



# BP 4Q 2009 and Full Year Results

**2<sup>nd</sup> February 2010**



Fergus MacLeod

**Head of Investor Relations**



# Cautionary Statement

## Forward Looking Statements - Cautionary Statement

This presentation and the associated slides and discussion contain forward looking statements, particularly those regarding production growth and future production; oil and gas markets; cash costs; capital expenditure and capital efficiency; divestments; effective tax rate; refining and petrochemical margins; global economic outlook; dividend and scrip dividend; efficiency of our regional business service centres; reverse of consolidation adjustments reflecting higher volumes of equity barrels in our downstream inventories at year-end and higher prices; foreign exchange and energy costs; depreciation, depletion and amortization; underlying average quarterly charge from other business and corporate costs; strategy (including our focus on upstream profit growth, cost and capital efficiency, downstream turnaround and cost efficiency, focus and disciplined investment in Alternative Energy and corporate efficiency). By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that will or may occur in the future. Actual results may differ from those expressed in such statements, depending on a variety of factors, including the timing of bringing new fields on stream; future levels of industry product supply; demand and pricing; operational problems; general economic conditions; political stability and economic growth in relevant areas of the world; changes in laws and governmental regulations; regulatory or legal actions; exchange rate fluctuations; development and use of new technology; changes in public expectations and other changes in business conditions; the actions of competitors; natural disasters and adverse weather conditions; wars and acts of terrorism or sabotage; and other factors discussed elsewhere in this presentation.

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February 2010



Tony Hayward

**Group Chief Executive**



# 2009: Financial results

- Replacement cost profit \$14.0 bn
- Post-tax operating cash flow \$27.7 bn
- Organic capex\* of \$20.0 bn
- Divestments of \$2.7 bn
- Dividend
  - 56 cents per share
  - \$10.5 bn
- Gearing at 20%, bottom of target range

\* Capital expenditure excluding acquisitions and asset exchanges

# 2009 delivery



	2009 initial guidance	FY 09
<b>Production*</b>	Growth	+4%
<b>Refining availability*</b>	Higher	+5%
<b>Cash cost reduction*</b>	Around \$2bn	More than \$4bn
<b>Divestments</b>	Around \$2-3bn	\$2.7bn
<b>Capex**</b>	\$20-22bn	\$20.0bn

\* Change versus 2008

\*\* Capital expenditure excluding acquisitions and asset exchanges

# Strategic delivery

## Upstream growth



- **New access for future growth**
  - Iraq: Rumaila
  - Indonesia: Sanga-Sanga Coalbed Methane and West Papua
  - Jordan: Risha
  - Gulf of Mexico and Egypt: new acreage
- **Continued exploration and appraisal success**
  - Gulf of Mexico: Tiber (giant discovery), Mad Dog South
  - Angola: 17th/18th/19th discoveries
  - Azerbaijan: Shafag, Asiman
- **Major project start-ups**
  - Indonesia: Tangguh
  - Gulf of Mexico: Dorado, King South & Atlantis Phase 2
  - Trinidad: Savonette
  - TNK-BP: Uvat, Kamennoye
- **Sanctioned developments**
  - Angola: Block 15 Clochas Mavacola
  - Trinidad: Serette new field development
- **Resource replacement ratio of more than 250%**
- **Reserves replacement ratio\* of 129%**

\* On a combined basis of subsidiaries and equity-accounted entities, excluding acquisitions and divestments

# Strategic delivery

## Downstream turnaround



- **Safe and reliable operations**
  - Operating Management System (OMS) implemented at all major sites
- **Behaviours and core processes**
  - Business service centres established
- **Restoring missing revenues**
  - Refining availability re-established
- **Business simplification**
  - Sale of Greek ground fuels marketing
  - Air and Lubricants footprint simplification
  - Exited US convenience retail operations
- **Repositioning cost efficiency**
  - Cash costs more than 15% below 2008
  - Headcount reduced by more than 4500\*

