



# Bernard Looney

## CEO

Thank you, Helge and welcome to everyone joining us today. I appreciate you taking the time.

First of all – if I may – I want to start by thanking my bp colleagues for the amazing job they are doing right now as we all deal with the impacts of the COVID-19 pandemic.

As well as taking care of their families, and supporting the communities in which they work, they have continued to help deliver the energy the world needs, in what has arguably been the most challenging quarter in the history of the industry.

Those working on the frontline deserve particular recognition. Many have made great sacrifices and dealt face to face – literally in some cases – with the risk, in order to keep our operations running and our retail sites open.

Equally – those working from home have had to deal with unique challenges, disruption, and inevitable anxiety.

They all are doing a great job.

If you are listening, thank you! I am enormously grateful.

As Helge says, we are moving earlier than we thought on our strategy.

We are moving faster – further – and more decisively.

The world is in a different place because of COVID-19 – and so are we.

And the more we understand about the consequences for the global economy – and the inevitable uncertainty it brings – the more convinced we are that the ambition and direction we laid out on Feb 12th is taking us in the right direction for bp. It is right for our employees, it is right for our shareholders, and it is right for society.

Within a decade – bp intends to be a very different kind of energy company.



We are transforming from an International Oil Company focused on producing resources...

To an Integrated Energy Company focused on delivering solutions for customers.

From IOC to IEC.

This is a truly transformational step as we seek to become a net zero company by 2050 or sooner.

Today is about a new strategy, a new financial framework and a new investor proposition.

And as part of that proposition we have announced a new distribution policy, which will support us in facing an increasingly uncertain world, allow us to strengthen our balance sheet and invest adequately in the energy transition.

The policy combines:

- A re-set and resilient dividend, intended to remain fixed at 5.25 cents per ordinary share, per quarter, subject to the board's discretion.
- And a commitment to return at least 60% of surplus cash to shareholders through share buybacks, once our net debt target has been reached – and subject to maintaining a strong investment grade credit rating.

And while this approach has been informed by the extensive engagement we have had with our shareholders, I do want to acknowledge the impact it will have on many – whether an individual retail investor or a large holder.

However, it is a decision that we wholeheartedly believe is in the long-term interest of our stakeholders.

Any such decision must be put in context. And that is why we have accelerated our strategy

presentation to today – so you can hear a coherent story of how this all fits together.

We'll come back to talk about this in more detail later – but let me turn firstly to recap on what has been a very busy few months.



And as you can see from the slide, we have been busy – I would say really busy this year – since committing to reinvent bp on February 12th, including:

- action to make bp leaner and flatter,
- updating our long-term price assumptions,
- strengthening our balance sheet; and
- reshaping our portfolio – notably with the divestments of our petrochemicals and Alaska businesses.

Importantly – all part of a single coherent plan – all part of the same journey.

The new strategy we are sharing with you today is the next big step on the journey – and – I hope – puts many of those individual steps in context.

And you will, of course, also hear a lot more detail at our 'bp week' in the middle of September.



Before I hand over to Murray to go through our 2Q results, I want to emphasise two things.

Firstly – safety. Our commitment to safety remains consistent and unwavering throughout our transformation process.

It is, and will continue to be, our core value. And while it may not show up on every single slide – I can assure you it permeates everything that we do.

Fundamentally – it is about care. Caring for our people – caring for the company – and caring for the communities where we operate.

It's about ensuring that everyone goes home safely every day. In the second quarter, 32 people were hurt in our operations, fewer than in previous quarters – but still 32 too many. We had 4 Process Safety Tier 1 events and 19 Tier 2 events.

We will not rest until we get those to zero – nor will we after.



Secondly – we are transforming the culture of bp. At the end of the day – it’s all about people. And that begins with leadership.

We have now selected the next level of leadership in bp. Cutting the number of roles in half – from 240 to 120. Taking out a layer of management with more layers to come out – so we create a more agile organisation – one that is more connected to the front line.

To help give you a sense of the type of bp we are trying to create – a few words on the attributes we used to select those top 120 leaders.

We searched for leaders:

- who have a track record of delivery;
- who are curious and open minded;
- who are purpose-driven – not ego driven;
- who lead through our values – especially safety; and
- importantly leaders who are empathetic – but who are also prepared to hold others to account.

This is what we think of as ‘empathy with edge’.

40% of this team is women and about one-third ethnically diverse. Good – but not good enough.

As a leadership – we are not yet fully reflective of bp as a whole or the communities in which we operate.

As I set out in my note to staff in the days immediately after the killing of George Floyd – we

will get there – and we are in action. And you will hear more about this in the weeks ahead.

At this point I am now going to hand over to Murray to run through our second quarter results.

And then we will get to our new strategy.

Murray...