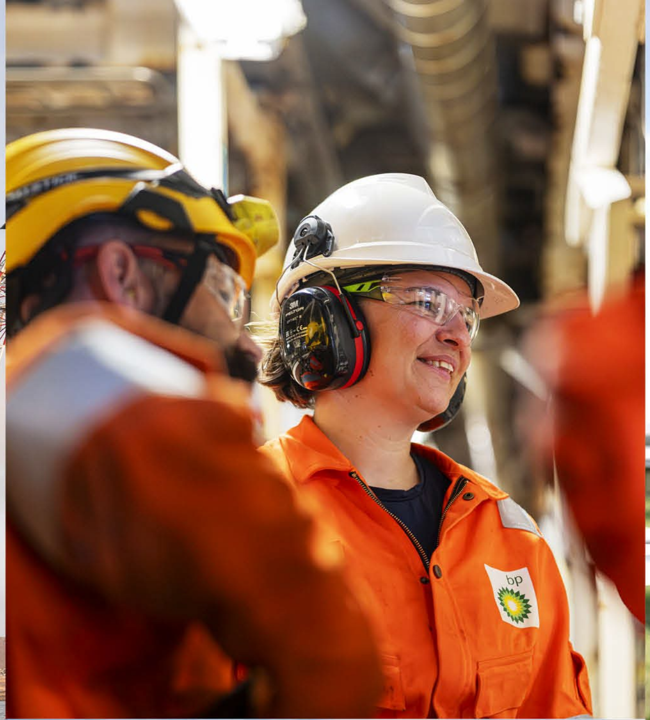

Full-year and 4Q 2023 financial results

Craig Marshall

SVP investor relations

Good morning, everyone and welcome to bp's fourth quarter and full year 2023 results presentation.

I'm delighted to be here today with our newly appointed chief executive officer and chief financial officer – Murray Auchincloss and Kate Thomson.

Before we begin today, let me draw your attention to our cautionary statement.

Cautionary statement

In order to utilize the ‘safe harbor’ provisions of the United States Private Securities Litigation Reform Act of 1995 (the ‘PSLRA’) and the general doctrine of cautionary statements, bp is providing the following cautionary statement: The discussion in this results presentation contains certain forecasts, projections and forward-looking statements - that is, statements related to future, not past events and circumstances - with respect to the financial condition, results of operations and businesses of bp and certain of the plans and objectives of bp with respect to these items. These statements may generally, but not always, be identified by the use of words such as ‘will’, ‘expects’, ‘is expected to’, ‘aims’, ‘should’, ‘may’, ‘objective’, ‘is likely to’, ‘intends’, ‘believes’, ‘anticipates’, ‘plans’, ‘we see’, ‘focus on’ or similar expressions.

In particular, the following, among other statements, are all forward looking in nature: plans, expectations and assumptions regarding oil and gas demand, supply, prices, volumes and margins; plans and expectations regarding bp’s spending, returns to shareholders, returns on capital employed, financial performance, earnings, balance sheet, capital expenditure and cash flows, including expectations for 2025 EBITDA; plans and expectations related to earnings growth; plans relating to bp’s investments; plans and expectations relating to bp’s oil and gas portfolio, oil and gas production and volume growth, including delivery on bp’s 2025 production target and bp’s 2025 unit production cost target; expectations regarding reported and underlying volume; plans and expectations with respect to the total depreciation, depletion and amortization chat and the other businesses & corporate underlying annual charge for 2024; expectations regarding the underlying effective tax rate for 2024; expectations regarding the timing and amount of future payments relating to the Gulf of Mexico oil spill; expectations regarding turnaround and maintenance activity; expectations regarding future project start-ups, including at bpx, and major oil and gas projects; plans and expectations regarding refinery digitisation business improvement plans and performance; plans and expectations regarding renewables, power, retail fuels, Castrol, offshore wind, Akerbp and Lightsource bp; plans and expectations regarding bp’s five transition growth engines, including expectations regarding EV charging, convenience, biofuels and biogas; expectations regarding safety and emissions reduction; plans and expectations regarding bp’s oil, gas and refining businesses; plans and expectations regarding bp’s financial frame; plans and expectations regarding the allocation of surplus cash flow to share buybacks and strengthening bp’s balance sheet; plans regarding the timing and amount of future dividends, including the capacity for annual increases, the amount and timing of share buybacks; plans and expectations regarding bp’s credit rating, including in respect of further progressing our credit metrics; plans and expectations regarding bp’s development of its LNG portfolio, LNG offtake and 2025 target; plans and expectations regarding the timing, quantum and nature of certain acquisitions and divestments; plans and expectations around bp’s products, including their margins and carbon footprint; expectations relating to blue and green hydrogen and refinery decarbonisation; plans and expectations regarding communicating financial performance insights; expectations related to plant reliability and base decline; plans and expectations regarding bp-operated projects and ventures, and its projects, joint ventures, partnerships and agreements with third party partners.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will or may occur in the future and are outside the control of bp.

Actual results or outcomes, may differ materially from those expressed in such statements, depending on a variety of factors, including: the extent and duration of the impact of current market conditions including the volatility of oil prices, the effects of bp’s plan to exit its shareholding in Rosneft and other investments in Russia, overall global economic and business conditions impacting bp’s business and demand for bp’s products as well as the specific factors identified in the discussions accompanying such forward-looking statements; changes in consumer preferences and societal expectations; the pace of development and adoption of alternative energy solutions; developments in policy, law, regulation, technology and markets, including societal and investor sentiment related to the issue of climate change; the receipt of relevant third party and/or regulatory approvals; the timing and level of maintenance and/or turnaround activity; the timing and volume of refinery additions and outages; the timing of bringing new fields onstream; the timing, quantum and nature of certain acquisitions and divestments; future levels of industry product supply, demand and pricing, including supply growth in North America and continued base oil and additive supply shortages; OPEC+ quota restrictions; PSA and TSC effects; operational and safety problems; potential lapses in product quality; economic and financial market conditions generally or in various countries and regions; political stability and economic growth in relevant areas of the world; changes in laws and governmental regulations and policies, including related to climate change; changes in social attitudes and customer preferences; regulatory or legal actions including the types of enforcement action pursued and the nature of remedies sought or imposed; the actions of prosecutors, regulatory authorities and courts; delays in the processes for resolving claims; amounts ultimately payable and timing of payments relating to the Gulf of Mexico oil spill; exchange rate fluctuations; development and use of new technology; recruitment and retention of a skilled workforce; the success or otherwise of partnering; the actions of competitors, trading partners, contractors, subcontractors, creditors, rating agencies and others; bp’s access to future credit resources; business disruption and crisis management; the impact on bp’s reputation of ethical misconduct and non-compliance with regulatory obligations; trading losses; major uninsured losses; the possibility that international sanctions or other steps taken by any competent authorities or other relevant persons may impact bp’s ability to sell its interests in Rosneft, or the price for which bp could sell such interests; the actions of contractors; natural disasters and adverse weather conditions; changes in public expectations and other changes to business conditions; wars and acts of terrorism; cyber-attacks or sabotage; and those factors discussed under “Principal risks and uncertainties” in bp’s Report on Form 6-K regarding results for the six-month period ended 30 June 2023 as filed with the US Securities and Exchange Commission (the “SEC”) as well as those factors discussed under “Risk factors” in bp’s Annual Report and Form 20-F for fiscal year 2022 as filed with the SEC.

Reconciliations to GAAP - This presentation also contains financial information which is not presented in accordance with generally accepted accounting principles (GAAP). A quantitative reconciliation of this information to the most directly comparable financial measure calculated and presented in accordance with GAAP can be found on our website at www.bp.com.

This presentation contains references to non-proved resources and production outlooks based on non-proved resources that the SEC's rules prohibit us from including in our filings with the SEC. U.S. investors are urged to consider closely the disclosures in our Form 20-F, SEC File No. 001-06262.

Tables and projections in this presentation are bp projections unless otherwise stated.

*** For items marked with an asterisk throughout this document, definitions are provided in the glossary**

February 2024

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During today’s presentation, we will make forward-looking statements that refer to our estimates, plans and expectations. Actual results and outcomes could differ materially due to factors we note on this slide and in our UK and SEC filings. Please refer to our Annual Report, Stock Exchange announcement and SEC filings for more details. These documents, alongside this presentation, are available on our website.

I will now handover to Murray.

