



## Profitable Growth



## Right Strategies



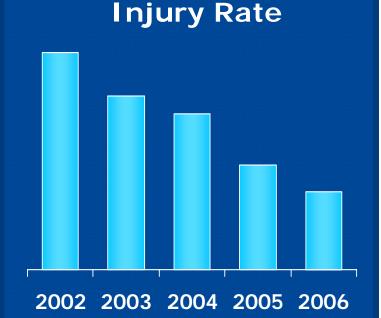
## Effective Execution



## 2006 Highlights Great Execution, Great Results



- Record safety performance
- Strong operating performance
- Unocal integration complete
- Exploration success
- Major capital projects on track
- Record earnings
- Excellent shareholder return



## Delivering Superior Shareholder Returns



### January 1, 2006 – December 31, 2006 39.2% 40 -33.8% 35 Chevron 30 26.5% 25 19.5% 20 15.8% 15 8.0% 10 5 0 XOM CVX COP **RDS** S&P BP

## **Strong 2006 Financial Performance**



Record Earnings	\$17.1 Billion
ROCE	23%
Capital & Exploratory Spending	\$16.6 Billion
Debt/Debt + Capital Ratio	13%
Quarterly Dividend Increase	15.6% in 2006
Shares Repurchased	\$5 Billion
Total Shareholder Return	34%

## Significant Progress on Key Milestones Downstream



- Refinery utilization improved
- Pascagoula FCC expansion complete
- South Korea refinery upgrade on track
- U.K. refinery/Caspian crude integration on track
- 5% in Reliance Petroleum Limited acquired, with opportunity to increase



## Significant Progress on Key Milestones Upstream: Great Projects, Great Exploration



- Successful startup of Benguela Belize, Angola
- Three major projects advanced to construction phase
  - Frade
  - Athabasca Expansion I
  - Perdido Regional Development
- Success in Exploration
  - Australia: Chandon 1, Clio
  - Angola: Lucapa
  - U.S. Gulf of Mexico: Big Foot, Jack Well Test



