



human energy®

First quarter 2019 earnings conference call and webcast

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April 26, 2019

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These forward-looking statements generally include statements regarding the potential transaction between Chevron Corporation (“Chevron”) and Anadarko Petroleum Corporation (“Anadarko”), including any statements regarding the expected timetable for completing the potential transaction, the ability to complete the potential transaction, the expected benefits of the potential transaction (including anticipated annual operating cost and capital synergies and anticipated free cash flow accretion), the increase of Chevron’s share repurchase annual target, projected financial information, future opportunities, and any other statements regarding Chevron’s and Anadarko’s future expectations, beliefs, plans, objectives, results of operations, financial condition and cash flows, or future events or performance. 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Chevron and Anadarko and certain of their respective directors, certain of their respective executive officers and other members of management and employees may be considered participants in the solicitation of proxies with respect to the potential transaction under the rules of the SEC. Information about the directors and executive officers of Chevron is set forth in its Annual Report on Form 10-K for the year ended December 31, 2018, which was filed with the SEC on February 22, 2019, and its proxy statement for its 2019 annual meeting of stockholders, which Chevron expects to be filed with the SEC on April 15, 2019. Information about the directors and executive officers of Anadarko is set forth in its Annual Report on Form 10-K for the year ended December 31, 2018, which was filed with the SEC on February 14, 2019, and its proxy statement for its 2019 annual meeting of stockholders, which was filed with the SEC on March 29, 2019. These documents can be obtained free of charge from the sources indicated above. Additional information regarding the interests of such participants in the solicitation of proxies in respect of the potential transaction will be included in the registration statement and proxy statement/prospectus and other relevant materials to be filed with the SEC when they become available.



Positioned to win in any environment

Advantaged portfolio delivers strong cash flow

Strong balance sheet and low breakeven

Disciplined, returns-driven capital allocation

Superior cash returns to shareholders

Grow production & sustain margins

Returns-driven capital allocation

Lower our cost structure

Get more out of assets

High-grade portfolio



Financial highlights

	1Q19
Earnings	\$2.6 billion
Earnings per diluted share	\$1.39
Earnings / EPS (excluding special items and FX) ¹	\$2.8 billion / \$1.47
Cash flow from operations / excl. working capital ¹	\$5.1 billion / \$6.3 billion
Debt ratio / Net debt ratio ²	17.6% / 13.6%
Dividends paid	\$2.2 billion
Share repurchases	\$0.5 billion

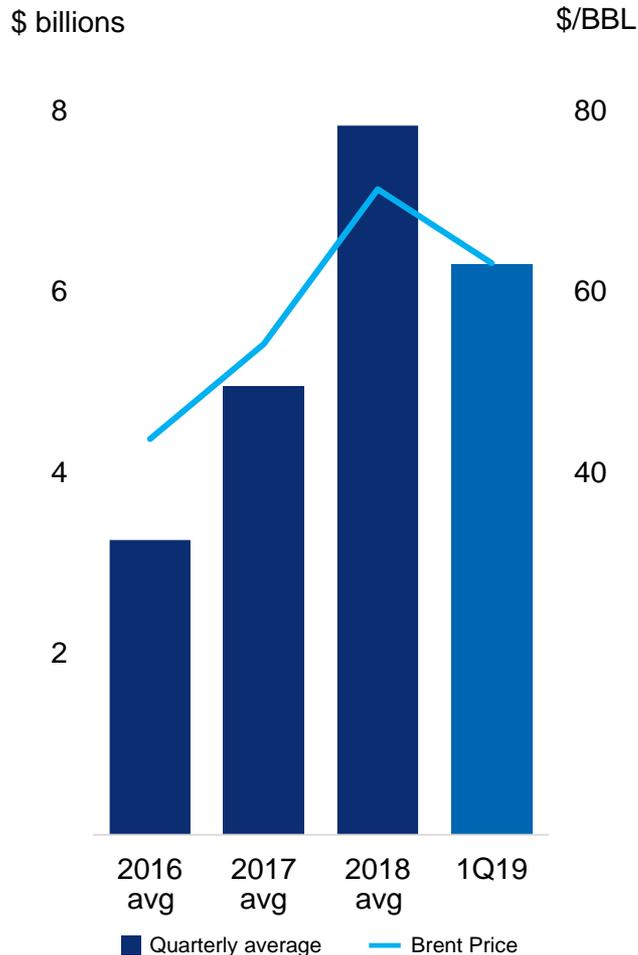
¹ Reconciliation of special items, FX, and other non-GAAP measures can be found in the appendix.