Murray Auchincloss

Chief executive officer

Hello everyone, thanks for joining today.

We've done this before…

…but it is the first set of results where I have the privilege to talk to you as CEO of bp.

This is a great company with great people.

And it's an honour to lead it.

Our destination is unchanged.

IOC to IEC.

International oil company to integrated energy company.

We're confident in our strategy to deliver this – but are going to do so as a simpler, more focused and higher value company...

...providing energy solutions for our customers who are asking us to help, contributing to the energy transition - all the while remaining pragmatic and adapting in line with demand – as you saw with the update to our strategy this time a year ago.

So, what does it practically mean to transition from IOC to IEC?

Over 100 years ago we started to create our first value chain – oil fields, attached to refineries, with products sold in service stations and airports. We're now introducing biofuels – sustainable aviation fuel and biodiesel - to the customer. At the same time, we're lowering the carbon footprint of our plants by using lower carbon hydrogen and electricity for power. Why – because we can deliver higher margins with lower emissions.

Over 60 years ago we started to create the second value chain – natural gas fields, linked to domestic pipeline systems and eventually liquefaction plants. We're now introducing biogas, carbon sequestration and lower carbon electricity to the customer. Why – because we can deliver higher margins with lower emissions.

And over the past four years we've been accelerating our efforts to create a third value chain – lower carbon power and hydrogen. For example, using solar or wind to create lower carbon hydrogen to provide to our plants and customers. And using those electrons to service the growing electricity demand through our EV charging business. Why – because we can deliver higher margins with lower emissions.

All three of these chains are then optimised by our fantastic trading organisation, driving superior returns to what a pure play can deliver. And the more we can interlink them, the more we can expand the returns. Over the past four years we have delivered on average around a 4% uplift to group return on average capital employed across these chains through these efforts – we think this is sector leading.

Now, across all these chains we always have choice about how much we produce ourselves in the Upstream or purchase from other producers. That equally applies to oil, natural gas and renewables. The magic is getting that mix right inside our business lines to optimise returns and trading optionality. The most important part is to ensure absolute discipline in investing our scarce capital – ensuring we hit our returns thresholds across these value chains. That's what an IEC is to me - investing in today's energy system – while building out tomorrow's - Lower carbon and higher margin.

It's four years in, we've learned a lot and adapted along the way.

That's made us stronger. More confident in the growth we have coming…

...and more convinced about the value we can create.

I'm passionate about this strategy as i think there are only a few companies that can do this, at scale.

And as we deliver we will grow the value of bp, and that's what I'm focused on - Growing the value of bp.

So what should you expect from us moving forward?

As always, we start with safety.

We're making good progress but there is always more we can do.

Delivering safety is very important to me and its very personal. Four generations of my family have worked in the sector, my great grandfather died in an industrial accident and I can remember my father teaching me about the dangers of Hydrogen Sulphide in a natural gas field as a child. We work in a high hazard industry and every day we must make sure everyone comes home safe. That's our first priority.

The past few years have been about generating options - now we will focus our efforts on the key areas where we can be competitive and simplify our business – we'll pursue this in every way you can imagine from origination to our narrative.

We will be relentlessly value and returns-focused with our investments.

Focused on growing value and returns from our oil and gas portfolio – leveraging our high-quality resource base and driving efficiency and reliability, as we laid out in our update in Denver last year.

And, growing value from our transition businesses as we invest, with discipline, in the pipeline we have developed.

And by creating even more value through integration.

We will continue to be pragmatic in our approach to how we navigate the energy transition.

Yes, we want to help scale lower carbon energy value chains, and position ourselves to profit from them. But we must remain flexible, adjusting in line with changing demands and societal needs – as you saw us do in February last year.

And, we have a tremendous team delivering this and I want to ensure we place engineering, science and technology – both digital and physical - at the heart of the company.

I have seen first-hand the impact and the possibilities of innovative and digital solutions, including across the upstream, in expanding our customer offer and improving our back-office processes. And some of you saw this for yourself in Denver. What's really exciting – we see potential to do even more to transform our businesses. We have been working with AI including machine learning and computer vision models for more than 5 years and we have over 100 live AI use cases across the business. These provide an enormous opportunity to help us capture increased margin and decrease spending.

And finally, you can expect to see us continuing to make full use of our creative commercial muscle to optimise how we invest and create value – with Akerbp and Lightsource bp providing excellent examples for the future.

So to sum up…

The destination is unchanged – but we are going to deliver as a simpler, more focused, and higher value company.

Unlocking the full potential of our assets, and our people.

And growing the value of bp.

2023 – A year of delivery

Resilient operational and financial performance

- **$43.7bn** EBITDA*
- **$32.0bn** operating cash flow*
- **$20.9bn** net debt*
- **18.1%** ROACE*

Executing our strategy with discipline

- Started-up four oil and gas major projects*
- Acquisition of TravelCenters of America
- Agreement to take full ownership of Lightsource bp

Delivering competitive shareholder distributions

- 7.270 dividend per ordinary share
- $6.5bn share buyback announced[1]
- 16% reduction in issued share capital since 1Q21[2]

(1) Buybacks announced from 2023 surplus cash flow*
(2) Cumulative reduction in issued share capital at 6 February 2024 since commencing the buyback programme in 2021

So, let’s turn to 2023, and what was a year of continuing delivery.

Starting with safety, we have seen improvements in our safety performance, reducing our tier 1 and 2 process safety events. But we have more to do. We need to keep improving to eliminate all tier 1 process safety events, continuing to apply OMS and constantly reinforcing and building on our operating culture across the business.

Next, to our business performance, where we have delivered resilient operational and financial performance in 2023.

- Adjusted EBITDA was $43.7 billion
- Operating cash flow was $32.0 billion
- Net debt reduced to $20.9 billion
- And return on average capital employed was 18.1%.

We are executing our strategy with discipline across our oil and gas business and our transition growth engines, as I’ll come onto in a minute.

And, we are delivering competitive shareholder distributions.

- We grew our dividend per ordinary share by 10% last year.

Today we announced a further $1.75 billion of share buybacks, bringing our total buybacks announced from 2023 surplus cash flow to $6.5 billion.

We have seen strong momentum in our operational and strategic delivery in 2023.

Starting with oil and gas.

- Our upstream production grew by 2.6%.
  - We started-up four major projects that we expect to contribute more than 50% towards our target of 200 million barrels-of-oil-equivalent per day by 2025.
  - bpx production grew by 13%, surpassing 400 mboed in the fourth quarter.
- We managed base decline between 3-5%, supported by high return investments in new well delivery and wellwork.
- And in refining, availability was over 96% for the year.
- Our LNG supply portfolio increased by over 20% to around 23 million tonnes per annum, largely driven by Coral and Freeport. In addition, we delivered 10 million tonnes per annum of incremental short and mid-term merchant volumes. We completed Atlantic Restructuring, enabling the next wave of projects in Trinidad and securing long-term LNG equity offtake.
- We accessed 44 additional exploration blocks in Gulf of Mexico, Canada, Brazil and Deep Water Trinidad.
- Our unit production cost was around $6 per barrel of oil equivalent in line with our 2025 target.
- And proudly, under aim 4, we met our first goal of deploying our methane measurement approach across all our existing major operated upstream oil and

gas assets by the end of 2023, a very important milestone.

Turning to our transition growth engines.

In Bioenergy, we increased:

- Our biofuels production by 18% year-on-year and
- Biogas supply volumes by 80% year-on-year reflecting the uplift from Archaea.

In Convenience, we delivered over 60% growth year-on-year in gross margin, including the contribution of TravelCenters of Americas. Excluding TravelCentres, we have maintained strong underlying growth of 9% year-on-year, building on the average 9% per annum over the previous three years, despite recessionary forces.

In EV charging – we are rapidly building scale and demonstrating profitability in Germany and our JV in China. Energy sold rose by 150% year-on-year, supported by a 35% increase in the number of EV charge points and increasing utilisation.

Importantly, our charging customers in the UK are spending more in our shops than our fuel customers. This gives us further confidence in our fast 'on the go' business model.

We grew our hydrogen pipeline to 2.9 million tonnes per annum. Our focus this decade is on blue hydrogen and the decarbonisation of our refineries, while laying the foundation for green hydrogen production towards the end of the decade.

