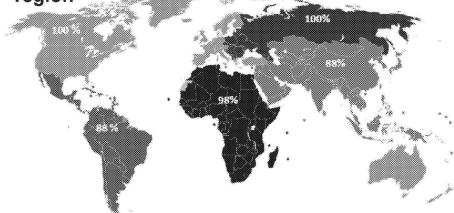
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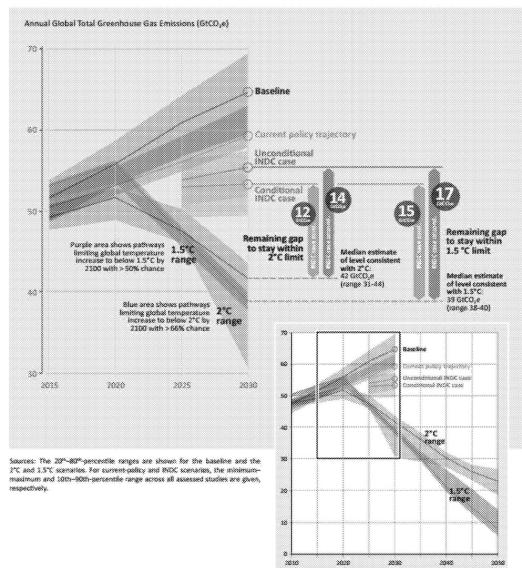
The Paris agreement...



% GHG emissions covered by INDCs by region



Source: UNFCCC INDC Database



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...may be a significant response to climate change

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- With ambitious long term goals:
 - Aim to hold temperature rise to well below 2°C, pursue efforts for 1.5°C.
 - Peak emissions asap and balance emission sources and sinks 2050-2100.
 - Allows for emissions trading and possible carbon pricing
 - Entered into force on 4 November 2016
- And bottom up short-term climate pledges. Countries must:
 - Submit “nationally determined contributions” (NDCs)
 - Report every 5 years from 2023 and ramp up ambition each time
 - The NDCs do not meet 2°C (more like 2.7-3.5°C), and are not legally binding
 - Do not have unanticipated near-term impact on BP's businesses

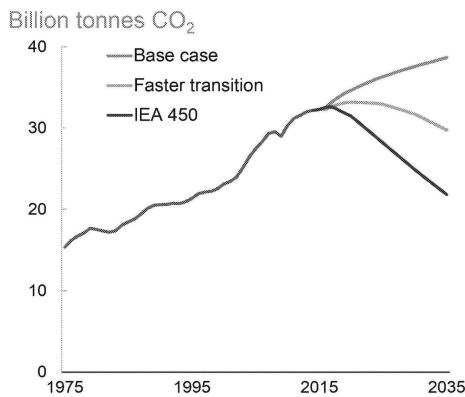
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BP's Energy Outlook...

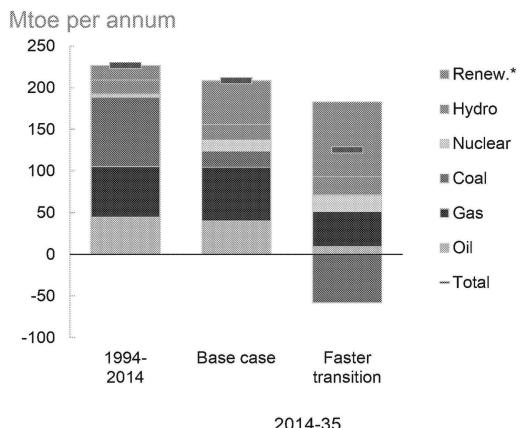
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Carbon emissions



Annual demand growth by fuel



*Includes biofuels

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...assesses likely and possible energy and emissions to 2035

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- In the base case carbon emissions grow more slowly than over the past 20 years but they still increase by 20% – well above a 2°C emissions pathway.
- In the 'faster transition' case emissions peak in 2020 and by 2035 are nearly 8% below the 2014 level.
- That falls short of the IEA 450 Scenario, but goes well beyond the NDCs.
- Total energy demand still grows in the 'faster transition' case, but at a reduced pace (0.9% p.a. versus 1.4% p.a. in the base case). Non-fossil fuels supply all of the increase.
- Natural gas and oil still increase, while coal consumption suffers the most, falling by more than 30% to its lowest level since 2002.
- The big winner in the 'faster transition' case is renewables, with an almost six-fold increase in output (nearly 9% p.a.) and a 15% share of energy by 2035.

BP has joined external initiatives that

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	 OGCI OIL AND GAS CLIMATE INITIATIVE	 CCAC CLIMATE AND CLEAN AIR COALITION TO REDUCE SHORT-LIVED CLIMATE POLLUTANTS	 WORLD BANK GROUP	 CPL CARBON PRICING LEADERSHIP
Aim	O&G climate collaboration	O&G methane reduction	Eliminate routine flaring by 2030	Support carbon pricing advocacy
Companies	BP, Total, Shell, ENI, Repsol, Statoil, CNPC, Pemex, Aramco, Reliance	Includes BP, Total, Statoil, ENI and country actors	Includes BP, Shell, Total, Statoil and country actors	Includes BP, Shell, Total, and a range of other business actors

... support existing activity plans

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- Provide an opportunity for industry collaboration and agreement for using consistent methodologies
- OGCI: A vehicle for collaborative industry solutions, moving from forming / reporting to action
- WB2030: Momentum building with numerous additional signatories to the World Bank routine flaring initiative e.g. Angola, US, Canada
- CCAC: Improve methane identification and mitigate sources where economic
- CPLC: Creates a broader platform for carbon pricing advocacy, supported by many governments and other businesses

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Partnership to invest \$1 billion over the next 10 years to support start-ups and help develop and demonstrate innovative technologies with commercial potential for significant GHG reduction