² As of 03/31/2019. 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.

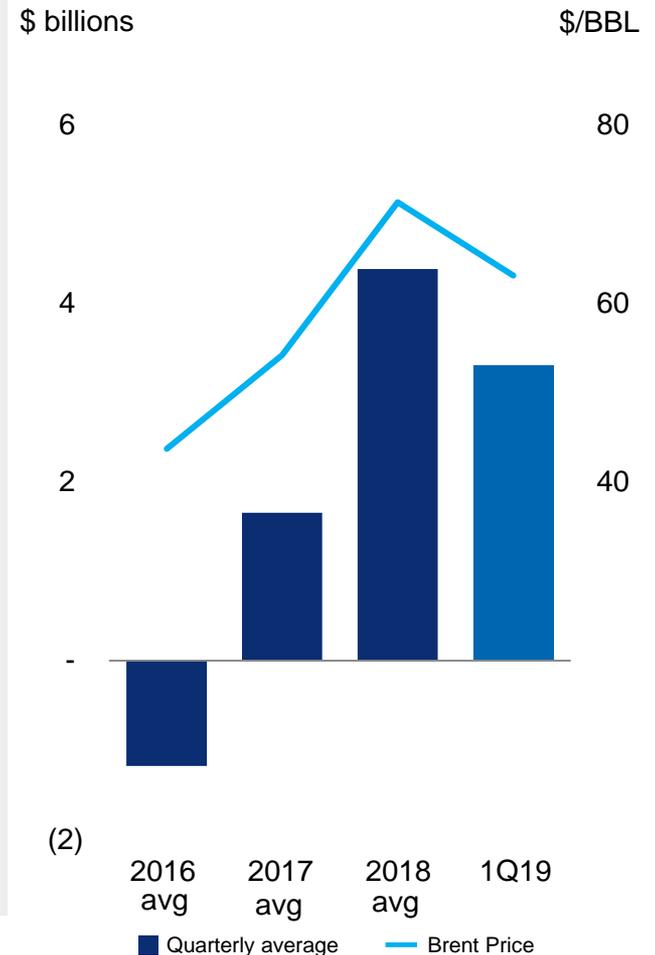


2019 cash flow

Cash flow from operations excluding working capital¹



Free cash flow excluding working capital¹



Delivering 2019 cash generation in line with guidance

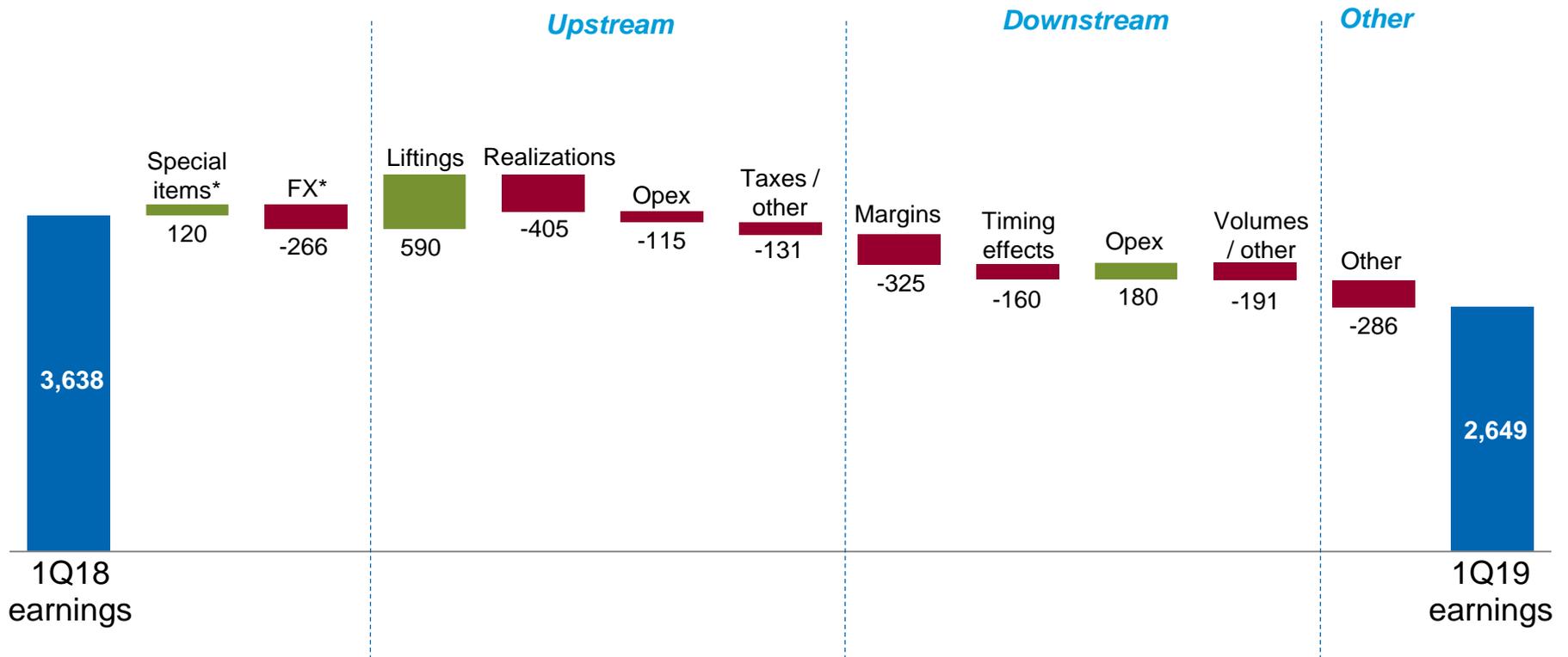
¹ Reconciliation of non-GAAP measures can be found in the appendix.