\* Since Dec'07



# Strategic delivery

## Corporate efficiency



- **Alternative Energy**
  - Focused and disciplined
- **Restructuring and delayering**
  - Around 7500\* reduction in BP non-retail staff
  - More than 1500 reduction in permanent contractors
  - Senior executive roles reduced from 650 to fewer than 500
- **Organization**
  - Deepening expertise
- **Cash costs** down by more than \$4bn in 2009

\* Since Dec'07



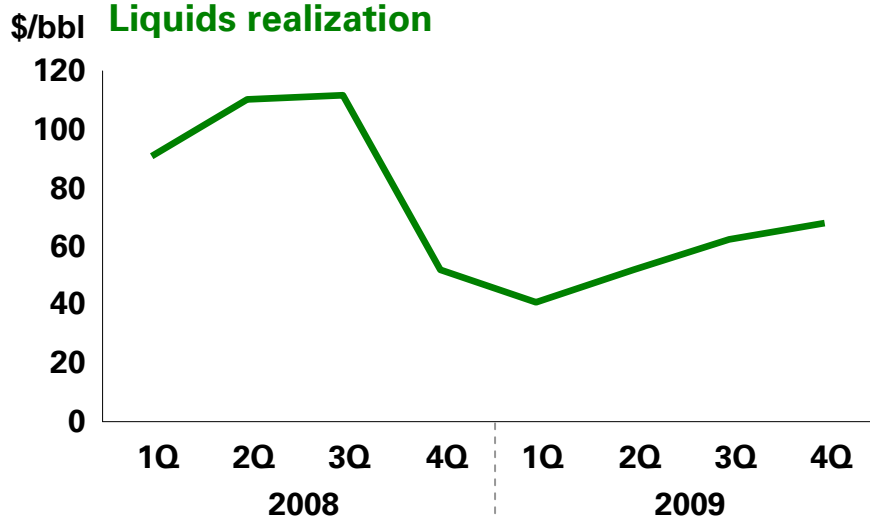
Byron Grote

**Chief Financial Officer**

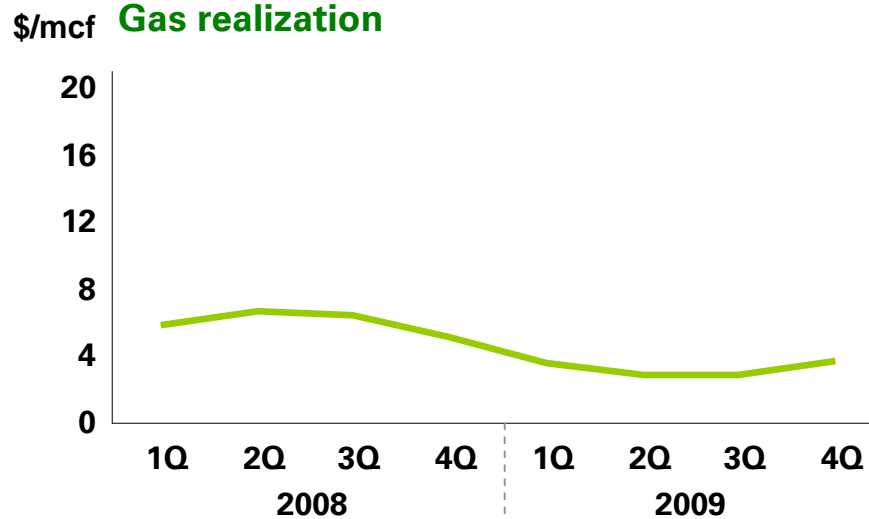
# Trading environment



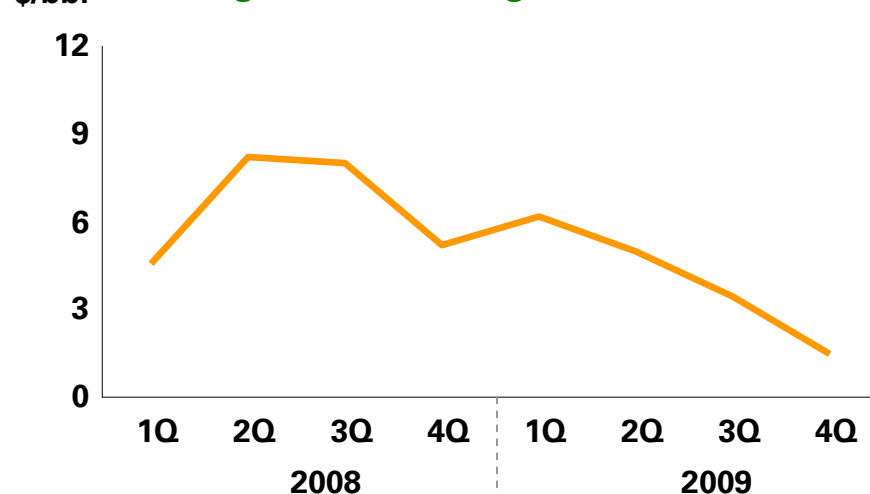
**Liquids realization**



**Gas realization**



**Refining indicator margin**



**Average realizations**

	<b>Change vs 2008</b>	