Reducing our methane emissions		Improve methane data collection and understanding of the natural gas life cycle, and to select and deploy cost-effective methane management technologies
Accelerating the deployment of CCUS		Explore solutions for wide-scale deployment of CCUS: high capital and operating costs, the lack of stable policy support or a clear business model, and uncertainty around world storage capacity
Improving industrial energy efficiency		Find technologies via collaboration to deliver a step change at a large scale improving energy and operational efficiencies (e.g. flaring reduction)
Contributing to transportation efficiency		Develop more efficient engines and advanced fuel-engine combinations that minimize the sector's greenhouse gas impact

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Initial focus on the first two areas -- methane reduction and CCUS

Group position on carbon pricing

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- Governments must provide a **clear, stable and effective policy framework** if companies are to provide and use energy competitively, and limit GHG.
- A well-designed **carbon pricing framework** is the most comprehensive and economically efficient policy to limit GHG emissions – and **should be introduced**. It would make energy efficiency more attractive and lower-carbon energy sources more cost competitive.
- We have **no preference** between **cap and trade** and **carbon taxation** to create a carbon price. **Either policy** can be effective and is acceptable if it is **well-designed**. Clear, stable, and predictable rules are key.
- The **carbon price** should be applied to all sectors **economy-wide** – unless overlapping or duplicative policies already exist (e.g. *transport*).
- Governments should set the level of the carbon cap or tax and allow it to deliver **environmental outcomes at least cost**, with minimal interference to constrain or manipulate prices or favour specific technologies.
- Until approximate global carbon pricing equivalence exists, domestic **sectors** or installations that are energy-intensive and **exposed to unequal international competition** should be given **protection** from the national carbon price.

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U.S. Business Overview

Global Context

Global Climate Agenda

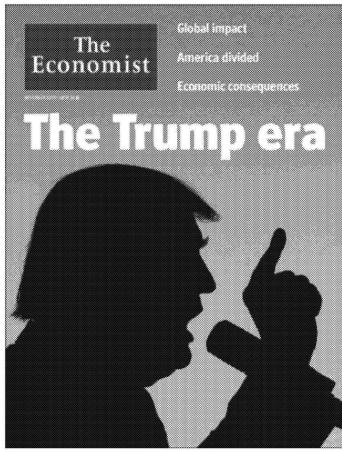
US Context

Climate Agenda for BP in the US

BP America 2017 Priorities

US election results

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President

- ✓ Donald Trump becomes 45th President of the United States on January 20, 2017

Senate

- ✓ Republicans will retain a voting majority with at least 51 of 100 seats in the Senate
- ✓ 60 votes are needed to pass most bills

House

- ✓ Republicans retain voting majority, with at least 239 of 435 seats

States

- ✓ 25 states have Republican governors and GOP controlled legislation. Only 6 states are controlled by Democrats

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Joe/Mary – test the states outcome

Trump campaign energy pledges...

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- Cancel Paris Agreement and stop funding for UN global warming programs
- Rescind Obama's Climate Action Plan and the Waters of the U.S. rule
- Open onshore and offshore leasing on federal lands
- Lift moratorium on coal leasing and open shale energy deposits
- Curtail EPA's GHG regulatory authority
- Revoke unwarranted policies restricting new drilling technologies
- Rescind the Clean Power Plan
- Encourage Trans Canada to renew its permit application for the Keystone Pipeline

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These are just campaign promises – how this will translate into governing, remains to be seen

People close to Trump not IOC world, independent/merchant refiners – not all relief necessarily good for all industry

... will likely face some hurdles

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- Low energy commodity prices and flat demand may restrain economics of producing more fossil fuels
- Reversing the decline in coal use for power generation would run counter to utility resource planning, competition from low-priced natural gas, and compliance with state renewable mandates
- Slow growth in motor fuel demand limits the government's latitude to decrease ethanol blending levels
- Rescinding US participation in free trade agreements could provoke retaliatory action by US trade partners
- Comprehensive tax reform requires Congressional approval and would be subject to uncertain and unintended consequences

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Source: Bloomberg Intelligence

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Mary /Rob Guido – check tax cuts language

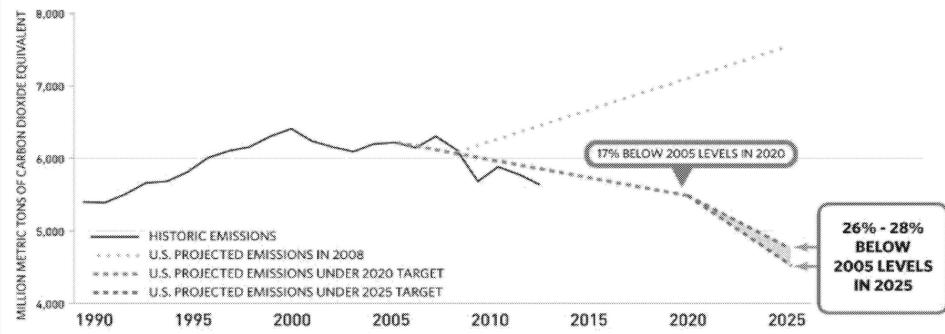
US pledge in Paris...

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Reduce GHG emissions by 26-28 percent below the 2005 level in 2025,
and to make "best efforts" to reduce emissions by 28 percent.

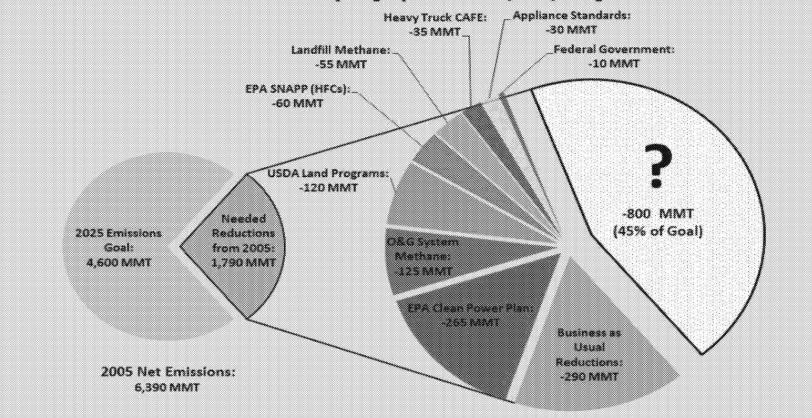
U.S. EMISSIONS UNDER 2020 AND 2025 TARGETS



On November 17, 2016, Obama team published a deep carbonization strategy with a vision to reduce GHG emissions 80% below 2005 levels by 2050.