Chevron earnings

1Q19 vs. 1Q18

\$ millions



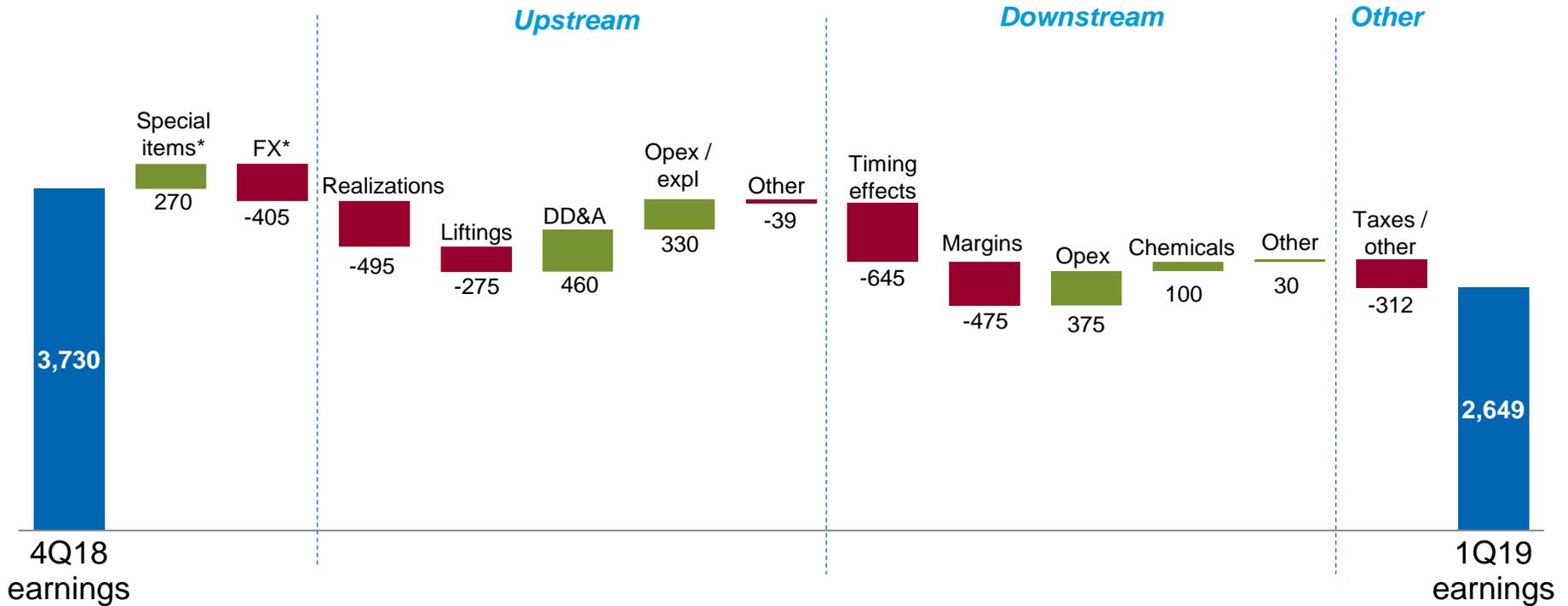
* Reconciliation of special items and FX can be found in the appendix.