In renewables and power – we grew our renewables pipeline to 58.3 gigawatts net to bp, including the offshore wind award in Germany, Lightsource bp's pipeline, and our onshore renewables projects supporting hydrogen in Australia. And we have agreed to take full ownership of Lightsource bp, one of the top solar providers globally – a fantastic business with a track record of delivering equity returns in the mid teens over the past few years with their develop and flip model.

Integrating all of these are our trading and shipping business, as I described earlier.

This is our strategy in action, and we have more to come in 2024 and 2025 that I'll describe later.

But for now, let me hand over to Kate, to take you through our fourth quarter results and our financial frame.

Kate Thomson

Chief financial officer

4Q23 Underlying results

$bn	4Q22	3Q23	4Q23
Brent ($/bbl)	88.9	86.8	84.3
Henry Hub ($/mmbtu)	6.3	2.5	2.9
NBP (p/therm)	166.5	82.0	98.7
RMM ($/bbl)	32.2	31.8	18.5
Underlying RCPBIT*	9.3	6.1	6.1
Gas & low carbon energy	3.1	1.3	1.8
Oil production & operations	4.4	3.1	3.5
Customers & products	1.9	2.1	0.8
Other businesses and corporate	(0.3)	(0.3)	(0.1)
Consolidation adjustment - UPII*	0.1	(0.1)	0.1
Finance cost	(0.6)	(0.9)	(0.9)
Tax	(3.5)	(1.7)	(2.2)
Non-controlling interest	(0.4)	(0.2)	(0.1)
Underlying replacement cost profit*	4.8	3.3	3.0
Announced dividend per ordinary share (cents per share)	6.610	7.270	7.270

4Q 2023 vs 3Q 2023

- A strong gas marketing and trading result
- Higher oil and gas realisations*
- Higher exploration write-offs
- Stronger fuels margins
- Significantly lower industry refining margins
- Higher level of refining turnaround activity
- Weak oil trading result

Thanks Murray and good morning, everyone.

I have been here once before and I echo Murray's sentiment – it is an honour to speak with you as CFO.

Let's turn to our results.

bp's focus on delivery supported another quarter of strong underlying operational and financial performance.

Our upstream production volume was 2.3 million barrels-of-oil-equivalent per day, in line with guidance.

- Gas and low carbon energy production was around 900 thousand barrels-of-oil-equivalent per day. The underlying financial result was around $500 million higher than the previous quarter, largely reflecting a strong gas marketing and trading result, and stronger gas realisations driven by higher gas prices. This was offset by non-cash write off of around a $300 million largely related to our exit from a production sharing contract in Senegal and by lower production.
- In oil production and operations, production was 1.4 million barrels-of- oil-equivalent per day. The underlying result was around $400 million higher than the previous quarter, largely reflecting favourable price-lag impacts in the Gulf of Mexico and UAE.
- In customers and products, the underlying result was around $1.3 billion lower than the previous quarter. Looking at the businesses:
- In our customers' business, the underlying profit was $880 million, around $200 million higher than the previous quarter. The result benefited from stronger than expected fuels margins, driven by declining cost of supply and a one-off positive effect–of around $100 million. This was partly offset by lower seasonal

marketing volumes as well as higher costs in support of our transition growth engines.

- In products, the underlying loss was $80 million compared to $1.4 billion underlying profit in the third quarter. The result reflects significantly lower industry refining margins, albeit with a smaller decrease in realised refining margins because of wider North American heavy crude oil differentials. In addition, as we guided, there was a higher level of turnaround activity, including a full site turnaround at Castellon. The oil trading result was weak compared to the very strong result in the third quarter.

- Results from our other businesses and corporate segment improved around $200 million on the previous quarter, largely due to foreign exchange gains. As we have said before, results in this segment may vary quarter-to-quarter.

Reflecting these factors, we reported an underlying replacement cost profit before interest and taxes of $6.1 billion. After interest and taxes, we reported group underlying replacement cost profit of $3.0 billion. Our underlying effective tax rate increased in the fourth quarter to 42%, mainly reflecting profit mix effects.

On an IFRS basis, we recorded net adverse adjusting items of $1.5 billion after tax, primarily related to impairments reflecting changes in the group's price, discount rate, activity phasing and other assumptions, partially offset by fair value accounting effects. We also recorded inventory holding losses of $1.2 billion during the quarter. Taking into account these items, we reported a headline profit of around $400 million.

4Q23 Cash flow and balance sheet

$bn	4Q22	3Q23	4Q23
IFRS operating cash flow*	13.6	8.7	9.4
*Working capital (build)/release *[1]*	*4.2*	*2.0*	*2.1*
Capital expenditure*	(7.4)	(3.6)	(4.7)
Divestment and other proceeds	0.6	0.7	0.3
Share buyback executed during quarter[2]	(3.2)	(2.0)	(1.4)
Net debt*	21.4	22.3	20.9

Strong investment grade credit rating – Fitch upgrade to A+ from A

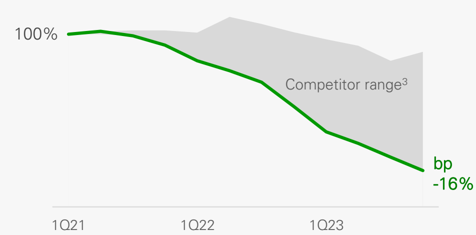
Disciplined investment allocation – 2023 capital expenditure $16.3bn including inorganics

(1) *Adjusted for inventory holding gains or losses*, fair value accounting effects* and other adjusting items*
(2) *Includes share buybacks to offset the expected full-year dilution from the vesting of awards under employee share schemes in 2023. 3Q23 $225m. bp completed the $675m buyback programme on 1 September 2023*
(3) *Competitor range, reported share capital to 3Q23: Chevron, ExxonMobil, Shell, and TotalEnergies*

Shareholder distributions

- 10% dividend per share growth since 4Q22 to 7.270 cents per ordinary share
- $1.75bn share buybacks announced at 4Q23

Cumulative reduction in issued share capital since 1Q21



Turning to cash flow and the balance sheet:

Operating cash flow was $9.4 billion in the fourth quarter, around $600 million higher than the third quarter. This was largely due to higher EBITDA and lower cash taxes compared to the third quarter related to the timing of tax instalment payments. Operating cash flow included an underlying working capital release of $2.1 billion, largely associated with delivery of LNG cargoes.

Capital expenditure was $4.7 billion, $1.1 billion higher than the third quarter. This brought full year capex to $16.3 billion, broadly in line with guidance.

Divestment proceeds were $300 million, bringing the full year to $1.8 billion, which was slightly lower than our guidance. The $1.5 billion buyback programme announced with the third quarter 2023 results was completed on the 2nd of February.

Our balance sheet continues to strengthen, with net debt reducing to $20.9 billion. This is the lowest level over the past decade.

As you saw this morning, we have announced a 4Q dividend of 7.270 cents per ordinary share, an increase of 10% compared to last year.

And as Murray mentioned earlier, we announced $1.75 billion of share buybacks from 2023 surplus cash flow. As you can see on the chart, in total, we have now bought back over 16% of our issued share capital since we started our buyback program in early 2021.

To sum up, it's been another good year of delivering against our financial frame. Let me now take you through the guidance on our financial frame for the next two years.

Our financial frame to 2025

Resilient dividend	Strong investment grade credit rating	Disciplined investment allocation		Share buybacks
7.270¢	'A' range	~$16bn		$3.5bn
per ordinary share for 4Q23	credit metrics through cycle	2024-25 p.a. capital expenditure*		1H24[2]
Resilient $40/bbl cash balance point*[1]				at least $14bn through 2025[3]
Capacity for annual increase of the dividend per ordinary share of ~4% at ~$60/bbl	Target further progress on credit metrics within the 'A' range through cycle	Transition growth engines*	Oil & gas, refining and other businesses	Committed to returning at least 80% surplus cash flow*[3] on a point forward basis
#1	#2	#3	#4	#5

(1) Cash balance point $40/bbl Brent, $11/bbl RMM*, $3/mmbtu Henry Hub, all 2021 real
(2) First half 2024 buybacks will be announced at the 1Q and 2Q results, subject to board approval
(3) At current market conditions and subject to maintaining a strong investment grade credit rating

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Our five priorities remain unchanged. Given the strength of our underlying financial performance, the disciplined approach to strengthening the balance sheet over the last few years, and our confidence in our drive towards 2025, we now have the capacity to update our financial frame and provide clear guidance for the next two years through 2025.

