
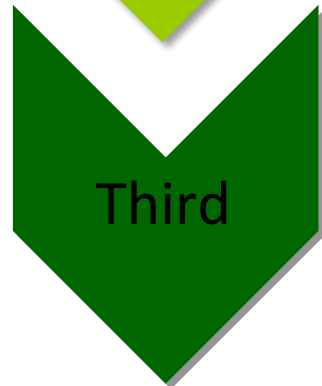


- Safety and Operational Risk Management heart of the company; 
  - All across BP.



- Rebuilding trust:
  - Primarily: meet commitments around Gulf Coast;
  - Globally: rebuilding trust - the US being leading example.



- Rebuilding value:
  - Production coming back;
  - Downstream operations performance improving.



## BP is constantly changing:

Embedding of Safety and Operational Risk

The balance sheet is now shored up

Debt is being reduced

Gulf of Mexico will be back in production

Help US with energy security

2012 – a year with great momentum



A way of thinking