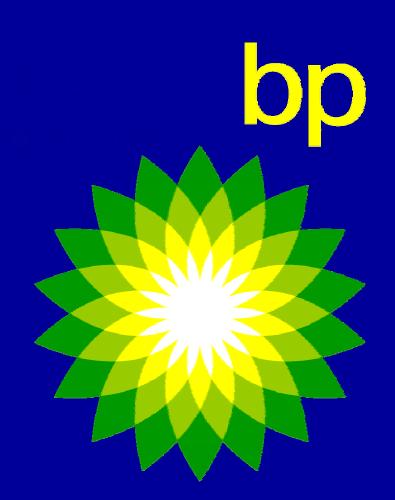
# presentation to the financial community

10 results tuesday 29<sup>th</sup> april 2003



#### Forward Looking Statements Cautionary Statement

This presentation and the associated slides and discussion contain forward looking statements particularly those regarding future performance, costs, returns, dividends, capital expenditure, investments, divestments, gearing, BP's asset portfolio and changes in it, timing of pending transactions, share repurchases, reserves and production and other trend projections. Forward looking statements by their nature involve risks and uncertainties and actual results may differ from those expressed in such statements depending on a variety of factors including the following: the timing of bringing new fields on stream; industry product supply; demand and pricing; operational problems; general economic conditions; political stability and economic growth in relevant areas of the world; changes in governmental regulations; exchange rate fluctuations; development and use of new technology and successful commercial relationships; the actions of competitors; natural disasters and other changes in business conditions; prolonged adverse weather conditions; and wars and acts of terrorism or sabotage.

April 2003



# Byron Grote – chief financial officer

# agenda

- trading environment
- group results
- strategic progress by segment
- financial framework
- q&a

# trading environment



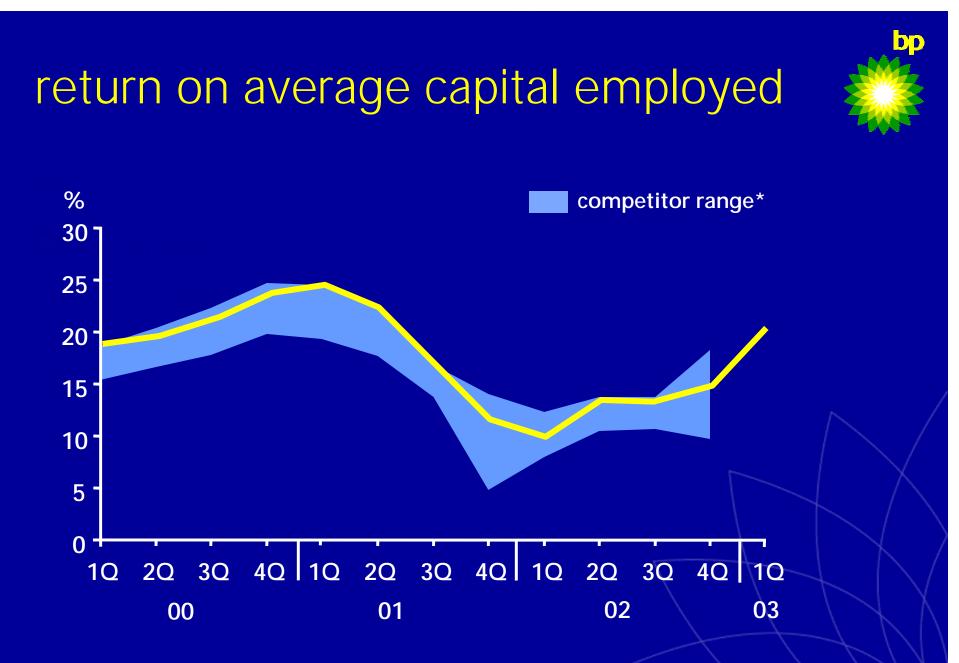
|                           | 4Q02  | 1Q02  | 1Q03  |
|---------------------------|-------|-------|-------|
| average realisations      |       |       |       |
| liquids \$/bbl            | 24.78 | 18.77 | 29.82 |
| natural gas \$/mcf        | 2.87  | 2.27  | 3.87  |
| total hydrocarbons \$/boe | 21.03 | 16.21 | 26.41 |
| indicator margins         |       |       |       |
| refining \$/bbl           | 2.76  | 1.64  | 4.52  |
| petrochemicals \$/te      | 108   | 80    | 90*   |
|                           |       |       | i Lt  |

