



# OUR PERFORMANCE

FINANCIAL	UNIT OF MEASURE	2014	2015	2016	GRI INDICATOR
Revenues <sup>1</sup>	\$ Millions	40,633	28,711	<b>24,582</b>	EC1
Operating Income	\$ Millions	1,632	2,827	<b>1,481</b>	EC1
Capital Expenditures	\$ Millions	779	1,006	<b>948</b>	EC1
Turnaround Expenditures	\$ Millions	196	290	<b>334</b>	EC1

1 - Includes excise taxes collected by our retail segment (excluding credits).  
 For more information on our Financial performance, please refer to our annual and quarterly financial reports.

OPERATIONS	UNIT OF MEASURE	2014	2015	2016	GRI
Refineries	Number	6	6	<b>7</b>	G4-9
Crude Throughput	Number of barrels per day	825,000	787,000	<b>825,000</b>	G4-9
Crude Oil Source – Domestic <sup>1</sup>	%	59	59	<b>57</b>	G4-9
Crude Oil Source – Foreign <sup>2</sup>	%	41	41	<b>43</b>	G4-9

1 - We purchase domestic crude oil primarily from North Dakota, Alaska, California, Utah and Wyoming.  
 2 - We purchase foreign crude oil produced in South America, the Middle East, Canada, western Africa and other locations.  
 For more information on our Operations, please refer to our website and our annual and quarterly financial reports.

OUR PEOPLE	UNIT OF MEASURE	2014	2015	2016	GRI
Total Number of Employees	Number	5,642	6,000	<b>6,308</b>	G4-10
Minority Employees	% of employees	33	34	<b>34</b>	G4-10
Executive or Senior Officers	% of role	0	0	<b>8</b>	G4-10
First- or Mid-Level Managers	% of role	18	19	<b>20</b>	G4-10
Supervisors	% of role	30	31	<b>31</b>	G4-10
Female Employees	% of employees	20	20	<b>20</b>	G4-10
Executive or Senior Officers	% of role	17	14	<b>15</b>	G4-10
First- or Mid-Level Managers	% of role	16	17	<b>18</b>	G4-10
Supervisors	% of role	19	19	<b>19</b>	G4-10
Employees Represented by Independent Trade Unions	% of employees	36	35	<b>33</b>	G4-11

SAFETY	UNIT OF MEASURE	2014	2015	2016	GRI
Combined Hours Worked (Employee and Contractor)	Million Hours	23.6	24.60	<b>23.30</b>	LA6
Combined OSHA Recordable Incident Rate <sup>1</sup>	Number of injuries and illnesses per 100 full-time workers	0.35	0.27	<b>0.27</b>	LA6
OSHA Recordable Incident Rate – Employee	Number of injuries and illnesses per 100 full-time workers	0.31	0.16	<b>0.28</b>	LA6
OSHA Recordable Incident Rate - Contractor	Number of injuries and illnesses per 100 full-time workers	0.39	0.38	<b>0.24</b>	LA6
Combined Days Away From Work (DAFW) Case Rate <sup>2</sup>	Number of injuries and illnesses per 100 full-time workers	0.08	0.05	<b>0.08</b>	LA6
DAFW Case Rate - Employee	Number of injuries and illnesses per 100 full-time workers	0.09	0.06	<b>0.09</b>	LA6
DAFW Case Rate - Contractor	Number of injuries and illnesses per 100 full-time workers	0.06	0.03	<b>0.08</b>	LA6
Combined Fatalities	Number	0	0	<b>0</b>	LA6
Fatalities - Employee	Number	0	0	<b>0</b>	LA6
Fatalities - Contractor	Number	0	0	<b>0</b>	LA6
Combined Process Safety API Tier 1 and 2 Event Rate <sup>3</sup>	Number of events per 100 full-time workers	0.13	0.09	<b>0.07</b>	LA6/OG13
Process Safety - API Tier 1	Number of events per 100 full-time workers	0.03	0.045	<b>0.010</b>	LA6/OG13
Process Safety - API Tier 2	Number of events per 100 full-time workers	0.10	0.045	<b>0.060</b>	LA6/OG13
Joint Health and Safety Committees	% of refinery locations	100	100	<b>100</b>	LA6

1 - Occupational Safety and Health Administration (OSHA) is a division of the Department of Labor that sets and enforces occupational health and safety rules. OSHA Recordable Incident Rate represents the number of injuries or illnesses that met the criteria to become a recordable incident per 29 CFR 1904.  
 2 - Days Away From Work (DAFW) represents the number of OSHA recordable injuries or illnesses that resulted in time away from work.  
 3 - American Petroleum Institute's RP 754 identifies the leading and lagging process safety indicators for driving performance improvement, and classifies Tier 1 and Tier 2 process safety events.