Chevron earnings

1Q19 vs. 4Q18

\$ millions



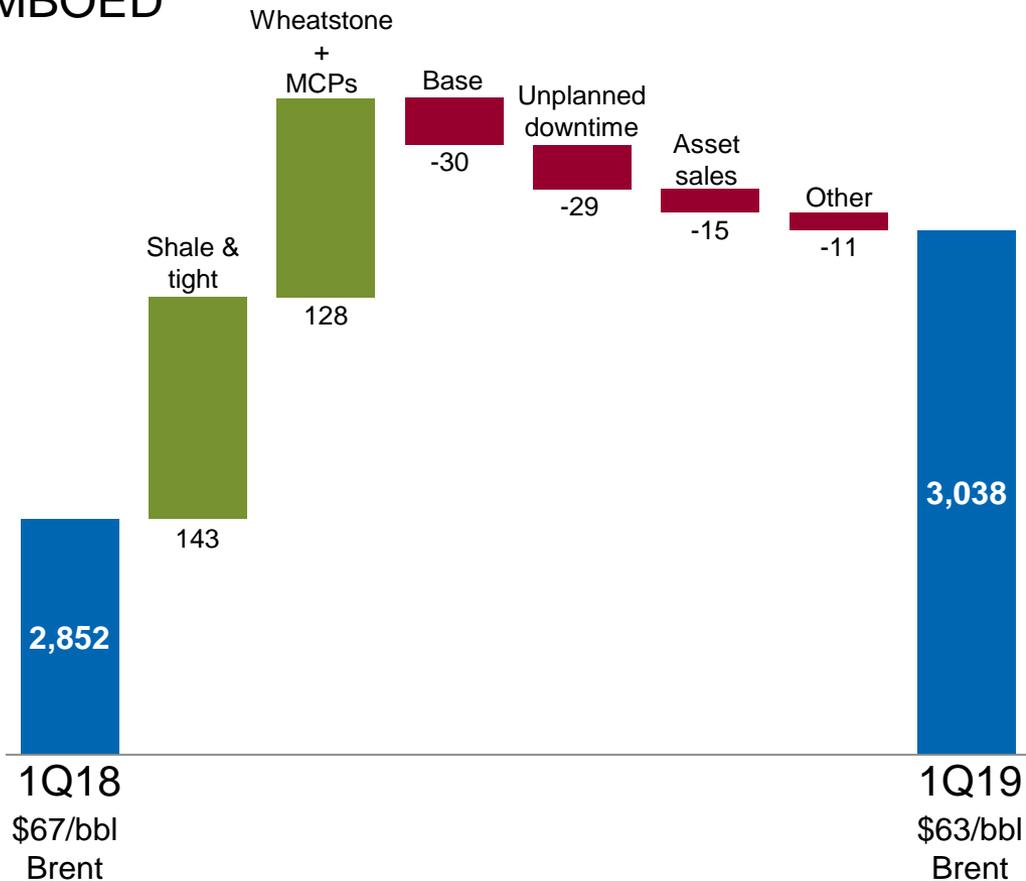
* Reconciliation of special items and FX can be found in the appendix.



Worldwide net oil & gas production

1Q19 vs. 1Q18

MBOED



- + Permian growth
- + Wheatstone ramp-up
- + Hebron, Bigfoot, and other major capital project ramp-ups
- Unplanned downtime, primarily at Gorgon



Looking ahead

2Q 2019 outlook

Upstream

- Full year 2019 production 4-7% growth from 2018 (excluding asset sales)
- Closed sale of Denmark assets
- TCO co-lending continues

Downstream

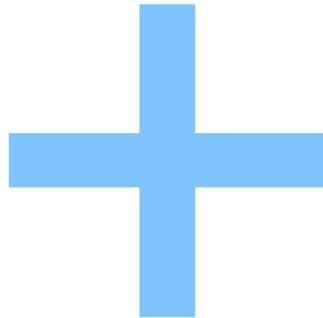
- Anticipated close of Pasadena refinery purchase
- “High” refinery turnaround activity

