

BP America Quarterly Performance Review



11th December 2017 2pm – 5pm

BP America



- 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)

Redacted - First Amendment

- 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)

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BP America Risk and KPI review



BP America Risk management



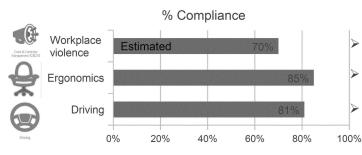
A1. Group-Level Risks*					
Risk Level	Risk Description	Net Risk / Worst Credible Impact	SPA	Commentary	Status
Group Level Risk: Strategic & Commercial - Failure to maintain underlying business	Damage to BP's Reputation	D4 / C3	Mary Streett	Fundamental controls and contingencies still good. Reputation work plans reflect updated engagement plans.	\bigcirc
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	
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.	
A2. Additional Significant Busines	s 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.	
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	\bigcirc
Significant BPA Business Risk	Risk of loss or unavailability of DWH data	E3	Craig Coburn	Transitioned to IT&S as part of normal BAU. Controls and contingencies in place and operating effectively.	
Significant BPA Business Risk	Failure to improve diversity and inclusion	E5	Ray Dempsey	New construct for D&I established Jan 2017, Minority Ambition underway	

- 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

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BP America HSSE program

Safety Compliance



Safety and Security Management



	Q1	Q2	Q3	Q4	
Safety walk thru		\checkmark		1	
Digital awareness				1	
IRIS rollout			-)	~	
Offsite events	\checkmark				
	1	\checkmark	\checkmark	\checkmark	

Complete

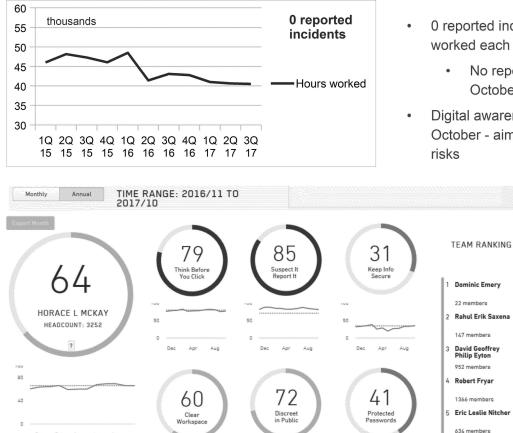
- > Complete workplace violence awareness.
- Assess workstation every three years. Review assessment if experiencing pain or discomfort, or if move desks.
- Complete Driving Safety Questionnaire and appropriate driver training course if drive on company business.
- Know / follow HSSE rules at site and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

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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

75

72

69

65

63

62

6 John C Minge

127 members

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

* 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
President	6.1	6.5	3.2	5.0	8.2	7.4	90
US Secretary	1.8	1.4	1.7	-	1.7	1.2	71
BPA VP / Oversight	13.2	5.0	2.8	(0.3)	2.5	2.5	99
D&I Team	-	-	-	5.8	5.8	4.5	78
C&EA	64.2	61.7	58.7	(8.4)	50.3	41.0	82
Shared Based Payments	2.4	1.8	1.8	-	1.8	1.7	92
Defend BP	0.4	0.0	1.5	(1.5)	-	-	-
BP Foundation	5.7	5.7	9.7	0.6	10.3	8.7	84
Sub-total cash costs	93.8	82.0	79.4	1.2	80.6	67.0	83
Humanitarian Assistance	-	-	-	-	6.7	6.2	92
Total cash costs	93.8	82.0	79.4	1.2	87.3	73.2	84



Gross cash cost Plan adjustments: (1.5) Defend BP 3.8 President - GoM Compliance 1.2 President - Paralympics (0.3) BPA VP - 2016 accel spend 4.6 D&I Team - from C&EA 1.2 D&I Team - from HR D&I (2.8) C&EA - 2016 accel spend (4.6) C&EA - to D&I (1.6) C&EA - API to Foundation 0.5 C&EA - PIC 0.1 C&EA - BP MS150 (1.0) BP Foundation reduction 1.6 BP Foundation - from API 1.2 Net Adjustment

