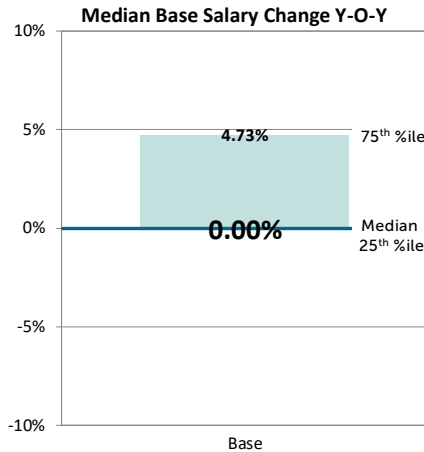


# Refining & Marketing CEO Pay Trends:

A CAP study of 17 refining & marketing companies

## Base Salary

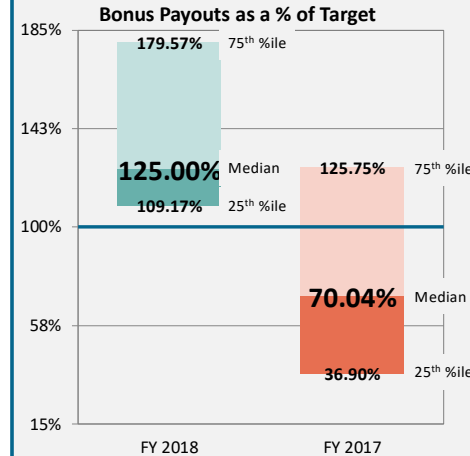
50% of companies **did not increase** CEO base salaries.



- Our study showed that base salary levels saw no change at the 25<sup>th</sup> and 50<sup>th</sup> percentiles of the market.
- A 5% adjustment would be at the 75<sup>th</sup> percentile.

## Annual Incentives / Bonuses

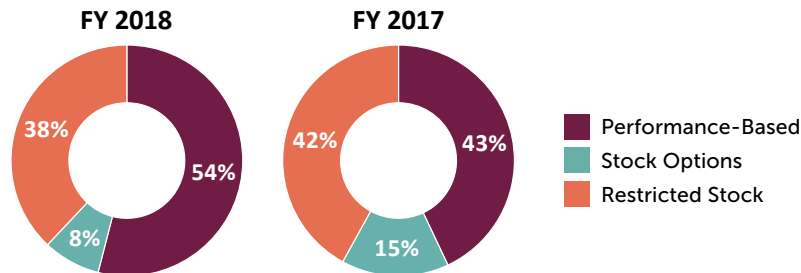
Bonus payouts were significantly higher in 2018 (up 55%).



- Median payout for 2018 performance: **125% of target**
- Average payout for 2018 performance: **137% of target**
- Actual total cash paid was up approximately 20% year-over-year, while Target total cash increased 3% over last year.

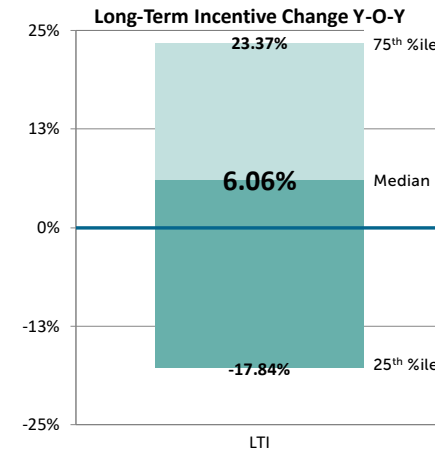
## Long-Term Incentives (LTI)

Long-term incentive award mix shifted more towards performance based awards in 2018.



- Time based awards now account for 45% of total LTI award value while performance-based awards represent about 55% of the total.
- A meaningful shift further emphasizing performance based awards occurred. The median program now allocates more than 50% of the annual award to performance awards.

40% of R&M companies increased CEO LTI award values over last year.



- CEO Long-term incentive values increased approximately **6% at the median year-over-year**.
- 25% of the R&Ms reviewed decreased LTI award value.