We are tightening our capital expenditure guidance, enhancing our share buyback guidance, all while continuing to maintain a strong balance sheet and strong investment grade credit rating.

As Murray said earlier, we are focused on simplifying things where we can.

- Our first priority remains a resilient dividend accommodated within a balance point of $40 per barrel Brent, $11 RMM and $3 Henry Hub. We have capacity for an annual increase in the dividend per ordinary share of around 4% per annum at around $60 per barrel, subject to the board's discretion each quarter.

- Our second priority is a strong investment grade credit rating. We are targeting to further progress our credit metrics within the 'A' grade credit range, through cycle. We are not targeting a double A credit rating.

- Third and fourth, we plan to invest with discipline and are driven by value, focusing on delivering returns at least at our hurdle rates across our transition growth engines and our oil, gas and refining businesses. Capital expenditure is now expected to be around $16 billion per year through 2025, including inorganics.

- And finally to share buybacks. We are simplifying and enhancing our guidance. For the first half of 2024, we are committed to announcing $3.5 billion – that's $1.75 billion per quarter for each of 1Q and 2Q. This provides near-term predictability. To be clear, this is in addition to the $1.75bn share buyback announced today for the fourth quarter of 2023. Over 2024-25, and subject to maintaining a strong investment grade credit rating, our expectation assuming current market conditions, is to announce at least $14 billion of share buybacks in total. And on a point forward basis, we are now committed to returning at least 80% of surplus cash flow. This is an enhancement to our previous guidance of 60% and is an affordable change underpinned by two things - the strength of our balance sheet and our confidence in the future performance of our business.

Let me close with our summary of our forward looking guidance, before I hand back to Murray.

Guidance

Full year 2024[1]

Reported and underlying* upstream production	Slightly higher than 2023, of which OPO higher and GLCE lower
Customers	Growth from convenience, including TravelCenters of America; stronger Castrol, bp pulse margin growth; fuels margins to remain sensitive to movements in cost of supply
Products	Lower level of industry refining margins, with realised margins impacted by narrower North American heavy crude oil differentials; turnaround activity broadly in line with 2023 but heavily weighted towards the second half
OB&C	Around $1.0bn charge; quarterly charges may vary
DD&A	Slightly higher than 2023
Underlying effective tax rate*[2]	Expected to be around 40%
Capital expenditure*	Around $16bn, weighted to the first half
Divestment and other proceeds	$2-3bn, weighted to the second half
Gulf of Mexico oil spill payments	~$1.2bn pre-tax, of which $1.1bn 2Q

1Q24 vs 4Q23[1]

Reported upstream production
- expected to be higher

Customers:
- expect seasonally lower volumes across most businesses;
- absence of fourth quarter one-off positive effects;
- fuels margins to remain sensitive to movements in cost of supply

Products:
- significantly lower levels of refinery turnaround activity;
- lower industry refining margins with a larger reduction in realised margins due to narrower North American heavy crude oil differentials

Rules of thumb available at bp.com/Trading conditions update

(1) Refer to the 4Q23 stock exchange announcement and bp.com for full text
(2) Underlying effective tax rate is sensitive to the impact that volatility in the current price environment may have on the geographical mix of the group's profits and losses

This slide is a little detailed, however summarises guidance for the full year and the quarter ahead, all in one place. I won't read this out line-by-line but let me start by highlighting some points in relation to the first quarter 2024 compared to the fourth quarter.

- We expect upstream production to be higher.
- In customers, we expect seasonally lower volumes across most businesses and the absence of one-off positive impacts. Fuels margins remain sensitive to movements in cost of supply.
- In products, we expect a significantly lower level of refinery turnaround activity. In addition, we expect lower industry refining margins with a larger reduction in realised margins because of narrower North American heavy crude oil differentials.

And with regard to full year 2024, we expect this year's capital expenditure to be weighted to the first half, while our target of $2-3 billion of divestment and other proceeds is expected to be weighted to the second half.

And as Murray mentioned, our trading business has delivered on average, an uplift of around 4% to group ROACE over the past four years.

This slide forms part of some enhancements we are implementing to help the investment community. Starting with the first quarter 2024, we also plan to introduce a regular trading statement to provide our investors with up-to-date financial performance insights.

Today's announced updates to our financial frame, together with the detailed guidance, we hope, provides more clarity for the market.

And with that, I'll hand it back to Murray.

Murray Auchincloss

Chief executive officer

Thanks Kate.

Over the next eight quarters, we are focused on delivering our 2025 targets –our drive to 2025. We are confident in achieving these for two reasons.

First, we are clear on what our businesses need to deliver, and second, we have strong momentum as I have previously described.

- In oil and gas, we expect to:
  - Start-up six new major oil and gas projects.
  - Bring on-line two new central processing facilities in the Permian in bpx – Checkmate and Crossroads.
  - Add equity and merchant supply to our LNG portfolio that underpins our 25-by-25 target.
  - Continue to leverage our distinct delivery model across projects and operations, to deliver plant reliability at around 96%, maintain base decline of 3-5% and $6 per barrel of oil equivalent unit production cost.
  - In refining, we expect to drive greater competitiveness and value through our digitisation and business improvement plans, including maintaining Solomon 1st quartile net cash margin.
  - In bioenergy,
  - We expect to more than double our biofuels co-processing volumes to around 20,000 barrels per day in 2025, investing in our advantaged refining portfolio.
  - In biogas, we started-up five plants in 2023, and Archaea Energy expects

to start-up between 15 to 20 new plants per year through 2025.

- In Convenience and EV Charging, we plan to deliver EBITDA of more than $1.5 billion in 2025.

- In convenience,

- We are focused on the roll-out of strategic convenience sites supported by customer offers, strategic partnerships and digital investment and

- Integrating TravelCenters of America, realising deal synergies and expect to grow EBITDA to around $800 million in 2025, with convenience a significant contributor.

- In EV charging, we plan to grow energy sales across our four key markets and expect to deliver positive EBITDA in 2025.

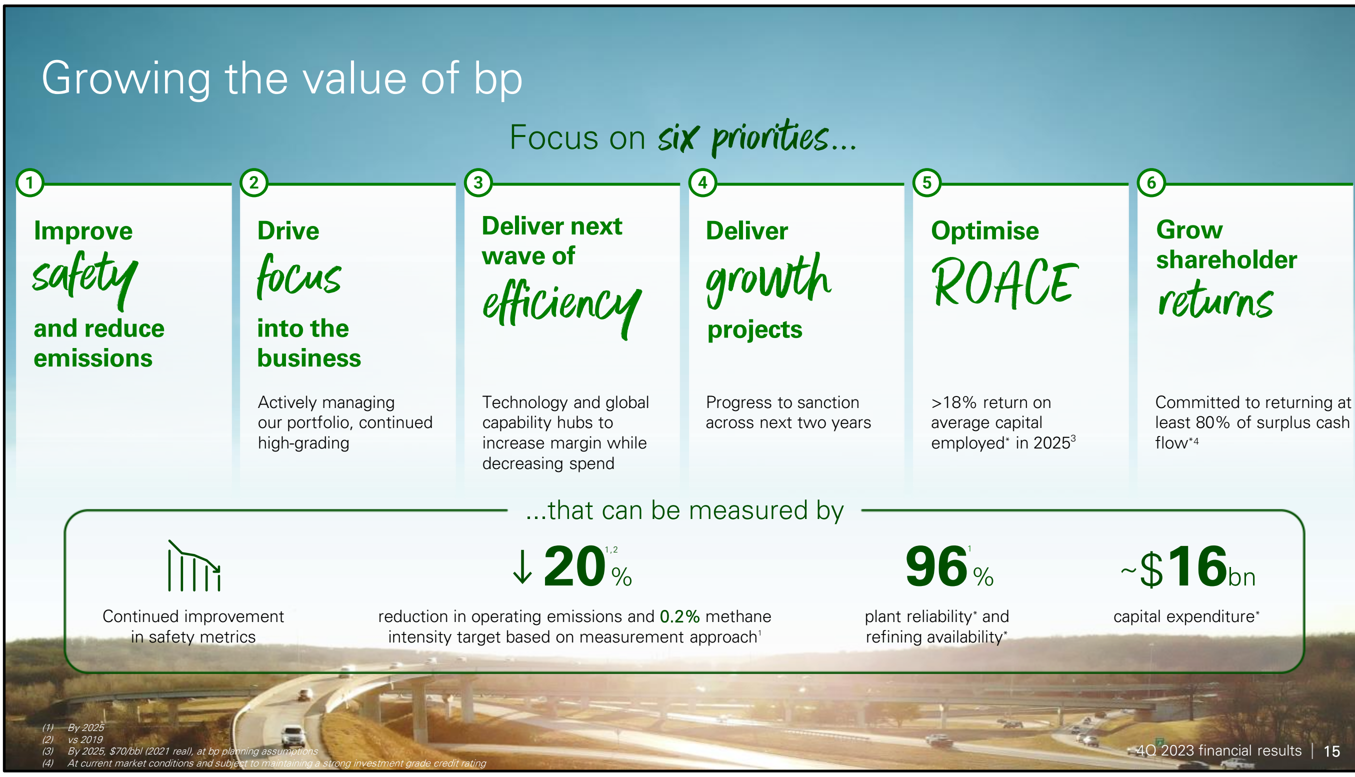
- In Castrol we expect to drive EBITDA though volume growth, cost efficiencies and emerging new business areas.