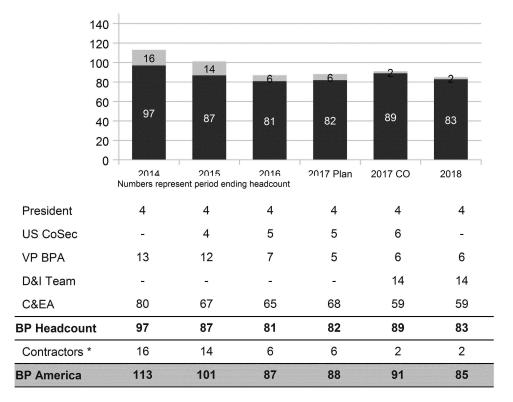
DWH Financial Data by Spend Category (\$m)



	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
Gross Cash Costs	100.2	60.7	53.5	31.2	59	75.5
Recoveries (Cat Island, Other)	0.0	(17.2)	0.0	(1.4)	0	0.0
Net Cash Costs	100.2	43.5	53.5	29.8	56	75.5

- 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



* 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

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BP America Key priorities review



DWH Liabilities

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

Priorities		Cash flow management						
 Manage Deepwater Horizon settleme Right size GCRO and support organize 	-	2017 cash outflows \$m 6,000 5,000 4,000 3,000 2,000						
Deliverables								
 Plan on DHECC wind down and agreed structure with PSC and court to support residual activity 	 CSSP on target to As of Nov. 20, 201 	nent with CSSP and PSC regarding the facilities wind down plan b be substantially complete with processing claims by YE 2017. 7 <i>claims to be processed: 1,100 BEL and 600 Non-BEL</i> plan on residual activity is ongoing						
 Fit for purpose process for addressing Backend Litigation (BELO) on Medical Settlement 	 automate activity BP team - legal e 	with claims administrator (Garrettson) to simplify processes and xperts, claims and finance analyst, evaluating modifications to s review process; implementation expected by mid-December						
Address remaining 'tail' litigation 40	, , , , , , , , , , , , , , , , , , , ,							
Cash flow management		mtgs beneficial to management funding projections with legal and IT&S to reduce cost						

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Access – GoM Challenged Resources

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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 1. Analyze opportunities, create supporting data and US Government and Regulators Trades and State education pack for US Gulf of Mexico Industry sociations Govts Local Chamber of Commerce GC Governors BSEE BOEM NOIA NAM IAGC 2. Top 4 priority areas (royalty, lease terms, suspensions OTC DO RPC Congress API LMOGA IADC Industry Consumer US Chamber LA Coalition and restricted bidders) identified, key messages/talking points and "if asked" on other issues agreed FA 3. Develop and implement advocacy plan with key 1 1 1 1 ~ stakeholders, including US administration and regulators, Q3-04 Q2 Q3 2Q - present 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 · Priorities identified, GoM story and advocacy materials developed pack detailing history, opportunity and case for change · Engagements initiated, beginning with OTC (2Q) for US GoM · Advocacy plan developed Develop advocacy plan with key stakeholders · State and Federal level advocacy initiated Education and Advocacy, including: • Engagement with trades (including NOIA, API, IAGC, LMOGA) initiated Implement advocacy plan • 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					
 Defeat or significantly mitigate efforts by th County Council to restrict Cherry Point's (C operate and expand Bolster Cherry Point's standing with voters makers to improve the landscape in which the long-term 	CP) ability to	 Grassroots campaign with Whatcom County Council 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 					
Meet with Planning Commission 1Q	earned and paid n	ernal/external campaign including; employee engagement, social, nedia; community outreach and advocacy arty advocacy campaign through Whatcom Business Alliance					
	 Comp. Plan passed 6-1 with improvements Still problematic is Council's decision to do a fast-track legal study – County Executive attempting to influence cost and timing 						
 Continue educating staff/allies Continue executing LT campaign 3Q- 4Q 	BP-led opposition Ongoing campaig	sil fuel infrastructure zoning restriction overturned <i>City to appeal</i> n to change County election rules and to limit eminent domain gn and external outreach activities / PAC solicitations / CAP mtgs. ndidates 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	Advancing the energy transition							
 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 constitution and the constitution of the constitutio							
Deliverables								
Detailed scope of study, principles, and delivery plan								
Internal alignment with Group strategy, LT planning, policy, Group Econ and Group Tech Complete								
Finalize the analysis and share with the team 3Q • Analysis complet	e – to be networked with the team in 1Q18							