\*provisional

# 1Q03 financial results

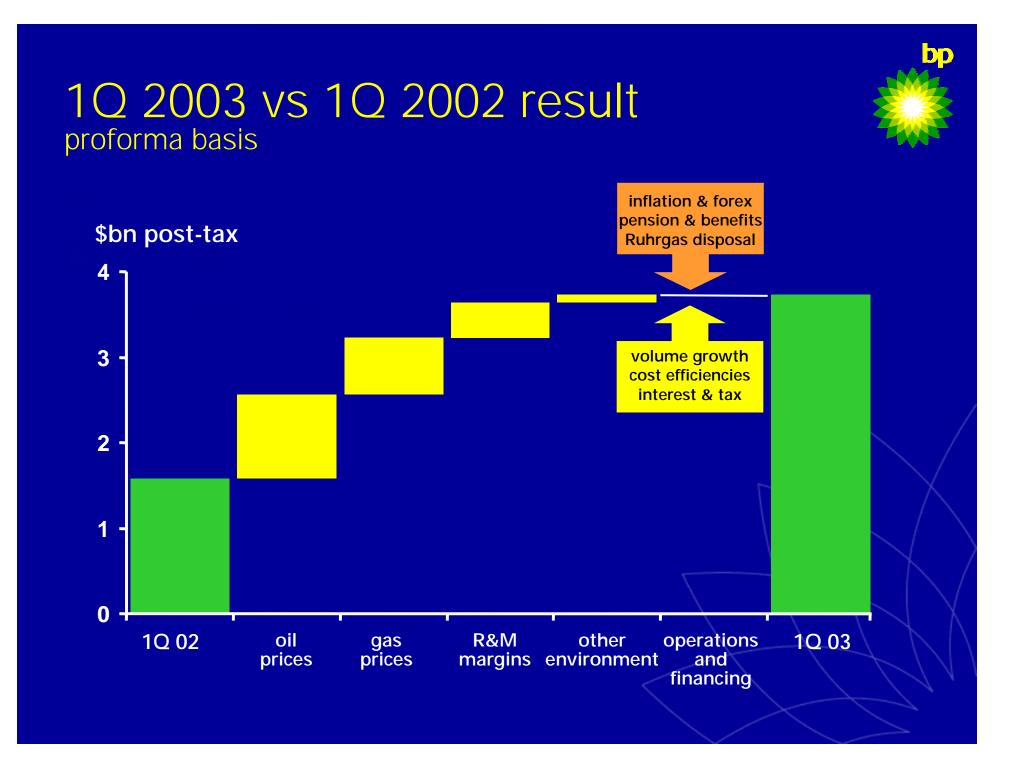


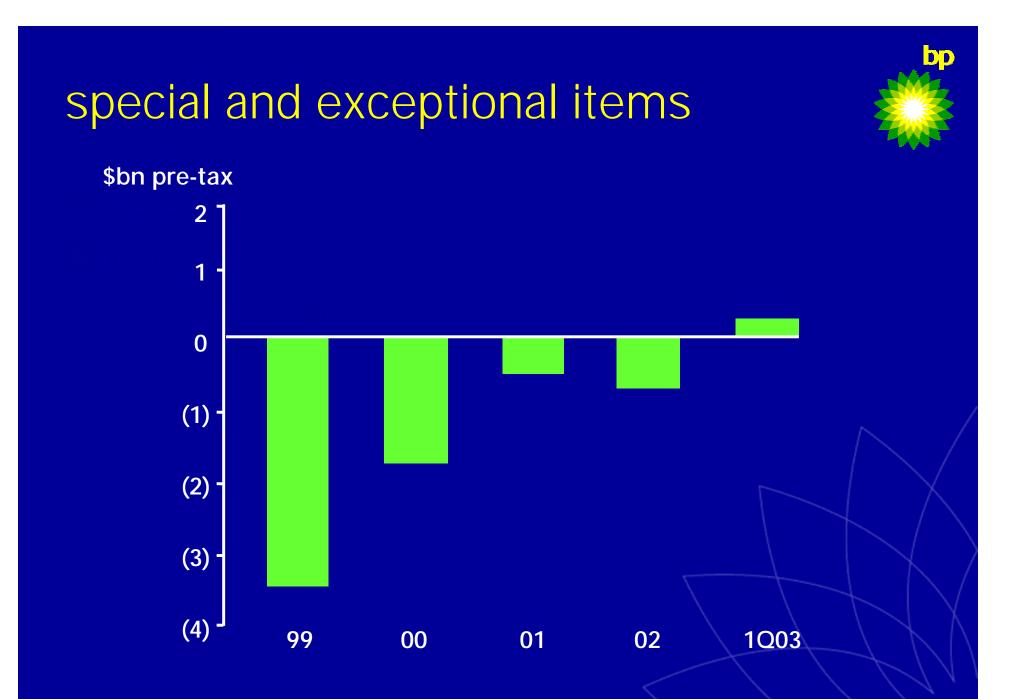
| result                     |             | % change<br>vs 1Q02 |
|----------------------------|-------------|---------------------|
| proforma                   | \$3.7bn     | 136                 |
| replacement cost           | \$3.1bn     | 239                 |
| historical cost            | \$4.3bn     | 229                 |
| net cash from op. activity | \$6.0bn     | 64                  |
| dividend                   | 6.25¢/share | 9                   |
| roace (proforma)           | 20.4%       | ++h                 |



\*BP, XOM, Shell, CVX, TOT

roace = (proforma result + after tax finance interest + MSI) / proforma ACE





## strategy

# choice: create distinctive set of investment opportunities

- upstream bias
- invest or divest to realise value
- choice improves quality
- financial discipline: balance cash in and cash out over time at standardised assumptions
- productivity: strategic focus 'right' level of costs
- gross margin: maximised with centrally allocated capital and costs
- choice combined with discipline and productivity leads to long term growth with competitive returns



# upstream strategic progress

create

two new discoveries announced in Angola

build

- Four project sanctions in 1Q as planned
- other build projects on track
- produce
  - record quarter at 3618 mboed
- portfolio
  - transactions completed (Trinidad/Tangguh interests, Colombia/JDA swap, GOM package etc)
  - new transactions announced (Venezuela, North Sea)

## gp&r strategic progress



maximise value through gas marketing

 strong sales & margin growth in North America
 commissioned Bilbao power plant
 launched second of three new LNG ships

 grow NGL

 improved NGL margin despite lower volume
 build renewables

 new branded solar offer in California



# refining & marketing strategic progress

#### operations

- 600 sites re-imaged
- 3 clean fuels projects completed
- 1% higher refining throughput

