Thanks Lamar.
Let me now bring all of these plans together to show you how this shapes the financial outlook for the Group and what this means for shareholders.

I’ll start first with some context around our financial framework as it stands today and what to expect for 2017.

Two years ago we presented an outlook that expected oil prices to remain suppressed over the medium term as a result of the supply overhang at the end of 2014. We said that prices would be ‘lower for longer’. At the time there was uncertainty in the market with some predicting a rebound in oil prices by the summer of 2015.

Remaining bearish at that time, we moved quickly to reduce capital spending and cash costs, with the goal of rebalancing cash flows over the next 8 quarters at the prevailing oil price. We have made strong progress, delivering on both capital and cost targets a year ahead of time.

And our plans showed the portfolio balancing organically at a Brent oil price of $55 per barrel - with a lower assumption on refining margins and natural gas prices and with capital at the lower end of our target range.

This gave us confidence to complete a number of deals at the end of last year creating optionality in the portfolio with new growth vectors for the future. These require a modest amount of additional capital expenditure in 2017 within our existing $15-17 billion capital frame, but as Bernard has shown and I will come back to, they do not require any further capital spend outside of this frame going forward.

As outlined earlier this month, this increase in capital has a near term “technical” effect of raising our forecast organic cash rebalance point to around $60 per barrel by end 2017 before reducing steadily thereafter.

That said, capital discipline and focus on costs is undiminished. As we further assimilate these deals into our plans and maintain our focus on both capital and costs,
we will continue to optimise our overall spend driving the balance point down through the year. Indeed, we will drive the balance point closer to $55 per barrel by the end of this year, including the impacts of these portfolio additions.

At the same time, in 2017 we expect to benefit from the continued start-up of our extensive suite of Upstream major projects. This will become very visible to you later in the year, with the ramp-up resulting in a material improvement in the Groups operating cash flow through the second half. At the same time, we expect continued underlying performance in the Downstream.

Having already rebased the Group’s cash costs a year ahead of schedule, operating cash flow will also reflect the ongoing focus on continuous efficiency improvement and transformation taking place across the Group. Non-operating restructuring charges are expected to continue into 2017 although we expect the cash flow impact to be lower than last year.

Looking to inorganic sources and uses of cash, Deepwater Horizon cash payments are expected to be in a range of $4.5-5.5 billion with the larger part of the outflow in the first half as we make payment on the annual settlement amounts. Divestments are also expected to be in the range of $4.5-5.5 billion for the year with disposal proceeds weighted towards the second half.
Looking further out, we expect to deliver material growth in free cash flow in line with the shape we show here. As you can see this plan does not rely on materially higher oil prices. The outlook is driven by a combination of underlying momentum in operating cash flow in both our core businesses, coupled with strong capital discipline across the Group.

In the Upstream, growth in operating cash flow is substantially driven by:

- The ramp-up of our major projects as well as the average 35% higher operating cash margins of the new project pipeline compared to our 2015 portfolio;
- A strong focus on ongoing operating efficiency and modernisation; and
- The impact of our recent portfolio additions which deliver incremental free cash flow over the longer term.

In the Downstream, the key sources of incremental cash flow include:

- Continued operating reliability and efficiency improvements in our manufacturing assets;
- Strong marketing growth in both existing and new markets; and
- A continued focus on simplification and efficiency across the segment.

At the same time, having absorbed the marginal increase in capital associated with our recent portfolio additions, we expect to be able to maintain the organic capital expenditure of the group within a range of $15–17 billion per annum across this time frame, including 2017, while also keeping gearing within our 20-30% target band.
As Bob said we are going to be very disciplined about the $15–17 billion capital frame. Expenditure in individual years could vary and we will optimise the spend levels across the businesses to ensure the optimal outcome for the Group, but we do not expect to exceed $17 billion of expenditure for the Group in any one year.

As already noted, the capital frame remains the same as we showed you in Baku, including the new portfolio. It represents a substantial reduction in spend relative to the peak of $24.6 billion for the Group in 2013, primarily reflecting material improvement in capital efficiency across the company along with capturing deflation in the Upstream.

The Upstream will continue to invest in a high quality pipeline of new projects to drive growth out to 2021 and through the end of the next decade. And the Downstream will continue to invest mainly in strengthening the competitive position of our manufacturing businesses along with high return marketing growth, which as Tufan described, is highly accretive to free cash flow for the Group.

We do not see a need to increase capital expenditure above this range to support the growth agenda of the Group. The lower end of this range indicates the flexibility we have to tighten capital expenditure in the event of periods with lower oil prices, without materially impacting our longer term outlook. So our current dividend is underpinned, both in the near and longer term, by the strong momentum we see ahead in our businesses as well as the flexibility within the capital frame.
Putting this all together.

