

Downstream

Mike Wirth
Executive Vice President



Excellence in Personal and Process Safety

Leadership accountability
and safety culture

Continuously reducing risk

Learning from incidents

Delivering process safety
performance



Downstream Themes

Strategy

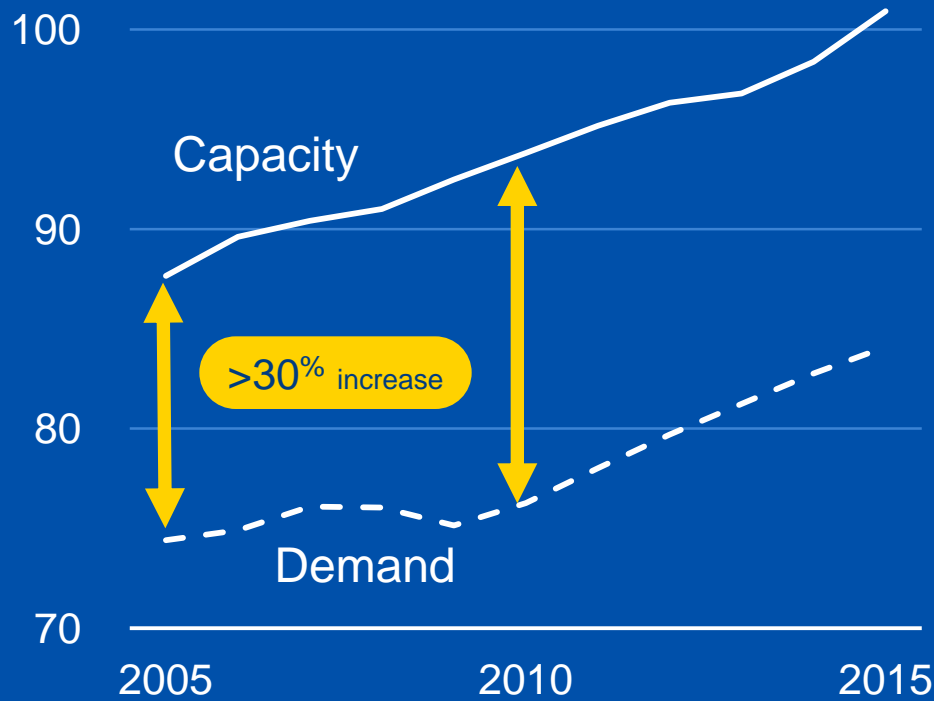
Performance

Competitiveness



Challenging Fundamentals

Global Capacity & Demand MMBD



Increase in surplus capacity

Rationalization likely to be slow

Weak margins likely to persist

Fuels Demand Outlook Plays to Our Strength

2010 – 2020 Growth By Region

15.3 MMBD increase



Europe / FSU



Africa / ME



Americas



Asia

Asia is the primary
engine of growth



2010 – 2020 Growth By Product

15.3 MMBD increase



Other



Gasoline



LPG/Naphtha

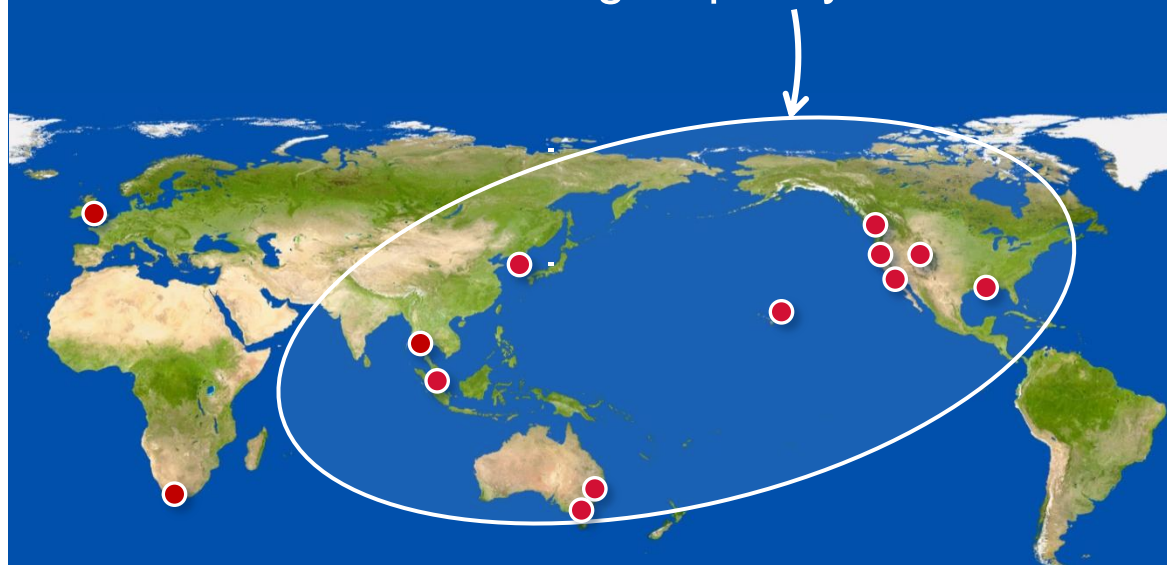


Distillate (diesel, jet)

Distillate growth
continues globally

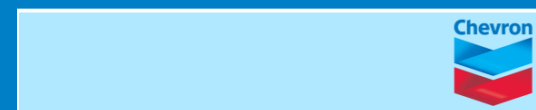
Advantaged Footprint and Technology

80% of Chevron
Refining Capacity



● Chevron Refineries

Hydrocracking Relative to FCC



0% 20% 40% 60% 80%

Note: Includes North America and Asia-Pacific.

Strategy Focused on Improving Returns

Improve returns

and grow earnings

Operational excellence

Base business improvement

Portfolio management



Committed to Delivering Results

Return on Capital Employed



Note: Excludes Chemicals.

