

Remuneration at a glance

Key financial and strategic highlights in 2022

30.5%

ROACE
Up 129% from 2021



\$25.8bn

Adjusted free cash flow*
Up 57% from 2021



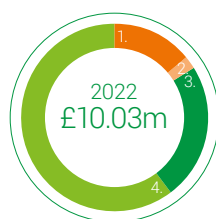
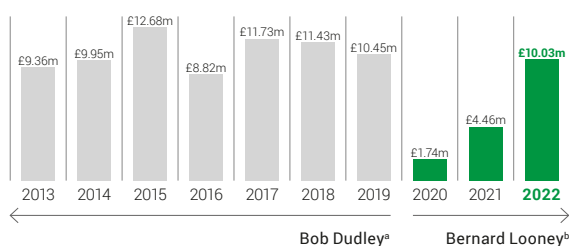
\$21.4bn

Net debt
Lowest since 3Q 2013



- Record bp-operated upstream plant reliability at 96%.
- 65% increase in the number of EV charge points installed.
- 30mboe/d increase in biogas supply.

CEO – 10-year trend of remuneration



Target: £8.78m
Maximum: £15.91m

16%

Total fixed remuneration

84%

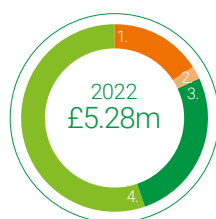
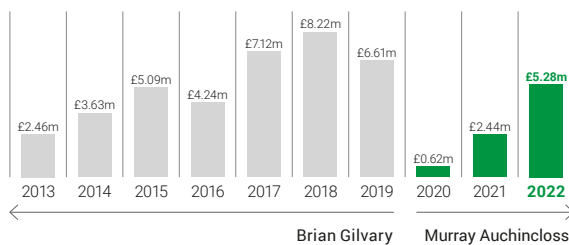
Total variable remuneration

Key

- 1. Salary and benefits
- 2. Retirement benefits
- 3. Annual bonus
- 4. Performance shares

a Previous CEO single figure converted from USD to GBP at the relevant year average exchange rate.
b 2022 is the first full year of remuneration outcomes as an executive director.

CFO – 10-year trend of remuneration



Target: £4.56m
Maximum: £8.14m

19%

Total fixed remuneration

81%

Total variable remuneration

Key

- 1. Salary and benefits
- 2. Retirement benefits
- 3. Annual bonus
- 4. Performance shares

a 2022 is the first full year of remuneration outcomes as an executive director.

Annual bonus

See page [120](#)

75.5% of maximum

has been awarded to the CEO

78.0% of maximum

has been awarded to the CFO

Performance shares

See page [122](#)

54% of maximum

awarded to CEO and CFO

Application of discretion

These outcomes are post-application of committee discretion and represent final outcomes for the executive directors. For more detail on the discretion applied, see pages 124-125 respectively.

Share ownership

Share ownership is a key means by which the interests of executive directors are aligned with those of shareholders.