...has its challenges...

**Obama Administration's 28% GHG Emissions Goal:
Mind the Gap* [Updated 8/10/15]**



* Greenhouse gas emissions measured in million metric tons (MMT) of carbon dioxide equivalents. Excludes U.S. Territories. Estimates derived using EPA's U.S. Greenhouse Gas Inventory Report: 1990-2013, EIA's Annual Energy Outlook (2015 and earlier), EPA's Regulatory Impact Analysis for the Clean Power Plan Final Rule, the U.S. Climate Action Report 2014, and programs announced or planned by the Obama Administration.

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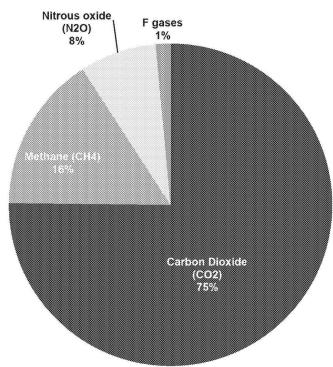
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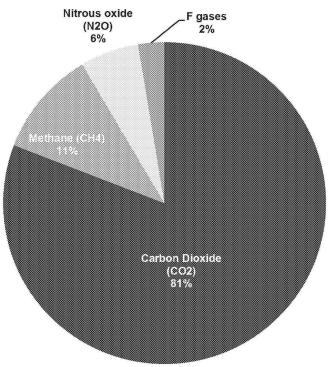


US GHG trends



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Source: IPCC, EPA. 2010 global and 2014 U.S. estimates

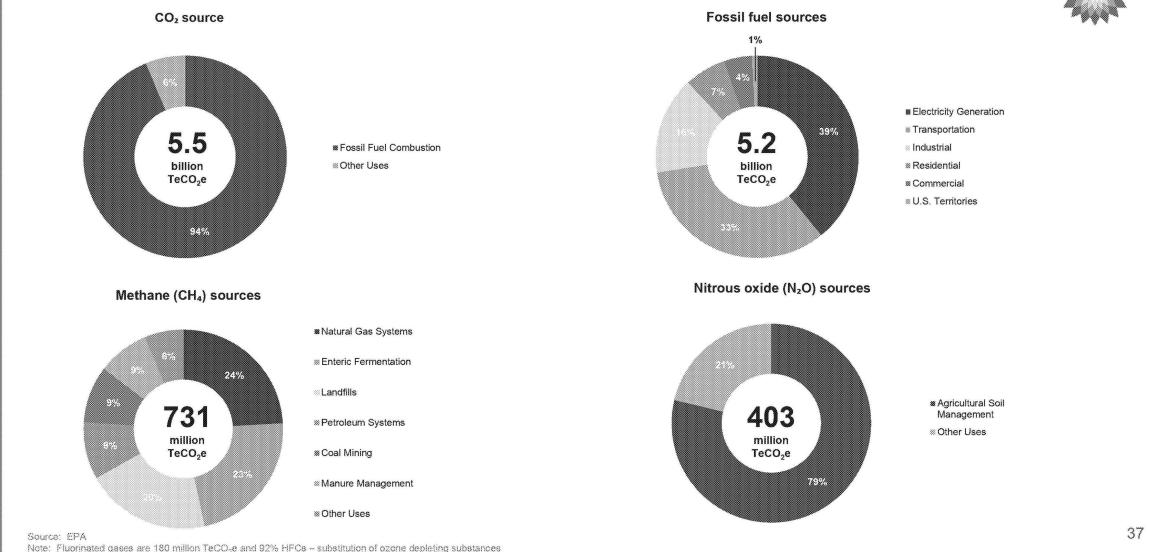


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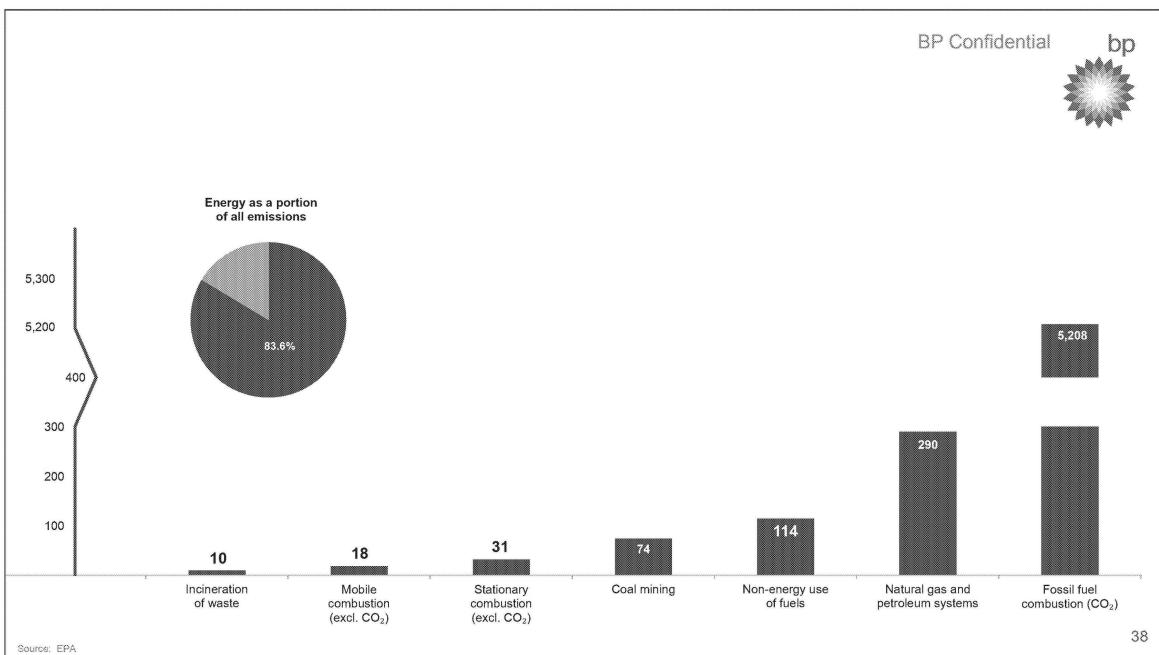
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U.S. GHG emissions by source