In hydrogen and renewables & power, we will remain disciplined and focused on value creation, establishing the capabilities and foundations for scalable and integrated businesses in the decades to come. Our recent announcement of the acquisition of Lightsource bp is a great example.

We will continue to leverage the benefits of our integrated business model. We are advancing our technology & innovation agenda, moving past pilots and use cases to building our own custom generative A.I. products and we are getting it into the hands of our global workforce.

AND our world class trading business will continue to be the core of integrating and optimising across our energy value chains to deliver higher margins and lower emissions.

All in service of our target to grow EBITDA to $46-49 billion in 2025.



Let me then sum up what you've heard and we'll get to your questions.

Four years in, our destination is unchanged – IOC to IEC – and we remain confident in our strategy.

At its core is a laser-like focus on growing the value of bp. And underpinning this we are going to be focused on six near-term priorities.

- First…improving safety – our first priority – and reducing emissions.
- Second…driving further focus into the business. That means actively managing our portfolio and continued high-grading… and focusing on activities that create the most value.
- Third…Delivering the next wave of efficiency, an area where I see huge opportunity. For example using global capability centres and our industry leading digitisation and technology expertise to increase margin and decrease spend. What some of you saw in Denver is just the tip of the iceberg, and we are now deploying that capability into the downstream.
- These efficiencies will feed into our fourth priority, that is, progressing the next set of growth projects that we expect to sanction across the next two years. These projects provide growth through the end of the decade and into the next.
- Fifth, as you heard from Kate, we have disciplined investment allocation at the core of our financial frame, which is focused on optimising return on capital employed.
- And finally, our sixth priority, we remain committed to growing shareholder returns. including now returning at least 80% of surplus cash flow to

shareholders through share buybacks.

We know exactly what we need to do. And some of the key measures are up on the slide. You can monitor our progress quarter to quarter as we drive to 2025.

In conclusion, we are investing in today's oil and gas system and building out tomorrow's… all in service of growing the value of bp.

The direction is the same – but we are going to deliver as a simpler, more focused, higher value company that pragmatically adapts with demand and societal needs.

… and we look forward to updating you as we move through the year.

With that, Kate and I will be happy to take your questions.

Appendix

Financial summary – full year 2023

$bn	FY 2022	FY 2023
Underlying results		
Brent ($/bbl)	101.3	82.6
Henry Hub ($/mmbtu)	6.7	2.7
NBP (p/therm)	203.8	98.9
RMM ($/bbl)	33.1	25.8
Underlying RCPBIT*	**46.0**	**27.0**
Gas & low carbon energy	16.1	8.7
Oil production & operations	20.2	12.8
Customers & products	10.8	6.4
Other businesses and corporate	(1.2)	(0.9)
Consolidation adjustment - UPII*	0.1	(0.0)
Finance cost	(2.2)	(3.2)
Tax	(15.1)	(9.4)
Non-controlling interest	(1.1)	(0.6)
Underlying replacement cost profit*	**27.7**	**13.8**
Announced dividend per ordinary share (cents per share)	**24.082**	**28.420**
Cash flow and balance sheet key items		
IFRS operating cash flow*	40.9	32.0
*Working capital (build)/release *1*	*(6.9)*	*2.8*
Capital expenditure*	(16.3)	(16.3)
Divestment and other proceeds	3.1	1.8
Share buyback executed[2]	(10.0)	(7.9)
Net debt*	21.4	20.9

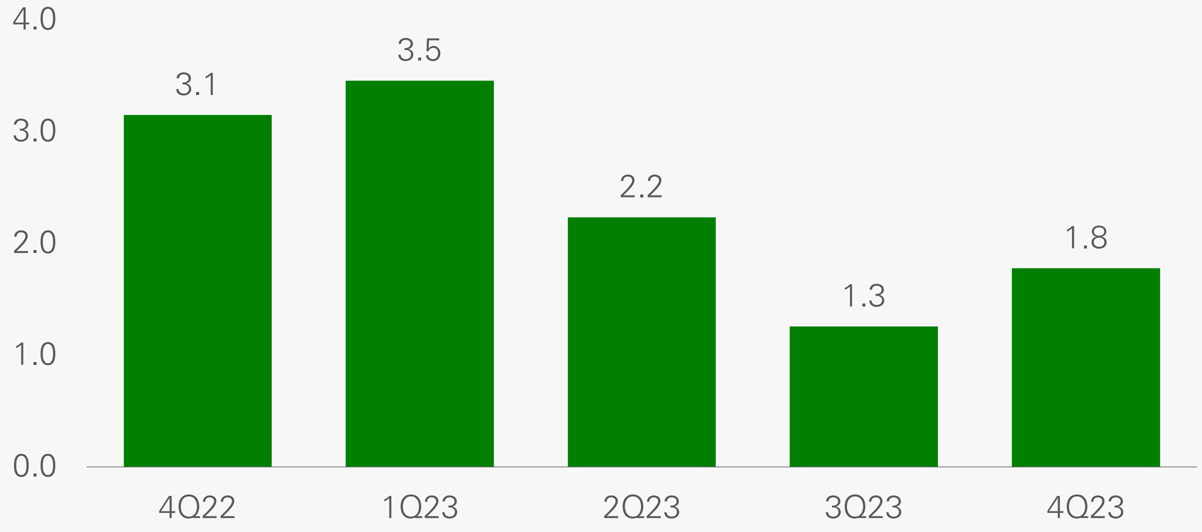
(1) *Adjusted for inventory holding gains or losses*, fair value accounting effects* and other adjusting items*

(2) *Includes share buybacks to offset the expected full-year dilution from the vesting of awards under employee share schemes. In 2022, bp completed $500m and in 2023, bp completed the $675m buyback programme on 1 September 2023*

Gas and low carbon energy

	4Q22	3Q23	4Q23
Production volume			
Liquids (mbd)	121	106	99
Natural gas (mmcfd)	4,844	4,875	4,637
Total hydrocarbons (mboed)	956	946	899
Average realisations*			
Liquids ($/bbl)	80.50	76.69	78.87
Natural gas ($/mcf)	9.40	5.38	6.18
Total hydrocarbons ($/boe)	57.60	36.82	40.17
Selected financial metrics ($bn)			
Exploration write-offs	(0.0)	0.0	0.3
Adjusted EBITDA*	4.5	2.8	3.4
Capital expenditure* – gas	1.0	0.8	0.8
Capital expenditure – low carbon	0.6	0.2	0.5
Operational metrics (GW, bp net)			
Installed renewables capacity*	2.2	2.5	2.7
Developed renewables to FID*	5.8	6.1	6.2
Renewables pipeline*	37.2	43.9	58.3