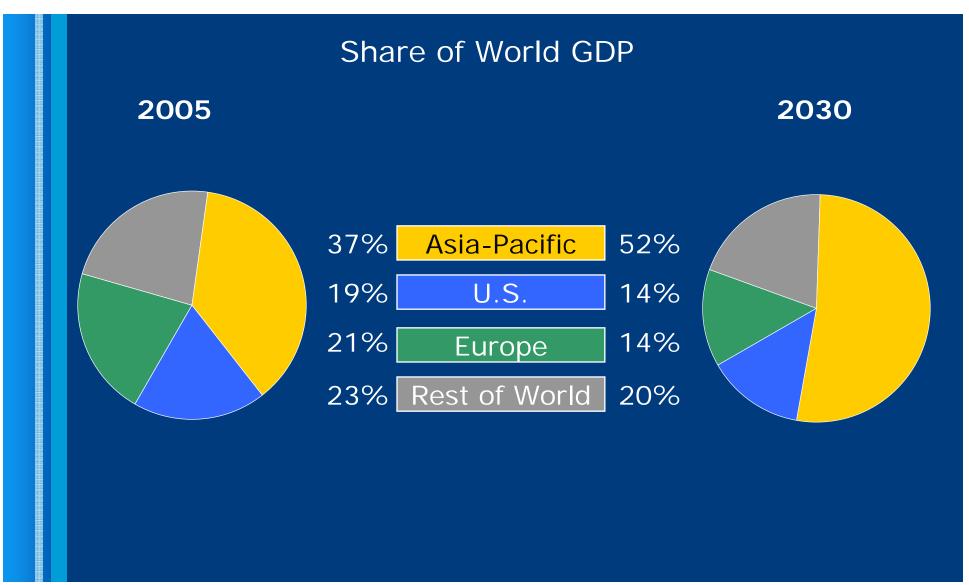
## **Today's Operating Environment**





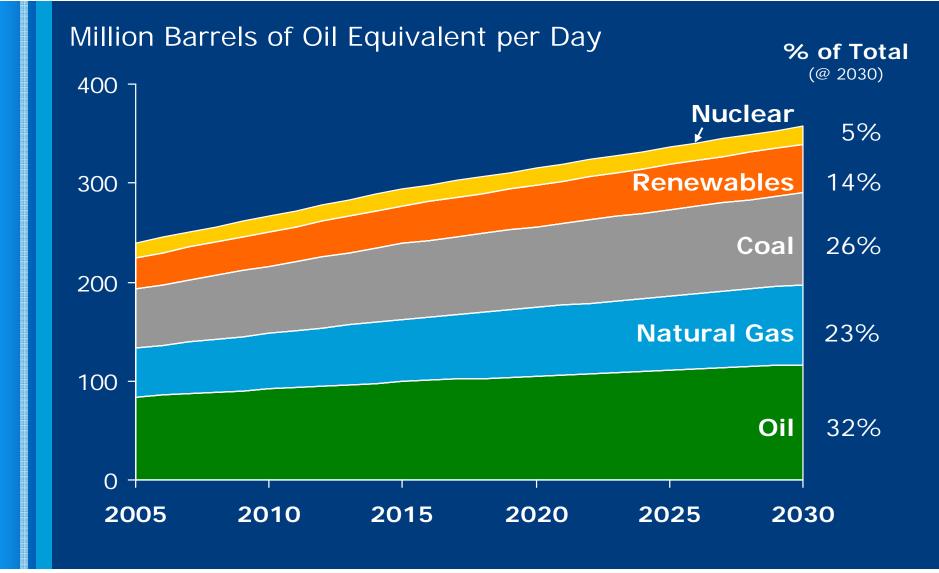
## **World Economic Growth Shifting to Asia**