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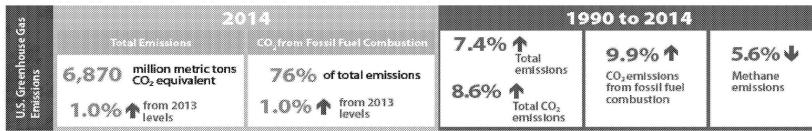
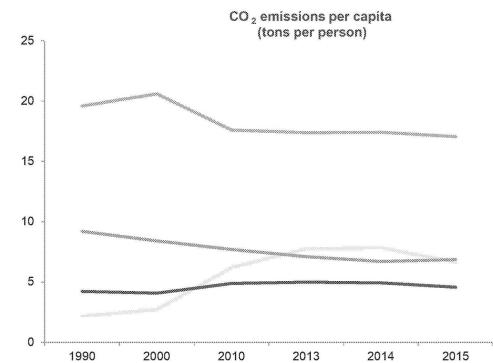
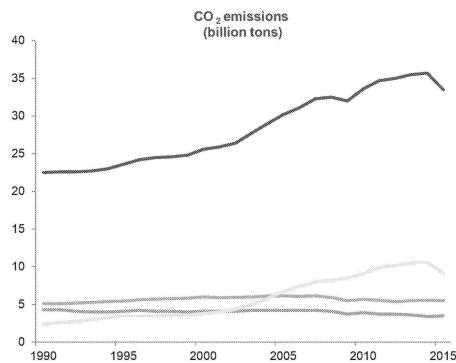
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50% global CO₂ increase led by China

U.S. dominates on per capita basis

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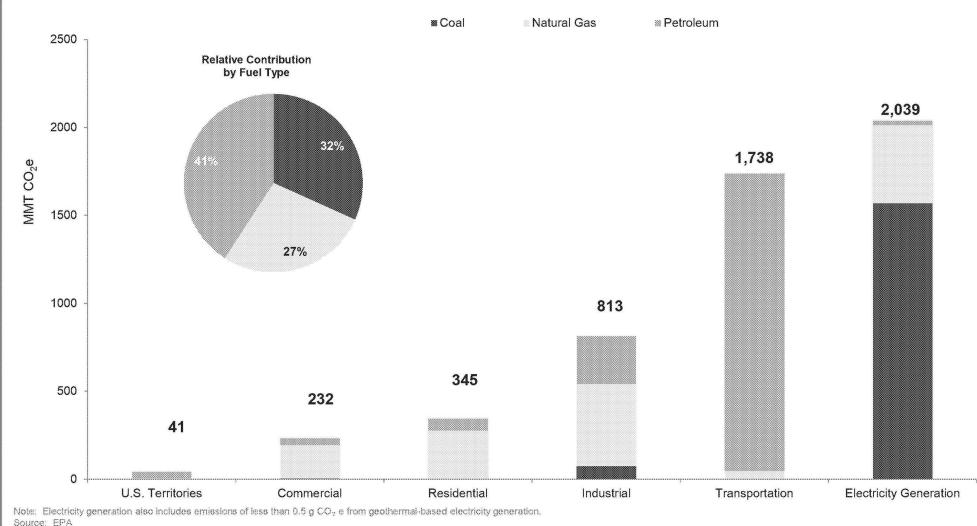


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U.S. CO₂ Emissions

from Fossil Fuel Combustion by Fuel type and End-Use Sector

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Note: Electricity generation also includes emissions of less than 0.5 g CO₂ e from geothermal-based electricity generation.

Source: EPA

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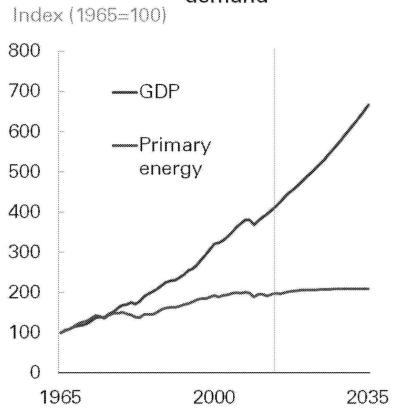
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Increases in energy demand are driven by economic growth...

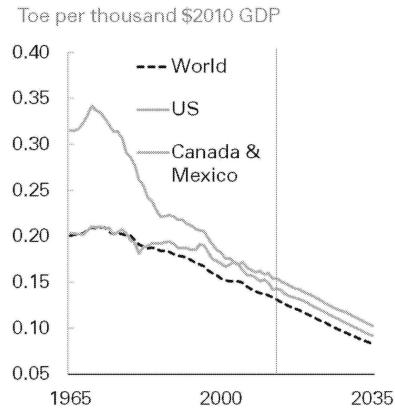
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North America GDP and energy demand



Energy intensity by region



Source: BP 2010 Energy Outlook

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...offset by significant improvements energy intensity

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- As the economy grows, more energy is required to fuel the increased level of activity.
- However, rapid improvements in energy intensity – the amount of energy used per unit of GDP – mean that energy demand grows far less quickly than North American GDP: 6% versus 61%.
- North American energy intensity is projected to decline by 2% p.a. over the forecast period. This is faster than in any 20-year period in history since our data begins in 1965.