ENVIRONMENT <sup>1</sup>	UNIT OF MEASURE	2014	2015	2016	GRI
Total Direct Greenhouse Gas Emissions <sup>2</sup>	Metric tonnes CO2e per thousand barrels of throughput	35.57	35.02	<b>36.13</b>	EN15
EPA Subpart: Stationary Combustion	Metric tonnes CO2e per thousand barrels of throughput	21.28	21.59	<b>22.01</b>	EN15
EPA Subpart: Hydrogen Production	Metric tonnes CO2e per thousand barrels of throughput	4.82	4.59	<b>4.99</b>	EN15
EPA Subpart: Petroleum Refining	Metric tonnes CO2e per thousand barrels of throughput	9.47	8.84	<b>9.13</b>	EN15
Total Indirect Greenhouse Gas Emissions	Metric tonnes CO2e per thousand barrels of throughput	1.37	1.33	<b>1.33</b>	EN16
Source: Purchased Electricity	Metric tonnes CO2e per thousand barrels of throughput	1.37	1.33	<b>1.33</b>	EN16
Total Energy Use	Million BTUs per thousand barrels of throughput	531.68	520.34	<b>533.46</b>	EN3
Source: Fuel Gas and Other Internal Energy Sources	Million BTUs per thousand barrels of throughput	342.08	342.13	<b>353.81</b>	EN3
Source: Purchased Electricity	Million BTUs per thousand barrels of throughput	14.64	14.34	<b>14.16</b>	EN3
Source: Purchased Natural Gas	Million BTUs per thousand barrels of throughput	174.96	163.87	<b>165.48</b>	EN3
Total Air Emissions	Tons per million barrels of throughput	60.05	50.81	<b>50.01</b>	EN21
Sulfur Dioxide (SO2)	Tons per million barrels of throughput	8.59	6.89	<b>6.24</b>	EN21
Nitrogen Oxides (NOx)	Tons per million barrels of throughput	17.83	17.86	<b>18.56</b>	EN21
Carbon Monoxide (CO)	Tons per million barrels of throughput	18.91	11.30	<b>10.23</b>	EN21
Volatile Organic Compounds (VOC)	Tons per million barrels of throughput	9.93	9.86	<b>10.48</b>	EN21
Particulate Matter (PM10)	Tons per million barrels of throughput	4.79	4.89	<b>4.50</b>	EN21
Particulate Matter (PM2.5) <sup>3</sup>	Tons per million barrels of throughput	1.50	1.29	<b>1.22</b>	EN2
Total Water Withdrawal	Cubic meters per thousand barrels of throughput	155.09	154.23	<b>146.44</b>	EN8
Source: Groundwater	Cubic meters per thousand barrels of throughput	15.83	34.75	<b>34.03</b>	EN8
Source: Surface Water	Cubic meters per thousand barrels of throughput	9.22	9.45	<b>9.54</b>	EN8
Source: Municipal	Cubic meters per thousand barrels of throughput	130.04	110.03	<b>102.87</b>	EN8
Total Wastewater Discharge	Cubic meters per thousand barrels of throughput	89.41	83.40	<b>86.10</b>	EN22
Destination: Publicly Owned Treatment Works (POTW)	Cubic meters per thousand barrels of throughput	48.97	42.85	<b>46.27</b>	EN22
Destination: Injection Well	Cubic meters per thousand barrels of throughput	2.32	2.55	<b>2.14</b>	EN22
Destination: Surface Water	Cubic meters per thousand barrels of throughput	38.12	38.00	<b>37.68</b>	EN22
Nonhazardous Waste	Thousand tons	92.26	59.07	<b>62.11</b>	EN23
Hazardous Waste	Thousand tons	7.90	4.41	<b>4.48</b>	EN23
Volume Hydrocarbon to Water <sup>4</sup>	Barrels	0.00	0.05	<b>0</b>	EN24
Spills > 1 Barrel to Water	Number	0	0	<b>0</b>	EN24
Volume Hydrocarbon to Land <sup>4</sup>	Barrels	708.98	185.04	<b>114.80</b>	EN24
Spills > 1 Barrel to Land	Number	29	15	<b>13</b>	EN24
Number of Significant Fines (Greater Than \$100K)	Number	5	3	<b>3</b>	EN29
Monetary Value of Significant Fines <sup>5</sup> (Greater Than \$100K)	\$ Millions	1.71	4.7	<b>11.61</b>	EN29

1 - To ensure the quality of the data disclosed in this report, data for 2014 and 2015 was reviewed and updated due to a correction in our methodology. Environmental data includes Tesoro's Dickinson Refinery starting in June 2016, when it was acquired.  
 2 - Direct GHG emissions are from refining operations that are owned by Tesoro. CO2e stands for Carbon Dioxide equivalent. Details of our Direct GHG emissions can be found on the Environmental Protection Agency (EPA) website via the Electronic Greenhouse Gas Reporting Tool (e-GRRT). The breakdowns of our GHG emissions are per Environmental Protection Agency Greenhouse Gas Reporting Program Subpart C (Stationary Combustion), Subpart P (Hydrogen Production), and Subpart Y (Petroleum Refining).  
 3 - PM2.5 is included in the total reported for PM10.  
 4 - Spill data includes Tesoro Logistics LP. Tesoro uses a comprehensive internal standard for the identification, reporting, and investigation of environmental incidents, such as excess emission events, hydrocarbon and chemical spills to water or land, environmental permit or regulatory deviations, and regulatory agency action.  
 5 - On Sept. 28, 2016, Tesoro and other settling defendants entered into a Consent Decree in the matter of United States of America, et al. v. Tesoro Refining & Marketing Company, Inc., et. al., Civil No. Civ. SA-16-cv-00722, which covers Tesoro's Anacortes, Kenai, Mandan, Martinez and Salt Lake City refineries. A penalty in the amount of \$10.4 million was paid as part of the settlement. In the Consent Decree, Tesoro agreed to implement certain emission control projects, most of which were completed in 2016 and will have a multi-year impact on emissions reductions.