Corporate

- Continued restrictions on share repurchases
- Pension contribution of ~\$400 million
- Full year “other” segment guidance ~\$2.4 billion remains unchanged



questions



answers



Appendix: reconciliation of non-GAAP measures

Reported earnings to earnings excluding special items and FX

	1Q18	2Q18	3Q18	4Q18	FY 2018	1Q19
Reported earnings (\$MM)						
Upstream	3,352	3,295	3,379	3,290	13,316	3,123
Downstream	728	838	1,373	859	3,798	252
All Other	(442)	(724)	(705)	(419)	(2,290)	(726)
Total reported earnings	3,638	3,409	4,047	3,730	14,824	2,649
Diluted weighted avg. shares outstanding ('000)	1,913,218	1,918,949	1,917,473	1,906,823	1,914,116	1,900,748
Reported earnings per share	\$1.90	\$1.78	\$2.11	\$1.95	\$7.74	\$1.39
Special items (\$MM)						
UPSTREAM						
Asset dispositions	--	--	--	--	--	--
Tax reform	--	--	--	--	--	--
Impairments and other*	(120)	(270)	(930)	(270)	(1,590)	--
Subtotal	(120)	(270)	(930)	(270)	(1,590)	--
DOWNSTREAM						
Asset dispositions	--	--	350	--	350	--
Tax reform	--	--	--	--	--	--
Impairments and other*	--	--	--	--	--	--
Subtotal	--	--	350	--	350	--
ALL OTHER						
Tax reform	--	--	--	--	--	--
Impairments and other*	--	--	--	--	--	--
Subtotal	--	--	--	--	--	--
Total special items	(120)	(270)	(580)	(270)	(1,240)	--
Foreign exchange (\$MM)						
Upstream	120	217	(42)	250	545	(168)
Downstream	11	44	(7)	23	71	31
All other	(2)	4	(2)	(5)	(5)	--
Total FX	129	265	(51)	268	611	(137)
Earnings excluding special items and FX (\$MM)						
Upstream	3,352	3,348	4,351	3,310	14,361	3,291
Downstream	717	794	1,030	836	3,377	221
All Other	(440)	(728)	(703)	(414)	(2,285)	(726)
Total earnings excluding special items and FX (\$MM)	3,629	3,414	4,678	3,732	15,453	2,786
Earnings per share excluding special items and FX	\$1.90	\$1.78	\$2.44	\$1.95	\$8.07	\$1.47

* 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

Free cash flow excluding working capital

\$MM	FY 2016	FY 2016 Quarterly Avg.*	FY 2017	FY 2017 Quarterly Avg.*	FY 2018	FY 2018 Quarterly Avg.*	1Q19
Net Cash Provided by Operating Activities	12,690	3,173	20,338	5,085	30,618	7,655	5,057
Net Decrease (Increase) in Operating Working Capital	(327)	(82)	520	130	(718)	(180)	(1,210)
Cash Flow from Operations Excluding Working Capital	13,017	3,254	19,818	4,955	31,336	7,834	6,267
Net Cash Provided by Operating Activities	12,690	3,173	20,338	5,085	30,618	7,655	5,057
Less: Cash Capital Expenditures	18,109	4,527	13,404	3,351	13,792	3,448	2,953
Free Cash Flow	(5,419)	(1,355)	6,934	1,734	16,826	4,207	2,104
Net Decrease (Increase) in Operating Working Capital	(327)	(82)	520	130	(718)	(180)	(1,210)
Free Cash Flow Excluding Working Capital	(5,092)	(1,273)	6,414	1,604	17,544	4,386	3,314

