Third quarter 2019 earnings conference call and webcast

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November 1, 2019
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## Financial highlights

### 3Q19

<table>
<thead>
<tr>
<th>Financial Metric</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings</td>
<td>$2.6 billion</td>
</tr>
<tr>
<td>Earnings per diluted share</td>
<td>$1.36</td>
</tr>
<tr>
<td>Earnings / EPS (excluding special items and FX)</td>
<td>$2.9 billion / $1.55</td>
</tr>
<tr>
<td>Cash flow from operations / excl. working capital</td>
<td>$7.8 billion / $6.4 billion</td>
</tr>
<tr>
<td>Debt ratio / Net debt ratio</td>
<td>17.4% / 11.9%</td>
</tr>
<tr>
<td>Dividends paid</td>
<td>$2.2 billion</td>
</tr>
<tr>
<td>Share repurchases</td>
<td>$1.25 billion</td>
</tr>
<tr>
<td>YTD total C&amp;E / YTD organic C&amp;E</td>
<td>$15.0 billion / $14.5 billion</td>
</tr>
</tbody>
</table>

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1 Reconciliation of special items, FX, and other non-GAAP measures can be found in the appendix.

2 As of 09/30/2019. Net debt ratio is defined as debt less cash equivalents, marketable securities and time deposits divided by debt less cash equivalents, marketable securities and time deposits plus stockholders’ equity.
Delivering on all four financial priorities

$ billions

- CFO ex WC
- Working capital
  - 1.1
- Cash capex
  - -9.9
- Debt
  - -1.9
- Dividend
  - -6.7
- Share repurchases
  - -2.8
- Asset sales/other
  - 1.1

YE18 cash balance\(^1\)
$11.8B free cash flow\(^2\)
$9.5B returned to shareholders
3Q19 cash balance\(^1\)

\(^1\) Includes cash, cash equivalents, marketable securities, and time deposits. Excludes restricted cash.

\(^2\) Free cash flow is defined as cash flow from operations less cash capital expenditures.

Note: Numbers may not sum due to rounding.
Chevron earnings
3Q19 vs. 3Q18

$ millions

<table>
<thead>
<tr>
<th></th>
<th>3Q18 earnings</th>
<th>3Q19 earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Upstream</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special items*</td>
<td>150</td>
<td>125</td>
</tr>
<tr>
<td>FX*</td>
<td>-1,775</td>
<td>-11</td>
</tr>
<tr>
<td>Liftings</td>
<td>90</td>
<td>-11</td>
</tr>
<tr>
<td><strong>Downstream</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opex/volume</td>
<td>-180</td>
<td>-3</td>
</tr>
<tr>
<td>Chemicals</td>
<td>-45</td>
<td>-3</td>
</tr>
<tr>
<td>Timing/other</td>
<td>-3</td>
<td>-3</td>
</tr>
<tr>
<td>Other</td>
<td>182</td>
<td>2,580</td>
</tr>
</tbody>
</table>

* Reconciliation of special items and FX can be found in the appendix.
Chevron earnings
3Q19 vs. 2Q19

$ millions

2Q19 earnings

3Q19 earnings

Upstream

Special items*
-1,350

FX*
-59

Realizations
-535

Liftings
-60

Other
-31

Margin
255

Opex
-60

Chemicals
-60

Other
-71

Other
128

Downstream

Other
2,580

Special items*
-1,350

FX*
-59

Realizations
-535

Liftings
-60

Other
-31

Margin
255

Opex
-60

Chemicals
-60

Other
-71

Other
128

* Reconciliation of special items and FX can be found in the appendix.
Worldwide net oil & gas production
3Q19 vs. 3Q18

MBOED

- Permian growth
- Big Foot and Hebron ramp-up
  - Denmark and Frade asset sales
  - Hurricane Barry
Worldwide net oil & gas production
In line with guidance

Net production
MBOED

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Production</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018 @ $71/bbl Brent</td>
<td>2,930</td>
<td></td>
</tr>
<tr>
<td>2019 YTD excluding the impact of 2019 asset sales</td>
<td>3,070</td>
<td>4 - 7% growth* excluding the impact of 2019 asset sales</td>
</tr>
<tr>
<td>2019 YTD actual production @ $65/bbl Brent</td>
<td>3,052</td>
<td></td>
</tr>
</tbody>
</table>

* Estimated production growth @ $60/bbl Brent.