	<b>4Q</b>	<b>FY</b>
Liquids \$/bbl	31%	(38)%
Natural gas \$/mcf	(28)%	(46)%
Total hydrocarbons \$/boe	12%	(39)%
Refining indicator margin \$/bbl	(71)%	(38)%

# Financial highlights

All earnings figures are adjusted for non-operating items and fair value accounting effects

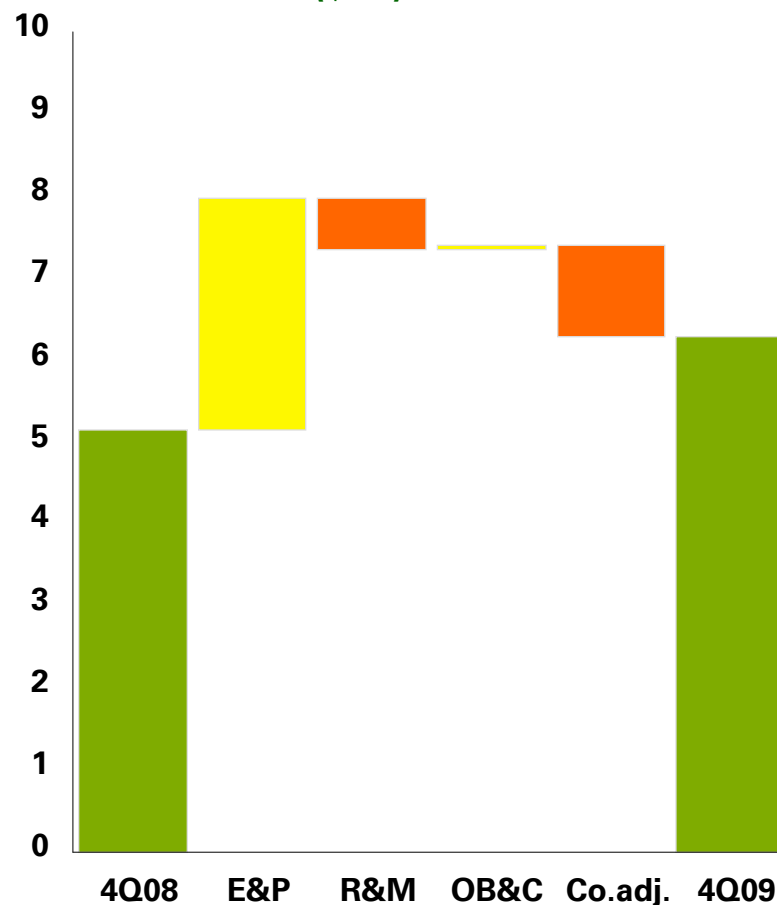


(\$bn)	4Q08	4Q09
Exploration & Production	4.3	7.1
Refining & Marketing	0.6	0.0
Other businesses & corporate	(0.4)	(0.3)
Consolidation adjustment	0.6	(0.5)
<b>Replacement cost profit before interest and tax</b>	<b>5.2</b>	<b>6.3</b>
Interest & minority interest	(0.4)	(0.4)
Tax	(2.2)	(1.5)
<b>Replacement cost profit</b>	<b>2.6</b>	<b>4.4</b>