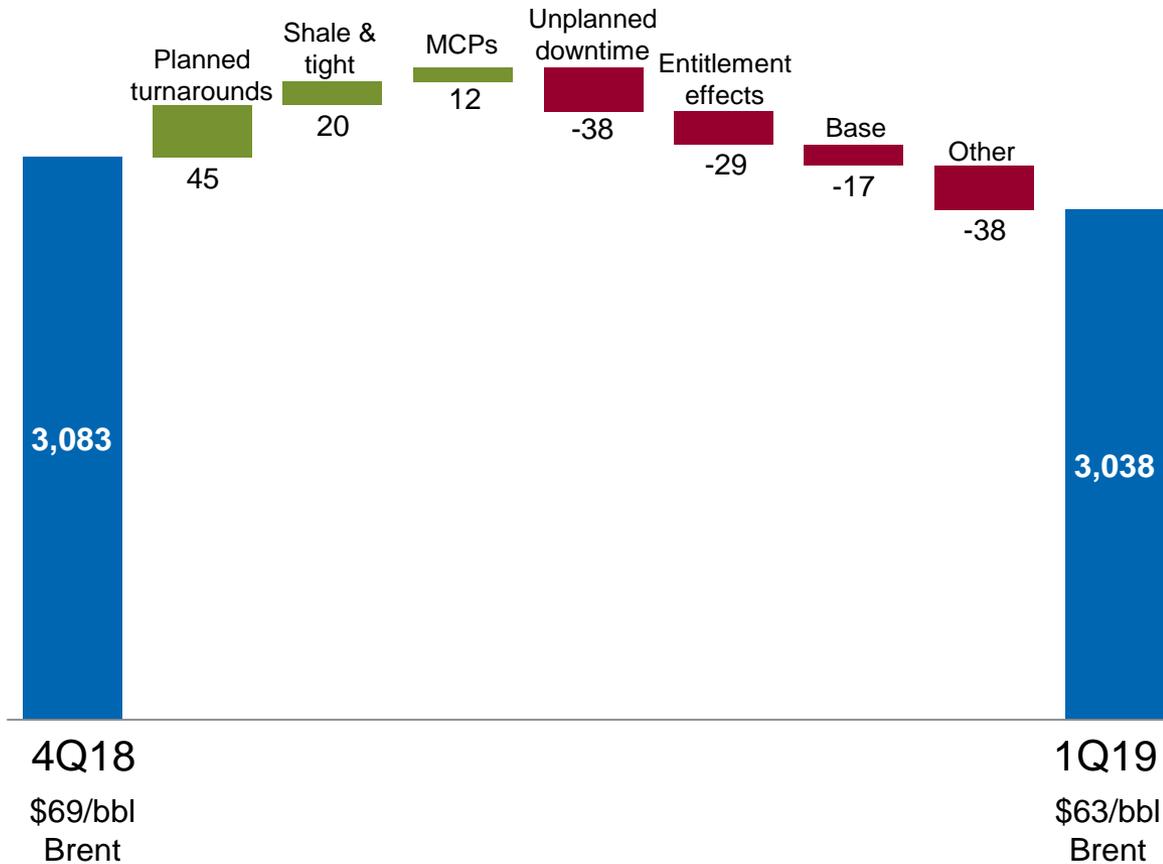
* Note: Numbers may not sum due to rounding.



Appendix

Worldwide net oil & gas production 1Q19 vs. 4Q18

MBOED



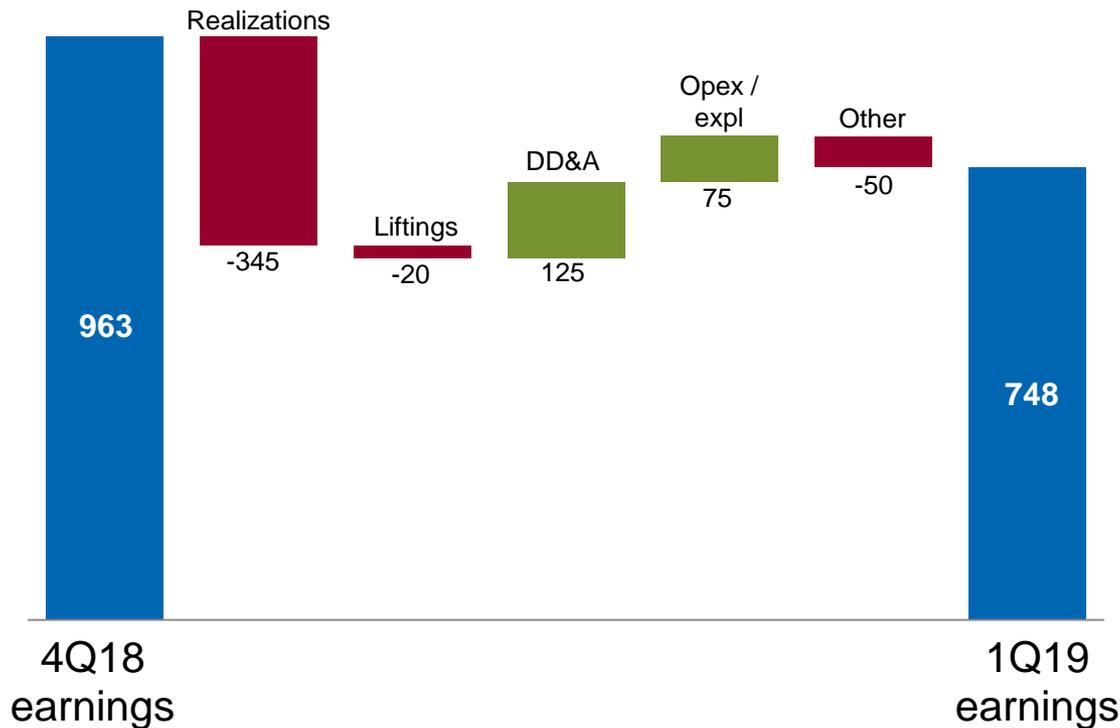
- + Primarily absence of 4Q TCO planned turnaround
- + Permian growth
- Unplanned downtime and weather in Australia
- Entitlement effects include lower cost recovery and higher royalty