Improve
revenues

Reduce
costs

Focus
portfolio

Downstream Themes

Strategy

Performance

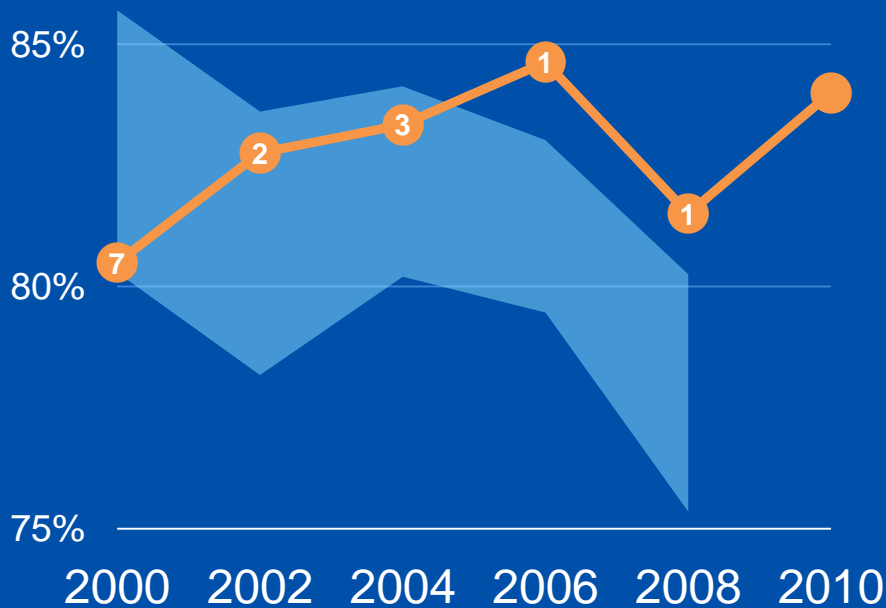
Competitiveness



Sustained Top-Tier Reliability

Solomon Utilization

Chevron vs. International Majors

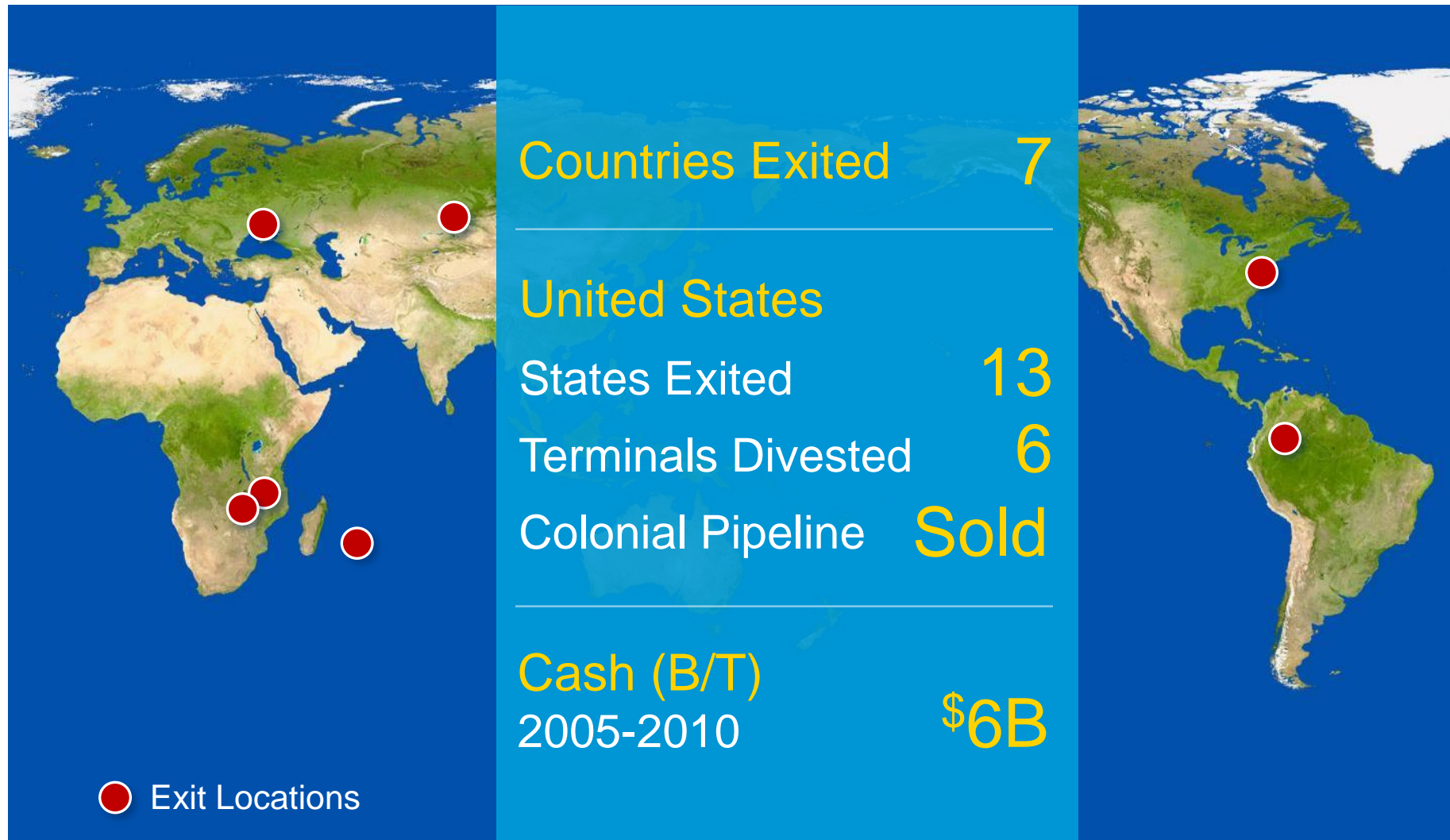


- 1 CVX Ranking Relative to Competitors
- Competitor Range (Majors tracked by Solomon)

Multi-year commitment to
continuous improvement

Sustaining high level of
performance

Portfolio Actions Generate Value



Simplifying Base Business

Smaller footprint

Country Count
Number

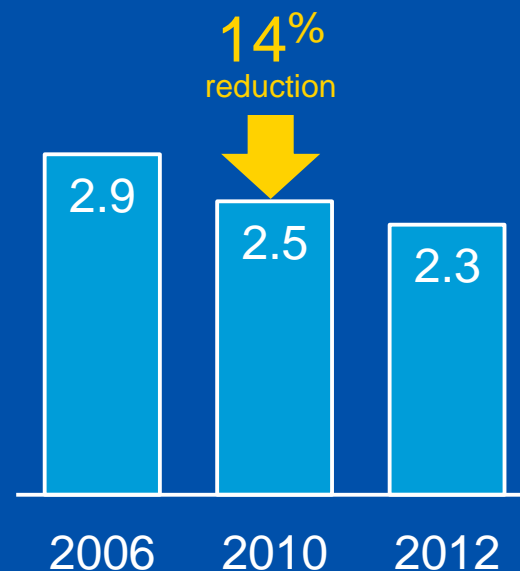


Note: Excludes Chemicals.