### portfolio

Veba mandated divestments completed

# bp

## petrochemicals strategic progress

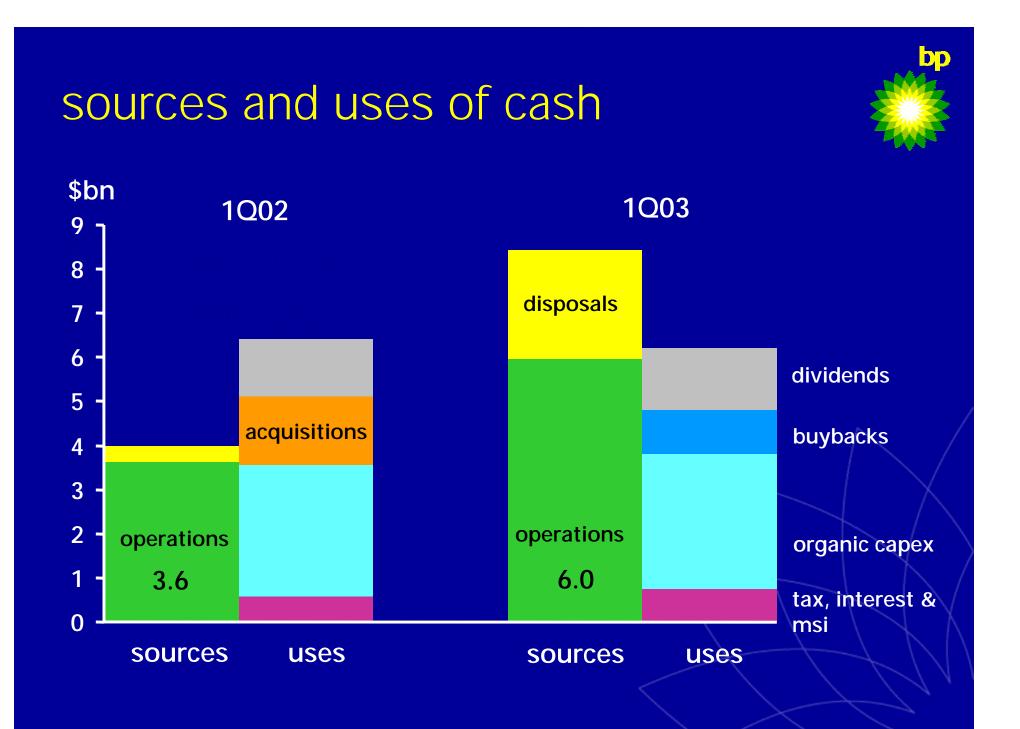
restructuring

- Completed Burmah Castrol Chemicals sale
- > announced intent to sell speciality intermediates
- focus on core products
  - Zhuhai PTA plant start-up in China
  - announced build of 700kte European PTA plant
  - 300kte ethylene expansion in USA underway
  - Shanghai petrochemicals complex sanctioned
- volumes and unit costs
  - record volumes
  - cash fixed costs / tonne down as planned

### TNK-BP



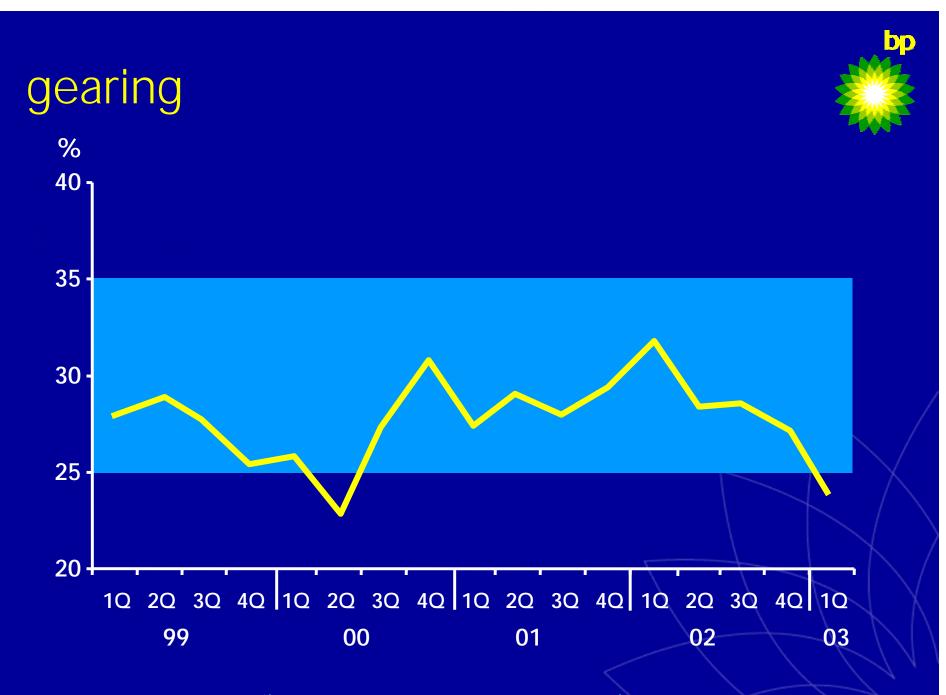
integration programme on track
senior management team named
completion expected this summer
further information at completion





# capital spending & divestments

| \$bn          | 1Q03  | 2003 plan   |
|---------------|-------|-------------|
| organic capex | 2.9   | 14.0 - 14.5 |
| divestments   | (2.5) | (3.0 - 6.0) |



proforma gearing = net debt/(net debt + equity – acquisition adjustment)

### delivering value

- a balanced framework
- value growth
- dividend policy
- stock buy backs
  - \$2bn announced on Feb 11<sup>th</sup>
  - \$1bn to date in 2003



## q&a session



# Byron Grote Fergus MacLeod

chief financial officer investor relations