From 2018 we expect our organic oil price cash balance point for the Group to fall steadily as already material growth in free cash flow is further improved by the additions to the portfolio. Based on our current planning assumptions we would expect our cash balance point to reduce to around $35-40 per barrel over the next five years.

This is a further indicator of flexibility within our financial frame even if oil prices are lower than they are today.

As always we work to ensure that the dividend can be sustained by the underlying cash generation of our businesses over time.

With organic free cash flow growing we would look, in the first instance, to address the dilution that arises from the undiscounted scrip dividend alternative we currently have in place.

We would then aim to balance disciplined investment for even stronger growth with our objective of growing distributions to shareholders over the long term.
Turning to a bit more detail on divestments and Deepwater Horizon payments over the medium term.

Divestment proceeds amounted to $3.2 billion in 2016. As already noted, we expect divestment proceeds to be higher in 2017, in the range of $4.5 to 5.5 billion for the year. A good number of divestment projects are in progress and we expect to receive proceeds for most of those projects within 2017.

Beyond 2017 the level of divestments will be a function of ongoing active management of our portfolio which typically results in around $2-3 billion of divestments per annum.

At the same time, we also estimate 2017 Deepwater Horizon cash payments to be lower than last year, also in the range of $4.5 to 5.5 billion. With amounts to resolve the remaining Business Economic Loss claims expected to be substantially paid this year we expect the total Deepwater Horizon cash payments to fall to around $2 billion in 2018, and to then step down to a little over $1 billion per annum from 2019.
Bob talked earlier about our focus on returns and the drivers of this at both a Group and business segment level. Given the volatility in our industry we generally regard sustainable free cash flow to be a more reliable measure of shareholder value growth.

That said, we recognise that return on average capital employed is an important long term indicator. Returns over the last few years have been low right across the industry. This reflects the very challenging environment we all face as we rebase our businesses after a period of investing at historically high oil prices and cost. For BP, we have also been in a strong build phase related to our upcoming project start-ups, post the sale of around $50 billion of high returning assets when prices were over $100 per barrel. Looking ahead, we expect volume and margin growth across our businesses to drive our returns higher, in line with increasing levels of capital in service. Greater capital discipline and improved contract and fiscal terms in some areas will also support the sustainability of these returns.

To see a meaningful trend we have assumed a stable price environment and portfolio. On this basis, with the strong growth we see ahead and our focus on costs, we expect BP’s ROACE to recover steadily over the next few years and to exceed 10% by 2021 at oil prices similar to the levels we see today.
In summary.

We have greater clarity on our Deepwater Horizon commitments with payments expected to step down materially in 2018.

As we continue to integrate our new portfolio additions and drive further capital and cost efficiency we are working towards rebalancing the financial framework of the Group by the end of 2017, with the balance point falling steadily thereafter.

Be in no doubt – we have not taken our focus off capital discipline with the new portfolio. Our financial frame is strongly underpinned over the medium term by growth in our businesses and continued disciplined capital and cost management.

Our balance sheet is strong and we intend to maintain gearing within our 20-30% band over time.

So looking out to 2021, the package we have laid out today is expected to deliver material growth in free cash flow and steadily improving returns at modest price assumptions, in turn supporting growth in shareholder distributions over the long term.

I’ll now hand you back to Bob.
Thank you Brian.
That’s lot of information from us today, but what I hope has been coming across is substantive evidence of a business that is fit for all seasons. We know it is not what we say, it is what we do.

We are building a company that is competitive in a low price environment – increasingly so through the progress we have made on efficiency, reliability and the discipline you are seeing on capital and costs.

We’re a business that is building resilience to a range of different conditions. Resilience that is coming from the balance and quality we have right across our portfolio, Upstream and Downstream – both of which are fully primed with growth opportunities.

And a business that will remain competitive as the world changes – which it is doing faster than ever. We are going to see increasing demands on the energy sector in support of lower carbon, lower emissions fuels and products – and we will be ready for that.

In the Upstream we have agreements in place around the world for very competitive oil and gas – with substantial growth potential extending out through this decade, the next decade and beyond.

We also have outstanding growth potential in the Downstream. Our Downstream business has been performing really well for us for a couple of years now and there is still more to do and more growth to come.

And we have viable and growing businesses in alternative energy – and the potential to excel in the low carbon space in due course, and with informed discipline.

At the same time, as a team we are driving up safety, reliability and efficiency, and translating that into enhanced operational and financial performance.

You are seeing the outcome in a base business that’s working well and which will continue to do so as we add new barrels, launch new products and enter new
markets.
So we have built a solid platform of strong underlying performance and excellent growth prospects.
I believe this positions BP to be a very attractive, very dependable investment proposition for the long term.
That has always been the focus of this management team, and I look forward to hearing your views after we’ve taken a short break for refreshments.