Modest volume impact

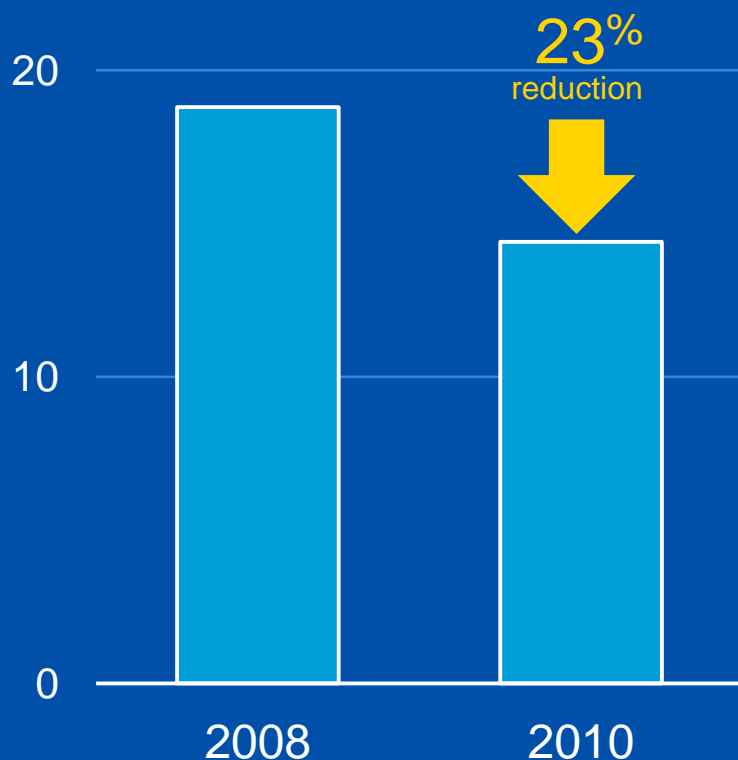
Trade Sales
Million Barrels / Day



Note: Excludes Chemicals.

Restructuring Drives Efficiency

Headcount
Thousands



Note: Excludes Chemicals.

Exceeded targeted reductions by nearly 700

Simpler organization

Lower cost

Successful Project Startups

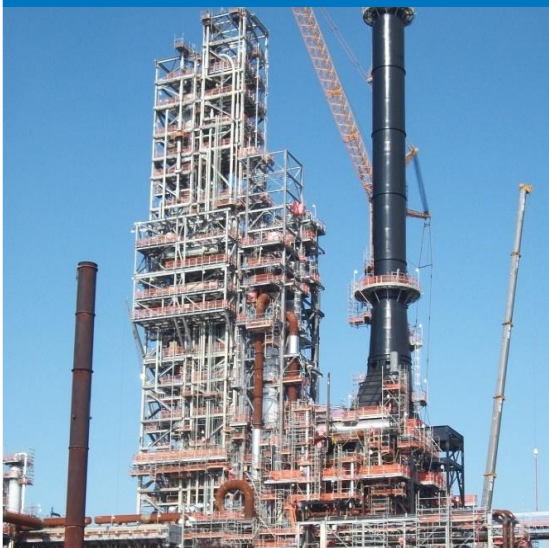
Yeosu Heavy Oil Upgrader 3

- 60K barrel per day vacuum resid hydrocracker
- Increased heavy crude processing ability



Pascagoula Continuous Catalytic Reformer (CCR)

- 55K barrel per day CCR
- Improved reliability and product yields



Qatar Petrochemicals

- 1.3 million MT/year ethylene cracker at Ras Laffan
- 695K MT/year derivatives plants at Mesaieed