<b>Earnings per share (\$c)</b>	<b>14.0</b>	<b>23.4</b>
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<b>Cash from operations (\$bn)</b>	<b>5.6</b>	<b>7.3</b>
<b>Dividend (\$bn)</b>	<b>(2.6)</b>	<b>(2.6)</b>
<b>Dividend per share (\$c)</b>	<b>14.0</b>	<b>14.0</b>
<b>Capital expenditure excluding acquisitions (\$bn)</b>	<b>6.8</b>	<b>5.9</b>

**Replacement cost profit before interest and tax  
4Q09 vs 4Q08 (\$bn)**

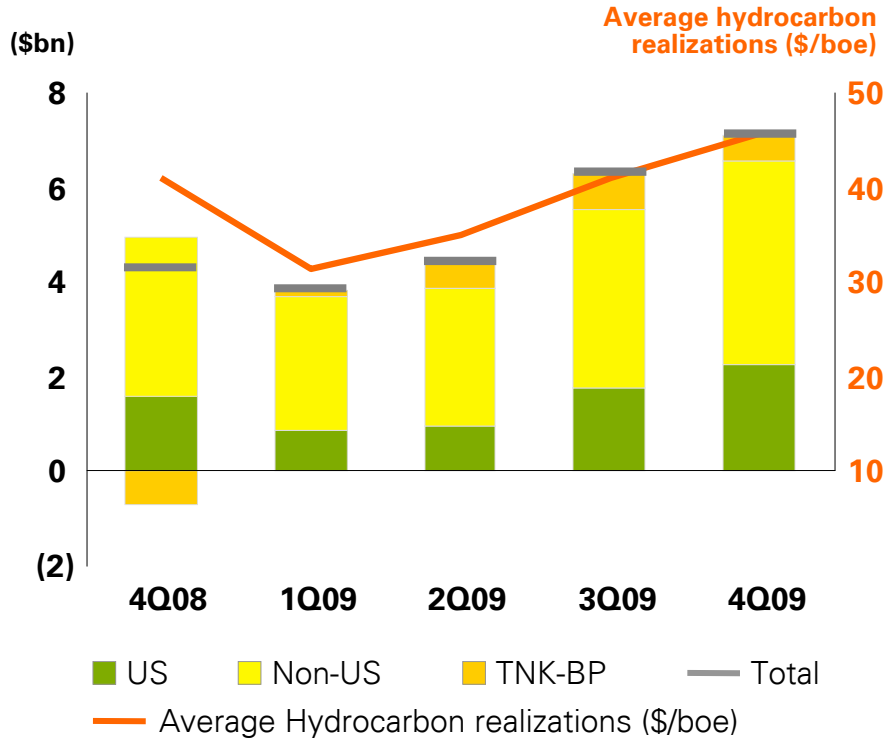




# Exploration & Production

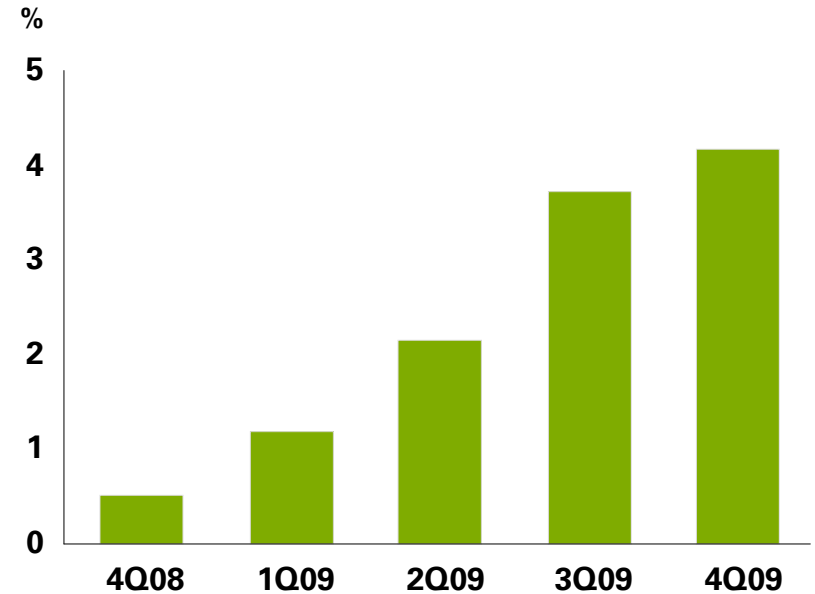