Source: BP 2018 Energy Outlook

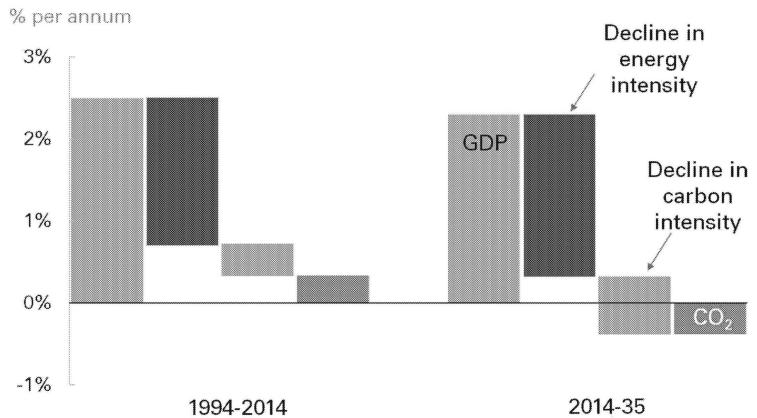
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Carbon emissions decline...

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Decoupling emissions growth from GDP growth



Source: BP 2016 Energy Outlook

...driven by faster efficiency gains the changing fuel mix

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- North American carbon emissions are expected to decline by 0.4% p.a. over the Outlook compared to growth of 0.3% p.a. over the past 20 years.
- Given that GDP is projected to grow only slightly slower than the historical trend, this represents a significant degree of 'decoupling' of carbon emissions from GDP.
- This decoupling reflects significant increases in the expected pace of decline of both energy intensity (energy used per unit of GDP) and carbon intensity (carbon emissions per unit of energy consumption).
- The world is embarking on a transition to a lower-carbon energy system. The pledges made by participating countries in their Intended Nationally Determined Contributions (INDCs) and the agreement that entered into force have increased our confidence that the world will achieve this break from past trends.

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U.S. Business Overview

Global Context

Global Climate Agenda

US Context

Climate Agenda for BP in the US

BP America 2017 Priorities

Objectives

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- Understand BP's GHG footprint in the US
- Review initial business impact analysis of comprehensive carbon policy vs. continued regulation
- Assess near-term and long-term outlook for US climate policy post elections
- Discuss emerging tensions
- Agree our approach and engagement

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Summary of BP's GHG footprint in the US

- BP's equity share of GHG emissions in the US is 16.6 million teCO₂e/year
- Fairly equally distributed between upstream (8.5m) and downstream (8.1m)
- 1.9m teCO₂e/year of upstream emissions are methane, all attributed to L48, with methane intensity of 0.7 CH₄ te/mboe
- On operated basis, Alaska has the largest GHG footprint in upstream with 9.7m teCO₂e/year (3.5m teCO₂e/year on equity basis), with flaring intensity of 1.6 te/mboe
- Whiting emits 4.8m and Cherry Point emits 2m teCO₂e/year respectively on equity basis

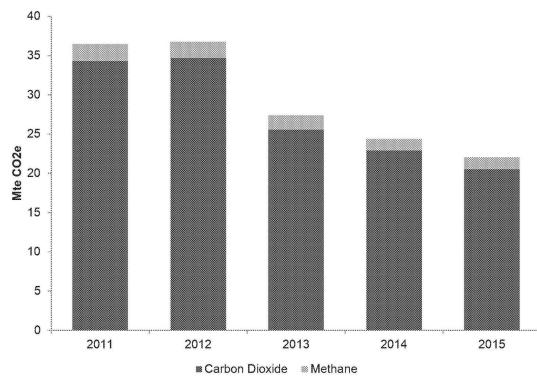
BP GHG Emissions tracking smaller business footprint

By Source – all businesses in the US

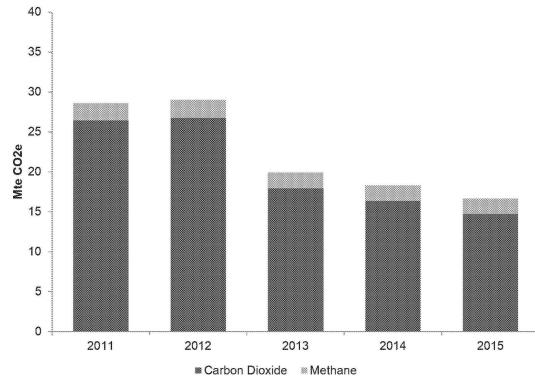
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Operated Direct GHGs



Equity Share Direct GHGs



BP Internal data

Operated means 100% of GHG Emissions for all sites we operate (including L48)

Equity Share represents BP's net share of emissions in both operated and non-operated businesses

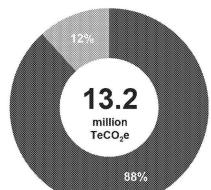
48

BP GHG Emissions in the US

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Operated Direct GHGs Upstream