Appendix

U.S. upstream earnings: 1Q19 vs. 4Q18

\$ millions



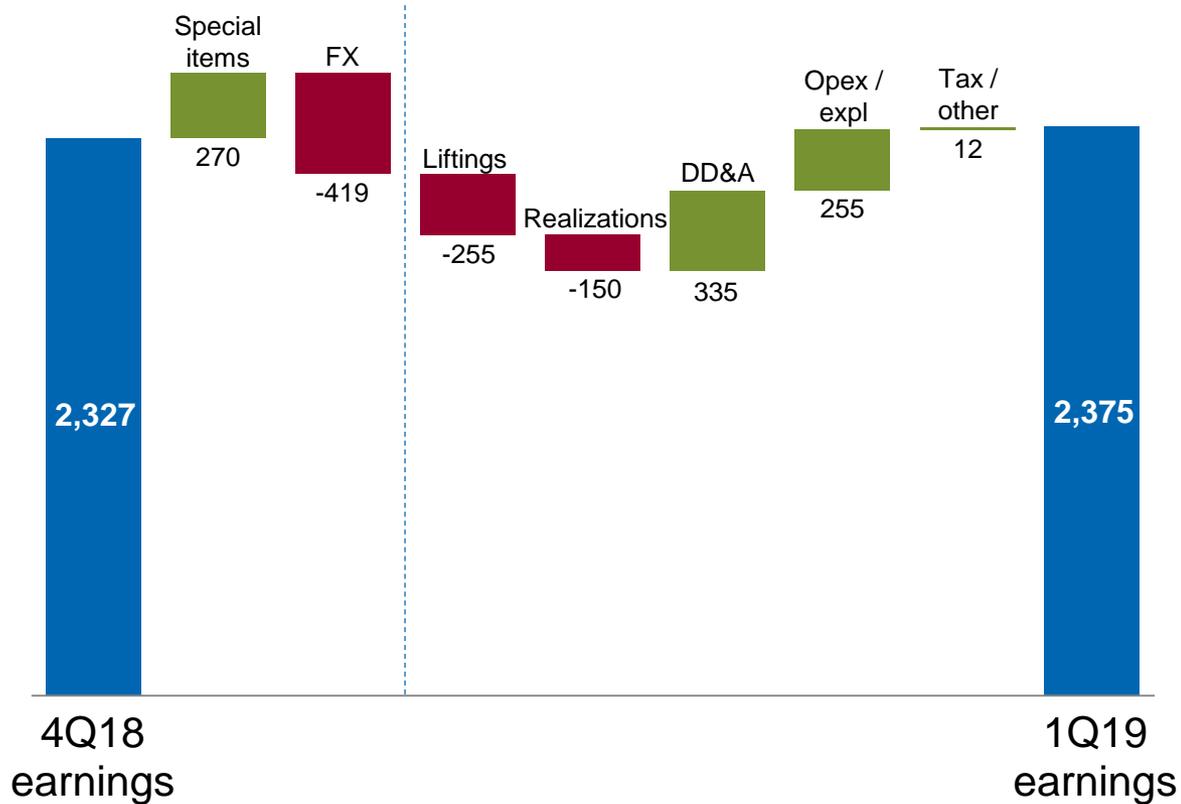
- Lower Gulf of Mexico and Permian realizations
- Lower DD&A primarily from reserve additions