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Minority Ambition

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

Priorities			MWBE	parti	icipa	atior	ן					
1. Improve our US minority represent	Supplier Diversity	M/WE	BE Spend	l (\$m)	3rd Pa	rty Spend	(\$bn)	9	6 M/WB	E		
, , , , , , , , , , , , , , , , , , , ,	increasing from nearly 26% to 30% at levels G-J and from				3Q16	3Q15	3Q17	3Q16	3Q15	3Q17	3Q16	3Q15
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 systems modificat Applied IST pilot I Incorporating syst succession planni 	ions and pro earnings to i ems modific	ocess mpler ations	led by nent F s to in	/ segr Rules corpo	ment Hl of Roa	R VPs d for ge	ender/e	thnici	ty	
 Delivery of Consciously Inclusive training program to all US Line Managers and Interviewers 	4Q	 Course developed Multiple teams con Enrollments to con 	mpleted trair	ning ir		,	,					
 Increased participation by MWBEs 	4Q	• Continued growth in percentage spend - projected at 3.5% by year end										
External recognition for our	4Q	• Named 2017 "Plat National Council (WBENC)			by W	omen's	Busin	ess En	terpris	e	
efforts and outcomes	40	• Named a 2017 "La	atino 100 Co	mpar	ıy"							
		Recognized as 20	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			Polling results	Jan 2017	Change since Jul		NA TI Jan 2017	DNAL Change since Ju	e Jy	
1. Strengthening perception of BP as	s a "sa	fe and reliable	Advertising Metrics Polling resu	ults to be	update	d in .	Jan 2018	}		
	operator" among target audiences, including Washington influencers and our employees				-2	Ŧ	38	-4	Ŧ	
influencers and our employees					+7 / 0	1	46 / 8	0/0		
 Use paid advertising (TV/print/digita to tell how BP is always working to 	(% Positive / Negative) New Information (% yes, ad contained new information)	44	+16	1	37	-2	Ŧ			
training, technology and culture	Familiarity with BP safety messaging (% Familiar, Average across messages)	33	+7	1	28	-3	Ŧ			
Build on the campaign's first year by	Attributes (% Net 5 to 7)									
	messages by highlighting the messages internally and				+11	1	42	-4	Ŧ	
externally through personal engage	0	,	Is using new technology to enhance safety	54	+10	1	42	-5	Ŧ	
, , , , , , , , , , , , , , , , , , , ,			Is trustworthy	33	+9	1	24	-8	₽	
Deliverables				Results	among "can	paign l	arget" audienc	es		
 Roll out new crop of safety advertisements 	1Q		igital and billboard advertisements launched externally and ly at employee sites							
Create new "sponsored content" with media companies	2Q		n Politico, the Washington Po ashington influencers	st resulte	d in ricl	ner s	stories be	eing		
Decide whether to continue ads for rest of 2017 & early 2018	3Q		n in support, decided to continue advertising at the same levels nd 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	among Washingt ads - won't know • Consistently emb	red that BP's safety standing ton influencers, our target aud the full picture until Jan beca bedded our safety story in cor ip town halls, closed-circuit T	dience, w ause don' mmunicat	hen the t plan to tions at	y sa b be our	w or hea in field ir assets, ir	rd our n Dec	g	