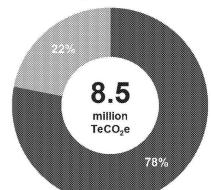


Downstream

8.8 million TeCO₂e

100%

Equity Share Direct GHGs Upstream



Downstream

8.1 million TeCO₂e

100%

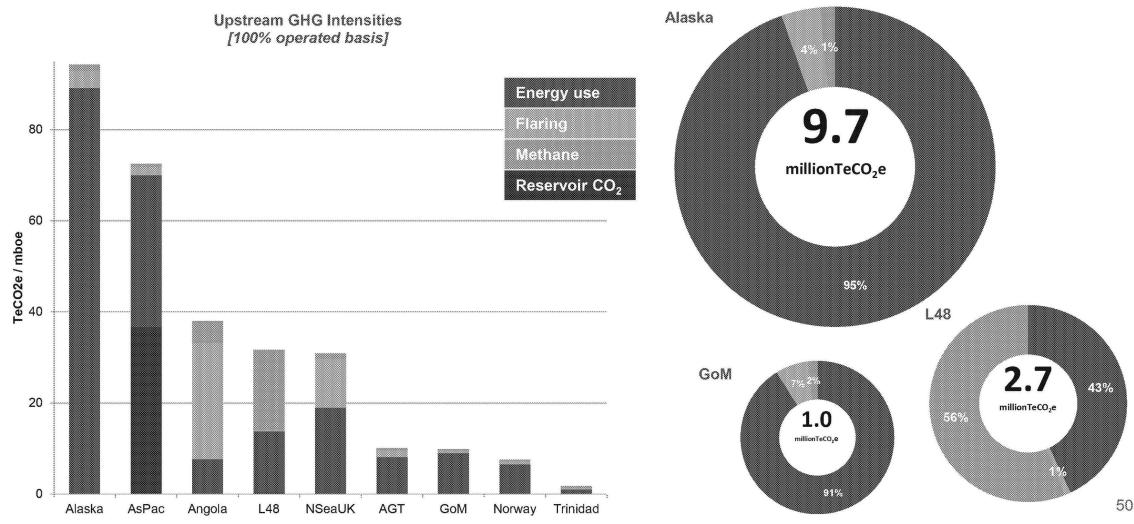
Operated means 100% of GHG Emissions for all sites we operate (including L48)
Equity Share represents BP's net share of emissions in both operated and non-operated businesses

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Upstream Operated GHG Emissions

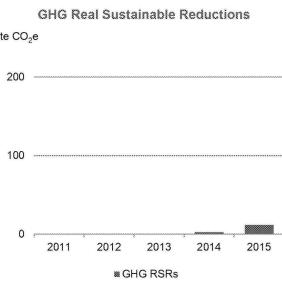
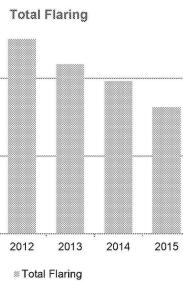
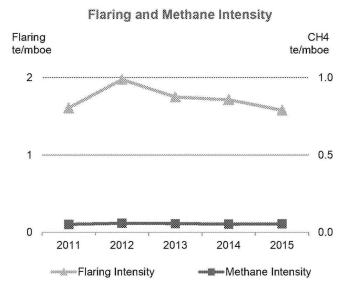
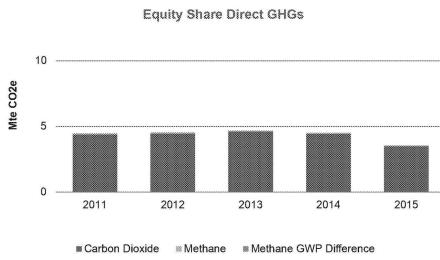
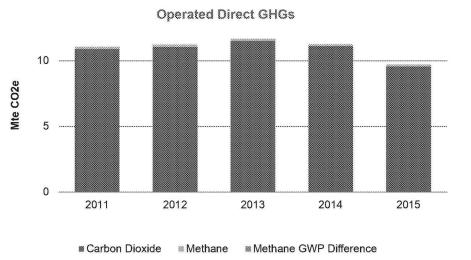
By Source – all Upstream Regions and US Regions Breakdown

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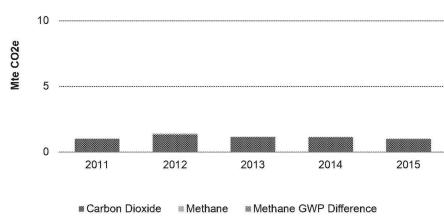
Alaska

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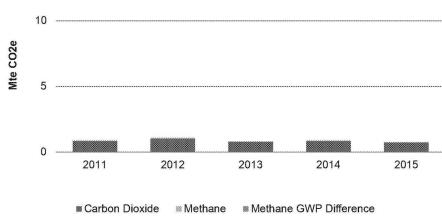




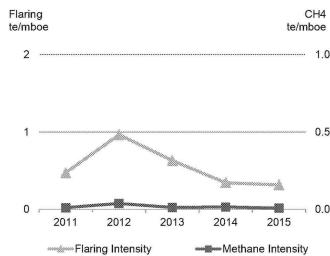
Operated Direct GHGs



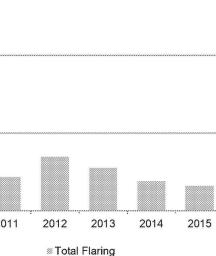
Equity Share Direct GHGs



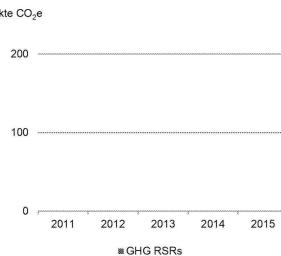
Flaring and Methane Intensity



Total Flaring



GHG Real Sustainable Reductions

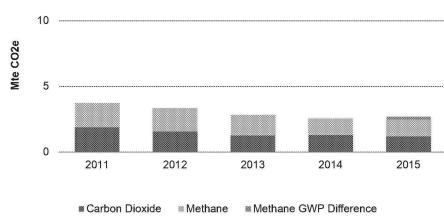


L48

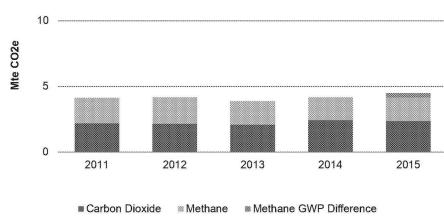
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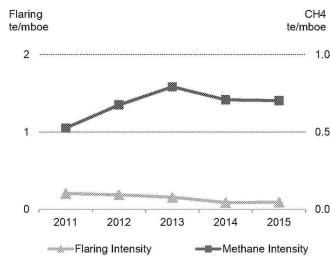
Operated Direct GHGs