## Pre-tax replacement cost profit

Adjusted for non-operating items and fair value accounting effects



## Production growth Y-o-Y

(4 quarter rolling average)



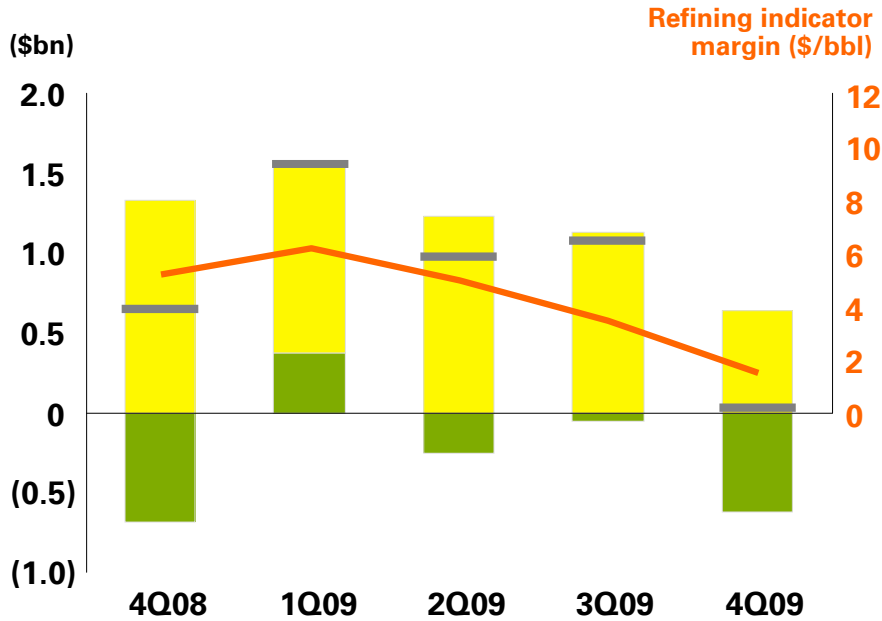
- Stronger environment
- Production growth – strong operational performance
- Continued momentum in cost reduction
- Higher DD&A in line with guidance



# Refining & Marketing

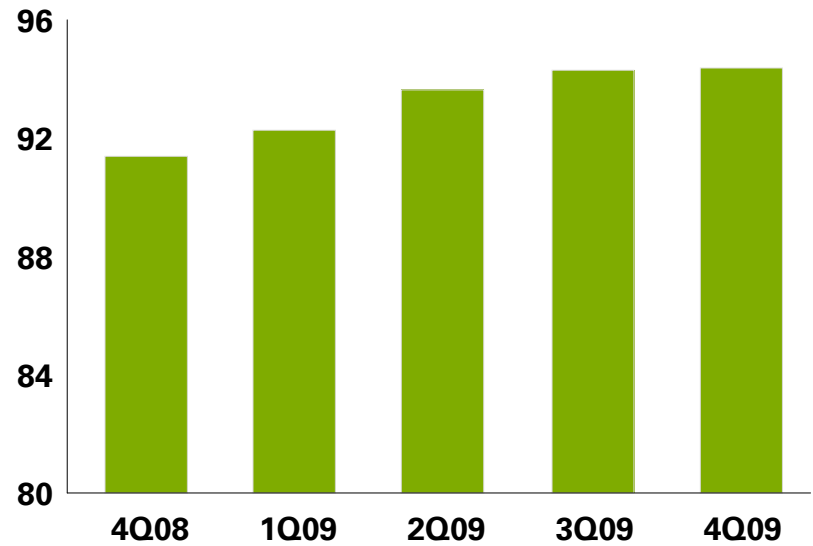
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## Refining availability

