Mission - Defend and support BP's US businesses to maximize shareholder value. We serve this mission by:

- Building and maintaining relationships with government and communities to ensure strong business support

- Miligating 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

- Providing of promoting BP's reputation as a safe, reliable and a compliant operator with employees, shareholders, and customers

- Providing internal and external coherence across BP's US businesses

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/C	Geoff Morrell	Fundamental controls and contingencies still good. Reputation work plans reflect updated engagement plans.				
Group Level Risk: Strategic & Commercial - Failure to maintain underlying business	Harmful New US Regulatory and Tax Policies	D6 / C	John Mingé	Tax Policy/Rule plan continues to address this risk				
Group Level Risk: Strategic & Commercial - Failure to maintain underlying business	Compliance with the EPA Agreement	D2 / C	John Mingé	Compliance Team in place with gatekeepers and SPAs, Monthly reports and quarterly Board updates.				

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 into E&C and BI. Controls and monitoring in place and operating effectively.				
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				
Significant BPA Business Risk	Risk of loss or unavailability of DWH data	E3	Craig Coburn	Controls and contingencies in place and operating effectively.				
Significant BPA Business Risk	Failure to improve diversity and inclusion			New construct for D&I established 1/2017, Minority Ambition underway				

Unit	Owner	2016 Actual	2017 Plan	2017 Actual	2017 LE	Comments	Status
RIF	JCM	0.0	0.0	0.0		See KPI review slides	
Delivery	JCM	100%	100%	100%		2016 Annual report issued 3/29/17. EPA audit reported expected late July	
\$m	JCM	82	79				
FTE	JCM	82	82		87	See KPI review slides	
FTE	JCM	6	6		6	See KPI review slides	
	RIF Delivery \$m FTE	RIF JCM Delivery JCM \$m JCM FTE JCM	No. No.	Ont Owner Actual Plan RIF JCM 0.0 0.0 Delivery JCM 100% 100% \$m JCM 82 79 FTE JCM 82 82	Delivery JCM 82 82 September September	Company Comp	Comments Comments

C. BP America Priorities								
Category	Priorities**	2017 Objectives	Owner	2017 Plan	Status	Comments / Assumptions		
Governance & Oversight	Governance/DWH (6)	Provide oversight and assurance of completion of residual DWH agreements and activities	JCM	✓		McKinsey work extended, still on track for delivery with DoJ		
		Provide oversight for all material obligations	Craig Coburn	✓		Impacts of recent 495 ruling under review		
		Support integrity of the corporate governance process	Susan Baur			2017 meetings scheduled; creating agenda alignment; review of proje		

Redacted - First Amendment

L	T				
	Access (8)	Secure more favorable lease terms (royalty and duration) and greater development flexibility in deepwater GoM through new regulation/legislation	Cindy Yeilding	✓	Deliverables on track
		Redacted - First Amendment			
Protect & Deliver Value	Protect against anti- industry activism (1,3)	Defeat efforts in Whatcom County to restrict Cherry Point license to operate and future expansion	Joe Ellis	✓	Did well with comprehensive plan issue, but did not remove all threats
		Review and recalibrate resourcing requirements in high risk areas to address long term threat from anti-industry activism	Geoff Morrell		
		Preserve the role of gas as a destination fuel by working with regulators and ENGOs	Bob Stout	✓	Deliverables on track
		Support API efforts to change oil and gas industry narrative and improve perception among Millennials	Liz Sidoti		
	Energy Transition (4)	Provide analysis of energy transition trends in US policy and potential impact on BP	Seymour Khalilov	✓	Deliverables on track
	Remediation (10)	Assure the right oversight is in place for execution plans consistent with strategies for each RM site	JCM		
	D&I (7)	Progress the US minority ambition, strengthen D&I performance in the workforce	Ray Dempsey	✓	Minority Ambition launched, implementation plan underway
People		Identify and develop minority owned businesses to expand the pool of qualified vendors/suppliers	Ray Dempsey		YE 2016 MWBE spend up to 3.3% vs 2.7% at YE 2015
	Capability (11)	Deliver BP America People Plan	Khymberly Booth		People Plan in place, managed through people forum meetings, first meeting held in Q2
	One BP leadership (11)	Support morale and motivate staff leveraging BP America identity and tone from the top on Values&Behaviors, E&C, and Code of Conduct	JCM		Program delivery plan underway 1Q
	One or leadership (11)	Provide leadership and oversight for US employee programs via the Benefits Committee	JCM		Meetings to be set on a qtrly basis. Upcoming discussions on fiduciary rules, stock purchase and possible new investments
	Reputation (11)	Build relationships and establish credibility with new government officials, especially senior members of Trump administration	Geoff Morrell	✓	Deliverables on track
Coherency		Educate new government officials about BP's US economic impact	Geoff Morrell		
Conerency		Build and maintain relationships with local government and communities to ensure business support	Joe Ellis		
		Continue to improve perception of BP as a 'safe and reliable operator' among target audiences	Liz Sidoti	✓	Deliverables on track
		Balance group climate commitments against new political realities in the US	Geoff Morrell		
	Outreach (11)	Leverage BP membership in major trade groups, boards, and participation in events in service of top business priorities	Cindy Yeilding	✓	Deliverables on track