3Q production 3,033 MBOED
- Turnarounds (129) MBOED
- Asset sales (27) MBOED

4Q growth drivers:
- Permian
- Other shale & tight
- Hebron ramp-up
Updated FGP/WPMP cost & schedule

Cost estimate $45.2 B

~25% cost increase

Primary drivers: engineering, quantities, unit rates & schedule

First oil from WPMP in late 2022 and FGP in mid-2023

Note: CVX share of TCO is 50%.
100% $B

Peak spending in 2018 & 2019
Focus on construction
CVX C&E guidance unchanged
2020: $18 - $20 B
2021–2023: $19 - $22 B

Note: CVX share of TCO is 50%.
Upstream portfolio highlights

**Mexico**

Deepwater blocks 20, 21 & 23  
40% working interest

**Brazil**

Campos Basin  
Won four blocks at ANP16  
35-40% working interest

Santos Basin  
Won one block at ANP16  
40% working interest

**Philippines**

Malampaya divestment  
SPA signed on October 25  
Expected to close in 1H20
# Lowering the carbon intensity

## GHG emission reduction targets

<table>
<thead>
<tr>
<th>New</th>
<th>Targeted reduction 2016 – 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upstream <strong>oil</strong> net GHG emission intensity</td>
<td>5% - 10%</td>
</tr>
<tr>
<td>Upstream <strong>natural gas</strong> net GHG emission intensity</td>
<td>2% - 5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Existing</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Upstream <strong>flaring</strong> intensity</td>
<td>25% - 30%</td>
</tr>
<tr>
<td><strong>Methane</strong> emissions</td>
<td>20% - 25%</td>
</tr>
</tbody>
</table>

## Carbon sequestreration

- Began operation of Gorgon CO2 Injection Project

## Renewables

- Solar project to support California upstream operations
Looking ahead

4Q 2019 outlook

UPSTREAM
- Full year 2019 production growth (excluding asset sales) in the middle of the 4-7% range
- Full year asset sales production impact (~30 MBOED)
- Turnarounds (>70 MBOED)
- Exploration related inorganic C&E (~$120 million)
- Full year TCO co-lending (<$2 billion)

DOWNSTREAM
- “High” refinery turnaround activity, includes SPRC refinery wide turnaround (once every five years)

CORPORATE
- $430 million tax payment related to cash repatriation
- $1.25 billion of share repurchases
questions + answers
### Appendix: reconciliation of non-GAAP measures

**Reported earnings to earnings excluding special items and FX**

<table>
<thead>
<tr>
<th></th>
<th>3Q18</th>
<th>4Q18</th>
<th>1Q19</th>
<th>2Q19</th>
<th>3Q19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reported earnings ($ millions)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upstream</td>
<td>3,379</td>
<td>3,290</td>
<td>3,123</td>
<td>3,483</td>
<td>2,704</td>
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<tr>
<td>Downstream</td>
<td>1,373</td>
<td>859</td>
<td>252</td>
<td>729</td>
<td>828</td>
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<tr>
<td>All Other</td>
<td>(705)</td>
<td>(419)</td>
<td>(726)</td>
<td>93</td>
<td>(952)</td>
</tr>
<tr>
<td><strong>Total reported earnings</strong></td>
<td>4,047</td>
<td>3,730</td>
<td>2,649</td>
<td>4,305</td>
<td>2,580</td>
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<tr>
<td>Diluted weighted avg. shares outstanding ('000)</td>
<td>1,917,473</td>
<td>1,906,823</td>
<td>1,900,748</td>
<td>1,902,977</td>
<td>1,893,928</td>
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<tr>
<td><strong>Reported earnings per share</strong></td>
<td>$2.11</td>
<td>$1.95</td>
<td>$1.39</td>
<td>$2.27</td>
<td>$1.36</td>
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<tr>
<td><strong>Special items ($ millions)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UPSTREAM</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Asset dispositions</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Impairments and other*</td>
<td>(930)</td>
<td>(270)</td>
<td>--</td>
<td>180</td>
<td>--</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>(930)</td>
<td>(270)</td>
<td>--</td>
<td>180</td>
<td>--</td>
</tr>
<tr>
<td><strong>DOWNSTREAM</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset dispositions</td>
<td>350</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Impairments and other*</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>350</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td><strong>ALL OTHER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impairments and other*</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>740</td>
<td>(430)</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>740</td>
<td>(430)</td>
</tr>
<tr>
<td><strong>Total special items</strong></td>
<td>(580)</td>
<td>(270)</td>
<td>--</td>
<td>920</td>
<td>(430)</td>
</tr>
<tr>
<td><strong>Foreign exchange ($ millions)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upstream</td>
<td>(42)</td>
<td>250</td>
<td>(168)</td>
<td>22</td>
<td>49</td>
</tr>
<tr>
<td>Downstream</td>
<td>(7)</td>
<td>23</td>
<td>31</td>
<td>(9)</td>
<td>27</td>
</tr>
<tr>
<td>All other</td>
<td>(2)</td>
<td>(5)</td>
<td>--</td>
<td>2</td>
<td>(2)</td>
</tr>
<tr>
<td><strong>Total FX</strong></td>
<td>(51)</td>
<td>268</td>
<td>(137)</td>
<td>15</td>
<td>74</td>
</tr>
<tr>
<td><strong>Earnings excluding special items and FX ($ millions)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upstream</td>
<td>4,351</td>
<td>3,310</td>
<td>3,291</td>
<td>3,291</td>
<td>2,655</td>
</tr>
<tr>
<td>Downstream</td>
<td>1,030</td>
<td>836</td>
<td>221</td>
<td>738</td>
<td>801</td>
</tr>
<tr>
<td>All Other</td>
<td>(703)</td>
<td>(414)</td>
<td>(726)</td>
<td>(649)</td>
<td>(520)</td>
</tr>
<tr>
<td><strong>Total earnings excluding special items and FX ($ millions)</strong></td>
<td>4,678</td>
<td>3,732</td>
<td>2,786</td>
<td>3,370</td>
<td>2,936</td>
</tr>
<tr>
<td><strong>Earnings per share excluding special items and FX</strong></td>
<td>$2.44</td>
<td>$1.95</td>
<td>$1.47</td>
<td>$1.77</td>
<td>$1.55</td>
</tr>
</tbody>
</table>