Solomon availability (%)



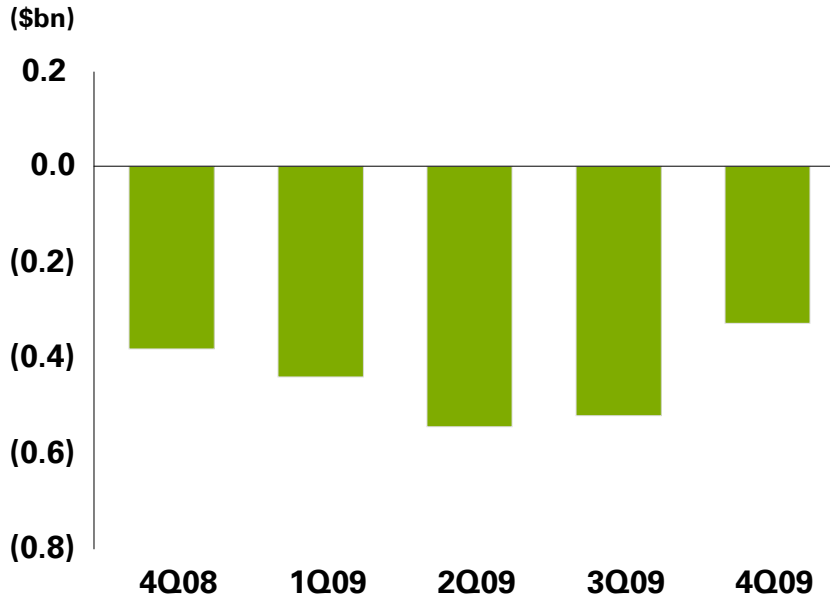
■ US ■ Non-US ■ Total — Refining Margins

- Weak refining environment
- Good operational performance
- Weak supply and trading contribution
- Lower costs