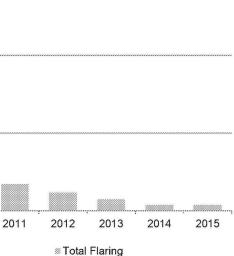
Equity Share Direct GHGs



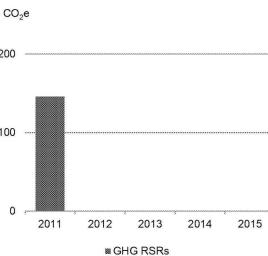
Flaring and Methane Intensity



Total Flaring



GHG Real Sustainable Reductions



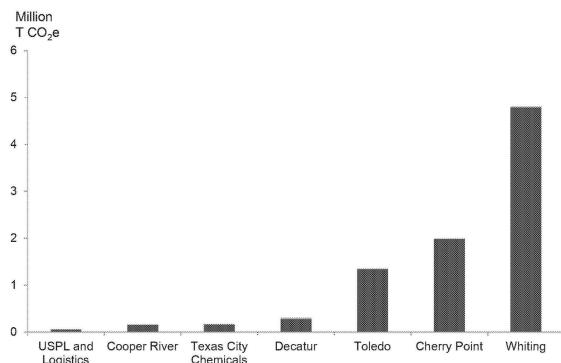
53

Downstream GHG emissions

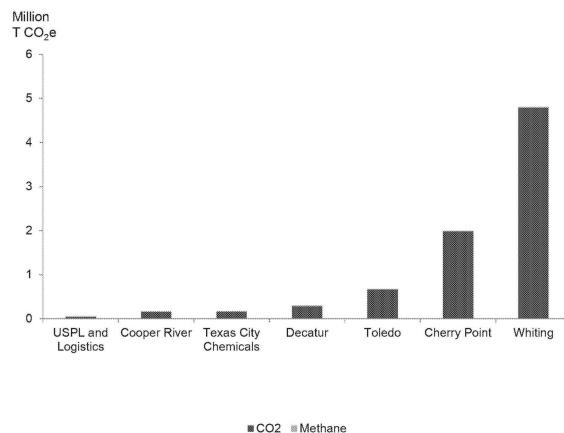
BP Confidential



Operated Direct GHGs



Equity Share Direct GHGs



BP Internal data for 2015
Decatur sales was announced in January 2016

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BPA_HC0R_00346743

Redacted - First Amendment

Redacted - First Amendment

phrases

Redacted - First Amendment



U.S. Business Overview

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BP America 2017 Priorities



BP America

Mission

- **Defend and support our US businesses to maximize shareholder value**

We serve this mission by:

- Building and maintaining **relationships** with government and communities to **ensure strong business support**
- Mitigating **external threats** and leveraging **opportunities** to support business objectives
- Providing **connectivity** between BP Group and US businesses, **overseeing** ethics and compliance, US benefits, and diversity & inclusion
- Determining **BP's positions** and developing **key messages on US policy**
- Maintaining the **corporate governance** process, providing **oversight** of external obligations
- Protecting and promoting BP's **reputation** as a safe, reliable and a compliant operator with employees, shareholders, and customers
- Providing **internal and external coherence** across our US businesses

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Redacted - First Amendment

Redacted - First Amendment

Redacted - First Amendment

4 Energy transition

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Priority	Description/Activity
<ul style="list-style-type: none">Support BP Group in implementation of the energy frontiers and venturing in the USUnderstand industry and policy trends towards electrification, digital and technology revolutions happening in the US that are affecting all areas of energy industriesUnderstand pace of transport decarbonization, penetration rate of EVs, automation, ride-sharing, policy and changing consumer preferences	<ul style="list-style-type: none">Reactive and proactive engagement in the US as required by business based on priority areas:<ul style="list-style-type: none">Sustainable mobilityCarbon managementPower and storageBio-productsDigital energy

5 Labor and Employment

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bp



Priority	Description/Activity
Fair Pay and Safe Workplaces Executive Order – ‘the Blacklisting Rule’	<ul style="list-style-type: none"> The ‘blacklisting regulation’ requires federal contractors to disclose even minor labor law violations that businesses or their subcontractors received in the past three years in order to qualify for federal contracts worth more than \$500,000. Violations include health and safety, wage and hour, family and medical leave, civil rights, and others. The intent is to pressure employers to resolve disputes through possible denial of federal contracts. Other companies are also discouraged from contracting with the a company in violation. BP acts as a federal contractor through (1) direct procurement and (2) holding leases in federal properties. The order currently applies to direct procurement, whether it will be broadened to cover (2) or other areas in federal control is unknown at present. How this order will be implemented is also unknown. Review all of BP’s federal contracting and assess the risk vs. value Review the activity of our supplier diversity compliance team in BP; externally assess options, build and execute an advocacy plan.
National Labor Relations Act	<ul style="list-style-type: none"> National Labor Relations Board has liberalized the standard to find that two or more entities are joint employers of a single workforce if (1) they are both employers within the meaning of the common law; and (2) they share or codetermine those matters governing the essential terms and conditions of employment. Risk to BP is to be held liable for actions of its contractors. Can impact downstream businesses in particular. Identify and assess the risk, understand the context, design and roll-out policies; support implementation of the new Contingent Worker HR policy. Externally assess options, build and execute an advocacy plan.

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6 Governance

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Priority	Description/Activity
Maintain integrity of the corporate governance process	<ul style="list-style-type: none">BPA Board of Directors oversight of material governmental, judicial, and regulatory obligations
Oversight and assurance of residual DWH activities	<ul style="list-style-type: none">Compliance with the Plea agreement, EPA Administrative agreement, EPA consent decreeMaintain relationships with Process Safety and Ethics monitorsSee through implementation of the final process safety recommendations agreed with the DOJProvide assurance to SEEAC on ongoing legal obligations
Oversight of major legal risks	<ul style="list-style-type: none">Major litigationMajor investigationsIssues with major reputational potential

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7 Diversity & Inclusion

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Priority	Description/Activity
Potential class action lawsuit if BP's performance in the D&I space is below stakeholder expectation	<ul style="list-style-type: none">Understand opportunities to strengthen diversity and inclusion of our workforce by gender and ethnicityReinforce mission and rigor of the D&I council to drive performance in recruitment, motivation, development, and retention to achieve a workforce that is reflective of the labor force
Supplier diversity	<ul style="list-style-type: none">Identify and develop minority and women owned business enterprises (M/WBE) to expand the pool of qualified vendors/suppliersIncrease participation of M/WBE in sourcing events across our supply chainContinue reporting against federal contracting requirements to support our government contracting commitments