Underlying RCPBIT* $bn



4Q 2023 vs 3Q 2023

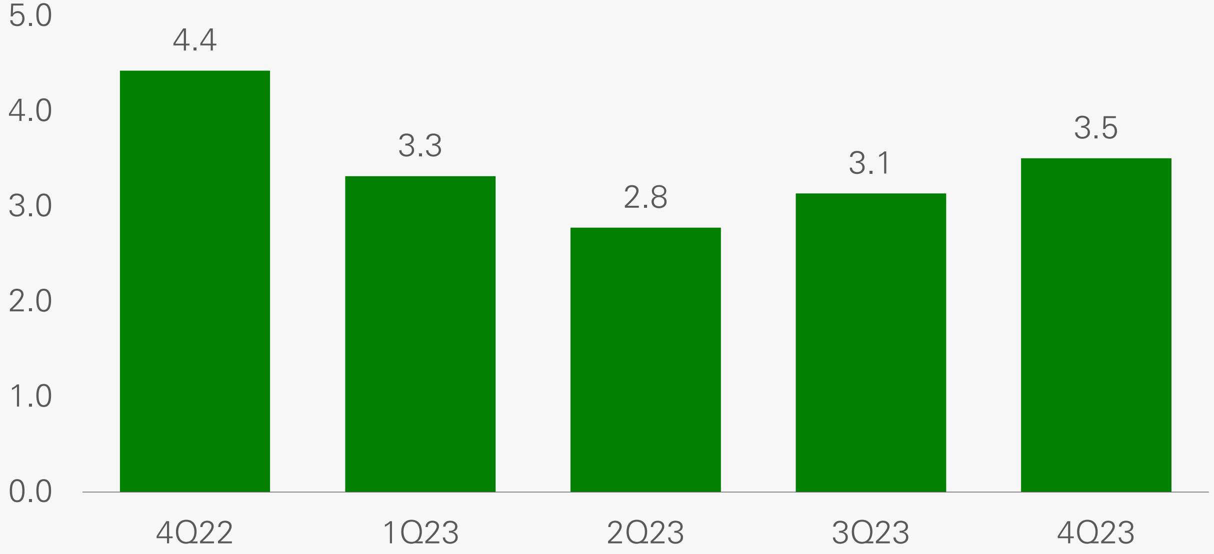
- Strong gas marketing and trading result
- Higher realisations partly offset by lower production
- Higher exploration write-offs

Oil production and operations

	4Q22	3Q23	4Q23
Production volume			
Liquids (mbd)	966	1,011	1,024
Natural gas (mmcfd)	1,989	2,155	2,305
Total hydrocarbons (mboed)	1,309	1,382	1,421
Average realisations*			
Liquids ($/bbl)	80.43	71.10	76.22
Natural gas ($/mcf)	10.20	3.44	3.65
Total hydrocarbons ($/boe)	74.60	56.76	59.69
Selected financial metrics ($bn)			
Exploration write-offs	0.1	0.1	0.0
Adjusted EBITDA*	5.9	4.6	5.1
Capital expenditure*	1.4	1.6	1.6
Combined upstream			
Oil and gas production[1] (mboed)	2,265	2,328	2,320
bp average realisation ($/boe)	66.18	47.28	50.90
Unit production costs*[2] ($/boe)	6.07	5.88	5.78
bp-operated plant reliability*[2] (%)	96.0	95.7	95.0

(1) Because of rounding, upstream production may not agree exactly with the sum of gas and low carbon energy and oil production and operations
(2) On a year-to-date basis

Underlying RCPBIT* $bn



4Q 2023 vs 3Q 2023

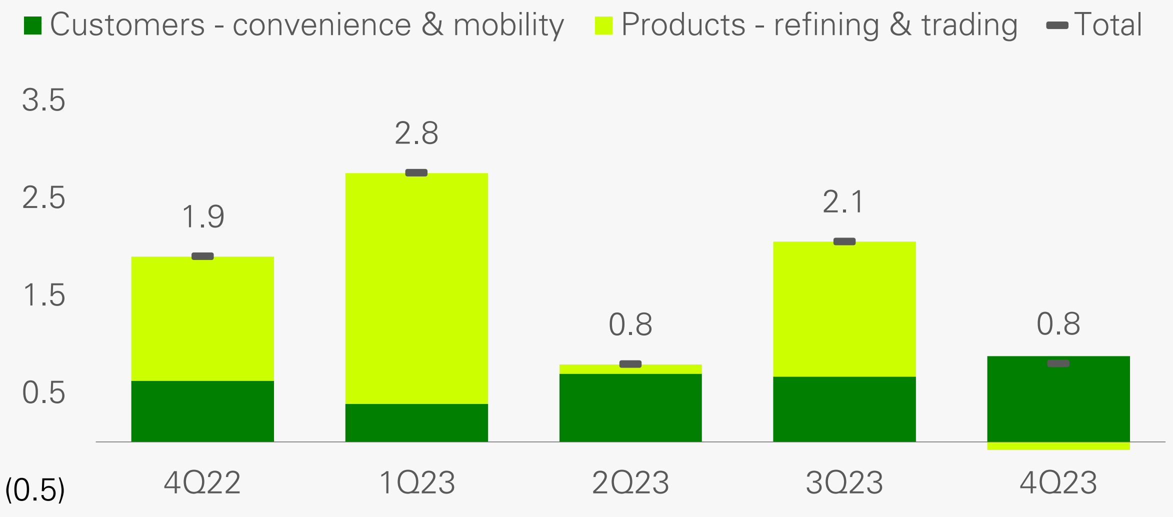
- Higher liquids and gas realisations, including the favourable impact of price-lags on Gulf of Mexico and UAE realisations
- Higher production

Customers and products

	4Q22	3Q23	4Q23
Customers – convenience & mobility			
Customers – convenience & mobility adjusted EBITDA*	1.0	1.2	1.3
Castrol[1] adjusted EBITDA	*0.1*	*0.2*	*0.3*
Capital expenditure*	0.7	0.4	0.8
bp retail sites* – total[2]	20,650	21,150	21,100
Strategic convenience sites* [2]	2,400	2,750	2,850
Marketing sales of refined products (mbd)	2,981	3,239	3,062
Products – refining & trading			
Adjusted EBITDA	1.7	1.8	0.4
Capital expenditure	3.5	0.4	0.8
Refining environment			
RMM* [3] ($/bbl)	32.2	31.8	18.5
Refining throughput (mbd)	1,378	1,450	1,312
Refining availability* (%)	95.0	96.3	96.1

(1) Castrol is included in customers – convenience & mobility
(2) Reported to the nearest 50
(3) The RMM in the quarter is calculated on bp's current refinery portfolio. On a comparative basis, the fourth quarter 2022 RMM would be $32.2/bbl

Underlying RCPBIT* $bn



4Q 2023 vs 3Q 2023

Customers

- Convenience & mobility – stronger fuels margins, driven by declining cost of supply and favourable timing effects, partly offset by lower seasonal volumes and higher costs in support of our transition growth engines*

Products

- Refining – significantly lower industry refining margins, with a smaller decrease in realised margins reflecting wider North American heavy crude oil differentials and relative exposure to weaker gasoline cracks. In addition, there was a higher level of turnaround activity, including a full site turnaround at Castellon.
- Trading – weak trading result compared to a very strong trading result in the third quarter

Transition growth engines – full year 2023

	Capex*	EBITDA*		
$bn	FY23	FY23	2025 target	2030 aim
Bioenergy	0.7	0.5	~2	>4
Convenience	1.3[1]	0.8	>1.5	>4
EV charging	0.5	(0.3)		
Hydrogen	0.2	(0.3)	—	2-3
Renewables & power	1.1	0.4		
*Total transition growth engines**	***3.8***	***1.0***	***3-4***	***10-12[2]***

(1) Includes share of TravelCenters of America acquisition spend allocated to convenience
(2) 2030 EBITDA aim at $70/bbl 2021 real and bp planning assumptions, and at the upper end of the relevant capex range

Momentum in our strategic delivery

		2019	2022	2023	2025 target
Resilient hydrocarbons	Oil and gas production (mmboed)	2.6 ~3.8 incl. Russia production	2.3	**2.3**	~2.3
	Biofuels production (mbd)	23	27	**32**	~50
	Biogas supply volumes* (mboed)	10	12 Excl. Archaea Energy	**22** Incl. Archaea Energy	~40
	LNG portfolio (mtpa)	15	19	**23**	25
Convenience and mobility	Customer touchpoints per day (million)	>10	~12	**>12**	>15
	Strategic convenience sites*	1,650	2,400	**2,850**	~3,000
	EV charge points* ('000)	>7.5	~22	**>29**	>40
Low carbon energy	Hydrogen pipeline* (mtpa net)		1.8	**2.9**	
	Developed renewables to FID* (bp net, GW)	2.6	5.8	**6.2**	20
			37.2 GW renewables pipeline*	**58.3GW**[1] renewables pipeline*	
	Installed renewables capacity* (bp net, GW)	1.1	2.2	**2.7**	