# Other businesses & corporate

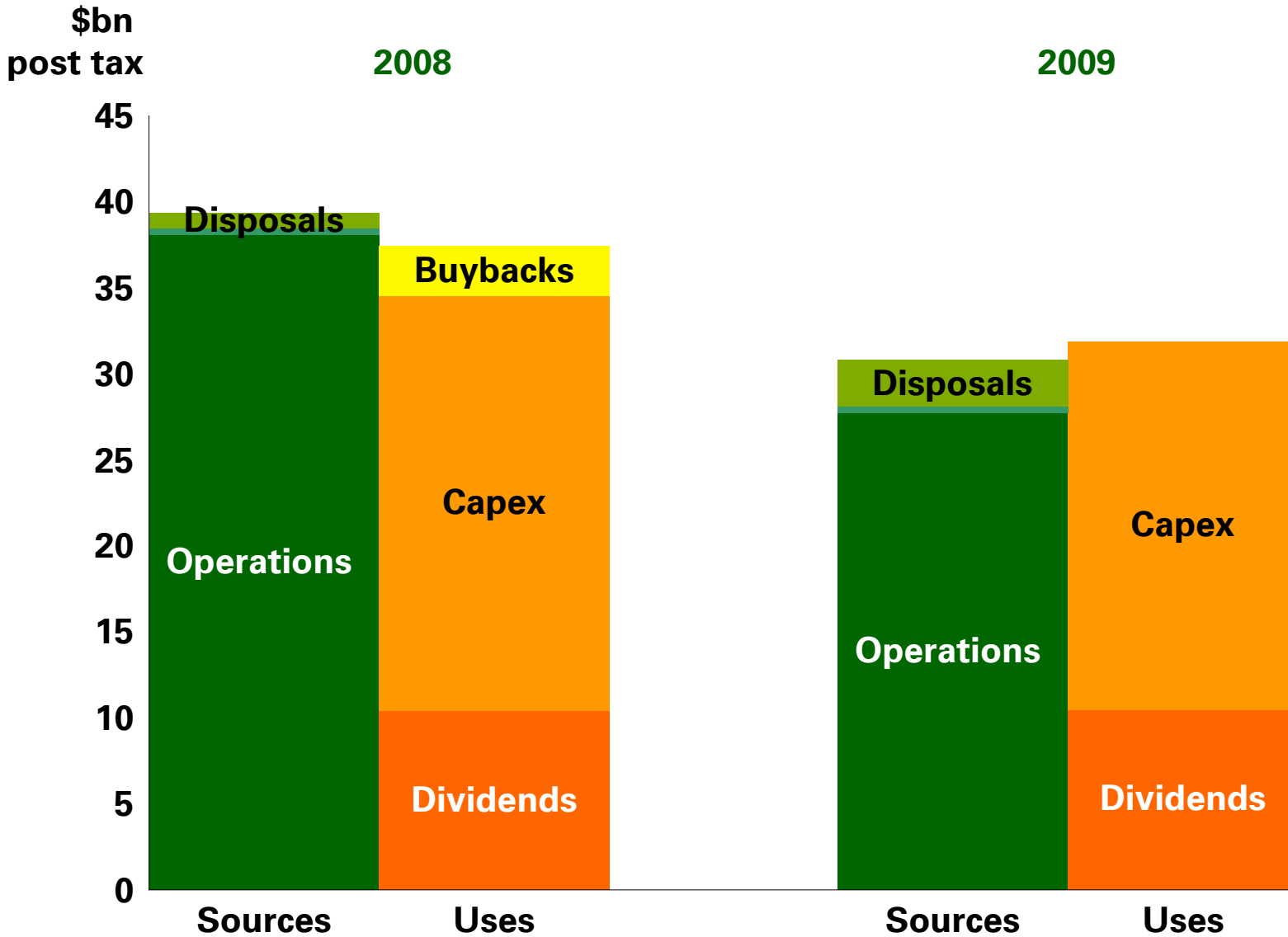
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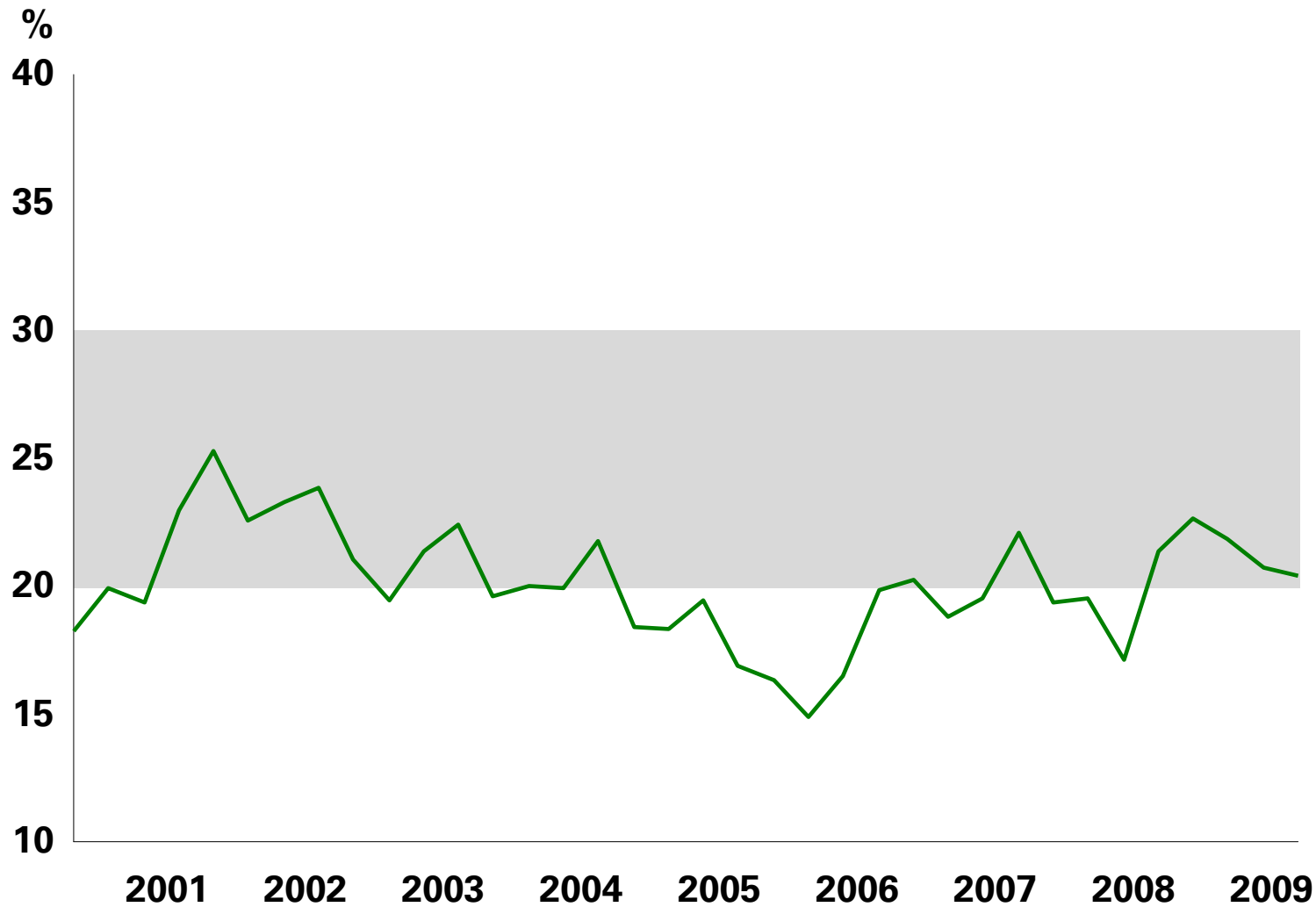
- Favourable foreign exchange impact
- Lower costs
- Weaker margin environment for Shipping and Solar