## **Total Primary Energy Consumption Outlook**

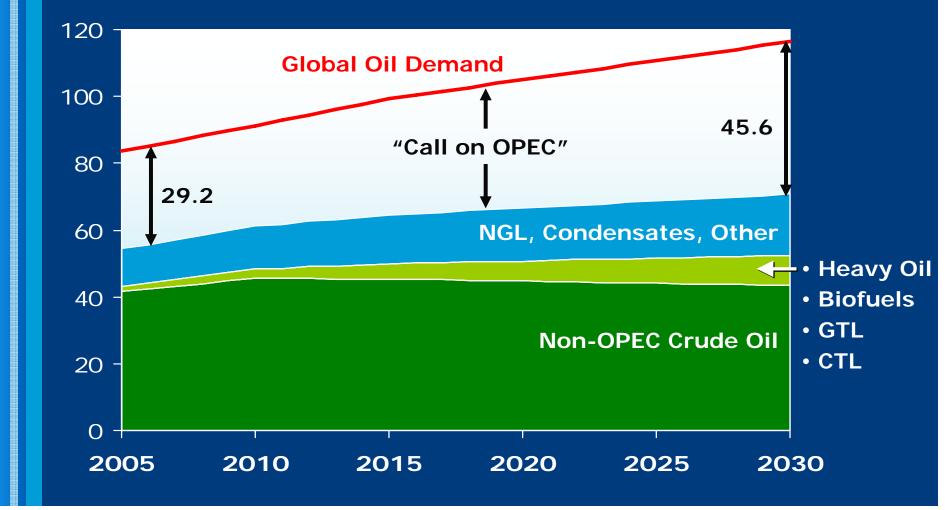




## Oil Demand Will Grow and Call on OPEC to Increase



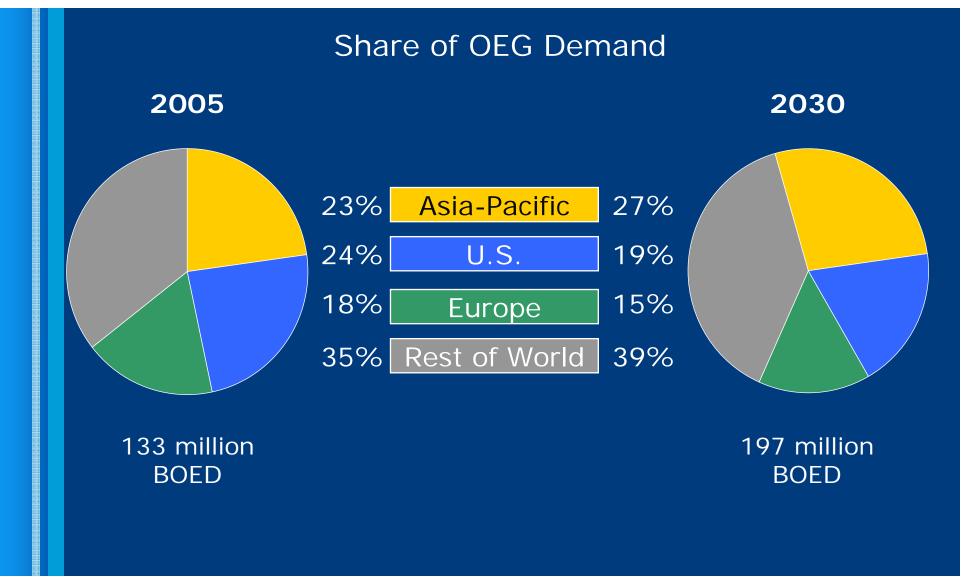
### Million Barrels per Day



Source: IEA World Energy Outlook 2006 11

## **Oil & Gas Demand by Region**





## Well-Positioned to Address New Energy Equation



Growth in Energy Demand

Constrained Supply

Challenged New Resources

Geopolitical Dynamics ✓ Strong Asia-Pacific Position

- Industry-Leading Project
  Queue
- Refinery Flexibility and Focused Growth
- ✓ The Exploration Factory
- ✓ Portfolio Diversity

## **The Right Strategies for Chevron**



**Develop leading** 

integrated

positions in

growth areas of

the world

Upstream: Grow profitably in core areas and build new legacy positions

 Gas: Commercialize our equity resource base while growing a highimpact global business

Downstream: Improve base business returns and selectively grow with a focus on integrated value creation

Renewable Energy: Invest in renewable energy technologies and capture profitable positions in important renewable sources of energy

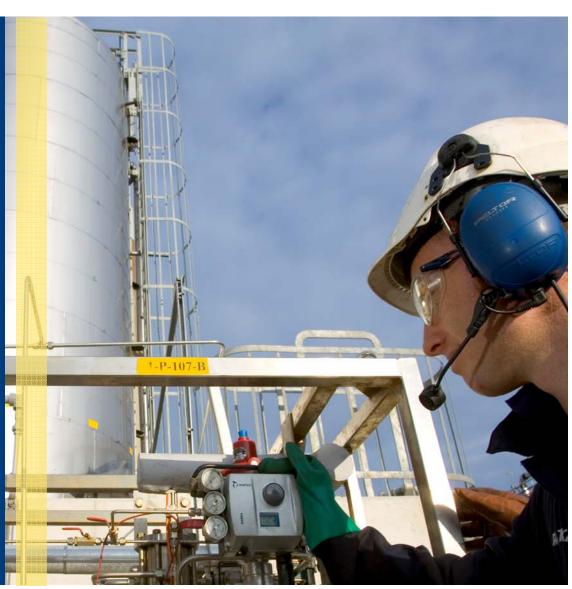


## **Focus and Execution Are Key**

✓ Safety and Reliability

✓ Capital
 Stewardship

✓ CostManagement



# Discipline in Selecting and Executing Value-Creating Projects

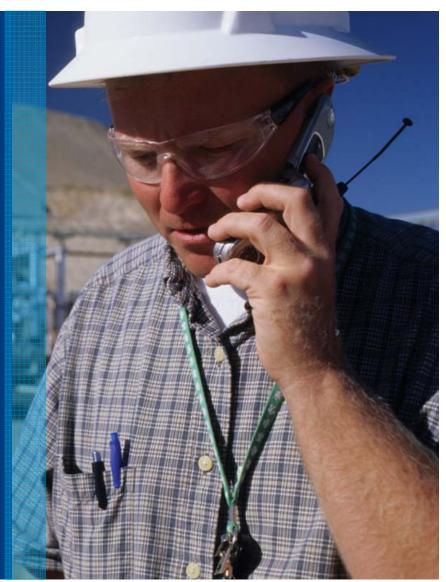


#### 2007 Total Capital & Exploratory Expenditures: \$19.6 Billion\* \$Billion 20 **Rest of World** 10% ■ Tengiz ■ Piceance 7% Caspian Bibiyana ■ NWS Train 5 15 Asia-Pacific 19% South Korea ■ Frade Refinery 10 Africa 25% Athabasca Agbami Expansion Nigeria EGTL ■ Tahiti 5 North America 39% Blind Faith Tombua Landana $\mathbf{O}$ \* Includes Chevron's share of affiliates' expenditures, which does not require cash outlay by Chevron

# Chevron

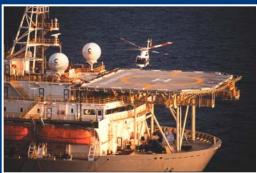
## **Disciplined Cost Management**

- Safe and Reliable Operations
- Energy Efficiency
- Rig Strategy
- "Clear Leader" in
  Drilling and Completions
- Integration
- Application of Technology





## Profitable Growth



## Right Strategies



## Effective Execution