Downstream Themes

Strategy

Performance

Competitiveness



Continuing Refining Improvements

Improvements (\$MM B/T)
vs. 2008 Baseline



Greater **contractor** and **maintenance** efficiency

Reduced **catalyst** and **chemicals** costs

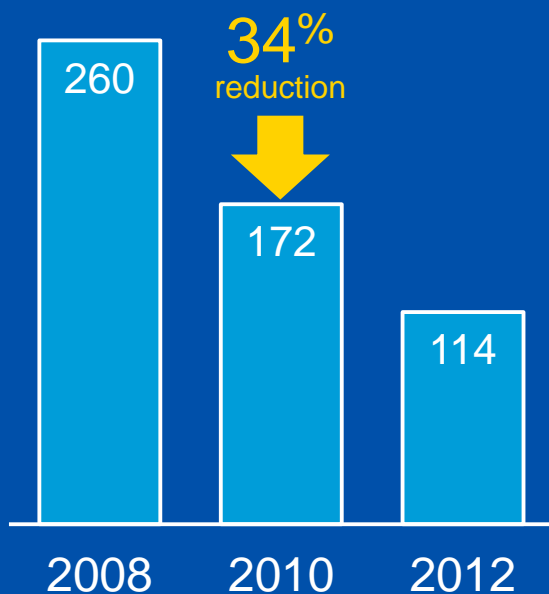
Improved **energy** efficiency

Feedstock and **product** flexibility

Marketing Optimization Improves Returns

Terminal Efficiency

Terminal Count



Sales **optimization**

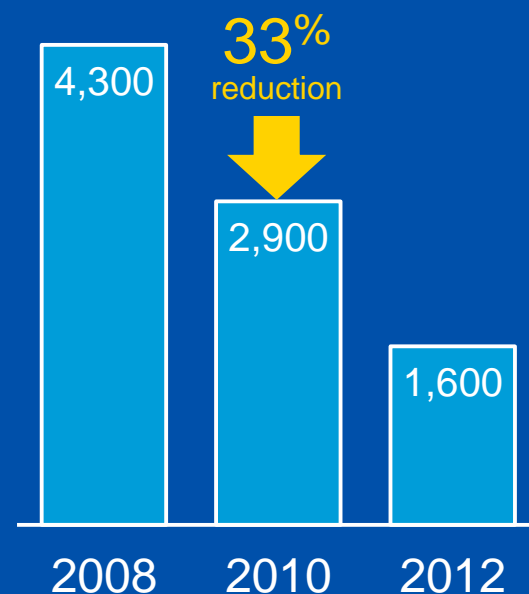
Reduced costs

Higher returns



Capital Employed

Company-Owned Stations



Portfolio Rationalization Continues



Signed

- Spain
- UK, Ireland
- Africa
- Central America
- Caribbean

Soliciting Bids

- Central America