# Sources & uses of cash





# Net debt ratio



*Net debt ratio = net debt / (net debt + equity)*

*Net debt includes the fair value of associated derivative financial instruments used to hedge finance debt*

# 2010 Outlook



	2009 Delivery	2010 Guidance
<b>Production</b>	4% growth	Slightly lower
<b>Cash costs</b> <i>(year-on-year change)</i>	More than \$4bn lower	Further reduction*
<b>Organic capital expenditure</b>	\$20bn	~ \$20bn
<b>Divestment proceeds</b>	\$2.7bn	\$2 - 3bn
<b>OB&amp;C: average quarterly charge</b> <i>(excl. NOI's)</i>	~ \$450m	~ \$400m
<b>Full year effective tax rate</b>	31%**	33% - 34%

\* Excluding the effects of changes in exchange rates and fuel costs

\*\* Adjusted for the impact of the goodwill impairment in Refining and Marketing which is not tax deductible



Tony Hayward

**Group Chief Executive**



# BP strategy

- **Upstream** profit growth, cost and capital efficiency
- **Downstream** turnaround, cost efficiency
- **Alternative Energy**; focused and disciplined
- **Corporate** efficiency

# Q&A



**Tony Hayward**  
**Group Chief Executive**



**Byron Grote**  
**Chief Financial Officer**



**Andy Inglis**  
**Chief Executive  
Exploration & Production**



**Iain Conn**  
**Chief Executive  
Refining & Marketing**



**Fergus MacLeod**  
**Head of Investor Relations**