Denotes transition growth engine*

(1) *As at 31 December 2023*

Strategic progress – last 12 months

Resilient hydrocarbons

Scaling-up our bioenergy business
- Official start-up of Archaea Energy's original Archaea Modular Design RNG

Major projects* start-ups
- Mad Dog Phase 2 with ~65mboed peak production (net)
- KG D6-MJ with ~30mboed peak production (net)
- Tangguh Train 3 start-up with ~40mboed peak production (net)
- Seagull start-up with ~15mboed peak production (net)

Advancing projects – key milestones
- Acquired a further interest in the Browse (44%) offshore Australia
- Moving forward with concept selection for Kaskida and Tiber in GoM
- ACE platform topsides safely installed
- Regulatory approval for Murlach oil and gas development in the North Sea
- bp and its conventurers in the Clair JV - FID on Shetland Crossover Pipeline
- Southern Gas Corridor expansion to 200bcm
- Trinidad Atlantic LNG restructured

Divestments & portfolio high-grading
- Toledo refinery sold to JV partner Cenovus Energy, with supply agreement

Progressing resilient hydrocarbon strategy with JVs
- Partnership with ADNOC focused on gas in international areas of interest

New exploration and access success
- Awarded six exploration blocks in Egypt
- 36 new lease blocks added in GoM
- Successful appraisal well in the southwest part of the Mad Dog in GoM
- Three deepwater exploration blocks off Trinidad's east coast

Upgrading our refining infrastructure
- Successfully commissioned improvement projects at Cherry Point refinery

LNG strategic updates
- Long-term SPA with OMV - supply of up to 1mtpa of LNG
- LNG offtake contract from Woodfibre totalling 1.95mtpa
- 9-year Oman LNG SPA 1mpta starting in 2026

bpx energy successfully brought online 'Bingo'
- Second central processing facility in the Permian Basin

Met first goal aim 4 target
- Deployed methane measurement across all our existing major upstream oil and gas assets

Convenience and mobility

Strategic convenience partnership
- Extended convenience partnership with Lekkerland to deliver REWE To Go at Aral retail sites* in Germany until 2028
- Extended convenience partnership with Auchan to deliver EasyAuchan at retail sites in Poland

Acquisition of TravelCenters of America
- Expanding mobility and convenience network, adding 288 US travel centres at acquisition

bp pulse & Uber Global agreement
- Building on our existing relationship – supporting Uber with their 2040 zero-tailpipe emissions ambition

Strategic collaboration agreement with Iberdrola
- With plans to install ~11,000 fast charge* points across Spain and Portugal by 2030

bp pulse EV charging investment
- Plans to invest $1bn in EV charging in the US by 2030, with ~$500m approved for next 2-3 years
- Agreement with Tesla, for the future purchase of $100m of ultra-fast* chargers

Launch of the UK's largest public EV charging hub
- bp pulse, The EV Network and NEC Group, launched the hub at the NEC campus – enabling 180 EVs to charge simultaneously

Focused on helping the aviation industry decarbonise
- First sale of SAF produced at Castellon refinery to the LATAM Group
- Supply the first 100% SAF-powered transatlantic flight

Castrol strengthens its market leading position in EV-fluids
- Three out of four of the world's major vehicle manufacturers use Castrol ON products as part of their factory fill
- Supported by investment in technology centres - a new EV laboratory in Shanghai, China and a new laboratory in Jersey, US

Low carbon energy

Renewables pipeline* growth
- 2023 grows 21.1GW to a total of 58.3GW[1]

Solar project delivery
- Agreed to acquire remaining 50.03% stake in Lightsource bp

Entry to develop two German offshore wind projects
- Awarded the rights, with total generating capacity of 4GW

First step in floating offshore wind project
- Successful bid in the Innovation and Targeted Oil and Gas Scottish offshore wind leasing round

Created offshore wind JV in South Korea
- Acquired 55% in in Deep Wind Offshore's early-stage portfolio

Hydrogen pipeline* growth
2023 grows 1.1mtpa to a total of 2.9mtpa[1]

NZT Power, H2Teesside
- Chosen by the UK government to proceed to the next stage of development

MachH2 selected to develop a Regional Hydrogen Hub in US Midwest

Agreement to take 40% stake in the Viking CCS
- In the North Sea

Acquisition of GETEC ENERGIE GmbH
- Supplier of energy to commercial and industrial (C&I) customers in Germany

Denotes transition growth engine*

(1) As at 31 December 2023 (2) Based on GlobalData report for 2023 for top 20 selling global OEMs (total new vehicles sales)

Glossary – abbreviations

Barrel (bbl)	159 litres, 42 US gallons.
bcm	Billion cubic meters.
boe	Barrels of oil equivalent.
CCS	Carbon, capture and storage.
DD&A	Depreciation, depletion and amortisation.
EV	Electric vehicle.
FID	Final investment decision.
GoM	Gulf of Mexico.
GW	Gigawatt.
IEC	Integrated Energy Company.
IOC	International Oil Company.
JV	Joint venture.
LNG	Liquefied natural gas.
MachH2	Midwest Alliance for Clean Hydrogen.
mbd	Thousand barrels per day.
mboed	Thousand barrels of oil equivalent per day.
mmboed	Million barrels of oil equivalent per day.
mmbtu	Million British thermal units.
mmcfd	Million cubic feet per day.
mtpa	Million tonnes per annum.
OB&C	Other businesses and corporate.
PSC	Production sharing contract.
RC	Replacement cost.
RNG	Renewable natural gas.
SAF	Sustainable aviation fuel.
SPA	Sale and purchase agreement.
SVP	Senior vice president.
UAE	United Arab Emirates.
YTD	Year to date.

Glossary

Adjusting items	Include gains and losses on the sale of businesses and fixed assets, impairments, environmental and other provisions, restructuring, integration and rationalisation costs, fair value accounting effects, financial impacts relating to Rosneft for the 2022 financial reporting period and costs relating to the Gulf of Mexico oil spill and other items. Adjusting items within equity-accounted earnings are reported net of incremental income tax reported by the equity-accounted entity. Adjusting items are used as a reconciling adjustment to derive underlying RC profit or loss and related underlying measures which are non-IFRS measures.
Biogas supply volumes	Biogas supply volume is the average thousands of barrels of oil equivalent per day of production and offtakes during the period covered net to bp.
bp-operated plant reliability	Calculated taking 100% less the ratio of total unplanned plant deferrals divided by installed production capacity, excluding non-operated assets and bpx energy. Unplanned plant deferrals are associated with the topside plant and where applicable the subsea equipment (excluding wells and reservoir). Unplanned plant deferrals include breakdowns, which does not include Gulf of Mexico weather related downtime.
Capital expenditure (capex)	Total cash capital expenditure as stated in the condensed group cash flow statement. Capital expenditure for the operating segments and customers & products businesses is presented on the same basis.
Cash balance point	Implied Brent oil price 2021 real to balance bp's sources and uses of cash assuming an average bp refining marker margin around $11/bbl and Henry Hub at $3/mmbtu in 2021 real terms.
Consolidation adjustment – UPII	Unrealised profit in inventory arising on inter-segment transactions.
Convenience gross margin	It is calculated as RC profit before interest and tax for the customers & products segment, excluding RC profit before interest and tax for the refining & trading and petrochemicals businesses, and adjusting items* for the convenience & mobility business to derive underlying RC profit before interest and tax for the convenience & mobility business; subtracting underlying RC profit before interest and tax for the Castrol business; adding back depreciation, depletion and amortisation, production and manufacturing, distribution and administration expenses for convenience & mobility (excluding Castrol); subtracting earnings from equity-accounted entities in the convenience & mobility business (excluding Castrol) and gross margin for the retail fuels, EV charging, aviation, B2B and midstream businesses. bp believes it is helpful because this measure may help investors to understand and evaluate, in the same way as management, our progress against our strategic objectives of convenience growth. The nearest IFRS measure is RC profit before interest and tax for the customers & products segment.
Developed renewables to FID	Total generating capacity for assets developed to FID by all entities where bp has an equity share (proportionate to equity share). If asset is subsequently sold bp will continue to record capacity as developed to FID. If bp equity share increases developed capacity to FID will increase proportionately to share increase for any assets where bp held equity at the point of FID.
EBITDA / adjusted EBITDA	Replacement cost (RC) profit before interest and tax, excluding net adjusting items* before interest and tax, and adding back depreciation, depletion and amortisation and exploration write-offs (net of adjusting items).
Electric vehicle charge points / EV charge points	Number of connectors on a charging device, operated by either bp or a bp joint venture as adjusted to be reflective of bp's accounting share of joint arrangements.