13 Actively Managed
6 Monitor and Support
6 Silent running

^{*}All Risks updated during Annual Risk Review Oct 2016

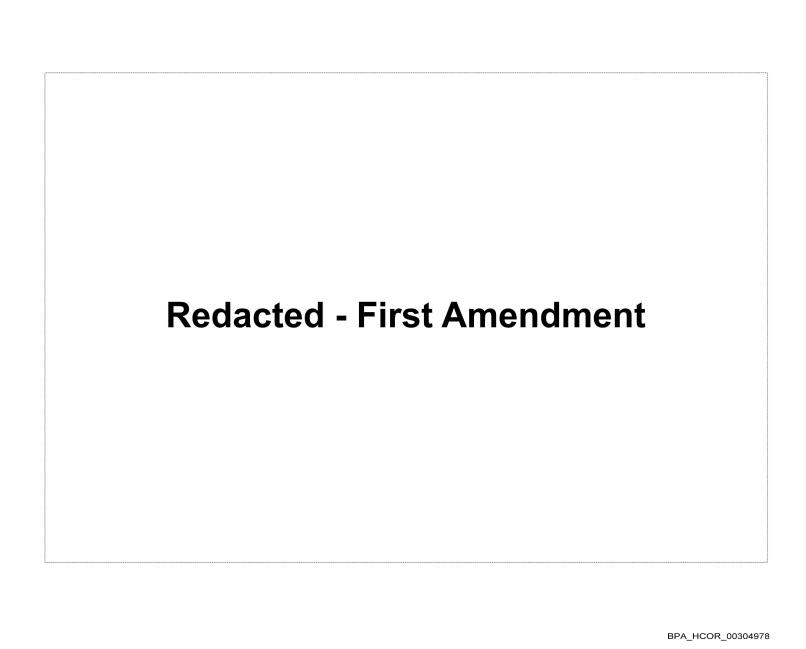
**Numbers reference BP America 2017 Priorities' reviewed by BP America business leaders on Dec. 14, 2016

Provide oversight for all material obligations

During 2017 further resolve outstanding claims (substantially winding up the DHECC) and positioning BP to litigate the remaining 'tail' i

- 1. Plan on DHECC wind down and agreed structure with PSC and court to support residual activity
- 2. Fit for purpose process for addressing Backend Litigation on Medical Settlement
- 3. Plan to address remaining 'tail' litigation

n the future.



Defeat efforts in Whatcom County to restrict Cherry Point license to operate and future expansion

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 with voters and policy makers to improve the landscape in which we operate for the long-term.

Q1 Deliverables

- 1. Conduct education meetings with every Cherry Point employee and contractor.
- 2. Meet with each member of the Planning Commission and County Council.
- 3. Execute paid media plan.
- 4. Mobilize all allies to attend public hearings.

O2 Deliverables

- 1. If County Council adopts harmful language in 1Q and the company opts to pursue a legal remedy, create and execute a long-term campaig
- 2. Continue educating employees and shoring up support among allies to mitigate policy risks in the future and create a healthier policy envir
- 3. Create sustainable effort by Whatcom Business Alliance to educate voters about Whatcom County's opportunity to have good jobs and additional business investment while also preserving a healthy environment.
- 4. Complete the ongoing assessment of how resources are being used to ensure alignment with business objectives and recommend calibrat