- Caribbean



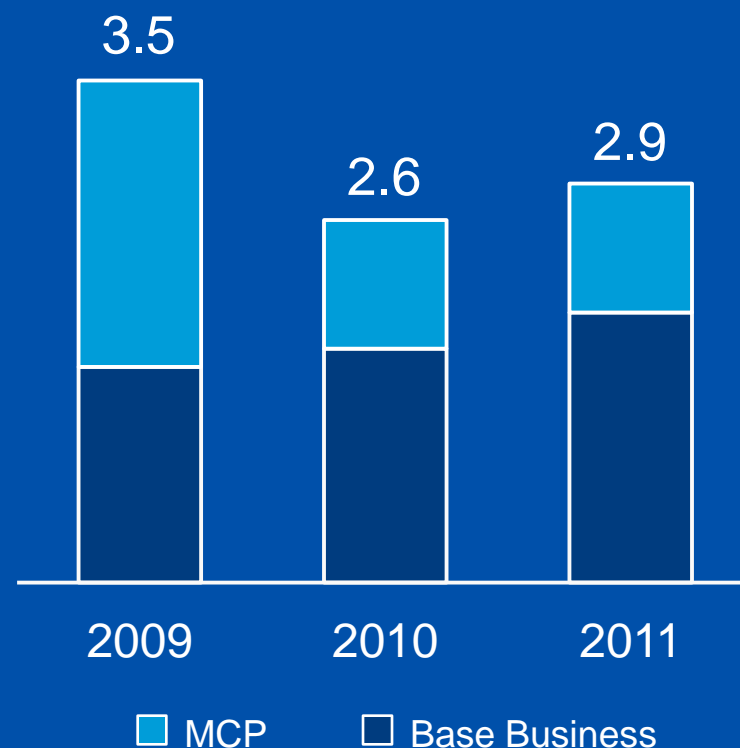
Capital Discipline Supports Returns

Sustain **reduced**
capital spend

Maintain **safe** and
reliable operations

Carefully targeted
growth projects

Capital Investments \$ Billions



Investing in Efficiency, Flexibility, Diversification

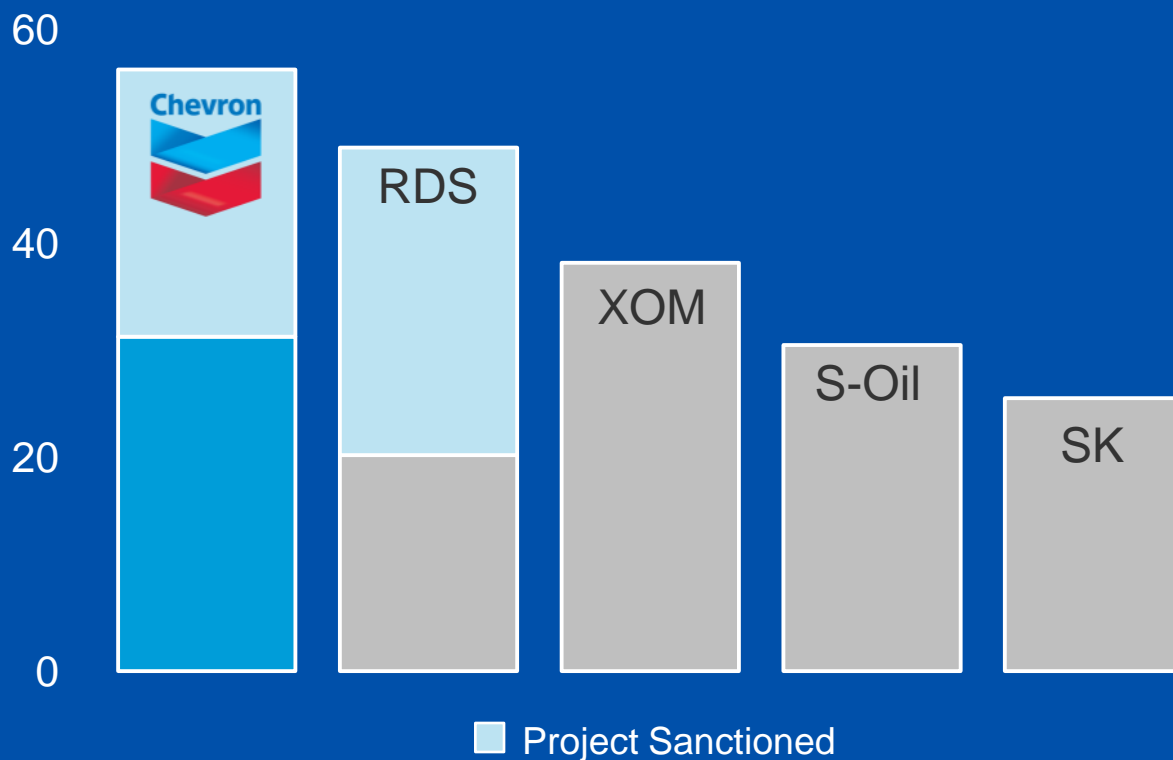


Growing a High Margin Business

Premium Base Oil Capacity

by end of 2013

MBD



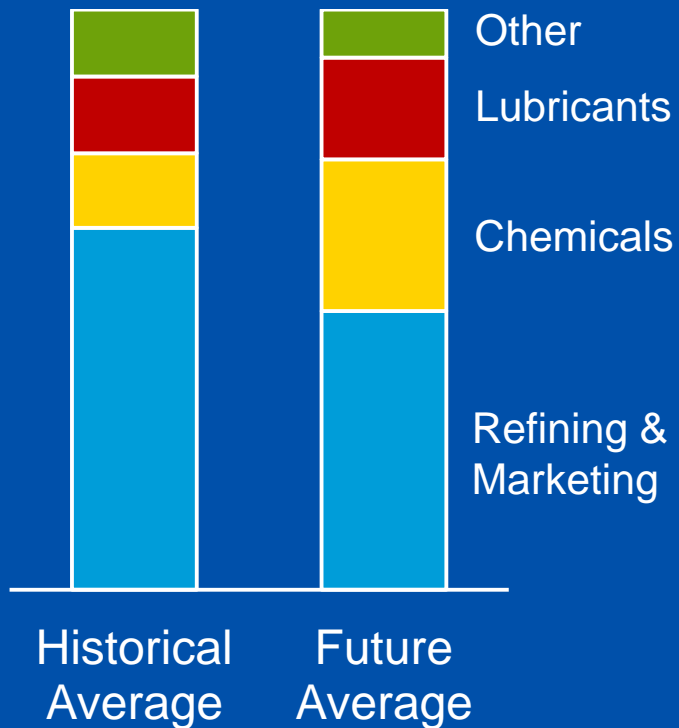
Proprietary
technology

High margin
production



Portfolio Optimization Emphasizes Higher Return Segments

Relative Earnings



Earnings **diversification**

Growth in **higher return** segments

Conscious investment shift

Portfolio **balance**