BP America 2018 GFOz and Priority setting



BP America 2018 draft objectives



Priority		Objective
Oversight		See through implementation of the final process safety recommendations agreed with the DOJ, compliance with the Plea agreement, EPA Administrative agreement, EPA consent decree
and	•	Oversee management of DWH litigations, claims, and all other material obligations.
Governance	•	Leadership support to the Bargaining Governance Board to review policy, help balance interests of all the key stakeholders.
	•	Provide assurance that Emergency Operating Plans (EOP) at labor bargaining sites are robust in case of work stoppage.
		Ensure BP's interests are reflected in the comprehensive tax reform and in any new or amended major international trade agreement (e.g. NAFTA).
	•	Anticipate and proactively manage legislative initiatives to protect BP's interests (e.g. Russia sanctions, RFS)
		Reform key federal agency rules, rulemaking process and permitting policy to support BP's US business development plans and mitigate regulatory burden and risk.
Protect and		Develop and implement a US methane engagement plan in coordination with L48, including communications as well as federal and state advocacy
Deliver Value	•	Prevent further erosion of near-term support for gas vs. other fuels, protect role of gas as a bridge fuel in a low-carbon transition, and position gas as a destination fuel for the long term.
	•	Protect against harmful legislation/regulation at local and state level.
	•	Develop and implement integrated campaign to counter 'keep-it-in-the-ground' movement.
	•	Execute GoM Access plan at pace to deliver regulatory and statutory changes that provide value to Gulf of Mexico business.
	•	Deliver Entity Plans in support of each US business.
	•	Build relationships and establish credibility with new government officials.
Reputation	•	Continue to improve perception of BP as a 'safe and reliable operator' among target audiences.
and Outreach		Support the rollout of BP's Group-wide strategy in the US, developing and implementing aligned messages and communication/advocacy plans tailored for US stakeholders
	•	Leverage BP membership in major trade groups, boards, and participation in events in service of top business priorities.
Deeple	•	Progress the US minority ambition, strengthen D&I performance in the workforce
People	•	Deliver BP America People Plan

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

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

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%
Total BP Staff	82	3	4	89	100%

• 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	24.1	
Share based payments	1.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.8	
T&E	0.3	0.2	0.1	0.2	0.6	0.2	0.2	0.5	0.2	2.5	
Lobby, Events, Consult	4.0	0.4	0.7	0.5	1.7	1.3	0.4	1.4	1.0	11.5	Slide 32
Contributions	1.5	0.0	0.0	1.2	0.7	0.3	0.5	4.5	3.5	12.1	Slide 33
Contribution – Foundation	0.0	0.0	0.0	10.3	0.0	0.0	0.0	0.0	0.0	10.3	Slide 33
Memberships	0.0	0.0	0.0	0.9	0.1	0.1	3.4	1.8	0.9	7.1	Slide 34
Membership – API	0.0	0.0	0.0	0.0	0.0	0.0	6.9	0.0	0.0	6.9	Slide 34
Defend BP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Rent and Other	0.0	0.1	0.1	0.1	3.8	0.1	0.0	0.2	0.0	4.5	Slide 35
Total	10.0	1.7	2.5	16.1	10.1	4.0	15.8	13.6	6.9	80.6	

* 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.



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
Total	13.3	8.1	11.5	11.3	

Totals may not add up due to rounding



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	
Total	21.8	21.7	22.4	19.3	

* 2015 and 2016 include amounts from C&EA budgets

Totals may not add up due to rounding



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	
Total	17.7	18.8	14.1	17.0	

Totals may not add up due to rounding



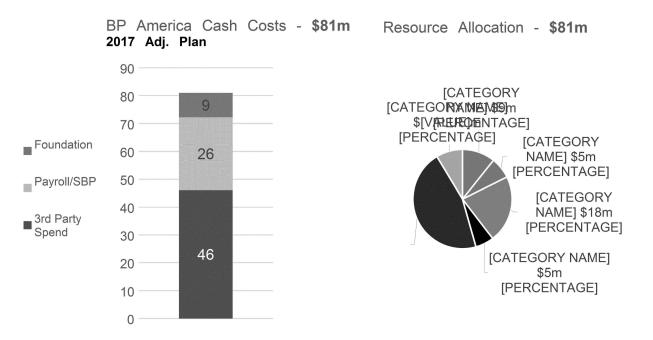
Rent and other \$m	2015 Actuals	2016 Actuals	2017 Adj Plan	2018 Plan	Comments
DC Office - Rent, etc.	3.0	3.3	3.3	3.3	
Legal charge ins	0.9	0.5	0.5	0.3	
Other	1.0	0.8	0.6	0.6	
Total	4.9	4.6	4.4	4.2	

Totals may not add up due to rounding

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



- 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

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