Appendix

International upstream earnings: 1Q19 vs. 4Q18

\$ millions



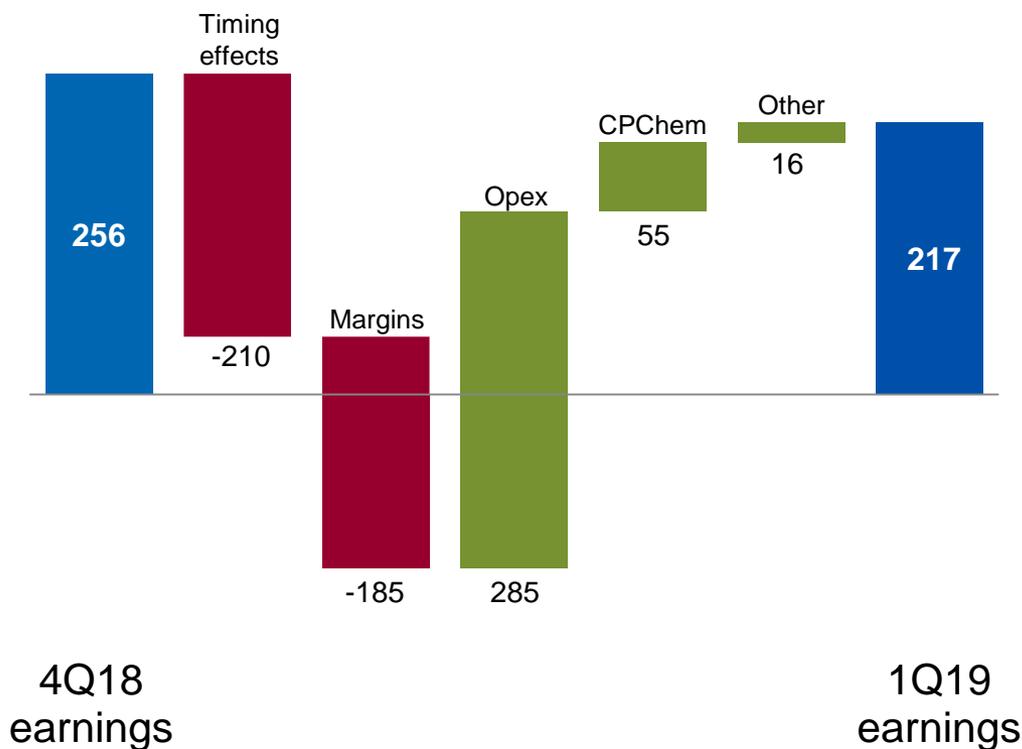
- Primarily lower liftings in Australia
- Mainly reserve adds and absence of DD&A related to North Sea assets held for sale
- Lower operating costs



Appendix

U.S. downstream earnings: 1Q19 vs. 4Q18

\$ millions



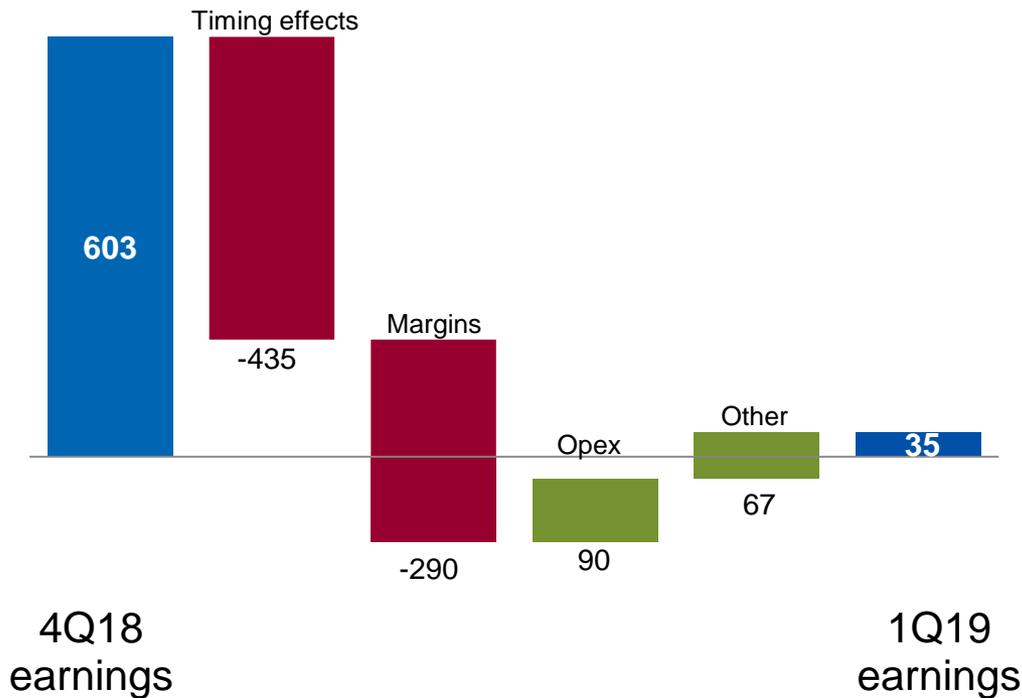
- Unfavorable timing effects due to a swing in commodity prices
- Lower refining and marketing margins
- Lower opex due to lower planned turnaround activity, in line with guidance
- Lower turnaround activity at CPChem



Appendix

International downstream earnings: 1Q19 vs. 4Q18

\$ millions



- Unfavorable timing effects due to a swing in commodity prices
- Lower Asia refining and marketing margins