Improved Competitive Performance

\$1.53 per barrel

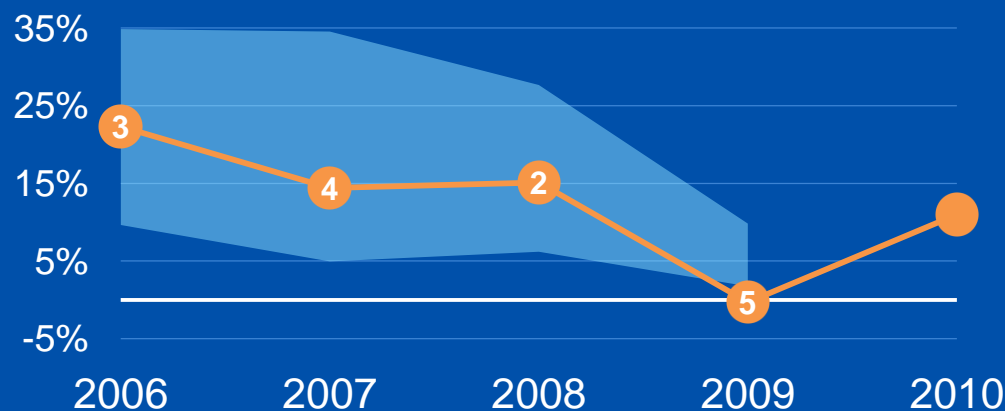
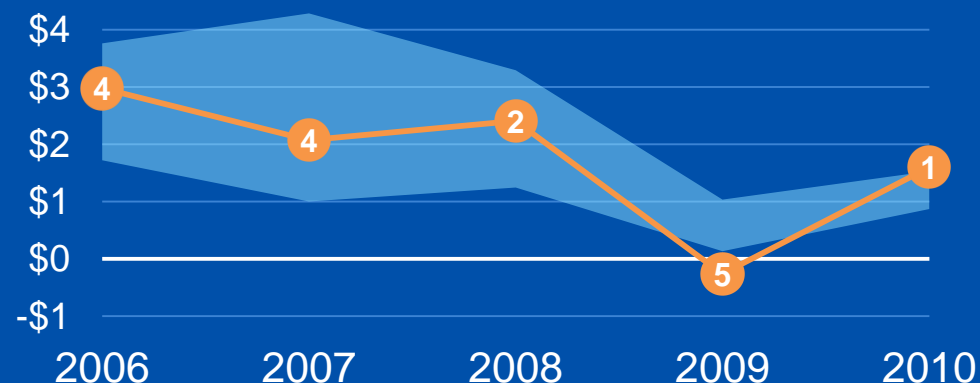
2010 Adjusted Earnings*

10%

2010 Adjusted ROCE

1 CVX Ranking Relative to Competitors

Competitor Range: XOM, BP, COP, RDS



* Adjusted earnings per barrel exclude Chemicals due to availability of volume data.

Well-Positioned for Today and the Future

Strategy

- Improve returns
- Operational excellence
- Base business improvement
- Portfolio management

Performance

- Safest year ever
- Improved earnings
- Restructuring complete
- Portfolio actions on track

Competitiveness

Top-tier performance

- Safety
- Reliability
- Profitability



Questions and Answers



Break