Glossary

Fair value accounting effects	Difference between the way bp manages the economic exposure and internally measures performance of certain activities and the way those activities are measured under IFRS.
Fast charging	Includes rapid* and ultra-fast* charging.
Hydrogen / low carbon hydrogen	Hydrogen fuel with reduced carbon attributes, including renewable (green) hydrogen made from solar, wind and hydro-electricity, and (blue) made from natural gas in combination with CCS.
Hydrogen pipeline	Hydrogen projects which have not been developed to final investment decision (FID) but which have advanced to the concept development stage.
Installed renewables capacity	bp's share of capacity for operating assets owned by entities where bp has an equity share.
Inventory holding gains and losses	Difference between the charge to the income statement for inventory on a FIFO basis (after adjusting for any related movements in net realisable value provisions) and the charge that would have arisen based on the replacement cost of inventory.
Major projects	Have a bp net investment of at least $250 million, or are considered to be of strategic importance to bp or of a high degree of complexity.
Net debt	Calculated as finance debt, as shown in the balance sheet, plus the fair value of associated derivative financial instruments that are used to hedge foreign currency exchange and interest rate risks relating to finance debt, for which hedge accounting is applied, less cash and cash equivalents. Net debt does not include accrued interest, which is reported within other receivables and other payables on the balance sheet and for which the associated cash flows are presented as operating cash flows in the group cash flow statement.
Operating cash flow	Net cash provided by (used in) operating activities as stated in the condensed group cash flow statement.
Rapid/rapid charging	Includes electric vehicle charging of ≥50kW
Realisations	Result of dividing revenue generated from hydrocarbon sales, excluding revenue generated from purchases made for resale and royalty volumes, by revenue generating hydrocarbon production volumes. Revenue generating hydrocarbon production reflects the bp share of production as adjusted for any production which does not generate revenue. Adjustments may include losses due to shrinkage, amounts consumed during processing, and contractual or regulatory host committed volumes such as royalties. For the gas & low carbon energy and oil production & operations segments, realisations include transfers between businesses.
Refining availability	Represents Solomon Associates' operational availability for bp-operated refineries, which is defined as the percentage of the year that a unit is available for processing after subtracting the annualised time lost due to turnaround activity and all planned mechanical, process and regulatory downtime.
Refining marker margin (RMM)	Average of regional indicator margins weighted for bp's crude refining capacity in each region. Each regional marker margin is based on product yields and a marker crude oil deemed appropriate for the region. The regional indicator margins may not be representative of the margins achieved by bp in any period because of bp's particular refinery configurations and crude and product slate.
Renewables pipeline	Renewable projects satisfying the following criteria until the point they can be considered developed to final investment decision (FID): Site based projects that have obtained land exclusivity rights, or for PPA based projects an offer has been made to the counterparty, or for auction projects pre-qualification criteria has been met, or for acquisition projects post a binding offer being accepted.

Glossary

Retail sites	Include sites operated by dealers, jobbers, franchisees or brand licensees or JV partners, under the bp brand. These may move to and from the bp brand as their fuel supply agreement or brand licence agreement expires and are renegotiated in the normal course of business. Retail sites are primarily branded bp, ARCO, Amoco, Aral and Thorntons, and also includes sites in India through our Jio-bp JV.
Return on average capital employed (ROACE)	Defined as underlying replacement cost profit, which is defined as profit or loss attributable to bp shareholders adjusted for inventory holding gains and losses, adjusting items and related taxation on inventory holding gains and losses and adjusting items total taxation, after adding back non-controlling interest and interest expense net of tax, divided by the average of the beginning and ending balances of total equity plus finance debt, excluding cash and cash equivalents and goodwill as presented on the group balance sheet over the periods presented. Interest expense before tax is finance costs as presented on the group income statement, excluding lease interest, the unwinding of the discount on provisions and other payables and other adjusting items reported in finance costs.
Solomon net cash margin	Net cash margin is defined by Solomon Associates as the net margin achieved after subtracting cash operating expenses and adding any refinery revenue from other sources. Net cash margin is expressed in US dollars per barrel of net refinery input.
Strategic convenience sites	Retail sites, within the bp portfolio, which sell bp-supplied vehicle energy (e.g. bp, Aral, Arco, Amoco, Thorntons, bp pulse, TA and Petro) and either carry one of the strategic convenience brands (e.g. M&S, Rewe to Go) or a differentiated bp-controlled convenience offer. To be considered a strategic convenience site, the convenience offer should have a demonstrable level of differentiation in the market in which it operates. Strategic convenience site count includes sites under a pilot phase.
Surplus cash flow	Refers to the net surplus of sources of cash over uses of cash, after reaching the $35 billion net debt target. Sources of cash include net cash provided by operating activities, cash provided from investing activities and cash receipts relating to transactions involving non-controlling interests. Uses of cash include lease liability payments, payments on perpetual hybrid bond, dividends paid, cash capital expenditure, the cash cost of share buybacks to offset the dilution from vesting of awards under employee share schemes, cash payments relating to transactions involving non-controlling interests and currency translation differences relating to cash and cash equivalents as presented on the condensed group cash flow statement.
Technical service contract (TSC)	An arrangement through which an oil and gas company bears the risks and costs of exploration, development and production. In return, the oil and gas company receives entitlement to variable physical volumes of hydrocarbons, representing recovery of the costs incurred and a profit margin which reflects incremental production added to the oilfield.
Transition growth engine(s)	Means, as applicable, one or more of bp's five transition growth engines which are bioenergy, convenience, EV charging, hydrogen and renewables and power. Bioenergy, convenience and EV charging are reported within the customers & products segment, and hydrogen and renewables and power are reported within the gas & low carbon energy segment.
Ultra fast/Ultra-fast charging	Includes electric vehicle charging of ≥150kW
Underlying effective tax rate (ETR)	Calculated by dividing taxation on an underlying replacement cost (RC) basis by underlying RC profit or loss before tax. Taxation on an underlying RC basis for the group is calculated as taxation as stated on the group income statement adjusted for taxation on inventory holding gains and losses and total taxation on adjusting items*

Glossary

Underlying production	2023 underlying production, when compared with 2022, is production after adjusting for acquisitions and divestments, curtailments, and entitlement impacts in our production-sharing agreements/contracts and technical service contract*.
Underlying replacement cost profit	Replacement cost profit or loss* after excluding net adjusting items* and related taxation.
Underlying replacement cost profit or loss before interest and tax (RCPBIT)	For the operating segments or customers & products businesses is calculated as RC profit or loss including profit or loss attributable to non-controlling interests before interest and tax for the operating segments and excluding net adjusting items for the respective operating segment or business.
Unit production costs	Calculated as production cost divided by units of production. Production cost does not include ad valorem and severance taxes. Units of production are barrels for liquids and thousands of cubic feet for gas. Amounts disclosed are for bp subsidiaries only and do not include bp's share of equity-accounted entities.
Working capital	Movements in inventories and other current and non-current assets and liabilities as reported in the condensed group cash flow statement. Change in working capital adjusted for inventory holding gains/losses, fair value accounting effects relating to subsidiaries and other adjusting items is a non-IFRS measure. It is calculated by adjusting for inventory holding gains/losses reported in the period and fair value accounting effects relating to subsidiaries reported within adjusting items for the period. From 2022, it is adjusted for other adjusting items relating to the non-cash movement of US emissions obligations carried as a provision that will be settled by allowances held as inventory. This represents what would have been reported as movements in inventories and other current and non-current assets and liabilities, if the starting point in determining net cash provided by operating activities had been underlying replacement cost profit rather than profit for the period. The nearest equivalent measure on an IFRS basis for this is movements in inventories and other current and non-current assets and liabilities. bp utilises various arrangements in order to manage its working capital including discounting of receivables and, in the supply and trading business, the active management of supplier payment terms, inventory and collateral.

Resources

bp's website includes information about our financial performance, reports and information on investing in bp, dividend payments, AGM and strategy events.

Find out more on **bp.com/investors**

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Useful links

- **Why invest in bp**
- **Modelling guidance**
- **Databook**
- **Major projects**
- **Environment, social and governance**
- **Debt investor**

Investor events

7 May 2024
First quarter results

30 July 2024
Second quarter results

29 October 2024
Third quarter results