* Includes asset impairments & revaluations, certain non-recurring tax adjustments & environmental remediation provisions, severance accruals and any other special items.
## Appendix: reconciliation of non-GAAP measures

### Cash flow from operations excluding working capital

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2016 Quarterly Avg.</th>
<th>FY 2017</th>
<th>FY 2017 Quarterly Avg.</th>
<th>FY 2018</th>
<th>FY 2018 Quarterly Avg.</th>
<th>1Q19</th>
<th>2Q19</th>
<th>3Q19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Cash Provided by Operating Activities</td>
<td>12,690</td>
<td>3,173</td>
<td>20,338</td>
<td>5,085</td>
<td>30,618</td>
<td>7,655</td>
<td>5,057</td>
<td>8,783</td>
<td>7,817</td>
</tr>
<tr>
<td>Net Decrease (Increase) in Operating Working Capital</td>
<td>(327)</td>
<td>(82)</td>
<td>520</td>
<td>130</td>
<td>(718)</td>
<td>(180)</td>
<td>(1,210)</td>
<td>930</td>
<td>1,406</td>
</tr>
<tr>
<td>Cash Flow from Operations Excluding Working Capital</td>
<td>13,017</td>
<td>3,254</td>
<td>19,818</td>
<td>4,955</td>
<td>31,336</td>
<td>7,834</td>
<td>6,267</td>
<td>7,853</td>
<td>6,411</td>
</tr>
</tbody>
</table>

### Notes:

* Numbers may not sum due to rounding.

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Permian production
On track with steady rig count

**Midland and Delaware Basin**

Net MBOED


Monthly production

**2019 SAM production guidance**

- **Royalty barrels**
- **Royalty benefit**

1 Midland and Delaware Basin production reflects shale & tight production only.
2 Royalty barrels are received by Chevron from owned acreage that has been leased to others and requires no capital investment.
3 Royalty benefit calculation based on Chevron’s lower effective royalty rate versus an assumed royalty rate of 25%.

3Q production 455 MBOED
up 117 MBOED from 3Q 2018

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Gorgon / Wheatstone
Third quarter production > 400 MBOED

3Q19 net production
Gorgon 217 MBOED
Wheatstone 185 MBOED
Appendix
Worldwide net oil & gas production: 3Q19 vs. 2Q19

- Permian growth
- Turnaround & downtime activity
- Hurricane Barry

Shale & tight Turnaround/downtime
43 -87

Base -17 Other 10

MBOED

2Q19
3,084
$69/bbl Brent

3Q19
3,033
$62/bbl Brent
Appendix
U.S. upstream earnings: 3Q19 vs. 2Q19

- Lower liquids realizations
- Primarily higher Permian production

<table>
<thead>
<tr>
<th></th>
<th>2Q19 earnings</th>
<th>3Q19 earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Realizations</td>
<td>-195</td>
<td>51</td>
</tr>
<tr>
<td>Liftings</td>
<td>30</td>
<td>51</td>
</tr>
<tr>
<td>DD&amp;A</td>
<td>-55</td>
<td>-55</td>
</tr>
<tr>
<td>Other</td>
<td>51</td>
<td>51</td>
</tr>
</tbody>
</table>
Appendix
International upstream earnings: 3Q19 vs. 2Q19

- Absence of Alberta tax rate change
- ~$7/bbl decrease in Brent
- Higher planned turnarounds
Appendix
U.S. downstream earnings: 3Q19 vs. 2Q19

- Higher refining & marketing margins
- Higher opex primarily due to higher planned turnarounds
- Lower CPChem margins inclusive of inventory adjustment
### Appendix

**International downstream earnings: 3Q19 vs. 2Q19**

<table>
<thead>
<tr>
<th></th>
<th>2Q19 Earnings</th>
<th>3Q19 Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margins</td>
<td>185</td>
<td>440</td>
</tr>
<tr>
<td>Other</td>
<td>-25</td>
<td></td>
</tr>
<tr>
<td>FX</td>
<td>36</td>
<td>36</td>
</tr>
<tr>
<td>Volume</td>
<td>-20</td>
<td></td>
</tr>
</tbody>
</table>

- Higher Asia refining margins