Q3 Deliverables

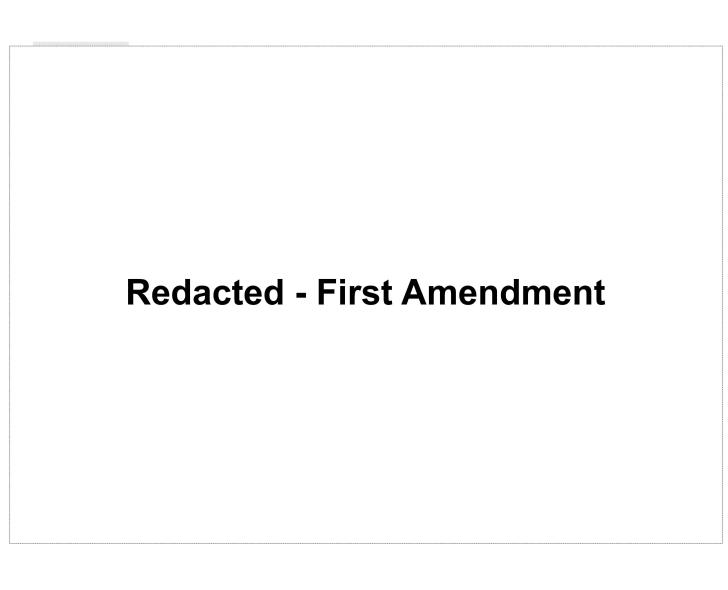
- 1. Continue educating employees and shoring up support among allies to prepare for mobilization for public hearings.
- 2. Continue executing long-term campaign to bolster Cherry Point with policy makers.

Q4 Deliverables

- 1. Continue educating employees and shoring up support among allies to prepare for mobilization for public hearings.
- ${\bf 2.} \quad {\bf Continue} \ {\bf executing} \ {\bf long-term} \ {\bf campaign} \ {\bf to} \ {\bf bolster} \ {\bf Cherry} \ {\bf Point} \ {\bf with} \ {\bf policy} \ {\bf makers}.$

n to justify the need for legal action. onment to protect Cherry Point long-term.

ion of external spend.



Iders.

Analysis of US policy on energy transition & potential impact on BP

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

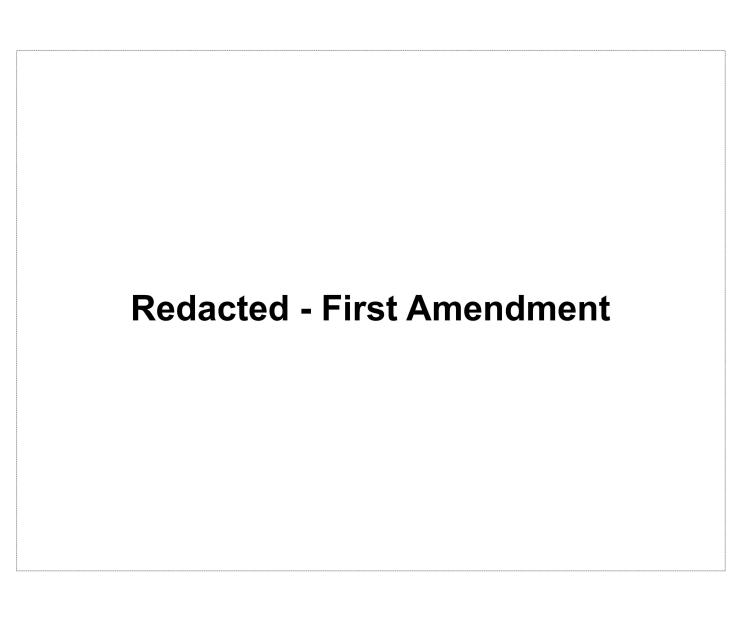
Q1 Deliverables

1. Detailed scope of the study and delivery plan

Q3 Deliverables

2. Analysis (slide pack)

d BP businesses in the US.



Reputation - Safety Campaign

Continue to improve the perception of BP as a "safe and reliable operator" among target audience

Q1 Deliverables

- 1. Roll out new safety ads by mid-March.
- 2. Improve or maintain safety metrics in polling among target audiences.
- 3. Amplify the new content internally to educate and empower employees.

Q2 Deliverables

- 1. Improve or maintain safety metrics in polling among target audiences.
- 2. Continue to amplify the new content internally to educate and empower employees.
- 3. Create new "sponsored content" with media companies.

Q3 Deliverables

- 1. Improve or maintain safety metrics in polling among target audiences.
- 2. Decide whether we will continue to advertise during remainder of year.

Q4 Deliverables

- 1. Improve or maintain safety metrics in polling among target audiences.
- 2. Determine 2018 advertising strategy.

s so that we can continue to protect and expand our license to operate in the $\mbox{U.S.}$