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8 Access

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Priority	Description/Activity
Create momentum for regulatory flexibility to grant exceptions for progressing challenged resources in Gulf of Mexico	<ul style="list-style-type: none">Advocacy for lease extension on present leasesReceive royalty relief on new leasesBegin conversation with key decision-makers to drive change
Pace Kaskida SOP to align with Paleogene development plans	<ul style="list-style-type: none">Get the Kaskida SOP approved on agreeable terms
Wildlife protection under Endangered Species Act limiting onshore and offshore access	<ul style="list-style-type: none">Prevent new listings; promote reasonable mitigation and identify habitat conservation opportunities

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10 Remediation Management

BP Confidential



Priority	Description/Activity
Implement execution plans consistent with strategies for each site	<ul style="list-style-type: none">• Montana: Butte and Anaconda consent decrees• Montana: Butte Mine Flooding (Berkeley Pit) risk management and final remedy implementation• Montana: Great Falls investigation and remediation• Former Yerington mine site• Hastings-on-Hudson, New York• Wood River, Illinois
Louisiana and Montana tort reform	<ul style="list-style-type: none">• BP and its allies continue to work through the Grow Louisiana Coalition to advocate against parish lawsuits while building allies for a potential legislative tort reform effort. There are limited paths for tort reform in Montana from a legislative standpoint, but there is an advocacy path for the US to intervene in tort litigation.



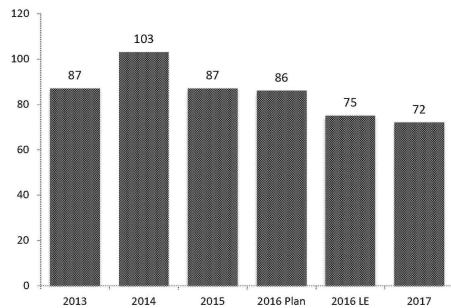
Embedded priorities

Business	Priority	Description/Activity
Fuels NA	Protect or improve the current business climate to support FNA's base business and growth plans	<ul style="list-style-type: none"> • Whatcom County Comprehensive Plan • State and local tax policy debates • regulatory/actions that impede retail growth strategy • Timely receipt of permits • EPA re-proposal of Refinery Sector Rule • Boutique blending requirements
Alaska	Execute Prudhoe Bay 40 th Anniversary celebration in a way that improves staff morale and one team spirit and maximizes community support to the industry	<ul style="list-style-type: none"> • More engaged staff that supports our industry and better community awareness.
Petrochemicals	Support rollout of PTAir in US	<ul style="list-style-type: none"> • Media coverage, outreach to stakeholders to maximize reputational and marketing benefits
	Mitigate impact of development adjacent to Cooper River plant.	<ul style="list-style-type: none"> • Protect against nuisance suits and complaints
Shipping	Monitor federal regulations and engage on salient issues	<ul style="list-style-type: none"> • Protect Harbor Maintenance Funds and advocate for legislation to make certain they are spent on intended purposes; passage of Vessel Incidental Discharge Act; no adverse changes to Jones Act.
Wind	Maximize external benefit of repower plan, reputational benefit of wind to BPA. Engage with wider wind industry. Support development of global AE strategy	<ul style="list-style-type: none"> • Strong local, national and trade media coverage and engagement by political and community stakeholders in selected states.

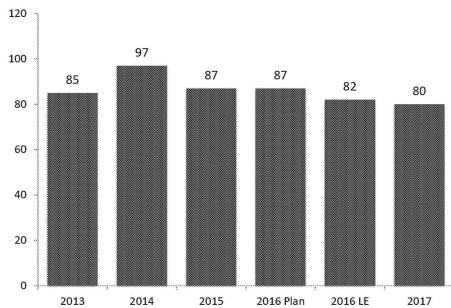


Resources – historical trend

Cash Costs (\$,m)



Headcount



Notes: 1. Excludes DWH, Alaska embedded costs, and BP Group advertising spend
 2. Headcount includes vacancies, excludes contractors and DWH staff

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Rachel:

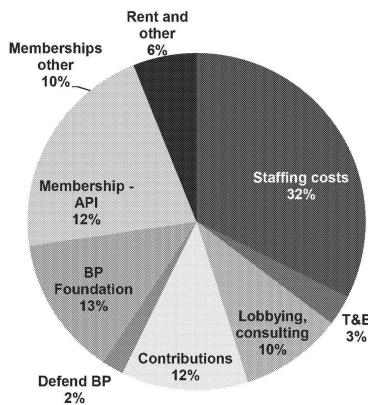
Erich – look at RM

D&I – is that the right

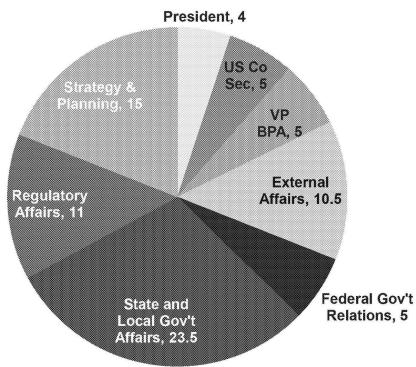
Make sure the language is consistent with the intent of the headings – i.e. don't call it a priority – and describe a risk
 Climate space – make sure we don't appear to be abandoning/changing our position because of the outcome of the elections



Resources – 2017 Plan



\$72m annual spend



80 employees

Source: 2017 GFOz submission

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Rachel:

Erich – look at RM

D&I – is that the right

Make sure the language is consistent with the intent of the headings – i.e. don't call it a priority – and describe a risk
 Climate space – make sure we don't appear to be abandoning/changing our position because of the outcome of the elections